



Date: May 15, 2011

To: Jennifer Merchant, Principal Management Analyst - Tahoe Manager
Placer County Executive Office
cc: Tom Miller, County Executive Officer

Fr: Ron Treabess, Director of Community Partnerships and Planning
NLTRA Management Team

3rd Quarter Report - Fiscal Year 2010/2011

This report provides a summary of the activities of the North Lake Tahoe Resort Association (NLTRA) for the third quarter of FY-2010/2011 (January through March). It is provided consistent with the reporting provisions of the 2010/2011 Agreement between the NLTRA and Placer County. There are four attachments to this report. The three that have been recommended by the County Auditor are: 1) Infrastructure Projects—Summary, March 31, 2011, 2) Infrastructure Project Tracking, March 31, 2011, and 3) the NLTRA Monthly Financial Statements through the current quarter's end. The County Auditor believes this will provide the County with the information needed. The fourth attachment is the semi-annual Performance Measurement Document for the period October 1, 2010 through March 31, 2011.

Quarterly Economic Overview

Positive impacts on North Lake Tahoe's tourism industry continued showing business improvement. This is true for the first three quarters of 2010/11 as compared to the same quarters in the prior year. As of this writing, 1st quarter TOT collections are up about \$450,000 and 2nd quarter collections about \$500,000 higher than those of the same quarters in 2009/10. The initial information about 3rd quarter TOT collections from Placer County indicates that lodging returns, once again, will be higher than the same period last year. This is based on the continuing business improvement trend, the terrific snowfall before and during the quarter, and the timely marketing to promote the outstanding winter opportunities. To further substantiate business improvement, the following Mountain Travel Research Program (MTRiP) Custom Reservations Activity Outlook Report for North Lake Tahoe has been included. The NLTRA Board of Directors has concluded that this report should be the constant for which to determine tourism quarterly economic overview. It is produced monthly and provides data necessary. At times when other information is available, it will be included in the analysis.

The Reservation Activity Outlook Report tracks occupancy, average daily rate (ADR), and revenue per available room (RevPAR). These are the key metrics of interest to lodging providers, and, consequently, the best indicators for visitation tracking. It compares each month to the same month in the previous year, and includes the actual performance for the past six months and the anticipated performance for the upcoming six months. As stated by MTRiP, all of the information is only as accurate as that provided by the participating lodging providers.



RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of Mar 31, 2011

Executive Summary

Data based on a sample of 11 properties in the North Lake Tahoe Community, representing 1,729 Units

		2010/11	2009/10	Year over Year % Diff
a. Last Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for last month (March) changed by (5.7%)	Occupancy (March) :	50.5%	47.7%	5.7%
North Lake Tahoe Average Daily Rate for last month (March) changed by (5.5%)	ADR (March) :	\$226	\$214	5.5%
North Lake Tahoe RevPAR for last month (March) changed by (11.5%)	RevPAR (March) :	\$114	\$102	11.5%
b. Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (April) changed by (20.0%)	Occupancy (April)	28.0%	23.3%	20.0%
North Lake Tahoe Average Daily Rate for next month (April) changed by (-7.8%)	ADR (April) :	\$180	\$195	-7.8%
North Lake Tahoe RevPAR for next month (April) changed by (10.6%)	RevPAR (April) :	\$50	\$45	10.6%
c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the prior 6 months changed by (7.8%)	Occupancy	43.0%	39.9%	7.8%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (0.7%)	ADR	\$235	\$233	0.7%
North Lake Tahoe RevPAR for the prior 6 months changed by (8.5%)	RevPAR	\$101	\$93	8.5%
d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (25.5%)	Occupancy	19.2%	15.3%	25.5%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (-4.5%)	ADR	\$192	\$201	-4.5%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (19.8%)	RevPAR	\$37	\$31	19.8%
e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Mar. 31, 2011 vs. Previous Year				
Rooms Booked during last month (March, 2011) compared to Rooms Booked during the same period last year (March, 2010) for all arrival dates has changed by (41.6%)	Booking Pace (March) :	7.9%	5.6%	41.6%

Supporting Data Tables are provided in the last section of this Report, and provide a full set of supporting information. While neither as easy or convenient as the Summary or Charts, the Tables offer the most complete presentation of data that is available to MTRIP Subscribers.

DESCRIPTION: The Reservation Activity Outlook Report tracks occupancy, average daily rate (ADR), and revenue per available room (RevPAR); the key metrics most of interest to lodging properties. The report combines the data sets of participating properties into a destination wide view that features three data sets (providing that sufficient information is available) including: i) current YTD occupancy, ii) last YTD occupancy, iii) last season's ending occupancy.

The Reservation Activity Outlook Report is generated on a monthly basis, usually for a 12 month subscription period, and is created from data provided by a group of properties participating in a cooperative manner, and representing a valid set of data as a result.

Report results are provided only to those properties who participate by submitting their data. Additionally, participating properties can order (on an a-la-carte basis) an individual report which shows the reservation activity of their property, measured against an aggregated set of competitive properties that they choose from amongst MTRIP's other participants.

As is the case in all MTRIP data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

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NLTRA ACTIVITIES

Tourism

The Tourism Department is comprised of Marketing and Promotions, Public Relations, Special Projects and Events, Leisure Sales, Conference Sales and Visitor Information Services. The 3rd Quarter of our fiscal year represents the bulk of the winter tourism season in North Lake Tahoe. The winter season began with a bang with most resorts operating at 100% capacity by the Christmas/New Years Holiday. Good weather and great conditions were on hand for January. Somewhat limited snowfall in the month of January was followed by record or near record snowfall in February and March. April also appeared promising with a late Easter and plenty of snow to extend the season into late April and early May.

Marketing & Advertising

The 3rd Quarter had consumer advertising placed in various regional and destination publications. With the 3rd Quarter representing the bulk of the winter tourism season, but with our main print insertion scheduled in late 2nd Quarter, the print media insertions during this quarter were primarily focused on the Northern California/Bay area markets. These included Diablo Magazine, 7x7 Magazine, and Ski Magazine. Year round travel planner publications also continued to be distributed through the State of California as well as AAA Tourbook. Our outdoor board campaign in on the Bay Bridge in San Francisco continued throughout the quarter. Various internet and web campaigns were also conducted. Monthly email blasts to over 35,000 opt in names in our electronic database. An extensive Northern California radio campaign was scheduled during this quarter and was designed to maximize the snowfall messages. The second year of our San Diego cooperative effort continued through this quarter. This program includes 6 of our ski resorts as well as various lodging partners in promoting our winter travel product to the San Diego market. A Buy 2 Get 1 Free offer for both lift tickets and lodging was developed for this program. Efforts for this program ran through February 2011. Placements promoting this program during this quarter included San Diego Reader, internet programs, outdoor exposure, and a 5 station radio buy. Several cooperative marketing programs were also conducted during this time including participation in the North Lake Tahoe Wedding and Honeymoon Association, the Regional Marketing Committee, Hotel Travel Index and Mountain Travel Research Project, Sierra Ski Marketing Council and California Snow.

Public Relations

Twenty-eight news releases were distributed to our targeted media outlets during third quarter 2010-2011, including distribution to national and regional print, broadcast and online entities.

The PR department fielded more than 100 media inquiries from journalists all over the world regarding North Lake Tahoe story ideas, as well as hosted a press trip for freelancer Susan Reifer who was on assignment for multiple stories with Ski Magazine (slated for publication in the 2011-2012 winter editions), as well as assisted with an RMC radio DJ media fam.

As the co-chair of the Tahoe Amgen Tour of California pr committee, we continue to implement a public relations plan to maximize Lake Tahoe's visibility during Stage 1 and Stage 2 (May 15-16), as well as the Tahoe 10-Day Countdown prior to the official race. To that end, we drafted and released Amgen Opening Gala, Amgen Route Announcement, Breakaway from Cancer Walk, Volunteer Opportunities, Amgen Sponsorship Opportunities and Tahoe 10-Day Countdown news releases.

As a part of the North Lake Tahoe Public Relations Plan, we leverage advertising opportunities and have drafted copy to run as advertorial with placed ads for Diablo Magazine and the CTTC Golf Guide, along with copy that ties into the RMC's efforts.

Through our third quarter public relations efforts, we've also generated noteworthy media coverage in a number of our targeted media outlets, including editorial in USA Today, Boston Globe, San Francisco Chronicle, Dallas Morning News, San Diego Union Tribune, Contra Costa Times, Sacramento Bee – worth approximately \$1.1 million (including Amgen media coverage) using a one-to-one-advertising equivalency.

Moving forward, public relations efforts include wrapping up our Summer 2011 press kit and distributing to media, preparing specific media materials for the Pow Wow Media Marketplace (an international audience) on May 23, as well as building our journalist base on both Facebook and Twitter.

Analysis of Narrative: Our public relations program continues to be very proactive. We are focused on our key markets (that tie in to North Lake Tahoe's overall marketing campaign), and are showing an increase in North Lake Tahoe editorial media coverage in those particular areas. Most of that coverage has been banner snowfall and Amgen Tour of California related. We also received extensive coverage via the New CEO/Executive Director news release, which was picked up by the Associated Press.

Leisure Sales

The 3rd Quarter of the 2010-11 Fiscal Year was record-setting in regard to travel trade and media visitation to North Lake Tahoe. Travel trade familiarization visits (FAMs) included product managers from domestic and international ski wholesale companies, call center agents and travel agents. Staff also hosted quite a few international journalists from newspapers, ski, travel, lifestyle and adventure magazines as well as freelancers specializing in destination travel stories.

Travel for staff is at a minimum each third quarter, as this time of year marks peak ski season which also coincides with the most FAM visits of the year. Staff had no travel this third quarter which differs from 3rd Quarter 09-10. This is due to the fact that ITB Berlin was attended by NLTRA in 09-10 on behalf of the High Sierra Visitor's Council which is staffed on a rotational basis among the participating regions within California's High Sierra. It will not be NLTRA's turn to attend ITB again for at least another 3 or 4 years since just about all of the counties within the council are also interested in attending the world's biggest English-speaking tourism trade show.

Another reason why travel schedules were different in 10-11 vs. 09-10 is due to Mountain Travel Symposium being held later this year. MTS began in March last fiscal year in Banff, Alberta and did not kick off until April this year in Beaver Creek, CO. Dates for Mountain Travel Symposium differ each year. MTS 2012 will be held here in North Lake Tahoe with the week long travel trade event taking place April 15 – 21.

Similar to past quarterly reports, staff has organized this report in a chronological fashion, in order to view the breakdown of the quarter. Beginning with the month of January, staff met with domestic product managers from Travelocity, Alpine Adventures and with Virgin Holidays and Ski Bound out of the UK. Staff also attended the first Mountain Travel Symposium Ski Lake Tahoe luncheon planning meeting and put together a marketing campaign with Vacation Roost/Mountain Reservations promoting spring skiing in North Lake Tahoe. With Easter falling almost three weeks later than it did the previous year, it made it even more important to promote

Easter and late spring ski deals. The rationale behind this was to make sure that ski was still top of mind within Lake Tahoe's drive market while further branding the region's amazing spring ski product to the destination traveler audience. Vacation Roost/Mountain Reservations put the e-newsletter and packaging together free of charge to showcase their commitment to increasing the amount of travelers they send to the region.

January marked a mix of travel trade and media FAM visits. Travel trade visitation included hosting one of the top sales agents from SkiGroup.net out of Boulder, CO as well as a group of 18 government officials from the Qinghai Province in China. The third quarter also kicked off with some valuable media FAMs. Staff worked with the California Tourism office in Mexico and hosted 6 journalists representing a mix of travel trade and leisure/lifestyle travel publications. The other significant press FAM of the month was a visit from Bronwen Gora from Australia. Bronwen writes for Australia's largest newspaper, The Sunday Telegraph, out of Sydney and also freelances for Australia and New Zealand's top ski publications and in-flight magazines. This marked Bronwen's second trip to Lake Tahoe. Staff was eager to get Bronwen back for additional coverage as her previous visit in 2009 was very fruitful, amounting to a handful of Lake Tahoe articles. Gate 7, the California Tourism office based in Sydney totaled the value of these articles at over \$30,000 USD.

Planning continued for Ski Lake Tahoe's MTS tour operator luncheon in February. Staff headed up the presentation and client gift subcommittees for the April event. Appointment requests were also made with the domestic and international ski wholesalers as well as the ski clubs attending Mountain Travel Symposium.

Aside from MTS, NLTRA also attends US Travel Association's POW WOW International trade show. This is the biggest contracting tourism show in the US where domestic suppliers meet and contract with international buyers. Over 5,000 suppliers and buyers attend this show. Staff held a planning meeting with partners and will be sharing a booth with the Resort at Squaw Creek and the Hyatt Regency at the show held in San Francisco this May.

With POW WOW being held in San Francisco and due to staff's close relationship with the CTTC, North Lake Tahoe will be a part of California Tourism's official POW WOW post FAM which will contain 25 international tour operators and media. Staff will also be hosting additional FAMs to take place post-POW WOW. One of which being a lodge-to-lodge kayak tour for a top UK freelancer. This visit will be taking place in late May/early June and was secured after pitching the lodge-to-lodge story at a CA Tourism media event in London that staff attended during World Travel Market in November, 2010.

In regard to FAM visits, February also marked a mix of travel trade and media visits. On the domestic side, staff hosted another top sales agent from SkiGroup.net (one of the top domestic group ski wholesalers). On the international travel trade front, staff spent time touring around California Tourism UK's new account manager for Lake Tahoe. This marked Briana Cunningham's first visit to the region which proved instrumental as she, then, led a group of British ski wholesale call center agents and product managers at the end of the quarter. Staff also worked with Value Tours and hosted two of their sales agents from Melbourne, Australia. North Lake Tahoe is expecting quite a bit of growth to come out of Value Tours Australia for a few reasons.

1. They are the country's largest wholesaler
2. Value Tours invested time and money sending quite a few agents to Lake Tahoe over the 2010-11 ski season

3. David Owendale is their new GM and has a ski background with a work history in Mammoth, CA and NewZealandSki.com

Key media visits also took place in February. CA Tourism UK led a press trip focusing on lifestyle publications with attendees from Cosmopolitan, Zest and Red Magazines. The CA Tourism Australia office also landed a key press visit and organized a tour with staff for Snowboarding Magazine – Australia/NZ. The editor and a staff photographer visited Lake Tahoe from Snowboarding Magazine and will be producing a 10 page article on the destination. Articles from these visits will be coming out in print early this fall during the ski booking season in the UK and Australia.

Quite a few last Mountain Travel Symposium details consumed staff's time in March. With North Lake Tahoe having won the bid to host MTS 2012, staff worked with partners producing client gifts branding the region and the 2012 event and also outlined and directed a welcome video promoting the destination and the gathering that is to take place April 15-21, 2012.

March also reflected a huge amount of travel trade visitation. Highlights included hosting four of the top sales agents from Vacation Roost/Mountain Reservations out of UT and CO, the product manager for Bed Bank Ski UK (a division of the World Traveler's Group) and the annual CA Tourism UK ski FAM containing product managers and sales agents from top ski wholesalers – Ski Safari, Ski Bound, Ski Independence and TU/Crystal along with Super Travel Ski, a company that is in the process of adding Lake Tahoe to its product mix.

The annual Australian travel trade ski FAM was also a highlight of the third quarter. NLTRA buys into the California Tourism international programs. Included with this buy-in is at least one group travel trade and one group media FAM visit annually. Attendees on this FAM included sales agents from the top-producing ski wholesalers being Travel Plan, Value Tours, SKIMAX, Mogul Ski World and Flight Center. Due to some staffing changes within the CA Tourism Australia office, Jo Palmer, the Director of CA Tourism Australia attended instead of an account manager. Although Jo has been to the region on a couple of brief occasions, this FAM really opened her eyes and exposed her to so much more that the destination has to offer. It was valuable to have her out in attendance.

The 3rd Quarter of 2010-11 closed with an inaugural FAM trip to Lake Tahoe organized by the new CA Tourism France/Belgium office. The visit was put together to showcase "ski, golf and surf" in California and was attended by 5 French journalists, the CA Tourism France/Belgium Account Manager as well as the office's PR Manager. Such coverage should not only help ski visitation to the region, but will also highlight Lake Tahoe as part of a fly-drive itinerary throughout California, resulting in year-round visitation.

March closed hosting a key German visit with CANUSA's product Manager and two sales agents touring North Lake Tahoe for their first time. Staff arranged for them to see 9 lodging properties and get on-snow at 3 partner ski resorts during their visit. During the CANUSA FAM trip, staff wrapped up the quarter working on updating sales kits for Mountain Travel Symposium along with other final details associated with the trade show. The 4th Quarter will kick off with MTS, 2011 in Beaver Creek, CO.

Special Projects

The special projects department continues to actively partner with and support various community events as well as developing NLTRA special events and promotions. Listed below

are Special Projects for the 3rd quarter and additional information on some previously reported events.

Wanderlust Festival (July 2010)

This event is a major yoga, music and wellness festival staged at High Camp, Squaw Valley, USA. Staff supported the Festival with dedicated press releases, email blasts; highlighted it as a featured event on GoTahoeNorth.com, and funded the event with a \$5,000 grant. The event was an unprecedented success, with over 5,000 attendees.

High Notes – Lake Tahoe Summerlong Music Festival (July – September 2010)

Staff, working in conjunction with the Tourism Director assembled a complete music related calendar of events and a strategic marketing plan to promote Tahoe as a summer music destination. Highlights of the campaign noted that there are free concerts 5 times a week in this region in addition to headline artists at the Lake Tahoe Music Festival, Crystal Bay Club, Northstar, Squaw Valley USA and other venues. Database eblasts went out to our feeder markets, a complete public relations blitz featured this program, and the message was woven into our summer media buys in strategic print ads.

Fabulous Fall Festival Marketing Campaign (September – November 2010)

Staff working with the Tourism Director executed a successful marketing campaign which highlighted all food and wine events, tasting events, special events and sporting events that satisfy the fall season strike zone to generate additional visitation to the region. This is the fourth year of this campaign, which has been successful in generating not only visitation, but significant press also. Included in the campaign are database email blasts, public relations campaign, print buys in strategic feeder markets and electronic media to social and other outlets.

Quicksilver Tahoe Stand-up Paddleboard Festival (July - September 2010)

Staff has successfully worked closely with two former event producers who are “friendly competitors” to have them join forces and establish a summer long paddleboard race series instead of stand alone events. The festival staged a series of 6 races. Staff has actively assisted the festival producers with marketing and media strategies, public relations efforts, stand alone email blasts, lead stories in paddle related trade magazines etc., Through NLTRA pr efforts, Lake Tahoe is becoming recognized as the “Largest Flat Water Venue on the Planet.” The sports press showed overwhelming interest in this Festival and Stand Up Paddle Magazine and Stand Up Journal became media sponsors. A combined Community Marketing Program Grant of \$3,500 was awarded.

Lake Tahoe Autumn Food & Wine Festival (September 10 – 12, 2010)

Staff with assistance from the NLTRA staff planned, executed and staged a very successful 25th Anniversary Celebration for the above Festival. The program kicked off with a Village Grape Stomp and Vineyard Luncheon on Friday, followed by a Festival Welcome Reception in the evening. Saturday has a full day of cooking demonstrations, hands-on cooking classes, food and wine seminars, a gourmet marketplace, children’s activities, the North Tahoe Plein Air painting event, a Gourmet Marketplace, wine walk, live entertainment in multiple locations, Celebrity Chef luncheons and dinners. The Sunday Grand Tasting and Culinary Competition rounded out the event, which drew 3,000+ guests over two days. Major public relations ROI was generated for this event.

Lunafest – Girls on the Run, Sierra (October 2010)

Girls on the Run-Sierra hosted the Lunafest film festival as a part of the Tahoe Center for Health and Sports Performance Women's Wellness weekend. This organization encourages preteen girls to develop self-respect and healthy lifestyles through running. Staff assisted this organization with press releases, listings in all event calendars and a grant in the amount of \$750.00

Snowbomb Sick n Twisted Freestyle Tour (December 2010 – April 2011)

Since 1996, Snowbomb has been focused on marketing to core skiers and boarders in support of the ski resort business. The six freestyle on-mountain events were held at Homewood, Alpine Meadows, Squaw Valley and Sugar Bowl and featured Professional & Amateur divisions in Big Air, Slopestyle & Rail Jam formats. Each event fell within the defined strike zone which provided additional exposure for the region and the opportunity for additional TOT and local business revenues. Staff assisted with public relations, targeted email blasts to our database, inclusion in winter newsletter, on mountain logo presence and featured event classification on all event calendars and a grant in the amount of \$3,050.

Squaw Valley Institute – Telluride Film Festival (December 2010)

Squaw Valley Institute and the Telluride Mountain Film festival brings exceptional films to the Tahoe region during the strike zone period. Staff assisted the executive director of SVI in shaping the filmfest marketing strategy and media buys, and leveraging a very small budget. The film festival is world renown and we feel it would have been an exceptional success except for the fact that endless heavy winter snow storms softened ticket sales. The event was not cancelled but attendance was at approximately at 30% of overall projections. SVI continues to offer strong cultural programming. They were awarded a grant in the amount of \$5,000.

Learn to Ski and Board Weekend (December 2010)

Very early winter snows enabled many ski resorts to open prior to Thanksgiving. The program generated over 1,400 new skier visits, which was less than last year due to the fact that Diamond Peak and Mt. Rose did not participate in the program this year. A Learn to Ski flash message was installed on the GoTahoeNorth website with a link to all participating resorts, which in turn had direct links to the resorts. The complete web traffic report is on file in the Special Events Office.

Conference Sales

The Conference Sales department saw a decrease in leads generated, room nights booked and revenue booked in 3rd Quarter 10/11 versus 3rd Quarter 09/10. Groups arrived and revenue arrived was similar to last year but low in comparison to past years. This is in line with the overall state of the meetings and conventions industry which has seen a dramatic decrease over the past 3 years.

In 3rd Quarter, the conference sales department staff attended a number of key meetings and industry events. The following is a brief recap of the month's activities

In January and February, staff attended the RSCVA Directors of Sales meetings. These meetings are monthly meetings that bring together the Directors of Sales of all of the Reno hotels along with the Directors of Sales from the NLTRA and LTVA. These meetings are an excellent opportunity to network with the Reno hotels and Reno bureau as well as stay current on regional activities taking place in the meetings industry.

Staff attended the Reno-Tahoe Meetings Marketing coop meeting. The coop now includes all of the convention bureaus in Reno and Tahoe, all of the major casino properties in Reno along

with Hyatt, Village at Squaw Valley, Granlibakken, Ritz-Carlton, Harrah's and Harveys at Lake Tahoe.

Staff hosted our quarterly Directors of Sales & Marketing meeting. This is a meeting with the DOS & DOSM from all of the conference department facilities and provides us an opportunity to share ideas and provide an update to our partners on current year programs.

Staff attended the SmartMart trade show in San Francisco. This show provides 20 one on one appointments with the top meeting planners the San Francisco bay area. The clients are pre-screened by SmartMeetings magazine staff and all of the customers you meet with have expressed an interest in hosting a meeting in North Lake Tahoe.

Staff, along with Smith & Jones, has been working vigilantly collecting information for the new conference planning guide and website upgrade which are currently in production.

Staff met with new Resort at Squaw Creek sales manager Tim Keough.

Staff met with Shawne Hightower from MeetingsFocus West to discuss FY 11/12 advertising options.

Staff hosted a site visit for TenDot Corporate Travel. TenDot is currently proposing Lake Tahoe to 4 of their clients. These groups range in size from 50 to over 900 room nights and represent nearly \$300,000 of potential room revenue.

Staff has been busy all month responding to inquiries from the "Come See/Fly Free" promotion we are participating in with the LTVA, RSCVA and many hotel properties.

In March, Staff hosted a site visit for Davi Image/Youth Sports Travel Association who were utilized the Come See/Fly Free program and are considering both Reno and Tahoe for events in 2012.

Staff hosted a site visit for Eddie Bauer. They are considering Lake Tahoe for a 70 person incentive trip in July 2012.

Staff, along with 15 other Tahoe entities, hosted the Northern California Chapter of Meeting Professionals International Annual Casino night in San Francisco. The event is a premier fundraiser for the organization and brought in over 140 meetings industry professionals. Tahoe was highlighted in all promotions for the event and had video and audio presentations throughout the night promoting Tahoe as a meetings destination.

Staff hosted a site visit for the California Association of Highway Patrolmen. They have selected north Lake Tahoe for their October 2011 program which accounts for roughly 600 room nights and \$50,000 in room revenue.

Staff hosted a site visit for the Pacific Coast Oto-Ophthalmological Society. They are considering Tahoe for a 225 person conference in June 2012. They will decide in June.

Staff, on a daily basis, prospects for new clients via phone and email communication. In the third quarter, staff made over 2000 contacts with prospective clients. Staff also stays in constant contact with existing client base in the hopes of generating repeat business.

The following are Conference Sales Revenue Statistics for the third quarter:

Total Statistics		North Shore Statistics		South Shore Statistics	
<u>January-11</u>		<u>January-11</u>		<u>January-11</u>	
Groups Booked	3	Groups Booked	1	Groups Booked	2
Projected Room Revenue	\$19,039	Projected Room Revenue	\$2,902	Projected Room Revenue	\$16,137
Groups Arrived	1	Groups Arrived	1	Groups Arrived	0
Revenue Arrived	\$24,570	Revenue Arrived	\$24,570	Revenue Arrived	\$0
<u>February-11</u>		<u>February-11</u>		<u>February-11</u>	
Groups Booked	1	Groups Booked	0	Groups Booked	1
Projected Room Revenue	\$12,295	Projected Room Revenue	\$0	Projected Room Revenue	\$12,295
Groups Arrived	2	Groups Arrived	1	Groups Arrived	1
Revenue Arrived	\$36,287	Revenue Arrived	\$11,456	Revenue Arrived	\$24,831
<u>March-11</u>		<u>March-11</u>		<u>March-11</u>	
Groups Booked	2	Groups Booked	2	Groups Booked	0
Projected Room Revenue	\$34,141	Projected Room Revenue	\$34,141	Projected Room Revenue	\$0
Groups Arrived	4	Groups Arrived	2	Groups Arrived	2
Revenue Arrived	\$126,126	Revenue Arrived	\$111,048	Revenue Arrived	\$15,078

Combined Totals for the Quarter

Groups Booked	6
Projected Room Revenue	\$65,475
Groups Arrived	7
Revenue Arrived	\$186,983

North Shore Statistics-Breakdown by County

<u>January-11</u>			
Groups Booked	Room Nights	Delegates	Revenue
Placer County	25	10	\$2,901
Washoe County	0	0	\$0
Nevada County	0	0	\$0
Total	25	10	\$2,901

<u>Groups Arrived</u>			
Placer County	Room Nights	Delegates	Revenue
Placer County	78	14	\$24,570
Washoe County	0	0	\$0
Nevada County	0	0	\$0
Total	78	14	\$24,570

<u>February-11</u>			
Groups Booked	Room Nights	Delegates	Revenue
Placer County	0	0	\$0
Washoe County	0	0	\$0
Nevada County	0	0	\$0
Total	0	0	\$0

<u>Groups Arrived</u>			
Placer County	Room Nights	Delegates	Revenue
Placer County	76	50	\$11,456
Washoe County	0	0	\$0
Nevada County	0	0	\$0
Total	76	50	\$11,456

<u>March-11</u>			
Groups Booked	Room Nights	Delegates	Revenue
Placer County	340	140	\$34,141
Washoe County	0	0	\$0
Nevada County	0	0	\$0
Total	340	140	\$34,141

<u>Groups Arrived</u>			
Placer County	Room Nights	Delegates	Revenue
Placer County	606	210	\$111,048
Washoe County	0	0	\$0
Nevada County	0	0	\$0
Total	606	210	\$111,048

Visitor Information Services

The NLTRA's year-round Visitor Information Center is open seven days a week, located in the historic Tahoe City Community Center. Summer seasonal services are provided at North Tahoe Beach (not applicable during this quarter).

Visitor Information Statistics for the Quarter

Tahoe City			
Walk In Count	2011	2010	Percentage +/-
January	577	788	-26.78%
February	718	656	9.45%
March	818	773	5.82%
Phone Count			
	2011	2010	Percentage +/-
January	417	560	-25.54%
February	467	521	-10.36%
March	367	384	-4.43%

Community Marketing Program

Organization	Amount Approved	Date Approved	Project
Tahoe Maritime Events	\$1,560	10/27/2010	Funds are to be used for print marketing.
SMSC 3rd Annual "Fire in the Sky"	\$2,400	10/27/2010	Funds are to be used for a Soccer Tournament.
Alpine Meadows-Take the Lake	\$3,000	10/27/2010	Funds are to be used for a ski event.
Tahoe Sierra Century	\$2,500	10/27/2010	Funds are to be used for a biking event.
West Shore Association	\$10,000	10/27/2010	Opening Day at the Lake, Website update, West Shore marketing program
Northstar-at-Tahoe	\$10,000	10/27/2010	Prining of the Northstar Village magazine
Tahoe City Downtown Association	\$10,000	10/27/2010	Radio, TV, print media, Walking Map, Restaurant Guide, Signage
North Tahoe Business Association	\$10,000	10/27/2010	Marketing

Community Partnerships and Planning

Expenditures that occurred during the third quarter totaled \$484,419, as shown below. All of the transportation programs listed were paid and completed except for the North Lake Tahoe Express and the Winter Night Service Transit for which additional invoices are anticipated during the fourth quarter. Other transportation programs for which no invoices were received in the third quarter include Winter Traffic Management and the Winter Skier Shuttle Truckee/Donner Summit. Work continues on the North Lake Tahoe Water Shuttle program which is expected to be "launched" in 2012.

Among Infrastructure projects, the North Tahoe Regional Park Playground Renovation, Homewood Multipurpose Trail, Truckee River Corridor Access Plan, and Amgen Tour of California Facility Maintenance projects will all receive Board of Supervisors approval in early 4th quarter for a total of \$528,500. On-going NLTRA funded projects for which no invoices were received include the Norhtstar/Martis Valley Multipurpose Trail, Tahoe City Transit Center, Kings Beach Commercial Core Improvement Project, Wayfinding Signage and Lakeside Multipurpose Trail.

Transportation

Program Expenditures During the Quarter:

Winter Transit TART Hwy 89 and North Shore	\$ 45,000
Highway 89 Spring and Fall Transit Service	125,000
Winter Transit TART Hwy 267	80,000
North Lake Tahoe Express	38,551
Winter Night Service Transit	173,030
Total	<u>\$ 461,581</u>

Infrastructure

Project Expenditures During the Quarter:

Regional Wayfinding Signage	\$ 500
TART Bus Shelters	11,887
Total	<u>\$ 12,387</u>

Research and Planning

The NLTRA's approved TOT budget contains line items in Infrastructure and Transportation (Visitor Support Services) for research and planning expenditures. These include memberships, sponsorships and legislative advocacy, consistent with NLTRA strategic objectives.

Infrastructure

Houston Group, State of California Legislative Advocacy	\$ 1,125
Bev Ducey-TOT Renewal	525
NTEE-Joint Committee Meeting	218
Reports	32
Total	<u>\$ 1,900</u>

Transportation

LSC-Review of North Lake Tahoe Express	\$ 7,426
Houston Group, State of California Legislative Advocacy	1,125
Total	<u>\$ 8,551</u>

Total \$ 484,419

Attachment A - Infrastructure Summary Sheet

**NLTRA
Infrastructure Projects Summary
as of 3/31/2011**

**Approved Projects
Funds held by NLTRA**

Arts and Culture Feasibility Study	453
Squaw Valley-Bus Stops	46,968
Kings Beach Urban Core Improvement Projects	-
Lakeside Multipurpose Trail	166,393
Signage-Mile Markers	16,412
Squaw Valley Visitor Information Center	64
Northstar Community Multi-Purpose Trail	-
Regional Wayfinding Signage	10,049
Transit Center Wayfinding Signage	-
NTPUD-Dollarhill-Tahoe Vista Bike Trail	200,000
Tahoe City Transit Center	-
Snow Removal-Squaw, Alpine, Northstar	-
Traffic Calming	257
Bear Box Project	-
TART Bus Shelter Upgrades	(11,888)
Tahoe Vista Recreation Area	-
Tahoe City Bike Trail Signage	-
Undesignated Funds	45,073
Non TOT Revenue	-
Total	\$ 473,781

**Approved Projects
Funds Held by Placer County**

Northstar Community Multi-Purpose Trail	505,286
Kings Beach Urban Core Improvement Projects	1,968,439
Regional Wayfinding Signage	(7,245)
Transit Center Wayfinding Signage	57,000
Tahoe City Transit Center	435,651
Lakeside Multipurpose Trail	909,110
Bear Box Project	460
TART Bus Shelter Upgrades	11,888
Tahoe Vista Recreation Area	500,000
Tahoe City Bike Trail Signage	-
Truckee River Corridor Access Plan	265,000
Homewood Bike Trail	144,500
NT Regional Park Playground	44,000

Funds Held by Placer county for Approved Projects **\$ 4,834,089**

Infrastructure funds held by Placer County

2004/2005	\$ 0
2005/2006	\$ 0
2006/2007	\$ 1,582,243
2007/2008	\$ 1,834,995
2008/2009	\$ 1,266,338
2009/2010 (estimate)	\$ 1,065,780
2010/2011 (estimate)	\$ 666,551
Total funds held by the County	\$ 6,415,907
Infrastructure Funds Total	\$ 6,889,688

Attachment B - Infrastructure Project Tracking

March 31, 2011

5950-50-6x	Squaw Valley-Bus Stops	(Squaw Valley Intermodel, TPD, Transit)		
		Date	Amount	Notes
	Date approved NLTRA/PC BOS		150,000.00	Approved with 98-99 budget
	Date approved NLTRA/PC BOS		49,277.00	Approved with 99-00 budget
	Date approved NLTRA/PC BOS		200,000.00	Approved with 00-01 budget
	Total		<u>399,277.00</u>	
	Date funded			Released monthly 98-01 Allocated from undesignated funds
		Oct-09	35,000.00	10/09
	Inv/Desc/Payee			
	Placer Co DPW	Nov-08	(41,959.64)	
	CATT	Nov-08	(33,760.00)	
	Placer Co DPW	Mar-09	(17,648.66)	
	Placer Co DPW	May-09	(1,021.19)	
	To undesignated	Jun-09	(225,000.00)	
	Placer Co DPW	Jul-09	(5,718.50)	
	Johansen Masonry	Nov-09	(1,998.00)	
	Placer Co DPW	Dec-09	(53,839.30)	
	Placer Co DPW	Jun-10	(6,363.75)	
	Total		<u>(387,309.04)</u>	
	Balance		<u>46,967.96</u>	

5949-52-909016	Kings Beach Urban Core Improvement Projects			Notes
		Date	Amount	
	Date approved NLTRA/PC BOS		150,000.00	Approved with 98-99 budget
	Date approved NLTRA/PC BOS		150,000.00	Approved with 99-00 budget
	Date approved NLTRA/PC BOS		500,000.00	Approved with 00-01 budget
	Date approved NLTRA/PC BOS		339,250.00	Approved with 01-02 budget
	Date approved NLTRA/PC BOS		210,750.00	Approved with 02-03 budget
	Date approved NLTRA/PC BOS		2,000,000.00	Approved with 06-07 budget
	Date approved NLTRA/PC BOS		400,000.00	Approved with 08-09 budget
	Date approved NLTRA/PC BOS		500,000.00	Approved with 09-10 budget
	Total		<u>4,250,000.00</u>	
	Date funded		1,350,000.00	Released monthly 98-03 Allocated from undesignated funds
		May-08	306,000.00	05/08
		Jun-08	300,000.00	funding from June 08 payment
		Jan-09	325,561.25	funding from Jan 09 payment
	Total		<u>2,281,561.25</u>	
	Inv/Desc/Payee			
	Placer County DPW	prior 2000	(150,000.00)	
	Placer County DPW	Jun-01	(100,000.00)	
	Placer County DPW	Jun-04	(100,000.00)	
	Placer County DPW	Dec-05	(300,000.00)	
	Placer County DPW	Jul-06	(300,000.00)	
	Sierra Business Council	Feb-07	(22,967.00)	
	Sierra Business Council	Mar-07	(7,689.00)	
	3Dfx	Apr-07	(6,200.00)	
	Sierra Business Council	Apr-07	(5,709.00)	
	Sierra Business Council	Jun-07	(10,532.00)	
	Sierra Business Council	Jun-07	(18,746.00)	
	Pastore Ryan	Jun-07	(1,475.00)	
	Placer County DPW	Aug-07	(326,682.00)	

Attachment B - Infrastructure Project Tracking

Sierra Business Council	Sep-07	(6,000.00)
Placer County DPW	Feb-08	(300,000.00)
Placer County DPW	Apr-08	(300,000.00)
LSC Transportaion Consultants	Jun-08	(4,038.21)
LSC Transportaion Consultants	Aug-08	(6,515.60)
LSC Transportaion Consultants	Sep-08	(7,734.34)
LSC Transportaion Consultants	Oct-08	(3,253.30)
Placer County DPW	Oct-08	(300,000.00)
LSC Transportaion Consultants	Oct-08	(3,017.60)
LSC Transportaion Consultants	Dec-08	(1,002.20)

Total paid		<u>(2,281,561.25)</u>
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Balance		<u>-</u>
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5954-52-909023 Lakeside Multipurpose Trail	Date	Amount	Notes
Date approved NLTRA/PC BOS		25,000.00	Allocated from Commons Beach
Date approved NLTRA/PC BOS	12/05-02/06	275,000.00	
Date approved NLTRA/PC BOS		9,160.00	Allocated from Phase 2A
Date approved NLTRA/PC BOS	Nov-09	<u>1,075,503.00</u>	
Total		1,384,663.00	

Date funded	Feb-06	250,000.00	
Allocated		34,160.00	See above
	Jun-08	95,000.00	funding from June 08 payment
To undesignated		(95,000.00)	
	Mar-11	<u>191,393.00</u>	funding from Mar 11 payment
Total		475,553.00	

Inv/Desc/Payee		
TC PUD	Apr-08	(95,000.00)
TC PUD	Jan-10	(22,767.00)
TC PUD	Dec-10	(191,393.00)
Total		<u>(309,160.00)</u>

Balance		<u>166,393.00</u>
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5954-52-909010 Signage-Mile Markers	Date	Amount	Notes
Date approved NLTRA/PC BOS		65,000.00	Approved with 98-99 budget

Date funded		65,000.00	Released monthly 98-99
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Inv/Desc/Payee		
Prior 2001		(41,906.00)
Mad Duck Signs	Oct-05	(850.00)
Mad Duck Signs	Jun-06	(925.00)
The Real Graphic	Sep-06	(1,527.51)
Mad Duck Signs	Sep-06	(650.00)
The Real Graphic	Oct-09	(859.23)
Ralph Turner	Dec-09	(1,870.13)

Total		<u>(48,587.87)</u>
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Balance		<u>16,412.13</u>
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Squaw Valley Visitor Information

5930-52-909005 Center	Date	Amount	Notes
Date approved NLTRA/PC BOS	06/05-06/05	17,000.00	Allocated from Squaw Valley Master Plan

Attachment B - Infrastructure Project Tracking

Inv/Desc/Payee		
Ward Young Architects	Aug-05	(577.50)
Auerbach Engineering	Aug-05	(1,486.35)
Auerbach Engineering	Sep-05	(547.30)
Auerbach Engineering	Oct-05	(630.00)
Auerbach Engineering	Dec-05	(1,005.00)
Auerbach Engineering	Feb-06	(617.50)
Ward Young Architects	Feb-06	(387.50)
Ward Young Architects	Jul-06	(422.30)
Ward Young Architects	Sep-06	(1,359.60)
Auerbach Engineering	Jan-07	(1,630.88)
Ward Young Architects	Feb-07	(5,477.24)
Ward Young Architects	May-07	(2,795.00)
Total		(16,936.17)
Balance		<u>63.83</u>

5954-52-5x	Northstar Community Multi-Purpose Trail	Date	Amount	Notes
	Date approved NLTRA/PC BOS	Aug-05	500,000.00	
		Sep-10	500,000.00	
	Total		<u>1,000,000.00</u>	
	Date funded	Sep-05	50,000.00	
		May-08	23,747.00	Allocated from undesignated funds 05/08
		Jan-09	67,167.91	funding from Jan 09 payment
		Aug-09	844.80	funding from Aug 09 payment
		Apr-10	352,954.15	funding from Apr 10 payment
			<u>494,713.86</u>	

Inv/Desc/Payee		
KB Foster Civil Engineering	Mar-06	(1,508.15)
KB Foster Civil Engineering	Jun-06	(32,490.59)
Godbe Research	Aug-06	(9,590.00)
Godbe Research	Dec-06	(6,165.00)
EDAW	Oct-07	(31,710.00)
Auerbach Engineering	Nov-07	(22,347.50)
Auerbach Engineering	Dec-07	(25,014.75)
Auerbach Engineering	Jun-08	(9,749.75)
Auerbach Engineering	Jul-08	(1,919.17)
Susan Lindstrom	Nov-08	(420.00)
Blanchard & Associates	Dec-08	(844.80)
Northstar Community Service	Apr-10	(352,954.15)
Total		<u>(494,713.86)</u>
Balance		<u>-</u>

5954-52-909003	Regional Wayfinding Signage	Date	Amount	Notes
	Date approved NLTRA/PC BOS	10/06-10/06	12,255.00	
	Date approved NLTRA/PC BOS	01/08-10/08	138,000.00	
	Date approved NLTRA/PC BOS	Jul-09	33,000.00	
	Total		<u>183,255.00</u>	
	Date funded	Nov-06	12,255.00	
		May-08	26,445.00	Allocated from undesignated funds 05/08
		Jun-08	24,400.00	funding from June 08 payment
		Jan-09	79,191.71	funding from Jan 09 payment
		Aug-09	7,963.29	funding from Aug 09 payment

Attachment B - Infrastructure Project Tracking

Oct-09	7,700.00	funding from Oct 09 payment Allocated from undesignated funds
Oct-09	7,963.29	10/09
Mar-11	24,581.60	funding from Mar 11 payment
	<u>190,499.89</u>	

Pastore Ryan	Dec-06	(2,587.50)
Pastore Ryan	Feb-07	(5,063.19)
Pastore Ryan	Aug-07	(4,604.31)
Pastore Ryan	Feb-08	(708.75)
Carrier Johnson	Mar-08	(17,000.00)
Carrier Johnson	Mar-08	(14,336.10)
Carrier Johnson	Apr-08	(11,400.00)
Carrier Johnson	Jun-08	(19,600.00)
Carrier Johnson	Jul-08	(16,030.50)
Carrier Johnson	Sep-08	(14,953.48)
Carrier Johnson	Sep-08	(14,000.00)
Tahoe House	Sep-08	(16.00)
Carrier Johnson	Nov-08	(14,000.00)
Carrier Johnson	Nov-08	(7,991.88)
Tahoe House	Nov-08	(32.00)
The Store	Dec-08	(33.30)
Carrier Johnson	Jan-09	(3,578.63)
Carrier Johnson	Sep-09	(8,647.61)
Carrier Johnson	Oct-09	(8,470.35)
Carrier Johnson	Dec-09	(6,286.25)
Carrier Johnson	Jan-10	(4,725.00)
Wild West Communications	Nov-10	(786.25)
Carrier Johnson	Dec-10	(3,600.00)
Wild West Communications	Dec-10	(713.75)
Wild West Communications	Dec-10	(786.25)
Wild West Communications	Jan-11	(500.00)
		<u>(180,451.10)</u>

Balance 10,048.79

Transit Center Wayfinding Signage

Date approved NLTRA/PC BOS 3/09-4/09 68,000.00

Date funded Oct-09 11,000.00 funding from Oct 09 payment
11,000.00

Placer Co DPW Jul-09 (11,000.00)

(11,000.00)

Balance -

5954-50-1x

Arts and Culture Feasibility Study Date Amount Notes
Date approved NLTRA/PC BOS 03/08-04/08 60,000.00

Date funded -

Tahoe Mtn Resort Fdn 10000, TTCF

Partners Funding Apr-08 15,000.00 5000

Partners Funding Sep-08 1,000.00 Kid Zone

Attachment B - Infrastructure Project Tracking

	Jun-08	16,373.75	funding from June 08 payment
Partners Funding	Aug-08	10,000.00	Truckee Donner Rec & Park
Partners Funding	Aug-08	1,000.00	Arts for the Schools
Partners Funding	Aug-08	5,000.00	Lake Tahoe IVCB Visitors Bureau
Partners Funding	Sep-08	5,000.00	Town of Truckee
Partners Funding	Sep-08	1,000.00	Truckee Development Association
Partners Funding	Sep-08	250.00	Inner Rythems
Partners Funding	Oct-08	5,000.00	Sierra Nevada College
	Jan-09	41,239.69	funding from Jan 09 payment
	Aug-09	2,386.56	funding from Aug 09 payment
Total		<u>103,250.00</u>	

Inv/Desc/Payee			
Streamline Consulting	Apr-08	(373.75)	
Webb Management Services	Jun-08	(2,500.00)	
Streamline Consulting	Jun-08	(2,267.50)	
BankCard Center	Jun-08	(90.27)	
Webb Management Services	Jul-08	(13,612.49)	
Streamline Consulting	Jul-08	(2,389.00)	
Webb Management Services	Jul-08	(10,000.00)	
Streamline Consulting	Aug-08	(933.00)	
Streamline Consulting	Sep-08	(3,575.00)	
Webb Management Services	Sep-08	(12,222.96)	
Tahoe House	Sep-08	(47.50)	
Webb Management Services	Oct-08	(10,872.73)	
Webb Management Services	Nov-08	(10,000.00)	
Streamline Consulting	Nov-08	(2,701.75)	
Streamline Consulting	Nov-08	(931.25)	
Webb Management Services	Dec-08	(11,358.03)	
Streamline Consulting	Dec-08	(1,302.50)	
Streamline Consulting	Jan-09	(1,279.75)	
North Tahoe Conf Center	Jan-09	(246.09)	
Webb Management Services	Feb-09	(10,444.84)	
The Store	Feb-09	(2,886.37)	
The Store	Mar-09	(877.41)	
BankCard Center	Mar-09	(300.00)	
Streamline Consulting	Apr-09	(1,585.00)	
Total		<u>(102,797.19)</u>	

Balance 452.81

5950-50-6x

Tahoe City Transit Center			
Date approved NLTRA/PC BOS		500,000.00	Approved with the 08/09 Budget
Date Funded	Oct-09	64,349.33	funding from Oct 09 payment
Total		<u>64,349.33</u>	

Inv/Desc/Payee			
Placer County DPW	Jul-09	(23,990.64)	
Placer County DPW	Aug-09	(40,358.69)	
Total		<u>(64,349.33)</u>	

Balance -

Snow Removal-Squaw, Alpine, Northstar			
Date approved NLTRA/PC BOS		100,000.00	Approved with the 08/09 Budget
		100,000.00	Approved with the 09/10 Budget
Date Funded	Aug-09	100,000.00	funding from Aug 09 payment

Attachment B - Infrastructure Project Tracking

		Feb-10	100,000.00	Journal Transfer
			<u>200,000.00</u>	
	Total			
	Inv/Desc/Payee			
	Placer County DPW	May-09	(100,000.00)	
	Placer County DPW	Feb-10	(100,000.00)	Journal Transfer
	Total		<u>(200,000.00)</u>	
	Balance		-	
	NTPUD-Dollarhill-Tahoe Vista Bike Trail			
	Date approved NLTRA/PC BOS	Jun-09	200,000.00	
	Date Funded		200,000.00	funding from undesignated 06/30/09
	Total			
	Inv/Desc/Payee			
	Total		-	
	Balance		200,000.00	
5954-52-909001	Traffic Calming			
	Date approved NLTRA/PC BOS	Jul-09	26,700.00	
	Date Funded	Oct-09	26,700.00	funding from Oct 09 payment
	Total			
	Inv/Desc/Payee			
	Traffic Control Service, Inc	Jul-09	(9,064.70)	
	NTBA	Aug-09	(1,242.00)	
	Radarsign	Nov-09	(15,536.00)	
	Half Moon Electric	Oct-10	(600.00)	
	Total		<u>(26,442.70)</u>	
	Balance		257.30	
5950-50-8x	Bear Box Project			
	Date approved NLTRA/PC BOS	Feb-10	20,000.00	
	Date Funded			
	Total	Mar-11	<u>19,540.43</u>	funding from Mar 11 payment
			19,540.43	
	Inv/Desc/Payee			
	TNT/TMA	Jun-10	(19,540.43)	
	Total		<u>(19,540.43)</u>	
	Balance		-	
	TART Bus Shelter Upgrades			
	Date approved NLTRA/PC BOS	Feb-10	153,000.00	
	Date Funded			
	Total	Mar-11	<u>141,112.03</u>	funding from Mar 11 payment
			141,112.03	
	Inv/Desc/Payee			
	Placer Co DPW	Dec-10	(141,112.03)	

Attachment B - Infrastructure Project Tracking

Placer Co DPW	Mar-11	(11,887.97)	
Total		(153,000.00)	
Balance		(11,887.97)	
Tahoe Vista Recreation Area			
Date approved NLTRA/PC BOS	Oct-09	500,000.00	
Date Funded			
Total		-	
Inv/Desc/Payee			
Total		-	
Balance		-	
Tahoe City Bike Trail Signage			
Date approved NLTRA/PC BOS	Feb-10	29,260.00	
Date Funded			
Total	Mar-11	<u>29,260.00</u>	funding from Mar 11 payment
		29,260.00	
Inv/Desc/Payee			
Tahoe City PUD	Dec-10	(29,260.00)	
Total		(29,260.00)	
Balance		-	
Undesignated Funds			
	Date	Amount	Notes
Undesignated Funds	Jun-03	76,985.00	
Trolley Reimbursement		<u>150,000.00</u>	
		226,985.00	
Placer County check	Jun-05	455,515.00	This covered multiple projects less \$226,985
Balance 06/30/05		-	
Allocation from projects 07/06			
Regional Recreation Center		28,951.00	
Redevelopment		14,337.00	
WHATT Business Plan		<u>10,000.00</u>	
Total		53,288.00	
To acquisition of Transit Buses		(22,602.00)	
To Community Portable Stage		<u>(30,686.00)</u>	
		(53,288.00)	
Balance 06/30/07		-	
Allocation from projects 07/08			
Community Portable Stage		7,599.00	
Heritage Plaza		(6.44)	
Olympic Trails		32.00	
Squaw Valley Water Enhancement Project/ASR		233,906.00	
Squaw Valley Master Plan Imp		<u>244,732.00</u>	
Total		486,262.56	

Attachment B - Infrastructure Project Tracking

Balance	<u>486,262.56</u>	
Investment Income	126,662.00	
Undesignated and Investment Inc	<u>612,924.56</u>	
Allocation to projects May/08		
Maritime Museum	(250,000.00)	
Regional Wayfinding Signage	(26,445.00)	
Squaw Valley Olympic Museum	(12,000.00)	
Kings Beach Commercial Core	(306,000.00)	
Northstar Community Multi-Purpose Trail	(23,747.00)	
	<u>(618,192.00)</u>	
Balance Undesignated 05/31/08	(5,267.44)	
From Lakeside Bike Trail	95,000.00	June 08 county check
From Squaw Valley Signage	15,000.00	June 08 county check
From Friends of Squaw Creek	4,330.82	
	<u>109,063.38</u>	
Undesignated	109,063.38	
Interest 07/08	64,929.00	
Balance Undesignated 06/30/08	<u>173,992.38</u>	
Allocation 01/31/09		
Squaw Valley Olympic Museum and Western Sports Heritage Center	(100,000.00)	
Permanent Speed Limit Advisory/Radar	(17,000.00)	
Tourism Economic Analysis and Public Assessment Surveys	(30,000.00)	
	<u>(147,000.00)</u>	
Undesignated 01/31/09	26,992.38	
Allocation 06/01/09		
Funds returned from Heritage Plaza	12,368.02	
From Squaw Valley Bus stops	225,000.00	
Interest 06/30/09	3,927.59	
NTPUD-Dollarhill-Tahoe Vista Bike Trail	(200,000.00)	
NTPUD-Regional Park Parking	(50,000.00)	
Balance Undesignated 06/30/09	18,287.99	
Tourism Economic Study Funding	10,440.00	6/30/09 request-Received 08/09
Balance Undesignated 06/30/09	28,727.99	
Balance 07/01/09		
From Squaw Valley Water Enhancement	56,026.36	
Squaw Valley Bus Shelters	(35,000.00)	
Regional Wayfinding Signage	(7,963.29)	
Interest 06/30/10	3,282.03	
Balance Undesignated 6/30/10	45,073.09	
	473,780.94	
	<u>473,780.94</u>	

**North Lake Tahoe Resort Association
Financial Statements
For the Nine Months Ending March 31, 2011**

**North Lake Tahoe Resort Association
Financial Analysis
For the Nine Months Ending March 31, 2011**

Consolidated

Statement of Financial Position

- Operating Cash is \$628,000, Marketing Cooperative Cash is \$105,000 and Infrastructure Cash is \$474,000.
- The Receivable from the County is \$1,128,000. This includes five payments for the 10/11 contract. The current year payment schedule starts in October 2010 and runs through August 2011.
- Infrastructure funds that Placer County is holding for 2005-2010 are booked as a separate receivable (AR – Infrastructure County) in the amount of \$1,582,000 for 06/07, \$1,835,000 for 07/08, \$827,000 for 08/09, \$790,000 for 09/10 and \$667,000 for 10/11 (collected throughout the year) with the total receivable at \$5,701,000.
- Unearned Revenue & Deferred Support in the amount of \$6,187,000 is the offsetting liability for the Infrastructure funds held by NLTRA and Placer County.
- Accounts Receivable is down \$13,000 from the previous month with good collections on Chamber Membership offset by new billings of STN tickets.
- Advance Ticket Sales (STN) has a \$28,000 balance. Sales of the retail tickets have not been as strong as previous year.
- Other Liabilities and Unearned Revenue are down \$104,000 from a month ago and corresponds to the change in Marketing Cooperative cash and the corresponding liability.
- Change in Net Assets is (\$59,000) for the month of March and \$183,000 year to date.

Statement of Cash Flows

Year to date, Cash and Cash Equivalents, including Infrastructure Investments is down \$12,000 from the same month a year ago. For the year, Tourism and Administration has provided \$12,000, Infrastructure has provided \$47,000 and equipment purchase has used \$2,000 for a total increase in cash of \$57,000 for the nine months ending March 31, 2011.

**North Lake Tahoe Resort Association
Financial Variance Report
For the Nine Months Ended March 31, 2011**

	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
YTD-Budget		4,193,345	798,412	3,252,909	28,131	113,893
Key Variances						
Commissions-Ski Tahoe North Tickets slow start, and less sales	Marketing	(22,187)				(22,187)
Commissions-large group not commissionable	Conference	(28,171)				(28,171)
Placer County Funding-Journal Transfer	VST	440,459				440,459
Chamber Member Dues-Write-off of non-paying members	Chamber	(10,506)				(10,506)
Chamber Special Events-Chamber Events exceed budget	Chamber	6,139				6,139
TOT funding-Revenue recognition to match spending Infrastructure projects	Infrastructure	(1,118,847)				(1,118,847)
Salaries-Timing	Marketing		5,627			5,627
Salaries-Timing	Conference		(5,451)			(5,451)
Salaries-Salaries and benefits up from budget	VIC		(5,340)			(5,340)
Salaries-Savings	G & A		24,141			24,141
Special Events-Timing of Amgen and reimbursement	Marketing			52,332		52,332
Marketing-Other-Timing	Marketing			21,480		21,480
Community Marketing Programs-Timing	Marketing			(22,986)		(22,986)
Transportation Projects-Journal Transfer	VST			(439,184)		(439,184)
Cost of Sales-Sales and cost of sales up from budget	VIC			(6,881)		(6,881)
Chamber Special Events-Expenses below budget	Chamber			4,703		4,703
Professional Fees-Savings on Tax Return preparation	G & A			5,535		5,535
Board Functions-Timing of Ex Director search	G & A			11,593		11,593
Infrastructure Projects-Variou, corresponds to TOT funding	Infrastructure			1,118,847		1,118,847
All Other Smaller Variances	Various	7,316	5,543	37,863	(12,472)	38,250
Variance Total		(725,797)	24,520	783,302	(12,472)	69,553
Month-Actual		3,467,548	773,892	2,469,607	40,603	183,446

Positive variance is positive to the Budget.

North Lake Tahoe Resort Association
Statement of Financial Position
March 31, 2011
(unaudited)

	Current Year		Prior Year		Month Change		12 Month Change		9 Month Change	
	Current 31-Mar-11	Last Month 28-Feb-11	Same Mth 31-Mar-10	Year End 30-Jun-10	Amount	Pctg	Amount	Pctg	Amount	Pctg
ASSETS										
Cash and cash equivalents										
Operating	\$ 628,190	\$ 922,129	\$ 489,189	\$ 468,391	\$ (293,939)	-32%	\$ 139,021	28%	\$ 159,799	34%
Marketing Cooperative	104,943	183,773	258,758	232,998	(78,830)	-43%	(153,815)	-59%	(128,055)	-55%
Infrastructure	473,781	79,782	471,155	448,533	393,999	494%	2,626	1%	25,248	6%
Other Restricted					0	-		-		-
Total Cash & cash equiv	1,206,914	1,185,684	1,219,082	1,149,922	21,230	2%	(12,168)	-1%	56,992	5%
Receivables										
AR - Membership Services	34,908	58,753	39,895	24,678	(23,845)	-41%	(4,987)	-13%	10,230	41%
AR - Group Commissions	15,732	25,316	15,359	19,553	(9,584)	-38%	373	2%	(3,821)	-20%
AR - Other	0	4,072	12,436	9,709	(4,072)	-100%	(12,436)	-100%	(9,709)	-100%
AR - Co-op/STN/Shared	62,606	37,801	44,477	37,741	24,805	66%	18,129	41%	24,865	66%
AR - Inntopia	0	0	0	0	0	-		-		-
AR - Allowance for Doubtful Accounts	0	0	(14,973)	0	14,973	0%	14,973	0%		-
AR - Infrastructure County	5,700,868	6,106,755	5,427,706	5,440,204	(405,887)	-7%	273,162	21%	260,664	5%
AR - County TOT Funding	1,128,295	1,633,425	1,307,167	430,587	(505,130)	-31%	(178,872)	-3%	697,708	162%
Total Receivables	6,942,409	7,866,122	6,832,067	5,962,472	(923,713)	-12%	110,342	-	979,937	16%
Long Term Assets										
Prepaid expenses	6,908	8,045	8,504	15,021	(1,137)	-14%	(1,596)	-179%	(8,113)	-54%
Inventory	928	928	891	928	0	0%	37	0%	0	0%
Furniture, Fixtures & Other	23,087	23,804	31,389	29,313	(717)	-3%	(8,302)	-98%	(6,226)	-21%
Computer Software/Equipment	4,562	5,012	8,512	6,906	(450)	-9%	(3,950)	-49%	(2,344)	-34%
Leasehold Improvements	3,385	3,785	8,042	6,985	(400)	-11%	(4,657)	-	(3,600)	-52%
Total Long Term Assets	38,870	41,574	57,338	59,153	(2,704)	-7%	(18,468)	-	(20,283)	-34%
TOTAL ASSETS	\$ 8,188,193	\$ 9,093,380	\$ 8,108,487	\$ 7,171,547	\$ (905,187)	-10%	79,706	-	\$ 1,016,646	14%
LIABILITIES & NET ASSETS										
Liabilities										
Accounts Payable	\$ 289,509	\$ 537,599	\$ 208,004	\$ 277,169	\$ (248,090)	-46%	\$ 81,505	231%	\$ 12,340	4%
Advance Ticket Sales	27,983	19,178	35,340	(1,272)	8,805	46%	(7,357)	-2%	29,255	-2300%
Other Liabilities and Unearned	199,342	303,447	378,794	338,971	(104,105)	-34%	(179,452)	-20%	(139,629)	-41%
Deferred Support	618,035	1,123,165	876,574	-	(505,130)	-45%	(258,539)	-4%	618,035	-
Deferred Infra	6,175,435	6,187,323	5,898,952	5,888,737	(11,888)	0%	276,483	-	286,698	5%
Total Liabilities	7,310,304	8,170,712	7,397,664	6,503,605	(860,408)	-11%	(87,360)	-	806,699	12%
Net Assets										
Fund Balance Designated	269,610	255,110	243,110	243,110	14,500	6%	26,500	6%	26,500	11%
Beginning Net Assets	424,832	424,832	439,302	439,302	(14,470)	-3%	(14,470)	-3%	(14,470)	-3%
Net Change in Net Assets	183,447	242,726	28,411	(14,470)	(59,279)	-24%	155,036	22%	197,917	-1368%
Total Net Assets	877,889	922,668	710,823	667,942	(44,779)	-5%	167,066	-	209,947	31%
TOTAL LIABILITIES & NET ASSETS	\$ 8,188,193	\$ 9,093,380	\$ 8,108,487	\$ 7,171,547	\$ (905,187)	-10%	79,706	-	\$ 1,016,646	14%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Consolidation of Departments
For the Nine Months Ending March 31, 2011

	CURRENT MONTH			YEAR - TO - DATE				
	Actual	Budget	\$ Variance	Prior YR	Budget	Variance	Prior YR	% Chg.
Revenue and Other Support								
Member Dues	10,044	10,720	(676)	11,134	95,457	(10,835)	101,704	(11%)
Special Events & Functions	1,028	1,500	(473)	1,027	109,215	10,942	108,893	10%
Miscellaneous	3,455	11,700	(8,245)	3,668	4,079	370	0	9%
Retail Sales & Other	813	820	(7)	385	170,782	(50,359)	95,109	(29%)
Interest & Investment Income	287	460	(173)	355	15,388	3,138	7,759	20%
Placer County Funding	517,018	469,229	47,789	215,294	3,559	(670)	4,216	(19%)
Total Revenue and Other Support	532,645	494,429	38,216	231,862	3,794,865	(678,383)	2,615,595	(18%)
Expenses								
Salaries and benefits	72,258	81,065	(8,806)	79,738	798,412	(24,520)	858,454	(3%)
Rent & Utilities	7,502	7,945	(443)	8,127	71,616	(1,560)	70,304	(2%)
Telephone Services	2,081	2,115	(34)	2,426	18,724	(1,360)	20,064	(7%)
Internet Access	0	0	0	0	0	290	0	0%
Mail Expenses	185	340	(155)	272	2,764	(456)	2,000	(16%)
Insurance & Bonding	374	425	(51)	425	3,815	(359)	4,083	(9%)
Supplies	1,259	1,085	174	975	8,940	(752)	9,791	(8%)
Equipment Sup. & Maint.	777	1,200	(423)	487	11,225	(3,804)	10,354	(34%)
Taxes, Licenses & Fees	0	20	(20)	40	1,035	(20)	2,487	(2%)
Equip. Rental / Leasing	928	880	48	881	10,170	1,203	10,161	12%
Training & Seminars	0	0	0	0	1,500	(1,023)	1,345	(68%)
Project Costs	376,046	236,742	139,304	5,162	1,857,938	(701,237)	984,223	(38%)
Professional Fees Legal/Accounting	1,660	500	1,160	533	24,420	(5,535)	18,473	(23%)
Special Events	1,063	125,000	(123,937)	16	138,395	(52,332)	18,328	(38%)
Autumn Food & Wine Costs	0	0	0	0	75,508	3,516	75,795	5%
Membership Events/Newsletter	1,950	1,015	935	1,040	33,358	(4,703)	30,596	(14%)
Cost of Goods Sold	3,722	640	3,082	0	8,779	6,881	5,501	78%
Promotional/ Giveaways	0	0	0	0	2,000	(2,000)	651	(100%)
Market Study Reports/Research	84,476	84,476	0	10,550	0	0	11,575	0%
Marketing Cooperative/Media	6,357	0	6,357	68,633	742,284	(21,480)	617,657	0%
Marketing Other	10,000	10,000	0	10,000	80,000	22,986	29,298	(25%)
Associate Relations	0	120	(120)	0	6,748	(3,134)	75,912	29%
Board Functions	2,151	700	1,451	1,474	46,567	(11,593)	6,571	(46%)
Credit Card Fees	282	1,395	(1,113)	1,323	7,592	(3,743)	4,012	(25%)
Automobile Expenses	434	490	(56)	265	3,872	(199)	7,522	(49%)
Local Meals & Entertainment	650	493	157	880	3,760	(405)	3,857	(5%)
Dues & Subscriptions	703	708	(5)	1,593	3,903	(835)	5,084	(11%)
Travel	997	0	997	0	2,645	(1,651)	3,961	(21%)
Total Expense Before Depreciation/RE	575,857	557,354	18,503	195,576	4,051,321	(807,822)	2,890,762	(20%)
Depreciation Reserves	1,567	1,571	(4)	1,567	14,131	(28)	14,103	0%
Total Expense	14,500	2,000	12,500	0	14,000	12,500	0	89%
Changes in Unrestricted Net Assets	591,924	560,925	30,999	197,143	4,079,452	(795,350)	2,904,865	(19%)
	(59,279)	(66,496)	7,217	34,718	113,893	69,554	28,411	61%

North Lake Tahoe Resort Association
Statement of Activities
Summary
For the Nine Months Ending March 31, 2011

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	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
REVENUE AND OTHER SUPPORT										
Marketing	150,651	154,413	(3,762)	125,063	(2%)	1,436,182	1,453,567	(17,385)	1,185,189	(1%)
Conferences	29,029	33,553	(4,524)	24,246	(13%)	348,409	376,907	(28,498)	300,159	(8%)
Visitor Support & Transportation	304,750	54,750	250,000	39,670	457%	933,209	492,750	440,459	618,334	89%
Visitor Information	12,646	12,653	(7)	13,218	0%	127,026	123,885	3,141	124,441	3%
Member Services	10,393	11,500	(1,107)	12,019	(10%)	118,531	122,898	(4,367)	128,665	(4%)
Management & General	150	360	(210)	0	(58%)	6,368	6,805	(436)	1,533	(6%)
Total Revenue and Other Supp	507,620	267,229	240,391	214,215	90%	2,969,725	2,576,812	392,913	2,358,319	15%
EXPENSES										
Marketing	142,754	249,097	(106,343)	120,706	(43%)	1,376,087	1,425,821	(49,734)	1,125,804	(3%)
Conferences	37,244	35,909	1,335	33,784	4%	350,674	345,570	5,104	334,862	1%
Visitor Support & Transportation	371,970	27,727	344,243	8,375	*****	857,403	419,996	437,407	617,444	104%
Visitor Information	14,830	11,979	2,851	10,929	24%	135,585	125,770	9,815	119,050	8%
Member Services	11,298	10,752	546	10,853	5%	124,069	133,825	(9,756)	126,835	(7%)
Management & General	(8,027)	(844)	(7,183)	(3,440)	851%	(37,206)	9,294	(46,500)	20,228	(500%)
Total Expenses	570,069	334,620	235,449	181,207	70%	2,806,611	2,460,276	346,335	2,344,224	14%
Net Change in Unrestricted Net Assets										
Marketing	7,898	(94,684)	102,582	4,357	(108%)	60,096	27,746	32,350	59,384	117%
Conferences	(8,215)	(2,356)	(5,859)	(9,539)	249%	(2,265)	31,337	(33,602)	(34,704)	(107%)
Visitor Support & Transportation	(67,220)	27,023	(94,243)	31,295	(349%)	75,806	72,754	3,052	890	4%
Visitor Information	(2,183)	675	(2,858)	2,288	(424%)	(8,566)	(1,885)	(6,675)	5,390	354%
Member Services	(905)	748	(1,653)	1,166	(221%)	(5,538)	(10,927)	5,389	1,830	(49%)
Management & General	8,177	1,204	6,973	3,440	579%	43,575	(2,489)	46,064	(18,696)	*****
Net Change in Assets Before In	(62,449)	(67,391)	4,942	33,008	(7%)	163,114	116,536	46,578	14,095	40%
Infrastructure	25,025	227,200	(202,175)	17,647	(89%)	497,823	1,616,533	(1,118,710)	574,957	(69%)
Infrastructure Support	21,855	226,305	(204,450)	15,937	(90%)	477,490	1,619,176	(1,141,686)	560,641	(71%)
Infrastructure Net Change in Assets	3,170	895	2,275	1,710	254%	20,333	(2,643)	22,976	14,316	(869%)
Change in Net Assets	(59,279)	(66,496)	7,217	34,718	(11%)	183,447	113,893	69,554	28,411	61%

North Lake Tahoe Resort Association
Department Detail Activity Report
For the Nine Months Ending March 31, 2011

	Marketing	Conferences	Visitor Information	Marketing Subtotal	Visitor Support & Transportation	Chamber of Commerce	Management & General	Subtotal	Infrastructure	Total
REVENUE AND OTHER SUPPORT										
Member Dues	\$ 80,253	\$ 5,995		\$ 5,995		\$ 78,627		\$ 84,622		\$ 84,622
Special Events & Functions				80,253		39,904		120,157		120,157
Miscellaneous							4,449	4,449		4,449
Commissions & Booking Fees	10,513	109,911	18,526	120,423				120,423		120,423
Retail Sales & Other				18,526				18,526		18,526
Interest & Investment Income							\$ 1,919	1,919	970	2,889
Placer County Funding	1,345,417	232,503	108,500	1,686,420	\$ 933,209			2,619,629	496,853	3,116,482
Total Revenue and Other Support	\$ 1,436,182	\$ 348,409	\$ 127,026	\$ 1,911,617	\$ 1,281,809	\$ 118,531	\$ 6,368	\$ 3,318,325	\$ 497,823	\$ 3,816,148
EXPENSES										
Salaries and benefits	\$ 230,613	\$ 117,135	\$ 90,675	\$ 438,422	\$ 46,289	\$ 62,736	\$ 173,275	\$ 720,722	\$ 53,170	\$ 773,892
Rent & Utilities	18,355	9,344	4,266	31,965	6,571	6,595	18,355	63,486	6,571	70,056
Telephone Services	6,207	2,422	1,077	9,706	1,538	1,516	3,056	15,826	1,538	17,364
Internet Access	290			290				290		290
Mail Expenses	826	310	76	1,213	0	510	579	2,302	6	2,308
Insurance & Bonding	864	449	449	1,763	277	277	864	3,180	277	3,456
Supplies	2,828	1,482	858	5,168	481	791	7,707	7,707	482	8,188
Equipment Sup. & Maint.	1,297	1,021	1,021	3,338	401	501	2,779	7,019	401	7,421
Taxes, Licenses & Fees	233	121	206	559	74	74	233	941	74	1,015
Equip. Rental / Leasing	1,536	1,217	2,960	5,713	997	1,956	1,710	10,376	997	11,373
Training & Seminars						169	308	477		477
Project Costs					722,974			722,974	383,728	1,106,702
Professional Fees Legal/Accounting							18,886	18,886		18,886
Special Events	86,063			86,063				86,063		86,063
Autumn Food & Wine Costs	79,024			79,024				79,024		79,024
Membership Events/Newsletter						28,655		28,655		28,655
Cost of Goods Sold			15,660	15,660				15,660		15,660
Marketing Cooperative/Media	571,363	170,921		742,284				742,284		742,284
Marketing Other	63,871			63,871				63,871		63,871
Programs	102,986			102,986				102,986		102,986
Associate Relations	904	470	470	1,843	289	289	904	3,325	289	3,614
Board Functions							34,974	34,974		34,974
Credit Card Fees	2,821		419	3,240		609		3,849		3,849
Automobile Expense	694	153	43	890	733	801	517	2,941	733	3,673
Local Meals & Entertainment	2,267	120	60	2,447		482	367	3,295	60	3,355
Dues & Subscriptions	1,542	1,115		2,657	54	108	195	3,014	54	3,068
Travel	994			994				994		994
Allocated	170,266	42,504	15,455	228,225	25,780	17,055	(299,227)	(28,167)	28,167	-
Total Functional Exp. Before Depreciation	\$ 1,345,843	\$ 348,784	\$ 133,695	\$ 1,828,322	\$ 1,205,058	\$ 123,124	\$ (40,950)	\$ 3,115,553	\$ 476,545	\$ 3,592,099
Depreciation	\$ 3,744	\$ 1,890	\$ 1,890	\$ 7,524	\$ 945	\$ 945	\$ 3,744	\$ 13,158	\$ 945	\$ 14,103
Reserves	\$ 26,500			26,500				26,500		26,500
Total Functional Expense and Depreciation	\$ 1,376,087	\$ 350,674	\$ 135,585	\$ 1,862,346	\$ 1,206,003	\$ 124,069	\$ (37,206)	\$ 3,155,211	\$ 477,490	\$ 3,632,702
Change in Net Assets	\$ 60,096	\$ (2,265)	\$ (8,560)	\$ 49,271	\$ 75,806	\$ (5,538)	\$ 43,575	\$ 163,114	\$ 20,333	\$ 183,447

North Lake Tahoe Resort Association
 Consolidation of Departments Excluding Infrastructure
 For the Nine Months Ending March 31, 2011

	CURRENT MONTH			YEAR-TO-DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Member Dues	10,044	10,720	(676)	11,134	(6%)	84,622	95,457	(10,835)	101,704	(11%)
Special Events & Functions	1,028	1,500	(473)	1,027	(32%)	120,157	109,215	10,942	108,893	10%
Miscellaneous	0	0	0	0	0%	4,449	4,079	370	0	9%
Commissions & Booking Fees	3,455	11,700	(8,245)	3,668	(70%)	120,423	170,782	(50,359)	95,109	(29%)
Retail Sales & Other	813	820	(7)	385	(1%)	18,526	15,388	3,138	7,759	20%
Interest & Investment Income	150	360	(210)	0	(58%)	1,919	2,726	(807)	1,533	(30%)
Placer County Funding	492,130	242,129	250,001	198,002	103%	2,619,629	2,179,165	440,464	2,043,322	20%
Total Revenue and Other Support	507,620	267,229	240,391	214,215	90%	2,969,725	2,576,812	392,913	2,358,319	15%
Expenses										
Salaries and benefits	67,865	76,890	(9,025)	72,785	(12%)	720,722	744,209	(23,487)	779,564	(3%)
Rent & Utilities	6,796	7,195	(399)	7,361	(6%)	63,486	64,855	(1,369)	63,680	(2%)
Telephone Services	1,904	1,965	(61)	2,276	(3%)	15,826	17,366	(1,540)	18,694	(9%)
Internet Access	0	0	0	0	0%	290	0	290	0	0%
Mail Expenses	185	335	(150)	272	(45%)	2,302	2,728	(426)	1,971	(16%)
Insurance & Bonding	344	390	(46)	391	(12%)	3,180	3,502	(322)	3,757	(9%)
Supplies	1,166	995	171	852	17%	7,707	8,218	(511)	8,967	(6%)
Equipment Sup. & Maint.	726	1,125	(399)	467	(35%)	7,019	10,566	(3,547)	9,715	(34%)
Taxes, Licenses & Fees	0	20	(20)	40	(100%)	941	961	(20)	2,388	(2%)
Equip. Rental / Leasing	845	800	45	802	6%	10,376	9,272	1,104	9,258	12%
Training & Seminars	0	0	0	0	0%	477	1,500	(1,023)	1,328	(68%)
Project Costs	363,236	19,125	344,111	672	*****	772,974	333,790	439,184	543,280	132%
Professional Fees Legal/Accounting	1,660	500	1,160	533	232%	18,886	24,420	(5,535)	18,473	(23%)
Special Events	1,063	125,000	(123,937)	16	(99%)	86,063	138,395	(52,332)	18,328	(38%)
Autumn Food & Wine Costs	0	0	0	0	0%	79,024	75,508	3,516	75,795	5%
Membership Events/Newsletter	1,950	1,015	935	1,040	92%	28,655	33,358	(4,703)	30,596	(14%)
Cost of Goods Sold	3,722	640	3,082	0	482%	15,660	8,779	6,881	5,501	78%
Promotional/ Giveaways	0	0	0	0	0%	0	2,000	(2,000)	651	(100%)
Market Study Reports/Research	84,476	84,476	0	10,550	0%	0	0	0	11,575	0%
Marketing Cooperative/Media	6,357	0	6,357	68,633	0%	742,284	742,284	0	617,697	0%
Marketing Other	10,000	10,000	0	736	0%	63,871	85,351	(21,480)	29,298	(25%)
Programs	0	110	(110)	10,000	0%	102,986	80,000	22,986	75,912	29%
Associate Relations	2,151	700	1,451	0	(100%)	3,325	6,330	(3,005)	6,172	(47%)
Board Functions	282	1,395	(1,113)	1,474	207%	34,974	46,567	(11,593)	4,012	(25%)
Credit Card Fees	241	435	(194)	1,323	(80%)	3,849	7,592	(3,743)	7,522	(49%)
Automobile Expenses	590	488	102	190	(45%)	2,941	3,487	(546)	3,360	(16%)
Local Meals & Entertainment	685	690	(5)	867	21%	3,295	3,725	(430)	5,020	(12%)
Dues & Subscriptions	997	997	0	1,575	(1%)	994	3,849	(835)	3,889	(22%)
Travel	(3,135)	(3,135)	0	(3,111)	0%	(28,167)	(28,167)	(1,651)	2,662	(62%)
Allocated	554,107	331,154	222,953	179,745	67%	2,766,953	2,433,090	333,863	2,331,066	14%
Total Expense Before Depreciation/Re	1,462	1,466	(4)	1,462	0%	13,158	13,186	(28)	13,158	0%
Depreciation Reserves	14,500	2,000	12,500	0	625%	26,500	14,000	12,500	0	89%
Total Expense	570,069	334,620	235,449	181,207	70%	2,806,611	2,460,276	346,335	2,344,224	14%
Changes in Unrestricted Net Assets	(62,449)	(67,391)	4,942	33,008	(7%)	163,114	116,536	46,578	14,095	40%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Marketing
For the Nine Months Ending March 31, 2011

	CURRENT MONTH				YEAR - TO - DATE				
	Actual	Budget	\$ Variance	Prior YR	Actual	Budget	Variance	Prior YR	% Chg.
Revenue and Other Support	0	0	0	(500)	80,253	75,450	4,803	75,353	6%
Special Events & Functions	938	4,700	(3,762)	5,898	10,513	32,700	(22,187)	32,851	(68%)
Commissions & Booking Fees	149,713	149,713	0	119,665	1,345,417	1,345,417	0	1,076,985	0%
Placer County Funding	150,651	154,413	(3,762)	125,063	1,436,182	1,453,567	(17,385)	1,185,189	(1%)
Total Revenue and Other Support									
Expenses									
Salaries and benefits	20,746	21,709	(963)	21,814	230,613	236,240	(5,627)	221,655	(2%)
Rent & Utilities	1,968	2,050	(82)	2,130	18,355	18,561	(206)	18,466	(1%)
Telephone Services	761	720	41	803	6,207	6,554	(347)	6,343	(5%)
Internet Access	0	0	0	0	290	0	290	0	0%
Mail Expenses	0	110	(110)	(20)	826	1,084	(258)	97	(24%)
Insurance & Bonding	94	106	(12)	106	864	952	(88)	1,021	(9%)
Supplies	304	300	4	238	2,828	2,329	499	2,725	21%
Equipment Sup. & Maint.	160	200	(40)	113	1,297	1,763	(466)	1,929	(26%)
Taxes, Licenses & Fees	0	0	0	0	233	233	0	311	0%
Equip. Rental / Leasing	93	90	3	88	1,536	1,278	258	1,230	20%
Training & Seminars	0	0	0	0	0	1,000	(1,000)	53	(100%)
Special Events	1,063	125,000	(123,937)	16	86,063	138,395	(52,332)	18,328	(38%)
Autumn Food & Wine Costs	0	0	0	0	79,024	75,508	3,516	75,795	5%
Promotional/ Giveaways	0	0	0	0	0	2,000	(2,000)	651	(100%)
Market Study Reports/Research	65,307	65,307	0	10,550	571,363	571,363	0	11,575	0%
Marketing Other	6,357	0	6,357	736	63,871	85,351	(21,480)	468,000	0%
Programs	10,000	10,000	0	10,000	102,986	80,000	22,986	75,912	(25%)
Associate Relations	0	0	0	0	904	1,746	(843)	1,745	(48%)
Credit Card Fees	228	1,300	(1,072)	1,291	2,821	6,700	(3,879)	6,683	(58%)
Automobile Expenses	0	135	(135)	42	694	1,090	(396)	1,155	(36%)
Local Meals & Entertainment	290	216	74	588	2,267	1,549	718	2,157	46%
Dues & Subscriptions	631	600	31	595	1,542	1,470	72	1,469	5%
Travel	997	0	997	0	994	2,645	(1,651)	2,662	(62%)
Allocated	18,838	18,838	0	19,200	170,266	170,266	0	172,800	0%
Total Expense Before Depreciation/Re	127,838	246,681	(118,843)	120,290	1,345,843	1,408,077	(62,234)	1,122,060	(4%)
Depreciation	416	416	0	416	3,744	3,744	0	3,744	0%
Reserves	14,500	2,000	12,500	0	26,500	14,000	12,500	0	89%
Total Expense	142,754	249,097	(106,343)	120,706	1,376,087	1,425,821	(49,734)	1,125,804	(3%)
Changes in Unrestricted Net Assets	7,898	(94,684)	102,582	4,357	60,096	27,746	32,350	59,364	117%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Conference
For the Nine Months Ending March 31, 2011

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
678	720	(42)	642	642	(6%)	5,995	6,324	(329)	6,579	(5%)
2,517	7,000	(4,483)	(2,230)	(2,230)	(64%)	109,911	138,082	(28,171)	61,073	(20%)
25,834	25,833	1	25,834	25,834	0%	232,503	232,501	2	232,506	0%
29,029	33,553	(4,524)	24,246	24,246	(13%)	348,409	376,907	(28,498)	300,159	(8%)
11,614	10,163	1,451	9,010	9,010	14%	117,135	111,683	5,451	114,062	5%
1,001	1,050	(49)	1,104	1,104	(5%)	9,344	9,507	(163)	9,414	(2%)
276	330	(54)	324	324	(16%)	2,422	2,840	(418)	2,990	(15%)
0	75	(75)	113	113	(100%)	310	555	(245)	621	(44%)
49	55	(6)	55	55	(12%)	449	493	(44)	531	(9%)
109	160	(51)	169	169	(32%)	1,482	1,294	188	1,535	15%
83	100	(17)	83	83	(17%)	1,021	1,287	(266)	717	(21%)
0	0	0	0	0	0%	121	121	0	162	0%
93	90	3	88	88	3%	1,217	1,087	130	1,085	12%
0	0	0	0	0	0%	0	0	0	27	0%
19,169	19,169	0	16,633	16,633	0%	170,921	170,921	0	149,697	0%
0	15	(15)	0	0	(100%)	470	923	(453)	891	(49%)
47	15	32	0	0	215%	153	105	48	57	46%
120	5	115	0	0	*****	120	35	85	62	243%
0	0	0	395	395	0%	1,115	325	790	720	243%
4,472	4,472	0	5,600	5,600	0%	42,504	42,504	0	50,400	0%
37,034	35,699	1,335	33,574	33,574	4%	348,784	343,680	5,104	332,972	1%
210	210	0	210	210	0%	1,890	1,890	0	1,890	0%
37,244	35,909	1,335	33,784	33,784	4%	350,674	345,570	5,104	334,862	1%
(8,215)	(2,356)	(5,859)	(9,539)	(9,539)	249%	(2,265)	31,337	(33,602)	(34,704)	(107%)

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Transportation
For the Nine Months Ending March 31, 2011

	CURRENT MONTH			YEAR-TO-DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
	304,750	54,750	250,000	39,670	457%	933,209	492,750	440,459	618,334	89%
	304,750	54,750	250,000	39,670	457%	933,209	492,750	440,459	618,334	89%
Revenue and Other Support										
Placer County Funding										
Total Revenue and Other Support										
Expenses										
Salaries and benefits	4,193	4,144	49	4,223	1%	46,289	47,831	(1,542)	42,517	(3%)
Rent & Utilities	706	755	(49)	766	(7%)	6,571	6,796	(225)	6,624	(3%)
Telephone Services	177	150	27	149	18%	1,538	1,358	180	1,370	13%
Mail Expenses	0	0	0	1	0%	0	0	0	4	0%
Insurance & Bonding	30	34	(4)	34	(12%)	277	306	(29)	327	(10%)
Supplies	93	75	18	123	24%	481	617	(136)	824	(22%)
Equipment Sup. & Maint.	51	70	(19)	20	(27%)	401	624	(223)	639	(36%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	100	1%
Equip. Rental / Leasing	84	80	4	79	4%	997	908	89	903	10%
Training & Seminars	0	0	0	0	0%	0	0	0	17	0%
Project Costs	363,236	19,125	344,111	672	*****	772,974	333,790	439,184	543,280	132%
Associate Relations	0	20	(20)	0	(100%)	289	444	(155)	399	(35%)
Automobile Expenses	193	60	133	76	222%	733	420	313	497	74%
Local Meals & Entertainment	18	7	11	13	(100%)	0	49	(49)	64	(100%)
Dues & Subscriptions	3,084	18	3,066	18	0%	54	54	0	72	0%
Allocated	0	0	0	2,096	0%	25,780	25,780	0	18,864	0%
Total Expense Before Depreciation/Re	371,865	27,822	344,243	8,270	*****	856,458	419,051	437,407	616,499	104%
Depreciation	105	105	0	105	0%	945	945	0	945	0%
Total Expense	371,970	27,727	344,243	8,375	*****	857,403	419,996	437,407	617,444	104%
Changes in Unrestricted Net Assets	(67,220)	27,023	(94,243)	31,295	(349%)	75,806	72,754	3,052	890	4%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Visitor Information
For the Nine Months Ending March 31, 2011

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
	0	0	0	0	0%	0	0	0	1,185	0%
	813	820	(7)	385	(1%)	18,526	15,388	3,138	7,759	20%
	<u>11,833</u>	<u>11,833</u>	<u>0</u>	<u>12,833</u>	<u>0%</u>	<u>108,500</u>	<u>108,497</u>	<u>3</u>	<u>145,497</u>	<u>0%</u>
	<u>12,646</u>	<u>12,653</u>	<u>(7)</u>	<u>13,218</u>	<u>0%</u>	<u>127,026</u>	<u>123,885</u>	<u>3,141</u>	<u>124,441</u>	<u>3%</u>
Revenue and Other Support										
Commissions & Booking Fees	7,925	8,102	(177)	7,495	(2%)	90,675	85,335	5,340	78,444	6%
Retail Sales & Other	446	500	(54)	459	(11%)	4,266	4,382	(116)	4,059	(3%)
Placer County Funding	129	165	(36)	223	(22%)	1,077	1,403	(326)	1,542	(23%)
Total Revenue and Other Support	<u>0</u>	<u>15</u>	<u>(15)</u>	<u>11</u>	<u>(100%)</u>	<u>76</u>	<u>128</u>	<u>(52)</u>	<u>95</u>	<u>(41%)</u>
	49	55	(6)	55	(12%)	449	493	(44)	531	(9%)
	310	110	200	0	182%	858	1,108	(250)	667	(23%)
	83	270	(187)	33	(69%)	1,021	2,427	(1,406)	2,366	(58%)
	0	0	0	0	0%	206	206	0	172	0%
	278	260	18	264	7%	2,960	2,738	222	2,739	8%
	0	0	0	0	0%	0	0	0	107	0%
	3,722	640	3,082	0	482%	15,660	8,779	6,881	5,501	78%
	0	15	(15)	0	(100%)	470	913	(443)	891	(49%)
	30	35	(5)	6	(14%)	419	408	11	308	3%
	0	5	(5)	0	(100%)	43	35	8	77	23%
	60	10	50	0	500%	60	70	(10)	105	(14%)
	<u>1,587</u>	<u>1,587</u>	<u>0</u>	<u>2,173</u>	<u>0%</u>	<u>15,455</u>	<u>15,455</u>	<u>0</u>	<u>19,557</u>	<u>0%</u>
Total Expense Before Depreciation/Re	<u>14,620</u>	<u>11,769</u>	<u>2,851</u>	<u>10,719</u>	<u>24%</u>	<u>133,695</u>	<u>123,880</u>	<u>9,815</u>	<u>117,160</u>	<u>8%</u>
Depreciation	210	210	0	210	0%	1,890	1,890	0	1,890	0%
Total Expense	<u>14,830</u>	<u>11,979</u>	<u>2,851</u>	<u>10,929</u>	<u>24%</u>	<u>135,585</u>	<u>125,770</u>	<u>9,815</u>	<u>119,050</u>	<u>8%</u>
Changes in Unrestricted Net Assets	<u>(2,183)</u>	<u>675</u>	<u>(2,858)</u>	<u>2,288</u>	<u>(42.4%)</u>	<u>(8,560)</u>	<u>(1,885)</u>	<u>(6,675)</u>	<u>5,390</u>	<u>35.4%</u>

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Management & Administration
For the Nine Months Ending March 31, 2011

	CURRENT MONTH			YEAR-TO-DATE			% Chg
	Actual	Budget	\$ Variance	Prior YR	Budget	Variance	
Revenue and Other Support							
Miscellaneous	0	0	0	0	4,079	370	0
Interest & Investment Income	150	360	(210)	0	2,726	(807)	1,533
Total Revenue and Other Support	150	360	(210)	0	6,805	(436)	1,533
Expenses							
Salaries and benefits	17,400	26,649	(9,249)	24,437	197,416	(24,141)	263,554
Rent & Utilities	1,968	2,100	(132)	2,130	18,911	(556)	18,466
Telephone Services	377	400	(23)	568	3,460	(394)	4,480
Mail Expenses	0	55	(55)	63	398	181	493
Insurance & Bonding	94	106	(12)	106	952	(88)	1,021
Supplies	295	230	65	223	1,839	(572)	2,050
Equipment Sup. & Maint.	297	420	(123)	199	3,776	(997)	3,604
Taxes, Licenses & Fees	0	20	(20)	20	253	(20)	1,513
Equip. Rental / Leasing	111	105	6	106	1,464	246	1,489
Training & Seminars	0	0	0	0	500	(192)	1,108
Professional Fees Legal/Accounting	1,660	500	1,160	533	24,420	(5,535)	18,473
Associate Relations	0	30	(30)	0	1,806	(903)	1,745
Board Functions	2,151	700	1,451	1,474	46,567	(11,593)	4,012
Automobile Expenses	0	100	(100)	72	795	(278)	660
Local Meals & Entertainment	120	200	(80)	93	1,400	(1,034)	2,032
Dues & Subscriptions	0	36	(36)	531	792	(597)	1,484
Allocated	(32,915)	(32,915)	0	(34,411)	(299,227)	0	(309,699)
Total Expense Before Depreciation/Re	(8,443)	(1,264)	(7,179)	(3,856)	5,522	(46,472)	16,484
Depreciation	416	420	(4)	416	3,772	(28)	3,744
Total Expense	(8,027)	(844)	(7,183)	(3,440)	9,294	(46,500)	20,228
Changes in Unrestricted Net Assets	8,177	1,204	6,973	3,440	(2,489)	46,064	(18,696)

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Infrastructure
For the Nine Months Ending March 31, 2011

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support	137	100	37	355	37%	970	833	137	2,684	16%
Interest & Investment Income	24,888	227,100	(202,212)	17,292	(89%)	496,853	1,615,700	(1,118,847)	572,273	(69%)
Placer County Funding	25,025	227,200	(202,175)	17,647	(89%)	497,823	1,616,533	(1,118,710)	574,957	(69%)
Total Revenue and Other Support										
Expenses	4,393	4,175	218	6,953	5%	53,170	54,203	(1,033)	78,890	(2%)
Salaries and benefits	706	750	(44)	766	(6%)	6,571	6,761	(190)	6,624	(3%)
Rent & Utilities	177	150	27	149	18%	1,538	1,358	180	1,370	13%
Telephone Services	0	5	(5)	0	(100%)	6	36	(30)	29	(84%)
Mail Expenses	30	35	(5)	34	(14%)	277	313	(36)	327	(12%)
Insurance & Bonding	93	90	3	123	3%	482	722	(240)	824	(33%)
Supplies	51	75	(24)	20	(32%)	401	659	(258)	639	(39%)
Equipment Sup. & Maint.	0	0	0	0	0%	74	74	0	100	1%
Taxes, Licenses & Fees	84	80	4	79	4%	997	898	99	903	11%
Equip. Rental / Leasing	0	0	0	0	0%	0	0	0	17	0%
Training & Seminars	12,810	217,617	(204,807)	4,490	(94%)	383,728	1,524,148	(1,140,420)	440,944	(75%)
Project Costs	0	10	(10)	0	(100%)	289	418	(129)	399	(31%)
Associate Relations	193	55	138	76	251%	733	385	348	497	90%
Automobile Expenses	60	5	55	13	*****	60	35	25	64	71%
Local Meals & Entertainment	18	18	0	18	0%	54	54	0	72	0%
Dues & Subscriptions	3,135	3,135	0	3,111	0%	28,167	28,167	0	27,999	0%
Allocated										
Total Expense Before Depreciation/Re	21,750	226,200	(204,450)	15,832	(90%)	476,545	1,618,231	(1,141,686)	559,696	(71%)
Depreciation	105	105	0	105	0%	945	945	0	945	0%
Total Expense	21,855	226,305	(204,450)	15,937	(90%)	477,490	1,619,176	(1,141,686)	560,641	(71%)
Changes in Unrestricted Net Assets	3,170	895	2,275	1,710	254%	20,333	(2,643)	22,976	14,316	(869%)

North Lake Tahoe Resort Association
Statement of Cash Flows
For the Nine Months Ending March 31, 2011 and 2010

for internal use only, unaudited

	March 31, 2011	March 31, 2010
CASH FLOWS FROM OPERATING ACTIVITIES		
Tourism and Administration		
Cash Received from Customers Operations	\$ 675,212	\$ 326,456
Cash Received from Interest Operations	1,919	1,533
Cash Received from Placer County TOT Operations	2,539,956	2,149,871
Cash Used for Operations	(3,205,475)	(2,511,424)
	11,613	(33,565)
Infrastructure		
Cash Received from Grants and Reimbursements		-
Cash Received from Interest Infrastructure	970	2,684
Cash Received from TOT Revenue Recognized Infrastructure	522,887	784,091
Cash Used for Infrastructure Overhead	(92,818)	(118,752)
Cash Used for Infrastructure Projects	(383,728)	(440,944)
	47,312	227,079
	-	-
Net Cash Provided (Used) by Operating Activities	58,924	193,514
CASH FLOWS FROM FINANCING ACTIVITIES		
	-	-
Net Cash Provided (used) by Financing Activities	-	-
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Equipment and Leasehold Improvements	(1,933)	(3,940)
Disposition of Assets	-	-
	-	-
Net Cash Provided (Used) by Investing	(1,933)	(3,940)
Net Increase (Decrease) in Cash and Cash Equivalents	56,991	189,574
Cash and Cash Equivalents, July 1, 2010, 2009	1,149,922	1,029,508
Cash and Cash Equivalents, March 31, 2011, 2010	\$ 1,206,914	1,219,082

Performance Measurement Document

Leisure Advertising

October 09- March 10 October 10 - March 11

Advertising/Promotions/Media

Leisure Coop Budget Amount

Direct Paid Media Dollars

\$	338,732	\$	334,773
\$	248,963	\$	260,212
		\$	90,000
	56,292,215		60,216,789

Added Value Media

Coop Programs Investment (NLT Coop)

Gross Media Impressions

Response/Inquires

Total paid clicks

Average cost per click

Average click thru rate

	27,649		27,168
	\$1.54		\$2.14
	0.24%		0.31%

Total Leads

Number of brochure / planner requests

Total email database

Total direct mail database

Ad recall/awareness

Cost per aware visitor

Total publication leads

	2824		2,638
	49,366		42,879
	99,526		110,867
	60% / 42% (SF only)	n/a	
n/a		n/a	
	2421		
	10.20%		11.60%
	1.50%		7.10%

Database email open rate

Database email click thru rate

GTN Online Activity

Total Unique Visitors

Cost per Visitor

Percent of Direct/Bookmarked Visitors

Time Spent on Consumer Website

Number of Repeat Visitors

Percent of Repeat Visitors

Number of Cool Deals Posted

Cool Deals Pageviews

Number of Lodging Referrals

Lodging Referrals % of Total

Number of Events Posted

Search Engine Referrals

Organic Search Engine Results

Avg. Amount of #1 Positions

Avg. Amount of 1st Page Positions

Avg. Amount of 2nd Page Positions

Meeting Section Page Views

RFP Submissions

Wedding Section Page Views

	288,128		284,629
	\$1.18		\$1.03
	33.13%		31.00%
	3:55		3:55
	62,748		71,268
	17.90%		21.30%
	349		422
	63,259		59,498
	113,641		82,347
	39%		85.13
	554		1,225
	138,286		142,412
	41		27
	79		50
	14		13
	6,315		8,337
	289		165
	35,875		46,101

GTN Geographic Breakdown

Top five cities and percent of total visitors
 San Francisco (this is only the city of SF)
 Sacramento
 Reno
 New York
 Los Angeles
 San Diego
 Total California visits
 Percent of total visitors
 Northern CA visitors
 Northern CA percent of total visitors
 Southern CA visitors
 Southern CA percent of total visitors
 Outside CA visitors
 Percent of total visitors

October - March 10

October - March 11

This is now the DMA's

	October - March 10	October - March 11
	7.00%	22.00%
	4.70%	11.00%
	2.80%	4.80%
	1.30%	3.40%
	3.70%	7.90%
	0.85%	1.80%
	167,443	151,267
	47.70%	49.16%
	119,465	109,470
	34.00%	33.00%
	33,114	32,567
	9.40%	9.70%
	183,433	183,497
	52.30%	50.84%

Media/Public Relations**Total Public Relations Spend****Media Trade Shows**

Number of trade shows attended
 Number of appointments
 Number of qualified media in attendance

Media Missions

Number of media missions
 Number of coop partners
 Number of media contacts

Media Familiarization Tours (FAMs)

Number of FAMs
 Number of qualified media participating
 Number of publications represented

Press Releases

Number of press releases issued
 Number of press releases downloaded from website

Number of Media Inquiries**Number of Media Interviews****Placements**

Total number of placements
 Regional vs. National
 Domestic vs. International
 Percent of LA
 Percent of Northern CA

Number of Impressions**Advertising Equivalency****% of Positive Media Placement****% of Media Coverage Reaching Target Audience****% of Media Coverage Including Website Address**

October - March 10

October - March 11

	October - March 10	October - March 11
\$	32,820	\$ 36,496

	0	0
	0	0
	0	0

	1	1
	5	5
	6	4

	10	6
	10	6
	28	24

	65	55
--	----	----

	2297	N/A
--	------	-----

	238	222
--	-----	-----

	82	60
--	----	----

	321	343
--	-----	-----

	62/38	56/44
--	-------	-------

	97/3	96/4
--	------	------

	4%	3
--	----	---

	51%	57
--	-----	----

	111 million	114 million
--	-------------	-------------

	3.2 million	3.3 million
--	-------------	-------------

	96%	97%
--	-----	-----

	54%	58%
--	-----	-----

	36%	34%
--	-----	-----

Bookings

Online Ticket Sales

Tickets sold online
 Ticket revenue
 Ticket commission

October - March 10 October - March 11

	3382	*
\$	223,212	*
\$	32,851	*

Event Marketing

Total Number of events supported
 Total Attendance by Event Supported

	28	35
	110,000	145,000

Events Supported

SnowFest!
 Learn to Ski & Board Weekend
 Village Oktoberfest
 Tahoe City Annual Harvest Festival
 Kings Beach Passport to Dining
 SnowBomb Sick & Twisted Freestyle Tour
 Elegant Affair Food & Wine Pairing
 Holiday Jazz Festival at the Hyatt
 Telluride Mountain Film Festival
 Take the Lake Spring Ski & Snowboard Comp.
 Squaw Valley Institute
 LunaFest Girls on the Run - Sierra
 Great Ski Race
 Ability Celebration - Disabled Sports USA Farwest

X	X
X	X
X	X
X	X
X	X
x	
X	X
X	X
X	
x	X
X	X
X	
X	
X	

Fabulous Fall Celebration September 1- November 25

Tahoe Big Blue Adventure Race
 Autumn Food & Wine Festival
 Stand-up Paddle Board Competition
 Kings Beach Art and Crafts Fair
 Commons Beach Concerts & Movies
 Northstar Free Concerts & Movies
 Kings Beach Free Concerts & Movies
 Squaw Valley Free Concerts & Movies
 Lake Tahoe Marathon Week
 Village at Squaw Valley Oktoberfest
 Truckee Wine Walk & Shop
 Art Bark Festival
 Native American Basket Weavers Market
 Chocolate Festival
 Elegant Affair Wine Tasting

X	X
X	X
X	X
X	X
X	X
X	X
X	X
X	X
X	X
X	X
X	X
X	X
X	X
X	X
X	X

* Pending Final Number

Conference/Group Sales**Conference Coop Budget Amount**

Direct Paid Media Dollars
 Added Value Media Dollars
 Coop Programs Investment (NLT Coop)
 Partner Leveraged Dollars

October - March 10 October - March 11

\$	36,375	\$	41,896
\$	9,650	\$	23,782
\$	12,134	\$	18,605

Leads

Number of leads
 Lead room nights
 Web page visits

	102		76
	40,745		15,742
	6,247		

Booked Business

Number of bookings
 Booked room nights
 Booked attendance
 Booked Room Revenue

	15		10
	3,736		3,683
	2,578		1,295
\$	458,782	\$	\$545,656

Lost Business

Number of lost opportunities
 Lost room nights
 Lost attendance

	40		36
	17,644		11,890
	6,706		4,490

Arrived Business

Number of bookings
 Number of booked room nights
 Number of booked attendees
 Booked attendees spending

	11		18
	2,134		4,209
	1,078		2,402
\$	394,780	\$	\$634,798

Personnel productivity metrics

Number of leads-sales person A
 Number of bookings-sales person A
 Number of booked room nights- sales person A

	102		76
	15		10
	3,736		3,683

Travel Trade/Sales**Total Travel Trade Spend**

October - March 10 October - March 11

\$	37,400	\$	36,500
----	--------	----	--------

Leisure Trade Shows

Number of trade shows attended
 Number of Coop shows

	3		3
	3		2

Number of Sales Missions (call center trainings)

Domestic
 International

	4		7
	14		16

Leisure Familiarization Tours (FAMs)**Number of Site Inspections**

	11		16
	55		80

Wholesale Product Placements

Domestic Brochure Placement
 International Brochure Placement
 Number of NLTRA Pages with Domestic Suppliers
 Number of NLTRA Pages with Internatinal Suppliers
 Number of Properties Featured on Domestic Websites
 Number of Properties Featured on International Websites

	32		33
	55		57
	64		65
	83		86
	34		34
	14		15