

**Destination Master Plan
September 17, 2019 - Status Report**

Scale: 1 - 5 |
1 - Least Important
| 5 - Most Important

Scale: 1 - 5 | 1 - Little
Amount of Resources | 5
- Significant Amount of
Resources

Initiative	Goal	Lead	Support	Monitor	CVB Role	Recommended Subgroup(s)	Level of Importance	Level of Resources Needed	Initiative Text
d) Funding	Goal 4	22.00	5.00	0.00	1. Lead	City, PPLA	4.48	4.22	Increase tourism promotion funding to support four-season marketing <i>LMD vs LART - current City preference to look at LART increase in 2021 vs. local marketing district (LMD). Civitas in town October 7, 2019 - attempt to set up a meeting. Continue to measure all KPI results. City to budget \$4.2M in funding for 2020.</i>
d) Convention Center	Goal 2	18.00	7.00	2.00	1. Lead	TBD	4.33	4.22	Determine the feasibility of a public or private downtown Colorado Springs convention center <i>With addition of Broadmoor Exhibit Hall in March 2020, the need for a public or private downtown convention center is minimized at the present time.</i>
b) Year-Round & Iconic Experiences	Goal 4	25.00	2.00	0.00	1. Lead	VCOS Marketing Committee	4.30	3.70	Position Colorado Springs & the Pikes Peak Region as a unique and dynamic four-season destination nestled among iconic essential-visit natural experiences (e.g. Royal Gorge Region, Pikes Peak – America's Mountain, Garden of the Gods Park, Cripple Creek) <i>Copy on VisitCOS.com, in advertising and in articles submitted to publications and websites consistently includes messaging that COS is a year-round destination. Specific attractions and natural icons are represented in copy and in imagery. Need many organizations to assist. Cross-promote with other organizations.</i>
a) Olympic City USA Brand	Goal 4	16.00	10.00	1.00	1. Lead	Olympic City USA (OCUSA) Taskforce, US Olympic & Paralympic Committee (USOPC), US Olympic & Paralympic Museum (USOPM)	3.93	3.48	Further establish and leverage the OCUSA brand with the various agencies promoting Colorado Springs to differentiate the destination <i>October 2019 - New I-25 gateway sign at U.S. Air Force Academy (USFA) to be unveiled and to welcome people to OCUSA. The sign will dramatically raise awareness of the brand. Other locations are being considered for additional signage. VCOS will run a \$30K digital campaign in late 2019 and early 2020 that highlights the Olympic and Paralympic Values through stories of residents and athletes who train here. Collaborate on USOPM to open May 2020.</i>
c) Shoulder & Off-Season Marketing	Goal 4	25.00	2.00	0.00	1. Lead	Regional Partners	3.89	3.52	Elevate winter, spring and fall brands in the marketplace to build off-peak visitation <i>VCOS will run a \$20K Fall Travel campaign in 2019 and has sponsored Arts Month with a \$10K advertising campaign in Denver. The region is promoted to leisure travelers in Winter and Spring through organic and paid social media. Opportunity to promote fall season due to fall colors and typically nice weather. Audit of who has indoor/winter activities would be helpful. Campaigns in group markets run throughout the year. Need many organizations to assist.</i>
a) Coordinated Plans	Goal 5	18.00	5.00	3.00	1. Lead	Local Governments, Pikes Peak Area Council of Governments (PPACG)	3.77	3.00	Maximize coordination and alignment opportunities of Destination Master Plan initiatives with existing and emerging city and regional plans <i>Provide updates to DMP sponsors - El Paso County, Cripple Creek, Manitou Springs and Colorado Springs. Engage city and regional planners in active discussion.</i>
e) Activity Packaging	Goal 5	22.00	2.00	2.00	1. Lead	Pikes Peak Region Attractions, Regional Partners	3.65	3.04	Establish more formal, ongoing collaboration among tourism industry organizations to package experiences such as an activity passport <i>VCOS is collaborating with 1) Brewers & distillers for the Crafts & Drafts passport, 2) Colorado Restaurant Association's Pikes Peak Chapter for Restaurant Week Passport; 3) Cultural Office and other organizations for First Friday/Creative Corridor Passport; 4) Pikes Peak Region Attractions for a "Pikes Peak Wonders Bucket List" passport; and 5) Establish more formal, ongoing collaboration among tourism industry organizations to package experiences such as an activity passport (include PPORA).</i>

**Destination Master Plan
September 17, 2019 - Status Report**

Scale: 1 - 5 |
1 - Least Important
| 5 - Most Important

Scale: 1 - 5 | 1 - Little
Amount of Resources | 5
- Significant Amount of
Resources

Initiative	Goal	Lead	Support	Monitor	CVB Role	Recommended Subgroup(s)	Level of Importance	Level of Resources Needed	Initiative Text
f) CTO/DMO Collaboration	Goal 5	24.00	2.00	0.00	1. Lead	Colorado Tourism Office (CTO)	3.64	3.08	Explore formal collaboration with the Colorado Tourism Office (CTO) and other Colorado DMOs to generate new traffic from long-haul markets <i>DIA is undergoing a major expansion, which will draw new flights from international gateway cities and assist in long-haul markets. Goal is to increase visitation 25% and spending 100%. New Colorado brand map in place at VCOS visitor center and 10 state welcome centers.</i>
d) Experiential Tours	Goal 1	16.00	10.00	4.00	1. Lead	CTO, Regional Partners	3.60	3.13	Continue to create a series of multi-seasonal experiential tours to profile uniqueness and diversity of the region and to encourage year-round visitation from a wide variety of interest groups <i>VCOS will leverage the new Pikes Peak Wonders brand to generate incremental visitation by highlighting the many natural and man-made wonders of the Pikes Peak region. New itinerary planners on VCOS.com.</i>
g) Military Installations	Goal 5	16.00	6.00	4.00	1. Lead	All Local Military Installations	3.15	2.42	Improve communication with the military installations in and around Colorado Springs to provide information for visitors and support military families with information about the region <i>Efforts are underway in Denver to attract the new National Medal of Honor Museum. To increase the probability of it building built in Colorado, a study has been commissioned for a statewide "Pathway of Heroes" taking visitors to the many military installations here and elsewhere.</i>
g) Multi-Generational Travel	Goal 1	16.00	12.00	3.00	1. Lead	CTO, Regional Partners	2.97	2.60	Foster and increase multi-generational family travel by providing tailored activities and choices for all ages and interests <i>New micro-site will live on VisitCOS.com and allow prospective visitors to build and share customized itineraries. Improve website, e.g. imagery.</i>
e) Sustainability	Goal 2	6.00	16.00	5.00	2. Support	Colorado Parks, Recreation and Cultural Services; El Paso County Parks; Pikes Peak Outdoor Recreation Alliance (PPORA); ; QUAD Innovation Network	4.52	3.85	Provide short- and long-term solutions to ensure the viability of key regional attractions (e.g. Garden of the Gods Park, Cog Railway, Pikes Peak Summit Complex and Manitou Incline) <i>Partner with CTO and Leave No Trace to promote responsible travel and destination management. Taking Colo-Ready training. September 2019 CSBJ ad featured Leave No Trace.</i>
a) Regional Transportation Improvements	Goal 3	0.00	16.00	11.00	2. Support	PPACG	4.44	4.00	Create a comprehensive Front Range and Pikes Peak Region transportation system to include road/highway improvements and new multi-modal services to connect visitors to key attractions, experiences and destinations <i>PPACG has started 2045 long-range transportation plan process. TellerTransit.com includes Mountain Metro and Envida - possibly create a hub of information for transit. Incorporate Park and Fremont Counties. Front Range Rail - possibly on ballot in 2020.</i>
f) Air Service	Goal 3	4.00	20.00	3.00	2. Support	Colorado Springs Airport	4.33	3.63	Continue to support increased air access at the Colorado Springs Airport <i>Peak Innovation Park promising significant economic development (jobs, people). VCOS partnering with COS Airport to advertise in direct-flight cities.</i>
a) Parks & Trails Maintenance	Goal 2	0.00	20.00	7.00	2. Support	Colorado Parks, Recreation and Cultural Services; El Paso County Parks; Trails & Open Space Coalition (TOSC)	4.22	3.48	Improve funding for maintenance and sustainability of regional and city parks and trails, including increased security measures <i>Effort to increase and support TOPS - November 2019 TABOR vote for \$7M. Will ask VCOS board to support.</i>

**Destination Master Plan
September 17, 2019 - Status Report**

Scale: 1 - 5 |
1 - Least Important
| 5 - Most Important

Scale: 1 - 5 | 1 - Little
Amount of Resources | 5
- Significant Amount of
Resources

Initiative	Goal	Lead	Support	Monitor	CVB Role	Recommended Subgroup(s)	Level of Importance	Level of Resources Needed	Initiative Text
b) Sports & Entertainment Venues	Goal 2	5.00	21.00	1.00	2. Support	SportsCorp; Colleges; Broadmoor World Arena	4.22	4.26	Pursue the development of indoor and outdoor venues for sports events, festivals and entertainment like an outdoor amphitheater, bicycle park and city auditorium, leveraging City for Champions funding Q4 2019 - Switchbacks Stadium & Robson Arena break ground. Q1 2020 - groundbreaking. City of Fountain building new curling facility.
d) Public Transit	Goal 3	1.00	18.00	8.00	2. Support	PPACG; Mountain Metro; SmartCOS	4.19	3.81	Establish sustainable intra-regional transportation options, including a frequent, hop-on/hop-off shuttle service to attractions, more bus routes throughout Colorado Springs and public transit to and from the Colorado Springs Airport Mountain Metro has added routes.
f) Pikes Peak Planning	Goal 2	7.00	15.00	5.00	2. Support	Pikes Peak Highway; QUAD Innovation Network; City Parks	4.07	3.22	Ensure Pikes Peak – America's Mountain is further planned and utilized as a significant visitor asset with the collaboration of all key stakeholders Quad innovation partnership Complex Outdoor Asset Management; Avoiding Being "Loved to Death;" The Quad Innovation Network identifies Pikes Peak as a beloved cornerstone of outdoor infrastructure in Southern Colorado, attracting hundreds of thousands of visitors each year. Complicating successful management of the mountain is fractured ownership, overlapping jurisdictions and perpetual funding pressure limiting proactive protections and improvements even as visitation increases year over year.
a) Signature Events	Goal 1	7.00	21.00	3.00	2. Support	*No clear organization to lead	3.94	3.39	Expand existing events/festivals and introduce new signature events/festivals throughout the year to develop visitor markets on a four-season basis December 2021 - Division II NCAA soccer tournament announced. Working on 10-year roller-sport event for Robson Arena.
c) Olympic Experiences	Goal 1	6.00	21.00	3.00	2. Support	Downtown Partnership; USOPC, Colorado Springs Olympic & Paralympic Training Center (CSOPTC), USOPM; OCUSA Task Force	3.90	3.20	Animate downtown Colorado Springs by using the USOPM as a catalyst to develop unique, connected experiences such as athlete interactions, Olympic sports demonstrations/participation and an Olympic "Walk of Fame" Working on collaboration between USOPM and CSOPTC for combined experience.
c) Biking & Hiking Trails	Goal 3	0.00	23.00	4.00	2. Support	TOSC	3.89	3.33	Complete a biking and walking trail system that connects Colorado Springs to key natural experiences in the region \$500K GOCO grant 11/2018 Legacy Loop - Rock Island Trail - \$500,000 to Colorado Springs Parks, Recreation & Cultural Services: The project is set to add .62 miles of concrete trail and a gravel shoulder to the entire length of Rock Island Trail's "missing gap." When complete, the Rock Island Trail will provide an east-west connection with the "spine" of the community's urban Legacy Loop trail network giving thousands of families safe trails access to parks, neighborhoods and schools. Additionally, this project will add an ADA-accessible trail connection to the Shook's Run Trail, two bridge underpasses, retaining walls, signage and wayfinding.
b) Parks & Roadway Connectivity	Goal 5	3.00	20.00	3.00	2. Support	PPACG; PPORA	3.85	3.16	Build relationships and cross-collaboration with outdoor recreation, parks and roadway agencies to maximize connectivity and wayfinding to enhance the visitor and resident experience Build relationships and cross-collaboration with outdoor recreation, parks and roadway agencies to maximize connectivity and wayfinding to enhance the visitor and resident experience
e) Unique Performance Venue	Goal 1	2.00	23.00	5.00	2. Support	Downtown Partnership; Cultural Office	3.67	3.87	Establish a unique and iconic outdoor location/venue for music events and other arts/cultural performances Gold Hill Mesa planning outdoor amphitheater along Hwy 24 and new hotel.

**Destination Master Plan
September 17, 2019 - Status Report**

Scale: 1 - 5 |
1 - Least Important
| 5 - Most Important

Scale: 1 - 5 | 1 - Little
Amount of Resources | 5
- Significant Amount of
Resources

Initiative	Goal	Lead	Support	Monitor	CVB Role	Recommended Subgroup(s)	Level of Importance	Level of Resources Needed	Initiative Text
b) Iconic Trail Systems	Goal 1	0.00	17.00	13.00	2. Support	TOSC	3.63	3.17	Complete the iconic Pikes Peak "Ring the Peak" trail system and the downtown Colorado Springs "Legacy Loop" <i>Project is moving forward, TOSC is now reaching out to private land owners. Ring the Peak has been a priority when discussing The APEX Mountain Bike event taking place in 2020. APEX committee and PPORA feel this race could be a key catalyst in finishing this trail system.</i>
e) Wayfinding	Goal 3	6.00	15.00	6.00	2. Support	Downtown Partnership; PPACG	3.52	2.85	Develop extensive branded wayfinding signage system on highways, streets and trails to effectively orient car, bike and pedestrian traffic to attractions, venues and service providers <i>Downtown entryway design being added.</i>
c) Olympic Experience Coordination	Goal 5	11.00	13.00	2.00	2. Support	CSOTPC; USOPM; OCUSA Task Force; Downtown Partnership	3.50	2.85	Partner with the USOPC and other Olympic-related organizations to coordinate and enhance the visitor experience as it relates to the OCUSA brand, the CSOPTC, the USOPM and new Olympic-related experiences
d) U.S. Air Force Academy Experience Coordination	Goal 5	8.00	16.00	2.00	2. Support	USAFA; Colorado Springs Airport	3.42	2.85	Partner with USAFA to coordinate and enhance the visitor experience as it relates to the renovated planetarium, new visitor center, renovated Cadet Chapel and areas open to the public <i>Cadet Chapel closes September 2019; fully leverage outdoor NHL game on February 15, 2020. New Visitor Center project is progressing.</i>
c) Basecamp Facility	Goal 2	10.00	13.00	4.00	2. Support	PPORA	3.22	3.41	Develop a Pikes Peak basecamp facility to provide services/products and promote the unique range of nearby natural attractions and experiences immediately accessible to visitors and residents
g) Arts & Culture	Goal 2	0.00	21.00	6.00	2. Support	Cultural Office	3.15	2.70	Leverage momentum of the newly introduced Ent Center for the Arts as well as the Creative Corridor to showcase connected arts & culture facilities and events throughout the region while also improving coordination among them
b) Internet Connectivity	Goal 3	0.00	6.00	21.00	3. Monitor	SmartCOS; El Paso County	3.37	3.11	Increase reliable cellular service and Wi-Fi coverage throughout the region to eliminate dead spots and to enhance safety, navigation between attractions and sharing of experiences on social networks <i>See 1/7/2019 SmartCOS update; 56 discussions taking place.</i>
f) Centers of Excellence	Goal 1	0.00	11.00	20.00	3. Monitor	Chamber/EDC; Catalyst Campus; Center for Creative Leadership; Colleges/The Quad; Space Foundation; Hospitals	3.07	3.03	Create centers of excellence for idea incubation and development in areas such as entrepreneurship, IT, space, health and wellness, cybersecurity and aging to build business/education travel markets