



Snowmass Tourism

September 29, 2016
(8:30am-10:30pm)

MGS&SE REGULAR BOARD MEETING AGENDA

- ◆ **Roll Call**
- ◆ **Approval of Meeting Minutes from August 22, 2016, Attachment A**
- ◆ **Public Non-Agenda Items** (limit 3 minutes each)
- ◆ **Outstanding Issues Discussion**
- ◆ **Programs For Review, Approval and/or Heads Up**
 - **Review/General Updates:**
 - Primary Tourism Metrics, *Attachments B*
 - Primary Dashboards
 - Marketing Dashboard, Touchpoints Summary & PR Report
 - Group Sales Dashboard
 - YTD Budgets & TOSV Tax
 - Committee Updates
 - Events Scorecard, *Attachment C*
 - **Approval Requested:**
 - 2017 Marketing/Events & Group Sales Budgets, *Attachment D*
 - 2017 Tourism Business Plan, *Attachments E*
 - **Heads-Up/No Approval Requested:**
 - Miscellaneous Updates
 - 2016/17 Snowmass Tourism Meeting Dates, *Attachment F*
- ◆ **Other Matters Arising**
- ◆ **Adjournment**



S N O W M A S S
VILLAGE
COLORADO

Snowmass Tourism

Minutes

Regular Meeting/Retreat of August 22, 2016

Marketing Group Sales & Special Events (Snowmass Tourism) Board Chair Howard Gross called to order the Regular Meeting/Retreat at 8:34A.M.

ROLL CALL

BOARD MEMBERS PRESENT: Howard Gross, Robert Sinko, David Dugan (left at 1:18pm), Mary Harris, Reed Lewis, Mike Sura, Timothy McMahon (via phone until 12:45pm arrival), John Quigley, Christian Knapp and Leticia Hanke.

BOARD MEMBERS ABSENT: None

STAFF MEMBERS PRESENT: Rose Abello, Tourism Director; Virginia McNellis, Marketing Director; Maria Hidalgo, Online Marketing Manager; Clint Kinney, Town Manager; Kiesha Techau, Group Coordinator; Dave Elkan, Group & Events Manager.

PUBLIC PRESENT: None

PUBLIC NON-AGENDA ITEMS: None at this time.

APPROVAL OF MEETING MINUTES from June 15, 2016, Attachment A:
A motion to approve the June 15, 2016 minutes as presented was made by Gross and seconded by Quigley. The motion was approved by a vote of 9 in favor and 0 opposed.

PROGRAMS FOR REVIEW, APPROVAL AND/OR HEADS UP:

- **Review/General Updates:**
 - **Primary Tourism Metrics, Attachments B:** Abello proceeded to give an overall update on the Primary Tourism Metrics. The question of needing to acknowledge/address summer product deficiencies before we look to drive rate came up while overiewing ADR. The group also discussed ideas on how to create a more engaging experience in Snowmass (ie. retail, activities). Abello also mentioned that TOSV is working to track down rentals to collect sales tax and there is a need to remind the community that the benefit of taxing rentals is to fund special events and marketing efforts that make the destination desirable.
 - **Committee Updates:** None at this time.
- **Heads Up/No Approval Requested:**

- **Miscellaneous Updates:**
 - **2015/16 Snowmass Tourism Meeting Dates, Attachment C:** No discussion
 - **2016 Summer Events Calendar, Attachment D:** No discussion

GOAL SETTING/LOOKING FORWARD: Abello stated that the goal of today's meeting is to have discussions on the various agenda items in order to update/revise the business plan and budget.

REVIEW OF SPECIFIC DEPARTMENTS:

- **Special Events:** Several winter events and opportunities were discussed: How can we make Mardi Gras more fun and relevant? It has history but not community buy-in; St. Paddy's day opportunity; World Cup; USSA Freestyle Skiing in January 2018. Several summer events and opportunities were discussed: How do we share the vitality between Snowmass Mall + Base Village; How do we create and deliver on summer vitality?; Wanderlust, the potential replacement event and a possible addition of a 4th of July celebration with fireworks; Free Series – consistency of not always being on Thursday anymore and should/could it be a longer season?; AREday - how do we bring this out of ballrooms into the Village?; Heritage Fire/Grand Cochon - can we build this into a great foodie weekend, an alternative/complement to Food & Wine in Aspen; return of Tough Mudder?; splitting Balloon & Wine/Car weekends. Again, a couple Board members felt that they should have more involvement in providing input in events before they are asked to approve the overall budget. It was agreed that the time to dig into the individual decisions is at the committee level and all Board members are invited to attend or be part of any of the three required committees. The next Special Events Meeting will be held on September 20, 2016. Several other items were mentioned and discussed briefly.
- **Marketing:** McNellis presented the current Brand platforms along with samples of the advertisements that are in the marketplace, which will be rolled out to the stakeholders at the Tourism Talks event in September. Lewis and Dugan both agreed that there is a need to focus on the people/working locals and would like welcoming and friendliness mentioned as attributes in the platforms. Quigley asked staff to provide a branding book with guidelines and ideas on how stakeholders can implement the platforms. McMahan discussed issues with the Mass Pass and Abello commented that staff will support a strong push to reengage this initiative before reevaluating its effectiveness. Hidalgo stated that there will be a Hiking website in the works for 2017 based off of the bikesnowmass.com platform and there will be a new mapping system added to the biking site. Staff will also continue to build on the biking initiatives that they have established and there were several comments and suggestions from Board members on ideas and improvements related to biking in Snowmass. The group discussed the 50th Anniversary of Snowmass during the 2017/18 ski season along with several initiatives and ideas of how to celebrate as a community including a logo contest. Several of the stakeholders noted that they receive tips from Lou Hammond, the PR Agency, that are not related to the business and would like those to be streamlined better. Lewis questioned the amount of turnover within the Tourism Dept. and all members request to receive announcements about staff departures and going away events. Several other items were mentioned and discussed briefly.
- **Guest Services:** Abello stated that Town Council is not supportive of Building 6 as the Ice Age Discovery Center (IADC) and noted that the department is currently paying approximately \$80K/year to maintain the existing facility, not including staff. The Board questioned whether they should advise Council of their support for the IADC (as well as other opinions related to the Base Village Development Plan) and Kinney commented that if Building C/IADC does not succeed, Council will look to Snowmass Tourism to create and fund something for that space. This was new news to both staff and the Board and was not well received per further discussions.

- **Group Sales:** Abello stated that the Group Sales team is conducting business as usual in the interim without a Director. There is a renewed focus for mid-sized weddings and staff is working on compiling resources to become a better resource for destination weddings.

OTHER ARISING MATTERS:

Abello advised the Board that she and staff will take away all comments from this meeting and tweak both the business plan and the budget to be presented at the next meeting for approvals.

Knapp expressed an interest in becoming paperless, meaning download options for the Board packets versus receiving printed copies. Abello will look into what system the Town uses and in the meantime, physical packets will only be printed (by request) for Lewis and Sura and a few will be available for any audience attendees.

Gross requested that the Board do retreats at least twice a year.

ADJOURNMENT

There being no further discussion, **Sinko made a motion to adjourn the Regular Meeting of the Snowmass Tourism Board, which was seconded by Harris. The motion passed unanimously with 8 in favor and 0 opposed.** The Meeting adjourned at approximately 5:24 P.M.

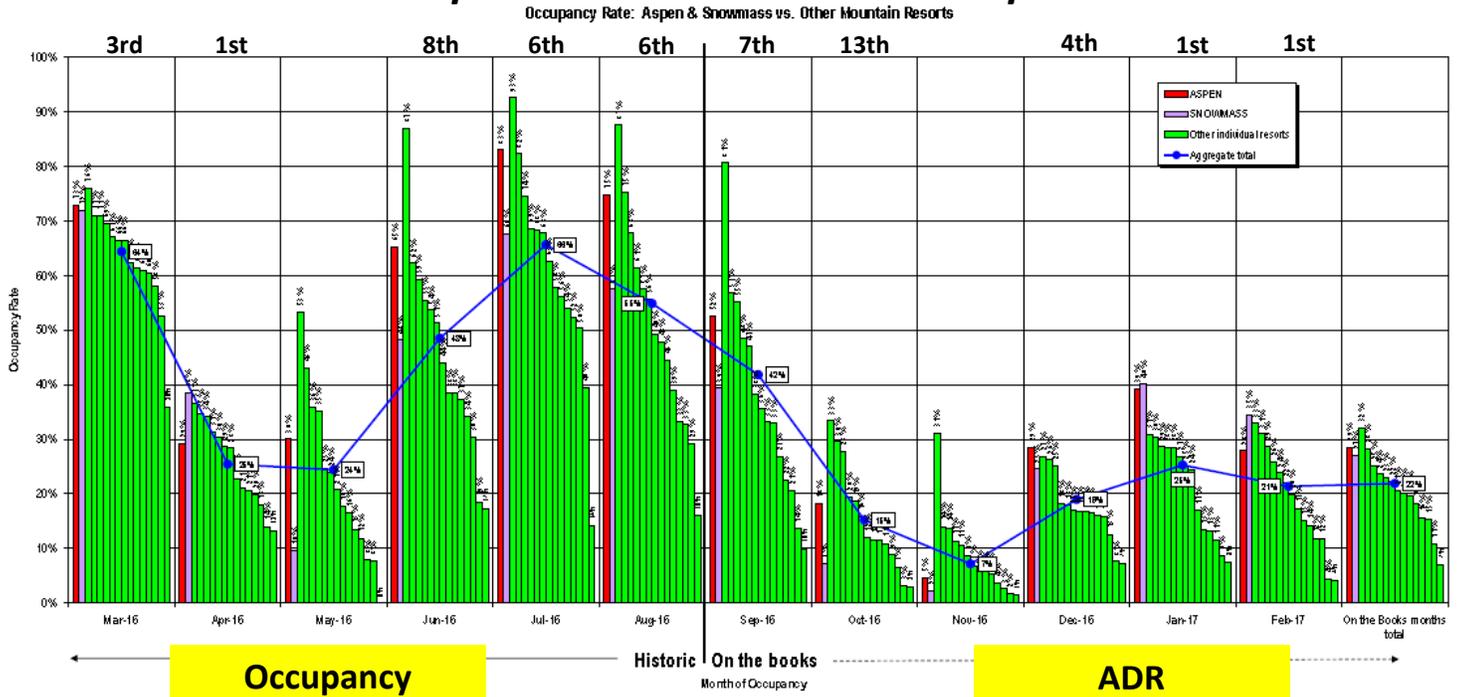
Respectfully submitted by:

Kiesha Techau



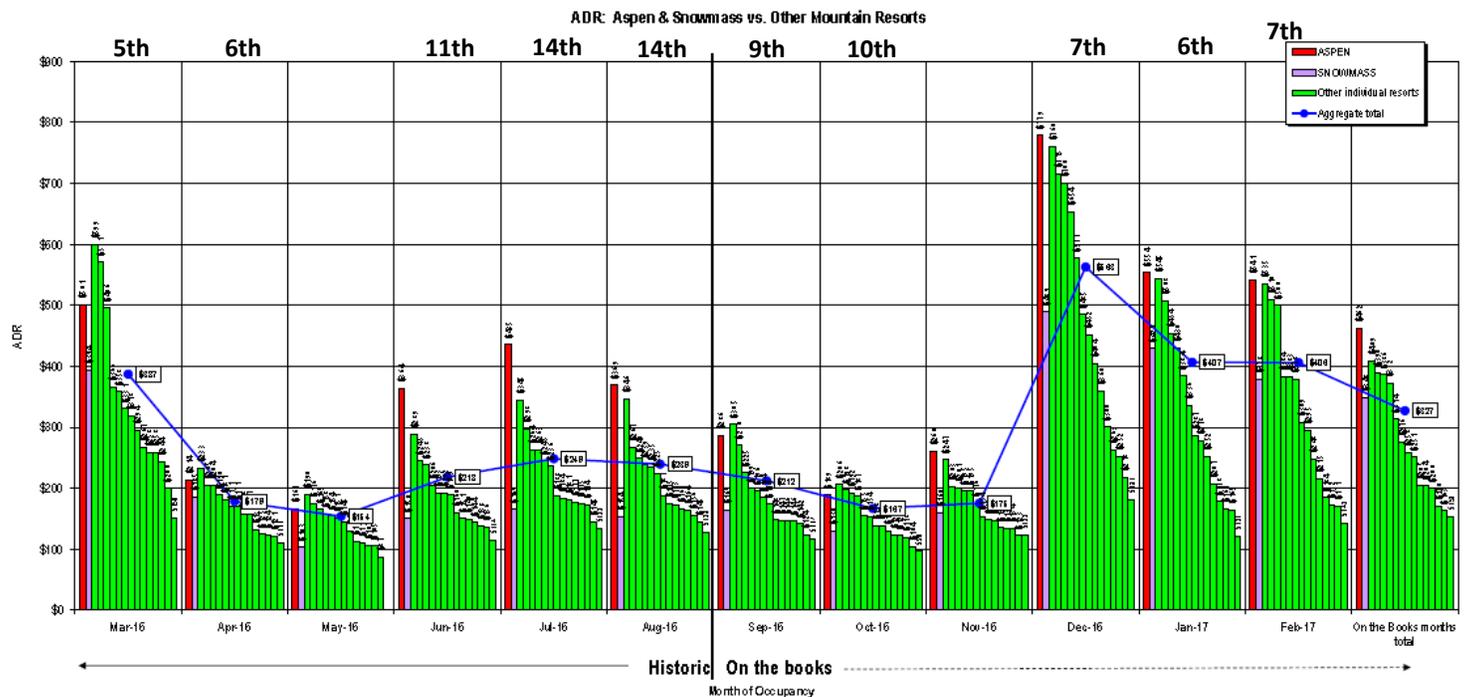
Snowmass Tourism Primary Dashboard

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



Winter	2011/12	2012/13	2013/14	2014/15	2015/16
Rank	7th	3rd	5th	4th	3rd
# Dest	15	16	17	17	16
Summer	2012	2013	2014	2015	2016
Rank	11th	11th	8th	7th	
# Dest	16	17	17	17	16

Winter	2011/12	2012/13	2013/14	2014/15	2015/16
Rank	5th	5th	5th	5th	5th
# Dest	15	16	17	17	16
Summer	2012	2013	2014	2015	2016
Rank	13th	11th	13th	13th	
# Dest	16	17	17	17	16

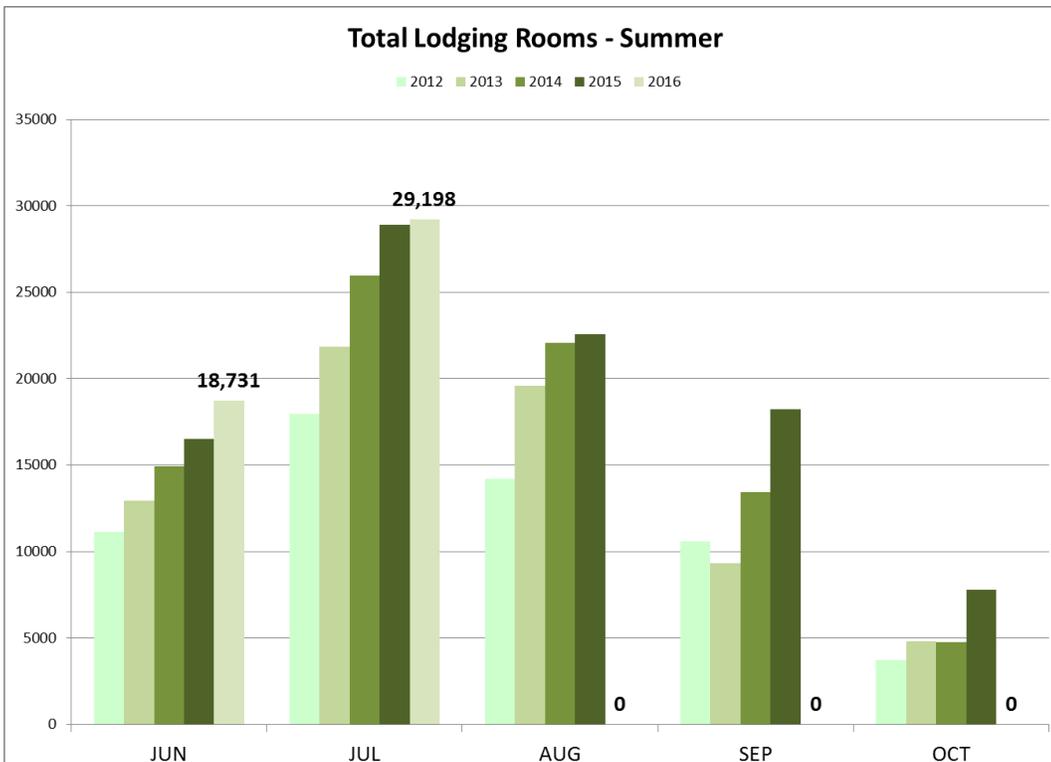
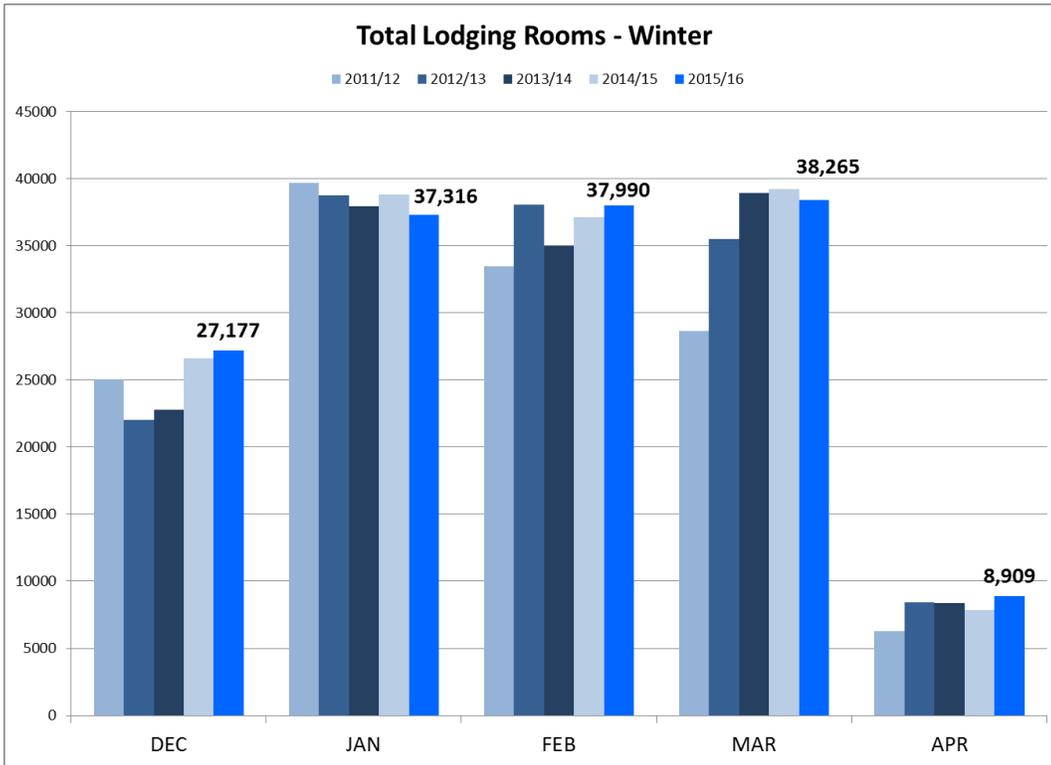


Snowmass Tourism

Primary Metrics

Goal 2: Increase annual total demand for overnight visitation

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



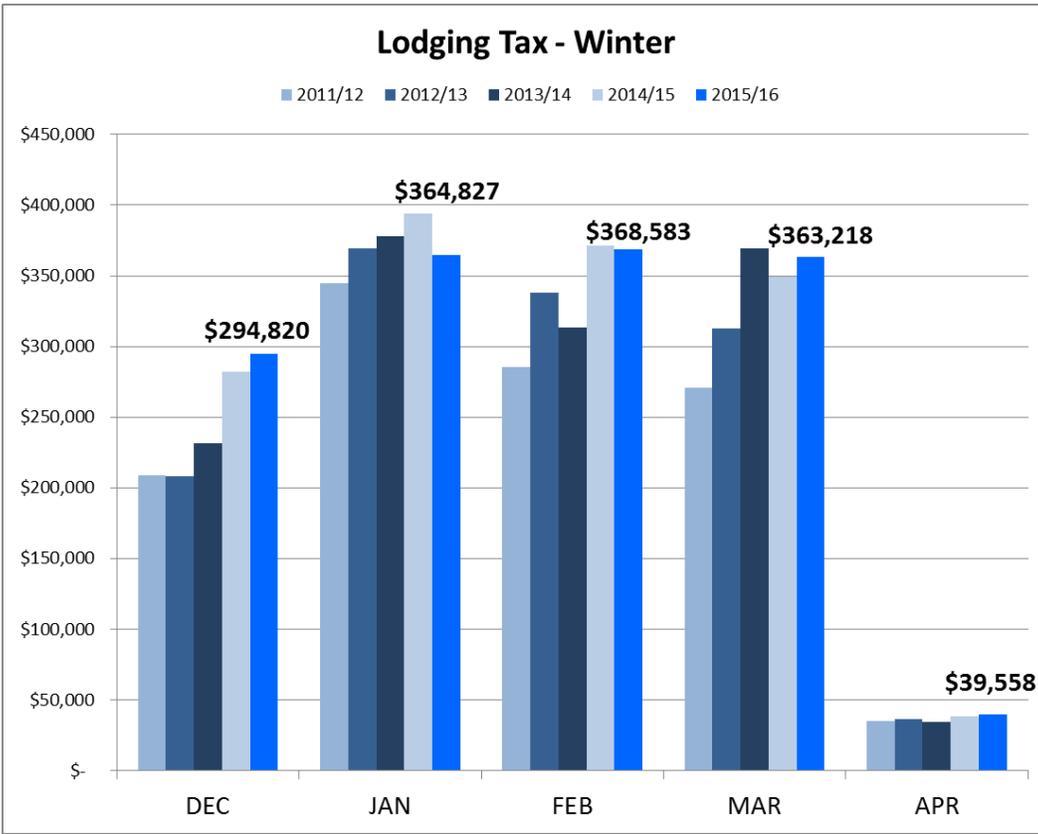
Total Lodging Rooms

WINTER	TOTAL	
2011/12	133,206	↑11.1%
2012/13	142,735	↑7.2%
2013/14	143,017	↑0.2%
2014/15	149,718	↑4.7%
2015/16	149,861	↑0.1%

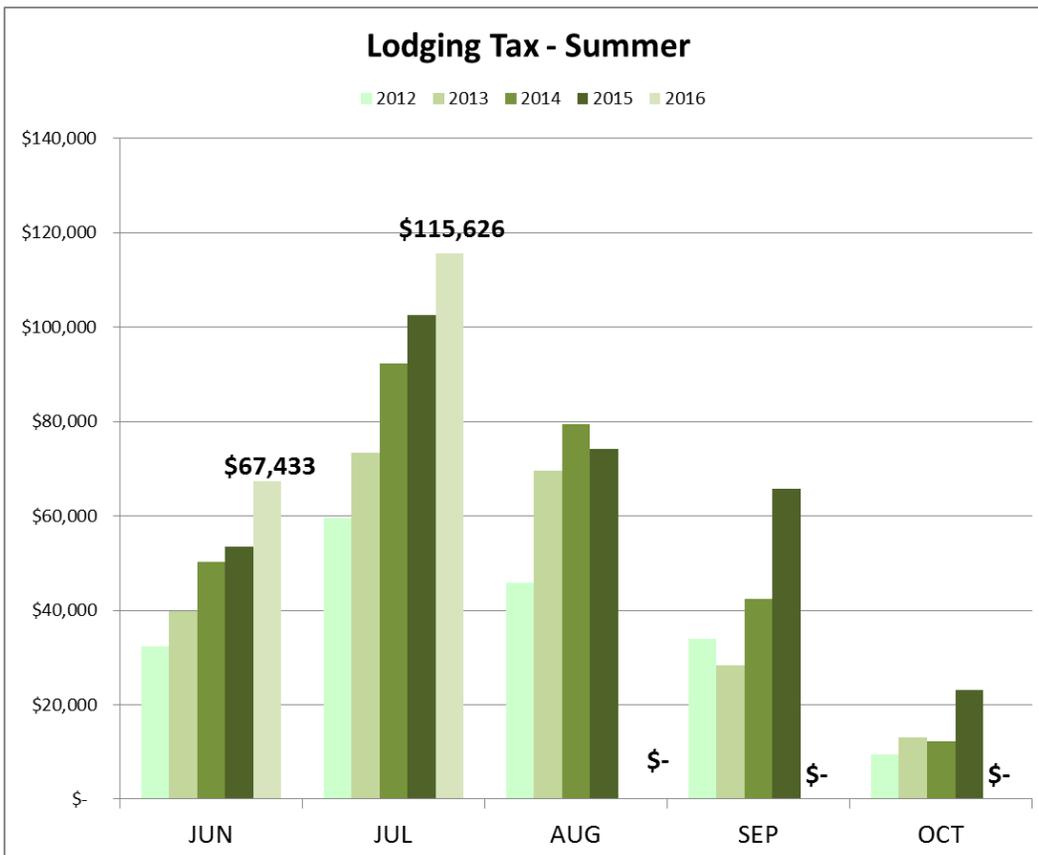
YTD Status (July 2016)	
Year	#Rms
2015	169,687
2016	172,654
↑1.75%	2,968

SUMMER	TOTAL	
2012	57,594	↓15.9%
2013	68,495	↑18.9%
2014	81,156	↑18.5%
2015	94,061	↑15.9%
2016	47,930	

Lodging Tax (\$)



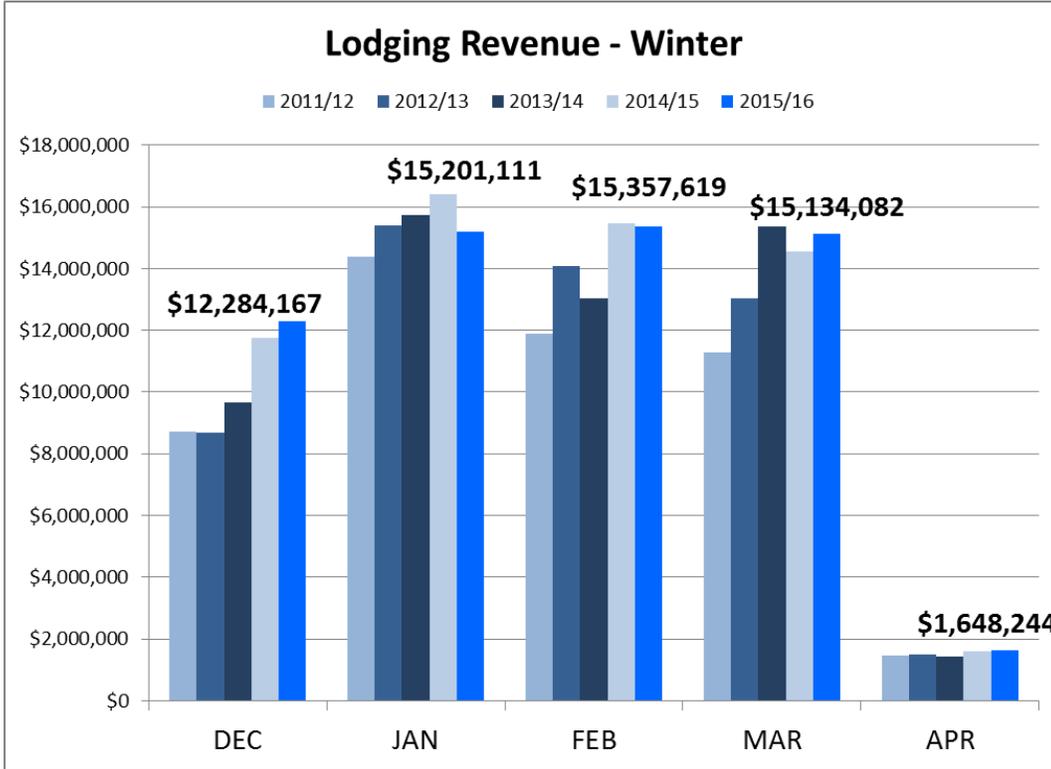
<u>WINTER</u>	<u>TOTAL \$</u>	
2011/12	\$1,144,666	↑11.5%
2012/13	\$1,264,399	↑10.5%
2013/14	\$1,326,285	↑4.9%
2014/15	\$1,434,726	↑8.2%
2015/16	\$1,431,005	↓0.3%



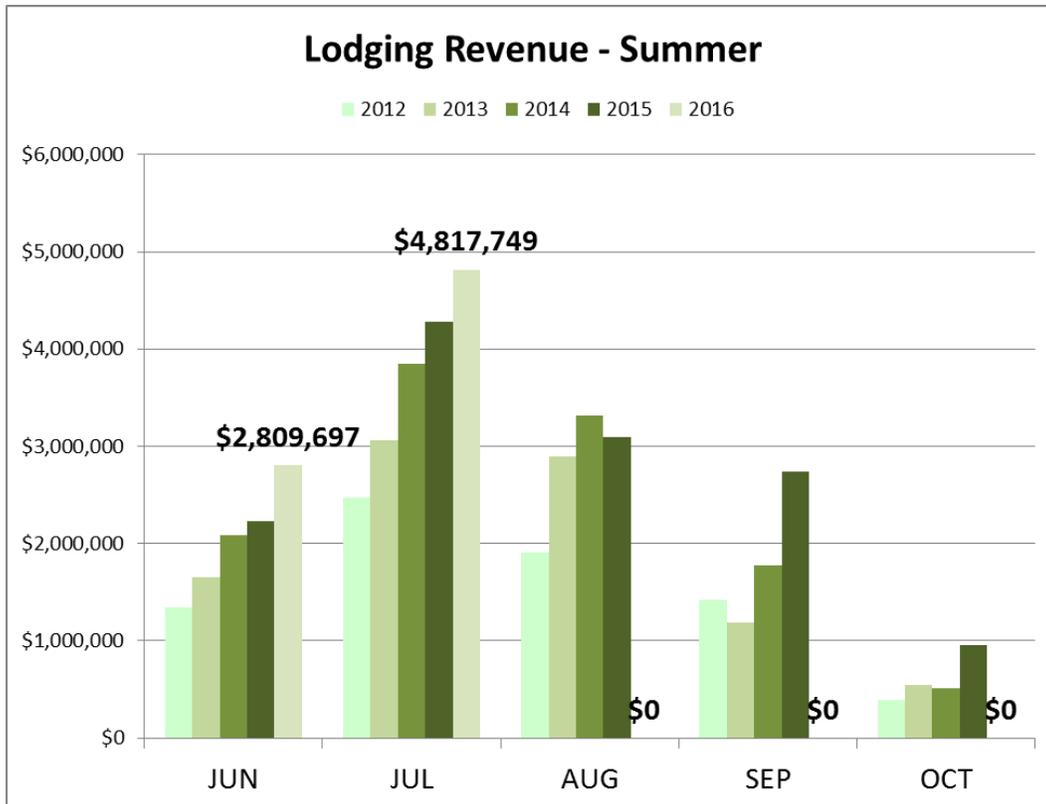
<u>YTD Status (July 2016)</u>	
<u>Year</u>	<u>Lodging Tax</u>
2015	\$1,311,747
2016	\$1,324,289
↑0.96%	\$12,542

<u>SUMMER</u>	<u>TOTAL \$</u>	
2012	\$180,891	↑2.0%
2013	\$224,277	↑24.0%
2014	\$276,736	↑23.4%
2015	\$319,179	↑15.3%
2016	\$183,059	

Lodging Revenue (\$)



WINTER	TOTAL \$	
2011/12	\$47,694,418	↑11.5%
2012/13	\$52,683,301	↑10.5%
2013/14	\$55,261,862	↑4.9%
2014/15	\$59,780,246	↑8.2%
2015/16	\$59,625,223	↓0.3%

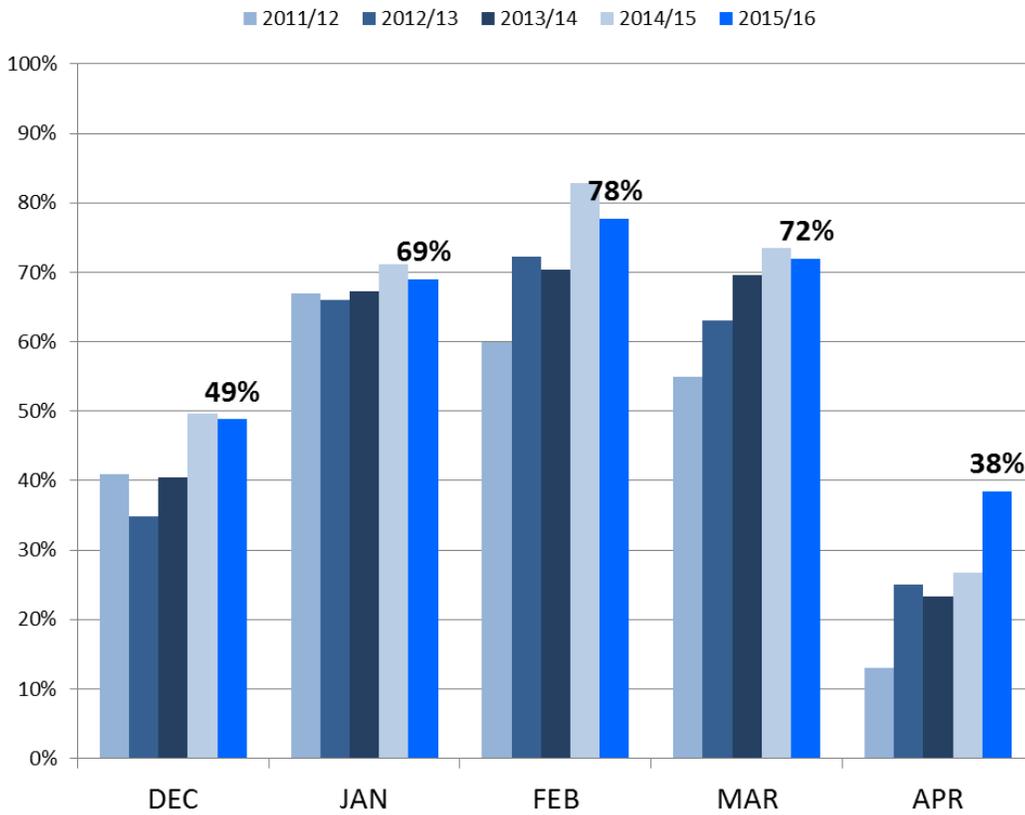


YTD Status (July 2016)	
Year	Lodging Rev
2015	\$54,656,130
2016	\$55,178,700
↑0.96%	\$522,570

SUMMER	TOTAL \$	
2012	\$7,537,143	↑2.0%
2013	\$9,344,865	↑24.0%
2014	\$11,530,666	↑23.4%
2015	\$13,299,112	↑15.3%
2016	\$7,627,445	

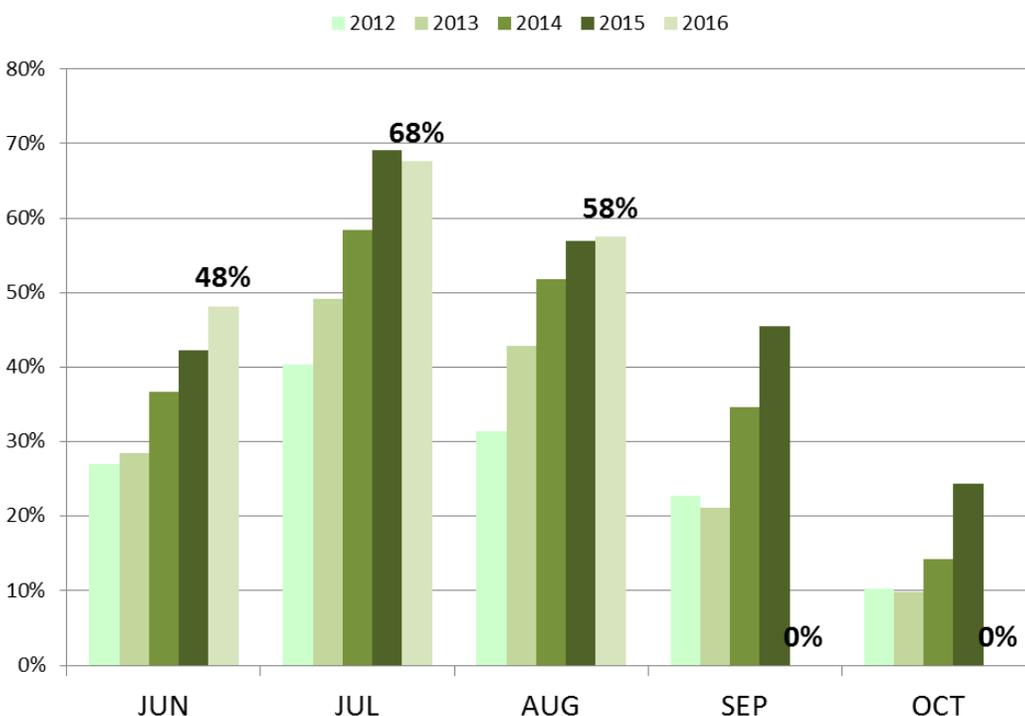
Lodging Occupancy (%)

Paid Occupancy (%) - Winter



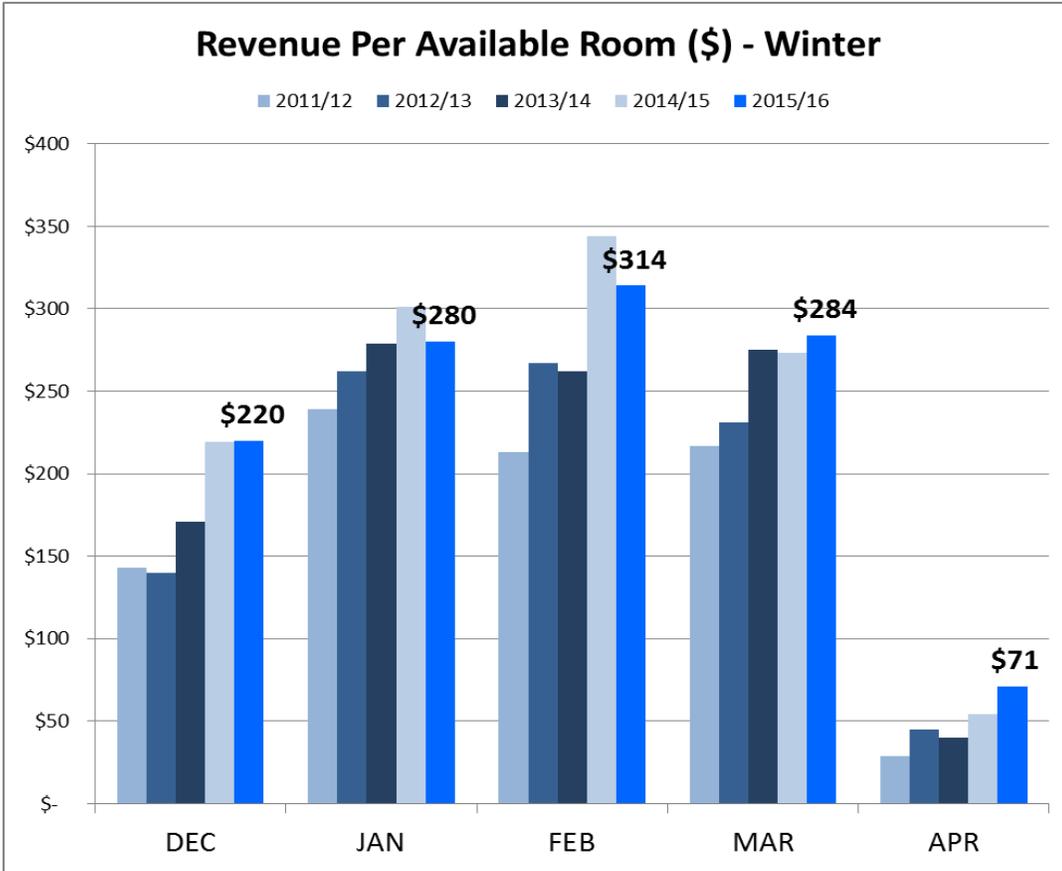
<u>WINTER</u>	<u>AVR %</u>	
2011/12	47%	↓0.4%
2012/13	52%	↑10.6%
2013/14	54%	↑3.8%
2014/15	61%	↑12.2%
2015/16	61%	↑0.6%

Paid Occupancy (%) - Summer

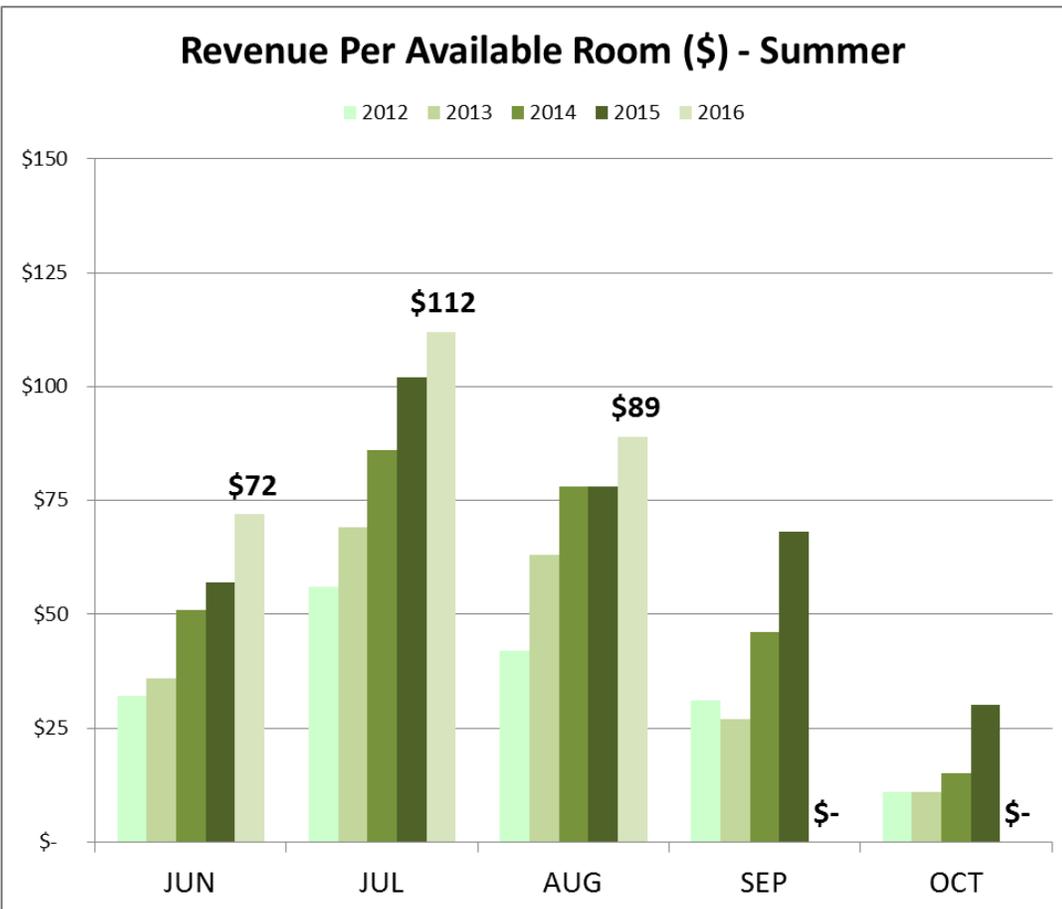


<u>SUMMER</u>	<u>AVR %</u>	
2012	26%	↓12.7%
2013	30%	↑14.9%
2014	39%	↑29.3%
2015	48%	↑21.6%
2016		

Revenue Per Available Room (\$)



WINTER	TOTAL \$	
2011/12	\$168	↑5.7%
2012/13	\$189	↑12.4%
2013/14	\$205	↑8.7%
2014/15	\$238	↑16.0%
2015/16	\$234	↓1.8%

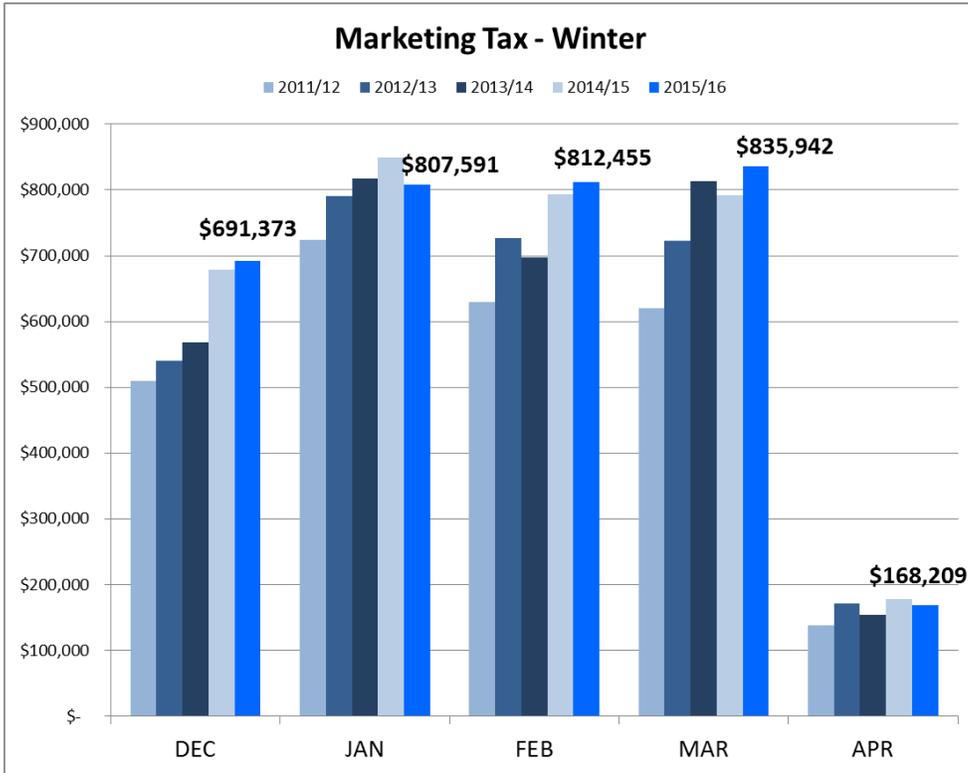


SUMMER	TOTAL \$	
2012	\$34	↑5.5%
2013	\$41	↑19.8%
2014	\$55	↑34.0%
2015	\$67	↑21.4%
2016		

Snowmass Tourism Primary Dashboard



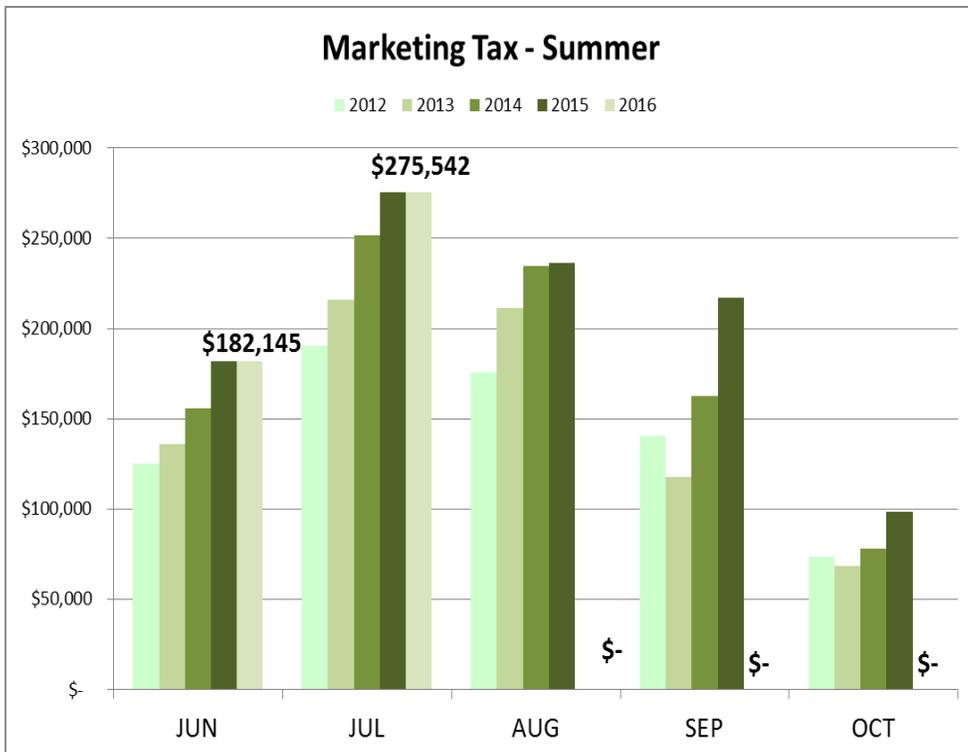
Goal 3: Support and promote the Retail, Food & Beverage sectors with an increase of +5% Winter and +10% Summer, year over year



Marketing Sales Tax

WINTER	TOTAL	
2011/12	\$2,620,281	↑6.5%
2012/13	\$2,950,308	↑12.6%
2013/14	\$3,049,992	↑3.4%
2014/15	\$3,290,214	↑7.9%
2015/16	\$3,315,569	↑0.8%

YTD Status (July 2016)	
Year	Revenue
2015	\$3,134,500
2016	\$3,203,982
↑2.2%	\$69,482



SUMMER	TOTAL	
2012	\$705,884	↑7.3%
2013	\$749,544	↑6.2%
2014	\$882,960	↑17.8%
2015	\$1,009,952	↑14.4%
2016	\$457,687	

Snowmass Tourism Online Dashboard

General Observations

As of 9/22/2016



Website Sessions: August and September (through reporting date of 9/22) performed slightly behind 2015 with 59,082 and 43,148 sessions respectively.

Website Users: August performed slightly behind 2015 with 49,280 users, and September is pacing slightly ahead at 34,508. users through the reporting date of 9/22.

Sessions by Device: Mobile represented more than 56% of website sessions in August and September, with desktop representing approximately 34% and tablet at approximately 9% in both months. This is the highest mobile usage we have seen in the past year.

Outbound Referrals: Since May, we have had the ability to track the number of clicks to outbound websites that are not exclusively via buttons but also, just general hyperlinks. Thus, our baseline for outbound referrals is now more accurate, but will appear as exaggerated increase in year-over-year referrals. Additionally, this reduces our bounce rate significantly as people who are clicking on these links are no longer viewed as 'bounces' since they've taken an official 'action.' We saw 13,198 Outbound Referrals in August and 8,791 in September through the reporting period.

Website Audience Summary: Domestic website traffic continues to prevail with Colorado as our top referring region, followed by key target regions.

Website Device Summary: In August, the Free Concerts and Outdoor Activities landing pages were the most visited pages besides the Home Page. In September, the Balloon Festival landing page was the top landing page for all devices, with over 11,000 sessions from mobile alone.

Top Website Traffic Sources: The majority of our website traffic continues to be Google search or people who are visiting us directly. We are seeing several of our paid campaigns in our top 10 traffic sources, including Facebook ads, Google CPC, Sharethrough (banner ads), and Viant (video pre-roll). Our Google CPC campaign consistently provided strong traffic, lower bounce rates and higher time on site.

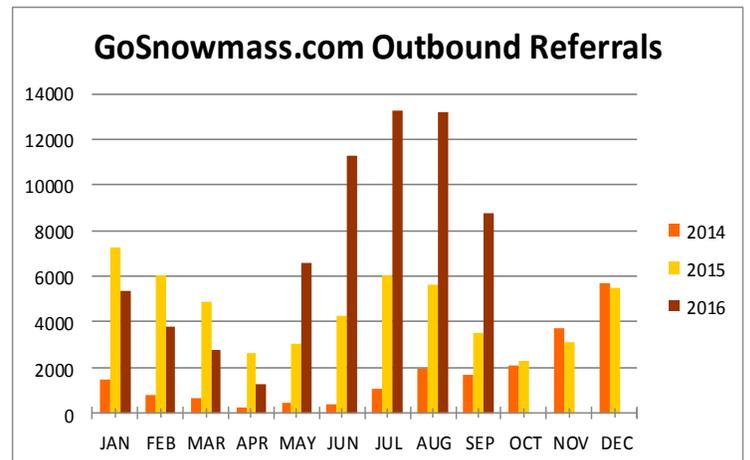
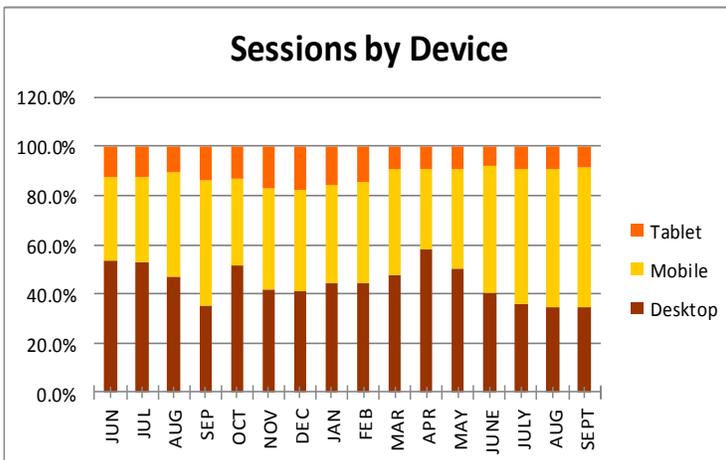
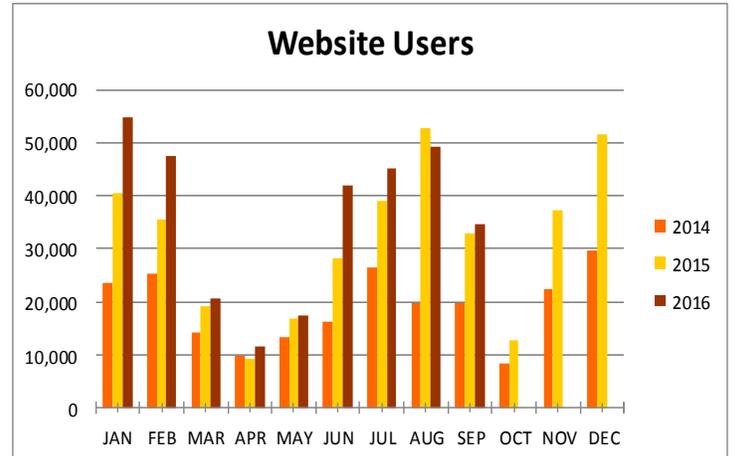
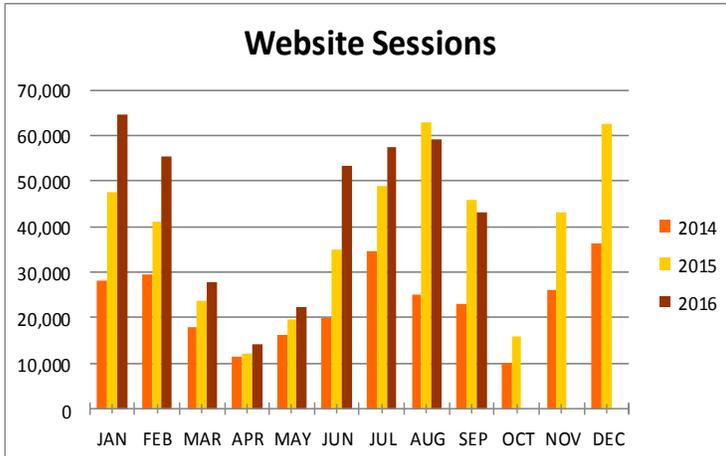
Paid Search: We continue to dramatically increase our spending in paid search and, thus, impressions have followed as well as website traffic. That being said, we tapered our spending a bit in July and, as expected, impressions tapered off a bit in conjunction with that. Paid search will be a tool we continue to lean on a increasing amount given the balance of cost, engagement and sessions it generates.

Email Marketing Summary: Our summer email numbers include our weekly event surveys to stakeholders. The July email performance was from a highly targeted CO-only music blast, which could account for the high open and click rates. In August we sent one to-all email, and in September we sent two to-all emails, both with lodging specials.

Social Media Summary: We have exceeded 100,000 fans on Facebook. While engagement with qualified fans is more valuable to us than absolute impressions and fan size, we believe that this growth is all qualified and mostly organic. In July we decided to stop running ads on Twitter given the cost and performance of those ads. We have continued to advertise on Facebook and Instagram as our primary social media platforms given that they are, by far, our most effective use of capital.

Snowmass Tourism Online Dashboard

As of 9/22/2016



GoSnowmass.com Audience Summary

Top Referring Countries/Regions - AUGUST 2016			
Country	Sessions	Region	Sessions
United States	56,509	Colorado	29,159
Australia	562	Texas	6,547
United Kingdom	210	California	3,695
India	208	Illinois	2,095
Brazil	189	Virginia	1,692
Canada	166	Florida	1,638
(not set)	128	New York	1,234
Mexico	123	District of Columbia	741
Argentina	121	New Mexico	616
Germany	65	Georgia	583
	59,082		56,509

Top Referring Countries/Regions - SEPTEMBER 2016			
Country	Sessions	Region	Sessions
United States	41,687	Colorado	23,032
Australia	353	Texas	4,803
Brazil	227	California	2,127
United Kingdom	164	Florida	1,644
Canada	119	Illinois	1,319
Argentina	90	New York	853
India	90	Georgia	626
(not set)	85	Virginia	379
Mexico	70	Missouri	378
Germany	56	Michigan	352
	43,515		41,687

GoSnowmass.com Device Summary

Top 3 Landing Pages By Device - AUGUST

Desktop	Sessions	Bounce Rate	Pages
[Home Page]	5855	38.17%	3.54
/activity/free-concerts/	1662	45.73%	2.33
/events/	1047	34.19%	3.02
Mobile			

[Home Page]	4566	54.14%	2.34
/campaign/outdoor-	3880	90.46%	1.16
/activity/free-concerts/	3069	67.03%	1.51

Tablet

[Home Page]	1102	34.21%	3.69
[Not Top 25]			
[Not Top 25]			

Top 3 Landing Pages By Device - SEPT.

Desktop	Sessions	Bounce Rate	Pages
/event/snowmass-balloon-	3399	70.20%	1.32
[Home Page]	3351	38.88%	3.30
/campaign/outdoor-activities/	756	63.10%	1.76
Mobile			

/event/snowmass-balloon-	11409	83.64%	1.32
[Home Page]	1634	49.69%	2.40
/special-events/fall-in-	1598	91.30%	1.11

Tablet

/event/snowmass-balloon-festival/	1220	73.03%	1.53
[Not Top 25]			
[Not Top 25]			

GoSnowmass.com Acquisition Summary

JUNE

Source / Medium	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration
-----------------	----------	----------------	-----------	-------------	-----------------	-----------------------

AUGUST

Source / Medium	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration
google / organic	17,492	68.94%	12,059	54.13%	2.20	0:02:02
(direct) / (none)	10,447	84.42%	8,819	76.28%	1.62	0:00:54
m.facebook.com / referral	6,407	89.03%	5,704	84.38%	1.25	0:00:26
sharethrough / vj-media	4,258	95.91%	4,084	93.45%	1.10	0:00:09
facebook.com / vj-social	3,645	81.76%	2,980	92.24%	1.12	0:00:16
google / cpc	2,706	67.70%	1,832	55.43%	1.96	0:01:24
lm.facebook.com / referral	1,715	61.05%	1,047	87.41%	1.20	0:00:38
gosnowmass.com / referral	1,542	72.37%	1,116	33.66%	3.70	0:04:11
Viant / vj-media	1,389	98.34%	1,366	80.13%	1.33	0:00:11
viant / vj-media	888	89.98%	799	92.12%	1.13	0:00:11
Total	59,082	78.42%	46,334	68.97%	1.80	0:01:17

SEPTEMBER

Source / Medium	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration
google / organic	15,531	67.18%	10,434	58.99%	2.03	0:01:59
(direct) / (none)	6,360	80.19%	5,100	71.43%	1.73	0:01:18
m.facebook.com / referral	5,435	81.77%	4,444	80.96%	1.37	0:00:33
google / cpc	4,091	61.09%	2,499	67.95%	1.63	0:01:09
facebook.com / vj-social	1,472	73.03%	1,075	91.78%	1.13	0:00:17
colorado.com / referral	1,166	68.35%	797	73.16%	1.64	0:01:19
gosnowmass.com / referral	1,111	73.81%	820	34.47%	3.97	0:04:35
sharethrough / vj-media	1,103	95.56%	1,054	93.47%	1.10	0:00:09
viant / vj-media	966	93.48%	903	75.67%	1.52	0:00:47
yahoo / organic	731	66.35%	485	57.87%	1.95	0:01:39
Total	43,515	73.15%	31,831	67.46%	1.82	0:01:27

Paid Search Summary

PPC (Google)	JUNE	JULY	AUG	SEPT
CTR	0.07%	0.25%	0.52%	4.20%
Average Position	1.0	1.0	1	1
Bounce Rate	54.72%	48.79%	55.43%	67.95%

Source: Google AdWords

Email Marketing Summary

Email Marketing	JUNE	JULY	AUG	SEPT
Sent	62887	5601	44220	87492
Opens	5799	901	3556	6585
Open%	9.22%	16.09%	8.04%	7.6%
Clicks	717	304	469	641
CTR on Open	12.36%	33.74%	12.93%	10.64%
Active Contacts	49215	49012		

Source: Silverpop Engage

Social Media Summary

FACEBOOK	JUNE	JULY	AUG	SEPT
Fans	99,847	99,980	100,450	100,657
Change in Fans	0.1%	0.1%	0.5%	0.2%
Ave. Reach	47,049	57,404	72,110	43,913
Reach %	47.1%	57.4%	71.8%	43.6%

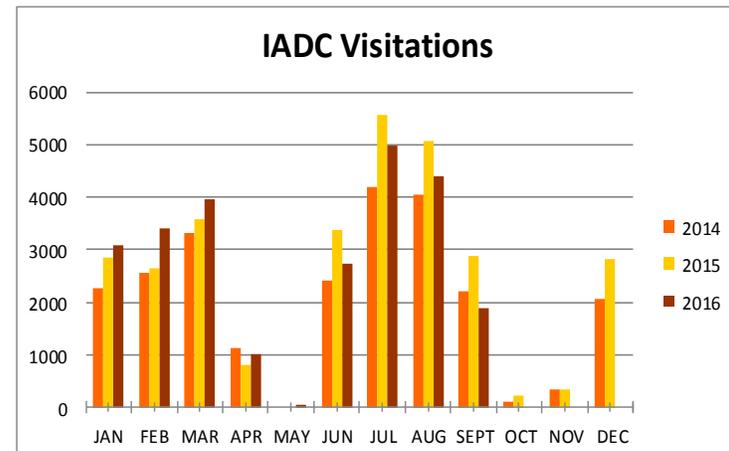
TWITTER	JUNE	JULY	AUG	SEPT
Followers	4,767	4,826	not available	4822
Change in Followers	2.4%	1.2%	not available	-0.1%
Impressions	387k	117k	not available	not available

INSTAGRAM	JUNE	JULY	AUG	SEPT
Followers	9,697	10,142	not available	10,956
Change in Followers	2.1%	4.6%	not available	8.0%

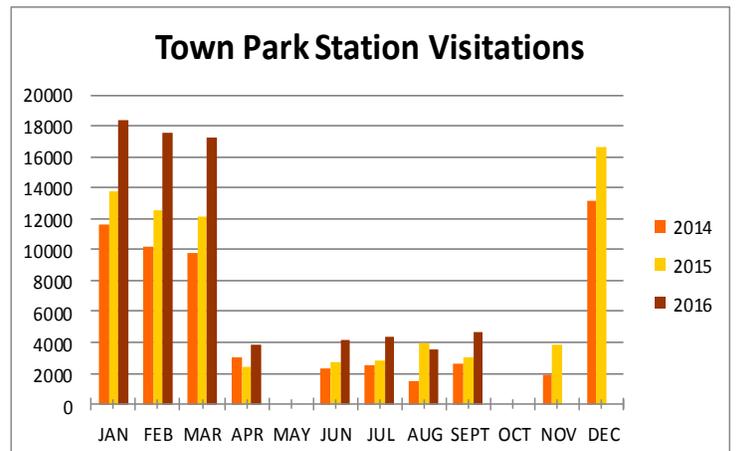
Engagement per			not available	not available
Engagement %	0.0%	0.0%	not available	not available

Note: Facebook reach decreased as business now have to 'pay to play'

Guest Services Summary



Source: Guest Service Count



Source: Guest Service Count



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.

Goal Conversions: : The number of times a user has completed one of the following indicators of interest: the number of clicks on the "check availability" button on the main lodging page; the number of clicks on the "contact us" buttons in the footer and on the group sales page; the number of clicks on the "book now" button on specials pages; and the number of clicks on the "share this" button. Although these actions are a strong indicator of intent to buy, they are not all encompassing. A better figure to look at is the number of external referrals.

Goal Conversion Rate: Number of goal completions relative to sessions (goal completions divided by sessions).

IADC Visitation: The number of visitors passing through the museum and information center at the Ice Age Discovery Center in a given month.

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

Media Value: Or Advertising Cost Equivalent (ACE) Is a PR monetary value that measures how much the article would cost if it had been paid-for advertising in a publication.

Percent Mobile: The number of visitors to gosnowmass.com that accessed the site on a mobile device (smart phone, tablet, etc.).

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.

PR Impressions: The number of people who have had the opportunity to be exposed to a story that has appeared in the media calculated by the specific outlet's circulation number or total readership.

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.

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

Dest: This is the number of destinations that were participating in MTRiP/Destimetrics during a given season/date range.

GROUP SALES

Definite: A group that has signed a contract with at least one Snowmass lodging property and is committed to coming to Snowmass.

Leads: This is qualified group business that consists of 10 or more rooms for a one night minimum stay or longer and has a reasonable chance of booking in Snowmass.

Prospect: A group that has interest in Snowmass and a lead has been sent to Snowmass Lodging properties requesting rates and additional information as needed/requested by the client.

Prospecting: The search for new and qualified customers to potentially bring group business to Snowmass.

Sales Trip: A tradeshow or Sales Call in a specific region/destination to meet with potential clients

Site Visit: A meeting planner or signing representative of a group is in Snowmass to make a buying decision.

Tentative: A group that is actively considering Snowmass and has a contract from a lodging property for review/signature.

Snowmass Tourism: Summer 2016
Marketing Touchpoints

ATTACHMENT B
DETAILS:

COLLATERAL
Early Winter Brochure: 30,000 brochures distributed along Denver corridor, I-70 (Grand Junction to Burlington), DIA, I-25 (Ft. Collins-Pueblo), Summit County, as well as Visitor Centers throughout CO
Balloon Festival Pilot Brochure: 12,000 brochures distributed before and during event
Balloon Festival Pin: 500 pins

PRINT ADS
 Quarter-page and half-page ads placed in The Aspen Times, Snowmass Sun and Aspen Daily News

DIGITAL
E-BLAST
SOCIAL ADS

RADIO ADVERTISING

TOP FACEBOOK POSTS



Balloon Festival Pilot Brochure
September 10



Balloon Festival Pin
September 16



Balloon Festival Sandwich Boards
September 16



Balloon Festival Credentials
September 16



Winter Lure Brochure
September 19



Retail Ad Local papers
Through September 5



Tough Mudder Ad Local papers
Through September 8



Dining AI Fresco Ad Local papers
Through September 9



Bike Snowmass Ad Local papers
Through September 14

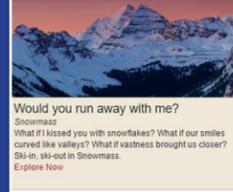


The Finest Automobile Auction Ad Local papers
Through September 16



Snowmass Balloon Festival Ad Local papers
Through September 17

SEPTEMBER 2016



Display Banners - Brand Colorado.com
Launch date September 15



Display Banners - Brand Expedia, Orbitz, Travelocity
Multiple sizes
Launch date September 19



Display Banners - Brand Expedia, Orbitz, Travelocity
Multiple sizes
Launch date September 19



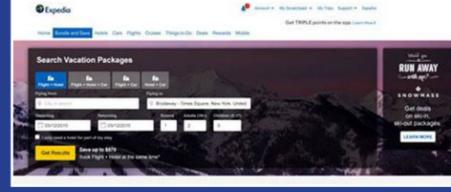
Display Banners - Brand Expedia, Orbitz, Travelocity
Multiple sizes
Launch date September 19



Display Banners - Brand Expedia, Orbitz, Travelocity
Multiple sizes
Launch date September 19



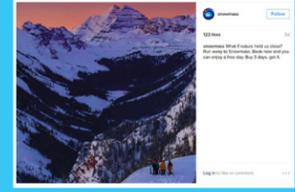
Display Banners - Brand ADARA Retargeting
Multiple versions
Through September 15



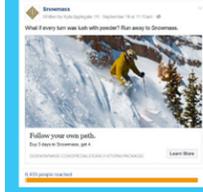
Display Banners - Brand Expedia, Orbitz, Travelocity Search Marquee
Launch date September 19



E-Blasts - Promotion Early Storm Package Colorado.com
Launch date September 28



Social Ads - Promotion Early Storm Package Instagram
Launch date September 12



Social Ads - Promotion Early Storm Package Facebook
Launch date September 12



Social Ads - Events Balloon Festival Facebook
Launch date September 13



Social Ads - Brand Video Facebook & Instagram
Through September 19



Social Ads - Brand Cinemagraph Facebook & Instagram
Through September 19

APR (Aspen-GWS): JAS Labor Day Experience 30 second spot
September 1-3

KSPN (Aspen-GWS): Tough Mudder 30 second spot
September 1-8

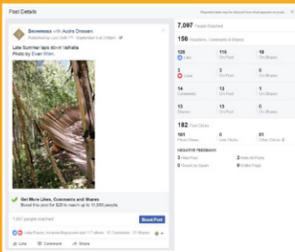
GJ Radio (92.3 The Moose, Magic 93.1, KSTR 96.1): Balloons, Wine & Cars 30 second spot
September 1-9

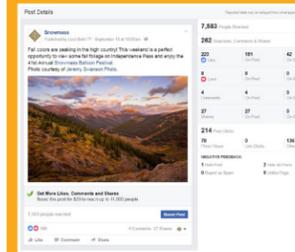
KSPN (Aspen-GWS): Balloons, Wine & Cars 30 second spot
September 1-15

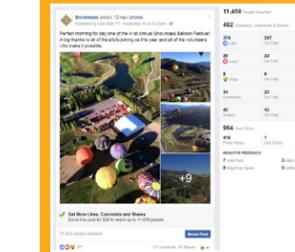
GJ Radio (92.3 The Moose, Magic 93.1, KSTR 96.1): Balloons, Wine & Cars 30 second spot
September 1-15

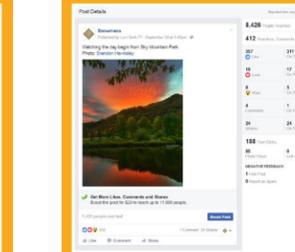
APR (Aspen-GWS): Tough Mudder 30 second spot
September 4-10

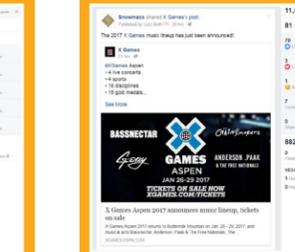
APR (Aspen-GWS): Balloons, Wine & Cars 30 second spot
September 11-17













SNOWMASS TOURISM PUBLIC RELATIONS REPORT

August & September 2016

LOU HAMMOND & ASSOCIATES PR SUMMARY

Key activities/initiatives completed by LHG in August & September 2016 included presenting 35 media opportunities/Hot Tips to the Snowmass community. Media engagement included 35 pitched stories to publications resulting in story interest from Men's Journal, Robb Report, Worth, USA Today, Condé Nast Traveler, Departures, Travel + Leisure, 5820 Magazine, San Diego Magazine, Orbitz Blog and Hemispheres. Stories were secured in Travel + Leisure, U.S. News & World Report and Yahoo! Finance. LHG liaised with Orange Theory and DToX Fitness for potential collaboration opportunities.

MEDIA OUTREACH

Hosted/Co-hosted 13 journalists in August & September 2016

- **Aaron Chase**, Red Bull Influencer
- **Jason Sumner**, Mtn Mountain Magazine
- **Hideko Maruyama**, Globetrotter Guidebook/MN
- **Suzanne and Simon Dent**, Family Traveler
- **Georgina Wilson Powell**, Good Things Magazine
- **Rob Story**, SKI Magazine
- **John Anthony Fitzsimons**, Irish Independent
- **French Media Fam/Andrea Blankenship-CTO, French PR Rep, Mathilde Touze**
 - **Rodolphe Pete**, Nice Matin, daily regional newspaper
 - **Laura Pertuy**, Madame Figaro Pocket
 - **Francois Bostnavaron**, Le Monde, national newspaper
 - **Anais Brosseau**, La Croix, national newspaper
 - **Christophe Riedel**, i-voyages.net, consumer travel website

NEWS RELEASES DISTRIBUTED

Six news releases distributed to international, national, regional and local media:

- August 10 Chalk It Up! In Snowmass Saturday, August
- August 11 Amilicar to Alpha Romeo: The Finest Automobile Auctions
- August 22 Triple header Weekend Brings Hot Air Balloons, Fine Wine and Collector Cars to Snowmass
- August 31 Go for Gold in Snowmass this Fall
- September 1 Where and When to Experience the Snowmass Balloon Festival Up- Snowmass Village August 5-7
- September 9 Snowmass Wine Festival and The Finest Automobile Auction Friday and Saturday Sep 16 & 17
- September 22 Trending This Winter in Snowmass

PR RESULTS

Fifteen stories were written on Snowmass including online, national and international publications in August and September 2016. A number of local stories and Denver TV coverage all occurred and are included as well.

- Equaling 91M media impressions

MEDIA HIGHLIGHTS

Media coverage highlights August and September 2016 include:

- **U.S. News & World Report:** *10 Places to See Golden Aspens This Fall*
- **Yahoo! Finance:** *10 Places to See Golden Aspens This Fall*
- **Travel + Leisure:** *The Best Winter Break Destination*
- **Embridge Lifestyl Magazine,** *Mountain High*
- **Aspen Times:** *Get Your Kilt On, Snowmass Balloon Festival Continues to Soar, Tough Mudders Soak it Up in Snowmass Village, Time to Get Muddy in Snowmass*
- **Aspen Daily News:** *Blood, Sweat and Beers*
- **Snowmass Sun:** *Luxury Cars, Hot Air Ballons, Wine – A Busy Weekend in Snowmass Village*
- **KWGN TV – Unique to Colorado:** *2 segments: one on Balloon and one on Tough Mudder.*



Snowmass Tourism

Group Sales Dashboard



Department YOY Overview—2016 Q2

	2016 Q2 Goal	2016 Q2 Production	Production % Q1 Goal	2015 Q2 Production	2016 YTD Production	2016 Annual Goal	Production % Annual Goal
Leads	96	89	93%	96	196	417	47%
Prospecting	797	858	107%	862	1714	3208	53%
Sales Trips	15	17	113%	15	25.5	53	48%
Site Visits	29	14	48%	25	43	119	36%
FAM/Events		2		4	3	7	43%

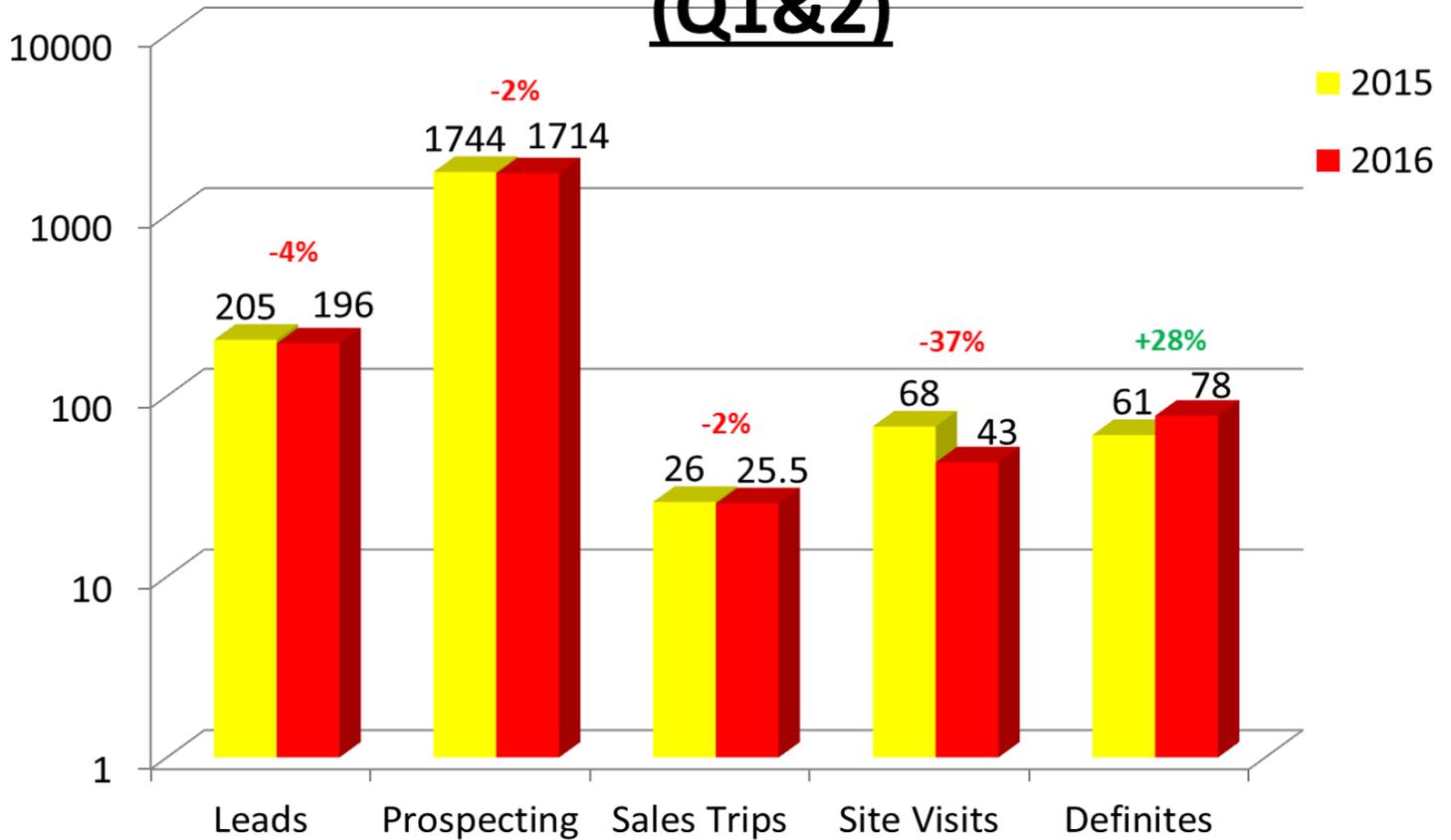
Rollover Production (2016 YTD)

(Previous Prospects and Tentatives that carryover to turn in 2016)

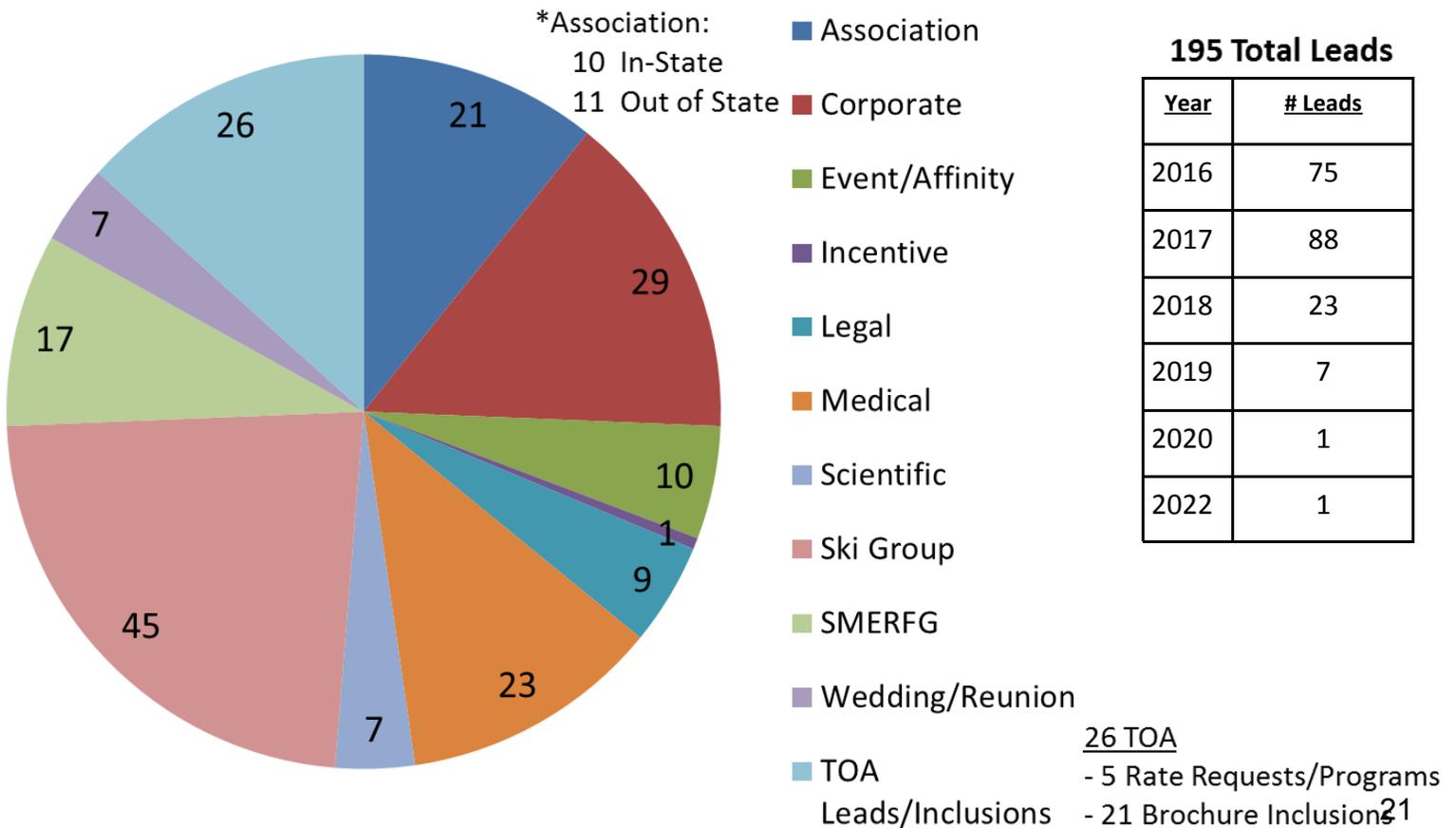
Conversion	2014 Production	2014 % Leads	2015 Production	2015 % Leads	2016 Production	2016 % Leads
Prospect	0/4	0%	13/123	11%	56/195	29%
Tentative	0/4	0%	3/123	2%	15/195	8%
Definite	1/4	25%	24/123	20%	53/195	27%
Lost Business	3/4	75%	83/123	67%	71/195	36%

Production Comparison 2015 vs 2016

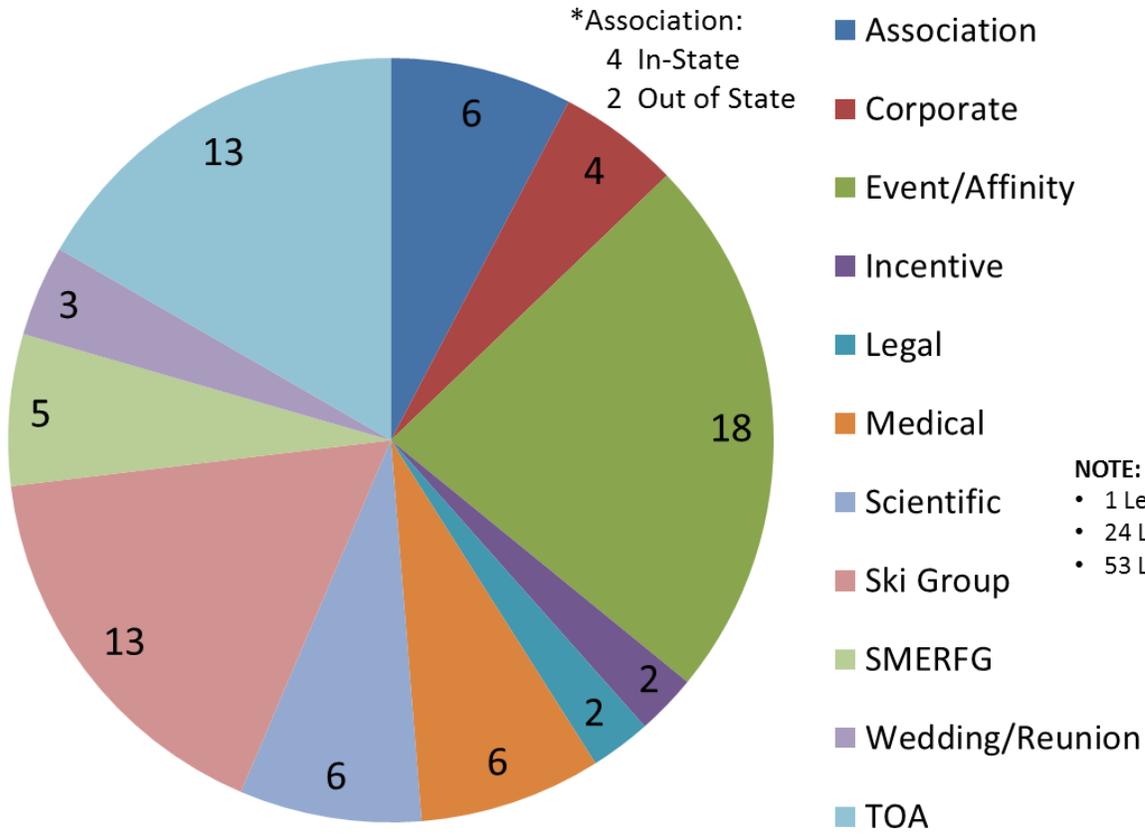
(Q1&2)



Leads by Market Segment (2016 YTD)



Definites by Market Segment (2016 YTD)



78 Total Definites

Year	# Definites
2016	46
2017	31
2018	1
2019	0

NOTE: All turned to definite in 2016

- 1 Lead was from 2014
- 24 Leads were from 2015
- 53 Leads were from 2016



Budget Performance Report

Fiscal Year to Date 08/31/16
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 - Marketing & Special Events Fund										
REVENUE										
401003	Sales Taxes - Marketing									
401003-03	Sales Taxes - Marketing	4,560,708.00	.00	4,560,708.00	300,495.19	.00	3,233,378.63	1,327,329.37	71	4,489,125.95
401003 - Sales Taxes - Marketing Totals		\$4,560,708.00	\$0.00	\$4,560,708.00	\$300,495.19	\$0.00	\$3,233,378.63	\$1,327,329.37	71%	\$4,489,125.95
404071	Event Revenue - Sponsorships									
404071-02	Event Revenue - Sponsorships	.00	.00	.00	.00	.00	16,625.00	(16,625.00)	+++	4,900.00
404071 - Event Revenue - Sponsorships Totals		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$16,625.00	(\$16,625.00)	+++	\$4,900.00
406007	Donations - Ice Age Discovery									
406007-02	Donations - Ice Age Discovery	.00	.00	.00	.00	.00	890.00	(890.00)	+++	1,939.00
406007 - Donations - Ice Age Discovery Totals		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$890.00	(\$890.00)	+++	\$1,939.00
407001	Interest Income	1,500.00	.00	1,500.00	1,263.62	.00	5,960.75	(4,460.75)	397	2,673.24
407003	Miscellaneous Income	.00	.00	.00	.00	.00	.00	.00	+++	1,470.00
407008	Accounts Payable Write Offs	.00	.00	.00	.00	.00	.00	.00	+++	44,499.70
407018	Co-op Reimbursement									
407018-01	Co-op Reimbursement	.00	.00	.00	.00	.00	.00	.00	+++	3,100.00
407018-02	Co-op Reimbursement - Marketing	25,000.00	.00	25,000.00	.00	.00	800.00	24,200.00	3	33,693.10
407018 - Co-op Reimbursement Totals		\$25,000.00	\$0.00	\$25,000.00	\$0.00	\$0.00	\$800.00	\$24,200.00	3%	\$36,793.10
REVENUE TOTALS		\$4,587,208.00	\$0.00	\$4,587,208.00	\$301,758.81	\$0.00	\$3,257,654.38	\$1,329,553.62	71%	\$4,581,400.99
EXPENSE										
501001	Payroll - Regular									
501001-01	Payroll - Regular	658,487.00	.00	658,487.00	52,324.86	.00	397,497.30	260,989.70	60	594,633.41
501001 - Payroll - Regular Totals		\$658,487.00	\$0.00	\$658,487.00	\$52,324.86	\$0.00	\$397,497.30	\$260,989.70	60%	\$594,633.41
501002	Payroll Overtime Regular									
501002-01	Payroll Overtime Regular	20,000.00	.00	20,000.00	1,262.80	.00	9,687.68	10,312.32	48	30,773.27
501002 - Payroll Overtime Regular Totals		\$20,000.00	\$0.00	\$20,000.00	\$1,262.80	\$0.00	\$9,687.68	\$10,312.32	48%	\$30,773.27
501003	Payroll Benefits - Recreation Benefit									
501003-01	Payroll Benefits - Recreation Benefit	12,667.00	.00	12,667.00	215.00	.00	9,907.96	2,759.04	78	10,439.04
501003-04	Payroll Benefits - Housing Allowance	30,000.00	.00	30,000.00	2,500.00	.00	20,000.00	10,000.00	67	30,000.00
501003-06	Payroll Benefits - Retirement	41,106.00	.00	41,106.00	3,106.18	.00	24,748.41	16,357.59	60	36,617.25
501003-08	Payroll Benefits - Medicare	8,515.00	.00	8,515.00	782.34	.00	6,416.51	2,098.49	75	9,237.45
501003-09	Payroll Benefits - Fica	5,451.00	.00	5,451.00	482.47	.00	3,495.12	1,955.88	64	4,765.27
501003-10	Payroll Benefits - Health Insurance	180,362.00	.00	180,362.00	14,022.56	.00	100,031.46	80,330.54	55	120,594.83
501003-11	Payroll Benefits - Seasonal Health Insurance	5,545.00	.00	5,545.00	.00	.00	.00	5,545.00	0	.00
501003-13	Payroll Benefits - Dental Insurance	2,222.00	.00	2,222.00	258.44	.00	1,902.42	319.58	86	3,778.43
501003-14	Payroll Benefits - Vision Insurance	1,749.00	.00	1,749.00	154.24	.00	1,143.20	605.80	65	1,351.11
501003-15	Payroll Benefits - Standard - Life / AD& D	1,749.00	.00	1,749.00	243.18	.00	1,838.34	(89.34)	105	2,369.00
501003-16	Payroll Benefits - Cigna - Life/AD&D	.00	.00	.00	.00	.00	.00	.00	+++	868.80
501003-17	Payroll Benefits - Dependant Life	76.00	.00	76.00	3.32	.00	25.23	50.77	33	46.63
501003-18	Payroll Benefits - Long Term Disability	4,692.00	.00	4,692.00	331.70	.00	2,507.48	2,184.52	53	3,965.30
501003-19	Payroll Benefits - Unemployment Insurance	1,975.00	.00	1,975.00	161.40	.00	1,323.98	651.02	67	1,905.22



Budget Performance Report

Fiscal Year to Date 08/31/16
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 - Marketing & Special Events Fund										
EXPENSE										
501003	Payroll Benefits - Recreation Benefit									
501003-20	Payroll Benefits - Workmans Comp	988.00	.00	988.00	216.23	.00	1,843.69	(855.69)	187	8,510.82
	501003 - Payroll Benefits - Recreation Benefit Totals	\$297,097.00	\$0.00	\$297,097.00	\$22,477.06	\$0.00	\$175,183.80	\$121,913.20	59%	\$234,449.15
501004	Training/ Registrations	10,000.00	.00	10,000.00	.00	.00	.00	10,000.00	0	3,126.56
501005	Travel & Meeting Expenses	35,000.00	.00	35,000.00	5,575.73	.00	50,966.13	(15,966.13)	146	48,790.92
502003	Contract Service	55,000.00	.00	55,000.00	4,643.23	.00	49,776.27	5,223.73	91	55,998.91
502004	Telephone	7,000.00	.00	7,000.00	944.59	.00	4,152.82	2,847.18	59	6,198.13
502007	Maintenance Agreements - Copier									
502007-01	Maintenance Agreements - Copier	1,000.00	.00	1,000.00	.00	.00	512.43	487.57	51	167.91
	502007 - Maintenance Agreements - Copier Totals	\$1,000.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$512.43	\$487.57	51%	\$167.91
502008	Repairs - Equipment									
502008-01	Repairs - Equipment	1,000.00	.00	1,000.00	.00	.00	.00	1,000.00	0	.00
	502008 - Repairs - Equipment Totals	\$1,000.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00	\$1,000.00	0%	\$0.00
502009	Mailing - Postage									
502009-01	Mailing - Postage	3,000.00	.00	3,000.00	80.27	.00	1,220.15	1,779.85	41	1,312.19
	502009 - Mailing - Postage Totals	\$3,000.00	\$0.00	\$3,000.00	\$80.27	\$0.00	\$1,220.15	\$1,779.85	41%	\$1,312.19
502010	Utilities - Electric									
502010-03	Utilities - Electric	600.00	.00	600.00	132.07	.00	468.22	131.78	78	894.94
	502010 - Utilities - Electric Totals	\$600.00	\$0.00	\$600.00	\$132.07	\$0.00	\$468.22	\$131.78	78%	\$894.94
502013	Leased Equipment - Copier									
502013-01	Leased Equipment - Copier	11,000.00	.00	11,000.00	781.85	.00	6,134.40	4,865.60	56	8,792.15
	502013 - Leased Equipment - Copier Totals	\$11,000.00	\$0.00	\$11,000.00	\$781.85	\$0.00	\$6,134.40	\$4,865.60	56%	\$8,792.15
502017	Audit	4,439.00	.00	4,439.00	.00	.00	.00	4,439.00	0	4,309.00
503001	Advertising - Jobs									
503001-02	Advertising - Jobs	.00	.00	.00	.00	.00	.00	.00	+++	1,080.44
	503001 - Advertising - Jobs Totals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$1,080.44
503002	Dues, Memberships, Subscriptions	8,000.00	.00	8,000.00	.00	500.00	3,614.75	3,885.25	51	6,979.06
503003	Miscellaneous	12,000.00	.00	12,000.00	3,308.10	.00	15,009.97	(3,009.97)	125	11,632.40
503005	Supplies - Office									
503005-01	Supplies - Office	8,000.00	.00	8,000.00	.00	.00	2,278.09	5,721.91	28	2,904.96
503005-30	Supplies - Events	15,000.00	.00	15,000.00	3,949.35	.00	9,555.20	5,444.80	64	16,304.56
	503005 - Supplies - Office Totals	\$23,000.00	\$0.00	\$23,000.00	\$3,949.35	\$0.00	\$11,833.29	\$11,166.71	51%	\$19,209.52
503007	Building Lease Payments - Rent									
503007-01	Building Lease Payments - Rent	68,500.00	.00	68,500.00	5,586.50	.00	45,192.00	23,308.00	66	66,616.00
503007-02	Building Lease Payments - CAMS	8,500.00	.00	8,500.00	648.42	.00	5,835.78	2,664.22	69	7,781.04
	503007 - Building Lease Payments - Rent Totals	\$77,000.00	\$0.00	\$77,000.00	\$6,234.92	\$0.00	\$51,027.78	\$25,972.22	66%	\$74,397.04
503008	Insurance - Building									
503008-01	Insurance - Building	191.00	.00	191.00	.00	.00	181.76	9.24	95	173.35
503008-02	Insurance - Vehicle	262.00	.00	262.00	4.27	.00	34.16	227.84	13	237.76



Budget Performance Report

Fiscal Year to Date 08/31/16
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 - Marketing & Special Events Fund										
EXPENSE										
	503008 - Insurance - Building Totals	\$453.00	\$0.00	\$453.00	\$4.27	\$0.00	\$215.92	\$237.08	48%	\$411.11
503009	Vehicle Expenses - Fuel									
503009-01	Vehicle Expenses - Fuel	870.00	.00	870.00	50.35	.00	314.30	555.70	36	768.91
503009-02	Vehicle Expenses - Oil	56.00	.00	56.00	.00	.00	.00	56.00	0	26.13
503009-03	Vehicle Expenses - Parts & Supplies	931.00	.00	931.00	43.26	.00	725.91	205.09	78	654.52
503009-06	Vehicle Expenses - Labor	2,100.00	.00	2,100.00	297.50	.00	892.50	1,207.50	42	2,125.00
	503009 - Vehicle Expenses - Fuel Totals	\$3,957.00	\$0.00	\$3,957.00	\$391.11	\$0.00	\$1,932.71	\$2,024.29	49%	\$3,574.56
503027	Office Equipment	6,000.00	.00	6,000.00	119.98	.00	5,138.45	861.55	86	4,890.36
510055	Transfer Out to CIP	187,500.00	.00	187,500.00	.00	.00	.00	187,500.00	0	.00
550002	Signage	15,000.00	.00	15,000.00	2,342.19	.00	7,036.84	7,963.16	47	10,293.22
550003	Premiums	35,000.00	.00	35,000.00	2,038.20	648.00	12,432.35	21,919.65	37	29,303.59
550004	Summer Marketing - Collateral									
550004-01	Summer Marketing - Collateral	75,000.00	.00	75,000.00	2,197.51	4,606.10	28,632.36	41,761.54	44	93,100.25
550004-02	Summer Marketing - Advertising	590,000.00	.00	590,000.00	1,166.22	13,317.97	265,953.34	310,728.69	47	521,021.15
550004-03	Summer Marketing - Photography	40,000.00	.00	40,000.00	5,241.66	.00	13,030.33	26,969.67	33	22,218.08
	550004 - Summer Marketing - Collateral Totals	\$705,000.00	\$0.00	\$705,000.00	\$8,605.39	\$17,924.07	\$307,616.03	\$379,459.90	46%	\$636,339.48
550005	Winter Marketing - Collateral									
550005-01	Winter Marketing - Collateral	103,000.00	.00	103,000.00	330.00	.00	21,153.14	81,846.86	21	116,962.59
550005-02	Winter Marketing - Advertising	515,000.00	.00	515,000.00	.00	.00	123,697.87	391,302.13	24	332,013.59
550005-03	Winter Marketing - Photography	60,000.00	.00	60,000.00	.00	.00	34,681.99	25,318.01	58	50,519.43
	550005 - Winter Marketing - Collateral Totals	\$678,000.00	\$0.00	\$678,000.00	\$330.00	\$0.00	\$179,533.00	\$498,467.00	26%	\$499,495.61
550006	Online - Web Design & Maintenance									
550006-01	Online - Web Design & Maintenance	55,000.00	.00	55,000.00	189.95	.00	25,793.30	29,206.70	47	38,739.15
550006-02	Online - Social Media	55,000.00	.00	55,000.00	150.00	.00	21,461.09	33,538.91	39	21,191.73
550006-03	Online - Search Engine Optimazation & Marketing	50,000.00	.00	50,000.00	.00	.00	.00	50,000.00	0	25,231.25
550006-04	Online - E-mail	35,000.00	.00	35,000.00	1,400.00	.00	17,990.00	17,010.00	51	21,470.00
550006-05	Online - Miscellaneous	15,000.00	.00	15,000.00	.00	.00	750.00	14,250.00	5	8,823.00
	550006 - Online - Web Design & Maintenance Totals	\$210,000.00	\$0.00	\$210,000.00	\$1,739.95	\$0.00	\$65,994.39	\$144,005.61	31%	\$115,455.13
550007	RRC Occupancy	.00	.00	.00	.00	.00	.00	.00	+++	22,035.00
550008	Sponsorship Tool	10,000.00	.00	10,000.00	1,499.86	.00	3,973.65	6,026.35	40	9,889.90
550009	Competitive Analysis	23,500.00	.00	23,500.00	.00	.00	21,800.00	1,700.00	93	.00
550010	Summer Events									
550010	Summer Events	845,000.00	.00	845,000.00	72,900.14	271.40	476,501.59	368,227.01	56	939,724.76
550010-01	Town Services	150,000.00	.00	150,000.00	.00	.00	.00	150,000.00	0	.00
	550010 - Summer Events Totals	\$995,000.00	\$0.00	\$995,000.00	\$72,900.14	\$271.40	\$476,501.59	\$518,227.01	48%	\$939,724.76
550011	Winter Events	327,000.00	.00	327,000.00	.00	.00	171,023.39	155,976.61	52	472,284.78
550012	Ice Age Discovery Center	90,000.00	.00	90,000.00	2,119.57	.00	41,937.74	48,062.26	47	101,996.97
550013	Research Survey	20,000.00	.00	20,000.00	.00	.00	.00	20,000.00	0	8,690.57
550017	One Time Expenses	12,000.00	.00	12,000.00	.00	.00	302.00	11,698.00	3	56,493.99



Budget Performance Report

Fiscal Year to Date 08/31/16
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 - Marketing & Special Events Fund										
EXPENSE										
560001	Public Relations	115,000.00	.00	115,000.00	9,648.91	53.26	98,546.72	16,400.02	86	80,885.36
560002	Rebate	52,000.00	.00	52,000.00	.00	.00	53,100.00	(1,100.00)	102	50,300.00
EXPENSE TOTALS		\$4,709,033.00	\$0.00	\$4,709,033.00	\$203,454.40	\$19,396.73	\$2,224,169.77	\$2,465,466.50	48%	\$4,144,809.39
Fund 009 - Marketing & Special Events Fund Totals										
REVENUE TOTALS		4,587,208.00	.00	4,587,208.00	301,758.81	.00	3,257,654.38	1,329,553.62	71	4,581,400.99
EXPENSE TOTALS		4,709,033.00	.00	4,709,033.00	203,454.40	19,396.73	2,224,169.77	2,465,466.50	48	4,144,809.39
Fund 009 - Marketing & Special Events Fund Totals		(\$121,825.00)	\$0.00	(\$121,825.00)	\$98,304.41	(\$19,396.73)	\$1,033,484.61	(\$1,135,912.88)		\$436,591.60
Fund 010 - Group Sales Fund										
REVENUE										
401003	Sales Taxes - Lodging									
401003-04	Sales Taxes - Lodging	1,806,787.00	.00	1,806,787.00	116,084.93	.00	1,325,183.85	481,603.15	73	1,789,211.19
401003 - Sales Taxes - Lodging Totals		\$1,806,787.00	\$0.00	\$1,806,787.00	\$116,084.93	\$0.00	\$1,325,183.85	\$481,603.15	73%	\$1,789,211.19
407001	Interest Income	1,500.00	.00	1,500.00	768.93	.00	4,162.97	(2,662.97)	278	2,093.61
407003	Miscellaneous Income	.00	.00	.00	.00	.00	.00	.00	+++	1,289.88
407008	Accounts Payable Write Offs	.00	.00	.00	.00	.00	.00	.00	+++	200.00
407018	Co-op Reimbursement									
407018-01	Co-op Reimbursement	1,000.00	.00	1,000.00	.00	.00	.00	1,000.00	0	718.83
407018 - Co-op Reimbursement Totals		\$1,000.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00	\$1,000.00	0%	\$718.83
407056	Support for Groups	21,000.00	.00	21,000.00	.00	.00	.00	21,000.00	0	31,052.91
REVENUE TOTALS		\$1,830,287.00	\$0.00	\$1,830,287.00	\$116,853.86	\$0.00	\$1,329,346.82	\$500,940.18	73%	\$1,824,566.42
EXPENSE										
501001	Payroll - Regular									
501001-01	Payroll - Regular	704,625.00	.00	704,625.00	37,588.28	.00	420,369.14	284,255.86	60	604,032.53
501001-08	Payroll - Bonus	.00	.00	.00	.00	.00	(30,237.50)	30,237.50	+++	30,237.50
501001 - Payroll - Regular Totals		\$704,625.00	\$0.00	\$704,625.00	\$37,588.28	\$0.00	\$390,131.64	\$314,493.36	55%	\$634,270.03
501002	Payroll Overtime Regular									
501002-01	Payroll Overtime Regular	50,000.00	.00	50,000.00	2,263.28	.00	27,873.43	22,126.57	56	100,039.01
501002 - Payroll Overtime Regular Totals		\$50,000.00	\$0.00	\$50,000.00	\$2,263.28	\$0.00	\$27,873.43	\$22,126.57	56%	\$100,039.01
501003	Payroll Benefits - Recreation Benefit									
501003-01	Payroll Benefits - Recreation Benefit	7,755.00	.00	7,755.00	1,081.03	.00	6,600.67	1,154.33	85	6,827.94
501003-06	Payroll Benefits - Retirement	49,324.00	.00	49,324.00	2,698.82	.00	27,219.41	22,104.59	55	42,794.78
501003-08	Payroll Benefits - Medicare	10,217.00	.00	10,217.00	596.21	.00	6,779.10	3,437.90	66	10,980.85
501003-10	Payroll Benefits - Health Insurance	218,509.00	.00	218,509.00	13,711.68	.00	126,873.06	91,635.94	58	173,922.49
501003-13	Payroll Benefits - Dental Insurance	2,020.00	.00	2,020.00	261.16	.00	2,676.65	(656.65)	133	6,015.56
501003-14	Payroll Benefits - Vision Insurance	1,590.00	.00	1,590.00	138.46	.00	1,394.82	195.18	88	1,941.22
501003-15	Payroll Benefits - Standard - Life / AD& D	1,770.00	.00	1,770.00	211.26	.00	1,993.95	(223.95)	113	2,747.84
501003-16	Payroll Benefits - Cigna - Life/AD&D	.00	.00	.00	.00	.00	.00	.00	+++	1,039.20
501003-17	Payroll Benefits - Dependant Life	63.00	.00	63.00	4.66	.00	46.59	16.41	74	79.37



Budget Performance Report

Fiscal Year to Date 08/31/16

Include Rollup Account and Rollup to Account

501003-18	Payroll Benefits - Long Term Disability	5,054.00	.00	5,054.00	281.85	.00	2,715.01	2,338.99	54	4,632.42
501003-19	Payroll Benefits - Unemployment Insurance	2,114.00	.00	2,114.00	122.81	.00	1,398.02	715.98	66	2,267.19
501003-20	Payroll Benefits - Workmans Comp	1,057.00	.00	1,057.00	112.03	.00	1,049.59	7.41	99	6,045.76
501003 - Payroll Benefits - Recreation Benefit Totals		\$299,473.00	\$0.00	\$299,473.00	\$19,219.97	\$0.00	\$178,746.87	\$120,726.13	60%	\$259,294.62
501004	Training/ Registrations	1,000.00	.00	1,000.00	.00	.00	.00	1,000.00	0	.00
501005	Travel & Meeting Expenses	85,000.00	.00	85,000.00	3,138.34	.00	46,280.51	38,719.49	54	79,566.25
502003	Contract Service	50,000.00	.00	50,000.00	1,912.32	.00	35,222.82	14,777.18	70	43,437.65
502004	Telephone	6,500.00	.00	6,500.00	594.24	.00	4,229.43	2,270.57	65	5,940.36
502008 Repairs - Equipment										
502008-01	Repairs - Equipment	1,000.00	.00	1,000.00	.00	.00	.00	1,000.00	0	.00
502008 - Repairs - Equipment Totals		\$1,000.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00	\$1,000.00	0%	\$0.00
502009 Mailing - Postage										
502009-01	Mailing - Postage	2,000.00	.00	2,000.00	19.90	.00	1,358.68	641.32	68	2,040.28
502009-03	Mailing - Tradeshows	3,000.00	.00	3,000.00	190.20	.00	784.54	2,215.46	26	1,170.34
502009 - Mailing - Postage Totals		\$5,000.00	\$0.00	\$5,000.00	\$210.10	\$0.00	\$2,143.22	\$2,856.78	43%	\$3,210.62
502013 Leased Equipment - Copier										
502013-01	Leased Equipment - Copier	9,000.00	.00	9,000.00	700.00	.00	5,522.09	3,477.91	61	8,051.74
502013 - Leased Equipment - Copier Totals		\$9,000.00	\$0.00	\$9,000.00	\$700.00	\$0.00	\$5,522.09	\$3,477.91	61%	\$8,051.74
502017	Audit	2,255.00	.00	2,255.00	.00	.00	.00	2,255.00	0	2,189.00
503001 Advertising - Jobs										
503001-02	Advertising - Jobs	.00	.00	.00	1,689.20	.00	5,728.50	(5,728.50)	+++	.00
503001 - Advertising - Jobs Totals		\$0.00	\$0.00	\$0.00	\$1,689.20	\$0.00	\$5,728.50	(\$5,728.50)	+++	\$0.00
503002	Dues, Memberships, Subscriptions	5,000.00	.00	5,000.00	.00	.00	4,190.00	810.00	84	3,363.00
503003	Miscellaneous	20,000.00	.00	20,000.00	1,264.30	177.08	6,141.68	13,681.24	32	19,315.05
503005 Supplies - Office										
503005-01	Supplies - Office	4,000.00	.00	4,000.00	10.94	.00	350.96	3,649.04	9	4,907.97
503005 - Supplies - Office Totals		\$4,000.00	\$0.00	\$4,000.00	\$10.94	\$0.00	\$350.96	\$3,649.04	9%	\$4,907.97
503007 Building Lease Payments - Rent										
503007-01	Building Lease Payments - Rent	61,038.00	.00	61,038.00	5,086.50	.00	40,692.00	20,346.00	67	60,616.00
503007 - Building Lease Payments - Rent Totals		\$61,038.00	\$0.00	\$61,038.00	\$5,086.50	\$0.00	\$40,692.00	\$20,346.00	67%	\$60,616.00
503009 Vehicle Expenses - Fuel										
503009-01	Vehicle Expenses - Fuel	.00	.00	.00	.00	.00	164.59	(164.59)	+++	257.31
503009 - Vehicle Expenses - Fuel Totals		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$164.59	(\$164.59)	+++	\$257.31
503027	Office Equipment	3,500.00	.00	3,500.00	.00	.00	.00	3,500.00	0	2,017.37
510055	Transfer Out to CIP	187,500.00	.00	187,500.00	.00	.00	.00	187,500.00	0	.00
550014 Marketing - Collateral										
550014-01	Marketing - Collateral	20,000.00	.00	20,000.00	.00	.00	7,637.64	12,362.36	38	27,843.46
550014-02	Marketing - Industry Print Ads	20,000.00	.00	20,000.00	18,401.00	.00	18,401.00	1,599.00	92	16,531.00
550014-03	Marketing - Online	15,000.00	.00	15,000.00	.00	.00	1,904.88	13,095.12	13	.00
550014 - Marketing - Collateral Totals		\$55,000.00	\$0.00	\$55,000.00	\$18,401.00	\$0.00	\$27,943.52	\$27,056.48	51%	\$44,374.46
550015 Direct Sales - Tradeshows										
550015-01	Direct Sales - Tradeshows	85,000.00	.00	85,000.00	774.76	.00	42,967.47	42,032.53	51	71,155.51
550015-02	Direct Sales - Client Amenities/Premiums	40,000.00	.00	40,000.00	2,144.07	.00	18,880.03	21,119.97	47	39,136.76



Budget Performance Report

Fiscal Year to Date 08/31/16

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 010 - Group Sales Fund										
EXPENSE										
550015	Direct Sales - Tradeshows									
550015-03	Direct Sales - Client Entertainment	65,000.00	.00	65,000.00	8,633.04	.00	32,229.39	32,770.61	50	55,747.31
550015-04	Direct Sales - FAM	95,000.00	.00	95,000.00	6,237.09	5,089.00	12,152.09	77,758.91	18	92,815.38
	550015 - Direct Sales - Tradeshows Totals	\$285,000.00	\$0.00	\$285,000.00	\$17,788.96	\$5,089.00	\$106,228.98	\$173,682.02	39%	\$258,854.96
550016	Support for Groups	195,000.00	.00	195,000.00	4,367.60	2,810.00	76,025.16	116,164.84	40	186,739.12
	EXPENSE TOTALS	\$2,029,891.00	\$0.00	\$2,029,891.00	\$114,235.03	\$8,076.08	\$957,615.40	\$1,064,199.52	48%	\$1,716,444.52
Fund 010 - Group Sales Fund Totals										
	REVENUE TOTALS	1,830,287.00	.00	1,830,287.00	116,853.86	.00	1,329,346.82	500,940.18	73	1,824,566.42
	EXPENSE TOTALS	2,029,891.00	.00	2,029,891.00	114,235.03	8,076.08	957,615.40	1,064,199.52	48	1,716,444.52
Fund 010 - Group Sales Fund Totals										
		(\$199,604.00)	\$0.00	(\$199,604.00)	\$2,618.83	(\$8,076.08)	\$371,731.42	(\$563,259.34)		\$108,121.90
Fund 055 - Capital Improvement Program										
EXPENSE										
Department 79 - Other CIP										
Division 70 - Snowmass Tourism										
579300	Snowmass Tourism Product Enhancement	300,000.00	.00	300,000.00	.00	.00	1,046.25	298,953.75	0	.00
	Division 70 - Snowmass Tourism Totals	\$300,000.00	\$0.00	\$300,000.00	\$0.00	\$0.00	\$1,046.25	\$298,953.75	0%	\$0.00
	Department 79 - Other CIP Totals	\$300,000.00	\$0.00	\$300,000.00	\$0.00	\$0.00	\$1,046.25	\$298,953.75	0%	\$0.00
	EXPENSE TOTALS	\$300,000.00	\$0.00	\$300,000.00	\$0.00	\$0.00	\$1,046.25	\$298,953.75	0%	\$0.00
Fund 055 - Capital Improvement Program Totals										
	REVENUE TOTALS	.00	.00	.00	.00	.00	.00	.00	+++	.00
	EXPENSE TOTALS	300,000.00	.00	300,000.00	.00	.00	1,046.25	298,953.75	0	.00
Fund 055 - Capital Improvement Program Totals										
		(\$300,000.00)	\$0.00	(\$300,000.00)	\$0.00	\$0.00	(\$1,046.25)	(\$298,953.75)		\$0.00
Grand Totals										
	REVENUE TOTALS	6,417,495.00	.00	6,417,495.00	418,612.67	.00	4,587,001.20	1,830,493.80	71	6,405,967.41
	EXPENSE TOTALS	7,038,924.00	.00	7,038,924.00	317,689.43	27,472.81	3,182,831.42	3,828,619.77	46	5,861,253.91
	Grand Totals	(\$621,429.00)	\$0.00	(\$621,429.00)	\$100,923.24	(\$27,472.81)	\$1,404,169.78	(\$1,998,125.97)		\$544,713.50

TOWN OF SNOWMASS VILLAGE

MONTHLY REPORTS OF: Jul-16

REAL ESTATE TRANSFER TAXES

TOWN OF SNOWMASS VILLAGE SALES TAXES

TOWN'S PORTION OF PITKIN COUNTY'S SALES TAXES

EXCISE TAXES

PREPARED BY: FINANCE DEPARTMENT

SPECIAL NOTES:

REAL ESTATE TRANSFER TAX REPORTS - The Real Estate Transfer Tax is a land transfer tax upon the transfer of interest in real property. The tax is payable from the 1st day of August, 1986, of one-half of one percent (1/2%) of the consideration for the real property to the 31st day of July, 1991, and from the 1st day of August, 1991, of one percent (1%) of the consideration for the real property to the 31st day of July, 1996. This tax was extended by a vote of the people until the 31st day of December, 2006. On November 2nd, 2004, the electorate of the Town of Snowmass Village voted to extend this tax in perpetuity.

SALES TAX REPORTS PER GENERAL LEDGER reflect sales tax revenue collections for the months as indicated. Delinquent payment of sales tax will cause fluctuations in monthly totals since months in which delinquent sales tax payments were not made will be understated and months in which delinquent payments are made will be overstated. Of course, if the total delinquent payments are consistent from month to month, the degree of fluctuation will be lessened considerably.

SALES TAX REPORTS PER SALES TAX PROGRAM reflect actual sales tax generated for each month listed. Delinquent payments are posted back to the actual month they were generated, which causes the monthly amounts to continually fluctuate as they are updated.

EXCISE TAX REPORTS reflect a limited excise tax on improvements in excess of the maximum allowable floor area for a lot. Approved by the electors of the Town on November 2, 1999, the tax went into effective on March 23, 2000. On November 4, 2008, the electorate of the Town of Snowmass Village voted to extend this tax in perpetuity.

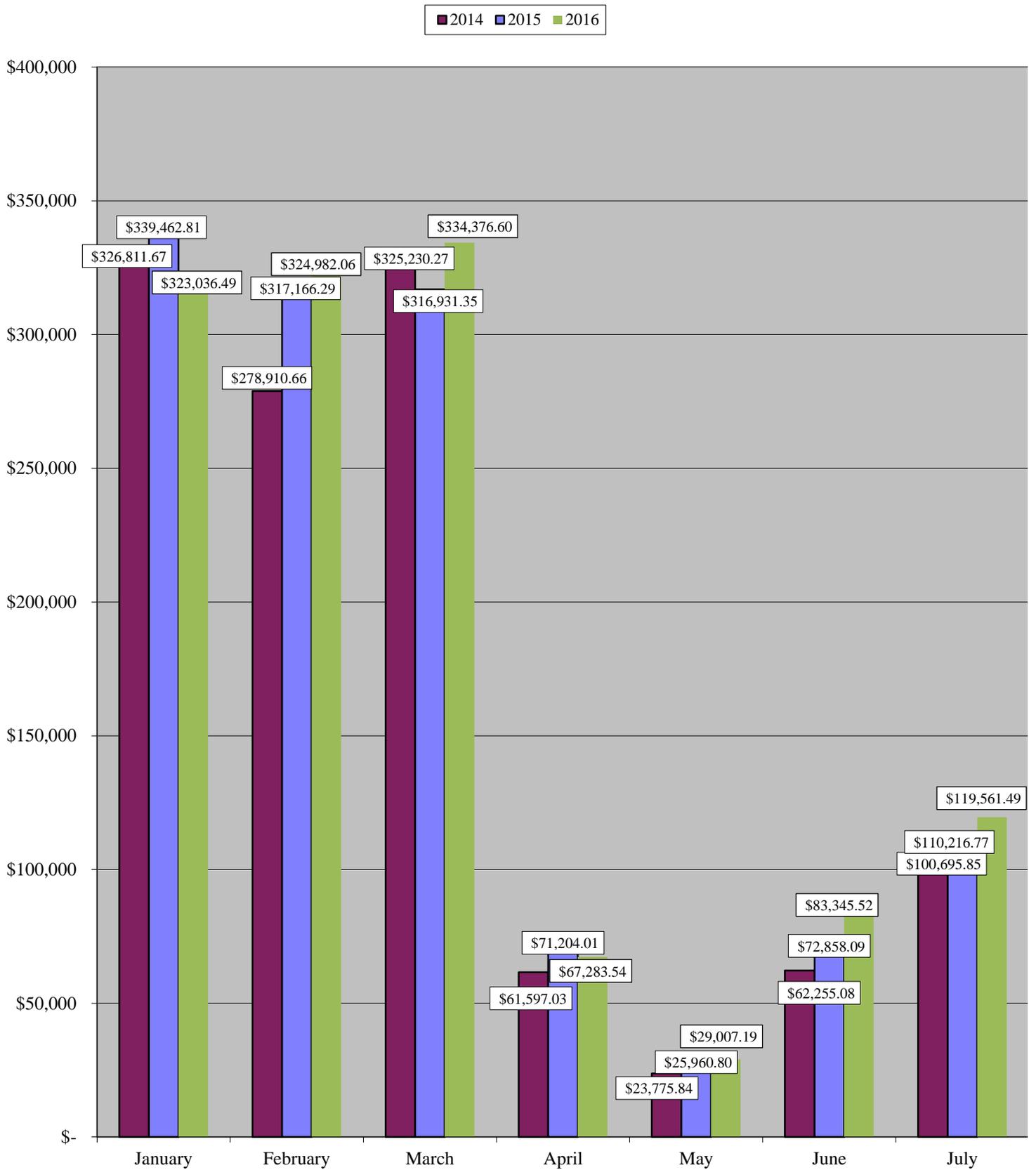
TOWN OF SNOWMASS VILLAGE
TOWN SALES TAX

HISTORICAL SUMMARY

MONTH GENERATED PER SALES TAX PROGRAM GENERAL FUND	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2016 VARIANCE \$	2016 VARIANCE %
January	\$ 213,904.01	\$ 247,667.73	\$ 275,511.80	\$ 235,150.96	\$ 237,395.99	\$ 252,088.53	\$ 289,376.67	\$ 316,371.39	\$ 326,811.67	\$ 339,462.81	\$ 323,036.49	\$ (16,426.32)	-4.84%
February	\$ 219,702.01	\$ 233,521.18	\$ 257,750.24	\$ 233,972.34	\$ 218,137.55	\$ 210,193.28	\$ 251,819.65	\$ 290,533.71	\$ 278,910.66	\$ 317,166.29	\$ 324,982.06	\$ 7,815.77	2.46%
March	\$ 247,724.00	\$ 266,534.92	\$ 282,034.66	\$ 207,639.25	\$ 219,713.37	\$ 276,120.81	\$ 247,879.91	\$ 288,953.64	\$ 325,230.27	\$ 316,931.35	\$ 334,376.60	\$ 17,445.25	5.50%
April	\$ 53,755.14	\$ 68,673.42	\$ 58,568.32	\$ 64,962.60	\$ 63,844.05	\$ 50,054.56	\$ 54,960.60	\$ 68,286.81	\$ 61,597.03	\$ 71,204.01	\$ 67,283.54	\$ (3,920.47)	-5.51%
May	\$ 21,254.57	\$ 23,362.07	\$ 28,743.46	\$ 22,700.56	\$ 21,445.42	\$ 21,089.02	\$ 23,115.76	\$ 25,283.00	\$ 23,775.84	\$ 25,960.80	\$ 29,007.19	\$ 3,046.39	11.73%
June	\$ 49,989.72	\$ 54,649.56	\$ 49,192.84	\$ 44,427.07	\$ 39,843.22	\$ 47,008.29	\$ 50,057.70	\$ 54,310.19	\$ 62,255.08	\$ 72,858.09	\$ 83,345.52	\$ 10,487.43	14.39%
July	\$ 68,670.87	\$ 73,761.02	\$ 74,660.10	\$ 59,541.02	\$ 63,037.97	\$ 71,423.14	\$ 76,103.18	\$ 86,487.94	\$ 100,695.85	\$ 110,216.77	\$ 119,561.49	\$ 9,344.72	8.48%
August	\$ 67,570.57	\$ 78,505.13	\$ 75,008.20	\$ 52,148.97	\$ 54,943.43	\$ 64,578.71	\$ 70,379.03	\$ 84,656.53	\$ 93,857.94	\$ 94,508.85			
September	\$ 56,579.71	\$ 55,061.79	\$ 48,678.11	\$ 41,390.67	\$ 44,686.97	\$ 54,381.71	\$ 56,282.49	\$ 47,045.17	\$ 65,070.46	\$ 86,894.13			
October	\$ 25,975.43	\$ 35,283.06	\$ 27,485.16	\$ 21,847.62	\$ 20,837.67	\$ 24,912.08	\$ 29,531.21	\$ 27,317.69	\$ 31,304.65	\$ 39,502.97			
November	\$ 38,116.85	\$ 40,093.34	\$ 31,453.60	\$ 26,951.76	\$ 28,092.87	\$ 33,314.16	\$ 31,848.99	\$ 33,746.97	\$ 43,643.98	\$ 47,758.28			
December	\$ 203,514.86	\$ 192,332.33	\$ 176,317.83	\$ 172,112.25	\$ 195,145.44	\$ 204,075.50	\$ 215,977.79	\$ 227,447.11	\$ 271,321.32	\$ 276,549.10			
TOTAL	\$ 1,266,757.74	\$ 1,369,445.55	\$ 1,385,404.32	\$ 1,182,845.07	\$ 1,207,123.95	\$ 1,309,239.79	\$ 1,397,332.98	\$ 1,550,440.15	\$ 1,684,474.75	\$ 1,799,013.45	\$ 1,281,592.89	\$ 27,792.77	2.22%

MONTH GENERATED PER SALES TAX PROGRAM MARKETING FUND	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2016 VARIANCE \$	2016 VARIANCE %
January	\$ 534,760.00	\$ 619,169.36	\$ 688,779.46	\$ 587,877.38	\$ 593,489.96	\$ 630,221.31	\$ 723,441.66	\$ 790,928.50	\$ 817,029.16	\$ 848,657.02	\$ 807,591.21	\$ (41,065.81)	-4.84%
February	\$ 549,255.00	\$ 583,802.95	\$ 644,375.59	\$ 584,930.84	\$ 545,343.88	\$ 525,483.21	\$ 629,549.10	\$ 726,334.28	\$ 697,276.66	\$ 792,915.73	\$ 812,455.14	\$ 19,539.41	2.46%
March	\$ 619,310.00	\$ 666,337.31	\$ 705,086.64	\$ 519,098.11	\$ 549,283.40	\$ 690,302.03	\$ 619,699.77	\$ 722,384.09	\$ 813,075.69	\$ 792,328.36	\$ 835,941.54	\$ 43,613.18	5.50%
April	\$ 134,387.86	\$ 171,683.59	\$ 146,420.82	\$ 162,406.51	\$ 159,610.11	\$ 125,903.24	\$ 137,401.51	\$ 170,717.03	\$ 153,992.59	\$ 178,010.04	\$ 168,208.85	\$ (9,801.19)	-5.51%
May	\$ 53,136.43	\$ 58,405.16	\$ 71,858.62	\$ 56,751.41	\$ 53,613.58	\$ 52,735.74	\$ 57,789.36	\$ 63,207.50	\$ 59,439.59	\$ 64,901.99	\$ 72,517.97	\$ 7,615.98	11.73%
June	\$ 124,974.29	\$ 136,623.91	\$ 122,982.12	\$ 111,067.69	\$ 99,608.10	\$ 117,557.74	\$ 125,144.24	\$ 135,775.46	\$ 155,637.69	\$ 182,145.23	\$ 208,363.78	\$ 26,218.55	14.39%
July	\$ 171,677.14	\$ 184,402.56	\$ 186,650.25	\$ 148,852.53	\$ 157,594.94	\$ 180,401.51	\$ 190,257.94	\$ 216,219.85	\$ 251,739.63	\$ 275,541.91	\$ 298,903.74	\$ 23,361.83	8.48%
August	\$ 168,926.43	\$ 196,262.82	\$ 187,520.47	\$ 130,372.43	\$ 137,358.58	\$ 161,470.13	\$ 175,947.58	\$ 211,641.32	\$ 234,644.84	\$ 236,272.16			
September	\$ 141,449.29	\$ 137,654.46	\$ 121,695.27	\$ 103,476.70	\$ 111,717.44	\$ 136,036.71	\$ 140,706.24	\$ 117,612.94	\$ 162,676.14	\$ 217,235.32			
October	\$ 64,938.57	\$ 88,207.64	\$ 68,712.89	\$ 54,619.06	\$ 52,094.16	\$ 62,385.64	\$ 73,828.02	\$ 68,294.21	\$ 78,261.62	\$ 98,757.43			
November	\$ 95,292.14	\$ 100,233.34	\$ 78,634.01	\$ 67,379.39	\$ 70,232.17	\$ 83,285.39	\$ 79,622.49	\$ 84,367.42	\$ 109,109.95	\$ 119,395.69			
December	\$ 508,787.14	\$ 480,830.83	\$ 440,794.56	\$ 430,280.64	\$ 487,931.56	\$ 510,188.76	\$ 539,944.44	\$ 568,617.78	\$ 678,303.28	\$ 691,372.74			
TOTALS	\$ 3,166,894.29	\$ 3,423,613.93	\$ 3,463,510.70	\$ 2,957,112.69	\$ 3,017,877.88	\$ 3,275,971.41	\$ 3,493,332.35	\$ 3,876,100.38	\$ 4,211,186.84	\$ 4,497,533.62	\$ 3,203,982.23	\$ 69,481.95	2.22%

Town Sales Tax
Month Generated Per Sales Tax Program



**TOWN OF SNOWMASS VILLAGE
SUMMER AND WINTER TOWN SALES TAXES
GENERAL FUND**

SUMMER TOWN SALES TAX PER SALES TAX PROGRAM

MONTH	2011	2012	2013	2014	2015	2016	\$ VARIANCE
<i>JUNE</i>	\$ 47,008.29	\$ 50,057.70	\$ 54,310.19	\$ 62,255.08	\$ 72,858.09	\$ 83,345.52	\$ 10,487.43
<i>JULY</i>	\$ 71,423.14	\$ 76,103.18	\$ 86,487.94	\$ 100,695.85	\$ 110,216.77	\$ 119,561.49	\$ 9,344.72
<i>AUGUST</i>	\$ 64,578.71	\$ 70,379.03	\$ 84,656.53	\$ 93,857.94	\$ 94,508.85		
<i>SEPTEMBER</i>	\$ 54,381.71	\$ 56,282.49	\$ 47,045.17	\$ 65,070.46	\$ 86,894.13		
TOTAL	\$ 237,391.85	\$ 252,822.40	\$ 272,499.83	\$ 321,879.33	\$ 364,477.84	\$ 202,907.01	\$ 19,832.15
^\$ INC/(DEC)	\$ 34,880.26	\$ 15,430.55	\$ 19,677.43	\$ 49,379.50	\$ 42,598.51		
^% INC/(DEC)	17.22%	6.50%	7.78%	18.12%	13.23%		

WINTER TOWN SALES TAX PER SALES TAX PROGRAM

MONTH	2011	2012	2013	2014	2015	2016	\$ VARIANCE
<i>NOVEMBER-Previous Year</i>	\$ 28,092.87	\$ 33,314.16	\$ 31,848.99	\$ 33,746.97	\$ 43,643.98	\$ 47,758.28	\$ 4,114.30
<i>DECEMBER-Previous Year</i>	\$ 195,145.44	\$ 204,075.50	\$ 215,977.79	\$ 227,447.11	\$ 271,321.32	\$ 276,549.10	\$ 5,227.78
<i>JANUARY</i>	\$ 252,088.53	\$ 289,376.67	\$ 316,371.39	\$ 326,811.67	\$ 339,462.81	\$ 323,036.49	\$ (16,426.32)
<i>FEBRUARY</i>	\$ 210,193.28	\$ 251,819.65	\$ 290,533.71	\$ 278,910.66	\$ 317,166.29	\$ 324,982.06	\$ 7,815.77
<i>MARCH</i>	\$ 276,120.81	\$ 247,879.91	\$ 288,953.64	\$ 325,230.27	\$ 316,931.35	\$ 334,376.60	\$ 17,445.25
<i>APRIL</i>	\$ 50,054.56	\$ 54,960.60	\$ 68,286.81	\$ 61,597.03	\$ 71,204.01	\$ 67,283.54	\$ (3,920.47)
TOTAL	\$ 1,011,695.49	\$ 1,081,426.49	\$ 1,211,972.33	\$ 1,253,743.71	\$ 1,359,729.76	\$ 1,373,986.07	\$ 14,256.31
^\$ INC/(DEC)	\$ 73,540.52	\$ 69,731.00	\$ 130,545.84	\$ 41,771.38	\$ 105,986.05		
^% INC/(DEC)	7.84%	6.89%	12.07%	3.45%	8.45%		

TOWN SALES TAX COMPARISON
BY MONTH, BY INDUSTRY
GENERAL FUND
2015 TO 2016 VARIANCE

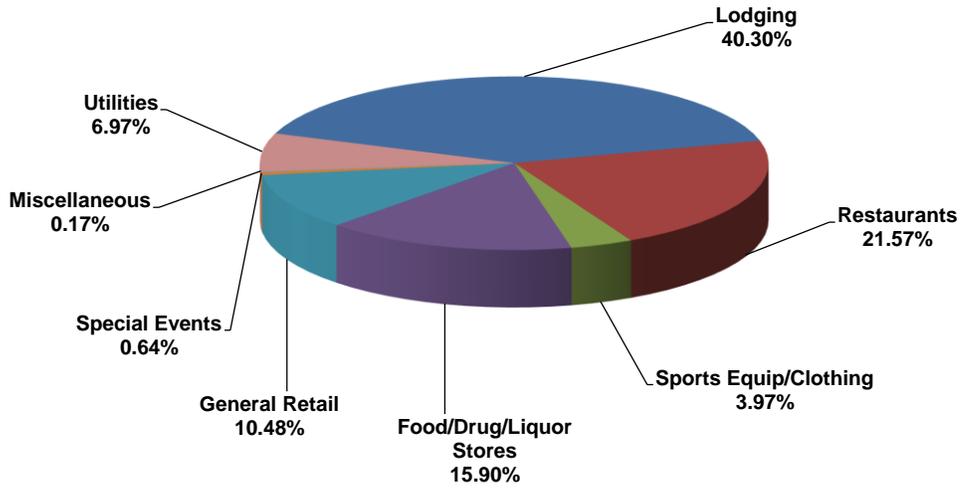
TOWN SALES TAX BY INDUSTRY	2016/2015						2016/2015					
	2014 JANUARY	2015 JANUARY	2016 JANUARY	\$ VARIANCE	% VARIANCE	2014 FEBRUARY	2015 FEBRUARY	2016 FEBRUARY	\$ VARIANCE	% VARIANCE		
Lodging	\$ 157,508.08	\$ 164,157.52	\$ 152,011.55	\$ (12,145.97)	-7.40%	\$ 130,439.63	\$ 154,653.69	\$ 153,578.73	\$ (1,074.96)	-0.70%		
Restaurants	\$ 54,591.98	\$ 56,447.14	\$ 55,132.72	\$ (1,314.42)	-2.33%	\$ 53,983.09	\$ 55,511.51	\$ 60,335.91	\$ 4,824.40	8.69%		
Sports Equip/Clothing	\$ 50,916.33	\$ 51,638.79	\$ 49,318.47	\$ (2,320.32)	-4.49%	\$ 40,794.66	\$ 44,296.47	\$ 44,324.95	\$ 28.48	0.06%		
Food/Drug/Liquor Stores	\$ 23,475.99	\$ 25,452.93	\$ 23,902.36	\$ (1,550.57)	-6.09%	\$ 19,350.26	\$ 24,514.26	\$ 24,246.80	\$ (267.46)	-1.09%		
General Retail	\$ 15,607.64	\$ 17,401.76	\$ 17,696.71	\$ 294.95	1.69%	\$ 11,915.81	\$ 17,314.55	\$ 19,089.50	\$ 1,774.95	10.25%		
Special Events	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	#DIV/0!		
Miscellaneous	\$ 2,222.88	\$ 2,152.71	\$ 2,247.77	\$ 95.06	4.42%	\$ 2,170.21	\$ 2,278.05	\$ 2,523.01	\$ 244.96	10.75%		
Utilities	\$ 22,488.97	\$ 22,211.97	\$ 22,726.91	\$ 514.94	2.32%	\$ 20,257.01	\$ 18,597.77	\$ 20,883.16	\$ 2,285.39	12.29%		
TOTAL	\$ 326,811.67	\$ 339,462.82	\$ 323,036.49	\$ (16,426.33)	-4.84%	\$ 278,910.67	\$ 317,166.30	\$ 324,982.06	\$ 7,815.76	2.46%		

TOWN SALES TAX BY INDUSTRY	2016/2015						2016/2015					
	2014 MARCH	2015 MARCH	2016 MARCH	\$ VARIANCE	% VARIANCE	2014 APRIL	2015 APRIL	2016 APRIL	\$ VARIANCE	% VARIANCE		
Lodging	\$ 153,789.68	\$ 145,597.51	\$ 151,616.62	\$ 6,019.11	4.13%	\$ 14,352.23	\$ 15,956.20	\$ 16,482.70	\$ 526.50	3.30%		
Restaurants	\$ 64,728.54	\$ 62,068.83	\$ 64,812.21	\$ 2,743.38	4.42%	\$ 12,331.44	\$ 15,327.95	\$ 12,202.82	\$ (3,125.13)	-20.39%		
Sports Equip/Clothing	\$ 48,854.19	\$ 44,470.53	\$ 50,654.51	\$ 6,183.98	13.91%	\$ 8,075.98	\$ 7,847.63	\$ 6,752.34	\$ (1,095.29)	-13.96%		
Food/Drug/Liquor Stores	\$ 17,777.84	\$ 23,335.49	\$ 23,433.56	\$ 98.07	0.42%	\$ 3,241.95	\$ 6,626.89	\$ 6,292.68	\$ (334.21)	-5.04%		
General Retail	\$ 19,123.60	\$ 20,212.79	\$ 24,938.31	\$ 4,725.52	23.39%	\$ 7,061.92	\$ 9,898.56	\$ 8,446.86	\$ (1,451.70)	-14.67%		
Special Events	\$ -	\$ -	\$ 14.83	\$ 14.83	#DIV/0!	\$ -	\$ -	\$ -	\$ -	#DIV/0!		
Miscellaneous	\$ 2,447.49	\$ 1,790.98	\$ 1,991.04	\$ 200.06	11.17%	\$ 1,233.91	\$ 238.25	\$ 275.51	\$ 37.26	15.64%		
Utilities	\$ 18,508.92	\$ 19,455.21	\$ 16,915.52	\$ (2,539.69)	-13.05%	\$ 16,409.60	\$ 15,308.52	\$ 16,830.63	\$ 1,522.11	9.94%		
TOTAL	\$ 325,230.26	\$ 316,931.34	\$ 334,376.60	\$ 17,445.26	5.50%	\$ 61,597.03	\$ 71,204.00	\$ 67,283.54	\$ (3,920.46)	-5.51%		

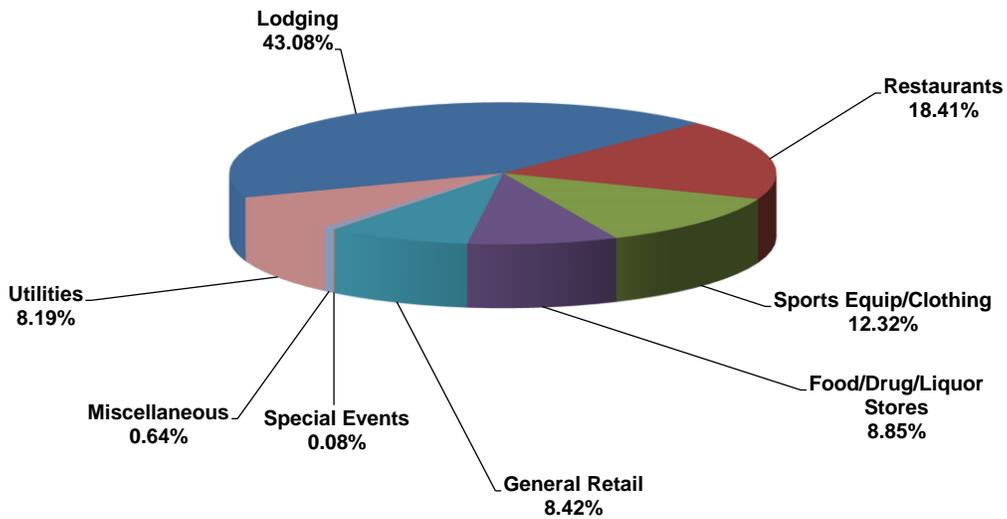
TOWN SALES TAX BY INDUSTRY	2016/2015						2016/2015					
	2014 MAY	2015 MAY	2016 MAY	\$ VARIANCE	% VARIANCE	2014 JUNE	2015 JUNE	2016 JUNE	\$ VARIANCE	% VARIANCE		
Lodging	\$ 1,728.00	\$ 1,165.29	\$ 2,102.00	\$ 936.71	80.38%	\$ 20,919.32	\$ 22,302.94	\$ 28,103.66	\$ 5,800.72	26.01%		
Restaurants	\$ 3,372.76	\$ 2,117.06	\$ 2,455.45	\$ 338.39	15.98%	\$ 12,427.06	\$ 14,558.63	\$ 15,218.58	\$ 659.95	4.53%		
Sports Equip/Clothing	\$ 167.73	\$ 211.88	\$ 82.39	\$ (129.49)	-61.11%	\$ 1,639.56	\$ 1,722.92	\$ 2,035.76	\$ 312.84	18.16%		
Food/Drug/Liquor Stores	\$ 1,612.57	\$ 4,241.56	\$ 5,260.60	\$ 1,019.04	24.03%	\$ 5,095.46	\$ 12,209.29	\$ 11,238.93	\$ (970.36)	-7.95%		
General Retail	\$ 4,496.71	\$ 6,859.86	\$ 8,278.82	\$ 1,418.96	20.68%	\$ 11,101.40	\$ 11,605.79	\$ 16,951.86	\$ 5,346.07	46.06%		
Special Events	\$ -	\$ -	\$ 14.10	\$ 14.10	#DIV/0!	\$ 979.03	\$ 428.91	\$ 275.39	\$ (153.52)	-35.79%		
Miscellaneous	\$ 243.53	\$ 281.86	\$ 191.43	\$ (90.43)	-32.08%	\$ 1,166.61	\$ 751.25	\$ 816.41	\$ 65.16	8.67%		
Utilities	\$ 12,154.54	\$ 11,083.29	\$ 10,622.39	\$ (460.90)	-4.16%	\$ 8,926.63	\$ 9,278.37	\$ 8,704.93	\$ (573.44)	-6.18%		
TOTAL	\$ 23,775.84	\$ 25,960.80	\$ 29,007.18	\$ 3,046.38	11.73%	\$ 62,255.07	\$ 72,858.10	\$ 83,345.52	\$ 10,487.42	14.39%		

TOWN SALES TAX BY INDUSTRY	2016/2015						2016/2015					
	2014 JULY	2015 JULY	2016 JULY	\$ VARIANCE	% VARIANCE	SUB-TOTAL 2014	SUB-TOTAL 2015	SUB-TOTAL 2016	\$ VARIANCE	% VARIANCE		
Lodging	\$ 38,426.37	\$ 42,767.36	\$ 48,186.72	\$ 5,419.36	12.67%	\$ 517,163.31	\$ 546,600.51	\$ 552,081.98	\$ 5,481.47	1.00%		
Restaurants	\$ 23,672.84	\$ 25,761.87	\$ 25,787.11	\$ 25.24	0.10%	\$ 225,107.71	\$ 231,792.99	\$ 235,944.80	\$ 4,151.81	1.79%		
Sports Equip/Clothing	\$ 4,146.62	\$ 4,535.65	\$ 4,743.95	\$ 208.30	4.59%	\$ 154,595.07	\$ 154,723.87	\$ 157,912.37	\$ 3,188.50	2.06%		
Food/Drug/Liquor Stores	\$ 15,819.20	\$ 15,711.15	\$ 19,006.19	\$ 3,295.04	20.97%	\$ 86,373.27	\$ 112,091.57	\$ 113,381.12	\$ 1,289.55	1.15%		
General Retail	\$ 9,390.90	\$ 12,056.56	\$ 12,535.13	\$ 478.57	3.97%	\$ 78,697.98	\$ 95,349.87	\$ 107,937.19	\$ 12,587.32	13.20%		
Special Events	\$ 745.95	\$ 879.70	\$ 764.25	\$ (115.45)	-13.12%	\$ 1,724.98	\$ 1,308.61	\$ 1,068.57	\$ (240.04)	-18.34%		
Miscellaneous	\$ 270.80	\$ 206.70	\$ 202.77	\$ (3.33)	-1.90%	\$ 8,645.23	\$ 7,699.80	\$ 8,247.94	\$ 548.14	7.12%		
Utilities	\$ 8,223.17	\$ 8,297.78	\$ 8,335.37	\$ 37.59	0.45%	\$ 106,968.84	\$ 104,232.91	\$ 105,016.91	\$ 786.00	0.75%		
TOTAL	\$ 100,695.85	\$ 110,216.77	\$ 119,561.49	\$ 9,344.72	8.48%	\$ 1,179,276.39	\$ 1,253,800.13	\$ 1,281,592.88	\$ 27,792.75	2.22%		

July 2016 Sales By Industry



2016 Year-to-Date Sales By Industry



TOWN OF SNOWMASS VILLAGE
LODGING TAX

HISTORICAL SUMMARY

MONTH GENERATED PER SALES TAX PROGRAM LODGING TAX FUND	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2016 VARIANCE \$	2016 VARIANCE %
January	\$ 238,132.00	\$ 287,856.91	\$ 309,477.10	\$ 273,741.97	\$ 267,342.08	\$ 287,186.22	\$ 344,908.67	\$ 369,419.20	\$ 378,021.48	\$ 393,978.22	\$ 364,826.66	\$ (29,151.56)	-7.40%
February	\$ 251,073.00	\$ 278,151.37	\$ 304,196.01	\$ 273,441.00	\$ 236,149.45	\$ 227,530.21	\$ 285,123.06	\$ 337,842.05	\$ 313,055.88	\$ 371,087.73	\$ 368,582.86	\$ (2,504.87)	-0.68%
March	\$ 289,604.00	\$ 307,405.63	\$ 325,299.92	\$ 223,858.49	\$ 213,208.46	\$ 301,791.29	\$ 270,936.96	\$ 312,598.77	\$ 369,060.46	\$ 349,416.88	\$ 363,217.97	\$ 13,801.09	3.95%
April	\$ 34,841.00	\$ 43,341.22	\$ 30,778.37	\$ 35,022.89	\$ 40,801.54	\$ 24,436.18	\$ 34,813.37	\$ 36,319.21	\$ 34,445.40	\$ 38,293.81	\$ 39,557.85	\$ 1,264.04	3.30%
May	\$ 2,141.00	\$ 3,435.26	\$ 3,858.68	\$ 3,273.12	\$ 4,245.40	\$ 3,129.13	\$ 4,411.29	\$ 5,262.19	\$ 4,147.02	\$ 2,797.84	\$ 5,044.76	\$ 2,246.92	80.31%
June	\$ 29,457.00	\$ 34,028.26	\$ 27,715.49	\$ 25,895.22	\$ 21,542.26	\$ 30,500.86	\$ 32,293.78	\$ 39,714.37	\$ 50,190.94	\$ 53,517.94	\$ 67,432.72	\$ 13,914.78	26.00%
July	\$ 50,892.00	\$ 60,656.85	\$ 59,130.53	\$ 37,095.50	\$ 51,337.70	\$ 57,152.41	\$ 59,456.39	\$ 73,428.18	\$ 92,223.92	\$ 102,654.70	\$ 115,625.97	\$ 12,971.27	12.64%
August	\$ 44,262.00	\$ 57,888.72	\$ 58,992.50	\$ 30,820.98	\$ 37,116.87	\$ 44,311.48	\$ 45,754.22	\$ 69,572.69	\$ 79,478.92	\$ 74,275.01			
September	\$ 30,195.00	\$ 31,762.32	\$ 24,053.29	\$ 21,667.03	\$ 24,718.23	\$ 35,951.51	\$ 34,033.36	\$ 28,428.49	\$ 42,507.46	\$ 65,675.68			
October	\$ 4,303.00	\$ 11,004.30	\$ 8,741.87	\$ 4,956.39	\$ 6,385.36	\$ 9,484.79	\$ 9,353.69	\$ 13,133.03	\$ 12,334.74	\$ 23,055.35			
November	\$ 9,588.00	\$ 10,919.38	\$ 7,893.87	\$ 6,383.12	\$ 7,455.46	\$ 11,155.05	\$ 10,744.97	\$ 12,185.48	\$ 13,068.86	\$ 9,401.74			
December	\$ 190,504.00	\$ 196,883.37	\$ 176,062.35	\$ 157,195.00	\$ 185,444.51	\$ 208,883.97	\$ 208,219.99	\$ 231,701.47	\$ 281,949.27	\$ 294,820.00			
TOTAL	\$ 1,174,992.00	\$ 1,323,333.59	\$ 1,336,199.98	\$ 1,093,350.71	\$ 1,095,747.32	\$ 1,241,513.10	\$ 1,340,049.75	\$ 1,529,605.13	\$ 1,670,484.35	\$ 1,778,974.90	\$ 1,324,288.79	\$ 12,541.67	0.96%

MONTH GENERATED PER GENERAL LEDGER LODGING TAX FUND	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2016 VARIANCE \$	2016 VARIANCE %
January	\$ 233,738.11	\$ 294,018.89	\$ 271,038.61	\$ 273,195.15	\$ 267,666.93	\$ 286,982.37	\$ 344,582.58	\$ 369,584.47	\$ 390,921.18	\$ 394,234.48	\$ 364,279.15	\$ (29,955.33)	-7.60%
February	\$ 248,319.88	\$ 277,925.65	\$ 362,564.02	\$ 273,709.42	\$ 235,465.05	\$ 227,241.48	\$ 281,531.47	\$ 339,432.26	\$ 322,419.24	\$ 371,093.66	\$ 369,443.94	\$ (1,649.72)	-0.44%
March	\$ 274,917.46	\$ 307,862.25	\$ 317,516.23	\$ 225,947.50	\$ 213,709.55	\$ 300,015.50	\$ 273,468.11	\$ 312,463.17	\$ 340,858.79	\$ 344,032.10	\$ 361,607.18	\$ 17,575.08	5.11%
April	\$ 56,675.20	\$ 41,894.06	\$ 39,159.35	\$ 34,973.46	\$ 40,964.45	\$ 24,311.22	\$ 34,306.17	\$ 36,789.73	\$ 34,582.20	\$ 42,826.75	\$ 40,502.85	\$ (2,323.90)	-5.43%
May	\$ 2,047.78	\$ 3,630.95	\$ 4,271.68	\$ 3,273.12	\$ 5,267.72	\$ 5,921.62	\$ 4,672.67	\$ 4,071.89	\$ 4,469.02	\$ 3,622.47	\$ 5,743.08	\$ 2,120.61	58.54%
June	\$ 27,773.62	\$ 33,942.20	\$ 25,611.65	\$ 24,823.85	\$ 21,652.46	\$ 30,576.89	\$ 32,387.50	\$ 39,714.37	\$ 50,074.94	\$ 52,784.99	\$ 67,522.72	\$ 14,737.73	27.92%
July	\$ 49,307.23	\$ 58,901.61	\$ 57,937.49	\$ 35,851.33	\$ 50,151.87	\$ 57,083.41	\$ 59,544.10	\$ 73,797.01	\$ 91,892.96	\$ 102,826.18	\$ 116,084.93	\$ 13,258.75	12.89%
August	\$ 42,365.78	\$ 56,059.35	\$ 57,854.28	\$ 29,593.69	\$ 38,263.70	\$ 43,177.72	\$ 46,226.07	\$ 70,611.86	\$ 80,061.35	\$ 75,393.21			
September	\$ 28,766.54	\$ 30,787.72	\$ 23,513.25	\$ 21,642.58	\$ 24,093.03	\$ 36,980.27	\$ 33,343.91	\$ 28,306.29	\$ 42,118.22	\$ 65,733.43			
October	\$ 4,310.02	\$ 11,004.30	\$ 12,993.64	\$ 8,529.83	\$ 7,099.36	\$ 9,408.79	\$ 9,353.69	\$ 10,647.63	\$ 12,674.70	\$ 24,172.63			
November	\$ 9,569.26	\$ 9,144.54	\$ 7,572.87	\$ 6,399.76	\$ 7,392.41	\$ 11,155.05	\$ 11,336.59	\$ 14,797.48	\$ 13,247.65	\$ 16,191.79			
December	\$ 190,987.33	\$ 192,386.87	\$ 173,935.11	\$ 156,244.83	\$ 184,738.20	\$ 209,061.23	\$ 207,223.37	\$ 231,524.12	\$ 281,909.17	\$ 296,299.50			
TOTAL	\$ 1,168,778.21	\$ 1,317,558.39	\$ 1,353,968.18	\$ 1,094,184.52	\$ 1,096,464.73	\$ 1,241,915.55	\$ 1,337,976.23	\$ 1,531,740.28	\$ 1,665,229.42	\$ 1,789,211.19	\$ 1,325,183.85	\$ 13,763.22	1.05%

LODGING TAX PER GENERAL LEDGER
BUDGET TO ACTUAL SUMMARY

	2016 BUDGET	2016 ACTUAL	% TO BUDGET	\$ VARIANCE
January	\$ -	\$ -		\$ -
February	\$ 398,107	\$ 364,279.15	-8.50%	\$ (33,827.85)
March	\$ 374,739	\$ 369,443.94	-1.41%	\$ (5,295.06)
April	\$ 347,412	\$ 361,607.18	4.09%	\$ 14,195.18
May	\$ 43,247	\$ 40,502.85	-6.35%	\$ (2,744.15)
June	\$ 3,658	\$ 5,743.08	57.00%	\$ 2,085.08
July	\$ 53,304	\$ 67,522.72	26.67%	\$ 14,218.72
August	\$ 103,836	\$ 116,084.93	11.80%	\$ 12,248.93
September	\$ 76,134			
October	\$ 66,379			
November	\$ 24,410			
December*	\$ 315,561			
TOTAL	\$ 1,806,787.00	\$ 1,325,183.85	0.07%	\$ 880.85

TOWN OF SNOWMASS VILLAGE

RETT REPORT
HISTORICAL SUMMARY

MONTH RECEIVED	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2016 VARIANCE \$	2016 VARIANCE %
JANUARY	\$ 61,100.00	\$ 132,010.00	\$ 132,347.83	\$ 32,600.00	\$ 93,516.67	\$ 111,560.00	\$ 18,043.33	19.29%
FEBRUARY	\$ 258,830.00	\$ 85,510.00	\$ 74,043.65	\$ 296,726.00	\$ 162,929.00	\$ 240,410.00	\$ 77,481.00	47.56%
MARCH	\$ 110,958.70	\$ 88,445.00	\$ 201,311.35	\$ 211,090.00	\$ 399,478.50	\$ 252,278.35	\$ (147,200.15)	-36.85%
APRIL	\$ 239,315.00	\$ 286,043.60	\$ 241,259.50	\$ 253,546.50	\$ 350,285.00	\$ 469,447.50	\$ 119,162.50	34.02%
MAY	\$ 70,650.56	\$ 53,620.00	\$ 210,743.64	\$ 230,527.55	\$ 124,970.00	\$ 53,820.00	\$ (71,150.00)	-56.93%
JUNE	\$ 78,656.50	\$ 61,615.00	\$ 125,133.49	\$ 166,325.00	\$ 224,718.96	\$ 373,650.00	\$ 148,931.04	66.27%
JULY	\$ 781,200.63	\$ 189,115.00	\$ 188,775.00	\$ 80,499.50	\$ 232,775.00	\$ 170,210.00	\$ (62,565.00)	-26.88%
AUGUST	\$ 95,013.00	\$ 85,611.00	\$ 75,195.50	\$ 163,085.50	\$ 47,715.00			
SEPTEMBER	\$ 112,834.99	\$ 902,200.00	\$ 113,067.50	\$ 226,731.63	\$ 264,304.05			
OCTOBER	\$ 196,450.00	\$ 63,630.00	\$ 557,975.00	\$ 229,315.00	\$ 118,020.50			
NOVEMBER	\$ 107,670.00	\$ 67,455.00	\$ 99,615.00	\$ 183,450.00	\$ 118,117.50			
DECEMBER	\$ 34,275.00	\$ 203,765.50	\$ 341,387.00	\$ 185,025.00	\$ 388,650.00			
TOTAL	\$ 2,146,954.38	\$ 2,219,020.10	\$ 2,360,854.46	\$ 2,258,921.68	\$ 2,525,480.18	\$ 1,671,375.85	\$ 82,702.72	5.21%

BUDGET TO ACTUAL SUMMARY

MONTH RECEIVED	2016 BUDGET	2016 ACTUAL	% TO BUDGET	\$ VARIANCE
JANUARY	\$ 74,059	\$ 111,560.00	50.64%	\$ 37,501.00
FEBRUARY	\$ 129,028	\$ 240,410.00	86.32%	\$ 111,382.00
MARCH	\$ 316,358	\$ 252,278.35	-20.26%	\$ (64,079.65)
APRIL	\$ 277,401	\$ 469,447.50	69.23%	\$ 192,046.50
MAY	\$ 98,967	\$ 53,820.00	-45.62%	\$ (45,147.00)
JUNE	\$ 177,961	\$ 373,650.00	109.96%	\$ 195,689.00
JULY	\$ 184,341	\$ 170,210.00	-7.67%	\$ (14,131.00)
AUGUST	\$ 37,787			
SEPTEMBER	\$ 209,310			
OCTOBER	\$ 93,464			
NOVEMBER	\$ 93,541			
DECEMBER	\$ 307,783			
TOTAL	\$ 2,000,000.00	\$ 1,671,375.85	32.85%	\$ 413,260.85

TOWN OF SNOWMASS VILLAGE

EXCISE TAX REPORT
HISTORICAL SUMMARY

MONTH RECEIVED	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2016 VARIANCE \$	2016 VARIANCE %
JANUARY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
FEBRUARY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
MARCH	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
APRIL	\$ -	\$ -	\$ -	\$ 177,249.10	\$ 85,304.26	\$ -	\$ (85,304.26)	-100.00%
MAY	\$ -	\$ 52,849.32	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
JUNE	\$ -	\$ -	\$ 3,741.21	\$ -	\$ -	\$ 40,540.29	\$ 40,540.29	#DIV/0!
JULY	\$ -	\$ -	\$ 1,584.15	\$ 43,193.94	\$ -	\$ 150,121.70	\$ 150,121.70	#DIV/0!
AUGUST	\$ -	\$ 146,671.94	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
SEPTEMBER	\$ -	\$ 49,372.87	\$ -	\$ -	\$ 117,992.22	\$ -	\$ -	#DIV/0!
OCTOBER	\$ 172,223.33	\$ 328,255.70	\$ 161,504.95	\$ 169,453.00	\$ -	\$ -	\$ -	#DIV/0!
NOVEMBER	\$ -	\$ 43,224.96	\$ -	\$ -	\$ 148,230.00	\$ -	\$ -	#DIV/0!
DECEMBER	\$ 1,236.04	\$ -	\$ -	\$ -	\$ 152,403.75	\$ -	\$ -	#DIV/0!
TOTAL	\$ 173,459.37	\$ 620,374.79	\$ 166,830.31	\$ 389,896.04	\$ 503,930.23	\$ 190,661.99	\$ 105,357.73	123.51%

BUDGET TO ACTUAL SUMMARY

MONTH RECEIVED	2016 BUDGET	2016 ACTUAL	% TO BUDGET	\$ VARIANCE
JANUARY	\$ -	\$ -	#DIV/0!	\$ -
FEBRUARY	\$ -	\$ -	#DIV/0!	\$ -
MARCH	\$ -	\$ -	#DIV/0!	\$ -
APRIL	\$ 38,088	\$ -	-100.00%	\$ (38,088.00)
MAY	\$ -	\$ -	#DIV/0!	\$ -
JUNE	\$ -	\$ 40,540.29	#DIV/0!	\$ 40,540.29
JULY	\$ -	\$ 150,121.70	#DIV/0!	\$ 150,121.70
AUGUST	\$ -	\$ -	#DIV/0!	\$ -
SEPTEMBER	\$ 52,682	\$ -	#DIV/0!	\$ (52,682.00)
OCTOBER	\$ -	\$ -	#DIV/0!	\$ -
NOVEMBER	\$ 66,183	\$ -	#DIV/0!	\$ (66,183.00)
DECEMBER	\$ 68,047	\$ -	#DIV/0!	\$ (68,047.00)
TOTAL	\$ 225,000.00	\$ 190,661.99	400.58%	\$ 152,573.99

Snowmass Summer Events

2015/2016 Research Summary

ATTACHMENT C

	Ragnar Trail [^] 6/ 5-6/15 6/3/16	Mammoth Festival* Rendezvous 6/12-14/15 6/11/16	Heritage Fire/Cochon# 6/19-20 6/16-17/16	Wander-lust [^] 7/ 2-4/15 6/30-7/3/16	Scottish Festival* 8/ 1-2/15 8/5-7/16	Tough Mudder [^] 9/ 12-13 9/10-11/16	Balloon Festival** 9/18-20/15 9/16-18/16
Attendance	2,500 1557	3,700 735	600 1,387	2,000 2110 (est)	2246 2,000	9,988	8811 9500
Occupancy (highest % week of)	45% 31%	62% 56%	73% 74%	94% 90%	96% 88%	94% 85%	84% 85%
First timers	48% 40% Snowmass	NA 36% Snowmass	NA 39% Snowmass	NA	NA 65% Event	55% Snowmass	64% 61% Event
% in ppd lodging staying in SMV	NA	89% 96%	NA 67%	NA 76%	84% 92%	60%	65% 66%
Total HH or Party spend	NA	Pd Ldging – \$682 \$534 Other Overnight – \$180 \$332 Local/Day - \$104 \$69	Paid Lodging – NA \$1,434 Other Overnight – NA \$1,842 Local/Day – NA \$161	NA not comparable	Pd Ldging \$646 \$886 Other Overnight – \$49 \$93 Local/Day \$89 \$169	\$1869	Paid Ldging – \$674 \$572 Other Overnight – \$111 \$187 Local/Day - \$42 \$134
Intent to return to event	47%	62% 82%	NA 70%	NA 80%	67% 62%	87%	78% 86%
Intent to return to Snowmass	54% 74%	NA 75%	Probably/Definitely NA 64%	NA 54%	NA	NA	NA
NPS Net Promoter Score	40% 59 “Very likely”	43 68	NA 57	NA 20	37 41	NA	78 89%
% event purpose of SMV visit	NA 100%	94% 92%	NA 96%	NA 98%	95% 74%	98%	72% 70%

[^] Event sponsored questionnaire sent post event, * SMT sponsored questionnaire sent post event, ** SMT sponsored questionnaire administered @ the event. # No post event surveys administered.

Snowmass Summer Events

ATTACHMENT C

	Ragnar Trail^ 6/ 5-6/15 6/3/16	Mammoth Festival*/Rendezvous 6/12-14 6/11/16	Heritage Fire/Cochon 6/19-20/15 6/16-17/16	Wander-lust^ 7/ 2-4/15 6/30/16	Scottish Festival* 8/ 1-2 8/5-7/16	Tough Mudder^ 9/ 12-13 9/10-11/16	Balloon Festival** 9/18-20 9/16-18/16
MARKET SEGMENTS:							
Locals	NA	31% 45%	NA 38%	NA 8%	12% 23%	2%	42% 33%
Day visitors	NA	5% 5%	NA 2%	NA NA*	16% 8%	*98%	5% 2%
In state overnight	NA	46% 40%	NA 30%	NA 41%*	63% 42%		29% 28%
Out of state overnight	NA	18% 10%	NA 26%	NA 48%	9% 27%		24% 35%
International			NA 4%	NA 3%		* day+ in and out of state	NA 1%
				*non RFV zips – % day trippers unknown			
Stakeholders (% strongly agree)							
Good fit for community	19% 33%	24% 50%	17% 62%	24% 67%	29% 61%	NA 68%	NA 81%
Believe should return to Snowmass	18% 41%	24% 50%	17% 63%	23% 63%	16% 71%	NA 77%	NA 88%

^ Event sponsored questionnaire sent post event, * SMT sponsored questionnaire sent post event, ** SMT sponsored questionnaire administered @ the event.

Summary Event Questions

ATTENDANCE

Source: SMT Events Department/Event Producers

OCCUPANCY

Source: Destimetrics

% FIRST TIME VISITORS TO SMV

Had you ever visited Snowmass Village before participating in the INSERT NAME OF EVENT? Yes, in summer. Yes, in winter, Yes in both summer and winter. No, not until this event. (Asked only of Non-Roaring Fork Residents)

% in PAID LODGING

What type of accommodations, did you use during this event?

- Paid Lodging,
- Day Trip (non-Roaring Fork Valley resident returning home after the event)
- Friends/Family
- 2nd Home/Timeshare
- My Primary Residence (I am a Roaring Fork Valley full-time resident or seasonal employee living in the Valley)
- On-site camping,
- Other (Please specify: _____)

% (in PAID LODGING) STAYING IN SNOWMASS VILLAGE

(of those staying in paid lodging)

What town did you stay in?

- Snowmass Village
- Aspen,
- Basalt
- Carbondale,
- El Jebel
- Glenwood Springs
- Other

Summary Event Questions – continued

TOTAL Lodging Spend

Ask only of those who stayed in paid lodging within Snowmass Village. How much did you spend on your lodging accommodations (total household spend)?

TOTAL HH or Party Spend

NOT including event tickets or lodging, approximately how much, in total, did your household spend over the course of this event with vendors, dining/drinks (bars and restaurants), retail and other activities?

INTENT TO RETURN TO THIS EVENT

How likely is it that you will attend this event in the future? Response categories: Not at all likely, not very likely, somewhat likely, very likely or extremely likely

INTENT TO RETURN TO SNOWMASS

How likely are you to return to Snowmass next summer? Would you say ... 100% - definitely will return, 75% probably will return, 50% maybe, don't know, 25% unlikely, 0% will not return. (Asked only of Non-Roaring Fork Residents)

NET PROMOTER SCORE

On a scale of 0 to 10, where 0= Not at all Likely and 10= Extremely Likely, how likely are you to recommend this event to your friends or family?

PERCENT WHERE EVENT WAS PURPOSE OF SNOWMASS VISIT

Did you visit Snowmass Village in whole or part because of this event, or did you hear about the event after you arrived? Or (if all registrations are in advance)... Did you visit Snowmass Village in whole or part because of this event?

MARKET SEGMENT

Capture zip code and then derived from zip + type of accommodations.

Summary Event Questions – continued

STAKEHOLDER QUESTIONS

Please tell us the extent to which you agree with the following statements regarding this event

The event was a good fit for our community

I would like to see this event return to Snowmass in the future

**TOWN OF SNOWMASS VILLAGE
MARKETING AND SPECIAL EVENTS FUND
BUDGET SUMMARY**

DESCRIPTION	2015 Actual	2016 Budget	2016 Revised	\$ VARIANCE	2017 PROPOSED	\$ VARIANCE	2018 PROPOSED	2019 PROPOSED	2020 PROPOSED	2021 PROPOSED
BEGINNING FUND BALANCE	\$935,337.17	\$1,084,404.17	\$1,371,928.77	\$287,524.60	\$1,250,103.77	(\$121,825.00)	\$1,246,257.77	\$1,233,154.77	\$1,262,667.77	\$1,296,662.77
REVENUES	\$4,581,400.99	\$4,587,208.00	\$4,587,208.00	\$0.00	\$4,730,029.00	\$142,821.00	\$4,871,180.00	\$5,016,566.00	\$5,166,312.00	\$5,320,552.00
EXPENDITURES	(\$4,144,809.39)	(\$4,521,533.00)	(\$4,521,533.00)	\$0.00	(\$4,633,875.00)	(\$112,342.00)	(\$4,769,813.00)	(\$4,887,053.00)	(\$5,032,317.00)	(\$5,070,150.00)
TRANSFER OUT-CERF	\$0.00	\$ -	\$ -	\$0.00	\$ -	\$ -	\$ (14,470.00)	\$ -	\$ -	\$ -
TOTAL REVENUES	\$4,581,400.99	\$4,587,208.00	\$4,587,208.00	\$0.00	\$4,730,029.00	\$142,821.00	\$4,871,180.00	\$5,016,566.00	\$5,166,312.00	\$5,320,552.00
TOTAL EXPENDITURES	(\$4,144,809.39)	(\$4,521,533.00)	(\$4,521,533.00)	\$0.00	(\$4,633,875.00)	(\$112,342.00)	(\$4,784,283.00)	(\$4,887,053.00)	(\$5,032,317.00)	(\$5,070,150.00)
Net Operating Rev's/Exp	\$436,591.60	\$65,675.00	\$65,675.00	\$0.00	\$96,154.00	\$30,479.00	\$86,897.00	\$129,513.00	\$133,995.00	\$250,402.00
TRANSFER OUT-CIP	\$ -	\$ (187,500.00)	\$ (187,500.00)	\$ -	\$ (100,000.00)	\$87,500.00	\$ (100,000.00)	\$ (100,000.00)	\$ (100,000.00)	\$ (100,000.00)
ENDING FUND BALANCE	\$1,371,928.77	\$962,579.17	\$1,250,103.77	\$287,524.60	\$1,246,257.77	(\$3,846.00)	\$1,233,154.77	\$1,262,667.77	\$1,296,662.77	\$1,447,064.77
FUND BALANCE-DESIGNATIONS/RESERVES	2015 Actual	2016 Budget	2016 Revised	\$ VARIANCE	2017 PROPOSED	\$ VARIANCE	2018 PROPOSED	2019 PROPOSED	2020 PROPOSED	2021 PROPOSED
Reserve (10% of Revenues-chgs to 15% I 2017)	\$458,140.10	\$458,720.80	\$458,720.80	\$0.00	\$709,504.35	\$250,783.55	\$730,677.00	\$752,484.90	\$774,946.80	\$798,082.80
Reserve-Capital Improvements	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
FUNDS AVAILABLE	\$913,788.67	\$503,858.37	\$791,382.97	\$287,524.60	\$536,753.42	(\$254,629.55)	\$502,477.77	\$510,182.87	\$521,715.97	\$648,981.97
TOTAL FUND BALANCE	\$ 1,371,928.77	\$962,579.17	\$1,250,103.77	\$ 287,524.60	\$ 1,246,257.77	\$ (3,846.00)	\$ 1,233,154.77	\$ 1,262,667.77	\$ 1,296,662.77	\$ 1,447,064.77

**MARKETING FUND
BUDGET SUMMARY**

	2015 Actual	2016 Budget	2016 Revised	2016 Variance	2017 Proposed Budget	2017 Variance	2018 Proposed Budget	2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget
REVENUES										
Taxes	\$ 4,489,125.95	\$ 4,560,708	\$ 4,560,708	\$ -	\$ 4,697,529	\$ 136,821	\$ 4,838,455	\$ 4,983,609	\$ 5,133,117	\$ 5,287,111
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions	\$ 6,839.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 85,436.04	\$ 26,500	\$ 26,500	\$ -	\$ 32,500	\$ 6,000	\$ 32,725	\$ 32,957	\$ 33,195	\$ 33,441
Total Revenues	\$ 4,581,400.99	\$ 4,587,208	\$ 4,587,208	\$ -	\$ 4,730,029	\$ 142,821	\$ 4,871,180	\$ 5,016,566	\$ 5,166,312	\$ 5,320,552
				0.0%		3.1%				
EXPENDITURES										
Personnel Services	\$ 911,773.31	\$ 1,020,584	\$ 1,020,584	\$ -	\$ 1,050,146	\$ (29,562)	\$ 1,096,927	\$ 1,146,179	\$ 1,198,045	\$ 1,252,672
Purchased Services	\$ 77,673.23	\$ 83,039	\$ 83,039	\$ -	\$ 49,272	\$ 33,767	\$ 50,409	\$ 51,550	\$ 51,696	\$ 51,696
Operating & Maintenance	\$ 122,174.49	\$ 130,410	\$ 130,410	\$ -	\$ 130,957	\$ (547)	\$ 132,803	\$ 138,552	\$ 138,603	\$ 138,657
Cash Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
One Time/Other Expenditure	\$ 56,493.99	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Marketing	\$ 1,331,502.50	\$ 1,696,500	\$ 1,696,500	\$ -	\$ 1,762,150	\$ (65,650)	\$ 1,780,755	\$ 1,765,909	\$ 1,857,461	\$ 1,767,768
Special Events	\$ 1,514,006.51	\$ 1,412,000	\$ 1,412,000	\$ -	\$ 1,465,600	\$ (53,600)	\$ 1,527,131	\$ 1,591,736	\$ 1,586,729	\$ 1,659,574
Public Relations	\$ 131,185.36	\$ 167,000	\$ 167,000	\$ -	\$ 175,750	\$ (8,750)	\$ 181,788	\$ 193,127	\$ 199,783	\$ 199,783
Total Expenditures	\$ 4,144,809.39	\$ 4,521,533	\$ 4,521,533	\$ -	\$ 4,633,875	\$ (112,342)	\$ 4,769,813	\$ 4,887,053	\$ 5,032,317	\$ 5,070,150
				0.0%		-2.5%				
Transfer out-CIP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer out-CERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET REV/EXP -	\$ 436,591.60	\$ 65,675	\$ 65,675	\$ -	\$ 96,154	\$ 30,479	\$ 101,367	\$ 129,513	\$ 133,995	\$ 250,402
Transfer out-CIP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Carryover	\$ 935,337.17	\$ 1,084,404	\$ 1,371,929	\$ 287,525	\$ 1,250,104	\$ (121,825)	\$ 1,246,258	\$ 1,233,155	\$ 1,262,668	\$ 1,296,663
Revenues	\$ 4,581,400.99	\$ 4,587,208	\$ 4,587,208	\$ -	\$ 4,730,029	\$ 142,821	\$ 4,871,180	\$ 5,016,566	\$ 5,166,312	\$ 5,320,552
Expenditures	\$ 4,144,809.39	\$ 4,521,533	\$ 4,521,533	\$ -	\$ 4,633,875	\$ (112,342)	\$ 4,769,813	\$ 4,887,053	\$ 5,032,317	\$ 5,070,150
Transfer out-CERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,470	\$ -	\$ -	\$ -
Transfer out-CIP	\$ -	\$ 187,500	\$ 187,500	\$ -	\$ 100,000	\$ 87,500	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Ending Balance	\$ 1,371,928.77	\$ 962,579	\$ 1,250,104	\$ 287,525	\$ 1,246,258	\$ (3,846.00)	\$ 1,233,155	\$ 1,262,668	\$ 1,296,663	\$ 1,447,065
				29.9%		-0.3%				
Revenues	\$ 4,581,400.99	\$ 4,587,208	\$ 4,587,208	\$ -	\$ 4,730,029	\$ -	\$ 4,871,180	\$ 5,016,566	\$ 5,166,312	\$ 5,320,552
Expenditures+CERF+CIP	\$ 4,144,809.39	\$ 4,709,033	\$ 4,709,033	\$ -	\$ 4,733,875	\$ (24,842)	\$ 4,884,283	\$ 4,987,053	\$ 5,132,317	\$ 5,170,150
NET	\$ 436,591.60	\$ (121,825.00)	\$ (121,825.00)	\$ -	\$ (3,846.00)	\$ -	\$ (13,103.00)	\$ 29,513.00	\$ 33,995.00	\$ 150,402.00

**TOWN OF SNOWMASS VILLAGE
GROUP SALES FUND
BUDGET SUMMARY**

DESCRIPTION	2015 Actual	2016 Budget	2016 Revised	\$ VARIANCE	2017 PROPOSED	\$ VARIANCE	2018 PROPOSED	2019 PROPOSED	2020 PROPOSED	2021 PROPOSED
BEGINNING FUND BALANCE	\$923,865.57	\$912,914.57	\$1,031,987.47	\$119,072.90	\$832,383.47	(\$199,604.00)	\$765,369.47	\$686,876.47	\$614,421.47	\$541,477.47
REVENUES	\$1,824,566.42	\$1,830,287.00	\$1,830,287.00	\$0.00	\$1,887,991.00	\$57,704.00	\$1,943,971.00	\$2,001,630.00	\$2,061,019.00	\$2,122,190.00
TRANSFER OUT-CERF	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	(\$14,469.00)	\$0.00	\$0.00	\$0.00
EXPENDITURES	(\$1,716,444.52)	(\$1,842,391.00)	(\$1,842,391.00)	\$0.00	(\$1,855,005.00)	(\$12,614.00)	(\$1,907,995.00)	(\$1,974,085.00)	(\$2,033,963.00)	(\$2,105,843.00)
TOTAL REVENUES	\$1,824,566.42	\$1,830,287.00	\$1,830,287.00	\$0.00	\$1,887,991.00	\$57,704.00	\$1,943,971.00	\$2,001,630.00	\$2,061,019.00	\$2,122,190.00
TOTAL EXPENDITURES	(\$1,716,444.52)	(\$1,842,391.00)	(\$1,842,391.00)	\$0.00	(\$1,855,005.00)	(\$12,614.00)	(\$1,922,464.00)	(\$1,974,085.00)	(\$2,033,963.00)	(\$2,105,843.00)
NET REVENUES/EXP	\$108,121.90	(\$12,104.00)	(\$12,104.00)	\$0.00	\$32,986.00	\$45,090.00	\$21,507.00	\$27,545.00	\$27,056.00	\$16,347.00
TRANSFER OUT-CIP	\$0.00	(\$187,500.00)	(\$187,500.00)	\$0.00	(\$100,000.00)	\$87,500.00	(\$100,000.00)	(\$100,000.00)	(\$100,000.00)	(\$100,000.00)
ENDING FUND BALANCE	\$1,031,987.47	\$713,310.57	\$832,383.47	\$119,072.90	\$765,369.47	(\$67,014.00)	\$686,876.47	\$614,421.47	\$541,477.47	\$457,824.47
FUND BALANCE-DESIGNATIONS/RESERVES	2015 REVISED	2016 PROPOSED	2016 PROPOSED	\$ VARIANCE	2017 PROPOSED	\$ VARIANCE	2018 PROPOSED	2019 PROPOSED	2020 PROPOSED	2021 PROPOSED
RESERVE (10% of Revenues-chgs to 15% in 2017)	\$182,456.64	\$183,028.70	\$183,028.70	\$0.00	\$283,198.65	\$100,169.95	\$291,595.65	\$300,244.50	\$309,152.85	\$318,328.50
Reserve-Capital Improvements	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
FUNDS AVAILABLE	\$849,530.83	\$530,281.87	\$649,354.77	\$119,072.90	\$482,170.82	(\$167,183.95)	\$395,280.82	\$314,176.97	\$232,324.62	\$139,495.97
TOTAL FUND BALANCE	\$1,031,987.47	\$713,310.57	\$832,383.47	\$119,072.90	\$765,369.47	(\$67,014.00)	\$686,876.47	\$614,421.47	\$541,477.47	\$457,824.47

**GROUP SALES
BUDGET SUMMARY**

	2015 Actual	2016 Budget	2016 Revised	2016 Variance	2017 Proposed Budget	2017 Variance	2018 Proposed Budget	2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget
REVENUES										
Taxes	\$ 1,789,211.19	\$ 1,806,787	\$ 1,806,787	\$ -	\$ 1,860,991	\$ 54,204	\$ 1,916,821	\$ 1,974,325	\$ 2,033,555	\$ 2,094,562
Miscellaneous	\$ 35,355.23	\$ 23,500	\$ 23,500	\$ -	\$ 27,000	\$ 3,500	\$ 27,150	\$ 27,305	\$ 27,464	\$ 27,628
Total Revenues	\$ 1,824,566.42	\$ 1,830,287	\$ 1,830,287	\$ -	\$ 1,887,991	\$ 57,704	\$ 1,943,971	\$ 2,001,630	\$ 2,061,019	\$ 2,122,190
				0.0%		3.2%				
EXPENDITURES										
Personnel Services	\$ 1,073,169.91	\$ 1,140,098	\$ 1,140,098	\$ -	\$ 1,177,185	\$ (37,087)	\$ 1,229,119	\$ 1,283,784	\$ 1,341,330	\$ 1,401,922
Purchased Services	\$ 62,829.37	\$ 73,755	\$ 73,755	\$ -	\$ 73,823	\$ (68)	\$ 73,892	\$ 73,964	\$ 75,038	\$ 75,038
Operating & Maintenance	\$ 90,476.70	\$ 93,538	\$ 93,538	\$ -	\$ 89,497	\$ 4,041	\$ 89,904	\$ 90,654	\$ 91,284	\$ 91,920
One Time Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Marketing	\$ 489,968.54	\$ 535,000	\$ 535,000	\$ -	\$ 514,500	\$ 20,500	\$ 515,080	\$ 525,683	\$ 526,311	\$ 536,963
Client Interaction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,716,444.52	\$ 1,842,391	\$ 1,842,391	\$ -	\$ 1,855,005	\$ (12,614)	\$ 1,907,995	\$ 1,974,085	\$ 2,033,963	\$ 2,105,843
				0.0%		-0.7%				
Transfer Out-CERF					\$ -		\$ 14,469	\$ -	\$ -	\$ -
NET REV/EXP -	\$ 108,121.90	\$ (12,104)	\$ (12,104)	\$ -	\$ 32,986	\$ 45,090	\$ 21,507	\$ 27,545	\$ 27,056	\$ 16,347
Beginning Carryover	\$ 923,865.57	\$ 912,914	\$ 1,031,987	\$ 119,074	\$ 832,383	\$ (199,604)	\$ 765,369	\$ 686,876	\$ 614,421	\$ 541,477
Revenues	\$ 1,824,566.42	\$ 1,830,287	\$ 1,830,287	\$ -	\$ 1,887,991	\$ 57,704	\$ 1,943,971	\$ 2,001,630	\$ 2,061,019	\$ 2,122,190
Expenditures	\$ 1,716,444.52	\$ 1,842,391	\$ 1,842,391	\$ -	\$ 1,855,005	\$ (12,614)	\$ 1,907,995	\$ 1,974,085	\$ 2,033,963	\$ 2,105,843
Transfer out CERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,469	\$ -	\$ -	\$ -
Transfer out CIP	\$ -	\$ 187,500	\$ 187,500	\$ -	\$ 100,000	\$ 87,500	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Ending Balance	\$ 1,031,987.47	\$ 713,310	\$ 832,383	\$ 119,074	\$ 765,369	\$ (67,014)	\$ 686,876	\$ 614,421	\$ 541,477	\$ 457,824

Revenues	\$ 1,824,566.42	\$ 1,830,287	\$ 1,830,287		\$ 1,887,991		\$ 1,943,971	\$ 2,001,630	\$ 2,061,019	\$ 2,122,190
Expenditures+CERF+CIP	\$ 1,716,444.52	\$ 2,029,891	\$ 2,029,891	\$ -	\$ 1,955,005		\$ 2,022,464	\$ 2,074,085	\$ 2,133,963	\$ 2,205,843
NET	\$ 108,121.90	\$ (199,604.00)	\$ (199,604.00)		\$ (67,014.00)		\$ (78,493.00)	\$ (72,455.00)	\$ (72,944.00)	\$ (83,653.00)



SNOWMASS
TOURISM

Snowmass Village Tourism Office
2017 Business Plan
Version 10.5



September 2016

Table of Contents

VISION AND GUIDING PRINCIPLES	4
VISION ASPIRATION STATEMENT.....	4
GUIDING PRINCIPLES.....	4
SITUATION ANALYSIS	6
MARKET SEGMENTATION	7
FREQUENT INDEPENDENT TRAVELERS (FIT)	7
ORGANIZATIONS/GROUP TARGET SEGMENTS.....	7
TOUR OPERATORS.....	7
STAKEHOLDERS AND REGIONAL PARTNERS	9
MARKETING ROAD MAP	10
TERMINOLOGY	10
GOALS.....	10
STRATEGIES AND OBJECTIVES	13
BRANDING / ADVERTISING / PUBLIC RELATIONS.....	14
<i>Brand Platform</i>	14
<i>Public Relations</i>	15
VISITOR INFORMATION AND SERVICES.....	16
<i>Digital Platform</i>	16
<i>Guest Services</i>	18
<i>Central Reservations (Stay Aspen Snowmass)</i>	18
RESORT PRODUCT	19
<i>Summer Programming</i>	21
<i>Winter Programming</i>	22
EVENTS	25
<i>Snowmass Free Summer Music Series</i>	26
GROUP SALES.....	27
<i>General Approach</i>	27

<i>Meetings, Incentive, Conferences, Exhibitions (MICE)</i>	28
<i>Tour Operator Acquisition (Small Groups 4-50 people)</i>	28
REGIONAL APPROACH / STRATEGIC ALLIANCES	29
<i>Aspen Chamber Resort Association</i>	30
<i>Aspen Skiing Company</i>	30
<i>Colorado Tourism Office</i>	31
<i>Snowmass Discovery</i>	31
<i>Jazz AspenSnowmass</i>	31
<i>Stay AspenSnowmass</i>	31
<i>Air Service: Pitkin County Airport</i>	32
BUDGET	34
SNOWMASS TOURISM ORGANIZATION CHART	35
MARKETING, SPECIAL EVENTS AND GROUP SALES BOARD	36
<i>2016 Committees</i>	36

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 AspenSnowmass 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 will work to proactively inform, educate and engage stakeholders in a spirit of cooperation.

Snowmass Tourism will operate 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.

Support and promote the long-term development of the Roaring Fork Valley region.

Snowmass Tourism seeks to continually strengthen the long-term success of the greater AspenSnowmass 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 will seek 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 grows
- It is expected that Base Village will have ongoing construction for the next several years.
- 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.
- It is important to maintain strong relationships with Aspen Skiing Company, Developers & other community partners.
- Opportunity for Economic Development initiatives to encourage ‘tourism-based’ businesses to operate in SMV.
- TOSV is engaging in POSTR, CCP and a Comprehensive Plan for Community. Tourism to take a pro-active role in the development of these plans.
- 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 Frequent Independent Travelers (FIT) and Groups. Additionally, there is a wholesale target, Tour Operators, gaining increased focus.

Frequent Independent Travelers (FIT)

Demographic

- Age: 25-64
- Median Household Income: \$122-148k

Geographic Markets

- Regional Market: Colorado Front Range (Denver, Boulder, Fort Collins, Colorado Springs) and Grand Junction (more relevant in summer, in-state visitors only represent 5-8% of winter visitors)
- National Non-Stop Fly Markets: Atlanta*, Chicago, Dallas, Denver, Houston, Los Angeles, Minneapolis*, Salt Lake City*^ and San Francisco (*winter only / ^new in winter 2016/2017)
- New York Metro Area
- International: especially Europe, Australia, New Zealand, Brazil, Argentina, Latin America

Attributes

- **Adventurous Families** – Family is everything; age 30-54; Mean HHI \$132,000; heavy consumers of internet, social, outdoor and magazines.

- **Prime of Lifers** – Now is OUR time; Age 50-70, Mean HHI \$125,000; heavy consumers of magazines, newspapers and outdoor.
- **Millennial Achievers** – Carpe Diem; Age 25-35; Mean HHI \$122,000; heavy consumers of audio, social, internet and outdoor
- **Trailriders** – Discover something new every day; Age 25-55; Mean HHI \$148,000; heavy consumers of magazines, social and internet

Organizations/Group Target Segments

Traditional group targets in the **Meeting, Incentive, Convention and Exhibition** 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 & Social
- Recreational & affinity groups
- Ski groups & Councils
- GMERF (Gov't, Military, Education, Religious, Fraternal)

Tour Operators

The Tour Operator segment straddles Group Sales and marketing to niche FIT segments.

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:

- <http://www.butterfield.com/>
- <http://www.bicycletournetwork.com/>
- <http://www.vbt.com/biking>
- <http://www.backroads.com/>

For hiking, biking, rafting and many other types of soft adventure, the goal will be to become increasingly programmed into these offerings.

In addition to a focus on adventure, there are a number of tour operators across the globe potentially 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:

- Ice Age Discovery
- Nature: Alpine Flora and Fauna
- Rodeo/ Western Heritage
- Bird Watching
- 'mass pass
- Accessibility to activities/adventure

Snowmass Tourism has helped to develop two local logistics companies – Ursus Adventures and Mountain Travel Logistics -- to better meet the needs of these adventure tour operators.

The innovative 'mass pass provides an opportunity. In 2017, an integrated marketing/sales program will be developed to assess the future of this offering.

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, the Snowmass Lodging Association, major developers, Aspen Skiing Company, Aspen Chamber Resort Association, local organizations and others.

Cooperative Relationships

Working with these entities has 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, Brand USA, Destination Management Association International (DMAI), Adventure Travel Trade Association, Colorado Tourism Organization, Denver Museum of Nature & Science, Jazz Aspen Snowmass (JAS) and BikeSnowmass. These programs are described in further detail below.



Snowmass Tourism will also explore broader, regional relationships with other mountain communities to develop programs geared to international travelers.

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, Measureable, 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	2017 Desired Outcome	2018 and Beyond
Competitive Set Position Occupancy	Improve rank in Summer	Continue to achieve high ranking
	Maintain or improve rank in Winter	

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

Measure	2017 Desired Outcome	2018 and Beyond
Total Room Nights	Increase summer occupancy by +8%. <ul style="list-style-type: none"> • SMV grew 15.9% in 2015 over 2014 and 18.5% in 2014 over 2013 Increase winter occupancy by +3% <ul style="list-style-type: none"> • SMV grew 0.1% in 2015/2016 over 2014/2015 and 4.7% in 2014/15 over 2013/14 	Annual occupancy goals should be set on a year by year basis based on industry averages as well as SMV prior performance and economic environment

Snowmass Tourism

2017 Business Plan

	<ul style="list-style-type: none"> • 	
Total Lodging Tax	<p>Increase summer lodging tax +10% year over year</p> <ul style="list-style-type: none"> • SMV grew 15.3% in 2015 over 2014 and 23.4% in 2014 over 2013 <p>Increase winter lodging tax by +3% YOY</p> <ul style="list-style-type: none"> • SMV decreased 0.3% in 2015/2016 over 2014/2015 and grew 8.2% in 2014/15 over 2013/14 	Lodging tax is correlated to occupancy.

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

Measure	2017 Desired Outcome	2018 and Beyond
Marketing Fund Tax	<p>Increase Summer Marketing Tax by +8% year over year Summer (Jun-Oct)</p> <ul style="list-style-type: none"> • SMV grew 14.2% in 2015 over 2014 and 18% in 2014 over 2013 <p>Increase +3% Winter (Dec-Apr)</p> <ul style="list-style-type: none"> • SMV grew 0.8% in 2015/2016 over 2014/2015 and 7.9% in 2014/15 over 2013/14 	

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

Measure	2017 Desired Outcome	2018 and Beyond
Daily and Seasonal Activities	<p>Organize and effectively inform guests about assets and activities available in Snowmass so that they may easily be accessed.</p> <p>Leverage existing activities and community partners to appeal to key target segments</p>	Ongoing

Snowmass Tourism

2017 Business Plan

Events	Further refine event scorecard and research/feedback loop Add and improve signature events Cull marginal events	Ongoing
--------	---	---------

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 is 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 all designed to drive visitors to the Snowmass online network where they can be influenced and educated. Key elements highlighted in our branding are centered on points of differentiation for our target markets. These include:

- The winter product and identity
- Proximity to Aspen/Pitkin County airport
- Strong family identity
- Favorable summer lodging rates relative to Aspen
- Relationship and Proximity to Aspen
- Snowmass Ice Age Discovery
- Biking
- Summer Event Schedule

Brand Platform

Stakeholder research in summer 2016 revealed key attributes that formed our new brand platform, which will serve as an inspiration point for all branding and messaging moving forward.

Embraced by Nature: *Snowmass is where everything brings you closer to nature's playground. In the midst of magnified natural surroundings, find joy in the things that really matter.*

- *INSPIRED: the quiet beauty of Snowmass and vast surroundings inspired happiness*
- *BELOVED: Snowmass becomes part of you; a reminder of the genuine things*
- *APPROACHABLE: Welcoming. Snowmass invites you in, with friendliness and without boundaries*

Brand values are exploration, joy, connectedness, genuine and soulful.

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.
2. Regularly pitch key media with customized story ideas to all target segments and markets. Include “passions” (activities), family, LGBT, events, meetings and travel trade angles, and the variety of lodging available at different price points.
3. Write and distribute press releases on major Snowmass promotions 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). Design customized itineraries for visiting media with support of hosting partners.
5. Work with Public Relations domestic and international firms to amplify Snowmass reach to national and international media.

2017 Objectives: Branding, Advertising, Public Relations	2018 and Beyond
1. Build brand identity with “Embraced by Nature” platform, 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: bounce rate (-7%), pages per session (+27%), avg session duration (+27%), and event conversion (+38%).	Continue digital and mobile growth
3. Continue to expand our comprehensive social media strategy to develop deeper engagement and brand awareness. Grow Instagram audience by 10% year over year. Facebook (primary social media platform) impressions/engagement can no longer be compared to prior years since FB all but eliminated organic engagement possibilities and made businesses reliant on paid reach. Thus, we set our engagement increase goals to be the same as any increase in budget allocated to Facebook efforts.	
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.	

2017 Objectives: Branding, Advertising, Public Relations	2018 and Beyond
7. Implement email strategy to communicate in a more targeted fashion with past and future Snowmass guests with a goal of obtaining a 12% open rate while refining our contact database to include only those who engage with our content.	
8. Streamline collateral design to better relate to brand platform and marketing campaigns, providing greater brand cohesiveness.	
9. Move toward a more data driven approach to marketing through regular survey research in the winter and summer months to learn about our guests and to capture email addresses so we can better communicate with them in the future.	

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, twitter, instagram, etc.), and Online Travel Agencies and travel information sites (e.g. Trip Advisor, Yelp, Expedia, etc.). A capable digital platform is a tablestake 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

A new Snowmass desktop and mobile site gosnowmass.com was launched in late 2013 to replace the aging snowmasstourism.com information site. The site has continued to evolve through 2016 with a primary design goal to influence site visitors to visit Snowmass and educate visitors on our offerings and bring them through consideration to trip planning. Our website works to fulfill the informational needs of both prospective and onsite guests. Additionally, we have launched VIKSnowmass.com and BikeSnowmass.com in 2016. In 2017, we will re-skin our main website, evolving the design without changing the structure or core functionality, and also launch a new website HikeSnowmass.com.

Major Capabilities 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 AspenSnowmass via Inntopia booking engine to assist 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.
7. Mobile-first design with display capabilities on a variety of mobile devices.
8. Crowdriff social media photo aggregator to engage and provide a variety of photo content
9. Continue use of community calendar hosts smaller community events and activities
10. Evolve *bikesnowmass.com*, a biking microsite to serve as the authority on biking in Snowmass
11. Evolve *VIKsnowmass.com*, which Snowmass Tourism took over in 2016, as the authority on kids programming in Snowmass.
12. Launch *hikesnowmass.com*, a hiking microsite to serve as the authority on hiking in Snowmass

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 on Facebook, Instagram and Twitter.
- Continue to build Snowmass-specific video content on YouTube and Facebook. Use existing 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, Instagram and Twitter.
- Leverage Crowdriff to continue to promote photos from our broader social community while increasing engagement with promotions/contests.
- Facebook changed their strategy with regard to displaying content from businesses last year. Organic reach is now very difficult to obtain while paid reach has maintained its cost effectiveness yet become a more vital tool in order to generate engagement. Our engagement and reach on Facebook continues to be highly correlated with our spend on the platform. We work to

optimize our engagement versus our spend.

Guest Services

Providing accurate and timely information to our visitors is a critical function of Snowmass Tourism. The Guest Services function is currently staffed with one full-time and five part-time employees charged with staffing the Town Park Station information center and Ice Age Discovery Center 7 days/week in the peak seasons. This activity 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 our visitors and town stakeholders.

In 2015, the functions of guest services were expanded to include managing the community's online events calendar and assisting with guest/customer research. In the 2014/2015 winter season, Guest Service staff took on responsibility for tablet kiosks that collect surveys from guests. This serves a dual purpose; while providing insight into our visitors, it also provides additions to our email database for one-to-one outreach later in the funnel process. Data collected will inform plans and strategies moving forward.

Central Reservations (Stay Aspen Snowmass)

Currently, Snowmass Lodging, Aspen Lodging and Aspen Skiing Co. have a shared interest in the local central reservations company Stay Aspen Snowmass (SAS). Snowmass Tourism has representation on the board and some committees, and supports a digital interface to the SAS platform via gosnowmass.com. Snowmass Tourism will continue to work with SAS to offer visitors a robust booking option through gosnowmass.com

2017 Objectives: Visitor Information and Services	2018 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/launch <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 our 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.	Ongoing
4. Continue use of an online community calendar that can be accessed by guests, partners and the public. Encourage the community to leverage this calendar to promote smaller events/promotions.	Ongoing
5. Continue to support traffic to Inntopia interface with <i>stayaspenssnowmass.com</i> along with appropriate Google Analytics tags to monitor web activity.	Refine as necessary
6. Continue to enhance our website with quality photography and video. Use a content-first approach to show visitors Snowmass.	
7. Begin to use GIS mapping technology to create a map-forward arena for online guest discovery of transportation, scenic spots, etc.	Ongoing
8. Validate/scrub the email contact database. Look to reduce our overall number of contacts such that we are only reaching out to an engaged audience.	Ongoing
9. Continue to develop and maintain curated website landing pages to specifically inform guests based on content they have previously showed interest in.	Ongoing
10. Evaluate and restructure as necessary the ST Guest Services department function including the ability to measure guest satisfaction, promote service recovery and intent to return through survey implementation	

Resort Product

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

Snowmass Tourism will undertake specific initiatives in product development in 2017

Biking

Snowmass Tourism is spearheading a multi-organization initiative to enhance the biking product in Snowmass. Goals for 2017 might include:

- Develop an 'easier' climbing route on Snowmass and a spoke and hub of trails on the west side
- Launch a more biking-specific marketing campaign in 2017 with BikeSnowmass.com and the Snowmass Loop as the focus
- Secure one or more 'big' mountain biking events for the summer event calendar
- Securing art work that can be placed on trails.
- Improving signage/maps
- Evaluating options for bike hauling transit

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	<ul style="list-style-type: none"> Mountain Biking (Bike Snowmass) Lessons, Instruction and Guides Road Biking Hiking Rock Climbing Rafting Jeep Tours (etc.) Camp AspenSnowmass Kids Camp VIK 	<ul style="list-style-type: none"> Ragnar 24-hour Trail Race Enduro World Series Snowmass Demo Days Vince Gill, Amy Grant Challenge Aspen Gala & Golf Trashmasters Golf Tournament Ragnar Relay Snowmass Balloon Festival Tough Mudder (TBD) Golden Leaf
Cultural, Music, Arts	<ul style="list-style-type: none"> Free Summer of Music Series Rodeo Aspen Music Festival & School Anderson Ranch Classes ACES Nature Tours 	<ul style="list-style-type: none"> Snowmass Food & Wine Kickoff Food & Wine events JAS June Fourth of July weekend programming JAS Labor Day Colorado Scottish Festival AREDAY Classic Car Show(s) Zoppe Circus Chalk It Up! Deaf Camp Benefit Snowmass Rotary Wine Fest The Finest Automobile Auction
Snowmass Discovery	<ul style="list-style-type: none"> Ice Age Discovery Center Excavation Station, Interpreter Interpretive Tours 	

Winter Programming

WINTER

	Daily/Weekly Activity	Event
Sports & Recreation	<ul style="list-style-type: none"> Alpine Skiing NASTAR Snowboarding Nordic Skiing Lessons, Instruction and Guides Aspen Powder Tours First Tracks, Mountain Tours Challenge Aspen Ice Skating Paragliding Dog Sled Tours ACES Tours VIK 	<ul style="list-style-type: none"> World Cup Racing Winter X Games Elk Camp Ullr Nights Challenge Aspen CAMO Event Big Rail Fridays Moonlit Treks
Cultural, Music, Arts	<ul style="list-style-type: none"> Anderson Ranch Classes Nature Tours Aspen Shortsfest ACP Physics Lectures Aspen Art Museum 	<ul style="list-style-type: none"> Winterskol Snowmass Mardi Gras Bud Light Hi Fi Concerts
Snowmass Discovery	<ul style="list-style-type: none"> Ice Age Discovery Center Interpretive Tours 	

2016 Objectives: Resort Product	2017 and Beyond
1. Identify, organize and include for promotion all of 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. Evaluate existing programs including Mardi Gras to determine ongoing viability.	
3. Identify and promote local activities and programs that highlight reasons for extended stays, such as the ‘Mass Pass	
4. Identify and pursue opportunities for ST to assist in the development of new tourism products such as the build-out of our trails system for biking and hiking. This could include opportunities for targeted infrastructure investment by ST.	

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 (e.g. Mini in the Mountains, Harley Owners Group). 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 our visitors may or may not directly involve Snowmass Tourism. ST funding is primarily intended to support nascent events in their growth process. After an initial support period, the preferred arrangement is to gradually reduce funding for an event as it becomes more self-sufficient. This frees up funding to support the development of new events.

“Pillar events” provide the foundation for this strategy. A pillar 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 our promotional programs if it helps round out the true reach of the AspenSnowmass value proposition available to our guests. For example, this would include consideration of the Aspen event calendar for opportunities to dovetail compatible Snowmass events (e.g. Food & Wine).

Snowmass Free Summer Music 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. Although the concerts primarily take place on Thursday nights, it is important to note that this is the “Free Summer Music Series” as opposed to the “Free Thursday Night Music Series,” allowing ST flexibility when leveraging a group or special event.

2017 Major Events (partial list)

- Winter X Games, Buttermilk (Skico, ESPN, 15th year)
- Snowmass Rodeo (44rd year)
- Colorado Scottish Festival (2nd year)
- Ragnar Trail, June and August (4th / 3rd year)
- Tough Mudder (3rd year)
- Enduro World Series (2nd year)
- Jazz AspenSnowmass, Aspen June and Snowmass Labor Day Weekend (JAS, 27th year)
- Snowmass Balloon Festival (42st year)
- Snowmass 50th Anniversary (December 2017)

2017 Objectives: Events	2018 and Beyond
1. Drive additional room nights through multi-day events and create incentives for Monday-Thursday stays	
2. Refine the GoSnowmass card to capture event attendee email address as well as to encourage additional spend at SMV restaurants and retailers.	
3. Explore landing a televised event to amplify brand	
4. Identify potential synergies and impacts to retailers and F&B for events.	

2017 Objectives: Events	2018 and Beyond
5. Create and promote events that target key identified market segments.	
6. Leverage technology to better evaluate the value of events.	
7. Evaluate/create events. For example: Mardi Gras for long-term viability; consider July 4 th programming with fireworks, etc. in addition to 4 th weekend activities	

Group Sales

Snowmass Tourism will continue to use dedicated group sales efforts to increase visitation throughout the year, especially during the summer season. Groups support all of the major businesses, lodging, restaurant, retail and recreation, and are one of the key drivers of room nights. [Please note that the new Group Sales Director will be tasked with putting together an integrated group sales plan for the year]

General Approach

- Utilize destination branding to create awareness for group segments. Continually integrate destination brand into group sales efforts.
- 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.
- Identify potential ways to enhance and leverage group sales efforts with regional partners. Utilize partners as a way to improve the value proposition for group visits.
- Implement supply and demand evaluation to identify the best fit for group sales targets and local opportunities.
- Utilize new CRM to better communicate with database of former, existing and prospective clients. Effectively market Snowmass to groups through large channels such as CVENT and major third parties (e.g. HelmsBriscoe)

Summer presents some unique challenges for matching group visitors with a limited need for meeting space to available condo product. Initiatives include:

- Acquire Tour Operators capable of organizing specialized small group trips which include stays in Snowmass Village
- Target car clubs, motorcycle clubs, and recreational sports groups that have the potential to book summer condo product with a limited need for meeting space.

- Target other segments, such as the wedding market, with limited need for meeting space.

Meetings, Incentive, Conferences, Exhibitions (MICE)

For MICE opportunities, Group Sales efforts are organized vertically with a geographic orientation. This approach allows Snowmass Tourism to effectively leverage productive markets and tell a compelling story to certain segments. Target vertical markets are detailed in Market Segmentation Section.

Tour Operator Acquisition (Small Groups 4-50 people)

While the Meeting and Conference business is important, the Group Sales includes the acquisition of national and international Tour Operators. (Specific targets are described under Market Segmentation.) It is essential that we further develop the FIT segment through the inclusion of the Snowmass Village in Tour Operator programming. Most tour operators have extensive marketing budgets with networked affiliates providing sales leverage. While the lead-time for Tour Operator programming can be 2-3 years, the long-term payoff can be substantial.

2016 Objectives: Group Sales	2017 and Beyond
1. Drive additional nights through group focus on target segments.	
2. Leverage success in existing markets to book business in associated markets (e.g. Legal education and law firm retreats)	
3. Leverage events by promoting opportunities to book group meetings and/or extend the stays of existing group customers.	
4. Maintain existing groups through specific retention strategies	Targeted room night goals by event.
5. Engage Tour Operators to program Snowmass into their catalogs and online offerings. Position Snowmass as a viable part of any TO’s western itineraries. Position Snowmass as the preeminent adventure destination in the United States.	Increase presence in catalogs and on web sites.

Comment [VM1]: Update graphic to remove Fred’s name?



Dave Elkan
 Affinity Groups/Events
 (New Market Focus)
 * "Passion Segment" Corporate
Mar Naibi
 Tour Operator Acquisition
 Social/Weddings

Jim O'Leary
 Midwest (see map)
 - Corporate & Incentive
 Colorado Associations
 All Legal/CLE
 Scientific
 (New Market Focus)
 * Legal (Law Firms)
 * Denver Corporate

Steve Miller
 East Coast (see map)
 - Corporate & Incentive
 All Medical/CME
 National Associations
 (New Market Focus)
 * Med Devices/Pharma
 * Insurance/Financial

Karla Baker
 West (see map)
 - Corporate & Incentive
 Ski Groups & Councils
 Government
 Military, Religious, Fraternal
 International
 (New Market Focus)
 * Texas—Non-ski
 * Alumni Groups

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 AspenSnowmass has to offer. Particular emphasis will be to leverage summer opportunities with the potential to boost Snowmass visitation.

Aspen Chamber Resort Association

- **AspenSnowmass 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 full-page ad in their Inspiration Guide that will appear in Portuguese, Japanese and Spanish in the Great Outdoors Section. This package also includes promotion of an Aspen Snowmass video that ST owns and will provide the added advantage of Japanese, Spanish and Portuguese content for gosnowmass.com.
- **What To Do When You're Off The Slopes** One in four visitors to Aspen Snowmass does not participate in an athletic activity such as skiing or boarding; this publication gives them activities and events to do in both summer and winter. It is available in English, Japanese, German and Portuguese and has proven valuable for trade shows and international FAMS.
- **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.
- **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.

- **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. We regularly host international media FAMs from key international markets as well as select domestic media. We continue to participate in the quarterly Media Receptions to meet with Front Range journalists.
- **Lodging Co-op Advertising** Snowmass Tourism continues to underwrite cooperative advertising such as the Official State Vacation Guide to lower the cost of this successful printed piece with a circulation of 640,000. ST also has a significant on-line presence with *colorado.com* including a new brand channel to highlight youtube.com/snowmass.
- **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 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 our visitors.
 - **Denver Museum of Nature & Science** This partnership began with the Ice Age discovery and includes support of the Ice Age Discovery Center. As the science evolves, the Denver museum will continue to provide assistance in multiple areas.
- Board Seat: Snowmass Tourism serves on Snowmass Discovery's Board of Directors**

Jazz AspenSnowmass

- 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.

Stay AspenSnowmass

- Stay AspenSnowmass via Inntopia will be linked through the main web site and remains a primary avenue for guests booking reservations.
- **Board Seat: Snowmass Tourism serves in an ex officio capacity on SAS's Board of Directors.**
-

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 AspenSnowmass 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 will partner 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

2016 Objectives: Regional Approach, Alliances	2017 and Beyond
1. 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.	Explore long term potential of unified regional brand.
2. Partner with Aspen Skiing Co. and ACRA on brand development programs such as the Perfect Storm Package	Continue to emphasize new and updated summer activities
3. Partner with Aspen Skiing Co., ACRA and City of Aspen on events such as X Games, Enduro World Series and more	Ongoing
4. Work with regional partners to include Snowmass lodging as an option to support their events	Develop a cooperative approach to increasing room night demand.
5. 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 forecast approximately \$6.6M in revenues for marketing and group sales efforts in 2017. 28.5% or approximately \$1.89M is allocated to group sales and 71.5% or approximately \$4.73M is allocated to marketing and special events.

Detailed budget exhibits are noted in Finance Department documents.

Tourism is moving towards a balanced budget and is also specifying funds for capital improvements to help further develop the resort product (i.e. biking components)

Marketing and Special Events Budget (\$000)

Category	2017	2016	Variance
Administration	\$1,230	\$1,234	\$-4
Marketing	\$1,762	\$1,709	\$53
Events	\$1,466	\$1,412	\$54
Public Relations	\$121	\$115	\$6
Capital Improvements	\$100	\$188	\$-88
Rebate	\$55	\$52	\$3
Total	\$4,734	\$4,710	\$24

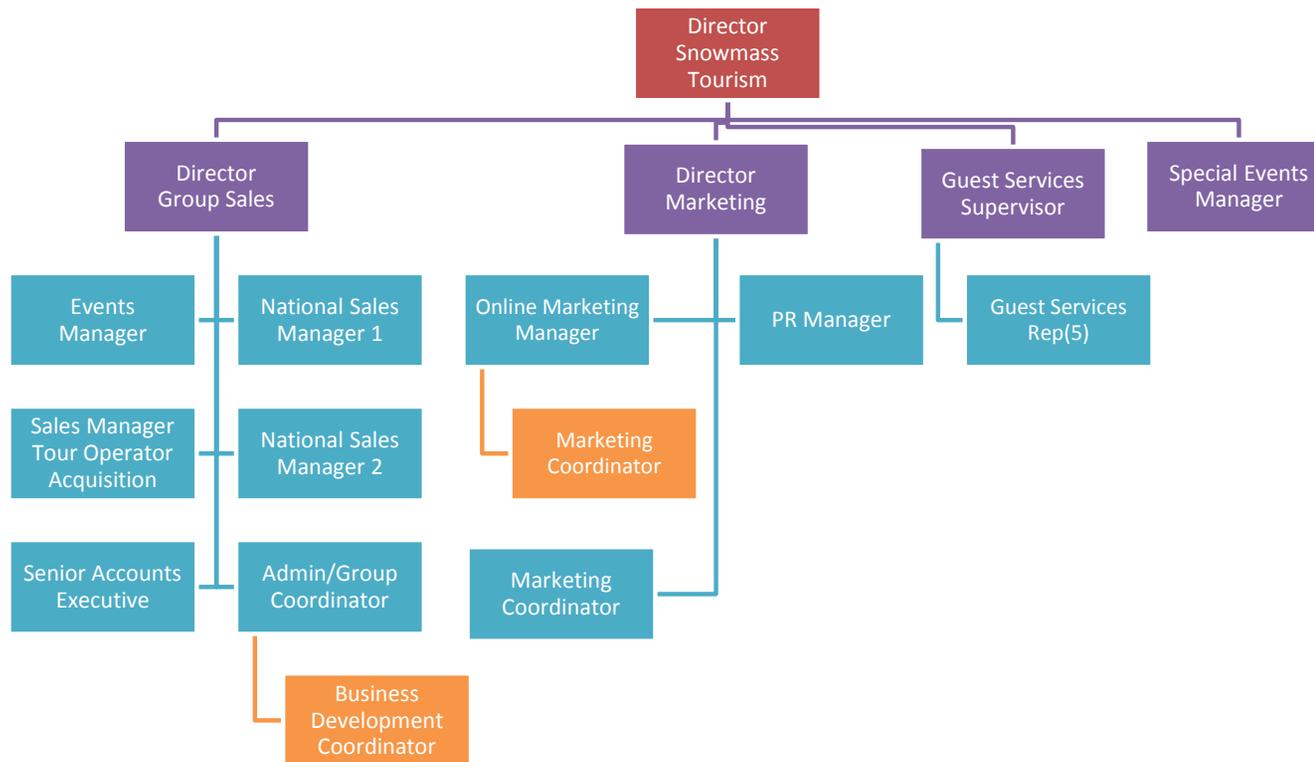
Group Sales Budget (\$000)

Category	2017	2016	Variance
Administration	\$1,254	\$1,222	\$32
Marketing/Sales	\$601	\$621	\$-20
Capital Improvement	\$100	\$188	\$-88
Total	\$1,955	\$2,030	\$-76

Source: TOSV Budget

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

Howard Gross	Member at-Large, <i>Board Chair*</i>
Robert Sinko	Snowmass Village Lodging Industry, <i>Vice Chair</i>
Dave Dugan	Snowmass Village Food & Beverage Industry
Mary Harris	Snowmass Village Lodging Industry
John Quigley	Snowmass Village Lodging Industry
Tim McMahon	Snowmass Village Retail Industry
Mike Sura	Member at-Large
Reed Lewis	Member at-Large
Christian Knapp	Aspen Skiing Company
Leticia Hanke	Ex-Officio, representing on-going development

2016 Committees

Marketing Advisory Committee	<i>Chair: Robert Sinko</i>
Special Events Committee	<i>Chair: Howard Gross</i>
Group Sales Committee	<i>Chair: John Quigley</i>

2016 Snowmass Tourism Meeting Dates (as of Sept 22, 2016)

* dates are subject to change

Thursday, Sep 29 th	Marketing, Group Sales & Special Events Board – 8:30am Town Hall, Council Chambers
Thursday, Oct 6 th	Snowmass Tourism in-person presentation to Council – 8:30am Town Hall, Council Chambers
Thursday, Dec 1 st	Group Sales Advisory Committee – 8:30am Town Hall, Small Conference Room
Tuesday, Dec 6 th	Marketing Advisory Committee – 8:30am Crestwood
Thursday, Dec 15 th	Marketing, Group Sales & Special Events Board – 8:30am Town Hall, Council Chambers

2017 Snowmass Tourism Meeting Dates (6 month preview)

Thursday, Jan 5 th	Group Sales Advisory Committee – 8:30am Town Hall, Small Conference Room
Thursday, Feb 2 nd	Marketing Advisory Committee – 8:30am Crestwood
Thursday, Feb 9 th	Marketing, Group Sales & Special Events Board – 8:30am Town Hall, Council Chambers
Tuesday, Feb 21 st	Snowmass Tourism written presentation to Council – 4:00pm Town Hall, Council Chambers
Monday, Feb 27 th	Special Events Committee – 9:00am Town Hall, Small Conference Room
Thursday, Mar 2 nd	Group Sales Advisory Committee – 8:30am Town Hall, Small Conference Room
Thursday, Apr 6 th	Marketing Advisory Committee – 8:30am Crestwood
Thursday, Apr 13 th	Marketing, Group Sales & Special Events Board – 8:30am Town Hall, Council Chambers
April TBD	Snowmass Tourism in-person presentation to Council – 4:00pm Town Hall, Council Chambers
Thursday, May 4 th	Group Sales Advisory Committee – 8:30am Town Hall, Small Conference Room
Tuesday, May 30 th	Special Events Committee – 9:00am Town Hall, Small Conference Room
Thursday, June 1 st	Marketing Advisory Committee – 8:30am Crestwood
Thursday, June 8 th	Marketing, Group Sales & Special Events Board – 8:30am Town Hall, Council Chambers
June TBD	Snowmass Tourism written presentation to Council – 4:00pm Town Hall, Council Chambers
October TBD	Snowmass Tourism in-person presentation to Council – 4:00pm Town Hall, Council Chambers