

**TIA Yukon's
Accommodation Occupancy Data Collection Program –
Year 2 Review**

September 30, 2008

Contact: Rob Dunbar-Edge
I.T. Edge Consulting Inc.
14 Wilson Drive
Whitehorse Yukon Y1A 5R2
(867) 334-7590
rob@itedge.ca

1 Table of Contents

1	Table of Contents	2
	Executive Summary	3
1.1	Budget	3
1.2	Targets & Results	3
1.3	Occupancy Data Reports	3
1.4	Recommendations	3
2	Program Background	5
2.1	Rationale	5
2.2	Program Goal	5
2.3	Program Objectives	5
2.4	Expected Benefits of the Program	5
2.5	Scope of Work for the Program	6
3	Program Implementation & Operation	6
3.1	Schedule – Planned vs Actual	6
3.2	Budget Summary – Planned vs Actual	7
3.3	Targets & Results	8
3.4	Occupancy Reports	10
3.5	Accommodation Occupancy Trends	13
4	Program Status	15
4.1	Variance to Plan	15
4.1.1	Target Participation	15
4.1.2	Work-plan Schedule	16
4.1.3	Budget	16
4.1.4	Program Operations	17
5	Analysis of the Program	18
5.1	Program Evaluation	18
5.1.1	Program Participation Targets	18
5.1.2	Program Goal	18
5.1.3	Program Objectives	19
5.1.4	Expected Benefits of the Program	20
5.2	Challenges to the Success of the Program	20
5.2.1	Willingness of Operators to Participate in the Program	20
5.2.2	Commitment of Operators Who Have Agreed to Participate	21
5.2.3	Priority of the Program for TIA Yukon	21
5.3	Accommodation Operator Survey	22
5.4	Accommodation Occupancy Data in Other Jurisdictions	25
5.4.1	Information on a subset of Provincial Accommodation Surveys	26
5.5	Program Evaluation Interpretation Summary	26
6	The Future of the Program	27
6.1	Program Operation Options	27
6.2	Recommendation	29
7	Appendices	31
7.1	Operator Participation	31

Executive Summary

TIA Yukon engaged I.T. Edge Consulting Inc. to implement and manage the Occupancy Data Collection Portal program for a 2-year term ending September 2008, with the goal of having access to meaningful and relevant occupancy data that when evaluated with other data sources, will provide a more accurate economic ‘snapshot’ of the Yukon’s tourism industry impact. This report contains information from a review of the program after the first two years of the program implementation and operation.

1.1 Budget

Program budget and actual costs for the two years of program operations from Sept 2006 to Sept 2008 are:

Program Costs	Budget	Actual Costs	Difference to Budget
Sept 2006 – Sept 2007 \$	\$29,700	\$25,881.90	-\$3,818.10
Sept 2007 – Sept 2008 \$	\$8,820*	\$8,606	-214
Total – Sept 2006-Sept 2008	\$38,520	\$34,488	-\$4,032

*Sept 2007 – Sept 2008 budget: revised from the original \$17,820 to exclude site visit costs

1.2 Targets & Results

- The target of having the participation of operators who account for 20% of the available rooms, for the first year of program operations, was exceeded, with an average of 27%.
- The target of having the participation of 30% of the total number of operators in year two of the program, was not met, with only 5% of all operators participating in the program (on average).
- The target of having the participation of operators who account for 60% of the available rooms, for the second year of program operations, was not met, with an average of 21% (i.e., a decline from the first year of the program)

1.3 Occupancy Data Reports

- Occupancy data results are generally as might be expected: occupancy rates align with the Yukon tourism season, and there was a notably high occupancy during the period of the Canada Winter Games in Feb/Mar 2007.

1.4 Recommendations

I.T. Edge Consulting Inc. recommends that TIA Yukon make use of other commercially operated occupancy surveys (e.g., PKF Consulting) instead of continuing to operate the Occupancy Data Collection program, to get the information desired by tourism industry stakeholders. This recommendation is made having considered:

1. The lack of success in meeting targets, goals, and expected benefits after two years of program operations, with little evidence to suggest that there would be any material change in future by continuing as we have or with minor program changes.
2. The availability of occupancy data from commercial sources (e.g., PKF Consulting) who have expertise in the area and who provide interpretation of survey data at lower cost than would be incurred by TIA Yukon in continuing to operate the existing program.
3. The perceived lack of value for participating in the program on the parts of virtually all individual accommodation operators.

2 Program Background

2.1 Rationale

In 2005, TIA Yukon launched an Occupancy Data Collection Portal – www.yukondata.com. The intent of this program was to collect occupancy data from operators in the accommodations sector on a volunteer, self-regulated basis. In 2006, TIA Yukon engaged I.T. Edge Consulting Inc. to implement and manage the program for 1-year term. The work was initiated in September 2006. At the end of the first year of the program in September 2007, TIA Yukon extended the contract with I.T. Edge Consulting Inc to manage the program for the second year of operations, ending in September 2008.

2.2 Program Goal

The goal of the Occupancy Data Collection Portal initiative, as identified by TIA Yukon, is to have access to meaningful and relevant occupancy data that when evaluated with other data sources, will provide a more accurate economic ‘snapshot’ of the Yukon’s tourism industry impact.

2.3 Program Objectives

The objectives of the Occupancy Data Collection Portal, identified by TIA Yukon, are:

1. **Education** – To provide accommodations operators with information about how they can use data to plan business decisions – making, product enhancements, etc.
2. **Awareness** – To educate the accommodations sector and the tourism industry about the benefits of good data for business and industry planning and development.
3. **Support** – To assist and facilitate operators in this sector understanding the data collection system and process and then how to retrieve and interpret the data reports.
4. **Communication** – To share the information with the operators, the committee and government with various levels of detailed information in a strategic and effective way.
5. **Evaluation** – to review the program at 3-months and one-year to determine progress, concerns, program adjustments, etc. An additional review was added at the end of year two of the program.

2.4 Expected Benefits of the Program

1. **For operators:** access to their data compared to regional or Territory-wide average occupancy data
2. **For industry:** summary data that provides accurate details of busy and shoulder season activity

3. **For the Yukon:** accurate economic impact assessment to support the tourism industry and the resources required to develop the market and product.

2.5 Scope of Work for the Program

In consultation with the TIA Yukon Project team, the scope of the program implementation and management included:

1. Participating in planning and communications for the program roll-out
2. Meeting with all Yukon accommodations operators in person, where possible. (Note that after consultation with the TIA Yukon CEO, it was decided that it was not cost effective to meet in person with operators in Eagle Plans and Old Crow)
3. Communicating with accommodation operators about the program purpose and benefits
4. Assisting operators with participation and interpretation of data
5. Having follow-up communications with operators that committed to participate in the program but who are not consistently doing so
6. Reporting program status to the TIA Yukon program committee
7. Participating in a 3 month program evaluation and conducting program reviews at the end of 12, 18, and 24 months of program operation
8. Producing, interpreting and communicating various levels of detailed reports to stakeholders.

3 Program Implementation & Operation

3.1 Schedule – Planned vs Actual

The following list summarizes the major program implementation and management schedule milestones.

	Planned	Status as at September 15 2008
Program Approval & Initiation	Aug 1 2006	Sept 1 2006 – Approvals and funding received.
System Development & testing	Aug 1 – Oct 15 2006	Completed.
Arrange & Conduct Site Visits	Aug 15 – Sep 30 2006	Completed for non-seasonal operators.
Develop Operations Manual	Oct 15 2006	Completed.
3-month Review	Dec 31 2006	Completed.
12-month Review	Sep 20 2007	Scheduled
Round 2 site visits	Jun – Aug 2007	Completed. Not part of original plan. Added, to include seasonal operators who were closed during round 1 site visits, and to follow-up with some year-round operators.
18-month Review	Mar 15 2008	Delayed at TIA Yukon’s request, pending completion of funding arrangements with

		Government of Yukon – Tourism. Program summary completed May 31 2008, after review with TIA Yukon and Yukon Government – Tourism, with recommendation to abandon plans for spring/summer 2008 site visits (not cost-effective).
Round 3 site visits	June 30 2008	Recommendation to cancel site visits (due to lack of value) accepted by TIA Yukon June 4 2008.
24-month Review	September 15 2008	Completed

The program implementation was initially planned to start in March 2006. Approvals and funding were actually received in September 2006, with work commencing at that time. The original work-plan was adjusted to take into account the later than expected start.

The later than anticipated program start also had an impact on program implementation plans. With many seasonal accommodation operators having closed for the season by the time the program roll-out got underway in September 2006, site visits with seasonal operators were not able to be fully completed during the road trips that were held in the fall of 2006 for site visits with year-round operators. Although not included in the initial work-plan or budget, a second round of site visits for the summer of 2007 was added. This allowed for site visits with seasonal operators, and for follow-up visits with many of the year-round operators who had not already agreed to participate in the program.

A third round of site visits was planned for the spring of 2008. However, given operator participation rates that were much lower than targeted, the low rate of success in getting operators to participate in the program through site visits, and the relatively high cost of site visits, the option to cancel the third round of site visits was reviewed and accepted by TIA Yukon and Government of Yukon – Tourism in June 2008.

3.2 Budget Summary – Planned vs Actual

Total costs for the first year of the program were below budget by approximately \$3,800, as shown in the figures listed below. Note that the figures exclude GST:

YEAR 1 Costs	Budget	Actual Costs, to Sep 15 2007	Difference to Budget
One-time / Project Implementation Costs	\$16,400	\$24,621.90	+\$8,221.90
Ongoing Operations	\$13,300	\$1,260.00	-\$12,040.00
TOTAL \$	\$29,700	\$25,881.90	-\$3,818.10

Costs for ongoing operations of the program were much lower than anticipated in the first year of program operations, due to a lower than expected number of participating operators, and the fact that the vast majority of operators entered their

own data themselves, and required much less support than anticipated. Project costs were much higher than originally proposed, due to the decision to do a second round of site visits in year one of the program. Costs in the original budget for year one assumed only 1 round of site visits.

YEAR 2 Costs	Original Budget	Revised Budget	Actual Costs, to Sep 15 2008	Difference to Revised Budget
Site Visits	\$9,000	\$0	\$0	\$0
Ongoing Operations	\$8,820	\$8,820	\$8606	-\$214
TOTAL \$	\$17,820	\$8,820	\$8,606	-\$214

Site visits planned for year two were cancelled, given the low expected benefit for the associated cost. As such, the year two program budget was revised in May 2008. Costs for year two ongoing operations were as expected.

3.3 Targets & Results

TIA Yukon’s targets for the first year of the Occupancy Data Collection program (September 2006 to September 2007) were set as:

- Communicate with all seasonal and year-round (non-seasonal) operators of Hotels/Motels, Lodges/Inns/Resorts, and Bed & Breakfast accommodations, to:
 - provide them with information about the program and the value of having data and using that data for making decisions about their accommodation business operations and investment
 - soliciting their participation in the program

The communication was expected to be done through a combination of site visits with each operator, and follow-up dialog (telephone, email, and in-person)

- Have the participation of accommodation operators that account for 20% of the non-seasonal (i.e., open year-round) available rooms.

For year two of the program (September 2007 to September 2008), the target was to grow participation to:

- 30% of the total number of operators, and
- 60% of the available rooms

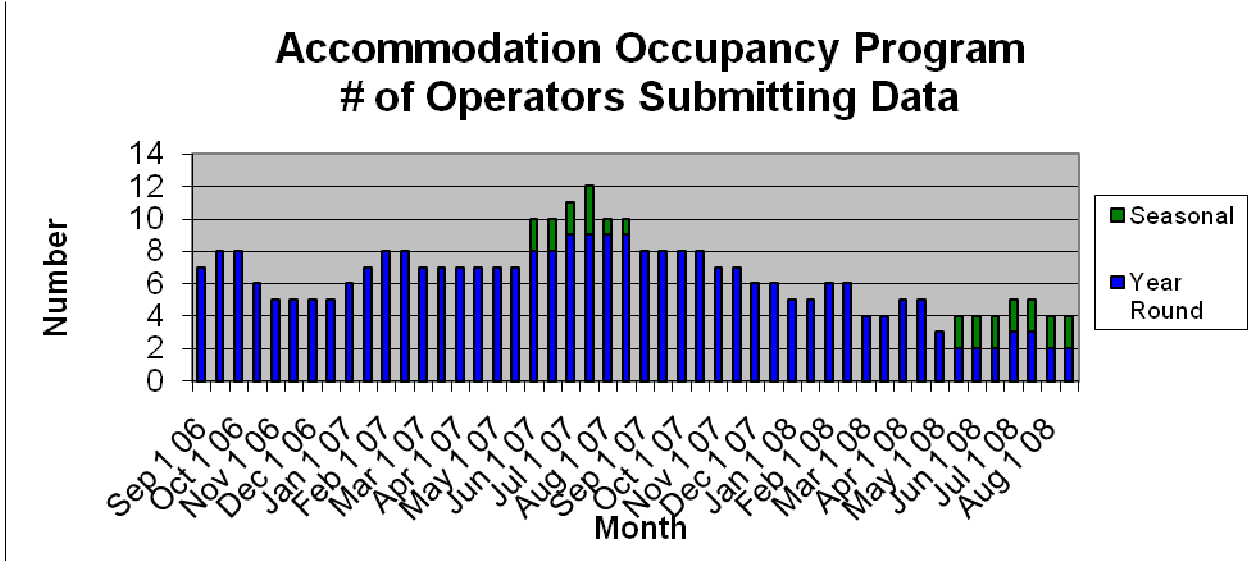
Results of the program that were achieved for Year One (Sept 2007 to Sept 2008) and Year Two (Sept 2007 to Sept 2008) were:

	Seasonal		Year-Round		Total	
	#	%	#	%	#	%
YEAR 1 (Sept 2006 - Sept 2007)						
# of Operators	35	24%	112	76%	147	
# of Rooms	908	24%	1757	66%	2665	
# of Operators Agreeing to Participate	6	17%	14	13%	20	14%
# of Rooms for Operators Agreeing to Participate	471	52%	456	26%	927	35%
20% Target for Year 1 (20% of year-round rooms)			351	20%		
Actual # of Operators Participating (Average)	1.8	4%	7.125	7%	7.5	5%

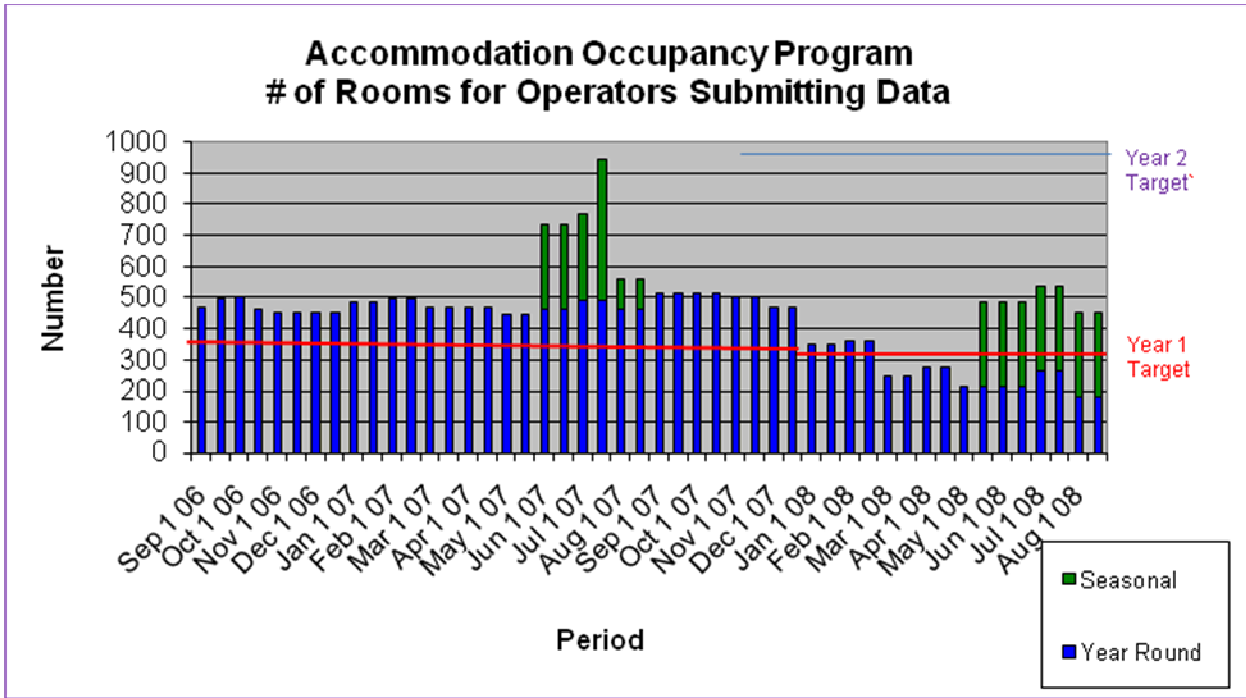
Actual # of Rooms for Participating Operators (Avg)	246	27%	472	27%		
YEAR 2 (Sept 2007 - Sept 2008)	#	%	#	%	#	%
# of Operators	35	24%	102	76%	137	
# of Rooms	890	24%	1605	66%	2495	
60% Target for Year 2 (60% of year-round rooms)			963	60%		
30% Target for Year 2 (30% of Operators)			31	30%		
Actual # of Operators Participating (Average)	2	6%	4.9	5%	5	5%
Actual # of Rooms for Participating Operators (Avg)	273	31%	346	22%		

Note that the year one results reported at the end of year two differ from those reported at the end of year one, since some operators retro-actively provided data for year one during year two of the program. The figures reported here for year one include the data for year one that was retroactively provided by operators.

Actual participation rates vary, by reporting period. The following chart shows the number of operators who have submitted data for each reporting period (see Table 1 in Appendix 8.1 Operator Participation for the data in tabular form).



The following chart shows the # of rooms for operators who have submitted data for each reporting period (see Table 1 in Appendix 8.1 Operator Participation for the data in tabular form).



3.4 Occupancy Reports

The following reports show actual Occupancy data from January 1 2006 through August 31 2008. (Although the program was rolled out in September 2006, some operators elected to provide data retro-actively starting with January 2006). Note that not all operators who have agreed to participate in the program have actually provided data:

Yukon Data Reports**Occupancy Report (Jan 01, 2006 - Dec 31, 2006)**

Category	Average Yukon Occupancy%	Average Yukon Daily Accommodation Rate(\$)
Hotel/Motel	61.46%	\$93.76
B&B/Inn/Lodges/Cabins	31.26%	\$114.06
Campgrounds/RV Park	0.00%	\$0.00

Occupancy Report for Hotel/Motel

Period	# of Days in Period	Average Yukon Occupancy%	Average Yukon Daily Accommodation Rate(\$)	Number of Participating Yukon Operators
Jan 01 - 15 2006	15	37.37%	\$81.41	2
Jan 16 - 31 2006	16	44.85%	\$89.84	3
Feb 01 - 15 2006	15	53.68%	\$87.45	2
Feb 16 - 28 2006	13	54.62%	\$87.49	2
Mar 01 - 15 2006	15	56.84%	\$94.34	2
Mar 16 - 31 2006	16	58.32%	\$94.40	2
Apr 01 - 15 2006	15	53.68%	\$86.17	2
Apr 16 - 30 2006	15	54.56%	\$86.17	2
May 01 - 15 2006	15	61.58%	\$95.60	2
May 16 - 31 2006	16	61.91%	\$95.60	2
Jun 01 - 15 2006	15	85.26%	\$117.05	2
Jun 16 - 30 2006	15	91.80%	\$109.75	3
Jul 01 - 15 2006	15	75.37%	\$107.03	2
Jul 16 - 31 2006	16	76.96%	\$107.05	2
Aug 01 - 15 2006	15	87.53%	\$110.15	2
Aug 16 - 31 2006	16	92.64%	\$109.87	2
Sep 01 - 15 2006	15	73.57%	\$92.60	4
Sep 16 - 30 2006	15	66.60%	\$91.08	5
Oct 01 - 15 2006	15	59.80%	\$85.73	6
Oct 16 - 31 2006	16	53.74%	\$83.96	6
Nov 01 - 15 2006	15	47.29%	\$83.62	6
Nov 16 - 30 2006	15	53.11%	\$84.41	6
Dec 01 - 15 2006	15	43.77%	\$85.95	5
Dec 16 - 31 2006	16	29.99%	\$82.31	5
Year-to-Date 2006 Average		61.46%	\$93.76	

Occupancy Report for B&B/Inn/Lodges/Cabins

Period	# of Days in Period	Average Yukon Occupancy%	Average Yukon Daily Accommodation Rate(\$)	Number of Participating Yukon Operators
Feb 01 - 15 2006	15	38.33%	\$101.68	1
Feb 16 - 28 2006	13	27.50%	\$106.06	1
May 16 - 31 2006	16	18.75%	\$125.00	1
Jun 16 - 30 2006	15	13.33%	\$125.00	1
Jul 16 - 31 2006	16	26.67%	\$125.00	1
Aug 01 - 15 2006	15	6.67%	\$125.00	1
Aug 16 - 31 2006	16	16.67%	\$125.00	1
Sep 01 - 15 2006	15	74.00%	\$132.25	2
Sep 16 - 30 2006	15	56.00%	\$82.56	2
Oct 01 - 15 2006	15	20.78%	\$117.02	2
Oct 16 - 31 2006	16	45.83%	\$88.59	1
Year-to-Date 2006 Average		31.26%	\$114.06	

Yukon Data Reports

Occupancy Report (Jan 01, 2007 - Dec 31, 2007)

Category	Average Yukon Occupancy%	Average Yukon Daily Accommodation Rate(\$)
Hotel/Motel	63.71%	\$97.13
B&B/Inn/Lodges/Cabins	55.00%	\$114.50
Campgrounds/RV Park	0.00%	\$0.00

Occupancy Report for Hotel/Motel

Period	# of Days in Period	Average Yukon Occupancy%	Average Yukon Daily Accommodation Rate(\$)	Number of Participating Yukon Operators
Jan 01 - 15 2007	15	39.18%	\$83.12	6
Jan 16 - 31 2007	16	46.18%	\$85.43	6
Feb 01 - 15 2007	15	72.59%	\$101.32	6
Feb 16 - 28 2007	13	73.35%	\$101.57	6
	15	67.89%	\$115.43	5
Mar 16 - 31 2007	16	62.64%	\$109.54	5
Apr 01 - 15 2007	15	43.95%	\$88.72	6
Apr 16 - 30 2007	15	54.55%	\$89.19	6
May 01 - 15 2007	15	67.38%	\$96.32	5
May 16 - 31 2007	16	70.89%	\$97.33	5
Jun 01 - 15 2007	15	88.56%	\$103.98	8
Jun 16 - 30 2007	15	83.20%	\$106.18	9
Jul 01 - 15 2007	15	76.24%	\$108.02	10
Jul 16 - 31 2007	16	83.66%	\$110.09	9
Aug 01 - 15 2007	15	84.22%	\$107.27	7
Aug 16 - 31 2007	16	86.40%	\$107.58	7
Sep 01 - 15 2007	15	74.54%	\$95.82	6
Sep 16 - 30 2007	15	70.10%	\$95.49	6
Oct 01 - 15 2007	15	51.21%	\$89.81	6
Oct 16 - 31 2007	16	53.87%	\$90.22	6
Nov 01 - 15 2007	15	50.45%		6
Nov 16 - 30 2007	15	55.62%	\$91.63	6
Dec 01 - 15 2007	15	40.75%	\$85.20	5
Dec 16 - 31 2007	16	33.55%	\$81.21	5
Year-to-Date 2007 Average		63.71%	\$97.13	

Occupancy Report for B&B/Inn/Lodges/Cabins

Period	# of Days in Period	Average Yukon Occupancy%	Average Yukon Daily Accommodation Rate(\$)	Number of Participating Yukon Operators
Feb 01 - 15 2007	15	28.72%	\$95.51	3
Feb 16 - 28 2007	13	25.34%	\$100.00	2
Mar 01 - 15 2007	15	17.25%	\$108.51	2
Mar 16 - 31 2007	16	36.03%	\$103.59	2
Apr 01 - 15 2007	15	47.45%	\$96.27	2
Apr 16 - 30 2007	15	47.06%	\$95.76	2
May 01 - 15 2007	15	53.73%	\$120.17	2
May 16 - 31 2007	16	67.28%	\$116.68	2
Jun 01 - 15 2007	15	55.07%	\$135.86	4
Jun 16 - 30 2007	15	80.00%	\$134.71	4
Jul 01 - 15 2007	15	78.26%	\$139.48	4
Jul 16 - 31 2007	16	88.32%	\$132.11	4
Aug 01 - 15 2007	15	48.41%	\$133.04	4
Aug 16 - 31 2007	16	82.48%	\$87.19	3
Sep 01 - 15 2007	15	74.51%	\$140.20	2
Sep 16 - 30 2007	15	66.27%	\$105.87	2
Oct 01 - 15 2007	15	54.12%	\$102.93	2
Oct 16 - 31 2007	16	33.59%	\$112.60	2
Year-to-Date 2007 Average		55.00%	\$114.50	

Yukon Data Reports**Occupancy Report (Jan 01, 2008 - Aug 31, 2008)**

Category	Average Yukon Occupancy%	Average Yukon Daily Accommodation Rate(\$)
Hotel/Motel	64.69%	\$94.23
B&B/Inn/Lodges/Cabins	33.62%	\$93.95
Campgrounds/RV Park	0.00%	\$0.00

Occupancy Report for Hotel/Motel

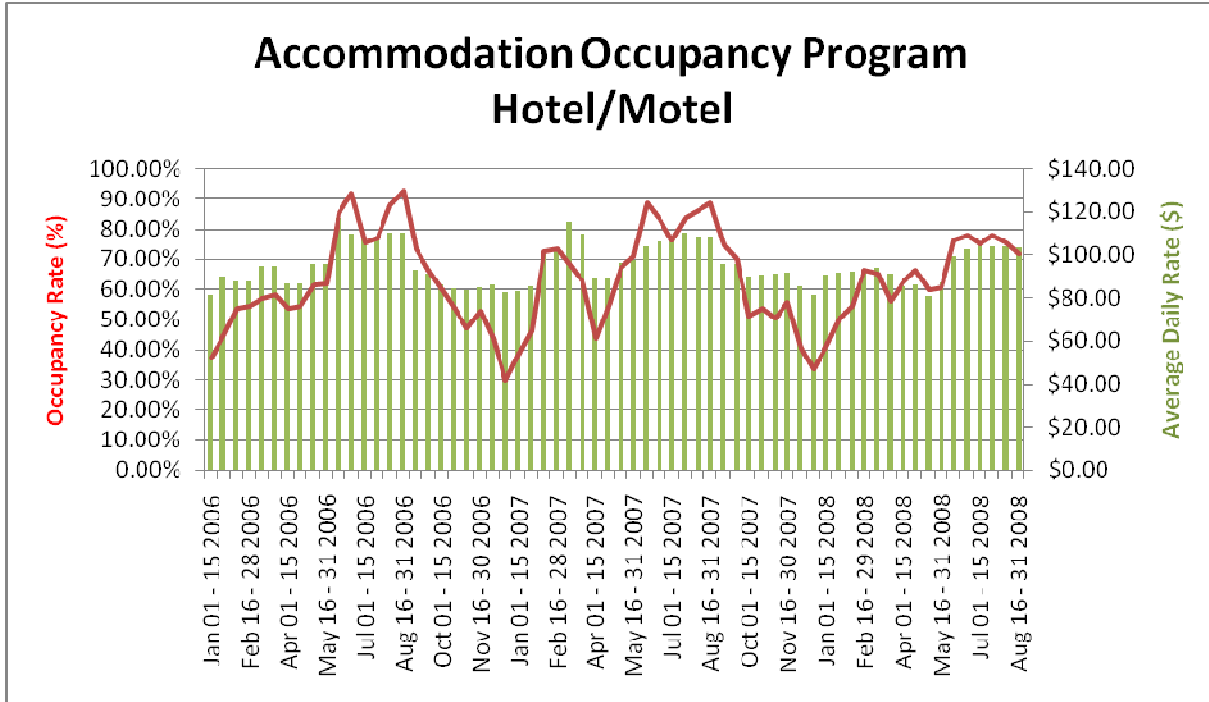
Period	# of Days in Period	Average Yukon Occupancy%	Average Yukon Daily Accommodation Rate(\$)	Number of Participating Yukon Operators
Jan 01 - 15 2008	15	41.07%	\$90.63	4
Jan 16 - 31 2008	16	50.60%	\$91.70	4
Feb 01 - 15 2008	15	54.52%	\$92.21	4
Feb 16 - 29 2008	14	66.47%	\$91.66	4
Mar 01 - 15 2008	15	65.01%	\$94.18	2
Mar 16 - 31 2008	16	56.33%	\$90.76	2
Apr 01 - 15 2008	15	62.25%	\$85.44	3
Apr 16 - 30 2008	15	66.30%	\$85.88	3
May 01 - 15 2008	15	59.83%	\$80.75	2
May 16 - 31 2008	16	60.67%	\$87.03	4
Jun 01 - 15 2008	15	76.23%	\$99.22	4
Jun 16 - 30 2008	15	78.09%	\$102.63	4
Jul 01 - 15 2008	15	75.21%	\$104.70	5
Jul 16 - 31 2008	16	77.91%	\$103.99	5
Aug 01 - 15 2008	15	74.27%	\$103.47	4
Aug 16 - 31 2008	16	70.94%	\$102.94	4
Year-to-Date 2008 Average		64.69%	\$94.23	

Occupancy Report for B&B/Inn/Lodges/Cabins

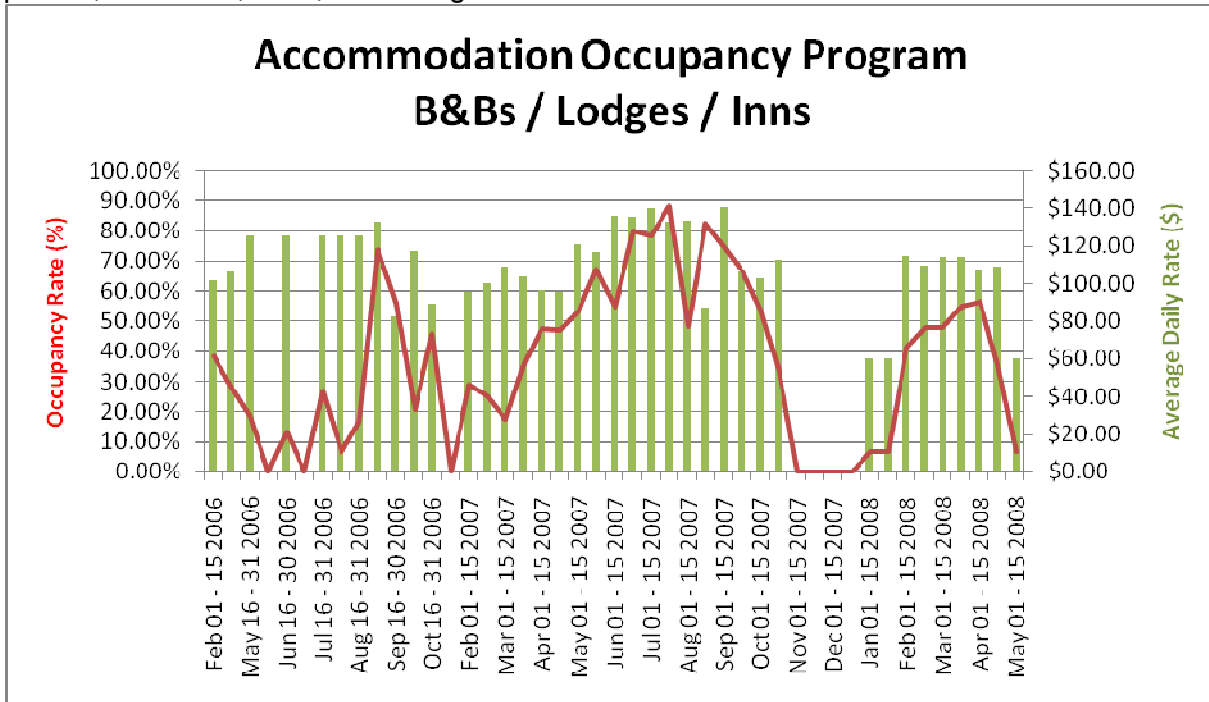
Period	# of Days in Period	Average Yukon Occupancy%	Average Yukon Daily Accommodation Rate(\$)	Number of Participating Yukon Operators
Jan 01 - 15 2008	15	6.67%	\$60.00	1
Jan 16 - 31 2008	16	6.67%	\$60.00	1
Feb 01 - 15 2008	15	41.21%	\$114.38	2
Feb 16 - 29 2008	14	47.90%	\$109.05	2
Mar 01 - 15 2008	15	47.84%	\$113.66	2
Mar 16 - 31 2008	16	54.78%	\$114.08	2
Apr 01 - 15 2008	15	56.47%	\$107.60	2
Apr 16 - 30 2008	15	35.69%	\$108.70	2
May 01 - 15 2008	15	6.67%	\$60.00	1
Year-to-Date 2008 Average		33.62%	\$93.95	

3.5 Accommodation Occupancy Trends

The following chart summarizes occupancy rates and average rate, by period, for Hotels and Motels:



Similarly, the following chart summarizes occupancy rates and average rate, by period, for B&Bs, Inns, and Lodges:



Occupancy data results are generally as might be expected: occupancy rates align with the Yukon tourism season, and there was a notably high occupancy during the period of the Canada Winter Games in Feb/Mar 2007.

Overall average occupancy, daily rates, and revenue per available room are summarized in the table below:

Year	Average Occupancy Rate (%)		Average Daily Rate (\$)		Revenue Per Available Room (\$)	
	Hotel/Motel	B&B/Lodge/Inn	Hotel/Motel	B&B/Lodge/Inn	Hotel/Motel	B&B/Lodge/Inn
2006	61.46%	31.26%	\$93.76	\$114.06	\$57.62	\$35.66
2007	63.71%	55.00%	\$97.13	\$114.50	\$61.88	\$62.98
2008*	64.69%	33.62%	\$94.23	\$93.95	\$60.96	\$31.59

*2008 figures include data from January to August

For comparison purposes, the Hotel Association of Canada reports national hotel figures as:

Year	Occupancy	Rate	Rev Per Available Room
2005	63.40%	\$119	\$75
2006	65.00%	\$123	\$80
2007	66.00%	\$127	\$84

(source: <http://www.hotelassociation.ca/forms/fact%20sheet%202007.pdf>)

4 Program Status

The first two years of the program implementation and operation have been completed, as of September 2008.

4.1 Variance to Plan

4.1.1 Target Participation

For year one of the program (September 2006 to September 2007), the level of operator participation in the program was targeted to be 20% of the available year-round rooms. During that first year of program operations, the target was achieved only for the month of June 2007. However, there were numerous accommodation operators who had indicated that they were too busy during the summer months to enter data but who retro-actively provided data for the first year of the program sometime after that first year had ended. This resulted, after-the-fact, in the first year target being exceeded every month from September 2006 to the beginning of September 2007. The average participation rate for the first year of the program was 27% of the available year-round rooms.

There were two targets set for year two of the program (September 2007 to September 2008):

- Participation by 30% of the total number of operators, and
- Participation of operators accounting for 60% of the available rooms

Neither of these targets was met. The average “available room” participation figures peaked at 32% in the fall of 2007, and declined to a low of 11% for August 2008. The average participation for “available rooms” was 21% for the second year of program operations. This is significantly below the target level of 60%. Similarly, on average,

only 5% of operators participated in the program from September 2007 through September 2008 (with a low of 2%, and a peak of 8%), which is far below the target level of 30%.

4.1.2 Work-plan Schedule

4.1.2.1 Year Two - Site Visits

The proposed plan for year two of the program included a third round of operator site visits for the spring of 2008. The intent of the site visits was to increase the operator participation rate in the program. The site visits were dropped from the plan in May 2008, after review of program operations with TIA Yukon and Government of Yukon – Tourism staff. The recommendation to not proceed with site visits was made by the contracted program operator, based on the exceptionally low success rate for getting additional operators to participate in the program in the Whitehorse area from September 2007 through April 2008. Although concerted efforts were made to get Whitehorse accommodation operators to participate in the program, through in-person meetings, telephone calls, and email notes, there was only one additional operator who agreed to participate in the program, while three operators who had previously participated ceased participating. The relatively high cost of site visits, compared to the ineffectiveness of those visits as experienced in Whitehorse, led to the recommendation to not incur costs for what was believed to be insignificant results.

4.1.2.2 Program Survey

At the time that the recommendation was made to not proceed with a third round of site visits, the contracted program operator proposed that a survey of accommodation operators be done to solicit feedback on their perceptions of the program and the program's value. Although this had not been included in the work plan for the second year of program operations, the survey could be developed and run with minimal effort and within the program budget.

The survey was prepared, with the very capable assistance of TIA Yukon staff. 143 accommodation operators on record were invited to participate in the survey in July and August 2008. Survey results are included in the "Analysis" section of this program review document.

4.1.3 Budget

The table below summarizes the program costs for the two years of operation of the program:

Program Costs	Budget	Actual Costs	Difference to Budget
Sept 2006 – Sept 2007 \$	\$29,700	\$25,881.90	-\$3,818.10
Sept 2007 – Sept 2008 \$	\$8,820*	\$8,606	-214
Total – Sept 2006-Sept 2008	\$38,520	\$34,488	-\$4,032

*Sept 2007 – Sept 2008 budget: revised from the original \$17,820 to exclude site visit costs

The actual expenditures for the first year of the program (\$25,881.90) were \$3,818.10 less than the original budget proposal of \$29,700. Costs for administering the ongoing operation of the system were lower than initially anticipated. This was due to there being a lower than initially anticipated number of operators participating in the program (less administration with fewer participating operators). As well, almost all operators who have participated in the program have entered their own data rather than sending in data to be entered by the program administrator. This resulted in lower than expected ongoing program administration costs. Those savings were offset, however, by the increased costs associated with the decision to hold a second round of site visits in the summer of 2007. For year two of the program, actual costs tracked to the revised budget.

4.1.4 Program Operations

Based on analysis and feedback from accommodation operators, some changes were made to program operations in the second year of the program. These were intended to make it easier for the operators to participate in the program:

- Operators were able to provide monthly data, rather than providing data separately for the first half and the second half of the month, as had been done in the first year of the program.
- Operators who participate in commercial occupancy data programs (E.g., the PKF Consulting Occupancy program) were encouraged to provide that data for the TIA Yukon program, rather than having to provide data two different ways and in two different forms.
- In addition to being able to enter their own occupancy data, operators were given the option to provide data on a simple form (which they were sent monthly), or by fax, phone, mail, or email.
- Operators were explicitly reminded each month that they had the option of having the program administrator enter their data and provide them with reports, rather than having to enter data and run reports themselves.
- Operators were given the choice of either providing average room rate data, or total revenue figures if they did not have the average room rate data readily available, so they would not have to do additional calculations to provide data for the occupancy program.

5 Analysis of the Program

5.1 Program Evaluation

The assessment of the success of the program is based on an evaluation of the effectiveness achieved in meeting the program targets, goals, objectives, and expected benefits.

5.1.1 Program Participation Targets

Target participation rates for the first year of the program (Sept 2006 to Sept 2007) were exceeded, albeit retro-actively (by operators who provided data for prior periods many months later). The average participation rate was 27% (of available year-round rooms), which exceeded the target of 20%.

There were two targets for year two of the program:

1. Grow the participation rate from the 20% year one target, to 60% of available year-round rooms. Not only was this target not met, but actual participation declined from the average 27% of available year-round rooms, to just 21% of available year-round rooms. This is a substantial decline, and a result that is not even close to target. While it is expected that some operators will again provide data retro-actively, when they have more time available after the busy summer season, given that there has not been any significant gains made in the number of operators who have agreed to participate in the program, it is a virtual certainty that year two targets cannot be achieved retro-actively. Also, given the high level of operator contact that has taken place over the last two years, particularly with regular follow-up with operators who have agreed to provide data but who have not done so, it is unlikely that continued contact will produce any significantly different participation results than has already been seen.
2. Achieve the participation of 30% of operators. While it is not clear whether the target was intended to be 30% of year-round operators, or 30% of all operators, the results have clearly been far from the target. With 102 year-round operators, the highest participation rate in any month since Sept 2006 has been 9 operators (i.e., approximately 9%). If we look at all operators, we have peaked at 12 operators out of a total of 137 (approximately 9%). In 2008, we have had, on average 3.7 year-round operators participate each month (i.e., about 3.5%), and 4.6 combined year-round and seasonal operators. Continual ongoing contact with operators, in person, by email, and by phone, have not resulted in any gains; in fact, the number of participating operators has declined over the past year.

5.1.2 Program Goal

The goal of the Occupancy Data Collection Portal initiative was to have access to meaningful and relevant occupancy data that when evaluated with other data sources, would provide a more accurate economic 'snapshot' of the Yukon's tourism industry impact.

Prior to the implementation of program, there was very little readily accessible data available to quantify the contribution of “accommodations” to the Yukon’s tourism industry economy. There now is 2 1/2 years of some accommodation occupancy data that is available, that was not previously available. Arguably, having this data available would indeed allow for a more accurate economic picture than was previously available in the absence of any accommodations data. However, when we consider that it is only between 3 and 6 operators who have provided data for 2008, accounting for an average of 16% of the available rooms, we do not have a good, representative sample of accommodation occupancy data. Furthermore, we do not have a good geographic sampling of data, with no participation in 2008 from Watson Lake, Mayo, Teslin, or Southern Lakes, and very scant participation from Dawson City, and Haines Junction.

5.1.3 Program Objectives

The objectives of the Occupancy Data Collection Portal were identified by TIA Yukon as:

1. **Education** – *To provide accommodations operators with information about how they can use data to plan business decisions – making, product enhancements, etc.* While information was made available to operators, and one-on-one discussions initiated to discuss the use of occupancy data in making business decisions, there is little that can be measured to assess the success in this area. Survey feedback from a small number of operators indicated that very few operators see value in this type of information in managing their business.
2. **Awareness** – *To educate the accommodations sector and the tourism industry about the benefits of good data for business and industry planning and development.* As with the *Education* objective, there is little in the way of measurement data on the degree of success of the program in achieving this objective. Feedback from survey participants indicates that the majority of operators who responded to the survey believe that there is value to the industry in having occupancy data available.
3. **Support** – *To assist and facilitate operators in this sector understanding the data collection system and process and then how to retrieve and interpret the data reports.* By subjective measure, this objective was achieved, through one-on-one operator site visits, online “help”, user summaries and guides, and responsiveness to operator requests for assistance.
4. **Communication** – *To share the information with the operators, the committee and government with various levels of detailed information in a strategic and effective way.* In addition to reports being made available to all participating operators, status reports, program evaluation reports, and presentations were prepared for the program committee, TIA Yukon, and government stakeholders.
5. **Evaluation** – *to review the program at 3-months and one-year to determine progress, concerns, program adjustments, etc. An additional review was*

added at the end of year two of the program. These deliverables have been achieved, with the completion of this last program review report.

5.1.4 Expected Benefits of the Program

4. **For operators:** *access to their data compared to regional or Territory-wide average occupancy data.* The data and reports were available to all participating operators. While there was some evidence of the data being used by a small number of operators, the feedback from operators who participated in the survey about the program indicated that the majority of operators felt there was little or no value in this type of data and reporting.
5. **For industry:** *summary data that provides accurate details of busy and shoulder season activity.* Data exists for January 2006 through August 2008. While it is assumed that the data are accurate, the completeness of the data (e.g., for all periods, and from a good cross-section of operators) makes the validity of the data of limited value.
6. **For the Yukon:** *accurate economic impact assessment to support the tourism industry and the resources required to develop the market and product.* The small sample size of the data (due to the low level of operator participation) makes the usefulness of the data questionable.

5.2 Challenges to the Success of the Program

There have been challenges that have prevented the program targets, goals, objectives, and expected benefits from being achieved.

5.2.1 Willingness of Operators to Participate in the Program

Of the 137 identified accommodation operators, the vast majority have not participated in the program. Only 21 operators (15%) have explicitly agreed to participate in the program. Some operators (about 35%) have explicitly declined to participate in the program. The other 50% of operators have been either unresponsive or non-committal about participating in the Occupancy Data Collection program (about 25% unresponsive, and 25% non-committal).

Most non-participating operators have been contacted more than 8 times (an initial letter/fax/email note introducing the program; an initial in-person site visit; a post-visit follow-up call; a letter from the President of TIA; a second in-person site visit; a post-visit follow-up call; periodic email communications and telephone calls). In addition, some hotel operators have contacted their colleagues at other hotels, to encourage participation in the program. Some TIA Yukon board members have taken on the task of talking with accommodation operators to encourage them to participate in the program. Thus, there has been a concerted effort made to solicit operator participation in the program. Despite there being no cost for operators to participate in the program, and the minimal amount of effort required to participate in the program, it has been very difficult to get operator buy-in and participation.

Based on operator feedback, the reasons for the general indifference to the program by operators include:

- A general perception that there is insufficient value for the operator to participate in the program, particularly from operators of small to medium size accommodation operations.
- Wariness about sharing data that many operators believe is confidential, and that the risks associated with sharing that data outweigh any perceived benefits
- A lack of ownership of the program. It is perceived as a program for TIA Yukon to get data for it's own needs (and those needs are not understood by operators), and not as a program that would benefit individual operators and the industry overall
- Anger at having to participate in mandatory government statistical reporting programs, which leaves many operators unwilling to participate in what they perceive to be TIA Yukon's similar program.
- A perception by some operators that participation in the program, and having focus placed on the program, will lead to the introduction of a room tax, which is not viewed positively by accommodation operators.

At the time the program was being considered for implementation, TIA Yukon noted that it was expected it would take 18 to 24 months of program operation to get operators "on board". However, after two years there is no improvement in participation rates, despite continued communication and invitations to participate. There is still a very high degree of scepticism and indifference from operators.

5.2.2 Commitment of Operators Who Have Agreed to Participate

Although 15 operators have agreed to participate in the program, many do not follow-through with actually providing data when contacted and reminded to provide data at the end of each month.

Reasons for this lack of commitment are believed to include:

- The relatively low priority of providing the data, when there are higher priority matters to be dealt with that are associated with the day-to-day demands of running an accommodation business. Providing occupancy data tends to be one of the first things to let slip.
- A perception that there is no impact if the data are not provided.

5.2.3 Priority of the Program for TIA Yukon

Given the breadth of work currently underway within TIA Yukon, and the fact that members of the Occupancy Data Collection committee of the TIAY Yukon board each have their own tourism business to run, it is not surprising that it can be a challenge to focus on the Occupancy Data Collection program as a high priority. This is not dissimilar to the general feeling of lack of ownership in the program by individual

accommodation operators. The impact of this is reduced commitment to the program, thereby diminishing the degree of success of the program.

5.3 Accommodation Operator Survey

In the summer of 2008, a survey was developed to solicit feedback from accommodation operators about the occupancy data collection program. The intent was to:

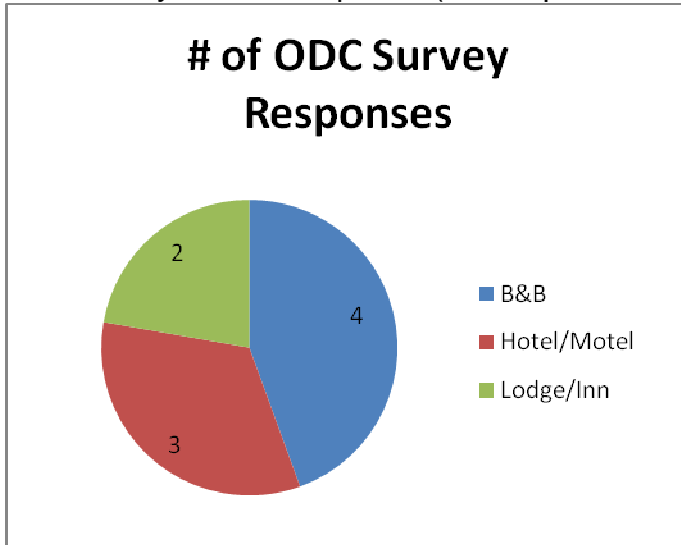
- Better understand operators’ perceptions of the program.
- Better understand why most operators choose not to participate in the program
- Have a consistent way to track feedback from accommodation operators, rather than relying on ad-hoc and informal gathering of feedback.

The survey was developed with 12 questions, balancing the goal of getting useful information while making it quick and easy for operators to complete. TIA Yukon staff deployed the survey so that it was accessible on the internet. Operators were also provided with a document that they could choose to print, complete, and return by email, fax, or mail if they preferred that method rather than completing the survey on the web. Of the 137 active accommodation operators, 126 were sent a request to complete the survey (the remaining operators not having email contact, or having changed their email address without communicating that or updating their websites, did not receive the survey request). Accommodation operators were given from mid-July until August 27 to complete the survey.

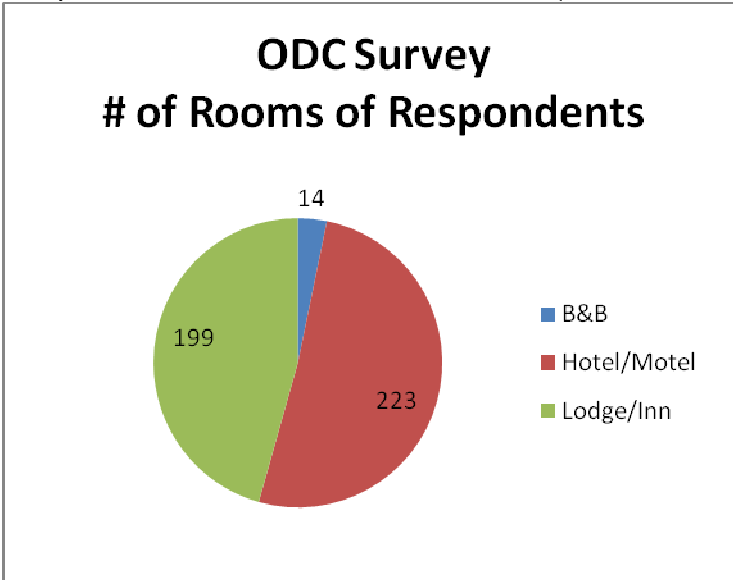
Nine operators completed the survey, for a response rate of 7%. While the response rate is low, more operators responded to the survey than provided occupancy data in July and August.

The following charts summarize the survey responses.

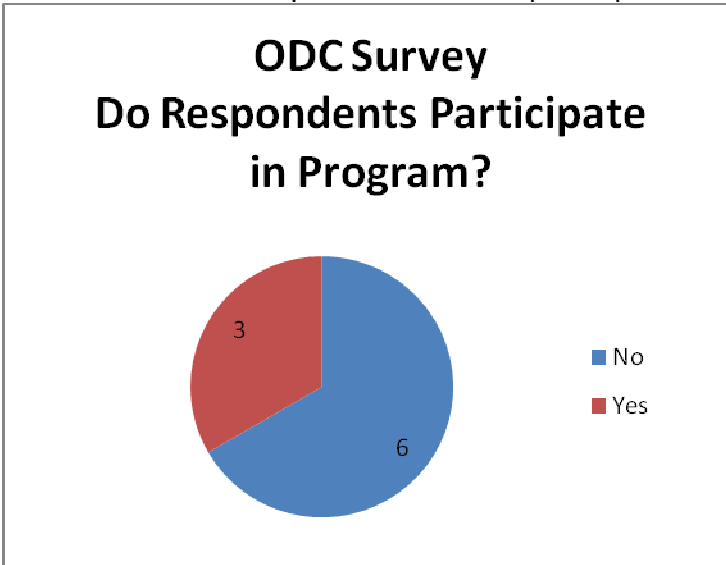
Nine surveys were completed (7% response rate):



Respondents had a total of 436 rooms (17% of total rooms in Yukon):



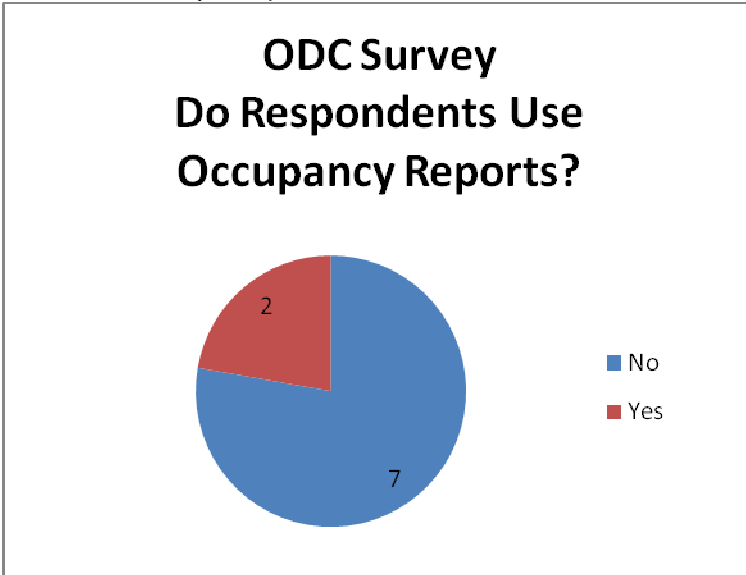
Two thirds of the respondents do not participate in the occupancy program:



Respondent's reasons for participating or not participating in the program included:

- "It would be a very useful tool - if everyone used it accordingly."
- "I have always intended to, but have never made the time (in part because I've been catching up on financial statements.)"

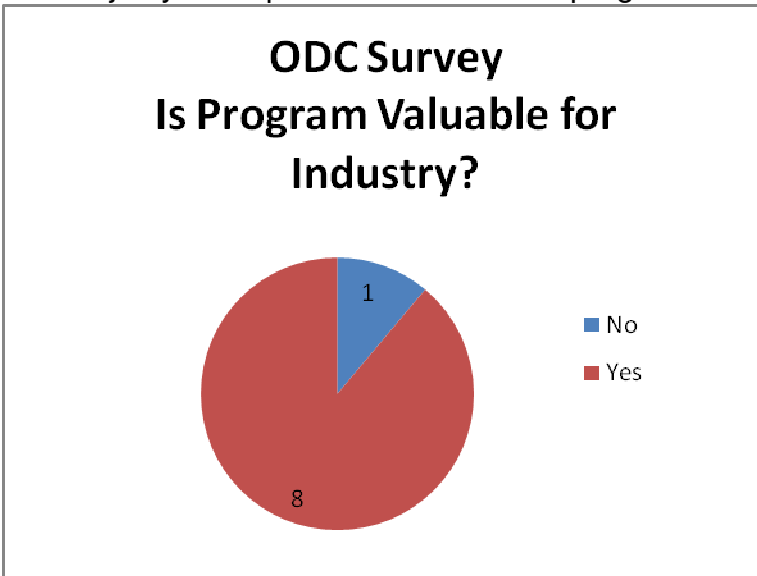
78% of respondents do not use the Occupancy reports (an indication of the perceived value of the reports, when even respondents who do participate in the program do not use the reports):



Respondents' comments about their responses typically focussed on

- already having the information they feel they need to operate their business
- an acknowledgement that the reports could probably be useful, but it was not a high priority
- there being value in the reports only if more operators participated in the program

The majority of respondents believe the program is valuable for the industry:



Respondents' reasons for their responses include:

- "We can compare tourism with other industry sectors"
- "Yukon stats are really whitethorse stats, so it does not reflect the rest of the territory"

- “Gives us leverage when going to government for various issues.”
- I suppose the expected answer is so that the visitor industry can lobby government for relevant policies.”
- “But the Gov does not care”

Respondents also provided comments about changes to the program that would make it more useful:

- “Just keep it as simple and accessible as possible”
- “report annually”
- “Unless there is more commitment from Operators there is no reason to continue.”
- “I imagine this data would be easy for me to report. Life is just so busy when you're in the B&B business that it's hard to find the time.”
- ” Too much burden.”
- ” Not very valid for my situation. Every Highway lodge has very unique problems”

In summary, there was a very low participation rate in the summary, mirroring the general lack of interest and participation in the program itself. Of note in comments from operators is the sentiment that some operators who are currently participating in the data collection program are leaning towards no longer participating because of a lack of value in the program with the low participation rates over the last two years of the program.

5.4 Accommodation Occupancy Data in Other Jurisdictions

To understand how Yukon compares to other jurisdictions in Canada when it comes to the availability of accommodation occupancy data, a review of readily available information shows that most provinces do have some form of occupancy data reporting in place. This generally is done through industry associations, government tourism departments, or in conjunction with the collection of room taxes or destination marketing fees.

According to the Hotel Association of Canada, all provinces (with the exception of Manitoba) have hotel room taxes or destination marketing fees in effect for all or some parts of each province. Accommodation occupancy statistical information would presumably be available in those jurisdictions from the data collected for taxation purposes. The table below shows 2008 room tax information from the Hotel Association of Canada:

Province	Room Tax / Destination Marketing Fee
Alberta	4% all rooms + 1% Calgary & Edmonton
British Columbia	2%
Manitoba	
New Brunswick	\$1.50 Bathurst, 2% Saint John
Newfoundland	3% St. John's

Nova Scotia	2% Halifax
Ontario	3%
Prince Edward Island	2% Charlottetown
Quebec	\$2.00 per room or 3%
Saskatchewan	2% DMF Saskatoon, Regina

Source: <http://www.hotelassociation.ca/forms/2008%20room%20taxes%20table.pdf>

5.4.1 Information on a subset of Provincial Accommodation Surveys

Tourism British Columbia has been operating the provincial Commercial Accommodation Survey since 2001. Operators who choose to participate in the monthly survey provide occupancy data and average daily room rate, and where possible, a forecast for the next three months. Tourism British Columbia uses this data, in conjunction with data from PKF Consulting (a Canadian Management Consulting firm specializing in the hospitality and tourism industries) to analyze trends and statistics for the 3000 (approximate) fixed-roof accommodation premises in the province.

Alberta Tourism is in its sixth year of operating an annual accommodation statistics program, in conjunction with the Alberta Hotel and Lodging Association (AHLA). This is a voluntary program, with association members asked to provide occupancy once per year, at the time that AHLA inspectors visit association member properties. Participation in the annual survey is required for the operator to be included in the Accommodation Guide and on the Travel Alberta website. Alberta Tourism has indicated that they are seeing some backlash from operators, since the occupancy data is made available to developers who request the information when considering purchasing or building commercial accommodation establishments. It is estimated by PKF Consulting (a Hospitality and Accommodation management consulting firm) that there are approximately 1125 hotels in Alberta, of which approximately 680 are members of the AHLA. Of those, approximately 69% participate in the occupancy survey.

PEI has mandatory reporting for its 1200 registered accommodations operators. The program was started in 2005, and now has a 97% compliance factor. To receive an accommodation license, it is required that accommodation operators participate in the accommodation occupancy reporting program. The program also allows operators to use the PEI online accommodation reservation system.

5.5 Program Evaluation Interpretation Summary

After two years of program operations, targets have not been met, success in achieving the goal of the program is questionable at best, there has been limited success in achieving the expected program benefits, operator participation has decreased, operators generally see little value for themselves in participating in the

program, and there is little evidence that the data and information have been used by industry stakeholders.

6 The Future of the Program

Given that the expectations of the program have not been met in the two years that the program has been operating, it is appropriate for a decision to be made about the future of the program.

6.1 Program Operation Options

1. Cease operation of the program.

Advantages and Benefits	Disadvantages
<ul style="list-style-type: none"> • Program operating costs will not be incurred • Little perceived loss of value for individual operators; of those who have participated in the program in 2008, the majority already participate in other commercial survey programs 	<ul style="list-style-type: none"> • Lack of availability of some (albeit limited) accommodation occupancy data

2. Continue to operate the program as is.

Advantages	Disadvantages
<ul style="list-style-type: none"> • a source for some (albeit limited) accommodation occupancy data 	<ul style="list-style-type: none"> • incomplete data; likely not statistically valid • persistent (& not insignificant) ongoing effort required to continue to operate the program for the small subset of Yukon accommodation operators who participate • Continued ongoing program operating cost, for undetermined value or benefit

3. Modify the program.
Some proposals for changing the program have come from TIA Yukon, for possible consideration, including:

- a. Provide incentives for operators to participate (e.g., listing in the Travel Guide or on the TravelYukon website)

Advantages	Disadvantages
------------	---------------

<ul style="list-style-type: none"> • Program operations would continue • There is the possibility of increased operator participation 	<ul style="list-style-type: none"> • Possible opportunities available are limited (e.g., it is thought that having free listings in the Travel Guide for participating operators would not be acceptable to the Government of Yukon – Tourism).
---	--

b. Participation for Hotels/Motels only

Advantages	Disadvantages
<ul style="list-style-type: none"> • Focuses on a smaller number of total accommodation operators who account for the majority of available rooms (i.e., less effort and cost, to achieve most of the benefits) 	<ul style="list-style-type: none"> • Ignores smaller operators, who comprise approx 1/2 of all operators, and 15% of rooms (incomplete data, potential alienation of non-Hotel/Motel operators)

c. Focus on Whitehorse only

Advantages	Disadvantages
<ul style="list-style-type: none"> • Focuses on a smaller number of total accommodation operators who account for a large portion of the rooms in the territory (less cost and effort to operate the program) 	<ul style="list-style-type: none"> • Accounts for only 1/3 of Yukon operators, and 40% of available rooms • There would likely be very low participation. In 2008, a maximum of 4 Whitehorse operators have participated in the program. Many Whitehorse operators have explicitly declined to participate in the program.

d. Collect Occupancy data in conjunction with the Yukon Convention Bureau, for operators who work with YCB.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Reduced / shared program operating costs. • YCB is receptive to considering this approach 	<ul style="list-style-type: none"> • Given that only a subset of operators work with YCB, and for specific potential conventions, there would be an inconsistent and limited subset of data available, making the value somewhat

	questionable.
--	---------------

4. Use other sources for obtaining accommodation occupancy data rather than through a TIA Yukon Occupancy data Collection program (e.g., PKF Consulting)

Advantages	Disadvantages
<ul style="list-style-type: none"> • Data are readily available • Costs are expected to be less than for continuing to operate the existing program (e.g., \$1200 to subscribe to PKF Consulting monthly trend reports) • Most hotel operators who are participating in the TIA Yukon ODC site are already also participating in commercially operated survey programs (reduced effort for operators, for about the same amount of data) • Commercial survey operators provide data for all of Canada, making it easy to compare Yukon with other jurisdictions • Commercial survey operators have expertise in accommodation occupancy, and provide expert interpretation 	<ul style="list-style-type: none"> • Data may not be any more complete / statistically valid than the data collected by TIA Yukon. • Less granularity than is available in the TIA Yukon program (e.g., can only look at Yukon in total; no breakdown by region) • Very unlikely to have any representation of smaller operators who generally are not willing to pay to participate in survey programs.

6.2 Recommendation

Having administered the TIA Yukon Occupancy Data Collection program for the last two years, and prepared program evaluation reports, I.T. Edge Consulting Inc. recommends that TIA Yukon make use of other commercially operated occupancy surveys (e.g., PKF Consulting) instead of continuing to operate the Occupancy Data Collection program, to get the information desired by tourism industry stakeholders. This recommendation is made having considered:

1. The lack of success in meeting targets, goals, and expected benefits after two years of program operations, with little evidence to suggest that there would be any material change in future by continuing as we have or with minor program changes.
2. The availability of occupancy data from commercial sources (e.g., PKF Consulting) who have expertise in the area and who provide interpretation of

survey data at lower cost than would be incurred by TIA Yukon in continuing to operate the existing program.

3. The perceived lack of value for participating in the program on the parts of virtually all individual accommodation operators.

In summary, there is currently no compelling reason to continue with the existing program (or with some relatively minor changes to the program). While we do have very general and non-specific ideas of the value of having occupancy data, in the absence of a specific, explicit, clearly articulated and communicated purpose for which occupancy are intended to be used, there is

- little basis of what the stakeholders would do (or do differently) based on the data and information from the program if the program continued
- little indication that there would be any impact or any consequences of not continuing with the program.

As such, there does not appear to be much justification for continuing the program. Summary accommodation statistics, for general purposes, can be acquired from commercially operated accommodation survey companies.

Whatever decision is made by TIA Yukon regarding the future of the program, it is recommended that the decision be communicated to all accommodation operators.

7 Appendices

7.1 Operator Participation

		# of Operators Submitting Data for Each Reporting Period																																																				
Participation		Sep 1 06	Sep 16 06	Oct 1 06	Oct 16 06	Nov 1 06	Nov 16 06	Dec 1 06	Dec 16 06	Jan 1 07	Jan 16 07	Feb 1 07	Feb 16 07	Mar 1 07	Mar 16 07	Apr 1 07	Apr 16 07	May 1 07	May 16 07	Jun 1 07	Jun 16 07	Jul 1 07	Jul 16 07	Aug 1 07	Aug 16 07	Sep 1 07	Sep 16 07	Oct 1 07	Oct 16 07	Nov 1 07	Nov 16 07	Dec 1 07	Dec 16 07	Jan 1 08	Jan 16 08	Feb 1 08	Feb 16 08	Mar 1 08	Mar 16 08	Apr 1 08	Apr 16 08	May 1 08	May 16 08	Jun 1 08	Jun 16 08	Jul 1 08	Jul 16 08	Aug 1 08	Aug 16 08					
# Yr-Round Ops		7	8	8	6	5	5	5	5	6	7	8	8	7	7	7	7	7	7	8	8	9	9	8	8	8	8	8	8	8	5	5	5	6	6	6	6	5	5	6	6	4	4	5	5	3	2	2	2	2	3	3	1	1
# Seasonal Ops		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2	2	2	2	2	2	2
Total # Ops		7	8	8	6	5	5	5	5	6	7	8	8	7	7	7	7	7	7	10	10	11	12	9	9	8	8	8	8	8	5	5	5	6	6	6	6	5	5	6	6	4	4	5	5	3	4	4	4	4	5	5	3	3

TABLE 1

		# of Rooms of Operators Submitting Data for Each Reporting Period																																																		
Participation		Sep 1 06	Sep 16 06	Oct 1 06	Oct 16 06	Nov 1 06	Nov 16 06	Dec 1 06	Dec 16 06	Jan 1 07	Jan 16 07	Feb 1 07	Feb 16 07	Mar 1 07	Mar 16 07	Apr 1 07	Apr 16 07	May 1 07	May 16 07	Jun 1 07	Jun 16 07	Jul 1 07	Jul 16 07	Aug 1 07	Aug 16 07	Sep 1 07	Sep 16 07	Oct 1 07	Oct 16 07	Nov 1 07	Nov 16 07	Dec 1 07	Dec 16 07	Jan 1 08	Jan 16 08	Feb 1 08	Feb 16 08	Mar 1 08	Mar 16 08	Apr 1 08	Apr 16 08	May 1 08	May 16 08	Jun 1 08	Jun 16 08	Jul 1 08	Jul 16 08	Aug 1 08	Aug 16 08			
# yr-round rooms		470	499	505	485	453	453	453	485	487	499	499	467	467	467	467	446	446	462	462	494	494	462	462	515	515	515	515	503	503	471	471	351	351	363	363	247	247	279	279	214	212	212	212	212	265	265	180	180			
# seasonal rooms		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	276	276	276	450	99	99	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	273	273	273	273	273	273	273	273	273	273
Target # rooms		351	351	351	351	351	351	351	351	351	351	351	351	351	351	351	351	351	351	351	351	351	351	351	351	351	351	351	323	323	323	323	323	323	323	323	323	323	323	323	323	323	323	323	323	323	323	323	323	323	323	323
Total # rooms		470	499	505	485	453	453	453	485	487	499	499	467	467	467	467	446	446	738	738	770	944	561	561	515	515	515	515	503	503	471	471	351	351	363	363	247	247	279	279	214	485	485	485	485	485	538	538	453	453		

TABLE 2