



Destination Master Plan





Gathering Stakeholder Input



Assessing Tourism Assets



Determining Destination Development



Developing Strategic Recommendations

Master Plan Intent

- *Drive a sustainable tourism development model.*
- *Stimulate economic activity capable of generating inclusive employment.*
- *Prepare Fort Collins for future destination opportunity.*
- *Develop quality of place across all parts of the Fort Collins community.*

27 focus groups/interviews
130 individuals
18 person steering committee
Fort Collins City Council
VFC Board of Directors
City leadership

Fort Collins City Plan
Fort Collins Transportation Plan
FOCO Creates Arts & Culture Master Plan
Talent 2.0 Regional Workforce
Sports Complex Feasibility Study
JLL hotel business mix review
RRC Visitor profile study '17 & '19
Think! Tourism Sentiment Index

4 key themes
3 signature links
11 strategic priorities
Visit Fort Collins future actions
City of Fort Collins future actions
Partner future actions

Destination Master Plan Elements

Leveraging Community Connections
Encouraging Aspirational Concepts

Branding Pride of Place
Expanding Basecamp: Fort Collins

Feedback on whether this Signature Link should be *“Expecting”, “Seeking” or “Striving” For Inclusion*

Determine and state all connections to Triple Bottom Line

Fostering Creative Community
Harnessing the essence of Fort Collins
Configuring Events
Supporting the needs of the Nighttime Economy

Investing in Quality of Place
Improving Gateways & Corridors
Responding to Community Issues



Top Four Actions (UNDER DEVELOPMENT)

		INDUSTRY & COMMUNITY
Focus on quality of public venues, parks and amenities	Secure new source for additional funding	<i>Talent attraction</i> is the catalyst for a great place to live, work, learn and VISIT.
Explore new indoor flex-space public gathering facility	Lead community branding initiative	Formalize benefits group for funding direction
Connect to economic inclusivity including affordable housing	Utilize community connections for group sales	Participate actively in boards, commissions and councils



Branding our Community

KEY THEME

Weaving the authentic and genuine brand promise that captures the appeal and mystique of Fort Collins.

IMPORTANCE

- Brands define community promise
- Larger than slogan and logo
- Mental position of the community's overall personae
- Convergence of stakeholders, community, talent prospects & customers





Branding Pride of Place

STRATEGIC CONCEPT

Formulating and articulating the promise that Fort Collins offers inwardly and externally to the world

INPUTS TO UNDERSTAND CURRENT/FUTURE POTENTIAL

- Competitive analysis & benchmark review
 - JLL databases
 - University City groups
- Conversations with business & civic community
- Focus groups & interviews
- Strategic observations and casual input

REMAINING STEPS

- Establish the brand development process
- Connect to community pride
- Form link with Talent 2.0





Branding Pride of Place

RESEARCH

- Examining the Comparative Set to determine potential direction
- Note that logos included are not always reflective of the community's brand promise

- Breweries Beckon



- High tech & hip



- University City



- Recreational Retreats





Branding Pride of Place

RESEARCH

- Breweries focus group documented a relationship based co-dependence among the businesses.
- Fostered elements of brand promise:
 - Appreciation of one another
 - Genuine love of community
 - Hunger to share with guests and
 - A need for nurturing respect of place by those guests
- Concept began to be repeated across other topical gatherings (retail, outdoor recreation, and restaurants)
- Demonstrable examples through encounters

6 Degrees of Separation – Fort Collins style



How could we capture this pride without disrupting it?



Branding Pride of Place

DIRECTION/STEPS

- Trace & document the connections
- Research the connectivity to image
- Actualize the promise through:
 - Creative development
 - Compelling narrative
- Emphasize personal stories
- Promise is social and engaged
- **Dare to be bold and defining**





Branding Pride of Place

ACTION

On-going Actions: Culturize (mentally plant the **promise**) the brand throughout Fort Collins.

Actions for Years One & Two:

- Research the image of the Pride of Place
 - VFC leads
 - Integrate through committee
- Develop the creative translation
 - VFC leads
 - Integrate through committee
- Configure culturalization plan
 - VFC leads
 - CFC & Chamber key supporters
 - Integrate through committee

Actions for Years Three & Four:

- Implement and implant the brand through everything
 - Everyone!



Expanding Basecamp: Fort Collins

STRATEGIC CONCEPT

Bundling targeted regional visitor experiences during the soft season around key assets that build from Fort Collins as the hub

INPUTS TO UNDERSTAND CURRENT/FUTURE POTENTIAL

- Visit Fort Collins visitor profile research
- Expansion of existing strategy
- Input from stakeholders

NEEDS

- Target audiences (lifestyle, geographic or both)
- Itinerary builder
- Connected to metrics (not awareness)





Expanding Basecamp: Fort Collins



RESEARCH

			TOTAL	SEASON OF VISIT			
				Winter (Dec thru Feb)	Spring (Mar thru May)	Summer (June thru Aug)	Fall (Sept thru Nov)
Day and Overnight visitors only							
What is the primary reason for your trip?	Visit friends/family		26%	24%	25%	24%	24%
	Recreation/ general vacation		23%	2%	19%	27%	31%
	College-related event/ visit/ business		13%	8%	23%	6%	14%
	Other:		11%	16%	6%	12%	14%
	Special event/ festival (which event/ festival?)		8%	6%	12%	11%	2%
	Combined business/ pleasure		6%	12%	5%	3%	8%
	Business		5%	29%	2%	3%	3%
	Stop on a tour of the area		3%		1%	5%	3%
	Brewery Tours		3%		2%	5%	1%
	Arts/ Cultural		2%	2%	3%	1%	
	Shopping		1%		2%	2%	1%
	TOTAL			100%	100%	100%	100%
n =			590	49	175	209	111

Overnight Visitors Only		
Denver -- CO		11.9%
Chicago -- IL, IN		5.7%
Los Angeles -- CA		5.1%
Phoenix -- AZ		4.6%
San Francisco - Oakland - San Jose -- CA		4.3%
Minneapolis - Saint Paul -- MN, WI		3.5%
Kansas City -- KS, MO		3.3%
Atlanta -- AL, GA		3.3%
Washington (Hagerstown) -- DC, MD, VA		2.4%
Colorado Springs - Pueblo -- CO		2.2%
Albuquerque - Santa Fe -- CO, NM		2.2%
New York -- CT, NJ, NY		1.9%

Recreation/general vacation detail. Average length of stay 3.6 nights (median 3 nights), party size average of 3.4 people (median 2 people), 60% traveling with spouse, 38% first time visitors to FC, top activities are dining out (74%), Downtown Fort Collins (70%), shopping (47%), general sightseeing (46%), visit breweries (46%), hiking/climbing (41%), people watching/hanging out (35%), Horsetooth/water sports (25%).

Average nights in the area detail. The average nights in the area is 4.1, though most visitors are staying 3 or fewer nights (53%). The median number of nights is 3. The average is pulled up somewhat by 10% of respondents who said they were staying 10 or more nights.



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Expanding Basecamp: Fort Collins

RESEARCH

- Seasonal need from November through opening week of Rocky Mountain National Park
- Shift in how other destinations *adopt Fort Collins assets as their own*
 - More neighboring accommodations
 - Hub & spoke approach
 - Fort Collins assets borrowed then replaced
- Regional assets fit with the allure and draw of Fort Collins
- Past success in media coverage and interest from regional efforts





Expanding Basecamp: Fort Collins

DIRECTION/STEPS

- Formalize past regional efforts into concerted investment to
 - Focus on soft season business opportunities
 - Build distinctive experiences
- Enlist support and investment from regional destination partners
- Build outreach using media relations and direct marketing
- Use scalable destination system
 - Media relations
 - Content development
 - Direct promotions
 - Collateral



For Immediate Release
Photos Available

From Almond Butter to Aromatics, Monster Masks to Mozzarella, Travelers Find a Rich Array of Fun, Funky and Functional Craft-Made Products in Northern Colorado

NORTHERN COLORADO, March 5, 2018 - What should you do if you come face to face with an acid-spitting zombie? If you're in Northern Colorado you might offer it a craft beer or coffee or a hand-made organic beauty product. Or you could take off in your locally constructed running shoes.





Expanding Basecamp: Fort Collins

ACTION

On-going Actions: Assemble regional product components and conduct visitor research.

Actions for Years One & Two:

- Enlist regional partners into the vision
 - VFC leads
 - Constructed coalition
- Develop the experiential concepts
 - Coalition driven
 - ***Utilize FOCO talent & entrepreneurs***
- Craft a budget for first year media relations
 - Establish minimum level
- Add content development for second year program

Actions for Years Three & Four:

- Add direct marketing for third year program
- Expand with creative, experiential collateral

Ties To:

Branding



Striving for Inclusion OR Expecting Inclusion

SIGNATURE LINK

Working to assure that the destination is truly representative of the community

INPUTS TO ESTABLISH LINK

- Discussion with community groups
- Demographic and lifestyle data

STEPS

- Convene inclusionary leadership council
- Promote personal stories
- Reference within cultural events
- Embed intentionality within programs





Striving for Inclusion OR Expecting Inclusion

DIRECTION/STEPS

- Establish tie with current city programming for Diversity, Equity & Inclusion
- Benchmark other programs (InLivingColorUtah)
- Intentionally weave into other priorities
 - Leveraging Community Connections
 - Creative Community
 - Essence of Fort Collins
 - Configuring Events
- Harness the connections to brand promise
 - Promotion of personal stories

Actions for Years One & Two:

- Convene inclusionary leadership council
 - CFC leads
 - Blend hospitality & community
- Develop key linkages to each priority beginning with:
 - Leveraging community connections
 - Branding Pride of Place

Actions for Years Three & Four:

- Develop results report
 - Content created/Stories gathered
 - Conference/Group leads
- Expand and elevate programming



Building our Community

STRATEGIC THEME

Preparing the physical environment that enhances quality of place in Fort Collins

IMPORTANCE

- Provide an achievable level of quality and ongoing care across current facilities
- Promote differentiation of Fort Collins from other communities
- Fill needed recreational and social gathering gaps currently found in Fort Collins





Investing in Quality of Place

STRATEGIC CONCEPT

Providing public gathering areas for Fort Collins to fill community needs while engaging with visitors and residents alike

INPUTS TO UNDERSTAND CURRENT/FUTURE POTENTIAL

- Facility feasibility study
- Review with VFC and CFC operators

NEEDS

- Narrow priorities
 - Discuss highest & best use
 - Review financials
- Determine gaps in amenities and infrastructure
- Other needs to support facilities
 - Amenities & services





Investing in Quality of Place

RESEARCH

- Examining the Comparative Set for insight on options to determine potential direction
 - Brand connected facilities – Madison, Nashville, Louisville
 - Persona of community – Red Rocks, Lexington, Asheville





Investing in Quality of Place



RESEARCH

Brand reflective convention centers



Louisville

Kentucky International Conv. Center

- 200,000 sq. ft. exhibit center
- Over 300,000 total sq. ft.



Madison

Monona Terrace Convention Center

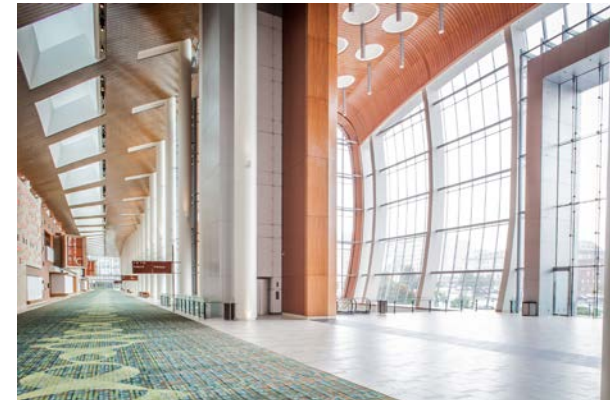
- 40,000 sq. ft. exhibit center
- 200,000 total sq. ft.



Nashville

Nashville Convention Center

- 353,000 sq. ft. exhibit center
- Over 500,000 total sq. ft.





Investing in Quality of Place

RESEARCH

Denver, CO

Red Rocks Amphitheatre

- 30,000 sq. ft. visitor center
- 3,600 private events room





Investing in Quality of Place

RESEARCH

Lexington, KY

Kentucky Horse Park

- Working horse farm
- Equestrian event center
- Educational theme park
- Opened in 1978





Investing in Quality of Place

RESEARCH

Asheville, NC

Riveter

- 40,000 sq. ft. total space
- 18,000 sq. ft. climbing Gym
- Canopied Bike Park
- Fitness Studios
- Opened in January 2020





Investing in Quality of Place

DIRECTION/STEPS

- Assemble dual direction
 - Invest to enhance quality of existing sites and venues
 - Explore creation of unique facility tied to brand promise and essence of Fort Collins
- Establish a facility leadership body
 - Advise on community investments
 - Structure priorities
 - Foster community support
- Deliver facility direction based on commitment to quality of place
- Gather key research findings from sports complex analysis

Initial concept for exploration:

- Indoor flexible event space specializing in:
 - Training seminars
 - Volleyball
 - Indoor gathering
- Connect to social component of brand
- High tech engagement through local suppliers
- Public – Private Partnership
- Blend in amenity offerings as part of development concept
 - Retail
 - Liquid Arts
 - Creative Community



Investing in Quality of Place

ACTION

On-going Actions: Manage venues based on quality of facility and connection to brand promise

Actions for Years One & Two:

- Establish a quality measurement for existing and future facilities
- Convene facility leadership body
 - CFC leads
 - Integrate through committee
- Conduct Phase 1 feasibility assessment on new venue concept
 - CFC & VFC leads with consultant
 - Facility leadership body
 - Opportunity for public private partnerships

Actions for Years Three & Four:

- Assemble P3 investment concept
 - CFC
 - Facility leadership body
- Expand & continue examination on venue opportunities and needs

Ties To:

Branding

Talent 2.0

Configuring Events

Leveraging Community
Connections

Essence of Fort Collins



Improving Gateways & Corridors

STRATEGIC CONCEPT

Facilitating both the aesthetics and flow of individuals moving through Fort Collins

INPUTS TO UNDERSTAND CURRENT/FUTURE POTENTIAL

- Community comparisons along I-25
- Utilize and connect to the City Plan and current City corridor improvement plans (underway)
- Conversations with community stakeholders

NEEDS

- Examine transportation priorities
- Work through future alternative options
- Converge both outdoor scenic beauty with iconic public art investment
- Create sense of arrival with tie to community branding





Improving Gateways & Corridors

RESEARCH

- Examining the Comparative Set for insight on options to determine potential direction
 - I-25 Overpasses
 - Wayfinding programs
 - Landscaping – Public Art – Signage installation



Loveland Reporter-Herald

Loveland artists will design 'Equinox' sculpture for intersection ...

Images may be subject to copyright. Learn More - Image credits



The Coloradan

Colorado I-25 roadwork: U.S. 34 interchange to be focus of project

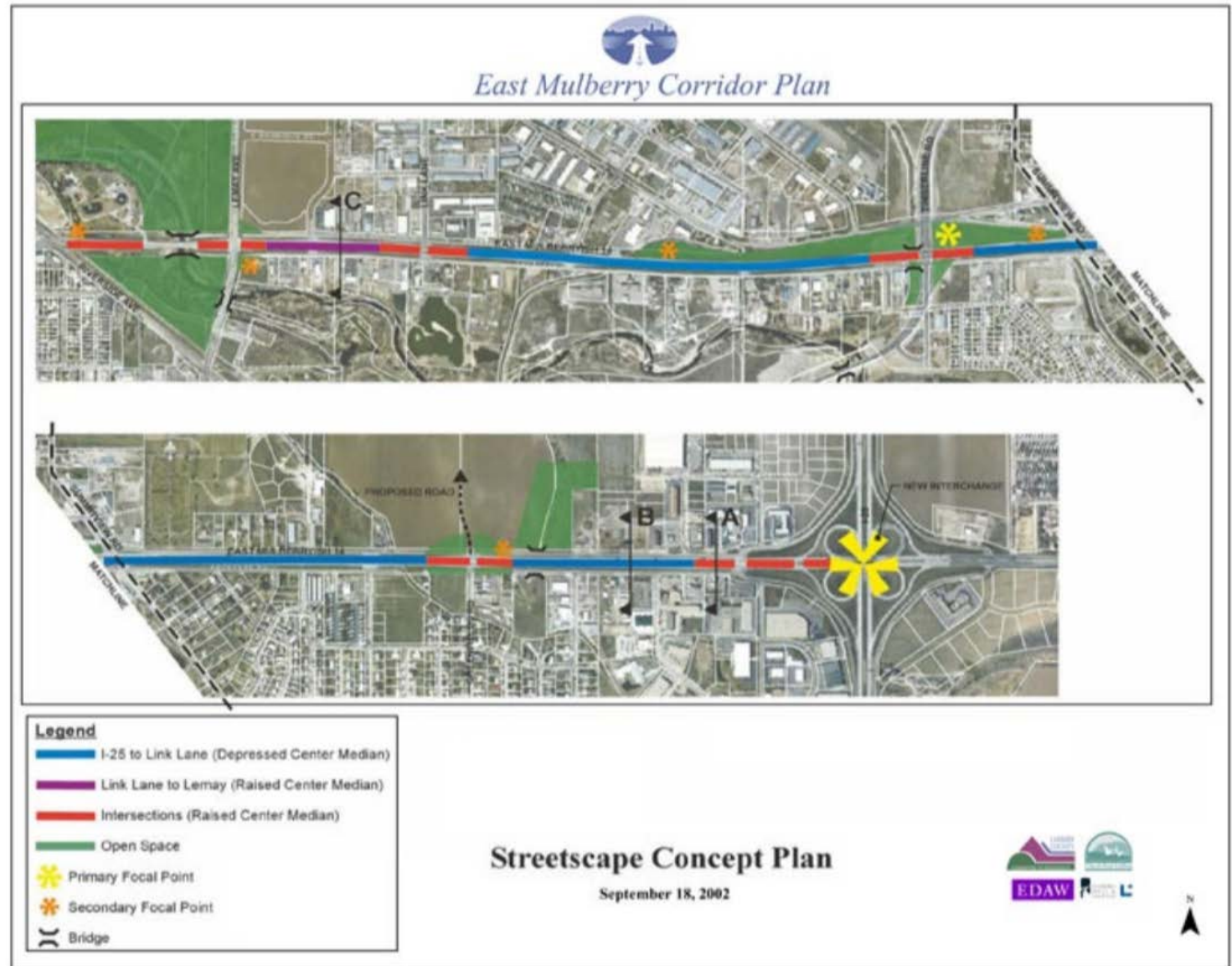
Images may be subject to copyright. Learn More



Improving Gateways & Corridors

DIRECTION/STEPS

- Integrate components from City Plan
- Determine possible target areas
- Provide examples and possible outcomes
- Prioritize needed investment areas
- Create alignment with and support for East Mulberry Corridor Plan





Improving Gateways & Corridors

ACTION

On-going Actions: Continually focus on quality of community aesthetics

Actions for Years One & Two:

- Connect to existing gateway efforts
 - CFC leads
 - Integrate DOT and Talent 2.0
- Connect to East Mulberry Plan & Mulberry Annexation
 - CFC leads
 - Integrate a neighborhood association
- Develop iconic image standards including wayfinding expansion
 - CFC & VFC leads
 - Encourage community-wide participation

Actions for Years Three & Four:

- Prioritize additional steps and efforts
 - CFC leads
- Integrate the brand within gateway and wayfinding design
 - CFC – VFC – DOT collaborate

Ties To:

Branding

Talent 2.0

Quality of Place



Responding to Community Issues

STRATEGIC CONCEPT

Utilizing the destination master planning process to assist with framing critical community challenges

INPUTS TO UNDERSTAND CURRENT/FUTURE POTENTIAL

- Utilize and connect to the City Plan
- Include the Affordable Housing Strategic Plan, especially around hospitality workforce needs
- Conversations with community stakeholders

NEEDS

- Assemble & prioritize the list of associated challenges
- Build case studies and examples from other communities
- Develop an organized system to show the interrelation
- Ensure full tie-in with sustainability and bottom line initiatives





Responding to Community Issues

RESEARCH

- Conversations provided a definitive list of issues facing Fort Collins
- Discussions to determine connection and linkage to tourism
 - Destination Master Plan Leadership Committee
 - Visit Fort Collins Board
 - Visit Fort Collins staff
 - Averaged ratings by each group





Responding to Community Issues

RESEARCH

- Benchmarking with other communities provided additional insight:
 - Nature of community issue
 - Extent of community issue
 - Possible solutions
 - Results from programming

NEWS

So goes the neighborhood? Resort wrestles with rental rise

MICHAEL HILL, Associated Press | Feb. 7, 2020 | Updated: Feb. 8, 2020 1:55 p.m.



1 of 44

In this Thursday, Dec. 11, 2014 file photo, night falls over the homes and condominiums on the banks of Mirror Lake in Lake Placid, N.Y. The surge in the number of short-term rentals in this Adirondack Mountain resort is alarming local residents who fear it is changing the character of the village.

Mike Groll/AP

LAKE PLACID, N.Y. (AP) — Lake Placid is a picture-book village in the Adirondack Mountains offering tourists crisp air, pretty peaks, Winter Olympic sites and, lately, a lot more houses to rent for the weekend.

The rising popularity of short-term rentals on services like Airbnb is alarming residents who fear they're gobbling up so much of the housing market that workers who want to live there are getting frozen out.

"What about the families? They're not here anymore," said longtime resident Zay Curtis, as he drove through the snowy village to point out rentals. "The neighborhoods are slipping away."



Responding to Community Issues

Determine who is “**Tourism**”. CFC, VFC, hotel association, or other.

ISSUE	IMPACT ON TOURISM	PRIORITY ROLE 1 (low) 5 (high)	RESPONSE FROM TOURISM
Affordable Housing	Pushes workforce to commuter locations Adds another factor to Transportation congestion Impacts talent recruitment and retention	5 2 JLL, 5 2.5 VFC Board, 5 1 VFC staff	<ul style="list-style-type: none"> Advocate for affordability of housing Benchmark other communities
Cannabis	Creates a short-term tourism opportunity Prompts law enforcement challenge Adds a challenge to accommodations & venues	3 3, 1.5 1, 2 2	<ul style="list-style-type: none"> Help develop policies Disseminate information to visitors
Childcare	Creates challenge for workforce Impacts talent recruitment and retention	3 4, 4 2, 3 1	<ul style="list-style-type: none"> Explore industry specific solution Participate in community efforts
Congestion & Transportation	Slows distribution of guests and workforce through community	1 2, 4 3, 4 3	<ul style="list-style-type: none"> Advocate for alternative transportation solutions and use Benchmark other communities
Diversity, Inclusion & Equity	Must represent entirety of community Without diversity community feels less inviting Major component of brand promise make-up	5 5, 4 4, 4 3.5	<ul style="list-style-type: none"> Include within all marketing material Participate in conversations Highlight engagement opportunities
Environmental Sustainability	Part of the essence of Fort Collins Connected to waste management, energy conservation & water quality	5 1, 4 1, 4 2	<ul style="list-style-type: none"> Help encourage policies Encourage conversation Connect to City efforts
Homelessness	Affects perceptions of safety Exists in close proximity to downtown	5 3, 4 2, 4 2	<ul style="list-style-type: none"> Advocate for alternative solutions for underperforming lodging properties Benchmark other communities
Over Crowding of Outdoors	Affects Environmental stewardship Lowers visitor satisfaction Creates potential for local clashes with visitors	5 4, 4 4, 5 4	<ul style="list-style-type: none"> Help develop policies Disseminate information to visitors Participate in community efforts
Short Term Rentals	Changes nature of neighborhoods Component of destination offering Linked to Affordable Housing issue	4 4, 4 2.5, 4 4	<ul style="list-style-type: none"> Help develop policies Determine balance within lodging Research locally, benchmark others



Responding to Community Issues

ACTION

On-going Actions: Compile and keep list of key issues & connection to tourism

Actions for Years One & Two:

- Adopt Issue & Response List
 - VFC Board & CFC
- Prioritize to prepare responses (Score of 5)
 - VFC & CFC
 - Integrate through response committee
- Add second priority (score 4) in year 2, if ready
- Continue to investigate how other destinations are addressing issues

Actions for Years Three & Four:

- Add third & fourth priority (score 4) in year 3

Ties To:

Striving for Inclusion

Creative Community

Talent 2.0

Essence of Fort Collins



Funding for the Future

SIGNATURE LINK

Securing competitive level funding for implementation of plan and showing the overall value of tourism to Fort Collins

INPUTS TO ESTABLISH LINK

- Funding comparisons across Colorado
- Examples of funding/structural models
- Supportive links between funding and outcomes

STEPS

- Develop approach with City and Hotel leaders
- Provide modeling and strategy for investment
- Assemble legal steps

Destination	Budget	Lodging Tax	Total Tax	Assessment Rate
Visit Denver	\$ 38,800,000	10.8%	14.75%	1%
Snowmass Tourism	\$ 7,200,000	2.4%	12.40%	
Breckenridge Tourism Office	\$ 5,682,000	3.4%	10.90%	
Visit Colorado Springs	\$ 4,862,747	2.0%	10.25%	
Visit Aurora	\$ 4,065,000	8.0%	12.50%	\$2
Visit Estes Park	\$ 3,001,283	2.0%	10.70%	
Aspen Chamber Resort Assoc.	\$ 2,900,000	2.0%	11.30%	
Visit Grand Junction	\$ 2,890,000	6.0%	14.02%	
Gunnison/Crested Butte	\$ 2,300,000	4.0%	9.00%	
Telluride Tourism	\$ 2,300,000	2.0%	12.65%	
Boulder CVB	\$ 2,021,315	7.5%	12.49%	
Visit Fort Collins	\$ 1,293,582	3.0%	10.55%	
Visit Durango	\$ 1,212,954	4.0%	10.40%	
Visit Loveland	\$ 1,107,524	3.0%	9.70%	
Visit Glenwood Springs	\$ 1,019,242	2.5%	11.10%	
Steamboat Springs Chamber	\$ 850,000	3.0%	11.40%	
Visit Pagosa Springs	\$ 800,000	4.9%	11.80%	
Alamosa Conv. & Visitors Bureau	\$ 739,620	5.9%	13.90%	





Funding for the Future

DIRECTION/STEPS

- Pursue Tourism Business Improvement District funding structure
 - Assemble the steps and understanding
 - Develop the funding level model
 - Construct the benefit strategy
 - Navigate the legal and approval process
- Convene informational workshops to build understanding
- Operationalize the funding model & structure
- Empower accommodations leadership
- Increase meetings and information dissemination to hotel owners, GMs and sales leaders

Actions for Years One & Two:

- Perform funding feasibility study
 - Civitas Advisors conducts
 - VFC leads
 - Integrate through finance committee
- Develop the funding response plan
 - Civitas Advisors leads
 - Hotel participation

Actions for Years Three & Four:

- Implement and fund new programs
 - VFC leads

Next Steps

Next Steps



- Detail out remaining Themes, Links and Priorities
- Add more details, examples and images
- Reconnect to all objectives especially:
 - Business Development
 - Triple Bottom Line
 - Community Issues

Planning Timeline



- Details for:
 - SUSTAINING OUR COMMUNITY
 - Fostering Creative Community
 - Harnessing the essence of Fort Collins
 - Configuring Events
 - Supporting the needs of the Nighttime Economy
 - Talent 2.0
 - INCLUDING OUR COMMUNITY
 - Leveraging Community Connections
 - Encouraging Aspirational Concepts
- Confirmation
 - Detail Building
 - Report crafting
 - Presenting

