

IVGID

December 2015

Quarterly

Volume 1 | Number 3



The quarterly newsletter of the Incline Village General Improvement District





Photography by Monique



Strotz Photography

INCLINE VILLAGE WEDDINGS & EVENTS

955 Fairway Blvd, Incline Village • 775-832-1240 • InclineFacilities.com

Create an unforgettable experience for your Lake Tahoe wedding, meeting, celebration or golf event. Our facilities include The Chateau at Incline Village™, Aspen Grove, The Championship and Mountain Golf Courses, and Diamond Peak Ski Resort. The Chateau features breakout rooms for meetings up to 600 people and a flexible, 5200 sq. ft. ballroom.

Diamond Peak Ski Resort

- Winter Ceremonies (4:30pm)
- Accommodates 150 guests
- Outdoor Ceremony Site
- Views of Mountains & Lake
- Bride & Groom Ski Entrance

The Chateau at Incline Village™

- 5,200 Sq. Ft. Banquet Room
- Vaulted Ceilings & Stone Fireplaces
- Outdoor or Indoor Ceremony Sites
- Expansive Mountain & Lake Views
- Portable & Adjustable Dance Floor

Aspen Grove

- Spring, Summer, or Fall Events
- Accommodates 200 guests
- Outdoor Ceremony & Reception
- Nestled Among Aspen Trees on a Creek
- Outdoor Barbeque & Picnic Tables



Schmidt Photography



Schmidt Photography

INCLINE VILLAGE PARKS & RECREATION

980 Incline Way, Incline Village • 775-832-1300 • InclineRecreation.com

Our first-class Recreation Center includes an indoor pool, group fitness classes, a cardiovascular room, gymnasium and a complete selection of programs and camps for a variety of ages. Daily, weekly, monthly, annual, and corporate memberships are available. At the Parks & Recreation Counter, located within the Recreation Center, you can process your IVGID Recreation Photo ID and Recreation Punch Cards or reserve spaces for your group event. Our goal is to create and provide a better community where people can play, learn, live, and grow.

Recreation Center Hours: Mon – Fri 6am – 9pm • Sat / Sun 7am – 8pm

- 25-yard Indoor Swimming Pool
- Dry Sauna
- Gymnasium
- Group & Aqua Fitness Classes
- Cardio & Strength Room
- Massage Therapy
- Disc Golf
- Programs & Activities for all ages
- Youth Camps & Clinics
- 11 Outdoor Tennis Courts

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Gorgeous Home in Lakeview Subdivision on 1/2 acre. Close to Lake. Must see to appreciate custom finishes and upgrades.

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793 McCourry - \$770,000
4 Bedrooms, 3 Bathrooms, 1,624 Sq. ft
Inviting split level floor plan provides space and privacy for family and guests. Separate "free standing" office conveniently located just steps to Jr. Suite and hot tub.

Edee Campbell Broker/Manager 775.232.5262 # EdeeCampbell@gmail.com



894 Jennifer - \$615,000
3 Bedrooms, 2 Bathrooms, 1,624 Sq. ft
Beautiful single level home. Large front deck is showered with morning sun, mountain & tree views. Gorgeous Hickory flooring & new paint.

Edee Campbell Broker/Manager 775.232.5262 # EdeeCampbell@gmail.com



901 Southwood - \$669,000
3 Bedrooms, 3.5 Bathrooms, 2,025 Sq. ft
Spacious condominium located in Alta Village in the heart of town, close to most everything in Incline. Quality finishes, great condition plus upgrades!

Darrell Plummer Broker/Owner 775.823.3307 # Darrell@SNPHomes.com

We are located at:

110 Country Club Drive - across from the Hyatt in Incline Village

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Cover Photography

Courtesy Diamond Peak Ski Resort

from our Interim General Manager...

I've spent many winters at Diamond Peak and no two are the same but there's always a sense of excitement and anticipation at the beginning of the season. Preseason projects are tied up, employees are hired, and the Slope Maintenance team works around the clock to lay snow down for Opening Day. We always start off the season with our Opening Day Season Passholder Appreciation BBQ and soon after we are full force into the holidays. Our staff works hard to provide the best customer service and a safe environment for our skiers and riders so everyone goes home with great memories and a smile on their face.



This issue of the IVGID Quarterly highlights winter activities and upcoming events at Diamond Peak Ski Resort and the Incline Village Recreation Center in addition to an update on the IVGID Strategic Plan.

At the end of the 2014-15 ski season we emailed a survey to our Diamond Peak Season Passholders and received a lot of valuable comments. Thanks to everyone who took the time to fill out the survey! Your firsthand feedback helps us adjust our services and goals to make Diamond Peak even better. We used some of your comments to create new perks for our season passholders including: Bonus Resort Credit, Bring-A-Friend Tickets, and a Resort Coupon Book. We also expanded our season pass partnership to offer a total of 24 bonus ski days this season. Read about these new perks in this issue or visit the Season Passes & Perks Page at DiamondPeak.com to purchase your passes.

Diamond Peak is a great place to learn to ski or snowboard or improve your technique. Our experienced instructors can help you move to that next level in a few lessons. Even experienced skiers can benefit from taking lessons, especially at the beginning of the season. For beginners, we offer affordable group lesson packages and special deals like our Three & Free Guarantee and Learn to Ski & Ride week packages.

Our Recreation Center offers a variety of winter programs on and off the slopes. The 55+ Ski Clinics, 55+ Snowshoe Hikes, and Community Snowshoe Hikes will be returning to Diamond Peak in addition to a brand new Incline Junior Nordic Ski Program. Group fitness classes, sports leagues, disc golf, and swim lessons are also great ways to stay active and connected this winter. If you would like more information about IVGID's programs and general information, please visit YourTahoePlace.com or download the Fall/Winter Recreation Activity Guide at InclineRecreation.com.

I hope this publication motivates you to participate in some of these programs and visit our venues this winter. Mark your calendars now for IVGID Community Appreciation Week at Diamond Peak January 4-10. We're looking forward to a great winter season and excited about what the "Godzilla El Nino" may bring.

See you on the slopes!

Mike Bandelin

Mike Bandelin
Interim General Manager
Diamond Peak Ski Resort

LEARN TO SKI OR SNOWBOARD AT DIAMOND PEAK

Feature



Photo courtesy Diamond Peak, Chris Talbot

Diamond Peak's professional instructors, low student to instructor ratio, gentle slopes, and a friendly environment provide an ideal place to learn how to ski or snowboard or improve your technique. Read these tips and information before hitting the slopes this winter:

Be prepared: Weather can change rapidly in the mountains so layering is your best option. You can add or take off layers as you get warmer or colder. Lockers are available on the first floor of the Base Lodge. Wear water resistant gloves, snow pants and don't forget eye protection such as goggles or sunglasses. The sun reflects off the snow on sunny and cloudy days so wear sunscreen and lip balm with SPF.

Stay fueled and hydrated: The combination of high altitude, exercise and sun can be dehydrating so drink plenty of water and avoid diuretics such as coffee. Eat a good breakfast, something with whole grains and protein that will give you the energy you need. Pack a snack or stop in the Base Lodge to rest and refuel midmorning because you're more likely to fall or get lazy if you're tired, dehydrated, or hungry.

Take a lesson: Friends don't let friends teach friends. Although your friend or family member may be a great skier or snowboarder, it's not the best idea to let them teach you. Learning something new can be frustrating and you'll want to have the best experience and not jeopardize your relationship. Let Diamond Peak's trained instructors teach you the basics and help you start off with good technique. People who take lessons usually progress faster and have more fun!

Now is the perfect time to learn how to ski or snowboard and Diamond Peak has deals that make it easy on the wallet.

Three & Free Guarantee

Beginners pay only \$119 for our Three & Free Guarantee, which includes: three beginner packages with rental equipment, group lessons and beginner lift tickets. After three lessons, you earn a free all-mountain lift ticket and 1-day equipment rental.

Available Tuesday-Thursday non-holiday; ages 4 and up; subject to availability.

“The 3 lesson, lift tickets & gear deal (Three & Free Guarantee) is awesome! What a great deal! My kids loved it, got noticeably better with each lesson, and had a very fun, motivating, and huge confidence- building experience...”

- Carol B.



Photo courtesy Diamond Peak

\$39 Learn to Ski & Ride Packages:

January 11-15, 2016:

As part of national “Learn to Ski and Snowboard Month,” the Ski and Snowboard School (ages 7 and up) will offer Learn to Ski and Burton Learn to Ride packages for just \$39. The package includes a beginner lift ticket, rental equipment and 1 hr 45 min lesson beginning at 10am or 2 pm. The Diamond Peak Child Ski Center will also offer a 2 hour \$39 Learn to Ski package for ages 4-7 at 10am. These lessons will help first timers start off with a good foundation of skills to boost confidence.

Private Lesson Specials

Diamond Pete Private Lesson Special (ages 3-7):

This half day private lesson program includes two hours of private lessons and two hours of play/rest time plus rentals, lift ticket, supervised lunch, and snacks. Parents and kids love this program because it allows plenty of time for instruction while giving time for those little legs to rest.

Offered daily 9am-1pm; \$265 or \$285 Holidays; call (775) 832-1130 for reservations.

Family and Friends Special (ages 7+):

This semi-private lesson is great for skiers or snowboarders of similar ability who want to learn together, in a smaller group. Fee includes your own instructor for your group of two to five people. Duration of lesson can be one to six hours.

Offered daily; 1 hour- \$145 or \$160 Holidays; Additional hours- \$130 or \$145 Holidays; 6 hours- \$600 or \$650 Holidays; call (775) 832-1135 for reservations.

View lesson pricing and details at www.diamondpeak.com/lessons-rentals. 

“The kids program immediately put us at ease and gave us confidence that our kids were in good hands, would learn, and would have fun. Your staff is professional, courteous, talented, and best of all, instilled a sense of excitement for skiing in our kids, allowing us to enjoy another winter sport together as a family for years to come... See you soon!”

- Victor L.



Photo courtesy Diamond Peak

24 BONUS TICKETS & NEW PERKS FOR DIAMOND PEAK SEASON PASSHOLDERS

Feature

Photo courtesy Diamond Peak

Diamond Peak 2015-16 season passholders will enjoy new perks in addition to great skiing and incredible lake views this season. New perks include Bonus Resort Credit, Resort Coupon Books, Bring-A-Friend Tickets, and additional bonus lift tickets equaling to over \$1200 worth of free skiing and savings with a Diamond Peak Adult Season Pass!

Passes purchased during the Early Bird Sale were loaded with Bonus Resort Credit, \$25 for Adult Full passes or \$15 for other paid full passes. This credit is similar to a gift card and can be used for buying food, lessons, rentals, etc. at Diamond Peak. Passholders may also load or reload their passes with funds by visiting Guest Services.

Passholders who bought their pass during the sale also received a Resort Coupon Book worth over \$200 in savings! Coupons include a free hot wax, group lesson, demo rental, 1-day Rec Center pass and more.

New this season, every passholder gets four discounted \$50 Bring-A-Friend Tickets loaded on their pass. Simply bring your friend to the ticket windows and they will be able to purchase a \$50 non-holiday lift ticket.

Also new for 2015-16, Diamond Peak Ski Resort season passholders can take advantage of a total of 24 complimentary non-holiday bonus days, four each at: Boreal Mountain Resort, June Mountain Ski Area, Homewood Mountain Resort, Las Vegas Ski & Snowboard Resort, Red Lodge Mountain (Montana), and Whitefish Mountain Resort (Montana). Some restrictions apply so please visit DiamondPeak.com for details. As part of this partnership, Diamond Peak season passholders also qualify for \$150 off 2016 Woodward Tahoe Summer Camps, 50% off Woodward Tahoe CORE Memberships, and a complimentary 1-hour Woodward Tahoe Bunker Session.

Special discounts and privileges on the mountain are also available to Diamond Peak season passholders, including: 10% off food and nonalcoholic beverages in the Base Lodge, 10% off equipment tuning at the Diamond Peak Rental and Repair Shop, and \$5 off Last Tracks event tickets. 2015-16 Passholder appreciation events include the annual Opening Day Season Passholder Appreciation BBQ and Retro Ski Day & Season Passholder Party on March 19th. Check the Events Calendar for details and updates at diamondpeak.com/events.

Diamond Peak Full passes are valid every day with no blackout dates and the Midweek pass is valid Monday-Friday except holiday periods (12/21-1/2; 1/16-17; 2/13-21). Don't forget that the Midweek pass is valid 7 days a week starting March 1st, 2016.

Remember, every Diamond Peak season pass comes with our Peak Pledge, a 100% money back guarantee for refunds requested by January 15, 2016 on unused 2015-16 season passes. No insurance or doctor's note needed! Passholders just need to visit Guest Services by January 15, 2016 to request a full refund.

Passes are still for sale and can be purchased at DiamondPeak.com, Diamond Peak Guest Services, or at the Incline Village Recreation Center. For more information or to view pricing, details and restrictions, please visit the Season Passes & Perks page at DiamondPeak.com. 



Photo courtesy Diamond Peak

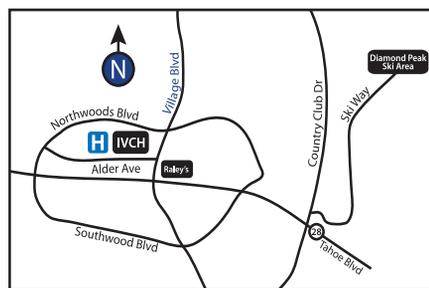
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- Incline Village Health Clinic
- Laboratory Services
- Physical Therapy and Medical Fitness
- Sleep Disorder Center
- MultiSpecialty Clinics offering Primary, Orthopedic, Pediatric and Cardiac Care
- Health, Wellness, and Community Education Programs
- Hospice and Home Health
- Charitable Giving and Volunteer Opportunities



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DIAMOND PEAK SKI RESORT

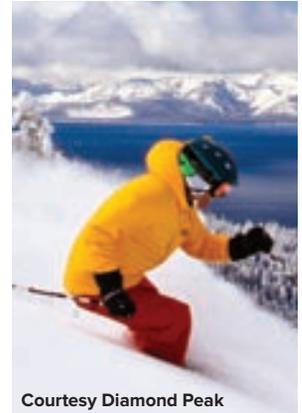
Diamond Peak Ski Resort
1210 Ski Way, Incline Village, NV 89451
(775) 832-1177 • www.diamondpeak.com

Diamond Peak Ski Resort is North Lake Tahoe's hidden gem. Located in Incline Village, the affordable, family friendly resort offers breathtaking views of Lake Tahoe, a summit elevation of 8,540 feet and a 1,840 foot vertical drop. Skiers and snowboarders can experience 655 acres of beginner to advanced terrain that include open glades. For more information or to check the conditions report, visit DiamondPeak.com.

Season Passes

Purchase Diamond Peak Season Passes at DiamondPeak.com, Guest Services, or Incline Village Recreation Center.

	FULL PASS		MIDWEEK PASS	
	Regular Price	IVGID Picture Passholder Price	Regular Price	IVGID Picture Passholder Price
Adult (24 - 64)	\$449	\$349	\$309	\$299
Youth (13 - 23) / College*	\$239	\$189	\$199	\$149
Child (7 - 12)	\$169	\$149	\$156	\$119
Senior (65 - 69)	\$169	\$149	\$156	\$119
Super Sr (70 - 79)	\$69	\$49	\$59	\$40
6 & under / 80+	FREE	FREE	FREE	FREE



Courtesy Diamond Peak

*College Pass (12+ units) - Must present current College ID and current winter class schedule with 12+ units to Guest Services to activate.

Midweek Passes are valid 7 days a week starting in March. Not valid Holidays: December 21, 2015 - January 2, 2016; January 16-17, 2016; February 13-21, 2016

Lift Tickets

	REGULAR RATES				IVGID PICTURE PASS HOLDER	
	Standard		Holiday		Standard	Holiday
	All Day	Half Day	All Day	Half Day	All Day	All Day
Adult (24 - 64)	\$64	\$59	\$60	\$64	\$25	\$35
Youth (13 - 23) / Senior (65 - 69)	\$49	\$44	\$59	\$54	\$20	\$30
Child (7 - 12) / Super Sr (70 - 79)	\$24	\$22	\$33	\$30	\$15	\$20
6 & Under / 80+	Free	Free	Free	Free	Free	Free
Beginner	\$34	\$34	\$39	\$39	\$18	\$28

1/2 day lift tickets start at 12:30pm

Holidays: December 21, 2015 - January 2, 2016; January 16-17, 2016; February 13-21, 2016

Punch Cards: Use your IVGID Punch Card to buy down lift ticket rates for your guests. They pay the IVGID Picture Pass holder price and the remainder of the regular ticket rate is deducted from your Punch Card.

Special Deals

Flex Pass (Multiday Lift Tickets)

The more you ski, the more you save with a Flex Pass, especially during the holidays! Available in 2-7 day increments, this direct-to-lift Flex Pass is fully transferable, can be used any day and valid all season long. Adults ski for as little as \$42/day with a 7-day Flex Pass.

Local's Lunch

\$30 gets you a lift ticket valid 11am-1pm (Mon-Fri, non-holiday) and a \$10 food voucher. Local residency not required.

BYOP (Bring Your Other Pass)

Show your 2015-16 season pass from any other ski resort and ski or snowboard for only \$35 at Diamond Peak (\$45 Holidays).

Last Tracks Wine & Beer Tastings

Ski from 2pm-4pm and then enjoy wine or beer tastings and gourmet appetizers at our mid-mountain Snowflake Lodge that overlooks Lake Tahoe. After the event, ski or snowboard down a freshly groomed run. Last Tracks takes place Saturdays (Feb-Apr). Tickets will be available to purchase online or at Guest Services in January.

INCLINE VILLAGE RECREATION CENTER

Incline Village Recreation Center
980 Incline Way, Incline Village, NV 89451
(775) 832-1300 • www.inclinerecreation.com

Our first-class Recreation Center includes an indoor pool, group fitness classes, a cardiovascular room and a gymnasium and a complete selection of programs and equipment for you and your family to enjoy. At the Parks & Recreation Counter located within the Recreation Center, you can process your IVGID Recreation Photo ID and Recreation Punch Cards or reserves spaces for your group event. Our goal is to create and provide a better community where people can play, learn, live, and grow. Whatever your favorite recreational activity, we hope to serve all of your needs.

Massage Therapy (18+)

Massage is a recognized, effective treatment for many health conditions and a great way to recover from the muscle stress created after fitness training. We offer Integrated Therapeutic Massage by appointment. Please inquire at the Host Desk (775) 832-1300. On-Site massage can be arranged for a group at the office or a special event at a rate of \$1.45 per minute with a minimum of 10 minutes per massage and six people per on-site session. Call (775) 832-1350 today!

Personal Training

Personal Training Personal training is provided by certified, trained professionals who will evaluate your individual fitness needs, design a plan of action, and motivate you to reach your fitness goals. A personalized program can teach you correct form, help with recovery from injury, train for a specific sport or just get you acquainted and comfortable in the fitness room. Call (775) 832-1350 to make an appointment.

Group Fitness & Aqua Fitness Class Schedule

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
6:30 – 7:30 am	Aqua Fitness: Liquid Cardio (7:00am-8:00am)	Cardio Cycle	Aqua Fitness: Liquid Cardio (7:00am-8:00am)	Cardio Cycle	Aqua Fitness: Liquid Cardio (7:00am-8:00am)		
7:45 – 8:45 am	TRX Body Blast		TRX Body Blast	Yoga (Starts at 8:00)	Cycle & Strength	Cardio Cycle	
9:00 – 10:00 am	Zumba Aqua Fitness: Combo (9:30am-10:30am)		Get On The Ball Aqua Fitness: Combo (9:30am-10:30am)		Cardio Cycle Aqua Fitness: Combo (9:30am-10:30am)	Strength Conditioning	Aqua Fitness: Combo (9:30am-10:30am)
9:10 - 10:00 am		Flexibility, Core, & Balance		Flexibility, Core, & Balance			
10:10 - 11:00 am	Cardio/Strength Conditioning	Cardio/Strength Conditioning Aqua Fitness: H2O Basics (10:45am-11:45am)	Cardio/Strength Conditioning	Cardio/Strength Conditioning Aqua Fitness: H2O Basics (10:45am-11:45am)	Strength Conditioning	Zumba	Yoga (ends at 11:10)
11:10 - 12:00 pm	Yoga* (ends 12:10)	55+ Fitness*	55+ Yoga*	55+ Fitness*	Yoga* (ends 12:10)		
12:15 - 1:05 pm		Gentle Yoga	Mat Pilates	Zumba	* 55+ Rate - Indicates a drop-in rate of \$20 for Seniors, \$5 for 55+ IVGID Pass Holders, Recreation Center Members are free. Class schedule and times are subject to change. For current information, visit our website at inclinerecreation.com or call (775) 832-1300.		
5:10 - 6:00 pm	Yoga (Starts at 5:00pm)	Zumba	Cardio Cycle	Cardio/Strength Conditioning			
6:10 - 7:00 pm	Cardio Cycle (ends 7:30)	Cardio/Strength Conditioning	TRX Suspension Training	Yoga (ends 7:30)			



RECREATION CENTER HOURS

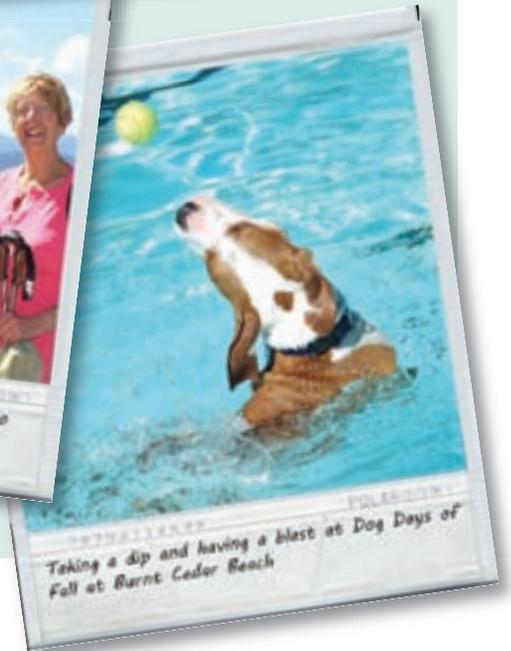
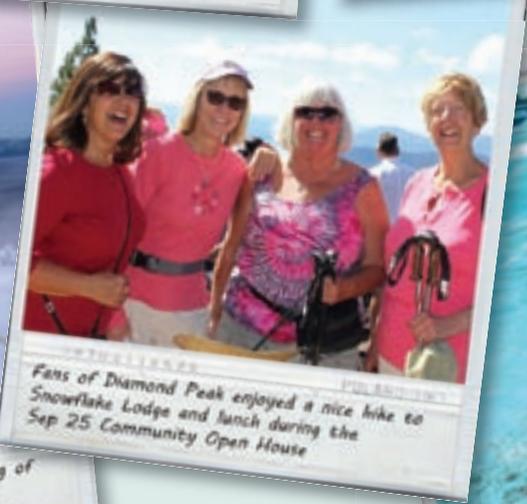
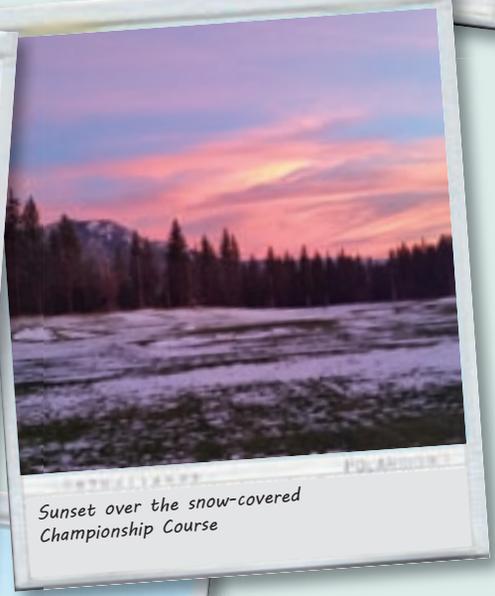
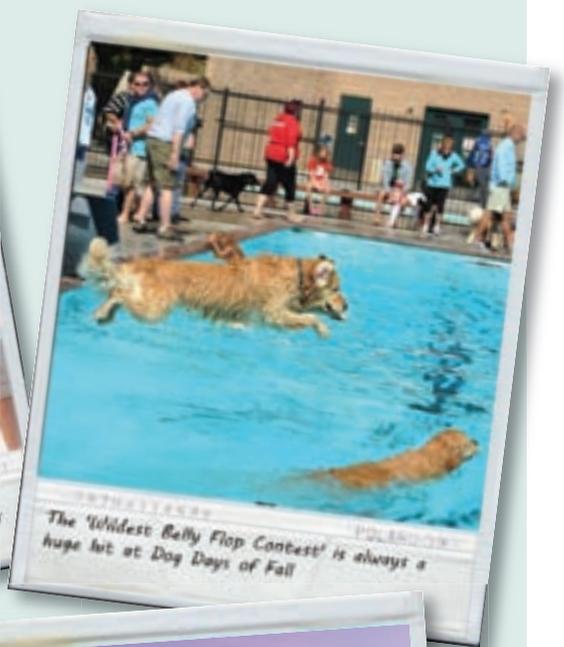
Monday - Friday:
6:00 am - 9:00 pm

Saturday & Sunday:
7:00 am - 8:00 pm

Holiday hours vary;
please call (775) 832-1300.

Photos captured by IVGID staff
and posted via our Instagram accounts

On the Town



December

- 12/19-1/3: Child Ski Center Theme Days at Diamond Peak
- 12/21-23: Epic Base Camp for youth K-5th grade
- 12/24-12/25: Santa and Penguin Pete visit Diamond Peak
- 12/28-30: Epic Base Camp for youth K-5th grade
- 12/23-1/30: Christmas Tree Recycling Drop-Off at Preston Field

January

- 1/4-1/10: IVGID Community Appreciation Week at Diamond Peak
- 1/4: Registration Opens for Session III of Swim Lessons at the Recreation Center
- 1/6: 55+ Ski Clinics Begin at Diamond Peak
- 1/10-2/9: Session III of Youth Swim Lessons at the Incline Village Recreation Center Begins
- 1/11-1/15: Learn to Ski & Ride Week at Diamond Peak
- 1/19- 2/18: Incline Junior Nordic Ski Program Session 2
- 1/22-1/24: 7th Annual Ullr Fest at Diamond Peak (Torchlight Parade, Ullr Games, Races Jiblet)
- 1/30: Tahoe Mountain Sports Nachtspektakel at Diamond Peak
- 1/30: Annual Fitness Challenge at the Incline Village Recreation Center

February

- Adult Volleyball League and Adult Indoor Soccer League begins early February
- 2/6, 13, 20, 27: Last Tracks Wine/Beer Tastings at Diamond Peak's Snowflake Lodge (Saturdays February through April)
- 2/12: Community Snowshoe Hike to Diamond Peak's Snowflake lodge
- 2/13-21: Child Ski Center Theme Days at Diamond Peak
- 2/16-19: Epic Base Camp for Youth K-5th Grade
- 2/22: Registration Begins for Session IV of Youth Swim Lessons at the Incline Village Recreation Center
- 2/27: Go Green Day at Diamond Peak, presented by IVGID Waste Not
- 2/28: Session IV of Youth Swim Lessons at the Incline Village Recreation Center begins

March

- 3/4: Community Snowshoe Hike to Diamond Peak's Snowflake lodge
- 3/5: Diamond Peak Uphill/Downhill Dash
- 3/5, 12, 19, 26: Last Tracks Wine/Beer Tastings at Diamond Peak's Snowflake Lodge (Saturdays through April)
- 3/6: Village Ski Loft's Annual Spring Demo Day at Diamond Peak
- 3/19: Retro Ski Day & Diamond Peak Season Passholder Party
- 3/19: Underwater Egg Hunt at the Incline Village Recreation Center.
- 3/21: Registration Begins for Session V of Youth Swim Lessons at the Incline Village Recreation Center
- 3/20: Diamond Peak Ski Team Diamond Cup Challenge at Diamond Peak
- 3/25: UnBirthday Celebration at Diamond Peak
- 3/26: Spring Eggstravaganza Community Easter Egg Hunt at Incline Beach 11am SHARP!
- 3/27: Easter Egg Hunt on the Slopes at Diamond Peak
- 3/27-4/29: Session V of Youth Swim Lessons at the Incline Village Recreation Center Begins

Winter 2015/16

GALLERY

Incline Village / Crystal Bay Community Events

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North Lake Tahoe Bonanza

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2015 Board Meeting Recaps

The IVGID Board of Trustees holds general business meetings one time per month, on the fourth Wednesday. All meetings are open to the public and everyone is invited to attend. For those of you who couldn't make a meeting, following is a Consent Calendar/General Business items recap for each meeting:

SPECIAL BOARD MEETING RECAP *October 1, 2015*

GENERAL BUSINESS: Proposed Settlement of IVGID v. Al Shankle Construction, et al., litigation under Case No. CV14-01540 (Requesting Staff Member: District General Counsel Jason Guinasso). Unanimously approved 5-0, motion passed.

BOARD RETREAT ITEMS: 2016/2017 Capital Improvement Budget (Requesting Staff Members: Director of Finance, Accounting, Risk Management and Information Technology Gerry Eick and Director of Asset Management and Engineering Manager Brad Johnson). Discussion item – no action – decision points requested were agreed to.

Solid Waste Enforcement Report (Requesting Staff Member: Director of Public Works Joe Pomroy) – Discussion item – no action

SPECIAL BOARD MEETING RECAP *October 21, 2015*

GENERAL BUSINESS: Approval of the Amended Diamond Peak Master Plan and Authorization to Move Forward with Environmental Clearances and Select Construction Permits (Requesting Staff Members: Brad Wilson, Diamond Peak Ski Resort General Manager and Brad Johnson, Director of Asset Management) – Approved 4-1, Trustee Callicrate voted opposed; motion passed.

REGULAR BOARD MEETING RECAP *November 18, 2015*

GENERAL BUSINESS: Golf and Facilities Report and Possible Action on Rates (Requesting Staff Member: General Manager Steve Pinkerton) - Unanimously approved 5-0, motion passed

Appointment of Representative to the Nevada League of Cities (Requesting Staff Member: General Manager Steve Pinkerton; Requesting Trustee: Chairwoman Kendra Wong) – Trustee Matthew Dent was unanimously appointed.

General Manager's Goals for Fiscal Year 2015/2016 (Requesting Staff Member: General Manager Steve Pinkerton) - Unanimously approved 5-0, motion passed.

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Strategic Plan

2015-2017

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INTRODUCTION

The Incline Village General Improvement District Strategic Plan provides direction and a planned pursuit of the mission, vision, values, long range principles and objectives and actions of the District from July 1, 2015 to June 30, 2017.

This plan reflects the District's desire to become more strategic and less tactical as the next logical step in the organization's life cycle and planning evolution.

Strategic Planning is a systematic approach to defining longer term principles and identifying the means to achieve them. It provides the District with the ability to channel resources in a direction that yields the greatest benefit to residents, constituents and guests.

The intent of the plan is to identify long range principles that align activities of the District to the strategy of the District. It provides a framework to ensure that a balanced approach toward addressing objectives of District residents, finances, internal processes and learning and growth of employees is integrated into the plan.

The strategic planning process enables the District to plan and execute continuous improvements throughout the organization.

The benefits of strategic planning include:

- Focuses the District's resources on activities that are essential to increasing customer satisfaction, lowering costs, increasing value and achieving measurable outcomes.
- Creates a planning and implementation system that is responsive, flexible, and disciplined.
- Encourages cooperation and support among all District functions.
- Reinforces the continuous improvement culture of the District.
- Empowers managers and employees by providing them with the authority to fulfill planned activities.
- Provides for more seamless internal and external customer service.
- Defines and describes the District's key strategies. As a result, employees and residents know where the District is headed.

STRATEGIC PLANNING PROCESS

Board of Trustees Policy 1.1.0 states:

The Incline Village General Improvement District recognizes the importance of using some form of strategic planning to provide a long-term perspective for service delivery and budgeting, thus establishing logical links between authorized spending and broad organizational goals. While there is not a single best approach to strategic planning, a sound strategic planning process will include the following key steps:

- 0.1 *Initiate the Strategic Planning Process*
- 0.2 *Prepare a Mission Statement*
- 0.3 *Assess Environmental Factors*
- 0.4 *Identify Critical Issues*
- 0.5 *Agree on a Small Number of Long Range Principles*
- 0.6 *Develop Strategies to Achieve Long Range Principles*
- 0.7 *Develop Objectives*
- 0.8 *Create an Action Plan*
- 0.9 *Incorporate Performance Measures*
- 0.10 *Obtain Approval of the Plan*

- 0.11 *Implement the Plan*
- 0.12 *Monitor Progress*
- 0.13 *Reassess the Strategic Plan*

Consistent with this Board Policy, the General Manager and the Board of Trustees initiated the process in February 2015. Strategic Planning and Team Building Sessions were facilitated by Coralbridge Partners on February 17, March 5 and March 6, 2015. Coralbridge Partners compiled a report summarizing the results of these sessions which were reviewed by the Board of Trustees at their March 25, 2015 meeting. The Board of Trustees directed the General Manager to accept the report and bring back further recommendations to the Board of Trustees.

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The report provided an overview of the Board's dialogue regarding the District's strengths and challenges and recommended a model that syncs strategies with operations and serves as a structural template for the planning process. In addition, the report documented the process for updating the District's Mission and Vision statements. The Board of Trustees spent a great deal of time during the facilitation process reviewing operational goals and action steps/tactics for many of the District's venues. The report summarized this discussion and documented the goals and actions steps. The facilitator also recommended changes to the District's organizational structure.

A number of the action steps recommended in the Coralbridge Partners report were implemented immediately and many other recommended actions were incorporated into the adopted budget for Fiscal Year 2015/2016. The adopted budget also included an updated organizational structure very similar to the one proposed by Coralbridge Partners.

Consistent with the Board of Trustees March 25, 2015 direction, the District's General Manager brought back a recommended process for completing the Strategic Planning Process at the June 4, 2015 Board of Trustees workshop. The Board concurred with the process and time was set aside at the June 24, 2015 Board of Trustees Meeting, along with the July 9, August 5 and September 3, 2015 Board workshops to complete the Strategic Plan.

At the June 24, 2015 session, the Board of Trustees reviewed the draft Mission and Vision statements as well as the existing Value and Mantra statements. The Board also discussed the key elements/environmental factors impacting the District.

These key elements included:

- What are the economic and financial conditions under which we are operating?
- What are the demographic trends for our community and how do those impact our services?
- What legal and regulatory issues are facing in the future?
- What social and cultural trends do we need to acknowledge?
- What physical and climate issues are we facing?
- What impact will other governmental agencies have on how we operate?
- How will changes in technology impact us?
- Who do we serve?

At the July 9, 2015 session, the Board of Trustees reviewed the existing District long range principles and provided Staff with guidance on updates to the principles and began to address the 2015-2017 objectives associated with each of the principles. The Board also finalized the Mission, Vision, Value and Mantra statements.

On August 5, 2015, the Board reviewed the revised long range principles and objectives.

On September 3, 2015 the Board reviewed the Final Draft Strategic Plan.

The 2015-2017 Strategic Plan was adopted at the September 23, 2015 Board of Trustees Meeting.

STATEMENTS



IVGID'S VISION STATEMENT

With passion for quality of life and our environment, Incline Village General Improvement District will enhance the reputation of our community as an exceptional place to live, work, invest, and play.

IVGID'S MISSION STATEMENT

The Incline Village General Improvement District delivers exemplary recreational experiences and provides the highest level of water, sewer, and solid waste services while striving for fiscal and environmental sustainability.

IVGID'S VALUE STATEMENT

We are dedicated people providing quality service, for our community and environment, with integrity and teamwork.

IVGID'S MANTRA STATEMENT

One District • One Team

LONG RANGE PRINCIPLES

LONG RANGE PRINCIPLE #1 Resources and Environment

Initiating and maintaining effective practices of environmental sustainability for a healthy environment, a strong community and a lasting legacy.

- Review and upgrade District policies and practices to encourage or require waste reduction, recycling and environmentally preferable purchasing.
- Develop sustainability measures, goals and metrics to create and/or maintain a sustainable District.
- Provide the community with environmental education and technical services on watershed protection, water conservation, pollution prevention, recycling and waste reduction.

LONG RANGE PRINCIPLE #2 Finance

The District will ensure fiscal responsibility and sustainability of service capacities by maintaining effective financial policies for operating budgets, fund balances, capital improvement and debt management.

- Adhere to Government Generally Accepted Accounting Principles.
- Comply with State and Federal regulations.
- Maintain Performance Measurement.
- Report results and demonstrate value.
- Develop and maintain a long term plan to sustain financial resources.

Objectives for 2015-2017

1. Identify appropriate performance measurement that goes beyond dollars and units of service, to demonstrate quality as well as quantity.
2. Utilize the new financial reporting structure to build understanding of the different aspects between operations, capital improvement and debt service.
3. With allocated resources, equate service expectations and the capability to deliver .

Objectives for 2015-2017

1. Form a Sustainability Committee comprised of representatives from each Department to plan sustainability efforts, prioritize projects, and coordinate internal efforts to implement the best practices relating to sustainability.
2. Prepare a policy for review and approval by the Board of Trustees to purchase environmentally preferable products, reuse durable products, reduce the waste stream and prevent pollution.

Budgeted Initiatives for 2015-2016

- A. Defensible Space, in partnership with the North Lake Tahoe Fire Protection District, protecting District lands and the Tahoe Basin watershed.
- B. Providing leadership for the Tahoe Water Suppliers Association.

4. Prepare a five year projection of financial results and performance measures for operations, capital improvement and debt service as a part of budget deliberations.

Budgeted Initiatives for 2015-2016

- A. Maintain the allocation of Facility Fee components for operations, debt service and capital expenditure to provide resources for each important aspect of District activities.
- B. Prepare a Comprehensive Annual Financial Report to provide financial position and results of operations to a variety of users and information needs, with an independent auditor opinion.
- C. Comply with Nevada Revised Statutes and Administrative Code requirement for the budget process and document content.
- D. Actively manage planning and financial reporting to inform users for decision making to sustain a strong financial base for operations and increasing net assets.

LONG RANGE PRINCIPLE #3 Workforce

Attract, maintain and retain a highly qualified, motivated and productive workforce to meet the needs of District venues:

- Staff will evaluate open position job descriptions, for need to fill, level of and related compensation for the position.
- Re-evaluate, during the budget process, the optimum level of Staff and related total compensation, necessary to each department based on industry standard and levels of service.
- Comply with State and Federal regulations.
- Continue to provide a safe environment and continue to strive for low workers compensation incidents.
- Identify individuals for retention and growth for management succession within the District.

Objectives for 2015-2017

1. Implement a rotating schedule for evaluating each position to ensure District is competitive with its total compensation and benchmarks.
2. Create a plan for cross training at all venues for Management level succession planning.
3. Identify potential changes of status and retention for year round Diamond Peak Summer Operations.

Budgeted Initiatives for 2015-2016

- A. Constantly review the fundamentals of seasonal positions, including length of service, rates of pay and eligible benefits.
- B. Evaluated job descriptions and related effects anytime we have turnover in a full time positions.
- C. Consider the affects of the Affordable Health Care Act and how its requirements can be managed to the best use of public funds.
- D. Maintain the District's core values for employees of Teamwork, Integrity, Service, Excellence and Responsibility.

LONG RANGE PRINCIPLE #4 Service

The District will provide superior quality service and value to its customers considering responsible use of District resources and assets.

- Provide well defined customer centric service levels consistent with community expectations.
- Apply Performance Management to meet or exceed established venue customer service levels.
- Utilize best practice standards for delivery of services.
- Commit to evaluate customer loyalty/satisfaction to demonstrate the value of results.
- Maintain customer service training for new, returning and existing employees.

Objectives for 2015-2017

1. Establish metrics through key performance indicators for each venue.
2. Establish specific performance indicators to evaluate customer loyalty/satisfaction.
3. Align performance metrics through industry benchmarking.
4. Analyze the net effect of established service levels on the District operations and apply changes as needed and encourage/reward continuation of appropriate performance.
5. Explore comprehensive Customer Service measurement tool for the District.

Budgeted Initiatives for 2015-2016

- A. Each venue has time budgeted for new, returning and existing employees to participate in Customer Service Training.
- B. Service levels are expected to remain at or above current levels. The emphasis is on providing the best customer experience.
- C. The District is continuing the Customer Care program for all of Community Services, which includes empowerment for any actions that generate a hard cost to remedy a customer satisfaction issue.



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LONG RANGE PRINCIPLE #5 Assets and Infrastructure

The District will practice perpetual asset renewal, replacement and improvement to provide safe and superior long term utility services and recreation activities.

- Maintain, renew, expand and enhance District infrastructure to meet the capacity needs and desires of the community for future generations.
- Maintain, procure and construct District assets to ensure safe and accessible operations for the public and the District's workforce.
- Maintain current Community Service and Public Works master plans.
- Maintain a 5-Year and 20-Year capital improvement plan.
- Conduct planning and design, in advance of undertaking projects or procurement, to ensure new District assets meet operational requirements and enhance the customer experience.
- Maintain an asset management program leveraging technology, as appropriate by venue/division, to ensure timely and efficient asset maintenance.
- Comply with regulatory requirements and industry standards.

LONG RANGE PRINCIPLE #6 Communication

The District will engage, interact and educate to promote understanding of the programs, activities, services, and ongoing affairs.

- Promote transparency in all areas including finance, operations and public meetings.
- Provide clear, concise and timely information in multiple, publicly accessible formats.
- Ensure that both internal and external communication is responsive, comprehensive and inclusive.

Objectives for 2015-2017

1. Create function and dedicate full time staff to communications.
2. Invest in technology to improve access to information, better track citizen requests and inquiries and streamline customer service operations at venues.

Objectives for 2015-2017

1. Set direction for the proposed Diamond Peak master plan.
2. Begin the update of the Community Service master plan.
3. Complete condition analysis and project scoping for the Effluent Export Project – Phase II.
4. Investigate asset management/work order software for Community Service venue operations to determine applicability and resources required for implementation.

Budgeted Initiatives for 2015-2016

- A. Continued use of the Five Year Rate Study as a way to ensure proper funding of capital projects such as the Effluent Pipeline replacement.
- B. Allocate capital expenditures in Community Services to maintain service levels, while planning for some facility replacement for facilities that are crossing 20 years in service.
- C. Begin the update of the Master Plan for the Beach Venues.
- D. Begin the update of the Master Plan for Parks and Recreation Venues.
- E. Work through the approval process of the proposed Diamond Peak Master Plan.

3. Employ tools to enhance internal communications.
4. Implement best practices for sharing information with the public.

Budgeted Initiatives for 2015-2016

- A. Expand the District's approach to communication decisions for the entire District for sales, marketing and communications. All venues and Funds will be served by the new Communications Coordinator.
- B. The District will be utilizing several online tools to improve Citizen Request Management and Financial Transparency.
- C. The District will replace existing Point of Sales systems to improve service delivery and extend capacity for registration and purchases.

IMPLEMENTATION

The annual budget document serves as the Action Plan for implementing the 2015-2017 objectives.

Budget Initiatives

The budget initiatives for the Fiscal Year 2015/2016 budget and capital plans centered on the following:

- 1) Provide utility rates that supports planned capital infrastructure and continues operations funded by the pay for what you use model that is the industry standard;
- 2) Establish a Recreation Facility Fee (RFF) and a Beach Facility Fee (BFF) that are based upon justifiable current needs combined with the near term debt service and plans for multi-year capital projects; and
- 3) Continue to minimize the year to year fluctuations in the RFF and BFF from effects of Capital Improvement Project expenditures; and
- 4) Develop revenue enhancements to absorb increased costs; and
- 5) Consider customer service enhancements through operating efficiencies and the addition of service capacities.

Additional detail on budgeted initiatives is described in conjunction with each Long Range Principle.

Review Process

Implementation of the Strategic Plan requires a process of review, improvement, refinement, and measurement and following is the criteria for successful implementation of the Strategic Plan. It represents the commitment and discipline required to institutionalize the process.

- All employees and Board of Trustees members should receive a copy of the plan or electronic access to the Plan and should become a regular part of Staff and Board of Trustees orientation.
- The Strategic Plan becomes the guidepost for the District. When decisions or responses to the community are needed, the Strategic Plan serves as a strong reference point for decision-making and whether or not new issues or responses are of higher importance than what's been established as existing direction.
- Post a summary or shortened version of the Strategic Plan on the District's website and track results on the website as well. It may also be helpful to print a short summary of the Strategic Plan's progress to distribute to interested partners and community members.

REASSESSMENT

Many external factors, such as the local and national economy, demographic changes, statutory and legislative changes, and climate may affect the environment and thus achievement of strategies. To the extent that external events have long-range impacts, strategies, objectives and actions may need to be adjusted to reflect these changes.



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- The District's General Manager will have the responsibility of being the Strategic Plan Manager to ensure successful implementation.
- Regular reporting of the Strategic Plan's progress should occur. Break the Strategic Plan into separate fiscal years and report, one year at a time, as an ongoing annual work plan. Each initiative for the year should include a list of actions that support the goal's completion. Actions are developed prior to each year. Each year's data will be entered on a spreadsheet that lists the Themes, Objectives, Initiatives, supporting actions and associated start and completion dates, as well as the staff person responsible for the Initiative.
- At the end of the year, perform an annual review and documentation of progress on initiatives.
- Provide an update on the Plan's implementation and results on an annual basis.
- Conduct Staff meetings on a quarterly or semi-annual basis to review the Strategic Plan's progress and results and report on progress to the Board of Trustees.
- The performance appraisal process should reflect the completion of the Strategic Plan initiatives as an evaluation criterion. Also, performance criteria should be aligned with values of the District such as innovation, teamwork, and accountability.
- Track the measurement system on a quarterly basis. Some of the measures will be calculated annually. Provide an annual narrative about the results. Review the measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to decision making. Include a combination of lagging and leading indicators. (Lagging indicators or outcomes measure past performance; leading indicators or performance drivers assist in establishing future performance.)
- After completion of the first year of the Strategic Plan and baseline results are quantified, targets should be initiated for the measurement system.
- After each year of the Strategic Plan, the Staff should review the Strategic Plan's process and re-tool any parts of the process that need improvement. This review should include a "just-in-time review" of the following year's Initiatives to determine if priorities have changed. The review of Initiatives should tie into the budget process
- Staff meetings should regularly include discussion of strategy. Create a visualization process to emphasize the Strategic Plan's importance and the District's commitment to execution. For example, posting charts on office walls of each year's initiatives, with a check-off column, can provide a visual tracking of initiative completion.

New information about residents, constituents, and guests needs or results may also require changes to the Strategic Plan. It is desirable to minimize the number of adjustments to long range principles in order to maintain credibility.

However, the District's Board of Trustees expects to conduct interim reviews each year, and more comprehensive strategic planning processes every five years, depending on how quickly conditions change. Performance measure results will be reviewed more frequently than the Strategic Plan.

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