

# Mount Hood Multimodal Transportation Plan

## APPENDIX C

### TMA Materials (2 of 4)



---

**Document:** Case Studies for Best Practices and Transportation Management Associations

**Date of Delivery:** July 27, 2013

#### **Description**

This memorandum reviews case studies of comparable locations to the Mt. Hood corridor to determine best practices for implementing effective transit, Transportation Demand Management (TDM), and parking systems in a multimodal corridor. One of the best practices explored is the successful implementation of a Transportation Management Association (TMA). The characteristics of a successful TMA, as such an association would apply in the Mt. Hood corridor, were also explored.

Information on how a TMA could assist with the issues in the corridor was used to assess feasibility and timing for the potential formation of a TMA in the corridor.

#### **Status Update**

This memorandum provided information used to inform the Project Management Team on the best practices used in similar areas to improve congestion and safety, and the feasibility of forming a TMA. Stakeholders have shown an interest in exploring the formation of a Mt. Hood TMA in the near future and can use this information as a starting point for that effort.





DAVID EVANS  
AND ASSOCIATES INC.

---

## MEMORANDUM

**DATE:** July 17, 2013  
**TO:** Project Management Team  
**FROM:** Elizabeth Mros-O'Hara  
**SUBJECT:** **Case Studies for Best Practices and Transportation Management Associations**  
**PROJECT:** Mount Hood Multimodal Transportation Plan (MHMTP)  
**COPIES:** file

---

This memorandum reviews case studies of comparable locations to the Mount Hood Corridor to determine best practices for implementing effective transit, Transportation Demand Management (TDM) and parking systems in a multimodal corridor. Additionally, best practices for successful implementation include coordination through a Transportation Management Association (TMA). TMAs are generally consortium partnerships of stakeholders in congested districts or corridors working collectively to manage access and growth and transportation options. Information provided here is intended to frame TMAs as a tool that could be employed in the Mt. Hood Multimodal Transportation Plan Corridor.

### CASE STUDIES BEST PRACTICES

The following information is based on the Case Study Technical Report prepared by CH2M HILL (2012). The locations were chosen based on input from the MHMTP Project Management Team (PMT), and recommendations from the Mt. Hood area stakeholders. Information was gathered through available documents, online searches, and telephone interviews conducted by ODOT and augmented by David Evans and Associates, Inc. with managers and others at ski areas and forest service locations. Notes from the telephone interviews can be found in Attachment A. The DEA team has also augmented the case study data with information on how the different communities coordinate, operate, and fund their transportation services.

Best Management Practices and examples of successfully implemented projects can be found in different case studies. Some successful practices that could be modeled for the Mt Hood Corridor include:

- **Transit service within the recreation area.** The Whistler Transit System provides an example of a successful transit service within a resort area. The municipality of Whistler has operated the transit system since 1991 and the system provides low-cost transit with high ridership (2.7 million passengers in 2009/2010). Access to Whistler from the population centers is similar to access to Mt Hood from the Portland and Hood River areas. People drive or take a private shuttle service. However, there is Amtrak service between Vancouver B.C. and Whistler.
-

- **Transit service to the resort area and park-and-rides.** Utah Transit Authority (UTA), ski resorts, Summit County, and the forest service teamed up to provide seasonal transit service from the Salt Lake City area to the ski resorts. Park-and-rides are provided at each canyon entrance in Salt Lake City. Park-and-rides are also provided up the canyons closer to the ski areas. Users can check the UTA website for parking space availability. Mt. Bachelor Ski Area also has a winter shuttle service run by the regional transit provider, Cascade East Transit, that connects the recreational area with the local communities
- **TMA and Transit Service.** The Tahoe Area Transit Service (TART) is operated by a regional entity, Placer County. A TMA was established in late 1990 to assist with the transportation challenges in the North Lake Tahoe-Truckee "Resort Triangle" and coordinate with TART to provide additional transit services and related TDM programs.
- **Transit center hub.** TART built a transit center hub for ski area and park service area on FS lands. TART makes transfers at the Tahoe City Transit Center located in Tahoe City. The Tahoe City Transit Center provides an interior waiting area, restrooms, parking, bike lockers, bus arrival information, and a TART pass/bike locker pass vending machine.

Table 8 shows how the six areas studied compare to the Mt. Hood Corridor. According to the table, the Alta, Utah area and Breckenridge, CO are most similar to Mt. Hood, though larger. Additional information on case studies can be found in Appendix D.

**Table 8: Comparison of Case Studies to Mt. Hood**

Area	Mostly day - trippers	Within 2 hours of a city	Along a state highway	Limited parking (ski & trail head)	Multiple ski areas	Forest land
Mt Hood	●	●	●	●	●	●
Alta area, Utah	●	●	●	●	●	●
Devil's Postpile, CA	-	-	-	●		●
Breckenridge, CO	●	●	●	●	●	●
Whistler, BC	◐	●	●	-	-	-
North Lake Tahoe, CA	◐	-	●	◐	●	◐
Snoqualmie National Forest, WA	●	●	●	◐	●	◐

● indicates that the case study location is very similar to Mt Hood.

◐ indicates that the case study location is partially similar to Mt Hood.

- indicates that the case study is dissimilar to Mt Hood

### ALTA, BRIGHTON, SNOWBIRD, AND SOLITUDE, UTAH

The group of four ski resorts in Uinta-Wasatch-Cache National Forest (Utah) is located within an hour's drive of Salt Lake City, UT. A large portion of the visitors come for the day due to its proximity to Salt Lake City. This area is similar to Mt. Hood in that there are multiple ski areas that visitors access from a public highway.

Currently the Utah Transit Authority (UTA) provides eight seasonal bus routes between Salt Lake City and the ski areas, along with an intra-canyon circulator shuttle. Five of the routes go to Snowbird and Alta, two go to Solitude and Brighton, and one bus serves Sundance.

The Uinta-Wasatch-Cache National Forest Master Plan includes a policy to not expand parking within the forest, with the exception of facilities to support mass transit.

Utah Transit Authority operates winter bus service only. Future plans include expanding transit service into the summer season, building upon employee shuttle service already provided, and expanding to general service.

## DEVIL'S POSTPILE NATIONAL MONUMENT, CALIFORNIA

Devil's Postpile National Monument, near Mammoth, California, is a geologic monument and waterfall. Visitation on the main roadway is restricted to a mandatory shuttle bus operated by the local transit agency, Eastern Sierra Transit Authority, through agreements with the National Parks and the National Forest Services. Access is also allowed for certain vehicle types.

Visitation is estimated at 1.3 million visitors during winter, and 1.5 million in summer, for a year-round visitation of approximately 2.8 million people. The average visitor stays five nights per visit in the summer, and four nights per visit in the winter.

Resource management issues led to parking limitations and mandatory shuttle use.

## WHITE RIVER NATIONAL FOREST, COLORADO

White River National Forest is about two hours west of Denver. A total of 12 ski areas including Aspen (made up of four ski areas: Snowmass, Aspen Mountain, Aspen Highlands, and Buttermilk), Beaver Creek, Breckenridge, Copper Mountain, Keystone, and Vail make this a substantially larger ski area than Mt. Hood.

White River National Forest attracts approximately 4.5 million annual skiers between Breckenridge, Copper Mountain, Arapahoe Basin, and Keystone ski areas.

Breckenridge and Keystone have a high number of day-trippers.

Roaring Fork Transportation Authority (RFTA) regional transportation authority provides service to the following locations:

- Roaring Fork Valley
- Aspen
- Snowmass Village
- Hogback/Rifle
- Glenwood Springs
- The 4 Mountain Connector
- Woody Creek
- Maroon Bells Guided Bus Tours

In addition to these locations, RFTA provides paratransit for the service area, serving residents, commuters, and visitors. Services are partially funded by the City of Aspen and Aspen Skiing Company through a service contract. The contract allows for reimbursement of a portion of operational expenses and capital costs from both the City and Aspen Skiing Company.

The Town of Breckenridge provides a free community transit service that operates between 6:15 a.m. and 11:45 p.m., seven days a week. There are nine routes throughout the community, including access to the airport, the ski area lots, and downtown.<sup>1</sup>

The free transit service is provided in conjunction with park-and-ride lots, which charge for parking (\$15)<sup>2</sup> and are located throughout town. For the town of Breckenridge and the ski resort, a high parking fee has shifted visitors to transit.

Summit Stage provides countywide transit service. Since 1989, Summit County has run transit service between Silverthorne, Wilderness, Dillon, Dillon Valley, Keystone, Summit Cove, Frisco, Breckenridge, Boreas, Copper Mountain, and Leadville. Service is seven days a week year-round, at least once an hour starting at 6:00 a.m. until about 2:00 a.m. depending on the route.<sup>3</sup> Bus service is free for riders and their ridership is around 1.75 million annual trips.

## WHISTLER

This resort town is located about 2 hours from Vancouver, Canada and has about 2 million annual visitors. Vancouver B.C., the closest major city, has a similar population base to Portland.

The Whistler transit system is part of the BC Transit Regional Systems Program. It is funded in partnership between the Resort Municipality of Whistler (RMOW) (53 percent) and BC Transit (47 percent). The RMOW share is funded by fares (25 percent), provincial hotel tax revenues (9 percent), and local taxation (19 percent).<sup>4</sup>

The municipality of Whistler has run the transit system since 1991 and the system provides low cost transit with high ridership (2.7 million passengers in 2009/2010).

No free parking is provided, though there is preferential carpool parking. Parking costs vary from \$1 to \$2 per hour, \$8 per day, \$16 overnight, and \$30 per month. A three-month pass costs \$90.

---

<sup>1</sup> Free Ride Breckenridge website: [www.townofbreckenridge.com/index.aspx?page=136](http://www.townofbreckenridge.com/index.aspx?page=136) Accessed April 2012, as cited in the Case Study Report (CH2M Hill 2012)

<sup>2</sup>Breckenridge website: <http://www.breckenridge.com/mountain/mountain-information.aspx#parking#Top>, as cited in the Case Study Report (CH2M Hill 2012)

<sup>3</sup> Summit Stage website: [www.summitstage.com/](http://www.summitstage.com/) Accessed April 2012

<sup>4</sup> Municipality of Whistler Website: [www.whistler.ca/whistler-transit-system-financial-and-facility-review](http://www.whistler.ca/whistler-transit-system-financial-and-facility-review). Accessed March 2012, as cited in the Case Study Report (CH2M Hill 2012)

Employees and residents use transit and carpool between the mountain and lodging areas. Fifty-eight percent of Whistler residents travel to work by carpool, transit, walking, or biking in the summer. The vast majority (96 percent) of seasonal residents use these modes in the winter.

## SQUAW VALLEY, NORTHSTAR, ALPINE MEADOWS, NORTH LAKE TAHOE, CA

The three ski areas of north Lake Tahoe see approximately 1-2 million visitors per year who visit for the weekend or longer vacations. The ski area is located three hours from the Bay Area, two hours from Sacramento, and one hour from Reno, NV.

There is one public transit provider, the Tahoe Area Regional Transit (TART) that provides two routes year-round and an additional route in the peak winter and summer peak seasons, serving both the seasonal and permanent population.

One way fare (Winter 2011/2012) costs \$1.75, or \$3.50 for an all-day pass. Buses start on the west shore at 7:00 a.m. and in north shore and Incline village at 6:00 and 6:30 a.m. respectively, ending between 6:00 and 7:00 p.m., running at one hour headways.<sup>5</sup>

Ridership is around 400,000 riders per year, with the highest ridership in the summer and winter peak. Squaw Valley purchases passes for their employees to ride TART to work. The TART is funded from a variety of sources: farebox recovery covers approximately 15 percent of costs, federal sources cover another 15 percent, and the rest is covered through operating subsidies of approximately \$50,000 per year from the ski areas, funds from the hotel tax, and ¼ cent of the state sales tax collected in Placer County. Ridership is mostly commuters (85 percent), and the remainder of riders are visitors, those under 16 years riding to skiing, and visitors from outside of the United States.<sup>6</sup>

Truckee North Tahoe Transportation Management Association (TNT/TMA) runs programs and fosters public-private partnerships and resources to address transportation challenges in the Truckee-North Tahoe Resort Triangle. The TNT/TMA is overseen by a 13-member board of directors with representatives from Truckee, the Hwy 2677 corridor, North Lake Tahoe, Squaw Valley, West Shore, Donner Summit (NV and CA), Nevada County Transportation Commission, and Washoe County - Crystal Bay, and Incline Village. It is funded through ski resort subsidies, federal grants, trade memberships, and business associations such as chambers of commerce and tourism agencies. Their current programs include ride share and van pool services, coordinated ski shuttle program, improved transit service frequency, a park and ride, and more. Their completed programs include:

- North Lake Tahoe Express Airport Shuttle
- Winter and Summer free Night Rider Shuttles

---

<sup>5</sup> TART website: [www.placer.ca.gov/Departments/Works/Transit/TART.aspx](http://www.placer.ca.gov/Departments/Works/Transit/TART.aspx) Accessed March 2012, as cited in the Case Study Report (CH2M Hill 2012)

<sup>6</sup> Garner, Will, TART. Personal Interview. 29 February 2012, as cited in the Case Study Report (CH2M Hill 2012)

- Truckee-Donner Summit shuttle service
- Summer Transit Connection to South Lake Tahoe
- American Cancer Center's Road to Recovery - Volunteer Driver Program
- Google Transit for North Lake Tahoe and Truckee
- Tahoe Trolley Program with Tahoe Area Regional Transit (TART)
- Electronic Fare boxes for TART Buses
- Seasonal Traffic Management
- Adopt a Bus Shelter Program - Tahoe City Rotary Club sponsors several shelters
- Bear Boxes for Bus Shelters and Busy Bus Stops
- Seasonal Highway 267 TART Service
- Enhanced Public Outreach and Marketing
- Crosswalk Implementation
- Tahoe City Transit Center

The TMA also coordinates Zimride, an online rideshare matching program that creates a marketplace where drivers can sell empty seats in their cars to those looking for a ride. Passengers pay drivers for their seats via PayPal, and once the ride is finished, both driver and rider can leave reviews about their experience. Zimride appears to be gaining a foothold. In its first year of operation, which was a poor quality ski year, Zimride connected nearly 1,700 trips between the San Francisco area and Tahoe ski areas. Of those trips, 142 trips were to Squaw Valley, and 34 trips were to Alpine Meadows.<sup>7</sup>

## OTHER CASE STUDIES

Data was also gathered on the Mt. Bachelor Ski Area of the Deschutes National Forest, the Crystal Mountain Ski Area in Crystal Mountain which is situated on the Northeast corner of Mount Rainier National Park and the Snoqualmie National Forest. Phone interviews were conducted with all but Crystal Mountain Resort (several attempts to contact the resort were made). Mt. Bachelor offers an example of successful transit service from a city to a ski resort.

### MT BACHELOR

Cascades East Transit (CET) provides transit service in partnership with Mt. Bachelor Ski Area between Bend and the ski area during the winter and spring ski season only; no summer transit is provided. In January 2012, riders made 6,137 round trips on the service.<sup>8</sup> Approximately 1,000 passengers use the service on an average day, with 65,000 total trips made annually, depending on duration of the ski season. Riders took 56,265 trips during the 2011-2012 ski season. Seventy percent of passengers are ski area employees and the remaining 30 percent are

---

<sup>7</sup> Matthews, Zac. Zimride. Personal Interview. 1 March 2012

<sup>8</sup> Ayock, Scott. Cascades East Transit. Personal Interview. 18 June 2012

visitors. Of the visitors, about 55 percent are season or 14-day pass holders and the remainder are one-day visitors.<sup>9</sup>

The fare is \$12 round trip, or \$8 one-way.<sup>10</sup> Transit to the mountain is free for all employees (approximately 800 winter employees). Mt Bachelor has to provide transportation for their employees as part of their lease agreement with the FS.

Parking at the ski area is free and owned by Mt. Bachelor. Average daily parking at the ski area is 1,100 vehicles with a total parking capacity of 3,975 cars. Parking reaches capacity 10-12 days per year, with demand exceeding capacity 1-2 days per year. A USDOT-sponsored group surveyed the transportation system in Deschutes National Forest in 2009, and found that the current parking areas can accommodate approximately 14,000 visitors at the resort.<sup>11</sup> The ski area has a permitted capacity of 26,000 visitors per day. This is similar to the Mt. Hood Ski areas where they are not meeting the limit on visitation due to limits on access (not enough alternative transportation being used and/or limited parking). The Deschutes National Forest's Forest Management Plan calls for allowing additional parking at the ski area, in balance with ski lift, ski run, and lodge capacity at the resort similar to the Forest Management Plan of Mt Hood Ski areas.<sup>12</sup>

## **SUMMIT AT SNOQUALMIE**

The ski resort provides internal transit service between the different base areas. It also provides one employee shuttle that runs between Cle Elum and Snoqualmie Pass. There are other private vendors that run paid shuttles up from the Puget Sound area. There is no public transit to the ski area. The ski area (resort) maintains the parking lots at their site. Washington State Parks manages the state snow parks (Hyak and Gold Creek).

Summit works with King County Commuter Benefits Plus Program to help employees with carpooling and vanpooling and provides preferential parking areas for carpoolers. There are three vanpools for employees and Summit subsidizes the program. Summit also provides incentives (vouchers for gas, sporting goods, car wash businesses, prizes etc.) for employees who carpool.

## **CRYSTAL MOUNTAIN**

Crystal Mountain is situated on the Northeast corner of Mount Rainier National Park. The resort partners with MTR Western, a private bus service, to provide weekend bus service between Seattle and Tacoma. The Snowbus can accommodate 110 people. Round trip fare is \$79/person and includes a lift ticket.

---

<sup>9</sup> Stanfill, Cary. Mt. Bachelor Ski Area. Personal Interview. 8 August 2012

<sup>10</sup> Cascades East Transit website: <http://www.cascadeseasttransit.com/>. Accessed August 1, 2012.

<sup>11</sup> Interagency Transportation Assistance Group. Transportation observations, considerations, and recommendations for Deschutes National Forest. [http://publiclands.volpe.dot.gov/usfs-alternative-transportation/docs/TAG\\_Report\\_Deschutes\\_012510.pdf](http://publiclands.volpe.dot.gov/usfs-alternative-transportation/docs/TAG_Report_Deschutes_012510.pdf). Accessed August 1, 2012.

<sup>12</sup> Deschutes National Forest. 1990 Land and Resource Management Plan. [http://www.fs.usda.gov/detail/centraloregon/landmanagement/planning/?cid=fsbdev3\\_035906](http://www.fs.usda.gov/detail/centraloregon/landmanagement/planning/?cid=fsbdev3_035906). Accessed August 1, 2012.

There is no charge for parking at the ski resort. Approximately 3000 spaces are available and they reach capacity between 2 to 5 times a year.

## TMA BEST PRACTICES - CONSOLIDATED MANAGEMENT

### BACKGROUND

The Project Partners are interested in better understanding Transportation Management Associations (TMAs) and their usefulness in consolidating and coordinating access management programs between ski areas. The Project Partners are further interested in examining the potential of such organizations for the Mt. Hood Multimodal Transportation Plan Corridor. This is based on a desire to encourage:

- a. Increased opportunities for encouraging trip reduction efforts among users of area ski resorts and the Plan Corridor,
- b. Mitigation of traffic congestion that, with growth, will make access within the Plan Corridor more difficult,
- c. Ability to provide adequate access to jobs and visitor destinations in the corridor,
- d. Maximizing the efficient use of existing public and private parking and transit/shuttle infrastructure.
- e. Leveraging opportunities between entities, and
- f. Establishing a cost effective and mutually beneficial partnership that brings all stakeholders together to influence trip behavior.

This section is intended to provide an initial outline and summary of Transportation Management Associations to provide stakeholders in the Mt. Hood Multimodal Transportation Plan Corridor a platform for discussion and consideration of the potential feasibility and desirability of a TMA for this area.

### WHAT IS A TMA?

A Transportation Management Association (TMA), as outlined in the *Transportation Demand Management Encyclopedia* (Victoria Transport Policy Institute, 2010), is a non-profit, member-controlled organization that provides transportation services in a particular area, such as a commercial district, mall, campus, industrial park or transportation corridor. A TMA's particular focus is on more efficient use of transportation and parking resources to improve access and support economic development. It is generally a public-private partnership, consisting primarily of area businesses with local government support. For the most part, TMAs form as 501 (c) (4) or (6) under Federal non-profit statutes.

TMAs provide an institutional framework for programs and services and allow partners to collectively provide transportation services. Many have called TMA's a "one-stop transportation shop" for consolidating transportations programs and services to support multiple partners. This collective framework can create economies of scale, leverage and equity, which also enable smaller entities the opportunity to provide trip

reduction services comparable to those offered by large entities. TMAs provide a variety of services that encourage more efficient use of transportation and parking resources. Such services can include:

- Access Management
- Advocacy
- Education and Outreach
- Flextime Support (for employees)
- Guaranteed Ride Home Services (per emergencies)
- Coordinated Incentive and Reward Programs
- Individualized Trip Planning Services
- Marketing and Promotion
- Parking Management
- Pedestrian and Bicycle Planning
- Rideshare Matching and Vanpool Coordination
- Shared Parking Coordination
- Shuttle services
- Telework Support
- Transit Fare Products and/or incentives
- Transit Improvements
- Transportation Access Guides

TMAs can provide services that result in more efficient use of parking resources that are integrated and “calibrated” to alternative mode goals and long-term economic development visions. This can reduce the need to expand parking capacity, reduce the total amount of land that must be paved in an area and lower development costs associated with structured parking.

### **AFFILIATED TMA’S**

Regional or local governments, chambers of commerce, transit agencies, business associations or internal management of a major facility/campus can help create a TMA. Affiliation with existing organizations is common to many TMAs, which allows for integration of an aggressive and innovative transportation management program housed within a broader area wide economic development program and vision. As an example, the Utah Transit Authority serves as a forum and “host” for a TMA that represents four ski areas (Alta, Brighton, Snowbird, Solitude Resorts). This allows the participating “partners” to share and leverage existing resources as well as potential new services to the benefit of these resorts, the access corridor(s) serving them and their customers.

### **FREE STANDING TMA’S**

Free standing TMAs are also common, though start up can sometimes be more costly and time consuming than TMAs affiliated with existing entities. Free-standing TMA’s are often more organizationally complex

than affiliated TMA's with dedicated staff, Boards of Directors and committee structures. Neither affiliated nor free-standing models are superior to each other. Rather the existence of key success factors is more pertinent than the ultimate organizational format (see Section IV, below).

## WHY A TMA? – RETURN ON INVESTMENT

TMA's can increase transportation options and provide financial savings to participating partners, employees and visitors. TMA's are also effective in influencing reductions in traffic congestion, parking problems, and pollution emissions. They are an important strategy for creating more efficient land use patterns. These benefits can be significant because traffic and parking costs (associated with growth) tend to be particularly high in corridors and development areas where TMA's exist. Parking and road facility savings often repay TMA operating costs.

TMA stakeholders typically include property owners and businesses, business organizations, regional and local government agencies, transit providers, employees, nearby residents/community stakeholders, and business patrons. In general, TMA's have been most commonly associated with traditional business areas (e.g., downtowns, business districts), though there are TMA's directly associated with ski areas, as described in the Best Practices summary above.

Interviews conducted with TMA's and TMA stakeholders in various venues around the country have found consistent themes for why TMA's are considered a beneficial and attractive investment to both the public and private sectors. A summary of those key themes include:

- Reduced and preventable congestion
- Leverage infrastructure through coordinated/shared programs (parking and alternative modes)
- Support increases in job, visitor and residential growth more efficiently.
- Manage higher than necessary parking development costs ("right sizing parking").
- Minimize displacement of land (by parking facilities) that might have supported higher valued and desired development.
- Improve the "marketability" of an area, its businesses and as a place to locate/visit.
- Manage imposed mandates (e.g., trip caps, local/state/federal mandates) with business-based solutions
- All participating partners receive "benefits" from the effort.
- Lower transportation costs for visitors and employees (a strategically tailored resource)

## FACTORS FOR SUCCESS

Success in forming TMA's can be summarized into three key factors. These include:

- Vision
- Leadership

- Goal setting

When there is high consensus, participation and “buy-in” to these factors, it has been found that TMAs have quickly formed and successfully delivered programs and services that have had a measurable impact on commute trip behavior within impacted business districts.

## VISION

- High consensus on vision for the area (jobs, visitor accommodation/growth, land use).
- Public and private sector agreement that “status quo” will not generate changes necessary to attain economic development vision.
- Clear recognition of factors that would limit achievement of the vision (e.g., congestion, cost, lack of services, etc.).

Successful TMAs have formed and grown in areas where there is a clear vision for growth that has strong buy-in from the business community and a sense that existing programs and services (both public and private) will not be sufficient to address issues that would limit or hinder the vision. It has proven difficult to initiate TMAs in areas where there is not broad support for job and visitor growth, more compact and sustainable development and multi-modal access.

## LEADERSHIP

Forming TMAs successfully requires the direct participation of key leadership representatives, particularly at the initiation phase. “Leader” here is defined as those individuals within organizations (public and private sector) who can make decisions and commit their organizations and/or influence “culture change” within organizations. Many TMA formation processes that have failed were not the result of lack of motivation but lack of participants who could truly represent decisions or commitments. To this end, it is essential that:

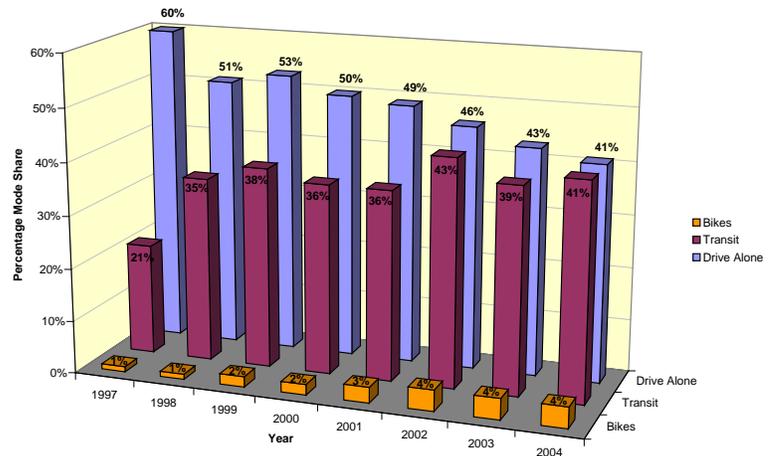
- The business community is represented by key stakeholders who maintain a significant vested interest in the long-term health and vitality of a district or corridor. These stakeholders should be decision-makers who can commit their organizations.
- Motivated public sector leaders are committed to approaching change in new and innovative programs and partnerships.
- A willingness and capacity by each “leader” to challenge the status quo, which includes existing:
  - Transportation infrastructure
  - Service programs
  - Development policies
  - Service arrangements
  - Business practices
- There is a strong sense that transportation access is a critical factor underlying the economic development vision for growth in the area.

- Consensus on desired outcomes and targets.
- Leaders are motivated to invest public and private funds in partnership to achieve desired targets and outcomes.

## GOAL SETTING- TARGETS

Consensus agreement on specific targets and goals assure that all programs and strategies developed through a TMA partnership can be correlated back to (and measured against) progress made toward meeting growth and access objectives. This has proven especially effective in partnerships between the business community and the public sector. Quantifying job, visitor targets and mode

goals/trip targets allows TMAs to track and measure performance of programs against goals and provide a sense of return on investment to the partners in a TMA effort.



## TMA OPTIONS

A review of TMA's on the West Coast and across America indicated that the most successful TMA's were those that were supported with multiple funding sources. Multiple sources were inclusive of funds contributed from the private sector, the sponsoring jurisdiction and local transit agency or agencies. The greater the diversity of funding and participation from the private and public sector partners, the more it appears that the affected TMA was both financially stable and effective in delivery of services and results.

Find below a brief listing of funding sources derived from individual funding entities:

Private Sector Based:

- Dues to individual participating businesses and/or long-term contribution commitments
- BID/BIA (assessment on property)<sup>13</sup>

<sup>13</sup> A Business Improvement District/Area (BID/BIA) raises money from property owners in a defined area to fund a program or project. A BID/BIA is an assessment on properties that is typically assessed by value and/or square footage. Revenue generated from such an assessment is collected by the municipal government and allocated directly to a BID/BIA governing board or organization, usually a non-profit 501 (c) (6). The governing board disperses funds to projects delineated in the BID/BIA work plan, which is generally adopted with formation of the district.

- Surcharge on parking fees (privately owned parking)
- Surcharge on tickets/ski-passes
- Fees for service (i.e., businesses/resorts buys specific services from the TMA)

Public Sector based:

- General fund contributions
- Surcharge on parking (publicly owned parking)
- Transportation fees on new development (i.e., TMA requirement)
- Local/State/Federal Grants

Specific examples of funding efforts derived from the Case Study resort areas include:

- General Funds. The City of Aspen providing matching funds in concert with the Aspen Skiing Company to purchase expanded transit services.
- Parking charges. Breckenridge imposes parking charges at park and ride lots to provide free transit.
- Multiple sources. Whistler's transit system is part of the BC Transit Regional Systems Program. It is funded in partnership between the Resort Municipality of Whistler (RMOW) (53 percent) and BC Transit (47 percent). The RMOW share is funded by fares (25 percent), provincial hotel tax revenues (9 percent), and local taxation (19 percent). This is further augmented through parking charges.
- Multiple sources. Truckee North Tahoe Transportation Management Association (TNT/TMA) derives program delivery funds through ski resort subsidies, federal grants, trade memberships, and business associations such as chambers of commerce and tourism agencies.

## SUMMARY

Though not as numerous as traditional downtown/business district based TMA's; TMAs associated with ski area/resorts can be very effective in consolidating transportation management services within a single organization to serve multiple interests. TMAs can provide programs and services cost effectively and in a manner that tailors services to area need and within a common vision. This is especially true in cases where significant economic development growth (in jobs, residents or visitors) is desired or has been targeted for a district or corridor. A public/private partnership focused on managing access can result in significant changes in travel behavior as well as cost savings and value benefits to public and private stakeholders. Successful achievement of this goal would result in a meaningful transition of visitors into transit and shuttle modes.

---

Supporting and facilitating this transition would be a newly formed TMA that provides customized programs for all users accessing ski areas within the Plan Corridor. The key to the program's success would be a coordinated and strategically focused partnership between public agencies and area ski resort operators.

Potential outcomes for a TMA would include (but not be limited to):

- Lower transportation costs for all users
- Improved marketability of the area/corridor
- Reduced traffic congestion
- A better visitor experience
- More efficient and effective use of existing and future parking supplies
- Better efficiencies in the use of land and reduced parking development costs (for both private and public sectors)
- Greater transit/shuttle ridership
- Compliance with mandates and/or development criteria related to trip and congestion management
- A strong strategic transportation partnership between the public sector and the business community
- Measurable success based on consensus targets for access and growth.

There are many TMA models from around the country; some may be pertinent to this corridor and others may not. As with any organizational evaluation, the Project Partners would want to be assured that any outcome is tailored to this unique transportation corridor. Issues of this nature can be explored further as the project moves forward and if a TMA is viewed as a potentially beneficial management tool. Nonetheless, the key components of success will begin with identification of a problem unique to the corridor (i.e., congestion and its impact on access to businesses and traveler safety) and willing and innovative leadership at both the public and private level to address the problem collectively. Programs can then be designed to achieve specific targets and goals, which require critical thinking and planning as related to status quo programs in place. To evolve, a partnership will need to be developed with a clear understanding of the value of change and a strong standard for measurement and reporting.

Company	Contact	Number	Email Address	Last Date of Contact	Who Manages the Transit for the recreation area?	Are there partnerships between more than one recreation area?	Who provides transit service (public,private or both)?	How do the transit service providers generate revenue and funding?
Tourism Whistler	Emma Dal Santo	604-935-8197	<a href="mailto:EDalSanto@whistler.ca">EDalSanto@whistler.ca</a>	1/25/2013 via email, interview completed	The Whistler Transit System is part of the BC Transit Regional System Program, a partnership between the Resort Municipality of Whistler (Local Government funder), BC Transit (Provincial crown corporate funder) and Whistler Transit Ltd (private operator hired to operate the system).	Funded in partnership between RMOW and BC Transit. BC Transit has partnerships across the entire province. Our operator also provides transit in our two neighbouring communities, Pemberton and Squamish. We use to have a regional transit service between Squamish and Whistler but it became too expensive for local governments and a new funding model was not found. It may come back to life in teh future when BC Trnasit has developed a new regional funding model.	Olympic Games purchased hydrogen fuel cell powered buses for Whistler Transit, 70% of the fleet. Paid for by public money, planned by the public sector, operated by the private sector	Whistler: \$2.50 O-W; Pacific Coach:\$25-\$63; Snowbus: \$34.95 O-W, \$60 RT; Greyhound: \$22 O-W, \$44 RT; Ride Booker: \$62  Funding the last fiscal year came from transit fares (\$25.97M or 18.6%), BC bus pass (\$4.53M or 3.3%), provincial funding (\$68.31M or 49%), provincial health authorities (\$1.32M or 1%), property taxes (\$38.93 M or 27.9%), and bus advertising (\$0.27M or 0.2%).
Crystal Mountain Ski Area	Tiana Enger	360-663-3012	<a href="mailto:tiana@skicrystal.com">tiana@skicrystal.com</a>	2/14/2013 via email			Weekend bus service provided by Snowbus, accomodating 110 people, with a few running midweek.	RT \$79/person, includes lift ticket
Alpine Meadows	Cheryl Jones	800-403-0206		2/1/13 via phone	TART manages transit	Zimride, an online matching rideshare program where drivers can sell empty seats in their cars to those looking for a ride.		(TART) O-W \$1.75; \$3.50 All-Day Pass; \$10 (TMA operated North Lake Tahoe Express Shuttle) O-W \$40, RT \$75 (Squaw Valley) \$10 O-W. Free shuttle between Alpine and Squaw Valley.
Summit at Snoqualmie	Trevor Kostanich		<a href="mailto:tkostanich@summit90.com">tkostanich@summit90.com</a>	1/8/2013 via email, interview completed	The resort provides internal transit service between the different base areas. They also provide one employee shuttle that runs between Cle Elum and Snoqualmie Pass. There are other private vendors that run paid shuttles up from the Puget Sound area. There is no transit that is managed by public jurisdiction.		Operates 6 internal shuttles used to move visitors among the various bases. There area a number of private charter and bus services that come to the moutain, providing bus services for ski schools. All private.	We, the resort, do not generate any revenue but provide it as an extra service amenity to our guests and employees.
Squaw Valley	Rob Kronkhyte	530-452-7182 530-452-7181	<a href="mailto:rkronkhyte@squaw.com">rkronkhyte@squaw.com</a>	1/3/13 via phone, interview completed	TART manages transit and a ski area consortium	Ski area consortium with a coordinated ski shuttle.	TART (public)	(TART) O-W \$1.75; \$3.50 All-Day Pass; \$10 (TMA operated North Lake Tahoe Express Shuttle) O-W \$40, RT \$75 (Squaw Valley) \$10 O-W and the service is hearvily subsidized by the ski area

Company	Contact	Number	Email Address	Last Date of Contact	Who Manages the Transit for the recreation area?	Are there partnerships between more than one recreation area?	Who provides transit service (public,private or both)?	How do the transit service providers generate revenue and funding?
Stevens Pass	Joel Martinez	206-812-7374	<a href="mailto:joel.martinez@stevenspass.com">joel.martinez@stevenspass.com</a>	Interview scheduled 1/14/2013 @ 1:00pm			Most of the buses are charter or club buses. The resort provides priority bus parking. There is no other transit available.	
Northstar	Dave Paulson	503-562-2242	<a href="mailto:dpaulson@vailresorts.com">dpaulson@vailresorts.com</a>	1/29/2013 via email, interview completed.	Northstar California Resort, under Vail Resorts ownership, owns and operates the transportation service that serves our resort. There are also a number of local transportation providers in the area that serve Northstar properties. Some of those are Placer County DPW dba: Tahoe Area Regional Transit that runs service around the Tahoe basin as well. Airport Mimic Bus dba: north Lake Tahoe Express that runs service around the Tahoe Basin.	Yes, there is some collaboration between resorts when the need arises. We have the largest fleet in the region with 40 buses. This is larger than the city of Auburn just down the road near Sacramento. For this reason when there are any needs for transportation in the area, we are the first ones called. We operate a charter business year round to help offset the high costs of operating this robust service.	Both, Northstar owns and operates its transit by Northstar California. TART is public and is operated by Placer County.	(TART) O-W \$1.75; \$3.50 All-Day Pass; \$10 (TMA operated North Lake Tahoe Express Shuttle) O-W \$40, RT \$75 (Squaw Valley) \$10 O-W  TART gets state and federal funding. We get operational funding each year through our budget process. Capital improvements and purchases are done annually through requests Vail Resorts.
Mt. Bachelor Ski Area	Cary Stanfill	541-382-1709	<a href="mailto:cstanfill@mtbachelor.com">cstanfill@mtbachelor.com</a>	Last contacted 2/14/2013	Cascade East Transit (CET) is the regional provider in Bend, Oregon region. CET serves Bend, Redmond, Prineville, Sisters, Madras and several other rural locations.		Public and private partnership with the City of Bend and CET.	\$11 RT, \$8 O-W, with season pass options also available; the shuttle is free for all 800 winter employees. Approximately 6000 RT in Jan 2012. Approximately 1000 passengers use the service on an avg day, with 65k trips made annually, depending on the duration of the ski season.

Company	Contact	Number	Email Address	Last Date of Contact	Who Manages the Transit for the recreation area?	Are there partnerships between more than one recreation area?	Who provides transit service (public,private or both)?	How do the transit service providers generate revenue and funding?
Utah Transit Authority	Ryan Taylor	801-287-2399	<a href="mailto:rtaylor@rideuta.com">rtaylor@rideuta.com</a>	1/18/2013 via phone, interview completed.	<p>UTA handles all transit service not including private carriers, they run their own services in the canyon. Large operation, they're running two pilot programs. One in the second year in Park City; serving 3 resorts, Deer Valley, Park City Mtn, and The Canyons. The Park City service is for employees mostly. Anyone can use it but its built for commuters. Two main canyons, Big and Little Cottonwood. They service Solitude, Brighton, Alta, and Snowbird resorts. And service Sundance, in the county to the south. The third area is in Ogdon and this is the first year pilot program. It services 2 resorts, Snow Basin and Powder Mtn. Servicing employees and recreational skiers. Total 10 ski resorts of 4 major canyons.</p>	<p>UTA, ski resorts and the forest service teamed up to provide transit</p>	<p>Public agency fully operates the service. In addition to any private operators, like charters.</p>	<p>Cottonwood Canyons and Sundance pay for all their employees passes and season pass holders have embedded chips for electronic fare system. Count trips and send an invoice. The service is open to anyone. Accept cash or credit payment. Work with visitor convention bureau offer pass product to visitos that give discounts on lift tickets and resorts and ski bus. You can purchase online and bundle with orbit, priceline etc. They pay for all those trips. They have super pass, free transportation and discount lift tickets, they receive invoice of trips on those tickets. Fares: one-way - \$4.25; intra-canyon shuttle - \$2.10; senior one-way - \$2.10</p> <p>Along with season pass sales, customers are provided with a ski bus schedule and a voucher that can be used to obtain a contactless card for transit use. They did a pilot program for 2 seasons (2006-2008) for this type of fare collection system. This is when they moved to the chipped cards. Two of the resorts use Axxess Gate systems. They are a card provider as well. We have built an electronic fare collections system that can read those chips as well as regular credit/debit cards taht are contactless. The resorts pay for their own cardstock.</p>
White River National Forest	Rich Doak	970-945-3267		1/23/2013 via phone, interview completed	<p>Roaring Fort Transportation Authority (RFTA) manages the region al transpotation. Servicing the following areas: Roaring Fork Valley, Aspen, Snowmass Village, Hogback/Rifle, Glenwood Springs, The 4 Mountain Connector, Woody Creek and Maroon Bells Guided Bus Tours. They also provide paratransit for the service area, serving residents, commuters, and visitors.</p> <p>General rule - 2.25mil acres, 9 different co., 3 major recreation areas. Aspen, Eagle and summit. regional transit systems- roaring fork valley, apen to rifle. up colorado river in eagle county and third in summit county. Primary entity is transpo authority that is co. and local govt or works with them. also working on mass transit altern from denvrer to forest. fhwa finished prelim env statement. fixed guideway mass transit. little nuances that work in tangent. shuttle sys from denver airport, Bell Assoc manages that. Keystone, coppermtn, vail at beaver creek and snow mass and there own individual transit.</p>	<p>RFTA approached the forest service to provide summer service, as guided service to Maroon Bells. It would allow RFTA to keep their drivers employed and allows fro some revenue generation.</p> <p>Aspen - roaring fork transit authority (quasi-govt) receive cash contribution aspen, salt, carbondale, glenwood springs, newcastle, silt, and rifle. pittcan county also contribute to it.</p> <p>The Forest Service has summer partnership with RAFTA and maroon belle. RAFTA provides a bus service scenic tours on regular schedule from memorial day til labor day roughly. FS has gotten fed grants for them thru the forest and transit parks program. helped replace fleet with high energery buses. Aspen ties in with snow mass ski area, they share a hub.</p> <p>Glenwood - has internal bus sys. They contract with RAFTA tod provide it. Contract with up and down valley routes as well. Glenwood has a small taxi program as does Aspen. Small private companies that are permitted as well.</p> <p>Eco Eagle Co. Transit - serves eagle county lined up along interstate 70, primarily employees. Vail resort has own shuttle sys with beaver creek. Employee shuttle as well from outline parking lot to the mountain.</p> <p>Colorado Mtn Express owned by Vail express acts as shuttle from airport. Summit Co.- summit stage, 4 resorts and several communities. summit stage connects communitites.</p> <p>Orig used to serve three resorts but its evolved into its own entity subsidized by the couties. Keystone has its own transit system, paid and run by the resort. Employee shuttle as well, eastern resort pays for it. copper mtn has inter resort transit.</p> <p>Most are on NFS land. Advance guidway sys up from denvery. contractor working with fhwy for different alternatives and they contribute.</p> <p>(workers moving between communities and recreational traffic)</p>	<p>Services are partially funded by the City of Aspen and Aspen Skiing Company through a service contract which allows for reimbursement of a portion of operational expenses and capital costs from both the City and Aspen Skiing Company.</p> <p>Quasi-public providers. Private - keystone shuttle, snow mass, or copper mtn , cme, vail beaver creek inter resort shuttles. eco, rafta, and summit stage are all q-public. public sys cost, privates are free.</p>	<p>Routes are free for children under 5, seniors over 65, along all City of Aspen routs, Aspen to Snowmas Village route, and Aspen/Snowmass Village to Woody Creek. Outside fo the free routs, fares fro trips range from \$1-\$10, starting around 5am-9pm, most of the routs runs seven days a week.</p> <p>The Town of Brekenridge provides a free community transit service that operations 6:25am-11:45pm, seven days a week. There are nine routs, including access to the airport, ski area lots and downtown. The free transit service is provided in conjunction with park-and-ride lots.</p> <p>Private transit - collateral services they provide to function keystone approx \$1.25M. Summit ski resort, ECO (Eagle County), RAFTA - user fees and subsidies from local govt.</p>

Company	Contact	Number	Email Address	Last Date of Contact	Who Manages the Transit for the recreation area?	Are there partnerships between more than one recreation area?	Who provides transit service (public,private or both)?	How do the transit service providers generate revenue and funding?
<i>Uinta-Wasatch-Cache National Forest</i>	Carol Majeske	801-733-2662		1/3/2013 via phone, interview completed	The forest is immediately adjacent to Salt Lake City. Utah Transit Auth. (UTA) runs winter service to the 4 ski areas, run by Ski Bus.	Ski areas are the lead destinations, back country skiers, resort riders, largely skiers though. No other partners.	Quasi-public	UTA would have a better idea. Ridership pays.
<i>Tahoe Area Region Transportation (TART)</i>	Will Garner	530-745-7582	<a href="mailto:wgarner@placer.ca.gov">wgarner@placer.ca.gov</a>	1/18/2013 via phone, interview completed.	County of Placer- North Lake Tahoe and the Resort triangle; City of Truckee and the lake itself. TART, ran by Placer County. Year round service in place for 30 years. There are some seasonal services provided that is operated by a public/private partnership. Ran by hotel/association hotel tax funds. (Night Rider, Ski Shuttle, and North Lake Tahoe Water Shuttle-water taxi, pilot program; Airport Shuttle, publicly subsidized from Reno airport)	Four different partnerships. Pass program where HR depts buy bus passes and provide to resort employees for commuting. They also provide subsidies that cover operating costs. Resorts put money together to fund the Coordinated ski shuttle that runs between resorts, small and new program.	Public, supplemental services are public as well. The contract is let by the Tahoe Transportation District. Managed by TNT/TMA.	Funded by Nevada (53-11 Fund) and Washoe County Fund. Fare revenue and transit funds Transportation development act fund from California. Also use local funding through hotel tax. The town of truckee pays for some of the transit service.
<i>Cascades East Transit</i>	Scott Aycock	541-548-9520	<a href="mailto:scotta@coic.org">scotta@coic.org</a>	1/30/2013 via phone, interview completed	The only transit is COIC, a council of govt. Regional entity created by the cities and counties. There is a shuttle that goes to Mt. Bachelor, that is the only stop. Viable as long as they're open. There is no formal connection that connects to other resorts or hotels. That's in the talks now. Much of the emphasis is on employees although its open for everyone. Employees ride free, approx. 22 miles.	If in the city they already have service. There is no integrated system, the Mount Bachelor run is the first step in that direction.		For the Mt Bachelor Run, they have an agreement with the resort for trip reimbursement. It works because as part of their lease agreement with the FS is they have to provide transportation for their employees. Mt Bachelor pretty much pays for everything. The direct and indirect costs may all be reimbursed.
<i>Truckee North Tahoe TMA</i>	Jan Colyer	530-546-2912	<a href="mailto:tnntma@sbcglobal.net">tnntma@sbcglobal.net</a>	1/18/2013 via email, interview completed	Placer County, Town of Truckee (TOT) taxes, Washoe RTC provide public transit. TOT for Placer County pays for Night Rider Service - Winter/Summer. Airport shuttles - public, private stakeholders. Water shuttle - TOT Placer County. Free Ski shuttles - Ski resorts & TOT Placer County	Squaw Valley, Homewood Mtn Resort, Alpine Meadows, Sugar Bowl, Donner Ski Ranch, Soda Springs and Boreal.	Tahoe Area Transit Service (TART) is operated by Placer County. TOT has their own transit service.	TOT Placer County, LTF, Fed Transit 5311 CA, Washoe RTC, Fed Transit 5311 NV, Farebox and private resorts

Company	Contact	Number	Email Address	Last Date of Contact	Who Manages the Transit for the recreation area?	Are there partnerships between more than one recreation area?	Who provides transit service (public,private or both)?	How do the transit service providers generate revenue and funding?
<i>Deschutes National Forest</i>	Peggy Fisher	541-383-5633 541-416-6624		1/28/2013 via phone, interview completed	CET Cascade East Transit. Subsidiary COIC Central Oregon Intergovernmental Council. They work with Bachelor on transit.	Just with Mt. Bachelor. FS is constructing a few transit stops located on the route to Mt. Bachelor.	COIC is quasi-govt, public.	A lot of grant funding and fares.
<i>Snoqualmie National Forest</i>	Felix Nishida	425-783-6081		Last contacted 2/7/2013				
<i>City of Truckee</i>	Dan Wilkins	530-582-2902	<a href="mailto:dwilkins@townoftruckee.com">dwilkins@townoftruckee.com</a>	1/29/2013 via phone, interview completed	Town of Truckee manages a small transit system that provides fixed route service. The service area changes from summer to winter. In the winter they provide transit to ski resorts. They coordinate with Placer county to supply transit to ski resorts. The North Lake Tahoe Resort Association, receives funding from transient occupancy tax from Placer County lodging properties. Half of that money is used to fund transit in winter and summer to area ski resorts. The management of the inter regional service is Placer Co. NLTRA contracts with TNT/TMA to provide supplemental services. Some of the individual ski resorts manage their own transit services.	This past winter, for first time, there was a free ski shuttle service. Funded by area ski resorts. A bus service that runs to and from each ski area. Also, to and from various lodging properties as well.	Combination	Fixed route operated by town - local transportation. About 10% from farebox. For winter services, ski resorts pay the additional dollar amount for service extension. Bulk is from federal and state (LTF).
Company	Contact	Number	Email Address		How long has the gondola been in operation?	Who built it? - cost? - who funded it?	Who maintains/operations? -annual cost? -who funds it?	Length of run? -Type of mechanical system?
<i>Silver Mountain Resort</i>	Jeff Colburn	208-783-1509	<a href="mailto:jeffc@silvermt.com">jeffc@silvermt.com</a>	1/16/2013 via phone, interview completed	23 years, built in 1990	The gondola was built and manufactured by Von Roll. It was approximately \$12M to build. There were some federal funds associated with the construction. The City of Kellogg agreed to be taxed and raised \$2M and Von Roll contributed some funds as well.	The gondola was maintained by the city of Kellogg from 1990-1996 when it was bought by the Silver Mountain Resort who now maintains and operates it. Annually it costs are approximately \$250,000-300,000 to maintain.	Covers 3.1 miles, 3400 feet elevation change that takes about 20 minutes. The gondola shuttles about 1600 people/hr. Operates on electric motor with a diesel back up.

Company	Which FTA, FHWA, or state-level grants do they use?	Do private and public providers share expenses?	Do they have creative relationships with other agencies and providers?	Do they have examples of their operating/service contracts?	Do the resorts have TMAs? If so, who participates?	Who manages the parking areas and enforces parking?	Are parking fees charged? How much?
<i>Tourism Whistler</i>	53% funded by the the Resort Municipality of Whistler(RMOW). 25% of the RMOW is funded by fares, 9% is provincial hotel tax and 19% local taxation. 47% funded by BC Transit Funding laws are different in Canada and are different by Providence.	No. However, private carriers are permitted to use public parking lots, and drop off areas that were built by the local government or negotiated to be built through a development as a public amenity. For example, buses from Vancouver are allowed to pick up and drop off at Gateway Loop in teh Village or in the purpose built laybys in Whistler Creek.	Whistler transit system is part of the BC Transit Regional Systems Program. Yes, BC Transit has relationships with Health agencies to provide funding for transit to medical appointments. Fore the Squamish-Whistler Commuter, in its first year, we had a \$10,000 grant from the Ministry of Highways directly out of their highway construction project as this was seen as an alternative to improve safety on the highway especially during teh construction phase. The history of the Commuter is that even though it was planeed and ready to go, there wasn't the expansion funding to turn it into a transit service. The impetus for teh pilot project which brought it to life was a strign of bad accidents between Squamish and Whistler on the highway.	Whistler is the first Resort Municipality for British Columbia; it is a unique governmental structure that requires coordination between the resort owners, hoteliers, and the federal govt.  In most communities, the local BC Transit service is provided through a partnership between BC Transit, local government and a contracted transit operating company. This partnerships is formalized through series of agrreements: a Transit Service Area Agreement, Master Operating Agreement, and an Annual Operating Agreement. The latter is renewed on an annual basis. ( <a href="http://www.bctransit.com/corporate/partnership/transitsystems_reg.cfm">http://www.bctransit.com/corporate/partnership/transitsystems_reg.cfm</a> )	We do not have a TMA.	Municipal govt,whistler Blackcomb ski resort, jointly owned lots, and private lots and garage facilities in Whistler Village. Depends on who owns the lots. Lots 1-5 are owned by local government (RMOW) but jointly managed by the RMOW ans ski are operator (Whistler Blackcomb). Lots 7,8,9, the underground lots in Whistler Creekar are leased by teh ski area operator. Some underground and above ground lots in teh Village are owned by the RMOW, others are owned by private interests and are either operated by a parking management company or by the property that owns them.	\$1/hr, hourly; \$2/hr, day; \$8, daily; overnight (summer), \$16; ten-time visitor pass, \$65; monthly pass, \$50; 3 month pass, \$180.29 Preferential parking to carpoolers of 3+ people who rideshare more than 4 days a week and who purchase a ride-share parking permit. There is parking for most visitors and additional parking associated with hotels in the area. There are areas where parking is free and areas where visitors must pay to park.
<i>Crystal Mountain Ski Area</i>							No charge. Approximately 3000 spaces and they reach capacity between 2-5x a year
<i>Alpine Meadows</i>	Farebox recovery covers approx. 15%, and 85% is covered through operating subsidies: \$50,000/yr from ski areas, funds from hotel tax, and 1/4 cent of the stat sales tax collected in Placer County.			The TMA is funded through ski resort subsidies, federal agents, trade memberships, and business associations such as chambers of commerce and tourism agencies.	TNT/TMA, the 13 member board of directors has representative from Truckee, the Hwy 2677 corridor, North Lake Tahoe, Squaw Valley, West Shore, Donnor Summit (NV and CA), Nevada County Transportation Commission, and Washoe County - Crystal Bay and Incline Village. TNT/TMA runs programs and fosters public-private partnerships and resources to address transportatin challenges in the Truckee-North Tahoe Resort Triangle.		Free during the week but \$20/day on weekends.
<i>Summit at Snoqualmie</i>	N/A	No, private only.			N/A	The ski area (resort) manages all our maintained parking lots. State Parks manages the state snow parks (Hyak and Gold Creek).	January and February \$10/day for those who do not carpool (3+ people). This demand management strategy has been successful and most guests carpool for this lot. Summit works with King County Commuter Benefits Plus Program to help employees with carpooling and vanpooling and provides perferential parking areas for carpoolers. There are 3 vanpools for employees and Summit subsidizes the program. Summit also provides vouchers for gas , sporting goods, car wash businesses, etc and prizes for employees who carpool.
<i>Squaw Valley</i>	Farebox recovery covers approx. 15%, and 85% is covered through operating subsidies: \$50,000/yr from ski areas, funds from hotel tax, and 1/4 cent of the stat sales tax collected in Placer County.	There's a contracted private company		The TMA is funded through ski resort subsidies, federal agents, trade memberships, and business associations such as chambers of commerce and tourism agencies.	TNT/TMA, the 13 member board of directors has representative from Truckee, the Hwy 2677 corridor, North Lake Tahoe, Squaw Valley, West Shore, Donnor Summit (NV and CA), Nevada County Transportation Commission, and Washoe County - Crystal Bay and Incline Village. TNT/TMA runs programs and fosters public-private partnerships and resources to address transportatin challenges in the Truckee-North Tahoe Resort Triangle.	Rob manages parking himself, along with a crew of approximately 40 people.	Parking capacity of 5000 cars. Parking is free with the exception of valet which costs \$25/day. Purchases passes for their employees to ride TART to work.

Company	Which FTA, FHWA, ,or state-level grants do they use?	Do private and public providers share expenses?	Do they have creative relationships with other agencies and providers?	Do they have examples of their operating/service contracts?	Do the resorts have TMAs? If so, who participates?	Who manages the parking areas and enforces parking?	Are parking fees charged? How much?
Stevens Pass							2700 spaces over 8 lots. Parkign will fill up 3-5x a year. Summit parking \$10 on weekends, reduced to \$5 for cars w/3+ people. All other lots are free
Northstar	Farebox recovery covers approx. 15%, and 85% is covered through operating subsidies: \$50,000/yr from ski areas, funds from hotel tax, and 1/4 cent of the stat sales tax collected in Placer County.	No. We do not share our costs with public transit providers, we do however share their costs. We pay a onetime per year \$25,000 for enhanced winter transportation operated by TART. This fee is necessary to ensure daily operation 10 hours per day along Hwy 267 corridor between Kings Beach on teh North Shore or Lake Tahoe all the way to Truckee. It makes stops at our resort midpoint along Hwy 267 twice per hour. There is a fare box cost to riders of this service as well. Our employees get a pass from Northstar to ride this bus for free. These passes cost us less than the pass that is available to the public.	We do. We have partnered with other providers for larger events suc as Tough Mudder. We will have 15-20,000 attendees over one weekend that requires an additional 80-120 buses to move people from remote lots. The additional buses were provided by the Dunham School District, Bauer Intelligent Transportation and a few smaller charter business. That effort was coordinated by the Tough Mudder staff.	The TMA is funded through ski resort subsidies, federal agents, trade memberships, and business associations such as chambers of commerce and tourism agencies.  As a publicly traded company we cannot divulge certain information that might give the public insight to our operations or business levels.	No. For our operation, which again is private, the management is handuled under Base Area Operations of which I am the Director. I have a manager that oversees what I do as well as the Village operations. I also have Transportation staff that includes a Manager, Assistand Manager, and Supervisors and trainers.	All of our parking is on private land and we manage that with our staff. Enforcement is also handled by department staff.	2400 parking spots with 900 free public parking, 300 parking spots in the village and 1200 parking spolts in the overflow lot. When parking is at capacity parking at the Truckee airport and a bus is offered as a backup.  We have \$30 paid parking on certain lots nearest the Village. There is also a \$45 valet lot for weekend parking options.
Mt. Bachelor Ski Area	In 2009, Mr. Bachelor Ski Area partnered with both the city and transit agency to apply for a grant from FTA's Paul S. Sarbanes Transit in Parks grant program to purchase new shuttle busses. FTA awarded \$1M in funds for capital updrades to the shuttle system with the ski area provided \$200,000 as match.CET purchased 6 new fuel-efficient busses, bike racks, recreational trailers, adn constructed two new bus stops on Centruy Drive. Mt. Bachelor pays for 11% of operation costs, though CET provides the service. 2011-2012 the shuttle cost \$237,000 to operate. The ski area used their old buses to supplement CET's service on the "shoulders" of the ski season, when CET did not operate the shuttle.	yes		CET has operation budger of approximately \$2.7 Million and presently has no dedicated revenue source. Capitol and operations are funded through general fund allocations from member jurisdictions and federal funds.			Parking is fee. Avg daily parking at the ski area is 1100 veh with a capacity for 3,975 cars. Parking reaches capacity 10-12 days per year, exceeding capacity 1-2x a year. A USDOT sponsored group surveyed the transportation system in Deschutes National Forest in 2009 and found that the current parking areas can accomodate about 14,000 visitores at teh resort. The ski area has a permitted capacity of 26,000 visitors per day. The forest managment plan calls for allowing additional parking at the ski area, in balance with ski lift, ski run and lodge capacity at the resort.

Company	Which FTA, FHWA, ,or state-level grants do they use?	Do private and public providers share expenses?	Do they have creative relationships with other agencies and providers?	Do they have examples of their operating/service contracts?	Do the resorts have TMAs? If so, who participates?	Who manages the parking areas and enforces parking?	Are parking fees charged? How much?
Utah Transit Authority	FHWA Forest Highway's Program - passed to UTA from the Forest Service to purchase buses equipped that could handle steep grades and winter conditions in the canyon. Total ski bus operation = \$1.5M. \$500,000 is paid by the UTA's general fund, primarily tax revenue. No grants other than vehicle procurement. 80% with 20% match on vehicle purchases.	UTA partners with Summit County to provide transit service to Park City and nearby ski resorts	The pilot programs: Park City Service has their own transit agency. They had to get a bill created to run transportation outside of their transit district. They also had to get a interlocal agreement with UTA, the county and Park City. Under that arrangement the county and Park city subsidized unsold seats to pay for the service because there wouldn't be enough ridership to pay for operations. Not sure how long that will last because the ridership hasn't increased in the past two years to sustain service	Have to check with legal department. Submit grammar request.	No TMA.	Large park and ride lots, mix of UTA owned and operated lots along the way. At the mouth of each canyon they are jointly owned and operated. i.e. the county owns the land, UTA owns operation and County Sheriff enforces parking. If UTA wholly owns it they enforce parking, if it's owned by the county then they enforce. Little Cottonwood, has more avalanches per sqft of road than any other canyon in the nation. If there's a storm, the canyon is closed, ski buses get first priority once the roads are cleared. Transit agency meets annually with ski resorts to determine transit schedules (employee start times, peak times, etc.).	No parking fees.
White River National Forest	Through fed trans auth. 'Transp or roads in or to nat'l parks or forests' Map21 - federal land access program (alt. transp) federeal land transporation program	The resort communities are all the same corporate owner. They paid for their own sys and subsidized the summit station hub. They all compliment each other. Pretty good cooperative relationship.	Maroon bells shuttle. The winter, RAFTA runs maroon belles in the summer and winter. Stable employees, less training costs. Decreases overhead. Utilize low used parking lots and bus people up to maroon lake.	Not sure. Dan bBaketship RFTA.	RFTA is served by the New Century Transporation Foundation TMA. Fairly straightforward business transaction but not really sure.	Generally it's the transportation entity. i.e. RFTA parking lot if there are problems they contact local authorities.	Park-and-ride lots charge \$15/day. Lots at the ski resorts charge between \$5-\$20/day during weekends and holidays and privee \$5/day discounts for carpools of 4+ people. Roaring fork, ECO, and Summit no parking fee. Generally fee lots are adjacent to ski communities (convenience)

Company	Which FTA, FHWA, ,or state-level grants do they use?	Do private and public providers share expenses?	Do they have creative relationships with other agencies and providers?	Do they have examples of their operating/service contracts?	Do the resorts have TMAs? If so, who participates?	Who manages the parking areas and enforces parking?	Are parking fees charged? How much?
<i>Uinta-Wasatch-Cache National Forest</i>	Refer to UTA	UTA buses are partly public subsidized, ridership, and ski resort funded. Season passes include a winter bus pass. Private vans run in ski resort UDOT must license them, usually travelers from airport (hotels).		Refer to UTA	Big and Little Cottonwood meet monthly. They both also have Road Committee's that meet as well, along with police, operations, and safety. They are looking into multi-modal transportation projects for each canyon.	Combination of agencies Big and Little Cottonwood Canyon. There's a park and ride at each canyon, 1 is on forest service land and under contract. Salt Lake County has police that enforce parking. Road shoulder parking is enforced by UDOT. Road shoulder parking is limited due to avalanche problems in the area.	No parking fees.
<i>Tahoe Area Region Transportation (TART)</i>	FTA 53-11 Fund from California and Nevada.	yes, they provide funding to supplement the public service	Built a transit center hub for ski area and park service area on FS lands.	yes	TNT/TMA manages day to day that aren't operated by Placer County. Nothing to do with parking very little TDM. Comprised of resorts, lodging and local govt.	Public parking lots managed by Placer County. Mostly maintenance since no parking fee.	not for placer county, truckee charges parking downtown. Machnies similar to pdx.(Kelly Beedie)
<i>Cascades East Transit</i>	Not for the Mount Bachelor run.		No, the Mesiner Nordic site, to work on a stop for a snow park on the way up to Mt Bachelor. A couple of hotels, sun river, stops are in the works as well.	Sending in email. Don't think it will be a model due to the uniqueness of the situation.	No TMA.	Not very urban, free parking downtown. Parking lot owned by Mt Bachelor.	Free parking.
<i>Truckee North Tahoe TMA</i>	5311	Resorts share expenses on certain pieces of the services but not their buses.	yes	yes		Private properties and Placer County have free parking (or Valet for ski resorts) and TOT has a parking plan that was implemented about 5 years ago.	TOT has 3 hour minimum but not sure of rate.

Company	Which FTA, FHWA, ,or state-level grants do they use?	Do private and public providers share expenses?	Do they have creative relationships with other agencies and providers?	Do they have examples of their operating/service contracts?	Do the resorts have TMAs? If so, who participates?	Who manages the parking areas and enforces parking?	Are parking fees charged? How much?
<i>Deschutes National Forest</i>	FTA and FHWA grants but not sure which ones	no	Agreement with Warm Spring tribe. Provide services to surrounding communities. Not sure if they got money from the county or the county supplies the grant. COMMUTE Options program.	maybe	COIC started a regional transit board that was disbanded after they were successful. There is a stakeholders board but the FS doesn't participate.	Bachelor manages their own. At the snow park, it's a combination of OSP and FS. Transit group has park and rides and CET or COIC mange them.	No fees charged.
<i>Snoqualmie National Forest</i>							
<i>City of Truckee</i>	LTF, 5310, 5311	Mutually fund operation, some private resort properties that donate dollars to fund transit that's operated by public agency.	TNT/TMA, accumulating funds from govt and private partners. Town of Truckee property taxing generates funding too. (See "Who Manages the transit for the recreation area?")	kelly beedie 530-582-2489 Jan Colyer might have access as well - water shuttle service	Tahoe North Truckee TMA - combination of government and private parties. Operating budget is farely low. Baseline funding is Town of Truckee, The North Lake Tahoe Resort Association, contribute 50%. The ski areas, individual lodging properties, and commerical properties in the region contribute as well. TMA functions as transit services contract manager as well as funding conduit. Approx \$2M pass through revenue for specialized transit services. Airport shuttle service, funded through fare revenue and asmall amount through transient occupancy tax revenue.	Bulk of parking is private parking lots. Downtown there is limited on site parking. Most is on street parking. Operated and managed by Town of Truckee	\$1.50/hr for metered spaces
Company	Fares?	Issues with maintenance/operations?	Year round or winter operated only? -Ridership different seasons, weekdays/weekends/times of day	Is it a tourist attraction aside from skiers or hikers?	Where is parking provided	Links to other transit?	
<i>Silver Mountain Resort</i>	\$17/adult, \$13/ youth (4-17), free children 3 and under. Family package (4 members) \$54, each additional person (max of 2) is \$9.	There was a bearing replacement that shut down the gondola for a week but it was all a part of regular maintenance. The only suggestion was to have a back up electrical motor in addition to the diesel motor. There was also an evacuation put in place that they ran through 2x a year in case the gondola broke down so the operators would know the procedure to evacuate riders.	Runs year round. 5 days a week except the weeks of Christmas and Presidents day.	Yes, there are restaurants open in the summer and a number of trail heads for mountain bikers.	At the base of the gondola.	No links to other transit.	

Company	Who are their markets? Do they have specific recreation markets they serve? (financially well-to-do, middle aged skiers, 18-24 yo males, etc.)	What percentage of transit riders are by charter bus? (hotel shuttles, etc.)	Can you please provide a brief history of how the TMA, transit agency, transportation consortium, coordination group was formed, and how and by who it is managed?	Notes
<p><i>Tourism Whistler</i></p>	<p>58% of residents travel to work by carpool, transit, walking, or biking. 96% of season residents use these modes in winter.</p> <p>Our market for transit is everyone, full time residents, weekend residents, guests. Since our 19% cut in service last November, we have lost many of our full time residents as transit passengers. They have purchased second cars for the family as our transit system had become too unreliable for them. We are back in a minor expansion mode and hope to win some of those customers back next winter.</p>	<p>Approximately less than 20% of winter visitors arrive by charter and less than 10% of annual visitors arrive by charter. The numbers were better in the early and mid-2000s but service has been cut over the years and visitors have moved back into their cars.</p> <p>In winter, a little under 1/3 of visitors arrive by bus (including Greyhound and other scheduled service and charter), with another small portion who arrive by taxi/limo - this is characteristic of those guests who arrive by air, as most of the regional traffic from BC and Washington starts travel by private vehicle. In summer, fewer guests arrive by bus than in winter, and small numbers arrive by taxi or limo, or the train service (available only in summer). In summer too, regional traffic drive themselves.</p>	<p>The Whistler Transit System started in December 1991 as part of the Regional (Municipal) Transit System partnership with BC Transit.</p>	
<p><i>Crystal Mountain Ski Area</i></p>				<p>Offers visitors link to theskillift.org for rideshare</p>
<p><i>Alpine Meadows</i></p>				<p>Zimride is an online rideshare matching program that creates a marketplace where drivers can sell empty seats in their cars to those looking for a ride.</p>
<p><i>Summit at Snoqualmie</i></p>	<p>There is currently a national organization that has started an Alternative Transportation Study for the mountain corridors in the Mt. Baker Snoqualmie Forest. The best person to contact there is Aleta Eng at aeng@fs.fed.us or 425.783.6017</p>	<p>Approximately 10%, mostly ski students</p>	<p>N/A</p>	<p>Rideshareonline.com for visitors, a Washington state run program.</p>
<p><i>Squaw Valley</i></p>	<p>Call Christine Horbath 530-452-7100</p>	<p>Not sure but there is an airport shuttle managed between Squaw Valley and Reno airport.</p>	<p>TMA monthly meetings</p>	<p>Zimride is an online rideshare matching program that creates a marketplace where drivers can sell empty seats in their cars to those looking for a ride.</p>

Company	Who are their markets? Do they have specific recreation markets they serve? (financially well-to-do, middle aged skiers, 18-24 yo males, etc.)	What percentage of transit riders are by charter bus? (hotel shuttles, etc.)	Can you please provide a brief history of how the TMA, transit agency, transportation consortium, coordination group was formed, and how and by who it is managed?	Notes
Stevens Pass				
Northstar	We have a wide demographic. Young kids to elderly folks, families and youth of all income brackets.	Much less than in the past. We used to charge very little for the group ticket which created issues for bus parking on sight that took up guest parking, and, we got less revenue per person. We reconfigured the price point and now have a more manageable number of group tour buses.	<p>I was voted onto the board many years ago and represent both the HWY267 corridor as well as Northstar. I provide perspective, input and feedback to the board on the local transportation, traffic, and infrastructure issues that are discussed. Our monthly meetings, on the first Thursday of each month, are held in Tahoe City. The executive director develops an agenda that potential project or needs that might be included on future agendas. Quite often guest speakers are invited in to make presentations. Some of these groups include CHP, CalTrans, NDOT, Nevada development representatives, local groups or concerned citizens, TRPA, and the like. There is also a segment where other board members including myself give status updates on their areas of representation.</p> <p>TNT/TMA was borne from the 1989 R/UDAT (Rural/Urban Design Assistance Team) where they identified the need for a Transportation Management team to coordinate the effort of identifying and improving areas within the Resort Triangle (Tahoe City to Kings Beach to Truckee area) such as transportation, parking, traffic, marketing, labor, additional studies and support. Jan Colyer is the Executive Director with a treasurer and other staff.</p>	Zimride is an online rideshare matching program that creates a marketplace where drivers can sell empty seats in their cars to those looking for a ride.
Mt. Bachelor Ski Area	Avg 56,265 trips during 2011-2012 ski season. 70% of passengers are ski employees, 30% are visitors. Of the visitors, 55% are season or 14-day pass holders and the remainder are one-day visitors.			

Company	Who are their markets? Do they have specific recreation markets they serve? (financially well-to-do, middle aged skiers, 18-24 yo males, etc.)	What percentage of transit riders are by charter bus? (hotel shuttles, etc.)	Can you please provide a brief history of how the TMA, transit agency, transportation consortium, coordination group was formed, and how and by who it is managed?	Notes
Utah Transit Authority	All services minus Park City are all skiers and park employees. They cater traditionally to locals and secondary is visitors. The visitor market is growing with budget conscious skiers who look for hotel accommodations along key corridors rather than up the canyon. Bread and butter is still season passes and employees.	Not sure. A lot of charter companies that consistently run service. They supplement UTA i.e. large tour groups.	Originally, the four private resorts helped purchase the original ski bus fleet. How much private money can be used to purchase more buses, if they want to expand fleet? Ogden Canyon is using retired buses as pilot fleet now (1996-1997). Service started with the 4 Cottonwood canyon resorts- late '70s. Those resorts have limited parking bc they are on FS lands. Congestion up the canyon. Met with UTA and they put in a large financial contribution to start. Park City and Ogden Canyon are recent. Park City has been discussed about 20 years, 24-36 months things really got going, legislatively and operationally. The idea didn't come from resorts but rather govt entities and transit agency. Resorts were recruiting employee staff from out of state and internationally.. They were previously paying a private charter to shuttle employees and then they reached out to UTA.	Alta, Brighton, Snowbird, Solitude Resorts. Geography makes it easy. 60 minutes from downtown to any ski area.
White River National Forest	Everyone has different market. Aspen - destination visitors, heavy int'l, asian, mexican, and chile, harder to get to. Moratorium for bldg in 20 years. Summit County and Vail market to local skiers, very little int'l and some domestic. Heavy midwest, and texas. Little SE. Go for areas that have no ski area. 10% new skiers will become lifelong skiers. Free passes for all 4th graders within driving distance. Ski fiesta, gay ski week, etc. A lot of kid programs, skiing, health initiatives, etc.	Not sure. Small part of transportation unit. By in large most are local.		

Company	Who are their markets? Do they have specific recreation markets they serve? (financially well-to-do, middle aged skiers, 18-24 yo males, etc.)	What percentage of transit riders are by charter bus? (hotel shuttles, etc.)	Can you please provide a brief history of how the TMA, transit agency, transportation consortium, coordination group was formed, and how and by who it is managed?	Notes
<i>Uinta-Wasatch-Cache National Forest</i>	It's destination skiing so international skiers plus a lot of local skiers (Park City/Summit County). There has been talk of connecting resorts but the National Forest is a protected culinary watershed.	No one tracks this.	75+ years UDOT and Forest Service worked on operations. In the past 5 years planning studies began. Forest Service got involved through TAG, FTA and FHWA did a small study. They met collectively and drove through each canyon. They provided guidance to applying for grants/funding. Applied for small grant to study a small issue. That jump started their involvement in Mill Creek Study. Forest Service encouraged everyone to begin applying. They got to see UTA operation sand Salt Lake Co. The small studies were the catalyst to jump strart these coordinations.	
<i>Tahoe Area Region Transportation (TART)</i>	North Lake Tahoe Resort Association-marketing and demographics. (Ron Treadesf- Transpo and Infrastructure Manager)	Not sure, there are private charters.	TMA formed in 1990 as part of a TDM effort. TNT was formed as part of Cal Trans and local interest in North Tahoe. All voluntary and membership based. Board of directors and executive director. Provides a venue to coordinate transportation efforts and programs.	
<i>Cascades East Transit</i>	have local skiers but bread and butter is domestic skiers that come to the area. Bay Area and Seattle. Not a lot of international draw. Core base of local skiers but holiday travelers is where they make their money.	none	T/A	
<i>Truckee North Tahoe TMA</i>	Ski market info would be handled through the ski resorts themselves.	8% estimate	TNT/TMA was established in late 1990 after a Redional Urban Design Assistance Team (R/UDAT) was invited by community leaders to conduct a comprehensive assessment of transportation challenges in the North Lake Tahoe-Truckee "Resort Triangle." The regions lies within two states, multiple local jurisdictions, several transporation agencies and encompasses North Lake Tahoe and Truckee as well as a number of privately owned and operated resorts. The R/UDAT panel quickly recognized this diversity and teh need for on-going communication, coordination, public-private partnerships, and locally empowered actions.	

Company	Who are their markets? Do they have specific recreation markets they serve? (financially well-to-do, middle aged skiers, 18-24 yo males, etc.)	What percentage of transit riders are by charter bus? (hotel shuttles, etc.)	Can you please provide a brief history of how the TMA, transit agency, transportation consortium, coordination group was formed, and how and by who it is managed?	Notes
<i>Deschutes National Forest</i>	Downhill skiers, tubing, developing mountain biking. Open in the summer for hiking. Local and international visitors.	Not sure.	N/A	
<i>Snoqualmie National Forest</i>				
<i>City of Truckee</i>	A lot of ski resort employees, international employees specifically. Some local residents. Local and international visitors using lodging. In the summer there are less employees, because they have better access to other transportation options.	Not sure.	TMA formed 20 years ago. It's managed with Executive Director and one staff member. There is a Board of Directors that provide policy oversight to TMA. It's comprised of of ski resort representatives, government representatives, and community stakeholders.	
<b>Company</b>				
<i>Silver Mountain Resort</i>				