

MISSION

Attract visitors to the resort, foster a dynamic Aspen experience, and provide valuable member benefits to support a sustainable local economy.

VISION

To create an environment for Aspen to thrive.

CORE VALUES

We are a welcoming organization that values and embodies the Aspen spirit.

We cultivate transparent, open, and honest communications.

We nurture and sustain long-term relationships.

We honor the interconnectivity of the entire community.

We facilitate balanced collaborative conversations.

We adapt to dynamic changes in our ecosystem.

We invite engagement through passion and fun.

We celebrate the wonder of Aspen.



LETTER FROM THE CHAIR OF THE BOARD



Aspen is one of the most special places in all the world, and those of us who are fortunate to live, work and play here have a special responsibility for its care. As Chair of the Board of the Aspen Chamber Resort Association, I'm proud of the work that the staff and board have done to create ways for people to enjoy Aspen while being mindful of the fragility of our precious natural resources.

The Aspen Chamber team does a tremendous amount of work behind the scenes to support local businesses, attract visitors to the resort, and care for those visitors once they are here – all while engaging in the good work that makes for a successful community.

I thank our members for investing in our community by being part of this great organization. We are all committed to creating an environment for Aspen to thrive.

Sincerely,

Cristal Logan

Chair, Board of Directors, Aspen Chamber Resort Association Vice President, Aspen, Aspen Institute

LETTER FROM THE CEO



2019 proved to be a year full of change and progress for our organization and for the community. We worked through the final year of a three-year strategic plan, said goodbye to invaluable members of our staff, and welcomed new faces to our family. I can say with confidence that our success in 2019 was the result of two things: a strong and consistent strategic focus on our vision and mission, and an unwavering commitment to setting and reaching the highest standards.

This year, ACRA became certified as a Destination Management Organization through the globally recognized Destination Marketing Accreditation Program and I was named

president of Destination Marketing Association of the West, a national membership organization of more than 150 destination marketing organizations (DMOs). Both of these accomplishments demonstrate our commitment to advancing Aspen's credibility as a premier resort destination.

ACRA's new Membership team of Kathryn Dziedzic and Lindsey Fay brought fresh perspectives and new ideas to build on our strong membership base and enhance member benefits. Visitor Services guided guests through our "How to Aspen" and "Take the Aspen Pledge" education initiatives, and despite persistent change at the airport, our Visitors Center staff provided superb service with their usual professionalism and grace.

The highly productive Board retreat in late October included work on our Core Values for the first time in our history. The ACRA team is incorporating these values into our ensuing three-year strategic plan. The 2020 Vision plan was approved by the Board of Directors in January.

We are now looking toward the future to ensure we appropriately preserve and strengthen our value to members, visitors, and the community. As always, we appreciate your support and hard work helping Aspen thrive. I am deeply honored and proud to have reached the 20-year mark working with ACRA, and I look forward to continuing the journey of helping our community find new opportunities to *Defy Ordinary!*

Debbie Braun

President & CEO

2019 BOARD OF DIRECTORS

The Aspen Chamber Resort Association's affairs are managed by it's Board of Directors. The Board is composed of twelve elected seats from eight different membership sectors: finance, lodging, non-profit, professional, real estate, restaurant, retail, and service. There are also ten appointed seats on the Board of Directors, including representatives from Aspen City Council, Aspen Music Festival & School, Aspen School District, Aspen Skiing Company, Aspen Valley Hospital, Colorado Mountain College, Fly Aspen Snowmass, Pitkin County, and Snowmass Tourism.

Cristal Logan – Nonprofit Chair of the Board The Aspen Institute

Charlie Bantis – Finance Treasurer First Western Trust

Andrew Ernemann – Real Estate Assistant Treasurer Aspen Snowmass Sotheby's Int'l Realty

John Rigney – ASC Rep Secretary Aspen Skiing Company

Dave Ressler – AVH Rep Assistant Secretary Aspen Valley Hospital

Donnie Lee Chair Emeritus The Gant

Rose Abello – Ex-Officio Snowmass Tourism

Alinio Azevedo – ASC Rep The Little Nell Sam Barney – At-Large Hansen Construction

Jeff Bay – Lodging HayMax Hotels

Patti Clapper – Pitkin County Rep Pitkin County

Jeanette Darnauer – Service Darnauer Group LLC

Nina Eisenstat – Service Aspen Marketing & Communications

Alan Fletcher – AMFS Rep Aspen Music Festival and School

Tom Heald – Ex-Officio Aspen School District

Rob Ittner – Restaurant Rustique Bistro

John Kinney – At-Large Aspen Airport

Heather Kemp – Retail Sashae Floral Cari Kuhlman – At-Large Vectra Bank

Lisa LeMay – Retail <u>Aspe</u>n T-Shirt Company

Maria Morrow – Professional OKGK&M. P.C.

Heather Steenge-Hart - Lodging St. Regis Aspen

Riley Tippet – Service Ski Butlers

Bill Tomcich – Ex-Officio Fly Aspen Snowmass

Torre – City Rep City of Aspen

VISITOR SERVICES

Visitor Services operates four visitor centers at the North Mill Street office, the Wheeler Opera House, the Guest Pavilion, and the Aspen Airport to assist Aspen's visitors and residents with information. We have two full-time and 23 part-time information specialists who are long time Roaring Fork Valley residents that have extensive knowledge of our community and a passion for outstanding guest service. Visitor Centers are open year-round. The Pavilion, ACRA desk at The Wheeler Opera House, and Airport Visitors Center are open seven days a week.

During the year, our Guest Services staff attended two information sessions with our community and non-profit partners to stay current on the Valley offerings available to guests. We also completed the "Leave No Trace" training and participated in the "How To Aspen" Visitor Essentials seminar.

The In-Town Visitors Staff

The 590 North Mill St. location sits right on the Rio Grande Trail adjacent to the John Denver Sanctuary. We continue to enjoy and share our beautiful outdoor space by maintaining ample outdoor seating and a picnic area as well as providing access to a bike rack. We utilize way-finding signs and maps to further assist visitors with information. As always, we stay in frequent communication with the U.S. Forest Service throughout the Spring, Summer and Fall to provide visitors with the most updated and accurate conditions for their outdoor activities. Once again, the U.S. Forest Service has asked ACRA to partner with them to sell Christmas Tree permits for the White River National Forest. Last year this proved to be a huge success with the local population. We hope to have this success again in 2020.

The Airport Visitors Center

2019 presented some new challenges for our travelers due to tightened TSA regulations, ongoing airport renovation and new parking rules. Our staff worked closely with the airport to provide information to our travelers to help them navigate the changes. On a regular day, we welcome guests and are often their first point of contact upon arrival to town. In addition to greeting travelers and providing information about the community, our Airport staff assists guests with transportation and accommodation needs, maintains a lost and found department, and mails items which were not allowed through TSA screening to passengers. We have also updated our technology to provide more efficient service to our guest.

MEMBERSHIP

Membership is dedicated to serving you through extensive marketing and advertising support, valuable programming, educational information and opportunities, and cost-saving services. ACRA members include approximately 750 local businesses led by a strong board of directors and dedicated staff who ensure a positive and lasting return on your investment.

2019 ushered in an entirely new Membership team to the Aspen Chamber Resort Association. Kathryn Dziedzic and Lindsey Fay bring unique backgrounds and fresh ideas to ACRA. Membership had an extremely successful year by growing the ACRA base by 11% and exceeding the budget by \$20,000. 2019 brought in new opportunities to communicate with members by canvassing and delivering donuts, providing KSPN radio updates and increasing our social media activity by 29%. The department established a newly benchmarkable Member Survey to help guide our 2020-2023 Strategic Plan and to set a strong foundation for the Membership Department for years to come. The new team is excited to be a part of the ACRA family and looking forward to building on an already strong membership base enhancing valuable member benefits.

Award Winners | **Quarterly Events**

- 2019 Business of the Year:
 Poss Architecture + Planning and Interior Design
- 2019 Non-Profit of the Year: Jazz Aspen Snowmass
- 2019 Molly Campbell Service Award Winner:
 - Craig Melville, GM of Mountain Chalet Aspen

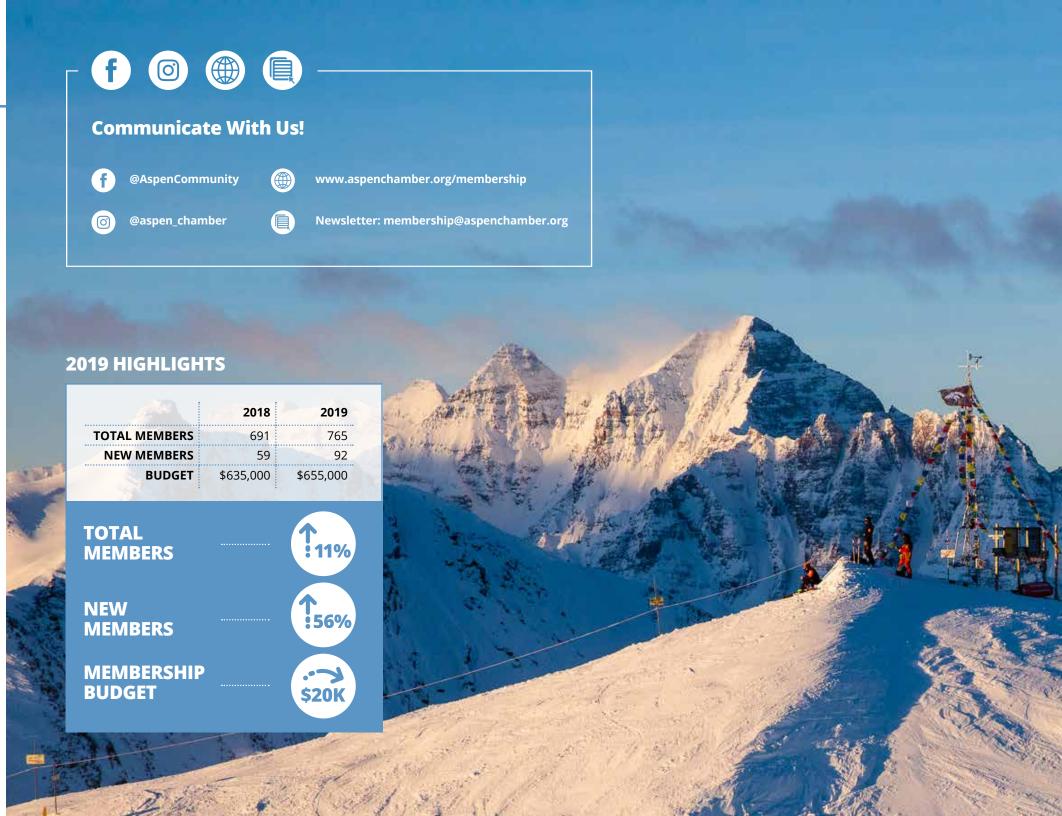
- Helen K. Klanderud
 Wintersköl™ Luncheon
- Community Breakfast
- FOOD & WINE Luncheon
- Afternoon Blend











SPECIAL EVENTS

The Special Events Department produces, promotes, and manages five signature events Wintersköl™, the FOOD & WINE Classic in Aspen, Aspen's Old Fashioned 4th of July Celebration, the Aspen Arts Festival and the 12 Days of Aspen that benefit the ACRA membership, generate community vitality, and enhance the visitor experience. In addition to event production, the Special Events team acts as an event information resource for the community.

The Special Events team experienced a tremendously successful year. Jennifer Albright Carney was recognized for her 20 Year Anniversary with ACRA at the FOOD & WINE Classic in Aspen luncheon. Jennifer's counterpart, Noël Chiarelli, was welcomed to the team full-time. The FOOD & WINE Classic in Aspen and 4th of July events were voted 2nd and 3rd places respectively in the Best Annual Event category of The Aspen Time's Best of Aspen Snowmass contest. In addition to producing their five signature events, they supported the production of the Afternoon Blend in conjunction with Aspen Skiing Company and participated in the 2019 Aspen Ascent Uphill Symposium. Finally, the Special Events team partnered with ACRA's Destination Marketing department and Aspen Skiing Company to conduct the Summer 2019 Visitor Research to better understand the attendee experience and worked with the ACRA Membership team to add a new event specific section to the Membership survey to collect member feedback.

2019 Highlights

Wintersköl™

- Incorporated Bauhaus 100: Aspen celebration into the 2019 Wintersköl theme by including the slogan "Aspen Original by Design" along with a customized logo in all promotional materials.
- Partnered with Anderson Ranch to present Bauhaus-inspired wooden sculptures created by Anderson Ranch artists as a part of Wintersculpt.
- Enhanced WinterFest by incorporating new kids "dog bone" cookie decorating activity and featuring specialty dog food samples prepared by the St. Regis, Aspen.

FOOD & WINE Classic in Aspen

- Developed and implemented a new on-line training program for volunteers and enriched the volunteer appreciation experience by reenergizing volunteer party.
- Activated new seminar space at the Hunter Loft featuring a sophisticated specialty cocktail experience.
- Improved event flow by creating and implementing new directional signage plan.

4th of July

 Presented a community party in Wagner Park with music by DJ Naka G and featured a new laser light display show with accompanying music provided by Laser Encore.

Aspen Arts Festival

- Relocated to a new location at Paepcke Park which was well received. The Festival plans to return to this location in 2020.
- Implemented an entirely new layout which took attendees on a journey through the park from artist to artist while the natural landscape offered areas to dwell.
- Featured a relaxing lounge in the shade of the trees by the gazebo with a food truck providing delicious fare.

12 Days of Aspen

- Enhanced activation by kicking off the 12 Days of Aspen with Santa and his live reindeer in downtown Aspen.
- Added a late afternoon experience of magical lights, photos with Santa, and opportunity to capture and share the holiday memory at the photo booth to spread après cheer.
- Incorporated National Candy Cane Day activation on December 26th at ACRA Visitor Pavilion on Cooper Ave. with free candy cane give-away and customized Instagram selfie frame.









In 2019, ACRA's 7908 Reasons to Come to Town campaign ran from May 25th-October 7th and focused on drawing the spring, summer, and fall visitor into Chamber member businesses in the downtown core. Members were highlighted on a retail and restaurant map, in select print ads in targeted publications, and through state-wide and national digital advertising campaigns that drove traffic to a dynamic website. Specific metrics and ROI information is outlined below.



Social Media

Weekly Facebook and Instagram ads spotlighting ACRA Members

- 314, 632 Total Reach
- 18,508 Average Weekly Reach
- 3,708 Unique Clicks

Facebook carousel advertisement that ran the course of the campaign

- 75,297 Total Reach
- 2,903 Unique Clicks



ACRA 7908 Webpage

• 5,187 Total Pageviews



Shop Aspen Map

7908 trifold map distribution

- Total printed for 2019: 5,000
- Total distributed in between May 25th-Oct 7th: 2,500

* Maps will continue to be distributed through winter 2019-20.



Aspen Daily News

The campaign placed two digital banner ads that ran during the months of June and August on the Aspen Daily News website spotlighting the 7908 campaign.

- 416,000 Impressions
- 316 Click Throughs

THEASPENTIMES

Branding ads were placed on the Aspen Times website during June, July, and August for the 7908 campaign.



THE DENVER POST

Digital ads were placed on the Denver Post website during August, September, and October.

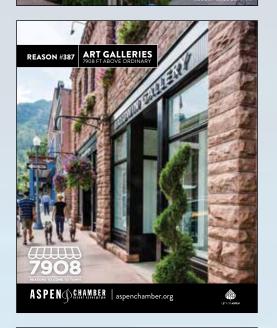
- 279,878 Total Impressions
- 1,245 Click Throughs



The ad appeared in 47,500 copies with Aspen Sojourner's distribution.



7908 REASONS TO COME TO TOWN







DESTINATION MARKETING



Destination Marketing to Destination Management

Aspen is a mature destination, fortunate to have brand recognition and frequent repeat visitors, which makes us well poised to shift our lens from inspiring travel to being mindful stewards of the destination. Today's traveling demographic expects sustainable initiatives and authenticity, and our resident's wish to protect their quality of life. As destination managers we can cater to both audiences. As part of this shift into management and sustainability we identified four themes and focused our work under them. They are: research, collaboration, dispersion, and education.

Destination Marketing Accreditation Program

As a primary step in the shift from marketing to management, in 2019, ACRA applied for and received Destination's International DMAP certification. This program that serves as a visible industry distinction that defines quality and performance standards in destination marketing and management.

2019 Non-Winter Research

ACRA conducts visitor research every other year on the non-winter guest.

- 1,500 intercept surveys were conducted May-October.
- Generational Shift over the past 11 years of summer surveys: Baby Boomers have declined steadily from 45% to 30%, Conversely the Millennial Generation has risen from 8% to 30%. Generation X has trended largely flat.
- The share of visitors coming to Aspen for the first time remained flat to 2016 numbers at 40%.
- 69% of visitors said they were extremely likely to return to Aspen (up from 54% in 2016).
- Overnight visitors reported staying an average of 9.2 nights per trip.

Additional Research Reports from AirDNA and Arrivalist as well as a link to the full 2019 Executive Summary can be requested by email: info@aspenchamber.org

OCCUPANCY 2019

	OCCUPANCY	YOY	ADR
JANUARY	75%	-0.1%	12.1%
FEBRUARY	75.3%	4.5%	-2.3%
MARCH	79.0%	7.1%	9.7%
APRIL	41.4%	26.9%	2.7%
MAY	38.3%	-2.7%	3.6%
JUNE	63.3%	-7.2%	8.7%
JULY	80.9%	-0.2%	7.2%
AUGUST	74.5%	0.6%	10.3%
SEPTEMBER	61.3%	-4.4%	7.9%
OCTOBER	45.7%	0.1%	5.1%
NOVEMBER	29.7%	-5.7%	-5.1%
DECEMBER	62.9%	+2.7%	-5.2%

SALES TAX +16.8% YOY

LODGING TAX +5.5% YOY

OCCUPANCY +2.0% YOY

AVE. DAILY RATE +6.8% YOY

are provided by Destrimetrics and can be found on our website.

WEBSITE VIEWS

2019 vs. 2018 YOY

SESSIONS	-0. <mark>50%</mark>
USERS	+1.47%
NEW USERS	+.91%
ORGANIC TRAFFIC	-0.76%
AVG. SESSION DURATION	-3.98%
AVG. TIME ON PAGE	+8.23%

RUTHIE'S

Website

ACRA underwent a website redesign in 2019 to capitalize user experience. Since our last usage on our website. With this latest redesign, we focused on a mobile first website, taking this into account as it relates to functionality, user experience

151.383K followers +5.28% since January Avg. monthly reach: 926,592 +19.90% Total Reach: 11.1M



SOCIAL MEDIA

14.5K followers +2% since January Avg. monthly impressions: 86,200 +57.30%



103.8K followers +14.15% since January Avg. likes per month: 97,870 Avg. comments per month: 1,091 **Total Impressions: 16M**



DESTINATION MARKETING

Collaboration

Collaboration has always been a tenet for doing business in Aspen. We honor our legacy partnerships as well as celebrate new initiatives from 2019.

- City of Aspen: Ascent Conference
- **Aspen Skiing Company: ESPN Winter X Games** International Fam
- Arts & Culture Nonprofits: 5280 Co-Op Ad Arts and Culture Economic Impact Study (TBC: 2020)

- Air Service Sustainability
- White River National Forest: Best Way to the Bells
- Colorado Tourism Office: Care for Colorado Principles Travel Trade Fams and Sales Mission Media Visits
- Bauhaus 100 Aspen









PUBLIC RELATIONS & COMMUNICATIONS

International Campaign

- Ongoing partnership with Snowmass Tourism for International Campaign in Australia, Germany, and the U.K.
- Hosted group FAMs for Australian and German markets & three individual UK visits. Additionally, hosted international individual visits with Colorado Tourism Office.

Media Events & Pitching

- Media calls in New York City in January with 20 top journalists.
- Attended Travel Classics in September with key freelance journalists and top editors.
- Media calls in Los Angeles in November with 10 top journalists.
- Attended four Colorado Tourism Office receptions and had individual media visits in Denver and Boulder to coincide with the events.
- Hosted media events in Denver and Boulder with Aspen art and culture organizations.













Coverage Highlights (print and online)

- Celebrated Living: Bauhaus Party
- Hemispheres: Rocky Mountain High Design
- Departures: Mountain Modern
- Town & Country: Your Summer Culture Concierge
- New York Times: Colorado's Bargain Season
- New York Times: Celebrating the Bauhaus in Aspen

PR Stats

- Total Domestic & Online Viewership Print Impressions: 1.4 Billion
- Total PR value: **\$4 million**



Dispersion

In 2019 we worked on promoting shoulder season need periods, alternative ways to recreate during peak summer months, and suggesting mid-week versus weekend travel in the fall.

Target Media Markets for the 2019 Media Plan included: Colorado Los Angeles

Chicago Houston Summer: June 3 - August 31 Fall: September 2 – October 13 Dallas San Francisco

Media Flight

Spring: April 15 - June 2

Dates:

Education

We created and built upon useful educational content surrounding the best way to enjoy Aspen in a sustainable and meaningful way and developed a strategy around distributing these assets.

How To Campaign

Our How To campaign continues to evolve as we educate visitors on how to best enjoy our natural resources responsibly. In 2019, How To content pageviews increased by 44%.

Social Media

This summer we consciously made a shift to use our social media as an educational tool and launched the Tag Responsibly campaign, where you can protect our wild places by not giving a specific geo location in lesser known areas. The geotag also includes a Call to Action for users to take the Aspen Pledge.







Content Distribution

To distribute this educational content we currently use our seasonal brochures, newsletter, and a newly added chatbot on our website.

- 63% Average open rate of e-news YTD +43% click thru rate
- Email Capture rate has increased over 400%
- Aspen Winter Rack Brochure: 25,00 distributed in town & across the state
- Aspen Spring, Summer, and Fall Brochure: 35,000 distributed in town & across the state
- Blog 10.42% increase in pageviews & 20% increase in time spent on the pages



I pledge to explore Aspen responsibly I will come prepared for any experience

I will feed my sense of adventure, but never feed the wildlife.

I will forego high fashion, and dress for high elevations.

I will venture into the great unknown while staying on the known trails.

I will carve the snow & not the trees.

I will find myself without Mountain Rescue having to find me.

I will hit the slopes without hitting the

I will take awesome selfies, without endangering myself-ie

I will camp only where permitted and secure a permit when necessary

I will remain in one piece, by leaving the wildlife in peace.

I will adhere to ski patrol closures as I wander here and there.

I will not ski in jeans.

GROUP SALES

The sales team focuses on driving group and travel trade business businesses into the destination during need periods and positions Aspen as an appealing destination for city-wide events utilizing 3 or more hotels.

Key Successes

The sales team supported the Earth's Call city-wide event in the May secret season. This event was successfully hosted through our partnerships with the lodging community and the air service sustainability committee securing increased air lift in the spring.

Client relationships were developed with new prospects and strengthened with existing clients during in market sales missions. The sales team connected with and educated clients during sales calls, networking events, and industry shows.

@weddingsaspen followers increased on Instagram through strong engagement, inspiring content which included videos and stories, and account takeovers by top destination wedding planners.

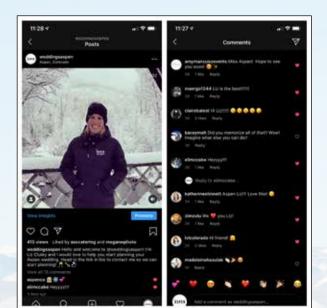
A monthly newsletter reporting back to the hotel stakeholders was initiated this year to share companies that the sales team met with during travel and tradeshows, upcoming member events, and cooperative travel opportunities.

E-Newsletters

Meetings
Quarterly to
10K planners
Open Rate: 21%

Weddings
Bi-annually to
400 planners
Open Rate: 46%

Monthly to
60 hotel partners
Open Rate: 50%











Fam Testimonials

"The hotel tours were informative and just what I needed to see to share with my clients. I will be sending an RFP shortly ... yay!"

"Thank you for the wonderful FAM trip. It was so lovely meeting all of you and your partners in the Aspen community. I very much appreciate your generosity and I already cannot wait to find an event I can plan in Aspen."

"I am ready to go back!! All I thought when I landed back in NY is how much I miss the beauty and charm of Aspen!"

"What a wonderful trip to beautiful Aspen. The scenery makes me swoon, and ACRA planned so many fantastic tours and excursions, it's difficult to choose a highlight. Difficult but not impossible, because the trip was made so special, by the attentiveness from Jack, Sarah and Liz during our time together. As so often is the case, the people make the trip. I feel very privileged indeed to be included. It will surely make me re-double my efforts to place business in Aspen in the future "

"THANK YOU for hosting such a wonderful and informative fam. I thoroughly enjoyed it since it was my first time to the area!"

"You truly arranged an amazing trip I had no idea what all Aspen had to offer. You clearly are on the top of our list of locations to recommend for our upcoming incentives!"





COMMITTEES & AFFILIATIONS

Committees

ACRA provides community members with various opportunities to volunteer and serve on our committees.

The 2019 committees were as follows:

Executive Committee

Finance Committee

Public Affairs Committee

Marketing Advisory Committee

Outdoor Guides Coalition

Affiliations

ASE Vision: Airport Experience Working Group

ASE Vision: Community Character Working Group

Aspen Young Professionals

Association of Chamber of Commerce Executives

Brand USA

Colorado Chamber of Commerce

Colorado Destination Marketing Organization

Colorado Tourism Office

Destination Colorado Board Member, Sarah Reynolds Lasser

Destinations International

Destination Marketing Association of the West President, Debbie Braun

Meeting Professionals International

Northwest Colorado Council of Governments Board Member, Kathryn Dziedzic

Rotary Club of Aspen

Sister Cities

Society for Incentive Travel Excellence

U.S. Travel

Weddings International Professionals Association Board Member, Liz Cluley

Western Association of Chamber Executives

ACRA Staff members individually volunteer in the community by participating in:

Response Board Member, Kathryn Dziedzic

Staff

Debbie Braun

President & CEO

John Davies

Executive Assistant

Jennifer Albright Carney

Vice President of Event Marketing

Eliza Voss

Director of Marketing

Sarah Reynolds Lasser

Senior Director of Business Development

Liz Cluley

Senior Sales Manager

Jessica Hite

Senior Marketing Manager

Kathryn Dziedzic

Senior Membership Manager

Bridget Crosby

Marketing Manager

Noël Chiarelli

Special Events Manager

Jack Orsi

Sales Coordinator

Lindsey Fay

Member Services Coordinator

Diana Morrissey

Visitor Services Manager

Susan Bantis

Airport Guest Service Director



BUDGET ALLOCATION



