

AGENDA
SUN VALLEY AIR SERVICE BOARD MEETING
KETCHUM CITY HALL
191 5th Street, Ketchum
Wednesday, December 8 - 2:00 PM

ZOOM Information: <https://ketchumidaho-org.zoom.us/j/83881151372>

One tap mobile

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+17207072699,,83881151372# US (Denver)

CALL TO ORDER

ROLL CALL

PUBLIC COMMENT

REMARKS FROM THE CHAIR

REMARKS FROM THE BOARD

CONSENT AGENDA (Action Item) *All items listed under the Consent Agenda will be approved in one motion without discussion unless any Board Member requests that the item be removed for individual discussion and possible action.*

1. Approval of Air Service Board Minutes from September 22, 2021
2. Receive and File Financials:
 - a. 1% Local Option Tax Report: August - September, 2021

ACTIONS/DISCUSSIONS/PRESENTATIONS

3. Discussion and possible approval of Resolution 2021-01 Setting forth the Sun Valley Air Service Board Meeting Dates for 2022 (action item)
4. Discussion and approval of **Exhibit B – FY22 Adopted Budget and Payment Percentages for Sun Valley Marketing Alliance and for Fly Sun Valley Alliance for FY2022** to the Contract for Services between the Sun Valley Air Service Board and SVMA/FSVA (action item)
5. Discussion and approval of **Exhibit A – Scope of Services for Fly Sun Valley Alliance for FY22** to the Contract of Services between the Sun Valley Air Service Board and FSVA: (action item)
6. Discussion and approval of a Memorandum of Understanding between the Sun Valley Air Service Board and the Fly Sun Valley Alliance to amend the Contract for Services between the parties (action item)
7. Discussion and approval of **Exhibit A – Scope of Services for Sun Valley Marketing Alliance/Visit Sun Valley for FY22** to the Contract for Services Between the Sun Valley Air Service Board and SVMA: (action item)

EXECUTIVE SESSION – IF CALLED

Pursuant to Idaho Code § 74-206 (d) to consider trade secrets that are exempt from disclosure as provided in Idaho Code 74-107.

ADJOURNMENT

Please Note: The agenda is subject to revisions. Any person in need of assistance to attend or participate should contact Ketchum City Hall prior to the meeting. Air Service Board Packets are online at www.haileycityhall.org; www.sunvalleyidaho.gov; and www.ketchumidaho.org.

**SUN VALLEY AIR SERVICE BOARD
MEETING MINUTES
September 22, 2021 at 2:00 PM
Sun Valley City Hall**

CALL TO ORDER

Mayor Bradshaw called the meeting to order at 2:00 PM.

Present: Neil Bradshaw - Mayor, City of Ketchum
Peter M. Hendricks – Mayor, City of Sun Valley
Martha Burke – Mayor, City of Hailey (via Zoom)
Jacob Greenberg, Blaine County Commissioner (via Zoom)

Staff: Jade Riley – City Administrator, City of Ketchum (via Zoom)
Shellie Rubel – City Treasurer, City of Ketchum (via Zoom)
Walt Femling – City Administrator, City of Sun Valley
Nancy Flannigan – City Clerk/Asst. to the City Administrator, City of Sun Valley
Heather Dawson – City Administrator, City of Hailey (via Zoom)

PUBLIC COMMENT

None.

REMARKS FROM THE CHAIR

None.

REMARKS FROM THE BOARD

None.

CONSENT AGENDA

1. Approval of Air Service Board Minutes of July 21, 2021, and August 25, 2021.
2. Receive and File Financials:
 - a. 1% Local Option Tax Report – June – July 2021.

Motion to approve the consent agenda, *in toto*.

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Peter Hendricks, Mayor of Sun Valley
SECONDER:	Neil Bradshaw, Mayor of Ketchum
AYES:	Bradshaw, Hendricks (Burke was not present for this motion)

ACTION/DISCUSSION/PRESENTATION

3. Authorization for payment of bills on-hand through September 17, 2021.

Motion to approve the bills on-hand through September 17, 2021.

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Peter Hendricks, Mayor of Sun Valley
SECONDER:	Neil Bradshaw, Mayor of Ketchum
AYES:	Bradshaw, Hendricks (Burke was not present for this motion)

4. Discussion and possible approval of a proposal for auditing services with Workman & Company for FY2021.

Motion to approve the proposal for auditing services with Workman & Company for FY2021.

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Peter Hendricks, Mayor of Sun Valley
SECONDER:	Martha Burke, Mayor of Hailey
AYES:	Bradshaw, Burke, Hendricks

5. Fly Sun Valley Alliance air service update.

Carol Waller, Fly Sun Valley Alliance, provided an update. They are looking ahead to the winter and the full schedule should start around December 16th. They are monitoring the bookings closely.

6. Sun Valley Marketing Alliance update.

Scott Fortner, Sun Valley Marketing Alliance, was absent but did provide an update, which Mayor Bradshaw read aloud. Season passes and Epic passes seem to be strong and other resorts are slowly rolling out their COVID protocols. COVID will have some impact on us, though it is too early to tell what that impact will be. Holiday bookings are booking strong though everything else is way off the traditional pace. Interest in winter visitation is strong and they had one of the best performing media partnerships with the Yoga Journal.

ADJOURNMENT

Motion to adjourn.

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Peter Hendricks, Mayor of Sun Valley
SECONDER:	Martha Burke, Mayor of Hailey
AYES:	Bradshaw, Burke, Hendricks

The meeting was adjourned at 2:12 PM.

Neil Bradshaw, Chair

Peter M. Hendricks, Secretary/Treasurer

1% LOT Received	1% LOT Contribution				Expenses		Funds for Contracts
	Sun Valley	Ketchum	Hailey	TOTAL	Communities' Direct Costs	SVASB Administrative Budget	
Dec-20	36,567.37	177,324.51	6,615.97	220,507.85	(6,546.86)	(3,025.00)	210,935.99
Jan-21	28,030.56	169,956.42	3,111.82	201,098.80	(6,375.14)	(75.00)	194,648.66
Feb-21	72,930.72	303,537.35	6,216.56	382,684.63	(6,527.27)	(75.00)	376,082.36
Mar-21	49,539.90	223,630.77	7,784.62	280,955.29	(6,604.11)	(75.00)	274,276.18
Apr-21	63,886.05	245,042.16	11,981.15	320,909.36	(6,809.73)	(75.00)	314,024.63
May-21	74,448.14	260,706.77	11,786.05	346,940.96	(6,800.18)	(75.00)	340,065.78
Jun-21	35,960.38	153,617.35	6,023.16	195,600.89	(6,517.79)	(675.00)	188,408.10
Jul-21	42,900.76	182,153.65	6,880.82	231,935.23	(7,809.82)	(75.00)	224,050.41
Aug-21	100,816.18	266,093.28	15,925.40	382,834.86	(7,003.00)	(75.00)	375,756.86
Sep-21	138,835.72	349,573.46	29,240.44	517,649.62	(7,655.44)	(75.00)	509,919.18
Oct-21	120,822.54	263,743.32	22,904.64	407,470.50	(7,344.99)	(75.00)	400,050.51
Nov-21	91,406.86	253,838.45	13,997.98	359,243.29	(6,908.56)	(75.00)	352,259.73
Total	856,145.18	2,849,217.49	142,468.61	3,847,831.28	(82,902.89)	(4,450.00)	
City Budgeted	607,000.00	2,156,452.00	102,886.02				
Over Budget	249,145.18	692,765.49	39,582.59				

Fly SV Alliance						SVMA			
Budget Remaining		1,000,000.00		0.00		Budget Remaining		1,129,000	
0.00	0.00								0

1% LOT Received	Funds for Contracts	% of Available Funds Owed	Funds for Contract	Invoiced Amount	Available Funds	Check	% of Available Funds Owed	Funds for Contract	Invoiced Amount
Dec-20	210,935.99	40%	84,374.40				60%	126,561.59	
Jan-21	194,648.66	40%	77,859.46	162,233.86	(162,233.86)	1140	60%	116,789.20	243,350.79
Feb-21	376,082.36	40%	150,432.94				60%	225,649.42	
Mar-21	274,276.18	40%	109,710.47	260,143.42	(260,143.42)	1144	60%	164,565.71	390,215.12
Apr-21	314,024.63	40%	125,609.85				60%	188,414.78	
May-21	340,065.78	40%	136,026.31	261,636.16	(261,636.16)	1147	60%	204,039.47	392,454.25
Jun-21	188,408.10	50%	94,204.05				50%	94,204.05	
Jul-21	224,050.41	50%	112,025.21	206,229.26	(156,229.26)	1151	50%	112,025.21	102,980.00
Aug-21	375,756.86	50%	187,878.43	109,757.30	(159,757.30)	1153	50%	187,878.43	
Sep-21	509,919.18	50%	254,959.59				50%	254,959.59	
Oct-21	400,050.51	50%	200,025.26				50%	200,025.26	
Nov-21	352,259.73	50%	176,129.87				50%	176,129.87	
Total			1,709,235.84	1,000,000.00	(1,000,000.00)			2,051,242.56	1,129,000.16
	<i>amount over budget</i>		709,235.84	<i>Budget reached final payment</i>			<i>amount over budget</i>	922,242.40	<i>Budget reached no p</i>

Cash Flow Statement	
125,996.75	cash balance
-	SVMA
-	Fly Sv Alliance
5,911.95	Hailey December 20 Revenue CHECK WAS NOT RECEIVED (hailey is issuing in December 21)
210,829.39	Sun Valley Revenue payment deposited in October 21
35,094.39	Hailey Revenue payment deposited in November 21
906,101.00	Ketchum Revenue payment deposited in November 21
-	Investment transfer to be authorized
1,283,933.48	ending cash balance

SUN VALLEY AIR SERVICE BOARD

RESOLUTION 2021-01

A RESOLUTION OF THE SUN VALLEY AIR SERVICE BOARD SETTING THE SUN VALLEY AIR SERVICE BOARD MEETING DATES FOR 2022

WHEREAS, the Bylaws for the Sun Valley Air Service Board provide that meetings of the Board will be held at such time and place as is established by the Board; and

WHEREAS, the Sun Valley Air Service Board wants to establish a regular meeting schedule for calendar year 2022.

NOW, THEREFORE, BE IT RESOLVED BY THE SUN VALLEY AIR SERVICE BOARD that the regular meeting schedule of the Sun Valley Air Service Board in 2022 shall be as follows:

January 19th at 2:00 PM	City of Sun Valley, City Hall, 81 Elkhorn Road, Sun Valley, ID
March 16th at 2:00 PM	City of Ketchum, City Hall, 480 East Avenue North, Ketchum, ID
May 25 th at 2:00 PM	City of Sun Valley, City Hall, 81 Elkhorn Road, Sun Valley, ID
July 20th at 2:00 PM	City of Ketchum, City Hall, 480 East Avenue North, Ketchum, ID
September 21st at 2:00 PM	City of Sun Valley, City Hall, 81 Elkhorn Road, Sun Valley, ID
December 7 th at 2:00 PM	City of Ketchum, City Hall, 480 East Avenue North, Ketchum, ID

Regular Sun Valley Air Service Board meeting dates are subject to change due to availability of a quorum or other circumstances. Any change from the above adopted dates will be noticed in accordance with Idaho Code 74-204, as amended.

PASSED BY THE SUN VALLEY AIR SERVICE BOARD THIS _____ DAY OF DECEMBER, 2021.

Peter M. Hendricks, Chair

Neil Bradshaw, Secretary

Exhibit B

**SUN VALLEY AIR SERVICE BOARD
FY 2022 ADOPTED BUDGET**

**WITH CONTRACT AMOUNTS
FOR FSVA**

		<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>+/-</u>	<u>% CHANGE</u>
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ESTIMATED</u>	<u>PROPOSED</u>	<u>FY 2021/2022</u>	<u>FY 2021/2022</u>
REVENUES										
CITY OF HAILEY 1% LOCAL OPTION TAX	01-3100-1000	92,967	106,729	81,251	96,051	34,360	102,886	115,000	12,114	19.7%
CITY OF KETCHUM 1% LOCAL OPTION TAX	01-3100-2000	2,077,226	2,227,612	2,161,877	2,155,589	1,500,000	1,936,000	1,900,000	(36,000)	-11.9%
CITY OF SUN VALLEY 1% LOCAL OPTION TAX	01-3100-3000	678,200	756,721	608,190	645,707	598,600	607,000	650,000	43,000	0.7%
INTEREST EARNINGS	01-3700-1000	1,314	2,477	3,818	1,000	1,040	1,300	1,300	-	30.0%
FUND BALANCE APPLIED	01-3800-9000	-	-	-	276,103	-	-	144,175	144,175	-47.8%
TOTAL REVENUE		2,849,707	3,093,539	2,855,135	3,174,450	2,134,000	2,647,186	2,810,475	163,289	-11.5%
EXPENDITURES										
CONTRACTS FOR SERVICES	01-4190-4200	2,568,849	2,999,500	3,139,695	3,170,000	2,129,000	2,129,000	2,805,075	676,075	-11.5%
OFFICE SUPPLIES/POSTAGE	01-4910-3100	80	95	148	300	354	354	354	-	18.0%
ADVERTISING/PUBLIC NOTICES/WEBSITE	01-4190-4400	240	200	240	600	600	600	600	-	0.0%
AUDIT	01-4190-4000	1,100	1,100	1,100	1,100	1,100	1,100	1,100	-	0.0%
ATTORNEY FEES	01-4190-4100	1,225	365	1,760	1,000	1,400	1,400	1,800	400	80.0%
INSURANCE	01-4190-4600	1,349	1,443	1,546	1,450	1,546	1,546	1,546	-	6.6%
TRANSFER TO FUND BALANCE	01-4190-8800	-	-	-	-	-	-	-	-	n/a
TOTAL EXPENDITURES		2,572,843	3,002,703	3,144,489	3,174,450	2,134,000	2,134,000	2,810,475	676,475	-11.5%
BEGINNING FUND BALANCE		114,778	391,642	391,642	482,478	194,175	194,175	707,361		
ENDING FUND BALANCE		391,642	482,478	102,288	206,375	194,175	707,361	563,186		
					Audited Fund Balance		(144,175)			
					Reserve for unexpected expenditures	(50,000)	(50,000)	(50,000)	(50,000)	
					Total un-audited fund balance	144,175	144,175	513,186	513,186	

Contract Amount for Fly Sun Valley Alliance - 43% of Contract Expense Budget for a maximum of \$1,200,000

Contract Amount for Sun Valley Marketing Alliance - 57% of Contract Expense Budget for a maximum of \$1,605,075



MISSION

Retain, develop and improve air service at Friedman Memorial Airport (SUN) for the benefit of the community

ORGANIZATIONAL STRUCTURE

Fly Sun Valley Alliance (FSVA) is an Idaho non-profit 501c(6) corporation with both private and public sector volunteer board members representing governments, organizations and businesses throughout Blaine County.

SCOPE OF WORK

AIR SERVICE DEVELOPMENT

Secure & Manage Contract Air Service: Currently Alaska (SEA) flights; United (LAX/SFO/ORD) flights

- Negotiate air service contract terms with airlines:
 - Operating season, schedules, equipment
 - MRG cap amount; analysis of cost per flight & projected revenues
 - LOC requirements; Weather diversion busing provisions
- Monitor bookings on weekly basis; cost & revenue monthly
- Monitor performance on ongoing basis, including within our competitive set
- Initiate fare and schedule adjustment discussions with airline partners as needed
- Assist with coordination of air service market planning for SUN with other partners (VSV, SVC, ITC, etc.)
- Support enhanced weather diversion bussing program for all SUN commercial air travelers and airlines
- Coordinate with Friedman Memorial Airport in all aspects of air service planning/implementation
- Support coordination of start-up effort for new service (as needed) – launch celebrations, marketing, etc.

Manage & Support Non-Contract Air Service:

- Monitor performance on ongoing basis, including within our competitive set
- Initiate fare & schedule adjustment discussions with airline as appropriate
- Assist with coordination of air service marketing planning for SUN with other partners (VSV, SVC, ITC, etc.)
- Support enhanced weather diversion bussing program for all SUN commercial air travelers and airlines

RESEARCH

- Conduct air passenger survey research at SUN and other surveys of air travelers as warranted
- Collect/analyze/report other research re: travel trends, demographics, economic impact
- Monitor monthly enplanement, seat occupancy, other air service data relative to SUN, industry & competitive set

COMMUNITY OUTREACH/EDUCATION - LOCAL AIR MARKETING

- Maintain FSVA website, www.flysunvalleyalliance.com, with information on SUN air service, news, studies, etc.
- Provide ongoing public outreach/communications via Enews, social media, meetings, presentations, other
- Assist traveling public with information related to air service as needed
- Create & implement local air service marketing/PR programs targeted to local and regional air travelers
- Assist with coordination of marketing of flights/fares sales, etc. with airlines and local/state partners

STRATEGIC PLANNING - KEY GOALS & METRICS

- **Retain/Expand Current Air Service:** Retain and support contracted nonstop SEA/LAX/SFO/ORD flights; support SLC, DEN non-contracted flights; work with airlines to improve air service schedules/frequency as feasible.
- **New Air Service:** Research opportunities for new nonstop flight markets as feasible per strategic plan
- **Build SUN Passenger Traffic:** Work with marketing partners and airlines to increase load factors & minimize air service costs as feasible. Work with airlines on SUN fares and schedules to reduce air passenger leakage.
- **Research:** Conduct seasonal air passenger surveys at SUN; conduct competitive analysis, economic impact and other research as needed.

**MEMORANDUM OF UNDERSTANDING
ADDENDUM**

This Memorandum of Understanding (“MOU”) is hereby made and entered effective to _____, 2021, by and between the Sun Valley Air Service Board (“Board”), a joint powers authority of the State of Idaho, and the Fly Sun Valley Alliance (“FSVA”), an Idaho non-profit corporation (collectively “Parties”).

WHEREAS:

- A. The Parties have entered into a *Contract for Services Between the Sun Valley Air Services Board and FSVA*, effective January 31, 2018 (“Contract”).
- B. The Contract, Provision 5(B) provides that FSVA shall maintain a contract with Sun Valley Company (“SVC”) for 50% reimbursement in cash of Air Service Contract Costs. Said reimbursements shall include a cash payment for 50% of MRG costs, and other contributions for at least 50% of other Air Service Contract costs.
- C. The Parties jointly and collectively desire that the Provision 5(B) should be clarified to specify that it is acceptable for the SVC 50% contribution of Air Service Contract Costs to be made in cash and equivalent cash value of in-kind contributions.

THEREFORE, the Parties hereby mutually agree that Provision 5(B) shall be amended to read as follows:

FSVA shall maintain a contract with SVC wherein SVC shall reimburse FSVA for 50% of Air Service Contract Costs. Said reimbursements shall include cash and/or in-kind (equivalent cash value) contributions totaling 50% of Air Service Contract Costs.

The Parties hereto have caused this MOU to be executed by their duly-authorized representatives.

SUN VALLEY AIR SERVICE BOARD

By: _____
Neil Bradshaw, Board Chair

ATTEST:

Peter Henricks, Secretary/Treasurer

FLY SUN VALLEY ALLIANCE

By: _____
John Curnow, Board President

MEMORANDUM OF UNDERSTANDING
FY21-ADDENDUM

This Memorandum of Understanding ("MOU") is hereby made and entered effective to ~~October 1~~, 2021, by and between the Sun Valley Air Service Board ("Board"), a joint powers authority of the State of Idaho, and the Fly Sun Valley Alliance ("FSVA"), an Idaho non-profit corporation (collectively "Parties").

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WHEREAS:

- A. The Parties have entered into a *Contract for Services Between the Sun Valley Air Services Board and FSVA*, effective January 31, 2018 ("Contract").
- B. The Contract, Provision 5(B) provides that FSVA shall maintain a contract with Sun Valley Company ("SVC") for 50% reimbursement in cash of Air Service Contract Costs. Said reimbursements shall include a cash payment for 50% of MRG costs, and other contributions for at least 50% of other Air Service Contract costs.
- C. The Parties jointly and collectively desire that ~~for fiscal year 2021 (FY21)~~ the Provision 5(B) should be clarified to specify that it is acceptable for the SVC 50% contribution of Air Service Contract Costs to be made in cash and equivalent cash value of in-kind contributions.

THEREFORE, the Parties hereby mutually agree that ~~for FY21 only~~, Provision 5(B) shall be amended to read as follows:

FSVA shall maintain a contract with SVC wherein SVC shall reimburse FSVA for 50% of Air Service Contract Costs. Said reimbursements shall include cash and/or in-kind (equivalent cash value) contributions totaling 50% of Air Service Contract Costs.

The Parties hereto have caused this MOU to be executed by their duly-authorized representatives.

SUN VALLEY AIR SERVICE BOARD

By: _____
Neil Bradshaw, Board Chair

ATTEST:

Peter Henricks, Secretary/Treasurer

FLY SUN VALLEY ALLIANCE

By: _____
John Curnow, Board President


VISIT SUN VALLEY

ANNUAL REPORT
2019-2020



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The background of the entire page is a photograph showing the silhouettes of four people riding horses across a field. The scene is set at sunset, with a warm orange and yellow sky and dark, silhouetted mountains in the background. The riders are moving from left to right across the frame.

This report covers our fiscal year October 2019 – September 2020



All the while, we continued to take care of our visitors. We developed a three-phase approach to our summer marketing efforts beginning by focusing on drive markets, moving to popular second-homeowner cities, and rounding this out with extended reach markets once it was clear that visitor confidence was building for summer travel.

As we look to the future, we know, more than ever, that tourism is a team sport, one where everyone must play an active role. Welcoming visitors back at pre-pandemic levels will take strategic, calculated, and thoughtful attention, with an emphasis on building loyalty and retention. Despite its impact on the Valley, the entire community banded together to address COVID-19. We are grateful for and want to celebrate the creativity, adaptability, and generosity of our businesses, individuals, organizations, and community groups. The resilience that everyone has shown certainly made me realize that this is truly "What We're Made Of."

A MESSAGE FROM OUR DIRECTOR

The year 2020 was an interesting one, to say the least. At Visit Sun Valley, we've always known that marketing and advertising adapts with the times. This past year, more than ever, our ability to adapt as an organization has been tested around every corner.

In early March, as soon as it was clear that Sun Valley would not escape the impacts of COVID-19, Visit Sun Valley spearheaded a stakeholder meeting to inform, educate, and plan for addressing the pandemic. Not a week later, the community was asked to "shelter in place" to reduce the virus's spread. Everything turned on its head; nothing felt normal.

At Visit Sun Valley, we have always been storytellers, but this year, we have also become messengers, communicators, facilitators, advisors, listeners, analyzers, and researchers. We placed ourselves on the front lines of communication and information, leaning on our incredibly strong community of local businesses to develop a unified voice and path forward.

2020 HIGHLIGHTS

- Before the pandemic, we recorded an exceptionally strong start to the year, with the best occupancy rates and tax collections on record. During that time, we welcomed the National Brotherhood of Skiers (See visitor results on page 19).
- Visit Sun Valley stayed adaptable, agile, and creative.
- Spearheaded stakeholder meeting to inform, educate, and plan for addressing the COVID-19 pandemic.
- Published community and visitor resources related to COVID-19, including a COVID-19 landing page, a business openings, closures, and offerings guide, and a self-isolation inspiration blog.
- Coordinated guidelines of re-opening for lodging partners.
- Communicated PPE and PPP information in partnership with SVED and the The Chamber to the business community.
- Created a resource guide for businesses to use as guest-facing communications.
- Developed toolkits for messaging to visitors, clients, and guests.
- Hosted a meeting for Mountain Destination Chambers and DMOs.

Regards,

Scott Fortner, Executive Director
Visit Sun Valley



A MESSAGE FROM OUR CO-CHAIRS

COVID-19's impact has reached far and wide, requiring every business, individual, and organization to adapt to a new way of interacting with their customers, friends, and even their families. At Visit Sun Valley, we are prepared to help the community navigate what is next, safely and sustainably.

As a community that relies on tourism for two-thirds of our economy, last year's journey was at times a painful one. However, in the spring, with businesses reeling from shutdowns and a lack of tourists, Visit Sun Valley, its staff, and the Board of Directors decided to shift our attention to include not only visitors, but our local businesses, their employees, and the community.

One lesson from the past year is a renewed sense of the importance of "quality of life" in how our residents and visitors experience Sun Valley. We've worked hard to educate, integrate, and steward the influx of people into our community with campaigns like Mindfulness in the Mountains (see page 12 for more information on the year's new initiatives). We remain focused on strengthening our tourism

economy safely and sustainably while maintaining our unique mountain culture. Our incredible quality of life is poised to create new opportunities for our Valley and the chance for our economy to rebound stronger than ever.

As we look ahead, "business as usual" takes on a new meaning. It's no longer what we did in the past, but our resilience and adaptability for the future. There will be new opportunities and new challenges. We must remain respectful and empathetic, cautiously optimistic, and thankful for the resources that we have.

Kind Regards,

Diann Craven & Candice Pate, Co-Chair
Visit Sun Valley

PURPOSE, MISSION, VISION & GOALS

OUR PURPOSE

To create a better life for our community and the experience of the visitors through sustainable tourism with the strategy of right place, right people, right time.

OUR MISSION

To raise awareness of Sun Valley, Idaho, and influence consumers in an effort to sustainably balance visitation from our target markets and valued guests.

OUR VISION

Sun Valley will be recognized as a leader in mountain resort lifestyle, culture, and recreation.

OUR GOALS

PRE-PANDEMIC GOALS (OCT - MAR)

- Build sustainable visitation to the area in underutilized seasons.
- Increase market share.
- Increase Raw Occupancy by +5% and Room Nights Sold by +8%.
- Influence positive growth of Local Option Tax collections.
- Maintain an airline seat occupancy of 70% - 75%.

PANDEMIC GOALS (MAR - SEPT)

- Increase the average dollar spent by guests visiting the Sun Valley area.
- Limit Raw Occupancy decreases to -10% through the winter months and Room Nights Sold by -25%, pending the influences of the COVID-19 pandemic.
- Increase tax collections back to equal levels of the 5-year average.
- Maintain consistent air service to our current nonstop flight markets.
- Build sustainable visitation and educate newcomers of the culture and spirit of the Sun Valley area.

OVERALL OBJECTIVES

PRE-PANDEMIC OBJECTIVES

- Work with stakeholders to make well-informed strategic decisions for the future growth of the Wood River Valley.
- Engage repeat visitors to encourage visitation in seasons they have not experienced.
- Inform visitors of the plethora of activities and experiences that the area has to offer to increase spend and length of stay.
- Leverage the access to our wide array of outdoor spaces in our PR and advertising efforts.
- Create awareness for Sun Valley and the Epic Pass partnership.
- Continue engagement with our nonstop flight markets to ensure awareness of the air access to Sun Valley driven by our "Getting Here" landing pages.
- Work with lodging properties to build promotions and value-added offerings that entice visitors during low occupancy periods.
- Develop a lifetime value of the guest model.
- Continue to evaluate more stable funding models.

PANDEMIC BASED OBJECTIVES

- Engage with regional drive audiences, second homeowners, and past guests familiar with the destination.
- Explore adaptations of the lifetime value of the guest model to reflect the changes in visitor behaviors and patterns.
- Look for opportunities to increase the dollar value of the guest through longer lengths of stay and increased spending.
- Build out a series of information touchpoints for best-practices on traveling to and enjoying the open spaces of Sun Valley.
- Create and distribute pandemic-related messaging through our COVID landing page.
- Develop Mindfulness in the Mountains, an awareness campaign for new visitors and residents focusing on stewardship and education. Mediums include posters, masks, and guides.
- Leverage a wider range of communication tactics, outlets and channels than had ever been established previously.

2019-2020 HIGHLIGHTS



PRE-PANDEMIC HIGHLIGHTS

- Expanded our board and advisory committee seats to represent a broader range of sectors.
- Added two new members to our team – Cody Richmond as the Marketing Coordinator and Kami Miller as the Visitor Center Manager.
- Introduced Sun Valley as an Epic Pass partner.
- Hosted the National Brotherhood of Skiers.

PANDEMIC HIGHLIGHTS

- Collaborated with a variety of stakeholder groups to learn from, inform, and strategize on topics ranging from sustainable tourism to health and safety concerns.
 - Wood River Valley Tourism Coalition
 - Outdoor Recreation Management Group
 - Sun Valley Lodging Association
 - Blaine Recovery Committee
- Developed a series of COVID-19 related materials and messaging that included a website landing page, weekly emails, and a business toolkit.
- Launched the Mindfulness in the Mountains campaign that emphasizes cultural and recreational education as well as best health practices.
- Worked with recreational leaders to develop trail etiquette awareness.
- Developed and adapted an ongoing set of FAQs, many of which have been integrated into our new automated chat feature on visitsunvalley.com.
- Maintain the airport's lineup of air service from 6 nonstop destination including Chicago, Denver, Los Angeles, Salt Lake City, San Francisco and Seattle.
- Assisted in the development of operational safety protocols for lodging and accommodation partners.

NEW INITIATIVES



PRE-PANDEMIC INITIATIVES

- Creation of Stakeholder Group: Wood River Valley Tourism Coalition
- Joining of the 'Pledge for the Wild' initiative in conjunction with the Blaine County Recreation District
- Welcome Epic Pass holders

PANDEMIC INITIATIVES

- Participation in newly formed Local Stakeholder Groups
 - Long Term Recovery Committee
 - Adaptive Recovery Committee
 - Outdoor Recreation Management Group
- Mindfulness in the Mountains Campaign
 - Landing Page
 - Informational Posters | Summer & Fall
 - Masks
- COVID-19 Informational Landing Page
- COVID-19 Related Blogs
- Integrated website chatbot to answer Frequently Asked Questions
- COVID-19 Business Toolkit
- COVID-19 Post Recovery Brief
- Business Opening and Closure Public Information Document
- Trail Etiquette Informational Poster



SUN VALLEY VISITOR RESULTS

PRE-PANDEMIC RESULTS

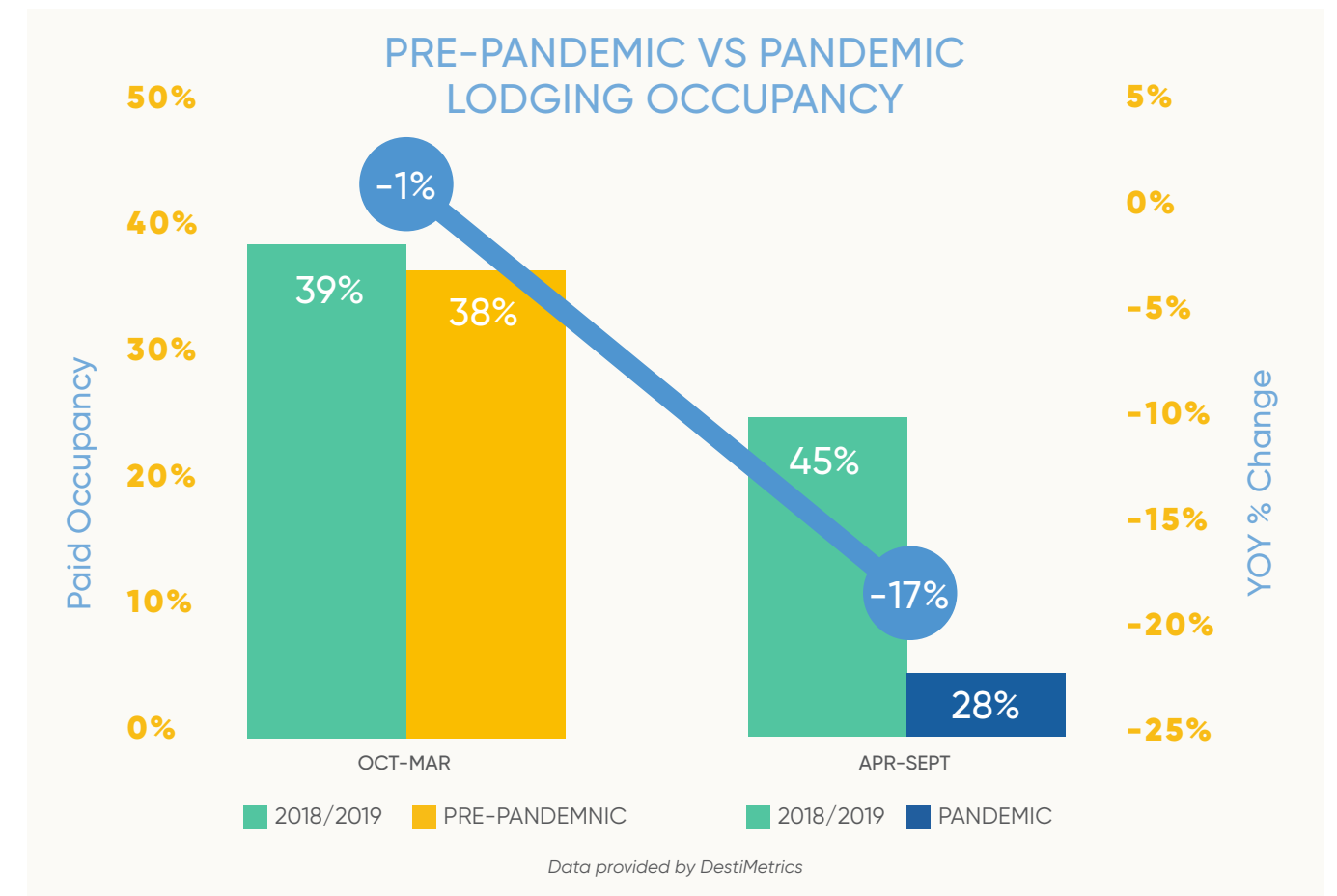
The start of the year kicked off strong thanks to better-than-average winter visitors coupled with an uptick in group-oriented visitation.

- Year-over-year growth during the fall season.
- Record breaking winter visitation, especially in February (lodging occupancy +28%). March was on track to be a record month before the lockdown occurred.

PANDEMIC RESULTS

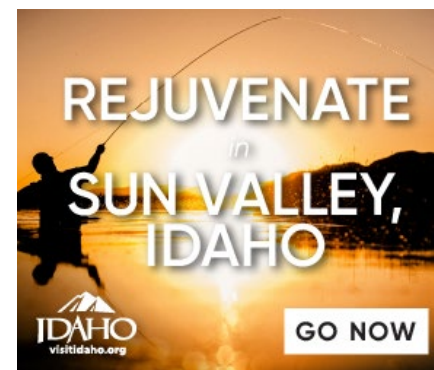
As expected, room nights sold decreased significantly during the pandemic, with near non-existent group and business bookings. Travelers that were comfortable visiting found more confidence staying isolated in vacation rentals.

- Significant decreases in lodging occupancies due to the lack of group bookings.
- Considerable decreases in airline seat occupancy.
- Strong Valley-wide home sales.
- Increased outdoor recreation.
- Strong recreation-based retail sales.



We were on pace to have a record winter with lodging occupancy and tax collections all eclipsing previous years.

MARKETING, ADVERTISING, & PR



MARKETING, ADVERTISING, & PR

When we think of marketing and advertising, we think in the long and short term, not one or the other. The strategy revolves around the actions that we take in the short term that help us move a few steps closer to meeting the long term goals. Our process follows the evolution of customer attraction, to retention, and ultimately to loyalty.

Sustainability and audience alignment are top priorities when formulating our initiatives. We strive to maintain the integrity of this destination through mindful identification of opportunities ranging from activities to underutilized periods of visitation.

Advertising and marketing methods and approaches are ever-evolving. We work with a team of cutting edge strategists, creatives, and media buyers to stay on top of emerging trends and opportunities.

PRE-PANDEMIC MARKETING & ADVERTISING

OCTOBER - MARCH

Moving into the 2019/2020 winter season, our approach focused on the continuation of the “What We’re Made Of” campaign, where we tapped into the unique culture born from Sun Valley’s rich history and the people that call it home. These people and entities include, but are not limited to, innovators, adventurers, creators, and entrepreneurs.

Building awareness of Sun Valley’s partnership with the Epic Pass was a top priority for us. We prioritize the alignment of our messaging to target pass holders within our nonstop flight markets before branching out elsewhere.

The second segment of our efforts focused on the attraction of a younger active audience to the area. The time has come to bring an influx of new energy and appreciation to the region while paving the way for the next generation of lifelong guests. It is important to note that both the Epic Pass holder group and younger audience profile are predominantly new or unexposed potential visitors to the area.

TARGET AUDIENCES

- Active fun-loving families (especially younger-skewed visitors)
- Affluent outdoorsy travelers
- Avid activity participants (especially Epic Pass holders)
- Culture seekers

TARGET MARKETS

- **NONSTOP:** Chicago, Denver, Los Angeles, San Francisco, & Seattle
- **OTHER NATIONAL:** Epic Pass markets, New York, Portland, & Boston
- **REGIONAL:** Boise, Twin Falls, & Salt Lake City

PRE-PANDEMIC RESULTS

111,606 ▲ 5%

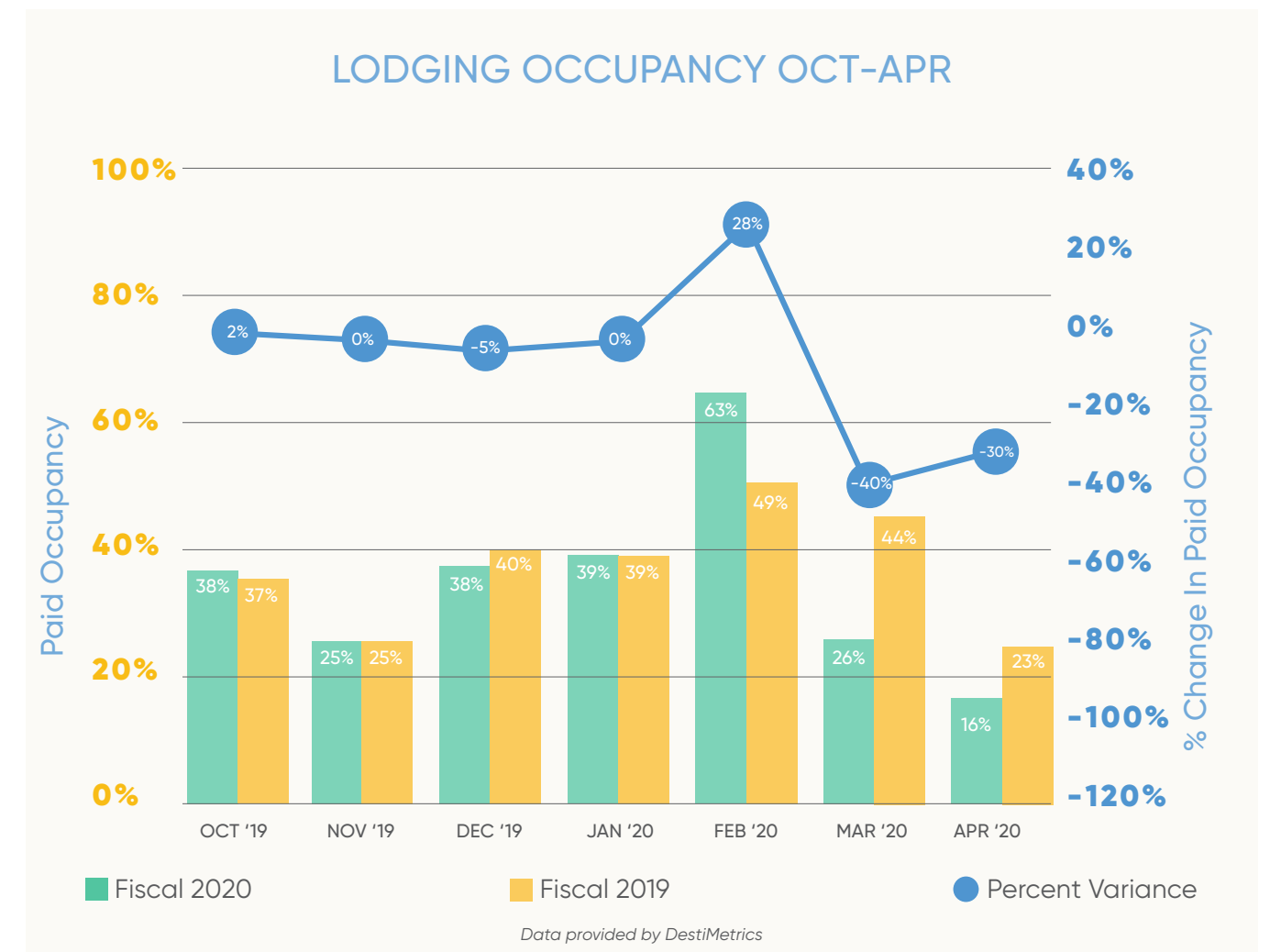
ORGANIC WEB SESSIONS

\$1,077,766 ▲ 8%

LOCAL OPTION TAX COLLECTIONS

36,858 ▲ 20%

ENPLANEMENTS



PANDEMIC MARKETING & ADVERTISING

MARCH - SEPTEMBER

As winter drew to a close and the COVID-19 pandemic settled in, the need to adapt our strategies hit fast and hard. With travel careening to a screeching halt, our directives shifted from attraction to awareness and education. Safety protocols and all-around information on the transformations within our destination became the top priority for visitors. On the local business front, we provided toolkits, best practices, ongoing COVID-19 updates, and more in an effort to help them successfully navigate the challenging times.

When travel began to open back up once again, we looked to engaging audiences that were familiar with the destination. We reminded guests that Sun Valley was and still is here and that vast open spaces awaited them. We urged guests to not cancel their plans completely, but rather to rebook them for a time when they might be more comfortable.

We rolled out our summer campaign in a series of phases that began with engaging friends and family as well as second homeowners. We then moved onto people that we had identified as being familiar with the place. Lastly, we looked for new potential visitors that aligned with our outdoor activity interests.

In addition to the awareness plays, we launched a campaign called Mindfulness in the Mountains to continue the education-based endeavours. This initiative brought together a collection of resources that included the phases of openings, recreation resources, insights to our mountain culture, and safety procedures for visitors and locals alike.

TARGET AUDIENCES

- Second homeowners
- Those familiar with Sun Valley as a destination
- Outdoor adventure seekers
- Mountain bikers & wellness seekers

TARGET MARKETS

- **NONSTOP:** Denver, Los Angeles, San Francisco, & Seattle
- **REGIONAL:** Boise, Twin Falls, & Salt Lake City

PANDEMIC RESULTS

193,325 ▲ 1%

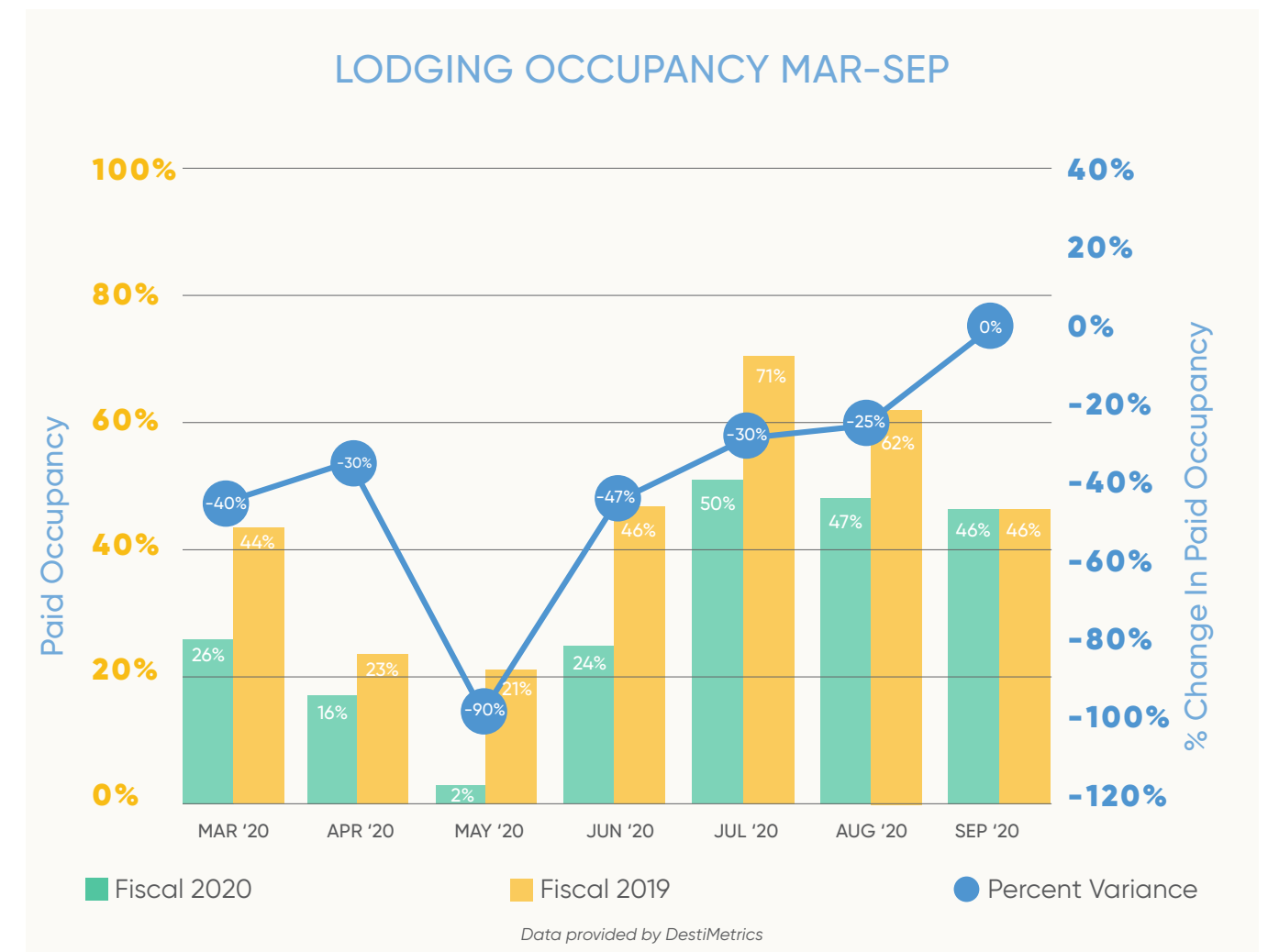
ORGANIC WEB SESSIONS

\$1,197,932 ▼ 10%

LOCAL OPTION TAX COLLECTIONS

12,616 ▼ 74%

ENPLANEMENTS



PUBLIC RELATIONS

The value of earned media continues to be one of the best endorsements and validations for what Sun Valley has to offer. This area and its make-up continues to produce positive, news-worthy stories. We keep a close finger on the pulse of the community to cultivate, package, and pitch the unique highlights that make Sun Valley shine.

PRE-PANDEMIC EFFORTS & HIGHLIGHTS

The start of the year was business as usual. The Epic Pass partnership, winter based-recreation, and wellness were our primary angles.

JOINT MEDIA MISSION TO SEATTLE

- We teamed up with several local lodging properties and vendors to participate in the annual premier of the Warren Miller ski movie.
- With Seattle's strong Epic Pass owner base, we were able to inform this engaged audience of our new partnership.
- Our team completed desk-side visits to Seattle based journalists on the front and back end of the premier.
- Additionally, we were able to meet with the Alaska Airlines team to continue to foster our relationship.

TALKING POINTS

- Epic Pass partnership
- Backcountry skiing & snowboarding
- Wellness
- Dark skies
- Arts & culture



PANDEMIC EFFORTS & HIGHLIGHTS

Messaging during the pandemic shifted significantly from travel-enticing angles to highlighting the success stories amidst the devastating challenges. Addressing the media's sensationalized stories stemming from COVID-19.

Vast numbers of publishers furloughed their journalists and the majority of those that were still on staff were unable to travel. As a result, we had several media visits lined up that were ultimately canceled. We shifted our hosting efforts to virtual awareness campaigns aimed at reminding our audience of the amazing outdoor access and remote working opportunities in the Sun Valley area.

TALKING POINTS

- Open spaces and outdoor recreation
- Dark skies
- Wellness
- Remote work and schooling opportunities

VISITOR CENTER

Visit Sun Valley's Visitor Center goals are to provide exceptional customer service to guests and potential guests, as well as to identify new and innovative ways of meeting guest's needs.

PRE-PANDEMIC GOALS & OBJECTIVES

- With a new manager and additional staff, the Visitor Center focused on increased coverage to maximize its service potential to the guests and community.

WELCOMED ▲ 6,000 GUESTS

PANDEMIC EFFORTS & HIGHLIGHTS

To expand the reach of the Visitor Center and to assist those who interface with guests on a regular basis, staff connected with local business owners to:

- Share information and guidance from Visit Sun Valley's Mindfulness in the Mountains campaign
- Gather information from open businesses about their operating procedures and hours, in order to share those details with the public in a central document on visitsunvalley.com

With social distancing protocols in place, the Visitor Center reopened to the public from June 16 through October 18. We deployed touchless resources, like the ability to scan QR codes for information, to assist visitors with minimal contact. In addition, we distributed 5,000, custom-made Mindfulness in the Mountains masks to guests during this period.

**WELCOMED ▲ 2,700 GUESTS
DISTRIBUTED 5,000 MASKS
ENHANCED LOCAL OUTREACH**



**VISITOR
CENTER**

VENDORS

Specialized vendors assist us in meeting our goals and mission while keeping our staffing costs down.



MEDIA BUYING & STRATEGY
Backbone Media – Carbondale, CO



CREATIVE DEVELOPMENT
Two Things – Portland, OR



PUBLIC RELATIONS
Fahlgren Mortine – Boise, ID



WEB DEVELOPMENT
43 Web Studio – Ketchum, ID



SEARCH ENGINE OPTIMIZATION
RightNow Communications – Boise, ID

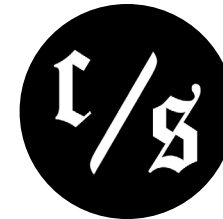
CREATIVE SERVICES

Tapping talented local creatives allows us to produce in-the-moment deliverables.



VIDEO
Stellar Media – Ketchum, ID

BLOGGING
Multiple team members all based in the Wood River Valley – Ketchum, ID



GRAPHIC DESIGN
Cara Shumate – Ketchum, ID

FUNDING PARTNERS

We are grateful for the working relationship with our funding partners, including the Mayors and Councils of both the City of Ketchum and City of Sun Valley, the Idaho Travel Council, and the Sun Valley Air Service Board.

We'd also like to thank our associate members of Visit Sun Valley.



2020 FISCAL YEAR

Visit Sun Valley has been fortunate that our funding partners—City of Ketchum, City of Sun Valley and the Idaho Travel Council—were able to maintain their funding contributions. We saw a slight reduction in the 1% for Air collections via the Air Service Board, delivering 95% of our original estimated amount. This deficit was offset by our shift in strategy during the lockdown and a reduction in labor costs due to the ensuing pandemic.

PROJECTED BUDGET

TOTAL – \$3,137,846

AIR SERVICE LOT FUNDS \$1,754,952		
IDAHO TRAVEL COUNCIL \$426,121	CITY OF SUN VALLEY \$320,000	RESERVES \$225,171
CITY OF KETCHUM \$400,000		STAKEHOLDER BUDGET \$11,602

PRE-PANDEMIC EXPENSES

TOTAL – \$2,906,900

MARKETING EXPENSE (Advertising, Website + PR) \$2,001,400	
OVERHEAD & ADMINISTRATION \$575,000	CREATIVE SERVICES & RESEARCH \$330,500

PANDEMIC EXPENSES

TOTAL – \$2,345,900

MARKETING EXPENSE (Advertising, Website + PR) \$1,601,400	
OVERHEAD & ADMINISTRATION \$480,000	CREATIVE SERVICES & RESEARCH \$264,500

OUR TEAM & SUPPORT

Visit Sun Valley is a small but mighty team drawing from a variety of backgrounds capable of being highly collaborative, nimble, and multifaceted. One of our greatest assets is our communities' dynamic citizens. We have assembled two groups of highly engaged community leaders and members to provide insight to our organization via our Board of Directors and Advisory Committee. The committee expanded in 2020 to increase its outreach and feedback from a variety of businesses and nonprofit sectors in the broader Sun Valley community.

Visit Sun Valley Staff



SCOTT FORTNER
Executive Director



RAY GADD
Marketing Director



ALY SWINDLEY
Community Relations



CODY RICHMOND
Marketing Coordinator

Visitor Center Staff



KAMI MILLER
Visitor Center Manager



CLAUDIA MOHR
Visitor Center Agent



CRUGER THOMAS
Visitor Center Agent



IRENE KOHLI
Visitor Center Agent

Board of Directors



DIANN CRAVEN
Board Co-Chair



CANDICE PATE
Board Co-Chair



KRISTIN POOLE
Advisory Committee Representative



TIM SILVA
Sun Valley Company Representative



CASSIE ABEL
At Large



OLIN GLENNE
City of Ketchum Representative



MIKE BURCHMORE
City of Sun Valley Representative

WE'D LIKE TO WELCOME MIKE BURCHMORE TO THE BOARD AS THE CITY OF SUN VALLEY REPRESENTATIVE

Advisory Committee

- RETAIL SECTOR | SUSAN NIEVES | *Independent Goods*
- CONSERVATION SECTOR | JEN SMITH | *Sawtooth Botanical Gardens*
- NONPROFIT SECTOR | MIKE WOLTER | *Wood River YMCA*
- RECREATION SECTOR | PADDY MCILVOY | *Backwoods Mountain Sports*
- REAL ESTATE SECTOR | EEVA TURZIAN | *Sun Valley Real Estate*
- TRANSPORTATION SECTOR | KIM MACPHERSON | *Mountain Rides*
- ENTREPRENEUR SECTOR | JACOB FREHLING | *Maude's Coffee & Clothes*
- ARTS & CULTURE SECTOR | GAIL SEVERN | *Gail Severn Gallery*
- FOOD & BEVERAGE SECTOR | BEN BRADLEY | *Warfield Distillery & Brewery*
- LODGING SECTOR | TIM JOHNSON | *Limelight Hotel*



CONTACT US

visitsunvalley.com | 208-726-3423

VISITOR INFORMATION CENTER

491 Sun Valley Road, Ketchum, Idaho 83340

OFFICE LOCATION

160 Sun Valley Road West, Ketchum, Idaho 83340

MAILING ADDRESS

PO Box 4934, Ketchum, Idaho 83340

VISIT SUN VALLEY

Sun Valley Air Service Board Scope of Work | 2021/2022

The Sun Valley Marketing Alliance, dba Visit Sun Valley, was formed in 2011 through a joint project of the City of Ketchum, the City of Sun Valley, and the Sun Valley Resort Visit Sun Valley is a 501c6 nonprofit destination management and marketing organization (DMMO) for the great Sun Valley area including Ketchum, Sun Valley, Hailey, Bellevue and beyond. We operate the Visitor Center located in the Starbucks building at [491 Sun Valley Rd.](#)

Our Mission:

To raise awareness of Sun Valley and influence consumers in an effort to sustainably increase visitation from our target markets and valued guests.

Our Vision:

Sun Valley will be recognized as a leader in mountain resort lifestyle, culture, and recreation

Our Purpose:

To create a better life for our mountain community and a better experience for our visitors through sustainable tourism with the strategy of right place, right message, right time

We are witnessing a travel space that does not draw many comparisons to previous world events. Thus, much of what we do is based on a learn-as-you-go approach. Visit Sun Valley will tap the best research and insights to drive our efforts. Our marketing will be nimble to adapt to the implications of COVID-19 and its impacts on the travel space – both in the short and long term. We've evolved from emphasizing on outreach to first-time visitors towards engaging those already familiar with the destination. We will work to strengthen the loyalty of those repeat visitors to the area, investing in their 'lifetime' value as perpetual returning guests. Outdoor recreation access, remote work- and schooling opportunities, as well as the "off the beaten path" nature of the destination will be the driving forces in our messaging. The goals of building upon visitation during the need winter months as well as the shoulder seasons will continue to be areas of focus. Lastly, we will continue to educate visitors on how not only to stay safe, but how to best understand the mountain town culture and the etiquette that we so greatly cherish. We are in a mode of maintaining market share amidst the ongoing disruptions in health, safety and traveler sentiment.

We will evaluate a multitude of metrics to gauge the opportunities and weaknesses and measure our performance as we go along.

We must not forget that years of groundwork have been laid to create awareness for the Sun Valley, Idaho area. We cannot simply turn marketing on and off and expect to see instantaneous results. We will pull and release the best levers that we know how to in the most agile of ways as the current world we live in continues to evolve.

VISIT SUN VALLEY

Please note—additional questions or “deep dives” into any portion of our work/results are always welcome upon request at any time.

Goals & Objectives for 2021/2022

Objectives

- Monitor, evaluate, and educate visitors and locals alike on the status of COVID-19 in an effort to minimize the impacts of the virus
- Increase focus on the overall journey and experience of the guest
- Strengthen the loyalty and ‘retention’ of returning guests
- Monitor the ‘more’ (volume of visitors) versus the long-term yield and profitability of each guest
- Maintain market share
 - Continue to build on our #1 Ski Mag. Raking
 - Leverage our incredible outdoor access
 - Take advantage of the remote work- and schooling opportunities
 - Leverage the Epic Pass and Sun Valley’s lack of reservations for the 2021/2022 ski & snowboard season
 - Leverage the Sun Valley Resort’s terrain expansion
- Guided experiences, especially for those new to activities
- Backcountry skiing capture – this is a growing younger audience
- Nordic skiing & fat biking as introductory opportunities
- Family-friendly in-town experiences, lodging, and in-nature recreation
- Educating new homeowners and second homeowners on the best practices for living in the Wood River Valley
- Promotions

Lodging & Occupancy Trends

- Develop tactics to ensure visitors feel safe in visiting the Sun Valley area
- Monitor the ‘Average Daily Rate’
- Ideal: fewer people that are higher dollar value guests willing to spend more money during their stay
- Adapt to the new way of lodging booking windows (short lead-time)
- Focused attention toward gap months: Fall, early Winter, January-March, Spring, and early Summer
- Maintain an average 4+ day length of stay to better fill mid-week need periods
- Goal of even overall/Raw Occupancy and even in room nights sold

VISIT SUN VALLEY

Media Performance Metrics:

- Maintain organic web sessions at the same levels from 2019/2020 and increase time on site average to 1:50
- Obtain a video completion rate of 75%
- Shifting social media metric focus from 'likes' & 'followers' to weighing on engagement

Additional Metrics (not measured directly via paid media):

- Ensure load factors on nonstop flights—with right passenger mix—at 50-65%+
- Maintain current flight offerings
- Maintain LOT collections within averages of the past 3 years

New Initiatives

Commercial Air Service

- Continue refinement of our air information/booking assistance on our website
- Better understand current traveler patterns
- Inform our guests of the best and various options for travel to Sun Valley
- Look at opportunity markets with consistent service, such as Seattle

Access

- Heightened focus & education on all the various ways of 'Getting Here' throughout the year
 - Nonstop flight markets, driving, flying to Boise & Twin, etc.
 - EX: new nonstop flight from Atlanta to Boise

Adapted Events

- Sun Valley Nordic Festival & the Boulder Mountain Tour as well as the Sun Valley Film Festival
- Spring & Summer TBD

Research

- Understand how the visitor profile and type shifted (ex: work from home, COVID-19 'Refugees' & road trippers)
- Cost of 'Customer Acquisition' and 'Life Time Value' of our different guest segments—allowing VSV to better drive decisions
- Better understanding of current types of visitor trends and why

Public Relations

- Engage in virtual familiarization opportunities for journalists
- Align our efforts with the corresponding nonstop flight markets, especially in Seattle

VISIT SUN VALLEY

- Build awareness in drive markets, with added attention towards Boise and the influx of new residents

Website and Blog

- Ensure that visitors and locals have the most up-to-date information pertaining to COVID-19 and its influence on the community
- Educate new visitors
- Inspire and educate visitors to explore the endless supply of recreation, arts & culture, dining and guided experiences in the area
- Continue the pursuit of understanding specified visitor types (and their expectations and needs) to increase site relevance for users
- On-going search engine optimizing, site speed improvements, and ease of navigability
- Manage and increase traffic toward VSV content on travel research sites
 - EX: Trip Advisor and Expedia
- Focus on quality traffic with respectable time spent on site as it pertains to a particular page

Audience Segmentation & Personas

- Use research and audience-finding to match with brand persona data – this is crucial to refining programmatic targeting and social media audience-finding
- Create blog posts and search ads to match audience profiles to inform beyond general awareness
- Use the right platforms and channels to align best with the segmented audiences

Content Marketing Strategy

- Influencer programs (expanding outside of travel verticals), leveraged with paid social and blog stories
- Continue with content partnerships for trusted third-party endorsements
- Build upon our blog stories intends to paint the broader picture of Sun Valley

Paid Search

- Leverage Adwords advertising to better integrate with influencer, PR, video, display and social marketing messages
- Boosting visibility to our internally created stories

Collaborations

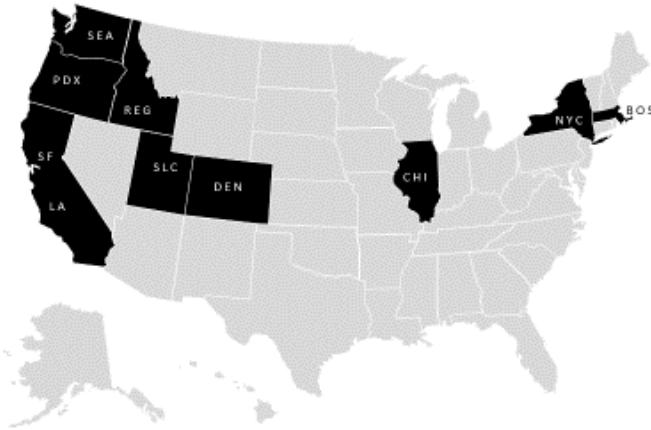
- Develop relationships with community assets such as the Argyros Performing Arts Center, the Community Library, the Culinary Institute, and beyond
- Dark Sky awareness, marketing and product development

VISIT SUN VALLEY

WHERE WE LOOK

Advertising by Market & Audience

We've overlaid our audience profiles with our flight markets to build out our ideal target markets.



Target Destinations

- Seattle
- Portland
- San Francisco
- Los Angeles
- Salt Lake City
- Denver
- Chicago
- New York
- Boston
- Regional (Boise, Twin, Idaho Falls, etc.)

Target Audiences

- Active Fun Loving Families
- Affluent Outdoorsy Traveler
- Avid Activity Participant
- Culture Seekers