



**Marketing, Group Sales and Special Events Board
Thursday, October 26, 2023**

8:30 AM

**130 Kearns Road
Council Chambers**

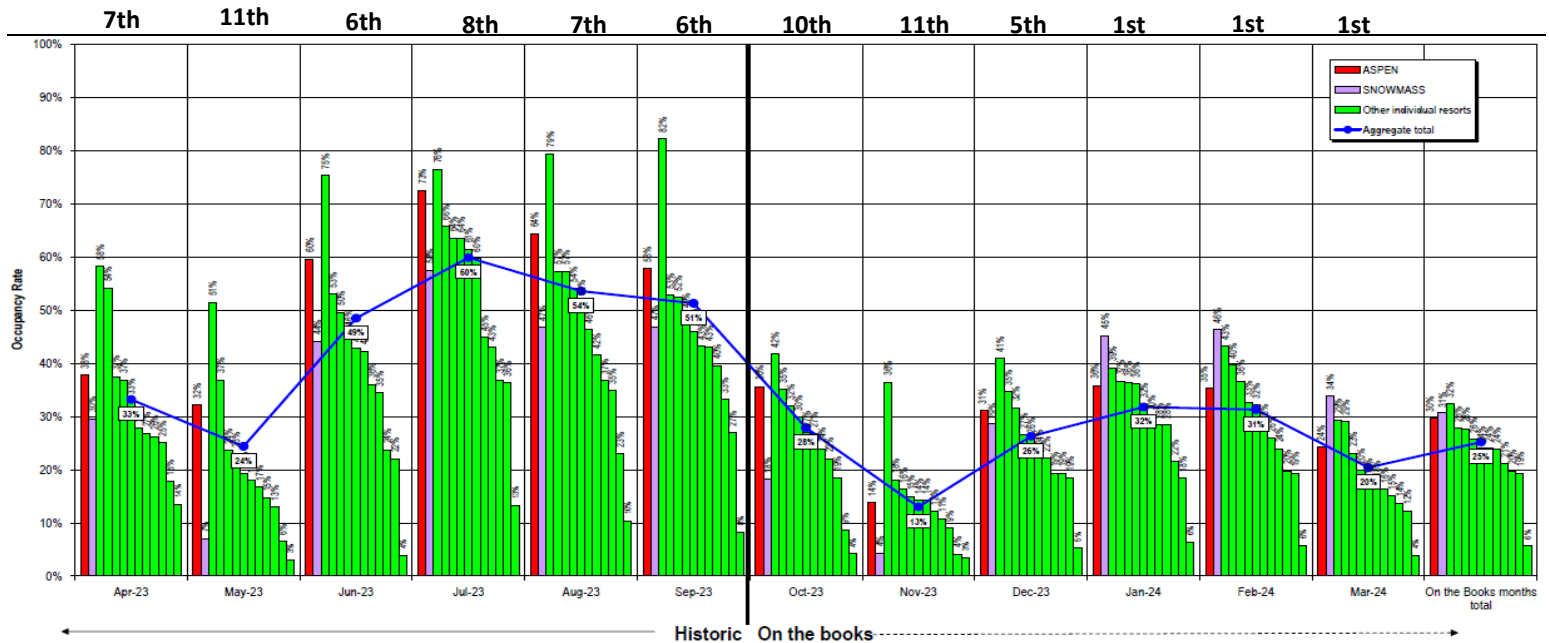
Agenda

- 1. Roll Call**
- 2. Public Non-Agenda Items**
(Limit 3 Minutes Each)
- 3. Approval of Meeting Minutes from Previous Meetings**
 - 3.1. Previous meeting on August 17th was the Board Retreat, no meeting minutes for approval.**
- 4. Programs for Review, Approval and/or Heads Up**
 - 4.1. Primary Dashboards**
[Primary Dashboards](#)
 - 4.2. Marketing Dashboards**
[Marketing Dashboard](#)
[Digital Marketing Dashboard](#)
[Public Relations Dashboard](#)
 - 4.3. Group Sales Dashboard**
[Group Sales Dashboard](#)
 - 4.4. Budget Performance Report**
[Budget Performance Report](#)
 - 4.5. 2024 Business Plan**
[2024 Business Plan](#)
- 5. Other Matters Arising**
 - 5.1. December Board Meeting**
 - 5.2. Committee to Interview Tourism Director Candidates**
- 6. Ajournment**

Snowmass Tourism

Primary Dashboard

Goal 1: maintain or improve rank in Winter and improve rank in Summer

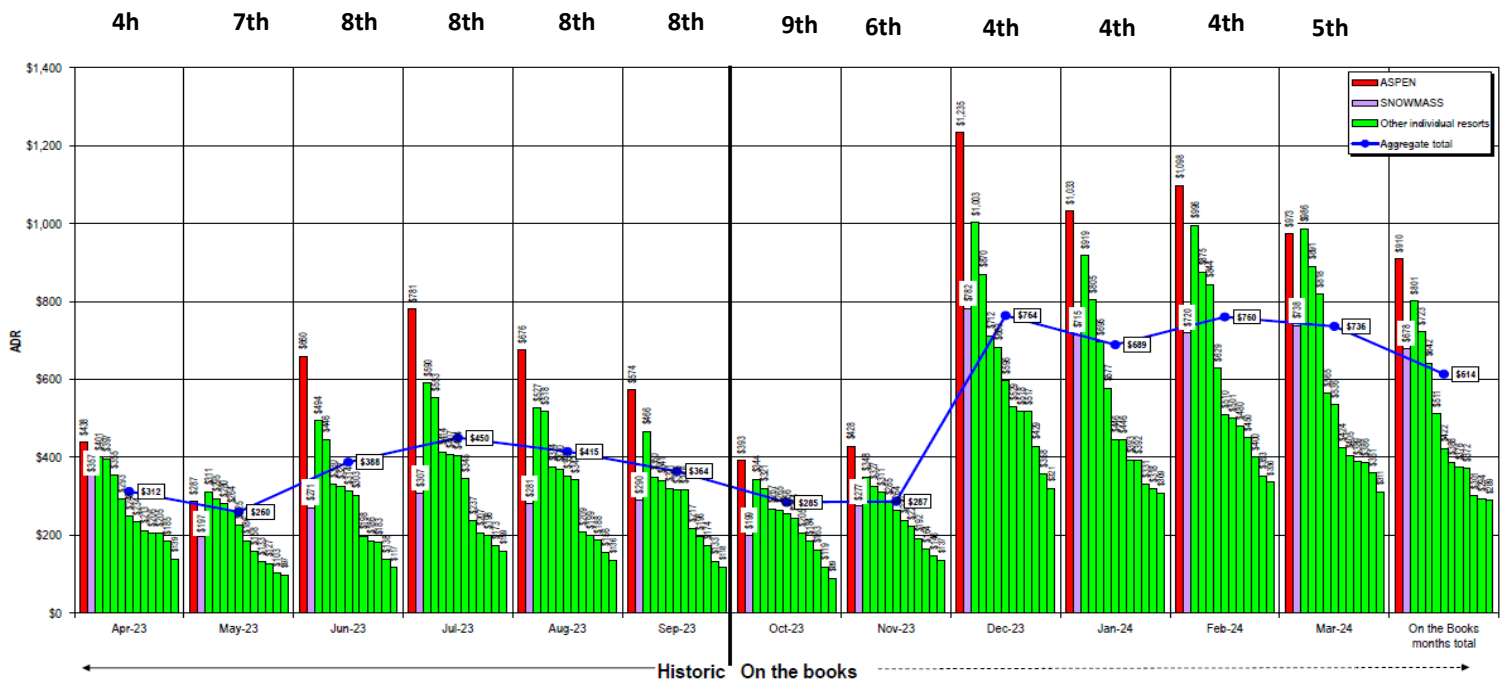


Occupancy

Winter	2018/19	2019/20	2020/21	2021/22	2022/23
Rank	1st	4th	9th	4th	7th
# Dest	17	17	17	13	13
Summer	2019	2020	2021	2022	2023
Rank	7th	9th	4th	7th	7th
# Dest	17	17	17	13	13

ADR

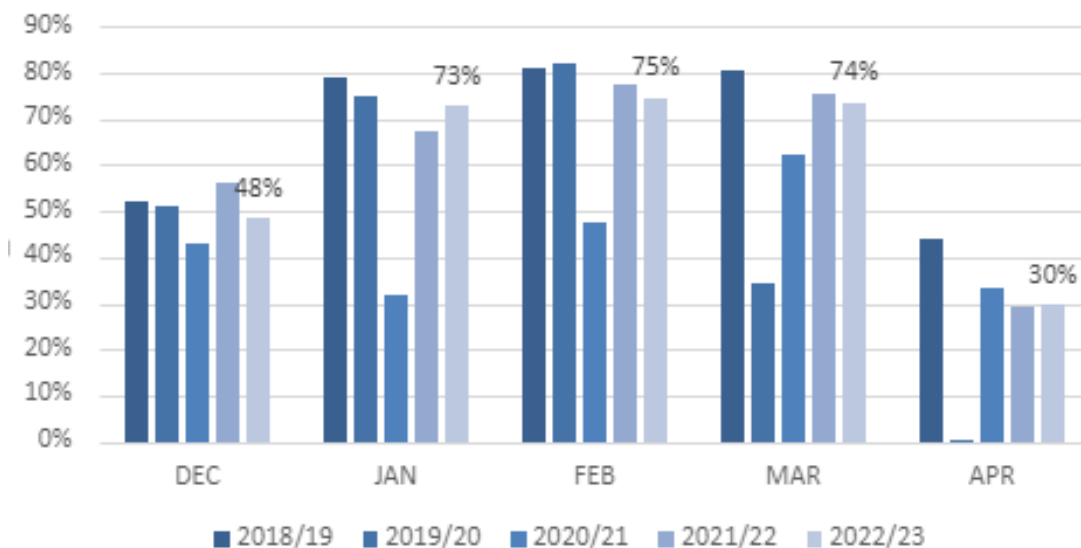
Winter	2018/19	2019/20	2020/21	2021/22	2022/23
Rank	6th	6th	6th	6th	55th
# Dest	17	17	17	13	13
Summer	2019	2020	2021	2022	2023
Rank	10th	9th	8th	8th	8th
# Dest	17	17	17	13	13



Goal 2: Increase annual total demand for overnight visitation

Increase Occupancy & Lodging Tax by 10% in Summer, 4% in Winter

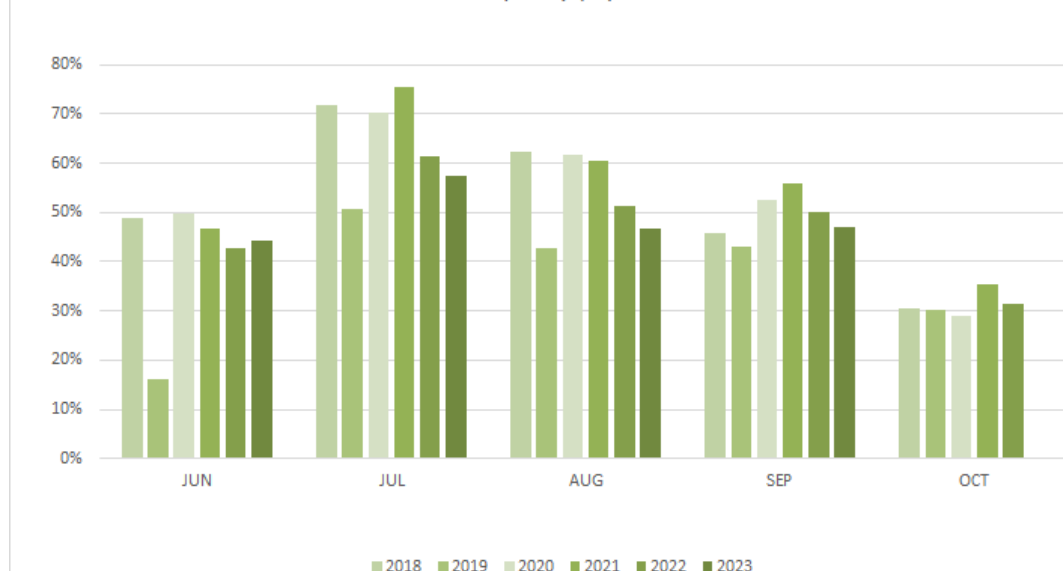
Paid Occupancy (%) - Winter



Lodging Occupancy %

WINTER	Occupancy AVG Jun-Oct	
2018/19	67%	↑8.3%
2019/20	49%	↓28.0%
2020/21	44%	↓10.3%
2021/22	61%	↑40.8%
2022/23	60%	↓2.4%

Paid Occupancy (%) - Summer



SUMMER	Occupancy AVG Jun-Oct	
2019	52%	↓1.7
2020	36%	↓29.7%
2021	55%	↑50.3%
2022	47%	↓13.0%
2023	49%	↑3.0*

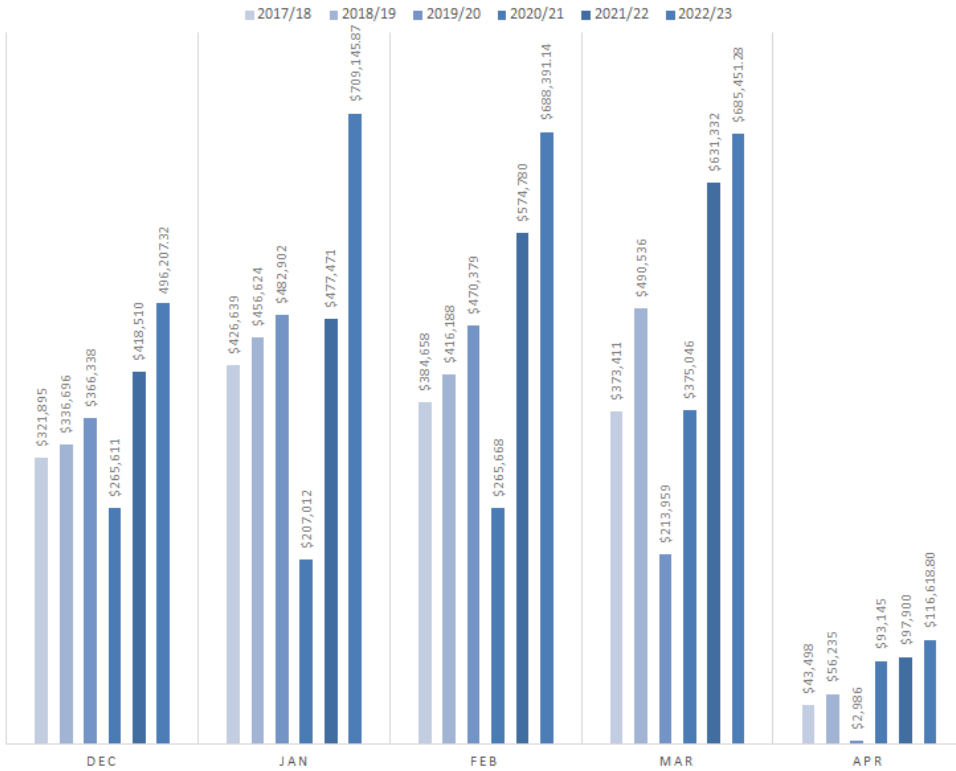
*Data for June-Sept Only

Month	Current Year Rooms Sold	Previous Year Rooms Sold	% Change
JAN 2023	29,782	25,325	17.60%
FEB 2023	28,798	29,784	-3.31%
MARCH 2023	31,341	31,578	-0.75%
APR 2023	9,835	8,812	11.61%
MAY 2023	1,944	2,098	-7.34%
JUNE 2023	16,937	16,848	0.53%
JULY 2023	23,826	25,034	-4.83%
AUGUST 2023	19,359	20,573	-5.90%
SEPT 2023	18,949	19,736	-3.99%
OCT 2023	5,697	6,932	-17.82%
NOV 2023	1,264	1,173	7.76%
DEC 2023	11,169	10,625	5.12%
JAN 2024	17,426	18,768	-7.15%
FEB 2024	16,694	16,065	3.92%
MARCH 2024	12,933	16,516	-21.69%
Total	216,327	217,286	-0.44%

Source: Destimetrics 9/30/23

Lodging Tax (\$)

LODGING TAX - WINTER

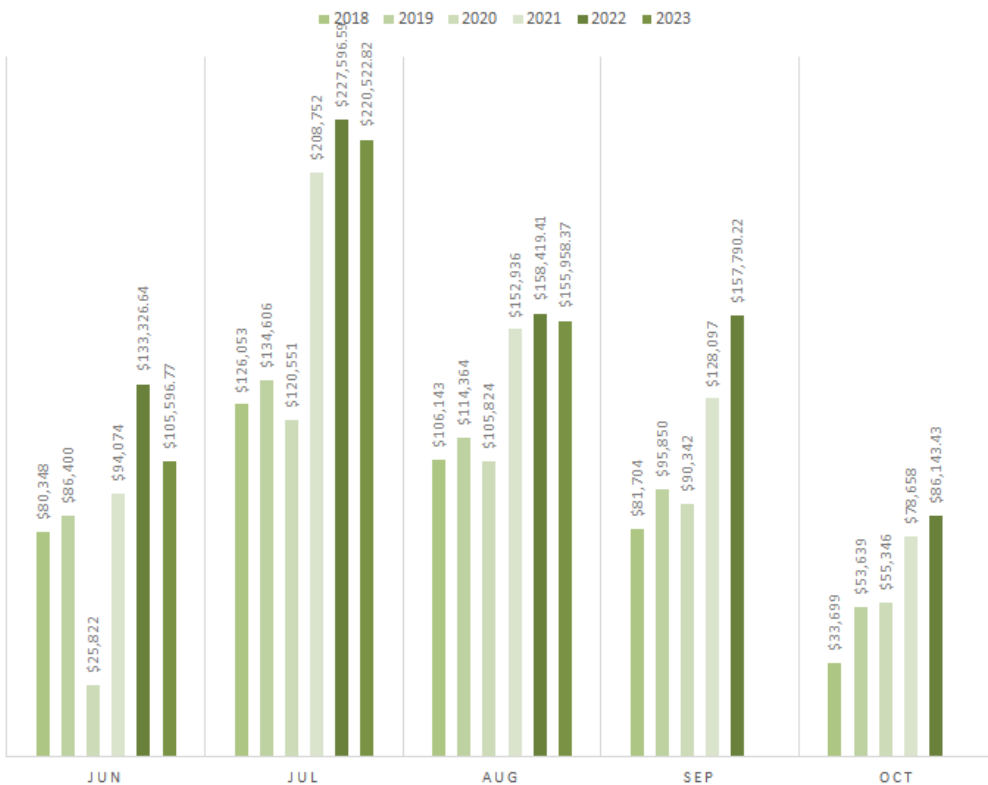


WINTER	TOTAL \$ Dec-April	
2018/19	\$1,756,279	↑13.3%
2019/20	\$1,536,564	↓12.5%
2020/21	\$1,206,482	↓21.5%
2021/22	\$2,199,994	↑82.4%
2022/23	\$2,696,333	↑22.6%

Lodging Tax Totals Jan-Aug

Year	Lodging Tax
2021	\$1,425,991
2022	\$2,328,331
2023	\$2,693,715

LODGING TAX - SUMMER



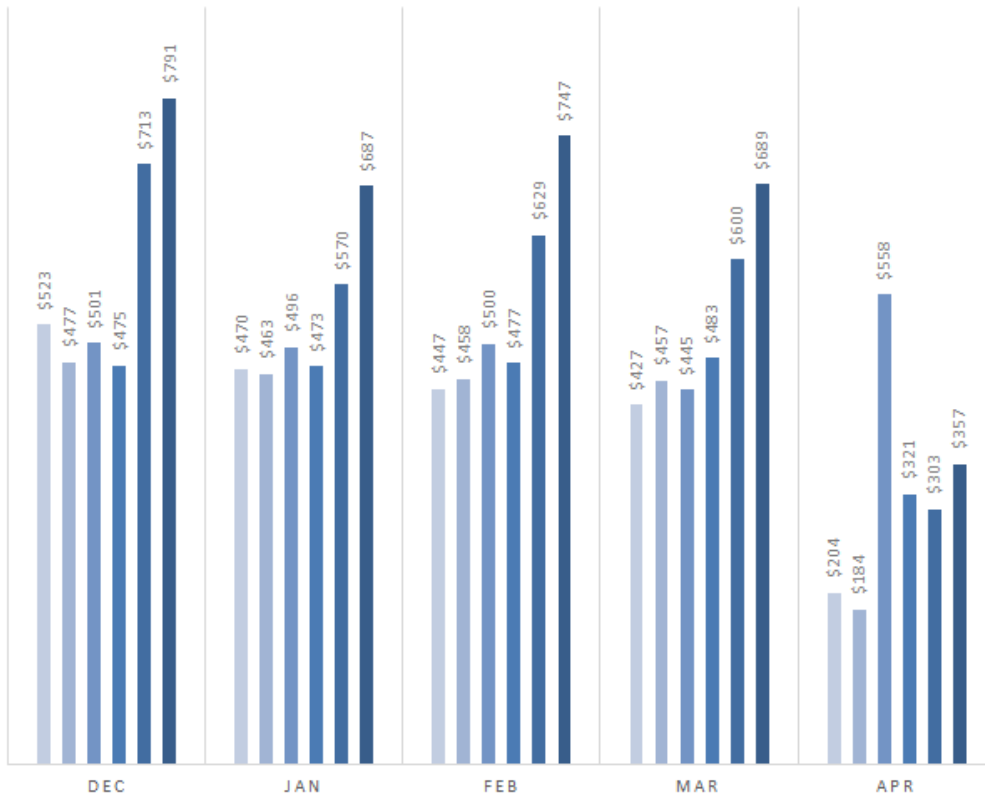
SUMMER	TOTAL \$ Jun-Oct	
2019	\$484,858	↑13.3%
2020	\$397,885	↓17.9%
2021	\$662,518	↑66.5%
2022	\$763,021	↑15.2%
2023	\$482,078*	

*Data June-Aug

Average Daily Rate (\$)

WINTER AVERAGE DAILY RATE (\$)

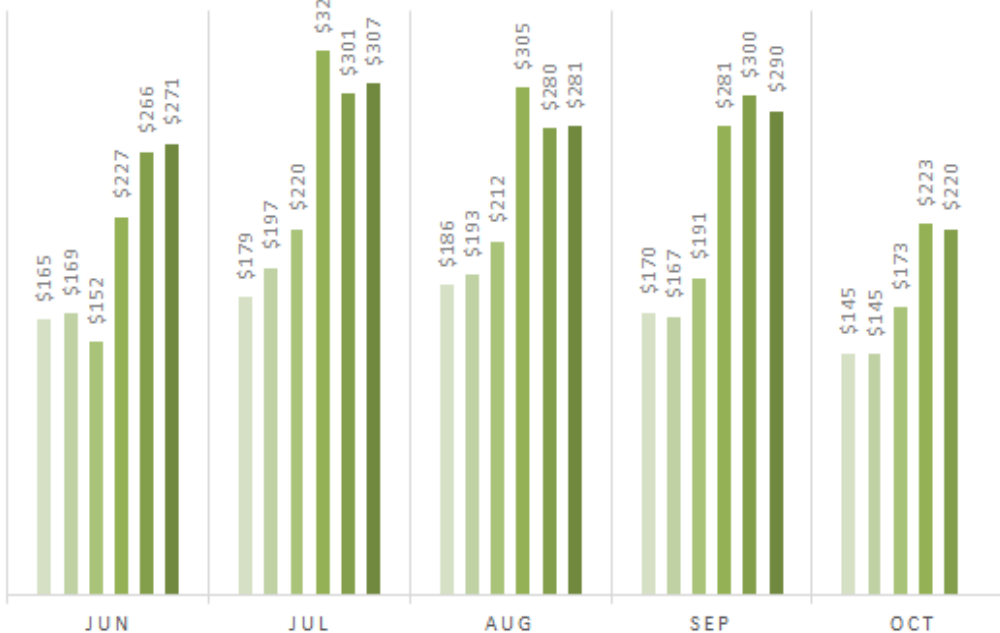
■ 2017/18 ■ 2018/19 ■ 2019/20 ■ 2020/21 ■ 2021/22 ■ 2022/23



WINTER	ADR AVG \$ Dec- April	
2018/19	\$458	↑2.4%
2019/20	\$500	↑9.18%
2020/21	\$475	↓5.0
2021/22	\$600	↑26.4%
2022/23	\$689	↑14.9%

SUMMER AVERAGE DAILY RATE (\$)

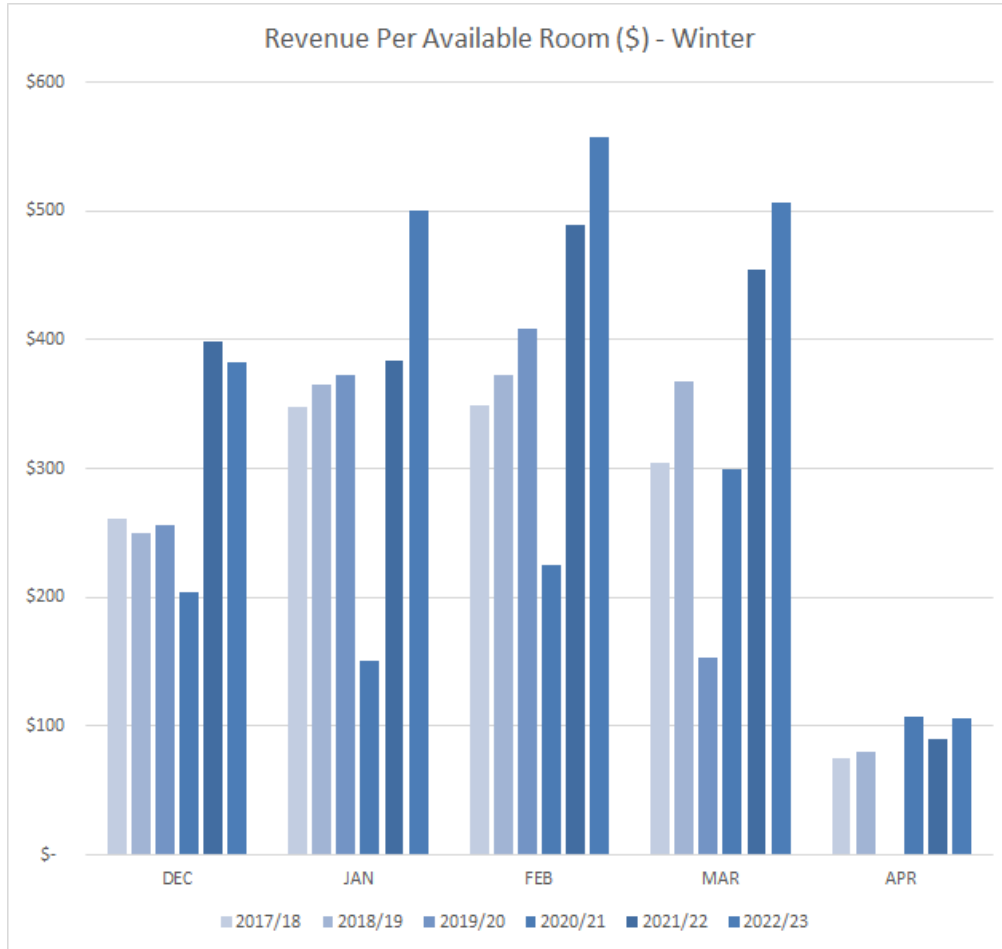
■ 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2022 ■ 2023



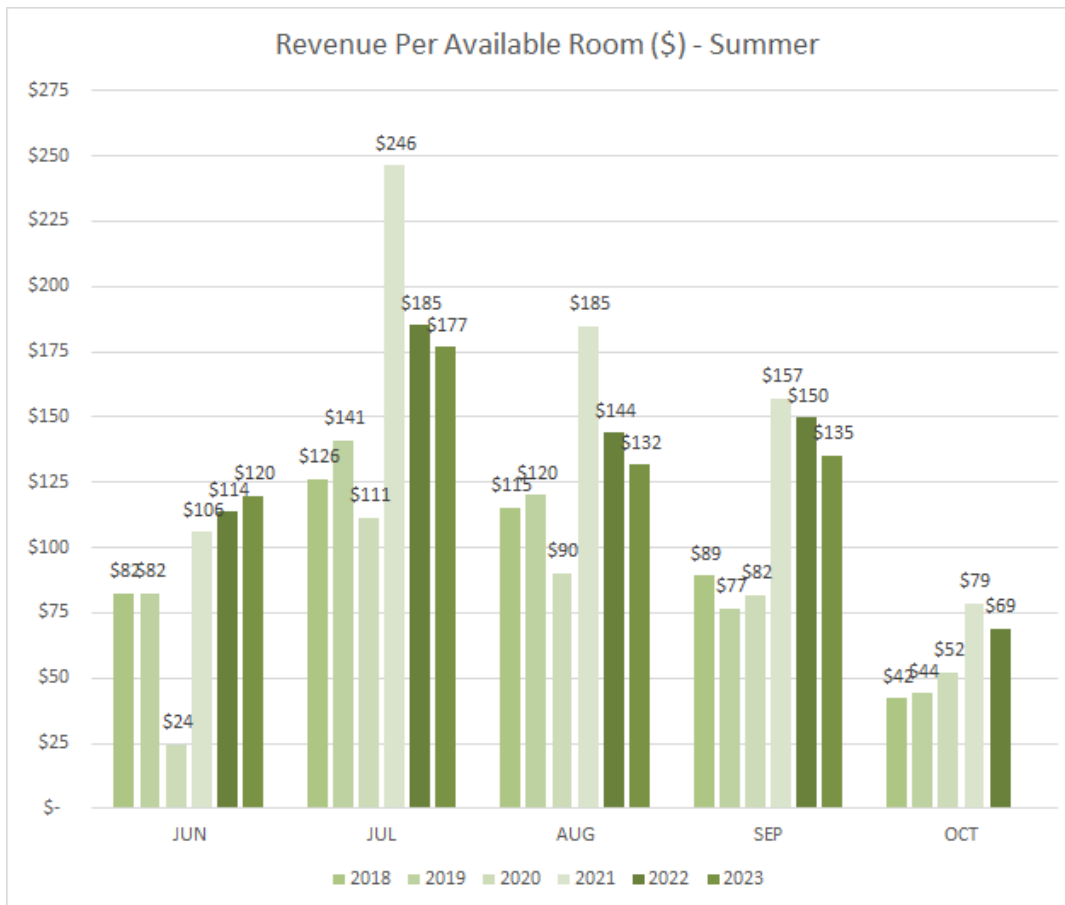
SUMMER	ADR \$ Jun-Oct	
2019	\$174	↑2.9
2020	\$190	↑8.9%
2021	\$272	↑43.7%
2022	\$273	↑0.3%
2023	\$287*	↑5.1%*

*Data for June-Sept

Revenue Per Available Room (\$)



WINTER	RevPAR AVG Dec-April	
2018/19	\$287	↑7.2%
2019/20	\$238	↓17.0%
2020/21	\$197	↓17.1%
2021/22	\$363	↑84.0%
2022/23	\$410	↑13.1%



SUMMER	RevPAR AVG Jun- Oct	
2019	\$93	↑2.0%
2020	\$72	↓22.5%
2021	\$155	↑115%
2022	\$132	↓14.5%
2023	\$141*	↑6.4%*

*Data for June-Sept

Snowmass Tourism

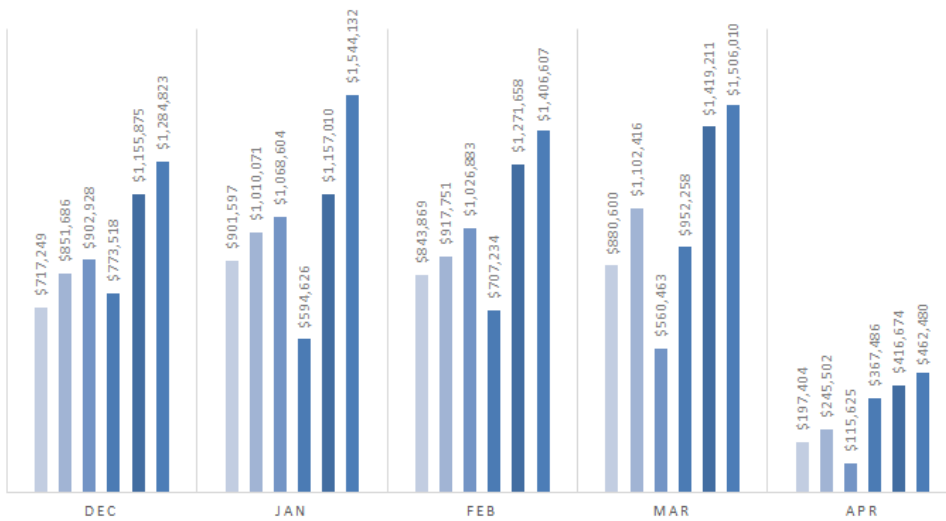
Primary Dashboard

Goal 3: Support and promote the Retail, Food & Beverage sectors with an increase of +5% Winter and +10% Summer, year over year

Marketing Sales Tax

MARKETING TAX - WINTER

■ 2017/18 ■ 2018/19 ■ 2019/20 ■ 2020/21 ■ 2021/22 ■ 2022/2023



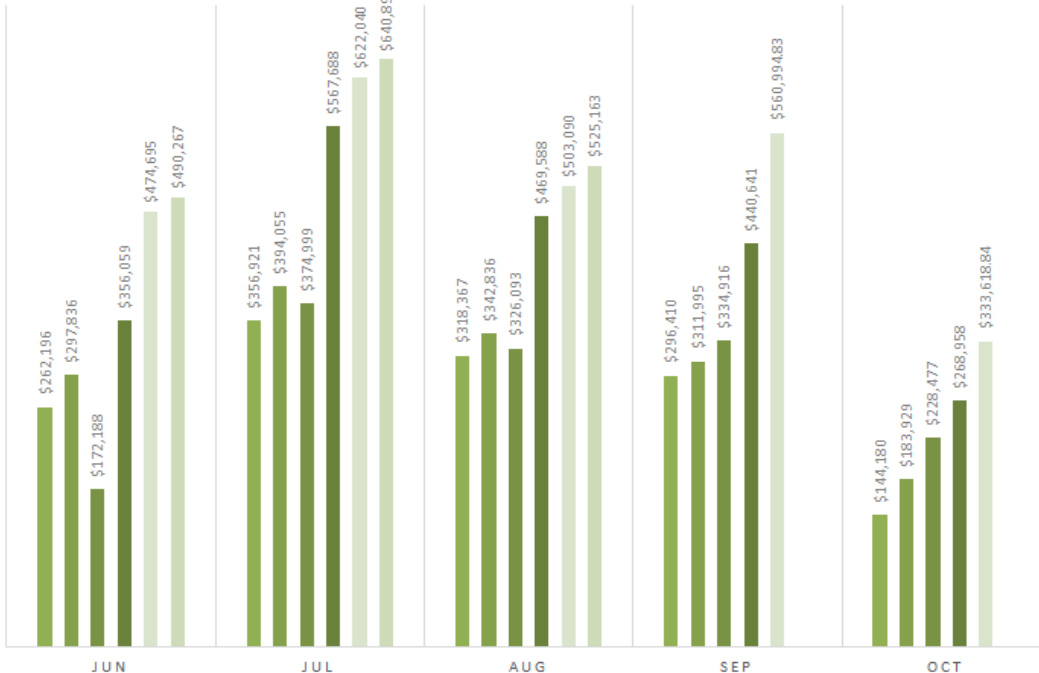
WINTER	TOTAL \$ Dec-April	
2018/19	\$4,127,426	↑16.6%
2019/20	\$3,674,5033	↓11.0%
2020/21	\$3,395,1234	↓7.6%
2021/22	\$5,420,4283	↑59.6%
2022/23	\$6,204,638	↑14%

Marketing Tax Totals Jan-Aug

Year	Revenue
2021	\$4,188,940
2022	\$6,077,581
2023	\$6,830,109

MARKETING TAX - SUMMER

■ 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2022 ■ 2023



SUMMER	TOTAL Jun- Oct	
2019	\$1,530,652	↑11.1%
2020	\$1,436,674	↓6.14%
2021	\$2,102,934	↑46.4%
2022	\$2,494,440	↑18.6%
2023	\$1,656,326*	

*Data Jun- Aug

AUGUST + SEPTEMBER 2023

PRINT COLLATERAL

This Week In Snowmass Ad

Half page in the Aspen Times, Aspen Daily News, & Snowmass Sun

Run dates: 4x weekly, June 7 – Sept. 29



Weekly Events Flyer

Distributed to Aspen and Snowmass concierges

Distributed weekly, June 1 – Sept. 30



Snowmass Plein Air Art Fest Postcard

1,000 postcards printed and distributed to relevant organizations

Launch date: August 1



We-Cycle Station Ads

Full panel ads at We-Cycle stations in Aspen, Snowmass and Basalt

Ad version: Magnify September

Run date: August 13-September 30



JAS Labor Day Experience Program Ad

Full page ad in JAS Labor Day Experience Program

Ad version: Magnify Summer

Run dates: September 1-3



Balloon Festival Pilot Brochure

500 brochures printed and distributed at event

Run dates: September 22-24



Balloon Festival Pin

900 commemorative pins distributed at event

Run dates: September 22-24



Event Marketing

Quarter page ads in local/regional newspapers; posters distributed Aspen to Glenwood, event banners on Woodbridge and event signage.

Versions: Snowmass Plein Air Art Fest, Ice Age Community Celebration, Cidermass, Snowmass Deja Vu, Snowmass Balloon Fest

Run dates: August & September



PRINT COLLATERAL CONTINUED....

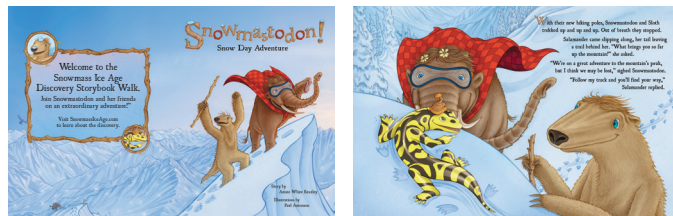
ICE AGE COLLATERAL



Village Shuttle Panels

Installed on 19 Village shuttles

Run dates: August & September



Storybook Trail Signage

Installed on Sleigh Ride Trail and at Ice Age Community Celebration

Run dates: August - September 5



Skittles Decals

Installed in 12 Sky Cab Gondolas

Run dates: August & September



Base Village Lamppost Banners

Installed on three lampposts

Run dates: August & September



Discovery Trail Signage

Updated graphic panels

Run dates: August & September



Stickers

5" x 3" stickers, four versions

Run dates: August & September



Community Celebration Collateral

Poster, ad, banner, social

Run dates: August



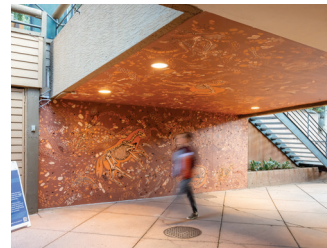
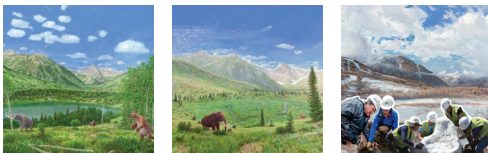
Passport Booklet

750 booklets printed

Run dates: August

PRINT COLLATERAL CONTINUED....

ICE AGE COLLATERAL CONTINUED...



Murals

Snowmass Mall and Base Village

Run dates: June – September

Viewfinders

Installed at Spiral Point

Run dates: August & September

PRINT ADS

Outside Magazine:
Added Value – Fresh Look
Bonus Section

Ad versions: Custom content

Flight Dates: July/August Issue



Texas Monthly Magazine Ad

Full page

Ad versions: Bliss

Flight Dates: October Issue
(on sale Sept 14)

OUT OF HOME

DIA Digital Billboard

Ad versions: Snowmass scenic

Flight Dates: May 29 – August 20



INTERACTIVE

TACTIC: PROGRAMMATIC DISPLAY BANNER ADS

**TheTradedesk: Cross-Device Banners**

Ad versions: Harmony, Tales, Chill, Heart
Flight Dates: April 1 – August 15

Colorado.com: Cross-Device Banners

Ad versions: Harmony, Tales, Chill, Heart
Flight Dates: April 1 – September 30

Expedia (VRBO + Hotels.com): Cross-Device Banners

Ad versions: Harmony, Tales, Chill, Beauty, Now
Flight Dates: May 5 – September 30

Outside Online: ROS Cross-Device Banners

Ad versions: Air, Flow
Flight Dates: May 1 – September 30

Outside Online: Pinkbike ROS Cross-Device Banners

Ad versions: Air, Flow
Flight Dates: May 1 – September 30

**TheTradedesk: Cross-Device Banners**

Ad versions: Wonder, Treasure, Play, Gold
Flight Dates: August 15 – September 30

TheTradedesk: Cross-Device Banners

Ad versions: Wow, Time (lodging promo)
Flight Dates: July 13 – August 15

TheTradedesk: Cross-Device Banners

Ad versions: Play, Gold (lodging promo)
August 22 – September 30

INTERACTIVE CONTINUED...

TACTIC: PROGRAMMATIC DISPLAY BANNER ADS CONTINUED...

**TheTradedesk: Cross-Device Banners**

Ad versions: Space, Après, Giggles, Bliss
Flight Dates: August 15 – March 31, 2024

Expedia (VRBO + Hotels.com): Cross-Device Banners

Ad versions: Space, Après, Giggles, Play
Flight Dates: September 1 – February 29, 2024

Outside Online: ROS Cross-Device Banners (Outside & Ski)

Ad versions: Magic, Space
Flight Dates: September 1 – February 29, 2024

TACTIC: NATIVE BANNERS AND SPONSORED CONTENT

**Snowmass**

Title: Magnify Chill

Description: 90+ miles of hiking and biking trails put nature at your doorstep.

CTA: Happy trails for you >

**Snowmass**

Title: Magnify Thrills

Description: World-class trails and endless mountain activities invite adventure for all levels.

CTA: Your adventure awaits >

**Snowmass**

Title: Magnify Melody

Description: Free concerts with a view, where music and mountains mingle.

CTA: Amplify your senses >

**Snowmass**

Title: Magnify Serenity

Description: No queues. No crowds. Just wide-open spaces that invite you to explore.

CTA: Take the trails less traveled >

Colorado.com: Native Banner Ad

Ad versions: Chill (Hiking)

Flight Dates: April 1 – September 30

Colorado.com: Native Banner Ad

Ad versions: Thrills (Biking)

Flight Dates: April 1 – September 30

Colorado.com: Native Banner Ad

Ad versions: Melody (Concert)

Flight Dates: April 1 – September 30

Colorado.com: Native Banner Ad

Ad versions: Serenity (Horseback Riding)

Flight Dates: April 1 – September 30

TACTIC: SPONSORED CONTENT



Header: Welcome to Life Magnified

Body: Snowmass is at the heart of Colorado's only IMBA Gold-Level Ride Center. With more than 90 miles of world-class mountain biking trails for all levels, Snowmass guarantees thrills at every turn. From rock gardens to flow trails, endless mountain magic is right outside your door.

CTA: Learn More

URL: <https://www.gosnowmass.com>

Outside Online Digital: High-Impact Ad Unit Partner Spotlight

Ad versions: N/A

Flight Dates: April 1 – September 30

INTERACTIVE CONTINUED...

TACTIC: COLORADO.COM CITY/TOWN PAGE

Snowmass Village, nestled in the Rockies features 95% slopeside lodging.



Snowmass is the second-largest ski area in Colorado.



Explore 90 miles of IMBA gold-level IMBA biking trails.



Free summer mountain-side concerts every Thursday evening.



The iconic Snowmass Balloon Festival fills the skies each September.



The Breathtaker Alpine Coaster zips through the forest in both winter and summer.



World class hiking and biking trails are right outside your door.



Snowmass Village is the ultimate playground for family fun.



SNOWMASS COLORADO MAGNIFY

Colorado.com: Carousel

Ad versions: N/A

Flight Dates: April 1 – September 30



Your happy place awaits >

SNOWMASS COLORADO Get outside and play >

Colorado.com: Banner Ad

Ad versions: Magnify Chill

Flight Dates: April 1 – September 30

TACTIC: PRE-ROLL/MID-ROLL VIDEO**Outside Online: Video Ad**

Ad versions: Adrenaline (:15)

Flight Dates: May 1 – September 30

**Outside Online: Video Ad**

Ad versions: Adrenaline (:30) , Adrenaline (:15)

Flight Dates: September 1 – February 29, 2024

TACTIC: HIGH IMPACT DISPLAY

Stage 1

Stage 2

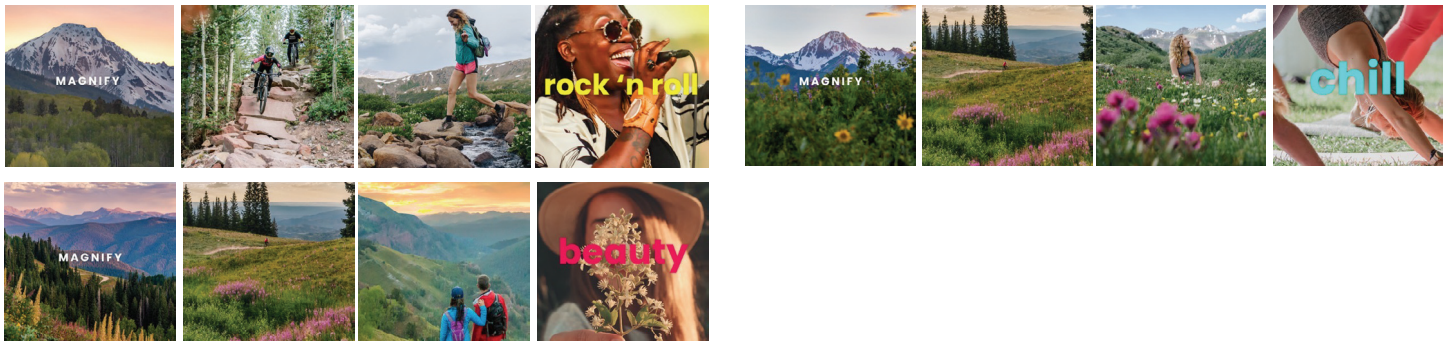
Trade Desk/Gum Gum: High Impact Display Ad

Ad versions: N/A

Flight Dates: May 1 – September 30

INTERACTIVE CONTINUED...

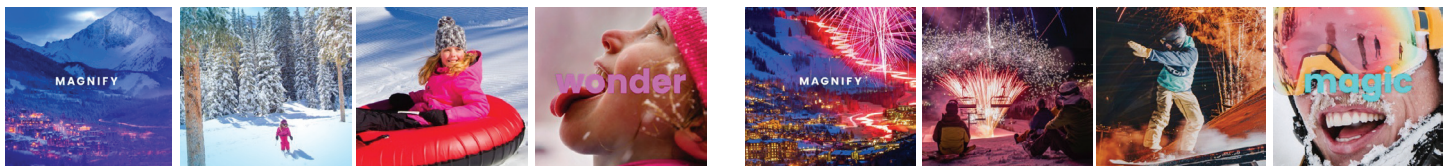
TACTIC: SOCIAL MEDIA



Facebook/Instagram: Carousel (and Stories) Ad

Ad versions: Rock 'n Roll, Beauty, Chill

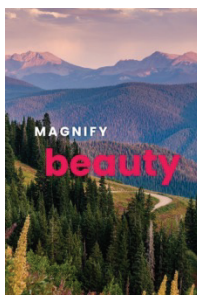
Flight Dates: May 26 – August 15



Facebook/Instagram: Carousel (and Stories) Ad

Ad versions: Wonder, Magic

Flight Dates: August 15 – March 31, 2024

**Headline:** Magnify Beauty**Description:** Nurture your love of nature**Primary:** With 90+ miles of hiking and biking trails right outside your door, it's easy to take the trail less traveled.**Headline:** Magnify Chill**Description:** Find your happy place**Primary:** Breathe in the fresh mountain air for an elevated state of chill

Facebook/Instagram: Single Image Ad

Ad versions: Beauty, Chill

Flight Dates: May 26 – August 15



Facebook/Instagram Single Image Story Ad

Ad versions: Wonder, Magic

Flight Dates: August 15 – March 31, 2024

INTERACTIVE CONTINUED...

TACTIC: SOCIAL MEDIA CONTINUED...

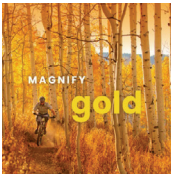


Headline: Limitless activities. Limited time offer.
Description: Save on summer in Snowmass and Aspen.
Primary: Enjoy 3 nights for the price of 2 in Snowmass and Aspen.

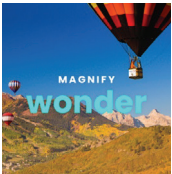
Facebook/Instagram: Single Image Ad

Ad versions: Wow, Time (lodging promo)

Flight Dates: July 13 – August 15



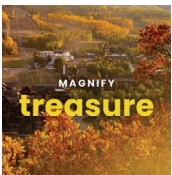
Headline: Experience fall in Snowmass.
Description: Experience the gold rush.
Primary: Colorado's only IMBA Gold-Level Ride Center right outside your door.



Headline: Experience fall in Snowmass.
Description: Snowmass Balloon Festival.
Primary: Senses soar at the Snowmass Balloon Festival September 22–24.



Headline: Experience fall in Snowmass.
Description: 2021 Travel + Leisure's best fall towns.
Primary: Voted one of the best fall towns in the country by Travel + Leisure Magazine.



Headline: Experience fall in Snowmass.
Description: Fall in love with Snowmass.
Primary: Colorado's most spectacular fall scenery steps from your door.

Facebook/Instagram: Single Image (and story) Ad

Ad version: Gold, Wonder, Play, Treasure

Flight Dates: August 15 – September 30



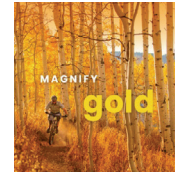
« **Headline:** Adventures from trail to town
Description: Summer in Snowmass
Primary: Unearth the adventurer in your family in nature's most stunning landscape with endless adventure right outside your door.

Headline: Magnify Wild Life
Description: Summer in Snowmass
Primary: Rewild in nature's most stunning landscapes with endless activities that invite adventure for all – right outside your door.

**Facebook/Instagram : Video Ad**

Ad versions: Family (:15), Adrenaline (:15)

Flight Dates: April 1 – September 30



Headline: Limitless mountain beauty. Limited time offer.
Description: Save on Fall in Snowmass and Aspen.
Primary: Enjoy 3 nights for the price of 2 in Snowmass and Aspen.

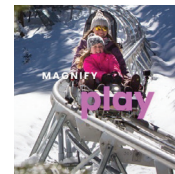


Headline: Limitless mountain beauty. Limited time offer.
Description: Save on Fall in Snowmass and Aspen.
Primary: Enjoy 3 nights for the price of 2 in Snowmass and Aspen.

Facebook/Instagram: Single Image (and story) Ad

Ad versions: Gold, Play (lodging promo)

Flight Dates: August 22 – September 30



Headline: A home base for discovery.
Description: N/A
Primary: Slopeside access to activities on and off the slopes makes it easy-peasy to pack in the fun.



Headline: Shorter lines. Longer woooo-hooooos.
Description: N/A
Primary: Ski where the treeline is the only kind of line you'll find, on the wide-open slopes of Snowmass.

Facebook/Instagram: Single Image Ad

Ad versions: Play, Space

Flight Dates: August 15 – March 31, 2024

YouTube: Trueview for Action Video Campaign

Ad versions: Family (:15, :30), Adrenaline (:15, :30)

Flight Dates: April 1 – September 30

INTERACTIVE CONTINUED...

TACTIC: SOCIAL MEDIA CONTINUED...



« **Headline:** : Winter wonder starts here.
Description: Winter in Snowmass.
Primary: Unleash the fun for your family with endless slopeside activities in nature's playground.

Headline: Winter wonder starts here. »
Description: Winter in Snowmass
Primary: A vibrant village, tucked in among pristine mountain peaks, puts ski slopes and outdoor adventures right at your doorstep. Experience life magnified.

**Facebook/Instagram : Video Ad**

Ad versions: Family (:15), Adrenaline (:15)
 Flight Dates: August 15 – March 31, 2024

YouTube: Trueview for Action Video Campaign

Ad versions: Family (:15, :30), Adrenaline (:15, :30)
 Flight Dates: August 15 – March 31, 2024

TACTIC: CONNECTED TV



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Description: Winter in Snowmass
Primary: A vibrant village, tucked in among pristine mountain peaks, puts ski slopes and outdoor adventures right at your doorstep. Experience life magnified.

**MTN CTV: Video**

Ad versions: Family (:15), Adrenaline (:15)
 Flight Dates: August 15 – November 15

TACTIC: PODCAST AD

Wondery: Pre-Produced Spot / Host-Read Commercial

Ad versions: Magnify Summer
 Flight Dates: May 1 – August 31

Wondery: Pre-Produced Spot

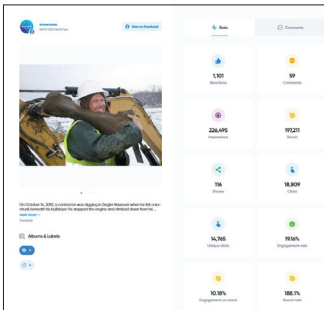
Ad versions: Magnify Winter
 Flight Dates: September 1 – November 30

Out of Bounds: Host-Read Spot

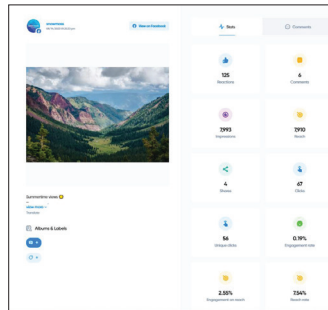
Ad versions: N/A
 Flight Dates: September 1 – December 31

TOP FACEBOOK POSTS

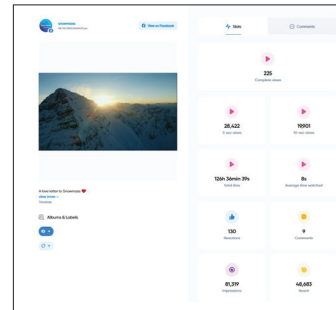
August 7



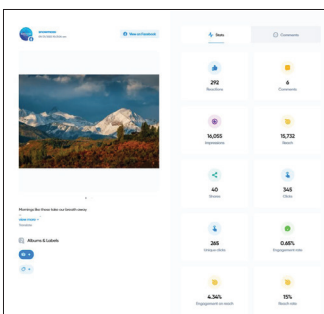
August 14



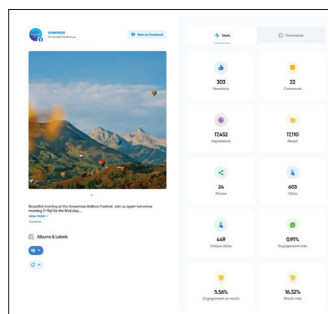
August 20



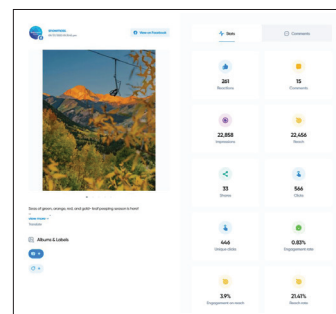
September 21



September 23

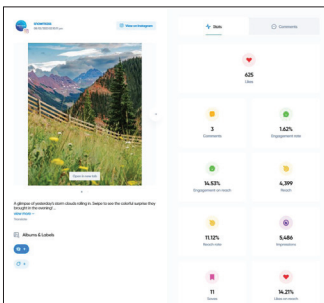


September 27

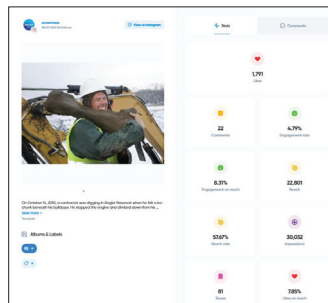


TOP INSTA POSTS

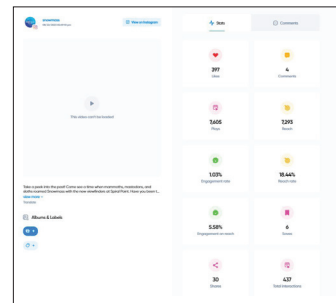
August 3



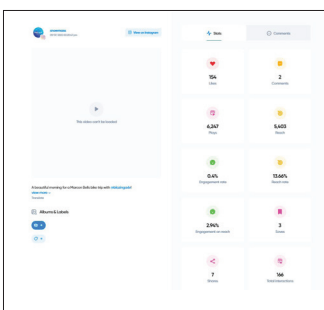
August 7



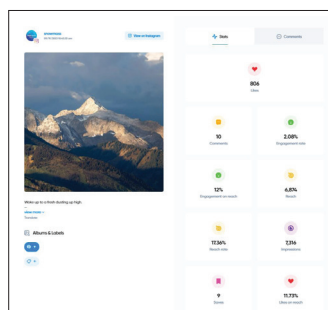
August 22



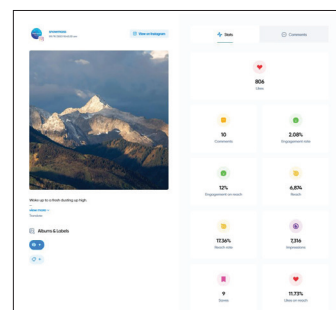
September 7



September 19

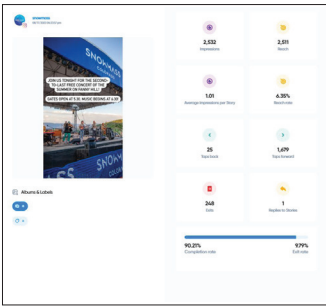


September 23

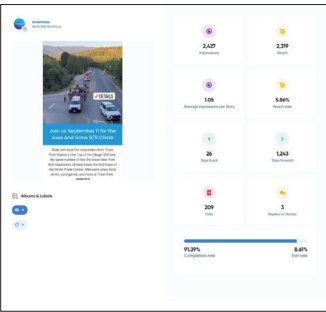


TOP INSTA STORIES

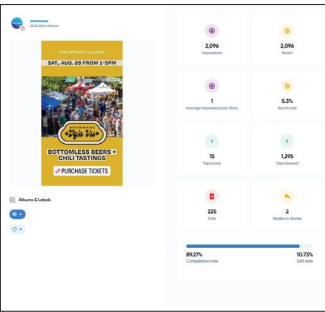
August 17



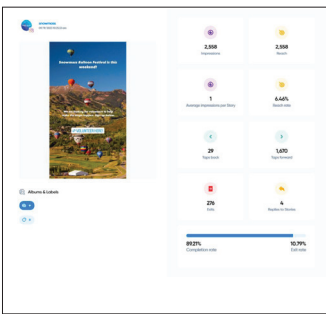
August 23



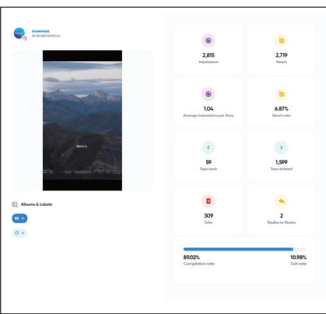
August 25



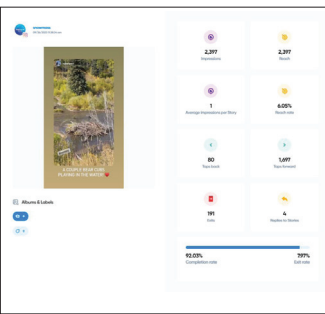
September 19



September 20



September 26



General Observations

As of 9/30/23



Website Sessions: Website sessions dramatically grew YOY in September as we simultaneously grew and reallocated our budget.

Outbound Referrals: Our referrals weakened YOY for the first time in a while. This was due to significantly reduced event clicks as well as a modest decline in general outbound clicks.

Website Activity by Traffic Source: Our engagement stats were relatively neutral based on seasonality.

Website Audience Summary: Our audience was more evenly distributed across our major markets. This was enabled by our early winter advertising push with additional relative spend.

Content Interest by Season: Our seasonal website content interest is in line with previous years.

Social Media Summary: Our Instagram Stories hit an all-time high for impressions in June helped by additional promotions of summer events.

Social Media Ad Summary: We saw a significant increase in our Facebook reach during both August and September. This is due to a correlated increase and concentration in our early winter marketing efforts. As part of such efforts, summer and winter marketing overlapped for half of the month of August.

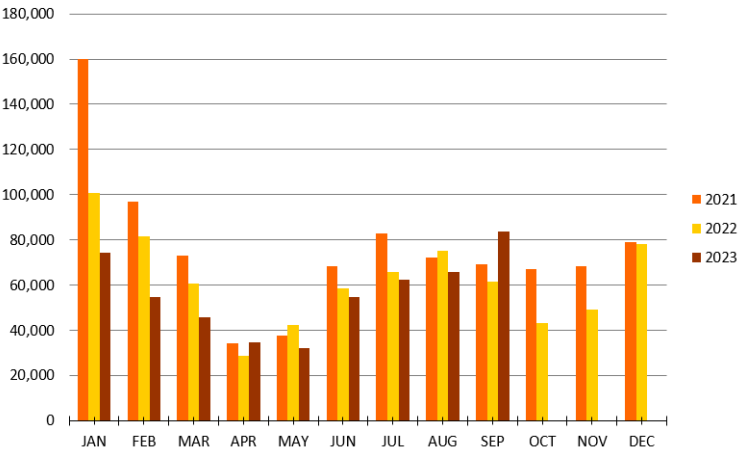
Social Media Video Ad Summary: Our view views show a deceptive significant weakness due to an especially long video (90 seconds) that we started off using. Our average watch time was 8 seconds, which is actually quite good though the percentage viewed is not. Usually, our videos are in the 15 second area, so we tend to generate a solid percentage of 50% and even 100% viewership. We recently switched our ads include the shorter, winter only version of this original video and expect our viewership stats to return to levels we're more used to seeing.

Paid Search: Our engagement from paid search declined considerably from previous months, though absolute performance is in-line with last year. We reduced our budget allocation to reallocate it to the early winter months. This was a deliberate shift to better align with seasonal user demand for information.

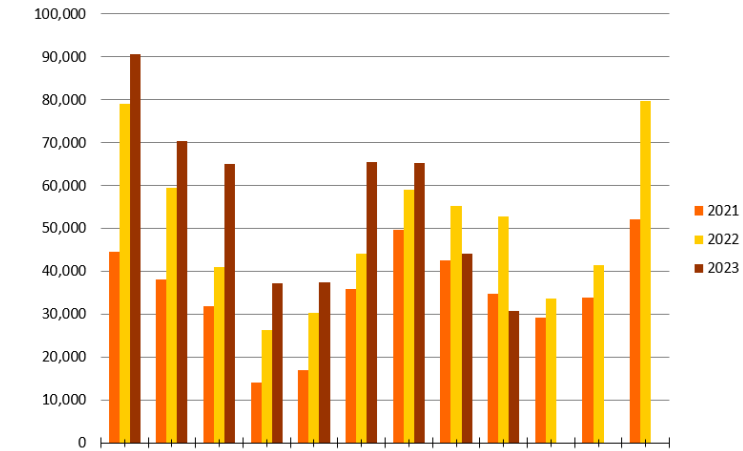
Email Marketing Summary: Consistent email marketing statistics.

Snowmass Tourism Online Dashboard
As of 9/30/23

Website Sessions

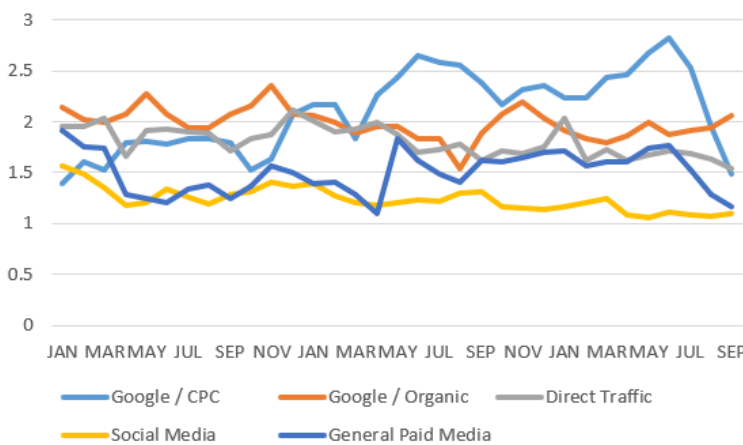


GoSnowmass.com Outbound Referrals

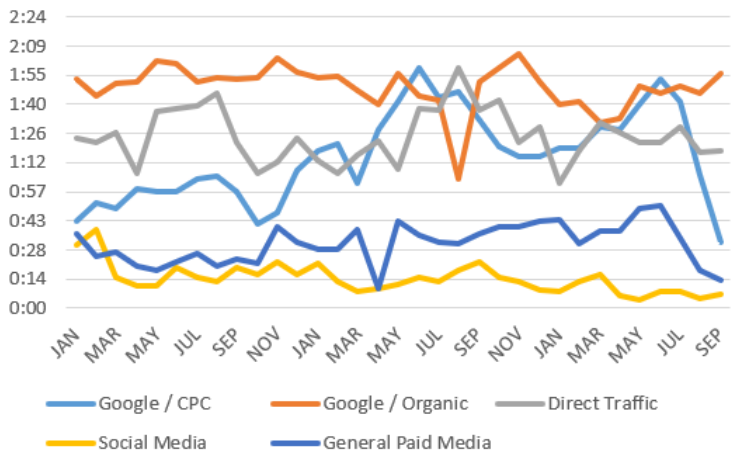


GoSnowmass.com Activity by Traffic Source

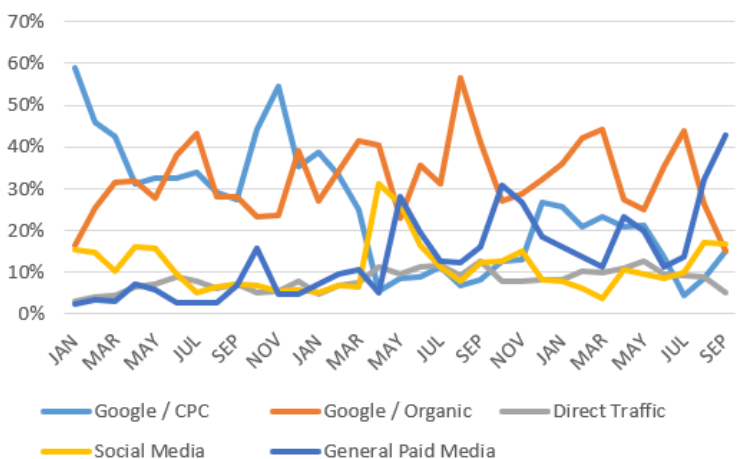
Web Pages per Session by Traffic Source



Ave. Session Duration by Traffic Source



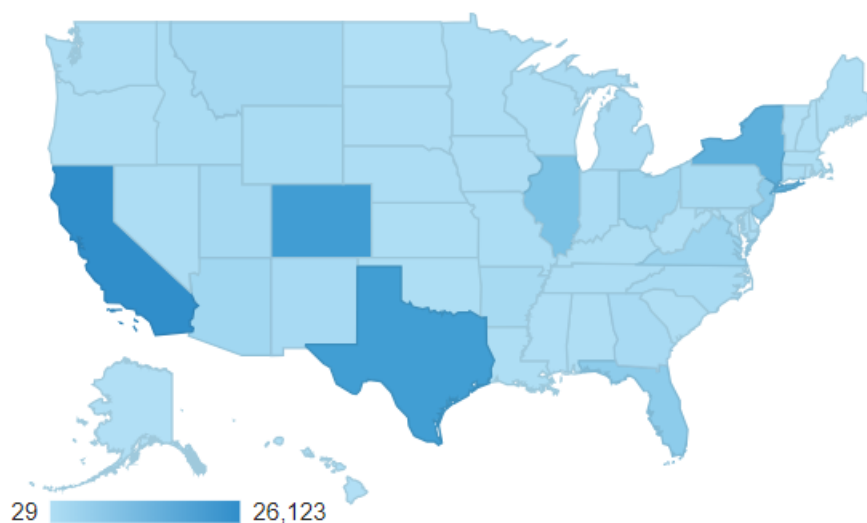
% of Total Sessions by Traffic Source



- Google/CPC:** Usually, this is our largest source of web traffic and our 2nd most engaged paid source behind Bing.
- Google/Organic:** Top two source of web traffic and engagement. Viewed as a culminating source that combines all of our marketing efforts including non-digital.
- Direct Traffic:** Viewed as web traffic from ‘friends,’ those whose web history is familiar with us already.
- Social Media:** On average, not a major source of web traffic or engagement. Web visitation tends to be more purposeful (i.e. event details, specific content piece, etc) with less broad engagement
- General Paid Media:** Primary focus is on impressions, majority of web traffic is viewed as icing on the cake.

All data in this report is sourced from Google Analytics unless otherwise noted.

2023



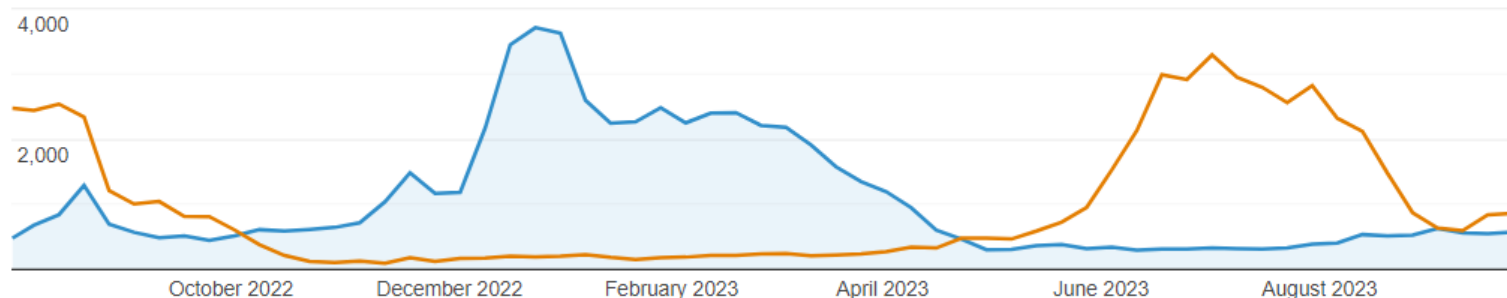
1. California	26,123 (18.04%)
2. Colorado	20,899 (14.44%)
3. Texas	20,838 (14.39%)
4. New York	14,903 (10.29%)
5. Illinois	9,282 (6.41%)

2022

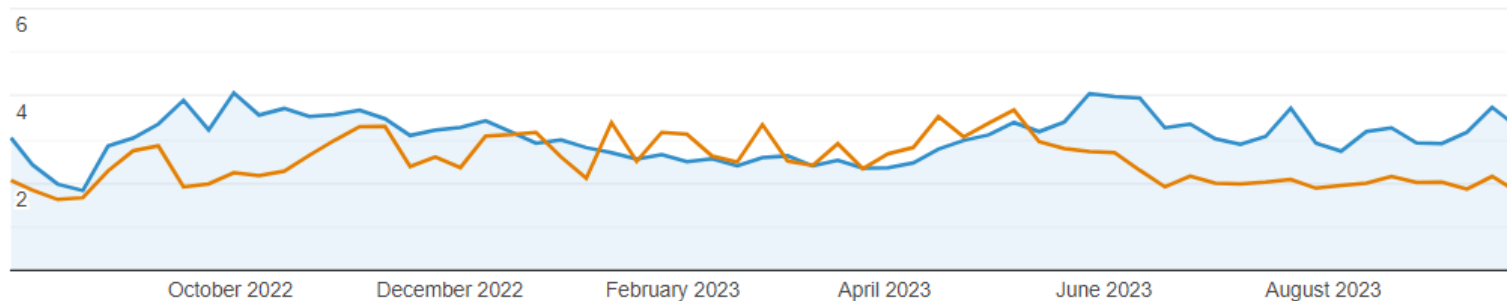
1. Colorado	27,366 (28.55%)
2. Texas	10,549 (11.00%)
3. California	9,268 (9.67%)
4. Florida	4,777 (4.98%)
5. Arizona	4,615 (4.81%)

GoSnowmass.com Content Interest by Season

● Sessions (SMV - Key Winter Pages) ● Sessions (SMV - Key Summer Pages)



● Pages / Session (SMV - Key Winter Pages) ● Pages / Session (SMV - Key Summer Pages)



Average Session Duration details could not be sourced for this report.

Social Media Summary

ATTACHMENT B

	INSTAGRAM		Post Likes	FACEBOOK Page Reach
	Followers	Stories Impressions		
Aug 22	35,692	10,603	1,628	551,705
Sep 22	36,149	28,251	7,859	596,571
Oct 22	36,299	31,950	9,986	661,388
Nov 22	36,608	Not Available	5,240	289,997
Dec 22	37,080	35,970	9,307	278,778
Jan 23	37,481	35,212	6,972	405,868
Feb 23	37,843	41,727	4,089	417,653
Mar 23	38,536	16,100	7,519	668,416
Apr 23	38,723	19,045	4,744	1,946,813
May 23	38,708	10,705	2,317	849,478
Jun 23	39,494	46,198	2,415	Not available
Jul 23	39,555	31,887	1,941	2,629,713
Aug 23	39,554	40,361	4,249	9,918,085
Sep 23	39,646	42,705	4,330	7,074,675

Social Media Ad Performance	AUG	SEP
Total People Served:	7,379,719	4,475,323
Total Impressions:	11,814,780	8,786,364
Impressions per Person:	1.6	2.0
% People Taking Action:	0.79%	0.91%
Ads with Website Click Goals		
% People Clicking to Website (CTR):	3.03%	3.87%
% People Engaging with Ad:	6.16%	7.85%
Ads with Impression Goals		
% People Engaging with Ad:	0.49%	0.52%
% People Clicking to Website (CTR):	0.09%	0.14%

Paid Search Summary

Paid Search (Google)	AUG	SEP
Search Campaigns		
Impressions	9,780	16,600
CTR	15.90%	13.05%

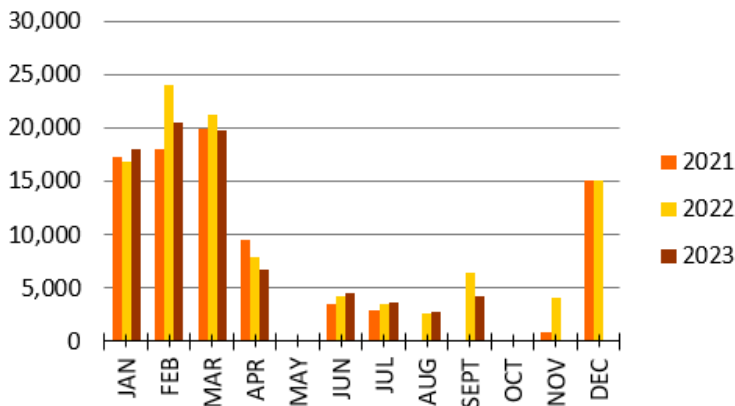
Social Media Video Performance	AUG	SEP
People Served:	7,379,719	4,475,323
Impressions:	11,814,780	8,786,364
Impressions per Person:	1.6	2.0
% of Views at 50%:	0%	0%
# of Viewers Who Watched 50%:	311	130
% of Views at 100%:	0%	0%
# of Viewers Who Watched 100%:	142	49

Email Marketing Summary

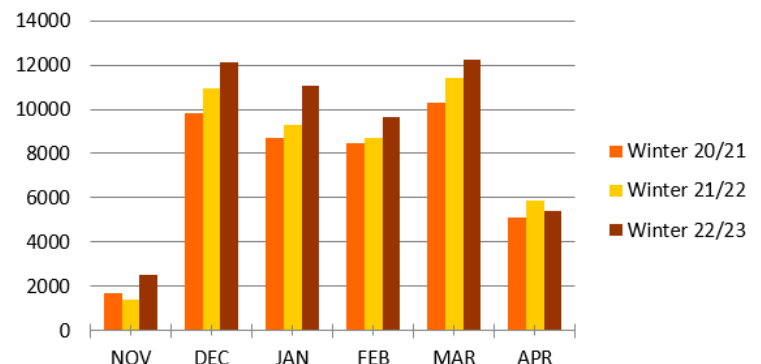
Email Marketing	JUNE	JULY	AUG	SEP
Sent	4,112	29,350	4,477	4,140
Unique Opens	1,781	10,664	1,795	1,912
Open%	43%	36%	40%	46%
Unique Clicks	492	1039	779	1097
CTR on Open	27.6%	9.7%	43.4%	57.4%

Guest Services Summary

Town Park Station Visitations



S'mores Distributed



Online Marketing

Glossary

SEASONS

Summer: Summer is defined as June, July, August, September and October of any given year.

Winter: Winter is defined as January, February, March and April of any given year and includes December of the previous year.

MARKETING

Average Session Duration: The average amount of time a user spends on gosnowmass.com.

Bounce Rate: The percentage of single-page sessions (i.e. visits in which the person left gosnowmass.com from the entrance page) to gosnowmass.com.

CTR: Click through rate, or the number of clicks relative to impressions.

CTR on Open: The number of clicks from an email marketing promotion relative to the number of opened emails (number of clicks divided by opens).

Engaged Users: The number of people who engaged with Snowmass Facebook page. Engagement includes any click or story created from a unique user.

Impressions: The total number of times an ad or other unit is displayed.

Open %: The percentage of users who open email marketing promotions out of all who are sent the email (opens divided by sends).

Outbound Referrals: Any click from a business listing, lodging special or and event page on gosnowmass.com that takes a user to an external lodging, dining, retail or event website (including clicks to Stay Aspen Snowmass).

Pages/session: The average number of pages a user viewed per session.

Sessions: The number of individual sessions initiated by all the users to gosnowmass.com. If a user is inactive for 30 minutes or more, any future activity is attributed to a new session. Users that leave the site and return within 30 minutes are counted as part of the original session. Any future sessions from the same user during the selected time period are counted as additional sessions, but not as additional users.

Reach: the total number of people who view our content on a particular channel

Town Park Station Visitation: The number of visitors passing through the welcome center at Town Park Station in a given month.



SNOWMASS TOURISM PUBLIC RELATIONS REPORT

August & September 2023

SNOWMASS TOURISM & B PUBLIC RELATIONS PR SUMMARY

In August & September 2023, Snowmass Tourism PR pitched Snowmass stories to local, regional, and national writers, focusing on fall and winter news including the Snowmass Ice Age Discovery, the MICHELIN Guide's debut in Colorado and the Roaring Fork Valley, new winter restaurant and retail openings, and capital developments. Snowmass Tourism PR planned and hosted the Snowmass Ice Age Discovery VIP Launch Party in early August, including local media outlets such as the *Aspen Times*, Aspen Public Radio, and several prominent freelancers. In early September, Snowmass Tourism PR attended the MICHELIN Guide launch party in Denver, liaising with over 50 journalists to bring awareness to Snowmass and Aspen's dining scene. Snowmass Tourism PR also coordinated media rides during the Snowmass Balloon Festival in mid-September, garnering coverage from the *Aspen Times*, *Aspen Daily News*, Aspen Public Radio, Aspen Skiing Company social media, and more. In late September, Snowmass Tourism PR attended the Colorado Tourism Office's Governor Conference on Tourism to learn about overall tourism trends and crisis/destination PR. Additionally, Snowmass Tourism PR wrapped up Summer 2023 contracts with all three international PR reps, in conjunction with ACRA, receiving final reports from Mexico, Australia, and the UK. Snowmass Tourism PR hosted eight journalists in Snowmass Village over August & September 2023. Media engagement in August & September 2023 included 54 pitched stories to national, regional, and local publications, resulting in interest from *5280 Magazine*, *Aspen Daily News*, *Aspen Magazine*, *Aspen Public Radio*, *Aspen Times*, *Conde Nast Traveler*, *Denver Post*, *Local Magazine*, *Rocky Mountain Bride*, *Serendipity Magazine*, *SheBuysTravel*, *Ski Magazine*, *Snowmass Sun*, *West of 105 Magazine*, and more.

In August & September 2023, B Public Relations pitched multiple stories to regional and national writers, highlighting the most scenic spots in the area for capturing Instagram content, and positioning Snowmass as an ideal destination for occasions including an outdoor-focused wedding, an unforgettable girls' trip, and last-minute fall getaway. Additionally, BPR distributed a dedicated pitch sharing the latest updates and details on the relaunch of the Ice Age Discovery. BPR coordinated hostings for a Houston-based writer who contributes to national outlets including Thrillist, Forbes and TravelAwaits, along with three journalist attendees on the Wedding FAM in partnership with the sales team. In preparation for the winter season, BPR distributed invitations to a select list of top-tier media contacts for hosted visits in early 2024. BPR also began planning a New York City media mission in partnership with Aspen Skiing Company, slated to take place at the end of October. Media outreach and engagement resulted in coverage in top national

and regional publications such as *Colorado.com*, *Modern Luxury Peak*, *PureWow*, *San Antonio Weddings*, *Travel + Leisure*, *WorldAtlas* and more.

MEDIA HOSTING & OUTREACH

In August & September 2023, Snowmass Tourism PR hosted and co-hosted eight journalists in Snowmass Village. Snowmass Tourism coordinated transportation, lodging, and itineraries, in addition to hosting meals and activities. Snowmass Tourism PR worked with several stakeholders in partnership for hosting, including B Public Relations, Colorado Tourism Office, and Viewline Resort Snowmass.

- **B Public Relations & Snowmass Tourism Individual Visits**
 - **Denver Post** Shauna Farnell
 - **Freelance (Thrillist, Forbes, TravelAwaits)** Rebecca Deurlein
- **Colorado Tourism Office & Snowmass Tourism Individual Visits**
 - **Dolce Magazine (Canada)** Jesse Eric Milns
 - **Grupo Mundo Ejecutivo** Arlenne Munoz
- **Snowmass Tourism Group Sales Wedding FAM**
 - **Brides of Houston** Ali Chambless
 - **San Antonio Weddings Magazine** Kat Gualy
 - **Southern Bride** Sherra Meyers
- **Viewline Resort Snowmass & Snowmass Tourism Individual Hosting**
 - **Ski Magazine** Kimberly Beekman

PRESS RELEASES DISTRIBUTED

Two news releases were distributed to national, regional, and local media

- August 29 Fall in Love with Snowmass this September
- August 13 Snowmass Tourism Revives Snowmass Ice Age Discovery Story

PR RESULTS

Total PR Stories in August & September 2023 – Approximately 567 stories

- Equaling approximately 568 million media impressions
- Equaling approximately \$1.4 million in ad value

MEDIA HIGHLIGHTS

Media coverage highlights from August & September 2023 include:

- **303 Magazine:** Soar to New Heights with These Balloon Festivals in Colorado and Beyond
- **Colorado.com:** Fall-orado: Colorado Strikes Gold with Fall Foliage & Autumn Adventures
- **Escape (AUS):** 10 Best Things to Do in Aspen This Summer
- **Family Destination's Guide:** Limelight Hotel Snowmass
- **Michelin Guide:** Meet the Unstoppable Mawa McQueen
- **Marie Claire Magazine (AUS):** Hot Aspen Summer
- **Modern Luxury Peak:** Empire Rising
- **Powder.com:** Heritage Fire Will Put Some Sizzle into Your Summer
- **PureWow:** The 39 Best Christmas Towns in the United States
- **San Antonio Weddings:** 7 Reasons to Say I Do in Snowmass, Colorado

- **The Everymom:** The Best Family-Friendly Hotels and Resorts to Visit in Colorado—Even if You Don't Ski
- **Travel + Leisure:** The Best Small Towns in the U.S. to See Fall Foliage
- **Travel Daily Media:** 11 destinations to Fall for this Autumn

SNOWMASS

COLORADO

Group Sales Update

Group Sales Dashboard Q3 2023

	2023 Q3 Goal	2023 Q3 Production	Production % Q3 Goal	2022 Q3 Production	2023 Annual Goal	2023 YTD Production (Includes variance)	Production % Annual Goal
Total Leads	150	136	91%	145	600	438	73%
Prospecting	660	667	101%	1,077	2,640	2,005	76%
Site Visits		22		9	-	45	-
IDSS New Accounts	190	222	117%	158	760	543	71%
Sales Trips (In-Person/Virtual)		10		7	-	32	-
Fams/Events		3		2	-	4	-
Room Nights Contracted	8,250	5,343	65%	4,845	33,000	13,402	41%
Variance In Rooms In Quarter		1,119		666		4,017	
Room Night Cancels		0		0		0	
Net Quarterly Definite Room Nights		6,462	78%	5,511			
Total Actualized Variance + Cancels						4,017	
Year To Date Actual					33,000	17,419	53%
% of New Room Nights - Qtr and YTD	35%	25%	70%		35%	29%	84%

Rollover Production

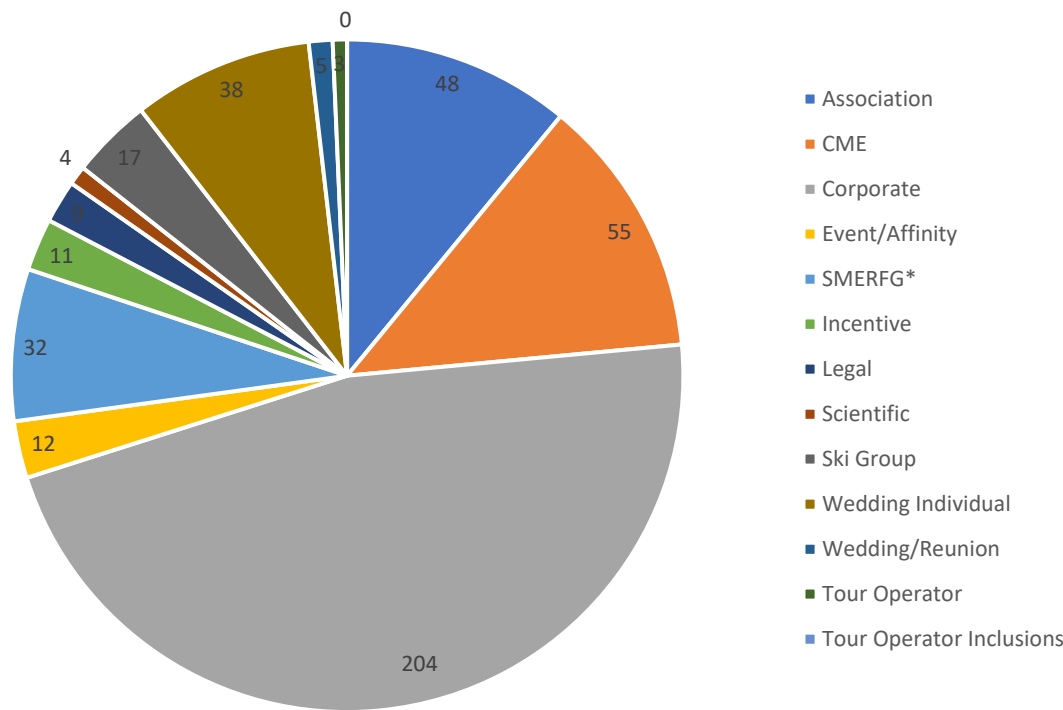
PREVIOUS PROSPECTS AND TENATIVES THAT CARRY OVER TO 2023

Conversion	2019 Rollover Production	2019 % Leads	2020 Rollover Production	2020 % Leads	2021 Rollover Production	2021 % Leads	2022 Rollover Production	2022 % Leads
Prospect	0/1	0%	1/4	25%	2/22	9%	35/178	20%
Tentative	0/1	0%	0/4	0%	0/22	0%	0/178	0%
Definite	1/1	100%	0/4	0%	2/22	9%	11/178	6%
Definite Non-Contract	0/1	0%	0/4	0%	1/22	5%	18/178	10%
Lost Business	0/1	0%	3/4	75%	17/22	77%	114/178	64%

Conversion	2023 YTD Production	2023 % Leads
Prospect	260/438	59%
Tentative	12/438	3%
Definite	20/438	5%
Definite Non-Contract	21/438	5%
Lost Business	125/438	29%

Leads by Market Segment Q3 2023

Leads by Market Segment



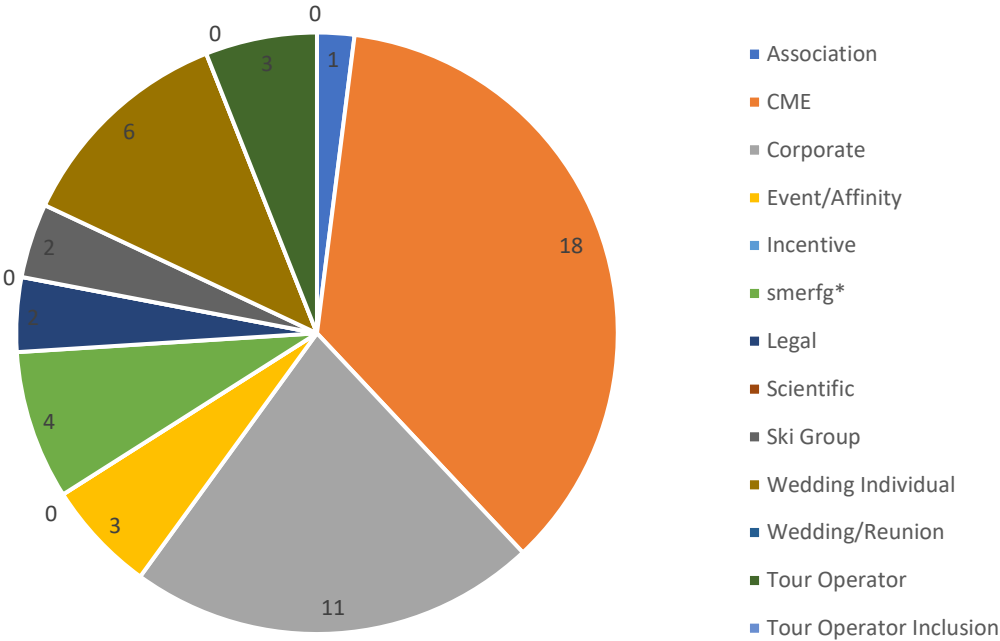
438 YTD Total Leads

Year	# Leads
2023	175
2024	187
2025	62
2026	10
2027	2
2028	2

*Associations:
28 In-State
20 Out of State

Definites by Market Segment Q3 2023

Definites by Market Segment



50 YTD Total Definites

Year	# Leads
2023	22
2024	18
2025	7
2026	3

*Associations:
0 In-State
1 Out of State

37 New from 2023
2 Rollover from 2021
10 Rollover from 2022
1 Rollover from 2019

2023 Definite Analysis Group Room Nights on the Books (by arrival date)

	Q1	Q2	Q3	Q4	
2017	14,239	3,827	5,573	1,444	25,083
2018	13,345	2,449	8,219	1,498	25,511
2019	12,409	9,777	5,514	1,830	29,530
2020	11,381	47	86	293	11,807
2021	1,813	788	1,780	1,933	6,314
2022	14,597	4,223	10,972	2,790	32,582
2023	13,094	3,219	5,718	1,864	23,895
2024	9,095	1,145	3,171	0	13,411
2025	6,540	255	474	0	7,269
2026	1,392	0	0	140	1,532

Groups on the Books arrivals starting 10/1/2023

ROOM NIGHTS	NUMBER OF GROUPS
Over 1,000	3
750 - 999	1
500 - 745	15
200 - 499	22
1 - 199	12
0	6 (contracts w/o def room nights)
TOTAL	59



Budget Performance Report

Fiscal Year to Date 10/12/23

Include Rollup Account and Rollup to Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
Fund 009 - Tourism Fund										
REVENUE										
402005	Grants	10,000.00	.00	10,000.00	.00	.00	.00	10,000.00	0	10,000.00
404071										
404071-02	Event Revenue - Sponsorships	.00	.00	.00	.00	.00	.00	.00	+++	3,500.00
404071 - Totals		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$3,500.00
407001	Interest Income	88,024.00	47,299.00	135,323.00	.00	.00	597,292.11	(461,969.11)	441	162,740.57
407003	Miscellaneous Income	.00	.00	.00	.00	.00	1,736.13	(1,736.13)	+++	5,560.00
407018										
407018-02	Co-op Reimbursement - Marketing	12,500.00	.00	12,500.00	.00	.00	.00	12,500.00	0	.00
407018 - Totals		\$12,500.00	\$0.00	\$12,500.00	\$0.00	\$0.00	\$0.00	\$12,500.00	0%	\$0.00
407056	Support for Groups	.00	20,000.00	20,000.00	.00	.00	.00	20,000.00	0	.00
413001										
413001-04	Lease proceeds	.00	.00	.00	.00	.00	.00	.00	+++	22,694.07
413001 - Totals		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$22,694.07
Department 04 - Finance										
401003										
401003-03	Sales Taxes - Marketing	8,416,211.00	.00	8,416,211.00	767.70	.00	6,897,715.95	1,518,495.05	82	8,699,322.95
401003-04	Sales Taxes - Lodging	.00	3,099,187.00	3,099,187.00	.00	.00	2,717,520.48	381,666.52	88	.00
401003 - Totals		\$8,416,211.00	\$3,099,187.00	\$11,515,398.00	\$767.70	\$0.00	\$9,615,236.43	\$1,900,161.57	83%	\$8,699,322.95
Department 04 - Finance Totals		\$8,416,211.00	\$3,099,187.00	\$11,515,398.00	\$767.70	\$0.00	\$9,615,236.43	\$1,900,161.57	83%	\$8,699,322.95
REVENUE TOTALS		\$8,526,735.00	\$3,166,486.00	\$11,693,221.00	\$767.70	\$0.00	\$10,214,264.67	\$1,478,956.33	87%	\$8,903,817.59
EXPENSE										
501001										
501001-01	Payroll - Regular	928,096.00	824,518.00	1,752,614.00	.00	.00	1,200,170.52	552,443.48	68	818,344.99
501001 - Totals		\$928,096.00	\$824,518.00	\$1,752,614.00	\$0.00	\$0.00	\$1,200,170.52	\$552,443.48	68%	\$818,344.99
501002										
501002-01	Payroll Overtime Regular	10,000.00	5,000.00	15,000.00	.00	.00	9,567.83	5,432.17	64	7,372.88
501002 - Totals		\$10,000.00	\$5,000.00	\$15,000.00	\$0.00	\$0.00	\$9,567.83	\$5,432.17	64%	\$7,372.88
501003										
501003-01	Payroll Benefits - Recreation Benefit	18,765.00	10,425.00	29,190.00	.00	.00	24,883.60	4,306.40	85	16,788.18
501003-04	Payroll Benefits - Housing Allowance	30,000.00	.00	30,000.00	.00	.00	22,500.00	7,500.00	75	30,000.00
501003-06	Payroll Benefits - Retirement	80,641.00	73,528.00	154,169.00	.00	.00	116,622.75	37,546.25	76	73,740.50
501003-08	Payroll Benefits - Medicare	12,362.00	12,028.00	24,390.00	.00	.00	19,638.69	4,751.31	81	12,671.15
501003-09	Payroll Benefits - Fica	6,547.00	.00	6,547.00	.00	.00	5,515.95	1,031.05	84	5,356.15
501003-10	Payroll Benefits - Health Insurance	318,441.00	257,488.00	575,929.00	.00	.00	375,763.71	200,165.29	65	246,889.53
501003-13	Payroll Benefits - Dental Insurance	4,082.00	3,602.00	7,684.00	.00	.00	10,764.07	(3,080.07)	140	7,072.95
501003-14	Payroll Benefits - Vision Insurance	1,771.00	1,562.00	3,333.00	.00	.00	3,135.26	197.74	94	2,301.32
501003-15	Payroll Benefits - Standard - Life / AD& D	5,493.00	5,008.00	10,501.00	.00	.00	7,024.31	3,476.69	67	4,571.65
501003-17	Payroll Benefits - Dependant Life	90.00	79.00	169.00	.00	.00	114.40	54.60	68	79.20
501003-18	Payroll Benefits - Long Term Disability	7,185.00	6,551.00	13,736.00	.00	.00	9,039.07	4,696.93	66	5,880.93



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Fund 009 - Tourism Fund										
EXPENSE										
501003										
501003-19	Payroll Benefits - Unemployment Insurance	1,876.00	1,659.00	3,535.00	.00	.00	2,699.86	835.14	76	1,740.25
501003-20	Payroll Benefits - Workmans Comp	841.00	743.00	1,584.00	.00	.00	5,425.79	(3,841.79)	343	4,085.20
	501003 - Totals	\$488,094.00	\$372,673.00	\$860,767.00	\$0.00	\$0.00	\$603,127.46	\$257,639.54	70%	\$411,177.01
501004	Training/ Registrations	12,350.00	18,000.00	30,350.00	.00	.00	15,214.15	15,135.85	50	5,944.20
501005										
501005	Travel & Meeting Expenses	45,000.00	(45,000.00)	.00	.00	.00	4.00	(4.00)	+++	40,364.14
501005-01	Travel & Meeting Expenses - Marketing	.00	37,500.00	37,500.00	.00	.00	16,591.95	20,908.05	44	.00
501005-02	Travel & Meeting Expenses - Groups	.00	89,000.00	89,000.00	.00	.00	53,696.75	35,303.25	60	.00
501005-03	Travel & Meeting Expenses - Special Events	.00	7,500.00	7,500.00	.00	.00	2,290.70	5,209.30	31	.00
	501005 - Totals	\$45,000.00	\$89,000.00	\$134,000.00	\$0.00	\$0.00	\$72,583.40	\$61,416.60	54%	\$40,364.14
502003	Contract Service	25,000.00	12,000.00	37,000.00	.00	47.99	4,663.50	32,288.51	13	2,593.36
502004	Telephone	9,120.00	5,600.00	14,720.00	.00	.00	10,223.83	4,496.17	69	7,867.78
502007										
502007-01	Maintenance Agreements - Copier	2,500.00	2,500.00	5,000.00	.00	.00	357.98	4,642.02	7	393.37
	502007 - Totals	\$2,500.00	\$2,500.00	\$5,000.00	\$0.00	\$0.00	\$357.98	\$4,642.02	7%	\$393.37
502008										
502008-01	Repairs - Equipment	1,000.00	1,000.00	2,000.00	.00	.00	.00	2,000.00	0	.00
	502008 - Totals	\$1,000.00	\$1,000.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$2,000.00	0%	\$0.00
502009										
502009-01	Mailing - Postage	1,500.00	2,000.00	3,500.00	.00	13.83	368.82	3,117.35	11	31.34
502009-03	Mailing - Tradeshow	.00	2,000.00	2,000.00	.00	.00	320.74	1,679.26	16	.00
	502009 - Totals	\$1,500.00	\$4,000.00	\$5,500.00	\$0.00	\$13.83	\$689.56	\$4,796.61	13%	\$31.34
502010										
502010-03	Utilities - Electric	1,000.00	.00	1,000.00	.00	.00	561.05	438.95	56	998.53
	502010 - Totals	\$1,000.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$561.05	\$438.95	56%	\$998.53
502013										
502013-01	Leased Equipment - Copier	3,000.00	3,000.00	6,000.00	.00	.00	2,954.69	3,045.31	49	878.52
502013-11	Leased Equipment - Interest	.00	.00	.00	.00	.00	.00	.00	+++	4.21
502013-12	Leased Equipment - Principal	.00	.00	.00	.00	.00	.00	.00	+++	1,773.51
	502013 - Totals	\$3,000.00	\$3,000.00	\$6,000.00	\$0.00	\$0.00	\$2,954.69	\$3,045.31	49%	\$2,656.24
502017	Audit	6,095.00	3,096.00	9,191.00	.00	.00	9,191.00	.00	100	5,300.00
502019	Software Licensing	41,200.00	19,000.00	60,200.00	.00	2,205.01	39,003.01	18,991.98	68	.00
502029	Accounting & Administrative Fee	23,482.00	11,742.00	35,224.00	.00	.00	35,224.00	.00	100	22,799.00
503002	Dues, Memberships, Subscriptions	7,725.00	11,700.00	19,425.00	.00	.00	16,043.10	3,381.90	83	6,392.36
503003	Miscellaneous	54,000.00	(38,000.00)	16,000.00	.00	.00	22,147.31	(6,147.31)	138	48,508.19
503005										
503005-01	Supplies - Office	7,000.00	5,000.00	12,000.00	.00	.00	2,780.00	9,220.00	23	2,788.85
503005-30	Supplies - Events	20,000.00	.00	20,000.00	.00	.00	18,385.21	1,614.79	92	16,957.80



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Fund 009 - Tourism Fund										
EXPENSE										
	503005 - Totals	\$27,000.00	\$5,000.00	\$32,000.00	\$0.00	\$0.00	\$21,165.21	\$10,834.79	66%	\$19,746.65
503007										
503007-01	Building Lease Payments - Rent	64,890.00	58,710.00	123,600.00	.00	.00	6,172.11	117,427.89	5	402.88
503007-02	Building Lease Payments - CAMS	8,015.00	.00	8,015.00	.00	.00	3,668.32	4,346.68	46	7,217.21
503007-06	Building Lease Payments - Town Hall	.00	.00	.00	.00	.00	78,979.36	(78,979.36)	+++	57,509.04
503007-11	Building Lease Payments - Rent Interest	.00	.00	.00	.00	.00	.00	.00	+++	180.35
503007-12	Building Lease Payments - Rent principal	.00	.00	.00	.00	.00	.00	.00	+++	7,319.65
	503007 - Totals	\$72,905.00	\$58,710.00	\$131,615.00	\$0.00	\$0.00	\$88,819.79	\$42,795.21	67%	\$72,629.13
503008										
503008-01	Insurance - Building	272.00	.00	272.00	.00	.00	87.02	184.98	32	108.05
503008-02	Insurance - Vehicle	360.00	.00	360.00	.00	.00	448.00	(88.00)	124	276.00
	503008 - Totals	\$632.00	\$0.00	\$632.00	\$0.00	\$0.00	\$535.02	\$96.98	85%	\$384.05
503009										
503009-01	Vehicle Expenses - Fuel	1,400.00	1,400.00	2,800.00	.00	.00	674.90	2,125.10	24	1,893.34
503009-03	Vehicle Expenses - Parts & Supplies	495.00	495.00	990.00	.00	.00	3,099.62	(2,109.62)	313	6,511.33
503009-06	Vehicle Expenses - Labor	1,750.00	1,750.00	3,500.00	.00	.00	.00	3,500.00	0	2,996.25
	503009 - Totals	\$3,645.00	\$3,645.00	\$7,290.00	\$0.00	\$0.00	\$3,774.52	\$3,515.48	52%	\$11,400.92
503027	Office Equipment	5,000.00	5,000.00	10,000.00	.00	.00	959.99	9,040.01	10	3,786.27
503028	Sky Cab/Skittles	.00	54,000.00	54,000.00	.00	.00	18,294.66	35,705.34	34	.00
507020										
507020-01	Capital Other - Leases	.00	.00	.00	.00	.00	.00	.00	+++	22,694.07
	507020 - Totals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$22,694.07
510055	Transfer Out to CIP	375,000.00	200,000.00	575,000.00	.00	.00	575,000.00	.00	100	350,000.00
550001	Airline Support	20,000.00	20,000.00	40,000.00	.00	.00	37,625.28	2,374.72	94	15,277.50
550002	Signage	30,000.00	10,000.00	40,000.00	.00	765.40	18,220.59	21,014.01	47	38,062.43
550003	Premiums	35,000.00	35,000.00	70,000.00	.00	8,255.75	44,471.43	17,272.82	75	37,957.80
550004										
550004-01	Summer Marketing - Collateral	100,000.00	.00	100,000.00	.00	5,220.36	61,811.11	32,968.53	67	101,192.41
550004-02	Summer Marketing - Advertising	740,000.00	.00	740,000.00	.00	12,921.75	671,751.37	55,326.88	93	611,868.63
550004-03	Summer Marketing - Photography	63,000.00	.00	63,000.00	.00	.00	18,325.00	44,675.00	29	68,303.70
	550004 - Totals	\$903,000.00	\$0.00	\$903,000.00	\$0.00	\$18,142.11	\$751,887.48	\$132,970.41	85%	\$781,364.74
550005										
550005-01	Winter Marketing - Collateral	90,000.00	.00	90,000.00	.00	800.00	18,311.03	70,888.97	21	74,811.22
550005-02	Winter Marketing - Advertising	820,000.00	.00	820,000.00	.00	.00	298,238.57	521,761.43	36	902,347.93
550005-03	Winter Marketing - Photography	63,000.00	.00	63,000.00	.00	.00	60,793.44	2,206.56	96	48,683.04
	550005 - Totals	\$973,000.00	\$0.00	\$973,000.00	\$0.00	\$800.00	\$377,343.04	\$594,856.96	39%	\$1,025,842.19
550006										
550006-01	Online - Web Design & Maintenance	40,000.00	.00	40,000.00	.00	.00	3,583.84	36,416.16	9	17,757.56
550006-02	Online - Social Media	65,000.00	.00	65,000.00	.00	250.00	33,903.66	30,846.34	53	39,356.32



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Fund 009 - Tourism Fund										
EXPENSE										
550006										
550006-03	Online - Search Engine Optimization & Marketing	117,000.00	.00	117,000.00	.00	2,481.15	6,752.73	107,766.12	8	108,794.83
550006-04	Online - E-mail & Content Marketing	17,000.00	.00	17,000.00	.00	.00	4,444.20	12,555.80	26	6,941.94
550006-05	Online - Miscellaneous	2,500.00	.00	2,500.00	.00	.00	.00	2,500.00	0	.00
550006 - Totals		\$241,500.00	\$0.00	\$241,500.00	\$0.00	\$2,731.15	\$48,684.43	\$190,084.42	21%	\$172,850.65
550008	Sponsorship Tool	13,000.00	.00	13,000.00	.00	.00	3,839.68	9,160.32	30	4,218.01
550009	Competitive Analysis	29,000.00	.00	29,000.00	.00	.00	14,031.00	14,969.00	48	35,411.50
550010										
550010	Summer Events	1,160,000.00	70,000.00	1,230,000.00	.00	155,447.89	767,233.59	307,318.52	75	981,154.47
550010-01	Town Services	150,000.00	.00	150,000.00	.00	.00	150,000.00	.00	100	150,000.00
550010 - Totals		\$1,310,000.00	\$70,000.00	\$1,380,000.00	\$0.00	\$155,447.89	\$917,233.59	\$307,318.52	78%	\$1,131,154.47
550011	Winter Events	770,000.00	75,000.00	845,000.00	.00	.00	505,060.32	339,939.68	60	549,545.02
550012	Ice Age Discovery Center	225,000.00	.00	225,000.00	.00	10,000.00	136,473.20	78,526.80	65	63,896.00
550013	Research Survey	15,000.00	.00	15,000.00	.00	.00	10,000.00	5,000.00	67	20,999.33
550014										
550014-01	Marketing - Collateral	.00	5,000.00	5,000.00	.00	.00	.00	5,000.00	0	.00
550014-02	Marketing - Industry Print Ads	.00	106,000.00	106,000.00	.00	439.39	53,962.55	51,598.06	51	.00
550014-03	Marketing - Online	.00	78,500.00	78,500.00	.00	.00	64,106.31	14,393.69	82	.00
550014 - Totals		\$0.00	\$189,500.00	\$189,500.00	\$0.00	\$439.39	\$118,068.86	\$70,991.75	63%	\$0.00
550015										
550015-01	Direct Sales - Tradeshows	.00	72,800.00	72,800.00	.00	.00	84,805.57	(12,005.57)	116	.00
550015-03	Direct Sales - Client Entertainment	.00	40,000.00	40,000.00	.00	.00	19,700.89	20,299.11	49	.00
550015-04	Direct Sales - FAM	.00	116,000.00	116,000.00	.00	.00	63,597.09	52,402.91	55	.00
550015 - Totals		\$0.00	\$228,800.00	\$228,800.00	\$0.00	\$0.00	\$168,103.55	\$60,696.45	73%	\$0.00
550016	Support for Groups	.00	139,000.00	139,000.00	.00	.00	45,086.07	93,913.93	32	.00
550017	One Time Expenses	7,500.00	7,500.00	15,000.00	.00	.00	.00	15,000.00	0	.00
560001	Public Relations	153,000.00	.00	153,000.00	.00	.00	101,777.52	51,222.48	67	97,460.40
560002	Rebate	55,000.00	.00	55,000.00	.00	.00	49,450.00	5,550.00	90	51,650.00
EXPENSE TOTALS		\$6,923,344.00	\$2,445,984.00	\$9,369,328.00	\$0.00	\$198,848.52	\$6,097,627.62	\$3,072,851.86	67%	\$5,887,074.52
Fund 009 - Tourism Fund Totals										
REVENUE TOTALS		8,526,735.00	3,166,486.00	11,693,221.00	767.70	.00	10,214,264.67	1,478,956.33	87%	8,903,817.59
EXPENSE TOTALS		6,923,344.00	2,445,984.00	9,369,328.00	.00	198,848.52	6,097,627.62	3,072,851.86	67%	5,887,074.52
Fund 009 - Tourism Fund Totals		\$1,603,391.00	\$720,502.00	\$2,323,893.00	\$767.70	(\$198,848.52)	\$4,116,637.05	(\$1,593,895.53)		\$3,016,743.07
Fund 055 - Capital Improvement Program										
EXPENSE										
Department 79 - Other CIP										
Division 70 - Snowmass Tourism										
579300	Snowmass Tourism Product Enhancement	400,000.00	.00	400,000.00	.00	450.00	36,283.00	363,267.00	9	.00



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Fund 055 - Capital Improvement Program										
EXPENSE										
Department 79 - Other CIP										
Division 70 - Snowmass Tourism										
579302	Fanny Hill Improvements	175,000.00	18,757.00	193,757.00	.00	.00	.00	193,757.00	0	131,242.77
	Division 70 - Snowmass Tourism Totals	\$575,000.00	\$18,757.00	\$593,757.00	\$0.00	\$450.00	\$36,283.00	\$557,024.00	6%	\$131,242.77
	Department 79 - Other CIP Totals	\$575,000.00	\$18,757.00	\$593,757.00	\$0.00	\$450.00	\$36,283.00	\$557,024.00	6%	\$131,242.77
	EXPENSE TOTALS	\$575,000.00	\$18,757.00	\$593,757.00	\$0.00	\$450.00	\$36,283.00	\$557,024.00	6%	\$131,242.77
Fund 055 - Capital Improvement Program Totals										
	REVENUE TOTALS	.00	.00	.00	.00	.00	.00	.00	+++	.00
	EXPENSE TOTALS	575,000.00	18,757.00	593,757.00	.00	450.00	36,283.00	557,024.00	6%	131,242.77
Fund 055 - Capital Improvement Program Totals		(\$575,000.00)	(\$18,757.00)	(\$593,757.00)	\$0.00	(\$450.00)	(\$36,283.00)	(\$557,024.00)		(\$131,242.77)
Grand Totals										
	REVENUE TOTALS	8,526,735.00	3,166,486.00	11,693,221.00	767.70	.00	10,214,264.67	1,478,956.33	87%	8,903,817.59
	EXPENSE TOTALS	7,498,344.00	2,464,741.00	9,963,085.00	.00	199,298.52	6,133,910.62	3,629,875.86	64%	6,018,317.29
Grand Totals		\$1,028,391.00	\$701,745.00	\$1,730,136.00	\$767.70	(\$199,298.52)	\$4,080,354.05	(\$2,150,919.53)		\$2,885,500.30

SNOWMASS

COLORADO

Snowmass Tourism **2024 Business Plan**

October 2023



October 2023

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Vision and Guiding Principles

The mission of the Snowmass Tourism (ST) is to support the town's economy through activities, events and programs that attract visitors and the associated spending. Snowmass Village has a strong and unique value proposition for its visitors. With strong funding, Snowmass Tourism is well positioned to increase the competitiveness of its marketing, group sales, guest service and event initiatives. This plan provides the framework for those efforts.

Vision | Aspiration Statement

The current aspiration statement captures the over-arching vision for the Town of Snowmass Village:

"Snowmass Village aspires to be the leading multi-season, family-oriented, inclusive mountain resort community. We will do this by creating, marketing and delivering distinctive choices for fun, excitement, challenge, learning and togetherness. All this is done amidst our unique, natural splendor ... as part of a memorable Aspen Snowmass experience.

Further, we wish to be seen as welcoming, dynamic, convenient and successful. We will always be responsible stewards of our environment, economy and society. When successful, Snowmass Village will have achieved the quality of life and economic vitality that will assure our future as a sustainable resort community."

Guiding Principles

The following guiding principles have been developed from the plan analysis.

Generate a tourism-based economic impact for the Town of Snowmass Village, including the primary sectors of lodging, retail, food & beverage, and service.

Snowmass Tourism promotion, programming and product development initiatives seek to generate trial and repeat visitors in an effort to drive a positive economic impact for the community.

Effectively meet the needs of the Snowmass visitor.

Snowmass Tourism seeks to meet the needs of Snowmass visitors through informational product development and programming efforts that provide a positive experience leading to positive reviews and word of mouth referrals.

Foster a positive, cooperative relationship with Snowmass stakeholders.

In its mission to serve the citizens of Snowmass Village, local business owners and a variety of other public and private entities, Snowmass Tourism works to proactively inform, educate and engage stakeholders in a spirit of cooperation.

Snowmass Tourism operates as an effective, efficient and responsive tourism organization, especially in consideration of the public funding of operations.

In this regard, Snowmass Tourism seeks to be an effective tourism organization that measures the outcomes of its efforts with the goal to maximize the return on investment of community funding.

Supports and promotes the long-term collaboration in the Roaring Fork Valley region.

Snowmass Tourism seeks to continually strengthen the long-term success of the greater Aspen Snowmass destination by communicating the collective capabilities of the area and cooperatively working with a variety of regional partners in this common goal.

Through special events, offerings and more, Snowmass Tourism seeks to engage with local residents and part-time residents.

Situation Analysis

- The Tourism Industry is a major part of the Snowmass economy.
- Funding for Tourism is strong and has grown as occupancy has grown.
- It is expected that Base Village will continue to have ongoing construction for the next several years.
- Aspen Skiing Company has introduced amenities (alpine coaster, zip line, climbing wall, ropes courses, additional hike/bike trails) at the Elk Camp pod that broaden the appeal of Snowmass.
- Seasonality issues – lodging rates in winter are significantly higher than in summer season. Opportunity to ‘fill’ our early and late winter season. Opportunity to raise mid-week summer valleys, and/or weekend summer rates.
- It is important to maintain strong relationships with Aspen Skiing Company, East West Partners, The Romero Group, and other community partners.
- The current strength of the US dollar is deterring international travel to mountain destinations.
- The Pitkin County Airport is undergoing a public process for expansion, the results of which will significantly impact tourism. Tourism to take an active role in the process.

Market Segmentation

Snowmass Tourism has identified the following retail segments, classified broadly as Flexible Independent Travelers (FIT) and Groups. Additionally, there is a wholesale target, tour operators, that is a much smaller portion of our target audience.

Flexible Independent Travelers (FIT)

Target audiences and markets were assessed in 2022, using a layered data analysis by utilizing in-house resources, Google Analytics and O&D flight data for ASE. All 210 DMAs were analyzed, and the markets were ranked based on the weighted index across all key variables. The data was split by season (where applicable) to determine separate market priorities for summer vs. winter.

Demographic

- Age: 25-64
- Median Household Income: \$125k+

Geographic Markets

- Targeted Regional Market: Colorado Front Range (Denver, Boulder, Fort Collins, Colorado Springs) and Grand Junction (only targeted in summer)
- Targeted National Non-Stop Fly Markets (as of September 2023): San Francisco, Los Angeles, Austin, Dallas, Houston, Chicago
- Targeted National Connecting Fly Markets: New York City metro area, Miami, San Diego, Atlanta,

- Additional Top National Connecting Fly Markets: Washington DC, Seattle, West Palm Beach, Boston, Minneapolis, Salt Lake City, Phoenix, New Orleans, Baltimore
- International: especially Europe, Canada, Australia, New Zealand, Brazil, Mexico, and Argentina

Attributes – based on PRIZM segments:

- Networked Neighbors: \$238k median household income, suburban, ages 35-54, mostly with kids in the home
- Movers & Shakers: \$143k median household income, suburban, ages 45-64, mostly without kids in the home
- Young Digerati: \$144k median household income, urban, ages 25-44, mostly with kids in the home
- Winner's Circle: \$140k median household income, metro mix, ages 35-54, mostly with kids in the home
- These audiences are not only extremely passionate about traveling and wanting to spend their money on luxury vacations, but they are also very environmentally conscious travelers

Organizations/Group Target Segments

Traditional group targets in the **Meeting & Event, Incentive**, space, including the following verticals:

- Corporate
- Incentive
- Medical with an emphasis on continuing medical education
- Legal with an emphasis on continuing legal education
- Scientific

- National & State Associations
- Weddings
- Recreational & Affinity Groups
- Ski groups & Councils
- Government (both state and federal)
- SMERF (Social, Military, Education, Religious, Fraternal)

Tour Operators

The Tour Operator segment straddles Group Sales and Marketing to niche FIT segments. While tour operators are still a factor in the business mix for Snowmass Tourism, production from this segment in recent years has shown to not necessitate continued large budget contributions. Tour operator business on average has evened out to roughly 2,000 room nights of annual production, which only accounts for an estimated 6-7% of the business mix.

Soft Adventure

There are in excess of 300 tour operators in the USA alone involved in programming soft adventure trips for groups of 4-50 people. A few examples are:

- www.epitourean.com
- www.adventuresingoodcompany.com
- www.atyourpacebiking.com

For hiking, biking, rafting and many other types of soft adventure, the goal is to maintain some contribution to the overall business mix

while eliminating large scale budget commitments to a small segment of production.

In addition to a focus on adventure, there are a number of tour operators across the globe interested in what Snowmass Village has to offer as part of a larger discovery tour of Colorado and/or the West. There are a number of local attributes of potential interest:

- Accessibility to activities/adventure, especially hiking and biking
- Ice Age Discovery
- Nature: Alpine Flora and Fauna
- Rodeo/ Western Heritage
- Photography

These areas should continue to be marketed for this segment to maintain a similar level of 4-7% contribution, but focus will ultimately take a back seat to more impactful group and FIT segments.

Stakeholders and Regional Partners

Snowmass Tourism operates within a regional tourism area in the Roaring Fork Valley near Aspen and the adjacent Maroon Bells/Snowmass Wilderness Area. Cooperative relationships are pursued with all major stakeholders in the area in an effort to identify the complete experience available to our guests. This creates a higher value proposition for potential visitors and increases significantly our competitive strength in the industry.

Snowmass Tourism's primary partnerships include all local business owners/operators, the Snowmass lodging community, major developers, Aspen Skiing Company, Aspen Chamber Resort Association, Aspen Pitkin County Airport, local organizations and others.

Cooperative Relationships

Working with these entities provides a number of benefits including activity programming, the ability to increase the leverage of Snowmass Tourism funding and expanding the impact of Snowmass promotional efforts. Examples of cooperative partner programs include Aspen Snowmass International Media Outreach, Roaring Fork Destination Alliance, Brand USA, Destination Management Association International (DMAI), the Colorado Tourism Office, Denver Museum of Nature & Science, Jazz Aspen Snowmass (JAS) and more.



Marketing Road Map

The road map is designed to link goals, objectives and, ultimately, budget line items that serve as the basis for Snowmass Tourism’s activities. This road map is a living document, updated during the year, to reflect Snowmass Tourism’s initiatives.

Terminology

1. **Goal:** a long-range goal, broadly defined with a typical timeframe of up to 3 or more years.
2. **Strategy:** how ST will guide decisions and allocate resources in order accomplish key objectives.
3. **Objective:** a near-term and specific objective to be achieved. All objectives should have the following attributes: Specific, Measurable, Achievable, Realistic, and Time-bounded (abbreviated SMART). All objectives in this plan are organized by strategy.

Goals

The following four goals have been identified for this year’s plan.

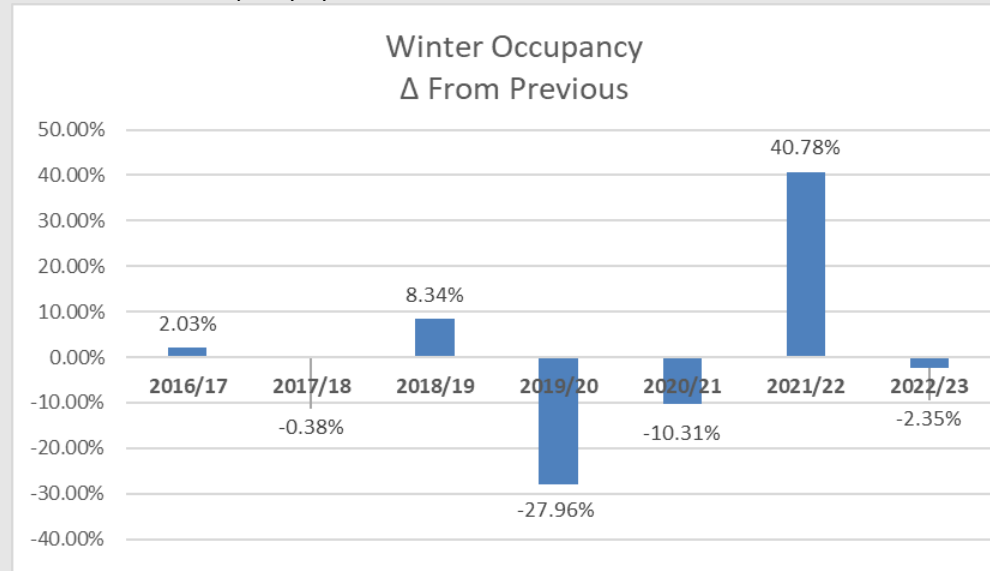
Goal 1: Effectively position Snowmass as a leading resort with a world-class value proposition.

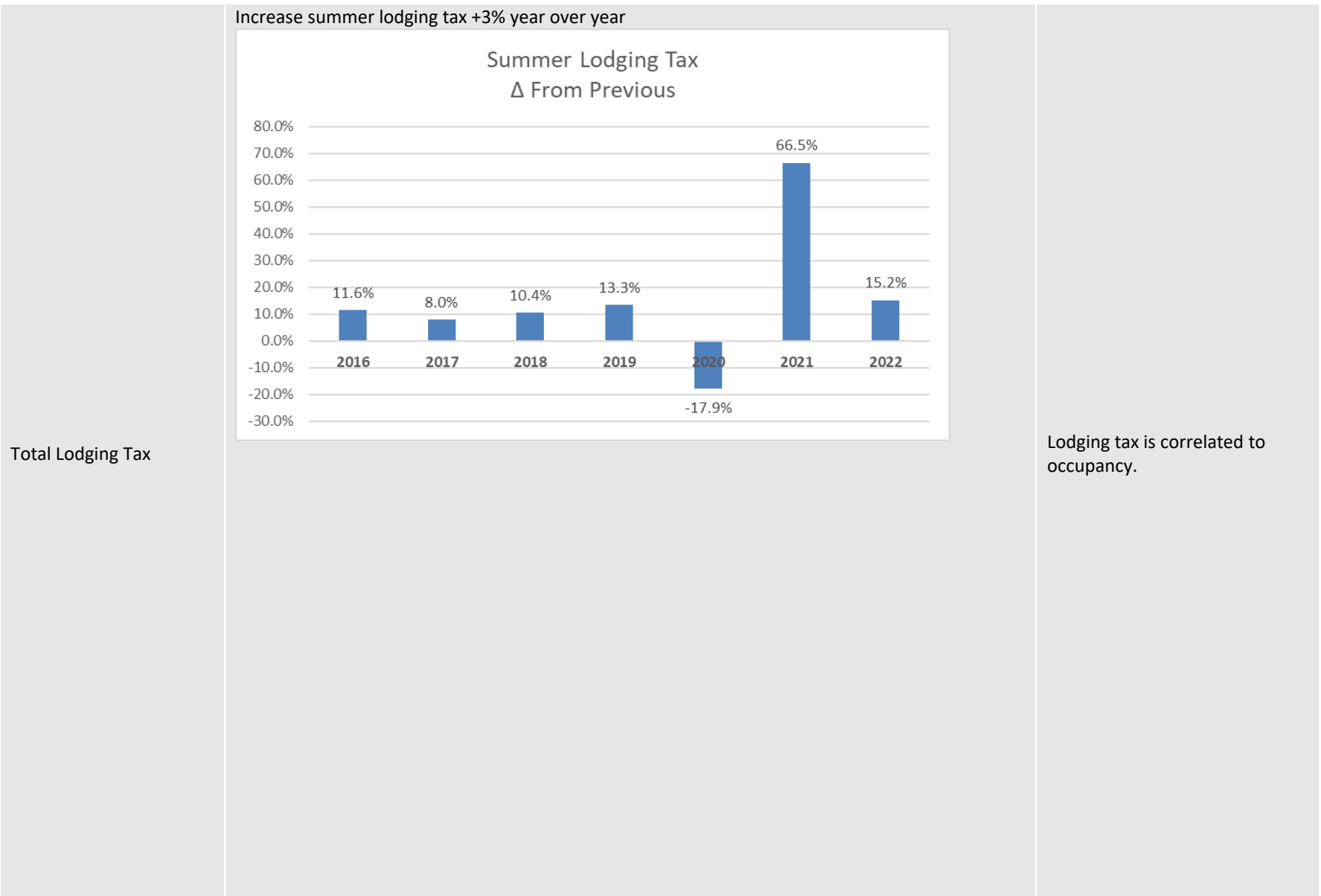
Measure	2024 Desired Outcome	2025 and Beyond
Competitive Set Position	Improve rank in Summer	Continue to achieve high ranking
Occupancy	Maintain or improve rank in Winter	On-going
PR Placements	Numerous placements naming Snowmass as a top resort	

Goal 2: Increase annual total demand for overnight visitation, especially for the summer and shoulder seasons.

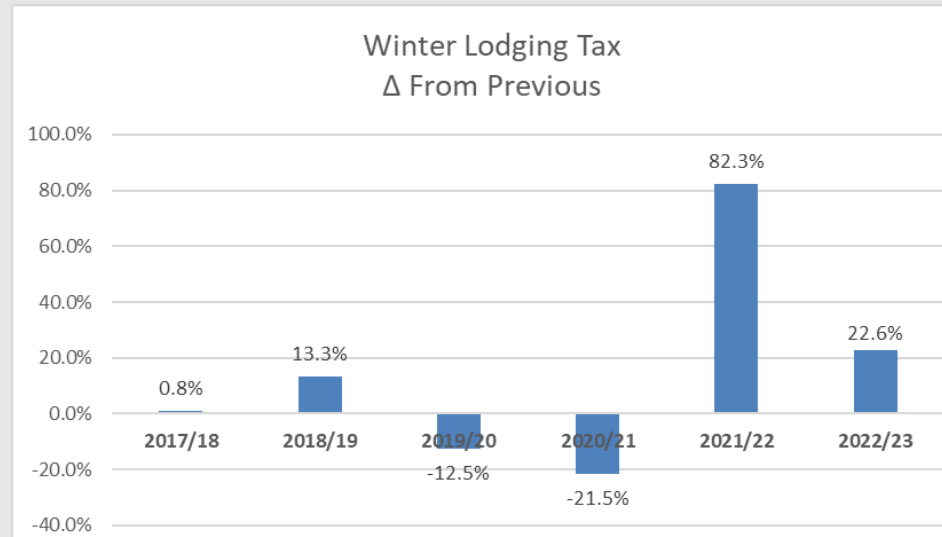
Measure	2024 Desired Outcome	2025 and Beyond															
Total Room Nights	Increase summer occupancy by +3%.																
	Summer Occupancy Δ From Previous <table><thead><tr><th>Year</th><th>Δ From Previous</th></tr></thead><tbody><tr><td>2017</td><td>-1.23%</td></tr><tr><td>2018</td><td>9.33%</td></tr><tr><td>2019</td><td>-1.71%</td></tr><tr><td>2020</td><td>-29.67%</td></tr><tr><td>2021</td><td>50.25%</td></tr><tr><td>2022</td><td>-13.47%</td></tr><tr><td>2023</td><td>3.06%</td></tr></tbody></table>	Year	Δ From Previous	2017	-1.23%	2018	9.33%	2019	-1.71%	2020	-29.67%	2021	50.25%	2022	-13.47%	2023	3.06%
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2022	-13.47%																
2023	3.06%																

Increase winter occupancy by +1.5%



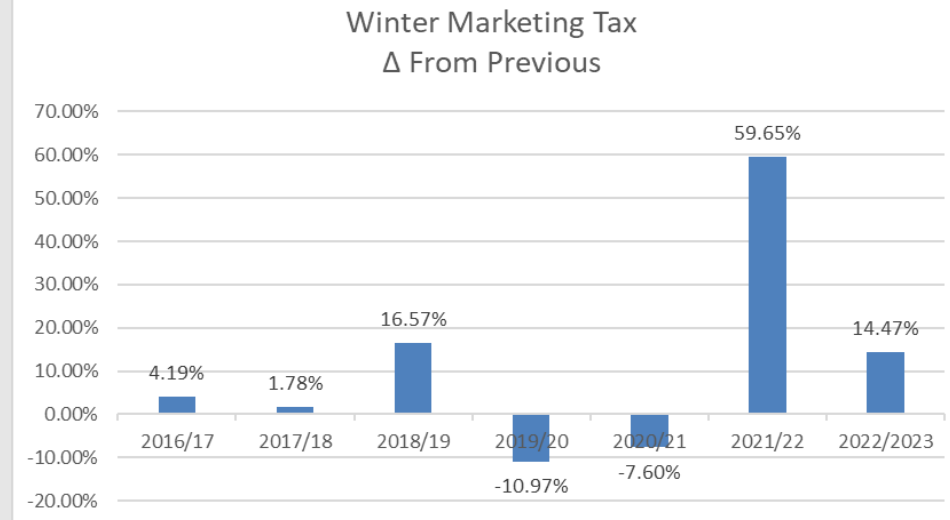


Increase winter lodging tax by +3% YOY



Goal 3: Support and promote the retail, food and beverage sectors as necessary for the delivery of complete guest services.

Measure	2024 Desired Outcome	2025 and Beyond																
Marketing Fund Tax	Increase Summer Marketing Tax by +7% year over year Summer (Jun-Oct) Summer Marketing Tax Δ From Previous <table><thead><tr><th>Year</th><th>Δ From Previous</th></tr></thead><tbody><tr><td>2016</td><td>5.82%</td></tr><tr><td>2017</td><td>11.73%</td></tr><tr><td>2018</td><td>15.15%</td></tr><tr><td>2019</td><td>11.07%</td></tr><tr><td>2020</td><td>-6.14%</td></tr><tr><td>2021</td><td>25.00%</td></tr><tr><td>2022</td><td>18.62%</td></tr></tbody></table>	Year	Δ From Previous	2016	5.82%	2017	11.73%	2018	15.15%	2019	11.07%	2020	-6.14%	2021	25.00%	2022	18.62%	
	Year	Δ From Previous																
2016	5.82%																	
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2019	11.07%																	
2020	-6.14%																	
2021	25.00%																	
2022	18.62%																	



Increase +3% Winter (Dec-Apr)

Stakeholder Outreach

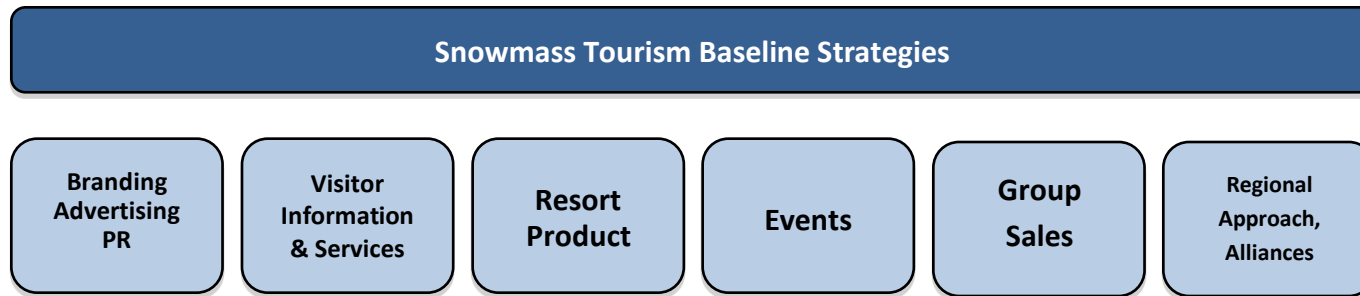
Tourism Talks (about 10x per year)
Training opportunities
Stakeholder engagement and feedback
Stakeholder Education/Assistance – photo program, digi101, etc.

Goal 4: Develop opportunities for guests and RFV locals to engage in key lifestyle and passion segments including outdoor recreation, arts & culture, food & wine, history & science, romance, family, and luxury travel.

Measure	2024 Desired Outcome	2025 and Beyond
Daily and Seasonal Activities	Organize and effectively inform guests about assets and activities available in Snowmass so that they may easily be accessed. Leverage existing activities and community partners to appeal to key target segments.	Ongoing
Events	Further refine event feedback loop. Winter Event Goals - Enhance experience during high occupancy periods - Create vitality/après ski experience i.e. Snowmass s'mores Summer Event Goals - Build occupancy - Create vitality - Attract return visitors / guests - Support Stakeholder events (i.e. Yappy Hour, Music on the Mall, Rendezvous, Déjà vu, Cidermass, Collective daily activations) - Grow first-time summer visitors	Ongoing
Snowmass Ice Age Discovery	Provide year-round activity that expresses the historically and scientifically significant Ice Age paleontological find in Snowmass	

Strategies and Objectives

There are six baseline strategies employed by Snowmass Tourism to accomplish its mission. These strategies define how the tourism office allocates resources to reach prospective visitors, communicate our value proposition, produce events and activities, and work cooperatively with our regional partners.



Each of these strategies and their corresponding objectives are described below.

Branding / Advertising / Public Relations

In a competitive destination-marketing environment, it is critical for Snowmass to continue to build brand awareness and emphasize its unique selling proposition. These efforts are primarily designed to drive visitors to the Snowmass website where they can be influenced and educated, and to create visibility and recognition for Snowmass outside of our website (online and offline). Key elements highlighted in our branding are centered on points of differentiation for our target markets. These include:

- Ease of access to nature and outdoor activities
- The winter product, including:
 - Top-notch ski/snowboard terrain, from beginner to expert
 - Excellent ski school
 - 95% slopeside lodging
 - Vibrant après scene
 - Off-slope activities
 - New Snowmass Base Village offerings
- The summer product, including:
 - Hiking
 - Biking (downhill, cross-country and road cycling)
 - Outdoor activities (including Lost Forest)
 - Special events
 - Snowmass' mid-week vibrancy including free concerts and rodeo
 - New Snowmass Base Village offerings
- Proximity to Aspen/Pitkin County Airport
- Strong family offerings
- Favorable lodging rates relative to Aspen
- Relationship and proximity to Aspen
- Snowmass Ice Age Discovery

Brand Platform

In 2024 ST will continue to leverage the brand platform that is based on extensive stakeholder research, audience assessment and brand development that was performed in 2022. Key attributes that formed our brand platform will serve as an inspiration point for all branding and messaging moving forward.

Our Positioning Statement: The vast, awe-inspiring and accessible beauty of Snowmass inspires soulful connections, nourishes self-discovery and magnifies what really matters. Nature nurtures us to shift our energy and perspectives through the power of play and connect with our true selves and others.

Our Brand Personality: Welcoming, Spacious, Effortless, Open and Playful.

Public Relations

ST pursues the following public relations initiatives measured by various metrics for marketing reach:

1. Develop fresh, new story angles for winter, summer, and fall. 2024 goals include: working to solidify Snowmass as a top town/destination in America, for both winter and summer; submitting Snowmass as a destination for “best of/top ten” lists; leverage Snowmass as a continually growing multi-season resort destination, focus on Snowmass Ice Age Discovery, focusing on the addition of Snowmass Base Village and their new developments, Lost Forest and other new on-mountain improvements and offerings, new special events, new restaurants and chef accolades, and more. Continuing to promote and increase awareness around Snowmass as a summer destination (hiking, biking, special events, Lost Forest, etc.), with a focus on mid-week activities including the Snowmass Rodeo, Free Concert Series, Fridays on the Mall, etc. Promote Snowmass as a winter destination with a focus on both on-slope and off-slope activities and things to do, daily winter s’mores programming, winter special events, and other new winter promotions to increase brand awareness.
2. Regularly pitch key media with customized story ideas to target segments and markets. Pitches include activities and adventures, family, LGBTQIA+, events, meetings and travel trade angles, and the variety of lodging available at different price points. Target outlets include *Conde Nast Traveler*, *Travel + Leisure*, *Men’s Journal*, *Outside Magazine*, *Forbes*, *InsideHook*, *Los Angeles Times*, *New York Times*, *5280 Magazine*, *Denver Life Magazine*, *Denver Post*, in-flight publications, and local Aspen & Snowmass outlets. International outlets include *Reforma (MX)*, *ViajerosTV (MX)*, *Rolling Stone International*, *Marie Claire International*, *Food & Wine Magazine International*, *Metro (UK)*, *Arcadia Magazine (UK)*, *News Ltd. Escape (AUS)*, *NZ Herald (NZ)*, etc.
3. Write and distribute press releases on major Snowmass news, promotions, events, and timely/seasonal story ideas.

4. Leverage special events to broaden media appeal and interest in Snowmass. Host domestic and international media on individual and group familiarization visits (FAM Trips) throughout the summer, fall, and winter, utilizing special events and mid-week programming as a hook. Design customized itineraries for visiting media with support of Snowmass partners. Target 15-20 media visits over the course of the year. In addition, arrange 8-10 media deskside appointments in NYC and other regional markets throughout the year to promote Snowmass.
5. Work with domestic and international public relations firms to amplify Snowmass reach to national and international media, host media in market, and promote Snowmass as a multi-season resort.

2024 Objectives: Branding, Advertising, Public Relations	2025 and Beyond
1. Build brand identity with establishing internal fluency, key stakeholder buy-in, and execution across all channels	Continue to invest in the Snowmass brand
2. Execute multi-faceted marketing campaigns to increase our occupancy and ADR in both winter and summer seasons. Measure digital tactics with meaningful consideration KPIs specific to individual digital channel and goals. For example, social media ads are less about website engagement and more about impressions, while digital banner ads are more about website engagement and less about impressions.	Continue digital and mobile growth
3. Continue to expand our comprehensive social media strategy to develop deeper engagement and brand awareness. Grow social impressions and engagement. Facebook and Instagram are our primary social media advertising platforms based on ability to target specific audiences and efficient cost to do so. Audience size is no longer the most important metric as Facebook ad and post views are increasingly correlated with spend.	
4. Develop targeted advertising and promotion for events and activities to drive event participation/ticket sales and multiple night stays, especially in summer.	
5. Build image library with current photos and videos with beneficial licensing rights; make assets available to stakeholders and partners to help promote Snowmass.	
6. Increase total PR media impressions +10% year over year; secure 8 feature placements in key outlets; pitch Snowmass as a standalone destination in “top 10” or “best of” lists throughout 2024; continue to tell the story of Snowmass’ identity evolution.	
7. Develop a well-rounded content marketing strategy that engages with past and future Snowmass guests with a goal of growing understanding, excitement and buzz about the destination. A 2024 focus will be developing and distributing engaging content including email marketing with strong open and click-thru rates, social media, and website placement.	
8. Streamline collateral design to better relate to brand platform and marketing campaigns, providing greater brand cohesiveness.	

Visitor Information and Services

Digital Platform

A robust digital marketing platform provides critical support to all tourism related marketing activity. Today, this extends well beyond local primary websites to include SEO, close affiliates (e.g. aspensnowmass.com, aspenchamber.org, stayaspensnowmass.com, etc.), social networks (e.g. Facebook, Instagram, etc.), and Online Travel Agencies and travel information sites (e.g. Trip Advisor, Yelp, Expedia, etc.). A capable digital platform is a requirement for any world-class resort to serve the information needs of its visitors.

The digital platform also serves as a *common call-to-action*, supporting integrated media using a variety of tools including content management, SEO, online branding and display ads, paid search, multimedia, social media, email marketing and mobile marketing. In addition, the long-range plan is to integrate this approach across functional departments, including group sales, promotions and public relations.

Ongoing Website Improvements

The current GoSnowmass.com was launched in May 2017, an upgrade to the previous GoSnowmass.com site. The site has evolved with a primary design goal of balancing inspiration and information to facilitate our guests' planning needs from consideration to actual trip planning to on-site resource. The ST website works to fulfill the informational needs of both prospective and onsite guests. In particular, the mobile website experience has been built to replicate an app-like experience for the onsite guest, making it easier for those guests to navigate the site in a way more suited to guests who are physically here. ST manages HikeSnowmass.com and BikeSnowmass.com as resources in planning for two of our most popular summer activities. Additionally, ST launched the new SnowmassIceAge.com in August 2023 to serve as the digital home of the Ice Age Discovery Center of years past. In 2024, ST will continue to evolve the GoSnowmass.com website to provide an enhanced user experience.

ST will also work with stakeholders to share industry tools and best practices to help their businesses to be well represented outside of GoSnowmass.com, with the goal of providing visitors with the information that they need when and where they seek it. *Major Capabilities of gosnowmass.com:*

1. Site content establishing *gosnowmass.com* as the authority on all things Snowmass.
2. Comprehensive listings for all Snowmass Village lodging, food and beverage, activities and events.
3. Digital content sourced from existing programming of interest to target segments.
4. Interface with Stay Aspen Snowmass to assist exploration and booking of local lodging.
5. Advanced implementation of site analytics and measurement tools.

6. Stakeholder access to maintain their listings and content to improve accuracy. Additionally, stakeholders have the ability to add events to the main gosnowmass.com events page, bringing more visibility to community events and activities.
7. Mobile-first design with display capabilities on a variety of mobile devices as well as an app-like experience on the mobile version of the site.
8. Maintain bikesnowmass.com, a biking microsite, that serves as the authority on biking in Snowmass.
9. Maintain hikesnowmass.com, a hiking microsite, that serves as the authority on hiking in Snowmass.
10. Evolve SnowmassIceAge.com, the new Ice Age Discovery website, serving as the digital home of all-things related to the 2010 fossil discovery and excavation.

Social Media

Social media continues to be a strategic component of the digital platform. Ongoing activities include:

- Comprehensive social media strategy to develop deeper engagement and brand awareness, build new relationships and support promotions. This includes frequent content updates, advertising and other interactive content primarily on Facebook and Instagram.
- Continue to build Snowmass-specific video content on YouTube, Facebook and Instagram. Use video footage to extend reach and brand awareness. Create small snippets of existing video footage to post on Facebook in digestible nuggets.
- Evaluate effectiveness of new social media platforms while continuing to proactively engage on Facebook and Instagram.
- Our engagement and reach on Facebook continues to be highly correlated with the spend on the platform. ST works to optimize engagement versus spend.
- As improved video experiences on Facebook and Instagram grow in popularity (e.g. Facebook live and Instagram Stories) ST will look to do an increasing amount of these types of content.

Guest Services

Providing accurate and timely information to visitors is a critical function of Snowmass Tourism. The Guest Services function has, to date, been primarily concerned with answering basic questions and reactive requests with only a minimal requirement for collecting data and providing more comprehensive information services to visitors and town stakeholders.

In the summer, guest services operates out of Town Park Station and an information cart on the Village Mall. Summer hours are 9:00AM-4:00PM, 7 days a week. Guest Services relays event details, activity ideas, restaurant and retail suggestions, plus basic information on transportation,

directions, etc. In the winter, Guest Services is open daily from 8:30AM-2:30PM at Town Park station. From 3:30-4:30PM, Guest Services operates the Free S'mores Program. S'mores fixings are handed out at two firepit locations, the Village Mall and Base Village. S'mores are distributed every day during the Snowmass Mountain Ski Season. A total of 50,000 S'mores are handed out to guests throughout the winter.

2024 Objectives: Visitor Information and Services	2025 and Beyond
1. Continue to build and refresh content on all activities and events on <i>gosnowmass.com</i> and improve Group Sales digital support. Evolve <i>bikesnowmass.com</i> , <i>hikesnowmass.com</i> and <i>VIKsnowmass.com</i> .	Common <i>gosnowmass.com</i> domain
2. Increase unique visitors by 10% through ongoing redevelopment, fine-tuning of SEO capabilities and increasing social and email audience redirection. Increase organic and paid search engine referrals in line with additional year over year spending increase.	Ongoing
3. Continue to expand ST's comprehensive social media strategy to develop deeper engagement and brand awareness. Grow Instagram audience by 10% year over year. Facebook engagement growth to parallel any increase in Facebook budget, 'follower' growth is not a focus as being a 'follower' doesn't improve visibility of content.	Ongoing
4. Continue to encourage the community to leverage their ability to promote smaller events/activities on the main GoSnowmass.com events webpage, and to improve/maintain the accuracy and completeness of information about their business using other internet tools (i.e., Google My Business, Yelp, etc.).	Ongoing
5. Continue to support traffic to Inntopia interface with <i>stayaspensnowmass.com</i> along with appropriate Google Analytics tags to monitor web activity.	Refine as necessary
6. Continue to enhance the website with quality photography, video and content (features, itineraries, etc.). Use a content-first approach to show visitors Snowmass.	Ongoing
7. Engage with contact database by producing and providing relevant content, such as long-form written pieces and video snippets.	Ongoing
8. Continue to develop and maintain curated website landing pages to specifically inform guests based on content they have previously showed interest in.	Ongoing

Resort Product

Development of the Snowmass value proposition requires an active approach to managing and tracking the myriad of activities available to visitors. This is accomplished through a seasonal product management model.

Biking

Snowmass Tourism is spearheading a multi-organization initiative to enhance the biking product in Snowmass. Goals for 2024 might include:

- Continue the more biking-specific marketing campaign with BikeSnowmass.com
- Secure one or more ‘big’ mountain biking events for the summer event calendar
- Possibly: improve the mountain biking experience in Snowmass off the trails – bike concierges, water bottle fill stations, increase bike-friendliness of shuttles, etc.
- Leverage the RFV IMBA Gold Designation (the only gold level ride center in Colorado, one of seven in the world) through PR, promotions and co-op programs with our partner destinations Aspen, Basalt, Carbondale and Glenwood Springs

Summer Events Facilities

- Continue visual and infrastructure improvements on Fanny Hill & Base Village Events Lawn. Some ideas include new entrance for the venue; irrigation systems and more.

Creating Vitality

- Enhance through monthly special events plus daily Snowmass S’mores at both Mall and Base Village through programs like Music on the Mall, special activations and more

Snowmass Ice Age Discovery

Snowmass Tourism has revitalized the Snowmass Ice Age Discovery story, with a series of installations around the Village and an educational website that details the scientific significance of the find. This will continue to evolve in 2024 with the opportunity for large-scale installations and consistent educational programming hosted by Aspen Science Center.

- Large-scale murals in the Village: on the Snowmass Mall Tunnel (bones by Jeremy Collins), Snowmass Mall Tower (Snowmastodon by Bunnie Reiss), and Base Village Transit Center (bison face and bison body by Studio Kronk)
- Educational signage around the Village: Village Shuttle placards, Skittles decals, Base Village lamp post banners, installation in Town Park Station in 2024
- Trails: Viewfinders at Spiral Point (top of Rim Trail South), large signage on the Discovery Trail, Storybook Walk on TBD Trail in 2024 (temporarily installed on Sleigh Ride Trail in 2023)
- Website: snowmassiceage.com
- Ongoing promotions, media pitching and community events

The tables below summarize the primary activities and events being marketed for the summer and winter seasons.

Summer Programming

SUMMER	Daily/Weekly Activity	Event
Sports & Recreation	• Mountain Biking (cross-country trails in SMV and beyond, downhill trails in Snowmass Bike Park) • Lessons, Instruction and Guides • Road Biking • Hiking • Rafting • Fly Fishing • Jeep Tours • Hot Air Ballooning • Snowmass Recreation Center • Kids Day Camps • VIK • Horseback Riding • Lost Forest: mountain coaster, zip line, ropes course, climbing wall	• Ragnar 24-hour Trail Relay • VIDA MTB Series • Big Mountain Enduro • Snowmass Doubles Volleyball • Snowmass Balloon Festival • Golden Leaf Marathon • Rendezvous and Déjà vu Tastings • Tree-O 2,5,10k Run • Collegiate & High School Bike Races • Power of Four Races, MTB & Run • Wine Fest

Cultural, Music, Arts	• Snowmass Thursday Free Concert Series • Fridays Music on the Mall • Snowmass Rodeo • Aspen Music Festival & School • Anderson Ranch Classes • ACES Nature Tours • Snowmass Base Village Summer Offerings • Daily activations at the Collective • Dining at ~30 restaurants • Shopping at ~30 stores	• Heritage Fire & Rustic Grind • Craft Beer Rendezvous • Fourth of July programming • JAS Labor Day • Car Club gatherings/car shows • Family Circus • Benefit Concert • Snowmass Wine Festival • Cidermass • Motoring Classic (addition of motorcycles) • Fridays on the Mall
Snowmass Ice Age Discovery	• Outdoor installations with DIY visitor experience (Passport Walk) • Guided hikes/educational programming • Annual Discovery Days event • Educational installation at Town Park Station	

Winter Programming

WINTER

	Daily/Weekly Activity	Event
Sports & Recreation	- Alpine Skiing - NASTAR - Snowboarding - Nordic Skiing - Lessons, Instruction and Guides - First Tracks, Mountain Tours - Challenge Aspen - Ice Skating - Paragliding - Dog Sled Tours - ACES Tours - Snowmass Base Village/The Collective offerings - VIK - Fitness – Uphilling,, Snowshoeing	- Winter X Games - NASTAR - Elk Camp Ullr Nights - Fat Bike Challenge - Mid-December Winterskol (starting December 24’
Cultural, Music, Arts	- Anderson Ranch Classes - Nature Tours - Aspen Shortsfest - ACP Physics Lectures - Aspen Art Museum - The Collective	- Holiday Carolers, Santa & NYE Fireworks - Snowmass Mardi Gras - Bud Light Hi Fi Concerts - St Patrick’s Day Celebration - Fat Tuesday/Mardi Gras Celebration
Snowmass Ice Age Discovery	- Outdoor installations with DIY visitor experience (Passport Walk) - Educational programming - Educational installation at Town Park Station	

2024 Objectives: Resort Product	2025 and Beyond
1. Identify, organize and include promotion on the “every day” activities available in Snowmass and across the Roaring Fork Valley, especially in the summer. Leverage these assets across all business sectors including group, FIT and tour operator business.	
2. Identify, promote and, where appropriate, assist in the development of seasonal special programs. For winter, evaluate existing programs to determine ongoing viability. In addition, enhance après in Snowmass Village with Snowmass S’mores and re-evaluate VIK Programming.	
3. Identify and promote local activities and programs that highlight reasons for extended stays.	

Events

Events are special experiences with a public component, as either participants or spectators. They are typically available at a scheduled single time during the season and may include anything from a large music festival (e.g. JAS) to a themed activity sponsored by an association. Some events are annual, multi-year events whereas others may be one-time only. The production and funding of an event of potential interest to visitors may or may not directly involve Snowmass Tourism.

“Signature events” provide the foundation for this strategy. A signature event has the opportunity to create a significant lodging impact and marketing opportunities on the Front Range and beyond.

Snowmass Tourism also develops the annual event strategy in consideration of a regional context. Any regional event may be included in ST’s promotional programs if it helps round out the true reach of the Aspen Snowmass value proposition available to guests. For example, this would include consideration of the Aspen event calendar for opportunities to dovetail compatible Snowmass events (e.g. Food & Wine Classic in Aspen).

Snowmass Free Concert Series

This free summer concert series continues to be funded and produced by Snowmass Tourism. While there are many attendees who happen to be visiting the area in a given week, the concerts are of particular interest to local residents and are considered primarily a community benefit. Snowmass Tourism will continue to look for opportunities to leverage the free music series with group activities and major events.

2024 Major Events (partial list)

- Winter X Games, Buttermilk (Skico, ESPN)
- Snowmass Rodeo (47th year)
- Ragnar Trail
- Rendezvous Festival
- Doubles Volleyball
- Snowmass Wine Festival
- Enduro World Series or Big Mountain Enduro
- Jazz Aspen Snowmass Labor Day Weekend
- Snowmass Balloon Festival
- Heritage Fire

Group Sales

Snowmass Tourism will continue to use dedicated group sales efforts to increase visitation throughout the year with focus on growing summer occupancy and finding windows of opportunity to continue to grow winter occupancy as well. Groups support all of the major businesses, lodging, restaurant, retail and recreation and are a key component of driving lodging rates by providing a base upon which accommodation stakeholders can yield average daily rate with transient bookings.

General Approach: The group sales team will utilize strategies, tools and opportunities stemming from four main initiatives to create awareness, solicit sales leads and present proposals to secure year-round group and summer transient visitors to grow a stable and consistent room night base.

Sales Initiatives

- Prospect existing customer database to service and maintain loyal groups and rebook periodic groups. Utilize outside sources and databases to source new group opportunities within established target market segments.
- Utilize new prospecting tool “Planner Navigator” through CVENT to target specific groups lost to competition and missed opportunities that can be stolen and moved to Snowmass in future years.
- Increase attendance to buyer/supplier trade events and conduct face to face sales calls regionally, nationally and internationally to maintain a presence in the marketplace and to gain new insights, present Snowmass in a positive presentation and gain new potential clients. Close attention is focused on feeder cities with a priority on direct air service.
- Closing hospitality groups is often solidified by experiencing the resort. A major focus for the team is to get planners and decision makers in resort via Site Tours and Familiarization/Educational visits to sample and understand the products Snowmass offers. In the spirit of this initiative, Snowmass Tourism will continue the standard three FAM approach for the year of 2024. Additionally, there will be opportunity to host smaller, one-off, FAMs. These smaller opportunities will function more like site inspections and will have focus on smaller third party planner companies and their top clients to deliver customized experiences that fit their exact needs.
- Strategic partnerships with third party meeting planners as well as state and local tourism organizations as an extension of ST’s sales team.
- Focus on the conversion strategy. Volume of leads is now at an all-time high. The focus in 2024 will be the customer relationships that will get these initial leads converted into definite programs.
- Implement in-market events with a focus on direct flight markets and strong feeder markets first. These events will be built out with the partnerships of our local lodging stakeholders as well as Aspen Ski Co. And ACRA. This will allow the budget dollars to travel further for larger scale events and a larger book of business to pull from when targeting attendees for these events.
- Develop new and more creative promotions to help fill need periods.

Marketing Initiatives

- Utilize strengths of Marketing team to gain exposure in meetings trade publications through advertising and PR approach.
- Conduct monthly database communication via- Mail Chimp communications tool.
- Redevelop and maintain group areas of website.
- Execute targeted marketing campaigns to reach meeting planners, including paid search, social, digital advertising, remarketing, e-newsletter and print ad campaigns.
- Create promotional destination PPT representing the full Snowmass experience (lodging options, F&B, activities, features)

Stakeholder Initiatives

- Consistent communication and partnership with lodging stakeholders to ensure close working relationships.
- Present cooperative sales call and site tour and marketing opportunities to leverage respective strengths and close bookings.
- Identify opportunities to leverage group sales efforts with regional marketing, reservations, air, activities, DMC and stakeholder partners.
- Execute in-market event opportunities along with stakeholders. These events can be combined into multi-day roadshow sales call opportunities.

Event Initiatives

- Utilize existing programming to provide supplemental activities for group visitation. Evaluate new programming with the potential to attract new groups.
- Leverage major events to close group sales. Continue to leverage events into group sales as a way to extend group stays particularly with summer Affinity groups.

Meetings, Incentive, Conferences, Exhibitions (MICE)

For MICE opportunities, Group Sales efforts are organized -both vertically by meeting type and geographically by known feeder markets. Sales managers are deployed geographically in order to help focus their sales calls and in market event opportunities around specific events taking place in their geographic range. Relationships are first targeted with high impact planners and contacts in direct flight markets followed by strong corporate and association travel centers.

Association

Association business has recently been a much smaller segment of overall production. Based on conversations from the 2023 travel year, there is a big opportunity to grow this segment in 2024 and beyond. Response from targeted trade shows, such as Connect Marketplace, have yielded positive interest and direct RFPs with both national and state associations. Association business can be slightly lower rated than ideal in some portions of the

year, but it can make a heavy impact for shoulder and need dates. Associations in the D.C. area as well as the state of Colorado will be a focus on in-market travel as well as trade show targeting for growth in 2024.

Social, Military, Educational, Religious, Fraternal (SMERF) and Ski Groups

SMERF groups offer a unique opportunity to match group visitors which have a limited need for formal meeting space towards Snowmass' abundant condo product. These non-meeting-intensive groups often mingle in a reception style setting requiring smaller event locations. While some larger groups, such as ski councils, may still need an official central conference space, by utilizing a variety of properties and, when possible, the Base Village Conference Center, ST is able to leverage different products to these groups and maximize contributions to all stakeholders.

Tour Operator Acquisition (Small Groups 4-20 people)

Tour operators continue to make up a small contribution to the overall group production for Snowmass. The segment is responsible for roughly 6% of the average annual production. Tracking this segment over a five year period both pre and post COVID has indicated that this market falls lower in the rankings of importance vs. corporate, association, etc. This segment will continue to produce but will be relegated to a more reactive approach than we have in the past. Resources previously allocated here will be redistributed to more impactful segments.

2024 Objectives: Group Sales	2025 and Beyond
1. Focus on growing room nights via increased in-person events, office visits/sales call, and in market customer events. Focus on improving closure rate on leads generated through these interactions.	Maximizing market share. Mountain west destinations generally saw the same decline in summer months. Focus on summer as more of a need period in future years will be a determining factor in future year market share improvement
2. Leverage strong manager relationships. Maintain strong repeat groups and seek out new business through targeted searches in CVENT Planner Navigator. Focus on segments specific to mountain west destinations and those with higher close ratio and strong long-term relationships.	Review and alter market segment focus as necessary
3. Leverage activities and events, both winter and summer, by promoting opportunities to book group meetings and/or extend the stays of existing group customers.	Ongoing
4. Maintain existing groups through specific retention strategies.	Ongoing

2024 Objectives: Group Sales	2025 and Beyond
5. Partner closely with lodging and other stakeholders and ensure cooperative efforts to find and secure group bookings in appropriate market segments befitting their capacities and needs. Utilize feedback to target the audiences for new in-market events.	Ongoing
6. Evaluate or create value-added opportunities as the catalyst to partner with stakeholders and close groups, particularly in need periods.	Support for Groups

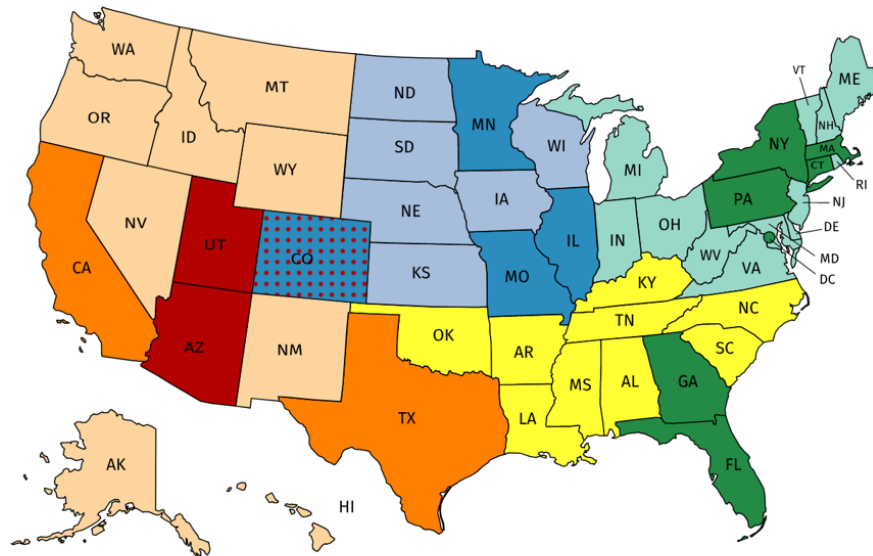
Sales Deployment

SNOWMASS TOURISM GROUP SALES TERRITORY MAP

Each sales team member has markets established in which they are to grow business demand.

In the focused states, cities, markets and reactive regions each team member is in position to control all activities and business performance from their assigned areas.

The only caveat to this are established relationships already in place. Social and SMERF



Target cities are priority
Target States second priority
Third party relationships third
Reactive states last

Government (Non-CO) - Lisa
Ski Groups - Lisa
National Trade Show Leads –distribute by region – Drew
Tour Operators – Drew
Weddings - Margot

Vertical targets include: retail, manufacturing, legal, medical, transportation, manufacturing, technology, financial, CME, CLE, all forms of educational training, regional, national and state associations, security, multi-level marketing and direct sales opportunities, Philanthropic or non-for-profit groups, societies, third parties, recreation, fitness health and wellness, communications, publishing, energy and related, engineering

Jim O'Leary (Blue)

Target Cities: Denver, Chicago, Minneapolis, St Louis

Target states all business: Colorado, Illinois, Minnesota, Missouri

Reactive: ND SD NE KS IA WI MN – Proactive third parties - Front Range SMERF

Friederike French (Green)

Target Cities: New York (Metro area), Washington DC (Metro area), Atlanta, Boston, Philadelphia

Target States all business: New York, District, Georgia, Massachusetts, Pennsylvania, Connecticut

Reactive: ME NH NJ WV VA MI IN OH RI VT FL Eastern Canada - Proactive third parties -Front Range SMERF

Drew Welsheimer (Red)

Target Cities: (Caveat Colorado Springs/Denver), Salt Lake City, Phoenix

Target States all business: Colorado, Arizona, Utah -Proactive third parties- Front Range SMERF

Margot Ellis (Orange)

Target Cities: Los Angeles, Orange County, San Diego, San Francisco, Seattle, Houston, Dallas, Austin

Target States all business: California, Texas. Wedding Specialist

Reactive States: WA, OR, ID, MT, NM, NV, WY, AK, HI Western Canada - Proactive third parties-Front Range SMERF

Lisa Jennings (Yellow)

Retains Ski Group Market growth and maintenance across all states

Specialty markets, Ski Group, Government

Group enhancement events – FAM Trips

Reactive states: OK AR LA MS AL TN KY NC SC - Proactive third parties_ Front Range SMERF

Regional Approach / Strategic Alliances

As a destination resort, the Snowmass' value proposition extends beyond Village boundaries to include Aspen and the entire Roaring Fork Valley. In this regard, Snowmass Tourism will continue to coordinate product and further deepen relationships with regional partners to promote the entirety of what Aspen Snowmass has to offer. Particular emphasis will be to leverage summer opportunities with the potential to boost Snowmass visitation.

Aspen Chamber Resort Association

- **Aspen Snowmass International Media Outreach** - Snowmass Tourism partners with ACRA to host international FAMS from key international markets.
- **Brand USA** - Snowmass Tourism has entered into a partnership with ACRA to participate in Brand USA advertising. This package includes a detailed destination section on the Brand USA website and promotion to select international markets.
- **Board Seat** - Snowmass Tourism serves in an ex officio capacity on ACRA's Board of Directors and participates in its Marketing Advisory Committee.

Aspen Skiing Company

- As the major operator of on-mountain recreation winter and summer, Aspen Skiing Company and Snowmass Tourism coordinate throughout the year on the development and promotion of many core guest activities and special events.
- **BIKE Snowmass** - This summer initiative was originally created to showcase the biking improvements to Snowmass. We have expanded our focus to promote various mountain bike races and promotions throughout the summer, and to leverage our IMBA Gold-Level Ride Center designation.
- **Media Outreach** - Snowmass Tourism works with ASC public relations to co-host media throughout the year.

Colorado Tourism Office

- **Media Outreach** - Snowmass Tourism continues to support media outreach both nationally and internationally. ST regularly hosts international media FAMs from key international markets as well as select domestic media. ST continues to participate in the quarterly Media Receptions to meet with Front Range journalists.

- **Colorado.com** - ST has a significant on-line presence with the high-traffic website, *colorado.com*, including an in-depth City Page, ad placements, a co-op campaign with Aspen, and seasonal e-blasts to subscribers.
- **Tour Operator Outreach** - Snowmass Tourism partners with CTO to attract international Tour Operators to the region. Specifically, ST has co-hosted several Tour Operator familiarization trips.

Snowmass Ice Age Discovery

- **Aspen Center for Environmental Studies** - ACES is a non-profit environmental science education organization with four sites in the Roaring Fork Valley. Offering programs for children and adults, ACES is actively involved in the delivery of Ice Age Discovery information to Snowmass visitors via guided Discovery Trail hikes in the summer season.
- **Denver Museum of Nature & Science** - This partnership began with the Ice Age Discovery and includes support of the educational and community components of our current Ice Age Discovery program.
- **Aspen Science Center** – the active scientific and educational partner for the revitalization of the Snowmass Ice Age Discovery program. Aspen Science Center will continue to develop programming and educational components for school groups, visitors, group sales, and the Snowmass community.

Jazz Aspen Snowmass

- Snowmass Tourism a major sponsor of both the June and Labor Day Festival events. JAS and Snowmass Tourism jointly promote these major events throughout the year.

Air Service: Pitkin County Airport

- Snowmass Tourism will continue to support a regional approach to increased air service into the market, including:
 - Creating awareness and promoting air service to Aspen Snowmass using existing media channels.
 - Supporting efforts to increase service through additional seats from existing markets as well as new seats from new markets.
 - Supporting development of a regional approach to incentivize/support new air service.
- **Fly Aspen Snowmass:** Snowmass Tourism partners with ACRA, Aspen Skiing Company, City of Aspen and Pitkin County to fund a consultant, Bill Tomcich, to grow airlift and maintain essential industry relationships

2024 Objectives: Regional Approach, Alliances	2025 and Beyond
1. Continue cooperation in Fly Aspen Snowmass to ensure that ASE maintains a robust and expanding commercial flight schedule.	
2. Identify and develop branding strategies that dovetail with regional partners to create assets including a community calendar, Brand USA alliances and partnerships with tour operators such as Black Tomato.	
3. Partner with Aspen Skiing Co. and ACRA on brand development programs for need periods, flash sales, etc.	Continue to emphasize new and updated summer activities
4. Partner with Aspen Skiing Co., ACRA and City of Aspen on events such as X Games, Big Mountain Enduro and more.	Ongoing
5. Work with regional partners to include Snowmass lodging as an option to support events.	Develop a cooperative approach to increasing room night demand
6. Coordinate complementary regional assets to expand the value proposition of Snowmass activities.	Take advantage of local lifestyles and passions to connect with similar visitor segments

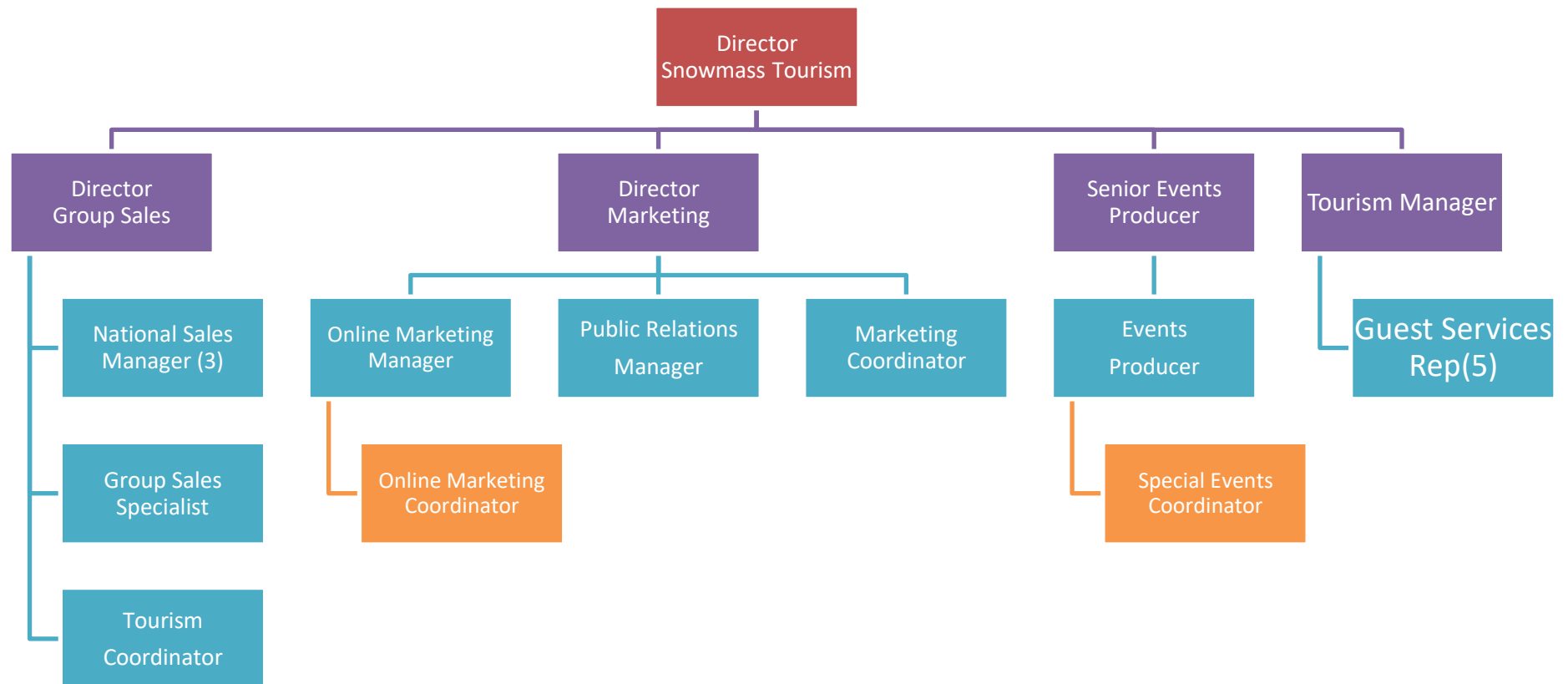
Budget

The Town of Snowmass Village has forecasted approximately \$13.4 in tax revenues to the Tourism Fund in 2024. The 2024 budget for Snowmass Tourism is proposed at approximately \$9.8M. There is also a proposed \$5M transfer to the housing fund from these revenues.

A summary of the Tourism Expense Budget is below.

Snowmass Tourism Organization Chart

Snowmass Tourism reports to the Town Manager and has an advisory board made up of community volunteers who represent ASC, lodging, retail, restaurant and the community at large.



Marketing, Special Events and Group Sales Board

Wendy Harris	Member at-Large, Board Chair
John Kenny	Member at-Large, Vice Chair
Mary Blankenau	Snowmass Village Lodging Industry
Jami Downs	Snowmass Village Lodging Industry
Deric Gunshor	Aspen Skiing Company
Jo Mallory	Snowmass Village Food & Beverage Industry
Tim McMahon	Snowmass Village Retail Industry
Guion Stewart-Moore	Member at-Large
Vince Vito	Snowmass Village Lodging Industry
Andy Gunion	Ex-Officio, representing on-going development

2024 Committees

Marketing Advisory Committee
Special Events Committee
Group Sales Committee