

Colorado Springs & the Pikes Peak Region

.....
DESTINATION MASTER PLAN



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Tyler Stevens
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Green Mountain Falls
General Manager
Complete Kitchens

Project Team

Colorado Springs Convention & Visitors Bureau

Doug Price
President & CEO

Jim Cassidy
Chief Financial Officer

Amy Long
Chief Innovation Officer

Pam Sherfesee
Vice President of Sales

Christy Long
Director of Visitor Services

Gaby Stephenson
Executive Assistant to President/CEO and CFO

InterVISTAS Consulting Inc.

Paul Ouimet
Consultant

Paul Clark
Consultant

Doris Mak
Consultant

Jordan Young
Consultant

Noel Szelewski
Consultant

Brooks Lai
Graphic Designer

GainingEdge

Paul Vallee
Consultant



Destination Vision

Colorado Springs & the Pikes Peak Region will be the leading U.S. destination for experiential travel, inspired by the majesty of Pikes Peak; iconic, accessible natural wonders; and the Olympic spirit.

Strategic Goals

To drive the Destination Vision, five strategic goals have been established to position, support and sustain Colorado Springs & the Pikes Peak Region as a thriving, unique and compelling leisure, group and event destination.



Imagine it's 2028

Colorado Springs & the Pikes Peak Region has emerged as the leading destination in the U.S. for experiential travel, connecting visitors to our history, people and culture. From a vibrant and animated downtown anchored by the U.S. Olympic Museum, and new event facilities delivering signature experiences to the unparalleled accessibility of our spectacular outdoors, we have established our region as a thriving destination for visitors, groups and events.

The region now attracts a greater number of visitors from long-haul markets, who spend significantly more and stay longer. With a focus on visitor spending rather than just volume, the destination has grown in a sustainable manner that is supported by residents. The increased spending has helped ensure our natural attractions, parks and open spaces are well maintained and protected for locals and visitors alike.

The overall economy of the region has continued to grow with the enhanced stature of the destination. This heightened awareness has encouraged a greater number of people to move here, locate businesses and invest in the region. With new venues and additional hotels, the region now hosts a series of unique events that draw regional, national and international visitors throughout the year.

The region continues to leverage its western values, Olympic spirit and military roots to create new

and unique experiences and attractions. A network of internationally renowned cultural institutions is collaborating to position the region as a top destination for cultural experiences.

The region's success has been significantly enhanced by the Olympic City USA brand and the iconic features of Pikes Peak – America's Mountain and Garden of the Gods Park. Outdated perceptions have been altered, and Colorado Springs & the Pikes Peak Region is now top of mind as a place with exceptional quality of life and desirable amenities – still a gem, but no longer hidden.

The region has achieved its vision through the dedicated work of a wide range of stakeholders willing to leverage the opportunities of the Destination Master Plan. With a commitment to ensure local support for the tourism industry's aspirations, the community has developed the destination to enhance the visitor and resident experience. The collaborative culture demonstrated in 2018 has only been strengthened in the 10 years hence, serving as an exceptional example of effective planning and proactive, managed development.

And now that it is 2028, it is time to look back at what was co-created in 2018 by the public and by private sector stakeholders in Colorado Springs & the Pikes Peak Region...

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Overview

Colorado Springs & the Pikes Peak Region (El Paso, Teller and Fremont counties) has been experiencing robust growth as a destination for visitors, groups and events. With a long history of hosting visitors, the region features many attributes that will serve as a foundation for future success. Increasing interest in the city as a place to live, conduct business and invest will also fuel interest as a place to visit.

Although visitation numbers are strong, the destination would benefit from attracting higher-spending visitors from farther away. The region can improve its position with visitors who are willing to stay longer and spend more by better leveraging its brand and improving amenities, infrastructure and partnerships.

The region is growing and changing, driven by urban renewal and development initiatives. It is imperative that a well-designed, collaborative and sustainable plan is put in place to ensure that the visitor markets are properly served to maximize the benefits of this transformation. From improving the movement of people throughout the destination and enhancing facilities to leveraging experiences and creating demand generators, now is the time for Colorado Springs & the Pikes Peak Region to enhance its leisure, group and event travel offerings to ensure long-term economic vitality.



“The future looks bright for tourism here in Olympic City USA. As our city grows, we need to be smart in planning infrastructure for both residents and visitors. The Destination Master Plan will provide a valuable road map for the future.”

Mayor John Suthers
City of Colorado Springs

Destination Master Plan

Destination promotion is an engine of economic development for cities and regions around the world. Tourism, conventions and events help raise the quality of life for residents, raise the profile of the community, help attract strategic events and build transportation networks as well as other critical infrastructure. Destinations throughout the U.S. are taking notice that a comprehensive destination master plan contributes to job creation and business investment. Because of fierce competition in the industry and changing demands of customers, it is crucial to do this type of work now and in the years to come – destinations cannot take a healthy tourism industry for granted.

The intent of this project is to co-create a 10-year destination master plan that will further develop Colorado Springs & the Pikes Peak Region as a leading destination to attract leisure visitors,

sports events, groups and meetings. It establishes a destination vision that has been articulated by industry and stakeholders and identifies strategic goals, targets and actionable initiatives. The focus is on infrastructure, facilities, services, attractions and events needed to improve the overall visitor experience.

The region’s Destination Master Plan process featured extremely strong engagement and interest from a wide range of stakeholders. Industry, government and community groups eagerly participated in the discussions, providing their views and insights on how they think the destination should evolve. Layered with customer feedback, as well as extensive input from residents, the plan reflects a comprehensive view of the aspirations of Colorado Springs & the Pikes Peak Region as a must-visit destination.



Colorado Springs & the Pikes Peak Region Destination Master Plan Timeline



Approach

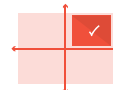
The region's Destination Master Plan is a 10-year roadmap that includes a vision, goals and strategic initiatives. It is an ongoing platform that will be used to cooperatively fulfill the vision for Colorado Springs & the Pikes Peak Region. It will be the foundation for future engagement, sustainable business success and a long-term competitive advantage for the region.


This plan is based on extensive research, analysis and community engagement. Input from tourism industry leaders, elected officials, residents, visitors and clients, as well as involvement from the next generation of tourism industry and community leaders, was instrumental in creating the plan's recommendations. The Destination Master Plan also considers key recommendations found in other regional planning initiatives that are underway or were recently completed.


The Colorado Springs Convention & Visitors Bureau (CSCVB) is poised to have a role in coordinating the next phase of the Destination Master Plan. Because this is a regional road map with ideas that transcend the tourism industry, initiative planning and implementation will be shared responsibilities among the tourism industry, economic development organizations, the three counties and the various municipalities in the Pikes Peak Region. The effective engagement and alignment of all stakeholders is the key element in the journey of a successful destination master plan. It is a journey the region will take together, and one that will benefit residents, businesses and visitors for years to come.

Strategic Assessment

 1,000+ Pages of Documents and Data Summaries Review

 DestinationNEXT Online Diagnostic Review

 National & International Trend Analysis

 Visitor & Industry Research

Community Engagement

 14 Focus Groups

 30+ One-on-One Interviews

 Key Meeting Planners, Travel Trade & Sports Organizers Survey Responses

 2,400+ Public Sentiment Survey Responses



C Colorado Springs Today

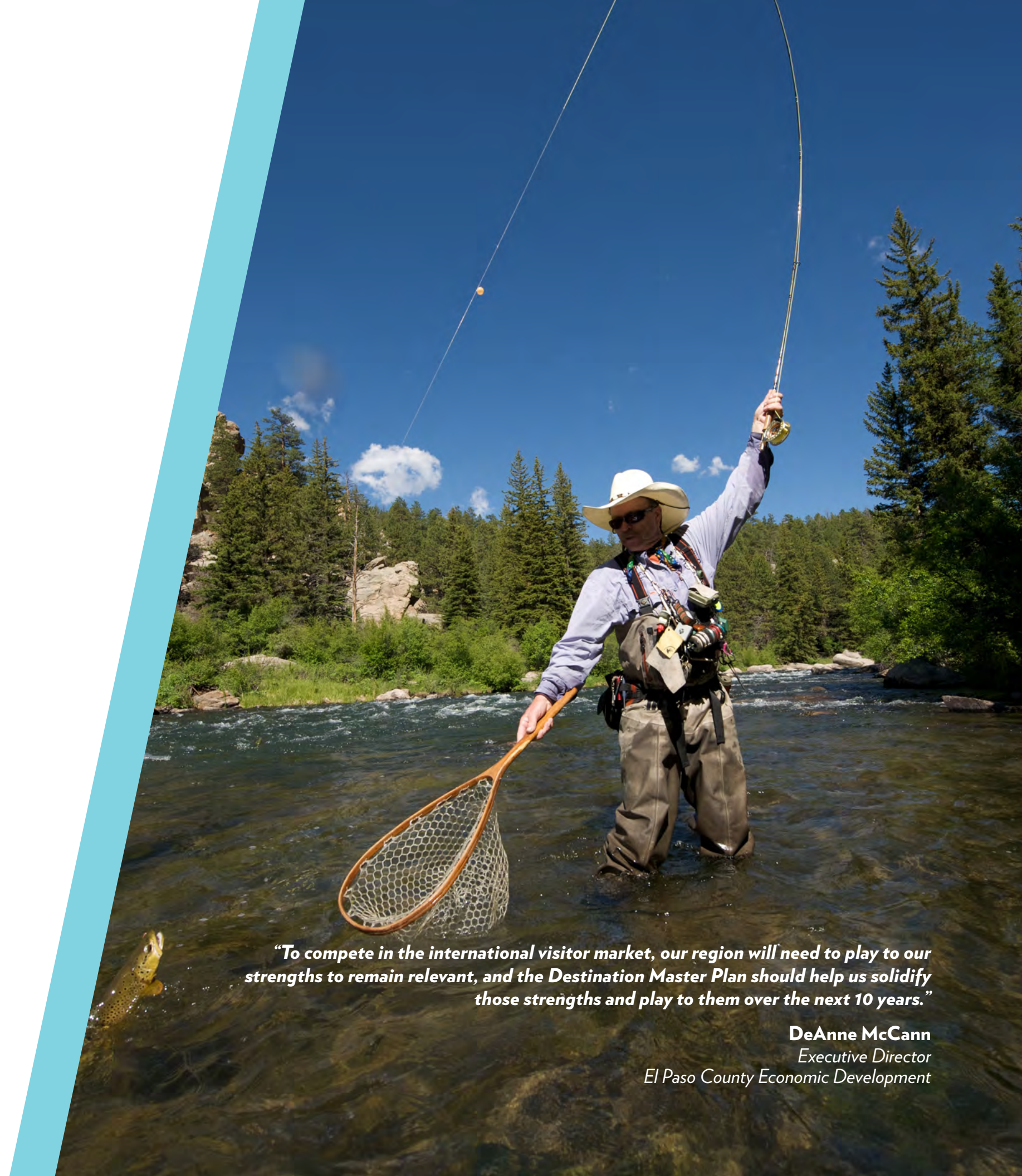
Colorado Springs & the Pikes Peak Region attracted 23 million visitors in 2017, with 13 million on day trips and 10 million visitors staying at least one night in the region. These visitors spent \$2.3 billion throughout the region, a growth of 3% over 2016. This growth rate is in line with state and national travel statistics.

The vast majority (90%) of travelers are drawn by the leisure assets and opportunities in the region, with 43% stating they took an independent leisure trip, with an equal percentage stating they enjoyed a leisure trip visiting friends and relatives. Ten percent of visitors are business travelers, with the remaining four percent combining business with leisure travel.

Eighty percent of day visitors originated from within Colorado, with notable percentages from California (6%), New Mexico (2%) and Texas (2%) on regional day trips as part of multi-day tour itineraries of Colorado and neighboring states. Among the key overnight-visitor sector, more than half (52%) originate from the top-five markets of Colorado (22%), Texas (11%), California (9%), Kansas (5%) and Florida (4%).

Reflecting the richness and diversity of experiences available, overnight visitors stay 2.8 nights on average in the region, somewhat shorter than the U.S. average of 3.7 nights. With all there is to see and do, there is ample opportunity to increase revenue by extending time spent in the region. There is a clear opportunity to further increase yield, with visitor spending in Colorado Springs & the Pikes Peak Region averaging \$162 per person, well below the U.S. average of \$255 per person.

Source: Longwoods International, Pikes Peak Region 2017 Visitor Research Report



“To compete in the international visitor market, our region will need to play to our strengths to remain relevant, and the Destination Master Plan should help us solidify those strengths and play to them over the next 10 years.”

DeAnne McCann
Executive Director
El Paso County Economic Development

Key Industry Trends

In setting the stage for the Destination Master Plan, several important trends must be considered

Continued Strong Outlook for Tourism

The tourism industry has experienced record growth during the past six years. The outlook remains strong, with experts predicting continued growth, albeit at slower rates. Efforts to improve the destination can be rewarded with an increase in visitation and visitor spending.

Demand for Authentic, Experiential Travel

Travelers are looking for individualized, local experiences that connect them to a destination's history, people and culture. They want authentic engagement with the community, and they are largely willing to pay for it. This has caused a rise in demand for niche travel and customized experiences.

Fierce Competition for Conventions & Groups

Many cities are upping their game to win business for conventions, meetings and events. They are making significant investments in new and updated meeting facilities, lodging, infrastructure and amenities. They are marketing more and connecting attendees to local experiences.

Shared Economy Solutions to Satisfy Tourism Needs

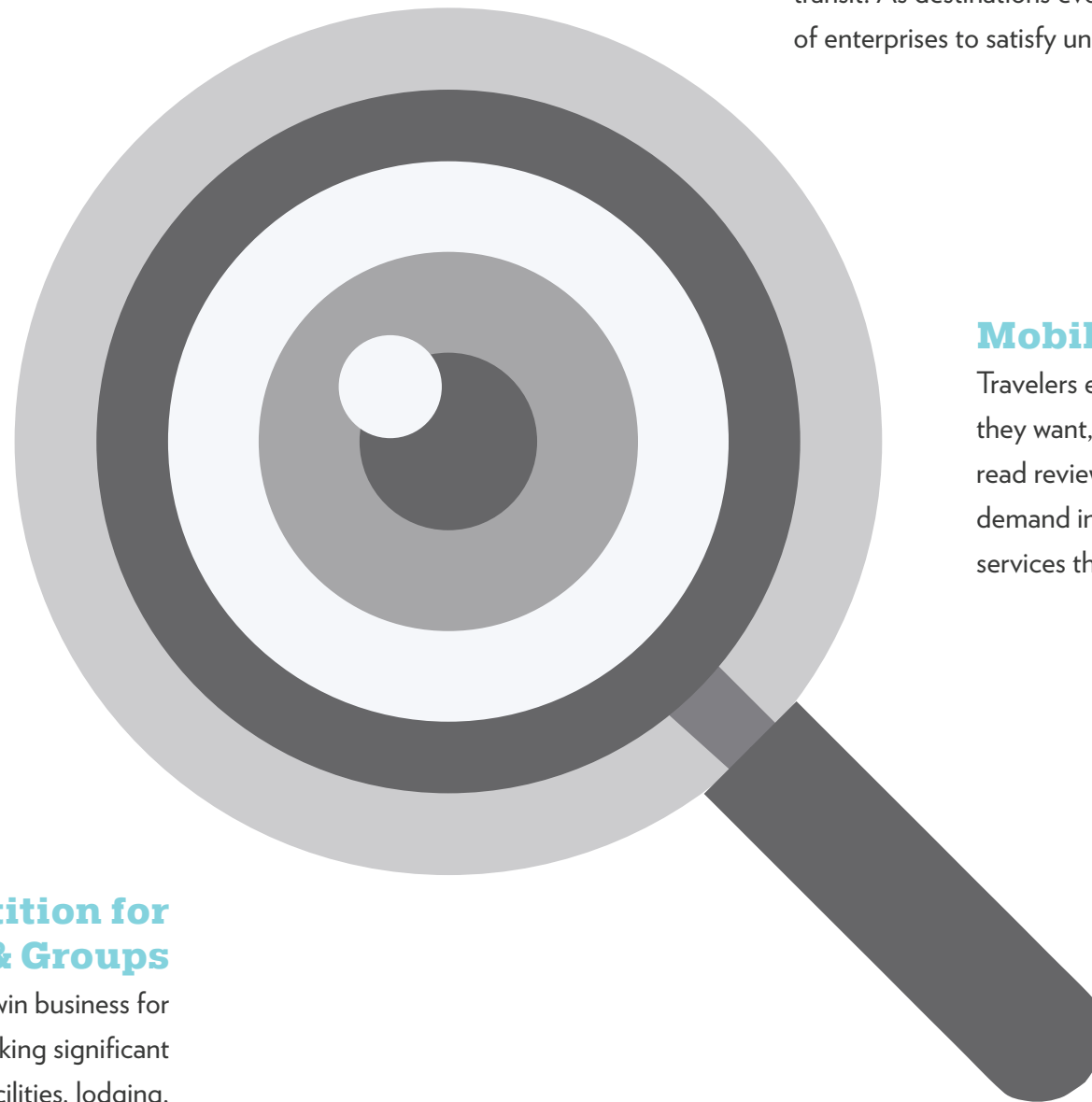
Increasingly, travelers are seeking collaborative consumption services such as Uber, Lyft and AirBnB to experience destinations. Other services are also on the rise, such as Bridj, which provides on-demand mass transit. As destinations evolve, they need to work closely with these types of enterprises to satisfy unmet demand.

Mobile Technology and Social Media

Travelers expect to have internet connectivity, wherever and whenever they want, to share their travel experiences, get recommendations and read reviews across multiple social media platforms. Today's travelers demand instantaneous communication from the destinations and tourism services that are of interest to them.

Brand Shaped by Customers

The brand of a destination is becoming less shaped by marketers and more by those who visit the destination, such as meeting attendees and leisure travelers. The proliferation of peer-to-peer sharing sites is playing a key role in shaping a destination's brand.



DestinationNEXT

Destinations International (formerly Destination Marketing Association International) developed DestinationNEXT as a future-oriented view of destinations in the competitive world of tourism and meetings. The purpose of DestinationNEXT is to provide a destination marketing organization (DMO), like the CSCVB, with practical actions and strategies for sustainable success in a dramatically changing world.

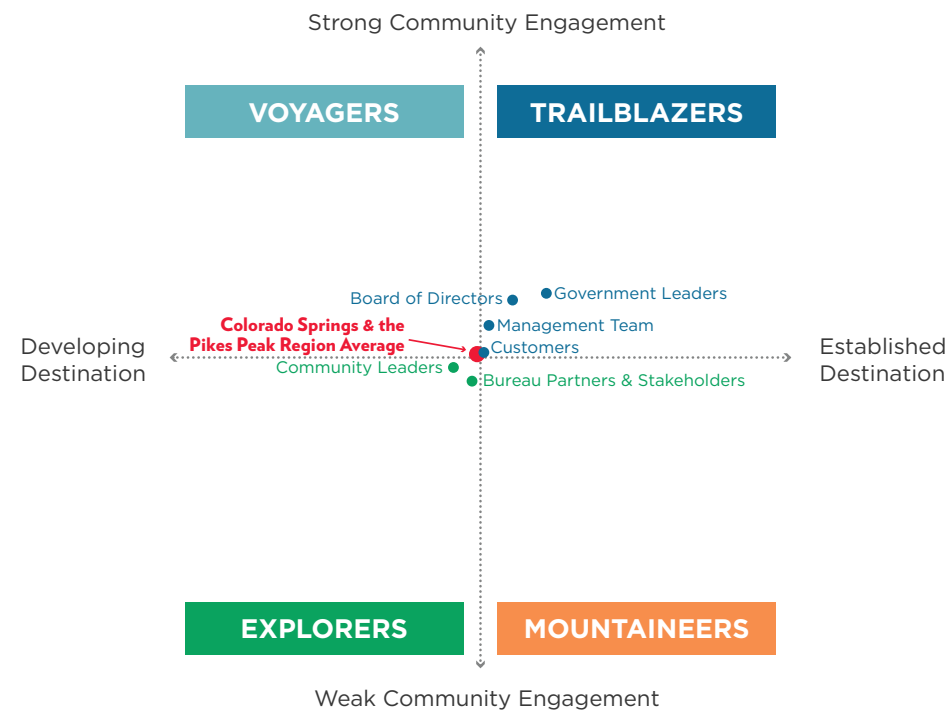
The DestinationNEXT tool is built on two key inputs:

1. An assessment of how important each variable is to the destination; and
2. An assessment of the destination's perceived performance across each variable.

As a critical input to developing its Destination Master Plan, the CSCVB conducted a DestinationNEXT assessment in August 2016.

More than 100 people took the survey, with representation from all tourism sectors within the region as well as customers who provided an outsider's voice. The results of this assessment place Colorado Springs & the Pikes Peak Region in the "Voyager" category, with slightly below-industry-average destination strength and slightly above-industry-average community support and engagement. A "Voyager" destination has a tourism vision and a community mandate to get it done. Survey participants note that destination strength variables like "attractions & entertainment" and "air access" are significantly important to the destination in attracting visitors.

The plot below shows where Colorado Springs & the Pikes Peak Region is compared to the industry average. One of the key takeaways from this assessment is how there were differing perceptions of the destination among the different stakeholder groups.



Key issues and takeaways from the DestinationNEXT assessment included:

- Establishing diverse, high-quality shopping opportunities
- Improving domestic air access to and from the Colorado Springs Airport (COS)
- Heightening the brand of the region to be known as an international tourism destination
- Establishing public Wi-Fi for visitors to use and broadcast their experience through social media
- Increasing convention & meeting space capacity
- Improving public transportation and mobility throughout the region

Other Consultations

In addition to the extensive consultations with stakeholders, the views of clients, visitors and residents were gathered through a combination of interviews and surveys:

- 40+ meeting professionals, travel trade and sports event organizers surveyed
- 2,400+ responses to a public survey, with 60% from the counties of El Paso, Fremont and Teller

The feedback from these consultations is consistent with input from the stakeholder discussions. This feedback forms the basis of various priorities identified later in this report. Although the reflections from clients and residents touch on many subjects, the following highlights the most important findings from each group:

Meeting Professionals



Areas to improve include the need for a downtown convention center with an attached brand hotel. They also have an interest in a convention center, hotel and stadium as part of an entertainment district. As well, these clients highlight the need for better accommodation options for attendees.

Sports Event Organizers



Colorado Springs & the Pikes Peak Region lacks a sufficient number of indoor venues, which is a considerable limitation in attracting sports events. Given the Olympic connection, this is an issue that requires close attention.

Leisure Travel Trade



A major concern is that the region is regarded as only having enough to offer for short trips. Strategies need to focus on encouraging trade professionals to create longer-stay packages. Other feedback is that the destination is the "real Colorado," reflective of Colorado's culture and way of life.

Public



Locals have a strong understanding of the significance of tourism in the region. Ninety-one percent of residents who responded to the public sentiment survey feel that visitors and conventions are important to the region's economy. Outdoor recreation, parks/trails and restaurants/dining are viewed as strengths, while getting around is seen as an opportunity.

Key Takeaways

The analysis and consultations reveal six main takeaways that were considered in developing Colorado Springs & the Pikes Peak Region's Destination Master Plan.

Impressive natural assets provide a tremendous foundation for the destination. Icons like Pikes Peak – America's Mountain and Garden of the Gods Park can be leveraged to attract visitors from around the world.



From local stakeholders to clients, it is agreed that the region should plan for and invest in its venues to serve meetings and sports groups. A comprehensive needs assessment should be completed to ensure the destination develops the right venues for these markets.



The Olympic City USA brand is gaining traction. In moving forward, it is extremely important that the destination comes together with a unified brand to ensure consistency in messaging and adherence to brand standards.



Although the region has a willingness and desire to work together, collaboration would be enhanced through more stakeholder networks and greater regional cooperation.



The region's population is projected to continue to grow rapidly. As plans are made to ensure local needs are met in the future, it is a pivotal time to ensure visitor needs are also taken into consideration.



The U.S. Olympic Museum is an exciting initiative that will lay the groundwork for a transformed downtown. The tourism industry needs to ensure that it has a seat at the table as downtown planning occurs.



Vision

A destination vision is an aspirational statement that sets the roadmap for where a destination wants to be in the future. This vision is not an advertising slogan, but an expression of the intent of the stakeholders as to what they want to achieve together.

The vision for Colorado Springs & the Pikes Peak Region emanates from two unique signatures for the area. The region has many assets, of which two rise to the top in importance:

1. Natural experiences attractive to visitors from throughout the U.S. and around the world that are not only spectacular icons, but also easy to get to.
2. The Olympic connection is a special and unique aspect of Colorado Springs. It will help define the future direction of the destination as a place to visit and hold events.

The vision is as follows:

Colorado Springs & the Pikes Peak Region will be the **leading U.S. destination for **experiential travel**, inspired by the majesty of **Pikes Peak**; iconic, accessible **natural wonders**; and the **Olympic spirit**.**

“Colorado’s tourism industry is extremely competitive. With a mission to bring more visitors to Colorado Springs & the Pikes Peak Region, we must build a 10-year plan to grow visitation and spending in a responsible manner.”

Doug Price, IOM
President & CEO

Colorado Springs Convention & Visitors Bureau



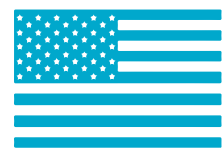
BIG IDEAS

To help Colorado Springs & the Pikes Peak Region achieve its vision, the broader, bigger ideas in this plan include:



Make Colorado Springs & the Pikes Peak Region the most desirable place for urban and outdoor experiential travel in the U.S.

The destination has a strong position in the outdoor travel market, given its proximity to iconic mountains, trails and rivers. To step up its urban experiences, the region will need to consider year-round usage in its development of attractions, festivals, facilities and events.



Further leverage the presence of the Olympic organizations and the new U.S. Olympic Museum.

It is often a challenge for destinations to develop unique man-made assets. The region clearly has this level of asset with its Olympic connection. This opportunity needs to be leveraged, particularly with the potential of the new museum to be a catalyst for development and further animation of downtown Colorado Springs.



Develop the right sports-event and meeting venues for the city and region to attract out-of-town events.

Compared to other mid-size cities in the U.S., Colorado Springs lacks venues to compete effectively in the future. There is a need to continue to evaluate options with the goal to develop facilities that can accommodate more sports events and meeting groups.



Make the region the place for four-season arts, culture and festivals in Colorado.

The region has a vibrant arts & culture scene, though it is sometimes overshadowed by other better-known attributes. Through enhanced collaboration among facilities, organizers and other groups, this sector of the tourism industry can take its rightful place as a leader of visitation - not only in the region but at the state level as well.



Establish a regional, sustainable transportation system.

Getting around the region is one of the biggest issues facing the development of tourism today. In most competitive destinations, transportation connectors are helping visitors and residents to easily travel to key attractions, airports and other locations throughout the region. A regional system, including public transit solutions, would improve the destination experience and contribute to increased spending and length of stay.

G

oals & Initiatives

To achieve the vision of being the leading U.S. destination for experiential travel, inspired by the majesty of Pikes Peak; iconic, accessible natural wonders; and the Olympic spirit, five overall goals have been developed for the region's Destination Master Plan.

These goals and initiatives consider the numerous consultations that helped define where the region wants to go. Each goal was carefully crafted and validated by the community, building upon the current product offering within the region to deliver a memorable tourism experience. The five goals include:

1. **Provide Unique Experiences** that reflect the authentic nature of the region, helping to extend the length of stay.
2. **Deliver Priority Infrastructure** that serves current needs and anticipates future demand.
3. **Improve Connectivity** for trails, roads, transportation systems and online communication.
4. **Strengthen the Destination Brand** to ensure the region is top of mind with potential visitors in a positive way.
5. **Enhance Regional Collaboration** through stronger partnerships and cooperation.

The following pages outline specific initiatives that need to be completed to realize the vision.



01 PROVIDE UNIQUE EXPERIENCES

Seven core initiatives have been identified to enhance the delivery of existing unique experiences and act as a catalyst to develop compelling activities and attractions in the region.

Several initiatives seek to amplify iconic experiences by completing important trail systems and locating signature natural sites as backdrops for concerts and festival performances. A new Olympic and Paralympic hub of integrated and themed experiences has also been imagined, originating from the new U.S. Olympic Museum.

Other experience-driven initiatives address a universal desire to appeal to a broader spectrum of visitors of multiple interests, generations and geographies. An additional initiative seeks to tap into business and education markets by introducing innovative think-tank centers of excellence.

Key Initiatives

- A. Signature Events:** Expand existing events/festivals and introduce new signature events/festivals throughout the year to develop visitor markets on a four-season basis.
- B. Iconic Trail Systems:** Complete the iconic Pikes Peak “Ring the Peak” trail system and the downtown Colorado Springs “Legacy Loop.”
- C. Olympic Experiences:** Animate downtown Colorado Springs by using the U.S. Olympic Museum as a catalyst to develop unique, connected experiences such as athlete interactions, Olympic sports demonstrations/participation and an Olympic “Walk of Fame.”
- D. Experiential Tours:** 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.
- E. Unique Performance Venue:** Establish a unique and iconic outdoor location/venue for music events and other arts/cultural performances.
- F. Centers of Excellence:** 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.
- G. Multi-Generational Travel:** Foster and increase multi-generational family travel by providing tailored activities and choices for all ages and interests.



02 DELIVER PRIORITY INFRASTRUCTURE

Some of the key infrastructure initiatives include developing indoor and outdoor venues for sports events, festivals and entertainment, such as an outdoor amphitheater and city auditorium. The stakeholders also said that it is important to explore the feasibility of a public or private downtown convention center. Even though it is understood that the Colorado Springs City Charter would have to change, the opportunity should be considered, as Colorado Springs is one of the few mid-size cities in North America without a downtown convention center.

Another important initiative is to ensure the ongoing viability of key attractions such as the Cog Railway, Pikes Peak Summit Complex and U.S. Air Force Academy points of interest. The incredible physical assets of the destination need to be properly maintained and managed to ensure quality experiences continue. Facilities that link the urban and outdoor products and services will help in this regard.

Key Initiatives

- A. Parks & Trails Maintenance:** Improve funding for maintenance and sustainability of regional and city parks and trails, including increased security measures.
- B. Sports & Entertainment Venues:** 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 where appropriate.
- C. Basecamp Facility:** 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.
- D. Convention Center:** Determine the feasibility of a public or private downtown Colorado Springs convention center.
- E. Sustainability:** 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).
- F. Pikes Peak Planning:** Ensure Pikes Peak – America’s Mountain is further planned and utilized as a significant visitor asset with the collaboration of all key stakeholders.
- G. Arts & Culture:** 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.



03 IMPROVE CONNECTIVITY

A leading destination needs to have efficient and well-thought-out transportation and communications networks to move and connect visitors and residents seamlessly. To achieve this vision, five initiatives have been identified as critical to improving the connectivity of the region. Initiatives such as road improvements help get the visitor from one attraction or event to another, enhancing rather than detracting from their overall experience in the region.

Another key initiative is the need for reliable cellular and Wi-Fi networks within the region. This level of digital connectivity will allow visitors to instantaneously access the information and navigational support they require, while enabling them to be the destination's biggest advocates through social media and other engagement platforms.

Key Initiatives

- A. Regional Transportation Improvements:** 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.
- B. Internet Connectivity:** 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.
- C. Biking & Hiking Trails:** Complete a biking and walking trail system that connects Colorado Springs to key natural experiences in the region.
- D. Public Transit:** 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.
- E. Wayfinding:** 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.
- F. Air Service:** Continue to support increased air access at the Colorado Springs Airport.



04 STRENGTHEN THE DESTINATION BRAND

To maximize the visitation opportunity over the next 10 years, there is collective recognition that Colorado Springs & the Pikes Peak Region needs to strengthen its destination brand and increase market awareness of its assets and offerings.

Four main themes were identified as priorities to address in renewed destination branding. One, build upon the emerging Olympic City USA brand to clearly differentiate the destination as the U.S. base for the spirit and ideals of the Olympics and Paralympics. Two, position the region as unique and vibrant, surrounded by accessible and iconic

natural experiences. Three, inform the marketplace of the destination's essence, vibrancy and appeal in all four seasons, supported by increased market funding. Four, develop funding for these year-round marketing initiatives.

Key Initiatives

- A. Olympic City USA Brand:** Further establish and leverage the Olympic City USA brand with the various agencies promoting Colorado Springs to differentiate the destination.
- B. Year-Round & Iconic Experiences:** 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).
- C. Shoulder & Off-Season Marketing:** Elevate winter, spring and fall brands in the marketplace to build off-peak visitation.
- D. Funding:** Increase tourism promotion funding to support four-season marketing.

05 ENHANCE REGIONAL COLLABORATION

The fifth goal is to enhance collaboration in the region. Destinations that operate with close synergy among the tourism industry, government and other sectors of the economy can achieve significantly more. Clients, such as meeting planners, the travel trade and visitors, are best served by destinations that pull together to provide enhanced services and experiences.

Without question, the regional community is willing to work together. Seven specific initiatives have been identified, including the importance of coordinating the outcomes of this project with other

plans that are in place or underway. Stakeholders also suggested stronger partnerships with the U.S. Olympic Committee and the U.S. Air Force Academy would help advance the destination.

Key Initiatives

- A. Coordinated Plans:** Maximize coordination and alignment opportunities of Destination Master Plan initiatives with existing and emerging city and regional plans.
- B. Parks & Roadway Connectivity:** Build relationships and cross-collaboration with outdoor recreation, parks and roadway agencies to maximize connectivity and wayfinding to enhance the visitor and resident experience.
- C. Olympic Experience Coordination:** Partner with the U.S. Olympic Committee and other Olympic-related organizations to coordinate and enhance the visitor experience as it relates to the Olympic City USA brand, the Colorado Springs Olympic Training Center, the U.S. Olympic Museum and new Olympic-related experiences.
- D. U.S. Air Force Academy Experience Coordination:** 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.
- E. Activity Packaging:** Establish more formal, ongoing collaboration among tourism industry organizations to package experiences such as an activity passport.
- F. CTO/DMO Collaboration:** Explore formal collaboration with the Colorado Tourism Office (CTO) and other Colorado DMOs to generate new traffic from long-haul markets.
- G. Military Installations:** 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.

T argets 2028

This plan's primary objective is to make Colorado Springs & the Pikes Peak Region a sustainable, must-visit destination. Executing the strategic initiatives in this plan has the potential to generate strong, incremental economic benefits over and above current forecasts and expectations. Achieving these results will have a significant impact on the local economy by 2028, with \$3.6 billion in annual spending by overnight and same-day visitors for Colorado Springs and an additional \$1.3 billion throughout the region.

While stakeholders seek more visitation to the region, a common view expressed during the consultations was that growth in visitor volume must not compromise the sustainability of the area.

The key to sustainable success is to have visitor-spending growth outpace the growth in the number of visitors experiencing the region. By focusing on extending visitor length of stay and further developing high-quality products, facilities and services, overall spending can increase by more than 100%. Visitation is also expected to increase (25% over the next 10 years), though not as dramatically as the projected spending increase.

While the majority of visits occur in Colorado Springs, the entire region will realize significant economic benefits from the successful implementation of the Destination Master Plan for Colorado Springs & the Pikes Peak Region.

2028 ASPIRATIONAL TARGETS

COLORADO SPRINGS ONLY

20.9 million visitors **\$3.6** billion spending

ENTIRE REGION

29.3 million visitors **\$4.9** billion spending

Number of Visitors



+25% over 10 years

Visitor Spending



+100% over 10 years



"An important city in the early development of the Pikes Peak Region, Cripple Creek has always relied on continued tourism for its very sustainability. Being a key participant in the Destination Master Plan is crucial for not only our sustainability, but for our planned development and growth as a world-class, historic western destination."

Steve Kitzman
Director of Marketing & Events
City of Cripple Creek

Next Steps

The Colorado Springs Convention & Visitors Bureau has served as a natural convener of regional leaders for the development of the Destination Master Plan. Phase 1 of the process has been robust and comes at an important time for the region. As the region begins its 10-year journey toward 2028, municipalities and organizations that have contributed and endorsed this plan need to convene on a regular basis. Goals, initiatives and accountability must be discussed and priorities drawn up, along with detailed tactics, timelines and budgeted resources.

Phase 2 - Plan Approval and Endorsement

- Destination Master Plan Steering Committee approval
- CSCVB Board of Directors ratification
- City of Colorado Springs – approval and proclamation
- El Paso County – approval and resolution

Phase 3 - Plan Communication

- Plan shared with regional counties and municipalities
- Media communications
- Ongoing industry and community updates

Phase 4 - Plan Implementation

- Kick-off meeting of regional stakeholders
- Discussion of the best approach and creation of implementation steps to deliver targeted outcomes

“I would simply like to applaud the CSCVB for this undertaking since the Destination Master Plan (DMP) is a holistic approach. With the multitude of efforts going on in the region, the DMP visioning couldn’t be timed any better to lift all boats; it will naturally serve as a synchronization tool.”

Kimberly Bailey
Economic Development / Urban Renewal
City of Fountain

Appendix A

Consultations

Participants who assisted in the development of the Destination Master Plan for Colorado Springs & the Pikes Peak Region:

City of Colorado Springs

Mayor John Suthers
Chief of Staff Jeff Greene

Colorado Springs City Council

Richard Skorman, *President*
Jill Gaebler, *President Pro-tem*
Yolanda Avila
Merv Bennett
David Geislinger
Bill Murray
Andres Pico
Tom Strand

El Paso Board of County Commissioners

Darryl Glenn, *President*
Mark Waller, *President Pro Tem*
Longinos Gonzalez, Jr.
Peggy Littleton
Stan VanderWerf
Henry Yankowski, *County Administrator*

CVB Board of Directors and Steering Committee

Barry Brown, *The Broadmoor*
Susan Davies, *Trails and Open Space Coalition*
Tammy Fields, *Colorado Springs Chamber & EDC*
Jill Gaebler, *City of Colorado Springs, City Council*
Steve Kanatzar, *The Airplane Restaurant*
Steve Kitzman, *City of Cripple Creek*
Carly Kobasiar, *Parks & Rec, City of Colorado Springs*
Leslie Lewis, *Manitou Springs Chamber of Commerce*
DeAnne McCann, *El Paso County, Colorado*

Andy Neinas, *Echo Canyon River Expeditions*
Laura Neumann, *formerly w/ Garden of the Gods Collection*
Ed Okvath, *Hotel Elegante Conference & Event Center*
Dr. Eric Olson, *University of Colorado Colorado Springs*
Tom Osborne, *Colorado Springs Sports Corporation*
Kevin Penn, *U.S. Olympic Committee*
Greg Phillips, *Colorado Springs Airport*
Shelby Pywell, *The Mining Exchange Hotel*
Tyler Stevens, *Town of Green Mountain Falls*
Kimberly Tebrugge, *United States Air Force Academy*
Peter Udall, *The Navigators*
Andy Vick, *Cultural Office of the Pikes Peak Region*

CSCVB Staff

Doug Price
Rio Andrasko, former staff member
Jim Cassidy
Dina Chiaravalloti
Sarah Conde
Kelly Gorman
Kimberlie Griffis
Floy Kennedy
Amy Long
Christy Long
Doris McCraw
Cheryl McCullough
Denise Noble
Chelsy Offutt
Julia Palomino
Kathy Reak
Pam Sherfese

CSCVB Staff (continued)

Bonnie Singleton
 Gaby Stephenson
 Melissa Williams

Additional Participants:

Denise Abbott, *Broadmoor World Arena*
 Beka Adair, *Quad Innovation Partnership at Colorado College*
 Cynthia Aki
 Kathleen Alexander, *COS Style*
 Claire Anderson, *Innovations in Aging*
 Kimberly Bailey, *City of Fountain*
 Dona Basham, *Royal Gorge Bridge and Park*
 Rich Bender, *USA Wrestling*
 Dave Betzler, *PPACG Area Agency on Aging*
 Susie Brock, *El Colorado Lodge (Manitou Springs)*
 Ellen Carrick, *Woodland Park Main Street*
 Linda Carter, *Garden of the Gods Visitor Center*
 Amanda Clifton, *Academy Hotel Colorado Springs*
 Kevin Cook, *Space Foundation*
 Dwaine Cooper, *USA Wrestling*
 Whitley Crow, *El Paso County*
 Karen Cullen, *formerly w/ Old Colorado City Associates*
 Steve Czarnecki, *El Pomar Youth Sports Complex*
 Jack Damioli, *The Broadmoor*
 Dolores Davis, *Garden of the Gods Visitor Center*
 Bryan DeBates, *Space Foundation*
 Chris DeGrant, *Space Foundation*
 Dirk Draper, *Colorado Springs Chamber of Commerce & EDC*
 Susan Edmondson, *Downtown Partnership*
 Jake Eichengreen, *Quad Innovation Partnership at Colorado College*
 Sandy Elliott, *Pikes Peak - America's Mountain*
 Sam Eppley, *Sparrow Hawk*
 Jamie Fabos, *Olympic City USA*

Stephanie Finley Fortune, *University of Colorado Colorado Springs*
 Dr. Robert Fredell, *Challenger Learning Center of Colorado*
 Jenifer Furda, *Kaiser Permanente*
 Peggy Gair, *Royal Gorge Bridge and Park*
 Toby Gannett, *N2Growth*
 Norma Garbani
 Chelsea Gaylord, *City of Colorado Springs*
 Torie Giffin, *Buffalo Lodge*
 Tim Haas, *Garden of the Gods Trading Post*
 Josh Handley, *El Paso County*
 Dave Harris, *Pikes Peak Ghost Town*
 Walt Hecox
 Whitney Hedgpeh, *Broadmoor Pikes Peak Cog Railway*
 Cindy Hooton, *Timber Lodge*
 Jeff Howell, *The Lodge at Flying Horse*
 Pete Isais, *USA Wrestling*
 Chris Jenkins, *Nor'wood*
 Darlene Jensen, *Town of Monument*
 Dana Kahlhamer, *Pikes Peak International Raceway*
 Harris Kalofonos
 Daniel Kammerer, *DoubleTree by Hilton Colorado Springs*
 Vanessa Keim, *zTrip*
 Jon Khoury, *Cottonwood Center for the Arts*
 PK Knickerbocker, *Pikes Peak Country Attractions*
 Sidney Kozel, *Colorado Springs Airport*
 Katie Lally, *Olympic City USA*
 Abby Lane Sienkiewicz, *Center for Nonprofit Excellence*
 Becky Leinweber, *Angler's Covey*
 David Leinweber, *Outdoor Recreation*
 David Lord, *Griffis Group*
 Mark Lucas, *US Association of Blind Athletes*
 Todd Marts, *El Paso County Parks*
 John Maskovich, *Colorado Springs Marriott*

Marylyn Massey
 Sandy Mattingly, *Authentic B&B Inns & Cottages of the Pikes Peak Region*
 Laurie Meacham, *The Broadmoor*
 Virginia Meier, *National Strength & Conditioning Assn.*
 Deanna Miller, *Promenade Shops at Briargate*
 Debbie Miller, *Woodland Park Chamber of Commerce*
 Dori Mitchell, *Colorado Springs Fine Arts Center at Colorado College*
 Deb Muehleisen, *Money Museum*
 Chuck Murphy Jr., *Gray Line of Colorado*
 George Nehme, *Pikes Peak Association of Realtors*
 Cheryl Niswonger, *Patsy's Candies*
 Wynne Palermo, *Pikes Peak Association of Realtors*
 Karen Palus, *Parks & Rec Department, City of Colorado Springs*
 Kate Perdoni, *Pikes Peak Arts Council*
 Chris Phillips, *Sky Sox*
 Jeff Price, *Show Consulting, LLC*
 Laurel Prud'homme, *Downtown Partnership*
 Laura Rabaut, *Woodland Country Lodge*
 Nick Ragain, *CS Switchbacks/Ragain Sports*
 Nicole Randolph, *Woodland Park Main Street*
 Carrie Reinhard, *Christian & Missionary Alliance*
 Jeni Rivera, *Christian & Missionary Alliance*
 Jay Rohrer, *Manitou Springs City Council*
 Antonio Rosendo, *Lane Foundation*
 Ashley Rosett, *Academy Hotel Colorado Springs*
 Bill Ruskin
 Ashlee Sack, *Fremont Adventure Recreation*
 Bernard Sandoval, *Sandia Advertising*
 Carl Schueler, *City of Colorado Springs*
 Lori Shook, *Colorado Springs Marriott*
 David Siegel, *Bee Vradenburg Foundation*
 Michael Smith, *N2Growth*
 Dace Starkweather, *Glen Eyrie Castle*

Norm Steen, *Teller County Commissioner*
 Heather Steinman, *Colorado Springs Conservatory*
 Deborah Thornton, *Imagination Celebration*
 Joe Urban, *PPACG*
 Zan Wagner, *Radisson Hotel - Colorado Springs Airport*
 Greg Wellens, *Adventures Out West*
 Brandon Wilson, *El Paso County*
 Gail Wingerd, *Woodland Park Main Street*
 Jeff Zelkin, *Embassy Suites Colorado Springs*

Appendix B

Target Assumptions

Development of 2028 Targets for Colorado Springs & the Pikes Peak Region

The development of the 2028 visitor targets for Colorado Springs & the Pikes Peak Region were based on a review of trends from 2011 to 2017 in key metrics for Colorado Springs and the broader region with respect to total visitation (i.e., overnight and day visitors), spend rates while in the region and length of stay. Trends in national tourism metrics were also reviewed in comparison to statistics related to Colorado Springs & the Pikes Peak Region. The statistical review provided the basis to develop the total visitor volume and total visitor expenditure targets for 2018 through 2028.

Each aspect of Colorado Springs & the Pikes Peak Region's visitation was reviewed, and the targets were developed based on the following growth rates, with related assumptions:

1. Nationally, the Compound Annual Growth Rate (CAGR) for the average number of total overnight trips is 2.3%; however, a rate of 2.5% is used for Colorado Springs. It is anticipated that, with the implementation of the Destination Master Plan, total overnight visitors to the region over the next 10 years will outpace the national annual growth rate.
2. Nationally, the CAGR for the average spend per overnight trip is 4.4%. While Colorado Springs' average spend was flat from 2011 to 2016, average spend increased more than 7% from 2016 to 2017. The goal of the Destination Master Plan is to increase the average spend per overnight trip nearly \$100 by 2028.
3. Nationally, CAGR for day-visitor trips is 10.3%. The region's day-visitor trips growth rate has slowed over the past few years. It is anticipated that the growth rate of day-visitor trips will be 1.6%, less than the growth rate of overnight trips.
4. Nationally, CAGR for day-visitor spending is 3.8%; it is anticipated that day-visitor spending may grow slightly ahead this rate to reach \$85 spend per day visitor by 2028.

Appendix C

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