



north lake tahoe

Chamber | CVB | Resort Association

November 4, 2014

Subject: Monthly Activity Report—October, 2014

From: Ron Treabess, Director of Community Partnerships and Planning

A. Capital Investment/Transportation Work Plan Projects—Update

1. North Lake Tahoe Resort Triangle Transportation Vision Coalition

- Planning is nearing completion for the 3rd Annual Transportation Summit
- Summit will be Thursday, November 13th, 8:00 am to 12:45 pm, at the Truckee Tahoe Airport.
- Save the Date flyer **Attached.**

2. North Lake Tahoe Express

- A new contract was successfully negotiated and service commenced starting July 1st.
- Funding levels based on amount of service, which are the same as last year, were acceptable to all partners. This would be up to \$110,000 of TOT depending on final negotiations with the contractor.
- There has been no subsidy required for the first 2 1/2 months under the new contract.
- The new consumer's website is nearing completion and should be launched next week. Check it out at <http://nlte.codeintel.net/>
- The Reno Airport Welcoming Center space has been vacated and other opportunities to market North Lake Tahoe at the airport are being evaluated.

3. NLTRA Tourism Development Master Plans Update

- Staff has completed a draft update to the 1996 and 2004 Master Plans
- Consultant, Freshtracks Communications, was hired to assist in organizing the written material and public outreach.
- The revised draft is now being further reviewed for added clarity and flow between all the chapters by Design Workshop which has been involved with NLTRA previous master plans.

D-11.1

- The Master Plan committee met and discussed revisions proposed by Design Workshop
- Public outreach is now planned for early December
-

5. SR28/Fanny Bridge Community Revitalization Project

- A Federal Lands Access Program (FLAP) funding request has been approved by the FHA in the amount of \$25,508,000 for projects located on the north and west shores of Lake Tahoe.
- These funds will be used to extend the West Shore bike trail down to Meeks Bay, construction of the SR89/Fanny Bridge Community Revitalization Project, once alternative selection is agreed upon, and to construct the Dollar Creek bike trail from the top of Dollar Hill east through Cedar Flat.
- The Tahoe Transportation District is the lead agency for the Meeks Bay and Fanny Bridge projects, while Placer County Department of Public Works is preparing the Dollar Creek Trail project.
- The goal of the Access Program is to improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands.
- The NLTRA Board and Board of Supervisors approved TOT funds in the amount of \$1,775,000 as a share of local funds required to receive the FLAP funds.
- The environmental document is anticipated to be released for review in early fall.

6. Project Funding Approved by Board of Supervisors

- The Placer County Board of Supervisors approved up to \$651,000 for seven projects recently recommended by the CIT Committee and NLTRA Board. The projects are:
 - The Stages Performing Arts Phase 2
 - Commons Beach Sand Replenishment
 - Kings Beach Gateway and Boardwalk Planning
 - Kings Beach Public Pier Concept Plan
 - Northstar/Martis Valley Trail Phase 1B
 - North Tahoe Shared-use Trail Planning
 - Squaw Valley Trail Winter Clearing

7. Homewood Bike Trail and Dollar Creek Bike Trail

- The California Tahoe Conservancy has approved \$1 million dollars in grants to these two projects.
- \$500,000 will go to TCPUD toward the construction of the Homewood Trail. Construction of the Homewood Trail should commence in FY 2014/15.
- \$500,000 will go to Placer County to enable the purchase of a parcel in Cedar Flat to allow the terminus of the Dollar Creek Trail to connect with neighborhood streets and continuation of the bike route.

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- The Dollar Creek Trail is also receiving a portion of the funding from the Federal Land Access Program and TOT local match funds (\$285,000).

8. North Tahoe Parking Study

- NLTRA Board and the County Board of Supervisors approved the CI/T recommendation for an allocation of up to \$66,000 of TOT to help fund this \$85,000 project.
- LSC Transportation Planners will lead the study preparation.
- The study will provide project level analysis for expansion of Tahoe City's Grove Street Parking Facility
- It will analyze the development of a parking management strategy and new parking standards for North Lake Tahoe

9. Kings Beach Commercial Core Improvement Project.

- KBCCIP is progressing extremely when under the management of Placer County Dept. of Public Works.
- As of June 30th, the contractor will suspend work on Hwy. 28 for the summer and move its efforts into the neighborhood streets, returning to the Hwy. after Labor Day.
- The NLTRA allocation of \$6.75 million has all been invoiced by Placer County for project expenditures.
- This has been the largest single project allocation of TOT funds,

10. Capital Investment and Transportation Work Plan Application Process

- One of the main items included is the new Requests for Funding Application Process which is recommended to be a once-a-year event with some exceptions.
- This process is now underway with 10 applications submitted.
- The CIT Committee listened to all applicants presentations at its October 27th meeting.
- Committee recommendations will be prepared for Board review at its December Board meeting.

11. Next Capital Investment/Transportation Committee Meeting

- The next Committee meeting is scheduled for Monday, **November 24, 8:30 a.m. until 4:00 p.m., at the Tahoe City Public Utility District. As that is a holiday week, November 17th is being considered as an alternate date.**
- Everyone is welcome to attend these meetings and take part in project discussions.

B. Other Meetings and Activities Attended

- Tahoe Transportation District Board Meeting
- Transit Vision Economic Analysis Work Plan w/Consultant
- Winter Skier Shuttle Partners Strategy Meeting
- Master Plan Revision Review Meeting

D-11.3

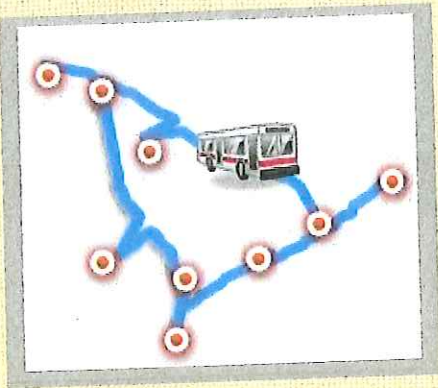
- North Tahoe Transit Branding Committee
- Chamber Mixer at Tahoe Furniture Outlet
- Placer County Transportation Planning Agency Board Meeting
- Transit Summit Planning
- Organizational Sessions for Candidate/Voter Community Meetings
- Candidate/Voter Community Forum
- Board of Supervisors Meeting
- Ribbon Cutting for Snow Creek Project

D-11.4

SAVE THE DATE!

Space will be limited & RSVP's will be required. Watch for your invite and RSVP link this week!

2014 Transportation Summit



NOVEMBER 13, 2014

8AM – 12:45PM

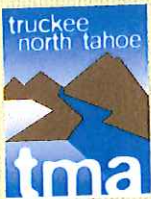
Truckee Tahoe Airport

FREE TO ATTEND

Please join us and see what we have been up to!

- *Overview of Past Year's Progress
- *Economic Analysis of the Transit Vision
- *Moving Forward

In Coordination with:



For More Information or Additional Details Contact the TNT/TMA 530-582-4931

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CEO Update – October, 2014

Here are a few projects that I have been involved with during the past month:

Membership Luncheon

- Hosted the Membership Luncheon on October 17 with speakers from the Tahoe Prosperity Center, Andy Wirth and Brian Kulpin with the Reno Tahoe Air Service initiative.

Master Plan Review

- Met with members of the task force and Stephanie Grigsby to go over the revised draft of the Master Plan and gain clarity on the changes desired and direction for Design Workshop in assisting with the rewrite.
- Outreach will be postponed until January in order to make sure that the draft is complete and to not compete with the holidays.
- Final document will now be anticipated in April.

Annual Report

- Digital version was delivered to all members via email and link to Biz Bytes. Copies have been given to business associations, committee members and Board of Supervisors.

WACE Chamber Training

- Attended a one day workshop in Sacramento with Valli on Leadership of Successful Chambers. There were about 80 people in attendance from approximately 30 chambers in N. California. Attendees were primarily CEO/ED staff and board members. Valuable for understanding the role of chambers in their communities and best practices.

Sierra Business Council Innovation Conference

- Attended the Sierra Business Council conference at Granlibakken on October 9-10. This conference focused on some economic and tourism components that could benefit the Sierra region.

Placer Board of Supervisors

- Presented our semi annual marketing report, discussed Ironman, and provided an update on the Master Plan process to the Board of Supervisors. Also attended the reception at the Community House the night before.

D-12.

**NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014
Preliminary Results**

		OVERALL	SURVEY YEAR	
			2014	2012
Are you:	An overnight visitor, spending at least one night in the NLT area	73%	79%	63%
	A visitor passing through, spending the night elsewhere	12%	9%	18%
	A day visitor (starting and ending your day at your own home)	14%	12%	17%
	A North Lake Tahoe area resident	1%		2%
TOTAL		100%	100%	100%
	n =	757	492	265
(Follow-up Survey) Are you:	An overnight visitor, spending at least one night in the NLT area	73%	78%	67%
	A visitor passing through, spending the night elsewhere	13%	4%	25%
	A day visitor (starting and ending your day at your own home)	13%	19%	8%
TOTAL		100%	100%	100%
	n =	52	27	24

30 Oct 14
Source: RRC Associates

E-13.1.1

**NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014
Preliminary Results**

OVERNIGHT VISITORS ONLY		OVERALL	SURVEY YEAR	
			2014	2012
Please describe your accommodations while you are in North Lake Tahoe	Paid lodging (hotel/motel, condo rental, etc.)	60%	58%	65%
	In a second home/vacation unit you own/vacation home	17%	18%	13%
	With friends/family who live in the area	17%	20%	10%
	Tent/RV/camping	5%	4%	8%
	Other	2%	1%	4%
TOTAL		100%	100%	100%
	n =	550	386	164
(Follow-up Survey) Please describe your accommodations while you are in North Lake Tahoe	Paid lodging (hotel/motel, condo rental, etc.)	64%	81%	45%
	In a second home/vacation unit you own/vacation home	7%		18%
	With friends/family who live in the area	18%	19%	9%
	Tent/RV/camping	7%		18%
	Other	4%		9%
TOTAL		100%	100%	100%
	n =	28	16	11

30 Oct 14
Source: RRC Associates

E-13.1.2

NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014 Preliminary Results

OVERNIGHT VISITORS ONLY		OVERALL	SURVEY YEAR	
			2014	2012
Where is your lodging located?	Squaw Valley	17%	22%	9%
	Tahoe City	25%	15%	42%
	West Shore	6%	6%	6%
	Tahoe Vista	6%	6%	7%
	Incline Village	4%	4%	3%
	Kings Beach	7%	7%	6%
	Northstar	19%	29%	1%
	Crystal Bay	0%		1%
	Truckee	4%	5%	1%
	Other	13%	7%	23%
TOTAL		100%	100%	100%
	n =	449	288	161
How did you make your lodging reservations?	No reservations	15%	14%	18%
	Internet site	54%	57%	36%
	Direct to lodge/hotel	13%	13%	18%
	Travel agent/tour operator	1%	1%	
	Group trip	3%	4%	
	Don't know/not sure	9%	6%	27%
	Other	4%	5%	
TOTAL		100%	100%	100%
	n =	91	79	11

30 Oct 14
Source: RRC Associates

E-13.1.3

**NORTH LAKE TAHOE VISITOR SURVEY SUMMER
2014
Preliminary Results**

OVERNIGHT VISITORS ONLY		OVERALL	SURVEY YEAR	
			2014	2012
How many nights in total will you stay in North Lake Tahoe on your trip?	1	7%	6%	10%
	2	22%	23%	19%
	3	18%	18%	18%
	4	12%	11%	15%
	5	12%	11%	13%
	6 or more	29%	31%	25%
TOTAL		100%	100%	100%
Average		4.3	4.4	4.1
Median		4.0	4.0	4.0
n =		553	388	165
(Follow-up Survey) How many nights in total will you stay in North Lake Tahoe on your trip?	1	4%	6%	
	2	18%	25%	9%
	3	14%	12%	9%
	4	7%	6%	9%
	5	14%	12%	18%
	6 or more	43%	38%	55%
TOTAL		100%	100%	100%
Average		5.0	4.6	5.8
Median		5.0	4.5	7.5
n =		28	16	11
How many nights in total will you be away from home on your trip?	1	3%	3%	
	2	10%	11%	
	3	5%	5%	
	4	13%	12%	9%
	5	10%	11%	
	6 or more	59%	57%	91%
TOTAL		100%	100%	100%
Average		5.8	5.7	7.2
Median		7.5	7.5	7.5
n =		127	115	11

30 Oct 14
Source: RRC Associates

EB.1.4

NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014 Preliminary Results

ALL VISITORS		OVERALL	SURVEY YEAR	
			2014	2012
Did you fly to reach Lake Tahoe on your trip?	Yes, by commercial airplane	20%	20%	19%
	Yes, by private/charter airplane	1%	1%	
	No	80%	79%	81%
TOTAL		100%	100%	100%
	n =	137	120	16
At which airport did you arrive?	Reno Tahoe International (RNO)	58%	57%	67%
	San Francisco International (SFO)	31%	30%	33%
	Sacramento International (SMF)	8%	9%	
	Other	4%	4%	
TOTAL		100%	100%	100%
	n =	26	23	3
How did you reach North Lake Tahoe from the airport?	Private vehicle	15%	12%	33%
	Rental vehicle	81%	83%	67%
	Other	4%	4%	
TOTAL		100%	100%	100%
	n =	27	24	3

30 Oct 14
Source: RRC Associates

E-13.1.5

**NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014
Preliminary Results**

ALL VISITORS		OVERALL	SURVEY YEAR	
			2014	2012
With whom were you traveling?	Spouse/partner	65%	62%	91%
	Children	34%	32%	48%
	Other family	24%	24%	22%
	Friends	21%	21%	22%
	Just myself	9%	10%	
	Grandchildren	8%	8%	4%
	Group/club/team members	2%	2%	
	Business associates	1%	1%	
TOTAL		163%	160%	187%
	n =	192	168	23
How many people (total) are with you in North Lake Tahoe on your trip?	1 (by myself)	5%	5%	3%
	2	35%	29%	45%
	3	11%	11%	11%
	4	22%	23%	19%
	5	8%	10%	5%
	6 or more	19%	21%	16%
TOTAL		100%	100%	100%
Average		3.8	4.0	3.5
Median		3.0	4.0	3.0
n =		750	487	263
(Follow-up Survey) How many people (total) are with you in North Lake Tahoe on your trip?	2	27%	16%	39%
	3	12%	16%	9%
	4	16%	20%	13%
	5	24%	24%	26%
	6 or more	20%	24%	13%
TOTAL		100%	100%	100%
Average		4.3	4.6	3.8
Median		4.0	4.0	4.0
n =		49	25	23

30 Oct 14
Source: RRC Associates

E-13.1.6

NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014 Preliminary Results

ALL VISITORS		OVERALL	SURVEY YEAR	
			2014	2012
What was the primary reason for your trip?	Visit friends/family	46%	48%	
	Recreation/general vacation	39%	37%	79%
	Combined business/pleasure	6%	6%	4%
	Special event/festival	5%	5%	4%
	Business (meeting/convention/etc.)	2%	2%	
	Other	2%	1%	8%
	Stop on a tour of the area	1%	1%	4%
	College planning/event	0%	0%	
TOTAL		100%	100%	100%
	n =	514	489	24

30 Oct 14
Source: RRC Associates

E-13.1.7

NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014 Preliminary Results

ALL VISITORS		OVERALL	SURVEY YEAR	
			2014	2012
For this trip, was North Lake Tahoe:	Your primary destination	70%	80%	51%
	A planned stop on a longer trip	24%	17%	37%
	An unplanned stop on a longer trip	6%	3%	12%
TOTAL		100%	100%	100%
	n =	744	484	260
(Follow-up Survey) For this trip, was North Lake Tahoe:	Your primary destination	68%	88%	46%
	A planned stop on a longer trip	22%	12%	33%
	An unplanned stop on a longer trip	10%		21%
TOTAL		100%	100%	100%
	n =	50	25	24
What other places did you visit on your trip?	Beaches	68%	73%	32%
	Historical sites	39%	41%	27%
	Other	23%	22%	32%
	Museums	22%	25%	
	Music events	21%	22%	9%
	Farmers Markets	14%	15%	
TOTAL		186%	198%	100%
	n =	185	162	22

30 Oct 14
Source: RRC Associates

E-13.1.8

NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014 Preliminary Results

ALL VISITORS		OVERALL	SURVEY YEAR	
			2014	2012
When did you begin planning your trip?	Less than a week in advance	14%	15%	8%
	1 to 2 weeks in advance	13%	14%	4%
	3 to 4 weeks in advance	15%	15%	17%
	1 to 2 months in advance	18%	15%	33%
	2 to 3 months in advance	11%	11%	17%
	More than 3 months in advance	25%	26%	21%
	Don't know/not sure	3%	4%	
TOTAL		100%	100%	100%
	n =	193	168	24
Information sources used to plan trip	Internet websites	55%	54%	67%
	Family/friends	45%	46%	38%
	Previous visit	34%	33%	46%
	Brochures	10%	10%	17%
	North Lake Tahoe Visitor Guide	8%	8%	12%
	None of the above	7%	7%	4%
	Travel agent/club/AAA	6%	5%	17%
	Other	4%	5%	
	Magazine	3%	1%	12%
	Newspaper	2%	1%	4%
TOTAL		175%	169%	217%
	n =	192	167	24

30 Oct 14
Source: RRC Associates

E-13.1.9

NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014 Preliminary Results

ALL VISITORS		OVERALL	SURVEY YEAR	
			2014	2012
Activities you participated in during your visit	Dining	69%	69%	71%
	General sightseeing	67%	64%	92%
	Hiking/climbing	59%	59%	58%
	Shopping	51%	51%	50%
	Running/walking	49%	49%	46%
	People watch/hang out	36%	37%	29%
	Paddleboard/kayak	33%	38%	
	Cycling/mountain biking	31%	33%	17%
	Attend a concert	17%	16%	21%
	Other	16%	14%	29%
	Special event	13%	11%	25%
	Real estate search	3%	2%	4%
	Watch athletic event	2%	2%	
	Business meeting	2%	2%	
TOTAL		448%	448%	442%
	n =	189	164	24

30 Oct 14
Source: RRC Associates

E-13.1.10

NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014 Preliminary Results

ALL VISITORS		OVERALL	SURVEY YEAR	
			2014	2012
Attractions you visited	Emerald Bay	49%	49%	52%
	Tahoe City Commons Beach	41%	41%	43%
	Kings Beach State Recreation Area	33%	31%	43%
	Sugar Pine Point State Park	24%	24%	22%
	Squaw Valley Tram	23%	25%	13%
	Truckee River Rafting	19%	18%	30%
	Other	16%	16%	17%
	None of the above	13%	13%	9%
	Northstar Bike Park	5%	6%	4%
TOTAL		224%	223%	235%
	n =	184	160	23
Events you attended	None of the above	59%	60%	55%
	Outdoor concerts	15%	17%	
	Other	14%	11%	25%
	Brews, Jazz and Funk Festival	8%	7%	10%
	Wine Tasting Events	8%	8%	5%
	Music festivals	7%	8%	
	Lake Tahoe Shakespeare Festival	5%	3%	15%
	Music Headliners	4%	5%	
	Wanderlust Festival	2%	2%	
	Star Sessions at Northstar	1%	1%	
	Tough Mudder	1%	1%	
	Lake Tahoe Adventure Sports Week	1%		5%
	TOTAL		124%	125%
n =		169	148	20

30 Oct 14
Source: RRC Associates

E-13.1.11

NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014 Preliminary Results

ALL VISITORS		OVERALL	SURVEY YEAR	
			2014	2012
What were your most positive impressions of North Lake Tahoe?	Scenery	87%	87%	88%
	Variety of activities/attractions	67%	65%	83%
	Friendly people	66%	67%	58%
	Environmental efforts/awareness	54%	54%	50%
	Pedestrian friendly	43%	43%	46%
	Proximity to other destinations	29%	28%	42%
	Other	4%	4%	8%
TOTAL		351%	348%	375%
	n =	187	162	24
What additional amenities are needed in North Lake Tahoe?	Other	30%	29%	33%
	Greater variety - shopping	25%	24%	27%
	Greater variety - dining	24%	23%	27%
	More activities for kids	23%	23%	20%
	More activities for adults	17%	16%	27%
	Greater variety - nightlife	16%	16%	13%
	Greater variety - cultural offerings	13%	11%	27%
	Better customer service	4%	4%	7%
TOTAL		151%	147%	180%
	n =	122	107	15

30 Oct 14
Source: RRC Associates

E-13.1.12

NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014 Preliminary Results

ALL VISITORS		OVERALL	SURVEY YEAR	
			2014	2012
What do you estimate that you and your immediate travel party will spend in total while in North Lake Tahoe?	Under \$100	15%	10%	24%
	\$100 - \$299	17%	17%	18%
	\$300 - \$499	14%	13%	16%
	\$500 - \$699	11%	13%	7%
	\$700 - \$999	8%	8%	9%
	\$1,000 - \$1,999	13%	15%	10%
	\$2,000 - \$2,999	8%	7%	9%
	\$3,000 or more	8%	11%	2%
	Don't know/not sure	5%	5%	5%
TOTAL		100%	100%	100%
Average		\$971	\$1,106	\$719
Median		\$600	\$600	\$400
n =		698	455	243
(Follow-up Survey) What do you estimate that you and your immediate travel party will spend in total while in North Lake Tahoe?	Under \$100	16%	8%	25%
	\$100 - \$299	12%	8%	17%
	\$300 - \$499	12%	16%	8%
	\$500 - \$699	12%	12%	8%
	\$700 - \$999	8%	8%	8%
	\$1,000 - \$1,999	20%	32%	8%
	\$2,000 - \$2,999	14%	12%	17%
	\$3,000 or more	6%	4%	8%
TOTAL		100%	100%	100%
Average		\$1,080	\$1,144	\$1,033
Median		\$600	\$850	\$500
n =		50	25	24

30 Oct 14
Source: RRC Associates

E-13.1.13

**NORTH LAKE TAHOE VISITOR SURVEY SUMMER
2014
Preliminary Results**

ALL VISITORS		OVERALL	SURVEY YEAR	
			2014	2012
How many visits to North Lake Tahoe have you made in the past 5 years?	None, first visit	35%	34%	42%
	One	10%	11%	4%
	Two	11%	10%	21%
	3 to 5	17%	17%	12%
	6 to 9	7%	7%	4%
	10 to 14	6%	6%	4%
	15 to 19	1%	1%	
	20 or more	13%	13%	12%
TOTAL		100%	100%	100%
	n =	186	161	24

30 Oct 14
Source: RRC Associates

E-13.1.14

**NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014
Preliminary Results**

RATE SATISFACTION WITH LOCAL SERVICES & AMENITIES		OVERALL	SURVEY YEAR	
			2014	2012
Lodging quality	Average	4.2	4.3	4.0
	n =	142	120	21
Lodging value	Average	4.0	4.1	3.8
	n =	135	115	20
Lodging service	Average	4.1	4.2	3.9
	n =	132	112	20
Restaurant quality	Average	4.0	4.0	3.6
	n =	147	128	18
Restaurant value	Average	3.8	3.8	3.5
	n =	146	126	19
Restaurant service	Average	4.0	4.0	3.8
	n =	140	121	18
Variety of activities	Average	4.3	4.3	4.1
	n =	161	137	23
Overall town cleanliness	Average	4.5	4.5	4.1
	n =	165	140	24
Overall value of stay	Average	4.3	4.4	4.0
	n =	158	136	21

30 Oct 14
Source: RRC Associates

E-13.1.15

**NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014
Preliminary Results**

RATE SATISFACTION WITH LOCAL SERVICES & AMENITIES		OVERALL	SURVEY YEAR	
			2014	2012
Lodging quality	1=Extremely Dissatisfied	1%		5%
	2	1%	1%	
	3	17%	16%	24%
	4	38%	40%	29%
	5=Extremely Satisfied	44%	43%	43%
TOTAL		100%	100%	100%
Average		4.2	4.3	4.0
n =		142	120	21
Lodging value	1=Extremely Dissatisfied	1%		5%
	2	1%	2%	
	3	24%	22%	35%
	4	42%	43%	35%
	5=Extremely Satisfied	32%	33%	25%
TOTAL		100%	100%	100%
Average		4.0	4.1	3.8
n =		135	115	20
Lodging service	1=Extremely Dissatisfied	1%		5%
	2	2%	2%	
	3	20%	20%	25%
	4	38%	37%	45%
	5=Extremely Satisfied	39%	42%	25%
TOTAL		100%	100%	100%
Average		4.1	4.2	3.9
n =		132	112	20

30 Oct 14
Source: RRC Associates

E-13.1.16

**NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014
Preliminary Results**

RATE SATISFACTION WITH LOCAL SERVICES & AMENITIES		OVERALL	SURVEY YEAR	
			2014	2012
Restaurant quality	1=Extremely Dissatisfied	1%		6%
	2	3%	3%	6%
	3	20%	19%	33%
	4	46%	48%	33%
	5=Extremely Satisfied	29%	30%	22%
TOTAL		100%	100%	100%
Average		4.0	4.0	3.6
n =		147	128	18
Restaurant value	1=Extremely Dissatisfied	1%	1%	5%
	2	4%	4%	5%
	3	32%	30%	42%
	4	42%	44%	32%
	5=Extremely Satisfied	21%	21%	16%
TOTAL		100%	100%	100%
Average		3.8	3.8	3.5
n =		146	126	19
Restaurant service	1=Extremely Dissatisfied	2%	2%	6%
	2	2%	2%	6%
	3	23%	23%	22%
	4	44%	46%	33%
	5=Extremely Satisfied	29%	27%	33%
TOTAL		100%	100%	100%
Average		4.0	4.0	3.8
n =		140	121	18

30 Oct 14
Source: RRC Associates

E-13.1.17

**NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014
Preliminary Results**

RATE SATISFACTION WITH LOCAL SERVICES & AMENITIES		OVERALL	SURVEY YEAR	
			2014	2012
Variety of activities	1=Extremely Dissatisfied	1%	1%	4%
	2	1%	1%	
	3	10%	9%	13%
	4	42%	42%	43%
	5=Extremely Satisfied	46%	47%	39%
TOTAL		100%	100%	100%
Average		4.3	4.3	4.1
n =		161	137	23
Overall town cleanliness	1=Extremely Dissatisfied	1%		8%
	3	6%	6%	4%
	4	36%	34%	46%
	5=Extremely Satisfied	57%	59%	42%
TOTAL		100%	100%	100%
Average		4.5	4.5	4.1
n =		165	140	24
Overall value of stay	1=Extremely Dissatisfied	1%		5%
	2	1%	1%	
	3	8%	7%	10%
	4	46%	44%	57%
	5=Extremely Satisfied	45%	47%	29%
TOTAL		100%	100%	100%
Average		4.3	4.4	4.0
n =		158	136	21

30 Oct 14
Source: RRC Associates

E.13.1.18

NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014 Preliminary Results

		OVERALL	SURVEY YEAR	
			2014	2012
Likelihood you'll return to North Lake Tahoe in the future	1=Not at All Likely	2%	2%	
	2	2%	1%	4%
	4	1%	1%	
	5=Neutral	3%	4%	
	6	3%	1%	12%
	7	5%	4%	17%
	8	9%	9%	8%
	9	9%	9%	8%
	10=Extremely Likely	67%	69%	50%
TOTAL		100%	100%	100%
Average		9.0	9.1	8.4
n =		182	157	24

30 Oct 14
Source: RRC Associates

E.13.1.19

NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014 Preliminary Results

		OVERALL	SURVEY YEAR	
			2014	2012
Likelihood you'd recommend a visit to North Lake Tahoe to a friend, family member, or colleague	1=Not at All Likely	0%	0%	
	2	0%		0%
	3	0%		0%
	4	0%	0%	
	5=Neutral	2%	1%	4%
	6	1%	1%	2%
	7	5%	2%	11%
	8	11%	9%	14%
	9	14%	14%	15%
	10=Extremely Likely	66%	72%	55%
TOTAL		100%	100%	100%
Average		9.3	9.5	8.9
n =		730	475	255
Net Promoter	Promoter (% 9 & 10)	80%	86%	69%
	Passive (% 7 & 8)	16%	12%	25%
	Detractor (% 0-6)	4%	2%	6%
TOTAL		100%	100%	100%
n =		730	475	255

30 Oct 14
Source: RRC Associates

E. 13.1.20

NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014 Preliminary Results

		OVERALL	SURVEY YEAR	
			2014	2012
(Follow-up Survey) Likelihood you'd recommend a visit to North Lake Tahoe to a friend, family member, or colleague	2	2%		4%
	6	4%		8%
	7	6%		12%
	8	8%	4%	12%
	9	14%	12%	17%
	10=Extremely Likely	65%	84%	46%
TOTAL		100%	100%	100%
Average		9.2	9.8	8.5
n =		49	25	24
(Follow-up Survey) Net Promoter	Promoter (% 9 & 10)	80%	96%	62%
	Passive (% 7 & 8)	14%	4%	25%
	Detractor (% 0-6)	6%		12%
TOTAL		100%	100%	100%
n =		49	25	24

30 Oct 14
Source: RRC Associates

E.13.1.21

**NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014
Preliminary Results**

		OVERALL	SURVEY YEAR	
			2014	2012
What is your gender?	Male	47%	45%	52%
	Female	53%	55%	48%
TOTAL		100%	100%	100%
	n =	722	472	250
Which category includes your age?	Under 18	2%	2%	1%
	18 to 20	1%	0%	1%
	21 to 24	2%	2%	2%
	25 to 34	15%	14%	17%
	35 to 44	23%	26%	17%
	45 to 54	25%	24%	25%
	55 to 64	20%	19%	23%
	65 & Over	13%	12%	15%
TOTAL		100%	100%	100%
Average		47.7	47.1	48.6
Median		49.5	49.5	49.5
n =		726	469	257
Which of the following best represents your household?	Single, no children	14%	14%	14%
	Couple, no children	18%	15%	24%
	Household with children	42%	48%	33%
	Household with children grown (empty nester)	26%	23%	30%
TOTAL		100%	100%	100%
	n =	733	470	263
For statistical purposes only, what is your annual household income?	Below \$25,000	7%	6%	9%
	\$25,000 to \$49,999	5%	6%	4%
	\$50,000 to \$74,999	19%	21%	9%
	\$75,000 to \$99,999	17%	18%	9%
	\$100,000 to \$149,999	19%	20%	17%
	\$150,000 to \$199,999	15%	13%	30%
	\$200,000 to \$499,999	14%	14%	17%
	\$500,000 or more	2%	2%	4%
TOTAL		100%	100%	100%
	n =	166	142	23

30 Oct 14
Source: RRC Associaes

E-13.1.22

NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014
Preliminary Results

	OVERALL	DESTINY YEAR	
		2014	2013
San Francisco - Oakland - San Jose - CA	25%	27%	21%
Escondido - San Jose - Redwood - CA	13%	15%	8%
International	8%	7%	12%
Los Angeles - CA	7%	7%	11%
San - CA, NV	5%	7%	2%
San Diego - CA	3%	4%	5%
Worcester - Edison - CA	2%	2%	1%
Chicago - IL, IN	1%	1%	1%
Seattle - Tacoma - WA	1%	1%	2%
Fremont - Wells - CA	1%	1%	2%
Phoenix - AZ, CA	1%	1%	1%
New York - CT, MA, NY, PA	1%	1%	0%
Denver - CO, MT, NE, WY, SD, WY	1%	1%	4%
San Luis Obispo - CO, ID, WY, UT	1%	1%	1%
Easton (Massachusetts) - MA, NC, VT	1%	0%	2%
Portland - OR, WA	1%	1%	0%
Dallas - Fort Worth - TX	1%	1%	0%
Detroit - MI	0%	0%	1%
Atlanta - AL, GA, NC	0%	0%	0%
Minneapolis - St. Paul - MN, RI	0%	0%	1%
San Francisco - Santa Rosa - San Luis Obispo - CA	0%	0%	0%
Chico - Redding - CA	0%	0%	0%
Washington (Georgetown) - DC, MD, PA, VA, WV	0%	0%	0%
Austin - TX	0%	0%	0%
Columbus - OH	0%	0%	0%
Houston - TX	0%	0%	0%
Memphis - TN	0%	0%	0%
Madison - Madison Falls - CA, OR	0%	0%	0%
Cleveland - OH	0%	0%	0%
Orlando - Daytona Beach - Melbourne - FL	0%	0%	1%
Tampa - Saint Petersburg (Dunedin) - FL	0%	0%	0%
San Luis - IL, MO	0%	0%	0%
Richmond - CA	0%	0%	0%
Philadelphia - DE, NJ, PA	0%	0%	0%
Pittsburgh - IN, PA, WV	0%	0%	0%
Baltimore - MD	0%	0%	0%
Cincinnati - IN, KY, OH	0%	0%	0%
Charlottesville - NC, SC	0%	0%	0%
Providence - New Bedford - MA, RI	0%	0%	0%
Tallahassee - Thomasville - FL, GA	0%	0%	0%
Rochester - NY	0%	0%	0%
West Palm Beach - Fort Pierce - FL	0%	0%	0%
Greenville - Spartanburg - Anderson - Greenville - GA, SC	0%	0%	0%
Jacksonville - Albany - PA	0%	0%	0%
Kansas City - KS, MO	0%	0%	0%
Birmingham (Tombigbee and Tuscaloosa) - AL	0%	0%	0%
Madison - WI	0%	0%	0%
Tulsa - TX, OK	0%	0%	0%
Denver - Rock Island - Maine - IL, IN	0%	0%	0%
Jurupa - AK	0%	0%	0%
Seattle - CA	0%	0%	0%
Portland - OR	0%	0%	0%
Las Vegas - NV	0%	0%	0%
Edi - PA	0%	0%	0%
Burlington - Plattsburgh - NY, WY, VT	0%	0%	0%
Indianapolis - IN	0%	0%	0%
Miami - Fort Lauderdale - FL	0%	0%	0%
Louisville - IN, KY	0%	0%	0%
Youngstown - OH, PA	0%	0%	0%
Oryton - IN, OH	0%	0%	0%
Greenville - Blue Earth - Washington - NC	0%	0%	0%
Washington - NC	0%	0%	0%
Richmond - Petersburg - VA	0%	0%	0%
Lincoln - OH	0%	0%	0%
Richmond - Durham (Fayetteville) - NC, VA	0%	0%	0%
Jacksonville, Brunswick - FL, GA	0%	0%	0%
Grand Rapids - Palmetto - North Creek - MI	0%	0%	0%
Hartford - VA, WV	0%	0%	0%
Flomona - Myrtle Beach - NC, SC	0%	0%	0%
South Bend - Elkhart - IN, MI	0%	0%	0%
Portland - IL	0%	0%	0%
Strasburg - AR, LA, OK, TX	0%	0%	0%
West - Temple - Bryan - TX	0%	0%	0%
Green Bay - Appleton - WI, MI	0%	0%	0%
Richfield - NY, TN	0%	0%	0%
Quincy - Hamlet - York - IL, IN	0%	0%	0%
Elmer Falls (Richfield) - IL, MI, WI, SD	0%	0%	0%
Anchorage - AK	0%	0%	0%
Columbus Springs - Florida - CO	0%	0%	0%
Evans - IL, OR	0%	0%	0%
Twin Falls - ID	0%	0%	0%
Tucson (Sierra Vista) - AZ	0%	0%	0%
Englewood - OR	0%	0%	0%
Spokane - ID, MT, OR, WA	0%	0%	0%
US territories and possessions	0%	0%	0%
TOTAL	100%	100%	100%
n*	701	411	211

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Source: PPC Associates

E-13.1.23

NORTH LAKE TAHOE VISITOR SURVEY SUMMER 2014
Preliminary Results

	OVERALL	SURVEY YEAR		
		2014	2012	
STATE/ COUNTRY OF RESIDENCE	California	56.7%	59.4%	51.6%
	Nevada	6.2%	8.0%	2.8%
	Illinois	2.3%	2.1%	2.8%
	Texas	2.3%	2.5%	2.0%
	International - unspecified	2.2%	3.3%	
	United Kingdom	2.2%	0.6%	4.8%
	Washington	2.2%	2.3%	2.0%
	Canada	1.9%	1.0%	3.6%
	Arizona	1.5%	1.4%	1.6%
	Florida	1.5%	1.2%	2.0%
	Ohio	1.5%	1.2%	2.0%
	Colorado	1.4%	1.5%	0.4%
	Oregon	1.4%	1.0%	2.0%
	Massachusetts	1.1%	0.8%	1.6%
	Utah	1.1%	0.8%	1.6%
	Georgia	0.9%	1.0%	0.8%
	Germany	0.9%	1.2%	0.4%
	Michigan	0.9%	0.6%	1.6%
	Pennsylvania	0.9%	1.0%	0.8%
	Maryland	0.8%	0.8%	0.8%
	North Carolina	0.8%	0.6%	1.2%
	New York	0.8%	0.8%	0.8%
	Minnesota	0.7%		2.0%
	Hawaii	0.5%	0.6%	
	Japan	0.5%	0.6%	0.4%
	Virginia	0.5%	0.2%	1.2%
	Wisconsin	0.5%	0.2%	1.2%
	Alaska	0.4%		1.2%
	Connecticut	0.4%	0.4%	0.4%
	Missouri	0.4%	0.2%	0.8%
	Alabama	0.3%		0.8%
	Australia	0.3%	0.4%	
	Idaho	0.3%	0.4%	
	Indiana	0.3%	0.4%	
	Kansas	0.3%	0.2%	0.4%
	New Jersey	0.3%	0.2%	0.4%
	Oklahoma	0.3%	0.2%	0.4%
	South Carolina	0.3%	0.4%	
	Switzerland	0.3%		0.8%
	Arkansas	0.1%		0.4%
	Austria	0.1%		0.4%
Czechoslovakia	0.1%	0.2%	0.4%	
France	0.1%		0.4%	
India	0.1%		0.4%	
Israel	0.1%		0.4%	
Kentucky	0.1%	0.2%		
Mexico	0.1%	0.2%		
New Hampshire	0.1%		0.4%	
Rhode Island	0.1%	0.2%		
South Dakota	0.1%	0.2%		
Tennessee	0.1%		0.4%	
Virgin Islands	0.1%	0.2%		
Vermont	0.1%	0.2%		
TOTAL	100.0%	100.0%	100.0%	
	n =	737	252	

30 Oct 14
Source: RRC Associates

E-13.1.24

**NORTH LAKE TAHOE VISITOR SURVEY SUMMER
2014
Preliminary Results**

		OVERALL	SURVEY YEAR	
			2014	2012
CALIFORNIA COUNTY	Santa Clara	10.3%	9.7%	11.6%
	Sacramento	8.2%	9.7%	4.7%
	Alameda	7.7%	6.6%	10.1%
	Los Angeles	7.2%	6.6%	6.5%
	Placer	7.0%	8.3%	3.9%
	San Mateo	6.5%	7.6%	3.9%
	San Diego	5.5%	3.1%	10.9%
	Marin	5.3%	6.6%	2.3%
	San Francisco	5.3%	5.9%	3.9%
	Contra Costa	4.6%	4.9%	3.9%
	Orange	4.6%	3.1%	7.8%
	Sonoma	3.6%	3.5%	3.9%
	Santa Cruz	2.4%	3.1%	0.8%
	El Dorado	2.2%	2.4%	1.6%
	Fresno	2.2%	1.0%	4.7%
	Nevada	2.2%	2.1%	2.3%
	Ventura	1.7%	2.1%	0.8%
	Riverside	1.2%	1.7%	
	Solano	1.2%	1.0%	1.6%
	Butte	1.0%	0.7%	1.6%
	Monterey	1.0%	0.7%	1.6%
	San Luis Obispo	1.0%	0.7%	1.6%
	Stanislaus	1.0%	0.7%	1.6%
	Yolo	1.0%	0.7%	1.6%
	Kern	0.7%	1.0%	
	San Joaquin	0.7%	1.0%	
	Sutter	0.7%	0.7%	0.8%
	Humboldt	0.5%	0.7%	
	Inyo	0.5%		1.6%
	Napa	0.5%	0.7%	
	Santa Barbara	0.5%	0.7%	
	Tuolumne	0.5%	0.7%	
	Lake	0.2%	0.3%	
Mariposa	0.2%		0.8%	
San Benito	0.2%		0.8%	
San Bernardino	0.2%		0.8%	
Shasta	0.2%	0.3%		
Siskiyou	0.2%	0.3%		
Tehama	0.2%	0.3%		
Tulare	0.2%		0.8%	
Yuba	0.2%	0.3%		
TOTAL		100.0%	100.0%	100.0%
	n =	417	288	129

30 Oct 14
Source: RRC Associates

E-13.1.15

Tahoe Town Center Economic Development Incentives

The Economics of Land Use

EPS

Oakland
Sacramento
Denver
Los Angeles

presented to
Placer County



presented by
Economic & Planning Systems, Inc.

October 21, 2014
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Reason For The Study

The challenge:

Significant new tourist accommodations and mixed-use development in the Placer County Town Centers of Tahoe City and Kings Beach have not been developed for more than 50 years...

- **What factors contribute** to this situation?
- **What strategies can be employed** to improve the investment outlook?

Note: This presentation summarizes key initial findings and will be followed by a detailed study documenting analysis findings and supporting technical analysis.

E-13-2.1

Overview: Key Findings

Market Failure:

- Risks exceed rewards
- Initial cost burdens
- Investor inertia:
"do nothing" =
profit maximization

Solutions:

- Streamline entitlements
- Offset extraordinary costs
- Public-Private Partnerships
(P3)

Results

- Strategic public investment tees up private development
- Viable projects on opportunity sites: signal to market

Town Center and Mixed-use Development: Strengthening the Placer Economy

- Although tourism economy continues to expand, **lodging stock fails to meet consumer demand**
- **Improved lodging would stimulate visitor spending** in key retail categories, leading to more complete communities
- **Strong indicators of market support** for updated lodging and mixed-use product in the Town Centers
- **Overnight stays are critical** to protect existing investments and to stimulate new business enterprises:
 - 42% of visitor trips to North Lake Tahoe are day-trips
 - 86% of spending comes from overnight travelers

E-13-2.2

Accommodations and Visitor Commercial Support

Item	Tahoe City	Kings Beach	Total
Visitation Estimates			
Net New Hotel Rooms	200	200	400
Estimated New Visitor Days	297,840	297,840	595,680
New Retail Spending	\$19,600,000	\$19,600,000	\$39,190,000
<hr/>			
Est. Supportable Net New Commercial SF	20,213	20,213	40,415
<hr/>			
<i>Plus Supportable SF from Existing Leakage and New Residential Units</i>	6,006	56,701	62,707
Total Estimated Supportable Net New Commercial SF	26,218	76,914	103,121

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4

Time is of the Essence

- **Economic fundamentals are improving** in support of accommodations and mixed use projects
- **Viable development/investment groups** are pursuing projects
- **Excellent reuse projects** in development opportunity sites (e.g., Henrikson in Tahoe City and the Kings Beach Center)
- **Capitalize on investor interest** now to benefit from the current economic cycle



Economic & Planning Systems, Inc.

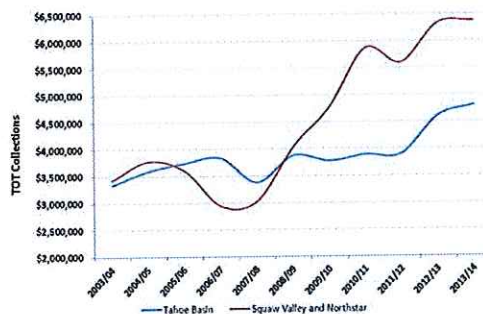
5

E-13-2.3

Economic Context for Private Development

- **Investment risk is unique and heightened in the Basin:**

- Increased construction costs primarily due to regulatory practices, weather, and remoteness.
- Complex entitlement process and timing uncertainty
- Perception among equity investors: predevelopment cost "black hole"

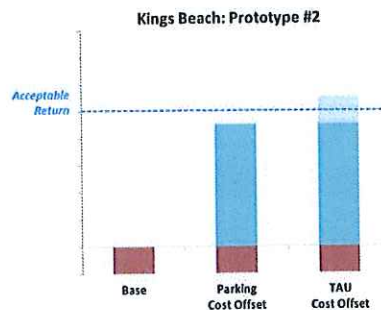
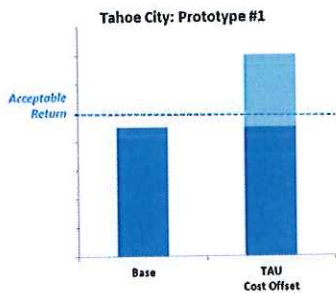


- **Implication: investors deterred**

- Difficult to estimate costs and project returns
- Investment shifts to other areas and opportunities

Financial Testing: Identified Development Constraints

- **Prototype 1: 120-room condo-hotel**, surface parked
- **Prototype 2: Mixed use** condo-hotel plus office, retail, and structured parking
- **Findings:** Development costs in the Basin are cost prohibitive without public assistance to offset costs of "commodities" (primarily TAUs) and infrastructure (primarily structured parking requirements).

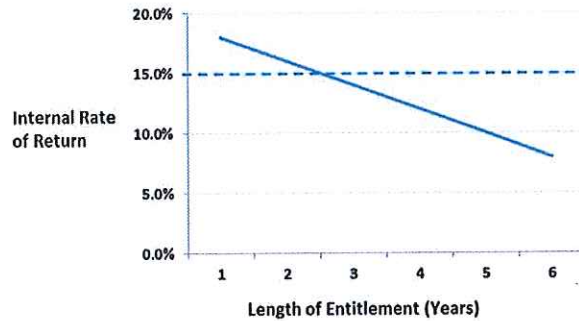


E-13-2.4

Policy Solutions to Identified Constraints

- **Issue 1: Entitlement.** Fragmented and confusing entitlement process with some projects taking 5-8 years.

– *Response: Timeframe needs to be reduced to 2 years*



Policy Solutions to Identified Constraints

- **Issue 2: Structured Parking.** The inability of mixed-use projects to blend and share parking under current policy creates undue costs that may undermine feasibility.

– *Response: Desired development generates fiscal benefits, some of which may be reinvested to offset costs where need is demonstrated*



E-13-2.5

Policy Solutions to Identified Constraints (cont.)

- **Issue 3: Commodity Funding Assistance.** Projects that are “on the margin” in terms of financial feasibility may not be capable of locating and funding required development commodities such as TAUs.
 - *Response: County should develop a commodities program whereby it manages commodity resource information and acquires, banks, and distributes commodities to desired development. Proposed distribution criteria could include:*
 - *Align with TRPA environmental incentives*
 - *Align with State water quality requirements*
 - *County TOT increase*
 - *Conformance with approved Area Plan*

Organizational Changes

- County needs to become an advocate, not an impediment
- Alignment of entitlements between County and other agencies is crucial to success
- Surveying and Engineering need to recognize urban/rural distinction and streamline improvement plans process
- Coordinate with TRPA to accrue commodities

E-13-2.6

Leading Financial Strategies:

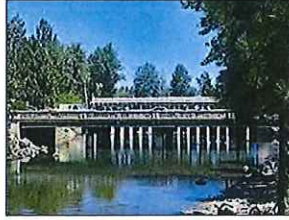
1. **Invest Net New TOT and Sales Tax Revenue.** Additional accommodations and related spending could generate additional net new TOT and Sales Tax revenue of \$2 million annually in the short term and more than \$ 5 million annually in the longer term. These funds could assist in acquiring commodities as well as other uses.
2. **Property Tax Increment Financing:** Enhanced IFD's are emerging as a leading candidate for infrastructure financing with easier formation requirements and an expanded list of uses. This may be a contributing source of structured parking funding.
3. **Obtain Outside Funding** through low-interest loans and grants. For example, I-Bank is an option, but "readiness requirements" calling for evidence of permit approval mandate additional certainty can be given to development process and approvals.

Property Tax, TOT, Sales Tax Revenues



E-13-2.7

Q & A



E-13-2.8

Grant Interviews
Wednesday, Oct 8, 2014

50000 50000 0

TIME	APPLICANT	EVENT	EVENT DATE	REQUEST	GRANTED	NOTES
9:10 AM	Barcelona NorCal Soccer Club	Copa De Las Sierra	9/4/15 - 9/7/15	\$3,500	3000	ability to drive TOT and increase to 100+ teams/last year of funding to help reach their goal
9:25 AM	Granitbakken	L.T. Womens Wellness Weekend	11/18 - 11/19/14	\$4,870	0	small ability to drive TOT/long standing event
9:40 AM	North Tahoe Grilling Society	Tahoe City Grill Fest	Oct. TBD 2015	\$3,500	500	low overnight ability at this time
9:55 AM	Alpen glow Sports	Alpen glow Mountain Festival (Winter & Summer)	7/20 - 31/15 & 6/20 - 6/20/16	\$10,000	7500	series for both seasons/75% Reno/Sac/Bay Area, strong for human powered sports, all free events, huge attendance numbers TOT, desire is to cross promote Great R
10:10 AM	Play Like, LLC	No. Lake Tahoe Ukulele Festival	TBA Aug 2015	\$6,000	2300	new cultural event, specific demographic with money, encourage to off-peak Sep/Oct or align w other Uke Festivals (Napa)
10:25 AM	Tahoe Nordic Search & Rescue	The Great Ski Race	3/1/2015	\$3,500	2200	last year, Nordic initiative
10:40 AM	Tahoe City Wine Walk	Tahoe City Wine Walk	6/20/2015	\$4,000	2000	help event to break even/driver of out of town attendance TOT
10:55 AM	Sierra State Park Foundation	Ski the Olympic Trails	N/A	\$1,000	0	not an event, include in Nordic marketing plan
11:20 AM	Squaw Valley Institute	Alchemist Speaker Series & Tahoe Art House	Monthly events	\$10,000	0	unclear where funds should be allocated from presentation/encourage to re-apply with clear event & mktg plan to drive occupancy
11:35 AM	Tahoe City Downtown Assoc.	Tahoe City Oktoberfest	10/3/15	\$1,000	0	
11:50 AM	Tahoe City Downtown Assoc.	Tahoe City Solstice Silent Disco	6/19/2015	\$1,000	1000	ability to reach large demographic/grow into series
NOON/4:25 PM	LUNCH BREAK	LUNCH BREAK	9/12/2015	\$7,000	5000	Should collaborate with O'Neill/want to grow event/must take place in NL Tahoe/ability to sell overnight
12:40 PM	The Butterfly Effect	The Butterfly Effect	May 30, July 11, Sept 13, 2015	\$3,900	2500	Sep 13 event only-Monterey South and Oregon North Mktg
1:00 PM	Lake Tahoe Paddleboard Assn.	O'Neill Tahoe Cup Paddleboard Race Series	Fall, 2015	\$10,000	0	one day no overnight TOT/encourage to re-apply as a series for MKTG only
1:20 PM	Tahoe Public Art with partners	Grand Unveiling of Roundabout Art in KB	5/23 - 24, 2015	\$4,000	4000	last year for request, no prior funding
1:35 PM	Squaw Valley Neighborhood O	Made in Tahoe	Late June and Oct 2015	\$5,000	5000	last year for funding, goal is championships in 2016
1:45 PM	Tahoe Mountain Sports	Sierra Tahoe Series	October 2015	\$5,000	1000	first year event, time of year, non profit annual fundraiser
2:00 PM	Sierra Watershed Education P.	SWEP Film Fest	Dec. Jan, Feb & Mar '15	\$2,500	0	
2:15 PM	Northstar California	Mountain Table Dinner Series	BREAK			
2:30 PM	BREAK	BREAK	Multiple Dates			
2:45 PM	Tahoe Youth Ballet	Lake Tahoe Dance Festival	May 17 or 31, 2015	\$10,000	7500	cultural event, ability to drive overnight, national recognition, want to see become self sustaining in next year or two
3:00 PM	Tahoe Flow Arts Studio	A Day of Healing Arts	March 27 - 29, 2015	\$3,450	1000	specifically out-of-market recommending work into 2 day event/May 31 Date preferable/partner w Tahoe Viste/KB Lodging
3:15 PM	Northstar California	Northstar Culinary Event	Summer 2015	\$5,000	2500	new event, drive overnight
3:25 PM	Trinkie Watson	Lake Tahoe Music Festival	Summer 2015	\$10,000	3000	last year program will be funded without new location/date
3:35 PM	Auburn Ski Club	USSA Jr. National/Parent Coach Social	3/10/2015	\$3,000		

F-14



north lake tahoe

Chamber | CVB | Resort Association

November 5th, 2014

To: Board of Directors

From: Andy Chapman, Chief Marketing Officer
Sandy Evans Hall, Chief Executive Officer

Re: Marketing Committee Appointments

Background

The NLTRA Marketing Committee currently has two open seats on the committee due to member resignation earlier in the year. Staff has solicited responses from interested parties to fill these two seats. Below are the individuals that have expressed interest in this committee appointment.

1. Rachael Woods, Senior Manager of Communications, Northstar California
2. Giles Priestland, Director Sales and Marketing, The Ritz Carlton Lake Tahoe
3. Kayla Anderson, Marketing Manager, IVGID
4. Steve Hock, Consultant, Steven Hoch Consulting

Below is the current make-up of the committee and the specific pools associated with each.

POOL A (Term Ends December 2014)

1. Paul Raymore, Director of Marketing, Homewood Mountain Resort
2. Marguerite Sprague, Tahoe Public Art Program Coordinator, North Tahoe Arts
3. Brett Williams, Owner/Operator, Agate Bay Realty

POOL B (Term Ends 2015)

1. Becky Moore, Director of Sales, Squaw Valley Lodge
2. Larry Colton, Director of Sales and Marketing, Resort at Squaw Creek
3. John Monson, Director of Sales and Marketing, Sugar Bowl Ski Resort

POOL C (Term Ends 2016)

1. OPEN SEAT – NLTRA Board to Appoint in November 2014
2. OPEN SEAT – NLTRA Board to Appoint in November 2014
3. Cara Whitley, Chief Marketing Officer, Squaw Valley/Alpine Meadows

Possible Board Action

Staff recommendation is to appoint Giles Priestland and Rachael Woods to serve out the remaining time in Pool C.

F-15

Rachael Woods

P.O. Box 7341 ~ Tahoe City, CA ~ 96145 ~ 530.562.3866 ~ rwoods1@vailresorts.com

Friday, October 31, 2014

Mr. Andy Chapman
Chief Marketing Officer
North Lake Tahoe Resort Association
P.O. Box 884
Tahoe City, CA 96145

Dear Mr. Chapman,

I am very interested in becoming a part of the marketing committee for the North Lake Tahoe Resort Association.

With 15 years of marketing experience and proven results (encompassing public relations, advertising, strategic planning, milestone management, branding, and sales support) for a variety of businesses including ski resorts, real estate projects, non-profit organizations, business associations, and regional events, I have confidence that I can further NLTRA's goals of representing the region.

I look forward to talking with you further about the opportunity in the near future. Please do not hesitate to contact me for further discussion before that time.

Sincerely,



Rachael Woods
Sr. Communications Manager
Northstar California

F-15.1

Friday, October 30th, 2014

The North Lake Tahoe
Chamber, CVB & Resort Association
P.O. Box 1757
Tahoe City, CA 96145

11539 Brockway Road,
Truckee, CA 96161

Dear Go Tahoe North Board Members,
Please excuse the informality of this introduction; I have just relocated to Truckee to take over as the Sales & Marketing Director at The Ritz-Carlton, Lake Tahoe with Heather Allison's departure. My wife and I are excited to join the North Lake Tahoe community and have just closed on a home in Truckee.

I have heard many great things from both her and Joseph and would be honoured if you would consider allowing me the opportunity of joining your Marketing Committee. I hope this brief recap of my career will help you in assessing my suitability for a position.

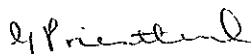
I started in the hospitality industry in a bar in Hong Kong, after attaining a BA (Honours) in Economics & Political Science from the University of London. Since 1997 I have served in the luxury hotel industry in the Vail Valley.

Despite a start in operations, I have been in sales and marketing now for over a decade. My first Director of Sales & Marketing role started at The Lodge at Vail in 2002 where I worked closely with Vail Resorts, The Vail Valley Chamber & Tourism Association and Preferred Hotels & Resorts. I have also worked at The Sonnenalp of Vail, an independent property in Vail that was a member of Small Leading Hotels, the Park Hyatt Beaver Creek and most recently The Ritz-Carlton, Bachelor Gulch.

I would like to think that my understanding of the group, travel agent, domestic and international wholesale segments, along with public relations and marketing efforts as they pertain to the ski industry may be of some use to the committee in the future.

Thanking you in advance for your consideration.

Sincerely,



Giles Priestland

F-15.2

KAYLA ANDERSON

840 O'Neil Way, Incline Village, NV 89451 | C: 530-945-7229 | wakechic360@yahoo.com

June 20, 2014

Andy Chapman, CMO
North Lake Tahoe Chamber/CVB/Resort Association
PO Box 5459
Tahoe City, CA 96145

RE: Marketing Committee Application

Dear Andy Chapman,

Please accept this letter of interest for the Board seat available on the NLTRA marketing committee. Given my related experience in the North Lake Tahoe travel, tourism, and ski industry, I feel I would be an ideal candidate to fill this seat.

I currently work at the Incline Village General Improvement District as the Marketing Manager and Public Information Officer. IVGID is a fiscally responsible community partner which provides superior utility services and community-oriented recreation programs and facilities. IVGID is a huge component for the town of Incline Village and I would like to see representation of Incline Village in the overall NLTRA marketing efforts.

I've been in two different high level marketing positions in the past seven years at North Lake Tahoe ski resorts. I moved here as a snowboard enthusiast and fortunately my prior experience and passion translated into full time, year round marketing positions promoting North Lake Tahoe and the beautiful resources, outdoor activities, and tourism opportunities we have available.

Thank you so much for taking the time to review my resume and considering me for the open seat of the NLTRA Marketing Committee.

Sincerely,

Kayla Anderson

Marketing Manager/PIO
Incline Village General Improvement District
1210 Ski Way, Incline Village, NV 89451
P: 775-832-1120
F: 775-832-1281
M: 530-945-7229
kda@ivgid.org

F-15.3

KAYLA ANDERSON

840 O'Neil Way, Incline Village, NV 89451 | C: 530-945-7229 | wakechic360@yahoo.com

Objective: Looking to contribute to the overall success of the NLTRA and increase tourism in North Lake Tahoe and Incline Village.

Work Experience

Feb. 2014-present: Marketing Manager/PIO: Incline Village General Improvement District in Incline Village, Nevada. Duties include: managing and maintaining marketing budgets, creating marketing plans for summer and winter recreation venues, attending local community meetings, and working closely with community leaders to promote and advocate tourism and recreation in Incline Village.

Aug. 2009- Feb. 2014: PR/Web Manager: Mt. Rose- Ski Tahoe in Reno, Nevada. Duties included maintaining and managing two websites, iPhone application and mobile sites, managing all public relations, email marketing, and social media, hosting journalists on Ski Lake Tahoe trips, attending local and regional trade shows and Chamber of Commerce/NLTRA/RSCVA events, managing all group sales and helping out in other departments as needed.

May 2007-Aug. 2009: Marketing Coordinator: Incline General Improvement District in Incline Village, Nevada. Duties included maintaining and managing six websites, attending local and regional trade shows and Chamber of Commerce/NLTRA events, helping to coordinate creative and media placements for IVGID venues, and managed all public relations.

Dec. 2006-April 2007: Lift Operator at Diamond Peak Ski Resort in Incline Village, Nevada. Duties included safely assisting guests loading/unloading chairlifts, checking lift tickets and season passes, maintaining lift stations, maintaining lift logs, and working in all types of weather conditions.

Feb. 2005-Nov. 2006: Office Manager: The World Wakeboard Association in Orlando, Florida. Duties included processing and maintaining membership forms, data basing, sanctioning events and processing insurance. I managed www.thewwa.com, created invoices, collected payment, recorded deposits, purchased office supplies, and answered the telephone.

Education

2012- Experience in OStraining courses for Joomla! and WordPress web development
2008- Completed a one-week Photoshop Class at Truckee Meadows Community College
2004- B.A. in Journalism with a minor in Creative Writing, California State University-Chico
2000- Diploma from Anderson High School, Anderson, California

Hobbies

Music, reading, writing, action sports, art, travel and movies.

References available upon request.

F-15.4

Steven Hoch

Mobile: 408-316-8678

E-Mail: shoch58@gmail.com

Effective leader with substantial record of business and community accomplishment. Consistently develops plans to achieve strategic, business and community objectives. Leads and catalyzes teams with energy and enthusiasm. Coaches and develops individuals and teams for exceptional growth and performance.

Experience

Tahoe City Downtown Association

11/11 – 1/14

Executive Director

Business association leader with responsibility for all daily operations, planning and execution of all events, programs and advocacy for local business community on public and private issues. Responsible for all financial mgt., including fundraising and grants.

- Increased economic vitality among Tahoe City businesses, contributing to rebound in the extended community.
- Developed and executed strategic and operational plans, resulting in growing and diversified financial foundation.
- Overhauled board and committee structure for more effective planning and execution across functions.
- Institutionalized outreach and cooperation with businesses, government and community to improve commerce & participation.

Steven Hoch Consulting

7/09 - Present

Marketing Strategy & Planning

Helping technology and professional services businesses develop marketing and business strategies and plans to achieve business objectives. Bring discipline and market orientation to teams consumed with near-term tactical priorities.

- Guided web commerce startup developing marketing strategy and plan for successful launch and capital raising.
- Helped major Japanese electronics manufacturer target and launch new device and service into fast growing U.S. mkt. segment.
- Helped local professional services companies develop messaging and tactics to build business during tough times.
- Fundraising chairman for local humane society.

Monitor Group / Monitor Executive Development

5/09 – 12/10

Consultant & Extended Faculty, Marketing Strategy & Executive Education

Consulting and coaching services for teams and businesses working to improve marketing strategies and plans. Executive education to build and develop team and individual planning and strategic marketing skills.

- Successful engagements spanning leading technology and agriculture clients
- Research driven market insight development, segmentation, and positioning.
- Efficient and effective marketing mix and action planning

Cisco Systems, Inc.

8/97 – 4/09

Director, Marketing Planning & Strategy, Strategic Planning & Marketing Operations

8/05 – 4/09

Internal marketing strategy and planning consultant. Responsible for institutionalizing strategic planning methods, processes and systems as foundation for improving total marketing efficiency & effectiveness.

- Embedded methodologies for buying process analysis, segmentation, customer & partner profiling, comparative solution analysis, positioning, and marketing mix development.
- Developed closed loop marketing process encompassing development, planning, execution, metrics and review.
- Strategic marketing planning consultant and coach for teams spanning Cisco's marketing campaigns.

Director of Mobility Marketing, Service Provider Marketing

2/03 – 8/05

Responsible for marketing to and with mobile operators worldwide, including acceleration of mobile data services and supporting infrastructure. Delivering messaging, programs and sales support for field, partner and business unit teams.

- Developed & implemented first Cisco global marketing plan for mobile service provider segment.
- Marketing leadership supporting >30% year-year growth to >\$1B in revenue.
- Represented Cisco in customer and industry forums to position & drive IP-based mobile services.

Director of Marketing, Service Provider Line of Business

8/99 – 1/03

Responsible for Service Provider Partner Program, teaming with companies delivering solutions for the service provider market. Added responsibility for delivery & services for Cisco's line of integrated solutions for service provider customers.

- Grew program and team from inception to >\$1B leveraged sales for Cisco & partners.
- Established technical, marketing, sales and management foundation for partner program.
- Developed & implemented systems delivery capabilities in association with Cisco professional services and system integrators.

F-15.5

Director of Product Marketing, Small & Medium Business

8/97 – 7/99

Responsible for outbound marketing to drive revenue and market position for Cisco in small to medium sized businesses and branch offices. Included worldwide launches, promotions, awareness and demand generation programs for local and wide area networking products and solutions. Line of business exceeded \$1B in FY'98 revenue, growing to \$2B in FY'99.

- Extended router segment leadership positions; overtook leaders in desktop switching to achieve #1 market share.
- Introduced Cisco's first integrated small business networking solutions.

Claris Corporation (Subsidiary of Apple Computer)

6/95 - 6/97

Director, Market Development

6/96 - 6/97

Led product marketing for Claris products in PC database, web authoring, office productivity, e-mail, graphics, and personal information manager (PIM) segments. Ensured product and program ROI, development and execution of business and marketing plans, team and cross-functional department management, as well as executive staff and external partner relationships.

- Profitably exceeded FY'96 revenue target of \$55M. Managed and met \$12M budget target.
- Numerous successful product launches and marketing programs.

Director, Small Business & Consumer Marketing

6/95 - 6/96

Successfully led Claris marketing to small business and consumer segments. Developed and executed business and marketing plans, managed staff and cross-functional teams, as well as external partnerships and small business association efforts. Exceeded targets.

- Led team to develop and execute first customer segment centered business plans for small business and consumer markets.
- Efficiently merged Apple software product marketing into Claris while reducing expenses.

Apple Computer, Inc.

12/91 - 6/95

Senior Manager, Added-Value Products, AppleSoft Marketing

7/94 - 6/95

Led product marketing for educational software products, Macintosh emulator for UNIX systems, and productivity tools. Supervised product line managers, product and program managers. Developed and implemented strategy to augment Mac OS business with customer valued add-on products.

- Profitably exceeded \$25M annual revenue goal; grew year-to-year sales > 100%. Managed and met \$4M budget target.
- Established Apple's first line of educational software products for consumer channels.

Manager, AppleSoft Systems and Utilities

7/93 - 6/94

Managed profit and loss for two businesses in the AppleSoft Products Group. Supervised teams of product and program managers for products ranging from Macintosh System 7 to award winning and top-selling utility products.

- Exceeded annual revenue goals. Established profitable operations in first quarter of assignment.
- Completed business and planning cycles while developing new financial management tools.

Manager, System Software Product Marketing

12/91 - 6/93

- Led product marketing for Apple system software products and technologies spanning graphics, pen computing, speech, utilities and multimedia, including Quicktime. Supervised product mgrs. working across segments. Developed s/w licensing program.
- Established Apple's two-tier software distribution and marketing programs to launch Apple's retail software product line.

Hewlett-Packard Company

6/82 - 11/91

Product Line Manager

7/88 - 11/91

Led product marketing for HP NewWave and related software products. Supervised product managers responsible for business planning, market requirements, packaging, launches, promotion, and channel management. Reengineered HP's localization process.

- Launched and positioned groundbreaking software product across markets and channels.
- Conceived and developed business plan for top-selling Dashboard product into adjacent market.

Manager, Business Planning & Development

2/87 - 6/88

Program Manager, Semiconductor System "Maturation" (phase-out) Program

1/86 - 1/87

Manager, Market Development, SPN Operation

6/85 - 12/85

Application Specialist, Semiconductor Productivity Network (SPN)

7/83 - 5/85

Sales Support Engineer, Manufacturing Systems

6/82 - 6/83

Education**Master of Business Administration, University Of Michigan**

Graduated in top third of class. Emphasis on bus. plng. & control, & quant. methods. Plng. Executives Institute, Orientation Advisor.

Bachelor of Science, University Of California At Davis

Graduated with honors. Major in Managerial Economics, emphasis on bus. mgt. & sciences. Teaching Asst., Orientation Advisor.

F-15.6



November 5th, 2014

To: Board of Directors

From: Andy Chapman, Chief Marketing Officer
Sandy Evans Hall, Chief Executive Officer

Re: North Lake Tahoe Marketing Cooperative Member Appointment

Background

The North Lake Tahoe Marketing Cooperative is made up of 4 members each from the NLTRA and the Incline Village Crystal Bay Visitors Bureau. Each of the two partners appoints members to the committee. Currently the NLTRA has two open seats on the marketing cooperative due to recent resignations of committee members. Currently the two positions open are for one NLTRA Board member and one Lay Member. The NLTRA's two remaining seats are filled with Sandy Evans Hall and John Monson (current marketing committee chair).

Staff reviewed this situation with the Marketing Committee at its past meeting and the committee recommended for board approval the following members to sit on the NLT Marketing Cooperative.

1. Brendan Madigan, NLTRA Board Member, Owner Alpenglow Sports
2. Brett Williams, NLTRA Committee Member, Owner/Operator, Agate Bay Realty

Possible Board Action

For the NLTRA Board to approve the appointment of Brendan Madigan and Brett Williams to the North Lake Tahoe Marketing Cooperative Committee.

F-16



RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of September 30, 2014

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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 1,599 Units ('DestiMetrics Census'*)

		2014/15	2013/14	Year over Year % Diff
a. Last Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for last month (September) changed by (-14.5%)	Occupancy (September) :	46.0%	53.8%	-14.5%
North Lake Tahoe Average Daily Rate for last month (September) changed by (0.1%)	ADR (September) :	\$217	\$217	0.1%
North Lake Tahoe RevPAR for last month (September) changed by (-14.4%)	RevPAR (September) :	\$100	\$117	-14.4%
b. Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (October) changed by (-9.2%)	Occupancy (October)	26.0%	28.6%	-9.2%
North Lake Tahoe Average Daily Rate for next month (October) changed by (-3.9%)	ADR (October) :	\$167	\$174	-3.9%
North Lake Tahoe RevPAR for next month (October) changed by (-12.7%)	RevPAR (October) :	\$44	\$50	-12.7%
c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the prior 6 months changed by (7.5%)	Occupancy	52.3%	48.6%	7.5%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (7.0%)	ADR	\$233	\$218	7.0%
North Lake Tahoe RevPAR for the prior 6 months changed by (15.0%)	RevPAR	\$122	\$106	15.0%
d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (-8.3%)	Occupancy	14.7%	16.1%	-8.3%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (-3.9%)	ADR	\$244	\$254	-3.9%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (-11.9%)	RevPAR	\$36	\$41	-11.9%
e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Sep. 30, 2014 vs. Previous Year				
Rooms Booked during last month (September, 2014) compared to Rooms Booked during the same period last year (September, 2013) for arrival September to February has changed by (-23.9%)	Booking Pace (September)	3.3%	4.4%	-23.9%

* **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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G-17.1



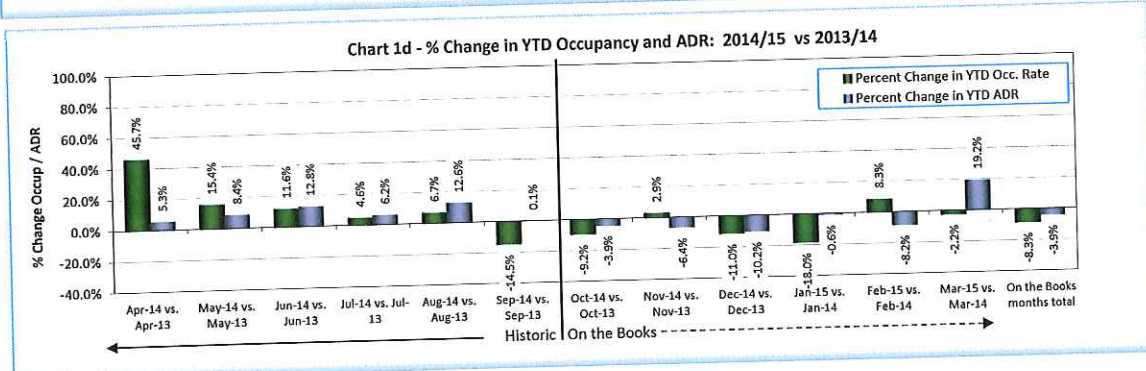
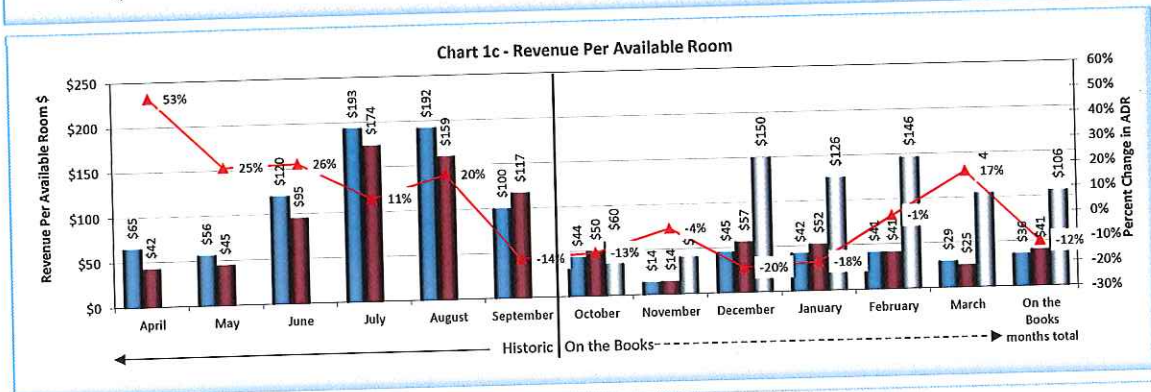
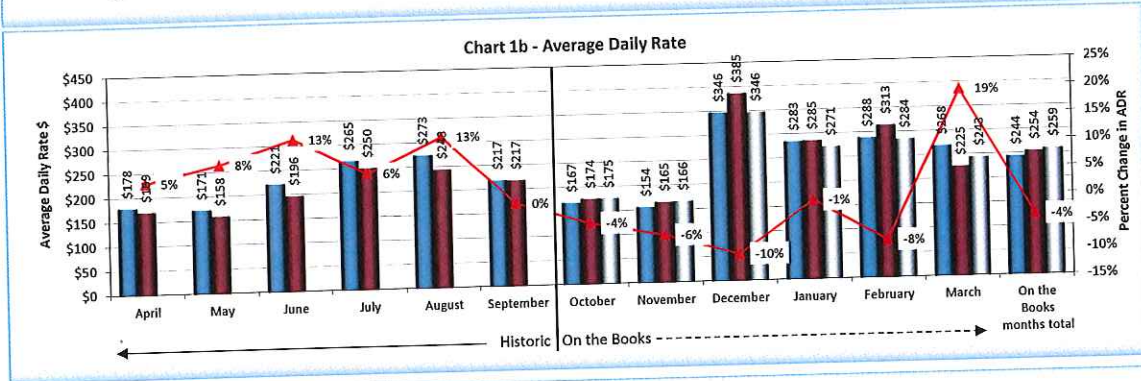
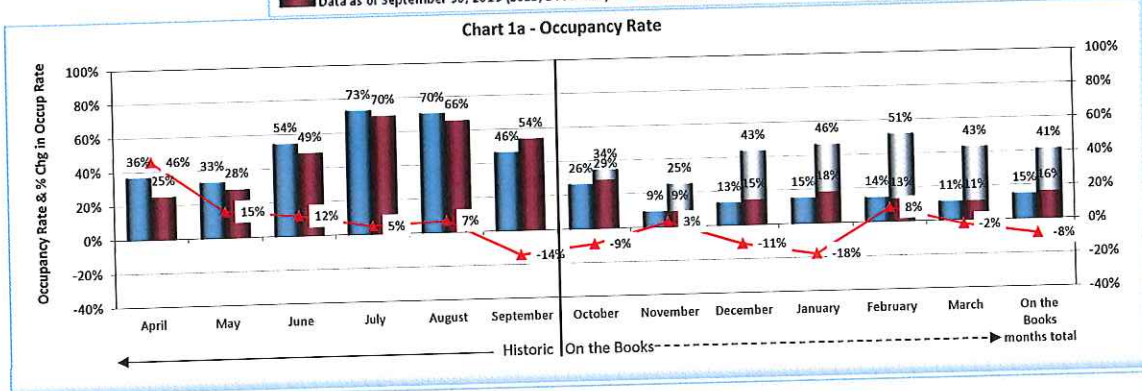
RESERVATIONS ACTIVITY REPORT SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2014/15 YTD (as of September 30, 2014) vs. 2013/14 YTD (as of September 30, 2013) vs. 2013/14 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 (2013/14 season)
 Data as of September 30, 2014 (2014/15 season)
 Data as of September 30, 2013 (2013/14 season) ↗ Percent Change



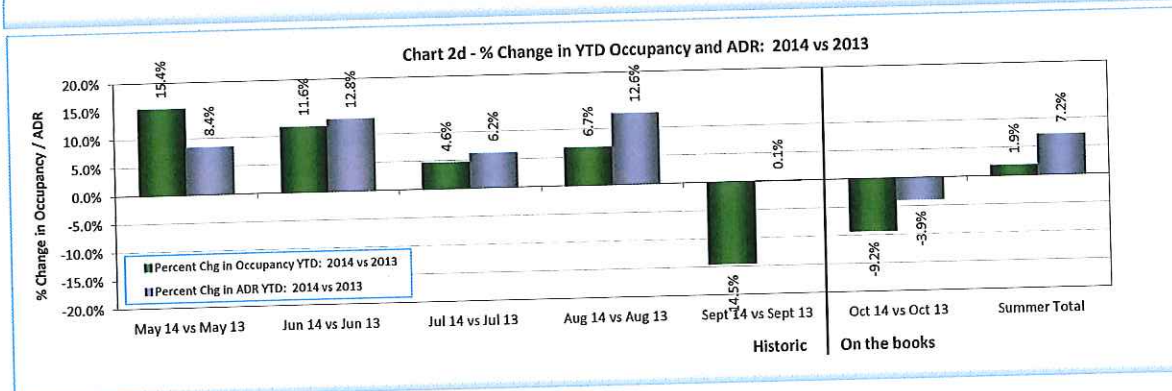
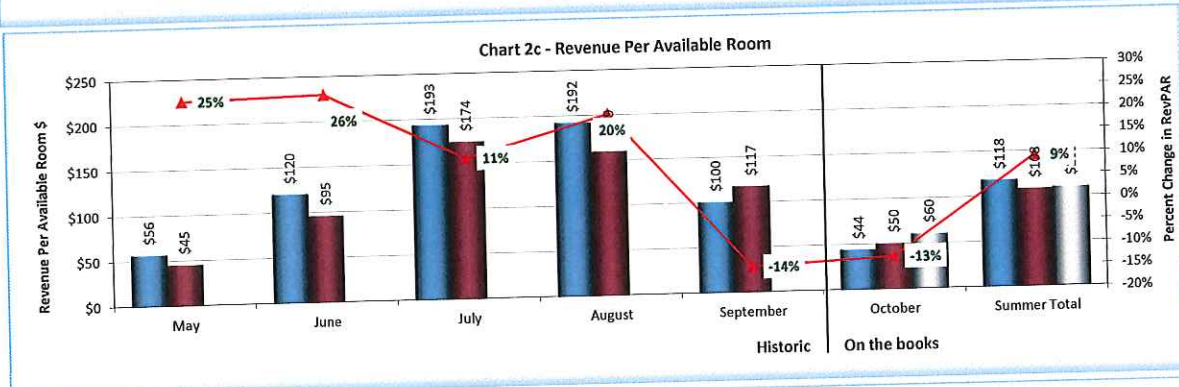
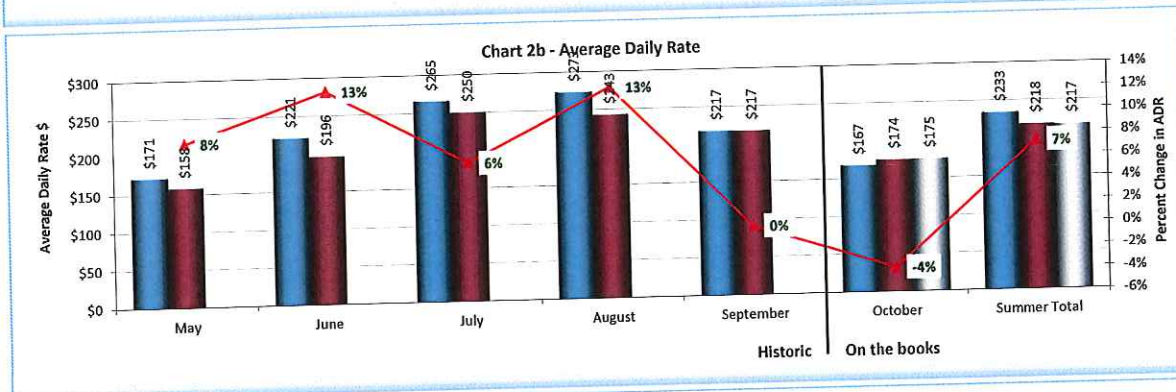
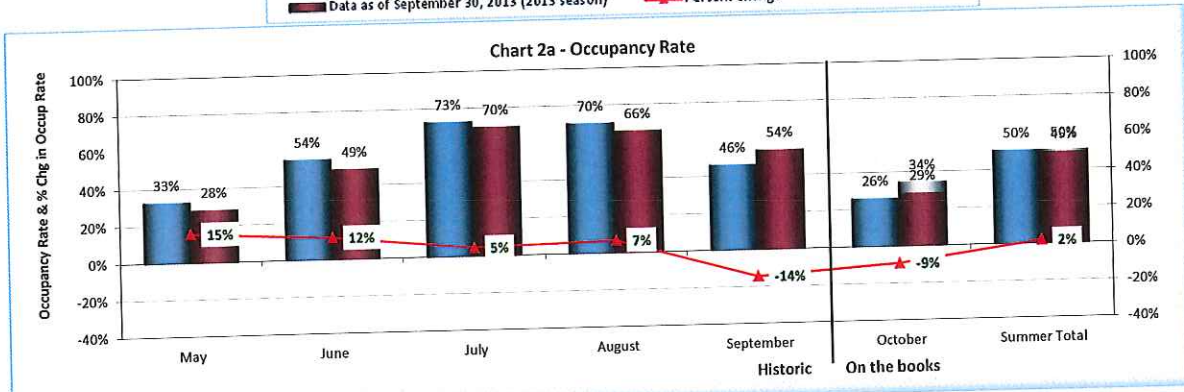
G-17.2



RESERVATIONS ACTIVITY REPORT SECTION 2 - SUMMER SEASON SUMMARY GRAPHS

2014 YTD (as of September 30, 2014) vs. 2013 YTD (as of September 30, 2013) vs. 2013 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 (2013 season)
 Data as of September 30, 2014 (2014 season)
 Data as of September 30, 2013 (2013 season) ▲ Percent Change



4-17.3



RESERVATIONS ACTIVITY REPORT SECTION 3 - WINTER SEASON SUMMARY GRAPHS

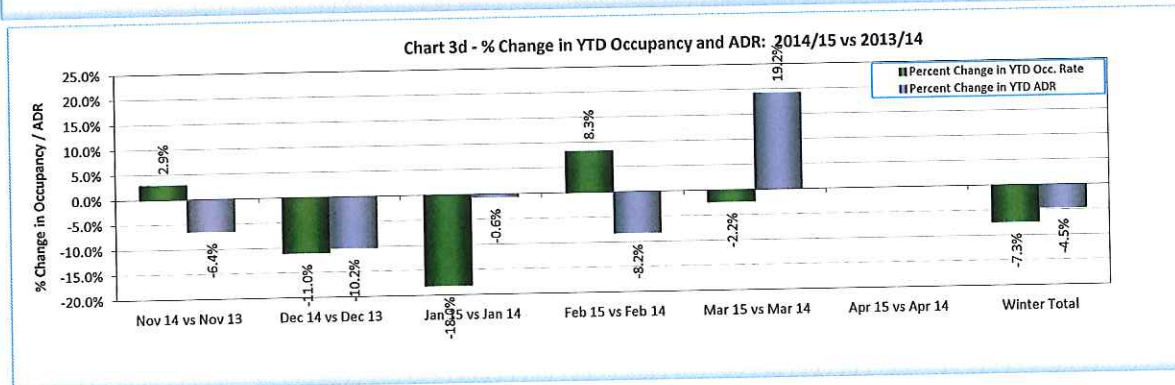
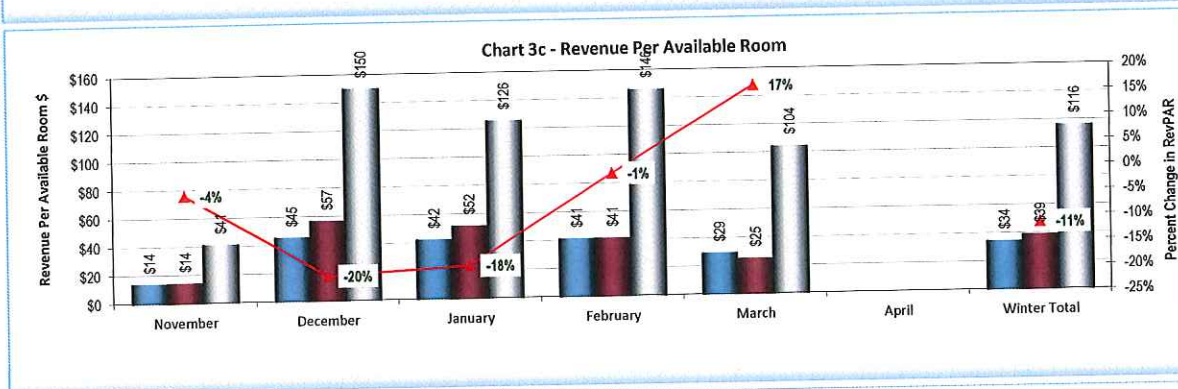
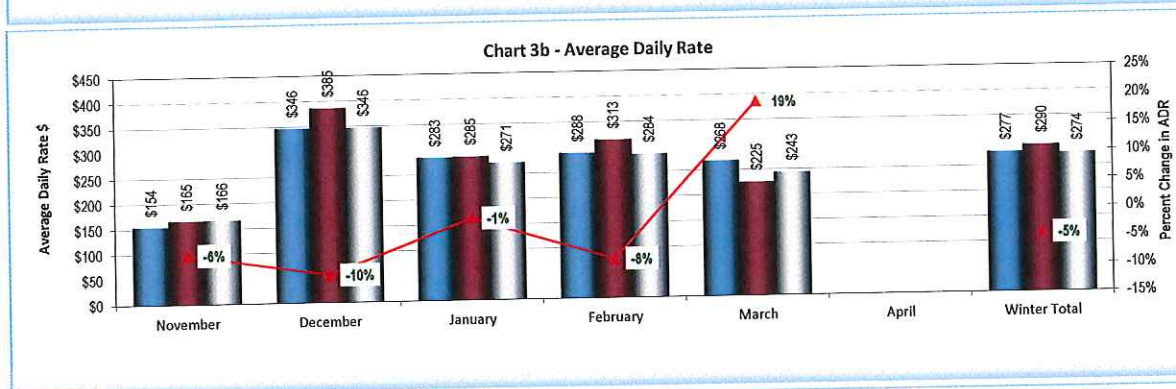
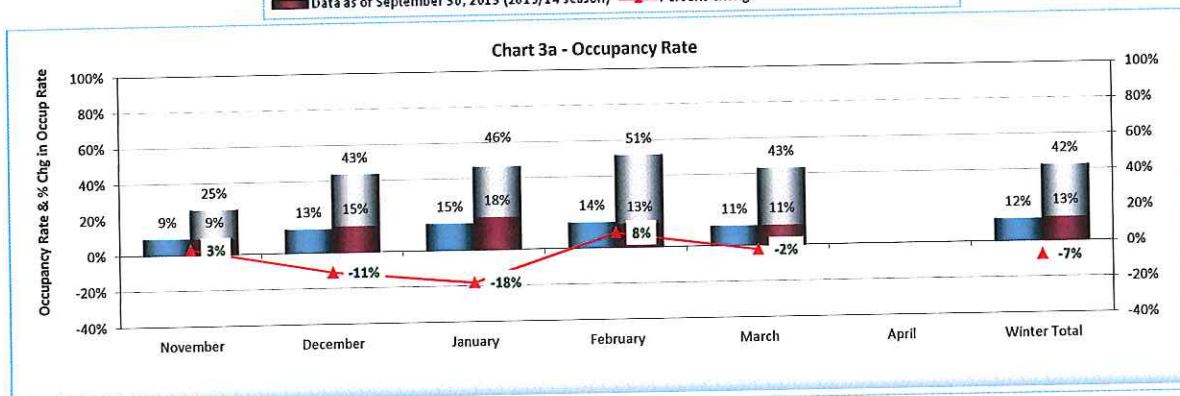
2014/15 YTD (as of September 30, 2014) vs. 2013/14 YTD (as of September 30, 2013) vs. 2013/14 Historical

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

CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited

Historic Actual (2013/14 season)
 Data as of September 30, 2014 (2014/15 season)

Data as of September 30, 2013 (2013/14 season)
 —▲— Percent Change



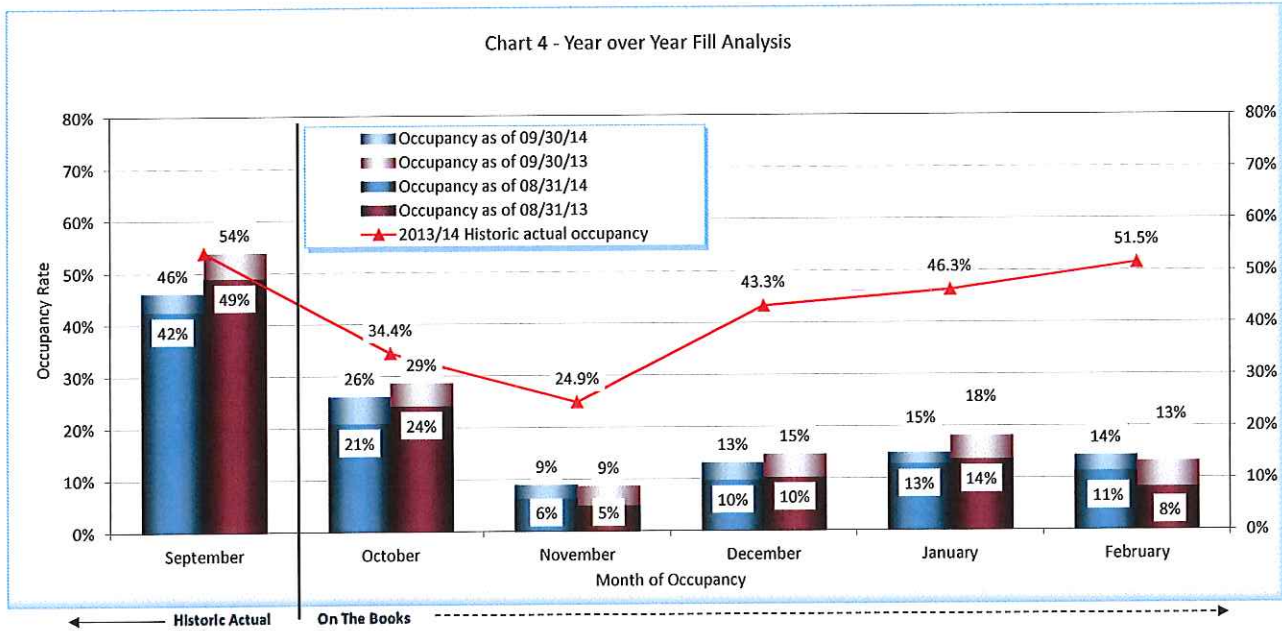
G-17.4



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

2014/15 Occupancy Pace (as of September 30, 2014) vs. 2013/14 Occupancy Pace (as of September 30, 2013) vs. same period 2013/14
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)		2013/14 Historic actual occupancy
	Occupancy as of 09/30/14	Occupancy as of 09/30/13	Absolute Change	Occupancy as of 08/31/14	Occupancy as of 08/31/13	Absolute Change	Incremental occupancy booked during Sep. 2014	Incremental occupancy booked during Sep. 2013	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
	September	46.0%	53.8%	-7.8%	42.4%	48.9%	-6.4%	3.6%	4.9%	-1.3%	
October	26.0%	28.6%	-2.6%	20.8%	24.2%	-3.3%	5.1%	4.4%	0.7%	15.8%	34.4%
November	8.9%	8.7%	0.3%	6.3%	4.9%	1.4%	2.7%	3.8%	-1.1%	-29.8%	24.9%
December	13.1%	14.7%	-1.6%	9.7%	10.2%	-0.5%	3.3%	4.4%	-1.1%	-24.6%	43.3%
January	14.9%	18.1%	-3.3%	12.7%	13.6%	-0.9%	2.2%	4.6%	-2.4%	-52.1%	46.3%
February	14.3%	13.2%	1.1%	11.3%	8.2%	3.1%	3.0%	4.9%	-2.0%	-40.1%	51.5%
Total	20.6%	23.4%	-2.8%	17.3%	19.1%	-1.8%	3.3%	4.4%	-1.0%	-23.9%	42.8%

**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.

4-17.5



RESERVATIONS ACTIVITY REPORT
SECTION 5a - SUPPORTING DATA TABLES
Bookings as of September 30, 2014

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited

OCCUPANCY RATE	<i>OCCUPANCY RATE: YTD 2014/15 VS. YTD 2013/14</i>				Historic Actual Occup. Rate (2013/14 season)	# of Properties in Sample
	Occup. Rate as of:	Occup. Rate as of:	Percent	Change in YTD Occ. Rate		
	September 30, 2014 (2014/15 season)	September 30, 2013 (2013/14 season)	Change in			
Month of Occupancy (2014/15 & 2013/14)						
April	36.5%	25.0%	45.7%		11	
May	32.8%	28.5%	15.4%		11	
June	54.3%	48.6%	11.6%		11	
July	72.8%	69.5%	4.6%		11	
August	70.2%	65.8%	6.7%		11	
September	Historic Actual 46.0%	53.8%	-14.5%		11	
October	On the Books 26.0%	28.6%	-9.2%	34.4%	11	
November	8.9%	8.7%	2.9%	24.9%	11	
December	13.1%	14.7%	-11.0%	43.3%	11	
January	14.9%	18.1%	-18.0%	46.3%	11	
February	14.3%	13.2%	8.3%	51.5%	11	
March	10.9%	11.2%	-2.2%	42.9%	11	
Grand total	33.6%	33.5%	0.2%	45.1%	11	
Historic months total	52.3%	48.6%	7.5%	48.6%	11	
On the Books months total	14.7%	16.1%	-8.3%	41.0%	11	

AVERAGE DAILY RATE	<i>ADR: YTD 2014/15 VS. YTD 2013/14</i>				Historic Actual ADR (2013/14 season)	# of Properties in Sample
	ADR as of:	ADR as of:	Percent	Change in YTD ADR		
	September 30, 2014 (2014/15 season)	September 30, 2013 (2013/14 season)	Change			
Month of Occupancy (2014/15 & 2013/14)						
April	\$178	\$169	5.3%		11	
May	\$171	\$158	8.4%		11	
June	\$221	\$196	12.8%		11	
July	\$265	\$250	6.2%		11	
August	\$273	\$243	12.6%		11	
September	Historic Actual \$217	\$217	0.1%		11	
October	On the Books \$167	\$174	-3.9%	\$175	11	
November	\$154	\$165	-6.4%	\$166	11	
December	\$346	\$385	-10.2%	\$346	11	
January	\$283	\$285	-0.6%	\$271	11	
February	\$288	\$313	-8.2%	\$284	11	
March	\$268	\$225	19.2%	\$243	11	
Grand total	\$235	\$226	4.2%	\$235	11	
Historic months total	\$233	\$218	7.0%	\$218	11	
On the Books months total	\$244	\$254	-3.9%	\$259	11	

REVENUE PER AVAILABLE ROOM	<i>REVPAR: YTD 2014/15 VS. YTD 2013/14</i>				Historic Actual RevPAR (2013/14 season)	# of Properties in Sample
	RevPAR as of:	RevPAR as of:	Percent	Change in YTD RevPAR		
	September 30, 2014 (2014/15 season)	September 30, 2013 (2013/14 season)	Change			
Month of Occupancy (2014/15 & 2013/14)						
April	\$65	\$42	53.5%		11	
May	\$56	\$45	25.1%		11	
June	\$120	\$95	25.9%		11	
July	\$193	\$174	11.1%		11	
August	\$192	\$159	20.2%		11	
September	Historic Actual \$100	\$117	-14.4%		11	
October	On the Books \$44	\$50	-12.7%	\$60	11	
November	\$14	\$14	-3.7%	\$41	11	
December	\$45	\$57	-20.1%	\$150	11	
January	\$42	\$52	-18.5%	\$126	11	
February	\$41	\$41	-0.6%	\$146	11	
March	\$29	\$25	16.6%	\$104	11	
Grand total	\$79	\$76	4.4%	\$106	11	
Historic months total	\$122	\$106	15.0%	\$106	11	
On the Books months total	\$36	\$41	-11.9%	\$106	11	

G-17.6
6



RESERVATIONS ACTIVITY REPORT
SECTION 5b - SUPPORTING SUMMER DATA TABLES
Summer Bookings as of September 30, 2014

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

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OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2014 VS. YTD 2013</u>			Historic Actual Occup. Rate (2013 season)
	Occup. Rate as of: September 30, 2014 (2014 season)	Occup. Rate as of: September 30, 2013 (2013 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2014 & 2013)				
May	32.8%	28.5%	15.4%	
June	54.3%	48.6%	11.6%	
July	72.8%	69.5%	4.6%	
August	70.2%	65.8%	6.7%	
September	Historic Actual 46.0%	53.8%	-14.5%	
October	On the Books 26.0%	28.6%	-9.2%	34.4%
Summer Total	50.4%	49.5%	1.9%	50.4%

AVERAGE DAILY RATE	<u>ADR: YTD 2014 VS. YTD 2013</u>			Historic Actual ADR (2013 season)
	ADR as of: September 30, 2014 (2014 season)	ADR as of: September 30, 2013 (2013 season)	Percent Change YTD ADR	
Month of Occupancy (2014 & 2013)				
May	\$171	\$158	8.4%	
June	\$221	\$196	12.8%	
July	\$265	\$250	6.2%	
August	\$273	\$243	12.6%	
September	Historic Actual \$217	\$217	0.1%	
October	On the Books \$167	\$174	-3.9%	\$175
Summer Total	\$233	\$218	7.2%	\$217

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2014 VS. YTD 2013</u>			Historic Actual RevPAR (2013 season)
	RevPAR as of: September 30, 2014 (2014 season)	RevPAR as of: September 30, 2013 (2013 season)	Percent Change in YTD RevPAR	
Month of Occupancy (2014 & 2013)				
May	\$56	\$45	25.1%	
June	\$120	\$95	25.9%	
July	\$193	\$174	11.1%	
August	\$192	\$159	20.2%	
September	Historic Actual \$100	\$117	-14.4%	
October	On the Books \$44	\$50	-12.7%	\$60
Summer Total	\$118	\$108	9.2%	\$109

G-17.7
7



RESERVATIONS ACTIVITY REPORT
SECTION 5c - SUPPORTING WINTER DATA TABLES
Winter Bookings as of September 30, 2014

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 2014/15 VS. YTD 2013/14			Historic Actual Occup. Rate (2013/14 season)
	Occup. Rate as of: September 30, 2014 (2014/15 season)	Occup. Rate as of: September 30, 2013 (2013/14 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2014/15 & 2013/14)				
November	8.9%	8.7%	2.9%	24.9%
December	13.1%	14.7%	-11.0%	43.3%
January	14.9%	18.1%	-18.0%	46.3%
February	14.3%	13.2%	8.3%	51.5%
March	10.9%	11.2%	-2.2%	42.9%
April				
Winter Total	12.4%	13.4%	-7.3%	42.4%

AVERAGE DAILY RATE	ADR: YTD 2014/15 VS. YTD 2013/14			Historic Actual ADR (2013/14 season)
	ADR as of: September 30, 2014 (2014/15 season)	ADR as of: September 30, 2013 (2013/14 season)	Percent Change in YTD ADR	
Month of Occupancy (2014/15 & 2013/14)				
November	\$154	\$165	-6.4%	\$166
December	\$346	\$385	-10.2%	\$346
January	\$283	\$285	-0.6%	\$271
February	\$288	\$313	-8.2%	\$284
March	\$268	\$225	19.2%	\$243
April				
Winter Total	\$277	\$290	-4.5%	\$274

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2014/15 VS. YTD 2013/14			Historic Actual RevPAR (2013/14 season)
	RevPAR as of: September 30, 2014 (2014/15 season)	RevPAR as of: September 30, 2013 (2013/14 season)	Percent Change in YTD ADR	
Month of Occupancy (2014/15 & 2013/14)				
November	\$14	\$14	-3.7%	\$41
December	\$45	\$57	-20.1%	\$150
January	\$42	\$52	-18.5%	\$126
February	\$41	\$41	-0.6%	\$146
March	\$29	\$25	16.6%	\$104
April				
Winter Total	\$34	\$39	-11.5%	\$116

G-17.8
8

North Tahoe Tourism Development Master Plan Timeline
Revised 10-23-14

Date	Deliverable/Milestone	Who
October 23	Design Workshop to rework and bring back to Task Force for review	Task Force
November	Design Workshop will meet with the Task Force for additional review	DW and Task Force
January	Tentative Public workshop series in North Tahoe	Freshtracks + NLTRA Staff
February	Update: Final Master Plan: 1) Public outreach 2) *Work Plan	FTC: Public Outreach Summary NLTRA + Committee (Work Plan)
March	NLTRA Board Approval	NLTRA Staff
April	Placer Board of Supervisors Approval of Plan	NLTRA Staff

G-18



north lake tahoe

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November 5, 2014

Subject: 2015/16 Capital Investment Grants Process and Next Steps

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Request:

- This item is informational only. Board may give direction but no action is requested.

Background Information:

- The Capital Investment/Transportation Committee meeting was held October 27, 8:30 am, and adjourned at 4:00 pm.
- Ten projects were presented requesting TOT funding up to \$2,906,875 to be available starting July 1, 2015.
- Approximate TOT funding available for new applications is \$1,554,382.
- Staff recommendation, prior to the meeting and presentations, suggested adjusted project funding amounts, and timing of funding that can be supported by anticipated TOT funds.
- At conclusion of each presentation, the Committee asked for clarifications, more info if necessary, and confirmation of funding needs and timing.
- At conclusion of all presentations, the Committee deliberated at great length the thoroughness of project applications, their appropriateness to TOT funding, levels of funding to be recommended, and timing of the funding.
- The Committee also identified issues that came forward in the new process that it believed should be discussed and resolved as the TOT funding process moves forward.
- A sub-committee of the Committee volunteered to meet with staff to further discuss the issues:
 - Rehabilitation/reconstruction of existing trails is now requiring more funding in addition to new trail construction
 - The need to explore and identify additional funding sources
 - Criteria for determining multiyear requests versus dividing a project into separate requests each year
 - Review the scoring system and how it should be used in priority setting
 - Develop a consistency in overhead costs included in funding requests

Committee Recommendations:

- At the December 3rd meeting, the NLTRA Board approves and recommends project selection, level of funding, timing of funding, and the need to pursue additional funding sources for rehab type projects. (See attached summary sheet)
- The Committee recommendations are based with contingencies shown on attached summary sheet having been met. Committee will confirm at its next meeting on Nov, 17th or 24th.

G-19.1

15/16 NLTRA Capital Projects

Project	Request	Alt Request	Rating	Recommended	Remarks
Tahoe Field Station Wayfinding Signage	\$ 6,250.00	\$ 6,250.00	120	\$ 6,250.00	
Martis Valley Trail 3A	\$ 250,000.00	\$ 250,000.00	120	\$ 250,000.00	Reserve amount contingent on a defined scope of work for the master plan + deliverable
Speed Boat Beach Access	\$ 50,000.00	\$ 50,000.00	110	\$ 50,000.00	This is contingent on a one year project - provide schedule
NTRP Trail Signage	\$ 135,000.00	\$ 45,000.00	105	\$ 135,000.00	2 additional years of commitment to total \$1,624,394.25 (576,413 + 614,122)
Truckee River Trail Reconstruction	\$ 1,507,625.00	\$ 600,000.00	105	\$ 433,859.00	matching funds
Tahoe Public Art	\$ 200,000.00	\$ 125,000.00	100	\$ 125,000.00	evaluate contract work with TCPUD - No asphalt sealant
Squaw Valley Bike Trail Rehab	\$ 493,000.00	\$ 246,500.00	95	\$ 246,500.00	Reserve amount contingent on a defined scope of work for the master plan + deliverable
TC Mobility	\$ 100,000.00	\$ 85,000.00	90	\$ 85,000.00	Reserve amount contingent on a defined scope of work for the master plan + deliverable
TC Parking Facilities	\$ 100,000.00	\$ 85,000.00	80	\$ 85,000.00	Reserve amount contingent on a defined scope of work for the master plan + deliverable
Lake Tahoe Water Conditions Visitor Displays	\$ 65,000.00	\$ 65,000.00	80	\$ -	not ready.
	\$ 2,841,875.00	\$ 1,492,750.00		\$ 1,416,609.00	
				\$ 1,554,382.00	TOT Funds Available
				\$ 137,773.00	Reserve Pool
				\$ 40,767.95	hold for research on alternative funding sources for rehab type project if a solution is resolved then the dollars go back to those projects.

5-19-2



north lake tahoe

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**Board of Directors
Candidacy Application Form**

Name Samir Tuma Phone# 415-725-4725

Business Name Kila Tahoe LLC Phone# 415-725-4725

E-mail Address samir@kilaproperties.com

Mailing Address 220 S California Ave, Suite 220

City Palo Alto State CA Zip Code 94306

Business Address 255 & 265 North Lake Blvd

City Tahoe City State CA Zip Code 96145

Business Physical Address 255 & 265 North Lake Blvd

City Tahoe City State CA Zip Code 96145

Board Seat: () Real Estate () At Large () Ski Area (X) Property Management

Please provide below (or attach, no more than 1 page double spaced) a brief description of your business and election platform:

My company owns and operates the Poplar Trees Mall (formerly known as the Henrikson Property). Since purchasing the property in June 2014, we have made a series of upgrades to the property, and have added several new tenants. We intend to manage the Mall as a retail and office center for the coming years, while we work on redeveloping the property. In parallel, we are pursuing entitlements, through Placer County and the TRPA, to redevelop the property into a boutique hotel serving visitors to Tahoe City. The successful redevelopment will bring substantial environmental gains to the Tahoe Basin, as well as have a significant positive economic impact on the North Lake Tahoe area.

I am interested in serving on the NLTRA Board of Directors because I believe that the NLTRA is well positioned to contribute positively to preserving and upgrading the natural environment, creating additional recreational opportunities for residents and visitors, as well as contributing positively to revitalizing the economic strength of the area. Through its range of partnerships and a strong vision for the North Lake Tahoe area, the NLTRA has the opportunity to bring a wide range of stakeholders and resources together to effect positive change.

4-20.1

My background of over 20 years in marketing, 8 years in land use and transportation issues, 8 years in hotel ownership and management, as well as my long term love of the North Lake Tahoe area all will help me be a positive contributor to the NLTRA in this role. I have served on other Boards of Directors, as well as over 6 years on the Palo Alto Planning and Transportation Commission, so have significant experience in relevant areas at the Board level.

I would be honored to serve on the NLTRA Board, and to work with disparate stakeholders to have a positive impact on North Lake Tahoe.

All applicants must be members in good standing.

The information stated above is true to the best of my knowledge and may be verified. I am stating my willingness to serve as a Director for the North Lake Tahoe Chamber/CVB/Resort Association.

Signature  _____

Date 10/27/2014 _____

6-20.2



**Board of Directors
Candidacy Application Form**

Name MONTY WAUGH Phone# 530.263.5693
 Business Name SQUAW VALLEY SKI HOLDINGS Phone# 530.452.7285
 e-mail Address MWAUGH@SQUAW.COM
 Mailing Address PO BOX 2007
 City OLYMPIC VALLEY State CA Zip Code 96146
 Business Address 1901 CHAMONIX PLACE - POB 2007
 City OLYMPIC VALLEY State CA Zip Code 96146
 Business Physical Address 1901 CHAMONIX PLACE
 City OLYMPIC VALLEY State CA Zip Code 96146

Board Seat: () Large Lodging () Restaurant () Retail (X) Ski Area

Please provide below (or attach, no more than 1 page double spaced) a brief description of your business and election platform:
SEE ATTACHED

All applicants must be members in good standing.

The information stated above is true to the best of my knowledge and may be verified. I am stating my willingness to serve as a Director for the North Lake Tahoe Chamber/CVB/Resort Association.

Signature [Handwritten Signature] Date 10/29/14

G-20.3

Monty Waugh – CFO of Squaw Valley Ski Holdings, LLC

Monty Waugh is the Chief Financial Officer at Squaw Valley Ski Holdings, LLC, and an executive with over 17 years of accounting, finance, and business management experience. As CFO, Monty is responsible for the effectiveness and results of company-wide accounting and finance, strategic planning, management reporting and budgeting, capital planning, corporate tax, banking and debt covenants, private equity reporting and shareholder relations, board of director meetings, information technology, commercial leasing, legal, payroll, benefits, cash flow management, and corporate insurance functions. Prior to serving as Chief Financial Officer, Monty served as Vice President of Accounting and Finance for Booth Creek Ski Holdings.

Monty has served on the board of directors for several homeowner associations. He is a Certified Public Accountant and holds a Bachelor of Sciences degree in Business Administration, with an Accounting concentration from California State University, San Bernardino.

G-20.4



north lake tahoe

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Board of Directors Candidacy Application Form

Name Brett Williams Phone# 530-546-4256

Business Name Agate Bay Realty, Inc. Phone# _____

e-mail Address brett@agatebay.com

Mailing Address 4991 North Lake Blvd./490

City Carnelian Bay State CA Zip Code 96140

Business Address _____

City _____ State _____ Zip Code _____

Business Physical Address _____

City _____ State _____ Zip Code _____

Board Seat: Real Estate At Large Ski Area Property Management

Please provide below (or attach, no more than 1 page double spaced) a brief description of your business and election platform: see attached

All applicants must be members in good standing.

The information stated above is true to the best of my knowledge and may be verified. I am stating my willingness to serve as a Director for the North Lake Tahoe Chamber/CVB/Resort Association.

Signature 7EB316C556824B6...
Brett Williams
DocuSigned By: Brett Williams

Date 10/30/2014

4-20.5

Dear North Lake Tahoe Resort Association Board of Directors:

I am writing because I am interested in serving on the North Lake Tahoe Resort Association Board of Directors. I was raised in North Lake Tahoe and graduated from North Tahoe High School in 1987 and I boomeranged back to north Lake Tahoe in 1993 after graduating from San Diego State and worked as a sales manager for Granlibakken. From 1995 to 1999 I was in group sales and marketing for Northstar & Sierra at Tahoe, from 1999 to 2001 I was the Director of Sales & Marketing for the Chancellor Hotel on Union Square in San Francisco, and from 2001 to today I have run Agate Bay Realty. My company manages roughly 65 vacation rental properties, 80 total rental properties, and we do real estate brokerage as well. On the real estate sales side of my business, I am the President of the Western Mountain Resort Alliance or WMRA. WMRA consists of the Boards of Realtors of Whistler/Blackcomb, Big Sky, Sun Valley, Park City, Vail, Steamboat, Jackson Hole and Tahoe/Truckee. There are roughly 3000 agents that are part of these Boards of Realtors and we share mountain resort real estate and tourism information within our membership so the membership is more informed and can become better agents. I believe my experience in resort accommodation sales and marketing and real estate could help the organization. During my last 4 years serving on the Marketing Committee, we have succeeded in increasing the visitation during the shoulder months and yet I think we still have additional opportunities to make our community a more viable year round destination. I appreciate you considering me to serve on the North Lake Tahoe Resort Association Board of Directors.

6-20.6



north lake tahoe
Chamber | CVB | Resort Association

**Board of Directors
Candidacy Application Form**

Name Adam Wilson _____ Phone# 530 448 1807 _____

Business Name Northstar California _____ Phone# 530 562 8037 _____

e-mail Address apwilson@vailresorts.com _____

Mailing Address 529 Silvertip DR. _____

City Incline Village _____ State NV _____ Zip Code 89451 _____

Business Address P.O. Box 129 _____

City Truckee _____ State CA _____ Zip Code 96160 _____

Business Physical Address 100 Northstar Dr. _____

City Truckee _____ State CA _____ Zip Code 96161 _____

Board Seat: () Real Estate () At Large Ski Area () Property Management

Please provide below (or attach, no more than 1 page double spaced) a brief description of your business and election platform:

I support the North Lake Tahoe Tourism and Community Investment Master Plan which has been developed and updated to align our efforts as a community to support the growth of local businesses, tourism and the general health and vitality of the North Lake Tahoe area. I also believe that if we work collaboratively as an organization and outside of our own interests that any given outcome of that body of work will be beneficial to the community at large. I also believe that we must also keep a keen eye on the environmental stewardship that should be reflected in our direction and activities as a leadership group. I have had the privilege of serving on this board in the past and currently serve on the Group Sales Committee.

All applicants must be members in good standing.

The information stated above is true to the best of my knowledge and may be verified. I am stating my willingness to serve as a Director for the North Lake Tahoe Chamber/CVB/Resort Association.

Signature _____

Date 10/22/14

9-20.7



**Board of Directors
Candidacy Application Form**

Name Brendan Madigan Phone# 530.414.1472
Business Name Alpenglow Sports, Inc. Phone# 530.583.6917
e-mail Address brendan@alpenglowsports.com
Mailing Address PO Box 7230
City Tahoe City State CA Zip Code 96145
Business Address 415 North Lake Blvd.
City Tahoe City State CA Zip Code 96145
Business Physical Address _____
City _____ State _____ Zip Code _____

Board Seat: () Large Lodging () Restaurant () Retail

Please provide below (or attach, no more than 1 page double spaced) a brief description of your business and election platform: _____

It is my sincere hope to continue my interim at-large board seat with the North Lake Tahoe Resort Association.

In the few short months of serving on the board I have been galvanized to continue out of a deep care and ¹⁵

concern for our North Lake community. I believe my leadership qualities (past President and BOD with the ¹⁶

TCDA), marketing expertise and genuine love of our community makes myself an ideal candidate. I have ¹⁷

learned a plethora in the short few months of serving on the board and I hope to continue this process. ¹⁸

I feel that it is a vital time for our community to have full-time residents and business owners who can occupy ¹⁹

the leadership positions that the NLTRA board offers. ²⁰

All applicants must be members in good standing.

The information stated above is true to the best of my knowledge and may be verified. I am stating my willingness to serve as a Director for the North Lake Tahoe Chamber/CVB/Resort Association.

Signature BM ²² Date 11.4.13 ²¹

4-20.8



2014-15 Tourism Director/Marketing Director/CMO Hiring Calendar

Month	Task	Responsible Parties
October	Ad placements: Sierra Sun, Biz Bytes, WACVB, WACE, DMAI	Marc – Sierra Sun; Sandy – Biz Bytes, WACVB, WACE; Jason - DMAI
November 3	Initial deadline for resumes	
November 10	Appointment of Selection Committee: 1 board member, 2 marketing committee members, 1 coop board member	Sandy
Week of November 10	Meet with Committee to go over applications, define interview questions and process	Sandy and Committee
Week of November 17	Begin Interviews – narrow down to finalists	Sandy and Committee
November 24 – December 5	Complete second interviews and select final candidate – make offer	Sandy and Committee
January 1	Tentative start date	Sandy and Committee

4-22-15



Director of Marketing and Tourism

While we wish Andy Chapman the very best in his new position and are looking forward to working with him in this role, I want to get your thoughts of qualities, skills, and experience that you would like to see in his replacement! Please complete this and return to me at your earliest convenience. Thank you!!

1. What qualities would you most like to see in this position? (ie: polished, expressive, collaborative, articulate, visionary, team builder, etc.)

2. What skill sets would be most important to you? (ie: digital marketing, social media, mobile marketing, TBID formation, international marketing, group sales, etc.)

3. What specific experience would you like to see? (ie: destination resort marketing, agency management, TBIDs, local knowledge, political savvy, etc.)

4. Would you like to participate on the selection committee? If yes, provide name and contact info: _____

G-22.2