

BRECKENRIDGE DESTINATION MANAGEMENT PLAN

DESTINATION MANAGEMENT PLAN

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Executive Summary

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.

According to the World Travel & Tourism Council, the global travel industry grew at 3.9% in 2018, contributing a record \$8.8 trillion and 319 million jobs to the world economy. For the eighth consecutive year, the growth of global travel expenditures outpaced the growth rate of world GDP, and that trend looks to continue based on the resiliency of the tourism industry.

As such, more and more iconic destinations worldwide are being overwhelmed with visitors, creating friction between residents, governments, tourism organizations, and the visitors themselves.

At some point, if left unmanaged, this continually increasing compression of travelers undermines the quality of life for residents and diminishes the destination experience for visitors. Over time, that can also damage the destination brand, which decreases visitor satisfaction and loyalty because the destination is "too touristy."

The Breckenridge Tourism Office facilitated the development of this Destination Management Plan (DMP) to specifically help mitigate those types of challenges by providing inspired solutions to protect and enhance the Town's authentic character.



The four strategic goals included in this Destination Management Plan (DMP) will inform the future direction of Breckenridge in terms of how the public and private sectors collaborate to navigate the future of the year-round visitor economy. Each of the goals includes initiatives designed to accomplish the primary objectives, as well as the people and organizations responsible for their implementation.

The strategic goals and initiatives were determined during a comprehensive series of individual and group community engagement sessions. They included one-on-one interviews with key stakeholders, small workshops with various community segments and public departments, and large, well-attended town halls where residents were invited to share their opinions to help determine their Town's destiny.

The final ratification of the Plan's strategic goals took place during a Breckenridge Town Council Planning

Session with the Breckenridge Tourism Office in February 2019. This process confirmed the solid alignment of community member priorities with Town goals and initiatives.

That alignment of community priorities and Town goals is highlighted on pages 11/12, showing the ongoing investments in infrastructure and social programs over the years, which have continually enhanced the quality of life for local residents and the destination experience for visitors. They include tens of millions of dollars directed toward public transportation, parking facilities, workforce housing, childcare, broadband, parks and recreation, arts and culture, and environment protection.

One of the biggest highlights of this Destination Management Plan (DMP) is confirmation of all that has been accomplished in Breckenridge to balance the needs of the community and the demands of visitors.



The local tourism industry is the economic lifeblood of the town. But at the same time, it's imperative that future growth is managed responsibly so residents can enjoy the lifestyle that brought them to Breckenridge in the first place.

Looking ahead, the successful implementation of the Destination Management Plan (DMP) and its initiatives will require ongoing strategic alignment

and engagement among industry, the community and stakeholders for Breckenridge to flourish. The purpose of this document is not to grow visitor volumes. Rather, the overarching vision is to use tourism as a catalyst for providing more opportunities for more people in Breckenridge, so the local community can help protect the authentic character of the Town while adding new layers to it for future generations.

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VISION

*Harmony of Quality of Life
for Residents and Quality of
Place for Visitors*

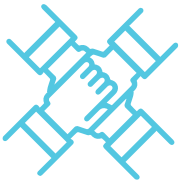


STRATEGIC GOALS

The Breckenridge Town Council, Breckenridge Tourism Office, many key stakeholders, and a wide breadth of other local community and business members have aligned around these four strategic goals to realize the Vision:



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.



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Why a Destination Management Plan for Breckenridge?

Denver, Boulder, Colorado Springs and the rest of the Front Range in Colorado together rank among the fastest growing metropolitan corridors in the United States. According to the Colorado Department of Local Affairs, statewide population is expected to grow from 5.8 million in 2020 to 8.1 million in 2050.

In Denver County, the growth is roughly 739,000 to 887,000 for the same timeframe, while El Paso County/Colorado Springs is expected to jump from 735,000 to 1.1 million people.

Furthermore, the Front Range is attracting a high-value demographic of new residents. In 2018, for example, LinkedIn ranked Denver as the city welcoming the highest percentage of relocating professional talent in the country.

Breckenridge, therefore, being a 2-4 hour commute from various points in the Front Range and Colorado Springs, is seeing greater management impacts from increasing traffic counts and parking demand. Higher traffic volume is a function of not only the rapidly growing Front Range, but that of Summit County and the local commuters as well.

In addition to inherent Colorado population growth impacts, the winter traffic is likely increased due to growing EPIC pass sales by Vail Resorts and the subsequent number of day visitors and destination guests to the Breckenridge Ski Resort that the pass attracts. Given the projected net growth of Colorado residents for the foreseeable long-term future, we expect that these vehicle-related impacts will continue to be a primary destination management issue.

Colorado visitors spur our local economy in terms of lodging, retail and restaurant sales, although to a lesser extent than our out-of-state visitors. However, Colorado residents will continue to travel to Breckenridge in a slow economy. They also account for a significantly high number of real estate investments in Breckenridge.

The Breckenridge Tourism Office at the direction of the Town of Breckenridge has led this Breckenridge Destination Management Plan (DMP). The overarching purpose of the plan is to project forward 10 years and commit today to actionable strategies and management that will deliver the residents' collective vision for our future. That vision is effectively leveraging our local visitor economy to protect the quality of life for residents and enhance the quality of place for visitors and residents alike. Protecting the authentic character of Breckenridge is of paramount importance to everyone who participated in this project.

For Breckenridge to achieve and protect the harmony between quality of life and quality of place successfully over the long term, it will require continual open dialog and progress checks among all community stakeholders.

DEFINING 'SUSTAINABILITY'

The current global industry definition of sustainable tourism development and destination management today encompasses strategies that align decision-making at the intersection of economic, social and environmental impacts. Thought leadership around sustainability extends well beyond "eco" and "green" themes. Economic sustainability refers to equitable development, where the economy benefits a broader spectrum of citizens. Social sustainability emphasizes the need to protect the societal and cultural fabric of a destination and its residents.

Tourism has historically prioritized the needs of the visitor. Today's sustainable tourism thinking prioritizes the needs of the local community, along with, in Breckenridge's case, our natural environment, while maintaining the long-term benefits derived from a strong visitor economy.

This DMP process intends to keep Breckenridge focused on the three pillars of economic, social and environmental sustainability.



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Key Tourism Trends

In today's tourism industry marketplace, there's an unprecedented convergence of trends reshaping how people travel, driven by emerging technologies and changing consumer motivations. It is important to understand these macro trends to develop long-term strategies for steering Breckenridge's visitor economy into the future.

TECHNOLOGY TODAY

From a technology standpoint, there are many different types of platforms that are shifting how we connect, move and buy things.

The tours and activities sector is evolving rapidly with big companies like TripAdvisor, Google, Booking.com and Airbnb expanding beyond lodging to selling travel experiences. Other platforms like Viator, FareHarbor and GetYourGuide are scaling exponentially. People tend to wait to book destination experiences when they travel, often until day-of. Today, the increasing sophistication and lower cost of ecommerce functionality, mixed with improved live inventory technology, means that more small tour operators are able to sell travel experiences on-demand, in-destination, and on mobile to better convert spontaneous purchase decisions.

Text-based chat is now mainstream. Conversational commerce platforms connect travel brands and travelers with a more frictionless immediacy, which drives higher customer engagement and conversion

rates. For example, chatbots like "Rose" at The Cosmopolitan in Las Vegas are delivering 30% higher in-hotel spending. Also, San Francisco Travel employs a chat platform developed by Chatfuel, which helps consumers search for tours and activities with a highly personalized user experience. Likewise, voice-based chat is also growing with artificial intelligence platforms like Amazon's Alexa changing the rules of customer and brand engagement.

Say hello to the "3D Internet." New augmented reality (AR) platforms such as Google Lens are creating new ways to connect brands and visitors by providing an added layer of content customized to the individual. Also, the rise of esports and other immersive experiences that use AR is changing the face of entertainment, events, dining and retail.

Another huge disruption, autonomous systems such as driverless vehicles and robots will have a profound impact on automating many touch points throughout the travel experience, which will also provide some solutions for workforce challenges. Autonomous vehicles (AV) are no longer science fiction with driverless shuttles and taxis riding on public roads from Las Vegas to Oslo.

Building on the AV evolution, many companies and cities are developing on-demand multimodal mobility frameworks to get people out of their cars. This will dramatically change how both locals and visitors navigate destinations in the future.



TODAY'S CONSUMER

From an overall consumer standpoint, the modern traveler is seeking a much more customized and unique experience that connects them with local like-minded communities.

One of the biggest trends to answer that demand relates to how more destinations are developing visitor dispersal strategies to do three things: Deliver on the demand for more authentic experiences, drive year-round economic development to underserved communities, and mitigate crowding in high-compression areas. Culinary (including craft beer), cultural, wellness and adventure travel are the four primary themes that destinations are leveraging to connect more visitors with more small businesses in the region.

“Maker culture” has become a new buzzword, relating to small and independent entrepreneurs who provide a unique, hyperlocal visitor experience in their neighborhoods. Many destinations are now promoting their maker communities to help define and differentiate their regional identity. Portland, for example, sees its community of creators as the next differentiator for the destination, and Travel Portland specifically emphasizes makers and the DIY spirit in its marketing, ranging from local distilleries to fashion designers.

Transformational travel and now transformative placemaking are growing trends in tourism globally. These themes resonate with travelers who are looking for innovative experiences and communities that

provide an opportunity for personal and professional enrichment, however that might be defined. The Transformational Travel Council, for example, works with destinations and tour operators to develop experiences that help clients identify and track their personal goals. Destination Canada and the Singapore Tourism Board are leading this trend.

The sharing economy is a global juggernaut, continuing to grow year-over-year based on a variety of factors related to value, personalization, discovery and empowerment. The market is still in its infancy, considering that a hospitality giant like Marriott announced it's developing a whole new short-term rental (STR) platform in April 2019.

Notably, baby boomers and luxury consumers are two of the consumer segments showing the strongest growth in overall spending and adoption, and the STR market is rapidly expanding to cater to those segments with new brands emerging in the room-sharing marketplace, such as Sonder, The Guild and Locale.

Locally, as in many similar mountain and resort destinations, the rent-by-owner (RBO) market is rapidly expanding lodging revenues and number of guests faster than the regulatory process anticipated. While the RBO segment supports the economic and the authentic experience parts of the tourism equation, there are significant local quality of life impacts such as noise, trash, commercial encroachment in residential neighborhoods and loss of workforce housing that require solutions.

Breckenridge Today

The Little Town That Could

Breckenridge is a very special and unique community with a small town feel offering world-class amenities and attractions. The scope of those experiences currently available to locals go far beyond what is typically available in most other communities of this size.

The Town of Breckenridge has been extremely proactive in improving the destination and quality of life for residents. These are a few examples of how the Town Council is investing in the future of the community.



HISTORIC MAIN STREET

Breckenridge has a beautiful Victorian Main Street and one of the largest historic districts in Colorado. The Breckenridge Heritage Alliance is charged with protecting the 21 historic landmarks and significant buildings and artifacts throughout town and surrounding area.



BRECKENRIDGE ARTS DISTRICT

The Town's epicenter of creativity where studios, galleries, performance spaces, historic landmarks and public art come together to animate and populate a vibrant cultural corridor in downtown Breckenridge.

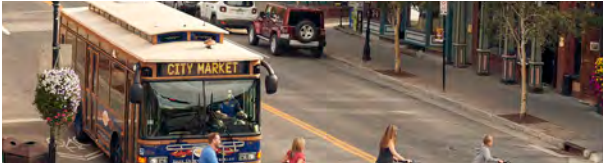


RECREATION

The Breckenridge Recreation Center has recently undergone an impressive \$17.2 million renovation. The Stephen C. West Ice Arena provides a popular skating and hockey venue scheduled for more than \$2 million in facility improvements beginning in 2019. The Town maintains a portion of a 40-mile paved recreation path connecting Summit and Eagle County, and more than 60 miles of hiking and mountain biking trails within the town limits. Much of this trail system was acquired through the Town's Open Space Program.

Breckenridge Ski Resort

Breckenridge Ski Resort delivers a world-class ski experience with one of the longest ski seasons in the U.S. and an extensive trail system covering five mountain peaks. For 2019, Vail Resorts reports it is investing \$7 million in capital improvements at the base of Peak 8.



PUBLIC TRANSIT

The Town offers free public transportation, including a Main Street Trolley system. The Free Ride program ridership surpassed 1.2 million in 2018, a staggering total for such a small town. The Town and County are investing in new electric buses. The Ski Resort maintains a fleet of busses as well as the Gondola connecting town and mountain. These Ski Resort transit services are free to the public.



PARKING & MOBILITY

The Town established a Parking & Transit Task Force to address key issues, and more than \$6.5 million in investments have been targeted for infrastructure improvements. Paid parking, more public transit, new lighting, and walkability improvements are the initial accomplishments. The Town and Vail Resorts are working toward an agreement to partner in building and managing a highly anticipated parking garage on resort-owned land in the town core.



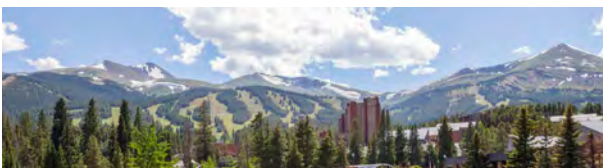
SMART CITY

In 2018, Breckenridge Town Council approved investing \$8 million in fiber infrastructure that will position Breckenridge for the future of digital communications. The project is designed to meet the connectivity needs of area homes and businesses well into the foreseeable future.



HOUSING

The Town continues committing significant funding to develop attainable housing for local residents and workers, over \$35 million in 2017-18. The Town continues evaluating other strategies, including micro units, rental housing and others to address this critical issue.



ENVIRONMENT

Since its inception, the Town's Open Space and Trails program has invested over \$22 million in acquiring and protecting 4,700 acres of land from development. The Town recently voted to adopt the Summit Community Climate Action Plan with a community goal to reduce emissions countywide 80% by 2050. A new Sustainability Coordinator position was recently added to the Town's Community Development Department.



CHILDCARE

The Town offers subsidized childcare programs in four non-profit partner facilities providing Early Education. More than 250 children of local working families are currently enrolled in childcare programs at various partner schools in Breckenridge.

Approach

This Destination Management Plan (DMP) is a 10-year strategy that includes a vision, goals and strategic initiatives. It is an ongoing platform that will be used to cooperatively fulfill the vision for Breckenridge and be the foundation for future community engagement and business success.

This DMP is based on extensive research, notably the Community Expectations Survey, conducted by the Breckenridge Tourism Office, which collected impassioned feedback from more than 1,100+ residents. Input from tourism industry leaders, elected officials, residents, visitors and clients

informed the development of all of the strategic goals and initiatives. The DMP also considers key insights in other local planning initiatives that are underway or were recently completed.

The Breckenridge Tourism Office is poised to have a role in coordinating the next phase of the Destination Management Plan (DMP). Because this is a strategy with ideas that transcend the tourism industry, initiative planning and implementation will be shared responsibilities among the tourism industry, Town of Breckenridge and various organizations within Summit County.

The effective engagement and alignment of all stakeholders is the key element in the journey of successful destination management. It is a journey the people of Breckenridge will take together, and one that will benefit residents, businesses and visitors for years to come.



Timeline



Stakeholder and Community Feedback



35+
1-on-1 Interviews

3
Town Halls



13
Focus Groups

250+
Engagements

The 12-month process to develop the Breckenridge Destination Management Plan (DMP) was anchored in a robust series of community engagement experiences to ensure that key stakeholders and residents were aligned around a collective vision for their future.

Community members from around Breckenridge shared their views on the opportunities and challenges in the local visitor economy in a variety of formats including: 35+ one-on-one interviews, 13 focus groups with various industry and community segments, and three town halls with a wide cross-section of participants.

All together, there were more than 250 individual engagements, leading to a broad coalition of agreed-upon priorities and strategies between the Town of Breckenridge, Breckenridge Tourism Office, and local people who make Breckenridge such a dynamic destination.

Many residents, who were eager to contribute to this process, shared a lot of strong opinions and creative ideas about quality of life in Breckenridge. The following page shows where there was significant consensus relating to opportunities and challenges, which ultimately determined the four strategic goals in this Destination Management Plan (DMP).



Key stakeholders and local community members in Breckenridge were aligned around the below opportunities and challenges impacting quality of life for residents and quality of place for visitors. The many community engagements ensured a transparent process that delivered a cohesive vision for the future.

OPPORTUNITIES

THE DESTINATION EXPERIENCE

- Continue to diversify the off-season destination experience
- Increase culinary and cultural experiences
- Further develop new communities such as Airport Road and Block 11
- Create initiatives to disperse visitors throughout the community

SUSTAINABILITY & INNOVATION

- Invest in technology and intellectual capital to diversify economy, support local business, and connect the community.
- Continue to develop sustainability initiatives with residents and visitors.
- Experiment with modern co-living and micro-housing design
- Continue to support and grow the local non-profit community

MODERN MOBILITY & INFRASTRUCTURE

- Expand transportation networks for people who work in Breckenridge but live remotely in neighboring towns
- Develop incentives to convert aging condo stock into workforce housing
- Explore opportunities in autonomous systems to increase efficiencies

CHALLENGES

ALIGNING VISION & PRIORITIES

- More collaboration needed between the public and private sectors
- Diversity of views among stakeholders and residents regarding the Town's future
- Diverse views among community regarding how to adapt to growth

WORKFORCE, HOUSING & HEALTH CARE

- Solving workforce housing and development issues is a priority
- Lack of educational, health and child care facilities and services
- Young people not confident about ability to raise a family in Breckenridge due to rising costs
- Average age of residents is rising

DESTINATION MANAGEMENT

- Event fatigue with some residents
- Need deeper research data showing impact of short term rental market
- Infrastructure not keeping up with growth
- Parking and traffic congestion have reached a critical point



Strategic Goals & Initiatives

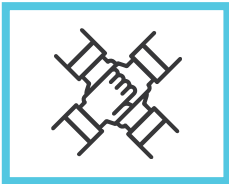
For Breckenridge to realize its bold vision for the future, the public and private sectors must work in unison to achieve the four major goals and strategic initiatives on the following pages. Each goal is the result of an extensive and transparent community engagement process, bringing together the Town of Breckenridge, Breckenridge Tourism Office, key stakeholders and local residents.

The goals are aligned around elevating the long-term viability of the local economy, maintaining the community's authentic character, protecting the environment, and improving the overall destination experience for both visitors and residents.



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

Expand initiatives to increase overnight visitor dispersal, spend, and length of stay across a wider breadth of calendar months and the destination itself to ensure a more consistent and diversified visitor economy.



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

Ensure that locals and visitors are always aware that the most valuable asset for Breckenridge is the authenticity of the Town and the character of the people. Much of that is based on the fact that a high percentage of people who work in Breckenridge live within the town limits.



More boots and bikes, less cars

Develop a comprehensive series of initiatives to get people out of their cars as much as possible to maintain the outdoor quality of life that both locals and visitors are craving, as well as minimize the environmental impacts in the region. The goal is 10% fewer vehicles in the next 3-5 years.



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

Expand the dialogue among locals and visitors about how to protect the fragility of the mountain landscape in the face of increasing challenges. Execute the Summit Community Climate Action Plan, promote Colorado-adopted Leave No Trace messaging, and develop a range of new responsible tourism programs.



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

The volume of car traffic and day visitors arriving in Breckenridge is growing every year, and based on current population projections in the Front Range and Colorado Springs, that is only going to continue to increase. Furthermore, visitor volumes are surging during special events and holidays at higher levels every year, most often during winter season, causing increasing dissonance among the local community.

It is imperative that the Town of Breckenridge and Breckenridge Tourism Office collaborate to protect the year-round economy, expand the visitor experience both seasonally and geographically, and increase out-of-state overnight visitation in order to provide a more consistent and lucrative economic pipeline for local businesses and workforce.

Most tourism destinations worldwide are focusing on this due to the rise in travel globally. They're striving to create a more sustainable visitor economy by developing and diversifying the destination experience to drive visitor dispersal and more equitable economic development.

The most successful methods to accomplish that revolve around enhancing local culinary, cultural, wellness and active tourism, often with an integrated educational delivery connecting two or more of those themes. Those verticals also spur higher visitor spend, length of stay, and loyalty, and they're effective catalysts for accelerating off-season demand.

[TOB leads; BTO executes]

Strategic Initiatives

- ➔ **Ensure long-term economic viability irrespective of climate conditions by diversifying and amplifying arts, historic, culinary products and experiences on a year-round basis.**
[BTO messaging; BCA/Arts]
- ➔ **Attract and retain entry and mid-level workforce**
[Partnership: BTO community services; TOB HR, Breckenridge Chamber; HR Leader group]
- ➔ **Continue filling need periods to de-emphasize peaks**
 - **Metrics: sales tax revenue, occupancy, visitor mix ratios – more level across 12 months**
- ➔ **Provide reliable and competitive broadband service to citizens, businesses and vendors**
[TOB Fiber9600 project]

GOAL 02

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

The identity of Breckenridge is rooted in the proud spirit of community among locals and the authentic character of the destination. That personality is baked into both the destination brand and visitor experience, which helps differentiate Breckenridge from its competitors.

The Breckenridge community, however, has been clear and unified about how they feel that authentic character is being undermined due to a variety of factors. For example, there are too many cars overwhelming the Main Street appeal during various

months. The growth of short-term vacation rentals is taking long-term rental housing for local workforce off the market, forcing more employees to move outside Town limits. Among parents, more of them are saying that the rising costs of housing, health care and childcare is making it challenging to raise kids in Breckenridge. And lastly, many residents feel too many events are produced without local buy-in, which for them, chips away at the local sense of place and community spirit.

[TOB leads]

Strategic Initiatives

- ➔ **Protect cultural heritage and National Historic Designation**
[TOB - Community Development]
- ➔ **Develop more robust peak day management strategy:**
 - Augment transit services (public and private); increase messaging regarding not using cars in town; reconsider parking fee structure for peak season *[TOB - Parking & Transportation]*
 - Define lodging and traffic capacity thresholds with regard to infrastructure constraints *[TOB]*
- ➔ **Create more town hall-type events focusing on topical issues for residents, especially targeting young entrepreneurs**
[TOB - Marketing & Communications]
- ➔ **Develop more family-oriented programming and events**
[BTO/Breckenridge Events Committee]
- ➔ **Define a "to be determined" percentage (or other metric) of the Breckenridge workforce that lives in Town, and ensure there is a diversity of housing types and prices for locals (sufficient to preserve the sense of community and support the local economy)**
[TOB - Community Development/Housing]
- ➔ **Ensure access to affordable quality childcare for local working families**
[TOB - Community Development/Childcare]
- ➔ **Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, and become involved and collaborate to find solutions**
[TOB leads; partnership with BTO]



GOAL 03

More boots and bikes, less cars

The growing volume of car traffic in Breckenridge diminishes quality of life for locals and the overall destination experience for visitors. The new parking structure will ease some of that compression, but there also needs to be more public and private initiatives to inspire both locals and visitors to walk, bike and use public transportation.

The Town of Breckenridge will continue to invest in modern transportation infrastructure, including a new fleet of electric busses to lessen environmental impacts, elevate the rider experience, and show the Town's commitment to sustainable, responsible

tourism. To drive adoption, the community suggests that these investments should be supported with a comprehensive communications plan targeting locals and visitors that specifically explains how and where to access public transportation.

The Town will also add new wayfinding and improve existing signage to direct and disperse visitors more effectively, along with improved lighting to help pedestrians navigate a greater number of streets during more hours.

[TOB - Parking & Transportation]

Strategic Initiatives

- ➔ **Improve pedestrian access, lighting, safety and use of crosswalks (Nelson/Nygaard)**
- ➔ **Increase public transportation use and busses**
- ➔ **Reduce visitor and resident car traffic by 10% (Nelson/Nygaard)**
- ➔ **Develop and implement a parking and multi-modal transportation plan that preserves the character of the community**



GOAL 04

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

Breckenridge has an opportunity to elevate its position as a destination for thought leadership and activation around environmental sustainability. Doing so communicates to current and prospective visitors that the local community is committed to protecting the environmental ecosystem in the face of climate change, population growth, and irresponsible mass-consumption. This has a halo effect on the destination brand, especially for younger visitor segments who make purchase decisions based on environmental stewardship in greater numbers than previous generations.

Defining exactly how the Town of Breckenridge is approaching this goal is critical moving forward. The Town Council and Breckenridge Tourism Office will expand their messaging about the importance of sustainability and Leave No Trace, and elevate

support for industry partners and community organizations that are leading sustainability efforts to inspire and educate both locals and visitors.

The public and private sectors in Breckenridge should also consider developing an event dedicated to responsible tourism and enhanced mountain livability. Such an event could align with similar sustainable tourism events worldwide, where destination leaders in other fragile destinations are actively sharing knowledge on best practices. Lastly, there are numerous sustainable destination certifications, including those provided by Biosphere and the Global Sustainable Tourism Council. Their criteria can help inform more resilient destination management.

[TOB - Community Development & Sustainability Team; partner w/ BTO]

Strategic Initiatives

- ➔ **Develop cutting edge messaging/programs around responsible tourism and responsible citizenry, extending beyond environmental issues**
[TOB - Community Development/Sustainability, TOB - Marketing & Communication, BTO]
- ➔ **Improve current recycling programs, usage and education**
[TOB - Community Development/Sustainability, TOB - Public Works]
- ➔ **All major community events are zero waste by 2024**
[TOB - Community Development/Sustainability/BTO-SEPA/BEC]
- ➔ **Identify and earn appropriate national sustainability certification (LEED, etc.)**
[TOB - Community Development/Sustainability]
- ➔ **Implement action that further the Town's efforts towards suitability and reduction of our community's carbon footprint**
[TOB - Community Development/Sustainability]
 - Pursue additional energy efficiency requirement for new construction *[TOB - Community Development/Sustainability/Housing]*



Key Takeaways

Following the extensive community engagement and in-depth analysis during the 12-month development of the Destination Management Plan (DMP), seven key takeaways emerged about the future of Breckenridge's visitor economy.



STRONG TOURISM BASE

Breckenridge has a strong tourism base that will help ensure the Town's long-term economic sustainability. However, the impacts of growth need to be managed more responsibly than ever moving forward due to the anticipated higher volumes of vehicular traffic coming from the Front Range and Colorado Springs.



PROACTIVE STEWARDSHIP

Breckenridge has been proactive in terms of how it has stewarded responsible growth and invested heavily in infrastructure and housing that contributes to the local quality of life.



TOWN MOBILITY

Parking has been a major point of contention over the years. Now that a new parking structure is in development, there is much to consider in terms of traffic flow, wayfinding, visitor dispersal, walkability, and other points in the Nelson Nygard recommendations.

NEIGHBORHOOD DEVELOPMENT

The development of new neighborhoods in Block 11 and Airport Road could help disperse visitors and diversify the Breckenridge experience for both locals and visitors.



EVENTS & ACTIVITIES

There is mixed opinion regarding more/new events and family oriented activities. Some residents want to develop the off-season with more community-led events, but some say they want their off-season back.



ENVIRONMENTAL SUSTAINABILITY

The Town has an opportunity to develop a stronger leadership position in environmental sustainability and innovation across all sectors. That was a high priority especially among the younger generations of locals who represent the future of Breckenridge.



QUALITY OF LIFE DEFINED

Working definitions of “balanced economy” and “quality of life” need to be developed collectively among the community for the purpose of this Destination Management Plan (DMP).



APPENDIX A

Review of Focus Group Consultations

add focus group
data

APPENDIX B

Community Suggestions for Strategic Initiatives

1. Prioritize Three Pillars of Sustainability

- Develop a cohesive tourism framework that positions sustainability at the center of all policy making related to local development, strategy and communications
- Economic Sustainability: Increase business opportunities for SMEs across sectors, including sports, recreation, culture, entertainment, events, culinary, retail, etc.
- Social Sustainability: Maintain Breckenridge's unique cultural DNA embracing an authentic sense of community and place
- Environmental Sustainability: Enhance initiatives to protect and measure the health of the local environment that's transparent to the public
- Develop more comprehensive educational programs relating to sustainability for both locals and visitors
- Create a central online hub for advice about how to best experience the mountain and trail ecosystem
- Create ambassador system to manage trailheads and develop messaging
- Develop and promote more "zero-waste events"
- Develop a sustainability and innovation-themed conference/festival promoting sustainable tourism, development and mountain living

2. Prioritize Workforce Housing, Health Care & Development

- Better understand short term rental data and ownership landscape to determine the overall impact on local housing stock
- Prioritize and expand the development of a childcare fund, and align public-private sector awareness of childcare as a critical need
- Increase funding and develop for more after-school programs
- Leverage the strong non-profit culture in Breckenridge to develop more initiatives that benefit the local community
- Develop incentives to convert aging condo stock into workforce housing
- Develop incentives for property owners to provide long-term rentals and limit total annual days for short term rentals
- Build more dorm-style, co-living, and micro-housing units for permanent and seasonal workforce
- Develop work fairs to attract workforce
- Ensure all restaurants (new and established) are part of the Restaurants Association to address workforce needs more collectively

3. Enhance Regional Collaboration & Community Engagement

- Protect, preserve and promote Breckenridge's down-to-earth, family-friendly, community-centric, and authentic spirit in all community messaging and events
- Hire a 3rd party mediator to build greater consensus between the Town and resort on the most important economic and social issues facing the long-term viability of Breckenridge
- Create a "Locals Card" for events, restaurants and attractions and expand collaboration between cultural and business owners across County to better engage locals
- Create more Town Hall-style gathering for all locals
- Ensure that young families can afford to live and work in Breckenridge by giving them a platform to co-create solution with local government and industry
- Develop more sustainable tourism and development classes at College to support local industry, workforce development, and community engagement around the future of Breckenridge
- Develop internal advocacy and communications strategy to educate and provide local stakeholders and residents with a more holistic overview of facts and figures relating to the visitor economy and BTO efforts. Will help mitigate anti-tourism sentiment.
- Crowdfund needs and opportunities to create better local amenities, such as grocery store
- Develop networks and gathering events for young entrepreneurs to support their growth in business and government leadership
- Create an umbrella organization that manages the arts & culture within the Town

4. Improve Local and Regional Mobility

- Improve road and transportation infrastructure to increase mobility for people who work in Breckenridge but live outside the town
- Develop public transportation subsidies and incentives for remote workers
- Address access from Denver including higher adoption of environmentally-friendly shuttles
- Explore options for tiered pricing of vehicles entering Breckenridge, and increase parking fee structure
- Develop a long-term sustainability plan for mixed-use parking structure
- Explore long-term opportunities in autonomous vehicles and systems to increase efficiencies across all levels of the destination experience for both visitors and locals
- Pedestrianize Main Street
- Develop PSA for visitors promoting: “Get out of your car” and “Sustainability is cool.”
- Develop public education showing how and where to use alternative transportation
- Develop better online/offline wayfinding, infrastructure such as better lighting, and public messaging to drive visitor dispersal
- Incentive use of higher-occupancy vehicles

5. Diversify Events, Experiences & Neighborhoods

- Develop events that offer more experiences relevant for locals and families
- Continue to diversify the off-season visitor experience in creative ways to provide a more consistent flow of visitors, tourism spend, and taxes year-round.
- Expand music and events along Riverwalk, especially for younger audiences
- Diversify the year-round destination experience, especially with more emphasis on culinary and cultural facilities and activities. This will help drive higher average visitor spend, plus higher visitor loyalty and customer lifetime value, and help position the destination brand to a more diverse audience.
- Develop food markets and festivals to support local vendors/growers that cater to locals
- Develop more events combining food, beverage, arts, music, culture, sustainability and LGBT travel themes with national brand sponsors and philanthropic components
- Attract more upscale hospitality brands to elevate destination brand among travel trade, and attract more corporate meetings and retreats mid-week and off-season
- Develop Airport Road more intentionally into its own unique neighborhood that embraces a creative and progressive mindset. The goal is to disperse visitors beyond Main Street and provide a new community experience for locals.

6. Invest in Modern Infrastructure

- Build a new midsize performing arts center for larger cultural events
- Build an indoor kids and teens facility and develop more children-themed day/night activities and venues for year-round use.
- Attract higher-end lodging to grow corporate meetings and retreats business off-season and mid-week
- Build a solar-powered gondola to connect Airport Road and Downtown
- Expand infrastructure for all-season e-bikes
- Develop strategies to leverage expanded broadband background to support the growth of locals SMEs across sectors
- Develop online portal to facilitate better collaboration with different communities on ensuring resources (Police, Medical Services, Fire) are measured and not over-taxed

"My goal for the future of Breckenridge is that my daughter can continue to live and thrive in the community she grew up in."

— Breckenridge resident during Management Plan consultation

PROJECT TEAM

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