



CITY OF LOVELAND
BUSINESS DEVELOPMENT OFFICE
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AGENDA ITEM: 1
MEETING DATE: 6/28/2011
TO: City Council
FROM: Betsey Hale, Business Development
PRESENTER: Betsey Hale
Dawn Putney, ToolBox Creative
David Kennedy, Corona Insights

TITLE: Update on the Community Marketing Commission Brand Assessment and Strategic Marketing Plan

DESCRIPTION: This is a report to City Council on a draft strategic plan and initial findings on the brand assessment and event inventory and gap analysis.

BUDGET IMPACT:

Yes No

SUMMARY: The Community Marketing Commission has been given the task of evaluating the “brand” of Loveland as a destination for visitors. Toolbox Creative was hired to complete a brand assessment for the City. In addition, the consultant is developing a strategic plan and activation strategy for destination attractions and events. This report will be an update on the brand research to date, the draft strategic plan, and the destination event inventory and gap analysis. This information was presented to the CMC on June 16th, 2011.

LIST OF ATTACHMENTS:

1. Presentation from CMC meeting
 2. Draft strategy and report
 3. Appendix A Corona Insights brand assessment
 4. Appendix B Event inventory and gap analysis calendar
-

RECOMMENDED CITY COUNCIL ACTION:

REVIEWED BY CITY MANAGER:

Preliminary Report on Research and Development, and Activation Plan Branding Project, Phase 1

presented by Dawn Putney
June 16, 2011

Loveland Colorado



What is Loveland's brand image? Is it —

Sweetheart City

Where Art and Science Meet

City with a Heart

Gateway to Rocky Mountain National Park

Loveland, A Work of Art

Step I: Research & Discovery

- **38 Interview Sessions: April-May 2011**
 - In-person and via telephone
- **Qualitative research to assess:**
 - Existing perceptions of Loveland
 - What makes it unique
 - Strengths and weakness related to tourism

Marketing MindJam Kickoff and Community Outreach Meetings

- Kickoff Session
- Community Outreach Meetings
 - 19 total meetings with community groups, and individuals
 - From City staff, to artists, wedding professionals, regional partners, and the local Lions Club

Destination Loveland

**Build Loveland as a tourism destination,
while keeping a keen eye on economic development
and the welfare of citizens.**



Research Perceptions and Insights.

How Loveland should progress:

- **Make decisions about roles and responsibilities related to the marketing strategy**
- **Get things moving, and keep them moving**
- **Educate Lovelanders, keep them informed**
- **Fully live the brand**
 - **Brand means nothing unless it's who you really are, or who you are ready to be**
- **Get everyone on the same page**

Research Perceptions and Insights

How Loveland should progress:

- **Don't disregard Sweetheart City**
- **Don't be afraid to boast**
- **Embrace Centerra and Downtown**

Community Outreach Meetings

Key findings and recommendations:

- **Enhance Visitor's Center experience**
 - Additional kiosks
 - Better access to the visitor center
- **Transportation**
 - Additional shuttles, buses and taxis
- **Points of entry**
 - Further enhancements along Hwy. 34
- **Signs and way finding**
- **More Uniquely Loveland experiences**

Does Loveland need a
Destination Management Organization (DMO)?

If a destination is to flourish somebody must take charge to ensure that happens.

- Destination Management vs Marketing
 - Management includes:
 - Enhancing Loveland's competitive position as a tourism and visitor destination
 - Destination development
 - Provide tourism services
 - Oversight of significant projects

Does Loveland need a
Destination Management Organization (DMO)?

**Lack of an official DMO for Loveland causes
considerable confusion in the market place**

- DMO models
 - 75% independent 501(c)(6) nonprofits
 - 21% as a division of a municipality, state, county, provincial government
 - 4% subsidiary of a Chamber
- Destination Loveland org model will be a decision of the CMC and City Council
 - Dependent upon Lodging Tax funding

Advocating for Destination Development

Destination that are attractive to visitors will:

- Enhance the quality of life for residents
- Make a community more attractive to the coveted young professional demographic

Responsibilities of a DMO

- Visitor services
- Visitor management
- Resource management
- Research
- Quality management
- Product development
- Planning development
- Mediator visitor local business
- Mediator local business public
- Destination branding
- Crisis management
- Consulting function
- Conference management
- Commercial promotion
- Booking channel

Visitation, Tourism and Loveland

Five primary tourism categories:

- Arts and Culture
- Sweetheart City
 - Weddings and Valentine's holiday
- Sports and Outdoor Recreation
- Gateway to Rocky Mountain National Park
- Destination Festivals and Attractions

Gap Analysis

Year-long calendar of existing events, festivals and special attractions that generate demands for hotels, restaurants and retail.

- Determined time periods for additional activation
 - Many community activities
 - Very few events that draw visitors from outside the region
- Activation is necessary to become a more effective, year-round tourism economic engine, and a destination of choice for regional/national tourists and visitors

Gap Analysis

Activation Strategies enhance the economic impacts of the tourism sector

- Multi-seasonal destination activation
- Basic infrastructure is a strong asset
- Existing tourism is derived in summer months
- Off season there is a strong decline in visitors
 - Excess tourism capacity in off-season

Gap Analysis

Why type of tourist? And why would they visit?

- Outdoor recreation
- Art
 - Especially sculpture and the community of sculptors
- Innovation
- Heritage as the Sweet City
- Friendly, safe, and “real”

Gap Analysis

Destination Loveland

- Existing attributes enhance quality of life for residents
- Visitors are faced with dead-end and one-wow attractions
- Visitors are often directed to Fort Collins for the brewery tours and bustling Old Town

June 2011

- Engaging LVD Events
- Embassy Suites
- Cultural and Attractions
- Budweiser Events
- Artists
- The Ranch
- LVD Tourism Events
- LVD Parks Rec
- LVD City Special Events
- Hospitality Assn
- Weddings
- Retailers and Restaurants
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29 <ul style="list-style-type: none"> 2:15 PM Realities Ride & Rally 3:00 PM USSSA SP 10 Fields @ Barnes 3:00 PM TCS Memorial Classic all 6 Fields CP 5:00 PM Loveland Founders Day @ 4th Street Farmers Market 	30 <ul style="list-style-type: none"> 3:00 PM TCS Memorial Classic all 6 Fields CP 3:00 PM USSSA SP 10 Fields @ Barnes 	31 <ul style="list-style-type: none"> 12:00 PM Addressing History: The Pioneering Women of Loveland @ Museum Gallery 	1	2 <ul style="list-style-type: none"> 1:00 PM Kiss FM's Say Hello to Summer Bash @ TM Amphitheatre 	3 <ul style="list-style-type: none"> 10:00 AM GoodGuys Colorado Hot Rod & Customs Show, The Ranch 10:00 AM Movies on Main, Promenade Shops at Centerra 11:00 AM June Paint Horse Show 12:00 PM Heart Beat Drum and Dance Festival @ Sunrise Ranch 	4 <ul style="list-style-type: none"> 10:00 AM GoodGuys Colorado Hot Rod & Customs Show, The Ranch 11:00 AM June Paint Horse Show 1:15 PM Heart Beat Drum and Dance Festival @ Sunrise Ranch 3:00 PM Loveland Rage FP Fields 1-6 @ Barnes 3:00 PM WELS SP Fields 7,8,10 @ Barnes 4:00 PM Wedding Booked
5 <ul style="list-style-type: none"> 9:15 AM End: Colorado Governor's Art Show @ Museum Gallery 10:00 AM GoodGuys Colorado Hot Rod & Customs Show, The Ranch 11:45 AM Heart Beat Drum and Dance Festival @ Sunrise Ranch 1:00 PM June Paint Horse Show 3:00 PM Loveland Rage FP Fields 1-6 @ Barnes 3:00 PM WELS SP Fields 7,8,10 @ Barnes 	6 <ul style="list-style-type: none"> 10:00 AM MCR Golf Tournament, Location TBD 12:15 PM Heart Beat Drum and Dance Festival @ Sunrise Ranch 	7 <ul style="list-style-type: none"> 10:00 AM Kids Day, Promenade Shops at Centerra 10:00 AM Thomas & Friends @ Budweiser 	8	9 <ul style="list-style-type: none"> 4:00 PM Benches by Berthoud Dance Theatre @ Rialto 	10 <ul style="list-style-type: none"> 10:00 AM Movies on Main, Promenade Shops at Centerra 10:00 AM Night on the Town, Downtown Loveland 4:00 PM Benches by Berthoud Dance Theatre @ Rialto 	11 <ul style="list-style-type: none"> 10:00 AM Bike Expo Event, The Ranch 10:00 AM Relay for Life - Loveland/Berthoud, The Ranch 11:00 AM Buckle Series Horse Show 1:30 PM 7th Annual Waltz for the Wolves Auction Benefit & Gala 3:00 PM USSSA SP 10 Fields @ Barnes 4:00 PM Wedding Booked
12 <ul style="list-style-type: none"> 11:00 AM Relay for Life - Loveland/Berthoud, The Ranch 11:00 AM Buckle Series Horse Show 3:00 PM USSSA SP 10 Fields @ Barnes 	13 <ul style="list-style-type: none"> 12:00 PM Under Construction by Stylz Dance Studio @ Under Construction 	14	15 <ul style="list-style-type: none"> 11:00 AM RMCQ Dreaming Up Landscapes 	16 <ul style="list-style-type: none"> 10:00 AM Foote Lagoon Concerts, Downtown Loveland 10:00 AM Tee Off for a Good Cause, Marianna Butte Golf Course 11:00 AM RMCQ Dreaming Up Landscapes 	17 <ul style="list-style-type: none"> 10:00 AM Movies on Main, Promenade Shops at Centerra 11:00 AM Loveland Old West Round-Up Western Collectible Show 4:00 PM The Golden Ticket by MacKinnon Royal Dance Institute @ Rialto 	18 <ul style="list-style-type: none"> 11:00 AM Loveland Old West Round-Up Western Collectible Show 1:45 PM Northern Colorado Bicycle Expo 3:00 PM CO Senior Softball Travel League SP Fields 1-5 @ Barnes 4:00 PM Begin: Horse @ Museum Gallery 4:00 PM Wedding Booked
19 <ul style="list-style-type: none"> 11:00 AM Loveland Old West Round-Up Western Collectible Show 3:00 PM CO Senior Softball Travel League SP Fields 1-5 @ Barnes 	20	21 <ul style="list-style-type: none"> 10:00 AM Kids Day, Promenade Shops at Centerra 4:00 PM Summer Reading @ Library 	22	23 <ul style="list-style-type: none"> 10:00 AM Alan Jackson 7:30 pm @ Budweiser 10:00 AM Foote Lagoon Concerts, Downtown Loveland 	24 <ul style="list-style-type: none"> 10:00 AM Movies on Main, Promenade Shops at Centerra 3:00 PM Rookie League Tournament Fields 1-4 CP 4:00 PM Begin: Tatjana Krizmanic-Elation @ Museum Gallery 	25 <ul style="list-style-type: none"> 10:00 AM Loveland Garden Tour, Downtown Loveland 10:00 AM Lake to Lake Triathlon, North Lake Park 12:15 PM Jozef Sumichrast: Gravity's Grace @ Museum Gallery 1:00 PM Wedding Booked 3:00 PM Rookie League Tournament 3:00 PM Triple Crown FP 10 Fields @ Barnes 4:45 PM Mile High Buckskin Firecracker 6:30 PM Colorado Horse Company Sale
26 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 11:00 AM Mile High Buckskin Firecracker Show 3:00 PM Rookie League Tournament Fields 1-4 CP 3:00 PM Triple Crown FP 10 Fields @ Barnes 	27	28 <ul style="list-style-type: none"> 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 4:00 PM Summer Reading @ Library 	29 <ul style="list-style-type: none"> 3:00 PM TCS FP Sparkler Fields 1-4 CP 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 	30 <ul style="list-style-type: none"> 10:00 AM Foote Lagoon Concerts, Downtown Loveland 11:00 AM Colorado Pony of America Show 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 3:00 PM TCS FP Sparkler Fields 1-4 CP 	1 <ul style="list-style-type: none"> 10:00 AM Movies on Main, Promenade Shops at Centerra 12:15 PM Buckhorn Valley Kennel Club Dog Show 2:15 PM Colorado Pony of America Show 3:00 PM TCS FP Sparkler Fields 1-4 CP 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 	2 <ul style="list-style-type: none"> 8:30 AM All American Car Show @ The Outlets at Loveland 12:00 PM Buckhorn Valley Kennel Club Dog Show 1:15 PM Wedding Booked 3:00 PM Triple Crown FP 4 Fields @ Centennial 3:00 PM TCS FP Sparkler Fields 1-4 CP 3:00 PM USSSA SP 10 Fields @ Barnes 4:45 PM Colorado Pony of America Show

June 2011

■ Destination_Sports Events
■ Destination_RegionalEconBenefits

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June 2011

Destination_AttractionsEvents

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5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	1	2

July 2011

- Engaging LVD Events
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July 2011

- Destination_Sports Events
- Destination_RegionalEconBenefits

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July 2011

Destination_AttractionsEvents

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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29 11:00 AM Heaven Fest camping (2000 campers)	30 11:00 AM Heaven Fest - Ranch
31	1	2	3	4	5	6

August 2011

- Engaging LVD Events
- The Ranch
- Embassy Suites
- LVD Tourism Events
- Cultural and Attractions
- LVD Parks Rec
- Weddings
- Budweiser Events
- LVD City Special Events
- Retailers and Restaurants
- Artists
- Hospitality Assn
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes 1:00 pm 	1	2 <ul style="list-style-type: none"> 10:00 AM Kids Days, Promenade Shops at Centerra 	3	4 <ul style="list-style-type: none"> 10:00 AM Teen Battle of the Bands Showcase, Foote Lagoon 	5 <ul style="list-style-type: none"> 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch 10:00 AM Sounds of Centerra, Changu Sculpture Park 	6 <ul style="list-style-type: none"> 10:00 AM Gnarly Barley Brew Festival @ Budweiser 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch 1:15 PM Wedding Booked 3:00 PM USSSA SP State B/C/D 10 Fields @ Barnes
7 <ul style="list-style-type: none"> 10:00 AM PRCA Rodeo 7:00 pm @ Budweiser 10:00 AM Farmer's Market, Fairgrounds Park 10:00 AM Larimer County Fair @ The Ranch 3:00 PM USSSA SP State B/C/D 10 Fields @ Barnes 	8 <ul style="list-style-type: none"> 10:00 AM Larimer County Fair @ The Ranch 10:00 AM PRCA Rodeo 7:00 pm @ Budweiser 	9 <ul style="list-style-type: none"> 10:00 AM PRCA Rodeo 7:00 pm @ Budweiser 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch 	10	11	12 <ul style="list-style-type: none"> 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft 10:00 AM Night on the Town, Downtown Loveland 10:00 AM Sounds of Centerra, Changu Sculpture Park 12:15 PM Road Knights Car Show 	13 <ul style="list-style-type: none"> 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft 12:15 PM Road Knights Car Show 4:00 PM Wedding Booked
14 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft 12:15 PM Road Knights Car Show 	15	16 <ul style="list-style-type: none"> 10:00 AM Kids Days, Promenade Shops at Centerra 	17	18 <ul style="list-style-type: none"> 10:00 AM Birdies on the Green, The Old Course, McKee Medical Center 11:00 AM Rocky Mountain Quilt Festival 	19 <ul style="list-style-type: none"> 10:00 AM Valley 500 Road Race, Fairgrounds Park (qualifier) 10:00 AM Sounds of Centerra, Changu Sculpture Park 11:00 AM Rocky Mountain Quilt Festival 1:00 PM LoneStar @ TM Amphitheatre 	20 <ul style="list-style-type: none"> 11:00 AM Rocky Mountain Quilt Festival 11:00 AM Continental Divide Morgan Horse Show 3:00 PM Loveland City Championship Tournament @ Barnes 4:00 PM Wedding Booked
21 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 11:00 AM Rocky Mountain Quilt Festival 12:00 PM Continental Divide Morgan Horse Show 3:00 PM Loveland City Championship Tournament @ Barnes 	22	23	24	25	26 <ul style="list-style-type: none"> 10:00 AM Old Fashion Corn Roast Festival, Fairgrounds Park 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park 12:00 PM Rocky Mountain Irish Festival 	27 <ul style="list-style-type: none"> 10:00 AM Corn Festival Parade, Downtown Loveland 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park 10:00 AM Old Fashion Corn Roast Festival, Fairgrounds Park 1:30 PM Rocky Mountain Irish Festival 5:15 PM Wedding Booked
28 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park 12:00 PM Rocky Mountain Irish Festival 	29	30	31	1	2 <ul style="list-style-type: none"> 12:00 PM USTRC High Plains Regional Finals 5:00 PM Thunder in the Rockies Bike Rally 	3 <ul style="list-style-type: none"> 12:00 PM USTRC High Plains Regional Finals 3:00 PM USSSA SP 10 Fields @ Barnes 4:00 PM Wedding Booked 5:00 PM Thunder in the Rockies Bike Rally

August 2011

- Destination_Sports Events
- Destination_RegionalEconBenefits

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31 <ul style="list-style-type: none"> ■ 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes 1:00 pm 	1	2	3	4	5 <ul style="list-style-type: none"> ■ 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch 	6 <ul style="list-style-type: none"> ■ 10:00 AM Gnarly Barley Brew Festival @ Budweiser ■ 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch ■ 3:00 PM USSSA SP State B/C/D 10 Fields @ Barnes
7 <ul style="list-style-type: none"> ■ 10:00 AM PRCA Rodeo 7:00 pm @ Budweiser ■ 10:00 AM Larimer County Fair @ The Ranch ■ 3:00 PM USSSA SP State B/C/D 10 Fields @ Barnes 	8 <ul style="list-style-type: none"> ■ 10:00 AM Larimer County Fair @ The Ranch ■ 10:00 AM PRCA Rodeo 7:00 pm @ Budweiser 	9 <ul style="list-style-type: none"> ■ 10:00 AM PRCA Rodeo 7:00 pm @ Budweiser ■ 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch 	10	11	12 <ul style="list-style-type: none"> ■ 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft ■ 12:15 PM Road Knights Car Show 	13 <ul style="list-style-type: none"> ■ 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft ■ 12:15 PM Road Knights Car Show
14 <ul style="list-style-type: none"> ■ 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft ■ 12:15 PM Road Knights Car Show 	15	16	17	18 <ul style="list-style-type: none"> ■ 11:00 AM Rocky Mountain Quilt Festival 	19 <ul style="list-style-type: none"> ■ 10:00 AM Valley 500 Road Race, Fairgrounds Park (qualifier) ■ 11:00 AM Rocky Mountain Quilt Festival ■ 1:00 PM LoneStar @ TM Amphitheatre 	20 <ul style="list-style-type: none"> ■ 11:00 AM Rocky Mountain Quilt Festival ■ 11:00 AM Continental Divide Morgan Horse Show
21 <ul style="list-style-type: none"> ■ 11:00 AM Rocky Mountain Quilt Festival ■ 12:00 PM Continental Divide Morgan Horse Show 	22	23	24	25	26 <ul style="list-style-type: none"> ■ 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park ■ 10:00 AM Old Fashion Corn Roast Festival, Fairgrounds Park ■ 12:00 PM Rocky Mountain Irish Festival 	27 <ul style="list-style-type: none"> ■ 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park ■ 10:00 AM Old Fashion Corn Roast Festival, Fairgrounds Park ■ 10:00 AM Corn Festival Parade, Downtown Loveland ■ 1:30 PM Rocky Mountain Irish Festival
28 <ul style="list-style-type: none"> ■ 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park ■ 12:00 PM Rocky Mountain Irish Festival 	29	30	31	1	2 <ul style="list-style-type: none"> ■ 12:00 PM USTRC High Plains Regional Finals ■ 5:00 PM Thunder in the Rockies Bike Rally 	3 <ul style="list-style-type: none"> ■ 12:00 PM USTRC High Plains Regional Finals ■ 3:00 PM USSSA SP 10 Fields @ Barnes ■ 5:00 PM Thunder in the Rockies Bike Rally

August 2011

Destination_AttractionsEvents

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31	1	2	3	4	5	6
7	8	9	10	11	12 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft	13 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft
14 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2 5:00 PM Thunder in the Rockies Bike Rally	3 5:00 PM Thunder in the Rockies Bike Rally

September 2011

- Engaging LVD Events
- Embassy Suites
- Cultural and Attractions
- Budweiser Events
- Artists
- The Ranch
- LVD Tourism Events
- LVD Parks Rec
- LVD City Special Events
- Hospitality Assn
- Weddings
- Retailers and Restaurants
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28 <ul style="list-style-type: none"> 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park 10:00 AM Farmer's Market, Fairgrounds Park 12:00 PM Rocky Mountain Irish Festival 	29	30	31	1	2 <ul style="list-style-type: none"> 12:00 PM USTRC High Plains Regional Finals 5:00 PM Thunder in the Rockies Bike Rally 	3 <ul style="list-style-type: none"> 12:00 PM USTRC High Plains Regional Finals 3:00 PM USSSA SP 10 Fields @ Barnes 4:00 PM Wedding Booked 5:00 PM Thunder in the Rockies Bike Rally
4 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 12:00 PM USTRC High Plains Regional Finals 3:00 PM USSSA SP 10 Fields @ Barnes 5:00 PM Thunder in the Rockies Bike Rally 	5 <ul style="list-style-type: none"> 12:00 PM USTRC High Plains Regional Finals 3:00 PM USSSA SP 10 Fields @ Barnes 5:00 PM Thunder in the Rockies Bike Rally 	6	7	8	9 <ul style="list-style-type: none"> 10:00 AM WineDown the Summer at Centerra, Chapungu Sculpture Park 10:00 AM McKee Masters Golf Tournament, Marianna Butte 3:00 PM Berthoud High FP 6 Fields @ Barnes 5:00 PM Rocky Woodturners Symposium 7:00 PM High Plains Paint Show 	10 <ul style="list-style-type: none"> 10:00 AM Mud Brigade - 5K Adventure Race @ Budweiser 12:15 PM Fire Prevention Awareness 1:15 PM Wedding Booked 3:00 PM Berthoud High FP 6 Fields @ Barnes 3:00 PM TCS Wood Bat Fields 1-4 CP 4:00 PM Pastels on 5th. Fundraiser for Alternatives to Violence. (looking for 5:45 PM Rocky Woodturners Symposium 7:45 PM High Plains Paint Show
11 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 11:45 AM High Plains Paint Show 12:45 PM Rocky Woodturners Symposium 3:00 PM TCS Wood Bat Fields 1-4 CP 	12	13	14	15	16 <ul style="list-style-type: none"> 3:00 PM Thompson Valley JV Tournament 6 Fields @ Barnes 	17 <ul style="list-style-type: none"> 12:00 PM Brainspotting Phase 1 12:00 PM Foot & Fiddle Big Dance 3:00 PM Thompson Valley JV Tournament 6 Fields @ Barnes 4:00 PM Begin: Kathryn Dokter-Ghost Ads @ Museum Gallery 4:00 PM Peace in the Park 6:00 PM Wedding Booked
18 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 12:00 PM Bridal Festival 12:00 PM Brainspotting Phase 1 4:00 PM End: Horse @ Museum Gallery 	19	20	21	22	23	24 <ul style="list-style-type: none"> 10:00 AM Boys & Girls Clubs, Day for Kids, Promenade Shops/Centerra 11:45 AM Poudre Valley Antique Auto Swap 1:00 PM Fall Holistic Health Fair 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes 4:00 PM Stone Age Fair?? @ Pulliam Community Bldg. 5:45 PM Wedding Booked
25 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 12:00 PM Fall Holistic Health Fair 1:45 PM Poudre Valley Antique Auto Swap 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes 4:00 PM Stone Age Fair?? @ Pulliam Community Bldg. 	26	27	28 <ul style="list-style-type: none"> 12:00 PM Western States LAE Cutting 	29 <ul style="list-style-type: none"> 12:00 PM Western States LAE Cutting 	30 <ul style="list-style-type: none"> 4:00 PM Western States LAE Cutting 	1 <ul style="list-style-type: none"> 4:00 PM Begin: Chuck Close-A Couple of Ways of Doing Something @ Museum Gallery 5:45 PM Creative Memories Croptober Fest 6:45 PM Western States LAE Cutting

October 2011

- Engaging LVD Events
- Embassy Suites
- Cultural and Attractions
- Budweiser Events
- Artists
- The Ranch
- LVD Tourism Events
- LVD Parks Rec
- LVD City Special Events
- Hospitality Assn
- Weddings
- Retailers and Restaurants
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 12:00 PM Fall Holistic Health Fair 1:45 PM Poudre Valley Antique Auto Swap 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes 4:00 PM Stone Age Fair?? @ Pulliam Community Bldg. 	26	27	28 <ul style="list-style-type: none"> 12:00 PM Western States LAE Cutting 	29 <ul style="list-style-type: none"> 12:00 PM Western States LAE Cutting 	30 <ul style="list-style-type: none"> 4:00 PM Western States LAE Cutting 	1 <ul style="list-style-type: none"> 4:00 PM Begin: Chuck Close-A Couple of Ways of Doing Something @ Museum Gallery 5:45 PM Creative Memories Croptober Fest 6:45 PM Western States LAE Cutting
2 <ul style="list-style-type: none"> 9:15 AM End: Tatjana Krizmanic-Elation @ Museum Gallery 10:00 AM Loveland Performing Arts-New Reformation Dixieland Band, Thompson Valley HS 12:00 PM Toy Run 1:15 PM Western States LAE Cutting 	3	4	5	6	7 <ul style="list-style-type: none"> 12:00 PM October Rabbit Show 12:00 PM Holistic Horse Affair 	8 <ul style="list-style-type: none"> 12:00 PM Holistic Horse Affair 12:00 PM October Rabbit Show 3:00 PM USSSA SP 8 Fields @ Barnes 4:00 PM Begin: Loveland Studio Tour @ Museum Gallery
9 <ul style="list-style-type: none"> 12:00 PM Holistic Horse Affair 3:00 PM USSSA SP 8 Fields @ Barnes 	10	11 <ul style="list-style-type: none"> 12:00 PM Salute to Seniors Expo 	12 <ul style="list-style-type: none"> 12:00 PM Salute to Seniors Expo 	13 <ul style="list-style-type: none"> 12:00 PM Specialty Auto Auctions 	14 <ul style="list-style-type: none"> 10:00 AM Table Hop & Taste, MCR Annual Foundation Gala 10:00 AM Night on the Town, Downtown Loveland 12:00 PM Specialty Auto Auctions 	15 <ul style="list-style-type: none"> 10:00 AM Loveland Art Studio Tour, Loveland 10:00 AM Table Hop & Taste, MCR Annual Foundation Gala 12:00 PM Pawsitively Pet Expo 1:30 PM Specialty Auto Auctions 3:00 PM CHSAA Regionals 8 Fields @ Barnes
16 <ul style="list-style-type: none"> 10:00 AM Loveland Art Studio Tour, Loveland 12:15 PM Pawsitively Pet Expo 	17	18	19	20	21 <ul style="list-style-type: none"> 12:00 PM Rocktoberfest Quarter Horse Show 12:00 PM Stamping to See You 	22 <ul style="list-style-type: none"> 12:00 PM Rocktoberfest Quarter Horse Show 12:00 PM Master Food Safety Advisors Workshop 12:00 PM Stamping to See You 3:00 PM Rocky Mountain Softball 6 Fields @ Barnes
23 <ul style="list-style-type: none"> 12:00 PM Rocktober Quarter Horse Show 3:00 PM Rocky Mountain Softball 6 Fields @ Barnes 	24	25	26	27	28 <ul style="list-style-type: none"> 12:00 PM Gun Shows of the Rockies 	29 <ul style="list-style-type: none"> 10:00 AM Phantom 4 Mile, Embassy Suites Loveland 10:00 AM Halloween Family Fun Festival, Downtown Loveland 11:15 AM Halloween Hullabaloo, Marketplace at Centerra 12:45 PM Halloween on the Promenade, Promenade Shops at Centerra 3:15 PM Gun Shows of the Rockies 5:15 PM Thunder Mtn Auction
30 <ul style="list-style-type: none"> 12:00 PM Gun Shows of the Rockies 	31	1	2	3	4 <ul style="list-style-type: none"> PhotoFest 2011 George Lipp keynote speaker 	5 <ul style="list-style-type: none"> 10:00 AM McKee Presents Gala, Embassy Suites Hotel 12:00 PM Alpaca Fall Festival

November 2011

- Engaging LVD Events
- The Ranch
- Embassy Suites
- LVD Tourism Events
- Cultural and Attractions
- LVD Parks Rec
- Weddings
- Budweiser Events
- LVD City Special Events
- Retailers and Restaurants
- Artists
- Hospitality Assn
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30 12:00 PM Gun Shows of the Rockies	31	1	2	3	4 PhotoFest 2011 George Lipp keynote speaker	5 10:00 AM McKee Presents Gala, Embassy Suites Hotel 12:00 PM Alpaca Fall Festival
6 12:00 PM Alpaca Fall Festival 4:00 PM End: Loveland Studio Tour @ Museum Gallery	7	8	9	10 10:00 AM Veteran's Day Parade, Downtown Loveland	11 10:00 AM Night on the Town, Downtown Loveland	12 1:00 PM Veteran's Day Bike Show
13 12:00 PM Rocky Mountain Tool Collectors	14	15	16	17 10:00 AM Loveland Performing Arts-ThreeStyle Cabaret Vocal, Thompson Valley HS	18 12:00 PM Applewood Arts & Crafts Show	19 12:00 PM Applewood Arts & Crafts Show
20 12:00 PM Applewood Arts & Crafts Shows	21	22	23	24 10:00 AM Loveland Turkey Trot, McKee Medical Center	25 12:00 PM Antiques @ The Ranch	26 12:00 PM Antiques @ The Ranch
27 10:00 AM Holiday Tree Lighting, Downtown Loveland 12:00 PM Antiques @ The Ranch 4:00 PM End: Kathryn Dokter-Ghost Ads @ Museum Gallery	28	29	30	1	2 10:00 AM Rodney Carrington 7:00 pm @ Budweiser	3 10:00 AM Breakfast with Santa, Promenade Shops at Centerra 10:00 AM Winter Walk, Downtown Loveland 10:00 AM Santa's Workshop at Centerra, Marketplace

December 2011

- Engaging LVD Events
- The Ranch
- Embassy Suites
- LVD Tourism Events
- Cultural and Attractions
- LVD Parks Rec
- Weddings
- Budweiser Events
- LVD City Special Events
- Retailers and Restaurants
- Artists
- Hospitality Assn
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<div style="text-align: right; font-weight: bold;">27</div> <ul style="list-style-type: none"> 10:00 AM Holiday Tree Lighting, Downtown Loveland 12:00 PM Antiques @ The Ranch 4:00 PM End: Kathryn Dokter-Ghost Ads @ Museum Gallery 	<div style="text-align: right; font-weight: bold;">28</div>	<div style="text-align: right; font-weight: bold;">29</div>	<div style="text-align: right; font-weight: bold;">30</div>	<div style="text-align: right; font-weight: bold;">1</div>	<div style="text-align: right; font-weight: bold;">2</div> <ul style="list-style-type: none"> 10:00 AM Rodney Carrington 7:00 pm @ Budweiser 	<div style="text-align: right; font-weight: bold;">3</div> <ul style="list-style-type: none"> 10:00 AM Winter Walk, Downtown Loveland 10:00 AM Santa's Workshop at Centerra, Marketplace 10:00 AM Breakfast with Santa, Promenade Shops at Centerra
<div style="text-align: right; font-weight: bold;">4</div> <ul style="list-style-type: none"> 10:00 AM Community Sing-Along, Rialto Theater 	<div style="text-align: right; font-weight: bold;">5</div>	<div style="text-align: right; font-weight: bold;">6</div>	<div style="text-align: right; font-weight: bold;">7</div> <ul style="list-style-type: none"> 10:00 AM Snow Sculpture and Holiday Festival, Loveland 	<div style="text-align: right; font-weight: bold;">8</div> <ul style="list-style-type: none"> 10:00 AM Snow Sculpture and Holiday Festival, Loveland 	<div style="text-align: right; font-weight: bold;">9</div> <ul style="list-style-type: none"> 10:00 AM Night on the Town, Downtown Loveland 10:00 AM Snow Sculpture and Holiday Festival, Loveland 10:00 AM Loveland Choral Society, Rialto Theater 	<div style="text-align: right; font-weight: bold;">10</div> <ul style="list-style-type: none"> 10:00 AM Loveland Choral Society, Rialto Theater 10:00 AM Santa's Workshop at Centerra, Marketplace 10:00 AM Snow Sculpture and Holiday Festival, Loveland 10:00 AM Breakfast with Santa, Promenade Shops at Centerra 11:15 AM Parade of Lights, Downtown Loveland
<div style="text-align: right; font-weight: bold;">11</div> <ul style="list-style-type: none"> 10:00 AM McKee Medical Center presents Worldwide Candle Lighting Vigil 10:00 AM Loveland Choral Society, Rialto Theater 10:00 AM Snow Sculpture and Holiday Festival, Loveland 12:00 PM A Victorian Christmas @ Timberland Farm Museum 	<div style="text-align: right; font-weight: bold;">12</div>	<div style="text-align: right; font-weight: bold;">13</div>	<div style="text-align: right; font-weight: bold;">14</div>	<div style="text-align: right; font-weight: bold;">15</div>	<div style="text-align: right; font-weight: bold;">16</div>	<div style="text-align: right; font-weight: bold;">17</div> <ul style="list-style-type: none"> 10:00 AM Santa's Workshop at Centerra, Marketplace 10:00 AM Breakfast with Santa, Promenade Shops at Centerra
<div style="text-align: right; font-weight: bold;">18</div>	<div style="text-align: right; font-weight: bold;">19</div>	<div style="text-align: right; font-weight: bold;">20</div>	<div style="text-align: right; font-weight: bold;">21</div>	<div style="text-align: right; font-weight: bold;">22</div>	<div style="text-align: right; font-weight: bold;">23</div>	<div style="text-align: right; font-weight: bold;">24</div>
<div style="text-align: right; font-weight: bold;">25</div>	<div style="text-align: right; font-weight: bold;">26</div>	<div style="text-align: right; font-weight: bold;">27</div>	<div style="text-align: right; font-weight: bold;">28</div>	<div style="text-align: right; font-weight: bold;">29</div>	<div style="text-align: right; font-weight: bold;">30</div>	<div style="text-align: right; font-weight: bold;">31</div>

January 2012

- Engaging LVD Events
- Embassy Suites
- Cultural and Attractions
- Budweiser Events
- Artists
- The Ranch
- LVD Tourism Events
- LVD Parks Rec
- LVD City Special Events
- Hospitality Assn
- Weddings
- Retailers and Restaurants
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1 4:00 PM End: Chuck Close-A Couple of Ways of Doing Something @ Museum Gallery	2	3	4	5	6	7
8 10:00 AM Night on the Town, Downtown Loveland 12:00 PM Bridal Festival	9	10	11	12	13	14 4:00 PM Begin: Portraits of the Prairie @ Museum Gallery
15	16	17	18	19	20	21
22	23	24	25	26	27 12:00 PM Northern Colorado Home Improvement Show	28 12:00 PM Northern Colorado Home Improvement Show
29 12:00 PM Northern Colorado Home Improvement Show	30	31	1 10:00 AM Valentine Re-Mailing Program, Loveland Chamber 10:00 AM Art of Dining -Date TBD	2 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	3 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	4 10:00 AM Valentine Re-Mailing Program, Loveland Chamber

February 2012

- Engaging LVD Events
- The Ranch
- Embassy Suites
- LVD Tourism Events
- Cultural and Attractions
- LVD Parks Rec
- Weddings
- Budweiser Events
- LVD City Special Events
- Retailers and Restaurants
- Artists
- Hospitality Assn
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29 12:00 PM Northern Colorado Home Improvement Show	30	31	1 10:00 AM Art of Dining -Date TBD 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	2 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	3 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	4 10:00 AM Valentine Re-Mailing Program, Loveland Chamber
5 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	6 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	7 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	8 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	9 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	10 10:00 AM Valentine Re-Mailing Program, Loveland Chamber 10:00 AM Night on the Town, Downtown Loveland	11 10:00 AM Valentine Re-Mailing Program, Loveland Chamber
12 10:00 AM Valentine Re-Mailing Program, Loveland Chamber 10:00 AM Valentine Horse Drawn Carriage Rides, Promenade Shops at Centerra	13 10:00 AM Valentine Re-Mailing Program, Loveland Chamber 10:00 AM Valentine Horse Drawn Carriage Rides, Promenade Shops at Centerra	14 10:00 AM Valentine Horse Drawn Carriage Rides, Promenade Shops at Centerra 10:00 AM Valentine Re-Mailing Program, Loveland Chamber 11:15 AM Loveland Heart Unveiling, Loveland	15	16	17 12:00 PM Northern Colorado Sectional Bridge Tournament	18 12:00 PM Northern Colorado Sectional Bridge Tournament
19 12:00 PM Northern Colorado Sectional Bridge Tournament	20	21	22	23	24	25 12:00 PM 2012 Fiber Fun Fest
26	27	28	29	1	2	3

March 2012

- Engaging LVD Events
- Embassy Suites
- Cultural and Attractions
- Budweiser Events
- Artists
- The Ranch
- LVD Tourism Events
- LVD Parks Rec
- LVD City Special Events
- Hospitality Assn
- Weddings
- Retailers and Restaurants
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	1	2	3
4	5	6	7	8	9 <small>12:00 PM Spring Home Education Show</small>	10 <small>12:00 PM Spring Home Education Show</small>
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Gap Analysis

The greatest needs for our the Loveland hotel community is finding business generators from October through April:

- Smith Travel Research data for Loveland seasonal occupancy trends
 - Mid 40s to mid 50s Jan. – April,
 - Low to high 70s May – Aug.
 - Mid 60s in Sept.
 - Mid 40s to high 50s Oct. – Dec.

Community Marketing Commission

Review Perceptions and Insights

- Unclear guidelines for grant application process on the City of Loveland website
- Potential conflicts of interest
- Confusion in completing the application process
- Appropriate allocation of funds

To Grant, or Not to Grant

- Lodging Tax funds allocated for use to support the DMO and grants to community organizations
- Re-evaluate the formula for the functional distribution of funds
 - Smaller percentage of funds granted to support community events that foster, encourage and promote cultural development and programming
- Majority of funds could be used to fund the strategic goals set forth by the Destination Loveland DMO

Destination Loveland DMO Strategic Plan

- The purpose of raising funds to promote tourism, conventions and related activities within the city by marketing the city and sponsoring community events, both in support of this purpose
- Tourism is more than recreational
 - Business visitors benefit Loveland, and further efforts are needed to capture the business market, too

Establish and promote Loveland as a world-class destination for art, leisure and business visitors

- Promote Loveland as a tourist/visitor destination
- Assist with visitor and recreation-related business development in partnership with the Business Development Office
- Enhance the visual appeal of Loveland
- Encourage and support destination visitor programming, attractions and events
- Develop the organizational structure to achieve long term success and appropriately manage the revenue from the lodging tax

Implementation:

Create a Destination Marketing Entity

- Carry out the work of the Destination Loveland strategic plan
- Create and implement metrics to measure success
- Leave event planning to strategic partners
- Focus on promotion of destination events

Next Steps

- Develop a unified community brand that is flexible enough to be used by many entities
- Develop a coordinated effort to package and promote attractions, develop internal communications amongst attractions
- Develop messaging and attractions for niche markets including a targeted marketing strategy directed to key target audiences, and drive shoulder and off-season business
- Develop a tourism message that is also attractive to corporations and focuses on quality of life for residents

Next Steps

- The Activation Plan driven by the gap and inventory analysis will be discussed at the August CMC meeting and a Study Session in September with City Council

As a steward of the lodging tax, the CMC has the unique opportunity to make decisions that directly result in the increase of the lodging tax by attracting more visitors and making Loveland a truly unique tourism destination.

Art

Sculpture

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Community

What is Loveland's future story?

Art Sculpture
Innovation



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Loveland, Colorado
 Community Marketing Commission
 Loveland City Council
 Betsey Hale, Staff Liaison

**Preliminary Report on Research and Development, and Activation Plan
 Branding Project, Phase 1
 June 13, 2011**

Loveland, Colorado has a goal: to create a memorable brand, stimulate activity, and draw visitors from throughout the region and the country. By creating an experience to be remembered, Loveland will continue to attract many tourists, draw in new businesses and stimulate economic vitality.

Loveland has many assets: it's nationally recognized as an arts community, with premiere events and fabulous art installations throughout the city; it's home to Boyd Lake and Big Thompson Canyon, with recreational opportunities abounding; it's home to The Ranch, an events complex with hundreds of events each year including Colorado Eagles hockey games.

But what is Loveland's brand image? Is it the "Sweetheart City"? "Where Art and Science Meet"?, "City with a Heart" ?, "Gateway to Rocky Mountain National Park" ? or "Loveland, A Work of Art"?

Toolbox Creative, with its trusted partners Corona Insights and Ed Goodman, has been working to solve this riddle for the past three months. The ultimate goal, to create a memorable brand and execute a strategic plan that will move Loveland forward to a future that all residents can embrace and visitors are drawn to.

Scope of Work:

STEP 1: RESEARCH & DISCOVERY

Toolbox Creative partnered with Corona Insights to complete the Research & Discovery phase of this branding project. Corona Insights had initially been retained to complete 26 interviews, but ultimately conducted a total of 38 interview sessions. These were conducted both in-person and via telephone during the months of April and May, 2011. The interviews were conducted with individuals in different areas of professional expertise and varying levels of familiarity with the Loveland, Colorado. This qualitative research was conducted to assess existing perceptions of

Loveland, what makes it unique, and some of the city’s strengths and weaknesses related to tourism and other areas, with the end goals of branding, economic development, and marketing efforts in mind. Research focus group breakdown is as follows:

- Meetings/project management
- Interviews (5-6): State and local tourism and economic development officials
- Interviews (8-10): Event planners, meeting planners, travel agents
- Interviews (8-10): Local business owners
- Interviews (up to 10): City Council
- Online Survey (300): Out-of-state, Key markets
- Online Survey (400): Potential Overnight Visitor Study
- Visitor Study (600 est.): Overnight and Day Trip Visitor Study

In addition to the interviews completed by Corona Insights, Toolbox Creative completed a Marketing MindJam kickoff session and 17 community outreach group meetings with groups ranging in diversity from artists and art organizations to city staffers. These community outreach sessions were conducted to collect information about existing tourism and community events, as well as existing branding messages being used throughout Loveland. Additional information was collected from stakeholder groups about what makes Loveland unique and the city’s strengths and weaknesses related to tourism and brand awareness.

- Marketing MindJam and Creative Brief Report
- Community Outreach Meetings (17)
 - Airport and Allegiant Air
 - Loveland, Colorado Staff (1 group meeting, 3 one-on-one meetings)
 - Artists Community (2 group meetings, 1 one-on-one with High Plains Arts)
 - Cultural Events Groups and Attractions
 - Hospitality, Conventions & Ranch Events
 - Retail and Restaurant
 - Loveland Creative Sector Board
 - Wedding and Event Planners (2 group meetings)
 - CVB - regional partners: Fort Collins, Boulder, Longmont, Estes Park, Greeley
 - Visitor's Center/Chamber and Engaging Loveland
 - Loveland Lion’s Club

STEP 2: Activation Strategy and Plan Development

The second step in this first phase of the branding project includes the development of plans for incorporating items such as events, festivals and activities. This includes providing a plan for strategic oversight of activation events, and recommendation on staffing and organization needed to guide the Destination Loveland tourism efforts.

- Quantification of the events, festivals and annual attractions hosted in Loveland (music, cultural, arts, sports, etc.).
- Year-long calendar of existing events, festivals and special attractions that generate demand for hotels, restaurants, retail and more.
- Gap analysis to determine time periods where additional activation is needed to reinforce a healthy business, visitor and tourist marketplace.
- Strategy for creating additional activation through new events, festivals, art shows, performances, special attractions and defining/note-worthy annual events that can be produced to create larger demand, spending and tourism.
- Initial event descriptions and overviews for these new activation opportunities.
- Plan to provide a strategic oversight of these new events, festivals and attractions, including potential event management, production, marketing and operations needs for the Loveland, Colorado (or another organization) to accomplish these activation productions.
- Recommendations on structure of the destination marketing organization to lead these tourism efforts, and observations on the existing CMC granting process.
- Meetings and project management.

Destination Loveland

Taking on developing a new brand for tourism in Loveland is no simple task. The information here is from Toolbox Creative (Design + Marketing), Corona Insights and Spiral Experiences. It serves as a tool for Destination Loveland and stakeholders to help better understand the perception of Loveland as a tourism destination, and set a plan to further enhance the brand of Loveland.

Branding a city for tourism starts with understanding the needs of your stakeholders and the market, evaluating your vision, and then aligning your brand to those needs. Branding is more than an exercise in how your external audience perceives your city. It's about engaging and informing your key stakeholders and staff about the vision behind the desired outcome of the brand – so they can take it to the marketplace.

Research shows¹ that brand marketing activities can positively affect the perceived quality of a brand experience. The same research shows that brand positioning can have a significant impact on both perceived and real brand experiences. Shifting the perception of brand's position causes a greater number of consumers to report having a better overall experience. When your audience has a better experience, they are far more likely to become brand advocates. Brand

advocates are willing to spend more time with a brand they love, and pay full price for the experience. They are a strong indication of brand strength, and they help market your brand, in this case the Loveland, Colorado, for you.

¹Study: Marketing actions can modulate neural representations of experienced pleasantness. Authors: Hilke Plassmann, John O'Doherty, Baba Shiv, and Antonio Rangel

The ultimate goal of the tourism branding campaign strives to continue to build Loveland as a tourism destination, while keeping a keen eye on economic development messaging.

Step 1: Research and Development

RESEARCH PERCEPTIONS AND INSIGHTS: BRAND ASSESSMENT

During the course of research and discovery, the scope of work to be completed by Corona Insights has been refined to better meet the needs of the project. An online citizen survey and visitor study will be implemented in place of the regional telephone survey. In interviews and meetings with City Council and regional CVB professionals, it was determined that these two new research items were more appropriate than a regional phone survey.

Toolbox Creative and Corona Insights have been invited to meet with the Loveland Hotel Association on June 14th to confirm cooperation from several hotels, including a mix along I-25, Highway 34, and other areas in town to ensure a representative mix of overnight visitors. Corona will work with hotel staff to train them on administering surveys upon check-in. The visitor study is set to begin just after the July 4th holiday and continue for one month.

The online survey and out-of-state key art market surveys can begin as soon as content is approved by the City liaison, and be completed on the same timeline as the visitor study.

Insights, draft key findings and possible recommendations based on the research

Please note that Corona's interviews are only one part of the overall research and the presented findings and recommendations only represent these audiences. As such, the overall findings and recommendations will likely change as additional research is included.

Each audience provided suggestions related to how they felt that Loveland should progress. There were some commonalities in suggestions, even despite the variety of audiences interviewed:

- Make decisions about roles and responsibilities related to the marketing strategy. As a part of defining a strategy, discussions need to take place regarding who is responsible for what. There is a great deal of confusion as well as differences of opinion related to who will take responsibility for the visitor's center, marketing responsibilities, work as a CVB (if it is decided that it's needed), and more.

- Get things moving, and then keep them moving. Frustration was expressed among participants in all audiences related to the length of time the branding process and other initiatives have taken to get underway. With the excitement and burgeoning opportunities that are just within Loveland’s reach, it’s no wonder that there is a sense of urgency.
- Be sure to educate Lovelanders, and keep them informed. Participants in several audiences cautioned that it’s important to educate the public as to the importance not only of economic development in general, but also specific to tourism. Citizens need to understand (and have a right to understand) how funds are being used, and why they are being used in a particular way. Citizens need to be told why a certain approach is being taken, and why it is what makes the most sense for their city. This is especially true in Loveland, where time and again participants commented on the care and pride that residents have for their community.
- Whichever brand is ultimately used, Loveland must be prepared to fully live it. Conversations with numerous participants seemed to ultimately come down to one point: brand means nothing unless it’s who you really are—or who you are ready to be. People in Loveland and beyond are ready to see Loveland, Colorado make a decision as to who they are, and let it flourish.
- Get everyone on the same page so that the word “schizophrenic” can no longer be used to describe Loveland’s approach to business. It was not uncommon for participants to describe some confusing experiences they had had with the city when it came to locating or expanding their businesses in Loveland. Interactions with the city’s economic development group were said to be encouraging and positive. But, when it came time to get building permits and go through other processes, bureaucracy took over creating an experience on the opposite end of the spectrum from what had taken place with economic development. If Loveland truly wants to be business-friendly, this needs to be straightened out.
- Don’t completely disregard “Sweetheart City.” Many people still love the sentiment behind the phrase even though it may not convey everything that Loveland is now. While about half of the participants overall did not care for this label because they felt it was way too limiting or simply didn’t understand what it meant, there was still a strong contingency in favor of its use, at least in some respect. While supporters realized that this no longer encompasses everything Loveland has to offer, they typically hoped that a similar sentiment might be communicated in some way via the new brand.
- Another consideration is the marketing strategy that is ultimately chosen. If Loveland is to be to try and capitalize on their name by making themselves a wedding destination, being the Sweetheart City may not be a bad way to go.

- Don't be afraid to boast, and don't be afraid to be great. In each audience at least one person commented on Loveland's tendency towards modesty. While some recognized that there are probably Lovelanders who would in fact prefer to keep the city's greatness to themselves, they ultimately suggested being more boastful, especially where economic development is concerned. Loveland has a lot of offer, and with so much opportunity on the horizon, this isn't the time to keep the greatness shoved in a storage shed.
- Embrace both Centerra and the downtown area for what they are. The division that apparently exists between the 'new' on the east side of town and the 'old' part of Loveland is apparent even to people who don't live there. Frankly, it makes Loveland seem even more confused about its identity. The importance of each of these economic centers and their current success or potential for success needs to be recognized.

See Appendix A: Corona Insights Brand Research Report for the Loveland, Colorado 2011 05 27, for the report initial draft.

Community Outreach Meetings: Key findings and possible recommendations

During group meetings, both large and small, most convened in public venues, active and engaged community members provided suggestions related to how they felt that Loveland could enhance the experience of visitors. Common suggestions included:

- Enhance the Visitor's Center experience.
 - The existing Visitor Center is situated in a key location, just off Interstate 25 on Highway 34, sight lines and access to the building make it difficult for visitors to, well, visit. There are 9,000 to 10,000 (*2009 data provided by visitor center*) annual visitors seeking information on what to do while they are in town. Better access to 'Things to Do in Loveland' information via kiosks and a more accessible visitor center will greatly enhance the overall visitor experience.
 - ↔ The North Lake Park Buckhorn Northern Railroad miniature train, owned by the City and operated by the local Lion's Club, sees 25,000 riders each summer from Memorial Day to Labor Day. This provides a prime opportunity to reach both residents and visitors, and demonstrates the draw of activity, no matter how small.
- Transportation
 - As Loveland experiences growth and increased visitation from tourists, transportation in and around the area will continue to be a challenge. Shuttles, buses and taxis are scarce for meeting planners looking to transport larger groups.

- Points of entry
 - The I-25 entry has been greatly enhanced, and is a beautiful welcome as Loveland’s main point of entry. Further enhancements along Hwy. 34 from Centerra area to the Historic Downtown will help visitors navigate the city. Traveling west on Highway 34 can be confusing, and people are not really sure when they have arrived in downtown Loveland.
- Signs and Way finding
 - Way finding or lack thereof makes it difficult to navigate through town. Residents and non-residents noted that signage was easy to miss (the ‘little brown signs’ were mentioned often), often difficult to read, and missing in key places. Improved signage will help welcome people to Loveland and make navigation in and around town easier for visitors and residents.
- More Uniquely Loveland experiences for residents and visitors alike
 - Author of *The Experience Economy*, Jim Gilmore notes the importance of “resident traps.” Residents are the most effective ambassadors of their communities. Visitors want to know “where do the locals go?” Once locals endorse an establishment, visitors will follow. Downtown Loveland needs a boost, ideally filling empty stores with restaurants, shopping and cultural experiences.

Does Loveland need a convention and visitor’s bureau?

If a destination is to flourish somebody must take charge to ensure that happens. Many cities set up Convention and Visitor’s Bureaus to promote tourism, activities, group visits and conventions. In today’s era of destination marketing beyond conventions and groups, the term DMOs, Destination Management or Marketing Organization has replaced the traditional CVB acronym to broaden the scope of the organization’s stated goals. We are recommending Loveland adopt the term Destination Management Organization as their guiding entity, as the scope of this initiative goes beyond mere marketing to increase tourist visits to Loveland. The broader definition of a destination management organization assumes a greater role in the community, including (but not limited to) enhancing the City’s competitive position in the tourism marketplace, destination development, tourism services, and oversight of any project that has a significant impact on the destination.

DMOs promote economic development of a destination by increasing visits from tourists and business travelers (which in turn generates overnight lodging for a destination), visits to restaurants, and shopping revenues. DMOs are directly responsible for marketing the destination brand through travel and tourism "product awareness" to visitors.

Because of the lack of an official DMO for Loveland, there is considerable confusion in the market place on who meeting planners, conference organizers, and individual travelers should contact for assistance with tourism services.

DMO Models

According to the International Association of Convention and Visitors Bureaus, there are three primary organization models for DMOS, with the majority operating as stand-alone non-profit organizations:

- 75% independent 501(c)(6) nonprofit organizations
- 21% operate as a division of a municipality, county, state, or provincial government
- 4% operate as a subsidiary of a Chamber of Commerce

Whether the Destination Loveland DMO is an independent 501(c)(6) or a division of the City of Loveland, the funding is dependent on the Loveland Lodging Tax passed in the fall of 2009. To date, the monies held in the lodging tax fund have been used to award grants to organizations requesting support via an online application process. Allocating funds specifically for the support of a DMO is recommended.

DMOs enhance a community by aggressively advocating for destination developments. Anything that makes a destination more attractive to visitors will enhance the quality of life for residents. Destination enhancements also make a community more attractive to the coveted young professional demographic. Most destination development that attracts visitors will attract young talent.

Roles and Responsibilities of a DMO:

- visitor services
- visitor management
- resource management
- research
- quality management
- product development
- planning development
- mediator visitor local business
- mediator local business public
- destination branding
- crisis management
- consulting function
- conference management
- commercial promotion
- booking channel

Visitation, Tourism and Loveland

Loveland has unique opportunities to attract visitors, both for overnight stays and day trips. The key tourism areas of interest for Loveland have been organized into five main categories for the purpose of this branding campaign:

- **Arts and Culture**
 - Loveland offers cultural opportunities, from the Loveland Museum Gallery, the Rialto Theatre and Benson Sculpture Park, to the annual hosting of one of the finest outdoor juried exhibitions of three-dimensional artwork in the United States. These cultural attractions, along with numerous festivals, are key to visitors who choose Loveland as a destination. Loveland, home to the nation's finest bronze foundries, is a thriving arts community uniquely decorated with an impressive public art collection, including a variety of wonderful bronze sculptures throughout the city providing the ideal creative environment for artists who choose to make Loveland their home.

- **The Sweetheart City: Weddings and Valentine's focused initiatives.**
 - While there is more than one city named Loveland throughout the US (not to mention the ski area), only one is known as 'The Sweetheart City.' Loveland, Colorado is known for its world renowned Loveland Valentine Re-mailing Program, active since 1946. Loveland partners with the U.S. Postal Service in re-mailing more than 160,000 valentines each year. Loveland has the opportunity to capture the energy and romance of the entire month of February, and as a wedding destination throughout the year, by enhancing their reputation as the Sweetheart City specifically for this key audience.

- **Sports and Outdoor Recreation**
 - Loveland provides the opportunity for visitors with an interest in the great outdoors to participate in outdoor activity that provide a sense of adventure, from fishing (some of the country's finest), miles of beautiful biking and hiking trails and horseback riding within an authentic Dude Ranch experiences to perfectly groomed softball, baseball and soccer fields that host dozens of tournaments each year. This range and variety of activities draw visitors to Loveland for both overnight and day trips each year.

- **Gateway to Rocky Mountain National Park**
 - Loveland is perfectly positioned as a gateway town to one of the nation's most visited national parks – Rocky Mountain National Park. RMNP boasts almost 3 million visitors a year, with many of those visitors driving through Loveland on Highway 34 to get there. Loveland provides a variety of hospitality, from hotels, motels and restaurants within the city limits, to dude ranches and quaint mountain cabins throughout the Thompson Canyon, and has the opportunity to attract and capture additional tourism dollars from visitors are often "just passing through".

- **Destination Festivals and Attractions**
 - The annual Sculpture in the Park and Loveland Sculpture Invitational events are the crown jewels of Loveland's festival offerings, drawing more than 25,000 art

collectors and buyers. Other community events, many hosted and produced by Engaging Loveland, draw visitors from throughout the region. Loveland is perfectly positioned to develop additional festivals and attractions that will draw visitors from throughout the country, even in the off season.

The Toolbox team kept these five primary tourism categories in mind as we collected information, engaged stakeholders, and interacted with community groups.

Does Loveland want to attract new visitor spending?

Tourism and visitor spending has a positive impact on Loveland by:

- Infusing new money into Loveland's economy
- Introducing prospective residents and businesses to the region
- Highlighting the essential attributes that distinguish Loveland from other Northern Colorado destinations
- Providing attractions and facilities for residents, their friends and families to enjoy
- Creating funding for attractions and venues that make Loveland appealing to young professionals (especially important as the ACE project launches).

GAP ANALYSIS

Toolbox Creative performed a gap analysis, including a year-long calendar of existing events, festivals and special attractions that generate demand for hotels, restaurants, retail. The gap analysis is used to determine time periods where additional activation is needed to reinforce a healthy business, visitor and tourist marketplace.

We found a calendar filled with community activities that enhance quality of life for residents, but very few events that draw visitors from outside of the region. This gap analysis served as the foundation as we developed activation strategies to further Loveland's tourism economy.

Loveland has much to offer as a tourism destination...gateway to Rocky Mountain National Park, the great outdoors, a reputation as a friendly, arts oriented community and more...it is imperative to the economic sustainability of this tourism sector to increase the level of activation present in Loveland. For Loveland to become a more effective, year round tourism economic engine, its ability to be a destination of choice for regional/national tourists and visitors, as well as groups and conventions is essential. Activation strategies will enhance the economic impacts of this tourism sector and improve Loveland's opportunity to be seen as a multi-seasonal destination.

In Loveland, the basic infrastructure is generally available, and a strong asset. The Ranch, Embassy Suites Hotel and Convention Center, the Rialto Theater, Civic Center Park, the Sculpture Gardens, many recreational amenities and sports fields, trails, local and State parks and our unmatched mountain and plains environment, all combine to create the stage for much

needed activation. At present, the bulk of Loveland’s tourism economy is derived in the summer months when outdoor tourism and summer vacations are popular. During these months Loveland sees strong hotel occupancies, wedding business, outdoor recreation, sports leagues and tournaments, local festivals and the famous Sculpture Shows.

In the remaining seasons, the level of tourism is much lower and this excess tourism capacity provides the opportunity to improve on this economy, leading toward stronger, year round basis. For Loveland to compete with its neighboring cities (Fort Collins, Estes Park, Longmont/Boulder, and Greeley) regarding groups and meetings, it must provide compelling reasons and sound economics. Activation helps create and extend these supporting reasons... an important part of Loveland’s story.

Based on input from community groups, interviewees and stakeholders, and the gap analysis, tourism in Loveland holds both strengths and unsolved opportunities.

When the questions “What types of tourists are drawn to Loveland?”, “Why would someone come here?”, and “What does Loveland have to draw outsiders and get them to spend money?” are asked, common themes of outdoor recreation, art (specifically sculpture and the community of sculptors), innovation, culture, some festivals and to some extent the heritage of the Sweetheart City identity, were identified as unique to Loveland.

While Loveland has many attributes that enhance the quality of life for residents, visitors are often faced with “dead end” and “one wow” attractions. Hotel professionals in Loveland can be heard directing visitors to Ft. Collins for the breweries and bustling Old Town experience.

See Appendix B: Loveland Events and Attractions Gap Analysis Calendar, for a comprehensive listing of activities in and surrounding Loveland.

COMMUNITY MARKETING COMMISSION REVIEW FINDINGS

During the past three months, as part of the branding discovery process, Toolbox Creative has gathered feedback from participants in the granting process to gain more knowledge on the effectiveness of the process and how those practices could be improved. Each audience provided suggestions related to how they felt about the effectiveness of the CMC granting process. There were some commonalities in suggestions, despite the variety of audiences interviewed.

The CMC exists to promote tourism, conventions and related activities within Loveland, Colorado

The seven-member Community Marketing Commission serves as an advisory body to City Council concerning the City's use of the revenues received from the Lodging Tax¹ levied under Code

¹ Lodging Tax

3.24.005 Purpose: The Loveland city council declares that the purpose of the levy of the tax imposed by this chapter is for the

Chapter 3.24. The commission makes recommendations to the City Council as to how the funds should be specifically spent consistent with the purpose authorized in Code Section 3.24.005 and Section 3.24.105.

Toolbox continues to observe the Community Marketing Commission’s organizational activities in an effort to audit existing grant evaluation processes and methodologies to provide input on developing a streamlined and effective process.

To date, the Community Marketing Commission has determined that it will fund events, programs and projects up to 35% of the submitting organization’s budget. Applications are reviewed twice a year by the CMC and recommendations for funding are submitted to the City Council for final approval.

Commission members have rated each application for Lodging Tax Funding projects based on the following criteria to determine whether or not a proposal is accepted for recommendation to the Council for funding:

- Experience and civic mindedness
- Objectivity and open mindedness
- Basic understanding of planning issues and concerns
- Balanced view
- Ability to communicate
- Overall impression
- Knowledge of Loveland history

Nothing in the Code requires that the CMC conduct its business primarily by making grants in response to applications.

CMC Review Perceptions and Insights

Insights, key findings and possible recommendations based on the community outreach session feedback

Please note that Toolbox’s community outreach sessions are only one part of the overall research and the presented findings and recommendations only represent the opinions of these audiences.

raising of funds to promote tourism, conventions and related activities within the city by marketing the city and sponsoring community events, both in support of this purpose.

3.24.105 Use of Lodging Tax: All revenues received by the city from the lodging tax shall be placed in a separate lodging tax fund and used by the city only for the following purpose: to promote tourism, conventions and related activities within the city by marketing the city and sponsoring community events, both in support of this purpose. None of the revenue shall be allocated to the general fund or to any other separate city fund. In addition, the city council shall not budget, appropriate or spend any funds from this lodging tax fund without first receiving a recommendation from the community marketing commission established pursuant to Code Section 2.60.075 concerning the proposed use of such funds. The city council shall not, however, be bound by the commission’s recommendation and may spend the funds in any way consistent with the purpose authorized in this section. However, nothing in this chapter shall prohibit the city council from approving the use of any other available city funds to fund, in whole or part, the purpose set forth in this section.

Each audience provided suggestions related to how they felt the CMC should progress with the distribution of the Lodging Tax funds and the granting process. There were some commonalities in suggestions, even despite the variety of audiences interviewed:

- **Unclear Guidelines and General Info on the Lodging Tax Grant Application Process on the Loveland website.**
 - The existing Community Marketing Commission web page contains almost no information on criteria for funding, eligibility, requirements, application deadlines, etc. A much smoother path is necessary to build interest and credibility in the granting process (see the Fort Fund web page for an example of how to do it well: <http://www.fcgov.com/fortfund/>).
- **Potential conflicts of interest.**
 - Commissioners are expected to follow the City of Loveland board handbook guidelines about Conflicts of Interest when evaluating Lodging Tax Applications.² Some commissioners are members of organizations applying for grant money, and do not always recuse themselves from the evaluation process. This leads to complaints to City staff, and can cause unease among applicants.
- **Confusion in completing the application process.**
 - Despite grant application training sessions hosted by the CMC, applicants shared a concern that questions on the application are not effective.
- **Appropriate allocation of funds.**
 - To date, lodging tax distribution has focused primarily on funding projects via the grant application process. As the need for a more orchestrated DMO arises, reevaluation of distribution of funds will be a necessity.

TO GRANT, OR NOT TO GRANT

As cities or regions develop destination management organizations, Lodging Tax revenues are often used to fund activities and the DMO. The “Community Marketing Commission Strategic Planning Workshop”, a report from July 17, 2010, indicates that the CMC has developed a formula for the functional distribution of funds. In that same report the group questioned whether or not the distribution of the current CMC grant funds was premature. This line of

² If a member has a personal or private interest in any matter before the board, the member must disclose the interest to the board, must not vote on the matter, and must refrain from attempting to influence the other board members in voting on the matter. However, if that member's participation is necessary to obtain a quorum or to otherwise enable the board to act, the member may vote if, prior to acting, the interested member discloses the nature of his private interest. The disclosure shall be made in writing to the Secretary of State, listing the amount of his financial interest, if any; the purpose and duration of his services rendered, if any; and the compensation received for the services and such other information as is necessary to describe his interest. Following this procedure, if the interested member then proceeds to vote, the member shall state for the record that the member has an interest and shall summarize the nature of the interest. The member should consider not only his or her financial interests and investments, but also those of spouse and children.

questioning continues today. It is recommended that the lodging tax funds be distributed between the DMO and grants to community organizations.

The Toolbox team met with regional DMO leaders in an effort to gain knowledge on best practices for distribution of lodging tax funds in the region. The answers varied greatly among the organizations: Estes Park's Local Marketing District received 100% of all lodging tax funds collected, while the Fort Collins model distributes 25% of lodging tax funds to the Cultural Development & Programming and Tourism Accounts (Fort Fund) while 75% is earmarked for CVB funding.

It is our recommendation that the CMC re-evaluate the formula for the functional distribution of funds to include a smaller percentage of funds to be used for granting support to community events that foster, encourage, and promote cultural development and programming, and economic and tourism development; while the majority of the lodging tax fund be used to fund the strategic goals set for by the Destination Loveland DMO.

DESTINATION LOVELAND STRATEGIC PLAN

Overview

In November of 2009, voters in Loveland, Colorado passed the Loveland Lodging Tax by a margin of 58 percent to 42 percent of the ballots cast. The Lodging Tax is intended to provide financial support for the ongoing effort to market the City for tourism and other visitors.

The ballot language as stated below reflects the use of the funds and the establishment of the Community Marketing Commission as an advisory group to City Council.

Shall Loveland, Colorado taxes be increased \$400,000 for the first full fiscal year (2010), and annually thereafter by such amounts as may be generated from the levy of a lodging tax of three percent (3%) on the lodging price paid for the leasing, rental or furnishing of any lodging services in the city, for the purpose of raising funds to promote tourism, conventions and related activities within the city by marketing the city and sponsoring community events, both in support of this purpose; and shall a community marketing commission appointed by city council be established to make recommendations to city council concerning the specific use of lodging tax revenues consistent with this purpose; and shall Loveland, Colorado be authorized to collect, retain and spend such lodging tax revenues each year, including any investment earnings and interest on such revenues, as a voter approved revenue change under Article X, Section 20 of the Colorado Constitution or any other law?

In January of 2010, the Loveland City Council formed the Community Marketing Commission (CMC) to develop the strategic plan and guide the marketing effort. The CMC acts as an advisory body to the Loveland City Council and is comprised of community members with back-grounds and expertise in tourism and economic development. The Commission has been meet-ing regularly to develop the strategic plan and market the City to tourists and other visitors alike.

The City recognizes that tourism is a broad term. Many people come to Loveland, not for recreational purposes, but to do business with a Loveland company. These business visitors may choose to stay in Loveland, but spend their money outside the City. A critical focus of our efforts is to capture the business market and ensure that visitors eat, shop and do business in Loveland.

The City has long sought a broader tourism strategy. The 2005 Loveland, Colorado Comprehensive Plan identified the need to guide tourism efforts, which led directly to the passage of the Loveland Lodging Tax in 2010 and the creation of the Community Marketing Commission.

*Loveland Comprehensive Plan Goal 13.7:
Formulate and implement a comprehensive tourism strategy for Loveland.*

The Destination Loveland Strategic Plan was drafted with the support of the CMC and many stakeholders. The plan is intended to serve as a guide for visitor/tourism efforts for the next five to ten years.

Vision

Establish and promote Loveland as a world-class destination for art, leisure and business visitors.

Mission

Promote visitation to increase visitor spending in the Loveland economy.

Priority Goals and Actions

The Goals and Action Steps which follow are intended to guide our actions and help achieve success in increasing visitor spending in the Loveland economy.

Goal #1: Promote Loveland as a tourist/visitor destination

Action Items:

1. Develop and implement a targeted Sales and Marketing effort which includes:
 - ✓ Consumer Leisure Marketing (Play, Sports, Art, Weddings)
 - ✓ Convention sales and marketing (Business, Clubs, Organizations, Trades)
 - ✓ Media advertising (Magazine, Website, video, TV)
 - ✓ Travel Trade Sector (Trip Advisor, AAA)
 - ✓ Visitor Services (Visitor Center)
2. Partner with regional and state tourism organizations on marketing and promotional effort.

3. Establish, contract for, and maintain a visitor center, website, 800 number and information fulfillment process.
4. Offer tourism-related workshops and training for business owners (hotel concierges, retail, sports rental, etc.) about the attractions and destination events held in Loveland.
5. Ensure that attractions, events and activities are included in tourism promotions, Visitor's guides and tourism web sites.

Goal #2: Assist with visitor and recreation-related business development in partnership with the Business Development Office

Action Items:

1. Assist in the expansion and creation of businesses which provide visitor services and activities such as breweries, wineries, galleries, dining, guided activities (biking, ecotourism, tours, nature, history/wildlife/birding, photography, trail rides, history/culture, etc.),sculptor and sculpture related businesses, foundries, and recreation rentals (bikes, rollerblades, paddleboats, houseboats, jet skis, kayaks, etc.).
2. Encourage business development that benefits both local residents and visitors, such as air services/shuttles, artisans, family entertainment, trade shows, expositions, recreation equipment manufacturing/testing, sporting goods, RV repair, farmers market, etc.
3. Assist in the ongoing downtown revitalization effort by marketing downtown as a destination for visitors.
4. Assist as appropriate in the development of the ACE Park and possible business travelers' services.

Goal #3: Enhance the visual appeal of Loveland

Action Items:

1. Improve Gateways to Loveland including US 34 and US 287 that create negative visitor impressions.
2. Develop incentives and/or volunteer programs to assist property owners with clean up.
3. Encourage redevelopment and façade improvement along transportation corridors.

4. Enhance wayfinding in Loveland, including improved directional signs to the historic downtown district and other Loveland attractions.
5. Identify and eliminate visual clutter along critical corridors.
6. Expand placement of public art, particularly along primary tourist corridors.

Goal #4: Encourage and support destination visitor programming, attractions and events.

Action Items:

1. Encourage development of off-peak events/festivals to attract visitors and increase spending in Loveland.
2. Assist the Office of Creative Sector Development in the creation of destination attractions and programming as recommended in the OCSD strategic plan.
3. Assist the Cultural Services Department with the expansion of existing destination venues such as the museum/gallery expansion, Rialto Bridge, and Pulliam Building, as identified in the City Capital Projects plan and Downtown Revitalization Strategy.
4. Create new destination attractions such as the largest bronze heart in the world.
5. Work with historic preservation organizations to develop and promote Loveland's historic attractions.
6. Coordinate with businesses to extend hours during large events.

Goal#5: Develop the organizational structure to achieve long term success and appropriately manage the revenue from the lodging tax.

Action Items:

1. Create a Destination Marketing Entity (see below)
2. Carry out the work of the Destination Loveland Strategic Plan
3. Create and implement the metrics used to measure the success of destination events, attractions and the marketing strategy.

Implementation: Create a Destination Marketing Entity

This can be a separate nonprofit Destination Marketing Organization or a division within Loveland, Colorado's structure and economic development department. The entity should carry out the work of the strategic plan. This work may be completed by the entity or by contracting with an outside organization or business. Best practices in destination marketing recommend that the organization not be involved in event planning and management, but instead focused on promotion of destination events planned and executed by other organizations.

Next Steps: Brand Development and Implementation

In order for the CMC to fulfill their mission "To promote tourism, conventions and related activities within Loveland, Colorado", further steps must be enacted. The findings of this three-month research and discovery process, aligns with the findings of the Community Marketing Commission Strategic Planning Workshop held in July 2010:

- Develop a unified community brand that is flexible enough to be used by many entities.
- Develop a coordinated effort to package and promote attractions, develop internal communications amongst attractions through the development of a DMO.
- Develop messaging and attractions for niche markets including a targeted marketing strategy directed to key target audiences, and drive shoulder and off-season business.
- Develop a tourism message that is also attractive to corporations and focuses on quality of life for residents.

As a steward of the lodging tax, the CMC has the unique opportunity to make decisions that directly result in the increase of the lodging tax by attracting more visitors and making Loveland a truly unique tourism destination.

Next Steps: The Activation Plan driven by the gap and inventory analysis will be discussed at the August CMC meeting and a Study Session in September with City Council.

Appendices:

Appendix A: Corona Insights Brand Research Report for Loveland, Colorado 2011 05 27

Appendix B: Loveland Events and Attractions Gap Analysis



Brand Assessment Draft— Initial Interview Findings

Loveland, Colorado

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BRAND ASSESSMENT

LOVELAND, COLORADO

DRAFT KEY FINDINGS & POSSIBLE RECOMMENDATIONS

Please note that these interviews are only one part of the overall research and the presented findings and recommendations only represent these audiences. As such, the overall findings and recommendations will likely change as additional research is included.

Each audience provided suggestions related to how they felt that Loveland should progress. There were some commonalities in suggestions, even despite the variety of audiences interviewed:

- ➔ **Make decisions about roles and responsibilities related to the marketing strategy.** As a part of defining a strategy, discussions need to take place regarding who is responsible for what. There is a great deal of confusion as well as differences of opinion related to who will take responsibility for the visitor's center, marketing responsibilities, work as a CVB (if it is decided that it's needed), and more.
- ➔ **Get things moving, and then keep them moving.** Frustration was expressed among participants in all audiences related to the length of time the branding process and other initiatives have taken to get underway. With the excitement and burgeoning opportunities that are just within Loveland's reach, it's no wonder that there is a sense of urgency.
- ➔ **Be sure to educate Lovelanders, and keep them informed.** Participants in several audiences cautioned that it's important to educate the public as to the importance not only of economic development in general, but also specific to tourism. Citizens need to understand (and have a right to understand) how funds are being used, and why they are being used in a particular way. Citizens need to be told why a certain approach is being taken, and why it is what makes the most sense for their city. This is especially true in Loveland, where time and again participants commented on the care and pride that residents have for their community.
- ➔ **Whichever brand is ultimately used, Loveland must be prepared to live in to it.** Conversations with numerous participants seemed to ultimately come down to one point: brand means nothing unless it's who you really are—or who you are ready to be. People in Loveland and beyond are ready to see Loveland, Colorado make a decision as to who they are, and let it flourish.
- ➔ **Get everyone on the same page so that the word “schizophrenic” can no longer be used to describe Loveland's approach to business.** It was not uncommon for participants to describe some confusing experiences they had had with the city when it came to locating or expanding their businesses in Loveland. Interactions with the city's economic development group were said to be

encouraging and positive. But when it came time to get building permits and go through other processes, bureaucracy took over creating an experience on the opposite end of the spectrum from what had taken place with economic development. If Loveland truly wants to be business-friendly, this needs to be straightened out.

- ➔ **Don't completely disregard "Sweetheart City." Many people still love the sentiment behind the phrase even though it may not convey everything that Loveland is now.** While about half of the participants overall did not care for this label because they felt it was way too limiting or simply didn't understand what it meant, there was still a strong contingency in favor of its use, at least in some respect. While supporters realized that this no longer encompasses everything Loveland has to offer, they typically hoped that a similar sentiment might be communicated in some way via the new brand.

Another consideration is the marketing strategy that is ultimately chosen. If Loveland is to try and capitalize on their name by making themselves a wedding destination, being the Sweetheart City may not be a bad way to go.

- ➔ **Don't be afraid to boast, and don't be afraid to be great.** In each audience at least one person commented on Loveland's tendency towards modesty. While some recognized that there are probably Lovelanders who would in fact prefer to keep the city's greatness to themselves, they ultimately suggested being more boastful, especially where economic development is concerned. Loveland has a lot of offer, and with so much opportunity on the horizon, this isn't the time to keep the greatness shoved in a storage shed.
- ➔ **Embrace both Centerra and the downtown area for what they are.** The division that apparently exists between the "new" on the east side of town and the "old" part of Loveland is apparent even to people who don't live there. Frankly, it makes Loveland seem even more confused about its identity. The importance of each of these economic centers and their current success or potential for success needs to be recognized.

FINDINGS BY AUDIENCE

In this section, detailed research findings are reported by audience. For each audience, a summary section provides an overview of perceptions of Loveland. This is followed by what participants identified as Loveland’s strengths, potential areas for improvement, and their suggestions related to branding and future marketing strategies.

REPORTING NOTES

Specific interview findings for each segment researched are detailed in this section, with direct comments noted in quotations wherever possible. Since the interviewer took notes on a laptop while speaking with participants, some paraphrasing took place in an effort to document all input offered. Special care has been used to ensure that quotes used within this report are either presented word-for-word, or are paraphrased in such a way that the original idea is accurately portrayed.

Interview guides varied slightly by audiences, so topics covered within this section are not each exactly the same, although interview conversation did allow for overlap in topic areas among audiences.

TOURISM OFFICIALS

The seven participants interviewed in this segment had lived in Colorado for varying lengths of time—anywhere from 17 to 43 years, to “my entire life” without a specific number of years defined. Participants in this segment represented expertise in creative industries, tourism, and economic development.

SUMMARY

This section summarizes this audiences overall perceptions of Loveland, Colorado. As in other audiences, perspectives varied greatly depending on an individual’s existing knowledge of Loveland, as well as their area of expertise.

- ➔ **The arts.** Everyone named arts and sculpture as a top of mind related to Loveland, although levels of familiarity with all “Arts” encompasses varied by individual. “What comes to mind is sculptures, but also the number of foundries and artists in the communities.”
- ➔ **Beautiful.** Loveland’s physical features were noted by almost all participants who recalled its beauty.
- ➔ **Gateway to Rocky Mountain National Park.** Two people thought of Loveland’s proximity to RMNP.
- ➔ **Feeling of community.** Three participants in this audience talked about Loveland’s small town feel, and its ‘homey’ness. In fact, one person commented that it, “feels like a good place to be.”

WHO IS LOVELAND?

One of the questions in the interview required that participants use their imaginations, and consider for a moment, if Loveland were a person, what kind of person would it be? Responses to this question varied but ultimately offered some common themes. A few examples provided by this audience are shared below:

- ➔ “Caring, fun, active in community; feminine, gracious, attractive, and perhaps reserved or modest, maybe a little confused about its identity after so many years of seeing itself as a high tech center.”
- ➔ “Strong sense of community, innovative, active, involved, artsy, person who likes variety.”

As in other audiences, participants were able to identify a number of different attributes that Loveland might have as a person. This is probably a tribute to the number of different activities that the city has to offer, which is a positive, but makes it difficult for people to say exactly what (or who) Loveland is.

A FEW BIG-PICTURE COMMENTS

Since this audience represents people with broad perspectives of industries that Loveland is considering, a few bullet points have been included below to summarize some of the big-picture findings that were shared during conversation.

- ➔ **Creative Industries** are a focus area for economic development in the state, as evidenced by the fact that OEDIT has an office devoted to it. This hints at the potential for growth in the arts. There may be potential for Loveland to loop into an overall statewide initiative.
 - ⇒ “Arts are already a big part of the economy (in Colorado), but I’d say it hasn’t been promoted...arts in tourism could be much better promoted...in general, (right now) Colorado is not known as an arts destination.”
- ➔ **Similarly, state-level support for tourism is important.** This type of support for smaller communities is exceptionally important.
 - ⇒ “If it doesn’t come from the state level I think individual communities will struggle, so to have a state office is very important...”
- ➔ **Helping residents understand the potential economic gain from creative industries could help generate support for art-related initiatives.** Education related to showing its impact, then, may be worthwhile.
 - ⇒ “I think arts and culture is seen as a luxury, not seen as an economic driver....part of the challenge is educating the community that it is an economic driver.”
- ➔ **Residents need to understand the return on investment (ROI) for tourism-related expenditures.** Just as with creative industries, the need for education related to tourism was emphasized by this audience, and can be noted elsewhere throughout this report as well.
 - ⇒ “Education (about the ROI for tourism) becomes a part of what lodging tax money could be used for. If they (Loveland) determine a CVB needs to be put in place, the director needs to educate the community.”
 - ⇒ “People have found a pretty special place (in Loveland), and they’re very protective of it. They just want it (economic development) to be done right...I feel that tourism, it can be such a bonus to a community without it really affecting quality of life.”

CHALLENGES

Participants in this audience were asked to talk about challenges or areas for improvement that they may have observed for Loveland.

- ➔ **Downtown needs renovations.** The downtown area is charming but has a lot of empty storefronts
- ➔ **More signage is needed to direct visitors to attractions.** This includes signage not only to art-related attractions, but other activities that visitors might enjoy, like the golf courses.
 - ⇒ “The sculpture park is probably not well known or publicized. I don’t think we utilize signage or other media to promote it. There are lots of pieces of art at various businesses and downtown. To my knowledge, there is no map that would even show where you can see them all. That’s really a shame.”
 - ⇒ “The entry to Loveland off 34 is a beautiful drive and needs to be looked at from a tourism perspective. What are we doing to draw people and get them to stop? Does that whole long drive really convey who we are?”
- ➔ **More marketing materials and tactics need to be put in place to help visitors *stay* in Loveland.** Participants emphasized that Loveland already has a lot of wonderful things in place, but now the job is to let visitors know about them. This is a consistent theme throughout this report—Loveland’s greatness is a big secret.
 - ⇒ “I don’t think we exploit enough the attributes that are sitting right here. I think we almost look at it as, well it’s a stopping point to go to Estes Park or to Denver or Fort Collins as opposed to a central point where you can stay and take your day trips from here.”
- ➔ **There are issues with the visitor’s center in that the signage to reach it is not good.** Additionally, a few people commented that it’s difficult to get to, and it isn’t consistently manned.
- ➔ **The distribution of the lodging tax money needs to be re-evaluated, and roles and responsibilities reconsidered.** As was the case for city leaders, there was some concern expressed for the way the funds are being handled.
 - ⇒ “I think micro-managing this money is a threat. The longer you go with a volunteer board and not getting somebody who’s a paid tourism person makes it hard. You’re going to burn the volunteer board out. The branding process has to be succinct, and not get drug out either...need to trust the CMC board and the Toolbox Team and then *go*.”

STRENGTHS

Art is really a key component of Loveland’s uniqueness, and its strengths. Accessible art, and the arts community itself are major components to Loveland’s identity. Participants named not only sculpture but also the “city-run museum and theater and a robust programming in both of these,” as well as the foundries.

- ➔ “I hate to just say sculpture, but it’s truly the one thing that sets us apart.”

Visitors are already driving through...they just need to be given a reason to stop. This is a major advantage, as Loveland doesn’t even have to work to get people off of I-25 in order to increase visitation. In

addition to its location on 34, almost all participants in this audience noted that the Budweiser Event Center and Centerra are also key landmarks that give Loveland more visibility than it has ever had before.

- ➔ “(There are) millions driving through that we’re not capturing. Not everyone has people driving through like that. It’s very different from not getting them there in the first place.”

SUGGESTIONS

Participants were asked if they had any suggestions for Loveland, Colorado in moving forward. These have been summarized and are listed below:

- ➔ **Consideration needs to be given to the effectiveness of events in drawing people regionally.** Making decisions related to strategy needs to be a priority, as is the need to think about the purpose of Loveland’s events—whether they are (or should be) regional draws, or if they function better for the enjoyment of Loveland residents.
 - ⇒ “I think we have to think what’s a localized event versus what’s going to attract people. There has to be a realistic look at what we’re going to do, and what our expectations are to grow them. Sculpture in the Park, people from Denver will drive up for that.”
- ➔ **Loveland has plenty to offer as it is—the marketing efforts are what need enhancement.** One person commented, “We just haven’t told our story. We don’t have to invent something new, it’s just getting those stories out there.”
- ➔ **Partnering with other communities may be a good opportunity.** It was suggested that selling the region as a whole could be a way to attract attention.
- ➔ **Building an entrepreneurial community, or an arts incubator concept, could both be opportunities for growth.** Each of these works in with the creative and innovative reputation that Loveland already has. Additionally, since Loveland is viewed as a “nurturing” and “supportive” environment, it hints at support which is so important to each of these types. Certificate programs were suggested in tandem especially with the arts incubator idea, given Loveland’s proximity to major universities.
- ➔ **Don’t forget about golf.** Two participants identified golf as an activity to attract visitors or prolong stays.

BRANDING COMMENTS

As with all other audiences interviewed, participants within this audience had a range of opinions related to Loveland’s brand. Opinions represented within these interviews are summarized below.

Loveland has many different attributes in its favor, but arts and technology are perceived to be two of the most important by some. Along the same line, half of these participants felt that the ‘sweetheart’ aspect of Loveland’s identity may not be too important any more.

- ➔ “Their tagline has been, ‘Where art and science meet.’ I like that tagline. They’ve captured it in a tagline but I don’t know if promotionally they’ve captured it. They’re more than a cute little art town. There’s lots more because of their tech background. I’d encourage them to embrace both of those.”

- ➔ “...I just don’t think that’s the point of the community anymore. There are too many other activities that happen in Loveland that are far more important to the economy and tourism than that.”

However, it was acknowledged that this depends on “which direction” Loveland wants to go in terms of economic development, and where the emphasis will be. Furthermore, there are still those who like the ‘sweetheart’ aspect because they feel it captures the comfort and support they associate with Loveland.

- ➔ “I don’t believe we should totally recreate it. Something catchy with the art at the end would be nice...for me it portrays the warmth and the homeyness...”
- ➔ “I don’t particularly love (Sweetheart City) as their slogan. It doesn’t necessarily encompass everything they offer. I think it’s sweet but it’s limiting.”

BUSINESS LEADERS

A total of 11 business leaders in Loveland were interviewed. Each person represented a different company, and among those, quite a few different industries were included. Participants represented businesses in the defense technology industry, the regional airport, light manufacturing businesses, and design and engineering firms, to name a few. Additionally, participants had lived and/or worked in Loveland for varying numbers of years. This mix of participants allowed for a broad range of views to be covered within this audience.

The diversity of businesses represented here provides an excellent snapshot of the variety of industries, and business sizes currently located in Loveland.

SUMMARY

Among Loveland’s business leaders, there were many strong, common themes. The vast majority of business leaders had the following sentiments to share regarding their top-of-mind thoughts on Loveland:

- ➔ **It’s growing.** Business leaders more than any other audience tended to identify growth as a key component of Loveland’s desirability. They tended to discuss growth as an indicator of economic health, which is significant especially at this time when so many other communities are suffering financially.

This didn’t necessarily mean that they supported the use of incentive programs to attract *new* businesses. A few participants talked about their preference for the city to spend money on improving infrastructure for businesses currently located in Loveland, which would likely coincidentally serve the purpose of attracting new businesses as well.

- ➔ **It’s a desirable place to live.** About one-third of this audience specifically used the phrase “high quality of life” to describe Loveland. In fact, a few business owners had established their businesses in Loveland first and foremost because they live here. For others, the desirability was important in the recruiting of new employees. A few of the positives specified:
 - ⇒ It has a supportive, caring environment. The phrase “caring community” or something similar to it was very common among participants who described getting smiles from strangers, as though living in Loveland creates a common thread that holds its citizens together.

- ⇒ It's a fantastic place to raise a family. Numerous participants indicated that, “It’s safe,” while others hinted that, “It’s kind of an insulated, idyllic place to live.”
- ⇒ It has a small town feel. Participants frequently commented on Loveland’s small-town feel despite its tremendous population growth. Loveland is also said to be, “rich in tradition.”

But a caveat needs to join this statement. While about three-fourths of the participants were referring to Loveland specifically as a desirable place to live, the remaining participants explained that they were referring to the Northern Colorado region in general as a desirable place to live.

WHO IS LOVELAND?

One of the questions in the interview required that participants use their imaginations, and consider for a moment, if Loveland were a person, what kind of person would it be? Responses to this question varied but ultimately offered some common themes. A few examples are shared below:

- ➔ “What you see is what you get, it’s very genuine...what Loveland has (are) soft (traits), genuine, caring, confidence, wanting to be a part of something bigger. Hard to give physical traits, what Loveland is, is more inside, more trust and confidence.”
- ➔ “All-American girl, if in the movies, she’d be the girl next door. She’s cute but not glamorous, desirable, smart, honest, happy and social.”
- ➔ “A blue collar individual, somebody who tends to work with their hands, kind of has implications in the sculpture world as well as the typical trades. Modest might be a characteristic, even almost kind of content. I don’t think that people in Loveland tend to brag a great deal about the lifestyle. Not boasting.”
- ➔ “Like a little old church lady with grey hair, baking cookies, living in a very dated ranch house that needs a renovation, a little boring, goes to sleep early.”

This shows the range of perceptions of Loveland. People living in Loveland referred much more to positive traits, describing the attitudes of the community. Those who did not live in Loveland tended to think of it as a quiet, somewhat sleepy town and lacked the knowledge of community relationships that Lovelanders rightfully hold so dear.

The major themes among responses included an individual who **works with his or her hands**—a person who is **intelligent and inventive**, but also **unafraid to roll up their sleeves**. Loveland as a person would also **not be boastful**. While this sounds endearing, one person pointed out that if economic growth is a goal, modesty may not be the best quality. Finally, this person would be **friendly and caring**.

CHALLENGES

Loveland’s business leaders discussed a few of the challenges—or areas for improvement—that Loveland may want to consider moving forward. Even if they are not chosen as things to change, they are things to consider in Loveland’s identity. These are simply the observations and opinions of people who do business in Loveland, all of whom care very deeply about the city.

The downtown area could use a boost. While many people recognized that there are efforts underway to develop the downtown area, it was often identified as an area for improvement. Even though Centerra has

created a shopping boon in Loveland, most people still feel that the city's downtown is (or needs to be) the heart of what Loveland is, and what it could be. They want downtown to tell the story of who Loveland is.

- ➔ “Loveland has been slow to recognize the importance of what you do downtown as far as developing a positive character for the community that the rest of the world will see.”
- ➔ “The heart is the downtown of the community. That's the cultural focus...but there's a lot of empty buildings, it's run down, none of that helps move the community forward. It looks like it's on the decline. If they want to talk about identity, need to have a face on the downtown that reflects the values of the community.”

There's very little to do at night. Even participants who admitted that they personally do not have a need for a nightlife identified this as a potential area for improvement since having a nightlife is appealing to younger, single people who may be employed by Loveland businesses. It would also appeal to visitors.

- ➔ “It's also a town where they roll the sidewalks up at 7:00...active nightlife scene is virtually non-existent in Loveland.”

Current Loveland businesses sometimes feel lost in the shuffle. One-third of this audience expressed some frustration at funds spent to attract new businesses, when they would rather see city funds spent as investments in infrastructure. This in turn would benefit businesses already in Loveland while also making the city more attractive for newcomers. Business leaders also like to be kept in the loop as to what's happening related to incoming businesses.

- ➔ “...they should always pay attention to investing in infrastructure, things that benefits businesses that are here in addition to attracting the new ones.”
- ➔ “They get so excited about the newbies, they forget about us that have been here a long time. Retention is as important as the new folks. I think...when bringing business in, make sure the tried and true are included in that.”

When it comes to being business-friendly, the city can be Dr. Jekyll or Mr. Hyde. There is an apparent “schizophrenia” when it comes to working with the city as a business. Participants talked about the tremendous efforts of Betsey Hale and the economic development work being done for Loveland. On the other hand, they described encountering a lot of red tape when it came time to actually expand, relocate, or make changes to their businesses (getting building permits, for example). Participants emphasized the importance of getting all city touch-points on the same page so that Loveland can be truly business-friendly.

- ➔ “One shortcoming with economic development activities is a bit of a disconnect between Betsey Hale and her activities and bureaucracy. She gets them on the hook, then they have to face the city bureaucracy. That's something they need to get ironed out.”
- ➔ “...that's where Betsey Hale is a rock star, she represents the element really trying to help business, and do what's right.”

STRENGTHS

Location, location, location. Time and again, businesspeople noted Loveland's prime location in that it's close to most anything a person could want—universities, Estes Park, the mountains in general, outdoor activities, the Budweiser Events Center, and the list goes on. Location is an obvious selling point in

employers' attempts to recruit new "brain power" to the area. One interviewee explained that their business had relocated to Loveland because of its central location, with easy access to Denver and really anywhere.

- ➔ "As they grew, found that they were losing candidates because the majority of people who work here are men—their spouses would have a hard time finding a position. For their recruitment efforts, they had to get closer to Denver. It was a very conscious effort to march south and be right off I-25....old employees could stay, new hires who wanted to be closer to Denver, it was a much easier commute."

There's a lot of "brain power," here. This is an obvious plus for many employers who appreciate the general level of intelligence in the region. A few people attributed Loveland's economic health to the amount of "brain power" in the area.

Loveland is progressive as an entire community, and it shows. Participants were quick to point out how welcoming Loveland is as a community. It's a city that is receptive to newcomers, be it new people or new business...and that's important. People who are familiar with Loveland know that there are efforts to stay progressive. This is somewhat recognized regionally, too, but to a lesser extent.

- ➔ "...the openness towards new business and commitment to keeping businesses here...don't think it's the same in Ft Collins or other communities. I think Loveland is trying to be very progressive and not aggressive..."

SUGGESTIONS

Business leaders were asked to provide suggestions related to economic development, especially as it relates to businesses. Key themes from this discussion are shared here.

- ➔ **If Loveland truly wants to welcome growth, they need to commit to it—and it should show in everything they do.** This means supporting current Loveland businesses that want to expand as well as new businesses, at all points during the process of expansion or establishment. Others emphasized that this means definitely choosing growth, accepting it into Loveland's identity, and promoting it so that people in the Northern Colorado region and beyond will understand that Loveland is a progressive community.
 - ⇒ "...I think a community that believes in this day and age that you will stay economically prosperous without at least somewhat aggressively seeking new business, is not looking at the landscape correctly...we have a lot to sell here, but unless we can show businesses we really want them here, we're not going to be considered a serious player."
 - ⇒ "The one perception that's out there is that they're not as progressive as other communities. If that could be changed, because they are progressive, they're not this sleepy little community, they're really on top of things..."
- ➔ **Don't ignore the regional synergy—the potential to sell the region as a whole.** Participants talked about the fact that Northern Colorado communities complement one another in their offerings.
 - ⇒ "The community wouldn't be what it is without people coming from the surrounding communities."
- ➔ **More incentives for new and expanding businesses would be helpful.** For example, a few

participants mentioned that having more economic development zones would be helpful. Other actions like waiving permit fees or aiding in the issues of water rights would also help businesses move through the process of expansion or building a new facility.

- ➔ **It's important to have opportunities for education.** Several participants noted that it would be helpful for Loveland to offer continuing education opportunities. One business leader also commented on the opportunity to reach out to younger, future generations to promote light manufacturing and opportunities that exist in that field.
- ➔ **Embrace both Centerra and Loveland's downtown.** It's notable that even people outside the community can sense a divide between the "new" Loveland on the east side of town and the "old" Loveland, which further confuses their perception of the city. While some people already accept both for what they are, it would be helpful to erase the division by helping others recognize the value of both...Centerra as a modern gateway to Loveland, and the potential in the downtown to help "Improve the image of Loveland, create some energy, and tell the Loveland story in a better way."

BRANDING COMMENTS

Sweetheart City is an important piece of Loveland's past and present, but it doesn't tell the whole story anymore. Even strong supporters of Loveland's "Sweetheart City" acknowledged that there is more to Loveland to tell people about these days. They cautioned that it is an important piece of Loveland's past and even present, though, so if there's a way to incorporate it into a brand, it's important to do so. There appears to be many people within Loveland who identify with the phrase.

- ➔ "Everyone likes tradition, and that's a traditional piece that's really strong. There's much more to our portfolio, but I do believe that's an important component to it."
- ➔ "I think yes (Loveland is the Sweetheart City), but that's what kind of ages it. Maybe they just need to be the Sweetheart City but call it something different. It's not sexy—maybe they need to sexy it up a little bit."

Unfortunately, Sweetheart City is also viewed as outdated by people who live outside of Loveland (and even some who live in Loveland). While the nickname might internally be thought to reflect a welcoming and warm community, the phrase doesn't mean the same thing to outsiders. If Loveland is going to commit to controlled growth, it's essential to think about how its message will be interpreted by others.

- ➔ "...as much as the city is known for re-mailing...I think it doesn't show that the city is a mature city...it's almost kind of a giggly-type thing..."

Others commented that Loveland's identity will be further affected by the introduction of ACE, and that it's important to consider that.

However the brand unfolds, be sure to embrace it and live into it. Interviews showed us that it's difficult for people to say exactly what Loveland is. Regionally, people are ready for Loveland to have an identity. Beyond those that live in Loveland, many don't know the phrase "Sweetheart City," and if they do, they don't know what it means. This drove some participants to suggest that whatever brand is chosen, be sure to embrace it and live it so that everyone will know what Loveland is about.

- ➔ "If they want to be the Sweetheart City, then embrace the hokey. If they want to go in a different direction, embrace the high-tech."

- ➔ Who is going to care...whether it's the Sweetheart City or the Sweet Art City? If they want to do business, they are going to come in and look at how business is done, see how easy the government is to get along with, and then make a decision. What's important is, at the end of it, what do you have?"
- ➔ "Loveland needs to not be afraid to be great. Right now we're afraid to be great...don't be afraid to be the best there is at what you have. That takes commitment...I see the fear of failure, playing to win versus playing not to lose. Loveland plays not to lose. It wouldn't really take that much if we would all get on the same boat."

EVENT, WEDDING, AND OTHER LOCAL TOURISM

Of all audiences, this segment included participants with the greatest variety of specialties. Participants represented the wedding, event, and meeting planning industries, as well as travel and hospitality. Several representatives from the arts community are accounted for too, along with area event centers.

SUMMARY

Among participants in this audience, Loveland was viewed from a multitude of perspectives which is probably why summarizing their comments is so difficult, in this case. Some participants lived in Loveland while others lived in the Denver area or even beyond. As has already been exemplified, perceptions of the city vary drastically according to where one lives.

- ➔ **Authentic, quaint, safe.** Regionally, this type of language was often used to describe Loveland.
- ➔ **Emerging, growing, potential.** About one-third of the participants used these types of words to describe Loveland. They also explained that there is an element in the city that seems anti-growth, as hinted in other sections of this report.
- ➔ **Central location & gateway to the Rocky Mountains.** With all of the destinations within close proximity to Loveland, many people living both in a out of Loveland think of its location.
- ➔ **Arts & sculpture.** While this is a strength, it was rare for people outside of Loveland, and especially outside of the region, to recognize this asset.
- ➔ **The Land of Love & the Sweetheart City.** Participants in Loveland held these as top-of-mind perceptions, both for the re-mailing program and for the purposes of marketing. For wedding planners, officiants, and anyone promoting weddings in the region, this is a key part of the city's identity.
 - ⇒ "People call (about weddings here) just because it's Loveland...we've had people from Iowa, Montana, from Pennsylvania, from Florida, even from Las Vegas...they see it on the internet and want to be married in the Sweetheart City."

WHO IS LOVELAND?

One of the questions in the interview required that participants use their imaginations, and consider for a moment, if Loveland were a person, what kind of person would it be? A few examples are shared below:

- ➔ “Very warm and inviting, easy to get along with, and it’s so pretty. And it’s well-kept. As a person, we would want our hair done and make up on and I see that in Loveland, where we take care of it.”
- ➔ “Versatile, smart, artsy—versatile because you can do so many things, you can be casual, but there’s also the elegance of the arts and things to do in the community...”
- ➔ “Older, mature, because there’s seldom anything going on in Loveland, and when there is, it’s like the corn festival which doesn’t exactly attract your more robust crowds.”
- ➔ “I would say the kid that always got picked on but is learning to fight back, and how to fight back.” (referring to Loveland’s growth and growing reputation)

This audience was more likely to refer to Loveland’s **natural aesthetics**, but also to consider their perceptions of the **availability of things to do**. Interestingly, perception of available activities varied widely. People who live in Loveland generally feel that there are a great deal of things to do while there, whereas regionally and beyond, they aren’t quite sure.

CHALLENGES

This varied audience was asked to discuss their perceptions areas for improvement that Loveland may want to consider moving forward. It’s important to remember that these are simply the observations and opinions of those interviewed. It’s possible that they have inaccurate perceptions in some respects. If that’s the case, these may be areas where education and communications can eventually be used to correct those perceptions.

- ➔ **The economic impact of different industries in Loveland seems to be unknown.** For this reason, it appears that some industries may not receive the support and attention that they might deserve. Without numbers to prove where economic gain is coming from, it’s difficult to hone in on which are most important to grow. A prime example of this is the wedding industry which impacts Loveland’s economy through multiple aspects (hotel stays, purchase of services, food, gas, etc.), but the true dollar amount has never been explored.
- ➔ **Loveland doesn’t have a Convention and Visitors Bureau (CVB).** Even if a large CVB isn’t necessary, this is a problem because the city does not seem to have even one person who can act as a representative to help attract convention or event business, or even to provide support for businesses already attempting to draw this type of business. One participant noted, “We don’t have the power behind (our bids for business) that someone with a CVB would...”
- ➔ **The lodging tax is a blessing and a curse.** More than one participant noted, “The current lodging tax stuff has been a very difficult process. There have been a lot of political hold-ups.” In fact, this is closely related to discussions about a CVB and the very blurry lines among roles and responsibilities. One person commented, “There are too many people trying to do the same thing. It’s disorganized, with nobody trying to take a leadership role. The process could be a lot smoother.”
- ➔ **Citizens haven’t been educated as to the purpose of the Community Marketing Commission (CMC).** A couple of participants noted that it’s typically important to keep the public (the voters) informed and educated as to the importance of economic growth, tourism, specifics like the purpose of the CMC, and other topics in general. To date, it does not seem as though this has been done.

STRENGTHS

The Arts. It's hard to deny the appeal of the sheer quantity of accessible art in Loveland. However, along with this comes a weakness in that Loveland's reputation as an arts community is relatively unknown.

- ➔ "I would say the art community makes them unique. It's a big secret. Unless you live in Loveland, you don't know that we have international sculpture shows or the Benson Sculpture Park."
- ➔ "The sheer volume of public art—it's astounding how much they have there. There is nothing comparable. It's probably one of the largest collections that exists."
- ➔ "I think the galleries (are strengths), and they carry the art theme out throughout the community. I hesitate to call it a city, it has the feel of a small town."

Location. Events and tourism professionals alike acknowledged Loveland's location as a strength. One person noted that its centrally located within the region, and it also easily accessible from several major highways, as well as DIA.

- ➔ "It's a good location, easy to get to from Boulder, from the airport. Its proximity to other interesting parts of the state makes it unique...it's a manageable place to go and experience what they have to offer."

Availability of a variety of venues. For weddings, Loveland has many different venues within the city or in surrounding areas. One participant in the wedding industry explained that it wasn't uncommon for out-of-state (or even in-state) couples to marry in Estes Park but stay in Loveland. It's notable, however, that people who do not live in Northern Colorado, even Denverites, for example, did not know the number of venues available in Loveland or surrounding areas. Similarly, they did not know the activities available to visitors.

- ➔ "What Loveland has with the Ranch is the best event center/hotel complex than any other city in Northern Colorado. But what we need to build is, why Loveland, other than we're going to be cheaper. We have to expand on our reputation as an arts community."

SUGGESTIONS

Participants were asked to provide suggestions related to economic development, especially as it relates to the industries with which they are familiar. Key themes from this discussion are shared here.

- ➔ **Build on the existing activities and attractions related to the arts.** Even though sculpture and the visual arts are already acknowledged as strengths, some participants noted that there isn't necessarily a great deal of activities for a visitor to do, if coming to town to fill a day with art.
- ➔ **Give Loveland an art reputation beyond Colorado's borders.** It was suggested that making Loveland an art tourism destination is quite plausible given all of the art already on display. A few people noted, however, that it would be helpful to have a map of artworks so that visitors would be able to readily locate it.
 - ⇒ "There's a tremendous opportunity. One of the things underdeveloped is the idea that the marketing for all this art that's there, it should be a destination. Loveland as the destination for the art, it's basically a museum. You go to the MMA, you go to Brookgreen Gardens, so

you should go to Loveland to see the art...with all of the public art, it's basically one big sculpture garden.”

- ➔ **Advertise for medical tourism.** One industry expert suggested that this might be an interesting area to pursue given the medical centers in Loveland, and the specialty areas represented there.
- ➔ **Sell the location, especially related to regionalism.** In other words, make Loveland the place to stay on a trip to Northern Colorado while visiting all of the regional attractions.
- ➔ **Create a position or a branch to act as a CVB.** About one-third of this audience commented on the importance of a CVB, even if it's just one person or “in conjunction with the chamber.” This person or entity is badly needed to help promote events and visitation to Loveland, especially since the city is competing against other places that already do have this type of support.

BRANDING COMMENTS

Branding comments among this audience echoed those heard among other participants, indicating some very strong themes related to Loveland's brand. These have been summarized below.

As in other audiences, there was debate over the use of “Sweetheart City,” and comments rang true with those heard from others. Lovelanders seem to like the phrase since it's a part of their heritage, and it does tend to describe the closeness and friendliness among residents. But many again acknowledged the need to recognize Loveland's other strengths, as well.

- ➔ “‘The Heart of Northern Colorado.’ I think that's important because it plays off the Loveland thing, the mailing thing, and Northern Colorado is known. When I talk to agents, I never say Loveland, I say Northern Colorado.”

And again, about half of these participants made comments indicating that the name dates Loveland, taking away from any progressive reputation it might be trying to build.

- ➔ “It doesn't sound very up to date or forward-thinking. It's like it's a little old town. I think you have to emphasize the location as far as being Rocky Mountain or Northern Colorado and something that is forward-thinking, that's either some sort of tagline having to do with art or anything that's on a positive.”

While Sweetheart City may not be favorable in some respects, it may be important for the city to decide upon their growth and development strategy before discarding it altogether. Several participants across a few audiences noted that there may be some ways to profit from this name, as well—especially given the success of weddings in the area, and the potential for other events and activities that could grow around it.

Unify behind the brand, whatever brand is ultimately chosen. Like other audiences, these participants want to sense unity among the Loveland community, and among its leaders. They commented that regardless of what is chosen, the city needs to support it and make it ring true.

- ➔ “If the city is interested in carrying out the sweetheart theme then kick it into high gear and make it the sweetheart city.”
- ➔ “If we love Sweetheart City, if we think it has traction, let's unify and shout it from the mountaintops. Get on the same page. If you Google ‘Sweetheart,’ we should be at the top of the

page. They never really marketed that. It was always nice to say, nice to have, but now that we have to compete for events, if we all rally around that, great, bring it.”

CITY COUNCIL

As a final step in the interview research, all city council members, the mayor, and city manager were interviewed for their input.

SUMMARY

Perhaps not surprisingly, city leaders’ perspectives of Loveland were very reflective of those heard among other audiences, especially other residents and business leaders in the community. Their top-of-mind thoughts on Loveland are shared below:

- ➔ **Art, art, art.** In addition to the history of fine arts in the community, a few city leaders added “creativity and innovation” into the mix, drawing parallels between art and the multitude of innovative industries in Loveland.
 - ⇒ “In terms of tourism and visitors, arts is the single most distinguishing...arts are distinct here, we have natural beauty of course, we are adjacent to RMNP, but that doesn’t distinguish Loveland from others in the region. Arts does. Same with Sweetheart City or Valentines day.”
- ➔ **Quality of life.** City leaders commented on the natural beauty of Loveland as well as the available recreation, parks, and family-friendly atmosphere. The “good pace of life” was mentioned as well— Loveland has maintained its small town feel despite its growth.
- ➔ **Supportive and involved community.** As in other audiences, city leaders talked about the openness of this welcoming community. One person explained, “(Loveland is) rich, but in more than the financial sense—volunteers, the spirit of the community, people here are real servants of the community. People don’t just live here, they serve here.” A few participants also noted that despite the diverse backgrounds of people in Loveland, there seem to be few, if any, hierarchies.

WHO IS LOVELAND?

One of the questions in the interview required that participants use their imaginations, and consider for a moment, if Loveland were a person, what kind of person would it be? A few examples are shared below:

- ➔ “A person who works with their hands and their intellect, both. They would be an independent thinker and they would have a really deeply rooted sense of place.”
- ➔ “A person in their late 50’s or early 60’s, ready to retire, worked hard all their lives, enjoys doing the things Loveland has to offer.”
- ➔ “It would be a person with a very friendly face, welcoming, nurturing, with an apron with many pockets and the pockets would be, do you want to go to a picnic, sculpture park, go to a class...all these opportunities (available in Loveland) pulled from the apron pockets.”

More so than other audience, city leaders tended to describe the **community involvement** element of the hypothetical “Loveland” person. They tended to describe a person who participates in events but also acts as a **caretaker and a protector** of the community.

CHALLENGES

Challenges noted among city leaders tended to relate mostly to processes and plans (or lack thereof) for action. It’s important to note that not all leaders shared the same concerns, but because interview responses are being reported in aggregate, those voiced during the interviews have been compiled and are listed below.

- ➔ **It seems unlikely that a brand will be able to convey all that is great about Loveland.** There is definitely concern among some city leaders that a brand won’t be able to convey all of the aspects of Loveland that make the city so special, such as its small town feel and the friendliness of the city as a whole. The concern is that a brand will over-simplify the city’s identity rather than targeting particular messages as needed to specific industries (for example, messages needed to gain attention from event planners versus messages intended to appeal to businesses).
 - ⇒ “I think we need to come up with an identity about who we are that is broader than tourism and conventions so that when we’re courting an employer we’re saying more than an arts town, more than Sweetheart City. Another one to pay attention to is the wedding industry....and it’s Loveland, we’re never going to get rid of that so why not manage it better than we do.”
- ➔ **Funds are being distributed before an overall strategic marketing plan has been put in place.** A few city leaders expressed great concern that funds are being distributed on a case-by-case basis rather than using an overall philosophy and strategy set forth in a master plan. While this would take time to put together before distributing funds would take place, it would allow for guiding principles to be considered in the decision-making process.
 - ⇒ “If you don’t have a map and you’re already allocating resources, there’s a problem.”
- ➔ **The current process for distributing the funds from the lodging tax has been disappointing.** It’s necessary to initially say that members of the Community Marketing Commission (CMC) are greatly appreciated, but there’s frustration with the grant process as a means for distributing funds. It is very cumbersome, which slows the process and possibly makes it “too complex.”
 - ⇒ “The way the lodging tax money has been spent so far is disappointing...we need a strategy for spending money, decide the strategy, then fund activities pursuant to the strategies. We will never get that approach just saying here’s a pot of money, now apply for it. That needs to change.”
- ➔ **There’s confusion over the roles and responsibilities that different entities have now, and should have in the future.** The CMC, Engaging Loveland, and the Chamber all have roles and responsibilities related to the lodging tax, tourism, visitation, events, and other very important tasks. There is apparently not a plan for these entities and their involvement in the future, which further confuses the situation.
- ➔ **This is all taking too long.** On top of the various points of confusion, there is also a sense of frustration among some city leaders (and those in other audiences) over the waiting that has taken place due to the length of time it has take to get the branding process underway, among other things.

The frustration seems to have caused smaller tactical decisions to come before larger, defining, strategic decisions.

- ➔ **There is still internal debate over the intended purpose and use of the funds.** Some city leaders are worried that citizens voted in favor of the lodging tax because they understood that the resulting funds would be used, at least in part, to help fund community events. It sounds as though this may not ultimately be getting attention in the process of distributing the funds. It is essential that these types of core decisions be made.
 - ⇒ “(The money is) supposed to be for marketing the community, not just hotels. We need to re-read that religiously each time we sit down to talk about this, to make sure we’re not duping the community. What they bought in to, we must remain true to...we will have to veer off the strict regiment on ROI and plug some back in the community for our signature events that make people happy...these are the things that make people stay connected, we can’t look at this only in terms of dollars and cents because we are offending people.”
- ➔ **All industries that may benefit Loveland must be considered.** For example, several city leaders noted that there very well may be the potential for great economic gain in promoting Loveland as a wedding destination.
 - ⇒ “One of the hotel people said, ‘people come here to get married.’ That may be an untapped resource. Is that an opportunity we’re missing? Maybe this could be a great wedding venue. With a name like Loveland, it begs the question, why not?”
- ➔ **Signage needs to be improved.** This was mentioned in several audiences—the need to provide signs throughout the city to help guide visitors. One person commented, “How do you get someone off of 34 to a place where it looks like there wouldn’t be a destination?”

STRENGTHS

Loveland has some unique events and qualities that draw (or have the potential to draw) visitors to the area. Participants named events like the sculpture shows and even the 4th of July celebration. Beyond the shows, of course, the sculpture park is unique. Also art-related is the museum and the foundries.

- ➔ “Clearly the arts make it unique...we do have a museum, and we have art almost everywhere you look.”

Interestingly, the city’s Valentine’s activities were also mentioned by this audience as a unique aspect, with the potential to be something more (Valentine’s-related events for example, just as some communities make themselves a focal point for Christmas or other holidays).

There is a great deal of enthusiasm built up in Loveland, and it’s reaching a boiling point. A few participants noted that there seems to be taking place a sort of perfect storm of opportunity-related events in Loveland at this point in time. The lodging tax as a funding stream, plans for downtown revitalization, and the governor’s tourism conference were all named as pieces that are coming together to make something big happen.

Other strengths are those already noted numerous times elsewhere in this report, such as location relative to universities and things to do, proximity to Estes Park, a talented and educated workforce, and a strong entrepreneurial presence.

SUGGESTIONS

Participants were asked to provide any additional suggestions they might have related to economic development. Key themes from this discussion are shared here.

- ➔ **Don't over-simplify economic development.** “We also need to not over simplify this, not tourism, tourism, tourism. That’s one of my fears over this whole thing—don’t forget what we already are.”
- ➔ **In efforts to create the best approach to using the lodging tax, use resources.** For example, it was suggested that investigating best practices among other cities would be helpful in determining how to use the lodging tax money.
- ➔ **Keep the visitor center open, and make a plan for helping it stay open.** Lodging tax funds could potentially help this effort. Along the same line, make a plan for a CVB, even if it’s as a branch of another organization such as the chamber. One person commented, “We certainly need at least a point person, and a way to direct people to that person.”
- ➔ **When possible, make improvements to main corridors.** Several participants mentioned that aesthetic improvements could be made to Loveland’s main arteries so that they better portray the city. As one city leader commented, it would be nice to, “brighten up our gateways.”

BRANDING COMMENTS

Most city leaders were less specific than those in other audiences when it came to suggestions and opinions related to branding. One person mentioned an idea that would take into account all aspects that feed into the high quality of life. He suggested something like, “Life elevated” to play on the quality piece, which was certainly mentioned quite a bit throughout the interviews.

Participants most frequently mentioned the arts, the Sweetheart aspect, and innovation or technology as those that should be emphasized in the brand, which shows how there might be concern that everything Loveland offers could be covered in a brand.

- ➔ “...I’ve seen arts as one that can generate economic value. Sweetheart can, too. It’s a little different and specialized, but I could see it for festivities around Valentine’s Day...”

APPENDIX A: METHODOLOGY

In this section we provide detailed methodology for all research completed.

IN-DEPTH INTERVIEWS

Corona ultimately conducted a total of 38 interviews with individuals in different areas of professional expertise and varying levels of familiarity with Loveland, Colorado. This qualitative research was conducted to assess existing perceptions of Loveland, what makes it unique, and some of the city's strengths and weaknesses related to tourism and other areas, with the end goals of branding, economic development, and marketing efforts in mind.

INTERVIEW DESIGN AND METHODOLOGY

Corona Insights had initially been retained to complete 26 interviews, but ultimately conducted a total of 38 interview sessions. These were conducted both in-person and via telephone during the months of April and May, 2011. The following paragraphs describe key factors in the methodology of recruitment and implementation.

Recruitment: To begin, Corona created a spreadsheet with recommendations for interview participation among the three segments to be accounted for within the interview process: Big Picture/State Level participants; Local Business Leaders; and Industry-Specific Experts (Travel, Tourism/Hospitality, Event Planning, Arts). This spreadsheet underwent several revisions as both Loveland, Colorado, Toolbox Creative, and Corona Insights considered the perspectives needed for the research. It's notable that it was difficult to limit the number of perspectives covered in the interviews as Loveland, Colorado considers all of its stakeholders' opinions to be important.

For each segment, the following characteristics were considered in that Corona attempted to speak with individuals who would represent a mix of these qualities:

Segment/Audience	Recruiting Goals
Big Picture/State Level	Recruit professionals with statewide and/or industry-wide expertise in areas of economic development such as tourism, business development, or creative industries.
Local Business Leaders	Recruit leaders with businesses that vary in size, industry, and length of time in Loveland.
Industry-Specific Experts	Recruit professionals and experts from several key industries including event/wedding planning; tourism/hospitality; and the arts.

Contact information for potential interview participants came from a variety of sources. Several representatives from Loveland, Colorado aided in the process of growing this list, and Toolbox Creative compiled a list of potential interviewees which Corona added to the contacts that it had identified. As the recruiting process can hold many unknowns, Corona generally prefers to have a list of potential participants that exceeds the number of interviews that will actually be conducted. This left the need to prioritize

interviewees. With input from the city, each potential participant was assigned either a “1” or “2” in order to help recruiters understand who to contact first for participation. Those labeled “1” were contacted first. Although the people labeled with a “2” were still considered to have extremely valuable opinions, they were generally contacted only if those with a “1” could not be reached or were not interested in participating.

Participants in the **Business Leaders** segment were, for the most part, initially contacted by Betsey Hale with Loveland, Colorado. Betsey sent emails to many in this segment to introduce the project and inform the participants that Corona would be contacting them. A Corona team member then followed up with each person to schedule an interview. A couple of these did not respond to Corona’s communications, so ultimately other businesses were contacted.

Big Picture/State Level participants were initially contacted by Corona Insights. State officials were first informed via a letter that they would be contacted about participating in an interview—all agreed to provide their expertise. The remaining participants were called or emailed about potentially participating, then scheduled for an interview.

Industry-Specific Experts in various fields relevant to the study were contacted initially by Corona staff, who reached out via email, telephone, or both.

In reaching out to each of these audiences, Corona explained the general purpose of the interview, what would be involved, and the incentive (if appropriate). Participants were also told that they were welcome to review the interview questions in advance, an opportunity that most participants took.

Interviews with City Leaders had not been included in the initial research scope, but after research was underway, it was decided that gathering input from this audience would be an important aspect of the branding and strategic marketing processes. Corona therefore worked with Loveland, Colorado to schedule and conduct interviews with the Mayor, all City Council members, and the City Manager.

Incentive: Many interviewees were offered a gift card in appreciation of their time. Participants employed by the state or Loveland, Colorado were excluded from receiving an incentive. This is generally the protocol when interviewing government employees since it may be deemed inappropriate for them to accept gifts or incentives. All other participants were able to select their preference for a \$15 gift card to Target or Starbucks. One person declined to receive a gift card, and another person requested to have their gift card donated to a local charity. Corona sent a handwritten thank you note to all participants, and a gift card when appropriate, on behalf of Loveland, Colorado.

Participant Profile: Interview participants represented quite a few perspectives including local business leaders, city leaders, relevant subject area experts, and individuals in positions requiring big-picture understandings of economic development topics. A table exhibiting the names and positions of those participating in the interviews is provided below:

Participant Name	Position	Organization
Big Picture or State Level Perspectives		
Don Churchwell	Interim CEO	Northern Colorado Economic Development Corporation
Elaine Mariner	Division Director, Colorado Creative Industries	State Office of Economic Development and International Trade (OEDIT)
Kelly Barbello	Industry Relations & Colorado Welcome Center Program Manager	OEDIT
Liz Birdsall	Owner	Birdsall Consulting
Marcie Erion	Business Development Specialist, Office of Creative Sector Development	Loveland, Colorado
Richard Albair	Central Colorado Business Development Representative	OEDIT
Richard Scharf	President & CEO	Visit Denver
Local Business Leader Perspectives		
Becky Jensen	Marketing Manager	Numerica
Chris Fielder	Director of Manufacturing	Fleetwood Goldco Wyard
Don Foster	General Manager	The Promenade Shops at Centerra
Doug Rutledge	COO and Director of Construction Services	KL&A Engineering
Jason Licon	Airport CEO, accompanied by representatives from jetCenter and Allegiant	Fort Collins-Loveland Municipal Airport / jetCenter / Allegiant
Jay Hardy	Vice President	McWhinney (also General Manager of Centerra and North Park)
Kathy Dotson	Business Services Manager	Larimer County Workforce Center
Larry Choate	Vice President	Ensign Power Systems
Marilyn Schock	CEO	McKee Medical Center
Roger Clark	Partner	Clark, Williams & Matsunaka
Terry Precht	CEO	Vergent Products
Industry-Specific Experts (Travel, Tourism/Hospitality, Event Planning, Arts)		
Abby Powell	Event Coordinator	The Ranch
Bruce Wallace	CEO	Liberty Lodging / Best Western Crossroads (Board Chair of Engaging Loveland)
Jane Folsom	Owner	Destination by Design
Marc Fields	Owner	The Compleat Sculptor (President of Board of Directors for Loveland Sculpture Invitational)
Megan Meyers, CMP	Meeting Architect	Kinsley & Associates
Pastor Manon Weber	Owner	Happy Feet Weddings (Founder & Director of Loveland Wedding Professionals)
Renee von Weiland	Operations Manager	Spirit Hospitality (President of Loveland

		Hospitality and Lodging Group)
Rick Hontz	General Manager	Budweiser Events Center
Robyn Vanosdall	President	Royalty Coach
Tom O’Gorman	Owner	Bronze Services
Loveland, Colorado Council Members/ Leaders		
Cecil Gutierrez	Mayor	Loveland, Colorado
Bill Cahill	City Manager	Loveland, Colorado
Carol Johnson	Council Member, Ward II	Loveland, Colorado
Cathleen McEwen	Council Member, Ward IV	Loveland, Colorado
Daryle Klassen	Council Member, Ward I	Loveland, Colorado
Donna Rice	Council Member, Ward I	Loveland, Colorado
Hugh McKean	Council Member, Ward III	Loveland, Colorado
Joan Shaffer	Council Member, Ward II	Loveland, Colorado
Kent Solt	Council Member, Ward III	Loveland, Colorado
Larry Heckel	Council Member, Ward IV / Mayor Pro Tem	Loveland, Colorado

Time and Location: The majority of the interviews were conducted over the phone with the exceptions of the interviews with City Leaders and the group interview with key airport personnel, which were conducted in person. The interviews took place beginning April 6th, with the final interview completed on May 16th. The majority of the interviews were completed well before May 16th, but several respondents did not immediately reply to interview requests, or had very busy schedules to work around.

Almost all interviews were completed in a 30-35 minute range, although there were several participants with whom discussion lasted somewhat longer because they had additional input to provide.

Interviewer: Interviews were conducted by Holly Russo, a Senior Analyst at Corona. Holly has extensive prior experience conducting one-on-one interviews.

Interview Guides: The complete guides used during the interviews are provided in Appendix B. The guides were a standard but flexible guideline for discussion with each participant, in that the interviewer had the option to diverge from the guide if appropriate. The guide was designed to complete the interviews in approximately 30-45 minutes.

APPENDIX B: RESEARCH INSTRUMENTS

INTERVIEW GUIDES

Each of the audiences interviewed were presented with a different interview guide in order to make certain that the questions asked were appropriate to each. All guides included a group of “Core” questions that were asked of each audience—the purpose of these questions was purely to assess Loveland’s brand from all perspectives represented by the interviewees.

Guides are included within this Appendix in the following order:

- ➔ Big Picture & State-Level
- ➔ Local Business Leaders
- ➔ Industry-Specific Experts (Travel, Tourism/Hospitality, Event Planning, Arts)
- ➔ City Leaders

INTERVIEW GUIDE: BIG PICTURE & STATE-LEVEL PARTICIPANTS

[Introduction] Hello. My name is _____ and I am with Corona Insights. As may have already been explained to you, we are conducting these interviews for Loveland, Colorado. The purpose of this research is to help Loveland, Colorado learn how it is currently perceived by leaders and professionals in the fields of tourism and economic development and to hear your thoughts and suggestions for Loveland in the coming years. We'll also be speaking with businesses located in Loveland so that we can understand why they chose to do business in Loveland, what they like about being there and what could be improved, among other things. Ultimately, in the big picture, the results of this research are going to help Loveland decide how to proceed with its brand/identity and marketing—whether they should continue on as-is, or make some changes.

The questions I have for you are all open-ended in nature, so please feel free to elaborate as little or as much as you like. These questions all revolve around your perceptions, so there are no wrong answers—we're just asking for your honest opinions, and that will be what is most valuable to us. We will include your name in our report to Loveland, Colorado to show that you participated in an interview, but your name will not be linked with anything that you say during the interview.

The interview will take anywhere from 30-45 minutes, overall. Unless you have any questions for me, I'll go ahead and dive into the interview.

Note: [Red text in brackets provides some explanation or background on particular questions included in the guide.]

Segment interview goals: Speak with big-picture thinkers about their current perceptions of Loveland, and their recommendations concerning how Loveland should proceed in developing its brand. These interviews are also an opportunity to learn about larger trends taking place in Colorado's economy and tourism industry, and how they may or may not be advantageous to Loveland, Colorado.

BACKGROUND

I'll start out asking a few background questions so that I can learn a little bit more about you.

1. Concerning your current position, can you provide me with a brief description of your role? [This will have been researched in advance, but it's helpful to ask.]
 - ➔ How long have you been in this position?
2. And how long have you lived in Colorado? [Interviewer can converse a little more about their personal backgrounds if they seem receptive to that.]

BIG PICTURE: COLORADO'S ECONOMY & TOURISM INDUSTRY

Next I have a few questions related to tourism and the economy. [These questions allow us a big-picture view of tourism in Colorado. They also give the interview participants a chance to speak more broadly before narrowing specifically to Loveland.]

3. What role does tourism *currently* play in Colorado's economy?
 - ➔ Is this the role that it *should* play? What (if any) changes would you like to see take place concerning the tourism industry in Colorado in the next 5-10 years? Beyond this timeframe?
4. How does the role of tourism in Colorado compare to that in other states, especially surrounding states?
 - ➔ What is unique about tourism in Colorado as compared to other states, especially among surrounding states?

CORE QUESTIONS: PERCEPTIONS OF LOVELAND

The next questions focus in on Loveland, Colorado. We're especially hoping to hear your perceptions of Loveland as it is now.

5. Please tell me three words or short phrases that come to mind when I mention Loveland, Colorado.
 - ➔ Why did you choose these? (Walk them back through their responses and have them briefly explain each.)
6. On a scale of 1 to 10 where 10 is very familiar, how familiar would you say you are with Loveland?

[Recognize that their responses to the following questions will be affected by their level of familiarity.]
7. Building off of the responses to the three words/phrases question, would you say that your overall impression of Loveland is generally positive or generally negative? Please explain.
8. *In general*, what do you think makes Loveland unique?
 - ➔ *Related to tourism specifically*, what do you think makes Loveland unique (especially as compared to other northern Front Range cities)?
 - ➔ How do you think Loveland is viewed regionally, among other northern Front Range communities? Statewide?
 - ⇒ Is this a positive or a negative? Please explain.
9. Imagine that Loveland, Colorado is a person. Please describe what kind of person it would be. What kind of characteristics would this person have? What are they like?
10. I'm going to list a few of the highlights that a visitor might note on a trip to Loveland, which most people would consider to be assets. Please let me know if you were aware of these prior to the

interview. [If the participant has already mentioned these, we won't ask about it as if they hadn't yet acknowledged it.]

- Sculpture park;
- Loveland's downtown area;
- Strong presence of the arts (accessible art);
- The Promenade Shops at Centerra;
- Rialto Theater;
- Small town feel of historical interest;
- Presence of technology (HP, aerospace);
- Events (Corn roast, Sweetheart Balloon Rally, Sculpture in the Park...);
- Access to outdoor activities both local and nearby, like RMNP]

LOVELAND & ITS NICHE IN COLORADO'S ECONOMY AND TOURISM

11. How does Loveland fit into Colorado's economy as a whole?

- When it comes to Loveland's own economy, what are its strengths?
- When it comes to Loveland's own economy, what are its weaknesses?
- What economic development opportunities for the state stand to offer the best opportunity for Loveland?
- What are the biggest threats to Loveland's economic development?

[Strengths and weaknesses are often identified internally, but I thought it might be helpful to have the opinions of these big picture thinkers on these topics, if they feel comfortable speaking to this.]

Opportunities and threats are external—social, technological, political, etc. forces that Loveland likely won't be able to control but will need to account for in developing strategies. These interviewees ought to have the best input on these topics.]

12. How does Loveland fit into the big picture of tourism in Colorado?

- Related to tourism, what are Loveland's strengths?
- Related to tourism, what are Loveland's weaknesses?
- As you consider the big picture of tourism in Colorado, what would you say are the best opportunities for Loveland to pursue?

- ⇒ Are there any trends in the tourism industry that best lend themselves to Loveland?
 - What are the biggest tourism-related threats for Loveland?
13. As you consider your responses to these questions, what kind of identity do you think would best suit Loveland as they move forward? In other words, how should they promote themselves?
- “Who” should they be?
 - Loveland is sometimes referred to as the sweetheart city. Is Loveland the sweetheart city, or something else?
14. Is there anything Loveland should definitely avoid in moving forward? What would be a mistake to pursue—is this specific to Loveland, the state, or the industry in general?
15. If you could offer one piece of advice to Loveland as it moves forward (and of course you can offer more than one, if you like), what would it be?
16. Please feel free to let me know of any final comments, suggestions, or ideas that you’d like for me to provide to Loveland, Colorado.

CONCLUSION

We are extremely grateful for the time that you’ve taken to speak with us today on behalf of Loveland, Colorado. Your ideas and the information you’ve provided are going to be very helpful!

INTERVIEW GUIDE: LOCAL BUSINESS LEADERS

[Introduction] Hello. My name is _____ and I am with Corona Insights. As may have already been explained to you, we are conducting these interviews for Loveland, Colorado. The purpose of this research is to help Loveland, Colorado understand why businesses such as yours choose to do business in Loveland, what they like about being there and what could be improved, among other things. We will also be speaking with leaders and professionals in the fields of tourism and economic development to hear their thoughts and suggestions for Loveland in the coming years. Ultimately, in the big picture, the results of this research are going to help Loveland decide how to proceed with its brand/identity and marketing—whether they should continue on as-is, or make some changes.

The questions I have for you are all open-ended in nature, so please feel free to elaborate as little or as much as you like. These questions all revolve around your perceptions, so there are no wrong answers—we’re just asking for your honest opinions, and that will be what is most valuable to us. We will include your name in our report to Loveland, Colorado to show that you participated in an interview, but your name will not be linked with anything that you say during the interview.

The interview will take anywhere from 30-45 minutes, overall. Unless you have any questions for me, I’ll go ahead and dive into the interview.

Note: [Red text in brackets provides some explanation or background on particular questions included in the guide.]

Segment interview goals: learn how businesses make the choice to locate in Loveland, and factors involved in that process for various industries. Learn the perceived positives and negatives about doing business in Loveland, and how the city’s identity is perceived by businesses located there.

BACKGROUND

I’ll start out asking a few background questions so that I can learn a little bit more about you.

1. Please start out by telling me about your business.
 - ➔ What do you do? How long have you been in business? (Include follow-up questions as appropriate.)
 - ➔ How long have you been located in Loveland?
 - ➔ Is this where your business was established, or did you relocate to Loveland?
2. And how long have you, personally, lived in Colorado? **[Interviewer can converse a little more about their personal backgrounds if they seem receptive to that.]**
3. What factors did you consider when determining where to locate your business? Please tell me about your selection process.

4. Did you consider other locations? What other locations did you consider?

→ How did you ultimately come to choose Loveland?

CORE QUESTIONS: PERCEPTIONS OF LOVELAND

The next questions focus in on Loveland, Colorado. We're especially hoping to hear your perceptions of Loveland as it is now.

5. Please tell me three words or short phrases that come to mind when I mention Loveland, Colorado.

→ Why did you choose these? (Walk them back through their responses and have them briefly explain each.)

6. On a scale of 1 to 10 where 10 is very familiar, how familiar would you say you are with Loveland?

[Recognize that their responses to the following questions will be affected by their level of familiarity.]

7. Building off of the responses to the three words/phrases question, would you say that your overall impression of Loveland is generally positive or generally negative? Please explain.

8. *In general*, what do you think makes Loveland unique?

→ How do you think Loveland is viewed regionally, among other northern Front Range communities? Statewide?

⇒ Is this a positive or a negative? Please explain.

9. Imagine that Loveland, Colorado is a person. Please describe what kind of person it would be. What kind of characteristics would this person have? What are they like?

HAVING A BUSINESS IN LOVELAND

10. What do you like best about having your business here?

→ What's working about having your business here?

11. What do you like *least* about having your business here?

→ We'd like to understand if there is anything (aside from the response to what is liked least) that isn't working out well? What?

→ How could this/these be improved?

12. Do you think that certain types of companies that are a better fit than others when it comes to locating in Loveland?

→ Why do you say that?

→ If yes, what types of companies seem like a good fit?

- Are there any that definitely would *not* be a good fit?
13. Just out of curiosity, do you also live in Loveland?
- If not, may I ask why?
14. Is there anything else that Loveland could do to help businesses be successful? What is Loveland doing now to do this?
- (Especially for businesses new to the area) Did this contribute to your decision to locate in Loveland?
 - What else should they be doing?
15. If you could make one suggestion for attracting new businesses to locate to Loveland, what would it be?
16. Please think about the words that you used earlier to describe Loveland, and the perceptions that you have of Loveland as a whole. (Interviewer can remind them what these were.) Does this have an effect on doing in business in Loveland? What and how?
- Think about Loveland's identity and how it might affect a business owner's decision to locate there. As you consider this, what kind of identity do you think would be most beneficial for Loveland to promote to attract new businesses?
 - For example, Loveland is sometimes referred to as the sweetheart city. Is Loveland the sweetheart city, or something else?

WRAP-UP

17. If you could offer one piece of advice to Loveland as it moves forward (and of course you can offer more than one, if you like), what would it be?
18. Please feel free to let me know of any final comments, suggestions, or ideas that you'd like for me to provide to Loveland, Colorado.

CONCLUSION

We are extremely grateful for the time that you've taken to speak with us today on behalf of Loveland, Colorado. Your ideas and the information you've provided are going to be very helpful!

INTERVIEW GUIDE: INDUSTRY-SPECIFIC EXPERTS

[Introduction] Hello. My name is _____ and I am with Corona Insights. As may have already been explained to you, we are conducting these interviews for Loveland, Colorado. The purpose of this research is to help Loveland, Colorado learn how it is currently perceived by leaders and professionals in the fields of tourism and economic development and to hear your thoughts and suggestions for Loveland in the coming years. We'll also be speaking with businesses located in Loveland so that we can understand why they chose to do business in Loveland, what they like about being there and what could be improved, among other things. Ultimately, in the big picture, the results of this research are going to help Loveland decide how to proceed with its brand/identity and marketing—whether they should continue on as-is, or make some changes.

The questions I have for you are all open-ended in nature, so please feel free to elaborate as little or as much as you like. These questions all revolve around your perceptions, so there are no wrong answers—we're just asking for your honest opinions, and that will be what is most valuable to us. We will include your name in our report to Loveland, Colorado to show that you participated in an interview, but your name will not be linked with anything that you say during the interview.

The interview will take anywhere from 30-45 minutes, overall. Unless you have any questions for me, I'll go ahead and dive into the interview.

Note: [Red text in brackets provides some explanation or background on particular questions included in the guide.]

Segment interview goals: Learn how decisions related to meeting and event planning are made, and how Loveland is perceived by people working in those industries. Determine what will best help Loveland get on the map, so to speak, for these industries.

BACKGROUND

I'll start out asking a few background questions so that I can learn a little bit more about you.

1. Please start out by telling me about the company that you work for.
 - ➔ What does your company do? How long have you been in business? (Include follow-up questions as appropriate.)
 - ➔ What is your role with the company?
 - ➔ How long have you worked in this industry?
2. And how long have you lived in Colorado? [Interviewer can converse a little more about their personal backgrounds if they seem receptive to that.]
3. What is your process for planning an event/meeting location for a client? / When working with a client, what is your process for planning a trip?

- Do you use the same process for every client?
 - Please focus in and talk especially about the process that you use for selecting a location. (Plenty of follow-up questions as they begin explaining this.)
4. Is your process unique, or do other businesses in your industry operate in a similar manner?

CORE QUESTIONS: PERCEPTIONS OF LOVELAND

The next questions focus in on Loveland, Colorado. We're especially hoping to hear your perceptions of Loveland as it is now.

5. Please tell me three words or short phrases that come to mind when I mention Loveland, Colorado.
- Why did you choose these? (Walk them back through their responses and have them briefly explain each.)
6. On a scale of 1 to 10 where 10 is very familiar, how familiar would you say you are with Loveland?
- [Recognize that their responses to the following questions will be affected by their level of familiarity.]*
7. Building off of the responses to the three words/phrases question, would you say that your overall impression of Loveland is generally positive or generally negative? Please explain.
8. *In general*, what do you think makes Loveland unique?
- *Related to tourism specifically*, what do you think makes Loveland unique (especially as compared to other northern Front Range cities)?
 - How do you think Loveland is viewed regionally, among other northern Front Range communities? Statewide?
- ⇒ Is this a positive or a negative? Please explain.
9. Imagine that Loveland, Colorado is a person. Please describe what kind of person it would be. What kind of characteristics would this person have? What are they like?
10. I'm going to list a few of the highlights that a visitor might note on a trip to Loveland, which most people would consider to be assets. Please let me know if you were aware of these prior to the interview. *[If the participant has already mentioned these, we won't ask about it as if they hadn't yet acknowledged it.]*
- Sculpture park;
 - Loveland's downtown area;
 - Strong presence of the arts (accessible art);
 - The Promenade Shops at Centerra;
 - Rialto Theater;

- Small town feel of historical interest;
- Presence of technology (HP, aerospace);
- Events (Corn roast, Sweetheart Balloon Rally, Sculpture in the Park...);
- Access to outdoor activities both local and nearby, like RMNP]

CONSIDERING LOVELAND IN PLANNING

11. As you consider what you do and the clients that you work with, what would you say Loveland has in its favor?
 - Does Loveland have anything going against it?
12. Have you booked clients in Loveland in the past?
 - If yes, please explain the situation and why. If no, please explain why not.
 - [If yes] What has/have your experience(s) been with Loveland?
13. How might Loveland become a place that you consider (or consider more often) in your decision process? (This is pretty important so press on this until they've given an actionable response.)
 - What kind of a message about Loveland would be most likely to cause you to make note and consider Loveland in your planning?
14. What "type" of tourists/events/meetings or clients are the best fit for Loveland? Please say more about that.
 - Is there a certain "type" of tourist/event client that is definitely *not* a good fit for Loveland? Who? Why do you say that?
15. What are the trends in the tourism/event industry that best lend themselves to Loveland (agritourism, etc.)?
16. Obviously, attracting tourists/event clients is a goal for Loveland. However, attracting tourists/event clients and keeping them for more than one night would be even more appealing. What suggestions do you have for *keeping* people in Loveland once they're there?
17. Earlier in the interview, you shared your current perceptions of Loveland with me. Given what you do and the clients you work with, who do you think Loveland should be? In other words, how should they promote themselves going forward?
 - What does the Sweetheart City mean to you? Please tell me what you think about this?

WRAP-UP

18. If you could offer one piece of advice to Loveland as it moves forward (and of course you can offer more than one, if you like), what would it be?

19. Please feel free to let me know of any final comments, suggestions, or ideas that you'd like for me to provide to Loveland, Colorado.

CONCLUSION

We are extremely grateful for the time that you've taken to speak with us today on behalf of Loveland, Colorado. Your ideas and the information you've provided are going to be very helpful!

INTERVIEW GUIDE: CITY LEADERS

[Introduction] Hello. My name is _____ and I am with Corona Insights. As may have already been explained to you, we are conducting these interviews for Loveland, Colorado. The purpose of this research is to help Loveland, Colorado learn how it is currently perceived by leaders and professionals in the fields of tourism and economic development and to hear your thoughts and suggestions for Loveland in the coming years. We'll also be speaking with businesses located in Loveland so that we can understand why they chose to do business in Loveland, what they like about being there and what could be improved, among other things. Ultimately, in the big picture, the results of this research are going to help Loveland decide how to proceed with its brand/identity and marketing—whether they should continue on as-is, or make some changes.

The questions I have for you are all open-ended in nature, so please feel free to elaborate as little or as much as you like. These questions all revolve around your perceptions, so there are no wrong answers—we're just asking for your honest opinions, and that will be what is most valuable to us. We will include your name in our report to Loveland, Colorado to show that you participated in an interview, but your name will not be linked with anything that you say during the interview.

The interview will take anywhere from 30-45 minutes, overall. Unless you have any questions for me, I'll go ahead and dive into the interview.

Note: [Red text in brackets provides some explanation or background on particular questions included in the guide.]

BACKGROUND

I'll start out asking a few background questions so that I can learn a little bit more about you.

1. Please start out by telling me a little bit about yourself.
 - ➔ How long have you been on the city council?
 - ➔ How long have you lived in Loveland?
 - ➔ Is this where you work, too?
2. And how long have you, personally, lived in Colorado? [Interviewer can converse a little more about their personal backgrounds if they seem receptive to that.]

CORE QUESTIONS: PERCEPTIONS OF LOVELAND

The next questions focus in on Loveland, Colorado. We're especially hoping to hear your perceptions of Loveland as it is now.

3. Please tell me three words or short phrases that come to mind when I mention Loveland, Colorado.
 - ➔ Why did you choose these? (Walk them back through their responses and have them briefly explain each.)

4. On a scale of 1 to 10 where 10 is very familiar, how familiar would you say you are with Loveland?

[Recognize that their responses to the following questions will be affected by their level of familiarity.]

5. Building off of the responses to the three words/phrases question, would you say that your overall impression of Loveland is generally positive or generally negative? Please explain.
6. *In general*, what do you think makes Loveland unique?

→ *Related to tourism specifically*, what do you think makes Loveland unique (especially as compared to other northern Front Range cities)?

→ How do you think Loveland is viewed regionally, among other northern Front Range communities? Statewide?

⇒ Is this a positive or a negative? Please explain.

7. Imagine that Loveland, Colorado is a person. Please describe what kind of person it would be. What kind of characteristics would this person have? What are they like?

8. I'm going to list a few of the highlights that a visitor might note on a trip to Loveland, which most people would consider to be assets. Please talk a little bit about each of these—are they an asset to Loveland now? Will they be, or should they be, in the future? How do these fit in with the identity of the city? *[If the participant has already mentioned these, we won't ask about it as if they hadn't yet acknowledged it.]*

→ Sculpture park;

→ Loveland's downtown area;

→ Strong presence of the arts (accessible art);

→ The Promenade Shops at Centerra;

→ Rialto Theater;

→ Small town feel of historical interest;

→ Presence of technology (HP, aerospace);

→ Events (Corn roast, Sweetheart Balloon Rally, Sculpture in the Park...);

→ Access to outdoor activities both local and nearby, like RMNP]

LOVELAND'S ECONOMY AND TOURISM

9. When it comes to Loveland's own economy, what are its strengths?

→ What are the greatest opportunities for Loveland's economic development?

10. When it comes to Loveland's own economy, what are its weaknesses?
 - ➔ What are the biggest threats to Loveland's economic development?
11. Related to tourism, what are Loveland's strengths?
 - ➔ What are the best tourism-related opportunities in Loveland?
12. Related to tourism, what are Loveland's weaknesses?
 - ➔ What are the greatest tourism-related threats for Loveland?
13. What kind of strategy should Loveland employ to build its economy? Focus on tourism? Attracting new businesses? Make it a wedding center? A combination?
 - ➔ Please talk a little bit about your answer and explain.
14. As you consider your responses to these questions, what kind of identity do you think would best suit Loveland as they move forward? In other words, how should they promote themselves?
 - ➔ "Who" should they be?
 - ➔ What about Loveland's identity as the sweetheart city? Is Loveland the sweetheart city, or something else?

WRAP-UP

15. If you could offer one piece of advice to Loveland as it moves forward (and of course you can offer more than one, if you like), what would it be?
16. Please feel free to let me know of any final comments, suggestions, or ideas that you'd like for me to provide to Loveland, Colorado.

CONCLUSION

We are extremely grateful for the time that you've taken to speak with us today on behalf of Loveland, Colorado. Your ideas and the information you've provided are going to be very helpful!

April 2011

Loveland Events Master Calendar April 2011 to March 31, 2012 Comprehensive list of activities throughout Loveland

- Engaging LVD Events
- The Ranch
- Embassy Suites
- LVD Tourism Events
- Cultural and Attractions
- LVD Parks Rec
- Weddings
- Budweiser Events
- LVD City Special Events
- Retailers and Restaurants
- Artists
- Hospitality Assn
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27 10:00 AM Gem & Mineral Show 10:00 AM FC Coin Club Show	28	29	30	31	1	2 10:00 AM Front Range Dog Agility Trial 10:00 AM 7th Annual Larimer County Fishing Expo 10:00 AM Libery Schools Fundraiser Banquet 3:00 PM USSSA FP 8 Fields @ Barnes
3 10:00 AM Front Range Dog Agility Trial 11:00 AM 7th Annual Larimer county Fishing Expo 3:00 PM USSA FP 8 Fields @ Barnes	4	5	6	7 10:00 AM Taste of Loveland (1st year, Embassy Suites) 11:00 AM Doterra Essential Oils Event	8 9:00 AM Night on the Town, Downtown 11:00 AM 2011 State 4-H Shooting Sports Workshop	9 11:00 AM 2011 State 4-H Shooting Sports Workshop 12:00 PM FP Streak ASA field 1-4 CP
10 11:00 AM 2011 State 4-H Shooting Sports Workshop 2:00 PM FP Streak ASA field 1-4 CP	11 9:00 AM Loveland Performing Arts-Club Swing Era Performances, Thompson Valley HS	12 11:00 AM 2011 Turf Myths	13	14	15 11:00 AM FC HS Prom 11:00 AM Springtime in the Rockies Quilt Show	16 11:00 AM Springtime in the Rockies Quilt Show 11:00 AM 2011 4-H Extravaganza 3:00 PM Triple Crown FP 10 Fields @ Barnes 3:00 PM TC FP field 1-4 CP 5:00 PM Prom-A-Rama 12-3 am @ Chilson Recreation Center
17 9:00 AM Loveland Performing Arts-Red Star/Red Army-Russian, Thompson Valley HS 11:00 AM April Bridal Festival 3:00 PM Triple Crown FP 10 Fields @ Barnes 3:00 PM TC FP field 1-4 CP	18	19	20 9:00 AM Loveland Chamber Spring Expo	21 11:00 AM Rocky Mountain Conference on Aging 11:00 AM Operation ReScrap	22 9:00 AM Teen Flashlight Easter Egg Hung, North Lake Park 11:00 AM Operation ReScrap	23 9:00 AM Loveland Community Health Fair, McKee Conference & Wellness Ctr. 11:00 AM Girl Fest 11:00 AM Operation ReScrap
24 4:00 PM Begin: Colorado Governor's Art Show @ Museum Gallery	25	26	27	28	29 11:00 AM Northern Colorado Spring Home & Garden Show 11:00 AM Friends of the Loveland Library Spring Book Sale- Member Preview	30 9:00 AM Loveland Road Runners/Sierra's Race 11:00 AM Colorado Jr. Rodeo 11:00 AM Northern Colorado Spring Home & Garden Show 3:00 PM Blaze USSSA FP 14 Fields @ Barnes & Fields 1-4 @Centennial 4:45 PM Friends of the Loveland Library Spring Book Sale

May 2011

Loveland Events Master Calendar April 2011 to March 31, 2012 Comprehensive list of activities throughout Loveland

- Engaging LVD Events
- The Ranch
- Embassy Suites
- LVD Tourism Events
- Cultural and Attractions
- LVD Parks Rec
- Weddings
- Budweiser Events
- LVD City Special Events
- Retailers and Restaurants
- Artists
- Hospitality Assn
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<p>1</p> <ul style="list-style-type: none"> ■ 11:00 AM Northern Colorado Wood-carvers- Carving w/ Stu Martin ■ 11:00 AM Colorado Jr. Rodeo ■ 11:00 AM Friends of the Loveland Library Spring Book Sale ■ 3:00 PM Blaze USSSA FP 14 Fields @ Barnes & Fields 1-4 @ Centennial 	<p>2</p>	<p>3</p>	<p>4</p>	<p>5</p> <ul style="list-style-type: none"> ■ 5:00 PM Ballet Folklorico Benefiting The Children's Foundation @ Embassy Suites 	<p>6</p> <ul style="list-style-type: none"> ■ 10:00 AM DayGlow 9:00 pm @ Budweiser 	<p>7</p> <ul style="list-style-type: none"> ■ 2:15 PM 5K River Run for Orphans ■ 3:00 PM TCS Battle @ The Fort all 6 Fields CP ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes ■ 3:30 PM Flint Hills Auctions ■ 4:00 PM Wedding Booked ■ 4:00 PM Cinco de Mayo -Lagoon ■ 5:00 PM Take a Bow WOW @ Outlets at Loveland
<p>8</p> <ul style="list-style-type: none"> ■ 10:00 AM Lippizzaner Stallions @ Budweiser ■ 1:15 PM Crazy Legs 10K Trail Run ■ 3:00 PM TCS Battle @ The Fort all 6 Fields CP ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes ■ 5:00 PM PEDAL Club Ride: Show and Go Ride 	<p>9</p> <ul style="list-style-type: none"> ■ 9:00 AM Loveland Performing Arts- Redhead Express, Thompson Valley HS 	<p>10</p> <ul style="list-style-type: none"> ■ 4:00 PM Public Works Day @ Fairgrounds Park 	<p>11</p>	<p>12</p>	<p>13</p> <ul style="list-style-type: none"> ■ 9:00 AM Night on the Town, Downtown Loveland 	<p>14</p> <ul style="list-style-type: none"> ■ 11:00 AM Little Britches Rodeo ■ 11:00 AM Ranch-Way Feeds Buckle and Banner Show ■ 12:00 PM Angus Mohr in Concert @ Rialto ■ 3:00 PM Spring Fling Triple Crown FP 10 Fields @ Barnes ■ 3:00 PM LBA Scrimmage Day CP ■ 4:00 PM Wedding Booked
<p>15</p> <ul style="list-style-type: none"> ■ 9:00 AM Community Classic Bike Tour ■ 11:00 AM Little Britches Rodeo ■ 12:00 PM Jeri Sager: Broadway by Jeri @ Roberta Price Auditorium ■ 12:00 PM Sweetheart Roundup, Loveland Bridal Show ■ 3:00 PM Spring Fling Triple Crown FP 10 Fields @ Barnes 	<p>16</p>	<p>17</p>	<p>18</p>	<p>19</p> <ul style="list-style-type: none"> ■ 12:00 PM Yan-Zhou Xu: Inspiration & Light @ Museum Gallery 	<p>20</p> <ul style="list-style-type: none"> ■ 11:00 AM Rocky Mountain Flyball ■ 4:00 PM Harold Ferguson HS Graduation 	<p>21</p> <ul style="list-style-type: none"> ■ 9:00 AM Paws on the Promenade, Promenade Shops at Centerra ■ 11:15 AM Rocky Mountain Flyball ■ 11:45 AM 4th Annual Hot Rods & Harleys ■ 12:30 PM Wedding Booked ■ 3:00 PM USSSA FP 4 Fields @ Barnes & Fields 1-4 @ Centennial ■ 3:00 PM CO Senior Softball Travel ■ 4:45 PM Thompson School District ■ 5:45 PM The Mother Folkers @ Rialto ■ 7:00 PM Hope Lives! Pink Boa 5K
<p>22</p> <ul style="list-style-type: none"> ■ 10:00 AM Windsor HS Graduation ■ 11:00 AM Rocky Mountain Flyball ■ 3:00 PM USSSA FP 4 Fields @ Barnes & Fields 1-4 @ Centennial 	<p>23</p>	<p>24</p>	<p>25</p> <ul style="list-style-type: none"> ■ 10:00 AM Lone Tree School Reunion/ Ice Cream Social, North Lake Park 	<p>26</p>	<p>27</p> <ul style="list-style-type: none"> ■ 1:00 PM Realities Ride & Rally 	<p>28</p> <ul style="list-style-type: none"> ■ 11:00 AM Northern Colorado Inter-group Deca Dance ■ 3:00 PM USSSA SP 10 Fields @ Barnes ■ 3:00 PM TCS Memorial Classic all 6 Fields CP ■ 4:00 PM Poetry at the Rialto: Rita Dove ■ 4:00 PM Wedding Booked ■ 6:00 PM Realities Ride & Rally
<p>29</p> <ul style="list-style-type: none"> ■ 2:15 PM Realities Ride & Rally ■ 3:00 PM TCS Memorial Classic all 6 Fields CP ■ 3:00 PM USSSA SP 10 Fields @ Barnes ■ 5:00 PM Loveland Founders Day @ 4th Street Farmers Market 	<p>30</p> <ul style="list-style-type: none"> ■ 3:00 PM TCS Memorial Classic all 6 Fields CP ■ 3:00 PM USSSA SP 10 Fields @ Barnes 	<p>31</p> <ul style="list-style-type: none"> ■ 12:00 PM Addressing History: The Pioneering Women of Loveland @ Museum Gallery 	<p>1</p>	<p>2</p> <ul style="list-style-type: none"> ■ 1:00 PM Kiss FM's Say Hello to Summer Bash @ TM Amphitheatre 	<p>3</p> <ul style="list-style-type: none"> ■ 10:00 AM Movies on Main, Promenade Shops at Centerra ■ 10:00 AM GoodGuys Colorado Hot Rod & Customs Show, The Ranch ■ 11:00 AM June Paint Horse Show ■ 12:00 PM Heart Beat Drum and Dance Festival @ Sunrise Ranch 	<p>4</p> <ul style="list-style-type: none"> ■ 10:00 AM GoodGuys Colorado Hot Rod & Customs Show, The Ranch ■ 11:00 AM June Paint Horse Show ■ 1:15 PM Heart Beat Drum and Dance Festival @ Sunrise Ranch ■ 3:00 PM Loveland Rage FP Fields 1-6 @ Barnes ■ 3:00 PM WELS SP Fields 7,8,10 @ Barnes ■ 4:00 PM Wedding Booked

June 2011

Loveland Events Master Calendar April 2011 to March 31, 2012 Comprehensive list of activities throughout Loveland

- Engaging LVD Events
- Embassy Suites
- Cultural and Attractions
- Budweiser Events
- Artists
- The Ranch
- LVD Tourism Events
- LVD Parks Rec
- LVD City Special Events
- Hospitality Assn
- Weddings
- Retailers and Restaurants
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<p style="text-align: right; margin: 0;">29</p> <ul style="list-style-type: none"> 2:15 PM Realities Ride & Rally 3:00 PM USSSA SP 10 Fields @ Barnes 3:00 PM TCS Memorial Classic all 6 Fields CP 5:00 PM Loveland Founders Day @ 4th Street Farmers Market 	<p style="text-align: right; margin: 0;">30</p> <ul style="list-style-type: none"> 3:00 PM TCS Memorial Classic all 6 Fields CP 3:00 PM USSSA SP 10 Fields @ Barnes 	<p style="text-align: right; margin: 0;">31</p> <ul style="list-style-type: none"> 12:00 PM Addressing History: The Pioneering Women of Loveland @ Museum Gallery 	<p style="text-align: right; margin: 0;">1</p>	<p style="text-align: right; margin: 0;">2</p> <ul style="list-style-type: none"> 1:00 PM Kiss FM's Say Hello to Summer Bash @ TM Amphitheatre 	<p style="text-align: right; margin: 0;">3</p> <ul style="list-style-type: none"> 10:00 AM GoodGuys Colorado Hot Rod & Customs Show, The Ranch 10:00 AM Movies on Main, Promenade Shops at Centerra 11:00 AM June Paint Horse Show 12:00 PM Heart Beat Drum and Dance Festival @ Sunrise Ranch 	<p style="text-align: right; margin: 0;">4</p> <ul style="list-style-type: none"> 10:00 AM GoodGuys Colorado Hot Rod & Customs Show, The Ranch 11:00 AM June Paint Horse Show 1:15 PM Heart Beat Drum and Dance Festival @ Sunrise Ranch 3:00 PM Loveland Rage FP Fields 1-6 @ Barnes 3:00 PM WELS SP Fields 7,8,10 @ Barnes 4:00 PM Wedding Booked
<p style="text-align: right; margin: 0;">5</p> <ul style="list-style-type: none"> 9:15 AM End: Colorado Governor's Art Show @ Museum Gallery 10:00 AM GoodGuys Colorado Hot Rod & Customs Show, The Ranch 11:45 AM Heart Beat Drum and Dance Festival @ Sunrise Ranch 1:00 PM June Paint Horse Show 3:00 PM Loveland Rage FP Fields 1-6 @ Barnes 3:00 PM WELS SP Fields 7,8,10 @ Barnes 	<p style="text-align: right; margin: 0;">6</p> <ul style="list-style-type: none"> 10:00 AM MCR Golf Tournament, Location TBD 12:15 PM Heart Beat Drum and Dance Festival @ Sunrise Ranch 	<p style="text-align: right; margin: 0;">7</p> <ul style="list-style-type: none"> 10:00 AM Kids Day, Promenade Shops at Centerra 10:00 AM Thomas & Friends @ Budweiser 	<p style="text-align: right; margin: 0;">8</p>	<p style="text-align: right; margin: 0;">9</p> <ul style="list-style-type: none"> 4:00 PM Benches by Berthoud Dance Theatre @ Rialto 	<p style="text-align: right; margin: 0;">10</p> <ul style="list-style-type: none"> 10:00 AM Movies on Main, Promenade Shops at Centerra 10:00 AM Night on the Town, Downtown Loveland 4:00 PM Benches by Berthoud Dance Theatre @ Rialto 	<p style="text-align: right; margin: 0;">11</p> <ul style="list-style-type: none"> 10:00 AM Bike Expo Event, The Ranch 10:00 AM Relay for Life - Loveland/Berthoud, The Ranch 11:00 AM Buckle Series Horse Show 1:30 PM 7th Annual Waltz for the Wolves Auction Benefit & Gala 3:00 PM USSSA SP 10 Fields @ Barnes 4:00 PM Wedding Booked
<p style="text-align: right; margin: 0;">12</p> <ul style="list-style-type: none"> 11:00 AM Relay for Life - Loveland/Berthoud, The Ranch 11:00 AM Buckle Series Horse Show 3:00 PM USSSA SP 10 Fields @ Barnes 	<p style="text-align: right; margin: 0;">13</p> <ul style="list-style-type: none"> 12:00 PM Under Construction by Stylz Dance Studio @ Under Construction 	<p style="text-align: right; margin: 0;">14</p>	<p style="text-align: right; margin: 0;">15</p> <ul style="list-style-type: none"> 11:00 AM RMCQ Dreaming Up Landscapes 	<p style="text-align: right; margin: 0;">16</p> <ul style="list-style-type: none"> 10:00 AM Foote Lagoon Concerts, Downtown Loveland 10:00 AM Tee Off for a Good Cause, Marianna Butte Golf Course 11:00 AM RMCQ Dreaming Up Landscapes 	<p style="text-align: right; margin: 0;">17</p> <ul style="list-style-type: none"> 10:00 AM Movies on Main, Promenade Shops at Centerra 11:00 AM Loveland Old West Round-Up Western Collectible Show 4:00 PM The Golden Ticket by MacKinnon Royal Dance Institute @ Rialto 	<p style="text-align: right; margin: 0;">18</p> <ul style="list-style-type: none"> 11:00 AM Loveland Old West Round-Up Western Collectible Show 1:45 PM Northern Colorado Bicycle Expo 3:00 PM CO Senior Softball Travel League SP Fields 1-5 @ Barnes 4:00 PM Begin: Horse @ Museum Gallery 4:00 PM Wedding Booked
<p style="text-align: right; margin: 0;">19</p> <ul style="list-style-type: none"> 11:00 AM Loveland Old West Round-Up Western Collectible Show 3:00 PM CO Senior Softball Travel League SP Fields 1-5 @ Barnes 	<p style="text-align: right; margin: 0;">20</p>	<p style="text-align: right; margin: 0;">21</p> <ul style="list-style-type: none"> 10:00 AM Kids Day, Promenade Shops at Centerra 4:00 PM Summer Reading @ Library 	<p style="text-align: right; margin: 0;">22</p>	<p style="text-align: right; margin: 0;">23</p> <ul style="list-style-type: none"> 10:00 AM Alan Jackson 7:30 pm @ Budweiser 10:00 AM Foote Lagoon Concerts, Downtown Loveland 	<p style="text-align: right; margin: 0;">24</p> <ul style="list-style-type: none"> 10:00 AM Movies on Main, Promenade Shops at Centerra 3:00 PM Rookie League Tournament Fields 1-4 CP 4:00 PM Begin: Tatjana Krizmanic-Elation @ Museum Gallery 	<p style="text-align: right; margin: 0;">25</p> <ul style="list-style-type: none"> 10:00 AM Loveland Garden Tour, Downtown Loveland 10:00 AM Lake to Lake Triathlon, North Lake Park 12:15 PM Jozef Sumichrast: Gravity's Grace @ Museum Gallery 1:00 PM Wedding Booked 3:00 PM Rookie League Tournament 3:00 PM Triple Crown FP 10 Fields @ Barnes 4:45 PM Mile High Buckskin Firecracker 6:30 PM Colorado Horse Company Sale
<p style="text-align: right; margin: 0;">26</p> <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 11:00 AM Mile High Buckskin Firecracker Show 3:00 PM Rookie League Tournament Fields 1-4 CP 3:00 PM Triple Crown FP 10 Fields @ Barnes 	<p style="text-align: right; margin: 0;">27</p>	<p style="text-align: right; margin: 0;">28</p> <ul style="list-style-type: none"> 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 4:00 PM Summer Reading @ Library 	<p style="text-align: right; margin: 0;">29</p> <ul style="list-style-type: none"> 3:00 PM TCS FP Sparkler Fields 1-4 CP 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 	<p style="text-align: right; margin: 0;">30</p> <ul style="list-style-type: none"> 10:00 AM Foote Lagoon Concerts, Downtown Loveland 11:00 AM Colorado Pony of America Show 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 3:00 PM TCS FP Sparkler Fields 1-4 CP 	<p style="text-align: right; margin: 0;">1</p> <ul style="list-style-type: none"> 10:00 AM Movies on Main, Promenade Shops at Centerra 12:15 PM Buckhorn Valley Kennel Club Dog Show 2:15 PM Colorado Pony of America Show 3:00 PM TCS FP Sparkler Fields 1-4 CP 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 	<p style="text-align: right; margin: 0;">2</p> <ul style="list-style-type: none"> 8:30 AM All American Car Show @ The Outlets at Loveland 12:00 PM Buckhorn Valley Kennel Club Dog Show 1:15 PM Wedding Booked 3:00 PM Triple Crown FP 4 Fields @ Centennial 3:00 PM TCS FP Sparkler Fields 1-4 CP 3:00 PM USSSA SP 10 Fields @ Barnes 4:45 PM Colorado Pony of America Show

July 2011

Loveland Events Master Calendar April 2011 to March 31, 2012 Comprehensive list of activities throughout Loveland

- Engaging LVD Events
- The Ranch
- Embassy Suites
- LVD Tourism Events
- Cultural and Attractions
- LVD Parks Rec
- Weddings
- Budweiser Events
- LVD City Special Events
- Retailers and Restaurants
- Artists
- Hospitality Assn
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<p style="text-align: right; margin: 0;">26</p> <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 11:00 AM Mile High Buckskin Firecracker Show 3:00 PM Triple Crown FP 10 Fields @ Barnes 3:00 PM Rookie League Tournament Fields 1-4 CP 	<p style="text-align: right; margin: 0;">27</p>	<p style="text-align: right; margin: 0;">28</p> <ul style="list-style-type: none"> 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 4:00 PM Summer Reading @ Library 	<p style="text-align: right; margin: 0;">29</p> <ul style="list-style-type: none"> 3:00 PM TCS FP Sparkler Fields 1-4 CP 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 	<p style="text-align: right; margin: 0;">30</p> <ul style="list-style-type: none"> 10:00 AM Foote Lagoon Concerts, Downtown Loveland 11:00 AM Colorado Pony of America Show 3:00 PM TCS FP Sparkler Fields 1-4 CP 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 	<p style="text-align: right; margin: 0;">1</p> <ul style="list-style-type: none"> 10:00 AM Movies on Main, Promenade Shops at Centerra 12:15 PM Buckhorn Valley Kennel Club Dog Show 2:15 PM Colorado Pony of America Show 3:00 PM TCS FP Sparkler Fields 1-4 CP 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 	<p style="text-align: right; margin: 0;">2</p> <ul style="list-style-type: none"> 8:30 AM All American Car Show @ The Ranch 12:00 PM Buckhorn Valley Kennel Club Dog Show 1:15 PM Wedding Booked 3:00 PM TCS FP Sparkler Fields 1-4 CP 3:00 PM Triple Crown FP 4 Fields @ Centennial 3:00 PM USSSA SP 10 Fields @ Barnes 4:45 PM Colorado Pony of America Show
<p style="text-align: right; margin: 0;">3</p> <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 12:30 PM Buckhorn Valley Kennel Club Dog Show 3:00 PM Triple Crown FP 4 Fields @ Centennial 3:00 PM TCS FP Sparkler Fields 1-4 CP 5:30 PM USSSA SP 10 Fields @ Barnes 	<p style="text-align: right; margin: 0;">4</p> <ul style="list-style-type: none"> 10:00 AM July 4th Celebration at North Lake Park 3:00 PM USSSA SP 10 Fields @ Barnes 	<p style="text-align: right; margin: 0;">5</p> <ul style="list-style-type: none"> 10:00 AM Kids Day, Promenade Shops at Centerra 	<p style="text-align: right; margin: 0;">6</p>	<p style="text-align: right; margin: 0;">7</p> <ul style="list-style-type: none"> 10:00 AM Foote Lagoon Concerts, Downtown Loveland 4:00 PM Dueling Pianos and the Dueling Tenors @ Rialto 	<p style="text-align: right; margin: 0;">8</p> <ul style="list-style-type: none"> 7:15 AM USSSA FP State A&B 10 Fields @ Barnes 8:15 AM Loveland Loves BBQ, 5th & 10th 10:00 AM Movies on Main, Promenade 10:00 AM SummerFest Wine Tasting, Downtown Loveland 10:00 AM Night on the Town, Downtown Loveland 12:00 PM Callings Foundation Wings @ Barnes 12:00 PM Magician Show at Rialto 2:15 PM Drums Around the Rockies 4:45 PM High Plains Paint Horse Show 	<p style="text-align: right; margin: 0;">9</p> <ul style="list-style-type: none"> 6:45 AM Masters of Magic @ Rialto 10:00 AM SummerFest in the Rockies 10:00 AM Loveland Loves BBQ, 5th & 10th ... Callings Foundation Wings of Freedom Tour 12:30 PM High Plains Paint Horse Show 3:00 PM USSSA FP State A&B 10 Fields @ Barnes 5:00 PM Rubber Stamp, Scrapbook Expo & Womens Expo 6:15 PM Wedding Booked
<p style="text-align: right; margin: 0;">10</p> <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 10:00 AM SummerFest in the Rockies and Fireworks, Civic Center Park ... Callings Foundation Wings of Freedom Tour 12:30 PM High Plains Paint Horse Show 2:15 PM Rubber Stamp, Scrapbook 3:00 PM USSSA FP State A&B 10 Fields @ Barnes 4:45 PM County Shoot 4-H Air Pistol 	<p style="text-align: right; margin: 0;">11</p>	<p style="text-align: right; margin: 0;">12</p> <ul style="list-style-type: none"> 4:00 PM Summer Reading @ Library 	<p style="text-align: right; margin: 0;">13</p>	<p style="text-align: right; margin: 0;">14</p> <ul style="list-style-type: none"> 10:00 AM Foote Lagoon Concerts, Downtown Loveland 	<p style="text-align: right; margin: 0;">15</p> <ul style="list-style-type: none"> 10:00 AM Sounds of Centerra, Changuu Sculpture Park 10:00 AM Movies on Main, Promenade Shops at Centerra 12:15 PM National All Amateurs Team Roping - The Big Daddy & Tour 1:00 PM NC Sectional Bridge Tournament 3:00 PM USSSA FB State C 10 Fields @ Barnes 4:00 PM Wedding Booked 5:00 PM Loveland Classic 5K/10K & 15K 	<p style="text-align: right; margin: 0;">16</p> <ul style="list-style-type: none"> 11:00 AM NC Sectional Bridge Tournament 1:00 PM Kenny Wayne Shepard @ TM Amphitheatre 1:15 PM National All Amateurs Team Roping - The Big Daddy & Tour 3:00 PM USSSA FB State C 10 Fields @ Barnes 4:00 PM Wedding Booked 5:00 PM Loveland Classic 5K/10K & 15K
<p style="text-align: right; margin: 0;">17</p> <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 11:00 AM NC Sectional Bridge Tournament 1:15 PM National All Amateurs Team Roping - The Big Daddy & Tour 3:00 PM USSSA FB State C 10 Fields @ Barnes 	<p style="text-align: right; margin: 0;">18</p>	<p style="text-align: right; margin: 0;">19</p> <ul style="list-style-type: none"> 10:00 AM Kids Day, Promenade Shops at Centerra 4:00 PM Summer Reading @ Library 	<p style="text-align: right; margin: 0;">20</p>	<p style="text-align: right; margin: 0;">21</p> <ul style="list-style-type: none"> 10:00 AM Foote Lagoon Concerts, Downtown Loveland 11:00 AM NC Quarter Horse Show 	<p style="text-align: right; margin: 0;">22</p> <ul style="list-style-type: none"> 10:00 AM Movies on Main, Promenade Shops at Centerra 10:00 AM Sounds of Centerra, Changuu Sculpture Park 1:45 PM NC Quarter Horse Show 	<p style="text-align: right; margin: 0;">23</p> <ul style="list-style-type: none"> 10:00 AM Loveland Little Sprint Triathlon, Mountain View HS 12:45 PM NC Quarter Horse Show 5:15 PM Cherry Pie Celebration @ Peters Park 7:15 PM Wedding Booked
<p style="text-align: right; margin: 0;">24</p> <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 11:00 AM NC Quarter Horse Show 	<p style="text-align: right; margin: 0;">25</p>	<p style="text-align: right; margin: 0;">26</p>	<p style="text-align: right; margin: 0;">27</p>	<p style="text-align: right; margin: 0;">28</p> <ul style="list-style-type: none"> 10:00 AM Foote Lagoon Concerts, Downtown Loveland 	<p style="text-align: right; margin: 0;">29</p> <ul style="list-style-type: none"> 10:00 AM Movies on Main, Promenade Shops at Centerra 10:00 AM Sounds of Centerra, Changuu Sculpture Park 11:00 AM Heaven Fest camping (2000 campers) 	<p style="text-align: right; margin: 0;">30</p> <ul style="list-style-type: none"> 10:00 AM Larimer County Fair Parade, Downtown Loveland 11:00 AM Heaven Fest - Ranch 1:00 PM Mike Ballard - Pre-Sturgis Beach Party 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes 1:00 pm 5:00 PM Swing Je T'aime @ Rialto 7:30 PM Wedding Booked
<p style="text-align: right; margin: 0;">31</p> <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes 1:00 pm 	<p style="text-align: right; margin: 0;">1</p>	<p style="text-align: right; margin: 0;">2</p> <ul style="list-style-type: none"> 10:00 AM Kids Days, Promenade Shops at Centerra 	<p style="text-align: right; margin: 0;">3</p>	<p style="text-align: right; margin: 0;">4</p> <ul style="list-style-type: none"> 10:00 AM Teen Battle of the Bands Showcase, Foote Lagoon 	<p style="text-align: right; margin: 0;">5</p> <ul style="list-style-type: none"> 10:00 AM Sounds of Centerra, Changuu Sculpture Park 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch 	<p style="text-align: right; margin: 0;">6</p> <ul style="list-style-type: none"> 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch 10:00 AM Gnarly Barley Brew Festival @ Budweiser 1:15 PM Wedding Booked 3:00 PM USSSA SP State B/C/D 10 Fields @ Barnes

August 2011

- Engaging LVD Events
- The Ranch
- Embassy Suites
- LVD Tourism Events
- Cultural and Attractions
- LVD Parks Rec
- Weddings
- Budweiser Events
- LVD City Special Events
- Retailers and Restaurants
- Artists
- Hospitality Assn
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes 1:00 pm 	1	2 <ul style="list-style-type: none"> 10:00 AM Kids Days, Promenade Shops at Centerra 	3	4 <ul style="list-style-type: none"> 10:00 AM Teen Battle of the Bands Showcase, Foote Lagoon 	5 <ul style="list-style-type: none"> 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch 10:00 AM Sounds of Centerra, Changuu Sculpture Park 	6 <ul style="list-style-type: none"> 10:00 AM Gnarly Barley Brew Festival @ Budweiser 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch 1:15 PM Wedding Booked 3:00 PM USSSA SP State B/C/D 10 Fields @ Barnes
7 <ul style="list-style-type: none"> 10:00 AM PRCA Rodeo 7:00 pm @ Budweiser 10:00 AM Farmer's Market, Fairgrounds Park 10:00 AM Larimer County Fair @ The Ranch 3:00 PM USSSA SP State B/C/D 10 Fields @ Barnes 	8 <ul style="list-style-type: none"> 10:00 AM Larimer County Fair @ The Ranch 10:00 AM PRCA Rodeo 7:00 pm @ Budweiser 	9 <ul style="list-style-type: none"> 10:00 AM PRCA Rodeo 7:00 pm @ Budweiser 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch 	10	11	12 <ul style="list-style-type: none"> 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft 10:00 AM Night on the Town, Downtown Loveland 10:00 AM Sounds of Centerra, Changuu Sculpture Park 12:15 PM Road Knights Car Show 	13 <ul style="list-style-type: none"> 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft 12:15 PM Road Knights Car Show 4:00 PM Wedding Booked
14 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft 12:15 PM Road Knights Car Show 	15	16 <ul style="list-style-type: none"> 10:00 AM Kids Days, Promenade Shops at Centerra 	17	18 <ul style="list-style-type: none"> 10:00 AM Birdies on the Green, The Old Course, McKee Medical Center 11:00 AM Rocky Mountain Quilt Festival 	19 <ul style="list-style-type: none"> 10:00 AM Valley 500 Road Race, Fairgrounds Park (qualifier) 10:00 AM Sounds of Centerra, Changuu Sculpture Park 11:00 AM Rocky Mountain Quilt Festival 1:00 PM LoneStar @ TM Amphitheatre 	20 <ul style="list-style-type: none"> 11:00 AM Rocky Mountain Quilt Festival 11:00 AM Continental Divide Morgan Horse Show 3:00 PM Loveland City Championship Tournament @ Barnes 4:00 PM Wedding Booked
21 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 11:00 AM Rocky Mountain Quilt Festival 12:00 PM Continental Divide Morgan Horse Show 3:00 PM Loveland City Championship Tournament @ Barnes 	22	23	24	25	26 <ul style="list-style-type: none"> 10:00 AM Old Fashion Corn Roast Festival, Fairgrounds Park 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park 12:00 PM Rocky Mountain Irish Festival 	27 <ul style="list-style-type: none"> 10:00 AM Corn Festival Parade, Downtown Loveland 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park 10:00 AM Old Fashion Corn Roast Festival, Fairgrounds Park 1:30 PM Rocky Mountain Irish Festival 5:15 PM Wedding Booked
28 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park 12:00 PM Rocky Mountain Irish Festival 	29	30	31	1 <ul style="list-style-type: none"> 12:00 PM USTRC High Plains Regional Finals 5:00 PM Thunder in the Rockies Bike Rally 	2 <ul style="list-style-type: none"> 12:00 PM USTRC High Plains Regional Finals 3:00 PM USSSA SP 10 Fields @ Barnes 4:00 PM Wedding Booked 5:00 PM Thunder in the Rockies Bike Rally 	3 <ul style="list-style-type: none"> 12:00 PM USTRC High Plains Regional Finals 3:00 PM USSSA SP 10 Fields @ Barnes 4:00 PM Wedding Booked 5:00 PM Thunder in the Rockies Bike Rally

September 2011

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Loveland Events Master Calendar April 2011 to March 31, 2012 Comprehensive list of activities throughout Loveland

- Engaging LVD Events
- The Ranch
- Embassy Suites
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- Cultural and Attractions
- LVD Parks Rec
- Weddings
- Budweiser Events
- LVD City Special Events
- Retailers and Restaurants
- Artists
- Hospitality Assn
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28 <ul style="list-style-type: none"> 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park 10:00 AM Farmer's Market, Fairgrounds Park 12:00 PM Rocky Mountain Irish Festival 	29	30	31	1	2 <ul style="list-style-type: none"> 12:00 PM USTRC High Plains Regional Finals 5:00 PM Thunder in the Rockies Bike Rally 	3 <ul style="list-style-type: none"> 12:00 PM USTRC High Plains Regional Finals 3:00 PM USSSA SP 10 Fields @ Barnes 4:00 PM Wedding Booked 5:00 PM Thunder in the Rockies Bike Rally
4 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 12:00 PM USTRC High Plains Regional Finals 3:00 PM USSSA SP 10 Fields @ Barnes 5:00 PM Thunder in the Rockies Bike Rally 	5 <ul style="list-style-type: none"> 12:00 PM USTRC High Plains Regional Finals 3:00 PM USSSA SP 10 Fields @ Barnes 5:00 PM Thunder in the Rockies Bike Rally 	6	7	8	9 <ul style="list-style-type: none"> 10:00 AM WineDown the Summer at Centerra, Chapungu Sculpture Park 10:00 AM McKee Masters Golf Tournament, Marianna Butte 3:00 PM Berthoud High FP 6 Fields @ Barnes 5:00 PM Rocky Woodturners Symposium 7:00 PM High Plains Paint Show 	10 <ul style="list-style-type: none"> 10:00 AM Mud Brigade - 5K Adventure Race @ Budweiser 12:15 PM Fire Prevention Awareness 1:15 PM Wedding Booked 3:00 PM Berthoud High FP 6 Fields @ Barnes 3:00 PM TCS Wood Bat Fields 1-4 CP 4:00 PM Pastels on 5th. Fundraiser for Alternatives to Violence. (looking for 5:45 PM Rocky Woodturners Symposium 7:45 PM High Plains Paint Show
11 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 11:45 AM High Plains Paint Show 12:45 PM Rocky Woodturners Symposium 3:00 PM TCS Wood Bat Fields 1-4 CP 	12	13	14	15	16 <ul style="list-style-type: none"> 3:00 PM Thompson Valley JV Tournament 6 Fields @ Barnes 	17 <ul style="list-style-type: none"> 12:00 PM Brainspotting Phase 1 12:00 PM Foot & Fiddle Big Dance 3:00 PM Thompson Valley JV Tournament 6 Fields @ Barnes 4:00 PM Begin: Kathryn Dokter-Ghost Ads @ Museum Gallery 4:00 PM Peace in the Park 6:00 PM Wedding Booked
18 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 12:00 PM Bridal Festival 12:00 PM Brainspotting Phase 1 4:00 PM End: Horse @ Museum Gallery 	19	20	21	22	23	24 <ul style="list-style-type: none"> 10:00 AM Boys & Girls Clubs, Day for Kids, Promenade Shops/Centerra 11:45 AM Poudre Valley Antique Auto Swap 1:00 PM Fall Holistic Health Fair 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes 4:00 PM Stone Age Fair?? @ Pulliam Community Bldg. 5:45 PM Wedding Booked
25 <ul style="list-style-type: none"> 10:00 AM Farmer's Market, Fairgrounds Park 12:00 PM Fall Holistic Health Fair 1:45 PM Poudre Valley Antique Auto Swap 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes 4:00 PM Stone Age Fair?? @ Pulliam Community Bldg. 	26	27	28 <ul style="list-style-type: none"> 12:00 PM Western States LAE Cutting 	29 <ul style="list-style-type: none"> 12:00 PM Western States LAE Cutting 	30 <ul style="list-style-type: none"> 4:00 PM Western States LAE Cutting 	1 <ul style="list-style-type: none"> 4:00 PM Begin: Chuck Close-A Couple of Ways of Doing Something @ Museum Gallery 5:45 PM Creative Memories Croptober Fest 6:45 PM Western States LAE Cutting

October 2011

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Loveland Events Master Calendar April 2011 to March 31, 2012 Comprehensive list of activities throughout Loveland

- Engaging LVD Events
- Embassy Suites
- Cultural and Attractions
- Budweiser Events
- Artists
- The Ranch
- LVD Tourism Events
- LVD Parks Rec
- Weddings
- Retailers and Restaurants
- Hospitality Assn
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25 <ul style="list-style-type: none"> ■ 10:00 AM Farmer's Market, Fairgrounds Park ■ 12:00 PM Fall Holistic Health Fair ■ 1:45 PM Poudre Valley Antique Auto Swap ■ 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes ■ 4:00 PM Stone Age Fair?? @ Pulliam Community Bldg. 	26	27	28 <ul style="list-style-type: none"> ■ 12:00 PM Western States LAE Cutting 	29 <ul style="list-style-type: none"> ■ 12:00 PM Western States LAE Cutting 	30 <ul style="list-style-type: none"> ■ 4:00 PM Western States LAE Cutting 	1 <ul style="list-style-type: none"> ■ 4:00 PM Begin: Chuck Close-A Couple of Ways of Doing Something @ Museum Gallery ■ 5:45 PM Creative Memories Coptober Fest ■ 6:45 PM Western States LAE Cutting
2 <ul style="list-style-type: none"> ■ 9:15 AM End: Tatjana Krizmanic-Elation @ Museum Gallery ■ 10:00 AM Loveland Performing Arts-New Reformation Dixieland Band, Thompson Valley HS ■ 12:00 PM Toy Run ■ 1:15 PM Western States LAE Cutting 	3	4	5	6	7 <ul style="list-style-type: none"> ■ 12:00 PM October Rabbit Show ■ 12:00 PM Holistic Horse Affair 	8 <ul style="list-style-type: none"> ■ 12:00 PM Holistic Horse Affair ■ 12:00 PM October Rabbit Show ■ 3:00 PM USSSA SP 8 Fields @ Barnes ■ 4:00 PM Begin: Loveland Studio Tour @ Museum Gallery
9 <ul style="list-style-type: none"> ■ 12:00 PM Holistic Horse Affair ■ 3:00 PM USSSA SP 8 Fields @ Barnes 	10	11 <ul style="list-style-type: none"> ■ 12:00 PM Salute to Seniors Expo 	12 <ul style="list-style-type: none"> ■ 12:00 PM Salute to Seniors Expo 	13 <ul style="list-style-type: none"> ■ 12:00 PM Specialty Auto Auctions 	14 <ul style="list-style-type: none"> ■ 10:00 AM Table Hop & Taste, MCR Annual Foundation Gala ■ 10:00 AM Night on the Town, Downtown Loveland ■ 12:00 PM Specialty Auto Auctions 	15 <ul style="list-style-type: none"> ■ 10:00 AM Loveland Art Studio Tour, Loveland ■ 10:00 AM Table Hop & Taste, MCR Annual Foundation Gala ■ 12:00 PM Pawsitively Pet Expo ■ 1:30 PM Specialty Auto Auctions ■ 3:00 PM CHSAA Regionals 8 Fields @ Barnes
16 <ul style="list-style-type: none"> ■ 10:00 AM Loveland Art Studio Tour, Loveland ■ 12:15 PM Pawsitively Pet Expo 	17	18	19	20	21 <ul style="list-style-type: none"> ■ 12:00 PM Rocktoberfest Quarter Horse Show ■ 12:00 PM Stamping to See You 	22 <ul style="list-style-type: none"> ■ 12:00 PM Rocktoberfest Quarter Horse Show ■ 12:00 PM Master Food Safety Advisors Workshop ■ 12:00 PM Stamping to See You ■ 3:00 PM Rocky Mountain Softball 6 Fields @ Barnes
23 <ul style="list-style-type: none"> ■ 12:00 PM Rocktober Quarter Horse Show ■ 3:00 PM Rocky Mountain Softball 6 Fields @ Barnes 	24	25	26	27	28 <ul style="list-style-type: none"> ■ 12:00 PM Gun Shows of the Rockies 	29 <ul style="list-style-type: none"> ■ 10:00 AM Phantom 4 Mile, Embassy Suites Loveland ■ 10:00 AM Halloween Family Fun Festival, Downtown Loveland ■ 11:15 AM Halloween Hullabaloo, Marketplace at Centerra ■ 12:45 PM Halloween on the Promenade, Promenade Shops at Centerra ■ 3:15 PM Gun Shows of the Rockies ■ 5:15 PM Thunder Mtn Auction
30 <ul style="list-style-type: none"> ■ 12:00 PM Gun Shows of the Rockies 	31	1	2	3	4 <ul style="list-style-type: none"> PhotoFest 2011 George Lipp keynote speaker 	5 <ul style="list-style-type: none"> ■ 10:00 AM McKee Presents Gala, Embassy Suites Hotel ■ 12:00 PM Alpaca Fall Festival

November 2011

- Engaging LVD Events
- The Ranch
- Embassy Suites
- LVD Tourism Events
- Cultural and Attractions
- LVD Parks Rec
- Weddings
- Budweiser Events
- LVD City Special Events
- Retailers and Restaurants
- Artists
- Hospitality Assn
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30 12:00 PM Gun Shows of the Rockies	31	1	2	3	4 PhotoFest 2011 George Lipp keynote speaker	5 10:00 AM McKee Presents Gala, Embassy Suites Hotel 12:00 PM Alpaca Fall Festival
6 12:00 PM Alpaca Fall Festival 4:00 PM End: Loveland Studio Tour @ Museum Gallery	7	8	9	10 10:00 AM Veteran's Day Parade, Downtown Loveland	11 10:00 AM Night on the Town, Downtown Loveland	12 1:00 PM Veteran's Day Bike Show
13 12:00 PM Rocky Mountain Tool Collectors	14	15	16	17 10:00 AM Loveland Performing Arts-ThreeStyle Cabaret Vocal, Thompson Valley HS	18 12:00 PM Applewood Arts & Crafts Show	19 12:00 PM Applewood Arts & Crafts Show
20 12:00 PM Applewood Arts & Crafts Shows	21	22	23	24 10:00 AM Loveland Turkey Trot, McKee Medical Center	25 12:00 PM Antiques @ The Ranch	26 12:00 PM Antiques @ The Ranch
27 10:00 AM Holiday Tree Lighting, Downtown Loveland 12:00 PM Antiques @ The Ranch 4:00 PM End: Kathryn Dokter-Ghost Ads @ Museum Gallery	28	29	30	1	2 10:00 AM Rodney Carrington 7:00 pm @ Budweiser	3 10:00 AM Breakfast with Santa, Promenade Shops at Centerra 10:00 AM Winter Walk, Downtown Loveland 10:00 AM Santa's Workshop at Centerra, Marketplace

December 2011

- Engaging LVD Events
- Embassy Suites
- Cultural and Attractions
- Budweiser Events
- Artists
- The Ranch
- LVD Tourism Events
- LVD Parks Rec
- LVD City Special Events
- Hospitality Assn
- Weddings
- Retailers and Restaurants
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27 <ul style="list-style-type: none"> 10:00 AM Holiday Tree Lighting, Downtown Loveland 12:00 PM Antiques @ The Ranch 4:00 PM End: Kathryn Dokter-Ghost Ads @ Museum Gallery 	28	29	30	1	2 <ul style="list-style-type: none"> 10:00 AM Rodney Carrington 7:00 pm @ Budweiser 	3 <ul style="list-style-type: none"> 10:00 AM Winter Walk, Downtown Loveland 10:00 AM Santa's Workshop at Centera, Marketplace 10:00 AM Breakfast with Santa, Promenade Shops at Centerra
4 <ul style="list-style-type: none"> 10:00 AM Community Sing-Along, Rialto Theater 	5	6	7 <ul style="list-style-type: none"> 10:00 AM Snow Sculpture and Holiday Festival, Loveland 	8 <ul style="list-style-type: none"> 10:00 AM Snow Sculpture and Holiday Festival, Loveland 	9 <ul style="list-style-type: none"> 10:00 AM Night on the Town, Downtown Loveland 10:00 AM Snow Sculpture and Holiday Festival, Loveland 10:00 AM Loveland Choral Society, Rialto Theater 	10 <ul style="list-style-type: none"> 10:00 AM Loveland Choral Society, Rialto Theater 10:00 AM Santa's Workshop at Centera, Marketplace 10:00 AM Snow Sculpture and Holiday Festival, Loveland 10:00 AM Breakfast with Santa, Promenade Shops at Centerra 11:15 AM Parade of Lights, Downtown Loveland
11 <ul style="list-style-type: none"> 10:00 AM McKee Medical Center presents Worldwide Candle Lighting Vigil 10:00 AM Loveland Choral Society, Rialto Theater 10:00 AM Snow Sculpture and Holiday Festival, Loveland 12:00 PM A Victorian Christmas @ Timberland Farm Museum 	12	13	14	15	16	17 <ul style="list-style-type: none"> 10:00 AM Santa's Workshop at Centera, Marketplace 10:00 AM Breakfast with Santa, Promenade Shops at Centerra
18	19	20	21	22	23	24
25	26	27	28	29	30	31

January 2012

- Engaging LVD Events
- The Ranch
- Embassy Suites
- LVD Tourism Events
- Cultural and Attractions
- LVD Parks Rec
- Weddings
- Budweiser Events
- LVD City Special Events
- Retailers and Restaurants
- Artists
- Hospitality Assn
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1 4:00 PM End: Chuck Close-A Couple of Ways of Doing Something @ Museum Gallery	2	3	4	5	6	7
8 10:00 AM Night on the Town, Downtown Loveland 12:00 PM Bridal Festival	9	10	11	12	13	14 4:00 PM Begin: Portraits of the Prairie @ Museum Gallery
15	16	17	18	19	20	21
22	23	24	25	26	27 12:00 PM Northern Colorado Home Improvement Show	28 12:00 PM Northern Colorado Home Improvement Show
29 12:00 PM Northern Colorado Home Improvement Show	30	31	1 10:00 AM Valentine Re-Mailing Program, Loveland Chamber 10:00 AM Art of Dining -Date TBD	2 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	3 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	4 10:00 AM Valentine Re-Mailing Program, Loveland Chamber

February 2012

- Engaging LVD Events
- Embassy Suites
- Cultural and Attractions
- Budweiser Events
- Artists
- The Ranch
- LVD Tourism Events
- LVD Parks Rec
- LVD City Special Events
- Hospitality Assn
- Weddings
- Retailers and Restaurants
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29 12:00 PM Northern Colorado Home Improvement Show	30	31	1 10:00 AM Art of Dining -Date TBD 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	2 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	3 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	4 10:00 AM Valentine Re-Mailing Program, Loveland Chamber
5 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	6 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	7 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	8 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	9 10:00 AM Valentine Re-Mailing Program, Loveland Chamber	10 10:00 AM Valentine Re-Mailing Program, Loveland Chamber 10:00 AM Night on the Town, Downtown Loveland	11 10:00 AM Valentine Re-Mailing Program, Loveland Chamber
12 10:00 AM Valentine Re-Mailing Program, Loveland Chamber 10:00 AM Valentine Horse Drawn Carriage Rides, Promenade Shops at Centerra	13 10:00 AM Valentine Re-Mailing Program, Loveland Chamber 10:00 AM Valentine Horse Drawn Carriage Rides, Promenade Shops at Centerra	14 10:00 AM Valentine Horse Drawn Carriage Rides, Promenade Shops at Centerra 10:00 AM Valentine Re-Mailing Program, Loveland Chamber 11:15 AM Loveland Heart Unveiling, Loveland	15	16	17 12:00 PM Northern Colorado Sectional Bridge Tournament	18 12:00 PM Northern Colorado Sectional Bridge Tournament
19 12:00 PM Northern Colorado Sectional Bridge Tournament	20	21	22	23	24	25 12:00 PM 2012 Fiber Fun Fest
26	27	28	29	1	2	3

March 2012

- Engaging LVD Events
- The Ranch
- Embassy Suites
- LVD Tourism Events
- Cultural and Attractions
- LVD Parks Rec
- Weddings
- Budweiser Events
- LVD City Special Events
- Retailers and Restaurants
- Artists
- Hospitality Assn
- Thunder Mountain

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	1	2	3
4	5	6	7	8	9 <small>12:00 PM Spring Home Education Show</small>	10 <small>12:00 PM Spring Home Education Show</small>
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2011

April 2011 to March 31, 2012

Focusing on regional events that provide an overall economic benefit to Loveland

- Destination_Sports Events
- Destination_RegionalEconBenefits

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	31	1	2 <ul style="list-style-type: none"> ■ 10:00 AM Front Range Dog Agility Trial ■ 10:00 AM 7th Annual Larimer County Fishing Expo ■ 3:00 PM USSSA FP 8 Fields @ Barnes
3 <ul style="list-style-type: none"> ■ 10:00 AM Front Range Dog Agility Trial ■ 11:00 AM 7th Annual Larimer county Fishing Expo ■ 3:00 PM USSA FP 8 Fields @ Barnes 	4	5	6	7 <ul style="list-style-type: none"> ■ 10:00 AM Taste of Loveland (1st year, Embassy Suites) 	8 <ul style="list-style-type: none"> ■ 11:00 AM 2011 State 4-H Shooting Sports Workshop 	9 <ul style="list-style-type: none"> ■ 11:00 AM 2011 State 4-H Shooting Sports Workshop ■ 12:00 PM FP Streak ASA field 1-4 CP
10 <ul style="list-style-type: none"> ■ 11:00 AM 2011 State 4-H Shooting Sports Workshop ■ 2:00 PM FP Streak ASA field 1-4 CP 	11	12	13	14	15 <ul style="list-style-type: none"> ■ 11:00 AM Springtime in the Rockies Quilt Show 	16 <ul style="list-style-type: none"> ■ 11:00 AM Springtime in the Rockies Quilt Show ■ 3:00 PM TC FP field 1-4 CP ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes
17 <ul style="list-style-type: none"> ■ 11:00 AM April Bridal Festival ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes ■ 3:00 PM TC FP field 1-4 CP 	18	19	20	21 <ul style="list-style-type: none"> ■ 11:00 AM Rocky Mountain Conference on Aging 	22	23
24 <ul style="list-style-type: none"> ■ 4:00 PM Begin: Colorado Governor's Art Show @ Museum Gallery 	25	26	27	28	29 <ul style="list-style-type: none"> ■ 11:00 AM Northern Colorado Spring Home & Garden Show 	30 <ul style="list-style-type: none"> ■ 11:00 AM Northern Colorado Spring Home & Garden Show ■ 11:00 AM Colorado Jr. Rodeo ■ 3:00 PM Blaze USSSA FP 14 Fields @ Barnes & Fields 1-4 @Centennial

April 2011 to March 31, 2012

Focusing on regional events that provide an overall economic benefit to Loveland

- Destination_Sports Events
- Destination_RegionalEconBenefits

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<p>1</p> <ul style="list-style-type: none"> ■ 11:00 AM Colorado Jr. Rodeo ■ 11:00 AM Northern Colorado Spring Home & Garden Show ■ 3:00 PM Blaze USSSA FP 14 Fields @ Barnes & Fields 1-4 @ Centennial 	<p>2</p>	<p>3</p>	<p>4</p>	<p>5</p> <ul style="list-style-type: none"> ■ 5:00 PM Ballet Folklorico Benefiting The Children's Foundation @ Embassy Suites 	<p>6</p> <ul style="list-style-type: none"> ■ 10:00 AM DayGlow 9:00 pm @ Budweiser 	<p>7</p> <ul style="list-style-type: none"> ■ 2:15 PM 5K River Run for Orphans ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes ■ 3:00 PM TCS Battle @ The Fort all 6 Fields CP
<p>8</p> <ul style="list-style-type: none"> ■ 10:00 AM Lippizzaner Stallions @ Budweiser ■ 1:15 PM Crazy Legs 10K Trail Run ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes ■ 3:00 PM TCS Battle @ The Fort all 6 Fields CP 	<p>9</p>	<p>10</p>	<p>11</p>	<p>12</p>	<p>13</p>	<p>14</p> <ul style="list-style-type: none"> ■ 11:00 AM Ranch-Way Feeds Buckle and Banner Show ■ 11:00 AM Little Britches Rodeo ■ 12:00 PM Angus Mohr in Concert @ Rialto ■ 3:00 PM Spring Fling Triple Crown FP 10 Fields @ Barnes ■ 3:00 PM LBA Scrimmage Day CP
<p>15</p> <ul style="list-style-type: none"> ■ 9:00 AM Community Classic Bike Tour ■ 11:00 AM Little Britches Rodeo ■ 12:00 PM Jeri Sager: Broadway by Jeri @ Roberta Price Auditorium ■ 12:00 PM Sweetheart Roundup, Loveland Bridal Show ■ 3:00 PM Spring Fling Triple Crown FP 10 Fields @ Barnes 	<p>16</p>	<p>17</p>	<p>18</p>	<p>19</p>	<p>20</p>	<p>21</p> <ul style="list-style-type: none"> ■ 7:45 AM 4th Annual Hotrods and Harleys Show @ Thunder Mountain Harley-Davidson ■ 3:00 PM CO Senior Softball Travel League SP Fields 1-5 @ Barnes ■ 3:00 PM USSSA FP 4 Fields @ Barnes & Fields 1-4 @ Centennial ■ 5:45 PM The Mother Folkers @ Rialto ■ 7:00 PM Hope Lives! Pink Boa 5k
<p>22</p> <ul style="list-style-type: none"> ■ 3:00 PM USSSA FP 4 Fields @ Barnes & Fields 1-4 @ Centennial 	<p>23</p>	<p>24</p>	<p>25</p>	<p>26</p>	<p>27</p> <ul style="list-style-type: none"> ■ 1:00 PM Realities Ride & Rally 	<p>28</p> <ul style="list-style-type: none"> ■ 3:00 PM USSSA SP 10 Fields @ Barnes ■ 3:00 PM TCS Memorial Classic all 6 Fields CP ■ 4:00 PM Poetry at the Rialto: Rita Dove ■ 6:00 PM Realities Ride & Rally
<p>29</p> <ul style="list-style-type: none"> ■ 2:15 PM Realities Ride & Rally ■ 3:00 PM TCS Memorial Classic all 6 Fields CP ■ 3:00 PM USSSA SP 10 Fields @ Barnes 	<p>30</p> <ul style="list-style-type: none"> ■ 3:00 PM USSSA SP 10 Fields @ Barnes ■ 3:00 PM TCS Memorial Classic all 6 Fields CP 	<p>31</p>	<p>1</p>	<p>2</p> <ul style="list-style-type: none"> ■ 1:00 PM Kiss FM's Say Hello to Summer Bash @ TM Amphitheatre 	<p>3</p> <ul style="list-style-type: none"> ■ 10:00 AM GoodGuys Colorado Hot Rod & Customs Show, The Ranch ■ 11:00 AM June Paint Horse Show ■ 12:00 PM Heart Beat Drum and Dance Festival @ Sunrise Ranch 	<p>4</p> <ul style="list-style-type: none"> ■ 10:00 AM GoodGuys Colorado Hot Rod & Customs Show, The Ranch ■ 11:00 AM June Paint Horse Show ■ 1:15 PM Heart Beat Drum and Dance Festival @ Sunrise Ranch ■ 3:00 PM Loveland Rage FP Fields 1-6 @ Barnes ■ 3:00 PM WELS SP Fields 7,8,10 @ Barnes

June 2011

April 2011 to March 31, 2012

Focusing on regional events that provide an overall economic benefit to Loveland

- Destination_Sports Events
- Destination_RegionalEconBenefits

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29 <ul style="list-style-type: none"> ■ 2:15 PM Realities Ride & Rally ■ 3:00 PM TCS Memorial Classic all 6 Fields CP ■ 3:00 PM USSSA SP 10 Fields @ Barnes 	30 <ul style="list-style-type: none"> ■ 3:00 PM USSSA SP 10 Fields @ Barnes ■ 3:00 PM TCS Memorial Classic all 6 Fields CP 	31	1	2 <ul style="list-style-type: none"> ■ 1:00 PM Kiss FM's Say Hello to Summer Bash @ TM Amphitheatre 	3 <ul style="list-style-type: none"> ■ 10:00 AM GoodGuys Colorado Hot Rod & Customs Show, The Ranch ■ 11:00 AM June Paint Horse Show ■ 12:00 PM Heart Beat Drum and Dance Festival @ Sunrise Ranch 	4 <ul style="list-style-type: none"> ■ 10:00 AM GoodGuys Colorado Hot Rod & Customs Show, The Ranch ■ 11:00 AM June Paint Horse Show ■ 1:15 PM Heart Beat Drum and Dance Festival @ Sunrise Ranch ■ 3:00 PM Loveland Rage FP Fields 1-6 @ Barnes ■ 3:00 PM WELS SP Fields 7,8,10 @ Barnes
5 <ul style="list-style-type: none"> ■ 10:00 AM GoodGuys Colorado Hot Rod & Customs Show, The Ranch ■ 11:45 AM Heart Beat Drum and Dance Festival @ Sunrise Ranch ■ 1:00 PM June Paint Horse Show ■ 3:00 PM WELS SP Fields 7,8,10 @ Barnes ■ 3:00 PM Loveland Rage FP Fields 1-6 @ Barnes 	6 <ul style="list-style-type: none"> ■ 12:15 PM Heart Beat Drum and Dance Festival @ Sunrise Ranch 	7 <ul style="list-style-type: none"> ■ 10:00 AM Thomas & Friends @ Budweiser 	8	9	10	11 <ul style="list-style-type: none"> ■ 10:00 AM Bike Expo Event, The Ranch ■ 10:00 AM Relay for Life - Loveland/Berthoud, The Ranch ■ 11:00 AM Buckle Series Horse Show ■ 3:00 PM USSSA SP 10 Fields @ Barnes
12 <ul style="list-style-type: none"> ■ 11:00 AM Relay for Life - Loveland/Berthoud, The Ranch ■ 11:00 AM Buckle Series Horse Show ■ 3:00 PM USSSA SP 10 Fields @ Barnes 	13	14	15	16	17 <ul style="list-style-type: none"> ■ 11:00 AM Loveland Old West Round-Up Western Collectible Show ■ 4:00 PM The Golden Ticket by MacKinnon Royal Dance Institute @ Rialto 	18 <ul style="list-style-type: none"> ■ 11:00 AM Loveland Old West Round-Up Western Collectible Show ■ 1:45 PM Northern Colorado Bicycle Expo
19 <ul style="list-style-type: none"> ■ 11:00 AM Loveland Old West Round-Up Western Collectible Show ■ 3:00 PM CO Senior Softball Travel League SP Fields 1-5 @ Barnes 	20	21	22	23 <ul style="list-style-type: none"> ■ 10:00 AM Alan Jackson 7:30 pm @ Budweiser 	24	25 <ul style="list-style-type: none"> ■ 10:00 AM Lake to Lake Triathlon, North Lake Park ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes ■ 3:00 PM Rookie League Tournament Fields 1-4 CP ■ 4:45 PM Mile High Buckskin Firecracker Show ■ 6:30 PM Colorado Horse Company Sale
26 <ul style="list-style-type: none"> ■ 11:00 AM Mile High Buckskin Firecracker Show ■ 3:00 PM Rookie League Tournament Fields 1-4 CP ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes 	27	28 <ul style="list-style-type: none"> ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 	29 <ul style="list-style-type: none"> ■ 3:00 PM TCS FP Sparkler Fields 1-4 CP ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 	30 <ul style="list-style-type: none"> ■ 11:00 AM Colorado Pony of America Show ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial ■ 3:00 PM TCS FP Sparkler Fields 1-4 CP 	1 <ul style="list-style-type: none"> ■ 12:15 PM Buckhorn Valley Kennel Club Dog Show ■ 2:15 PM Colorado Pony of America Show ■ 3:00 PM TCS FP Sparkler Fields 1-4 CP ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 	2 <ul style="list-style-type: none"> ■ 8:30 AM All American Car Show @ The Outlets at Loveland ■ 12:00 PM Buckhorn Valley Kennel Club Dog Show ■ 3:00 PM Triple Crown FP 4 Fields @ Centennial ■ 3:00 PM TCS FP Sparkler Fields 1-4 CP ■ 3:00 PM USSSA SP 10 Fields @ Barnes ■ 4:45 PM Colorado Pony of America Show

July 2011

Sporting and Regional Events: Loveland

April 2011 to March 31, 2012

Focusing on regional events that provide an overall economic benefit to Loveland

- Destination_Sports Events
- Destination_RegionalEconBenefits

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26 <ul style="list-style-type: none"> ■ 11:00 AM Mile High Buckskin Fire-cracker Show ■ 3:00 PM Rookie League Tournament Fields 1-4 CP ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes 	27	28 <ul style="list-style-type: none"> ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 	29 <ul style="list-style-type: none"> ■ 3:00 PM TCS FP Sparkler Fields 1-4 CP ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 	30 <ul style="list-style-type: none"> ■ 11:00 AM Colorado Pony of America Show ■ 3:00 PM TCS FP Sparkler Fields 1-4 CP ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 	1 <ul style="list-style-type: none"> ■ 12:15 PM Buckhorn Valley Kennel Club Dog Show ■ 2:15 PM Colorado Pony of America Show ■ 3:00 PM TCS FP Sparkler Fields 1-4 CP ■ 3:00 PM Triple Crown FP 10 Fields @ Barnes & 4 Fields @ Centennial 	2 <ul style="list-style-type: none"> ■ 8:30 AM All American Car Show @ The Outlets at Loveland ■ 12:00 PM Buckhorn Valley Kennel Club Dog Show ■ 3:00 PM Triple Crown FP 4 Fields @ Centennial ■ 3:00 PM TCS FP Sparkler Fields 1-4 CP ■ 3:00 PM USSSA SP 10 Fields @ Barnes ■ 4:45 PM Colorado Pony of America Show
3 <ul style="list-style-type: none"> ■ 12:30 PM Buckhorn Valley Kennel Club Dog Show ■ 3:00 PM TCS FP Sparkler Fields 1-4 CP ■ 3:00 PM Triple Crown FP 4 Fields @ Centennial ■ 5:30 PM USSSA SP 10 Fields @ Barnes 	4 <ul style="list-style-type: none"> ■ 3:00 PM USSSA SP 10 Fields @ Barnes 	5	6	7 <ul style="list-style-type: none"> ■ 4:00 PM Dueling Pianos and the Dueling Tenors @ Rialto 	8 <ul style="list-style-type: none"> ■ 7:15 AM USSSA FP State A&B 10 Fields @ Barnes ■ 8:15 AM Loveland Loves BBQ, 5th & Cleveland ■ 10:00 AM SummerFest Wine Tasting, Civic Center Park ■ 12:00 PM Callings Foundation Wings of Freedom Tour ■ 2:15 PM Drums Around the Rockies ■ 4:45 PM High Plains Paint Horse Show 	9 <ul style="list-style-type: none"> ■ 6:45 AM Masters of Magic @ Rialto ■ 10:00 AM SummerFest in the Rockies and Fireworks, Civic Center Park ■ ... Callings Foundation Wings of Freedom Tour ■ 12:30 PM High Plains Paint Horse Show ■ 3:00 PM USSSA FP State A&B 10 Fields @ Barnes ■ 5:00 PM Rubber Stamp, Scrapbook Expo & Womens Expo
10 <ul style="list-style-type: none"> ■ 10:00 AM SummerFest in the Rockies and Fireworks, Civic Center Park ■ ... Callings Foundation Wings of Freedom Tour ■ 12:30 PM High Plains Paint Horse Show ■ 2:15 PM Rubber Stamp, Scrapbook Expo & Womens Expo ■ 3:00 PM USSSA FP State A&B 10 Fields @ Barnes 	11	12	13	14	15 <ul style="list-style-type: none"> ■ 12:15 PM National All Amateurs Team Roping- The Big Daddy & Tour ■ 3:00 PM USSSA FB State C 10 Fields @ Barnes 	16 <ul style="list-style-type: none"> ■ 1:00 PM Kenny Wayne Shepard @ TM Amphitheatre ■ 1:15 PM National All Amateurs Team Roping- The Big Daddy & Tour ■ 3:00 PM USSSA FB State C 10 Fields @ Barnes ■ 5:00 PM Loveland Classic 5K/10K & Kids Run @ Centerra
17 <ul style="list-style-type: none"> ■ 1:15 PM National All Amateurs Team Roping- The Big Daddy & Tour ■ 3:00 PM USSSA FB State C 10 Fields @ Barnes 	18	19	20	21 <ul style="list-style-type: none"> ■ 11:00 AM NC Quarter Horse Show 	22 <ul style="list-style-type: none"> ■ 1:45 PM NC Quarter Horse Show 	23 <ul style="list-style-type: none"> ■ 12:45 PM NC Quarter Horse Show ■ 5:15 PM Cherry Pie Celebration @ Peters Park
24 <ul style="list-style-type: none"> ■ 11:00 AM NC Quarter Horse Show 	25	26	27	28	29 <ul style="list-style-type: none"> ■ 11:00 AM Heaven Fest camping (2000 campers) 	30 <ul style="list-style-type: none"> ■ 11:00 AM Heaven Fest - Ranch ■ 1:00 PM Mike Ballard- Pre-Sturgis Beach Party ■ 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes 1:00 pm ■ 5:00 PM Swing Je T'aime @ Rialto
31 <ul style="list-style-type: none"> ■ 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes 1:00 pm 	1	2	3	4	5 <ul style="list-style-type: none"> ■ 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch 	6 <ul style="list-style-type: none"> ■ 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch ■ 10:00 AM Gnarly Barley Brew Festival @ Budweiser ■ 3:00 PM USSSA SP State B/C/D 10 Fields @ Barnes

August 2011

April 2011 to March 31, 2012

Focusing on regional events that provide an overall economic benefit to Loveland

- Destination_Sports Events
- Destination_RegionalEconBenefits

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31 <ul style="list-style-type: none"> ■ 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes 1:00 pm 	1	2	3	4	5 <ul style="list-style-type: none"> ■ 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch 	6 <ul style="list-style-type: none"> ■ 10:00 AM Gnarly Barley Brew Festival @ Budweiser ■ 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch ■ 3:00 PM USSSA SP State B/C/D 10 Fields @ Barnes
7 <ul style="list-style-type: none"> ■ 10:00 AM PRCA Rodeo 7:00 pm @ Budweiser ■ 10:00 AM Larimer County Fair @ The Ranch ■ 3:00 PM USSSA SP State B/C/D 10 Fields @ Barnes 	8 <ul style="list-style-type: none"> ■ 10:00 AM Larimer County Fair @ The Ranch ■ 10:00 AM PRCA Rodeo 7:00 pm @ Budweiser 	9 <ul style="list-style-type: none"> ■ 10:00 AM PRCA Rodeo 7:00 pm @ Budweiser ■ 10:00 AM Larimer County Fair and PRCA Rodeo, The Ranch 	10	11	12 <ul style="list-style-type: none"> ■ 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft ■ 12:15 PM Road Knights Car Show 	13 <ul style="list-style-type: none"> ■ 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft ■ 12:15 PM Road Knights Car Show
14 <ul style="list-style-type: none"> ■ 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft ■ 12:15 PM Road Knights Car Show 	15	16	17	18 <ul style="list-style-type: none"> ■ 11:00 AM Rocky Mountain Quilt Festival 	19 <ul style="list-style-type: none"> ■ 10:00 AM Valley 500 Road Race, Fairgrounds Park (qualifier) ■ 11:00 AM Rocky Mountain Quilt Festival ■ 1:00 PM LoneStar @ TM Amphitheatre 	20 <ul style="list-style-type: none"> ■ 11:00 AM Rocky Mountain Quilt Festival ■ 11:00 AM Continental Divide Morgan Horse Show
21 <ul style="list-style-type: none"> ■ 11:00 AM Rocky Mountain Quilt Festival ■ 12:00 PM Continental Divide Morgan Horse Show 	22	23	24	25	26 <ul style="list-style-type: none"> ■ 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park ■ 10:00 AM Old Fashion Corn Roast Festival, Fairgrounds Park ■ 12:00 PM Rocky Mountain Irish Festival 	27 <ul style="list-style-type: none"> ■ 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park ■ 10:00 AM Old Fashion Corn Roast Festival, Fairgrounds Park ■ 10:00 AM Corn Festival Parade, Downtown Loveland ■ 1:30 PM Rocky Mountain Irish Festival
28 <ul style="list-style-type: none"> ■ 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park ■ 12:00 PM Rocky Mountain Irish Festival 	29	30	31	1	2 <ul style="list-style-type: none"> ■ 12:00 PM USTRC High Plains Regional Finals ■ 5:00 PM Thunder in the Rockies Bike Rally 	3 <ul style="list-style-type: none"> ■ 12:00 PM USTRC High Plains Regional Finals ■ 3:00 PM USSSA SP 10 Fields @ Barnes ■ 5:00 PM Thunder in the Rockies Bike Rally

September 2011

April 2011 to March 31, 2012

Focusing on regional events that provide an overall economic benefit to Loveland

- Destination_Sports Events
- Destination_RegionalEconBenefits

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28 <ul style="list-style-type: none"> ■ 10:00 AM Sweetheart Balloon Rally, Fairgrounds Park ■ 12:00 PM Rocky Mountain Irish Festival 	29	30	31	1	2 <ul style="list-style-type: none"> ■ 12:00 PM USTRC High Plains Regional Finals ■ 5:00 PM Thunder in the Rockies Bike Rally 	3 <ul style="list-style-type: none"> ■ 12:00 PM USTRC High Plains Regional Finals ■ 3:00 PM USSSA SP 10 Fields @ Barnes ■ 5:00 PM Thunder in the Rockies Bike Rally
4 <ul style="list-style-type: none"> ■ 12:00 PM USTRC High Plains Regional Finals ■ 3:00 PM USSSA SP 10 Fields @ Barnes ■ 5:00 PM Thunder in the Rockies Bike Rally 	5 <ul style="list-style-type: none"> ■ 12:00 PM USTRC High Plains Regional Finals ■ 3:00 PM USSSA SP 10 Fields @ Barnes ■ 5:00 PM Thunder in the Rockies Bike Rally 	6	7	8	9 <ul style="list-style-type: none"> ■ 3:00 PM Berthoud High FP 6 Fields @ Barnes ■ 5:00 PM Rocky Woodturners Symposium ■ 7:00 PM High Plains Paint Show 	10 <ul style="list-style-type: none"> ■ 4:00 PM Pastels on 5th. Fundraiser for Alternatives to Violence. (looking for artists, mimicking CA) ■ 5:45 PM Rocky Woodturners Symposium ■ 7:45 PM High Plains Paint Show
11 <ul style="list-style-type: none"> ■ 11:45 AM High Plains Paint Show ■ 12:45 PM Rocky Woodturners Symposium ■ 3:00 PM TCS Wood Bat Fields 1-4 CP 	12	13	14	15	16 <ul style="list-style-type: none"> ■ 3:00 PM Thompson Valley JV Tournament 6 Fields @ Barnes 	17 <ul style="list-style-type: none"> ■ 3:00 PM Thompson Valley JV Tournament 6 Fields @ Barnes
18 <ul style="list-style-type: none"> ■ 12:00 PM Bridal Festival 	19	20	21	22	23	24 <ul style="list-style-type: none"> ■ 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes
25 <ul style="list-style-type: none"> ■ 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes 	26	27	28 <ul style="list-style-type: none"> ■ 12:00 PM Western States LAE Cutting 	29 <ul style="list-style-type: none"> ■ 12:00 PM Western States LAE Cutting 	30 <ul style="list-style-type: none"> ■ 4:00 PM Western States LAE Cutting 	1 <ul style="list-style-type: none"> ■ 6:45 PM Western States LAE Cutting

October 2011

April 2011 to March 31, 2012

Focusing on regional events that provide an overall economic benefit to Loveland

- Destination_Sports Events
- Destination_RegionalEconBenefits

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25 3:00 PM Rocky Mountain Softball 8 Fields @ Barnes	26	27	28 12:00 PM Western States LAE Cutting	29 12:00 PM Western States LAE Cutting	30 4:00 PM Western States LAE Cutting	1 6:45 PM Western States LAE Cutting
2 12:00 PM Toy Run 1:15 PM Western States LAE Cutting	3	4	5	6	7 12:00 PM Holistic Horse Affair	8 12:00 PM Holistic Horse Affair 3:00 PM USSSA SP 8 Fields @ Barnes
9 12:00 PM Holistic Horse Affair 3:00 PM USSSA SP 8 Fields @ Barnes	10	11	12	13 12:00 PM Specialty Auto Auctions	14 12:00 PM Specialty Auto Auctions	15 1:30 PM Specialty Auto Auctions 3:00 PM CHSAA Regionals 8 Fields @ Barnes
16	17	18	19	20	21 12:00 PM Rocktoberfest Quarter Horse Show	22 12:00 PM Rocktoberfest Quarter Horse Show 3:00 PM Rocky Mountain Softball 6 Fields @ Barnes
23 12:00 PM Rocktober Quarter Horse Show 3:00 PM Rocky Mountain Softball 6 Fields @ Barnes	24	25	26	27	28 12:00 PM Gun Shows of the Rockies	29 3:15 PM Gun Shows of the Rockies 5:15 PM Thunder Mtn Auction
30 12:00 PM Gun Shows of the Rockies	31	1	2	3	4	5

November 2011

April 2011 to March 31, 2012

Focusing on regional events that provide an overall economic benefit to Loveland

- Destination_Sports Events
- Destination_RegionalEconBenefits

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30 ■ 12:00 PM Gun Shows of the Rockies	31	1	2	3	4	5
6	7	8	9	10	11	12 ■ 1:00 PM Veteran's Day Bike Show
13	14	15	16	17	18 ■ 12:00 PM Applewood Arts & Crafts Show	19 ■ 12:00 PM Applewood Arts & Crafts Show
20 ■ 12:00 PM Applewood Arts & Crafts Shows	21	22	23	24	25 ■ 12:00 PM Antiques @ The Ranch	26 ■ 12:00 PM Antiques @ The Ranch
27 ■ 12:00 PM Antiques @ The Ranch	28	29	30	1	2 ■ 10:00 AM Rodney Carrington 7:00 pm @ Budweiser	3

December 2011

April 2011 to March 31, 2012

Focusing on regional events that provide an overall economic benefit to Loveland

- Destination_Sports Events
- Destination_RegionalEconBenefits

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27 ■ 12:00 PM Antiques @ The Ranch	28	29	30	1	2 ■ 10:00 AM Rodney Carrington 7:00 pm @ Budweiser	3
4	5	6	7 ■ 10:00 AM Snow Sculpture and Holiday Festival, Loveland	8 ■ 10:00 AM Snow Sculpture and Holiday Festival, Loveland	9 ■ 10:00 AM Snow Sculpture and Holiday Festival, Loveland	10 ■ 10:00 AM Snow Sculpture and Holiday Festival, Loveland
11 ■ 10:00 AM Snow Sculpture and Holiday Festival, Loveland	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

January 2012

April 2011 to March 31, 2012

Focusing on regional events that provide an overall economic benefit to Loveland

- Destination_Sports Events
- Destination_RegionalEconBenefits

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

February 2012

April 2011 to March 31, 2012

Focusing on regional events that provide an overall economic benefit to Loveland

- Destination_Sports Events
- Destination_RegionalEconBenefits

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	1	2	3

March 2012

April 2011 to March 31, 2012

Focusing on regional events that provide an overall economic benefit to Loveland

- Destination_Sports Events
- Destination_RegionalEconBenefits

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2011

Destination_AttractionsEvents

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May 2011

■ Destination_AttractionsEvents

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27 ■ 1:00 PM Realities Ride & Rally	28 ■ 6:00 PM Realities Ride & Rally
29 ■ 2:15 PM Realities Ride & Rally	30	31	1	2	3	4

June 2011

Destination_AttractionsEvents

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29 2:15 PM Realities Ride & Rally	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	1	2

July 2011

Attractions and Tourism Events: Loveland April 2011 to March 31, 2012 Focusing on events that drive tourists and visitors to Loveland from outside of the region

■ Destination_AttractionsEvents

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	30	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	1	2	3	4	5	6

■ 11:00 AM Heaven Fest camping (2000 campers)
 ■ 11:00 AM Heaven Fest - Ranch

August 2011

Destination_AttractionsEvents

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31	1	2	3	4	5	6
7	8	9	10	11	12 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft	13 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft
14 10:00 AM Sculpture Shows & Art in the Park Weekend, 29th & Taft	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1 5:00 PM Thunder in the Rockies Bike Rally	2 5:00 PM Thunder in the Rockies Bike Rally	3

September 2011

Destination_AttractionsEvents

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	31	1	2	3
4 5:00 PM Thunder in the Rockies Bike Rally	5 5:00 PM Thunder in the Rockies Bike Rally	6	7	8	9 5:00 PM Thunder in the Rockies Bike Rally	10 5:00 PM Thunder in the Rockies Bike Rally
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	1

October 2011

April 2011 to March 31, 2012

Focusing on events that drive tourists and visitors to Loveland from outside of the region

Destination_AttractionsEvents

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25	26	27	28	29	30	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

November 2011

Destination_AttractionsEvents

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3

December 2011

April 2011 to March 31, 2012

Focusing on events that drive tourists and visitors to Loveland from outside of the region

Destination_AttractionsEvents

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

January 2012

Attractions and Tourism Events: Loveland P. 137
April 2011 to March 31, 2012
Focusing on events that drive tourists and
visitors to Loveland from outside of the region

Destination_AttractionsEvents

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

February 2012

Destination_AttractionsEvents

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	1	2	3

March 2012

Destination_AttractionsEvents

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31



CITY OF LOVELAND
 DEVELOPMENT SERVICES DEPARTMENT
 Civic Center • 500 East 3rd Street • Loveland, Colorado 80537
 (970) 962-2346 • FAX (970) 962-2945 • TDD (970) 962-2620

AGENDA ITEM: 2
MEETING DATE: 6/28/2011
TO: City Council
FROM: Greg George, Development Services
PRESENTER: Mike Scholl, Development Services

TITLE:
 North Catalyst Project/Museum Expansion

DESCRIPTION:

Staff is requesting a review of the development proposal submitted by the Brinkman Partners. In addition, staff is requesting review of the proposal to move the museum expansion to the 5th Street site.

BUDGET IMPACT:

Yes No

The negotiation will require some participation to be determined in negotiation.

SUMMARY:

On April 7, 2011, the City received a comprehensive proposal from Brinkman Partners to develop the North Catalyst Site (6th and Lincoln) in response to the Downtown Request for Proposals (RFP). Staff review found the proposal to be responsive to the RFP and Brinkman Partners to be a reputable development company. As a result, Brinkman Partners were awarded a 90 day right of exclusive negotiation with the City on the site. The proposal submitted by Brinkman Partners calls for approximately 62,000 square foot, \$11 million project that features 72 market rate residential units, 4 live/work commercial units and 78 parking spaces. Their design work was done by Oz Architects selected through a competitive bid that included Loveland based architects.

Additionally, through the Downtown visioning process that took place in May/June of 2010, the community encouraged the City to look at moving the proposed museum expansion to the south parking lot at 5th and Lincoln (see map). The museum expansion south to 5th Street was included in the final version of the Downtown Vision Book approved by Council. Staff would like

to use this Council Study Session to review the pertinent issues and seek consensus on critical issues before entering into more serious negotiations.

LIST OF ATTACHMENTS:

1. Staff Memorandum
 2. Feasibility Study – Kenney & Associates
 3. Schematic Design – Oz Architects on behalf of Brinkman Partners
-

RECOMMENDED CITY COUNCIL ACTION:

1. Consensus to move the proposed Museum Expansion to the 5th Street parking lot site as proposed in the Downtown Vision Book.
2. Consensus to move forward with negotiation with Brinkman Partners on a development agreement for the 6th and Lincoln site.
3. Understanding that the Urban Renewal Authority will require some modifications to assist with financing the catalyst project

REVIEWED BY CITY MANAGER:



Community & Strategic Planning

500 East Third Street, Suite 310 • Loveland, CO 80537
 (970) 962-2607 • Fax (970) 962-2945 • TDD (970) 962-2620
www.cityofloveland.org

Memorandum

To: Loveland City Council

Through: Bill Cahill, City Manager

From: Mike Scholl, Senior Planner
 Susan Ison, Director, Cultural Services
 Alan Krcmarik, Senior Fiscal Advisor

Date: June 28, 2011

RE: North Catalyst Project/Museum Expansion

Summary/Request:

On April 7, 2011, the City received a comprehensive proposal from Brinkman Partners to develop the North Catalyst Site (6th and Lincoln) in response to the Downtown Request for Proposals (RFP). Staff review found the proposal to be responsive to the RFP and Brinkman Partners to be a reputable development company. As a result, Brinkman Partners were awarded a 90 day right of exclusive negotiation with the City on the site. The proposal submitted by Brinkman Partners calls for approximately 62,000 square foot, \$11 million project that features 72 market rate residential units, 4 live/work commercial units and 78 parking spaces. Their design work was done by Oz Architects selected through a competitive bid that included Loveland based architects.

Additionally, through the Downtown visioning process that took place in May/June of 2010, the community encouraged the City to look at moving the proposed museum expansion to the south parking lot at 5th and Lincoln (see map). The museum expansion south to 5th Street was included in the final version of the Downtown Vision Book approved by Council. Staff would like to use this Council Study Session to review the pertinent issues and seek consensus on critical issues before entering into more serious negotiations. If Council is comfortable with the information presented, staff could return to Council with a development agreement for consideration as early as August. The primary decision points for Council consideration are:

1. Consensus to move the proposed Museum Expansion to the 5th Street parking lot site as proposed in the Downtown Vision Book.
2. Consensus to move forward with negotiation with Brinkman Partners on a development agreement for the 6th and Lincoln site.
3. Understanding that the Urban Renewal Authority will require some modifications to assist with financing the catalyst project

Issues discussed in the staff report:

- Capital Expansion Fees/Reimbursement
- Museum Expansion/Capital Campaign
- Catalyst Project/Public Partnership
- Urban Renewal Authority/TIF
- Parking

Capital Expansion Fees:

The City acquired the Home State Bank building at 6th and Lincoln for \$1.1 million with \$900,000 coming from the Cultural Services CEFs. The building was acquired with the expressed purpose of expanding the existing museum to this site. Since the acquisition, Cultural Services has used the building for the Fireman’s Exhibit, art classes, and storage of the historic collection. The Building was purchased with the following sources:

Source	Amount
Museum CEFs	\$900,000
Kroh Foundation	\$100,000
Erion Foundation	\$100,000
TOTAL	\$1,100,000

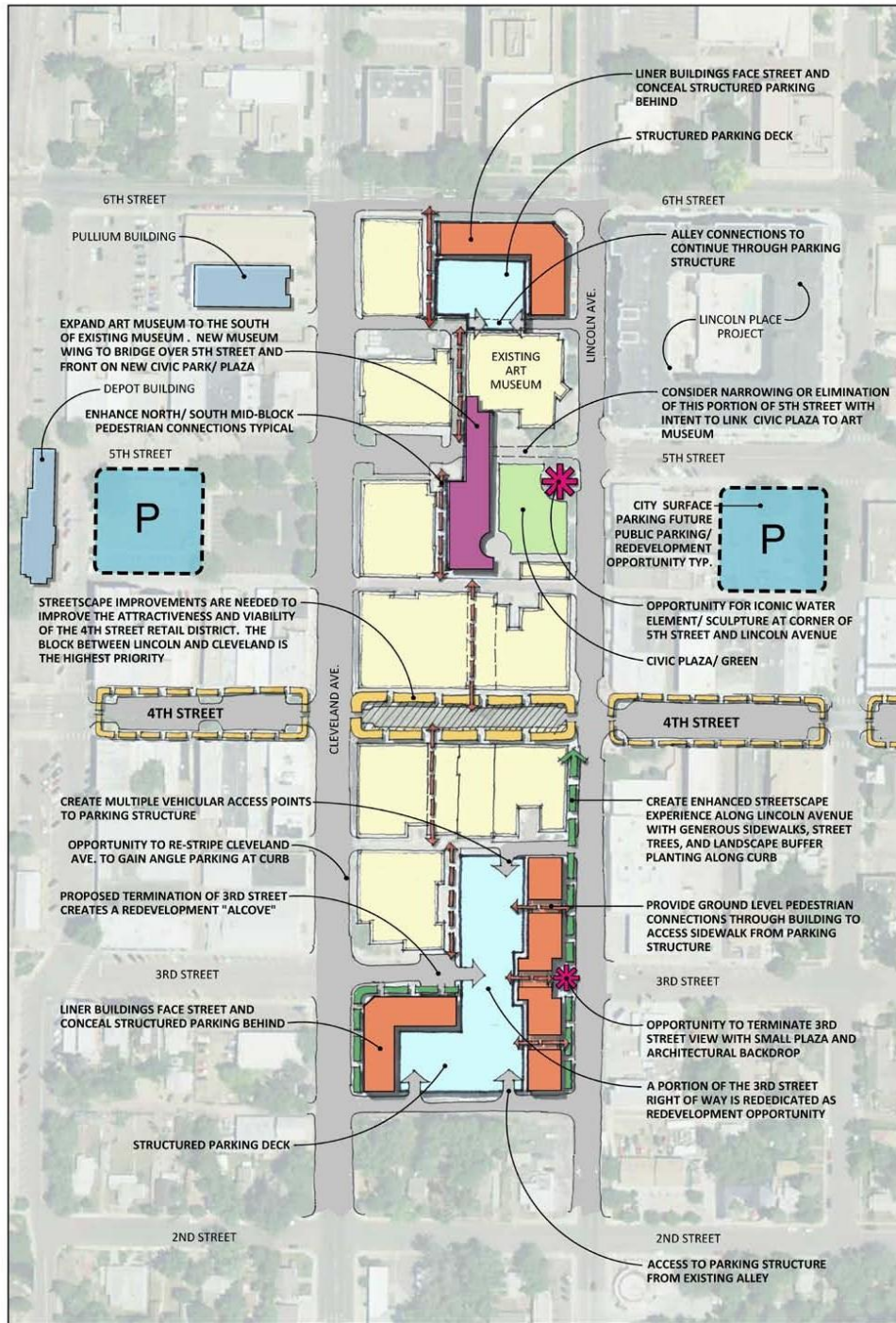
Given that the City used CEFs and received charitable donations for the acquisition, the City will be required to reimburse the CEFs and the donations for the deal to go forward.

Staff is proposing to reimburse the CEF fund through a combination of land equity (5th and Lincoln site), Tax Increment Finance received on the project, and/or direct contributions from the developer. Staff expects to reimburse the museum CEFs for the full \$1.1 million, as part of the deal.

Museum Expansion/Capital Campaign:

In anticipation of moving the museum expansion to the parking lot at 5th and Lincoln, the City hired Kenney and Associates to complete a feasibility analysis for locating the museum on the south site. The analysis concludes that the site could support a 27,000 square foot building on three levels with additional space for a civic plaza/sculpture garden on site.

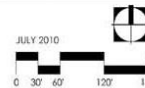
The estimated cost of construction would be between \$10 and \$15 million. Given the absence of a design, the nature of the art installations and the required mechanical systems to support the museum, there are a number of unknowns that lead to a broader construction estimate. The CEF fund currently has a balance of \$2,101,939, for the museum expansion to ever occur in the near future, it would require substantial community contributions.



REDEVELOPMENT CONCEPT

DOWNTOWN LOVELAND REDEVELOPMENT

Loveland, Colorado



As a separate consideration, staff is requesting that Council consider an appropriation from the Museum CEFs to fund a competitive RFP to select an architect for the museum and to complete preliminary renderings that can be used to raise community funds for the museum expansion project. The competitive RFP process and renderings would greatly assist in the campaign, which could take up to two years.

A joint project with Brinkman that would include the Museum on the North site was considered. It was very apparent that the site will not support the needs of both entities either aesthetically or economically. Fortunately, there are more positives than negatives to moving to the south site, including:

- An opportunity to create a civic plaza with sculptures
- Greater connectivity to 4th Street
- Creative design opportunities, especially a bridge (real one this time) crossing 5th Street
- Support private investment, greater density and residential housing in downtown
- Promote greater downtown growth and investment

Nevertheless, if the North Catalyst Project moves forward, it will create issues for the Museum. The Sequel, a.k.a. Home State Bank, is 90% occupied with the Fire Exhibit; storage of approximately 10,000 historic collection objects; and all classes for children and adults.



Catalyst Project/Public Partnership:

Based on preliminary negotiations, the Brinkman proposal would require support for public improvements, expedited plan approval and acquisition costs to make the deal work. Kevin Brinkman has indicated that the ability to take advantage of the historically low interest rates is a critical consideration for this project and drives their need to move quickly. They have also indicated that this project would be a “long-term hold” meaning the Brinkman Partnership would own and operate the building for at least ten years following completion.

Staff is proposing to fund the project through a combination of Tax Increment Finance from the project (similar to the Lincoln Place project), and existing fee waivers. Staff anticipates that the deal could be consummated with minimal direct contributions from the general fund. However, it would require the use of the URA revenue.

Parking:

Under the current proposal, parking would be at grade and sufficient to meet the needs of the building tenants only. No public parking would be included. Under the current code requirements, no spaces are formally required.

If the City were to require increased parking for public purposes, the cost would increase substantially. The incremental cost of going from at-grade parking to deck parking would exceed \$1 million with a net zero gain in new public spaces. As part of the broader consideration of the 6th Street development, and the shift in the museum project, staff recognizes the need to identify alternatives to make up for the loss in parking.

Urban Renewal Authority/TIF:

To ensure the full capture of the TIF revenue, staff is considering amending the Findlay's Block URA (Lincoln Place) to include both the Brinkman Project and the museum project. If the project is incorporated into the existing Downtown URA, the dilution effect may limit the availability of TIF to apply to this project. In addition, once the obligations to pay Lincoln Place are achieved, the additional TIF funds can be directed to the museum expansion and/or the Brinkman development project.





Home State Bank Building/Purchased for Museum Expansion 2006



Museum

Proposed Museum Expansion/2010 Vision Book

Feasibility Study

for

Loveland Museum -
Gallery
and
City of Loveland

June 15, 2011



LOVELAND
MUSEUM
GALLERY



prepared by:

kenney  associates inc

architects landscape architects urban designers planners

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June 15, 2011

Susan Ison
Director, Cultural Services
503 N. Lincoln Ave.
Loveland, CO 80537

Mike Scholl
Planner
500 E. 3rd St. Suite 310
Loveland, CO 80537

RE: Loveland Museum / Gallery South Expansion Feasibility Study

Susan and Mike,

Kenney & Associates has gathered information regarding the feasibility of expanding the Loveland Museum / Gallery south, over 5th Street and into the current City owned surface parking lot. The following information is what we've discovered. We've separated everything into a number of categories within the headings below.

Limiting Factors of Physical Property

- Zoned **Be** Established Business District
- Also located within the Core Character Area (area within 3rd - 6th and Garfield – Washington)
- Cannot close 5th Street between Lincoln and Cleveland
- Need to maintain access easement to the McKee building on the western edge of project

Setbacks and Easements

- Zero setbacks are allowed and encouraged in the Core Character Area
- May need to maintain access easement to the McKee building on the western edge of project as mentioned above
- Setbacks may be dictated by proposed fire protection and fire walls based on proposed code defined Construction Type and type of wall or opening being constructed. See Code information below regarding level of fire protection in relation to property line.

Utility Sizes and Locations

- Museum is currently supplied is through a 300 KVA transformer #7872 with 120/208 V three phase power located north of the building
- One underground power line on the south side of 5th Street. (see attached Electrical line drawing)

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- Two overhead lines connecting three street lamps. One on the north side of 5th Street adjacent the Reporter-Herald building moving east to a lamp along the center of the existing Museum, the final lamp is located across 5th Street to the southwest near the entrance to the existing parking lot. (see attached Electrical line drawing)
- Two electrical transformers are located on the central southern edge of the property will need to be relocated into a sub-grade vault.
- One 8" PVC water main located under the northern edge 5th Street. No building will be allowed over the water main. A bridged structure is acceptable as long as the utility company can access the street for any necessary repairs. (see attached Water line drawing)
- One 8" VCP waste line flowing east in the alley between 5th and 6th Streets
- One 10" VCP waste line flowing east in the alley between 4th and 5th Streets
- One 24" RCP storm line flowing east in the middle of 5th Street. (see attached Storm Water line drawing)
- One inlet on each side of 5th Street at the eastern third of the property
- We may need to relocate a couple storm inlets once the new impervious areas are determined.

Allowed Height and Area base on Zoning and Construction Type / Occupancy

- Allowed Height based on draft of **Be** Zoning District Update is 70'
- Any building with gross floor area over 25,000 needs Planning approval. In this case Planning approval would be necessary.
- Existing Museum is Construction Type III A with Occupancy Classification A-3
- 2006 IBC allows 3 stories (65 feet) and 14,000 s.f. per floor with no increases.
- With only the sprinkler increase we are allowed 4 stories (85 feet) and 28,000 s.f. per floor.
- The City Zoning standards will likely govern the height and area of the new building
- Allowable area and height are equal for the 2006 and 2009 IBC

Preliminary Code Study (2006 IBC)

- Construction Type: III A - sprinkled (chapter 6)
- Occupancy Classification: Art Gallery A-3 (chapter 3)
 Museum A-3
 Storage Areas S-1
 Business Offices B
- Occupancy Separation: A-3 / S-1, B = 1 hour (table 508.3.3)
- Max. Building Height & number of stories (table 503):
 A-3 = 3 stories, 65 feet
 S-1 = 3 stories, 65 feet

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B = 5 stories, 65 feet

-Automatic sprinkler system increase (section 504.2) allows (1) additional story and an additional 20 feet to all noted values above.

A-3 = 4 stories, 85 feet

S-1 = 4 stories, 85 feet

B = 6 stories, 85 feet

*Note: City regulations limit overall height to 70 feet.

-Allowable Floor Area (table 503): A-3 = 14,000 s.f. per floor

S-1 = 26,000 s.f. per floor

B = 28,500 s.f. per floor

-Automatic sprinkler system increase (section 506.3) allows double the above values.

A-3 = 28,000 s.f. per floor

S-1 = 52,000 s.f. per floor

B = 57,000 s.f. per floor

-Fire Resistive Requirements (table 601):

Structural Frame –	1 hour
Exterior Bearing Walls -	2 hours
Interior Bearing Walls -	1 hour
Interior Non Bearing Walls -	0
Floor Construction -	1 hour
Roof Construction -	1 hour

-Fire Resistive Requirements for Exterior Walls (table 602):

<u>A-3, B</u>	0- less than 5' from property line	1 hour
	5' – less than 10' from property line	1 hour
	10' – less than 30' from property line	1 hour
	Greater than 30'	0
<u>S-1</u>	0- less than 5' from property line	2 hours
	5' – less than 10' from property line	1 hour
	10' – less than 30' from property line	1 hour
	Greater than 30'	0

-Corridor Fire Resistive Rating (table 1017.1):

0 with sprinkler system

-Shaft enclosures (section 707.4):

Four stories or more = 2 hours

Less than four stories = 1 hour

-Exterior Door Fire Resistive Rating (table 715.4):

2 hour wall (S-1) = 90 min. door

1 hour wall (A-3, B) = 45 min. door

-Exterior Window Fire Resistive Rating (table 715.5):

2 hour wall (S-1) = 90 min. window

1 hour wall (A-3, B) = 45 min. window

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Preliminary Code Study (2009 IBC)

- Construction Type: III A - sprinkled (chapter 6)
- Occupancy Classification: Art Gallery A-3 (chapter 3)
 Museum A-3
 Storage Areas S-1
 Business Offices B
- Occupancy Separation: A-3 / S-1, B = 1 hour (table 508.4)
- Max. Building Height & number of stories (table 503):
 A-3 = 3 stories, 65 feet
 S-1 = 3 stories, 65 feet
 B = 5 stories, 65 feet
- Automatic sprinkler system increase (section 504.2) allows (1) additional story and an additional 20 feet to all noted values above.
 A-3 = 4 stories, 85 feet
 S-1 = 4 stories, 85 feet
 B = 6 stories, 85 feet
- *Note: City regulations limit overall height to 70 feet.
- Allowable Floor Area (table 503): A-3 = 14,000 s.f. per floor
 S-1 = 26,000 s.f. per floor
 B = 28,500 s.f. per floor
- Automatic sprinkler system increase (section 506.3) allows double the above values.
 A-3 = 28,000 s.f. per floor
 S-1 = 52,000 s.f. per floor
 B = 57,000 s.f. per floor
- Fire Resistive Requirements (table 601):

Structural Frame –	1 hour
Exterior Bearing Walls -	2 hours
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Interior Non Bearing Walls -	0
Floor Construction -	1 hour
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<u>A-3, B</u>	0- less than 5' from property line	1 hour
	5' – less than 10' from property line	1 hour
	10' – less than 30' from property line	1 hour
	Greater than 30'	0
<u>S-1</u>	0- less than 5' from property line	2 hours
	5' – less than 10' from property line	1 hour
	10' – less than 30' from property line	1 hour
	Greater than 30'	0
- Corridor Fire Resistive Rating (table 1018.1):
 0 with sprinkler system

- Shaft enclosures (section 708.4):
 - Four stories or more = 2 hours
 - Less than four stories = 1 hour
- Exterior Door Fire Resistive Rating (table 715.4):
 - 2 hour wall (S-1) = 90 min. door
 - 1 hour wall (A-3, B) = 45 min. door
- Exterior Window Fire Resistive Rating (table 715.5):
 - 2 hour wall (S-1) = 90 min. window
 - 1 hour wall (A-3, B) = 45 min. window

How to connect to the existing building

We propose the new addition could attach to the existing building on the South side within the George Peters Park. Using existing openings in the building that are currently covered with graphics could prove beneficial to the connection. The adjacent interior space is used for circulation and is beyond the point of sale so control in and out is maintained and we would not need to adjust any of the offices or workshops in the southwest corner of the existing building. See attached site plan illustrating the physical relationship.

Future of 5th Street

- Cannot close 5th Street.
- Allowed to bridge over 5th Street.
- Minimum bridge clearance at 18'-6" (dependant to Public Works street repair equipment)
- Street can be reduced to 24'-0", must maintain two-way traffic.
- One-way traffic will not be allowed
- A complete Traffic Impact Study will be required

Lot Mergers

- We would need to merge the (7) lots that make up the current surface parking area.
- Need to work with Public Works and Engineering on access easements over 5th Street R.O.W.

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Vehicular and pedestrian access from Lincoln and Cleveland Avenues

- Vehicle traffic will remain
- Proposed new entrance would allow access and parking from both Lincoln and Cleveland Avenues.
- Street parking along 5th Street will be eliminated east of the new building bridge and likely be reduced on the west side.
- The remaining parking west of the new building bridge would maintain parking for the Reporter-Herald and McKee buildings.
- Provide drop off zones along 5th Street.
- The elimination of street parking will allow better pedestrian access from both Lincoln and Cleveland Avenues.

Identify positive and negative impacts of adjacent properties

Positive

- Additional space for community to view art exhibits.
- Civic Plaza open space on east side of building.
- Invigorate Downtown growth.
- Expands pedestrian traffic and connectivity beyond 4th Street, Lincoln and Cleveland Avenues.
- Last remaining overhead power lines can be buried.

Negative

- Removes (57) surface parking spaces in the parking lot, cost for new surface parking, \$5,500 / stall.
- Removes (14) angled street parking spaces along 5th Street.
- Need to maintain access to east side of McKee building.
- View to east from a couple of small second story windows at McKee will be eliminated.

Approximate building square footage and construction estimate

-Based on Museum – Space Requirements and Expansion Study March 2010 the findings call for approximately 26,000 s.f.

We propose the following square footage calculations:

-Street Level	11,400 s.f.
-Second Level	8,900 s.f.
-Third Level	7,200 s.f.
-Total =	27,500 s.f.

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The total area represented above only necessitates the area required based on the expansion study. Any additional living or studio space would need to be calculated into the total. The site and allowed building areas can easily accommodate further scope as the project requires.

The initial building construction would be roughly \$225 - \$250 per square foot. Using some recent construction costs from the newly installed surface parking lot at 3rd and Lincoln, we can assume approximately \$5,500 per parking stall to replace any necessary parking. This does not include property costs and is surface parking only. Any structured parking, possibly in the future development to the north of the existing Museum would be the cost of that developer.

Construction estimate

New Building

27,500 s.f. (\$225 - \$250 / s.f.) = \$6,187,500 - \$6,875,000

Remodel Existing main/upper/exterior

26,400 s.f. (\$150 / s.f.) = \$3,960,000

Site Work

Street improvements, landscape,
 site furnishings, relocate
 electrical transformers = \$413,000

Furniture, Fixtures and Equipment = \$400,000

Professional Services

Architectural, civil, mechanical
 plumbing, electrical, T.I.S.,
 lot merger, entitlement. = \$1,547,125 - \$1,650,250

10% Contingency = \$1,014,750 - \$1,083,500

Total = **\$13,522,375 - \$14,381,750**

*The above estimate does not include any City plan check or permit fees.

**The City of Loveland currently uses a value of \$5.80 / s.f. annually for ongoing building maintenance, utility costs and security which would be another continual annual cost of \$159,500.

Conclusion

Kenney & Associates believes the project would make a vibrant addition to downtown Loveland. There are a number of hurdles to overcome but nothing that would bring the project to a halt. The existing surface parking will be a large concern, if and where to replace it. The City zoning rules do not require additional

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parking based on use and location although it would be in the best interest to provide some adjacent parking. The City does own a surface parking lot directly west of Cleveland Avenue on 5th Street that will remain operational. The remainder of the utility constraints can easily be worked with.

The building itself will also present a bit of a circulation and accessibility challenge, though nothing that cannot be overcome. Linking the existing and proposed building over 5th Street has its limitations but we have some exceptional design ideas that can prove harmonious and rewarding for this prospering area of Downtown Loveland.

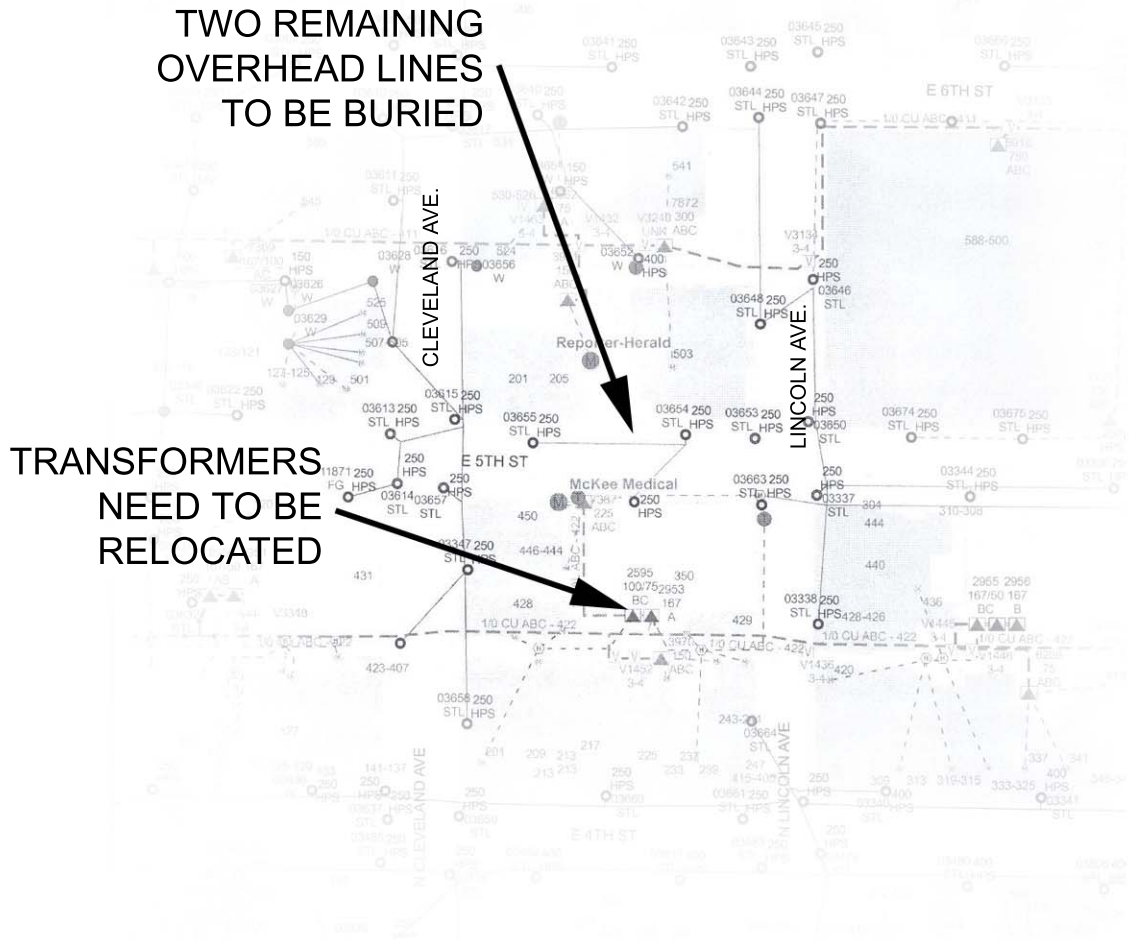
kenney  associates, inc

architects

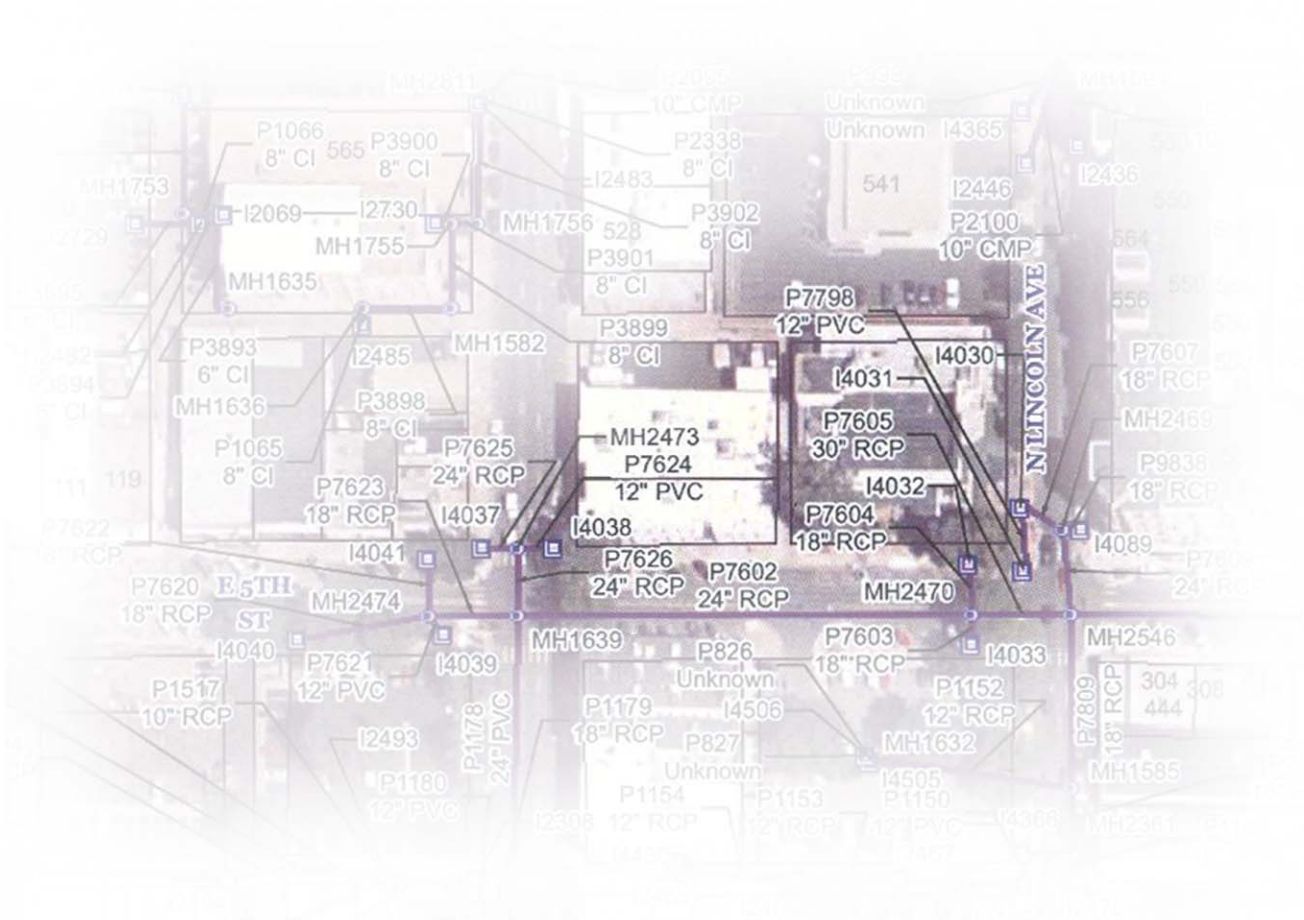
landscape architects

urban designers

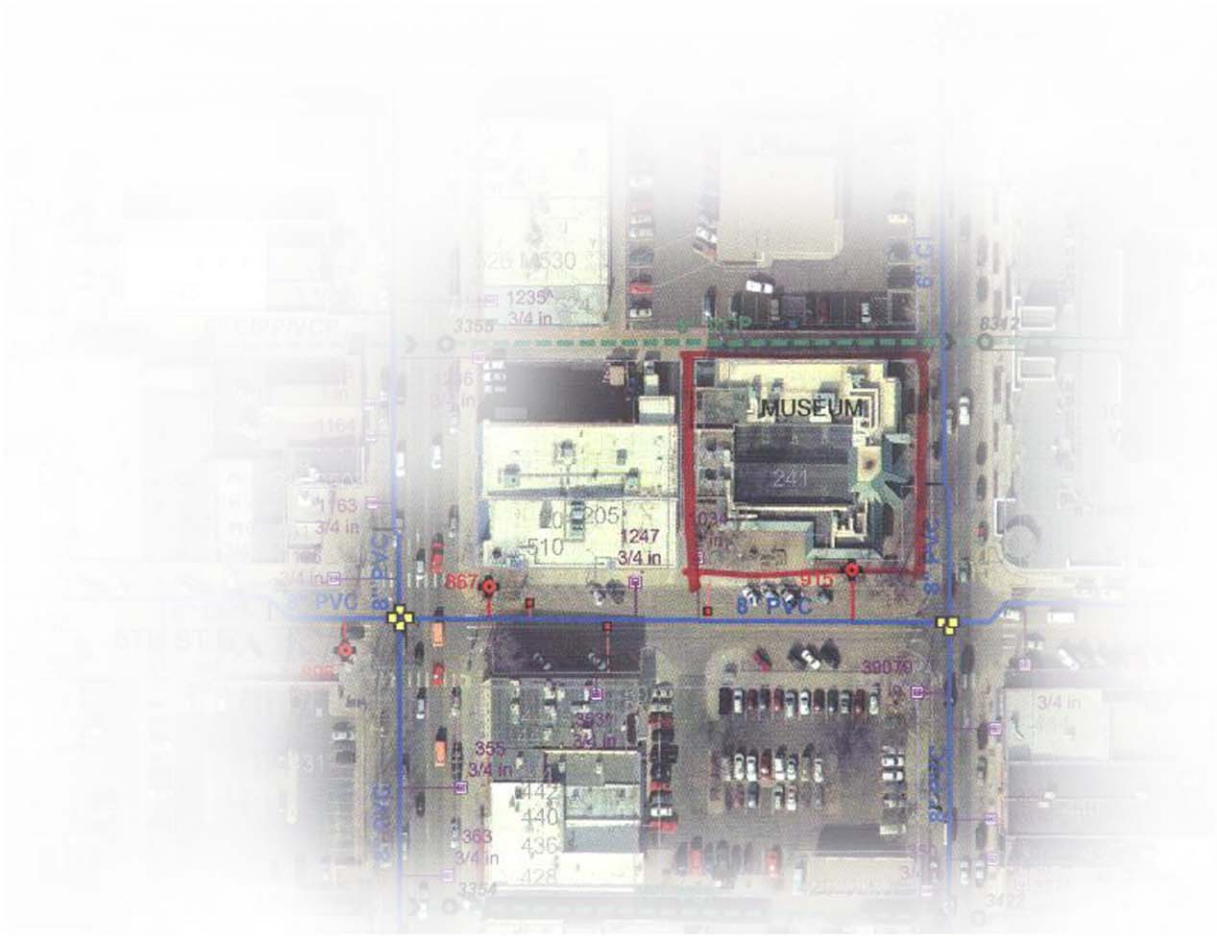
planners



ELECTRICAL LINES AND LOCATIONS

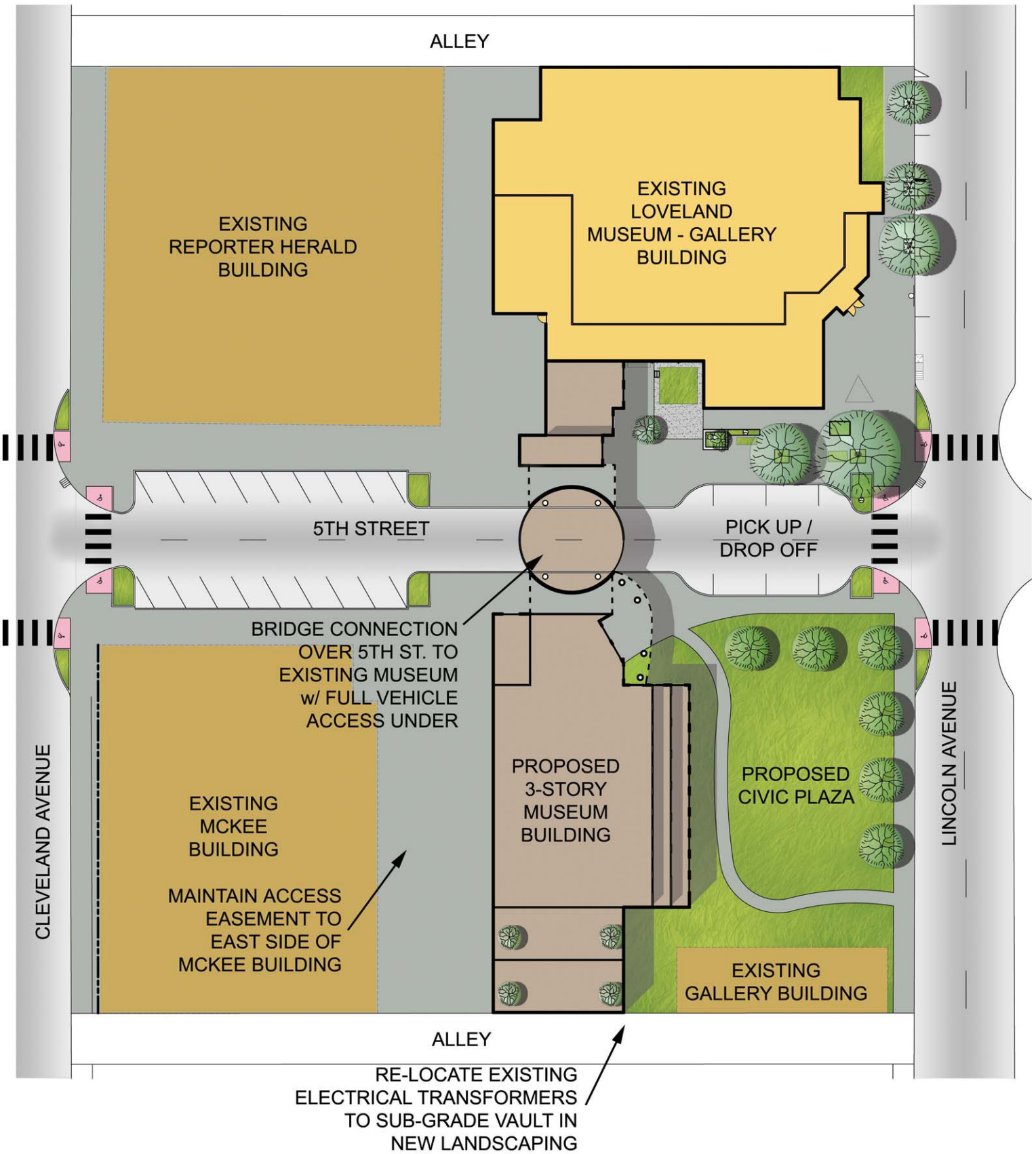


STORM WATER LINES AND LOCATIONS



WATER LINES AND LOCATIONS





SITE PLAN

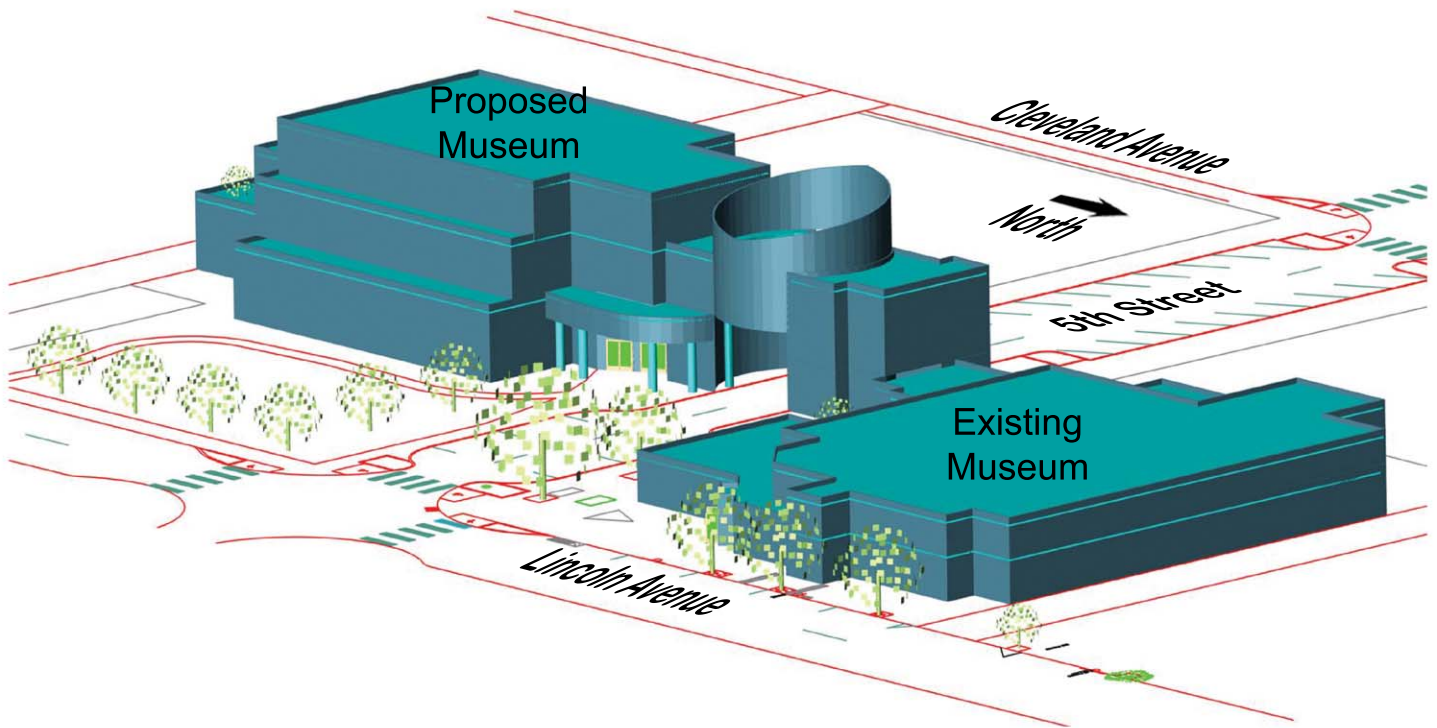
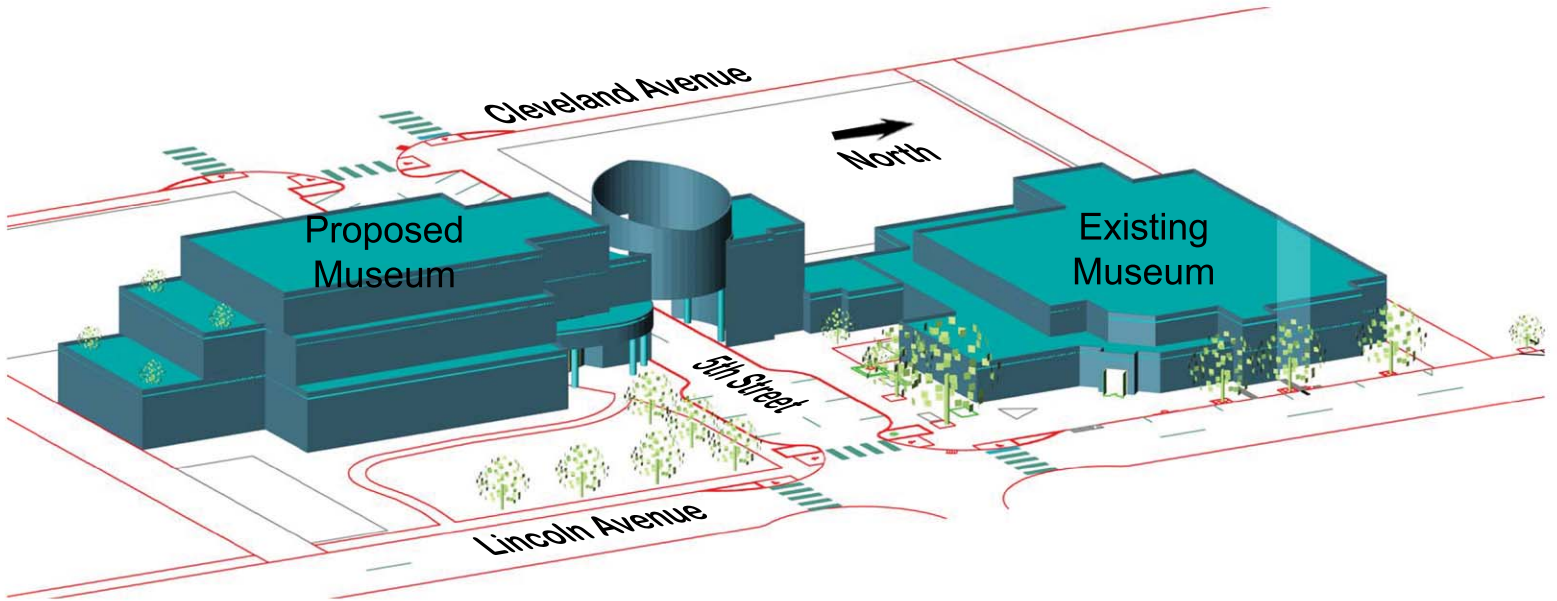


LOVELAND
MUSEUM
GALLERY



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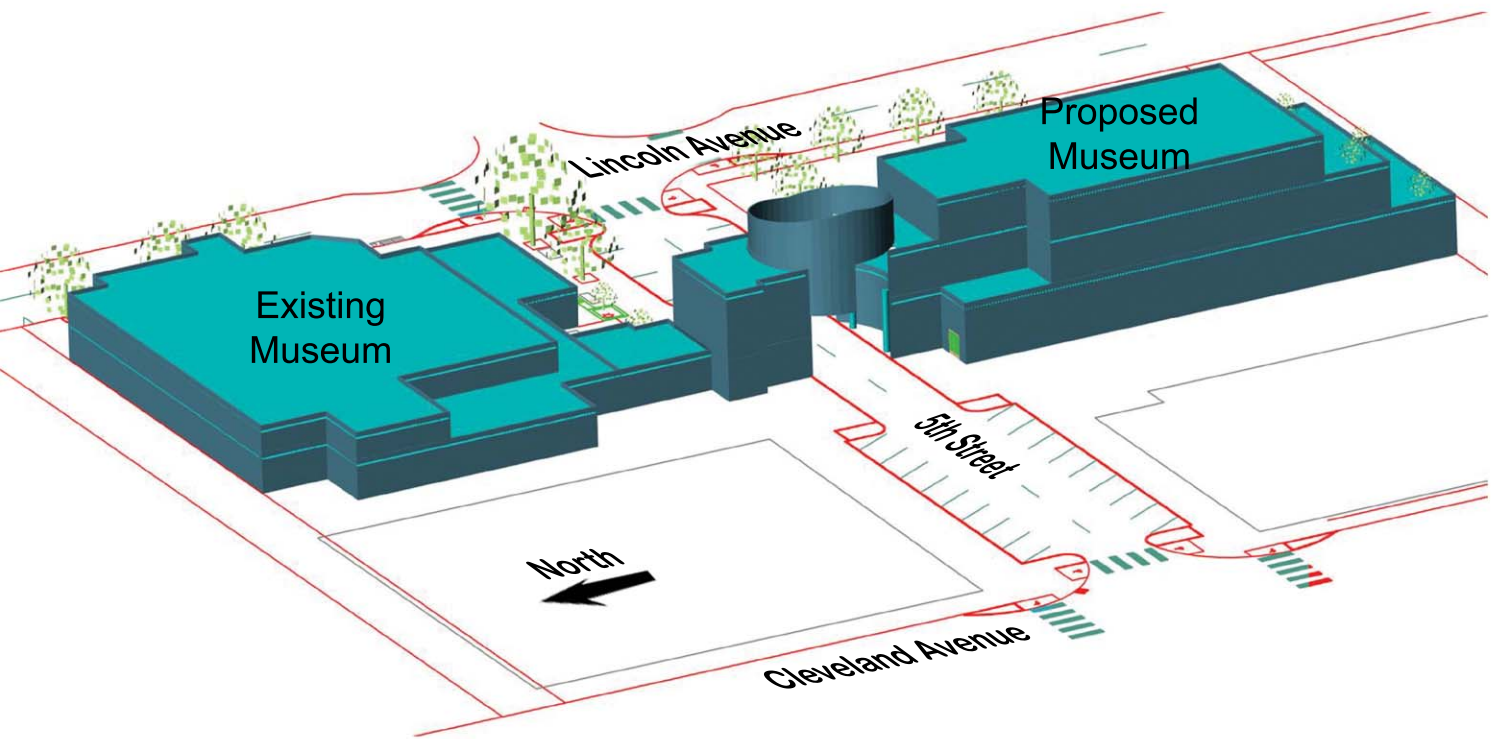
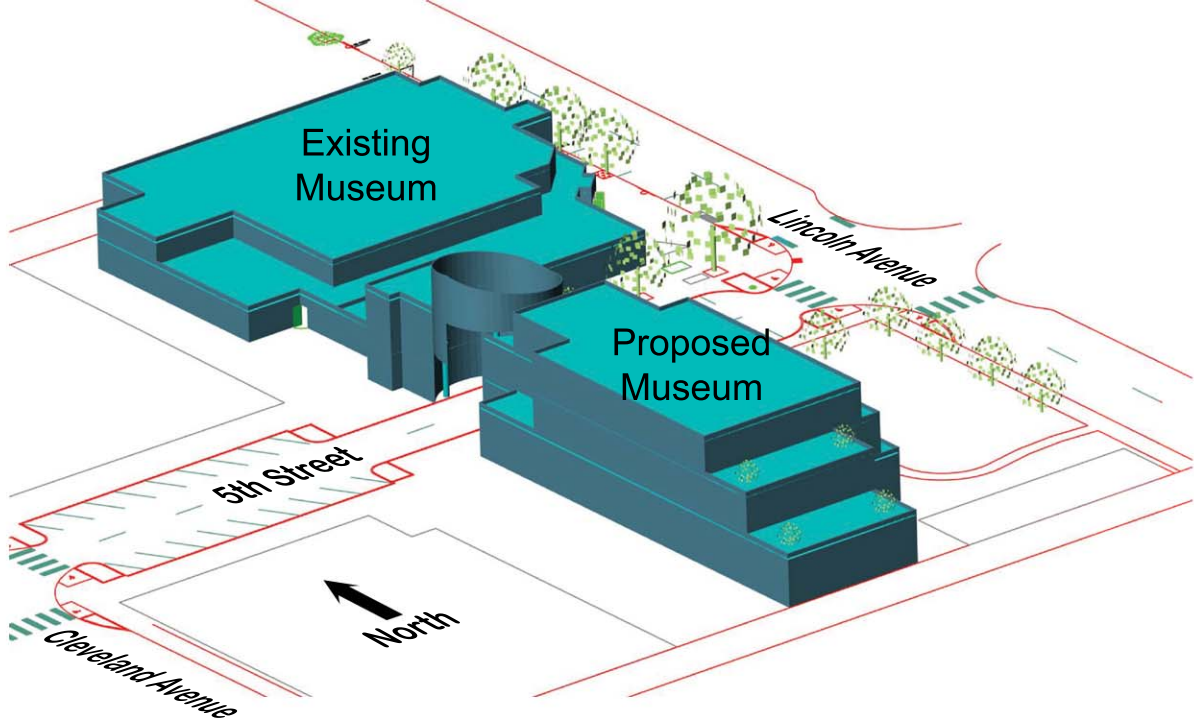
MASS MODEL VIEWS FROM EAST, LOOKING WEST



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MUSEUM
GALLERY



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MASS MODEL VIEWS FROM WEST, LOOKING EAST



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SCHEME 1- CHARACTER SKETCHES



PROJECT CHARACTER



ARCHITECTURE VIGNETTE



STREET CHARACTER

SCHEME 1 - SITE PLANS

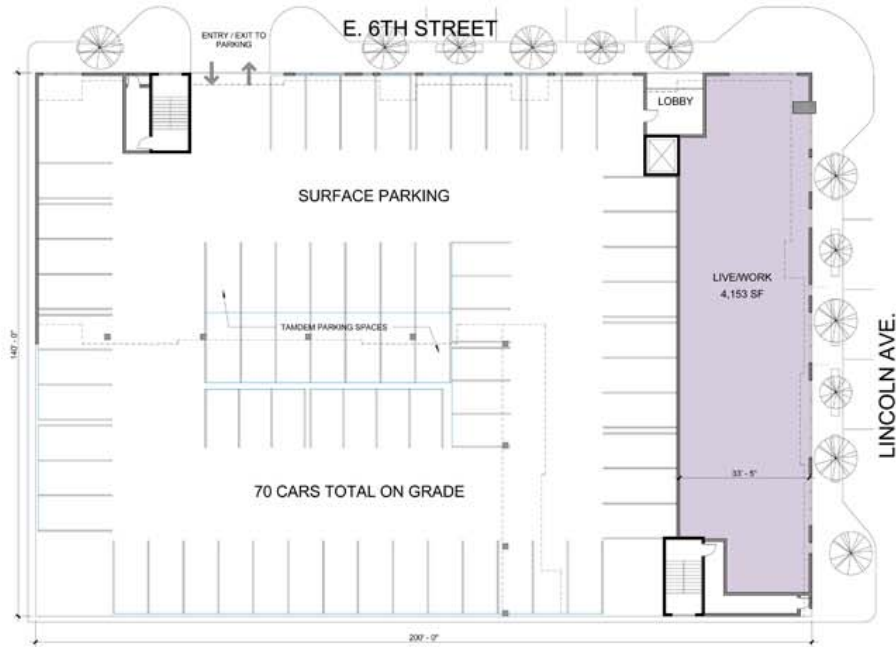


0 50 100 200
SCHEME 1 - SCALE 1:100



SCHEME 1 SITE PLAN - SCALE 1:20

SCHEME 1



1 LEVEL 1 FLOOR PLAN
1/16" = 1'-0"

2 LEVEL 3 FLOOR PLAN
1/16" = 1'-0"

UNIT MIX

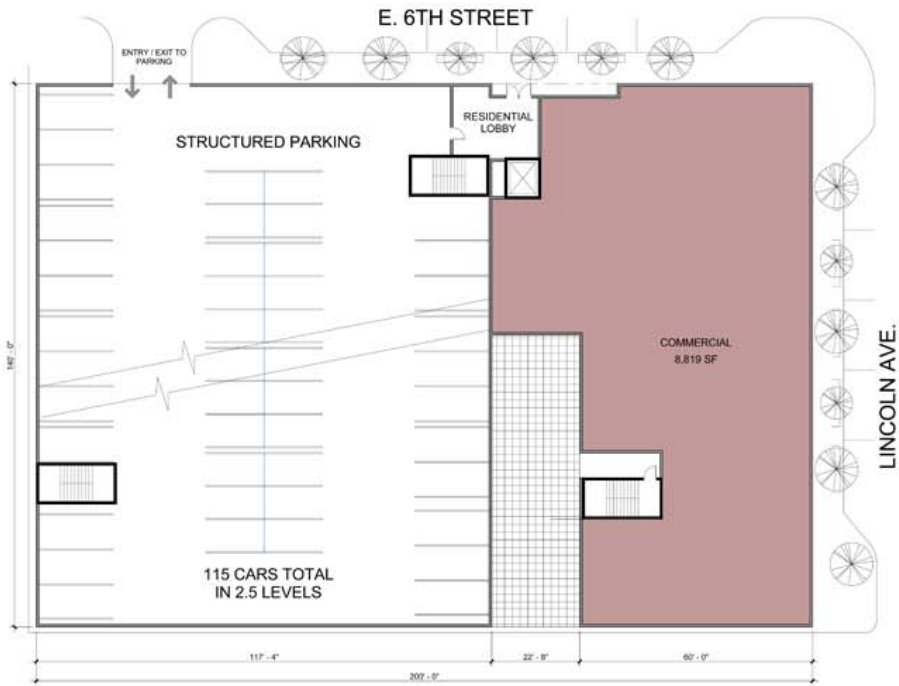
- LOFT - 8
- 1 BR - 24
- 2 BR - 32
- 3 BR - 4
- LIVE-WORK - 4

(LEVELS 2, 4, 5 SIMILAR)

PARKING REQUIREMENT	NET SQ FT	UNIT COUNT	BEDROOM COUNT
112 BEDROOMS x .7	14,434 x 4 FLOORS = 57,736 3,944 LIVE / WORK	17 UNITS PER FLOOR x 4 FLOORS = 68 UNITS 4 LIVE / WORK UNITS	27 BEDROOMS PER FLOOR x 4 FLOORS = 108 BEDROOMS 4 LIVE / WORK BEDROOMS
78 CARS TOTAL REQUIRED (70 SHOWN)	61,680 NSF TOTAL	72 UNITS TOTAL	112 BEDROOMS TOTAL



SCHEME 2



1 LEVEL 1 FLOOR PLAN
1/16" = 1'-0"



2 LEVEL 2 FLOOR PLAN
1/16" = 1'-0"

UNIT MIX

- LOFT - 6
- 1 BR - 32
- 2 BR - 27
- 3 BR - 7

PARKING REQUIREMENT	NET SQ FT	UNIT COUNT	BEDROOM COUNT
113 BEDROOMS x .7 = 79 COMMERCIAL = 26	59,497 x RESIDENTIAL 7,345 COMMERCIAL	21 PER FLOOR AT LEVELS 3, 4, 5 = 63 UNITS 9 UNITS AT LEVEL 2	33 BEDROOMS AT LEVEL 3,4,5 = 99 BEDROOMS 14 BEDROOMS AT LEVEL 2
105 CARS TOTAL REQUIRED (115 SHOWN)	68,249 NSF TOTAL	72 UNITS TOTAL	113 BEDROOMS TOTAL

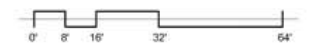


SCHEME 2



1 LEVEL 3 FLOOR PLAN
1/16" = 1'-0"

(LEVELS 4, 5 SIMILAR)



ARCHITECTURE
URBAN DESIGN
INTERIOR DESIGN

6TH & LINCOLN

1

• NOT FOR CONSTRUCTION

LOVELAND, CO

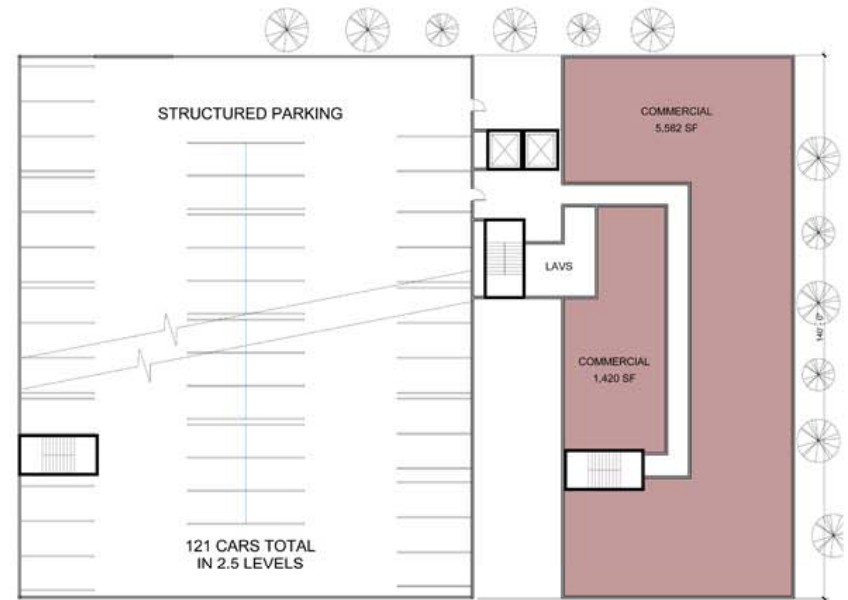
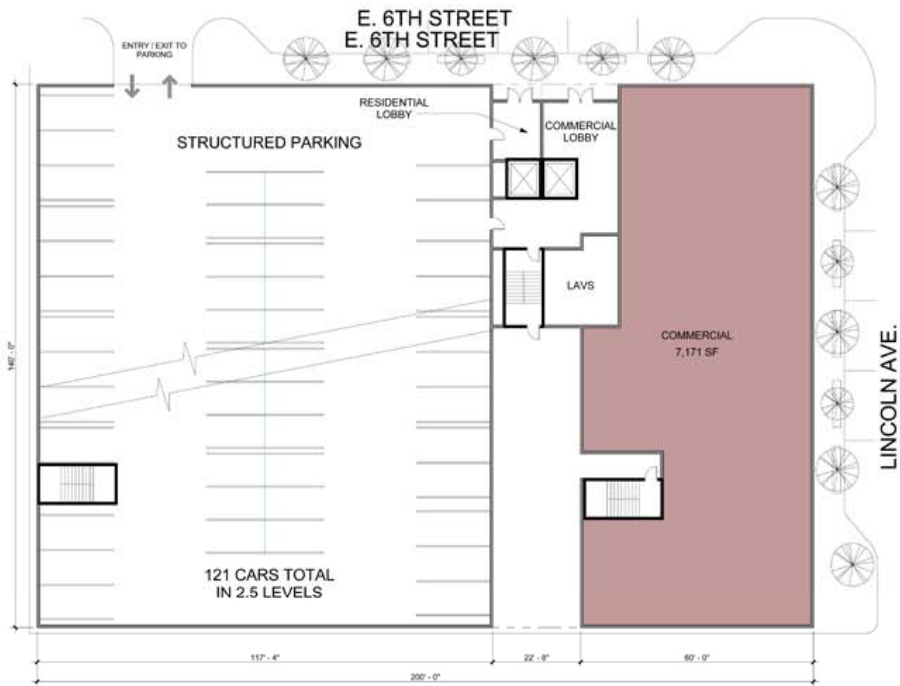
• 04/01/2011

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2.2

SCHEME 3



2 LEVEL 1 FLOOR PLAN
1/16" = 1'-0"

1 LEVEL 2 FLOOR PLAN
1/16" = 1'-0"

UNIT MIX

-
- LOFT - 6
- 1 BR - 12
- 2 BR - 15
- 3 BR - 3

PARKING REQUIREMENT	NET SQ FT	UNIT COUNT	BEDROOM COUNT
57 BEDROOMS x .7 = 40 (28,177 / 1000) * 3 = 85	RESIDENTIAL = 30,480 COMMERCIAL = 28,177	12 UNITS PER FLOOR x 3 FLOORS = 36 UNITS	19 BEDROOMS PER FLOOR x 3 FLOORS = 57 BEDROOMS
125 CARS TOTAL REQUIRED (121 SHOWN)	58,657 NSF TOTAL	36 UNITS TOTAL	57 BEDROOMS TOTAL



SCHEME 3

