



north lake tahoe

Chamber | CVB | Resort Association

Agenda and Meeting Notice THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS Wednesday June 5, 2013 – 8:30 am – 11 am Tahoe City Public Utilities District

NLTRA Mission

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

Meeting Ground Rules

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

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. CALL TO ORDER - ESTABLISH QUORUM – Chair

B. AGENDA AMENDMENTS AND APPROVAL - MOTION

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

C. PUBLIC FORUM

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

D. REPORTS & ACTION ITEMS (2 hr 10 minutes)

8:35 – 10:45

Organization (40 minutes)

3. Approval of Agreement with Placer County – Sandy Evans Hall
MOTION (30 minutes)
4. Proposed policy for Merit and Performance Pay – Lisa deRoulet
MOTION (10 minutes)

Marketing (5 minutes)

5. MTRiP – update – Andy Chapman (5 minutes)

Transportation/Infrastructure (45 minutes)

6. Community House Funding Request – Ron Treabess/Phil GilanFarr
MOTION (30 minutes)
7. Proposed Committee Structure Changes – Ron Treabess **MOTION (5 minutes)**

8. Revised Integrated Work Plan and Cash Flow Projections – Ron Treabess (10 minutes)

2013 Board Members

Wally Auerbach
Auerbach Engineering

Eric Brandt
Tahoe TV

Phil GilanFarr
(Chair)
CB's Pizza & Grill

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

Brendan Madigan
Alpenglow Sports

Alex Mourelatos
Mourelatos Lakeshore Resort

Valli Murnane
(Secretary)
Tahoe XCountry

Ron Parson
(Immediate Past Chair)
Granlibakken

Bill Rock
(Treasurer)
Northstar

Eric Sather
Resort at Squaw Creek

Jennifer Merchant
Placer County

Kristi Boosman
TRPA
(Ex-officio)

Membership (5 minutes)

9. Membership Sales, Activities and Events – Deanna Frumentti (5 minutes)

Visitor Information Services (15 minutes)

10. Customer Service Training – Emily Detwiler (10 minutes)

Special Presentation (20 minutes)

11. Northstar Expansion Plans – Bill Rock (20 minutes)

E. DIRECTORS' COMMENTS (5 minutes)

10:45 – 10:50

F. CONSENT CALENDAR – MOTIONS (5 minutes)

10:50 – 10:55

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

12. Board Meeting Minutes – May 1, 2013

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

13. Joint Infrastructure/Transportation Committee – May 20, 2013

14. Marketing Committee – May 28, 2013

15. Business Association and Chamber Collaborative – May 8, 2013

16. Lodging Committee – May 30, 2013

17. Conference Sales Directors Committee – May 16, 2013

18. Finance Committee – May 30, 2013

19. Executive Committee Report – May 28, 2013

20. Financial Reports for April, 2013

1. Financial Analysis – Project Updates

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

21. Conference Sales Reports

22. Infrastructure/Transportation Activity Report – May

G. MEETING REVIEW AND STAFF DIRECTION (5 minutes)

10:55 – 11:00

21. July Board Meeting - Cancelled

22. June Planning Retreat – June 26, 1-6 p.m. Tahoe City location TBD

H. CLOSED SESSION (If necessary)

I. RECONVENE TO OPEN SESSION

J. ADJOURNMENT

This meeting site is wheelchair accessible.

Posted and e-mailed, , 2013



June 5, 2013

Subject: Approval of Agreement with Placer County

Please note that the Agreement was not included in the packet when it was posted and emailed on May 31, 2013. It will be posted and sent out on Monday June 3, 2013.



TO: Board of Directors

FROM: Lisa de Roulet

DATE: June 5, 2013

SUBJECT: Wage and Salary Administration Policy

The Executive Committee requested that Staff create a policy regarding wage and salary administration that will stimulate improvement in employee productivity, reward performance, ensure internal equity for comparable levels of responsibility, maintain external competitiveness, and provide a basis for establishing effective controls of wage and salary expenses.

The policy was brought to the Board for approval at the May 1, 2013 meeting. After discussion, the Board requested several edits to the language to provide additional clarity.

Request for Motion

Staff is requesting the Board approve the attached policy document which includes the requested language edits.



IMPLEMENTATION DATE: 7/1/2003

REVISION DATE: 5/28/2013

TITLE: WAGE AND SALARY ADMINISTRATION Page 1 of 3

POLICY

It is the policy of the NLTRA to provide and maintain a system of wage and salary administration that will stimulate improvement in employee productivity, reward performance, ensure internal equity for comparable levels of responsibility, maintain external competitiveness, and provide a basis for establishing effective controls of wage and salary expenses.

PROCEDURE

1. Wage and Salary Ranges: Equitable and competitive wage and salary ranges shall be established for all positions. The pay grades and salary ranges are determined by:
 - a. Market rates for comparable jobs - external competitiveness.
 - b. Management's judgment to the relative internal worth of the job's content - internal equity.
2. Hiring Rates: The hiring rate may fall into one of the three following categories:
 - a. Minimum to midpoint of Range: The midpoint of each range represents the labor market pay level for fully experienced people. Many hiring rates will be paid in the minimum to midpoint of the range. The range minimum should be used as the hiring rate whenever possible since the performance potential of a new employee is difficult to assess.
 - b. Midpoint to Maximum: Only in unusual situations should a starting salary exceed the midpoint. This may occur when an individual has qualifications and potential clearly above average, or when there is a definite plan for a more responsible position in the near future. However, placing someone in the high level may restrict his or her future increase potential. The CEO must approve placement of any new hire's pay rate above the midpoint.
 - c. Below Minimum for Salary Range: In some instances, hiring rates below minimum may be paid. This will usually occur in the upper salary ranges, but may occur at any time at the discretion of management. In such a case, the

employee should usually be brought at least to the minimum of the range within one year.

3. Creation of a New Position

All requests for new positions require a written narrative describing the need for the new position and what circumstances require that a new position be created. The CEO must approve these positions before forwarding to the Board of Directors for final approval.

4. Use of Employee Action Forms

In each of the following transactions, an EAF is used to document the action and to provide a mechanism for approval. Two levels of management approval are required for all of the following transactions. The CEO must approve any exceptions.

Merit Increase Transaction

- a. Merit increases are granted as the result of continued successful performance on the job. Increases are not given based on seniority.
- b. For all exempt and non-exempt year-round employees annual appraisals are conducted by an employee's immediate supervisor in conjunction with quarterly goal assessments. The CEO's appraisal is conducted by the Executive Committee of the Board of Directors. Seasonal employees are given a performance appraisal at the end of each season, which will determine whether the seasonal employee is eligible for re-hire for the next season.
- c. A merit increase may be given any time it is deserved, and may or may not be granted in conjunction with performance appraisals subject to management approval. Any increase requires the approval of two levels of management. CEO merit increases must be recommended by the Executive Committee and approved by the Board of Directors.
- d. New employees will be eligible for a merit increase at the end of 90 days from their start date, based upon performance evaluation.
- e. Each year management will establish an annual company-wide merit increase budget. Departmental management will be responsible for the distribution of increases within approval limits.
- e. The range of merit increases will be announced each year. Employees will be awarded a percentage increase based on their performance rating and their position within the range.

Promotion Increase Transaction

- a. A promotional increase is typically granted and effective when an employee is assigned to a position in a higher salary grade than the one in which he or she is currently classified, or when there is a reevaluation of the current job placing it into a higher salary grade.

Transfer Transaction

- a. A lateral transfer is a lateral move from one job to another within the same salary grade. A lateral transfer in the same salary grade will not typically justify an increase.

Demotion Decrease Transaction

- a. A demotion is the moving of an employee to a position in a lower range or salary grade because of poor performance or lack of work in the existing classification. A job may have a significant change in duties and responsibilities which requires that it be moved to a lower grade.
- b. If a demoted employee is earning more than the maximum for his or her new (lower) grade, he will be paid no more than the maximum of the new grade. Such an employee will be held at that wage until such time as grade maximums are adjusted upward and will accommodate an increase, if warranted by performance.
- c. The CEO must approve demotions.

5. Incentive Pay

- a. The CEO and core functional managers (Finance, Marketing, Infrastructure/Transportation, Visitor Information and Membership) are eligible for an incentive payout for performance above and beyond their basic job descriptions based upon annual achievement of personal performance goals as well as on organizational and financial performance thresholds. The goals are agreed upon in the employee's annual goal setting meeting and reviewed quarterly. Core functional manager incentive payouts are approved by the CEO. The CEO incentive payout must be recommended by the Executive Committee and approved by the Board of Directors.
- b. Hourly and supervisory employees are eligible for an incentive payout based upon specific goal achievement above and beyond their basic job description as determined in the employee's annual goal setting meeting. These are recommended by supervisors and approved by the CEO.

6. General

- a. For the purpose of this policy, “supervisor” is defined as the most immediate supervisor to whom an employee reports.
- b. Any wage or salary increase should not be disclosed to any employee until it has been fully approved.
- c. Valuable career employees who are at the maximum of their salary grades may receive an increase with the approval of the CEO.
- d. The annual goal development and appraisal cycle is linked to the NLTRA’s fiscal year. The Board of Directors and CEO meet in June to set the new year’s strategic goals. Once the Board approves the new year’s goals, the CEO and Management Team set their goals for the year to ensure alignment with the Board-approved strategy. Each manager or supervisor then meets with their direct reports to set their goals for the year. This process typically takes until early September to finalize.



RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of April 30, 2013

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Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,723 Units ('MTRIP Census'*)

		2012/13	2011/12	Year over Year % Diff
a. Last Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for last month (April) changed by (-40.2%)	Occupancy (April) :	25.0%	41.9%	-40.2%
North Lake Tahoe Average Daily Rate for last month (April) changed by (-1.7%)	ADR (April) :	\$169	\$172	-1.7%
North Lake Tahoe RevPAR for last month (April) changed by (-41.3%)	RevPAR (April) :	\$42	\$72	-41.3%
b. Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (May) changed by (-9.8%)	Occupancy (May)	20.3%	22.5%	-9.8%
North Lake Tahoe Average Daily Rate for next month (May) changed by (-0.7%)	ADR (May) :	\$153	\$155	-0.7%
North Lake Tahoe RevPAR for next month (May) changed by (-10.5%)	RevPAR (May) :	\$31	\$35	-10.5%
c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the prior 6 months changed by (7.3%)	Occupancy	42.7%	39.8%	7.3%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (8.9%)	ADR	\$248	\$228	8.9%
North Lake Tahoe RevPAR for the prior 6 months changed by (16.8%)	RevPAR	\$106	\$91	16.8%
d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (48.7%)	Occupancy	27.6%	18.6%	48.7%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (6.2%)	ADR	\$213	\$201	6.2%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (57.9%)	RevPAR	\$59	\$37	57.9%
e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Apr. 30, 2013 vs. Previous Year				
Rooms Booked during last month (April, 2013) compared to Rooms Booked during the same period last year (April, 2012) for all arrival dates has changed by (-19.7%)	Booking Pace (April)	4.6%	5.7%	-19.7%

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

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

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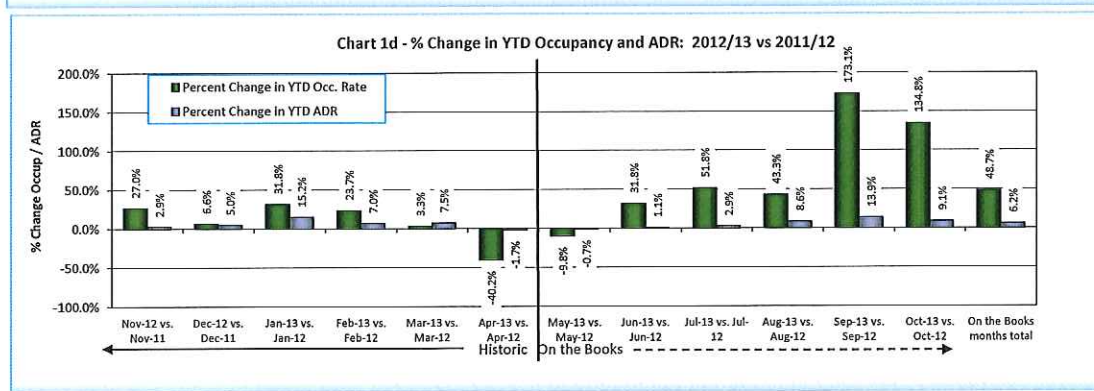
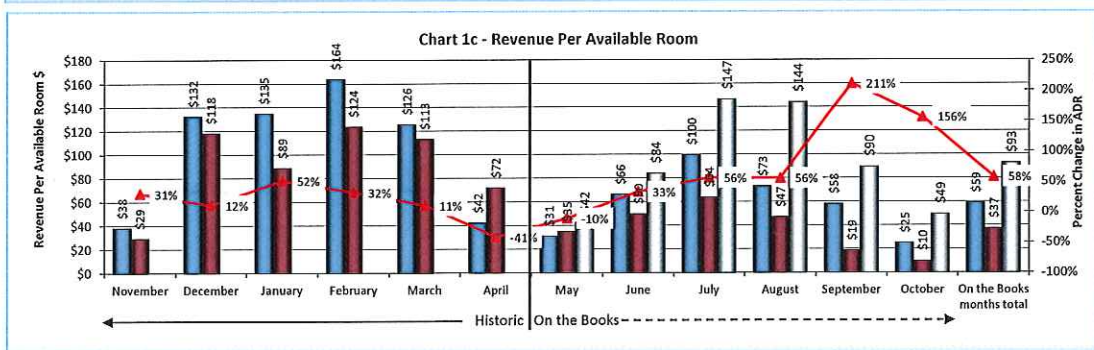
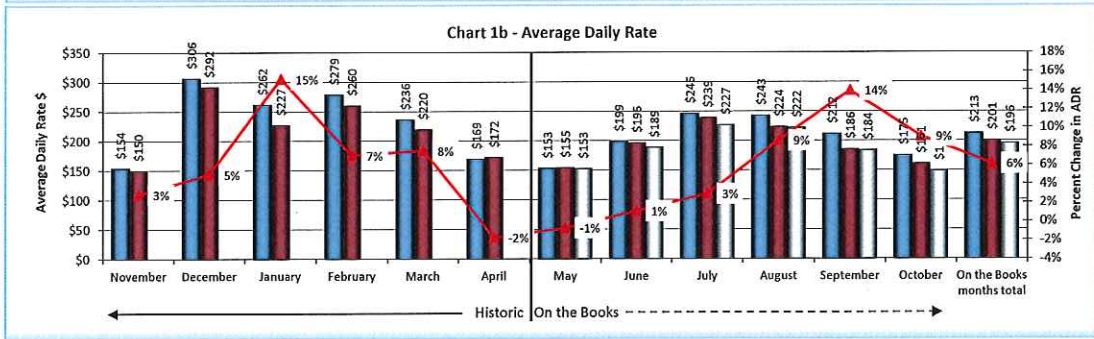
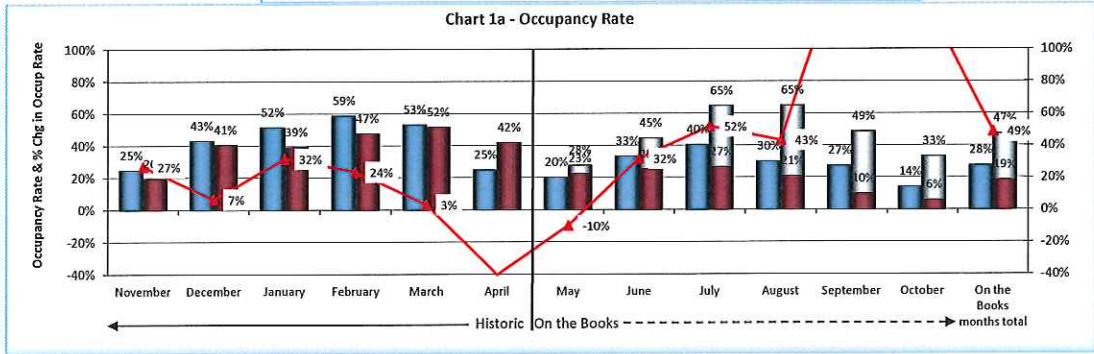
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RESERVATIONS ACTIVITY REPORT
SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2012/13 YTD (as of April 30, 2013) vs. 2011/12 YTD (as of April 30, 2012) vs. 2011/12 Historical
NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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Historic Actual (2011/12 season)
 Data as of April 30, 2013 (2012/13 season)
 Data as of April 30, 2012 (2011/12 season)
 Percent Change

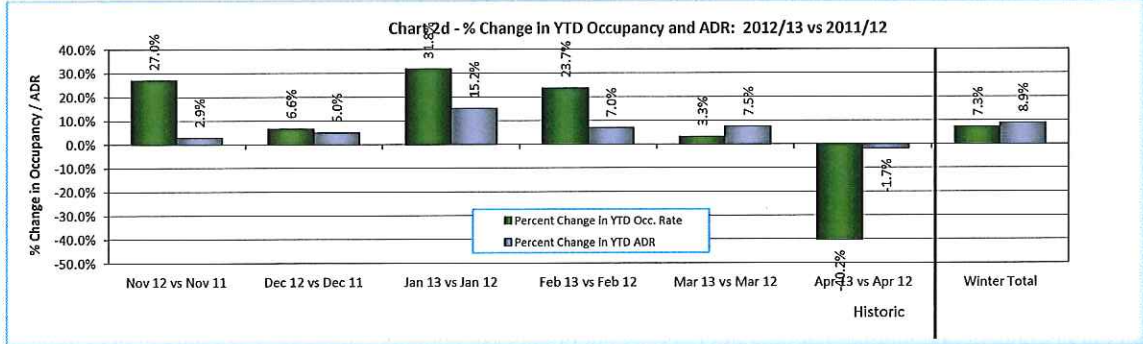
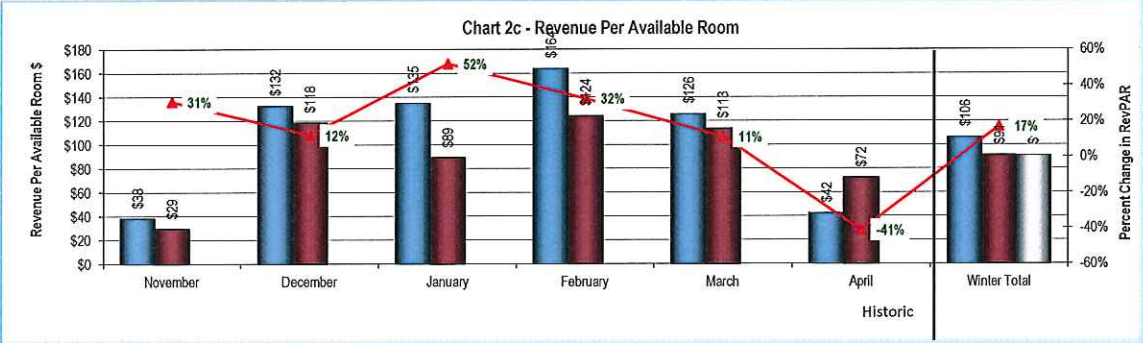
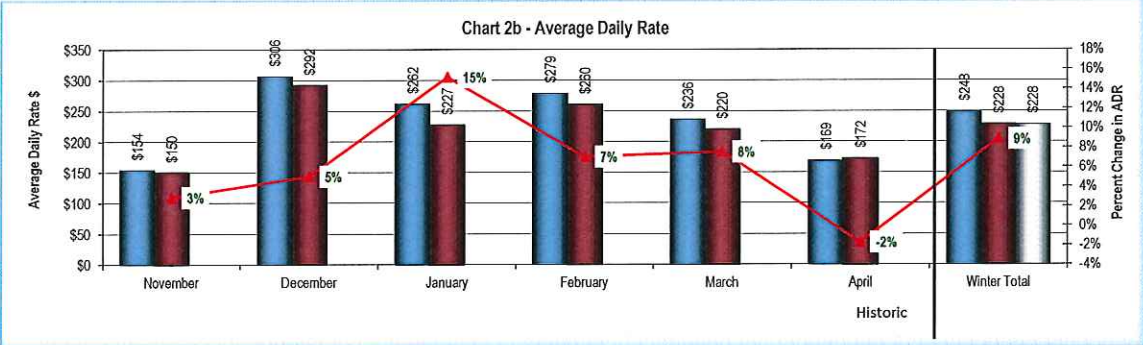
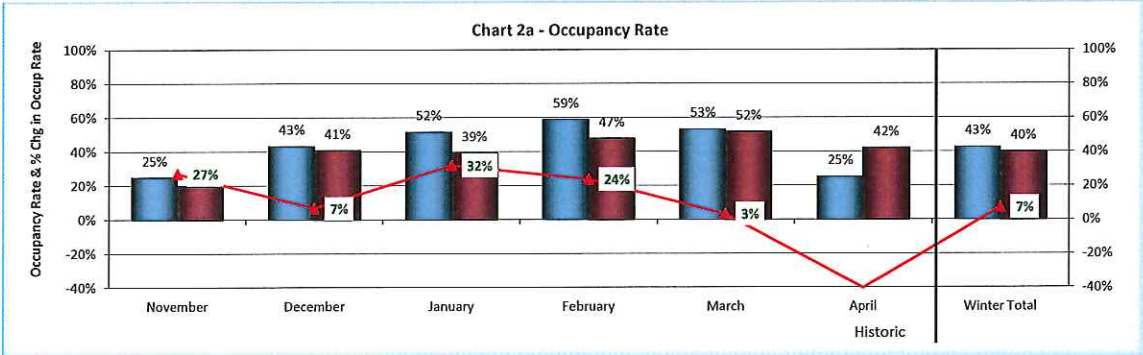




RESERVATIONS ACTIVITY REPORT SECTION 2 - WINTER SEASON SUMMARY GRAPHS

2012/13 YTD (as of April 30, 2013) vs. 2011/12 YTD (as of April 30, 2012) vs. 2011/12 Historical
NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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Historic Actual (2011/12 season)
 Data as of April 30, 2013 (2012/13 season)
 Data as of April 30, 2012 (2011/12 season)
 Percent Change



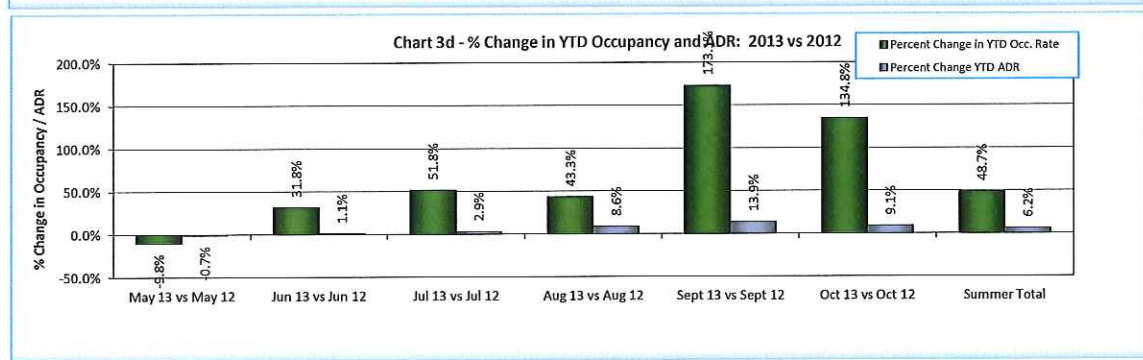
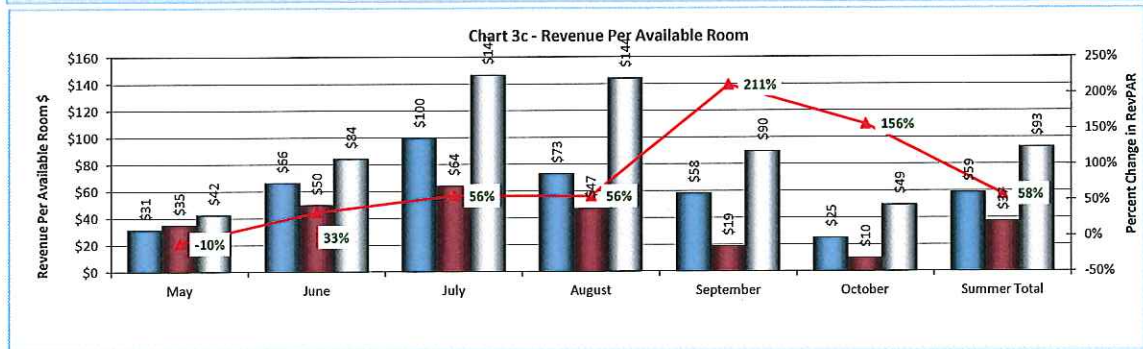
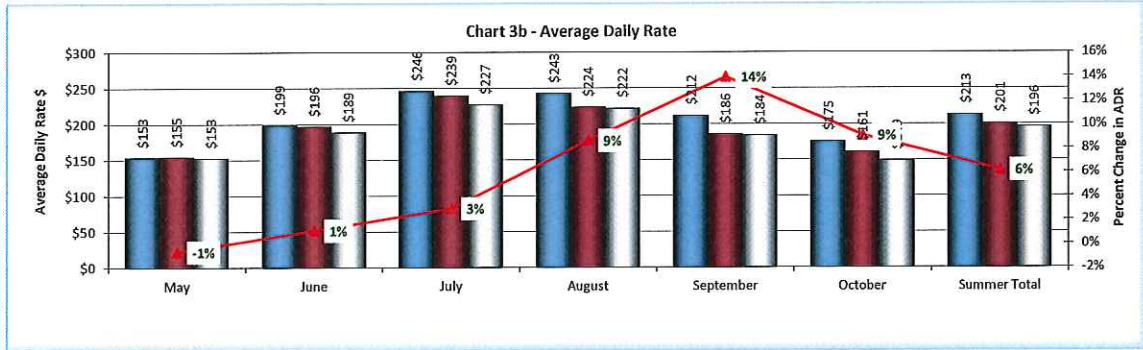
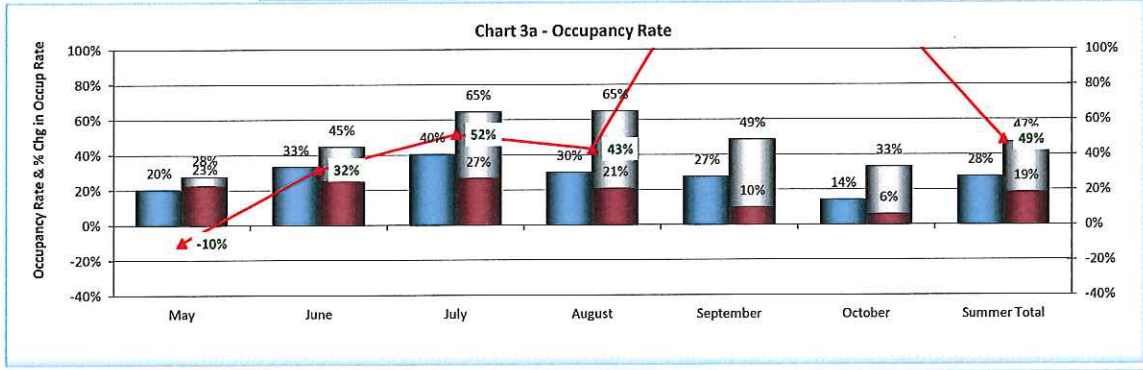


RESERVATIONS ACTIVITY REPORT
SECTION 3 - SUMMER SEASON SUMMARY GRAPHS

2013 YTD (as of April 30, 2013) vs. 2012 YTD (as of April 30, 2012) vs. 2012 Historical

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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Historic Actual (2012 Season) Data as of April 30, 2013 (2013 Season)
Data as of April 30, 2012 (2012 Season) Percent Change



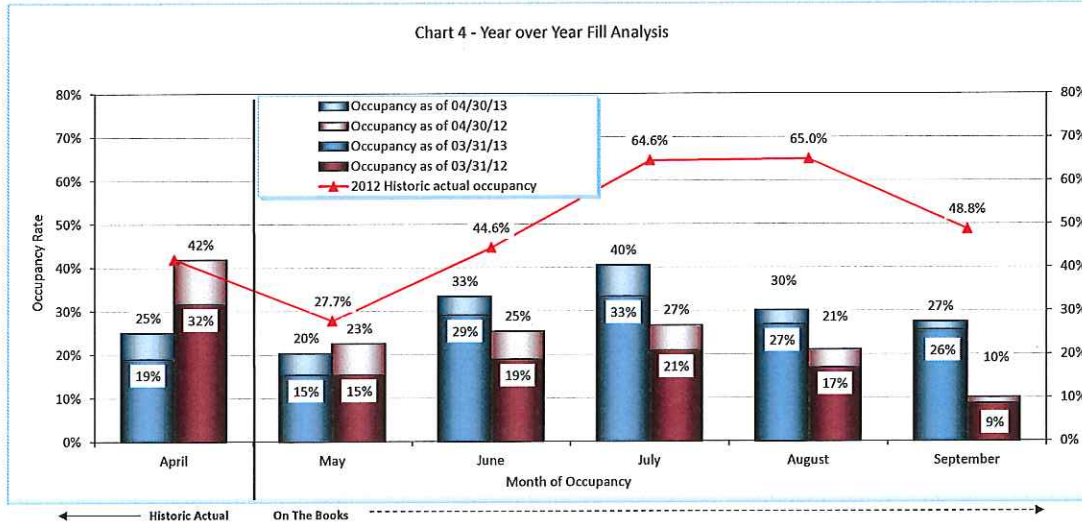


RESERVATIONS ACTIVITY REPORT
SECTION 4 - FILL ANALYSIS

2012/13 Occupancy Pace (as of April 30, 2013) vs. 2011/12 Pace (as of April 30, 2012) vs. same period 2011/12

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 APR 30			OCCUPANCY AS OF MAR 31			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2012 Historic actual occupancy
	Occupancy as of 04/30/13	Occupancy as of 04/30/12	Absolute Change	Occupancy as of 03/31/13	Occupancy as of 03/31/12	Absolute Change	Incremental occupancy booked during Apr. 2013	Incremental occupancy booked during Apr. 2012	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
	April	25.0%	41.9%	-16.8%	18.9%	31.7%	-12.7%	6.1%	10.2%	-4.1%	
May	20.3%	22.5%	-2.2%	15.3%	15.4%	0.0%	5.0%	7.2%	-2.2%	-30.2%	27.7%
June	33.3%	25.3%	8.0%	29.1%	18.9%	10.2%	4.3%	6.4%	-2.1%	-33.3%	44.6%
July	40.5%	26.7%	13.8%	33.4%	20.9%	12.5%	7.1%	5.8%	1.3%	23.1%	64.6%
August	30.1%	21.0%	9.1%	26.9%	16.9%	10.0%	3.2%	4.1%	-0.9%	-21.9%	65.0%
September	27.4%	10.0%	17.4%	25.6%	8.6%	17.0%	1.8%	1.4%	0.4%	29.5%	48.8%
Total	29.5%	24.3%	5.2%	24.9%	18.5%	6.3%	4.6%	5.7%	-1.1%	-19.7%	48.9%

**Based on providing complete pacing data within a given month of occupancy only. Results may differ from those presented elsewhere in report if property set differs.
**Results for "percent change in incremental fill" indicate how room nights booked during the month just ended compare to room nights booked during the same month in the prior year, for occupancy in the month just ended and for the upcoming five months (as well as the six-month period in total). These results provide an indication of the degree to which booking activity occurring during the month just ended was greater or less than booking activity occurring in the same month a year ago -- i.e. a measure of the strength of booking activity occurring during the month just ended.



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

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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OCCUPANCY RATE	OCCUPANCY RATE: YTD 2012/13 VS. YTD 2011/12			Historic Actual Occup. Rate (2011/12 season)	# of Properties in Sample
	Occup. Rate as of: April 30, 2013 (2012/13 season)	Occup. Rate as of: April 30, 2012 (2011/12 season)	Percent Change in YTD Occ. Rate		
Month of Occupancy (2012/13 & 2011/12)					
November	24.8%	19.5%	27.0%		11
December	43.2%	40.5%	6.6%		11
January	51.5%	39.1%	31.8%		11
February	58.8%	47.5%	23.7%		11
March	53.2%	51.5%	3.3%		11
April	25.0%	41.9%	-40.2%		11
May	20.3%	22.5%	-9.8%	27.7%	11
June	33.3%	25.3%	31.8%	44.6%	11
July	40.5%	26.7%	51.8%	64.6%	11
August	30.1%	21.0%	43.3%	65.0%	11
September	27.4%	10.0%	173.1%	48.8%	11
October	14.3%	6.1%	134.8%	33.2%	11
Grand total	35.0%	28.9%	21.3%	43.6%	11
Historic months total	42.7%	39.8%	7.3%	39.8%	11
On the Books months total	27.6%	18.6%	48.7%	47.3%	11

AVERAGE DAILY RATE	ADR: YTD 2012/13 VS. YTD 2011/12			Historic Actual ADR (2011/12 season)	# of Properties in Sample
	ADR as of: April 30, 2013 (2012/13 season)	ADR as of: April 30, 2012 (2011/12 season)	Percent Change in YTD ADR		
Month of Occupancy (2012/13 & 2011/12)					
November	\$154	\$150	2.9%		11
December	\$306	\$292	5.0%		11
January	\$262	\$227	15.2%		11
February	\$279	\$260	7.0%		11
March	\$236	\$220	7.5%		11
April	\$169	\$172	-1.7%		11
May	\$153	\$155	-0.7%	\$153	11
June	\$199	\$196	1.1%	\$189	11
July	\$246	\$239	2.9%	\$227	11
August	\$243	\$224	8.6%	\$222	11
September	\$212	\$186	13.9%	\$184	11
October	\$175	\$161	9.1%	\$149	11
Grand total	\$234	\$219	6.9%	\$210	11
Historic months total	\$248	\$228	8.9%	\$228	11
On the Books months total	\$213	\$201	6.2%	\$196	11

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2012/13 VS. YTD 2011/12			Historic Actual RevPAR (2011/12 season)	# of Properties in Sample
	RevPAR as of: April 30, 2013 (2012/13 season)	RevPAR as of: April 30, 2012 (2011/12 season)	Percent Change in YTD RevPAR		
Month of Occupancy (2012/13 & 2011/12)					
November	\$38	\$29	30.6%		11
December	\$132	\$118	12.0%		11
January	\$135	\$89	51.8%		11
February	\$164	\$124	32.4%		11
March	\$126	\$113	11.1%		11
April	\$42	\$72	-41.3%		11
May	\$31	\$35	-10.5%	\$42	11
June	\$66	\$50	33.3%	\$84	11
July	\$100	\$64	56.3%	\$147	11
August	\$73	\$47	55.7%	\$144	11
September	\$58	\$19	211.1%	\$90	11
October	\$25	\$10	156.0%	\$49	11
Grand total	\$82	\$63	29.6%	\$92	11
Historic months total	\$106	\$91	16.8%	\$91	11
On the Books months total	\$59	\$37	57.9%	\$93	11



RESERVATIONS ACTIVITY REPORT
SECTION 5b - SUPPORTING WINTER DATA TABLES
Winter Bookings as of April 30, 2013

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

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OCCUPANCY RATE	OCCUPANCY RATE: YTD 2012/13 VS. YTD 2011/12			Historic Actual Occup. Rate (2011/12 season)
	Occup. Rate as of: April 30, 2013 (2012/13 season)	Occup. Rate as of: April 30, 2012 (2011/12 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2012/13 & 2011/12)				
November	24.8%	19.5%	27.0%	
December	43.2%	40.5%	6.6%	
January	51.5%	39.1%	31.8%	
February	58.8%	47.5%	23.7%	
March	53.2%	51.5%	3.3%	
April Historic Actual	25.0%	41.9%	-40.2%	
Winter Total	42.7%	39.8%	7.3%	39.8%

AVERAGE DAILY RATE	ADR: YTD 2012/13 VS. YTD 2011/12			Historic Actual ADR (2011/12 season)
	ADR as of: April 30, 2013 (2012/13 season)	ADR as of: April 30, 2012 (2011/12 season)	Percent Change in YTD ADR	
Month of Occupancy (2012/13 & 2011/12)				
November	\$154	\$150	2.9%	
December	\$306	\$292	5.0%	
January	\$262	\$227	15.2%	
February	\$279	\$260	7.0%	
March	\$236	\$220	7.5%	
April Historic Actual	\$169	\$172	-1.7%	
Winter Total	\$248	\$228	8.9%	\$228

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2012/13 VS. YTD 2011/12			Historic Actual RevPAR (2011/12 season)
	RevPAR as of: April 30, 2013 (2012/13 season)	RevPAR as of: April 30, 2012 (2011/12 season)	Percent Change in YTD ADR	
Month of Occupancy (2012/13 & 2011/12)				
November	\$38	\$29	30.6%	
December	\$132	\$118	12.0%	
January	\$135	\$89	51.8%	
February	\$164	\$124	32.4%	
March	\$126	\$113	11.1%	
April Historic Actual	\$42	\$72	-41.3%	
Winter Total	\$106	\$91	16.8%	\$91



RESERVATIONS ACTIVITY REPORT
SECTION 5c - SUPPORTING SUMMER DATA TABLES
Summer Bookings as of April 30, 2013

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

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OCCUPANCY RATE	OCCUPANCY RATE: YTD 2013 VS. YTD 2012			Historic Actual Occup. Rate (2012 Season)
	Occup. Rate as of: April 30, 2013 (2013 Season)	Occup. Rate as of: April 30, 2012 (2012 Season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2013 & 2012)				
May	20.3%	22.5%	-9.8%	27.7%
June	33.3%	25.3%	31.8%	44.6%
July	40.5%	26.7%	51.8%	64.6%
August	30.1%	21.0%	43.3%	65.0%
September	27.4%	10.0%	173.1%	48.8%
October	14.3%	6.1%	134.8%	33.2%
Summer Total	27.6%	18.6%	48.7%	47.3%

AVERAGE DAILY RATE	AVERAGE DAILY RATE: YTD 2013 VS. YTD 2012			Historic Actual ADR (2012 Season)
	ADR as of: April 30, 2013 (2013 Season)	ADR as of: April 30, 2012 (2012 Season)	Percent Change YTD ADR	
Month of Occupancy (2013 & 2012)				
May	\$153	\$155	-0.7%	\$153
June	\$199	\$196	1.1%	\$189
July	\$246	\$239	2.9%	\$227
August	\$243	\$224	8.6%	\$222
September	\$212	\$186	13.9%	\$184
October	\$175	\$161	9.1%	\$149
Summer Total	\$213	\$201	6.2%	\$196

REVENUE PER AVAILABLE ROOM	RevPAR: YTD 2013 VS. YTD 2012			Historic Actual RevPAR (2012 Season)
	RevPAR as of: April 30, 2013 (2013 Season)	RevPAR as of: April 30, 2012 (2012 Season)	Percent Change in YTD RevPAR	
Month of Occupancy (2013 & 2012)				
May	\$31	\$35	-10.5%	\$42
June	\$66	\$50	33.3%	\$84
July	\$100	\$64	56.3%	\$147
August	\$73	\$47	55.7%	\$144
September	\$58	\$19	211.1%	\$90
October	\$25	\$10	156.0%	\$49
Summer Total	\$59	\$37	57.9%	\$93



north lake tahoe

Chamber | CVB | Resort Association

June 5, 2013

Subject: Tahoe Truckee Community House Funding Request
From: Ron Treabess, Director of Community Partnerships and Planning

Background:

The Tahoe Truckee Community Foundation (TTCF) is requesting an infrastructure TOT allocation of \$400,000 for the construction of the Community House project in Kings Beach to support the North Tahoe Community workforce through an integrated social service system. The funds will be for one time Capital Investment project expenditures, with no contribution to the operation or other future funding needs of the facility. (Application attached)

Decision Considerations:

- TTCF looking to partner with NLTRA leadership to make Community House a reality for hundreds of residents/employees, second-home owners, and visitors.
- The Community House project will provide holiday, evening, and weekend parking for visitors to the Kings Beach Commercial Core. With funding commitment, signage will be posted on site allowing parking for public use for the beach, Kings Beach Pier, event and local business operations.
- In addition, the eight Tourist Accommodation Units (TAUs) will be earmarked to create a seed for a commodity bank to incentivize future lodging in North Lake Tahoe area.
- The \$400,000 request is about 20% of the total project estimate. The value of the TAUs, while variable, approximates \$200,000.
- At its May 20th meeting, the Joint Committee approved this request as stated in the following motion:

M/S/C (GilanFarr/Kyler) (9-0-1 Auerbach) that the Joint Committee recommends that the NLTRA Board approve TOT infrastructure funding of up to \$400,000 to the Tahoe Truckee Community Foundation toward the construction of the Community House project. As part of the motion, the Committee has determined that:

- The application for Community House TOT funding is within approved criteria for TOT infrastructure funding allocation.
- The requested funding aligned to appropriate land purchase, permitting, paving and parking spaces, exterior facade construction, and off-site work extending the improvements of the KBCCIP.
- The TTCF will continue to pursue other funding sources, including in adjacent jurisdictions, and will provide a financial fund-raising report for Committee review.
- The TOT funding will be made available to TTCF in three annual payments. The first payment of up to \$200,000 in FY 2014-15 and the remaining payments of up to \$100,000 in the two subsequent years. (See attached 5-year cash flow)
- The TTCF will earmark the eight Tourist Accommodation Unit property entitlements to create a seed for a commodity bank to be set aside for use in incentivizing future redevelopment in North Lake Tahoe. The management of this program is still to be determined.

6-1

- The TTCF has prepared Addendum #2 to its Funding Application to reflect the recommendations of the Joint Committee (Attached)
- Two additional considerations for the Board to include as requirements for funding request approval are:
 1. TTCF provision of a deed restriction allowing public access now and for the future, and
 2. As many funding agencies require, provision of a 20-year operational/maintenance guarantee for the Community House or return of grant to Placer County
- See attached Letters of Support for Community House project

Tourism Master Plan/Strategic Goals:

By 2016, the organization will be a recognized voice of community in all core function areas, and is approached as an entry point for projects and programs seeking support or endorsement.

By 2012, the organization will have developed a comprehensive communications plan that utilizes all available mediums with consistency and frequency.

In general, the North Tahoe built environment detracts from the visitor experience. Substantial investment in basic facilities and services is required to provide an infrastructure achieving contemporary resort standards. *1995 Tourism Master Plan*

The needs of the resort community's workforce must be taken into consideration when trying to understand the productivity of workers. The community fabric cannot be lost for the sake of serving only the visitor population; indeed, such a fabric is an integral part of the visitor experience. *2004 Tourism Master Plan*

Staff Recommendation:

Staff is requesting the Board approve the TTCF funding request, or any portion thereof, as proposed in the Joint Committee motion, and to recommend final approval by the Placer County Board of Supervisors. Staff also recommends that the Board consider inclusion of the aforementioned public access deed restriction and 20-year operational/maintenance guarantee.

North Lake Tahoe Resort Association
Application for Infrastructure Funding
Addendum #2

As a result of the unanimous vote of support at the North Lake Tahoe Resort Association Infrastructure and Transportation Committee on May 20, 2013, Tahoe Truckee Community Foundation is submitting this addendum to reflect the recommendations of the Committee.

As the I & T Committee noted, TTCF's application for Community House is within the approved criteria for TOT Infrastructure funding allocation. It is a capital improvement project with demonstrated tangible benefits:

- Façade improvements revitalizing the corner of Bear and Trout Streets
- Land acquisition for shared parking spaces
- Shared meeting space for visitors and locals
- Parking spaces (15) to be shared during peak times of holidays, weekends and evenings
- TRPA and Placer County permit fees
- On site paving for parking spaces
- Off site improvements to comply with KBCCIP

TTCF is committed to pursuing other funding sources, including jurisdictions in Washoe County, and we will keep NLTRA's I & T Committee updated on our efforts with semi-annual reports.

TTCF understands the TOT funding will be made in payments. We prefer the first payment of \$200,000 be made in FY 2013-2014. If that is not the wishes of the Board of NLTRA, we will work with staff to develop a schedule of payments. TTCF is willing and able to work out the details of the \$400,000 funding.

Understanding NLTRA's Goals (Strategic Goals 2011-2016 Action Plan) of seeing 100 new units of lodging in North Tahoe by 2016, TTCF is willing to earmark the eight Tourist Accommodation Units property entitlements to create a seed for a commodity bank to be used as incentives for future development in North Lake Tahoe.

TAHOE TRUCKEE COMMUNITY FOUNDATION

uncommon people common ground

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CEO
Stacy Caldwell

April 25, 2013

Ron Treabess
North Lake Tahoe Resort Association
PO Box 884
Tahoe City, CA 96145

Dear Ron:

On Behalf of Tahoe Truckee Community Foundation, I am attaching a request to the NLTRA for infrastructure funding for the Community House project. We are excited to bring this project forward to you; we are confident this effort will build a stronger community on the North Shore and a more stable work force for our region. We appreciate your willingness to consider this request.

The attached application lays out the details of the project and paints the picture of the needs we are addressing, but we hope that we are able to make a presentation to your organization to deepen the understanding of this effort and to answer any questions. Please let me know if that is possible and how your process works from here.

In addition to the attached electronic version, we will be mailing a hard copy of the proposal to your offices. Letters of support will be sent separately to you from the Yagura's, Roger Kahn, the NTBA, Meea Kang, and perhaps others. If you require any additional information, please let me know.

Again, thank you for taking the time to review this proposal. We are hopeful that we will be able to partner in this important community project.

Thank you,


Stacy Caldwell, CEO



6-4
PO Box 366 • Truckee, CA 96160
11071 Donner Pass Road, Truckee, CA 96161 - 530.587.1776
640 North Lake Blvd., Tahoe City, CA 96145 - 530.581.1777

North Lake Tahoe Resort Association Infrastructure Funding Application
Presented by
Tahoe Truckee Community Foundation

If it's a great place to live, it's a really GREAT place to visit!

... The Tourism and Community Investment Master Plan "is to provide a practical road map for the tourism industry and community of North Lake Tahoe by defining a long term vision, and an investment plan for the area which supports the vision and the specific goals set forth in the plan"

*... Tourism and Community
Investment Master Plan, 2004*

... What Are We Trying to Solve?

In general the North Tahoe built environment detracts from the visitor experience. Substantial investment in basic facilities and services is required to provide and infrastructure achieving contemporary resort standards.

*... North Lake Tahoe Tourism
Development Master Plan, 1995*

PROJECT INFORMATION

Program Name: Tahoe Truckee Community House – Supporting Kings Beach and The North Tahoe Community through Integrated Social Service Systems

Brief Description: Community House is comprised of two buildings offering co-located services for an integrated human services delivery model to serve the residents of Kings Beach and surrounding neighborhoods. Core agencies at Community House include Tahoe SAFE Alliance (formerly known as Tahoe Women's Services), North Tahoe Family Resource Center and Project MANA, the local hunger project. The final project will include: office space for 20 frontline and program management staff; confidential rooms for counseling and private meetings with community members; small and large meetings spaces for community use; and a culturally relevant and welcoming, family friendly reception space with information on community resources and supports. In addition there will be a community room that can be used by the community as well as by non-profit agencies for meeting space, groups and classes.

Community House is the manifestation of the responsive system of supports that we know families need at times to attain and maintain stability. It is also a demonstration of our long

term commitment to the North Shore, the heart of the regional work force. By providing supportive services to community members, we can ensure a long term stable and productive workforce.

... "Comprehensive community services provide a feeling of cohesiveness and concern for the longevity of the community as a whole. . . Efforts have been made to improve the quality of community services, however, the North Lake Tahoe communities fall short of providing an inclusive range of services."

... TCIMP 2004

Total Project Cost: \$1.75 Million

Total NLTRA Infrastructure Project Funds Requested: \$ 400,000

Other Funding Sources:

Other Funding Sources include:	Committed	Pending	Total
S.H. Cowell Foundation	\$250,000	\$-	\$250,000
Anonymous	\$75,000	\$-	\$75,000
Squaw Valley Ski Corp.	\$25,000	\$-	\$25,000
First 5 Placer	\$100,000	\$-	\$100,000
Robert Z Hawkins Foundation	\$20,000	\$-	\$20,000
MHSA Funds	\$500,000	\$-	\$500,000
Thompson Family Foundation	\$25,000		\$25,000
Conrad Hilton Foundation	\$25,000		\$25,000
NLTRA Request		\$400,000	
Private donors	\$238,000	\$194,000	\$432,000
TTCF Board donations	\$73,100	\$26,900	\$100,000
Other Private Foundations	\$40,000	\$80,000	\$120,000
TOTAL INCOME	\$1,371,100	\$700,900	\$2,072,000

Will Project Require Future Financial Support?

No additional funding will be requested of North Lake Tahoe Resort Association.

Sustainability Moving Forward

"Through its actions, the NLTRA supports and helps to create a sustainability for North Lake Tahoe – including environmental protection, social equity, and economic vitality."

... 2004 TCIMP

This project has two components; the capital campaign which is a one-time effort, and the ongoing programming needs. The programming will be provided by the existing non-profits. The three anchor tenants are long-term stable agencies in our community and they are positioned to continue offering quality services with their existing funding streams into the future. By moving into Community House, they will become more stable; they will be guaranteed appropriate office space at below market rates. The capital campaign is a one time fundraising effort to cover the purchase and renovation of the facility. Included in the capital campaign (although not in this request) is funding for a maintenance endowment that will ensure the physical needs of the site are supported in perpetuity. Additional income for smaller or recurring maintenance needs will come from renting space for meetings, consultations, gatherings, fundraisers, classes, assemblies, summits, conferences, and community events.

Provide Project Pro forma and Implementation Schedule:

Please see the attached budget for the project.

How will project cost overruns or operating cost shortfalls be funded?

Tahoe Truckee Community Foundation (TTCF), in partnership with North Tahoe Family Resource Center, Project MANA and Tahoe SAFE Alliance, is committed to making Community House successful. We built the budget for the project conservatively with contingencies built in. More importantly, we have been successful to date on raising the funds needed for the project. We have commitments to date of over \$1.4 million. We have attracted both public and private dollars, leveraging investments for maximum impact. Finally, TTCF has assets of \$20 million and a strong record of financial management skills. While some of these assets are restricted and cannot be used for the project, TTCF clearly has the expertise to manage a project of this scope and size.

QUALIFICATIONS OF PROJECT SPONSOR

Name/Address: Tahoe Truckee Community Foundation
640 North Lake Blvd, Tahoe City, CA 96145
11071 Donner Pass Road, Truckee, CA 96161
P.O. Box 366 , Truckee, CA 96160
(530) 587-1776

Financial Capability and Experience with Projects of a Similar Nature:

Tahoe Truckee Community Foundation connects people and opportunities, generating resources to build a more caring, creative, and effective community. With a long-term goal to secure discretionary resources from many donors to meet changing community needs, TTCF has been building philanthropy in North Tahoe/Truckee through its work with donors, non-profits and communities for more than a decade. Established through the vision of William Hewlett and the commitment of local community leaders, the Foundation serves thousands of people who share a common passion for the Tahoe Truckee region.

In its 15 year history, TTCF has grown from its initial \$1 million dollar Hewlett gift to endowed funds of nearly \$20 million. Every year TTCF grants over \$1.5 million in 200+ grants. An average of \$300,000 is given through our competitive grant making. In addition to attracting significant gifts from individual donors, TTCF works with local non-profits and foundations to move their endowed funds to TTCF management (such as Excellence in Education Foundation and the Alpine Winter Foundation). The collaboration results in efficient and cost effective operations, and a streamlined grants processing for non-profits.

TTCF has been successful in securing resources for community needs, but many funds are donor advised, which limits the amount of money that can be allocated to Community House. The TTCF Board has committed extensive staff time and significant in kind resources to the effort to ensure a successful Community House campaign. TTCF has utilized its many long time relationships with community leaders to assemble a strong leadership team for the capital campaign. Local volunteers spearheading the campaign include Ken and Terri Yagura and Dave Ferrari, who led the Boys & Girls Club capital campaign; Theresa May Duggan, who assisted in the creation of Kings Beach Housing NOW! the DOMUS development in Kings Beach; Wally Auerbach, Auerbach Engineering, who has many years overseeing public works; and Andy Wirth, CEO of Squaw Valley/Alpine Meadows. With the leadership team and the fundraising capacity of TTCF, an organization that raised \$20 million in 15 years, Community House has the support of organizations and local leaders with experience and philanthropic capacity.

In addition to financial success, over the past 10 years TTCF has become a key community leader, leveraging its many relationships as convener, problem solver and visionary for the region. Some examples of organizational successes include:

- Spearheaded the *Call to Action* campaign where 270 volunteers raised over \$135,000 with nearly 1000 donations to assist local families in need during the Great Recession
- Introduced the *Speak Your Peace* civility campaign where over 1,000 people committed to the nine norms of civility in local public discourse
- Led the *Education Matters* effort where more than 700 people participated in setting priorities for education in our community
- Mobilized donors, non-profit and public sector leaders to underwrite our local *Meals On Wheels* program when it faced dire funding cuts
- Partnered with the *Martis Fund* and the *Lahontan Community Foundation* in grant review with TTCF for more efficient grant cycles

On a variety of topics and in a variety of capacities, TTCF has played an increasingly prominent role in critical issues in the community. In the recent organizational assessment conducted of the foundation, Olive Grove Consulting stated "TTCF has clearly become an honest and trusted community resource focused on improving the lives of residents."

Anchor Agencies

*"A Strong base of private non-profits help create the cultural fabric of the community and receive key philanthropic contributions. . .
... 2004 TCIMP*

Project MANA: Since 1991, Project MANA has emerged as a key TTCF partner in creating a safety net of services to meet the basic needs of Tahoe Truckee residents. Charged with "reducing the incidence of hunger and its detrimental effects upon individuals, the local community and the region," Project MANA supports individuals and families experiencing food insecurity. Core services include weekly food distribution throughout the Tahoe Truckee Region and Donner Summit, deliveries to homebound clients who cannot attend regular distributions, and nutrition education for children and adults.

During fiscal year 2010-2011, Project MANA served 5,757 individuals from 1,583 households in the Tahoe Truckee Region through regular food distributions. Additionally, 875 pre and school-aged children participated in nutrition education classes, and over 50 homebound clients received weekly food delivery and support services.

Tahoe SAFE Alliance: Crisis Intervention Services (formerly Tahoe Women's Services), is a community-based organization providing direct services to victims of domestic violence, sexual assault, child abuse and other individuals in crisis. Tahoe SAFE Alliance provides services through 4 offices available for drop-in clients: Kings Beach, Tahoe City, Truckee, and Incline Village. Tahoe SAFE Alliance core services include: shelter support services (transitional housing, safe house, emergency shelter in local motels, rental and utility assistance); 24-hour Crisis/Community Help Line; legal support; advocacy, information/referrals; emergency food, clothing and transportation; counseling and case management. Tahoe SAFE Alliance also provides critical support services to children, including child abuse treatment, victim compensation claims assistance, accompaniment, advocacy, support groups, and therapy. Community and school based prevention services include domestic violence, child abuse, sexual harassment, sexual assault, rape, and bullying prevention education.

During fiscal year 2010-2011, Tahoe SAFE Alliance provided services to 805 unduplicated clients of domestic violence, sexual assault, and child abuse. Additionally, 3,286 students and community members participated in prevention programs. Tahoe SAFE Alliance has a 16-year history of successfully providing service to residents of Nevada and North Lake Tahoe.

North Tahoe Family Resource Center: The North Tahoe Family Resource Center (NTFRC) was established in 2001 with the support of an S.H. Cowell Foundation Planning Grant. Thirty-five community members and service providers came together to create a

vision and implementation plan for a community gathering space and an integrated system of support for families. True to the original vision, the NTFRC has become a place where families gather, learn and connect to community resources. The mission of the North Tahoe Family Resource Center is to be North Tahoe's central link between individuals and families with the services and programs available to them. Families have access to resources and strength based support services that allow them to thrive and be self-sufficient. Core services include case management, advocacy, legal services, and assistance with health insurance, parenting, health and enrichment education.

In fiscal year 2010-2011 the North Tahoe Family Resource Center supported 1,025 unduplicated community members through walk in services, information and referrals, case management, classes and other supportive programs. In addition, NTFRC staff implement the differential response program and the Homelessness Prevention program, including providing some direct financial support to families in crisis. Local staff members have designed family strengthening programs and comprehensive services that support, educate and promote families to move in a new healthier direction.

Complementary Partner Agencies

"Because the Boys & Girls Club North Lake Tahoe provides a facility and services important to the families of local employees and residents, serving to strengthen the sense of purpose of young people in the community and the health and well-being of the community overall, it is appropriate that the NLTRA provided funds as a contribution to the public-private partnership that constructed the B&GCNLT facility in KB. The goals and objectives of the B&GCNLT are consistent with the vision, goals and investment strategy of this Master Plan"

*"It should be noted that the public-private partnership involved in developing this facility included the Tahoe Truckee Unified School District, the B&GCNLT, the Kings Beach Family Resource Center, the NLTRA and various private sector donors. The planning, development and now on-going operation and maintenance of this facility serve as an excellent model for the development of other community facilities and services. **There may be other community facilities with similar opportunities that have not been specifically identified in this Master Plan. A role for the NLTRA may be appropriate if the project is consistent with the vision, goals and investment strategy defined in the Master Plan.**"*

... 2004 TCIMP

In addition to the three anchor agencies, other partners will collaborate at Community House. The project partners hold the belief that by starting small and growing thoughtfully, success will be assured. Before starting this project, TTCF staff and partner agency leadership visited other California locations and learned the Community House model of Integrated

Services will be the first to be established. There are examples of co-location and shared space, but Community House will be unique and will become a model for other communities.

Objectives of Project Sponsor:

Quality of Life for Resident Population

*“The needs of the resort community’s workforce must be taken into consideration when trying to understand the productivity of workers. By and large, the workforce must be content in order for the resort business to minimize attrition and maximize service . . . living in this unique and special place does not come without significant responsibilities to recognize, protect and enhance the very characteristics that contribute to this uniqueness. **The community fabric cannot be lost for the sake of serving only the visitor population; indeed, such a fabric is an integral part of the visitor experience.** As such, community facilities for all ages must be continually upgraded to reflect the needs of the community, while respecting the form that gives the community its own unique character.”*

. . . TCIMP 2004

Success of the Community House project will be measurable. The first success will be the completion of the capital campaign. The proactive design and construction timeline includes site work started on August 15, 2012 with a projected move in date of November 1, 2013. Immediate community outcomes of the project include:

- Rehabilitation of a blighted motel into a visually pleasing, welcoming space
- Development of affordable space for non-profits to provide safety net services -- to guarantee a healthy community and productive workforce
- Development of a community space for non-profits, organizations and local residents to increase connectedness and well-being

When the partner agencies move into the site, staff will assess program outcomes over time. Outcomes include:

- Community members meeting their basic needs
- Community members leading sustainable lives
- Agencies serving Kings Beach and the North Shore will experience a partnership that enables them to successfully achieve Measures 1 and 2

Key Indicators will show families will:

- Receive nutritious foods to meet daily needs
- Live in a safe, stable, nurturing environment, free from physical, sexual or emotional abuse by others
- Be self sufficient and able to support self and family

- Be engaged in prevention services such as parenting, financial literacy, nutrition and domestic violence education

ECONOMIC IMPACT OF PROJECT

From the 2001-2006 North Lake Tahoe Redevelopment Implementation Plan:

This strategy outlines physical and economic blighting conditions in The North Lake Tahoe Project Area and includes. . . Kings Beach/Tahoe Vista

Blighting conditions include:

- Deficient, deteriorated and damaged public improvements*
- Deficient and substandard housing*
- Blighted commercial buildings*
- Business district deficiencies*
- Lack of public facilities*

Estimated Number of Users: 3,500

Time of Year: Community House will be open year round with a projected increased need during “off season” in the spring and fall when residents lose their jobs or face reduced hours at ski resorts, restaurants and hotels. However, additional events, summits and meetings by organizations out of the region will be most likely to be scheduled during the summer and winter. Community House will be open weekdays during normal business hours, with the exception of special events, classes or groups that may be held after hours.

Number of Visitors Attracted as a Result of Project/Program:

Local: 85-90%

Out of Area: 10-15%

Projected expenditures by out of area attendees (per capita): While we will not be drawing tourists to the region with this facility, we will be attracting professionals for activities at the site. Funders, trainers and other professional staff will attend meetings and events at Community House at an expected rate of 4-8 visits per month.

- Hotel: \$175/night/person
- Restaurant: \$75/day/person

How Will the Project Improve or Enhance Service to the Visitor?

*Because the majority of resort communities are located in or around natural features that, in essence, have neither deteriorated nor diminished, the built environment is often of a lesser quality than the natural environment. **Redevelopment efforts not only make more efficient use of available land, but can also be used to revitalize existing commercial and community core areas.** Redevelopment can address the challenges of congestion, stagnant or declining occupancy rates, disinvestment, economic and community decline and environmental degradation."*

... 2004 TCIMP

Jobs: To date, the architect, contractor, the planning and design team, the construction workers and suppliers of local goods have come from North Lake Tahoe. In addition, low or no rent for non-profits reallocates funds to more programming, which results in more jobs (and services) long term.

Attractiveness of Downtown Kings Beach: The Leadership Team is committed to providing an attractive remodeled facility, improving the current site while keeping the small town charm and feel to the buildings. One building, formerly used as a private residence, will become a welcoming meeting space for local and visiting groups.

The surrounding curb, gutter and sidewalk will enhance local and visitor safety and be landscaped, ADA compliant, and be compliant with all the elements of the KBCCIP.

Being a Good Neighbor: Understanding the Kings Beach Community Core Improvement Project is lacking all the parking spaces it needs to accommodate visitors, Community House wants to help. Community House will share its 14 new ADA compliant parking spaces with visitors during holidays, evening and weekend hours when events are not occurring on site.

Visitor Attraction: Funders and organizations who work with the Tahoe Truckee non-profits, such as the S.H. Cowell Foundation, Placer and Nevada County Health and Human Services and First Five, will utilize the Community House for meetings and summits several times a year.

Workforce:

... "North Lake Tahoe relies on its workforce to accomplish its specialized resort needs. **Facilities and services available within the area are an important factor in attracting employees, and are an essential part of the fabric of a vibrant community**"

... TCIMP 2004

Estimated 4,500 jobs are directly related to tourism industry

Average earnings for Leisure sector:

Arts, Entertainment & Recreation	2,200 jobs, average earnings: \$ 19,600
Accommodation & Food Service	2,130 jobs, average earnings: \$ 30,800
Retail Trade	590 jobs, average earnings: \$ 27,900

... The Economic Significance of Travel
at North Lake Tahoe, Dean Runyon, 2008

Community House will enhance and improve services to the visitor by ensuring a hardworking, healthy workforce is available to provide high quality services to our visitor community. Integrated support services will increase the number of workers available, reduce sick days and increase productivity.

Kings Beach remains the neighborhood in the Tahoe Truckee area with the greatest number of families living in poverty with limited educational attainment, lowering earning potential. Overlaying the economic challenges faced by local residents are social challenges, including drug and alcohol use, gang involvement and teen pregnancy. Traditionally Kings Beach provides opportunities for affordable housing (though often substandard) for the resort workforce. The local tourism and construction economy relies on a large number of minimum wage workers employed as laborers, housecleaners, dishwashers, hospitality and ski resort employees. Much of the workforce for the regional employers resides in Kings Beach.

The investments coming to the Kings Beach community are exciting, but local residents continue to seek support services to help them get by. A 2011 Community Health Needs Assessment by Tahoe Forest Hospital identified ethnic disparities in access to health and especially mental health services as a significant need in the community. During Spring 2011, a survey of community residents was conducted by the NTFRC, Tahoe SAFE Alliance and Project MANA staff. The survey identified the most critical needs. Over 75% of individuals surveyed indicated food insecurity, health (including mental health) and financial need as their areas of greatest concern. The survey demonstrated the ongoing need of a strong safety net in the North Shore community to assist families. Community House will make access to critical support services easier, in a location central to residents, walkable, and welcoming as a familiar, safe venue.

COMMUNITY IMPACT

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

Communities from Kings Beach, Tahoe Vista, Carnelian Bay, Tahoe City, West Shore and Truckee will benefit from Community House. One of the primary reasons to invest in the location at Bear Street and Trout Street is to reach those who live in the region. Our workforce families with children enrolled in local schools, working in local resorts and keeping our great tourist economy running smoothly live nearby. Families and employees who lack transportation and/or face challenges with public transportation will benefit directly from a conveniently located Community House.

What region-wide benefits will be created?

The region-wide benefits include a healthy and productive workforce, a more attractive downtown and increased number of visitors. The region will house a healthier community with increased productivity and a higher quality of life. By meeting basic needs including food, health (physical and mental), safety (in home and in the schools), and education, there will be less drug use, a more employable, educated workforce, fewer sick days at work and school, and more stability within families.

The Healthy People 2010 strategy describes a healthy community as one that includes elements enabling people to maintain a high quality of life and productivity. Some of those elements include: access to health care services focusing on both treatment and prevention; a safe community; the presence of roads, schools, playgrounds, and other services to meet the needs of the people in that community; and a healthy and safe environment. The Centers for Disease Control defines healthy communities as "A community that is continuously creating and improving those physical and social environments and expanding those community resources that enable people to mutually support each other in performing all the functions of life and in developing to their maximum potential." Community House promises to support a healthy region.

What types of businesses will receive the greatest economic impact?

The ski industry, hotels and restaurants, retail and tourist services will benefit from a healthier, more productive, educated and available workforce. Squaw Valley/Alpine Meadows was the first business to support Community House, with an early donation of \$25,000. They recognized many of their employees benefit from Community House services. Martis Fund recently committed \$100,000. A survey indicated 15-20% of the Martis Valley construction laborers live in Kings Beach/Tahoe Vista.

It's estimated that a significant percentage of Community House clients work in the tourism industry at Lake Tahoe. That fact is supported by the 2008 Dean Runyon study: The Economic Significance of Travel at North Lake Tahoe.

Will the project require the addition of governmental service?

Community House will reduce government services by streamlining services. When families are identified in the early stages of crisis, its easier and more efficient to stabilize them. At risk families found early need fewer services at a lower cost to government. In addition, the agencies at Community House will provide more wrap around services to support families, also reducing costs and need for services.

What is the importance of this project compared to other projects being considered within the community?

No similar projects exist in the North Lake Tahoe/Truckee community. Community House is the response to a very real risk of losing critical non-profits in the region. Our basic needs non-profits lacked appropriate, affordable office space and facilities, they were considering moving out of the highest need area of Kings Beach. In 2010, the three agencies all experienced increased rents and were considering moving their operations out of the Kings Beach area. Shared space at Community House will not only improve efficiency, but also create a more appropriate service facility.

Families must travel to Carnelian Bay, Tahoe Vista, Lake Forest and Tahoe City for government services, to Truckee for hospital care, to Incline for support with domestic violence and Tahoe City for mental health services. The loss of the few non-profits in the region due to housing challenges and expense would be catastrophic to the families who live in the region. Community House is filling a unique, critical need for our most vulnerable neighbors and resort employees.

Document the community support for the project:

... A strong base of private non-profits helps create the cultural fabric of the community and receive key philanthropic contributions ...

... TCIMP 2004

Community House has galvanized and mobilized the North Shore and Truckee like no other project. In a short timeline, Community House has amassed more than 2,000 volunteer hours, has sought and received over \$1.4 million for the capital campaign and has captured the imagination of a caring community.

Donors include the S.H. Cowell Foundation, Placer County First Five, Placer County Mental Health Service Act, Squaw Valley/Alpine Meadows, the Hawkins Foundation, the Teichert Foundation, the Martis Fund and more than 65 generous local individuals.

6-16

The North Shore community's three critical safety net non-profits are partners at Community House. The Community Collaborative of Tahoe Truckee, a collaborative of more than 45 non-profits in the region unanimously support Community House. And unlike many local redevelopment projects, there is no neighborhood opposition. Instead, the neighbors, the community, the non-profits, local and state government, California foundations, and community leaders have all expressed enthusiastic support through surveys and contribution of time, money and in kind services.

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

Public-Private Partnerships

... "Clearly it will not be possible for the NLTRA alone to fully fund all of the recommended tourism and community infrastructure, transit and transportation projects and marketing programs as set forth in this Master Plan. NLTRA should continue, to the maximum extent possible, its policy of leveraging NLTRA project and program funds with those of other partners. Consistent with the NLTRA's decision-making structure, the appropriate level of NLTRA contributions will be determined by actions of the NLTRA committees and board of directors, with recommendations to the Placer County Board of Supervisors when appropriate."

... 2004 TCIMP

Kings Beach has been a star in the redevelopment of the North Shore. It might be described as a "high five" of opportunities and successes.

First, the redevelopment and rebuilding of **Kings Beach Elementary School**, physically and organizationally has created a local school that went from last place to first. KBE is now first in the minds of the community for the innovative immersion program and we're seeing the benefits of graduating our local students fluent in two languages.

Public-private partnerships were defined by the building of the **Boys & Girls Club North Lake Tahoe**. The school district, the NLTRA, the B&GCNLT and the community embraced the possibility of a world-class facility in our backyard. Locally over \$4 million was raised, thanks in large part to a generous grant from NLTRA.

The **DOMUS Development Kings Beach Housing NOW!** has replaced substandard workforce hovels with warm, dry, dignified homes for our neighbors and employees to live. With the partnership of DOMUS Development and multinational corporations through tax credits, Kings Beach has \$35 million reasons to boast.

The **Kings Beach Commercial Core Improvement Project** is high point. Again, with the generosity of NLTRA and dozens of other funders, Kings Beach will see sidewalks,

safer streets, enhanced amenities, better water and air quality and an improved standard of living for residents and visitors. Recently the Kings Beach business community formed a Business Assessment District underlining their support for the Core Project. Since the demise of the Redevelopment Agency, many projects are not moving forward as planned, Community House is a commitment to the future. With fewer projects moving forward and the recession in a lagging tourist industry, there has been a greater need in the resident population for services to help them bridge the gap of wages and the cost of living.

The final opportunity in our “high five” is **Community House**. The manifestation of the triple bottom line for Kings Beach redevelopment; Community House will secure the safety net for our most vulnerable neighbors and employees.

Community House is so important to the continued health of our region; it’s impossible to think NLTRA wouldn’t be a part of our success!

Economic Development Benefits of Community House

The TCIMP “is to provide a practical road map for the tourism industry and community of North Lake Tahoe by defining a long term vision, and an investment plan for the area which supports the vision and the specific goals set forth in the plan”

. . . TCIMP 2004

Community House has already proved itself an economic catalyst in Kings Beach. The overall budget for site redevelopment is \$1.75 million. Local contractor, Mark Hollerbach is North Shore born and raised, pays prevailing wages to local workers, sources materials locally and works with a team of planning professionals who live and work within minutes of Community House. It’s a win-win-win for Kings Beach and the region.

Community House proposes to NLTRA and the Kings Beach business community an added partnership and benefit. We’d like to offer holiday, evening and weekend parking for the KBCCIP and proposed pier. We’re adding 14 spaces within the complex and on street spaces on Trout Street that will benefit visitors. With the commitment of TOT funding to Community House, TTCF will agree to post signage on the site allowing parking for public use for the beach, pier, event, and local business operations.

NLTRA has been a crucial partner in our community’s well being. And we hope NLTRA continues its successful practice of “leveraging its project funds in partnership with other agencies and organizations.” (2004 TCIMP) Once again, we’re looking to NLTRA leadership to partner with the Tahoe Truckee Community Foundation and

hundreds of local residents, second-home owners and visitors to make Community House a reality. We simply cannot do this without NLTRA support.

“Soft” Infrastructure

“Collective giving - our tourists should give to soft infrastructure”

... 2004 TCIMP

“Soft” infrastructure is community. The people who make our community work; they help all of us by washing our dishes, mowing our lawns, managing our ski lifts, grooming our trails, teaching our children, staffing our retail operations; they are the cogs that make our economy hum. They’re not always the stars, they just make it all work and we have to do all we can to provide opportunities to enhance their quality of life. We can do no less.

“Soft” infrastructure is just as important and just as urgent as repairing and redeveloping our aging infrastructure. Community House is the perfect venue and community partnership and a contribution to this investment will pay off with a healthier, better educated, more employable workforce.

OTHER

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

In addition to the significant benefits offered by the project such as holiday, weekend and evening parking, offering meeting and gathering space to community groups and organizations and support services for tourism industry workforce. The project contributes to economic development through the potential uses of the TAUs.

Tahoe Truckee Community Foundation has eight Tourist Accommodation Unit entitlements on the site. TTCF proposes to earmark the eight unused Tourist Accommodation Units to create a seed for a commodity bank to be set aside for use in incentivizing future redevelopment. The bank could be managed by Placer County and will fill a gap left when the State of California eliminated redevelopment agencies.

We believe the consideration of the TAUs as part of this proposal is consistent with the recent purchase of the Tahoe City Golf Course. The Golf Course is going to be a key asset in the redevelopment of Tahoe City and will enhance the visitor experience when high quality lodging is built in the future.

THE REQUEST

Tahoe Truckee Community Foundation is requesting \$400,000 from North Lake Tahoe Resort Association. We understand this is a significant request, but we believe the new shared public parking and site improvements, best management practices and participation in the KBCCIP enhancements on Bear and Trout streets warrant the amount requested. Additionally, the TAU consideration will be of significant value as an economic development incentive. We are ready, willing and able to accept the funding in two parts over two years.

This project is high profile, socially, economically and environmentally critical to Kings Beach. We hope NLTRA will join us in supporting Community House.

North Lake Tahoe Resort Association Infrastructure Funding Application
Presented by
Tahoe Truckee Community Foundation

Addendum: Strategic Goals 2011 – 2016

Note: Tahoe Truckee Community Foundation would like to add this addendum to our application for funding. We received the new application and feel we've addressed the questions in the new application, but would like to underline some of the key points in the Strategic Goals 2011-2016 and how they relate to the Community House project.

Core Function: Infrastructure/Transportation

By 2016, the lodging and commercial environment on the North Lake Tahoe shore will be upgraded to include 3 new or re-developments consistent with our environmental stewardship goals, of which there will be a minimum of 100 quality lodging units.

ACTION PLAN 2011/2012

- Provide direct support of appropriate proposed developments to reviewing and approving agencies
- Continue participation in local and basin-wide planning recognizing sustainable economy needed to achieve environmental goals
- Work with Placer County and TRPA to develop incentive programs for new and redeveloped lodging/commercial**
- Develop Infrastructure and Transportation projects that will lead to a higher quality experience along the lake**

Interview all existing lodging properties around the lake to gauge future plans for renovation/development and develop tracking mechanism of property ownership and intent

Coordinate purchase of available properties by appropriate agencies or consider purchase directly to bank for future private development

Provide factual materials for message planning of TOT renewal

Tahoe Truckee Community Foundation through Community House is offering our 8 TAUs for NLTRA/Placer County as the seed for a commodities bank for new and redeveloped lodging. And as a completely reworked and re-imagined project, Community House is definitely offering a higher quality experience along the Lake. It's in sight of the planned new roundabout and will have 15 new ADA compliant parking spaces, with appropriate signage, for visitor use, holidays, evenings and weekends. Once the TAUs are banked with NLTRA/Placer County there will be opportunity for NLTRA/Placer County to incentivize new private development.

By 2016, the organization will be a recognized voice of community in all core function areas, and is approached as an entry point for projects and programs seeking support or endorsement.

ACTION PLAN 2011/2012

- Develop stronger alliances with NP and philanthropic groups
- Clearly offer consultation and support services in all community presentations
- Identify community coalitions for relationship building and presentation outreach
- Develop matrix of community goals within each coalition for potential future participation or support
- Develop communications plan for consistent messaging to community
- Increase forums or informational events to 8 per year
- Participate in community planning, regional plan and other forums

By 2012, the organization will have developed a comprehensive communications plan that utilizes all available mediums with consistency and frequency.

ACTION PLAN 2011/2012

- Celebrate successes!
- Leverage NP and philanthropic groups for delivery of information to their members

The North Lake Tahoe Resort Association is recognized as the voice of the community in all its core function areas. The Tahoe Truckee Community Foundation is recognized as the voice of the non-profit and philanthropic communities in the region. We would like to partner with the NLTRA to support services in community presentations.

We would like to offer our network to outreach to the 145 vibrant non-profit community agencies. Our non-profits are the heart of our region; they make the tourism wheel hum. We can help your outreach efforts in direct messaging to the community.

We would also like to offer Community House as a location for informational events and forums when NLTRA is looking for a welcoming space in the heart of Kings Beach.

And to celebrate success, we want to partner with NLTRA in the grand opening fiesta planned for or about September 15, 2013. In previous years we've had 1500 people attend the Dia de Independencia fiesta in Kings Beach. We believe we will have a tourism-local event that will celebrate a successful public-private partnership at Community House.

Community House Budget		
	Total Project Budget	NLTRA Request
Purchase: 25% of costs to NLTRA		
Main Building	\$ 590,000	\$ 147,500
Lot	\$ 180,000	\$ 45,000
Appraisal	\$ 10,000	\$ 2,500
<i>Sub-Total Purchase</i>	\$ 780,000	\$ 195,000
Planning: Costs associated with parking and exterior façade		
TRPA Consultants: Wells & Barnett	\$ 10,000	\$ 3,000
Parking and Traffic Plans: LSC Consultants (G. Shaw)	\$ -	\$ -
BMP Plan: Tieslau Engineering	\$ 2,000	\$ 600
Landscape Plan: Wells & Barnett	\$ -	\$ -
Civil Engineer: Adrian Tieslau*	\$ 2,000	\$ 600
Boundary Survey: Arnett Surveying	\$ 5,000	\$ 1,500
Initial as built drawings (Shoberg)	\$ 1,000	\$ -
Permit Fees:		
Placer County	\$ 10,000	\$ 3,000
North Tahoe Fire Protection	\$ 300	\$ 90
TRPA	\$ 10,000	\$ 3,000
Structural Improvements Design:		
Architect: Lindy Warner (Cebolla)	\$ 40,000	\$ 4,800
Structural Engineer: Jim Crippen	\$ 12,000	\$ -
Contingency 10%	\$ -	\$ -
<i>Sub-Total Planning</i>	\$ 92,300	\$ 16,590
Construction:		
Building Renovation		
site work/excavation/paving/parking spaces/ADA	\$ 104,000	\$104,000
demolition	\$ 27,000	\$ -
foundation concrete	\$ 32,000	\$ -
rough carpentry	\$ 108,000	\$ -
roofing, siding, trim, windows	\$ 92,800	\$ 10,536
plumbing	\$ 47,600	\$ -
heating, cooling, electric	\$ 90,800	\$ -
dry wall	\$ 32,000	\$ -
finish work	\$ 135,300	\$ 12,276
debris haul off	\$ 4,500	\$ -
overhead and profit	\$ 30,000	\$ -
Subtotal Building Renovation	\$ 704,000	\$126,812

10% Construction Contingency	\$ 67,000	\$ -
Off Site Work	\$ 65,000	\$65,000
Architect - Construction phase	\$ 10,000	\$
Engineer - Construction phase	\$ 2,000	\$
Civil engineer - Construction phase	\$ 3,000	\$
<i>Sub-Total Construction</i>	\$ 851,000	\$191,812
Entity:		
Non-profit application	\$ 500	\$ -
Shared Space Research	\$ 2,000	\$ -
<i>Sub-Total Entity</i>	\$ 2,500	\$ -
Programming:		
Hosting Meetings	\$ 500	\$ -
<i>Sub-Total Programming</i>	\$ 500	\$ -
On-Going Property Management:		
Insurance	\$ 2,000	\$ -
Postage and supplies	\$ 200	\$ -
Utilities	\$ 8,000	\$ -
<i>Sub-Total On-Going Property Management</i>	\$ 10,200	\$ -
Other Costs:		
Endowment	\$ 250,000	\$ -
<i>Sub-Total Other Costs</i>	\$ 250,000	\$ -
TOTAL COMMUNITY HOUSE	\$ 1,986,500	\$ 403,402



Mission: To improve the economic vitality and quality of life in the communities of North Lake Tahoe.

Board of Directors

Lesley Bruening
*Bruening Associates
Real Estate*

Ernie Dambach
Tahoe Tech Group

Parise DeJean
Coldwell Banker

Pam Emmerich
*North Tahoe Public
Utility District*

Tyler Gaffaney
Tahoe Biltmore

Michael Gelbman
*Sierra Sun &
NLT Bonanza*

Bill Matte
*Shooting Star
Bed & Breakfast*

Steve Miller
MSNV Investments

Beth Moxley
*Rockwood Tree
Service*

David Polivy
*Tahoe Mountain
Sports*

Adrian Tieslau
*Tieslau Civil
Engineering*

Sandy Evans-Hall
*North Lake Tahoe
Resort Association*

Executive Director

Joy M. Doyle

May 14, 2013

Board of Directors
North Lake Tahoe Resort Association
P.O. Box 5459
Tahoe City, CA 96145

Ladies & Gentlemen;

I am writing this letter on behalf of the North Tahoe Business Association Board of Directors in support the Tahoe Truckee Community Foundation request for North Lake Tahoe Resort Association infrastructure funding for Community House in Kings Beach.

The Community Foundation is investing in the revitalization of Kings Beach and we support their efforts to rehabilitate a blighted corner, one block off North Lake Boulevard. We applaud their commitment to the Kings Beach Commercial Core Improvement Project with their participation in extending the boundaries of the curb, gutter and sidewalk up Bear Street and installing same on Trout Street.

We also recognize the project as an economic development stimulator in Kings Beach. Local planners, architects, suppliers and labor have been on site. We're pleased to see our members working on the project, both as consultants and volunteers. We will be there to attend the ribbon cutting knowing the benefits to the community from the anchor tenants.

We understand the clients of the anchor tenants are vital members of our community and of the tourism infrastructure of the North Shore. They are indeed the "soft infrastructure" described in the 2004 Tourism Master Plan.

We believe Community House is a project worthy of NLTRA support. Thank you for your consideration.

Sincerely,

Joy M. Doyle
Executive Director



April 25, 2013

North Lake Tahoe Resort Association
Board of Directors
PO Box 884
Tahoe City, CA 96145

Re: Letter of Support for Tahoe Truckee Community Foundation
Application for Infrastructure Funds for Community House

Dear Friends,

Community House in Kings Beach is an exciting new project and deserves the full support of NLTRA.

“CoHo” delivers on the promise of a revitalized Kings Beach. We at Domus Development see CoHo as a partner for a successful future in a place that only a few years ago was blighted and desperately in need of help. Slowly and methodically, the community embraced change, Kings Beach Elementary School with its highly touted Immersion Program, the 23,000 square foot Boys & Girls Club North Lake Tahoe, the Commercial Core Improvement Program and the Domus Development’s 77 new units of housing ensure a bright future for tourism on Tahoe’s North Shore.

At Domus, we don’t just build homes we create great places to live. We understand that if a community is a great place to live, it’s going to be a really great place to visit. Domus develops places where people can thrive, because we know that what really holds up a roof is community.

Domus firmly believes in the importance of collaboration between the public and private sectors to create the highest quality product. We seek the broad support of community organizations and concerned neighbors during the early phases of project development to ensure a successful project. We endeavor to create sustainable communities that enhance the living experience of our residents while equally benefiting the region at large.

Community House is the perfect combination of good neighbor and community builder and strengthener. We urge you to support the Community House with a grant from NLTRA.

Thank you,

A handwritten signature in black ink that reads 'Meea Kang'. The signature is fluid and cursive, with a long, sweeping tail on the 'g'.

Meea Kang
President
Domus Development, LLC

25 April 2013

Dear Members of the NLTRA Board,

It has been almost a dozen years since I stood in front of your board with Dana Fraticelli, the Executive Director of the new Boys and Girls Club of North Lake Tahoe, to ask your members to consider helping fund the construction of a new 23,000 s.f. joint use building in Kings Beach with the TTUSD. In my short presentation, I mentioned that while our proposal was regarding building a new facility, the Boys and Girls Club was really about helping the children of our communities become better educated citizens and more productive employees.

To make the point, I used the analogy of computer hardware and software, i.e., that the best computer hardware was worthless without good software, and that the value of "hard infrastructure" needed to be supported by good "soft infrastructure" – the families who provide services and are often the face of our communities to our visitors.

The new Community House building goes beyond the "hardware" that was purchased and is being renovated. It provides the means to leverage, expand and make more effective and efficient the services needed by our community members who represent a large part of the workforce of our local businesses.

Unlike the Boys and Girls Club, which had only a couple of years of history before kicking off its \$5MM capital campaign, the Community House will be home to three anchor agencies with decades of accomplishments in our communities. Co-locating the agencies and outfitting them with an integrated services software program that allows them to share client intake information and develop plans for individuals and families in crisis will help solve problems more quickly. Moreover, their goal of helping families, many of which have children attending the Boys & Girls Club, learn to help themselves by resolving problems before they reach a crisis stage will help them be better, more stable, and less distracted employees.

For these reasons and by example of the success of the Boys and Girls Club (graffiti and gang formation have disappeared and more 800 children are members), we feel that the Community House is a project that will strengthen our communities and our workforce, thereby providing our visitors and guests a more enjoyable experience and, hopefully, a desire to return to Tahoe Truckee again and again.

Your support of this project will be much appreciated.

Most sincerely,

Ken and Terry Yagura

6-27

ROGER KAHN
POST OFFICE BOX 1305
TAHOE CITY, CA 96145

April 28, 2013

Board of Directors
North Lake Tahoe Resort Association
P.O. Box 5459
Tahoe City, CA 96145

Ladies & Gentlemen;

I am writing this letter in support of the request for North Lake Tahoe Resort Association infrastructure funding for the Tahoe Truckee Community Foundation Community House project in Kings Beach.

About five years ago, when I was on the Board of Directors of the Tahoe Truckee Community Foundation, we became aware through the work of the Community Collaborative of Tahoe/Truckee of the dire need many of the social service agencies in Kings Beach were having regarding space requirements. Many of these non-governmental organizations were housed in various locations throughout the community in inadequate, sub-standard conditions and paying too much rent. They were seriously considering relocating to the Parasol Foundation building in Incline Village which would have taken them out of Kings Beach; the community that so desperately needed their services.

Before attempting to find alternative space for these agencies to rent, we did a need's analysis of the NGO's that serve the Kings Beach/North Lake Tahoe community. Only after an extensive search for adequate locations for these organizations to rent in the area proved futile, did we mount an effort to purchase a piece of property. Before moving forward to purchase any property, we engaged commercial real estate professionals to educate us on the real estate market in Kings Beach. The property at the corner of Trout and Bear Streets proved, by far, to be both affordable and ideal for our needs. The application, which I have read, does a far better job than I of explaining why this particular property, located in the middle of the "grid" in Kings Beach, is so critical for long term success.

The integrated services program, which will be utilized by the Community House agencies is unique and will become a model in California. Service providers will direct families who often have more than one issue that needs addressing to companion agencies that can assist them. Along with the three anchor tenants, the North Tahoe Family Resource Center, Tahoe SAFE Alliance and Project MANA in residence, there will be space for other critical social service agencies that serve the region.

This is a good and proper investment of North Lake Tahoe Resort Association infrastructure dollars for several reasons. First, the project is a redevelopment project one block off North Lake Blvd, in an area which is being revitalized. The NLTRA has a history of supporting similar redevelopment projects, the Boys & Girls Club North Lake Tahoe and the leadership role NLTRA plays in the KBCCIP are examples of infrastructure dollars invested in the community.

Second, family members served by the Community House are vitally important workers in our tourist based service industry. They are the people who assist in our restaurants, clean our lodging rooms, work in the construction industry and serve our visitors at our tourist based businesses.

Third, the parking spaces, both on and off site at Community House, located in the center of Kings Beach will be available during non-working hours, for much needed parking.

Fourth, the tourist accommodation units that will accrue to Placer County create the potential for an incentive for a redevelopment project that will enhance the tourist-based economy in North Tahoe.

Finally, we all share a social responsibility to assist those in North Tahoe who, with a little help from those who can provide it, can improve their lot in life and be productive members of our community.

If you have any questions, or if I can be of assistance in any way, please do not hesitate to contact me. Thank you, in advance, for considering this worthy and necessary project for infrastructure assistance.

Very truly yours,



Roger Kahn

**CAPITAL INVESTMENT PROJECTS
5 YEAR CASH FLOW
as of May 30, 2013**

APPROVED AND ANTICIPATED PROJECTS				ANTICIPATED INVOICES					
Approved Projects	Funds Held by NLT/TRA	Funds to be provided by the County	Total Funds to be Provided	12/13 inv	13/14 inv	14/15 inv	15/16 inv	16/17 inv	17/18
Squaw Valley Bus Stops	\$46,968		\$46,968						
Lakeside Multipurpose Trail	\$116,577	\$397,587	\$514,164	\$0					
Signage-Mile Markers	\$16,412		\$16,412		\$2,500				
Regional Wayfinding Signage		\$525	\$525						
Dollarhill-Tahoe Vista Bike Trail		\$100,000	\$100,000		\$100,000				
Squaw Valley Trail Snow Removal	(\$51,907)	\$76,907	\$25,000	\$40,980					
North Lake Tahoe Water Shuttle		\$171,914	\$171,914	\$21,000	\$100,000	\$50,000			
Auburn, Truckee, N.T. Visitor Center	(\$31,456)	\$32,000	\$544	\$32,000					
Northstar Community Multi-Purpose Trail	(\$12,856)	\$165,111	\$152,255	\$90,000	\$75,000				
Kings Beach Urban Core Improvement		\$3,068,439	\$3,068,439	\$1,500,000	\$1,500,000				
Transit Center Wayfinding Signage		\$22,717	\$22,717	\$0					
Tahoe City Transit Center		\$435,651	\$435,651	\$435,000					
Tahoe Vista Recreation Area		\$114,009	\$114,009	\$0	\$80,000				
Truckee River Corridor Access Plan		\$236,774	\$236,774		\$36,000	\$200,000			
Homewood Bike Trail		\$144,500	\$144,500	\$144,500					
Coordinated Skier Shuttle	\$0	\$0	\$0	\$0					
Wayfinding Signage Site Plan	(\$20,120)	\$49,970	\$29,850	\$39,000	\$10,000				
Homewood Trail Construction		\$300,000	\$300,000		\$200,000	\$200,000			
Tart Bus Shelter Lighthouse		\$60,000	\$60,000		\$60,000				
Snow Creek Signage		\$12,000	\$12,000		\$12,000				
Master Plan Studies		\$6,000	\$6,000		\$6,000				
Tahoe XC Trails Wayfinding Signage		\$11,000	\$11,000		\$11,000				
TOTAL	\$63,618	\$5,405,104	\$5,468,722	\$2,303,005	\$2,192,500	\$450,000	\$200,000	\$200,000	
Projects/Designated Funds to be Provided	\$63,618	\$5,405,104	\$5,468,722						
Projects Funded from Future Cashflows		(\$2,397,348)	(\$2,397,348)						
Undesignated funds being held	\$39,855	\$0	\$39,855						
Maintenance/Operations Project Reserve	\$248,544		\$248,544						
Total Funds being held May 1, 2013	\$352,017	\$3,007,756	\$3,359,773						
Anticipated Project Requests									
2012-2013			\$0						
TCGG Property/TC Visioning Plan		\$15,000	\$15,000		\$15,000				
Community House		\$400,000	\$400,000		\$200,000	\$200,000	\$100,000	\$100,000	
Total	\$0	\$415,000	\$415,000	\$0	\$15,000	\$200,000	\$100,000	\$100,000	
2013-2014									
Wayfinding Sign Installation		\$150,000	\$150,000		\$150,000				
Squaw Valley Olympic Museum		\$150,000	\$150,000		\$80,000	\$70,000			
North Tahoe Public Ice Skating		\$180,000	\$180,000		\$180,000				
Tahoe City Golf Course Parking		\$40,000	\$40,000		\$40,000				
Kings Beach Pier		\$10,000	\$10,000		\$10,000				
Total	\$0	\$530,000	\$530,000	\$0	\$460,000	\$70,000			
2014-2015									
Wayfinding Sign Installation		\$250,000	\$250,000		\$100,000	\$150,000			
Northstar/Martis Community Trail		\$500,000	\$500,000		\$250,000	\$250,000		\$250,000	
West Commons Firestation Redevel		\$150,000	\$150,000		\$60,000	\$90,000			
Tart Bus Shelter		\$60,000	\$60,000		\$60,000				
Total	\$0	\$960,000	\$960,000	\$0	\$0	\$410,000	\$300,000	\$250,000	

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**CAPITAL INVESTMENT PROJECTS
5 YEAR CASH FLOW
as of May 30, 2013**

Anticipated Projects	ANTICIPATED PROJECTS		ANTICIPATED INVOICES										
	Funds Held by NLTRA	Funds to be provided by County	Total Funds to be provided	12/13 inv	13/14 inv	14/15 inv	15/16 inv	16/17	17/18				
2015-2016													
Dollar Hill-Tahoe Vista Trail		\$650,000	\$650,000				\$250,000						\$400,000
T.C. Historic Walking Trail		\$32,000	\$32,000				\$32,000						\$60,000
Tart Bus Shelter		\$60,000	\$60,000				\$60,000						\$150,000
Truckee River Corridor Trail		\$350,000	\$350,000				\$70,000						\$100,000
Kings Beach Visitor Center		\$70,000	\$70,000				\$100,000						\$400,000
Tahoe City Golf Course Parking	\$0	\$1,262,000	\$1,262,000	\$0	\$0	\$0	\$662,000						\$400,000
2016-2017													
Kings Beach Visitor Center		\$200,000	\$200,000						\$100,000				\$100,000
Kings Beach Pier		\$400,000	\$400,000						\$400,000				
Total		\$600,000	\$600,000						\$500,000				\$100,000
2017-2018													
Tahoe City Golf Course Parking		\$500,000	\$500,000										\$500,000
Squaw Valley Olympic Museum		\$200,000	\$200,000										\$200,000
TART Bus Shelter		\$60,000	\$60,000										\$60,000
Total		\$760,000	\$760,000										\$760,000
Total Anticipated Invoices				2012-13	2013-14	2014-15	2015-16	2016-17	2017-18				
				\$2,303,005	\$2,667,500	\$1,130,000	\$1,262,000	\$850,000	\$1,260,000				
Projects with Designated funds	\$63,618	\$5,405,104	\$5,468,722										
Future Projects from Future Cashflows		\$4,327,000	\$4,327,000										
Undesignated funds being held	\$39,855	\$0	\$39,855										
Maintenance/Operations Projects Reserve	\$248,544	\$0	\$248,544										
Total Funds being held May 1, 2013	\$392,017	\$3,007,756	\$3,399,773										
Total Anticipated Funding 13-14 thru 17-18		\$6,000,000	\$6,000,000										
Total 2017-18 Anticipated Ending Funds			\$435,949										

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**CAPITAL INVESTMENT PROJECTS
5 YEAR CASH FLOW
as of May 30, 2013**

2012-13 Beginning Available Funds	\$5,289,235	
2012-13 Anticipated TOT Funding	\$1,357,037	
2012-13 Paid or Anticipated Invoices	\$5,050,823	
2012-13 Ending Available Funds	\$1,605,449	
2013-14 Available Funds	\$1,605,449	
2013-14 Anticipated TOT Funding	\$1,200,000	
2013-14 Anticipated Invoices	\$2,667,500	
2013-14 Ending Available Funds	\$137,949	
2014-15 Available Funds	\$137,949	
2014-15 Anticipated TOT Funding	\$1,200,000	
2014-15 Anticipated Invoices	\$1,130,000	
2014-15 Ending Available Funds	\$207,949	
2015-16 Available Funds	\$207,949	
2015-16 Anticipated TOT Funding	\$1,200,000	
2015-16 Anticipated Invoices	\$1,262,000	
2015-16 Ending Available Funds	\$145,949	
2016-17 Available Funds	\$245,949	
2016-17 Anticipated TOT Funding	\$1,200,000	
2016-17 Anticipated Invoices	\$950,000	
2016-17 Ending Available Funds	\$495,949	
2017-18 Available Funds	\$495,949	
2017-18 Anticipated TOT Funding	\$1,200,000	
2017-18 Anticipated Invoices	\$1,260,000	
2017-18 Ending Available Funds	\$435,949	

\$1,200,000 ANNUAL AVG. USED FOR ANTICIPATED TOT FUNDING	
BASED ON PREVIOUS CAPITAL IMPROVEMENTS FUNDING:	
F.Y. 2005/06 =	\$1,449,075
F.Y. 2006/07 =	\$1,136,188
F.Y. 2007/08 =	\$1,834,995
F.Y. 2008/09 =	\$827,151 \$500,000 KBCCIP
F.Y. 2009/10 =	\$827,151 \$500,000 KBCCIP
F.Y. 2010/11 =	\$524,476 \$500,000 KBCCIP
F.Y. 2011/12 =	\$1,381,590 \$464,000 TART BASE
F.Y. 2012/13 =	\$1,129,863 \$464,000 TART BASE
	\$1,357,037 \$440,000 TART BASE
	\$10,467,526
	\$1,308,441 Average

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north lake tahoe

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June 5, 2013

Subject: Infrastructure and Transportation Committees Restructure Proposal

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

Background:

- The current Infrastructure Committee and the Transportation Committee members, roles, and membership definitions are described in the attached NLTRA Supplemental Operating Procedures and Policies.
- The two Committees have been meeting jointly since 2006
- Prior to 2006, many of the same NLTRA projects/programs were reviewed separately by both Committees
- Some members were serving on both Committees
- Each Committee's membership is selected and appointed using different process
- Joint meetings have proven to be more time efficient for members and presenters, and have enabled more beneficial discussions and recommendations
- The FY 2012-2013 Placer County/NLTRA Agreement states that the two Committees shall be reviewed and, if necessary, restructured as the Capital Investment/Transportation Committee (proposed Supplemental Operating Procedures and Policies attached)

Decision Considerations:

- Designation as one Capital Investment/Transportation Committee
- One Committee role and membership definition
- Set number of Committee members-sixteen, including up to three NLTRA Board members
- Representation to include Placer CEO, TART, DPW, two TMA, two from Special Districts that provide visitor services, and six Community-At-Large members
- All jurisdiction and entity members will be appointed by representative jurisdiction and accepted by the NLTRA Board
- Six Community-At-Large members to be appointed by NLTRA Board and approved by Placer CEO
- Two-year renewable appointments by NLTRA Board and/or jurisdictions (Six every other year)
- The Committee quorum will consist of eight members (simple majority), one of which must be a NLTRA Board member
- New Committee structure and appointments to commence January, 2014, at the time all current appointments expire. Current Committee members may reapply as appropriate

FY 2012-2013 Placer County/NLTRA Agreement Task Checklist Schedule A-1:

Prior to June 30, 2013, the NLTRA will undergo a review of the Joint Infrastructure and Transportation Committee and recommend any changes to the Committee structure to the County Executive Office.

Infrastructure/Transportation Committee Recommendation:

After discussion and direction to staff to clarify method of member appointment and approval, the Joint Committee unanimously recommended that the NLTRA Board approve the proposed restructure of the two existing committees into a single Capital Investment/Transportation Committee. Staff has met with County Executive Office and agreed on the method of appointment and approval, which is reflected in the NLTRA/Placer County 2013/14 Agreement.

Staff Recommendation:

- That the NLTRA Board of Directors approve the new Committee structure, as described in the **attached** Supplemental Operating Procedures and Policies, and recommend same to the County Executive Office. It is understood that the new Committee structure and appointments will commence January, 2014, and the NLTRA By-laws will be amended to reflect the Committee membership change.

NLTRA SUPPLEMENTAL OPERATIONAL PROCEDURES AND POLICIES

Existing North Lake Tahoe Resort Association Committees

Definition of Committee Responsibilities and Membership

As of the publication date of this document, the NLTRA has six standing committees, and a Community Marketing Grant Program Subcommittee (advises the Chamber of Commerce Advisory Committee). The NLTRA Board annually appoints an Elections Committee, whose function is to organize and conduct the annual Board Election. Additionally, the Board appoints members to serve on the Cooperative Marketing Committee (CMC) as part of its agreement with the Incline Village Crystal Bay Visitors Bureau (IVCBVB) to fund and implement the North Lake Tahoe Marketing Cooperative.

Each NLTRA committee and subcommittee includes members of the NLTRA Board, as well as community or "lay" members. The membership of each committee/subcommittee is defined below.

Standing Committees

Infrastructure Committee

The role of the Infrastructure Committee is to provide input and direction to staff and to advise the NLTRA Board on any and all matters pertaining to infrastructure planning, budgets and projects. Committee responsibilities include the consideration of infrastructure project applications. Following such consideration, Committee recommendations are submitted to the NLTRA Board of Directors for consideration and action. The annual NLTRA-Placer County Agreement defines which infrastructure project expenditures approved by the NLTRA Board must be submitted to the Placer County Board of Supervisors for final consideration and approval.

Committee Membership

Consistent with terms of the annual NLTRA-Placer County Agreement, there are a total of 12 members of the Infrastructure Committee. In addition to appointed NLTRA Board members, committee membership includes interested members of the community who have expertise and/or interest in infrastructure development and projects. Six of the twelve members are appointed by the NLTRA Board (including Board representatives) and six are appointed by the Placer County Board of Supervisors. Committee members serve two year terms, and can be reappointed by the appropriate appointing body.

Transportation Committee

The role of the Transportation Committee is to provide input and direction to staff and to advise the Board on any and all matters pertaining to transportation planning, budgets, programs and projects. Committee responsibilities include the consideration of proposed transportation projects and expenditures. Following such consideration, Committee recommendations are submitted to the NLTRA Board for consideration and action.

Committee Membership

In addition to appointed NLTRA Board members, committee membership includes interested members of the community who have expertise and/or interest in transportation and related issues. Committee members serve two year terms and may be reappointed. Based on adopted NLTRA policy, two Committee members are

appointed to represent the Truckee-North Tahoe Transportation Management Association.

SUPPLEMENTAL OPERATING PROCEDURES AND POLICIES

Proposed North Lake Tahoe Resort Association Committees

Definition of Committee Responsibilities and Membership

As of the publication date of this document, the NLTRA has six five standing committees, and a Community Marketing Grant Program Subcommittee (advises the Chamber of Commerce Advisory Committee). The NLTRA Board annually appoints an Elections Committee, whose function is to organize and conduct the annual Board Election. Additionally, the Board appoints members to serve on the Cooperative Marketing Committee (CMC) as part of its agreement with the Incline Village Crystal Bay Visitors Bureau (IVCBVB) to fund and implement the North Lake Tahoe Marketing Cooperative.

Each NLTRA committee and subcommittee includes members of the NLTRA Board, as well as community or "lay" members. The membership of each committee/subcommittee is defined below.

Standing Committees

Capital Investment/Transportation Committee

The role of the Capital Investment/Transportation Committee is to provide input and direction to staff and to advise the NLTRA Board on any and all matters pertaining to infrastructure and transportation planning, budgets, programs, and projects. Committee responsibilities include the consideration of infrastructure project applications, as well as proposed transportation projects and expenditures. Following such consideration, Committee recommendations are submitted to the NLTRA Board of Directors for consideration and action. The annual NLTRA-Placer County Agreement defines which infrastructure and transportation project expenditures approved by the NLTRA Board must be submitted to the Placer County Board of Supervisors for final consideration and approval.

Committee Membership

Consistent with terms of the annual NLTRA-Placer County Agreement, there are a total of sixteen (16) members of the Capital Investment/Transportation Committee with the following representation: up to three North Lake Tahoe Resort Association Board members, three Placer County representatives (one member representing the Placer County Executive Office, one member representing Placer County Tahoe Area Regional Transit, one member representing Placer County Department of Public Works, two members representing the Truckee North Tahoe Transportation Management Association, two representatives from Special Districts that provide visitor services, and six Community At-Large members who have expertise and/or interest in infrastructure development projects, transportation programs and projects, and related issues. All jurisdiction and entity members are appointed by the representative jurisdiction, and accepted by the NLTRA Board of Directors. Special District representatives will be rotated between the Districts. The Community At-Large members are appointed by the NLTRA Board and approved by the County Executive Office. The Committee quorum consists of eight members, one of which must be a NLTRA Board member. Committee members serve two year terms, with six terms expiring every other year. Committee members can be reappointed by the NLTRA Board and/or the representative jurisdictions and entities.



2013 NLTRA Board Approved Committee Members

Infrastructure Committee-12 Members, 6 appointed by NLTRA, 6 appointed by Placer Co

Wally Auerbach	NLTRA	Pat Perkins	Placer Co
Phil GilanFarr	NLTRA	Guy Perman	Placer Co
Gary Davis	NLTRA	Sue Kyler	Placer Co
Alex Mourelatos	NLTRA	John Bergmann	Placer Co
Ken Foster	NLTRA	John Pang	Placer Co
Jennifer Merchant	NLTRA	Vacant	Placer Co

Transportation Committee-No Limit to NLTRA appointees

Rob Kronkhyte	NLTRA	Will Garner	Placer Co
Jan Colyer	NLTRA		
Dave Paulson	NLTRA		

The 9 NLTRA committee members have received Board approval to serve two year terms commencing in January, 2012, and ending December 31st, 2013. The remaining members (Placer Co) are appointed by Placer County. Their terms will also end on December 31, 2013. As the two committees continue to meet as a joint committee, the committee members elect one chairperson and one vice chair for the joint committee from either the Transportation or Infrastructure Committee membership. This election occurs at the first committee meeting each year. Wally Auerbach has graciously served as the Chair, as has Vice Chair Gary Davis, during 2013.



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June 5, 2013

Subject: Revised 2013/14 Integrated Work Plan including 5-Year Cash Flow Projection

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

Background:

- Based on Board discussion at its May 1 meeting, staff has updated the IWP to include recently proposed projects submitted by partners, current status of on-going approved projects, and the current status of the 5-Year Cash Flow Projection. These updates will continue to occur throughout the year enabling the Committee and Board to make funding decisions using current data.
- A hard copy of the current IWP (June 2013) will be distributed at the Board meeting to each member.
- No Board decision is requested at this time.



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May 24, 2013

Subject: Membership Update

From: Deanna Frumenti, Membership Manager

Decisions and Considerations:

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

For the month of May we had 18 new members:

<u>Name</u>	<u>City</u>	<u>Type of Business</u>
Incline Cleaners	Incline Village	Dry Cleaning
Atlas Men's	Squaw Valley	Retail
Ruffles and Roughnecks	Tahoe City	Retail
THATCH Vintage	Carnelian Bay	Retail
Under the Radar	Incline Village	Music
Tahoe Staff	Truckee	Staffing
Spindleshanks American Bistro	Tahoe Vista	Restaurant
Captain Jon's Restaurant	Tahoe Vista	Restaurant
Goodwin-Cole	Tahoma	Manufacturer
Red, White, Tahoe Blue, Inc.	Incline Village	Non-Profit
Alpen Sierra Coffee	Minden	Coffee
Tahoe Edgelake Beach Club	Tahoe Vista	Vacation Rentals
Rosie's Café	Tahoe City	Restaurant
Eadington Gallery	Tahoe City	Gallery
IRIE Rafting Company	Truckee	Activity
James Harold Gallery	Tahoe City	Gallery
Tahoe Players	Incline Village	Entertainment
Women's Sports Camp	Truckee	Athletic Training

1 write-offs

<u>Name</u>	<u>Type</u>	<u>Reason</u>
Earthrise	Entertainment	Non-Payment

12 renewing members:

- Incline Village General Improvement District
- Tributary Whitewater Tours, LLC
- Lake Tahoe SummerFest
- Lake Tahoe Ski Club Foundation
- Lake Tahoe Paddleboard Association
- North Lake Massage and Skin Care
- Tahoe Sailing Charters
- Lake Tahoe Music Festival

The Office BOSS
Tahoe Truckee Sierra Disposal Company, Inc.
High Sierra Water Ski School
Plumas Bank

May Focus

During the month of May, the focus was on contacting all summer activities owners and managers. The topic was educating them on the North Lake Tahoe Adventure Package, a new program for frontline staff.

Passport to North Lake Tahoe Adventure

This year the Chamber/CVB/Resort Association will focus on training and educating the front line staff of North Lake Tahoe. The participants will be provided with a goodie bag, which will contain our new summer Official Visitor Guide and a Passport to North Lake Tahoe Adventure. This program encourages each front line staff person to try 3 summer activities. Upon completion, the employee is entered into a drawing to win an Ultimate Summer Adventure in North Lake Tahoe prize. Businesses may participate in one of three ways: providing a coupon for the goodie bags with a promotion or demo day, providing a prize for the Ultimate Summer Adventure in North Lake Tahoe drawing, reserving a time for your staff training with the Hospitality Road Show, or any or all of the above.



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

Event and Education Schedule

June

- | | | |
|----|--|--------|
| 11 | ChamberEd: Pinterest 101 Webinar
Online Webinar | 8am-9 |
| 13 | Networking Event: Lunch and Learn
Tahoe City Visitor Information Center | 12-1pm |
| 19 | Mixer: Tuesdays Bluesdays Joint Mixer
The Village at Squaw Valley | 5-7pm |



May 31, 2013

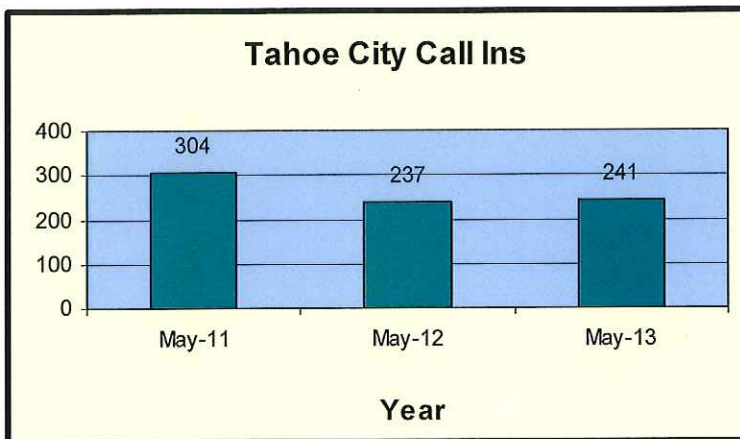
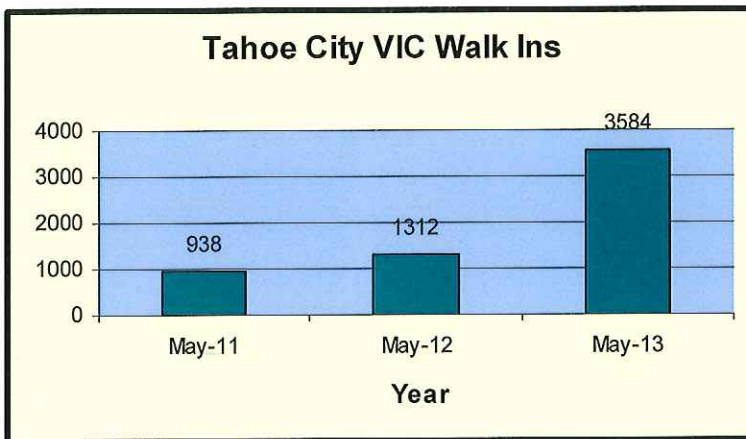
To: Board of Directors

From: Emily Detwiler, Visitor Information Manager

Re: Visitor Information Services Update

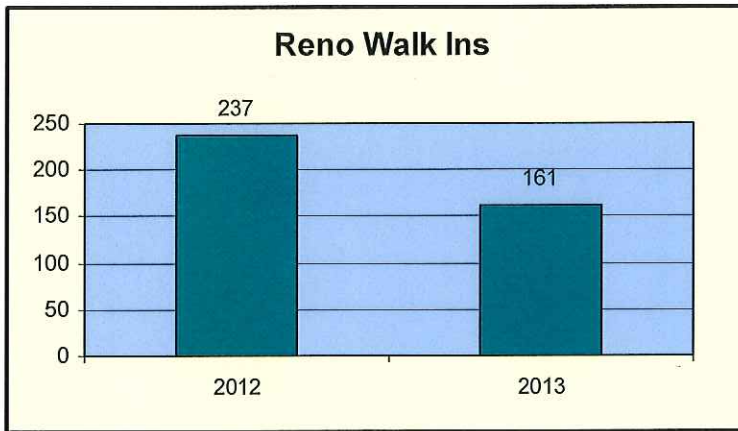
Tahoe City

Over the past three years the Tahoe City Visitor Center has steadily received visitors. Tahoe City's monthly walk-in visitation is up by 173% over May of 2012.



Reno

The Visitor Information Specialist position in Reno will be eliminated on June 12th. Staff will continue to train the current North Lake Tahoe Express Staff and new staff members concerning Visitor Information and will stock the brochure rack as needed. Visitor Guides will be distributed to NLTE passengers and walk-ins. Staff has also rented a location in the Visitor Information rack, located in the center of the baggage claim area, during the high seasons to distribute Visitor Guides as well. The counts in Reno have decreased over last year due to staff being part time (3 days per week).



Kings Beach

Will open on June 24th and run through Mid September (weather permitting). The new location at the Kings Beach State Recreation Area (moved from the North Tahoe Beach) will consist of a logoed tent, table printed information and an experienced Visitor Information Specialist.

By 2012, the organization will have assessed regional needs for Visitor Information distribution via virtual or physical locations and by 2016, will have implemented plans.



north lake tahoe

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May 31, 2013

To: Board of Directors

From: Emily Detwiler, Visitor Information Manager

Re: Hospitality Road Show and Passport to North Lake Tahoe Adventure Update

The Hospitality Road Show is a 45 minute fun-high-energy training workshop intended for front-line personnel, managers and even owners who need a gentle reminder about the importance of customer service. Business owners/managers just need to call or email Jessica to reserve a time for the training. Our staff has been trained on the program and will go to the local businesses for training on the following:

- Better understand customers and anticipate their needs
- Have increased knowledge about our community and North Lake Tahoe
- Be able to enhance the guest experience
- Know why visitors are important to our economy

Passport to North Lake Tahoe Adventure

Along with the Hospitality Road Show we will provide their staff with a goody bag with free bike rentals, kayak rentals, jet-ski rentals, museum tours, TERC tours, fishing charters, white water rafting and more! Each participant will receive a Passport to North Lake Tahoe Adventure. To enter into the Ultimate Summer Adventure in North Lake Tahoe Drawing their staff will need to:

- Try 3 summer activities and have the participating business sign the back of the passport.
- Turn the passport in to the Tahoe City Visitor Information Center

Summer Adventure Drawing Prizes

- Big Mack Charters- a fishing trip for 2 aboard the Big Mack II (value \$180.00)
- High Sierra Water Ski School- 1 hour Kayak rental, 1 hour paddle board rental, 1 hour power boat rental, 1/2 hour Water Ski School lesson, 1/2 hour Jet Ski rental
- Mountain Golf Course- Golf Pass for 2
- Northstar- Golf Afternoon Season Pass
- Gatekeepers Museum- Goodie bag with post cards, books, mug, honey & a bear back scratcher
- Tahoe Dave's- \$50 gift certificate
- Willard's Sports Shop- \$500 gift certificate
- Olympic Bike Shop- Rental of 2 cruisers for a day

By 2016, the organization will have increased net promoter scores by 20% over 2011/12 or up to 85, whichever is lower.

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Example of
Email Blast
Marketing



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The Hospitality Road Show

Brought to you by the North Lake Tahoe
Chamber-CVB-Resort Association

Reserve NOW! The Hospitality Road Show is a 45 minute fun-high-energy training workshop intended for front-line personnel, managers and even owners who need a gentle reminder about the importance of customer service. We will come to your business or a location near you! Following this program your staff will be able to...

- Better understand your customer and anticipate their needs
- Have increased knowledge about our community and Lake Tahoe
- Be able to enhance the guest experience
- Know why visitors are important to our economy

To make a reservation for your staff please call **Jessica Walker** at **530-581-8727** or email her at Jessica@PureTahoeNorth.com

Get your Passport to North Lake Tahoe Adventure

Along with the Hospitality Road Show we will provide your staff with a goodie bag with free bike rentals, kayak rentals, jet-ski rentals, museum tours, TERC tours, fishing charters, white water rafting and more! Each participant will receive a Passport to North Lake Tahoe Adventure. Take this Passport and:

- Try 3 summer activities and have the participating business sign the back of the passport.
- Turn the passport in to the Tahoe City Visitor Information Center to be entered into a drawing to win an Ultimate Summer Adventure in North Lake Tahoe prize

Summer Adventure Drawing Prizes

Big Mack Charters- a fishing trip for 2 aboard the Big Mack II (value \$180.00)

High Sierra Water Ski School- 1 hour Kayak rental, 1 hour paddle board rental, 1 hour power boat rental, 1/2 hour Water Ski School lesson, 1/2 hour Jet Ski rental

Mountain Golf Course- Golf Pass for 2

Northstar- Golf Afternoon Season Pass

Gatekeepers Museum- Goodie bag with post cards, books, mug, honey & a bear back scratcher

Tahoe Dave's- \$50 gift certificate

Willard's Sports Shop- \$500 gift certificate

Olympic Bike Shop- Rental of 2 cruisers for a day

**Not only will your staff be Customer Service Experts
they will have an opportunity to become
summer recreation experts for free!**

10-4