

**Visit Colorado Springs**  
 Scope of Work Report for Doug Price  
 Submitted by Stephannie Fortune  
 Destination Master Plan  
 April 2020

## Discoveries

- Funding is still obviously the biggest concern
- Smart, highly capable staff and board members already doing great work
- Also poised and ready to act on additional DMP initiatives
- Many groups and/or individuals already working on key initiatives
- Intentionality and strategic moves are key

## DMP Initiatives Rankings

### Sense of the Board for DMP Priorities

Ranking	Initiative
6-#1	<b>Increase tourism promotion funding</b> to support four-season marketing
4-#1 2-#2	<b>Shoulder &amp; Off-Season Marketing</b> —elevate winter, spring and fall brands in the marketplace to build off-peak visitation
2-#1 2-#2 2-#3	<b>Olympic City USA Brand</b> —Further establish and leverage the OCUSA brand with the various agencies promoting Colorado Springs to differentiate the destination
1-#1 3-#2 3-#3	<b>Activity Packaging</b> —establish more formal, ongoing collaboration among tourism industry organizations to package experiences such as an activity passport.
7-#2 1-#3	<b>Year-Round &amp; Iconic Experiences</b> —Position Colorado Springs & Pikes Peak Region as a unique and dynamic four-season destination nestled among iconic essential-visit natural experiences
3-#2 3-#3	<b>Coordinated Plans</b> -Maximize coordination and alignment opportunities of Destination Master Plan initiatives with existing and emerging city and regional plans.
1-#1 2-#2 3-#3	<b>Regional Transportation Improvements</b> -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.
1-#2 4-#3	<b>Air Service</b> -Continue to support increased air access at the Colorado Springs Airport

## Funding Initiatives

### Sense of the Board for Additional Funding Priorities

8-Red Dots 2-Blue Dots	Shoulder-Off-Season Marketing	\$500,000
3-Red Dots 1-Blue Dots	Expanded Geographic Reach for High-Season Travel	\$1M

2-Red Dots 6-Blue Dots	Airport-Specific Campaigns	\$450,000
5-Blue Dots	TV Advertising	\$1M
5-Blue Dots	Expanded Meeting & Event Planner Research	\$150,000
3-Blue Dots	Expanded Presence at Group Market Trade Events	\$150,000
		Total= \$3,250,000

## DMP “Support” Initiatives

Initiatives & Combined Initiatives	Special Notes
<b>Biking &amp; Hiking Trails</b> <b>Parks &amp; Roadway Connectivity including Ring the Peak</b> <b>Iconic Trail Systems</b> <b>Wayfinding</b> <b>Parks &amp; Trails Maintenance</b>	Susan and TOSC leading the way!! Be on standby to see how VCOS can be helpful.
<b>Olympic Experience Coordination</b> <b>Olympic Experiences</b> <b>USAFA Experience Coordination</b>	More discussion needed.
<b>Regional Transportation Improvements</b> <b>Public Transit</b> <b>Air Service</b>	Arrange a seat at the table where important discussions are occurring and tourism can be brought to the forefront. Greg is an important voice for tourism related to air service. Great crossover! Explore best practices—Westminster meeting incorporating Health & Wellness, Outdoor Recreation using shuttles & other transportation. Engage with PPACG.
<b>Pikes Peak Planning</b> <b>Sustainability</b>	Becky & PPRA are deeply involved in the discussion and passionate about advancement. Palmer Land Trust is leading the way; VCOS should be a part of any initiative; Jillian w/City Parks a good contact.
<b>Sports &amp; Entertainment Venues</b> <b>Unique Performance Venue</b>	New Sports Authority. Existing group of Chamber/EDC, VCOS, Carlie w/City...perhaps enhance efforts.
<b>Signature Events</b>	LART plays a role; potential partnership between VCOS, EDC & Sports Corp Anthony Perez—event promoter.
<b>Basecamp Facility</b>	Look into Master Plan for the Parks like Acacia, Antlers, etc. to see if there is an intersection. Bill Ruskin important voice. Greg Wellan (sp?)—public/private partnership? Virtual opportunities Hub for outdoor recreation—one stop shop Nathan Fay & Samantha with OEDIT State Outdoor Recreation Great Outdoors Colorado
<b>Arts &amp; Culture</b>	Not galvanize, but support COPPeR and others.

## First Proposed Funding Initiative

Doug and Stephannie to work with the City, County, and City for Champions funding recipients to create a Special Marketing Investment Fund to carry out the requirements of the State through the agreement with the Office of Economic Development and International Trade (OEDIT). In order to stay true to the community's commitment regarding out-of-state visitors, it will be imperative to target out-of-state marketing for the purposes of fulfilling the promise. *(Note: COVID-19 will have impact, but uncertain what at this point).*

The Regional Tourism Act and the agreement with Colorado Springs clearly calls out that any project approved requires that:

- The project is reasonably anticipated to result in a substantial increase in out-of-state tourism.
- A significant portion of sales tax revenue generated by the project is reasonably anticipated to be attributable to transactions with nonresidents of the zone.

Further, the application submitted to the Economic Development Commission promised:

- Nearly 1.2 million new visitors to the Colorado Springs area including 513,500 new out-of-state visitors that will boost the state and local economies.
- It is anticipated that 350,000 annual visitors will experience the U.S. Olympic Museum, 82% (287,000) of which will be out-of-state. 73% (210,000) of those out-of-state visitors will specially come to Colorado to experience the United States Olympic Museum.
- The Downtown Stadium and Robeson Arena (called the Colorado Sports and Event Center in the application) will draw a total of 781,060 annual visitors, with more than 118,000 out-of-state visitors with the Stadium responsible for 70,590 and the arena 47,410.
- The UCCS Sports Medicine and Performance Center will treat 40,000 patients, of which 30% (12,000) are out-of-state. In addition, 14,400 net-new out of state visitors will accompany patients seeking the best in athletic healthcare.
- The United States Air Force Academy Visitors Center will draw 800,000 annual visitors, of which 19.8% (158,670) are out of state visitors extending their stay by one night.

## Recommendations

- Stephannie should meet with Doug to decipher latest feedback from board and senior staff
- Develop strategic direction based on the two meetings with VCOS staff leadership and board
- Explore key partnerships that could play an integral role in successfully executing on goals.
- Engage city leadership and other stakeholders to enhance current conversations on funding.
- Schedule strategic sessions to finalize roadmap for action with people that should be involved.
- Schedule time with Amy & Jim.