



**SNOWMASS**  
COLORADO

# Destination Management Plan

**A BLUEPRINT FOR DESTINATION MANAGEMENT TRANSITION  
AND SUSTAINABLE TOURISM**

**SUMMER 2025**



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# The Why

Snowmass is at a pivotal time in our tourism evolution. We are proud to present the Snowmass Tourism Destination Management Plan. This Plan (referred to throughout this document using the acronym “DMP” or as “the plan”) provides a strategic framework that aligns our tourism strategy with the broader community priorities of our residents and stakeholders, including tourism businesses and industry partners, and protecting the natural environment.

The journey for this work began with the proactive leadership of the Snowmass Town Council amid community concerns around tourism growth and success metrics based solely on a “heads in beds” approach. Central to this work is an intentional shift toward a community centric approach that measures the true impact of tourism on resident well-being, economic resilience and environmental sustainability. Council is committed to a strategy aimed at managing tourism in a way that safeguards the character, environment, and livability of Snowmass Village for generations to come.

## SHIFT TO DESTINATION MANAGEMENT

Snowmass’s challenges—seasonal businesses, affordable housing, climate risk, and maintaining our unique community identity—require coordinated destination management. To address these challenges, the Snowmass Tourism Department must evolve from Destination Marketing Organization functions to more comprehensive and broader Destination Management Organization responsibilities.

The Town of Snowmass Village, through the Snowmass Tourism Department, has excelled at elevating our brand and showcasing our world-class skiing, biking, breathtaking mountain scenery, and family-friendly atmosphere. We’ve promoted vibrant events such as the Snowmass Free Concert Series, the Snowmass Balloon Festival, and the Snowmass Rodeo. This work has positioned Snowmass Village as a premier mountain destination in both winter and summer. While we will continue to drive awareness and inspiration, marketing alone is no longer sufficient, and we must evolve into a community-first tourism management thought process.

This vital transition the well-being of our residents, workforce, and the environment our tourism strategy. It acknowledges that the success of Snowmass as a destination is inseparable from the well-being of our community. We can’t be a thriving destination without first being a thriving community.

Tourism touches every aspect of Snowmass Village, from economic vitality to environmental stewardship, workforce housing, and the preservation of our unique mountain town identity. As visitation has grown, so too have pressures on our natural resources, housing market, and community character. The discovery of the Snowmastodon fossils demonstrates the deep history of this special place and our responsibility to protect it for future generations.

## OUR VISION FOR TRANSFORMATION

The destination management model represents a fundamental shift in how we approach tourism development:



### OLD DESTINATION MARKETING ORGANIZATION MODEL:

- Promote experiences year-round
- Track KPIs like visitation
- Market Snowmass’s strengths
- Attract more visitors



### NEW DESTINATION MANAGEMENT ORGANIZATION MODEL:

- Design and manage experiences with the community in mind
- Track broader KPIs: community sentiment, workforce stability, sustainability outcomes
- Align tourism with Snowmass’s community values
- Balance visitation with stewardship, equity, and quality of life



## THE PATH FORWARD

This plan organizes our work into four essential pillars to support our tourism department, each responding to critical opportunities and challenges identified through extensive community engagement.

- Pillar 1: People
- Pillar 2: Place
- Pillar 3: Prosperity
- Foundational Pillar 4: Process

You'll find actionable strategies within each pillar that bridge our marketing strengths with new management responsibilities. From enhancing workforce retention programs to developing sustainable tourism initiatives, to preserving local identity and improving data-driven decision making, every strategy represents our commitment to thoughtful, balanced management of tourism.

**The Rim Trail's Spiral Point symbolizes the balance we seek—between visitors and residents, growth and preservation, marketing and management. Like this favorite local landmark, our approach must find harmony between seemingly opposing forces.**

Our success depends on robust collaboration with partners. We aim to position Snowmass Village as a model for destination management where tourism enriches rather than burdens, where natural resources are preserved, and where residents and visitors exist in harmony.





# Executive Summary

## OVERVIEW

Developed through a seven-month planning process, the DMP incorporates feedback from over 200 stakeholders, including residents, tourism partners, and community organizations. This participatory approach ensures that the plan aligns with Snowmass’s vision to be a thriving, sustainable, and inclusive mountain destination.

## PLANNING METHODOLOGY

The DMP Planning Initiative began with a destination assessment and SWOT analysis, identifying key strengths (e.g., natural beauty, strong resident support for tourism) and challenges (e.g., housing, seasonality, limited visitor data). Stakeholder engagement included two workshops, over 200 survey responses, 22 interviews, and forming a Tourism Inclusivity Coalition. This approach ensured the plan reflects community voices and builds broad-based support.

## STRATEGIC INSIGHTS

- Tourism must prioritize both visitor satisfaction and resident quality of life.
- Environmental sustainability and inclusivity are non-negotiable principles.
- The tourism department must adopt new roles, skills, and partnerships.
- Marketing efforts should be values-driven and stewardship-oriented.

## PURPOSE AND VISION

At its core, the DMP aims to ensure that tourism in Snowmass supports a vibrant community, nurtures the natural environment, and provides lasting prosperity for all. Guided by its mission—to support our mountain community by enriching the lives of those who live, work, and visit here through sustainable economic vitality—the plan aspires to position Snowmass as a destination where community and nature inspire connection and joy.

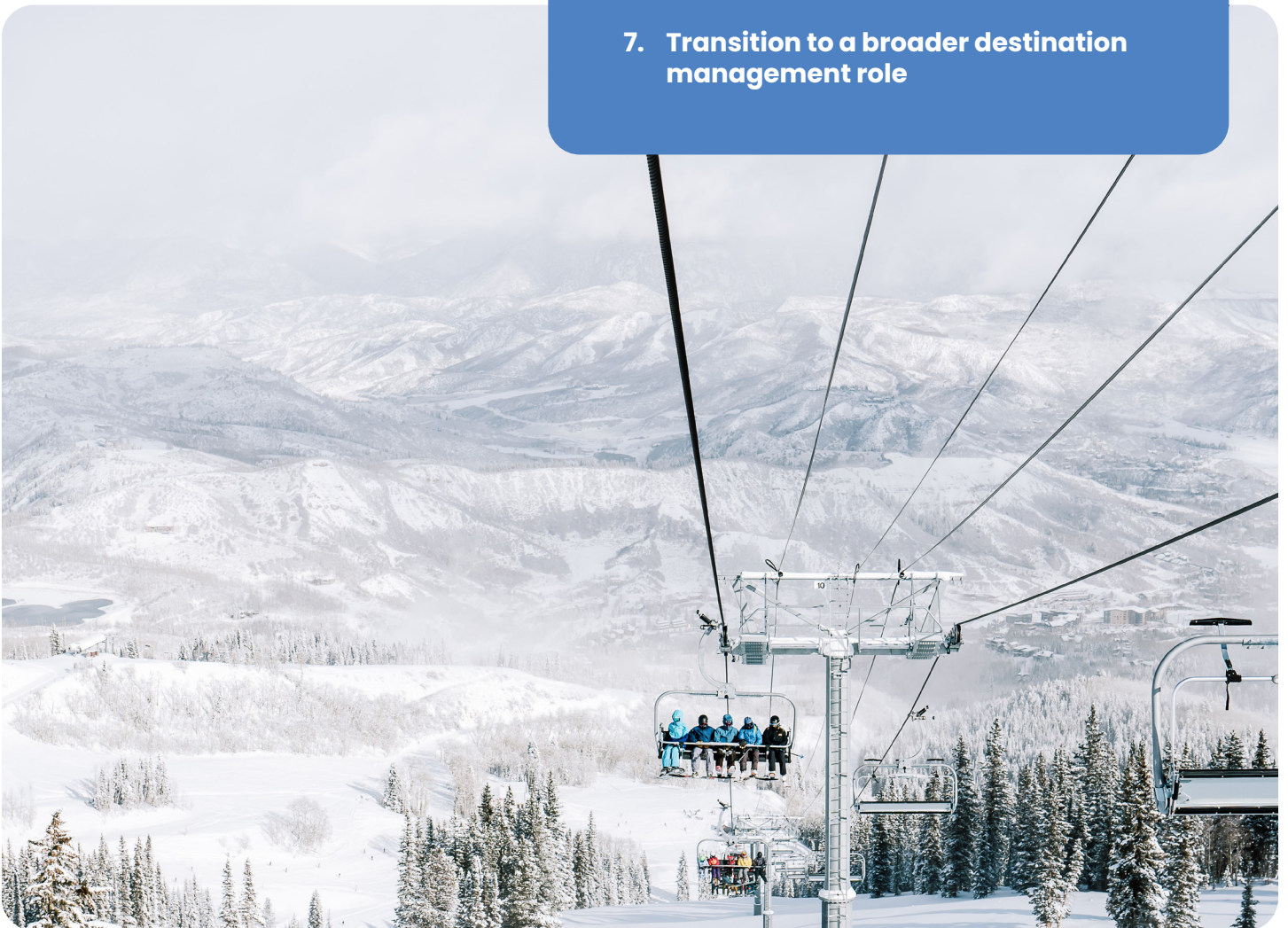




This plan is designed to sustain the heart and soul of Snowmass Village as a thriving, world-class destination and a community where nature and experiences invite connection and inspire joy. The Snowmass Tourism Destination Management Plan charts a bold and actionable path forward for a sustainable tourism future. It is not just a tourism plan—it is a community framework for protecting Snowmass’s unique character while sharing its beauty responsibly with the world. With implementation already underway, the DMP will guide Snowmass Tourism in fostering a balanced, inclusive, and resilient destination that works for both residents and visitors, today and in the future.

## DESTINATION RECOMMENDATIONS

1. **Foster collaboration with community and partners**
2. **Honor and communicate Snowmass’s unique identity**
3. **Support local businesses for a sustainable tourism economy**
4. **Celebrate and support our local workforce**
5. **Strengthen the seasonal appeal by diversifying tourism offerings**
6. **Expand KPIs beyond economic metrics**
7. **Transition to a broader destination management role**





# PLAN FRAMEWORK:

## How to Read This Plan

### IDENTITY

#### PURPOSE STATEMENT

##### PAGE 9

This statement sets forth the intention for this document and how it shapes the future work of the Snowmass Tourism department.

#### VISION AND MISSION

##### PAGE 9

The vision statement provides an aspirational description of its bold future for Snowmass Tourism.. The vision and mission for Snowmass Tourism were cast by the department staff, who led the charge for this work on behalf of the community and the industry. The mission statement defines who will benefit from tourism evolution to destination management in Snowmass and how.

#### VALUES

##### PAGE 9

These values represent priorities for the community and tourism partners in Snowmass.

### GOALS

#### PILLARS AND GOALS

##### PAGE 10

The four pillars were shaped by emerging priority themes identified during the stakeholder consultation process and help to organize the areas of focus for tourism work. Broad objectives for each theme aim to provide goals and targets for the work within this plan. The core team's themes aligned best with the Triple Bottom Line concept of the Three P's, which would support understanding sustainable tourism.

### ACTION

#### STRATEGIES AND ACTIONS

##### PAGE 11–41

This destination management plan is designed as a highly actionable plan, featuring more than 20 appropriate and scalable strategies, each supported by recommended actions that become programming or initiatives being led by the tourism department staff. Several strategies and actions are cross-cutting and support multiple pillars or functions.

### ASPIRATION

#### IMPLEMENTATION FRAMEWORK

##### PAGE 11–41

An implementation framework supports each action item, helping staff prioritize support resources, consider community and industry partners, as well as any appropriate performance indicators. Snowmass Tourism's role in implementing the DMP will be different for each action.

#### CASE STUDIES AND EXISTING BEST PRACTICES

##### PAGE 11–41

Throughout this document are examples of industry case studies to support learning and provide inspiration for destination management, as well as highlights of Snowmass Tourism's existing best practices, work, and programs to continue building upon.



# Purpose Statement, Vision, Mission, Values

## SNOWMASS TOURISM DMP PURPOSE STATEMENT

With this plan as its blueprint, providing the direction and actionable steps, Snowmass Tourism will advance and evolve in its functions to be stewards of the destination and manage tourism on behalf of the host community.

### MISSION

Snowmass Tourism’s mission is to support our mountain community by enriching the lives of those who live, work, and visit here through sustainable economic vitality.



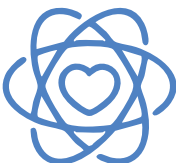
### VISION

A vibrant mountain destination where nature, community, and the economy thrive as one.



### VALUES

- |             |             |             |
|-------------|-------------|-------------|
| Community   | Wellbeing   | Stewardship |
| Environment | Partnership | Inclusion   |





# Pillars, Goals & Strategies

The Destination Management Plan guides Snowmass Tourism through sustainable tourism principles – considering social, environmental, and economic impacts. This defines our purpose and “why.” Our “how” involves building capacity across tourism management functions. Each pillar contains goals and strategies, with many strategies overlapping across multiple pillars.

## PILLAR 1: People

**Goal:** Foster a thriving community that enhances quality of life for those that live, work, and play here through balanced destination management.

- 1.1 Monitor and Message the Impact of Tourism Within the Community
- 1.2 Preserve Local Identity
- 1.3 Advance Inclusivity in Tourism
- 1.4 Express and celebrate community values through tourism initiatives

## PILLAR 2: Place

**Goal:** Deliver exceptional experiences that deepen connection to Snowmass while protecting our natural beauty, environment, unique character, and community culture.

- 2.1 Develop Signature Experiences
- 2.2 Promote Accessible Tourism For All
- 2.3 Develop Sustainable Tourism and Responsible Travel Experiences

## PILLAR 3: Prosperity

**Goal:** Cultivate a thriving local economy to enhance community well-being.

- 3.1 Stimulate Economic Vitality Through Ongoing Initiatives
- 3.2 Collaborate on Workforce Housing Solutions
- 3.3 Enhance Employee Retention
- 3.4 Grow Tourism Industry Resources for Partners
- 3.5 Develop Green Business and Climate Adaptation Initiatives

## PILLAR 4: Process

**Goal:** Advance Snowmass Tourism’s impact as a destination management organization by championing the core pillars of people, place and prosperity.

- 4.1 Enhance Destination Management Capacity and Knowledge
- 4.2 Strengthen Stakeholder Collaboration
- 4.3 Improve Data-Driven Decision Making







What makes a destination special and unique is the residents, who are not only the placemakers but also the hosts of the destination. The community of Snowmass, defined as those who live, work, and play in the destination, are considered front-and-center in the management of tourism for Snowmass. Partnership with the community is paramount and we will continually monitor sentiment toward tourism through public engagement. We will focus our effort to align the values of the community within the visitor experience while incorporating and elevating the culture and history of Snowmass.

#### **OPPORTUNITIES AND CHALLENGES ADDRESSED**

Visitor experience data, product development opportunities, and stakeholder engagement (community and tourism partners).

#### **GOAL**

Foster a thriving community that enhances quality of life for those who live, work, and play here through balanced destination management.

STRATEGY 1.1:

# Monitor And Message The Impact Of Tourism Within The Community

OBJECTIVES:

Educate key stakeholders about the impact of tourism on Snowmass’s quality of life, emphasizing shared benefits for both residents and visitors.

ACTION 1.1.1

Develop messaging on the impact of tourism, including communication resources like fact sheets that summarize key data points. These should cover areas such as annual job creation, resident tax savings, lodging tax collections, and community investments. The fact sheets should be updated periodically and shared with key stakeholder groups, including residents, elected officials, and tourism partners. This information can also be included in industry updates and posted on an industry partner webpage. Additionally, journal keepsakes can be distributed to lodging partners.

|              |   |
|--------------|---|
| Role:        | Lead  |
| Partners:    | TOSV communication channels, including newsletters  |
| Resources:   | Snowmass Tourism staff capacity   |
| Timeline:    | Short   |
| KPI/Outcome: | Messaging materials are developed and disseminated through stakeholder communication channels |

ACTION 1.1.2

Conduct bi-annual resident and tourism stakeholder surveys to continually monitor sentiment around tourism among the community members and tourism industry partners. Incorporate survey results into tourism performance metrics to ensure that community feedback is measured and incorporated into destination management strategies and actions. This is a cross-cutting action that feeds into data-driven decision-making. The next sentiment survey could be implemented in fall/winter 2026, based on the 2024 DMP planning initiative survey timeline.

|              |   |
|--------------|---|
| Role:        | Lead  |
| Partners:    | TOSV communication channels, including newsletters to promote the survey to residents and stakeholders                            |
| Resources:   | Snowmass Tourism staff capacity to design a survey instrument   |
| Timeline:    | Medium  |
| KPI/Outcome: | The community is provided with a bi-annual feedback loop, and sentiment is measured and monitored as a tourism performance metric |

<sup>1</sup> TOSV= Town of Snowmass Village  
<sup>2</sup> Snowmass Tourism





### ACTION 1.1.3

Review previous tourism/quality of life data analysis collated by the Roaring Fork Valley Destination Alliance (RVDA) for Snowmass and update annually to present broader information and greater understanding on how visitor spending drives the economy and quality of life benefits to local residents.

**Role:** Lead

**Partners:** RFVDA, Colorado Tourism Office, data partners

**Resources:** Snowmass Tourism staff/research capacity

**Timeline:** Medium

**KPI/Outcome:** Quality of life impacts of tourism become part of success measurements and ongoing data collection that is shared with stakeholders and partners

### ACTION 1.1.4

Develop criteria to evaluate tourism initiatives based on their impact on both visitors and the local community. The goal is to measure outcomes such as visitor satisfaction, economic benefits, and improvements to residents' quality of life, like job creation. This innovative approach would involve reviewing existing data, creating new ways to measure impact, and partnering with a tourism research organization—potentially supported by programs like the Colorado Tourism Office's CRAFT initiative.

**Role:** Lead

**Partners:** Colorado Tourism Office

**Resources:** Snowmass Tourism staff capacity to liaise with a technical assistance program partner or consultant

**Timeline:** Long

**KPI/Outcome:** New tourism ranking system to understand greater impacts on the community

## CASE STUDY

### Visit Sarasota "Where Do Tourism Dollars Go"

Many destination management organizations have created community education to support understanding of the economic impacts and broader benefits that tourism brings to a community. Visit Sarasota provides ongoing updates through its website and media relations to demonstrate economic metrics such as job creation and where and how tourism revenue is used to improve quality of life for residents. Other DMOs including the Colorado Tourism Office have created marketing assets such as messaging decks and videos for partners to disseminate to educate residents on how tourism supports quality of life.

[www.visitsarasota.com/article/sarasota-county-loves-tourists](http://www.visitsarasota.com/article/sarasota-county-loves-tourists)



STRATEGY 1.2:

# Preserve Local Identity

OBJECTIVES:

Develop tourism programming that respects Snowmass’s historical and natural roots, and prioritize sustainable tourism practices to support a balance between community and visitors.

ACTION 1.2.1

Build on the Snowmass Local campaign to include broader messaging that communicates community values to visitors. Collaborate with residents, businesses and workforce to align messaging to foster shared stewardship and what makes Snowmass a special place to live, work and visit.

|              |  |
|--------------|--|
| Role:        | Lead   |
| Partners:    | Marketing agencies, tourism stakeholders, including industry partners and community members/residents  |
| Resources:   | Snowmass Tourism marketing campaign development funding  |
| Timeline:    | Short  |
| KPI/Outcome: | Launch of a broader community values campaign, digital and print impressions, and engagement generated |

ACTION 1.2.2

Elevate the community’s story of cultural heritage and history of Snowmass by introducing the historical story of the community through new visitor experiences such as history tours, visitor information, and marketing. Working with a destination development or product development specialist, conduct a cultural heritage asset inventory to assess and collate the historical story. Work with local experts and community partners to create storytelling materials about Snowmass history, from the ice age, to native Ute history, to settlers and ranchers, and into ski culture and heritage. Contract a local writer to craft the stories to be incorporated into marketing collateral, including the website. Identify suitable partners, such as historians or outfitters, to conduct visitor tours. Explore collateral development, such as room amenity “Snowmass Stories”, journal keepsakes for lodging partners to distribute. Incorporate these new resources into frontline worker and stakeholder training.

|              |   |
|--------------|---|
| Role:        | Lead  |
| Partners:    | Aspen Historical Society, Old Snowmass Capitol Creek Caucus, marketing contractors, including a copywriter  |
| Resources:   | Funding, capacity to support the Snowmass Tourism marketing team on research, copywriting   |
| Timeline:    | Medium  |
| KPI/Outcome: | Snowmass’s heritage and culture become part of the visitor experience through touchpoints, including new tours, information, frontline worker communications, and marketing campaigns |

CASE STUDY

Breckenridge Tourism’s “B Like Breck”

Breckenridge Tourism has evolved from visitor education to a campaign that speaks to the spirit and values of the community, with five elements. “B Like Breck” helps visitors align with the community by supporting local businesses, participating in volunteer programs, and stewardship — caring for the community and the environment. There is a new business program to engage businesses around sustainability practices, as well as visitor education resources and trip-planning information.

[www.gobreck.com/b-like-breckenridge](http://www.gobreck.com/b-like-breckenridge)





STRATEGY 1.3:

# Advance Inclusivity in Tourism

OBJECTIVES:

Engage community and tourism partners and programming to elevate inclusivity and the welcoming spirit of Snowmass Village for all visitors and the wider community.

ACTION 1.3.1

Continue to steer the new Tourism Inclusivity Coalition of active community partners dedicated to developing and driving inclusivity initiatives for the Snowmass tourism industry, developing partnerships, and fostering accountability and momentum within the organization. Use the quarterly coalition meetings for networking, knowledge sharing, and coalition-building. Work with industry partners, subject matter experts, and tourism peers to gain insights on best industry practices, current affairs, and training opportunities, as well as future visitor resources or new programming that could be developed in partnership with coalition members.

|                     |   |
|---------------------|---|
| <b>Role:</b>        | Lead  |
| <b>Partners:</b>    | Aspen Skiing Company, Aspen Chamber Resort Association (ACRA), Challenge Aspen, AspenOUT, Aspen Gay Ski Week, English in Action, Cook Inclusive, as well as representation from Snowmass businesses, including lodging, retail, and F&B |
| <b>Resources:</b>   | Snowmass Tourism staff capacity for administration and oversight of implementation, facilitator support to lead and manage coalition-building and meetings  |
| <b>Timeline:</b>    | Short   |
| <b>KPI/Outcome:</b> | Regular quarterly meetings and expansion of the coalition   |

ACTION 1.3.2

Partner with local organizations and nonprofits engaged in inclusivity work to support the implementation of inclusive actions in Snowmass across marketing, group sales, events, and guest services, to include creation of visitor information/guides and experiences, group outreach/support and event accommodations. As there are many great non-profit organizations that are leading the community in this work, stipends can be offered for their consulting support to build out visitor information and marketing content. This visitor information can also provide a small business guide spotlight to promote diverse and inclusive-minded businesses.

|                     |  |
|---------------------|--|
| <b>Role:</b>        | Lead   |
| <b>Partners:</b>    | Snowmass Tourism marketing contractors, Tourism Inclusivity Coalition members, and community partners, including Cook Inclusive and Aspen Gay Ski Week |
| <b>Resources:</b>   | Funding  |
| <b>Timeline:</b>    | Short  |
| <b>KPI/Outcome:</b> | Launch of inclusive + visitor information on gosnowmass.com and other marketing platforms  |

### ACTION 1.3.3

Launch a tourism-led sponsorship program, that offers three areas of focus for investment support, funded through lodging tax collections as a direct commitment to community needs from tourism. Under each pillar, defined requirements and goals will be further developed before launching. This is another example of a cross-cutting action that supports multiple strategies in this DMP. Three areas for funding consideration are:

**#1: Inclusivity:** Community-identified projects that support inclusivity organizations and/or programming. Funding may support services such as translation, accessibility improvements, inclusivity training and education, youth leadership stipends, economic access, historical research, and resource development (including toolkits).

**#2: Sustainability:** Projects or initiatives that align with the protection of the natural environment or climate action, including green business operations such as food waste and composting, energy efficiency, trail maintenance, conservation, and wildfire prevention and mitigation.

**#3: Local Business Support:** Funds that provide support for small local businesses looking to add vitality or enhancement, such as sponsoring an event, music, or entertainment programming to add more vitality.

**Role:** Lead

**Partners:** Tourism Inclusivity Coalition members

**Resources:** Funding

**Timeline:** Medium

**KPI/Outcome:** The program has been developed and launched

### CASE STUDY

#### Destination D.C. “Visit, Learn, Meet, Engage”

Washington, D.C., is not only a premier travel destination but also a community that nurtures and uplifts its residents. Destination D.C., the tourism organization for the capital city, prioritizes diversity, equity and inclusion within the hospitality industry through the DEI Business Fellowship to support small businesses in the local travel and tourism industry owned by individuals from underrepresented communities, including people of color, LGBTQ+, veterans, women, disabled persons and their allies. Visitor information about inclusivity is presented as “Visit, Learn, Meet, Engage.”

[www.washington.org](http://www.washington.org)





#### STRATEGY 1.4:

## Express and celebrate community values through tourism initiatives

### OBJECTIVES:

Showcase Snowmass's family-friendly, community-focused, and environmentally-conscious tourism offerings in all promotional activities.

#### ACTION 1.4.1

Develop a marketing campaign that enhances information to include need-to-know traveler information, including transportation and getting around/promotion of the Village Shuttle App, seasonal mountain safety information (wildfire safety tips, including no-smoking, avalanche conditions, wildlife encounters, etc.). Develop specific themed visitor itineraries that emphasize family-friendly activities, dining, and services. Look at opportunities to partner with TOSV to enhance wayfinding or visitor information, and signage through its Connecting the Nodes initiative.

|                     |   |
|---------------------|---|
| <b>Role:</b>        | Lead  |
| <b>Partners:</b>    | Marketing Contractors, TOSV   |
| <b>Resources:</b>   | Snowmass Tourism Marketing capacity, funding                                  |
| <b>Timeline:</b>    | Short   |
| <b>KPI/Outcome:</b> | Successful launch of a "what-to-know" traveler information awareness campaign |

### CASE STUDY

#### "Yaad Luv, True Jamaican Experiences Community Values Campaign"

This community-based tourism marketing campaign promotes product development for experiences on the island that promote the local heritage and celebrate the community. The program allows visitors to travel with a purpose and offers a means for Jamaicans to show their cultural pride.

[www.yaadluv.com](http://www.yaadluv.com)



#### ACTION 1.4.2

Launch a range of cooperative marketing programs that support local, independent businesses (including dining and retail partners) to reach larger visitor audiences. This can be modeled from other tourism organizations, including the Colorado Tourism Office social media co-op program (such as social media takeovers), and provide social media or regional/national advertising partnerships that are more financially accessible.

|                     |   |
|---------------------|---|
| <b>Role:</b>        | Lead  |
| <b>Partners:</b>    | Marketing Contractors, Snowmass small businesses                                  |
| <b>Resources:</b>   | Snowmass Tourism Marketing capacity and funding                                   |
| <b>Timeline:</b>    | Medium  |
| <b>KPI/Outcome:</b> | Successful launch of the co-op program and participation among tourism businesses |



## PILLAR 2:

# Place

The destination experience is more important than ever, with today's travelers seeking immersion and authentic local activities rather than simply visiting a place. Snowmass is well-positioned to meet this demand for experiential tourism, offering extended families and outdoor enthusiasts easy access to Colorado's iconic western slopes and Roaring Fork Valley. As the industry shifts toward more authentic experiences, Snowmass Tourism can proactively develop products that maintain residents' quality of life while also managing tourism's impact on the community. Marketing efforts must promote responsible visitor behavior, emphasizing the area's location within the White River National Forest and encouraging Leave No Trace—and even regenerative—tourism practices so that visitors help leave Snowmass better for future generations.

### **CHALLENGE ADDRESSED**

Visitor management and responsible traveler education, visitor experience development, and protection of the natural environment.

### **GOAL**

Deliver exceptional experiences that deepen connection to Snowmass while protecting our natural environment, unique character, and community culture.



STRATEGY 2.1:

# Develop Signature Experiences

OBJECTIVES:

Curate experiences and new tourism products highlighting Snowmass’s outdoor adventures, local arts, and historical heritage, tailored to different visitor interests.

ACTION 2.1.1

Collaborate with regional tourism partners for new and enhanced visitor information and guides. For example, the IMBA program, regional road trips.

|              |  |
|--------------|--|
| Role:        | Lead/Partner   |
| Partners:    | Roaring Fork Valley Destination Alliance (RFVDA)   |
| Resource:    | Capacity and Funding   |
| Timeline:    | Short  |
| KPI/Outcome: | Continuation of visitor information guides/asset development in a regional collaboration |

ACTION 2.1.2

Incorporate AI visitor information and trip-planning enhancements—including sample itineraries for the gosnowmass.com—such as Guide Geek, so that visitors can choose their own adventure during the planning phase of their travel journey.

|              |  |
|--------------|--|
| Role:        | Lead                                       |
| Partners:    | Snowmass Tourism Marketing and contractors |
| Resources:   | Funding                                    |
| Timeline:    | Short                                      |
| KPI/Outcome: | Integration of trip-planning AI technology |



### ACTION 2.1.3

Build more straightforward website navigation and information that allows locals and travelers to better understand the options available and plan daily activities that connect them with Snowmass dining, shopping, and local business services.

**Role:** Lead

**Partners:** Marketing contractors

**Resources:** Capacity

**Timeline:** Short

**KPI/Outcome:** Relaunching of functions and navigation features on gosnowmass.com

### ACTION 2.1.4

Develop a dark skies tourism development strategy to bring a new experience to Snowmass visitors, utilizing technical support through the Colorado Tourism Office destination development program. This could lead to the creation of new visitor experiences aligned with dark sky experience trends that include stargazing trails, guided stargazing tours, night sky-centric events, and photography workshops while also supporting environmental dark sky conservation efforts of local community members.

**Role:** Lead/ Partner

**Partners:** Colorado Tourism Office, DarkSky Colorado, Snowmass Capitol Creek Caucus, and local outfitter partners

**Resources:** CTO grant programming

**Timeline:** Medium

**KPI/Outcome:** Snowmass Tourism develops and launches new dark skies visitor experience with tourism partners

### ACTION 2.1.5

Secure a cultural heritage tourism development partner through an RFP process to create a heritage tourism development strategy that defines a long-term vision for the Ice Age Discovery visitor experiences and outlines key features to be created as part of this experience, such as interpretive and educational resources, tours, and other visitor experience offerings. Part of this work can include identifying appropriate funding and grants.

**Role:** Lead/ Partner

**Partners:** Colorado Tourism Office, History Colorado, Denver Museum of Nature and Science, Northwest Colorado Cultural Heritage Program

**Resources:** Cultural heritage tourism development support, funding

**Timeline:** Medium

**KPI/Outcome:** Ice Age Discovery tourism strategy

## CASE STUDY

### Cultural Heritage Tours, Baltimore, MD

Visit Baltimore promotes Black heritage and history within the city. Visitor information promotes all the museums and markers, or locations that tell the linear history of the city's culture. Cultural experiences for visitors include events, music and concerts, art galleries and exhibitions, and experiences are also curated around Black History Month.

There is a visitor pass/reward program and downloadable resource guide.

[www.baltimore.org/what-to-do/the-best-sightseeing-tours-in-baltimore](http://www.baltimore.org/what-to-do/the-best-sightseeing-tours-in-baltimore)





STRATEGY 2.2:

# Promote Accessible Tourism For All

OBJECTIVES:

Engage community and tourism partners for programming to elevate inclusivity for visitors and the community to underscore that Snowmass is a welcoming and accessible destination for all.

ACTION 2.2.1

Develop visitor information, including a business directory, outlining accessibility information for travelers with disabilities. Start by administering a survey to businesses to compile an accessible tourism asset inventory of lodging, shopping, dining, trails, and transportation to create the directory. Research other best industry practices from other destinations to design visitor information resources. Include appropriate language and an accessibility statement. Seek support from industry experts for further guidance.

|              |   |
|--------------|---|
| Role:        | Lead/ Partner   |
| Partners:    | Tourism Inclusivity Coalition partners, Colorado Tourism Office, Travel Ability, Wheel the World, Travel Unity, and Challenge Aspen |
| Resources:   | Snowmass Tourism Marketing capacity/funding   |
| Timeline:    | Short/ Medium   |
| KPI/Outcome: | Successful launch of accessible traveler visitor information  |

ACTION 2.2.2

Introduce a multilingual and translation tool, to support international visitors using the website (Portuguese, Spanish, French, Japanese, German, etc.)

|              |   |
|--------------|---|
| Role:        | Lead  |
| Partners:    | Marketing & web development contractors                           |
| Resources:   | Snowmass Tourism marketing capacity, funding for associated costs |
| Timeline:    | Short   |
| KPI/Outcome: | Successful integration of bilingual translation tools             |

ACTION 2.2.3

Develop wayfinding tools, including increased signage and interpretative or visual guides, to help visitors navigate more easily between the Snowmass Mall and Base Village.

|              |   |
|--------------|---|
| Role:        | Lead/Partner  |
| Partners:    | TOSV  |
| Resources:   | Snowmass Tourism visitor services capacity and funding                          |
| Timeline:    | Medium  |
| KPI/Outcome: | Creation of signage and pathways that connect the Snowmass Mall to Base Village |

#### ACTION 2.2.4

Create a family traveler resource guide for Snowmass so families can access easy-reference practical information on age-specific and kid-friendly activities and programs including stroller-friendly hiking trails and transportation, family travel tips and favorite recommendations from locals, as well as services such as babysitting or local pediatricians, resources for specific child traveler needs such as clothes, baby food, or baby equipment rentals.

|                     |   |
|---------------------|---|
| <b>Role:</b>        | Lead/Partner  |
| <b>Partners:</b>    | Marketing contractors   |
| <b>Resources:</b>   | Snowmass Tourism Marketing capacity and funding                         |
| <b>Timeline:</b>    | Short   |
| <b>KPI/Outcome:</b> | Development of a family-friendly traveler resource guide on the website |

#### CASE STUDY

##### Discover Moab “Accessible Trails Information”

Discover Moab provides accessible travel information that includes accessible outdoor recreation and ratings to describe trail information, facilities, and access to parks for wheelchair users. There is also a list of outfitters that can provide guided tours.

[www.discovermoab.com/attractions/activities/accessibility](http://www.discovermoab.com/attractions/activities/accessibility)



#### STRATEGY 2.3:

## Develop Sustainable Tourism And Responsible Travel Experiences

#### OBJECTIVE:

Foster sustainable tourism practices that highlight eco-friendly, low-impact experiences to mitigate environmental pressure during peak seasons. These actions also support an enhanced visitor experience, providing deeper connection and understanding of the local natural environment and community.

#### ACTION 2.3.1

Develop and launch “How To Snowmass,” a responsible visitor education campaign to influence behavior around environmental stewardship and responsible travel, aligning with the values of the community. Work with Snowmass-based outfitters and land managers, to identify behavioral issues or priority locations for specific messaging. Join with statewide and regional coalitions to utilize messaging and marketing asset resources that can support initial activation.

|                     |  |
|---------------------|--|
| <b>Role:</b>        | Lead   |
| <b>Partners:</b>    | Town of Snowmass Village Environmental Advisory Board, White River National Forest, Blazing Adventures, Roaring Fork Outdoor Volunteers, Roaring Fork Outdoor Recreation Coalition, RFVDA, Leave No Trace, and Care for Colorado Coalition |
| <b>Resource:</b>    | Capacity/Funding   |
| <b>Timeline:</b>    | Short  |
| <b>KPI/Outcome:</b> | Successful launch of a responsible visitor education campaign and impressions generated  |



### ACTION 2.3.2

Develop and promote car-free itineraries via linkages to Aspen/Pitkin County Airport, downtown Aspen, and between Brush Creek Park & Ride and downvalley destinations including Basalt, Carbondale, and Glenwood Springs, where travelers can connect with Amtrak, Bustang, and other regional transit solutions to Denver and the Front Range. This information can be researched and available via [gosnowmass.com](http://gosnowmass.com), and is a cross-cutting action that also supports climate adaptation initiatives in Strategy 3.5.

|                     |   |
|---------------------|---|
| <b>Role:</b>        | Lead/Partner  |
| <b>Partners:</b>    | Town of Snowmass Village/Village Shuttle, RFTA, Bustang, Amtrak |
| <b>Resources:</b>   | Snowmass Tourism marketing capacity                             |
| <b>Timeline:</b>    | Short   |
| <b>KPI/Outcome:</b> | Successful launch of itineraries                                |

### CASE STUDY

#### Visit Iceland's "Iceland Academy"

Visit Iceland brought humor to their responsible visitor education and created a series of informational videos to help travelers understand how to behave in the natural environment, how to drive, what to pack, and cultural etiquette at hot springs.

[www.visiticeland.com/iceland-academy](http://www.visiticeland.com/iceland-academy)







### PILLAR 3:

# Prosperity

An inclusive economy and resilient tourism industry together create a sustainable foundation for broadly shared prosperity. By building adaptability to withstand market shifts, pandemics, economic fluctuations, and climate threats, tourism can protect livelihoods, preserve cultural heritage, and support long-term stability—ensuring Snowmass remains vibrant and sustainable for generations.

#### **OPPORTUNITIES AND CHALLENGE ADDRESSED:**

Industry knowledge and education, small business promotion, workforce development

#### **GOAL:**

Cultivate a thriving local economy to enhance community well-being.



**STRATEGY 3.1:**

# Stimulate Economic Vitality Through Ongoing Initiatives

**OBJECTIVES:**

Position Snowmass as a premier choice for a mountain destination in an increasingly competitive global tourism market by proactively driving visitation, attracting new and diverse audiences, and increasing market share, particularly during need periods. Strengthen the Snowmass brand and visibility through targeted marketing, strategic group sales efforts, and special events that drive economic prosperity to support local businesses and also elevate the community and visitor experience.

**ACTION 3.1.1**

Identify sales and events data tools to better target visitors, including groups, during slower periods of the typical travel season (e.g. early June or September). This is a cross-cutting action that also aligns with data-driven decision-making in Strategy 4.3.

|                     |  |
|---------------------|--|
| <b>Role:</b>        | Lead   |
| <b>Partners:</b>    | Snowmass Tourism, data resources (Knowland)  |
| <b>Resources:</b>   | Snowmass Tourism department capacity, research, and data tools   |
| <b>Timeline:</b>    | Short  |
| <b>KPI/Outcome:</b> | Select and implement at least one new sales or events data tool within 12 months to improve targeting of visitor groups in identified shoulder periods (e.g., early June, September), with reporting aligned to Strategy 4.3 data-driven decision-making goals |

**ACTION 3.1.2**

Create new marketing strategies and tactics that target new audiences and/or need-periods. For example, shift the family-friendly campaign to target broader traveler demographics during fall season and around new special event programming.

|                     |  |
|---------------------|--|
| <b>Role:</b>        | Lead   |
| <b>Partners:</b>    | Snowmass Tourism Marketing and contractors   |
| <b>Resource:</b>    | Capacity   |
| <b>Timeline:</b>    | Short  |
| <b>KPI/Outcome:</b> | Develop and launch at least one new seasonal marketing campaign annually that targets expanded traveler demographics for identified need-periods |

**ACTION 3.1.3**

Continually assess tourism programming trends, including special events, marketing, and group sales, for innovation and growth during need-periods. Complete an annual assessment of tourism programming that is guided by potential to drive measurable visitation, economic benefit, and community alignment.

|                     |  |
|---------------------|--|
| <b>Role:</b>        | Lead   |
| <b>Partners:</b>    | Research or data vendors, as needed  |
| <b>Resources:</b>   | Snowmass Tourism special events capacity   |
| <b>Timeline:</b>    | Medium   |
| <b>KPI/Outcome:</b> | Complete an annual competitor set event programming assessment and develop at least two new event concepts meeting defined need-period criteria and economic impact ROI targets (e.g., minimum 3:1 return on investment) |

STRATEGY 3.2:

# Collaborate on Workforce Housing Solutions

OBJECTIVES:

Advocate for affordable housing projects supported by tourism taxes and ensure tourism industry representation in housing discussions.

ACTION 3.2.1

Work with partners that include Aspen Skiing Company and the lodging community to develop rental incentive initiatives similar to the Aspen One Tenants for Turns program to support short-term and seasonal workforce housing needs by pairing with potential Snowmass landlords.

|              |  |
|--------------|--|
| Role:        | Partner  |
| Partners:    | TOSV housing department, Snowmass lodging partners, Aspen Skiing Company, TOSV Part-Time Resident Advisory Board                       |
| Resource:    | Snowmass Tourism stakeholder engagement capacity   |
| Timeline:    | Short/Medium   |
| KPI/Outcome: | Snowmass Tourism facilitates and supports incentive programs that can be allocated and promoted to Snowmass seasonal tourism workforce |

ACTION 3.2.2

Develop messaging that supports ongoing education to communicate how tourism funds workforce housing, under the 2022 Ballot 2C initiative to fund long-term workforce housing needs. This messaging should be available for partners and the community, as part of the Snowmass Tourism industry section and organizational content on the website.

|              |   |
|--------------|---|
| Role:        | Lead  |
| Partners:    | TOSV housing department                     |
| Resource:    | Snowmass Tourism                            |
| Timeline:    | Short                                       |
| KPI/Outcome: | Number of resident impressions of messaging |

ONGOING SNOWMASS SUCCESS

SNOWMASS TOURISM TEAM ACTIVATE AT MOUNTAIN TRAVEL SYMPOSIUM, 2025





### ACTION 3.2.3

Conduct an annual workforce housing survey among tourism industry partners to measure and understand housing needs for tourism workers. This data will provide the Snowmass Tourism Team, industry partners, and stakeholders with accurate information to support more effective decision-making.

|                     |  |
|---------------------|--|
| <b>Role:</b>        | Partner  |
| <b>Partners:</b>    | TOSV housing department, TOSV communications   |
| <b>Resource:</b>    | Snowmass Tourism   |
| <b>Timeline:</b>    | Medium   |
| <b>KPI/Outcome:</b> | The Stakeholder survey instrument is developed in partnership and tourism stakeholders are surveyed, with results are shared among housing partners. |



### CASE STUDY

#### Visit Estes Park “Tax You Don’t Pay”

Visit Estes Park initiated and led a lodging tax extension ballot initiative in November 2022 to provide funding for vital community projects, including workforce housing and childcare. Visit Estes Park actively promoted work around this ballot initiative with detailed information, fact sheets, and a promo video. All of this amplifies and informs around the message of tourism dollars paying for vital community resources.

[www.visitestespark.com/tax-you-dont-pay](http://www.visitestespark.com/tax-you-dont-pay)

STRATEGY 3.3:

# Enhance Employee Retention

OBJECTIVES:

Develop programs for workforce recognition, community integration, and frontline training, especially for seasonal and upper management roles.

ACTION 3.3.1

Enhance outreach for existing programs, such as gatherings or holiday potluck events, to specifically target the workforce through industry partner and community outreach.

|              |  |
|--------------|--|
| Role:        | Partner  |
| Partners:    | TOSV, business community, and partners               |
| Resource:    | Snowmass Tourism special events capacity and funding |
| Timeline:    | Short  |
| KPI/Outcome: | Successful launch of pre-season workforce event      |

ACTION 3.3.2

Partner with Snowmass business community to incentivize affordability for locals. Examples include local's discounts or bar menus or specials in off-peak times.

|              |  |
|--------------|--|
| Role:        | Partner  |
| Partners:    | Local Snowmass business owners                           |
| Resource:    | Snowmass Tourism marketing to develop program collateral |
| Timeline:    | Short  |
| KPI/Outcome: | Successful launch of program                             |

ACTION 3.3.3

Develop seasonal (winter and summer) social events for seasonal workers in partnership with Snowmass businesses to build community and provide education for workforce.

|              |  |
|--------------|--|
| Role:        | Partner  |
| Partners:    | Marketing contractors and business owners                                    |
| Resource:    | Snowmass Tourism special events capacity                                     |
| Timeline:    | Short  |
| KPI/Outcome: | Successful launch of the open-house social program before 2025-26 ski season |

ONGOING SNOWMASS SUCCESS

TOWN OF SNOWMASS VILLAGE JOHN BEMIS  
COMMUNITY POTLUCK





STRATEGY 3.4:

# Grow Tourism Industry Resources for Partners

OBJECTIVES:

Provide resources for sustainable tourism and inclusivity practices and business development, mentorship opportunities, small business grant programs, and marketing initiatives to promote locally-owned enterprises and strengthen workforce capabilities.

ACTION 3.4.1

Launch an “Industry” website page on gosnowmass.com for key information and resources for workforce and industry partners, and organizational information. This action is cross-cutting as this section will serve to support other communication and information needs outlined within the DMP.

|              |  |
|--------------|--|
| Role:        | Lead   |
| Partners:    | Snowmass Tourism board and stakeholders                      |
| Resources:   | Snowmass Tourism marketing and web development contractors   |
| Timeline:    | Medium   |
| KPI/Outcome: | Successful launch of Industry website page on gosnowmass.com |

ACTION 3.4.2

Enhance frontline training programs like Snowmass 101 to provide destination information for seasonal/new employees.

|              |   |
|--------------|---|
| Role:        | Lead/Partner  |
| Partners:    | TOSV and business owners, Colorado Tourism Office   |
| Resources:   | Snowmass Tourism staff capacity and/or funding  |
| Timeline:    | Medium  |
| KPI/Outcome: | Launch of destination Learning Lab and number of staff members completing said course each season |

ACTION 3.4.3

Enhance programs for professional development and business resources for the local economy. Examples include Digital Marketing 101, Tourism Talk, Sales Education.

|              |   |
|--------------|---|
| Role:        | Lead/Partner  |
| Partners:    | DEIA partners including Cook Inclusive, tourism industry partners, including Colorado Tourism Office, Travel Unity, Tourism Cares |
| Resources:   | Snowmass Tourism staff capacity and/or funding  |
| Timeline:    | Medium  |
| KPI/Outcome: | Successful launch of industry partner training programming and resources  |

#### ACTION 3.4.4

Develop campaigns that provide marketing resources and promotional partnership opportunities to local and independent businesses. These can be for local, regional, and national marketing opportunities social media and advertising.

**Role:** Lead

**Partners:** Marketing contractors

**Resources:** Snowmass Tourism marketing capacity

**Timeline:** Medium

**KPI/Outcome:** Successful launch of program

#### ACTION 3.4.5

Measure the impact of events on the community, environment, and the economy. Tracking might include waste, energy use, attendance, and return on investment for local businesses. Use tracking to measure overall event success. The criteria can eventually be adopted by event partners and vendors as a Snowmass standard.

**Role:** Lead

**Partners:** TOSV, research and data partners

**Resources:** Snowmass Tourism data and research capacity, consultant support

**Timeline:** Long

**KPI/Outcome:** Successful creation and measurement of criteria

#### CASE STUDY

##### Colorado Tourism Office Tourism Social Media Co-op

The CTO provides equity among its partners by offering subsidized marketing programs that promote partner destinations through its main social media channels. Partner destination content is developed with branding or resource support and then amplified to Colorado audiences. This is a subsidized and fund-match grant program.

[www.oedit.colorado.gov/tourism-social-media-promotion](http://www.oedit.colorado.gov/tourism-social-media-promotion)





STRATEGY 3.5:

# Develop Green Business and Climate Adaptation Initiatives

OBJECTIVES:

Develop mitigation and adaptation strategies that diversify Snowmass’s tourism offerings beyond snow-dependent activities—focusing on outdoor recreation, conservation education, and waste reduction—while encouraging local tourism businesses to adopt sustainable practices through certification programs and environmental incentives.

ACTION 3.5.1

Through participation in the Colorado Tourism Office Climate Champions program, develop and launch a destination climate-action plan that outlines tourism-industry related adaptation and mitigation strategies. Target reduction in water, waste, and energy through low-impact travel visitor solutions, such as promoting car-free itineraries and accessing local and regionally-sourced food.

|              |   |
|--------------|---|
| Role:        | Lead/Partner  |
| Partners:    | Colorado Tourism Office   |
| Resources:   | Snowmass Tourism staff capacity   |
| Timeline:    | Short   |
| KPI/Outcome: | Completion of the Colorado Tourism Climate Champions Program, currently underway, and development of a climate action plan for the local tourism industry |

ACTION 3.5.2

Initiate the proposed formation of a Sustainable Tourism Coalition to bring key partners in sustainability and environmental stewardship together to help guide and support the work and efforts around sustainable and responsible tourism for the wider industry. Potential coalition members were already identified during the DMP planning initiative, and the coalition launch can be supported by an external community facilitator.

|              |  |
|--------------|--|
| Role:        | Lead   |
| Partners:    | Aspen Skiing Company, Pitkin County, National Forest Service, RFVDA, TOSV Environmental Advisory Board (EAB), Community Office for Resource Efficiency (CORE) outfitters, and other local representatives of public lands as well as representation from Snowmass businesses, including lodging, retail, and F&B |
| Resources:   | Snowmass Tourism staff capacity for administration and oversight of implementation, facilitator support to lead and manage coalition-building and meetings   |
| Timeline:    | Medium   |
| KPI/Outcome: | Regular quarterly meetings and expansion of the coalition  |



## CASE STUDY

### Actively Green, Walking Mountains Science Center, Vail Valley

Actively Green provides a framework of sustainable business criteria and performance indicators that support any business in elevating use of best management practices specific to sustainability principles. Local businesses receive exclusive marketing, networking opportunities, and professional development including semi-annual roundtable discussions.

[www.lovevail.org/programs/sustainable-community/sustainable-business-actively-green/actively-green](http://www.lovevail.org/programs/sustainable-community/sustainable-business-actively-green/actively-green)

## CASE STUDY

### Zurich Climate Action Carbon Neutral Plan

Zurich's tourism office partners with the local government to achieve goals for the City to be carbon neutral by 2040. Tourism efforts include offsetting emissions for tourism office business trips, production, and events, and partners with a local climate foundation to do this work. As part of its climate action, the DMO promotes sustainable and low-impact travel to visitors, including eating locally produced food, and car-free travel. Sustainable meetings are also promoted to reduce the footprint of the meetings industry. The tourism organization sought Earth Check certification to measure and monitor its efforts and commitment to environmental and social responsibility.

[www.zuerich.com/en/measures](http://www.zuerich.com/en/measures)







## FOUNDATIONAL PILLAR 4:

# Process

As Snowmass Tourism looks to enhance its functions and workload while building upon its strong foundation, new areas of focus are required in this shift to destination management. The right resources and expertise through strategic partners and broader stakeholder engagement will help ensure a successful transition.

### **OPPORTUNITIES AND CHALLENGES ADDRESSED:**

Destination Management capacities, limited visitor experience data, limited stakeholders engaged in tourism planning.

### **GOAL:**

Advance Snowmass Tourism's impact as a destination management organization by championing the core pillars of people, place, and prosperity.

**STRATEGY 4.1:**

# Enhance Destination Management Capacity and Knowledge

**OBJECTIVES:**

Incorporate the new DMP emphasizing sustainability, inclusivity in tourism, community engagement, along with destination management functions and governance, into the work of the tourism department.

**ACTION 4.1.1**

Formalize the transition to destination management by adopting the plan and allocating appropriate resources to support destination management capacity and expertise to expand the department’s work around destination development, stakeholder engagement, and sustainable tourism. Consider short-term solutions and long-term needs:

- Determine a scope of work for short-term capacity support to begin implementation of Year One priority actions that actualize destination management functions.
- Allocate resources to create a destination management staff position to oversee medium to long-term destination management strategies and initiatives, and overall continuity of action items within the DMTP.

|                     |  |
|---------------------|--|
| <b>Role:</b>        | Lead   |
| <b>Partners:</b>    | TOSV HR and town manager   |
| <b>Resources:</b>   | Snowmass Tourism staff capacity and funding  |
| <b>Timeline:</b>    | Short and Long-term  |
| <b>KPI/Outcome:</b> | Short-term priorities are implemented, and long-term capacity through a staff position are built into department |

**ACTION 4.1.2**

Identify industry education and training resources for the tourism department staff that will support development of industry knowledge and expertise around destination management functions and tourism development. This may include professional certification and training programs (ex Destinations International CDME) and shorter professional certifications available at leading tourism universities.

|                     |  |
|---------------------|--|
| <b>Role:</b>        | Lead   |
| <b>Partners:</b>    | National tourism industry and educational organizations including Destinations International                               |
| <b>Resources:</b>   | Snowmass Tourism professional development funding  |
| <b>Timeline:</b>    | Long   |
| <b>KPI/Outcome:</b> | Snowmass Tourism has a trained and educated team with skills and aptitude for industry standards of destination management |



### ACTION 4.1.3

Launch a Tourism Innovation Lab, a staff incubator committee that identifies and continually steers Tourism Innovation Projects, including the “Longshot” to ensure Snowmass Tourism maintains a position as an industry leader and innovator. This can be a quarterly staff meeting or bi-annual retreat for strategic brainstorming.

|                     |   |
|---------------------|---|
| <b>Role:</b>        | Lead  |
| <b>Partners:</b>    | Identified based on projects and ideas developed. These may be community, TOSV, or industry partners required to advance work |
| <b>Resources:</b>   | Snowmass Tourism staff capacity   |
| <b>Timeline:</b>    | Long  |
| <b>KPI/Outcome:</b> | Tourism Innovation Lab provides motivation, development, and training for staff   |



DENIS TANGNEY JR., ISTOCK

### CASE STUDY

#### Visit Park City's Director of Sustainable Tourism

In order to implement the work and achieve success with its new Sustainable Tourism Plan, Visit Park City created a new role within its tourism department to provide capacity and oversee new destination management efforts. This new position is responsible for sustainable tourism programs including visitor management/ education and community engagement, as well as implementation of the plan.

[www.parkcitychamber.com/resources/sustainable-tourism-plan](http://www.parkcitychamber.com/resources/sustainable-tourism-plan)

STRATEGY 4.2:

# Strengthen Stakeholder Collaboration

OBJECTIVES:

Foster partnerships with local businesses and community organizations to support sustainable tourism development and promotional opportunities. Activate engagement opportunities including public forums and town hall meetings, along with new stakeholder forums to discuss tourism strategies, gather feedback, and address concerns about overcrowding and cost of living.

ACTION 4.2.1

Align the Snowmass Tourism Board with the stakeholder inventory to ensure broad representation that includes community environmental/ public lands, non-profits, and inclusivity partners. Devise a recruitment plan to target expanded stakeholder groups for board participation.

|              |   |
|--------------|---|
| Role:        | Lead  |
| Partners:    | Identified stakeholder groups of interested and affected parties  |
| Resources:   | Snowmass Tourism staff capacity   |
| Timeline:    | Short/Medium  |
| KPI/Outcome: | The tourism advisory board represents broader voices and perspectives to shape and support destination management initiatives |

ACTION 4.2.2

Develop a stakeholder engagement plan based on the Snowmass Tourism stakeholder inventory that identifies engagement touchpoints to continually inform and have two-way dialogue with key tourism stakeholder groups, including presence at stakeholder meetings, one-on-one sessions, updates via communications and outreach within the community. This effort should also include continued sentiment surveys for residents and tourism partners.

|              |   |
|--------------|---|
| Role:        | Lead  |
| Partners:    | TOSV, stakeholder groups  |
| Resources:   | Snowmass Tourism communications capacity                                  |
| Timeline:    | Short   |
| KPI/Outcome: | All stakeholder groups are engaged and informed about tourism in Snowmass |

ACTION 4.2.3

Identify external tourism industry and community opportunities for staff engagement, representation, and leadership. This provides opportunities for Snowmass Tourism to increase its presence within the community, region, and state industry. An example may include serving on the Roaring Fork Outdoor Recreation Coalition or the CTO Destination Development committee.

|              |  |
|--------------|--|
| Role:        | Partner  |
| Partners:    | Town of Snowmass Village, Pitkin County, RFVDA, Colorado Tourism Office  |
| Resources:   | Snowmass Tourism staff capacity  |
| Timeline:    | Short  |
| KPI/Outcome: | Snowmass Tourism department staff are engaged within the local and regional community, and the statewide tourism industry to forge relationship and raise the presence of Snowmass Tourism |



#### ACTION 4.2.4

Expand business networking programs that are inclusive, including the Business After Hours event. Work with the Aspen Chamber Resort Association and other organizations to partner on specific Snowmass business programming and events.

**Role:** Lead

**Partners:** ACRA, Rotary Club of Snowmass, Roaring Fork Leadership, Aspen Connect, Aspen Skiing Company

**Resources:** Snowmass Tourism special events capacity and funding for coordination

**Timeline:** Medium

**KPI/Outcome:** Stakeholder networking and business engagement event schedule is designed, and quarterly events are launched

### ONGOING SNOWMASS SUCCESS

#### Snowmass Tourism's Tourism Talk Series



STRATEGY 4.3:

# Improve Data-Driven Decision Making

OBJECTIVES:

Implement systems for monitoring tourism’s economic, social, and environmental impacts to inform strategic planning and resource allocation.

ACTION 4.3.1

Create and embed a DMP progress tracker on a new industry section of the Snowmass Tourism website to publish updates of the work. This helps keep partners and stakeholders informed and hold accountability of the destination management transition.

|              |  |
|--------------|--|
| Role:        | Lead   |
| Partners:    | Marketing/website development team                   |
| Resources:   | Snowmass Tourism marketing/web development capacity  |
| Timeline:    | Short  |
| KPI/Outcome: | DMP progress tracker webpage is created and launched |

ACTION 4.3.2

Develop and maintain a public-facing dashboard to track tourism performance across economic, social, and environmental metrics. Identify key data points, address existing gaps, and determine sources for metrics such as lodging and sales tax, job creation, resident sentiment, visitor behavior, and environmental impacts. This initiative can be executed in partnership with the Town of Snowmass Village and data providers with results embedded on the GoSnowmass.com industry page and shared in monthly reports for stakeholders.

|              |   |
|--------------|---|
| Role:        | Lead/Partner  |
| Partners:    | TOSV, new data vendors  |
| Resources:   | Snowmass Tourism staff capacity to manage, research, and data, and funding          |
| Timeline:    | Short   |
| KPI/Outcome: | New tourism measurement systems and data collection launch, and are being published |

ACTION 4.3.3

Work with a sustainability partner to assess the destination based on Global Sustainable Tourism Council (GSTC) or Mountain Ideal criteria. This process will help Snowmass Tourism set benchmarks around growing future programs and efforts to manage the destination for future generations. The process will involve conducting a technical “destination diagnostic” to identify, measure, and report on destination management performance indicators, and ultimately lead to destination certification, which is becoming a tourism industry standard practice.

|              |  |
|--------------|--|
| Role:        | Lead/Partner   |
| Partners:    | GSTC or Mountain Ideal, TOSV, Pitkin County, tourism industry partners           |
| Resources:   | Snowmass Tourism staff capacity, funding   |
| Timeline:    | Medium/Long  |
| KPI/Outcome: | The destination assessment and benchmarking lead to Mountain Ideal certification |



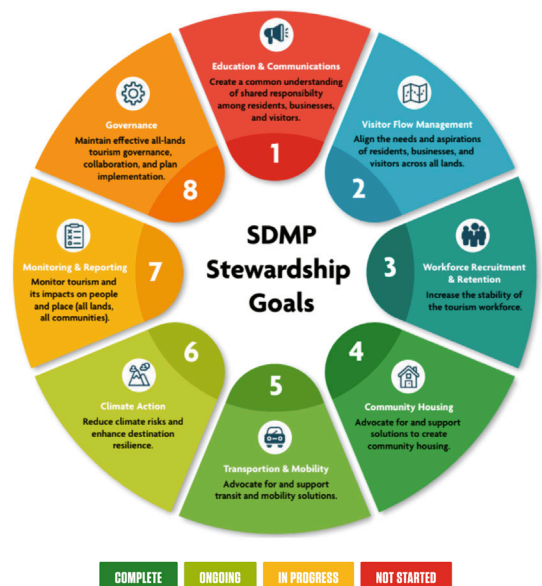


## CASE STUDY

### Visit Jackson Hole SDMP Progress Tracker

Since launching its Sustainable Destination Management Plan in 2023, Visit Jackson Hole has created a progress tracker on its website that allows stakeholders to follow the status of work within the plan.

[www.industry.visitjacksonhole.com](http://www.industry.visitjacksonhole.com)



## FUTURE STRATEGY:

# The Long Shot

## VISION FOR THE FUTURE OF TOURISM IN SNOWMASS

**"A moonshot is about striving for what's hard, not settling for what's easy."**

*—Inspired by President John F. Kennedy*

During the DMP tourism planning workshops in December 2024, community members and tourism stakeholder participants were invited to think creatively about the future of tourism in the destination by envisioning transformative projects that would ensure Snowmass remains a thriving, sustainable, and inclusive destination over the next 20 years. The title of this exercise is a riff on President John F. Kennedy's moonshot challenge, when tasking NASA to put a man on the moon. Instead, the consulting team titled this exercise the Long Shot, after Snowmass's infamous 5.3-mile-long ski run, which is touted as Colorado's longest continuous ski run.

Recognizing both challenges and opportunities, the workshop groups identified bold, future-focused "moonshot" style projects that elevate visitor experiences while supporting community well-being, environmental stewardship, and economic resilience. While serving as a fun exercise, the Long Shot provides destination development starter seeds to grow actionable, long-term tourism initiatives. The new Tourism Innovation Lab can provide the leadership and direction to continually move Snowmass Tourism into the future, using the DMP pillars to support new tourism initiatives that are considerate of people, place, and prosperity.



### COMMUNITY TOURISM PLANNING WORKSHOP LONG SHOT IDEAS

Workshop attendees came up with ideas that leaned into community challenges by envisioning aspirational amenities that could be shared between the community and visitors, such as venues and attractions. These concepts reflect the workshop vision of enhancing Snowmass through ambitious infrastructure investments and community-driven solutions. Each "Long Shot" project idea was designed to improve the destination's appeal, sustainability, accessibility, and quality of life.

- **Sustainable and Innovative Transportation Solutions**

Snowmass Transport Initiative, Mountain Connection Project, Sky Tram to Airport and Aspen, Better Connectivity Initiative

- **Community and Workforce Housing Development:**

Wildwood Transformation into Employee Housing, Krabloonik Site Enhancements

- **Off-Season and Year-Round Tourism Opportunities:**

Off-Season Opportunities Project, Year-Round Indoor Facility, All-Season Community Venue

- **Community-Focused Wellness and Arts Initiatives:**

Central Wellness Center Initiative, Performing Arts Center, Krabloonik Site Enhancements

- **Eco-Tourism and Agricultural Initiatives:**

Community Gardens/Agritourism Initiative, Paddleboarding Initiative



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## Long Shot Project Idea

### SNOWMASS SKY AT NIGHT EXPERIENCE

**Overview:** Dark sky tourism leverages minimal light pollution to deliver stargazing, conservation, and education experiences. Snowmass can lead in luxury dark-sky offerings given its Rocky Mountain setting.

**Product Ideas:** Stargazing trails, guided tours, dark-sky events, photography workshops.

**Timeline:**

**Year 1:** Start the process to secure DarkSky International certification, in partnership with local stakeholders; work with a destination development consultant to identify dark skies tourism products for visitor experiences and suitable local partners.

**Year 2:** Develop infrastructure, implement dark-sky lighting standards, and launch marketing.

**Year 3:** Consider how dark sky tourism can support group sales, task the special events team to develop dark-sky event programming, such as a stargazing festival; evaluate success through visitor and resident feedback.

### LONG SHOT TOURISM DEVELOPMENT APPROACH

- Establish the Tourism Innovation Lab, comprised of Snowmass Tourism staff members, to provide oversight, project management, ongoing ideation, and planning.
- Engage a tourism development consultant to guide feasibility studies and tourism development planning efforts.
- Use research to frame the need, asset inventories, and the DMP to identify clear gaps and opportunities.
- Facilitate stakeholder workshops to prioritize, refine, and develop Long Shot ideas.
- Develop a multi-year, phased timeline.
- Identify necessary policy approvals, funding needs, and sources, and build community support.
- Evaluate market potential and visitor demand, community and visitor experience value, infrastructure feasibility and accessibility, funding models (grants, local taxes, private investment) policy, planning, and approval processes, and environmental sustainability.

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## Long Shot Project Idea

### SNOWMASS HERITAGE TRAIL EXPERIENCE

**Overview:** Snowmass's rich heritage spans Ice Age paleontological discoveries, Ute Indian Tribe, Homesteading ranchers, and ski culture. Honoring this history enriches visitor experiences and community pride.

**Product Ideas:** Guided Ice Age tours, cultural heritage museum, interpretive signage on heritage trails, farmers markets, and a revitalized Heritage Discovery Center. That encompasses everything from the ice age to Snowmass's modern-day ski history.

**Timeline:**

**Year 1:** Hire a cultural heritage tourism consultant; gather stories; design educational programs.

**Year 2:** Develop a heritage trail plan. Consider interpretative signage and visitor information opportunities, as well as marketing efforts.

**Year 3:** Measure impacts via resident and visitor surveys; refine programming as needed.



# The How

## Planning Methodology

### 1. DEFINE THE CHALLENGE

Snowmass Tourism conducted a seven-month planning timeline, divided into four phases of work that ensured:

- Destination assessment and research of the enabling environment for tourism.
- Stakeholder engagement, including resident and tourism stakeholder surveys, one-on-one interviews, public meetings and presentations, two community workshops, and the formation of a Tourism Inclusivity Coalition. A similar advisory group focused on providing guidance around sustainable tourism programming is planned to launch.



The methodology for the DMTP included “destination discovery” and research in phase one, summarized in a separate Destination Assessment and Stakeholder Engagement report, which was based on two primary research approaches: destination assessment and stakeholder engagement. The Destination Assessment involved an extensive review of key reports, economic data, tourism performance metrics, and municipal planning documents to understand the enabling environment of tourism in the destination. The stakeholder engagement process included public meetings, workshops, interviews, and surveys with residents, tourism operators, local government, and industry partners. This approach provided a comprehensive understanding of both quantitative data and community perspectives, forming the foundation for strategic recommendations.



# Stakeholder Mapping

## IDENTIFYING TOURISM'S INTERESTED AND AFFECTED PARTIES



Identifying key tourism stakeholders—individuals, organizations, and groups with an interest in or affected by tourism—was a foundational step in the planning initiative. The planning team conducted research and organized these stakeholders into the categories outlined below. To ensure the ongoing success of tourism planning, the Snowmass Tourism department will implement a stakeholder engagement strategy that keeps all groups informed and involved through continuous feedback channels such as surveys, focus groups, public meetings, and information sessions. Department staff will also actively prioritize listening to stakeholders to maintain a consistent understanding of community and partner perspectives.

### STAKEHOLDER GROUPS

- Local Community & Residents
- Visitors & Tourists
- Housing & Lodging
- Inclusivity/ DEIA Organizations
- Environmental Organizations
- Private Sector & Business
- County & Town Government
- NGOs and Non-Profit Organizations

# Stakeholder Engagement

## HOW THE COMMUNITY SHAPED THE PLAN

|   |  |   |  |  |
|---|--|---|--|--|
| <b>12</b><br>Stakeholder Meetings & Presentations | <b>2</b><br>Visioning & Planning Workshops | <b>200+</b><br>Meetings & Workshops with Community & Industry Attendees | <b>22</b><br>One-on-One Tourism Partner & Stakeholder Interviews | <b>228</b><br>Resident & Industry Partner Survey Responses |
|---|--|---|--|--|

## THE DESTINATION ASSESSMENT, COMPILED TO UNDERSTAND STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS.

|                      |   |
|----------------------|---|
| <b>Strengths</b>     | Strengths included Snowmass’s unique mountain location and beauty, and abundance of outdoor recreation, varied lodging offerings, community and cultural heritage, and a positive resident sentiment towards tourism. |
| <b>Weaknesses</b>    | Weaknesses include seasonal occupancy challenges, high cost of living affecting workforce retention, and limited visitor experience data.   |
| <b>Opportunities</b> | Opportunities for destination management lie in enhancing seasonal appeal, brand identity, summer tourism, and workforce housing initiatives.   |
| <b>Threats</b>       | Threats such as climate change, competition from other mountain resorts, transportation limitations, and other external issues pose risks that must be managed strategically.   |

**Stakeholder priority issues and themes** that emerged during the engagement process emphasized the need to balance tourism growth with community well-being. Residents expressed concerns about preserving Snowmass’s local identity, supporting small businesses, and fostering organic interaction between locals and visitors. Workforce challenges, particularly related to affordable housing and employee retention, were critical concerns among industry partners. Environmental sustainability was another key priority, with calls for responsible tourism practices, protection of natural resources, and climate change adaptation. Additionally, stakeholders highlighted the necessity of evolving Snowmass Tourism’s role to integrate destination management alongside marketing efforts.



## 2. DEVELOP A STRATEGY

# Destination Recommendations

1. Foster collaboration with community and partners
2. Honor and communicate Snowmass's unique identity
3. Support local businesses for a sustainable tourism economy
4. Celebrate and support our local workforce
5. Strengthen the seasonal appeal by diversifying tourism offerings
6. Expand KPIs beyond economic metrics
7. Transition to a broader destination management role

In summary, the Destination Assessment underscores the importance of balancing tourism development with community and environmental sustainability. While Snowmass has significant strengths as a premier outdoor recreation destination, it faces challenges related to seasonality, housing, and destination management capacity. Stakeholders are aligned on the need for a thoughtful approach that preserves the town's character, enhances workforce stability, and ensures tourism benefits both visitors and residents. By implementing strategic recommendations, Snowmass can position itself for sustainable, community-centered tourism.

## 3. TAKE ACTION

The final stage of the planning methodology focuses on turning strategy into action by prioritizing and implementing the recommendations outlined in the plan. Snowmass Tourism will develop clear work plans, assign responsibilities, and establish timelines and performance measures to track progress. This stage emphasizes collaboration with local government, industry partners, and the community to ensure shared ownership of solutions. By adopting a continuous improvement mindset—including regular evaluation, stakeholder feedback, and adaptation—Snowmass Tourism will move from planning to meaningful, sustainable change that balances tourism growth with community well-being, protects natural resources, and strengthens Snowmass's unique character for future generations.

# Snowmass Tourism Glossary Of Terms

As this plan introduces new concepts for tourism operations in Snowmass, the glossary below provides industry terms and definitions discussed and applied during the strategic planning engagement process to serve as a resource for industry and community partners as they deepen their contextual understanding of the tourism industry and destination management.

**Accessibility:** The degree to which destinations, facilities, and services are easily approachable, usable, and enjoyable for individuals with disabilities.

**Carrying Capacity:** The maximum number of visitors an area can sustainably accommodate without significantly affecting the environment, cultural heritage, overall visitor experience, and resident quality of life.

**Climate Action:** Climate action in the tourism industry encompasses strategic initiatives to reduce carbon emissions, preserve natural resources, and develop sustainable practices, including the reduction of waste, water, and energy, that minimize environmental impacts while still delivering meaningful visitor experiences.

**Community:** The community of Snowmass can best be defined as the group of people who live, work, and play here, connected by common interest, resources, jobs, and social connection around the town of Snowmass. Our community members stretch throughout the Roaring Fork Valley and are wider than the year-round residents of the Village.

**Cultural Heritage:** The collective legacy of a community or society, including tangible and intangible aspects such as historical sites, artifacts, traditions, language, and customs passed down from previous generations that contribute to the identity, understanding, and appreciation of a particular culture.

**Destination Development:** The strategic process of enhancing a location's tourism assets, infrastructure, and services to increase its appeal to visitors while maintaining authenticity and supporting local communities' needs and values.

**Destination Management:** The coordinated management of all the elements that make up a tourism destination to enhance its overall appeal, success, and long-term sustainability.

**Destination Management/Marketing Organization (DMO):** An organizational entity that serves to initiate, coordinate, and manage activities within a destination including implementing tourism policies, strategic planning, product development, promotion, marketing, and convention bureau activities. Also referred to as a convention and visitors bureau (CVB) or destination organization (DO).

**Destination Stewardship:** A collaborative, community-centered approach to tourism designed to enhance the quality of life for residents and the quality of experience for visitors, while protecting and supporting our environment, communities, and cultural heritage.

**Diversity, Equity, Inclusivity, and Accessibility (DEIA):** A framework and set of principles aimed at fostering a more inclusive and equitable environment in various sectors, including workplaces, educational institutions, and communities.

**Inclusivity:** The practice of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those having physical or intellectual disabilities, different sexual orientation, gender, age, and different racial or ethnic socioeconomic status.

**Industry Leadership:** The ongoing work of destination management/marketing organizations in spearheading innovation, setting industry standards, and fostering stakeholder collaboration to propel the sector forward.

**Responsible Tourism:** Conscientious travel practices that prioritize the well-being of local communities, minimize environmental impact, and promote cultural understanding.

**Snowmastodon:** Snowmastodon refers to an extraordinary 2010 paleontological discovery of a young female Columbian mammoth in Snowmass Village, one of North America's most significant fossil discoveries in recent decades. This initial discovery led to an unprecedented excavation that yielded thousands of Ice Age fossils, creating what scientists call the Snowmastodon site.



**Stakeholders:** An individual, group, organization, or entity that holds a vested interest or plays a role in the tourism industry, including residents, businesses, governmental entities, environmental groups, and visitors.

**Sustainable Tourism:** Tourism activities that are conducted in a manner that seeks to minimize negative environmental, socio-cultural, and economic impacts so that present and future generations can enjoy tourism.

**Three P's:** The "Three P's" originate from the Triple Bottom Line (TBL) concept, first introduced by John Elkington in 1994. The Three P's, referring to People, Planet, and Profit, represent the three key areas that organizations should consider when measuring their sustainability and impact. Snowmass Tourism has adapted its version of the Three P's to people, place, and prosperity.

**Tourism:** The activity of traveling to and staying in places outside one's usual environment for leisure, recreation, or business purposes. It involves exploring new destinations, experiencing different cultures, and enjoying various attractions and activities.

**Visitors:** Individuals who spend time in Snowmass on a short-term basis but are active participants in our community engaging with our culture, environment and economy in a responsible and respectful manner.

#### DOCUMENT ACRONYMS:

**TOSV:** Town of Snowmass Village

**DMP:** Destination Management Plan, also referred to as the "Blueprint"



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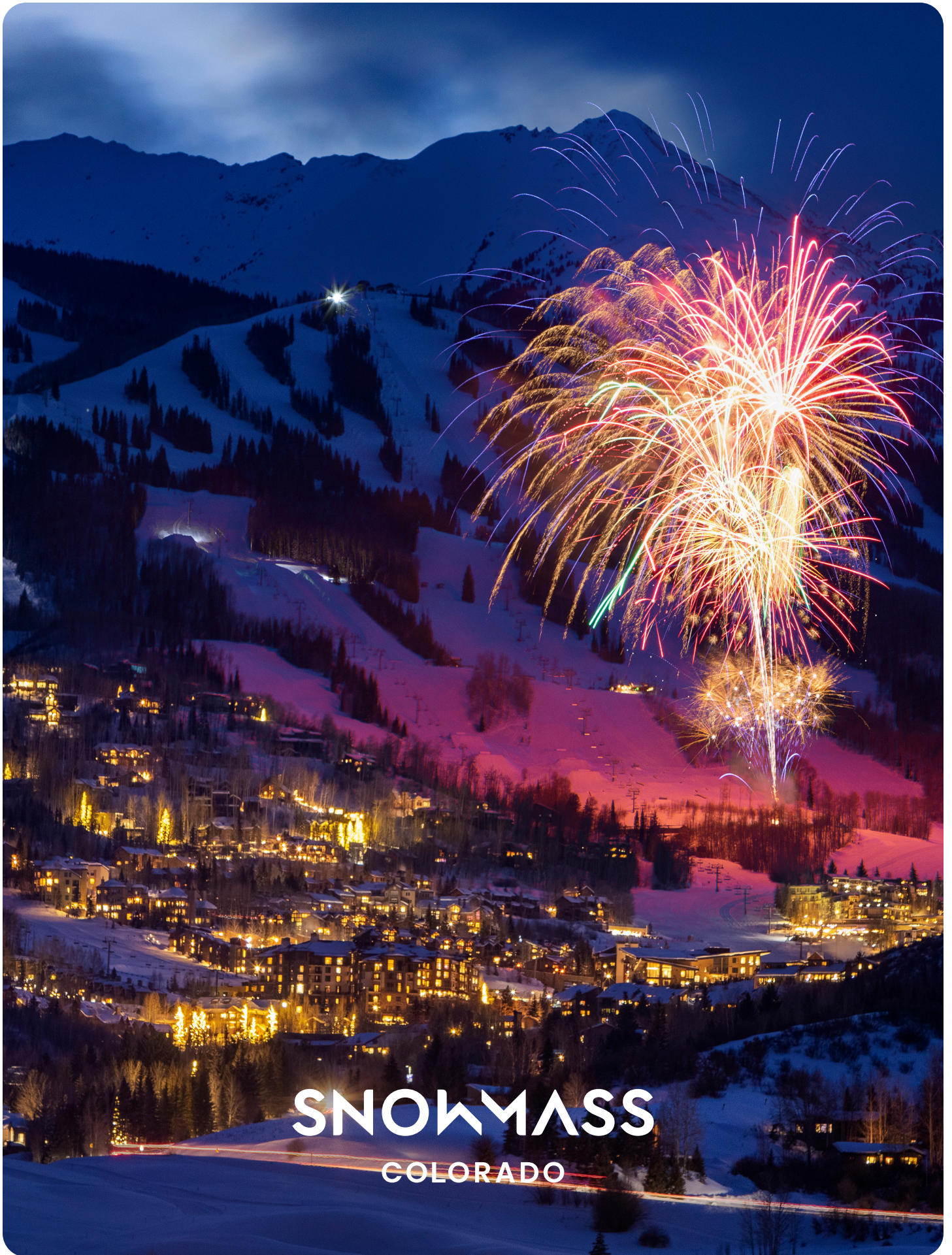
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