

# Opportunities to Market Winter Tourism

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## Bringing Winter Tourism Opportunities to Market

Taylor Middleton  
General Manager  
Big Sky Resort

PNWER Annual Summit  
Big Sky, Montana  
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**Most PNWER states and provinces have many successful alpine ski destinations.**

**Sun Valley, Idaho**

**Mount Bachelor/Bend, Oregon**

**Lake Louise/Banff, Alberta**

**Alyeska, Alaska**

**Whistler/Blackcomb, British Columbia**

**Big Sky, Montana**

**Crystal Mountain, Washington**

**Ski destinations are a major driver of the winter tourism economy.**



# Three Pillars of Successful Ski Destinations

- Outstanding Recreation
- Vibrant Community
- Effective Transportation





# Major Challenges for Ski Destinations

- Capital Intensive
- Weather Anomalies
- Economic Cycles
- Very Long Term



# Case Study: Big Sky Resort

- Grand Opening 1973 (Capital Intensive-Missing Community and Transportation)
- Sold 1976 (Economic Cycle)
- Middle Years 1976-2000 (Capital Investment)
- Club Years 2000-2008 (Ultra Capital)
- Bubble Popped 2009-2012 (Economic Cycle)
- Renaissance 2013-Present (Capital Intensive)





Outstanding Recreation





# 14 Non-Stop Cities Summer 12 Cities Winter



Effective Transportation







Enlivened Community



# Residential Tourism



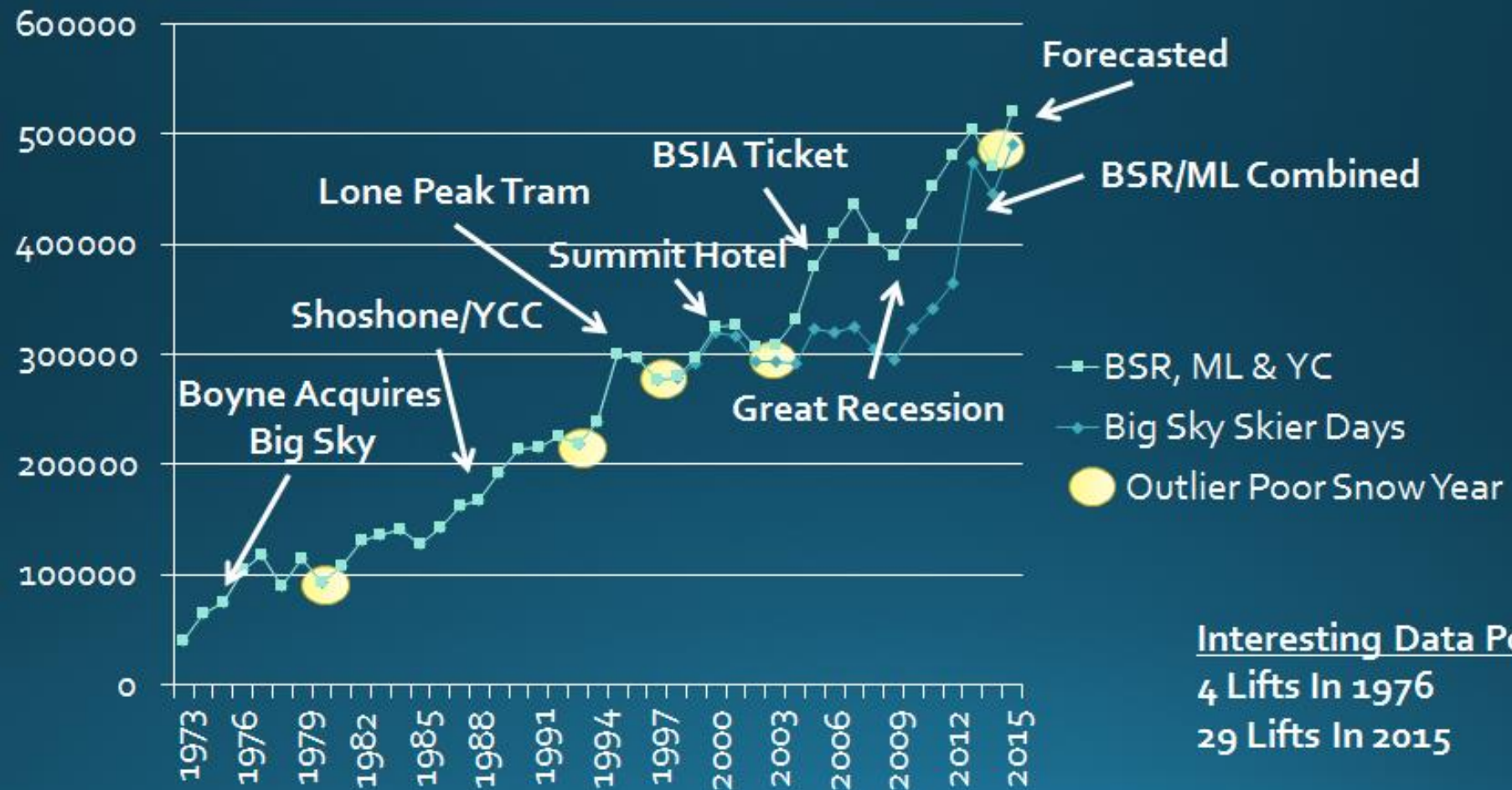
# Economic Opportunities of Winter Tourism

- **Balancing the use of resources**
  - **Business Capital ROI**
  - **Community Infrastructure**
  - **Schools/Livable Communities**
  - **Tax base**
  - **Jobs**
  - **Transportation**



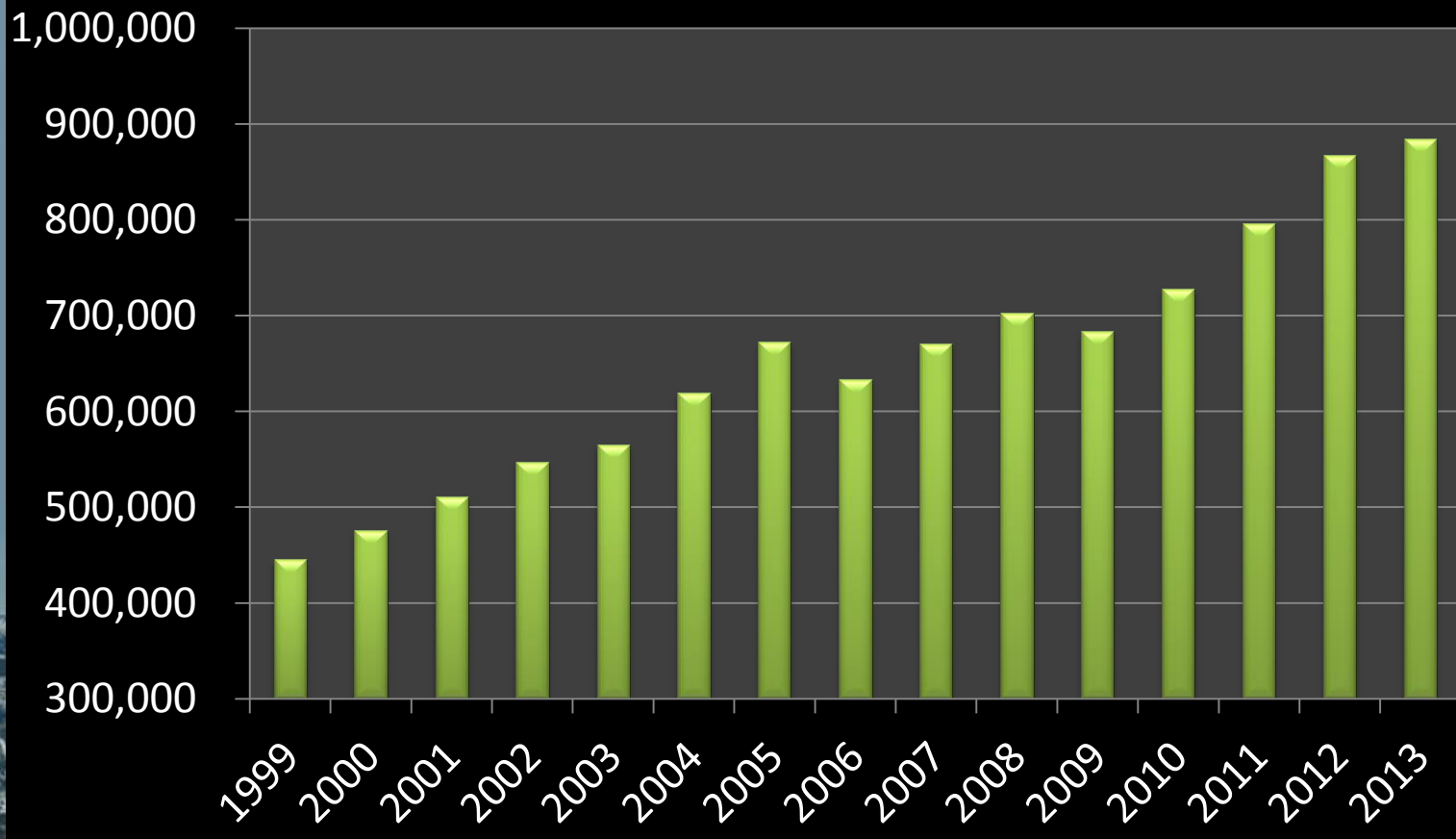


# Big Sky's Skier Growth



# Gallatin Field Enplanements

Number of Enplanements (on & off)

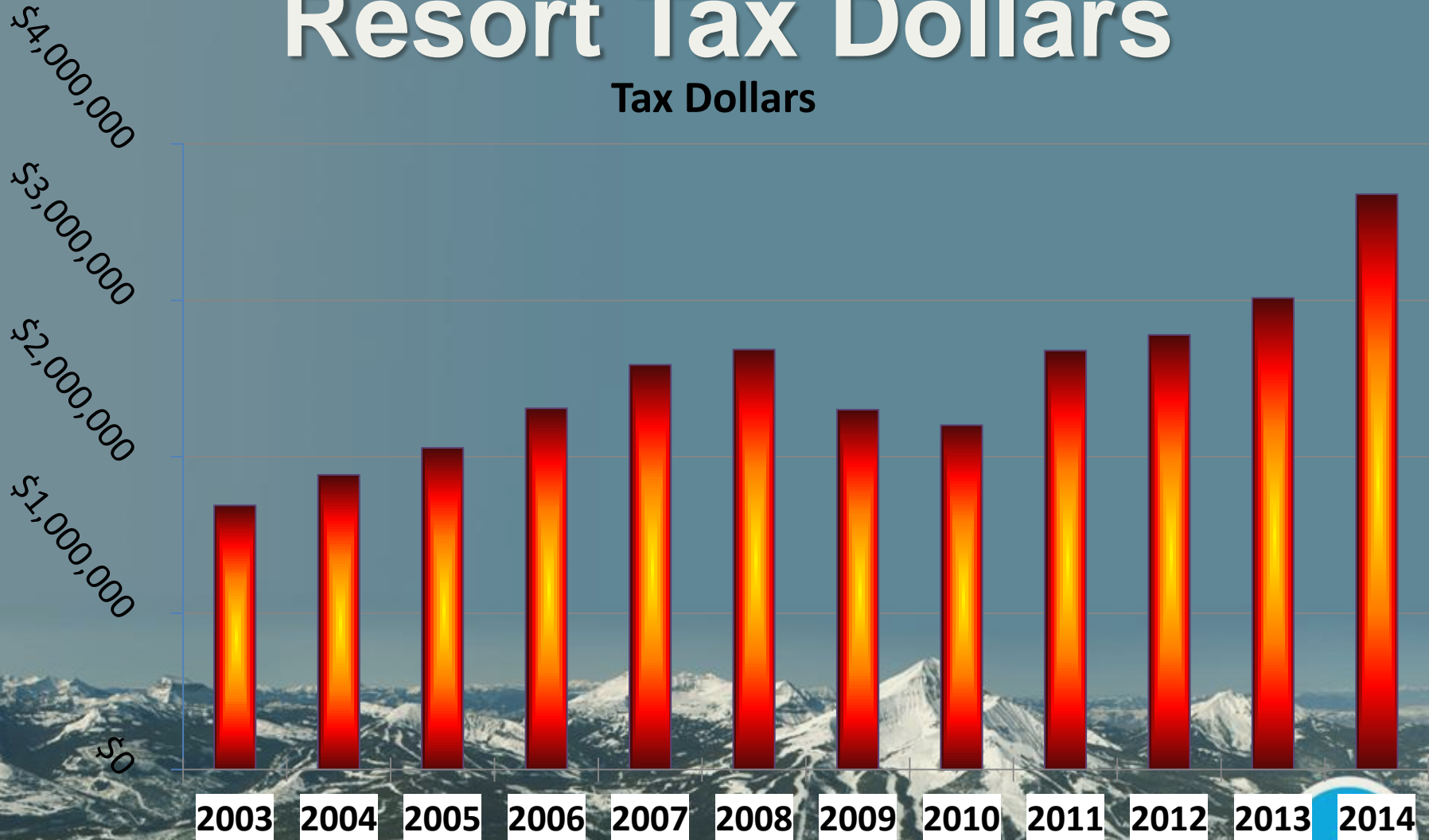


Provided by MT Dept of Transportation Aeronautics Division  
Enplanements are currently up 8.2% from last year through July '14



# Big Sky Community Resort Tax Dollars

Tax Dollars



Provided by Big Sky Resort Area Tax District (Fiscal Year July 1 - June 30)

# Hospital in Big Sky Opening Winter 2015

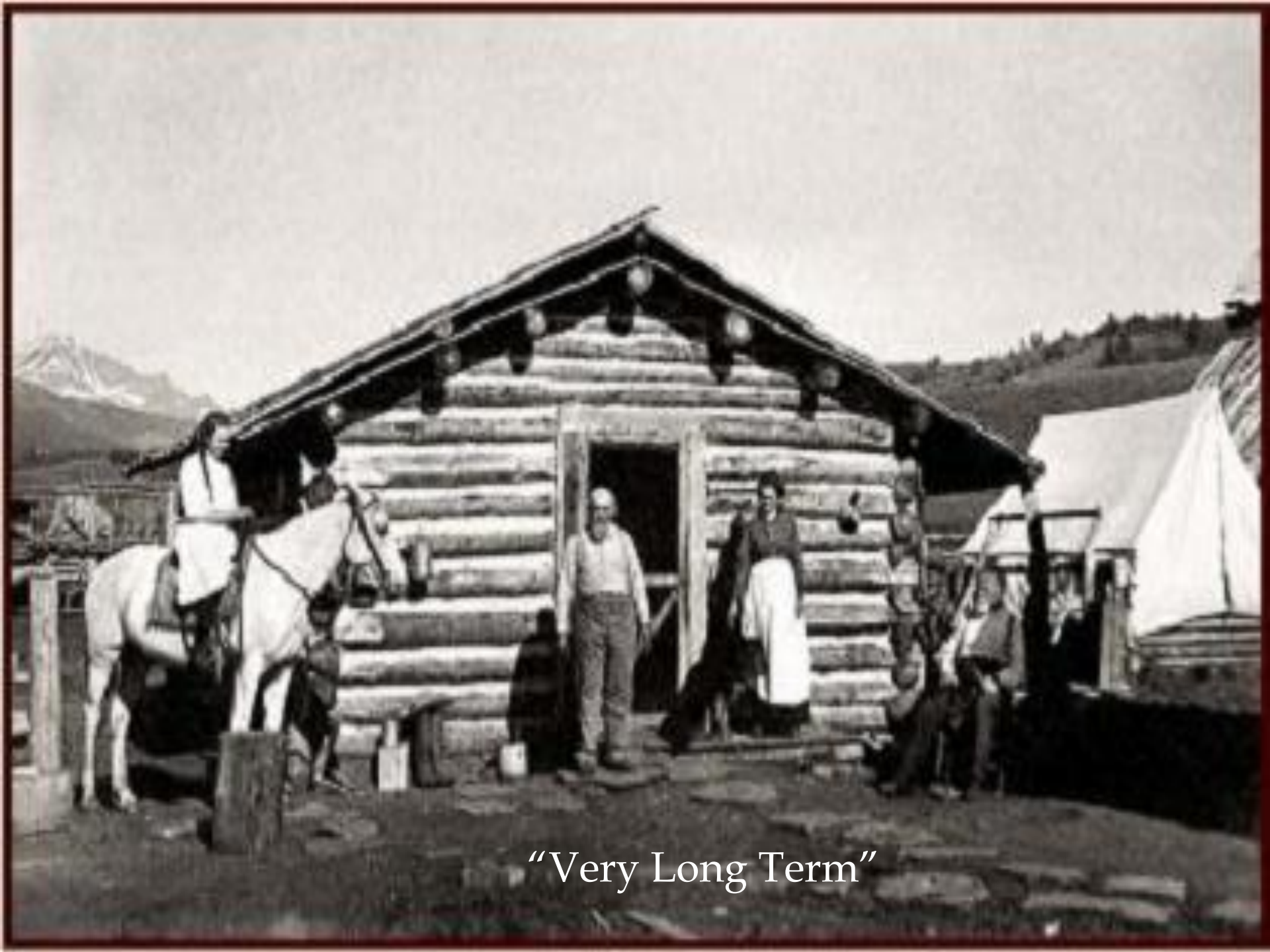




# Conclusions

- Capital Intensive & Very Long Term
- Actualize the Three Pillars
- Endure the Economic Cycles
- Economic Balance Winter Tourism Creates
- Embrace Residential Tourism
- Nurture & Grow Existing Destinations





*“Very Long Term”*