

2021 ANNUAL REPORT



BRECKENRIDGE
TOURISM OFFICE

DMMO
DESTINATION MARKETING
MANAGEMENT ORGANIZATION

2021 REBOUND

REPORT FROM CHAIRMAN OF THE BOARD AND CEO/PRESIDENT

Like many mountain destinations, Breckenridge had a healthy economic recovery in 2021. Lodging occupancies were fairly consistent with pre-covid levels and average room rates were quite a bit above normal levels for both winter and summer seasons. Restaurant and retail business were consistent and strong.

And, like many mountain destinations and other highly desirable places to live, socio-economic shifts became apparent as the "work from anywhere, live anywhere" workforce mobility shifts took place. With demand greatly outpacing supply, rapidly rising rent and real estate values made finding housing ever more difficult. Add to that the vast numbers of former workforce choosing not to return to work (estimated 4.5 million nationally); keeping our businesses open and delivering the service levels Breckenridge has been known for became an ongoing challenge.

Another socio-economic change that took place across mountain and other destinations was that new types of visitors were evident. In our case, visitors were less familiar with mountain environments, culture and safety. The BTO launched "B Like Breckenridge." This is an in depth campaign to help inform visitors and residents of best practices to use in mountain environments like ours. We use Leave No Trace principles, Care for Colorado principles and many localized tips, including our "kindness moves mountains" messaging, asking for patience with front line employees in businesses that are short staffed. Similar responsible tourism messaging is echoed by most destinations world-wide.

The Breckenridge Tourism Office (BTO) also broadened efforts to welcome more diverse visitors, residents and worker base. We conducted more direct community outreach to minority populations, included more photography with diverse populations, and translated our resident surveys and localized community assistance information. This work continues to be a priority. The BTO leaned into Destination Management initiatives more heavily to understand the magnitude and timing of some of these changes. One of our important roles is conducting or obtaining research to provide Town leadership help with fact based decisions. One of the most important pieces of research was the Resident Sentiment Survey to assess our community's willingness and readiness to return to a tourism-based economy post-COVID. Over 60% of our resident and employee respondents were ready and willing to 'get back to normal.' Over 60% also said they were ready for special events to return; particularly our iconic Breckenridge events, not necessarily more new events.

BTO continues to provide guest service training, even taking the training direct to the businesses. We track and provide current and predictive lodging data for Breckenridge and the region, we track visitor demographics and service score data. We track quite a bit of industry data, and conduct specific research at the Town's request.

While 2021 has certainly had its' challenges, Breckenridge continued to be a recognized industry leader in economic recovery, resident and workforce outreach, and destination management plan and practices.

We are grateful to have a very dedicated and thoughtful Board of Directors who have provided level counsel during these past tumultuous seasons. Our committee members have been solid and very willing to lean in and do the work required. Our dedicated BTO team has been flexible and proactive with changes in direction, and balancing destination marketing priorities with management priorities.

We are very grateful for the continued support of our Town Council, business owners, residents and business partners. We are honored to be entrusted with the brand and destination stewardship of this special place, Breckenridge.



Chairman of the Board
Richard "Sos" Sosville



President/CEO
Lucy Kay



Chairman
Richard "Sos" Sosville
Retired, CMO, Dow Chemical



Lucy Kay
President/CEO



Vice Chair
Ginny Vietti, VP of Marketing
Grand Lodge on Peak 7
Breckenridge Grand Vacations



Secretary/Treasurer
Jay Beckerman
Owner, Blue River Bistro



Town Council Representative
Dennis Kuhn



Meg Lass
Former President and Owner,
Wilson Lass



Travis Beck
Director of Environmental
Services, SE Group



Sara Lococo (Sept-Dec)
Breckenridge Ski Resort
Appointee



Wendy Wolfe (May-Dec)**
Former Town Council
Member



Bruce Horii**
Director of Sales and
Marketing, Beaver Run Resort
(Sept-Dec)



Mike Shipley*
Owner, Country Boy Mine
and Key Media Publishing
(Oct-Dec)

Missing:

Breckenridge Ski Resort
Appointee
Dan Vasti (Jan-Aug)

Cary Cooper
Community Volunteer
(Jan-May)

Tiana Wales
GM Ski Country Resorts
(Jan-Aug)

Executive Committee

Richard Sosville – Chairman
Ginny Vietti – Vice Chair
Jay Beckerman – Secretary/Treasurer
Dennis Kuhn – Town Council Appointed Representative

2021 Board of Directors*

Chairman
Richard "Sos" Sosville
Retired, CMO, Dow Chemical

Vice Chair
Ginny Vietti
VP of Marketing
Grand Lodge on Peak 7 Breckenridge Grand Vacations

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Town Council Representative
Dennis Kuhn

Meg Lass
Former President and Owner, Wilson Lass

Travis Beck
Director of Environmental Services, SE Group

Breckenridge Ski Resort Appointee
Dan Vasti (Jan-Aug)
Sara Lococo (Sept-Dec)

Cary Cooper
Community Volunteer (Jan-May)

Wendy Wolfe** (May-Dec)
Former Town Council Member

Tiana Wales
GM Ski Country Resorts (Jan-Aug)

Bruce Horii**
Director of Sales and Marketing, Beaver Run Resort
(Sept-Dec)

Mike Shipley*
Owner, Country Boy Mine and Key Media Publishing
(Oct-Dec)

**BOD voted to increase BOD size to 11 members in
September 2021 meeting.*

***Filling vacated seat*

BOD Nominating Committee
Richard Sosville
Meg Lass
Ginny Vietti
Wendy Wolfe

Finance Committee

Jay Beckerman, Chairman
Cary Cooper | Travis Beck
Tim Gagen, former Town Manager
David Hughes
Lucy Kay, BTO
Leanne Hamilton, BTO
Brett Howard, BTO
Sarah Wetmore, BTO

Marketing Committee

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

Community Affairs Committee

Tessa Breder, BTO	Mike Shipley
Lucy Kay, BTO	Mike Hessel
Dan Vasti	Alex Bremmer
Tiana Wales	Abbey Brown
Kathy Christina	Alberto Peubla
Corry Mihm	

2021 BTO Management Team

Lucy Kay, President/CEO
Brett Howard, Chief Marketing Officer
Bill Wishowski, Director of Operations
Casey Willis, Director of Events
Tessa Breder, Director of Community
Affairs & Destination Management
Holly Blando, Marketing Director
Austyn Dineen, Public Relations Director (Jan-Sept)
Lauren Swanson, Public Relations Manager (Oct-Dec)
Leanne Hamilton, Director of Finance
Sarah Wetmore*, Office Manager/Special Projects
Rachel Esser, Digital Content Manager
Jace Koenig, Videographer
Majai Bailey, Events Specialist
Angela Wirth, National Sales/Services Manager (Jan-Apr)
Eddie McGuigan, Sales Department Administrator
Clayton Calhoun, Welcome Center Lead Supervisor
**SEPA Administrator*

Breckenridge Welcome Center Staff

Clayton Calhoun	Margaret Caldwell
Megan Pierson	Lauren Swanson



BTO MISSION

The Breckenridge Tourism Office is the official Destination Marketing and Management 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 confidence 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 Town Council 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

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



Resident Sentiment Key Findings:

A third round of the Breckenridge Expectations Survey May 2021

- 1.) Results are largely consistent from 2019 to 2021. Findings suggest no major changes in community perceptions throughout COVID, but some topics were amplified this year such as workforce housing challenges and other quality of life aspects.
- 2.) Most community priorities asked were rated high among respondents. Overall, respondents placed the highest priority on:
 - Outdoor recreation and access to the outdoors
 - Preserving the feel of the town (small town, friendly feel)
 - Creating a safe community
 - Affordability of workforce housing
- 3.) Tourism is recognized by all groups as very important to Breckenridge, however, a harmony between management and attracting new visitors is desired.
 - Consistent theme throughout the results from 2017, 2019 and 2021.
- 4.) Respondents are very mixed whether they would recommend Breckenridge as a place to live. Results point to larger issues such as workforce housing possibly contributing to some of those feelings along with some frustrations around crowding and congestion.
- 5.) Events are seen as largely valuable and beneficial to the community. Most respondents are supportive of Breckenridge iconic events.

1,447
RESPONSES
AS OF MAY 21, 2021



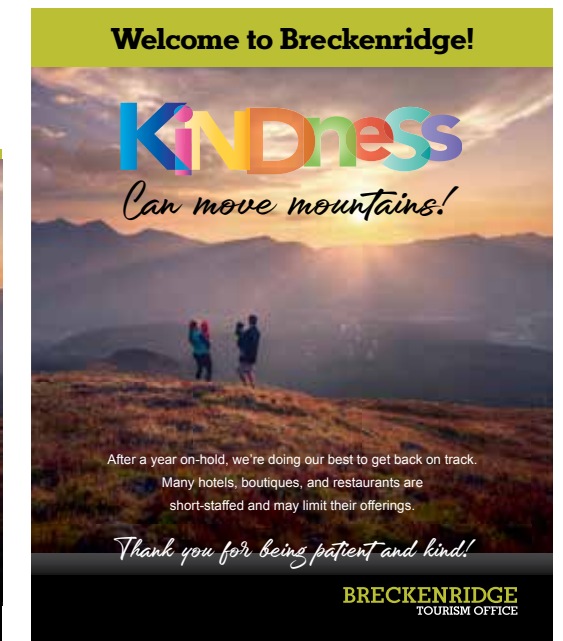
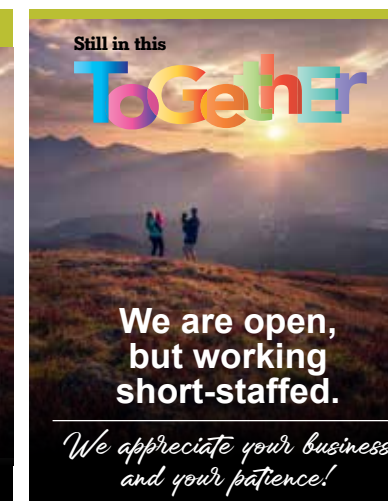
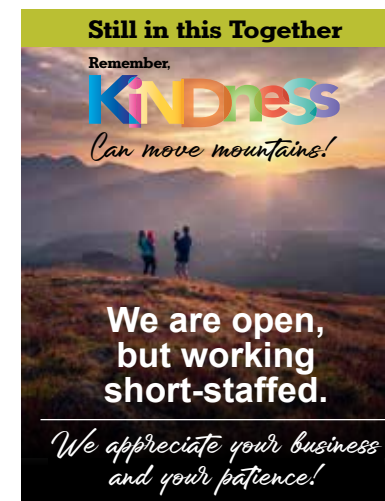
BTO Launched B LIKE BRECKENRIDGE

B Like Breckenridge is our collective action to preserve and enhance the harmony between residents, guests, and the well-being of our natural surroundings.



Destination Management Initiatives

"Kindness Moves Mountains" was the first local messaging we did coming out of Covid - transitioning away from safety to a responsible stewardship focus.



Marketing Committee Purpose:

Supports the Breckenridge Tourism Office (BTO) in developing marketing and management strategies and campaigns that inspire travel to Breckenridge and provide education while in market.

Strategy:

Target out of state destination guests for summer and fall visitation to support a year round economy. Support the Breckenridge Ski Resort in winter. Pivot to safety and destination management messaging as warranted.

81%
NEW VISITORS
TO WEBSITE

2x
WEB AWARDS WINNER
2021 OUTSTANDING
TRAVEL WEBSITE

NEW
USERS UP
↑19%

UP 23% 46,662
LODGING
REFERRALS
jackrabbit
innovating travel technology solutions



RESEARCH + STRATEGY | WEBSITE

GoBreck Website

WEBSITE:	WEB AWARDS:	WEBBY AWARD HONOREE:
As of 2021, Gobreck.com has now been recognized with 5 awards to complement the site's enhanced performance and metrics.	2021 Outstanding Travel Site 2019 Best Mobile Site 2018 Outstanding Travel Site	2020 Best Visual Design – Function 2019 Best Visual Design – Function

Search Engine Optimization (SEO):

In 2021, the website evolved and improved in each of the five pillars of SEO. This includes technical SEO, content, on-site optimization, and off-site SEO. Content continues to be the biggest strength of the website as it is how BTO shares its vast expertise about Breckenridge. It is this expertise that Google values and rewards. The transition to headless WordPress has led to improved user experience, which is also valuable. These investments have helped the website compete in an increasingly competitive landscape.

- Organic Search: 30% increase in sessions in 2021 compared to 2020
- Average Visitor from Organic Search: 2 minutes and 32 seconds time on site while visiting 2 pages
- 63% of the website traffic came from Organic Search in 2021

Search Engine Marketing (SEM):

Throughout 2021, with the rebound of travel and introduction of new covid variants, the tourism market fluctuated, and costs increased across the board. During the summer season, there was less site traffic compared to 2020. However, during the winter season there was an increase in traffic compared to the previous year. The shifts in traffic can be attributed to the growth in DMO marketing competition and travel sites, especially as we're up against larger competitors like Trip Advisor and Expedia on the search results page. With the increase in competition, the Top of Page Rate dropped to 76% from 79% which contributed to the decrease in paid search sessions YoY. As a result, with the increased web competition, the search volume related to Breckenridge terms decreased by 18% leading to higher Cost Per Clicks as we worked to maintain the strongest search position possible. The increase in competition along with the decrease in search volume contributed to the decrease in paid search sessions, YoY.

- 2021 Paid Search Sessions: 175,819 (down 25% YoY)
- 2021 Avg. Session Duration: 01:19 (down 28% YoY)
- 2021 Conversions: 14,741 (14,741 sessions longer than two minutes)
- Search generated 71.1% of web traffic (organic and paid)

DESTINATION MARKETING - Group Sales

Group Sales:

Breckenridge started to rebound with group and meeting interest in 2021. BTO has the role of group lead generation for Breckenridge properties interested in group business. In 2021, 88 qualified RFPs (request

for proposals) were received by BTO and submitted to properties for potential 21,273 room nights and potential \$7.7 million lodging value. It was then up to the properties to bid or decline the proposals.



DESTINATION MARKETING - Public Relations

Strategy:

Target very specific media for summer and fall placements for destination visitation. Include destination management messaging as appropriate. Special events Media is more localized with "how to" messaging prominent.

Top media placement highlights compiled by Handlebar PR alongside the BTO PR Director:

• **Total media coverage generated valued at \$3.8 million**
(35% drop in advertising rates due to pandemic is reflected in this calculation)

- Total media coverage resulted in over 1.9 billion impressions

- **Over 100 stories placed in key, targeted publications and media outlets**
(AAA, AFAR, Chicago Tribune, Condé Nast Traveler, Forbes, Fox News, New York Times, Outside, Sunset and more...)



Focused Campaign Highlights:

RESPONSIBLE AND SAFE TRAVEL

- *Washington Post, Fodors and more...*

SUSTAINABLE, REGENERATIVE TRAVEL

(Leave Breckenridge a better place, BLikeBreckenridge)

- *Chicago's Better Magazine, Matador, New York Times and more...*

SIGNATURE BRECKENRIDGE EVENTS

- *Fodors, Cowboys & Indians, Fox News and more...*

HISTORY, ARTS, CULTURE

- *Marriot Bonvoy, Fodors, Frommers and more...*

LOCAL BUSINESS HIGHLIGHTS

- *Condé Nast Traveler, Sunset Magazine, Hemispheres and more...*

OUTDOOR ADVENTURE

- *Afar, Fodors, Condé Nast, US News and World Report and more....*

DESTINATION MARKETING - Special Events

BTO produces several of the town's most beloved, iconic events: International Snow Sculpture Championships, Oktoberfest, Ullr Parade, Lighting of Breckenridge and July 4 parade. In 2021, several of these had to be postponed or reimagined due to lingering COVID concerns.

Events Sustainability Efforts:

2021: 41% of Brecktoberfest's items and materials were recovered and diverted, almost double that of the 2019 Oktoberfest

The most notable differences between 2019 Oktoberfest and 2021 Brecktoberfest was the increase in aluminum and the reduction in plastic. The biggest impact was having aluminum Ball cups, which are accepted in Summit County's recycling programs. Compostable and plastic cups are not accepted in the County's recycling and organics collection programs.



The International Snow Sculpture Championships was canceled due to COVID concerns and international travel restrictions that were in place. Plans were made to host the event again in 2022.



Our **July 4 parade** was a huge success. It was one of the first truly public events where people felt we were back to some normalcy. The parade route was full with spectators, participants were excited, and Parade goers were happy. BTO received many local accolades for facilitating this family friendly event.



COVID concerns prevented BTO from hosting a full Main Street **Oktoberfest**. Instead the event was reimagined and we trialed a much smaller, ticketed event at the Riverwalk Center and Arts District. Vaccination proof was required for entry. Most of the sessions sold out and stein sales were very strong. Many local businesses reported upticks in sales. This was the first foray for BTO with vaccination requirements and ticketing. We showed that this could be done well, given a vastly reduced participant level. Planning began for a full Main Street Oktoberfest in 2022.



The Lighting of Breckenridge and Santa Race were well attended. Like the July 4 parade, attendees were clearly glad to be back to some normalcy. The Santa Race sold out at 729 Santas and 107 kids for the Moose March. The dog parade had 200+ participants. During the Lighting ceremony, the Blue River Plaza was full and the positive energy of the crowd was palpable and contagious.



Ullr Parade was another iconic Breckenridge event that was welcomed back by residents and visitors in the know. With 30 floats and sidewalks full of spectators, it was another good day for local businesses.



Community Affairs Committee (CAS) Purpose:

Support the Breckenridge Tourism Office with strategies and tactics to better deliver 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.

Key Accomplishments:

- COMMUNITY AFFAIRS & DESTINATION MANAGEMENT
- Complete redesign of OneBreckenridge.com as a one of a kind resident and business resource
 - Refined post-arrival communication practices.
 - Launched “here, now” page in conjunction with marketing department to increase effective post-arrival communication, and enhanced the “BWC” and “activity guide” pages on gobreck.com
 - Produced two seasonal Breck 101 sessions – educating 200+ frontline workers of supportive services and showcasing 20 local businesses
 - Inclusion of BLB education and Mountain IDEAL information to support recertification
 - Held first Breck 101 Trivia Night with 100+ students in attendance
 - Growth of CAS Committee: more owner-operator involvement and new business owners (3 new members)
 - DMMO Download Newsletter: average open rate 32%, subscription list of 2180
 - Produced Breck-Ready piece updated with B Like Breckenridge content and design in collaboration between Colorado Leave No Trace, Colorado Tourism Office, & TOB Open Space. Responsible education woven into every post-arrival CAS communication piece including Visitor Guide



One Breckenridge Guest Service Training

Challenging is the best way to describe One Breckenridge training efforts in 2021. Hiring, retaining, and staffing left local businesses little time to invest in guest service training. The Guest Service Influencer Program was not able to host a session for the first time since the 2015 inception of One Breckenridge. Breckenridge Free Ride and Summit Mountain Rentals utilized “custom” One Breckenridge Service Champion training in their organizations. Erica Kaehly and the Guest Services Team helped One Breckenridge produce 3 virtual training sessions focusing on Empathy, Disagreeing Agreeably and Thriving at the Speed of Change. One Breckenridge recognized over 35 individual and businesses as Service Champions.

Breckenridge Welcome Center

- Maintained ratings on Google (4.6), Yelp (4.5) and Trip Advisor (4.5) platforms
- Upheld top 10 position for Things to do in Breckenridge on TripAdvisor
- Booked ongoing reservations for 13 partner business vendors
- Over \$15,000 booked in reservation revenue
- Served a quarter of a million guests in 2021
- Assisted CAS in refining post-arrival messaging and collaborated with marketing to improve online accessibility of that information on gobreck.com
- Successfully coordinated with TOB and Breckenridge Heritage Alliance to support safe building operations throughout COVID and public health changes
- Upgraded digital offerings to support TOB sustainability goals and support the post-arrival information on Gobreck.com
 - Remaining paperless saves the building from distributing approximately 6 million sheets of paper per year
- Due to front line staffing shortages, the Welcome Center limited operations to 5 days per week
- 100% staff retention, although front line Welcome Center staff was reduced due to internal promotions

Net Promoter Score

The BTO utilizes various data points to better understand our visitors’ behaviors, expectations and satisfaction. Intercept data derived in-market and through post-trip surveys is used to generate a Net promoter Score. Net Promoter Score is an industry index ranging from 1 to 100 that measures the guests likelihood to recommend Breckenridge.

SUMMER NET PROMOTER SCORE	86.4%	-1% DOWN
WINTER NET PROMOTER SCORE	80.9%	+1% UP

To view Resident Survey Results, visit: [Breckenridge Expectations 2021](#)



Resident Survey Hispanic Engagement Efforts

In July of 2021, the BTO Research Department initiated a project to engage the Hispanic and Minority Community in the resident expectations efforts of the Breckenridge Destination Management Plan. Engagement efforts included Focus Group activities within local businesses, personal interviews and survey participation. Ongoing efforts in 2022 will center on individual interviews utilizing our engagement team who are members of the Hispanic Community. A summary of action items will be presented in June of 2022.

2021 agencies/data collection tools we used to help inform BTO and Town Council decisions:

- **Bellweather** – Website Optimization
 - **BackBone** – Media Buyer
 - **Culitvator** – Design Agency
 - **Webshine** – SEO
 - **Hubspot** – CRM Platform
 - **Datafy** – IP Based Targeting
 - **Destination Think** – Tourism Sentiment
 - **ADARA** – Return on Advertising Tracking
 - **Simpleview** – ADA compliance
- **Google Analytics** – Website Analytics Service
 - **Destination Analysts** – Travel Intent
 - **Handlebar PR** – Media placement and value
 - **DestiMetrics** – Actual and forecasted lodging bookings and rates
 - **Key Data** – Realtime lodging bookings and rates
 - **JackRabbit** – Direct to property referrals
 - **AirDNA** – Rent by owner bookings and rates
 - **RRC** – Visitor, resident, business surveys



Tax Collections Total 2021

TOTAL	\$840,946,234.00	37%UP YOY
MAY - OCTOBER	\$365,628,975.00	42%UP YOY

NET TAXABLE SALES <i>(Retail, Weedtail, Restaurant, Grocery)</i>		
WINTER (NOV - APR)	\$261,389,766	-197% DOWN
SUMMER (MAY - OCT)	\$208,598,049	79.32% UP
NET SHORT-TERM LODGING		
WINTER (NOV - APR)	\$188,591,049	-1.57% DOWN
SUMMER (MAY - OCT)	\$106,261,077	50.57% UP

TOTAL OCCUPANCY	45.7%	21% UP
SUMMER	38.6%	14% UP
WINTER	51.3%	17% UP
ROOM NIGHTS	397,493	18% UP
SUMMER	165,513	11% UP
WINTER	240,589	29% UP
WELCOME CENTER VISITS	224.378	135% UP
SUMMER	170,746	534% UP
WINTER	53,632	-22% DOWN

Out of State Overnight Visitation

SUMMER	60%
WINTER	53%

Note: 2020 numbers include closures due to COVID

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.

2021 Budgeted Revenue/Expense

BUDGETED INCOME

TOWN OF BRECKENRIDGE	95.8%	\$4,200,000	86.6%	\$3,953,157
PPP LOAN	-	-	5.4%	\$246,843
BRECKENRIDGE SKI RESORT	3.4%	\$150,000	3.3%	\$150,000
SPECIAL EVENTS	.5%	\$23,000	4%	\$182,059
WELCOME CENTER SALES	.1%	\$6,000	.66%	\$30,760
MISC. INCOME	.2%	\$6,750	.04%	\$1,797
TOTAL:		\$4,385,750		\$4,564,616

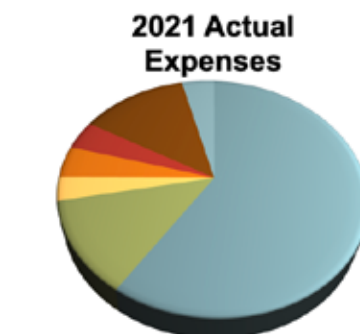
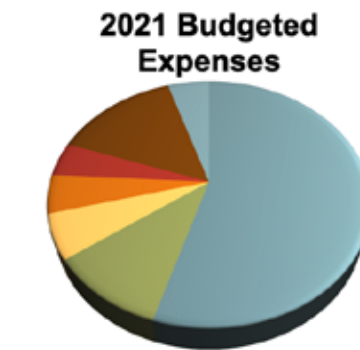
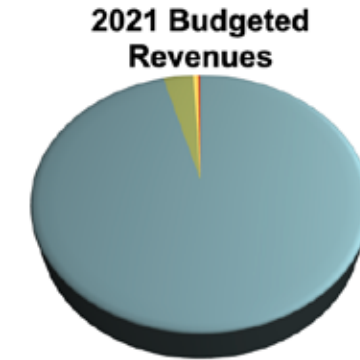
BUDGETED EXPENSE

MARKETING/INTERNET	55%	\$2,399,630	59%	\$2,636,084
SPECIAL EVENTS	10%	\$454,647	12%	\$545,379
SALES/GROUPS	6%	\$254,907	3%	\$143,113
PUBLIC RELATIONS	5%	\$221,528	5%	\$192,431
WELCOME CENTER	4%	\$196,388	4%	\$180,142
ADMINISTRATION	15%	\$643,254	13%	\$584,616
BUSINESS SERVICES	5%	\$216,395	4%	\$178,678
TOTAL:		\$4,385,750		\$4,460,443

2020 Actual Revenue/Expense

ACTUAL INCOME

ACTUAL EXPENSE





THANK YOU

Thank you to this amazing community. Breckenridge has become an even more highly desired place to visit, work, or reside permanently. There certainly are outside, pandemic related forces in play. This is also due to our hard work, the work of Town Council, local business partners, non-profits, and our entire community. We lean in and work shoulder to shoulder during good times and hard times. We work collaboratively to find the best solutions to move forward in ways that align with our long term goals and vision to create "harmony of quality of life for residents and quality of place for visitors". It's a balancing act for which there is no road map. Together we are redefining that path as community needs change. 2021 presented us many new challenges. This community proves time and again that we turn challenges into opportunities by working together. Thank you all for your part in keeping Breckenridge such a special place.

BRECKENRIDGE
TOURISM OFFICE

