

VISIT
TRUCKEE
TAHOE

ANNUAL REPORT

FY 25/26





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TO THE TRUCKEE TOWN COUNCIL AND OUR COMMUNITY,

Nestled in the granite peaks of the Sierra Nevada, Truckee has long been celebrated for its authentic mountain character, storied history, and world-class outdoor adventure that draws travelers from across the globe. As stewards of this community and its economic health, our Board of Directors strives to leverage the power of tourism to enhance the lives of our residents while safeguarding the mountain environment and community that defines our home.

As evidenced in the pages of this FY 25/26 annual report, tourism remains the backbone of our local economy. The revenue it generates directly supports our infrastructure, local businesses, and the essential public services that sustain our quality of life.

The TTBD was created by lodging businesses to ensure that visitor spending is reinvested locally in a way that strengthens our economy while respecting the character and values of our community.

This fiscal year reflects both meaningful progress and thoughtful transition. Visit Truckee-Tahoe continues to prioritize attracting overnight visitors who align with Truckee's values, supporting off-peak visitation, investing in visitor education and stewardship, and collaborating closely with the Town of Truckee and regional partners. These efforts are guided by balance: between economic vitality and environmental protection, and between visitor experience and resident quality of life.

OUR ASK & FUTURE

As the tourism landscape continues to evolve, our shared goal remains clear: to ensure tourism is managed as a positive force that benefits residents, businesses, and future generations. To that end, the Visit Truckee-Tahoe Board respectfully requests Town Council restore the TTBD assessment rate to 2%, as allowed within the 2025-2035 Management District Plan, returning the district to the funding level originally in place from 2015 to 2020. For our priorities and investments at the restored rate, see pages 30-37.

Thank you for your continued partnership. We appreciate the opportunity to serve our community in this important role and look forward to continued collaboration as we build on the strong foundation reflected in this Annual Report.

Respectfully submitted,

Visit Truckee-Tahoe Board of Directors



Kerrie Racicot
Board Chair

WHO WE ARE

BOARD OF DIRECTORS

VTT is guided by a Board of Directors made up of local lodging stakeholders and community leaders. The Board meets monthly on the third Thursday to oversee strategy, manage the TTBID budget and ensure alignment with our mission.



Kerrie Racicot

Board Chair

Tahoe Truckee Vacation
Properties



Dana Moraru

Vice Chair

Tahoe Signature
Properties



Tony Owings

Secretary

Independent
Homeowner



Kyle Overracker

Treasurer

Martis Valley
Lodge



Stefan Moore

Board Member

Gravity Haus
Truckee-Tahoe



David Polivy

Town of Truckee Seat

Mayor & Council Member
Retail Business Owner

Tahoe Mountain Sports
Tahoe Mountain Life

STAFF



Jackie Calvert

Executive Director



Tracy Weingard

**Director of Brand &
Marketing**



BOUNDARIES

No changes to boundaries; remain within municipal limits of the Town of Truckee.



WHAT WE DO

Visit Truckee-Tahoe's work is grounded in the belief that destination marketing must go hand-in-hand with destination management. We focus on promoting sustainable tourism, enhancing the visitor experience, and strengthening the local economy while preserving Truckee's distinct mountain character. Through strategic initiatives and strong community partnerships, we aim to create a tourism model that benefits both residents and visitors.



MISSION

We promote, protect and enhance Truckee as an authentic mountain town.



VISION

Our vision is a thriving community that welcomes all people to enjoy and protect Truckee's mountain environment now and for future generations.



GUIDING PRINCIPLE

We serve our lodging business members, partner with key organizations and balance our actions for the well-being of our community.



VALUES

- **Balance:** Supporting both the visitor experience and resident quality of life.
- **Stewardship:** Protecting Truckee's natural and cultural assets.
- **Collaboration:** Working alongside local partners, government, and stakeholders.
- **Transparency:** Using data and communication to guide decision-making.
- **Responsibility:** Encouraging informed, respectful travel behavior.

ECONOMIC IMPACT OF TOURISM

In 2024, Truckee's tourism economy plateaued, following year over year declines since COVID-19 peak visitation years. This flattening indicates a meaningful return to growth is still yet to come. Visitor spending increased slightly and sector level trends - particularly in short-term rentals and retail, show signs of reduced spending.

\$245.7M
TRAVELER SPEND

.7% increase YoY from \$243.9M in 2023

\$62M
TAXABLE LODGING SALES

2.2% decline YoY from \$63.4M in 2023

\$209.3M
OVERNIGHT VISITOR SPEND

A .6% modest increase from 2023 of \$208.1M, reflecting a stabilization from previous years.

\$67.8M
HOTEL TRAVELER SPEND

Traveler spending from hotel guests increased from \$64.4 million in 2023 to \$67.8 million in 2024, a 5.3% rise

\$104.7M
STR TRAVELER SPEND

Traveler spending from Short-Term Rental guests decreased from \$107.1 million to \$104.7 million, a 2.3% decrease.

6X
MORE SPEND THAN DAY VISITORS

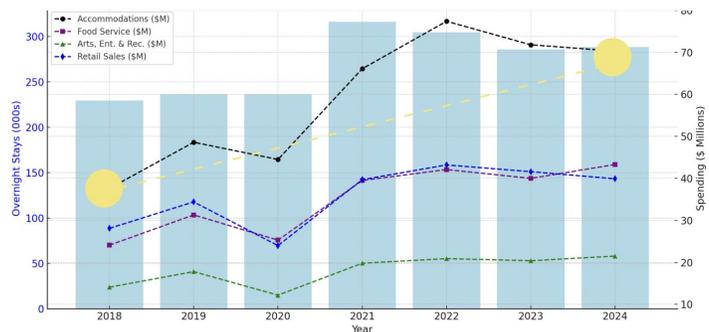
Overnight lodging guests represent 85% of Truckee's total visitor spending and spend nearly 6x more than day visitors.

+25%
OVERNIGHT VISITATION

+40-80%
SPENDING BY COMMODITY

Food service increased by 79.7% and retail increased by 42%

CORRELATION BETWEEN OVERNIGHT STAYS & SPENDING BY COMMODITY



ECONOMIC DRIVER FOR OUR COMMUNITY

In 2024, California generated \$157 billion in visitor spending, with Nevada County contributing \$519 million to that total. Truckee accounted for **47% of this spending**—\$245.7 million—underscoring its central role in the county's visitor economy and overall economic vitality.

This level of spending led to \$62 million in taxable lodging sales, which translated to \$7.4 million in TOT—now the third-largest tax revenue source for the Town of Truckee. These dollars directly support vital community services like snow removal, workforce housing, TART Connect and more.

\$13.7M
VISITOR PAID TAXES

Without this contribution, each household would have to pay an additional \$2,078 in taxes each year to retain current local services & infrastructure. Visitor paid taxes from non-residents make up **~16.5% of the Town of Truckee's total expenditure budget.**

TWO YEAR STRATEGIC PLAN (FY 25/26 - 26/27)

OVERNIGHT VISITATION ATTRACTION

- 01** Elevate brand perception
- 02** Drive off-peak visitation

**COUNCIL
ALIGNMENT:**
Economic Vitality

TOURISM ADVOCACY & ECONOMY

- 03** Advocate for tourism & ensure sustainable growth
- 04** Increase tourism industry cohesion

**COUNCIL
ALIGNMENT:**
Enhanced
Communication

DESTINATION EXPERIENCE & STEWARDSHIP

- 05** Enhance the experience
- 06** Support climate action & advance sustainable tourism

**COUNCIL
ALIGNMENT:**
Environmental
Sustainability

OVERNIGHT VISITOR ATTRACTION

OBJECTIVE

Attract overnight visitors by elevating Truckee's perception as a sustainable, community-centric, vibrant mountain-and-lake town destination, and drive midweek and shoulder-season visitation while maintaining sustainable peak periods.

- 01** Brand Evolution
- 02** Driving Demand Thoughtfully
- 03** New Website & AI Planner
- 04** Content
- 05** Paid Media
- 06** Event Sponsorships

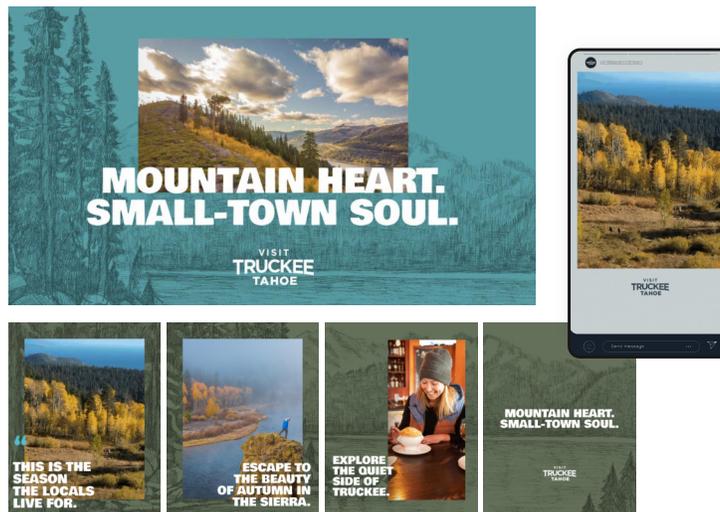


A UNIFIED BRAND FOR VISIT TRUCKEE-TAHOE

This year, VTT launched a new master brand for Truckee that unifies messaging, visuals, and functionality across every platform. The brand provides a clear and consistent foundation for our marketing, helping ensure Truckee is not only visible, but meaningfully differentiated in a crowded marketplace.



Just as important, the work was built from the inside out. More than 40 local stakeholders contributed insights that shaped the brand's values, personality, and essence, ensuring it reflects the true character of Truckee. This community informed foundation will guide our marketing and visitor communications going forward.



BRAND PROMISE

**WE PROMISE TO INSPIRE AND EMBRACE
OUTDOOR ADVENTURERS LOOKING FOR
A TRUE MOUNTAIN TOWN COMMUNITY.**



DRIVING DEMAND, THOUGHTFULLY

Our approach to overnight visitation is rooted in intention. We focus on influencing demand in ways that support Truckee's economy while protecting the community, environment, and experience that make this place unique.

By being thoughtful about who we attract and when we attract them, we are able to drive meaningful visitation without amplifying peak period impacts.

ATTRACTING THE RIGHT VISITORS

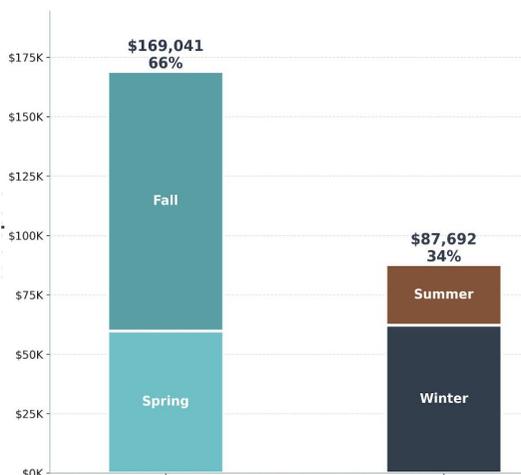
We prioritize audiences who share Truckee's values and are more likely to travel responsibly, stay longer, and support local businesses.

Connected TV and premium digital outlets enable precision targeting at scale. We targeted 50 plus segments with an emphasis on sustainability minded audiences. Top performing segments were Eco Friendly Travel, Adventure Travel, and Traveling Sustainably.

This approach combines premium placements with highly targeted digital distribution to reach the right people with the right message.



66% MEDIA SPEND TARGETS SHOULDER SEASONS



DRIVING OFF-PEAK VISITATION

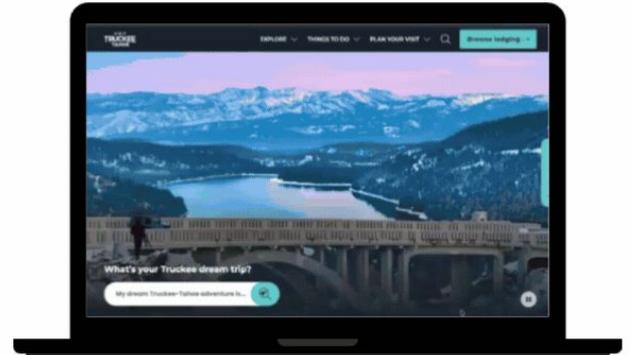
Timing is as important as audience. 66% of our paid media investment is directed to shoulder seasons, and all press trips, influencer visits, media familiarization tours, and VTT sponsored events are scheduled during spring and fall.

By shifting activity outside peak periods, we support local businesses during slower months and reduce pressure on infrastructure during the busiest times.

BRINGING TRUCKEE TO LIFE THROUGH THE BRAND

The relaunch of the Visit Truckee Tahoe website was an investment designed to reflect the brand, elevate the user experience, and better support how visitors plan trips.

With AI powered trip planning built directly into the site, we are seeing visitors move from inspiration to action faster and more often. The result is meaningful growth in engagement and clear momentum across the planning journey.



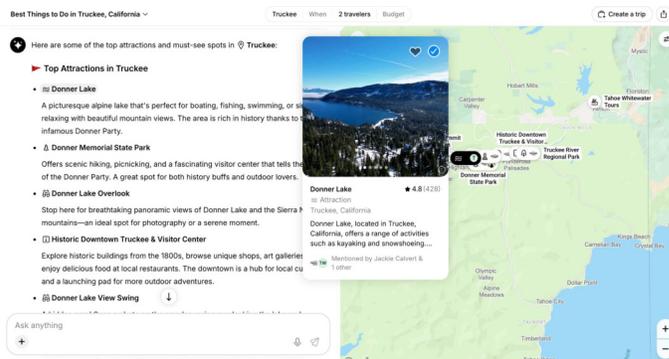
AI POWERED TRIP PLANNING

As one of Mindtrip's early partners, we brought AI trip planning to Truckee ahead of many destinations. The new website made the AI planner more visible and intuitive, driving significant growth in adoption and usage. Paid media and email support awareness and encourage deeper planning engagement.

WEB SESSIONS
350k
+25%

AI ACTIVATIONS
7.2k
+435%

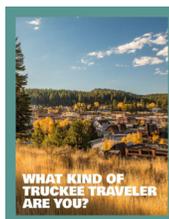
ITINERARY CREATION
6.1k
+4500%



ASK OUR AI TRIP PLANNER FOR MORE IDEAS

Let our AI trip planner craft your perfect fall escape — just tell it what kind of Truckee magic you're craving.

[Chat with AI Planner](#)



INSPIRING TRAVEL AND DRIVING ACTION

We pair compelling seasonal storytelling with targeted paid media to reach high value audiences and encourage travel beyond peak periods. Content builds inspiration and connection, while paid media helps extend reach and capture intent as visitors plan their trips.



INSPIRING TRAVEL THROUGH HIGH IMPACT VISUAL STORYTELLING

Ongoing production and investment of high-quality creative content (photo, video, and editorial) that showcases authentic Truckee experiences across seasons. Deployed across owned, earned, and paid channels to maximize visibility and resonance.

SOCIAL REACH

804k
+158%

ENGAGEMENT

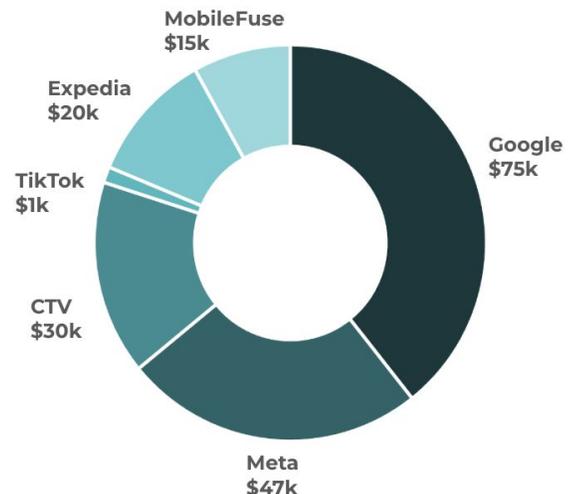
246k
+85%

A FULL FUNNEL PAID MEDIA APPROACH

Our paid media mix supports the full visitor journey, from early inspiration through trip planning and booking.

Connected TV and social drive awareness with high value audiences, while search, travel platforms, and performance media capture active intent and drive conversion. A balanced mix delivers both brand impact and measurable results.

MEDIA MIX



PAID IMPRESSIONS

8.14M
+328%



DRIVING VISITATION THROUGH STRATEGIC EVENT SPONSORSHIP

Event sponsorships remain a targeted tool for driving overnight visitation, particularly during shoulder seasons and midweek periods. While overall sponsorship funding decreased by **49%** this year, strategic investments in a small number of high performing events continued to generate meaningful overnight stays, regional draw, and economic impact.

For many of these events, VTT sponsorship plays a critical role in enabling the event to take place in Truckee, helping organizers secure venues, attract participants, and deliver experiences that drive visitation and community benefit.



TRUCKEE TAHOE GRAVEL

1,319

Total Estimated Room Nights



USASA FUTURES TOUR

398

Total Estimated Room Nights



SUMMIT LACROSSE

1,870

Total Estimated Room Nights

Despite reduced sponsorship funding this year, these results demonstrate the continued value of event partnerships as a tool for driving overnight visitation. With additional resources, VTT would prioritize expanding support for events that align with shoulder season and midweek travel goals. Future sponsorship efforts will continue to focus on:

- Shoulder season timing
- Multi night stay potential
- Regional and out of area draw

IMPACT ACROSS THE VISITOR JOURNEY

This year's efforts were designed to influence the full visitor journey, from inspiration through booking. While engagement and trip planning activity increased significantly, results confirmed that many travelers prefer to book directly with lodging partners for familiarity, loyalty benefits, and confidence.



AWARENESS

SEO AVG
POSITIONING

12.0
+36%

Strong organic growth despite new site launch.

PAID
IMPRESSIONS

8.14M
+328%

Scaled paid reach while holding an efficient \$0.67 CPC.

SOCIAL
REACH

804k
+158%

Viral amplification showing content resonance.



CONSIDERATION

WEBSITE
SESSIONS

198k
+19%

More trip planners moved into active research.

SOCIAL
ENGAGEMENT

246k
+85%

Audiences connecting emotionally with destination content.

EMAIL
DATABASE

47k
+17%

Building cost-effective channel to nurture consideration.



INTENT

BOOKING
ENGINE
SESSIONS

10.7k
+10%

Many more visitors moved from inspiration to lodging shopping.

BEGIN
CHECKOUT

135
+55%

More people started the booking path, showing stronger intent.

CONVERSION
RATE

.08%
-20%

VTT inspires the journey, drives planning, not transactions.

This year's results demonstrate strong demand creation and planning engagement, while providing clear insights into how travelers prefer to convert. These learnings will guide refinements to booking integrations and partner strategies in the year ahead.

TOURISM ADVOCACY & ECONOMY

OBJECTIVE

Advocate for Truckee's \$245.7 million tourism economy by protecting the integrity of overnight visitation, strengthening coordination among tourism stakeholders, and supporting data-informed decision-making that benefits assessed lodging businesses and the broader community.

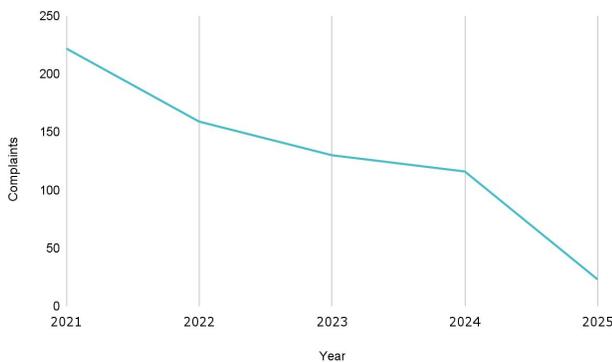
- 01** Lodging Asset Optimization
- 02** Investments in Analytics
- 03** Other Activities



STR OPTIMIZATION PLAN

Truckee's STR ordinance was designed to balance neighborhood livability, workforce housing goals, and economic contribution. As the program has matured, the Town's 2025 STR Report offered important signals that warrant a closer look at how permitted STR inventory is performing. In particular, it prompted a discussion about whether there are opportunities to optimize utilization so the program continues to contribute as intended to community priorities such as TOT, Measure K, and local economic activity.

COMPLAINT RATES



Since 2021 neighborhood complaints are down **90%**

**COMPLAINTS
IN 2025**

23
-90%

TOGETHER, WE CAN

- 01 Assessing utilization of permitted STR inventory**
Understanding how inactive permits affect TOT, Measure K, and local spending.
- 02 Reviewing administrative pathways within the existing cap**
Identifying whether waitlist dynamics and inactive permits can be addressed without expanding scale.
- 03 Examining structural trends in the lodging mix**
Understanding how declines in professionally managed inventory affect local employment and economic stability.
- 04 Monitoring market signals to support fiscal resilience**
Ensuring Truckee's STR program continues to align with revenue stability and community needs.

STR UTILIZATION & ECONOMIC ACTIVITY

According to Town of Truckee’s data, 222 permits are currently sitting idle as 268 people sit on a 16+ month waitlist. This bottleneck stifles the very revenue mandated to fund our **workforce housing (Measure K)** and essential Town services. Our goal is to move from stagnant placeholders to active contributors to Truckee's quality of life.

222
"INACTIVE HOMES"



0%

Utilization
 Vacancy rate remains steady at 50.6%

+55 Days

-\$700K - \$900K **+20%**
 Lost TOT Revenue in FY 24/25

-\$7.2M
 Total Lost Economic Activity

+6.9%

1,033
"ACTIVE HOMES"



15%

Utilization
 Avg STR Permit rents 55 nights/year

\$4.6M
 STR TOT Contribution in FY 24/25

\$104.7M
 Total Economic Activity from STRs

* Town of Truckee 2025 STR Report shows a mean of \$32,999 per permit. Applying this performance to stagnant units reveals ~\$7.3M in taxable receipts and \$732k in unrealized annual TOT revenue.

** Per the Dean Runyan 2024 Economic Impact Report, visitors who stay in Truckee's hotels, motels, and STRs spend an average of \$298 per day, per person. Per Town of Truckee's STR report, if 222 inactive homes rented an average 55 nights/year with a modest 2 guests per home and spent \$298/day, that is \$7.2M in lost visitor spending.

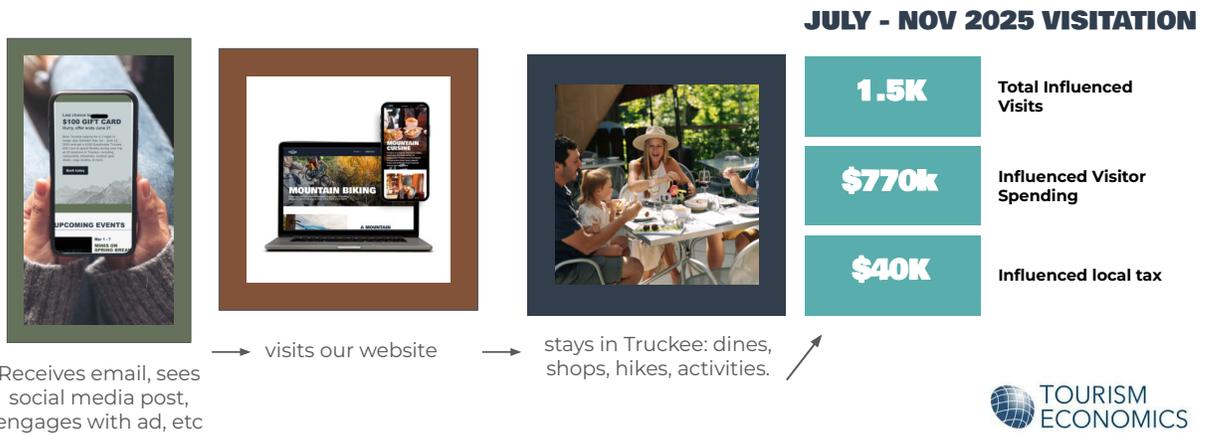
DATA DRIVEN TOURISM MANAGEMENT

Investing in analytics to understand who is visiting Truckee, how they spend, and how tourism supports our local economy, so strategy and decisions are grounded in data.

1

QUANTIFY DIGITAL INFLUENCE

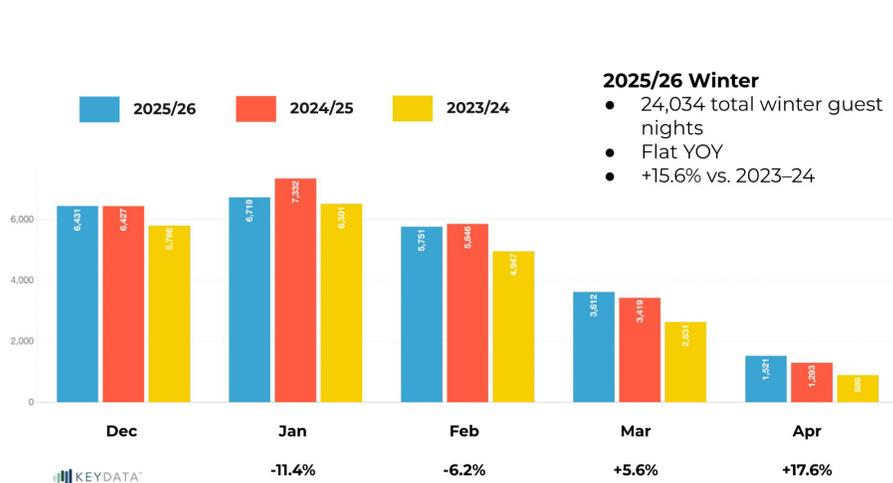
We invested in the Tourism Economics Website Impact Calculator so we can measure how online trip planning through our website translates into visitor spending, local jobs, and tax revenue



2

TRENDS TO INFORM OUR COMMUNITY

Visit Truckee-Tahoe's monthly lodging reports track occupancy, revenue, and visitor trends. This data informs marketing, supports tourism partners, and measures tourism's economic impact.



FREQUENCY
1-2X/MONTH

TOTAL SUBSCRIBERS
1,813

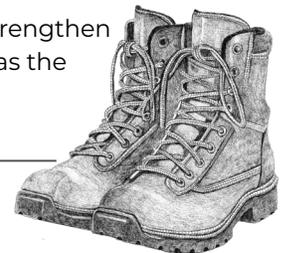
OPEN RATE
51.54%



STRENGTHENING COMMUNITY AND INDUSTRY CONNECTIONS

Beyond program delivery, Visit Truckee-Tahoe works to align lodging partners, community stakeholders, and regional leaders so tourism is managed collaboratively and responsively.

- **Advocacy Platform implementation** to proactively engage on policies and ordinances affecting lodging and tourism, grounded in economic data and aligned with the FY 25/26–26/27 Strategic Dashboard.
- **Biannual Hotelier and Property Manager meetings** to share market trends, performance insights, and regulatory updates, strengthening coordination across the lodging sector.
- **Participation in local and regional forums**, including Nevada County CCC group, the Lake Tahoe Destination Stewardship Council, and the Climate Transformation Alliance, representing lodging and tourism perspectives on sustainability, transportation, housing, and visitor management.
- **Resident and lodging payor surveys** to gauge sentiment, identify opportunities to improve, and guide program refinements.
- **Ongoing outreach and education** with residents, businesses, and stakeholders to strengthen understanding of tourism's role in Truckee's economy and Visit Truckee-Tahoe's role as the Town's designated tourism authority.

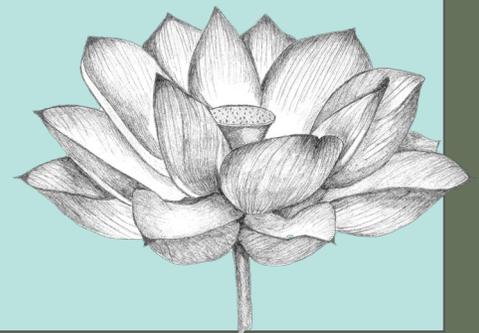


DESTINATION STEWARDSHIP

OBJECTIVE

Enhance the Truckee experience for residents and visitors alike and support climate action and sustainable tourism initiatives that protect Truckee's natural environment.

- 01** Stewardship Investment to Date
- 02** Sustainable Gift Cards
- 03** Stewardship Beyond Direct Spending
- 04** Visitor Experience



\$1.4M+ INVESTED IN STEWARDSHIP

Over the past five years, Visit Truckee Tahoe has made stewardship a core investment priority, ensuring visitor spending directly supports the community and environment that make Truckee special. More than \$1.4 million has been invested in stewardship initiatives that protect natural resources, support local infrastructure, and enhance quality of life for residents and visitors alike.



25% BUDGET DEDICATED TO STEWARDSHIP YTD

By dedicating approximately 25% of our annual budget to stewardship, VTT helps translate overnight visitation into tangible local benefit. These investments support transportation solutions, trail access, land conservation, downtown vitality, and watershed protection, reinforcing a tourism model that gives back to the place it depends on.

KEY INVESTMENTS YTD

\$570K

TART CONNECT



\$88.6K

TRUCKEE TRAILS



\$65K

TRUCKEE DONNER
LAND TRUST



\$35K

TDMA



\$17.5K

TRUCKEE RIVER
WATERSHED



FUNDING STEWARDSHIP WITH VISITOR SPENDING

The Sustainable Truckee Gift Card keeps visitor dollars circulating in the local community while directly funding stewardship. Every purchase supports Truckee twice: 100% of the value is spent at local businesses, and 25% of sales are reinvested in stewardship projects that protect the community and environment.

EVERY **\$1** IN
GIFT CARD SALES =

\$0.25

STEWARDSHIP

\$1.00

LOCAL ECONOMY

TOTAL SALES

\$200K

TOTAL SALES
SINCE DEC 2021

\$55K

2025 SALES (38% YOY
INCREASE)

VTT also uses the gift card strategically as a lodging booking incentive, reinforcing local spending while supporting lodging partners.

The image shows five promotional banners for lodging partners in Truckee, each offering a \$150 gift card incentive. The banners are arranged horizontally and feature various winter-themed images and text.

- WINTER IS COMING**: GET \$150 WHEN YOU BOOK. Book by Nov 30. Over 1000 lodging options. [Book now](#)
- STAY COZY**: STAY CLOSE TO THE FUN. Steps from Adventure. Hotels near slopes + town. [Book now](#)
- SPACE TO GATHER**: ROOM TO RELAX. Spacious Mtn Homes. Convenience + Comfort. [Book now](#)
- MAKE THIS WINTER YOURS**: Your Best Winter Yet. From first chair to fireside. [Book now](#)
- BOOK BY NOV 30**: GET A \$150 GIFT CARD. VTT TRUCKEE. Book 3+ Nights via VisitTruckeeTahoe.com. [Book now](#)

STEWARDSHIP EMBEDDED ACROSS OUR WORK

Even as operational capacity has tightened, stewardship remains embedded across VTT programs. We use our platforms, partnerships, and messaging reach to protect Truckee's environment, support quality of life, and shape visitor behavior.

1. **Truckee Mountain Filtered**
Extending Town sustainability initiatives beyond municipal channels by using VTT reach and creative to amplify impact and adoption.
2. **TART Connect**
Promoting car free travel options and educating visitors on TART Connect and public transit to reduce congestion, improve safety, and lower emissions.
3. **Destination Stewardship ethos project**
A two year regional collaboration to align destinations around a shared stewardship message centered on slowing down, traveling thoughtfully, and respecting Tahoe's pace.

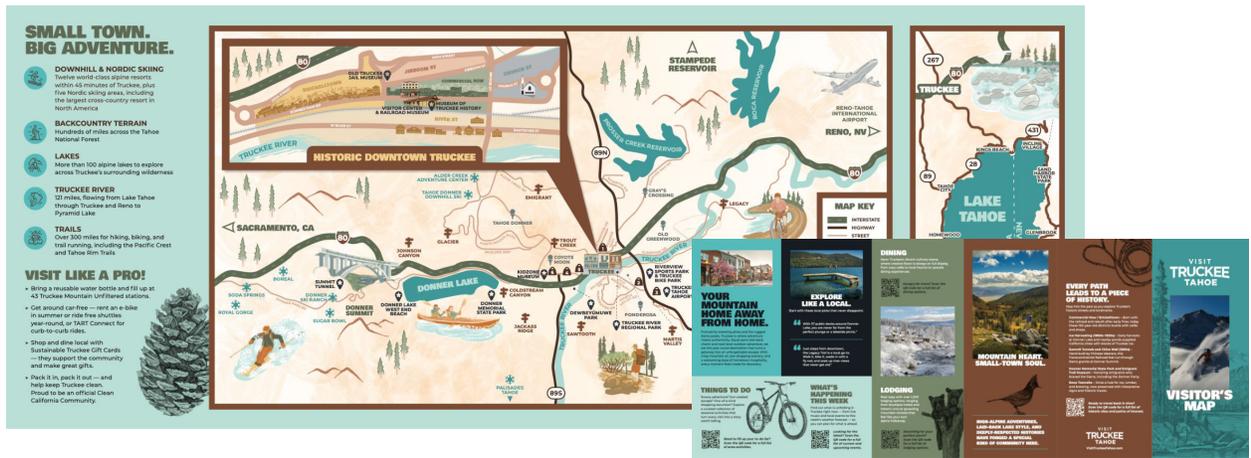


ENHANCING THE VISITOR EXPERIENCE

Enhancing the visitor experience starts with clarity, connection, and a sense of place. Through thoughtful wayfinding, clear stewardship guidance, and visible expressions of community identity, VTT helps visitors navigate Truckee with ease while reinforcing what makes it special. These efforts also foster local pride, creating a shared experience that benefits both residents and guests.

VISITOR'S MAP

Designed to help visitors explore Truckee confidently and responsibly, the new Visitor's Map combines wayfinding, local highlights, and stewardship guidance into one cohesive, branded tool.

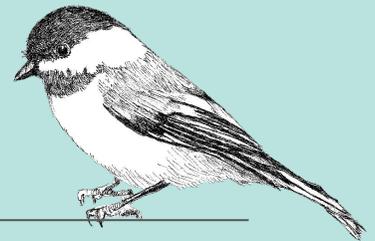


FLAG POLE BANNERS

The new flag pole banners extend the VTT brand into the heart of downtown, creating a welcoming sense of place the moment visitors arrive. Featuring fresh artwork inspired by Truckee's mountain character, the banners reinforce community identity while helping downtown feel cohesive, vibrant, and unmistakably Truckee.

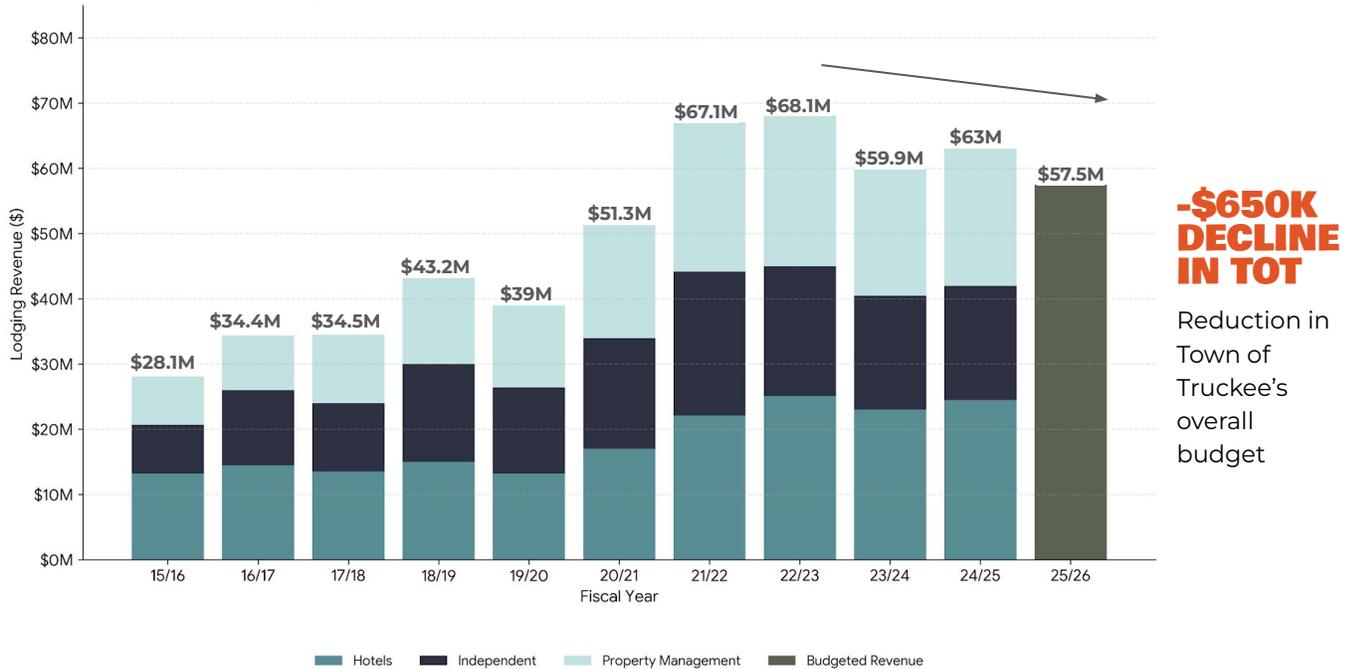


FY 25/26 FISCAL PLAN



10 YEAR LODGING TREND IN TRUCKEE

After the unprecedented pandemic surge, gross lodging revenue is stabilizing and is currently roughly 8% below the record highs we saw in FY 22/23. This 8% normalization translates to a \$650k decline in the Town's TOT budget, highlighting that when our lodging market softens, the funding for our community's top priorities—from workforce housing to local transit—is directly impacted.



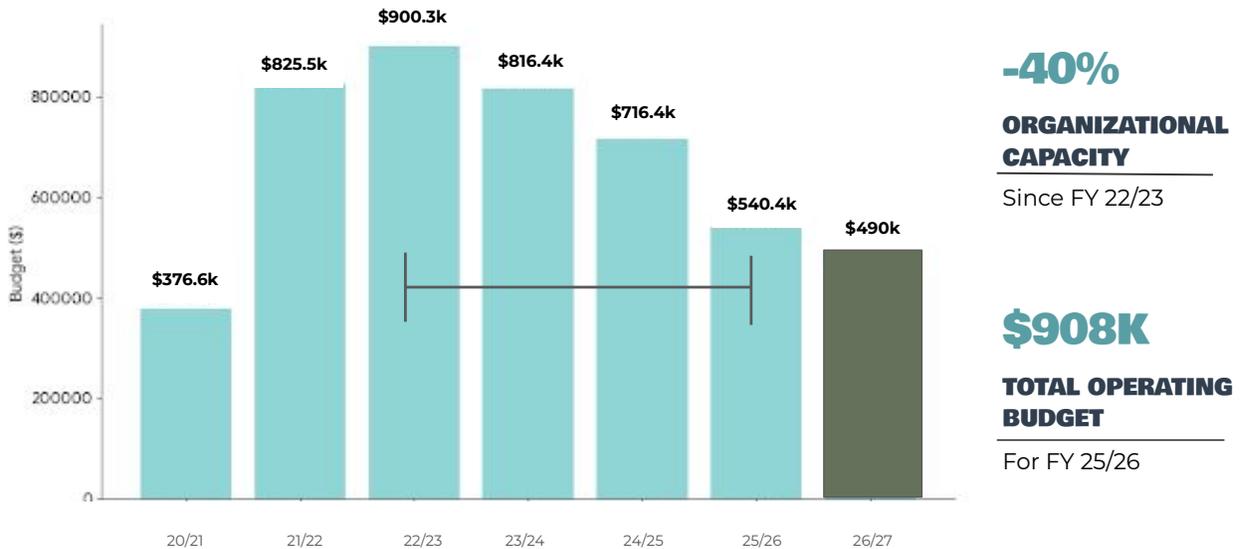
-8% DECLINE SINCE PEAK IN 22/23

Truckee's lodging revenue is stabilizing and roughly 8% below the record highs of the FY 22/23 pandemic surge as of 24/25.

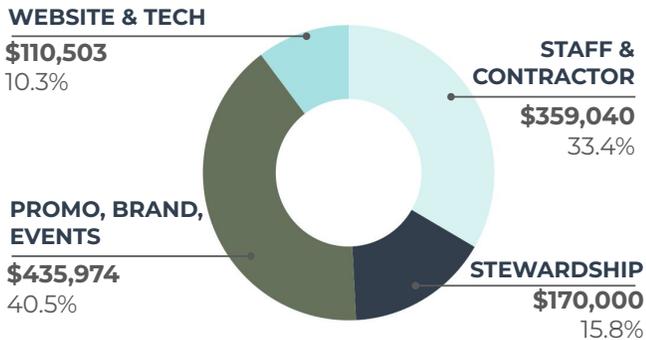
YEAR	TOTAL LODGING REVENUE	YOY DIFF	YOY % CHANGE	TTBID %	TTBID \$	TOT %	TOT \$
15/16	\$28,102,610			2%	\$562,052	10%	\$2,810,261
16/17	\$34,419,180	\$6,316,570	22.48%	2%	\$688,384	10%	\$3,441,918
17/18	\$34,521,610	\$102,430	0.30%	2%	\$690,432	10%	\$3,452,161
18/19	\$43,212,940	\$8,691,330	25.18%	2%	\$864,259	10%	\$4,321,294
19/20	\$38,988,690	-\$4,224,250	-9.78%	2%	\$833,463	10%	\$3,898,869
20/21	\$51,313,060	\$12,324,370	31.61%	2/1.25%	\$833,463	12%	\$5,645,435
21/22	\$67,102,150	\$15,789,090	30.77%	1.25%	\$838,777	12%	\$8,052,258
22/23	\$68,053,883	\$951,733	1.42%	1.25%	\$850,674	12%	\$8,166,646
23/24	\$59,944,583	-\$8,109,300	-11.92%	1.25%	\$749,307	12%	\$7,193,350
24/25	\$63,002,441	\$3,057,859	4.85%	1.25%	\$781,552	12%	\$7,560,292
25/26	\$57,500,000	-\$5,502,442	-9.57%	1.25%	\$718,500	12%	\$6,900,000

TOURISM ENHANCEMENT PROGRAM BUDGET TREND

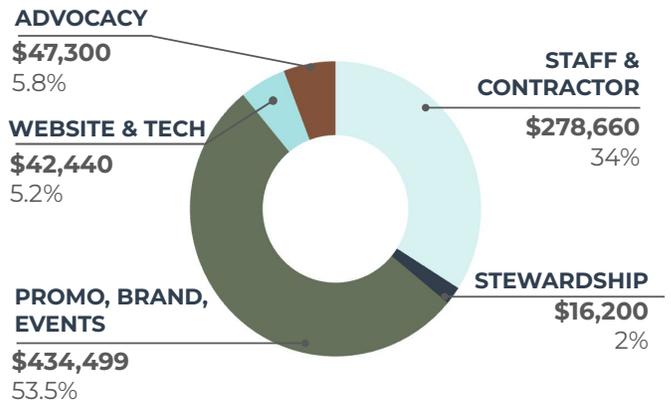
While the market is normalizing, our organizational capacity is shrinking. Since the lodging peak, our program budget—the dollars we actually spend on stewardship and marketing—has declined by 40%. We have absorbed these cuts quietly, but we have reached a breaking point where we can no longer meet the demands expected of us at our current funding level.



FY 24/25 TE BUDGET



FY 25/26 TE BUDGET



% DIFF YOY	Staff + Contractor	Stewardship/Mgt.	Promo/Brand/Events	Web/Tech	Advocacy
	-22.39%	-90.47%	-0.34%	-61.59%	n/a

FINANCIAL HISTORY

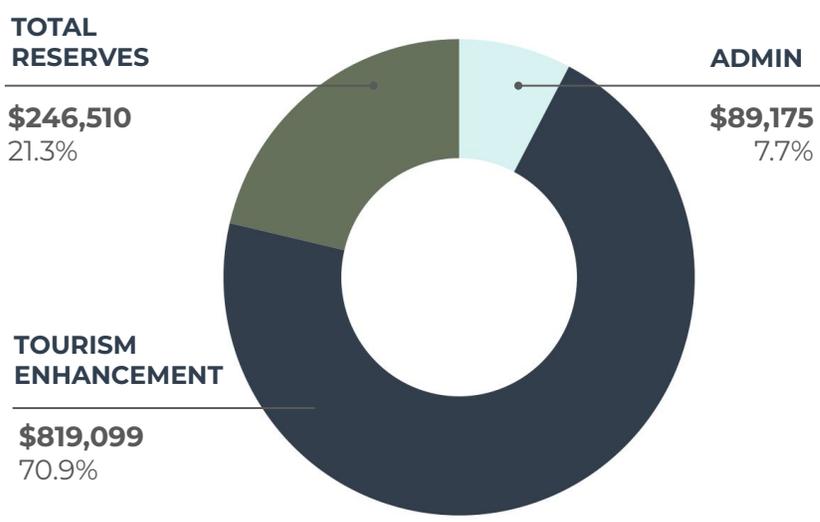
	20/21	21/22	22/23	23/24	24/25	25/26
Administrative	\$ 29,451	\$ 58,500	\$ 80,960	\$ 81,774	\$ 93,988	\$ 89,175
Tourism Enhancement						
Staff + Contractor	\$ 105,087	\$ 178,500	\$ 194,310	\$ 289,827	\$ 359,040	\$ 278,660
Stewardship/Mgt.	\$ 123,564	\$ 384,000	\$ 425,141	\$ 355,286	\$ 170,000	\$ 16,200
Promo/Brand/Events	\$ 145,203	\$ 426,550	\$ 439,250	\$ 428,188	\$ 435,974	\$ 434,499
Website/Tech	\$ 107,853	\$ 15,000	\$ 36,000	\$ 33,000	\$ 110,503	\$ 42,440
Advocacy						\$ 47,300
TE Subtotal	\$ 481,707	\$ 1,004,050	\$ 1,094,701	\$ 1,106,301	\$ 1,075,517	\$ 819,099
Annual Budget Total	\$ 511,158	\$ 1,062,550	\$ 1,175,661	\$ 1,188,075	\$ 1,169,505	\$ 908,274
Funds Held in Reserves						
TE Contingency	\$ 27,943	\$ 130,375	\$ 155,230	\$ 87,284	\$ 82,433	\$ 61,510
Reserves	\$ 39,423	\$ 212,837	\$ 224,753	\$ 416,778	\$ 382,670	\$ 185,000
Total Reserves	\$ 67,366	\$ 343,212	\$ 379,983	\$ 504,062	\$ 465,103	\$ 246,510
<i>Reserves % of Op Budget</i>	13.18%	32.30%	32.32%	42.43%	39.77%	27.14%
Surplus or Deficit*	\$ 968,716	\$ 984,321	\$ 928,681	\$ 920,233	\$ 500,449	\$ 424,695

* The net surplus (or deficit) from the prior fiscal year, representing assessment revenues collected less expenditures, that will be carried forward into the next FY.

FY 25/26 FISCAL PLAN

In FY 25/26, the cost for Tourism Enhancement Programs (TE) is \$819,099, reflecting a 31% decrease year-over-year from FY 24/25 (\$1.08M). This reduction aligns with a 8.8% decline in TTBD collections from FY 22/23 (\$850,674) to FY 24/25 (\$781,552), and represents a deliberate effort to right-size expenses to current revenue realities while maintaining financial stability through a minimum 25% reserve target of our operating budget.

TOTAL FY 25/26 BUDGET




BUDGET PHILOSOPHY:

Budget allocations are structured to preserve the programs that most directly drive Truckee’s visitor economy while optimizing for efficiency and impact

Administrative	\$ 89,175
Tourism Enhancement	
Staff + Contractor	\$ 278,660
Stewardship/Mgt.	\$ 16,200
Promo/Brand/Events	\$ 434,499
Website/Tech	\$ 42,440
Advocacy	\$ 47,300
TE Subtotal	\$ 819,099

Annual Operating Budget \$ 908,274

Funds Held in Reserves	
TE Contingency	\$ 61,510
Reserves	\$ 185,000
Total Reserves	\$ 246,510
<i>Reserves % of Annual Op Budget</i>	<i>27.14%</i>

TTBID FUNDING & FISCAL OUTLOOK

- 01** TTBID Background
- 02** Competitive Landscape & Funding Reality
- 03** Why Visitor Funding Matters
- 04** Restoring TTBID Capacity
- 05** What 2% Makes Possible
- 06** Funding Scenarios & Long-Term Impact



TTBID BACKGROUND

The Truckee Tourism Business Improvement District (TTBID) is a self-assessment established by Truckee lodging businesses to directly benefit assessed lodging payors, as defined in the Management District Plan. Assessment funds are reinvested locally in programs that increase overnight visitation, occupancy, and lodging revenue, while contributing to a well-managed tourism economy that supports community quality of life. By law, TTBID funds may only be used to benefit assessed businesses and cannot be diverted for general government purposes.

Since its formation, the TTBID has proven effective. Transient Occupancy Tax (TOT) revenue has grown from \$2.8 million in FY 15/16 to \$7.56 million in FY 24/25, reflecting the value of overnight visitation and sustained destination investment. Today, TOT is the Town's third-largest revenue source, supporting essential services such as snow removal, transportation programs, workforce housing initiatives, and community infrastructure, funded entirely by non-resident spending.

Independent research by Tourism Economics and Civitas Advisors further validates this model, showing that destinations with TBIDs experience 2.1% higher room demand and 4.5% higher hotel room revenue on average. In 2025, Truckee lodging businesses reaffirmed their confidence in the district by voting to renew the TTBID for a ten-year term (2025–2035).

As Truckee's visitor economy matures and competition among peer mountain destinations intensifies, maintaining adequate TTBID capacity remains critical. The following pages outline Truckee's current funding context and what it means for long-term competitiveness, lodging performance, and community benefit.

“ At its core, the TTBID enables what individual lodging businesses, particularly small and independent operators, cannot do alone: pool resources to create sustained destination awareness, reach high-value overnight visitors, and manage demand in a way that supports both business performance and community expectations.

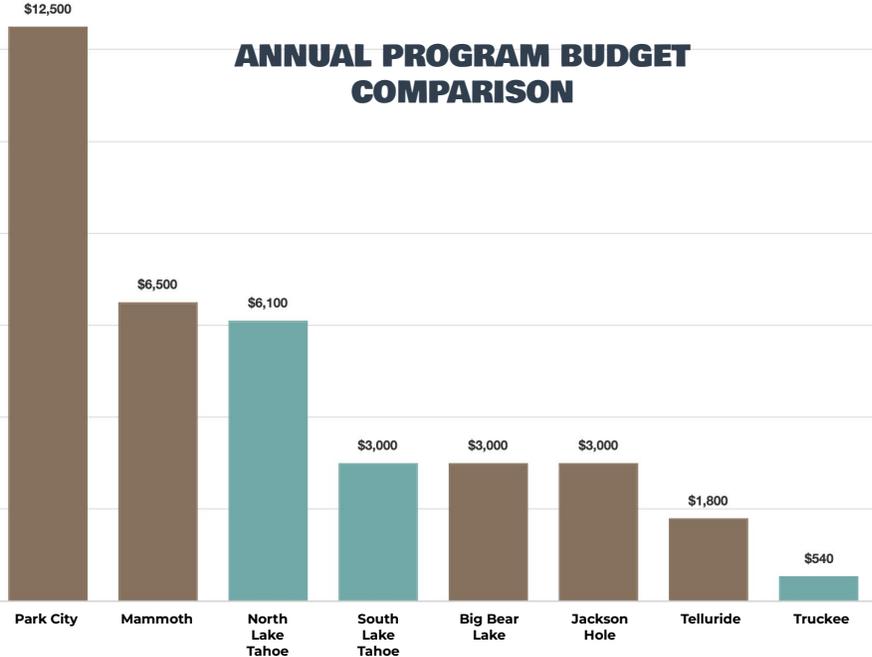


COMPETITIVE LANDSCAPE & FUNDING REALITY

Truckee is a world-class mountain destination with extraordinary natural beauty, year-round recreation, and authentic small-town character. Visitors come for the same reasons they choose places like Lake Tahoe, Mammoth Lakes, Aspen, and Park City: access to outdoor adventure, vibrant downtowns, and communities that value sustainability and quality of life.



From a positioning standpoint, Truckee belongs in this peer set. From a funding standpoint, it does not.



\$540k

TRUCKEE BUDGET

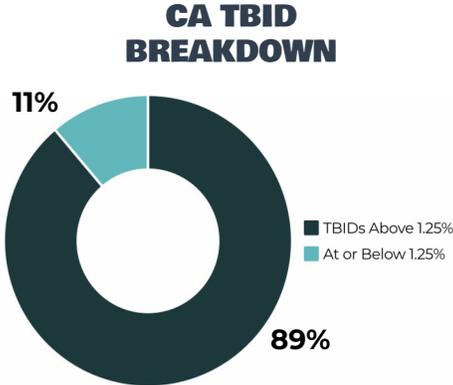
\$3.4M

AVERAGE PEER

Source CIVITAS

Today, Truckee competes nationally for high-value, sustainability-minded visitors on one of the smallest tourism budgets in California. Out of 112 Tourism Business Improvement Districts statewide, Truckee ranks in the bottom 11% by assessment rate.

This funding gap directly limits Truckee’s ability to market, steward, and manage the destination at the level expected of a world-class destination.

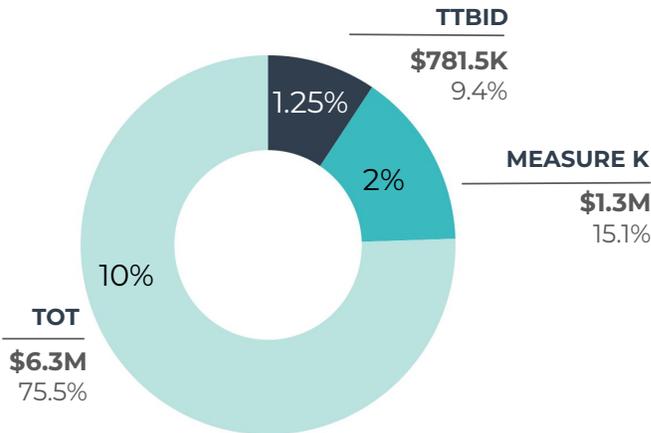


VISITOR FUNDING AND TT BID CAPACITY

Visitor spending is a critical contributor to Truckee's economy and community infrastructure. When visitors stay overnight, the taxes they generate do far more than support tourism programs, they help fund essential Town services that residents rely on every day.

More than 90% of visitor-paid tourism taxes flow directly to the Town of Truckee, supporting services such as snow removal, transportation programs, workforce housing, and community infrastructure. These revenues are generated entirely by non-residents and help offset costs that would otherwise be borne by local households and businesses.

HOW VISITOR NIGHTS SUPPORT TRUCKEE, FY 24/25

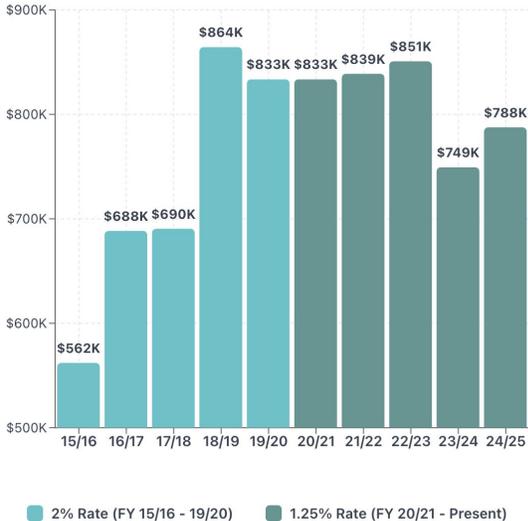


IN 2021, TRUCKEE'S LODGING INDUSTRY VOLUNTARILY REDUCED THE TT BID ASSESSMENT RATE TO SUPPORT THE PASSAGE OF MEASURE K.

Today, as lodging revenues normalize and competition from peer mountain destinations intensifies, the capacity created by visitor funding has not kept pace with expectations placed on Visit Truckee-Tahoe. At the current 1.25% rate, funding is increasingly concentrated on core visitor attraction efforts, with limited ability to invest in stewardship, visitor education, transportation messaging, and destination management programs.

Restoring the TT BID assessment rate to 2% represents a return to the baseline needed to manage a world-class destination responsibly. This adjustment is funded entirely by overnight visitors and comes at no cost to residents or the Town. It ensures that tourism continues to support community priorities while remaining competitive in a maturing tourism market.

T BID COLLECTION HISTORY 2% TO 1.25%



FUNDING SCENARIOS

To understand the implications of maintaining the current assessment rate versus restoring it, the comparison below illustrates how funding capacity changes over the ten-year term of the Management District Plan prepared by Civitas Advisors.

ESTIMATED ANNUAL BUDGET IF ASSESSMENT RATES REMAIN AT 1.25%

District Year	Fiscal Year (July 1 – June 30)	Tourism Enhancement 85%	Administration 8%	Contingency/ Reserve 5%	Collection Charge 2%	Total
1	2025 - 2026	\$459,137	\$43,213	\$27,008	\$10,803	\$540,162
2	2026- 2027	\$472,912	\$44,509	\$27,818	\$11,127	\$556,367
3	2027-2028	\$487,099	\$45,845	\$28,653	\$11,461	\$573,058
4	2028-2029	\$501,712	\$47,220	\$29,512	\$11,805	\$590,249
5	2029-2030	\$516,763	\$48,637	\$30,398	\$12,159	\$607,957
6	2030-2031	\$532,266	\$50,096	\$31,310	\$12,524	\$626,196
7	2031-2032	\$548,234	\$51,599	\$32,249	\$12,900	\$644,981
8	2032-2033	\$564,681	\$53,146	\$33,217	\$13,287	\$664,331
9	2033-2034	\$581,622	\$54,741	\$34,213	\$13,685	\$684,261
10	2024-2035	\$599,070	\$56,383	\$35,239	\$14,096	\$704,789
	Total	\$5,263,497	\$495,388	\$309,617	\$123,847	\$6,192,349

ESTIMATED ANNUAL BUDGET IF ASSESSMENT RATES ADOPTED AT 2%

District Year	Fiscal Year (July 1 – June 30)	Tourism Enhancement 85%	Administration 8%	Contingency/ Reserve 5%	Collection Charge 2%	Total
1	2025 - 2026	\$459,138	\$43,213	\$27,008	\$10,803	\$540,162
2	2026- 2027	\$748,394	\$70,437	\$44,023	\$17,609	\$880,464
3	2027-2028	\$770,846	\$72,550	\$45,344	\$18,138	\$906,878
4	2028-2029	\$793,972	\$74,727	\$46,704	\$18,682	\$934,084
5	2029-2030	\$817,791	\$76,969	\$48,105	\$19,242	\$962,107
6	2030-2031	\$842,325	\$79,278	\$49,549	\$19,819	\$990,970
7	2031-2032	\$867,594	\$81,656	\$51,035	\$20,414	\$1,020,699
8	2032-2033	\$893,622	\$84,106	\$52,566	\$21,026	\$1,051,320
9	2033-2034	\$920,431	\$86,629	\$54,143	\$21,657	\$1,082,860
10	2024-2035	\$948,044	\$89,228	\$55,767	\$22,307	\$1,115,346
	Total	\$8,062,156	\$758,791	\$474,244	\$189,698	\$9,484,890

FUNDING IMPACTS AT 1.25% vs. 2%

At **1.25%**, VTT operates in reduced capacity, focused on core visitor attraction with limited ability to expand stewardship, visitor education, transportation messaging, and destination management.

At **2.0%**, VTT can sustain a balanced approach, supporting both marketing and stewardship programs that protect Truckee's quality of life and keep the destination competitive.

1.25%

Reduced Capacity / Maintenance Mode

- Focused primarily on core visitor attraction
- Limited investment in stewardship and visitor education
- Constrained ability to address transportation, congestion, and impacts
- Reduced support for off-peak and shoulder season demand
- Less flexibility to respond to market shifts or emerging issues
- Ongoing competitive disadvantage relative to peer mountain destinations
- TTBID revenue projected at approximately \$6.2M over 10 years

Ten-Year Funding Capacity

\$6.2M

2%

Balanced, Sustainable Destination Management

- Supports both visitor attraction and stewardship
- Expanded investment in visitor education, transportation messaging, and demand management
- Increased support for shoulder season events and midweek demand
- Stronger, more consistent values-based marketing
- Improved competitiveness with peer destinations
- Restores funding to the historic baseline rate
- TTBID revenue projected at approximately \$9.5M over 10 years
- Approximately \$3.3M in additional capacity to serve the community responsibly through programs such as BCycle, the Reno-Tahoe Airport Shuttle and/or visitor education campaigns

Ten-Year Funding Capacity

\$9.5M

INVESTMENT PRIORITIES AT 2%

Restored funding allows Visit Truckee-Tahoe to prioritize programs that deliver the greatest benefit to the community, lodging partners, and the visitor experience. These investments focus on managing demand, protecting quality of life, and supporting long-term economic health.



STEWARDSHIP & VISITOR EDUCATION

Expand programs that encourage responsible travel, car-free transportation, and care for Truckee's natural environment.

- BCycle & transit programs
- Visitor education campaigns



SHOULDER SEASON EVENTS

Increase support for events that drive off-peak visitation and strengthen year-round economic activity.

- Support community-led events
- Build consistent seasonal programming



VALUES BASED TARGETING

Focus on high-value audiences whose behaviors support local businesses, respect the community, and reduce destination impacts.

- Stronger brand presence
- Expand into fly markets



MEETINGS & GROUPS

Develop a new demand segment that supports midweek occupancy and new hotel inventory without adding peak-period impacts.

- Midweek, off-peak demand
- Support new hotel inventory



A SUSTAINABLE PATH FORWARD

Ultimately, restoring the TT BID assessment rate to 2% is an investment in a well-managed visitor economy that works for Truckee. Visit Truckee-Tahoe remains committed to transparency, collaboration, and accountability in how these funds are stewarded. We view this work as a partnership with lodging businesses, local organizations, and the community—focused on aligning tourism with Truckee’s values and ensuring its benefits are shared responsibly over time.

COUNCIL, WE RESPECTFULLY REQUEST:

The Visit Truckee-Tahoe Board respectfully requests Town Council restore the TT BID assessment rate to 2%, as allowed within the 2025-2035 Management District Plan, returning the district to the funding level originally in place from 2015 to 2020.

