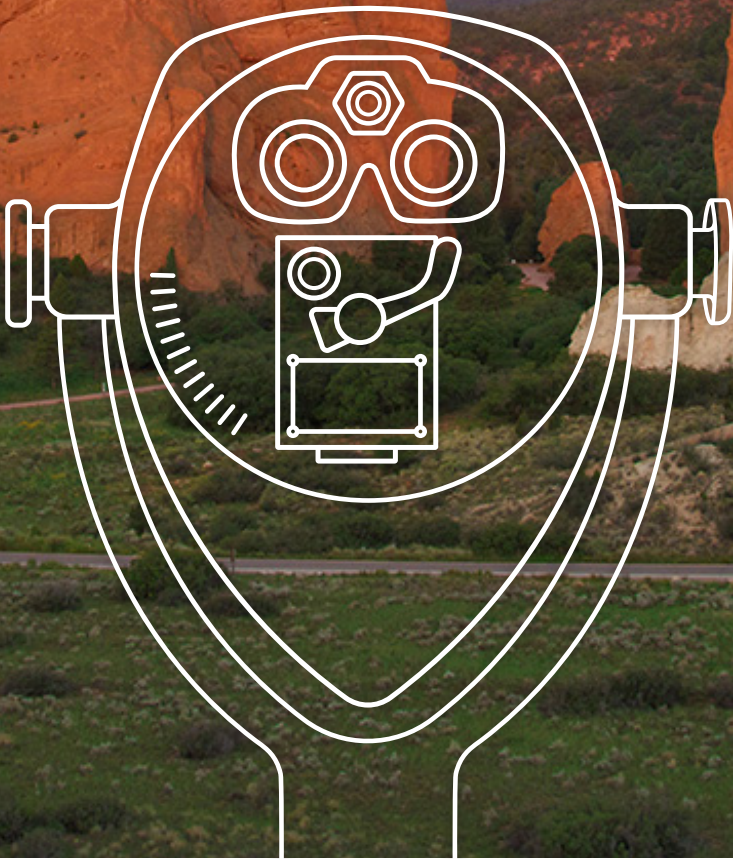
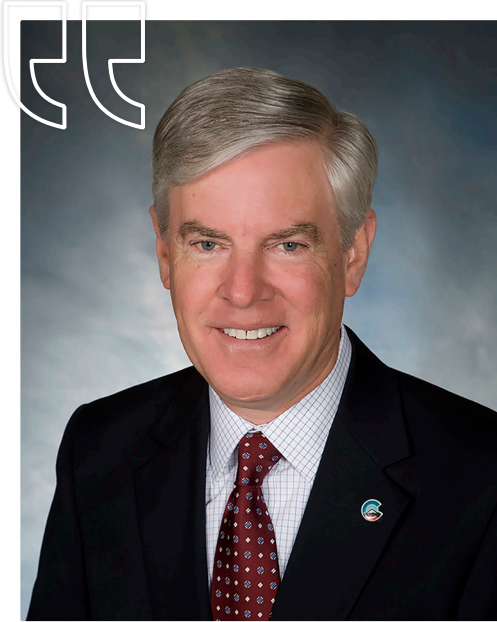


LOOKING FORWARD WITH 2020 VISION



2019 ANNUAL REPORT

We create economic vitality through memorable visits to the wonders of Colorado Springs & the Pikes Peak Region.



A MESSAGE FROM **DOUG PRICE**

PRESIDENT & CEO

2019 was a year that saw extraordinary projects come to life and set in motion. It was filled with progress and anticipation – the prologue to 2020. While the 2019 Annual Report will review the past year, my message to you is rooted in the present and the immediate future.

If you haven't yet seen the 2020 Official Visitor Guide, I encourage you to pick up a copy, or better yet, a box or two. The theme of the guide is Olympic City USA in honor of Team USA and the many Olympic and Paralympic organizations that call Colorado Springs home.

When the City first obtained the right to use the Olympic City USA moniker in 2015, one of the goals of the OCUSA Task Force was to establish the brand regionally, nationally and globally in advance of the U.S. Olympic & Paralympic Museum opening. This goal has been realized. Starting on May 31, 2020, the museum is expected to welcome 350,000 out-of-state visitors in its first year of operation.

The museum is one of the main reasons that Colorado Springs was placed near the top of the *New York Times* list of "52 Places to Go in 2020." I have no doubt that this elite recognition will inspire even more visitors to come to the Pikes Peak region.

These visitors will experience one of the world's most accessible museums, with each of them having a unique, interactive experience. These visitors will also stay in our hotels, eat in our restaurants, sample craft beverages at our breweries, visit our attractions,

shop in our stores and immerse themselves in our spectacular forests, plains, parks, trails and open spaces.

Just prior to the Memorial Day Weekend, we will welcome back a Colorado Springs icon and treasure – the Flying W Ranch Chuckwagon Dinner & Western Show. There will be elements of the Flying W you remember and love, as well as new buildings, a new menu, new animals and new event possibilities.

How long has it been since you've ascended to the Summit of Pikes Peak? Whether it's been 10 days or 10 years, you must mark your calendar to visit the new Pikes Peak Summit Complex this fall. The endeavor is considered the most complex construction project currently underway in the United States.

Mayor Suthers is leading the "My Mountain" fundraising campaign for Pikes Peak to generate the remaining \$7 million to complete the structure that will be as grand and inspiring as the views that it showcases. I encourage you to contribute online at [GiveToPikesPeak.org](https://www.GiveToPikesPeak.org).

September 24-27, the city will host the inaugural Pikes Peak APEX. It is a unique four-day mountain bike challenge on the slopes of Pikes Peak – America's Mountain. This is a home-grown event of the Pikes Peak Outdoor Recreation Alliance. The APEX mission is to create a world-class event that drives economic impact in order to improve the trails and open spaces in the Pikes Peak region for



Brandon Lyons, Road Cyclist, is featured on the cover of the 2020 Official Visitor Guide.

the lasting enjoyment of residents and visitors. PPORA's vision is to make Colorado Springs and the Pikes Peak region an internationally recognized endurance-sport destination.

If you stop by the Visit Colorado Springs office in the coming months, please note that we will be in temporary quarters starting in March. Throughout the extensive office renovation, the Visitor Information Center and staff offices will be at 524 S. Cascade Avenue, across the street from our current location and just south of ANB Bank. With the explosion of growth in southern Downtown Colorado Springs, including the new museum, downtown stadium, new apartment buildings and redevelopment of the Trolley Building, we need a modern, expanded Visitor Information Center to welcome people to the region and encourage them to stay a little longer. We'll be sure to invite you to our open-house celebration when we return to 515 S. Cascade at the end of the summer.

As you can see, it's going to be an exciting year in Olympic City USA for residents, businesses and visitors. On your marks. Get set. Go visit!

COMING IN 2020



U.S. OLYMPIC & PARALYMPIC MUSEUM
May 31, 2020



THE FLYING W RANCH
May 21, 2020



PIKES PEAK APEX
9/24/2020 - 9/27/2020



THE PIKES PEAK SUMMIT COMPLEX
Fall 2020

2019 TOURISM INDUSTRY HIGHLIGHTS



New welcome sign on southbound I-25

DESTINATION MASTER PLAN

2019 kicked off with a VCOS joint board, committee and staff meeting at The Broadmoor. Participants discussed the 31 initiatives developed by the 2018 10-year Destination Master Plan. After these initiatives were divided into categories based on which organizations would take the lead, they were prioritized based on cost, urgency and complexity. A DMP Steering Committee was formed to provide a framework for managing the plan.

PIKES PEAK WONDERS REGION

The Colorado Tourism Office funded a visioning process, led by Destination Think! to uncover the best niche strategy for promoting the Pikes Peak Wonders Region, one of the eight new regional definitions created by the Colorado Tourism Office in 2017. The recommendation is to target “Nerd Recreationists,” people who love mild to moderate adventure and are intent on learning everything they can about the places they visit.

OLYMPIC CITY USA

The OCUSA brand was solidified and expanded in 2019. Throughout the year, more than \$300,000 was raised from private sources to modernize the gateway sign on I-25 on the grounds of the U.S. Air Force Academy. The October installation was celebrated at the “Catch the Spirit” luncheon at The Broadmoor, attended by donors and more than 60 current and retired Olympic, Paralympic and national team athletes. The excess funds will be used to install a second OCUSA sign at the Colorado Springs Airport.

LONGWOODS REPORT

The 2019 Longwoods Report showed that 2018 held steady with 23 million visitors who increased spending to \$2.4 billion or \$6.6 million per day. The strongest growth in spending came from overnight travelers at 7%. The average trip length had a healthy increase from 2.8 nights in 2017 to 3.2 nights in 2018. The data for 2019 will be released in June 2020.

COLORADO SPRINGS AIRPORT

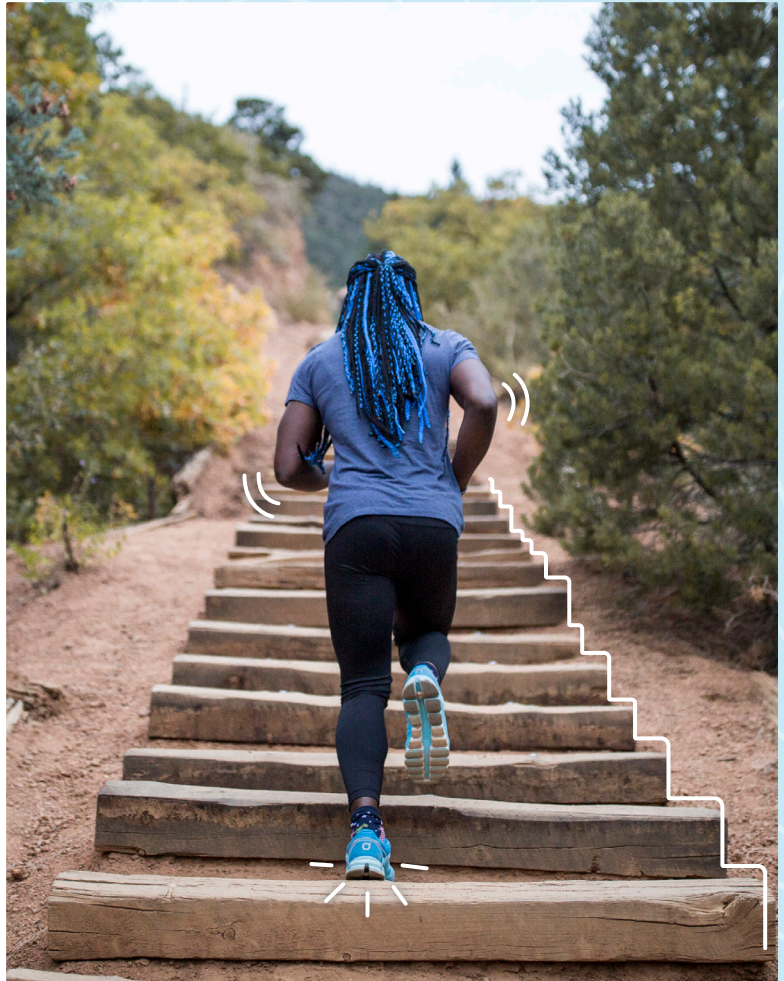
The Colorado Springs Airport again saw nearly 1.7 million total passengers in 2019. To better accommodate the number of travelers and to give the airport a fresh look, the airport began a project in 2019 to rehabilitate and modernize its terminal with completion anticipated in spring 2020. The project includes updated escalators, restroom upgrades that provide improved accessibility, new paint, LED lighting and raised ceilings. Efforts to develop the Peak Innovation Park have taken off, with a vision of hotels, office buildings, restaurants and more, which will spur economic development and job growth in southeast Colorado Springs.

OPENINGS, CLOSINGS & RENOVATIONS

2019 was a year of openings, closings and renovations of some of Colorado Springs' most iconic attractions. The Broadmoor Pikes Peak Cog Railway continued to rebuild in 2019, with new track, new train cars and a new depot under development. The Cadet Chapel at USAFA closed in 2019 for an extensive rebuild that will span at least four years. The Flying W Ranch, lost in the 2012 Waldo Canyon fire, broke ground on its new chuckwagon building and event center. 2019 also saw the return of the USAFA Planetarium. First opened in 1959, the building was closed in 2004 during a federal budget reduction.

NATIONAL ADVOCACY

Visit Colorado Springs actively promoted two national campaigns to bring awareness to the importance of tourism. **National Plan for Vacation Day**, the last Tuesday in January, is an endeavor to encourage people to use their paid time off to travel and reduce the annual 600 million days of unused vacation. **National Travel & Tourism Week**, the first week in May, aims to unite the tourism industry to celebrate the value travel holds for our economy, businesses and well-being. Visit Colorado Springs wrote letters to the editor for area papers and sponsored parking meters to give free parking to those visiting Downtown Colorado Springs and Old Colorado City.



SUSTAINABILITY

With more than 20 million people visiting the region each year, it is imperative that the tourism industry take immediate measures to ensure that the destination will be beautiful and inviting for all generations to come. Building on the shuttle system to reduce vehicle traffic in Garden of the Gods Park, the City announced a new commercial use permit for activities such as rock-climbing guides, bike rentals and bus tours. The purpose of the fee allows commercial park users to participate in the preservation and maintenance of the park and to better manage commercial use of the park.

Visit Colorado Springs is an active participant in a joint initiative between the Colorado Tourism Office and Leave No Trace Center for Outdoor Ethics. The program has the goal of inspiring residents and visitors to protect Colorado's special places using the seven Care for Colorado Principles. These principles were highlighted in the 2019 Official Visitor Guide.

CITY FOR CHAMPIONS

2019 PROGRESS REPORT



U.S. OLYMPIC & PARALYMPIC MUSEUM

Construction of the USOPM continued throughout 2019, with hundreds of groups and individuals taking hard-hat tours to witness the rapid progression. Nearly 10,000 diamond-shaped anodized aluminum petals, no two exactly alike, added a stunning, beveled sheen to the building's exterior. The shape of the U.S. Olympic & Paralympic Museum draws its inspiration from the physical motion of the athletes it enshrines. Museum leadership hired more than 25 employees in advance of the May 2020 opening. In the fourth quarter, work began on a pedestrian bridge that will link the museum to America the Beautiful Park, with installation expected in September 2020.



WILLIAM J. HYBL SPORTS MEDICINE & PERFORMANCE CENTER

The Hybl Center at UCCS is on track to open in April 2020. The 104,000-square-foot building will be the first in the nation to integrate undergraduate and graduate academic programs with clinical practice and research in a sports medicine and performance environment. The state-of-the-art facility is designed to facilitate “collision” between students, patients, clients, physicians and faculty. More than 1,200 exercise science, human anatomy, physiology, athletic training and nutrition students will study at the center. Traveling for medical procedures is a fast-growing industry, and the center will be a focal point of the Colorado Springs sports ecosystem.



| GATEWAY VISITOR CENTER

The U.S. Air Force Academy Gateway Visitor Center will transform the visitor experience to honor the contributions of cadets to the U.S. Air Force and the country. Located adjacent to I-25, just outside the North Gate security entrance, the space will allow for major expansion of exhibits and improved audio-visual for a museum-quality experience. The 35,000-square-foot centerpiece is a soaring white structure with four wing-like roofs, each pitched higher than the last so that the visitor center looks like it's taking flight. The various plans and lease agreements progressed in 2019 with a groundbreaking in late 2020.



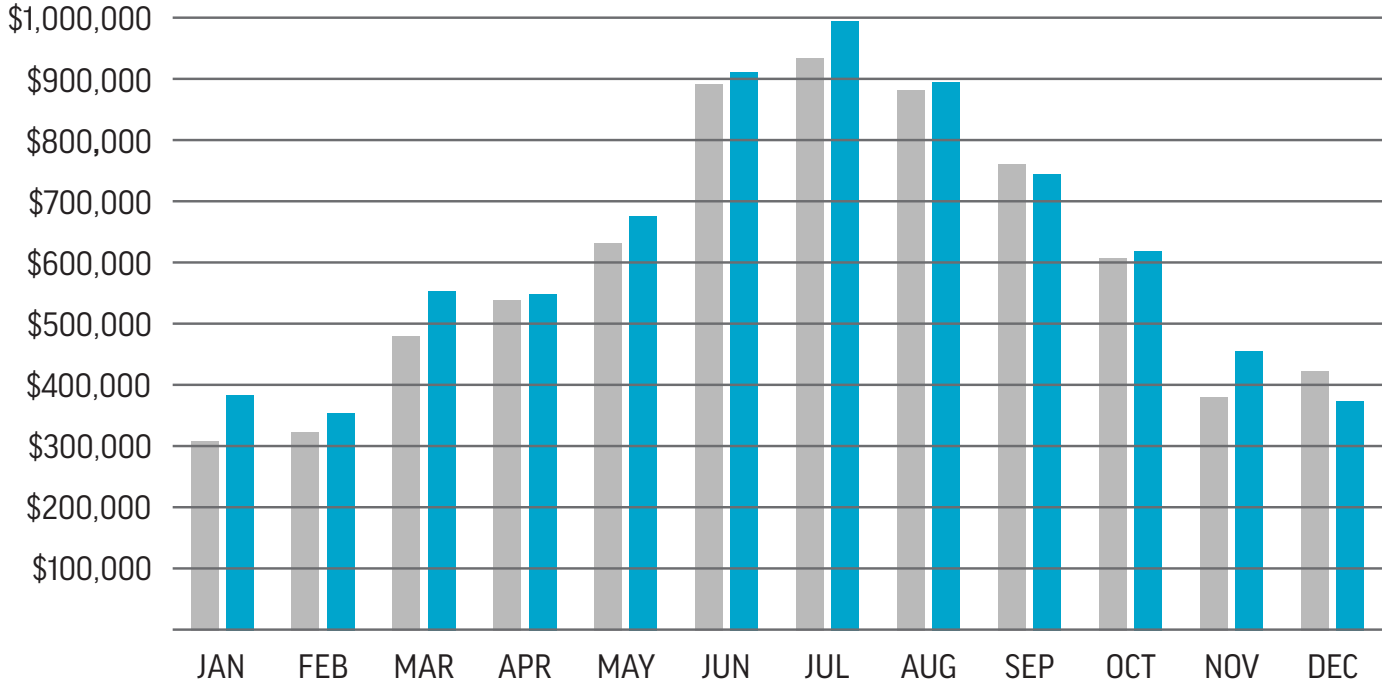
| COLORADO SPORTS & EVENT CENTERS

The Colorado Sports & Event Centers will be comprised of two venues. The downtown stadium with 8,000 permanent seats will host the Switchbacks minor-league soccer team. The stadium will be flanked by a seven-story apartment building to the south. The stadium is on track to open in 2021 to host the NCAA D2 men's and women's soccer finals. Robson Arena will be a 3,000+ seat indoor venue located on the south side of the Colorado College campus and serve as the home of the CC Tigers men's ice hockey team. It will also host non-ice events for local and out-of-town groups. Site clearing for the arena began in 2019 at the intersection of Tejon St. and Cache La Poudre in advance of the February 2020 groundbreaking.

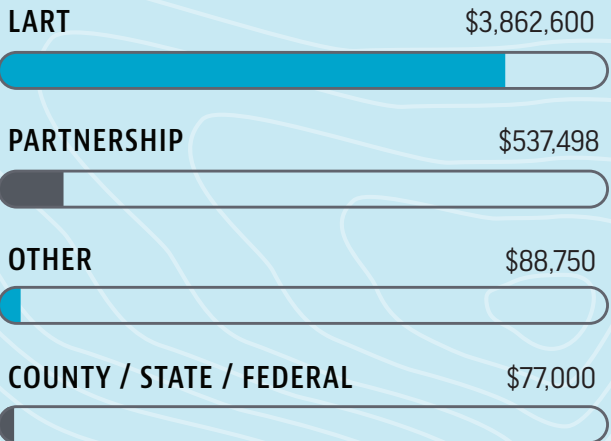
PERFORMANCE MEASURES

2019 LART BY MONTH

2018 2019 +5%
 \$7,143,659 \$7,508,794

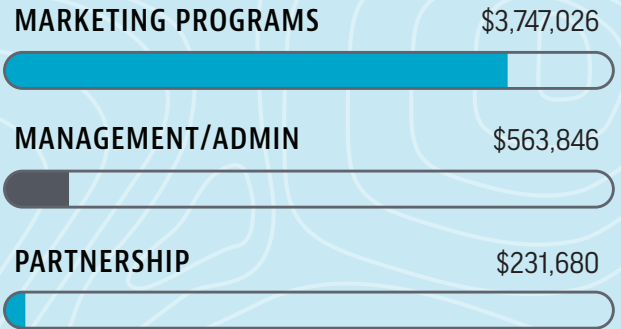


2019 FUNDING SOURCES



TOTAL: \$4,565,848

2019 EXPENDITURES



TOTAL: \$4,542,552

PUBLIC RELATIONS



PAID SOCIAL MEDIA
\$153,052



MEDIA INTERACTIONS
1,733



MEDIA EQUIVALENCY
\$34,152,123

MARKETING



MARKETING IMPRESSIONS
49,878,811



PAID ADVERTISING
\$1,505,900



WEBSITE VISITS
3,081,469



EMAIL SUBSCRIBERS
28,234

PARTNERSHIP



PARTNERSHIP REVENUE
\$492,378



TOTAL PARTNERS
487



NEW PARTNERS
45

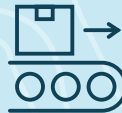
GROUP SALES & SERVICING



REVENUE GENERATED
\$175,918,746



MISSION CONTACTS
4,558



GROUP SERVICING ACTIVITIES
16,826

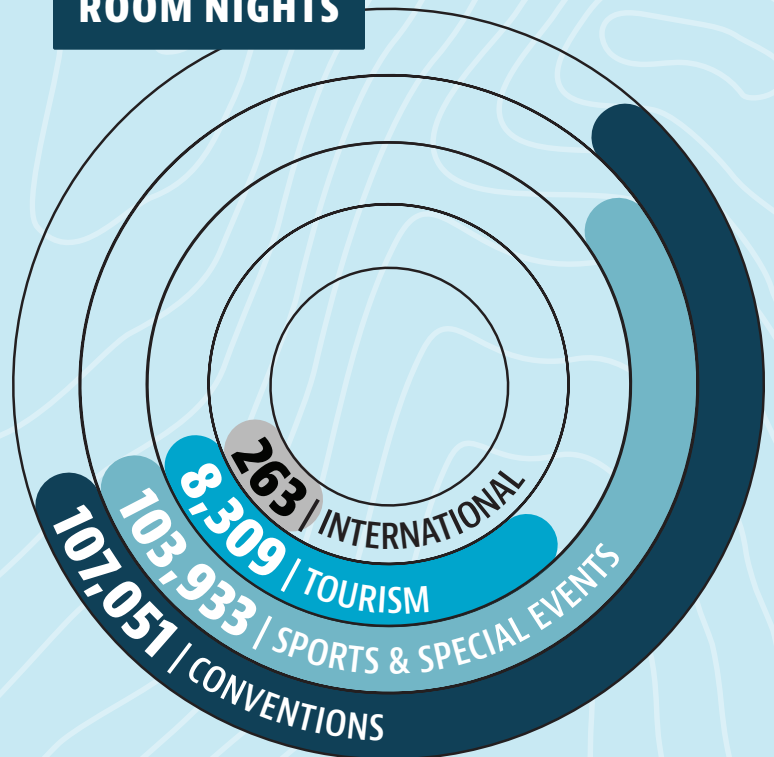


LEADS SENT
805



TRADE SHOWS
48

ROOM NIGHTS



DEPARTMENT REPORTS

MARKETING & VISITOR SERVICES



LEISURE ADVERTISING

Digital advertising in 2019 resulted in more than 49 million impressions and a click-through rate of 0.8%, 10 times better than the industry benchmark of 0.08%. Leisure markets included family, outdoor adventure, craft beverages, fall travel, arts & culture and Olympic City USA. VCOS partnered with the Pikes Peak Chapter of the Colorado Restaurant Association to promote Restaurant Week to a regional audience.



PUBLIC RELATIONS

VCOS hosted a variety of writers and content creators who posted blogs, videos and full-length articles in both domestic and international publications. Media pitches also resulted in coverage in publications and on websites such as *Springs Magazine*, *Denver Post*, *NCGA Golf Magazine*, *Dallas Morning News*, *Asian Avenue Magazine*, *USAToday.com*, *ESPN.com*, *Forbes.com*, *USNews.com*, *TravelChannel.com*, *BudgetTravel.com*, *Today.com*, *AirForceTimes.com*, *MensJournal.com*, *LATimes.com*, *AARP.org* and *WestJetMagazine.com*.



SOCIAL MEDIA

Social media continues to play a major role in engaging with potential travelers, solidifying the brand and driving traffic to VisitCOS.com. In 2019, social media ranked third in bringing users to the website, accounting for 148,368 sessions, a 3.8% increase over 2018.

FRIENDS & FOLLOWERS



76,021



52,148



15,481



5,100



845,305
VIEWS



FILM COMMISSION

The Colorado Springs Film Commission continued to assist incoming productions with obtaining film permits, understanding the new filming polices in Garden of the Gods Park, connecting to local professionals and providing location suggestions. In September, world-renowned photographer and videographer, Dan Avila, and his wife, Zora, did a two-day shoot in Colorado Springs for projects that ran on Qantas Airlines in Q4 2019 and on *National Geographic* in late 2020 or 2021.



OFFICIAL VACATION PLANNER

The 2019 Official Vacation Planner (internally known as the “OVG”) is still going strong with 450,000 copies printed and distributed in 2019. With the theme of “A Local’s Perspective,” the guide included five feature stories written by regional content creators on the topics of outdoor adventure, family travel, arts & culture, cuisine and relaxation. The guide is a joint venture between Visit Colorado Springs and Pikes Peak Region Attractions Association.



VISITOR SERVICES

VCOS connected with visitors in a variety of ways from the record-breaking sessions on VisitCOS.com to more than 17,000 guests who came into the Visitor Information Center for itinerary ideas, lodging suggestions and directions. The VIC is staffed with part-time employees and more than 25 knowledgeable and helpful volunteers. The summer season Visitor Info Hub in Acacia Park provides information to residents and visitors in Downtown Colorado Springs. The two touchscreen kiosks in the Garden of the Gods Visitor & Nature Center continue to provide visitors with on-the-go inspiration.



CITY ACCOLADES:

- #1 Most Desirable Places to Live - *U.S. News & World Report*
- #3 Best Places to Live in America - *U.S. News & World Report*

DEPARTMENT REPORTS

GROUP SALES



MEETINGS & CONVENTIONS

Colorado Springs welcomed a wide variety of meetings and conventions of all sizes in 2019. The VCOS group sales staff attended nearly 40 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 use the Colorado Springs Airport.



SPORTS & SPECIAL EVENTS

Our sports ecosystem made a great deal of progress in 2019. The construction of the Hybl Sports Medicine & Performance Center continued throughout the year, and the downtown stadium broke ground in early December. The collaboration with Pikes Peak Outdoor Recreation Alliance continued and is an important partnership in leveraging the region's outdoor recreation offerings. VCOS continued to support the Sports Corp as well as iconic events, including Pikes Peak International Hill Climb, Pikes Peak Ascent & Marathon and the Rocky Mountain State Games.



DOMESTIC TOUR TRAVEL

2019 started off with the Student Youth Travel Association Summit, held at The Broadmoor in February. VCOS staff also attended the American Bus Association and National Tour Association trade shows, meeting with tour operators to encourage bookings in the region. At all shows, tour operators expressed great interest in the return of the Flying W Ranch and The Broadmoor Pikes Peak Cog Railway. This market also conveyed that they are eagerly anticipating the new U.S. Olympic & Paralympic Museum for all age levels.



INTERNATIONAL TRAVEL

VCOS participated in two very successful international tour operator and media missions sponsored by the Colorado Tourism Office. The first was to England, Ireland and Scotland. The second mission was to Australia and New Zealand, which also proved highly effective. Other trade shows attended by VCOS staff included International Pow Wow, Go West Summit, Internationale Tourismus-Börse and World Travel Market.



GROUP SERVICING

After a meeting or event books their lodging and venue, our Group Servicing Coordinator takes the reins to assist planners with important details such as attendee marketing, ground transportation, catering, photography, entertainment, outings and offsite events. In 2019, the VCOS staff logged 16,826 group servicing activities, a slight increase over 2018.

NEW & RENOVATED LODGING PROPERTIES

NEW

- *Fairfield Inn & Suites* - Tutt Blvd.
- *Hilton Garden Inn* - Downtown COS
- *Home2 Suites by Hilton* - Tenderfoot Hill Road
- *SpringHill Suites* - Interquest Parkway

UNDER CONSTRUCTION

- *Kinship Landing* - Downtown COS
- *SpringHill Suites / Element* - Downtown COS
- *Hyatt Place* - Downtown COS

RENOVATED

- *Colorado Springs Marriott*
- *Cheyenne Mountain Colorado Springs, A Dolce Resort*



GROUP AWARDS & ACCOLADES

Platinum Choice Award Winner - *Smart Meetings Magazine*
Regional Southwest Best CVB Finalist - *Northstar Media Group*
Kathy Reak, CFMP - *Certified Faith Based Meeting Professional*
Floy Kennedy - *Award for Excellence in Inbound Destination Marketing, International Inbound Travel Association*

DEPARTMENT REPORTS

PARTNERSHIP & VISITOR INFORMATION SERVICES



THE VALUE OF PARTNERSHIP

Support from the private sector is key to the long-term success of VCOS. Investing in the organization through partner dues and advertising as well as event sponsorships and ticket sales demonstrated that the industry values and benefits from the work of VCOS, the region's premier marketing organization.

The annual partnership survey revealed the high level at which VCOS Marketing Partners value the organization and demonstrated several areas where improvements can be made. Updating the Visitor Information Center and improved communication of programs, benefits and advertising opportunities were the main areas of focus for 2019.

EDUCATION & NETWORKING

VCOS holds events throughout the year to provide educational and networking opportunities to its partners. They also serve to showcase hotels, event venues, restaurants and attractions. In 2019, VCOS worked with eight partners to host its events.

2019 HOSTS INCLUDED:

ANNUAL EVENTS

ANNUAL BUSINESS MEETING
Doolittle Hall, USAFA

TOURISM AWARDS CELEBRATION
Hotel Eleganté Conference & Event Center

EDUCATIONAL SERIES

STORYTELLING
Cottonwood Center for the Arts

SUPERCHARGE YOUR CUSTOMER REVIEWS
Hilton Garden Inn (Airport)

MIXERS

SPRINGTIME DINE-A-ROUND
Promenade Shops at Briargate

OLD-FASHIONED PICNIC PARTY
McAllister House Museum

GHOST TOWN HOE DOWN
Ghost Town Museum

WINTER WONDERLAND MIXER & SILENT AUCTION
Embassy Suites

STAFF & GOVERNANCE

VCOS 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

2019 VCOS STAFF

JANE BLAZER | Marketing Coordinator
DINA CHIARAVALLLOTI | Sales Manager
KIM GRIFFIS | Partnership Development Director
FLOY KENNEDY | Director of Travel Industry Sales
DORIS McCRAW | Information Specialist
CHERYL McCULLOUGH, CSEE | Senior Sales Manager, Sports & Special Events
DENISE NOBLE | Partner Relations Manager
CHELSY OFFUTT | Director of Communications
APRIL PEREZ | Account Clerk
SARAH PRICE | Sales Coordinator
KATHY REAK, CFMP | Senior Director of Convention Sales
GABY STEPHENSON, CAP, OM, PM | Executive Assistant
HOLLY TAYLOR | Group Servicing Coordinator
MELISSA WILLIAMS | Marketing Manager

2019 VCOS BOARD OF DIRECTORS

BARRY BROWN | Chair – Vice President of Sales & Marketing, The Broadmoor
ANDY VICK | Vice Chair – Executive Director, Cultural Office of the Pikes Peak Region
DAVE HARRIS | Treasurer – President/General Manager, Ghost Town Museum
SHELBY PYWELL | Secretary – General Manager, The Mining Exchange, A Wyndham Grand Hotel
SUSAN DAVIES | (non-voting) Executive Director, Trails & Open Space Coalition
STEVE KANATZAR | Owner, The Airplane Restaurant
CRYSTAL LATIER | (non-voting) Economic Development Manager, El Paso County
BECKY LEINWEBER | Executive Director, Pikes Peak Outdoor Recreation Alliance
ED OKVATH | General Manager, Hotel Elegante Conference & Event Center
ERIC OLSON, PH.D. | Director of Sport Management & Professor of Marketing, UCCS
TOM OSBORNE | President/CEO, Colorado Springs Sports Corporation
KEVIN PENN | Chief of Business Operations, United States Olympic & Paralympic Committee
GREG PHILLIPS | (non-voting) Director of Aviation, Colorado Springs Airport
TOM STRAND | (non-voting) City Council Member, City of Colorado Springs
KIMBERLY TEBRUGGE | (non-voting) Director of Strategic Communication, U.S. Air Force Academy
JEFF ZELKIN | General Manager, Embassy Suites



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COLORADO SPRINGS, CO 80903

VISITCOS.COM