



# north lake tahoe

Chamber | CVB | Resort Association

## Agenda and Meeting Notice THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

**Wednesday November 6, 2013 – 8:30 – 11 a.m.**  
**Tahoe City Public Utility District Board Room**

### 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 (2 hours)

##### Marketing (45 minutes)

3. Destimetrics Report – Andy Chapman (10 minutes)
4. Southern California Media Plan Presentation – Andy Chapman (20 minutes)
5. Snowfest! Execution Plan – **MOTION** Judy Laverty/Pam Pokorny (15 minutes)

##### Infrastructure/Transportation (30 minutes)

6. Transit Summit Update – Sandy Evans Hall (5 minutes)
7. North Tahoe Public Art Funding – **MOTION** Ron Treabess/Joy Doyle (10 minutes)
8. Performing Arts Center Planning and Design – **MOTION** Ron Treabess/Keith Vogt (15 minutes)

### 2013 Board Members

**Wally Auerbach**  
*Auerbach Engineering*

**Eric Brandt**  
*Destination Media Solutions*

**Phil GilanFarr**  
**(Chair)**  
*CB's Pizza & Grill*

**Kali Kopley (Vice-Chair)**  
*Uncorked/Petra/Soupa*

**Brendan Madigan**  
*Alpenglow Sports*

**Alex Mourelatos**  
*Mourelatos Lakeshore Resort*

**Valli Murnane**  
**(Secretary)**  
*Tahoe XCountry*

**Ron Parson**  
**(Immediate Past Chair)**  
*Granlibakken*

**Bill Rock**  
**(Treasurer)**  
*Northstar*

**Joseph Mattioli**  
*The Ritz-Carlton*

**Jennifer Merchant**  
*Placer County*

**Kristi Boosman**  
*TRPA*  
*(Ex-officio)*

**Organization (30 minutes)**

9. Fund Balance Proposal – **MOTION** Sandy Evans Hall (20 minutes)
10. Board Election Candidates – Sandy Evans Hall (5 minutes)
11. Board Officer Nominations – Sandy Evans Hall (5 minutes)

**Membership (15 minutes)**

12. Membership Manager Report – Ginger Karl (15 minutes)

**E. DIRECTORS' COMMENTS (5 minutes)**

13. Preliminary Financial reports for informational purposes

**F. CONSENT CALENDAR – MOTIONS (5 minutes)**

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.

**14. Board Meeting Minutes –October 2, 2013**

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

**15. Joint Infrastructure/Transportation Committee – October 28, 2013**

**16. Marketing Committee – October 29, 2013**

17. Business Association and Chamber Collaborative – No meeting in October

**18. Lodging Committee – October 3, 2013**

19. Conference Sales Directors Committee – No Meeting in October

**20. Finance Committee – October 24, 2013**

**21. Executive Committee Report – October 29, 2013**

**22. Financial Reports**

**1. Dashboard and project reports**

**2. Approval of Credit Card request for Ginger Karl, Membership Manager**

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

**23. Conference Sales Reports**

**24. Infrastructure/Transportation Activity Report – September**

**G. MEETING REVIEW AND STAFF DIRECTION (5 minutes)**

**H. CLOSED SESSION (If necessary) – CEO/Executive Director Review**

**I. RECONVENE TO OPEN SESSION**

**J. ADJOURNMENT**

This meeting site is wheelchair accessible.

*Posted and e-mailed, 11/2/2013*



## RESERVATIONS ACTIVITY REPORT North Lake Tahoe



Destination: North Lake Tahoe

Period: Bookings as of September 30, 2013

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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 1,537 Units ('DestiMetrics Census'\*)

		2013/14	2012/13	Year over Year % Diff
<b>a. Last Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for last month (September) changed by (10.0%)	Occupancy (September) :	53.6%	48.8%	10.0%
North Lake Tahoe Average Daily Rate for last month (September) changed by (18.1%)	ADR (September) :	\$217	\$184	18.1%
North Lake Tahoe RevPAR for last month (September) changed by (30.0%)	RevPAR (September) :	\$117	\$90	30.0%
<b>b. Next Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for next month (October) changed by (8.0%)	Occupancy (October)	28.7%	26.6%	8.0%
North Lake Tahoe Average Daily Rate for next month (October) changed by (9.7%)	ADR (October) :	\$174	\$159	9.7%
North Lake Tahoe RevPAR for next month (October) changed by (18.5%)	RevPAR (October) :	\$50	\$42	18.5%
<b>c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the prior 6 months changed by (-0.7%)	Occupancy	48.6%	48.9%	-0.7%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (9.6%)	ADR	\$218	\$198	9.6%
North Lake Tahoe RevPAR for the prior 6 months changed by (8.9%)	RevPAR	\$106	\$97	8.9%
<b>d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (19.4%)	Occupancy	16.2%	13.5%	19.4%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (13.6%)	ADR	\$254	\$223	13.6%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (35.7%)	RevPAR	\$41	\$30	35.7%
<b>e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Sep. 30, 2013 vs. Previous Year</b>				
Rooms Booked during last month (September, 2013) compared to Rooms Booked during the same period last year (September, 2012) for all arrival dates has changed by (-8.4%)	Booking Pace (September)	4.5%	4.9%	-8.4%

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

**DESCRIPTION:** The Reservation Activity Outlook Report tracks 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 DestiMetrics's other participants.

As is the case in all DestiMetrics data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

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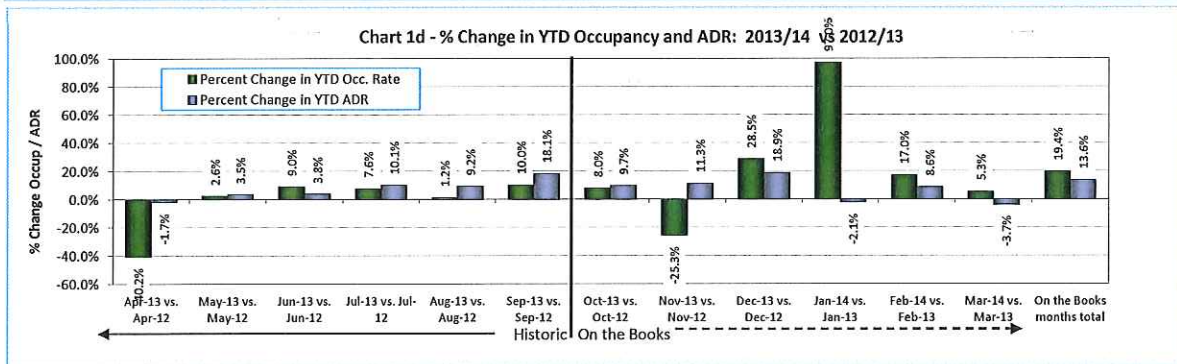
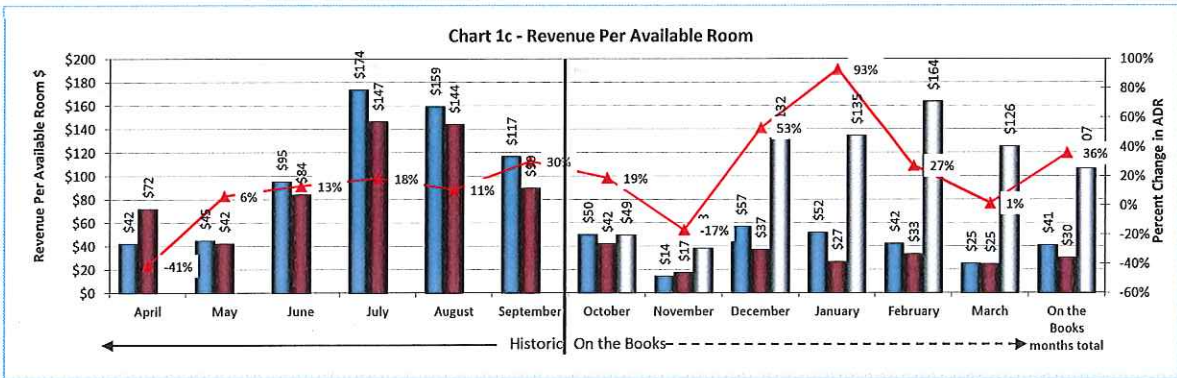
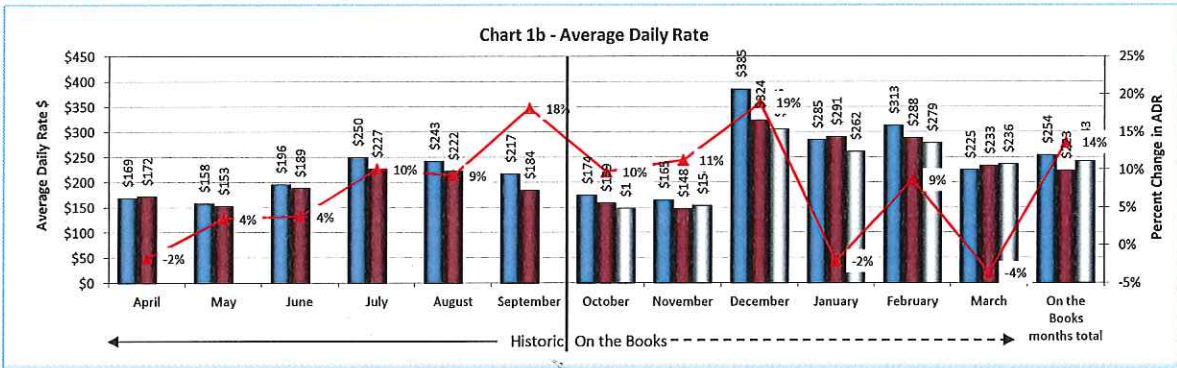
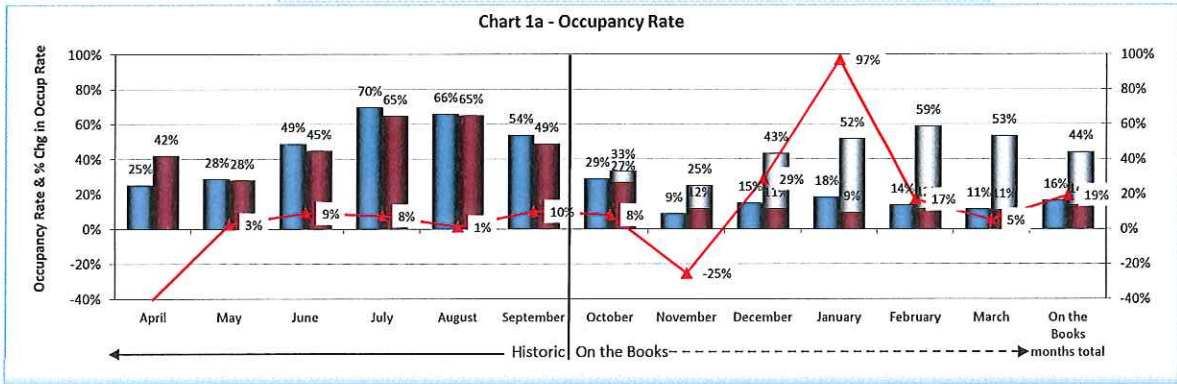
## RESERVATIONS ACTIVITY REPORT SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2013/14 YTD (as of September 30, 2013) vs. 2012/13 YTD (as of September 30, 2012) vs. 2012/13 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 (2012/13 season)    
  Data as of September 30, 2013 (2013/14 season)

Data as of September 30, 2012 (2012/13 season)    
  Percent Change

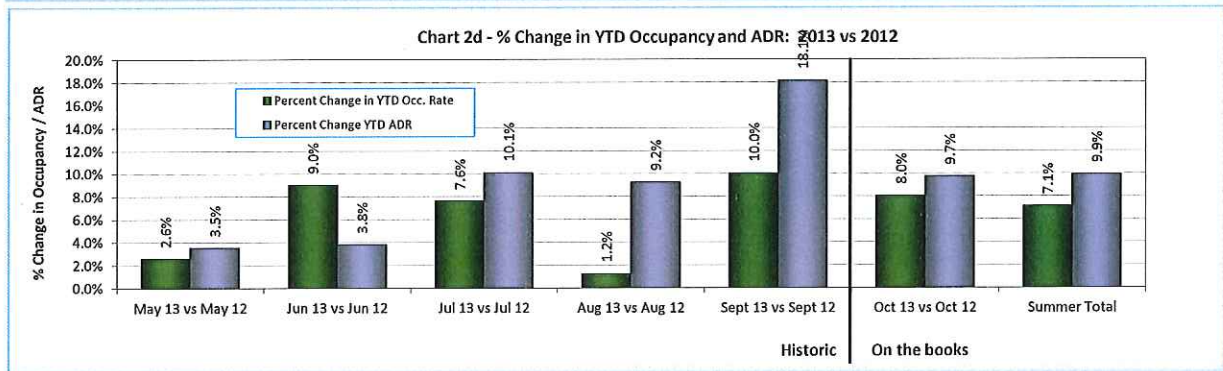
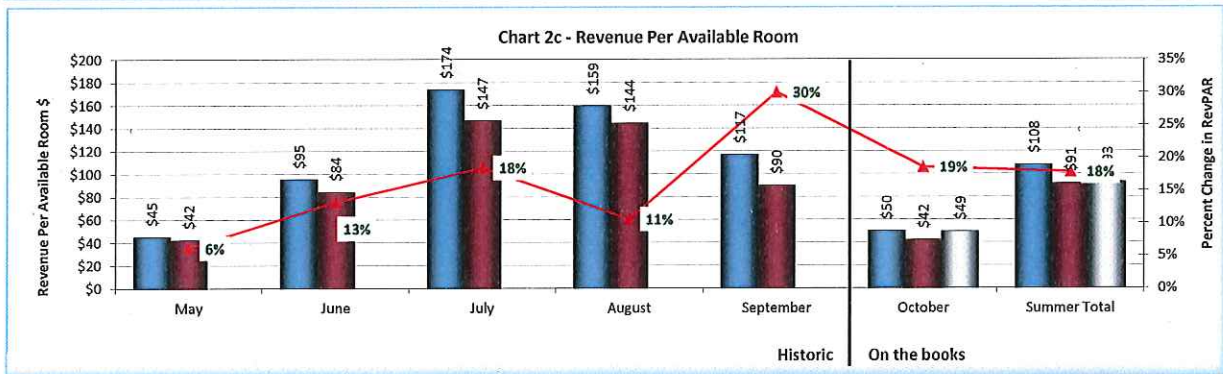
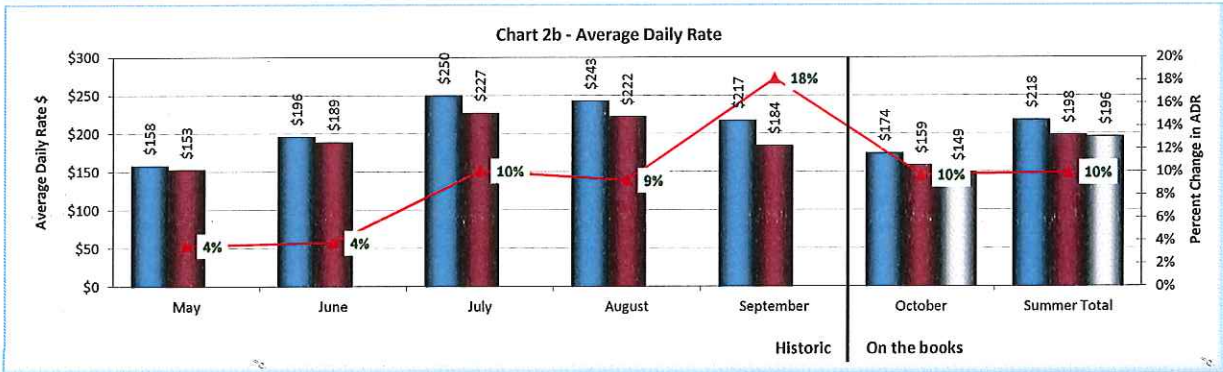
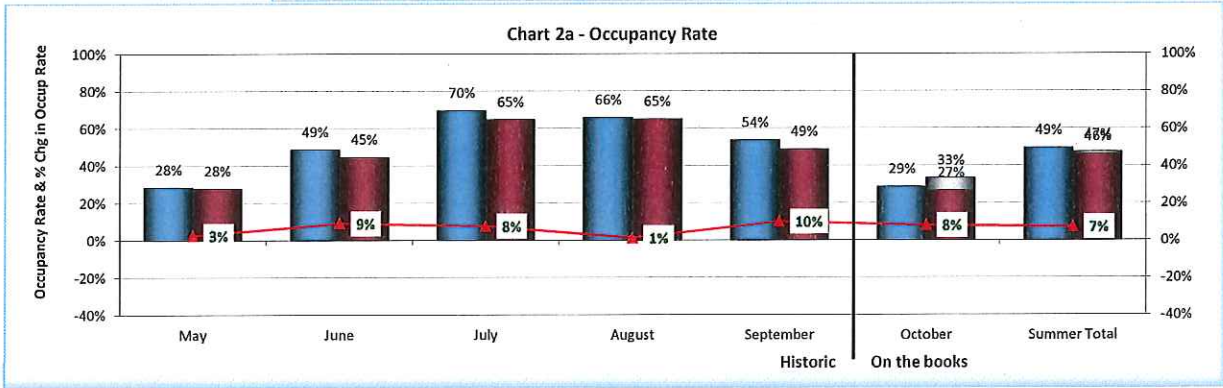


## RESERVATIONS ACTIVITY REPORT SECTION 2 - SUMMER SEASON SUMMARY GRAPHS

2013 YTD (as of September 30, 2013) vs. 2012 YTD (as of September 30, 2012) vs. 2012 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 (2012 season)       Data as of September 30, 2013 (2013 season)  
 Data as of September 30, 2012 (2012 season)       Percent Change





## RESERVATIONS ACTIVITY REPORT SECTION 3 - WINTER SEASON SUMMARY GRAPHS

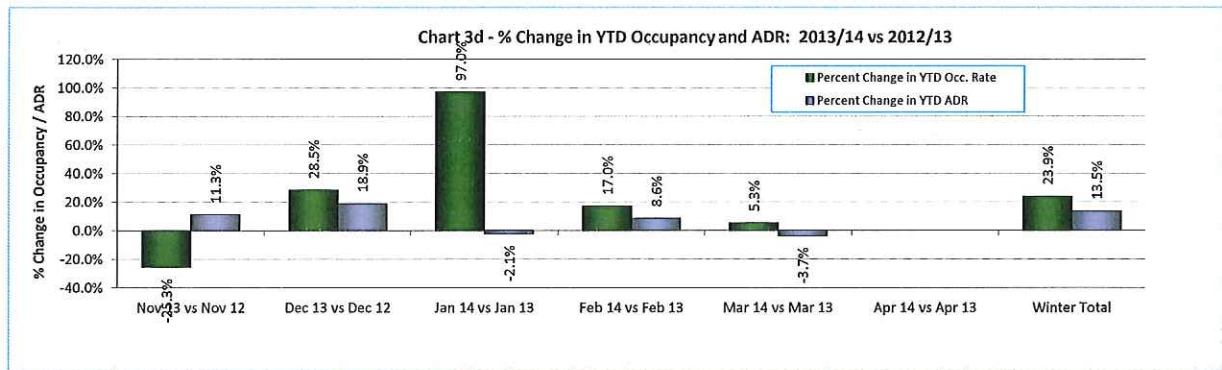
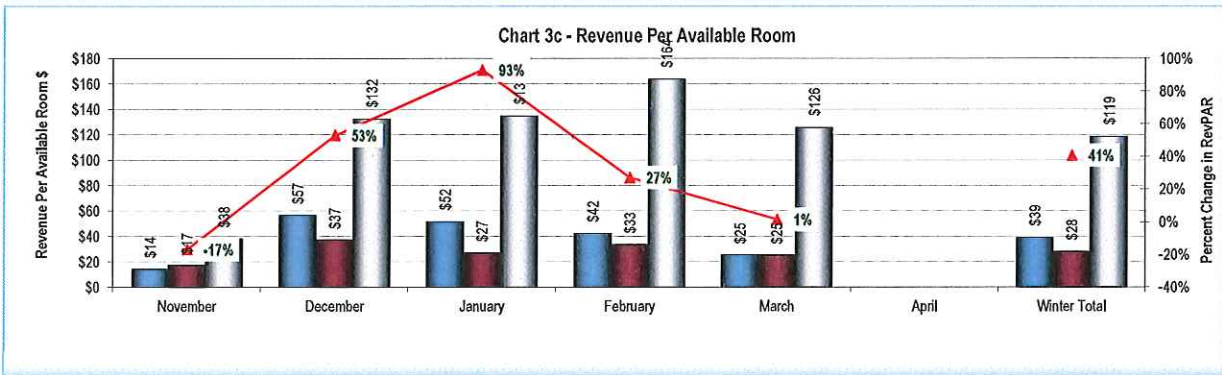
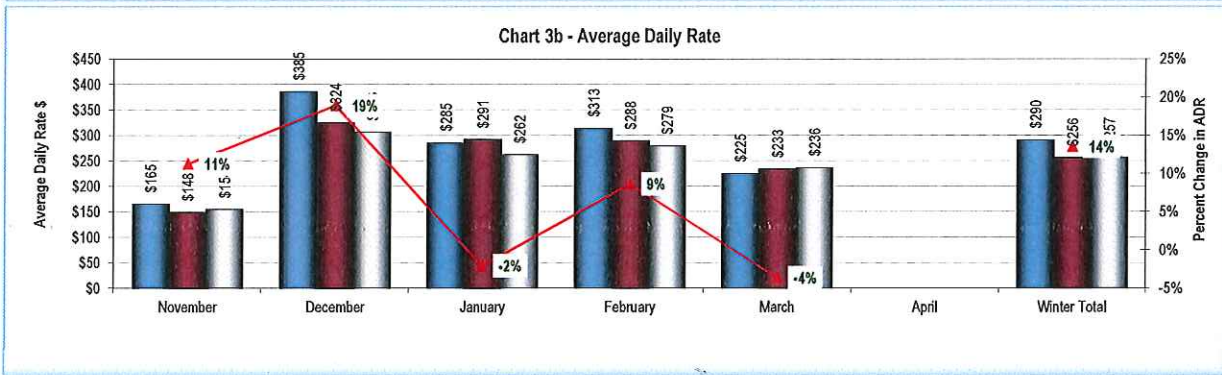
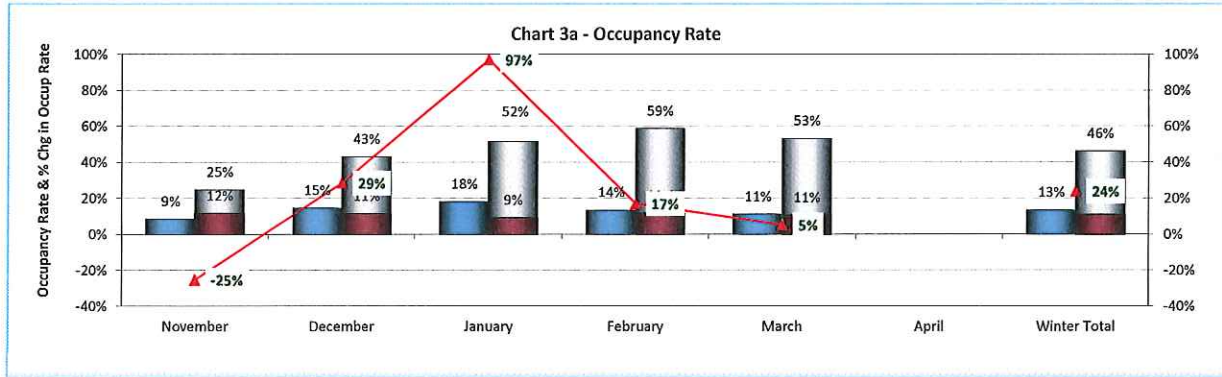
2013/14 YTD (as of September 30, 2013) vs. 2012/13 YTD (as of September 30, 2012) vs. 2012/13 Historical

**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 (2012/13 season)    
  Data as of September 30, 2013 (2013/14 season)

Data as of September 30, 2012 (2012/13 season)    
  Percent Change



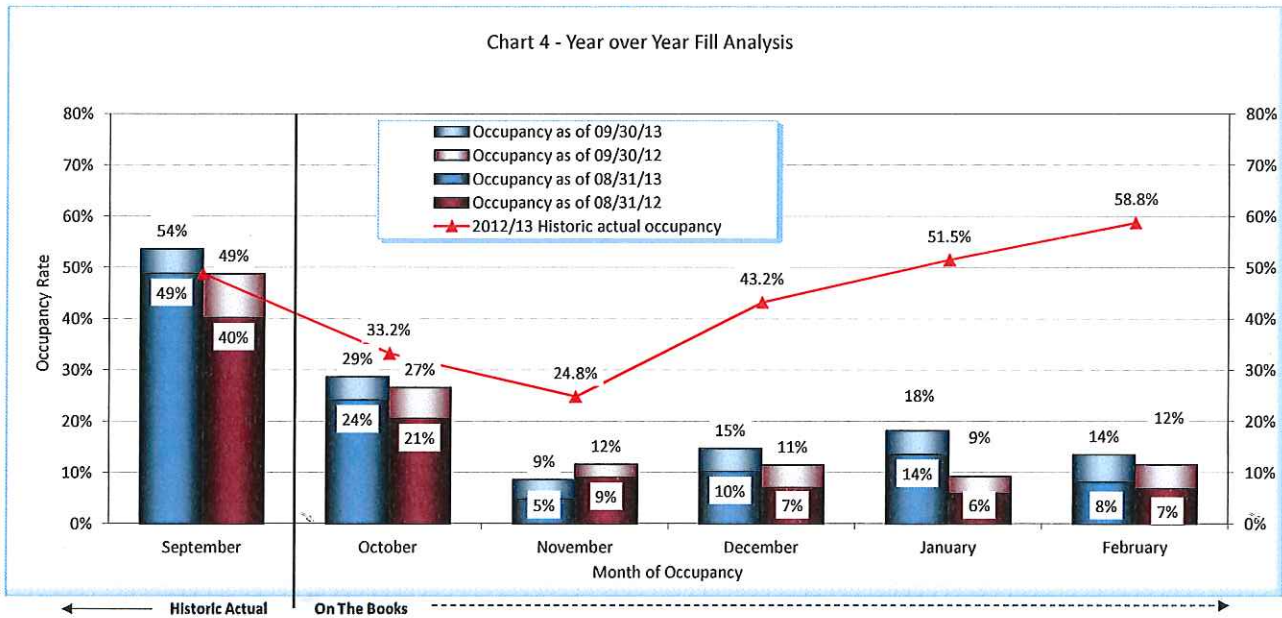


**RESERVATIONS ACTIVITY REPORT**  
SECTION 4 - FILL ANALYSIS

2013/14 Occupancy Pace (as of September 30, 2013) vs. 2012/13 Pace (as of September 30, 2012) vs. same period 2012/13

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 SEP 30			OCCUPANCY AS OF AUG 31			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2012/13 Historic actual occupancy
	Occupancy as of 09/30/13	Occupancy as of 09/30/12	Absolute Change	Occupancy as of 08/31/13	Occupancy as of 08/31/12	Absolute Change	Incremental occupancy booked during Sep. 2013	Incremental occupancy booked during Sep. 2012	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
	September	53.6%	48.8%	4.9%	48.9%	40.3%	8.6%	4.8%	8.5%	-3.7%	
October	28.7%	26.6%	2.1%	24.2%	20.6%	3.6%	4.5%	6.0%	-1.5%	-24.7%	33.2%
November	8.7%	11.6%	-2.9%	4.9%	9.1%	-4.3%	3.8%	2.5%	1.3%	53.9%	24.8%
December	14.7%	11.4%	3.3%	10.2%	7.2%	3.1%	4.5%	4.3%	0.2%	4.1%	43.2%
January	18.2%	9.2%	9.0%	13.6%	6.0%	7.6%	4.6%	3.3%	1.3%	40.5%	51.5%
February	13.5%	11.6%	2.0%	8.2%	6.9%	1.4%	5.3%	4.7%	0.6%	12.8%	58.8%
<b>Total</b>	<b>23.5%</b>	<b>19.9%</b>	<b>3.7%</b>	<b>19.1%</b>	<b>15.0%</b>	<b>4.1%</b>	<b>4.5%</b>	<b>4.9%</b>	<b>-0.4%</b>	<b>-8.4%</b>	<b>43.2%</b>

\*\*\*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 the month just ended.



**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5A - SUPPORTING DATA TABLES**  
 Bookings as of September 30, 2013

**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 2013/14 VS. YTD 2012/13			Historic Actual Occup. Rate (2012/13 season)	# of Properties in Sample
	Month of Occupancy (2013/14 & 2012/13)	Occup. Rate as of: September 30, 2013 (2013/14 season)	Occup. Rate as of: September 30, 2012 (2012/13 season)		
April	25.0%	41.9%	-40.2%		11
May	28.5%	27.7%	2.6%		11
June	48.6%	44.6%	9.0%		11
July	69.5%	64.6%	7.6%		11
August	65.8%	65.0%	1.2%		11
September	53.6%	48.8%	10.0%		11
October	28.7%	26.6%	8.0%	33.2%	11
November	8.7%	11.6%	-25.3%	24.8%	11
December	14.7%	11.4%	28.5%	43.2%	11
January	18.2%	9.2%	97.0%	51.5%	11
February	13.5%	11.6%	17.0%	58.8%	11
March	11.2%	10.7%	5.3%	53.2%	11
Grand total	33.6%	31.1%	8.0%	46.5%	11
Historic months total	48.6%	48.9%	-0.7%	48.9%	11
On the Books months total	16.2%	13.5%	19.4%	44.0%	11

AVERAGE DAILY RATE	ADR: YTD 2013/14 VS. YTD 2012/13			Historic Actual ADR (2012/13 season)	# of Properties in Sample
	Month of Occupancy (2013/14 & 2012/13)	ADR as of: September 30, 2013 (2013/14 season)	ADR as of: September 30, 2012 (2012/13 season)		
April	\$169	\$172	-1.7%		11
May	\$158	\$153	3.5%		11
June	\$196	\$189	3.8%		11
July	\$250	\$227	10.1%		11
August	\$243	\$222	9.2%		11
September	\$217	\$184	18.1%		11
October	\$174	\$159	9.7%	\$149	11
November	\$165	\$148	11.3%	\$154	11
December	\$385	\$324	18.9%	\$306	11
January	\$285	\$291	-2.1%	\$262	11
February	\$313	\$288	8.6%	\$279	11
March	\$225	\$233	-3.7%	\$236	11
Grand total	\$226	\$204	10.7%	\$219	11
Historic months total	\$218	\$198	9.6%	\$198	11
On the Books months total	\$254	\$223	13.6%	\$243	11

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2013/14 VS. YTD 2012/13			Historic Actual RevPAR (2012/13 season)	# of Properties in Sample
	Month of Occupancy (2013/14 & 2012/13)	RevPAR as of: September 30, 2013 (2013/14 season)	RevPAR as of: September 30, 2012 (2012/13 season)		
April	\$42	\$72	-41.3%		11
May	\$45	\$42	6.2%		11
June	\$95	\$84	13.2%		11
July	\$174	\$147	18.4%		11
August	\$159	\$144	10.6%		11
September	\$117	\$90	30.0%		11
October	\$50	\$42	18.5%	\$49	11
November	\$14	\$17	-16.9%	\$38	11
December	\$57	\$37	52.8%	\$132	11
January	\$52	\$27	92.9%	\$135	11
February	\$42	\$33	27.1%	\$164	11
March	\$25	\$25	1.4%	\$126	11
Grand total	\$76	\$63	19.5%	\$102	11
Historic months total	\$106	\$97	8.9%	\$97	11
On the Books months total	\$41	\$30	35.7%	\$107	11





**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5b - SUPPORTING SUMMER DATA TABLES**  
**Summer Bookings as of September 30, 2013**

**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	<i>OCCUPANCY RATE: YTD 2013 VS. YTD 2012</i>			Historic Actual Occup. Rate (2012 season)
	Occup. Rate as of: September 30, 2013 (2013 season)	Occup. Rate as of: September 30, 2012 (2012 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2013 & 2012)				
May	28.5%	27.7%	2.6%	
June	48.6%	44.6%	9.0%	
July	69.5%	64.6%	7.6%	
August	65.8%	65.0%	1.2%	
September <b>Historic Actual</b>	53.6%	48.8%	10.0%	
October <b>On the Books</b>	28.7%	26.6%	8.0%	33.2%
Summer Total	49.5%	46.2%	7.1%	47.3%

AVERAGE DAILY RATE	<i>ADR: YTD 2013 VS. YTD 2012</i>			Historic Actual ADR (2012 season)
	ADR as of: September 30, 2013 (2013 season)	ADR as of: September 30, 2012 (2012 season)	Percent Change YTD ADR	
Month of Occupancy (2013 & 2012)				
May	\$158	\$153	3.5%	
June	\$196	\$189	3.8%	
July	\$250	\$227	10.1%	
August	\$243	\$222	9.2%	
September <b>Historic Actual</b>	\$217	\$184	18.1%	
October <b>On the Books</b>	\$174	\$159	9.7%	\$149
Summer Total	\$218	\$198	9.9%	\$196

REVENUE PER AVAILABLE ROOM	<i>REVPAR: YTD 2013 VS. YTD 2012</i>			Historic Actual RevPAR (2012 season)
	RevPAR as of: September 30, 2013 (2013 season)	RevPAR as of: September 30, 2012 (2012 season)	Percent Change in YTD RevPAR	
Month of Occupancy (2013 & 2012)				
May	\$45	\$42	6.2%	
June	\$95	\$84	13.2%	
July	\$174	\$147	18.4%	
August	\$159	\$144	10.6%	
September <b>Historic Actual</b>	\$117	\$90	30.0%	
October <b>On the Books</b>	\$50	\$42	18.5%	\$49
Summer Total	\$108	\$91	17.8%	\$93



**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5c - SUPPORTING WINTER DATA TABLES**  
**Winter Bookings as of September 30, 2013**

**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 2013/14 VS. YTD 2012/13			Historic Actual Occup. Rate (2012/13 season)
	Occup. Rate as of: September 30, 2013 (2013/14 season)	Occup. Rate as of: September 30, 2012 (2012/13 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2013/14 & 2012/13)				
November	8.7%	11.6%	-25.3%	24.8%
December	14.7%	11.4%	28.5%	43.2%
January	18.2%	9.2%	97.0%	51.5%
February	13.5%	11.6%	17.0%	58.8%
March	11.2%	10.7%	5.3%	53.2%
April				
Winter Total	13.5%	10.9%	23.9%	46.3%

AVERAGE DAILY RATE	ADR: YTD 2013/14 VS. YTD 2012/13			Historic Actual ADR (2012/13 season)
	ADR as of: September 30, 2013 (2013/14 season)	ADR as of: September 30, 2012 (2012/13 season)	Percent Change in YTD ADR	
Month of Occupancy (2013/14 & 2012/13)				
November	\$165	\$148	11.3%	\$154
December	\$385	\$324	18.9%	\$306
January	\$285	\$291	-2.1%	\$262
February	\$313	\$288	8.6%	\$279
March	\$225	\$233	-3.7%	\$236
April				
Winter Total	\$290	\$256	13.5%	\$257

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2013/14 VS. YTD 2012/13			Historic Actual RevPAR (2012/13 season)
	RevPAR as of: September 30, 2013 (2013/14 season)	RevPAR as of: September 30, 2012 (2012/13 season)	Percent Change in YTD ADR	
Month of Occupancy (2013/14 & 2012/13)				
November	\$14	\$17	-16.9%	\$38
December	\$57	\$37	52.8%	\$132
January	\$52	\$27	92.9%	\$135
February	\$42	\$33	27.1%	\$164
March	\$25	\$25	1.4%	\$126
April				
Winter Total	\$39	\$28	40.7%	\$119

## **Transportation Summit Program**

**10:30 a.m. – Welcome and Opening Remarks** (Sandy Evans Hall) – provide brief description of first Summit and what happened from there that led to the vision

**10:45 a.m. – The Vision** (Gordon Shaw) – provide background and information detailing how the vision was determined, cost structure, existing expenditures, allocation of incremental need, consolidation efficiencies, capital projects.

### **Perspectives from key partners:**

- Placer County: Will Garner, Transportation Director TART
- Town of Truckee: Kelly Beede, Transportation Director
- TNT/TMA: Jaime Wright, Executive Director
- Lodging: Alex Mourelatos – Mourelatos Lakeshore Resort, NLTRA Board
- Squaw Valley/Alpine Meadows: Mike Livak, Executive Vice President
- Northstar California: Bill Rock COO

**11:45 a.m. – LUNCH BREAK**

**12:15 p.m.- Funding the Vision** (Panel Discussion)

PCTPA – Celia McAdam: Federal, State, Placer funding mechanisms

NCTC – Dan Landen: Nevada County funding mechanisms

TTD – Carl Hasty: Trans-Sierra Initiative

Private Sector – Ron Treabess: Other entities that could participate

**1:00 p.m. – Economic Benefit Analysis of the Vision** (Walter Kieser, EPS)

**1:45 p.m. – Next Steps** – Prioritizing short term and long term actions, forming commitments (Pam Hobday Facilitation)

**3:00 p.m. - Adjourn**

**Sandy Evans Hall**

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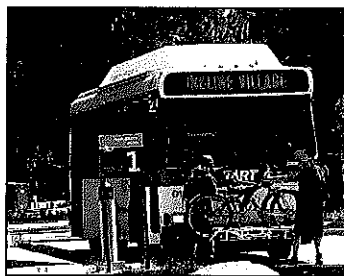
**From:** Nicole Hagmaier <NHagmaie@placer.ca.gov> on behalf of Placer County Planning <Planning@placer.ca.gov>  
**Sent:** Thursday, October 24, 2013 1:36 PM  
**To:** Placer County Planning  
**Subject:** Placer County Tahoe Basin Community Plan Update: November 6th Workshop  
**Importance:** High

Attention North Lake Tahoe Community –

You are invited to come participate in shaping the future of North Lake Tahoe!

As part of Placer County’s efforts to update its Community/General Plans in the Tahoe Basin, the County will be conducting the following Public Workshop related to Transportation:

***Placer County Tahoe Basin Community Plan Update  
Topical Policy Public Workshop: Transportation  
November 6, 2013 from 5:00-6:30 PM  
North Lake Tahoe Event Center, 8318 North Lake Blvd., Kings Beach***



All are invited to bring their thoughts and ideas regarding policy initiatives related to transportation in the North Lake Tahoe Basin! For more information on this workshop and the County’s Community Plan Update, please contact Crystal Jacobsen with the Placer County Planning Services Division at: 530.745.3000 or cjacobse@placer.ca.gov, or visit our website at:

<http://www.placer.ca.gov/Home/Departments/CommunityDevelopment/Planning/TahoeBasinCPUUpdate.aspx>

## Transit Summit November 7

**Join us at the North Lake Tahoe Transit Summit on November 7 at 10:30 a.m. to 3:00 p.m. at the Truckee Tahoe Airport!**

This year the Transit Summit will focus on a regional vision that has been in the works for the past 10 months. This Vision has identified some key components that would help to reduce the dependence on the personal automobile. Those key components are:


- Frequent: Increased frequency to 30 minutes during peak seasons
- Free: Elimination of fares has proven to increase ridership by 50%
- Comprehensive: Full service on Hwys 28, 267, and 89, from 6 a.m. to 2 a.m.
- Consolidated: Combine service with Town of Truckee in one singly branded system

There are many reasons why this Transit Vision is important for North Lake Tahoe. If we can get our visitors to use such as system to get from their lodging to their choice of recreation, then we can also move our employees to their employment. Here are some of the other reasons that we should strongly look to improve our transportation offering:

- Visitor Expectation – Most ski areas in the west (Mammoth, Park City, Breckenridge, Summit Co, Colorado, Aspen, Vail, Steamboat) all offer a free system with frequency of 15 – 30 minutes during the winter and summer seasons.
- Economic Vitality – Moving people from their lodging conveniently and easily to restaurants and shopping will benefit local businesses
- Safety – Snowy roads, weather hazards, lack of familiarity all lead to more accidents
- Environmental Protection – Over 40% of Green House Gases come from the automobile and sediment in the lake is caused by Vehicle Miles Traveled (VMT)
- Ease of Navigation – With a singly branded system it will be simple to inform guests and citizens of when the bus is coming. Now with GPS it is possible to look up on your smart phone with NextBus.com and find the bus. Now it is confusing with Nightrider, Ski Shuttle, TART, Truckee service – these could all become one!

Please plan to attend this Summit to learn more about this Transit Vision! The Summit is free and lunch will be available for \$10. To reserve a space, contact Anna Atwood at 581-8722!

A special thanks to our sponsors: Placer county, Town of Truckee, Truckee Tahoe Airport District, Tahoe Transportation District, Truckee North Tahoe Transportation Management Association, Northstar California and Squaw Valley/Alpine Meadows.



# Welcome to the 2013 TRANSIT SUMMIT

November 7, 10:30 am-3pm  
Truckee Tahoe Airport

Free to Attend!


**Come join us to help us determine where we will go next.**

**Learn about:**


- The Vision – cost structure, existing expenditures, allocation of incremental need, consolidation efficiencies, capital projects**
- Funding the Vision - Federal, State, County and Regional options**
- Economic Benefit Analysis of the Vision**  
by: Walter Kieser, EPS
- Next Steps – Prioritizing short term and long term actions**

**Develop a Vision for the Future!**


Presented By:







north lake tahoe  
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NORTHSTAR  
CALIFORNIA



SQUAW VALLEY

Please RSVP by November 1st to Anna Atwood at  
Anna@GoTahoeNorth.com or 530-581-8772



**north lake tahoe**

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November 6, 2013

**Subject:** North Lake Tahoe Public Art Program Funding Request

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

**Staff Recommendation:**

- The NLTRA Board approve and recommend to that the Board of Supervisors approve Infrastructure funding of \$25,000 to the North Tahoe Business Association to provide start-up funds for Phase I of the North Lake Tahoe Public Art Program. .

**Project Description: (See attached Infrastructure Funding Application)**

- Start and implement an ongoing public art program within the North Lake Tahoe area
- Initial Public Art projects will be installed in conjunction with the KBCCIP in the Coon Street and Bear Street roundabouts.
- Nine other potential public art sites have been identified in Kings Beach.

**Decision Considerations:**

- The Capital Investment/Transportation Committee voted unanimously to recommend that the NLTRA Board approve the funding request. (See October 28th Committee minutes)
- The project/program will be conducted and monitored by the North Tahoe Business Association Design Committee in partnership with the Tahoe Truckee Community Foundation.
- From the \$25,000 TOT request, \$7,500 will provide footings and utilities in the two roundabouts, \$7,500 will be used with private donations for the first Public Art installation, and the remaining \$10,000 is required for TTCF to open an Advisory Account as the North Tahoe Public Art Fund.
- TTCF requires \$10,000 initial investment to establish a fund raising advisory account and will provide all financial and auditing services for additional public art project transactions.
- Once fund raising reaches \$10,000, the \$10,000 from the TOT grant used to open the TTCF designated fund, will then be used toward art installation in the roundabouts.
- The program will further identify North Lake Tahoe as a center for cultural arts.
- Joy Doyle, Executive Director, NTBA, will be present to answer any questions.

**Tourism Master Plan/Strategic Goals:**

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

- The NLTRA's 1995 *North Lake Tahoe Tourism Development Master Plan* and the 2004 *North Lake Tahoe Tourism and Community Investment Master Plan* both recognized the importance of developing one or more facilities to support the arts, including the performing arts.
- By 2016, the destination visitor segment of our visitor market will have grown by 3% over 2012/13.



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## The North Lake Tahoe Resort Association

### INFRASTRUCTURE PROJECT/PROGRAM

## FUNDING APPLICATION – DRAFT submitted 10/21/13

### PROJECT INFORMATION

1. Project/program name: North Lake Tahoe Public Art Program
2. Brief description of project/program  
Start and implement an ongoing public art program within the North Lake Tahoe area. This project will begin in Kings Beach in conjunction with the KBCCIP project and serve as a catalyst for public art within additional North Lake Tahoe areas. Eleven potential public art locations in Kings Beach have been identified, with three being identified as priorities (the two roundabouts plus one additional location). The mission of the Public Art Program is to enhance and preserve the natural beauty and history of North Lake Tahoe through visual arts that promote environmental stewardship and cultural unity.

### FINANCIAL INFORMATION

1. Total project cost:  
The 25K of requested funds will be applied to Phase I of the Public Art Project which will be utilized for start-up funds for the project. If approved, the funds will be distributed as follows,

Approximately \$7,500.00 will account for footings and utilities in the two round- a-bouts to support permanent art installations. This will include power, water and 4'X4'X3' footings in both the Coon Street and Bear Street locations.

The NTBA Design Committee has reached a verbal agreement to retain Truckee, Tahoe Community Foundation, (TTCF) to serve as its fiduciary agent. TTCF will open an Advisory Account under the name of North Tahoe Public Art Fund and will be handling the financial and all auditing transactions for this endeavor. TTCF bylaws require a \$10,000 initial investment/deposit to open and set up the account. As an ongoing fee, there will be a 2% charge on each account withdrawal for art installations. This 2% fee will included/accounted for in ongoing fundraising efforts.

The remaining \$7,500 will be utilized for the first public art installation. We envision installing a pilot project in calendar year 2014 with an estimated cost of \$20,000. This \$7,500 will be utilized in conjunction with private donations and additional grant requests to reach our 20K goal.

Future phase(s) for art placement/installation funding will be required and requested separately once costs are more clearly defined.

2. Total TOT funds requested \$25,000.00
3. Other funding sources? Private Donations and Public Grants
4. Will the project require future financial funding? Yes  
What is the source of the future financial support? Various Grants and Private Funding  
Will this include maintenance needs? Yes, for minimal maintenance of two permanent art installations. Maintenance of temporary art installations will be covered by the artist(s).
5. Provide project proforma and implementation schedule.

KBCCIP is scheduled to break ground on April 21, 2014. In order for a minimum of two art installations (one in each roundabout), one pilot art installation (on private land), power/water infrastructure to be run to nine remaining identified locations, and to start a designated fund with TTCF for fundraising purposes the following funds are respectfully requested:



\$7500 to install footings and other necessary infrastructure to support public art pieces in the two new roundabouts (due to DPW by March 1, 2014) Please note: There are significant cost savings and efficiencies to install necessary public art infrastructure at the same time as KBCCIP infrastructure is installed; i.e. if retrofit, cost increases by 200%.

Of the \$7,500, \$500 will be utilized for additional necessary infrastructure (i.e. power/water) for remaining nine locations identified to be installed during 2014 KBCCIP construction season, \$7,500 for pilot art installation on private land (approval of land use has been granted), \$10,000 to open a designated fund with Tahoe Truckee Community Foundation (TTCF) which allows fundraising efforts to begin.

6. How will project cost overruns or operating cost shortfalls be funded?  
Art installations will be funded on a project by project basis, with hard dollar amounts specified in each individual Call to Artists.

## QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address North Tahoe Business Association

2. Financial Capability

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.

It is within the NTBA's Main Street approach to assist the community in improving the economic and visual quality of its downtown commercial core. NTBA's Design Committee has been working on development of a Public Art Program for approximately 12 months. The Design committee focuses primarily on providing input on design features, community character topics to improve attractiveness of the district.

The Public Art Program is meant to establish North Lake Tahoe as an arts and cultural destination by incorporating temporary and permanent public art installations into North Tahoe's commercial cores.

The Design Committee is comprised of a volunteer group of business and community leaders, artists, art enthusiasts and residents. The Committee members and their leveraged contacts/relationships with various art/public art entities in the North Tahoe/Truckee region and Northern Nevada combine for extensive collective intellect and experience in the arts and public art. We are in conversations with the City of Reno (who has a highly successful public art program), Nevada Museum of Art and the Black Rock Arts Foundation, who have a high level of expertise and have supported the Design Committee and by sharing resources, offering assistance and expressing an interest in partnering with us. NTBA intends to sign an MOU with partner 501c3 non-profit organization(s) on the Public Art Program scheduled before December 2013. The ultimate goal is for the Public Art Program is, once its established and sustainable, it will stand on its own, separate from NTBA.

4. Objectives of project sponsor.

NTBA and its Design Committee's objective is to develop and implement with partners the public art program for the first two-three years including specific guidelines and written standard operating procedures for all aspects of the public art program. This includes, but is not limited to, project coordinator(s), call to artists, jury selection, art selection, grant writing, accounting, funding/fundraising and art placement.

## ECONOMIC IMPACT OF PROJECT

1. Estimated number of users? Various and unlimited. Permanent public art will be displayed on an ongoing basis year round indefinitely. Temporary art installations will cycle through on a predetermined timeframe allowing all seasonal tourists the opportunity to interact with various or all pieces.

2. Time of year - Year round  
Weekends Yes  
Weekdays Yes

3. Number of visitors to be attracted as a result of project/program  
Please see Appendix A

- Americans for the Arts Economic Impact information available at [http://www.americansforthearts.org/information\\_services/research/services/economic\\_impact/default.asp](http://www.americansforthearts.org/information_services/research/services/economic_impact/default.asp)
- Feasibility Study and Business Planning for New Cultural Facilities Truckee-North Lake Tahoe January 2009 <http://nltra.org/documents/pdfs/Truckee%20Business%20Plan.pdf>

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

- Please see Appendix A
- Americans for the Arts Economic Impact information available at [http://www.americansforthearts.org/information\\_services/research/services/economic\\_impact/default.asp](http://www.americansforthearts.org/information_services/research/services/economic_impact/default.asp)
- Feasibility Study and Business Planning for New Cultural Facilities Truckee-North Lake Tahoe January 2009 <http://nltra.org/documents/pdfs/Truckee%20Business%20Plan.pdf>

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

- Please see Appendix A

## COMMUNITY IMPACT

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

Initially, the Kings Beach and surrounding communities will benefit most; eventually all the communities surrounding North Lake Tahoe will benefit.

2. What region-wide tourism benefits will be created?

The proposed temporary art projects will be created in an "Event" type approach. At a pre-determined time of year, (off-season weekend) several artists will be selected to place temporary art installations throughout the basin. Each artist will install their piece in conjunction with an overall artist presentation on their work and inspiration.

These events can draw the artists, support crews, family friends and folks from the various communities involved. Artists will be allowed to sell their pieces, however each piece must remain on the site for the agreed upon time frame. See Appendix A for case studies.

3. Will local resources be used to create, design, construct this project? Yes. Call to artists can be specific on local resources to be utilized. It will be encouraged and emphasized on most projects that local resources are utilized.

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

Lodging properties, Food/Beverage establishments and retail businesses

Are they supportive of this project?

Yes

5. Will the project require the addition of governmental service?

No

If yes, describe NA

How will these costs be funded? NA

6. Document the community support for the project

The NTBA Design Committee has been represented at county/community meetings over the past year speaking and gathering input with community members and answering questions. Drawings with art placement locations were on display to show where potential art projects may be placed along with discussions on type of art. Design Committee members and volunteers have grown substantially based on these meetings and outreach.

## NORTH LAKE TAHOE TOURISM AND COMMUNITY INVESTMENT MASTER PLAN

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

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

## OTHER

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

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

## **Appendix A**

### **How Art Economically Benefits Cities**

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

#### ***Quality of Life***

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

#### ***Culture and Tourism***

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



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

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

Visiting a historic site such as a building, battlefield, or historic community remains as the most popular cultural activity with four in ten (43%) adult travelers participating in this activity while on a trip in the past year.

Museums are also popular with travelers, with 30% including this activity during the past year. Other cultural activities Americans enjoy while on trips away from home include live theater (23%), art galleries (21%), heritage or ethnic festivals (20%), and music concerts (19%).

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

## Case Studies: New York City and Oregon

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

According to research conducted by New York-based organizations [Alliance for the Arts](#) and [R.Dot.](#), nonprofit and commercial arts activity generates \$17.7 billion annually for the Big Apple. In 2001, nonprofit arts in the city spent an estimated \$6.2 billion. This figure is the total of operating expenditures (\$4.85 billion); capital expenditures (\$.4 billion); and expenditures of people who came to New York City as art venue

participants (\$.96 billion). These figures do not include spending by out-of-town visitors coming to the city to enjoy art activities and the ripple effect of their expenditures.



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

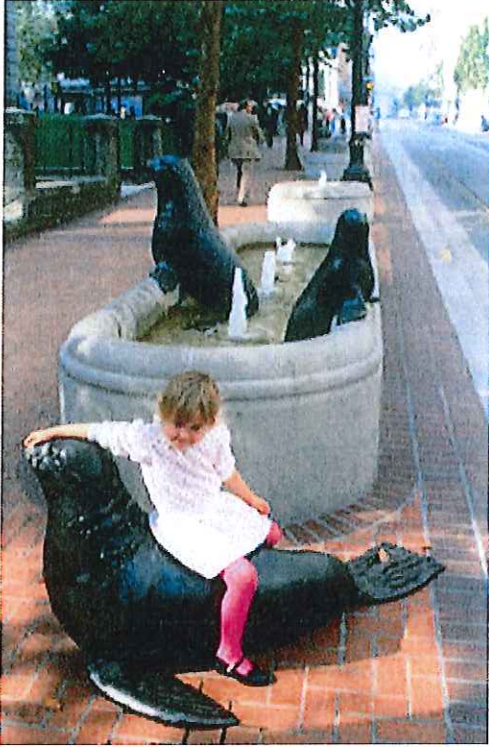
**Employment:** As of 2001, there were also more than 150,000 artists in the New York metropolitan area and more than 2,000 nonprofit cultural organizations citywide. Of this last number, 23% were in theater arts; 21% in music; 10% in dance; 14% in visual arts and museums; and 17% were multidisciplinary.

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

## ***Oregon***

More than 400 nonprofit arts organizations around the state of Oregon contributed \$100 million in direct spending and more than \$262 million in overall impact to the state's economy in fiscal 2000. Oregon's nonprofit arts sector grew by nearly 19% over the past three years and attracted more

than 5.6 million people, making it a vibrant industry and major contributor to the cultural life of the state.



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

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

# Economic Impact of Temporary Public Art

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

**New York City's Cow Parade:** The benefits to New York of the Cow Parade included a boost in tourism by 3-4 million visitors, generating an additional \$1 billion in revenues for local businesses. New York raised \$1,351,000 at the Charity Auction to support the work of dozens of New York-based charities. The average cow sold for \$18,250; the largest bid was for \$60,000.

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

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

Article By [Project for Public Spaces](#)





## north lake tahoe

Chamber | CVB | Resort Association

November 6, 2013

**Subject:** The Stage Performing Arts Facility Funding Request  
**From:** Ron Treabess, Director of Community Partnerships and Planning

### Staff Recommendation:

- The NLTRA Board approve and recommend that the Board of Supervisors approve the Infrastructure funding request of up to \$153,900 for The Tahoe Regional Arts Foundation, Inc. to prepare Stage One of the project planning for a Performing Arts Center..
- It is understood that this request is contingent upon: 1) a written agreement between the Foundation and Northstar California permitting long-term use of necessary land near the entrance to Northstar; and 2) the Foundation receiving a 501(c) 3 non-profit designation letter from the IRS. If approved and recommended by the NLTRA Board, the request will not be forwarded without the contingencies in place.

### Background:

- In 2008/09, NLTRA funded the preparation of a region-wide Feasibility Study and Business Planning for New Cultural Facilities. (Summary Attached)(Link to complete report: <http://nltra.org/documents/pdfs/Truckee%20Business%20Plan.pdf> )
- That study recommended the entrance to Northstar as a site for the regional performing arts center.
- The Tahoe Mountain Resorts Foundation was taking the lead to plan the facility but the sale of Northstar to Vail put that on hold and is now being resumed by The Tahoe Regional Arts Foundation.
- The Performing Art Center has been included in the Integrated Work Plan showing an initial estimate of up to \$300,000 for TOT contribution for planning and design.

### Decision Considerations:

- The project is to build a 500 seat proscenium theater with an additional 2500 seat amphitheater as recommended in the NLTRA Feasibility Study. (See attached Capital Investment Infrastructure Funding Application)(Link to Application Power Point presentation: <http://nltra.org/documents/pdfs/The%20Stage%20at%20Northstar%20-%20mini-presentation.pdf> )
- The up to \$153,900 Stage One funding is for the preparation of a Business/Operational Plan, the site specific Feasibility Study, elevation renderings for Feasibility Study, Project Management, and public outreach (see Cost Estimate). Any future funding requests (Stage Two) will be made after completion of Stage One.
- TOT funding for this project has been anticipated for FY 2017-18. Approval would require advancing this funding to the current fiscal year, which could be accomplished by using the Placer TOT Fund Balance increase being added to the current infrastructure available funding.

- The Tahoe Regional Arts Foundation, Inc. is a 501(c) 3 in progress awaiting IRS designation..
- The qualifications and objectives of the Foundation are stated in the application.
- A written agreement for use of the site must be received prior to TOT funds being allocated
- The Capital Investment/Transportation Committee voted unanimously to recommend Board approval of the staff recommendation. (See October 28<sup>th</sup> Committee minutes)
- .Keith Vogt, Tahoe Regional Arts Foundation, will be at the meeting to provide clarifications and/or answer questions

**Tourism Master Plan/Strategic Goals:**

- **By 2016, the organization will have provided advocacy for all project and program development that aligned with our mission.**
- **The NLTRA's 1995 *North Lake Tahoe Tourism Development Master Plan* and the 2004 *North Lake Tahoe Tourism and Community Investment Master Plan* both recognized the importance of developing one or more facilities to support the arts, including the performing arts.**



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## The North Lake Tahoe Resort Association

### INFRASTRUCTURE PROJECT/PROGRAM

### FUNDING APPLICATION

#### PROJECT INFORMATION

1. Project/program name: The Stage at Northstar
2. Brief description of project/program: The Stage at Northstar is a project of The Tahoe Regional Arts Foundation, Inc., to build a 500 seat proscenium theatre with an additional 2500 seat (1500 fixed seats and 1000 lawn seats) amphitheatre at Northstar California.

#### FINANCIAL INFORMATION

1. Total project cost: A very preliminary estimate is \$18-20 million
2. Total TOT funds requested: \$400,900 for business/operational plan; architectural drawings; feasibility study; capital campaign; public relations; and project management. Stage One funding \$153,900 and Stage Two funding \$243,000. Stage Two funding dependent on successful Feasibility Study. See below.
3. Other funding sources: A capital campaign will be established to raise the major portion of the funds.
4. Will the project require future financial funding? Possible.
5. Provide project proforma and implementation schedule. The requested project funding is divided into two stages. Stage One is funding for a Business/Operational Plan developed by Webb Management (\$38,900) which will be used by the Lester Group in the Feasibility Study (\$45,000). Parallel to both of the foregoing Williams+Paddon Architects (\$30,000) will complete elevation renderings again for use by the Lester Group during the Feasibility Study. The Pfocus Group (\$25,000) is our Project Manager who will coordinate all activities relating to the successful completion of the Theatre. Freshtrack Communication (\$15,000) will be responsible for all communications with the public during Stage One. At the completion of the Feasibility Study in Stage One, a decision will be made whether to proceed with the Capital Campaign and additional architectural work. Stage One funding is for \$153,900. If the decision is made to move forward we will ask for the Second Stage funding of \$243,000 be released to the Foundation. The Second Stage funding will pay for six months of the Capital Campaign (\$72,000) and additional architectural work by Williams+Paddon (\$243,000). Bios for all consultants are attached.
6. How will project cost overruns or operating cost shortfalls be funded? Through funding raised by the Capital Campaign.

#### QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address: The Tahoe Regional Arts Foundation, Inc. A 501(c)3 non-profit in progress. 12277 Soaring Way, Suite 104, Truckee, CA 96161
2. Financial Capability: We are a new non-profit in the process of raising startup funding.
3. Experience with projects of similar nature: Several of our board members have been involved in theatre work for years, but the Foundation will hire professionals to assist with the construction and management of the Theatre (see attached list of consultants).
4. Objectives of project sponsor: The purposes of The Tahoe Regional Arts Foundation are to secure the necessary capital for facilities development and initial operations. provide advice and counsel for the design and construction of the new 8-3

theatre; manage said theatre upon construction; and provide exceptional visual and theatrical experiences for the residents of the Tahoe Region (California and Nevada). The Foundation will seek to collaborate with regional educational institutions, including K-12 and secondary, to support and enhance visual and performing arts education programs. Additionally the Foundation will act as an information clearinghouse for the numerous arts organizations in the North Tahoe Region.

## ECONOMIC IMPACT OF PROJECT

### "The Arts-based Economic Development Strategy

The opportunity we see is for the development of a regional economic development strategy that is based on the creative economies concept – that places with active arts and cultural communities (and workers) have the chance to drive economic development in a number of key sectors that increase jobs, the tax base and the sustainability of the region."

*Pg. 8 Webb Management Report '09*

1. Estimated number of users: A considerable number of people will attend events at The Stage throughout the year, but at this stage of development any number given would be purely speculation.
2. Time of year: The theatre will be a year-round facility with the amphitheatre used mostly in the summer time.  
  
Weekends: Approximately 25 weekends during the year productions will be performed at either the proscenium theatre or at the amphitheatre.  
  
Weekdays: Many youth productions will be performed during the week, but it is difficult to quantify at this time.
3. Number of visitors to be attracted as a result of project/program: Again, this is difficult to estimate, but we anticipate it to be a significant draw to both local residents and visitors to the Tahoe Region.  
  
    % Local: 60  
  
    % Out of area: 40% from the Sacramento, Bay Area, Reno, and across the country.
4. Projected expenditures by out of area attendees (per capita):  
  
    Hotel: Difficult to project at this time.  
  
    Restaurant: Difficult to project at this time.  
  
    Other: Difficult to project at this time.
5. How will the project improve or enhance service to the visitor? For decades there has been a need in the Tahoe Region for a visual and performing arts facility as evidenced by the Webb Study financed by the NLTRA/Placer County in 2008-09.
6. The updated version of the economic impact figures from the Webb Development will be provided to the Association on or before March, 2014.

## COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project? From Tahoe City to The Stage is 22 minutes; from Incline Village, 18 minutes; from Kings Beach, 12 minutes. All areas of the North Tahoe Region will benefit from this premier facility.
  2. What region-wide tourism benefits will be created? The 2004 Master plan states, "A single, shared location for these events and performances would provide a community and visitor benefit. It would help underscore the cultural and arts attractions of the area which is something that many visitors look for in a resort destination. It would help enrich the lives of community residents."
  3. Will local resources be used to create, design, and construct this project? Where appropriate and the skills needed are available locally, they will be used to complete this project.
  4. What types of businesses will receive the greatest economic impact? Construction, food service and lodging.
- Are they supportive of this project? We haven't talked to any at this time, but why not?

5. Will the project require the addition of governmental service?

If yes, describe: Permits for construction, etc.

How will these costs be funded? Funding request.

6. Document the community support for the project. We have not gone public with the project, but as indicated in the Webb Study of '09 and other studies the community has always supported additional cultural activities and educational programs for our youth. We will be releasing a Press Release when we sign our Letter of Intent with Northstar/Vail approximately Oct. 10, 2013.

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

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

The Infrastructure and Transportation Development Integrated Work Plan and Long Range Funding Plan 2013-2022 in Section D3.

D-3. Performing Arts Center

Lead Agency: TBD

Project Status: There has continued to be discussions by interested parties throughout the Resort Triangle to explore the scope of facilities needed to accommodate the cultural and performing arts. The NLTRA has participated as one of the lead agencies in this process to help determine the need for providing programs and facilities to support the performing arts and other arts and cultural enhancements. The NLTRA has partnered with the Arts & Cultural Council Truckee-Tahoe, and the Incline Vision Arts Cultural and Heritage Committee, and others to fund a strategic feasibility plan. This plan, which was completed in spring, 2009, has defined the role of the Truckee/North Lake Tahoe region in creating a thriving arts and culture community. It has inventoried what programs and facilities exist, what programs and facilities are necessary, where they should be located, and how they should be managed, operated, and maintained. Future NLTRA funding will be necessary to support the development of recommended facilities. The main performing arts facility has been recommended at Northstar which will provide an indoor/outdoor year round theater. The management change at Northstar has delayed this project moving forward.

NLTRA anticipated funding: \$300,000

## **OTHER**

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

### **Excerpts from the Webb Management Report January 2009**

#### **Pg. 4**

Based on the existing facility inventory and interviews, observations about the current competitive landscape are:

- Quality and quantity of local performance facilities limit program opportunities for artists, arts groups, schools, community organizations and permanent, seasonal and visiting audiences.
- The inventory of cultural facilities may be stifling the development of cultural groups and the sustainability of local artists. For example, a lack of affordable artist workspace seems to be inspiring working visual artists to leave the area.
- Most local performance spaces are in poor to fair condition and were not created to support quality live performances.
- Many facilities are affiliated with schools and churches, with booking policies that are risky for outside users.

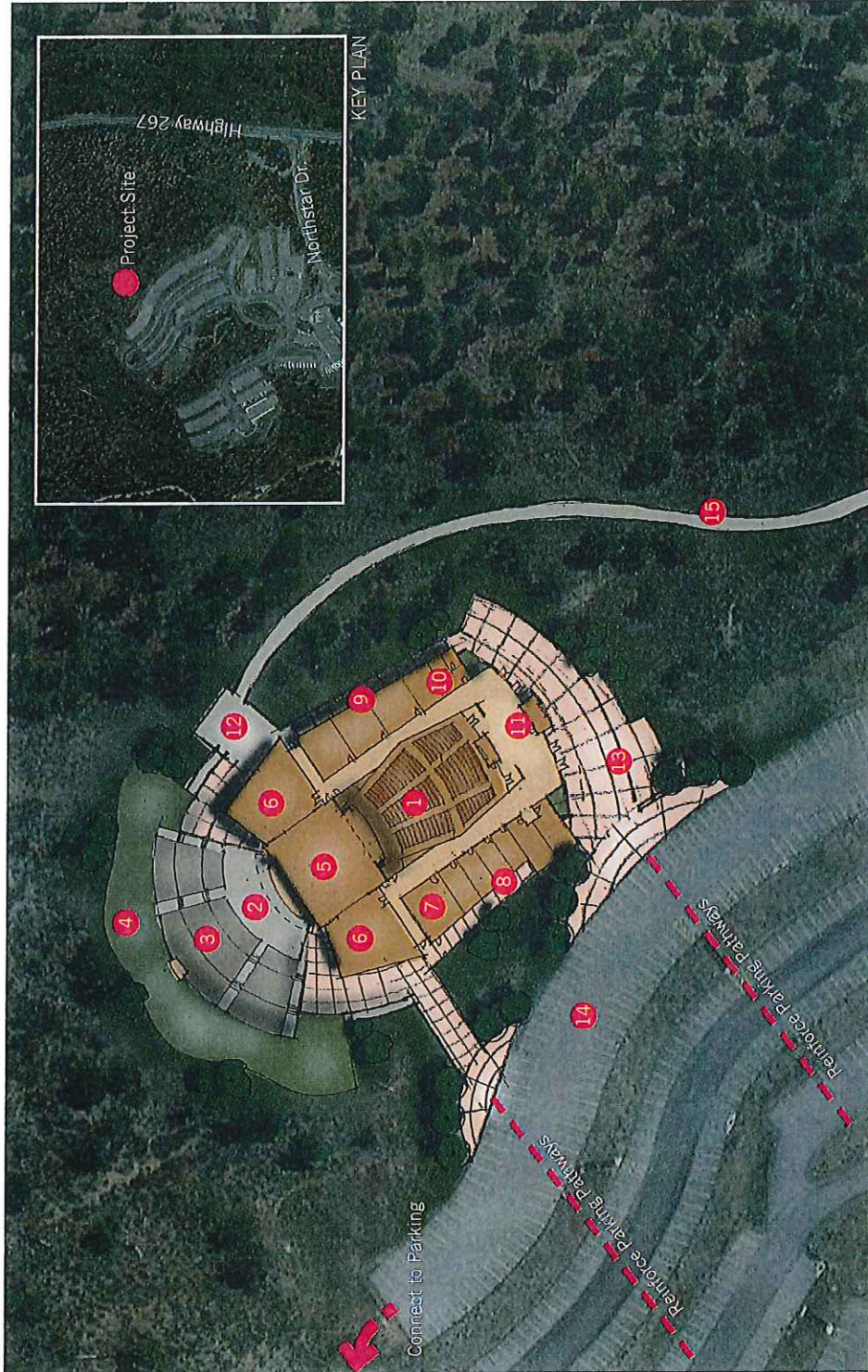
#### **Pg. 4-5**

##### **Uses & Users**

The market and facilities analysis, along with input from a diverse cross-section of constituents, and previous research that was reviewed and collated in support of this report suggests demand for several types of programs.

### **Strategic Goals 2011 – 2016 2011/12 Action Plan**

- Provide direct support of appropriate proposed developments to reviewing and approving agencies.
- Develop Infrastructure and Transportation projects that will lead to a higher quality experience along the lake
- Develop more indoor recreation and cultural centers
- Continue to add new wholesale/leisure product offerings in the North Lake Tahoe region
- Special Events to actively work with Conference Sales as a special event resource and partner for inbound groups



- 1 500 Seat Theatre
- 2 200 Seat Outdoor Theatre (Chairs)
- 3 1300 Seat Amphitheatre
- 4 1000 Seat Lawn Area
- 5 Stage
- 6 Work Area/ Storage
- 7 Multi-Purpose Room
- 8 Individual Artist's Work Spaces (4)
- 9 Classrooms (3)
- 10 Administration/ Office Area
- 11 Lobby & Art Gallery Area/ Concession/ Tickets
- 12 Service/ Delivery Area
- 13 Entry/ Events Plaza
- 14 (Existing) Northstar Parking Area
- 15 Service Road

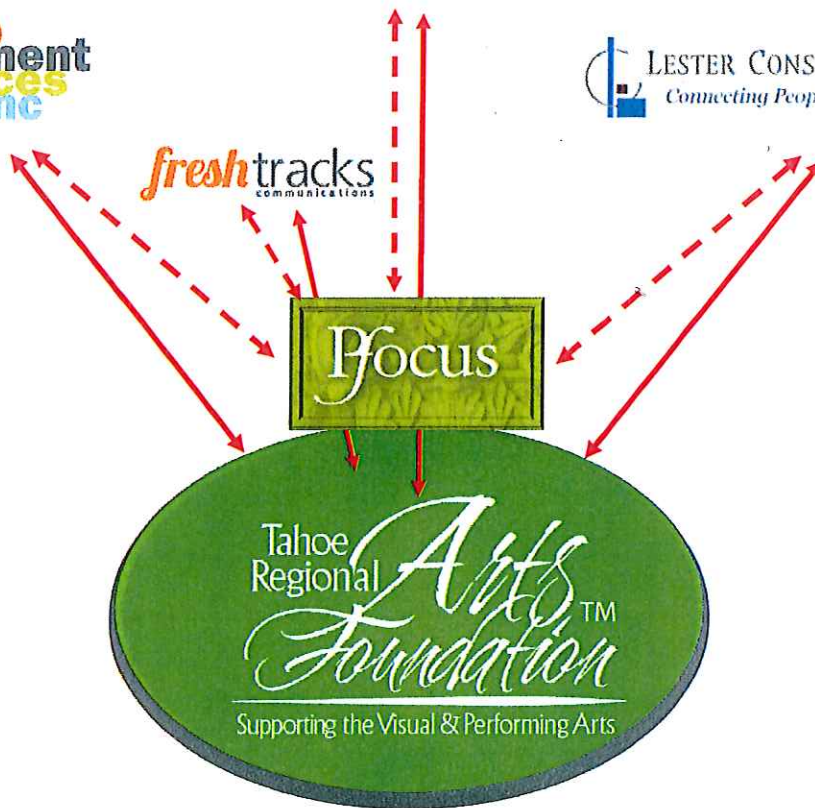
**williams + paddon**

ARCHITECTS // PLANNERS // PEOPLE

**webb  
management  
services  
inc**

**freshtracks  
communications**

**LESTER CONSULTING GROUP**  
*Connecting People with Possibilities*



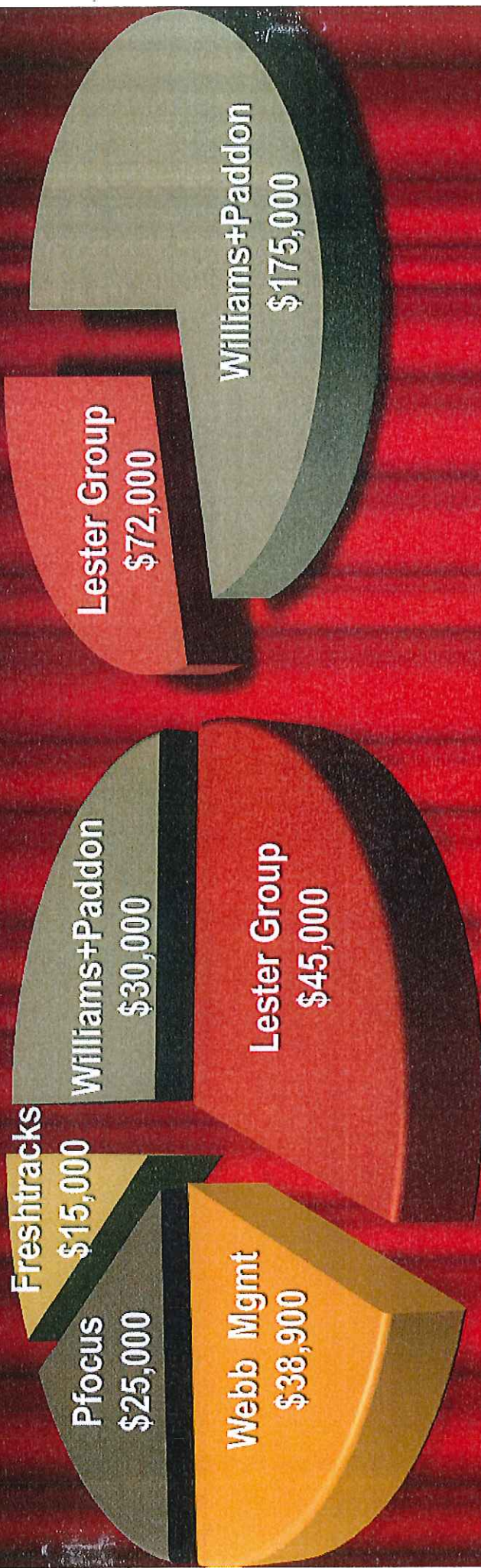
**Consultants to TRAF Board  
For Development of  
The Stage at Northstar**

- Pfocus - Project Management
- Webb Management - Operational Plan
- Lester Group - Fundraising
- Williams+Paddon - Architects



	December	January	February	March	April	May	Jr July	August	September	October	November	December
<b>Stage One</b>												
<b>Stage Two</b>												
<b>Go/No Go</b>												
<b>Budget Request for NLTRA</b>												
Webb Management	\$ 38,900											
Business/Operational Plan	\$ 45,000											
Lester Group	\$ 30,000											
Williams+Paddon	\$ 25,000											
Pfocus	\$ 15,000											
Freshtracks (Local PR firm)												
	\$ 153,900					\$ 153,900	\$ 187,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
							\$ 175,000					
							\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
												\$ 72,000
												\$ 247,000
												\$ 400,900





First Phase Request \$153,900  
 Go/No Go  
 Second Phase \$247,000  
**Total \$400,900**



**Feasibility Study and Business Planning  
for New Cultural Facilities**

**Truckee-North Lake Tahoe**

**January 2009**

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APPENDIX A: NEEDS ASSESSMENT PRESENTATION

APPENDIX B: PRO-FORMA OPERATING BUDGETS

APPENDIX C: RIMS II MULTIPLIERS COMBINED FOR WASHOE, PLACER AND NEVADA COUNTIES

# 1. needs assessment summary

Webb Management Services has been hired by the North Lake Tahoe Resort Association ("NLTRA") to develop a cultural facilities masterplan for new, proposed, and/or renovated cultural facilities in the North Lake Tahoe region. This chapter is a summer of the study's first phase of work, a needs assessment. A complete copy of the needs assessment is appended to this report.

Of particular consideration in the master plan is the diversity and breadth of the North Lake Tahoe region. The area is unified – and at the same time divided – by one of the nation's most captivating environmental landmarks. It is one of the most popular tourism destinations in the United States, known for its tranquil summers, coveted ski resorts and outdoor recreation, family oriented activities, and casinos. The population swells in the summer and winter months, due to high numbers of tourists and second homeowners.

This report summarizes the findings, conclusions, and recommendations of Webb Management Services' Needs Assessment for the NLTRA. Areas of research and analysis include:

1. Audience demand
2. User demand
3. Existing and proposed facilities
4. Benefits and impacts

## **Audience & Market Analysis**

The first step in this process was to define a market for the region. Using anecdotal information from comparable communities, survey information from the Lake Tahoe Music Festival, and experience defining market areas for cultural facilities in similar areas, we have defined the region into two key segments:

1. The North Lake Tahoe Region
2. The 30-mile radius surrounding Kings Beach

This analysis also examined the distinct differences between various communities in the region. Truckee has a larger proportion of families and has strong population growth. Sunnyside and Tahoe City have a high concentration of second homeowners, and population growth is relatively flat. Kings Beach has a significant Hispanic and Latino population as well as lower income levels. And in Nevada, Incline Village has an older and more affluent population.

Further, we have identified three distinct populations that represent potential arts attendees:

1. Permanent residents
2. Second homeowners
3. Visitors (i.e. tourists)

For the purpose of this study, second homes are estimated to be 40 percent of total housing stock. The numbers of second homes are increasing in the area likely due to aging baby boomers, newer tax laws, and a national trend towards perceiving real estate as a sound investment.

Approximately 1.8 million people visit the region annually. This number is projected to grow at a conservative rate of 5 percent per year. The visiting population is somewhat restricted by the current hotel and motel inventory within the basin, which is limited by TRPA restrictions and land availability. Future development that is planned and approved will provide higher quality accommodations with luxury amenities, leading to an increase in the number of visitors.

All three population segments (permanent residents, second homeowners and visitors) have a good propensity to attend arts events throughout the region. The permanent population base is well educated and very affluent. The presence of growing seasonal and visiting populations also supports this conclusion. Key audience segments include:

- Growing Hispanic/Latino population throughout the region.
- Large regional empty-nester and retiree population.
- Family populations in Truckee.
- Young adult and Hispanic/Latino residents in Kings Beach.

Even though the market is likely to support additional cultural facilities and arts activities as attendees, there are certain barriers affecting the development of regional facilities. First, North Lake Tahoe suffers from geographical isolation, with small insular communities and population "pockets". Secondly, each of these communities has its own identity and is competitive in nature. Finally, studies conducted on a regional level and information gathered via in-person interviews indicated that despite the region's strong capacity to support cultural organizations and activity, a majority of nonprofit contributions are made to organizations outside of the region.

### **Competitive Landscape**

To understand the existing supply of cultural facilities, we reviewed local and regional facilities where arts events and programming regularly occur. The results show:

- There are 22 local facilities currently used for public performance or presentation on a consistent basis, ranging in size from a 60-seat performance space at the KidZone museum to the large-scale outdoor facilities located in parks, ski resorts, and even a golf course.
- Half of the region's facilities are operated by schools, churches, or casinos, facilities that are generally in poor condition and have limited theatricality.
- A large proportion of performing arts events take place in untraditional venues such as bars, restaurants, conference rooms, and backyards.
- Larger regional performance spaces in Reno and Carson City host more significant touring entertainment.

In addition to live performance venues, there are 21 cultural facilities located throughout the region. These facilities include heritage museums, dance and theater studios, small galleries, and educational institutions. These cultural facilities tend to be in better condition than live performance venues and well-supported by the community.

Based on the existing facility inventory and interviews, observations about the current competitive landscape are:

- Quality and quantity of local performance facilities limit program opportunities for artists, arts groups, schools, community organizations and permanent, seasonal, and visiting audiences.
- The inventory of cultural facilities may be stifling the development of cultural groups and the sustainability of local artists. For example, a lack of affordable artist workspace seems to be inspiring working visual artists to leave the area.
- Most local performance spaces are in poor to fair condition and were not created to support quality live performances.
- Many facilities are affiliated with schools and churches, with booking policies that are risky for outside users.
- There is a large inventory of outdoor performance spaces supporting seasonal festivals and events.
- There are a large number of proposed facilities, many have flexible concepts and are willing to reevaluate based on the recommendations of this study.

## **Uses & Users**

The market and facilities analysis, along with input from a diverse cross-section of constituents, and previous research that was reviewed and collated in support of this report suggests demand for several types of programs.

There is a clear need for community-oriented cultural programming. Specifically, participatory or instructional classes for children and all-ages, family oriented programs, and theatrical presentations. Programs should target Hispanic and Latino populations, children and young adults. There is also a notable demand for programming geared toward older adults, empty nesters, and retirees. And there is a need for some programming that is very affordable and/or free.

There is also notable demand from area arts groups for localized cultural facilities, including a small to mid-sized high quality performance space. Specific demand includes:

- 708 potential uses for a performance venue of up to 300-seats.
- 287 potential uses for a venue with between 325 and 500-seats.
- 86 potential uses of a venue with more than 1,500 seats.
- 124 potential uses for outdoor facilities.

Also required are sufficient rehearsal facilities, more classroom and teaching space, as well as outdoor event and performance space. And visual artists in the community have insufficient workspace, exhibition, gallery and studio space.

## **Benefits & Impacts**

By complementing the priorities of current planning initiatives, as well as the goals, sensibilities and flavor of varying local communities, new cultural facilities have potential to further improve an already high quality of life, attracting and enhancing workforce and productivity of existing businesses, supporting community development and also serving as an important economic driver.

## **Conclusions & Recommendations**

The North Lake Tahoe region has a good propensity and capacity to support additional cultural activity. Existing venues limit the quality and quantity of cultural activity, stifling the establishment and growth of local arts organizations. There are a number of new facilities in development, and a clear need for quality performance venues in the region.

The following observations are of particular importance:

- New facilities and programs should first aim to serve the local permanent residents, then market to the seasonal and visiting populations.
- There is notable demand for facilities and programs on the part of regional residents and organizations.
- Investment within new cultural activity and facilities may offer an opportunity to further develop a unified sense of regionalism, particularly through the development of a creative economy.

There are five types of needs for cultural facilities in North Lake Tahoe.

**1. Community based cultural facilities in Truckee, Tahoe City, Incline Village, and Kings Beach.**

The primary objective of these spaces is to provide functional space and accessible programs for permanent residents and second homeowners. Physical characteristics of these space should include flexible performance space, rehearsal space, wet, dry and media-oriented classrooms, dance studios, and exhibition space. Community arts facilities should encourage cultural activity, develop local arts organizations, provide "hands on" programming for all ages, and more.

**2. Larger facilities to serve North Lake Tahoe as a whole.**

- a) One facility should support the North Lake Tahoe arts community, unifying regional arts groups and audiences. The facility should offer events and programming that are interactive and engaging. To accommodate this type of programming and ensure a sustainable operation, physical characteristics should include:

- 500-seat performance space with fly tower.
- 100-seat black box theater.
- Children's arts facilities.
- Rehearsal space suited for dance.
- Multi-media capabilities including film equipment.
- Administrative space for resident groups and short-term community access to administrative and meeting space for other arts groups and artists.
- Meeting space.
- Exhibition or gallery space.

- b) A second facility should focus on providing audiences with year-round, nationally-respected performing arts events. This facility should focus high-end performers and talent, presenting world-class dance, music and theater. To appeal to national presenters and performers, this space should possess the following physical characteristics:



- 800-seat 'jewel-box' performance space.
  - Orchestra pit.
  - Fly tower.
  - Quality acoustics.
  - Proper backstage amenities.
  - Large lobby with high level gallery.
  - High quality food service.
  - Ability to convert (or partially convert) to flat floor for cabaret style events.
3. **Appropriate and permanent outdoor facilities.** A large inventory of amphitheaters and outdoor performance spaces already exist in the region. But many of these spaces are untraditional, lacking fixed seating or stages, stage coverage, and basic patron amenities. New facilities should possess some of these characteristics. Consideration should be given to the audience experience, creating a comfortable atmosphere for large audiences and highlighting the beauty of the region. Specific recommendations include:
- a) A flexible outdoor plaza for local festivals, art fairs, and informal music
  - b) One high-quality, mid-sized amphitheater with a spectacular setting
  - c) One larger capacity amphitheater to meet the economics of commercial touring artists
4. **Heritage facilities.** These types of facilities are inherent to the rich history of the North Lake Tahoe Region. While the study findings do not suggest specific concepts for museum and heritage projects, we endorse their development as long as they do not drain the funding pool. These projects should be allowed to develop in an entrepreneurial manner, potentially fundraising capital costs and building a sustainable operation.
5. **A visual arts center.** Interviews with local artists indicate a strong need for adequate workspace as well as sufficient retail and exhibition space. A Visual Arts Center would establish a cultural, creative identity, connect local working artists, employee professional artists, reduce the trend of artists leaving the region, and more. This facility should include:
- Space in which local artists can create and sell their work.
  - Program space for artists to teach classes.
  - Multi-purpose room for lectures, meetings and more.
  - Nonprofit exhibition space.
  - Food service for visitors and artists.

## 6. regional roadhouse and amphitheater

Finally, we here describe the regional roadhouse and amphitheater, based on the concept for new facilities proposed at Northstar. Appended are more detailed descriptions of a couple of similar projects.

What is unique about this concept is a plan for indoor and outdoor facilities that are animated more by touring programs and are targeted more to second home and visiting segments of the regional market. Let's assume the development of the following spaces:

Indoor area: 55,000 gross square feet

Components:

- A 600-seat flexible performance space with an enclosed stage and backstage areas. There is a fly-tower (for raising and lowering lighting and scenery), an orchestra shell (that allows a music ensemble to perform on the stage) and an orchestra pit (that allows live music for dance or theater productions).
- A large lobby that includes a concession area/coffee bar.
- Backstage support, including dressing rooms, green room and production offices.
- An outdoor performance area with a large covered stage, fixed seating of 1,000 and additional lawn seating of 1,500.

New let's consider all of the various ways that the indoor and outdoor facilities come to life:

**Presenting:** The programming focus of this project is presenting - both in the indoor year-round facility and the outdoor amphitheater. The intent is to book and present a range of high-end arts and entertainment programs that attract audiences and visitors to the area, respond to the preferences of local residents and second home owners, and build a profile and identity of the resort community.

**Community Rentals:** We would assume some level of rental activity by regional arts organizations able to fill these halls and afford the higher cost structure. The Lake Tahoe Shakespeare Festival and the Lake Tahoe Music Festival are possible users, amongst others.

**Meeting and Special Events:** These facilities will be particularly appropriate for meeting and special events such as weddings, corporate presentations and retreats. The facilities should support the meeting and event business pursued by the overall resort and also provide significant earned income to reduce the annual funding requirement.

Once again, the combination of these event types presents a series of challenges to facility managers.

As to who would operate the roadhouse and amphitheater, we would recommend that the Resort create a new nonprofit to manage both the indoor and outdoor facilities.

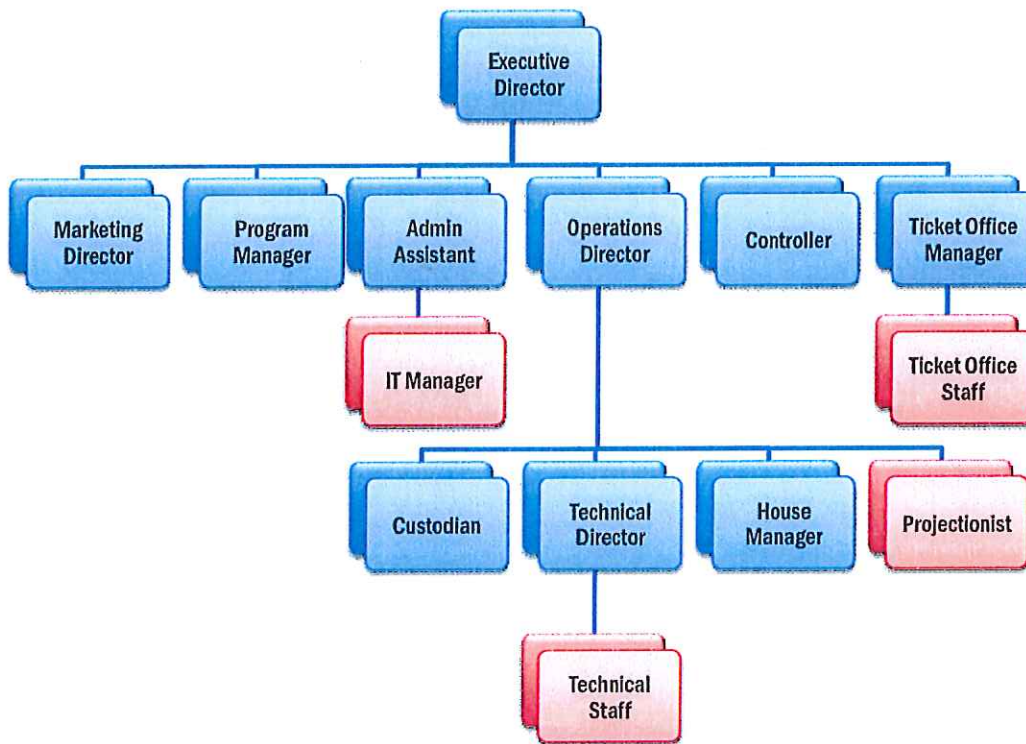
Here then is the beginning of operating policy for the roadhouse, considering how it should be operated on a day-to-day basis to serve the program described above:

- As with our other facilities, all types of activity to be supported must be recognized as important. The facility management team must do its best to balance access and demand among these groups.
- Explicit policies must be in place on how facilities are booked, including how far in advance dates can be secured, rental rates, scheduling priority, cancellation fees and other charges.
- User fees (for such services as use of the box office, technical staff and house staff) should be charged in addition to the base rental rates, both for campus and community users.
- We would recommend that several community-based organizations have the opportunity to seek classification as a resident organization at the roadhouse and/or amphitheater. Resident groups gain preferred rental rates and status for booking in exchange for bringing a certain amount of activity and benefit to the venue. These groups can guarantee a relatively consistent level of activity to attract participants, audiences and tourists and build an image of the facility through ongoing use, supporting ongoing marketing and fundraising efforts. We generally favor a process where organizations qualify as residents through an open application process. In such a process, the criteria by which these organizations qualify should be published, and might include their level of programming, worthiness of mission, the quality of their work, their track record and level of organization and financial capacity.
- All arts facilities should embrace energy efficiency and sustainability, developing green operating practices in such areas as transportation, energy efficiency, consumables and community awareness of those practices.
- New facilities should take advantage of new technologies in ticketing, including online services, in order to serve users and audiences and to collect data with which to market the facility and its programs. The central box office for the facility should develop a web page with a ticketing function that sells tickets online both for presented programs and for outside renters. This is particularly critical with so many

seasonal visitors and tourists who cannot always purchase advance tickets in person and often look to the internet for vacation planning.

- To the extent that space allows, the roadhouse should include food service capabilities, including concessions in conjunction with performances, catering for special events in the theater and amphitheater, backstage catering for artists and lobby of the building.

Here is an organizational chart that identifies staff required to run the Roadhouse. The pink boxes denote part-time staff.



Here are job descriptions for key positions:

**Executive Director:** The manager of the regional roadhouse and amphitheater is responsible for administering the facility on a day-to-day basis, overseeing operations and staff, overseeing a professional presenting series, overseeing annual budgets and capital improvement plans, monitoring performance, overseeing all programs and rentals, negotiating supplier contracts and maintaining the physical plant. Marketing the facility to resort residents, hotel visitors and the public, users and other elements of community leadership will be a particularly important duty, as it relates to both audience development and fundraising. We would suggest that this

position should be filled at least one year before the facility opens, to assist with planning, construction, commissioning and preparation for operations.

**Marketing Director:** Primarily responsible for the marketing and promotion of events and programs to be presented in the Roadhouse and Amphitheater, including the implementing an audience development strategy, seasonal and event marketing plans, promotional materials, media buying, public relations and publicity, and the use of various online marketing tools in collaboration with an outside web professional. The other part of the job is supporting the marketing efforts of outside renters. This is a critical function in order that these other users of the roadhouse and amphitheater are able to find audiences and sell tickets, thus ensuring their ability to pay rent for access to these facilities. The position also reports to the Executive Director and should be in place at least six months before the renovation is complete.

**Programming Manager:** A full-time position responsible for the planning and delivery of programs in the roadhouse and amphitheater, including the scheduling of all programmable spaces, the booking of presented programs and the coordination of rental events. Particularly important are those skills related to finding, negotiating and promoting the presenting program. This staff member should be in place at least nine months before the opening, reporting to the Executive Director.

**Operations Director:** In charge of all operations and the technical aspects of production in the Center. He/she is charged with backstage maintenance, the safe and responsible use of stage equipment and facilities, scheduling all crew calls including load-ins, changeovers, show calls and load-outs, and coordinating with front of house activities. The position also supervises the Technical Director and crew, house operations and the projectionist. The position should be filled at least six months before the building opens.

**Controller:** This full-time position is responsible for fiscal compliance and day-to-day financial management. The Controller would assist the Executive Director in the preparation of annual and capital budgets, monitor cash flow, oversee the annual audit, develop cash receipts systems and more. This individual should have an understanding of best practices and procedures associated with operating a charitable organization.

**Ticket Office Manager:** This position runs the ticket office and is accountable for a high daily volume of cash and credit transactions, working closely with the Executive Director to prepare daily audit reports and maintain accurate records and account balances. The position also works closely with renting organizations to coordinate their ticketing needs. This staff member should be on the job at least three months before the Center opens.

**Technical Director:** A full-time position to manage backstage operations of the performance spaces. He/she is charged with backstage maintenance and the safe

and responsible use of stage equipment and facilities. The position requires experience with stage, sound, lighting, mechanical rigging and electronics systems, as well as theatrical equipment set-up, operation, and maintenance.

*House Manager:* This is full-time position recruits, trains and mobilizes ushers and ticket takers for events in the performance space or multipurpose room. This position requires a strong orientation to customer service training, as well as the ability to train and motivate volunteer staff to deliver a high level of service at events.

*IT Manager:* This part-time position would be responsible for the development, implementation and maintenance of web based programs and computer technology. The position will work closely with the Box Office Manager, and requires a good understanding of ticketing systems, equipment and web interfacing. The IT Manager will also liaise with the Marketing Director to update and maintain the website. Finally, this individual is responsible for assisting administrative staff with computer maintenance and trouble shooting.

Appended to this report is a one-page pro-forma operating budget for the roadhouse and amphitheater. Here is a description of the budget and it implications:

- Again, the key step in developing the pro-forma has been estimating activity in all programmable space. While the resulting program of events is not an exact forecast of activity, it does provide a basis for projecting earned revenues, expenses and attendance.
- This pro-forma should be considered a "live" model, one that can be adjusted based on changing circumstances and assumptions. It is fundamentally a tool to help prepare for the operation of these facilities.
- Rental rates for the theater and amphitheater have been established for nonprofit and commercial users. We then project levels of use for each space, including presented film and live events, rentals to nonprofit and commercial groups, private and corporate events.
- Attendance levels are forecasted for each event, which allows us to project additional revenue sources (e.g. concessions) on a per-capita basis. We have projected that either 75% or 67% of available seats will be sold on all events. This is an appropriately conservative attendance level given our experience with similar facilities. Gross revenues for specific events are based on the number of events, capacity sold, attendance, and average ticket prices.
- Hospitality income in the facility could be significant. We project concessions at all theaters, as well as catering income from special events held in various spaces. Catering income is based on a net per capita and a net per event, which gives the operator the flexibility to contract an outside operator as long as those net targets can be achieved.

- Another unpopular but necessary revenue stream comes from ticket handling charges. We are assuming that the Center's ticket office charges buyers for tickets sold online and by telephone.
- Finally, a facility surcharge is proposed to offset operating expenses, a frequent practice for performing arts facilities. The surcharge is a \$1.50 per ticket charge.
- Operating expenses come under the headings of personnel, administration and operations. Staffing costs have been set with reference to local salary levels, also applying 30% for full-time staff benefits and 15% for part-time staff benefits.
- Administrative costs include basic office services and systems, as well as resources for marketing and promotion of the Center.
- Operating costs relate to the physical operation of the facility, starting with base occupancy costs, estimated on a cost per square foot basis given occupancy costs at comparable arts facilities. We also add direct program costs, including both teachers and related overheads.
- Operating expenses less earned income equal the annual funding requirement for each facility, which would then be supported through various means - both from the public and private sector.



The Tahoe Regional Arts Foundation is an organization dedicated to providing theatrical and cultural experiences for the residents, youth and visitors to the North Lake Tahoe Region. Our 501 (c)(3) non-profit designation letter from the IRS is to arrive soon.

The goal of the Foundation is to build and manage a 500 seat indoor theatre and a 2500 seat amphitheatre (1500 fixed seating & 1,000 lawn seating). "The Stage at Northstar", which will draw visitors from Sacramento, the San Francisco Bay Area, Reno, and throughout California and the U.S. Attendees will experience local, regional and national productions by amateurs, professionals and youth oriented programs.

Because of its unique North Tahoe location, visitors to the area will have a theatrical experience that will rival any they may have in an urban or suburban environment, and will be a big visitor draw to the North Tahoe Region. This unique theatre's program will be unmatched because of its location and educational programming.

A major component of the Foundation's theatre program is to collaborate with the Tahoe Truckee Unified School District in providing a state of the art theatre for a curriculum based Arts, Media and Entertainment classes for the youth of the North Lake Tahoe schools as described in the Career Technology Education Framework (attached). In addition to the regular school year curriculum the Foundation will provide a two month learning experience for youth from across the nation in a summer theatrical experience. The curriculum will be designed to provide students a credit course which will cumulate in a production.

The Foundation will also work with Truckee California campus of the Sierra Community College to develop a theatre arts program where community college students can earn an associate degree in Theatre Arts.



# Pfocus

## ABOUT PFOCUS

Pfocus is headquartered in Phoenix, Arizona and provides Owners Representation and Project Management services throughout the United States. We have over 30 years of collaboratively guiding the planning, design and construction of public and private sector capital projects. Our portfolio includes over \$600 million of high profile, complex performing arts theaters, museums, and convention centers. Our well developed leadership and management approach maximizes the talents of the entire team. Our process to guide the team, coupled with our technical knowledge, ensures clarity during decision-making and results in consensus.

## ABOUT US



### Rick Pfannenstiel

As Principal of Pfocus, Rick blends his unique style, experience, and knowledge to lead and manage the Project Team's journey successfully delivering the Owner's vision. He skillfully extracts the client's mission, identifies compatible resources to service these goals, and inspires the team to perform their best. Rick has over 30+ years of experience in the planning, design, and construction phases for over one billion dollars of cultural centers, educational facilities, public venues,

correctional institutions, commercial buildings, and industrial complexes. He is a licensed Professional Engineer (Electrical) with a Bachelor of Science in Architectural Engineering from the University of Colorado. Throughout his career, Rick has been a member of several organizations, including the International Association of Venue Managers (IAVM), Project Managers Association (PMA), Men's Arts Council (MAC), and the Illuminating Engineering Society of North America (IESNA).

## REPRESENTATIVE PROJECTS LIST

6 June 2012

### Mesa Arts Center

*Performing & Visual Arts Center - \$101 million - Mesa, Arizona*



Development of 205,000 sq. ft. performing and visual arts center with 1600-seat Lyric Theater, 550-seat Repertory Theater, 200-seat Playhouse Theater, 99-seat Studio Theater, 14 performing and visual arts studios, visual arts gallery, and administrative offices sited on 7-acre public plaza.

### Phoenix Civic Plaza

*Convention Center Renovation - \$36 million - Phoenix, Arizona*

Renovation of 550,000 sq. ft. convention center via strategic design and construction sequences to maintain on-going revenue generating operations.

### Theatre For A New Audience

*Performing Arts Theatre Value Engineering Study - \$30 million New York, New York*

Value engineering study of 27,500 sq. ft., 299-seat Elizabethan style performing arts theater with full compliment of front-of-house amenities, back-of-house support, sited within the Brooklyn Academy of Music Cultural District.

### Chandler Center for the Arts

*Performing Arts Center Renovation - \$7 million Chandler, Arizona*



Refurbishment of 1500-seat multipurpose performing arts theater, which include theatrical rigging, theatrical lighting control, and theater seating upgrades.

### Johnson Bank - Deer Valley Branch

*Commercial Bank Branch - \$3 million - Phoenix, Arizona*

### Phoenix Sky Harbor International Airport Sky Train

*Elevated Passenger Train System - \$529 million Phoenix, Arizona*

### Herberger Theater Center

*Performing Arts Theatre Renovation - \$16 million Phoenix, Arizona*



Renovation of 80,000 sq. ft. performing arts center with 800-seat Center Stage, 325-seat Stage West, 110-seat Kax Theater along with full compliment of front-of-house amenities and back-of-house support.

### Phoenix Convention Center Expansion - Phase 2

*Convention Center Expansion - \$360 million - Phoenix, Arizona*



Replacement and expansion of the downtown convention center North Building via strategic design and construction sequences to maintain on-going revenue

generating operations.

### Arizona State University School of Journalism

*Classroom Building Construction Scheduling - \$30 million Phoenix, Arizona*

### Orpheum Theatre

*Performing Arts Theatre Renovation and Restoration - \$14 million Phoenix, Arizona*



Renovation and restoration of a 1929 vintage performing arts theater via multiple project phases based on funding scenarios and adjacent developments to revitalize this

1400-seat venue.

### City of Surprise Performing Arts Center

*Performing Arts Theatre Feasibility Study - \$15 million Surprise, Arizona*

### Ballet Arizona

*Performing Arts Studios and Shops - \$5 million - Phoenix, Arizona*



Adaptive re-use of 40,000 sq. ft. commercial warehouse to provide dance studios, costume shop, scene shop, performer support, patron amenities, and administrative offices.

### Wheeler Opera House Expansion

*Performing Arts Theatre Expansion - \$30 million - Aspen, Colorado*

Expansion of the 1889 historic opera house to provide flexible performance studio with complimentary front-of-house amenities and back-of-house support.

### Nuss Building

*Adaptive Re-Use Study and Team Selection - Scottsdale, Arizona*

### Tempe Center for the Arts

*Performing & Visual Arts Center - \$68 million - Tempe, Arizona*



Development of 88,000 sq. ft. performing and visual arts center with 600-seat Main Theater, 250-seat Studio Theater, multi-purpose room, visual arts gallery, and

administrative offices sited on 25-acre public park adjacent the Tempe Town Lake.

### Historic Balboa Theatre

*Performing Arts Theatre Rehabilitation - \$26 million San Diego, California*



Rehabilitation of 1,350-seat historic performing arts theater via strategic design and construction packages of selective demolition / abatement, seismic retrofit, and

renovation / restoration.

### New York Aquarium - Ocean Wonders: Shark!

*Aquarium/Care Facility Value Engineering Study - \$150 million New York, New York*

### Phoenix Convention Center Renovation - South Building

*Convention Center Renovation - \$20 million - Phoenix, Arizona*

### Herberger Theater Center

*Performing Arts Theatre - \$20 million - Phoenix, Arizona*



Development of 80,000 sq. ft. performing arts center with 825-seat main theater, 350-seat playhouse theater and rehearsal room along with full compliment of front-of-house amenities and back-of-house support.

### 90 Mountain View

*Multi-Story Commercial Office Building - \$9 million Scottsdale, Arizona*

### Northern Arizona University Ardrey Auditorium

*Performing Arts Theater Renovation - \$6 million Flagstaff, Arizona*

Renovation of 1,500-seat performing arts theater, which includes theatrical lighting control, audio-video system, and theater seating upgrades.

### Arizona Opera

*Performing Arts Studios and Shops - \$5 million - Phoenix, Arizona*



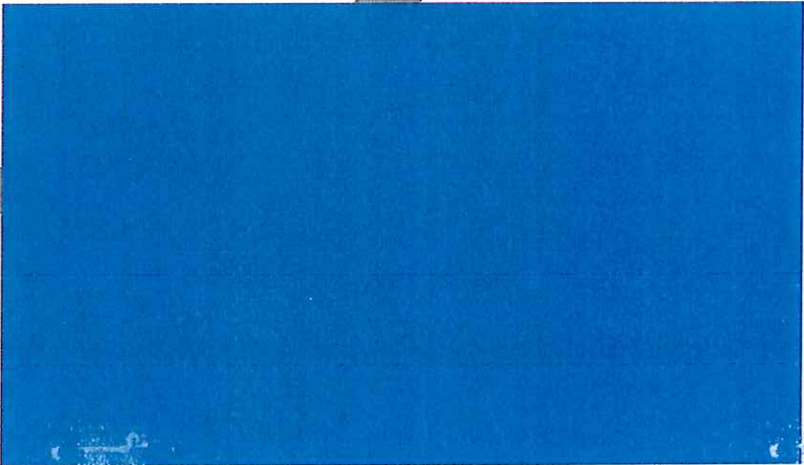
Adaptive re-use of 18,000 sq. ft. commercial building and addition to provide rehearsal studios, costume shop, scene storage, performer support, patron amenity, and administrative offices.

*The Herberger Theater Center, Mesa Arts Center, Orpheum Theatre, Phoenix Civic Plaza, and Tempe Center for the Arts represent projects, which Pfocus staff led and managed on behalf of the Owner while employed elsewhere.*



# LESTER CONSULTING GROUP

*Connecting People with Possibilities*



*"Men are all alike in their promises.*

*It is only in their deeds that they differ."*

MOLIERE

## THE RIGHT FIT...CHOOSING A CONSULTANT

As a key decision-maker, you know how critical it is to choose the right consultant for your management or fund raising needs. Hiring consultants can be very expensive and costly, especially if you make the wrong choice.

Clearly, it is a difficult task to sort through the seemingly endless supply of consulting firms — each promising success and exceptional results. And although results are important, you want someone who is committed to achieving more than just a single objective.

You want someone you can work with... someone who fits in as a member of your team... someone who will take time to understand the dynamics of your organization... someone you can trust... someone



motivated to exceed expectations... someone committed to leaving you with practical management or fund raising skills... and ultimately, someone who will convince you that your investment was well worth the risk.

Is that impossible? We don't think so.

We believe every organization deserves that kind of partnership with the firm and the consultant it hires. And even though we are firmly committed to those objectives, we recognize that Lester Consulting Group may not be the right firm for every organization.

Each organization is unique, requiring a unique set of skills, products, and people to create success. Therefore, long before we submit a proposal for your consideration, we begin by thoroughly researching your organization and your needs to ensure the "right fit". We willingly incur this cost in order to guarantee your success and ours. We also understand that this first impression may be the last impression we leave with you.

The foundation of Lester Consulting Group is our philosophy — our well defined mission, our vision of our role, the values we bring to our work, our operating beliefs, and the goals we set for ourselves and for you. These are the qualities that set us apart and guide all of our efforts — qualities that we also use to measure our success.

We invite you to evaluate our success by the measure of respect our clients hold for our staff, our services, and our products. Then we encourage you to judge for yourself.

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## history

Williams + Paddon was founded in 1981 by Jim Williams and Jack Paddon. The firm has been guided since its beginning by the belief that quality architecture requires a continuing commitment to design excellence, technological leadership, responsive service, sound business practice and environmental stewardship.

## services

### architecture

- programming
- existing facilities research
- architectural design
- construction administration
- code compliance
- materials research
- energy studies
- 3d modeling
- photo realistic rendering
- project marketing material

### interior design

- facilities programming
- interior architecture
- space planning
- interior finishes specification
- furniture specification & installation
- custom furnishing design
- equipment inventory & layout
- signage system design
- construction documentation
- construction administration

### planning

- master planning
- urban design
- site planning
- project feasibility studies
- design guidelines
- entitlement processing
- land use analysis

### special services

- accessibility / casp
- dsa close-out
- plan check & review
- energy efficiency analysis & strategy
- leed® certification
- hot projects
- graphic design

## project types

master planned communities  
corporate offices  
retail and restaurants  
civic centers  
community facilities  
athletic facilities  
international hospitality  
educational facilities  
performing arts  
cultural centers  
religious facilities  
public safety buildings  
multi-family residential



## KINGS BEACH TOWN CENTER

Kings Beach, California

This is a mixed-use project that includes a combination of land uses for residential, commercial (for locals and tourists), medical and professional offices, and public facilities. The Kings Beach Town Center consists of a 3.86 acre site located in the heart of Kings Beach bounded by State Highway 28 to the South, the North boundary line of the property on Salmon Street, Fox Street to the East and Coon Street to the West. The project contains 37,900 square feet of retail uses, 48,200 square feet of office, 83,948 square feet of commercial/office use, a parking structure and 72 housing units of which 10 are proposed to be at the workforce/affordable levels. The overriding project goal is to create a pedestrian friendly mixed-use development that incorporates various land uses while producing "net gains" to the community from both a water quality and economic perspective.

