

NLTRA Mission

NLTRA Board of Directors Agenda and Meeting Notice

Wednesday, February 1, 2017 at 8:30 a.m. Tahoe City Public Utility District

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

2017 Board of Directors

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

Gary Davis JK Architecture Engineering CI/T Committee

Tom Lotshaw TRPA (Ex-officio)

Brendan Madigan Alpenglow Sports

Jennifer Merchant (Erin Casey-Alternate) Placer County Rep

Eric Pilcher Moe's BBQ/Gear & Grind BACC

Karen Plank Supervisor Montgomery appointee

Aaron Rudnick Truckee River Raft Co.

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

Samir Tuma (Vice Chair) Kila Lake Tahoe

Brett Williams (Secretary) Agate Bay Realty Marketing Committee

Adam Wilson (Chair) Northstar California Items May Not Be Heard In the Order They Are Listed

- A. 8:30 a.m. Call to Order-Establish Quorum (Closed Session if needed will be at 8:00 a.m.)
- **B.** 8:30 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 (5 minutes)

All items (**in Bold**) 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 –January 4, 2016 (Page 1)

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at <u>www.nltra.org</u>

- 2. Committee Action Summary January, 2016 (Page 6)
 - a. BACC January 12, 2017 (link to full minutes)
 - b. CI/T January 23, 2017 (link to full minutes)
 - c. Marketing January 24, 2017 (link to full minutes)
- 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) (Page 8)
 - a. Sponsorship of Audi FIS World Cup, March 9-11, 2017 \$40,000 (Marketing Committee approved 9-0) (Page 12)
 - b. Sponsorship of Amgen Tour of California, May 11-12, 2017 -\$18,900 (Marketing Committee approved 9-0) (Page 28)
 - c. Sponsorship of No Barriers Summit, May 30 June 4, 2017 \$8,000 (Marketing Committee approved 9-0) (Page 30)
 - d. Sponsorship of Broken Arrow Sky Race, June 16-17, 2017 \$10,000 (Marketing Committee approved 7-0-1 Jackson abstained) (Page 41)
 - e. Sponsorship of Wanderlust, July 20-23, 2017 \$35,000 (Marketing Committee approved 8-0) (Page 43)

Quorum - 6 Majority of the NLTRA Board Representatives E. Strategic Discussion (5 minutes) 8:35 – 8:40 (Page 54)

1. Search Process and Timeline Update – Sandy Evans Hall/Samir Tuma

- F. Financial Report (5 minutes) 8:40 8:45 (Page 60)
 - 1. Discussion and possible approval of Financial Reports for December, 2016 – Al Priester POSTPONED UNTIL MARCH 1, 2017, SEE STAFF REPORT
- G. Action Items (1 hr. 15 min) 8:45 10:00
 - 1. MOTION: Discussion and possible approval Olympic Museum request for TOT \$125,000 (CI/T approved 10-0-1, Casey abstained, Gary Davis recused himself for conflict of interest) Ron Treabess (Page 62)
 - MOTION: Discussion and possible approval of Sponsorship of Tough Mudder - \$50,000 (Marketing Committee approved 8-0) – Amber Burke/JT Thompson (Page 87)
 - 3. MOTION: Discussion and possible approval of delegation of duties to Executive Committee – Samir Tuma/Sandy Evans Hall (Page 91)
 - 4. MOTION: Discussion and possible approval request to borrow from the TOT Cash Reserve of up to \$42,000 for CEO Search Samir Tuma/Sandy Evans Hall (Page 92)
 - 5. MOTION: Discussion and possible approval of contract with SearchWide to conduct CEO search Samir Tuma/Sandy Evans Hall/Nicole Newman via Skype (Page 94)
- H. Staff Priorities (20 minutes) 10:00 10:15
 - 1. Administration Sandy Evans Hall (3 minutes)
 - a. Organization Structure Process
 - b. Employee Handbook
 - c. 6 Month Financial Reforecast Data Reentry
 - 2. Marketing JT Thompson (3 minutes)
 - a. Complete Competitive Destination Research
 - b. Budget FY 2016-2017 Reforecast & begin draft for FY 2017-2018 NLTRA & NLT Coop (Page 108)
 - c. FY 2017-2018 RFP work to begin (All three year Coop contracts)
 - Public Relations Services
 - Australian Representation
 - United Kingdom Representation
 - 3. Membership Natalie Parrish (3 minutes)
 - a. Member Recruitment
 - b. Member Retention
 - c. Bridal Faire
 - 4. CI/T Ron Treabess- (3 minutes)
 - a. Finalize projects for Board of Supervisors approval 2 resubmittals
 - b. Continue discussion on funding for Transit Vision/Plan
 - c. Solicit and discuss TOT needs for 2017/18 Transit services
 - 5. Visitor Services Emily Detwiler (3 minutes)
 - a. Update lodging listings on www.gotahoenorth.com
 - b. Visitor Center summer retail order
 - c. Event schedule for remote visitor information

I. Reports/Back up Documents-Meeti The following reports are provided on a r discussion by any board member	ng Packet Part Two monthly basis by staff and can be pulled for
 Membership Accounts Received Membership Upcoming Event Conference Revenue Statist Executive Committee Report 	Proposed Changes (Page 2) ivable Report (Page 3) nts/Programs (Page 4) ics Report (Page 5) t – January, 2016 (Page 11) ortation Activity Report (Page 13)
J. Directors Comments (5 minutes)	
K. Meeting Review and Staff Direction (5 minutes)	
L. Adjournment This meeting is wheelchair accessible	Posted and Emailed (x)



Wednesday, January 4, 2017 at 8:30 a.m. Tahoe City Public Utility District

A. Call to Order-Established Quorum at 8:37 a.m.

Board Members in attendance: Adam Wilson, Samir Tuma, Brett Williams, Christy Beck, Aaron Rudnick, Gary Davis via telephone, Tom Lotshaw via telephone, Jennifer Merchant

Others in attendance: Sandy Evans Hall, Natalie Parrish, Ron Treabess, JT Thompson, Dawn Baffone, Sarah Winters, Amber Burke, Jason Neary, Al Priester, Emily Detweiller, Greg Howie, Erin Casey, Mike Geary, Andy Chapman

B. 8:30 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. No public comment.

C. Agenda Amendments and Approval-Motion MOTION to approve Agenda Amendments and Approval. M/S/C (Jennifer/Brett/7-0-0)

D. Consent Calendar-Motion

MOTION to approve Consent Calendar items.

M/S/C (Jennifer/Samir/7-0-0)

All items (**in Bold**) 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.

Board Meeting Minutes – December 7, 2016

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at <u>www.nltra.org</u>

- Committee Action Summary December, 2016
 - o BACC December 8, 2016
 - Finance December 22, 2016
 - Jennifer commented that Placer County is working with accountant and staff with Al on the 16/17 agreement on how to handle budgeting versus spending.
- Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000)
 - NTPUD MOA Amendment identifying a revised scope of work and time schedule for North Tahoe Regional Park Trail and Wayfinding Signage Ron Treabess

E. 1. Strategic Discussion-6 Month review of 2016-17 Work Plan - NLTRA staff

- JT Thompson presented Marketing/PR
 - Jennifer questioned why the numbers of lodging referrals were all from 2014/15, and that is because there is not accurate data to compare to a more recent year.
 - The fourth bullet point on the report shows website traffic is compared to 2017
 - Samir asked about website traffic numbers, JT explained that direct traffic number is that of unique users and from our site to lodging partners.
 - A suggestion is to add another metric to track better who is going to the website and JT will come back with the ratio of visits and the correct ratios as compared to 14/15.
 - In the next 30 days there will be better reporting from the website and blog due to reconstruction of the website and newsletter.
 - Social media is doing well; just hit 100,000 Facebook fans.
- Sarah Winter presented Leisure Sales
 - Sarah reviewed goals that have been met.
 - Research is being done on constructing a Travel/Trade page on the Website.
 - Adam questioned who is being targeting. She explained it is both large scale wholesalers and smaller tour operators.
 - Adam asked about measuring and it based on product placement
 - Christy asked how the tracking is done and if we have data that we can share between tour operators and local lodging businesses. Sarah explained what is in place at the moment and that it is a work in progress and there is limited information received from the lodging partners. Jennifer suggested a confidentiality agreement between large lodging partners in order to share some of their tour operator information. Sarah offered her information when needed.
 - She has been working hard to get more product in order to sell more.
- Jason Neary reported on Conference Sales
 - Reviewed goals that have been met.
 - Explained that numbers reported are year to date.
 - Confident that the goals will be met or exceeded.
 - Jennifer questioned Spartan information and the fact that it is an existing group, and she thought that only new leads were counted as new bookings. Jason explained that depending on how they are booked, and how long the contract is written, (if it's a one year contract) repeat events could count as new bookings.
 - Adam asked what the percentage of large events vs. conference/meeting bookings. Jason explained in general it is split 40% Corporate/40% Assn./20% sporting events bookings.
- o Amber Burke reported on Events

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- Amber reviewed goals.
- Brett suggested to add Sun-Thurs midweek to strike zone
- Emily Detweiller presented on Visitor Information
 - Emily reviewed report
 - Clarification that emails are "responses."
 - Discussion regarding reason that Kings Beach visitors are down over 100%, mostly due to Iron Man, but additional reasons including construction.
 - Discussion regarding in-market and out-of-market visitors and where information is gathered. In-market is gauged by visitors to Gotahoenorth website.
 - Discussion about Hospitality Training video and how that will be distributed to properties. Samir suggested a webinar for lodging employees.

- Ron reviewed Transportation and Capital Investments Strategic Goals
 - Jennifer suggested in the future to move away from the design process on the trail design and construction performance indicator.
 - Aaron Rudnick asked about signage possibilities at new roundabouts especially at gateway to Tahoe City
- Natalie Parrish reported on Chamber of Commerce

E. 2. Organization Structure Update – Sandy Evans Hall

- Suggestion by Jennifer to List Board member in alphabetical order on agenda. Board appointment, item G-1, Placer County members aren't listed committee members, suggestion to add that.
- Sandy explained that with Measure M not passing, NLTRA will be looking at other funding mechanisms.
- Sandy Reviewed the Organization Structure update slideshow.
- The Chamber/DMP Vision slide, this vision will most likely look differently in May, and the Vision is a framework that was created by the Subcommittee and not approved by the Board, to be used as a tool based on best practices of other Chambers. Specific organizational structure has not been discussed.
- Aiming for Organizational Structure to be wrapped up for a May recommendation back to the Board and be implementing into the Bylaws.

F. 1. Financial Report

Al reported.

- Discussion regarding page 50, Financial Numbers to Know, and whether the figures are representative of the actual totals.
- Jennifer asked why the numbers would be different. All explained that the financial numbers to know are Net numbers. Christy pointed out that you could look at the Balance Sheet to get the numbers.
- Adam pointed out that the "Financial Numbers to Know" sheet was created from what the State of California wanted the board to understand, but it is not required.
- Aaron suggested to provide the sheet to the newcomers and every month in the b=packet just to provide the balance sheet.
- In Financial Numbers to Know: Samir suggested to highlight the specific numbers within the Balance Sheet that are of critical/state mandated number. Not a separate spreadsheet but within the Balance Sheet document, but marking with an asterisk, bolding or highlighting for example.
- Jennifer suggested presenting any numbers to know.
- Al will provide that information next month.
 - MOTION: Discussion and approval of Financial Reports for November, 2016 M/S/C Jennifer/Aaron/7-0-0
 - MOTION: Resolution to open a bank account at US Bank M/S/C Jennifer/Christy/7-0-0
 - MOTION: Resolution to open a bank account at Bank of America M/S/C Christy/Aaron/7-0-0
- G. Action Items

MOTION: Appointment of Board Members to Committees – M/S/C Aaron/Samir/6-1-0 Jennifer Merchant opposed G. 2 Discussion and possible appointment of Search Committee members -

Sandy reviewed members and Adam explained process and document provided in packet which is not part of the motion. The funding process will be discussed in a later meeting and that information will go back to the board.

MOTION: Appointment of Search Committee members as listed. M/S/C Jennifer/Christy/7-0-0

G. 3. Discussion about revised contract. JT and Al described.

MOTION: Approval of revised contract with Placer County taking \$12,371 from marketing reserves and adding to Coop Marketing Public Relations/Social Media budget for 2016-17

Samir/Christy 6-0-1 Jennifer abstained

- H. 1 Staff Priorities
 - Administration Sandy Evans Hall
 - Organization Structure Process
 - Employee Handbook Update
 - o 6 Month Financial Reforecast
 - Marketing JT Thompson
 - Marketing Snow message to LA, Texas, NY, and N. Cal; RASC new flight promotion, competitive set data collection
 - Events Sponsorship agreements
 - Sales Community participation and client events
 - Membership Natalie Parrish
 - New Members
 - o Member Retention
 - o Shop Local Wrap Up/ Bridal Faire
 - CI/T Ron Treabess-
 - Finalize projects for Board of Supervisors approval
 - Begin discussion on funding for Transit Vision/Plan
 - Finalize contract responsibilities between County and NLTRA
 - Visitor Services Emily Detweiller
 - Hospitality Training Video
 - Visitor Center Sponsorship
 - o Lodging Liaison Visits

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
- 3. Membership Upcoming Events/Programs
- 4. Conference Revenue Statistics Report
- 5. Executive Committee Report December, 2016
- 6. Capital Investment/Transportation Activity Report
- 7. Dashboard November
- 8. Full Financial Reports for November
- 9. 2016-17 Work Plan
- Directors Comments
 - Jennifer commented that Placer County wilbe sending letters to TOT certificate holders and property managers to better collect TOT revenue this week. Also a letter regarding contract compliance and presenting to two advisory councils talking about the host compliance and collecting of TOT funds.
 - -Samir reported that on 1/25 the North Tahoe Area Plan will go to the NT Governing Board, Tahoe City Lodge will be on agenda. Also, he talked about simultaneously looking at the structure of the organization and searching for CEO, and expressed a risk is of bringing a new CEO on the edge of a new structure formation. Jennifer suggested that committee members look at a possible different strategy or timeline but that the committees should think about the process. The structure may have an impact on the replacement CEO and whether they would line up with the potential new structure of the organization.
 - Adam welcome and thanked the new board members for joining. He expressed gratitude for being able to be candid within the board
- Meeting Review and Staff Direction
 Sandy- Website, webinar, new vs. design vs. maintenance on trail construction. Finance report.
- Adjournment 10:59



January Committee Action Summary

(Full Minutes of the Meetings below can be found on www.nltra.org)

BACC – January 12, 2017

The group reviewed a release from Placer County regarding a weather and snow warning for visitors coming to North Lake Tahoe over the MLK weekend. The committee made some recommended changes and returning the release to Placer County.

Connie Liu from the Abbi Agency reviewed the Touch the Lake winter campaign and distributed the finished maps. Unfortunately in reviewing the maps, errors were discovered, stating various businesses were from Incline Village when they were from other communities of North Lake Tahoe. Connie said that the maps would be reprinted with the correct locations. Distribution and training will take place the first week of February and information will be provided on the website under featured events.

The Shop Local winners of the Staycation, valued at \$1,900, and the cash prize of \$300 were drawn and all of the cards were divided up for the various organizations to tally the results.

There was lengthy discussion about the year round Shop Local program and website. The cost of labor to promote and distribute materials and cost of maintenance of the website are currently too high. It was suggested that we look at using the existing GoTahoeNorth website for greater reach. The same material could be provided to Truckee to add to their website. Having a landing page on GTN might be a good solution. Natalie will look into budgets and talk to Truckee partners and further discussion will occur in February.

Capital Investment/Transportation – January 23, 2017

Gary Davis and Sue Rae Ireland joined the committee and officers, Jaime Wright (Chair) and Brian Stewart (Vice-Chair) volunteered to serve in one more year with everyone's approval

The discussion and recommendation of the Olympic Ski Museum Planning TOT funding request of \$125,000 was approved unanimously with Erin Casey abstaining. The committee felt that all of the concerns had been addressed in the revised application. An itemized list of what the TOT would be spent for was provided, the County is still working on negotiation with the Forest Service, and none of the monies would be spent on work done prior to BOS approval.

Marketing Committee – January 24, 2017

New members Judith Klein from Tahoe Luxury Properties and Terra Caligari were welcomed to the committee. Current Chair, Brett Williams, agreed to serve another year as Chair, and Terra Caligari, Sales Director at the Resort at Squaw Creek, volunteered to serve as Vice Chair.

JT covered the budgeted event contracts that were provided by Amber for World Cup (\$40,000), Amgen Tour (\$18,900), No Barriers Summit (\$8,000), Tough Mudder (\$50,000), Broken Arrow Sky race (\$10,000), and Wanderlust (\$35,000). All were approved unanimously after questions were responded to and clarification provided.

Event Sponsorship Consent Contract Summaries February 2017 Board of Directors Meeting

Audi FIS Ski World Cup

Dates:	March 9 – 11, 2017
Location:	Squaw Valley
Estimated Attendance:	8,000 race spectators expected each day of event
Sponsorship Amount:	\$30,000 Cash, \$10,000 Branded Cowbells

Notes:

- Race will be televised live in Germany, Austria, Switzerland, Italy, Norway, Sweden & France with an expected viewership of 8 million. At a later date an additional piece will air with a lifestyle focus.
- A 90-minute program of the race will be televised during the event weekend on NBCSN and NBC Sports with an expected US viewership of 250,000.
- Event will include a free concert series each night of the weekend. Expected attendance is 10,000 people.
- All 700 GA tickets sold out online in 10 minutes.
- Have been granted prime booth location in Vendor Village. Will distribute branded cowbells.
- Only sponsor to be granted a full page ad in the official World Cup program.
- NLTRA will receive the following as part of the sponsorship:
 - o Logo and :30 spot during in-stadium live show and on associated screens in The Village at Squaw Valley
 - o 4' x 8' Banner placement at the Club and VIP sections
 - Logo and link on all Resort owned Event landing pages and World Cup specific emails with call to action directing guests to gotahoenorth.com to book lodging.
 - o Full page ad in official World Cup Program
 - o Logo inclusion in all World Cup-specific print advertising where Resort's sponsor logos are included
 - On-site activation in Vendor Village (10x10 booth)
 - o Gift bag item inclusion
 - o VIP Tickets
 - o Inclusion of location specific questions in post-event attendee survey

Documents Attached:

- Contract
- Sponsorship Deck

AMGEN Tour of California

Dates:	May 11 – 12, 2017
Location:	S/F in South Lake Tahoe, course runs through North Lake Tahoe
Estimated Attendance:	2,000 at S/F
Sponsorship Amount:	\$18,900 Cash (IVCBVB is contributing \$11,100 to make a \$30,000 Co-Op Sponsorship)

Notes:

- Our agreement is with the Lake Tahoe Visitor Authority who in turn has a sponsorship agreement with AMGEN Tour of California.
- NLTRA will receive the following as part of the sponsorship:
 - o Logo, link, and regional information on Women's Race and Host City pages of official website
 - o Inclusion in dedcicated email to tour database promoting the destination, activities and events
 - o Opportunity to provide digital content for social media integration across tour platforms
 - o Inclusion in LTVA press releases and social media communications
 - o Logo inclusion in local host city flyers (2,000) and posters (100)
 - o Logo inclusion on "Thank You" banner on-site
 - o Half page ad in official tour guide

- o Four (4) on-site PA announcements
- o Participation in pre-race press conference on 5/10/17
- o On-stage presenter opportunity at overall S/F
- o Opportunity to provide NLT gift to Stage 1 winners
- o Potential opportunity for four (4) Big Screen commercials to be shown at finish line
- o Two (2) on-course banners
- o On-site activation at S/F (10x10 booth)
- o VIP passes (Women's Stage 1 and Men's Stage 1)
- o Tickets to Women's Race Welcome Reception

2016 Results

Dates:	May 19–20, 2016
Sponsorship Amount:	\$27,000 (Co-Op Sponsorship Split between NLTRA and IVCBVB)

Comments:

The event start and finish were located on South Lake Tahoe so the majority of the room revenue was absorbed in that region. However North Lake Tahoe benefited from the PR coverage of the event:

- Reinforced destination as cycling mecca
- Build reputation and brand in key drive and direct flight markets
- \$700,000 earned media value
- 68 million Viewership/listeners
- Media highlights: Bay Area Reporter; Sacramento Bee; Modesto Bee; Mountain Democrat; Tahoe Daily Tribune (8 cover feature stories Oct. May); KCRA-TV Sacramento and KTVN-TV Reno several live hits day of coverage; CyclingTips.com includes photo of the women's stage last year when announcing the tour this year

Documents Attached:

• Sponsorship Terms

No Barriers Summit

Dates:	May 30 – June 4, 2017
Location:	Resort at Squaw Creek
Estimated Attendance:	1,500 – 2,000 Unique Attendees
Sponsorship Amount:	\$8,000 Cash, \$10,000 In-Kind (\$8,000 Marketing & PR/\$2,000 Banner Program)

Notes:

- This is a first year event in North Lake Tahoe so no historical data available.
- Interested in securing dates in North Lake Tahoe for the 2019 and 2021 Summit events.
- 2015 Summit had 860 attendees which produced 715 hotel room nights
- Post event survey found that approximately 40% of attendees add at least one (1) day to their visit pre/post event.
- NLTRA will receive the following as part of the sponsorship:
 - Logo and name inclusion in select marketing materials, event website, signage and event PA announcements
 - o On-site activation (10x10 booth)
 - o Conference passes

Documents Attached:

- Contract
- Event RFP

Broken Arrow Skyrace

Dates:	June 16- 17, 2017
Location:	Squaw Valley
Producer:	Alpenglow Mountain Racing (Local Organization)
Estimated Attendance:	800 racers
Sponsorship Amount:	\$10,000 Cash

Notes:

- Event anticipates doubling attendance in 2017 vs. 2016
- All three distances (52K, 26K and Vertical K) will be sanctioned races in the US Skyrunner Series
- Event will take place at the mountains in the early summer which is a slower time for the resorts.
- Solomon has signed on with a "global" commitment meaning they will be incentivizing European runners to attend the event.
- NLTRA will receive the following as part of the sponsorship:
 - o Logo and name inclusion in select marketing materials, event website, signage and event PA announcements
 - o Inclusion in a minimum of two (2) Event e-blasts/newsletters
 - o On-site activation (10x10 booth)
 - o Race entries

2016 Results

Dates:	June 18 – 19, 2016
Sponsorship Amount:	\$10,000
Attendance:	425

Comments:

The race was sanctioned by the US Skyrunning Federation and was one of five tour stops throughout the US. Broken Arrow Skyrace became the second largest race in the series in its inaugural year. Media highlights included articles in Trail Runner Magazine and Ultrarunning Magazine, organic social traction and paid advertising on Ultrarunner Podcast and traditional running print avenues. The event reached over 130,000 people via a boosted Facebook campaign and had over 21,000 views of the event recap video via a post by Solomon Running.

Documents Attached:

• Contract

Wanderlust

Dates:	July 20 – 23, 2017
Location:	Squaw Valley
Estimated Attendance:	7,000 unique visitors (5,000 visitors per day)
Sponsorship Amount:	\$30,000 Cash

Notes:

- Judy discussed a 3-year sponsorship, \$30,000 cash each year, 2017 2019.
- According to the 2016 Wanderlust Squaw Valley post-event survey, the average length of stay was 2.1 nights with 60.6% staying in a hotel/condo/house.
- NLTRA will receive the following as part of the sponsorship:
 - Custom NLTRA specific page on the Wanderlust Squaw Valley website featuring logo, regional information and link to <u>www.GoTahoeNorth.com</u>
 - o Logo inclusion in the "Partners" footer on event pages
 - o Logo in Event program (if created, still TBD)
 - o Name inclusion in all Wanderlust Squaw Valley event press releases
 - o Logo and link included in select digital advertising where space allows

- o Opportunity to work with Wanderlust to create a custom benefit package to offer audience
- o On-site activation in Vendor Village (10x10 booth)
- o Event tickets

Documents Attached:

• Contract

SQUAW VALLEY SALPINE MEADOWS

January 27, 2017

North Lake Tahoe Resort Association Attention: Amber Burke <u>amber@gotahoenorth.com</u> 100 N Lake Blvd Tahoe City, CA 96145 Phone: 530-581-8702

Dear Amber:

Thank you for your support of the **Audi FIS Ski World Cup** competition scheduled to be hosted and organized by Squaw Valley | Alpine Meadows March 9-12, 2017, but owned, controlled and/or directed by the International Ski Federation and the US Ski and Snowboard Association (the "Event").

The summary of **North Lake Tahoe Resort Association** ("Sponsor") sponsor benefits and obligations are listed below. The purpose of this letter is to summarize your participation and payment responsibility as well as to summarize the responsibilities of **Squaw Valley | Alpine Meadows** ("Resort") to Sponsor (the "Agreement"). This letter agreement is the entire agreement and understanding of the parties with respect to this sponsorship and supersedes all previous discussions related hereto (the "Agreement").

- 1. **Term**. The "Term" of this Agreement commences on January 1, 2017 and expires on March 12, 2017, unless terminated earlier in accordance with this Agreement.
- 2. **Sponsorship Benefits**. Subject to conditions and Sponsor's performance of this Agreement, Resort grants to Sponsor the following benefits during the Term:
 - Logo and :30 spot to run during Event in-stadium live show and on associated screens in The Village at Squaw Valley including screens at the concert venue on March 10 & 11th; logo and spot to be provided to Resort by Sponsor no later than February 15, 2017
 - 4' x 8' Banner placement at the Club and VIP sections, to be provided to Resort by Sponsor no later than March 1, 2017
 - Sponsor logo and link on all Resort owned Event landing pages and World Cup specific emails with call to action directing guests to gotahoenorth.com to book lodging.
 - Sponsor to receive full page ad in World Cup Program and Sponsor Logo inclusion in all World Cup-specific print advertising where Resort's sponsor logos are included
 - One (1) 10' x 10' NLTRA Information Booth in Vendor Village
 - Gift bag item inclusion
 - Ten (10) 2-Day VIP World Cup Tickets (includes all elements of VIP level tickets) valid March 10-11, 2017
 - Inclusion of location specific questions in post-event attendee survey
- 3. Sponsorship Fee and components. Sponsor agrees to pay Resort the "Sponsorship Fee" as follows:
 - **\$30,000** cash, payable as follows: \$15,000 on execution of this agreement, and \$15,000 on February 15, 2017.
 - **\$10,000** in Sponsor branded cowbells to be handed out to event attendees from the Sponsor booth located in the Vendor Village.
- 4. Benefit Conditions. The sponsorship benefits are granted to Sponsor with the following conditions:
- (a) The above named projects for Sponsor exposure and promotion hereunder are at Sponsor's sole cost and expense including, without limitation (as applicable), each project's design, installation, 12

Squaw Valley Event Sponsorship Agreement January 27, 2017 Page 2

management, repair, maintenance, cleaning, seasonal updating/refreshing, deconstruction, removal and potential re-painting and re-conditioning of the project's area. Resort will manage removal of any assets and will provide back to Sponsor if requested.

- (b) The exposure assets named in section 2 above are subject to: (a) Resort's review and approval of respective design(s) (e.g. 360-degree detailed design for each project) prior to Sponsor ordering the project, approval of which will not be unreasonably withheld by Resort, and (b) Sponsor being responsible for upkeep of respective high quality, good aesthetic condition throughout the Term.
- (c) Sponsor acknowledges that the Event is owned controlled and/or directed by the International Ski Federation ("FIS") and the US Ski and Snowboard Association ("USSA"), not Resort. Sponsor further acknowledges that signage or installations at any Village at Squaw Valley area is controlled by Squaw Valley Neighbourhood Company ("SVNC"). Furthermore, Sponsor acknowledges that Alpine Meadows resort is located on United States Forest Service ("USFS") land and operated by Company's subsidiary under special use permit issued by the USFS. Squaw Valley will use commercially reasonable efforts to obtain FIS, USSA, SVNC and/or USFS approval if and when required however Resort's compliance with the wraps, display and signage terms of the Agreement may be subject to FIS's, USSA's, SVNC's and/or USFS's review and approval, as the case may be.
- (d) Sponsor specifically agrees that the full Sponsorship Fee shall be paid and is non-refundable to Sponsor notwithstanding the status of the Event even if delayed, postposed, cancelled or terminated by FIS, USSA or any other reason including, without limitation, too much snow, too little snow, high winds, road closure, other *force majeure* or any other cause.
- (e) Furthermore, Sponsor specifically acknowledges that from time-to-time (y) Resort may host as resort venue for events of a short duration which are sponsored by third parties that may promote goods and services similar to Sponsor's, and (z) Resort is not the only entity operating in or hosting events at Squaw Valley | Alpine Meadows, for example, entities such as Salomon, The North Face, Oakley, and Marmot have ongoing relationships with Resort. Sponsor agrees that nothing set forth in this Agreement shall be deemed to limit or restrict Resort's right to continue such relationship(s) or otherwise be involved in such third party events or the promotion by such third parties of competitive products or services; during such events, Resort will do nothing to intentionally limit Sponsor's visibility at the resort.
- 5. **Trademarks.** The parties respectively acknowledge that all trademarks, trade names, brands, colors, tag lines, logos and other identifying marks of and associated with the other party (collectively the "Marks"), are owned by and are valuable properties of the other or its affiliated entity. The form and usage of Marks by a party shall be under control and supervision of the owner of the Mark, and subject to such owner's prior approval which shall not be unreasonably withheld or delayed.
- 6. Indemnification; Insurance. (a) Each party will respectively indemnify, defend and hold harmless the other party and each of their respective officers, directors, managers, members, agents, employees, parent companies, subsidiaries and assigns, against all claims, losses, damages, liabilities, costs and expenses (including reasonable attorneys' fees) arising out of or in connection with such indemnifying party's negligent acts or omissions under or in connection with this Agreement. Each party will provide prompt written notice of any such claim to the other party and will cooperate in the defense of the claim.

(b) Each party shall, at its respective own expense, obtain and maintain in full force and effect, with sound and reputable insurer(s) during the Term of this Agreement, commercial general liability insurance in an amount of at least \$2 million per occurrence and \$4 million in the aggregate which 13

Squaw Valley Event Sponsorship Agreement January 27, 2017 Page 3

respective policy and shall be primary and non-contributory to any insurance held by the other party and shall name the other party additional insured as respects its interests under this Agreement. Sponsor's policy shall, in addition, cover products/completed operations with respect to any products to be sampled on-site at Resort's facility. Each party agrees to provide to the other a certificate of insurance evidencing the policy within thirty (30) days of execution of this Agreement.

- 7. Default. If either party fails to perform in accordance with the terms, covenants and conditions of this Agreement or is otherwise in default of any of the terms of this Agreement, after giving 30 days' written notice to the other party of the alleged default, and upon such party failing to cure the default within such 30 day period, the non-defaulting party will have the option to terminate this Agreement and pursue any remedy available at law or in equity.
- 8. **Assignment.** Neither party may delegate or assign its respective duties under this Agreement without the prior written consent of the other party; provided that Resort may assign this Agreement without consent to its affiliates or successors.
- 9. **No Joint Venture.** Nothing in this Agreement creates or is to be construed as creating a partnership, joint venture or agency relationship between the parties and no party shall have the authority to bind the other party in any respect.
- 10. **Governing Law.** This Agreement is to be governed by and construed in accordance with the laws of the State of California. Placer County court will be the venue for any dispute.
- 11. **Notices.** Any formal notice or other communication sent by one party to the other under this Agreement must be sent via nationally-recognized overnight courier to the address respectively set forth below, and to the Attention of the authorized signatory set forth below.

Sincerely, Squaw Valley Resort, LLC

Ву:
Name:
Title:
1901 Chamonix Place; Box 2007
Olympic Valley, CA 96146

Date:_____

Agreed to and accepted: North Lake Tahoe Resort Association

Ву: _____

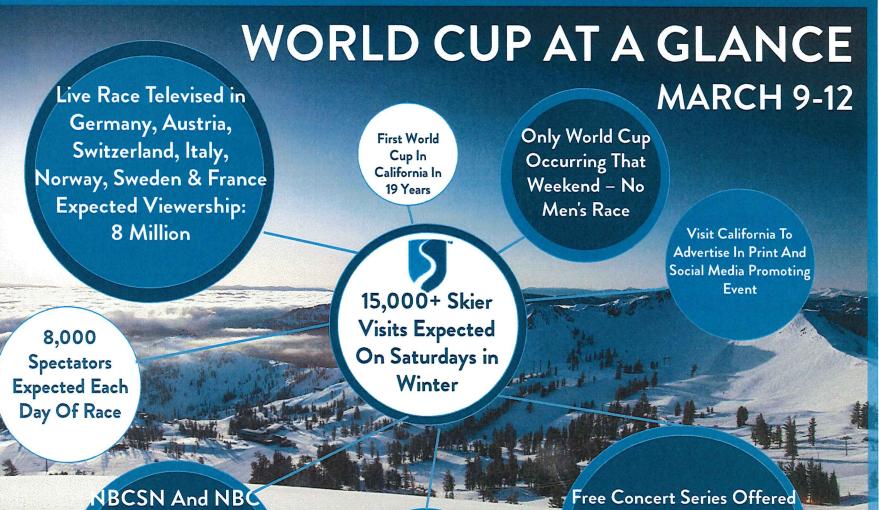
Name: Amber Burke Title: Events & Communications 100 N Lake Tahoe Blvd Tahoe City, CA 96145

Date:_____



AUDI FIS WORLD CUP RESORT PARTNERSHIP 2016-2017





NBCSN And NBC Sports Live Extra 90 Minute Program Expected Viewership in US: 250,000 Viewers

All 700 General Admission Tickets Sold Out Online In 10 Minutes Free Concert Series Offered Each Night With Well Known Bands And Artists – 10,000 Spectators Expected

San Francisco Chronicle Front Page Feature Printed and Digitally Distributed: Saturday June 11, 2016

San Francisco Chronicle



Scandals weighed Oakland chief 011

problems between derail Whent's circumising retirn

2017 World Cup skiing puts Squaw back on map

Calls grow to disciplin trial judge in rape cas

S.F. concerns over governoi housing plan

FROM THE COVER

Squaw Valley to host World Cup racing







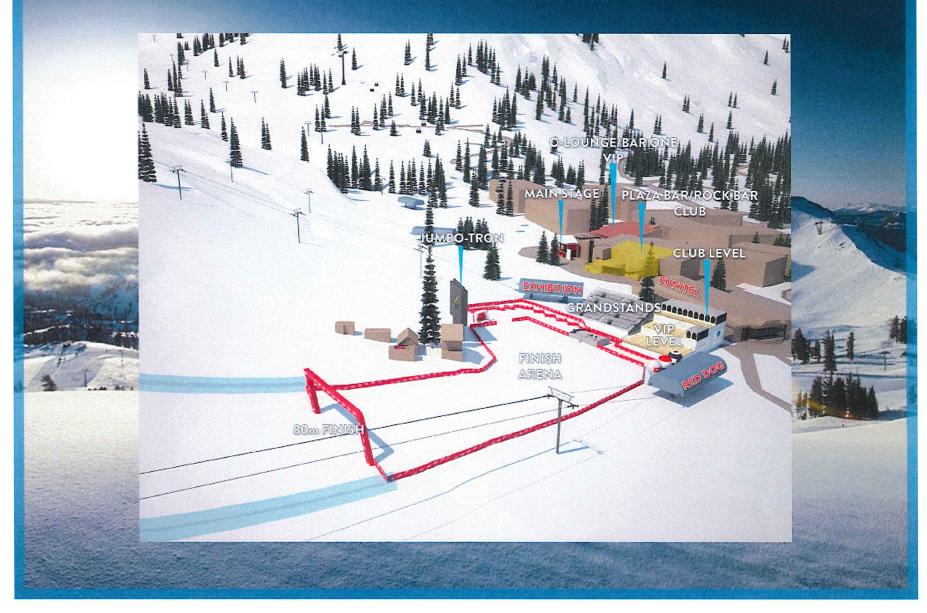




Bidding farewell to the Greatest



WORLD CUP FINISH AREA





SQUAW VALLEY | ALPINE MEADOWS

One of the largest and most diverse mountain resorts in North America with a heritage, history, amenities, and perhaps most of all, extraordinary terrain that can not be replicated.

- 6,000 acres, 42 lifts, 14 unique zones, and 270+ trails
 - 450 inches of average annual snowfall
- Two distinct ski areas soon to be connected by a gondola
- European-style pedestrian Village at Squaw Valley, with lodging, extensive shopping and dining
- Variety of activities including ice skating, snow tubing, snowmobiling, cross-country skiing, and dog sledding
 - Host of the 1960 Olympic Winter Games and world-class events such as US Alpine Championships, Wanderlust Festival, IRONMAN Triathlon, FIS Ski World Cup
 - Home resort to 17 Olympians and over 70 US national team members
 - Home of the legendary KT-22, one of the most iconic chairlifts in the world

AUDI FIS WORLD CUP AT SQUAW VALLEY MARCH 9-12, 2017

The FIS World Cup is the top international competition for alpine ski racing after the Winter Olympics and Squaw Valley is proud to host the only West Coast venue for 2017 Women's World Cup Slalom and Giant Slalom events. Squaw Valley is proud to have been selected as a venue for the 2017 Women's World Cup Slalom and Giant Slalom events. This event marks the return of World Cup ski racing to California for the first time in 19 years. The World Cup will bring Olympic champions like Mikaela Shiffrin and Squaw Valley's own Julia Mancuso to compete on the legendary Red Dog run, which also played host to the ladies' slalom and giant slalom events at the 1969 World Cup and 1960 Winter Olympics.

In addition to television coverage and extended reach social media, the event is expected to draw up to 10,000 spectators per day.

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AUDI FIS WORLD CUP AT SQUAW VALLEY MARCH 9-12, 2017

Women's Slalom and Giant Slalom Events Grandstand Seating Live Music featuring Dustbowl Revival, Rusted Root, and Sister Sparrow Vendor Village VIP Fundraising Dinner & Auction Professional vs. Amateur Race Event



RESORT & GUEST DEMOGRAPHICS

1 Million Annual Skier Visits 70% Ski | 30% Snowboard 57% HHI > \$100,000 36% HHI > \$250,000 Age: 25-34 ,25% | 35-44, 22% | 45-54, 20%

40,000 loyal season pass holders 23% HHI > \$250,000 15% top 1% wealthiest households in the U.S. 66% from San Francisco DMA (SF, Oakland, San Jose areas) Ski/ride 10+ days per season



CALIFORNIA WAY AT THE VILLAGE AT SQUAW VALLEY



NLTRA ACTIVATION OPPORTUNITIES

- NLTRA Information Booth in the Vendor Village (aka. California Way) in area closest to race venue.
- :30 spot to run on Jumbotron during live show.
- Logo rotation on Jumbotron, and on official World Cup website.
- Persistent email footer for World Cup communication.
- Full page ad in Official World Cup Program (to be confirmed). Will be distributed onsite and regionally.
- (10) VIP Tickets to the race event.
- Exclusive cowbell branding.
- World Cup Tahoe City banner logo inclusion.
- Gift bag item inclusion.
- Inclusion on our World Cup lodging landing page (already implemented).



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THANK YOU!



North Lake Tahoe Marketing Cooperative AMGEN Tour of California 2017 Women's Overall Start Race Benefits

The Lake Tahoe Visitors Authority will make the following available to North Lake Tahoe Marketing Cooperative:

Digital

- Partner logo, tourism information and ancillary events on dedicated Women's Race and Host City pages on Tour website.
- Logo and link on Host City LOC site.
- Inclusion in dedicated email sent out to Tour database promoting the destination, activities and events.
- Inclusion in Local Events Schedule.
- Opportunity to provide digital content for social media integration across Tour platforms.
- Note: LTVA has the opportunity to provide an iconic city image to be placed on Tour homepage for a one-week period. The selected image will be of Emerald Bay to represent our lake-wide partnership.

Marketing

- Inclusion in LTVA press releases (North Lake Tahoe to approve relevant copy).
- Inclusion in LTVA social media communications.
- Logo placement on 2,000 official Local Host City Flyers.
- Logo placement on 100 official Local Host City Posters.
- An electronic vector file that can be customized with local information and local partners.
- Logo placement on official City "Thank you to Local Partners Banner" to be placed on race day.
- Half page ad in Official Tour Guide.
- North Lake Tahoe listing in local partner "Thank You's" listed in the Official Tour Guide.
- Four (4) Unique Public Address Announcements made by on-site hosts from the Announcer Stage in Lake Tahoe.
- Participation in the pre-race press conference on May 10, 2017.
- On-stage presenter opportunity at overall start/finish.
- Opportunity to provide North Lake Tahoe gift to stage one winner athletes.

TahoeSouth.com

Nevada Office | PO Box 5878 | 169 Hwy 50 | Stateline, NV 89449 | (775) 588-5900 California Office | 3066 Lake Tahoe Blvd | South Lake Tahoe, CA 96150 | (530) 544-5050



Lake Tahoe Visitors Authority

- Amgen Tour of California Gallery Host Cities will be provided access to the LOC Gallery which contains marketing resources & templates such as: layered key art, race images, Tour letterhead, web banners, ad mattes, radio/TV spots, posters & flyer templates, signage templates, etc.
- Four (4) Unique Big Screen commercial units to be shown on big-screens at finish line (if opportunity exists in 2017).
- 2 on-course banners, location determined by Tour
- North Lake Tahoe booth at event festival in South Lake Tahoe at the Start and Finish of the race on Thursday, May 11 and Friday, May 12, 2017.

Hospitality

- Four (4) VIP Hospitality passes to Women's Race start and finish in South Lake Tahoe on Thursday and Friday, May 11 & 12, 2017.
- Four (4) tickets to Women's Race Welcome Reception.
- Two (2) VIP Hospitality passes to Men's Stage 1 start on Sunday May 14, 2017 or any other stage to be mutually agreed upon.

Partnership - \$30,000



2017 No Barriers Summit EVENT SPONSORSHIP AGREEMENT

This EVENT SPONSORSHIP AGREEMENT (this "Agreement") is made and entered into between No Barriers USA, and the North Lake Tahoe Resort Association, a California nonprofit corporation ("Sponsor").

1. <u>Event</u>. No Barriers USA is the organizer, owner and operator of "2017 No Barriers Summit" which will take place on May 30-June 4, 2017 at The Resort at Squaw Creek in Olympic Valley, Placer County, California at times determined by No Barriers USA during the term of this Agreement (the "Event"). Sponsor desires to obtain, and No Barriers USA desires to grant, sponsorship rights to the Event, as set forth in this Agreement.

2. Obligations of No Barriers USA to Sponsor:

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

- a) Sponsor shall be granted the ability to create unique onsite activations.
- b) Sponsor's name and logo shall be included on select digital, print and grassroots media.
- c) Sponsor's name and logo shall be included on the No Barriers Summit website home page and sponsor page listed as a host partner.
- d) Sponsor's name and logo shall be included on appropriate general event signage used to promote the Event.
- e) Sponsor shall be included in daily PA announcements during the Event.
- f) Sponsor is granted ability to use the official No Barriers Summit trademarks and logos in promotions, marketing material, website and the like.
- g) Sponsor shall receive 10 free full conference passes (can be divided among staff and used for giveaways); this includes conference, most meals, exhibits, speakers, and transportation (does not include lodging and activities).
- h) Sponsor shall receive 10X10 booth or information area that the sponsor will staff at the host site in Innovation Village or site to be specified.
- i) Branding of the No Barriers Summit with NLT on the website it shall read "Resort at Squaw Creek, North Lake Tahoe".

3. Obligations of Sponsor to No Barriers USA:

- a) Sponsor shall provide an \$8,000 cash sponsorship to the Event. 50% is due at the signing of this agreement and 50% is due June 1, 2017.
- b) Sponsor shall provide to the Event, \$10,000 of in-kind support through digital and PR channels including social messaging on Facebook, Twitter and Instagram, and inclusion in at least two (2) digital newsletters to Sponsors database of 55,000+ consumers, where appropriate. Sponsors public relations agency will also assist in writing a master press release (if requested) with distribution to a targeted list of journalists and media outlets. A more specific scope of work is outlined in Exhibit A.
- c) For any and all joint marketing efforts to promote attendance and volunteers for the conference, both organizations will work together on marketing and promotional materials and have join approvals.
- d) List No Barriers Summit on the event pages on all NLTRA associated webpages

4. <u>Use of Intellectual Property</u>. Sponsor hereby acknowledges and agrees that (i) all right, title and interest in the name, logos, trademarks, copyrights and other intellectual property rights of No Barriers USA, including, without limitation, the Event Marks; the Event; and all accounts, descriptions, pictures, videos, audio, reproductions, recordings, memorializations or other information concerning or in connection with the Event, belongs exclusively to No Barriers USA, (ii) Sponsor may use No Barriers USA 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 No Barriers USA 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 No Barriers USA Properties, (iv) all uses of No Barriers USA Properties by Sponsor, and all goodwill therefrom, inure to the benefit of No Barriers USA, (v) any permitted use of No Barriers USA T 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 No Barriers USA, and (vi) Event Marks must be used in a complete format, and no abbreviated uses are permitted.

5. <u>Relationship of the Parties</u>. The relationship of Sponsor and No Barriers USA 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 No Barriers USA 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.

6. <u>Attorney Fees</u>. 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.

7. <u>Counterparts; Scan/Facsimile</u>. 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

NO BARRIERS USA

Ву:	Ву:
Name:	Name:
Title:	Title:
Date:	Date:

EXHIBIT A

In-Kind Sponsorship Scope of Work

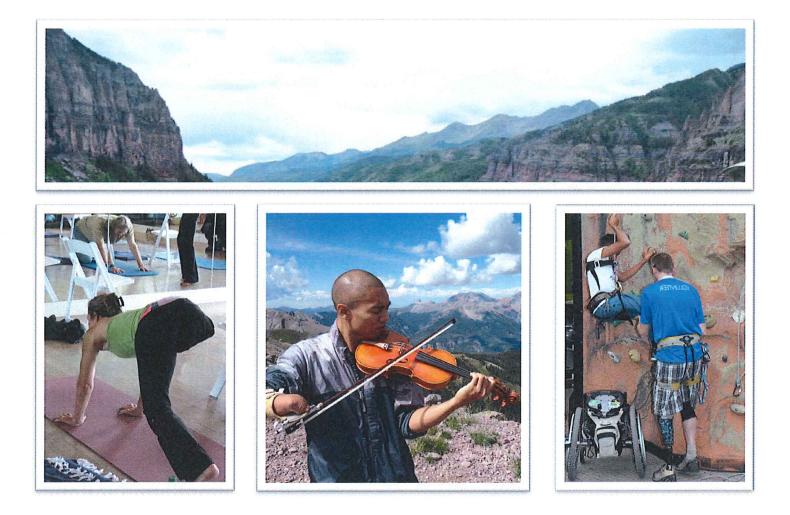
- Dedicated E-blast to consumer database
 - o Includes design, digital coding, research and content development, approvals, editing and management
 - Estimated reach: 33,000+
- Inclusion in two (2) consumer newsletters March 2017 & May 2017
 - o Includes design, digital coding, research and content development, approvals, editing and management
 - o Estimated reach per newsletter: 33,000+
- Inclusion in NLTRA blog
 - o Includes research, content development, editing, posting, management and sharing
 - o Estimated views per post: 575
 - Dedicated E-blast to chamber members
 - o Includes design and content development
 - Estimated reach: 2,500+
- Minimum of one (1) social post on the following channels leading up to the event
 - o Facebook post with \$15 boosting budget
 - Estimated reach: 8,000 to 12,000
 - o Twitter post
 - Estimated reach: 4,000 to 6,000
 - o Instagram post
 - Estimated reach: 20,000
- Creation (if requested) and distribution of press release
- Connect No Barriers with local non-profits and related organizations

Printed Collateral Scope of Work

- Print ten (10) No Barriers Summit banners
- Display banners in Tahoe City from 5/16/17 to 6/5/17
- Distribution of No Barriers rack cards in local and regional visitor centers (Tahoe City, Incline Village, Auburn)



2017 No Barriers Summit Request for Proposal



Request for Proposal: No Barriers Summit 2017

RFP Overview



Thank you for your interest in hosting the 2017 No Barriers Summit – an event unlike any other in the world. The Summit provides positive economic impact for Host Partners and life-changing experiences for participants, organizers, staff, sponsors, and volunteers. In return, we look for partners with convenient, flexible, and accessible facilities; ability to grow with this event overtime, and a positive, team-playing attitude. On the pages that follow, we've outlined criteria, requirements, and formatting information for the RFP response.

Overview

The mission of No Barriers is to unleash the potential of the human spirit. We believe this is possible through transformative experiences, like the Summit, that empower people to embrace a No Barriers lifestyle and discover the potential that lies within themselves and the world.

The first Summit was first held in 2005 and has been growing in size every year. The 2017 No Barriers Summit expects to bring in 1500-2000 participants from all around the world to:

- Participate in expert-led outdoor adventure, arts, and educational sessions accessible to all ability levels
- Learn about cutting-edge research, technologies, and innovations that are changing the world
- Enjoy world-class arts and entertainment
- Foster and grow a community of adventurers and innovators living a No Barriers Life
- To discover "what's within you is stronger then what's in your way"

Format

The Summit is a four-day event organized into four main components:

- Inspiring General Sessions & Community Events including: Opening & Closing Ceremonies, film festival, block party, concert
- Adventure & Arts Activities Half or full day, accessible activity sessions selected by participants
- Innovation Village Exhibit hall featuring innovations, adaptive equipment & latest technology
- No Barriers University Scientific and academic presentations

Attendees

The majority of past Summit attendees have come from two main groups.

1 – Individuals with significant life challenges (and their families) including:

Wounded Veterans, Amputees and Limb Differences, Traumatic Brain and Spinal Cord Injuries, Multiple Sclerosis, Sensory Impairments, Cerebral Palsy, Blind & Visual Impairments, Deaf & Hearing Impairments, Developmental Delays, Behavioral Disabilities, Learning Disabilities, Cancer survivors, and those who have faced other significant life challenges

2 - Professionals including:

Scientists, Researchers, Inventors, Professional Athletes, Professionals in the Adaptive Services Industry, Physical Therapists, Occupational Therapists, Speech Therapists, Equipment Manufacturers, Social Service Professionals, Artists and Entertainers, large corporations focused on diversity and inclusion

Impact of the Summit

The Summit impacts the local economy significantly through the event itself as well as through the individuals attending and spending time in your region. We estimate the next Summit will generate an economic impact of approximately $\frac{5750,000 - \text{ one million dollars}}{10000}$ to the local area. Participants in the 2015 No Barriers Summit (last on record, with 860 attendees) bought more than 715 hotel room nights and 8,000 meals during their stays. Our research shows that approximately 40% of attendees add at least one day to their vacation beyond the dates of the actual Summit, and many stay for much longer.

No Barriers Summit provides partnering organizations and locations visibility and positive associations to our broad network of more than 30,000 individuals who will receive several points of contact promoting this event. The 1,500+ attendees who have a life-changing experience often become positive advocates for the location and organizations involved to their personal and professional networks. In addition, the event is heavily covered by the media. In 2015, as of 30 days after the event, we had received 28 million media impressions, with two national magazine articles with a combined readership of 66 million.

Past Host Sites

2005 - Cortina, Italy 2007 - Squaw Valley, California 2009 - Miami, Florida 2011 - Winter Park, Colorado 2013 – Telluride, Colorado 2015 – Park City, Utah

Schedule for Selection

January 31, 2016– Deadline for delivery of this RFP February 2016 – Further interviewing of top three candidates, including site visits where necessary. April 2016 Final site selection, based on proposal, site visit, and interview, and subject to successful negotiation.



"One of the reasons I have chosen this field – developing advanced assistive technologies – is because the change, the difference it can make in the quality of life of a person with high-level disability, is phenomenal. At No Barriers, they have designed an event that is tuned and geared to individuals with high-level disability and their family members, in such a beautiful area in nature – there is nothing like this out there."

- Maysam Ghovanloo, Ph.D., Director of Georgia Tech-Bionics Lab

Proposal Requirements



General Information	
Name of the meeting	2017 No Barriers Summit
Destination (s)	A location with natural and scenic beauty and recreation opportunities
Number of participants	1500 Attendees
Arrival and Departure pattern	Thursday – Sunday pattern (flexible with some weekend crossover)
	Mid June to 1 st week in August, 2017
Alternate dates/pattern for program	Open to different pattern, but does need some weekend crossover
Decision Date and Date for Contract	April 15, 2016 / May 30, 2016
Signing	
Signatory of Contract	Sara Kaner, Summit Director

Sleeping Room Requirements

Day of the Week	Single or Double	Suites	
Wednesday	70	5	
Thursday	195	5	
Friday	195	5	
Saturday	195	5	
Sunday	40	5	
TOTAL	695	25	

Information requested from each property

Proposed room rates for each room type, Description of Accommodations, Taxes and Resort Fees, Comp Policy, Value Added Services, Property Specific Amenities

Lodging and Catering Requirements

- Guests, presenters, staff, and volunteers need quality fully accessible lodging options in a range of prices.
- Accommodations should be within 5 10 minutes of the Site; Ideally, most should be within walking distance. Total lodging consisting of hotels, motels, and campgrounds must have capacity to accommodate 1,000 people in 600 separate rooms
- The most successful Summits have been at locations where the lodging and all the activity spaces are within walking distance.
- Hosting location should also have easy access to multiple catering options as well as an array of food vendors for participants to access during down times.
- Sleeping Room Rate Budget: \$90-\$220 (variety of room types) most rooms between \$120-\$150
- Type of Accommodations: Mix of singles, doubles and suites

Setting Requirements

Site: Location is inviting, has an inspirational natural environment, and is welcoming; clean, with maintained and attractive streets, pedestrian ways, and grounds that create a special place for clinics and educational components; offers a range of nearby restaurants and amenities; and provides spaces for everything from impromptu gatherings to large banquets and film fests.

Local Area: Site and surrounding area can easily accommodate the traffic and parking challenges of the Summit.

Accessibility: Site and all satellite venues need to be 100% ADA compliant. Site-wide connectivity: Wi-Fi and cell service with strong signal must be available throughout.

Production History

Host Partner / Site / Local Community has a proven record of producing similar events (multiple-venue, multipleday, multiple-activity events for 1000-1500 people per day) to the highest professional and technical standards. Host Partner also has a proven history of acting as Single Point of Contact with local officials and code officials concerning all permitting issues related to large-scale performance events and adequate resources and personnel to maintain site and to meet conditions specified below.

General Spaces :

Both a large space (e.g., for technical symposia and film festival) and a variety of small to medium-sized spaces (break-out sessions, networking, and round-tables), and a large space to support 150 exhibitors will be needed. The event requires both outdoor (protected and unprotected) and indoor spaces, all equipped with professional lighting and sound system, comfortable seating, and flexible enough to feel intimate for audiences of 50 to 1500. *Some specific facilities needed:*

Meeting room for 1000-1500 used for entertainment, presentations and meals

Indoor or outdoor space to accommodate exhibitors at least 80x120

Space for guests to network and rest

Location to screen films (preferably outdoors) for 500 – 750 people

Audio-Visual capabilities, equipment, and onsite technician

Access to a variety of outdoor activities

Onsite and Satellite Activity Spaces:

Site has several (up to 40) additional spaces to accommodate from 10 to 100 people and within easy
walking distance (or via mass transportation) from each other and the main Summit area. Ideally,
transportation times are limited to 30 minutes. If some or all of these on-site clinics and satellite spaces
are not permanent structures, and supplemental temporary structures are required, please show that
there are adequate grounds for and a demonstrated ability to install such temporary structures in full
compliance with local fire, safety, and building codes. If satellite spaces are not within easy walking
distance, please share your ideas for transportation.

For a list of 2015 activities as an example, visit http://www.nobarrierssummit.org/activities

Date	Time	Meeting Function	Number of	Room Setup	Specific Needs
		а 	Attendees		
Day 1	8AM - 6	Check-in	1500	Space for multiple	
THUX	PM			tables for check in	
Day 1	6-7 PM	Welcome	1500	Reception style	F&B
		Reception		gathering with	
		54		heavy hors devours,	
				cash bar	
Day 1	7-9 PM	Opening	1500	Sleek, high quality	A/V
4000		Ceremony		presentation with	
				performers, keynote	
				speaker, etc.	
Day	6-8	Breakfast/Lunch	750-1500		F&B
2,3,4	AM,				

	12-1 PM				
Day 2,3	9-12 AM/1-4 PM	Activities	200 + 6-800	6-10 smaller meeting rooms setup classrom style + outdoor activity spaces	A/V
Day 2,3	4-6 PM	Symposium	800	Theater-style presentations (could be same space as OC)	A/V
Day 2	8-10 PM	Community Event	1000-1500	Concert/Block Party/Film Fest	A/V
Day 3	7-9 PM	Closing Ceremony	800-1200	Same as opening Ceremony / Could be same space	A/V
Day 4	9-2 PM	Activities	100 + 3-500	Same as Activities Above	A/V

Requested Program Concessions

Staff Room Rate	
Comped Meeting Space	
Discount on Food and Beverage	
Discount on A/V	
Comp Room Ratio	
Tourism Center/Chamber of Commerce Cash Sponsorship of program	
Planning visit room comps	

CONTACT for QUESTIONS:

Sara Kaner, Summit Director, No Barriers USA 224 Canyon Ave., Suite 207 | Fort Collins, CO 80521 970-484-3633 ext 320 | sara.kaner@nobarriersusa.org

FORMAT

Proposal should be a <u>maximum of 12 pages</u> not including cover sheet or supplemental materials; please format your document using 12 pt. sans serif font with 1-inch margins. E-mail your proposal as a PDF attachment, and mail one single-sided, unbound hard copy, along with all supplemental materials.

REQUIRED CONTENTS

COVER SHEET

Include the name and contact information for the submitting organization, as well as that of the individual who will serve as a single point of contact.

RESPONSES: QUALIFICATIONS, IDEAS, and ASSETS

Using the Site Criteria that follows as a guide, tell us how your organization will meet or exceed our needs as a Site Host Partner. Please address all of these considerations:

- **1.** <u>Introduction and History</u>: Please introduce us to your organization including history, capabilities, staff, and mission (as applicable).
- 2. <u>Site and Facilities</u>: Include a description of your physical site and its available facilities and amenities including food service (onsite or temporary, plus catering) and nearby lodging (affiliated and not).
- 3. <u>Similar Experience</u>: The Summit will bring about 1500 participants to your site for four days, to participate in multiple, simultaneous activities. Please tell us about your organization's past experience producing / hosting a similar event. Include information on as many as 3 comparable events, including references (name, title, phone, e-mail address).
- 4. <u>Unique Site Assets</u>: Include a description of how local assets including geography might enhance the Summit beyond meeting the Site Criteria. In other words, what does your location offer that will make our event even better than previous Summits?
- 5. <u>Volunteers</u>: We cannot produce a great Summit without great volunteers. We have a core group that comes to every Summit, but we rely heavily on local volunteers. Tell us how your organization will help us recruit and engage quality volunteers at your location.
- 6. <u>Community Connections and Partnering</u>: Tell us how you believe the local government, non-profit community, tourism board, chamber of commerce, and other local resources will support and get involved with the Summit. Which local organizations have a focus or clientele similar to No Barriers, and how might they partner with us on the Summit? Which local resources would you identify as key partners for our event, and what is your organization's relationship to them?
- 7. <u>Media and Sponsorship</u>: What kind of connections do you have to local media? What ideas and connections can you offer to potential local sponsors that would make the Summit a success at your location?

COST PROPOSAL

- 1. <u>Cost Overview</u>: Include sample costs for hosting the No Barriers Summit, based on 1500 participant. Please provide anticipated averages for each of the following areas: Lodging/night, catered breakfast/lunch/dinner, sack lunch options, general space rental, A/V rates, shuttle rates to nearest major airport, potential activities available in your area, etc.
- 2. <u>Sponsorship Proposal</u>: What type of monetary and in-kind sponsorship can you offer the No Barriers Summit? (A \$10,000 minimum cash commitment is expected.) Successful Host nonprofit Partners and Resort/Site Hosts in past years have included sponsorships of \$60,000 or more in cash & in-kind gifts including staff volunteer hours, administrative resources, free lodging and site fees, discounts on lodging, catering, rentals, etc. Please detail exactly what cash & in kind sponsorship you can offer, including how you would help us secure a title sponsor. (Full sponsorship package information is available on request.)

SUPPLEMENTAL MATERIALS

Please include the following attachments to help us evaluate your Site Host Partner bid.

- Sample catering menu / food service menu with pricing
- Site map(s) highlighting Summit-relevant facilities or areas

- List of nearby accommodations and sample pricing, including possible discounts
- Printed promotional materials including brochures, flyers, or publications about your site

SITE CRITERIA:

Knowing that no single location can meet every aspect of an ideal, prospective Host Partners and their site locations will be compared in terms of the Site Criteria listed in the Program Requirements. Please read these guidelines and use them in putting together your proposal.



NO BARRIERS

More About No Barriers

No Barriers was founded in 2003 as a 501c3 nonprofit. Our mission is to unleash the potential of the human spirit. Through transformative experiences, tools and inspiration, we help people embark on a quest to contribute their absolute best to the world. In the process, we foster a community of curious, brave and collaborative explorers who are determined to live the No Barriers Life. Learn more at

www.nobarriersusa.org.

In addition to the **No Barriers Summit**, the organization is currently enacting our mission through a number of events and programs. Our two other major programs are:



No Barriers Warriors (NBW) empowers veterans to overcome barriers and reclaim lives. In this program, mountains serve as both metaphor and training ground for wounded soldiers as they stretch goals, build world-class teams, innovate through adversity, and step up to lead and serve others. Integrated with the rehab process, S2S helps soldiers restructure how they approach their past and future.

NO BARRIERS



NO BARRIERS

YOUTH

No Barriers Youth (NBY) is dedicated to creating moments that challenge students' perspectives of the world and inspire them to make it a better place. Students and educators of all abilities and backgrounds are invited to embark with NBY on authentic, immersive travel experiences. The unique NBYeducational model equips students to explore science and culture for a deeper understanding of the world, to discover their personal interests and to tackle community issues with passion and wisdom.

"We're not looking for a handout – we want opportunity; people with disabilities can give to the community and not be takers. With 20% of the population disabled, it's big buying power. So, Corporate America, get on board with No Barriers, because together we can do a good community service, but we can also be good for business."

- Harry R. Horgan, Paraplegic, Co-Founder and CEO, Shake-A-Leg Miami, 2009 Summit Host Partner





2017 Broken Arrow Skyrace EVENT SPONSORSHIP AGREEMENT

This EVENT SPONSORSHIP AGREEMENT (this "Agreement") is made and entered into between Alpenglow Mountain Racing LLC, and the North Lake Tahoe Resort Association, a California nonprofit corporation ("Sponsor").

1. <u>Event</u>. Alpenglow Mountain Racing LLC is the organizer, owner and operator of "2017 Broken Arrow Skyrace" which will take place on June 16 – 17, 2017 at Squaw Valley, Placer County, California (the "Event"). Sponsor desires to obtain, and Alpenglow Mountain Racing LLC desires to grant, sponsorship rights to the Event, as set forth in this Agreement.

2. <u>Obligations of Event to Sponsor</u>: Sponsor will be incorporated into the Event marketing and will receive the following benefits:

- a) Sponsor shall be granted the ability to create unique onsite activations.
- b) Sponsor's name and logo shall be included on digital, print and grassroots media where applicable.
- c) Sponsor's name and logo shall be included on the 2017 Broken Arrow Skyrace website home page and sponsor page, listed as a partner, with a link to <u>www.GoTahoeNorth.com</u>.
- d) Sponsor's name and logo shall be included on appropriate general event signage used to promote the Event.
- e) Sponsor shall be included in daily PA announcements during the Event.
- f) Sponsor is granted ability to use the official Broken Arrow Skyrace trademarks and logos in promotions, marketing material, website and the like.
- g) Sponsor shall receive five-three (35) complementary race entries (valid for the 26k or VK races) which can be used for giveaways and/or staff.
- h) Sponsor shall receive 10X10 booth space that Sponsor will staff at the Event base area.
- Event will include North Lake Tahoe specific questions in a post-event survey. Questions will be agreed upon prior to survey being sent.
- i) Sponsor information will be included in a minimum of two (2) Event E-blasts/newsletters.

3. Obligations of Sponsor to Event:

- a) Sponsor shall provide a \$10,000 cash sponsorship to the Event.
- b) For any and all joint marketing efforts to promote the Event, both organizations will work together on the materials and will have joint approvals.
- c) List 2017 Broken Arrow Skyrace on the event calendar on the NLTRA website (www.GoTahoeNorth.com).
- d) Alpenglow Mountain Racing LLC will provide Sponsor an acceptable Certificate of Insurance naming Sponsor as an additional insured (\$1,000,000 per occurrence, \$2,000,000 general aggregate).

4. <u>Use of Intellectual Property</u>. Sponsor hereby acknowledges and agrees that (i) all right, title and interest in the name, logos, trademarks, copyrights and other intellectual property rights of Alpenglow Mountain Racing LLC, including, without limitation, the Event Marks; the Event; and all accounts, descriptions, pictures, videos,

audio, reproductions, recordings, memorializations or other information concerning or in connection with the Event, belongs exclusively to Alpenglow Mountain Racing LLC, (ii) Sponsor may use Alpenglow Mountain Racing LLC 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 Alpenglow Mountain Racing LLC 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 Alpenglow Mountain Racing LLC Properties, (iv) all uses of Alpenglow Mountain Racing LLC, (v) any permitted use of Alpenglow Mountain Racing LLC 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 Alpenglow Mountain Racing LLC, and (vi) Event Marks must be used in a complete format, and no abbreviated uses are permitted.

5. <u>Relationship of the Parties</u>. The relationship of Sponsor and Alpenglow Mountain Racing LLC 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 Alpenglow Mountain Racing LLC 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.

6. <u>Attorney Fees</u>. 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.

7. <u>Counterparts; Scan/Facsimile</u>. 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

Name: _	BRENDAN	MADIGAN	
ASSOCIATIO			

Date: 1.20.17

Ву: _____

Name: _____

Title: _____

Date: _____

ALPENGLOW MOUNTAIN RACING

By: ___

WANDERLUST

SPONSORSHIP AGREEMENT

This sponsorship agreement (the "Agreement") is entered into as of the date listed on the signature page (the "Effective Date") by and between WANDERLUST FESTIVAL, LLC, 26 Dobbin St., 3rd Floor, Brooklyn, NY 11222 ("Wanderlust") and NORTH LAKE TAHOE RESORT ASSOCIATION, 100 N Lake Blvd, Tahoe City, CA 96145 ("Sponsor" or "NLTRA").

RECITALS

- A. Wanderlust produces a series of festival events under the brand name "Wanderlust," including Wanderlust Squaw Valley, which is held in Olympic Valley, CA from July 20-23, 2017, July 19-22, 2018 and July 18-21, 2019. Each event shall be referred to herein as an Event and collectively as the "Events."
- A. The parties have agreed to terms under which NLTRA shall become a sponsor of the Events.

For and in consideration of the mutual covenants, rights, and obligations set forth in this Agreement, the parties agree as follows:

- 1. <u>Sponsorship Benefits</u>. During the Term (defined below), NLTRA will be a sponsor of the Events, which entitles the Sponsor to the following benefits at each Event:
 - a. On Site Activation.
 - i. Wanderlust, at its sole expense, shall provide a 10x10 foot activation area at the Events for Sponsor to use for custom activation (the "Activation Area"). Sponsor shall have the opportunity to feature custom signage, product sales and sampling, data capture and drive to retail promotions at the Activation Area, subject to Wanderlust's reasonable approval;
 - b. Passes. Wanderlust will provide Sponsor with six (6) complimentary 4day tickets to each Event.

FIND YOUR 🚸 TRUE NORTH

WANDERLUST • 26 DOBBIN SREET, THIRD FLOOR • BROOKLYN, NY 11222 WANDERLUST.COM

- c. Brand Recognition.
 - i. On each Event's official website, Wanderlust to create a custom brand page featuring Sponsor's logo, company information and website links. Sponsor's logo also to be included in the "Partners" footer on Event pages;
 - ii. Sponsor's logo in each Event's program guide, if any;
 - iii. Sponsor inclusion into all Wanderlust Squaw Valley press releases prior to the event.
 - iv. Sponsor's logo and link to website to be included in select digital advertising where space allows. Sponsor will have the opportunity to work with Wanderlust to create a benefit package to offer the Wanderlust audience which would be agreed upon by both parties prior to release.
- d. Wanderlust produces events in other cities throughout the U.S. and the world. This Agreement grants Sponsor rights only with respect to the Events on the dates and locations listed above.
- 2. <u>Sponsorship Consideration</u>. In consideration of the sponsorship rights granted herein, Sponsor will pay or provide to Wanderlust the following:
 - a. <u>Fee</u>. The sum of Thirty Thousand US Dollars (\$30,000.00) annually, payable in full by March 15 of each year of the Term.
 - b. If Sponsor fails to pay Wanderlust within the designated time periods, then interest will begin to accrue immediately on the past due amount at the rate of the lesser of the maximum amount allowed by law or 10% annually. If it becomes necessary for Wanderlust to retain legal counsel to collect any portion of the fees due under this Agreement, in addition to all such fees, the Sponsor will be liable for payment of all legal fees incurred by Wanderlust plus any other costs of collection.
- 3. Intentionally Omitted.
- 4. <u>Term and Termination</u>. This term of this Agreement commences on the Effective Date and terminates on September 1, 2019 (the "Term"). If either party commits a material breach of any provision of this Agreement or at any time fails or refuses to fulfill a material obligation under this Agreement and the breaching party fails to remedy the breach within 30 days of receipt of written notice of the breach from the other party, then the non-breaching party may terminate this Agreement effective immediately after the expiration of the 30-day cure period.

Wanderlust may at any time terminate this Agreement, and if Wanderlust terminates this Agreement for reason other than Sponsor breach, then the Sponsor will be relieved of its obligation to pay the consideration in Section 2, and will receive a refund of any amounts previously paid under Section 2.

- 5. Intentionally Omitted.
- 6. <u>Sponsor Materials; Loss, Damage or Theft.</u> Wanderlust shall provide suitable levels of security at each Event, but Wanderlust assumes no liability for the damage or theft of Sponsor's materials or equipment at any Event, except where due to the negligence or misconduct of Wanderlust.
- 7. <u>Covenant.</u> Each party covenants and agrees to comply with all federal, state and local statutes/regulations relating to ensuring the proper safety and health precautions are taken to protect the work, the workers, the public and the property of others.
- 8. <u>Injuries.</u> Sponsor waives any rights to recover from Wanderlust for any injuries that Sponsor (and/or Sponsor's employees and subcontractors) may sustain while at any Event, unless such injuries are due solely to Wanderlust's negligence or misconduct.
- 9. License.
 - a. The Sponsor grants Wanderlust a license to use the Sponsor's approved name, logo, and other identifying characteristics in promoting the Event.
 - b. During the Term, the Sponsor may identify itself as a sponsor of the Event in any and all of its advertising for the Sponsor's products and or services in the Category. Wanderlust will provide the Sponsor with a suite of official logos and images for the Event to use on advertising, web site and other avenues as approved by Wanderlust. Any use by the Sponsor of the Event's name or logo must be approved in advance by Wanderlust.
 - c. Wanderlust will use reasonable efforts to use the Sponsor's approved name, logo, trademarks, and other identifying characteristics in a high quality manner, and will use reasonable efforts to modify any use that the Sponsor finds objectionable. Notwithstanding the preceding, Wanderlust has absolute control regarding the location, sizing and design of all signage at each Event, including signage featuring Sponsor's approved name or logo.

- d. Wanderlust acknowledges the Sponsor's exclusive ownership in the Sponsor's trademarks and further acknowledges that the trademarks are unique and original to the Sponsor and that the Sponsor is the owner of the trademarks. Wanderlust will not, at any time during or after the Effective Date, dispute or contest, directly or indirectly, the Sponsor's exclusive ownership in the Sponsor's trademarks. Wanderlust acknowledges that its use of the Sponsor's trademarks inures to the Sponsor's benefit, and that Wanderlust will not acquire any ownership in the Sponsor's trademarks as a result of the license granted by this Agreement.
- e. The Sponsor acknowledges Wanderlust's exclusive ownership in its respective trademarks and further acknowledges that the trademarks are unique and original to Wanderlust and that Wanderlust is the owner of its respective trademarks. The Sponsor will not, at any time after the Effective Date, dispute or contest, directly or indirectly, Wanderlust's exclusive ownership in its respective trademarks. The Sponsor acknowledges that its use of Wanderlust's trademarks inures to Wanderlust's benefit, and that the Sponsor will not acquire any ownership in Wanderlust's trademarks as a result of the license granted by this Agreement. The Sponsor acknowledges that it has no claims or rights in the "Wanderlust" name and trademark and, during or after the Term of this Agreement, will not assert any claim in the "Wanderlust" name and trademark.
- 10. <u>Merchandise</u>. Sponsor may not distribute any merchandise or articles at the Event without Wanderlust's prior written consent, except as is specifically provided in Paragraph 1., above. Except with respect to merchandise within the Category, distribution of merchandise or articles at the Event is subject to Wanderlust's exclusivity agreements with other sponsors.
- 11. <u>Photo & Video</u>. Any capture of photos or videos by Sponsor shall be approved in advance by Wanderlust. Such approval will not be unreasonably withheld provided that such photo or video capture occurs in close proximity to the Activation Area. All photographers and videographers shall be identified in advance by Sponsor and must wear appropriate photo/video credentials issued by Wanderlust. Wanderlust cannot authorize photo or video capture in any class. Full-resolution copies of any photos or videos (the "Event Media") captured by Sponsor shall be provided to Wanderlust promptly upon Wanderlust's request. Sponsor hereby grants to Wanderlust the unlimited right to exploit Event Media for promotional purposes in perpetuity throughout the universe.

- 12. <u>Force Majeure</u>. Any delay or failure of either party to perform its obligations (except for payment obligations) under this Agreement is excused to the extent that it is caused by an event or occurrence beyond its reasonable control, including acts of God, actions by governmental authority (whether valid or invalid), fires, floods, windstorms, explosions, riots, natural disasters, wars, sabotage or labor problems, provided the party claiming force majeure promptly notifies the other part of the event of force majeure, the anticipated duration of the event of force majeure, and the steps being taken to remedy the failure.
- 13. <u>Weather; Event Cancellation</u>. Wanderlust anticipates that all Events will be held regardless of the weather. If a particular Event cannot be held on the scheduled dates, whether due to force majeure, inclement weather or Wanderlust's decision to cancel such Event, Wanderlust will make good faith efforts to reschedule the Event. If the Event cannot be rescheduled during the Term, Wanderlust shall refund a pro-rated portion of the Fee to Sponsor.
- 14. Insurance.
 - a. Without limiting or qualifying Sponsor's liabilities, obligations, or indemnities, the Sponsor will obtain before the Event, at its sole cost and expense, the insurance coverages listed below. The insurance will contain a provision that it cannot be reduced or cancelled unless and until the insurance company notifies Wanderlust thirty days prior as certificate holder. All insurance policies must be issued by an insurance carrier reasonably acceptable to Wanderlust with a rating of A or better and authorized to do business in the States / Provinces in which each Event takes place. Upon request, Sponsor will provide Wanderlust with a full and complete copy of all the insurance policies required in this Agreement. Any third party that performs services for the Event on behalf of Sponsor must satisfy the same insurance requirements as provided in this section.
 - i. Commercial general liability insurance, including broad form contractual liability, personal injury liability, advertising liability, and products/completed operations liability coverage with minimum limits of liability of \$1,000,000.00 each occurrence, \$2,000,000.00 general aggregate, \$1,000,000.00 products completed operations aggregate, and \$50,000.00 damage to rented premises.
 - ii. Umbrella or excess liability insurance with available coverage limits of not less than \$2,000,000.00 general aggregate and

\$2,000,000.00 per occurrence.

- iii. Auto liability insurance covering owned, non-owned and leased or hired vehicles with the minimum amounts of \$1,000,000.00 each accident.
- iv. Sponsor will also maintain workers compensation as required under applicable state law insurance during the dates they are working with the Event, including coverage for subcontractors, agents, temporary employees, and volunteers.
- b. Sponsor will supply Wanderlust with proof of the aforementioned insurance by providing Wanderlust with a certificate of insurance and list the parties set forth in Exhibit A as "Additional Insured," as well as their respective officers, directors, members, managers, agents, and employees. Sponsor will provide Wanderlust with properly executed certificates of insurance before Sponsor provides any products or services to Wanderlust or at the Event, but in no event later than the later of the following: (i) the date of execution of this Agreement; or (ii) Thirty (30) days prior to the first day of the event. Further, coverage for the additional insureds shall apply on a primary non-contributory basis, for matters for which Sponsor is responsible for under this Agreement, irrespective of any other insurance whether collectible or not.
- c. Wanderlust will supply Sponsor with proof of the insurance requirements stated above by providing Sponsor with a certificate of insurance and list Sponsor and its respective officers, directors, members, managers, agents, and employees as additional insureds. Upon request, Wanderlust will provide Sponsor with properly executed certificates of insurance. Further, coverage for the additional insureds shall apply on a primary non-contributory basis, for matters for which Wanderlust is responsible for under this Agreement, irrespective of any other insurance whether collectible or not.

15. Indemnity.

a. By Sponsor. Sponsor will indemnify, hold harmless, and defend Wanderlust Festival LLC and its respective officers, directors, members, managers, agents, and employees (collectively the "Wanderlust Indemnified Persons") from and against any and all actions, claims, demands, suits, or liability, including reasonable outside attorneys' fees and expenses (collectively "losses") actually and reasonably incurred by a Wanderlust indemnified person, to the extent such claim arises out of or is related to: (a) sponsor's performance of its obligations under this agreement; and/or (b) any material breach of this agreement by sponsor; except to the extent that such losses are caused by the negligence or misconduct of the Wanderlust Indemnified Persons. As of the effective date, sponsor will use best efforts to require any third party that sponsor contracts with related to the event to indemnify Wanderlust in the same manner as any such third party indemnifies sponsor.

b. By Wanderlust. Wanderlust will indemnify, hold harmless, and defend sponsor and its respective officers, directors, members, managers, agents, and employees (collectively the "Sponsor Indemnified Persons") from and against any and all actions, claims, demands, suits, or liability, including reasonable outside attorneys' fees and expenses (collectively "losses") actually and reasonably incurred by a sponsor indemnified person, to the extent such claim arises out of or is related to: (a) Wanderlust's performance of its obligations under this agreement; and/or (b) any material breach of this agreement by Wanderlust; except to the extent that such losses are caused by the negligence or misconduct of the Sponsor Indemnified Persons.

16. Warranties.

- a. <u>Sponsor's Warranty</u>. The Sponsor warrants to Wanderlust that: (i) the Sponsor has the right and authority to enter into and perform its obligations under this Agreement; (ii) the Sponsor will perform its obligations under this Agreement in a commercially reasonable manner; (iii) the Sponsor's marks do not and will not violate any applicable law or regulation or infringe any proprietary, intellectual property, contract or tort right of any person; and (iv) the Sponsor owns its marks and all intellectual property rights therein.
- b. <u>Wanderlust's Warranty</u>. Wanderlust represents and warrants to the Sponsor that: (i) Wanderlust has the rights and authority to enter into and perform its obligations under this Agreement, and that, in doing so, it will not violate the rights of any third parties; (ii) any Wanderlust-provided materials (including trademarks) will not contain any content, materials or advertising that actually or potentially violates any applicable law or regulation or infringe any proprietary, intellectual property, contract or tort right of any person; and (iii) Wanderlust will perform its obligations under this Agreement in a commercially reasonable manner.

17. <u>Notices</u>. All notices and payment given in accordance with this Agreement will be effective if hand delivered or sent by overnight courier or by certified mail, return receipt requested to the following addresses:

Wanderlust Festival, LLC 26 Dobbin Street 3rd Floor Brooklyn, NY 11222-3110 Phone: 212-766-8040 x101 Email: sean@wanderlust.com Attn: Sean Hoess, CEO

North Lake Tahoe Resort Association 100 N Lake Blvd, Tahoe City, CA 96145 Attn: _____

Addresses for notice may be changed from time to time by written notice to the other party. Any communication or payment given by mail will be effective upon the earlier of (a) five business days following deposit in a post office or other official depository under the care and custody of the United States Postal Service; or (b) actual receipt, as indicated by the return receipt. If notice or payment is given by personal delivery or by overnight air courier, the notice or payment will be effective when delivered to the appropriate address set forth above.

- 18. <u>Limitation of damages</u>. Except for indemnification obligations due to liabilities to third parties, notwithstanding any provision contained in this agreement to the contrary, no party to this agreement will be liable to any other party to this agreement for any incidental, indirect, special, consequential or punitive damages (including damages for loss of use, power, business goodwill, revenue or profit, nor for increased expenses, or business interruption) arising out of or related to the performance or non-performance of this agreement unless the damages arose due to a party's gross negligence or willful breach of this agreement. Wanderlust's liability under this agreement will not exceed the fees paid by sponsor to wanderlust under section 2.
- 19. <u>Independent Contractors</u>. The parties and their respective personnel, are and will be independent contractors and neither party by virtue of this Agreement will have any right, power or authority to act or create any obligation on behalf of the other party, unless expressly provided in this Agreement.

- 20. <u>Survival</u>. Those provisions of this Agreement that by their nature extend beyond termination or expiration of this Agreement shall survive such termination or expiration.
- 21. <u>Assignment</u>. This Agreement is personal to each of the parties, and neither party may assign or delegate any of its rights or obligations under this Agreement without first obtaining the other party's written consent.
- 22. <u>Governing Law and Venue</u>. This Agreement is to be governed and construed according to the laws of the State of New York without regard to conflicts of law. The proper exclusive venue for resolution of any dispute related to this Agreement is the Federal or State courts located in Kings County, New York. Both parties consent to jurisdiction in Kings County, New York.
- 23. <u>Entire Agreement</u>. This Agreement contains the entire agreement between the parties relative to the subject matter and supersedes any other prior understandings, written or oral, between the parties with respect to this subject matter. THE PARTIES ACKNOWLEDGE AND AGREE THAT, IN ENTERING IN TO THIS AGREEMENT, THEY HAVE NOT IN ANY WAY RELIED UPON ANY ORAL OR WRITTEN AGREEMENTS, UNDERSTANDINGS, REPRESENTATIONS OR WARRANTIES, EXPRESS OR IMPLIED, NOT SPECIFICALLY SET FORTH IN THIS AGREEMENT. No variations, modifications, or changes in the Agreement are binding on any party to the Agreement unless set forth in a document duly executed by or on behalf of such parties.
- 24. <u>Section References.</u> When this Agreement makes reference to an article, section, paragraph, clause, schedule or exhibit, that reference is to an article, section, paragraph, clause, schedule or exhibit of this Agreement unless the context clearly indicates otherwise. Whenever the words "include," "includes," or "including" are used in this Agreement, they are deemed to be followed by the words "without limitation."
- 25. <u>Severability</u>. If a mediator, arbitrator, or court holds, for any reason, that one or more provisions of this Agreement is invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability will not affect any other provision of this Agreement, but such provision will be deemed deleted, and the deletion will not affect the validity of other provisions of this Agreement.
- 26. <u>Counterparts</u>. The parties may execute this Agreement in any number of counterparts, each of which is deemed an original, but all of which together constitute one and the same instrument. This Agreement may be executed by facsimile, PDF, or other electronic signature.

27. <u>Construction</u>. All parties have been advised to seek their own independent counsel concerning the interpretation and legal effect of this Agreement and have either obtained such counsel or have intentionally refrained from doing so and have knowingly and voluntarily waived such right. Consequently, the normal rule of construction to the effect that any drafting ambiguities are to be resolved against the drafting party will not be employed in the interpretation of this Agreement or any amendment or exhibits.

By their representative's signature, the parties agree to and accept this Agreement.

WANDERLUST FESTIVAL, LLC

NORTH LAKE TAHOE RESORT ASSOCIATION

BY:_____ Authorized Signatory

AUTHORIZED SIGNATORY

DATE: _____

DATE:_____

BY:

EXHIBIT A Additional Insured to be added to Certificate of Insurance

Wanderlust Festival, LLC 26 Dobbin Street 3rd Floor, Brooklyn NY 11222 and their respective officers, directors, members, managers, agents, and employees as additional insureds.

. .

Wanderlust Squaw Valley, California Squaw Valley Resort, LLC Squaw Valley Neighborhood Company Squaw Valley and Alpine Meadows



JOB TITLE:	CEO/Executive Director
DEPARTMENT:	Administration
SUPERVISOR:	Board of Directors
STATUS:	Exempt

JOB SUMMARY

The position of CEO/Executive Director has the leadership oversight and responsibility for the successful operation of the North Lake Tahoe Chamber/CVB/Resort Association. This includes strategic and operational plans, budgeting, and supervision of all department directors, managers and staff. Additionally, this position will facilitate Board and Committee activity and provide assistance in their administrative support. He/She will represent the organization and its objectives as liaison with Placer County, multiple Regional Agencies, future funding partners, community organizations, cooperative partnerships and member businesses.

GENERAL ACCOUNTABILITIES

- Lead members of the staff, based on direction from the Board, develop annual and other strategic and operational plans, including but not limited to the Strategic Goals and Action Plan, Tourism Master Plan, marketing strategies and plans, integrated infrastructure and transportation development work plan and long range funding plan, Chamber plan and annual budget. (Relations with Board, Planning, Organization Skills, Communications, Management Skills, Leadership, Budget/Finance)
- Lead and support the Board with the negotiations with Placer County in development of the Agreement including Scope of Work and TOT budget. (Budget/Finance, Relations with Board, Planning, Organization Skills, Communications, Management Skills, Leadership)
- Ensure proper administrative support is provided to Board and committees, along with any and all information necessary to assist the Board and committees in the performance of their duties. (Relations with Board, Management Skills)
- Oversee management and staff in the performance of their daily duties, ensuring the implementation of an annual performance review process for all employees. (Personnel Relations, Management Skills)
- Direct and provide overall supervision of the organization's involvement in all special events and activities. (Personnel Relations, Communications, Management Skills, Leadership)

- Pursue additional funding source not currently available, including but not limited to grant application, economic development programs, new legislative initiatives and other public and private funding. (Budget /Finance, Planning, Leadership)
- Serve as a spokesperson for the organization; attend public meetings, representing membership's position on issues at local, state and federal levels as appropriate. (Communications, Leadership)
- Be responsible for the enforcement of all terms and conditions imposed in favor of the organization in any contract and/or rules and regulations of the organization. If any violations occur, take actions and proceedings as may be necessary to enforce them. (Management Skills, Communications)
- Be responsible for courteous and fair treatment of all members of the Chamber, as well as staff and guests. (Communications, Organization Skills)

OTHER ACCOUNTABILITIES

• Performs other duties as assigned or requested

ESSENTIAL QUALIFICATIONS AND ABILITIES

- Paramount are strong leadership and organizational skills; able to build an effective organization and develop critical relationships with local leaders, community members and regional partners
- Excellent verbal, written, and presentation skills
- Leadership experience with destination marketing, business management practices and procedures
- Leadership experience with Chamber of Commerce organization and functional issues.
- Leadership experience with budget development, management and tracking
- Understanding of and proven success in management of a multi-regional jurisdictional destination like Lake Tahoe, which incorporates two states, five counties and multiple regional jurisdictions
- Experience working in a small team environment

EDUCATION

- Four year degree from an academic institution or commensurate experience preferred; marketing, sales, hospitality or business major preferred
- Minimum 7 years in an executive leadership role.

LICENSES/PERMITS REQUIRED:

- Valid CA/NV driver's license
- Valid ID, Green Card or Resident Card if not a US Citizen



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Request for Proposal for Executive Search Firm

The North Lake Tahoe Chamber/CVB/Resort Association (NLTRA) has initiated a Request for Proposal (RFP) process to identify a search firm who can assist and facilitate the recruitment of a new President/Chief Executive Officer.

The current CEO will be in place until June 30, 2017 and it is the goal to have a replacement selected and in place by no later than June 1, 2017.

Formed in 1996, the NLTRA is a merger of an existing Chamber of Commerce, a Convention and Visitor Bureau, and also advises the Placer County, CA Board of Supervisors on the expenditure of Transient Occupancy Tax (TOT) for capital investments and visitor services that improve the visitor experience in North Lake Tahoe.

The unincorporated region of North Lake Tahoe lies primarily in Placer County, CA but also has a cooperative marketing agreement with the Incline Village Crystal Bay Visitors Bureau in Washoe County, NV. Using lodging taxes from both counties and states, the NLTRA, in conjunction with the North Lake Tahoe Marketing Cooperative, works to promote the world renowned destination for summer and winter. Located within a 1 hour drive to Reno, NV, a 2 hour drive to Sacramento, and a 3 hour drive to the San Francisco Bay Area, North Lake Tahoe draws millions of visitors each year. The summer offers a boating, hiking, biking and outdoors mecca, while winter is home to the largest concentration of ski resorts in the US.

If interested, please provide a detailed response to the questions below, execute where indicated, and e-mail to the attention of Adam Wilson, Search Committee Chair at <u>apwilson@vailresorts.com</u> no later than 12:00 p.m. PDT January 20, 2017. Upon receipt of written proposals via e-mail, finalists may be invited to speak to the CEO Search Committee to answer any questions on Monday, January 23, 2017. The CEO Search Committee will make a recommendation on the representation.

Scope of Work

NLTRA seeks proposals from executive search consultants to assist the organization in recruiting highly qualified candidates for NLTRA's President/CEO; with experience in recruiting Destination Marketing Organization/Chamber of Commerce executives in Mountain or Resort destinations to assist the organization in recruiting highly qualified candidates for NLTRA's next President/CEO.

The Consultant shall work with the CEO Search Committee and NLTRA leadership to actively source, recruit, evaluate suitability of, interview and refer qualified candidates for the position of President/CEO.

The Scope of Work will include, but is not limited to, the following:

- 1. Overview of your processes including specifics on needs assessments, sourcing and candidate due diligence.
- 2. A timeline and methodology of the search process with critical milestones for consideration:
 - a. Ensure understanding of the NLTRA's needs and establish a strategy to proceed
 - b. Develop recruitment plan, screen, list potential candidates
 - c. Identify any potential conflict of interest or restrictions that will limit your recruitment for executive level candidates
 - d. Check References
 - e. Advise and provide support on negotiating an employment contract
 - f. Your budget (professional fees and other associated costs)
 - g. Your terms and conditions of any applicable "replacement guarantee"

Proposal Requirements

Executive Summary

Include an Executive Summary of no more than two pages that outlines the key components of your proposal and solution. Please limit your complete response (including executive summary) to a maximum of 10 pages.

Firm Overview

1. Provide background information on your firm (both its history and current status) that you deem relevant or noteworthy. In particular: The team structure.

Proposed Services

Define the methodology that you will follow to meet the NLTRA's recruitment and selection requirement and resources that your firm is committed to provide to successfully deliver on this initiative.

2. Provide a projected timeline, outlining the number of months and specific milestones/phases, from inception of the assignment to CEO offer date, and your (and other applicable service personnel) role(s) in each phase.

Project Team

- 3. Provide the following information on the professionals dedicated to the assignment:
 - a. Provide an organizational chart of your proposed team.

- b. Who will be the NLTRA's primary point of contact and how will that individual manage the project team?
- c. List the role and responsibilities of the team members.
- d. Provide biographies of the key project team members.
- e. Provide three (3) references for similar requirements.

Relevant Experience

- 4. Describe your firm's experience for similar organizations and the value you brought to those assignments
 - a. Overview of recent successful searches with titles of the position and the size of organization.
 - b. Description of your network/experience as you see it applies to this position.
 - c. Average time to close.

Unique Qualifications

- 5. What strategy(s) will you employ to this requirement and what various services may need to be performed?
- 6. In what ways do you differentiate your firm from other executive search firms, and what are the advantages to the NLTRA?

Conflicts

7. Please note any perceived conflicts you may have as it relates to this assignment.

Fee Schedule

- 8. The fixed maximum fee required to perform all scope of work activities including the following details:
 - a. Estimate of expenses (travel, accommodation, advertising, per diems, etc.)
 - b. Estimate of fees, based on hours and hourly rate, itemized service provided.
- 9. The fee quoted shall be inclusive of all costs from conception to delivery.

Confidentiality/Disclosure

By signing on the Intent to Respond, your firm agrees that it and its employees will treat any and all information, documents, data and other materials, in any form, whether oral or written, disclosed to, or accessed by, your firm in connection with, or related to, this request for proposal or the request for proposal process as "Confidential information."

Your firm agrees that it shall undertake all necessary and appropriate steps to ensure that the secrecy of the confidential Information in its possession shall be maintained. Your firm and its employees will use Confidential Information solely for the purpose of evaluation and responding to this request for

proposal. You agree that your firm and its employees will not disclose Confidential Information to any third party without the prior written consent of the NLTRA.

This request for proposal does not constitute an offer and shall not be considered a contract with the NLTRA. The NLTRA is not obligated to accept any proposal or to engage the services of any service provider. The NLTRA reserves the right to accept or reject any and all proposals (or portions thereof) and to negotiate the terms set forth in any proposal. Please indicate in your proposal, any non-negotiable components of the RFP response. Your proposal is to be prepared at your sole cost and expense.

Evaluation Guideline

The NLTRA is seeking a proposal that provides the best overall value and level of service to the organization. As the best interest of the NLTRA will be determinative, the below criteria have been developed to inform proponents of the primary areas of consideration for the evaluation process.

There may be a second evaluation and, as such, pricing shall not be the sole determinative factor for award. The review team will determine if there is a need for a second stage of evaluation; in which case, there would be face-to-face interviews to make a final determination. In the interest of time, these face-to-face interviews may be conducted using technology such as Skype or Facetime.

Evaluation Criteria

Overall approach to executive recruitment and selection process	20%
Qualifications and Experience of Firm and Key Personnel/References	20%
Price/Fee Schedule	20%
Timeline/Schedule	10%
Networking Strategies	10%
Sample Recruitment Materials	
Confidence in effectively meeting the NLTRA's requirements	



Finance Staff Report

Date: 1/19/17

To: Board of Directors and Finance Committee

From: AI Priester, Director of Finance and Human Resources

Re: December 2016 Financial Statements

North Lake Tahoe Resort Association staff paid the employees of Homewood a visit on Friday the 13th of January to bring them cookies, cakes and donuts as they had recently experienced a fire that destroyed their computer systems and hard copy records for accounting and human resources. They believed they were backed up to the cloud but this turned out not to be the case.

I decided to test our backup and asked our IT Consultant to "pretend" that our servers had been destroyed in a fire and to produce a backup of all of our files. He indicated that he needed to come into our offices on Saturday to upgrade some software and that he would do it then.

On Monday morning, neither I, nor Lauren, our staff accountant, could open our Quickbooks files. I called our IT Consultant to see if he had moved the files and asked if he could reconnect. He didn't recall moving the files but said he would get back to me.

After several hours, he called to tell me that he had inadvertently deleted our Quickbooks files because he thought they were not being used and the server needed space. He then told me that he thought our live files were on the server being backed up nightly to the cloud, but they were not. He said that he would try to recover them from the server they had been deleted from, but that the process would take time.

On Tuesday morning, he called to tell me that he was not able to recover our files and that there was no backup.

To make a long sordid story short, I had made thumb drive backups for other purposes. The problem is, the most recent one was made last September. In essence we have lost three months of Quickbooks data and will need to recreate it. We will be devoting the next four weeks to accomplishing that task and hope to have December 2016 and January 2017 Financials available for the February 23, 2017 Finance Committee Meeting and the March 1, 2017 Board Meeting.

We are currently working with our IT Consultant to mitigate the costs associated with recreating these files and will also implement processes that don't rely on the cloud or our IT Consultant for Quickbooks backup.



February 1, 2017

Subject: Discussion and Possible Approval for Olympic Ski Museum Planning 16/17 TOT Funding Request for \$125,000 (MOTION)

From: Ron Treabess, Director of Community Partnerships and Planning

Staff and Capital Investment/Transportation Committee Recommendation:

 That the NLTRA Board approve and recommend to the Placer County Board of Supervisors the TOT request for \$125,000 to continue planning phases as specified in the attached revised and clarified funding application prepared by the Squaw Valley Ski Museum Foundation (SVSMF).

Background:

- The Committee previously recommended this request at its November 14th meeting (8-0-1) (Erin Casey abstained) and again on January 23rd (10-0-1) (Casey abstained)
- The recommendation is contingent upon the County, on behalf of SVSMF, successfully finalizing the mutual project site understanding with the U.S. Forest Service.
- At the December 4th NLTRA Board meeting, there were additional concerns/clarifications that were needed in the application before the Board could make a recommendation to approve the request.
- These included:
 - The specific tasks to be accomplished to successfully complete this planning phase.
 - Which tasks would TOT funds be used to complete and which would utilize other funding.
 - A clearly defined time schedule to assure TOT funds are being used only for appropriate tasks after approval of funds by the Board of Supervisors.
 - A detailed reporting from SVSMF as to how funding from previous TOT grants was expended and tasks accomplished.
- The NLTRA Board recommended that the SVSMF address these points and resubmit the revised application to the CI/T Committee.
- The Board also stated that it would reconsider the request at its February 1st meeting, if recommended by the Committee,

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Decision Considerations:

- Total project cost is \$288,068. TOT request is \$125,000 with matching funds of \$168,068.
- As previously stated, the CI/T Committee has reconfirmed its recommendation (10-0-0) on January 23rd, acknowledging that the revised application has addressed all of the prior concerns,
- All specific tasks, including those to be accomplished with TOT funds, and schedule for those in accordance with Supervisors approval are all clearly defined in the attached application.
- The itemized report of past TOT grant expenditures from 2008 and 2009 is in attachment A to the application.
- SVSMF is actively working with Placer CEO and DPWF to follow-up and finalize the intended use of the Squaw Valley Park site with the U.S. Forest Service.
- SVSMF has completed alternative site studies and concept plan with previous TOT grant which was requirement before and additional TOT requests could be made.
- The requested TOT funds will not be used to pay for Placer services or permits.
- Project is strong support of Tier 2 Priority in Tourism Master Plan.
- Application criteria score is 110 by both staff and applicant.



The North Lake Tahoe Resort Association CAPITAL INVESTMENT PROJECT/PROGAM FUNDING APPLICATION

PROJECT INFORMATION

1. Project Name: 1960 Winter Olympics Ski Museum

2. Brief Description of Project:

The planning of the 1960 Winter Olympics Ski Museum has been actively underway since 2008. This request for funding represents a continuation of the museum project to accomplish the following milestones:

- a. Completion of Environmental Questionnaire (EQ) to achieve a Mitigated Negative Declaration;
- b. Execution of a successful public outreach campaign to raise awareness of the project; and
- c. Approval for a Conditional Use Permit and Zoning Amendment to allow the building of a museum in Squaw Valley Park site by the Placer County Planning Commission and Board of Supervisors.

Upon achieving the three items above, this paves the way for the development and construction of the 1960 Winter Olympics Ski Museum. SVSMF anticipates a total cost of \$288,068 for this current phase. SVSMF is requesting a total of \$125,000 from the NLTRA Capital Investment Grant and will fundraise for the remaining balance of \$163,068. Dependent on a number of external factors, SVSMF anticipates a completion date of this phase no later than Summer 2018.

3. Project Status

With the support of Placer County and NLTRA, SVSMF conducted and assisted in multiple studies to research museum sites between 2008 and 2014. During that timeframe, SVSMF received a total of \$210,000 of NLTRA funding in 2008 and 2009 respectively. (*Please refer to Appendix A for expense details from 2008 to 2012.*)

In July 2015, SVSMF received approval from the Placer County Board of Supervisors to submit an application for the proposed museum building site. The selected site is located at the entrance to Olympic Valley within Placer County's Squaw Valley Park. To arrive at this great milestone, members of the SVSMF Board worked with a number of community partners for the past seven years to identify a site worthy of the region's 1960 Olympic history and rich winter sports culture in the Sierra Nevada.

With this vote of confidence by the County Supervisors, SVSMF seeks to build a world-class ski museum celebrating Sierra ski history and the 1960 Olympics, enhancing Tahoe's cultural and recreational amenities. In September 2016, SVSMF officially submitted an Environmental Questionnaire and Site application to the Placer County Planning Department. Concurrently, SVSMF has hired a new executive director to manage the site application process, execute community outreach and fundraising efforts.





Upon successfully completing this phase which includes receiving approval from the Placer County Planning Commission and Board of Supervisors for a Conditional Use Permit and zoning amendment allowing for a museum in Squaw Valley Park, next steps would include the launch of a capital campaign and comprehensive planning with project partners on the design and construction of the museum.

4. Project Background

A comprehensive story of the historic VIII Olympic Winter Games, held in February of 1960, has yet to be preserved and presented to the public; and North Lake Tahoe remains one of the only Olympic venues without a tangible legacy. As event organizers, volunteers, athletes and spectators from 1960 Winter Games age and pass on, there is an urgency to collect, preserve and exhibit the history of the games for now and future generations.

The hosting of the 1960 Winter Olympics at Squaw Valley was, and still is, seen as a pivotal moment in the history of winter sports and significantly fostered the growth of skiing and winter tourism in California and the Western United States. In comparison to other Winter Olympic venues in the United States, little has been invested subsequent to the 1960 Olympics to highlight, promote, reinforce and focus on the North Lake Tahoe region's Olympic legacy.

The 1960 Olympics Ski Museum project shares two equally critical objectives:

- 1) Capture and preserve the legacy and artifacts of the 1960 Winter Olympic Games while celebrating the region's Olympic spirit through current elite athletes who call Lake Tahoe home;
- 2) Exhibit and share the 150 plus year history of winter sports in the Western United States dating from the California Gold Rush era.

The vision for the museum project is to create a year-round multi-use attraction focused on cultural heritage tourism, visitor information and community awareness and pride. The vision reaches far beyond just a "traditional" museum, to also provide a cultural center, visitor information center, special events venue, as well as a unique place for knowledge and learning on endemic topics, state of the art visual media center and celebration of local Olympic and ski legacy.

As a museum, the goal is to feature extensive historic exhibits, interactive interpretative media exhibits about the skiing experience, and a community gathering place to celebrate the region's winter sports history. Behind the scenes, the SVSMF will fulfill a vital role preserving the legacy of winter sports by creating a repository of artifacts, archives and research collections for future generations. In a larger, statewide sense, SVSMF will illustrate the common thread skiing and winter sports have played in the historic development of our mountain communities.





FINANCIAL INFORMATION

1. Total Project Costs: \$288,068

The project costs of \$288,068 reflect current and projected expenses for the timeframe of July 2016 to December 2017. SVSMF has outlined below (in yellow) qualifying expenses totaling \$125,000, the amount requested in this grant application. The requested TOT funds would not be spent until SVSMF receives Placer County's approval of the funding application. (*Please refer to Appendix B, C and D for additional project details.*)

OVERVIEW OF PROJECT EXPENSES

Expense Items	Timeframe	SVSMF Contributions	NLTRA Contribution
Preliminary Traffic & Parking Counts	July/Aug 2016	\$2,025	
County EQ Submission & Site Application	Oct 2016	\$7,969	
Engineering Consulting	Aug 2016 to Dec 2017	\$38,874	<mark>\$37,000</mark>
Tree Arborist Study	Nov 2016	\$2,200	
Traffic & Parking Studies	Jan 2017	\$12,000	
Architectural Consulting	Mar to Dec 2017	\$25,000	<mark>\$73,000</mark>
Museum/Exhibit Consulting	Summer/Fall 2017		<mark>\$10,000</mark>
Community Outreach / Presentation Materials	Mar to Dec 2017	\$5,000	<mark>\$5,000</mark>
Administrative	Sept 2016 to Dec 2017	\$65,000	
Special Events & Fundraising Support	Sept 2016 to Dec 2017	\$5,000	
Total Forecasted Project Expenses / Allocation	\$288,068	\$163,068	<mark>\$125,000</mark>

Project Expense Details

- 1. Preliminary Traffic & Parking Counts (SVSMF: \$2,025)
 - a. Contracted vendor to conduct traffic and parking counts during summer 2016
- 2. County EQ Submission & Site Application Fees (SVSMF: \$7,969)
 - a. Includes Environmental Questionnaire Application Fee and GPA/Rezone Deposit
- 3. Engineering Consulting (SVSMF: \$38,874 | TOT: \$37,000)
 - a. EQ Submittal expenses includes preparation of: EQ form, exhibits, narratives, grading and drainage plans, research on sewer with SVPSD, and general project administration
 - b. Project coordination expenses include: working with County Planning Department on review and comments, preparation of feedback and project communications
- 4. Tree Arborist Study (SVSMF: \$2,200)
 - a. Contracted vendor to provide general assessment of native trees on desired building site
- 5. Traffic & Parking Studies (SVSMF: \$12,000)
 - a. Contracted vendor to provide traffic and parking analysis



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- 6. Architectural Consulting (SVSMF: \$25,000| TOT: \$73,000)
 - a. Initial Project Planning and Community Presentations
 - b. Project Design, Review and Approval Phases
- 7. Museum/Exhibit Consulting (TOT: \$10,000)
 - a. Initial interior planning

8. Community Outreach / Presentation Materials (SVSMF: \$5,000 | TOT: \$5,000)

- a. Working with Placer County Lake Tahoe CEO staff, community outreach planning may include email and/or direct mail surveys, website development, printed collateral, etc.
- b. SVSMF plans to host community info sessions and Q&A gatherings, as well as facilitated meetings with selected architectural design firm and other related vendors
- c. Development and printing of presentation display materials
- 9. Administrative (SVSMF: \$65,000)
 - a. Expenses for Executive Director and associated daily operations
- 10. Fundraising (SVSMF: \$5,000)
 - a. Expenses for marketing materials, special events, and donor communications

2. Total TOT Funds Requested: \$125,000

SVSMF is requesting 43% of the estimated project total amount of \$288,068 and will match the balance of \$163,068 through fundraising, sponsorships and grants to complete the project items outlined above. SVSMF has already initiated work on some project items and if approved, any NLTRA grant funds would only be used for expenses incurred after the approval of the application by Placer County.

3. Identify other funding from secured sources:

As part of the SVSMF business plan, the Foundation will solicit donations from local and state business members and associations, private/public foundation grants, and the private sector via corporations via sponsorships and individual giving campaigns.

Fundraising-to-Date:

- a) \$60,000 unrestricted
- b) \$28,000 in pending grant applications
- c) \$700,000 restricted (funds to only be used towards the construction of the museum and subsequent exhibits)

Additional Pledged Assets/In-Kind Donations:

- a) Auburn Ski Club/Western Ski Museum Collection: \$2.5M
- b) Museum of Sierra Ski History & 1960 Winter Olympics Collection: \$25,000
- c) In-Kinds Donations such as Volunteer Hours, Trade of Services, etc.: \$99,500

SVSMF is committed to an aggressive fundraising campaign, "Raise the Rings", which includes individual asks of key donors, solicitations of family foundations, corporate sponsorships, and key partnerships. Additional funding sources also include: Truckee Tahoe Community Foundation, Tahoe Mountain Resorts Foundation, Truckee Tahoe Airport District, Parasol Tahoe Community Foundation, California





Cultural Heritage Grants, State and Federal governmental funding, merchandise sales, and localized fundraising events featuring North Lake Tahoe Olympic athletes.

4. Will the project require future financial funding? What is the source of the future financial support? The proposed project budget and requested TOT funds is specific to the completion of this current phase as outlined under the "Financial Information" section. Upon completion of the listed objectives, SVSMF will have successful secured approval to build in Squaw Valley Park and the museum project will enter a capital campaign phase with a focus on securing corporate, private and public sector funding to design and build the museum.

Will this include maintenance needs?

For the projects in this grant application, there are no maintenance costs. Upon completion of the museum, SVSMF anticipates future maintenance and on-going operational costs for the proposed building to be identified in future project phases after completion of the County permitting process.

5. Provide project pro-forma, scope of work, and implementation schedule (timeline):

Please refer to Appendix B, C and D for detailed pro-forma, scope of work and project timeline. Currently SVSMF has continued its engagement of services with JK Architecture and Engineering based in Tahoe City and is conducting a Request for Qualifications to identify an architectural design firm. The expenses outlined in this application reflect the continuation of existing consulting contracts and anticipated project costs with new consultants.

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

In the unlikely event of cost overruns, SVSMF will undertake additional fundraising from available grants and among its donor base to manage any variances.

QUALIFICATIONS OF PROJECT SPONSOR

1. Name/Address:

Squaw Valley Ski Museum Foundation dba 1960 Winter Olympics Ski Museum PO Box 2697 Olympic Valley, CA 96146

The following organizations are current project partners:

- Auburn Ski Club, Inc., 19749 Boreal Ridge Rd. P. O. Box 729, Soda Springs, CA 95728
- Museum of Sierra Ski History and 1960 Winter Olympics, PO Box 1050, Homewood, CA 96141
- North Lake Tahoe Historical Society 130 West Lake Blvd P.O. BOX 6141, Tahoe City, CA 96146, with additional advisory support from Museums Administrator of the Placer County Museums, 101 Maple Street, Auburn CA 95603
- Truckee Tahoe Community Foundation, P.O. Box 366, Truckee, CA 96160





2. Financial Capability

SVSMF operates as a donor-based, nonprofit organization, staffed by a volunteer Board of Directors and a paid professional executive director. The organization's financial capability is based on the fundraising, available grants, corporate partnerships and in-kind services. (*Please refer to Appendix B for details.*)

3. Experience with projects of similar nature:

Eddy Ancinas, SVSMF Board Member

Eddy grew up in the Bay Area and skied at Sugar Bowl until she graduated from the University of Colorado. After volunteering at the 1960 Winter Olympics in Squaw Valley, she met her future husband, Osvaldo Ancinas, a member of the Argentine Olympic Team. They built a home in Alpine Meadows in 1965, where they lived with their three children while operating three Casa Andina Ski Shops in Alpine Meadows and Squaw Valley. Eddy has been on the board of the International Skiing History Association, North Lake Tahoe Chamber of Commerce, Lake Tahoe Ski Club Foundation and Squaw Valley Community of Writers. She is a non-fiction travel and ski history writer. Her latest book is *Tales from Two Valleys-Squaw Valley and Alpine Meadows*.

David Antonucci, co-founder Museum of Sierra Ski History & 1960 Winter Olympics and SVSMF Board President

David has resided in the Lake Tahoe area for over 41 years. He holds a bachelor's and master's degrees in civil and environmental engineering from California State Polytechnic University and Oregon State University, respectively. He is a licensed professional civil engineer in California, and pursued a successful professional career at senior management and policy level positions in government since 1973. He enjoys studying the science, environmental issues and natural history of Lake Tahoe. David rediscovered the 1960 Olympic cross country trail system which led to extensive research and his writing of *Snowball's Chance – The Story of the 1960 Olympic Winter Games* and *The 1960 Winter Olympics*.

Bill Clark, Executive Director, Auburn Ski Club and SVSMF Board Member

Starting as a junior racer in the Auburn Ski Club, Bill's ski career has spanned four decades. Graduating in the mid 70's from Sierra College and Sacramento State with a BA in Commercial Recreation, Bill joined the coaching staff conducting programs at Boreal in the winter and Mt. Hood in the summer. Under Bill's leadership, Auburn Ski Club (ASC) continues to be a major player in competitive ski racing and training with 40 coaches and over 250 competitors. As part of his ASC role, Bill also manages the Western Ski Sport Museum (WSSM) opened in 1969 and affiliated with the U.S. National Ski Hall of Fame. The collection was started in the 1930s by ski historian, William B. Berry, and is one of the most extensive ski history collections in the world, including artifacts dating back to the 1850s. WSSM executes exhibit development, construction and research that are all done in-house by the respective staffs of each museum operations.





John Wilcox, founder of Squaw Valley Institute and SVSMF Board Member

A 50-year Squaw Valley skier and 25 year Squaw Valley full-time resident, John retired from a successful business management career. John graduated from Oregon State University with a B.S. in Chemical Engineering and then went on to get his MBA from Stanford University. In Tahoe, he became the Founder and Board President, Squaw Valley Institute 2002 – 2012, and the director of Squaw Valley Public Service District, 2000 – 2016.

Marnie Carr, Executive Director, North Lake Tahoe Historical Society

The North Lake Tahoe Historical Society (NLTHS) has developed and operated similar exhibits and museums over the course of 30 plus years. The NLTHS operates two museums that preserve and present local history and provide chronological and cultural exhibits, sponsor educational and cultural events for the North Lake Tahoe, Truckee and Donner summit communities. NLTHS carries out exhibit development, construction and research that are all done in-house by the respective staff of each museum operations like the WSSM, NLTHS collections are also comprised of an extensive archival collection of photographs, local records, periodicals, books, films, scrapbooks and numerous private and personal collections donated by individuals and companies.

4. Objectives of Project Sponsor:

SVSMF's primary objective is to build and open the 1960 Winter Olympics Ski Museum by year 2020. Ultimately, the museum project would contribute to North Lake Tahoe in a number of ways including:

- Establish a world class Winter Sports Museum in Olympic Valley that educates and shares with the public the dynamic legacy of Western U.S. skiing history and the 1960 Winter Olympics in one central location.
- Create year around visitor traffic to North Lake Tahoe interested in the Olympic movement and Western ski history, business models that have been proven in Lake Placid, New York and Salt Lake City/Park City, Utah.
- Celebrate the region's Olympic legacy and ski heritage, provide educational and interpretative experiences, and feature current and future generations of notable ski contributors and potential Olympians.
- Leverage the rising trend of cultural heritage tourism in the North Lake Tahoe region to capture positive financial impact that both Lake Placid and Salt Lake City have benefited from by hosting Olympic Winter Games.

ECONOMIC IMPACT OF PROJECT

1. Estimated number of users:

SVSMF projects an annual visitation of 100,000 in the first year growing to 200,000 in the three to five years of the museum's operation. These projections are based on comparables from 2010 of the only other Olympic museums in the U.S. – Squaw Valley Ski Corp and Western Ski Sports Museum (combined 150,000 annually), Lake Placid, New York (50,000 annually) and Park City, Utah (200,000 annually).





2. Time of year:

The 1960 Winter Olympics Ski Museum is envisioned to be an year-round attraction to winter and summer visitors and sports enthusiasts alike. The scope and significance of the 1960 VIII Olympic Winter Games and the extensive legacy of skiing history throughout the region will undoubtedly draw a wide range of visitors in any season. The goal is for the museum to become a year-round anchor attraction in Squaw Valley especially as the trend for cultural and heritage tourism increases.

There are plans for the museum to work with local and regional non-profits such as the Squaw Valley Institute who hosts a wide variety of speakers and special events year-round, and Squaw Valley Community of Writers who hosts an annual conference drawing 300 attendees. SVSMF intends to develop a rich roster of such partnerships to drive year-round activity at the museum with a diverse representation of arts, cultural and interpretative offerings for visitors and residents.

The 1960 Olympics Ski Museum business strategy would also include developing strategic partnerships with regional local school districts, ski clubs, and tour operators from Reno, Sacramento and the San Francisco Bay Area to further its mission and bring economic impact to the North Lake Tahoe region. The museum will continue to work closely with the NLTRA, local and regional DMOs/Chambers of Commerce, California Travel & Tourism Commission and the National Trust for Historic Preservation's cultural heritage tourism program, to leverage the emergent international Heritage Tourism.

Weekends:

SVSMF plans to work with tourism entities to raise awareness of the museum and establish it as a "must visit" in the region. With the site location at the entrance of Squaw Valley and Highway 89, a stop at the museum will be convenient and provide a cultural highlight after a day of skiing in the North Lake Tahoe area. Possible weekend focused offerings include extended weekend hours during holidays and peak season and special evening events, such as historic movie showings or lectures, to augment a stay in the region. For day visitors from Sacramento, Reno and San Francisco Bay Area, a stop at the museum would be a quick "Squaw Valley and Tahoe" immersion experience.

Weekdays:

With a focus on programming and special events during the weekday timeframe, the museum has the potential of creating visitor demand in a typically slower timeframe. In addition, through partnerships with local non-profits and other organizations, the museum can support weekday activity through available meeting space. SVSMF also anticipates dedicated visitation and use by groups outside of tourists. For example, educational visitors such as historians and researchers may spend several days in the Squaw Valley and Lake Tahoe area utilizing collections and archives during the work week.

3. Number of visitors to be attracted as a result of project/program:

Based on comparables, an initial conservative estimate is 100,000 visitors annually in the opening year with the potential for up to 200,000 visitors by year five. The 1960 Olympics Ski Museum has the potential to create many possibilities for drawing new and returning visitors to the Squaw Valley and the North Lake Tahoe region.





SVSMF, working through museum development consultants, will develop a market demand study as well as market research of similar museums to develop a more accurate estimated number of visitors. The estimated break out of visitors is as follows:

Local Visitors: 20%

Out of Area Visitors: 80%

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

SVSMF best estimates based upon a 3-day average visit^{*}:

Lodging:	\$450.00	family of four						
Restaurant:	\$540.00	family of four						
Merchandise Sales:	\$300.00	family of four (inclusive of all ticket and retail purchases)						
* Based on 2008 Economic Impact of the Olympic Heritage 2010 Event & Olympic Heritage Museum Report submitted by Streamline Consulting Group								

Additional visitor expenditures as taken from the *Dean Runyan Report 2003* indicate the following spending profiles:

	<u>% total visitors</u>	daily per capita'02	daily per capita'10
Local day trip	15%	\$111.00	\$140.16
Drive Mkt (Bay/Sacto)	68%	\$130.00	\$164.68
Air Travel	17%	\$197.00	\$249.55

Overall conservative projections suggest that projected 100,000 additional visitors will generate over \$75 million per year once the museum opens. From there, future special events and celebrations could add an incremental 25,000 to 50,000 visitors annually.

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

The 1960 Olympics Ski Museum will serve as a multi-faceted facility for the region. In honoring past, present and future athletes and ski pioneers, the museum project provides a venue for locals and visitor education, as well as social and educational gatherings. The museum will capture and illustrate, for visitors, the Western U.S. ski experience in a way that does not exist today.

Culturally, the stories of the VIII Olympic Winter Games and the development of skiing in the Western U.S. – from the Gold Rush period to the pioneering ski clubs and evolution of the snowsports industry – are critical to the role of modern day skiing and competitive sport in the region. The role of the ski industry and 1960 VIII Olympic Winter Games are integral to the Lake Tahoe, Squaw Valley and California tourism experiences and region's heritage.

As chronicled in the Ski Sports Museum book, "<u>Gold, Ghosts and Skis</u>," California pre-dates other parts of the U.S. concerning skiing as the gold miners used 14 foot "long boards" (skis) to travel and recreate





in the high sierra gold camps. From Southern California to the Southern Cascades, skiing is a common thread and experience shared by residents and visitors, alike.

The community benefits of the museum will be numerous, including:

- A cultural attraction in Squaw Valley Park, with easy access and visibility from Highway 89, will attract locals and tourists to a variety of historical, cultural, educational, and inspirational displays and events.
- Direct contributions towards tourism dollars by fulfilling the need for cultural attractions.
- Provide a unique space to entertain and/or educate locals and visitors.
- Celebrate and preserve the rich cultural legacy, stories, and artifacts of our region's ski history including long board heritage, ski hall of fame and, Olympic legacy, and future World Cup and Olympic athletes.

COMMUNITY IMPACT

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

SVSMF believes that the entire North Lake Tahoe region and Eastern Placer County will benefit directly from the building of this museum project. The Foundation acknowledges that Olympic Valley/Squaw Valley, North and West Lake Tahoe communities will receive the greatest impact due to their proximity to the museum site. In addition, there will be strong interest from international visitors for an "Olympic Museum" as well as on-going support from within international and national ski-related industries due to the Foundations commitment to highlighting North Lake Tahoe and Squaw Valley as the center of western winter sports history in California.

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

The major benefit of the museum project is the creation and sustainability of 1960 Olympic heritage for current and future generations of North Lake Tahoe, Placer County and Northern California and the preservation and celebration of winter sports in California and throughout the West. Raising awareness and recognition of this important part of the region's heritage will augment on-going destination tourism efforts as well as provide educational opportunities for locals. SVSMF will also work with local hospitality and tourism business such as lodging and food establishments to develop travel packages to leverage the assets of both the museum and its regional resources. Please refer to the last Section "OTHER" for additional benefits of cultural heritage tourism as outlined by the State of California.

3. Will local resources be used to create, design, construct this project?

SVSMF has engaged the following local entities to support planning and construction of the museum:

- Gary Davis, JK Architecture and Engineering
- Gordon Shaw, LSC Transportation Consultants
- Larry Young, Ward Young Architecture





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

With the opening of a new cultural attraction, the following types of hospitality and travel businesses will receive direct economic impact: ski operators, lodging, restaurants, retail, transportation, etc. And given the multi-use plan for the new museum building, SVSMF also anticipates benefits for national and local cultural associations, educational audiences and associated nonprofit organizations.

Are they supportive of this project?

The passion for the museum project is astounding and one of the primary reasons SVSMF feels its vision and ambitious goals are possible. SVSMF is actively conducting community outreach on behalf of the project to solicit opinions, feedback and other considerations that will strengthen the final outcome. Please refer to Section 6. *Documentation of Community Support* for a list of entities who have provided support for this project including major governmental agencies to local business associations.

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

The interim satellite Museum of Sierra Ski History & 1960 Winter Olympics located in Boatworks Mall (Tahoe City) and to-be-built permanent 1960 Olympics Ski Museum are designed to be sustainable through a diversified funding portfolio including, but not limited to, operational revenues, corporate sponsorship, and fundraising such as foundation and individual giving and available public-private grants within the cultural museum and snowsport industries.

SVSMF anticipates that the museum project may require governmental support in the areas such as:

- Additional/new transit stop(s) along existing transit routes to access the new museum
- Potential need for new way-finding signage to enhance the visitor experience
- Visitor info staff training to support the museum and help drive traffic to the new attraction

How will these costs be funded?

SVSMF plans to operate the museum independent of on-going governmental subsidies through a capital campaign, corporate sponsorships, private donations and available public and private grants. SVSMF will work closely with NLTRA and other entities in the region to determine how best to fund mutually beneficial needs to support the museum operation and tourism in the region.

6. Document the community support for the project:

SVSMF has been fortunate to receive overwhelming support from year-round residents and second homeowners, visitors, local businesses and associations, and community leaders from throughout the North Lake Tahoe region. SVSMF has conducted individual presentations to Placer County Supervisors Chairman Jim Holmes, "Rocky" Rockholm, and Kirk Uhler, who expressed positive support for the museum project. The museum has the potential to reach a wide audience including winter sports enthusiast, historian, educator, school groups, and cultural tourism visitors.





SVSMF Board of Directors is comprised of Olympic Valley and North Lake Tahoe community leaders, Auburn Ski Club, North Lake Tahoe Historical Society, and the Olympic Cross Country Trails Restoration Committee have been meeting for more than a year. To date we've met with a wide range of community members and governmental leaders, and we feel there is, and will continue to be, a great deal of support, both regionally, state wide and nationally for such a museum complex.

Listed below represent organizations who have shown support since SVSMF started its efforts in 2009:

- Auburn Ski Club / Western Ski Sport Museum
- California State Parks
- California Ski Industry Association
- California Tahoe Conservancy
- Granlibakken Resort
- North Lake Tahoe Historical Society
- North Lake Tahoe Chamber of Commerce
- North Lake Tahoe Resort Association
- North Tahoe Business Association
- Olympic Trails Organizing/Restoration Committee
- Placer County Board of Supervisors (via majority vote)
- Placer County Museums Division
- Squaw Valley Avalanche Education Fund
- Squaw Valley Merchant Association
- Squaw Valley Ski Corporation
- Squaw Valley Institute & Writer's Conference
- Sierra State Parks Foundation
- Tahoe City Downtown Association
- Tahoe City Public Utility District
- Truckee Tahoe Community Foundation
- Truckee North Tahoe Transportation Management Association
- United States Ski Association and U.S. Ski Team
- United States Olympic Committee
- West Shore Association





NORTH LAKE TAHOE TOURISM MASTER PLAN

1. Describe how the project meets the goals of the 2015 Tourism Master Plan and criteria of this application (Strategic Goals, Tier 1 & 2 Priorities, Core Project Groupings, and Project Funding Strategy Guidelines)

In the 2015 North Lake Tahoe Tourism Master Plan, NLTRA recognized the need to "invest in facilities and amenities that support history and arts and culture, such as museums, interpretive centers and public art." Beyond the direct impact that the 1960 Olympics Ski Museum would contribute as a new cultural center for the community and heritage tourism attraction for visitors, SVSMF believes the museum project would also support NLTRA's Tier 1 and 2 Priorities in the following manner:

Tier 1 Priorities:

- Supports "Visitor Activity & Facilities Action Item: Provide connected trail systems throughout North Lake Tahoe" by enhancing the trail system visitor offerings through new amenities and experiential programming.
- Supports "Marketing & Sales Action Item: Creating and additional visitor draw to support longer stays, year-round" by providing a new attraction and amenities for visitors that also diversifies available offerings beyond snowsports.
- Supports "Visitor Information Action Items: Provides an additional location for visitor information and potential community meeting space for local business training events" by providing community space within the museum building for possible visitor info kiosks and/or event space for trainings and NLTRA gatherings.

Tier 2 Priorities:

- Directly impacts "Visitor Activity & Facilities Action Item: Invest in facilities and amenities that support history and arts and culture, such as museums, interpretive centers and public art" through the creation of a new cultural heritage museum and interpretive center.
- Directly impacts "Visitor Activity & Facilities Action Item: Create more public gathering and use spaces such as: plazas, parks, vista points, and group and event spaces" through a purposefully designed multi-use building to include community gathering space. The museum would also augment the existing amenities of the county-operated Squaw Valley Park.
- Supports "Transportation Action Item: Create point-to-point shuttles to key destinations" by providing a signature stop along an existing transit route and creating visitor demand for shuttle.
- Supports "Marketing & Sales Action Item: Expand international visitation from emerging tourism markets" through the offering of an Olympic heritage center with international appeal.
- Supports "Marketing & Sales Action Item: Develop and implement marketing strategies to diversify winter product offerings in response to climate change" by offering a compelling offslope attraction that is of interest to the North Lake Tahoe visitor and completely independent of weather conditions.





• Supports "Visitor Information Tier 2 Action Item: Create mobile, seasonal, walk-up visitor information at popular locations and events" by providing a potential highly visible location for permanent and/or seasonal visitor info kiosk.

2. Using Project Funding Strategy Guidelines, what is your project's score and how was it determined? (135 points maximum)

As outlined in Section 1 under "NORTH LAKE TAHOE TOURISM MASTER PLAN," SVSMF evaluated the 1960 Olympics Ski Museum project utilizing the NLTRA strategic goals and priorities closely. It is the goal of SVSMF to build a museum that enhances NLTRA's strategic priorities through direct and indirect support of: creating new visitor activity and facilities, enhancing transportation and marketing & sales priorities, and supporting new visitor information plans.

Criteria	Points
Projects that support Tourism Master Plan Tier 1 priorities of key core function areas	25 points
and strategic goals. (30 points max)	
 Human Powered Sports and Activities 	
Regional Transportation Vision	
 Advancement of Tourism Economy called for in Community Plans 	
Projects that are within highest priority CI/T Plan Project Groupings (30 points max)	25 points
Trails (highest)	
Recreation Amenities	
Tourism-Based Redevelopment	
Transportation Services	
Projects that support Tourism Master Plan Tier 2 priorities (15 points max)	15 points
Projects that support other CI/T Plan Project Groupings (15 points max)	15 points
 Way-finding Signage Museums/Cultural Centers 	
Special Events/Regional	
Parks	
Transportation Infrastructure	
Projects that support environmental improvement 15 points max	0 points
Projects that have matching funds available 15 points max	15 points
Projects that have all other funding sources in place 15 points max	15 points
Other Criteria for Consideration (some weight)	TBD
 Percentage of TOT budget required by project request 	
 Percentage of project budget to be provided by TOT 	
 TOT request necessary for "gap" funding 	
 TOT request necessary to leverage additional funding 	
 Project request effect on geographic distribution of capital investment funds 	
Total	110 points





OTHER

List other benefits that should be considered by the Resort Association in evaluating this request: The State of California recognizes the importance of economic and cultural trends of "Cultural Heritage Tourism" as defined by the National Trust for Historic Preservation. In the State Plan *Sustainable Preservation: California's Statewide Historic Preservation Plan, 2013-2017,* "various studies over the past few decades have shown a growing interest in travelers' desire to experience artistic, cultural, and historic activities, and indicate that heritage or cultural travelers spend significantly more money per trip, resulting in a greater investment in the communities they visit versus other types of travelers."

According to the State's findings, direct economic benefits of cultural heritage tourism include new tourism revenues streams as well as new businesses, jobs, and often times, higher property values. Studies also show the opportunities for increased economic diversification while holding on to the characteristics that make communities unique. It is also believed that once Californians *"have been informed about the value of historical and cultural resources and the benefits they provide to the livability and sustainability of communities, people will care more about these resources and acquire a sense of responsibility, of stewardship, for them."*

There is a sense of urgency to establish the 1960 Olympics Ski Museum as a central repository for our sports and winter legacy. Auburn Ski Club has led the effort for more than 40 years, and has created a world class collection in the process. However, more needs to be done and on an accelerated pace. Every year the individuals who helped shape the history of skiing are passing away. Included in that group are the participants, leaders and volunteers who made the 1960 VIII Olympic Winter Games a reality. Private collections of memorabilia and documentation of our sports' past, and especially from the 1960 VIII Olympic Winter Games, are disappearing as generations change. The 1960 Olympics Ski Museum will provide a secure and everlasting home for those collections and memorabilia.

Additional benefits include:

- Opportunity to capture the oral histories and collections of local individuals who participated in or attended the 1960 Winter Olympic Games
- Establishment of North Lake Tahoe and Squaw Valley as the epicenter of Western Ski History
- Development of the 1960 Olympics Ski Museum providing a cultural and recreational center for the community, centered around winter sports history
- Educational opportunities for local and regional students of all ages





APPENDIX A: NLTRA Expense Details from 2008-2012

2008 Expenditures

EXPENSES	Vendor	Date	Details	Itemized Total	Sub-Total
Contract Services: Executive Director/"Project Manager"					\$404.53
	Linda Williams	11/1/08	Museum project business planning	\$404.53	
Contract Services: Museum Project Planning					\$2,030.00
Sind a contract in a second respect to a second	Natalie Davenport	8/15/08	Museum business planning support, assistance on RFP process	\$1,000.00	
	Natalie Davenport	11/1/08	Museum business planning support, assistance on RFP process	\$1,030.00	
Contract Services: Website/Design					\$3,031.25
	Sandbox Studio	6/30/08	Website hosting, domain set-up	\$975.00	
_	Sandbox Studio	11/1/08	Website design and launch	\$1,348.75	
	Sandbox Studio	11/15/08	Website design and launch	\$617.50	
	Sandbox Studio	12/1/08	Website design and launch	\$25.00	
	Sandbox Studio	12/15/08	Website design and launch	\$65.00	-
egal Services					\$1,694.50
-56-194 (1149)	Porter Simon	12/15/08	Nonprofit status set-up	\$1,694.50	
fotal Expenses				\$7,160.28	\$7,160.28

EXPENSES	Vendor	Date	Details	Itemized Total	Sub-Total
					\$34,617.4
Contract Services: Executive Director/"Project Manager"	Linda Williams	2/1/09	Develop strategic business plan, organize Board responsibilities	\$1,500.00	
	Linda Williams		Develop strategic business plan, organize Board responsibilities	\$117.41	
	Linda Williams		Develop strategic business plan, organize Board responsibilities	\$3,000.00	
	Linda Williams		Develop strategic business plan, organize Board responsibilities	\$1,500.00	
	Linda Williams		Develop strategic business plan, organize Board responsibilities	\$3,000.00	
	Linda Williams		Execute business plan; Act as project manager overseeing museum master plan process	\$2,000.00	
	Linda Williams		Execute business plan; Act as project manager overseeing museum master plan process	\$4,000.00	
	Linda Williams		Execute business plan: Act as project manager overseeing museum master plan process	\$1,500.00	
	Linda Williams		Execute business plan; Act as project manager overseeing museum master plan process	\$4,500.00	
	Linda Williams		Execute business plan; Act as project manager overseeing museum master plan process	\$1,500.00	
	Linda Williams		Execute business plan; Act as project manager overseeing museum master plan process	\$1,500.00	
	Linda Williams		Execute business plan; Act as project manager overseeing museum master plan process	\$1,500.00	
ningen seine besten feren an verse für versen betrefte som av besten anste interse av her besten kommenter som e	Linda Williams	10/02/2009	Execute business plan; Act as project manager overseeing museum master plan process	\$1,500.00	
	Linda Williams		Execute business plan; Act as project manager overseeing museum master plan process	\$1,500.00	
	Linda Williams	10/23/2009	Execute business plan; Act as project manager overseeing museum master plan process	\$0.00	
	Linda Williams	11/06/2009	Execute business plan; Act as project manager overseeing museum master plan process	\$1,500.00	
	Linda Williams	11/24/2009	Execute business plan; Act as project manager overseeing museum master plan process	\$1,500.00	
	Linda Williams		Execute business plan; Act as project manager overseeing museum master plan process	\$3,000.00	
		second scenario de la seconda de			
Contract Services Administrative Support				4444	\$4,606.5
	Cheyenne Sabad		Organizational support, data entry, project research	\$528.25	
	Cheyenne Sabad		Organizational support, data entry, project research	\$905.00	
	Cheyenne Sabad		Organizational support, data entry, project research	\$1,203.75	
	Cheyenne Sabad		Organizational support, data entry, project research	\$1,146.25	
	Molly MacGregor	12/15/09	Organizational support, data entry, project research	\$823.25	
Contract Services: Museum Project Planning					\$880.0
	Natalie Davenport	1/1/09	Museum business planning support, assistance on RFP process	\$880.00	
					\$1,147.5
Contract Services: Website/Design	Sandbox Studio	5/15/09	Website Maintenance; Logo design	\$1,147.50	
	33110004 310010	3/13/03	Website Maintenance, cogo oc sign	and the complete the second second second	of the local data in the local
Contract Services Museum Building Master Plan					\$58,714.0
contract scheep more single states in an	Gary Davis Group	3/6/09	Preliminary project review	\$6,000.00	
*****	Gary Davis Group	05/13/2009	Preliminary master plan	\$13,350.00	
	Gary Davis Group		Preliminary master plan	\$1,000.00	
	Gary Davis Group	06/08/2009	Preliminary master plan	\$10,916.69	
	Gary Davis Group	07/16/2009	Preliminary master plan	\$9,233.61	
	Gary Davis Group	08/12/2009	Preliminary master plan	\$9,509.70	
	Gary Davis Group	11/06/2009	TON site analysis	\$1,000.00	
	Will Bruder Partners	10/23/09	Presentation/Charette	\$5,214.20	
	Will Bruder Partners	11/20/2009	Presentation/Charette	\$2,489.80	
					\$1,414.0
Insurance	Wells Fargo Insurance Services	8/24/09	D&O, Liability	\$1,414.00	51,414.0
	weas rargo assurance services	0/24/09	loav, tievery		
Legal Services					\$980.00
	Porter Simon	3/6/09	Counsel of tax status and bylaws	\$634.00	
	Porter Simon	06/15/2009	CA Registration	\$60.00	
	Porter Simon		FTB, Attorney General Registration	\$226.00	
	Porter Simon		Charitable Trusts Registration	\$60.00	
Total Expenses				\$102,359.41	\$102,359.4





APPENDIX A: NLTRA Expense Details from 2008-2012 (cont.)

EXPENSES	Vendor	Date	Details	Itemized Total	Sub-Total
					\$31,500.0
Contract Services: Executive Director/"Project Manager"				\$1,500.00	\$31,500.0
	Linda Williams		Execute business plan; Interim museum management		
	Linda Williams		Execute business plan; Interim museum management	\$1,500.00	
	Linda Williams		Execute business plan; Interim museum management	\$1,500.00	
	Linda Williams		Execute business plan; Interim museum management		
	Linda Williams		Execute business plan; Interim museum management	\$1,500.00	
	Linda Williams		Execute business plan; Interim museum management	\$1,500.00	
	Linda Williams		Execute business plan; Act as project manager overseeing museum master plan process	\$4,500.00	
	Linda Williams	06/08/2010	Execute business plan; Act as project manager overseeing museum master plan process	\$1,500.00	
	Linda Williams	06/21/2010	Execute business plan; Act as project manager overseeing museum master plan process	\$1,500.00	
	Linda Williams	07/09/2010	Execute business plan; Act as project manager overseeing museum master plan process	\$1,500.00	
	Linda Williams	07/16/2010	Execute business plan; Act as project manager overseeing museum master plan process	\$1,500.00	
	Linda Williams	08/09/2010	Execute business plan; Act as project manager overseeing museum master plan process	\$1,500.00	
	Linda Williams	09/10/2010	Execute business plan; Act as project manager overseeing museum master plan process	\$3,000.00	
	Linda Williams	10/15/2010	Execute business plan; Act as project manager overseeing museum master plan process	\$4,500.00	
	Linda Williams	12/30/2010	Execute business plan; Act as project manager overseeing museum master plan process	\$3,000.00	
Contract Services: Administrative Support					\$4,568.50
conduct services. Administrative oupport	Big Water Studios	5/24/10	A/V services for public meeting	\$500.00	
	Molly MacGregor		Organizational support, data entry, project research	\$936.00	
	Molly MacGregor		Organizational support, data entry, project research	\$2,431.25	
	Molly MacGregor		Organizational support, data entry, project research	\$400.50	
	Molly MacGregor	09/10/2010	Organizational support, data entry, project research	\$300.75	-
Contract Services: Interim Museum					\$1,250.00
conduct services: internit wascan	Intrawest	1/31/10	Fees for Interim Museum Space	\$1,250.00	
Contract Services Museum Building Master Plan				A1 202.02	\$1,320.00
	Gary Davis Group		TON Analysis	\$1,200.00 \$120.00	
	Snowfire Consulting	9/29/10	Site consultation	\$120.00	
Contract Services: Website/Design					\$2,000.00
	MacBeth Graphics	1/31/10	Website redesign/maintenance	\$2,000.00	
Insurance					\$1,406.00
	Wells Fargo Insurance	9/10/10	D&O, Liability	\$1,406.00	
Total Expenses				\$42,044.50	





APPENDIX A: NLTRA Expense Details from 2008-2012 (cont.)

EXPENSES	Vendor	Date	Details	Itemized Total	Sub-Total
Contract Services: Interim Museum					\$2,032.10
contract services. Interna Museum	Linda Williams	3/28/12	Interim museum project management	\$2,032.10	+=,===
					410 100 0
Contract Services Museum Building Master Plan				40.000.00	\$49,498.60
	Urban Pacific Properties, Inc.		Building project management	\$9,785.00	
	Urban Pacific Properties, Inc.		Building project management	\$7,370.00	
	Urban Pacific Properties, Inc.		Building project management	\$7,750.00	
	Urban Pacific Properties, Inc.		Building project management	\$2,410.00	
	Urban Pacific Properties, Inc.	05/22/2012	Building project management	\$8,977.50	
	Urban Pacific Properties, Inc.	07/25/2012	Building project management	\$4,565.00	
	Urban Pacific Properties, Inc.	08/06/2012	Building project management	\$3,283.45	
	Urban Pacific Properties, Inc.	12/06/2012	Building project management	\$2,829.05	
	Ward-Young Architects	9/28/12	Museum renderings	\$2,528.60	
Contact Services: Accounting					\$850.0
	McClintock Accountancy Corporation	8/13/12	Federal and State Tax Prep	\$850.00	
Contract Services:Website/Design					\$123.7
	MacBeth Graphics	9/11/12	Design for Public Outreach Materials	\$123.75	
Insurance					\$1,406.0
	Wells Fargo Insurance Services	8/27/12	D&O, Liability	\$1,406.00	
Legal Services					\$1,929.5
	Attorney Gen. Reg. of Charitable Trusts	8/13/12	Form RRF-1 for 2011	\$25.00	
	Lo Duca & Avdis, LLP		Zoning consulting	\$1,092.00	
	Sproul Trost LLP		USFS Letters, UPP Communications	\$812.50	
Total Expenses				\$55,839,95	\$55,839.9





APPENDIX A: NLTRA Expense Details from 2008-2012 (cont.)

Vendor	Date	Details	Itemized Total	Sub-Total
				\$2,032.10
Linda Williams	3/28/12	Interim museum project management	\$2,032.10	\$2,052.10
				\$49,498.60
Lishen Desifie Dreportion Inc.	1/10/12	Building project management	CO 795 00	\$45,458.00
and an an an and a second s				
Ward-Young Architects	9/28/12	Museum renderings	\$2,528.60	
				\$850.00
McClintock Accountancy Corporation	8/13/12	Federal and State Tax Prep	\$850.00	
				\$123.75
MacBeth Graphics	9/11/12	Design for Public Outreach Materials	\$123.75	
				\$1,406.00
Wells Fargo Insurance Services	8/27/12	D&O, Liability	\$1,406.00	
				\$1,929.50
Attorney Gen, Reg. of Charitable Trusts	8/13/12	Form RRF-1 for 2011	\$25.00	
		and a second	\$1,092.00	
Sproul Trost LLP			\$812.50	and the second second second second
			CEE 030.05	\$55,839.95
	Linda Williams Linda Williams Urban Pacific Properties, Inc. Ward-Young Architects MacClintock Accountancy Corporation MacBeth Graphics Wells Fargo Insurance Services Attorney Gen. Reg. of Charitable Trusts Lo Duca & Avdis, LLP	Linda Williams 3/28/12 Urban Pacific Properties, Inc. 1/19/12 Urban Pacific Properties, Inc. 02/18/2012 Urban Pacific Properties, Inc. 03/29/2012 Urban Pacific Properties, Inc. 03/29/2012 Urban Pacific Properties, Inc. 04/26/2012 Urban Pacific Properties, Inc. 05/22/2012 Urban Pacific Properties, Inc. 07/25/2012 Urban Pacific Properties, Inc. 07/25/2012 Urban Pacific Properties, Inc. 08/06/2012 Urban Pacific Properties, Inc. 12/06/2012 Urban Pacific Properties, Inc. 12/06/2012 Ward-Young Architects 9/28/12 McClintock Accountancy Corporation 8/13/12 MacBeth Graphics 9/11/12 Wells Fargo Insurance Services 8/27/12 Attorney Gen. Reg. of Charitable Trusts 8/13/12 Lo Duca & Avdis, LLP 9/11/12	Linda Williams 3/28/12 Interim museum project management Urban Pacific Properties, Inc. 1/19/12 Urban Pacific Properties, Inc. 02/18/2012 Building project management Urban Pacific Properties, Inc. 03/29/2012 Building project management Urban Pacific Properties, Inc. 04/26/2012 Building project management Urban Pacific Properties, Inc. 05/22/2012 Building project management Urban Pacific Properties, Inc. 05/22/2012 Building project management Urban Pacific Properties, Inc. 07/25/2012 Building project management Urban Pacific Properties, Inc. 08/06/2012 Building project management Urban Pacific Properties, Inc. 12/06/2012 Building project management Urban Pacific Properties, Inc. 12/06/2012 Building project management Ward-Young Architects 9/28/12 McClintock Accountancy Corporation 8/13/12 MacBeth Graphics 9/11/12 Design for Public Outreach Materials Mells Fargo Insurance Services 8/27/12 D& <td>Linda Williams 3/28/12 Interim museum project management \$2,032.10 Urban Pacific Properties, Inc. 1/19/12 Building project management \$9,785.00 Urban Pacific Properties, Inc. 02/18/2012 Building project management \$7,370.00 Urban Pacific Properties, Inc. 03/29/2012 Building project management \$7,750.00 Urban Pacific Properties, Inc. 04/26/2012 Building project management \$2,410.00 Urban Pacific Properties, Inc. 05/22/2012 Building project management \$2,410.00 Urban Pacific Properties, Inc. 05/22/2012 Building project management \$3,283.45 Urban Pacific Properties, Inc. 07/25/2012 Building project management \$3,283.45 Urban Pacific Properties, Inc. 08/06/2012 Building project management \$3,283.45 Urban Pacific Properties, Inc. 12/06/2012 Building project management \$2,829.05 Ward-Young Architects 9/28/12 Museum renderings \$2,528.60 McClintock Accountancy Corporation 8/13/12 Federal and State Tax Prep \$850.00 Muclis Fargo Insurance Services 8/27/12 Design for Public Outreach Materials \$123.75</td>	Linda Williams 3/28/12 Interim museum project management \$2,032.10 Urban Pacific Properties, Inc. 1/19/12 Building project management \$9,785.00 Urban Pacific Properties, Inc. 02/18/2012 Building project management \$7,370.00 Urban Pacific Properties, Inc. 03/29/2012 Building project management \$7,750.00 Urban Pacific Properties, Inc. 04/26/2012 Building project management \$2,410.00 Urban Pacific Properties, Inc. 05/22/2012 Building project management \$2,410.00 Urban Pacific Properties, Inc. 05/22/2012 Building project management \$3,283.45 Urban Pacific Properties, Inc. 07/25/2012 Building project management \$3,283.45 Urban Pacific Properties, Inc. 08/06/2012 Building project management \$3,283.45 Urban Pacific Properties, Inc. 12/06/2012 Building project management \$2,829.05 Ward-Young Architects 9/28/12 Museum renderings \$2,528.60 McClintock Accountancy Corporation 8/13/12 Federal and State Tax Prep \$850.00 Muclis Fargo Insurance Services 8/27/12 Design for Public Outreach Materials \$123.75





APPENDIX B: Project Pro Forma and Financials

SQUAW VALLEY SKI MUSEUM FOUNDATION

PROJECT PRO FORMA & FINANCIALS

SECTION ONE - PROJECTED INCOME

Funding Sources	Amount	Funds Committed	Funds Pending
Donors	\$108,068	\$63,625	\$44,443
TMRF Grant (pending)	\$25,000		\$25,000
NLTRA CIT Grant (pending)	\$125,000	tbd	tbd
Other Grants (pending)	\$30,000		\$30,000
Total Forecasted Project Income	\$288,068	\$63,625	\$99,443

SECTION TWO - PROJECTED EXPENSES

Expense Items	Timeframe	SVSMF Contributions	NLTRA Contribution
Preliminary Traffic & Parking Counts	July/Aug 2016	\$2,025	
County EQ Submission & Site Application	Oct 2016	\$7,969	
Engineering Consulting	Aug 2016 to Dec 2017	\$38,874	\$37,000
Tree Arborist Study	Nov 2016	\$2,200	
Traffic & Parking Studies	Jan 2017	\$12,000	
Architectural Consulting	Mar to Dec 2017	\$25,000	\$73,000
Museum/Exhibit Consulting	Summer/Fall 2017		\$10,000
Community Outreach / Presentation Materials	Mar to Dec 2017	\$5,000	\$5,000
Administrative	Sept 2016 to Dec 2017	\$65,000	
Fundraising Support	Sept 2016 to Dec 2017	\$5,000	
Total Forecasted Project Expenses / Allocation	\$288,068	\$163,068	\$125,000





APPENDIX C: Project Details and Timeline

SVSMF has identified the following project areas as part of its NLTRA Infrastructure Grant application. Completion of these phases would clear the way for SVSMF to launch a capital campaign and work with project partners on the design and construction of the museum building as well as the necessary planning for museum curation and exhibit planning.

EQ Application & Site Application

Goals: Submit all necessary environmental review documents for Environmental Questionnaire application and Zoning Amendment to Placer County. Receive approval from Placer County Board of Supervisors and Planning Commission for certification of a Mitigated Negative Declaration, Conditional Use Permit and approval of zoning change allowing a museum in Squaw Valley Park.

Timeline: On-going from October 2016 to December 2017

Expenses include: Engineering consulting fees, architectural consulting fees, requested impact studies

- In a continuation of work, SVSMF is working with JK Architecture and Engineering to prepare plans and studies for the California Environmental Questionnaire Application (CEQA).
- Specific deliverables include: environmental engineering reports preliminary architectural designs, traffic and parking study, and arborist study.
- Review CEQA process needs via on-going communications with Placer County and USFS officials
- Develop preliminary building budget and conceptual building design based on site selection and museum plan, along with community and county feedback.

Community Outreach Campaign

Goals: Inform Placer County communities of proposed museum project and conduct meetings/sessions to gather feedback and grow support of the museum in the Squaw Valley Park site.

Timeline: On-going from January 2017 to December 2017

Expenses include: email and/or direct mail surveys, website development, hosting of community meetings, development of presentation materials and other printed collateral.

- Develop a strategic communications plan and public outreach campaign to help raise awareness of the museum project and build public support for the museum in Squaw Valley Park.
- Host community informational meetings and conduct Q&A sessions
- Work with Placer County to execute public outreach campaign including emails, direct mail, etc.





APPENDIX D: Proposed Timing of Project Expenses (July 2016 to December 2017)

Blue Highlight = SVSMF Expenses Yellow Highlight = TOT Funding

	Sector Sector		2016	11.124.14.191	and a state of the	The Association		in choiche sui	Decomposition (1942)	A MARCHINE AND	201	17	All and the second second	No. No.		16200 1000		Sub-Totals	SVSMF	TOT
endors/ Expense Description	August	September	October	November	Decembeer	January	February	March	April	May	June	July	August	September	October	November	December	SUD-TOLAIS	34 2141F	101
Application Fee			\$7,969															7,969	\$7,969	
Application & Engineering Consulting	\$13,700	\$22,000	\$1,460	\$1,714								\$7,000	\$10,000	\$10,000	\$10,000			75,874	\$38,874	\$37.
	515,700	322,000	\$1,400	\$2,200								\$7,000	\$10,000	510,000	\$10,000			2,200	\$2,200	55110
Tree Arborist Study Traffic & Parking Studies	\$2,025			\$2,200		\$12,000												14,025	\$14,025	
Traine & Parking Stocies	52,025					V12,000														
Preliminary building design								\$10,000	\$8,000									18,000	\$18,000	
Preliminary renderings								\$5,000										5,000	\$5,000	
Consultant time for community meetings									\$2,000				\$3,000		\$3,000			8,000	\$2,000	\$6,0
Round 2 of renderings with community input											\$10,000	\$13,500	\$13,500	\$10,000				47,000		\$47,0
Final exterior building plans upon site approval														\$10,000	\$10,000			20,000		\$20,0
Museum Planning Firms (TBD)																				
Exhibit Consultant													\$5,000	\$5,000				10,000		\$10,0
Community Outreach																				
Collateral				1				\$1,500										1,500	\$1,500	\$3,0
Presentation Materials								\$1,000	\$1,000		\$1,500	\$1,500						5,000	\$2,000	\$2,0
Mailers, Emails, Surveys									\$1,500		\$1,000	\$1.000						3,500	\$1,500	
Fundraising																				
Paid Social Media				\$200														200	\$200	
Donor Appeal Materials												\$1,500						1,500	\$1,500	
Donor Prospect Events					\$400			\$400					-			\$2,500		3,300	\$3,300	
Administrative	\$1,500	\$2,000	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	65,000	\$65,000	
Totals:	\$17,225	\$24,000	\$13,529	\$8,214	\$4,500	\$16,100	\$4,100	\$22,000	\$16,600	\$4,100	\$16,600	\$28,600	\$35,600	\$39,100	\$27,100	\$6,600	\$4,100	\$288,068	\$163,068	\$125,00

Event Sponsorship Action Item Contract Summary February 2017 Board of Directors Meeting

Tough Mudder

Dates:	June 10 – 11, 2017
Location:	Northstar California
Estimated Attendance:	12,000
Sponsorship Amount:	\$50,000 Cash, \$6,600 In-Kind

Notes:

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- Expect similar attendance and ROI in 2017 as compared to 2016.
- Event will take place at the mountains in the early summer which is a slower time for the resorts.
 - NLTRA will receive the following as part of the sponsorship:
 - o Logo inclusion and link to <u>www.GoTahoeNorth.com</u> on Tough Mudder Tahoe webpage
 - o Promotion of contracted NLT hotel properties on Tough Mudder Tahoe lodging webpage
 - On-site activation in Mudder Village (10x10 booth)
 - o Inclusion in Tough Mudder social media plan:
 - Mention of NLT in a minimum of two (2) social posts leading up to the event
 - Course and event showcased on Facebook via livestream, acknowledging NLT as site location
 4.16 million followers
 - o Race entries

2016 Results

Dates:	June 11 – 12, 2016			
Sponsorship Amount:	\$50,000			
Attendance:	11,630			
Out of Town Participants:	9,071			
Average Night Stay:	2.8			
Average Economic Impact:	\$4,790,425			
ROI:	96:1			

Comments:

The event was deemed a success by the producers as well as Northstar. In total, 11,000+ athletes and spectators were in attendance. Conducted a survey (1,040p) which indicated 78% stayed overnight for the event and 82% of them stayed in a hotel/rental/condo. 72% of them stayed in the North Lake Tahoe/Truckee Region. The average travel party size was 4.5 people which generated an average number of hotel rooms per night per party as 1.6 rooms. They found that there were 1,580 non-local unique event spectators and 8,304 non-local unique event participants. And 58% of attendees were first time participants so it was potentially their first visit to the region.

Tough Mudder Tahoe's live content performed very strongly, with a reach of close to 5M and over 700,000 unique views. The hashtag, #tmtahoe2016 and affiliated hashtags were tagged over 1,500 times.

There was an emergency evacuation off the mountain on Sunday due to lightning. Approximately 1,000 athletes were brought down the mountain safely. The vendor fair in the Village also had to be condensed on Sunday evening due to lightning.

Documents Attached:

• Contract

Tough Mudder Inc. 15 MetroTech Center, 7th Floor Brooklyn, New York 11201

December 7, 2016

John Thompson 100 North Lake Boulevard, 2nd Floor Tahoe City, CA 96145

RE: <u>Tough Mudder Community Support Agreement</u>

Dear Mr. Thompson:

When signed by each party, this letter agreement (the "**Agreement**") shall constitute the agreement between Tough Mudder Inc. (on behalf of itself and its subsidiaries and affiliates, "**Tough Mudder**") and North Lake Tahoe Resort Association ("**Supporter**") in connection with obstacle course events, conducted by Tough Mudder at Northstar California Resort on June 10-11, 2017 (the "**Event**"). For good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

1. <u>Support Fee</u>. Supporter shall pay Tough Mudder a support fee of Fifty Thousand Dollars (the "Support Fee") no later than sixty (60) days after the Event, less the Deposit outlined below.

a. <u>Deposit</u>. Supporter shall pay Tough Mudder a Deposit of Twenty-Five Thousand Dollars within thirty (30) days prior to the Event.

2. <u>Marketing.</u> Supporter shall work with Tough Mudder to execute identified opportunities outlined below in order to extend Marketing reach pertaining to the Event.

Tough Mudder Obligations:

- a. Tough Mudder shall place the North Lake Tahoe Resort Association logo on the official Tough Mudder Tahoe event page, indicating and acknowledging the local partnership and investment.
- b. Tough Mudder shall promote contracted hotel properties within North Lake Tahoe on the official Tough Mudder Tahoe Lodging page.
- c. Tough Mudder shall provide Supporter with one location in the Base Area (Mudder Village) to set up one (1) 10x10 pop-up tent activation at the Event. Supporter may provide promotional materials and other offerings at the Event, and Supporter agrees not to provide any food and/or beverage sampling without Tough Mudder's prior written approval. Supporter may provide its own tenting for the Event Activation, or may request Tough Mudder to secure tenting for the Event Activation so long as Supporter submits this request at least ninety (90) days in advance of the Event. Supporter agrees to follow all Tough Mudder Sponsor set-up, load-in, and load-out requirements for the Event, including staffing the Event Activation for the entire duration of the Event, which begins at 7:00 AM and ends no earlier than 5:00 PM.
- d. Tough Mudder shall showcase the course and Event through Facebook Livestream, acknowledging North Lake Tahoe, CA as the site location.
- e. Tough Mudder shall produce and deliver a final report of the Event to Supporter no later than sixty (60) days after the Event detailing the impact of the Event.
- f. Tough Mudder shall mention North Lake Tahoe in a minimum of two social posts leading up to the event.
- g. Tough Mudder shall provide Supporter with ten (10) complementary entries to the Tahoe race to be used for contest giveaways and/or NLTRA staff/representatives.

Supporter Obligations:

h. Supporter shall feature and promoted the Event on gotahoenorth.com.

- i. Supporter shall produce a press release noting the Event's return to North Lake Tahoe, CA in 2017.
- j. Supporter shall dedicate a total of six (6) social media posts via Facebook or Twitter that serve to promote the Event over the course of the Term.

3. <u>Permitting</u>. Supporter shall use reasonable efforts to assist Tough Mudder in obtaining any necessary permits, permissions and/or other approvals in connection with Tough Mudder conducting the Event, including but not limited to, attending meetings with the relevant agencies and authorities.

4. <u>Municipal Services</u>. Supporter shall use reasonable efforts to provide goods and services to Tough Mudder, where possible, to reduce overall costs, as agreed to by both parties.

5. <u>Volunteers</u>. Supporter shall use reasonable efforts to assist Tough Mudder in recruiting volunteers for the Event, including assistance identifying a local coordinator who is Tough Mudder's primary point of contact for volunteer recruitment.

6. <u>Economic Impact Assessment</u>. Supporter shall work with Tough Mudder to share available information and data for Tough Mudder to develop an economic impact analysis of the Event which will be given to the Supporter no later than sixty (60) days after the event. Tough Mudder shall work with Supporter to share available information and data for the same purposes.

7. <u>Accommodations</u>. Supporter shall work with Tough Mudder in order to set-up room blocks with local accommodations at the best available rates and provide a reservation platform to be linked from Tough Mudder's Event page. Supporter will assist in collecting the applicable statements from local accommodations itemizing direct expenditure in local accommodations as a result of the Tough Mudder event.

8. <u>Term.</u> The term of this Agreement is through December 31, 2017.

9. This Letter Agreement is governed by Tough Mudder's standard terms and conditions attached hereto and incorporated herein by this reference.

Thank you in advance for your support!

TOUGH MUDDER INC.

Print Name:

Title:

ACCEPTED AND AGREED:

SUPPORTER

Print Name:

Title:

STANDARD TERMS AND CONDITIONS

These Standard Terms and Conditions are attached to and incorporated into that certain community support agreement between Tough Mudder Inc. (on behalf of itself and its subsidiaries and affiliates, "Tough Mudder" or "Company") and North Lake Tahoe Resort Association ("Supporter") dated as of September 30, 2016 (the "Agreement"). Defined terms used herein but not otherwise defined shall have the same meaning as set forth in the Agreement.

1. Tough Mudder Intellectual Property: Supporter acknowledges that Company owns all right, title and interest in and to Company's trademarks, logos and other intellectual property (collectively, the "Company Intellectual Property") and Supporter must obtain Company's prior written approval of all aspects of Supporter's use of any Company Intellectual Property in each instance. This Section 1 shall survive the termination or expiration of this Agreement.

2. **Termination of Agreement by Tough Mudder**: Without limitation of any other rights or remedies available to Tough Mudder, Tough Mudder may terminate this Agreement immediately on written notice to Supporter if activator commits a breach of any of the terms and conditions of this Agreement, including, without limitation, failure to provide the support agreed upon. Additionally, Tough Mudder reserves the right to cancel this Agreement upon written notice to Supporter in the event that Tough Mudder does not have a contract in effect with a venue located within Supporter's community.

3. **Termination of Agreement by Supporter**. Without limitation of any other rights or remedies available to Supporter, Supporter may terminate this Agreement immediately on written notice to Tough Mudder if Tough Mudder fails to hold the Event within Supporter's community.

4. Force Majeure. Neither party shall be liable in damages for any delay or default in performing or complying with any provisions of this Agreement if such delay or default is caused by conditions beyond its control, including but not limited to: Acts of God, wars, terrorist activity, insurrections and/or any other cause beyond the reasonable control of the party whose performance is affected.

5. Indemnification by Supporter: Supporter hereby indemnifies and holds harmless, Tough Mudder, its affiliated and related entities, and each of their respective officers, directors, employees, agents, successors, assigns and sponsors, from and against any and all liability, injury, loss, causes of action, damage, costs and expenses, including, without limitation, attorneys' fees and disbursements, for any claims arising out of or related to: (a) a breach by Supporter of any representation, warranty, covenant or other obligation of Supporter under this Agreement; (b) Supporter's or its employees', agents', or other representatives' negligence or misconduct; and/or (c) any death or injury to any person or property, including, without limitation, the Venue, or any damage or loss resulting or claiming to result in whole or in part from any defect in Supporter's products, services, acts, omissions, negligence or misconduct. This Section 5 shall survive the termination or expiration of this Agreement.

6. Indemnification by Tough Mudder: Tough Mudder hereby indemnifies and holds harmless, Supporter, its affiliated and related entities, and each of their respective officers, directors, employees, agents, successors, assigns and sponsors, from and against any and all liability, injury, loss, causes of action, damage, costs and expenses, including, without limitation, attorneys' fees and disbursements, for any claims arising out of or related to: (a) a breach by Tough Mudder of any representation, warranty, covenant or other obligation of Tough Mudder under this Agreement; (b) Tough Mudder's or its employees', agents', or other representatives' negligence or misconduct; and/or (c) any death or injury to any person or property, including, without limitation, the Supporter, or any damage or loss resulting or claiming to result in whole or in part from any defect in Tough Mudder's products, services, acts, omissions, negligence or misconduct. This Section 6 shall survive the termination or expiration of this Agreement.

7. **Representations and Warranties**: Each party represents and warrants that: (a) the other party has the full right and authority to enter into this Agreement, perform its obligations hereunder, and grant all rights granted hereunder; (b) this Agreement has been signed on its behalf by a duly authorized representative and is a binding obligation enforceable against the other party in accordance herewith; and (c) in performance of this Agreement, the other party will, and will cause its employees, agents and other representatives, to comply with applicable state, federal and local laws and regulations. This Section 7 shall survive the termination or expiration of this Agreement.

8. Non-Compete: Supporter does not currently, nor will it ever, organize and/or market obstacle course mud challenges or similar events. Supporter will be privy to Tough Mudder's marketing and event organization information and agrees not to, or assist any third party to, compete with Tough Mudder in the practice of organizing, conducting and/or marketing obstacle course mud run events or similar events during the Term and for a period of ninety (90) days after the Term.

9. **Applicable Law**: This Agreement shall be governed by and construed in accordance with the laws of the State of New York, applicable to agreements negotiated, entered into and performed entirely therein without any application of choice of law provisions. All proceedings to resolve disputes shall be held in the state or federal courts of competent subject matter jurisdiction located in the State of New York, Kings County and Supporter hereby waives any objection on any grounds to same. This provision shall survive the termination or expiration of this Agreement.

10. Assignment: Supporter may not assign this Agreement or its rights and/or obligations hereunder without the prior written consent of Tough Mudder.

11. **Counterparts**: This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. Delivery may be made by facsimile or scanned and electronically mailed transmission of a signed counterpart.

12. Severability: If any provision of this Agreement is held invalid or unenforceable, such provision will be deemed modified to the least extent necessary to render it enforceable without invalidating or affecting the remaining provisions hereof.

13. No Amendment: The provisions of this Agreement may not be waived, altered, amended or repealed in whole or in party unless by written agreement signed by both Tough Mudder and Supporter.

14. **Relationship of Parties**: Tough Mudder and Supporter are independent contractors, and nothing in this Agreement shall cause either to be considered an agent, employee, joint venturer or partner of the other, nor shall either hold itself out as such.

15. Notice: All notices required or permitted to be given hereunder shall be sent to the address for Supporter or Tough Mudder (as applicable) first written above.

16. Confidentiality: Supporter agrees to maintain strict confidentiality with respect to the terms and conditions of this Agreement and any and all of Tough Mudder's proprietary business information learned by or otherwise obtained by Supporter, including, without limitation, information relating to Tough Mudder's event operation, marketing and branding strategies, costs, obstacles or obstacle blueprints, finances, construction, design, insurance, course management, staff, event courses, trade secrets or proprietary ideas (collectively, "Confidential Information"). Supporter shall not issue, authorize, confirm or deny, any statements, including, without limitation, posts on social media (e.g., Facebook, Twitter, etc.), relating to the Confidential Information, Event(s), Tough Mudder, or any of its personnel, products and/or services, including, without limitation, any injuries or incidences occurring at or in connection with the Event(s).

17. No Waiver: Failure by Tough Mudder to exercise any right, power or option hereunder, or to insist upon the strict compliance with the terms and conditions hereof by Supporter, shall not constitute a waiver of the terms and conditions of this Agreement with respect to any previous, subsequent or contemporaneous breach, nor shall such failure constitute a waiver by Tough Mudder of its rights thereafter to require strict compliance with all terms and conditions hereof.



Staff Report for Board

Subject: Delegation of Duties to Executive Committee

From: Sandy Evans Hall

Decision Considerations: The NLTRA Bylaws, Article VI, Section 4 (e) currently reads:

a. <u>Executive Committee</u>: With the annual approval of the full Board of Directors, the officers of the corporation, as defined above, shall serve as members of the Board Executive Committee. The purpose of the Executive Committee is to conduct Board business and implement Board policies and direction, as may be more efficiently handled by a committee of the Board. The full Board may delegate specific duties to the Executive Committee, as the full Board deems appropriate, through formal Board action.

Responsibilities that may be assigned by the full Board to the Executive Committee may include, but not necessarily limited to, representing Board policy directives and guiding the CEO in annual contract negotiations with Placer County. Annually, consistent with the adopted NLTRA Whistleblower Policy, the Executive Committee shall appoint one of its members to serve as the Compliance Officer, as defined in that policy.

Members of the 2017 Executive Committee to include Adam Wilson, Samir Tuma, Christy Beck and Brett Williams request delegation or assignment of responsibilities by the full Board to include the following:

- Conducting personnel reviews, determining corrective action and/or compensation with final approval by the full Board
- Developing agendas for the full Board meetings
- Coordinating and executing the CEO Search Process, including contracting with Search Firm, with monthly updates to the full Board
- Negotiating annual agreement between Placer County and NLTRA with final acceptance by the full Board
- The above responsibilities have been tacitly done by the Executive Committee in past years and this formalizes the authority of the Executive Committee to act on behalf of the full Board in the above areas
- All final decisions will still be made by the full Board at monthly or special meetings as defined in the NLTRA Bylaws

Staff Recommendation: Approve delegation or assignment of responsibilities to the Executive Committee as presented above.



Staff Report for Board

Subject: Proposal to fund CEO Search from \$100,000 TOT Cash Reserve

From: Sandy Evans Hall

Decision Considerations: The NLTRA Bylaws, Supplemental Operating Procedures and Policies currently reads:

Restricted Transient Occupancy Tax Cash Reserve Policy

The North Lake Tahoe Resort Association through approval of this policy on Feb. 3, 2016 hereby creates a Restricted Transient Occupancy Tax (TOT) Cash Reserve, comprised of previous years' TOT fund balance of \$100,000. The policy restricts the use of these assets to only those that achieve public benefit, as agreed to by contract between Placer County and the North Lake Tahoe Resort Association, and as allowable by state law. Expenditure of the Restricted TOT Cash Reserve shall only occur following approval by the Resort Association Board of Directors and approval by the Placer County Executive Office. The Board of directors may approve these requests by email outside of normal business meetings and County staff will reply to requests within two (2) business days. The restricted transient occupancy tax cash reserve funds will be placed in a separate bank account independent of all other funds held by the North Lake Tahoe Resort Association. Any funds depleted will be replenished as soon as practical, likely through the following sources:

- External or internal fund balance from the previous or current fiscal year
- TOT funds allocated through the annual budget process
- The members of the CEO Search Committee and NLTRA Board Executive Committee would like to request utilizing up to \$42,000 of the Cash Reserve for the purpose of conducting a search for a CEO replacement.
- The public benefit of these funds is to provide highly qualified leadership for the NLTRA in order to achieve the desired strategic goals of the organization and the goals set in the 2015 Tourism Master Plan for Placer County.
- Replenishment of the Cash Reserve would come through the annual budget process for 2017-18, which could include the fund balance from the current fiscal year.
- \$58,000 plus interest would remain in the account and staff does not foresee a negative cash flow issue that would necessitate use of these funds in this current fiscal year.

The use of this reserve requires the approval of the Placer County Executive Office. Conversations with Executive Office staff have not indicated any opposition.
 These funds would be spent as follows:

These runds would be spent as follows:	
Contracting with Executive Search Team	\$35,000
Candidate travel and interview expenses	\$ 7,000
TOTAL	\$42,000
	Contracting with Executive Search Team Candidate travel and interview expenses

-

Staff Recommendation: Approve use of up to \$42,000 for the proposed purpose of conducting a search for the CEO position.



Staff Report for Board

Subject: Contract with SearchWide for executive search

From: Sandy Evans Hall (NOTE: Contract will be made available to the Board as soon as it is drafted and delivered.)

Decision Considerations:

- A Request for Proposal was sent to six search firms that were identified as having knowledge of the Tahoe area and/or expertise in the skill sets required by the NLTRA
- Two proposals were received, other firms declined based on current level of clientele.
- Because of their extensive expertise in the Hospitality industry, including Visitor Bureaus and Chambers of Commerce, SearchWide was the preferred vendor.
- The original proposal was for \$51,000 but an agreement was reached to charge a \$35,000 flat fee which includes search fee, background checks and DISC assessment for up to 5 final candidates, plus travel for needs assessment and final interviews. All other candidate travel expenses and interview expenses will be the responsibility of NLTRA.
- The flat amount of \$35,000 represents a \$5,000 increase over the price paid in 2010/11
- Travel and interview expenses are expected not to exceed \$7,000 and may be much lower if rooms and meals can be donated.

Staff Recommendation: Approve contract for executive search services provided by SearchWide for \$35,000



North Lake Tahoe Resort Association **PRESIDENT / CEO EXECUTIVE SEARCH PROPOSAL** January 12, 2017







Executive Summary	Page 3 - 4
🜔 Your SearchWide™ Team	Page 5 - 6
5 Steps to Success — The Search Process	Page 7
Partial Client List	Page 8
C References	Page 9
🜔 Fees & Guarantee	Page 10
Proposed Budget	Page 11
Proposed Work Plan	Page 12



Nicole Newman, Vice President | SearchWide™ www.searchwide.com | newman@searchwide.com 480-264-7675 (direct) | 951-640-3745 (cell)

North Lake Tahoe Resort Association PRESIDENT / CEO EXECUTIVE SEARCH PROPOSAL



About SearchWide

SearchWide™ is a full service executive search firm primarily for companies in the travel, tourism, hospitality, lodging, convention, trade association, venue management and experiential marketing industries. We specialize in C-Level and Director level executive searches for companies ranging in size from Fortune 500 corporations to mid-sized public and private companies and associations.

Our team is comprised of the best and the brightest in the industry. SearchWide[™] has built an excellent reputation with clients and candidates. The tenure of our associates and depth of our credentials, experiences, and relationships enables us to deliver excellent results in a timely manner. Our focus is to deliver exceptional service, with flexibility, at a pace set by the companies we serve.

We also value the importance of diversity in the workplace and understand the impact of cultural diversity within the tour/travel, hospitality industry. Organizations are seeking to attract more diverse candidates and SearchWide[™] is dedicated to grow the industry in this area.

With our headquarters in the Twin Cities and several regional offices, we are able to serve clients and candidates nationwide. Founded in 1999, we have remained focused on our core values for almost two decades: INTEGRITY, ETHICS, PASSION and RESPECT.

By combining the best search practices and adapting to the needs and culture of North Lake Tahoe Resort Association, we are able to focus on adding value to the team and the community. SearchWide[™] has both access and ability to invest extensive efforts and resources to establish the most productive, seamless and effective recruitment partnership.

Our proven ability to connect clients with exceptional candidates is the trademark of our work. We are able to serve our clients effectively and efficiently by staying closely connected to the most talented people in the hospitality industry. SearchWide[™] has placed several executive positions for organizations over 17 years including Park City Chamber & Visitors Bureau, Visit Sun Valley, Mammoth Lakes Tourism, Catalina Island Chamber of Commerce & Visitors Bureau, and Mendocino County Tourism Commission.



"I have had the pleasure of working with SearchWide to fill four positions in the space of a year. Their expertise, customer service, ongoing communication and industry contacts are all top notch. There are good reasons SearchWide is the top DMO search firm."

> Tammy Blount President & CEO Monterey County CVB

North Lake Tahoe Resort Association PRESIDENT / CEO EXECUTIVE SEARCH PROPOSAL



Executive Summary

The opportunity to partner with North Lake Tahoe Resort Association is an exciting endeavor for SearchWide[™]. We are committed to providing extraordinary services every step of the way by offering unique deliverables tailored to fit your needs while creating bench strength within your organization. Additional detail about our approach and the search process is outlined in the proposal but the highlights are as follows:

NEEDS ASSESSMENT AND BUILD OUT THE POSITION DESCRIPTION – Prior to beginning the search, we will complete a detailed needs assessment in order to fully understand the role that the new executive will be expected to play. From this, we will create a detailed position description/organization overview.

PROACTIVELY SEARCH FOR THE BEST TALENT – We will use our strong relationships (inside and outside the industry) to provide only the best and brightest candidates.

INTERVIEWING, BACKGROUND AND REFERENCE CHECKING AND TESTING — Once the finalists have been chosen and thoroughly interviewed by SearchWide[™] we will complete a background check, comprehensive reference calls and administer testing.

MANAGE THE FINAL INTERVIEWS WITH THE SEARCH COMMITTEE – SearchWideTM will coordinate and facilitate all of the logistics throughout the interview process.

OFFER AND NEGOTIATION — SearchWideTM has extensive experience handling the hiring, negotiating and turn down process, in a way that protects the reputation and integrity of everyone involved.

Your team of experts dedicated to handling this search include Nicole Newman (Vice President) and Mike Gamble (President & CEO). Additional information about these SearchWide™ executives can be found on pages 5 and 6.



"SearchWide connected us with a very qualified pool of candidates and made the interview and hiring process simple and seamless. And best of all, we ended up with the perfect person for the position!" Karolyn Kirchgesler President & CEO Team San Jose

North Lake Tahoe Resort Association PRESIDENT / CEO EXECUTIVE SEARCH PROPOSAL



Your Team



Nicole will serve as the lead consultant and primary contact for your search. NICOLE NEWMAN Vice President of SearchWide™ Phoenix, AZ Office Current President of MPI Southern California Chapter

Nicole provides recruiting services for hotels, convention and visitor bureaus, and event companies, as well as association and association management firms. Located in our Phoenix, AZ office, she is an expert at recognizing our clients needs and being able to identify talent that is best in class. Her expertise includes all levels of executive positions, including President/CEO, Executive Directors, Senior Vice Presidents, Vice Presidents, and Sales positions.

Nicole has significant experience in the hospitality industry and has held sales, catering and event planning positions with prominent hotel companies in the greater Los Angeles and Orange County regions. She has worked for several Marriott International hotels in Southern California, Noble House Hotels & Resorts and The Mission Inn Hotel & Spa spanning over a 15 year career in the hospitality industry.

Nicole is an active member of Meeting Professionals International Southern California Chapter, currently serving on the board of directors as the President. Nicole is a graduate of California State University, Fullerton and a native of Torrance, CA.

North Lake Tahoe Resort Association PRESIDENT / CEO EXECUTIVE SEARCH PROPOSAL



Your Team



Mike will assist with marketing the position and sourcing candidates.

MIKE GAMBLE

President/CEO and Co-Founder of SearchWide™ Stillwater, MN Headquarters Office

Since co-founding SearchWide™ in 1999, Mike's primary focus has been to ensure that SearchWide™ exceeds client and candidate expectations every day. While striving to add value and develop new opportunities for SearchWide™, Mike keeps the team focused on our core mission. Through his cooperative leadership style he creates a secure and productive environment for the team's success. In addition, Mike handles "C" level searches across all sectors of business and often assists other recruiters with their assignments.

Prior to serving as President & CEO of SearchWide[™], Mike served as Senior Vice President of Sales and Marketing for the Philadelphia Convention and Visitors Bureau (PCVB). During that time, the Philadelphia Business Journal, named him one of the city's most successful business leaders under the age of 40. While at the PCVB, he was integral in recruiting the sales team that worked with him to attract nearly every major convention in the hospitality industry, including Meeting Professionals International (MPI), American Society of Association Executives (ASAE) and the 2000 Republican National Convention. Previously, Mike spent 9 years with Marriott International in various sales leadership positions in Dallas, San Antonio and Chicago.

He is active in all of the industry associations and has served on the DMAI Foundation Board of Trustees, the MPI Foundation Board of Trustees, and on the Professional Convention Management Association Foundation Board. He is currently a board member for the Boys & Girls Clubs of the Twin Cities. Mike's extensive career in the hospitality industry began when he earned a BS degree from the University of Wisconsin-Stout in Hotel and Restaurant Management. He is based in our Stillwater, MN headquarters and resides in the Twin Cities area with his wife and four children.

North Lake Tahoe Resort Association PRESIDENT / CEO EXECUTIVE SEARCH PROPOSAL



5 Steps to Success The Search Process

1. DETAILED NEEDS ASSESSMENT

Prior to beginning the search, we will complete a detailed needs assessment in order to fully understand the role that the new executive will be expected to play. This includes meetings with key stakeholders and staff.

From this, we will create a detailed position description / organization overview (incorporating your document) that will also act as an important sales and marketing tool.

2. MARKETING, PROSPECTING AND QUALIFYING

SearchWide[™] takes a targeted approach to marketing the position and sourcing candidates. We use our strong relationships (inside and outside the industry), solid processes, a robust database, and industry expertise to provide your organization with only the best and brightest candidates.

In today's marketplace, it is no longer enough to deliver exceptional candidates with proven abilities. We understand that the chosen executive must also possess longevity and loyalty.

We will keep the search committee engaged and provide weekly updates on candidate activity throughout this phase. We clearly understand the importance of a thorough, professional and transparent search process.

3. INTERVIEWING, REFERENCE CHECKING AND TESTING

Once we have all agreed on the finalists and they have been thoroughly interviewed by SearchWide[™] we will complete the following steps:

 Check references: We will talk to two previous supervisors, two previous direct reports, and two additional professional references.

- Conduct a background check that covers federal, county and state criminal history, preemployment credit, and driving and education verification.
- Have candidates undergo the DiSC assessment.

To prepare for the final interviews, the collected data and resume for each finalist will be compiled onto an iPad for you.

4. SEARCH COMMITTEE INTERVIEWS

SearchWide[™] will coordinate and facilitate all of the logistics throughout the interviews. If five candidates will be interviewed, a suggested format might be as follows:

Day 1:

12:00N – 1:00pm Lunch and Pre-Meeting 1:00pm – 2:30pm Candidate 1 2:45pm – 4:15pm Candidate 2 4:30pm – 6:00pm Candidate 3

Day 2: 8:00am – 9:30am Candidate 4 9:45am – 11:15am Candidate 5 11:30am Wrap up Meeting

5. OFFER, NEGOTIATION AND POST COMMUNICATION

SearchWide[™] has extensive experience handling the hiring, negotiating and turn down process, in a way that protects the reputation and integrity of your organization.

Our interaction with your organization and the placed candidate does not stop when the search is closed. We stay in close contact on a quarterly basis to ensure that all parties remain satisfied and productive.

North Lake Tahoe Resort Association PRESIDENT / CEO EXECUTIVE SEARCH PROPOSAL



Partial Client List

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DESTINATION MARKETING ORGANIZATIONS (DMO'S, CVB'S, CHAMBERS)

Anaheim President/CEO, SVP of Sales **Executive Director** Asheville Director Chicago Area Sales, Director of Trade Show Sales Atlanta **Beverly Hills Director of Marketing** CMO, SVP of Sales & Services, Director of Intermediary Sales Chicago Dallas SVP of Sales and Services, SVP Marketing Denver VP of Convention Sales & Services, Sales Director, Citywide Sales Mgr SVP of Sales & Marketing, VP Strategic Development, DOS Detroit Lake Geneva President Los Angeles Chief Marketing Officer, SVP Sales & Client Services Mammoth **Executive Director/President** Mesa President/CE0 Milwaukee President/CEO, VP of Sales and Marketing, DOS Vice President of Sales & Services, Regional Sales Executives Monterey Senior Vice President & Chief Marketing Officer Newport Beach North Lake Tahoe **Executive Director/CEO** President/CEO (2), SVP of Sales, VP of Strategic Partnership Orlando Ontario Associate Director of Sales, Director of Sales & Marketing Palm Springs President/CEO, VP of Marketing Park City Vice President of Marketing President/CEO, VP of Marketing & Sales Poconos Saint Paul President/CE0 President/CEO, Director of Convention Sales (3) Salt Lake President/CEO, SVP of Sales, National Sales Manager San Diego San Francisco Chief Marketing Officer, EVP of Sales & Service President/CEO, VP of Sales, VP of Marketing, National Sales Manager San Jose Seattle SVP of Convention Sales Spokane VP of Sales & Marketing, Director of National Accounts Sun Valley Executive Director Tri-Valley **Executive Director/President Utah Valley Director of Sales**

LEADING INDUSTRY ORGANIZATIONS

- Center for Exhibition Industry Research (CEIR) - President/CEO
- Destination Marketing Association International (DMAI) - President/CEO
- International Association of Exhibitions & Events (IAEE) – President/CEO
- International Association of Venue Managers (IAVM) - President/CEO
- Hawaii Tourism Authority President/ CEO
- San Diego Tourism Promotion Corporation - Executive Director
- US Travel Association VP of Industry Relations
- Freeman President, Freeman Marketing Solutions, Multiple VP, Director and AE Positions
- Freeman A/V Vice President of Sales, General Manager, Multiple Sales Positions

North Lake Tahoe Resort Association PRESIDENT / CEO EXECUTIVE SEARCH PROPOSAL



References

CATALINA ISLAND CHAMBER & VISITORS BUREAU

Wayne Griffin, Client President & CEO (retired) 310-739-9344

MAMMOTH LAKES TOURISM

Howard Pickett, Placed Executive and Client Chief Marketing Officer at San Francisco Travel Association Search Committee Chair for Mammoth Lakes Executive Director Search 415-227-2680

MENDOCINO COUNTY TOURISM COMMISSION

John Kuhry, Client Executive Director at Economic Development & Financing Corporation Board Chair for Mendocino County Tourism Commission Executive Director Search 707-684-4084

PARK CITY CHAMBER & VISITORS BUREAU

Bill Malone, Client President & CEO 435-649-6100

VISIT SUN VALLEY

Kristin Poole, Client Artistic Director at Sun Valley Center Board Chair for Visit Sun Valley Executive Director Search 208-729-9491



"SearchWide is the best. When you are looking to fill an open position, SearchWide is the expert partner you need to minimize risk and ensure hiring success. SearchWide is the only choice."

John Reyes Executive Vice President & Chief Sales Officer San Francisco Travel Association

North Lake Tahoe Resort Association PRESIDENT / CEO EXECUTIVE SEARCH PROPOSAL



Fees and Guarantee

FEES

Our professional fee for conducting the Executive Director / CEO search is thirty percent (30%) of the annual base salary of the placed candidate, with a minimum fee of thirty-seven thousand five hundred dollars (\$37,500). In addition, SearchWide™ will bill any out of pocket expenses incurred related to the search and approved by North Lake Tahoe Resort Association. For example, out of pocket expenses may include candidate and consultant travel, lodging, meals, job postings, background checks, testing or other necessary and reasonable expenses.

Our professional fee will be due in three (3) installments as follows:

- 1. \$12,500 due upon signing of the Agreement.
- 2. \$12,500 due within thirty (30) days of signing of the Agreement.
- 3. Remaining fee, plus expenses, due upon completion of the search, such as placement of a candidate, closure of the search by the client for any reason, or the client places the search on hold for more than 60 days.

GUARANTEE

We are so confident in the quality of our services that should the executive leave the position within twelve (12) months of placement, SearchWide[™] will replace the executive or provide another executive for a different opening at no charge.



"The SearchWide team has been an absolute delight to work with! Efficient, effective, ahead of the game and always on point. Thank you, SearchWide, for everything you have done with us and on our behalf!"

Lee Morcus Board Chair, Palm Springs Desert Resorts CVA

North Lake Tahoe Resort Association PRESIDENT / CEO EXECUTIVE SEARCH PROPOSAL



Proposed Budget

<u>ITEM</u>

Search Fee

Candidate DiSC Assessments (5 candidates)

Candidate Background Checks (5 candidates)

Candidate Travel Expenses (5 candidates)

- Airfare
- Lodging
- Transportation
- Food

Consultant Expenses

- Needs assessment
- Candidate Interviews
- Final Interviews with Committee

Total Estimated Cost

BUDGET AMOUNT

\$37,500 (estimated)

\$625

\$1,000 (estimated)

\$7,500 (estimated)

\$3,500 (estimated)

\$50,125

North Lake Tahoe Resort Association PRESIDENT / CEO EXECUTIVE SEARCH PROPOSAL



Proposed Work Plan

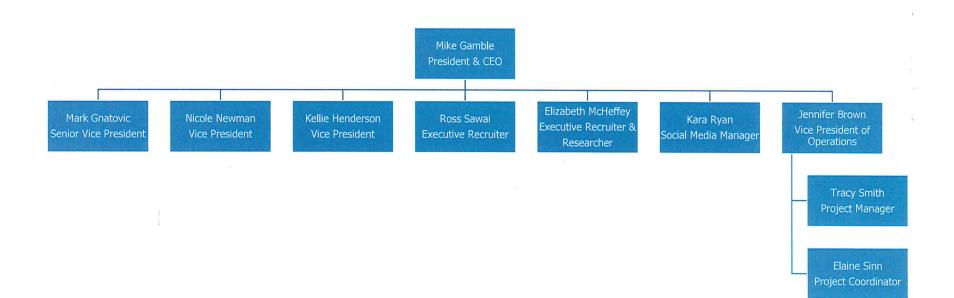
<u>EVENT</u>	<u>COMPLETION DATE</u>
Needs Assessment Interviews	Week 1
Develop Position Description and Marketing Plan	Week 2
Prospecting / Qualifying Candidates (Weekly updates provided on candidate activity)	Week 3 - Week 8
Review Long List with Search Committee	Week 9
SearchWide™ Interviewing / Reference and Background Checking / Testing	Week 10 - Week 12
Final iPads Delivered	Week 12
Search Committee Interviews	Week 13
Search Committee Second Interviews	Week 15
Offer and Negotiation	Week 16

NOTE: The work plan can be flexible based on the needs of the Board and/or Selection Committee.

North Lake Tahoe Resort Association PRESIDENT / CEO EXECUTIVE SEARCH PROPOSAL



SearchWide Organization Chart 2017



ATTACHMENT A-2 FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET Updated 01/04/2017

NLTRA Budget Income	Ma	rketing	Со	nference	Vis	sitor Info		TOTALS	North Lake Tahoe Marketing Cooperative Budget
Placer County TOT Revenue		\$2,625,682	2	\$ 363,600	\$	299,923	\$	3,289,205	Revenue Sources
Reserve recalculation allocation		\$12,371					\$	12,371	
Other revenue				\$ 135,000	\$	75,000	\$	210,000	NLTRA \$ 1,277,371
Total revenue	\$	2,638,053	\$	498,600	\$	374,923	\$	3,511,576	IVCBVB \$ 735,000
									TOTAL \$ 2,012,371
NON PROGRAM EXPENSES									
Personnel/Overhead Cap - Direct Costs							.\$	848,478	COOPERATIVE DIRECT EXPENSES
G+A Cap - Indirect Costs							\$	553,727	Public Relations/Social Media \$ 160,371
SUBTOTA	L						\$	1,402,205	Leisure Sales \$ 177,500
PROGRAM EXPENSES									Conference Sales \$ 217,000
Training Video Series	\$	15,000			\$	5,000	\$	20,000	Website Content Management \$ 47,000
Sales CRM / CMS	\$	21,000					\$	21,000	Consumer Marketing \$ 1,022,600
Community Marketing Programs	\$	80,000					\$	80,000	
Marketing Cooperative/Media	\$	1,167,371	\$	110,000			\$	1,277,371	COOPERATIVE PROGRAM EXPENSE
Collateral Programs					\$	5,000	\$	5,000	Sierra Ski Marketing Council \$ 80,000
Conference NTPUD/Event Center			\$	8,000			\$	8,000	Regional Air Service Committee \$ 100,000
Research & Planning	\$	10,000					\$	10,000	Research \$ 75,000
SUBTOTA	L\$	1,293,371	\$	118,000	\$	10,000	\$	1,421,371	DestiMetrics \$ 29,900
SPECIAL EVENTS - Breakdown attached									CRM/CMS Upgrade \$ 10,000
SUBTOTA	L\$	524,000					\$	524,000	VisitingLakeTahoe.com \$ 36,000
OTHER PROGRAMS									Photography/Video \$ 25,000
Transportation Marketing	g \$	48,000							Fulfillment \$ 10,000
Cross Country/Nordi	ic\$	6,000							Website Maintenance \$ 10,000
High Note	es \$	20,000							Email Marketing \$ 12,000
Bike Taho	e \$	4,000							TOTAL \$ 2,012,371
Performance Review	<i>N</i> \$	6,000		1					
BACC Product Campaign	ıs \$	80,000							
SUBTOTA	L	\$164,000						\$164,000	
TOTAL		\$1,981,371		\$ 236,000		\$ 20,000	\$	3,511,576	
NOTE: Actual expenditures may be different	ont hr	ised on market	cor	ditions or	nor	tunitu and	duc	is or following	Committee and Reard action

NOTE: Actual expenditures may be different based on market conditions, opportunity analysis, or following Committee and Board action

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ATTACHMENT A-2 FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET 1/4/2017

SPECIAL EVENTS BREAKDOWN

Spartan World Championship	\$ 210,000
Tough Mudder	\$ 50,000
WinterWonderGrass Sponsorship	\$ 15,000
Autumn Food & Wine + Sponsorship	\$ 30,000
Amgen Tour of California Sponsorship	\$ 27,000
Human Powered Sports Series	\$ 25,000
Sky Run Sponsorship	\$ 10,000
Tahoe Summit La Cross Sponsorship	\$ 5,000
July 4th Sponsorship	\$ 40,000
Event Development Opportunities*	\$ 112,000
Sub total	\$ 524,000

*Tentitive / Pending Special Events / tab 2