



2024 ANNUAL REPORT

BRECKENRIDGE
TOURISM OFFICE

DMMO
DESTINATION MARKETING
MANAGEMENT ORGANIZATION

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2024 Overview

The Town of Breckenridge contracts the Breckenridge Tourism Office (BTO) to attract summer/fall destination visitors. This balances the winter business and marketing produced by the Ski Resort and other key community partners. Our intent is to provide stable business volumes to support year-round employment for our workforce with this summer/fall focus. The BTO is a non-profit Destination Marketing & Management Organization (DMMO).

Overall, Breckenridge performed well in an increasingly challenging travel market in 2024. International travel to the US has still not recovered fully. Overall, domestic travel is still stabilizing from the peak 2021 season and beginning to level out to pre-pandemic levels. Breckenridge remains a strong and popular choice for mountain destination travel.

The BTO business strategy is driven by the Breckenridge Destination Management Plan and our supporting BTO Strategic Plan. Our goal for 2024 was 3-4% room night growth over 2023 for summer/fall (May-October) with at least 50% coming from out-of-state guests. We grew room nights by 4.7% to 155,885 and maintained 53% out of state visitation.

A balanced year-round economy is defined in the Destination Management Plan as 60% revenue generated in winter/spring and 40% generated in summer/fall. This is a reasonable split as lodging rates average much higher during ski season.

- Summer/fall total tax generation was **37.5%** of total annual collections.
- Summer/fall accommodations tax was **29.7%** of total annual collections.
- Summer/fall restaurant/retail collections were **39.3%** of annual total collections.

While our out-of-state advertising is directed toward summer/fall bookings, BTO initiatives are very present in-market on a year-round basis. Our social media, websites, email, media outreach, groups/meetings marketing efforts, along with signature events occur all year long.

Our guest service scores remain high, indicating that Breckenridge employees and businesses are meeting and exceeding guest expectations. On average, 60% of our summer/fall guests are repeat visitors.

BTO provides new employee orientations and peer connections through our highly successful Breck 101 programs. We also provide custom guest service training for business as requested. We share extensive business data with the entire community.

BTO is a leader within the Colorado tourism industry with participation in the Colorado Association of Destination Marketing Organizations (DMO), and the Colorado Tourism Office Destination Stewardship Council, among others. We are members of destinations International, the global association for DMOs, and OneWest Tourism Alliance, the western region association for DMOs. We stay in front of changing opportunities and challenges for the travel industry and are frequently sought out to share best practices.

We strive to be a strong community asset as well as a leader in the industry.

We work hard to provide value for our community, and we are truly fortunate to work with and be supported by a very strong and progressive Town Council and Town Management team. Our very dedicated Board of Directors leads overall BTO strategy and financial oversight. Our working Committees provide specific guidance and accountability for Marketing, Finance and Community Affairs

Our BTO team is passionate about Breckenridge. We are committed to delivering goals and doing everything we can to maintain harmony between quality of life for residents and quality of place for visitors.

Thank you for entrusting us with protecting and elevating our brand along with the important destination stewardship of this special place that is our home.



Matt Vawter,
Chair of the Board



Lucy Kay,
CEO/President

BTO MISSION

Enhance the economic vitality of Breckenridge... in support of the community's unique character and quality of life.



Our VISION

BTO is a recognized industry leading destination marketing and management organization. We elevate Breckenridge beyond the tourism lens by enhancing our image as a dynamic place where everyone is welcome to live, work, and visit.



STRATEGIC GOALS

1

Drive business model for long-term viability in tandem with TC goals

Key Metric:

Overall taxable sales collections. 60% winter / 40% summer defines "balance"

2

Elevate and protect the integrity of Breckenridge's authentic character and brand Reflect that our community is friendly and welcoming to all

3

Provide baseline data and industry best practices to better understand how we can be a continually more welcoming community for all. (Long-term goal is continual improvement)

4

Develop destination management tools for continual improvement of the Breckenridge experience for guests and residents. Improve engagement, advocacy, and education within the community. Focus on: Guest service, inclusion, B Like Breckenridge stewardship campaign, and communication of physical and mental health resources

5

Maintain Breckenridge Tourism Office as a highly regarded organization and employer of choice

Destination Management **PLAN GOALS**

The Breckenridge Destination Management Plan is a 10-year road map to accomplish a shared vision for a more balanced long-term future. Specifically, it's designed to help ensure economic sustainability for the community while preserving the quality of life for residents and quality of place for visitors.



Deliver a balanced year-round economy driven by destination tourism by 2024



Elevate and fiercely protect Breckenridge's authentic character and brand — our hometown feel and friendly atmosphere



More boots and bikes; less cars



Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices

Destination Management **VISION**

Harmony of quality of life for residents and quality of place for visitors.



2024

BOARD OF DIRECTORS



**Matt
Vawter**

Chair

Owner, Rootstalk & Radicato Restaurants



**Bruce
Horii**

Vice Chair

Retired Director of Sales & Marketing, Beaver Run Resort



**David
Hughes**

**Secretary /
Treasurer**

Retired Partner, Ernst & Young



**Dick
Carleton**

**Breckenridge
Town Council
Representative**



**Sara
Lococo**

**Breckenridge Ski
Resort Appointee**

Senior Manager of Comms & Marketing, Breckenridge & Keystone Ski Resorts



**Meg
Lass**

Former President & Owner, Wilson Lass



**Wendy
Wolfe**

Former Town Council Member



**Mike
Shipley**

Owner, Country Boy Mine & Key Media Publishing



**Mary
Butin**

Founder & CEO, Butin PR



**Abbey
Browne**

Owner & President, Wood Winds Property Management



**Tim
West**

Owner, Breckenridge Outfitters

Outgoing Board Members

Travis Beck

Chair

Managing Director, Mountain Resorts & Planning, SE Group

Hilary Warner

Gregory Door & Window

2024

COMMITTEES

2024 Executive Committee

Travis Beck *Jan - Jun*
Matt Vawter *Jun - Dec*
Bruce Horii
Dick Carleton
David Hughes

Nominating Committee

Bruce Horii
Meg Lass
Wendy Wolfe

Finance Committee

David Hughes
Jay Beckerman
Robin Dew

Marketing Committee

Bruce Horii
Ginny Vietti
James Lee
Mary Butin

Community Affairs Committee

Carol Saade
Aniela Wasmanski
Andrea Edwards
Kathy Christina
Corry Mihm
Abbey Browne
Mike Hessel
Mike Shipley



BRECKENRIDGE TOURISM OFFICE TEAM



Lucy Kay
President/CEO



Bill Wishowski
Managing Director

SALES



Eddie McGuigan
Sales Lead
Administrator



Becca Reniers
Administrative
Manager

MARKETING



John Sellers
Sr. Director
of Marketing

MEDIA RELATIONS



Melissa Andrews
Director of Public
Relations

FINANCE



Aaron Sanford
Director of Finance/
HR Administrator



Rachel Esser
Marketing Manager



Kerry O'Connor
Digital Content
Manager

COMMUNITY AFFAIRS

EVENTS



Majai Bailey
Events Manager



Jace Koenig
Visual Asset
Manager



Tessa Breder
Sr. Director of
Community Affairs



Sarah Wetmore
Special Events/SEPA
Administrator



Holly Blando
Director of Destination
Stewardship
& Partnerships

Breckenridge Welcome Center



Wendy Wilkerson
Welcome Center Manager

INFORMATION SPECIALISTS

Stephanie Benzian

Bruce Horii

Meg Caldwell

Kristine Keller

Suzanne Davis

Kara Martella

Neva Frank

Lisa Rogers

Sophia Elsass

Marketing

The BTO Marketing Department upholds the Breckenridge brand, builds year-round awareness, and drives overnight destination visitation.

The BTO is responsible for summer (May-August) and fall (Sept-Oct) out-of-state destination marketing. In alignment with the BTO's mission, ***the marketing department works to enhance the economic vitality of Breckenridge... in support of the community's unique character and quality of life.***

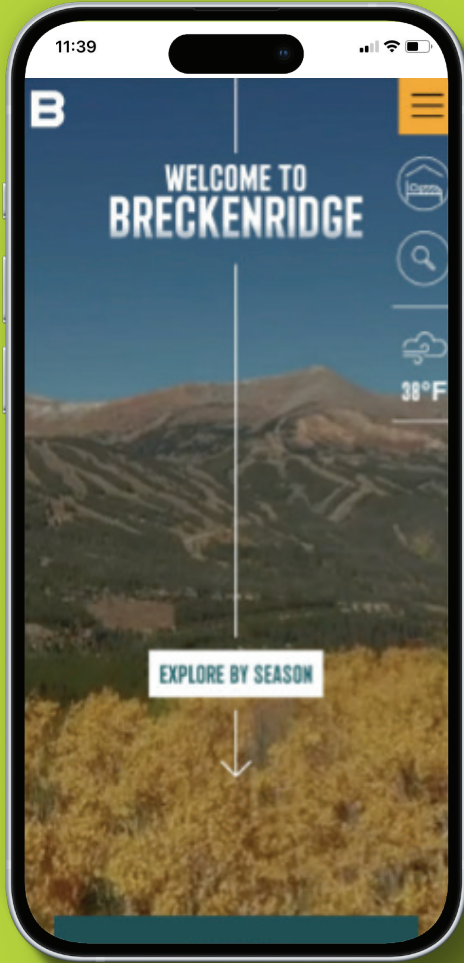
BTO's marketing initiatives are the key driver of our first strategic goal:

Drive business model for long-term viability in tandem with Town Council goals.

Key Metrics:

Overall sales tax collections (May - October)
60% winter / 40% summer defines balance.

MARKETING BY THE NUMBERS



Website



1.7M

GoBreck.com Users

↓ -16% YOY



70%

of Web traffic came from mobile devices

↓ -5% YOY



138,754

Conversions ↑ 26% YOY



3m 05s

Average Session Duration ↑ 13% YOY

GoBreck.com



56%

Website Engagement Rate

↑ 13% YOY



Social Media

86M

Social Impressions

↑ 277% YOY



Email Marketing

1.5M

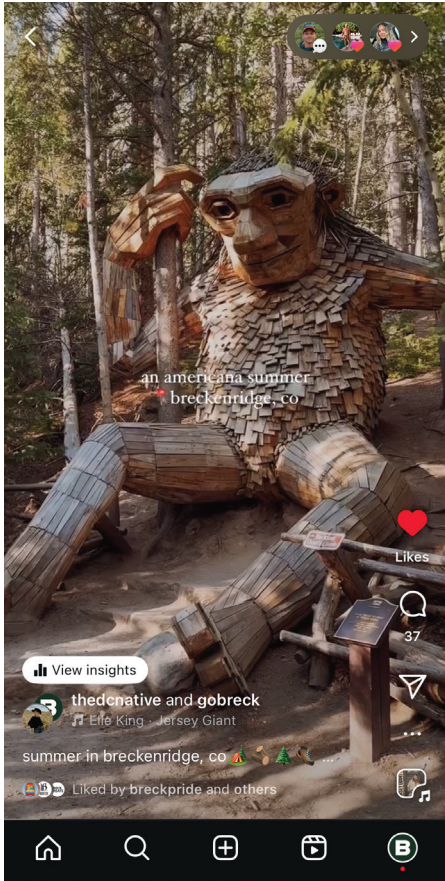
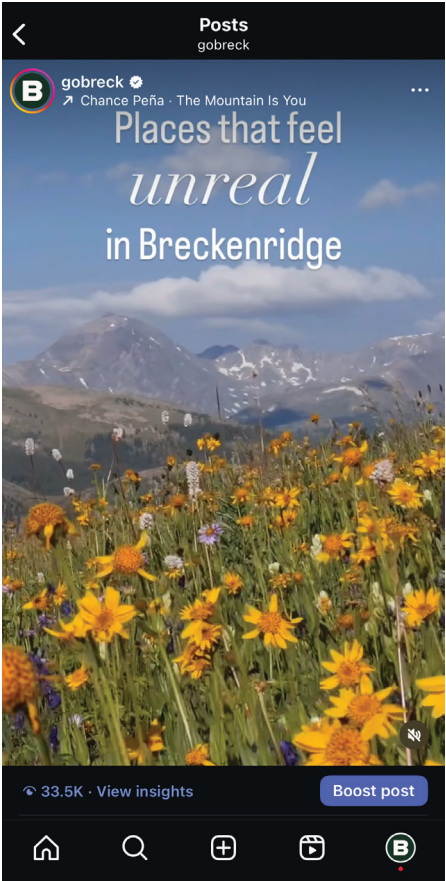
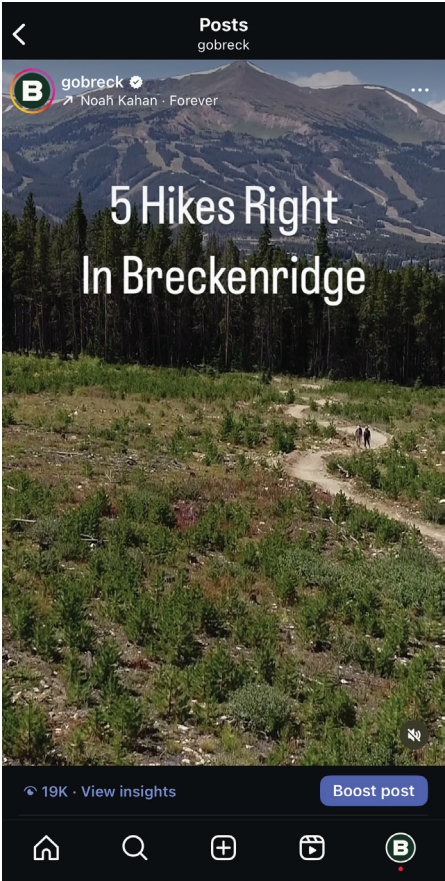
Total Email Sends

↑ 13% YOY

Destination Marketing

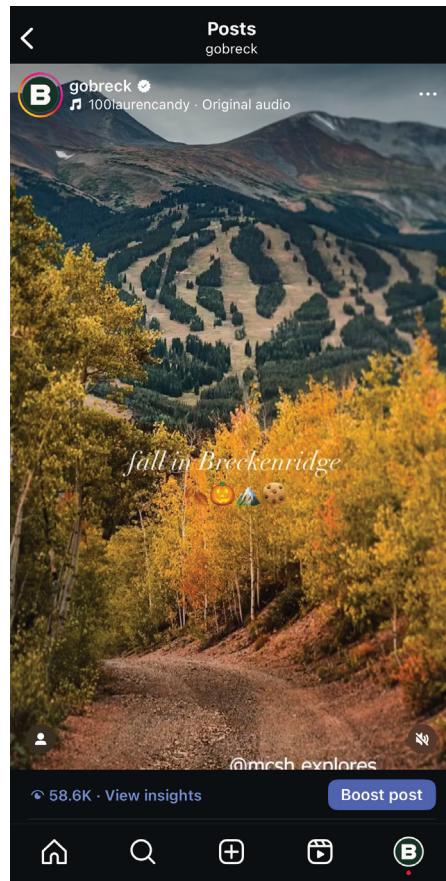
In addition to creating awareness and inspiration for travel to Breckenridge, the BTO’s marketing efforts drive the goal of 154,110 summer and fall room nights for 2024 with more than 50% of room nights from out-of-state travelers.

The 2024 summer campaign was scheduled to run January through July and focused predominantly on brand awareness with less emphasis on driving direct media site traffic. This upper-funnel focus was successful at generating a massive increase in ad impressions, but web traffic decreased significantly compared to 2023. As out-of-state room nights also fell behind, we evaluated our media plan, budget, and creative assets to determine what adjustments we could make to help boost room nights for the remainder of the summer season. We shifted the focus of the campaign back to re-targeting and engagement in July, added funds to the media budget, conducted some A/B testing of our creative, and extended our summer campaign into early August to boost late summer out-of-state room nights. These changes successfully increased paid media traffic to the website and helped secure out-of-state room nights during the late summer season.



Because we extended our summer campaign, we pushed the start of our fall campaign back into August and ran it through September. We leaned into what worked at the end of the summer campaign and remained focused on driving engaged traffic to our website. Additionally, we explored opportunities with regional publications in key markets and an additional online travel agency. We selected Texas Monthly and Kansas City Star to reach potential visitors interested in high-aligning topics through relevant travel content. There was strong engagement across both platforms indicating a strong audience alignment. Our conversion-oriented fall campaign with Kayak drove high-quality and engaged traffic to our website, and we saw Breckenridge’s share of hotel searches on Kayak increase by 18% YOY.

While our focus is on driving out-of-state visitation during summer and fall, the BTO’s marketing efforts are always on. During the winter season, the BTO maintains a small paid campaign focused on promoting winter events while highlighting unique experiences and the welcoming atmosphere of Breckenridge. In addition, our website, social media channels, events, email marketing, and PR continue to promote year-round visitation.



Group Leads

BTO has the role of group lead generation and distribution for Breckenridge properties interested in group business. In 2024, 155 qualified RFP's (request for proposals) were received by the BTO and submitted to properties for potential of 14,734 room nights

**WE'RE A *Team Building*
KINDA TOWN**



GROUP PLANNER



888.796.2825 | sales@gobreck.com
BreckMeetings.com

BRECKENRIDGE
TOURISM OFFICE

DIGITAL MEDIA

Paid Search

171,228 Paid Search Sessions	↓ -64% Decrease YOY
1m 45s Average Engagement Time Per Active user	↑ 93% Increase YOY
69% Engagement Rate	↑ 82% Increase YOY

Organic Search - SEO

1,421,470 Organic Search Sessions	↓ -7% Decrease YOY
55% of Total Website Traffic from Organic Search	↑ 7% Increase YOY
59% Engagement Rate	↑ 2% Increase YOY

Social Media - Facebook, Instagram, YouTube, & TikTok

86M Total Impressions	↑ 277% Increase YOY
636K Total Engagements	↑ 3% Increase YOY
2.3M YouTube Views	↑ 50% Increase YOY

Email Marketing

1.5M Total Email Sends	↑ 13% Increase YOY
41,975 Website Sessions	↑ 132% Increase YOY
48.7% Average Open Rate	↓ 1.6% Decrease YOY
3.6% Average Click Through Rate	↑ 8.3% Increase YOY
66,000 Active Email Subscriptions	

HIT REFRESH THIS SUMMER.

BRECKENRIDGE COLORADO
BOOK IT

CHILL OUT TOGETHER.

BRECKENRIDGE COLORADO
BOOK IT

BEING TOGETHER IS GOLDEN

BRECKENRIDGE COLORADO DISCOVER FALL

MAKE MORE COLORFUL MEMORIES

BRECKENRIDGE COLORADO
DISCOVER FALL

SHINE BRIGHT, TOGETHER

BRECKENRIDGE COLORADO
DISCOVER FALL

Target Demographics

The BTO's advertising campaigns are designed to inspire travel and drive overnight visitation during the summer and fall seasons by showcasing the unique experiences, natural beauty, and welcoming atmosphere of Breckenridge. With a focus on driving out-of-state overnight visitation, we launched a multi-channel campaign that combined digital advertising, social media, online video(OLV), connected TV(CTV), email marketing, and audio promotions featuring diverse travelers and inclusive storytelling to reflect the inclusive spirit of our community.

**Cheers!
We Earned It**
Traveling Professionals
25 - 44 | \$150K+

**Retired,
But Not Tired**
Active Travelers
55+ | \$150K+

**Multi-Gen/
Family**
Families w/kids in HH
25 - 65+ | \$150K+

2024 RESULTS BY THE NUMBERS



Room Nights

Annual **↑ 409,077**
Summer/Fall **↑ 155,885**



Out of State Overnight Visitation

Summer/Fall **53%**



Tax Collections - Total

Total **↓ \$916,890,432**
May - October **↑ \$344,118,206**



Tax Collections - Accommodations

Total **↑ \$301,709,068**
May - October **↑ \$89,607,498**



Tax Collections - Restaurant & Retail

Total **↑ \$435,872,270**
May - October **↑ \$171,618,041**



Net Promoter Score

Summer/Fall **↓ 86.3**

RESEARCH STRATEGIES

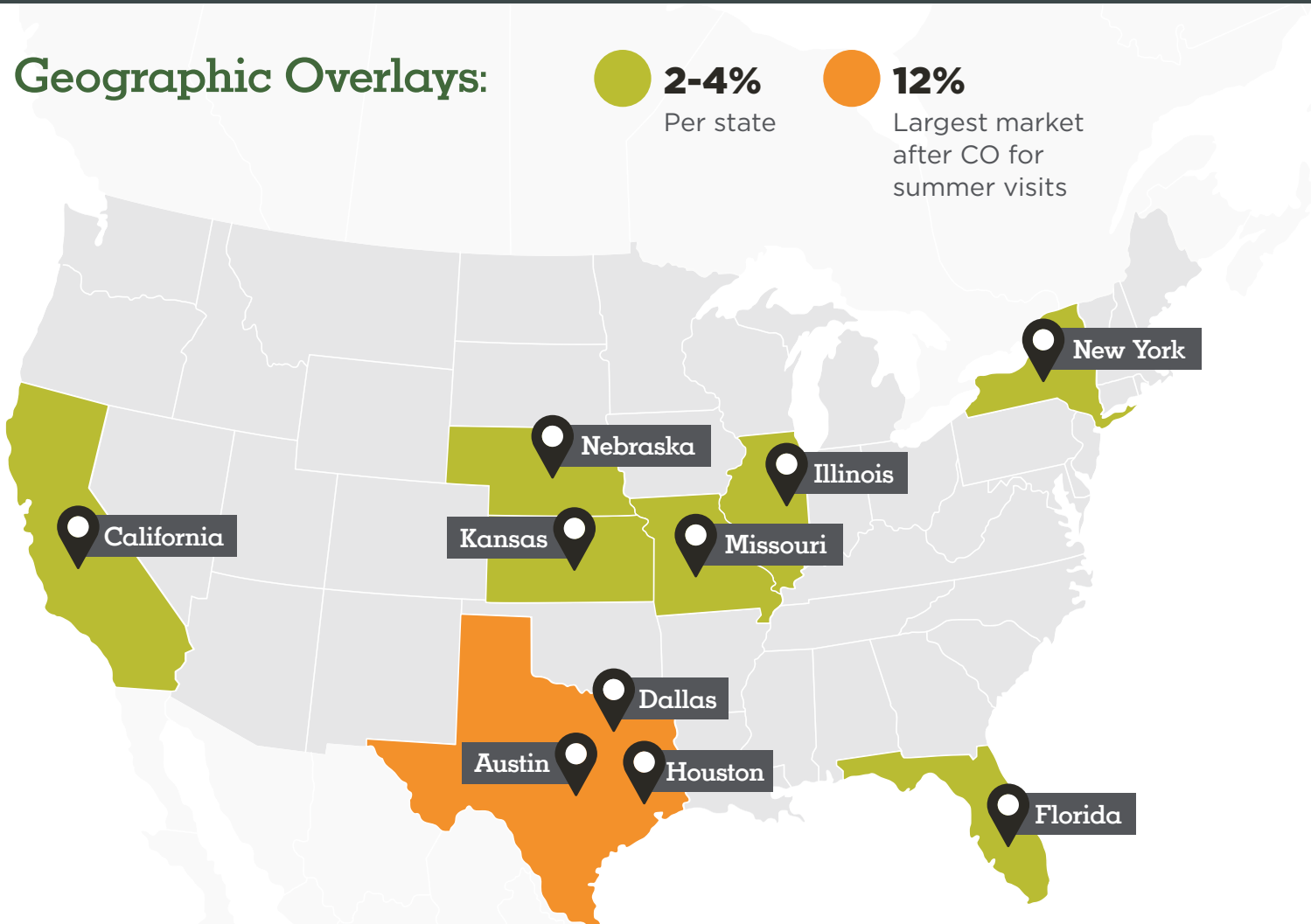
The Breckenridge Tourism Office (BTO) is committed to enhancing the Breckenridge experience for both visitors and residents. A cornerstone of this commitment is a robust research program designed to provide insights that directly support our marketing and community service efforts, as well as helping to inform local business operations.

The BTO's research initiatives are integral to our evidence-based approach to marketing and destination management. By systematically gathering and analyzing data on occupancy, visitor perceptions, event impacts, and resident and business sentiment, the BTO can effectively support marketing and community affairs efforts, ensuring a thriving and sustainable future for Breckenridge. The insights gained from this research inform strategic decision-making, enhance the visitor experience, and help support the local economy.

Geographic Overlays:

 **2-4%**
Per state

 **12%**
Largest market after CO for summer visits





Business Level Research **Understanding Occupancy Dynamics**

Since 2004, the BTO has recognized the importance of understanding business levels and has utilized lodging occupancy forecasts to gain insights into expected business volumes. To achieve this, the BTO contracts with Key Data to aggregate data from over 50 property managers, representing over 3,200 licensed units within Breckenridge. This comprehensive data is made readily accessible to businesses through a dedicated web portal on onebreckenridge.com, offering 24/7 access with updates occurring every 30 minutes. The utility of this real-time occupancy data extends beyond the tourism sector, with government entities, emergency services, and transportation providers throughout Summit County also utilizing it for their planning and operational needs.

Technology challenges with lodging vendor software platforms and the Key Data reporting platform causing the BTO to re-state summer lodging performance at the end of the season. The 3,240+ units comprising the reports sold 155,885 guest nights during the 2024 summer season, a 2% decline from summer 2023.



Visitor Sentiment **Gauging Perceptions and Behaviors**

Understanding visitor sentiment is crucial for tailoring marketing strategies and ensuring a positive visitor experience. The BTO conducts visitor sentiment research during the summer season, from May to October. A key component of this research involves visitor intercept interviews, often described as “man on the street” interviews. These direct interactions serve several important purposes, including calculating the Net Promoter Score (NPS) to understand visitors’ likelihood of recommending Breckenridge. During the summer 2024 season, Breckenridge received a NPS score of 86.3, with the town, the views and the friendly community being key drivers of the strong NPS scores. When visitors were asked how welcoming Breckenridge felt, 85% of respondents rated a five on a five-point scale.

This research also helps identify the key markets from which visitors are traveling, the percentage of out-of-state visitation, visitor spending patterns, and the types of activities visitors engage in while in Breckenridge. Summer Intercept research identified 80% of our survey respondents were spending the night in the area and 68% of our summer visitors are from out of state. One in four travel parties traveled to Breckenridge with children, and the average travel party size fell from 4.5 people in 2023 to 3.4 people per party in 2024.



Event Sentiment

Evaluating the Impact of Signature Events

Breckenridge hosts several significant events that contribute to its vibrant atmosphere. The BTO specifically measures sentiment related to key events such as the International Snow Sculpting Championships and Oktoberfest. This event sentiment research encompasses both visitor and business perspectives, providing a holistic view of the events' impact and opportunities to improve the event experience for all.



Business Sentiment

Monitoring Economic Activity and Perspectives

In addition to occupancy data, the BTO also monitors business sentiment through research focused on business volumes during selected periods. This helps gauge the economic health of the local business community. Furthermore, the BTO assesses business sentiment towards event animation and investment, providing valuable feedback on the effectiveness and desirability of these initiatives. A summer 2024 business volume survey produced 49 responses and over 79% of businesses felt summer 2024 business levels were below last year with 27% of businesses reporting sales being down 21% or more. In the past BTO business surveys have included sentiment towards Walkable Main, Oktoberfest and event animation.



Community Affairs

The community affairs and services (CAS) department leads destination management initiatives for the BTO, providing timely communication, resources, and programming to support the Breckenridge business community and workforce. Guided by the BTO's strategic goals and the Breckenridge destination management plan, CAS creates and participates in collaborative opportunities with businesses, local government, and other external entities to advance Breckenridge's quality of life for residents and quality of place for visitors.

In addition to managing guest-facing tools that enhance the post-arrival experience and encourage responsible stewardship, CAS helps ensure the local community understands the role and value that tourism brings to Breckenridge as well as advancing social inclusion initiatives.



COMMUNITY AFFAIRS BY THE NUMBERS

B Like Breckenridge



36

↑ BLB Partners



11,769

Unique BLB App Downloads

Breck 101



+



**LARGEST SUMMER &
WINTER SESSIONS EVER**

↑ Over 200 participants per session. x2 per year.

OneBreckenridge.com



24,145

Total Views ↑ 5.7% YOY

DMMO Download



47%

Average Open Rate

− Flat YOY



6%

Click Rate

↑ 4.5% in 2023



11,878

Users ↑ Users up 10.87% YOY



290,543

Emails Delivered ↑ 232K sent in 2023

COMMUNITY AFFAIRS & SERVICES ADVISORY COMMITTEE

Committee Purpose

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

Committee Mission

Provide information and research, reassurance, and assistance to the Breckenridge community, residents, and business alike. Elevating management role of BTO pursuant to the Destination Management Plan (DMP).





COMMUNITY ENGAGEMENT

Defining ‘Welcoming’

In early 2024, the BTO’s Community Affairs & Services Committee was tasked with defining what being a ‘welcoming’ community means to Breckenridge, as well as identifying potential, measurable initiatives to support this definition and expand Breckenridge’s inclusivity efforts on a destination level. This work reflects a growing commitment to social inclusion at the destination level, ensuring all people—residents and guests alike—feel safe, valued, and included in the Breckenridge experience.

The committee defined a welcoming community as:

“ *A community where its citizens and members feel safe, respected, and comfortable in being themselves and expressing all aspects of their identities. It is a place where each person shares a sense of belonging with its other members. Residents undertake actions that facilitate the integration of newcomers by making a collective effort to make all individuals feel valued and included.* ”

Using a variety of existing data to establish a potential baseline, the CAS committee broke down available research to brainstorm metrics for inclusivity for three audiences: **resident-facing** (inclusivity efforts that would only impact residents), **guest-facing** (inclusivity efforts that would only impact guests), and **cross-audience** (inclusivity efforts that would impact residents here for years or guests here for an afternoon). The majority of the committee’s ideas fell under cross-audience—indicating a strong opportunity to serve both residents and guests through shared initiatives.

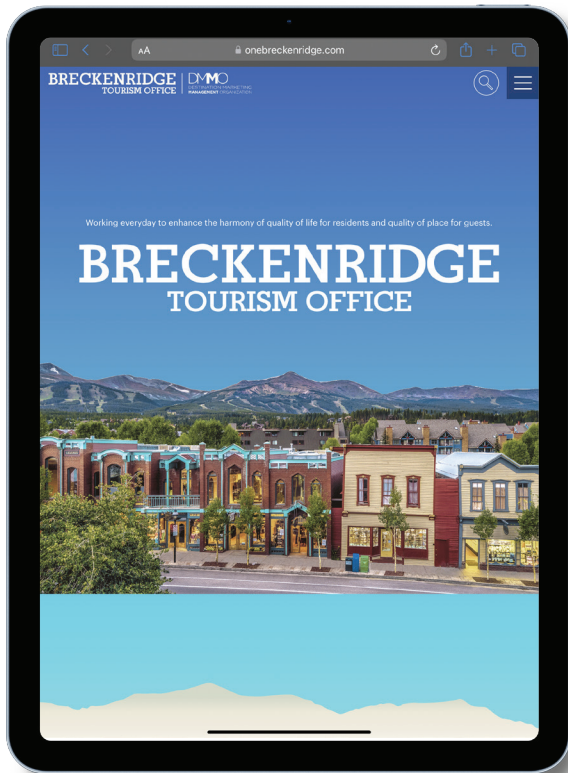


In alignment with the ‘welcoming’ definition, the committee identified immediate opportunity with Aira. [Aira](#) is a live [visual](#) and [audio](#) interpretation service that serves the blind, low vision, Deaf, and hard of hearing communities. This solution stood out

for its scalability, PR value, and potential to meaningfully enhance the accessibility of Breckenridge for all—aligning with the town’s commitment to being not only a great place to visit, but a welcoming community to belong.

Local Communication

Onebreckenridge.com is the BTO's local-facing resource website, meant to serve anyone and everyone living or working in Breckenridge. From business resources like pre-arrival email templates to sustainability initiatives, and personal resources like mental health assistance and local housing information, onebreckenridge.com is a central hub to support you on or off the job in Breckenridge.



CAS also produces the DMMO Download, a biweekly local-facing newsletter that became a vital source of trusted information during the COVID-19 pandemic and has continued to see growing engagement ever since. The DMMO Download provides timely updates connecting Breckenridge businesses and residents with research, news, events, and community resources.

Breck 101 registration, occupancy reports, and the Destination Management Plan were the most viewed pages respectively





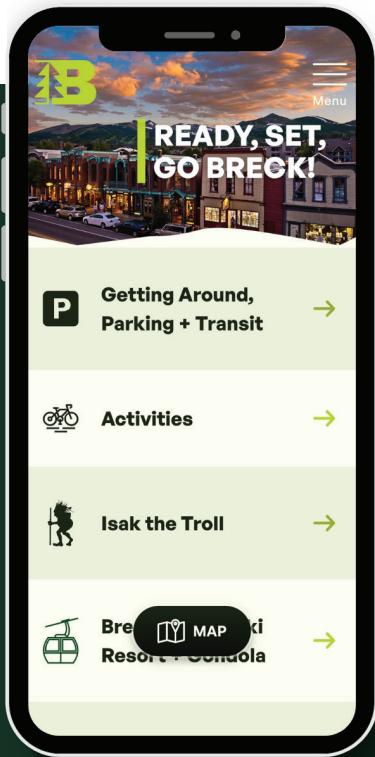
B Like Breckenridge

B Like Breckenridge (BLB) is the BTO’s overarching destination stewardship strategy, including a campaign encouraging and educating guests and residents of the best ways to care for and preserve our beautiful mountain town. The campaign encourages both residents and visitors to act as stewards of the community—through positive behaviors that protect the environment, respect others, and preserve what makes Breckenridge special. The B Like Breckenridge campaign is thoughtfully placed throughout the customer journey to positively influence behaviors through education.

B Like Breckenridge Awareness (summer only):

24%
2024 Residents
(full and seasonal)
↓ 4% YOY

3%
2024 Visitors
↓ 2% YOY



B Like Breckenridge App Development

CAS led the development and launch of the B Like Breckenridge App in June 2024—an innovative tool designed in direct response to guest needs and front line staff feedback. The app replaces both the traditional visitor guide and online concierge box, consolidating the most sought-after in-town information into a single, easy-to-navigate platform. Its content was informed by years of tracked guest interactions at the Welcome Center and shaped through insight gathered from front line workers participating in Breck 101.

Only 6 months since launch, the app saw almost 12,000 downloads, far surpassing 7,000 visitor guide views in all of 2023. Its community-driven development process and practical impact earned it recognition as a top-three finalist for the 2024 Governor’s Award for Exemplary Community Tourism Initiative.

B Like Breckenridge Partnership Program

The BLB Partnership Program engages local businesses and organizations to integrate community-driven responsible stewardship practices within their own operations, empowering their guests and customers during their stay.

In 2024, the program entered its second year and nearly tripled with 36 business,

nonprofit, and government participants. This growth reflects increased local commitment to stewardship and shared messaging, with partners helping to extend the campaign’s reach and influence through guest education and example-setting.



Breck 101

The mission of the Breck 101 program is to provide Breckenridge's guest service workers an opportunity to experience first-hand the offerings they're trusted to recommend while also learning about support resources available to them as residents. While it may have started as a training program, Breck 101 has evolved into a cornerstone community-building event for the local customer service industry. Breck 101 offers the opportunity for Breckenridge's most guest-facing employees to experience every aspect of town life, from thrilling adventures and spa services to fine dining, lodging tours, and even front line trivia nights--all while connecting with fellow front line workers and building a supportive hospitality community along the way.



100% of Breck 101 survey respondents reported they will recommend business(es) they visited during Breck 101 over the following season with their own guests and customers.

Almost every single Breck 101 survey respondent said the resources they learned about through Breck 101 enriched their life in the community and/or helped them stay in the local area.

One Breckenridge Committee & Service Champions

Who made your day? Every season, the BTO's One Breckenridge Committee recognizes individuals and businesses for providing exceptional guest service. Winners are recognized at a breakfast ceremony and treated to a prize package. Each year, the committee selects outstanding stories exemplifying the values of the One Breckenridge program to be recognized as the Annual Champion at the Breckenridge Tourism Office Annual Meeting.



Custom Training TOB Leadership Program

2 Sessions
Free Ride

55 Service
Champions
Recognized

PROMOTING DESTINATION STEWARDSHIP

Breckenridge Welcome Center

The Breckenridge Welcome Center serves to provide unparalleled guest service and destination knowledge to all who visit.

Following the Community Affairs & Services Advisory Committee’s identification of Aira, the Breckenridge Welcome Center became the first welcome center in the world to offer both of their services free of charge for anyone visiting the facility.

Providing Aira’s service to visitors in the Breckenridge Welcome Center allows users to fully experience the building’s on-site exhibits, as well as communicate with staff to ask questions and find the information they’re seeking.

Front line workers are the face of Breckenridge—and supporting them is a critical part of ensuring positive experiences for visitors. CAS leads this work through programming and communication efforts that inform and equip the local workforce to succeed on and off the job. The welcome center team not only delivers outstanding service within the facility, they assist the Community Affairs & Services department with business outreach and feedback. The welcome center and CAS teams routinely canvassed over 225 downtown businesses with upcoming event information, business and employee resources, free training opportunities, and much more. Intercept surveys show the welcome center as the #6 source for in-town information. Visitors more widely dispersed their post-arrival recommendation sources in 2024, heavily relying on lodging properties/concierges and restaurant workers.

WELCOME CENTER BY THE NUMBERS



96%

Overall Net Promoter Score

↑ 7% YOY for knowledgeable staff, service level, and providing useful information



369K

 Visitors in 2024

↓ 380K in 2023



4.6

 Average Google Review Score in 2024

↓ 4.7 in 2023

Events

The Breckenridge Tourism Office produces signature events in support of three overarching strategic goals:



1

Events designed to drive revenue for BTO and the broader business community.



2

Events that attract national and international media attention to promote the Breckenridge brand.



3

Events that celebrate Breckenridge's unique character and foster a welcoming community.



EVENTS BY THE NUMBERS

We build sustainability and inclusive initiatives, as well as non-profit fundraising opportunities into our events as appropriate.

International Snow Sculpture Championships

 **14,000+**
Reservations

 **114,788**
Web Page Views

 **12** Teams Hosted

 **60** Media Placements

Ten Mile Pride

 **1000+**
Attendees

 **7,004**
Web Page Views

Fourth of July Parade

 **30,478**
Web Page Views

 **1M** Organic Social Impressions

The Lighting of Breckenridge and Race of the Santas

 **49,688**
Web Page Views

 **325K** Organic Social Impressions

Breckenridge Oktoberfest

 **34,353**
Attendees Over 3 Days

 **63%** Out-of-state Guests

ULLR Fest

 **1,401** Participants
The unofficial World's Longest Shotski

 **76,084** Web Page Views

 **780K** Organic Social Impressions



PRO OPEN MEN

**PRO OPEN
WOMEN**

SIGNATURE EVENTS

In 2024, the BTO's focus remained on producing "better, not bigger" events. This approach emphasized greater inclusivity and diversity, authentic community engagement, and strengthened sustainability initiatives. We integrated B Like Breckenridge (BLB) principles into all events, with enhanced collaboration with local nonprofits and a continued push toward true zero-waste events. Additionally, we prioritized mobility management strategies to support the Town's ambitious goals of reducing vehicle congestion.



Brand Building

Primarily done for media, celebrates our unique character



Business Building

For local business community



Community Goodwill

Local community celebrations

Jan 22 - 31, 2024

International Snow Sculpture Championships



Brand Building

The 33rd annual **International Snow Sculpture Championships presented by Toyota (ISSC)** returned to Breckenridge from Jan. 22 - 31, 2024. Produced by the BTO as the town's **premier branding and media event**, with a key apparel sponsorship by Columbia, the competition hosted twelve teams of sculptors from around the world to hand-carve 12-foot-tall, 25-ton blocks of snow into intricate works of art.

3.5M Organic Social Impressions

76% Recycling/trash diversion rate

14,000+

Reservations for peak visitation Saturday, Jan 27

Crowding and parking well managed.



Key Media Highlights

FOX WEATHER

TELEMUNDO COLORADO

Tripadvisor

COWBOYS INDIANS

AccuWeather Forbes

Chicago Tribune The New York Times

June 13 - 15, 2024

Ten Mile Pride



Community
Goodwill

In June 2024, the BTO assumed management of **Ten Mile Pride** from the Town, a **community goodwill** event celebrating the vibrant spirit of Breckenridge's LGBTQ+ community and allies. Set against the breathtaking Ten Mile Mountain Range, this free, family-friendly event welcomed visitors of all ages, genders, and sexual orientations to come together, connect, and feel at home in the mountains. In its first year under BTO management, the event doubled its attendance to 1,000 and earned high praise for its authenticity. Programming highlights included a Fireside Chat featuring Olympian Arielle Gold, the debut of Megan Geckler's work at the Breck Create Art Exhibition, a lively Community Party with DJ sets and tribute performances, Mountain Pride's Free Ally Workshop fostering inclusivity and awareness, and collaborations with five local nonprofits to strengthen community impact. As one of the few Pride events in a mountain community, Ten Mile Pride beautifully reflected Breckenridge's **inclusive and welcoming spirit** while offering opportunities to connect, learn, and celebrate.





July 4, 2024

Fourth of July



Community
Goodwill

Breckenridge's iconic **Fourth of July Parade** is a beloved **community celebration** that exemplifies the town's **hometown charm and friendly atmosphere**. In 2024, the BTO focused on elevating the parade's production value strengthened by the local community's participation. The parade featured 39 community-built floats, two marching bands, and mascots from the Colorado Avalanche and Rockies. Family-friendly activations in the Breckenridge Arts District, water activities on Main Street, and an ADA-accessible viewing section near the stage further enriched the experience, helped to make the event more inclusive and engaging for all.

December 7, 2024

Santa Race & Lighting of Breckenridge



Business
Building

On Saturday, December 7, 2024, **The Lighting of Breckenridge and Race of the Santas** returned, officially kicking off the holiday season. Designed to **boost business** and holiday shopping, the event showcased beloved community traditions, including the Jingle Paws Holiday Dog Parade (including 700+, up 41% YOY) and the official town tree lighting. In partnership with the Breckenridge Rec Center, both the Moose March Kids'

Run (including 112, up 12 YOY) and the Race of the Santas brought high-energy fun to Main Street, with over 800 Santas dashing through town.

In 2024, we enhanced the event experience by expanding branded photo opportunities—including a new snow globe installation—and strengthened **community goodwill** by providing space for Summit Rotary's Adopt an Angel program (raised \$3000+, up 150% YOY) and the Rec Center's fundraiser for the Carriage House Early Learning Center.



September 13 - 15, 2024

Oktoberfest



Business Building



Fall of 2024 kicked off with the **28th annual Breckenridge Oktoberfest**, presented by Breckenridge Brewery, from September 13-15, 2024. As one of Colorado's largest Bavarian-inspired festivals, Oktoberfest serves **to drive revenue** for both the Town and BTO while delivering an unforgettable guest experience. This year, the event combined cherished traditions with exciting new features designed to enhance enjoyment, improve cost controls, and advance sustainability efforts.

34,353 Estimated over 3 days

63% out of stat guests. 53 % were overnight guests (including Colorado overnight). Nearly 4,758 Guest Nights (Thurs-Sunday nights).

80
NPS

81,466
Web Page Views

352K
Organic Social Impressions



Streamlined Payments

To enhance convenience and cost tracking, traditional drink tokens were replaced with RFID-enabled festival wristbands, allowing attendees to verify age and make seamless, tap-to-pay purchases.



Sustainability Milestone

The introduction of R.Cups, a reusable drinkware system, marked Oktoberfest's biggest sustainability stride yet. By eliminating aluminum cups, the event achieved an impressive 62% waste diversion rate (+20% YoY) and significantly reduced its carbon footprint.



Community Impact

The 3rd Annual Friday Night Food Drive collected 1,400 lbs of donations for FIRC, and the event's success was made possible by 700+ volunteers and partnerships with eight local nonprofits.



Vendor Growth & Revenue Boost

Oktoberfest hosted 57 vendors (+6 YoY), contributing to a 38% increase in vendor profit-sharing income and generating \$673,606 in gross revenue, exceeding budget projections.

With these innovations and continued community support, Breckenridge Oktoberfest remains a premier fall tradition, blending culture, sustainability, and economic impact.

December 11 - 14, 2024

ULLR Fest



Brand
Building

The BTO's event calendar concludes with **Ullr Fest**, a time-honored celebration of quirky traditions, Viking-inspired revelry, and heartfelt tributes to the Norse god of snow. **As one of the town's most cherished and unique events**, this annual winter-worshipping festival is deeply rooted in **Breckenridge's history**, inviting both locals and visitors to embrace the season with legendary festivities.

A highlight of the festival is the crowning of the Ullr King and Queen, a tradition that honors two outstanding locals for their contributions to the community. Another beloved ritual is the friendly rivalry with Park City, UT, in the quest for the world's longest ShotSki®. This year, 1,401 people lined Main Street to take part in the ShotSki®, presented by Breckenridge Distillery, raising over \$32K for Summit County Rotary. The legendary Ullr Parade remains one of **Breckenridge's most iconic events**, uniting the community in a vibrant display of history, mountain town culture, and snow-filled excitement. In 2024, 29 creative floats competed for cash prizes and ultimate Breckenridge bragging rights. The celebration concludes with the Ullr Bonfire, where revelers, fueled by towering flames and high spirits, gather to dance and welcome a snow-packed season.

This year, Ullr Fest expanded its reach, hosting seven influencers in collaboration with Breckenridge Ski Resort. Their content generated 375,000 impressions, amplifying Breckenridge's winter appeal and reinforcing its reputation as a premier mountain destination.



Throughout 2024, the BTO successfully delivered engaging, high-quality events that aligned with our strategic goals. We deepened our commitment to inclusivity, sustainability, and local engagement while maintaining strong brand visibility on national and international platforms.

Media Relations

The Breckenridge Tourism Office public relations department elevates visibility for Breckenridge as a summer/fall destination and uses strategic storytelling to drive engagement with the right visitors, through the right media outlets.

MEDIA RELATIONS BY THE NUMBERS



The BTO PR team secured

235
Total Hits



Reaching more than

\$1B
Impressions

Top Media Placements



Total coverage
resulted in more than

230
Stories



Totaling about

\$2M
in Ad Value
Equivalency

Top coverage earned included a “36 Hours in Breckenridge” travel feature for the New York Times; placements in AFAR, Fodors Travel, Reader’s Digest, Lonely Planet, Time Out, and HGTV.com.

The New York Times

Reader’s
digest

Fodor’s Travel

TimeOut

HGTV
HOME & GARDEN

AFAR lonely planet

Primarily an awareness-level tool, PR complements marketing efforts not only with a strong ROI on impressions earned, but also with long-form storytelling, itinerary inspiration, and credibility established by trusted travel experts and reputable publications.

In these ways, the PR team supports the BTO’s goal to drive out-of-state, overnight guests by bringing topline awareness to potential billions of consumers and providing trip ideas and details that inspire new reasons to visit. Through storytelling, the PR team is well suited to support the BTO’s unique character and quality of life, as we can influence journalists to write about the businesses, events, and people that make the place so special.

→ **Coverage Highlight**

New York Times
“36 Hours in Breckenridge,” detailing itinerary ideas and businesses including the International Snow Sculpture Championships, 20 different businesses in town, as well as sustainable travel tips, history and arts mentions.



36 HOURS

Breckenridge, Colo.



Share full article

By Cindy Hirschfeld Jan. 18, 2024

Cindy Hirschfeld is a Colorado-based writer and skier who has been visiting Breckenridge for more than 30 years.

Envision the quintessential Rocky Mountain ski town and you may picture Breckenridge. Colorful Victorian buildings line the streets of this former gold-mining town, and the backdrop of the Tenmile Range includes [Breckenridge Ski Resort](#), where three new lifts have opened in three years. But Breck, as the town is commonly known, offers other winter recreation, too, with easy access to trails for cross-country and backcountry skiing, snowshoeing and fat biking. There is also an evolving arts scene, centered around the [downtown Arts District campus](#) with studios and classes in 19th-century cabins. There are plenty of winter traditions, too, like the 60-year-old [Ullr Fest](#) each December (the record was just set for the world’s longest shot ski, with 1,377 imbibers) and the annual [International Snow Sculpture Championships](#), where the art is ephemeral (Jan. 22 to 31).

STRATEGIES & KEY DECISIONS

- **Inspire out-of-state, overnight visitation** by developing and implementing a national media outreach program with a strong story-telling component that brings Breckenridge’s authentic character to life. Focus on delivering media coverage that supports a more balanced, year-round economy, while emphasizing summer and fall messaging.
- **Align efforts with marketing and event strategies** for 2024. Weave responsible tourism messaging into pitches and story placements where appropriate.
- **Focus on DEIA journalists and outlets as well as include welcoming and inclusive messaging** into visiting journalists’ itineraries and stories. Utilize human-driven and emotion-driven themes for pitching, hosting, and influencer strategy to align with marketing campaigns.

Coverage Highlight

In 2024, the PR team drove stories about Breckenridge as a welcoming destination for the LGBTQ+ community and established credibility for the budding 10 Mile Pride event. A key placement was in Out Magazine and Out Traveler: “Breckenridge, Colorado’s 10 Mile Pride is an Unexpected Haven of Queer Joy.”

OUT TRAVELER

Breckenridge, Colorado’s 10-Mile Pride is an unexpected haven of queer joy

By Desirée Guerrero | 06/30/24



The small mountain town’s Pride celebration was full of warm welcomes, fun surprises, and beautiful surroundings

The weekend’s events included a fireside chat with special guest [Arielle Gold](#), an Olympic bronze medalist from the area, an exhibition opening featuring the work of queer artist [Megan Geckler](#), and a joyous Pride festival featuring arts and crafts, body painting, circus performers, and some very famous and talented drag artists. Denver-based queens [Jessica L’Whor](#), [LuLu Krystals](#), and [Khry’s’taaal](#) got the party started with some incredible performances. In addition, two RuPaul’s Drag Race alums traveled to the high-altitude town to wow the crowd with their famous celebrity impersonation acts – [Coco Montrese](#) as Janet Jackson and [Jade Jolie](#) as Taylor Swift.

For more information, visit gobreck.com/event/10-mile-pride.

The PR team works to support the ISSC and other events, such as Ten Mile Pride, which are important components of the community's unique character and highlights the Breckenridge brand and experience outside of the ski resort.

↓ Coverage Highlight

In 2024, the PR team delivered 60 hits and nearly 600 Million impressions about ISSC, including the Weather Channel, Forbes, and Chicago Tribune.



Forbes

Chicago Tribune

Tactics

To secure coverage in top-tier travel publications, the BTO PR team uses tactics such as desk-side meetings with media, hosted media visits and proactive pitches with story ideas, unique events, sustainable tourism tips, and high-quality visuals. The team also maintains relationships with writers who turn to us as a trusted source of news and information. Additional tactics include broadcast media relations, working with influencers, and contracting satellite media tours.

STRATEGIES & KEY DECISIONS

Media Mailers to Prompt Virtual “Desk-side” Meetings & Media Visits

Freelancers for top-tier publications are no longer just living in New York and California; they’re all over the country. Virtual desk-sides are equally effective and expand our reach. In 2024, we used a novel approach through “media mailers,” sent to writers with our Summer Tip Sheet and filled with Breckenridge-made goodies aligned to our story ideas to prompt desk-side calls.

Satellite Media Tours with Jeanenne Tornatore

SMTs are a PR tactic in which a professional broadcast host pitches, secures, and hosts 10-20 broadcast media segments that support the narrative goals of the client. The SMT contracts SMTs as a way to land a high volume of credible broadcast hits. Jeanenne Tornatore is our primary SMT contractor because she consistently secures relevant, credible, geographically relevant hits for the BTO.

- In 2024, we ran a summer SMT and opted into a “festive winter events” SMT to proactively boost coverage for ISSC 2025.

Influencers

Highlight a welcoming and inclusive atmosphere through influencers, including Mirna Valerio and Jenny Anderson. Extra influencer content included ongoing coverage with “Colorado Mountain Towns,” who partnered on content creation with the marketing team, and an influencer rally at Ullr Fest with Breckenridge Ski Resort, which resulted in more than 1 Million impressions.

AFAR Editors Retreat

In partnership with the CTO, this major activation brought 18 members of the editorial (aka decision-making) team for AFAR Magazine to Breckenridge. Through carefully coordinated planning with AFAR leadership, we were able to showcase summertime activities, sustainability, dining, and lodging to this group of editors.





Coverage
Highlight

As a result of hosting Nick Derenzo during the AFAR editors retreat, she produced the hit, “17 Restaurants That Prove Colorado Has One of America’s Most Exciting Dining Scenes” featuring Breckenridge.



AFAR



TRAVEL INSPIRATION > FOOD + DRINK By Nicholas DeRenzo • September 27, 2024

17 Restaurants That Prove Colorado Has One of America’s Most Exciting Dining Scenes

The perfect eating tour involves elaborate tasting menus, innovative immigrant cooking, and plenty of ingredients foraged from the Rocky Mountains.



Alma Fonda Fina is the newest recipient of a Michelin star in the Colorado guide. Photo by Shawn Campbell

In 2023, the Michelin Guide officially **expanded into Colorado**, and travelers may have been surprised to find out that the Centennial State’s restaurant scene is nearly as exciting as its **national parks** and stylish **ski towns**. While you weren’t looking, Colorado has stealthily emerged as one of the country’s most exciting food destinations. And it makes sense. After all, the Rocky Mountains are a dream for foragers, hunters, and fishers, and 300-plus days of sunshine mean that its farms produce ultra-sweet corn and peaches, while ranchers raise prized sheep, cattle, bison, and even elk.

The best possible way to land feature coverage is by bringing travel writers to your destination. Media visits help writers by giving them detailed insights, inspiring experiences, and an intrinsic understanding of the destination to weave into their stories, and they allow the BTO PR team to emphasize key storylines to support our goals. Media visits do not guarantee coverage, however, most journalists visit on good faith that they will pitch stories to their editors about the destination. Coverage may not be immediate, but the most effective press visits can impact numerous stories over multiple years.



Coverage Highlight

As a result of hosting writer Sarah Kuta in 2023, she continued to produce hits throughout the years to follow, such as “Plan your summer vacation to the Colorado Mountains” for Lonely Planet in June 2024.



In 2024, the BTO PR team hosted 48 different members of the media in Breckenridge, an outstanding number that can be attributed to the BTO's traditional PR program, plus partnerships and the AFAR editors retreat.

The 2024 hosted media program included 17 separate media familiarization trips (FAMs), representing 13 Individual press visits, 2 International CTO partner trips, 2 individual influencers, 1 group press trip, 1 group influencer trip, 2 Satellite Media Tours, and 1 Editors Retreat.



STRATEGIES

Showcase Breckenridge as a top summer and fall destination through unique story pitches, stunning visuals, and hosted media visits. Emphasize our welcoming & inclusive atmosphere and highlight sustainability. Differentiate from competitors with unique events and activations, and invest in strong relationships with top target media & journalists.

Top Media Placements

Total coverage resulted in **more than 230 stories**, reaching more than **1 Billion impressions** and totaling about **\$2 Million in ad value equivalency**.

In 2024, we hosted **17 separate media visits**, totaling more than **48 individual members of the media**.

Key placements included:



We were also proud to land stories with niche, diverse audiences, such as:



Event Media Results

	Ten Mile Pride	ISSC	ULLR
PR Hits	11	60	11
PR Impressions	55,928,422	598,522,852	3,440,826
PR Ad Value	\$105,145	\$1,203,349	\$6,767

A note on Ad Value Equivalency & Impressions

AVE is historically, not the most reliable metric of success, as its measurement can change YOY. In 2024, the PR tracking tool Cision underwent changes to its ability to track clips on some broadcast and pay-walled outlets, leaving about 15% of the BTO's clips without any AVE or Impressions metrics. The BTO tracks success not based on AVE, but rather, total hits and the qualitative value of the storylines placed (landing our editorial focuses).

CAMPAIGN HIGHLIGHTS

- Sustainability, including the businesses that have embraced it, the efforts of the Town, and the ways visitors can take part. Coverage included Fodor’s Travel, Lonely Planet, and PureWOW.
- Social Inclusivity, including our Pride event, Spanish-language media outreach, and diverse representation in our influencer program. Coverage included Diario Los Americas, Out Traveler, and Chicago GoPride.
- Only-in-Breckenridge experiences, including Arts, History, and Culture, Bucket list Outdoor Adventures, and Ease of Access to the outdoors. Coverage included the New York Times, AFAR, Forbes, and Time Out.
- In collaboration with the marketing team, we used social media to highlight real-time and real-life stories. Our influencer program brought Mirna Valerio, @themirnavator, to share her honest and motivational take on Breckenridge. In the fall, we collaborated for twice-weekly “Leaf Brief” updates on the fall foliage, which was a news hook for regional TV and news publications such as the Denver Post and Fox31.
- In collaboration with the CTO, we hosted two International media visits: a Travel Trade group from Mexico during ISSC 2024, and Mexican celebrity-influencer Erika Zaba in the summer.

2024 COVERAGE

Top coverage earned included a “36 Hours in Breckenridge” travel feature for the New York Times; placements in AFAR, Fodors Travel, Reader’s Digest, Lonely Planet, Time Out, and HGTV.com.

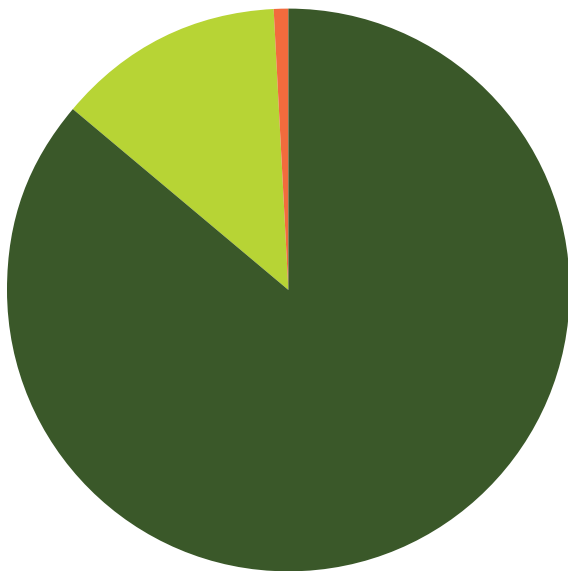
The BTO PR team secured 235 total hits, over 1 billion impressions, and about \$2 Million in ad value.

FINANCE COMMITTEE PURPOSE

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

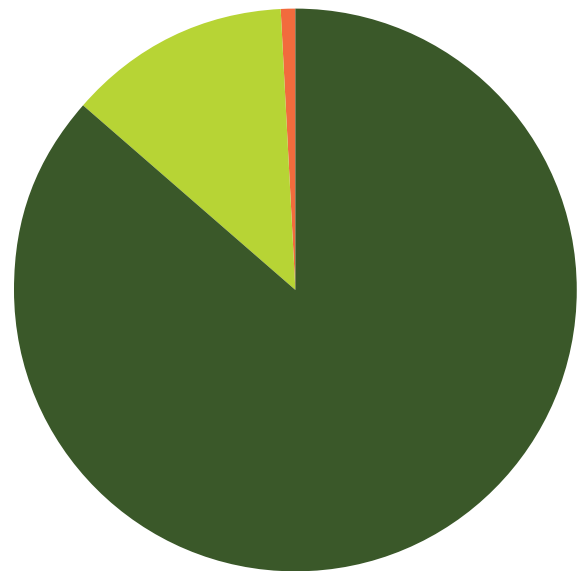
Revenues

2024 Budgeted Revenues



- **Town of Breckenridge**
\$4,945,461
- **Special Events**
\$748,887
- **Other**
B Like Breck: \$7,000
Welcome Center Sales: \$18,630
Interest & Misc.: \$14,000

2024 Actual Revenues



- **Town of Breckenridge**
\$4,945,461
- **Special Events**
\$721,765
- **Other**
B Like Breck: \$7,270
Welcome Center Sales: \$6,132
Interest & Misc.: \$28,002

Expenses

2024 Budgeted Expenses



- **Marketing/Internet**
\$2,501,021
- **Special Events**
\$1,275,834
- **Sales/Group**
\$154,164
- **Public Relations**
\$332,443
- **Welcome Center**
\$266,512
- **Administration**
\$731,320
- **Community Affairs/Services**
\$472,140

2024 Actual Expenses



- **Marketing/Internet**
\$2,184,375
- **Special Events**
\$1,270,130
- **Sales/Group**
\$100,506
- **Public Relations**
\$283,426
- **Welcome Center**
\$186,406
- **Administration**
\$840,775
- **Community Affairs/Services**
\$452,294

Thank you, Breckenridge

Thank you for being an integral part of what makes Breckenridge so special: our community. From the front-line workers creating memorable moments for guests to the dedicated volunteers ensuring our signature events run smoothly, it is the people who shape Breckenridge into such a vibrant and welcoming place to live, visit, play, and work. We are so grateful to share the same vision of inclusion and dedication to service while working side by side with our local business leaders, Town Council members, and residents to continuously make Breckenridge a more welcoming community for all.

There is no better exemplification of this spirit of community than our 2024 Service Champions and 2024 Volunteer and Business of the Year.



Jeni Friedrich

**2024 Volunteer
of the Year**

Jeni Friedrich has been an incredible asset to the International Snow Sculpture Competition for many years. Each year, Jeni volunteers to personally deliver thank-you notes and swag to the lodging partners, restaurants, and other local businesses that support the event. Although this task is a huge undertaking and time commitment, Jeni's enthusiasm, dedication, and heartfelt approach make a lasting impact year after year.

2024 Business of the Year



Ready Paint Fire has been a part of the community since 2010. Nestled in the heart of Breckenridge, this "Paint Your Own" art studio serves as a respite for first-time visitors and long-time locals alike, providing an array of creative projects to choose from for both children and adults. Owners Beth and Chris have worked tirelessly to create a space where all feel welcome and comfortable being themselves, and their dedication to the community is apparent through their enthusiastic and continued participation in the Breck 101 program.





Pat Baughman

Blue River Bistro

2024 Service Champion


Pat Baughman has been a part of the Breckenridge community for over 15 years and in this time, he has been a great steward for not only Blue River Bistro, but also the Town of Breckenridge. His consistent focus on embracing and welcoming every guest is unparalleled in the hospitality world. Pat's unwavering commitment to delivering an exceptional service experience is appreciated by colleagues and guests alike.

2024 Service Champion

HEARTHSTONE *restaurant*

Hearthstone has been a main stay of the Breckenridge dining scene since its inception in 1989. With expansive views of the 10 Mile range and thoughtfully curated menu, it is a destination for both visitors and locals. Hearthstone's meticulous attention to detail and deep-rooted commitment to providing unmatched hospitality ensures that their guests have a memorable visit.





Land Acknowledgment

The town of Breckenridge acknowledges that our community resides on the traditional and unceded territories of the Ute Tribe. We recognize the enduring relationship that indigenous peoples have maintained with this land for countless generations.

Furthermore, we acknowledge the 48 contemporary Indigenous Tribes and Nations that have historically called Colorado home, as outlined in the Colorado Tribal Acknowledgment List. This recognition is an essential step towards honoring the rich cultural heritage that has shaped the region.

We pay our respects to Elders past, present, and future, and express gratitude to all who have stewarded the land, air, and water for generations. Honoring the diverse stories of all people connected to this place—be they good or bad, simple or complex, inspiring or contemptible—we commit to understanding the inequities of our past and strive for a more inclusive and equitable future, where the voices and experiences of all community members are valued and respected.