



STRATEGIC PLAN
2017-2019

UPDATE FOR THE NEXT ITERATION OF THE STRATEGIC PLAN FOR JAZZ ASPEN SNOWMASS

Jazz Aspen Snowmass (JAS) was working in Fall of 2019 and early Winter of 2020 to complete the next iteration of a Strategic Plan to carry the organization into the next three years. However, that came to a halt once the Pandemic hit due to COVID-19 in March 2020. The uncertainty surrounding the Pandemic caused JAS to stop formal long-term planning to focus on short-term planning and transitioning in light of new conditions on the ground while Keeping the Music Playing throughout 2020 in the best way possible through our Local In-School Education Initiatives, Virtual Concerts and Live “reduced capacity” performances at the JAS Café, even though JAS’ larger festivals in June and Labor Day were re-scheduled to 2021. Enclosed please find our last Strategic Plan from 2017 – 2019 where most of our goals were achieved. JAS’ new plan will be for the years 2021 – 2023 and will be available for review closer to summer of 2021, recognizing the seismic shifts taking place in the performing arts landscape going forward. Thank you for your understanding during these unprecedented times.

Jazz Aspen Snowmass (JAS)

Strategic Plan Summary 2017 – 2019

Jazz Aspen Snowmass (JAS) started with its first music event in June 1991 at the original Aspen Music tent and the Gala was held at the historic Hotel Jerome. JAS has grown from a simple 3-day event to a \$8+ million enterprise (Note: JAS was \$5M in 2012) fielding many entertainment events ranging from the broad reach of the Labor Day Experience to the intimate jazz night-club-like setting of the JAS Café, while funding a year-round music education program in the public schools from Aspen to Rifle. During the past 26 years, JAS has grown from a grass-roots founder-driven single-weekend event to a mature arts institution with successful and vital performance and education programming, which is an integral part of the “Aspen Experience.”

This Strategic Plan Summary puts forth in brief fashion, the mission, objectives and strategies of Jazz Aspen Snowmass with a focus on the three-year period 2017 through 2019.

The primary strategy of JAS can be simply stated as: achieving its mission and objectives by leveraging its core strengths developed over its 26-year history, and expanding on them thereby maintaining focus and maximizing impacts on its chosen constituencies.

THE MISSION of Jazz Aspen Snowmass is to present and preserve jazz and related forms of music through world-class performances, events, and education programs.

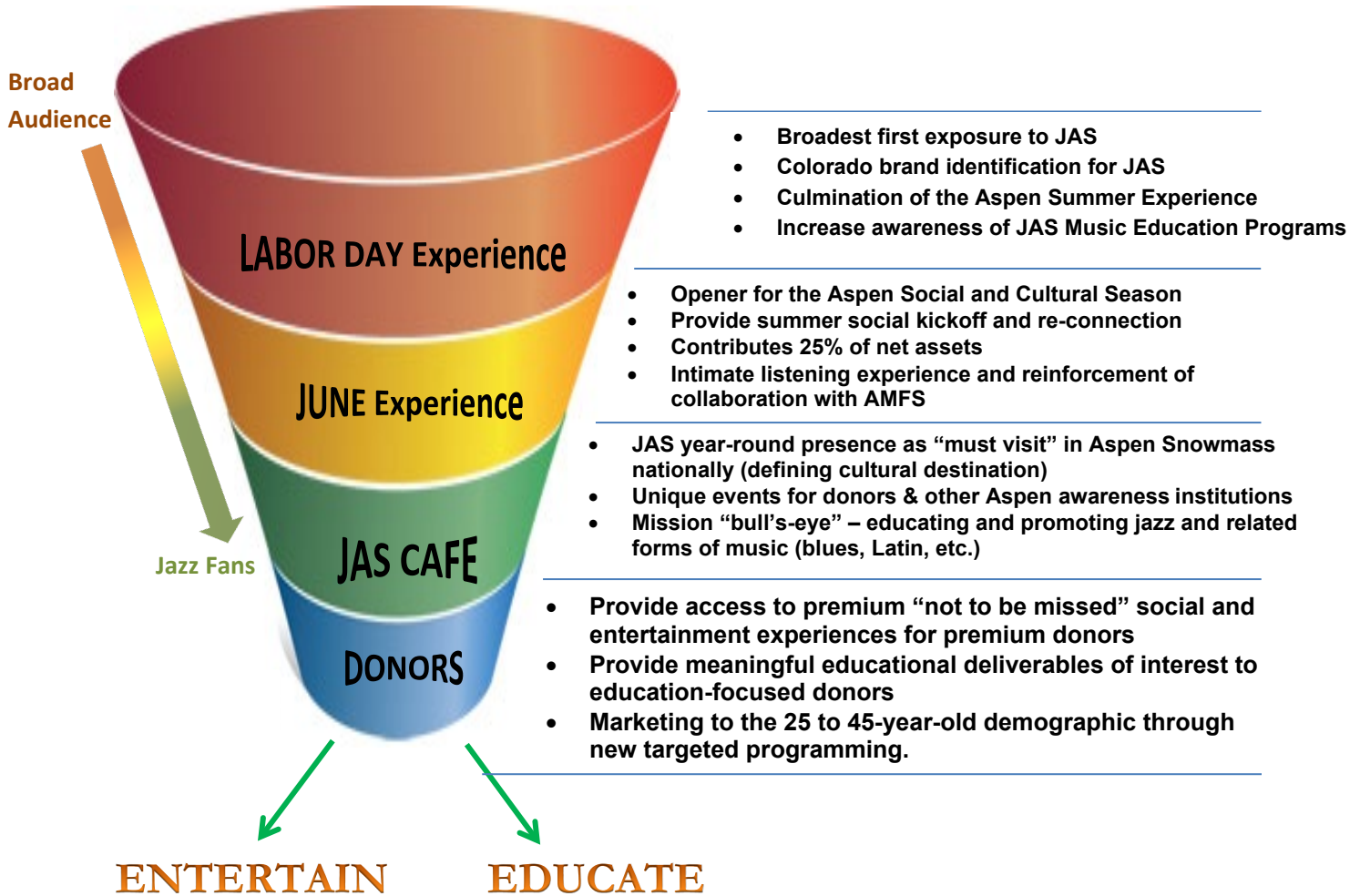
JAS LONG RANGE OBJECTIVES

- A. To achieve excellence in the presentation and preservation of popular, jazz, and related music forms by establishing JAS as a defining brand and element of the Aspen/Snowmass experience.
- B. To ensure that music education is a vibrant part of public middle and high school education in the Roaring Fork Valley and beyond, and to educate adult audiences through exposure at performances to jazz and lesser known artists; and the establishment of consistent music history programming around all JAS Café shows.
- C. To sustain and improve JAS as a vital community asset, which the JAS Labor Day Experience and JAS Cafe, in particular, have become.
- D. To ensure JAS’ long term financial viability through a combination of well-attended events whose ticket sales, donor contributions and sponsorships produce \$2 million in cash “in the bank” by the end of 2019.
- E. To establish an endowment for JAS as a key aspect of continuing progress in achieving long-term financial viability, and, the potential establishment of a permanent JAS facility for both performances and education programming.

JAS LONG RANGE STRATEGIES

Our core strategy is to reach, attract and entertain the broadest audiences with the Labor Day Experience providing the largest initial exposure to JAS, and the June Experience and JAS Café to provide the more intimate social and entertainment experience desired by our audience.

DEFINING STRATEGIC ELEMENTS OF JAZZ ASPEN SNOWMASS



STRATEGIES SUMMARY

• Labor Day Event Strategy

JAS has had a 2.6X increase in talent expense from 2013 to 2016 (\$1 million to \$2.6 million) which has been absorbed primarily through the sales of Patron Passes and National Council Membership growth.

- Irreplaceable Aspen Community Asset and pillar event as the gateway to donors and the community to spread awareness about JAS' mission-driven philanthropic programs. Target market: National and Local, young and older audience (10 to 70+ year old). Widest-reaching demographics. Capacity: 10,000
- JAS to explore the ramifications of changing the event date from Labor Day weekend to mid-August in order to attract high-season visitor and avoid conflicts with Burning Man and prospective corporate donors (who are reluctant to implement sponsorships on a holiday weekend)
- For the current Snowmass location, expand Patron capacity with the construction of a "double-decker" platform for additional premium GOLD seats
- Continue to invest in higher A-level talent to achieve two and eventually three sellout nights
- Attract a Title Sponsor (Last one was Calamos Investments from 2006 – 2008)
- Continue to explore pursuing larger audiences, to sustainably present "A" Level talent, by moving the location to Buttermilk, in the event that JAS sells out General Admission tickets in advance for two years in a row in its current Snowmass location

• June Event Strategy

- Research June Experience "model" in light of increasing cost and tightening availability of talent
 - Consider two nights vs. three nights at the Benedict Music Tent combined with 3 JAS Café venues for Sunday night
- Niche event; Target market: The national traveler as well as local adult audiences
- Mix of musical genres; Capacity: 2000 tickets.
- Continued presence in the Benedict tent and further development of the "JAS Experience Atmosphere" with expanded Lawn party pre-concert free music
- Research the possibility of multiple 2000-attendee events throughout the summer achieved through partnership with the Aspen Music Festival & School, who may be open to expansion of Saturday night in July at the Benedict Music Tent
- Social re-connection for returning locals and increase awareness of JAS Café
- Attract a Title Sponsor

- **JAS Café Strategy**

- Target market: locals, 2nd home-owners and visitors
- Provide exposure to jazz and related music (blues, Latin, funk/soul) in an intimate setting and educating our audiences by hearing other genres of related music through the prism of jazz.
- Create year-round presence for JAS
- Maintain and reinforce JAS Café as a unique “must visit” while in Aspen experience
- Use JAS Café as the “soundtrack” for other Aspen institutions and donors.
- Leverage international branding and positioning of Aspen through the theme of “*Jazz Spoken Globally*”, presenting music and musicians from Africa, Brazil, Caribbean, Cuba, France, Italy, Israel & more.
- Attract additional corporate sponsors and individual Host donors, with goal that each performance has a dedicated underwriter
- Create programming at the late shows that appeal to the younger demographic through choosing artist and designating an area for dancing and Q&A discussions.

- **Education Strategy**

- Provide a meaningful music-education experience to local students through the JAS In-School Programs such as: JAS Faculty Assistance, Pays to Play, JAS Step-Up Program, JAS Beat Lab, District 8 Honor Jazz Band, Stuff for Students, etc.
- Increase funding of Location In-Schools Music Education Programs with a minimum target of an annual 10% funding increase.
- Incorporate awareness of JAS-funded public-school education programs at all JAS events.
- Expand educational programming to include “Listen Up!” series that boasts the history of jazz, delivered pre-concert through Artist lectures
- Broaden the education message to include “Educating Adult Audiences” through performances exposing them to a wide range of jazz and related forms of music. Utilize performers to the breadth, depth and evolution of jazz music both at the JAS Café and in schools.
 - Teach how to Listen
 - Add History & Context to ALL messaging
 - Collaborate with other organizations about the brain and music ie: Aspen Institute
- Explore re-creation of the JAS Academy as a July residency cooperatively produced with the Aspen Music Festival & School (AMFS), utilizing existing AMFS resources e.g. classrooms, housing, rehearsal & performance halls, etc.
 - A solely JAS-financed Academy is not financially viable at this time. The former Academy was a two-week program for 27 kids and cost \$300,000/year with more than half spent on infrastructure. Should JAS acquire a permanent facility, this becomes a more viable option.

- **Donor Strategy**

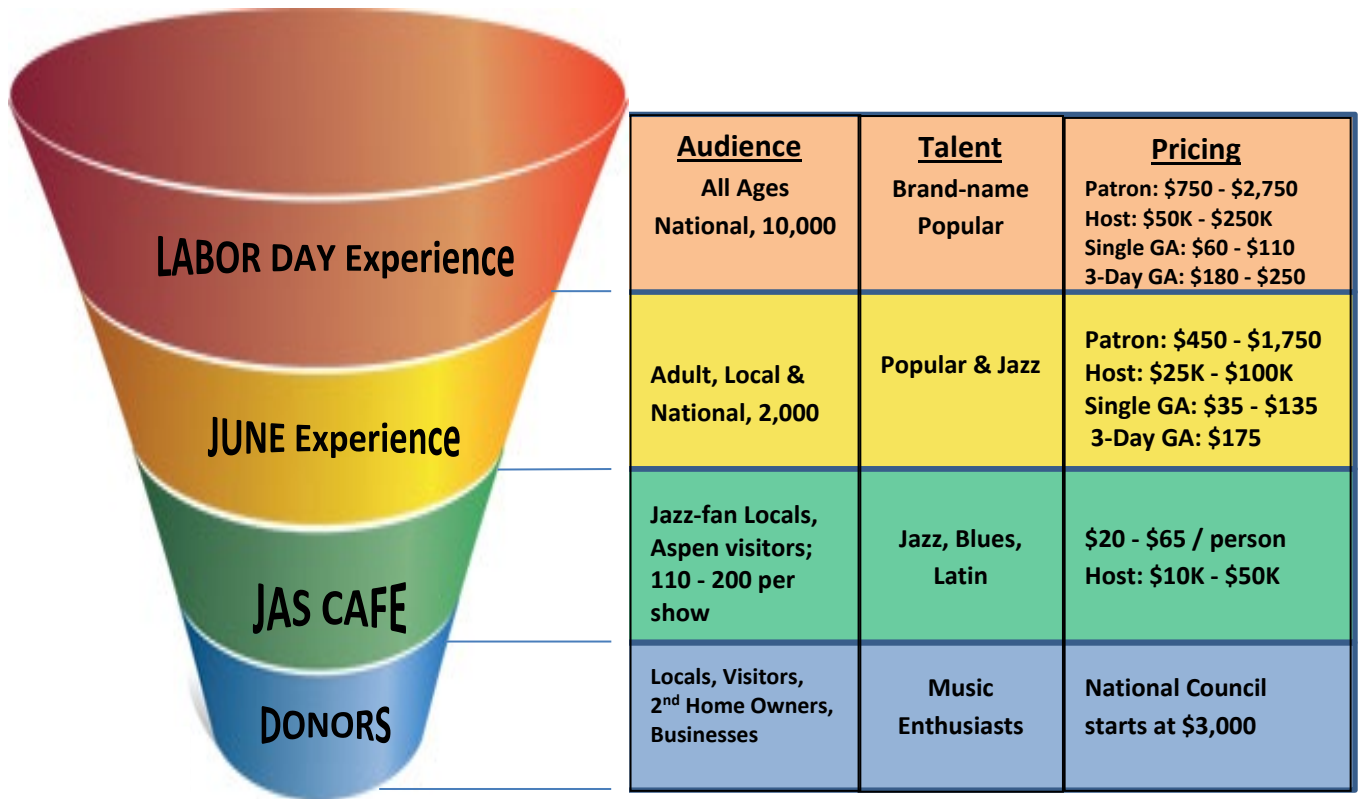
- Promote the total package of Experiences, including June, Labor Day, JAS Café and winter/summer special Donor events.
- Expand further awareness that JAS is a 501C3 that supports music education
 - This awareness has improved from 54% in 2013 to 78% in 2016 of audiences who responded that they were aware of JAS' Not for Profit status and support of music education programs
- Continue to expand National Council members through targeted
 - Social experiences and innovative benefits e.g. offering a dedicated private JAS Café evening for additional donation.
 - Parties exclusive to donors to create a bond between donors and JAS
 - National Council tent for Labor Day Experience
 - Seating priority at all events
 - Expanding the number of National Council "hosts" at JAS Café
- Expand donor and fan base by pro-actively reaching out to younger demographic through the "BAND" membership group and Board representation by "ringleaders" of younger friend groups.
- Explore broadening the JAS brand to the "Colorado Experience" taking advantage of the Broncos relationship broadening the donor reach and out-of-Aspen fans.

- **JAS Permanent-Facility Strategy**

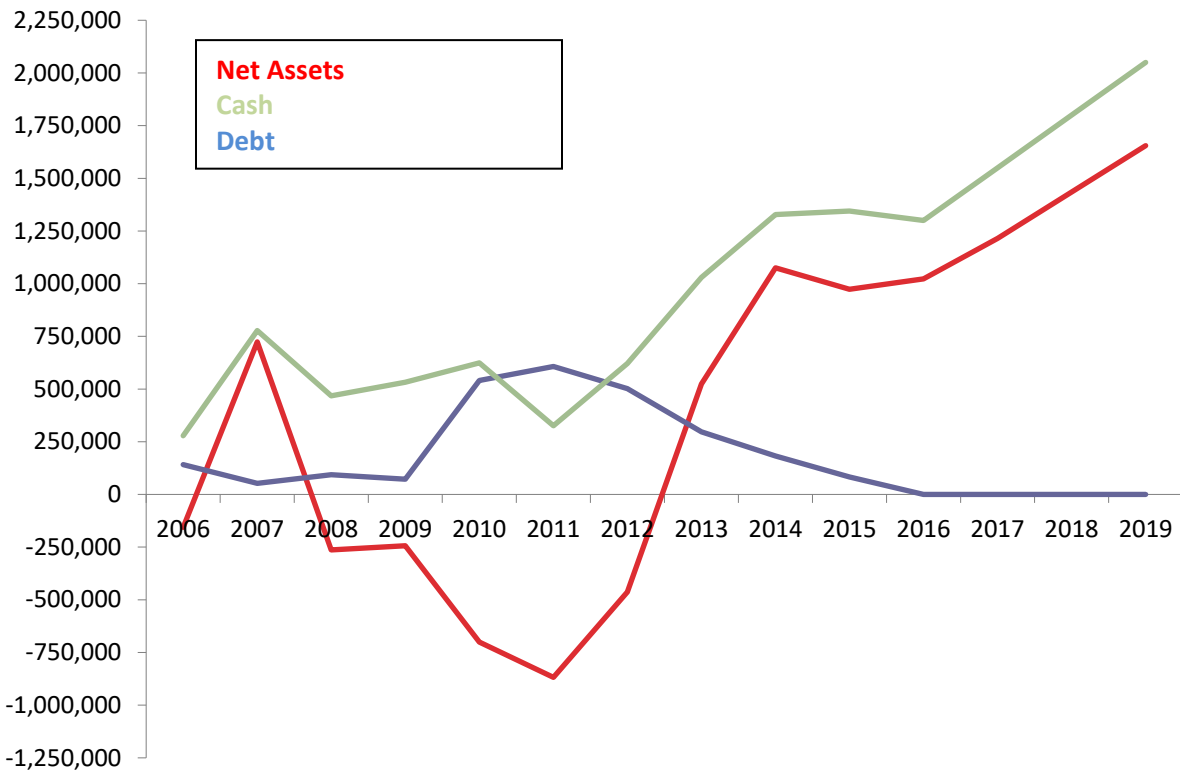
Pursue two parallel paths:

- Continue to make year to year agreement with the possibility of a long-term tenant agreement with Aspen Art Museum.
 - Long term commitments from Little Nell and/or Cooking School are unlikely at this time, but will remain year to year options for JAS potentially at risk due to TLN and CSA independent business decisions
- A JAS-owned facility is the strongest platform from which to enlist donor support for the building of a JAS endowment.
 - Reliable facility for year round JAS Café presentations
 - The "Message" of permanence is dramatic in how it transforms the perception around a Not-for-Profit's status and value to the community
 - Ability to conduct on-site education programs during school year especially
 - Venue which could support JAS fundraising events & performances
 - Opens other programming possibilities (e.g. for other organizations and/or individuals' special events.)

Summary Demographics, World-class Talent, & Pricing



JAS Financial Progress



• Financial Strategy

- JAS has demonstrated that JAS is beyond survival and debt was paid off by December of 2016
- JAS will place a high priority on balancing its goal of financial viability and sustainability with increased funding for its mission-driven education programming.
 - JAS to establish a financial model over the period of this Plan to guide JAS on its allocation of annual net earnings between the “bank” and further growth in JAS education programs
- Financial Viability is defined as:
 - a) having \$2 million “in the bank” by the end of 2019, and
 - b) having a plan for, or actually establishing an endowment (which we believe has the greatest chance for success when tied to a plan for building or securing a permanent facility for JAS in Aspen)
- Long-term viability is dependent on continuing to attract younger JAS donors to offset declines in the older demographic in Aspen. Continued focus on programming which speaks to the 25 to 45 year-old demographic will become increasingly important going forward.