



AGENDA ITEM: 1
MEETING DATE: 9/27/2011
TO: City Council and the Community Marketing Commission
FROM: Betsey Hale, Economic Development Director
PRESENTER: Betsey Hale
Dawn Putney, Tool Box Creative
David Kennedy, Corona Insights
Ed Goodman, Spiral Experiences, LLC

TITLE: Destination Loveland Strategic Plan and Tourism Brand Assessment

DESCRIPTION: This is a report to the City Council and Community Marketing Commission on the findings of the brand assessment study and the development of a strategic plan to guide the use of the lodging tax. A recommended activation plan for the development of new destination attractions and events is also being presented.

BUDGET IMPACT:

Yes No

SUMMARY: In January 2010, the City Council directed the Community Marketing Commission to develop a multi-year strategic plan for the use of the lodging tax. The Council direction requested extensive community engagement and input in the development of that strategy and in the completion of a brand assessment for the city.

LIST OF ATTACHMENTS:

1. Destination Loveland PowerPoint
 2. Destination Loveland Strategic Plan
 3. Brand assessment and activation plan presentation
 4. Activation plan
-

RECOMMENDED CITY COUNCIL ACTION: Staff is seeking City Council and Community Marketing Commission discussion and direction for next steps on adoption of the strategic plan.

REVIEWED BY CITY MANAGER:

Destination Loveland Strategic Plan

Loveland Brand Assessment

Activation Plan



Joint City Council and Community Marketing Commission Study Session
September 27, 2011



History:

January 2010 City Council memo to CMC:

1. Develop an interim and multi-year strategic plan.
2. Encourage and provide multiple opportunities for public outreach and input. (\$78,000.00)
3. Identify the role and responsibility of the CMC in the development of branding for the City.

Then:

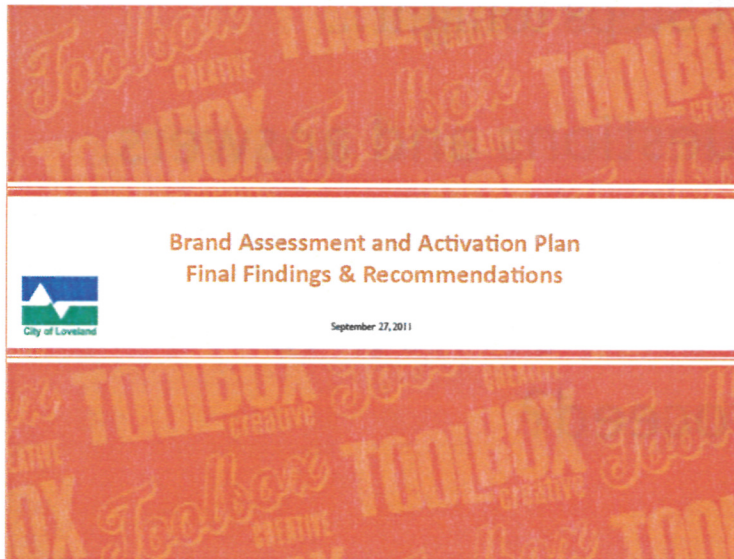
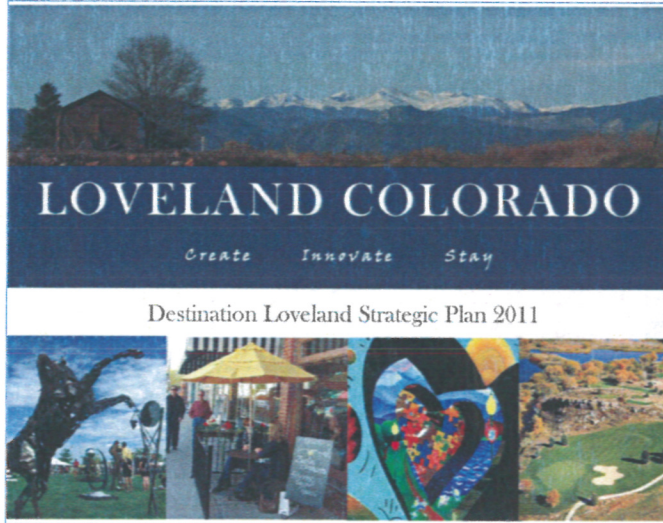
1. CMC prepared interim plan
2. Developed standards and process for a grants program for community events and marketing
3. Held 2 grants cycles:\$177,775.00
4. Sent out an RFP and then selected Toolbox to conduct a brand assessment and develop an activation plan. \$110,820.00

Progress Report from ToolBox

Key findings in July

1. Establish a DMO entity
2. Grants are a challenge may need to consider an alternative
3. CMC has credibility issues

So where are we at?



The slide features a vertical strip of four small images on the left: a mural, a street view, a storefront, and a person sitting on a bench. To the right of these images is a large orange arrow pointing right, containing a list of actions: create, activate, promote, attract, enliven, sustain, and experience. Further right is the title 'Loveland Activation Strategy' in a cursive font, followed by a bulleted list of agenda items.

- create
- activate
- promote
- attract
- enliven
- sustain
- experience

Loveland Activation Strategy

- Philosophy and Background
- Existing Activities
- Activation Gap Analysis
- New Activation Ideas
 - On-Going Activation
 - Big Ideas & Destination Activation
- Next Steps

Next Steps tonight...

- Questions and answers.
- Direction from City Council on how to proceed?

Lodging Tax

ENDING BALANCE 2010: \$399,360.00

2011 BUDGETED EXPENDITURES: \$469,530.00

EXPENDITURES TO DATE ARE 50% OF BUDGET

TOTAL COLLECTIONS FOR 19 MONTHS:
\$855,036.02

AVE MONTHLY: \$45,000.00



LOVELAND COLORADO

Create Innovate Stay

Destination Loveland Strategic Plan 2011





Destination Loveland Strategic Plan 2011

On November 3, 2009, Loveland residents approved the following ballot measure by a vote of 58 percent to 42 percent:

Shall City of Loveland 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 the City of Loveland 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?

Loveland Comprehensive Plan Goal 13.7:

Formulate and implement a comprehensive tourism strategy for Loveland.



Destination Loveland Strategic Plan 2011

Table of Contents

- 1. Executive Summary**
- 2. Vision and Mission**
- 3. Goals and Action Items**
- 4. Implementation Strategy**
- 5. Acknowledgments**



Executive Summary



Destination Loveland Strategic Plan 2011

On November 3, 2009, Loveland residents passed a ballot initiative that created a lodging tax of three percent, *“to promote tourism, conventions and related activities within the city by marketing the city and sponsoring community events.”* In addition, the City’s 2005 Comprehensive Plan calls for the City to create a strategic plan for tourism.

Following the approval by the voters, the Loveland City Council established the Community Marketing Commission to advise and make recommendations to the City Council on the use of the lodging tax revenue. The Commission is comprised of community members with backgrounds and expertise in economic development and tourism. Following the establishment of the Commission, the Council directed the Commission to draft a strategic plan that includes opportunities for community input.

This strategic plan includes action steps that serve to guide the efforts of the City over the next five to ten years. The plan was drafted with the support of the Commission and many stakeholders.

The City recognizes that “tourism” can mean everything from the family vacation to the business traveler. Either for recreation or business, when people come to Loveland or the region, our underlying goal and the goal that informs all of the action items, is to encourage more spending in Loveland. The City wants to encourage all visitors to eat, shop and do business in Loveland.



Destination Loveland Strategic Plan 2011

Vision and Mission

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.

Goals and Actions

The Goals and Action Items that follow are intended to guide the actions City staff and to inform decision making by the City Council over next five to ten years.



Destination Loveland Strategic Plan 2011

Develop the organizational structure to achieve long term success and manage the lodging tax revenue

Action Items:

1. Hire a qualified full time employee whose responsibility is to implement the Destination Loveland Strategic Plan.
2. Contract and collaborate with local, regional and state partners for events, marketing and other services that include:
 - Community events
 - Operating the visitors center and other visitor destinations and services
 - Marketing for regional, state and national events and promotional campaigns
3. Create and implement the set of metrics to be used to gauge success of the marketing efforts, events and other attractions over time.
4. Complete annual reports and other documentation necessary to demonstrate to Loveland residents that the funds are being used appropriately.



Destination Loveland Strategic Plan 2011

Promote Loveland as a visitor destination

Action Items:

1. Develop and implement a targeted sales and marketing effort in partnership with the major event venues, primarily the Ranch and the Budweiser Events Center. This could include:
 - Events—recreation, sports, entertainment, agricultural, auto, art, etc.
 - Convention sales and marketing
 - Advertising including travel publications and websites
 - Visitor services
2. Partner with regional and state tourism organizations on marketing and promotional efforts and ensure an alignment of vision with the regional convention and visitors bureaus.
3. 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 promotion, visitor guides and tourism websites.



Destination Loveland Strategic Plan 2011

Assist with visitor and recreation related business development in partnership with the Department of Economic Development

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 sculpture and sculpture related businesses, foundries and recreation rentals.
2. Encourage business development that benefits both local residents and visitors, such as air services/shuttles, family entertainment, trade shows, expositions, farmers market, etc.
3. Assist as appropriate in the development of the Aerospace and Clean Energy Park and possible business traveler services.
4. Assist local employers by providing client and customer travel information packets and on line resources.
5. Assist the Director of the Fort Collins-Loveland Airport with the development of both general and commercial aviation service.



Destination Loveland Strategic Plan 2011

Enhance the visual appeal of Loveland

Action Items:

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



Destination Loveland Strategic Plan 2011

Encourage and support destination visitor programming, attractions and events

Action Items:

1. Encourage development of off-peak events/festivals by implementing the Activation Plan.
2. Assist the Office of Creative Sector Development (OCSD) in the creation of destination attractions and programming as recommended in the OCSD strategic plan.
3. Assist the Cultural Services and Economic Development Departments 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 the Downtown Revitalization Strategy.
4. Create new destination attractions and events as needed.



Destination Loveland Strategic Plan 2011

Implementation Strategy

To ensure success, the Strategic Plan provides recommendations on specific actions steps to occur within six months of adoption of this plan. The action steps are intended to provide initial prioritization and direction so as to achieve Mission and Vision articulated in this plan.

0—6 months:

1. Hire a qualified staff person to manage the strategic plan as outlined in Goal #1.
2. Develop an annual budget and business plan for the use of the lodging tax.
3. Establish contractual relationships with external partners as outlined in Goal #1 and #2.
4. Develop metrics as outlined in Goal #1

0—2 years:

1. Develop programing to promote improvements to gateways as outlined in Goal #4.
2. Develop and implement the business mode for a sustainable visitors center as outlined in Goal #2.

0—5 years:

1. Develop the destination attractions as outlined in Goal #5.
2. Assist with the formation and development of arts, culture and economic development as outlined in Goal #3.



Acknowledgments

Destination Loveland Strategic Plan 2011

The Loveland City Council would like to acknowledge the members of the Community Marketing Commission, Council Liaisons and Staff that have helped develop this effort:

Loveland City Council:

Cecil Gutierrez, Mayor

Larry Heckle, Mayor Pro-Tem

Daryle Klassen, Ward I

Donna Rice, Ward I

Carol Johnson, Ward II

Joan Shaffer, Ward II

Hugh McKean, Ward III

Kent Solt, Ward III

Cathleen McEwen, Ward IV

Community Marketing Commission:

Linda Hughey, Chair

Tom Dwyer

Judy Saffell

Justin Erion

Leslie White

Rosemary Prawdzik

City Staff:

Betsey Hale, Director,
Department of Economic Development

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(970)962-2304

Brand Assessment and Activation Plan Final Findings & Recommendations

September 27, 2011



RESPONSE TO RFP

- ★ **[Research and Discovery :: Brand Assessment]** Situation analysis of relevant market information, the benefits of visiting Loveland, the benefits of doing business in Loveland, the benefits of living in Loveland, developing insight into what makes your brand unique. (contracted)
- [Brand Development]** Develop the messaging value offering from the vantage point of the customer and partner experience, tell your story, and deliver a compelling, relevant, consistent message. (not yet contracted)
- ★ **[Activation Plan]** Quantification of the events, festivals and annual attractions that are hosted in Loveland, emphasis on communication outreach. (contracted)
- [Creative Development and Visual Standards]** Recommendations on collateral materials, advertising, publicity, video, website, signage, trade shows, and social media, visual standards. (not yet contracted)
- [Execution and Strategy Development]** The plan will include a short-term (one year) and long-term (three year) strategic plan with comprehensive strategies by segment. It will incorporate a communication roll-out plan with community acceptance and implementation strategies. (not yet contracted)
- [Effectiveness Analysis]** Evaluate audience response to the campaign, what worked and what we can improve, measure success and collect data. (not yet contracted)

ASSIGNMENT

- ★ **[Research and Discovery :: Brand Assessment]** During the first phase of the project, Corona Insights dug into your situation: relevant markets, the benefits of visiting Loveland, the benefits of doing business in Loveland, the benefits of living in Loveland, to develop insight into what makes your brand unique. This insight serves as the foundation for brand development.

Conducting research with this level of rigor not only provides trusted insights on which to build a brand, but it will also stand up to public scrutiny. Second, the City can be confident that the results accurately portray the opinions and perceptions of the audiences researched. The research gets at the core of Loveland's uniqueness, identifies perception gaps and in the end aids in the development of a relevant and authentic brand platform and story.

ASSIGNMENT

[Brand Assessment: Research & Discovery] In the assignment (via the RFP) extensive emphasis was placed on community outreach, and great effort was put into reaching key stakeholder audiences.

- 38 individual interview sessions (via phone and in person)
- 400 telephone surveys of Loveland residents
- 300+ visitor intercept surveys
- Loveland residents online survey
- Art tourism online survey
- MindJam work session with CMC and City Council
- 28 community outreach meetings: ranging in scope from City staff, to artists, wedding professionals, regional partners, and the local Lions Club

ASSIGNMENT

- ★ **[Activation Plan]** Quantification of the events, festivals and annual attractions that are hosted in Loveland (music, cultural, arts, sports, etc.)
 - A year-long calendar of existing events, festivals and special attractions that generate demand for hotels, restaurants, retail and more.
 - A gap analysis to determine time periods where additional activation is needed to reinforce a healthy business, visitor and tourist marketplace.
 - A 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.
 - A plan to provide a strategic oversight of these new events, festivals and attractions, including potential event management, production, marketing and operations needs for the City of Loveland (or another organization) to accomplish these activation productions.

BRAND SUMMARY

- ★ **The City of Loveland, Colorado** is an authentic community at the heart of Northern Colorado. The City has a strong sense of community as a result of its small town character, family values, and friendly demeanor. With its abundant art, central location, hard working character and quality of life, the City of Loveland is full of potential.

BRAND SUMMARY

- ★ The lack of a strong unifying brand is likely hurting the City of Loveland.

Overall, Loveland is perceived positively and has many strengths with great potential.

Tourists, both business and pleasure, need to know what genuinely sets Loveland apart from other Front Range communities.

AUDIENCE PERCEPTION

Tourism Officials:

The City of Loveland is a beautiful city, with accessible art and a strong sense of community that needs to better communicate why people should stop. Small improvements to infrastructure that will make the City's existing assets more navigable and intriguing for visitors.

Business Leaders:

The City of Loveland is a community that is overall welcoming to new business, is growing in innovation and creativity. It offers a strong intellectual workforce that isn't afraid to roll up its sleeves and work, and is central in a highly desirable region to live in.

AUDIENCE PERCEPTION

Event, Wedding and Other Local Tourism:

The City of Loveland is a city of art and love, with a warm, authentic feel, numerous accommodations and venues that may not be known outside of Northern Colorado, and easy access to many other regional attractions.

City of Loveland Residents:

The City of Loveland is a beautiful and desirable place to live with a strong sense of community, small town attributes, great location, and a city that people feel a connection to.

AUDIENCE PERCEPTION

Potential Art Tourists:

The City of Loveland is relatively unknown to many art tourists and as a result perceptions are few; most perceptions are highly intertwined with the State of Colorado overall.

Overnight Visitors:

The City of Loveland is positively viewed overall by overnight visitors as a city with outdoor recreation, a family atmosphere and small town feel, and as a place to go shopping.

ASSETS

Residents, businesses and leaders:

The City of Loveland's residents, businesses, and leaders have a strong connection to the City and there seems to be an overall willingness to move forward in the branding process.

Positive perceptions among tourists:

While many tourists or potential tourists had only a "somewhat positive" impression of the City, there was a notable lack of negative perceptions.

ASSETS

Location, location, location:

Loveland is the hub of Northern Colorado. As one gateway to Rocky Mountain National Park, it is located between three universities, and it is centrally located between many regional cities. As a result, many people are already passing through the City of Loveland – they just need a reason to stop.

Art, art, art:

Art, including public art, galleries, foundries, events, and sculpture, was a common strength noted by interviewees. Art may have been less top-of-mind for residents and visitors, but it was still a common trait.

Great potential:

The growth of the City of Loveland, as well as the region, coupled with the strengths of the City provide for great economic potential.

CHALLENGES

Low awareness:

There is a lack of awareness of the City of Loveland, particularly around the arts. This low awareness is particularly present among potential art tourists.

Many perceptions of Loveland are intertwined with Colorado:

Many of the strongest attributes associated with the City of Loveland were attributes that could also be associated with the State of Colorado – outdoorsy, mountains, and beautiful scenery. People outside of the City are hard-pressed to name what makes it unique – why they should visit the City of Loveland over any other Front Range community.

CHALLENGES

Lack of signage:

Visitors have a hard time finding the many interesting parts of the City of Loveland, many of which are located off Highway 34. Signage directing people to parks, outdoor art, downtown attractions, and the visitor center is lacking.

Perceived lack of things to do:

Related to the two previous points, there is a perception that there are not a lot of things to do in the City of Loveland. Many even described it as “quiet” or “mature.”

Downtown revitalization:

Many interviewees noted the need for a more vibrant downtown and the many empty storefronts currently plaguing the downtown area.

BRAND TYPE

- ★ Loveland is bursting at the seams with potential, but needs to tell our story in a more effective way.

Loveland's brand is aspirational:

- Sustaining a strong sense of community
- Providing accessible art for public enjoyment
- Supporting a strong work ethic
- Preserving family values and a friendly culture
- Maintaining a good quality of life

UNIQUE BRAND POSITION

- ★ The characteristics that make Loveland truly unique are the arts, specifically sculpture, access to public art, the foundries, and its central location.

Loveland's attributes are similar to other Front Range cities:

- Outdoors
- Sense of Community
- Desirable place to live

A BRAND IS NOT A TAGLINE

Loveland has logos, new and old taglines, and even books. But we do not have a true, unique brand.

★ **A brand is an overall identity — it's your reputation and what people think of you.**

- Signs and symbols are indeed only part of a brand
- It is a reason people choose you
- It is the sum total of the customer experience, a collection of perceptions in the minds of consumers

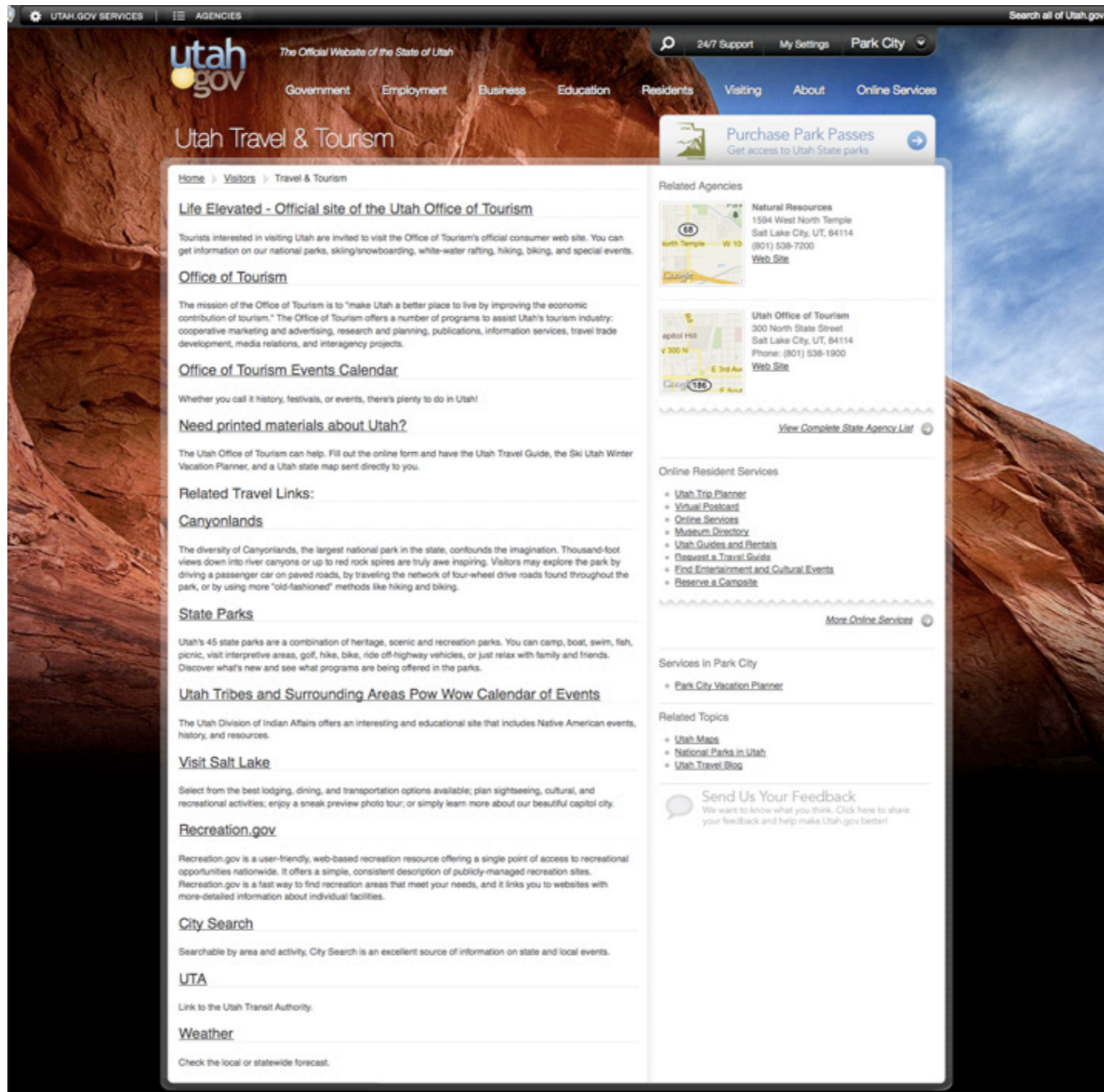
TOURISM BRANDS

Utah.travel



NON-TOURISM BRANDS

Utah.gov



TOURISM BRANDS


VisitLasVegas.com

The screenshot shows the homepage of VisitLasVegas.com. At the top left is the 'LAS Vegas' logo. To its right is the slogan 'What happens in Vegas, stays in Vegas.®'. Further right are links for 'SELECT LANGUAGE', 'TRAVEL PROFESSIONALS', 'MEETING PLANNERS', and 'PRESS AND RESEARCH'. A weather widget displays forecasts for Monday (89°), Tuesday (88°), and Wednesday (86°), with a 'SEARCH' button. A navigation bar includes 'HOTELS & RESORTS', 'SHOWS & EVENTS', 'RESTAURANTS', 'ACTIVITIES', 'PLANNING TOOLS', 'HOW TO VEGAS', and 'SUMMER'. The main content area features several promotional tiles: 'LGBT TRAVEL' with two men at a bar; a large central image of a helicopter over a desert canyon with the text 'SEE VEGAS A NEW WAY'; 'RECIPE FOR HAPPINESS' with a woman at a hot tub; 'FOODIE FANTASY' with coffee and pastries; 'EVENTS' with a group of country musicians; and 'COUNTRY SUPERSTARS TRIBUTE'. On the left side, there is a 'BOOK VEGAS' section with date pickers for '09/12/2011' and '09/15/2011', a region dropdown set to 'All regions', and a 'SEARCH' button. Below this is a 'SPECIALTY DINING' section. A central sidebar contains a 'WELCOME' button and links for 'PHOTOS & VIDEOS', 'STAY CONNECTED', 'BLOG', and 'SPECIAL OFFERS'. A text block reads: 'This is your town. This is your stage. Most grown-up adventures start with these five words: Welcome to Fabulous Las Vegas. Sleeping is optional, but you will need a hotel room for costume changes. See your options...'. The footer includes the 'TOOLBOX creative' logo and the text 'DESIGN + MARKETING'.

NON-TOURISM BRANDS

LasVegasNevada.gov

Text Site | Mobile Site



City of Las Vegas
LasVegasNevada.gov
Serving You Online Rather Than In Line

Home | Visitor | Resident | Business

Google Custom Search Search

Translate/Traduaca/Traduisez/翻訳しなさい >>> RSS Text Size


I Want To...

- Apply for ▶
- Check Status of ▶
- Find ▶
- Pay ▶
- Register or Subscribe ▶
- Relocate ▶
- Request Help with ▶
- Schedule ▶
- Watch ▶

About Us

- City Government ▶
- Elections ▶
- Facts and Statistics ▶
- Laws and Codes ▶
- Publications ▶

Live Support
OFFLINE
LEAVE A MESSAGE



Tie The Knot In Las Vegas

Did you know that marriage licenses aren't issued by the city of Las Vegas? They are actually issued by Clark County. Make sure you get all the information you need to get hitched in Las Vegas.

[Read More...](#)

Where else can you get married by an Elvis impersonator at a drive-through chapel?

Services & Information

- Planning Your Trip**
 - Conventions
 - Dining
 - Lodging
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 - Car Rental
 - Citizens Area Transit (CAT)
 - Las Vegas Monorail
 - McCarran International Airport
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- Weddings**
 - Marriage License Requirements
 - Wedding Chapels
- Downtown Las Vegas**
 - Fremont Street Experience
 - Las Vegas Premium Outlets
 - Neon Museum
- Entertainment & Activities**
 - Attractions
 - Golf
 - Shopping
 - Shows & Events
 - Spas
- Maps**
 - Downtown Las Vegas
 - Las Vegas Strip

Related Links

- Downtown Las Vegas Visitors Guide
- Free Visitor's Guide
- Las Vegas Convention & Visitors Authority
- Las Vegas Springs Preserve

TOURISM BRANDS

ILoveNY.com

The screenshot shows the homepage of the I Love NY website. At the top, there is a dark blue navigation bar with 'New York State' and 'State Agencies' on the left, and a search bar on the right. Below this is a secondary navigation bar with links for 'HOME', 'WHAT TO DO', 'WHERE TO STAY', 'CITIES & TOWNS', 'FIND DEALS', 'PLAN YOUR TRIP', and 'ABOUT THE STATE'. A search bar is also present. The main content area features a large banner for the '2011 Fall Foliage Report' with a background of colorful autumn leaves and a white SUV. To the right of the banner is a 'DEALS' section with a 'Golf Hot Deal' and a 'PLAN YOUR TRIP' section with a scenic landscape image. Below these are sections for 'EVENTS' (listing 'Potato Fest 2011 Savannah'), 'CITIES & TOWNS' (with a photo of a building), 'GET BROCHURES', 'TRAVEL IDEAS & ITINERARIES', and 'WHAT TO DO'. The footer contains copyright information and the Toolbox Creative logo.

New York State | State Agencies | Search all of NY.gov

Newsletter | Contact Us | Facebook | Twitter | YouTube | International Visitors | WELCOME! Register | Login

HOME | WHAT TO DO | WHERE TO STAY | CITIES & TOWNS | FIND DEALS | PLAN YOUR TRIP | ABOUT THE STATE

SEARCH

I ♥ NY
The Official New York State Tourism Site

★ FEATURED 1 2 3 4 MAP

2011 Fall Foliage Report

Click above for the latest information on New York's spectacular Fall colors!

DEALS

Golf Hot Deal a...
Package includes 2 nights deluxe accommodations, 2 days unlimited golf...
MORE DEALS

PLAN YOUR TRIP

GET BROCHURES

TRAVEL IDEAS & ITINERARIES

WHAT TO DO

EVENTS

UPCOMING: WEEK OF SEP 11

Potato Fest 2011 Savannah

MORE EVENTS

FIND EVENTS

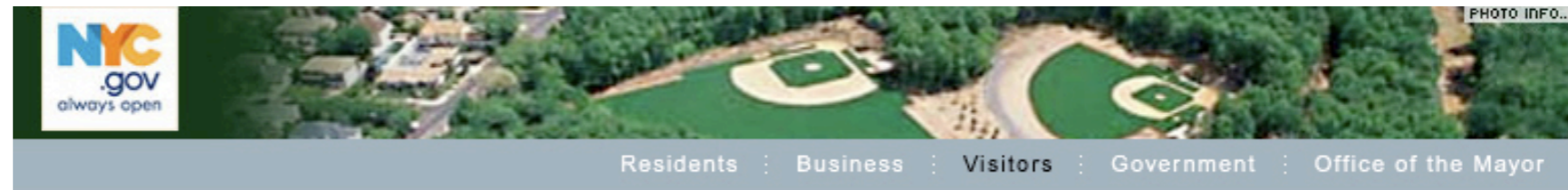
CITIES & TOWNS

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NON-TOURISM BRANDS

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Where To Stay

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Things To Do

Transportation

Major Events

NYC For Kids

NYC Boroughs

Historic Tours

Parks & Facilities

Guides & Resources



Photo Credit: Michael Buckner/Getty Images for Mercedes-Benz

Mercedes-Benz Fashion Week

From September 8 to 15, fashion industry professionals from around the globe will gather at one of the world's leading performing arts venues, Lincoln Center, to preview their Spring 2012 collections.

▶ [Learn more](#)



Brooklyn Book Festival

With the extraordinary literary heritage and vibrant publishing community of NYC as its backdrop, the Brooklyn Book Festival returns on Sunday, September 18 with the brightest stars in contemporary literature.

▶ [Learn more](#)

FEATURED EVENT

▶ **Fall Equinox Festival**
September 17, 2011
Manhattan
[View Full Events Calendar](#)

DID YOU KNOW

▶ **NYC & Company is NYC's Official Tourism Bureau**
[NYC & Company](#) provides information and assistance with all services and facilities relating to the tourism and convention industries.

▶ **You Can Plan Your Trip on NYC MTA Transit**
The new [MTA Trip Planner](#) lets you plan a trip on the New York City Transit system, including both subways and buses. You can customize your trip based on travel time, transfer options, and more.

▶ **You Can Tour City Buildings**
Reservation tours of [Gracie Mansion](#), [City Hall](#), and [Tweed Courthouse](#) are currently available. Information on tours and volunteer opportunities can be found [online](#) or by calling 311 (or 212-NEW-YORK if you are calling from outside New York City).

EMOTIONAL CAPITAL

Every brand carries some level of emotional capital based on how the consumer feels about the brand experience.

- ★ Whether these levels are high or low depends on factors like **brand image, personality, values and ability to satisfy the needs of your customer.**

BRAND CHALLENGE

- ★ The challenge for brands is to manage the entire spectrum of marketing elements and communications across all consumer touch points and positively impact your tourism audience.

A brand is a promise that delivers a pledge of satisfaction, quality and fulfillment.

BRAND PROMISE

- ★ Loveland, Colorado, is an arts and innovation city, rich in sculpture and public art, with roots firmly planted in creativity and technology. Its central location and hard-working nature makes it the heart, and hub, of Northern Colorado.

BRAND DEVELOPMENT

The Hub

Destination Loveland. If a destination is to flourish somebody must take charge to ensure that happens. That is the ultimate job of Destination Loveland, a project managed by the City Manager's Department of Economic Development.



BRAND DEVELOPMENT

Foundational Pillars of Loveland's Tourism Brand

Key tourism areas of interest for Loveland have been organized into six main categories for the purpose of tourism branding.



BRAND DEVELOPMENT

Connections

Destination Loveland enhances the economic development of the community through the promotion of tourism while **sustaining the authentic character**, environment, culture, aesthetics, heritage, and well being of its residents.



BRAND DEVELOPMENT

Connections

Engaging and informing key stakeholders and staff about the vision behind the desired outcome of the brand, and taking it to market is key.



BRAND DEVELOPMENT

Cohesive Structure

Destination Loveland plays a large role in the community, including (but not limited to) enhancing the City's tourism competitive position, destination development, tourism services, and oversight of any project that has a significant impact on the destination.



BRAND DEVELOPMENT

CMC Advisory Body

With the development of Destination Loveland, the seven-member all-volunteer Community Marketing Commission can focus on serving as an advisory body concerning the City's use of the revenues received from the Lodging Tax.



BRAND DEVELOPMENT

Where the Rubber Meets the Road

Develop a unified community brand that is flexible enough to be used by many entities and coordinating efforts to package and promote attractions, develop internal communications among stake holders and attractions.



ACTIVATION DEVELOPMENT

A thorough review of the more than 20 different activation concepts presented in the Activation Plan and Strategy is recommended. (see Appendix A).

- Size, scope and complexity of these ideas vary from inexpensive and easy to implement, to major festivals and celebrations.
- Larger events require some up-front investment to create, stage and produce the activation concepts, that can bring significant revenue opportunities in ticket sales, sponsorships, participation fees, vendor sales of food and beverage, additional/incremental lodging nights, retail/dining/shopping sales, souvenirs and more.
- Unique events, festivals and celebrations provide the opportunity to generate large scale media and public relations coverage and value.

ACTIVATION DEVELOPMENT

Activation helps create the interest and attraction that will offset slower tourism times (September through May), and create year round activities that draw regional visitors, residents, tourists and the media.

These activation concepts are organized around the six foundational tourism branding pillars and further the branding and reputation building that will “put Loveland on the map as an arts and innovation destination.”

Some of our favorite Activation Strategies are included on following slides.

ACTIVATION IDEAS

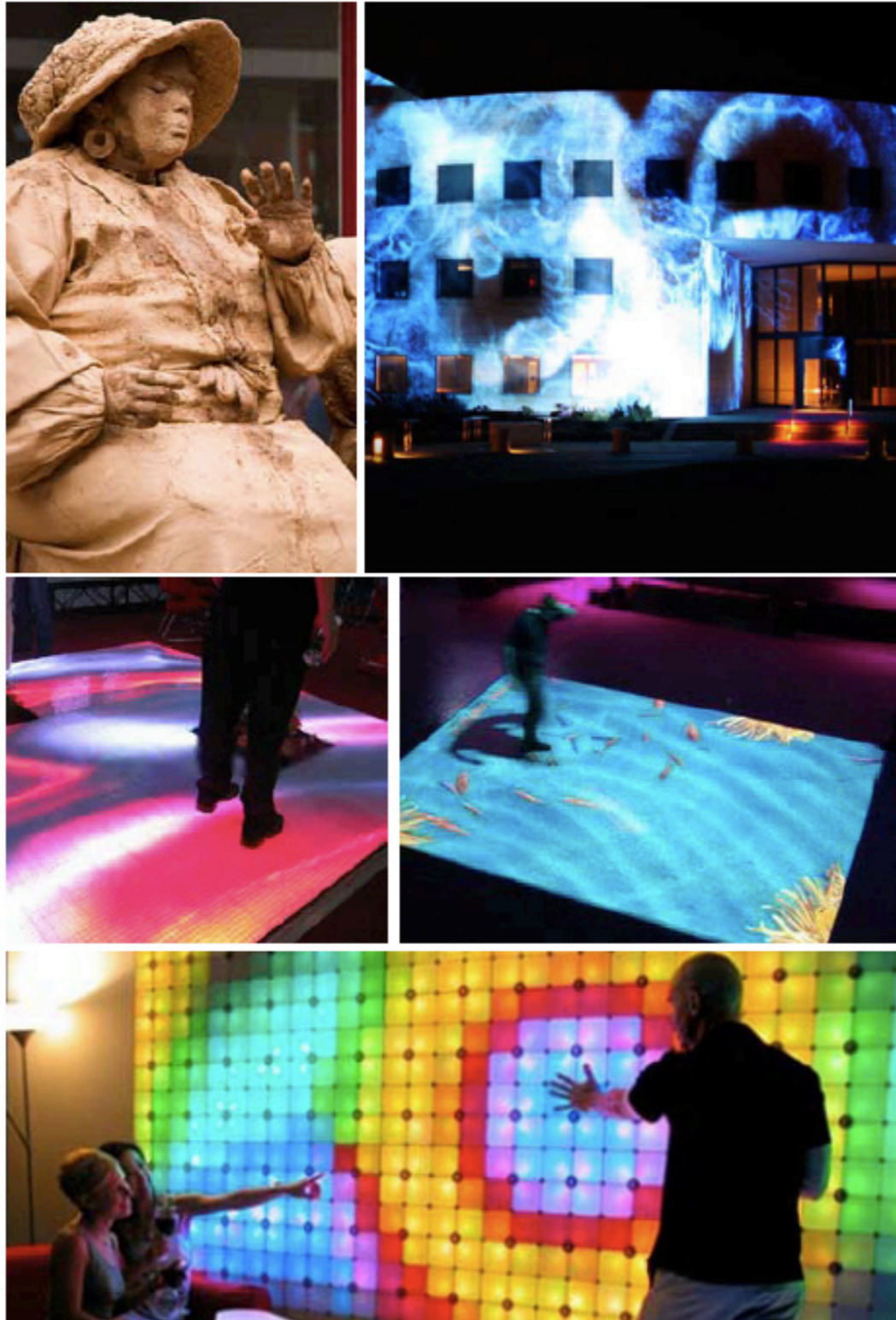


On-going Activation

Sculpture Garden Enhancements

- Enhance the sculpture gardens at Benson Park and the Civic Center, Chapungu Sculpture Park, as well as a larger, more developed Art Tour potential.
- Develop a combination of activation strategies to drive more visitors and revenue to the sculpture gardens
 - live musical events on a regular basis, storytellers and tour hosts, smart phone applications and fun maps, audio enhancements, lighting options, food and beverage vendors and more.

ACTIVATION IDEAS



On-going Activation

Interactive Arts

- Living Sculpture
- Atmosphere Talent
- Living Artists
- Living Video
- Digital Graffiti
- Music Touch Walls
- Incorporate interactive music, living sculptures and emerging technologies to create engaging arts and entertainment activation

ACTIVATION IDEAS



Big Activation

HeArt Festival: Loveland Loves February

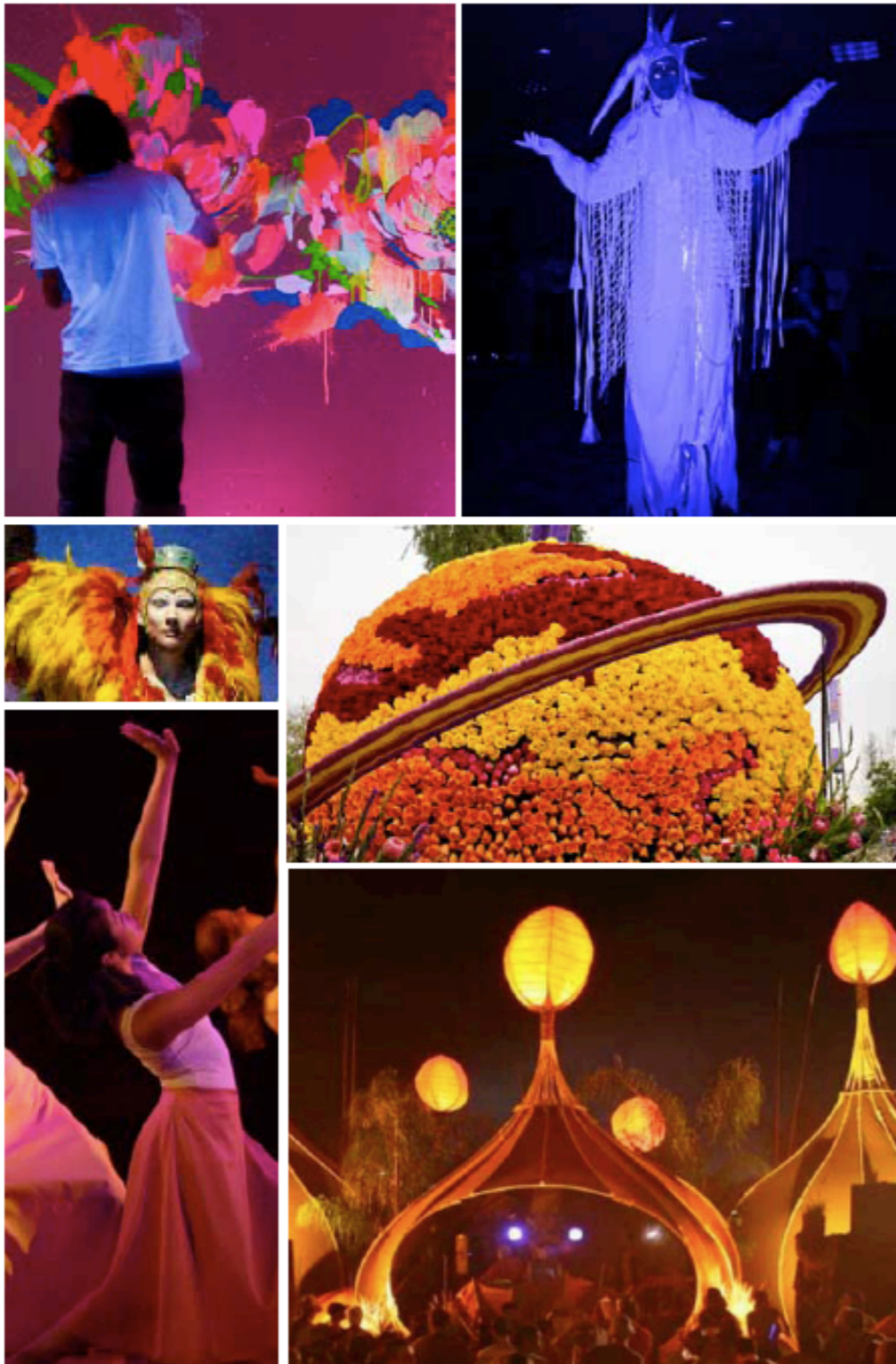
- The Sweetheart City loves the month of February with a special 14-day blow out Valentine's Party where all of Loveland turns red to celebrate Valentine's Day.
- Couples commitments, weddings, heart run/walk, heart healthy food fest, love song celebration, Heart Awards and a multitude of special "love packages" at area hotels, restaurants and businesses.

ACTIVATION IDEAS

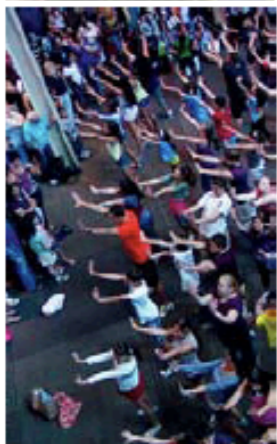
Big Activation

Parade of the Arts

- Loveland, city of the arts, creates the only parade on the planet where the people move and the parade stands still. Stroll along 4th Street and pass by live sculptures, painters, art floats and performing arts groups (bands, dancers, theater skits) all part of a specifically themed Parade of the Arts.
- Just as the Rose Parade has become synonymous with Pasadena, the Parade of the Arts captures the participation of the entire community in a celebration of the arts and culture of Loveland.



ACTIVATION IDEAS



Big Activation

Arts Day and Flash Art Event

- Arts Day is Loveland's newest holiday. This special day is created to celebrate the arts and Loveland's spirit of creativity. The celebration includes the entire community and businesses, as it focuses on the arts role in education, the environment, health, the human spirit and in our economy.
- The Day culminates as the world watches Loveland create this year's Flash Mob Art event, the world's largest human art piece.

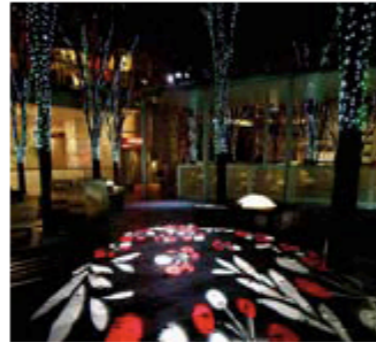
ACTIVATION IDEAS



Big Activation

Winter Blues Festival

- Combine blues music, world class micro brews and good food and you have a recipe for success. The Winter Blues Festival will take place in January.
- Often a quiet time of year, the Winter Blues Festival will change all that with lively music and tasty eats and drinks, all themed to the chase away the winter blues.



RECOMMENDATIONS

Developing the Brand

Build upon the foundation.

The City of Loveland has the foundation of a great Colorado community—access to outdoor recreation, a downtown, access to many amenities and attractions—but the perception is that the City is lacking that extra something that it can truly own.

Build a strong unifying brand.

Great potential, and many strengths, but no consistent unifying theme.

Sweetheart City.

As an overall brand it's too limiting, but works for the wedding and Valentine markets.

RECOMMENDATIONS

The Destination Management entity develops and manages the Loveland brand

- Hire professional staff whose role is:
 - Addressing tourism issues, developing special tourism events/attractions, and managing the Loveland brand.
 - Increasing the awareness of the importance of tourism.
 - Working with the hospitality industry, The Ranch, Budweiser Event Center and other key stakeholders to implement a unified brand promise that authentically promotes Loveland.
- Pursue economic impact and educational growth by partnering with the Office of Creative Sector Development.
- Develop and implement a plan to market and enhance the image of Loveland to individuals and businesses regionally and nationally.
- Review communication and brand management needs at the City level.

RECOMMENDATIONS

The Destination Management entity develops and manages the Loveland brand

- Work with Engaging Loveland to produce and manage community events.
- Work with the CMC to make recommendations for the use of the lodging tax funds on an annual basis.
- Ensure visitors services such as a visitor center are operated and maintained to ensure a positive visitor discovery experience.
- Work with the Chamber to monetize the Valentine program.
- Work with the Office of Creative Sector Development to refine the Activation Plan and create tourism attractions and marketing destination events that draw regional and national visitors, and attract national media attention.
- Establish contractual agreements with local regional state partners for events marketing and other services that include community events, operating visitor center, and marketing for regional state and national events and promotional campaigns.

RECOMMENDATIONS

Activation Plan

Loveland has done a lot of things right: 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

It is imperative to the economic sustainability of the tourism sector to increase the level of activation and awareness present in Loveland. For Loveland to become a more effective 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.

RECOMMENDATIONS

Activation Goals and Objectives

- Understanding of Loveland's greatest tourism assets, attributes and culture, and history.
- Compatibility with its authentic brand and culture.
- Enhancement and extension of the current tourism, resident, visitor and group experience.
- Complementing and accelerating Loveland's future goals and economic objectives.
- Establishing Loveland as a place where the arts, innovation and technology thrive.
- Helping Loveland become an internationally known destination.
- Furthering economic development goals, attracting businesses, cultural creatives, active lifestyles, while promoting Loveland's core branding and cultural opportunities.
- Capture a larger segment of the "drive-by, drive-through" market.

RECOMMENDATIONS

Activation Goals and Objectives

- Driving higher visitation rates throughout Loveland for residents, Northern Colorado regional, national and international visitors, conventions, meetings and groups.
- Increase the length of stay for tourists and attract additional stay nights.
- Increasing the length of daily visits for residents and regional visitors.
- Increase expenditures (lodging, shopping, dining, ticket sales).
- Create demand throughout the year, but especially in months with excess hotel capacity and lower retail, dining and ticket revenues.
- Help Loveland become an internationally known destination.
- Build new-to-the-region events, festivals and other concepts that bring the community together in spirit of pride and cooperation.
- Create activation concepts that have large media opportunities, significant monetization opportunities and large impact.

TIMELINE AND NEXT STEPS

We Are Here



Timeline



THANK YOU

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APPENDIX

See attachment:
Loveland Action Report_Final.pdf



- create
- activate
- promote
- attract
- enliven
- sustain
- experience

Loveland Activation Strategy

- Philosophy and Background
- Existing Activities
- Activation Gap Analysis
- New Activation Ideas
 - On-Going Activation
 - Big Ideas & Destination Activation
- Next Steps

Why is Activation Important?

Philosophy and Background

Branding, marketing and tourism/convention promotions are critical to Loveland's success in growing its economy around tourism. Whereas 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, yearround 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.

The best tourism economies are found in locations that have been established as desirable yearround destinations, with many options for attractions, activities, recreation, and diverse lodging, and meeting/convention facilities. The resort communities in Colorado have been successful in attracting both summer and winter destination travel, tourism, conventions and group meetings to support their skiing and summer recreation activities. Their activation strategies have included creating numerous music festivals, food/wine festivals, recreation events, biking and ski mountain attractions and more... all to further activate what once was a pretty dismal off-season. Major convention and meeting facilities, performance theaters and festival places have been constructed to create the infrastructure for activation in many of these communities.

In Loveland, the basic infrastructure is generally available. 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, yearround 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.



Why is Activation Important?

Philosophy and Background - continued

Enhanced activation strategies can bring many benefits to Loveland. A strong and prosperous tourism economy helps all segments of life in Loveland. In communities with flourishing downtown, retail and arts sectors there is a culture of activation that is engaging, active, vibrant and ever-present. Placemaking and community building requires people to gather, to be entertained, to be compelled to visit these public places. Tourists and groups will come and stay. Residents and regional visitors will come for the activation as well. Shopping and dining are benefitted and businesses are attracted to create workplaces in energized environments that are fun, livable and engaging... day and night, weekdays and weekends.

This report will present a variety of Activation Strategies that can become the catalyst to further Loveland's tourism economy and reputation as a worthy year round destination.

Activation Goals and Objectives

The activation and programming concepts presented have been identified and crafted based on these goals and objectives:

- Understanding of Loveland's greatest tourism assets, attributes and culture, and history
- Compatibility with its authentic brand and culture
- Enhancement and extension of the current tourism, resident, visitor and group experience
- Complementing and accelerating Loveland's future goals and economic objectives
- Establishing Loveland as a place where the arts and technology thrive
- Helping Loveland become an internationally known destination



Why is Activation Important?

Activation Goals and Objectives - continued

The goals and purpose of effective activation strategies include:

- Driving higher visitation rates throughout Loveland for residents, northern Colorado visitors, regional visitors, national visitors, international visitors, conventions, meetings and groups
- Increasing the length of stay for tourists beyond those of today and attract additional stay nights through activation strategies and enhancements
- Increasing the length of daily visits for local residents and regional visitors beyond those of today through activation strategies and enhancements
- Capture a larger segment of the “drive-by, drive-through” tourism market
- Increase expenditures (lodging, shopping, dining, ticket sales, merchandise)
- Create demand throughout the year, but especially in months with excess hotel capacity and lower retail, dining and ticket revenues
- Help Loveland become an internationally known destination
- Build new-to-the-region events, festivals and other concepts that bring the community together in spirit of pride and cooperation that inspires and celebrates the attributes that Loveland is proud to share with the world
- Create activation concepts that have large media opportunities, significant monetization opportunities and large impact





Loveland, Colorado

On-Going Activation Ideas



Ideas for activation that occur regularly, create unique market interest and that attract people, extend their length of stay and create demand for repeat visits



tourism/
conventions



festivals/
special events



arts/
culture



sweetheart
city/celebrations



sports/
recreation

Digital Art Environments

Video and still images projected onto buildings, streets, plazas... a specifically themed digital art gallery that enlivens Loveland after dark.

Initially phased and expandable based on sponsorship opportunities.

A unique, art-focused attraction that can operate inexpensively once installed.

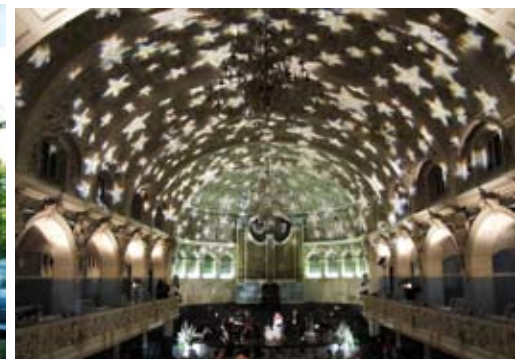
Changing, interactive, storytelling, sponsored...



Use special areas within Loveland such as the downtown, civic center, and other sponsored areas (i.e. Centerra, The Ranch) as a digital art gallery after dark. Video and still images are projected onto the exterior (or interior) building surfaces to create a unique attraction that can evolve and change based on a specific theme. Themes could range from the art of performance, the art of comedy, Loveland's artists/sculptors, the art of Loveland's kids, the art of the seasons, the art of love, sports, the Rockies...etc.

Permanent exterior art could be included using 3-D wall paintings or Trompe L'Oeil. Another attraction would incorporate special storytelling tours, benefiting downtown business connections, art enterprises and more.

This unique concept would be highly-engaging, especially when accompanied by music and would be an on-going draw for the region and beyond. Local artists could bring their work to life on a grand scale that is ever-changing. Art that is rarely seen by the public can now become visible in a unique gallery and attraction.



Sculpture Garden Enhancements

Enhance the sculpture gardens at Benson Park and the Civic Center, as well as a larger, more developed Art Tour potential. The Chapungu Sculpture Park could also participate in this concept.

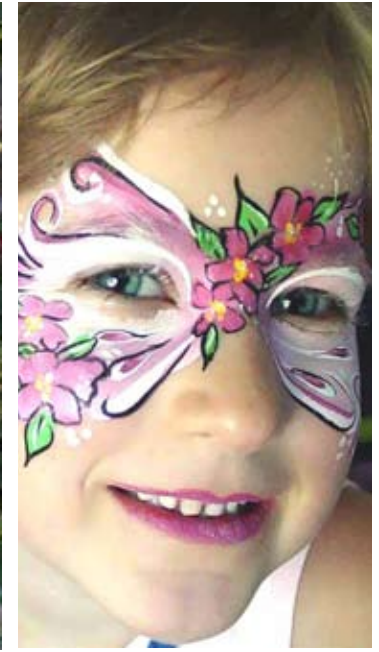
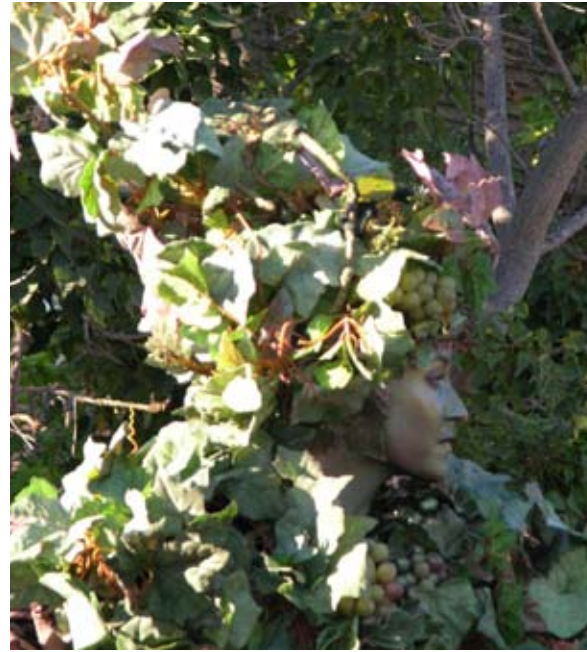
Develop a combination of activation strategies to drive more visitors and revenue to the sculpture gardens... live musical events on a regular basis, storytellers and tour hosts, smart phone applications and fun maps, audio enhancements, lighting options, food and beverage vendors and more.



Enliven Loveland's reputation as an international center of excellence for sculpture and visual arts by increasing the number of people who tour Loveland's vast array of public sculpture. Create an even stronger regional connection and identity for Loveland... a sense of pride in the uniqueness of Loveland's Sculpture Gardens.

Develop a counterpoint to the "Night on the Town" events by designing and staging a new series of events... "A Day at the Gardens." These on-going events would be scheduled on a regular basis to attract families, art lovers and more. Smart phone tours with audio enhancements, nighttime flashlight fun tours, hosted tours, atmosphere talent evenings, vendors who sell family lunch boxes and seasonal beverages... extend the use of the Pavilion at Benson Park and the floating stage at Civic Center by creating musical events, living sculptures, arts scavenger hunts, and "you are the artist" events.

Also increase wedding/sweetheart city promotions with specific activation ideas such as The Art of Love tour/music/romance/picnic vendor opportunities.



Foote Lagoon Water and Sculpture Show

Design and stage an on-going Water and Sculpture Show in and around Foote Lagoon... with fountains programmed to music soundtracks, narrated sculpture tour... a water/music/art show that operates like a water clock with differing levels of shows throughout the day and early evening.

Use the stadium seating and the lagoon walk to attract people from the region, as well as users of the library, rec center and civic center. Add vendors and merchandise to monetize the activities.



The Foote Lagoon is a beautiful park and entertainment venue, complete with a small lake, floating stage and many bronze sculptures that create a natural art walk around the lagoon. Using its proximity to the Civic Center, library, rec center and senior center, this facility could be activated by designing and staging on-going water shows in the lagoon and staging cooperative programs with the library and rec center. Fountains could be added that synchronize to seasonal musical and narrated soundtracks... an entertaining show in itself that could also act as a water clock that performs on the hour and half hour at selected times throughout the year.

Musical events can be added on the stage, along with sculpture tours (hosted, smart phone or printed maps) that help tell the stories of these wonderful sculptures, the artists and the inspirations. Movies and/or water screens could also be incorporated to create additional draw to the Civic Center, along with chalk art festivals, atmosphere talent performances (i.e. a children's music group next to the music sculpture) and more.

Vendors can be added, as well as admissions or sponsored events to help monetize this opportunity.



Arts and Rec Orienteering

Capitalize on the growing trend known as GPS / smart device orienteering.

Families, visitors and residents would use GPS, smart devices and conventional maps to bike/hike/walk Loveland's trail system and parks... exploring the natural areas, rec facilities and art in public places installations found throughout the city.

Loveland has a beautiful array of parks and recreational facilities, many of which are interconnected via bike and pedestrian trails. In addition, the explosion of GPS and smart phone devices has created a new emphasis on an outdoor activity known as orienteering. Participants use conventional maps or digital GPS devices/ smart phones to go on digital scavenger hunts via bikes, hiking, walking, etc. Along the way, they could discover rec facilities, natural or historic attractions, art in public places installations. This fun way to explore, recreate and exercise is catching on with youth and adults alike. Geocaching, where treasures are found via orienteering, is another application of this trend.

Special tours, orienteering challenges, and geocaching can further activate Loveland's trail system and connect residents and visitors in engaging outdoor exercise. Vendors could also be developed that rent Segway mobile vehicles as a fun way to tour Loveland... this is being used in National Parks, certain cities and attractions with good success.



Interactive Arts
Living Sculpture
Atmosphere Talent
Living Artists
Living Video
Digital Graffiti
Music Touch Walls

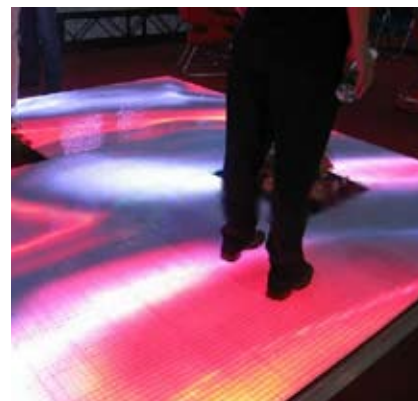
Incorporate interactive music, living sculptures and newly emerging technologies to create engaging arts and entertainment activation in Downtown Loveland, Centerra, etc.

Sponsorship opportunities are available for this activation concept.



This activation strategy involves using interactivity to engage audiences in the arts in fun and unexpected ways. The use of atmosphere talent brings life to downtown street corners and plazas through musicians, artists that are sculpting/painting live, and through "living sculptures." These types of entertainment create up close and personal interaction with audiences that are fun, amazing, inspiring and engaging. It also creates employment or economic opportunities for musicians, artists and vendors.

New technologies also play a role in this style of activation. Video projection technologies now enable people to interact live with video images (i.e. rippling water, changing patterns, colors, etc.) and to see instant reactions. This is particularly fun for children and teens, but people of all ages enjoy this wonderful, dynamic environment. Pre-design and custom imagery is available at reasonable investments, providing hours of fun and interactive arts engagement. Musical touch walls, digital graffiti walls, video projections and more make this a great way to activate environments such as walks and blank building walls.



On-Going Activation Ideas Summary:

Digital Art Environments

Sculpture Garden Enhancements

Foote Lagoon Water and Sculpture Show

Arts and Recreation Orienteering

Interactive Arts

Living Sculpture

Atmosphere Talent

Living Artists

Living Video

Digital Graffiti

Music Touch Walls





Big Activation Ideas / Events / Festivals / Attractions



Ideas that are specially designed and produced to create larger scale activation, tourism, and economic development



tourism/
conventions



festivals/
special events



arts/
culture



sweetheart
city/celebrations



sports/
recreation

Great West Sugar Factory Show

New, exciting video mapping technologies are combined with animation, music and entertainment to create astounding visual effects and huge impact.

The exterior towers of the old sugar beet factory would become the canvas for a gigantic video animation and themed entertainment show that could be seen for miles. This would become a huge draw during summer and holiday tourism seasons.

The world's first giant format art show!



The towers of the Great West Sugar Beet factory are visible for miles within the Loveland vista. As travelers make their way west on Eisenhower toward Estes Park the towers are an iconic landmark and the perfect background for a new-to-the-region entertainment concept. Using high lumen video mapping technologies the towers will become alive with video imagery, animation and art... all created to a musical soundtrack... an ever changeable canvas unlike anything seen in our region.

Imagine dancing towers that change form seamlessly, become works of art, animated sculptures, a canvas for the wonders of nature and RMNP, a tribute to the holidays - Christmas, Valentine's Day, etc. Staged from parking lots along Eisenhower Blvd. people would come to see the show, hear the music broadcast via radio frequency, buy vendor goods and be entertained. The shows can be themed & sponsored and this can be a huge avenue for cross promotion for Loveland and all it has to offer.

A youtube sensation in the making and source of pride!



Parade of the Arts

Loveland, city of the arts, creates the only parade on the planet where the people move and the parade stands still. Stroll along 4th Street and pass by live sculptures, painters, art floats and performing arts groups (bands, dancers, theater skits) all part of a specifically themed Parade of the Arts.

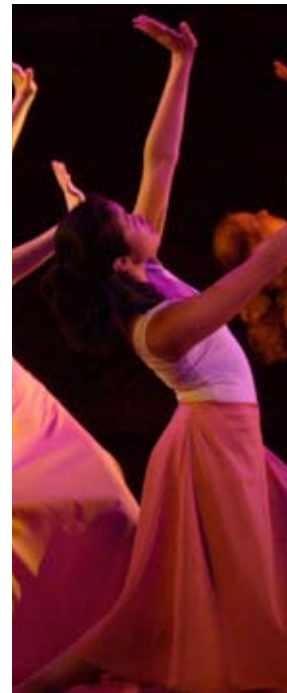
Just as the Rose Parade has become synonymous with Pasadena, the Parade of the Arts captures the participation of the entire community in a celebration of the arts and culture of Loveland.



All of Loveland... schools, artists, craftsmen, artisans, historians, community volunteers, performing artists, musicians, dancers, actors... will come together to create a community wide celebration of the Arts. Each May, the world looks to Loveland as this year's theme is unveiled and the only parade on the planet where the audience moves and the parade stands still is performed.

4th Street becomes the parade grounds for a giant street parade and festival that has the whole world looking in to see what is staged this year. Helium balloons, stilt walkers, performance painters, live music, dance skits... the crowd strolls through 4th Street taking it all in. "Pied Pipers" or "Parade Guides" lead ticketed groups of parade watchers through the Parade route, stopping to see special performances and moving to the next... hours of fun not to be missed.

A TV and media sensation, the Parade of the Arts captures an entire community, businesses, sponsors, vendors, and more in a weekend long celebration!



Arts in the Air Festival

The Arts in the Air Festival is a celebration of the arts on a large scale. Staged in the sky, this festival features uniquely shaped hot air balloons, amazing kites, helium balloons, art banners flown from planes, world class fireworks and more.

This festival hopes to become the largest celebration of artful hot air balloons, kites, and art in the sky.

This celebration combines the ballooning and specialty kite industry with the field of art. The Arts in the Sky Festival strives to become the largest festival of specialty hot air balloons, hand held helium balloons, unique kites (both wind and vehicle powered), and more. The festival becomes literally a sky canvas with a myriad of beautiful balloons, kites and banners flying above. With the rocky mountains as a backdrop, Loveland is the perfect location for the Arts in the Air Festival.

In future years, this festival could expand to include a demonstration of world-class fireworks. From sun-up until well after dark, Loveland plays host to a fantasy in the sky... as art takes flight.

The community, schools and children everywhere will be drawn to a celebration of the freedom of the skies... beauty, art, flight. Kids bring their own kites and join in the fun.

Vendors, booths, balloon rides, plane rides and more... an art show of "sky art" add to the festival atmosphere.



Arts Day and Flash Art Event

Arts Day is Loveland's newest holiday. This special day is created to celebrate the arts and Loveland's spirit of creativity. The celebration includes the entire community and businesses, as it focuses on the arts role in education, the environment, health, the human spirit and in our economy.

The Day culminates as the world watches Loveland create this year's Flash Mob Art event, the world's largest human art piece.



Loveland's Arts Day, held in May, promotes the value of the arts in our lives. Based on the community's economic and educational model called STEAM, Science-Technology-Engineering-Arts-Math, this day connects the entire business and educational community in celebrating the benefits of a strong arts and creative culture in a healthy community and healthy economy.

Arts Day features private and public tours of art collections, open houses, studio tours, special restaurant menus and custom merchandise to remember the Day. The educational community features special art shows and a Creativity Fair, showcasing the power of creativity in a 21st century world. Additional opportunities are available to unveil community/public art projects such as public sculpture, trompe l'oeil paintings, digital art galleries and more.

The Day culminates in a giant human art project... documented and seen throughout the world by international media.... placing Loveland squarely on the map!



HeArt Festival Loveland Loves February

Loveland, sometimes called the Sweetheart City, loves the month of February... sweetheart month, with a special 14-day blow out Valentine's Party. For two weeks, all of Loveland turns red in celebration of Valentine's Day.

A Festival of the Heart with many facets... couples commitments, weddings, heart run/walk, heart healthy food fest, love song celebration, the Heart Awards and a multitude of special "love packages" at area hotels, restaurants and businesses.



Loveland truly owns February. In a month that many feel is lifeless... Loveland creates the ultimate Love Fest... the sweetheart city comes to life sporting a coat of red. Passion is everywhere and love is truly in the air in Loveland.

The entire town is decorated in red... health and love theme the month with a wide variety of events: Heart of the Matter (health summit), Power of Love (Heart Awards of Compassion), Wine Tasting (red wine and dessert event), and huge parties to celebrate Valentine's Day.

Special packages feature hotels, spas, carriage rides, restaurant romance dinners, the Art of Love visual arts show, special merchandise, foods (candies, juices, micro-brews, pastries, etc.), and concerts. People from around the world come to renew their commitments to each other, others to propose, some to wed.. all to embrace love on a cold Colorado evening. The now famous Snow Sculpture Show takes on a new look as it celebrates love, passion, the heart, compassion and the human spirit as white meets red and love triumphs.



Sculpture Tableaux Celebration

Sculpture Tableaux will become the world's largest human statue festival featuring living statues, plen air artists, performance artists and traditional sculptures as well.

This represents an opportunity to bring focus to a whole different genre of performance art that is well connected to the more traditional forms of visual arts.

The Sculpture Tableaux Celebration could attract performance artists from around the world in a unique event that could attract art tourists to a destination event.



Because of its international reputation as a leader in traditional sculpture, Loveland has an opportunity to reach beyond and create a non-traditional performance arts event. The field of street performers is a growing, yet highly specialized art form. Street performers can range from a huge variety of specialty acts and performance styles.

One such style is that of human statues, where people perform a role as statues and provide a unique form of performance interaction with their crowds... who often start out wondering if they are human or actual statuary. This unique art form could provide for a fun complement to the many world class sculptures and statues that grace Loveland.

Local plen air artists, or open air painters, could also be engaged as well as performance painters (who paint spectacular images in minutes) and other forms of music, dance, chalk artists, mime and magic.



Once in a Brew Moon

Northern Colorado is becoming the Napa of micro brewing. As such, the Once in a Brew Moon event features the art of craft brewing and the culinary arts that are its complement.

This fall/winter event features micro beers, whiskeys, vodkas and other craft beverages in a specialty tasting and food experience.

With hotel and limo packages, Once in a Brew Moon is a celebration event drawing people from around the region to an annual gourmet food and beverage experience.

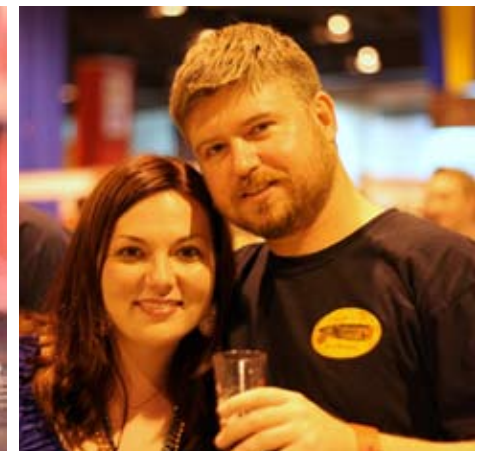


The rise of craft brewing and distillery has elevated our region to a premier status. The many micro breweries in the area and the addition of many more breweries, micro distilleries and wineries in Colorado enables this event to take place here in Loveland.

Specialty tasting and gourmet food pairings are featured to the delight of aficionados and fans of this Colorado industry. Culinary artists, chefs and brew masters will create unique offerings for all to sample. Special hotels packages will be created to provide lodging and required transportation to and from the event. Locals will also use the limo services, packaged with their tickets, to provide safe transportation and enjoyment of the event.

These types of events have proven to be very popular, drawing people from afar, as well as regional guests.

With the development of the Embassy Suites Hotel and Conference Center and The Ranch Complex, Loveland is well positioned for this type of event that will also provide room nights at other area hotels, restaurants and supporting businesses.



Winter Blues Festival

Combine blues music, world class micro brews and good food and you have a recipe for success. The Winter Blues Festival will take place in January.

Often a quiet time of year, the Winter Blues Festival will change all that with lively music and tasty eats and drinks, all themed to the chase away the winter blues.

When people are in need of something to lift their spirits, the blues has always been there. A strong local blues, jazz and music scene provides a stable base from which to create a special festival to highlight this infectious form of music.

With original roots back to New Orleans, the Mississippi, St Louis, Chicago, Kansas City and eventually Colorado, the blues and jazz has a following across the country. Here, we have the opportunity to add a new flair to chase the winter blues away. A themed event featuring ice and snow sculpture, music, and comfort foods is just the ticket.

Hot music and Ice bars, special brews and vodkas... food and dancing....sounds like just the place to be in January.

With little clutter on the entertainment calendar in January, this event has the potential to be a break from the winter blues... and a chance to get away for the weekend.



Other Ideas:

Holiday Season...

holiday music, lighting, decor, luminaria celebration and walkway, ice and snow sculpting, holiday video projections, 4th Street ice rink or ice path around 4th Street... vendors, shopping highlighted by a New Years Eve celebration with heart-shaped fireworks

Halloween... the Arts Hallows Eve event

Loveland's version of a safe, artful Halloween... trick or treat... a children's special place where they can dream of who they wish to be in a safe environment... halloween art for kids, kids decorate luminarias and form a trick or treat walk around area businesses... downtown and Centerra

Celebrity Events....

Special VIP entertainment programs that feature multi-facted celebrities, such as musicians who are also visual artists (i.e. Tony Bennett, Eric Clapton, Grace Slick)... high ticket VIP concert and art show at the Rialto

Sporting Events....

Sporting events are solicited using area venues such as The Ranch, Loveland ball fields, local schools and private facilities... drawing tournaments and competitions during gap periods, such as State HS Basketball



Big Events and Activation Ideas Summary:

Great West Sugar Factory Show

The Parade of the Arts

Arts in the Air Festival

Arts Day - Flash Art Event

HeArt Festival - Loveland Loves February

Sculpture Tableaux Celebration

Once in a Brew Moon

Winter Blues Festival

Holiday Season

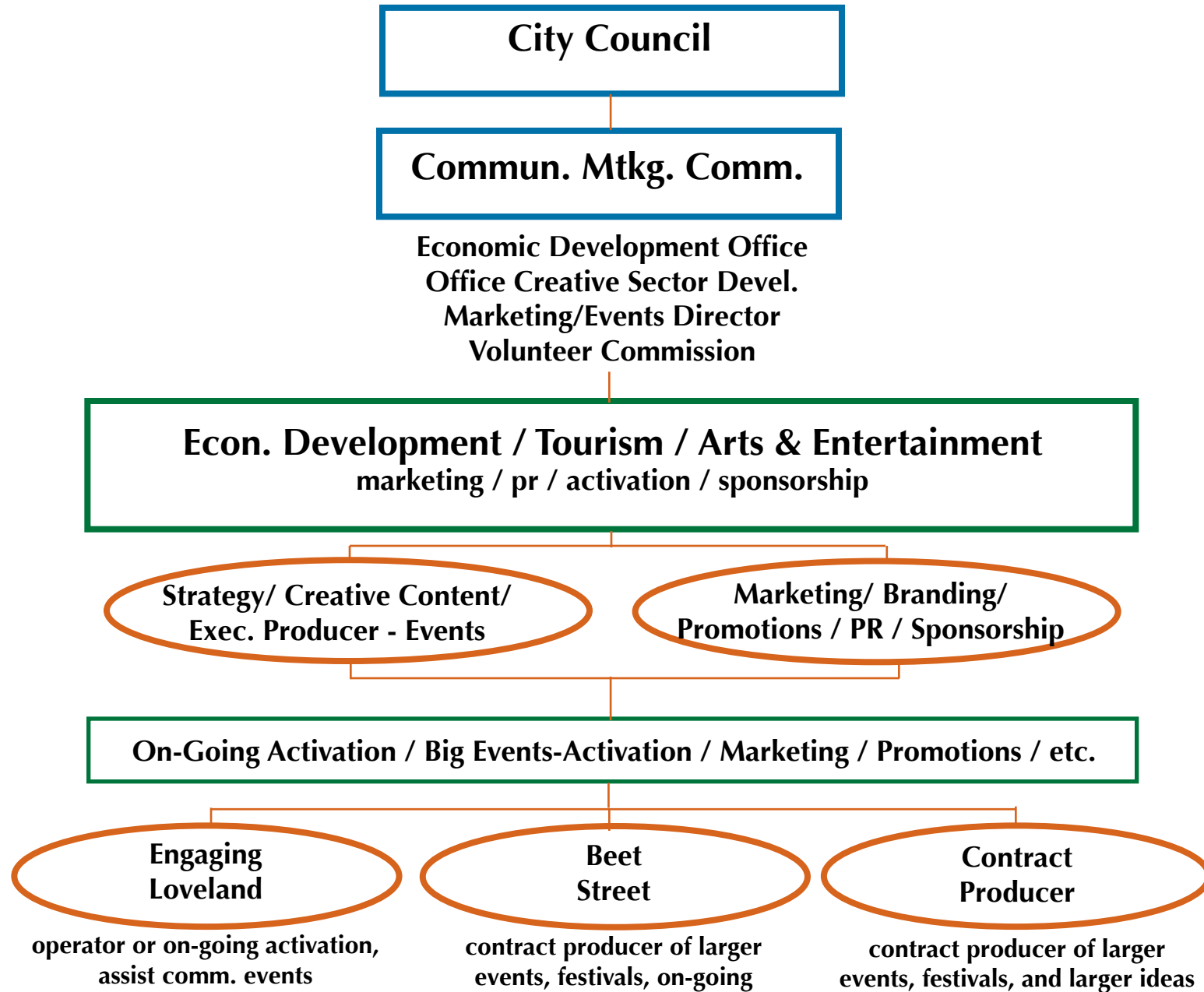
Halloween - the Arts Hallows Eve Event

Celebrity VIP Events

Sporting Events and Tournaments



Organization Strategy:





AGENDA ITEM: 2
MEETING DATE: September 27, 2011
TO: City Council
FROM: Community Partnership Office
PRESENTER: Alison Hade

TITLE:
Poverty and Homelessness in Loveland

DESCRIPTION:
Discussion item only. The Community Partnership Office and the Poverty Task Force will provide an update of statistics and programs addressing poverty and homelessness in our community. The objective is to receive comments from City Council to assist in determining future activities to be undertaken by City staff to address poverty and homelessness.

BUDGET IMPACT:

Yes No

SUMMARY:
No additional summary needed.

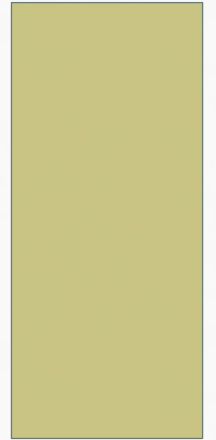
LIST OF ATTACHMENTS:
Presentation

RECOMMENDED CITY COUNCIL ACTION:
Comments and direction

REVIEWED BY CITY MANAGER:

POVERTY & HOMELESSNESS IN LOVELAND

REPORT TO THE LOVELAND CITY COUNCIL
SEPTEMBER, 2011



FEDERAL POVERTY LEVEL

2011 Poverty Guidelines

Persons in Family	48 Contiguous States and D.C.
1	\$10,890
2	14,710
3	18,530
4	22,350
5	26,170
6	29,990
7	33,810
8	37,630
For each additional person, add:	3,820

SOURCE: Federal Register, Vol. 76, No. 13, January 20, 2011, pp. 3637-3638

POVERTY

- U.S.: **14.7%**
- Colorado: **12.3%**
- Larimer County: **13.6%**
- Loveland: **9.5%**
 - The percentage of seniors in poverty in Loveland increased 177% from the three year time period of 2006/08 to the three year time period of 2007/10.
 - The percentage of children in poverty in Loveland increase 127% from the three year time period of 2006/08 to the three year time period of 2007/10.

All percentages are a 2-year average from 2009-2010.

Sources: U.S. Census Bureau, Pathways Past Poverty of United Way of Larimer County. **Note that Larimer County numbers will be updated by the end of September 2011.**

WOMEN AND CHILDREN AMONG HARDEST-HIT GROUPS AS POVERTY RISES ACROSS COLORADO –

COLORADO CENTER ON LAW & POLICY (WWW.CCLPONLINE.ORG)

Kids

One of the most alarming statistics from the 2009 Census data shows **17 percent of Colorado's children live in poverty**, an increase from 14.8 percent in 2008 and up 1.1 percentage points since 2007.

In Loveland, 18% of young people live in poverty (Larimer County Compass, 2009).

Gender

The poverty rate among women climbed to **14.5 percent in 2010 from 13.9 percent in 2009, the highest in 17 years**. The extreme poverty rate among women climbed to 6.3 percent in 2010 from 5.9 percent in 2009, the highest rate ever recorded. Over 17 million women lived in poverty in 2010, including more than 7.5 million in extreme poverty, with an income below half of the federal poverty line. A single mother with two children living in extreme poverty would have an annual income of less than \$9,270.

In Loveland, 14.7% of women live in poverty (American Community Survey, 2009).

SELF-SUFFICIENCY

What does it take to pay for your family's basic needs?

An estimated 617,000 Coloradans live in families with incomes less than the federal poverty level. For a family of four, that's \$22,350 this year; for a single person, it's annual income of less than \$10,890 (2011).

The Self-Sufficiency Standard is the amount of income necessary to meet basic needs with out public and private assistance. The Self-Sufficiency Standard is approximately 80% of the area median income for a family of 4.

	1 Adult	1 Adult, 1 Infant	1 Adult, 1 Infant, 1 Preschooler	2 Adults, 1 Infant, 1 Preschooler
Larimer County *	\$20,208	\$36,141	\$48,670	\$55,584
Federal Poverty	\$10,400	\$14,000	\$17,600	\$21,200

* Self-Sufficiency Index Data for 2008 for both Larimer County and Federal Poverty (www.selfsufficiencystandard.org).

HOMELESSNESS

- U.S.: The National Law Center on Homelessness and Poverty estimates that **6.3%** of the population is homeless. This percentage is likely underestimated.
- Fort Collins: a count of the homeless in November 2010 indicated **229** unduplicated homeless individuals, or 0.16% of the population.
- Loveland: During the winter of 2010-2011, House of Neighborly Service served **115** unduplicated homeless individuals. Interfaith Hospitality Network served **37** individuals in families during this same time period. The total for Loveland is 0.23% of the population.

POVERTY TASK FORCE

Councilor Kent Solt
Dr. Judy Skupa
Leonard Sherman
Alison Hade

May 27, 2011 (meeting)

Starting Point

1. disseminate information about available services to teachers, counselors, and parents
2. need for health services for low income families in the Thompson R2J schools
3. homelessness and young people; the need for a temporary shelter
4. child abuse and receiving appropriate services
5. ensure services are geographically available to the young people who need them when they need them
6. children must receive good nutrition
7. financial education for parents is necessary

August 4, 2011 (meeting)

Update

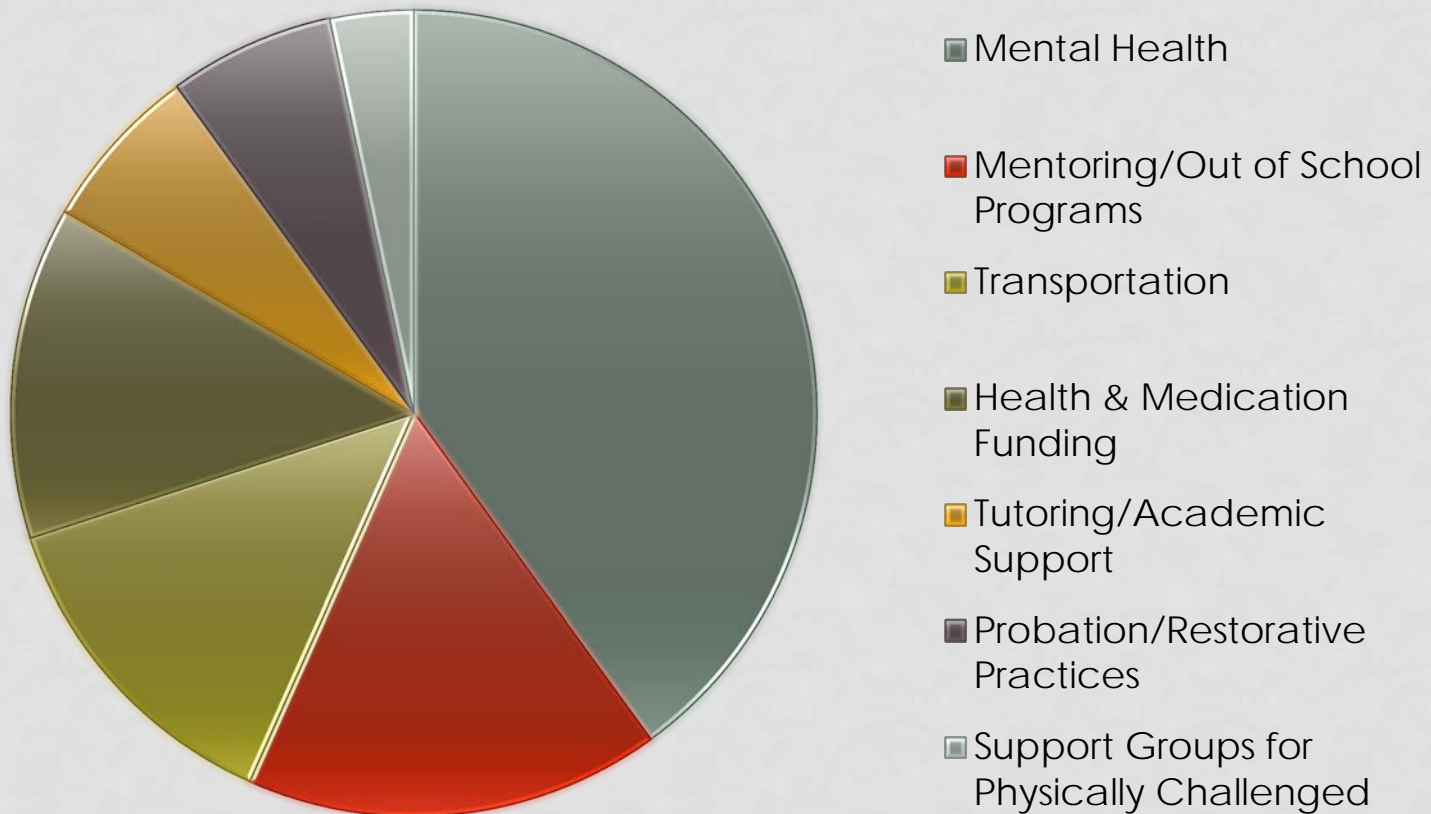
- projects must include poverty at all age levels.

Next Steps

- **resource fair scheduled for August 15th at Thompson Valley High School**
- **develop survey to start to address perceived gaps in services in Loveland**
- request that the Financial Literacy Initiative courses be conducted in Loveland.

SURVEY RESULTS - THOMPSON SCHOOL DISTRICT

1. *What services for children/youth do you see as lacking in our community?*



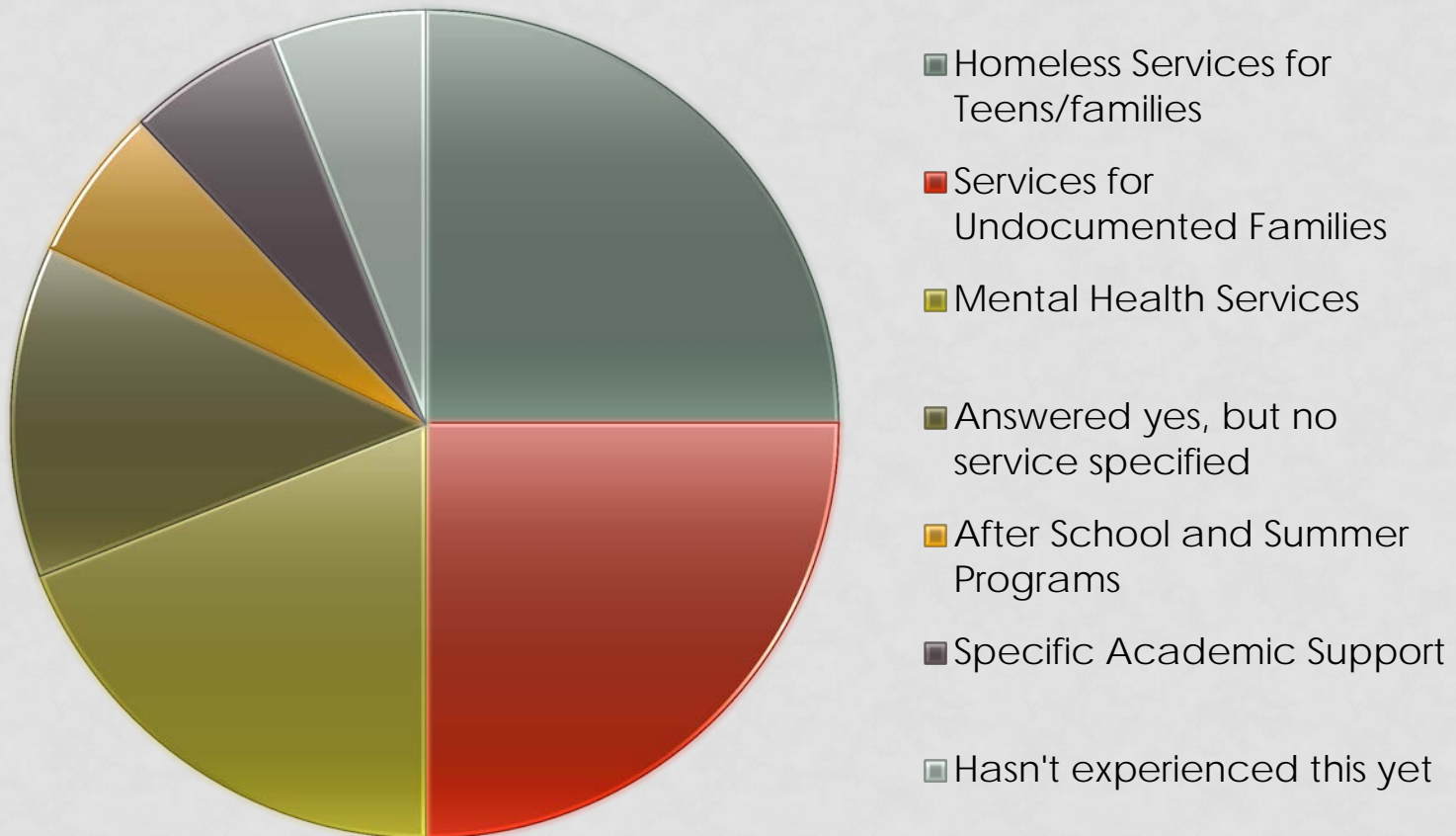
SURVEY RESULTS - THOMPSON SCHOOL DISTRICT

2. *Have you, in the past year, tried to locate a resource for one of your students or parents and not known where to start looking?*

- 30% of respondents felt they know or have a good idea of where to start looking.
- 23% didn't know where to start looking for resources for a very specific need.
- 15% know but could use a better way of keeping the information up to date.
- 15% were new to Colorado and were just beginning to look.
- 15% found that resources for undocumented families were extremely limited or non-existent due to funding source requirements.

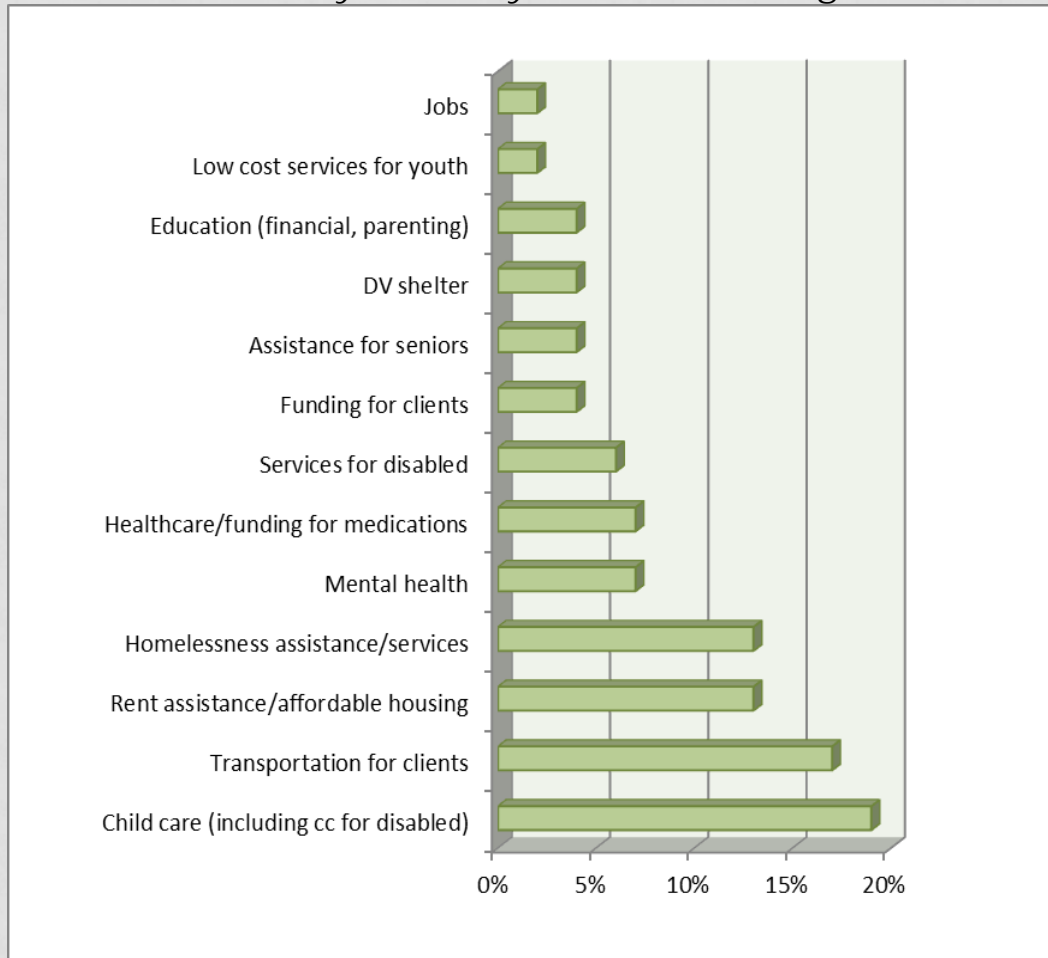
SURVEY RESULTS - THOMPSON SCHOOL DISTRICT

3. *Have you, in the past year, tried to locate a resource for one of your students or parents to find out that the resource does not exist in our community?*



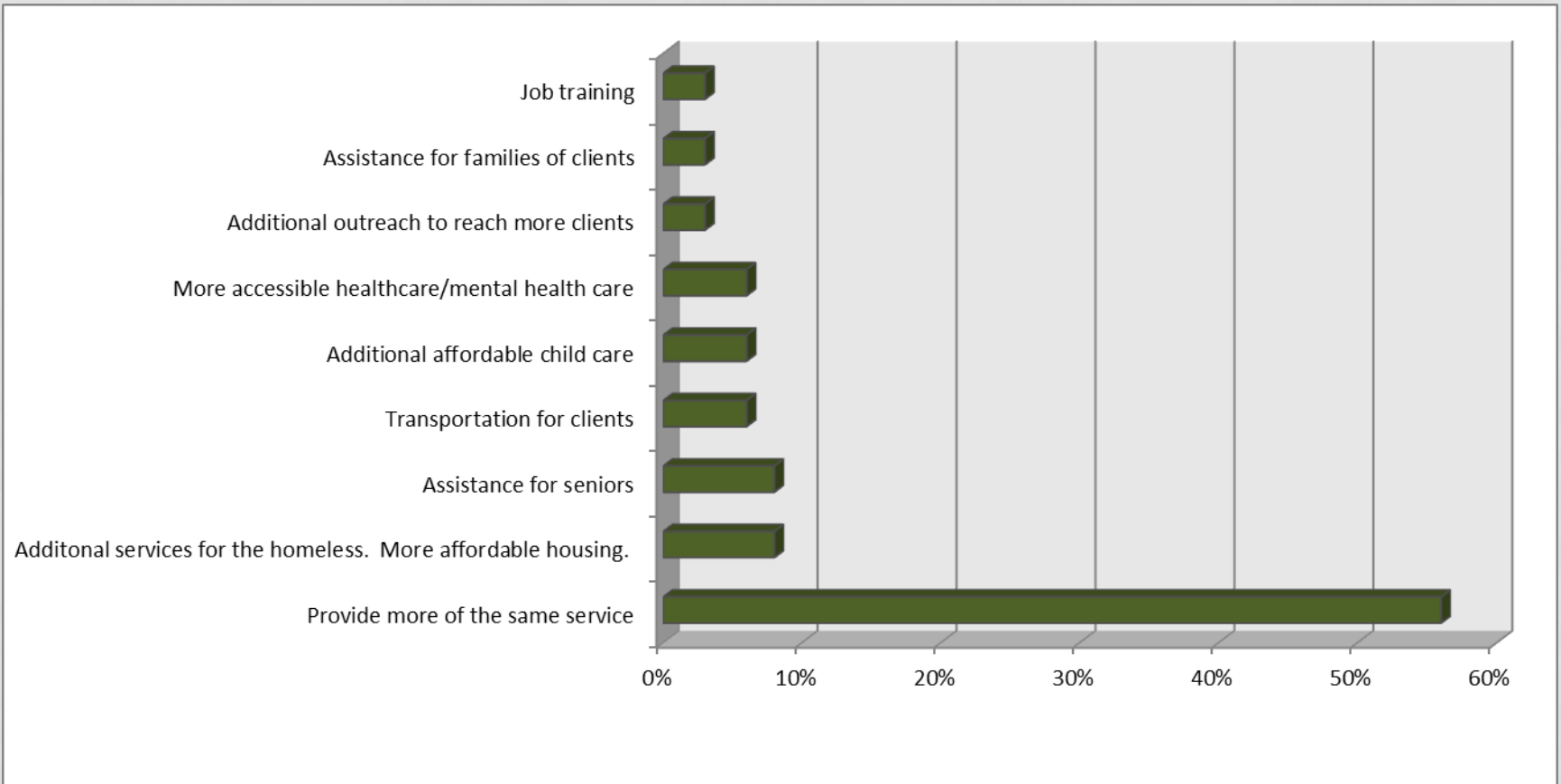
SURVEY RESULTS - AREA NON-PROFIT ORGANIZATIONS

1. *What services for children/youth do you see as lacking in our community?*



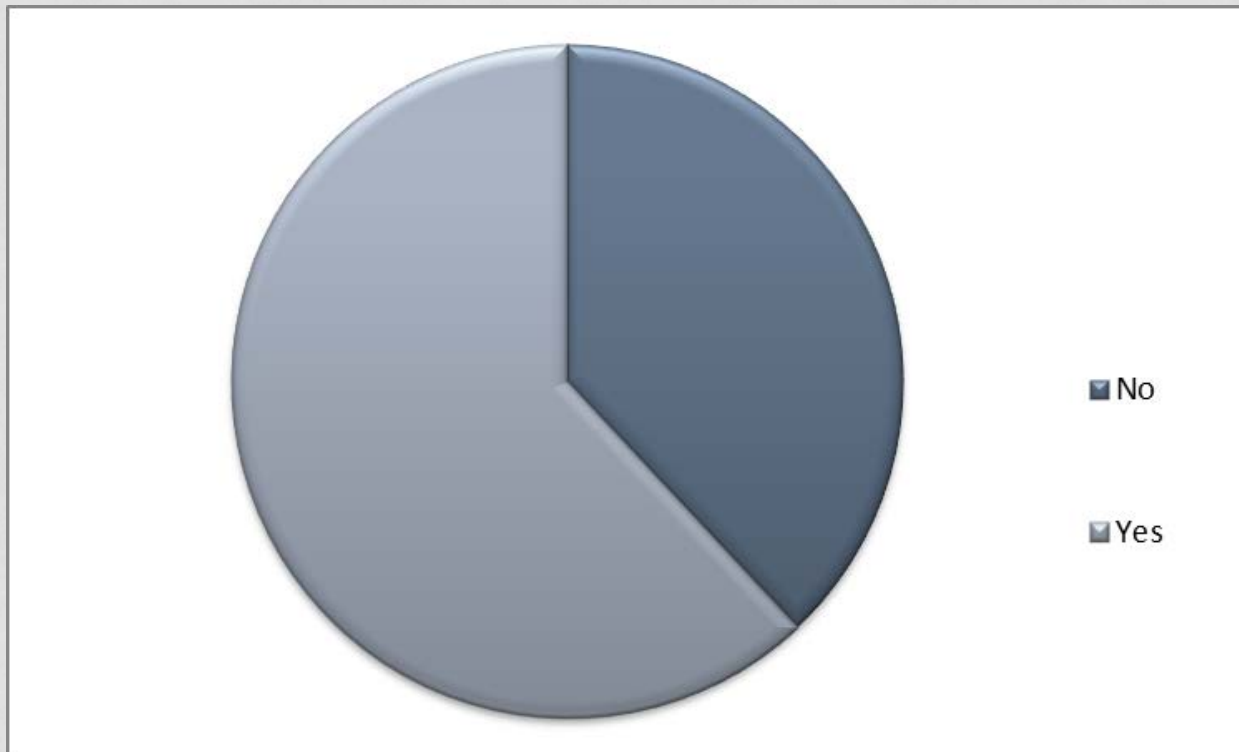
SURVEY RESULTS - AREA NON-PROFIT ORGANIZATIONS

2. What gaps could you fulfill?



SURVEY RESULTS - AREA NON-PROFIT ORGANIZATIONS

3. *Do you have a waiting list for services?*



SURVEY RESULTS - AREA NON-PROFIT ORGANIZATIONS

4. *What resources have you tried to locate for one of your clients to find out that the resource does not exist in our community?*

Responses:

There used to be a Social Security staff technician located at the House of Neighborly Service.
We still need this.

Year-round shelter for the homeless.

Help with home restoration.

After school care.

Free or reduced moving services.

Free food delivered to the home bound.

Emergency shelter/ Affordable housing.

Free medical supplies.

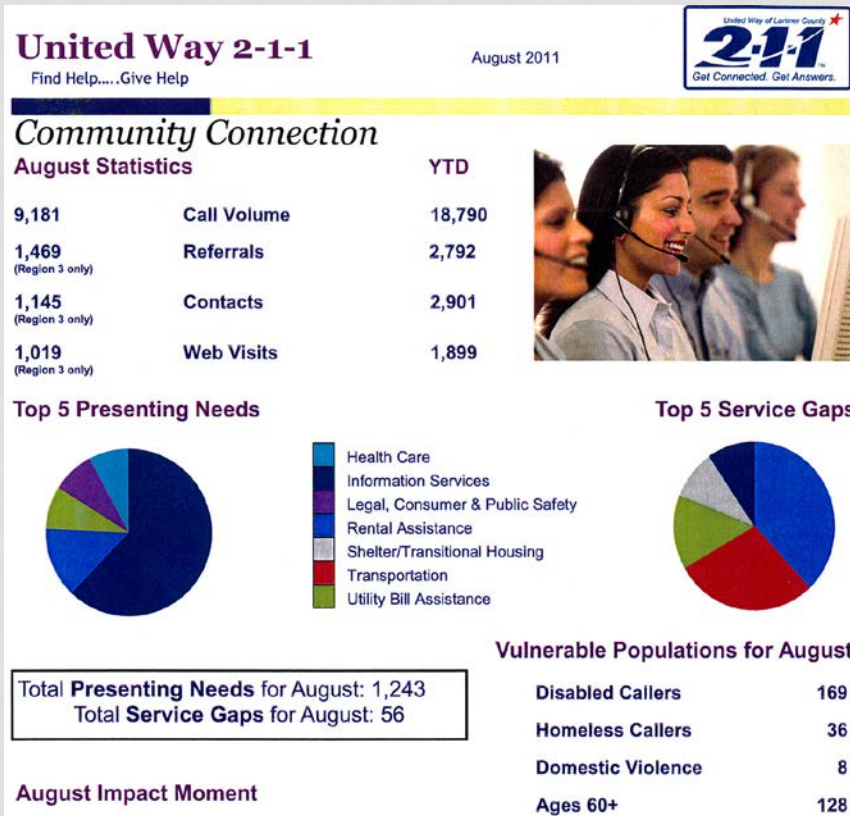
Evening and weekend child care.

Services that require money that clients do not have.

Mental health services.

Preventative care for non-emergencies for uninsured.

SERVICE GAPS



Top 5 Service Gaps

- 1) Rental Assistance
- 2) Transportation
- 3) Utility Bill Assistance
- 4) Shelter/Transitional Housing
- 5) General Information

LOVELAND AREA NON-PROFIT ORGANIZATIONS

The following organizations provide services to low income Loveland residents:

- Alternatives to Violence
- Audio Information Network
- B.A.S.E. Camp
- Boys & Girls Club
- CASA of Larimer County
- Catholic Charities of Larimer County
- Center for Adult Learning
- Center for Family Outreach
- Children's Speech & Reading Center
- Colorado Legal Services
- Community Kitchen
- Consumer Credit Counseling
- Crossroads Safehouse
- Disabled Resource Services
- East Brook Housing
- Education & Life Training Center
- Elderhaus
- Food Bank for Larimer County
- Foothills Gateway
- Hand Up Cooperative
- Hearts and Horses
- House of Neighborly Service
- Housing Authority of the City of Loveland
- Interfaith Hospital Network
- Larimer Center for Mental Health
- Larimer County Partners
- Lincoln Hotel
- Loveland Habitat for Humanity
- Loveland Youth Gardeners
- Matthews House
- Meals on Wheels
- Neighbor to Neighbor
- Northern Colorado AIDS Project
- Pathways Hospice
- Project Self-Sufficiency
- Reflections for Youth
- Rehabilitation & Visiting Nurses Association
- Respite Care
- Senior Alternatives in Transportation
- Sexual Assault Victim Advocates
- Special Transit
- Suicide Resource Center
- Teaching Tree
- Thompson Valley Preschool
- Turning Point
- United Way 2-1-1
- Volunteers of America
- WINGS
- Women's Resource Center

SPECIFICALLY WORKING ON POVERTY AND HOMELESSNESS

The following organizations provide food, intermediate or long term shelter or financial assistance to low income Loveland residents:

FOOD

- Community Kitchen
- Food Bank for Larimer County
- House of Neighborly Service
- Meals on Wheels

SHELTER

- Alternatives to Violence
- Catholic Charities of Larimer County
- Crossroads Safehouse
- Disabled Resource Services
- East Brook Housing
- House of Neighborly Service
- Housing Authority of the City of Loveland
- Interfaith Hospital Network/Angel House
- Lincoln Hotel
- Loveland Habitat for Humanity

- Loveland Police Chaplains
- Matthews House
- Neighbor to Neighbor
- Northern Colorado AIDS Project
- Project Self-Sufficiency

JOBS/EDUCATION

- Center for Adult Learning
- Education & Life Training Center
- Hand Up Cooperative

PATHWAYS PAST POVERTY (P3)

Through the work of P3, United Way of Larimer County has been moved to make a bold statement. We want to see poverty cut in half by 2025.

Potential Action

- Join the P3 Advisory Committee.

BRIDGES OUT OF POVERTY

Bridges Out of Poverty helps employers, community organizations, social-service agencies, and individuals address poverty in a comprehensive way. People from all economic classes come together to improve job retention rates, build resources, improve outcomes, and support those who are moving out of poverty.

Potential Action

- The Community Partnership Office (CPO) will participate in Bridges out of Poverty workshops funded by the Bohemian Foundation.
- Consider other partnering groups, commissions, and potential organizations that could benefit from the training with a view of having more Loveland based community members trained.
- Consider participating on the Bridges Steering Committee.

CIRCLES INITIATIVE

RECENT RESULTS (Ames, IA)

- Early results demonstrate that for every \$1 spent on the program, \$2 in welfare and food stamp subsidies was returned to the state, and \$4 to the community as new earned income.

Potential Action

- Assisting the Circles Initiative with marketing by publicizing the need for volunteers through the CPO.
- Consider participating as a Guiding Coalition member to the Circle Initiative.

New to Larimer County, the Circles Community is being developed by the lead agency, The Education & Life Training Center (ELTC). ELTC's initial funding source is the Bohemian Foundation, a private foundation **servicing the Fort Collins Community.**

HAND UP COOPERATIVE

Our Mission is to assist people who are homeless or near homeless in gaining employment and ultimately to help them to receive the "Hand Up" they need to permanently become self sufficient

What We Do: The Hand Up Cooperative works one-on-one with the homeless or individuals in danger of becoming homeless. We offer access to education and training to overcome the various barriers that have prevented people from finding employment.

Best Practice Programs: The Hand Up Cooperative is closely aligned with two Best Practice Programs offering assistance to the homeless: Chrysalis based in California (www.changelives.org) and Ready, Willing, and Able based in New York and Philadelphia (www.doe.org). Both programs work in partnership with their local governments.

Results:

- **89%** of the people who have *completed* the program **have obtained employment** and made progress towards self sufficiency.
- Almost two thirds (**63%**) of our participants have either **gained housing** or avoided losing their housing as a direct result of working with the Hand Up Cooperative.
- More than one third (36%) of the participants that obtained employment represented families.

Potential Action

- Informing The Hand Up Cooperative when appropriate City of Loveland jobs become available.
- Assisting The Hand Up Cooperative with marketing by publicizing information through the CPO.

HAND UP COOPERATIVE - ONE PARTICIPANT'S STORY

Two years ago layoffs at Longmont Dairy Farm, Inc. led Nick down a path he had never foreseen. Nick was happily living in Longmont in a house he had owned for twelve years. He owned a nice new car, an Audi A6. He was even helping support his mother who was living in an assisted living facility in Fort Collins. But when he lost his job Nick's life quickly changed.

"After I got laid off, I had to start from ground zero," Nick said. "I lost my job, then my car, then my house."

Before long, Nick found himself completely homeless. He migrated north of Longmont to Fort Collins to be closer to his mother while he tried to get back on his feet. While living in a homeless shelter he tried for many months to find a job. Nick filled out more than one hundred job applications, without any success. Then one day, a social worker at the homeless shelter recommended Nick try working with Hand Up Cooperative.

Nick met with Hand Up Cooperative director Daniel Covey and enrolled in the Hand Up program. He began to take a series of skills classes at the Workforce Center of Larimer County. He and his Hand Up case manager worked on interview skills and the classes he took helped him sharpen his computer skills. Not long after enrolling with Hand Up Nick completed the curriculum and received an opportunity for an interview with Hand Up partner, Center Partners, Inc. After a successful interview with Center Partners, Nick landed a full-time job in the company's Web Telesales Support department. Nick credits Hand Up Cooperative for helping him find his job.

"If you just fill out applications around town, it's not enough," Nick said. "But with the classes and the Hand Up program, I was able to show that I'm motivated and deserve a chance at a job."

Nick's been employed more than a year and loves his job. By continuing with Hand Up he's been able to find affordable housing after living in a shelter for six months. Hand Up referred Nick to Neighbor to Neighbor, a local affordable housing agency and last November he moved into an apartment not far from his new job.

From being homeless for almost an entire year to being fully self-sufficient, Hand Up has equipped Nick with the tools he needed to be successful each step of the way. - Jan. 2011

LOVELAND HOMELESS TASK FORCE

Potential Action

The Loveland Homeless Task Force (LHTF) is a group of non-profit organizations and concerned citizens who gather to address homelessness in our community. Together, members of the LHTF started Interfaith Hospitality Network (the Angel House), and are currently working on a solution for homeless youth.

- Continue participating in LHTF meetings and projects.

HOMEWARD 2020

Homeward 2020 is a 10-year plan to end homelessness in Fort Collins, started by the Community Foundation of Northern Colorado, and with the support of the City of Fort Collins and the United Way of Larimer County. Homeward 2020 is a metric driven, evidence based, strategic approach.

- The actual cost of homelessness in Fort Collins is: \$1,855,000 from the Poudre Valley Health System (2009) and \$1,387,000 from the Larimer County Detention Center (2009).
- Homeward 2020 is now working on a youth shelter and single room occupancy housing.

Potential Action

- Recommendation: Contacting McKee Medical Center and the Larimer County Detention Center to find out the cost of homelessness in our community to consider further action, including looking for funding to address homelessness in Loveland.
- Recommendation: Consider conducting a Project Homeless Connect modeled after Homeward 2020, a “one day, one stop shop for supportive services to the homeless” to start to build a local registry of homeless and near homeless individuals and families.

POVERTY SIMULATION

United Way
Make A Difference Day

When: October 17th

Where: Pulliam Building

How Long: 6 to 8 p.m.

To Register:

http://www.firstcall211.org/mdd/index.shtml?action=displayProject;proj_id=261