



HBTID // 090925

From Andrew Fowler [REDACTED]
Date Wed 9/3/2025 12:46 PM
To City Clerk <cityclerk@hermosabeach.gov>

You don't often get email from [REDACTED]. [Learn why this is important](#)

Dear Mayor and Councilmembers,

As a local business owner in Hermosa Beach, I'm writing to express my support for the formation of the Hermosa Beach Tourism Investment District (HBTID). A dedicated, visitor funded initiative to promote overnight stays is essential to Hermosa's future. Increased tourism means a more vibrant local economy, enhanced visibility for our city, and stronger year round business activity for all of us.

I appreciate that this funding comes from hotel guests not taxpayers or local businesses and that it will be managed with transparency and accountability. With global events like the World Cup and Olympics on the horizon, now is the time to invest in Hermosa's long term success as a year round destination. As you are aware, there are already significant efforts being put into marketing toward attendees of these World Class events that are right in our backyard. The complex in which our Culver City location is located has already hosted 5 nations looking to leverage the hotel and public plaza. We don't want to miss out on this in Hermosa.

Our production brewery is down the street from Hollywood Park / SoFi Stadium. Speaking from experience, we have seen a direct and significant impact on our business from the events held there. Although not a Swiftie, I can now attest that the impact of Taylor Swift's sphere of influence and Swiftonomics are real. People travel from far and wide to attend these events and when they do, they are looking to immerse themselves in local culture, community and experiences. What better place to do that than Hermosa Beach where you can get a coffee from the Java Man, brunch at Martha's, a sub from Miceys, a beer brewed down the street or walk along the strand.

Thank you for considering this important step forward for our community.

Sincerely,

Andrew Fowler
Managing Partner

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HERMOSA BEACH
www.laaleworks.com



HBTID - 9/9/2025

From Fiona Fleming [redacted] >
Date Wed 9/3/2025 1:53 PM
To City Clerk <cityclerk@hermosabeach.gov>
Cc President HB Chamber [redacted]

You don't often get email from fiona@patrickmolloy.com. [Learn why this is important](#)

Dear Mayor and Councilmembers,

As a local business owner in Hermosa Beach, I support the formation of the Hermosa Beach Tourism Investment District (HBTID).

A visitor-funded initiative to promote overnight stays is crucial for Hermosa's future. Increased tourism will lead to a more vibrant local economy, enhanced city visibility, and stronger year-round business activity.

I appreciate that this funding comes from hotel guests, not taxpayers or local businesses, and that it will be managed transparently. With global events like the World Cup and Olympics approaching, now is the time to invest in Hermosa's long-term success as a destination.

Thank you for considering this important step for our community.

Cheers,

Fiona Fleming
Owner/Operator



www.patrickmolloy.com





INCH ~ Tourism Hermosa

From kerri [redacted] >

Date Thu 9/4/2025 11:18 AM

To City Clerk <cityclerk@hermosabeach.gov>; President HB Chamber [redacted] >

You don't often get email from kerri@madebyinch.com. [Learn why this is important](#)

Dear Mayor and Councilmembers,

As a local business owner in Hermosa Beach, I support the upcoming vote for the formation of Hermosa Beach Tourism Investment District (HBTID).

This dedicated, visitor funded initiative promoting overnight will help Hermosa by increasing tourism to create a more vibrant local economy, putting Hermosa on the map towards more active year round business.

I appreciate this funding will come from hotel guests not taxpayers or small local businesses and hope it will be managed with transparency and accountability. Events like the World Cup and Olympics on their way to Los Angeles, now is the time to invest in Hermosa's long term success as a destination city.

Thank you for your consideration in making a decision to benefit the future of our community.

Sincerely,
Kerri Fennelly
Made By Inch





SAINT ROCKE IN SUPPORT OF HBTID

From Dani Grant [redacted] >
Date Tue 9/9/2025 1:45 PM
To City Clerk <cityclerk@hermosabeach.gov>
Cc President HB Chamber [redacted]

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Larry and I stand firmly behind the Hermosa Beach Tourism Investment District. Without this kind of support Hermosa will see a decline in businesses like ours that rely on tourism for patrons and guests.

What fills a hotel? Music Venues, events and performances - tourism dollars. Without businesses and events that help drive traffic, there will be a very negative economic impact.

Please stand with HBTID. [Here is some info from the state of CO:](#)

Here is a [strategy in process](#) from the City of Fort Collins CO

Best,

Dani Grant and Larry Little

Proud owner of [Riverside Colorado](#), a tiny home and glamping resort in the Poudre Canyon, the incredible and iconic live music venue [Mishawaka](#) and the legendary Los Angeles club, [Saint Rocke](#) in Hermosa Beach.



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Tourism Industry Contributes \$28.5 Billion to Colorado Economy and Supports Over 188,000 Jobs

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Tuesday, July 29, 2025

DENVER – Today the Colorado Tourism Office (CTO), a division of the Colorado Office of Economic Development and International Trade (OEDIT), announced that tourism contributed \$28.5 billion to the Colorado economy and supported 188,210 jobs across the state in 2024. Annual research compiled by Dean Runyan Associates and Longwoods International Travel USA shows that tourism continues to be an important economic driver across Colorado, however combined with early 2025 data, indicators suggest that increasing competition and uncertainty related to federal policy changes are putting pressure on Colorado’s thriving tourism industry.

“Colorado’s unparalleled beauty, endless adventure, and rich arts and culture offer something for everyone to love. When we welcome visitors to our state, we support the state’s thriving economy and the livelihoods of Coloradans,” said Governor Polis. “Despite the dangerous federal tariffs and inconsistent federal policies, Colorado is open for business and visitors from across the world.”

According to Dean Runyan Associates, traveler spending in Colorado increased from \$28.4 billion in 2023 to \$28.5 billion in 2024. Direct travel-generated employment created approximately 3,720 new jobs. Additionally, state and local tax revenue grew to a combined \$1.9 billion in 2024, a 1.3% increase from the previous year. According to Longwoods International Travel USA, visitation to Colorado increased by 2.3%, from 93.3 million in 2023 to 95.4 million visitors in 2024. That growth is primarily attributed to day travelers.

“The 2024 impact numbers underscore the importance of Colorado’s tourism industry as a vital economic engine, fueling communities across the state and supporting over 188,000 jobs. A thriving tourism industry translates to strong local economies across Colorado,” said Eve Lieberman, Executive Director of OEDIT.

To promote Colorado’s strong tourism economy, the CTO utilizes the landmark [Destination Stewardship Strategic Plan \(/press-release/colorado-tourism-office-unveils-landmark-destination-stewardship-strategic-plan-to\)](#) and [Do Colorado Right](#) messaging to balance quality of life for residents with the visitor experience while safeguarding the state’s natural resources, cultural heritage and vibrant communities. Leading travel and market research company SMARI found that Colorado’s 2024 winter marketing campaign earned the highest return on investment ever for a winter campaign when compared to all destinations they evaluate across the United States.

At the same time, competition for travelers and the associated traveler spending is increasing across the U.S. While travel-related spending increased 0.3% in Colorado in 2024, the same metric increased 4.2% nationally. Colorado’s market share has also decreased in recent years, dropping from a high of 2.3% in 2019 to 1.8% in 2024. And visitors who stayed overnight in a hotel, motel, or short-term vacation rental spent a combined \$17.6 billion in 2024, a decrease of 0.4% compared to 2023. Additionally, federal policy changes in 2025 have created [uncertainty related to the tourism industry](#).

So far, 2025 numbers indicate that the increasing competition and uncertainty are impacting the tourism industry. Year to date through June 2025, hotel occupancy has declined 2%, while total hotel revenues have decreased 2.7%. Short-term rental occupancy also decreased nearly 10% during the first quarter of the year.

“Colorado’s 2024 tourism numbers demonstrate the strength of our industry and its importance to our economy,” said Timothy Wolfe, CTO Director. **“However, we recognize that increased competition and uncertainty are impacting communities across our state in varied ways. We are committed to bringing forward innovative ways to mitigate these changes while continuing to inspire the world to explore Colorado responsibly and respectfully.”**

Other notable results from the Longwoods International and Dean Runyan Associates studies included:

- Every \$1 million in traveler spending led to the creation of seven jobs for the industry.
- For 2024 overnight visitors, the average length of stay was 3.4 nights.
- The top activities and experiences for overnight visitors were outdoor and entertainment activities, followed by cultural and sporting activities.
- 23% of travel parties had a member that required accessibility services, notably above the U.S. norm of 18%.
- Direct travel-generated earnings grew from \$9.7 billion in 2023 to \$10.4 billion in 2024, an increase of 7.2%.
- Earnings from Accommodation & Food Services grew from \$4.4 billion to \$4.6 billion, an increase of 4.4%.
- Travelers spent approximately \$13.9 billion in the Denver region alone in 2024, making up 48.8% of the statewide total.
- 20% of visitors used electric vehicles to get to the state, double the U.S. average of 10%.

To view the full reports for Colorado Travel Impacts 2024 (Dean Runyan Associates) and Colorado Travel Year Report 2024 (Longwoods International), visit the [Colorado Tourism Office Research webpage \(/tourism-research\)](#).

Related Tags:

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DRAFT

Fort Collins Music Tourism Strategy Detailed Rationale Report

Executive Summary

Visit Fort Collins (VFC) was selected to participate in the Colorado Tourism Office's Destination Development Mentor Program for Winter–Spring 2025. This initiative, facilitated by Colorado-based Mission2Market, aimed to enhance music tourism in Fort Collins while engaging 18 music and tourism stakeholders throughout the process.

Why Now?

Fort Collins needs a unified strategy to develop music tourism and support the growth of its local music scene. For decades, the city's efforts have focused inward—nurturing local talent and cultivating a supportive music ecosystem. These thoughtful, patient investments have built a strong foundation, positioning Fort Collins to now share its vibrant music culture with the world.

Fort Collins is ready to raise its profile as a dynamic music hub by uniting tourism, economic growth, and cultural identity in a strategic way.

From a Statewide Level:

Colorado's music industry is at a pivotal moment with an opportunity to rebuild post-pandemic and maximize its global music tourism potential.

- In 2018, the industry generated \$1.4 billion in revenue and supported 16,000 jobs
- In 2019, Denver, Boulder, Fort Collins, and Steamboat Springs ranked among the top U.S. "Music Havens"
- Global music tourism spending is projected to double by 2032, making now the time to act

Strategic Goals & Priorities



The Fort Collins Music Tourism Strategy is built around three interconnected goals that reflect the city's readiness to elevate its music scene as a core driver of cultural vibrancy and economic development. These goals were shaped through extensive stakeholder engagement and are grounded in data, local momentum, and statewide opportunity.

Goal 1: Brand Fort Collins as a Music Destination

Objective: Position Fort Collins as a distinctive and welcoming music city through a unified brand identity, targeted marketing, and music export strategies.

Strategic Priorities:

- Define and align on the Fort Collins music brand with local stakeholders.
 - Analyze tourism data to identify and target priority music tourism markets.
 - Leverage existing platforms and grants (e.g., CTO Marketing Matching Grant) to promote the city's music scene.
 - Partner with CSU and other institutions to amplify music messaging across audiences.
 - Prototype export strategies to position local artists as ambassadors and build national visibility.
-

Goal 2: Enhance the Fort Collins Music Scene

Objective: Improve the accessibility, quality, and visibility of the music scene for residents and visitors alike—supporting artists, venues, and music-forward businesses.

Strategic Priorities:

- Develop content (e.g., guides, microsites) that connects people to Fort Collins music experiences.
- Increase awareness and use of the Visit Fort Collins events calendar.
- Engage residents and tourism stakeholders through programs like the CTO Blueprint to shape a community-driven music tourism plan.
- Survey and incentivize businesses—especially outside downtown—to host more live music.
- Evaluate and Elevate FoCoMX as Fort Collins' Signature Music Festival, aligning with the 2020 Fort Collins Destination Master Plan.
- Measure the music economy's impact through a recurring economic study.
- Invest in key infrastructure (sound systems, equipment sharing, venue improvements).
- Strengthen connections with the Denver music scene to expand opportunities and audience crossover.
- Expand transportation options to improve access to shows and late-night events.



Goal 3: Strengthen the Daytime and Nighttime Economy

Objective: Activate a thriving 24-hour music economy that supports local jobs, boosts spending, and reflects the culture Fort Collins wants to grow.

Strategic Priorities:

- Launch a branded nightlife microsite to help visitors and locals navigate after-dark experiences.
- Establish a framework for a Nighttime Economy Office or "Night Mayor" to lead coordination and planning.
- Identify and address barriers for venues, artists, and attendees—ranging from licensing costs to access to transportation.
- Use data to validate demand and inform decision-making around infrastructure, safety, and community needs.

Next Steps

- Establish leadership to oversee implementation
- Launch key initiatives
- Secure funding through public-private partnerships and grants

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Introduction

Overview

Fort Collins is poised to elevate its profile as a vibrant music destination by strategically aligning tourism, economic development, and cultural identity.

Visit Fort Collins, with support from a Destination Development Mentor Program (for Winter–Spring 2025) from the Colorado Tourism Office (CTO), is leading an initiative to enhance music tourism in Fort Collins. Over 4 months, Mission2Market, a Colorado-based destination consulting firm, facilitated the process, gathering insights from local music and tourism stakeholders. The result is a strategic action plan designed to position Fort Collins as a premier music destination, foster industry collaboration, and strengthen the city's music economy.

The initiative brought together music and tourism industry stakeholders across the destination, organizing an online meeting, in-person workshop, survey, and stakeholder interviews to provide input. A key outcome of this effort has been bringing organization to the stakeholders' priorities, which will continue to drive collaboration beyond the plan's launch.

The Music Tourism Strategy outlines a phased approach to brand Fort Collins as a leading music town, enhance the visitor and resident music experience, and strengthen the city's daytime and nighttime economies. The first priority focuses on branding Fort Collins as a music destination, beginning with stakeholder-driven brand definition, market analysis, and promotional efforts that align with state grant opportunities. The supporting priorities build regional relationships, launch music export pilots, and address infrastructure gaps. The strategy aims to position Fort Collins on national tour routes and develop a sustainable music tourism ecosystem. This plan lays the groundwork for collaboration between local leaders, artists, businesses, and institutions—driving forward music as a powerful driver of culture and community in Fort Collins.



Background

Fort Collins, Colorado, has cultivated a rich and eclectic music scene rooted in its classical beginnings and shaped by decades of creative evolution. Long before these modern influences, Indigenous peoples such as the Arapaho, Cheyenne, and Ute expressed their rich musical traditions on these lands. From the founding of the Fort Collins Symphony in the early-20th century to the rise of punk rock through The Blasting Room in the 1990s, music has long been woven into the city's modern cultural fabric. Today, the city supports a thriving community of musicians through organizations like Fort Collins Musicians Association (FoCoMA) and events such as the Fort Collins Music eXperiment (FoCoMX).

A significant contributor to this vibrant scene is the Bohemian Foundation, established by philanthropist Pat Stryker in 2001. The foundation supports various music initiatives, including the Music District—a five-building campus offering programs and creative spaces designed to educate and empower musicians at every career stage. Additionally, the foundation backs venues like Washington's and The Armory, which host local, regional, and national acts, enriching the downtown Fort Collins music experience.

Complementing these efforts, the city's new Visitor Center has embraced live music, providing a welcoming space for performances and enhancing the cultural experience for tourists and residents alike. Additionally, Fort Collins has invested further in music marketing through a \$75,000 Colorado Tourism Office state marketing matching grant and Visit Fort Collins' new focus on promoting the city's vibrant music scene.

Just outside the city, the Mishawaka Amphitheatre offers a unique outdoor concert experience along the Poudre River, further solidifying Fort Collins' reputation as a dynamic music destination. Across Northern Colorado, venues like the Rialto Theater in Loveland, the Moxi Theater in Greeley, and outdoor concerts in Estes Park contribute to a vibrant regional music scene that celebrates creativity, diversity, and live performance.

Fort Collins' affordability relative to other Colorado cities such as Denver and Boulder, combined with its outstanding quality of life, makes it an attractive destination for musicians, creative entrepreneurs, and visitors. Access to outdoor recreation, a welcoming community, and a growing cultural scene strengthen Fort Collins' competitive position as a music city where artists can live, work, and thrive sustainably.

Despite a thriving local music scene, Fort Collins lacks a unified strategy to promote music tourism. For decades, the city's efforts have focused inward—nurturing local talent and cultivating a supportive music ecosystem. These thoughtful, patient investments have built a strong foundation, positioning Fort Collins to now share its vibrant music culture with the world.

The time is right to shift outward. By aligning civic leaders, non-profits, economic development, and tourism stakeholders, Fort Collins can develop a strategic initiative to grow music tourism.



Without such a coordinated effort, the city risks missing a valuable opportunity to showcase its cultural assets and capture the economic benefits that a strong music tourism program can deliver.

Why Now?

Fort Collins is at a pivotal moment to elevate its music scene as a cornerstone of the city's cultural and economic future. With strong community investment, support from Colorado State University, new initiatives from Visit Fort Collins, and a deeply engaged local audience, the city is poised to capitalize on its musical strengths. Fort Collins offers an affordable, welcoming environment compared to other parts of Colorado, attracting musicians, students, and entrepreneurs who are passionate about building a vibrant cultural life. The community's commitment to live music signals that Fort Collins is ready to lead in the next chapter of music tourism and development.

Statewide momentum adds to this opportunity. Before the pandemic, former Governor John Hickenlooper noted that Denver hosted more live music than Austin, the self-proclaimed "Live Music Capital of the World." A [2018 study commissioned by Colorado Creative Industries](#) found Colorado's music industry responsible for more than 16,000 jobs and \$1.4 billion in revenue. A [national study](#) in 2019 further ranked **Denver, Boulder, Fort Collins, and Steamboat Springs among the top U.S. "Music Havens"** featuring the most live music events per resident.

More recently, a 2024 Colorado Music Survey conducted by the Colorado Music Hall of Fame revealed challenges across the state, including a decline in live music events — but also strong public support for revitalization, with music tourism identified as a strategic investment opportunity. (The survey gathered input from 1,300+ Colorado industry leaders, residents, and visitors, and a 50-member industry task force.)

In this survey, over 200 Northern Colorado (NoCo) residents, visitors, and music industry professionals revealed that locals are more likely to have attended a concert in the past year compared to the rest of Colorado. However, the NoCo music industry also reports greater challenges with venue availability and a higher incidence of music events that have ended or are at risk. Despite these hurdles, there is strong alignment around the value of partnering with the tourism industry to showcase local talent, with many identifying music tourism as a strategic investment. Developing a stronger regional music experience is considered a top priority among stakeholders.

Now is the time for Fort Collins to implement a unified strategy to grow its music scene into a major driver of cultural vitality and economic growth. [Global music tourism spending is projected to double by 2032](#), and **84% of residents surveyed believe that more live music events would enhance their community's quality of life**. With local leadership and commitment, Fort Collins has everything it needs to build a thriving, resilient music ecosystem



for the future.

“Music venues are keepers of our culture. From Red Rocks to the Grand Ole Opry, and hundreds of small venues across our country, millions visit Colorado and all our states to hear world class musicians and connect with each other,” said Senator Hickenlooper in a 2024 press release. **“Our bipartisan American Music Tourism Act will support these venues by helping our music tourism industry grow and expand.”**

While Visit Fort Collins, with support from the Colorado Tourism Office, initiated this plan, its **success depends on ongoing leadership from both the music and tourism industries to drive these initiatives forward.**

Strategy Overview

Fort Collins’ live music scene is a powerful cultural and economic asset, yet its full potential as a **music tourism destination** remains untapped. With venues like **Washington’s and the Mishawaka**, a strong local artist community, unique and intimate venues and thriving festivals, the city has the foundation to **become a top-tier music destination.**

This strategy, shaped by **music and tourism leaders**, outlines a plan to:

- ✓ **Brand Fort Collins as a Music Destination** – Define and promote Fort Collins’ unique music identity to attract music fans
- ✓ **Enhance the Fort Collins Music Scene** – Build a connected, accessible, and vibrant music ecosystem in Fort Collins
- ✓ **Strengthen the Nighttime and Daytime Economy** – Activate a thriving 24/7 music economy

Process of Creating the Strategic Plan

The **Fort Collins Music Tourism Strategy** was developed through a collaborative, data-driven process involving research, stakeholder engagement, and strategic planning. The process included the following key steps:

1. **Research**
 - a. Reviewed existing research, data, and plans related to music tourism at a local and statewide level
 - b. Developed local stakeholder group
2. **Surveying and Interviews**



- a. Conducted kick-off survey for music stakeholders about the present state and future of music tourism in Fort Collins
- b. Analyzed Northern Colorado data (133 participants) from the statewide Colorado Music Survey that gathered input on Colorado's music future from visitors, stakeholders, and residents
- c. Conducted 4 key stakeholder interviews to further investigate each goal

3. Workshops

- a. Facilitated discussion related to Fort Collins music tourism in one online meeting and one in-person workshop
 - i. Discussed Colorado Music Survey findings
 - ii. Discussed Fort Collins Stakeholder Survey findings
 - iii. Conducted visioning exercise about the future of Fort Collins music

4. Identify Priorities

- a. Identified top three priorities for the next three years for the Fort Collins' music and tourism industries
- b. Identified potential parties who can oversee the priorities
- c. Identified timeline

5. Create Action Plan

- a. Created an action plan to advance music tourism across Fort Collins and present the plan to stakeholders for digital feedback. Refine into final version based on feedback.
 - i. Improve the quality of life for residents
 - ii. Enhance the visitor experience

Objectives:

- Uniting stakeholders to create a shared vision for music tourism
- Addressing community needs and understanding resident sentiment towards music and tourism
- Developing a three-year music tourism plan to enhance music as a cornerstone of Fort Collins' culture and economy

Results:

The result of this collaboration will be a strategic three-year music tourism plan, including:

- A vision for the Fort Collins music scene in 2035
- Defined roles for partners involved
- A detailed action plan for VFC and its collaborators, with leadership roles assigned for each key initiative



Fort Collins Music Tourism Strategy

GOAL #1: Brand Fort Collins as a Music Destination

Rationale

A strong music tourism brand will drive visitor engagement, support local artists and venues, and position Fort Collins as a music-visit destination for music fans. The CMHOF Colorado Music Survey data shows that 84% of Fort Collins residents believe more live music events would improve their quality of life, and 65% of all 1,300 survey respondents would travel overnight for a music event—demonstrating the untapped potential of music tourism.

Key Takeaways Related to This Goal

- There is new energy and support for marketing Fort Collins as a music destination
- The Colorado Tourism Office has new interest and investment in Fort Collins, the NoCo region and the state of Colorado as music destinations in the past year
- Residents, visitors and stakeholders strongly support increased live music opportunities in Fort Collins

Priority Initiative: Define the Fort Collins Music Brand (Year 1)

Activations:

- Develop a unified message that promotes Fort Collins as a music town
- Convene stakeholders to align on brand identity
 - Ensure brand is genre agnostic and inclusive
- Review VFC's [brand architecture](#). Integrate music as a core pillar Use design charrettes or collaborative workshops
- Ensure brand clarity before attending industry conferences or launching campaigns
- Identify local music influencers, artists, businesses, and champions
- Share the “Music for All” story

Visit Fort Collins: Lead/Partner

Partners:

- CSU (Marketing & Communications)
- FoCoMA
- DDA



- City (Cultural Services)
- Downtown Creative District

Priority Initiative: Analyze and Align on Primary and Secondary Music Tourism Markets (Year 1)

Activations:

- Review VFC's short and long term visitor data
- Start with known well-performing markets, including messaging locally and then move into developing new markets
- Use student population and event attendance data to inform strategy
- Share known audiences with partners to help align targeting

Visit Fort Collins Role: Lead

Partners:

- Partners that promote Fort Collins - Align on target audiences

Priority Initiative: Leverage Partnerships to Promote Music (Year 1)

Activations:

- Partner with CSU to market the breadth of music offerings in Fort Collins
 - Coordinate with high-traffic campus moments (e.g., Homecoming, Graduation)
- Leverage CTO Marketing Matching Grant (In-Progress)
 - Use funds for campaign development and execution
- Align future tourism marketing campaigns with new music-integrated brand strategy

Visit Fort Collins Role: Lead

Partners:

- VFC Music Tourism Business Partners
- Colorado Tourism Office
- CSU

Priority Initiative: Begin Prototyping Export Strategies (Year 1-2)

Activations:



- Identify 1–2 events to send select artists as “music ambassadors”
- Think of bands as influencers/content creators and offer stipends to cover travel/showcase costs in exchange for bands promoting Fort Collins as music destination and supportive of developing bands.
- Test and refine approach based on early learnings

Visit Fort Collins Role: Partner

Partners:

- Bohemian Foundation
- FoCoMa
- The Mishawaka

GOAL #2: Enhance the Fort Collins Music Scene

Rationale

Fort Collins should enhance its music scene to capitalize on its vibrant music offerings and attract music tourism, which contributes significantly to local economies. The city's diverse venues, festivals like FoCoMX, and institutions such as The Music District provide a strong foundation for growth. By investing in music infrastructure and programming, Fort Collins can boost tourism, support local artists, and strengthen its cultural identity. This approach not only enriches the community's quality of life but also stimulates economic development through increased visitor spending and job creation in the arts sector.

Key Takeaways Related to This Goal

- The Northern Colorado data from the CMHOF Colorado Music Survey indicated developing the music scene is a top priority for residents and stakeholders.
- Residents perceive a loss of music events according to the same CMHOF Music Survey.

Priority Initiative: Create Content that Connects Residents and Visitors with their Best Music Experience (Year 1)

Activations:

- Create music guide that highlights music experiences and pairs them with other experiences that best fit the target audiences
- Distribute music guide to: hotels, Welcome Centers, vacation rentals, local businesses, etc.



- Focus on visitors and locals in Max Bus line areas
- Include public transportation and “How can I enjoy music here?” messaging
- NOTE: This initiative supports the marketing and branding initiative of creating a microsite and focuses on maximizing the experience

Visit Fort Collins Role: Lead

Partners:

- VFC Music Tourism Businesses - For Content
- VFC Promotional Partners - For Distribution

Priority Initiative: Drive Traffic to the VFC Events Calendar (Year 1)

Activations:

- Incentivize businesses to submit their events
- Continue to implement strategies to increase traffic on events calendar from locals and visitors

Visit Fort Collins Role: Lead

Partners:

- VFC Music Tourism Businesses - For Content
- VFC Promotional Partners - For Distribution

Priority Initiative: Engage broader community and stakeholders in music tourism development process

Activations:

- Apply for Colorado Tourism Office Blueprint Program
- Utilize program to engage residents and tourism stakeholders in vision and action plan for Fort Collins Music Scene
- Utilize outcome from CTO Mentor and Blueprint programs to develop music tourism master plan for Fort Collins

Visit Fort Collins Role: Lead

Partners:

- Broad partner and community inclusion



Priority Initiative: Capture, Cultivate or Create Music-Related Events, Meetings, Conferences, Festivals (Year 3+)

Activations:

- Research potential music industry events to support and grow locally, create from scratch or capture/recruit from other communities (e.g. Sundance)
 - Potential music industry events for capture include SERFA, IBMA, Folk Alliance, etc.
- Identify and assemble partner committee needed to successfully create, capture or cultivate events
- Determine top events and pursue with available resources

Visit Fort Collins: Lead/Partner

Partner:

- FoCoMA
- DDA
- City
- Bohemian Foundation

Priority Initiative: Survey Local Businesses on Potential for New or Expanded Live Music Opportunities (Year 1)

Activations:

- Determine interest in integrating music or expanding music into business models
 - Include areas outside Downtown (e.g., SOPRO, SE FoCO)
- Determine incentives that would increase live music in Fort Collins
 - Create focused effort to expand live music beyond Downtown
- Investigate funding options to create appropriate incentives, if applicable

Visit Fort Collins Role: Partner/Advocate

Partners:

- Bohemian Foundation
- City
- DDA
- Economic Health at the City



Priority Initiative: Evaluate and Elevate FoCoMX as Fort Collins' Signature Music Festival (Year 1-2)

Activations:

- Position FoCoMX more prominently as a flagship music event in Fort Collins, differentiating it from other NoCo music festivals. Explore ways Visit Fort Collins and local partners can help maximize exposure and partnership opportunities through marketing, branding, and cross-sector coordination.
 - Use tools such as Localify.org and the FoCoMA Music Directory to create strategic marketing partnerships that create new offerings for attendees' and their ability to discover personalized music.
- Conduct a comprehensive evaluation of the festival's timing, economic impact (e.g., hotel stays, local spending), and growth potential—aligned with strategic goals outlined in the 2020 Fort Collins Destination Master Plan.
- Analyze and package key data to demonstrate the festival's value to potential funders and stakeholders. Collaborate with community partners—including hotels, venues, transportation providers, and cultural leaders—to encourage shared investment in the festival's long-term success.
 - Utilize CMHOF Colorado Music Survey data (statewide and NoCo-specific) to address concerns over the decline of live music events and build community momentum to sustain and grow FoCoMX.

Visit Fort Collins Role: Lead/Partner

Lead Partner(s):

- FoCoMA
- City of Fort Collins
- Bohemian Foundation
- CSU
- Local venues and businesses
- Downtown Development Authority

Priority Initiative: Measure Music's Economic Impact Over Time

Activations:

- Identify potential grants to support economic impact study including Colorado Tourism Office Tourism Management Grant



- Implement an annual or biennial measurement of the local music sector's economic impact
 - Key indicators could include employment figures, wages, event attendance, visitor spending tied to music events, and new business formation in the music sector.
 - A baseline survey could be developed in collaboration with Colorado State University or a third-party research partner, with subsequent updates tied to major initiatives or funding cycles.

Visit Fort Collins Role: Partner

Lead Partner(s):

- Bohemian Foundation
- City
- Economic Development
- DDA

Priority Initiative: Expand Public Transportation (Routes/Hours) to Support Attendance at Shows (Year 1-3)

Activations:

- Conduct feasibility and financial study to see if this is a community priority and viable option
- Take appropriate action based on results of survey

Visit Fort Collins Role: Advocate

Partners:

- City
- DDA

Priority Initiative: Strengthen Relationships with the Denver Music Scene (Year 1-2)

Activations:

- Build pipelines between Fort Collins artists and regional industry leaders
- Position Fort Collins as a contributor to the broader Colorado music culture
- Initiate and influence entrance of major promoters (Live Nation, AEG, etc.) into Fort Collins market



Visit For Collins Role: Advocate

Partners:

- The Mishawaka; Talent Buyer
- Bohemian Foundation
- Fort Collins Musicians Association

Priority Initiative: Position Fort Collins as a Stop on National Tour Routes (Year 3+)

Activations:

- Engage with major promoters (AEG, Live Nation, etc.) to understand barriers
- Use data to show audience demand and economic viability
- Identify venue ladder gaps; explore solutions

Visit Fort Collins Role: Advocate

Partners:

- CSU
- Cultural Services
- Day/Night Economy Team
- DDA

Priority Initiative: Improve Sound Systems at Venues (Year 1-3)

Activations:

- Understand need with professional assessment of need and cost to upgrade venues
- Develop program to support venues in need

Visit Fort Collins Role: Advocate

Partner:

- Bohemian Foundation

GOAL #3: Strengthen the Nighttime and Daytime Economy



Rationale

Music is a proven economic driver, yet its impact in Colorado remains both understudied and underfunded. Prior to the pandemic, Colorado's live music industry generated \$1.4 billion in 2018. However, its current economic value is unknown. Meanwhile, music tourism spending is projected to double by 2032—presenting a major opportunity to invest in infrastructure, artist support, and destination development.

At the same time, the nighttime economy—of which live music is a major part—remains one of the least understood sectors. In the UK, research shows that about one in nine people are employed at night, contributing over 4% of GDP. In contrast, Colorado and Fort Collins lack data on how many people are employed in nighttime industries or how large the sector is locally. Conducting a study of the size and impact of the nighttime economy could help quantify its value and inform strategic investment.

Fort Collins already boasts a vibrant and growing nightlife. But just how large—and how impactful—it is remains to be determined. Sustaining and shaping this growth into the kind of nighttime scene the city aspires to requires deliberate investment by the City and its partners. A thriving live music ecosystem—from small venues to large outdoor events—not only drives visitation and supports local businesses but also helps establish Fort Collins as a cultural destination.

By investing in both live music and the broader nighttime economy, Fort Collins can create a seamless, 24-hour music tourism experience that fosters economic growth and builds community pride.

The key question now is: how do we begin? According to stakeholders interviewed for this plan, a nighttime governance initiative could be launched by one organization or champion. However, to be successful, it must involve a cross-section of city and economic leaders to ensure a collaborative, community-led approach from the outset.

Key Takeaways Related to This Goal

- Momentum towards a nighttime mayor and/or management plan are underway in Fort Collins
- Fort Collins already has underlying organic support for the nighttime economy from its University, residents and visitors
- nighttime economy management has proven to be an economic and social improvement for other European and American cities as seen in [this 2024 UrbAct article](#). The article also looks at multiple models for governance of a nighttime economy.

Priority Initiative: Create and Market a Microsite for Fort Collins' Nightlife (Year 1)

Activations:



- Create specific content that features events, experiences and music scene focused around the after-dark experience
- Target current visitors with night time experience suggestions to expand stays and spending
- Help visitors and residents navigate between nighttime experiences safely and efficiently

Visit Fort Collins Role: Lead

Partners:

- VFC Promotional Partners

Priority Initiative: Launch the Framework for a Nighttime Economy Office (“Night Mayor”) (Year 1)

Activations:

- Establish a process to kick-off the initiative with clear roles and responsibilities defined for the leading organizations
- Survey community to determine who is represented in the community committee
 - Recommended vendor/partner:
- Create a committee, gather available data and stories on economy/safety/transportation
- Establish office structure and leadership
- Identify underserved communities (especially youth)

Visit Fort Collins Role: Support/Partner

Partner Role(s): Initiate process, form committee, hire consultancy, establish office

- City
- Bohemian
- Downtown Development Authority
- Community Nighttime Committee (Yet to be formed)

Priority Initiative: Address Barriers for Venues, Artist and Patrons(Year 1-3)

Activations:

- Identify barriers through surveying, focus groups, stakeholder interviews
 - Ideas from Stakeholders included:



- Incentivize Venues to Offer Live Music Regularly
 - Consider underwriting, licensing subsidy program, and marketing support
- Explore challenges around ASCAP Licensing
- Explore Access to Equipment through a Community "Music Closet"
- Provide Venues and Businesses with Data that Proves Demand for Live Music
 - Identify data and data vendor needed to track nighttime spending and movement
 - Include growth strategies and success metrics
- Explore Bringing Back the Free Night Bus Program
 - Determine if ridership will return if bus returns through surveying
 - Identify funding sources (sponsorships, public funds, etc.)
 - Promote use of bus
- Support Under-\$20 Music Events for Increased Affordability
 - Create round-up content of music offerings and highlight under \$20 events
- Develop programs to address barriers through surveying, focus groups, stakeholder interviews and ideas provided in this report

Visit Fort Collins Role: Support (Marketing and visitor management)

Partner(s) Role(s):

- City
- Downtown Development Authority
- Bohemian Foundation

APPENDIX

Survey Findings

CMHOF Colorado Music Survey Key Findings

1,300 surveys, 805 Residents, 250 Visitors, 245 Industry Professionals

- 84% say: Increasing music in my community will positively impact my quality of life



- 8 out of 10 say it is important to feature local musicians
- 64% said there are music events in their region that have ended or are threatened to end (Perception vs Reality?)
- 55% optimistic about growth of CO music industry in next 12 months
- Top experiences enjoyed when attending CO music event:
 - Local cuisine, breweries/distilleries/wineries
 - Outdoor recreation
 - Road trips

Northern Colorado Key Findings from CMHOF Colorado Music Survey

- 133 NoCo survey responses
- NoCo Residents are more likely to...
 - have attended a concert in past year than rest of CO
 - report Music Fans/Crowds as part of what makes experience special than rest of CO
- NoCo Music Industry is more likely to report...
 - venue availability as a challenge than rest of CO
 - there are music events that have ended or threatened to end (perception vs reality?)
 - partnering with the tourism industry to showcase local artists as a key advantage of investing in music tourism
 - developing the music experience is a top priority

RESOURCES

1. [Colorado Music Survey Results](#)

Between December 2024 and February 2025, approximately 1,300 surveys were collected from Colorado residents, visitors and music/tourism industry professionals. The purpose was to gather a broad input of ideas and provide direction to the CO music and tourism industries in the priorities and opportunities of developing music tourism in Colorado. The most up-to-date results of those surveys can be found via the link above. Note, this was a smart survey, where participants answered key questions, while there were targeted questions for each group (residents, visitors and industry). Click the link to view the results, you can double click the slide to expand the view of each question.

2. [Music Strategy and Opportunity Research](#)

The document provides an overview of music tourism's economic impact, highlighting national and state-level trends, with a focus on Colorado's music industry. It compares



Colorado's current impact with leading states like Tennessee, Texas, and Louisiana, and presents successful initiatives that have boosted music economies through legislation, grants, partnerships, and tourism campaigns. Case studies, including Austin City Limits, Tennessee Music Pathways, and the Rock & Roll Hall of Fame, demonstrate how strategic investment in music tourism infrastructure and branding can drive economic growth, job creation, and cultural enrichment.

3. Visit Fort Collins [Brand Architecture](#)

Fort Collins' Participating Music Stakeholders

- **Clapp, Justin**, Executive Director, KRFC 88.9 FM
- **Cornett, Greta**, Co-Founder and President, Fort Collins Musicians Association
- **Donaldson, Cheryl**, Executive Co-Director, Fort Collins Museum of Discovery
- **Eichler, Cynthia**, President & CEO, Visit Fort Collins
- **Brackett, Stephen**, Executive Director, Foundation Music School
- **Grant, Dani**, Owner & General Manager, Mishawaka Amphitheatre; Professor of Music Business Marketing, Colorado State University
- **Henley, Kyle**, Vice President for Marketing and Communications, Colorado State University
- **Jacobs, Fred**, Senior Manager of Media Relations and Sponsorships, Ent Credit Union
- **Long, Bri**, Talent Buyer, Mishawaka Amphitheatre
- **Lyle, Peggy**, Executive Director, Downtown Fort Collins Creative District
- **Marr, Tyler**, Legislative Staff, City of Fort Collins
- **Merrill, Bryce**, Music Programs Director, Bohemian Foundation
- **Palmer, Erin**, General Manager of Live Music Operations, Bohemian Foundation
- **Reese, Melissa**, Head of the Music District
- **Robenalt, Matt**, Project Manager, Fort Collins Downtown Development Authority
- **Schneider, Katy**, VP of Marketing, Visit Fort Collins
- **Skinner, Jamal**, Founder & Executive Director, Cultural Enrichment Center of Fort Collins
- **Zimlich, Cheryl**, President and CEO, Bohemian Foundation

Music Tourism Glossary

- **Live Music Economy** – The financial impact of concerts, festivals, and performances, including ticket sales, venue revenue, and related tourism spending (hotels, restaurants, transportation).



- **Music Tourism** – Traveling to a destination, usually defined as 50+ miles away from your primary residence, to experience live music, such as concerts, festivals, or historic music sites.
- **Cultural Tourism** – A broader term that includes music tourism, referring to travel that focuses on experiencing a location’s cultural assets (art, history, food, music, etc.).
- **Destination Marketing** – Promotional efforts to attract visitors to a specific place, often led by tourism organizations, government agencies, or local businesses.
- **Venue Booking** – The process of scheduling artists to perform at a concert venue, which includes securing dates, negotiating fees, and handling contracts.
- **Multi-City Tour** – A coordinated effort to book an artist or band at multiple venues across different cities, often with logistical and financial support.
- **Incubator Rebate Program** – A financial incentive designed to help music venues and events offset costs, similar to programs that exist for film and television industries.
- **Economic Impact Study** – A research analysis that quantifies how much revenue an industry (like live music) generates for a state or community, including visitor spending and job creation.
- **Destination Management Organization (DMO)** – An entity responsible for promoting tourism in a specific area, often working with government and business stakeholders to increase visitor engagement.
- **Music Trail** – A curated route connecting music venues, historic sites, and festivals to encourage visitors to explore a region’s music culture.
- **Live Music District** – A designated area within a city or town that encourages and supports live music through zoning policies, funding, and venue-friendly regulations.
- **Brand Identity** – The unique image and messaging that differentiates Colorado’s music scene from other destinations.
- **Digital Interactive Map** – An online tool that helps visitors explore music-related locations, such as historic sites, venues, and festivals.
- **Localify.org** – A digital platform designed to help music fans discover local artists, venues, and events based on their interests.