



north lake tahoe

Incline Village Crystal Bay Visitors Bureau

AGENDA

Board Meeting

Lake Tahoe Incline Village Crystal Bay Visitors Bureau

Wednesday January 15th, 2020 3pm

The Board of Directors of the Lake Tahoe Incline Village Crystal Bay Visitors Bureau will hold their monthly meeting on Wednesday January 15th, 2020 beginning at 3:00pm. The meeting will be held at the Incline Village Crystal Bay Visitor Bureau office located at 969 Tahoe Blvd, Incline Village, NV 89451.

Public Comment will be at the beginning and ending of this meeting, and is limited to three minutes. The public is encouraged to comment on all agenda items as well as issues not on the agenda during the Public Comment period. Agenda items may be taken out of order, may be combined for consideration by the Board, and may be removed from the Agenda at any time. Members of the public desiring to speak must complete a "Request to Speak" form and return it to the IVCBVB clerk at the beginning of the meeting. Comments based upon viewpoint may not be restricted by the Board.

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| I. Call to Order/Roll Call | Bill Wood |
| II. PUBLIC COMMENT – Pursuant to NRS 241.020
This is the time for public to comment on any matter whether
or not it is included on the Agenda of this meeting. | Bill Wood |
| III. Approval of Agenda (For Possible Action) | Bill Wood |
| IV. Approval of November Board Minutes (For Possible Action) | Bill Wood |
| V. Washoe County Short Term Rental Ordinance Update (30 min) | WC Commissioner Berkbighler |
| VI. Washoe County Tahoe Area Plan Update (20 min) | WC Sr. Planner Eric Young |
| VII. Appointment of Ashlee Barton to NLTMC Committee (5 min)
(For Possible Action) | Andy Chapman |
| VIII. Appointment of Reps on Marketing RFP Committee (10 min)
(For Possible Action) | Andy Chapman |
| IX. Review of December 2019 Financial Statements (15 min)
(For Possible Action) | Greg Long |
| X. Review of January Dashboard Report (15 min) | Greg Long/A. Chapman |

Board Agenda

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| XI. | Review of FY 2020/21 Budget Development Timeline (10 min) | Andy Chapman |
| XII. | Board Discussion on Meeting Scheduled Start Time (10 min)
(For Possible Action) | Bill Wood/Andy Chapman |
| XIII. | Coop Departmental Reports <ul style="list-style-type: none">a. Conference Salesb. Leisure Salesc. Website Contentd. Communications/Sociale. Advertising | Andy Chapman |
| XIV. | Management Reports <ul style="list-style-type: none">a. Operations Reportb. Business Development Manager Reportc. President/CEO | Staff |
| XV. | Old Business | Bill Wood |
| XVI. | New Business <ul style="list-style-type: none">- Board Retreat Date | Bill Wood |
| XVII. | Director Comments | Bill Wood |
| XVIII. | PUBLIC COMMENT – Pursuant to NRS 241.020
This is the time for public to comment on any matter whether
or not it is included on the Agenda of this meeting. | Bill Wood |
| XIX. | Adjournment – (For Possible Action) | |

Physically disabled persons desiring to attend should contact Greg Long at (775) 832-1606.
Support materials can be found at <https://www.gotahoenorth.com/north-lake-tahoe/business-community/incline-village-crystal-bay-visitors-bureau/>

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November Board Meeting Minutes Lake Tahoe Incline Village Crystal Bay Visitors Bureau Wed, Nov 20, 2019, 3pm

I. Call to Order/Roll Call

Bill Wood

The Incline Village Crystal Bay Visitors Bureau (IVCBVB) Board Meeting was called to order at 3:01 pm by Chair Wood. Roll call was taken, and the following members were present: Bill Wood, Michael Murphy, Heather Bacon. The following members were present via teleconference: Bill Watson, Blaine Johnson. The following IVCBVB employees were present: Andy Chapman, CEO/President, Greg Long, Director of Operations, and Sierra Leske, Administrative Assistant. The following guests were present: Jason Guinasso, legal counsel, and Liz Bowling of the North Lake Tahoe Resort Association.

II. PUBLIC COMMENT – Pursuant to NRS 241.020

Bill Wood

This is the time for public to comment on any matter whether or not it is included on the Agenda of this meeting.

Bill Wood requests that we have a flexible agenda.

Motion to approve a flexible agenda by Heather Bacon, Seconded by Michael Murphy. Approved.

Bill Wood was approached by the GM of Moe's BBQ, who is also involved in music festivals. Their "Powabunga" event that was scheduled for Homewood fell through due to Homewood backing out, so Eric asked Mr. Wood if he knew of any other place that would be willing to host the event. Mr. Wood discussed with the board the possibility of hosting.

III. Approval of Agenda (For Possible Action)

Bill Wood

Motion to approve the Agenda by Bill Watson. Second by Michael Murphy. Approved.

IV. Approval of October Board Minutes (For Possible Action)

Bill Wood

Motion to approve the October Board Meeting Minutes by Michael Murphy. Second by Heather Bacon. Approved.

V. Discussion and Appointment of RSCVA Board Representative Bill Wood/A. Chapman (for possible action)

Bill Wood will "term out" so the board will have to suggest two (2) nominees by Jan 6th. Discussion of qualifications and commitments ensued.

Meeting Minutes

Motion to Nominate Andy Chapman and Michael Murphy by Heather Bacon, Seconded by Blaine Johnson. Approved.

VI. Washoe County Short Term Rental Ordinance Update Blaine Johnson/A. Chapman

CEO Andy Chapman and Blaine Johnson gave a general update, including the results and discussion of the recent community meeting regarding this issue. Andy Chapman also referred to material contained in the packet for additional information, while Blaine Johnson talked about the potential for new permits, inspection requirements, and regulations that are being proposed.

VII. Review of Winter Slow Start Messaging Liz Bowling/A. Chapman

CEO Andy Chapman introduced Liz Bowling from the North Lake Tahoe Resort Association. Planning for a potential slower winter start, adjusted the marketing press release to push resort opening dates and highlighting winter experiences, rather than exclusively skiing. Additional discussion about holiday events, shopping, and other upcoming publications.

VIII. Review of October 2019 Financial Statements (For Possible Action) Greg Long

DOO Greg Long highlighted several items and directed board members to look at the summary sheet and the packet for the current financial statements. North Lake is down a little in the overall numbers; but doing well overall. Possible low numbers due to slower winter start.

Motion to approve the October 2019 Financial Statements by Bill Watson, Seconded by Heather Bacon. Approved.

IX. Review of November Dashboard Report Greg Long/A. Chapman

DoO Greg Long directed board members to review the packet, and to contact him if there are any questions or concerns. CEO Andy Chapman called Board Member Heather Bacon back on the teleconference line and quickly reviewed the decision on item number 7 (VII) which she was not on the line for.

X. Discussion on Board Meeting Scheduled Start Time (For Possible Action) Andy Chapman

CEO Andy Chapman brought up some concerns regarding the late start times of the Board Meetings and suggested that the discussion regarding a change in start time to accommodate schedules. Discussion.

XI. Coop Departmental Reports Andy Chapman

- a. Conference Sales**
- b. Leisure Sales**
- c. Website Content**
- d. Communications/Social**
- e. Advertising**

CEO Andy Chapman directed board members to review the conference report in the packet to see all the effort Bart Peterson and Sarah Winter have been putting in, as well as the Abbi Agency reports. He requested the Board contact him with any questions or concerns.

XII. Management Reports

Staff

- f. Operations Report**
- g. Business Development Manager Report**
- h. President/CEO**

DOO Greg Long told the board of the new camera installations due to the amount of vandalism that had been occurring and explained how the new system works. Greg Long also informed the board that the Visitors Center has also updated the original furnaces.

XIII. Old Business

Bill Wood

CEO Andy Chapman updated the board regarding the NLTRA CEO search and the interviews that had taken place.

CEO Chapman also had an update on TBID discussion.

XIV. New Business

Bill Wood

- a. Soupfest, Friday Dec. 6th**
- b. Tahoe Film Fest, December 5th-8th**

XV. Director Comments

Bill Wood

N/A

XVI. PUBLIC COMMENT – Pursuant to NRS 241.020

Bill Wood

This is the time for public to comment on any matter whether or not it is included on the Agenda of this meeting.

N/A

XVII. Adjournment – (For Possible Action)

Motion to adjourn by Michael Murphy, Seconded by Heather Bacon. Adjourned. 4:24pm.

Physically disabled persons desiring to attend should contact Greg Long at (775) 832-1606. Support materials can be found at <https://www.gotahoenorth.com/north-lake-tahoe/business-community/incline-village-crystal-bay-visitors-bureau/>

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Planning Commission Staff Report

Meeting Date: January 7, 2020

Agenda Item: 8B

DEVELOPMENT CODE AMENDMENT CASE: WDCA19-0008 (Short-Term Rentals)

BRIEF SUMMARY OF REQUEST: To amend Washoe County Development Code Articles 302, 304, 306 and 410, and to create Articles 319 and 809 in order to establish standards and processes related to short-term rentals.

STAFF PLANNER: Kelly Mullin, AICP, Senior Planner, 775.328.3608, kmullin@washoecounty.us

DESCRIPTION

For possible action, hearing, and discussion to amend Washoe County Code Chapter 110 (Development Code) within Article 302, *Allowed Uses*, to identify the types of review required for short-term rentals in each regulatory zone and to add an administrative review permit to the list of review types; within Article 304, *Use Classification System*, to update the residential use type description, add a definition for short-term rental, and update the definition for lodging services; and within Article 410, *Parking and Loading*, to update the off-street parking space requirements table to include a reference to short-term rentals. Chapter 110 would also be amended to create Article 319, *Short-Term Rentals (STRs)*, to establish standards, location limitations, defining unpermitted short-term rentals as nuisances, occupancy limits, parking requirements, safety/security considerations, signage, noise thresholds, trash/garbage collection rules, insurance requirements, Tahoe area considerations, permitting requirements, enforcement process, fees, fines, and penalties associated with short-term rentals; and to amend Article 306, *Accessory Uses and Structures*, by removing the procedural details for Administrative Review Permits, with those details being re-located into a new article that is updated to reflect minor changes related to short-term rentals. That article would be created as Article 809, *Administrative Review Permits*. Short-term rentals are a type of temporary lodging of brief duration operated out of private residences such as homes, apartments and condos. They are commonly made available through property management companies and online booking services, and are also referred to as vacation rentals that are generally booked for fewer than 28-days. The amendments may include the resolution of discrepancies that may arise within existing WCC chapters as a result of any new code language, and other matters necessarily connected therewith and pertaining thereto.

The Planning Commission may recommend approval of the proposed ordinance as submitted, recommend approval with modifications based on input and discussion at the public hearing, or recommend denial. Any material modifications that exceed the scope of the amendments being considered at this hearing may require continuation of the hearing for possible action at a future meeting.

POSSIBLE MOTION

I move that, after giving reasoned consideration to the information contained in the staff report and information received during the public hearing, the Washoe County Planning Commission recommend approval of WDCA19-0008, to amend Washoe County Code Chapter 110 (Development Code) within Articles 302, 304, 306, and 410, and with new Articles 319 and 809 created as identified in Exhibit A. I further move to authorize the Chair to sign the resolution contained in Exhibit A on behalf of the Planning Commission and to direct staff to present a report of this Commission's recommendation to the Board of County Commissioners within 60 days of today's date. This recommendation for approval is based on the following four findings within Washoe County Code Section 110.818.15(e).

(Motion with Findings on Page 12)

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Exhibit Contents

Resolution with Proposed Amendment Language (Ch. 110)	Exhibit A
Initiation Staff Report for Dec. 10, 2019 County Commission Meeting	Exhibit B
Staff Report for Nov. 12, 2019 County Commission Meeting.....	https://bit.ly/2Kp5PoT
Excerpt of minutes from Nov. 12, 2019 County Commission Meeting	Exhibit C
Public Comment Letters Received Since Nov. 12 Meeting.....	Exhibit D
Summary Report of Feedback from Public Workshops and Online Survey	Exhibit E

Process for Development Code Amendments

The Washoe County Development Code is Chapter 110 of the Washoe County Code (WCC). The Development Code broadly regulates allowable and permitted land uses, subdivision of land, planning permit requirements and procedures, signage, infrastructure availability, land use development standards, and other related matters. Because the Development Code covers so many varying aspects of land use and development standards, it is expected that from time to time it may be necessary to change or amend one or more portions of the Development Code to keep it up to date with the most current and desirable trends in planning and development.

The Development Code amendment process provides a method of review and analysis for such proposed changes. Development Code amendments may be initiated by the Washoe County Board of County Commissioners (BCC), Planning Commission (PC), or an owner of real property. Development Code amendments are generally initiated by resolution of the BCC or PC. Real property owners may apply to initiate a Development Code amendment.

After initiation, the PC considers the proposed amendment in a public hearing. The PC may recommend approval, approval with modifications or denial of the proposed amendment. The PC records its recommendation by resolution. The BCC hears all amendments recommended for approval, and amendments recommended for denial upon appeal. The BCC will hold an introduction and first reading of the ordinance (proposed amendment), followed by a second reading and possible ordinance adoption in a public hearing at a second meeting at least two weeks after the first reading. Unless otherwise specified, ordinances are effective 10 days after adoption.

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Background

Short-term rentals (STRs) are a type of temporary lodging of brief duration operated out of private residences such as homes, apartments and condos. They are commonly available through property management companies and online booking services. They are also referred to as vacation rentals and generally booked for fewer than 28-days.

As with other industries affected by the sharing economy, the rise of online advertising platforms such as Airbnb and VRBO has disrupted the traditional lodging industry by expanding opportunities for the average homeowner to tap into the tourist market and offer their home for short-term rental use. Although vacation rentals have been available in various forms for decades, these newer technologies have led to expanded temporary lodging options and a greater awareness of the prevalence of short-term rentals in many communities. Along with that has come increased focus on the impacts of STRs on neighboring residents and the larger community. Washoe County, and especially the Incline Village/Crystal Bay area, is no exception.

Current unofficial estimates put the number of STRs in unincorporated Washoe County between roughly 500 and 1000 distinct units active at any given time, varying greatly with time of year. Over 90% are estimated to be located in Incline Village/Crystal Bay, and over 90% are whole-home rentals. At the high-end, STRs represent approximately 12.5% of housing stock in Incline Village/Crystal Bay. This is on par with other Tahoe-area jurisdictions, with the Mountain Housing Council estimating that STRs comprise 13.5% of housing stock in the Truckee/North Tahoe region.

Appropriate management of STRs is a complex and controversial issue with no simple solution. Stakeholders represent a variety of perspectives, often at opposite ends of the spectrum. Opinions range from a desire to see STRs completely banned within a community, to believing that they are a fundamental property owner right. At the root of these starkly different opinions is often the question of whether STRs are a residential use or a commercial use. Staff's research shows that jurisdictions and courts alike have differences of opinion on this matter, and that there is no clear consensus. After extensive research and review of public input, it is Washoe County staff's opinion that answering that question is a matter of thresholds. At lower occupancies, the use may easily be considered residential in nature, but still have characteristics requiring mitigation (as a sort of hybrid residential use). This is because, in general, the impacts on surrounding properties are expected to not be substantially different than if the property were used in the more traditionally long-term residential way. However, at higher occupancies, the impacts (ex. parking, noise, etc.) to neighboring properties are more likely to increase to a level that the use starts to appear less residential and more commercial in nature. In some cases, these impacts may be mitigated through more restrictive standards or conditions of approval. In other cases, they cannot. Some levels of occupancy may be so high that the STR would be inappropriate in residential areas, and more appropriate to be located in commercial areas, especially those that are tourist-oriented.

Most jurisdictions in southern Nevada and around Lake Tahoe have already established or are working to establish standards and a registration/permitting process for STRs in their communities. Due to the relative newness of standards for this type of use, there is limited consensus in how STRs are regulated, with dozens of regulatory options being employed across the U.S. to manage STRs. The most commonly regulated categories deal with quality of life issues such as noise, parking and trash.

The following text provides an overview of the various work that has been completed thus far, outreach that has occurred, and recommendations for the Planning Commission to consider.

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Process Overview

Due to the complexity of the issue, staff attempted to craft a methodical approach to recommending standards and a permitting process for STRs. This approach is designed with five distinct phases: (1) Project planning and research; (2) Structured public engagement; (3) Drafting and adoption of standards/processes; (4) Grace period, during which public outreach about the new requirements occurs, and technology/training are put into place to support the program; and (5) Program launch, after which STRs are required to meet standards and have appropriate permits to operate. Enforcement of the new requirements will begin during this phase. The project is currently in phase 3 (drafting and adoption of standards/processes). It is also expected that staff will conduct a re-review of standards and fees approximately 12-18 months after program launch in order to assess effectiveness.

Planning, Research and First Steps

Following direction from the Board of County Commissioners (BCC) in February 2019, a core group of staff within the Community Services Department began conducting research aimed at better understanding the impacts of short-term rentals, possible strategies for addressing those impacts, legal and financial implications, technology innovations to help address community impacts, and the mechanisms that are most commonly used by cities and counties across the U.S.

The parameters and goals of the project were identified early in the planning process. Based on staff's understanding of the BCC's direction and a review of successful STR programs around the country, the following guiding principles were established:

- Create simple, fair and enforceable standards for STRs that reflect best practices and address impacts
- Maximize voluntary compliance
- Encourage safe accommodations for visitors
- Balance competing interests
- Establish a cost-neutral fee and fine structure

During the initial research stage, Washoe County also contracted with technology provider Host Compliance to provide three main services related to STRs: address identification (tying online advertisements from dozens of platforms to real addresses); a 24/7 complaint hotline; and, a mobile registration platform. Host Compliance provides STR enforcement assistance to over 200 local jurisdictions across the United States.

Public Outreach and Engagement

A critical component of the project has been to identify the various stakeholder groups and better understand their perspectives on STRs. Generally speaking, these many stakeholders can be grouped into the following major categories: neighbor/community members; STR host and property managers/realtors; traditional lodging industry and business; and impacted regulatory agencies.

These categories are not exhaustive; however, they represent the majority of perspectives heard from so far. There were three major components of the initial public outreach process: (1) small-group, targeted stakeholder input meetings; (2) public workshops; and (3) an online survey.

Stakeholder input sessions: In July 2019, staff held a series of small-group stakeholder input sessions aimed at getting a better sense of the perspectives and priorities of those within each major stakeholder group. These meetings helped inform the topics and structure of later public

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workshops. An informal working group of various agencies was also formed in order to better understand concerns and priorities from the regulatory perspective. The working group included representatives from the Sheriff's Office, North Lake Tahoe Fire Protection District, Truckee Meadows Fire Protection District, Reno-Sparks Convention & Visitors Authority (RSCVA), Washoe County Manager's Office, business license program, code enforcement program, planning program, and building program. Staff has had several follow-up meetings with many of these agencies/programs since the original working group meetings, as well as with the Incline Village General Improvement District (IVGID), Washoe County Health District and District Attorney's Office.

Public workshops: In August 2019, two public workshops were held in Incline Village and one in Reno. There were approximately 250-300+ attendees across the three workshops (some participants attended more than one workshop). These were structured to better understand the priorities and concerns of workshop attendees, and to solicit possible solutions to address these concerns.

Online survey: An online survey was offered as an alternative or supplement to the in-person workshops. The survey was structured similarly to the workshops in terms of asking participants to identify their top areas of concern related to STRs and future standards/permitting processes, provide additional details about those concerns, and offer possible solutions. There were **569** survey responses. About **70%** of respondents represented a neighbor/community perspective, while about **20%** represented the STR host or property manager perspective.

Public response for workshops and survey: Staff's goal during the public outreach process was to identify major concerns of each of the stakeholder groups and, wherever possible, pinpoint areas of overlap. A summary of feedback received via the workshops and online survey has been provided as Exhibit E. An analysis of the input received revealed several recurring themes, including:

- Top areas of concern were related to occupancy limits, the permitting process, noise and parking.
- There is general community support for regulating STRs. However, respondents vary drastically on the extent of standards that should be put in place.
- It is critical that regulations established for STRs be enforced.
- Property managers believe their existing rules for the STRs they manage are strict and adequately regulated through their state license.
- Many residents, especially in the Incline Village/Crystal Bay area, believe STRs are commercial businesses operated by non-residents of the community.
- Many hosts believe better renter education will help mitigate existing issues and are concerned that responsible hosts will be penalized for the actions of irresponsible hosts.

Proposed Amendments

Based on the significant research conducted by staff, extensive public input, BCC input, and an analysis of potential regulatory mechanisms and options for Washoe County, staff created a series of recommendations that were heard by the BCC at their Nov. 12, 2019 meeting, where they provided policy direction (staff report available at <https://bit.ly/2Kp5PoT> and the minutes of the meeting are provided as Exhibit C). Draft code language was subsequently created and made available for a 21-day public comment period, the results of which are attached as Exhibit D. Limited changes were made to the initial draft ordinance as a result of the public comment period; however, the PC is encouraged to review and consider the comments in their entirety. The following changes were made to the initial draft: incorporating the provisions of NRS 244.1545 regarding the duties of hosting platforms; translating existing regulatory zones to

those proposed as part of the new Tahoe Area Plan (expected to be adopted in 2020), and other minor edits.

Draft code language for Chapter 110 (Development Code) has been provided with Exhibit A and summarized on the following pages. Additional code changes related to enforcement have been created for Chapters 125 (Administrative Enforcement Code) and 50 (Public Peace, Safety and Morals); however, administration of those chapters is outside the purview of the PC and therefore not included for review here. Changes to those chapters will be reviewed directly by the BCC.

General Standards

- Every STR must have a designated 24/7 agent or property manager available through a single phone number who shall respond to complaints/issues within 30 minutes of contact.
- No events or other gatherings (ex. parties, weddings, etc.) are allowed that would exceed the on-site maximum occupancy associated with the short-term rental permit.
- Permittee must be the property owner.
- Limited to one STR per parcel; must be a permanent, habitable dwelling unit (i.e. no RVs/boats). The per-parcel limitation is due, in part, to ensure better enforcement capability.
- STR may be rented to only one group/person at a time (ex. renting out five individual rooms to five separate parties would not be permitted).
- Advertising for an STR is prohibited unless a valid STR permit has been issued.
- Advertisements must include the Washoe County permit number, room tax license number, maximum occupancy as allowed by the permit, number of bedrooms, number of beds (cannot exceed max. occupancy), and number of parking spaces.
- Must comply with all other federal, state, and other applicable laws/statutes, and issuance of a County STR permit does not relieve the property owner of compliance with applicable regulations, including CC&Rs or HOA restrictions.
- Existing STRs are not grandfathered; they must apply for and be issued a County STR permit in order to operate.
- Applicable room tax must be paid to the RSCVA.

Permitting

- An STR permit will be considered similar to a privileged license in that revocation can occur without Board action for issues such as non-payment of fees and noncompliance. Any revocations would provide for appropriate and timely administrative appellate review.
- STR permits must be renewed annually. Property owners should be aware that standards are subject to change over time and that there is no guarantee a permit will be renewed.
- **Three permitting tiers are proposed.** These tiers are intended to recognize that below certain thresholds, and with appropriate standards in place, an STR is expected to reasonably function similarly to other residential uses. However, as occupancy increases, impacts to surrounding properties have the potential to increase. In these cases, further scrutiny may be necessary to determine if the scale of the proposed STR is appropriate on the specific property and if additional mitigation can reduce potential impacts to a reasonable level.
 - **Tier 1:** STRs with a maximum occupancy of 10 persons or less; standard STR permit required. (*Note:* 10 or fewer is a common break point for uses like group homes and within the International Building Code's "R" occupancy.)
 - **Tier 2:** STRs with a maximum occupancy of 11-20 persons; discretionary permit required in most regulatory zones.

- **Tier 3:** STRs with a maximum occupancy of 21 or more persons; acceptable only in areas where hotels/motels allowed; with discretionary permit; requires commercial standards.

Parking

Inadequate parking is one of the most frequently cited complaints associated with STRs – both across the nation and in the feedback heard from Washoe County residents. This is especially prevalent in the Incline Village/Crystal Bay area, where on-street parking can be severely limited or nonexistent. In order to reduce potential impacts to neighboring properties, the following parking standards are proposed:

- No STR parking is allowed in the right-of-way.
- One parking space is required for every four proposed occupants. *Note:* In a study conducted for the Incline Village General Improvement District, visitors in the winter were found to average approximately 2.5 people per vehicle. In the summer, this average increased to 4 people per vehicle.
- All parking spaces must be improved to Washoe County standards (or Tahoe Regional Planning Agency standards, if applicable) and developed on-site, within property boundaries. In multi-unit complexes, parking must be in designated parking spaces (if applicable) and limited to the number of spaces allotted to the unit.

It should be noted that parking may be limited by available TRPA coverage, and that staff's recommendation is that such limitations should not result in standards being waived. Additionally, inability to develop the appropriate number of parking spaces on-site may limit the number of occupants allowed by the STR permit. However, under certain limited circumstances where flexibility may be warranted, the Director of the Planning and Building Division would have the authority to modify the location of required parking spaces.

Occupancy Limits

Establishing occupancy limits also has the potential to reduce some of the major impacts commonly associated with short-term rentals. Proposed limits are based on the International Code Council's International Property Maintenance Code, which is a well-recognized code generally addressing building safety standards in the United States and across the world. Proposed limits are as follows:

- Bedrooms intended for one occupant must be a minimum of 70 sq. ft. in size.
- Bedrooms intended for two occupants must be a minimum of 100 sq. ft. in size, with an additional 50 sq. ft. required for each additional occupant.
- Other areas proposed for sleeping purposes, such as living rooms, would require a minimum of 200 sq. ft. for each occupant.
- Each of these areas would be required to have minimum safety features in order to qualify. No distinction would be made based on the age of the occupant.
- No distinction would be made between daytime occupancy and nighttime occupancy, as impacts would be expected to be similar.

It should also be noted that occupancy may be further limited by the available number of parking spaces.

Safety and Inspections

Washoe County staff has been working with both the North Lake Tahoe Fire Protection District and Truckee Meadows Fire Protection District to discuss fire and life safety concerns associated with STRs. As visitors to a short-term rental are less likely to be familiar with a home than

someone living in it, basic fire and life safety minimums are proposed to be required. The following summarizes proposed safety standards:

- Safety minimums include requirements for adequate smoke and carbon monoxide detectors; fire extinguishers; adequate egress; well-maintained fireplaces, electrical outlets/systems, hot tubs, deck railings, etc. Additional minimums may be proposed for occupancies over 10 during discretionary permit review processes.
- Defensible space inspection will be required; to be conducted by the applicable fire agency.
- Basic structure safety inspection will be required; to be conducted by Washoe County building inspectors, with the exception that items such as sprinkler or fire alarm systems (if applicable) would be inspected by fire staff. Inspection must be passed prior to issuance of STR permit.
- Unscheduled inspections may occur if building or fire inspectors have reason to believe occupancy has been exceeded or a life safety issue is present.

External Signage

To ease enforcement, ensure nuisance issues can be more quickly addressed, and help first responders more quickly assess occupancy, the following signage standards are proposed.

- While the STR is being rented, information shall be displayed on the outside of the unit that includes the Washoe County STR permit number, occupancy limit, complaint hotline and local STR agent/property manager contact number.
- No advertising signage is permitted.

Noise

Excessive noise, parties and loud music are some of the other most commonly heard complaints associated with short-term rentals. This was also a significant concern noted by County residents at the public workshops and in the online survey. Noise issues can also be one of the most difficult types of complaints to address. Many jurisdictions have established quiet hours for STRs. Opponents argue that if quiet hours are important, they should be established for all members of the community, not just STRs. However, it can also be argued that occupancies of STRs are often higher than that of neighboring residences and that transient guests may not be as familiar with or respectful of community norms associated with noise.

The Washoe County Sheriff's Office has indicated there have been 64 calls for service related to noise in the Incline Village/Crystal Bay area in the past year, with three citations issued. It is understood that there is limited staffing by the Sheriff's Office in the Incline area, and that calls for service related to noise will have a lower priority than many other service types. Although the 24/7 STR complaint hotline by Host Compliance is expected to help with noise impacts, noise is still a concern.

Establishing quiet hours specifically for STRs is recommended by staff. Additionally, due to the difficulty with noise enforcement, staff would like to provide an additional mechanism for consideration. Decibel-monitoring devices are a technology being used by some property managers to ensure their transient guests are respectful of the community. They monitor decibel-levels only; there are no audio recordings. These are also a tool that can be used by a jurisdiction to better track STRs with repeated noise complaints. The City of Henderson recently adopted standards requiring these devices to be used as part of an STR's overall noise management plan. Staff recommends they be required for STRs with two confirmed noise violations.

- Quiet hours 10 p.m. – 7 a.m.
- After a second confirmed noise violation, an STR must be equipped with decibel-monitoring devices with reporting capability. Records must be available for County review.

Trash

In mid-2017, Incline Village General Improvement District (IVGID) established a zero-tolerance policy related to proper trash disposal in the Incline Village/Crystal Bay area. IVGID staff patrols the community to ensure standards are being followed and educate or cite where necessary. IVGID has indicated that since the program started, trash violations have dropped significantly. With that in mind, the following trash standards for STRs are proposed:

- Trash must be managed as prescribed by Health District, Waste Management and IVGID (if applicable). Cart size must be sufficient to store waste for maximum number of occupants each week.
- STRs in IVGID service territory and other bear-prone areas must utilize wildlife-resistant carts and/or bear boxes, except in multi-family developments where HOAs require and enforce regular trash disposal.
- Trash violations confirmed by IVGID count as a violation against the STR and may incur both IVGID penalties and Washoe County STR permit penalties.
- Carts shall only be placed street-side during the timeframes stipulated by the local authority or waste hauler.

Other Standards

Several workshop and survey participants voiced concerns that most standard homeowner policies do not cover STR use. It is common for other jurisdictions to require STR-specific liability insurance, and the following additional standards are recommended:

- Certificate of insurance is required identifying that the property is used as a short-term rental and provides \$500,000 minimum liability coverage per occurrence.
- Educational material provided in unit must contain: community evacuation routes; fire safety info (ex. BBQ operation, proper cigarette and ash disposal, community fire danger, etc.); bear awareness brochure (if applicable); noise, trash and parking standards, occupancy limits, etc.

Enforcement and Revocation

A three-pronged approach to enforcement is proposed:

- Licensing: Proactively identify unlicensed STRs and pursue licensing compliance; cite, fine and, if necessary, lien non-compliant property owners who continue to operate an STR without the appropriate permit in place. It should be noted that this approach is a departure from current complaint-based code enforcement practices; however, it is considered a necessary component of a successful STR program.
- Inspections: Required upon initial permit application and annually thereafter. Safety minimums must be in place in order to obtain an STR permit and operate.
- Operational: Confirmed violations will result in fines and potential penalties such as permit revocation. The 24/7 complaint hotline (via Host Compliance) will log citizen-initiated complaints and immediately contact the STR's local responsible party for resolution.

More than three confirmed separate violations in any six-month period will result in permit revocation and a 12-month cooling off period whereby the property is ineligible to obtain an STR permit and operate a short-term rental. To increase program effectiveness and reduce time

leading to compliance, no BCC action will be required for this type of revocation (unless on appeal).

Other Items for Consideration

There are several other items the Commission may wish to be aware of during their consideration of this topic.

Permit Fees

A cost-neutral fee structure has been recommended to the BCC to ensure, to the extent possible, that implementation and enforcement of the short-term rental program is paid for by those who own and operate STRs. Thus, the fee structure will be designed to incorporate costs such as: safety and fire inspections; permit processing and review; Host Compliance software and services; enforcement of non-licensed STRs and violations of STR standards, etc. It is expected that this fee structure would be reassessed after the first 12-18 months of operation in order to ensure costs are appropriately covered, and to propose adjustments at that time if necessary. Proposed fees will be reviewed and set directly by the BCC.

Fines

Although the BCC will be directly reviewing proposed fines, the PC may find the following context useful. Research related to STRs has made it clear that fines and penalties must be significant enough to deter violations; otherwise, it may just be considered the cost of doing business for an operator. Washoe County's current code enforcement approach for land use violations is focused more on achieving compliance rather than penalizing the property owner. Therefore, current fines for Development Code violations are set relatively low and are considered insufficient to deter STR violations. As a result, staff will be proposing a higher fine structure, with unpaid fines becoming liens against the property.

Staffing Needs

At least one additional code enforcement staff member is expected to be needed to assist with implementation and enforcement of the program. Standard building safety inspections will be conducted by existing Washoe County Building Inspectors. Fire inspectors from the applicable fire district are anticipated to inspect defensible space and, if applicable, smoke alarm and/or sprinkler systems. The cost of such inspections will be paid for by the STR applicant. Host Compliance's services will be used for matching advertisements to real addresses, the 24/7 complaint hotline and establishment of the mobile registration platform.

Room Tax

The Reno-Sparks Convention and Visitors Authority (RSCVA) requires hosts of STRs to obtain a transient lodging tax (aka room tax) license. As part of this project, staff will be investigating opportunities to reduce potential overlap in the permitting processes between the two organizations.

Tahoe Regional Planning Agency (TRPA)

TRPA recently established a list of regulatory options for jurisdictions to apply to STRs within the Tahoe Basin in order to meet TRPA goals and policies. These will be considered a third criterion in TRPA's scoring system for awarding residential allocations to jurisdictions around Lake Tahoe. The focus is largely on locational, operational and enforcement parameters. Washoe County has been actively involved in these conversations with TRPA. County staff's recommendations for STRs are expected to meet many of the parameters laid out by TRPA.

Demographics

With the highest concentration of STRs located in the Incline Village/Crystal Bay portion of Washoe County, there has been some interest in the demographics of that area. The following information was pulled from 2013-2017 American Community Survey 5-Year Estimates for zip code 89451, which represents most, but not all of the area. This information is provided to paint a general picture only. There are approximately 7,800 dwelling units, with approximately 52% comprised of single-family detached homes. The area is characterized by a large contingent of second homes, and just under 53% of the dwelling units are classified by the U.S. Census Bureau as vacant. Slightly more than 34% of the homes are owner-occupied. 75% of the homes were built prior to 1990. The average household size of owner-occupied homes is 2.08. The average household size of long-term renter-occupied homes is 3.02. Approximately 74% of residents moved into their home in the year 2000 or later. Just under 93% of the homes have four bedrooms or fewer.

Standards for Incline Village/Crystal Bay vs. Rest of Washoe County

It is important to note that many residents in the Incline Village/Crystal Bay area requested that STR standards within the Tahoe Basin be different than those in the rest of Washoe County. The majority of STRs in the County are located in Incline Village/Crystal Bay and therefore most recommendations were drafted with that area primarily in mind. Regional adjustments are included in the proposed code language for items such as wildlife-resistant carts in bear-prone areas, variations in defensible space requirements/inspections, TRPA parking standards, and regulatory zone differences within the new Tahoe Area Plan (expected to be adopted in 2020).

Incline Village/Crystal Bay Citizen Advisory Board Meeting

The Incline Village/Crystal Bay Citizen Advisory Board (CAB) requested that the topic of STRs be presented at one of their meetings. An overview of the proposed recommendations was provided to the CAB on Dec. 12, 2019, where there were approximately 20 people present. The minutes of the meeting will be provided as an addendum to this staff report when they are available. In general, questions and comments during the meeting covered the following areas: protection of the Lake Tahoe watershed; bear and trash concerns; parking needs; transient lodging tax distribution and use; responsible hosting of STRs; residential use vs. commercial use; compliance with Nevada Revised Statutes; density concerns; impacts on infrastructure; enforcement/response capabilities; role of property managers; STR permitting process, including tiered approach; noise complaint resolution; program costs; data to support recommendations; and renter education.

Findings

Washoe County Code Section 110.818.15(e) requires the Planning Commission to make **at least one** of the following findings of fact. Staff has completed an evaluation for each of the findings of fact and recommends that the Planning Commission make all four findings in support of the proposed amendment.

1. **Consistency with Master Plan.** The proposed Development Code amendment is in substantial compliance with the policies and action programs of the Washoe County Master Plan.

Staff comment: As proposed, the amendments do not conflict with the policies and action programs of the Master Plan and are designed to be compatible with the current draft of the new Tahoe Area Plan expected to be adopted in 2020.

2. Promotes the Purpose of the Development Code. The proposed Development Code amendment will not adversely impact the public health, safety or welfare, and will promote the original purposes for the development code as expressed in Article 918, Adoption of Development Code.

Staff comment: The intent of this code amendment is to identify and address the impacts of STRs by regulating their use and creating a permitting/enforcement process. These changes are intended to reduce potential adverse impacts of STRs on public health, safety and welfare.

3. Response to Changed Conditions. The proposed Development Code amendment responds to changed conditions or further studies that have occurred since the Development Code was adopted by the Board of County Commissioners, and the requested amendment allow for a more desirable utilization of land within the regulatory zones.

Staff comment: The proposed changes are a direct result of the increased awareness and use of short-term rentals in unincorporated Washoe County, and the BCC's recognition that their impacts must be addressed.

4. No Adverse Effects. The proposed Development Code amendment will not adversely affect the implementation of the policies and action programs of the Conservation Element or the Population Element of the Washoe County Master Plan.

Staff comment: The amendments are designed to address impacts of an existing use currently unregulated within Washoe County. They reflect several of the recommendations of the Tahoe Regional Planning Agency related to neighborhood compatibility and are not expected to adversely impact the policies of the Master Plan Elements.

Public Notice

Pursuant to WCC Section 110.818.20, notice of this public hearing was published in the newspaper at least 10 days prior to this meeting, and the Chair and membership of all Citizen Advisory Boards were likewise notified of the public hearing. Staff can provide proof of notification if requested.

Recommendation

It is recommended that the Planning Commission recommend approval of WDCA19-0008, to amend the Development Code as described in this staff report, with the details provided in Exhibit A. The following motion is provided for your consideration.

Motion

I move that, after giving reasoned consideration to the information contained in the staff report and information received during the public hearing, the Washoe County Planning Commission recommend approval of WDCA19-0008, to amend Washoe County Code Chapter 110 (Development Code) within Articles 302, 304, 306, and 410, and with new Articles 319 and 809 created as identified in Exhibit A. I further move to authorize the Chair to sign the resolution contained in Exhibit A on behalf of the Planning Commission and to direct staff to present a report of this Commission's recommendation to the Board of County Commissioners within 60 days of today's date. This recommendation for approval is based on the following four findings within Washoe County Code Section 110.818.15(e):

1. Consistency with Master Plan. The proposed Development Code amendment is in substantial compliance with the policies and action programs of the Washoe County Master Plan;
2. Promotes the Purpose of the Development Code. The proposed Development Code amendment will not adversely impact the public health, safety or welfare, and will promote the original purposes for the Development Code as expressed in Article 918, Adoption of Development Code;
3. Response to Changed Conditions. The proposed Development Code amendment responds to changed conditions or further studies that have occurred since the Development Code was adopted by the Board of County Commissioners, and the requested amendment allow for a more desirable utilization of land within the regulatory zones; and,
4. No Adverse Effects. The proposed Development Code amendment will not adversely affect the implementation of the policies and action programs of the Conservation Element or the Population Element of the Washoe County Master Plan.

Appeal Process

An appeal of the Planning Commission's denial of a Development Code amendment may be made to the Washoe County Board of Commissioners within 10 calendar days from the date that the Planning Commission's decision is filed with the Secretary to the Planning Commission, pursuant to Washoe County Code Sections 110.818.25 and 110.912.20.

xc: David Solaro, Assistant County Manager
Nathan Edwards, Deputy District Attorney
Mojra Hauenstein, Planning and Building Division Director



WASHOE COUNTY
COMMUNITY SERVICES DEPARTMENT
Planning and Building

1001 EAST 9TH STREET
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PHONE (775) 328-6100
FAX (775) 328.6133

October 16, 2019

To: TRPA Regional Plan Implementation Committee

From: Eric Young, Senior Planner, Washoe County Planning and Development Division

Subject: Washoe County Tahoe Area Plan Update

Washoe County staff is very pleased to provide this informational update to the TRPA Regional Plan Implementation Committee (RPIC) regarding the update of Washoe County's Tahoe Area Plan. Together with TRPA staff, we have developed an area plan draft intended to be consistent with and supportive of the Regional Plan by articulating new goals and policies, developing new development code language, and establishing new implementing strategies to ensure success. We are particularly glad to have developed a proposal that comprehensively and consistently establishes one planning regime between TRPA and Washoe County throughout the entire planning area.

As you may know, an unfortunate system of dual planning approaches, whereby Washoe County attempted to maintain its existing zoning concept alongside the TRPAs Plan Area Statements and Community Plans, has persisted since Washoe County's Tahoe Area Plan was originally adopted in 1996. A primary goal and accomplishment of this update is to remove this unnecessary complication and establish a single consistent approach to planning throughout the planning area, based on the PAS and CP regulatory framework. While the proposed plan replaces the terms *Plan Area Statement* and *Community Plan* with the single concept of *Neighborhoods*, the underlying borders and special policies remain the same. We hope this will be a significant step forward in staff, agency, and customer interaction with the plan and with its ultimate successful implementation. In large part, the purpose of the amendments offered for your consideration is to establish a single planning regime between Washoe County and TRPA that is focused on achieving the goals of the Regional Plan in a manner that supports the local community's vision of the planning area. As an additional bonus, we currently believe we can make all of the necessary amendments without requiring extensive environmental review and mitigation. While we are still waiting on the final draft of the Initial Environmental Checklist (IEC), we believe the changes you see discussed below will not require additional environmental review or extensive mitigation.

Washoe County began engaging the Incline Village/Crystal Bay community about a potential update to the area plan prior to the adoption of the new regional plan. In 2003, the county began updating all of its area plans. As part of this effort, the county took part in community advisory board meetings regarding the overall direction and vision for the community. The



INTEGRITY



EFFECTIVE
COMMUNICATION



QUALITY
PUBLIC SERVICE

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county delayed launching into an actual update of the area plan for two reasons. First, the community largely expressed satisfaction with the stated vision and direction of the existing plan. Their concerns were focused on the implementation of the existing plan rather than amending that plan in any significant manner. Second, Washoe County was hesitant to launch an update prior to the adoption of the new regional plan. When the regional plan was adopted, the county began considering how to undertake an actual update to the area plan.

We believe our experience may not be unique in that our original efforts were all focused on attempting to maintain the dual planning regimes that were already in place. These efforts consumed many months of staff time and community time. And, the resulting plan was predictably complex and did not improve on the customer service aspects of the plan we were hoping to see improve. After this false start the county went back to the drawing board and quite literally wiped the slate clean. The effort to develop the area plan under consideration today began in earnest in November of 2018 when the county hired an environmental consulting firm to help ensure our success. Since December of 2018, county staff together with the consultant and TRPA staff have been cooperating to develop the current draft.

Washoe County utilizes Citizen Advisory Boards (CAB) to conduct public meetings and solicit community input. Staff has been attending the Tahoe CAB meetings on a regular basis regarding this plan for the last several years. The input from these meetings is remarkably consistent, and continues to focus on implementing the original vision of a balanced residential and tourist community. The remaining public process will entail another CAB meeting in conjunction with a public workshop prior to the Planning Commission Public Hearing.

We are looking forward to your comments on our proposed amendments and any input you may have to ensure our plan meets all of our mutual goals. Based on RPIC's direction and input from the public and local, state, and federal agencies, Washoe County and TRPA staff will refine the proposed plan and will bring forward a final draft amendment package for future consideration by the TRPA Regional Plan Implementation Committee (RPIC), Advisory Planning Commission (APC), and Governing Board in accordance to TRPA Code of Ordinances Subsection 13.6.6 – *Conformity Review for Amendments to Area Plans*. Washoe County staff anticipates bringing these amendments forward in the spring of 2020.

AREA PLAN HIGHLIGHTS:

Washoe County is proposing amendments that fit into three broad categories. These categories are 1) amendments to Goals and Policies, 2) amendments that relate more specifically to land use such as development standards and permissible uses, and 3) amendments that relate to document usability and customer service. The third category is primarily an exercise in creating a contemporary format that contains the cross references, graphics, and underlying structure

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necessary to provide access to the information contained in the documents. The development of this area plan is occurring right before Washoe County will launch into the update of its other area plans to be in conformance with an updated Truckee Meadows Regional Plan outside the basin. Many of the improvements being made to the Tahoe Area Plan will form the basis for these upcoming efforts.

The proposed changes to goals and policies and to land use issues are summarized in the following table.

Area Plan Element	Proposed Change from Existing Plan, Map, or Ordinance	Summary of Change
Goals and Policies	Adds, deletes, and modifies existing goals and policies as documented in the Area Plan	<p>The primary change to goals and policies is to add and or modify policies wherever necessary to implement the new regional plan, such as town center policies and incentives.</p> <p>In addition to these changes, the plan deletes some goals and policies that are clearly no longer applicable or that had previously been implemented.</p> <p>In a few cases the plan modifies the goals and policies to reflect the current community direction, such as the vision for the area around the former Ponderosa Ranch.</p> <p>Consolidates goals and policies from multiple CPs and PAS that address the same topic.</p>
Land Use (Zoning Districts)	Consistent zoning based on TRPA standards.	<p>PAS and CP districts are referred to as neighborhood districts. All district boundaries remain unchanged.</p> <p>(see Area Plan Regulatory Zone Map)</p>
Land Use (Permissible Uses)	Ponderosa Ranch Special Area #1 permissible uses and special policies change. Removing uses with substantial impacts and replacing them with uses with smaller impacts.	<p>► Existing permissible uses removed:</p> <ul style="list-style-type: none"> ► Food and beverage retail sales ► Outdoor amusements <p>New residential uses allowed with a special use permit:</p> <ul style="list-style-type: none"> ► Nursing and personal care ► Residential care <p>New commercial uses allowed:</p> <ul style="list-style-type: none"> ► Professional offices ► Financial services <p>New commercial uses allowed, subject to special policies:</p> <ul style="list-style-type: none"> ► Amusements and recreation services (limited to indoor movie theater, athletic clubs, and sauna/spa/hot tubs) ► Business support services (limited to blue printing, commercial art and design, and computer/IT support) ► Animal husbandry (limited to animal hospitals and

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Area Plan Element	Proposed Change from Existing Plan, Map, or Ordinance	Summary of Change
		veterinary offices) ✔ (see Development Code Section 110.220.165)
	Fairway Neighborhood allowable uses.	Day use would be changed from allowed with a special use permit to allowed. (see Development Code Section 110.220.295)
	Incline Village Special Area #1 permissible uses	New residential uses allowed with a special use permit: ✔ Nursing and personal care ✔ Residential care
Land Use (Town Center Height)	Within town centers maximum allowable height would be increased consistent with the Regional Plan, and subject to additional greenhouse gas reduction requirements.	Maximum building height in Town Centers would be increased from 42 feet (subject to TRPA Code Section 37.4) to 56 feet and four stories. Height increases beyond those currently allowed are allowed only if the project meets green building standards. This includes a second and third story stepped back for height for transitional areas within town centers and adjacent to areas outside of town centers. (see Development Code Section 110.220.35)
Land Use (Town Center Density)	Within town centers maximum allowable density would be increased consistent with the Regional Plan. Additional density proposed for nursing and personal care uses.	Multi-family residential density in town centers is increased from a maximum of 15 units/acre to a minimum of 15 units/acre and maximum of 25 units/acre. Increase density in town centers for residential care and nursing and personal care uses from 25 person per acre to 40 persons per acre. (see Development Code Section 110.220.35)
Land Use (Town Center Coverage)	Revise maximum transferred coverage limits consistent with the Regional Plan.	The existing maximum transferred coverage limits for commercial facilities within CPs allows for up to 70 percent coverage on high capability lands for vacant parcels and 50 percent of high capability lands on developed parcels. Within town centers, the maximum transferred coverage limit would change to 70 percent of high capability lands farther than 300 feet from the Lake Tahoe (at high water) and 50 percent of high capability lands within 300 feet of Lake Tahoe. Coverage limits for CP areas outside of town centers would not change. (see Development Code Section 110.220.35)
Land Use (Design Standards)	No change. Existing design standards and guidelines in adopted PASs and CPs would be carried forward in the Area Plan.	Design standards for Area Plan neighborhoods would be carried forward from PASs and CPs exactly as they are currently stated in <i>Washoe County Signage, Parking & Design Standards & Guidelines</i> to the new <i>Tahoe Planning Area Design Standards and Guidelines</i> . The new manual would be included in Article 220 (Tahoe Area) of the Washoe County Development Code.

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Area Plan Element	Proposed Change from Existing Plan, Map, or Ordinance	Summary of Change
		No change.
Land Use (Allocation of TAUs, RBUs and CFA)	In order to facilitate the goal of environmental redevelopment in town centers, create a community wide pool for each of these development right - commercial floor area (CFA), tourist accommodation unit (TAU), and residential bonus unit (RBU). Also, revise the allocation process to open access and incentivize greenhouse gas reduction strategies. See the discussion below.	CFA, TAU, and RBUs that are currently allocated to specific PASs and CPs. They would be consolidated into a single pool that is available for eligible projects throughout the plan area as shown in Table 2.4-2. Revise the allocation of CFA and TAUs from a first come first served basis to a first come first served basis within town centers. Projects outside of town centers would only be eligible for allocations of CFA or TAUs if the project meets green building standards. (see Development Code Section 110.220.20)
Greenhouse Gases	Provides new requirements and incentives for green buildings design to reduce greenhouse gas emissions.	All new structures built by Washoe County that contain habitable space and will be open to the public must be designed and built to an industry recognized industry recognized sustainable building construction and greenhouse gas reduction standard. Fees for CFA, TAU, and residential allocations are waived for projects that meet an industry recognized sustainable building construction and greenhouse gas reduction standard. Projects outside town centers are only eligible for new allocations of CFA or TAUs if they meet an industry recognized sustainable building construction and greenhouse gas reduction standard. (see Development Code Sections 110.220.415 and 110.220.20)
Natural Hazards	Standardizes and codifies the applicability of requirements for development at risk of natural hazards.	Currently, Washoe County reviews project applications on an ad hoc basis for risk of natural hazards including areas prone to landslide, flood, seismic hazards, seiche, and wildfire. The plan establishes a map that identifies area of potential natural hazards from all relevant sources. Development standards relative to each hazard are identifies to provide better information regarding what areas are subject to additional development review based on their location in a potential natural hazard area. (see Development Code Section 110.220.125)
Urban Bear Strategy	Requires that all permitted development or activities comply with an urban bear strategy.	All permitted development or activities must comply with the Washoe County Urban Bear Strategy that includes coordination with the incline General Improvement District, the local Waste Management agency, to provide an on-going educational presence as well as relevant regulations governing the disposal of garbage and waste.

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While we feel this draft has a lot of positive changes as shown in the table above, the two changes Washoe County would like to highlight are the new approach to natural hazards and the new standards for the control of greenhouse gas. County staff worked with the county Emergency Management Director to develop the approach to natural hazards. The approach combines a comprehensive map of areas potentially subject to natural hazards and ties that map to relevant code standards. While there are not new regulations being proposed, we believe this approach will help the heighten awareness of potential natural hazards and the code requirements associated with them.

Our newly proposed greenhouse gas reduction standards are the first to be applied in the Nevada side of the basin. And they will likely form the basis of any standards the county may adopt when it updates the rest of its area plans outside the basin. The reduction of greenhouse gas is approached in three separate ways. First, a standard is established for all new multi-family development and any habitable space developed by Washoe County that requires developing to a recognized sustainable greenhouse gas and building construction standard such as Living Building Challenge, Net Zero Energy Building, LEED, Energy Star, Green Globes, national Green Building Standard, or other similar standard. Next, it creates incentives for other types of development to adopt this standard by waiving the fees associated with residential allocations, commercial floor area, or tourist accommodation units. And finally, the plan establishes that development to this standard is required in order to obtain CFA or TAU outside a town center boundary.

Taken together Washoe County feels the changes described in the table above are consistent with our stated goal of creating a plan that is consistent with and supportive of the Regional Plan, as well as responding to the community's sense of character and identity. As previously stated, we look forward to your questions and input. Washoe County is eager to adopt an area plan that facilitates the goals of the regional plan and promotes the environmental redevelopment we feel our portion of the basin is in is ready for.

Some of the next steps that are envisioned toward the completion of this plan update include the following:

1. As mentioned, TRPA staff and Washoe County staff will work together to implement the suggestions we hear from the RPIC. This step will lead to a final draft ready for full public review.
2. The first part of this public review will be three public activities conducted or sponsored by the Washoe County Planning Commission including a formal initiation of the amendments, a public workshop conducted in the planning area, and public hearing for

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consideration of adoption. These meeting are tentatively scheduled between October and January.

3. The Initial Environmental Checklist (IEC) is currently in development. The results of that review will inform the final draft in a significant way. Any change that the IEC identifies as requiring additional environmental review or extensive mitigation will be removed from the plan.
4. After the Washoe County Planning commission public hearing, the Washoe County Code requires two meetings before the Washoe County Commissioners. The first meeting is the first reading of the proposed ordinance. The second meeting will be the second reading of the ordinance and the public hearing for adoption of the master plan. These hearing are tentatively scheduled for the February to March timeframe.
5. At this point the plan will come back to the TRPA for consideration before the RPIC, the APC and the Governing Board.

The area plan is being reviewed under an IEC as earlier stated. The IEC will tier off of the Regional Plan Update Environmental Impact Statement (RPU EIS). The IEC will also be supported by a traffic analysis prepared by a qualified traffic engineer. That analysis will confirm the accuracy of the growth and development projections in the RPU EIS by comparing them to current conditions. It will also project trip generation resulting from the targeted changes proposed by the area plan, such as changes in permissibility, increased residential care density, and a merged development rights pool. The area plan aligns with the Regional Plan Update as it will preserve residential and conservation areas, incentivize redevelopment in existing Town Centers, and incorporate a greenhouse gas reduction strategy. The targeted policy changes proposed are relatively minor. Because of this, no significant environmental affects are anticipated to result from the area plan beyond what was already analyzed in the RPU EIS.

As mentioned, Washoe County is eager to adopt a new area plan that supports the TRPA Regional Plan. Washoe County Shares the environmental redevelopment goals of the Regional Plan and our intention is for this draft plan to advance those goals. We hope this plan will be an approachable and accessible document to all of those who will rely on it, including the staff of various agencies and the public at large. While the plan represents a comprehensive effort to consolidate Washoe County and TRPA land use policies, some items will be addressed with future actions:

1. Community Design Standards: Washoe County staff has often inquired with the community at workshops and advisory board meetings about potential changes to the design standards handbook. The community has not responded with any strong

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concerns about the adequacy of the current standards. Design standards have never been at the forefront of the issues raised during community events. However, the community has expressed a desire to explore potential new design standards if they are considered in the form a community-wide exercise such a charrette or similar design forum. As proposed, the Area Plan will adopt the existing design standards with a few targeted modifications for Regional Plan consistency. The plan also commits the county to a future community design process to be determined after the adoption of this plan.

2. Short Term Rentals: Washoe County is committed to establishing meaningful standards for this use. In fact the county is currently in the middle of a significant public process to consider options, develop a meaningful approach and adopt new regulations. In addition, the TRPA is also considering a series of potential new standards as part of the residential allocation performance management system that could influence the direction of the county's developing approach to this use. When these two processes are complete, we will be able to act accordingly. If necessary, the county will amend the plan to include any necessary language.
3. Urban Forestry Strategy: Washoe County is aware of the forestry studies being conducted on the west side of the basin. We feel these may be very informative about forestry strategies in the basin in general. We are supportive a establishing an Urban Forestry Strategy, and are committed to exploring what that would look like in Washoe County's portion of the basin. We would like to have the benefit of the research that is currently being conducted and also time to consider how to implement what would be a new planning concept for Washoe County, and could eventually be applied across Washoe County.

Washoe County staff feels the changes we are proposing will lead to positive change. Future changes described above may also lead to positive change when they are fully developed and ready for consideration. At this point we are asking that the RPIC consider the changes we have outlined above and our approach to environmental review and provide any suggestions for how we may be able to make adjustments in order to better achieve our mutual goals.



north lake tahoe

January 10, 2020

To: Board of Directors

From: Andy Chapman, President/CEO

Re: NLT Marketing Coop Committee Appointment

Background

The North Lake Tahoe Marketing Cooperative is made up of 4 members each from the NLTRA and the Incline Village Crystal Bay Visitors Bureau. Committee membership from each organization is made up of the Executive Director/CEO, one or two board members and one or two community members for a total of 4 members. Each of the two partners appoints members to the committee. Currently the IVCBVB members are Andy Chapman, Bill Wood, and Heather Bacon.

The third seat representing IVCBVB has been vacant since the departure of Chris Skelding. Recently Ashlee Barton has taken the position of Director of Sales and Marketing for the Hyatt. Ashlee has a depth of experience in the hotel/hospitality industry and has expressed an interest in serving as an NLT Coop Committee member.

Attached to this staff report is Ashlee's resume.

Possible Board Action

For the IVCBVB Board to appointment Ashlee Barton as our committee representatives to the North Lake Tahoe Marketing Cooperative Committee.

Ashlee Barton

726 Lombard Street, San Francisco CA, 94133 · 425-829-8122 · ashleembarton@gmail.com

QUALIFICATIONS

Goal-oriented, results driven professional seeking to enhance leadership experience in sales. Skilled in developing team excellence, stakeholder confidence and overall moral. Tenacious in building new business, securing customer loyalty, and forging strong relationships. Thrives on handling multiple tasks in a fast-paced, ever-changing environment through outstanding attention to details. Embodies passion, enthusiasm and self-motivation to continue learning, enhancing self and team within the hospitality industry.

EXPERIENCE

2018 – Present – Hyatt Regency San Francisco – Associate Director of Sales

- Drive and lead team to success in 2019 with a \$32 Million Budget, 107.9 RevPar and 105,000 Total Room Night Goal.
- Conduct weekly 1:1 Meetings with each manager. Review sales funnels, discuss development, give feedback and engage team.
- Strategic Account Management for ConferenceDirect and Salesforce; building relationships to streamline account production.
- Prepare and present in monthly Ownership Meetings; report out financials, strategies, and initiatives.
- Coach for Mind the Gap Weeks; Creator of Quarterly Group Incentives, Quarterly Team Outings and Group Promotions.

2015 – 2018 – Westin St. Francis – Account Director, Large Group

- Achieved Total Goal, 2017: 101% (\$10,258,225 to goal of \$10,232,534), 2016: 132%, 2015: 100.53%.
- Account Management/Business Development in Corporate NW/Local Tech, Large Group, 51+ peak guestrooms.
- Director of ConferenceDirect Account, 10+ peak guestrooms; building relationships to streamline account production.
- “Coach” for Breakthrough Leadership Training. Implemented total hotel rollout (over 600 associates).
- “Champion” of New Business Development Week, met with 70 clients in 2 days.
- Create and Implement Client Events throughout year to generate new business and foster relationships.
- Managed travel/client entertainment schedule. Initiated hotel presentations/promotions for specific account development.

2013 – 2015 – Parc 55 Wyndham San Francisco – Director of National Accounts

- Achieved Qtr 1, 2014 Total Goals by 123.42% or \$653,354 to goal of \$530,199. Qtr 3, 2014 Total Goals by 143%.
- Focus Account: Wells Fargo – Increased Lead Production by 442% in 10 months, finding 45+ new key contacts within San Francisco, confirming \$322,778 in definite business.
- Account Management/Business Development in Pharmaceutical/Biotech, Finance/Insurance, Entertainment Market.
- Director of Conference Direct Account, building relationships to streamline account production.
- Created and Implemented Hotel Departmental Recognition Program, monthly event and team communication.
- Managed travel schedule. Formed and initiated hotel presentations for specific account development.
- Appointed to the Highgate Hotels Sales Advisory Board to shape a better Sales Organization within Highgate.

2010 – 2013 – WMP Regional Sales Office, San Francisco CA – Large Group/Convention Senior Sales Manager

- Achieved Qtr 1, 2012 Total Goals by 171% or \$2,073,331 to goal of \$1,211,339. Qtr 2, 2012 Total Goals by 165% or \$2,394,707 to goal of \$1,450,589. Qtr 3, 2012 Total Goals by 101.3% or \$1,249,510 to a goal of \$1,233,614. Qtr 4, 2012 Total Goals by 138% or \$2,566,201 to a goal of \$1,863,867.
- Represent/sell Full Service Marriott Hotels and Partnering Convention Centers in Washington, Oregon, Utah, Colorado and Northern California. Over 23 hotels in all, coupled with 5 Convention Centers; 100-300 rooms.
- Mentor for the Mentorship Program, 10 Week Program with focus on education and immersion into Sales/Events/Business Development/Area Sales.
- Proactive in building relationship with 3rd Party Intermediary Market and spokesperson in office for creating better process for continued success and profit for both them and Marriott. Conference Direct Account Executive Liaison.

2009 – 2010 – Western Mountain Pacific Regional Sales Office, San Francisco CA – Regional Sales Manager

- Exceeded Qtr 1, 2010 Total Goals by 127% or \$761,690 to goal of \$599,555. Qtr 2, 2010 Total Goals by 144% or \$730,726 to goal of \$504,676. Qtr 3, 2010 Total Goals by 173% or \$832,820 to goal of \$479,774. Qtr 4, 2010 Total Goals by 130% or booked \$1,374,262 to goal of \$1,056,889.
- Represent/sell Full Service Marriott Hotels and Selected Service Marriott Hotels in Washington, Oregon, Utah, Colorado and Northern California. Over 93 hotels in all; 0-99 rooms.
- Development of training and advancement in multiple new Sales Managers on Pacific Northwest Core Team. Working with goal setting organization, time management, prioritizing the work day and optimizing success.

Ashlee Barton

726 Lombard Street, San Francisco CA, 94133 · 425-829-8122 · ashleembarton@gmail.com

2008 – 2009 – Bellevue Downtown Courtyard by Marriott, Bellevue WA – Proactive Corporate Sales Manager

- Account saturation driving Motricity Market Share by 73% RN Increase over LYTD, Period 1, 2009.
- Account Manager for 45+ Special Corporate Clients generating \$1.6+ Million and 8350+ RN's YTD in 2008.
- Increased Accenture Account Production by 122% or \$66,288 to goal of \$54,465 in Qtr 4.
- Exceeded Qtr 4 and Qtr 3 Total Goals by 106% or \$1,115,198 to \$1,049,283.
- Achieved 186% of Individual Revenue Telecommunication and 186% of Individual Account Production Goals, Qtr 3.
- Proactively solicit new and current clients through sales strategy and industry events to fill funnel, maximize revenue and exceed property goals.

2005 – 2008 – Redmond Marriott Town Center, Redmond WA – Proactive Corporate Sales Manager

- Partnered and exceeded Property EBC Revenue Goals of 122% contributing towards \$3.3+ Million, 2007.
- Exceeded Overall Solicitation Goals of 137.5% = 1065+ Solicitations / 236+ Calls and Sites, 2007.
- Capitalized on Qtr 4 Individual Group Booking Pace Goal by 115% or \$235,755 to \$205,020.
- Generated marketing materials for need-times, weekend/group focus to utilize during E-blast and Blitz's.
- Managed EBC funnel while coordinating relationships with managers to facilitate efficient sales/events efforts. Offered creative initiatives to help close opportunities by personal outside sales efforts.

EDUCATION

Bachelor of Arts Degree in Hospitality Business Management with Minor in Business/Marketing.

2005 – Washington State University – Pullman, WA

ACCOMPLISHMENTS / LEADERSHIP

2018/2019 – HySat Team Member, Lead for Hyatt Regency Women @ Hyatt

2017 – “Coach” for Breakthrough Leadership Training. Implemented total hotel Roll-out (over 600 associates), Westin St. Francis

2016 – “Manager of the Quarter”, Qtr 3, Westin St. Francis

2015 – “Champion” of New Business Development Week, Westin St. Francis

2014 – Nominated and Appointment to sit on Highgate Hotels Sales Advisory Board, Parc 55 Wyndham

2013 – “Coaches Award”, Overall Performance and Leadership, Large Group Team, WMP Office

2012 – “Sales Super Star Award”, Qtr 3 awarded by nomination and received a congratulation call from Mr. Marriott

2012 – “Chairmen's Circle Award”, Achieved over 110% to Goal, 4 Qtr's in the year, for the year, WMP Office

2012 – National Development Team for Creating/Executing, 2nd Annual Summer Internship Program, WMP Office

2011 – “President's Circle Award”, Achieved 110.75% to Goal for the year, WMP Office

2011 – “Manager of the Quarter”, Qtr 4, Achieved 141% of Individual Goal, 100% on ESS, 100% on Shop Score, WMP Office

2011 – “Shooting Star Award”, Period 13, Achieved 702% of Individual Goal, WMP Office

2011 – Nominated and Acted as Mentor, 1st Annual Marriott Summer Sales Internship Program, WMP Office

2011 – “Pinnacle Award” for booking San Jose Marriott during Need Time, Period 2, 6, 9 and 11, totaling \$819,088, WMP Office

2010 – “Chairmen's Circle Award”, Achieved over 110% to Goal, 4 Qtr's in the year, for the year, WMP Office

2010 – “Cavalier Vest Award”, Top Performance on all around Performance, WMP Office

2009 – Meeting Professionals International, Washington State Chapter. Committee Co-chair for Education/Membership, Committee Member for Communications, Community Outreach and the Annual Gala

2009 – Volunteer for Washington Wine Ambassadors, supporting local charities and events

2007 – Awarded “Leader of the Quarter” in recognition of outstanding performance, Qtr 2, RTC Marriott

2007 – “Use of Personal Touch” Passion Award in recognition of outstanding performance, RTC Marriott

2001 – 2005 – Delta Delta Delta Sorority Offices: Social Chair, Officers Committee, Reference Chair, Rho Gamma Recruitment Counselor

SOFTWARE APPLICATIONS

Envision, Opera, Cognos, Sertifi, Social Tables, Incent, ISAC, CI/TY, HIS Reporting, CoStar, Knowland Group, RSO Central, SFA Web, SFA, Delphi, NGS, MARSHA, PMS, Fosse, MRDW, MarRFP, BrandWorks, eTools Custom Web Pages/eRooming List/eGroup List, Room Viewer, Meeting Matrix, One Yield, Guest Ware, OdWeb, E-ssentials, Outlook, Photo Publisher, MS Word, Excel, Power Point, HTML.



north lake tahoe

January 10, 2020

To: Board of Directors

From: Andy Chapman, President/CEO

Re: NLT Marketing Coop Agency RPF Sub Committee

Background

The NLT Marketing Committee has embarked on an agency RPF process. This process will allow the cooperative to solicit, review, determine and ultimate contract for agency representatives for our various marketing and communication needs. The coop last conducted an RPF process in 2015.

The RFP document has been completed and was released to interested parties on December 27th. Below is the RFP timeline for your reference.

The NLTMC has established the following target dates for processing the RFP. The schedule for evaluation and award of this RFP is subject to change and can be affected by various intervening events.

Release Date	December 27, 2019
Agency Q&A Opportunity	January 20 - 24, 2020
Qualified Proposals Due	February 14, 2020
Evaluation and Interviews by Selection Committee (if required)	March 2 - 13, 2020
Selection Committee Recommendation for Approval to NLTRA/IVCBVB Boards	March 24, 2020
Execution of Agreement between the Successful Bidder and the NLTRA and IVCBVB	April 16 – May 20, 2020
Contract Start Date	July 1, 2020
(Potential overlap with existing agencies for summer campaign)	

Each coop partner is requested to appoint two members plus the CEO to sit on the committee. Additional staff members from both IVCBVB and NLTRA will also participate in the process. During past RFP processes, the IVCBVB has appointed board members who also sit on the NLT Marketing Coop Committee for consistency sake. However it is up to the board to determine and ultimate appoint their representatives.

Possible Board Action

For the IVCBVB Board to appointment two members to sit on the NLT Coop Agency RPF Committee.

December 2019 Financial Summary Report

Dec. Month End Variance Report

REVENUE

- R278 Lift Tickets: Under budget due to lower sales.
- R250 Fund Transfer: 2.9% under budget due to lower October TOT collections.

EXPENSES

- 0316 PERS: Under budget due to lower contributions.
- 0411 Maintenance/Janitorial: Under budget due to timing of invoice.
- 0430 Building Repairs and Insurance: Over budget due to timing of needs.
- 0601 Hospitality in Market: Under budget due to lower needs.
- 0690 Sponsorship: Under budget due to timing of payments.

Dec. Year to Date Variance Report

REVENUE

- 46000 Merch Sales: Over budget due to higher retail sales.
- R277 Concierge: Over budget due to higher AT sales.
- R250 Fund Transfer: Over budget due to slightly higher TOT collections.
- 5000 Cost of Goods Sold: Over budget due to higher retail sales.

EXPENSES

- 305 Payroll: Over budget due to higher staff needs.
- 0405 Bank and Credit Card Charges: Over budget due to higher retail and concierge sales.
- 0451 Legal & Accounting: Over budget due to higher accounting costs.
- 0601 Hospitality in Market: Under budget due to lower needs.
- 0690 Sponsorship: Under budget due to timing of payments.
- 0691 Shuttle Subsidy: Under budget due to timing of payment.
- 0751 Concierge Expense: Over budget due to strong AT sales.

	Dec 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	3,385.10	2,800.00	585.10	120.9%
R277 · Concierge	750.00	725.78	24.22	103.3%
R278 · Lift Tickets	254.00	1,440.00	-1,186.00	17.6%
R290 · Consignment Sales	13.00	0.00	13.00	100.0%
Total POS Sales	4,402.10	4,965.78	-563.68	88.6%
R250 · Fund Transfers	97,393.82	99,268.00	-1,874.18	98.1%
R252 · Interest Income	10.62	63.00	-52.38	16.9%
R269 · On Hold Messaging	0.00	54.55	-54.55	0.0%
R270 · Miscellaneous Revenue	0.00	44.55	-44.55	0.0%
Total Income	101,806.54	104,395.88	-2,589.34	97.5%
Cost of Goods Sold				
50000 · Cost of Goods Sold	1,724.87	1,142.05	582.82	151.0%
50003 · Lift Tickets	231.00	1,365.00	-1,134.00	16.9%
Total COGS	1,955.87	2,507.05	-551.18	78.0%
Gross Profit	99,850.67	101,888.83	-2,038.16	98.0%
Expense				
0305 · Payroll	30,004.61	29,119.33	885.28	103.0%
0314 · State Employer Taxes	177.10	45.00	132.10	393.6%
0315 · Federal Unemployment	0.00	43.00	-43.00	0.0%
0316 · Public Employees Retirement Sys	6,468.74	7,780.45	-1,311.71	83.1%
0319 · Employer Medicare/Soc Sec	510.74	539.26	-28.52	94.7%
0320 · Health Insurance	2,871.11	3,462.43	-591.32	82.9%
0321 · Employee Training	300.00	181.82	118.18	165.0%
0400 · Utilities				
0401 · Utilities- Electric	178.36	225.00	-46.64	79.3%
0402 · Utilities-Gas & Heat	157.14	145.00	12.14	108.4%
0403 · Utilities- Water & Refuse	335.40	324.11	11.29	103.5%
Total 0400 · Utilities	670.90	694.11	-23.21	96.7%
0405 · Bank & Cr Card Charges	381.12	94.33	286.79	404.0%
0410 · Office Supplies & Expenses	924.51	1,100.00	-175.49	84.0%
0411 · Maintenance/Janitorial				
0411.5 · Snow Removal	0.00	883.00	-883.00	0.0%
0411 · Maintenance/Janitorial - Other	538.99	750.00	-211.01	71.9%
Total 0411 · Maintenance/Janitorial	538.99	1,633.00	-1,094.01	33.0%
0412 · IT - Computers	87.50	183.33	-95.83	47.7%
0415 · Misc. Sales Tax (Sales Tax Paid on Purchas...	0.00	9.09	-9.09	0.0%
0420 · Postage & Freight	-12.80	36.01	-48.81	-35.5%
0421 · Communications	547.19	507.63	39.56	107.8%
0422 · Printing Expenses	0.00	41.66	-41.66	0.0%
0430 · Building Repairs & Insurance	1,401.45	0.00	1,401.45	100.0%
0451 · Legal & Accounting Services	2,750.00	2,750.00	0.00	100.0%
0460 · Contract Services	0.00	42.67	-42.67	0.0%
0461 · Remote Offices	3,500.00	3,500.00	0.00	100.0%

1x-2

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

Accrual Basis

December 2019

	Dec 19	Budget	\$ Over Budget	% of Budget
0462 · Equipment Lease & Maint.	364.48	300.00	64.48	121.5%
0470 · Misc. Expenses	0.00	136.36	-136.36	0.0%
0473 · Dues & Subscriptions	927.17	800.00	127.17	115.9%
0474 · License & Fees	0.00	34.18	-34.18	0.0%
0501 · Travel & Lodging	340.02	1,276.00	-935.98	26.6%
0504 · Registrations	0.00	845.00	-845.00	0.0%
0505 · Local Transportation/Car	171.10	168.80	2.30	101.4%
0507 · Meeting Expenses	18.13	290.00	-271.87	6.3%
0601 · Hospitality in Market				
0601.5 · In House	1,377.07	1,750.00	-372.93	78.7%
0601 · Hospitality in Market - Other	15.00	1,900.00	-1,885.00	0.8%
Total 0601 · Hospitality in Market	1,392.07	3,650.00	-2,257.93	38.1%
0622 · Advertising Co-op	39,449.00	39,449.00	0.00	100.0%
0623 · Regional Marketing Programs	768.07	811.14	-43.07	94.7%
0650 · Payroll Expense	100.00	120.75	-20.75	82.8%
0690 · Sponsorship	1,776.56	6,500.00	-4,723.44	27.3%
0730 · Special Promotional Items	0.00	36.36	-36.36	0.0%
0733 · On-Hold Messaging	0.00	129.17	-129.17	0.0%
0751 · Concierge Expense	630.00	631.43	-1.43	99.8%
0800 · Grant Expenses	0.00	454.55	-454.55	0.0%
51100 · Freight and Shipping Costs	248.02	0.00	248.02	100.0%
59900 · POS Inventory Adj -Merchandise	37.87			
Total Expense	97,343.65	107,395.86	-10,052.21	90.6%
Net Ordinary Income	2,507.02	-5,507.03	8,014.05	-45.5%
Other Income/Expense				
Other Income				
52500 · Purchase Discounts	5.00			
Total Other Income	5.00			
Net Other Income	5.00			
Net Income	2,512.02	-5,507.03	8,019.05	-45.6%

1x-3

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

July through December 2019

	Jul - Dec 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	44,141.33	36,188.18	7,953.15	122.0%
R277 · Concierge	243,797.00	229,356.35	14,440.65	106.3%
R278 · Lift Tickets	254.00	1,440.00	-1,186.00	17.6%
R290 · Consignment Sales	113.00	80.00	33.00	141.3%
Total POS Sales	288,305.33	267,064.53	21,240.80	108.0%
R250 · Fund Transfers	1,070,580.76	1,061,128.00	9,452.76	100.9%
R252 · Interest Income	239.28	363.64	-124.36	65.8%
R269 · On Hold Messaging	0.00	372.75	-372.75	0.0%
R270 · Miscellaneous Revenue	10.00	232.75	-222.75	4.3%
Total Income	1,359,135.37	1,329,161.67	29,973.70	102.3%
Cost of Goods Sold				
50000 · Cost of Goods Sold	22,868.85	16,651.32	6,217.53	137.3%
50003 · Lift Tickets	231.00	1,365.00	-1,134.00	16.9%
Total COGS	23,099.85	18,016.32	5,083.53	128.2%
Gross Profit	1,336,035.52	1,311,145.35	24,890.17	101.9%
Expense				
0305 · Payroll	214,254.46	207,426.05	6,828.41	103.3%
0313 · Employers Insurance of Nevada	879.00	1,000.00	-121.00	87.9%
0314 · State Employer Taxes	1,270.34	775.00	495.34	163.9%
0315 · Federal Unemployment	58.20	241.98	-183.78	24.1%
0316 · Public Employees Retirement Sys	44,934.09	46,361.25	-1,427.16	96.9%
0319 · Employer Medicare/Soc Sec	3,852.48	3,764.43	88.05	102.3%
0320 · Health Insurance	18,368.97	20,309.37	-1,940.40	90.4%
0321 · Employee Training	1,045.00	909.10	135.90	114.9%
0400 · Utilities				
0401 · Utilities- Electric	1,093.29	1,115.02	-21.73	98.1%
0402 · Utilities-Gas & Heat	439.13	316.78	122.35	138.6%
0403 · Utilities- Water & Refuse	2,062.37	2,015.01	47.36	102.4%
Total 0400 · Utilities	3,594.79	3,446.81	147.98	104.3%
0405 · Bank & Cr Card Charges	16,420.58	13,403.05	3,017.53	122.5%
0410 · Office Supplies & Expenses	3,874.92	3,537.51	337.41	109.5%
0411 · Maintenance/Janitorial				
0411.5 · Snow Removal	0.00	883.00	-883.00	0.0%
0411 · Maintenance/Janitorial - Other	5,001.69	5,975.00	-973.31	83.7%
Total 0411 · Maintenance/Janitorial	5,001.69	6,858.00	-1,856.31	72.9%
0412 · IT - Computers	575.00	1,054.15	-479.15	54.5%
0415 · Misc. Sales Tax (Sales Tax Paid on Purchases)	0.00	45.45	-45.45	0.0%
0420 · Postage & Freight	-20.18	283.96	-304.14	-7.1%
0421 · Communications	3,304.76	2,955.28	349.48	111.8%
0422 · Printing Expenses	121.14	249.96	-128.82	48.5%
0430 · Building Repairs & Insurance	5,829.13	7,200.00	-1,370.87	81.0%
0451 · Legal & Accounting Services	25,604.00	21,000.00	4,604.00	121.9%
0460 · Contract Services	0.00	701.68	-701.68	0.0%
0461 · Remote Offices	21,000.00	21,000.00	0.00	100.0%
0462 · Equipment Lease & Maint.	1,700.37	1,588.03	112.34	107.1%
0470 · Misc. Expenses	0.00	681.80	-681.80	0.0%
0473 · Dues & Subscriptions	3,720.67	3,312.99	407.68	112.3%
0474 · License & Fees	148.00	194.90	-46.90	75.9%
0501 · Travel & Lodging	5,951.61	2,990.43	2,961.18	199.0%
0504 · Registrations	1,878.00	3,268.68	-1,390.68	57.5%
0505 · Local Transportation/Car	441.96	987.21	-545.25	44.8%
0507 · Meeting Expenses	-656.79	740.00	-1,396.79	-88.8%
0601 · Hospitality in Market				
0601.5 · In House	1,442.61	3,705.33	-2,262.72	38.9%
0601 · Hospitality in Market - Other	-169.82	2,137.54	-2,307.36	-7.9%
Total 0601 · Hospitality in Market	1,272.79	5,842.87	-4,570.08	21.8%

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

July through December 2019

	Jul - Dec 19	Budget	\$ Over Budget	% of Budget
0622 · Advertising Co-op	540,622.00	540,622.00	0.00	100.0%
0623 · Regional Marketing Programs	3,690.36	4,215.14	-524.78	87.6%
0650 · Payroll Expense	630.00	716.25	-86.25	88.0%
0690 · Sponsorship	28,942.47	44,000.00	-15,057.53	65.8%
0691 · Shuttle Subsidy/Sponsorship	11,742.00	17,860.00	-6,118.00	65.7%
0725 · Uniforms	440.00	700.00	-260.00	62.9%
0730 · Special Promotional Items	0.00	181.80	-181.80	0.0%
0733 · On-Hold Messaging	0.00	775.02	-775.02	0.0%
0751 · Concierge Expense	215,534.01	199,932.04	15,601.97	107.8%
0800 · Grant Expenses	0.00	2,272.75	-2,272.75	0.0%
51100 · Freight and Shipping Costs	908.34	0.00	908.34	100.0%
59900 · POS Inventory Adj -Merchandise	158.07			
Total Expense	1,187,092.23	1,193,404.94	-6,312.71	99.5%
Net Ordinary Income	148,943.29	117,740.41	31,202.88	126.5%
Other Income/Expense				
Other Income				
52500 · Purchase Discounts	5.00			
Total Other Income	5.00			
Net Other Income	5.00			
Net Income	148,948.29	117,740.41	31,207.88	126.5%

IX-5

Jan 15, 2020

Revenues & Stats				
	Nov-2019	Nov-2018	Variance	
Grant Revenues				
Monthly	\$ 81,074	\$ 84,775	-4.4%	
YTD	\$ 1,151,655	\$ 1,127,140	2.2%	
Total Taxable Revenues	\$ 2,425,462	\$ 2,559,379	-5.2%	
	Nov. Actual	Nov. Budget		
Monthly	\$ 81,074	\$ 86,301	-6.1%	
YTD	\$ 1,151,655	\$ 1,147,429	0.4%	
Occupancy				
Hotel	47.9%	56.4%	-15.0%	
Motel	28.0%	23.9%	17.1%	
Vacation Rental	20.3%	20.8%	-2.3%	
Time Share	54.0%	7.8%	591.7%	
Home Owner			n/a	
Total	35.18%	32.3%	8.9%	
Room Rate				
Hotel	\$ 180.03	\$ 181.02	-0.5%	
Motel	\$ 83.33	\$ 62.82	32.6%	
Vacation Rental	\$ 254.33	\$ 248.02	2.5%	
Time Share	\$ 27.15	\$ 111.76	-75.7%	
Home Owner			n/a	
Total	\$ 167.35	\$ 187.47	-10.7%	
RevPar				
Hotel	\$ 86.32	\$ 97.00	-11.0%	
Motel	\$ 23.32	\$ 15.00	55.4%	
Vacation Rental	\$ 51.68	\$ 52.00	-0.6%	
Time Share	\$ 14.65	\$ 9.00	62.7%	
Home Owner			n/a	
Total	\$ 58.88	\$ 60.00	-1.9%	

Visitor Information Comparative Statistics For Fiscal YTD			
	Dec-2019	Dec-2018	Variance
Waik In Visitor Count			
Monthly	1448	1588	-8.8%
YTD	34,360	31,196	10.1%
Merchandise Sales			
Monthly	\$ 3,639	\$ 4,001	-9.0%
YTD	\$ 44,141	\$ 36,071	22.4%
Concierge & AT Sales			
Monthly	\$ 750	\$ 684	9.6%
YTD	\$ 243,797	\$ 225,634	8.0%
Vacation Planners Mailed	45	59	-23.7%

Destimetrics Reservations Activity (as of Dec 31, 2019)				
	FY 2019/20	FY 2018/19	Variance	
Current Month Occupancy	49.3%	52.4%	-5.9%	
Current Month ADR	\$ 556	\$ 501	11.0%	
Current Month REVPAR	\$ 274	\$ 262	4.6%	
Next Month Occupancy	40.0%	43.8%	-8.7%	
Next Month ADR	\$ 423	\$ 377	12.2%	
Next Month REVPAR	\$ 169	\$ 165	2.4%	
Winter Total Occupancy (proj)	31.0%	33.1%	-6.3%	
Winter Total ADR (proj)	\$ 414	\$ 375	10.4%	
Winter Total REVPAR (proj)	\$ 128	\$ 124	3.2%	

Reno Tahoe International Airport				
	Nov-2019	Nov-2018	Variance	
Total Passengers Served	318,022	315,833	0.7%	
Average Load Factor	74.8%	84.4%	-11.4%	
Total Number of Departures	1,803	1,800	0.2%	
Non-Stop Destinations Served	17	20	-15.0%	
Departing Seat Capacity	211,685	207,210	2.2%	
Crude Oil Averages (barrel)	\$ 57.03	\$ 56.96	0.1%	

Notes of interest:

Delta Air Lines will increase its existing seasonal nonstop service from weekly to daily beginning June 4th. January 7, 2020, Alaska Airlines will suspend the non-stop flights between Reno and Boise. May 13, 2020, Allegiant Air will increase non-stop flights between Reno and Las Vegas to 2x daily.

Conference Revenue Statistics				
(Booked as of November 30th, 2019)	FY 2019/20	FY 2018/19	Variance	
Total Revenue Booked	\$ 3,470,255	\$ 2,585,767	34.2%	
Number of Room Nights	17,049	13,883	22.8%	
Number of Delegates	7,989	7,436	7.4%	
Number of Tentative Bookings	60	55	9.1%	
Number of Leads Generated	143	152	-5.9%	
Conference Revenue And Percentage by County:				
	19-20	18-19		
Placer	80.0%	68.0%	\$ 2,865,315	\$ 1,760,243
Washoe	16.0%	9.0%	\$ 564,857	\$ 241,375
South Lake	4.0%	23.0%	\$ 169,560	\$ 584,149
Nevada	0.0%	0.0%	\$ -	\$ -
Total Conference Revenue	100.0%	100.0%	\$ 3,599,732	\$ 2,585,767

X 1 -

Top Website	Lodging Referrals (October)	Total Lodging Ref.	Unique Lodging Ref.
Hyatt Regency Lake Tahoe Resort		84	77
Resort at Squaw Creek		51	48
Tahoe Luxury Properties		49	47
The Ritz-Carlton, Lake Tahoe		48	43
Hyatt High Sierra Lodge		43	43
The Village at Squaw Valley		42	41
Northstar California Resort		34	31
Tahoe Biltmore Lodge & Casino		34	32
Tahoe Vista Lodge and Cabins		34	33
Tahoe Signature Properties		30	30
Cedar Crest Cottages		27	26
The Lodge at Sugar Bowl		27	27
Constellation Residences at Northstar		26	23
Tahoma Meadows Cottages		25	25
Castle Peak Vacation Rentals		24	21
Cedar Glen Lodge		24	24
Hostel Tahoe in Kings Beach		24	14
Tahoe Mountain Lodging		24	24
Cottage Inn at Lake Tahoe		21	21
Northstar Lodge by Welk Resorts		21	21
Donner Lake Village		20	20
Stay In Lake Tahoe		20	19

**Incline Village Crystal Bay Visitors Bureau
FY 2020/21 Budget Development Timeline
1/13/2020**

Date	Item	Requested Action
April 1st	Internal staff revenue projection review	Staff, RSCVA, and property intel of 2020/21 budget projections.
April 15th (Board Meeting)	Draft FY 2020/21 Revenue Projections review	Revenue projections review, discussion and board direction.
May 1st	Internal staff draft budget preparation	Develop draft revenue and expense budget. Coordinatin with Brad Capuro on budget preparation.
May 20th (Board Meeting)	Approval of FY 2020/21 Revenue Projections	Review, discussion and Possible Board Action on Revenue Approval.
May 20th (Board Meeting)	Review of Draft 2020/21 Budget	Budget review, discussion and Board direction.
June 17th (Board Meeting)	Review of Final 2020/21 Budget	Review, discussion and Possible Board Action on Budget Approval.

OPERATIONS REPORT

Jan 15, 2020

Submitted by Greg Long

Summary:

The holidays were a little slower this year at the visitors center. Northern Lights Festival was a success but questions remain if the program will continue.

Staffing:

- Staff is at a normal winter level.

Operations:

- Security camera installation has been complete
- Working with Activity Tickets for improved visitor experience on site
- 6 month Inventory was completed on Jan 3.

Projects:

- Successfully managed Northern Lights program
- Created new Northern Lights website and social accounts (Sierra)
- Starting Fireworks planning for 2020
- Been accepted as a NOAA Weather-Ready Nation Ambassador
- Starting revise of Trails brochure
- GoTahoeNorth website adoption and site re-skin
- Manage FB/Instagram advertising for premiere partners

Meetings attended:

- RTT meetings in Dec and Jan
- Marketing cooperative meeting

Sales Department Report for December 2019

Staff – Bart Peterson – Business Development Manager

Leisure

Australia

(9) Meetings conducted with Viva Holidays (Sydney, Brisbane and Melbourne), Helloworld Viva Sales calls in GK Travel Fern Tree Gully, Helloworld Fern Tree Gully, Helloworld Stud Park and Helloworld Knox Westfield.

(324) Agents trained by Penny Brand at Viva Holidays Roadshow, Helloworld Viva, Traveleague and Brand USA partner breakfast.

Mexico

NLT joined Reno Tahoe in Guadalajara to promote the 5 year anniversary of the direct flight via Volaris. We conducted trainings with (70) agents during a breakfast presentation, lunch with Panorama who specialize in ski, and a cocktail reception with (35) media.

Attended Reno Tahoe Territory Meeting in Reno

Travel Trade Industry Newsletter sent for Winter Season to 418 accounts and 117 opened for a 28% open rate.

Five subjects were included. Non-stop flights into RNO. MTS and Tourism Cares Conference. Events with highlights of Northern Lights, WinterWonderGrass and Snowfest. Travel Trade Page on GTN. Lodging options highlighting Boulder Bay, CalNeva and Tahoe City Lodge.

Conference

Leads sent 12/1/19 - 12/31/19:

Siemens A&D Executive Council Meeting. 7/13/19 – 7/16/20. 73 rooms.

SJM Ski Trip 2019-2020. 1/16/20 – 1/20/20. 45 rooms.

2020 National Council of State Boards of Nursing Board of Directors Retreat. 10/18/20 – 10/21/20. 51 rooms.

Heartland Payment Systems. 5/3/20 – 5/7/20. 400 rooms.

Northern California Golf Association. 8/30/20 – 8/31/20. 50 rooms.

April 2020 Vistar Corporate Retreat. 4/17/20 – 4/19/20. 30 rooms.

RxBenefits PFPA Summit. 1/20/20 – 1/24/20. 28 rooms.

Leads turned definite 12/1/19 - 12/31/19:

Fabricators & Manufacturers Association - Board of Directors Meeting, 6/6/21 – 6/10/21. \$22,250 in room revenue; 84 rooms; 48 people at The Ritz-Carlton.

TransUnion - 2021 Sales Excellence Incentive, 7/13/21 – 7/18/21. \$34,500 in room revenue; 152 rooms; 37 people at the Hyatt Regency.

Associated Builders and Contractors, Inc. - 2021 ABC Chapter Presidents Management Conference, 7/25/21 – 8/1/21. \$60,000 in room revenue; 242 rooms; 80 people at the Resort at Squaw Creek.

President/CEO Report
Activities Report
January 15th, 2020

- NORTH LAKE TAHOE MARKETING COOPERATIVE
 - Oversee agency efforts on behalf of the coop funding partners
 - Development of spring consumer marketing campaign
 - Review and approve Coop invoice billing and payments
 - Developed Agency RFP process, released on December 27th
 - Met with consumer web team to develop and implement revision strategies
 - Working with NLTRA staff and new CEO on on-boarding
- PROJECTS
 - Work with Reno Tahoe Territory on Communication/Public Relation project
 - Working with partners on VisitingLakeTahoe.com future efforts
 - Developing RASC Chair platform positioning for 2020
 - Continued work on 2020 Fireworks Permit for Washoe County
 - Began 2020 Firework donation outreach
 - Worked with TTD's Carl Hasty on RTP Incline Village/Crystal Bay project inclusion
 - Working with Tahoe Biltmore and CBC Club on Powabunga Music Festival
 - Finalized Thunderbird annual report and met with Bill Watson on results/outcomes.
 - Conducted the annual and successful Soupfest.
- MEETINGS
 - Attended Sales Staff meetings
 - Attended Vendor status meetings
 - Attended Reno Tahoe Territory Board meeting
 - Attended Northern Lights Committee meeting
 - Attended Firework Coalition Committee meeting
 - Attended Agency RFP Kick-off Meeting
 - Attended RASC Executive Committee Meeting
 - Attended RASC Board Meeting
 - Attended RASC Executive Committee Strategic Meeting
 - Meet with Powabunga promoter and conducted site visit
 - Attended TTD Transportation in the 21st Century Conference
 - Attended TMA Meeting
 - Attended North Lake Tahoe PR Partner Summit
 - Attended NLTRA Board of Directors Meeting