



**MEMORANDUM**  
**OFFICE OF THE**  
**COUNTY EXECUTIVE**  
**COUNTY OF PLACER**

**TO:** Honorable Board of Supervisors

**FROM:** David Boesch, County Executive Officer  
By: Jennifer Merchant, Deputy County Executive Officer

**DATE:** October 20, 2015

**SUBJECT:** 2015 North Lake Tahoe Tourism Master Plan

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**Action Requested**

Approval of the 2015 North Lake Tahoe Tourism Master Plan.

**Background**

In the early 1990s your Board appointed a citizens committee composed of community leaders from the North Lake Tahoe area to oversee the creation of a comprehensive tourism development master plan. One of the primary goals for that tourism master plan was not simply the development of more tourism business, but instead a plan that would develop a sustainable tourism economy – an economy that supports the long term interest of local residents as well as visitors. The North Lake Tahoe Tourism Plan resulting from that process was completed and approved in April 1995. One of the primary recommendations of that plan was the consolidation of the functions of the Tahoe North Visitors and Convention Bureau and the North Lake Tahoe Chamber of Commerce into a new Resort Association organization. The purpose of such organization was to create an integrated management structure to address the region's future and to put leadership into place that could act for the general interests of North Lake Tahoe in providing recommendations to your Board about an expanded scope of tourism-supporting services, including marketing and capital improvements. Based upon that recommendation, the North Lake Tahoe Resort Association/Chamber/CVB (Resort Association) was formed later that year and began implementing the other key plan recommendations. The development of the North Lake Tahoe Tourism Master Plan and creation of the Resort Association was concurrent with the first passage of a ballot measure to collect a supplemental 2 percent Transient Occupancy Tax (TOT) in eastern Placer County (in addition to the 8 percent TOT collected countywide).

In 2003 the Resort Association spearheaded an update the North Lake Tahoe Tourism Plan, with the intent to update the long-term vision and investment plan for North Lake Tahoe in response to a changing tourism industry and a relatively strong economy. Robust community input via a 43-person oversight committee shaped that plan and it was completed and approved by your Board in September 2004. The 2004 North Lake Tahoe Tourism and Community Investment Master Plan focused on marketing programs, transportation improvements and infrastructure development designed to benefit North Lake Tahoe's tourism-based economy, and the quality of life and community for local residents.

Following the third successful supplemental TOT ballot measure passage, allowing for the continued collection of the supplemental TOT in eastern Placer County, and faced with a significantly changed economy in the wake of the Great Recession, the Resort Association

embarked on a second update to the Tourism Master Plan. This update is intended to guide investment of TOT funding through 2022, when the supplemental TOT is set to expire. It is anticipated that a ballot measure will be brought forth in 2022 to request permission from the voters to continue the collection of the supplemental TOT in eastern Placer County.

Utilizing TOT funding, the Resort Association commissioned a number of studies and collected data from a wide variety of sources. These studies and data sources are listed at the conclusion of the attached plan and formed the basis for the 2015 North Lake Tahoe Tourism Master Plan. A Tourism Master Plan Task Force (Task Force) composed of nine community leaders, including Placer County staff, was established to guide the development of the updated plan. Study findings and data sets were analyzed by the Task Force and a draft plan was prepared for review by the community at large.

A series of workshops and presentations were held during the spring of 2015 to solicit community stakeholder feedback on the draft plan. Based upon the input and ideas provided during those workshops, a follow-up survey was sent to workshop participants and community leaders asking for guidance as to how the many initiatives and projects brought forth should be prioritized to best position the community for success. The results of that survey effort were quite consistent – the North Lake Tahoe community feels strongly that investing in trails and transit will generate the highest return on investment of TOT dollars, that marketing efforts should focus on developing a broader base of destination visitors who spend more money per capita as compared to short-term and day visitors, and that investment in environmental redevelopment is critical to the long-term sustainability of the tourism economy in North Lake Tahoe.

Chapter Five of the attached 2015 North Lake Tahoe Tourism Master Plan establishes the action plan through which the goals of the community may most effectively be achieved. The action plan identifies the agencies and organizations that will be called upon to take lead and supporting roles, estimates the total cost for each action item, identifies potential additional funding sources to fill funding gaps and sets forth a short-and long-term timeline for completion of key tasks. Upon approval by your Board, the Resort Association will begin implementation of this action plan. Future year Lake Tahoe Tourism budgets and recommendations for funding of capital projects will be developed in accordance with the plan.

TOT funds in the amount of \$117,350 were expended for the research and development of the 2015 North Lake Tahoe Tourism Master Plan.

The attached 2015 North Lake Tahoe Master Plan is the text-only version of the plan. Due to unanticipated publishing delays, the final graphically-enhanced version of the plan will be provided to your Board and the public on October 20, 2015.

#### **Fiscal Impact**

There is no net impact on the County's General Fund associated with approval of the 2015 North Lake Tahoe Tourism Master Plan. Funding for the Resort Association's contract, associated capital projects, transit/transportation programs and other tourism-serving services comes from Transient Occupancy Tax collected in eastern Placer County and is considered and approved annually as a part of the countywide budget process.

On file with Clerk of the Board, and also available online at [www.placer.ca.gov/departments/lake-tahoe](http://www.placer.ca.gov/departments/lake-tahoe):  
2015 North Lake Tahoe Tourism Master Plan