



north lake tahoe

Chamber | CVB | Resort Association

Agenda and Meeting Notice

THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday October 3, 2012 – 8:30 am – 11 a.m.

Tahoe City Public Utilities District

NLTRA Mission

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

Meeting Ground Rules

Be Prepared, Engage in Active Listening, Be Respectful of Others, No Surprises, It is OK to Disagree, Acknowledge Comments, but Do Not Repeat Comments

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. CALL TO ORDER - ESTABLISH QUORUM – Chair

B. AGENDA AMENDMENTS AND APPROVAL - MOTION

1. Agenda Additions and/or Deletions
2. Approval of Agenda

C. PUBLIC FORUM

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

D. REPORTS & ACTION ITEMS

Marketing

3. MTRiP Update – Andy Chapman (10 minutes)
4. Coop Agreement Approval – Sandy Evans Hall **MOTION** (15 minutes)
5. School of Thought Winter Campaign – Andy Chapman (15 minutes)

Membership

6. Membership Sales Update – Deanna Frumentti (5 minutes)
7. Plan for Out-of County businesses in the Chamber database – Deanna Frumentti (10 minutes)
8. Membership Activities and Events – Deanna Frumentti (5 minutes)

2012 Board Members

Wally Auerbach
Auerbach Engineering

Eric Brandt
Tahoe TV

Phil GilanFarr
(Vice-Chair)
CB's Pizza & Grill

Allen Highfield
(Treasurer)
The Ritz-Carlton

Kali Kopley
(Secretary)
Uncorked/Petra/Soupa

Alex Mourelatos
*Mourelatos Lakeshore
Resort*

Valli Murnane
Tahoe XCountry

Ron Parson (Chair)
Granlibakken

Bill Rock
Northstar

Andy Wirth
*Squaw Valley/Alpine
Meadows*

Ron McIntyre
*RMC Consulting
(Ex-Officio)*

Jennifer Merchant
Placer County

Julie Regan
*TRPA
(Ex-officio)*

Transportation/Infrastructure

9. Coordinated Skier Shuttle Program funding request – Ron Treabess **MOTION** (10 minutes)
10. Gateway Community Lighting Program funding request – Ron Treabess **MOTION** (10 minutes)
11. Tahoe City Visioning Workshop – Sandy Evans Hall (10 minutes)
12. Transit Summit – Ron Treabess (10 minutes)
13. TRPA Regional Plan update – Sandy Evans Hall (5 minutes)

County Contract

14. County Contract update – Sandy Evans Hall (10 minutes)

Strategic Goals/Master Plan

15. Tourism Development Master Plan Review Task Force update – Ron Parson (5 minutes)

Committee Appointments

16. Committee appointments to the following: - Sandy Evans Hall **MOTION** (5 minutes)
 1. Special Events Task Force (1 seat)
 2. Golf Course Oversight (3 seats)
 3. Board Election Committee (1 seat minimum)

E. DIRECTORS' COMMENTS

F. CONSENT CALENDAR – MOTIONS (5 min)

All items (**in bold**) listed under the consent calendar-motions are considered to be routine and/or have been or will be reviewed by committee, and will be approved by one motion. There will be no separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar-motions.

17. Board Meeting Minutes – September 5, 2012

All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

18. Joint Infrastructure/Transportation Committee – September 17, 2012

19. Marketing Committee – September 25, 2012

20. Membership Advisory Committee – No meeting in September

21. Lodging Committee – September 6, 2012

22. Conference Sales Directors Committee – September 27, 2012

23. Finance Committee – September 26, 2012; August 29, 2012

24. Monthly Financial Reports for June, July

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

25. Conference Sales Reports

26. Infrastructure/Transportation Activity Report – July

G. MEETING REVIEW AND STAFF DIRECTION

H. CLOSED SESSION (If necessary)

I. RECONVENE TO OPEN SESSION

J. ADJOURNMENT

This meeting site is wheelchair accessible.

Posted and e-mailed, , 2012



RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of Aug 31, 2012

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Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,729 Units (MTRIP Census**)

		2012/13	2011/12	Year over Year % Diff
a. Last Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for last month (August) changed by (-2.6%)	Occupancy (August)	65.0%	66.7%	-2.6%
North Lake Tahoe Average Daily Rate for last month (August) changed by (3.1%)	ADR (August) :	\$222	\$215	3.1%
North Lake Tahoe RevPAR for last month (August) changed by (0.4%)	RevPAR (August) :	\$144	\$144	0.4%
b. Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (September) changed by (-0.4%)	Occupancy (Septem	40.3%	40.4%	-0.4%
North Lake Tahoe Average Daily Rate for next month (September) changed by (-2.6%)	ADR (September) :	\$179	\$184	-2.6%
North Lake Tahoe RevPAR for next month (September) changed by (-2.9%)	RevPAR (September) :	\$72	\$74	-2.9%
c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the prior 6 months changed by (0.3%)	Occupancy	49.3%	49.2%	0.3%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (2.0%)	ADR	\$204	\$200	2.0%
North Lake Tahoe RevPAR for the prior 6 months changed by (2.3%)	RevPAR	\$101	\$99	2.3%
d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (1.2%)	Occupancy	14.9%	14.7%	1.2%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (-8.3%)	ADR	\$199	\$217	-8.3%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (-7.2%)	RevPAR	\$30	\$32	-7.2%
e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Aug. 31, 2012 vs. Previous Year				
Rooms Booked during last month (August, 2012) compared to Rooms Booked during the same period last year (August, 2011) for all arrival dates has changed by (-19.1%)	Booking Pace (August)	6.0%	7.4%	-19.1%

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

DESCRIPTION: The Reservation Activity Outlook Report tracks occupancy, average daily rate (ADR), and revenue per available room (RevPAR); the key metrics most of interest to lodging properties. The report combines the data sets of participating properties into a destination wide view that features three data sets (providing that sufficient information is available) including: i) current YTD occupancy, ii) last YTD occupancy, iii) last season's ending occupancy.
The Reservation Activity Outlook Report is generated on a monthly basis, usually for a 12 month subscription period, and is created from data provided by a group of properties participating in a cooperative manner, and representing a valid set of data as a result.
Report results are provided only to those properties who participate by submitting their data. Additionally, participating properties can order (on an a-la-carte basis) an individual report which shows the reservation activity of their property, measured against an aggregated set of competitive properties that they choose from amongst MTRIP's other participants.
As is the case in all MTRIP data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

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RESERVATIONS ACTIVITY REPORT

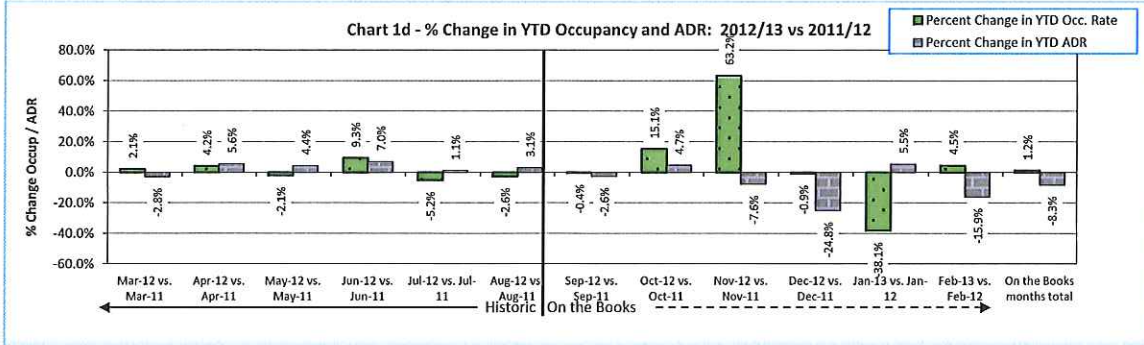
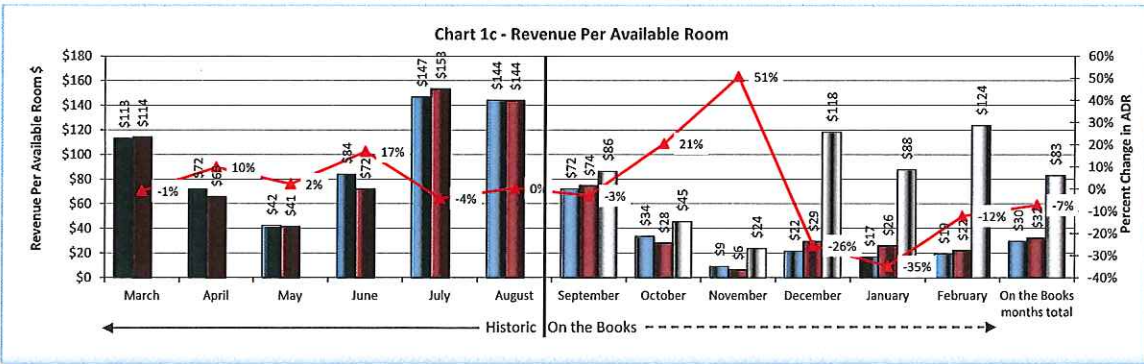
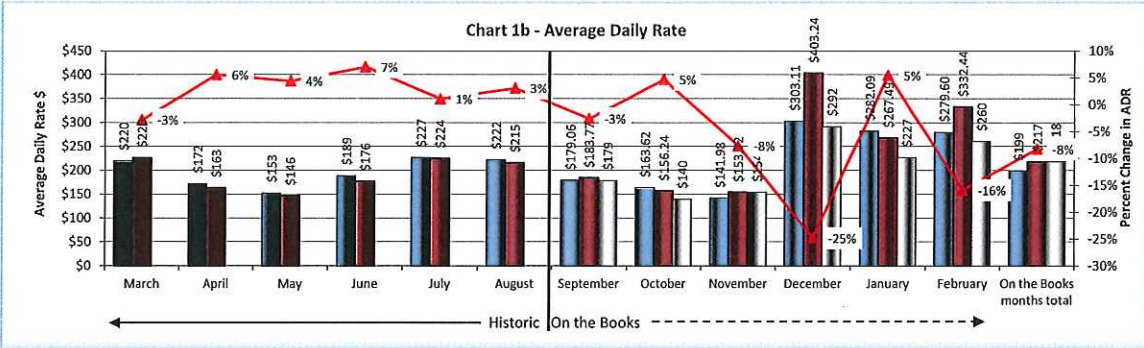
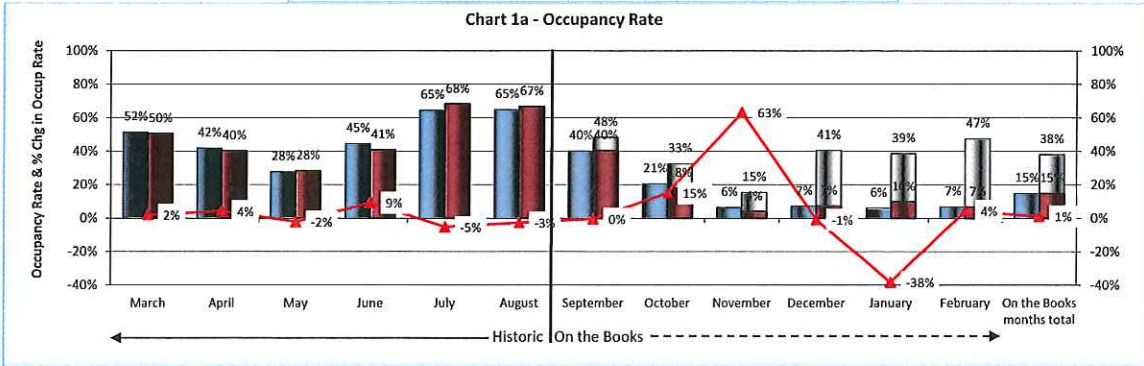
SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2012/13 YTD (as of Aug 31, 2012) vs. 2011/12 YTD (as of Aug 31, 2011) vs. 2011/12 Historical

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

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■ Historic Actual (2011/12 season)
■ Data as of August 31, 2012 (2012/13 season)
■ Data as of August 31, 2011 (2011/12 season)



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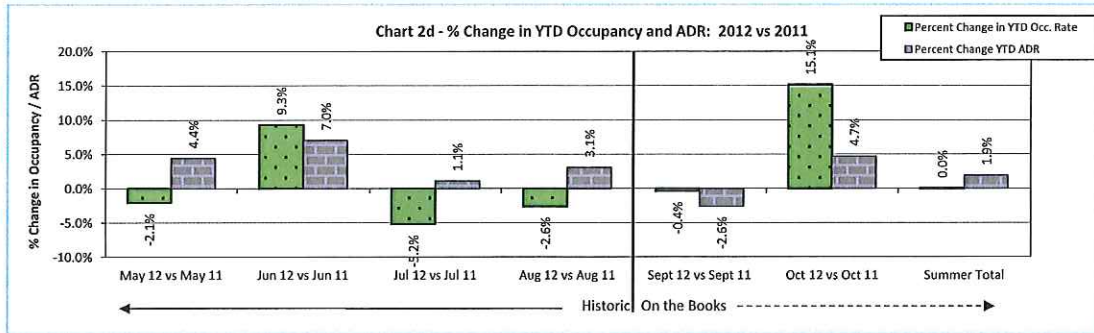
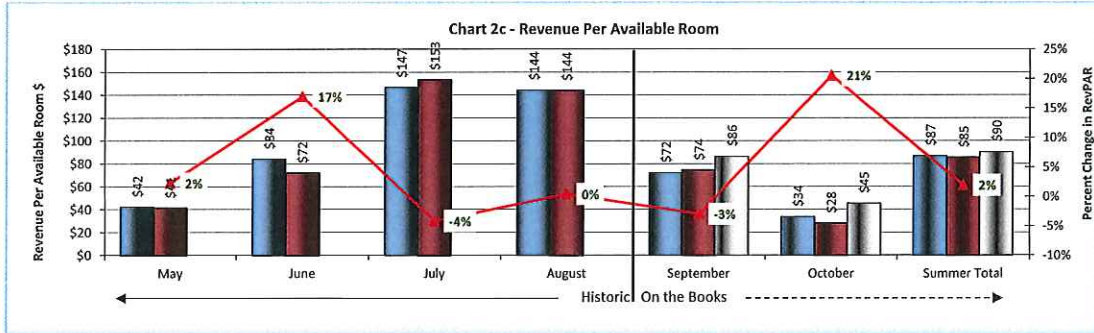
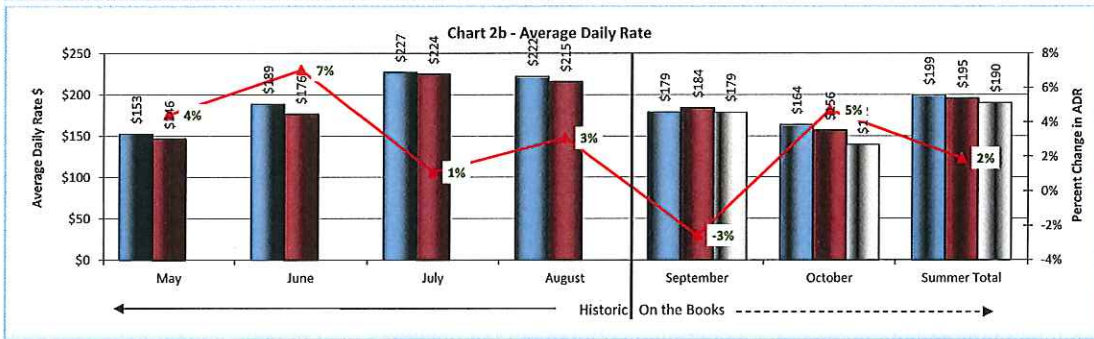
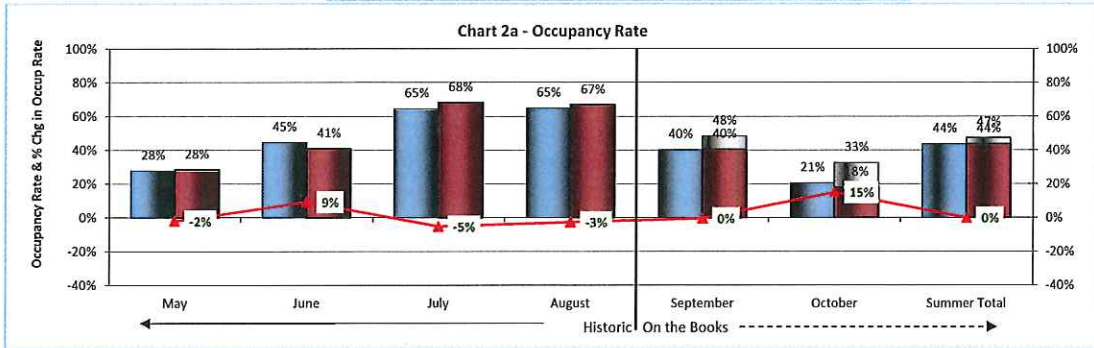
RESERVATIONS ACTIVITY REPORT
SECTION 2 - SUMMER SEASON SUMMARY GRAPHS

2012 YTD (as of Aug 31, 2012) vs. 2011 YTD (as of Aug 31, 2011) vs. 2011 Historical

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

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■ Historic Actual (2011 Season) ■ Data as of August 31, 2012 (2012 Season)
■ Data as of August 31, 2011 (2011 Season) ▲ Percent Change





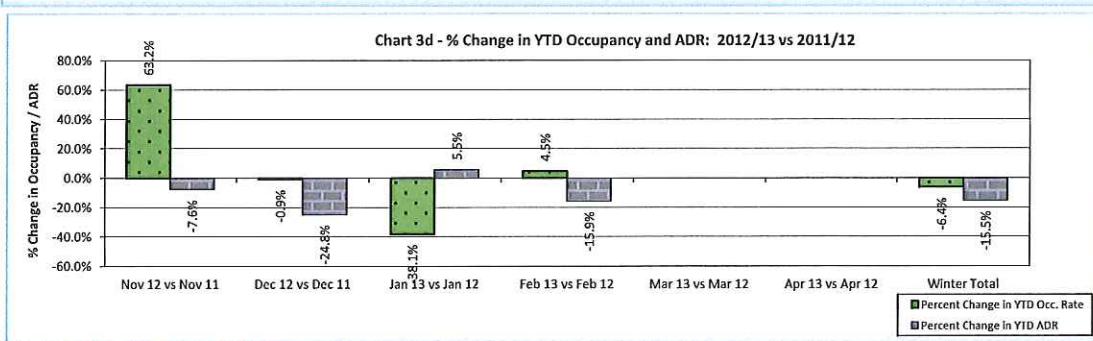
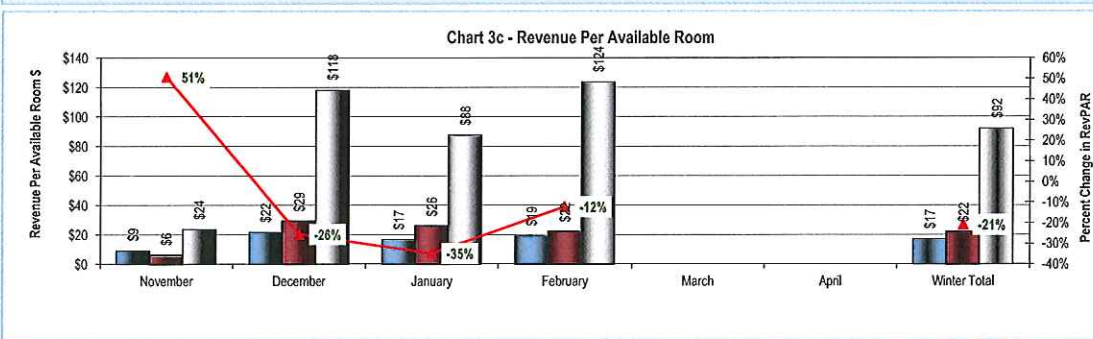
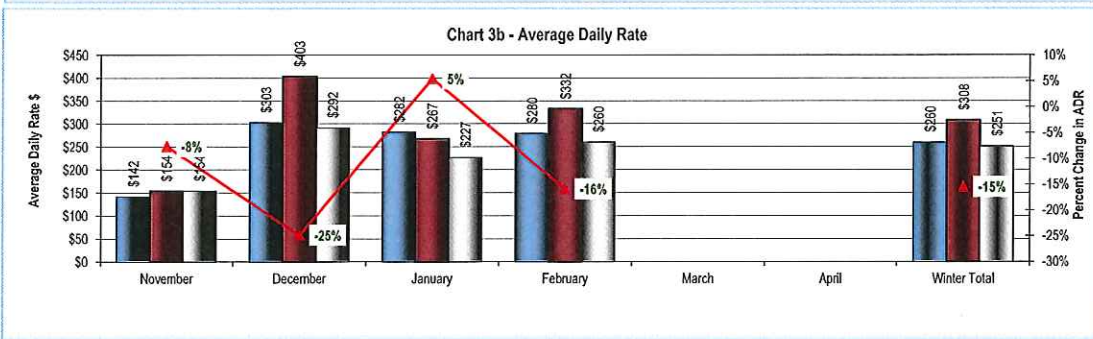
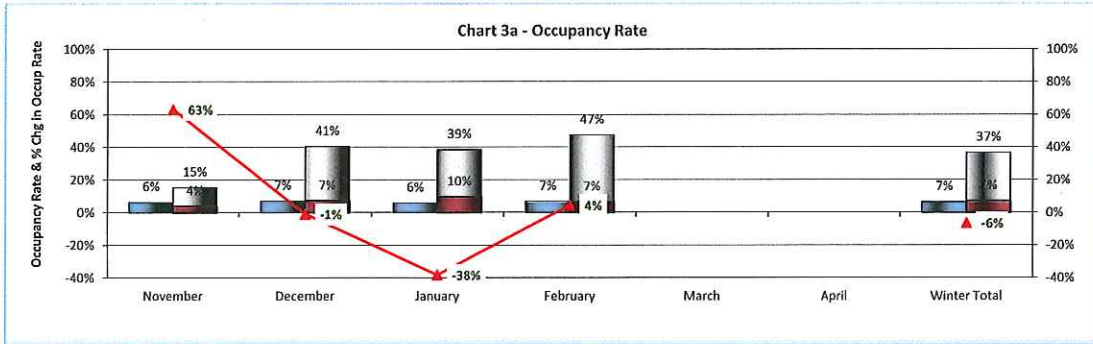
RESERVATIONS ACTIVITY REPORT
SECTION 3 - WINTER SEASON SUMMARY GRAPHS

2012/13 YTD (as of Aug 31, 2012) vs. 2011/12 YTD (as of Aug 31, 2011) vs. 2011/12 Historical

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

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Historic Actual (2011/12 season)
Data as of August 31, 2012 (2012/13 season)
Data as of August 31, 2011 (2011/12 season)



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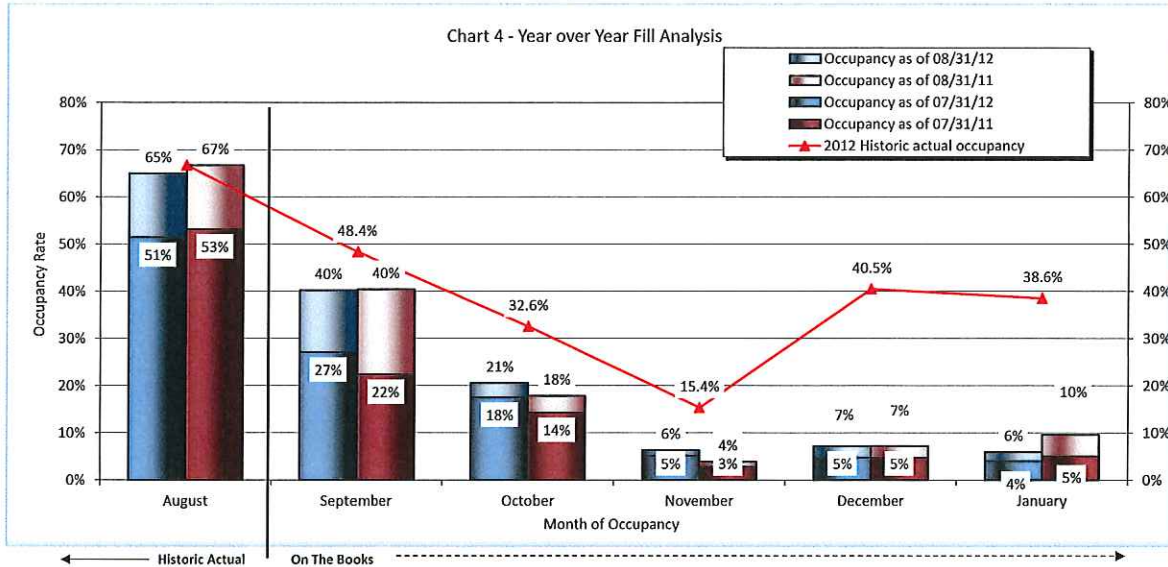


RESERVATIONS ACTIVITY REPORT
SECTION 4 - FILL ANALYSIS

2012 Occupancy Pace as of Aug 31, 2012 and Jul 31, 2012 versus same period 2011

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

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Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy:	OCCUPANCY AS OF AUG 31			OCCUPANCY AS OF JUL 31			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2012 Historic actual occupancy
	Occupancy as of 08/31/12	Occupancy as of 08/31/11	Absolute Change	Occupancy as of 07/31/12	Occupancy as of 07/31/11	Absolute Change	Incremental occupancy booked during Aug. 2012	Incremental occupancy booked during Aug. 2011	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
	August	65.0%	66.7%	-1.7%	51.4%	53.2%	-1.7%	13.5%	13.6%	0.0%	
September	40.3%	40.4%	-0.2%	27.1%	22.4%	4.7%	13.2%	18.0%	-4.9%	-26.9%	48.4%
October	20.6%	17.9%	2.7%	17.5%	14.3%	3.2%	3.1%	3.6%	-0.5%	-14.2%	32.6%
November	6.4%	3.9%	2.5%	5.2%	2.8%	2.4%	1.2%	1.1%	0.1%	6.7%	15.4%
December	7.2%	7.2%	-0.1%	4.8%	4.7%	0.0%	2.4%	2.5%	-0.1%	-3.3%	40.5%
January	6.0%	9.6%	-3.7%	4.1%	5.1%	-1.0%	1.9%	4.6%	-2.6%	-58.1%	38.6%
Total	24.8%	25.1%	-0.2%	18.8%	17.7%	1.2%	6.0%	7.4%	-1.4%	-19.1%	41.5%

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

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



RESERVATIONS ACTIVITY REPORT
SECTION 5A - SUPPORTING DATA TABLES
 Bookings as of Aug 31, 2012

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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OCCUPANCY RATE	OCCUPANCY RATE: YTD 2012/13 VS. YTD 2011/12			Historic Actual Occup. Rate (2011/12 season)	# of Properties in Sample
	Occup. Rate as of: August 31, 2012 (2012/13 season)	Occup. Rate as of: August 31, 2011 (2011/12 season)	Percent Change in YTD Occ. Rate		
Month of Occupancy (2012/13 & 2011/12)					
March	51.5%	50.5%	2.1%		11
April	41.9%	40.2%	4.2%		11
May	27.7%	28.3%	-2.1%		11
June	44.6%	40.8%	9.3%		11
July	64.6%	68.2%	-5.2%		11
August	Historic Actual 65.0%	66.7%	-2.6%		11
September	On the Books 40.3%	40.4%	-0.4%	48.4%	11
October	20.6%	17.9%	15.1%	32.6%	11
November	6.4%	3.9%	63.2%	15.4%	10
December	7.2%	7.2%	-0.9%	40.5%	11
January	6.0%	9.6%	-38.1%	38.6%	11
February	6.9%	6.6%	4.5%	47.5%	11
Grand total	32.2%	32.3%	-0.4%	43.7%	11
Historic months total	49.3%	49.2%	0.3%	49.2%	11
On the Books months total	14.9%	14.7%	1.2%	38.0%	11

AVERAGE DAILY RATE	ADR: YTD 2012/13 VS. YTD 2011/12			Historic Actual ADR (2011/12 season)	# of Properties in Sample
	ADR as of: August 31, 2012 (2012/13 season)	ADR as of: August 31, 2011 (2011/12 season)	Percent Change in YTD ADR		
Month of Occupancy (2012/13 & 2011/12)					
March	\$220	\$226	-2.8%		11
April	\$172	\$163	5.6%		11
May	\$153	\$146	4.4%		11
June	\$189	\$176	7.0%		11
July	\$227	\$224	1.1%		11
August	Historic Actual \$222	\$215	3.1%		11
September	On the Books \$179.06	\$183.77	-2.6%	\$179	11
October	\$163.62	\$156.24	4.7%	\$140	11
November	\$141.98	\$153.72	-7.6%	\$154	10
December	\$303.11	\$403.24	-24.8%	\$292	11
January	\$282.09	\$267.49	5.5%	\$227	11
February	\$279.60	\$332.44	-15.9%	\$260	11
Grand total	\$203	\$204	-0.4%	\$208	11
Historic months total	\$204	\$200	2.0%	\$200	11
On the Books months total	\$199	\$217	-8.3%	\$218	11

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2012/13 VS. YTD 2011/12			Historic Actual RevPAR (2011/12 season)	# of Properties in Sample
	RevPAR as of: August 31, 2012 (2012/13 season)	RevPAR as of: August 31, 2011 (2011/12 season)	Percent Change in YTD RevPAR		
Month of Occupancy (2012/13 & 2011/12)					
March	\$113	\$114	-0.8%		11
April	\$72	\$66	10.0%		11
May	\$42	\$41	2.3%		11
June	\$84	\$72	17.0%		11
July	\$147	\$153	-4.2%		11
August	Historic Actual \$144	\$144	0.4%		11
September	On the Books \$72	\$74	-2.9%	\$86	11
October	\$34	\$28	20.6%	\$45	11
November	\$9	\$6	50.8%	\$24	10
December	\$22	\$29	-25.5%	\$118	11
January	\$17	\$26	-34.8%	\$88	11
February	\$19	\$22	-12.1%	\$124	11
Grand total	\$65	\$66	-0.9%	\$91	11
Historic months total	\$101	\$99	2.3%	\$99	11
On the Books months total	\$30	\$32	-7.2%	\$83	11



RESERVATIONS ACTIVITY REPORT
SECTION 5B - SUPPORTING SUMMER DATA TABLES
Summer Bookings as of Aug 31, 2012

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

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OCCUPANCY RATE		<u>OCCUPANCY RATE: YTD 2012 VS. YTD 2011</u>			Historic Actual Occup. Rate (2011 Season)
		Occup. Rate as of: August 31, 2012 (2012 Season)	Occup. Rate as of: August 31, 2011 (2011 Season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2012 & 2011)					
May		27.7%	28.3%	-2.1%	
June		44.6%	40.8%	9.3%	
July		64.6%	68.2%	-5.2%	
August	Historic	65.0%	66.7%	-2.6%	
September	On the Books	40.3%	40.4%	-0.4%	48.4%
October		20.6%	17.9%	15.1%	32.6%
Summer Total		43.7%	43.7%	0.0%	47.5%

AVERAGE DAILY RATE		<u>AVERAGE DAILY RATE: YTD 2012 VS. YTD 2011</u>			Historic Actual ADR (2011 Season)
		ADR as of: August 31, 2012 (2012 Season)	ADR as of: August 31, 2011 (2011 Season)	Percent Change YTD ADR	
Month of Occupancy (2012 & 2011)					
May		\$153	\$146	4.4%	
June		\$189	\$176	7.0%	
July		\$227	\$224	1.1%	
August	Historic	\$222	\$215	3.1%	
September	On the Books	\$179	\$184	-2.6%	\$179
October		\$164	\$156	4.7%	\$140
Summer Total		\$199	\$195	1.9%	\$190

REVENUE PER AVAILABLE ROOM		<u>RevPAR: YTD 2012 VS. YTD 2011</u>			Historic Actual RevPAR (2011 Season)
		RevPAR as of: August 31, 2012 (2012 Season)	RevPAR as of: August 31, 2011 (2011 Season)	Percent Change in YTD RevPAR	
Month of Occupancy (2012 & 2011)					
May		\$42	\$41	2.3%	
June		\$84	\$72	17.0%	
July		\$147	\$153	-4.2%	
August	Historic	\$144	\$144	0.4%	
September	On the Books	\$72	\$74	-2.9%	\$86
October		\$34	\$28	20.6%	\$45
Summer Total		\$87	\$85	2.0%	\$90



RESERVATIONS ACTIVITY REPORT
SECTION 5C - SUPPORTING WINTER DATA TABLES
Winter Bookings as of Aug 31, 2012

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

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OCCUPANCY RATE		<u>OCCUPANCY RATE: YTD 2012/13 VS. YTD 2011/12</u>			Historic Actual Occup. Rate (2011/12 season)
		Occup. Rate as of: August 31, 2012 (2012/13 season)	Occup. Rate as of: August 31, 2011 (2011/12 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2012/13 & 2011/12)					
November	On the Books	6.4%	3.9%	63.2%	15.4%
December		7.2%	7.2%	-0.9%	40.5%
January		6.0%	9.6%	-38.1%	38.6%
February		6.9%	6.6%	4.5%	47.5%
March					
April					
Winter Total		6.6%	7.0%	-6.4%	36.7%

AVERAGE DAILY RATE		<u>ADR: YTD 2012/13 VS. YTD 2011/12</u>			Historic Actual ADR (2011/12 season)
		ADR as of: August 31, 2012 (2012/13 season)	ADR as of: August 31, 2011 (2011/12 season)	Percent Change in YTD ADR	
Month of Occupancy (2012/13 & 2011/12)					
November	On the Books	\$142	\$154	-7.6%	\$154
December		\$303	\$403	-24.8%	\$292
January		\$282	\$267	5.5%	\$227
February		\$280	\$332	-15.9%	\$260
March					
April					
Winter Total		\$260	\$308	-15.5%	\$251

REVENUE PER AVAILABLE ROOM		<u>REVPAR: YTD 2012/13 VS. YTD 2011/12</u>			Historic Actual RevPAR (2011/12 season)
		RevPAR as of: August 31, 2012 (2012/13 season)	RevPAR as of: August 31, 2011 (2011/12 season)	Percent Change in YTD ADR	
Month of Occupancy (2012/13 & 2011/12)					
November	On the Books	\$9	\$6	50.8%	\$24
December		\$22	\$29	-25.5%	\$118
January		\$17	\$26	-34.8%	\$88
February		\$19	\$22	-12.1%	\$124
March					
April					
Winter Total		\$17	\$22	-20.9%	\$92

**NORTH LAKE TAHOE MARKETING COOPERATIVE
PARTICIPATION AGREEMENT**

This NORTH LAKE TAHOE MARKETING COOPERATIVE PARTICIPATION AGREEMENT ("**Agreement**") dated as of the first day of July 2012 is entered into by, between and among the Participants (as defined below).

Deleted: 2009

RECITALS:

WHEREAS, the Participants are comprised of public non profit corporations which receive Transient Occupancy Tax ("**TOT**") funds from their respective local political jurisdictions for the purposes of marketing the North Lake Tahoe (Exhibit A) region and desire to join together to contribute funds to market and position the region as one tourism destination through a North Lake Tahoe Marketing Cooperative ("**NLTMC**").

Deleted: B

WHEREAS, the Participants desire to develop and implement on the terms and conditions set forth herein a NLTMC marketing plan to support the North Lake Tahoe hospitality industry by establishing an overall resort destination identity.

WHEREAS, to develop and implement this marketing plan the Participants agree to establish a Cooperative Marketing Committee ("**CMC**") and to elect representatives to serve on the CMC to coordinate this cooperative effort.

NOW, THEREFORE, in consideration of the foregoing recitals, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Participants agree as follows:

AGREEMENT:

1. DEFINITIONS.

1.1 Participants: The term "**Participants**" shall refer to the following organizations:

(i) The Lake Tahoe Incline Village Crystal Bay Visitors Bureau, a Nevada non-profit corporation ("**LTIVCBVB**");

(ii) North Lake Tahoe Resort Association, a California public benefit non profit corporation ("**NLTRA**");

1.2 North Lake Tahoe Marketing Cooperative: The NLTMC as established by the Participants as a cooperative agreement.

1.3 Cooperative Marketing Committee: The committee established by the Participants to coordinate efforts to fund and implement the North Lake Tahoe Marketing Cooperative. The role of the CMC is to finalize a Regional Cooperative Marketing Plan ("Plan") and oversee Plan implementation, using the budget resources identified and approved by the Participants. The CMC shall oversee the Plan by providing direction and oversight to the Plan Administrator. The Plan shall not be effective unless and until approved by the Boards of each Participant.

Subject to Section 8, below, each Participant will select four individuals to serve as voting members of the CMC ("**Voting Member**") CMC meetings shall be noticed and conducted in accordance with the Nevada Open Meeting Law and in accordance with those requirements of NLTRA's agreement with Placer County, and held at least once each quarter, or as needed, at the discretion of the CMC Chairperson, based on marketing initiatives or programs requiring CMC discussion, direction, or action in the form of a vote.

1.4 CMC Chairperson: The Chairperson ("**Chair**") to be elected on an annual basis by a majority of the voting members of the CMC, subject to conditions in Section 9, Paragraph 1.

1.5 Plan Administrator: The NLTRA shall provide a person to serve as the NLTMC Plan Administrator ("**Administrator**") throughout the term of this Agreement, at the discretion of the CMC. The Administrator shall manage the CMC approved Plan implementation. The Administrator shall update the CMC at all regularly scheduled meetings and provide additional updates as required, depending on programs or as directed by the CMC Chair. The Administrator shall be responsible for (i) identifying and retaining the services of such persons, firms and organizations to provide creative and other necessary support to develop and implement the Mission Statement and the Plan; (ii) identifying and implementing sales and marketing projects to achieve the goal of the Mission Statement and Plan and set forth in sections 2 and 3 of this Agreement, respectively; (iii) identifying and supporting strategies, organizations and businesses that are cooperative with, or further the Mission Statement and the Plan. In addition, the Administrator shall authorize invoices and payments consistent with the Plan and ensure financial accountability to both the CMC and the Participants.

1.6 Budget Administrator The person designated by the LTIVCBVB to act as Budget Administrator, at the discretion of the CMC. The role of the Budget Administrator is to (i) ultimately authorize payments in accordance with the approved CMC Budget subsequent to plan administrator approval, (ii) coordinate cooperative fund contributions and payment of vendors and contractors, and (iii) coordinate accounting procedures to insure financial compatibility between each participating organization and the CMC. The NLTRA will perform all bookkeeping and accounting services and an annual independent audit of the NLTMC.

1.7 **Limited Partners.** New Limited Partners (LP) may be accepted at any time upon the approval of all existing Participants in the NLTMC, provided that the new LP agrees in writing to terms and conditions as specified by existing participants and as warranted by the extent of financial contributions.

2. **MISSION STATEMENT.** The Participants agree that the intent and mission of the NLTMC is to bring together public and private organizations and businesses to contribute marketing dollars and expertise to position the North Lake Tahoe region as one destination, to focus on identifying regional, national and international markets, and to target common tourism industry interests and desires for cooperative action and marketing programs.

3. **REGIONAL COOPERATIVE MARKETING PLAN** The Participants shall develop and implement a Plan for the purpose of furthering the adopted NLTMC Mission Statement, supporting the regional tourism industry and business community by establishing an overall resort destination marketing identity; developing regional private sector support for this identity and a commitment to position and sell private sector products and/or services as components of the identity and Plan, as may be appropriate for each Participant and supporting partner. During the term of this agreement, participants agree that any other marketing activities undertaken, outside the Cooperative Marketing Plan will in no way compete with the destination brand as further developed and supported by the cooperative.

4. **FUND CONTRIBUTION.** Preparation, administration and implementation of the Plan shall be funded through annual contributions made by each Participant. Contributions shall be made by each Participant for each fiscal year of the program. Each Participant agrees to annually contribute a minimum of 45% of their total marketing budgets. This percentage is subject to review and adjustment on an annual basis to coincide with the budgeting process for both participants. The Participants recognize and agree that the amount of funding each contributes may vary from fiscal year to fiscal year, depending on the total amount of TOT funding available to each from their respective local political jurisdictions. All funds contributed to this Agreement shall be used for the purpose of funding the Plan as generally defined in section 3, above. In no event shall the cumulative expenses and costs of the Plan exceed the aggregate amount of the marketing funds.

Deleted: the amount of money set forth in Exhibit A attached hereto and incorporated by reference.

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5. **TERM.** This Agreement shall remain in effect unless canceled, in writing, by one of the Participants. It is recognized that to achieve maximum effectiveness, the NLTMC should be established and continued for the long-term. Therefore, a written notice to cancel by any one of the Participants must provide a minimum of 12 months notice prior to the effective date of the cancellation, so that the NLTMC can wind down operations with minimum disruption to the separate marketing programs of each Participant. In the event that notice is given, CMC operations and governance shall continue as specified in this Agreement and funding levels shall be

maintained at a level of at least 75% of the contribution, of each Participant, at the time of notice of intent to cancel. It is further agreed by the Participants that the term of this agreement shall be three years. The Agreement may be renewable for one or more additional three year terms, as may be agreed, in writing, by the Participants.

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6. **FUNDS AVAILABLE.** The Participants recognize and agree that their ability to provide funds to support the NLTMC is contingent upon the receipt of TOT revenues from their respective local political jurisdictions. Should one or more of the Participants be advised by their local political jurisdiction of a reduction or elimination of TOT revenues, a notice of cancellation, if necessary, can be submitted in writing with a notice of less than 12 months. However, the Participants pledge their good faith efforts to ensure that any cancellation of this Agreement takes place over a minimum of 12 months to help ensure a minimum disruption to the separate marketing programs of each Participant.

7. **DISSOLUTION**

7.1 **RETURN OF EXCESS FUNDS.** If this Agreement is canceled, upon dissolution of the NLTMC, any excess funds remaining in the NLTMC account shall be distributed on a pro rata share to the Participants in accordance with their annual contributions to the NLTMC account as of the effective date of termination. Should there be a deficiency of funds to cover authorized expenses, the Participants agree to fund their share of such expenses, consistent with the manner by which any excess funds would be distributed. Lists and data collected and projected during the term of this Agreement will be equally the property of all Participants at the time of dissolution. Collateral materials produced by cooperative marketing funds (e.g., brochures, exhibits, ticket stock, etc) shall be divided among the Participants in the same manner as the distribution of any excess marketing funds.

7.2 **USE OF PARTICIPANT INTELLECTUAL PROPERTY** Unless otherwise agreed, upon dissolution none of the participants will have the right to any brand, creative, or intellectual property created using cooperative funds. The Participants acknowledge that each Participant owns certain intellectual property (specifically including but not limited to trademarks, service marks, trade secrets, websites and the like), and each Participant hereby agrees not to use any intellectual property belonging to another Participant without first executing a separate trademark license agreement governing such use.

8. **MEMBERSHIP OF THE COOPERATIVE MARKETING COMMITTEE.** Consistent with the role of the CMC, as defined in Section 1, above, the membership of the CMC shall consist of four (4) members selected by the Board of Directors of each Participant, to include the Executive Director ("CEO") of each Participant, at least one (1) existing Board members from each Participant, and one (1) At Large representative from each Participant. The term of each selected CMC member shall be one year. No term limits shall apply, however, each may be replaced, at will, by their respective Participant board of directors.

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9. **VOTING AND VOTING PROCEDURES.** All transactions of business requiring approval of the CMC shall only be taken with a quorum present and provided a majority of the duly authorized voting members has participated in discussions and has voted on the action proposed. A quorum of the Committee is established with five members of which a minimum of two (2) people will be present from each participating organization. The transaction of business requiring approval of the CMC shall include, but not be limited to, the responsibilities as outlined in Section 1.3, above. Voting shall be conducted at any regularly scheduled and noticed meeting of the CMC or at a meeting scheduled and noticed at the direction of the Chair with the consent of a majority of the CMC members. Voting members may participate by telephone in scheduled, noticed meetings of the CMC, as long as all participants can hear each other and there is a physical location for the meeting accessible to the public and at least one voting member is present at that location.

9.1 **Chair.** The Chair of the CMC shall preside at all CMC meetings and exercise and perform such other powers and duties as may be required from time to time as part of the role of CMC Chair. The term of the Chair shall be one (1) year. The position shall rotate between the participants on a yearly basis.

10. **MISCELLANEOUS.**

10.1 **Binding Effect.** This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns, and no other party shall be a beneficiary hereunder.

10.2 **Entire Agreement.** This Agreement may not be amended or modified except in writing executed by all parties hereto. The Participants each acknowledge that there are no other agreements or representations regarding the subject matter hereof, either oral or written, express or implied, that are not embodied in this Agreement, and this Agreement, and the Exhibits attached to this Agreement, represent a complete integration of all the prior and contemporaneous agreements and understandings and documents regarding the subject matter hereof.

10.3 **Governing Law.** This Agreement will be governed by, interpreted under, and construed and enforced in accordance with the laws of the State of Nevada. Each of the parties hereto acknowledges and agrees that the laws of the State of Nevada were freely chosen.

10.4 **Severability.** The invalidity, illegality or unenforceability of any provision of this Agreement shall not affect the enforceability of any other provision of this Agreement, all of which shall remain in full force and effect.

10.5 Counterpart. This Agreement may be signed in counterparts by the participating parties, which counterparts together shall constitute a single instrument.

The Participants have executed this Agreement to be effective as of the date first written above.

10.6 NRS Compliance This is an interlocal agreement subject to the provisions of NRS 277.100, et seq., and will not be valid until approved in accordance with that chapter.

10.7 Precedence In Conflicting Documents. It is further expressly agreed by and between the participants hereto that should there be any conflict between the terms of this instrument and the NLTRA/Placer County Agreement, as this instrument reads on the date of its' signing, then the NLTRA/ Placer County Agreement shall control and nothing herein shall be considered as acceptance of the said terms by either NLTRA nor Placer County.

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10.7.1 Conference Equity. To meet concerns voiced by Placer County staff and lodging properties, the NLTRA board has agreed to measure certain criteria annually and provide this information as contractually determined to Placer County. The conference equity calculation agreed upon by NLTRA and Placer County is as follows:

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1. Conference room nights booked by County will be used as the basis for determining expense parity. This accounts for the natural disparity in room inventory and fluctuations in room rates.
2. A three-year rolling average of Conference Expense to Conference Revenue Percentage experienced by County as well as a three-year rolling average of Conference Expense to Room Revenue will be calculated.
3. If the results of the calculations fall within one standard deviation, based on a statistical inference, parity is achieved. If a lack of parity continues for a period of three years, then an expanded data set will be tested to include four years back and one year forward. If a lack of parity is determined for the expanded test data, then NLTRA and Placer County staff will meet to determine next steps.

10.8 Governance. Representatives from the respective marketing committees and boards who are elected to serve on the NLTMC will have responsibility and authority to represent their respective constituents in regards to marketing direction and expenditures. It will be the responsibility of those NLTMC board members to fully represent the perspective of their constituents and to report back to their respective committees and boards of any action taken on their behalf. If there is a majority disagreement with any particular representative regarding votes taken or decisions made, then that representative may be asked to step down from their position on the NLTMC board with a majority vote of their representative body.

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**INCLINE VILLAGE/CRYSTAL BAY NORTH LAKE TAHOE RESORT
VB ASSOCIATION**

By: _____

By: _____

Its: _____

Its: _____

Date: _____

Date: _____

EXHIBIT A

"North Lake Tahoe" Geographic definition

The North Lake Tahoe Marketing Cooperative will brand "North Lake Tahoe" which will encompass the specific and general areas encompassing the following communities:

- Incline Village
- Crystal Bay
- Kings Beach
- Tahoe Vista
- Carnelian Bay
- Tahoe City
- West Shore
- Squaw Valley
- Northstar
- Greater Truckee
- Alpine Meadows
- Donner Summit

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North Lake Tahoe Marketing
Cooperative¶
Contribution Schedule¶
¶
Month ... f11
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September 28, 2012

Subject: Membership Update

From: Deanna Frumenti, Membership Manager

Decisions and Considerations:

- No decision is being requested from the Board
- Staff will provide an oral status report at the meeting

2012 October Membership Update:

For the month of August we had 11 new members:

Rustic Cottage Resort
Donner Ski Area
Tahoe Vista Lodge
Discover Maps of Lake Tahoe
Out & About Marketing
Tahoe Mountain Sports
Scraps Dog Bakery and Store
Vacasa Rentals
Leniki Boutique
Tahoe Mr. Fix It
Log Cabin Caffe

0 write-offs

10 renewing members:

Cedar House Sport Hotel
Far West Nordic Ski Education Association
For Goodness Sake
The Silver and Gold Association
Truckee Donner Land Trust
RMc Consulting
Cal Neva
Viking Carpet Care
Sierra College
Franciscan Lakeside Lodge

September Focus

Reinforcing the deadline of September 15, 2012 to be a member listed in the Official Visitor Information Guide Winter Edition. Visiting and speaking to all summer recreation businesses before the end of the season.

Interesting Discussions

Many business owners are finally taking a well earned vacation now that the busy summer season has died down. The resorts are gearing up to staff for the upcoming winter season.

Business Association Incentives

Potential members who are also part of Business Associations are eligible to receive Chamber Bucks when they join or rejoin the Chamber. Joining more than one association can be expensive for a small business owner and we respect that and want to help. Chamber Bucks may be applied to any Chamber sponsorship, marketing, and function registration fees.

New and returning Business Association members are entitled to:

2 \$10 Chamber Buck Coupons for new members

1 \$10 Chamber Buck Coupon for returning members

Business Directory

The online Business Directory is currently undergoing the process to remove non-member businesses out-of Placer County and Incline Village. (See 7-1)

Membership Luncheon

On October 18, 2012, the annual membership luncheon will be held at the North Lake Tahoe Event Center in Kings Beach. The topic will be the marketing of the winter season from a state, regional, local, and ski resort perspective. Online registration began September 21, 2012.

The Official Visitor Information Guide Winter Edition

The cut-off for businesses who wanted to be listed in the Visitor Information Guide Winter Edition was September 15, 2012. The member information has been edited and forwarded to the publisher.

2012 Winter Expo

The 2012 Winter Expo will be held at Squaw Valley at the Olympic Valley Lodge on November 15, 2012. Members may purchase a booth and upgraded media package to promote themselves to attendees.



September 28, 2012

Subject: Plan for Out-of-County Businesses in the Business Directory

From: Deanna Frumenti, Membership Manager

Decisions and Considerations:

- No decision is being requested from the Board
- Staff will provide an oral status report at the meeting

Plan for Out-of County Businesses in the Business Directory

In an effort to promote our members and keep visitors within the Placer County and Incline Village areas, the Business Directory will no longer be listing non-members. On October 1st the process to eliminate non-members out of the online Business Directory will begin.

The first step is to send a notice to all businesses outside of Placer County currently listed on the Business Directory. If they decline membership, they will be removed from the Business Directory by November 1, 2012. Attached is a list of 21 businesses that the chamber is proposing are left on the Business Directory regardless of member status because they are destination visitor drivers. (7-2)

The second step is to use the remaining Placer County and Incline Village non-member businesses as a list for prospecting new members. All Placer County and Incline Village businesses will be given the opportunity to become members or will be deleted out of the Business Directory by January 1, 2012.

Lodging within Placer County and Incline Village are an exception and will be included within our marketing and publications regardless of membership.

21 Destination Visitor Drivers

Black Tie Ski Rentals
Boreal
Coyote Moon Golf Course
Emerald Bay State Park and Vikingsholm Mansion
Genoa Lake Golf Club
High Sierra Helicopters
Lake Tahoe Water Trail
Lake Tahoe Water Trail Association
LakeFrontHouse.com
Mt. Rose Ski Resort/Winters Creek Lodge
North Shore Parasail
Old Greenwood Golf Course
Ponderosa Golf Course
Royal Gorge Ski Resort
Sawmill Lake Fly Fishing
Tahoe Bicycle Coalition
Tahoe Donner Cross Country
Tahoe Donner Equestrian Center
Tributary Whitewater Tours
Truckee Regional Park -Ice Rink
Truckee Tahoe Community Foundation

Out of Placer County Non-Members Formally in GTN

A Beautiful Tahoe Wedding
A Party House
All About Honeymoons
American Red Cross, Northern Nevada Chapter
Annie X Photography
Associated Securities
Blue Sky Home Center
Book Tahoe Rentals
Borges Carriage Rides
Cake Tahoe
Cal Lodge Hostel
Camp Dresser and McKee, Inc.
Candlelight And Roses Weddings
Carmel Gallery
Carol Fromson/Prudential CA Realty
Carson Valley Golf Course
Charter Advertising & Design
Clark & Associates of Nevada, Inc.
Coldwell Banker Select Real Estate
Collaborative Design Studio
Coyote Moon Bar & Grille
Crux Events & Party Rents
Dita Photography
Eagle Valley East & West Golf Course
EDAWN -Economic Development Authority of Western N
Elizabeth's Creations
e-Women Network
Ferree Law
Four Peaks Restaurant and the Belt Room Bar at Sugar Bowl
Get On Tahoe
Gilligan's Guide Service
Great Mountain Furniture
Hard Rock Cafe
Hertz Car Rental
High Mountain Homes
High Pointe Event Catering
Hilb Rogal & Hobbs Insurance (Formerly HRH Insurance)
Image Consultants
Intero Real Estate Services (Anita Noble)
Jim Keil Chevrolet & Oldsmobile
Lake Tahoe Cruises/Zephyr Cove Resort
Lake Tahoe Music Festival
LakeRentals.com
M.S. Dixie II Paddlewheeler
Main Street Commercial Real Estate
Martha's Floral Design
Martis Valley Vacation Rentals
Merry Maids
Moodys Bistro & Lounge
Morgan Stanley/ The Zansler-Van Duyne Group

Mountain Home Properties
New York Life
Pacific Crest Restaurant
Porters Ski & Sports, Truckee
Radio Shack
Resort Sports Network at Lake Tahoe
Royal Valet Parking Service
Security Professionals of Nevada, LLC
Service Master By First Response
SERVPRO Carson City. Douglas County and South Lake Tahoe, Independently Owned and Operated
Sierra Cost Management
Sierra Event Company
Stanford Sierra Conference Center
Starker Services, Inc.
Strategic Marketing Group (SMG)
Sunridge Golf Club
Tahoe Bleu Wave Cruises
Tahoe Plastic Surgery
Tahoe Truckee Factory Stores
Tahoe/Reno Experience
TahoeStaff/TahoeOffice
Teshara Management Services
Thy Rod and Staff Fly Fishing and Guide Service
TNT-Truckee North Tahoe Materials
Tom Delaney Bands
Truckee River Associates
Truckee Tahoe Humane Society
Truckee Trolley
Tux Town
UBS Financial Services
Ward Young Architecture/Planning
Wild Cherries Coffee House
Woodwind II Sailing Cruises
Z Loan & Investment, LLC
Zephyr Cove Snowmobiles
Zephyr Cove Stables
Zweigle-Ratiner Studios

results for greater north lake tahoe businesses:

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Search for:


Greater North Lake Tahoe Entertainment

Sort by...

Bowl Incline

920 Southwood Boulevard
Incline Village, NV 89450

775-831-1900



[Learn More](#)

Brockway Theatre

8707 No. Lake Blvd.
Kings Beach, CA 96143

530-546-5951

Cobblestone Cinema


465 North Lake Blvd.
Tahoe City, CA 96146

530-546-5951

Crystal Bay Club & Casino

14 State Route 28
Crystal Bay, NV 89402

775-833-6333



[Learn More](#)

Hard Rock Cafe


P.O. Box 128
Stateline, NV 89449

775-588-6200

Jake's On The Lake

780 North Lake Blvd
PO Box 6925
Tahoe City, CA 96145

530-583-0188



[Learn More](#)

Lake Tahoe Chautauqua

930 Tahoe Blvd., Suite 602
Incline Village, NV 89451

775-832-1616

Tahoe Biltmore Lodge & Casino

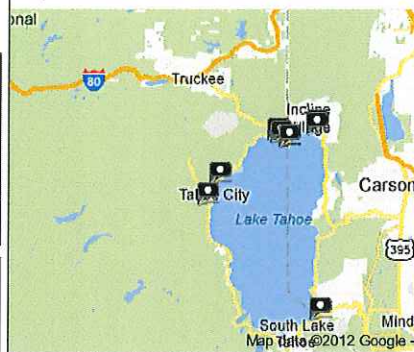
PO Box 115
Crystal Bay, NV

775-831-0660



[Learn More](#)

Map of Greater North Lake Tahoe Entertainment :



Related Categories

- [Dining](#)
- [Music & Entertainment](#)
- [Tahoe City](#)
- [On the water](#)
- [Staying Together](#)
- [Kings Beach](#)
- [Catering and Chef Services](#)
- [Lodging & Honeymoons](#)
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- [Arcades](#)
- [Winter Activities](#)
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- [Boat Access Dining](#)
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- [Lodging Properties](#)
- [Restaurants & Bars](#)
- [Bowling](#)
- [Recreation/Parks](#)
- [Casinos/Nightlife](#)

7-5



north lake tahoe

Chamber | CVB | Resort Association

North Lake Tahoe's #1 Resource for Business & Community Information

Event and Education Schedule

October

- | | | |
|----|----------------------------------|---------|
| 18 | Event-Annual Membership Luncheon | 11:30-2 |
| | North Tahoe Event Center | |
| 25 | Mixer- Tahoe Maritime Museum | 5-7 |
| 31 | Mixer-Halloween Mixer Sierra Sun | 5-7 |

November

- | | | |
|----|----------------------------|--------|
| 15 | Expo-Winter Expo | 3-7:00 |
| | Squaw Olympic Valley Lodge | |
| 29 | Mixer- Northstar | 5-7 |



north lake tahoe
Chamber | CVB | Resort Association

October 3, 2012

Subject: Funding Request for Coordinated Skier Shuttle Pilot Program

From: Ron Treabess, Director of Community Partnerships and Planning, TNT/TMA

Staff Recommendation:

- Board of Directors approve and recommend to the Board of Supervisors up to \$65,900 TOT Infrastructure Funding for the 2012/13 Skier Shuttle Pilot Program. This recommendation is with the stipulation that the other funding partners agree to their level of participation as specified in the attached LSC letter report dated September 11, 2012.

Coordinated Skier Shuttle Update:

- LSC plan was presented at September 6th Truckee North Tahoe Transportation Management Association Board meeting attended by 9 partners that funded the plan preparation
- Plan introduction defines purpose of document (attached) (Gordon Shaw will present)
- All agreed to move forward for the 2012/13 season and determine costs and funding responsibilities
- LSC has prepared letter report stating costs, funding responsibilities, schedule for "low" alternative for one-season pilot program and next steps. (attached) (Gordon Shaw will present)
- All funding partners will confirm participation before moving forward with the project

Decision Considerations:

- To recommend up to \$65,900 TOT Infrastructure Funding 2012/13 Skier Shuttle Pilot Program, Funding is available in the FY 2012/13 proposed NLTRA budget.
- Total cost to provide the "low" alternative for one season is \$329,600
- Service will be free to user so cost will be borne by partners benefiting from the shuttle
 - 75% Ski Resorts (\$247,800) to be allocated based annual skier days
 - 20% Placer County Lodging (\$65,900) TOT Infrastructure Funding
 - 5% Other Lodging Outside of Placer County (\$16,500)
- Tahoe Transportation District (TTD) and TNT/TMA will prepare Request for Proposal to be released to private transit operators for one-season pilot program
- TTD will contract with successful bidder
- TNT/TMA will manage contract with partners operations committee to monitor service and make ongoing service decisions

Tourism Master Plan/Strategic Goals:

By 2016, transportation systems within the North Lake Tahoe area will effectively link visitor destinations, recreation and lodging products with increased ridership on service and recreational routes of 20% (3% per year).

By 2016, the organization will have provided advocacy for all project and program development that aligned with our mission.

Joint Committee Recommendation:

At its September 17th meeting, the Joint Infrastructure/Transportation Committee unanimously recommended that the Board of Directors approve up to \$65,900 TOT Infrastructure Funding for the 2012/13 Skier Shuttle Pilot Program. This recommendation was with the stipulation that the other funding partners agree to their level of participation as specified in the attached LSC letter report dated September 11, 2012.

COORDINATED SKI SHUTTLE STAKEHOLDERS MEETING

September 6, 2012

Notes

1. INTRODUCTIONS

TNT TMA Executive Director Jan Colyer called the meeting to order at 10:25 AM at Granlibakken Resort in Tahoe City, California. Everyone introduced themselves and gave their affiliation.

Present were:

Annie Rosenthal, Tahoe Donner
Kelly Beede, Town of Truckee
Rob Kronkhyte, Squaw Valley/Alpine Meadows
Mike Livak, Squaw Valley/Alpine Meadows
Dave Paulson, Northstar at California
Ron Treabess, NLTRA
John Slaughter, Boreal
Kurt Haskell, Squaw Valley
Janet Tuttle, Donner Ski Ranch
Jake Lewis, Homewood
Kristina Hill, TMA Board Member for Incline Village/Crystal Bay
Rob Entrye, Tahoe Donner
Tony Middleton, Placer County DPW
Sandy Evans Hall, Chamber, CVB, NLTRA
Gordon Shaw, LSC Transportation Consultants
John Monson, Sugar Bowl
Kay Williams, Granlibakken
Steve Teshara, TNT TMA
Jaime Wright, TNT TMA

Jan explained how the idea of a coordinated ski shuttle included lodging properties, chambers, and ski resorts from meetings with Truckee Tomorrow's Transportation Committee. Although it was hoped a pilot Park n'Ride program could be implemented last year, the low snow year was not conducive. This is the first official meeting to discuss the Coordination of Ski Shuttles for the Region. Park'n Ride locations are still a goal to coordinate with the shuttle buses.

2. Alternatives

Gordon Shaw of LSC Transportation Consultants was contracted by the TNT TMA to do an Alternatives Analysis focusing on a regional program, free to the user, that connected the resorts and lodging facilities. His charge was to consider a big picture program, including operations and costs. Gordon reported on what competing areas are offering, including the Park City area, Aspen, and Snowmass and said that is what guests to Tahoe are expecting. The LSC report does not include regularly scheduled TART runs, just what the ski areas can offer along with the existing Donner Pass – Truckee shuttle operated through the Town of Truckee. Showing a slide of existing service, Gordon explained what the current situation is, noting how long and how many transfers are required to get from key lodging facilities to the ski areas.

Gordon presented a "low alternative" and "high alternative" of potential service, that included runs during peak times only, peaks and weekends, and all season. Based on his investigation, the potential annual ridership with a high quality service throughout the resort triangle is 103,000 passengers during the winter season. He presented options for management and marketing the program.

The group asked questions clarifying Gordon's report.

3. Discussion of key questions

- a. Is this the concept right for North Tahoe/Truckee/Donner summit?
- b. What resorts are interested in participating in the program?
- c. Who should manage the program?
- d. Who should operate the program?
- e. Where would the money come from?

Mike Livak said Squaw is behind this effort and would like to see it move forward with the low alternative on weekends and holidays. Understanding there are a lot of details to work out, Squaw is willing to support the operation with approximately \$145,000 and would like to see it proceed quickly to be in place this winter.

Dave Paulson said Northstar also supports the idea and appreciates the benefits. Jake Lewis said Homewood is in support of the project. The rest of the ski area representatives agreed.

The group considered the type of buses needed for the program, the need to transport skis, contractors that could accommodate the program, where to stage the buses, and the appropriate size of bus that would be needed to be cost effective.

Kristina Hill asked if the lodging properties are also contributing financially. Sandy Evans Hall said Placer County Transient Occupancy Tax (TOT) may be used for the program. Lodging facilities outside of Placer County will have to contribute individually. Discussion followed regarding which properties may want to participate in the program.

Jan asked how the group sees the program being managed. All agreed the contractor was key to the operation and needed to be in contact with customers and dispatchers for success. Gordon suggested it was best to have an independent third party managing the transportation.

Jan addressed marketing briefly, saying the busses could be wrapped to show the identity of the program. That logo would match signage in the 4 or 5 park-and-ride locations, lending to the branding of the program as a whole.

In response to a question about how this program may coordinate with TART, Tony Middleton said there were basic operational issues that need to be addressed to make sure the two transit services don't conflict, such as scheduling to avoid too many buses at one time at a stop.

Discussion continued regarding logistics, including funding, that need to be addressed in order for the service to be operational by the December holiday period. The NLTRA Infrastructure and Transportation Committee meets September 17 and if they are going to be asked to recommend support of the program with TOT funds, that request needs to be submitted soon. Mike Livak suggested a "call to action" needs to be put out to all potential funding partners asking if they would be willing to contribute to the program. If the answer is yes, next steps can proceed, including issuing a Request for Proposals (RFP) for potential operators. Discussion followed regarding how to allocate funding needs, given some areas will have a better return than others. Gordon suggested that if each ski resort would provide him with an idea of annual skier days, he can estimate how much each ski area and lodging facility would be asked to contribute. Dave Paulson suggested breaking funding needs down by tiers, with the large ski areas being tier 1, smaller areas as tier 2 and lodging facilities as tier 3. It was agreed that funding commitments need to be in place by October 1 in order to operate the service this season from the Christmas holidays to Easter weekend.

There was brief discussion about having LSC continue its work to help figure out an equitable allocation of costs for the program and other logistics.

It was noted that the service may not be a benefit to Tahoe Donner. As the Truckee Transit service to Donner Summit is free-fare, there is no issue with its inclusion in the shuttle program. Additional details to be considered include how to coordinate with employee shuttles, but of most concern now is to get funding committed. Donner Summit/Truckee shuttle is funded by NLTRA, Ski Resorts on the Summit (all of them) and Town of Truckee. This existing funding for the Donner Summit service will need to continue.

Gordon suggested a Subcommittee be formed to interview and select the operator after the RFP is completed. Once the ski areas provide skier counts (2011 total paid skier days, less employees) he will work on a proposed allocation of costs. There was consensus that one-quarter of the proposed costs be allocated to lodging facilities and the remainder would be divided among participating ski areas based on paid skier days from 2010-11.

The RFP for an operator was discussed. Ron Treabess suggested that much like the water shuttle, this RFP would state that the group is not committed into entering into a contract until the actual costs are known.

4. Next Steps

The ski areas will get 2011 counts to Gordon by tomorrow. He will figure out appropriate allocations and the ski areas will be asked to confirm their participation by September 13 in order for a request for TOT funds to be presented at the September 17 Infrastructure and Transportation Committee meeting.

LSC will figure out allocations and present a proposal to work on the project through the release of the RFP for possible operators. Additional costs will include marketing and logo design.

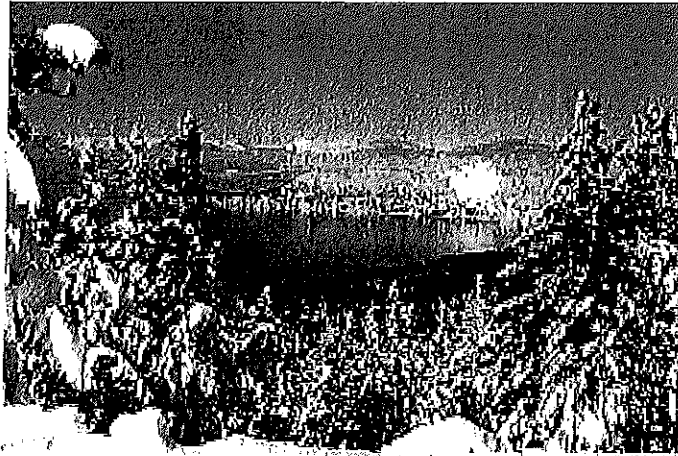
There was a brief discussion about which organization would issue the RFP. It was agreed that TNT TMA would fill the role of lead agency and perhaps LSC organizing the RFP for review by the Subcommittee before release.

It is hoped the RFP will be issued at the end of the month. The Selection Subcommittee will be selected in early October and identify an operator at the end of October. Also in early October, additional details of the program will be discussed.

The meeting was adjourned at 11:53 AM.

Respectfully submitted,
Judy Friedman, Recording Secretary
THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS

North Tahoe/Truckee Coordinated Skier Shuttle Alternatives Analysis



Prepared for the

Truckee / North Tahoe TMA

Prepared by



LSC Transportation Consultants, Inc.

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Section I Introduction

STUDY BACKGROUND

The North Tahoe / Truckee / Donner Summit region comprises one of North America's largest concentrations of downhill ski areas, serving approximately 2,000,000 skier-days per year. The downhill ski areas provide an attractive mix of ski/boarder experiences, from family-friendly to extreme, but are up to 32 miles of travel distance apart. Other similar mountain resort regions have found that a skier shuttle program connecting the various base and lodging areas helps to market the ski region as a whole to destination skiers, while also solving traffic congestion and parking problems. Good examples, and their ski areas, include:

- The Aspen/Snowmass area (Aspen Mountain / Snowmass / Aspen Highlands)
- Summit County, Colorado (Breckenridge / Copper Mountain / Keystone)
- Park City/Summit County, Utah (Park City Mountain Resort / Deer Valley / The Canyons)

Through previous planning efforts and discussions at various forums, such as the North Lake Tahoe Resort Association and Truckee Tomorrow, a consensus has been growing that North Tahoe/Truckee's attractiveness as a destination resort area could be enhanced by the provision of a region-wide skier shuttle program. This program would expand upon the initial segments currently operated by various ski areas to provide visitors with the ability to reach all of North Tahoe's ski areas from locations along the state highway system, avoiding the need to drive in often inclement weather or congested traffic conditions.

The intent of this current effort is to define service routes and schedules, institutional arrangements, and financial arrangements to implement a coordinated skier shuttle program for the 2012/13 season. Rather than a conceptual study, this process is intended to result in a specific plan for service, including the following:

- Route and stop locations
- Schedule and hours of operation
- Season of operation
- Coordination with existing TART transit services
- Monitoring and reporting plan

This program will focus on longer trips (between communities), rather than internal shuttles from intercept parking facilities. Participants in this effort consist of the following:

- TNT/TMA
- North Lake Tahoe Resort Association
- Squaw Valley / Alpine Meadows
- Northstar California
- Homewood Ski Area

- IVGID/Diamond Peak
- Sugar Bowl Ski Area
- Boreal Ski Area
- Town of Truckee

This document is intended to provide a reasonable starting point for designing an initial-year skier shuttle program. It is envisioned that this service would be operated at no fare to the passenger, consistent with current skier shuttles through the ski resorts. One of the goals of this program is to provide visitors and residents with the opportunity to wake up anywhere in the region and access any of the ski areas by transit.

This document first provides a review of existing skier shuttle services in the region. Next, alternative service plans (routes and schedules) are discussed. Institutional, financial and marketing options are presented. Finally, a series of key questions are listed to guide decision-making on final routes, schedules, operating/institutional strategies and funding plans.

Section V Key Questions

This document has laid out the general scope of a Skier Shuttle program serving the North Tahoe / Truckee Region, and a reasonable range of options. Based on this review, the following are key questions that will need to be answered to move the implementation process forward:

- Is it necessary to connect all areas, or are there some trip pairs with so low a potential ridership that they are not effective to serve?
- Which service alternative is preferable? Are there modifications needed? Considering the substantial annual costs of these alternatives, should one with a higher service quality (such as additional daily runs) be considered?
- What days of service should be operated?
- Do all parties agree that an outside transit service contractor is the best way to operate the service?
- What is the appropriate allocation of funding responsibilities between the North Lake Tahoe Resort Association, Washoe County sources (including IVGID), the Town of Truckee, Nevada County, and the individual ski resorts?
- What is the appropriate role of Placer County Public Works in a Skier Shuttle program?
- What resorts are willing to commit resources to the program?
- What is a mutually acceptable mechanism for allocating resort funding responsibilities?
- Does the TNT/TMA have the existing staff resources to administer this program, or would additional staff be necessary?



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MEMORANDUM

To: North Tahoe / Truckee Regional Skier Shuttle Working Group
From: Gordon Shaw, PE, AICP, LSC Transportation Consultants, Inc.
Date: 9/11/12
RE: Draft Costs and Funding Responsibilities

Per our very productive meeting last Thursday, I've updated the estimated costs for a 2012/13 nationwide skier shuttle program and drafted an assignment of costs. This is based upon the Alternatives Analysis prepared by LSC (dated May 31, 2012) and our discussion. The attached table presents a summary of costs and responsibilities. Also attached are materials showing the routes, schedules, and service summary.

Costs

- Costs are based on the "low" alternative, which consists of 6 buses in operation a total of 52 days. This schedule is defined as all weekend days between December 23rd and the third Sunday of April, plus all weekdays between December 23rd and January 4th, MLK Holiday, and Presidents Day. (Note that this is 1 more day than shown in the alternatives report, to provide a full week of service on the week of New Years). These costs are in addition to the continued operation (and funding) of the Donner Summit – Truckee shuttle operated under contract to the Town of Truckee.
- Vehicle lease costs have been increased to reflect a unit cost of \$2,800 per bus per month.
- Costs are included for preparation of a Request For Proposal.
- Marketing costs include first-year start-up costs associated with preparation of artwork.
- Costs are included for provision and plowing of a bus parking area.
- A 10 percent contingency is included, in large part to address uncertainty regarding the operating costs.

As shown in the table, these costs total \$329,600 for the first full season of operation.

Funding Responsibilities

The skier shuttle program is intended to be free to the user, requiring that all costs be borne by other entities. Funding responsibilities have been defined as follows:

- 75 percent of responsibilities are assigned to the ski resorts (as a whole) and 25 percent to the lodging community (as a whole).
- The North Lake Tahoe Resort Association has indicated that funding can be provided to address the responsibilities for lodging properties within eastern Placer County. Other lodging properties along the proposed routes outside of eastern Placer County (such as in Truckee and Incline Village) would need to participate directly in funding the program (in exchange for direct service) or have some other entity provide funding on their behalf. It is estimated that 20 percent of the 25 percent lodging responsibility (or 5 percent of the total) will come from properties outside of eastern Placer County, leaving 20 percent of the total to be funded by the NLTRA.
- Allocation of funding responsibilities between the ski resorts is based upon the proportion of annual paid skier-visits. As the 2011-12 season was affected by a very late snow year, data for the 2010-11 ski season was collected from the individual resorts. As several resorts requested that numeric data be kept confidential, the table presents the resulting proportions of the total region.
- The ski resorts are grouped into "Tier 1" and "Tier 2", based on the relative size of the ski area (as reflected in annual skier visits). Reflecting the greater importance and benefit of a regional skier shuttle service to the larger properties, the proportions assigned to the Tier 2 resorts equal half of the regional proportion of skier-visits. The difference has been reallocated to the Tier 1 resorts based upon the proportion of their skier-visits.

Note that these funding responsibilities are in addition to existing funding agreements (such as with Placer County or the Town of Truckee) for services that will continue to be operated along with the skier shuttle program. If your organization has resources that are included in the costs (such as buses or bus parking/operations space), these could be considered as "credit" against the funding responsibilities.

Next Steps

Please let me know if you or others in your organization have questions or concerns regarding this analysis. We would also appreciate an indication whether your organization is intending to participate in this program, by September 21st.

If we have a consensus on moving forward, a short list of the optimal next steps is as follows:

- Agreement on the proportion of funding to be provided (to the TNT/TMA) prior to the beginning of the service, and the schedule for other funding deadlines.
- Preparation of a Request For Proposal to be released to private transit operator contractors. Pending further discussion, the resulting contract could be for operations only (1 year), or both operations and provision of equipment.

- Formation of some form of Operations Committee to monitor service and make ongoing service decisions.
- Review and selection of an operator.
- If necessary, separate leasing of the transit fleet.
- If necessary, selection and retaining a bus parking/operations facility.
- Initiation of marketing efforts.

**2012-13 North Tahoe / Truckee Regional Skier Shuttle Program
Costs and Revenues**

Based on 6-Bus Plan, Operated on Weekends and Holiday Periods (Total of 51 days between 12/23 and 3rd Sunday in April, including 12/23 to 1/3, MLK Holiday, Presidents Day)

Costs

Operating Cost (1)	\$148,600
Vehicle Lease Costs (2)	\$84,000
Administrative Costs	\$15,000
RFP Preparation/Monitoring/Reporting	\$10,000
Marketing (3)	\$30,000
Bus Parking	\$12,000
<i>Subtotal</i>	<i>\$299,600</i>
Contingency (10 percent)	<u>\$30,000</u>
Total Annual Costs	\$329,600

Revenues

Lodging (25%)

NLTRA (20%)	\$65,900
Other Lodging Outside Placer County (5%)	\$16,500

Ski Resorts (75%)

	Tier	Proportion of Total Paid Skier Visits	% of Ski Resort Funding Assigned	
Squaw Valley/Alpine Meadows	1	44.6%	52.2%	\$129,000
Diamond Peak	2	6.2%	3.1%	\$7,700
Donner Ski Ranch	2	1.9%	1.0%	\$2,500
Homewood Mtn Resort	2	4.5%	2.3%	\$5,700
Northstar California	1	30.0%	35.1%	\$86,800
Sugar Bowl	2	7.1%	3.6%	\$8,900
Boreal Ski Area	2	5.7%	2.9%	\$7,200
		100%	100%	
Total Annual Revenues				<u>\$330,200</u>

Note 1: At a cost of \$68.88 per hour for service and deadhead time, and \$41.25 for pre-trip/post-trip time.

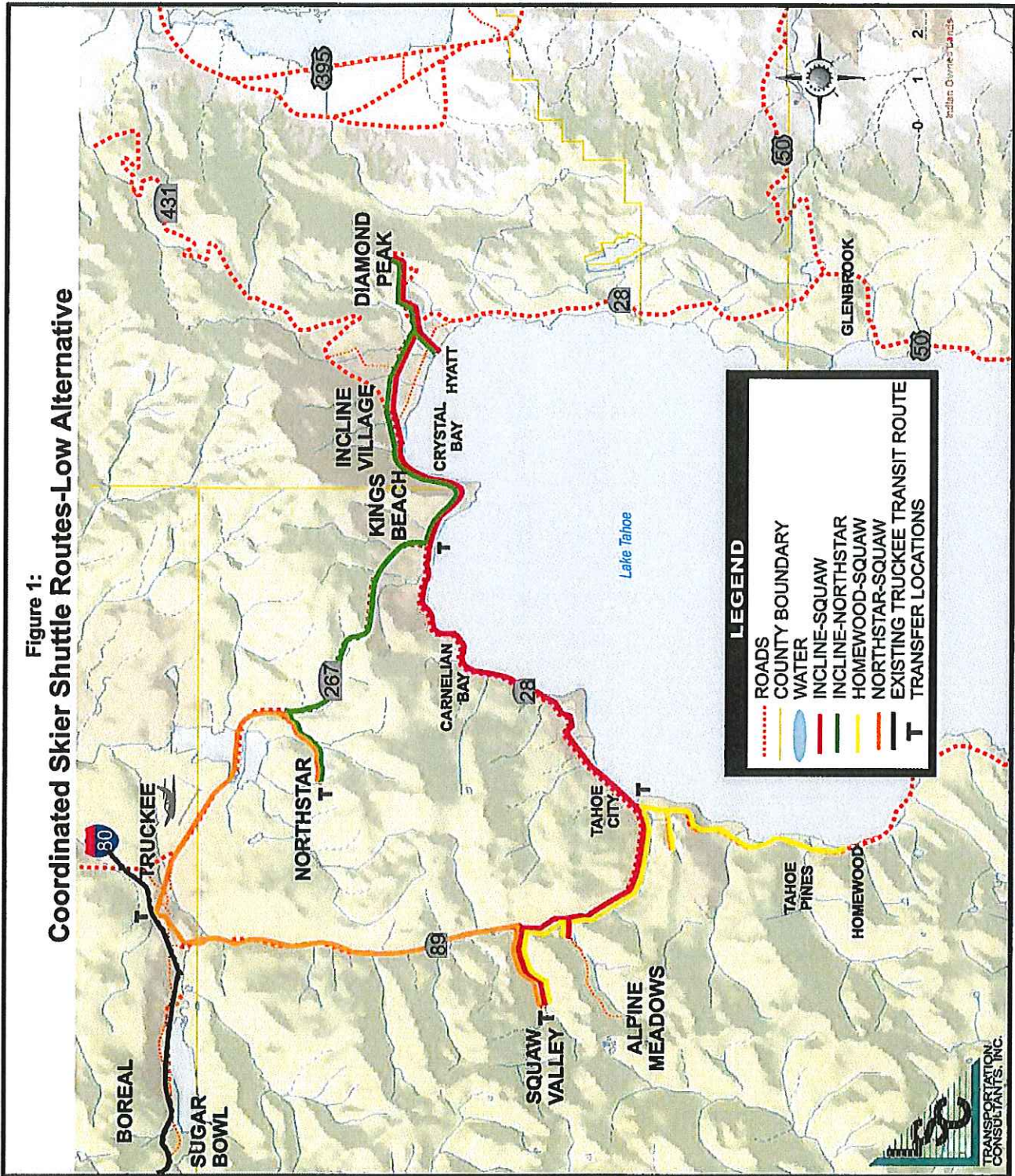
Note 2: Assuming an average vehicle lease cost of \$2,500 per vehicle per month.

Note 3: Including \$10,000 in initial design costs.

Note 4: Total annual paid skier visit data provided by individual resort operators.

Note 5: Proportion of regional annual paid skier visits, with 50% reduction for Tier 2 resorts and reassignment of total reduction to Tier 1 resorts based on proportion of paid skier visits.

Figure 1:
Coordinated Skier Shuttle Routes-Low Alternative



North Tahoe / Truckee Coordinated Skier Shuttle Schedule

Key Transfer Times

ROUTE/BUS							
Skier Shuttle Program						Other Buses	
Squaw Valley	Squaw Valley	Alpine/Squaw	Incline Village	Incline Village	Incline Village	Truckee	Truckee
Northstar 1	Northstar 2	Homewood	Alpine/Squaw 1	Alpine/Squaw 2	Northstar	Donner Summit 1	Donner Summit 2

AM PERIOD

Squaw Valley		6:50					
Homewood			7:15				
Tahoe City			7:40				
Northstar	6:45				7:08		
Truckee Depot	7:10	7:10				7:10	
Sugar Bowl	--					7:41	
Boreal						8:12	7:22
Sugar Bowl							7:53
Squaw Valley					6:46		
Tahoe City					7:06		
Kings Beach					7:31	7:31	
Hyatt					7:56		
Diamond Peak					8:03		
Squaw Valley	7:30	8:00	8:00				
Truckee Depot	7:50	8:24					8:24
Northstar	8:15	8:49				7:54	
Truckee Depot	8:40						
Squaw Valley	9:00						
Kings Beach						8:17	
Hyatt				7:30	8:10	8:42	
Kings Beach				7:55	8:35	9:07	
Tahoe City			8:20	8:20			
Homewood			8:45				
Tahoe City			9:10				
Squaw Valley			9:30	8:40			
Tahoe City				9:00	9:00		
Squaw Valley				9:20			
Homewood				9:25			
Northstar						9:30	

PM Period

Diamond Peak						4:08	
Hyatt						4:15	
Kings Beach						4:40	
Squaw Valley			3:56				
Tahoe City			4:21				
Homewood			4:46				
Squaw Valley				4:51	3:37		
Northstar		4:46					
Squaw Valley	4:41					5:03	
Truckee Depot	5:01	5:11					5:21
Tahoe City			5:11	5:11	3:57		
Squaw Valley		5:31	5:31				
Northstar	5:26						
Sugar Bowl							5:52
Boreal						4:49	6:21
Sugar Bowl						5:20	
Kings Beach					4:22		
Hyatt					4:47		
Diamond Peak					4:54		
Hyatt					5:01		
Kings Beach					5:26	5:26	
Tahoe City			5:51		5:51		
Truckee Depot	5:51	5:51					5:51
Northstar		6:16					
Kings Beach				5:36			
Hyatt				6:01		5:51	
Homewood			6:16				
Squaw Valley	6:11				6:11		

Skier Shuttle Service Summary

Shaded areas indicate those trips not necessary for a skier shuttle to serve

Easy Access / No Transfers	1 Transfer	Not Available	1/60 = # Service Times per Peak Period/Travel Time
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Excludes TART services, but includes Donner Summit - Truckee Service

		DESTINATION ZONE				
		Donner Summit	Squaw / Alpine	Homewood	Northstar	Incline Village / Diamond Peak
O R I G I N Z O N E	Donner Summit		1 run/67 min	Not Available	1 run/56 min	Not Available
	Truckee	1 run/30 min	3 runs/20 min	1/95	2 runs/25 min	Not Available
	Squaw/ Alpine	1 run/60 min		2 runs/45 min	2 runs/45 min	2 runs/70 min
	Tahoe City	Not Available	3 runs/20 min	2 runs/25 min	1 run/48 min	1 run/57 min
	Homewood / West Shore	Not Available	2 runs/45 min		1 run/90 min	Not Available
	Northstar	1 run/65 min	2 runs/45 min	1 run/2 hrs		1 run/55 min
	Kings Beach/ Crystal Bay	Not Available	2 runs/45 min	2 runs/50 min	2 runs/23 min	1 run/32 min
	Incline Village / Diamond Peak	Not Available	2 runs/75 min	2 runs/75 min	1 run/48 min	



north lake tahoe
Chamber | CVB | Resort Association

October 3, 2012

Subject: Funding Request for Gateway Community Lighting Phase 1 Holiday Pilot

From: Ron Treabess, Director of Community Partnerships and Planning, TNT/TMA

Staff Recommendation:

- Board of Directors approve and recommend to the Board of Supervisors up to \$18,000 TOT Infrastructure Funding for the Gateway Community Lighting Phase 1 Holiday Pilot Program. This recommendation is with the stipulation that no future TOT funding is guaranteed and that the Phase 1 may require 80% recurring annual costs from other funding sources.

Decision Considerations:

- To recommend up to \$18,000 TOT Infrastructure Funding for North Tahoe Community Lighting Project, Phase 1 Holiday Pilot
- Funding request submitted by Tahoe City Downtown Association (administrative lead applicant) and North Tahoe Business Association. (funding application attached)
- Steve Hoch, Executive Director, TCDA will present request to Board
- Gateway holiday lighting to be professional designed and installed by Starlight Enterprises at Hwy. 28/267, Kings Beach, and at the Tahoe City Wye
- This project is Phase 1 of a comprehensive, long-term lighting plan for North Lake Tahoe
- Phase 1 will function as a complete project if additional phases do not occur
- Top-quality lighting requires 80% recurring (replacement) annual costs (\$14,400)
- Funding of Phase 1 does not guarantee or obligate future TOT funding but is mentioned as possible future financial support along with private funding.
- Pending approval of funding, Starlight will complete installation by Thanksgiving, 2012

Tourism Master Plan/Strategic Goals:

By 2016, the lodging and commercial environment on the North Lake Tahoe shore will be upgraded to include 3 new or re-developments consistent with our environmental stewardship goals.

- **Develop Infrastructure and Transportation projects that will lead to a higher quality experience along the lake**

By 2016, Transient Occupancy Tax collections will have increased by 15% over 2010/11 adjusted for inflation.

By 2016, occupancy during identified strike zones will be 20% greater than 2011 and annual occupancy for all lodging will be increased by 10% over 2011.

Joint Committee Recommendation:

At its September 17th meeting, the Joint Infrastructure/Transportation Committee unanimously recommended that the Board of Directors approve the TCDA and NTBA up to \$18,000 request for Gateway Community Lighting.

The North Lake Tahoe Resort Association
INFRASTRUCTURE PROJECT/PROGRAM
FUNDING APPLICATION – v.6

DATE: September 10, 2012

PROJECT INFORMATION

1. Project/program name:
North Tahoe's Gateway Community Lighting Project, Phase 1 Pilot
2. Brief description of project/program:
The Tahoe City Downtown Association (TCDA) and the North Tahoe Business Association (NTBA) are partnering to create a more vibrant and welcoming experience for visitors when they arrive in North Lake Tahoe. This is a community lighting project and the intent is to give visitors a sense of arrival into North Tahoe, draw them into the town centers and create magical memories. In Phase I pilot, lighting would be installed at the intersection of Hwy. 28 and Hwy 267 in Kings Beach as well as at the Tahoe City Wye—transforming the two key gateways to North Tahoe.

(Note: TCDA will act as lead sponsor for administrative purposes.)

Intention is to create a comprehensive, long-term lighting plan for Tahoe's North Shore. This funding application is intended to complete the Phase I Pilot Project, working with a proven local expert to light a few iconic locations, fully understand scope and costs, while working with key public and private partners to craft the full plan. While the intention is to create and complete a long-term lighting program, the Phase 1 Pilot project can and will function as a complete project if additional phases do not occur.

FINANCIAL INFORMATION

1. Total project cost:
Phase I Pilot – "Gateways" is estimated at up to \$18,000 for 2012. This will allow for completion of lighting installations at the Tahoe City Wye, and 267/28 intersection. It is understood that TOT funding of Phase 1 does not guarantee or obligate future TOT funding. Additional Phase 1 lighting at selected locations and businesses will be funded by other public and/or private contributions.
2. Total TOT funds requested:
Up to \$18,000 for Phase 1
3. Other funding sources:
It is the intention that local businesses in the downtown areas will build on this community project to enhance the look of town and light their own businesses; they will provide their own funding for their individual property.
4. Will the project require future financial funding?
Yes, at the time the long-range lighting plan is completed, additional phases will be defined as a multiple year project. Both business associations plan to build on the success of the Phase 1 Pilot initial project much like the town of Truckee has done in their downtown area; starting on a smaller scale and adding to it each year.

What is the source of the future financial support?

Combination of private and public (NLTRA / TOT) funding with specific levels and phases still being determined.

5. Provide project proforma and implementation schedule.

2012 Holiday Pilot

Tahoe City Y + Additional Location TBD:	\$10,000
267/28 + Additional KB Location TBD:	<u>\$ 8,000</u>

Total **\$18,000**

Note: These figures are based on estimates from Starlight Enterprises, one of North Tahoe's leading lighting contractors. Starlight provided estimates for many locations in the area, all based on a basic foundation of \$1 / linear foot for lights, installation and 3 mos. of maintenance (through the holiday period). The figures proposed for Phase I are a subset of Starlight's total estimate, and presume that additional private sector funding will contribute, and/or that we will only light a portion of the total possible at these locations.

Note that Starlight has advised that top-quality lighting does not follow a model of capital investment followed by periodic maintenance over product lifespan. Instead, costs should be considered as ~80% recurring annually (in other words, most of the product cannot be reused).

If funding is approved, Starlight will manage schedule to install by Thanksgiving, 2012. If possible, we'd like to place an order with Starlight based on NLTRA board approval on 10/3 to ensure timely execution.

6. How will project cost overruns or operating cost shortfalls be funded?
Overruns will have to be made up by combination of private sector funding or changing implementation plan (e.g. reduced feet of lighting / location).

QUALIFICATIONS OF PROJECT SPONSOR

- | | |
|--|---|
| 1. Name/address: | |
| Tahoe City Downtown Association | North Tahoe Business Association |
| PO Box 6744 | PO Box 1023 |
| Tahoe City, CA 96145 | Kings Beach, CA 96143 |

(Note: TCDA will act as lead sponsor.)

2. Financial Capability:
Tahoe City Downtown Association
TCDA was founded in 2004, implementing a "Main Street" approach as a 501 (c) 6 with an annual budget of \$170,000. TCDA manages over 30 events annually, as well as numerous additional community initiatives. TCDA is financially sound, managing finances to ensure positive cash flow on an annual basis.

North Tahoe Business Association:

North Tahoe Business Association was founded in 1979 and has successfully implemented the "Main Street Approach" in its district, Carnelian Bay through Crystal Bay with Kings Beach being the main commercial core. NTBA is a 501 (c) 6 non-profit organization that operates on an \$180,000 annual budget which is stringently managed.

3. Experience with projects of similar nature
NTBA and TCDA each have approximately 150 members. The organizations are consistently working closely with and engaging its members to participate in a variety of special events throughout the year within our districts and other programs to help drive business in North Lake Tahoe.
4. Objectives of project sponsor:
The objectives of both business associations for this project is to enhance the visitor experience and increase visitation and increase revenue for all local businesses including lodging facilities, restaurants and retail shops.

ECONOMIC IMPACT OF PROJECT

1. Estimated number of users: **At this time of year, thousands of visitors**
2. Time of year: **Late November 2012 to early April 2013**
 Weekends: visitation is much higher on the weekends vs. the weekday.
3. Number of visitors to be attracted as a result of project/program
% Local: 30-35%
% Out of area: 65-70%

(Visitors are coming from day visitors, regional visitors (Sacramento, and the Bay Area) and destination visitors. Visitors to Kings Beach and Tahoe City include guest from the Village at Northstar and the Village at Squaw.)

4. Projected expenditures by out of area attendees (per capita):
Visitors will stay longer and increase the amount of their average daily expenditures and shown in the Economic Significance of Travel to the North Lake Tahoe Area reports
 - Hotel: Standard North Tahoe visitation expenditures
 - Restaurant: Standard North Tahoe visitation expenditures
 - Other: Retail sales, sporting good sales, skier visits

5. How will the project improve or enhance service to the visitor?
This project will enhance the visitors experience in North Lake Tahoe and give them a positive and lasting first impression. This lighting project "lights up" our gateways welcoming visitors and drawing them into the downtown areas to shop and dine and stay.

COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project?
Kings Beach and Tahoe City, extending to total North & West Tahoe Shores. Squaw Valley will also benefit.
2. What region-wide benefits will be created?
This project will create a strong sense of arrival in North Tahoe. It will welcome the visitor and it creates a consistent look and feel for both areas creating community vibrancy.

The benefit of the project is that by decorating the North Tahoe gateways with beautiful lighting, it will make the entrance to North Tahoe vibrant and appealing. Professional lighting will make the entrance to our town special for visitors and families and benefit the local businesses by drawing people into Tahoe City.

3. What types of businesses will receive the greatest economic impact?
All local businesses will benefit from making the gateways more appealing. This includes restaurants, shops, resorts and lodging properties.

Are they supportive of this project?

Yes, the local businesses are in support of this project.

4. Will the project require the addition of governmental service?
No but the TCDA and the NTBA are working closely with the Tahoe City PUD on this project and collaborating on what the TCPUD does through the downtown area.
5. What is the importance of this project compared to other projects being considered within the Community?
It's important to demonstrate a vibrant and lively image for Tahoe City, Kings Beach & the North Shore. Comparative tourist venues invest in holiday and other lighting to improve their visual appeal. We are currently under investing as a community.
6. Document the community support for the project
The business community is very much in support of this project since it is an enhancement for people who are here and it gives North Tahoe a more fun and festive atmosphere which encourages visitors to want to spend time and the towns and spend money.

NORTH LAKE TAHOE TOURISM AND COMMUNITY INVESTMENT MASTER PLAN

Describe how the project meets the goals of the Tourism Master Plan

- **The project enhances the visitor experience and quality of life for residents by adding to the character and feel of the towns; a goal identified in the 2004 Tourism Master Plan. Enhancing the visitor experience = longer stays and repeat visitation which ultimately increases TOT revenue.**
- **The project supports tourism by transforming the gateways and adding appeal for the visitor.**
- **The project helps North Tahoe remain competitive in a very marketing place as other destination resorts have projects like this that add to their appeal.**

OTHER

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

This project supports some of the goals outlined in the NLTRA's Strategic Goals 2012-2013: 2012/13 Action plan. This supports the following goals of the NLTRA:

- **By 2016, the lodging and commercial environment on the North Lake Tahoe shore will be upgraded to include 3 new or re-developments consistent with our environmental stewardship goals. (Specifically supports the action item: Develop Infrastructure and Transportation projects that will lead to a higher quality experience along the lake.**
- **By 2016, TOT collections will have increased by 15% over 2010/11 adjusted for inflation.**
- **By 2016, occupancy during identified strike zones will be 20% greater than 2011 and annual occupancy for all lodging will be increased by 10% over 2011.**