



Town Hall 551 Hot Springs Blvd
Pagosa Spring, CO 81147

Pagosa Springs Area Tourism Board Meeting
March 11, 2026 @ 3:00 PM

AGENDA

REMOTE PARTICIPATION

Join Zoom Meeting By Computer - <https://us06web.zoom.us/j/82359753567>
Dial by Phone - 1-669-900-6833 US - Meeting ID: 823 5975 3567

A Zoom link is made available. The Town cannot guarantee internet service or online broadcasting. Remote participation is at the risk of attendees. The meeting will continue in person regardless of the broadcast capability.

- I. CALL MEETING TO ORDER**

- II. ROLL CALL**

- III. PUBLIC COMMENT**

- IV. DISCLOSURES AND/OR CONFLICT OF INTEREST**

- V. CONSENT AGENDA**
 - 1. Approval of the February 11th Meeting Minutes**

- VI. REPORTS TO BOARD**
 - 1. Financial Report**
 - 2. Chair Report**
 - 3. Director Report**
 - 4. Chamber of Commerce Report**
 - 5. Board of Realtors Report**
 - 6. Lodgers Association Report**

- VII. UNFINISHED BUSINESS**

Public comment and agenda comment item sign-up sheets are available at the meeting
Copies of proposed Ordinances and Resolutions are available to the public from the Town Clerk

VIII. NEW BUSINESS

- 1. 2026 Tourism Events Discussion**
- 2. Crisis Communication Plan Discussion**

IX. NEXT MEETINGS

X. ADJOURNMENT

Public comment and agenda comment item sign-up sheets are available at the meeting
Copies of proposed Ordinances and Resolutions are available to the public from the Town Clerk



AGENDA BRIEF

MEETING: Pagosa Springs Area Tourism Board Meeting

FROM: Jennifer Green

PROJECT: Approval of the February 11th Meeting Minutes

ACTION: Discussion and Action

PURPOSE/BACKGROUND:

The February meeting minutes are attached for review.

ATTACHMENTS:

1. 021126 Draft Minutes



Town Hall 551 Hot Springs Blvd
Pagosa Spring, CO 81147

MINUTES
Pagosa Springs Area Tourism Board Meeting
February 11, 2026 @ 3:00 PM

A regular meeting of the Pagosa Springs Area Tourism Board was called to order on February 11, 2026 at 3:00 PM in the Town Hall 551 Hot Springs Blvd.

BOARD PRESENT: Shane Prince, Shane Lucero, Rosanna DuFour, Gary Williams, Amy Johnson, Stuart Scull, Jesse Hensle

BOARD ABSENT: Austin Marchand, John Ranson

I. CALL MEETING TO ORDER

II. ROLL CALL

III. PUBLIC COMMENT

Please sign in to make public comment
There was no public comment.

IV. DISCLOSURES AND/OR CONFLICT OF INTEREST

Shane Lucero recused himself from voting on Event Funding because he is an event co-organizer for Brews for Rescues.

V. CONSENT AGENDA

Tourism Board Johnson moved to approve the consent agenda, Tourism Board Scull seconded.

1. Approval of the January 9, 2026 Meeting Minutes

2. Approval of January 2026 Event Funding Allocations

VI. REPORTS TO BOARD

1. Financial Report

April Hessman, Finance Director, said the board was provided with the January financial report for Tourism Admin, Tourism, and Visitor Center. The revenues are separated by Town lodging tax and the intergovernmental is what comes in from the County. We have not received the first quarter lodgers tax from the County yet. They recently met with the County and discovered they would like to have details on expenditures like marketing to know what is spent out of their contribution. Director said the report will be in the monthly meeting packet moving forward.

2. Chair Report

Board Chair Prince welcomed Jesse Hensle to the Board as the appointed Lodging Representative. Board Chair Prince said he attended a joint session with the Town and County and encouraged board members to read the newspaper articles about the Town and County's agreement with the Tourism Board.

3. Director Report

Director said there is a new addition to the packet this month. She took all of the results of 2025 marketing efforts and entered it into Chat GPT with lodging revenues, mobility data, and other 3rd party sources of information to see what AI came up with regarding how we fared. She also had AI evaluate the 2026 Marketing Plan and how that aligns with the results we saw in 2025. Director has not been including the month-over-month growth in followers for social channels because it doesn't significantly change much. Over the last 13 months, we have seen a more significant increase since starting the new strategy of paid Meta. She included stats for that period showing the total impressions through paid Meta ads were a little over 5.7 million, a reach of 2.5 million, and over 105,000 clicks. We are seeing an average of 21 cents cost per click, including ads that are not meant to drive clicks like PSA's. When we remove those types of ads, it only drops the price by 1 cent. Staff has a meeting tomorrow with the website vendor to begin reviewing wire frames for the website rebuild. The redesign will take 6-9 months. For the 2026 Marketing Plan, the board did approve two test campaigns with 5280 and Texas Monthly. Director negotiated compelling packages to test this year and the first creative is due for Texas Monthly Friday. We will be in Texas Monthly's digital trip planner for the next 12 months and a full page ad in their colorado issue that promotes colorado destinations to the Texas audience. When they initially sent the quote, it did not include the \$5,125 for the custom email blast in May. They caught that error and offered it to us at \$125. The 5280 package is the same that was outlined in the marketing plan. We will do the full page ad in the June staycation issue and then there are digital components that add up to 320,000 impressions. The total cost for both campaigns is \$29,500, and we have \$50,000 budgeted for these test campaigns. Board member Hensle asked if director used any other AI sources besides Chat GPT for the report because he would be interested to see if other platforms produced different answers. Director said she did not but will look into it as time allows. Board Member Hensle asked in regard to the paid Meta, how is this performing vs any of the goals you were thinking of when you changed the strategy in April 2025? Director said we really didn't have a concerted paid meta strategy at the time so I would say that we far exceeded what we thought we would get. When we look at industry benchmarks it is over 50 cents per click or more. We are running a Hot Springs ad right now and seeing less than 10 cents per click on that ad. The goal is to continue to maximize the results we are seeing and if we see weaknesses, move money to the ones that are performing better. Board Member DuFour asked about the new Tourism Coordinator hired. Director said we have hired Denver Dobbins, who previously worked at the Visitor Center. We have him working on a variety of different projects, getting our media library organized, he is involved in the website rebuild, and he is going to oversee most of the signage efforts. He will be helping out with the Ambassador Program once we get the training module up and running and the new blog. We have another part-time visitor center staff member who was formerly a technical writer, who is updating articles to push out on a new blog. It will be going live with about 20 articles, and then scheduled to push out one to two a month. So, Denver's position is largely picking up a lot of the extra projects that have been put on our plate in the last two years to make sure that everything is moving in the right direction.

4. Chamber of Commerce Report

Chamber of Commerce Rep Marchand was absent. Sandy Douthey, Chamber of Commerce Director was in attendance and said they welcomed four new chamber members. They rolled out a new logo Friday at the annual gala. They are partnering with Main Street in May for an art walk to support downtown businesses. They are also partnering with the CDC for a business forum on April 29th called Beyond the Bottom Line. The car show registration is open now and park to park for 4th of July is filling up fast.

5. Board of Realtors Report

Board of Realtors Rep Johnson gave stats on real estate market in Archuleta County in January. We had 40 new listings up from 26 in 2025 for an increase of 53%. We had 19 sold listings in Jan compared to 15 in 2025. The median sales price is up quite a bit at \$635K compared to \$540K last year. Days on market is 126 which is down from last year. The current inventory of homes for sale is 168 and the month's supply is at 5.1, down from 6-7 months.

6. Lodgers Association Report

Lodgers Association Rep Hensle said January was a little bit of a quiet start to the month, with some momentum coming in around the MLK weekend. Weekend demand remained decent but was very soft throughout the middle of the week throughout the entire month. February, we're expecting a big weekend this weekend, with momentum for Valentine's Day, new snow on the forecast and on the radar. That's helping with some short-term bookings coming in. Looking forward to March, and more importantly, spring break, lodgers in general continue to pace behind significantly from last year, and in particular because of that third week being that compounding week, that one is still a bit of a bad spot. There's concern about not impacting the entire month or having a good month right now, but fortunately we still are within a shorter booking window. Lodgers are reporting about a 30-day booking window, so there still is time to be able to impact March at this point in time. Hopefully amplifying the snow story helps. He spent some time with BPR last night, spoke with other lodgers today, and is very excited about being able to work with them, and the stories that they can tell to propel this community and tourism forward. Director said we have had a spring break video targeting the markets that we saw in 2025 running for almost a month and will run through Feb. We will be sure to highlight any snow that falls.

VII. UNFINISHED BUSINESS

VIII. NEW BUSINESS

1. B Press Relations Introduction

Director introduced the B Public Relations Team members Jordan Blakesley (CEO and Founder), April Ingle (COO), Marissa Goldman (Associate Account Director), Katie Toppin (Senior Manager, Influencer Relations & Strategic Partnerships), and Nicole Montgomery (VP, Influencers & Partnerships). Jordan and April presented to the board. Jordan said BPR was founded in 2011 with a dedicated team of 22 based in Denver with travel and tourism clients across the Western hemisphere. They offer 3 kinds of service areas, two of which they will be working with Pagosa on. The first is traditional media relations, dealing with print, online, broadcast, journalists, hosting them and pitching them stories so that they write about Pagosa favorably. They also work with social media influencers, brand ambassadors, sometimes celebrities. They do brand partnerships, influencer partnerships, and then they also have a social media and digital team, but that is not something that they are working on with Pagosa Springs. This week's trip was for immersion and to learn about Pagosa's offerings. They will take the information back and use it to form their strategy. They work closely with the CTO and will continue to work with them to promote Pagosa. BPR has a long history of working with various destinations, including Visit Dana Point, Snowmass Tourism, and Town of Frisco. They have an extensive portfolio in the food, beverage, hotel, and resort sectors, working with brands like Snooze A.M. Eatery, The Brown Palace, and Red Cliffs Lodge. They have identified several relevant trends to leverage for Pagosa Springs, such as "Water-Centric Travel," "Anti-bucket list" (under-the-radar destinations), "JOMO Travel" (Joy of Missing Out), and "Noctourism" (stargazing and after-dark activities). The initial phase involves deep-dive discovery, creating a strategy brief and a tactical calendar, and developing a comprehensive press kit. They will conduct proactive media outreach, vet incoming influencer requests, and coordinate FAM trips for journalists using funds through the CTO to maximize the budget. They will work with tourism partners around the state to be sure they are aware of things going on in Pagosa. They will look at opportunities for awards to get our name out there amongst other destinations. They have a lot of experience in crisis communication and will work with the director to develop a communication plan. They will work with Jennie on reporting, including media tracking and reporting, customized URL tracking, and Google analytics and strategy. Within 30 Days, BPR will introduce themselves as the Agency of Record (AOR) to media, influencers, and tourism partners. Within 60 Days, a full strategy brief, tactical calendar, and press materials will be finalized. The team will begin looking 6–9 months ahead for major story ideas and planning for summer events and news opportunities. Board Member Hensle said he is looking forward to working together. I think you came up with some great ideas already. I want to make sure that you have clear, measurable goals that you work out with Jennie and keep track of your success.

Board Member DuFour asked if we have a crisis communication plan in place. Director said we don't have anything specific, but we have a lot of pieces ready to roll out when needed. We have dealt with a lot of fires over the last 15 years. The flood was handled very similarly to fire situations. There is a community wide crisis unit for emergency operations. Every situation is different and there's not really a playbook. We have ideas about how best to handle it and a timeframe for when to start promoting. Board Member DuFour asked if we have consulting hours that could be used to create a more comprehensive communications plan so we aren't so reactive to unexpected events? With the flood, a lot of the response was a bit sluggish because it was also new. Director said she will work with the BPR team on a communication plan. We do not have any additional consulting hours through the CTO at this time.

IX. NEXT MEETING: MARCH 11th AT 3:00PM

X. ADJOURNMENT



AGENDA BRIEF

MEETING: Pagosa Springs Area Tourism Board Meeting
FROM:

PROJECT: Financial Report
ACTION: Information Only

PURPOSE/BACKGROUND:

Attached are the monthly lodging tax financials, provided by the Town's Finance team.

ATTACHMENTS:

1. February 2026 Lodgers Financial

TOWN OF PAGOSA SPRINGS
REVENUES WITH COMPARISON TO BUDGET
FOR THE 2 MONTHS ENDING FEBRUARY 28, 2026

LODGERS TAX FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
<u>TAXES</u>					
41-31-108 LODGERS TAX	64,022.47	158,858.00	1,010,000.00	851,142.00	15.7
TOTAL TAXES	64,022.47	158,858.00	1,010,000.00	851,142.00	15.7
<u>INTERGOVERNMENTAL REVENUES</u>					
41-33-301 INTERGOVERNMENTAL TAX SHARING	135,988.98	135,988.98	550,000.00	414,011.02	24.7
41-33-305 STATE OF COLORADO GRANTS	49,000.00	49,000.00	49,000.00	.00	100.0
TOTAL INTERGOVERNMENTAL REVENUES	184,988.98	184,988.98	599,000.00	414,011.02	30.9
<u>MISCELLANEOUS REVENUES</u>					
41-36-603 INTEREST INCOME	4,235.86	9,038.35	45,000.00	35,961.65	20.1
41-36-604 PASS THROUGH REVENUE	183.13	347.10	1,500.00	1,152.90	23.1
TOTAL MISCELLANEOUS REVENUES	4,418.99	9,385.45	46,500.00	37,114.55	20.2
<u>LEASES & RENTS</u>					
41-38-800 DEPT. SPECIFIC RENTAL REVENUE	.00	400.00	5,000.00	4,600.00	8.0
TOTAL LEASES & RENTS	.00	400.00	5,000.00	4,600.00	8.0
TOTAL FUND REVENUE	253,430.44	353,632.43	1,660,500.00	1,306,867.57	21.3

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 2 MONTHS ENDING FEBRUARY 28, 2026

LODGERS TAX FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>TOURISM ADMIN.</u>					
41-71-401 SALARIES	13,671.94	26,850.84	227,826.00	200,975.16	11.8
41-71-411 FICA	1,001.27	1,991.09	17,429.00	15,437.91	11.4
41-71-412 EMPLOYEE INSURANCE	2,892.38	5,784.46	68,851.00	63,066.54	8.4
41-71-413 RETIREMENT	1,367.20	2,685.09	22,783.00	20,097.91	11.8
41-71-423 WORKERS COMPENSATION INSURANCE	165.07	498.60	4,587.00	4,088.40	10.9
41-71-583 COMPUTER/IT EQUIPMENT	.00	.00	7,200.00	7,200.00	.0
41-71-584 SOFTWARE SUBSCRIPTIONS	59.99	172.94	39,852.00	39,679.06	.4
41-71-622 TELEPHONE-EE ISSUED CELL PHONE	.00	81.96	1,538.00	1,456.04	5.3
41-71-703 AUDIT	.00	.00	3,582.00	3,582.00	.0
41-71-704 CONTRACTED SERVICES (OTHER PRO	.00	8,750.00	35,000.00	26,250.00	25.0
41-71-705 IT SERVICES	.00	493.72	6,038.00	5,544.28	8.2
41-71-711 TRAVEL-TRANSPORTATION	9.34	9.34	2,500.00	2,490.66	.4
41-71-712 TRAVEL-MEALS	75.28	75.28	200.00	124.72	37.6
41-71-713 TRAVEL-LODGING	.00	.00	5,600.00	5,600.00	.0
41-71-722 MEETING-REGISTRATION	.00	.00	7,000.00	7,000.00	.0
41-71-741 FEES	45.24	102.44	800.00	697.56	12.8
41-71-742 CONVENIENCE (CREDIT CARD PROCE	13.68	(29.47)	375.00	404.47	(7.9)
41-71-761 INSURANCE & BONDS	327.83	327.83	1,311.00	983.17	25.0
41-71-792 DUES & MEMBERSHIPS	.00	.00	1,500.00	1,500.00	.0
41-71-796 BOARD EXPENSES/VOLUNTEER APPRE	1,078.97	4,028.97	10,765.00	6,736.03	37.4
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TOTAL TOURISM ADMIN.	20,708.19	51,823.09	464,737.00	412,913.91	11.2
<u>TOURISM</u>					
41-72-401 SALARIES	7,224.49	12,237.45	65,168.00	52,930.55	18.8
41-72-411 FICA	521.25	890.25	4,985.00	4,094.75	17.9
41-72-412 EMPLOYEE INSURANCE	2,888.31	4,219.87	10,337.00	6,117.13	40.8
41-72-413 RETIREMENT	672.31	1,123.47	6,517.00	5,393.53	17.2
41-72-423 WORKERS COMPENSATION INSURANCE	92.56	279.58	950.00	670.42	29.4
41-72-561 COMMUNITY ENGAGEMENT/COMMUNITY	.00	.00	15,000.00	15,000.00	.0
41-72-583 COMPUTER/IT EQUIPMENT	.00	.00	4,500.00	4,500.00	.0
41-72-584 SOFTWARE SUBSCRIPTIONS	915.04	6,951.56	66,875.00	59,923.44	10.4
41-72-622 TELEPHONE-EE ISSUED CELL PHONE	.00	50.98	638.00	587.02	8.0
41-72-659 R&M-WAYFINDING & SIGNAGE	.00	.00	25,000.00	25,000.00	.0
41-72-704 CONTRACTED SERVICES (OTHER PRO	4,100.00	43,506.00	29,350.00	(14,156.00)	148.2
41-72-705 IT SERVICES	.00	1,206.86	2,012.00	805.14	60.0
41-72-706 EVENT SERVICES	66,699.00	66,699.00	166,000.00	99,301.00	40.2
41-72-771 INITIATIVES & ECONOMIC DEVELOP	.00	.00	308,800.00	308,800.00	.0
41-72-791 ADVERTISING/PUBLIC NOTIFICATIO	3,542.00	22,426.55	429,000.00	406,573.45	5.2
41-72-793 TRAINING & SCHOOLS	.00	.00	450.00	450.00	.0
41-72-796 BOARD EXPENSES/VOLUNTEER APPRE	5.55	16.77	1,200.00	1,183.23	1.4
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL TOURISM	86,660.51	159,608.34	1,136,782.00	977,173.66	14.0

TOWN OF PAGOSA SPRINGS
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 2 MONTHS ENDING FEBRUARY 28, 2026

LODGERS TAX FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>VISITOR CENTER</u>					
41-73-401 SALARIES	45.30	86.30	.00	(86.30)	.0
41-73-402 PART TIME	3,604.42	6,977.92	59,354.00	52,376.08	11.8
41-73-411 FICA	279.22	540.44	4,540.00	3,999.56	11.9
41-73-412 EMPLOYEE INSURANCE	7.31	14.15	119.00	104.85	11.9
41-73-423 WORKERS COMPENSATION INSURANCE	5.01	15.13	63.00	47.87	24.0
41-73-501 OFFICE SUPPLIES	.00	.00	3,900.00	3,900.00	.0
41-73-502 OPERATING SUPPLIES	.00	.00	1,000.00	1,000.00	.0
41-73-504 POSTAGE/SHIPPING	25.65	25.65	8,000.00	7,974.35	.3
41-73-505 COPY/PRINTING	31.99	31.99	15,000.00	14,968.01	.2
41-73-583 COMPUTER/IT EQUIPMENT	.00	.00	1,500.00	1,500.00	.0
41-73-584 SOFTWARE SUBSCRIPTIONS	.00	3,107.10	6,092.00	2,984.90	51.0
41-73-601 GAS-UTILITY	159.40	311.30	1,385.00	1,073.70	22.5
41-73-602 ELECTRIC-UTILITY	.00	214.37	2,879.00	2,664.63	7.5
41-73-603 WATER-UTILITY	52.84	52.84	7,636.00	7,583.16	.7
41-73-604 SEWER-UTILITY	71.25	142.50	915.00	772.50	15.6
41-73-621 TELEPHONE SERVICE-UTILITY	.00	18.06	764.00	745.94	2.4
41-73-705 IT SERVICES	.00	349.72	.00	(349.72)	.0
41-73-761 INSURANCE & BONDS	13.54	163.54	54.00	(109.54)	302.9
41-73-791 ADVERTISING/PUBLIC NOTIFICATIO	6,720.00	6,720.00	10,000.00	3,280.00	67.2
41-73-796 BOARD EXPENSES/VOLUNTEER APPRE	.00	.00	250.00	250.00	.0
TOTAL VISITOR CENTER	11,015.93	18,771.01	123,451.00	104,679.99	15.2
TOTAL FUND EXPENDITURES	118,384.63	230,202.44	1,724,970.00	1,494,767.56	13.4
NET REVENUE OVER EXPENDITURES	135,045.81	123,429.99	(64,470.00)	(187,899.99)	191.5



AGENDA BRIEF

MEETING: Pagosa Springs Area Tourism Board Meeting
FROM:

PROJECT: Chair Report
ACTION:

PURPOSE/BACKGROUND:

ATTACHMENTS:
None



AGENDA BRIEF

MEETING: Pagosa Springs Area Tourism Board Meeting
FROM:

PROJECT: Director Report
ACTION:

PURPOSE/BACKGROUND:

TOURISM BOARD INFORMATION

The Google Drive folder featuring all materials related to the Tourism Board continues to be updated. The folder includes a variety of information, such as meeting minutes, contact information, brand overview, marketing plan, budget, research, bylaws, data, statewide research, mission statement and much more.

https://drive.google.com/drive/folders/12Cy6vSyq_8oF5_nEMsG0tfe8aZgPV3Hu?usp=sharing.

LODGERS TAX FINANCIAL REPORT

Town lodging tax collections are due on the 20th of each month, following the month of collections. Town collections have been lagging with multiple payments outstanding. Additionally, the State had multiple payment glitches in 2025.

December 2025 town collections are up 2.23%, or \$1.825, compared to 2024; however, payments are still outstanding. YTD Town collections show an increase of 7.28%, or \$64,413. Staff has questions regarding County collections. Q3 (July - September) was the lowest quarter of the year, which does not match previous years. County collections do not align with other data, such as county-wide overnight visitors, AirDNA reports through Blue Room or sales tax.

The full detailed report is available through Google Drive:

<https://drive.google.com/drive/folders/1VCvv4F3PFlixRkzwkXxmdAMoVS-9Ksrp?usp=sharing>.

BLUE ROOM RESEARCH

All 2025 Blue Room reports have been included in the drive. The most recent report is included in the packet. Blue Room has modified Instagram reports to better align with their current metrics. Additionally, they have added App Usage data.

VISITOR CENTER UPDATE

The Visitor Center lobby is open 7 days per week from 10am to 4pm. We aim to be open 362 days a year, closed only on Thanksgiving, Christmas and New Years. The visitor center is fully staffed, with two regular part-time staff members covering all open hours and two very part-time people available to fill in any gaps as needed. Additionally, all full-time staff are able to assist when needed.

SOCIAL MEDIA UPDATE

Facebook - www.facebook.com/visitpagosasprings: 43,232 followers

Instagram - www.instagram.com/visitpagosa: 28,676 followers

Twitter / X - www.twitter.com/visitpagosa - 2,187 followers

Youtube - www.youtube.com/visitpagosa - 1,99k+ subscribers; 4,589,395 video views*

TikTok @visitpagosa - 4,284 followers, 24.1k likes

* Staff is considering a test campaign through Precisify to improve YouTube ad targeting; pricing has not been provided yet by vendor.

All detailed social media data can be reviewed on Google Drive by month: <https://drive.google.com/drive/folders/1U7dqMzDtkH4YsLLSVySGWHeQqe1Qb1Fw?usp=sharing>

Paid Meta campaigns currently running include: (1) event carousel with spring / summer 2026 events, (2) hot springs carousel (performing at \$0.09 CTC), and (3) Spring Video. Content is evaluated based on performance and adjusted as needed.

APP USAGE UPDATE

App usage continues to grow. Total users in February 2025 was 1,000, compared to 2,221 in February 2026. Total sessions and page views have increased. All data can be found at:

https://drive.google.com/drive/folders/1tnllHhrgUz0AYZ36or5r9s_85wCQLNZ7?usp=sharing. A 2025 app usage overview is in the folder to show 2025 versus 2024 growth.

WEBSITE REDESIGN

The website redesign effort is underway. Vendor and staff have been working through home page design options. The new blog feature on the existing site will be pushed live soon — a few minor glitches have been identified. A content schedule for 2026 has been created to allow for 2 new posts per month.

RECENT & UPCOMING PROMOTIONS

The proposed 2026 Marketing Plan and advertising schedule can be found

at: https://drive.google.com/drive/folders/1helnoOme7T3Jfx4dDSIYs06j_r_grR4N?usp=sharing. The schedule is updated as changes occur.

Staff has recently expanded the tracking of advertising efforts, for staff to better manage constant deadlines and to share final creative for various tactics. Additionally, a new spreadsheet tracking all the various content pieces running in visitor centers, websites, and other locations year-round has been created to provide staff with a better mechanism to keep all content updated.

Spring 2026 ad campaigns are in place through Texas Monthly, Orange 142, YouTube and META.

Director applied for the Spring / Summer CTO co-op on February 27th; confirmation of selected tactics should be received on March 16th. The \$1:\$1 Spring co-op provided a la carte selection to create unique package for each DMO, with up to \$20k per partner allowed (not including social media co-op).

The selections we applied for are outlined in the advertising schedule and include email, digital ads, video placement and more to generate over 6.5 million impressions. We applied for a May or September launch date. During the recent CTO marketing committee meeting, it was noted that due to

anticipated budget cuts, the Tourism Office will not offer a fall 2026 paid media co-op. They will offer a paid social co-op. The advertising schedule has been updated accordingly.

Director and Becky will represent Pagosa Springs at the upcoming consumer-facing Denver Travel & Adventure show, which brings over 11,000 attendees to learn about different destinations. The show is April 11th and 12th. This show was added to the mix given the current economic climate, the likelihood of staycations and the strength of Denver market during summer months.

2026 CTO MARKETING GRANT

The final report for the 2025 grant was approved by the CTO on March 6th. Preliminary work on 2026 grant has begun. Filming for the Southern CO Heritage Trail videos will begin in mid-April, depending on weather. Paid META and CTV ads will begin running in May and continue through September.

PRESS & MEDIA RELATIONS

The proposed PR strategy has been included in the packet for review. Staff has created a new media library for the BPR team to leverage for PR pitches, media requests and award submissions. We have a monthly strategy call scheduled on the 1st Wed to review hosting, award and round-up opportunities and discuss responses to various pitches. We are aiming for a desk-side media blitz in late September / early October in Denver for BPR and Director, following CTO Gov Con in Breckenridge Sept 23rd-25th.

SIGNAGE

Staff is compiling an overall inventory of existing VPS-created signs. We have multiple different sign projects in the works with the Town and County. Award notification for the CTO Tourism Management grant was received on March 5th, which will provide funding for the new community-wide wayfinding plan and three (3) river kiosks. The goal for 2026 is to create a less staff-heavy process for signage by creating specifications for design, vendors ready to assist and a simple approval process for others to expand on signage efforts, while adhering to the established look and feel.

AMBASSADOR PROGRAM

The CTO Pagosa Learning Labs module for Pagosa is well underway. We were awarded this free opportunity through a CTO grant competitive process to create an online training module for front-line employees. We expect the training module to be live in June. Staff has met with the Chamber to review a broader roll-out of the ambassador program in late spring.

250 / 150 CELEBRATIONS

Tourism staff continues to work with all the entities to compile information to help promote. The 250/150 event poster has been drafted and shared with event organizers for input. We are working to get the 26-panel 250/150 "Moments that Made Us" display through the State to display at the Visitor Center and at key events throughout the year.

ATTACHMENTS:

1. Visit Pagosa Springs - Research Update - January 2026 Review
2. 2026 Visit Pagosa Springs BPR Strategy



PAGOSA
SPRINGS
COLORADO

- REFRESHINGLY AUTHENTIC -

Research Insights January 2026 Review

U.S. Market Review

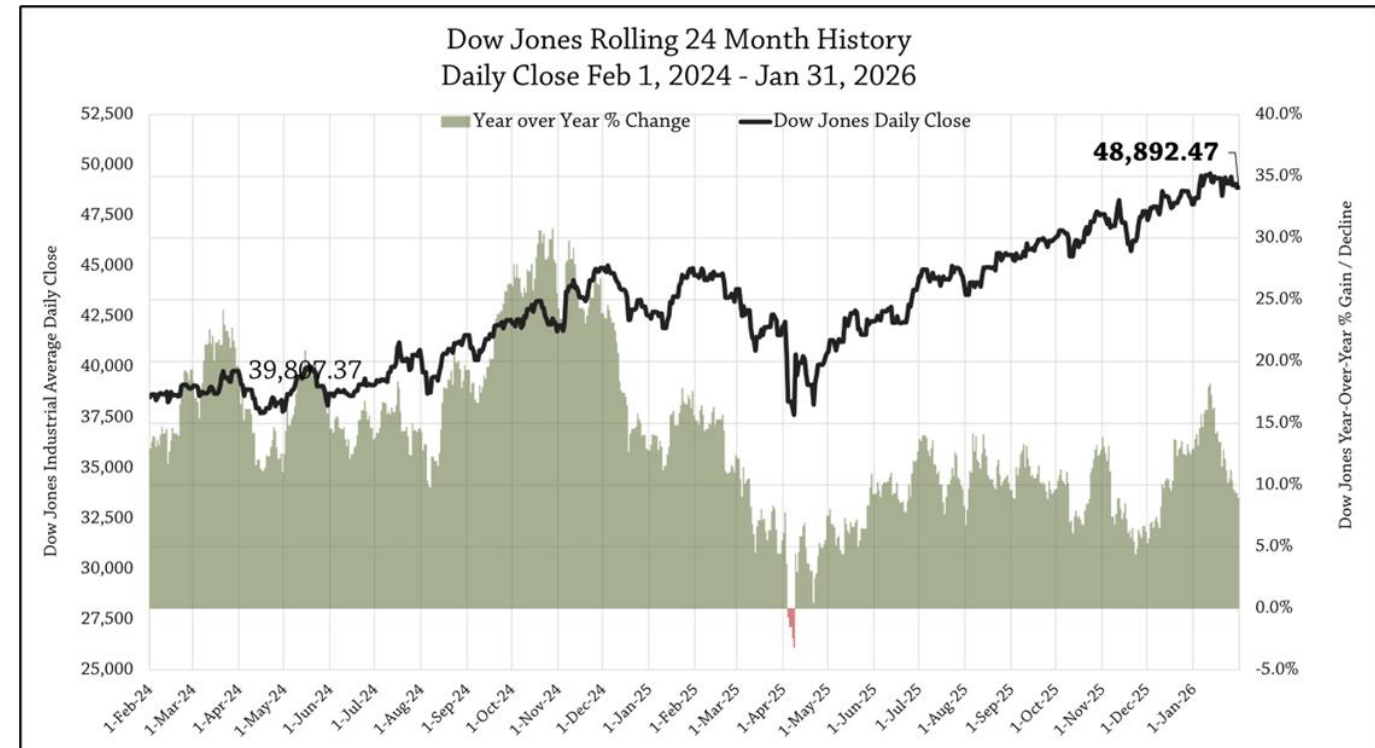


U.S. Market Review



The Dow Jones Industrial Average

- “The DJIA was up strongly in January, gaining 1.7% or 829.2 points to finish the month at 48,892.5 points.”
- “And though January was a volatile month on Wall Street, this is the fifth consecutive time the Dow has closed a month at an all-time high.”
- “Strong financial markets boost consumers’ saving accounts to help drive confidence and spending, though the former isn’t cooperating and the latter has been soft since November 2024.”

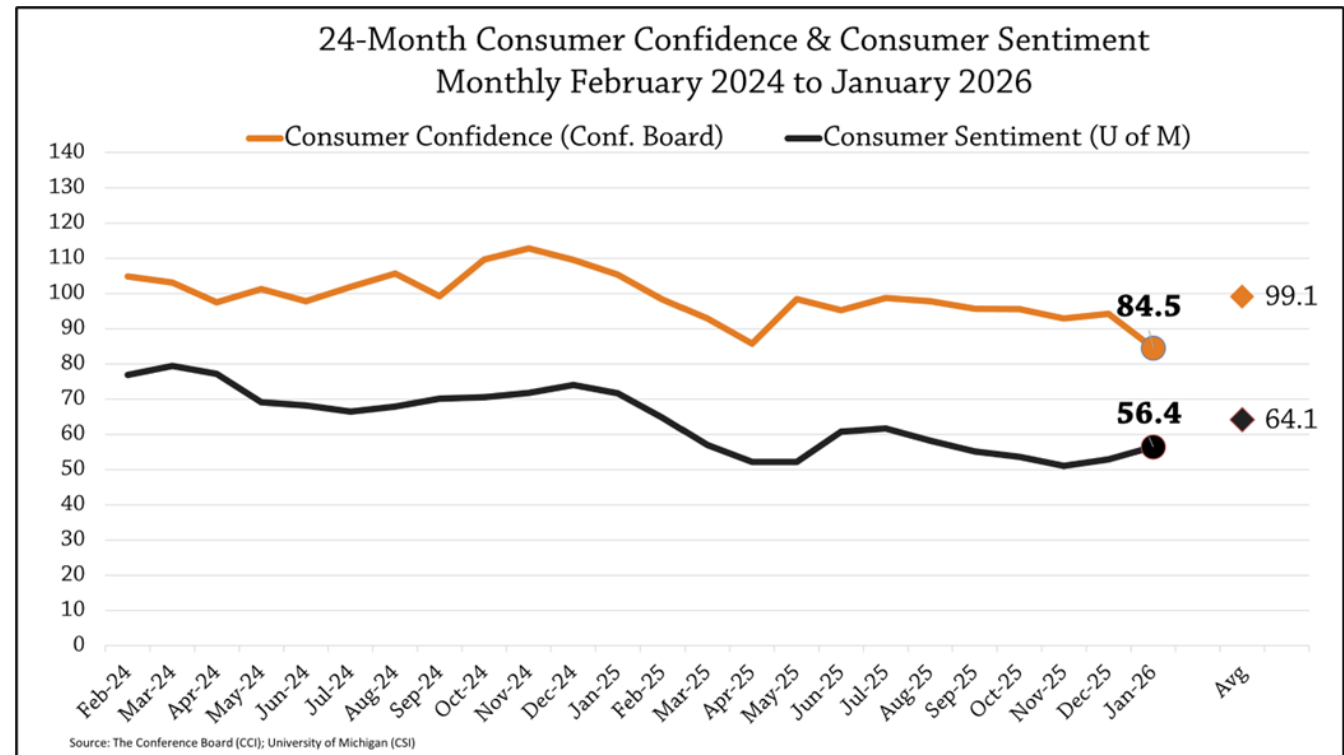


U.S. Market Review



The Consumer Confidence & Consumer Sentiment Index

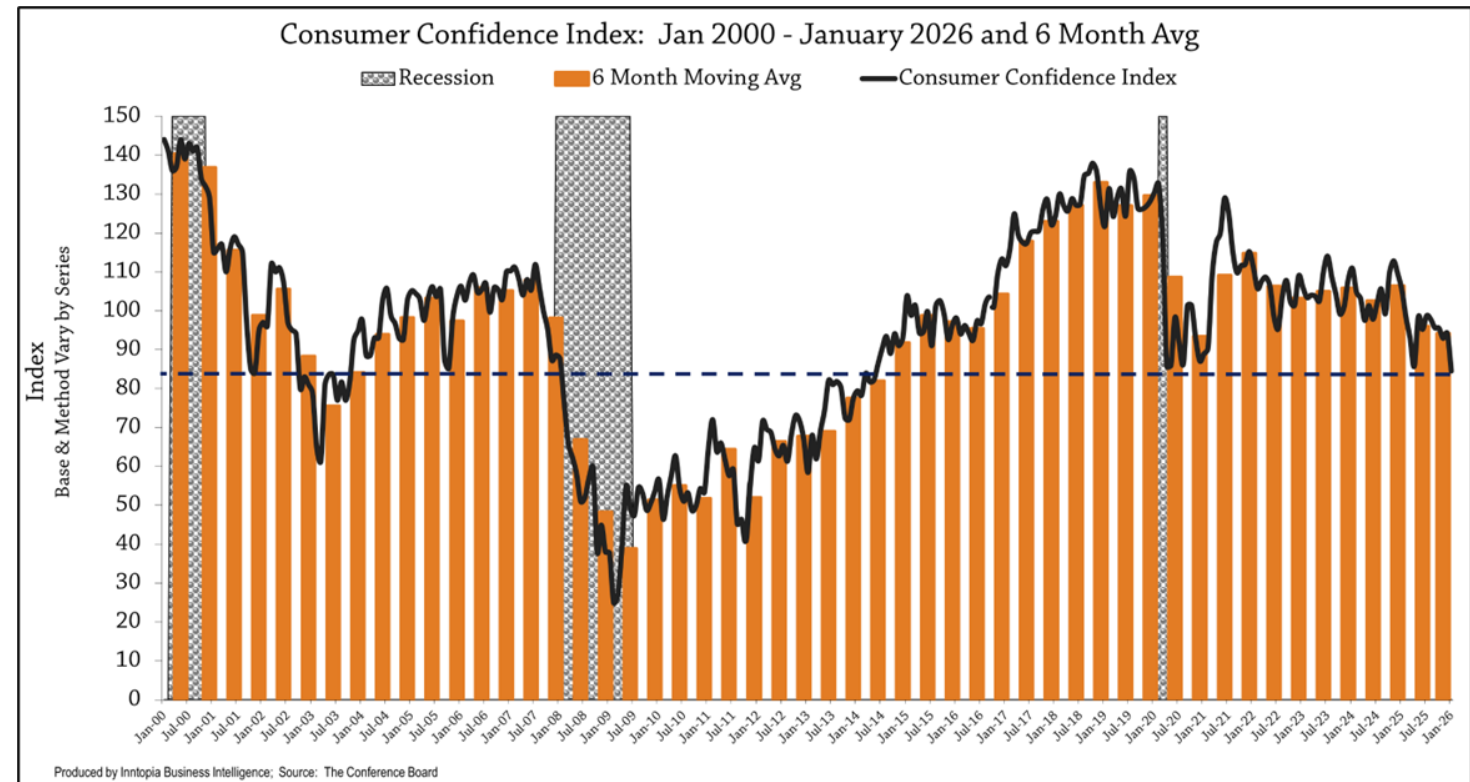
- “The CCI and CSI were mixed again in January, with the CCI declining to its lowest level in over a decade and the CSI increasing slightly.”
- “Consumer Confidence dropped a shocking 9.7 points from an upwardly adjusted 94.2 in December to 84.5 points in January, the lowest CCI reading since May 2014, easily surpassing peak pandemic lows.”
- “Consumers are citing an intention to spend more on travel related services while simultaneously indicating that their vacation plans are plunging.”
- “The University of Michigan’s CSI was contrarian again in January, increasing a moderate 3.5 points from 52.9 in December to 56.4 last month.”
- “While this is better news than expected, the CSI is far from strong and is down 20 percent from last January.”



U.S. Market Review

The Consumer Confidence & Consumer Sentiment Index (continued)

- “The CSI and CCI are fairly closely aligned, with Sentiment often acting as a leading indicator of Confidence.”
- “But we see these divergent directions at times when consumers are uncertain of themselves, and seemingly similar questions spur considerably different responses, and are a signal of instability in the marketplace.”

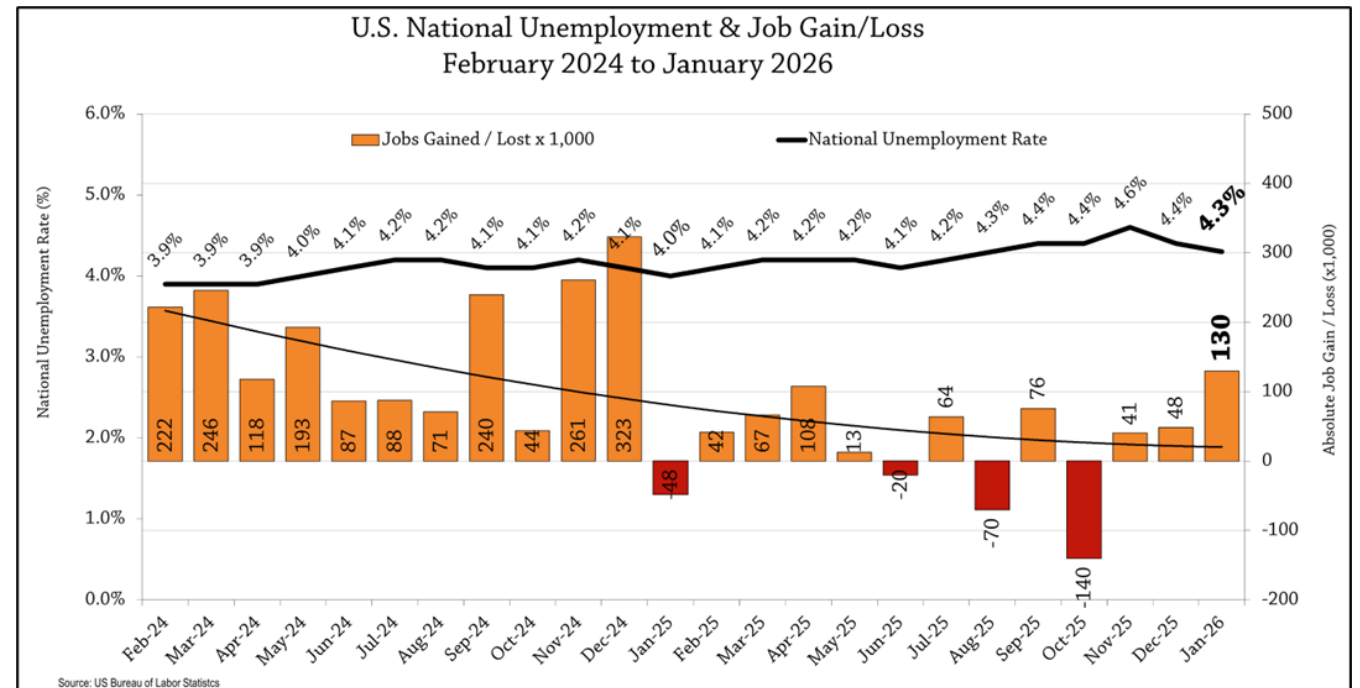


U.S. Market Review



The National Unemployment Rate

- “Job Creation and the National Unemployment Rate were unexpectedly robust in January, with employers adding 130,000 new jobs to payrolls and the unemployment rate falling to 4.3%, a retreat from its recent high of 4.6% in November.”
- “The Accommodations and Food Services sectors added a total of 17,200 positions, with the Food and Drinking Establishments subsector adding 27,800 jobs while Accommodations lost 10,600 positions.”
- “Wages remained strong, up 3.7% YOY and continue to outpace the overall inflation rate, possibly putting more discretionary dollars in consumers’ pockets.”
- “Overall job creation in 2025 was adjusted downward from a previously reported 584,000 to just 181,000, or just 15,000 per month.”



U.S. Market Review



US Economy Entering 2026

- “The US enters 2026 with a familiar pattern: resilient output, cooling inflation, and a labor market that looks stable on the surface but fragile underneath.”
- “The flood of shutdown-delayed data helped clarify the end of 2025: the economy stayed resilient in the second half of the year, even though the record-long government shutdown weighed on activity. Strong consumer spending and AI-driven investment kept growth on track.”
- “The shutdown also sharpened an already-bifurcated economy. Lower- and middle-income households absorbed the hit from missing paychecks and suspended benefits (including SNAP), while rising equity markets supported higher-income earners and kept spending moving through the holiday period.”

Growth Holds as AI Remains a Key Tailwind

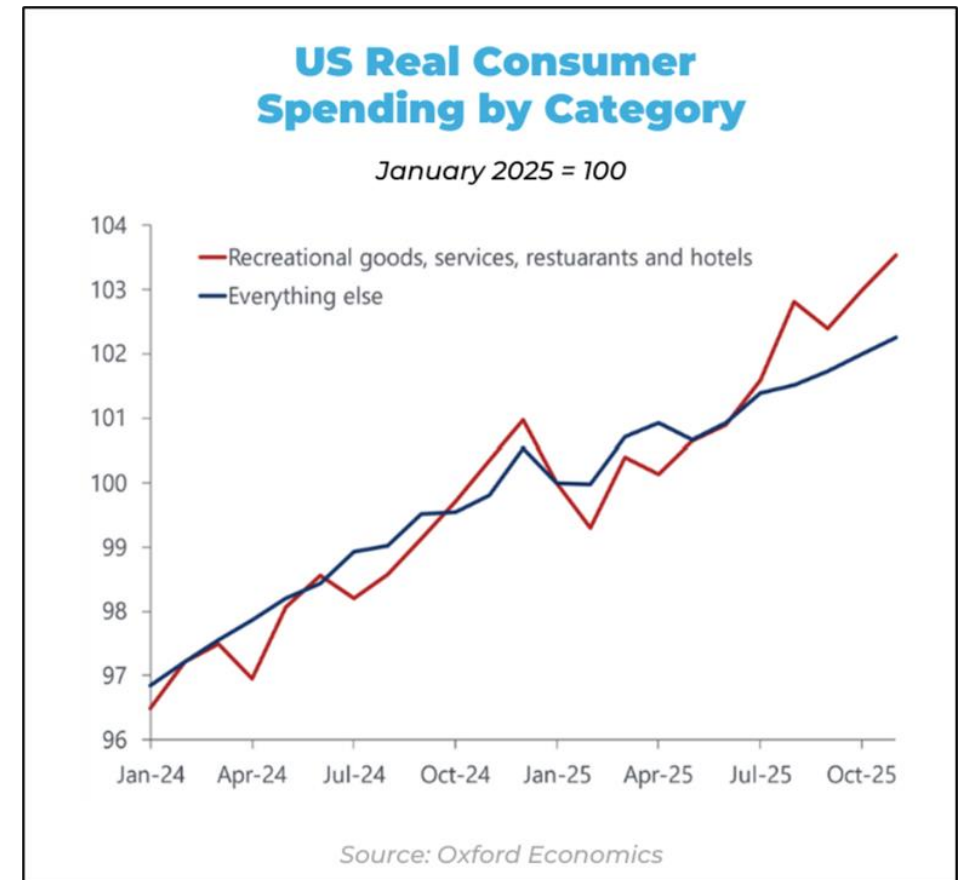
- “We raised the 2026 US real GDP forecast to 2.8% (+0.3ppt) as AI investment supports business spending and boosts consumption.”
- “The bigger story for 2026 may be that business investment starts to broaden beyond AI, supported by easing borrowing costs and investment incentives.”
- “Generally, employers have avoided large-scale layoffs, but weak hiring keeps gains modest - a setup that tends to hit younger and lower-wage workers first.”
- “Inflation looks past its peak and should trend lower through 2026 as prior price pressures fade. With rates closer to neutral, the Fed can afford patience. The baseline still points to a cautious path - holding for now, then cutting later in the year if inflation continues to cool and hiring doesn’t worsen.”

U.S. Market Review



Consumers Keep Spending, Just Not Evenly

- “Growth in disposable income, plus the wealth effects from rising equities and real estate prices, will support solid growth in spending.”
- “This further underscores how wealthier/older households continue to carry discretionary demand, which has increasingly shifted to travel-related spending on recreational goods, restaurants, and hotels.”
- “The personal saving rate reached a three-year low, which argues for some moderation as the year progresses.”



The Two-Track Traveler

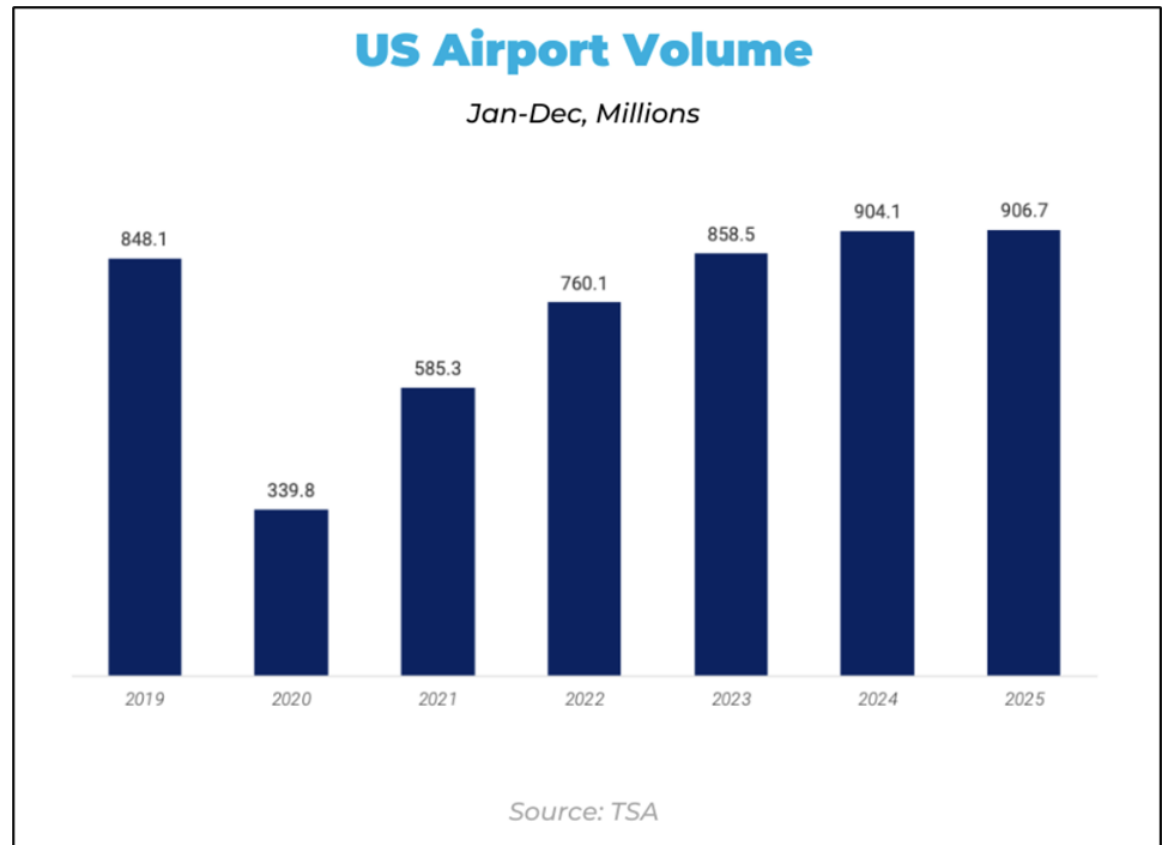
- “Bifurcation remains a theme - and the macro split translates into a travel split: premium demand holds up, while more price-sensitive segments show greater strain.”
- “Our latest forecast with STR saw minimal adjustments in hotels and lodging, with momentum expected to improve later in the year.”
- “We expect a more supportive backdrop for US travel in 2026. While a softer job market weighs on younger and lower-wage households, real wage gains and household wealth should keep consumer spending resilient. International travel faces near-term headwinds but will likely see a gradual rebound as global demand strengthens and the World Cup boosts summer arrivals.” - Aran Ryan, Director of Industry Studies, Tourism Economics
- “Growth concentrates in the second half of 2026, led by moderate gains and concentrated among higher-tier hotels.”

U.S. Market Review



US Air Travel

- “Total airline volume held steady in 2025, up 6.9% versus 2019 and flat compared to 2024.”
- “In a recent quarterly earnings call, Delta Airlines noted main cabin ticket sales were down 7% year-over-year, but premium cabin ticket sales rose 9%.”
- “Effectively, none of our growth in seats will be in the main cabin. Virtually all will be in the premium sector.” - Ed Bastian, CEO, Delta



International Inbound, A Shifting Composition

- “International overnight visits to the US fell 5.7% in 2025, validating our early downside scenarios (-5.1%) last February tied to sentiment and policy headwinds.”
- “Beneath the headline decline, the mix of inbound markets shifted meaningfully, reshaping demand patterns and hotel performance across key markets.”
- “The largest fall was from Canada, which dropped a severe estimated 25.7%. Meanwhile, Mexico overperformed (up 8.6%) and overseas softened.”
- “For the first time in more than 25 years (outside pandemic years), Mexico became the largest source of international visitors to the US, surpassing Canada.”
- “Inbound should grow in 2026, but importantly, we expect a gradual rebound, not a full recovery - even with global demand strengthening and World Cup-related arrivals.”

U.S. Market Review



Short Term Rentals Update January 2026

- “January is a key month for short-term rental bookings, typically accounting for 9–10% of total annual bookings. New year budgets and winter travel planning often prompt guests to begin booking spring and summer trips early, meaning January momentum can set the tone for the year ahead.”
- “In 2026, bookings in January rose 5.5% year over year. This is fastest growth pace since July and the second consecutive month of acceleration, signaling a positive start for demand.”
- “Nights stayed increased 2.5% year-over-year (YoY), though performance varied by location type. Small City/Rural destinations led demand growth, with nights stayed rising nearly 6% YoY. Coastal markets follow at 4% growth. Mountain/Lake destinations lagged behind, with demand largely flat.”
- “As listing growth edged ahead of demand in January, occupancy fell 1.5% year-over-year (YoY) to 48.4% across U.S. markets. This continues a pattern of YoY declines that began in August 2025, when available listings started to recover.”
- “Lead times continued to decline in January, extending a multi-year trend. Median lead time fell from 21 days in January 2024 (down 13% YoY) to 18 days in January 2025 (down 14% YoY), and declined again to 17 days in January 2026, a further 6% year-over-year decrease.”

Short Term Rentals Update January 2026 (continued)

- “Looking ahead, demand pacing remains a bright spot. March bookings are up 7% year-over-year (YoY), and April bookings are up 12%, pointing to steady spring demand.”
- “Spring break demand is showing strong pacing across both March and April, as Easter shifts back to early April after falling later in the calendar last year. Over the past few years, spring break travel has moved between March and April depending on the calendar. In 2026, demand is spread across both months, supporting strong pacing in each.”
- “Summer demand is also strengthening, supported by the upcoming World Cup. Bookings for June and July are up 22% YoY, with strong gains in host markets such as Philadelphia, Los Angeles, Miami, Dallas, Kansas City, Seattle, and Atlanta. Even when excluding these host cities, pacing remains solid. June bookings are up 17% and July bookings are up 20%, indicating broad-based demand growth across U.S. markets.”

U.S. Market Review



Short Term Rentals Update January 2026 (continued)

Key U.S. Short Term Rental Performance Metrics for January 2026

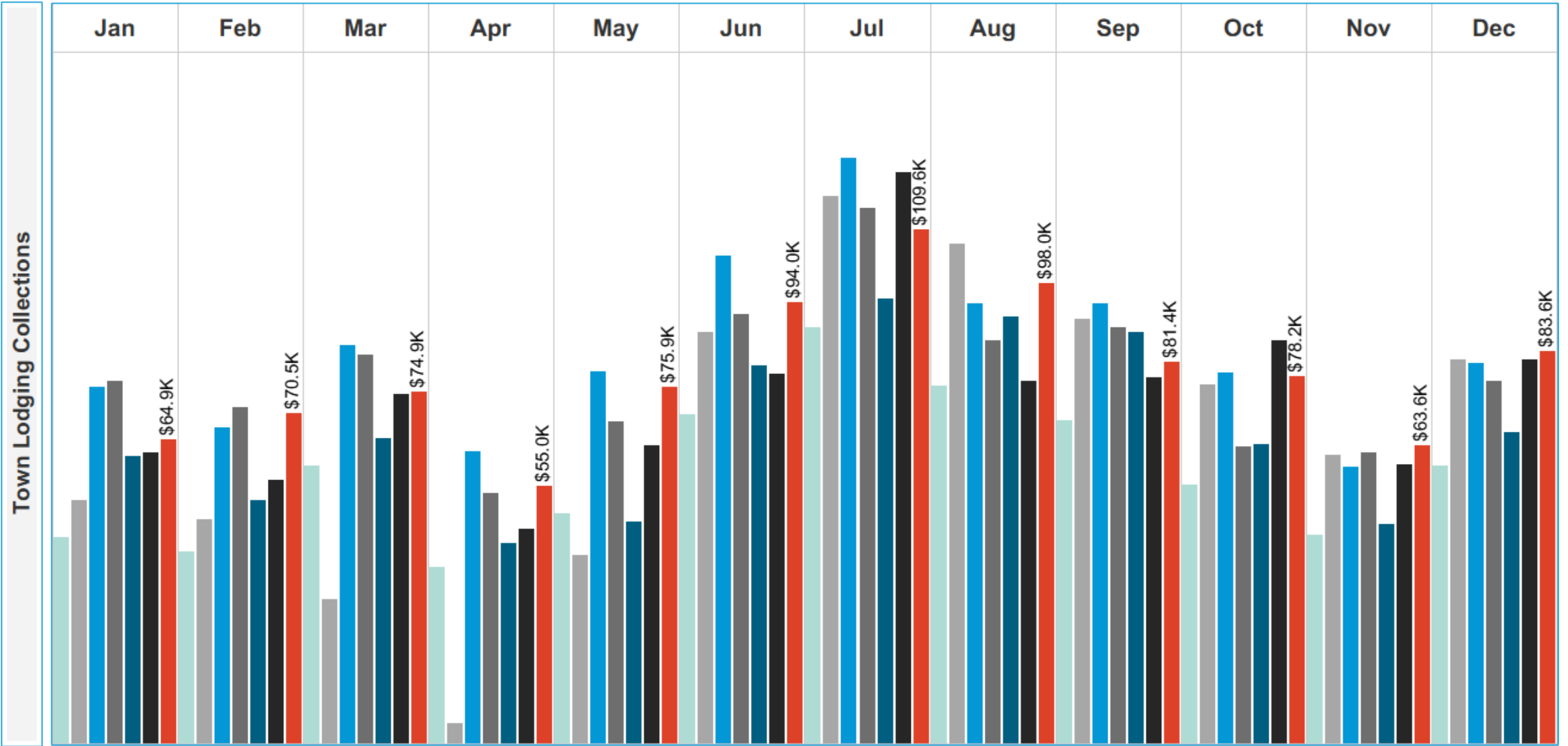
- Available listings reached 1.68 million, a 4.2% increase YoY
- Demand nights were up 2.5% in January
- Occupancy averaged 48.4%, down -1.5% YoY
- Average Daily Rates (ADR) climbed to \$246.62, up 3.6% from last year
- Revenue per Available Rental (RevPAR) increased 2.1% year-over-year (YoY) to \$119.27

Lodging Tax Collections



Pagosa Springs Monthly Lodging Tax Collections

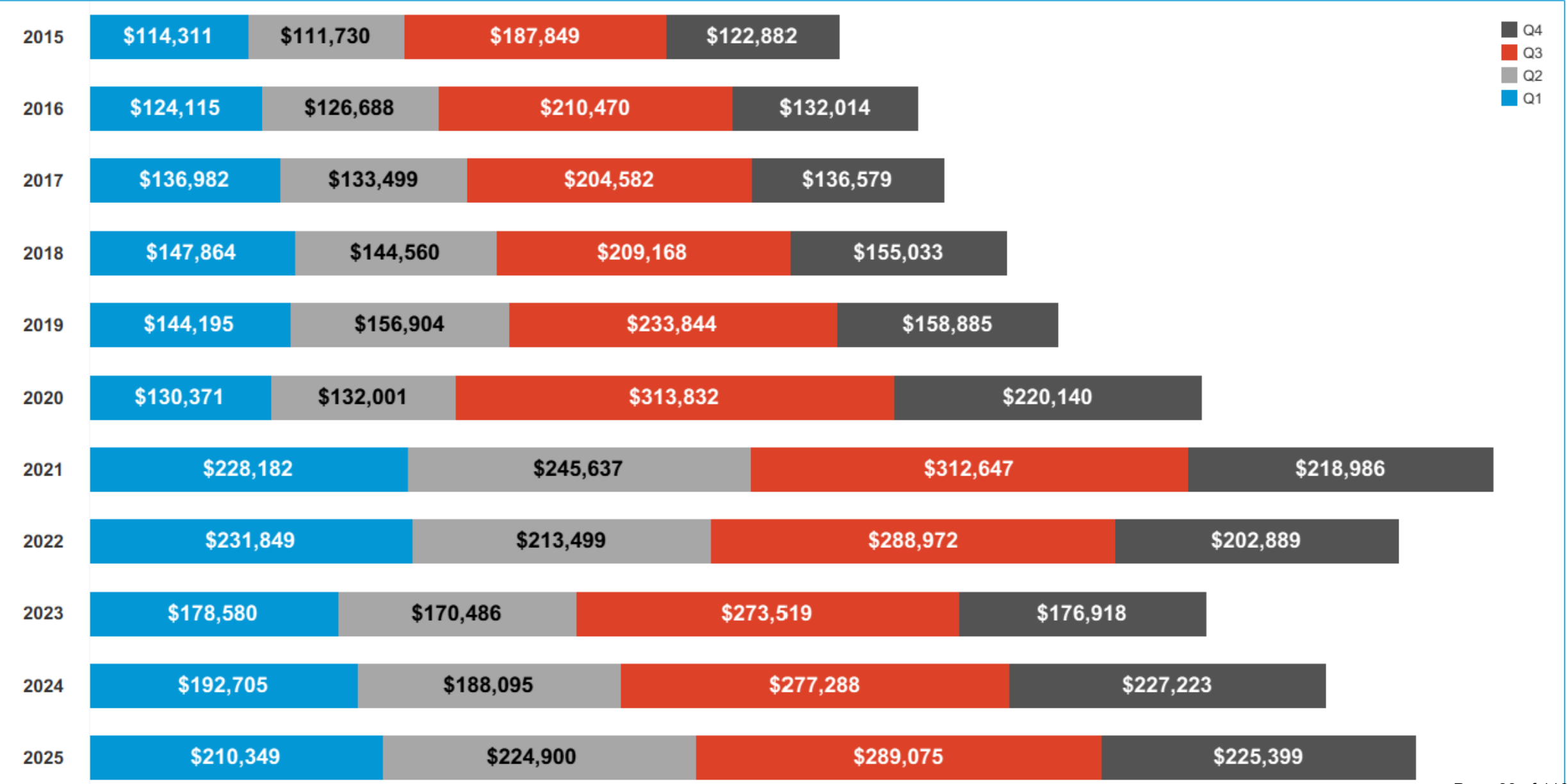
Town Collections Through December 2025



'25 vs '24	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	4.8%	25.4%	0.6%	20.0%	19.5%	19.4%	-10.0%	26.7%	4.2%	-9.0%	6.8%	2.2%

Pagosa Springs Quarterly Lodging Tax Collections

Town Collections Through December 2025



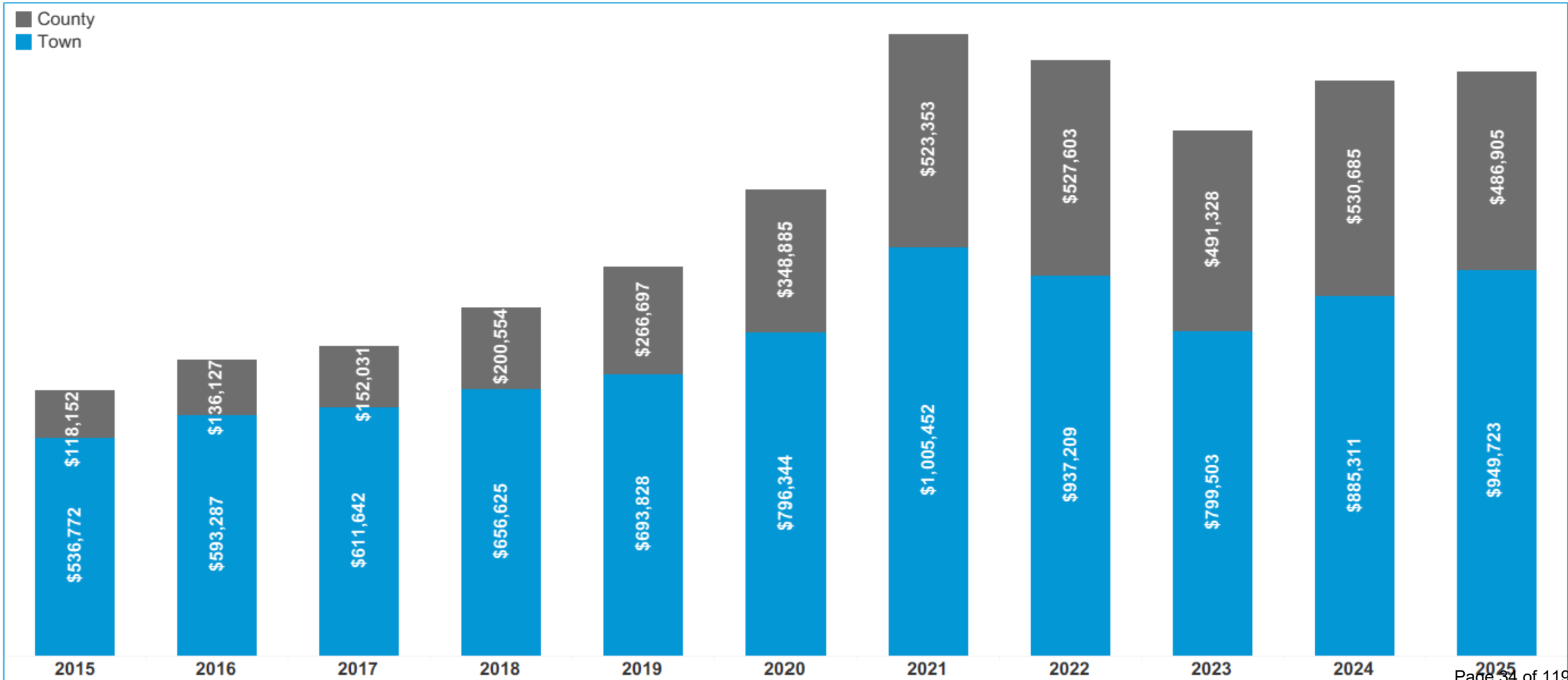
Pagosa Springs Annual Lodging Tax Collections

Total Collections Through December 2025



Note: County collections are reported quarterly, Town collections are reported monthly.

2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
\$654,924	\$729,414	\$763,673	\$857,179	\$960,525	\$1,145,229	\$1,528,805	\$1,464,812	\$1,290,831	\$1,415,996	\$1,436,628



Pagosa Springs Quarterly Lodging Tax Collections

Total Collections Through December 2025



Note: County collections are reported quarterly, Town collections are reported monthly.

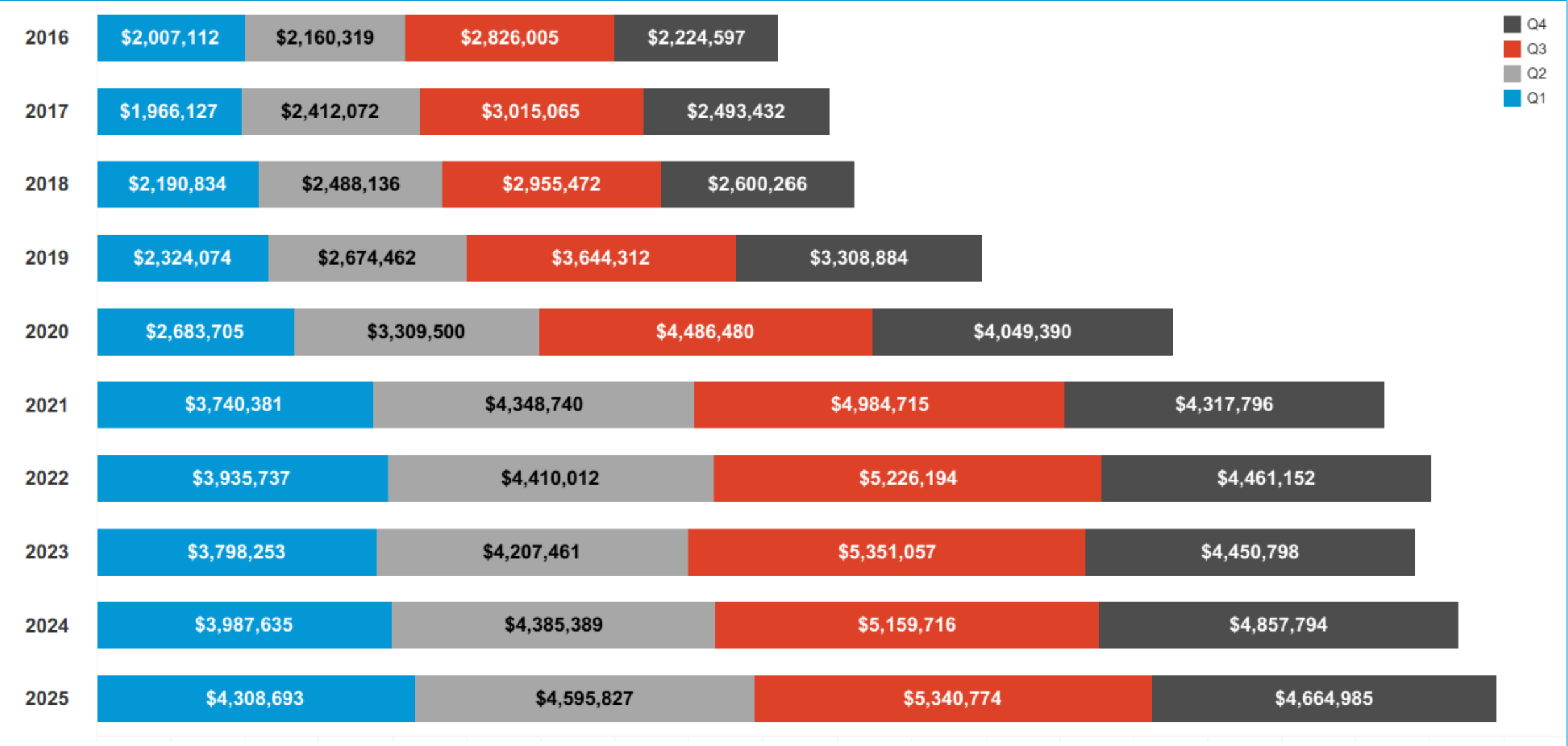
		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Q1	Town	\$114,311	\$124,115	\$136,982	\$147,864	\$144,195	\$130,371	\$228,182	\$231,849	\$178,580	\$192,705	\$210,349
	County	\$25,952	\$18,416	\$35,792	\$29,030	\$46,261	\$57,791	\$128,910	\$127,543	\$125,829	\$116,111	\$130,422
	Total	\$140,263	\$142,531	\$172,774	\$176,894	\$190,456	\$188,162	\$357,092	\$359,392	\$304,409	\$308,816	\$340,771
Q2	Town	\$111,730	\$126,688	\$133,499	\$144,560	\$156,904	\$132,001	\$245,637	\$213,499	\$170,486	\$188,095	\$224,900
	County	\$16,326	\$33,172	\$29,896	\$56,080	\$45,483	\$52,809	\$115,041	\$129,385	\$90,666	\$106,066	\$117,354
	Total	\$128,056	\$159,860	\$163,395	\$200,640	\$202,387	\$184,810	\$360,678	\$342,884	\$261,152	\$294,161	\$342,254
Q3	Town	\$187,849	\$210,470	\$204,582	\$209,168	\$233,844	\$313,832	\$312,647	\$288,972	\$273,519	\$277,288	\$289,075
	County	\$47,765	\$47,929	\$49,470	\$65,609	\$93,349	\$136,452	\$166,440	\$158,901	\$155,889	\$158,877	\$103,140
	Total	\$235,614	\$258,399	\$254,052	\$274,777	\$327,193	\$450,284	\$479,087	\$447,873	\$429,408	\$436,165	\$392,215
Q4	Town	\$122,882	\$132,014	\$136,579	\$155,033	\$158,885	\$220,140	\$218,986	\$202,889	\$176,918	\$227,223	\$225,399
	County	\$28,109	\$36,610	\$36,873	\$49,835	\$81,604	\$101,833	\$112,962	\$111,774	\$118,944	\$149,631	\$135,989
	Total	\$150,991	\$168,624	\$173,452	\$204,868	\$240,489	\$321,973	\$331,948	\$314,663	\$295,862	\$376,854	\$361,388
Grand Total		\$654,924	\$729,414	\$763,673	\$857,179	\$960,525	\$1,145,229	\$1,528,805	\$1,464,812	\$1,290,831	\$1,415,996	\$1,436,628

Sales Tax Collections



Pagosa Springs Quarterly Sales Tax Collections

Collections Through December 2025



Pagosa Springs Quarterly Sales Tax Collections

Collections Through December 2025

	Jan	Feb	Mar	Q1 Total	Apr	May	Jun	Q2 Total	Jul	Aug	Sep	Q3 Total	Oct	Nov	Dec	Q4 Total		
2016	\$630,442	\$600,885	\$775,785	\$2,007,112	\$582,924	\$639,544	\$937,851	\$2,160,319	\$970,231	\$991,688	\$864,087	\$2,826,005	\$698,521	\$667,832	\$858,244	\$2,224,597		
2017	\$602,618	\$614,496	\$749,013	\$1,966,127	\$654,961	\$766,390	\$990,721	\$2,412,072	\$1,050,936	\$1,034,538	\$929,591	\$3,015,065	\$802,192	\$735,197	\$956,044	\$2,493,432		
2018	\$720,250	\$653,308	\$817,277	\$2,190,834	\$685,584	\$778,029	\$1,024,523	\$2,488,136	\$1,055,648	\$975,397	\$924,427	\$2,955,472	\$894,585	\$760,714	\$944,967	\$2,600,266		
2019	\$748,135	\$705,628	\$870,311	\$2,324,074	\$722,725	\$847,452	\$1,104,285	\$2,674,462	\$1,330,750	\$1,156,262	\$1,157,300	\$3,644,312	\$1,160,328	\$966,585	\$1,181,971	\$3,308,884		
2020	\$893,260	\$861,387	\$929,059	\$2,683,705	\$881,784	\$1,029,961	\$1,397,755	\$3,309,500	\$1,478,390	\$1,414,702	\$1,593,388	\$4,486,480	\$1,351,716	\$1,210,111	\$1,487,563	\$4,049,390		
2021	\$1,230,886	\$1,118,790	\$1,390,705	\$3,740,381	\$1,243,257	\$1,382,546	\$1,722,937	\$4,348,740	\$1,744,911	\$1,544,973	\$1,694,832	\$4,984,715	\$1,389,189	\$1,328,089	\$1,600,518	\$4,317,796		
2022	\$1,285,659	\$1,224,286	\$1,425,792	\$3,935,737	\$1,265,285	\$1,428,491	\$1,716,237	\$4,410,012	\$1,831,470	\$1,793,418	\$1,601,307	\$5,226,194	\$1,425,011	\$1,430,027	\$1,606,114	\$4,461,152		
2023	\$1,271,275	\$1,186,669	\$1,340,310	\$3,798,253	\$1,155,340	\$1,376,511	\$1,675,610	\$4,207,461	\$1,846,753	\$1,867,837	\$1,636,468	\$5,351,057	\$1,518,791	\$1,391,273	\$1,540,735	\$4,450,798		
2024	\$1,338,250	\$1,230,171	\$1,419,214	\$3,987,635	\$1,261,412	\$1,433,936	\$1,690,041	\$4,385,389	\$1,855,193	\$1,655,248	\$1,649,275	\$5,159,716	\$1,718,686	\$1,434,372	\$1,704,736	\$4,857,794		
2025	\$1,405,815	\$1,364,117	\$1,538,761	\$4,308,693	\$1,370,948	\$1,469,254	\$1,755,625	\$4,595,827	\$1,893,830	\$1,669,302	\$1,777,642	\$5,340,774	\$1,460,697	\$1,284,224	\$1,920,064	\$4,664,985		
YOY Change					YOY Change					YOY Change					YOY Change			
2022	4%	9%	3%	5%	2%	3%	0%	1%	5%	16%	-6%	5%	3%	8%	0%	3%		
2023	-1%	-3%	-6%	-3%	-9%	-4%	-2%	-5%	1%	4%	2%	2%	7%	-3%	-4%	0%		
2024	5%	4%	6%	5%	9%	4%	1%	4%	0%	-11%	1%	-4%	13%	3%	11%	9%		
2025	5%	11%	8%	8%	9%	2%	4%	5%	2%	1%	8%	4%	-15%	-10%	13%	-4%		

Short-Term Rental Performance (Airbnb & Vrbo)

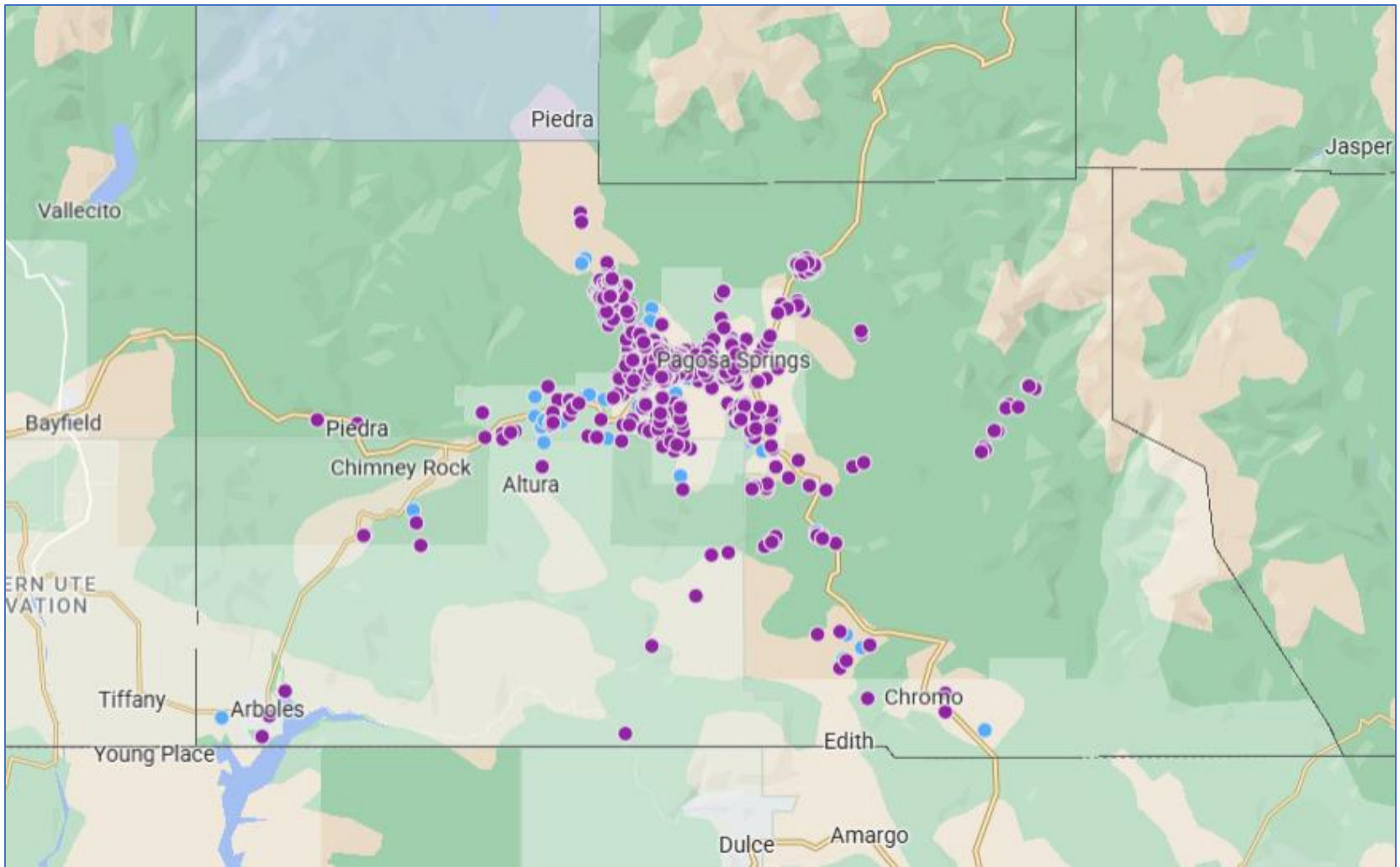


AirDNA - Definitions



- **Active Listings** – Total number of listings whose calendars had at least one day classified as available or reserved during the reporting period.
- **Average Daily Rate** – Average daily rate (ADR) of booked nights in USD ($\text{ADR} = \text{Total Revenue} / \text{Booked Nights}$).
- **Demand (Listing Days Booked)** – Total number of days booked during the reporting period.
- **Supply (Listing Days Available)** – Total number of days available during the reporting period.
- **Occupancy Rate** – $\text{Occupancy Rate} = \text{Total Booked Days} / (\text{Total Booked Days} + \text{Total Available Days})$. The calculation only includes vacation rentals with at least one Booked Night.
- **Revenue (USD)** – Total revenue (in US dollars) earned during the reporting period. Includes the advertised price from the time of booking, as well as cleaning fees.
- **RevPAR** – $\text{Revenue Per Available Rental} = \text{ADR} * \text{Occupancy Rate}$

AirDNA Geographical Boundary



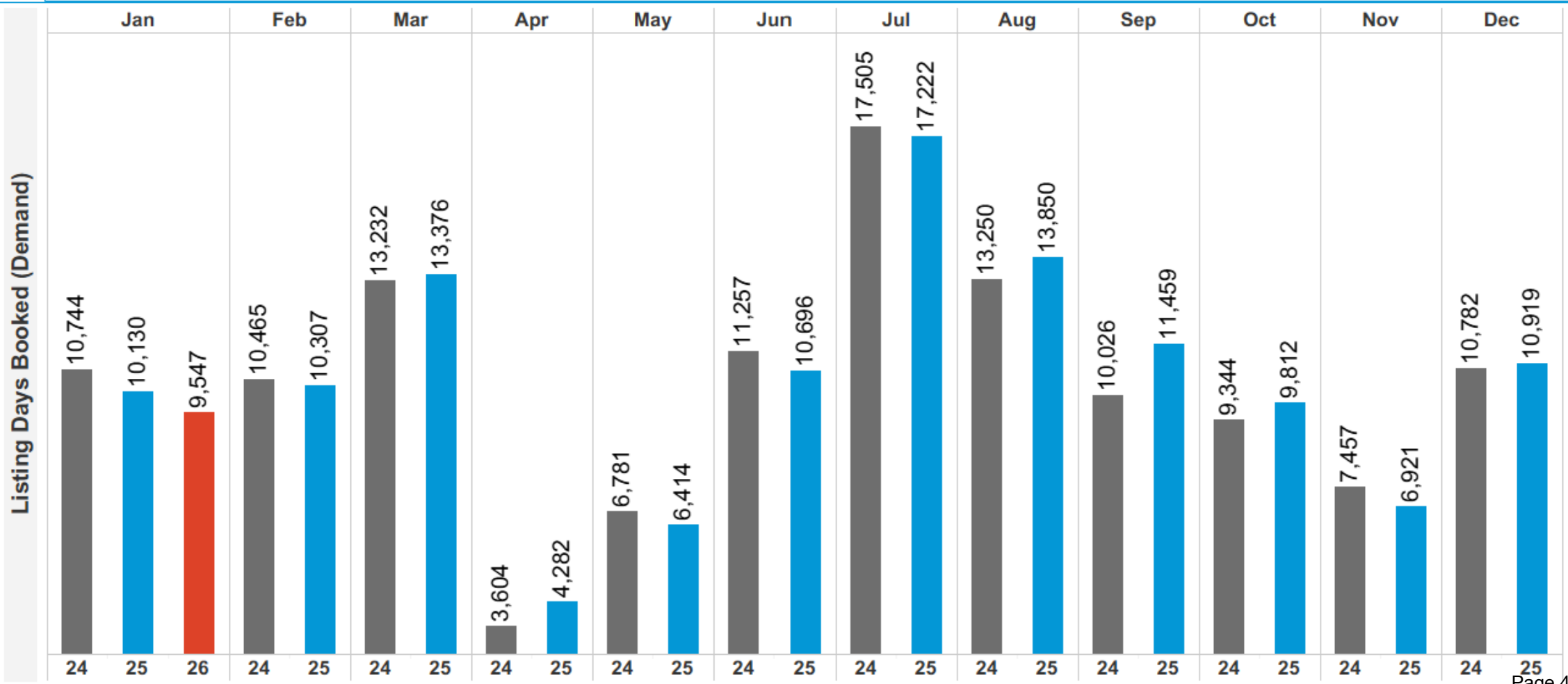
Pagosa Springs Monthly Short-Term Rental Performance

January 2026

Source: AirDNA, 'Entire Place' Listings Only



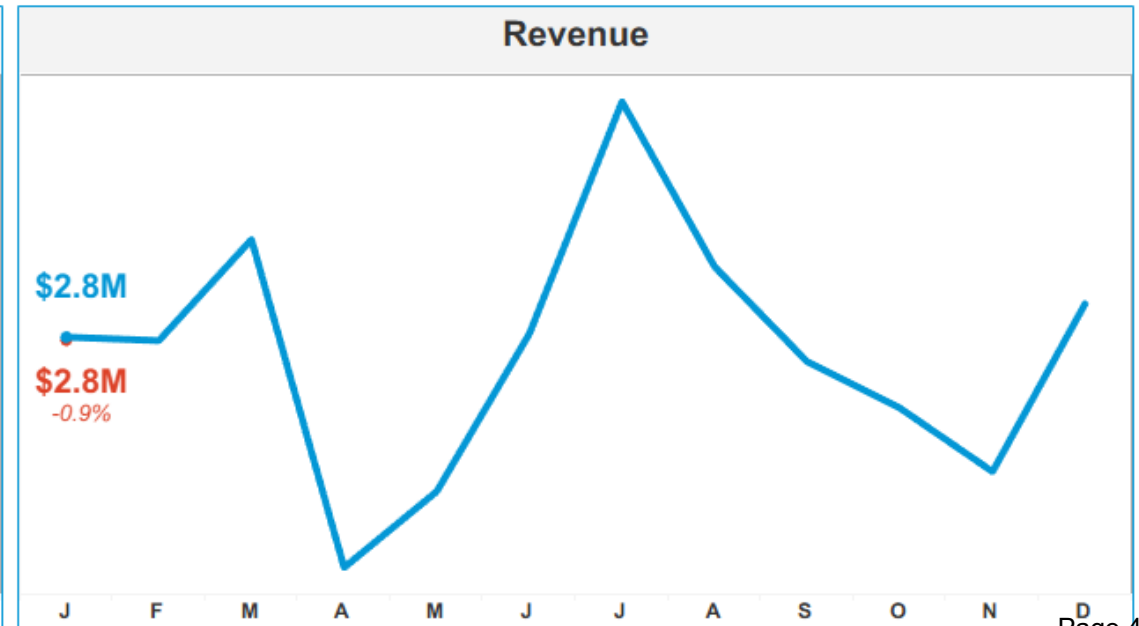
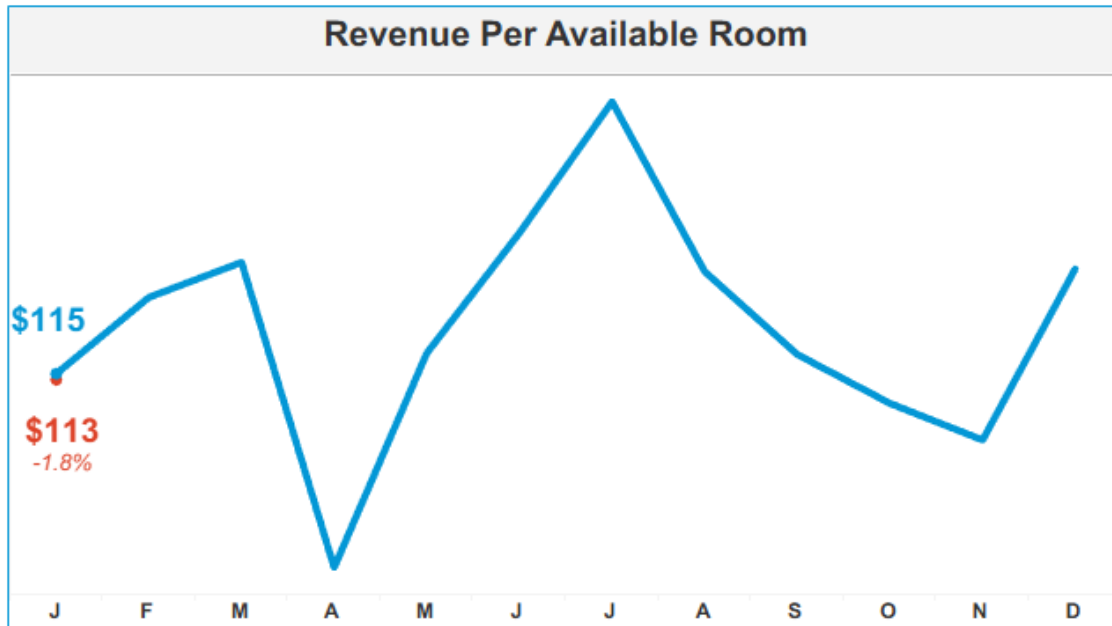
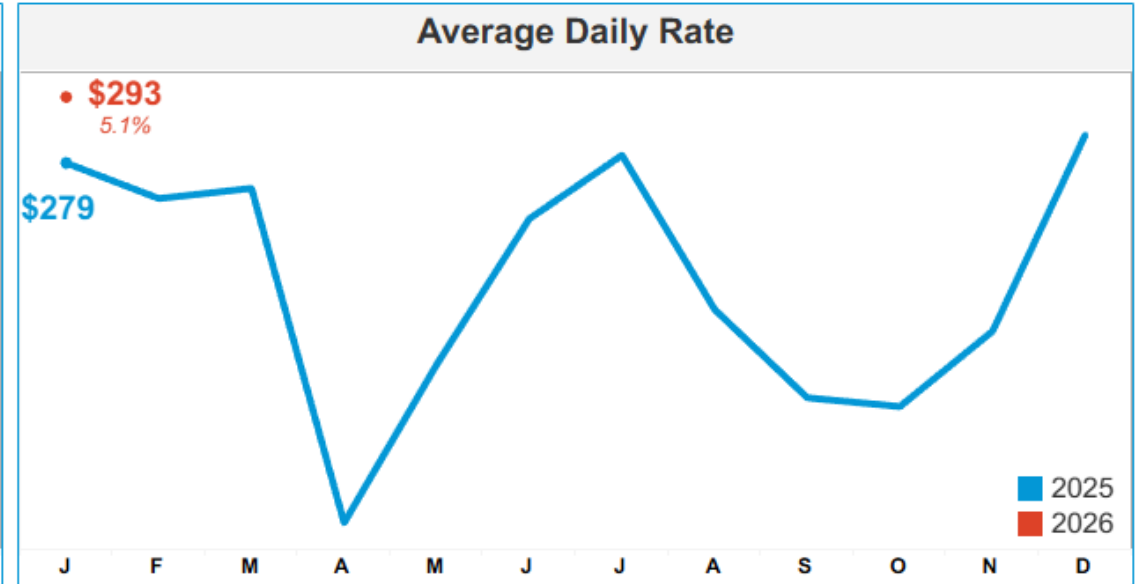
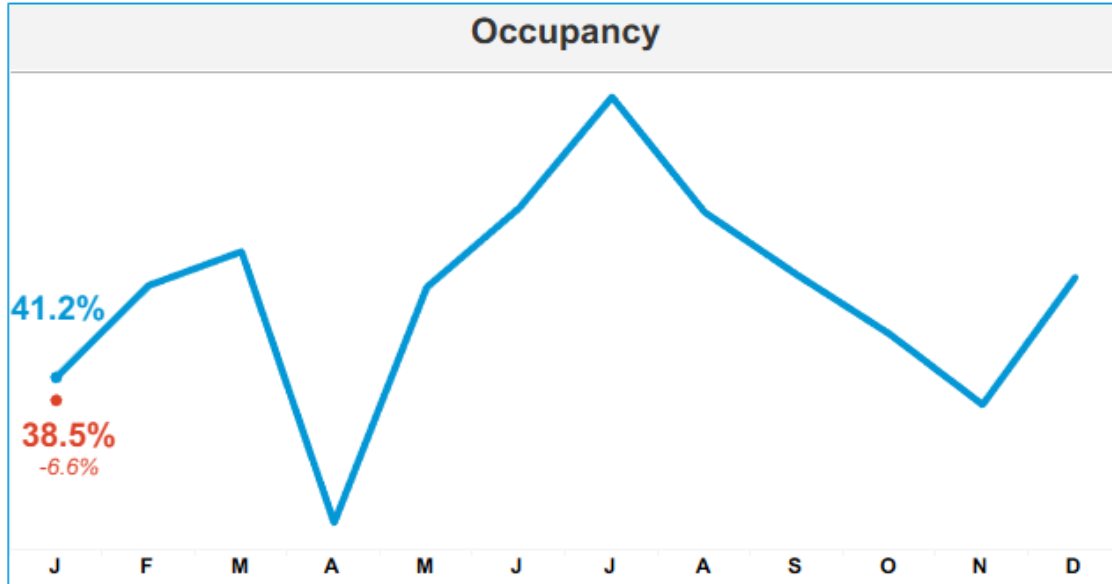
Jan '26	Occupancy	ADR	RevPAR	Active Listings	Listing Days Booked	Revenue
	38.5%	\$293.09	\$112.94	897	9,547	\$2,798,130
	-6.6%	5.1%	-1.8%	0.7%	-5.8%	-0.9%



Pagosa Springs Monthly Short-Term Rental Performance

January 2026

Source: AirDNA, 'Entire Place' Listings Only



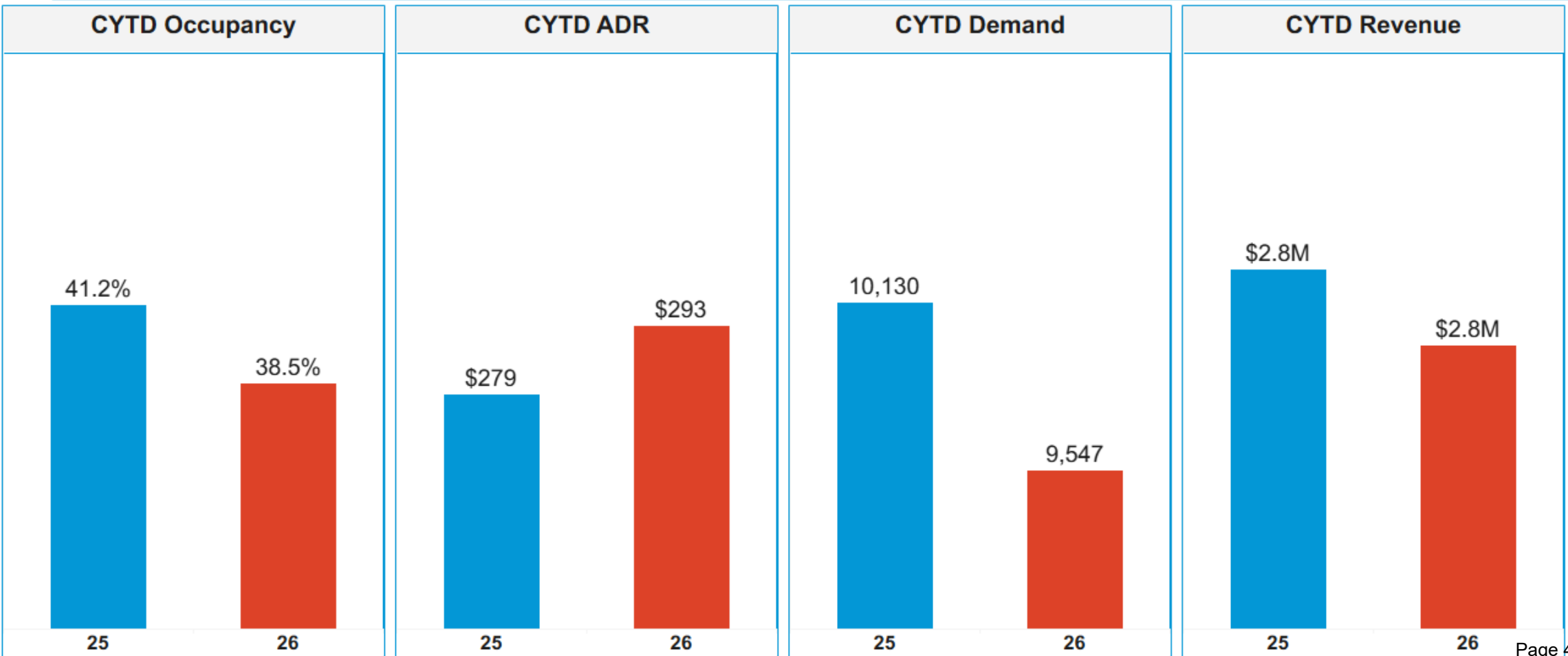
Pagosa Springs Monthly Short-Term Rental Performance

Calendar YTD Through January 2026



Source: AirDNA, 'Entire Place' Listings Only

	Occupancy	ADR	RevPAR	Avg. Active Listings	Listing Days Booked	Revenue
YTD '26	38.5%	\$293.09	\$112.94	897	9,547	\$2,798,130
YOY	-6.6%	5.1%	-1.8%	0.7%	-5.8%	-0.9%



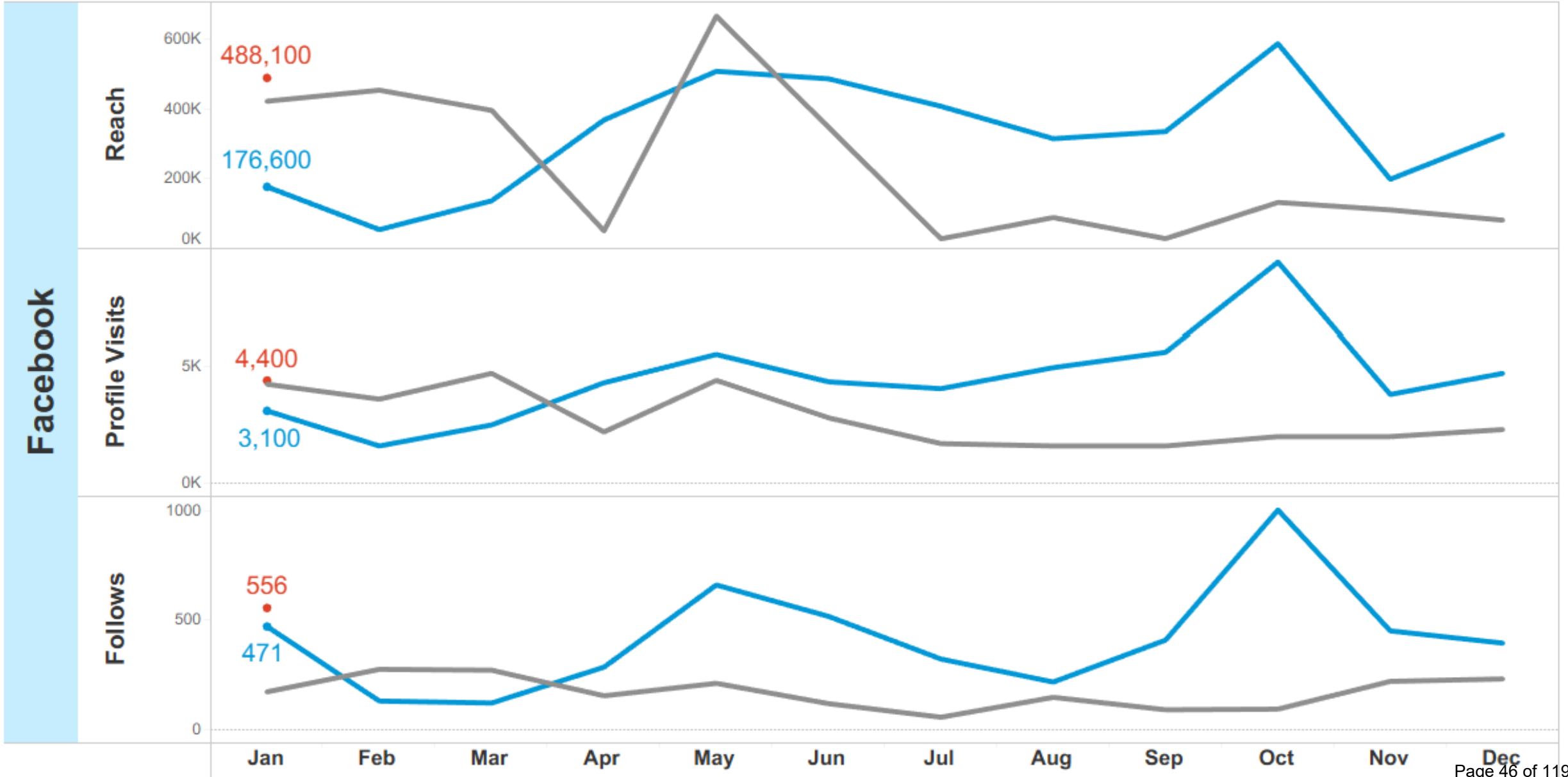
Social Media & Web Performance



Pagosa Springs Monthly Social Media Performance Through January 2026

Source: Meta

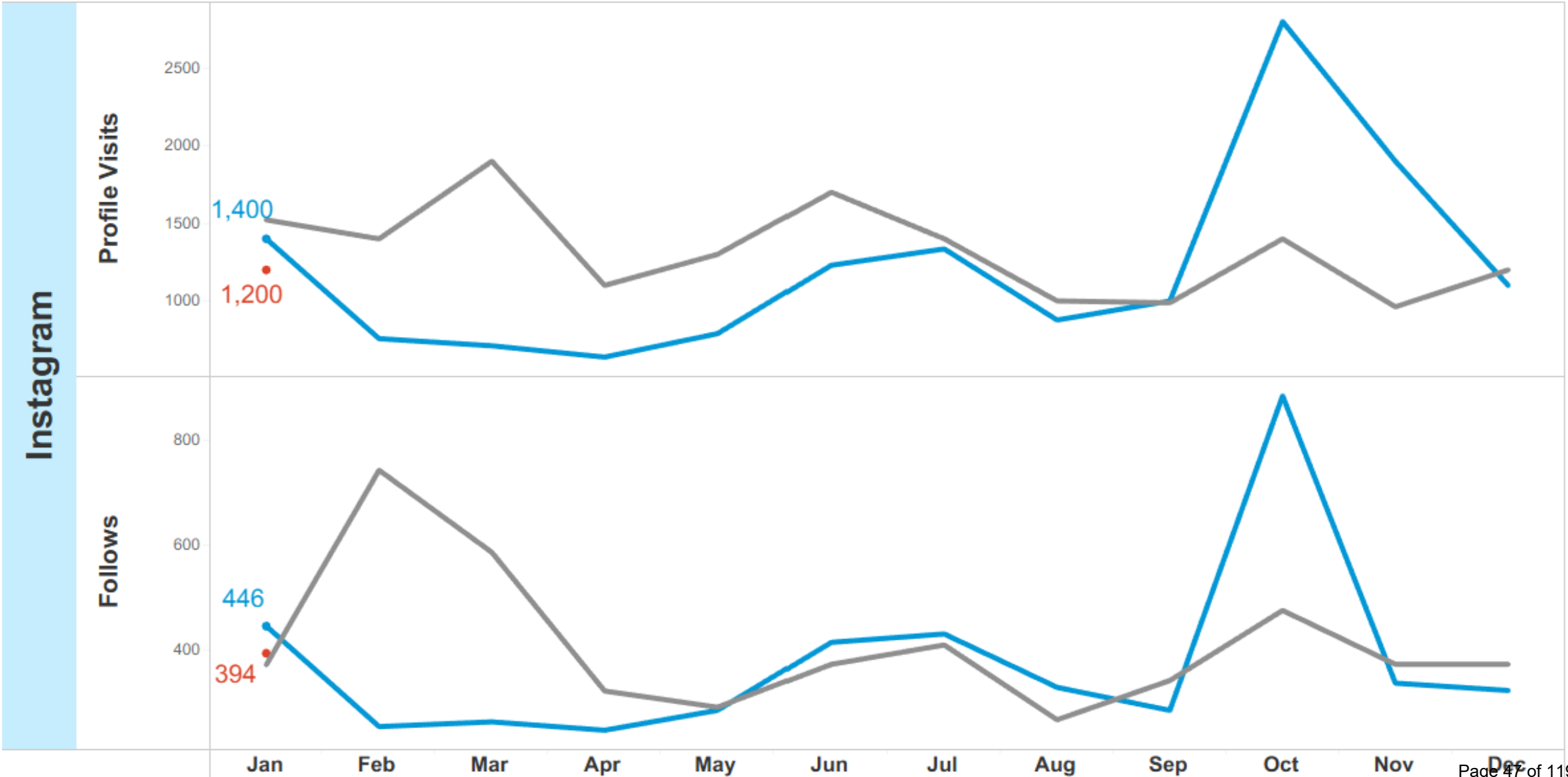
2024
2025
2026



Pagosa Springs Monthly Social Media Performance Through January 2026

Source: Meta

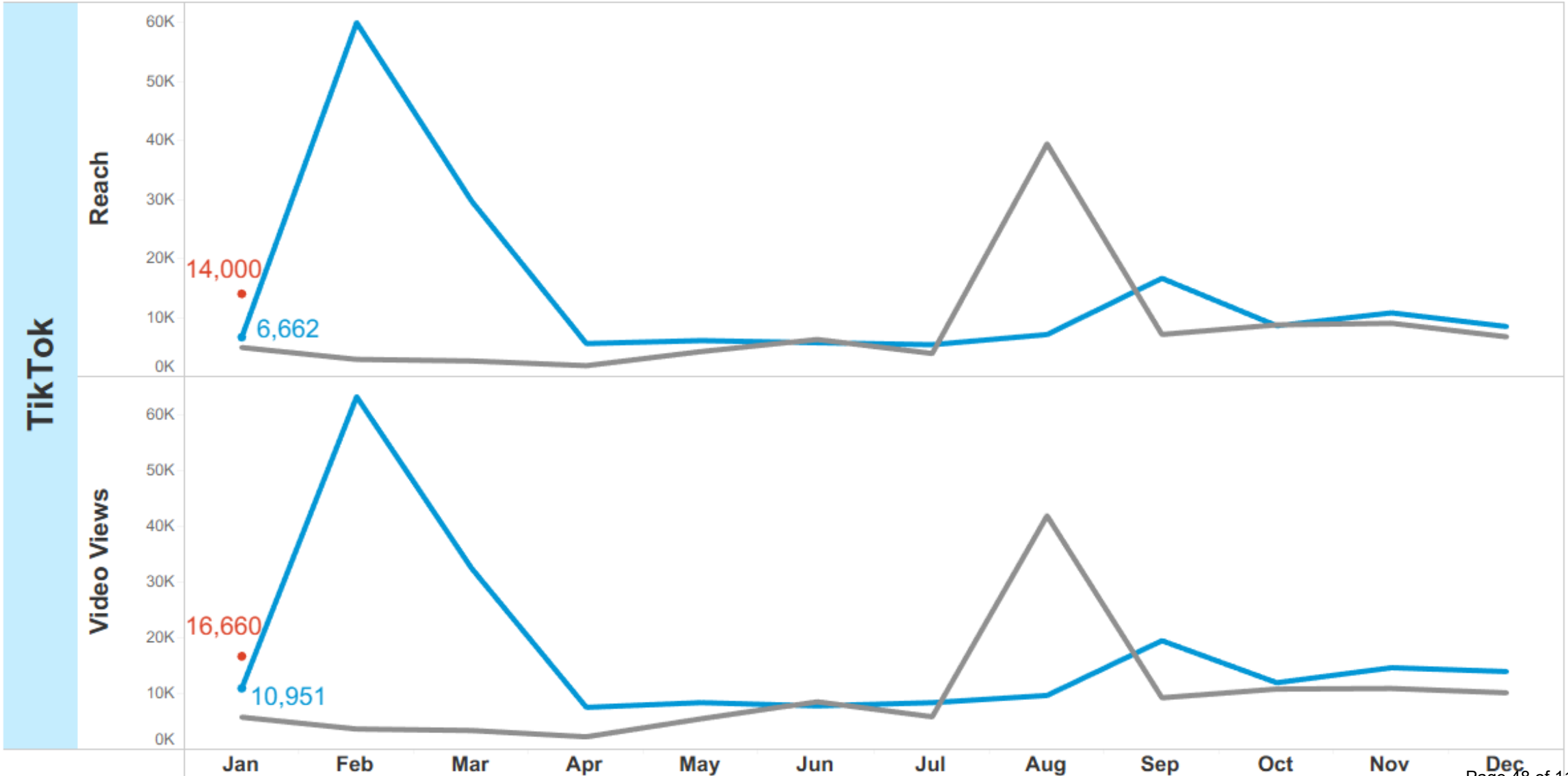
2024
2025
2026



Pagosa Springs Monthly Social Media Performance Through January 2026

Source: Tiktok

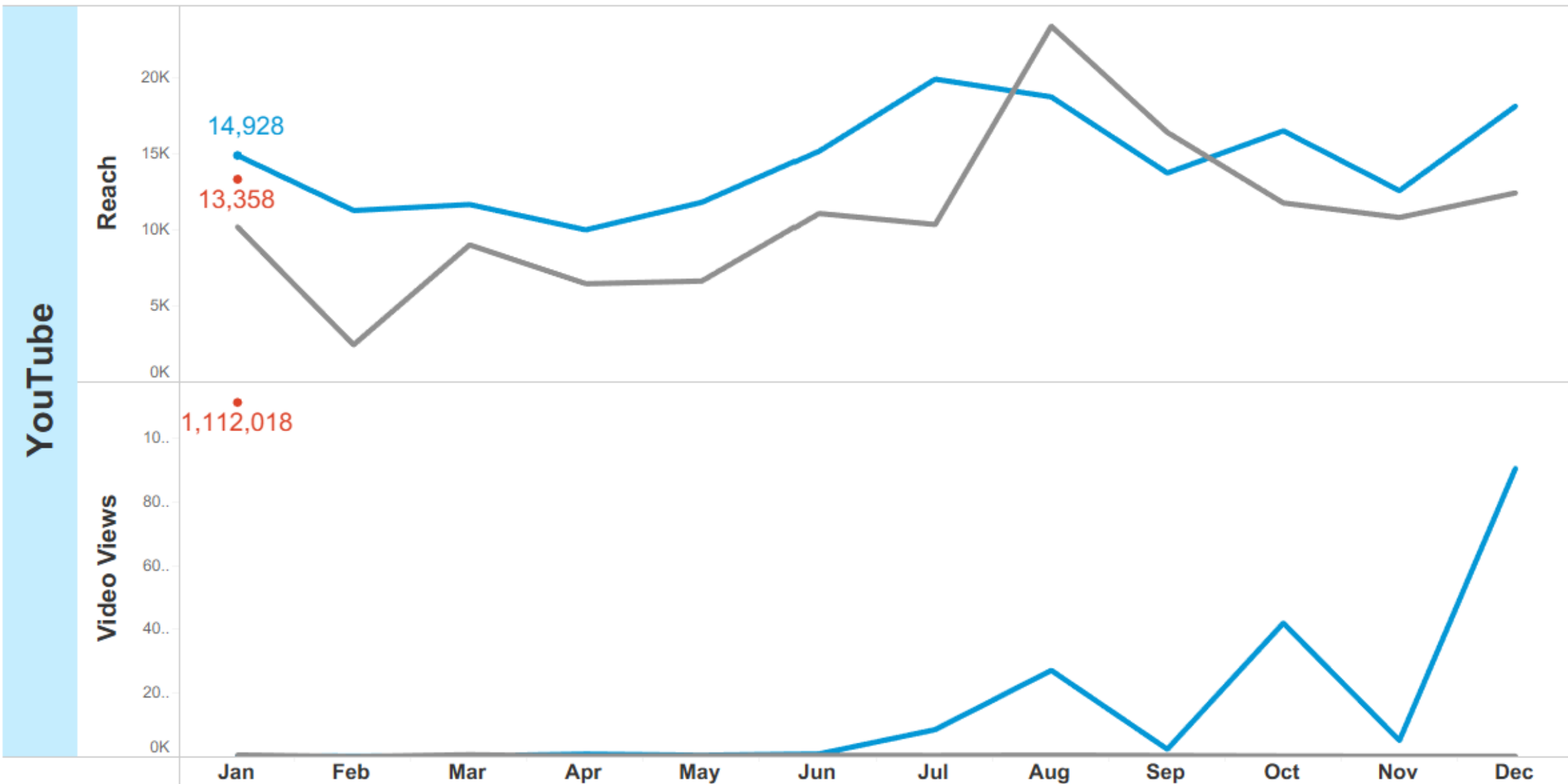
2024
2025
2026



Pagosa Springs Monthly Social Media Performance Through January 2026

Source: YouTube

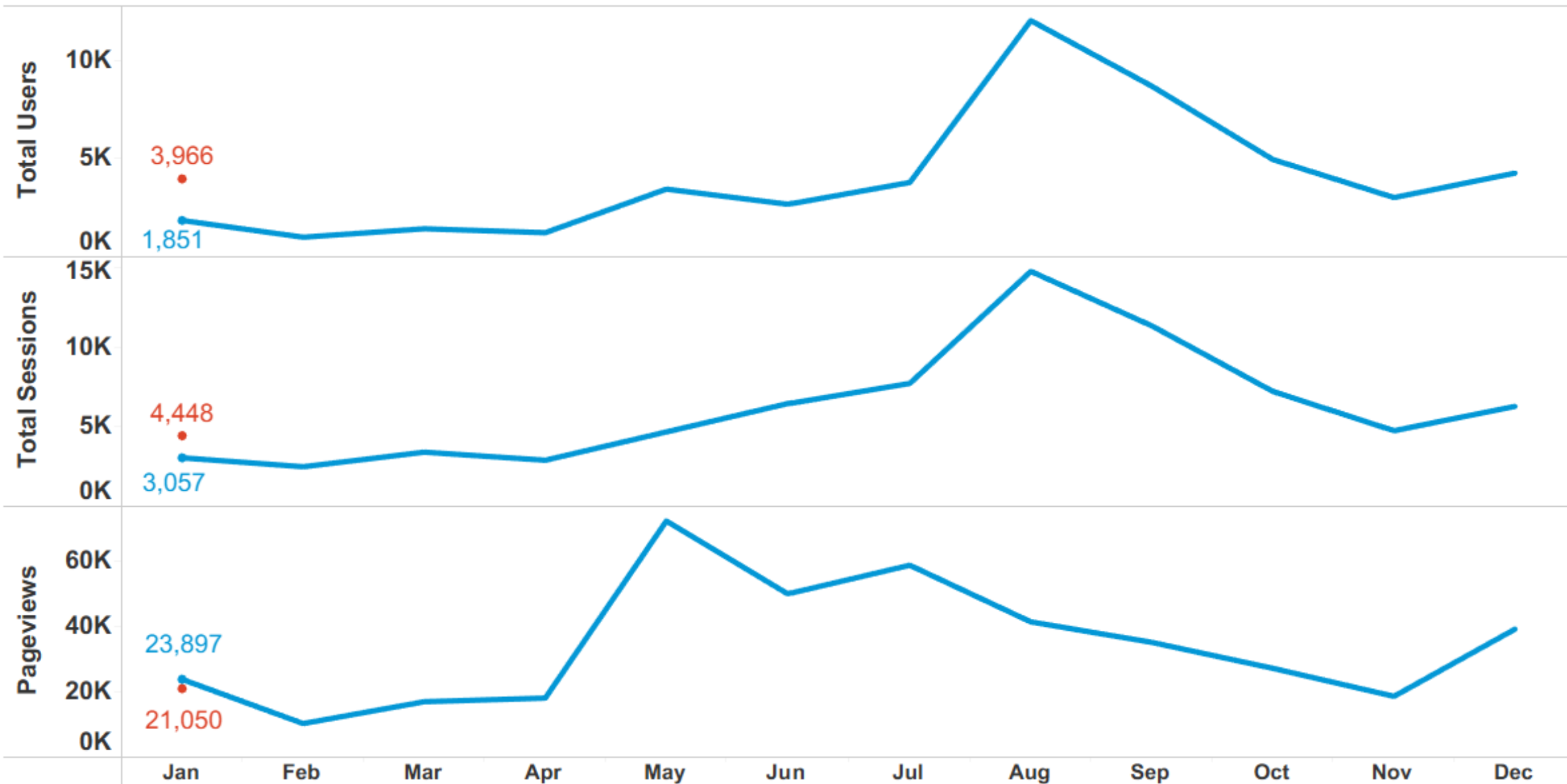
2024
2025
2026



Pagosa Springs Monthly Website Performance Through January 2026

Source: Visit Widget

2025
2026



Placer.ai Geolocation Data



Placer.ai - Definitions



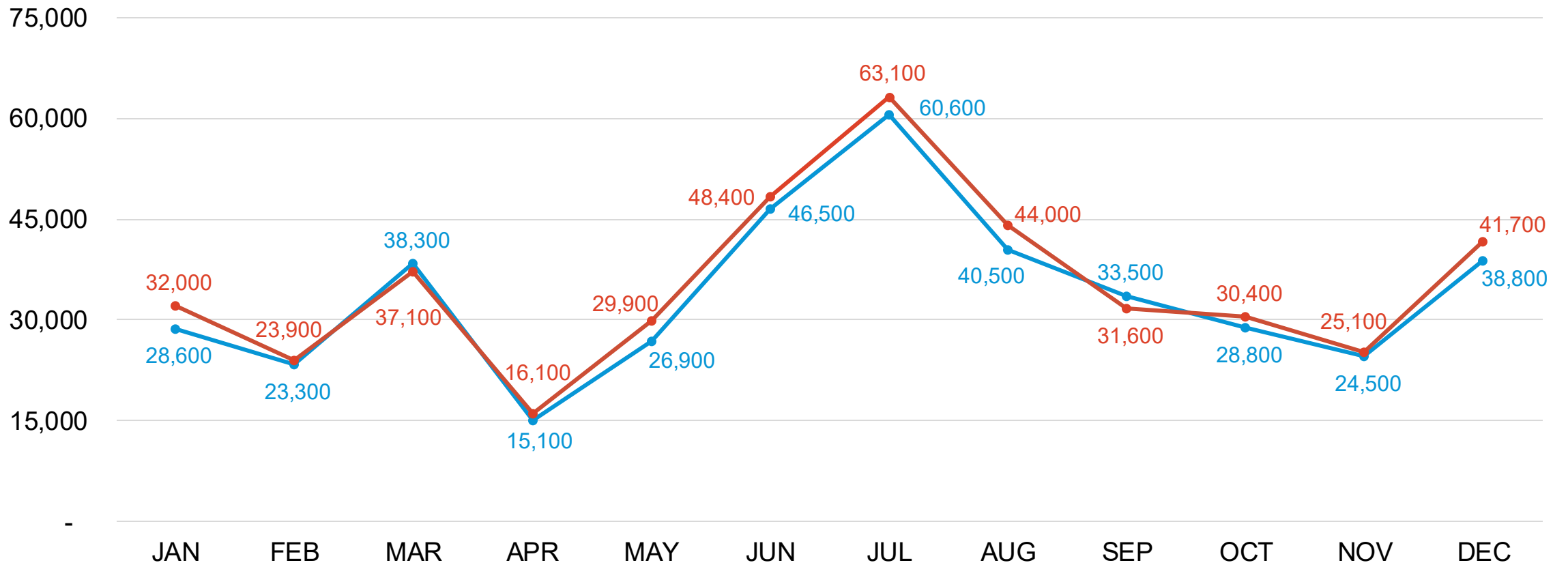
- **Overnight Trips** – “Overnight trips counts the total number of separate overnight trips (i.e. trips that include 1 or more overnight stays) made to the selected region within the selected timeframe, including multiple visits by the same person (so long as the multiple visits are in separate months; Multiple visits by the same person within a given month will be counted as 1 visit). Overnight Trips are counted for visitors whose home location is at least 10 miles away (changeable via the Filters).”
- **Visit Nights** – “Visit Nights counts the total number of Overnight stays made by people visiting the selected region within the selected timeframe. Visit Nights are counted for visitors whose home location is at least 10 miles away (changeable via the Filters).”

Placer.ai – Overnight Trips



Overnight Trips

—●— 2024 —●— 2025

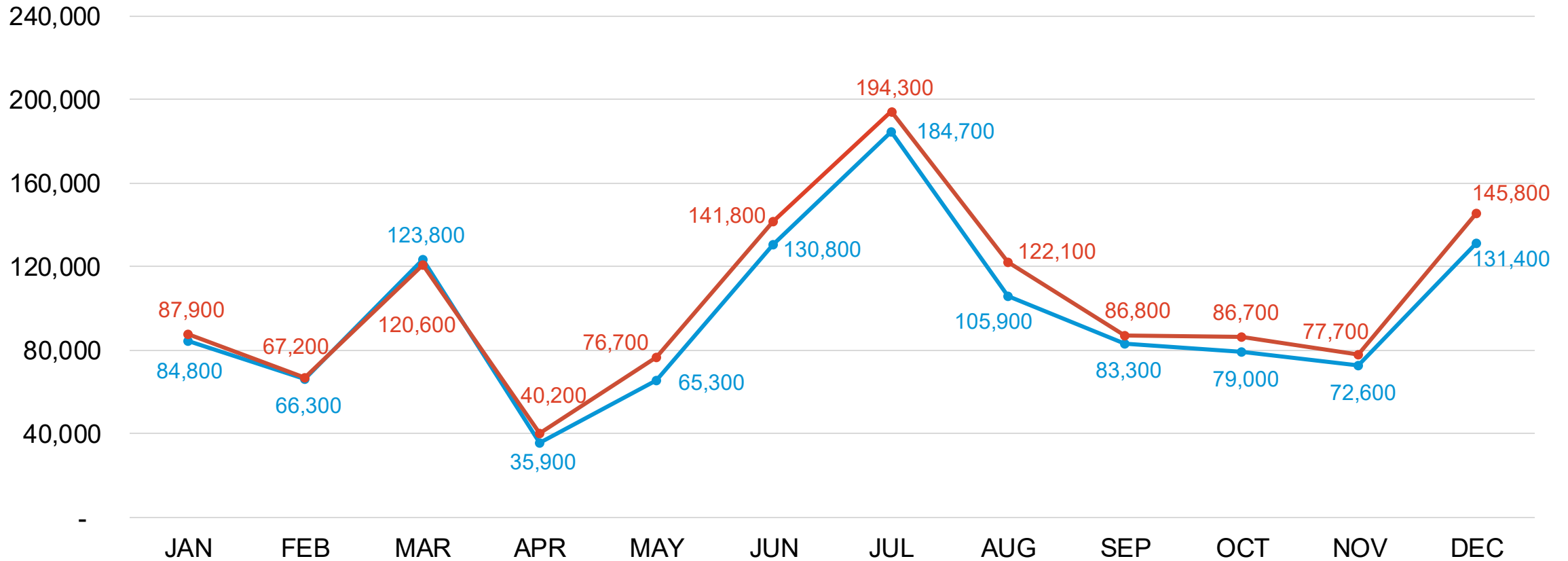


Placer.ai – Visit Nights



Visit Nights

— 2024 — 2025



Consumer Sentiment



American Travel Sentiment Study Wave 103



*Survey fielded January 6-9, 2026: U.S. National Sample of 1,000 adults 18+

American Travel Sentiment Wave 103 Highlights

Key Findings:

1. 2026 Begins with High Demand for Spring & Summer Travel

Spring and summer travel planning is underway - 61% of travelers have trips planned more than 3 months in advance for 2026. Additionally, half of travelers (52%) are planning on traveling about the same amount this year compared to last year, while three in ten (29%) are planning on traveling more this year, indicating a strong demand for travel in 2026.

2. Financial Concerns Impacting Travel Decisions Cool Slightly

Concerns of gas prices, inflation, and personal financial situation impacting travel decisions are all down compared to November 2025, suggesting that travelers may have more financial flexibility for travel in 2026. Three in ten travelers (31%) indicated that they are planning on spending more money on travel in 2026 compared to last year, while half of travelers (52%) are planning on spending the same amount on travel. Only 17% of travelers indicated that they are planning on spending less on travel this year compared to last year. Additionally, 33% of travelers indicated that they would travel by plane for their next domestic trip. This figure is up 5-points from January 2025, further signifying that travelers are willing to spend more on travel in 2026.



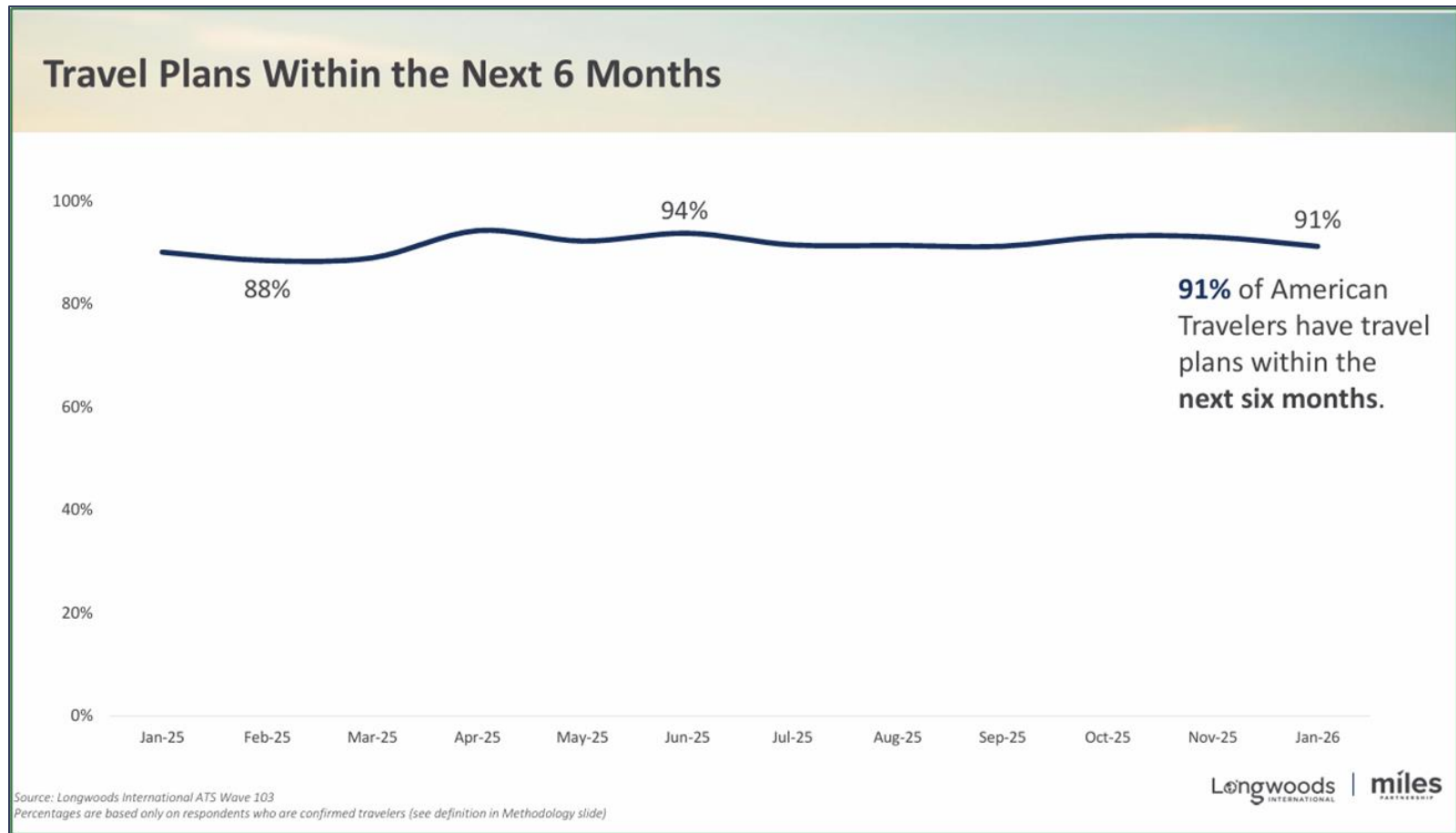
Source: Longwoods International ATS Wave 103

Longwoods | miles
INTERNATIONAL PARTNERSHIP

American Travel Sentiment Study Wave 103



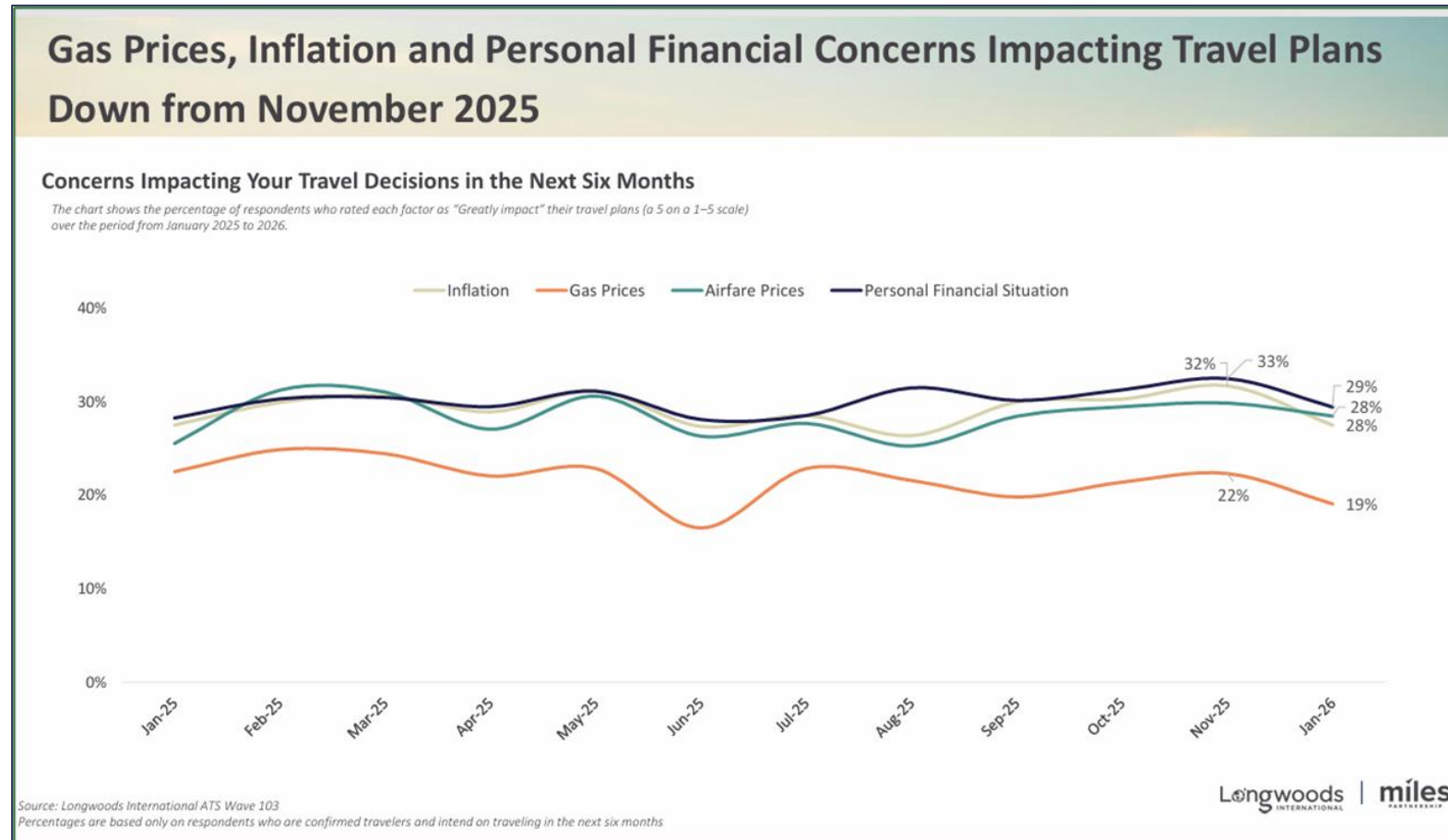
*Survey fielded January 6-9, 2026: U.S. National Sample of 1,000 adults 18+



American Travel Sentiment Study Wave 103



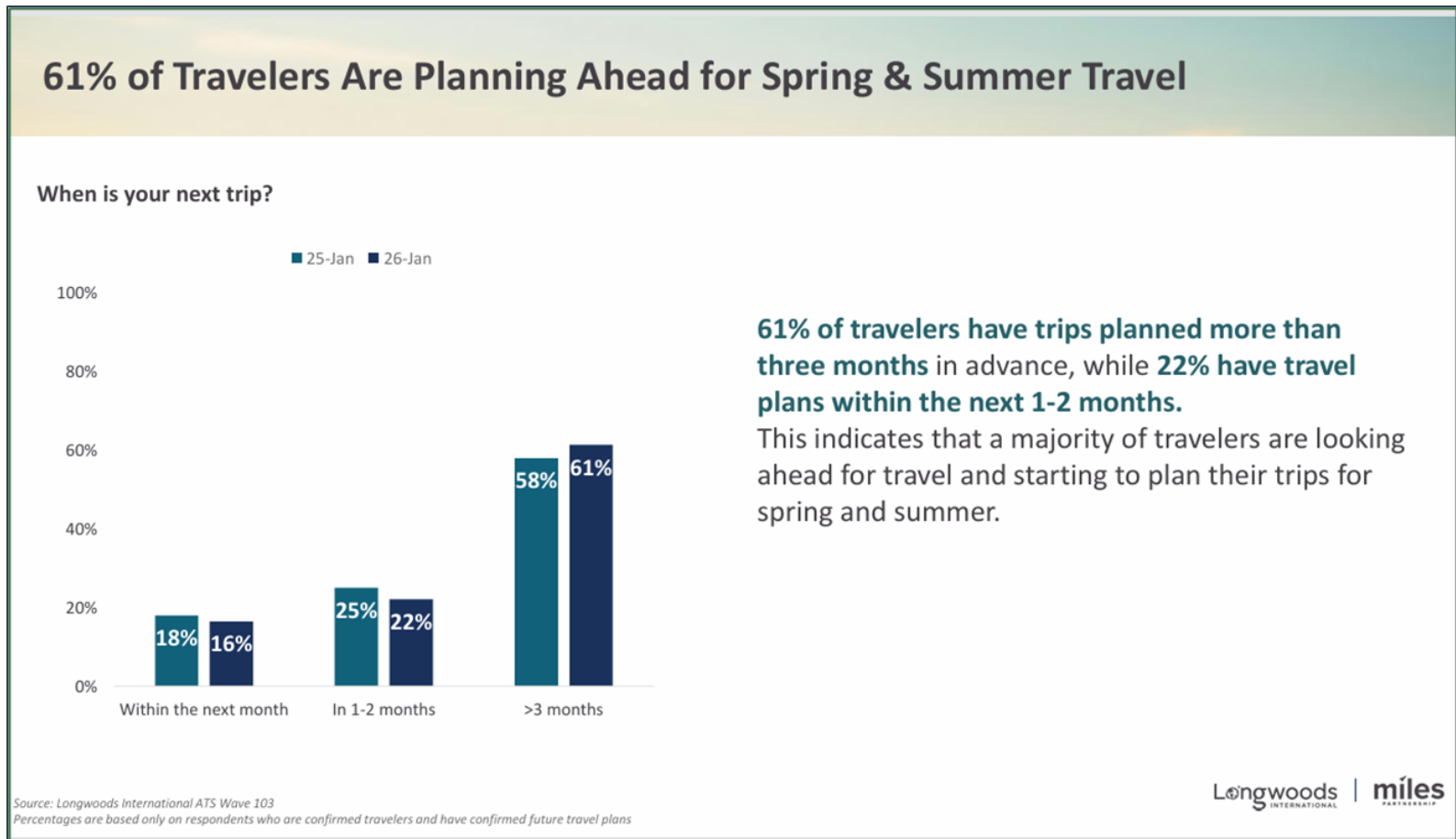
*Survey fielded January 6-9, 2026: U.S. National Sample of 1,000 adults 18+



American Travel Sentiment Study Wave 103



*Survey fielded January 6-9, 2026: U.S. National Sample of 1,000 adults 18+



American Travel Sentiment Study Wave 103



*Survey fielded January 6-9, 2026: U.S. National Sample of 1,000 adults 18+

More Travelers are Traveling by Plane for Their Next Trip Than Last Year

What is the next trip you plan to take?



58% -4.9 points vs January 2025
Domestic Road Trip



33% +5.1 points vs January 2025
Domestic Air Travel



9% No change vs January 2025
International Travel

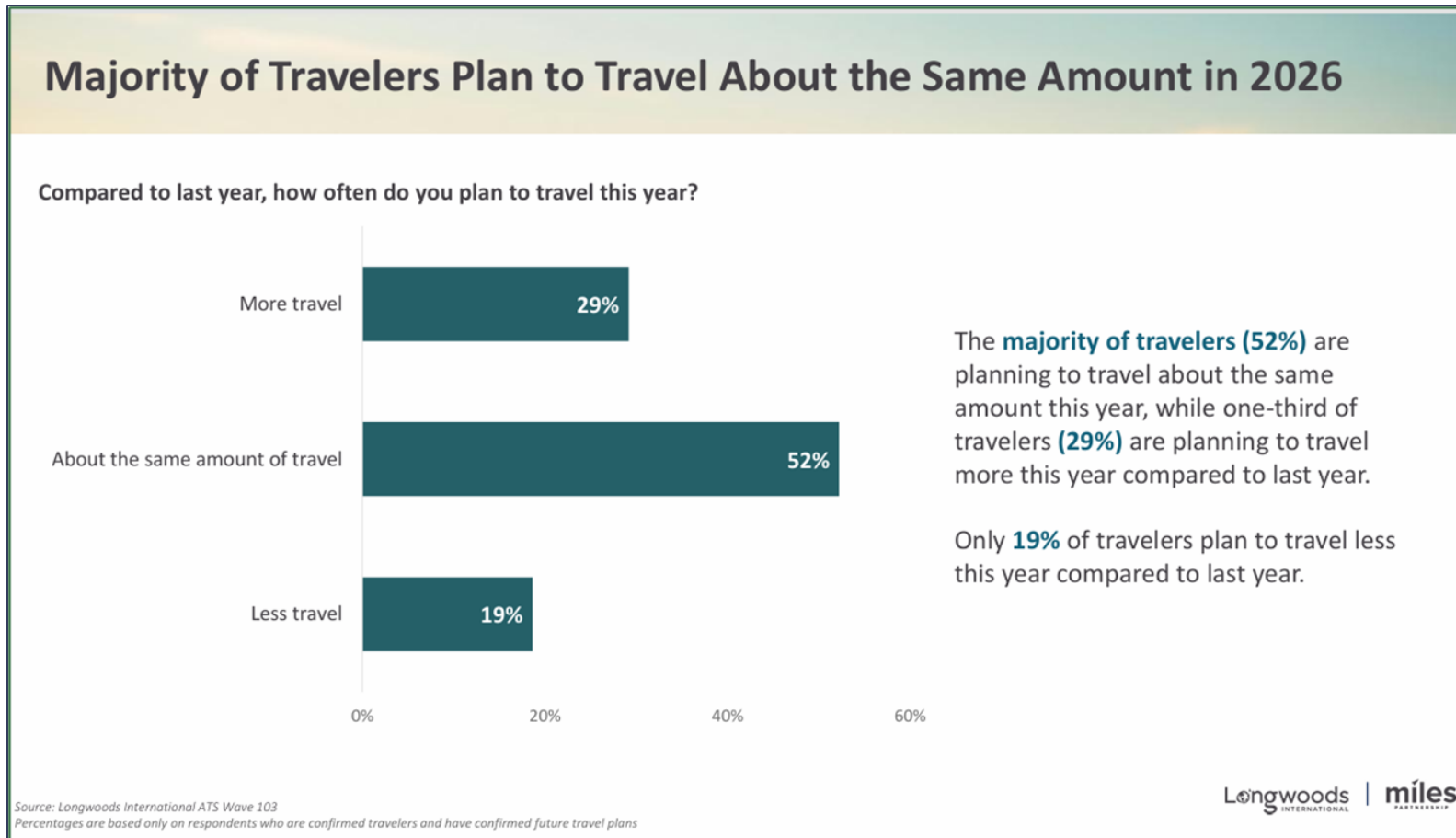
Source: Longwoods International ATS Wave 103
Percentages are based only on respondents who are confirmed travelers and have confirmed future travel plans



American Travel Sentiment Study Wave 103



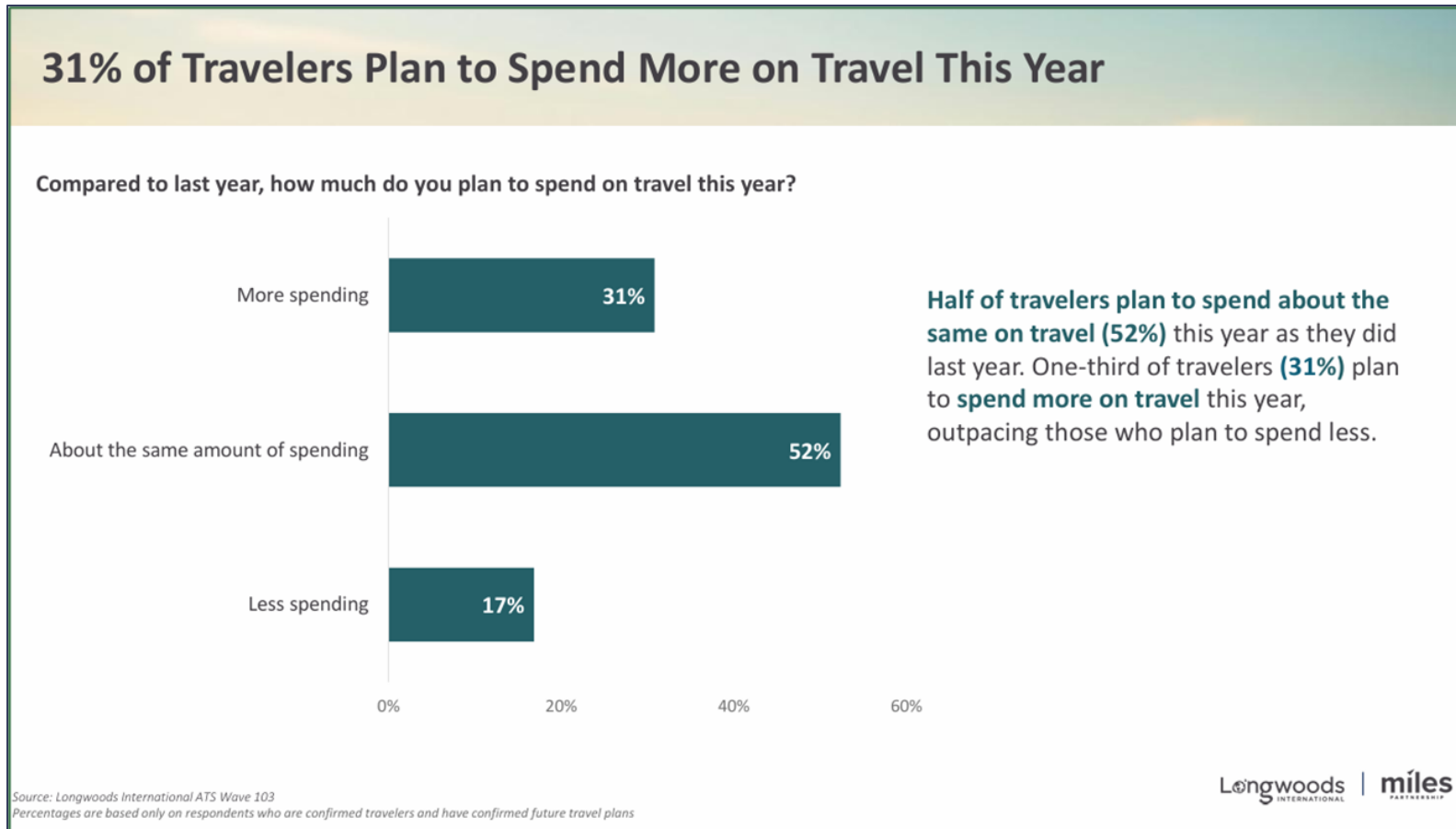
*Survey fielded January 6-9, 2026: U.S. National Sample of 1,000 adults 18+



American Travel Sentiment Study Wave 103



*Survey fielded January 6-9, 2026: U.S. National Sample of 1,000 adults 18+



American Travel Sentiment Study Wave 103



*Survey fielded January 6-9, 2026: U.S. National Sample of 1,000 adults 18+

American Travel Sentiment Methodology

The American Travel Sentiment Study is the most comprehensive and longest-running survey of its kind, offering valuable insights into the factors influencing American travel behaviors.

Key Details:

- Survey Date: January 6 - 9, 2026
- Sample Size: 1,000 U.S. adults (18+)
- Margin of Error: $\pm 3\%$
- Representative of U.S. population demographics (age, gender, region)

Travelers are only respondents that have taken a trip in the last 3 years and intend to take a trip in the next 2 years.

Conducted with support from Miles Partnership, this study remains a vital tool for understanding the dynamic landscape of American travel.



Longwoods INTERNATIONAL | miles PARTNERSHIP

Canadian Travel Sentiment Study Wave 4



*Survey fielded January 8-10, 2026; Canadian National Sample of 1,000 adults 18+

Key Highlights



Canadian Travel Sentiment Study Jan 2026

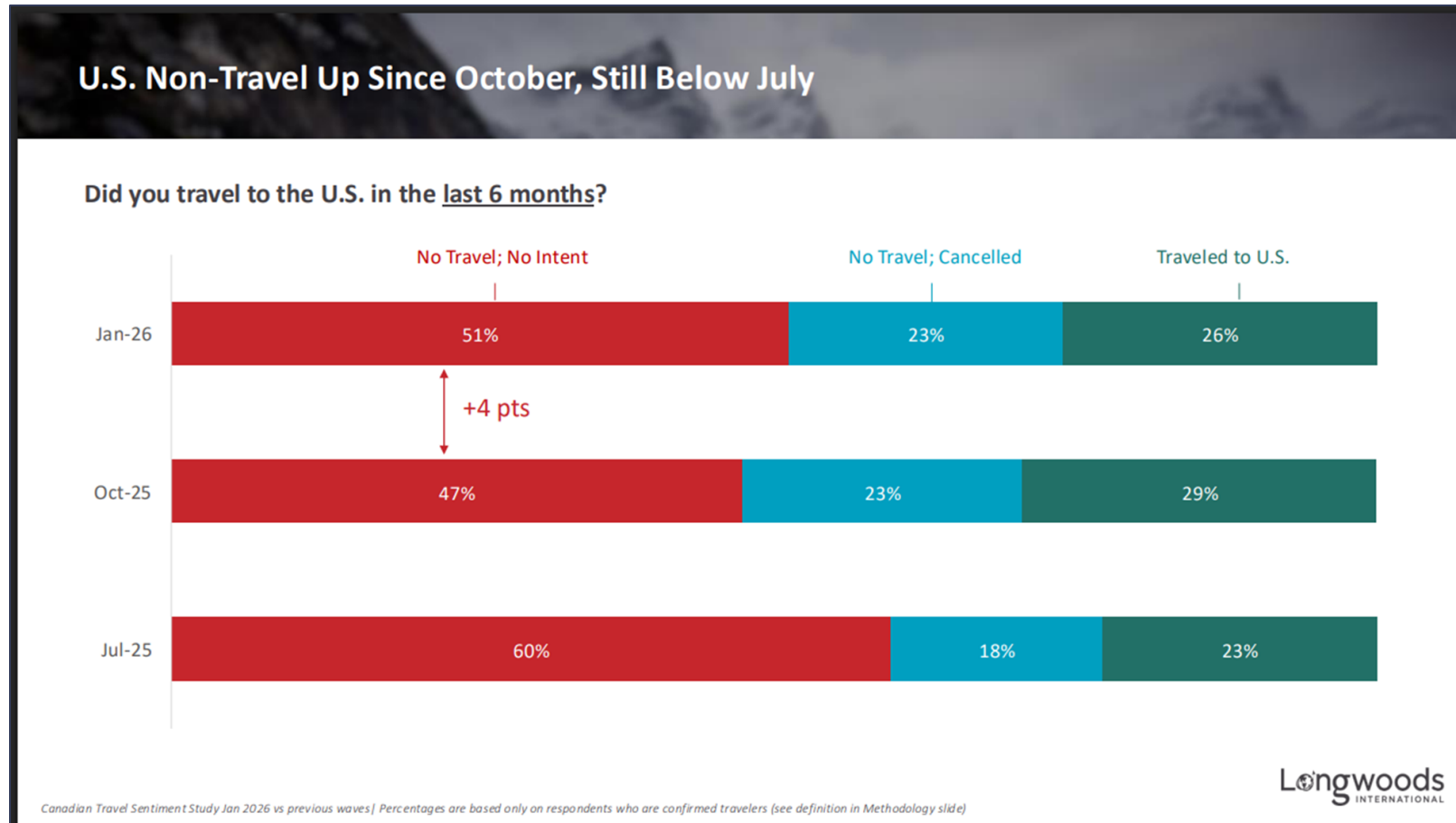
- **Recent Travel Activity: Only 1 in 4 Traveled; Almost 1 in 4 Canceled**
In the past six months, 26% of Canadian travelers visited the U.S., while 23% canceled a previously planned trip. Looking ahead, 56% do not intend to visit in the next year
- **U.S. Policies and Politics Discourage Visits**
59% of Canadian travelers report U.S. government policies, trade practices, or political statements make them less likely to travel to the U.S.—up from 53% in October.
- **Domestic Substitution Is Top Alternative**
45% of Canadian travelers now say they would substitute a planned U.S. trip with a domestic trip—up from 37% in October. 24% are shifting to international destinations. Trip cancellations stand at 11%—down from 23% in April.
- **Europe Most Frequently Mentioned as International Alternative**
Among those replacing the U.S. with international travel, Europe remains the top alternative, followed by Mexico and the Caribbean.
- **High Agreement on U.S. Attractions; Lower Agreement on Safety**
While 88% say the U.S. offers "Lots of things to see and do"—up from 84% in April—only 35% agree it is "A Safe Place to Visit," down from 43% in April. Just 46% agree the U.S. is "Welcoming of Canadians."



Canadian Travel Sentiment Study Wave 4



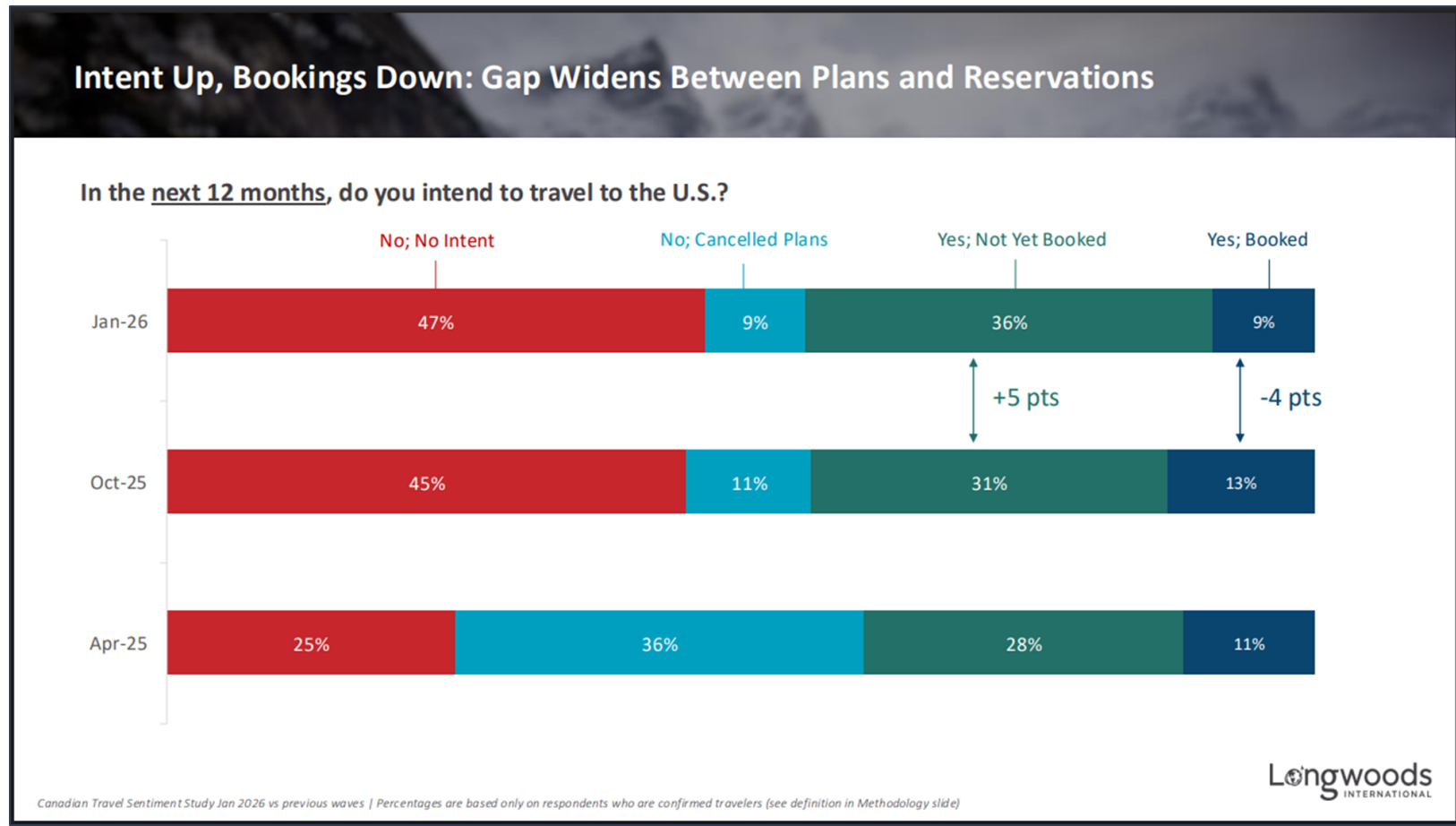
*Survey fielded January 8-10, 2026; Canadian National Sample of 1,000 adults 18+



Canadian Travel Sentiment Study Wave 4



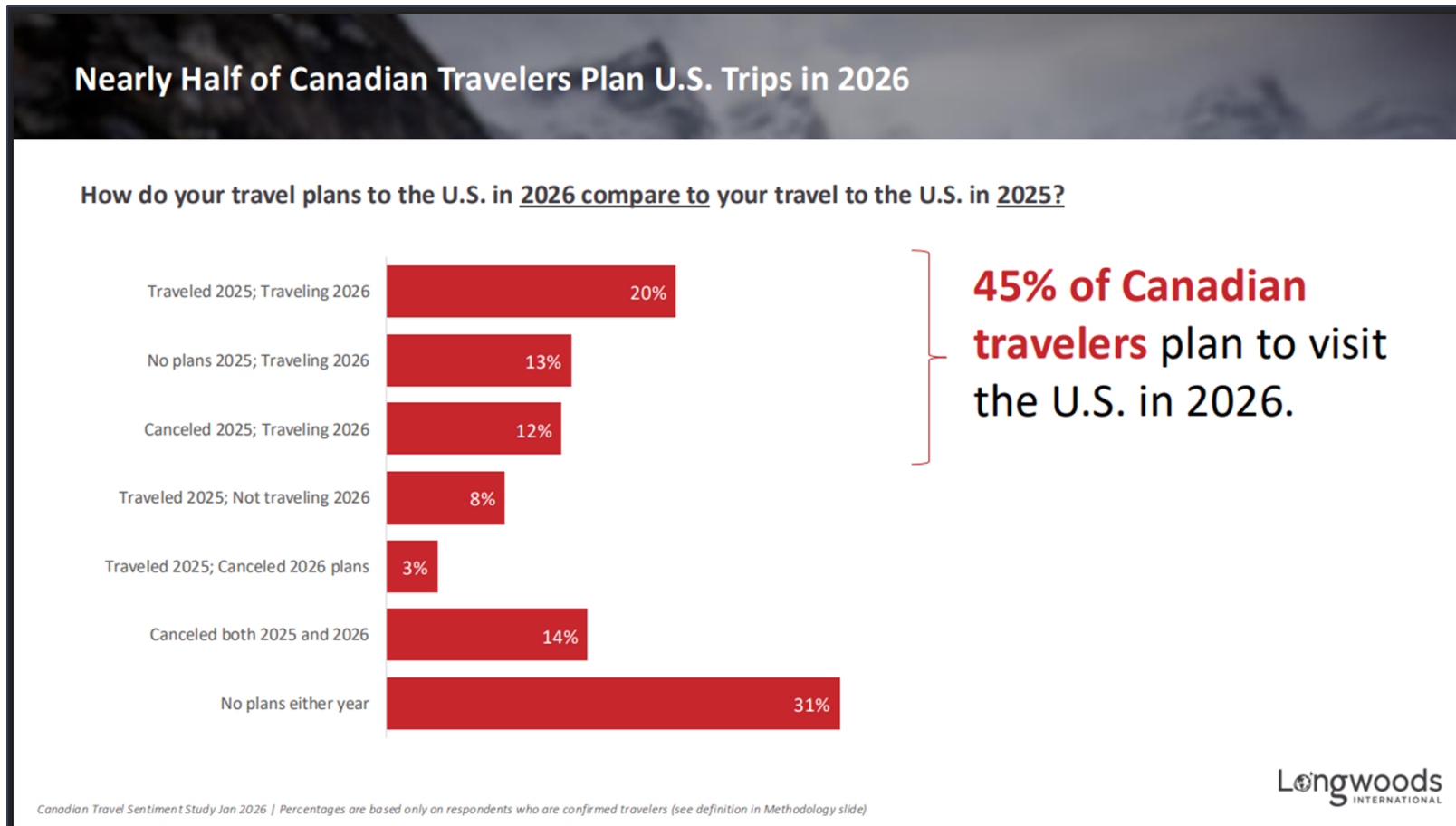
*Survey fielded January 8-10, 2026; Canadian National Sample of 1,000 adults 18+



Canadian Travel Sentiment Study Wave 4



*Survey fielded January 8-10, 2026; Canadian National Sample of 1,000 adults 18+



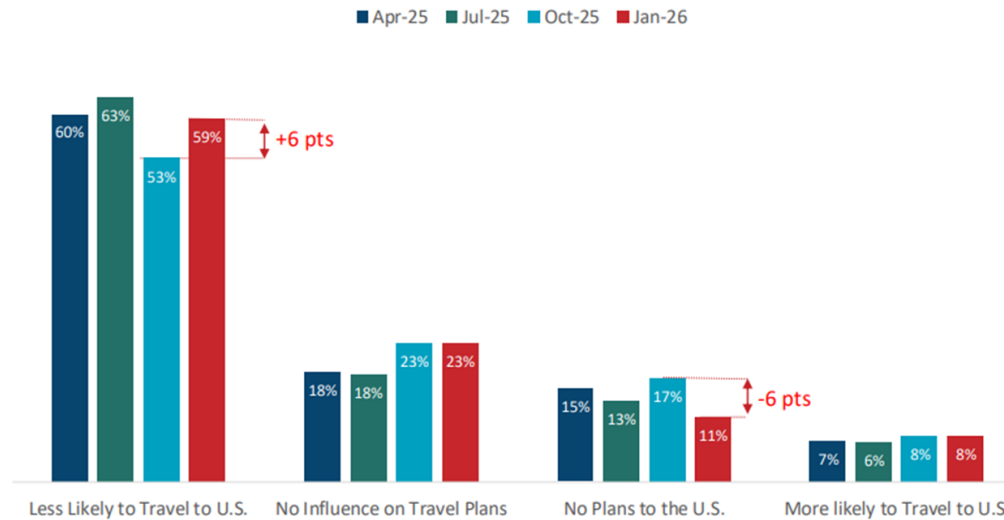
Canadian Travel Sentiment Study Wave 4



*Survey fielded January 8-10, 2026; Canadian National Sample of 1,000 adults 18+

Policy Deterrence Hardening Among Canadian Travelers

Are current U.S. Government policies, trade practices, and/or political statements influencing you to change your travel plans to the U.S. in the next 12 months?



In the most recent January 2026 study, **59% of Canadian travelers** say U.S. government policies make them **LESS LIKELY** to travel to the U.S.— up from **53%** in October (a 6-point increase).

Canadian Travel Sentiment Study Jan 2026 vs previous waves | Percentages are based only on respondents who are confirmed travelers (see definition in Methodology slide)



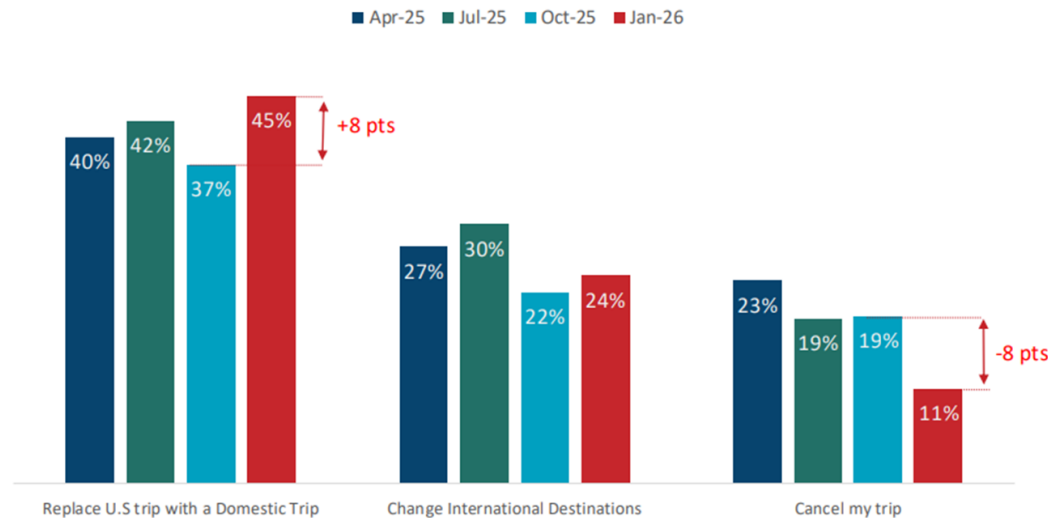
Canadian Travel Sentiment Study Wave 4



*Survey fielded January 8-10, 2026; Canadian National Sample of 1,000 adults 18+

U.S. Policy Concerns Prompt Shift to Domestic Alternatives

For respondents shifting away from U.S. travel: You indicated that the current U.S. government policies are influencing your travel plans to the U.S., how will you change your travel plans to the U.S. in the next 12 months?



45% of Canadian Travelers will replace U.S. trips with domestic trips—up from 37% in October and the highest since April. **24% will change** to international destinations. **11% will cancel** trips—down from 19% in October.

Canadian Travel Sentiment Study Jan 2026 vs previous waves | Percentages are based only on respondents who are confirmed travelers and indicated U.S. policies and politics is influencing their travel plans



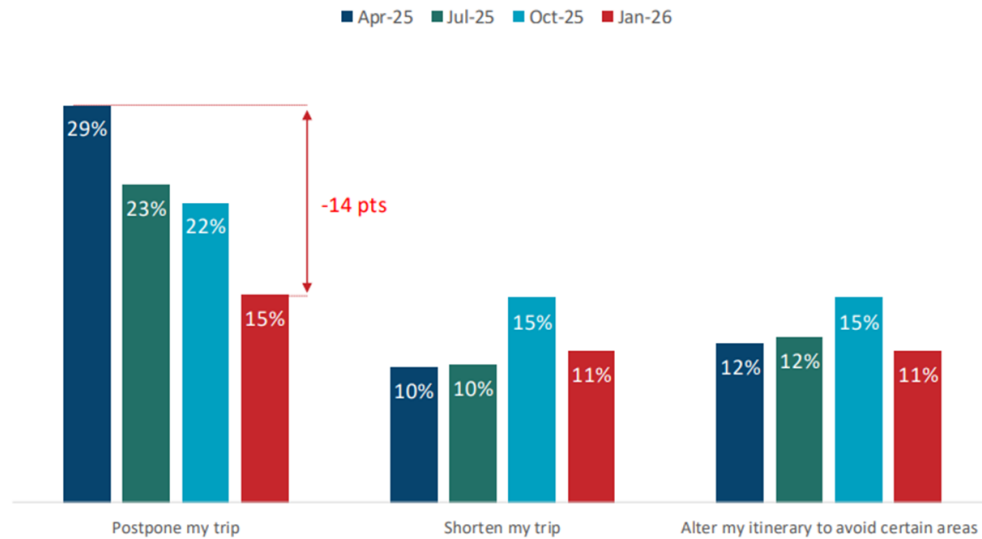
Canadian Travel Sentiment Study Wave 4



*Survey fielded January 8-10, 2026; Canadian National Sample of 1,000 adults 18+

Trip Postponement Declines Among Policy-Concerned Travelers

For respondents modifying but maintaining U.S. Travel: You indicated that the current U.S. government policies are influencing your travel plans to the U.S., how will you change your travel plans to the U.S. in the next 12 months?



Among policy-concerned travelers, **trip postponement declined from 29%** in April 2025 to **22%** in October 2025 to **15%** in January 2026. a 14-percentage-point decrease since April.

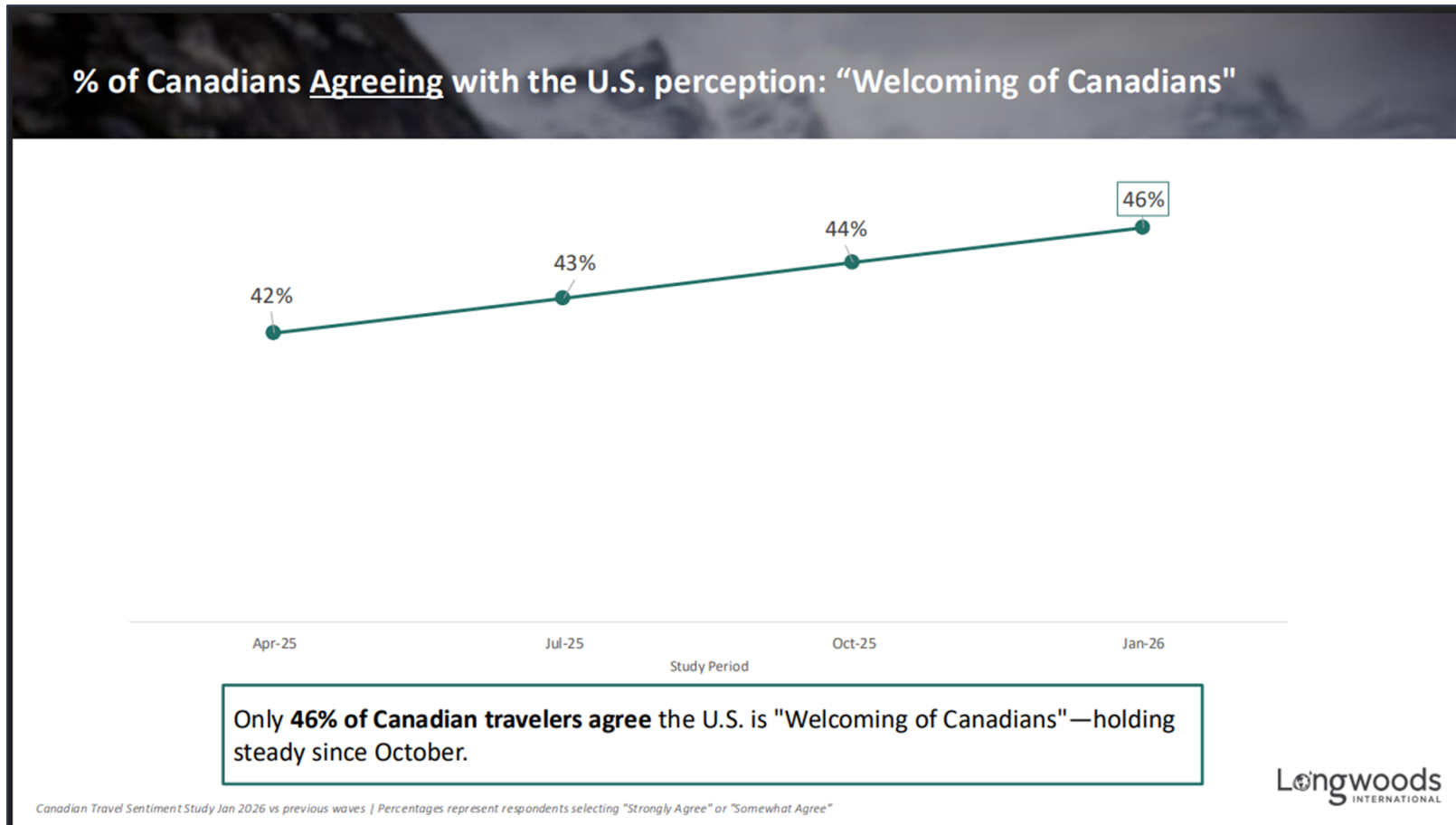
Canadian Travel Sentiment Study Jan 2026 vs previous waves | Percentages are based only on respondents who are confirmed travelers and indicated U.S. policies and politics is influencing their travel plans



Canadian Travel Sentiment Study Wave 4



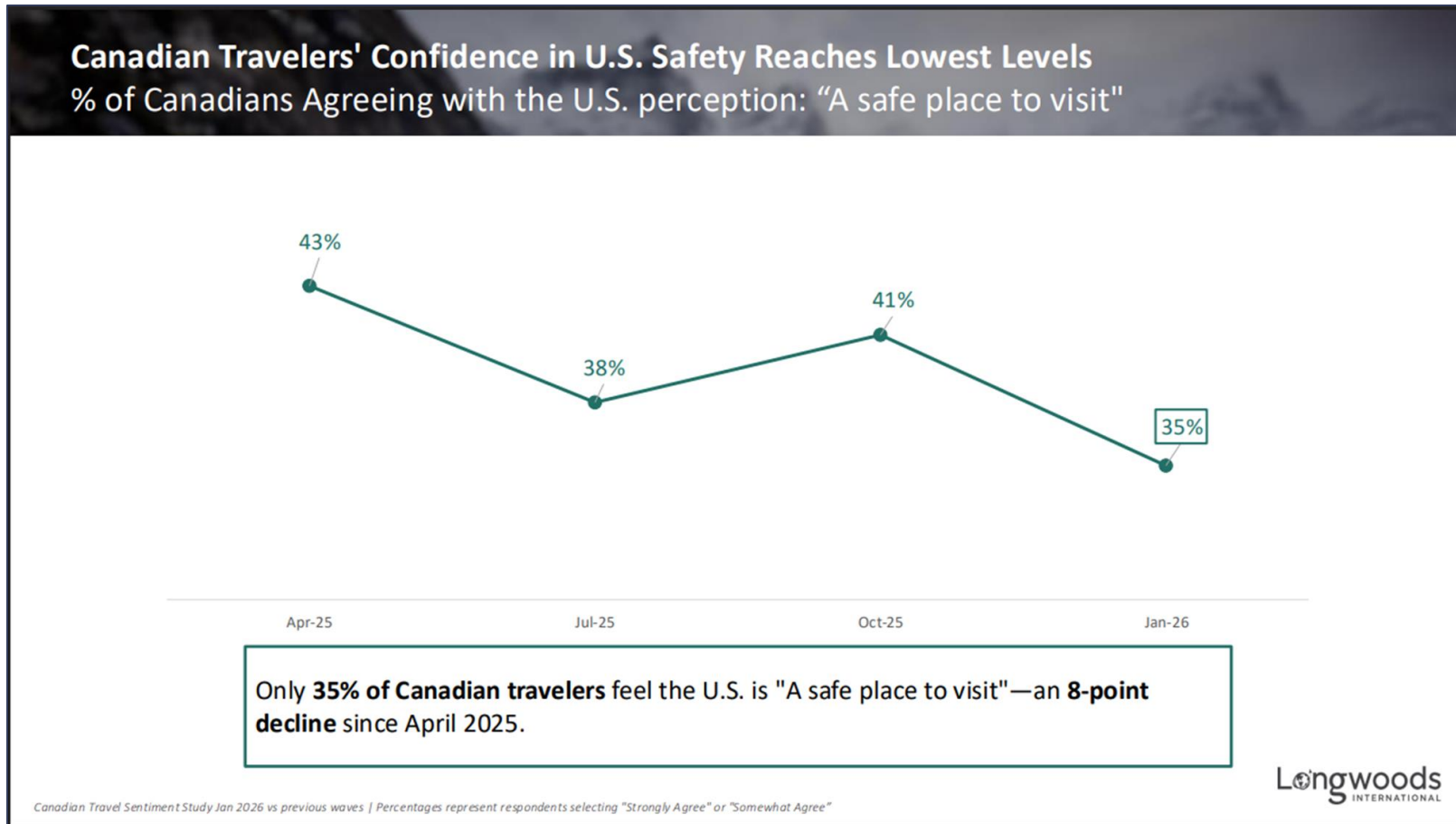
*Survey fielded January 8-10, 2026; Canadian National Sample of 1,000 adults 18+



Canadian Travel Sentiment Study Wave 4



*Survey fielded January 8-10, 2026; Canadian National Sample of 1,000 adults 18+



Canadian Travel Sentiment Study Wave 4



*Survey fielded January 8-10, 2026; Canadian National Sample of 1,000 adults 18+



Canadian Travel Sentiment Study

Methodology

Key Details:

- Survey Date: Jan 8-10, 2026
- Sample Size: 1,000 Canadian adults (18+)
- Margin of Error: $\pm 3\%$
- Representative of Canadian population demographics (age, gender, province)

Travelers are only respondents that have taken a trip in the last 3 years and intend to take a trip in the next 2 years.



THANK YOU

The logo for Pagosa Springs, Colorado, features a stylized mountain range above the text "PAGOSA SPRINGS" in a serif font, with "COLORADO" in a smaller sans-serif font below it.

PAGOSA
SPRINGS
COLORADO



- REFRESHINGLY AUTHENTIC -



BLUE ROOM
RESEARCH



Visit Pagosa Springs 2026 PR Strategy & Tactical Calendar

wearebpr.com | 303.658.0605

OVERVIEW

2026 Travel Trends

Goals

KPIs

Key Messages

Target Audiences & Outlets

Seasonal Priorities

Hosting Strategy + Desksides

Influencer Strategy

Tactical Calendar

Looking Ahead

What We're Watching: 2026 Travel Trends



Activity-Based Destinations



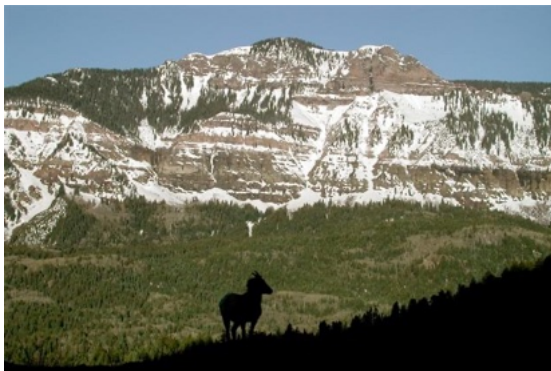
Niche Tourism & Wellness



Bring Your Dog



"Hushpitality"



Altitude Shift & Cooler Climates



Why-cations & Intentional Travel



The Gift of Boredom



Authenticity



2026 Goals

The following outlines our goals for 2026. As part of a strategic, aggressive and proactive public relations campaign, BPR will work with the Visit Pagosa Springs team to develop strategies and initiatives with which to accomplish these goals.

- Promote and generate buzz around Pagosa Springs' distinct destination offerings through proactive media relations initiatives, individual FAM trips, strategic influencer partnerships and more.
- Increase brand awareness of Pagosa Springs, differentiating it from competitive destinations and driving year-round visitation through promotion of key experiences, including year-round adventure, hot springs, culture and the destination's culinary scene.
- Leverage tourism trends, pop culture moments and newsworthy opportunities to secure national media coverage in top-tier travel and niche media outlets, with a focus on reaching regional drive markets and domestic leisure travelers.
- Drive influencers and their followers to the destination through proactive and reactive outreach, leveraging targeted partnerships and compelling content.
- Provide measurable results and strategic counsel to Visit Pagosa Springs and maximize available partnerships and resources.

2026 PR & Influencer KPIs

In addition to the aforementioned goals, BPR aims to achieve –and exceed – the following measurable KPIs:



Secure 10 national media placements and at least 5 regional placements



Host 5-8 top-tier regional and national writers for destination features or prominent story inclusion



Schedule and attend at least 5 quality, in person media engagements in target feeder markets.



Host 4-6 targeted influencers related to the categories of travel, lifestyle or food and beverage (budget depending)



Key Messages

Destination Boilerplate

Surrounded by 2.5 million acres of Weminuche Wilderness and the San Juan National Forest, amid the majestic San Juan Mountains in Southwest Colorado, Pagosa Springs offers visitors a rich geological and cultural history to explore. Known for its world-famous hot springs, “Pagosah” is the Southwestern Ute word for “healing waters.” With its official designation as the “Deepest Hot Springs Aquifer in the World,” the Mother Spring fuels three downtown hot springs locations. In addition, the soaring cliffs, ragged peaks, magical alpine pools, undisturbed wilderness, and cascading rivers reveal a dramatic geological history that invites voyagers, young and old, to venture into Pagosa Springs’ backcountry.

Quick Facts

- Pagosa Springs overlooks the Continental Divide, as part of the Four Corners region of Southwest Colorado.
- With a rich history of ancient Puebloan tribes and Spanish explorers, Pagosa Springs has seen a myriad of cultures and is built on a foundation of storytelling.
- Though Pagosa Springs has a mild climate, each season is distinct.
- The surrounding landscape feeds a local lust for adventure and outdoor recreation largely contributes to the identity of Pagosa Springs.
- Geothermal waters, coveted for their healing properties, are open year-round, drawing locals and visitors to the hot springs for restoration, relaxation or just a splash of fun.

Pillars + Target Audiences

Key Pillars of the Destination

- Breathtaking wildflowers, waterfalls, forest, and mountain scenery are all within reach of downtown
- Three hot springs offer diverse experiences, including rooftop, resort, and family-owned soaking
- The San Juan River runs straight through downtown, perfect for spring rafting and summer tubing
- There are countless outdoor areas to explore, including wilderness designated for hiking, biking, rafting, fishing, and camping
- Wolf Creek Ski Area is a locally owned resort with affordable ski passes, challenging terrain, and is a leader in green initiatives
- Local brewery serving handcrafted beer, tasty food fare, and observe sustainable practices
- The Pagosa Springs Center for the Arts brings professional quality Broadway performances to Southwest Colorado
- Chimney Rock National Monument has a rich history, guided tours, and several seasonal educational programs
- In addition to local wildlife roaming the mountains, the Rocky Mountain Wildlife Park is an animal sanctuary with guaranteed animal sightings

Target Demographics:

- 30-65 years old
- Affluent travelers
- Couples, families & friends

Target Markets:

- Colorado
- Texas
- New Mexico
- Arizona
- Oklahoma
- California
- Kansas
- Arkansas

Seasonal Priorities

Winter

Core activities:

- Ski, snowboard, cross country, snow days, après hot springs soaks

Market insights

- Albuquerque, Dallas, Denver, Austin, Houston, Santa Fe, Phoenix, Colorado Springs
- Texas is the top winter state, followed by Arizona and then New Mexico
- Oklahoma and Arkansas remain road-trip but not strategic markets

Messaging opportunities:

- Wellness
- Locally-owned ski resort
- Après soak

Spring

Core activities:

- Rafting, runoff river moments, early hiking, hot springs soaks

Market insights

- Denver, Albuquerque, Dallas, Colorado Springs, Santa Fe, Phoenix, Austin
- Colorado and Texas dominate spring visitation
- New Mexico is strong overall, but has been declining in recent years
- Phoenix is weaker in spring compared to other seasons

Messaging opportunities:

- Spring colors
- Rafting
- Scenic mountain getaways

Summer

Core activities:

- Tubing, lake days, paddling, kayak, hot springs soaks

Market insights

- Albuquerque, Denver, Dallas, Colorado Springs, Phoenix, Santa Fe, Austin, Houston
- Colorado, New Mexico and Texas dominate
- Albuquerque is the top summer DMA
- Opportunity to increase Arkansas, California and Oklahoma to treat state as DMA

Messaging opportunities:

- Escape the heat
- Uncrowded
- Getaways worth traveling for

Fall

Core activities:

- Fall colors, scenic drives, shoulder season hikes, hot springs soaks

Market insights

- Denver Albuquerque, Dallas, Colorado Springs, Phoenix, Santa Fe, Austin, Houston
- Colorado Springs/Pueblo is a solid fall market
- Denver is the top fall DMA, Albuquerque is #2
- Texas has meaningful fall presence but not specific peak activity

Messaging opportunities:

- Fall foliage without the crowds
- Shoulder season getaways

Target Outlets (sample):

OKLAHOMA
MAGAZINE

Fodor's

M
THE MANUAL

 TRAVEL
AWAITS

Outside

TexasMonthly

THE DENVER POST

AARP[®]

TRAVEL+
LEISURE

lonely  planet

PHOENIX
MAGAZINE

Condé Nast
Traveler

LA
Times

 NATIONAL
GEOGRAPHIC

BACK
PACK_{er}

NewMexico
MAGAZINE

AFAR

Media Hosting Strategy

Positive experiences translate to positive press, and it's been proven time and again that media hostings are a tried-and-true approach to generating in-depth editorial buzz. Throughout 2026, BPR recommends prioritizing individual hostings for first-hand destination experiences that tell a variety of stories through curated, angle-driven itineraries.

Though media hostings and personalized destination experiences remain top of mind, a robust hosting strategy while downtown Pagosa Springs is under construction could hinder the overall destination experience. With construction set for completion at the end the year, BPR recommends prioritizing strategic, experience driven, individual FAMs and reactive hosting opportunities for 2026, then revisiting a group FAM trip for 2027.

BPR will leverage its strong relationship with the Colorado Tourism Office and other tourism partners around the state to continue to take advantage of inbound hosting leads.





Denver Media Mission

B

They say that the hardest-to-reach places offer unparalleled, uncrowded and authentic experiences, and Pagosa Springs does just that. Tucked within the San Juan Mountain range of Southwest Colorado, surrounded by 2.5 million acres of the San Juan National Forest, Pagosa Springs is a scenic mountain town, and therefore, primarily a drive-in destination, drawing visitors from regional markets and its home state of Colorado.

Knowing that Colorado represents the destination's most prominent target market, BPR recommends organizing a Denver media mission to strengthen relationships with key Denver-based journalists through one-on-one desk-side meetings. By sharing timely story angles, destination updates and drive-market messaging, we'll position Pagosa Springs as a top-of-mind getaway destination while generating earned media in a key regional outlets.

BPR will work with Visit Pagosa Springs to prepare timely, trend-driven talking points and destination messaging, and will engage top tier writers to organize a two-day itinerary of media meetings. After the meetings, BPR will conduct follow ups and will stay closely in touch with journalists for continued coverage opportunities.

Influencer Strategy

SECURING PARTNERS

INFLUENCER TARGET LIST

BPR will develop a list of influencer targets who align with the overall strategy, campaign objectives and desired demographics for client review and approval. The target list will include creators in the travel, lifestyle and adventure verticals who are located within and have a high percentage of engaged followers in the target markets of Colorado, Texas, New Mexico, Oklahoma and Arizona.

PROACTIVE IN-KIND PROCUREMENT

BPR will notify influencer partner friendlies and approved targets that BPR is the AOR and coordinate with them on any planned nearby travel or interest in the area to reduce expected travel and content creation budget requests. BPR will negotiate deliverables and usage rights for all partnerships that will be defined through detailed contracts outlining messaging focus, number and type of posts, usage rights and more.

REACTIVE VETTING

BPR will vet all incoming influencer collaboration inquiries for Pagosa Springs, making recommendations as to which have the aesthetic, demographic, engagement and reach to warrant a partnership.

HOSTING

BPR will initiate all confirmed influencer hosting with pre-arrival mailers to generate excitement and early content buzz ahead of each sponsored visit. BPR will work with confirmed influencers to drive content about the destination for promotion on influencer and destination channels and for possible use in paid marketing and advertising initiatives.

BPR will work with Visit Pagosa Springs and local stakeholders to develop curated itineraries to highlight a variety of key experiences, lodging options, activities and the local culinary scene. After each hosting, BPR will share a hosting recap with all content and post analytics from the partnership. For any hosting that would result in generating content specifically for paid advertising via @visitpagosa, assets and a summary of usage rights will be provided to the destination in follow up.

Influencer Strategy

SAMPLE INFLUENCER TARGETS



@coloradomountaintowns

294k Instagram followers
49k TikTok followers

Top follower states:
Colorado (30%)
Texas
California



@abqadventures

37k Instagram followers
10k TikTok followers

Top follower states:
New Mexico (60%)
Texas
Colorado



@jess.kesti96

263k Instagram followers
74k Facebook followers

Top follower states:
Arizona (31%)
California
Texas



@thisworldofadventure

145k Instagram followers
72k TikTok followers

Top follower states:
Texas (50%)
California
Colorado



@tiffanyinokc

91k Instagram followers
130k TikTok followers

Top follower states:
Oklahoma (20%)
California
Texas

2026 PR Tactical Calendar – Q1



February

Development:

- 2026 strategy + tactical calendar

Pitches:

- Distribute agency of record announcement

Influencer Relations:

- Develop influencer target list

Events:

- Black History Month
- February 6-22: Winter Olympic Games
- February 8: Super Bowl LX
- February 14: Valentine's Day
- February 16: President's Day
- February 17: Lunar New Year

Awards:

- Travel + Leisure "World's Best" ballot closes
- U.S. News & World Report "Best Hotels" announced

March

Development:

- Press kit updates
- Crisis communications plan updates

Pitches:

- Digital detox detour

Influencer Relations:

- Share influencer target list for approval
- Distribute agency of record announcement to approved partners

Events:

- Women's History Month
- March 8: International Women's Day
- March 9: Daylight Savings Begins
- March 17: St. Patrick's Day
- March 20: Spring Equinox

Awards:

- Sunset Travel Awards opens

2026 PR Tactical Calendar – Q2

April

Pitches:

- Eat, stay, play in Pagosa Springs

Influencer Relations:

- Influencer outreach and coordination (general destination and outdoor activities focus)

Events:

- April 1: April Fools Day
- April 5: Easter
- April 22: Earth Day

Awards:

- Condé Nast Traveler Readers' Choice Awards opens
- Sunset Travel Awards submissions closes

May

Pitches:

- Where to go in September: ColorFest

Influencer Relations:

- Influencer outreach and coordination (general destination and summer activities focus)

Events:

- May 10: Mother's Day
- May 14-16: 11th Annual Pints, Pools, and Paddles Craft Brew Festival
- May 25: Memorial Day

Awards:

- ColoradoBiz "Best of Colorado" Awards winners announced
- TIME World's Greatest Places announced
- U.S. News & World Report Best Vacations Rankings announced

June

Pitches:

- Small town, big adventure

Influencer Relations:

- Outreach for ColorFest in September
- Influencer outreach and coordination (general destination and summer activities focus)

Events:

- Pride Month
- June 7: Life at Chimney Rock Festival
- June 11-July 19: World Cup
- June 19: Juneteenth
- June 20: Summer Solstice
- June 21: Father's Day

Awards:

- Condé Nast Traveler Readers' Choice Awards closes
- T+L "World's Best" Awards announced
- USA Today 10Best "Reader's Choice" Awards open

2026 PR Tactical Calendar – Q3

July

Development:

- Denver media mission premise + workback plan

Pitches:

- Summer under the stars

Influencer Relations:

- Influencer outreach and coordination (Fall leaf peeping focus)

Events:

- July 2-5: Park 2 Park Artisan & Food Market
- July 4: Independence Day
- Through July 19: World Cup
- July 25-August 6: Mountain Light Music Festival
- July 30-August 2: Archuleta County Fair

Awards:

- Travel + Leisure “World’s Best” Awards announced

August

Pitches:

- Fall foliage road trip
- Denver media mission invites

Influencer Relations:

- Influencer outreach and coordination (Fall leaf peeping and F&B focus)

Events:

- August 1: Colorado Day
- Through August 2: Archuleta County Fair
- Through August 6: Mountain Light Music Festival

Awards:

- TripAdvisor Excellence Awards announced

September

Development:

- Denver media mission itinerary + briefing

Pitches:

- Underrated culinary destination
- Denver media mission invites, continued

Influencer Relations:

- Influencer outreach and coordination (general destination focus)
- ColorFest hosting

Events:

- September 7: Labor Day
- September 18-20: ColorFest
- September 22: Autumn Equinox
- September 26: 20th Annual Mountain Chile Cha Cha

2026 PR Tactical Calendar – Q4

October

Pitches:

- Winter wellness: hot springs edition
- Denver media mission follow ups

Influencer Relations:

- Influencer outreach and coordination (general destination and outdoor activities focus)

Events:

- October 12: National Indigenous People's Day
- October 31: Halloween

Awards:

- Condé Nast Traveler Readers' Choice Awards announced
- Sunset Travel Awards announced

November

Development:

- 2027 strategy brainstorm

Pitches:

- Secret ski slopes

Influencer Relations:

- Influencer outreach and coordination (general destination and Holiday focus)

Events:

- November 2: Daylight Savings ends
- November 11: Veterans Day
- November 27: Thanksgiving

Awards:

- TripAdvisor's Traveler's Choice Awards announced

December

Development:

- Annual campaign report
- 2027 tactical calendar

Pitches:

- Dry January
- Romantic getaway

Influencer Relations:

- Influencer outreach and coordination (general destination and Holiday focus)
- 2027 influencer target list

Events:

- December 2: Travel Tuesday
- December 4-12: Hanukkah
- December 24: Winter Solstice
- December 24: Christmas Eve
- December 25: Christmas Day
- December 31: New Year's Eve

Awards:

- ColoradoBiz "Best of Colorado" Awards polls open

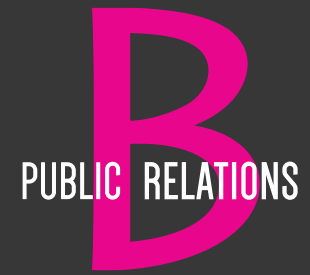
Looking Ahead

In late 2026, BPR will work with Visit Pagosa Springs to prepare an annual strategy for 2027. Together, we'll review wins and learnings, successes and challenges and continued areas of opportunity following the first year of our partnership, to craft a robust media and influencer relations campaign for the year ahead.

Sample inclusions include:

- Group Media FAM: Leveraging local partners to curate an itinerary that makes the destination shine, BPR will work with Visit Pagosa Springs to organize a group media FAM that brings 3-5 target writers to Pagosa Springs for firsthand experience.
- Denver Culinary Pop-Up Event: To showcase Pagosa Springs' award-winning culinary scene, BPR recommends partnering with a well-known Denver restaurant for a pop-up that brings the town's top chefs, brewers and restauranters to the city for a limited-time collaboration.
- Texas Media Mission: Denver desksides, but bigger. Knowing that Texas a top target market for Pagosa Springs, BPR will work with Visit Pagosa Springs to organize a Texas media mission, meeting with travel writers in 2-3 key cities across the state.





Thank you!

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AGENDA BRIEF

MEETING: Pagosa Springs Area Tourism Board Meeting
FROM:

PROJECT: Chamber of Commerce Report
ACTION:

PURPOSE/BACKGROUND:

ATTACHMENTS:
None



AGENDA BRIEF

MEETING: Pagosa Springs Area Tourism Board Meeting
FROM:

PROJECT: Board of Realtors Report
ACTION:

PURPOSE/BACKGROUND:

ATTACHMENTS:
None



AGENDA BRIEF

MEETING: Pagosa Springs Area Tourism Board Meeting
FROM:

PROJECT: Lodgers Association Report
ACTION:

PURPOSE/BACKGROUND:

ATTACHMENTS:
None



AGENDA BRIEF

MEETING: Pagosa Springs Area Tourism Board Meeting
FROM:

PROJECT: 2026 Tourism Events Discussion
ACTION: Discussion and Action

PURPOSE/BACKGROUND:

Staff is proposing the following involvement in events for 2026:

- **Big Spring Clean** — staff is working with Town and County public works teams and has had discussions with stakeholders for 2026 planning. The landfill and residential clean-up efforts will be provided through a voucher program. All residents will be allowed one voucher valid for a free truck or trailer load (1 ton of debris) during the month of May. The vouchers will be available to pick up at the Town, County and Visitor Center in April. Additionally, staff will organize a volunteer trash pick-up event, tentatively scheduled for Saturday, May 2nd, with an ice cream social following. The modified event for 2026 improves free dumping for residents, reduces costs and staff time to organize. Anticipated costs include printing of vouchers / posters and ice cream.
- **Halloween Hootenanny** — unless the Tourism Board suggests otherwise, staff's recommendation is to not have a larger Hootenanny event with alcohol, food trucks and live music in 2026. Parks & Rec will still hold the trick or treating event.
- **Holiday Lighting Contest** — the annual holiday lighting contest costs \$4,375 in prizes for the 9 winners of 3 different categories, plus minimal costs for printing proportional materials. Currently, the prizes are the following: residential 1st \$1000, 2nd \$500, 3rd \$250; businesses receive advertising equivalent in Pagosa Springs SUN 1st \$1000, 2nd \$500, 3rd \$250; storefront window receive advertising equivalent in Pagosa Springs SUN 1st \$500, 2nd \$250, 3rd \$125.
- **Old Fashioned Christmas Celebration** — scheduled for Saturday, December 19th from 5-7pm. The event costs approximately \$4000, which includes the free annual Pagosa Springs ornaments, band, stage and heater rentals and minimal costs for printing.

The costs for printing and marketing can be absorbed in the approved 2026 budget. The proposed budget of \$8,375 for the Lighting Contest and Old Fashioned Christmas would need to come from the 2026 event funding line item. By approving the \$8,375 for staff organized events, the remaining funds available for 2026 event funding would be \$66,963. The spreadsheet outlining all approved and remaining requests (received thus far) is attached for reference.

ATTACHMENTS:

1. 2026 Event Funding_0326

2026 Event Funding Requests

Event	Event Date(s)	Amount Requested	2025 Final Report Submitted	Budget Provided	Stage Use	Event Trailer Use	Funds Requested For	# of Years Funding Granted	2025 Amount Funded	Historical Amount Funded (directly to organizer)	\$\$ Proposed
Winterfest 2026	1/16-1/18/2026	\$15,000	Yes	Yes	Yes	Yes	Funding from the Tourism Board will be used to directly support the production, promotion, and safety of Winterfest. Including marketing, event infrastructure, permits, entertainment, onsite support and volunteer resources.	1	\$1,500 for 2024/2025	\$1,500	\$9,286
Thingamajig Theatre Company	Year Round	\$30,000	Yes	Yes	No	No	On professional artists to travel to and perform in the live theatre events.	Many	\$18,280	\$62,280	\$27,500
Brews for Rescues Beer Festival	4/25/2026	\$5,000	Yes	Yes	Yes	Yes	The money received from the tourism board will be used to pay for lodging for the band and the brewers that come in from out of town. Any extra that is not used for lodging will be used as part of the brewer/band meals that we provide for them the day of the event.	4	\$5,000	\$18,000	\$4,875
Big Picture Classic	5/8-5/10/26	\$5,000	Yes	Yes	No	No	\$675.00 Park rental, \$800.00 on advertising, \$3,525.00 will be allocated directly to the cash prizes for the winners	1	\$5,000	\$5,000	\$4,063
Pints, Pools, and Paddles 2026	5/14-5/16/2026	\$4,000	Yes	Yes	Yes	No	The \$4,000 requested from the Tourism Board will be used specifically to support key components of the 2026 Pints, Pools & Paddles festival, including: Live Music, Stage, Tent Rental	1	\$2,500	\$2,500	\$3,313
Pagosa's SESQUISEMIQUINCENT ENNIAL Heritage Celebration	7/4/26	\$30,000	N/A	Yes	Yes	Yes	Money from the Tourism Board will be used to purchase TENTS, TABLES, CHAIRS, MUSICIANS, MC & SOUND, KIDS ACTIVITIES, AND FOR THE HERITAGE/HISTORY TENT.	0	N/A	\$0	\$25,625
Tourism Organized Events	5/2/26, December, 12/19/26	\$8,375	NA	Yes	No	Yes	Lighting contest prizes, free Pagosa branded ornaments, live music, equipment rental	NA	\$23,375; Included \$15k for 3rd party to organize Hootenanny	NA	\$0
Pagosa Springs Summer Concert Series	5/23/26, 7/4/26, 9/5/26	\$35,000	Yes	Yes	Yes	Yes	Funds received from the Pagosa Springs Tourism Board would be used to offset core production, marketing, and operational costs necessary to produce a safe, professional, and visitor-ready concert experience.	1	\$50,000	\$50,000	
Reggae in the Park	6/20/2026	\$10,000	Yes	Yes	Yes	Yes	Professional Sound and Crew - \$2,000, Tent Rental - \$2,485, Advertising with KSUT - \$800, Headlining Act Performance Fee - \$5,000	3	\$10,000	\$20,550	
84 Ranch Ag Festival	Fall 2026, Date TBD	\$30,000	N/A	Yes	Yes	Yes	To enhance the quality, accessibility, and visitor experience of the 84 Ranch Ag Festival, with a strong focus on creating interactive, hands-on agricultural programming that differentiates this event from traditional lecture-based festivals.	0	N/A	\$0	
Mountain Light Music Festival	7/25/2026	\$10,000	N/A	Yes	No	No	The MLMF raises money to pay for guest artists, travel, honorariums, venue rental, marketing assets, student scholarships, faculty assistance, housing, administrative costs. The Tourism Board money would directly support operational costs necessary to function in Pagosa Springs Colorado.	0	N/A	\$0	
Pickle in Pagosa	9/10-9/12/26	\$1,500	Yes	Yes	Maybe	Maybe	We plan to use proceeds from last 2 years to provide \$25K to Parks and Rec to install windscreens on the courts. The tourism board funding will be 20% of that.	4	\$2,000	\$9,500	
Hot Springs Fest 2026	11/6/2026	\$4,000	Yes	Yes	Maybe	No	The funding requested from the Tourism Board will be used strategically to maximize the impact of Hot Springs Fest 2026 including live music and marketing.	2	\$2,000	\$3,000	
School of Movement "Wonderland"	5/1, 5/2, 5/8, 5/9/2026	\$5,000	N/A	Yes	No	No	Proceeds from the 'Wonderland' School of Movement event go directly back into supporting our community performers, while covering essential production costs such as venue rental, staging, lighting, sound, costumes, technicians, designers, and safety equipment so local artists have a professional, supportive space to perform. Our show this year is anticipated to be an 'over the top' experience, with more locally built elaborate sets, props, costumes, creating a more 'immersive' experience.	0	N/A	\$0	

2026 Event Funding Requests

Event	Event Date(s)	Amount Requested	2025 Final Report Submitted	Budget Provided	Stage Use	Event Trailer Use	Funds Requested For	# of Years Funding Granted	2025 Amount Funded	Historical Amount Funded (directly to organizer)	\$\$ Proposed
Pagosa Pride	6/13/2026	\$1,500	N/A	Yes	No	Maybe	Funds would cover costs for the Liberty theater movie, the stage (town stage not available), security, advertising by radio, the Pagosa Sun.	1	\$0	\$2,000	
2026 Pagosa Paddle	5/15-5/16/26	\$4,000	Yes	NO-Requested 2/17	No	No	Awards \$750 / 32 birch paddles and engraving Professional timing crew \$500 Marketing \$725 / Radio announcements, 2 event Banners , Newspaper advertisements, and posters Food/Beverage \$500 / Lunch for 40 Volunteers Event Tee Shirts / \$1200 Event pop up tent with our logo / \$325	6	\$1,250	\$17,950	
Pagosa Springs Artists Studio Tour	8/21-8/23/26	\$1,200	Yes	Yes	No	No	Printing of reusable banners and promotional posters	3	\$1,500	\$3,900	
Life at Chimney Rock	6/6-6/7/26	\$4,275	Yes	Yes	No	No	Of the total budget for this event, 59% (\$4,275) is being requested from the Tourism Board and would be spent toward the lodging in Pagosa Springs and stipends for the two Native American dance groups and for the art vendors, as well as advertising. Of the total budget, 41% is in CRIA's budget for this event.	5+	\$3,000	\$43,000	
Reamning Requests		\$114,850								Total Approved	\$74,662
										Amount Remaining	\$75,338



AGENDA BRIEF

MEETING: Pagosa Springs Area Tourism Board Meeting
FROM: Jennifer Green

PROJECT: Crisis Communication Plan Discussion
ACTION: Information Only

PURPOSE/BACKGROUND:

This Crisis Communications & Response Plan was developed to ensure Visit Pagosa Springs is prepared to respond to unexpected events that could impact our residents, visitors, and tourism-related businesses. The initial impetus for creating the plan came from a comment raised during the February Board meeting. While Visit Pagosa Springs had previously coordinated communication with partners and local agencies during incidents, staff recognized the value of formalizing a comprehensive framework that could guide response during future situations such as wildfires, flooding, severe weather, or other events that may affect visitor perception or access to the community. Staff developed a crisis communications plan to:

- Establish clear communication protocols
- Ensure consistent messaging during emergencies
- Align Visit Pagosa Springs communications with local emergency management and government agencies
- Provide guidance for tourism partners and stakeholders
- Outline a responsible recovery strategy once a situation has stabilized

The development process included several stages of review to ensure the plan reflects both tourism industry best practices and local coordination needs. The plan was drafted by the Director, reviewed and refined internally to ensure operational clarity, shared with the Town Manager for feedback to ensure alignment with local government emergency communication protocols, and reviewed by the public relations team. This collaborative process helped ensure the plan supports both the community's emergency response framework and the destination's communication responsibilities.

ATTACHMENTS:

1. Crisis Communications & Response Plan_Feb26



CRISIS COMMUNICATIONS & RESPONSE PLAN

February 2026

I. PURPOSE

Visit Pagosa Springs is committed to protecting the safety of residents and visitors, maintaining public trust, supporting local businesses, and safeguarding the long-term reputation of Pagosa Springs during and after a crisis. Visit Pagosa Springs will never prioritize short-term visitation over safety or credibility.

This plan provides:

- Strategic leadership guidance
- Clear authority and structure
- Practical activation steps
- Specific protocols for wildfire, flooding, global pandemics, and other tourism-impacting events
- Alignment with state and regional coordination partners
- A human-centered communication philosophy

This plan demonstrates:

- Proactive crisis readiness
- Responsible destination stewardship
- Operational maturity
- Commitment to transparency
- Protection of the visitor economy

It ensures Visit Pagosa Springs is prepared to respond effectively to wildfire, flooding, and any tourism-impacting crisis with clarity, compassion, and confidence.

This plan is reviewed annually and updated following any major incident. This plan is designed to support communication and coordination efforts. It does not replace or supersede official emergency management authority.

II. CORE PRINCIPLES

Visit Pagosa Springs will:

1. Lead with empathy
2. Protect visitor and resident safety
3. Communicate clearly and truthfully
4. Coordinate with authorities
5. Educate visitors proactively
6. Avoid premature recovery messaging
7. Protect long-term brand trust
8. Treat visitors as partners in stewardship

III. GOVERNANCE & AUTHORITY

Crisis Management Team (CMT)

A small, empowered team responsible for activation and response.

Core Members:

- Executive Director (Final Authority & Lead Spokesperson)
- Marketing/Communications Lead
- Visitor Services Lead
- Business Liaison Lead

The Executive Director has authority to activate this plan without Board approval during emergencies and only after consulting the Town Manager, Sheriff, Fire Chief, and Police Chief. The Board will be notified promptly of steps implemented.

IV. CRISIS LEVEL FRAMEWORK

This plan applies to:

- Disasters including:
 - Wildfires
 - Flooding
 - Severe weather (winter storms, extreme heat)
 - Public health emergencies
- Transportation disruptions
- Acts of violence or public safety incidents
- Infrastructure failures (power, sewer, water)
- Legislative or political actions impacting tourism
- Reputational or social media crises
- Other Disaster Declarations impacting Pagosa Springs and/or Archuleta County as declared by the Town Manager, Town Council, Board of County Commissioners, and/or Governor

To ensure consistent activation thresholds, Visit Pagosa Springs categorizes incidents as follows:

GREEN – Monitoring

- Elevated risk but no active disruption
- No evacuation orders
- No major infrastructure impact
- Action: Monitor, adjust tone if necessary

YELLOW – Localized Impact

- Limited road closures or localized disruption
- Potential media coverage
- Partial business impact
- Action: Convene partial CMT, adjust messaging, evaluate promotional pause

RED – Active Emergency

- Evacuations, major road closures, or declared emergency
- Widespread business disruption
- Active media attention
- Action: Full CMT activation, pause promotional activity, implement holding statement

The Executive Director determines crisis level designation.

V. ACTIVATION PROTOCOL

Step 1: Assess

- Confirm facts with official authorities
- Determine scale and proximity
- Identify impact on visitors and businesses
- Assess staff safety

Step 2: Convene CMT

- Assign information gathering
- Assign messaging development
- Assign website and social updates
- Assign stakeholder and partner outreach

Step 3: Pause Promotional Activity

- Suspend paid advertising
- Pause scheduled marketing posts
- Shift messaging to safety-first communication (in-market) and pause outgoing messaging until situation is better understood and / or more predictable

Step 4: Issue Initial Statement

If information is limited:

We can confirm there has been an incident. We are working with local authorities to gather verified information. Updates will be provided as more details become available.

VI. COMMUNICATION STRUCTURE

Designated Media Spokesperson

Visit Pagosa Springs does not issue emergency directives. The organization amplifies and supports official guidance issued by designated emergency management and governmental authorities.

Only the Executive Director, or designated backup, will speak on behalf of Visit Pagosa Springs, once appropriate for visitor information. The Town Manager and / or emergency operations will handle inquiries initially.

Staff must route media inquiries to the spokesperson.

If immediate response is required and information limited, a “buy time” statement will be used, as referenced above.

Always:

- Tell the truth
- Stick to the facts
- Avoid speculation
- Repeat key messages
- Correct misinformation promptly
- Speak calmly

Avoid:

- “No comment.”
- Dramatic phrasing
- Hypothetical speculation

Proactive communication helps ensure accurate information reaches visitors and stakeholders.

Internal Staff Communication Policy

During a crisis:

- Staff must avoid speculation on personal or professional social media channels
- Staff may not share unverified information
- Media inquiries must be routed to the designated spokesperson
- Only approved messaging may be used in external communication

Notification Procedures

When tourism messaging is impacted:

1. Notify emergency management officials
2. Notify regional and state tourism contacts
3. Issue staff communication
4. Notify elected officials and tourism board members
5. Notify stakeholders, including lodging and tourism-related businesses
6. Update website and social media

Website & App Protocol

- Dedicated crisis landing page:
<https://visitpagosasprings.com/index.php?section=resources-for-travel-to-pagosa-springs>
- Links to official resources
- Clear explanation of:
 - What is impacted
 - What is open
 - Where to find official updates

Social Media Protocol

- Pause promotional content
- Share only verified official information, if warranted
- Monitor misinformation
- Respond calmly and factually
- Avoid dramatic or speculative language
- Resume normal content gradually, once it is safe to invite visitors back to the community

Visitor Center Protocol

- Maintain in-person operations, as safety permits
- Update exterior signage
- Route phone calls to designated crisis response line to ensure extended coverage (up to 16 hours/day if needed)
- Provide only verified, approved messaging

Stakeholder & Partner Protocol

- Maintain up-to-date partner list

During crisis:

- Provide templated messaging
- Conduct check-in calls if needed
- Encourage routing media inquiries
- Share website resources for consistency

VII. RECOVERY & REPUTATION MANAGEMENT

Once a crisis has been stabilized and safety confirmed, Visit Pagosa Springs will implement a structured communications plan to:

- Restore visitor confidence
- Support local businesses
- Protect long-term brand trust
- Avoid premature or tone-deaf messaging
- Align with community readiness
- Reinforce responsible visitation

This plan is activated only when:

- Emergency officials confirm containment or resolution
- Infrastructure is stable
- Major access routes are open
- Community leadership indicates readiness for visitation messaging

All recovery communications will reflect:

- 1. Safety First:** We never invite visitors back before it is safe.
- 2. Sensitivity:** We acknowledge impact before promoting visitation.
- 3. Accuracy:** We clearly define what is open and what is not.
- 4. Phasing:** We move gradually from stabilization to promotion.
- 5. Stewardship:** Visitors are partners in responsible recovery.

Timing Matters

Do not jump immediately to “business as usual.”

Before launching recovery campaigns:

- Confirm containment
- Confirm community readiness
- Coordinate regionally
- Assess sentiment

Paid marketing campaigns may resume only when:

- No evacuation zones remain
- Infrastructure is stable
- Community leadership indicates readiness

- Executive Director authorizes reactivation

Recovery Messaging Phases

Phase 1: Stabilization: Rebuild trust through clarity and reassurance

- Thank responders
- Confirm safety
- Confirm containment
- Verify infrastructure reopening
- Update road access
- Acknowledgment of impacted businesses

Example Message:

We are grateful for the swift response of emergency crews and community members. The recent [wildfire/flood] has been contained, and many areas of Pagosa Springs are reopening. We encourage visitors to review current conditions before traveling.

Actions:

- Update alerts landing page
- Notify partners of transition to stabilization phase
- Resume limited organic social posting
- Maintain daily monitoring
- Avoid: “We’re open!” headlines

Phase 2: Responsible Reopening: Invite visitors back responsibly without overpromising

Before inviting visitors back, evaluate:

- Resident sentiment
- Business readiness
- Staff capacity
- Infrastructure reliability
- Emotional climate

If the community is still recovering emotionally or physically, extend the stabilization phase:

- Highlight open businesses and attractions
- Encourage informed visitation
- Clarify safe access

- Promote responsible travel
- Reinforce community strength

Example Message:

Many areas of Pagosa Springs remain open and ready to welcome visitors responsibly. We invite you to support local businesses while enjoying all this special place has to offer.

Actions:

- Share “What’s Open” guide
- Update lodging and attraction listings
- Send email newsletter highlighting open experiences
- Share positive imagery (accurate and current)
- Re-engage owned social channels
 - Share real-time visuals
 - Avoid dramatic “before/after” comparisons
 - Showcase open businesses

Tone: Confident, not celebratory.

Phase 3: Resilience & Stewardship: Restore long-term destination perception

- Promote responsible travel and recreation
- Share seasonal experiences
- Advance community recovery efforts
- Encourage stewardship values

Actions:

- Launch coordinated earned media outreach
- Media pitch recovery and resilience stories
- Evaluate targeted paid campaign
- Invite influencers/media once destination is fully ready
- Highlight unaffected and restored experiences

VIII. METRICS TO TRACK DURING RECOVERY

- Website traffic to “What’s Open” page
- Email open rates

- Social engagement sentiment
- Media tone analysis
- Partner feedback

IX. RECOVERY SUPPORT

After a major event, Visit Pagosa Springs will evaluate eligibility for:

- Tourism marketing efforts
- State-supported marketing opportunities
- Media and influencer amplification programs

X. CRISIS REVIEW

After each crisis:

- Conduct internal debrief
- Evaluate messaging effectiveness
- Review social and website metrics
- Assess partner feedback
- Update contact lists
- Revise plan as needed

APPENDIX A. WILDFIRE PROTOCOL

Wildfires represent the most frequent and tourism-sensitive crisis. This overview equips tourism stakeholders and partners with consistent messaging, signage, and communication tools to:

- Protect residents and visitors
- Reduce wildfire risk
- Ensure compliance with fire restrictions
- Prevent misinformation
- Maintain visitor confidence
- Protect the long-term reputation of Pagosa Springs and Archuleta County

Our goal is to educate, not alarm — and to present a unified message across the destination.

This information is distributed when:

- Fire danger is elevated and visitor education is needed
- Stage 1 Fire Restrictions are enacted
- Stage 2 Fire Restrictions are enacted
- Stage 3 Fire Restrictions are enacted

Visit Pagosa Springs will notify partners via email when activation occurs.

A. Fire Restrictions Strategy

Fire restrictions require proactive education, not reactive enforcement.

Upon Restriction Announcement:

- Dedicated Fire Restriction information on website
- Social media graphic explaining stage level
- Stakeholder and partner toolkit via email
- Visitor center signage

B. Fire Restriction Education Messaging

Tone: Stewardship, not punishment.

Messaging themes:

- Properly douse campfire (before any fire restrictions)

- Protect the place you love
- Know before you go
- Thank you for helping keep Pagosa Springs safe

Provide:

- Printable signage
- FAQ scripts for front desks
- Social captions
- Campfire alternative ideas; help guests enjoy their stay without campfires (*providing alternatives reduces frustration*):
 - LED “flameless” fire pit ambiance
 - S’mores kits for non-campfire use
 - Stargazing recommendations
 - Nighttime hot springs experiences
 - Guided evening tours
 - Outdoor dining suggestions

C. Active Wildfire Response

Immediate Actions

- Confirm location and containment status
- Determine evacuation zones
- Identify tourism asset impacts
- Update website and app landing page and visitor center signage
- Consider In-market push notification for Visit Pagosa Springs app during RED-level crises when immediate visitor awareness is necessary. Push notifications require Executive Director approval and must reference official sources.
- Notify stakeholders and partners with approved messaging
- Inform state tourism partners

D. Messaging Priorities

1. Safety first
2. Verified official updates
3. Clear distinction between affected and unaffected areas
4. Air quality updates
5. Resources for stranded visitors

E. What Not To Do

- ⊘ Do not downplay situation
- ⊘ Do not say “everything is fine” if conditions are evolving

- ⊘ Do not speculate about when fire will be contained
- ⊘ Do not contradict official emergency messaging
- ⊘ Do not post dramatic fire imagery without context

APPENDIX B. FLOOD PROTOCOL

Based on lessons learned from the October 2025 flood event, this protocol is implemented when:

- River levels exceed advisory thresholds
- Road closures impact visitor access
- Downtown or lodging properties are affected
- State or local emergency declarations occur
- Flood imagery is generating media attention

Visit Pagosa Springs will notify partners when activation is necessary.

A. Immediate Response

- Safety first
- Confirm infrastructure impact (critical first: sewer, water, electrical)
- Monitor official emergency management updates
- Identify road and bridge closures
- Identify visitor disruptions
- Activate website alert
- Consider in-market push notification for Visit Pagosa Springs app during RED-level crises when immediate visitor awareness is necessary. Push notifications require Executive Director approval and must reference official sources.
- Manage communication channels (phones, social media, email, etc.)

Immediate Business Response:

- Inform staff
- Communicate with guests/impacted bookings
- Share accurate maps and information of impacted vs. unaffected areas
- Pause non-essential social posts
- Post provided lobby signage (if appropriate)
- Identify alternate routes for guests
- Confirm power/infrastructure status
- If impacted, keep Visit Pagosa Springs updated
- Safety always comes first

B. Messaging Priorities

- Acknowledge impact
- Avoid premature “open for business” messaging
- Provide factual reopening updates

- Clarify what remains operational

Sample Messages

- If flooding is localized:

“There has been flooding in parts of the area. We are monitoring official updates. Some roads may be impacted. Please use caution and follow posted detours.”

- If roads and/or bridges are closed:

“Due to flooding, certain roadways are temporarily closed. We recommend checking official updates before traveling.”

- During active flooding:

“There is active flooding in parts of the area. We recommend checking official road closure information before traveling. Your safety is our priority.”

- If guest expresses concern:

“We understand your concern. Conditions can change quickly during storms. We are monitoring official updates and will notify guests if anything changes.”

- If property is unaffected:

“While some areas of Pagosa Springs are experiencing flooding, this property is not impacted. We are monitoring the situation and will provide updates as needed.”

- If contacted by media:

“We are monitoring the flooding situation and prioritizing the safety of our guests and staff. For additional information, please contact Visit Pagosa Springs.”

Route all media to:

Visit Pagosa Springs

970-903-9728

sales@visitpagosasprings.com

Avoid becoming a secondary spokesperson. Never speculate on duration or severity.

C. Recovery Phase

Shift messaging in phases:

1. Stabilization – Safety and reopening details
2. Responsible return – Highlight open businesses and activities
3. Brand reinforcement – Community resilience stories

D. What Not To Do

- ⊘ Do not downplay flood risk
- ⊘ Do not say “everything is fine” if conditions are evolving
- ⊘ Do not speculate about when flooding will recede
- ⊘ Do not contradict official emergency messaging
- ⊘ Do not post dramatic flood imagery without context

APPENDIX C. PUBLIC HEALTH EMERGENCY PROTOCOL

Activation occurs when:

- Public health advisories affect travel
- Government mandates impact lodging or events
- Capacity restrictions are imposed

Response includes:

- Share official health guidance only
- Update visitor FAQ page
- Provide partner sanitation and operational guidance
- Avoid independent health claims
- Monitor changes in mandates or advisories
- Coordinate reopening phases with public health authorities
- Evaluate impact on events and group bookings