CENTRIC INSIGHTS | HOSPITALITY

Park City Tourism 2027

The destination, the markets and the playbook

The winter that broke, the four markets that fill it, the weeks each of them is free, and what a Park City lodging brand should say to them in the year after the snow failed.



CENTRIC

A white paper for Park City lodging owners, vacation rental managers and destination marketers.

November 2026

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How to read this paper

Every figure carries a superscript number that points to the Sources section. Where a number is derived from two published figures, the text says so and shows the arithmetic. Where a public figure does not exist (a Park City visitor count by origin state, for example), we say that rather than invent one.

The paper is written for the people who decide what a Park City lodging brand says, where it says it and when: owners, property managers and the marketers who fill their calendars. Property level tactics appear where they change the owner's number.

EXECUTIVE SUMMARY

Park City has never had more mountain, more rooms or more flights. It has also just lost a quarter of its March.

Utah closed 2025 with a record $13.7 billion of visitor spending and the strongest ski product in its history: Deer Valley doubled its terrain, a 381 room Grand Hyatt opened at its base, and the 2034 Olympic Winter Games are on the calendar.[1, 15, 16] Then the 2025 to 26 winter happened. Statewide skier days fell 26.5% to 4.8 million, Park City lodging ran 52.3% occupancy in March, down 24.4%, Deer Valley closed on March 29, three weeks early, and Summit County recorded the largest transient room tax decline of any county in the state.[1, 7, 9] The Chamber/Bureau's budget fell by more than $1 million and hotel bookings for the coming winter sit 11% behind last year.[9, 10]

The demand to refill the town exists and is already sorted by state. California sends 9% of Utah's skier days, Florida and New York 4% each, Texas 3%, and each of those markets is free in a different week of the winter.[3] This paper ranks them, describes the guest, maps the flights and the school calendars, sizes the competition and the channel, and sets out eight moves for a lodging brand that wants to own the weeks rather than wait for the snow.

$13.7B

Utah visitor spending in 2025, a record. Summit County carries 52% of the state's $2.5B ski economy.

Gardner Policy Institute, Aug 2026; Park Record

-26.5%

Utah skier days in 2025 to 26, to 4.8M. Spend per skier hit a record $392 as the marginal skier stayed home.

Gardner Policy Institute, Aug 2026

52.3%

Park City lodging occupancy in March 2026, down 24.4%. Bookings stopped after March 20.

Chamber/Bureau via TownLift, Apr 2026

23%

Direct share of US vacation rental manager reservations, down from 26%. Airbnb reached 50%.

Key Data Q2 2026





Eight findings shape the agenda for 2026 to 27.

1. The state is growing; the town is not.

Utah visitor spending set a record and Summit County's visitor economy is $1.6 billion a year, yet 2025 transient room tax finished down 9% and the six months to March ran 44.2% occupancy, down 10.6%.[1, 6, 7, 12] Park City businesses earn 60 to 70% of the year in four winter months; a bad March is a bad year.[11]

2. The marginal skier stayed home; the committed one paid more.

Skier days fell 26.5% while spend per skier rose to a record $392.[1] The destination skier stays 6.4 nights at $306 a day, 72% in paid accommodation, and households earning over $200,000 kept booking.[3, 11] The brand that sells certainty keeps that guest.

3. The four markets are ranked, and each has a different job.

California is first by every measure: 13.8% of nonresident spend, 1.3 million person trips, 9% of skier days.[1, 2, 3] Florida and New York each supply 4% of skier days from fly in, Presidents' week households.[3] Texas, with the country's second largest skier population and no mountain, sends 3% and skis Colorado instead.[3, 22, 28]

4. Access is the moat.

About 580 scheduled nonstops a week reach Salt Lake City from the four markets: 340 from ten California airports, 142 from six in Texas, 54 from New York and 47 from Florida.[17, 18] Park City is 35 minutes from the terminal; Colorado's resorts are two hours from Denver and the Sierra is a four hour Friday drive from the Bay.[29]

5. Every market has one window, and they do not overlap.

New York and the Bay Area break on February 15 to 19; Houston on March 8 to 12 and Dallas on March 15 to 19; Miami on March 22 to 26; Los Angeles on March 29 to April 2.[26, 30, 32] In 2026 bookings stopped on March 20 and Deer Valley closed on the 29th.[7, 8] The calendar tells a brand which market to sell, in which week, and which weeks to hedge.

6. The competition failed harder in 2026, and the passes already work here.

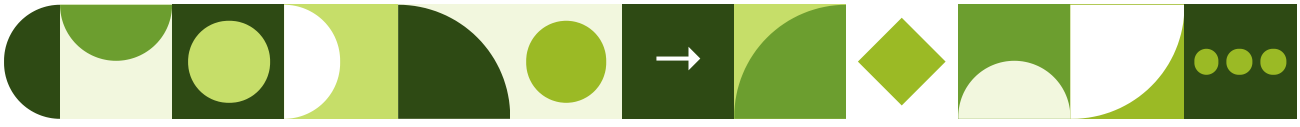
Tahoe's snowpack crashed from 75% to 15% of average and half the Northern Sierra closed by late March.[19] Colorado remains the Texan's habit, built on access that Utah now matches.[28, 29] Epic gives unlimited Park City Mountain and Ikon gives seven days at Deer Valley; the guest already holds the pass.[23]

7. Supply is rising into a soft year, and the channel is drifting.

About 600 new rental units arrived in a year on inventory up 29% since 2020; AirDNA counts 2,523 listings at $760 and 45% occupancy.[1, 8, 13] Across US managers, Airbnb took 50% of reservations and direct slid to 23% as booking windows shortened.[14] Distinctiveness is now a rate strategy and a channel strategy.

8. 2027 is the first year without Sundance, and the first with an Olympic runway.

The festival's last Utah edition drew 85,472 people and $162.4 million of nonresident spending; it moves to Boulder in 2027.[1] Snow League and the FIS World Cup fill late January, and the 2034 Games, February 10 to 26, 2034, put Deer Valley, Park City Mountain and the Olympic Park on television for a decade.[10, 16]



THE 2027 PLAY

The Park City play for 2027 is not to wait for the snow. It is to own the week each market is free, be the answer the morning the home mountain fails, and make a two hour flight and a 35 minute drive feel shorter than a four hour Friday on the interstate.







CENTRIC

01

Park City in numbers

- The destination is growing on the long view and shrinking on the last winter. Both are true, and the brand has to work in both.

KEY TAKEAWAYS

01

Utah visitor spending hit a record $13.7B in 2025; Summit County's share of the ski economy is 52%.

02

The 2025 to 26 winter cut Utah skier days 26.5% and Park City March occupancy 24.4%.

03

Supply kept coming: 600 new rental units, a $5B village and a 381 room Grand Hyatt.



SECTION 01

Park City in numbers: the 2025 baseline and the 2026 to 2027 outlook.

The destination has never had more terrain, more rooms or more flights. It has also just had the worst winter in a decade. The numbers below are the floor every strategy in this paper stands on.

The visitor economy: a record year with a thin winter

Utah closed 2025 with $13.7 billion of visitor spending, a record, and $1.6 billion of direct state and local tax revenue; travel and tourism supported 167,200 jobs, about one in ten in the state.[1] The Park City Chamber/Bureau puts Summit County's annual economic impact at $2.2 billion and visitor spending at $1.6 billion, on 14,798 jobs and $818 million of wages.[5, 12] In the 2024 to 25 ski season Summit County accounted for $1.32 billion, or 52%, of Utah's $2.51 billion snow sports economy.[11]

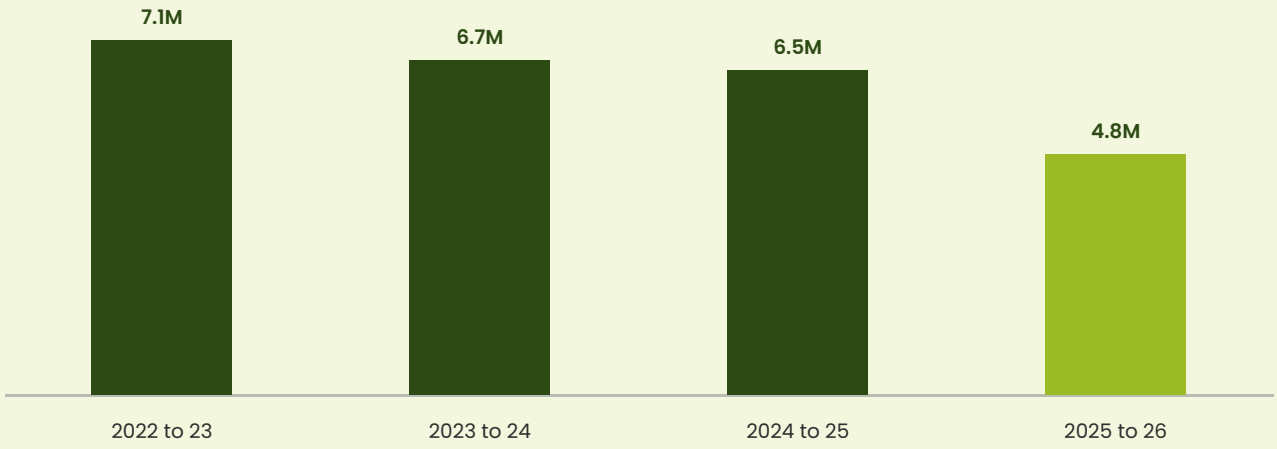
The county is a winter economy with a summer attached. Park City businesses earn roughly 60 to 70% of annual revenue in the four winter months, and the Chamber told its council that many earn 60 to 75%.[6, 11] Summer occupancy averaged 35% in 2024.[31] That concentration is what made the 2025 to 26 winter so expensive.

The ski product itself is the strongest it has been. Utah's 15 resorts sold 6.5 million skier days in 2024 to 25, the third highest total in state history and 3.3% above the five year average, on $2.51 billion of skier spending, $306 per skier per day and 31,800 direct jobs.[3, 4] Statewide resort investment between fall 2024 and spring 2026 is estimated at $600 million, with at least 13 new lifts.[4, 11]



FIGURE 1

Utah skier days by season, millions



The 10 year high was 2022 to 23. The 2025 to 26 figure is the Gardner Institute's preliminary count for a low snow season. Sources: Gardner Policy Institute, Aug 2026 and Nov 2025; KPCW, Nov 2025.[1,3]

Fifty two percent of Utah's ski economy sits in one county, and that county earns most of its year in four months.

The 2025 to 26 winter: what a low snow year costs

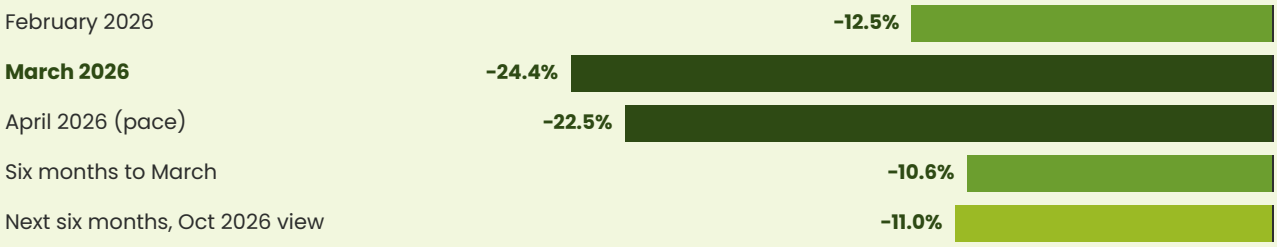
The season started with the Chamber reporting bookings up 7.2% for the next six months and rates down almost 4%: visitors "still coming but waiting and shopping more carefully for value."[11] By December 31 the DestiMetrics pace had turned: December 4% behind, January 6%, February 10%, March 9%, and 2025 transient room tax finished down 9%.[6] Summit County recorded the largest transient room tax decline of any Utah county in 2025.[1,9]

Then the snow stopped. February occupancy fell 12.5% year over year; March fell to 52.3%, down 24.4%, on an average rate of $964.30; bookings "slowed significantly after March 20."[7,8] Park City Mountain Village and Deer Valley closed on March 29, nearly three weeks early; the rest of Park City Mountain followed on April 5.[7] April paced at 14.3% occupancy, down 22.5%, with rates down 15.6% to $390.[7] Over the six months to March, occupancy ran 44.2%, down 10.6%, on an $819 rate.[7]

Operators felt it unevenly. Park City Lodging, one of the town's oldest managers, reported portfolio occupancy down 17%; Abode Luxury Rentals booked 13% more stays for 7% less revenue, with the average stay value down 18%.[8] "That traveler is waiting and deciding closer to the trip," Park City Lodging's Heleena Sideris told the Park Record.[8] The Chamber/Bureau's own budget fell by more than $1 million.[9]

FIGURE 2

Park City lodging occupancy, 2025 to 26 season, year over year change



Chamber/Bureau and DestiMetrics figures as reported. The October 2026 figure is hotel bookings on the books for the following six months versus the same point a year earlier. Sources: TownLift, Apr 2026; Park Record, Mar 2026; KPCW, Oct 2026.[7, 8, 10]

WHY THIS MATTERS TO A LODGING BRAND

A season that collapses in March is a season that was sold on December snow. The owners who held revenue were the ones with February on the books by autumn, March sold to a market that is free in March, and a reason for the guest to keep the booking when the forecast turned. None of those is a pricing decision. All of them are brand decisions.

The 2025 to 26 winter was a demand problem in March and a confidence problem all year.





Supply: the village, the rooms and the rentals

Deer Valley's East Village opened for 2025 to 26 with 80 new runs, 202 in total, seven new high speed lifts and 1,200 free parking spaces, more than doubling the resort's terrain in what the Park Record called the largest ski area expansion in the United States.[15] Extell puts the East Village build at $5 billion across 5,500 acres: the 381 room Grand Hyatt opened in winter 2024 to 25 and sold all 55 residences at $2.3 million to $6.9 million; a 134 room Four Seasons with 123 residences is under construction; Utah's first Hilton Canopy was due in summer 2026; by the 2034 Olympics the village plans 42 shops and 32 restaurants across five million square feet.[15]

Rental supply grew faster than demand. An estimated 600 new short term rental units entered Park City in the year to March 2026, and Summit County's short term rental inventory is up 29.4% since 2020 on occupancy of about 60% in recent years.[1, 8] AirDNA counts 2,523 active listings in Park City at a $760 average daily rate, 45% occupancy, $340 revenue per available night and $80,400 of trailing twelve month revenue per listing.[13] Hotel rates for the coming peak average about $820 a night against the usual $850 to $900.[10]

Park City Mountain carries its own hangover. The 2024 to 25 holiday ski patrol strike produced "a chaotic and disappointing on mountain experience"; Vail Resorts' North American skier visits fell 3% and Epic Pass units fell 3% into 2025 to 26 despite a 7% price rise.[24]

TABLE 1 **Park City at a glance**

Indicator	Figure	Period	Source
Utah visitor spending	$13.7B, record	2025	Gardner Institute[1]
Summit County economic impact / visitor spend	$2.2B / $1.6B	2025	Park City Chamber[5, 12]
Summit County share of Utah ski economy	52% ($1.32B of $2.51B)	2024 to 25	Park Record[11]
Utah skier days	6.5M, then 4.8M (-26.5%)	2024 to 25, 2025 to 26	Gardner Institute[1, 3]
Spend per skier	$392, all time high	2025 to 26	Gardner Institute[1]
Park City transient room tax	-9%; largest county drop in Utah	2025	TownLift; KPCW[6, 9]
Park City March occupancy / ADR	52.3% (-24.4%) / $964	March 2026	TownLift[7]
Short term rental listings / ADR / occupancy	2,523 / $760 / 45%	Oct 2026	AirDNA[13]
New rental units in one year	~600	to Mar 2026	Park Record[8]
Hotel bookings next six months	-11%, rates -3%	Oct 2026	KPCW[10]
SLC airport passengers	28.2M (-0.7%)	2025	Gardner Institute[1]

Figures as published; the Gardner Institute's 2025 to 26 skier day count is preliminary.

The calendar ahead: events that replace a festival

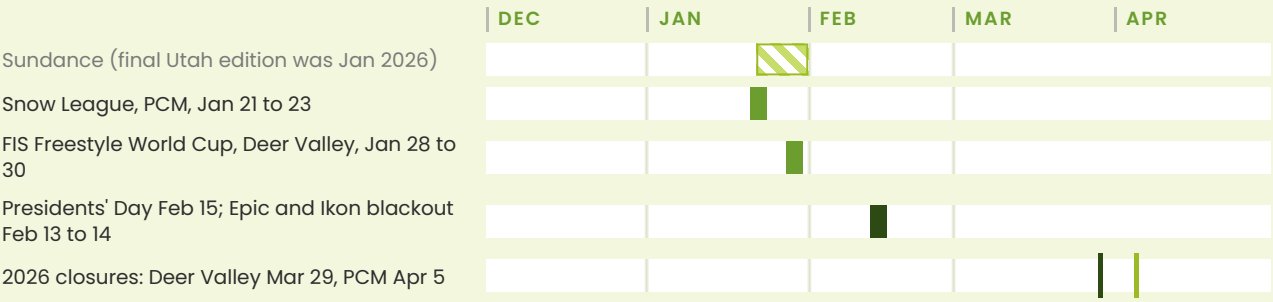
The 2026 Sundance Film Festival was the last in Utah; the festival moves to Boulder from 2027. It drew 85,472 attendees in 2025, a third from out of state, and $162.4 million of nonresident spending, with Summit County hotels peaking at 69.9% occupancy during the festival week.[1] January 2027 is the first in four decades without it.

The replacements are sport. Shaun White's Snow League brings halfpipe snowboard and freeski to Park City Mountain on January 21 to 23, 2027, and the FIS Freestyle World Cup returns to Deer Valley on January 28 to 30; the Chamber hopes to link the two into a nine day festival.[10] Beyond them sits the 2034 Olympic Winter Games, February 10 to 26, 2034, awarded on July 24, 2024, with Deer Valley hosting aerials and moguls, Park City Mountain hosting halfpipe and slopestyle, and the Utah Olympic Park hosting sliding and jumping.[16]

The Chamber/Bureau's own forecast for the market it is selling into is domestic growth, international decline and more visitors from drivable distances, with multigenerational travel and advisor planned trips rising.[12] Its winter advertising targets New York, California, Florida and Texas, which is the same list the public data produces and the list this paper follows.[31]

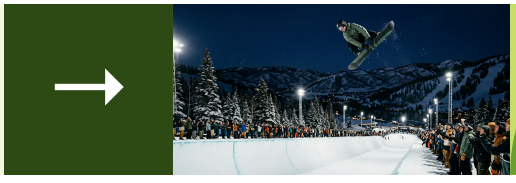
FIGURE 3

The Park City event calendar, winter 2026 to 27 and beyond



Dates as published for 2027; the 2026 closure dates are shown as the risk marker for the back half of the season. Sources: KPCW, Oct 2026; TownLift, Apr 2026; Oyster, 2026.[7, 10, 26]

More terrain, more rooms, more flights and no Sundance: 2027 is the year Park City has to be sold on skiing, not on a festival.



02

Who comes

Four markets send most of Park City's destination skiers, and the public record ranks them. Each has a different job in 2027.

KEY TAKEAWAYS

01

California: 13.8% of nonresident spend, 1.3M person trips, 9% of skier days. The first market.

02

Florida and New York: 4% of skier days each; fly in, Presidents' week, high income households.

03

Texas: 6.1% of spend, flat trips, 3% of skier days, and a Colorado habit worth breaking.



SECTION 02

Who comes: the feeder markets, ranked and profiled.

California, Florida, New York and Texas supply the destination skier. The data below ranks them, describes the household, and says what each one is for.

The ranking, in spend, trips and skier days

Three public datasets rank Utah's out of state markets and they agree on the order. Visa card data for 2025 puts California at 13.8% of domestic nonresident spending in Utah, then Idaho 7.6%, Nevada 6.8%, Arizona 6.2%, Texas 6.1% and Colorado 5.4%; the domestic nonresident total was $4.3 billion.[1] The 2024 visitor profile counts 1.3 million California person trips, up 20%, then Colorado 785,000, Nevada 755,000, Idaho 617,000, Wyoming 441,000, Texas 390,000 (flat), Washington 387,000, Florida 337,000 (up 63%), Illinois 325,000, New York 307,000 (down 33%) and Arizona 254,000.[2]

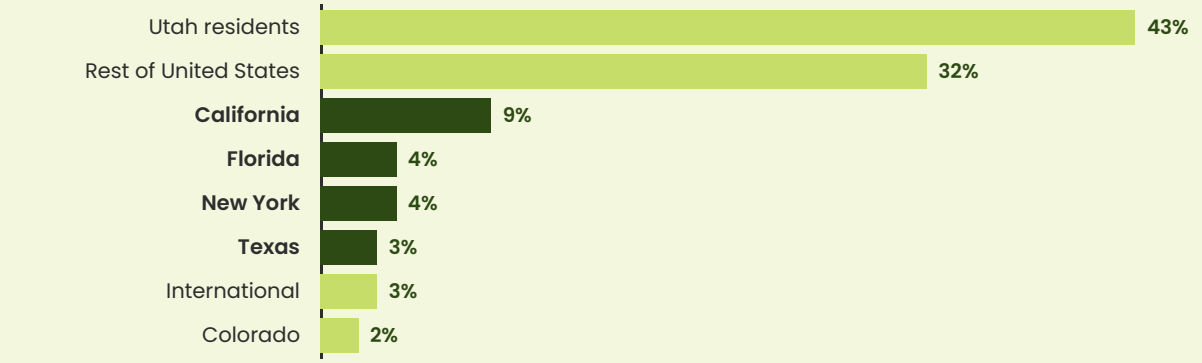
The ski data narrows the field. Of Utah's 6.5 million skier days in 2024 to 25, residents took 43%, the rest of the United States 32%, California 9%, Florida 4%, New York 4%, Texas 3%, international visitors 3% and Colorado 2%.[3] The neighboring drive states that rank high on trips and spend (Idaho, Nevada, Arizona, Wyoming) are road trip and national park markets; the four that rank high on skier days are fly in ski markets, and they are the four the Chamber/Bureau advertises to.[2, 3, 31]

Park City is where those four go. It was visited by 11% of all Utah visitors in 2024 but by 17% of out of state visitors and only 4% of in state visitors.[2] No public source breaks Park City visitation out by origin state; applying the 17% rate to the state trip counts gives an order of magnitude of 220,000 Californian, 66,000 Texan, 57,000 Floridian and 52,000 New Yorker person trips touching Park City a year (derived, and rough, since the state figures include southern Utah road trips).[2]



FIGURE 4

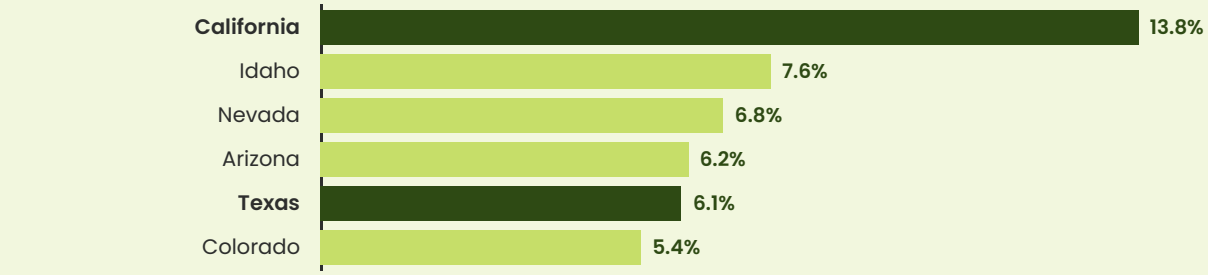
Share of Utah skier days by origin, 2024 to 25 season



The four fly in markets in ink are the subject of this paper; together they are 20% of all Utah skier days and most of the destination skier days. Source: Kem C. Gardner Policy Institute, November 2025.[3]

FIGURE 5

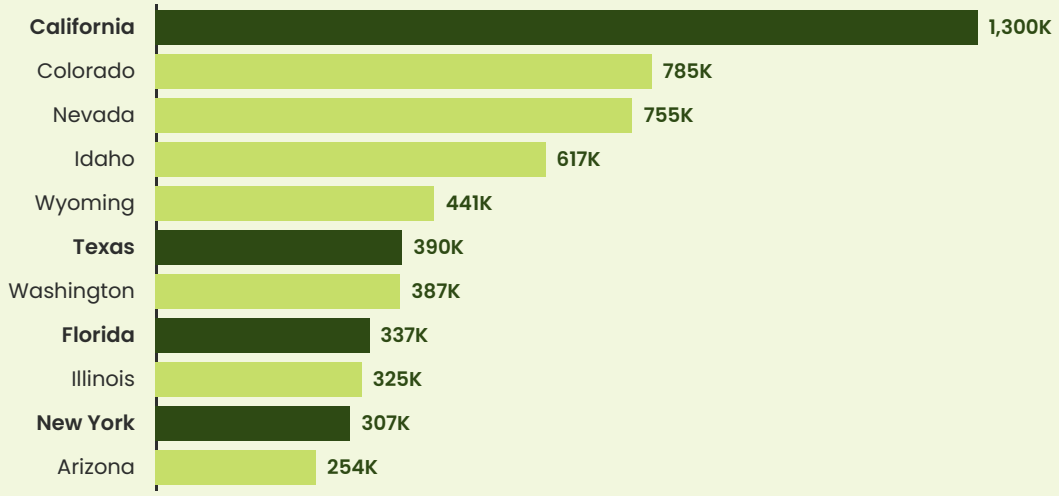
Share of Utah's domestic nonresident card spend by origin state, 2025



Visa card spending by domestic nonresident visitors, $4.3 billion in total. Florida and New York are not among the published top six. Source: Kem C. Gardner Policy Institute, August 2026.[1]

FIGURE 6

Person trips to Utah by origin state, 2024, thousands



California grew 20% year over year, Florida 63%; Texas was flat; New York fell 33%. Source: Utah Office of Tourism, Utah Visitor Profile Report 2024.[2]

The household and the trip

The Utah visitor in 2024 averaged 45 years old, travelled in a party of 3.09, and 43% had children under 18 at home; 46% of households earned over $100,000 and 21% over $150,000.[2] The average travel party spent $1,022 per trip, up from $794, and overnight visitors stayed 3.7 nights, up from 3.1.[2] Among out of state visitors, 32% arrived by air, 56% by personal vehicle and 12% by rental car; 11% skied or snowboarded.[2]

The skier is a different animal. The 2024 to 25 skier spent $306 a day and stayed 6.4 nights, a trip worth about $1,960 per person before airfare (derived), and 72% stayed in paid accommodation: short term rental, hotel or timeshare.[3] In the low snow 2025 to 26 season spend per skier rose to a record $392 while skier days fell 26.5%: the market lost its marginal skier and kept its committed one.[1] The Chamber's read was that households earning over $200,000 kept booking while the rest booked "shorter, closer and cheaper," and that ten percent of US households account for 35% of travel spending.[11]

Lodging preference favors the rental. Fourteen percent of overnight Utah visitors stayed in a rental home, condo or shared economy listing in 2024, up from 9% and the highest share in Utah's competitive set; 46% used a hotel and 32% stayed with friends or family.[2] For a six night ski trip in a party of three with children, the rental is the default product, which is why Park City's managers, not its hotels, carry most of the destination relationship.

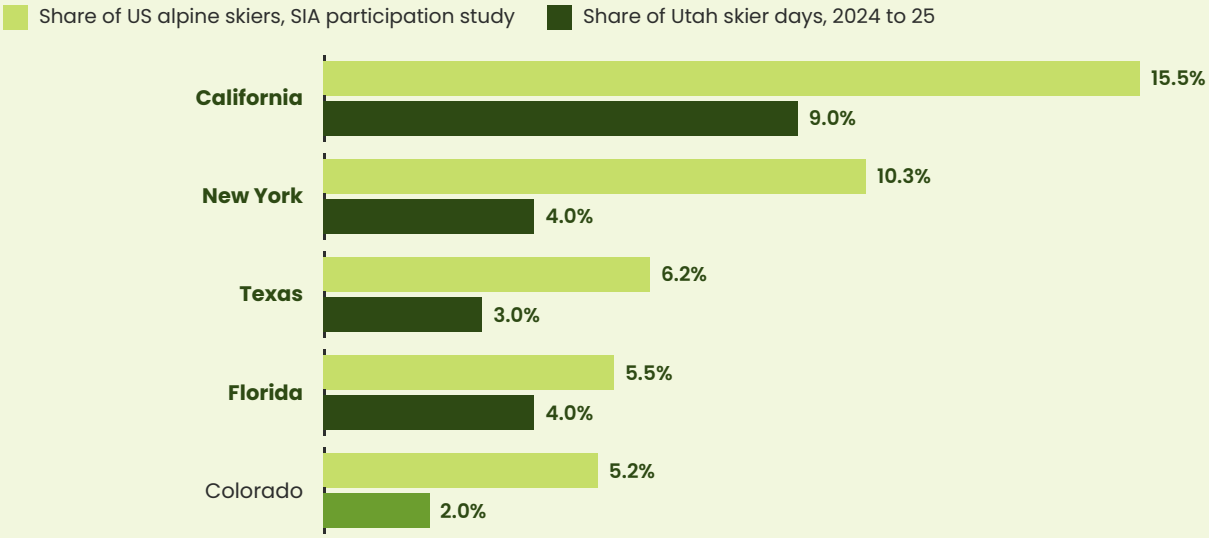
TABLE 2 **The four markets at a glance**

Market	Utah signal	Skier days share	Nonstops a week to SLC	Fastest flight	The job in 2027
California	10% of trips; 1.3M (+20%); 13.8% of spend; LA 5% of visitors, Bay Area 4% of intent	9%	340 from 10 airports	1h45m (SMF)	Defend the first position; own Presidents' week; be the Tahoe alternative
Florida	337K trips (+63%); 3% of trips	4%	47 (MCO 28, MIA 12, FLL 7)	4h52m (MCO)	The fastest growing fly market; late March spring break; luxury families
New York	307K trips (-33%); NY DMA 3% of visitors	4%	54 (JFK 35, EWR 19)	5h10m (EWR)	Rebuild a falling market around the February 15 to 19 recess
Texas	390K trips (flat); 6.1% of spend; DFW 3%, Houston 2% of intent	3%	142 from 6 airports	2h39m (DFW)	Break the Colorado habit with the March 8 to 19 spring breaks

Flight counts are scheduled nonstops in a November 2026 week and rise in the ski season. Sources: Gardner Institute; Utah Office of Tourism; flight-connections.com; flightsfrom.com.[1, 2, 3, 17, 18]

FIGURE 7

Where America's skiers live versus where Utah's skier days come from, share of total



California converts its skiers into Utah days at the highest rate; New York and Texas at well under half of it. The gap is the growth market. Sources: Snowsports Industries America; Gardner Institute.[3, 22]



The markets, one at a time

California is first by every measure and growing, and it produces the country's skiers: 10.9% of all US skier visits in 2025 to 26, the largest share of any state, and 15.5% of the nation's alpine skiers.[21, 22] Los Angeles is the largest out of state origin DMA at 5% of Utah visitors; the Bay Area shows 4% of leisure intent on 2% of visitors, the highest intent to visit ratio in the study.[2] The state's 2024 median household income was $102,900, Orange County's $118,400.[25]

Florida is the fastest growing: 337,000 person trips in 2024, up 63%, and 4% of skier days from a state with no winter.[2, 3] It is a fly market with a late March spring break and the second largest share of the nation's alpine skiers outside the ski states (5.5%).[22, 32]

New York fell 33% to 307,000 trips in 2024 yet still supplies 4% of skier days and 10.3% of the nation's alpine skiers; the New York DMA is 3% of Utah visitors.[2, 3, 22] Its public schools close for a full midwinter recess on February 15 to 19, 2027, the single most concentrated ski week in the country.[32]

Texas is the second largest skier population in the United States (6.2% of alpine skiers; 3.2% of skier visits from a state with no ski area) and a top five spender in Utah at 6.1%, on a trip count that has not moved.[1, 21, 22] It skis Colorado by habit: the state's tourism office lists Texas as its third largest market and Steamboat calls Texans its largest out of state group.[28, 29] Houston and Dallas break on March 8 to 19, 2027.[30]

WHAT THE PROFILE SAYS ABOUT THE PRODUCT

A destination ski party in Park City is three people, one of them a child, in a rental, for six nights, spending about $300 a day each before the flight. It arrives by air through Salt Lake City, reads prices carefully, books later every year, and in a bad snow year it waits. The lodging brand that wins it sells certainty: a week that will have snow, a house that is ready at 4pm, an airport pickup that does not need a reservation number, and a reason to book it in September rather than on the Tuesday before.

Sell the certainty, not the view.



Two cautions. First, the Visa and visitor profile data describe Utah, not Park City; the Wasatch resorts over index on the fly market and under index on the road trip market, so the four markets' Park City shares are likely higher than their Utah shares, but no public source proves it. Second, the Chamber/Bureau targets its winter advertising at exactly these four states, which means the destination guest is also the most contested one.[31] Being the largest market does not make it the cheapest.

What the public record does not hold is the guest's channel by state: how many book through Airbnb and Vrbo, how many through a manager's site, how many through a resort. Section 06 uses the national benchmark instead, and Section 07 explains why a manager should measure the state level answer itself.

Four markets, four jobs: defend California, grow Florida, rebuild New York, convert Texas.



CENTRIC

03

Getting here

- About 580 weekly nonstops from the four markets, a hub airport 35 minutes from town, and no mountain pass. No ski destination in the West is easier to reach.

KEY TAKEAWAYS

01

California: 340 nonstops a week from ten airports, all under 2h10m.

02

Texas: 142 a week from six airports; Dallas Fort Worth alone has 74.

03

New York 54 and Florida 47; Salt Lake City handled 28.2M passengers in 2025.



SECTION 03

Getting here: four markets, 580 weekly nonstops, 35 minutes from the gate.

Access is the one variable a Park City brand cannot change and should talk about most. The flight is short, frequent and cheap to say.

The route map

Salt Lake City International serves 109 destinations on 13 airlines, and Delta alone schedules about 1,588 departures a week from its hub there.[18] The airport handled 28.2 million passengers in 2025, down 0.7% on a record 2024.[1] From the four markets in this paper, a November 2026 schedule week carries about 583 nonstops: 340 from ten California airports, 142 from six in Texas, 54 from the two New York airports with service and 47 from three in Florida.[17, 18]

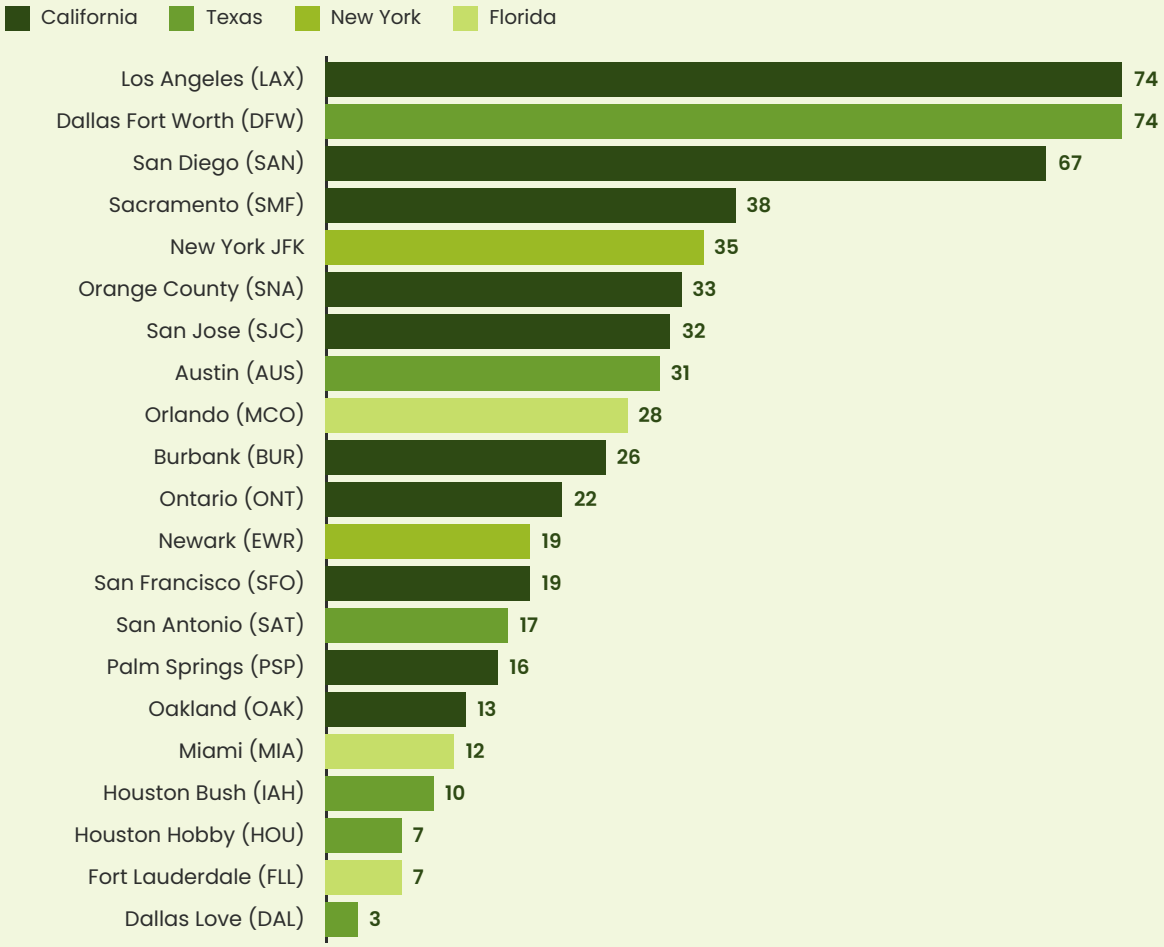
Flight times run from 1h45m out of Sacramento and about two hours from the Los Angeles basin and the Bay, to about three hours from Dallas, Austin and Houston, and about five from New York and Florida.[17, 18] Park City is about 35 minutes from the terminal by car or shuttle, on an interstate, with no mountain pass.[29]

The carriers matter for the brand. Delta flies every California and Texas route but two and every New York and Florida route; American carries Dallas and Miami, United Newark, Houston and San Francisco, JetBlue JFK and Southwest the leisure airports.[17, 18] The destination guest is overwhelmingly a Delta SkyMiles member with a nonstop seat, which is why a $400 Delta gift card promotion already appears on one manager's homepage.



FIGURE 8

Scheduled nonstop flights to Salt Lake City per week, by origin airport



A single November 2026 schedule week as published by flightconnections.com and flightsfrom.com; frequencies rise in the ski season.
Sources: flightconnections.com; flightsfrom.com.[17, 18]



TABLE 3 **Nonstop service to Salt Lake City from the four markets, November 2026**

Market	Airports with nonstop SLC service	Airlines	Nonstops a week	Fastest flight	Door to lift, estimate
California	LAX, SAN, SMF, SNA, SJC, BUR, ONT, SFO, PSP, OAK	Delta, Southwest, Alaska, American, United, Frontier	340	1h45m to 2h07m	About 3 to 3.5 hours from an LA or Bay Area home
Texas	DFW, AUS, SAT, IAH, HOU, DAL	American, Delta, Southwest, United, Frontier	142	2h39m to 3h20m	About 4.5 hours from Dallas; Colorado's resorts are 2 hours past Denver
New York	JFK, EWR	Delta, JetBlue, United	54	5h10m to 5h27m	About 7 hours; no shorter than Colorado, but no I-70
Florida	MCO, MIA, FLL	Delta, Southwest, American	47	4h52m to 5h20m	About 6.5 to 7 hours
Four markets			**583**		

Weekly counts are the schedule week published in November 2026 and will not match a February or March week. Door to lift estimates add the fastest flight, a 35 minute drive and a nominal 90 minutes of airport time; they are Centric estimates, not published figures. Sources: flightconnections.com; flightsfrom.com.[17, 18]

The comparison that sells the flight

The Californian's alternative to a flight is not a flight. It is a drive: from San Francisco, Palisades Tahoe is about 200 miles and, on a winter Friday, four hours or more with chain controls on Interstate 80; from Los Angeles, Mammoth is about 300 miles and five to six hours up US 395. From either city, Park City by air is a two hour flight and a 35 minute ride.

The Texan's alternative is Colorado, a two part trip: about two hours in the air to Denver, then about two hours up Interstate 70 to Breckenridge or Keystone on a good day and considerably more on a Saturday in March; the resort airports at Hayden, Montrose, Aspen and Eagle shorten the drive and lengthen the fare.[29] From Dallas, Salt Lake City is about three hours in the air, 40 minutes longer than Denver, and Deer Valley is 35 minutes from the curb.[17, 29]

The New Yorker and the Floridian are flying five hours whichever mountain they choose; what Park City offers them is the shortest second leg in the West and the most frequent nonstop schedule to any ski hub.[17, 18] That is why access should be written into the brand rather than left to the booking engine.

From a Bay Area kitchen, Deer Valley is closer in hours than Tahoe is on a Friday afternoon. From Dallas, it is forty minutes longer in the air and two hours shorter on the ground. Say so.

04

The calendar

- Each market is free in a different week, and the weeks do not overlap. The brand that sells each market its own week has a full February and March.

KEY TAKEAWAYS

01

New York and the Bay Area: February 15 to 19. Houston: March 8 to 12. Dallas: March 15 to 19.

02

Miami: March 22 to 26. Los Angeles: March 29 to April 2, the week Deer Valley closed in 2026.

03

Park City's March ran 52.3% in 2026 and bookings stopped after March 20.



SECTION 04

The calendar: one window per market, and the March problem.

A Park City brand that wants the destination guest should know which market is free when, which of those weeks the mountain can promise, and which to hedge.

Five windows, one mountain

The winter school calendar sorts the four markets into weeks. New York City's public schools close for a full midwinter recess on February 15 to 19, 2027, and the Bay Area takes the same week: San Jose Unified and Cupertino Union break on February 15 to 19 and Palo Alto adds February 11 to 12.[26, 32] Presidents' week demand arrives "from both coasts simultaneously," the Epic and Ikon passes black out February 13 to 14, and the booking trade's advice is to "aim to book in September."[26]

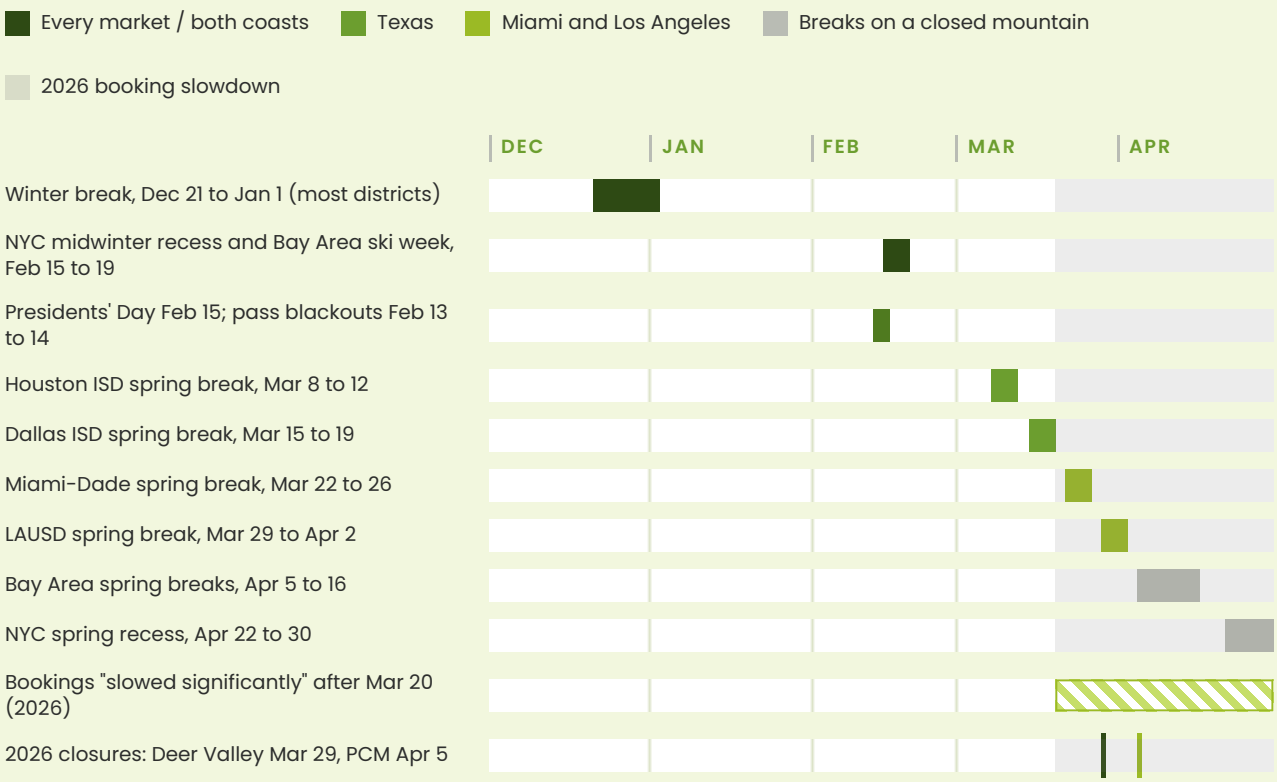
Texas is free in March. Houston ISD breaks on March 8 to 12 and Dallas ISD on March 15 to 19, and the suburban districts that supply the ski trips cluster around the same fortnight.[30] Miami-Dade follows on March 22 to 26.[32] Los Angeles Unified breaks on March 29 to April 2, most Bay Area spring breaks fall on April 5 to 16, and New York's spring recess is April 22 to 30.[26, 32]

Set those dates against Park City's 2026 season. Bookings "slowed significantly after March 20," Deer Valley and Park City Mountain Village closed on March 29 and the rest of Park City Mountain on April 5; March ran 52.3% occupancy on a $964 rate and April paced at 14.3%.[7, 8] The Texas fortnight sits entirely inside the first nineteen days of March, before the slowdown, with snow on the mountain. Miami's week is the last safe one. The Los Angeles and Bay Area breaks land on closing weekend and after it, and New York's spring recess lands on a closed mountain.



FIGURE 9

The four markets' school calendars against the Park City season, winter 2026 to 27



School dates from published 2026 to 27 district calendars; LAUSD dates were listed as not yet confirmed by the district at retrieval. Closure and booking dates are the 2026 outcome, shown as the risk marker. Sources: district calendars via publicschoolscalendar.com, ActivityHero and Fun With Kids in LA; Oyster; TownLift; Park Record.[7, 8, 26, 30, 32]



TABLE 4 **The winter, window by window**

Window	Who is free	Park City in 2026	Verdict
Dec 21 to Jan 1	Every market	Pace 4% behind at Dec 31; December 2026 bookings pacing 25% ahead at one manager[6, 8]	Sell to all four: highest certainty, highest rate, earliest decision
Jan 4 to Feb 12	Adults; MLK weekend	Snow League and FIS World Cup fill Jan 21 to 30 in 2027[10]	Couples, groups and event packages; Dallas and LA have the nonstops for a long weekend
Feb 13 to 19	New York, Bay Area; Presidents' Day everywhere	Occupancy down 12.5% in Feb 2026, rates up 4%[8]	**Own it:** the single best week; on sale in September to New York and the Bay
Mar 1 to 19	Houston (8 to 12), Dallas (15 to 19)	Bookings held until Mar 20; March rate $964[7, 8]	**Own it:** the Texas fortnight is March's answer; on sale by Labor Day in Texas
Mar 22 to 26	Miami-Dade	Bookings slowing; lifts still open[7, 8]	Sell with a snow clause; the last safe week
Mar 29 to Apr 2	Los Angeles	Deer Valley closed Mar 29; March occupancy 52.3%[7]	Offer with a snow clause and a credit, not a promise
Apr 5 to 30	Bay Area, New York	Park City Mountain closed Apr 5; April pace 14.3%[7]	Sell spring, not skiing: biking, Olympic Park, Main Street

District dates are 2026 to 27; Park City performance is the 2026 outcome. Sources as cited in the text.[6, 7, 8, 10, 26, 30, 32]

WHY THIS MATTERS TO A LODGING BRAND

The February week is already the most expensive week to buy and the earliest to sell, which is exactly why it should carry the brand to New York and the Bay. The Texas fortnight is the one large market that is free while the lifts are still turning and the town is empty; a manager that holds houses for March 8 to 19 and sells them in Dallas and Houston in September has converted the destination's weakest month into its most predictable. The late March and April breaks are real demand, but they need a product that survives a closure.

Promise February. Sell March to Texas. Hedge Miami and Los Angeles. Reframe April.

CENTRIC

05

The competition

- The Californian's home mountains failed in 2026. The Texan's habit is Colorado. Both already hold a pass that works in Park City.

KEY TAKEAWAYS

01

Tahoe snowpack crashed from 75% to 15% of average; half the Northern Sierra closed by late March.

02

Colorado sold 13.8M skier days to Utah's 6.5M, and Texas is its habit market.

03

Epic: unlimited Park City Mountain. Ikon: seven days at Deer Valley. The guest already paid.





SECTION 05

The competition: the Colorado habit, the Sierra failure and the pass decision.

A Park City brand competes with Tahoe for the Californian and with Breckenridge for the Texan before it competes with another manager for the booking.

The Sierra in 2025 to 26: the Californian's reason to compare

By the last week of March 2026 the Tahoe snowpack, 75% of average four weeks earlier, had "crashed down to 15%" after a dry spell "running 9 degrees above average."[19] Sierra at Tahoe, Tahoe Donner, Homewood, Dodge Ridge and Mount Shasta had closed, "about half the ski areas in the Northern Sierra"; Palisades, which had targeted Memorial Day, was "targeting late April."[19] Mammoth, the state's last mountain standing, ran to June 7 in a season "marred by warm temperatures."[20]

Park City had a bad year too, and this paper has said so. The difference is structural: Utah's resorts top out above 10,000 feet, Deer Valley has just added 80 runs and seven lifts, and the Sierra's problem was temperature, not storms.[15, 19] A Californian family that lost its spring break in Tahoe will not plan 2027 the same way.

Colorado: the Texan's habit, built on access Utah now matches

Colorado sold 13.8 million skier days in 2024 to 25, twice Utah's 6.5 million, and its tourism office lists Texas as its third largest market after Colorado and California.[27, 28] The habit predates the passes: Colorado Ski Country once found Texas producing 8.3% of all Colorado skier visits, its largest out of state market; Steamboat still calls Texans its largest out of state group and Telluride's March runs on the Texas spring break.[28, 29] American and United built it with flights from Dallas and Houston into the resort airports.[29] What changed is the Utah side: 74 weekly nonstops from Dallas Fort Worth, a doubled Deer Valley and a 35 minute drive.

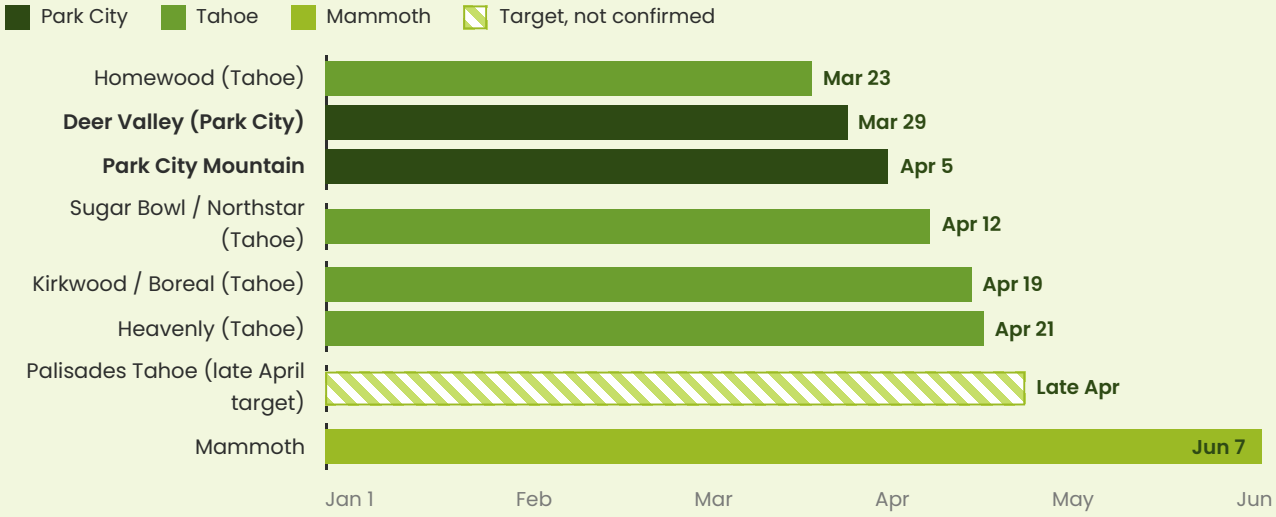
TABLE 5 **The guest's alternatives, side by side**

	Tahoe and Mammoth	Summit County and Vail, Colorado	Park City
2025 to 26 outcome	Snowpack 75% to 15% of average; half of Northern Sierra closed; Palisades closed a month early[19]	13.8M skier days in 2024 to 25; 2025 to 26 also a warm, low snow year across the West[27]	Skier days -26.5% statewide; Deer Valley closed Mar 29, PCM Apr 5[1, 7]
From the Bay Area or LA	4h+ drive to Tahoe; 5 to 6h to Mammoth, chain controls	2h flight to DEN + 2h drive	**2h flight + 35 min**
From Dallas or Houston	n/a	2h to 2h20m flight to DEN + 2h on I-70, or a resort airport fare	**3h to 3h20m flight + 35 min**
Pass	Epic (Heavenly, Northstar, Kirkwood); Ikon (Palisades, Mammoth, Big Bear)	Epic (Breckenridge, Keystone, Vail, Beaver Creek); Ikon (Steamboat, Winter Park, Copper, Aspen)	Epic: unlimited PCM. Ikon: 7 days Deer Valley[23]
New terrain 2025 to 26	None announced	None announced	80 runs, 7 lifts, 1,200 parking spaces[15]

Drive and flight times are road and schedule estimates for a winter weekend and are not from a single published source; all other figures are as cited.

FIGURE 10

When the lifts stopped: 2026 closing dates, by resort



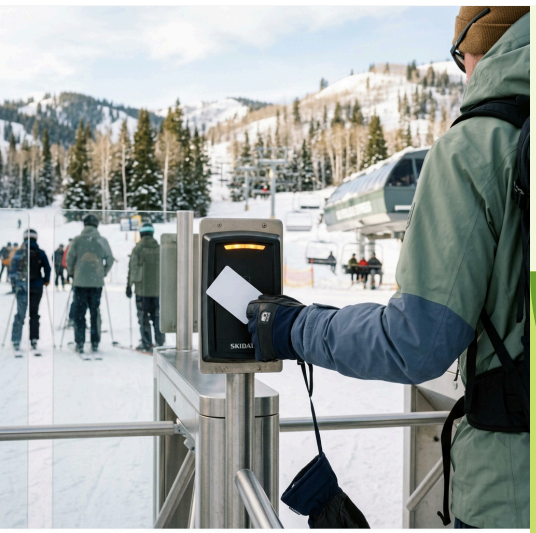
Bars show days after January 1, 2026: Homewood Mar 23, Deer Valley Mar 29, Park City Mountain Apr 5, Sugar Bowl and Northstar Apr 12, Kirkwood and Boreal Apr 19, Heavenly Apr 21, Palisades late April, Mammoth Jun 7. Park City closed early too; the Sierra closed early and in half the places. Sources: KQED; TownLift; POWDER.[7, 19, 20]

The passes make the switch cheap

Vail's Epic Pass carries Heavenly, Northstar and Kirkwood at Tahoe and Breckenridge, Keystone, Vail and Beaver Creek in Colorado, and gives unlimited access to Park City Mountain; Alterra's Ikon Pass carries Mammoth, Palisades and Big Bear in California and Steamboat, Winter Park, Copper and Aspen in Colorado, and gives seven days at Deer Valley on the full pass, with lift reservations.[23] The guest who buys either pass for home use, or for Colorado, has already paid for Park City. The lodging brand only has to tell them.

Park City Mountain's own brand needs the help. The holiday ski patrol strike in 2024 to 25 left "limited terrain openings" and long lines, Vail Resorts offered partial compensation, and Epic Pass units fell 3% into 2025 to 26 despite a 7% price increase, with North American skier visits down 3%.[24] Deer Valley, by contrast, doubled its mountain and opened a 381 room Grand Hyatt in the same window.[15] For a lodging brand this is an opening, not a problem: a manager with inventory at both resorts and on Main Street can promise the right mountain for the week, chosen after the forecast, with a house that does not care which lift the family rides. The Sierra cannot make that offer. Colorado cannot. The resorts in Park City will not.

The guest already holds the pass and already owns a habit. The Park City brand's job is to make the shorter day the obvious use of both.







06

Where they stay

- The rental is the destination guest's default product, the channel is drifting to Airbnb, and the booking window is closing. Each is a brand problem with a brand answer.

KEY TAKEAWAYS

01

AirDNA counts 2,523 Park City listings at $760 a night and 45% occupancy.

02

US managers' direct share slid to 23% of reservations and 35% of revenue; Airbnb reached 50%.

03

A $1,000 night kept direct leaves about $120 more in the house than the same night sold on an OTA.





SECTION 06

Where they stay: the short term rental market and the direct channel.

Between the guest's credit card and the owner's statement sits the cost of the channel. In a flat year it is the largest number a manager controls.

The market, in listings

AirDNA counts 2,523 active short term rental listings in Park City as of October 2026, at an average daily rate of $760, annual occupancy of 45%, revenue per available night of $340 and trailing twelve month revenue of $80,400 per listing; the market scores 40 out of 100 on AirDNA's investability scale, with regulation its strongest score at 79.[13] The Gardner Institute reports Summit County short term rental occupancy of about 60% in recent years on inventory that has grown 29.4% since 2020, and the Park Record counted about 600 new units in the year to March 2026.[1, 8]

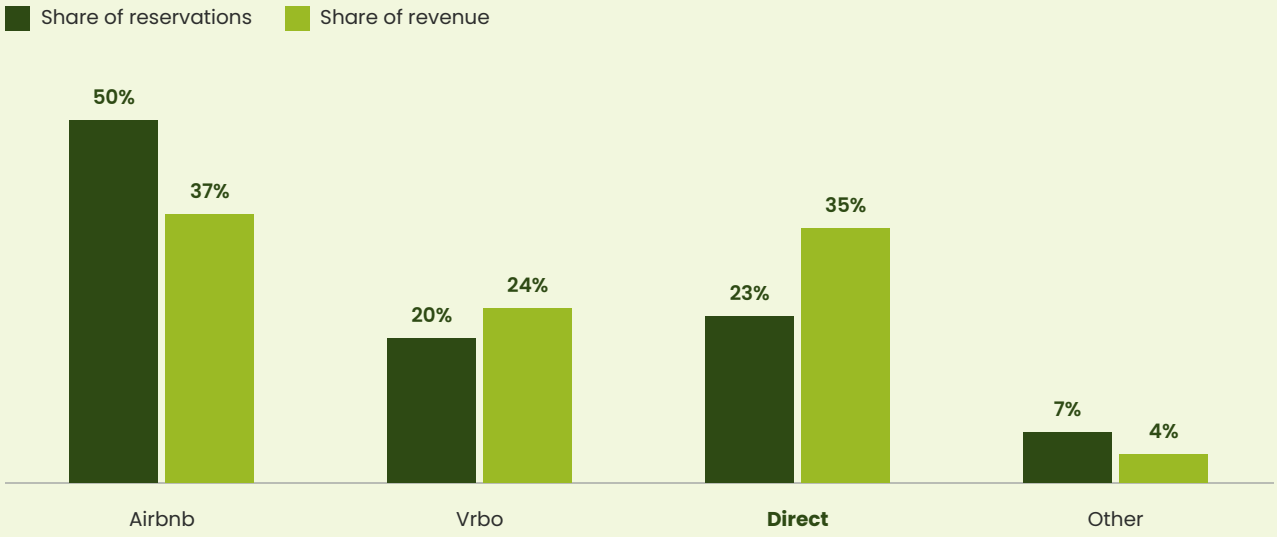
Hotels are adding rooms at the top end: the 381 room Grand Hyatt at Deer Valley, the 134 room Four Seasons under construction, Utah's first Hilton Canopy.[15] Peak season hotel rooms are averaging about $820 a night for the coming winter against the usual $850 to $900, with bookings for the next six months 11% behind.[10] Supply is rising into a soft year, which is when the brand with a reason to book direct and early keeps the rate the market is cutting.

The destination guest prefers the rental. Rental homes and condos took 14% of overnight Utah visitors in 2024, up from 9% and the highest share in Utah's competitive set; the 6.4 night, three person skier party is the rental's natural customer, and the two family Texas spring break trip is a five bedroom house or it is two hotel rooms and a worse week.[2, 3]



FIGURE 11

Where US vacation rental managers' bookings come from, share of reservations and revenue, Q2 2026 report



Direct fell from 26% of reservations and 39% of revenue a year earlier; Airbnb rose from 46%. "Other" is the remainder and is derived. Source: Key Data Q2 2026 report via The Host Report.[14]

The channel is drifting, and the window is closing

Key Data's Q2 2026 report puts Airbnb at 50% of US vacation rental manager reservations, up from 46% a year earlier and 45% in 2024, with 37% of revenue; Vrbo holds 20% of reservations and 24% of revenue; direct fell to 23% of reservations and 35% of revenue from 26% and 39%.[14] The explanation offered is the booking window: "as booking windows get shorter, travelers are choosing platforms that let them find and book quickly," and "when guests book closer to arrival, they default to wherever is fastest and easiest."[14] Park City's own data agrees.

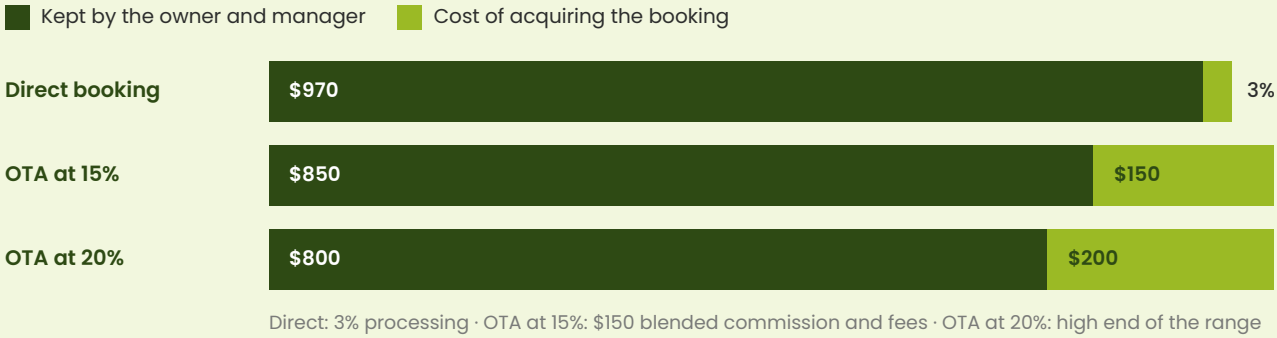
Travelers "are booking now much closer to their dates," the Chamber said in October 2026; "that traveler is waiting and deciding closer to the trip," a manager said in March.[8, 10]

Direct still carries more revenue than reservations because the direct guest books the longer, dearer stay: 35% of revenue on 23% of bookings is a ratio of 1.5, against 0.74 for Airbnb.[14] That is the destination ski party in a sentence. It is also the booking most worth protecting, because a group that books a five bedroom house for six nights in March is the one an OTA commission hurts most.

The arithmetic on a Park City night is simple. At AirDNA's $760 average and a blended 15% channel cost, an OTA night leaves the house about $646; the same night booked direct at a 3% processing cost leaves about $737, a difference of roughly $91 a night, or $580 on a 6.4 night stay (derived; Airbnb host and guest fees, Vrbo commissions and manager terms vary, and the 15% is an illustration, not a quote).[3, 13] On the $964 March rate the gap is about $116 a night.[7]

FIGURE 12

What a $1,000 Park City night leaves the house, by channel (illustration)



Direct: 3% processing · OTA at 15%: $150 blended commission and fees · OTA at 20%: high end of the range

Illustration only. Real channel costs depend on the platform's host and guest fee structure and the manager's contract. The point is the order of magnitude: on a six night destination stay, direct is worth several hundred dollars before any difference in cancellation or add ons.

THE THREE CHANNEL QUESTIONS A PARK CITY MANAGER SHOULD ANSWER BY STATE

The public record stops at the national benchmark. A manager's own system does not. Three numbers, cut by guest origin state, tell the whole story: what share of each market's bookings arrive direct, how many days before arrival each market books, and what each market's cancellation rate is by channel. If the answers for a market are lower, shorter and higher than the portfolio average, that market's problem is a channel problem and the fix is in Section 07.

Measure each market by channel before spending another dollar on it by media.

Two structural notes complete the picture. First, the rental market in Park City is professionally managed to an unusual degree; the briefing data behind this paper counts managers with 200 to 300 homes each, and the town's three highest ranking rental websites carry near identical generic names.[13] A guest searching "park city vacation rentals" from a Los Angeles or Dallas kitchen cannot tell them apart, and in a close call will finish the booking on the platform she already has open. Distinctiveness is a channel strategy.

Second, the destination ski trip is often organized by someone other than the traveler: a travel advisor, a church or school group leader, a ski club. The Chamber/Bureau expects advisor planned and multigenerational trips to grow.[12] A manager with a group desk, a published group policy and a commissionable advisor rate has a channel the platforms do not serve well, and it is the channel the Texas and Florida markets already use. The AI answer engines that increasingly open the search are indifferent to size and partial to clarity: the manager whose homes, neighborhoods and policies are described in plain structured facts gets cited; the one whose listings are named by internal code does not.

Fifty percent of the market's bookings now start on Airbnb. The brand that gives a guest a reason to start somewhere else keeps the margin.







07

The playbook

Eight moves, in the order a Park City lodging brand should make them. The first three cost almost nothing and are on sale before the snow.

KEY TAKEAWAYS

01

Name the February week for New York and the Bay, and the March fortnight for Texas; sell both in September.

02

Write the switch message now and trigger it on the Sierra snowpack, not on a media plan.

03

Geo weight paid, retargeting and AI answers to six DMAs; measure every market by channel.





SECTION 07

The playbook: eight moves for a Park City lodging brand.

Each move names the number it moves and the evidence it rests on. None of them needs a bigger budget. All of them need a decision before the first storm.

Move 1. Name the weeks and sell them in September

February 15 to 19 belongs to New York and the Bay Area; March 8 to 19 belongs to Houston and Dallas; December 21 to January 1 belongs to everyone.[26, 30, 32] Give each week a product name, a fixed inclusions list (airport pickup, ski storage, a stocked kitchen, a late check in), a published price and a September on sale date, and market each one to its market first. February 2026 occupancy was down 12.5% on rates up 4%; March ran 52.3%.[7, 8] Both weeks have pricing power the market did not use.

Move 2. Write the switch message now, trigger it on snow

When the Sierra snowpack falls below a threshold, and in 2026 it fell from 75% to 15% of average in four weeks, a Californian is comparing options that week, not next quarter.[19] Pre build the creative, the landing page and the email: a two hour flight to a mountain that doubled in size, pass accepted, house 35 minutes from the gate. Set the trigger to a public snowpack reading. The same template, aimed at Colorado's Front Range forecast, serves the Texan.



Move 3. Geo weight to six DMAs

Los Angeles, San Francisco and San Diego for California; Dallas Fort Worth and Houston for Texas; New York for the February week, with Miami and Orlando added for late March.[2, 17] Weight paid search, retargeting and the brand's structured data to those markets in that order, and report each as its own line in the monthly pack.

Move 4. Make the airport the product

The flight is the advantage; say it in every asset. The 35 minute ride from the gate, the SkyMiles and Rapid Rewards tie ins, the Delta gift card promotion already in market: treat the journey as part of the house, because for a family carrying skis it is.[17]

The weeks are known in September. The snow is known in December. Sell the weeks.

Move 5. Sell to the pass, not to the resort

Epic holders own unlimited Park City Mountain; Ikon holders own seven days at Deer Valley; both groups already ski Tahoe, Mammoth or Colorado on those passes.[23] Build one page per pass that answers the pass holder's questions (reservations, the February 13 to 14 blackout, which house is closest to which lift) and let the resorts' own marketing bring the audience to it.[26]

Move 6. Give the guest a reason to book direct that survives a closure

Direct is 23% of US manager reservations and falling because speed and ease win when the window shortens.[14] The counter is not a discount; it is a promise an OTA cannot make: a member rate, a snow clause that converts a closed mountain week into a credit, early check in for a morning flight, a kitchen stocked before arrival. On a $760 night each direct booking is worth about $90 more to the house, and about $116 on the March rate (derived, Section 06).[7, 13, 14]

Move 7. Build the group desk

The Texas and Florida ski trips are group trips: two families, a church youth group, a school ski club, an advisor's client list.[12, 29] A group desk with a named person, a published group policy, a commissionable advisor rate and a multi house booking flow is a channel the platforms do not serve. It costs a process, not a budget.

Move 8. Measure the state, monthly

Eight numbers, cut by guest origin state, belong on the monthly pack; they are on the scorecard in Section 08. The two that matter most are each market's share of direct bookings and each market's booking window. If the first rises and the second lengthens, the brand is working. If neither moves, the media is.

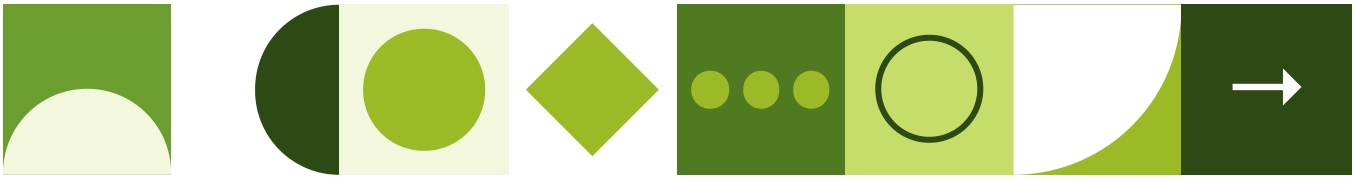
TABLE 6 **The eight moves, sized**

Move	Number it moves	Evidence	Cost
1. Name the weeks, sell in September	February and March occupancy and rate; booking window	NYC and Bay Area Feb 15 to 19; Texas Mar 8 to 19; March 2026 at 52.3%[7, 26, 30, 32]	Low
2. Snow triggered switch message	March and April bookings from California and Texas	Tahoe snowpack 75% to 15%; half the Sierra closed[19]	Low
3. Geo weight to six DMAs	Cost per booking by market	LA 5% of visitors; Bay Area 4% of intent; DFW 3%; 583 nonstops[2, 17]	Reallocation
4. The airport is the product	Conversion from out of state traffic	2h to 5h flights; 35 minutes to town; Delta on nearly every route[17, 18]	Low
5. Sell to the pass	Organic and AI referred traffic	Epic: unlimited PCM; Ikon: 7 days Deer Valley[23]	Content
6. A direct reason that survives closure	Direct share; cancellation rate	Direct 23% of US reservations; ~$90 to $116 a night[7, 13, 14]	Policy
7. Group desk	Group and advisor bookings	Advisor planned trips rising; Telluride and Steamboat run on Texas groups[12, 29]	Process
8. Measure the state monthly	Everything above	No public source cuts Park City by origin; the manager's PMS does	Reporting

THE ORDER MATTERS

Moves 1 to 3 are decisions a manager can make this month and have in market before Thanksgiving. Moves 4 and 5 are content that compounds. Move 6 is a policy that needs an owner's signature. Move 7 is a process. Move 8 is the only way to know whether the first seven worked. Run them in that order and the February week pays for the rest.

Three decisions in November. Two pages in December. One policy by January. One report, every month.



A note on what this paper does not recommend

It does not recommend buying awareness of Park City. The destination is already in the consideration set of every market named here; the Chamber/Bureau already advertises to all four, and the guest already skis, already flies and already owns the pass.[21, 22, 23, 31] The job for a lodging brand is narrower and cheaper: to be the obvious house in a destination the guest has already chosen, in the week she is actually free, through a channel that keeps the margin.

It also does not recommend naming a price. Each week should be priced by the manager's revenue system against the house, the pace and the snow. What the brand fixes is the promise around the price: the inclusions, the group terms, the policy and the reason to book it direct and early.

Be the obvious house in a destination the guest has already chosen.





08

Scenarios and scorecard

- Three ways the 2026 to 27 winter can go, and the eight numbers that tell a manager which one it is in.

KEY TAKEAWAYS

01

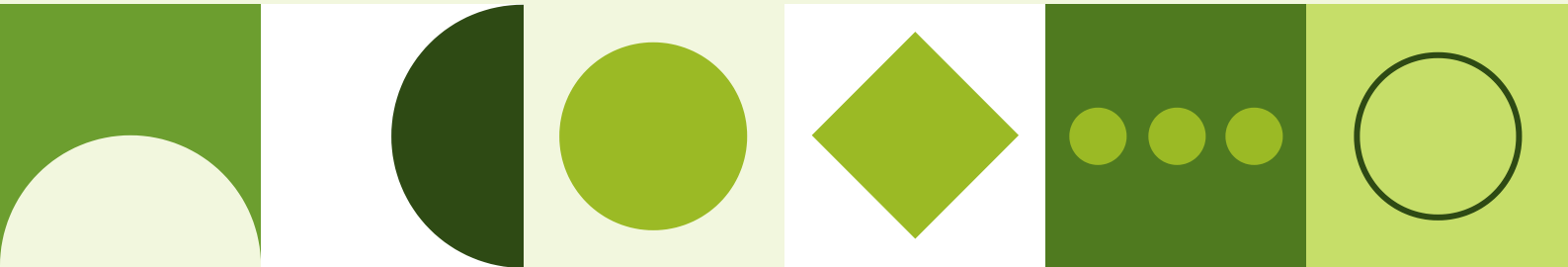
Base case: normal Wasatch snow, bookings close the 11% gap, the four markets hold their shares.

02

Downside: a second low snow year; February and the Texas fortnight are the only weeks that hold.

03

Upside: a dry Sierra and a white Wasatch; switch demand arrives in March, late and direct.





SECTION 08

Scenarios and the operator's scorecard.

The anchors are published. The ranges are ours. The scorecard is the part to detach and keep.

Three scenarios for 2026 to 27

The base case follows the published pace. Park City hotel bookings for the next six months were 11% behind in late October with rates down 3%; the Chamber's view is that travelers are booking closer to their dates, not staying away.[10] With normal Wasatch snow, the gap closes through December and January, February runs at or near 2025 occupancy on firmer rates, the Texas fortnight books, and the four markets hold their shares of the state's visitors and spend.

The downside is a second low snow year. Then the 2026 pattern repeats: a December that paces slightly behind, a February that holds on rate, a March that collapses after the 20th, and an April that does not happen.[6, 7, 8] In that world the February week and the first nineteen days of March are the only weeks worth owning, and the manager with New York, the Bay and Texas on the books by September is the one still standing in April.

The upside is the asymmetric one: a dry Sierra and a white Wasatch. The 2025 to 26 Tahoe season shows how fast that develops, with the snowpack falling 60 points in four weeks.[19] Switch demand from California then arrives in late February and March, close to the date and through whichever channel is fastest, which is why the snow triggered message in Move 2 and the direct reason in Move 6 exist. Texas moves more slowly: every point of Utah share it gains is about 65,000 skier days, or roughly 10,000 six night parties (derived), and it takes a Dallas family that had a better week to start it.[3, 22]

TABLE 7 **2026 to 27 scenarios**

Indicator	Downside	Base	Upside	Anchor
Park City hotel bookings, next six months vs prior year	-11% holds	**gap closes to flat**	+5%	KPCW, Oct 2026[10]
Park City winter occupancy (six months to March)	~44%	**~48%**	~50%	TownLift, Apr 2026 (44.2%)[7]
Park City March occupancy	~52%	**~62%**	~69%	TownLift, Apr 2026 (52.3%; 2025 ~69%, derived)[7]
Peak hotel rate	$820	**$850**	$880	KPCW, Oct 2026[10]
Utah skier days	~5.0M	**~6.3M**	~6.7M	Gardner Institute[1, 3]
California / Texas share of Utah skier days	9% / 3%	**9% / 3%**	11% / 4%	Gardner fact sheet[3]
Tahoe snowpack at March 1, share of average	n/a	**near 100%**	under 60%	KQED, Mar 2026[19]
Direct share, US managers	20%	**23%**	25%	Key Data Q2 2026[14]

Downside and upside values are Centric planning ranges around the published anchors; none are forecasts by the sources cited.

~52%

Downside. Park City March occupancy: a second low snow year repeats 2026.

~62%

Base. Normal Wasatch snow; bookings close the 11% gap.

~69%

Upside. A dry Sierra and a white Wasatch; switch demand arrives late and direct.



DETACH AND KEEP

THE OPERATOR'S SCORECARD · PARK CITY · 2026 TO 27

Eight numbers to hold the winter to, every month.

CENTRIC

Property / portfolio _____ Month _____

	METRIC	BENCHMARK TO BEAT	YOUR NUMBER
☐	**Share of direct bookings, by origin state** California, Texas, New York, Florida, direct channel only	Each above the portfolio's overall direct share	
☐	**Booking window in days, by origin state** Arrival date less booking date	Longer than the portfolio median; February and March booked by September	
☐	**February week occupancy and rate** Feb 13 to 21, 2027, all out of state guests	At or above Feb 2025; rate above Feb 2026 (+4%)	
☐	**March occupancy, and the Texas share of it** Mar 1 to 31, portfolio; Texas guests Mar 1 to 19	Above 52.3% (the 2026 floor); Texas share rising	
☐	**Direct share of reservations and revenue** All guests, by channel	Reservations above 23%; revenue above 35% (US benchmark)	
☐	**Cancellation rate by channel** Direct versus OTA; snow clause credits tracked separately	Direct below OTA	
☐	**Revenue per available night** Portfolio, versus AirDNA market	Above $340 (AirDNA Park City, Oct 2026)	
☐	**Group, advisor and AI referred bookings** Two or more homes, advisor codes, assistant referrals	Measured at all; then growing	

Benchmarks drawn from the Chamber/Bureau, TownLift, Park Record, AirDNA and Key Data figures cited in Sections 01, 04 and 06.[7, 8, 10, 13, 14]

Most of these numbers can be produced from the property management system and GA4 a manager already runs. None of them appear in a destination report.

SOURCES AND METHODOLOGY

Every number, traced.

Figures are taken from state, county, industry and company sources published between June 2025 and November 2026 and were retrieved on November 5, 2026. Where two published figures are combined (a market's dollar share of Utah spend, the Park City night by channel), the text labels the result as derived and shows the inputs. Drive times and door to lift estimates in Sections 03 and 05 are Centric estimates and are labelled as such.

No public source reports Park City visitation by origin state; the paper says so where it matters and uses Utah statewide shares as the best available proxy. Forecasts are the publishers' own and are quoted as issued; the scenario ranges in Section 08 are Centric's. Centric has no commercial relationship with any source cited.

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3 Kem C. Gardner Policy Institute, "The Economic Contributions of Utah's Ski Industry, 2025," November 2025 (2024 to 25 skier days, origin shares, spend per day, length of stay).

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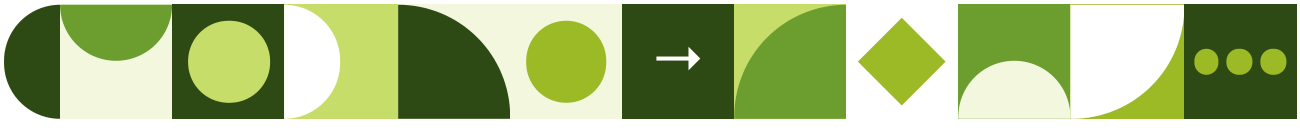
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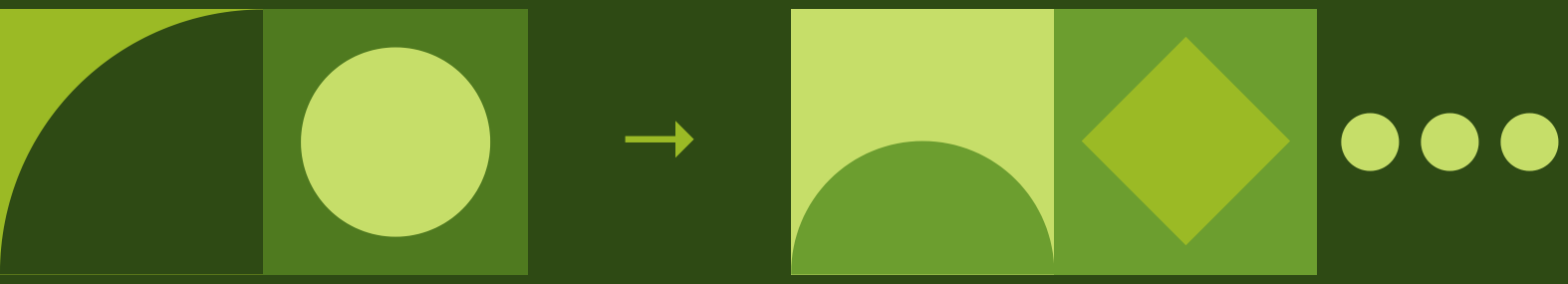
CENTRIC

ABOUT CENTRIC

We build the direct channel for lodging brands that are tired of renting their guests.

Centric is a marketing and technology agency working with hotel owners, vacation rental managers and destination marketers on the numbers in this paper: owned share of demand, cost per booked night, the booking window and the brand, website, search and AI infrastructure that moves them. Our hospitality work spans independent hotels and rental portfolios in California, Utah, Texas and the wider United States, and resort and hotel brands in the Middle East, with a commercial model that ties our fees to the bookings we produce rather than the media we spend.

The team behind this paper combines brand strategists who run the Brand Asset Management workshop, hospitality revenue and distribution specialists, search and AI visibility engineers, and a creative studio that designs the guest facing side of a direct booking program: the positioning, the identity, the offer architecture and the seasonal campaign kits that give a guest a reason to book with the manager and not with an intermediary. Centric is headquartered in Houston, with teams in Silicon Valley and Dubai.



TALK TO US

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