

## DRAFT -- sMap Overview for Joint Council/Commission Meeting 12-9-14

CanDo Loveland and the City of Loveland have partnered to create an online mapping tool that gathers community member's input on what 'healthy eating and active living' looks like in Loveland. This project, called, *imap♥land*, asks community members to map Loveland from their own perspective. It is a creative and effective means for community members to participate in a discussion around what's important now and for a vibrant future in Loveland. The data gathered through this tool describes our community's land use and planning patterns and characteristics relevant to active, healthy lifestyles. For the Comprehensive Plan update process, *imap♥land* is one type of public input that can be used to inform the plan as it develops.

After a quick registration process, a user selects and places icons on a map to indicate particular elements or experiences that are important to them. There are a total of seven icons to choose from, but for the purposes of this description, we focus on three icons that relate to the built environment. These icons include **Favorite Places**, **Undesirable Places** and **Physical Activity**. When combined, there are almost 250 points on the maps for these 3 icons.

Each point was placed on a map by a community member with real opinions and experiences. These personalized maps tell a fascinating story about Loveland. Community members have created 68 maps since March 2014. Click on the link below access and review all of the maps and comments. Registration is not required. *Click on the icon below to access *imap♥land*.*



Below are the definitions of the three built environment icons. Also included is a brief description of map highlights.

**Favorite Place:** Mark the unique or special places in Loveland that you visit to socialize, relax or spend free time. These include places that you think should be maintained or enhanced.

**Favorite Places** are spread out from Sylvandale Ranch (west) to the Promenade Shops (east) and from Ace Hardware (north) to Lon Hagler Reservoir

(southwest). This category includes many City parks, local food and beverage establishments as well as community facilities and civic places.

**Undesirable Place:** Mark places you avoid or spend as little time as possible at. It could be a place with a negative appearance and/or a safety concern. These include places that you think should be changed or improved.

**Undesirable Places** identified are primarily adjacent to either the Hwy 287 corridor or the Hwy 34/Eisenhower Blvd. corridor. This category includes the City's gateways and particular danger spots for pedestrians and bicyclists. Many collectors/arterials, intersections and under-utilized or vacant buildings and lots are also identified.

**Physical Activity:** Mark the places you get physical activity. It could include playing at a park, sport field or open space. It could also include walking, biking and going to a gym or recreation center.

For **Physical Activity**, most points are north of Hwy 34/Eisenhower Blvd. and focus on the Loveland Recreational Trail, the Devil's Backbone Trail and parks for swimming, tennis and general play. The Chilson Recreation Center was also frequently identified

## SUMMARY MAP

### Favorite Place

Zoom To:

Map

Satellite



SHARE

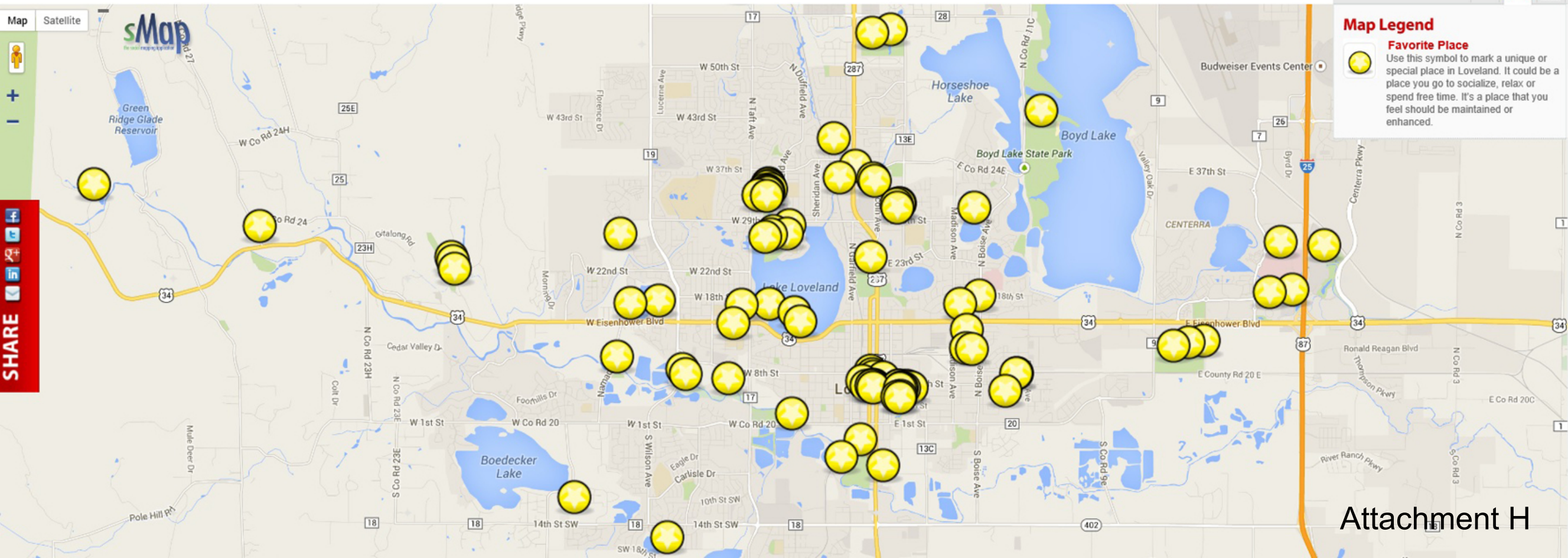


#### Map Legend



##### Favorite Place

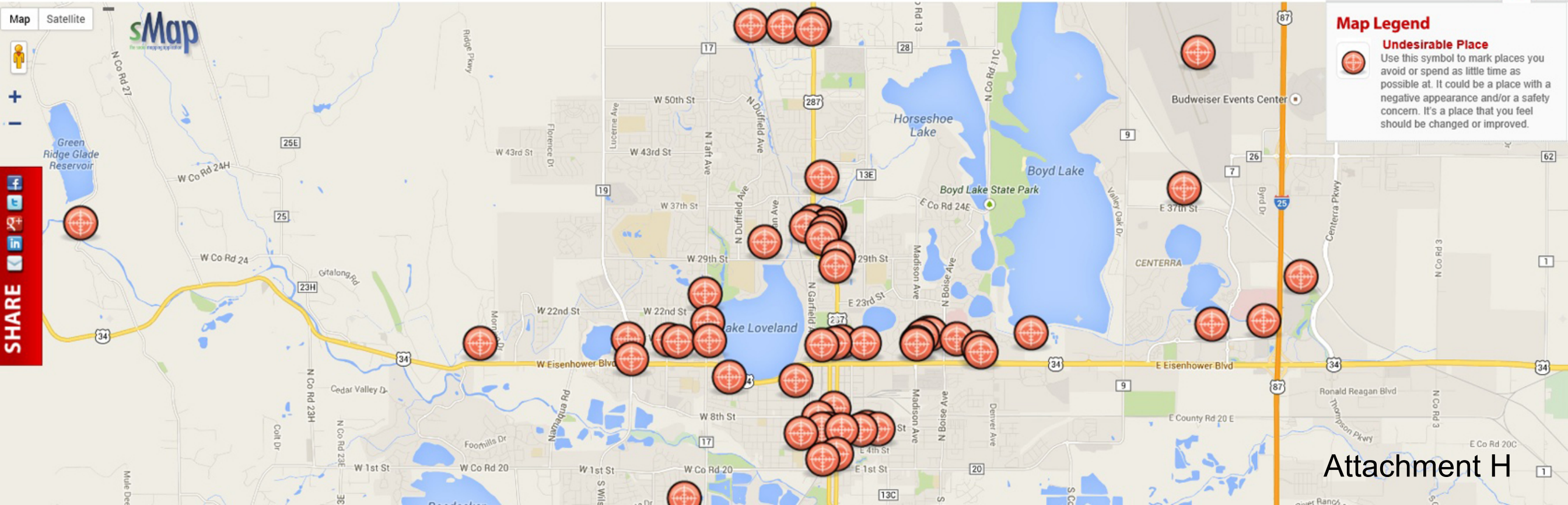
Use this symbol to mark a unique or special place in Loveland. It could be a place you go to socialize, relax or spend free time. It's a place that you feel should be maintained or enhanced.



## SUMMARY MAP

### Undesirable Place

Zoom To: - Select a location -



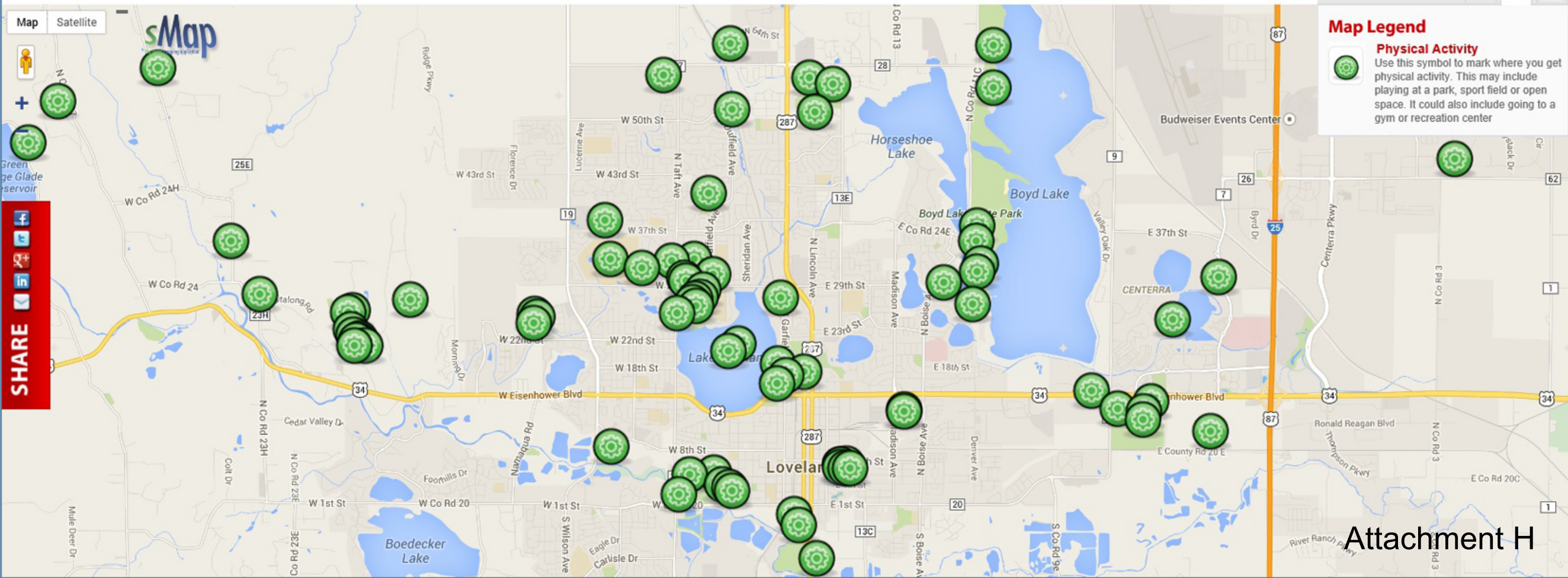
#### Map Legend

**Undesirable Place**  
Use this symbol to mark places you avoid or spend as little time as possible at. It could be a place with a negative appearance and/or a safety concern. It's a place that you feel should be changed or improved.

## SUMMARY MAP

### Physical Activity

Zoom To:



**CITY OF LOVELAND**

ECONOMIC DEVELOPMENT OFFICE

Civic Center • 500 East Third • Loveland, Colorado 80537  
(970) 962-2304 • FAX (970) 962-2900 • TDD (970) 962-2620

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**AGENDA ITEM:** 2  
**MEETING DATE:** 12/9/2014  
**TO:** City Council  
**FROM:** Betsey Hale, Economic Development  
**PRESENTERS:** Betsey Hale, Economic Development Director  
Rick Raesz, Go NoCo Board Chair  
Nicole Yost, Go NoCo Public Relations Consultant

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**TITLE:**

An Update from the Go NoCo Board and City Staff on the Northern Colorado Regional Tourism Act (RTA) Application Process

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**SUMMARY:**

Go NoCo, a private 501c.3 was formed for the purpose of completing a Regional Tourism Act application to the State of Colorado Economic Development Commission. This item is an update to City Council on the progress the organization has made. The report will include information on potential destination tourism projects to be located in Loveland, Windsor, and Larimer County, if the application is successful. The update will outline the organization's communication strategy and the work of the consultants which have been hired to complete the application. The city staff report will update Council on their future participation in the application process.

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**BACKGROUND:**

In July of 2014, the City of Loveland, Town of Windsor and Larimer County began an effort to compete for a State of Colorado RTA award. The purpose of the RTA is to support the development of destination tourism attractions and amenities with State of Colorado sales tax increment generated over a period 30 years. The official Northern Colorado application is due in February 2015. An award will not be announced until November of 2015.

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**REVIEWED BY CITY MANAGER:****LIST OF ATTACHMENTS:**

1. Go NoCo Presentation
  2. Go NoCo Team Information
  3. City Staff Report
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# Go forward. Go stronger. Go NoCO

## RTA Application Update

Loveland City Council  
Study Session  
December 9, 2014



# Progress to date

- Over 20 site visits by potential project operators
- Three Go NoCO Board Meetings
- In progress: private sector fundraising effort to raise \$50-100K
  - Funds for application preparation and Sylvan Dale Guest Ranch redevelopment plan
- “A-Team” consultants hired
- Potential projects being considered and analyzed for feasibility



**“Success is where preparation and opportunity meet.”**

— Bobby Unser



# The Go NoCO A-Team

- *Tom Hazinski, HVS: Hotel Market Study*
  - Supported Aurora RTA win in 2012
- *Mike Anderson, Summit Economics*
  - Supported Colorado Springs \$120M RTA win in 2013
- *Trey Rogers, Lewis Roca Rothgerber*
  - Wrote the RTA legislation with Don Marostica and Governor Ritter
- *Roger Thorp, Thorp Associates, PC*
- *Roger Sherman, BHA*



# The Go NoCO A-Team

- *Dave Claflin, C2 Creative: real estate marketing materials*
- *Nicole Yost, Fyn Public Relations: PR, messaging & application development*
- *John Metcalf, Perfect Square: branding, design & application packaging*
- *Lori Gama: website development & social media*
- *Karen Fournier, Starstream Productions: video*



# The Go NoCO A-Team

- Developer-hired consultants
  - *David Cushman, Cushman Properties*
  - *Steve Graham, Stellar Development*
  - *Sports Facility Advisors*

*Consultants bring extensive, successful destination attraction knowledge and expertise.*

# What is the Go NoCO A-Team doing on every project?

- Studying market demand and feasibility
- Marketing Northern Colorado to operators
- Developing the application and messaging
- Analyzing each projects ability to generate NNOVS
- Developing economic impact analysis
- Identifying the financial models
- Determining the 'But For'



# Go NoCO Potential Projects

- Sports Tourism Complex (Centerra)
- Wildlife & Natural History experience (Centerra)
- Regional Ice Sheets (Fairgrounds/Crossroads)
- Peligrande Resort & Convention Center (Windsor)
- Sylvan Dale Guest Ranch
- High-end RV Park
- Other exciting projects in the works

# Go NoCO Potential Projects

Sports Tourism Complex for both field & sport courts  
(Centerra)



McWHINNEY

\$30 Million Cost Estimate



Site Plan: Final Schematic Design  
**YOUTH SPORTS COMPLEX**  
City of Gatlinburg and the Gatlinburg-Sevier County Joint Venture

28 January 2013



Go forward. Go stronger. Go NoCO.

# Go NoCO Potential Projects

Wildlife & Natural History experience (Centerra)



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# Go NoCO Potential Projects

## Regional Ice Sheets (Crossroads)

### Project Facts

Project Location:

City: *Windsor, CO*

County: *Larimer County*

Major Intersection: *NEC Fairgrounds Ave. and Crossroads Blvd.*

Land Use:

Estimated Land Acreage: +/- 9.18 Acres

Building Square Footage: +/- 100,000 SF

Estimated Construction Costs: +/-  
\$25,000,000

Summary:

This facility would consist of a minimum 4 sheets of ice with the intent of drawing national youth and adult hockey tournaments to the region.



# Go NoCO Potential Projects

## Peligrande Resort & Convention Center

### Project Facts

#### Project Location:

City: *Windsor, CO*

County: *Weld*

Major Intersection: *New Liberty Rd. and Marina Drive*

#### Land Use:

Estimated Land Acreage: 40 Acres

Convention Center SF: 50,000

Marina SF: 20,000

Estimated Construction Costs Convention

- : \$10,000,000

Estimated Construction Costs Marina -

\$10,000,000

Amenity Enhancement - Hotel /

Timeshare - \$50,000,000



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# Go NoCO Potential Projects

Sylvan Dale Guest Ranch



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# Go NoCO Potential Projects

## High-end RV Park

### Project Facts

Project Location:

City: *Windsor, CO*

County: *Weld*

Major Intersection: *¼ Mile South of  
Crossroads Blvd and 7<sup>th</sup> Street*

Land Use:

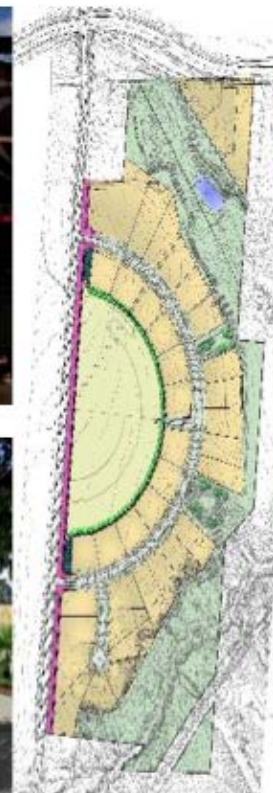
Estimated Land Acreage: 93 Acres

Estimated Construction Costs:

\$5,000,000

Summary:

High-End RV Park



Go forward. Go stronger. Go NoCO.



# Next Steps

- Additional information in January 13 study session
- January 20, formal support for RTA application needed
- Potential meetings as-needed pending project feasibility work
- Working on website, additional marketing
  - Video to spark community enthusiasm/engagement
  - [www.GoNoCO.org](http://www.GoNoCO.org)
- RTA Application due February 2015
- Announcement of awards November 2015



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## Go NoCO RTA Application Update

Loveland City Council  
December 9, 2014

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As Go NoCO prepares its Regional Tourism Act (RTA) Application, we have assembled an exceptional team of consultants with proven RTA and destination tourism experience to help us achieve our vision of bringing Go NoCO's tourism potential to-life with an RTA grant. This 'Dream Team' has already been working hard to analyze, research, prioritize and build resources to support Go NoCO.

### Tom Hazinski, HVS

Thomas Hazinski was instrumental in Aurora's 2012 RTA win. He has an advanced degree in Public Policy from the University of Chicago and over 20 years of practical experience in the public sector and the consulting business. Tom is nationally recognized by rating agencies, bond insurers, and investors on Wall Street, as well as by clients throughout the world for his expertise in convention, sports, entertainment, and hospitality projects.



### Mike Anderson, Summit Economics

Mike is performing the financial analysis for the modeling of the TIF generation in the RTZ. Each project is being evaluated for its ability to perform and bring net new visitors to Colorado and the increment it will create. He supported Colorado Springs \$120M RTA win in 2013. As a senior partner, will serve as the project lead for the Go NoCO project. Anderson has over 32 years of experience in municipal budgeting, public finance, municipal management, and fiscal economic impact analysis. His career has included serving as a financial analyst, financial economist and city manager for local government. He has specialized experience and expertise in financial feasibility studies, fiscal impact analysis, economic development, and public policy.



Trey Rogers, Lewis Roca Rothgerber

Trey is representing and advising the Go NoCO Board on the application process and financial and legal obligations. Trey served under the Ritter Administration and was instrumental in working with Don Marostica on the RTA legislation. As an attorney with Lewis Roca Rothgerber, Rogers' practice is focused on litigation, public law and government relations. He has significant experience in local and national politics. He assists clients on public policy development, regulatory and legislative solutions, election law, campaign finance, and governmental strategies. His litigation experience includes jury and bench trials, arbitrations, and mediations. Mr. Rogers has extensive experience with motions practice, discovery, and appellate advocacy in complex matters in state and federal courts.



Roger Thorp, Thorp Associates PC, Architects and Planners

Roger M. Thorp, AIA, LEED AP, NCARB, is an award-winning architect with over 44 years of professional experience in architectural design and planning in public and private sector projects. A 1970 honor graduate of Kansas State University School of Architecture with graduate work at Harvard School of Design, Roger is licensed in 16 states and two Canadian provinces. In 1976 he founded Thorp Associates in Estes Park as a service-oriented, client-inclusive, environmentally-sound architectural design and planning firm. He has participated in many multi-disciplinary teams developing architectural concepts and planning solutions throughout the United States and Canada. The firm has earned over 40 awards and citations, and in 2010 Roger was named "AIA Architect of the Year" by Colorado North Chapter of AIA.



Roger Sherman, BHA Design

Roger Sherman is the vice president and design principal for BHA Design, an award-winning landscape architecture firm located in Fort Collins, Colorado. They are known for crafting design solutions that are fitting, artful, interesting, and appropriate given the context. BHA has focused its predominant design efforts in Northern Colorado. At the same time they remain actively engaged in the design world and are constantly striving to keep their firm at the forefront of design innovation. In fact, BHA has received nineteen design awards in the past decade from organizations such as ASLA, AIA, and CPRA.



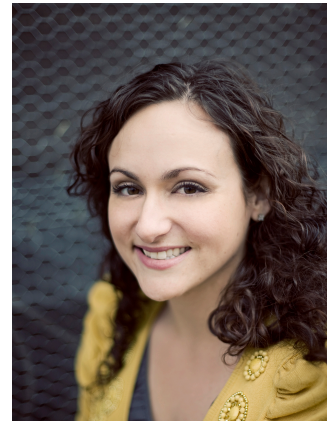
### David Clafin, C2 Creative

Dave is responsible for the real estate marketing materials to use in attracting operators of destination attractions. Dave's eclectic resume brings together several marketing disciplines. Serendipitously, Dave became interested in the science of creativity over 15 years ago. His current work furthers that research and applies it on behalf of corporate and individual clients in the form of workshops and seminars and marketing consulting.



### Nicole Yost, Fyn Public Relations

Nicole will handle public relations and media communications for the Go NoCO board. She is also preparing and coordinating the final application. Nicole has helped companies all over the globe achieve real public relations results - all from the beautiful state of Colorado. Yost has worked in various industries, but primarily focuses on places including travel and tourism, economic development, municipalities and counties, real estate and destination events and attractions. She has placed clients in national top tier media such as BusinessWeek, MSNBC, Yahoo.com, USA Today, The Today Show, New York Times, CBS Sunday Morning, Fox & Friends, Redbook, Travel & Leisure, The Associated Press, Reuters, The Washington Post, among countless others.



### John Metcalf, Perfect Square

John is the graphic design consultant who created the Go NoCO logo and he will be assisting with the development of the final application. His more than 20 years of professional graphic design experience encompasses logo, branding, print advertising, marketing collateral, direct mail, annual report, online promotion and web site design projects. Metcalf is equally adept at typography, multi-page print pieces and complete advertising campaigns. Several of Metcalf's designs have been recognized with local, state & regional awards and included in graphic design publications.





Lori Gama, DaGama Web Studio, Inc.

Lori is building the Go NoCO website and leading social media. For 18 years, Lori has helped thousands of people increase visibility, engagement and conversion rates by getting top search results in Google; by reaching and engaging with millions of people via social media marketing; and by producing websites that convert visitors into customers. Social Media Management; SEO management; Responsive Website Design; E-commerce; Email Marketing; Google and Facebook Ad Campaigns are some of the things she loves doing for northern Colorado and beyond.



Karen Fournier, Starstream Productions

Karen is Go NoCO's videographer. Karen focuses on capturing the essence of businesses and nonprofits through logo animations and promotional videos which are concise, creative and compelling.



David Cushman, Cushman Properties

David Cushman is best known for putting people together. A highly respected full-service developer on his own, David brings many areas of expertise to the table; but, as a seasoned networker and team builder, he taps into his resources network of masters of all development and operational disciplines. For more than 30 years David has been a developer, builder and operator of destination experiences. His projects include mixed-use, retail, Class A office, multi-family, and hospitality, but he has a special affinity for attractions. As an entertainment and attractions driven developer the tourism city of Branson, Missouri has been "home" to David his entire life and is a source of inspiration and support for his visioning.



### Steve Graham, Stellar Development

Steve Graham brings together a rare combination of expertise in architecture, construction, development and leasing. His career has embraced all of these talents and interests resulting in development experience focused on the largest and most-complicated commercial development challenges. Before launching Stellar Development Steve spent the previous 10 years as the Vice President for Destination Development for RED Development. Steve contributed greatly to the leasing, development and strategy behind some of RED's biggest shopping centers, including The Legends Outlets of Kansas City, The Promenade at Chenal and The Legends at Sparks Marina.



### Sports Facility Advisors

SFA is a sport center planning consultant. SFM is a sport center management company. Its venues host recreation programs, league sports, tournaments, concerts, meetings and conventions, and all types of special events. They assess feasibility, master plan entire community programs, produce funding documents, structure public-private partnerships, oversee new facility openings, and they manage and advise many of today's most notable community sport and recreation centers. Since 2003, SFA|SFM have become the preeminent resource for public and private clients seeking to plan, fund, open, and optimize indoor and outdoor recreation venues. From sports tourism and tournament style venues to community recreation- they are making a difference in communities around the world. In 2013 and 2014 alone, SFA|SFM opened 1.5 Million square feet of indoor facilities and nearly 800 acres of outdoor complexes! In 2015, SFA|SFM client facilities will host more than 15 million visits.



**Staff Report to City Council Regional Tourism Authority Update – 12/9/14**  
**From: Betsey L. Hale, Economic Development Director**

**Baseline Growth Rate:** City Staff in Economic Development, GIS, Finance/Sales Tax and the Executive Fiscal Advisor have worked diligently with Jason Schrock the Chief Economist for the State of Colorado, to establish the Regional Tourism Zone's (RTZ) Sales Tax Baseline Growth Rate. Included with this report is a letter to Go NoCo Board Chair Rick Raesz, from Mr. Schrock stating; "OSPB determined that the baseline growth rate for state sales tax revenue in the proposed RTZ over the next 30 years is 4.5%.

This is significant as it reduces the amount of tax increment the RTZ will generate for projects especially in the early years of project expense for construction and critical infrastructure. Staff and Mike Anderson from Summit Economics will be meeting with the State Office of Planning and Budget Staff to review this finding. Maps of the RTZ are included with this report for reference.

**Management of expectations:** As the Council interacts with the public it is critical to remind people that if the RTA request is awarded, success is not overnight. The State will make the announcement in October/November 2015. Then the Go NoCo Regional Tourism Authority (To be established if successful) will need to negotiate a contract(s) with the State. This could take 6 months to a year. Council members should not expect projects to "come out of the ground" before late 2016 or possibly 2017. It is paramount for citizens to be reminded of this timing reality. One example of the importance of keeping expectations realistic is that Sylvan Dale will still need to operate for 2 more Dude Seasons before RTA revenue would be available. While the RTA will be a valuable tool for the redevelopment of the ranch it will not be the only tool.

**Future actions for Council:** The state sales tax increment financing provided by the RTA is gap financing. One key factor in the legislation is the "But For" requirement. The RTA funding is not intended to be the only public investment in the regional destination projects. The Town of Windsor and City of Loveland leadership should anticipate being asked for business assistance agreements by project owners and developers.

All potential projects are being evaluated for their ability to produce net new out of State visitor stays (NNOSV) and the associated generation of new state sales tax increment to support the project over 30 years. If the projects meet certain thresholds then additional analysis of the broader economic impact and possible financing models are being developed. Once these reports are complete it will be necessary for economic development staff and the City manager to ask Council to hold executive session(s) to consider participation and negotiations of any incentive agreement. These requests may occur in January. There are no projects ready for this consideration at this time.

The costs to prepare the application have increased due to additional requests for information and application requirements from the state economist. Council should anticipate a funding request for additional lodging tax and incentive fund money in January. The Economic Development Director did anticipate this and discussed this at the July study session when the first request was made.

All elected bodies included in the RTA application will need to provide a resolution of support for the application. Staff anticipates this action being taken at the January 20<sup>th</sup>, 2015 City Council meeting. A study session updating the Council on the RTA projects and application is scheduled for January 13<sup>th</sup>, 2015.



November 19, 2014

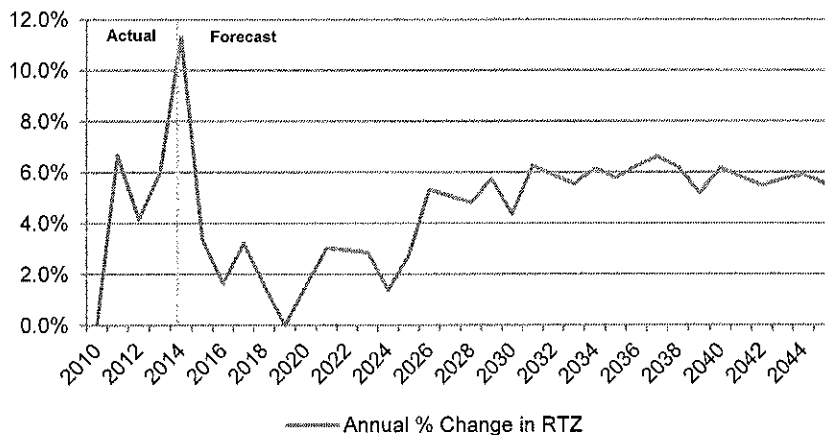
Mr. Rick Raesz, Board Chair  
Go NoCo

Re: Determination of Sales Tax Baseline Growth Rate for Regional Tourism Zone

Dear Mr. Raesz:

Section 24-46-304 (1.5) (a), C.R.S., requires the Governor’s Office of State Planning and Budgeting (OSPB), in conjunction with the Colorado Office of Economic Development, to determine the baseline growth rate for state sales taxes for a proposed regional tourism zone (RTZ). Section 24-46-303 (1.5), C.R.S., defines the baseline growth rate as the forecasted growth in state sales tax revenue above the base year revenue that would be collected in a proposed RTZ if the proposed RTZ project did not occur. Per Section 24-46-304 (1.5) (c), C.R.S., both the local government applicant and the state’s third party analyst are required to use the baseline growth rate in their assumptions and economic analyses for the purpose of calculating the total cumulative dollar amount and percentage of the state sales tax increment revenue that can be dedicated to the proposed RTZ.

OSPB determined that the baseline growth rate for state sales tax revenue in the proposed RTZ over the next 30 years is 4.5 percent. From 2007 to 2013, estimated annual state sales tax revenue growth in the zone averaged 1.0 percent, though this period included a major recession. State sales taxes collected in the entire Loveland and Windsor area combined from 1995 to 2013 grew at an average annual rate of 6.9 percent. The following graph depicts the historical growth rate in state sales tax revenue as well as the forecast baseline growth rate. This forecast projects that the RTZ will collect \$6.1 million in state sales tax revenue in calendar year 2015.



**Summary of methodology.** A forecast for statewide state sales tax revenue over a 30-year period was a key component used in determining the baseline growth rate for the proposed RTZ. The long-term forecast of statewide state sales tax revenue was derived using a similar methodology that OSPB uses in its quarterly forecast for state sales tax revenue. This methodology uses econometric time series techniques that incorporate dynamic relations among variables both in the short- and long-term based on an analysis of historical patterns in the data. These relationships connect sales tax revenue to key macroeconomic drivers, such as personal income and retail sales, as well as demographic trends and other factors that affect sales tax collections.

Moody's Analytics' long-term forecast for national retail sales was used a key component for deriving the forecast of the growth rate of State sales tax revenue. Colorado retail sales influence statewide sales tax collections, and retail sales in Colorado closely follow trends nationally. Moody's Analytics' below-trend long-term growth alternative national economic forecast scenario was utilized for the forecast. This scenario projects slightly lower economic growth, and thus consumer spending, than the baseline forecast to make the forecast more conservative than otherwise. Furthermore, after running multiple forecast scenarios of statewide state sales taxes, OSPB also picked a more conservative growth rate of statewide state sales tax activity for use in its analysis.<sup>1</sup>

The relationship between statewide state sales tax revenue with sales tax activity for all of Loveland and Windsor combined, as well as within the proposed RTZ was analyzed using econometric time series techniques and other data analysis, including data on types of taxable sales by industry. Because state sales tax data was not specifically available for the zone, an analysis of the relationship between the City of Loveland's and the Town of Windsor's taxable sales and state taxable sales was utilized. The zone's proportion of overall Loveland and Windsor sales tax activity was also analyzed. Additionally, economic and demographic trends for the area were incorporated into the analysis. An econometric forecasting model with similar characteristics as the model for deriving the forecast for statewide state sales tax activity was utilized to help develop the baseline growth rate for state sales tax revenue within the proposed RTZ. This analysis considered more than the previous five calendar years of growth in the area, thus meeting the requirement set forth in Section 24-46-304 (1.5) (a), C.R.S.

**Key factors and assumptions used in determining the baseline growth rate:**

- State taxable sales for Loveland and Windsor combined grew at an average annual rate of 7 percent from 1995 to 2013 due in part to the area's population growth.
- Based on the State Demographer, the City of Loveland, and the Town of Windsor, population growth for the area will be higher than for the state overall through 2040.
- The proposed RTZ zone will experience a lower growth rate in state sales tax collections in the near term than the region overall due to the zone's smaller amount of retail and other commercial development. However, increased development in the zone will occur over the next 30-year period due to the continued projected population growth in the

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<sup>1</sup> The same forecast for statewide state sales tax revenue was used in determining the baseline growth rate in the proposed regional tourism zone for each of the pre-applicants.

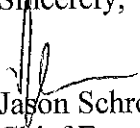


region. This will lead to a higher growth rate in state sales tax collections in the zone as time goes on, reaching a rate similar to sales tax growth for the overall region.

- Sales tax collections for the unincorporated Larimer County portion of the zone will generally reflect trends in sales tax growth for the region, though because this portion of the zone represents a small part of its overall activity, its growth rate does not have a material impact on the forecast.
- The shifting of consumption from taxable goods to nontaxable services will continue to occur (which is reflected in the historical trends in sales tax data underlying this forecast), especially as the area has a greater proportion of over 65 individuals over time.
- The sales tax growth rate will continue to be negatively affected by online retail sales (which is reflected in recent sales tax data underlying this forecast), but not substantially as changes in the business practices of retailers and changes in tax policy are assumed to enable the state to receive a greater portion of sales taxes due on taxable online retail transactions.

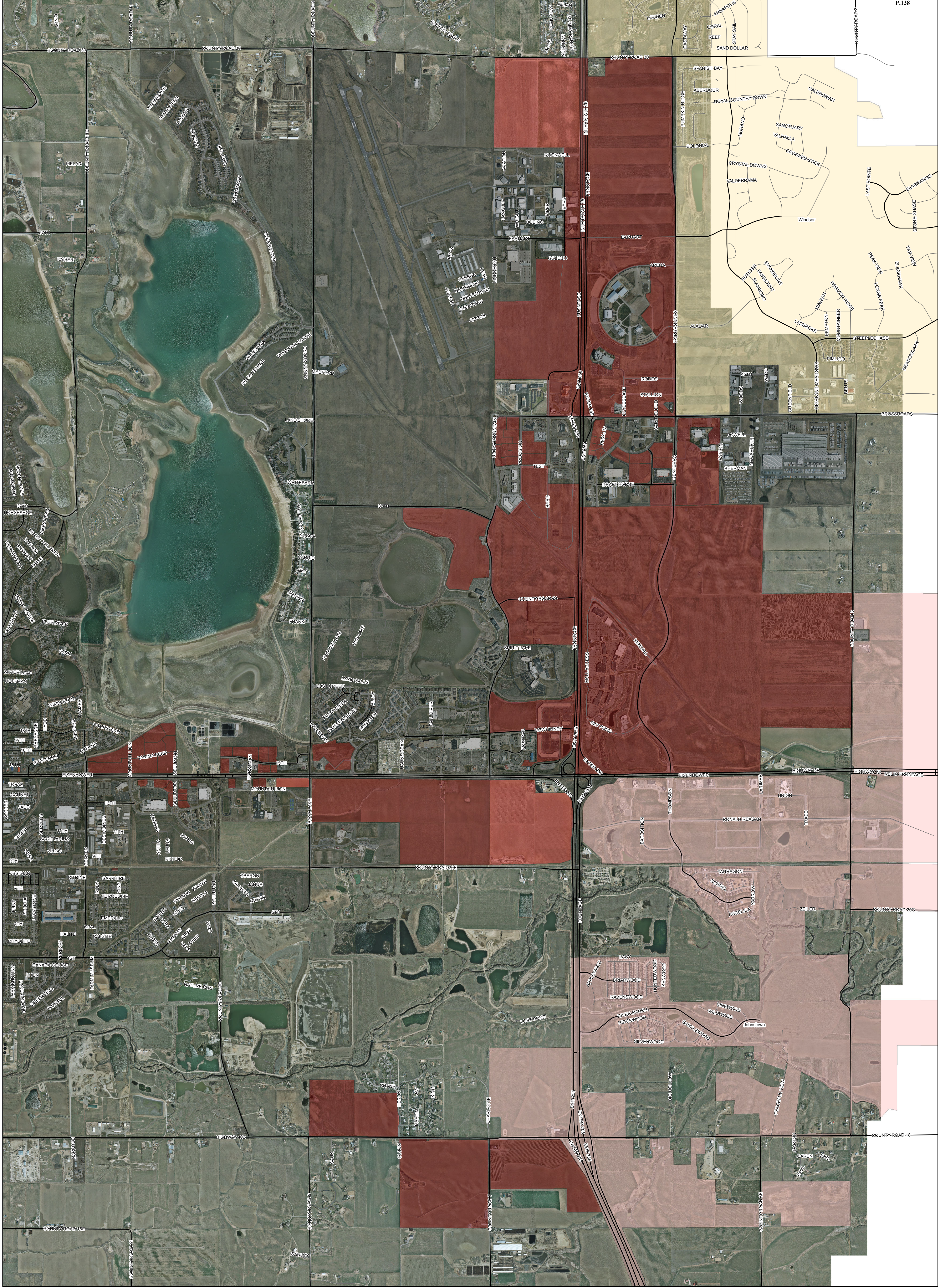
***Caveats and forecast uncertainty.*** Projections for future economic and tax activity, especially over the longer term, are subject to a high amount of uncertainty as multiple dimensions of the future structure of the economy and tax policy cannot be known. For example, changes in the tax rate or tax base, such as the inclusion of more services, as well as changes in the nature of economic transactions could cause sales tax growth to be materially different than forecast. Also, the proposed zone area is largely undeveloped, leaving a larger range of potential types and levels of development in the future. A larger or smaller pace of development in the zone than assumed in this forecast will cause a similar change in the forecasted sales tax growth rate. Further, changes in tax collections from online sales materially different than assumed by this forecast could affect the growth rate.

Sincerely,

  
Jason Schrock  
Chief Economist

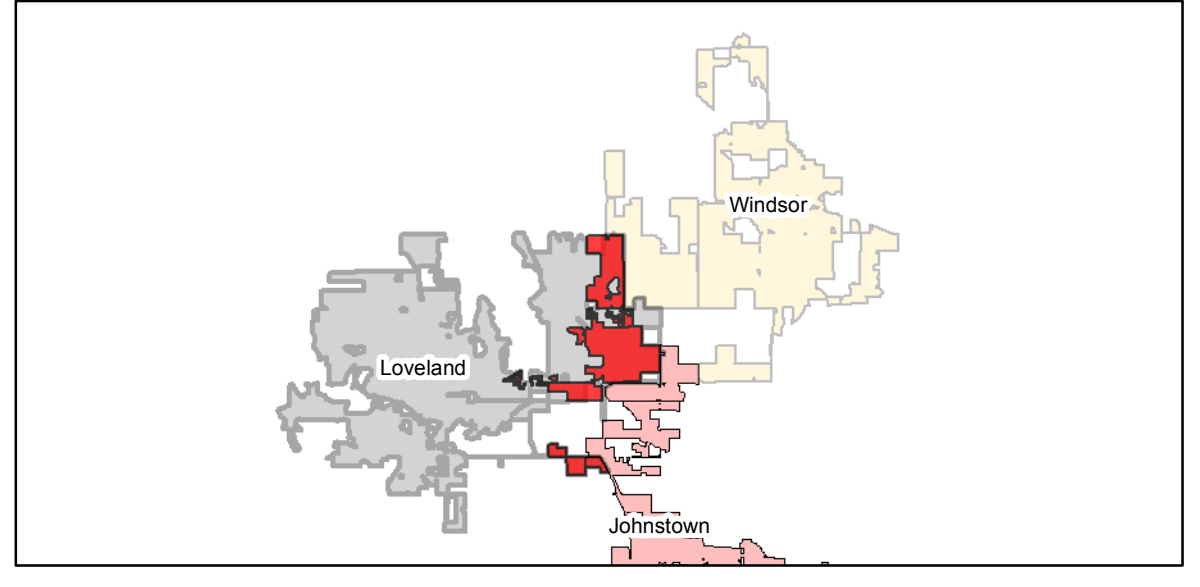
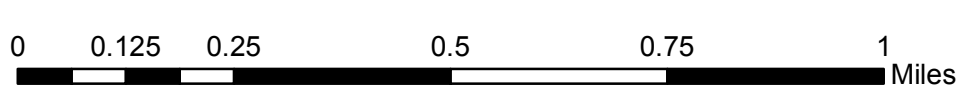
Cc: Ms. Betsey Hale, Economic Development Director, City of Loveland

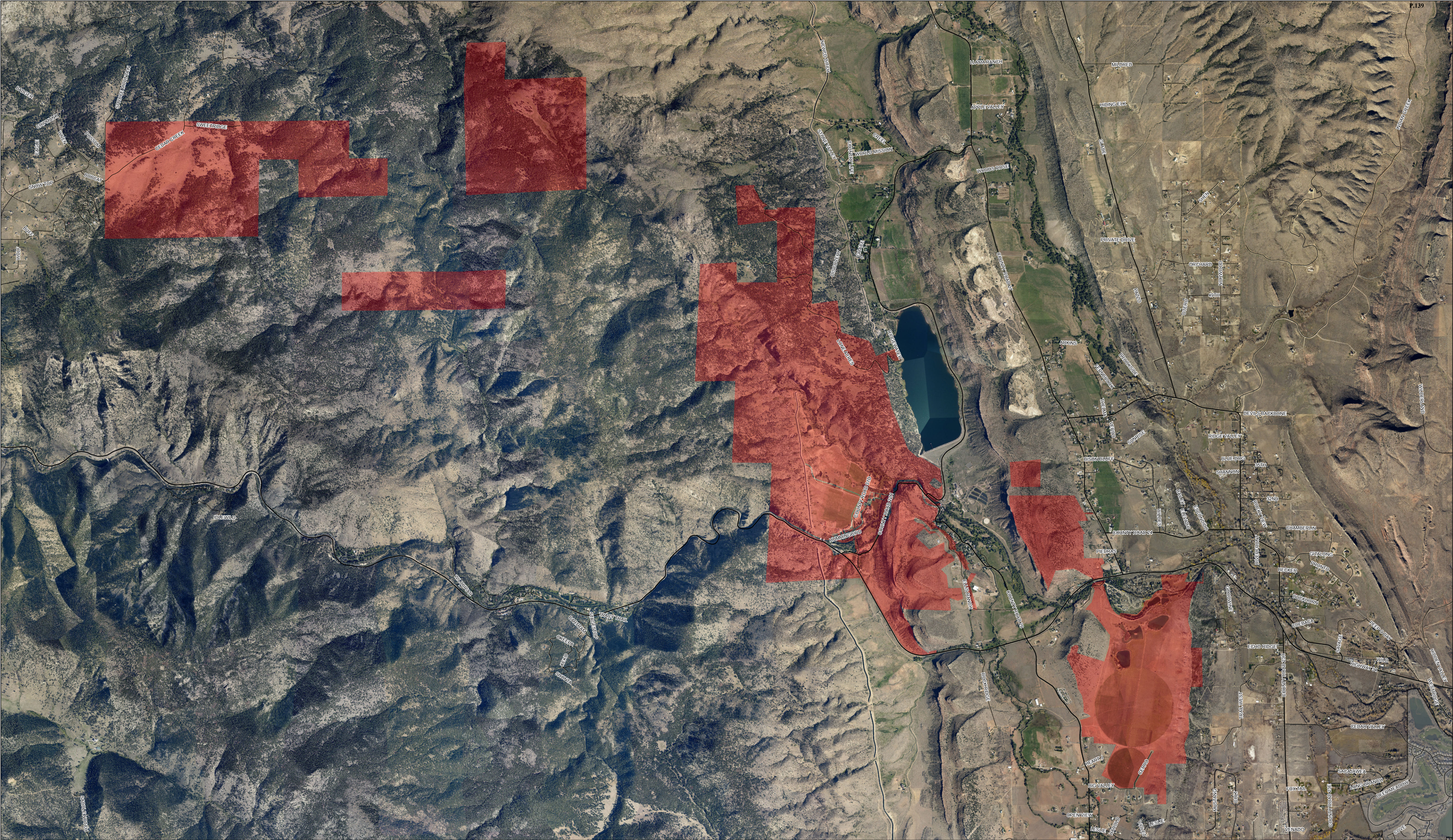




- Loveland City Limits
  - Windsor City Limits
  - Johnstown City Limits
  - Loveland Regional Tourism Zone
- Loveland RTZ Area ~ 3563.4 acres

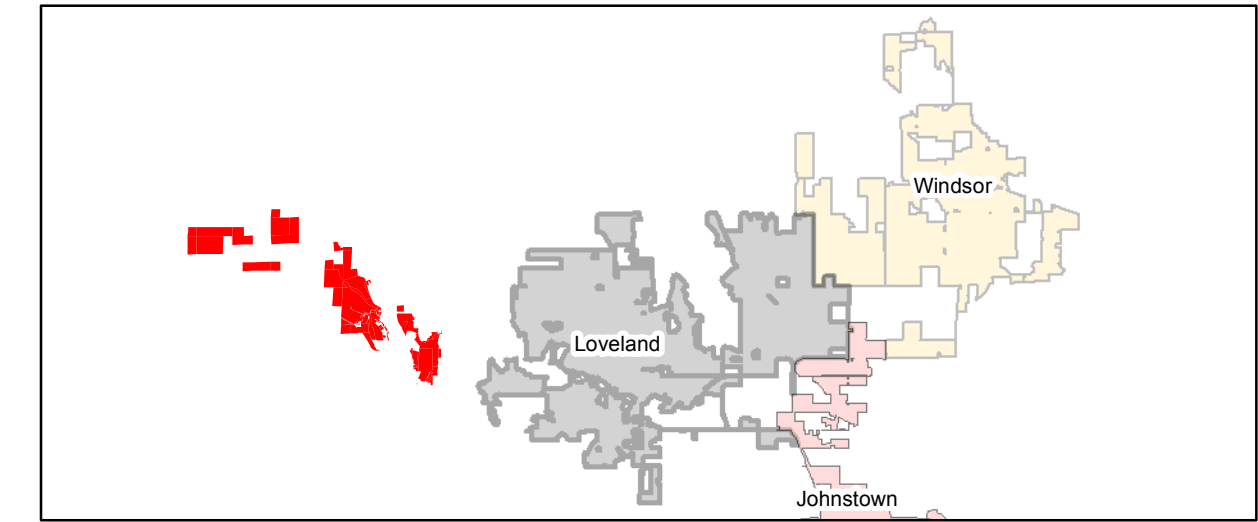
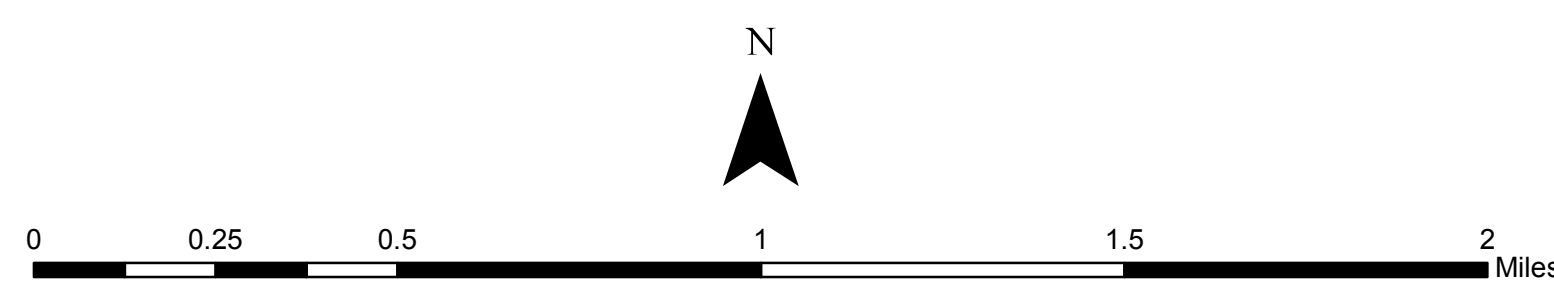
# Loveland RTZ



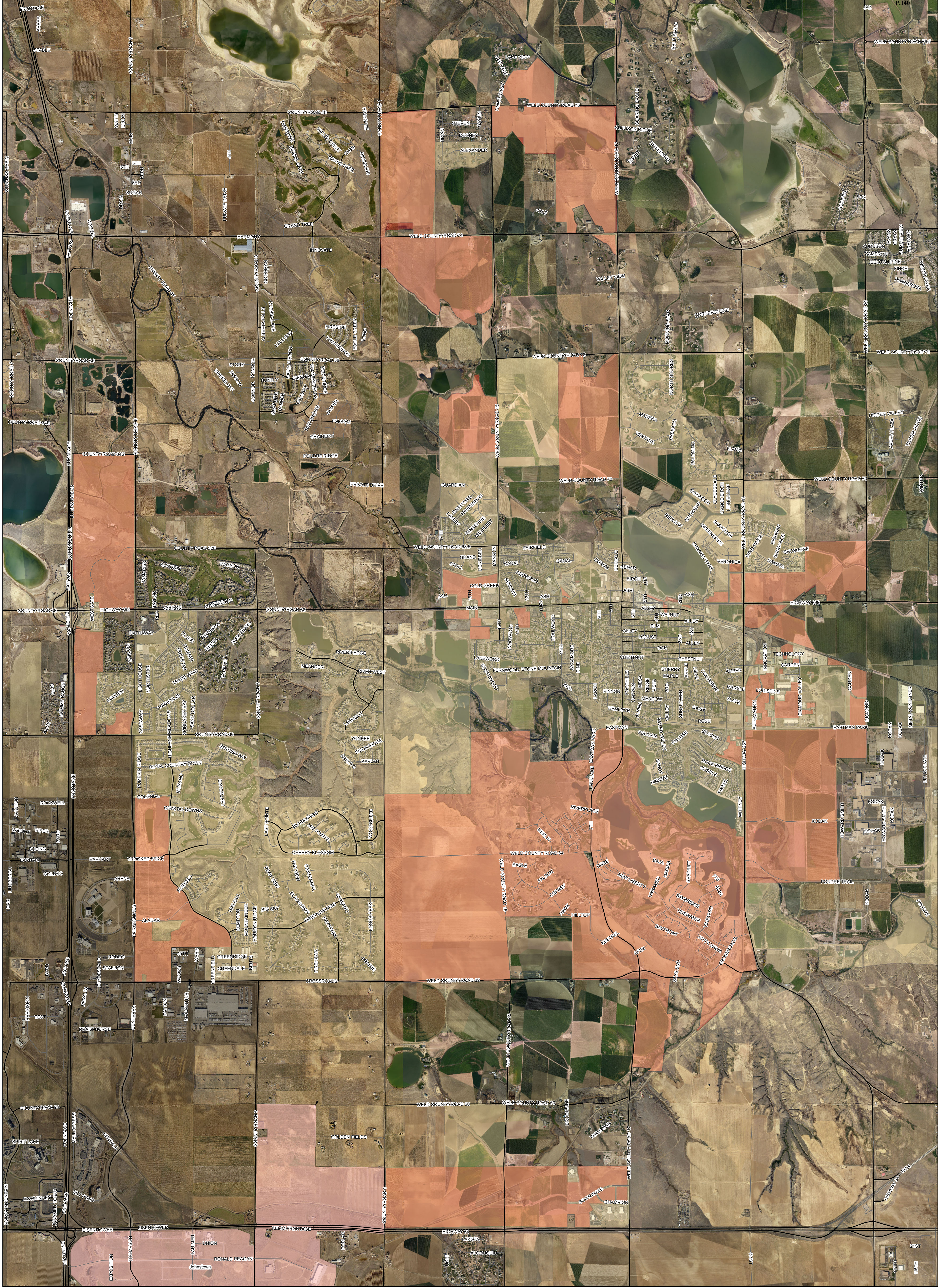


Loveland City Limits  
 Sylvan Dale Regional Tourism Zone (Unincorporated Larimer County)  
 Sylvan Dale RTZ Area ~ 3370.1 acres

## Sylvan Dale RTZ







- Johnstown City Limits
  - Loveland City Limits
  - Windsor City Limits
  - Windsor Regional Tourism Zone
- Windsor RTZ Area ~ 7156.4 acres

# Windsor RTZ

