



**Serving
our Partners, our Community, and Placer County**

Year End Report FY-2007/2008

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www.nltra.org**

Summarizing a Productive Year

Focused on its mission and further demonstrating its value to Placer County and the North Lake Tahoe community, the North Lake Tahoe Resort Association registered an exceptionally productive year during Fiscal 2007/2008. This report reviews the year and summarizes the Association's accomplishments in marketing, transportation and infrastructure. It also provides an analysis of the organization's adopted performance metrics.

Transient Occupancy Tax

First Quarter - July through September

As measured by TOT collections, tourism during the summer of 2007 was strong. For the first quarter, TOT revenues were up 9.4% over the same period in 2006. The NLTRA Public Relations team and Visitor Information staff were very active, working to address media and visitor inquiries related to the Angora Fire (South Shore) and the Washoe Fire (North Shore). Summer weather conditions were favorable. As noted below, under Marketing Accomplishments, NLTRA marketing helped increase first quarter TOT collections; specifically, through the expenditure of additional direct marketing investments made in late spring and early summer.

Second Quarter - October through December

TOT revenues in the second quarter were up 2.8%, as compared to the same period one year earlier. As indicated by the NLTRA's Economic Indicators, all reporting sectors were down in October, with lodging down 38%, retail down 10% and restaurants down by just over 5%. Lodging rebounded slightly in November; restaurants rose by 20%, but retail declined further. There was a late start to winter weather and marketable ski conditions. Restaurants and retail rose slightly in December. The holiday period (Christmas through New Year) was generally strong for many businesses.

Third Quarter - January through March

Third Quarter TOT was strong. January was sluggish, however all tourism related sectors rose significantly in February (+19.25 % over February 2007), followed by another strong month in March. A series of major storms significantly improved ski conditions. The great conditions were quickly touted around the country through NLTRA public relations and video news releases. Also, a North Lake Tahoe advertising campaign, which included television, ran for approximately six weeks in key Los Angeles area markets. In total, Third Quarter collections were up 101% over the previous Third Quarter, setting a new record for Third Quarter collections by more than \$750,000. This significant increase was also due to efforts on the part of Placer County to notify second homeowners who rent their homes that such rentals require the payment of TOT. A County letter to more than 20,000 homeowners resulted in more than 500 new TOT payers.

Fourth Quarter - April through June

Weather during the quarter was very favorable for spring season travel. A North Lake Tahoe advertising campaign, which included television, ran for four weeks in the

San Francisco Bay Area from late May through late June. This was in addition to other increased North Lake Tahoe marketing expenditures during the period.

For many years, fourth quarter revenues were typically under \$1 million. More recently, the trend has been upward to \$1.1 million. Fourth quarter revenues for this fiscal year set a new record, at approximately \$1.15 million.

Review of Accomplishments Marketing

- For the second year in a row, NLTRA marketing helped increase first quarter TOT collections and tourism business activity, thanks to increased resources available through Placer County TOT and the North Lake Tahoe Marketing Cooperative with the Incline Village Crystal Bay Visitors Bureau (IVCBVB). Specifically, additional direct marketing expenditures were made in late spring and early summer in support of summer season tourism.
- The NLTRA planned and implemented the expenditure of more than \$230,000 of marketing carryover funds, which included television ad campaigns in the Los Angeles and San Francisco markets, consumer focus group research in these same markets, an extensive direct mail campaign in the San Francisco area for summer 2008, and an increase in the Internet Marketing budget.
- Developed and implemented a Consumer Ad Awareness Study in both the Los Angeles and San Francisco markets.
- Developed a new media metrics (ROI) reporting document to assist with improving the efficiency of future marketing investments. This document is now used with all other NLTRA Marketing Performance Indicators to refine and improve marketing plans and investments.
- At the direction of the Board, the NLTRA terminated its outsource contract for Lake Tahoe Central Reservations and transitioned to a referral based consumer to lodging property lead generation system through the GoTahoeNorth.com Web site. Over 200,000 leads direct to lodging properties were generated by this new system during the fiscal year. Additionally, a new communications program was instituted. Through this program, each lodging supplier receives a monthly report on the total number of leads generated for their property, along with suggestions for how to improve the number of leads generated and room nights booked.
- Implemented the transition of the former Reservations Committee to the Lodging Subcommittee.
- At the direction of the Board, staff designed and conducted a series of marketing workshops and special meetings to provide a forum for community input on the entire range of NLTRA marketing functions, programs and expenditures.
- Continued the implementation of on-going improvements to the GoTahoeNorth.com Web site.
- Received a prestigious award from the California Travel and Tourism Commission for the Best Overall Marketing Campaign in the State of California.

Infrastructure and Transportation

- The NLTRA achieved measurable progress toward the implementation of Infrastructure and Transportation projects, as determined through an evaluation of year end results of the FY-2007/2008 Integrated Infrastructure and Transportation Work Plan. As shown in the evaluation, below, a total of 21 projects were underway, up from 17 during FY-2006/2007, and ten projects were completed, up from five the previous year.

Infrastructure Project Expenditures

Kings Beach Commercial Core Improvement Project	\$1,232,682
Lakeside Multi Purpose Trail	\$95,000
Heritage Plaza*	\$16,290
Squaw Valley Wayfinding Signage*	\$139,210
North Tahoe Regional Park Access Improvements	\$65,000
Northstar Community Multi Purpose Trail	\$79,072
North Lake Tahoe Performing Arts Center	\$21,141
Tahoe City Transit Center*	\$54,557
TRPA Waterborne Transit Study*	\$7,500
Squaw Valley Water Enhancement/ASR*	\$181,093
Friends of Squaw Creek*	\$5,250
Olympic Trails Restoration*	\$10,000
Regional Wayfinding Signage	\$76,512
Portable Performing Arts Stage*	\$108,401
Tahoe Maritime Museum*	\$250,000
Squaw Valley Olympic Ski Museum* (Phase 1)	\$12,000
Total	\$2,353,708

*A total of 10 Infrastructure projects completed.

- The number of transit programs funded by the NLTRA, all or in part, which meet the goals of the NLTRA Master Plan, increased to ten in FY-2007/08, from seven during FY-2006/2007. Ridership on transit systems funded all or in part by NLTRA investments rose measurably. The number of passengers per vehicle service hour increased in both winter and summer.

Transportation/Transit Project Expenditures

Summer Traffic Management	\$11,083
Winter Traffic Management	\$19,575
Summer Enhanced Trolley and Nighttime	\$226,340
Winter Enhanced Transit Highway 89, NS	\$43,000
Winter Enhanced Transit Highway 267	\$82,000
Winter Enhanced Sugar Bowl Skier	\$18,000
Reno/Tahoe Airport Shuttle	\$164,787
Winter Nighttime	\$162,000
Summer Daytime Highway 267	\$60,000
Total	\$786,785

Other Integrated Work Plan Accomplishments

- The NLTRA implemented its continuous review of project priorities for Infrastructure and Transportation investments, using the tool of the Integrated Work Plan.
- The Association continued its successful policy of leveraging Infrastructure and Transportation project investments to the maximum extent possible, to help ensure the implementation of Master Plan and other identified project priorities. As an example, during FY-2007/2008, NLTRA Infrastructure project investments were nine percent of the total expenditures by project partners of more than \$14.2 million.

Organizational

- The NLTRA developed and published the first edition of its Organizational Performance and Board Level Metrics Plan.
- Developed and adopted updated organizational Bylaws, Conflict of Interest Policy, Procurement Policy, and Supplemental Operating Procedures and Policies.
- Conducted a Board Workshop, as recommended in the 2007 360 Review Process.
- Continued to refine and improve the organization's annual strategic planning and budget development process.
- Improved organizational communications with the community through workshops, detailed workshop reports, and the comprehensive organizational information available to the community on www.nltra.org.

NLTRA Functions Not Funded by Placer County TOT North Lake Tahoe Chamber of Commerce

- Actions were taken to strengthen the Chamber's capacity to fulfill its adopted mission and approved Business Plan.
- Chamber programs and benefits were more clearly defined; the promotion of programs and benefits increased.
- There was improved outreach to membership through surveys, e-mail blasts, and a more consistent newsletter schedule; programs were refined and improved based on member input.
- The Chamber continued to strengthen its partnerships with local community based business organizations, through cooperative program sponsorships and activities of mutual interest and concern.
- Developed and published the first member Business Directory since consolidation of the former Incline Village Crystal Bay Chamber of Commerce into the North Lake Tahoe Chamber.
- Continuously improved the features, functions and value of the Chamber's Web site, www.NorthLakeTahoeChamber.com.
- Led efforts to advance the Lake Tahoe Community Sustainability Indicators Project.
- With leadership and input from the Chamber Advisory Committee, revised the Community Marketing Program Funding Criteria and Grant Application Form.
- With leadership and input from the Chamber Advisory Committee, developed a new *In Market* advertising and programs initiative, to be implemented in coordination with the Chamber/NLTRA's Community Partners, NLTRA Marketing Committee and Tourism Division team.

- With leadership and input from the Chamber Advisory Committee, updated the Chamber Business Plan for FY-2008/2009.

Tahoe Regional Planning Process

- During FY-2007/2008, the NLTRA President & CEO and Director of Community Partnerships and Planning continued to spearhead NLTRA efforts to actively participate and represent NLTRA partners/Chamber members in the regional planning process for Lake Tahoe. Specific efforts included: representation in the final meetings of the PATHWAY Forum, meetings related to the TRPA/Local Government Community Enhancement Program (CEP), briefings on development of the Lake Tahoe TMDL, the preparation of comments and participation in meetings to discuss the TRPA Regional Plan EIS/EIR Scoping Process, and the preparation of written comments on the Regional Plan Alternatives for Analysis.
- Continued work with Placer County and other partners in the community to support redevelopment and workforce housing goals through planning initiatives in conjunction with the Regional Plan and CEP process.

Additional Accomplishments

- As a Co-Chair of the Lake Tahoe Transportation & Water Quality Coalition, the NLTRA President & CEO led the successful efforts to secure a new source of federal funding for the development and environmental review of transportation projects within the Basin, including projects such as the proposed Highway 89 Realignment Project. In its first cycle of funding, this new program will generate about \$4 million for Lake Tahoe.
- As a member of the Lake Tahoe Federal Advisory Committee, the NLTRA President & CEO helped secure an additional \$3 million in federal funds for the Kings Beach Commercial Core Improvement Project.
- As a member of the Tahoe Transportation District Board of Directors (TTD), the NLTRA President & CEO helped develop a funding and staffing plan designed to secure the TTD's ability to operate independently from the TRPA through separate funding and an autonomous, collaborative memorandum of agreement between TTD and TRPA.
- In June, the NLTRA President & CEO was unanimously appointed by the Placer County Board of Supervisors to the Placer County Economic Development Board, representing the Tourism sector.

Appendix



Organizational Performance Plan

Board Level Metrics

Updated August 2008

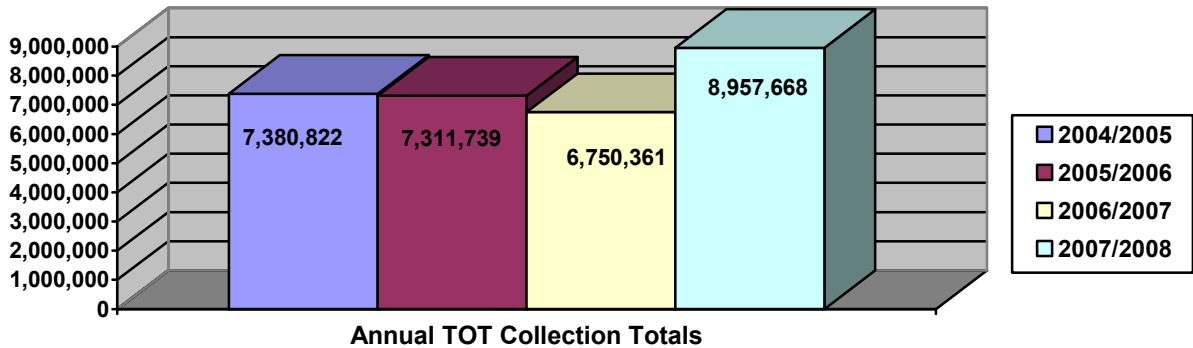
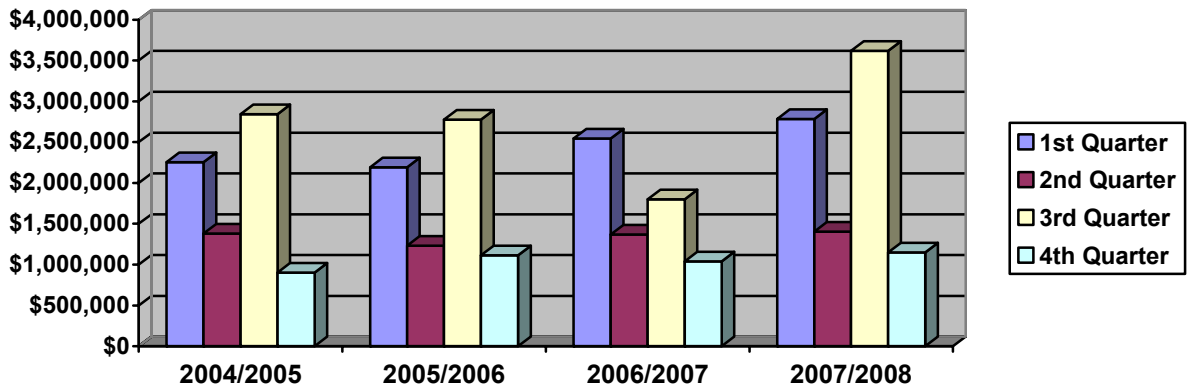
NLTRA INDICATORS Economic

Tahoe Transient Occupancy Tax (TOT)

What is this Indicator?

This indicator reports the total amount of Transient Occupancy Tax (TOT) collected by hotels, motels and other lodging accommodations in Eastern Placer County. TOT is considered one of the primary indicators of the health and growth of the tourism industry and economy of Eastern Placer County. Since Fiscal Year 1996/97, Placer County has returned approximately 60% of the TOT collected in Eastern Placer County back to our region, where the tax is collected. These funds are invested in marketing, transportation and infrastructure improvements consistent with the adopted NLTRA Master Plan, as developed and recommended through the locally based decision making process of the Resort Association.

FY-2007/08 TOT collections totaled \$8.96 million, compared with \$6.7 million for all of FY-2006/07. For a detailed analysis by quarter, please refer to pages 2 and 3 of the NLTRA's FY-2007/08 Year End Report (earlier in this document).



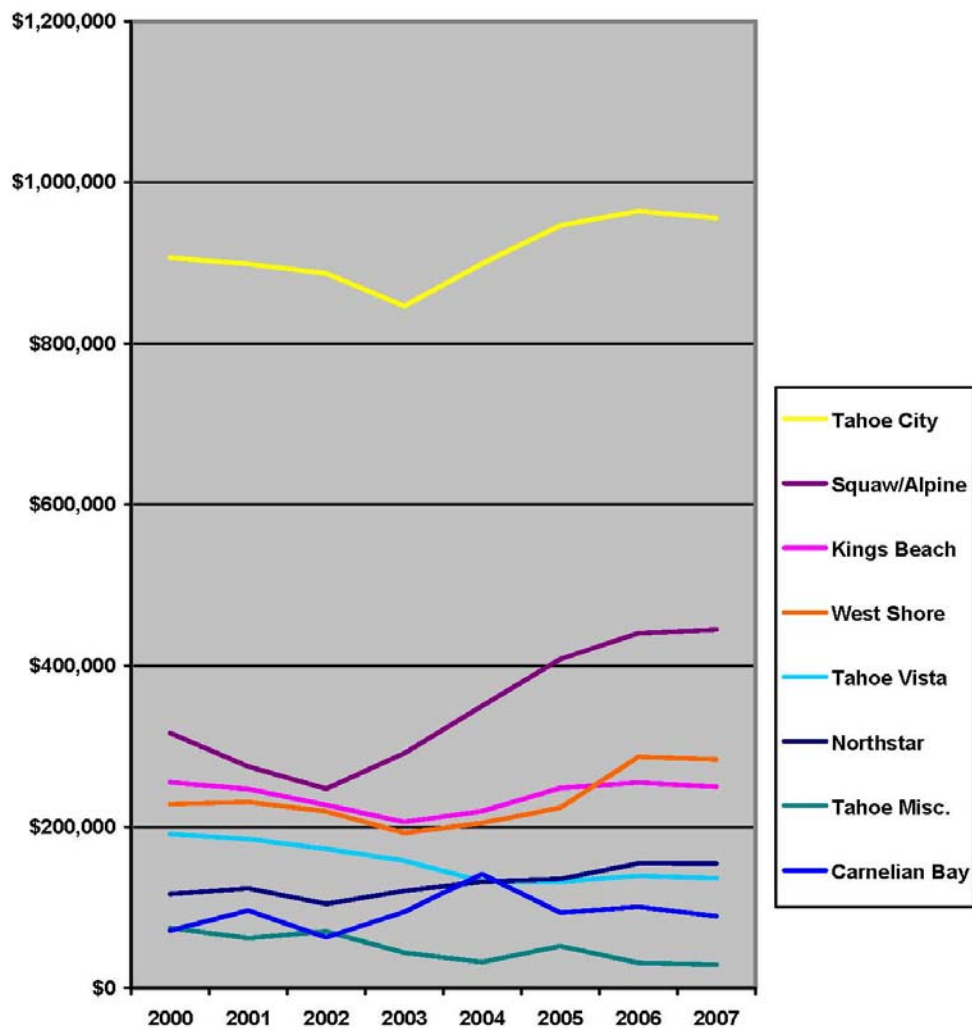
Eastern Placer County Sales Tax

What is this Indicator?

This indicator reports the total sales tax collected in Eastern Placer County, defined as that region of the County easter of Donner Summit. Sales Tax is considered one of the primary measures of overall economic activity in Eastern Placer County.

As documented in the table, below, sales tax collections for 2007 (the most complete year for which data is available) were flat or declined slightly in each reporting area. Although Tahoe City declined in total sales tax revenue, this area still generated the most revenue, more than twice the total sales tax collections of the number two area, Squaw Valley/Alpine Meadows. The Squaw/Alpine area showed a slight upward tick, attributable primarily to economic activity in Squaw Valley.

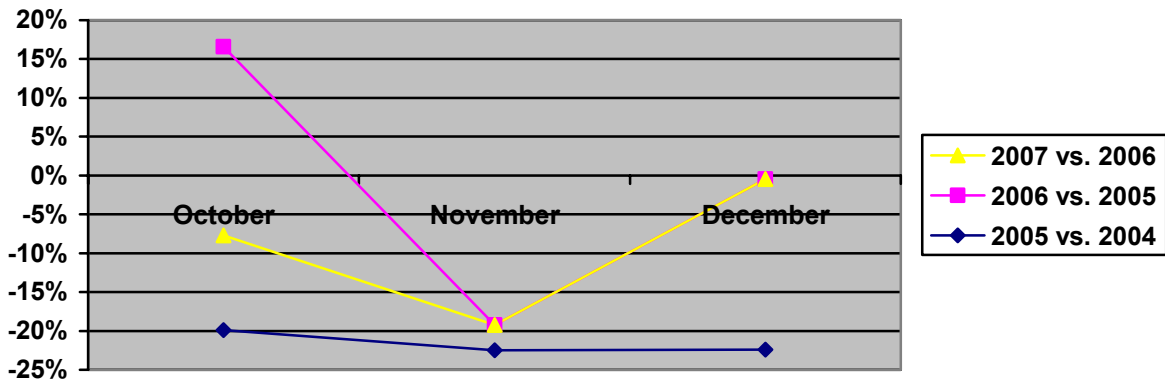
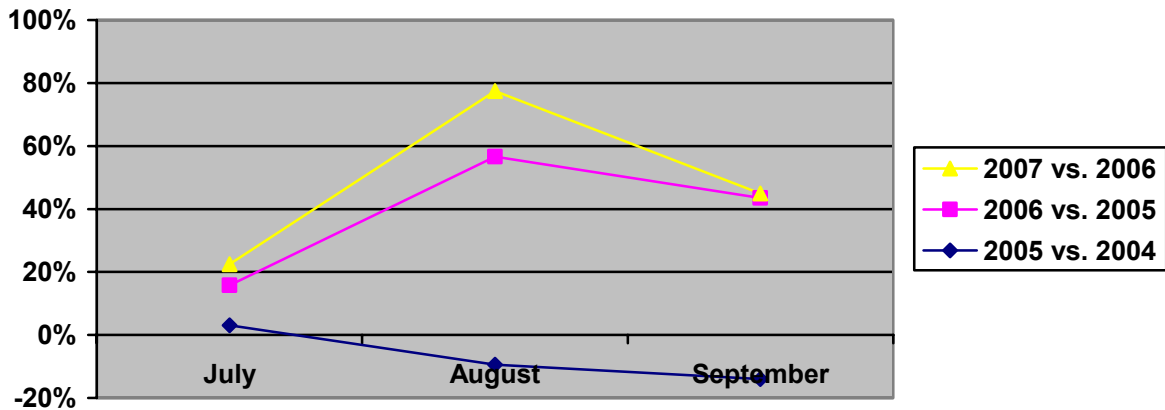
**Tahoe Area
Annual Sales Tax Revenue by Geographic Area**

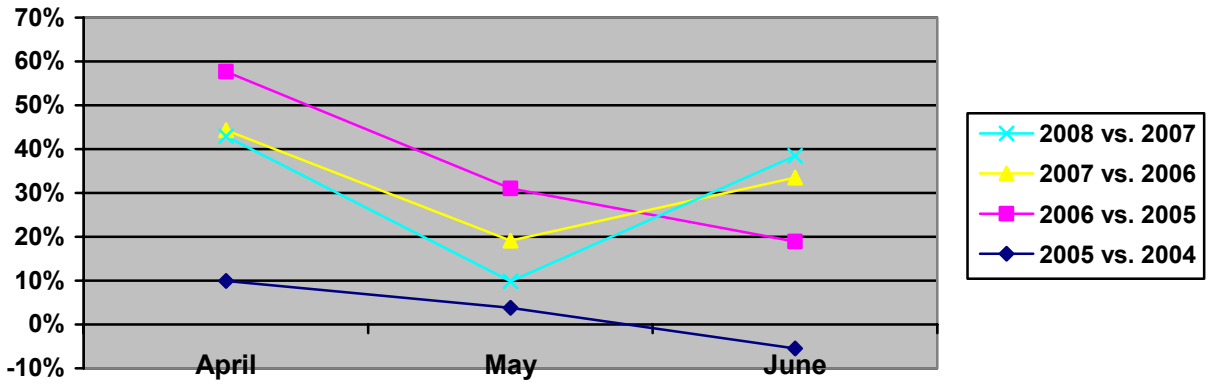
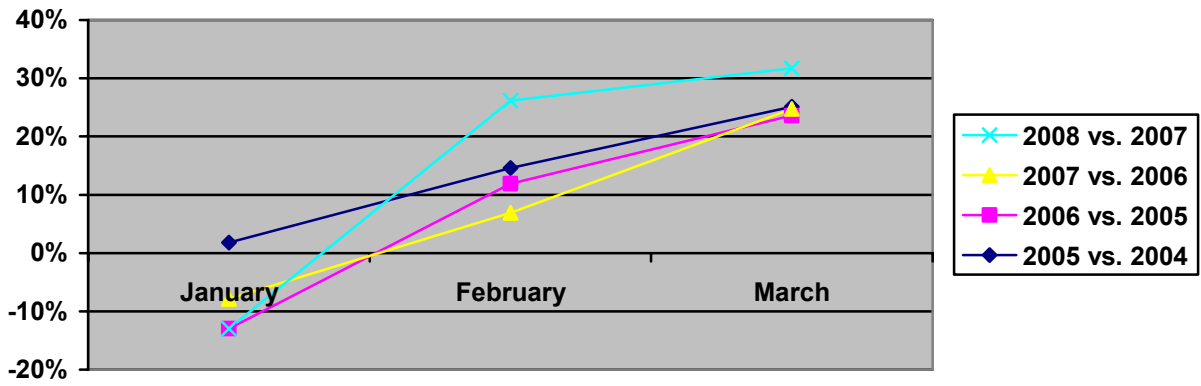


North Lake Tahoe Resort Association Monthly Economic Indicators

What is this Indicator?

The NLTRA has conducted this monthly survey since the year 2000. It has proven to be a useful indicator of tourism-related economic trends in the North Lake Tahoe area. The survey reflects fluctuations in economic activity, seasonal changes, weather (particularly winter snowfall) and patterns of visitation. The information is presented in both a graph and table format. Over time, the NLTRA has observed a correlation between these economic indicators and TOT collections.







Monthly Percentages 2007 vs. 2006 and 2008 vs. 2007												
	July 07/06	August 07/06	September 07/06	October 07/06	November 07/06	December 07/06	January 08/07	February 08/07	March 08/07	April 08/07	May 08/07	June 08/07
Resorts	+21.00	+50.00	N/A	N/A	N/A	-4.00	+14.50	+30.00	+19.00	+15.00	+26.38	-8.00
Lodging	+7.88	+28.93	+6.02	-38.77	+3.11	+0.48	-13.65	+23.59	+18.96	+4.06	-29.08	+14.74
Restaurants	+11.50	+8.13	+3.02	-5.17	+20.00	+6.50	+2.00	+20.00	+3.35	-4.00	+6.00	-8.00
Retail	-4.00	+1.67	-15.70	-10.00	-28.50	+2.78	+27.50	+13.75	+11.30	-21.30	-26.00	-7.00
Other	-9.00	-6.50	-7.00	-9.60	-4.50	-28.00	-33.00	-11.00	-26.00	-23.60	-7.30	-5.00
Monthly Total	+6.73	+20.90	+1.39	-24.29	-2.34	-4.31	-5.08	+19.25	+6.98	-1.42	-9.20	+4.96

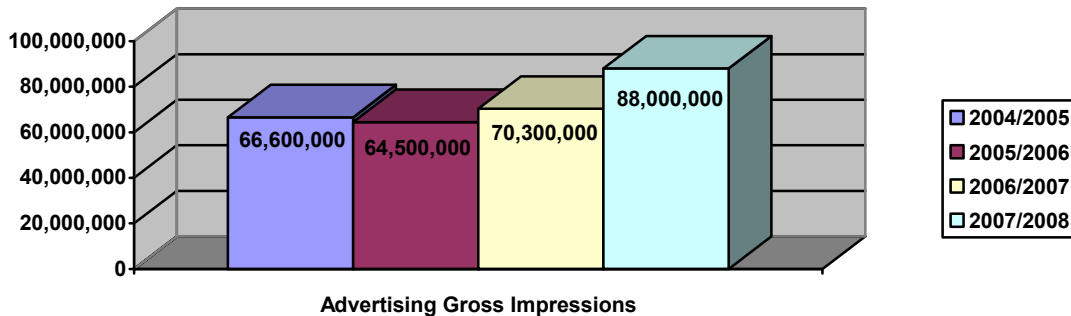
You may notice that we have added an additional category call "Other". There are a number of businesses whose activities are too diverse to allow for a meaningful report in a specific category, but their percentages are reflected in the total. As we receive more participation in the survey, we will create additional categories.

Marketing

Advertising Gross Impressions

What is this Indicator?

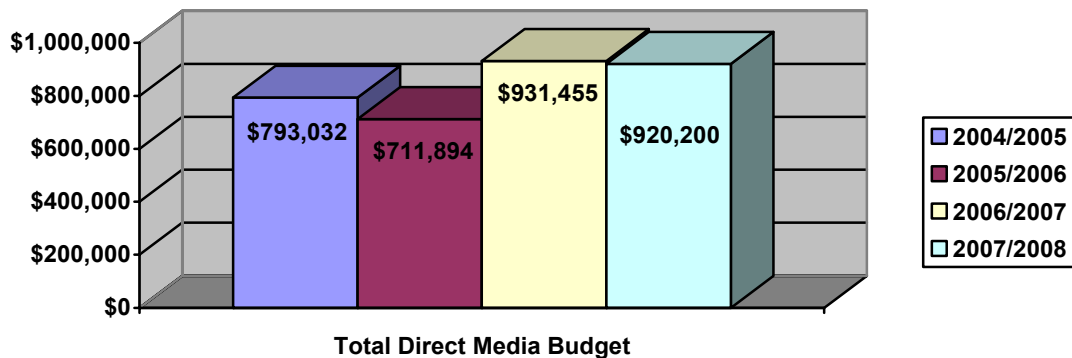
Gross impressions is the sum of the audience, in terms of people or households, viewing or hearing an advertising message (impression). Following a slight dip from FY-2004/2005 to 2005/2006, this indicator has been on a strong upward trend, thanks in large part to establishment of the North Lake Tahoe Marketing Cooperative in October of 2006, in the second quarter of FY-2006/2007. By combining marketing resources through the Cooperative to support a single brand message, direct media expenditures were increased, resulting in a measurable increase in Advertising Gross Impressions.



Total Direct Media Budget

What is this Indicator?

This indicator measures the resources available for direct media expenditures and tracks the overall funding capacity of the Cooperative to generate awareness and interest in the North Lake Tahoe destination in the areas of consumer, leisure sales and conference marketing and promotion. The increase in expenditures from \$711,894 in 2005/2006 to \$931,455 in 2006/2007 is directly attributable to the Cooperative. There was a slight decrease in direct media expenditures in FY-2007/2008, as the NLTRA directed funds into community outreach (marketing workshops and special meetings), and into market research. Most research activities were conducted in collaboration with the Cooperative.

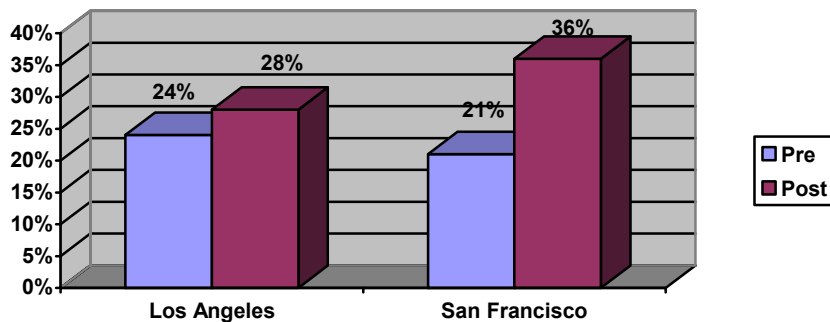


Total Advertising Awareness

What are these Indicators?

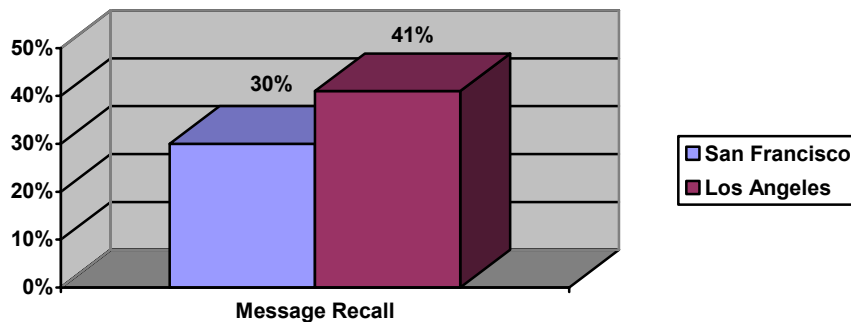
These indicators are designed to measure advertising awareness and recall and help determine the impact of NLTRA and NLTRA cooperative program advertising on the consumer, including the effectiveness of our advertising. The NLTRA had not conducted ad awareness studies any time in the recent past. Accordingly, the studies conducted during FY-2007/2008 have established a baseline against which future studies can be compared.

As shown below, targeted Los Angeles and San Francisco markets included both a “pre” and “post” ad campaign survey. North Lake Tahoe ad awareness among those surveyed in Los Angeles increased from 24 percent (pre campaign) to 28 percent (post campaign); of those surveyed in the San Francisco Bay Area, North Lake Tahoe ad awareness rose from 21 percent pre campaign to 36 percent post campaign.



Message Recall

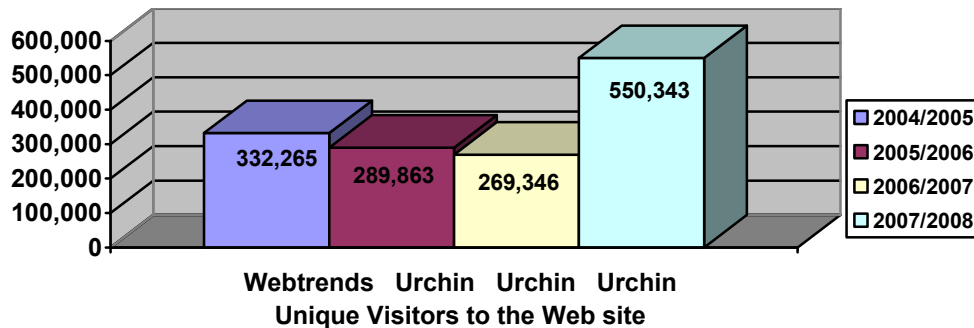
An advertising recall survey was conducted as part of the Advertising Awareness Study. As indicated below, 30 percent of those surveyed in the San Francisco Bay Area recalled a specific North Lake Tahoe ad message; 41 percent of those surveyed in Los Angeles recalled a specific ad message.



Number of Unique Visitors to the GoTahoeNorth.com Web Site

What is this Indicator?

The term “unique visit” is defined as the number of individual visits to a Web site within a specific period of time. The more unique visits, the more consumers are viewing and/or downloading information from the Web site. In FY-2006/2007, the NLTRA changed its tracking tool to Urchin, a more reliable system for tracking Web site statistics. FY-2007/2008 was the first full year of operation of the new GoTahoeNorth.com Web site, a project of the North Lake Tahoe Marketing Cooperative. During this period, unique visits increased dramatically, from 269,346 to 550,343.

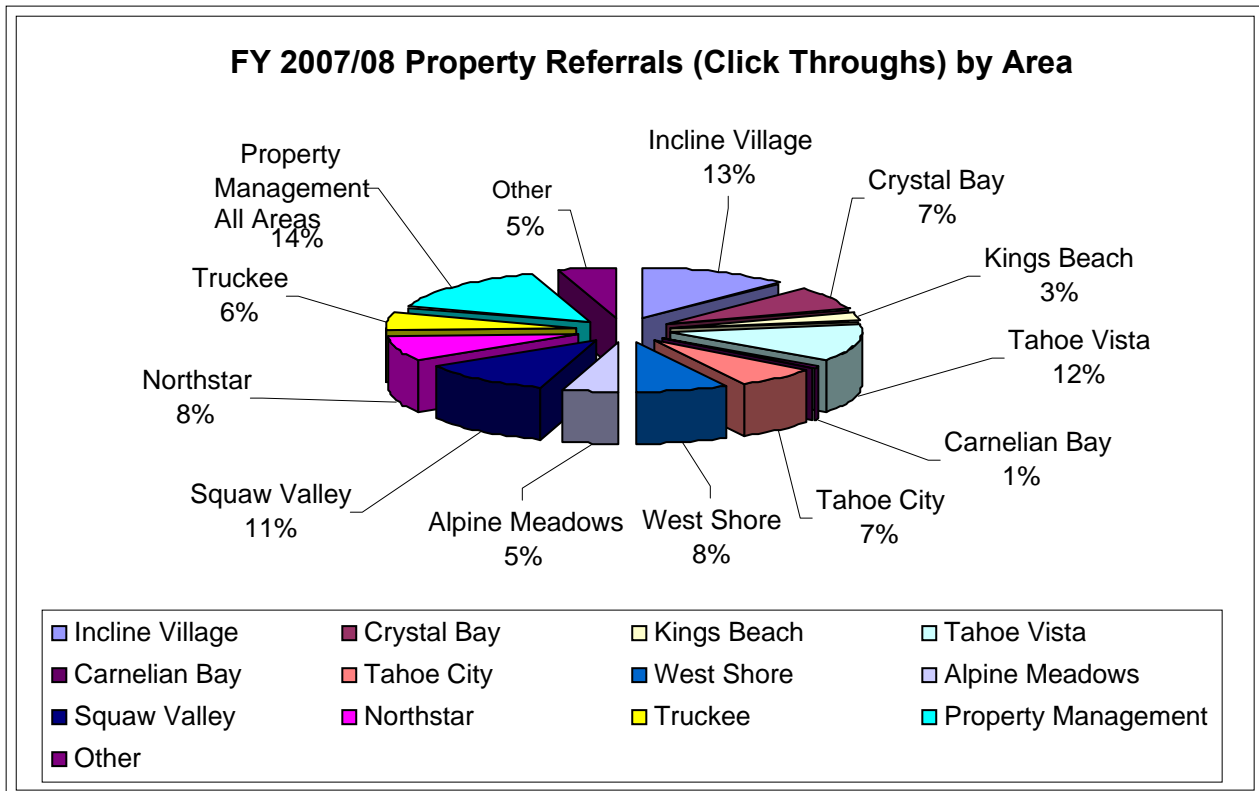


Total Number of Web Site Clicks to Lodging Properties

What is this Indicator?

The term “click” means that a Web site user has accessed and viewed a particular ad, icon, feature or service on the site. Total clicks, as measured during a specific period of time, represent the number of times a Web site user has “clicked through” to one or more of these features. This specific indicator measures the number of time that a user of GoTahoeNorth.com has clicked on the information available for a lodging property. This feature of the Web site began in October of 2007, following termination of the NLTRA’s outsource contract for Lake Tahoe Central Reservations. During the period of October 2007 through June 2008, the GoTahoeNorth.com site generated approximately 200,000 click throughs to lodging properties. This figure will serve as a baseline for the comparison of future click through data.

Note: According to the California Travel and Tourism Commission, by 2010, the Internet is expected to contribute over 45% of all travel related bookings in North America. The importance of the GoTahoeNorth.com Web site cannot be overestimated. It serves as the primary “call to action” for NLTRA and North Lake Tahoe Marketing Cooperative advertising.

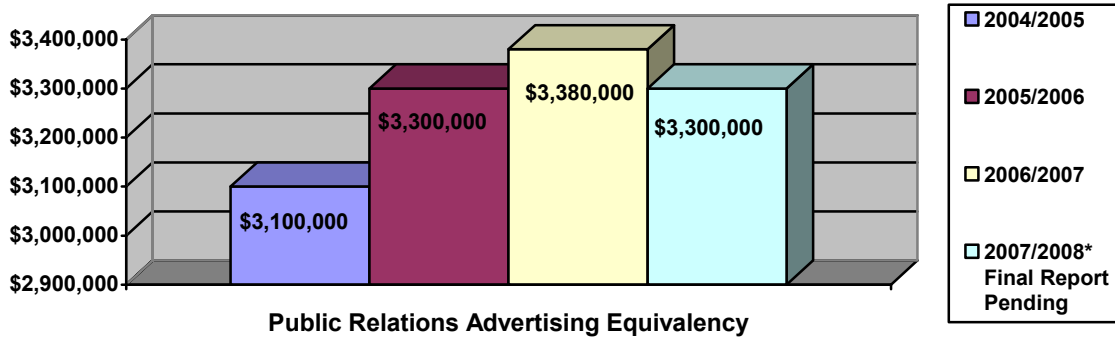


Public Relations Advertising Equivalency

What is this Indicator?

This indicator measures the value of public relations by tracking the amount of editorial coverage generated by public relations and calculating what that coverage would have cost if the same amount of editorial had been purchased as advertising. Consistent with the NLTRA's adopted Marketing Performance Reporting Document, a one-to-one advertising equivalency is used to determine value. The indicator documents a steady upward trend in PR Advertising Equivalency. It can take up to 60 days to collect all the media clips and produce a final report. The final report for June 2008 is still pending at

this time. Once the report is complete, we anticipate the final ROI for this indicator to be approximately \$4 million, continuing the uptrend.



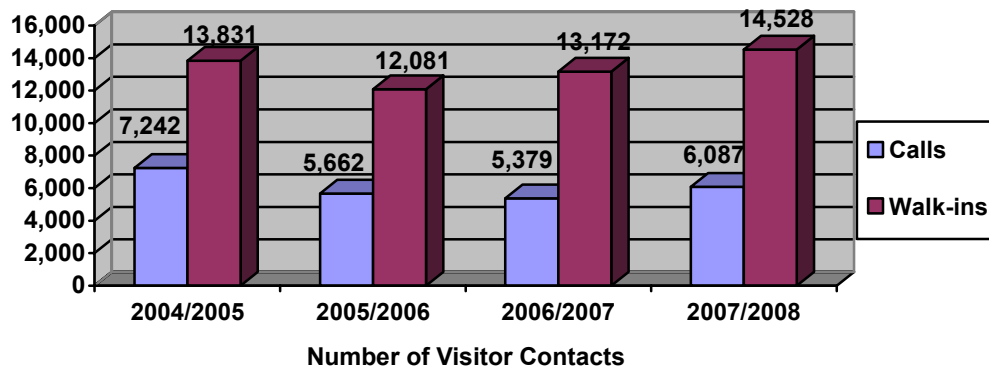
Visitor Information

Number of Visitor Contacts

What is this Indicator?

This indicator tracks the number of visitor contacts recorded by staff at the NLTRA/North Lake Tahoe Chamber of Commerce Visitor Information Center in Tahoe City. There are two separately tracked indicators - the number of telephone contacts and the number of “walk-in” contacts. The number of recorded visitor contacts helps measure the outreach of the NLTRA’s visitor information operations.

With the increase in use of the Internet, and specifically the www.GoTahoeNorth.com and www.NorthLakeTahoeChamber.com Web sites, the number of telephone contacts has generally trended downward over the past four years, although there was an increase in FY-2007/08 compared with FY-2006/07. After a decline in FY-2005/06, the number of walk-in contacts (visitors served at the counter) increased in FY-2006/07 and again in FY-2007/08.



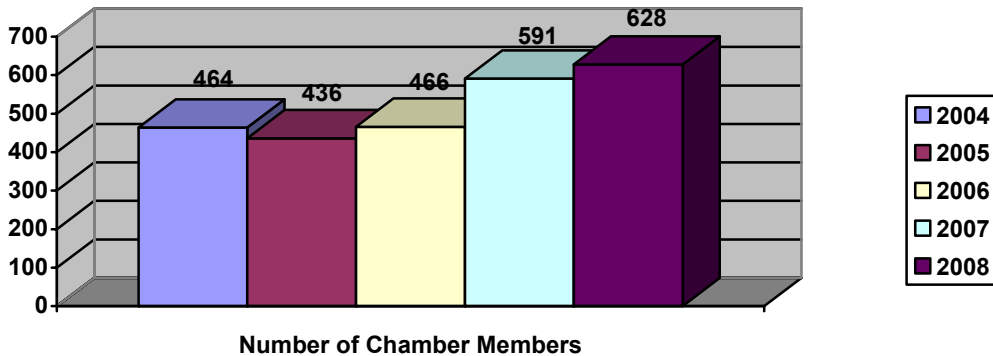
Chamber of Commerce

Number of Chamber Members

What is this Indicator?

This indicator measures Tangible Action, based on Chamber member outreach and marketing efforts.

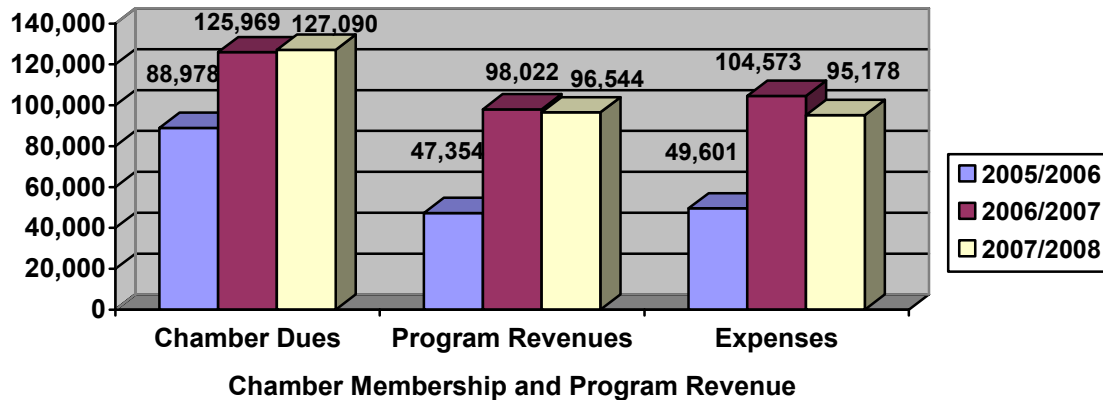
For many years, the number of members of the North Lake Tahoe Chamber of Commerce fluctuated between approximately 450 and 500. As of January 2007, the NLT Chamber absorbed the now former Incline Village Crystal Bay Chamber of Commerce through a consolidation. Since that time, Chamber membership has shown a steady increase. Based on member feedback, another factor in the increase is the value of Chamber member benefits, including an increase in the use and functionality of the Chamber Web site, www.NorthLakeTahoeChamber.com.



Chamber Membership and Program Revenue

What is this Indicator?

The budget of the North Lake Tahoe Chamber of Commerce is supported solely by membership and program revenues. Over the past three fiscal years, the revenue from Chamber dues rose from \$88,978 to \$127,090. Program revenue and program expenses also increased; but expenses exceeded revenues in FY-2006/07. In FY-2007/08 revenues exceeded expenses.



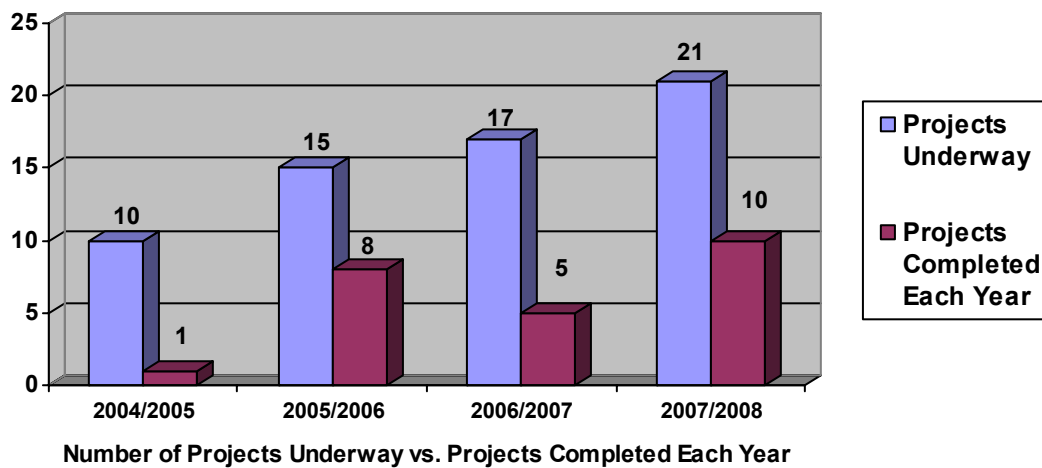
Infrastructure

Infrastructure and Transportation indicators measure Tangible Action related to NLTRA Infrastructure and Transportation project planning, development and implementation, in collaboration with project partners.

Number of Infrastructure Projects Completed Each Year that Meet the Goals of the NLTRA Master Plan

What is this Indicator?

Since adoption of the 2004 NLTRA Master Plan, the Resort Association has taken a more aggressive role in moving projects forward, both in collaboration with project partners and as a lead agency. The impact of this more active approach is clearly shown by an increase in the number of projects underway and projects completed.

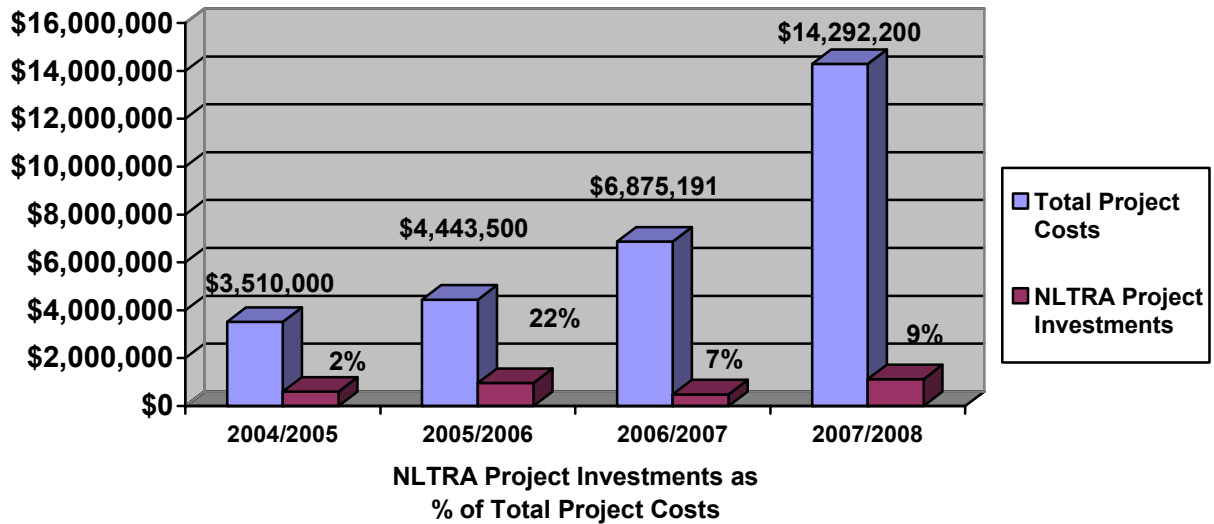


* Some multi-year projects are reflected in each year's total of projects underway e.g.; the Lakeside Bike Trail and the Kings Beach Commercial Core Improvement Project.

Annual NLTRA Infrastructure Project Investments as a Percentage of Total Costs for Projects Completed Each Year

What is this Indicator?

It is the long-standing policy of the Resort Association to leverage our project investments to the maximum extent possible. This indicator documents a significant degree of success in doing so. In FY-2007/08, NLTRA Infrastructure project investments were 9% of a total project investment, with partners, of \$14,292,200.

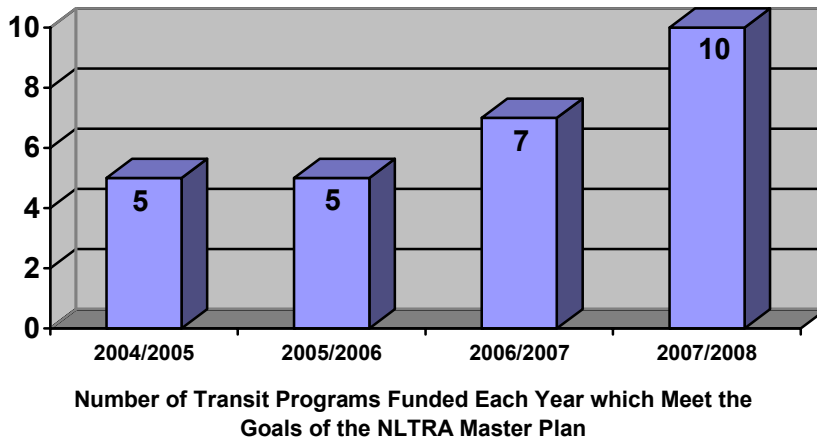


Transportation

Number of Transit Programs Funded Each Year which Meet the Goals of the NLTRA Master Plan

What is this Indicator?

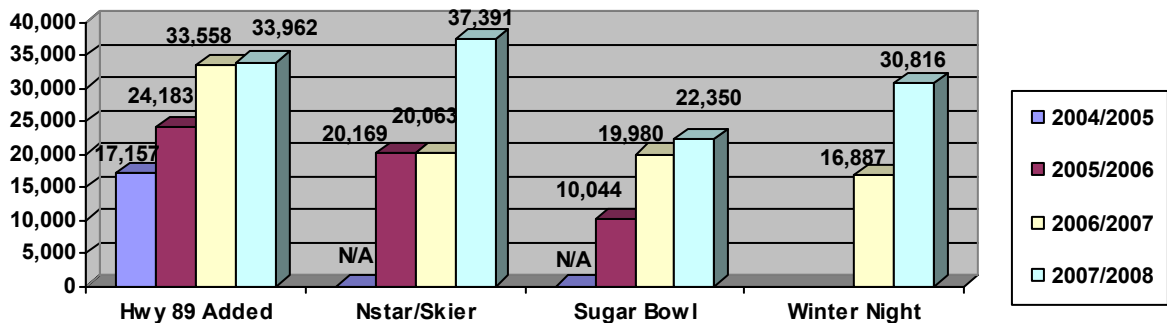
Thanks to the support of the NLTRA's Joint Infrastructure/Transportation Committee, NLTRA Board, Placer County, the Truckee North Tahoe Transportation Management Association, and the Tahoe Transportation District, the Resort Association has been able to help increase the number of transit programs funded each year that meet the goals of the Master Plan. As indicated, the number of programs funded has doubled since FY-2005/2006.



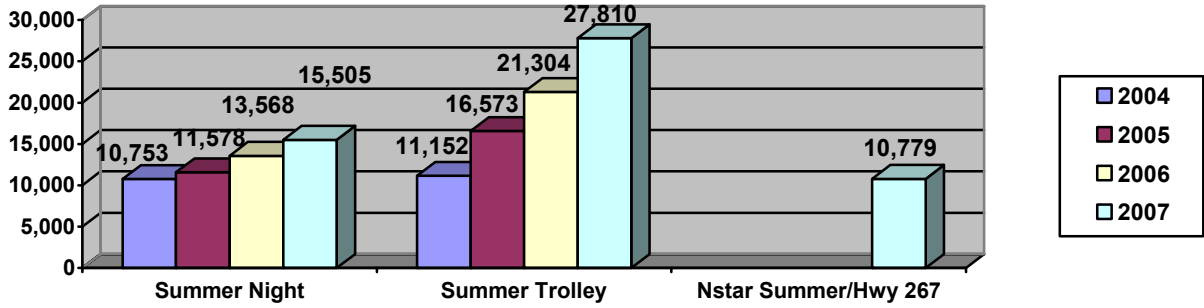
Ridership on Transit Systems Funded all or in part by NLTRA Investments

The ridership for transit services funded all or in part by NLTRA investments continues to increase, as does the number of passengers per vehicle service hour.

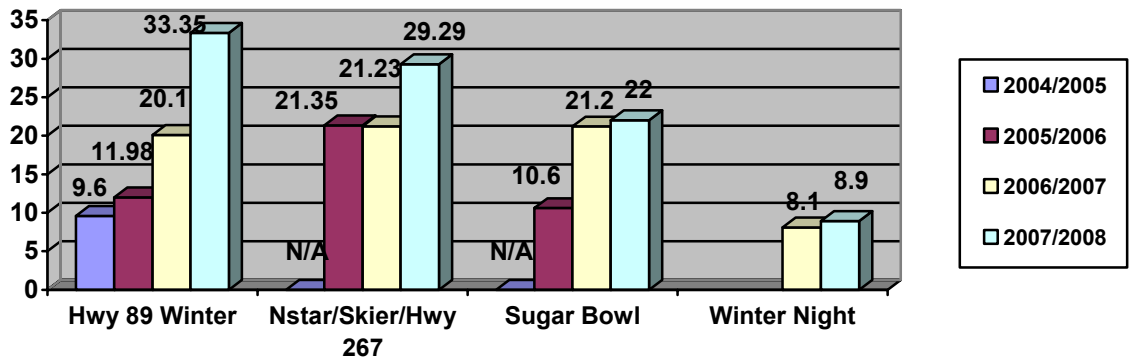
Total Passengers-Winter



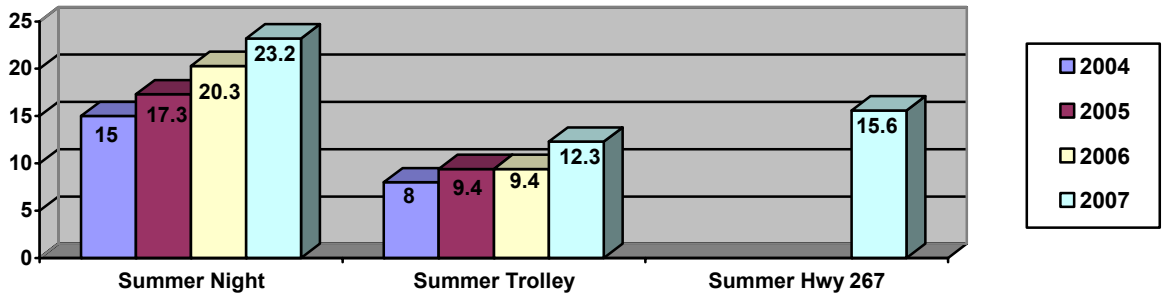
Total Passengers-Summer



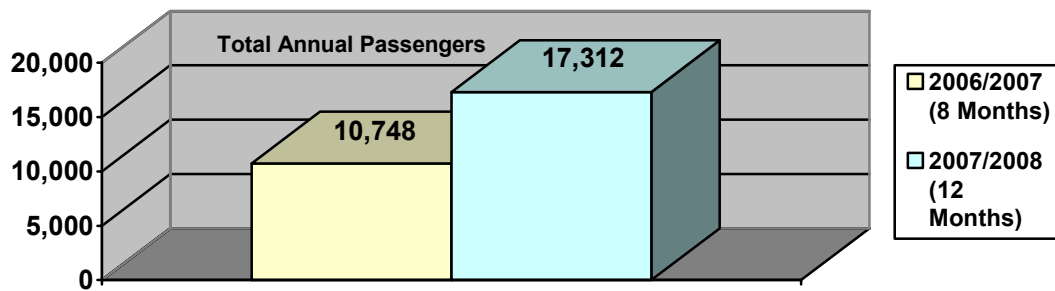
Passenger Per Vehicle Service Hour-Winter



Passenger Per Vehicle Service Hour-Summer



North Lake Tahoe Express Airport Shuttle



Life Cycle Definitions

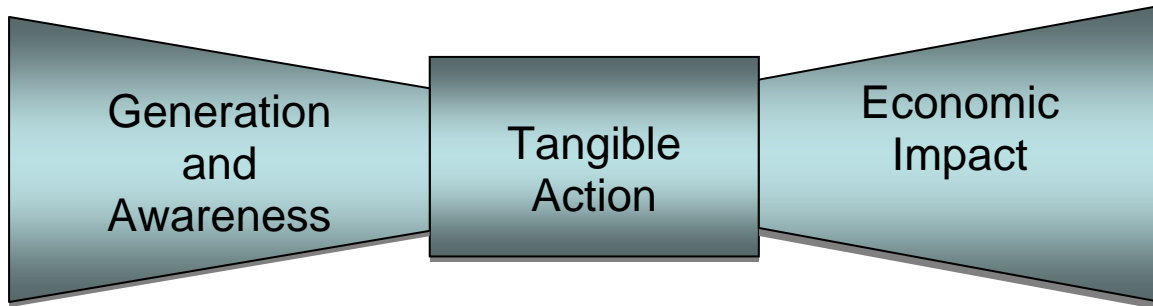
Presenting the Board Level ROI Metrics along a consumer life cycle is designed to allow the NLTRA to assess its effectiveness in influencing consumer behavior.

“Generation and Awareness” is primarily a marketing and advertising category measuring expenditure impact in generating awareness and interest in North Lake Tahoe as a travel destination.

The **“Tangible Action”** metrics measure action, both consumer and organizational, either in the form of visitors taking action to book rooms and experience more local attractions, increasing the number of infrastructure projects that are completed and transit services that are improved, and enhancing the value of Chamber membership.

The **“Economic Impact”** category measures financial results, whether direct or indirect, that NLTRA expenditures have had on the local economy.

Life Cycle of Indicators



Total Gross Impressions	Number of Unique Visitors to the Web Site	Transient Occupancy Tax (TOT)
Total Direct Media Budget	Web Site Clicks to Lodging Properties	NLTRA Monthly Economic Indicators
Total Advertising Awareness and Message Recall	Public Relations Advertising Equivalency	Eastern Placer County Sales Tax
	Number of Visitor Contacts	Annual Chamber Revenue
	Number of Chamber Members	
	Number of Infrastructure Projects Completed Each Year which meet the Goals of the Master Plan	
	Annual NLTRA Infrastructure Project Investments as a Percentage of Total Costs of Projects Completed Each Year	
	Number of Transit Programs Funded Each Year which meet the Goals of the Master Plan	
	Ridership on Transit Systems Funded all or in part by NLTRA Investments	

Economic	Base Year	Period	Life Cycle	Source
Transient Occupancy Tax (TOT)	2004-2005	Quarterly	Economic Impact	Placer County
Eastern Placer County Sales Tax	1991-2006	Quarterly	Economic Impact	Placer County
NLTRA Monthly Economic Indicators	2004-2005	Monthly	Economic Impact	NLTRA
Marketing				
Total Gross Impressions	2004-2005	Annual	Generate Awareness	NLTRA/NLTMC
Total Direct Media Budget	2004-2005	Annual	Generate Awareness	NLTRA/NLTMC
Total Advertising Awareness and Message Recall	2007-2008	Annual	Generate Awareness	NLTRA/NLTMC
Number of Unique Visitors to Web Site	2004-2005	Monthly	Tangible Action	NLTRA/NLTMC
Web Site Click Throughs to Lodging Properties	2007-2008	Monthly	Tangible Action	NLTRA
Public Relations Advertising Equivalency	2004-2005	Annual	Tangible Action	NLTRA
Visitor Information				
Number of Visitor Contacts	2004	Monthly	Tangible Action	NLTRA
Chamber of Commerce				
Number of Chamber Members	2004	Annual	Tangible Action	Chamber
Annual Chamber Revenue	2006	Annual	Economic Impact	Chamber
Infrastructure				
Number of Infrastructure Projects Completed Each Year which meet the goals of the Master Plan	2004-2005	Annual	Tangible Action	NLTRA
Annual NLTRA Infrastructure Project Investments as a Percentage of Total Costs for Projects Completed Each Year	2004-2005	Annual	Tangible Action	NLTRA
Transportation				
Number of Transit Programs Funded Each Year which meet the Goals of the Master Plan	2004-2005	Annual	Tangible Action	NLTRA
Ridership on Transit Systems Funded all or in part by NLTRA Investments	2004-2005	Seasonal (Summer/Winter)	Tangible Action	Transit Providers

Appendix to the Board Level Metrics Plan

HDL Sales Tax Revenues - Tahoe Areas 1991-2007 by quarter

numbers updated to 04/1/2008 4th qtr. 2007 report These are point-of-sales numbers and may be adjusted due to double paym

by calendar years		count	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	
0400 Northstar	15	1st Qtr.	19,757	29,567	35,873	75	39,970	38,334	31,693	58,476	51,938	53,739	57,472	54,230	54,291	57,183	60,596	78,578	70,771		
		2nd Qtr.	5,322	3,982	11,722	38,682	8,967	7,894	9,336	11,864	11,307	12,819	12,314	9,240	14,045	21,201	36,932	22,756	16,858		
	14	3rd Qtr.	6,573	15,367	10,535	18,028	11,415	10,882	12,349	12,875	12,430	15,288	14,604	14,816	17,272	14,577	16,482	20,569	21,720		
	17	4th Qtr.	11,421	13,160	19,067	25,850	14,323	44,350	24,874	27,996	18,896	34,823	39,371	26,048	35,051	39,023	21,225	32,633	45,051		
		Total	43,073	62,076	77,197	82,635	74,675	101,460	78,252	111,211	94,571	116,669	123,761	104,334	120,659	131,984	135,235	154,536	154,400	0	
1300 KB Proj. Area	92	1st Qtr.	25,081	26,517	27,424	31,939	36,587	41,600	49,442	50,955	61,091	56,451	58,938	56,019	49,462	47,401	47,549	53,153	54,596		
		2nd Qtr.	19,392	30,146	28,469	33,940	35,839	43,366	44,569	47,124	50,961	59,321	61,766	47,167	46,824	53,863	61,473	55,664	65,774		
	94	3rd Qtr.	32,838	33,986	37,174	69,446	50,868	52,150	59,992	57,963	63,689	77,929	70,870	73,289	62,424	54,948	77,702	72,552	70,731		
	93	4th Qtr.	27,049	34,766	31,936	32,446	42,240	44,517	46,772	45,503	64,054	61,506	55,457	50,608	47,233	63,303	61,479	73,629	58,649		
		Total	104,360	125,415	125,003	167,771	165,534	181,633	200,775	201,545	239,795	255,207	247,031	227,083	205,943	219,515	248,203	254,998	249,750	0	
1400 TC Proj. Area	224	1st Qtr.	115,979	131,370	132,567	153,130	161,507	160,484	162,527	162,691	180,644	190,438	204,742	185,353	193,704	193,939	184,396	180,504	203,200		
		2nd Qtr.	122,117	144,048	144,655	161,769	164,379	172,159	173,035	190,839	208,185	203,692	192,610	206,960	182,236	196,761	190,430	221,958	211,562		
	217	3rd Qtr.	180,321	179,753	215,372	224,863	227,730	245,789	255,040	287,062	271,140	288,140	287,388	288,417	260,411	275,513	349,768	287,350	330,510		
	215	4th Qtr.	133,050	143,295	156,778	158,626	179,094	180,863	204,190	200,974	232,617	224,032	213,902	206,184	210,089	232,933	221,842	274,506	210,539		
		Total	551,467	598,466	649,372	698,388	732,710	759,295	794,792	841,566	892,586	906,302	898,642	886,914	846,440	899,146	946,436	964,318	955,811	0	
1500 TV Proj. Area	40	1st Qtr.	14,504	18,148	20,035	20,487	21,500	23,353	22,851	23,416	27,556	28,251	29,791	30,240	27,922	24,807	26,674	27,650	29,035		
		2nd Qtr.	20,665	25,554	25,393	31,339	26,906	28,939	28,637	31,774	32,168	34,579	43,139	36,426	29,808	36,269	25,619	27,854	29,926		
	32	3rd Qtr.	39,002	48,126	55,085	39,366	47,232	48,488	51,427	63,906	72,252	82,373	71,038	63,840	55,959	42,905	51,893	47,649	42,438		
	34	4th Qtr.	21,137	32,584	24,755	28,288	30,864	30,023	31,624	34,866	46,041	45,901	40,847	42,175	44,219	28,508	27,870	36,011	34,968		
		Total	95,308	124,412	125,268	119,480	126,502	130,803	134,539	153,962	178,017	191,104	184,815	172,681	157,908	132,489	132,056	139,164	136,367	0	
1600 Squaw / Alpine	95	1st Qtr.	43,788	60,979	72,381	72,361	82,438	72,351	78,098	91,217	95,029	102,027	83,099	87,827	94,710	109,745	144,118	155,986	140,766		
		2nd Qtr.	30,559	28,469	43,570	43,707	50,407	47,491	43,137	59,785	60,438	63,522	61,121	30,944	53,891	62,399	59,395	60,112	73,944		
	98	3rd Qtr.	30,153	46,192	19,689	57,981	53,188	57,346	64,097	68,398	60,592	77,343	66,240	58,612	71,274	85,983	87,064	128,558	123,938		
	101	4th Qtr.	34,589	36,560	89,326	56,029	60,189	49,085	61,726	53,196	71,344	73,622	64,533	69,823	71,451	91,943	117,697	95,643	106,057		
		Total	139,089	172,200	224,966	230,078	246,222	226,273	247,058	272,596	287,403	316,514	274,993	247,206	291,326	350,070	408,274	440,299	444,705	0	
1700 West Shore	96	1st Qtr.	14,552	19,930	20,755	27,057	28,521	27,043	27,337	33,711	37,480	39,762	44,209	38,397	36,539	39,748	34,432	39,093	41,519		
		2nd Qtr.	21,868	22,852	23,334	22,307	30,189	33,296	34,102	28,870	48,435	63,770	72,373	52,834	42,653	47,846	49,776	85,929	87,111		
	91	3rd Qtr.	40,765	43,011	53,133	58,291	65,833	64,663	68,025	68,022	90,151	92,116	89,610	93,940	83,452	82,178	110,935	125,703	122,896		
	90	4th Qtr.	18,647	22,466	21,002	22,582	31,714	26,377	31,818	31,330	27,675	32,630	24,508	34,119	29,853	34,944	28,489	36,037	32,239		
		Total	95,832	108,259	118,224	130,237	156,257	151,379	161,282	161,933	203,741	228,278	230,700	219,290	192,497	204,716	223,632	286,762	283,765	0	
1800 Tahoe Misc.	61	1st Qtr.	2,105	3,321	2,971	9,749	10,111	16,057	15,207	15,006	18,167	20,388	17,389	22,750	15,208	8,212	7,485	8,385	7,639		
		2nd Qtr.	2,179	2,751	2,673	8,902	9,736	11,931	5,983	14,021	10,806	7,869	15,368	9,178	11,617	7,772	6,371	6,090	4,301		
	56	3rd Qtr.	1,862	2,725	8,206	12,430	16,047	16,145	15,028	19,724	11,243	29,852	21,005	22,016	8,897	8,444	30,076	8,069	7,475		
	56	4th Qtr.	2,326	2,975	7,012	10,420	9,151	11,137	24,262	8,975	22,267	16,281	8,022	16,013	8,011	7,581	7,979	8,786	9,357		
		Total	8,472	11,772	20,862	41,501	45,045	55,270	60,480	57,726	62,483	74,390	61,784	69,957	43,733	32,009	51,911	31,330	28,772	0	
1900 Carnelian Bay	39	1st Qtr.	2,618	4,989	5,801	6,676	10,568	15,413	5,928	5,585	20,685	8,379	7,911	14,893	15,475	9,803	10,800	12,936	7,366		
		2nd Qtr.	5,188	5,905	11,100	10,626	16,306	16,758	9,658	16,350	36,113	26,064	57,036	22,634	26,793	29,684	12,282	21,392	30,741		
	35	3rd Qtr.	10,621	11,293	40,102	16,479	57,092	14,134	27,943	14,257	22,792	29,537	23,153	17,508	39,384	85,752	54,524	50,943	43,849		
	35	4th Qtr.	5,563	3,752	7,590	10,996	10,035	13,647	4,957	8,208	23,553	7,411	8,082	7,663	13,007	16,279	15,770	15,477	7,209		
		Total	23,990	25,939	64,593	44,777	94,001	59,952	48,486	44,400	103,143	71,391	96,182	62,698	94,659	141,518	93,376	100,748	89,165	0	
Totals for all geos.		662	1st Qtr.	238,384	294,821	317,807	321,474	391,202	394,635	393,083	441,057	492,590	499,435	503,551	489,709	487,311	490,838	516,050	556,285	554,892	0
All geos. count			2nd Qtr.	227,290	263,707	290,916	351,272	342,729	361,834	348,457	400,627	458,413	471,636	515,727	415,383	407,867	455,795	442,278	501,755	520,217	0
		637	3rd Qtr.	342,135	380,453	439,296	496,884	529,405	509,597	553,901	592,207	604,289	692,578	643,908	632,438	599,073	650,300	778,444	741,393	763,557	0
		641	4th Qtr.	253,782	289,558	357,466	345,237	377,610	399,999	430,223	411,048	506,447	496,206	454,722	452,633	458,914	514,514	502,351	572,722	504,069	0
			Total	1,061,591	1,228,539	1,405,485	1,514,867	1,640,946	1,666,065	1,725,664	1,844,939	2,061,739	2,159,855	2,117,908	1,990,163	1,953,165	2,111,447	2,239,123	2,372,155	2,342,735	0