



TBID ADVISORY COMMITTEE ORIENTATION

SESSION 1 OF 2 | SEPTEMBER 15, 2026

Connecting as Humans

In 30 seconds or less

- Your name
- Your business or organization
- Where you live in Tahoe
- One thing most people don't know about you

PURPOSE & GOALS

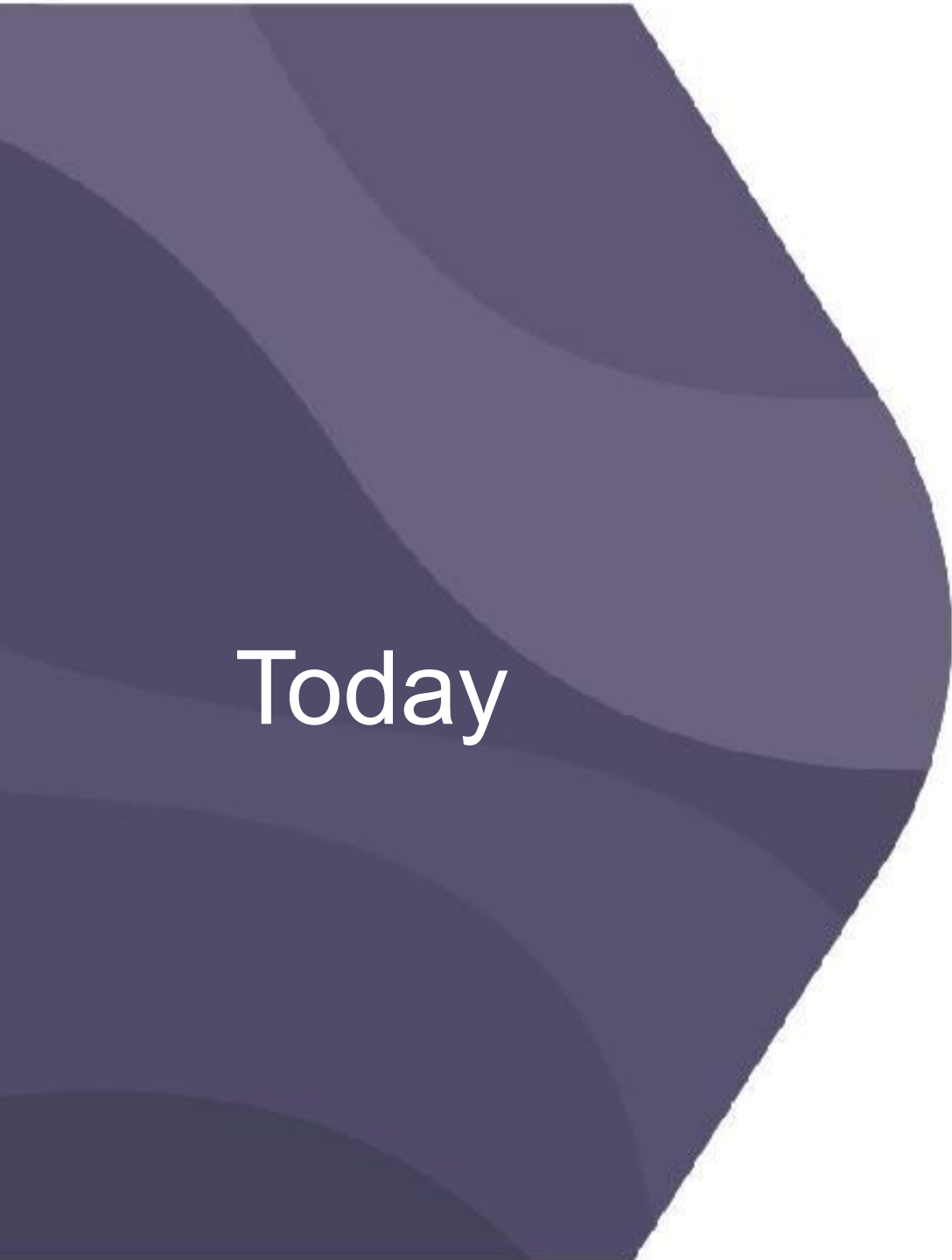
Purpose: to set this committee up to work well together and deliver on charge.

- Mission: The advisory committee will advise the Board on the implementation of the Management District Plan. *Committee members play a direct role in guiding how TBID funds are invested in projects and initiatives that support economic health, community vitality, transportation, workforce housing, stewardship, and infrastructure throughout North Lake Tahoe.*
 - On July 1, 2026 the TBID Advisory and Zone 1 Committees merged into one committee.
 - Zone 1 keeps its own fenced budget category and its designated lodging seats.
 - A new ten-year Management District Plan took effect the same day.

PURPOSE & GOALS 09.15 & 10.15

Across these two sessions, you will

- Understand NTCA's mission, and where TOT and TBID money comes from
- Know what this committee decides, and what the Board decides
- Know how to run and sit in a meeting: Brown Act, conflict of interest, quorum, voting
- Understand the renewed Management District Plan you are implementing
- Agree and commit to how this committee will work together
- Build relationships with each other, and practice deciding together



Today

1. Introductions and ground rules
2. Speed dating
3. NTCA, TOT, and TBID: the basics
4. Your committee, your charge, your seats
5. Brown Act, conflict of interest, and how a meeting runs
6. A decision exercise, and how we will work together
7. October 20: the MDP plan and \$\$

GROUND RULES & EXPECTATIONS

- Respect Each Other
- Respect the Group
- It's OK to Disagree – Agreeably
- Keep the Conversation Constructive

ACRONYM HELP

- TOT = Transient Occupancy Tax
 - A tax on overnight stays, collected by Placer County
- TBID = Tourism Business Improvement District
 - Lodging, food and beverage, retail, rental, activities and attractions
- MDP = Management District Plan
 - The document that governs how TBID money may be spent
- NTCA = North Tahoe Community Alliance
 - Formerly NLTRA, the North Lake Tahoe Resort Association
- RRAA = Restaurant, Retail, Activities and Attractions
- PC = Placer County BOS = Board of Supervisors

SPEED DATING

Three rounds. Ninety seconds each way. New partner every round.

- Which season makes or breaks your year, and why?
- How did you end up in North Lake Tahoe? What helped to make your decision to stay?
- Ten years out, the TBID has done its job. What is different about North Lake Tahoe?



NORTH TAHOE COMMUNITY ALLIANCE ORIENTATION

NTCA TIMELINE

1995

- North Lake Tahoe Tourism Marketing Plan adopted
- Additional 2% TOT approved for infrastructure investment as Identified in Tourism Master Plan
- North Lake Tahoe Resort Association formed

2017 & 2018

- NLTRA Worked with Placer County to Revise Distribution of Responsibilities

2009 & 2015

- The Tourism Master Plan (updated 2009 & 2015) outlined a significant short fall in financial resources to accomplish plan

2021 to 2026

- Placer County approved the North Lake Tahoe TBID in 2021
- Renewed in 2025 for a ten year term beginning July 1, 2026
- TBID Advisory and Zone 1 committees merged July 1, 2026

NEED FOR FUNDING

The Tourism Master Plan (Updated 2009 & 2015) outlined a significant short fall in financial resources to accomplish the plan.

- **TBID that assesses tourism-related businesses**

- Lodging
- Food and Beverage
- Rental
- Retail
- Activities

NORTH LAKE TAHOE TOURISM BUSINESS IMPROVEMENT DISTRICT

- 2021 businesses in NLT agreed to self-assess in order to form the TBID
- Lodging, retail, F&B, activities and attraction businesses, all assessed
- TBID funds all services formerly funded with TOT dollars
- TOT dollars “freed up” with TBID (\$5 mm) are earmarked for housing, transportation projects and programs with oversight through the TOT Advisory Committee
- Excess TBID funds used to projects and programs in accordance with MDP \$1mm/ yr
- TBID dollars are locally controlled (\$6 to 7 mm annually)

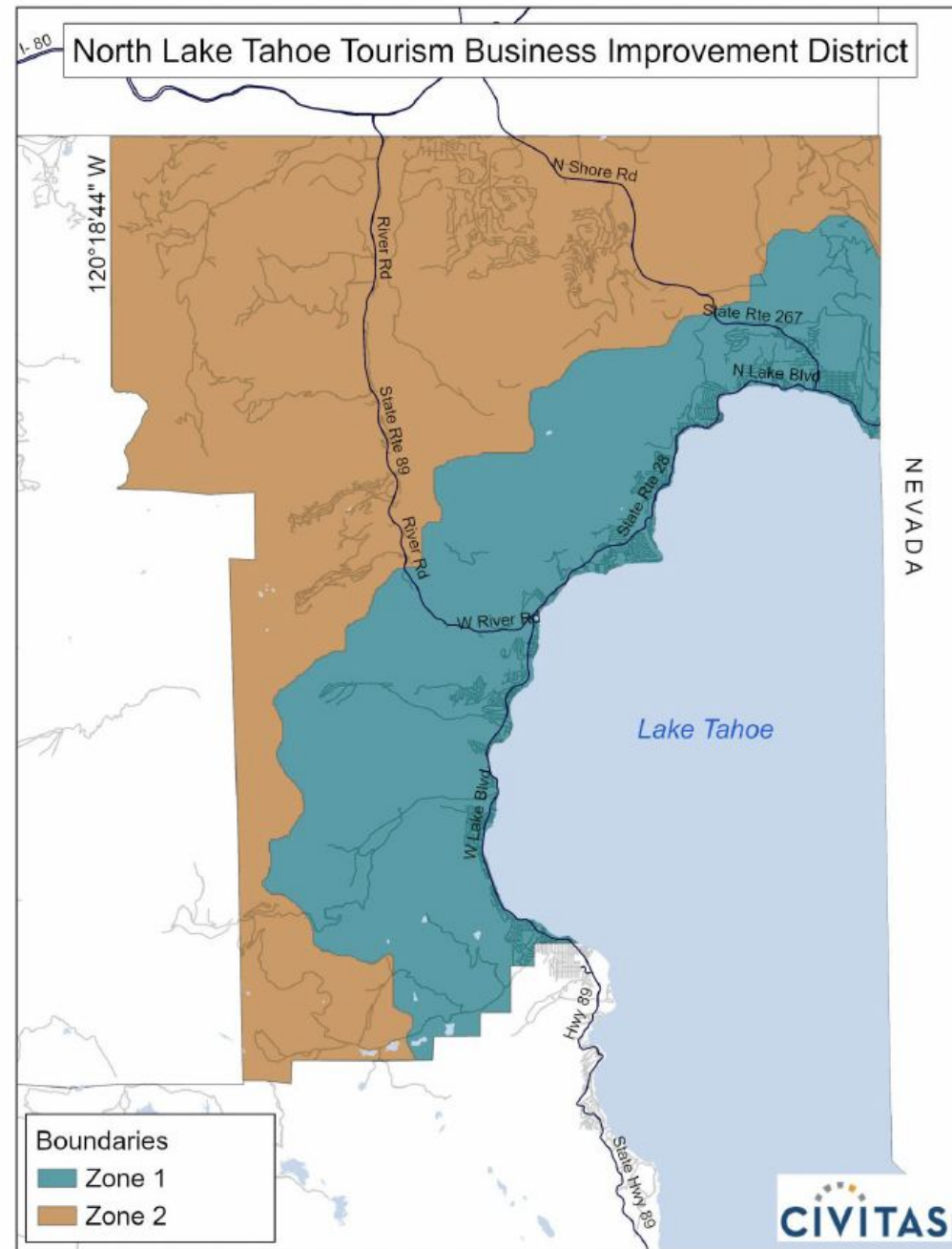
NLT TBID SERVICES

NLT TBID is an assessment district providing specific benefits to payors by funding:

- Marketing, promotions and special events
- Visitor services & visitor centers
- Sustainability and mitigation of tourism impacts
- Business support and advocacy
- Economic development & transportation

The NLT TBID Management District Plan (MDP) specifies the use of TBID funds and outlines the budget by category

TBID AREA



TRANSFORMATIONAL CHANGE

NLTRA

Destination Marketing Organization

Tourism & Marketing First

Reliant on Placer County

Supporting Role in Critical
Community Strategies and
Solutions

Enhance the Regions Vibrancy

NTCA

Destination Management Organization

**Elevate the Experience of Lake
Tahoe for All**

**Minimal County Funding / TBID
Funding Source**

**A Community Force: Convener,
Coordinator, Driver, Influencer and
Manager**

**Leader and Innovator of Destination
Strategies and Solutions**

OUR VISION & MISSION

Vision: A vibrant community where stewardship fuels thriving economy, protects our natural environment, and enhances the Tahoe experience for all.

Mission: We lead collaborative efforts to improve community vitality, strengthen the regional economy, and advance environmental stewardship.

Strategic Plan

STRATEGIC PLAN 2025-28

OUR VISION

A vibrant community where stewardship fuels a thriving economy, protects our natural environment, and enhances the Tahoe experience for all.

OUR MISSION

We lead collaborative efforts to improve community vitality, strengthen the regional economy, and advance environmental stewardship.



COMMUNITY VITALITY

INITIATIVES

COMMUNITY ENGAGEMENT

Increase connection and collaboration within North Tahoe.

TOT-TBID DOLLARS AT WORK PROGRAM

Reinvest locally generated tourism funds with local oversight.

OUTCOMES

- Community engagement and convening that provides meaningful dialogue opportunities, solution-oriented discussions and actions.
- TOT-TBID investments resulting in impactful projects, programs, and services that address North Lake Tahoe's priorities.
- TOT-TBID investments reach new corners of the North Lake Tahoe community because of diversified collaboration with community stakeholders.



ECONOMIC HEALTH AND RESILIENCY

INITIATIVES

DESTINATION REVITALIZATION

Advocate for infrastructure, programs, and services that support a thriving and resilient business environment.

ECONOMIC IMPACT OF VISITATION

Strengthening North Lake Tahoe's economy, environmental stewardship, and sustainable tourism through reinvestment of tourism generated funds.

OUTCOMES

- Building resiliency, capacity, and entrepreneurial opportunities in our business community.
- Engaging town centers with a thoughtful and strategic variety of businesses.
- Socio-economic impacts enhancing local economic benefits and community well-being.



DESTINATION STEWARDSHIP

INITIATIVES

COLLABORATION

Engage in partnerships that drive policy and practices supporting destination stewardship in Lake Tahoe.

HUMAN IMPACT MITIGATION

Promote and support messaging, programming, and infrastructure improvements that reduce human impacts on the natural environment.

OUTCOMES

- Collaborative education, engineering, and enforcement efforts resulting in public awareness and desired behavior change.
- Cultivation of sustainable tourism tenets in our stewardship efforts.
- Collectively developed and regionally adopted policies, best practices, and funding mechanisms that preserve and enhance our natural environment.



ORGANIZATIONAL EXCELLENCE

INITIATIVES

ORGANIZATION CAPACITY AND LEADERSHIP

Implement leadership growth and development strategies that optimize the influence and impacts of our staff, board, and committee members in service to the mission and vision of our organization.

COMMUNITY IMPACT AND LEADERSHIP

Grow collective leadership development to further the impact of the regional talent pipeline.

OUTCOMES

- Improved internal and external collaboration.
- Optimized capacity through enhanced innovation and prioritization.
- Enhanced governance, influence, and leadership engagement across the community.

OUR VALUES

INTEGRITY: We elevate and honor our mission to serve our community.

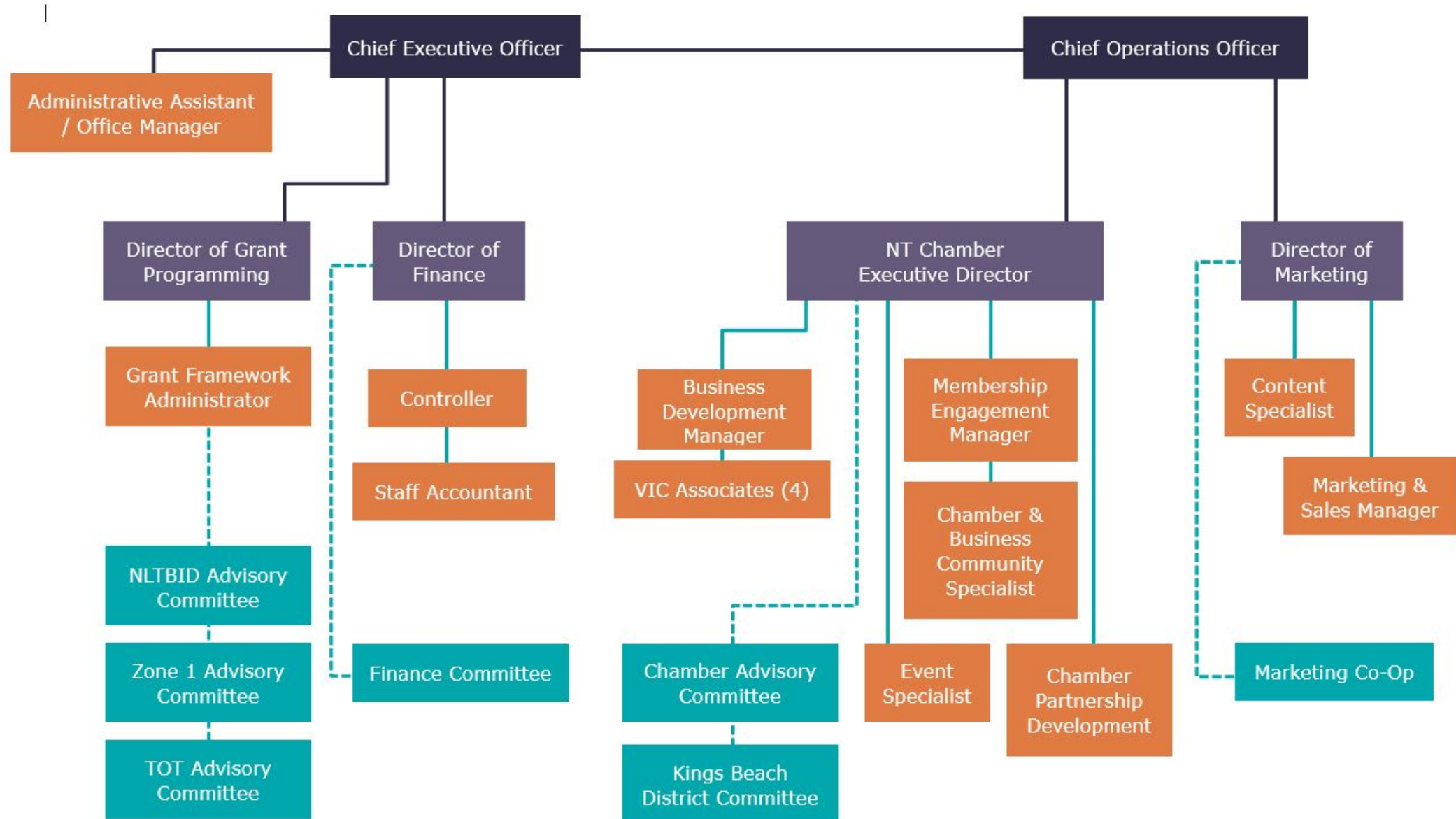
COMMITMENT: We are dedicated to achieving meaningful and lasting impact.

COLLABORATION: We work side-by-side with our community and partners to co-create solutions.

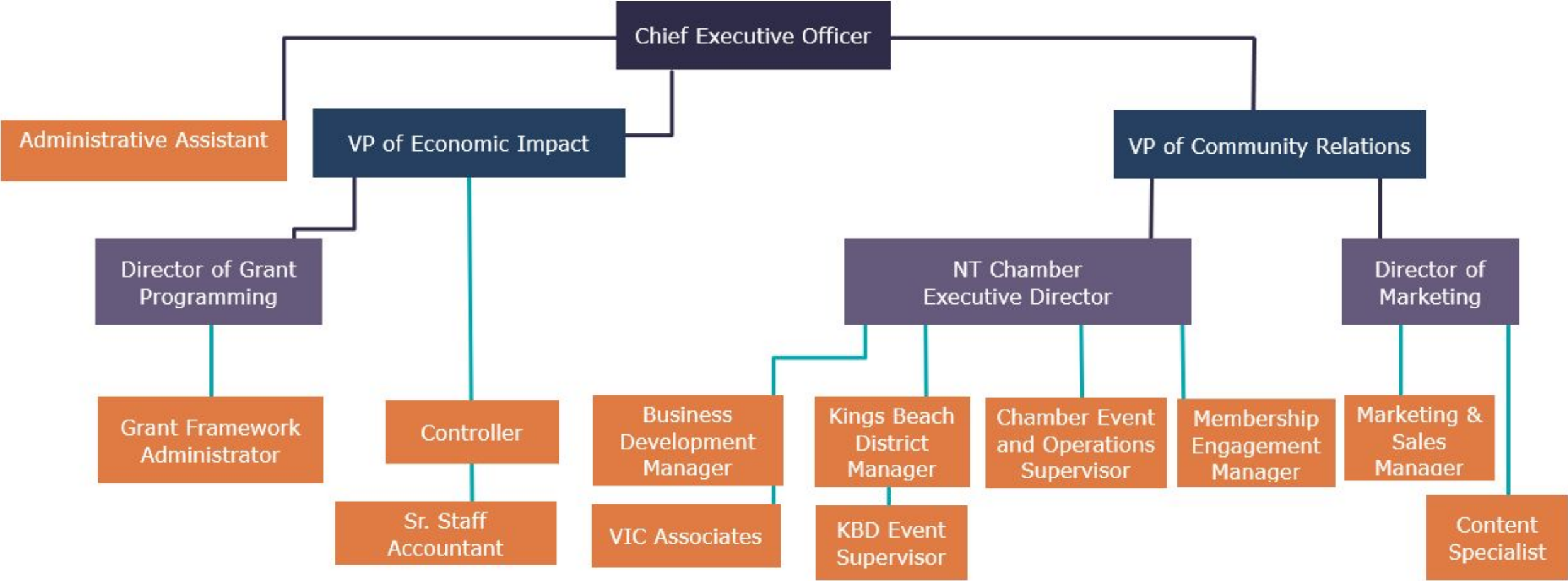
STEWARDSHIP: We act with care, building toward a sustainable future.



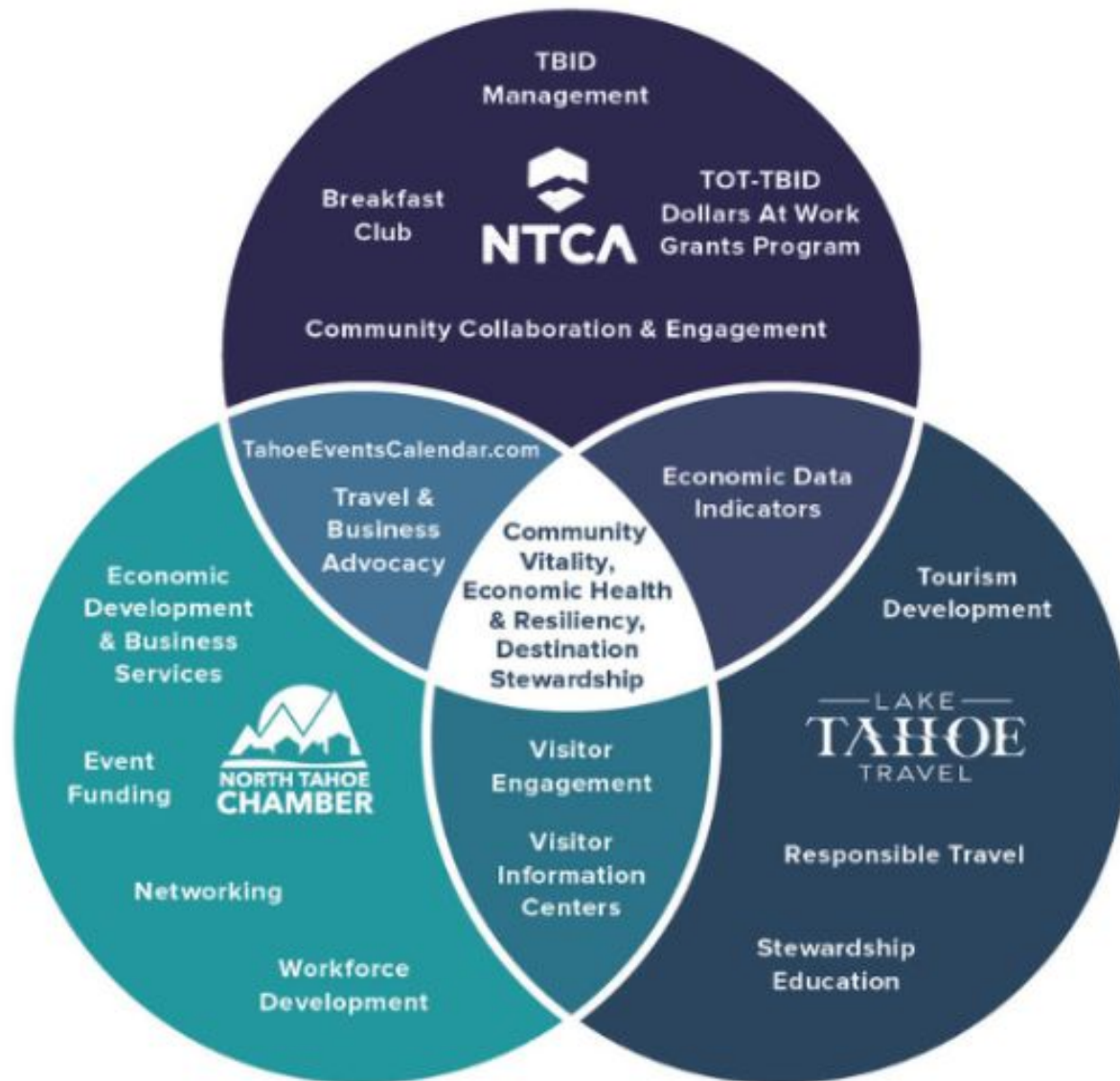
ORGANIZATIONAL CHART



Revised Org



A COLLABORATIVE ECOSYSTEM:





5. COMMITTEES

VOLUNTEER COMMITTEES- NTCA CONVENES

- TOT Advisory
- TBID Advisory
- Finance
- Marketing Co-Operative
- Business & Chamber Advisory

YOUR CHARGE

- Advise the NTCA Board on implementation of the Management District Plan
- You advise, the Board acts
- A majority of members are assessed business owners or their representatives
- Designated seats: Olympic Valley and Alpine Meadows, Northstar, and Zone 1
- Typically, second Tuesday of the month, 2pm, in public

TBID ADVISORY COMMITTEE SEATS

Voting members	
Fred Kruse	Zone 1 Lodging
DJ Ewan	Zone 1 Lodging
Jill Schott	Zone 1 Lodging
Karin Schwarz	Zone 1 Lodging
Jennifer Scharp	Olympic Valley / Alpine
Jerusha Hall	Northstar
Danny Scott	Assessed Business
Theresa Braun	Assessed Business
Sabrina Burge	Assessed Business

Voting, continued	
Kim Percy	Assessed Business
Vacant	North Tahoe Chamber
Nathan Chorey	Non voting
Patrick Sheehan	Non voting

ROLES & RESPONSIBILITIES

- Commitment
- Team-Work
- Be an advocate for NTCA and our projects and programs
- Engagement, co-creation, & soliciting ideas from the community
- Review and recommend projects/programs

ROLES & RESPONSIBILITIES

- Brown Act
- Conflict of Interest
- Guiding Documents
- Emails and Submittable Grant Management Platform

THE BROWN ACT, IN PRACTICE

TBID ADVISORY COMMITTEE

- Your meetings belong to the public
 - Agendas are posted in advance, and you cannot act on something not on the agenda
 - Anyone may attend and comment, and you take comment on each action item
 - Every action and every vote is reported publicly
- The part that catches people out
 - A majority of you cannot discuss committee business outside a meeting, in sequence or by email
 - Reply all on a committee thread is the most common way this happens
 - Ask staff first. We would rather answer the question than fix the problem.

IS THIS ALLOWED?

Five situations. Call out yes, no, or it depends.

- Four of us are at a Chamber mixer and start talking about a budget item on next week's agenda
- You forward the agenda packet to your business partner
- A member replies all to the committee with their view on an agenda item
- Your restaurant is in a program this committee is about to recommend funding
- You run into one other member at the grocery store and mention you are leaning yes

CONFLICT OF INTEREST, IN PRACTICE

- You were seated because you have a stake. That is the design, not the problem.
- What to do about it
 - Disclose it. Say out loud what your interest is, on the record.
 - Recuse where your business, or one you are tied to, benefits directly
 - Recusal means stating the conflict, then leaving the discussion and the vote
 - Sign the conflict of interest policy and disclosure statement
 - Confirm whether your seat requires a Form 700 filing
- When in doubt, ask before the meeting rather than during it

HOW DOES A MEETING WORK?

TBID ADVISORY COMMITTEE

- Quorum: a majority of seated voting members
 - Without it you can meet and discuss, but you cannot act
- The order of a meeting
 - Call to order and roll call
 - Public comment
 - Agenda amendments and approval [action]
 - Approve the previous meeting's minutes [action]
 - Business items, each with its own public comment
 - Note action items, then adjourn
- Voting: a motion, a second, discussion, then the vote
 - Abstentions are recorded, and so is the reason if it is a recusal

GUIDING DOCUMENTS

- NLTBID Management District Plan, 2026 to 2036
- Multi year agreement, NTCA and Placer County
- NTCA Bylaws and Strategic Plan
- TRPA Regional Transportation Plan
- Placer County Resort Triangle Transportation Plan
- Tourism Master Plan
- Kings Beach Vision and Tahoe City Downtown Vision
- Lake Tahoe Destination Stewardship Plan
- Placer County Housing Element and Housing Action Plan

THE HUT PROBLEM

Your group is snowed in at a backcountry hut. The road is closed for three days. You have ten items. Rank them one to ten, most important first.

- Fifteen minutes, one ranked list per group, every item gets a number
- Your group has a sealed card with one rule about how you must decide. Follow it, and do not share it.

HOW WE DECIDE

The puzzle was never the point.

- What did your group do in the first two minutes?
- Who changed someone's mind, and how did they do it?
- Whose idea almost got lost? What would have surfaced it sooner?
- Your two groups had different decision rules. Here is what they were.
- This committee advises, the Board decides. What makes a recommendation the Board can use?

BEFORE OCTOBER 20

- Watch the Brown Act and conflict of interest videos we send you
- Skim the Management District Plan, 2026 to 2036
- Next session: the plan, the money, and what we fund
- October 20, 2pm, Rubicon Pizza, remember to RSVP



THANK YOU!



TWO STREAMS, TWO COMMITTEES

The single most important distinction on this committee.

- TOT is a tax. The public pays it on overnight stays, the County collects it.
 - Roughly \$10 to 12 million a year, advised by the TOT Advisory Committee
- TBID is an assessment. The businesses levy it on themselves.
 - Roughly \$6.5 million a year, managed by NTCA and portion is advised by TBID Advisory Committee

Because TBID is the payors' own money, the law restricts it to their specific benefit.

INITIAL ANNUAL ASSESSMENT BUDGET - \$6,500,000

