



To: Mayor and Town Council
From: Clint Kinney, Town Manager
Date: March 4, 2022
Re: Info Update

MORE PEOPLE, MORE PARKING

The community is busy and parking at the Town Park lot has been very popular this year. The parking in the paved lot and contestant dirt lot are averaging over 300 vehicles roughly 50% of the time or four days in a week. Days with over 400 cars in the two lots happened 11 times in December and January. February has been even busier. As of the 21st of February, there have been 13 days with over 300 cars in the Town Park lot and 7 days with over 400 cars. The big days have parking counts in excess of 500 cars with the peak being 596 vehicles in the paved lot, the contestant lot and the arena. Along with an uptick in parking for the Town Park lots, we are seeing considerable use in the numbered lots as well. As part of this uptick, we are implementing a revised protocol with lodges to help them provide a better guest experience for their guest who receive parking tickets. We are continuing to seek the right balance of enforcement and leniency in the numbered lots so that paying lodge guests can find parking.

SHOCKING NEWS

Construction costs continue to escalate. We are seeing it in Town projects and we know by reviewing building permit valuations that the private sector is seeing an equal increase in their costs. We received the cost estimate for the Mountain View remodel project this week and (yep you guessed it) it came in over budget. There are considerable moisture issues that need to be addressed in these homes; hence this project is critical and needs to be done in order to ensure the long term viability and sustainability of the units. We are currently working through a phasing plan and several ideas on how to afford to get the project completed. Cross your fingers as we await bids to be returned on the Snowmass Inn remodel project.

CONGRATS;

Last week's snowstorm was big!! While the skiing was really good, it was even more awesome to watch the TOSV team work through all the issues a dump like that brings with it. Huge props to everyone, especially the Public Works, Transit and P.D. teams. It takes a Village!

TID BITS:

- More details to come, but we have hired Greg LeBlanc as the new Assistant Town Manager. He will start with TOSV on March 28.
- Sticking with the busy theme, we are on pace to have our biggest year for group sales.
- Enclave has submitted their building permit
- We are still working with the Ice Cube artist.
- Congrats to the PRT Team, the Town ice rink made it to March. Sadly, its season has ended.
- The Auditors will be in Town later this month! Yippee!

- Here is a bit of an example of inflation that we are seeing; the price of glycol per gallon went from \$11 to \$49 per gallon in one year.
- Ridership on the Transit service is super strong, we are moving a lot of people. Enforcing the mask mandate continues to be a very difficult task for the drivers. March 18 (when the mandate is expected/ hoped to be over) can't come soon enough.
- RFTA is undertaking a regional transit study that should help to increase and enhance the direct regional service to Snowmass Village. The analysis is expected to take about a year.
- Building 12 has submitted for its building permit. Once issued, they can start construction this year.
- Spring is coming. That means slush bumps and weight restrictions on roads.
- Each year the Tourism Department provides at least 4 updates to the Council; 2 in writing and 2 in-person. The annual Tourism Wrap Book is attached for your reading pleasure. It is a great summary of last years accomplishments.

CC: Department Directors

MARCH FOURTH, AND PARTY ON



2021

SNOWMASS TOURISM
ANNUAL REPORT



SNOWMASS
COLORADO

SNOWMASS TOURISM 2021 RECAP

Snowmass Tourism is funded by a 2.5% sales tax and a 2.4% lodging tax. Among the Key Performance Indicators (KPIs) measured by Snowmass Tourism are tax receipts, occupancy, average daily rate and revenue per available room night.

The combination of severe COVID restrictions and a lack of international guests negatively impacted the early months of 2021. January ended with a 58% YOY decrease in occupancy. February 2021 also saw a significant 42% decrease in YOY occupancy. These big occupancy decreases in traditionally high revenue months, also translated to significant decreases in tax revenues, average daily rate and revenue per available room night. March started to show positive gains YOY (reminder: the community was shut down mid-March 2020) and that trend continued throughout the year. In 2021, Snowmass broke occupancy records in five of the subsequent nine months. The year ended with occupancy up 24.44% YOY, but still down about 15% over 2019.

The average monthly occupancy in 2021 was 44.9%. To put this in perspective, this is the same as year-round occupancy in 2015. Average Daily Rate, another Key Performance Indicator, was up 14% YOY. Revenue Per Available Room (RevPAR) was also up, 33% YOY, setting records in eight of the 12 months, even though January's RevPAR was the lowest recorded.

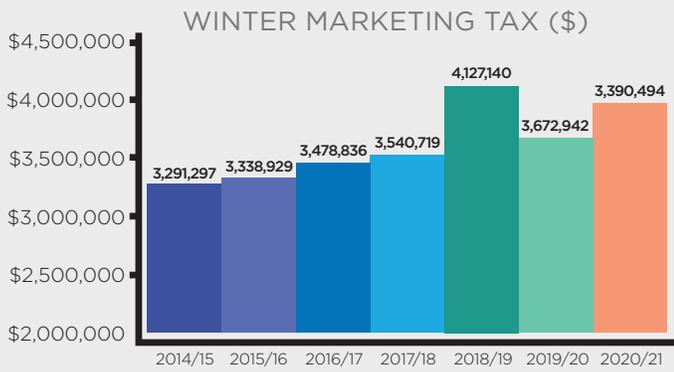
Both Marketing Fund and Lodging tax fund revenues were soft during January-March, but then broke records for the rest of the year. Marketing fund tax revenues for 2021 were \$6.83M, a new record. Lodging tax funds, at \$2.09M, were 11.5% above 2020, but still below 2019's record \$2.3M



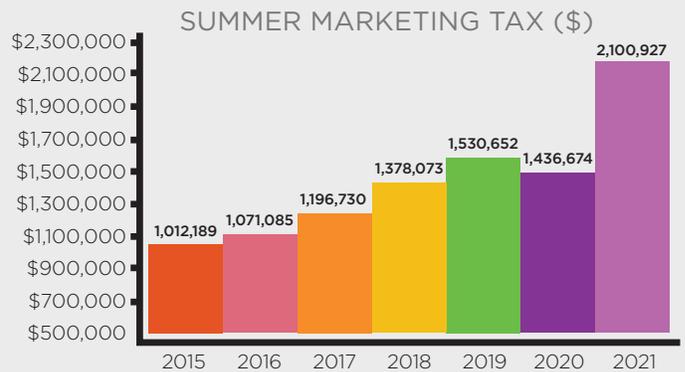
MISSION & ASPIRATION STATEMENTS

To support the town's economy through activities, events and programs that attract visitors and the associated spending. Snowmass Village offers a strong and unique value proposition for its visitors.

Snowmass Village aspires to be the leading multi-season, family-oriented, inclusive mountain resort community. We will do this by creating, marketing and delivering distinctive choices for fun, excitement, challenge, learning and togetherness. All this is done amidst our unique, natural splendor as part of a memorable Aspen Snowmass experience. Further, we wish to be seen as welcoming, dynamic, convenient and successful. We will always be responsible stewards of our environment, economy and society. When successful, Snowmass Village will have achieved the quality of life and economic vitality that will assure our future as a sustainable resort community.



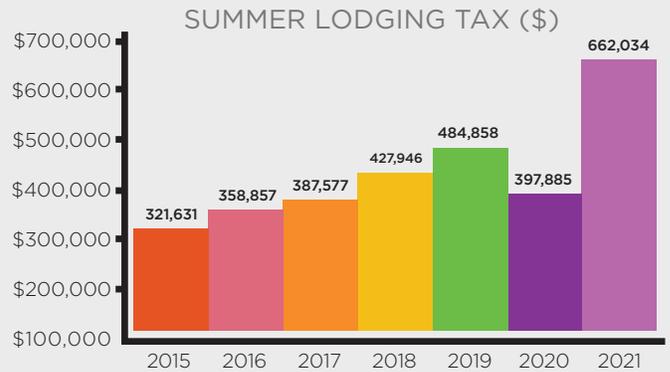
Overall Growth 3%



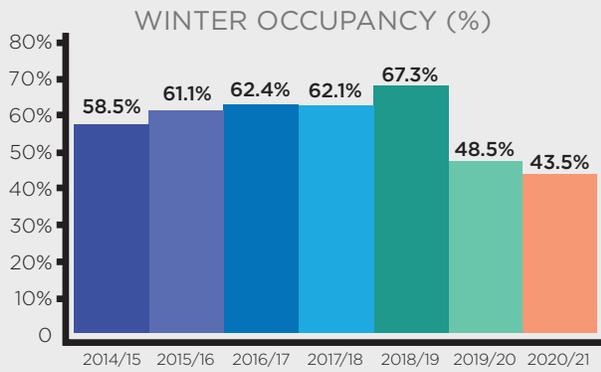
Overall Growth 107.8%



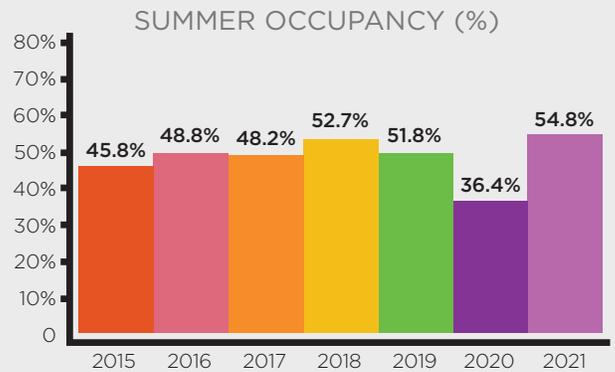
Overall Growth -28.5%



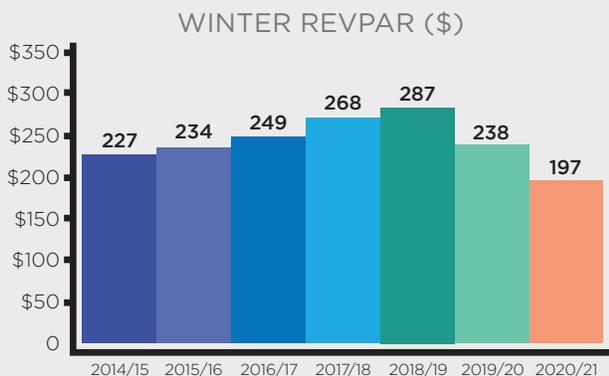
Overall Growth 106.2%



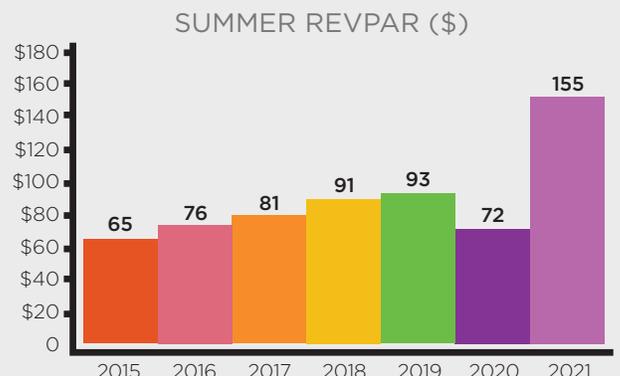
Overall Growth -25.6%



Overall Growth 19.6%



Overall Growth -13.2%



Overall Growth 138%

SHIFT [^] still HAPPENS

Through the second year of the COVID-19 pandemic, Snowmass Tourism continued to adapt to public safety protocols and traveler sentiments. In the first quarter of the year, Pitkin County operated under red- and yellow-level restrictions, which prohibited or limited indoor dining and events. Vaccines became widely available in Q2 and Q3 2021, which contributed to strong summer domestic travel nationwide. Snowmass Tourism continued to adapt marketing, group sales and special events initiatives to comply with public health mandates, support community safety, and resonate with visitors and locals alike.



DESTINATION MARKETING

Snowmass Tourism Marketing and Special Events manage a 2.5% sales tax fund for the Town of Snowmass Village to promote Snowmass Village as a premier year-round destination with a focus on winter and summer. The 2021 budgeted revenues were \$4.6M and were allocated to special events and an integrated marketing campaign including advertising, public relations, guest services, print collateral, website and social media. The Marketing Tax Revenues for 2021 finalized at \$6.28M.

Key Metrics: Percentage Change in Sales Tax (Marketing Fund) Revenue 2021 over 2020

JAN	-44.36%	AUG	+44.00%
FEB	-31.13%	SEPT	+31.35%
MAR	+69.90%	OCT	+17.27%
APR	+217.75%	NOV	+8.18%
MAY	+47.06%	DEC	+43.54%
JUN	+106.69%	YOY	+17.29%
JUL	+51.37%		

ADVERTISING

TACTICAL OVERVIEW

National and regional advertising campaigns are implemented seasonally to generate brand awareness among highly targeted audiences and to inspire and inform prospective travelers about Snowmass. The Winter 2020-2021 campaign ran September 2020-March 2021; and the summer campaign ran April-October 2021. Winter 2021-2022 marketing launched in August 2021. Snowmass Tourism continued to focus media tactics on nimble channels that would allow it to quickly change or pause messaging as needed (i.e., more digital, less print). Geographic targets were focused on markets with non-stop flights to ASE, which expanded to include Austin and SoCal, as well as top feeder markets, and the summer targeting included drive markets within a 12-hour radius in order to appeal to travelers who preferred to avoid air travel. Audiences were refined to include “remote workers” to promote longer stays, and vaccinated individuals to align with the ASC vaccine regulations in the winter season.

Campaign and Messages

Snowmass Tourism continued with the look and feel of the “Meet Your Outside Side” campaign, and adapted messages to appeal to COVID-era travel, focusing on wide-open spaces, time in nature and longer stays. A summer video campaign called “Vacation Hibernation” was developed to capture the strong appetite for summer travel after a year of lockdowns and limitations, and special promotional campaigns were run to support the IMBA Gold-Level Ride Center, as well as a fall visitation message.

Group Sales Marketing

Marketing campaigns with group-specific messaging ran throughout the year, designed to reach third-party meeting planners, executive/administrative assistants, and event coordinators through print and digital channels with an emphasis on search. Geographic targets included Texas, Chicago, California, Colorado, and the Northeast from DC to NY. A wedding-specific campaign targeted wedding planners and second homeowners, which included social channels.



Print

4,593,000
impressions

WINTER 2019/2020 = **72%**
SUMMER 2020 = **28%**

Social Ads

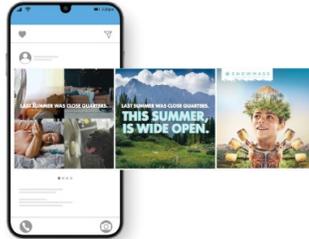
17,441,000
paid impressions

WINTER VIEWS

Avg 31,300/day

SUMMER VIEWS

Avg 38,600/day



Google Search

I'm Feeling Lucky

- Q snowmass activities
- Q snowmass activities
- Q snowmass activities winter
- Q snowmass activities summer
- Q snowmass activities today
- Q aspen snowmass activities
- Q snowmass mountain activities
- Q snowmass family activities
- Q snowmass fall activities
- Q snowmass summer activities 2020

Paid Search

2,027,496
impressions

WINTER 2019/2020 = **65%**
SUMMER 2020 = **35%**

AUDIENCE

Targets:

Adventurous Families - Age 30-54,
Mean HHI \$132,000, "Family is Everything"

Prime-of-Lifers - Age 50-70,
Mean HHI \$125,000, "Now is OUR Time"

Millennial Achievers - Age 25-35,
Mean HHI \$122,000, "Carpe Diem"

Trailriders - Age 25-55, Mean HHI
\$148,000, "Discover Something
New Every Day"

Markets:

Winter

Chicago, Dallas, Houston,
Los Angeles, Miami, New York,
Phoenix, San Francisco, and SoCal

Summer

Denver/Front Range, Austin, Dallas,
Houston, Chicago, Los Angeles,
San Francisco, SoCal, Phoenix,
Miami, and MTB markets
(drive markets within 12 hour radius)

Interactive

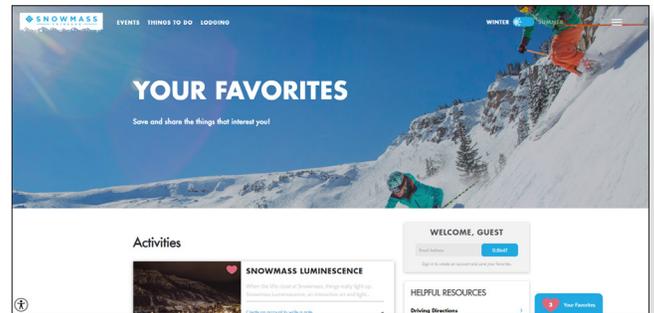
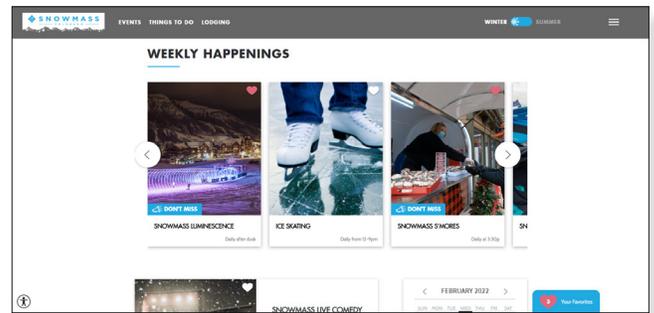
32,571,850
impressions

WINTER 2019/2020 = **48%**
SUMMER 2020 = **52%**

WEBSITE

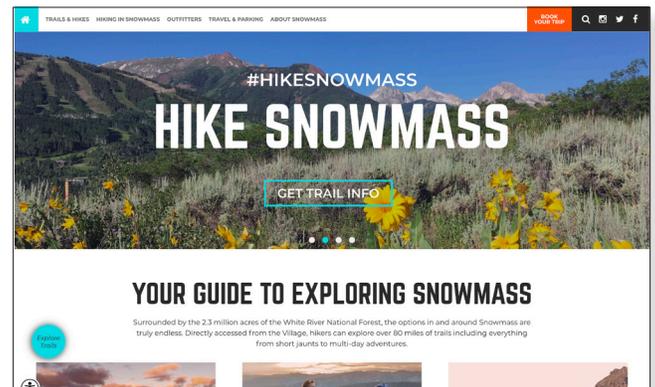
GOSNOWMASS.COM

- Website traffic rebounded back to pre-COVID (2019) levels; a 26% YOY increase
- Slightly higher user engagement versus pre-COVID year
 - » 6% increase in the amount of time our average website visitor spent on our site versus 2019
 - » 6% fewer sessions with no page interaction
- Launched a new favoriting feature in December 2021
 - » This feature gives users the ability to save various events, activities, posts, hotels, restaurants and lodges for ease of future reference and planning
 - » A few features of note:
 - You are able to use the feature without having to create an account
 - The user has the ability to share their favorites with anyone via email
 - The user can take notes on their favoriting page as share them as well if they create an account



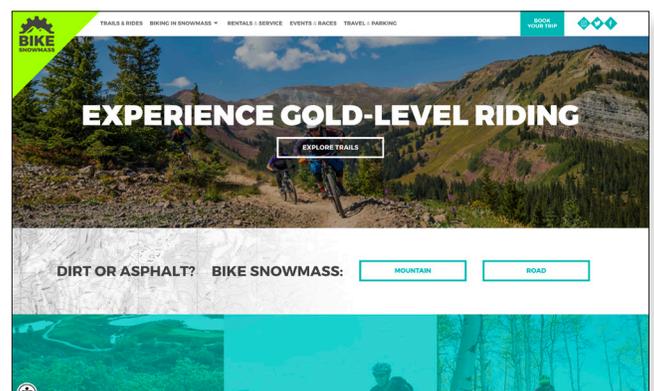
HIKESNOWMASS.COM

- Trail maps for all trails in Snowmass Village & notable Roaring Fork Valley trails
- Inspiration 'guides' that help users find the right hike for them based on their goals
- Information about local retailers
- Saw a decline in interest (-6,000 users) in the site due to a decrease in overall hiking search interest



BIKESNOWMASS.COM

- Resource for mountain and road bikers of all ability levels.
- Popular road and mountain bike rides in Snowmass Village & notable Roaring Fork Valley trails
- Updated new mountain bike trails and details surrounding our designation as an IMBA Gold Ride Center
- Saw tempered interest (-3,000 users) in the site due to a decrease in overall biking search interest



MARKETING

Snowmass Tourism's key marketing objectives are to provide inspiration and information to visitors and residents. Marketing functions in 2021 included local advertising and promotions, content development and marketing, collateral development and distribution, email marketing, stakeholder support, website development and SEO, and photography/videography. Snowmass Tourism also partnered with local and state organizations on key public health and tourism initiatives, including the ACRA Tourism Impact Study and CTO Destination Management Plan, Carbondale Tourism CTO Restart Program, and Pitkin County Public Health community messaging.

Rebranding Process

In July 2021 we issued a Request for Proposal seeking a new agency of record to spearhead a full brand strategy and logo redesign for Snowmass Tourism and replace the creative and media functions of Vladimir Jones. More than 30 agencies submitted proposals, ten were interviewed, and four were selected to pitch. Genesis Inc, an experienced creative agency from Denver, was selected as the Agency of Record with media and analytics support from TechintLabs. Genesis initiated the brand strategy process by conducting nearly 25 stakeholder interviews, 60+ email surveys, and deep brand research. The process continues into 2022 with strategy and logo development, creative development, and campaign launch in March/April.



SOCIAL MEDIA



Focus continues to be on video and vignette content. Influencer program has driven engagement and impressions and we continue to see a steady audience growth through organic posts, stories and reels. Video and vignette content highlight scenic, lifestyle and event promotion.

- 33,000** followers
- 16%** YOY increase in followers
- 7 million** impressions for the year
- 11%** YOY increase in video views
- 93%** Instagram story completion rate



Focus continues to be on quality posts and content. The majority of Snowmass' messages are amplified beyond our immediate followers via ad targeting and we continue to not be focused on follower count/growth as the Facebook platform is primarily 'pay to play.' With this in mind, we do not focus on increasing Facebook followers.

- 103,000** followers
- 34%** average reach per post/story



2021 had a high focus on videos. Content creation was aimed to both showcase the beauty of Snowmass and promote events. Achieved a consistent posting cadence of winter "stoke" videos highlight activities and scenic beauty, with Summer "Stoke" highlighting events along with scenic and activity b-roll.

- 18** new videos produced
- 6.7 million** views
- +44** YOY impressions



Generating consistent website traffic and saved 'pins'

- 8.4 million** impressions
- +62%** YOY video views
- 1,500** webpage visits after seeing content/pins



Using platform for video and media article sharing in conjunction with original content and partnership content.

- Launched** Snowmass page in October
- 38** followers



Worked with content producer to launch our presence on the platform. Initial scope of use is for highlighting activities and stakeholder offerings.

- Launched** mid-summer
- 24** videos shared



Hosted 5 social media influencers

- 346** content pieces generated across a variety of platforms
- 1,830,000** total impressions

SPECIAL EVENTS

Snowmass Tourism’s Special Events strategy in 2021 focused on staying flexible and compliant amidst changing public health guidelines. Despite the everchanging guidance, Snowmass Tourism remained determined to host outdoor events that maintained the integrity of the cherished events while ensuring guest safety. In 2021, Snowmass Tourism’s event partners returned for another year of memorable events. In addition to delivering annual events, Snowmass Tourism introduced ten new activations in 2021.

New Summer Activations and Events

- The Big Dog Show
- Aspen Film Drive in Movie
- Snowmass Art Festival
- September Music Series
- Triple Crown World Series (group)
- Aspen Music School Performance
- Revolution Enduro MTB Series
- Mountain Mission Virtual Scavenger Hunt
- Snowmass Art Walk
- ACES Hikes

Annual Summer Events

- Free Concert Series (13 concerts)
- Ragnar Trail Colorado
- Snowmass Rodeo
- VIDA Womens MTB Clinic (2)
- July 4th Community Celebration + Concert
- Snowmass Rendezvous
- Snowmass Doubles Volleyball
- Snowmass 50 MTB Race
- Power of Four Run (25K, 50K)
- Heritage Fire
- 5K on the Mountain
- Flynn Creek Circus
- Cidermass
- JAS Labor Day Experience
- Balloon Festival + Night Glow
- CU Collegiate MTB Races

- Golden Leaf (start)
- Snowmass Wine Festival
- CO League MTB Race

Summer Weekly Activations

- Fridays on the Mall
- Artisan Market
- Movies under the Stars
- Bonus Bike Nights

Winter Activations & Events

- Snowmass Luminescence
- X Games
- Mother of All Ascensions Uphill
- Holiday Celebrations – Winter Market, Hanukkah, Santa & Carolers
- Ice Sculptures
- Music on the Mall
- Bud Light Game of Stones
- Fireworks
- Music on the Mountain
- Bud Light Mountain Games
- Jr Freeride Series
- Spring Jam
- NASTAR
- ACES Guided Treks
- S’mores
- Ice Skating
- Friends with you Orbs

GUEST SERVICES

Guest Services operated two visitor information centers in 2021, at Town Park Station (open daily in winter and summer seasons), and on the Snowmass Mall (open daily in summer season). Total visitation from January 1, 2021 - December 31, 2021:

Town Park Station	98,534
Snowmass Mall	5,830
TOTAL	104,364

Snowmass S’mores

The Snowmass S’mores program is managed through our Guest Services department, providing free s’mores to visitors every afternoon from branded S’mass S’mores carts in Base Village and on the Mall, to delight skiers and entice them to stay in Snowmass after the end of their ski day. S’mores are also served weekly in the summer season as part of the Fridays on the Mall activation. In Winter 2020/2021 and Summer 2021, we served pre-made s’mores treats to support public health guidelines; in the Winter 2021/2022 season we returned to the traditional s’mores offering, allowing guests to roast and build their own s’mores.



Total s’mores served in 2021
47,102

Total S’mores since start of the program in Winter 2017/2018
252,952

PUBLIC RELATIONS

Snowmass Tourism hosted a total of 40 domestic media in 2021. Public Relations efforts are in collaboration with partners including the Aspen Chamber Resort Association, Aspen Skiing Company, B Public Relations, Colorado Tourism Office and Limelight Hotels.

In 2021, Snowmass Tourism and ACRA elected to suspend all international PR, based on COVID restrictions limiting international travel. To support our ongoing international PR initiatives, in November 2021, Snowmass Tourism attended a media mission in the UK market in conjunction with the Colorado Tourism Office, to promote Snowmass and Colorado's year-round messaging to media, travel trade, and tour operators in that market.

Snowmass Tourism attended two out-of-market media missions and mixers in Toronto and Mexico.

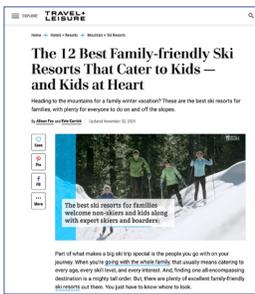
2,900
Stories mentioning Snowmass

5.4 billion
UVM/Views

\$4.7 million
Total PR Value

COVERAGE HIGHLIGHTS

TRAVEL+ LEISURE



The 12 Best Family-friendly Ski Resorts That Cater to Kids — and Kids at Heart



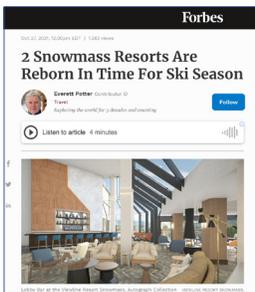
This Colorado Ski Town Turned Out to Be the Best Multi-generational Trip My Family Ever Took

The Washington Post

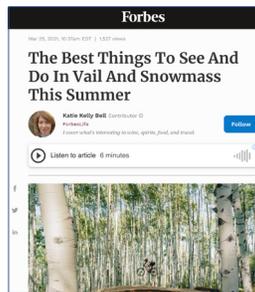


In Colorado, Snowmass Village makes for a more family-friendly getaway than Aspen

Forbes



2 Snowmass Resorts Are Reborn In Time For Ski Season



The Best Things To See And Do In Vail And Snowmass This Summer

BuzzFeed



20 Of The Best (And Most Underrated) Small Towns In Colorado, According To Someone Who Grew Up There

Bloomberg

Condé Nast
Traveller

Robb Report

THE DENVER POST

5280
[THE DENVER MAGAZINE]

Men's Journal

BRIDES

GROUP SALES

The Group Sales Department manages a 2.4% lodging tax fund for TOSV and is responsible for creating group interest in Snowmass Village. In 2021, lodging tax revenues were \$2.09M.

Group Business remains an important segment of lodging demand for Snowmass Village. It establishes a strong base of occupancy allowing lodges to maximize rate based on availability and demand. Optimistically, in 2021 we hoped to regain the group production lost due to COVID in 2020, yet group bookings once again challenged. Initiatives like our “You Fly we Buy” program, designed to bring active planners to the market and FAM initiatives stalled in the wake of uncertainty. The exception was a targeted wedding FAM trip which met with marked success. Most trade events and customer shows were canceled, went virtual or had very limited attendance.

An additional challenge arose with remodel/closure of the Westin, which required the relocation of over 9,000 group room nights. Group Sales efforts were successful in a number of ways despite these headwinds. In an environment of doubt, the sales team managed to contract over 17,000 group room nights. The department added 646 new accounts to our database which was attributed to research into competing markets. In using 2019 as a benchmark to growth, a non-COVID impacted indicator, group prospecting contacts reached 3,882 with direct solicitations for 2021 This compares to 2,735 in 2019 (our largest year ever) with an increase of 1,147 contacts. We generated

466 leads in 2021 in comparison to 363 generated for 2019, The short-term booking window of these leads indicates the recovery of the industry. 395 of the 466 leads generated fell in the 2021/2022 calendar. Contracts of group bookings did not begin until mid-2021 with the recovery. 70 definite contracts were confirmed in 2021 with the largest contributing market being associations. 46 leads were attributed to this market evenly split at 23 between in and out of state requests. 35 of the 70 definite bookings confirmed in the 4th quarter. In 2019 we had 118 definite confirmations, 58 coming from associations.

It’s also important to recognize that a significant and contributing portion of the team’s group room production comes in a category designated as “non-contract.” Groups that have solicited room rates and expect pick-up with no guaranteed room allotment. This is important because these groups do contribute to the overall definite room performance of the year but are not counted in pre-production numbers. There are 9 currently moving into 2022.

Closing the year, the definite analysis indicates the transition into 2022 as our strongest year ever. At the end of 2021, we show 28,284 tracked and definite room nights for the 2022 year. This does not reflect the above-mentioned “Non-Contract” production, and the continued short-term lead generation discussed. Solid when compared with the final year consumption in 2019 of 29,530.

Key Metrics: Percentage Change in Lodging Tax (Group Sales Fund) Revenue 2021 over 2020

JAN	-57.13%	AUG	+44.52%
FEB	-43.52%	SEPT	+41.70%
MAR	+75.29%	OCT	+41.64%
APR	+3018.92%	NOV	+25.38%
MAY	+1419.54%	DEC	+55.00%
JUN	+264.06%	YOY	+11.62%
JUL	+73.11%		



GROUP SALES DASHBOARD (2021 FINAL)

	2021 Q4 Goal	2021 Q4 Production	Production % Q4 Goal	2020 Q4 Production	2021 Annual Goal	2021 YTD Production (Includes Variance)	Production % Annual Goal
Total Leads	164	148	90%	37	635	466	73%
Leads Rebooked		0		0		14	
New Leads	164	148	90%	37		452	
Prospecting	948	1,062	112%	793	3,679	3,882	106%
Site Visits		4		3	-	33	-
IDSS New Accounts	150	178	119%	0	600	646	108%
Sales Trips (In-Person/Virtual)		14		8	-	30	-
Fams/Events		1		1	-	4	-
Room Nights Contracted	6,334	7,976	126%	5,776	29,000	17,808	61%
Variance in Rooms in Quarter		571		29		1,539	
Room Night Cancels		-600		-2,138		-13,900	
Net Quarterly Definite Room Nights		7,947		3,667			
Total Actualized Variance + Cancels						176	
Year To Date Actual					29,000	5,447	19%
% of New Room Nights	35%	25%	72%		35%	29%	82%

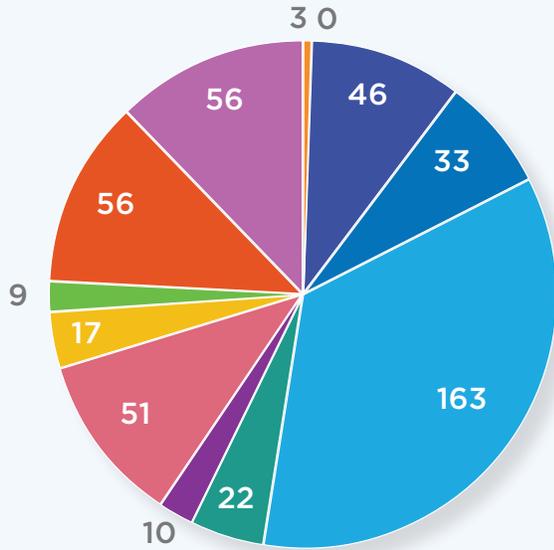
GROUP ROOM NIGHTS ON THE BOOKS (BY ARRIVAL DATE)

	Q1	Q2	Q3	Q4	
2017	14,239	3,827	5,573	1,444	25,083
2018	13,345	2,449	8,219	1,498	25,511
2019	12,409	9,777	5,514	1,830	29,530
2020	11,381	47	86	293	11,807
2021	1,813	788	1,780	1,933	6,314
2022	18,627	2,086	6,375	1,736	28,824
2023	7,667	457	837	885	9,846
2024	1,057	195	788	0	2,040
2025	1,114	0	0	0	1,114

GROUPS ON THE BOOKS (ARRIVAL STARTING ON 1/1/2022)

Room Nights	Number of Groups
Over 1,000	5
750 - 999	5
500 - 745	19
200 - 499	28
1 - 199	37
0	9 (contracts w/o def room nights)
TOTAL	103

LEADS BY MARKET SEGMENT (2021 FINAL)



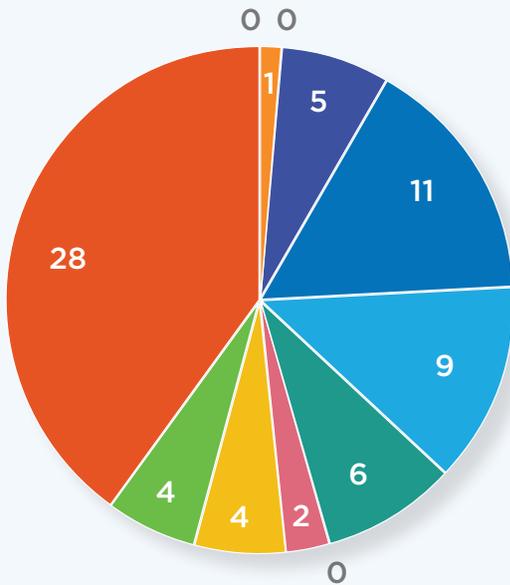
- Association
- CME
- Corporate
- Event/Affinity
- SMERFG*
- Incentive
- Legal
- Scientific
- Ski Group
- Wedding/Reunion
- Tour Operator
- Tour Operator Inclusions

*Associations: 23 In-State, 23 Out of State

466 YTD TOTAL LEADS

Year	# Leads
2021	132
2022	263
2023	53
2024	14
2025	4

DEFINITES BY MARKET SEGMENT (2021 FINAL)



- Association
- CME
- Corporate
- Event/Affinity
- Incentive
- SMERFG*
- Legal
- Scientific
- Ski Group
- Wedding/Reunion
- Tour Operator
- Tour Operator Inclusions

*Associations: 5 In-State, 1 Out of State

70 TOTAL DEFINITES

Year	# Definites	TOA
2021	13	- 0 Tour Operator (included)
2022	51	65 - new from 2021
2023	5	2 - rollover from 2018
2024	2	3 - rollover from 2020



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