



# NLTRA Board of Directors Agenda and Meeting Notice Monday, October 16, 2017 – 11:00 a.m. Village at Northstar Boardroom

## NLTRA Mission

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

### 2017 Board of Directors

**Adam Wilson (Chair)**  
Northstar  
California

**Samir Tuma (Vice Chair)**  
Kila Lake Tahoe

**Christy Beck (Treasurer)**  
The Village at  
Squaw Valley  
**Finance  
Committee**

**Brett Williams (Secretary)**  
Agate Bay Realty  
**Marketing  
Committee**

**David Tirman (Past Chair)**  
JMA Ventures,  
LLC  
**Lodging  
Committee**

**Jennifer Merchant (Erin Casey-Alternate)**  
Placer County  
CEO Appointee

**Gary Davis**  
JK Architecture  
Engineering  
CI/T  
**Committee**

**Eric Pilcher**  
Moe's BBQ/Gear  
& Grind  
**BACC**

To Call in: Dial (712) 770-4010, 775665#

Items May Not Be Heard In the Order They Are Listed

#### A. 11:00 a.m. Call to Order-Establish Quorum

**B. 11:05 a.m. Public Forum:** Any person wishing to address the Board of Directors on items of interest to the Board 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.

#### C. Agenda Amendments and Approval-MOTION

#### D. Consent Calendar-MOTION (10 minutes) 11:05-11:15

All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a 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.

##### 1. Board Meeting Minutes –

a. September 6, 2017 (Page 1) [Link to online document](#)

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at [www.nltra.org](http://www.nltra.org)

##### 2. Committee Minutes

a. BACC October 12, 2017 [Link to online document](#)

b. Marketing July 29, 2017 (No Meeting in August) [Link to online document](#)

c. Finance September 1<sup>st</sup>, 2017 and September 28<sup>th</sup>, 2017 Will be posted online when approved.

3. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000)  
None at this time

#### E. Action Items (10 minutes) 11:15-11:25

1. MOTION: Review and possible approval for Winterwondergrass Squaw Valley Contract-Amber Burke (Page 6)

**Karen Plank**  
Placer County  
Board of  
Supervisors  
Appointee

**Aaron  
Rudnick**  
Truckee River  
Raft Co.

**Quorum - 6**  
Majority of the  
NLTRA Board  
Representatives

**Advisory  
Board**  
**Tom Lotshaw**  
TRPA Non-Voting

**2. MOTION: Review and possible approval of contract with Andy Chapman during Tourism Director / CEO Transition. (Page 61)**

**F. Informational Items (20 minutes) 11:25-11:45**

- 1. County Process/Negotiations Update (Page 66)**
- 2. Update on Squaw Valley | Alpine meadows Micro Mass Transit (Page 67)**

**G. Reports/Back up Documents-Meeting Packet Part Two**

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

- 1. Destimetrics Report (Page 1)**
- 2. Membership Accounts Receivable Report August 2017 (Page 2)**
- 3. Membership Staff Report (Page 3)**
- 4. Membership Upcoming Events/Programs (Page 4)**
- 5. Conference Revenue Statistics Report (Page 5)**
- 6. Capital Investment/Transportation Activity Report (Page 9)**
- 7. Monthly Summary of Transportation Meeting Outcomes (Page 13)**
- 8. Finance Committee Reports, (Draft) August, 2017 (Page 15)**
- 9. CEO Updates (oral presentation)**

**H. Directors Comments (5 minutes) 11:45-11:50**

**I. Meeting Review and Staff Direction (5 minutes) 11:50-11:55**

**J. Board Adjourns to Strategic Planning Session with Lauren O'brien 12:00 pm – 5:00 pm**

This meeting is wheelchair accessible

Posted and Emailed ( x )



## north lake tahoe

Chamber | CVB | Resort Association

NLTRA Board of Directors

### PRELIMINARY Meeting Minutes

Wednesday, September 6, 2017 - 8:30 a.m.

North Tahoe Event Center

A. 8:30 a.m. Call to Order-Established Quorum

- Board Members in attendance: Brett Williams, Christy Beck, Gary Davis, Jennifer Merchant, Karen Plank, Eric Pilcher. Tom Lotshaw (ex-officio). Samir Tuma and Aaron Rudnick via telephone
- Others In attendance: Cindy Gustafson, JT Chevalier, Natalie Parrish, Lindsay Romack, Emily Detwiler, Dawn Baffone, Amber Burke, Andy Chapman

B. 8:35 a.m. Public Forum: Any person wishing to address the Board of Directors on items of interest to the Board 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.

- JT Chevalier announced the Tahoe City Downtown Association's event Octoberfest on September 30<sup>th</sup>.

C. **Agenda Amendments and Approval-MOTION**

**M/S/C Christy/Karen/8-0-0**

D. Consent Calendar-MOTION

All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a 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.

- Jennifer requested to pull out the finance minutes for discussion.

**MOTION to approve the Consent Calendar with the exception of the Finance Committee minutes, Item 2.c.**

**M/S/C Jennifer/Karen 8-0-0**

1. Board Meeting Minutes –

- a. June 28, 2017 [Link to online document](#)
- b. July 17, 2017 [Link to online document](#)

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at [www.nltra.org](http://www.nltra.org)

2. Committee Minutes – June, 2017

- a. BACC July 13, 2017 [Link to online document](#)
- b. Marketing July 29, 2017 [Link to online document](#)
- c. Finance June 22, 2017 [Link to online document](#)

- Jennifer questioned the Packet, Section 2 A/R Report, P&L Budget Performance, page 46; Regarding the Chamber membership balance \$18,562.43
  - What is the reserve amount?
  - Is the \$18,000 inclusive of the reserve amount
  - Is the 120 delinquent amount on the A/R Report included in that total?
  - Regarding the Community Awards Dinner. Is that \$6,000 in addition to the amount (is that reflected in the total)?
  - Where the money is coming from to fill the gap.
  - Cindy will provide information.

**MOTION to approve Item 2.c. Finance Committee minutes**

**M/S/C Jennifer/Karen/8-0-0**

3. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000)

- None at this time

**E. Action Items**

1. MOTION (below): Review and possible approval for Autumn Food & Wine Festival Northstar Contract- Amber Burke

- Christy asked whether the ticket sales cover the cost and the answer is no. She asked if there could be a way to track on property lodging. Christy suggested a booking code. Cindy suggested to forward this discussion to the Strategic Planning Committee. Cindy said beginning now there will be more tracking, RTI, lodging numbers. Jennifer requested Committee input be included or updated into the contract prior to the motion being brought to the Board. It is requested that Northstar be asked provide more tracking and Andy suggested more survey work at the event. In the future Northstar will be asked to provide additional lodging information. Christy offered help.

**MOTION: approval for Autumn Food & Wine Festival Northstar Contract, with the following stipulations:**

- Northstar to provide available lodging and other economic impact data
- Northstar to provide assistance with post event surveys
- An understanding that there will be additional elements to be determined in future, including Return on Investment data for the subsequent 2 years of the contract

**M/S/C Jennifer/Gary 8/0/0**

- Tom suggested inviting representatives from Northstar at future meetings to provide input.
- Cindy pointed out that there are copies provided of all the event monetary breakdowns.

2. MOTION (Below): Identify Representative(s) for Mountain Housing Council - Discussion and Appointment – Cindy Gustafson

- Quarterly meetings required, and in addition there are separate groups that meet on various issues.
- Brett volunteered to be the primary representative, and Cindy for the alternate.
- Gary volunteered to have committee involvement.

**MOTION to elect Brett as the primary Mountain Housing Council representative and Cindy as the alternate.**

**M/S/C Karen/Christy 8/0/0**



3. MOTION: Discussion and Possible Approval of Resolution Naming Signers on NLTRA and NLTMC Bank Accounts-Al Priester

**MOTION to remove John Thompson and Sandy Evans Hall as signers on NLTRA and NLTMC bank accounts, and add Cindy Gustafson and Al Priester as signers, in addition to Ron who is currently a signer.**

**M/S/C Samir/Jennifer 8/0/0**

4. MOTION: Discussion and Possible Approval of Extension of Contract with Andy Chapman through October 6, 2017.
- Cindy reported currently advertising for Marketing Director position is underway, and the position will most likely will not be filled until mid-November. At Oct 4<sup>th</sup> meeting, there will be a revised contract. There are currently 38 applicants and out of that 6 are qualified applicants. Until position is filled, Andy would serve as interim Marketing Director.
  - May need additional funding for Andy's contract after October 4<sup>th</sup>, and will bring that to the Board for approval after more analysis. Requesting extension until 10/6.

**MOTION to extend contract with Andy Chapman through 10/6/2017.**

**M/S/C Gary / Christy 8/0/0**

5. MOTION: Discussion and Possible Approval of Contract with Shift Communications & Consulting – Cindy Gustafson
- This workshop is funded through the account titled Staff Meeting Travel and Training for Board members. The 2-4 Board members and/or 2-3 partners will be selected by the executive committee, and may be a random decision.
  - Jennifer suggested the Chamber subcommittee be involved. Brett suggested Adam and two committee members that are not part of the executive committee, not to exceed \$5,000 additional cost.
  - Gary motioned to include all board members as well as the Chamber subcommittee.
  - Add to motion-Not to exceed \$5,000

**MOTION to approve contract with Shift Communications and Consulting with the addition that:**

- **The strategic planning session will include all Board Members as well as the Chamber Subcommittee (including Stacy Caldwell, Joy Doyle and JT Chevalier) not to exceed \$5,000 additional cost.**

**M/S/C Gary / Christy/8-0-0**

6. MOTION: Discussion and Possible Approval of Contract Amendments with Placer County for July 2017 and August 2017-January 2018 – Cindy Gustafson and Erin Casey-ITEM OMITTED FROM MEETING AGENDA
- Do not need to take action on these administrative changes, this had been worked out with the County prior to the Board meeting.
  - **OMITTING ITEM 6 FROM THE AGENDA, item added onto agenda in error.**
  - Discussion regarding Employee Handbook and additional holidays to be considered, item was not included in agenda but back up documents were in packet. Handbook changes will be brought back at next Board Meeting. Jennifer suggested that the request be considered along with the current

full salary and benefit packages of employees. More information and details will be included in next Board meeting.

#### F. Reports/Back up Documents-Meeting Packet Part Two

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

1. Destimetrics Report
  2. Membership Accounts Receivable Report June 2017, July 2017
  3. Membership Upcoming Events/Programs
  4. Conference Revenue Statistics Report
  5. Executive Committee Report – August 28, 2017
  6. Capital Investment/Transportation Activity Report
  7. Finance Committee Reports, June 2017, July 2017
  8. Progress Report on Key Performance Indicators
  9. CEO Updates (oral presentation)
- Cindy asked Board members to begin thinking about top priorities for Strategic Planning session.
  - Cindy encourages Board Members to attend Chamber functions such as mixers and she announced upcoming events including a Chamber Training Session and the Tahoe Economic Summit by Tahoe Prosperity Center in October. Let Cindy know if any Board members want to attend.
  - Brett asked about Board preparation for the Strategic Planning retreat. Cindy said to bring any issues want to discuss at the retreat to Lauren and Cindy will ask Lauren O'Brien to send out an email to correspond with Board members about the workshop.
  - Jennifer will send documents in response to what was discussed in the mediation meeting prior to the Strategic Planning session and will come during the first part of the strategic planning session to review.
  - The County is working to schedule a follow up meeting to the mediation meeting and will send agenda topics by the end of this week.
  - Brett will be gone Sept 29-Oct 13. Cindy added that we will do our best to schedule the session for dates that all Board members can attend.
  - Jennifer announced that David Bosch will be resigning/retiring end of year. Executive search will be upcoming.
  - Jennifer expressed desire to talk to Executive Committee to finalize Cindy's hiring details/contract. Cindy said she will share her signed contract with the Board. This will be an agenda item for the next Board meeting.

#### G. Directors Comments

- Tom Lotshaw reported on TRPA
  - Governing Board Best in Basin Meeting 10:30 September 27<sup>th</sup> at N. T. Event Center.
  - Board approved permits for 875 dead or dying tree removals.
  - A harmful algae bloom in Tahoe Keys was discovered. Lowest level caution urged.

#### H. Meeting Review and Staff Direction

- Cindy reviewed and gave upcoming direction
  - Will give report/clarification about Chamber membership loss/reduction and develop a plan to bring forward. There will be action at the October meeting on this subject.

- Will amend the Autumn Food and Wine contract with Northstar and request more information from them.
- Regarding the Mountain Housing Council; Brett will be primary and Cindy will serve as alternate with Samir and Gary as potential committee members.
- Cindy will ask Lauren O'Brien to interview/email questions to Board members prior to the Strategic Planning Meeting as well as Chamber Committee members Stacy Caldwell, Joy Doyle and JT Chevalier, and not to exceed \$5,000.
- Bring back the Employee Handbook Policy Changes subject with more information regarding competitive benefit packages and NLTRA salaries historically.
- Brett added: Speak with Northstar representatives for feedback regarding past Autumn Food and Wine events providing information not seen in existing data. The same procedure should be followed with all large scale events going forward.

I. Adjournment 10:19



October 11, 2017

To: Board of Directors

From: Andy Chapman  
Amber Burke, Events & Communication Manager  
Cindy Gustafson, President/CEO

Re: WinterWonderGrass 2018 Sponsorship Funding

### **Event Background**

“Music, Brews and Mountains” is the theme for the WinterWonderGrass Tahoe Festival, first established in 2015, WWGT will return once again for the fourth annual festival at Squaw Valley | Alpine Meadows in North Lake Tahoe, California April 6<sup>th</sup> – 8<sup>th</sup>, 2018. WWGT is a boutique winter music and craft beer festival featuring more than 15 bands and 12 California breweries over three days. The finest ingredients of the North Lake Tahoe lifestyle are brought together by WWGT to craft an experience of natural elation, delivering a batch of fulfillment and a dose of memories to local music enthusiasts and a global winter audience. Drawing from the environmental beauty and mountain lifestyle as the foundation for the event, WWGT adds in music and community to create the ultimate gathering.

NLTRA has been a presenting sponsor of WWG since its inception and was integral in working with Bonfire Entertainment in securing the California event in 2014. NLTRA has continued to sponsor this important shoulder season event designed to maximize our natural, cultural and entertainment assets to the visiting consumers.

### **Sponsorship Benefits**

- Reinforces North Lake Tahoe’s position as a premier winter sports destination
- Reinforces North Lake Tahoe’s position as an entertainment and cultural destination
- Extension of North Lake Tahoe brand throughout sponsorship affiliation
- Related benefits as outlined in Contract Summary.

Attached to this staff report are the following documents:

1. WWGT Contract Summary
2. WWGT Sponsorship Agreement
3. WWGT Tahoe 2017 Final Report

### **Marketing Committee Review and Approval**

At its September 26<sup>th</sup> meeting, staff presented the committee with the sponsorship overview, related benefits and prior year summary report. Marketing committee unanimously recommended for NLTRA Board approval of WWGT sponsorship.

### **Staff Recommendation**

Upon review and discussion with the Board, staff recommends the approval of an allocation investment of \$15,000 cash and \$10,000 in-kind sponsorship for the 2018 WinterWonderGrass Tahoe event.

# WinterWonderGrass Tahoe Contract Summary

## Duration & Timing

- 1-Year Contract (April 2018 Event)
- Event Date: April 6 – 8, 2018
- Location: Squaw Valley

## Cash Sponsorship

- \$15,000 (Payment – 100% October)

## Additional Sponsorship

- \$4,000 Event specific contract with The Abbi Agency

## Key Sponsorship Terms

- NLTRA to receive
  - Logo/link on appropriate signage, website, digital, print and grassroots media
  - On-site activation during event – space is limited so working with producer to find creative alternatives to a 10x10 tent. Looking into branding opportunities on handouts.
  - Opportunity to incorporate into promotional events (including Ojai, SF, Chico and Truckee)
  - Inclusion in PA announcements throughout event and logo inclusion on commemorative glass
  - Inclusion in newsletters and emails – exact quantity to be determined
  - NLTRA questions included in post-event survey
  - Twenty-five (25) tickets for promotional purposes
- NLTRA to provide
  - Included in two (2) newsletters, chamber M2M emails, a blog post and through social channels
  - Dedicated event press release
  - Incorporation in digital efforts and winter search
  - Ten (10) street banners to be hung in Tahoe City two (2) weeks before event
  - Assistance with lodging page via Zoomaway and collaboration on transportation component

## 2017 Event Recap

*Squaw Valley, March 31 – April 2, 2017*

*Funded: \$15,000*

Attendance:	16,000
Out of Town Participants:	3,778
Average Night Stay:	3.1
Average Economic Impact:	\$1,091,116
ROI:	73:1

## Results:

The event sold out the Thursday prior (3/30). Just utilizing information from Zoomaway, they tracked 35 room nights and \$14,377 in revenue. This was the first time we used Zoomaway and will incorporate it again next year with some modifications to make the page and packages more visible. We incorporated WWG messaging into our winter search and digital efforts and had great results. Compared to our overall campaign, they performed considerably better with nearly 6x higher CTR and 3x more engagement per month. In addition, sentiments on the posts were favorable, with numerous users expressing their excitement regarding the event. A large share of users tagged their friends in the comments as well, especially on Instagram, helping to expand the overall reach of the posts. This, combined with the 234 post shares, helped the post reach users outside of North Lake Tahoe's fan network.



## **WinterWonderGrass Tahoe Music Festival** **EVENT SPONSORSHIP AGREEMENT**

THIS EVENT SPONSORSHIP AGREEMENT (this "Agreement") is made and entered into between WonderGrass California, a Colorado limited liability company ("WGC"), and the North Lake Tahoe Resort Association, a California nonprofit corporation ("Sponsor").

1. Event. WGC is the organizer, owner and operator of "WinterWonderGrass Tahoe Music Festival" which will take place on April 6 - 8, 2018 at a location in Squaw Valley in Olympic Valley, Placer County, California at times as determined by WGC during the term of this Agreement (the "Event"). Sponsor desires to obtain, and WGC desires to grant, sponsorship rights to the Event, all as set forth in this Agreement.

2. Obligations of WGC to Sponsor:

Sponsor will be incorporated into the Event marketing and receive the following benefits:

- a. Inclusion of Sponsor's name and logo in the festival poster, general event signage and activation points.
- b. Inclusion of Sponsor's name and logo on all digital, print and grassroots media.
- c. Inclusion of Sponsor's name and logo on the website home page as a presenting partner.
- d. Inclusion of Sponsor's name and logo on appropriate general event signage used to promote the Event.
- e. Sponsor shall be granted the ability to create unique onsite activations.
- f. Sponsor shall be granted the opportunity to incorporate into promotional events leading up to the event (including but not limited to Ojai, San Francisco and Chico events).
- g. Sponsor shall be included in daily PA announcements from the stage during the Event.
- h. Sponsor specific questions will be included in post-event survey to attendees.
- i. Sponsor is granted ability to use the official WGC trademarks and logos in promotions, marketing material, website and the like.
- j. Inclusion of Sponsor's name and logo on limited edition commemorative eco-friendly beer mug for the Event.
- k. Sponsor shall receive (10) VIP 3-day tickets / (15) GA 3-day festival passes.

3. Obligations of Sponsor to WGC:

- a. Sponsor shall contribute \$15,000.00 in cash support for the Event, payable as follows: 100% due 30 days following signing of this Agreement.
- b. Sponsor shall provide to WGC, in a timely manner, in-kind assets, benefits and services for a value of \$10,000.00 including but not limited to the following:



- Inclusion in two (2) E-newsletters to consumer database of 32,000 active double opt-in list.
- Dedicated email to chamber members of 500 local and regional businesses.
- Dedicated blog post on GoTahoeNorth.com which will be distributed through NLTRA social channels.
- Distribution of press release to NLTRA media channels.
- Social media content inclusion on all social channels leading up to the event as appropriate.
- Public Relations and Social Media scope of work to be developed between Sponsor and WGC.
- Incorporate WinterWonderGrass Tahoe into our winter search and digital efforts.
- Include WGC promotional materials in local and regional visitor centers (Tahoe City, Incline Village, and Auburn).
- Distribute information on the Event to Sponsor's international offices in the UK and Australia.
- Distribute information on the Event to Visit California to be included in their national and international efforts.
- 10 street banners to be hung in Tahoe City two weeks prior to event through event conclusion.
- Usage of Zoomaway services to create a lodging page for the WWG Tahoe website.

If it is impossible or impracticable to provide one or more of the listed benefits, WGC and Sponsor shall consult regarding a substitute therefor, and agree on a substitute promotional or other benefit having value not materially less than that of the unavailable benefit.

4. Economic Impact Assessment. WGC and Sponsor shall work together to share available information and data to develop an economic impact analysis of the Event.

5. Use of Intellectual Property. Sponsor hereby acknowledges and agrees that (i) all right, title and interest in the name, logos, trademarks, copyrights and other intellectual property rights of WGC (collectively, "WGC Properties"), including, without limitation, the Event Marks; the Event; and all accounts, descriptions, pictures, videos, audio, reproductions, recordings, memorialization or other information concerning or in connection with the Event, belongs exclusively to WGC, (ii) Sponsor may use WGC Properties only in the manner and for the uses expressly permitted hereunder, and upon expiration or termination of this Agreement, all rights of Sponsor to use such WGC Properties shall immediately cease, (iii) Sponsor will not adopt or use any term, work, mark or designation which is in any respect confusingly similar to WGC Properties, (iv) all uses of WGC Properties by Sponsor, and all goodwill therefrom, inure to the benefit of WGC, (v) any permitted use of WGC Properties may be used only to indicate a sponsor relationship with the Event and will use ownership marks (such as ® or ™) and designations (such as "An Official Sponsor") as directed by WGC, and (vi) Event Marks must be used in a complete format, and no abbreviated uses are permitted.

6. Relationship of the Parties. The relationship of Sponsor and WGC hereunder shall be solely that of independent contractors and nothing herein or in any related document or representation shall be construed to create or imply any relationship of employment, agency, partnership or any relationship other than that of independent contractors. Sponsor and WGC acknowledge and agree that each of them is engaged in a separate and independent business



and neither shall state, represent or imply any interest in or control over the business of the other.

7. Attorney Fees. In any proceeding or other attempt to enforce, construe or to determine the validity of this Agreement, the non-prevailing party shall pay the reasonable expenses of the prevailing party, including reasonable attorney fees and costs, expert witness fees, fees of consultants and court costs incurred in connection therewith.

8. Counterparts; Scan/Facsimile. This Agreement may be executed in any number of counterparts, each of which shall be deemed an original but all of which taken together shall constitute one and the same instrument. This Agreement may be executed and delivered by exchange of scanned or facsimile copies showing the signatures of the parties hereto. Such copies showing the signatures of all Parties hereto shall constitute originally signed copies of the same Agreement requiring no further execution. This Agreement may be enforced by any of the Parties upon scanned or facsimile signatures.

IN WITNESS WHEREOF, the parties have caused this document to be executed on the date indicated by their signatures below.

**North Lake Tahoe Resort Association**

By: \_\_\_\_\_  
Name: Amber Burke  
Title: Events & Communications Manager  
Date: \_\_\_\_\_

**WonderGrass California, LLC**

By: \_\_\_\_\_  
Name: Scott Stoughton  
Title: Owner  
Date: \_\_\_\_\_

# WinterWonderGrass Tahoe

March 2017



Prepared for:  
*Bonfire Entertainment*

Prepared by:  
*Intercept Insight, LLC*  
PO Box 2078  
Avon, CO 81620  
970.331.1086  
[www.interceptinsight.com](http://www.interceptinsight.com)

# Table of Contents

## Table of Contents

- Objectives ..... 1
- Methodology ..... 2
- Overview and Summary ..... 3
- Highlights ..... 4
- Detailed Findings
  - Attendance ..... 6
  - Recommendation (Net Promoter Score) ..... 10
  - Event Performance..... 14
  - Media/Awareness ..... 20
  - Spending Habits ..... 23
  - Attendance/Revenue Generation ..... 26
  - Accommodations ..... 28
  - Geographical Data ..... 29
  - Demographical Data ..... 33
  - Impact on Skiing/Riding ..... 38
  - Favorite Winter-time Activities ..... 40
  - Lifestyle Categories ..... 42
  - WWG Chile ..... 44
  - Appendix (Property Stayed In) ..... 46
- End of Report

# Objectives

---

Bonfire Entertainment invested in a third party research company, Intercept Insight, LLC, to conduct a post-event online survey following WinterWonderGrass Tahoe to help quantify decisions and increase performance related to the event. With this insight, Bonfire Entertainment will be able to develop objectives to increase the overall performance, market effectively, provide sponsors with valuable data regarding the event, evaluate the spending habits, and estimate revenue generation from the event.

## Objectives:

- ❖ Attendee details (e.g. reason for visiting, prior attendance, loyalty)
- ❖ Intent to return to the event
- ❖ Quantify recommendations
- ❖ Evaluate event performance
- ❖ Estimate spending habits
- ❖ Estimate revenue generation
- ❖ Understand media effectiveness/awareness
- ❖ Obtain demographical and geographical data
- ❖ Determine accommodations, nights stayed, town stayed in, etc.
- ❖ Interest in future events
- ❖ Favorite winter-time activities
- ❖ Lifestyle categories

# Methodology

---

Bonfire Entertainment and Intercept Insight designed a core set of questions intended to meet the objectives of the study, including event specific questions. Once the survey was approved, the questions were programmed into an online survey design tool and prepared for distribution.

Bonfire Entertainment provided the contact list of those who purchased tickets online, which was used as the sample set for this study. The contact list was cleaned and prepared for distribution. The study was distributed on April 20<sup>th</sup>, 2017.

Reminder notifications were distributed periodically to those who had not completed the study. The survey was closed on May 22<sup>nd</sup>, and the results were prepared for analysis and reporting.

# Overview and Summary

---

It is important to remember that this is a tool for gathering opinions and feedback. Many of the results are presented in terms of percentages. Intercept Insight, LLC encourages readers to consider the overall direction that is suggested rather than *only* the statistics. Note that the margin of error is different for every single question response on the survey depending on the sample sizes, proportion of responses, and number of answer categories for each question. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

Bonfire Entertainment engaged Intercept Insight, LLC for research services pertaining to the 2017 WinterWonderGrass Tahoe event. These services included strategy and execution, survey development, programming, analysis, and reporting. Based on ticket sales, there were approximately 10,768 in attendance over the course of the three day event. Ticket purchasers attended an average of 2.6 days, which equates to approximately 4,608 unique people in attendance. 505 attendees responded to the majority of the online study. This results in an overall margin for error of 4.1% at a 95% confidence interval.

Nearly, 100% of the respondents came to Squaw Valley specifically for this event, and 81% of the respondents are “Very” or “Extremely likely” to return in the future. The primary reason for attending was the “Band lineup”. WinterWonderGrass Tahoe achieved a Net Promoter Score of 70, with 76% of the respondents classified as “Promoters”. Overall Satisfaction with the event was high with a mean satisfaction rating of 4.5 on a scale of 1 to 5, where 1=Not at all satisfied and 5=Extremely satisfied. WinterWonderGrass Tahoe met or exceeded 91% of the respondents’ expectations. Other preferred events in Squaw Valley and Alpine Meadows: On-mountain pop-up shows, Beer making workshops, and Ski with Artist events. 33% of the respondents would be interested in a WinterWonderGrass Chile, and 20% are ‘Very’ or ‘Extremely Likely’ to travel to Chile for a WinterWonderGrass event.

“Friend/family member” was selected most (45%), followed by “Facebook” (31%) and “WWG website (29%) when asked “How did you hear about and/or where did you see advertising for the event this year?”. 82% were overnight visitors, 4% were day visitors, and 14% were local participants. Of the overnight guests who stayed in paid lodging, 62% stayed within Squaw Valley. WinterWonderGrass Tahoe was directly responsible for generating approximately 990 room nights, with an average nightly rate of \$599 within Squaw Valley. The revenue generation from WinterWonderGrass Tahoe is estimated to be approximately \$1.2M (+/- 20%) for Squaw Valley, not including ticket sales.

51% of the respondents skied/rode during the event. Most (88%), skied/rode at Squaw Valley, and (23%) at Alpine Meadows. 37% attended with friends only, and 25% attended with family and friends. Those who responded to the study were 47%/53% male/female respectively, and 48% are single w/o children. The average age of the respondents is 40.7, and the average age of the children under 18 in attendance is 7.3. 81% have a BA degree or higher, and 41% earn a household income of \$100K or greater. Aside from skiing/riding, the majority of the respondents enjoy snowshoeing, Nordic skiing, and sledding/tubing. Music Festival Enthusiast, Outdoor Enthusiast, and Sports Enthusiast were the most commonly selected lifestyle categories.

# Highlights

---

- ❖ Attendance – 10,768 | Unique People – 4,608
- ❖ Nearly 100% of the respondents came to Squaw Valley for the event
- ❖ Intent to Return – 81% rated “Very” or “Extremely Likely”
- ❖ Net Promoter Score – 70
- ❖ Overall Satisfaction – 4.5 (using a scale of 1 to 5, where 1=Not at all Satisfied and 5=Extremely Satisfied)
- ❖ WinterWonderGrass Tahoe met/exceeded expectations 91% of the time
- ❖ “Word-of-mouth” (45%) was selected most when asked “How did you hear about and/or where did you see advertising for this event?”
- ❖ 14% were locals, 4% were day visitors, 60% were in-state overnight guests, and 22% were out-of-state overnight guests
- ❖ 37% attended with friends only | 25% attended with family and friends
- ❖ Estimated revenue generation to Squaw Valley - \$1.2M (+/- 20%) - Does not include ticket sales
- ❖ 62% of those staying in paid lodging, stayed within Squaw Valley
- ❖ Average nights stayed in paid lodging within Squaw Valley – 3.1
- ❖ Average group size of paid lodging guests staying within Squaw Valley – 4.6
- ❖ Estimated room nights generated within Squaw Valley – 990
- ❖ Estimated average nightly rate within Squaw Valley - \$599
- ❖ Average age of respondents – 40.7 | Average age of children under 18 – 7.3
- ❖ 51% skied/rode during the event | 88% of those skied/rode at Squaw Valley
- ❖ Favorite winter-time activities – Snowshoeing, Nordic skiing, and Sledding/tubing
- ❖ Lifestyle Categories – Music Festival Enthusiast, Outdoor Enthusiast, and Sports Enthusiast

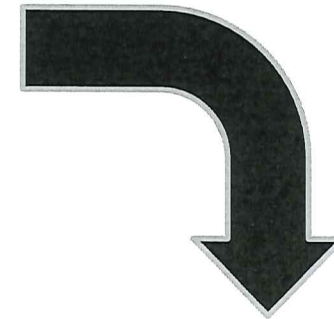
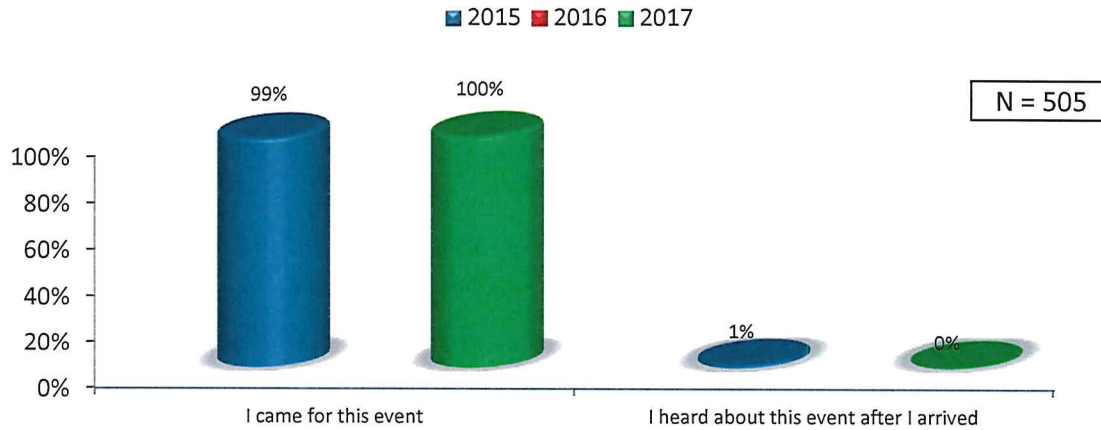


Attendance



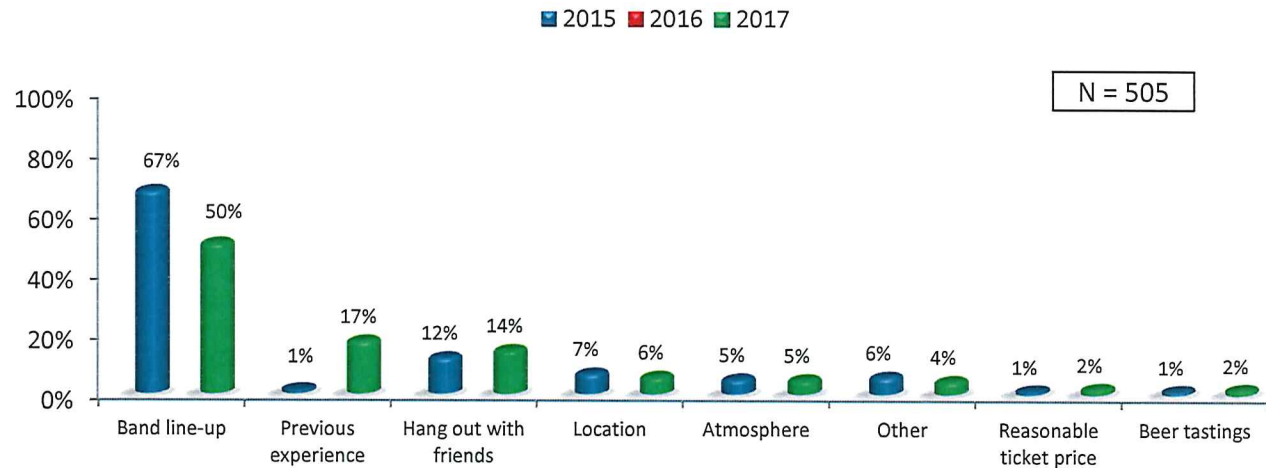
# Attendance

## WinterWonderGrass Tahoe - Reason for Visiting Squaw Valley



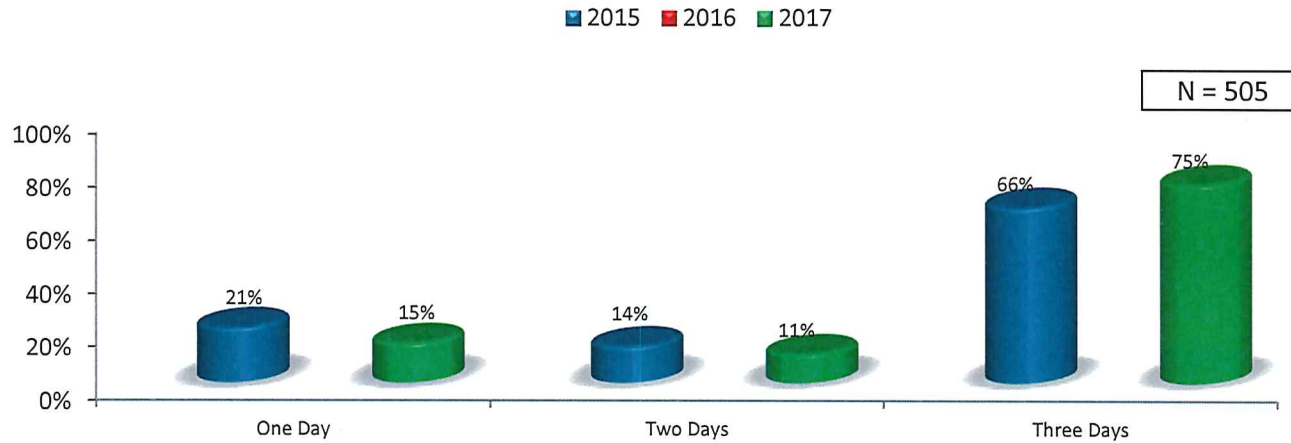
## WinterWonderGrass Tahoe - Primary Reason for Attending

- Nearly, 100% of the respondents came to Squaw Valley specifically for WinterWonderGrass Tahoe.
- The primary reasons for attending were the band line-up, and previous experience.

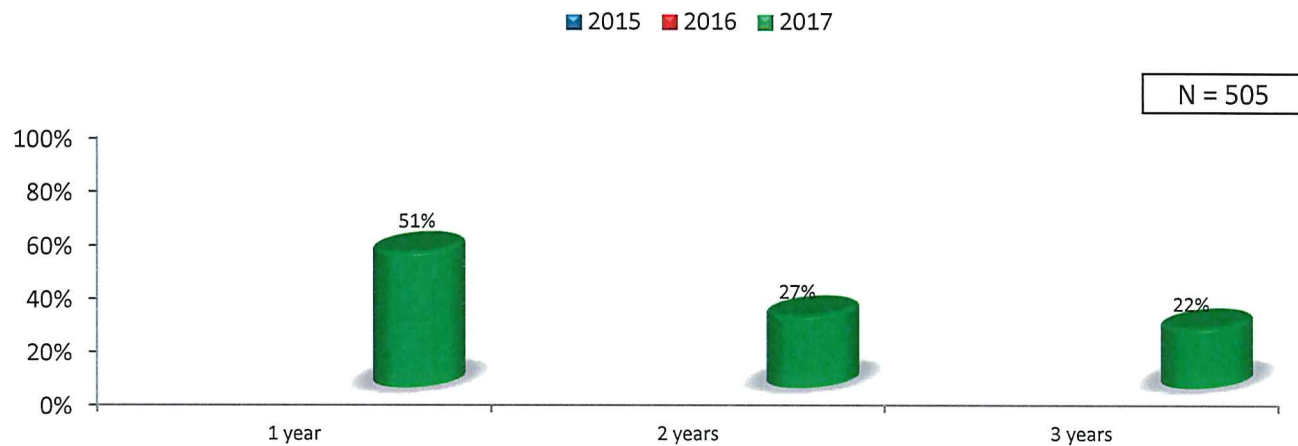


# Attendance

## WinterWonderGrass Tahoe - Days in Attendance

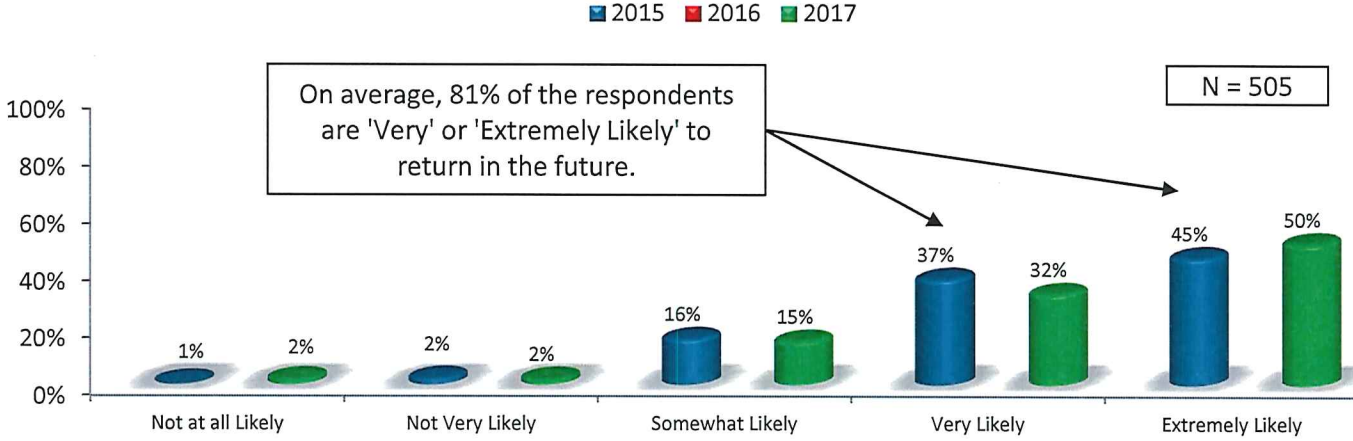


## WinterWonderGrass Tahoe - Prior Attendance

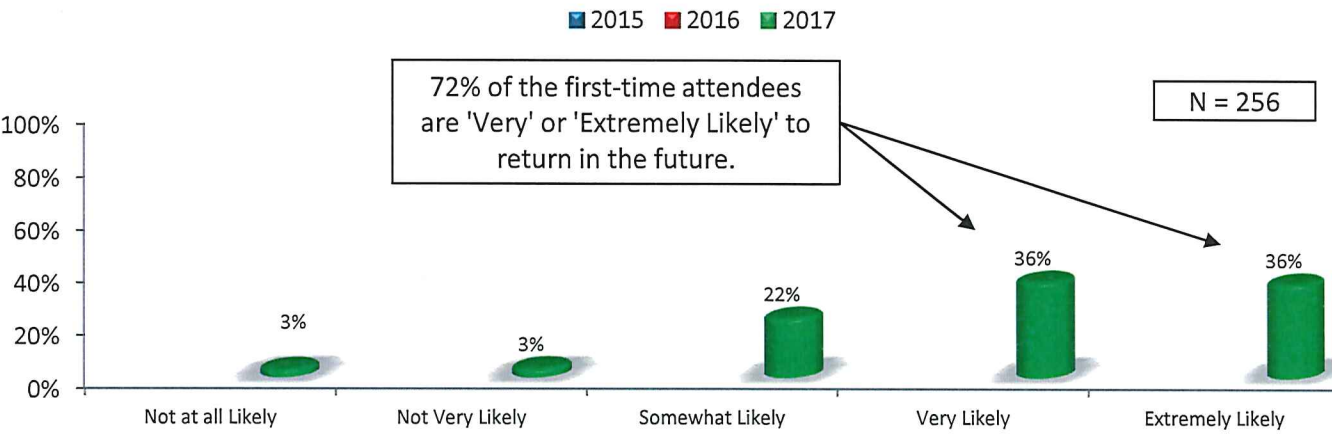


# Attendance

## WinterWonderGrass Tahoe - Intention to Return



## WinterWonderGrass Tahoe - First-time Attendees Intention to Return



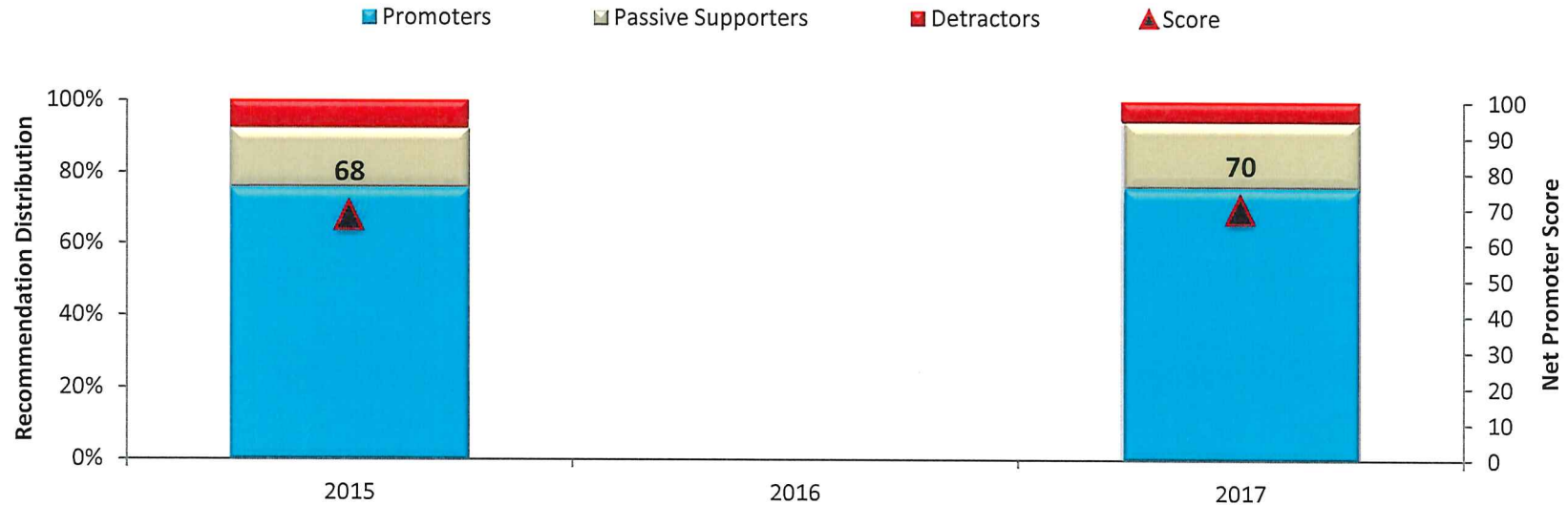


## Recommendation



# Recommendation

## WinterWonderGrass Tahoe - Net Promoter Scores



● The Net Promoter Score is calculated using data collected from the following question: “On a scale of 0 to 10, where 0=Not at all likely and 10=Extremely likely, how likely are you to recommend WinterWonderGrass Tahoe to a friend or family member?”

● Those who rate a ‘9’ or ‘10’ are called “Promoters”. Those who rate a ‘7’ or ‘8’ are called “Passive Supporters”, and those who rate ‘0’ to ‘6’ are called “Detractors”.

● The Net Promoter Score (NPS) is calculated by subtracting the percentage of “Detractors” from the percentage of “Promoters”.



# Increase Recommendation

## • 2017 WWG Tahoe - Increase Recommendation Comments

- You guys really did a great job this year, all of my expectations for a bluegrass festival were met. More food options would be nice though.
- Would love more local beer options for purchase. Didn't love the small plastic cups for tastings. Would've much preferred same pour in my metal cup.
- When I showed up on Sunday (only day I went) all of the free cups were gone, which means not only didn't I get one but the cost of drinks was more expensive all day.
- We are used to bluegrass festivals having jamming opportunities for attendees who are musicians this festival definitely did NOT have that, so we won't be attending next year
- Tram to table was cancelled ( tram part anyway) most of our group didn't get the chance to ride the tram so we felt ripped off. The whole dinner was poorly executed and of course the music was great but not for 150\$
- To provide a few more food options, larger tasting cups for the beer would be nice and the water ran out.
- The website said day-pass holders would get a free metal cup, but they didn't at the door (I had recommended this festival to a couple of friends that could only make it one day). Also, my wife was pregnant this year, and the website said DDs would get a special wristband and be entitled to non-alcoholic drinks - after talking to several WWG employees, nobody had heard anything about it, even after I showed them the webpage. My wife and I have been the last three years, but may not go next year as there I a lot promised to pass-holders, yet not delivered. It would appear that each year the level of organization is going downhill, and we won't be recommending this festival to anymore friends.
- The venue itself was unique for a festival. There were limited places to sit and relax while still listening to music and my party and I were expecting at least a place to put blankets down and chill for a bit. Maybe more communication on the TYPE of venue this is (pretty much standing room only) would be helpful in order to plan a little better.
- The side stages were WAY to close toe each other. Bands playing simultaneously had to play so loud that they all bled together making it feel like battle of the bands; really off putting. Even the main stage volume was way to loud. It was really disappointing and I won't return. Many other festivals have figured this out so I imagine WWG can

## • 2017 WWG Tahoe - Increase Recommendation Comments

- Some vendors and more food options.
- Ski discounts
- Shuttles/transportation. Getting there from where we stayed in Truckee was difficult.
- Shuttles from WWG to close-by communities
- Shuttle to parking. No shuttle at night as squaw sent people to alpine parking. We had to hitch a ride back.
- Sell more than one company of beer.
- Secondary stages shouldn't be in the beer tents. Makes them too crowded between main stage shows.
- Seating options
- Provide a larger area inferno of the main stage to enjoy the music, it was a small area and was very crowded in the evening
- Prices are very high for a family of 4 . There should earnestly ticket price for non drinkers or under age attending this event
- Parking is terrible I won't do that again. During the day the concert was nice, but once it got dark people just walked over our chairs while we were sitting in them. I found the crowd drunk and rowdy and no security to speak of. If they where I didn't se them. I felt unsafe the entire time. We left early because of the crowd and the traffic. The music was great
- Overnight camping and more beer vendors (not just sierra Nevada)
- Other beverage tasting (non-alcoholic) Seating or rest area.
- Nothing, it was great
- Nothing, I thought the event was great!
- Nothing, but dancing on concrete for 3 days a bit hard
- Nothing it's just that bluegrass+skiing is a little niche, so not everyone will be into it
- More than 1 brewery pouring after 5pm, local merch tents, larger area.
- More shuttles
- More seating and change location on the event site. It felt like it was crammed in the back corner.
- More seating
- More reasonable tickets! Easier affordable lodging.
- More onsite parking and shuttles from nearby towns (Tahoe City and/or Truckee). It is way too expensive to stay near Squaw.
- More of a drink selection. I'm not a beer drinker
- More lodging/transportation options
- More heaters
- More greensky
- More food options, better prep w/ food (seems like vendors rand out quickly) figure out a way to ditch the landfill plastic beer sample cups.
- More family friendly, no pot smoking in the venue, more and better food choices, more traditional bluegrass bands

## • 2017 WWG Tahoe - Increase Recommendation Comments

- More chill out spots for blankets, chairs... NOT in the main crowd area in front of the main stage
- More centralized late night
- More Beer Venders for Tasting
- More activities
- Mix up the bands a bit more
- Make the side tents more spacious. Also, better food options.
- Make the event better
- Make my friends and family cool enough to appreciate an event like this ; )
- Make a better venue. Lineup was weak this year and staff are not helpful
- Lower ticket prices for locals - if not buying ski tickets as well (aka all passholders), the festival is really overpriced
- Lower ticket prices
- Lower ticket prices
- Lower the late night ticket prices
- Lower prices, make bands start at times where you can see the whole set without cutting off the first 15 min.
- Lower prices or more family friendly activities
- Lower priced tickets.
- Lower day ticket price
- Less people for the small space, better shuttle between Squaw and alpine
- Less cramped tents, Plusher grounds, better food with shorter lines
- Larger festival area. Less crowded. Tents did not have good acoustics and the stages in the tents were too low.
- Keep ticket prices low, maintain great lineup.
- It's good as is
- It would be nice if music started earlier at the main stage.
- Insufficient parking spots available. We recommend shuttle from Regional Transportation Site down the road.



# Increase Recommendation

## • 2017 WWG Tahoe - Increase Recommendation Comments

- Increase sound quality and ability to view the side stages.
- Improve the indoor tent music experience
- Improve the food.
- Improve food, alcohol, bathrooms. Provide heat lamps
- I'm sure - it's more that I am not familiar with the type of music. Maybe not my scene. Too much pot smoking!
- I'm a squaw pass holder. I prefer to ski until the lifts close at 4. Your event timeline competes with skiing, not compliments. My preference is if it started later like 4pm. I've attended every year. The food options are lousy forcing me to get dinner elsewhere. I don't arrive until the last act around 7:30/8pm. Perhaps offering more booths/food stations Eating and sitting area, people's legs are tired from skiing all day? The layout isn't conducive to resting/relaxing/ sitting at any point of the event
- I wouldn't recommend it to people who aren't into bluegrass that's all
- I expected more bluegrass music. also lodging was outrageously expensive!!
- Have longer free beer
- Have heated tents and more food options
- Have fewer really loud rockish bands, and only let one of them play at any given time. The noise level was horrible.
- Greensky 3 nights
- Get the Squaw Villages to discount hotel rooms
- Fix the overcrowding issue. If you were upfront for any of the late sets, there was no way to get out and back if you wanted a beer. There was no room to move. If someone had had a medical reason to leave, I'm not sure your staff would have been able to reach them in that crowd. I feel like bigger stage and angling the crowd out more plus the addition of clear paths on the sides would fix most of these issues. If those aren't possible, then I think you have too many people in attendance.
- Expanded area for kids activities
- Every band we wanted to see overlapped with each other so we had to miss a little of both shows. There was no where to sit and hang out, everyone was sitting on the ground to eat.
- Evening bus or shuttles to Truckee
- Enforce designated smoking area policy
- Easier accommodations
- Do have too Not pay for late nights
- Diversity in acts from year to year
- Diversify music beyond bluegrass focus
- Different bands - a lot of repeats from last year

## • 2017 WWG Tahoe - Increase Recommendation Comments

- Cheaper tickets.
- Cheaper tickets, discounts for season pass holders,
- Cheaper tickets, better lineup, extend time for free beer
- Cheaper tickets
- Change the venue out of squaw
- Cap the tickets earlier or raise some of the stages so you can see them with a big crowd
- Better website organization, band lineup schedule earlier
- Better transportation/parking options
- Better public transportation
- Better organized late night
- Better music. Less marijuana.
- Better food
- Better email marketing, less confusing tickets
- Better beer options - this year it changed to Sierra Nevada and we were really bummed
- Better band lineup
- Band lineup
- As it stands, Nothing
- Announcing the actual line up schedule earlier than 2 days before the event. I only bought a Saturday ticket this year and realized that 2 of the bands I wanted to see were playing on Friday and Sunday so I didn't even get to see them perform.
- Allow overnight parking and have late night shows in squaw
- Advertise free beer tastings more
- Additional public transit to/from event
- A venue that allows for more chairs in an area that has better traffic flow. It was also tough being standing on concrete the whole time.
- Have better food!!! If you can't bring figured anything you need to supply a much wider selection. Especially for children. Children cannot eat that food!!

## Event Performance





# Hierarchy of Customer Satisfaction Needs



The Customer Delight Principle was designed to identify shortcomings within a business and to improve satisfaction. Satisfaction can be measured along a continuum and can be broken out into three major points:

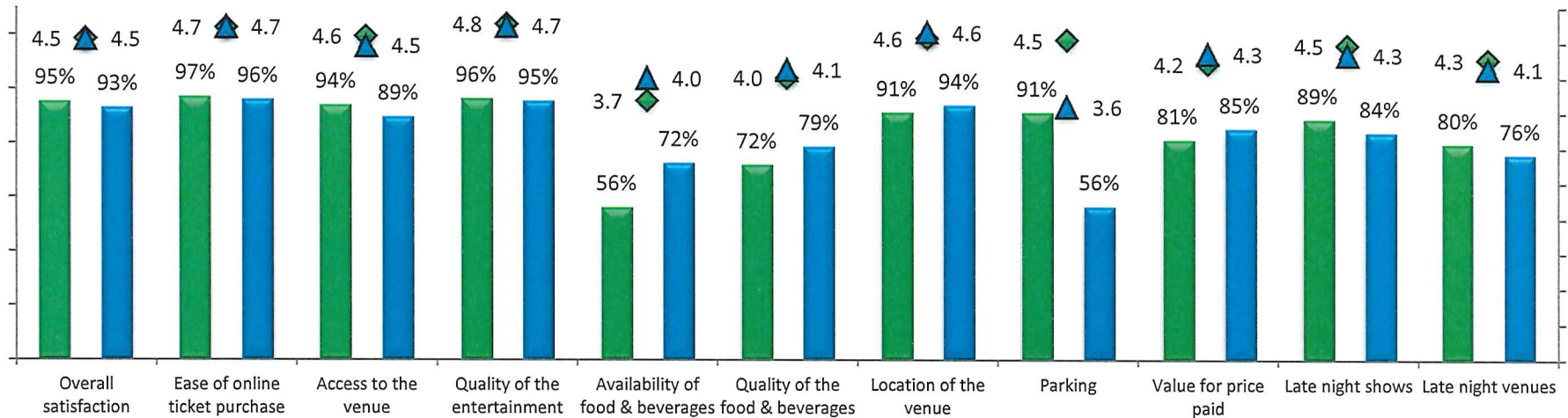
- Discontentment – customers needs are simply not being met.
- Merely Satisfied – meeting customers needs, but not doing enough to distinguish among competition.
- Delighted – meeting and exceeding the customers needs and expectations

Terry Keiningham and Terry Varva, 2001, The Customer Delight Principle, Google Book Search, viewed 6/23/2008, [http://books.google.com/books?id=ot8oD9B2Ck8C&dq=customer+Delight+Principle&pg=PP1&ots=VOXp3xEU0J&sig=9VbRwCSX8MN3xs2vDpmuS9muNk&hl=en&sa=X&oi=book\\_result&resnum=1&ct=result](http://books.google.com/books?id=ot8oD9B2Ck8C&dq=customer+Delight+Principle&pg=PP1&ots=VOXp3xEU0J&sig=9VbRwCSX8MN3xs2vDpmuS9muNk&hl=en&sa=X&oi=book_result&resnum=1&ct=result)

# Performance

## WinterWonderGrass Tahoe - Attribute Satisfaction Ratings

■ Percentage who rated a '4' or '5' 2015     
 ■ Percentage who rated a '4' or '5' 2016     
 ■ Percentage who rated a '4' or '5' 2017  
◆ Mean Rating 2015     
 ◆ Mean Rating 2016     
 ▲ Mean Rating 2017



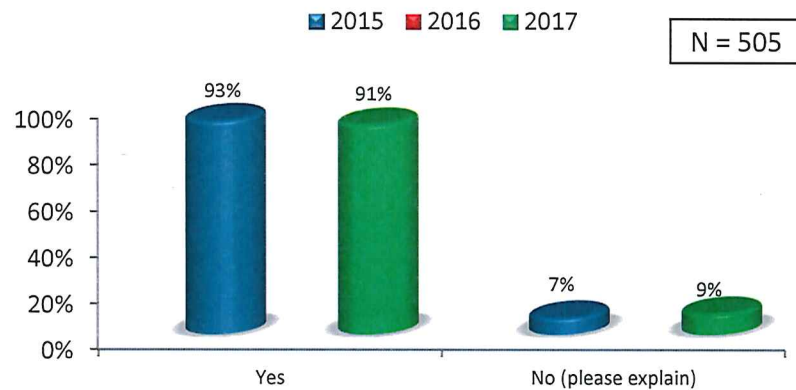
Each respondent was asked to rate their satisfaction level with several attributes of WinterWonderGrass Tahoe on a scale of 1 to 5, where 1=Not at all satisfied and 5=Extremely satisfied. This graph displays the percentages of those who rated a '4' or '5', as well as the mean satisfaction ratings of each attribute.

According to the Hierarchy of Customer Satisfaction Needs, WinterWonderGrass Tahoe has "Delighted" the attendees overall, with the ease of ticket purchase, access, quality of entertainment, location, and late night shows. The respondents were "Merely Satisfied" with the quality and quantity of the food and beverages offered, parking, value for price paid, and the late night shows and venues.



# Performance

## WinterWonderGrass Tahoe - Met/Exceeded Expectations



### 2017 WWG Tahoe - Did Not Meet/Exceed Expectations

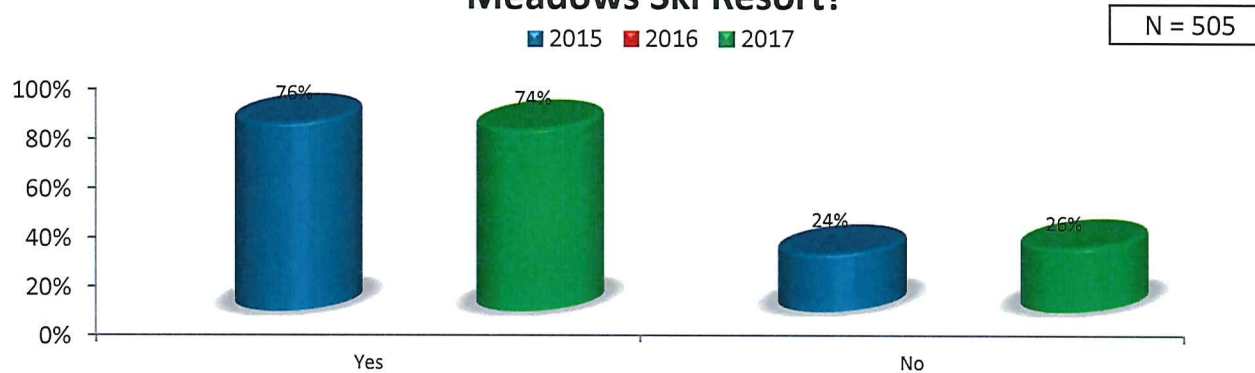
- I expected to taste beer and listen to music. Neither were very satisfying
- I expected a little more than a tent parking lot scene
- I already explained that
- Greensky's bass sound was off and it didn't seem like anyone noticed/fixd. I had to stay back just so my ears wouldn't bleed. This was disappointing as they were the reason I went on Saturday.
- Comments above
- Charged extra for late night, and no public transportation
- Barely met them
- Bad Venue
- Awesome show and I go to many shows
- Again; the tram2table experience really disappointing. I definitely will never purchase tickets for that again.
- A repeat for me, so I knew what to expect. Great
- If you camping food and you need better food!!! The food sucks!!!! I pretty much started when I was there!!!

### 2017 WWG Tahoe - Did Not Meet/Exceed Expectations

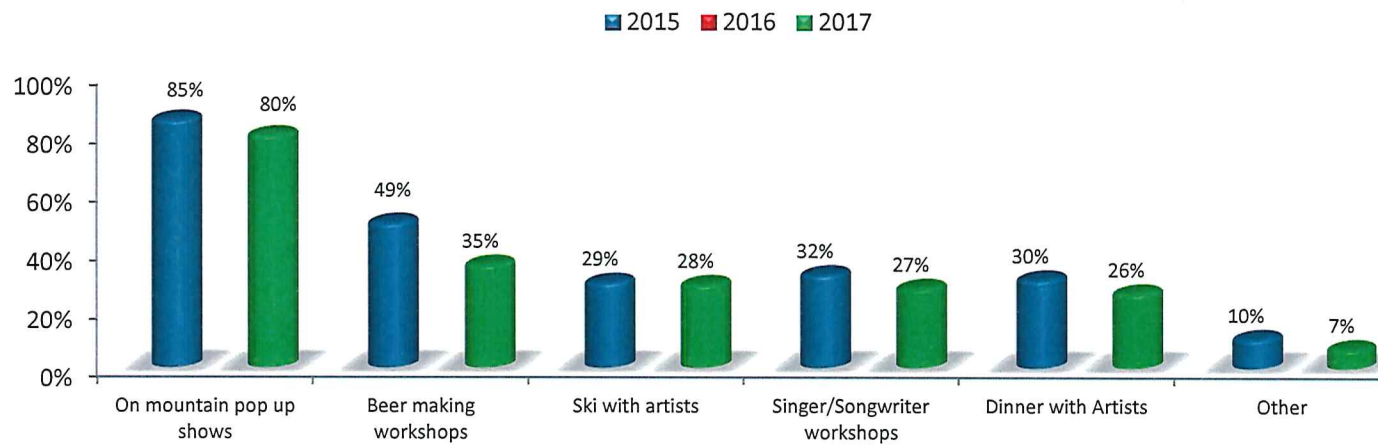
- Your website sucks with no real information or details. better info & descriptions was found on Squaw's & I still had to call Squaw! They didn't know my answers which should have been posted on your website for details descriptions etc.
- Would have been nice if there were restaurants open later after the shows were over. More food vendors in the shows. Better maps showing where the late night shows were.
- With all the ciders out there, it was a huge disappointment to only find one vendor sampling 2 flavors of ciders.
- Weak lineup late night music costs extra which is bullshit and the staff kicked my service dog out for not having a vest but had paperwork
- Was disappointed.
- Very cold, location had poor drainage so there were puddles of mud everywhere. Food selection and quality was awful. Alcohol was watered down. A hot option should have been available considering the extreme cold temps and bone chilling wind.
- Turned away from late night Sunday show
- Thought it would be more bluegrass
- This is our 3rd year, we were very disappointed with the beer change. Food lines/running out of veggie options were a bummer too -- but that isn't really new
- The three smaller stages were virtually impossible to see the bands sue to their size and the stages were level with crowd. Saturday got so crowded that during Greensky's set we were about 1/3 of the way back from the stage and eventually ended up getting totally smashed by the crowd. It just felt like with the amount of tickets that were sold it should be held at a slightly larger venue. There we literally 3 picnic tables to sit at. for a 3 day festival it would be nice to have some hand out areas to it.
- The sound played a big factor for me on this one. You basically had to be directly in front of the stage in order to hear. SO many drunks and chatty kathys also made my experience less than fabulous.
- Standing on pavement sucked
- See previous explanation
- Same bands, unorganized check in for our friends with one day passes
- Previous line ups were better
- Poor planner big for parking and communication on how to get back to parking directed by closed squaw parking. Stranded for over an hour lol king for a ride. Drinks great and venue. No chairs were allowed on Friday
- Overcrowded because of skiers. The bands overlapped each other assuming someone doesn't want to see every band. No Parking. Overpriced for locals.
- Only Strings and Sol fest compared
- No parking. Very expensive and could not get a hotel especially a pet friendly one.
- Music/sound was mediocre. Crowd vibe was mixed. Tickets were expensive for what was offered
- Music quality poor. Too much dope smoke.
- More improvements definitely need to continue. I go to this event only because it's where I ski. I only go for the last act because it's not set up to accommodate people who just came from skiing all day
- Met expectations
- Jamming opportunities - it's what sets bluegrass festivals apart
- It was what I expected
- It was too hard to get late night tickets and the late night venues were hard to get to as well; the transportation was not easy either
- In most ways yes, then we got stranded Saturday night after being made to park over at Alpine and no shuttle was available though the bus driver said there would be
- I think we could do better on providing public transport
- I love this event and had a great time. It was really hard to find beverages that weren't alcoholic. I'd love to have seen lemonade, kombucha, drinking vinegars or something non alcohol non soda. Thanks!!
- I had been prior so I knew what to expect

# Additional Events

**WinterWonderGrass Tahoe - Would you be interested in attending WinterWonderGrass Tahoe events spread around Squaw Valley/Alpine Meadows Ski Resort?**



**WinterWonderGrass Tahoe - Other Event Interests (Multiple Response)**



# Additional Events - Comments

---

- **2017 WWG Tahoe - Other Event Interests**

- Yoga
- VIP Entrance
- The side States could be at least a foot more off the ground for better viewing of the artist
- Snowshoe skiing w/artists
- Shuttle at night
- Seating
- Open jam sessions/prefest open mic
- Of course up to the artists but maybe meet and greets or chill with the artists doing something idk
- None of the above, just more options/ locations for après, dinner, resting
- Music scatter around mountain
- More Kid events
- More day time music - wherever.
- Love the bands playing in the villages court yards...maybe in the bars there would be great
- Locals take artists skiing/ riding
- Kids Zone
- Jamming with bands. (Bring your own Fiddle)
- Jam with artists?
- Hangout/beer tasting with artists
- Extempore music without scheduled
- Coffee and Show pre-ski, band next to KT lift line
- Anything
- All star jam

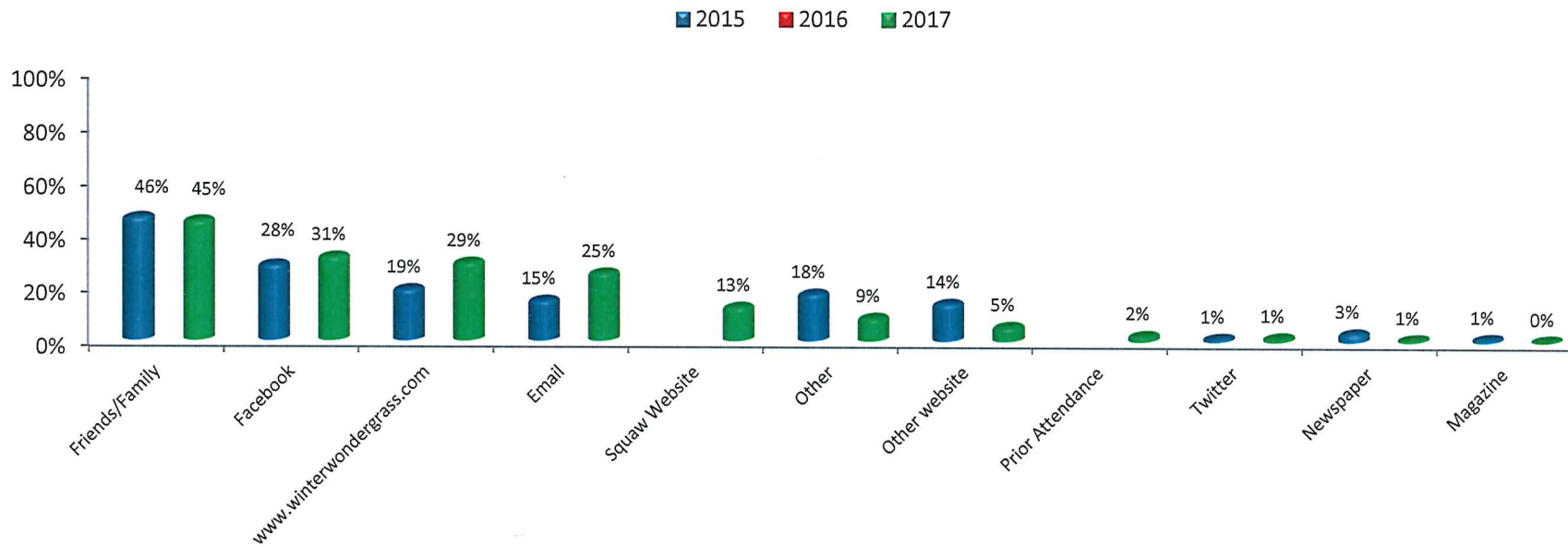


## Media/Awareness



# Media/Awareness

WinterWonderGrass Tahoe - Media/Awareness  
(Multiple Response)



**2017 WWG Tahoe - Media/Awareness - Newspaper/Magazine**

- Tahoe News
- Summit daily
- Tahoe Week

# Media/Awareness

## • 2017 WWG Tahoe - Media/Awareness -"Other" Comments

- Xm jam-on
- Well looking online for local music festivals
- We were looking on the web for boutique festivals
- Tahoe local
- Strings & Sol
- Squaw/alpine Instagram
- Squaw related advertising
- Squaw Employee email
- Salmon Website
- Rex Foundation
- Radio, kvmr
- Radio kvmr
- Radio in Reno 100.1 the X
- Radio and flyers around town
- Posters at Squaw
- Moe's bbq poster
- Mandolin Orange website
- Looked at infamous string dusters tour dates
- Local ads and local knowledge
- Jambase
- Jambase

## • 2017 WWG Tahoe - Media/Awareness -"Other" Comments

- Instagram
- Instagram
- Instagram
- Instagram
- Instagram
- Infamous Stringdusters
- Individual Band's tour dates websites
- I'm a Squaw pass holder and have known about the event since it began
- I work in Squaw Valley
- I live here, you just kind of know about it
- I am an employee at squaw
- Husband is employee at Alpine Meadows
- Flyer at Artemis Mediterranean grill in south lake Tahoe
- Flier on a telephone pole in Berkeley
- Don't remember
- BISS List
- Benn attending WWG CO since beginning
- Bands social media
- Bands in the line-up
- Adds around Squaw Village
- 100.1 X Radio
- I live in the Nevada side of Lake Tahoe so everyone knows about winter wonder grass!!

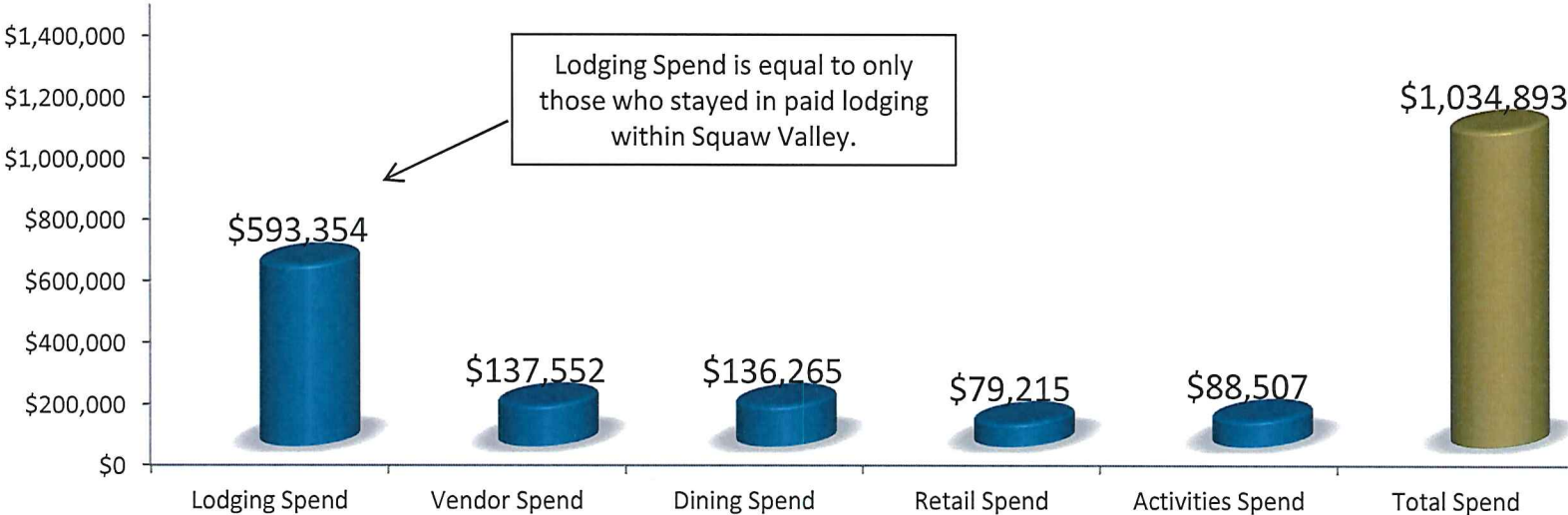
## Spending Habits





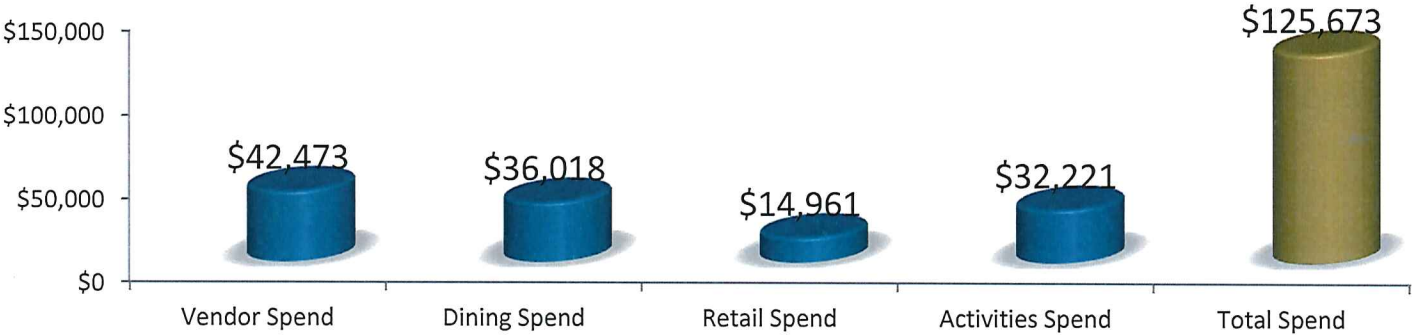
# Spending Habits

WinterWonderGrass Tahoe - Household Spending of Overnight Guests Staying in Paid Lodging  
(Only Those who Came for the Event)

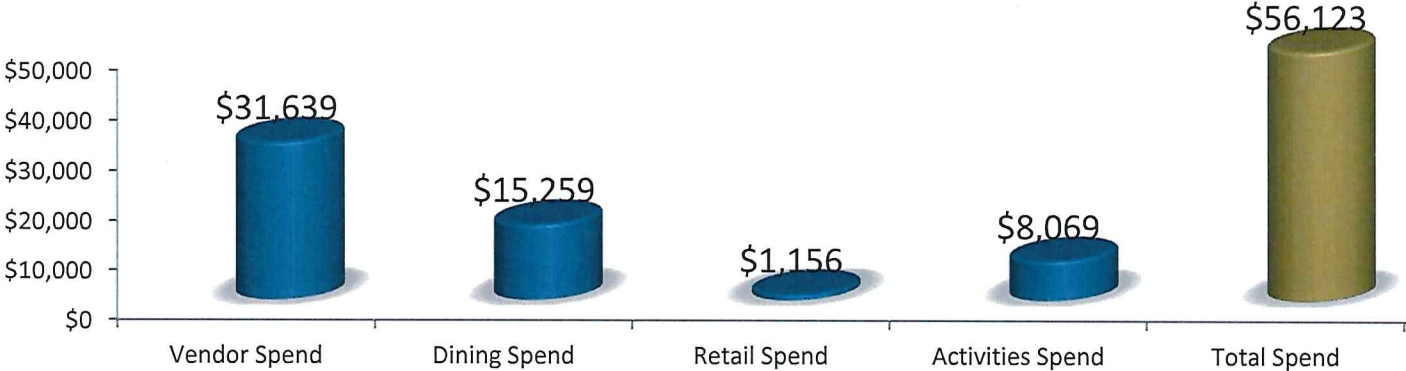


# Spending Habits

**WinterWonderGrass Tahoe - Household Spending of All Other Overnight Guests**  
(Only Those who Came for the Event)



**WinterWonderGrass Tahoe - Household Spending of Local and In-state Day Visitors**  
(Only Those who Came for the Event)

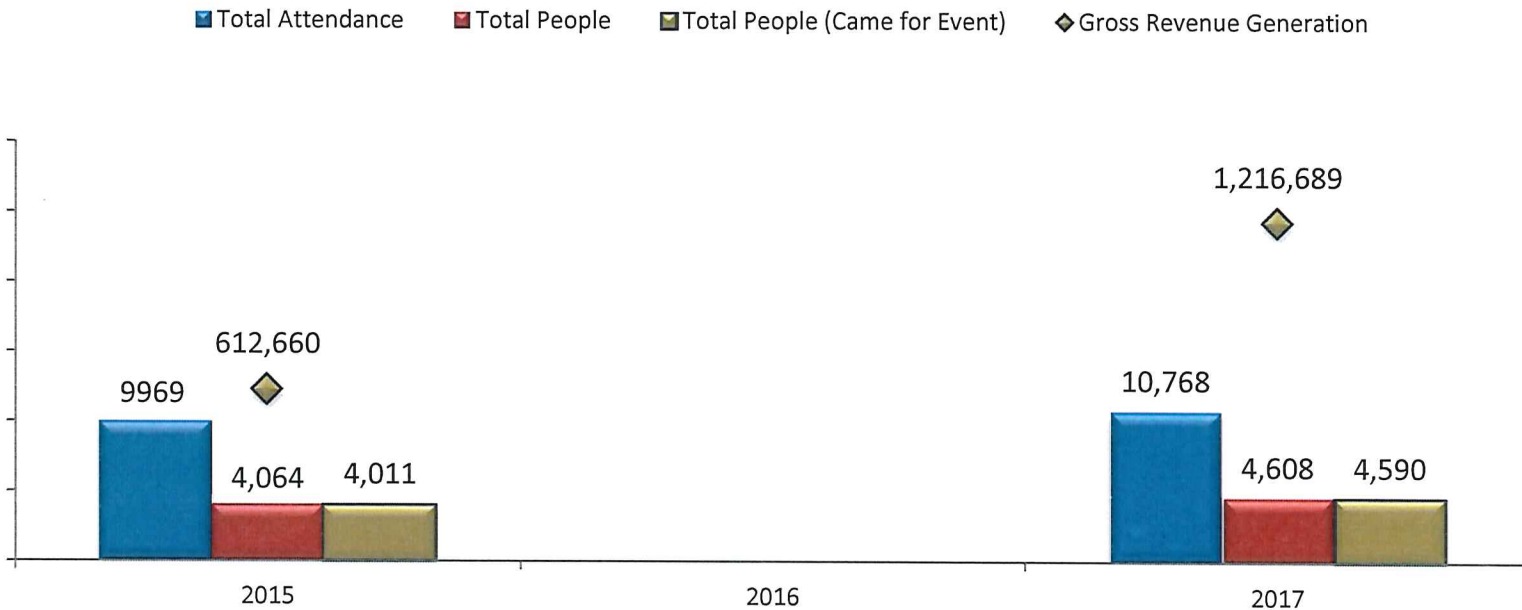


# Estimated Attendance and Revenue Generation



# Estimated Attendance and Revenue Generation

## WinterWonderGrass Tahoe - Estimated Attendance and Revenue Generation



This graph represents the estimated Total Attendance, Total People, Total People (Came for Event) and Gross Revenue Generation for Squaw Valley. The Total Attendance estimation is based on the number of tickets sold and days in attendance. Total People accounts for the average number of days in attendance. Total People (Came for Event) accounts for the percentage of those who planned their trip to Squaw Valley for the event, and is the sample set used for the estimated Gross Revenue Generation.

Estimated revenue generation for Squaw Valley: \$1.2MK(+/- 20%) – Does not include ticket sales

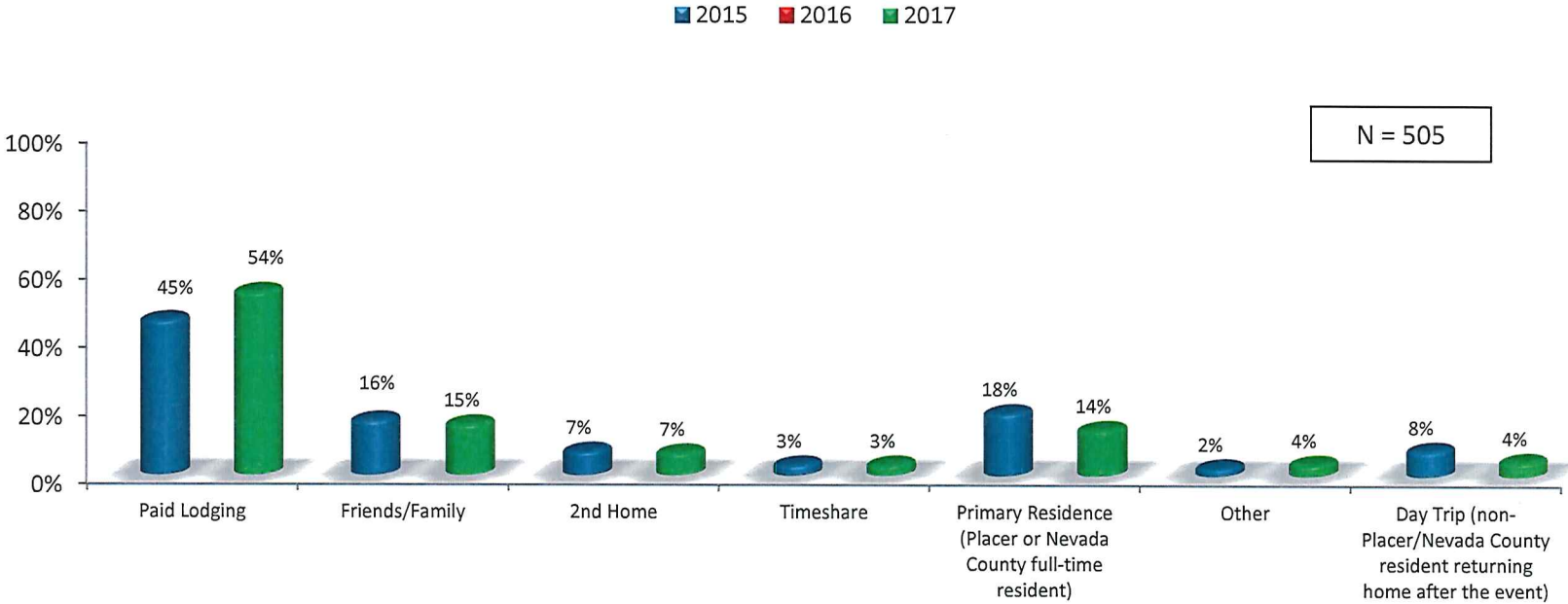


## Accommodations



# Accommodations

## WinterWonderGrass Tahoe - Accommodations



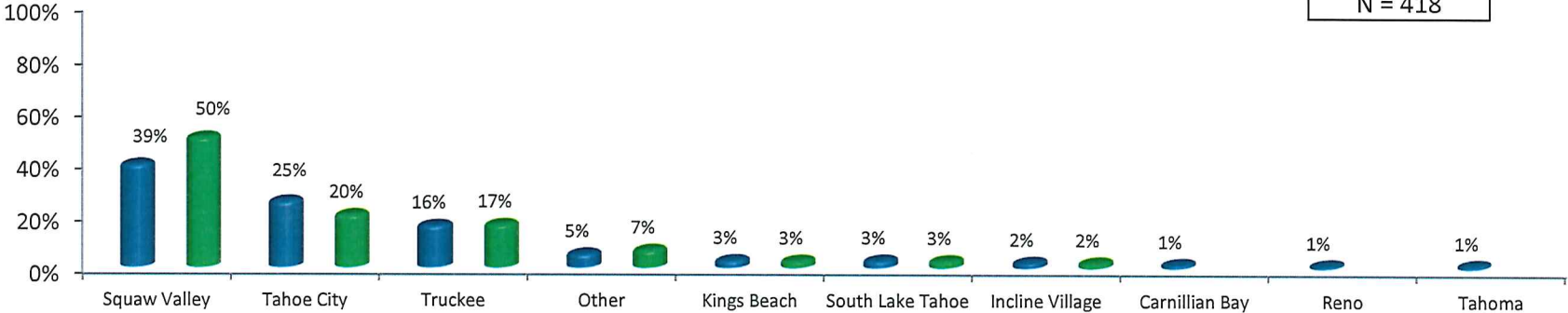
# Accommodations

## WinterWonderGrass Tahoe - Town Stayed In

(All Accommodations)

■ 2015 ■ 2016 ■ 2017

N = 418

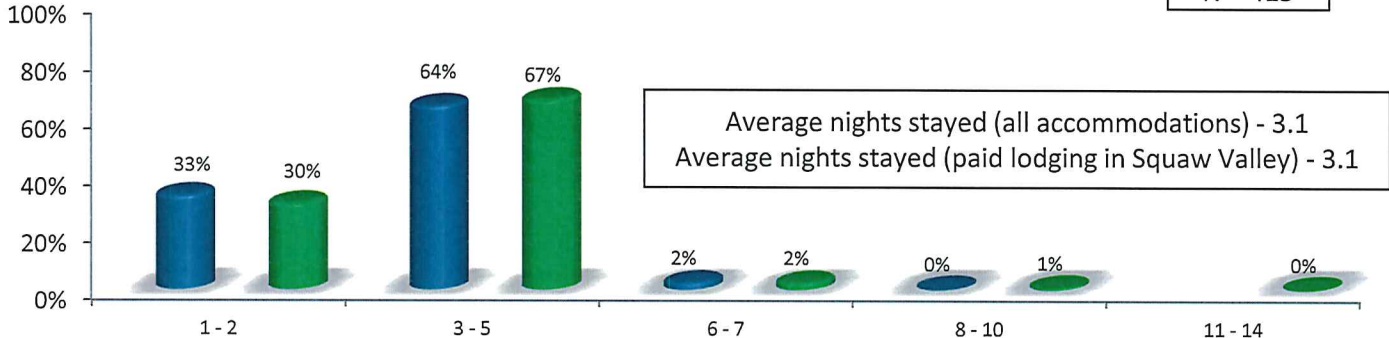


## WinterWonderGrass Tahoe - Nights Stayed Categories

(All Accommodations)

■ 2015 ■ 2016 ■ 2017

N = 415

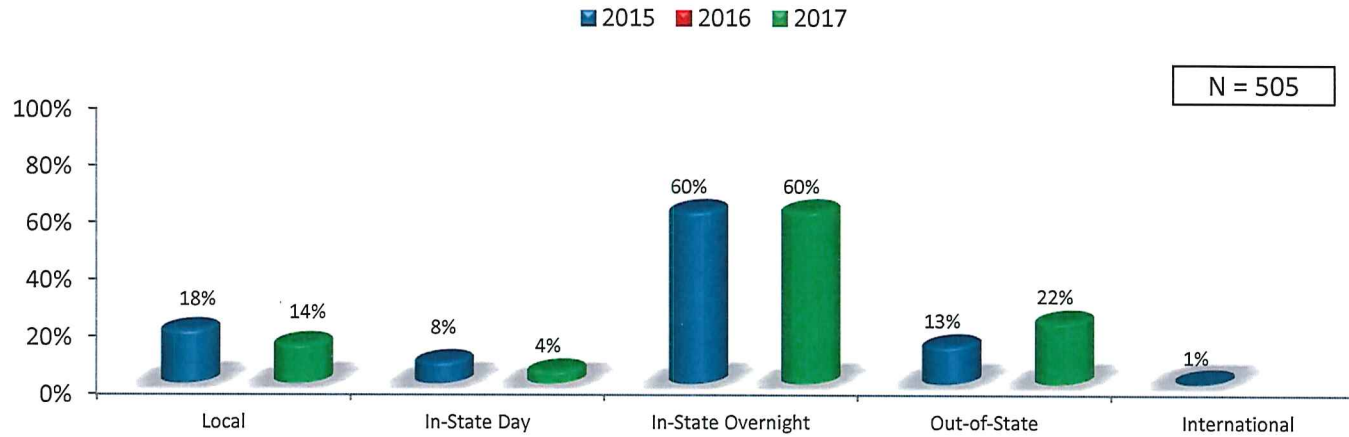


## Geographical Data

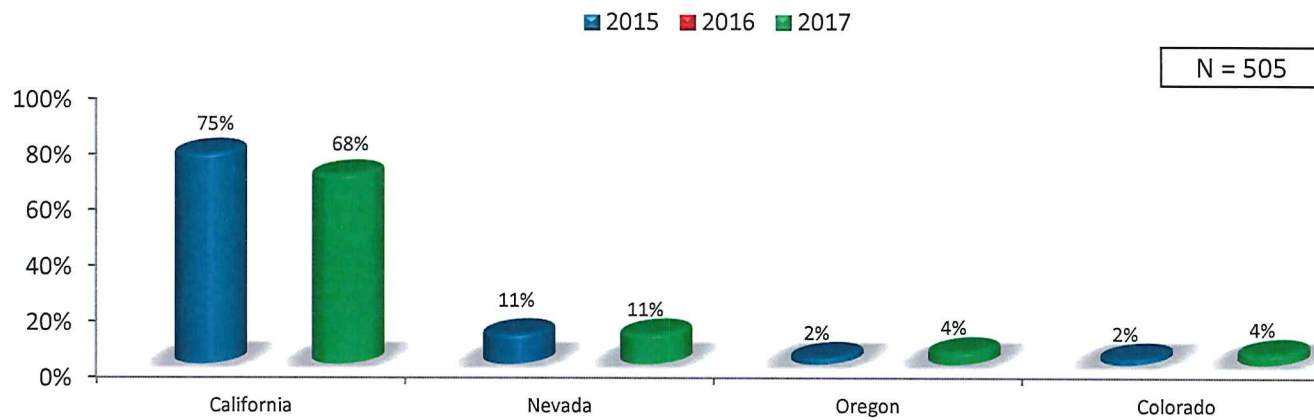


# Geographics

## WinterWonderGrass Tahoe - Market Segment



## WinterWonderGrass Tahoe - Top States of Origin



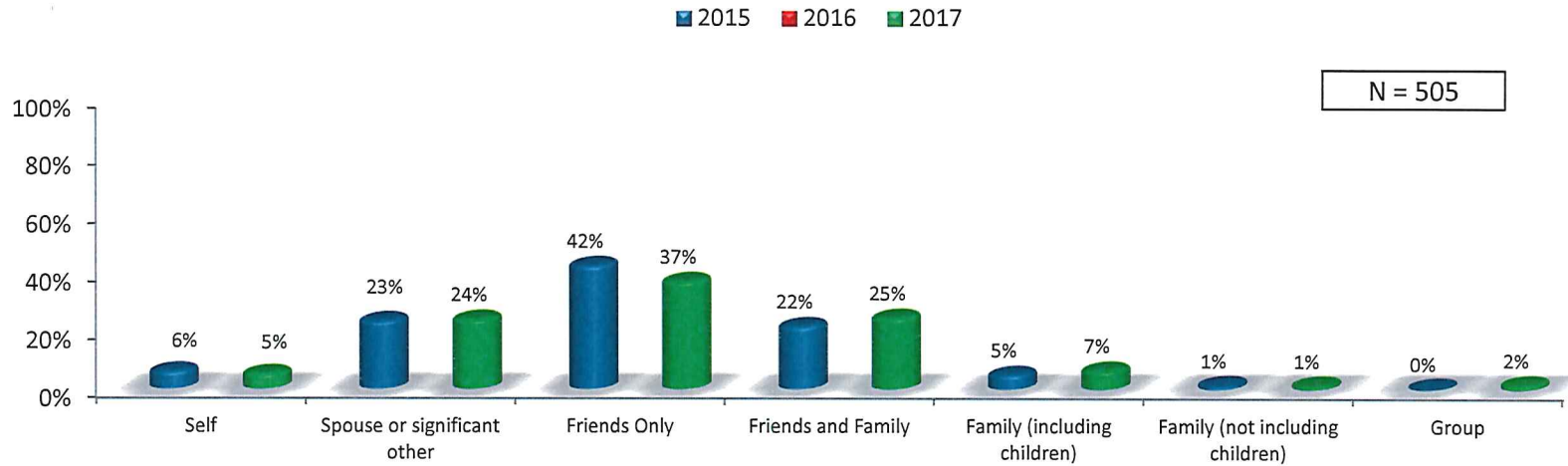


## Demographical Data



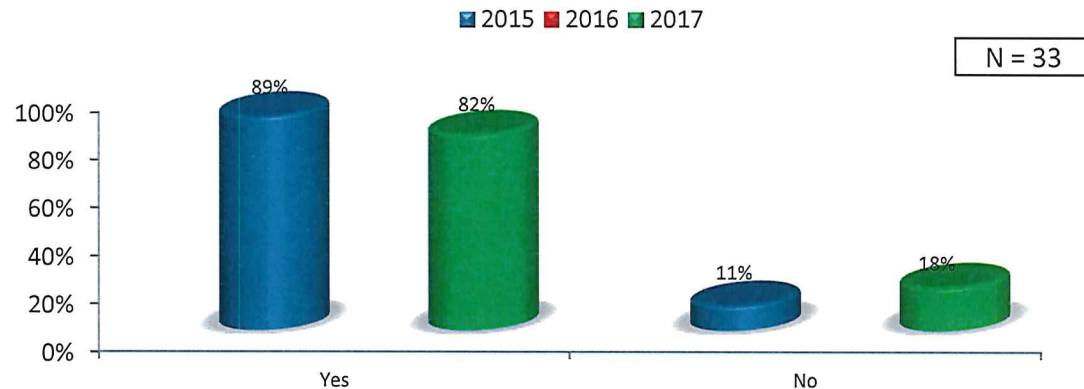
# Demographics

## WinterWonderGrass Tahoe - Who Attended With



- 7% attended with family (including children).
- 82% of those who attended with their family (including children) were with children under 18 years of age.
- The average family (including children) attended with 1.9 children.
- The average age of children under the age of 18 in attendance was 7.3 years of age.

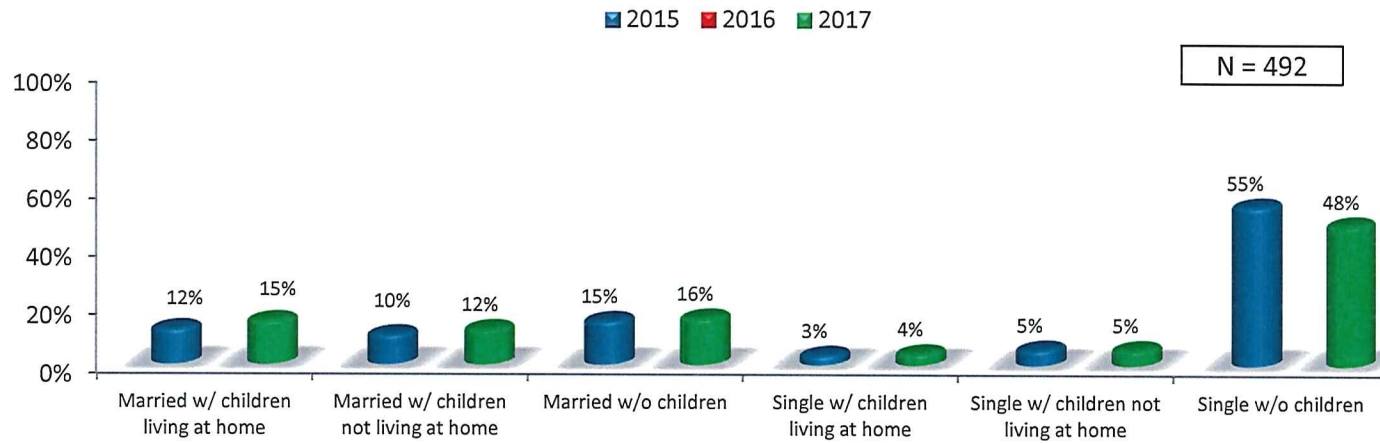
## WinterWonderGrass Tahoe - Attended With Children < 18 (Asked only of those who attended with "Family (including children)")



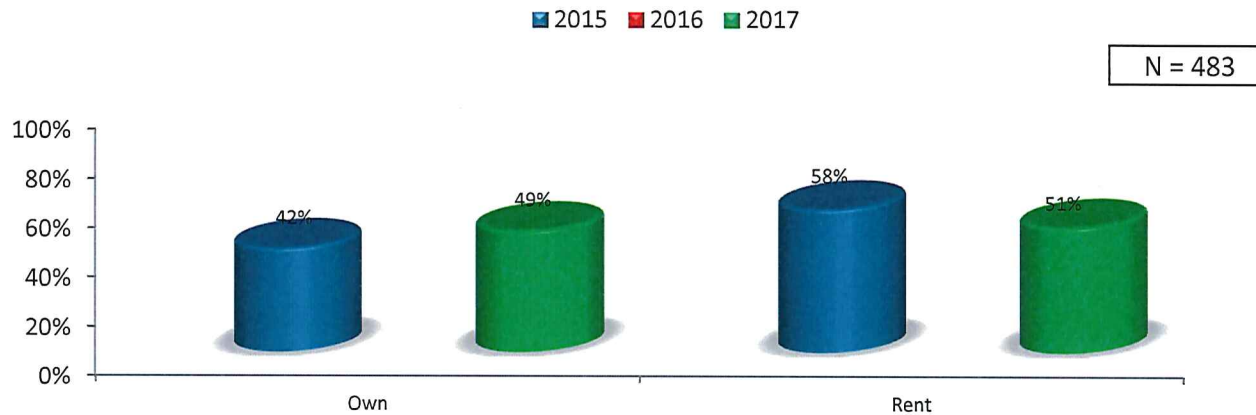


# Demographics

## WinterWonderGrass Tahoe - Family Status

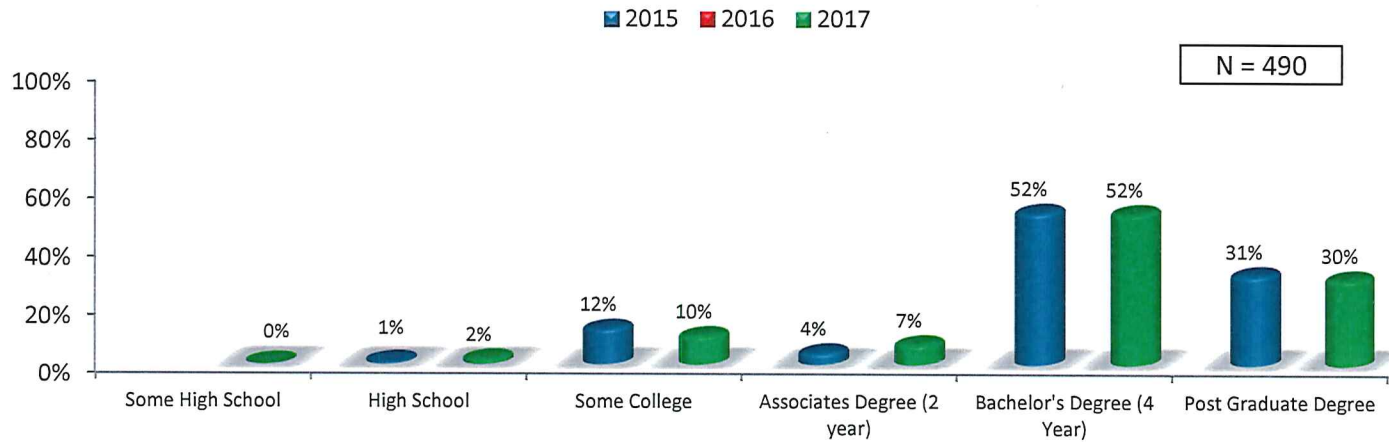


## WinterWonderGrass Tahoe - Own vs. Rent Primary Residence

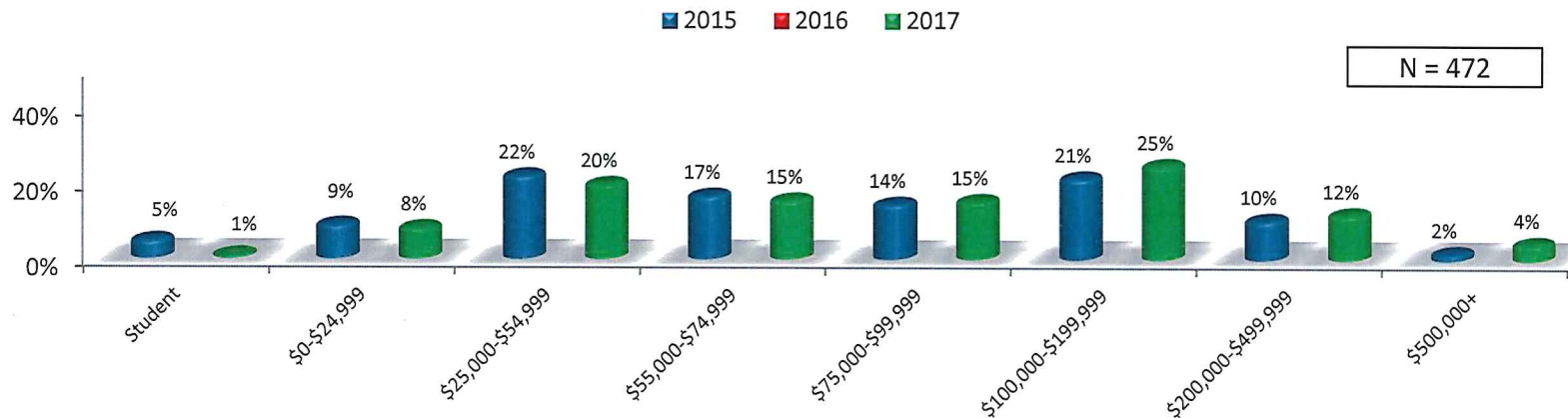


# Demographics

## WinterWonderGrass Tahoe - Education Level

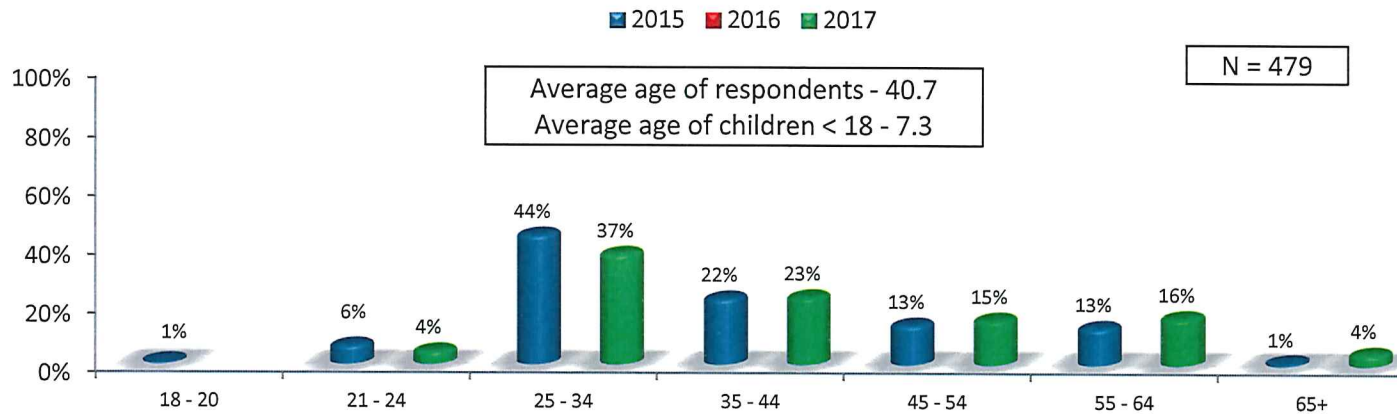


## WinterWonderGrass Tahoe - Income Categories

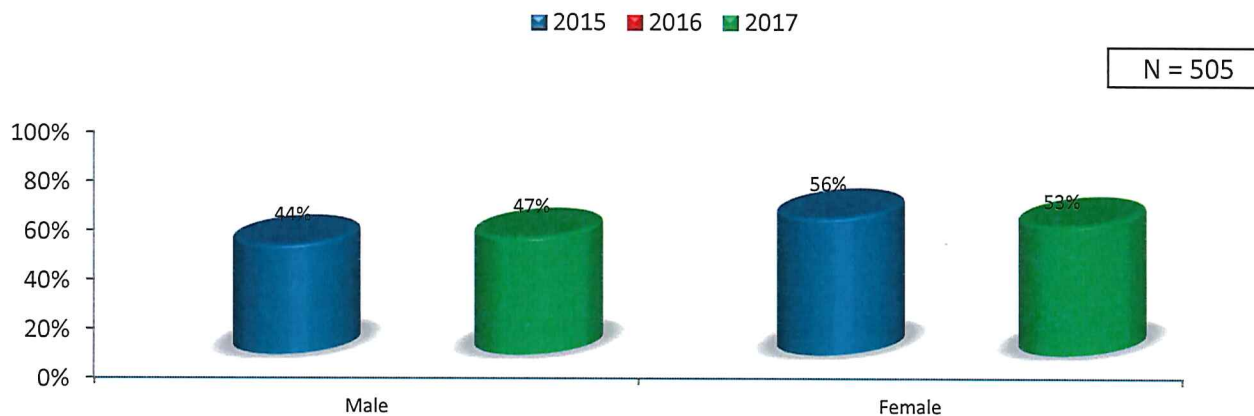


# Demographics

## WinterWonderGrass Tahoe - Age Categories



## WinterWonderGrass Tahoe - Gender

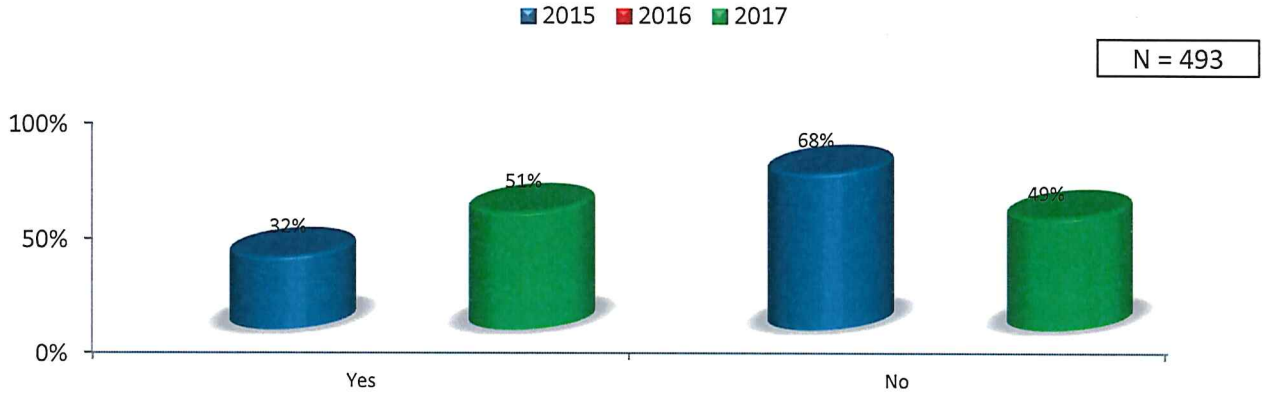


## Impact on Skiing/Riding

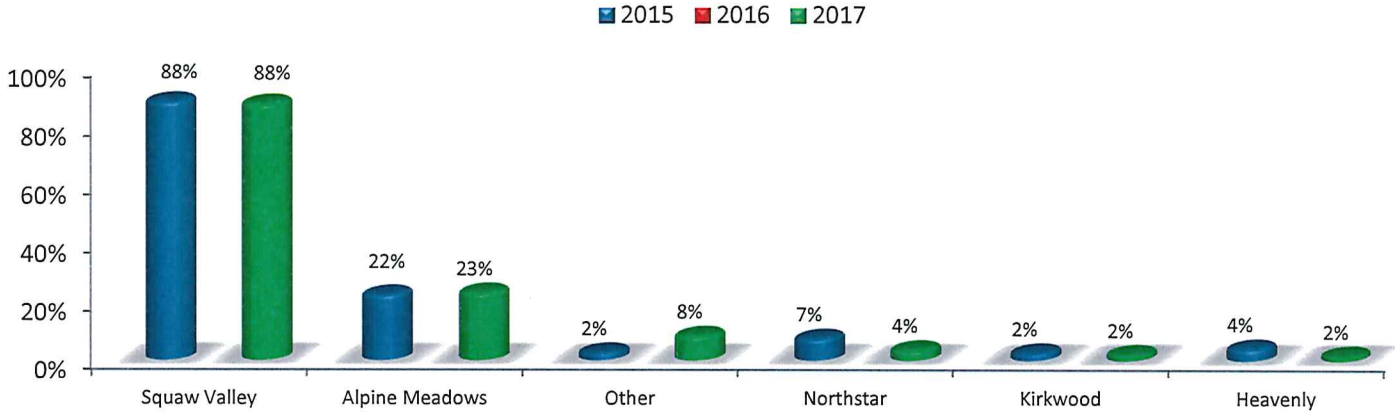


# Impact on Skiing/Riding

WinterWonderGrass Tahoe - Ski/Ride During This Visit



WinterWonderGrass Tahoe - Resorts Skied/Rode (Multiple Response)



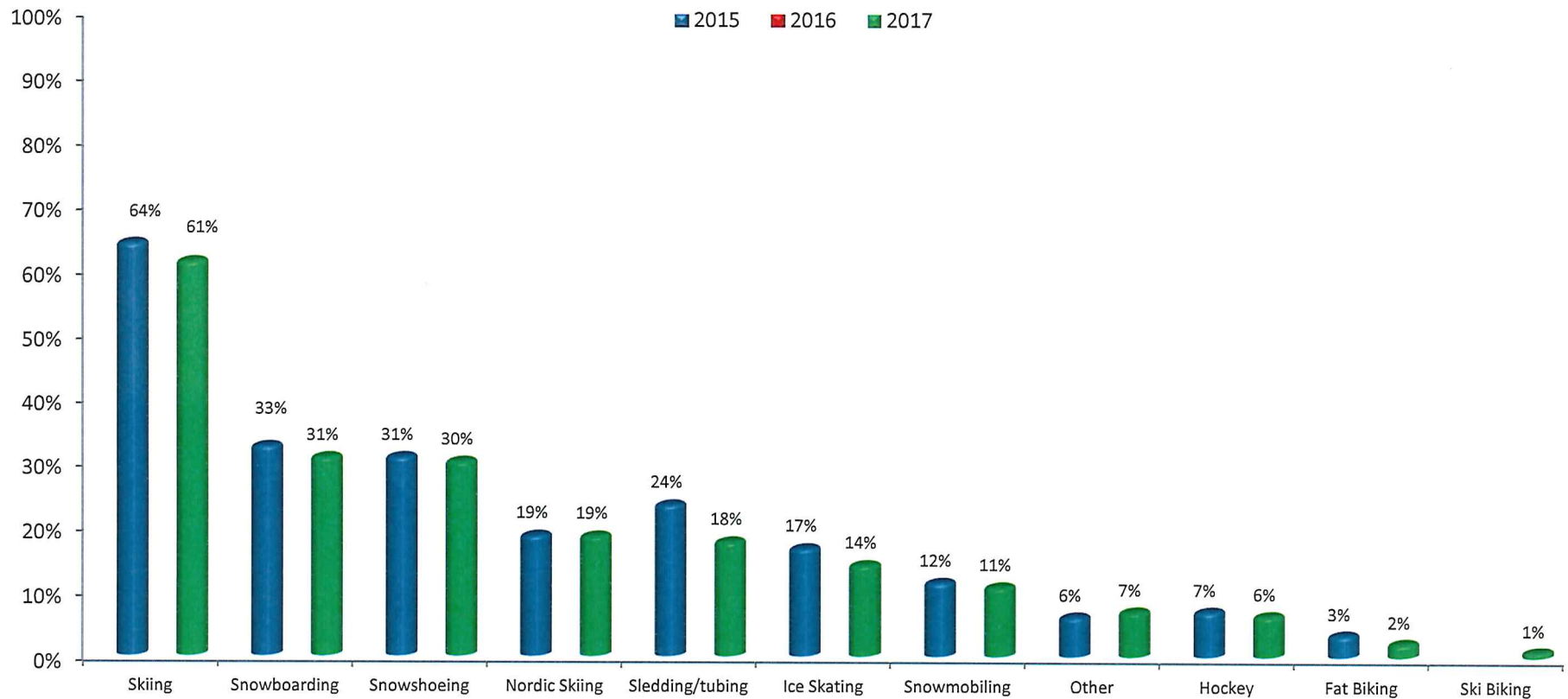


## Favorite Winter-time Activities



# Favorite Winter-time Activities

WinterWonderGrass Tahoe - Favorite Winter-time Activities  
(Multiple Response)



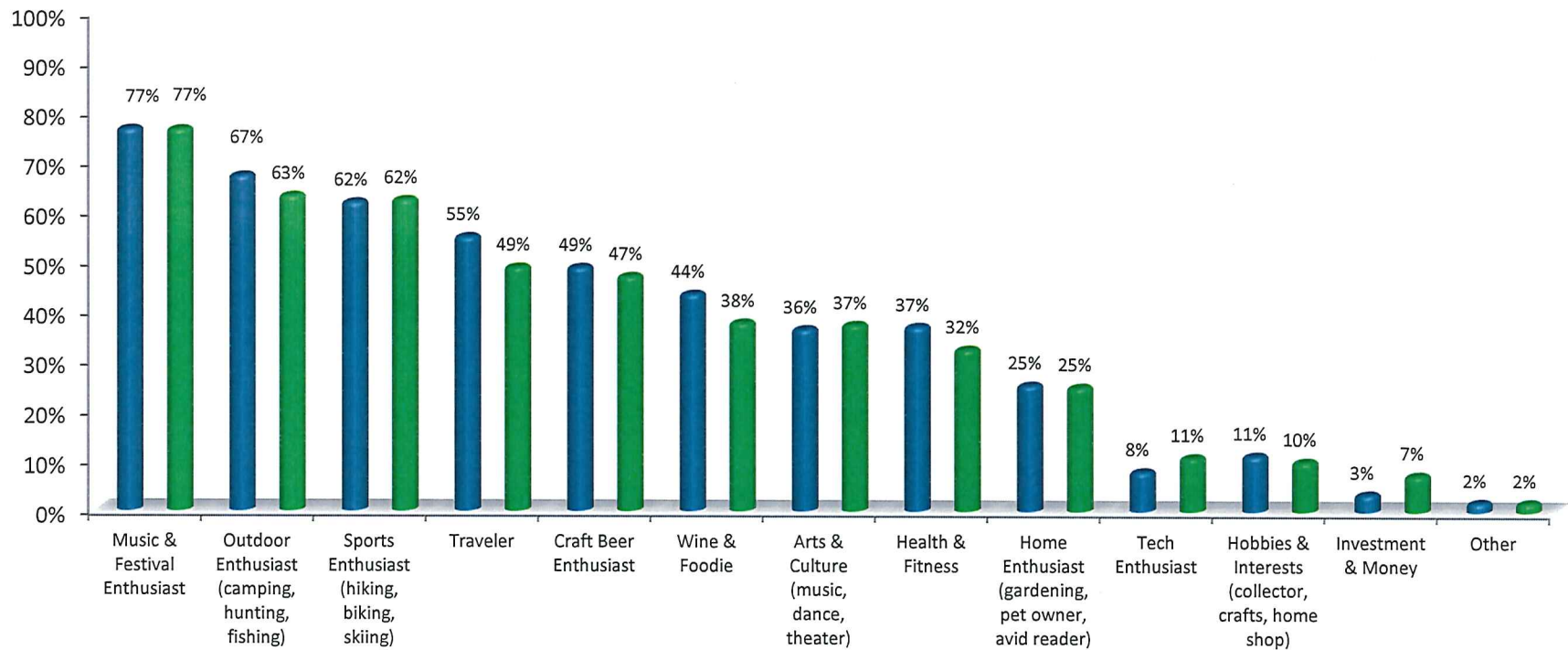
## Lifestyle Categories



# Lifestyle Categories

WinterWonderGrass Tahoe - Lifestyle Categories  
(Multiple Response)

■ 2015 ■ 2016 ■ 2017





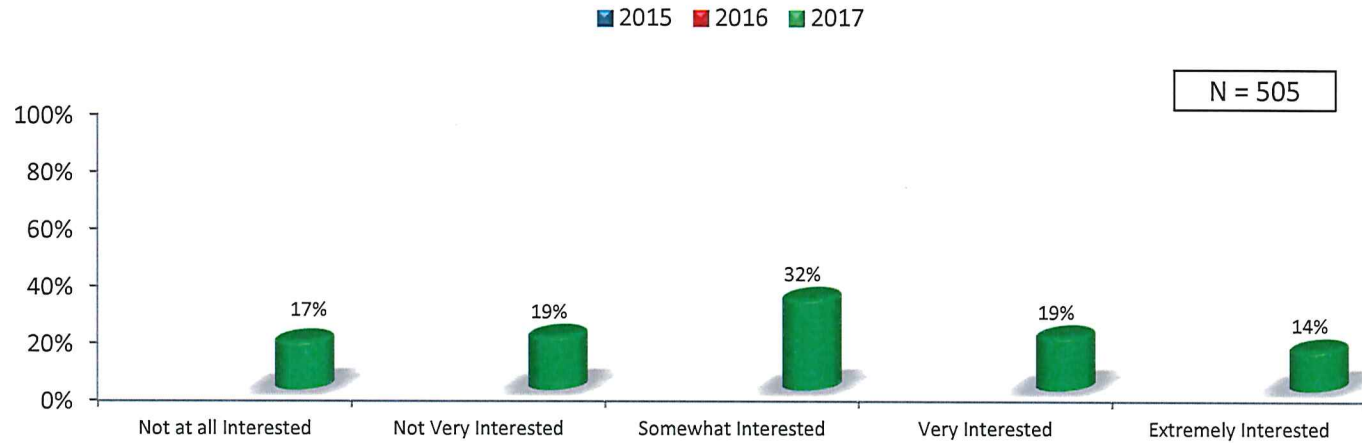
## Interest in WWG Chile



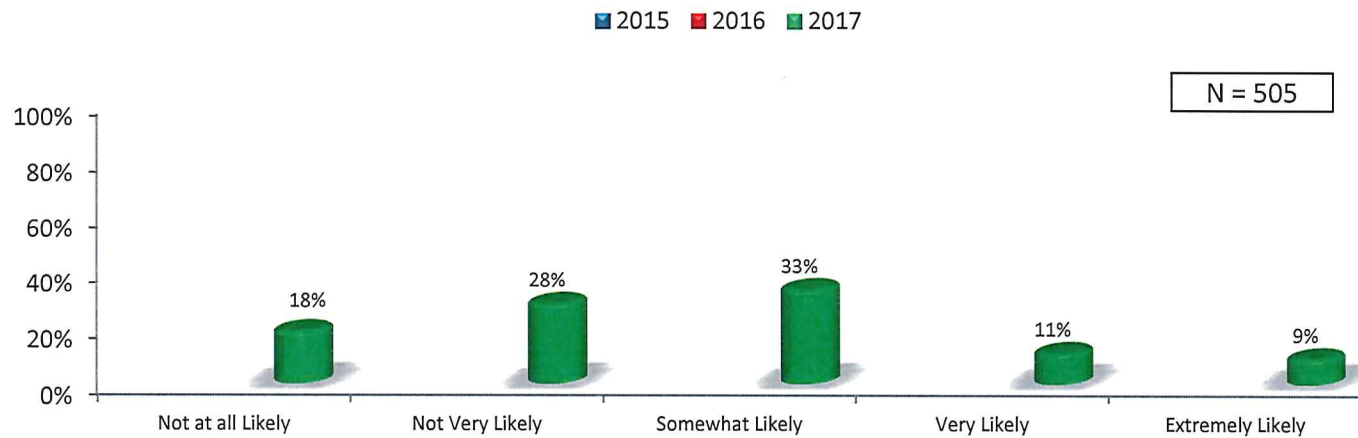


# Interest in WWG Chile

## WinterWonderGrass Tahoe - Interest in WWG Chile



## WinterWonderGrass Tahoe - Likelihood to Travel to Chile for WWG



Property Stayed







# Property Stayed

• 2017 WWG Tahoe - Property Stayed In	• 2017 WWG Tahoe - Property Stayed In	• 2017 WWG Tahoe - Property Stayed In
• Olympic valley inn	• Condo at squaw valley	• AirBnB
• Not sure, but it was in the village	• Condo	• AirBnB
• Mother Nature's Inn	• Condo	• AirBnB
• Mother Nature Inn	• Chalet	• AirBnB
• Lodge pole	• Cedar Glen Lodge	• AirBnB
• Lodge at squaw	• Cedar Glen Lodge	• AirBnB
• Lanny lane	• Cant recall the name, was in front of the tram	• AirBnB
• Lake Forest	• Best Western	• AirBnB
• It was an airbnb rental	• Best Western	• AirBnB
• It was an Air B&B	• Basecamp Tahoe City	• AirBnB
• It was a ski cabin on the main road	• Basecamp Tahoe City	• AirBnB
• It was a condo through Airbnb	• Basecamp	• AirBnB
• Inn at Truckee	• Basecamp	• AirBnB
• Inn at Squaw Creek	• An air b & b condo	• Air BNB on Squaw Valley Rd
• Incline village	• Americas Best Value Inn-Lake Tahoe/Tahoe City	• Air Bnb House on Squaw Valley Road
• Idk	• Americas best value inn	• Air BNB
• I forget the name. area by Olympic village	• America's best value inn	• Air BNB
• Hyatt	• America's Best Lodging	• Air BnB
• House	• America value	• AirBnB
• Harrahs	• Airbnb room rental	• AirBnB
• Group house in Tahoe City	• AirBnB House	• AirBnB
• Dogwood Lodge (house)	• Airbnb house	• AirBnB
• Dogwood Lodge	• AirBnB	• AirBnB
• Do not recall	• AirBnB	• AirBnB
• Cottage Inn	• AirBnB	• AirBnB
• Cottage Inn	• AirBnB	• AirBnB
• Cottage inn	• AirBnB	• AirBnB
• Condo rental across from the venue	• AirBnB	• Chuck's Yacht

End of Report







## MEMORANDUM

Date: 10/11/17

TO: NLTRA Board of Directors

FROM: Cindy Gustafson, CEO

RE: Contract with Andy Chapman

NLTRA is continuing our efforts to interview and select a Tourism Director/Chief Marketing Officer. Based upon current timing and the inclusive selection process I am recommending, we don't anticipate being able to make an offer for at least 30-60 days, which could mean not having someone in the position for several months.

The first extension of the contract with Andy Chapman for Professional Consulting Services, Strategic Planning and Operational Oversight expired October 6, 2017. We are requesting an extension of the term of the contract through January 31, 2018. This can be terminated with 30 days advance notice if we find a replacement and have them in place ahead of that time frame.

**Fiscal Impact:**

Combining the maximum for this contract with the results from the previous contract, the NLTRA will remain approximately \$28,000 under the current budget for personnel.

<b>Budget (7 month)</b>	\$ 74,500
<b>Contract Phase 1</b>	(\$ 22,500)
<b>Contract Phase 2</b>	(\$ 24,000)
<b>Budget Remaining</b>	\$ 28,000

**Action requested:** Authorization to extend the term of the contract with Andy Chapman through January 31, 2018.

Scope of Services/Contract:  
Proposal for: North Lake Tahoe Resort Association

**SCOPE OF SERVICES/CONTRACT:**  
**Professional Consulting Services, Strategic Planning and Operational Oversight for  
the North Lake Tahoe Resort Association CEO/Tourism Director Transition**

**Phase 2 Timeline: 16 Weeks: October 16<sup>th</sup>, 2017 through January 31<sup>st</sup>, 2018**

**Submitted To:**

Cindy Gustafson, NLTRA President/CEO  
Cindy@gotahoenorth.com  
Office: 530-581-8739

Adam Wilson, NLTRA Board Chair

[APWilson@vailresorts.com](mailto:APWilson@vailresorts.com)  
Office: 530-562-8034

**Submitted By:**

Andy Chapman  
[Andy@GoTahoe.com](mailto:Andy@GoTahoe.com);  
Cell: 530-448-9992  
Office: 775-832-1612

## **PROFESSIONAL SERVICES AGREEMENT**

This Agreement is by and between the North Lake Tahoe Resort Association (NLTRA) and Andrew Chapman (Contractor), effective upon execution. NLTRA hereby engages Contractor to perform the Services described below, and Contractor agrees to perform the Services for the compensation set forth below under the terms and timeframes outlined below.

### **INTRODUCTION**

NLTRA and Contractor have completed the contract for the Initial Timeline Phase of June 15<sup>th</sup> through October 6<sup>th</sup>, 2017. This phase includes the 30-day extension agreed to by the parties and approved by the NLTRA Board of Directors at their September 6<sup>th</sup> board meeting.

This proposed Phase 2 Scope of Work contemplates the NLTRA execute a second contract covering the period of October 16<sup>th</sup> through January 31<sup>st</sup>, 2018. This scope of work with Contractor would continue to provide professional consulting services, strategic planning and operational oversight with the NLTRA initiated in the Initial Phase contract. These services include but are not limited to the operational oversight of the North Lake Tahoe Marketing Cooperative administrative duties, NLTRA marketing staff oversight and direction, NLTRA board and committee assistance, support and assistance to NLTRA CEO and assistance in future organization staff transition, new staff on-boarding process and procedures. Services provided in this scope of work are consistent with the terms and conditions of the contract with Placer County.

### **GENERAL SCOPE OF ANTICIPATED SERVICES & WORK TASKS**

#### **North Lake Tahoe Resort Association Duties**

1. Management, professional guidance and direction of identified NLTRA staff, including NLT Coop departmental staff, event and marketing administration staff
2. Assist in development and execution of NLTRA FYE 2017/18 budget process
3. Review and approval of NLTRA marketing related invoices for finance department process
4. Development, implantation and execution of FY 2017/18 NLTRA Tourism Budget
5. Provide continued short-term and long-term on-boarding resources to new CEO during transition period
6. Provide aid and participation to new CEO on Tourism Director search and hiring procedure
7. Provide short-term and long-term on-boarding resources to new Tourism Director during transition period
8. Preparation and management of NLTRA Marketing Committee Meetings
9. NLTRA Board meeting preparation and participation as necessary
10. Execution of tourism and economic development strategies as directed by the NLTRA marketing committee and Board of Directors
11. Assistance and oversight on monthly, quarterly and year-end report preparation, submittal and presentation for NLTRA Committee, Board and County
12. Other duties as agreed by Parties

#### **North Lake Tahoe Marketing Cooperative Duties**

1. Implementation of Coop Administrative duties as outlined in the NLT Coop Agreement
2. NLT Coop vendor management and oversight including consumer marketing agency, media buying firm, communications agency and website content and maintenance contractors

Scope of Services/Contract:  
Proposal for: North Lake Tahoe Resort Association

3. Oversight of marketing accounting procedures for all NLT Coop vendor payments with assistance and input with NLTRA's accounting department
4. Review and approval of NLT Coop invoices for finance department process and payment
5. Execution and oversight of FY 2017/18 NLT Coop Budget
6. Facilitate NLT Coop committee meetings and business functions
7. Oversight and management of NLT Coop departmental staff
8. Other duties as agreed by Parties

### **BUDGET**

NLTRA agrees to pay Contractor \$125/hour for an average of 12 hours per week of professional consulting services for the contracted period of signed agreement, not to exceed a total contract amount of \$24,000 unless extended by both Parties.

### **TERMS OF AGREEMENT**

- A. **Term of Agreement.** This agreement is effective upon execution (October 16<sup>th</sup> 2017), and shall continue in effect for Sixteen (16) weeks. Parties agree that the Phase 2 contract may be extended to a month to month at the completion of the 16 week period as mutually agreed in writing.
  - B. **Termination of Agreement.** Either party may terminate this Agreement immediately for cause, or otherwise upon 30 days written notice to the other party. NLTRA shall not be liable for any services or expenses incurred after the 30-day notice period.
  - C. **Compensation for Professional Services.** In consideration for satisfactory services performed pursuant to this Agreement, the Contractor shall be compensated at a rate of \$125/hour for an average of 12 hours per week of contracted period. Contract not to exceed \$24,000 unless extended by both Parties.
  - D. **Invoice Requirements.** Contractor shall keep accurate records of all time expended on scope of work tasks, as well as approved expenses incurred in performing the services hereunder. Contractor shall invoice to:  
Al Priester, Director of Finance/HR  
North Lake Tahoe Resort Association  
PO Box 5459  
Tahoe City, CA 96145
- Each invoice shall provide the following information:
- 1) Name of Payee and Payee's address;
  - 2) Date submitted and period covered by the invoice;
  - 3) Dates of work, number of hours worked on each date along with total number of hours worked during the period covered by the invoice; and
  - 4) Approved expenses incurred during the period covered by the invoice
- E. **Payment Provisions.** Upon receipt of each invoice, NLTRA shall promptly review the invoice for accuracy, compliance with this agreement, and satisfactory completion of the work reflected herein. Contractor's invoices are payable upon approval by the NLTRA, and payment shall be remitted within 15 calendar days of receipt by NLTRA. Payment shall be remitted to:  
Andrew Chapman  
1012 Forest Mountain Road  
South Lake Tahoe CA 96150

- F. Independent Contractor Conditions.** It is understood that the Contractor is not an employee of the NLTRA, that NLTRA will not provide the Contractor with worker's compensation, and that the Contractor is responsible for the Contractor's own taxes, including, but not limited to, Federal and State income taxes, Social Security, unemployment, disability taxes, and any other insurance or taxes required as an independent contractor.
- G. Confidentiality.** The Contractor understands that all documents and information obtained by the Contractor in connection with this Agreement are to be treated as confidential. Other than as is necessary to carry out this Agreement or established work product of the NLT Coop, the Contractor shall not discuss, either orally or in writing, with any person outside of the NLTRA, any documents or information developed or obtained as a result of work performed in connection with this Agreement without the prior written approval from the NLTRA.
- H. Indemnification.** The Contractor shall hold harmless and indemnify NLTRA against any and all loses, costs, damages, claims, expenses or other liability whatsoever, rising out of or connected with, the Contractor's work or services under this Agreement, including, without limitation, any accident or injury to any person or property.
- I. Amendments.** Any modification of this Agreement shall be made only by written amendment, signed by each of the Parties.

---

**SIGNATURES**

**North Lake Tahoe Resort Association**

**Andrew Chapman**

By: \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

North Lake Tahoe Resort Association  
Cindy Gustafson, President/CEO  
PO Box 5459  
Tahoe City CA 96145

Andrew Chapman  
1012 Forest Mountain Road  
South Lake Tahoe CA 96150





## MEMORANDUM

Date: 10/11/17

TO: NLTRA Board of Directors

FROM: Cindy Gustafson, CEO

RE: Update on Placer County Process

---

The Executive Committee has been continuing its discussions with the Placer County CEO and staff regarding the future duties and budget for the NLTRA. The next meeting is scheduled for the evening of Wednesday October 11<sup>th</sup>.

This item is a placeholder for any verbal updates we might have as a result of that meeting.



## MEMORANDUM

Date: 10/11/17

TO: NLTRA Board of Directors

FROM: Cindy Gustafson, CEO

RE: Update on Squaw Valley Micro Mass Transit District

---

Keith Fountain, Chair of the Squaw Valley Alpine Meadows Micro Mass Transit District will provide a report on their effort and timeline to form this District.

Keith will be on the telephone for this report.

Letter to  
Placer County Board of Supervisors  
Squaw Valley / Alpine Meadows Micro Mass Transit District Steering Committee

It is our pleasure to present you with this petition asking for your support of our transit project in Squaw Valley and Alpine Meadows.

Over 2,000 individuals ask that you do so and many offer their individual comments saying why.

They are a diverse group, including over one hundred local SV and AM residents, second homeowners, several hundred Placer County and North Lake Tahoe residents and many hundred Northern Californians who are often visitors to our resort community.

They all want improvements to our local and regional transit for convenience, the environment, and our competitive and economic well-being.

Thank you for listening to their voices.

Sincerely,

SV|AM MMTD Steering Committee

Keith Fountain, Committee Chair: SV Lodge Owner & Board Member, SV HOA Forum Moderator

Evan Benjaminson: Granite Peak Management Founding Partner

Casey Blann: SV Ski Holdings VP of Mountain Operations at Alpine Meadows

Jon Borden: SV Resident, Truckee Donner Lodge Owner, Truckee TBID

John Cate: SV Lodge Owner

Sharla Chador: Alpine Meadows Resident, AM Estates Association Board

Peter Grant: Red Wolf Lodge at Squaw Valley Board President

Steven Kastan: Alpine Meadows Resident, AM Property Manager

Mike Livak: SV Ski Holdings EVP

Robert Olson: Alpine Meadows Resident, Bear Creek HOA Board Member

Maggie Shane: The Village at SV / 22 Station Owner & Past President Board Member, President of SVNC Board

David Stepner: SV Resident, SV MAC Member, Friends of SV Steering Committee Member

Mike Willette: SV Resident, SV POA President

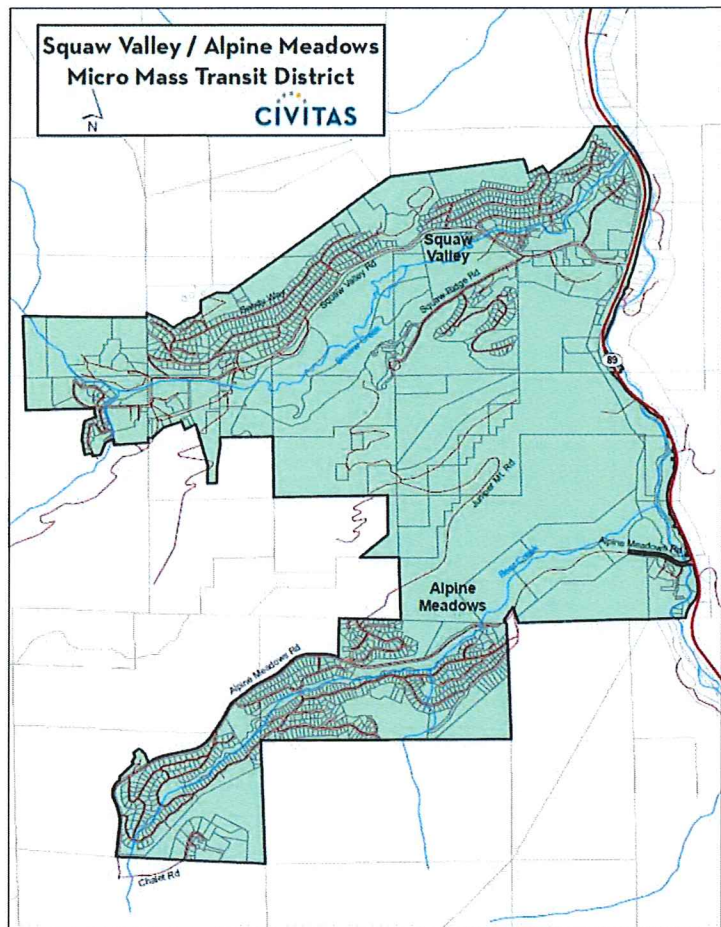
**Proposed**

## **Squaw Valley | Alpine Meadows Micro Mass Transit District (SV|AM MMTD)**

Squaw Valley | Alpine Meadows transportation improvements are intended to be funded through a Micro Mass Transit District (MMTD). The proposed SV|AM MMTD will provide transportation improvements without increased funding from the County. MMTDs utilize the efficiencies of the private sector in the market-based operation of transportation improvement programs. MMTDs allow lodging business owners to organize and assess themselves in an effort to solve transportation issues. Lodging business owners within the MMTD pay an assessment and those funds are used for transportation improvements.

In California, MMTDs may be formed pursuant to the Property and Business Improvement District Law of 1994. The law allows for the creation of a special benefit assessment district to raise funds within a specific geographic area. In California, 100 destinations successfully fund tourism marketing programs using a special benefit assessment district funding mechanism. Several destinations have provided transportation improvements with assessment revenue. Transportation improvements have been implemented including trolleys connecting hotels with the destination's downtown area and other attractions, and parking lot improvements. The SV|AM MMTD will not include tourism marketing programs. It is proposed to fund only transportation improvements.

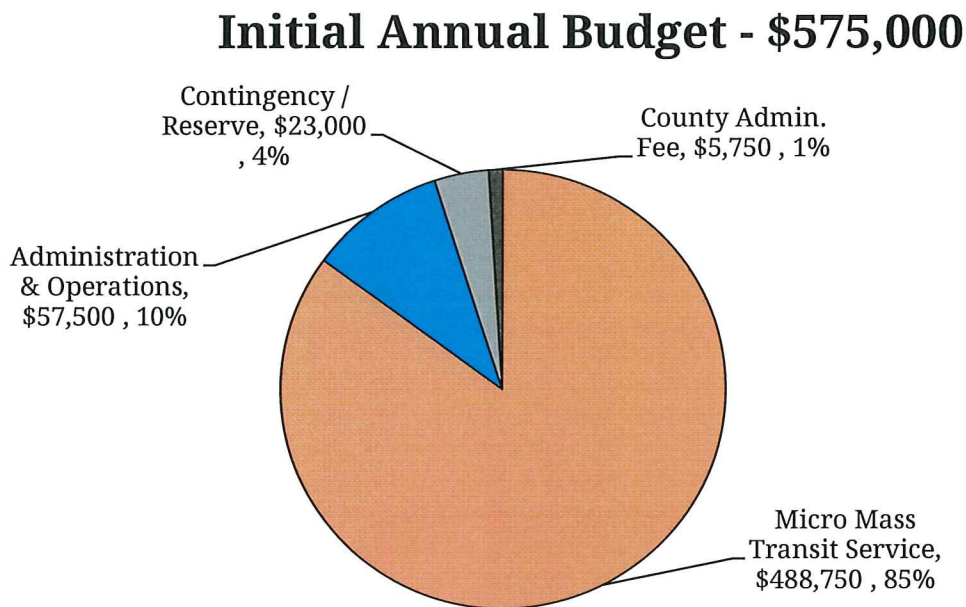
The proposed SV|AM MMTD would levy a one percent (1%) assessment on the gross room rental revenue of all lodging businesses within the Squaw Valley and Alpine Meadows areas of Placer County, as shown on the map to the right.





Assessed lodging businesses would include all hotels, inns, tourist homes or houses, motels, studio hotels, bachelor hotels, lodging houses, rooming houses, apartment houses, dormitories, public or private clubs, and mobile homes or house trailer hotels at a fixed location.

A service plan budget has been developed to deliver services that benefit the assessed lodging businesses. A detailed annual budget will be developed and approved by the Owners' Association. The total initial assessment budget is \$410,000. During the initial five (5) year term, the assessment budget will be supplemented by an annual voluntary contribution of \$165,000 from Squaw Valley Ski Holdings, LLC. The total annual program budget is anticipated to be approximately \$575,000. The graph below illustrates the initial annual budget allocations. Assessment funds and voluntary contributions will be spent according to the budget allocations in the graph below.



The SV|AM MMTD Steering Committee circulated an online petition to area residents and stakeholders to gauge their interest for the proposed micro mass transit service. Over 2,100 individuals signed the petition and provided comments. A selection of the comments received is listed below:

- “We need to start somewhere to reduce the congestion in the Valley. This is a small step, but a beginning.”
- “I want to see a reduction in traffic and parking congestion. That can only come through the use of mass transit. An intravalley shuttle within Squaw Valley and Alpine Meadows will provide a more convenient way to ride to and from the lifts, eliminating the need for residents to use their cars.”
- “This presents an excellent opportunity to begin improving on a decades long problem that impacts everyone.”
- “The fact that I have to drive to the mountain to go skiing when I live 2 miles away is ridiculous. This should have happened years ago. A transit system for Squaw/Alpine is necessary just to keep us relevant. Every other mountain in the



world has better transportation than our community. Squaw creates so much tax revenue it's time for Placer County to invest in infrastructure in order to keep tourists and locals happy. Steps need to be taken to relieve the traffic congestion or people will stop coming here."

- "I'm signing because residents outside the valley need in-valley residents to have an alternative to driving. Those of us out of the valley have no other choice -- let's help Valley residents get out of their cars for the sake of all who want access to this amazing resource called Squaw Valley."
- "Definitely a step in the right direction- ultimately what we really need is service like this to satellite parking lots in Truckee and Tahoe City. This is a good start and hopefully a proof of principle that will move us in that direction."
- "This type of transit is badly needed in the Tahoe area. Having visited other resort communities (Vail, Park City, Steamboat) each had a free public transit system that was easy to use - we did not need a car for our entire visit except airport shuttles to and from the resorts. Tahoe needs this."
- "I grew up in Squaw and always thought it was silly to drive 1/4 of a mile to go skiing. With deep snow and steep roads it feels like the only option but with this it would allow easy access without the waste of everyone driving themselves. Also it would help with traffic and parking which we all want. This is an awesome thing!"
- "Squaw is truly my favorite place in the world, and the traffic has made even me think twice about coming up some weekends. I want to reduce my carbon footprint and still shred the best mountain in the world!"
- "Traffic in the North Tahoe area has and is consistently driven by Squaw and Alpine visitors. As an avid visitor to this beautiful area of the world we need to protect it. Managing traffic and asking visitors to help in the effort via the added lodging assessment is smart and justified."

The proposed SV|AM MMTD has been developed by the SV|AM MMTD Steering Committee. The Steering Committee includes the following members representing area stakeholders:

- Keith Fountain, Committee Chair: SV Lodge Owner & Board Member, SV HOA Forum Moderator
- Evan Benjaminson: Granite Peak Management Founding Partner
- Casey Blann: SV Ski Holdings VP of Mountain Operations at Alpine Meadows
- Jon Borden: SV Resident, Truckee Donner Lodge Owner, Truckee TBID
- John Cate: SV Lodge Owner
- Sharla Chador: Alpine Meadows Resident, AM Estates Association Board
- Peter Grant: Red Wolf Lodge at Squaw Valley Board President
- Steven Kastan: Alpine Meadows Resident, AM Property Manager
- Mike Livak: SV Ski Holdings EVP
- Robert Olson: Alpine Meadows Resident, Bear Creek HOA Board Member
- Maggie Shane: The Village at SV / 22 Station Owner & Past President Board Member, President of SVNC Board
- David Stepner: SV Resident, SV MAC Member, Friends of SV Steering Committee Member
- Mike Willette: SV Resident, SV POA President



Squaw Valley | Alpine Meadows Micro Mass Transit District  
(SV|AM MMTD)

FAQ Sheet  
October 3, 2017

**Q: Shouldn't the County be providing transportation services?**

**A.** Placer County provides general transportation programs and services throughout the County. The SV|AM MMTD provides transportation programs and services that are above and beyond the levels the County provides and specifically benefit the lodging businesses paying the SV|AM MMTD assessment. The County simply doesn't have the resources to provide the additional level of transportation services needed for the SV|AM MMTD.

**Q: What's the difference between an assessment and a tax?**

**A.** A tax goes into the County's general fund and is spent at the County's discretion. Taxes typically pay for services such as a police, fire, transportation, sewer, water, environmental issues, etc. The SV|AM MMTD assessment provides a specific benefit to assessed lodging businesses. The assessment funds must be spent according to the Management District Plan, and cannot be diverted to other government programs.

**Q: Will 100% of the assessment funds be used for transportation programs and services or do some go to management? The County? Or a reserve?**

**A.** The budget allocations are determined by business owners during the formation process. A majority (85%) of the budget is dedicated to the micro mass transit service, and the remaining fifteen percent (15%) of the budget is dedicated to administration of the micro mass transit service, a contingency/reserve fund, and County collection costs.

**Q: Who determines how the funds will be spent?**

**A.** The SV|AM MMTD Steering Committee developed the proposed Management District Plan. The Management District Plan is the guiding legal document for the SV|AM MMTD and determines how the assessment funds are spent. A private nonprofit corporation will serve as the SV|AM MMTD's Owners' Association. The Owners' Association is responsible for managing and operating the SV|AM MMTD, within the parameters of the Management District Plan.



**Q: How are the assessments calculated?**

**A.** The proposed annual assessment rate is one percent (1%) of gross short-term (stays less than 31 days) room rental revenue on lodging businesses (hotels, inns, resorts, vacation rentals, etc.). The assessment will not be collected on:

- Stays by any federal or state officer or federal credit union employee when on official business;
- Stays by any officer or employee of a foreign government who is exempt by reason of express provision of federal law or international treaty;
- Rooms donated to or paid by the Red Cross or other charitable organization for the express purpose of providing temporary emergency shelter;
- Complimentary stays where no rent is received;
- Stays by the owner of a condominium or vacation rental property occupying their property;
- Stays by the owner of a timeshare estate occupying a room or rooms in a timeshare project;
- Stays by the owner of a membership camping contract; and
- Stays pursuant to contracts executed prior to October 1, 2017.

**Q: How is the assessment collected?**

**A.** Businesses that choose to pass the assessment on to customers should collect the assessment at the time of purchase. Each assessed business will remit the assessment to the County on a monthly or quarterly basis, similarly to TOT remittances. The County's TOT remittance form will be updated with a new line to list the SV|AM MMTD assessment.

**Q: What is the overall process for approval?**

**A.** Lodging business owners within the proposed SV|AM MMTD are integral to the formation process. A petition, signed by lodging businesses that will pay 50% of the assessment, must be submitted to the County to begin the County hearing process. After the petition is submitted to the County, a public meeting and public hearing on the proposed SV|AM MMTD are held to give members of the public and assessed businesses an opportunity to express support or opposition for the proposed SV|AM MMTD. If there is no majority protest by assessed businesses—the SV|AM MMTD may be formed for a five-year period.



## Squaw Valley | Alpine Meadows Micro Mass Transit District Formation Timeline

October 3, 2017

Action	Date
Initiate project	February 2017
Initial steering committee meeting	February 8, 2017
Program and District Definition – Lodging Business Outreach	March – June 2017
<b>Develop draft Management District Plan (MDP)</b>	July 2017
Review and comment on MDP	July 2017
<b>Submit MDP and Petition to County</b>	August 2017
Final MDP and Petition approved by County staff	October 6, 2017
<b>Petition drive</b>	October 9 – November 15, 2017
<b>Submit draft ROI, Notice, and ROF to County staff</b>	October 15, 2017
Submit Petitions totaling over 50% of assessment to County	November 15, 2017
<b>Board of Supervisors – Informational Item</b>	October 23, 2017
<b>Board of Supervisors – Initial Hearing</b> • Resolution of Intention	November 14, 2017
Mail • Notice of Public Meeting/Hearing - <i>Must be mailed 1 day (next day) after ROI is adopted. Clerk of the Board certification of mailing is required.</i>	November 15, 2017
<b>Board of Supervisors – Public Meeting</b> • Public Meeting – No action required - <i>Must be held at least 10 days after Notice of Public Meeting/Hearing is mailed and at least 7 days before Public Hearing is held.</i>	December 12, 2017
<b>Board of Supervisors – Public Hearing</b> • Public Hearing & Adopt Resolution of Formation - <i>Must be held at least 45 days after Notice is mailed.</i>	January 9, 2018
District begins collecting assessment	February 1, 2018

*Placer County Board of Supervisors typically meets on the 1<sup>st</sup> and 3<sup>rd</sup> Tuesday of the month at 9 AM.*