



**COLORADO
SPRINGS**
CONVENTION &
VISITORS BUREAU

2017

ANNUAL REPORT

We bring more people to Colorado Springs at Pikes Peak

A MESSAGE FROM DOUG PRICE

PRESIDENT & CEO

The Colorado Springs Convention & Visitors Bureau (CVB) plays a significant role in the economic vitality of Colorado Springs – Olympic City USA and the Pikes Peak region.

Based on the most current visitation data from Longwoods International, the region welcomed 23 million people who spent \$2.3 billion in 2016. Stats for 2017, which the CVB will get in June, are projected to show solid performance based on the 13.7 percent growth in the 2017 Lodgers & Automobile Rental Tax (LART) collections.

The CVB kicked off 2017 with a community-wide call to Plan For Vacation as part of the U.S. Travel Association's *Project: Time Off*. Collectively, Americans fail to use 662 million vacation days annually, costing the U.S. economy \$236 billion in lost vacation spending. Learn more at ProjectTimeOff.com.

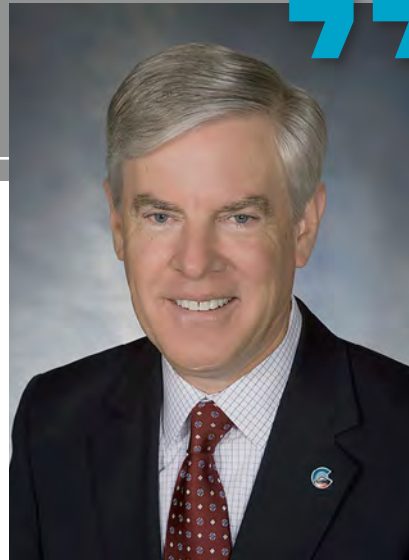
The inaugural Colorado Classic was held August 10-13, with Colorado Springs hosting Stage 1 of the cycling event on August 10. The CVB created two new 30-second TV spots that ran on NBC networks, showing the world that Colorado Springs is Olympic City USA.

A wonderful sight to behold in downtown Colorado Springs are the various construction cranes at two resident complexes, the Hilton Garden Inn and the U.S. Olympic Museum & Hall of Fame, which broke ground in June and is scheduled for a 2020 completion.

Arts & Culture continues to thrive in the region, with the new Ent Center

for the Arts undergoing construction in 2017 and with its opening taking place in early 2018. A key finding from the American Federation for the Arts is that this industry has a \$153 million impact on the local economy.

Outdoor recreation continued to be a major driver of regional visitation, with camping, trail sports and fishing



being the most popular outdoor activities in the area, which is home to 65 outdoor companies. These companies are collaborating under the umbrella of the Pikes Peak Outdoor Recreation Alliance to create synergies and growth for this important sector.

Passengers through the Colorado Springs Airport (COS) increased 29.5 percent over 2016. This growth was fueled by Frontier Airlines' new year-round and seasonal routes. Several inbound routes were highlighted in a \$250,000 CVB/COS advertising co-op. Regionally, COS encouraged residents to "look before you book" in a campaign that highlighted the airport's convenience, simple parking, easy check-in and short drive home.

2018 promises to be a year that holds both opportunities and challenges. The Broadmoor is celebrating its centennial anniversary and will host the U.S. Senior Open Championship June 28-July 1. The U.S. Air Force Academy will reopen the renovated Planetarium in October 2018. By the end of 2018, USAFA will also break ground on the new Visitor Center just outside the North Gate entrance. The University of Colorado

In 2017, the CVB began a 10-year Destination Master Plan, a long-term view on how to improve the experience for leisure and group visitors to Colorado Springs and the Pikes Peak region. The goal is to ensure that Colorado Springs has the attributes to compete in the future. With extensive input from businesses, residents and visitors, the plan will be completed and shared with the community in June 2018.

Colorado Springs will break ground on the William J. Hybl Sports Medicine and Performance Center.

Sustainability is key topic that will affect the 2018 visitor experience. The Pikes Peak Cog Railway will not reopen for the 2018 season, or the foreseeable future, due to the infrastructure and equipment running its course. The City Parks department is exploring a shuttle option in Garden of the Gods Park to ease traffic congestion. The U.S. Air Force Academy has plans to close the Cadet Chapel later this year for complete renovation that will take several years to complete. With the construction of the new Pikes Peak Summit House, there will be fewer parking spots, and some visitors may need to park in a lot along the highway and take a shuttle to the summit.

While these closures and adjustments may create disappointment or inconvenience, each of them is necessary for the long-term sustainability of our most treasured and iconic attractions. The CVB is working to ensure that visitors are kept current on major developments and are aware of all their options to enjoy the Pikes Peak region.

Here's to Colorado Springs - #2 on the U.S. News & World Report list of Best Places to Live in 2018.

A handwritten signature in black ink that reads "Doug Price".





2017 BY THE NUMBERS

LART PERFORMANCE

\$6,645,024
2017 Lodging & Automobile Rental Tax (LART) collections outpaced 2016 by 13.7%, funding CVB marketing, PR, social and sales initiatives to keep visitation strong.

LONGWOODS RESEARCH

\$2.3 BILLION
The amount spent in 2016 by 23 million visitors to Colorado Springs and the Pikes Peak region according to the 2017 visitation report by Longwoods International.

DESTINATION MASTER PLAN

2,840
The number of residents and visitors who participated in the DMP online survey. Input was also gathered through interviews, focus groups and a visioning workshop.

CITY FOR CHAMPIONS

2020
Projected year of completion for the U.S. Olympic Museum & Hall of Fame that broke ground in June 2017. C4C projects at the U.S. Air Force Academy and UCCS will break ground in 2018.

OLYMPIC CITY USA

338
Number of Olympic alumni who live and work in Colorado Springs. More than 10,000 athletes train at the Colorado Springs Olympic Training Center each year.

FLY COS

1,677,209
The number of passengers who traveled through the Colorado Springs Airport in 2017, a 29.5% increase over 2016 due to focused marketing, cost containment and new routes.

DESTINATION MASTER PLAN

FOR COLORADO SPRINGS & THE PIKES PEAK REGION

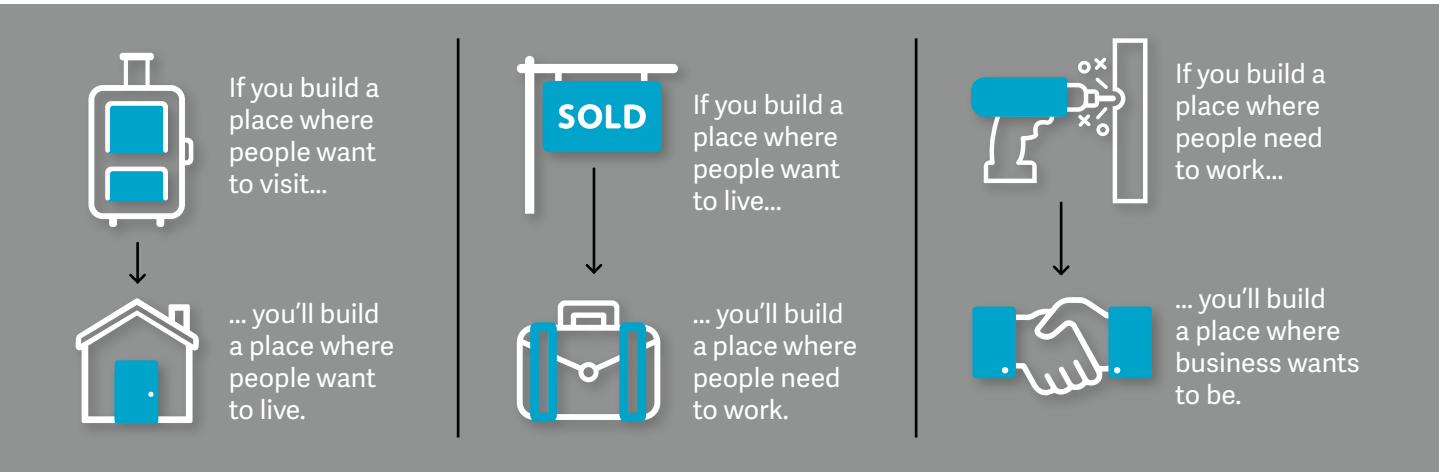
The Destination Master Plan, started in 2017, is not just about travel and tourism. It's about economic development and how all the sectors of the economy work together.

We're not just competing for visitors anymore. We're also competing for talent, investment and business. Coordinated destination promotion is critical in driving each of these.

- Doug Price



THINK OF IT LIKE THIS...



- Maura Gast / Irving CVB

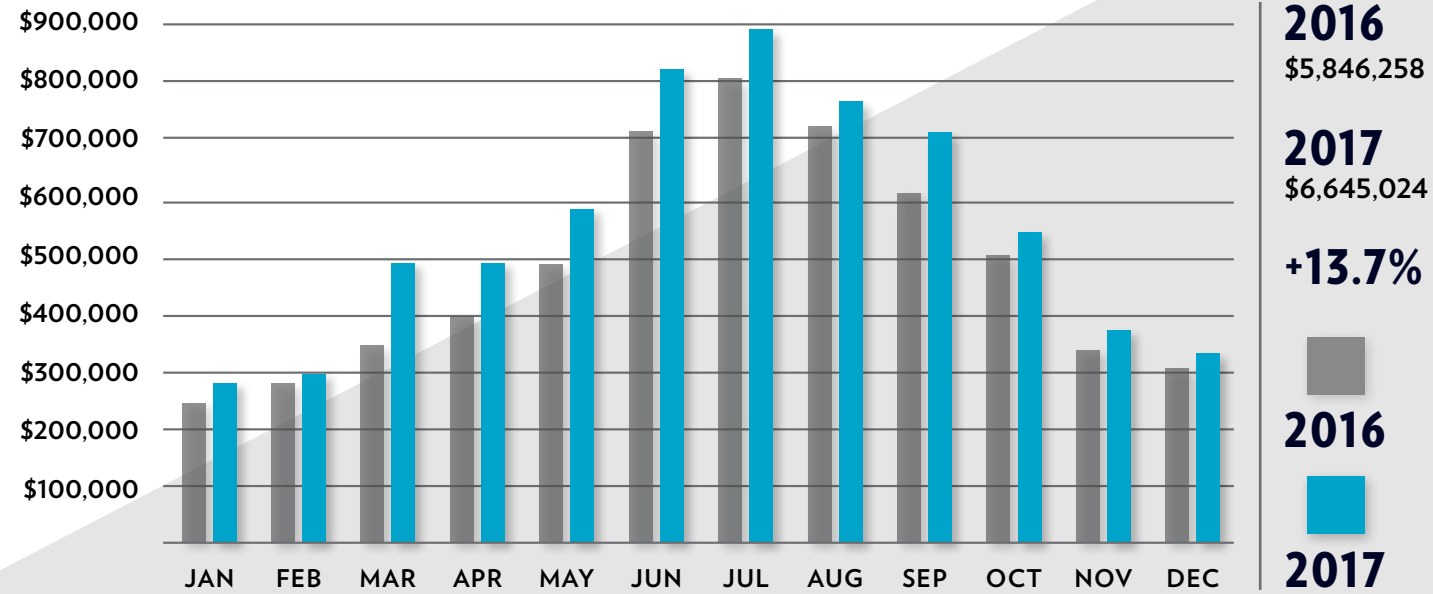
THE PROCESS

INTERVISTAS CONSULTING GROUP is a leading management consulting company with extensive expertise in aviation, transportation and tourism, successfully delivering projects in more than 75 countries around the world. They work collaboratively with clients to apply vision and expertise to achieve results.

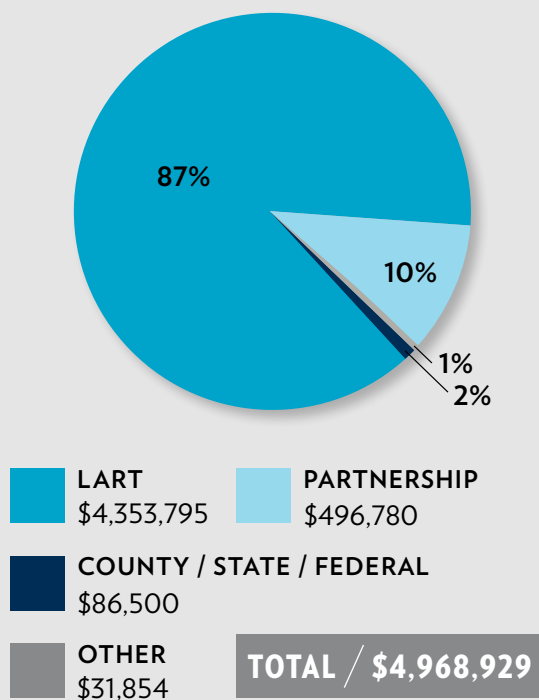
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|---|---------------------------|----|--------------------------------|
| 1 | SECONDARY RESEARCH REVIEW | 6 | VISIONING WORKSHOP |
| 2 | ASSET AUDITS | 7 | VALIDATION |
| 3 | ONE-ON-ONE INTERVIEWS | 8 | RATIFICATION |
| 4 | FOCUS GROUPS | 9 | FINAL REPORT |
| 5 | PUBLIC PERCEPTION SURVEY | 10 | PLAN COMMUNICATION & EXECUTION |

PERFORMANCE STATISTICS

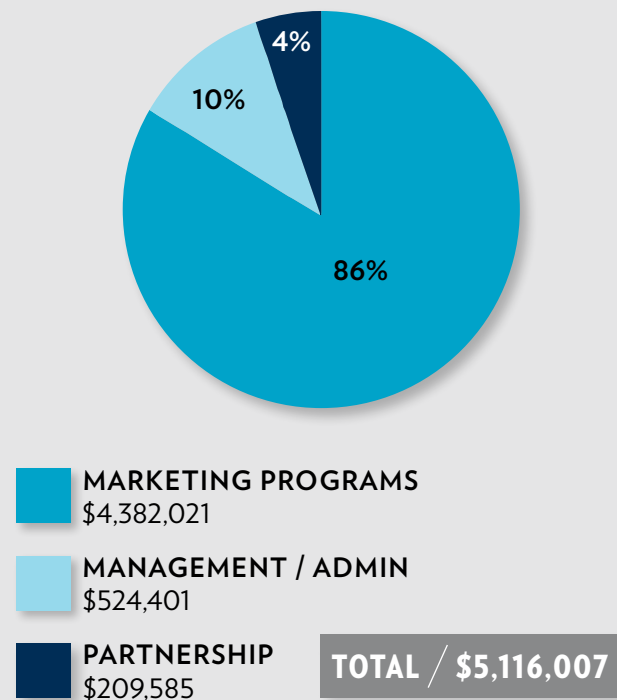
2017 LART BY MONTH



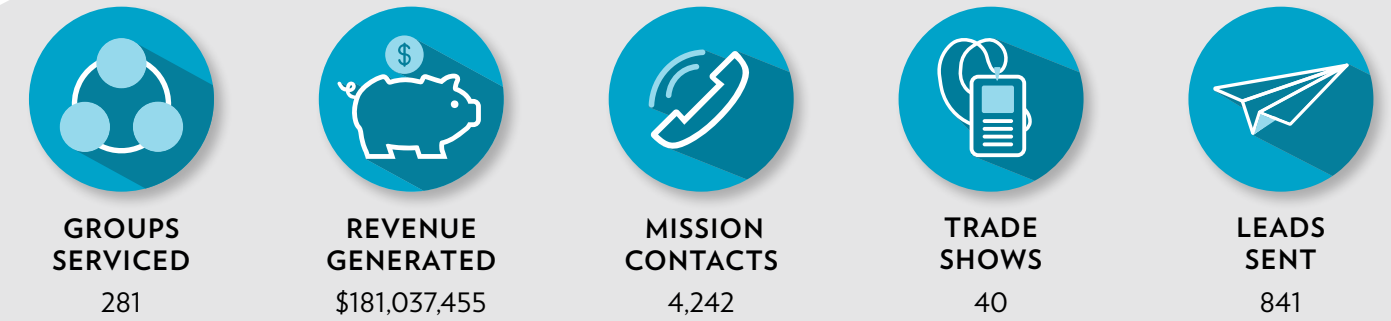
2017 FUNDING SOURCES



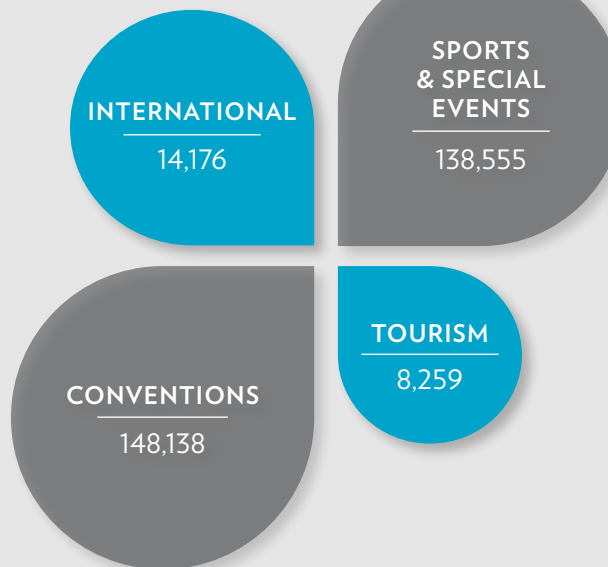
2017 EXPENDITURES



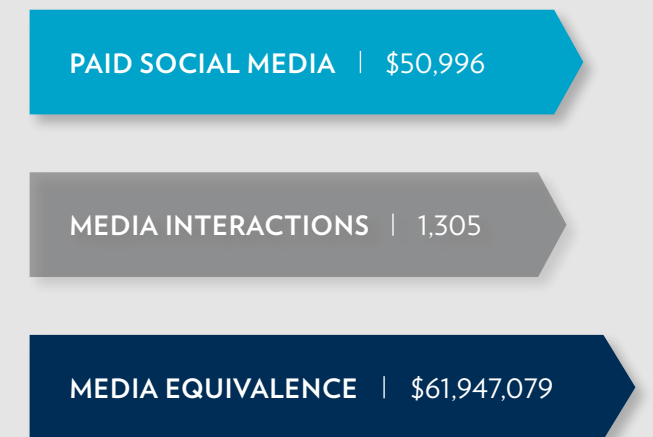
GROUP SALES & SERVICING



ROOM NIGHTS



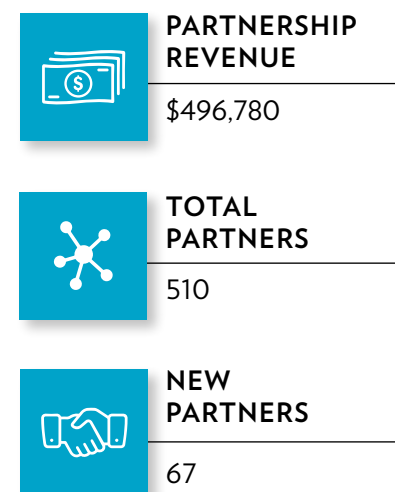
PUBLIC RELATIONS



MARKETING



PARTNERSHIP



DEPARTMENT INITIATIVES

MARKETING & PR

ADVERTISING

The travel season kicked off with the Crafts & Drafts campaign, highlighting locally made beer and spirits. A printed passport was promoted through digital ads, print ads, emails and social media. The CVB partnered with COS Airport to run digital ads in San Francisco, San Diego and Washington, DC. Throughout the spring and summer, the CVB ran campaigns targeted to families and outdoor enthusiasts. Fall campaigns focused on arts & culture and autumn foliage. In the fourth quarter, the CVB ran a digital campaign dedicated exclusively to raising awareness that Colorado Springs is Olympic City USA. While digital marketing made up the lion's share of the placements, print publications with content focusing on the Rocky Mountain region continued to play a key role in the media mix.

SOCIAL MEDIA

Platforms such as Facebook, Twitter, Instagram, Pinterest and YouTube continued to brand the region and engage with past, current and potential visitors. Popular posts included short, fun and educational partner videos, scenic photography, travel tips, itinerary ideas and giveaways. The CVB continued partnering with regional photographers through weekend Instagram takeovers as well as incentivizing the usage of the destination hashtag #VisitCOS.

PUBLIC RELATIONS

Proactive outreach to travel writers and influencers achieved broad exposure for the region in publications and on websites such as USAToday.com, HuffingtonPost.com, ReadersDigest.com, *The Star Tribune* and *The Washington Post*. The CVB hosted domestic writers and bloggers from Arizona, Florida, Kansas and New York. International writers visited from Canada, France, Germany and the UK to learn about and provide media exposure for the region.

CITY AWARDS & ACCOLADES



#1 SAFARI PARK - COLORADO
WOLF & WILDLIFE CENTER
10Best.com



#1 U.S. PARK
GARDEN OF THE GODS
Trip Advisor



#11 MOST DESIRABLE
PLACE TO LIVE IN THE U.S.
U.S. News & World Report



#18 HAPPIEST
CITY IN THE U.S.
National Geographic

USER-GENERATED CONTENT

The CVB harnessed the power of User-Generated Content (UGC) with the help of CrowdRiff, software that curated posts from social platforms and placed them in online photo galleries. The software also allowed the CVB to utilize beautiful assets across channels as well as create online conversations with users.

FILM COMMISSION

The Colorado Springs Film Commission (CSFC) supported film, TV and commercial productions from throughout the country in 2017. The CSFC is housed within the marketing department of the CVB. In 2017, the FilmColoradoSprings.com website received a makeover to improve design and usability.

While no major motion pictures filmed in the region last year, the film commission assisted a variety of TV shows, commercials, photo shoots and videos. The most frequent request was for a permit to shoot in Garden of the Gods Park. This was accomplished by submitting a Parks Film Permit Application, a certificate of commercial general liability insurance and permit fee. Drone use was permitted with pre-approval from the Office of Special Events.

Other common forms of assistance included location suggestions, information on how to film on Pikes Peak and referrals of local film professionals.



Our Souls at Night, starring Robert Redford and Jane Fonda, debuted on Netflix on September 29, 2017. Two homes on Pikes Peak Avenue in Old Colorado City were used as the stars' residences. Other scenes were shot in 2016 at a home on the east side of town near Powers Boulevard, as well as a café in Florence, Colorado.



MARKETING AWARDS & ACCOLADES



**SILVER AMERICAN
ADVERTISING AWARD**
*2017 Crafts & Drafts
Campaign*



**SILVER AMERICAN
ADVERTISING AWARD**
2017 Official Visitor Guide



**SILVER AMERICAN
ADVERTISING AWARD**
*2017 "Are We There
Yet?" Campaign*



BRONZE ADRIAN AWARD
VisitCOS.com redesign



BRONZE TELLY AWARD
International Travel Video

DEPARTMENT INITIATIVES

GROUP MEETINGS, CONVENTIONS & EVENTS

MEETINGS & CONVENTIONS

Whether it was the Space Symposium attracting more than 9,000 space experts from 30 countries to The Broadmoor or a 15-person board meeting at a more intimate venue, Colorado Springs welcomed a wide variety of meetings and conventions in 2017. CVB group sales staff attended 29 trade shows to establish and develop relationships with corporate, association, religious, government, military reunion and third-party planners. They also used sponsorships, social media, city familiarization trips and special events to help meeting planners learn about the benefits of gathering in Colorado Springs and having attendees fly directly into the Colorado Springs Airport.

SPORTS & SPECIAL EVENTS

Sports event planners found that our top-quality facilities, mild climate, affordable lodging and unique attractions created a winning game plan. The U.S. Olympic Committee, Colorado Springs Olympic Training Center, Olympic Training Sites and 23 National Governing Bodies form the foundation of the Olympic City USA brand and are instrumental in creating our unrivaled sports ecosystem. The CVB staff attended trade shows to promote Colorado Springs as a premier sports destination, generate new business and maintain industry relationships.

The CVB, along with many other regional supporters, partnered with the Pikes Peak Outdoor Recreation Alliance (PPORA), a collaboration of businesses and individuals who recognize the economic value and health benefits of our region's natural and recreational assets to our community. The organization's mission is to make the Pikes Peak region known as THE place for outdoor recreation.

GROUP SERVICING

After a meeting or event booked their lodging and venue, our Group Services Manager took the reins to assist planners with important details such as attendee marketing, ground transportation, catering, photography, entertainment, outings and offsite events. In 2017, the CVB staff provided assistance to 281 groups.

WEDDINGS, REUNIONS & DAY MEETINGS

When it comes to a get-together for friends, families and colleagues, Colorado Springs has a variety of unique event venues to host weddings, family reunions and day meetings. CVB staff members helped these event planners with venue selection, lodging, catering, photographers, florists, transportation and activities to create an event that was memorable and successful. These services were available to both visitors and those living in the Pikes Peak region.

MEETINGS, CONVENTIONS & EVENTS

BROUGHT TO COLORADO SPRINGS

- 1 5TH BATTALION/7TH CAVALRY ASSOCIATION
- 2 CHERWELL SOFTWARE
- 3 COLORADO ACADEMY OF FAMILY PHYSICIANS
- 4 COLORADO JUDICIAL DEPARTMENT
- 5 CHRISTIAN & MISSIONARY ALLIANCE
- 6 AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
- 7 COLORADO WILDLAND FIRE & INCIDENT MANAGEMENT ACADEMY
- 8 U.S. TRAVEL ASSOCIATION BOARD OF DIRECTORS



GROUP AWARDS & ACCOLADES



TOP 25 DESTINATION
FOR SMALLER MEETINGS
BizBash



DESTINATION AWARD WINNER
Facilities & Destinations



FINALIST: BEST OF THE
BEST 2017 DESTINATION
MARKETING ORGANIZATION
Colorado Meetings & Events Magazine



PARTNERS IN EXCELLENCE
Northstar Meetings Group

GROUP MEETINGS, CONVENTIONS & EVENTS

DOMESTIC TOURS

Motorcoach tour operators continued to include Colorado Springs and other cities within the Pikes Peak region in their itineraries. However, momentum slowed slightly for this price-sensitive market based on rate and availability with record-breaking occupancy levels and Average Daily Rate increases. CVB staff attended trade shows sponsored by industry trade groups such as the American Bus Association, Travel Alliance Partners and National Tour Association, meeting with tour operators who booked travel to the Pikes Peak region.

INTERNATIONAL TRAVEL

In 2017, the CVB partnered with the Colorado Tourism Office to promote the region to Canada, Japan, United Kingdom, Germany, France, China and Australia. The CVB added videos and a listing to VisitTheUSA.com, the flagship website to market the United States to the world. CVB staff attended international trade shows such as Go West Summit, ITB, World Travel Market and U.S. Travel Association's IPW (International PowWow), which Denver will host in May 2018, giving the Pikes Peak region valuable tour operator and media exposure.



SPECIAL RECOGNITION

Floy Kennedy, Director of Travel Industry Sales, was chosen as the 2017 recipient of the Chairman's Award for Cooperating with International Inbound Travel Association (IITA) Inbound Tour Operators, which is part of the IITA Stanley Fisher Awards. This special award recognizes an organization

for outstanding support in working with inbound tour operators to accommodate the needs of the international traveler. It honors the suppliers loyal to the inbound tour industry and is voted on by the tour operators themselves.

DEPARTMENT INITIATIVES

VISITOR SERVICES

VISITOR INFORMATION

The CVB connected with visitors in a variety of ways. The VisitCOS.com website continued as our 24/7 sales tool. Information was also delivered at the Acacia Park Visitor Info Hub in downtown Colorado Springs (open Memorial Day – Labor Day), touchscreen kiosks at the Garden of the Gods Visitor & Nature Center and the Visitor Information Center at 515 S. Cascade Avenue, also known as the VIC. In 2017, the VIC welcomed more than 21,000 guests who were helped by our friendly and knowledgeable corps of volunteer information specialists. These specialists often volunteered at meetings and conventions to provide attendees with ideas for activities, dining and cultural offerings.

ON-GOING EDUCATION

The CVB continued its ambassador program to educate tourism employees. MyCOS is a half-day session and tour that covered the history of the region as well as the attractions, more than 35 venues and retail outlets in Colorado Springs. Volunteers stayed current on CVB Partners through site visits and Partner presentations at volunteer meetings.

PUBLICATIONS

Though nearly all travelers plan some of their trips online, there was a continued strong demand for printed publications. The CVB partnered with Pikes Peak Country Attractions Association to publish the *Official Visitor Guide for Colorado Springs and the Pikes Peak Region*. In 2017, the OVG Joint Venture printed 500,000 vacation planners, and visitors downloaded nearly 50,000 online guides. The CVB published 12,000 pocket-sized *Dining, Shopping & Entertainment Guides* for VIC guests and meeting attendees.



DEPARTMENT INITIATIVES

PARTNERSHIP & EVENTS

THE IMPORTANCE OF PARTNERSHIP

The 2017 Partnership survey covered benefit topics ranging from the *Official Visitor Guide* and VisitCOS.com to Group Sales leads and CVB events.

The CVB staff reviewed the results with the Partnership and Marketing Committees to further enhance Partner satisfaction and optimize Partner benefits.

Increasing the LART continues to be an important initiative for long-term sustained industry growth. A 2015 Tourism Economics study showed that tourism promotion for Colorado Springs and the Pikes Peak region is dramatically underfunded compared to its competitive set.

The 2017 CVB dues restructure went into effect on April 1, 2017 and has provided a strong foundation of private investment that will support efforts to increase LART from 2% to 4%.

PARTNER EDUCATION

The CVB launched the Education Series in 2017, with well-attended sessions on Social Media Tips & Tricks, The New Age of Digital Marketing, Success is a Language and Content is King. The CVB also held four Partnership Orientation sessions to help Partners maximize their return on investment and involvement with the CVB.

ANNUAL EVENTS

Each year, the CVB hosts two main events:

- 1 THE ANNUAL BUSINESS MEETING** was held at Great Wolf Lodge. Cathy Ritter, Director of the Colorado Tourism Office reviewed "The Force" of our industry through the *Colorado Road Map*, the state's strategic plan for tourism promotion.
- 2 THE TOURISM AWARDS CELEBRATION** was held at The Broadmoor, with a focus on "The Magic of Tourism." From a list of 27 worthy nominees, awards were presented in the categories of Community Hero, Tourism Service, Hospitality Customer Service and Tourism Leadership.

MIXERS

Quarterly mixers in 2017 provided CVB Partners with the opportunity to network and visit venues and attractions.



SPACE FOUNDATION DISCOVERY CENTER

Guests explored the "final frontier" by building rockets, navigating a Mars Rover and enjoying Science on a Sphere®. Out-of-this-world food was provided by Picnic Basket.



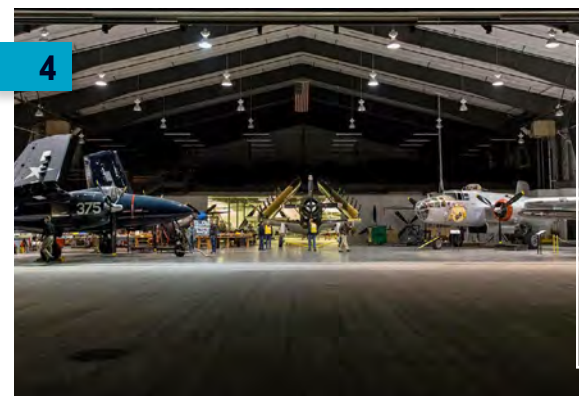
OLD COLORADO CITY

Seven OCC restaurants and galleries hosted a mini food festival, treating guests to amazing food and beverage samplings on a beautiful June evening.



PIKES PEAK INTERNATIONAL RACEWAY

Guests raced on the go-karts race car obstacle course before heading into the tent for delicious food samplings from a variety of Partners and dancing to live 80's music from Skin & Bones.



NATIONAL MUSEUM OF WWII AVIATION

With food provided by The Airplane Restaurant and beverages from several craft beverage Partners, guests were in awe of the restored WWII aircraft and the stories behind them.

STAFF & GOVERNANCE

CVB EXECUTIVE TEAM & STAFF



DOUG PRICE
IOM
President & CEO



JIM CASSIDY
Chief Financial Officer



PAM SHERFESEE
CDME
Vice President of Sales



AMY LONG
Chief Innovation Officer



CHRISTY LONG
Director of
Visitor Services

RIO ANDRASKO, CSEE | Sales Manager, Sports & Special Events

DINA CHIARAVALLOTI | Group Services Manager

SARAH CONDE | Sales Coordinator

KELLY GORMAN | Account Clerk

KIM GRIFFIS | Partnership Development Director

FLOY KENNEDY | Director of Travel Industry Sales

DORIS MCCRAW | Information Specialist

CHERYL MCCULLOUGH, CSEE | Director of Sports & Special Events

DENISE NOBLE | Partnership Coordinator

CHELSEY OFFUTT | Director of Communications

JULIA PALOMINO | Communications Coordinator

KATHY REAK | Senior Director of Convention Sales

BONNIE SINGLETON | Marketing Coordinator

GABY STEPHENSON, CAP-OM | Executive Assistant

MELISSA WILLIAMS | Marketing Manager

2017 BOARD OF DIRECTORS

ANDY NEINAS | **Chair** - Owner, Echo Canyon River Expeditions

STEVE KANATZAR | **Vice Chair** - Owner, The Airplane Restaurant

PETER UDALL | **Treasurer** - International Vice President/Executive Officer, The Navigators

SHELBY PYWELL | **Secretary** - General Manager, The Mining Exchange, A Wyndham Grand Hotel

BARRY BROWN | Vice President of Sales & Marketing, The Broadmoor

KEVIN PENN | Chief of Business Operations, United States Olympic Committee

ED OKVATH | General Manager, Hotel Eleganté Conference & Event Center

ERIC OLSON, PH.D. | Director of Sport Management & Professor of Marketing, University of Colorado Colorado Springs

TOM OSBORNE | President/CEO, Colorado Springs Sports Corporation

ANDY VICK | Executive Director, Cultural Office of the Pikes Peak Region

PAT VICTOR | General Manager, Hilton Garden Inn - Airport

SUSAN DAVIES | Executive Director, Trails & Open Space Coalition

JILL GAEBLER (non-voting) | City Council Member, City of Colorado Springs

DEANNE MCCANN (non-voting) | Economic Development Manager, El Paso County

GREG PHILLIPS (non-voting) | Director of Aviation, Colorado Springs Airport

KIMBERLY TEBRUGGE (non-voting) | Director of Strategic Communication, U.S. Air Force Academy

