

# 2020 ANNUAL REPORT

THANK YOU TO THOSE KEEPING US SAFE, FED, AND WELL  
BRECKENRIDGE

**BRECKENRIDGE**  
TOURISM OFFICE

**DMMO**  
DESTINATION MARKETING  
MANAGEMENT ORGANIZATION

Published by the BTO 2021



# A YEAR LIKE NO OTHER

Around the world 2020 was a year like no other. News of the impending COVID 19 pandemic surfaced early in the year. It hit fast and it hit hard. In March, at the height of Spring Break, Vail Resorts made the unprecedented decision to close all of its' US ski resort operations including Breckenridge.

Breckenridge Tourism Office's Board of Directors and management team pivoted hard into the management side of our Mission. Our sole focus, **in lockstep with Town leadership, was to guide our entire community: full and part time residents, businesses, and visitors through the uncertainty, fear and complete loss of normalcy.** With State ordered business closures, and gradual reopening with ever-changing protocols, BTO helped develop and communicate what was needed to ensure a balance of public health, safety and economic sustainability.

Community engagement soared. Local participation in our Community Updates, in Town Council meetings, in weekly updates by Mayor Mamula and other town and county leaders, Summit County Public Health updates and other public forums grew to numbers we had never seen previously. The passion in our community showed – the extra support for essential workers, and extra support for our businesses, especially restaurants, which were hit the hardest. The Summit Foundation raised hundreds of thousands of dollars in a matter of weeks to help with everything from food banks, rent relief, and increased mental health concerns. Much of that financial support came from Breckenridge residents and second homeowners.



An ad hoc, community-based Resiliency Committee met weekly to share information, work through issues, and develop solutions. The most notable was Walkable Main in June – September 2020. This was designed to help restaurants and retail expand their footprint and recoup some of the lost revenue due to limitations arising from safety protocols.

The BTO kept a steady stream of safety and destination information flowing to our potential visitors throughout the pandemic. Once it was safe to travel to Breckenridge with restrictions, we ramped up our communication so visitors would understand the expectations and conditions in Breckenridge.

---

## **All in, Breckenridge weathered the terrible storm of 2020 relatively well.**

---

All in, Breckenridge weathered the terrible storm of 2020 relatively well. We found that balance **zone between public health safety** and keeping our business community largely intact. All of us at the BTO are proud to be working with such incredibly dedicated community leaders, both public and private, as well as our passionate and engaged residents and employees.

Through all of this, we found that the existing BTO Mission and Vision held true, even in a time of such turmoil and changing conditions. Our Destination Management Plan goals were as relevant as ever, although priorities shifted a little for the near term.

As stated in the introduction, 2020 was a year like no other. What we are most proud of is how quickly and deeply the BTO pivoted into our Destination Management role. We helped shape how Breckenridge navigated the pandemic and brought relevant industry information to the community. Alongside that, we strategically managed our in-market presence, continually rebalancing safety messaging, relevant and appropriate brand messaging, as well as, clarifying expectations for guests when it became time to travel again. We conducted several local and business surveys to help gauge community sentiment toward a variety of initiatives as directed by Town Council.

Like all local businesses, much of our planned work was put on hold or significantly altered. As a result of projects that were canceled or cut back due to COVID, we proactively returned over \$300,000 to Town Council in December of 2020 to help the community in other ways. In September 2020, we reduced our budget request for 2021 by over \$400,000 by the same reasoning. That September we also returned \$150,000 to the Breckenridge Ski Resort which would have been slated for summer marketing.

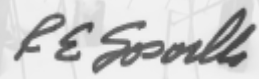
We worked closely with Summit County Public Health and promoted their safety communications and protocols within Breckenridge. COVID cases in Summit County never stressed our hospital. We worked in tandem with our Town Council and amplified more localized safety protocols – mask zones, social distancing, etc. We worked with Breckenridge Public Works to create signage and banners that were impossible to miss. We thought it was also important to balance all the safety protocols messaging. We highlighted empathy and gratitude with Main Street Banners thanking our front line workers and posted other messages to Be Kind, Be Safe and Be Well.

On the travel marketplace side, the BTO went all but dark in March and early April when the Ski Resort had to close for the season. Our website presented strong safety messaging, **while still kept our brand alive and relevant**. We came back into market slowly throughout the summer and focused on drive markets that did not have high incidents of COVID cases. This was monitored weekly using Johns Hopkins' data. By fall, we were close to what would have been our normal marketing schedule, but still limited to drive markets. The fact that our guests felt that Breckenridge was a safe place to visit was key in keeping our business levels intact throughout the summer, fall and early winter.

## Key Results:

- **Total 2020 Sales Tax Collections: \$614,523,921 - 7.44% DOWN from 2019**
- **Summer/Fall Accommodations Tax Collections: \$70,570,550 - 39% UP from 2019**
- **Summer/Fall Retail Sales Tax collections \$68,873,952 - 9% UP from 2019**
- **Summer/Fall Restaurant Sales Tax collections \$47,455,884 - 18% DOWN from 2019**
- **Guest scores on “feeling safe while in Breckenridge” were consistently 9+ (10 pt scale)**

We are most grateful for such a strategically focused Board of Directors who were highly engaged throughout this difficult year. They attended many additional meetings/sessions while managing their own COVID related business and personal challenges. Our Marketing, Finance and Community Affairs Committee members remained very involved and supported the BTO team. And our BTO team remained resilient, flexible, adaptive and strong. We couldn't be more proud of the heightened community collaboration that emerged this past year. And we couldn't be more proud to be entrusted with the brand and destination stewardship of this special place.

  
**Chairman of the Board**  
 Richard “Sos” Sosville

  
**President/CEO**  
 Lucy Kay

## Executive Committee:

**Richard Sosville** – Chairman  
**Ginny Vietti** – Vice Chair  
**Jay Beckerman** – Secretary/Treasurer  
**Wendy Wolfe** – Town Council Rep

## 2020 Board of Directors:

**Chairman**  
 Richard “Sos” Sosville  
 Retired, CMO, Dow Chemical

**Vice Chair**  
 Ginny Vietti  
 Vice President, Marketing  
 Breckenridge Grand Vacations

**Secretary/Treasurer**  
 Jay Beckerman  
 Owner, Blue River Bistro

**Town Council Representative**  
 Wendy Wolfe

**Breckenridge Ski Resort Appointee**  
 Dan Vasti  
 Director, Product Development

Travis Beck  
 Director of Environmental Services, SE Group

Cary Cooper  
 Community Volunteer (former Secretary/Treasurer)

Meg Lass  
 Former President and Owner, Wilson Lass

Tiana Wales  
 General Manager, Ski Country Resorts

## Marketing Committee

Brett Howard, BTO  
 Meg Lass  
 Ginny Vietti  
 Bruce Horii  
 James Lee

## Finance Committee

Jay Beckerman – Secretary/Treasurer  
 Cary Cooper  
 Tim Gagen (former Town Manager)  
 Leanne Hamilton, BTO  
 Lucy Kay, BTO  
 Brett Howard, BTO  
 Sarah Wetmore, BTO

## Community Affairs Committee

Tessa Breder BTO  
 Lucy Kay BTO  
 Dan Vasti  
 Tiana Wales  
 Kathy Christina  
 Mike Shipley  
 Corry Mihm  
 Katy Sodegren  
 Mike Hessel

## 2018 BTO Management Team:

**Lucy Kay**, President/CEO

**Brett Howard**, Chief Marketing Officer

**Leanne Hamilton**, Director of Finance

**Bill Wishowski**, Director of Operations

**Tessa Breder**,  
 Director of Community Affairs/Dest Management

**Austyn Dineen**, Director of Public Relations

**Casey Willis**, Director of Special Events

**Holly Blando**, Senior Marketing Manager

**Rachel Esser**,  
 Marketing Content/Social Media Manager

**Jace Koenig**, Videographer

**Majai Bailey**, Events Specialist

**Angela Wirth**, National Sales Manager

**Robert Cusmano**, Group Service Coordinator

**Sarah Wetmore**,  
 Office Manager/Special Projects/SEPA Administrator

## Breckenridge Welcome Center Staff:

Clayton Calhoun, Lead Supervisor  
 Megan Pierson, Supervisor  
 Meg Caldwell  
 Lauren Swanson



## BTO MISSION

The Breckenridge Tourism Office is the official Destination Marketing and Mangement Organization for the Town of Breckenridge. Our Mission is clear: **Enhance the economic vitality of Breckenridge...** in support of the Community's unique character and quality of life.

## BTO VISION

The Breckenridge Tourism Office is a recognized industry-leading Destination Marketing and Management Organization (DMMO). It is home to a high performance Board of Directors and management team, and has the full support and condfidence of the Breckenridge Town Council and local business community. It is a recognized leader in the DMMO arena.

## BTO STRATEGIC GOALS

1. Drive business model for long-term viability in tandem with TC goals
2. Elevate and fiercely protect Breckenridge's authentic character and brand – Our hometown feel and friendly atmosphere
3. Develop and deploy industry-leading Responsible Tourism messaging and provide input for programs
4. Develop Destination Management tools for continual improvement of the Breckenridge experience for guests and residents. Improve engagement and advocacy within community
5. Maintain Breckenridge Tourism Office as a highly regarded organization and employer of choice

## DESTINATION MANAGEMENT PLAN VISION

Harmony of  
Quality of Life For  
Residents  
And Quality of Place  
For Visitors

## DESTINATION MANAGEMENT PLAN GOALS (ratified June 2019)

1. Ensure a balanced year round economy driven by tourism by 2024
2. Elevate and fiercely protect Breckenridge's authentic character and brand — our hometown feel and friendly atmosphere
3. More boots and bikes; less cars
4. Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices

# 2020 TIMELINE

## INTERNATIONAL SNOW SCULPTURE CHAMPIONSHIPS

- Highly visited, better managed access and traffic flow
- 70 million media impressions
- Quality score 95 (based on Cision data base)

Early stories regarding a new virus in China

BTO BOD meeting for 2021 Strategic Planning

Colorado reports first case of COVID-19

Vail Resorts closes all ski operations including Breckenridge

BTO suspends media from market (minimal)

Be Kind. Be Safe. Be Well Signs go up

BTO assists restaurants with take out signage

Meetings begin to go virtual

BTO office and Welcome Center operate remotely

Most business closed, or severely limited - take out only for restaurants

Group/Meeting business canceled across the board

Breckenridge not as hurt as other destinations as this is off-season

Decision to cancel Oktoberfest, July 4 parade and festivities, most BCA events

Decision to develop "Walkable Main"- pedestrian space for social distancing and expanded space for many Main Street businesses

Decision to make Main Street a mandatory Mask Zone (ahead of State order)

Governor orders Colorado Tourism Office to limit to in-state marketing only

Most summer conferences and events canceled or postponed

July 4 plans for stationary floats canceled, social distancing concerns

Drive-in movies begin

Most events canceled or postponed until fall

Walkable Main is busy - even mid-week

Breckenridge hosts Community Solidarity Talk July 17, 2020

OktoberFEAST is a dinner/beer paring promotion as a place holder for Oktoberfest - 15 Restaurants participated, 1074 steins sold. Will continue to be a component of Oktoberfest

BTO reduces budget request for 2021 by \$400,000

BTO refunds \$150,000 BSR contribution (decreased summer operations)

Breckenridge Ski Resort opens with reservations to ski and dine

Thanksgiving holiday is reasonably busy considering restrictions



JAN

FEB

MAR

APR

MAY

JUN

JUL

AUG

SEP

OCT

NOV

DEC

Increased concern/cases in US

Colorado Tourism Office suspends media from market

Breckenridge Ski Resort remains closed for season

BTO messaging in travel channels (Expedia, Trip Advisor only)

BTO strong safety messaging on web and social

Resiliency Meetings begin - weekly throughout April 24, 2020

SC Economic Recovery Meeting begin - weekly throughout 2020

Mayor Mamula weekly updates begin

DMMO Download (BTO newsletter) increased to 3x per week

Main Street banner goes up thanking essential workers

Open Walkable Main

Slowly start in-market messaging with safety focus. Drive market expanded to 900 miles

Avoid markets with high COVID rates per Johns Hopkins data

BTO Virtual Annual Meeting combined with First Community Update - over 300 attendees

Community Updates become bi-weekly with Mayor, Town Manager, Assistant Town Manager, BTO CEO and guest (frequently Summit County Public Health)

Guest Service training is virtual

Welcome Center operates out of RiverWalk side only

Solidarity Walk

Visitor Mix is similar to other years. Attributed to ability to work remote

Decision to cancel/postpone International Snow Sculpture Championships (Jan 2021)

Decision to cancel/postpone Race of the Santas

Return \$300,000 to Town of Breckenridge for redistribution

Lighting of Breckenridge takes place without intentional gathering of crowds

Christmas holiday is busy considering restrictions

Festival of Trees supports crowd dispersion strategies

Town Council appoints community members to Social Equity Advisory Committee

5-Star certification program allows businesses to expand capacity



# DESTINATION MARKETING

## Marketing Committee Purpose:

Supports the Breckenridge Tourism Office (BTO) in developing marketing strategies and campaigns that inspire travel to Breckenridge.

## Marketing Committee:

**Ginny Vietti** - BTO Board representative

**Meg Lass** - BTO Board representative

**Bruce Horii** - Beaver Run Resort

**James Lee** - Owner Digitiq / Iconix Clothing

**Brett Howard** - BTO, Director of Marketing

Our Destination Marketing efforts changed dramatically in March and literally weekly thereafter. Our in-market messaging stopped briefly in March/early April and came back very slowly, very strategically with a strong safety focus in early stages of the pandemic. We focused on drive markets up to 900 miles, and adjusted target markets weekly, avoiding areas with high or increasing COVID cases. We used Johns Hopkins for public health data and Destination Analysts for national travel readiness, along with many other national data sources.

Our marketing team managed the fine balance between safety messaging and keeping inspiration for travel to Breckenridge alive. Following the Town's lead we were fairly conservative in rolling out inspirational travel messages starting in June.

Our signature January destination event, **International Snow Sculpture Championships**, hosted 16 teams from 12 countries. We added a spectacular digital show commemorating 30 years of artistic excellence and international comradery. The beloved Championships were well attended and well covered by media. **Mardi Gras** celebration was a new format, with a drum line from Beaver Run to the RiverWalk Center. Then our world changed. In March events across the globe were being canceled and/or reimagined. **Breck Pride**, and the **July 4 Main Street Parade** were canceled. Oktoberfest was replaced with **OktoberFEAST**, a successful restaurant promotion intended as a placeholder until events could be hosted again.

## TRAVEL+LEISURE

### What Breckenridge Is Doing Differently Than Other Popular Ski Towns Amid the Pandemic

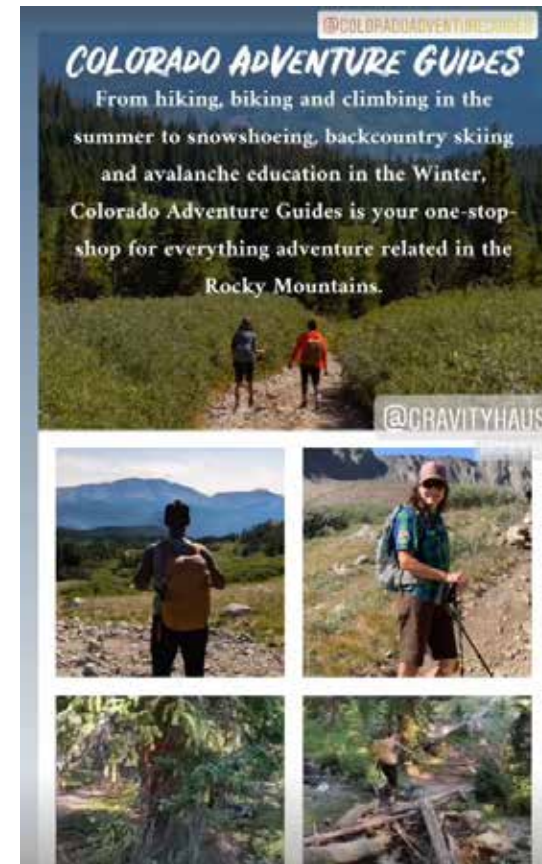
Here are all the ways Breckenridge, Colorado, is preparing for ski season amid the COVID-19 pandemic.



Group and meeting sales remained largely canceled from March - December 2020. We focused on longer term leads and staying current with industry trends. We attended three tradeshow, **MIC**, **Smart Meetings** (virtual) and **Destination Colorado** (virtual). We were able to stay relevant with meeting planners with 23 one-on-one appointments and regular communication. Total revenue booked from BTO leads was down 91% (\$93k), new leads dropped 67% as a result of COVID restrictions.

Beginning in March, our Public Relations/Media efforts were very selective and focused on long lead, evergreen type stories. 11 carefully selected media were hosted in 2020; down 38% from prior year. These key media produced important stories included in **Travel+Leisure**, **Forbes**, **The New York Times** and **Artful Living**.

Our media efforts produced 125 HITS and 963 million reach which was down 28% from 2019. Quality score for the year was 63%, down 8%. In state media outreach was focused on **"what to expect"** while in Breckenridge and current safety messaging.



Forbes

Aug 31, 2020, 05:53pm EDT | 2,514 views

## This May Be The Safest And Dog-Friendliest Travel Destination For Fall



Brandon Schultz Contributor

Travel

I travel the world bringing back stories for you.



The abundance of outdoor activity in Breckenridge makes it one of the safest and most dog-friendly ... [+] BRECKENRIDGE TOURISM OFFICE



## The New York Times

### Sizing Up the Rural-Urban Travel Divide: Who's Up and Who's Down

Some of those Denver arrivals may have traveled to Breckenridge, about 80 miles west, where the town's taxable sales were behind 18 percent relative to last year, "much better than expected," said Lucy Kay, the president and chief executive of the Breckenridge Tourism Office.

Our messaging struck the right balance between safety information and travel inspiration. Our market stayed very engaged with Breckenridge.

DESTINATION MANAGEMENT

Community Affairs Committee Purpose:

Supports the Breckenridge Tourism Office with strategies and tactics to better delivery on overall guest, resident and business expectations. Become a strong asset to the community. Advocate for initiatives that advance CAS's key areas of focus

The BTO pivoted hard into the Destination Management side of our Mission. We used our **OneBreckenridge** website as the go to source for all COVID related information and programs. We posted Federal, State and Local assistance programs; public health data, new protocol information and anything else that our local businesses would need to navigate the pandemic.

We increased the **DMMO Download** to 3x per week, as information regarding the pandemic was changing so rapidly. Subscribers doubled from 1000 to over 2000 and readership rose 7% (with a much larger audience).

We **increased outreach to individual businesses** by personally canvassing business owners. On various actions the Town and/or Resiliency Committee was considering. We also conducted several surveys at the Town's request to gauge interest on various initiatives being reviewed.

We began hosting a **weekly lodging roundtable** where property managers/owners have an informal forum to discuss best practices with new protocols and other issues of their choosing.

Our events team helped orchestrate **"Walkable Main"** transforming Main Street into a pedestrian avenue to enable businesses to expand their footprint and allow for social distancing. Our **"surprise and delight"** guest dispersion strategy was highlighted with the **Festival of Trees display** along the Blue River in December. **The Annual Lighting of Breckenridge** was done safely without crowds.

We **changed the Welcome Center services** to remote in April and May responding to calls, emails, text and chat channels. We reconfigured the Welcome Center to the west/RiverWalk side, managed for social distancing, went paperless, and offered masks to guests who needed them.



Mask Zone Signage

Community Affairs Committee:

- Tessa Breder, BTO Director of Community Affairs & Destination Management
- Lucy Kay, BTO President & CEO
- Bill Wishowski, BTO Director of Operations
- Daniel Vasti, BTO Board Representative, Breckenridge Ski Resort
- Tiana Wales, BTO Board Representative, Ski Country Resorts
- Kathy Christina, Breckenridge Retail Association
- Corry Mihm, Breckenridge Restaurant Association Management
- Mike Shipley, Country Boy Mine
- Mike Hessel, Breckenridge Lodging Association
- Katie Sodegren, Blue River Sports

We understood that guest service would be more critical than ever and arranged for all of our Training, including our **Breck101 orientation training to be virtual**. Our guest service recognition program continued throughout the pandemic and 41 Breckenridge employees were recognized for providing outstanding service during these difficult times.

We saw early on that many visitors coming during the pandemic were new to traveling in mountain communities and could use some guidance in how to better enjoy their time, and have a little less impact on the surroundings. BTO modified the **Colorado Tourism**

Office's **"Care for Colorado"** work to be more specific to Breckenridge for summer 2020. Marketing ramped up work on our own responsible tourism strategies and implementation which was ready for roll-out in January 2021. **B Like Breckenridge** is designed to educate and help visitors be more like locals when out in the open space.

Along with the Town, we formulated a **Recovery**, then **Resiliency Committee** which met weekly to review new protocols, discuss options, brainstorm ideas and take action. **Walkable Main, the mask zone, signage, events, crowd dispersion strategies, and industry best practices were reviewed.** The Committee was made up of 22 people representing a diverse perspective.

An extension of the Resiliency Committee, our Community Updates brought these ideas and decisions to the Community at large. Mayor Mamula, Town Manager Rick Holman, Assistant Town Manager Shannon Haynes, and BTO CEO Lucy Kay were regular presentors. Frequent guest presentors were Summit County Public Health, our Lodging Association and Restaurant Association Reps.



@breckmountaingoat



We will never forget the incredible hardships that the pandemic wreaked on our world. Nor will we forget the impossibly bright light that was shone on racial inequality and injustice with the death of George Floyd. The people of Breckenridge came together in the sprit of honest discussion and collaboration which was needed in this momentous time. Our Town Council established the Breckenridge Social Equity Advisory Committee. The **Summit County Solidarity Walk** took place on Main Street in honor of George Floyd, Amaud Arbery Breonna Taylor and so many others.

The BTO helped organize a Solidarity Talk in Breckenridge in July. Heartfelt artwork and messages appeared on the street and in store windows. There is much work to do and we are committed to doing that work.

EXPLORING COLORADO WITH KINDNESS



BRECKENRIDGE TOURISM OFFICE

ARE YOU BRECK-READY?



**EMBRACE THE SPIRIT**  
B Like Breckenridge is a movement born of the spirit of our historic mountain town for those who call it home—whether for a weekend or a lifetime—to live by. It is a cause that connects us to each other, that we can all be a part of. One that reminds us to act with intention. To be thoughtful in how we interact with nature, wildlife and one another. And to do our part daily, however big or small, to preserve and protect our communities, our natural environment, and our world. You with us?

GoBreck.com | #BreckLife

Colorado Tourism Office "Care for Colorado" Breck Ready marketing

BE PREPARED!



CHECK THE MUDDY METER

**BreckenridgeRecreation.com**  
**INSIDER TIP:** Many of the hikes in Breckenridge are accessible by free public transportation. With limited trailhead parking, carless is the way to go!



Check out [BreckFreeRide.com](https://breckfreeride.com) for a stop near you.

Finance Committee Purpose:

The Finance Committee provides financial oversight for BTO. This includes financial reporting, planning, and monitoring of internal controls and accountability policies. Although the Board of Directors carries fiduciary responsibility for BTO, the Finance Committee serves the leadership role in this area.

Finance Committee:

- Jay Beckerman – Secretary/Treasurer
- Cary Cooper – BTO BOD
- Tim Gagen – Community Volunteer
- Lucy Kay – BTO
- Leanne Hamilton – BTO
- Brett Howard – BTO
- Sarah Wetmore – BTO



2020 Budgeted Revenue/Expense

2020 Actual Revenue/Expense

BUDGETED INCOME

ACTUAL INCOME

TOWN OF BRECKENRIDGE	84.7%	\$4,768,008	98%	\$3,987,248	\$447K – 10% cut requested by ToB. \$304K funds BTO voluntarily returned
SPECIAL EVENTS	10.7%	\$604,350	1.3%	\$55,144	Revenue lost from sponsorships and cancelled events
BRECKENRIDGE SKI RESORT	2.7%	\$150,000	.1%	\$2,401	Voluntary refund back to Vail Resorts
WELCOME CENTER SALES	1.5%	\$85,000	.4%	\$14,646	Closed Welcome Center operations and retail
MISC. INCOME	.4%	\$24,925	.2%	\$7,538	
TOTAL BUDGETED INCOME:		\$5,632,283		\$4,066,976	

BUDGET RESULTS

BUDGETED EXPENSE

ACTUAL EXPENSE

MARKETING/INTERNET	44%	\$2,476,679	49%	\$1,940,886
SPECIAL EVENTS	20%	\$1,097,547	16%	\$649,575
SALES/GROUPS	5%	\$308,033	6%	\$247,245
PUBLIC RELATIONS	7%	\$373,753	6%	\$225,892
WELCOME CENTER	6%	\$323,365	4%	\$154,137
ADMINISTRATION	13%	\$761,520	15%	\$581,557
BUSINESS SERVICES	5%	\$291,387	4%	\$175,746
TOTAL BUDGETED EXPENSE:		\$5,632,283		\$3,975,038



DESTINATION RESULTS

TOTAL 2020 LODGING OCCUPANCY	37.8%
TOTAL DMX ROOM NIGHTS BOOKED	336,743
TOTAL 2020 SALES TAX COLLECTIONS	\$614,523,921
TOTAL 2020 LODGING TAX COLLECTIONS	\$191,579,948
TOTAL 2020 RETAIL TAX COLLECTIONS:	\$156,718,184
TOTAL 2020 RESTAURANT TAX COLLECTIONS:	\$113,138,431



**BRECKENRIDGE**  
TOURISM OFFICE

# LET'S LOOK FORWARD TO A BETTER 2021

It is so important to reiterate how well our community came together and worked through (and continue working through as of June 2021) all of the difficulties and uncertainties that the COVID pandemic has presented. Together we made steady progress building the bridge as we walked on it.

Breckenridge did as well or better than most of the mountain destinations in our competitive set. We did well in terms of overall public safety for our residents and guests; we did fairly well keeping our economy sustainable throughout. It is a tribute to all who live and work in this special place.

Let's look forward to a better 2021.