



Master Plan for The Ranch Events Complex

THE RANCH
Proudly owned by Larimer County



Proposed Adoption, Jan. 26, 2026

INTRODUCTION

This 2026 Master Plan for The Ranch Events Complex supersedes the 2017 Ranch Master Plan, 2019 Strategic Implementation Plan, and all prior plans. All future planning, development, and implementation at The Ranch will be guided by the strategies and directives outlined in this new plan.

ACKNOWLEDGMENTS

We extend our sincere gratitude to the following individuals and organizations for their invaluable contributions in shaping the strategic direction of The Ranch Master Plan. Their guidance, expertise, and dedication were instrumental in advancing our shared vision for the future of The Ranch Events Complex.

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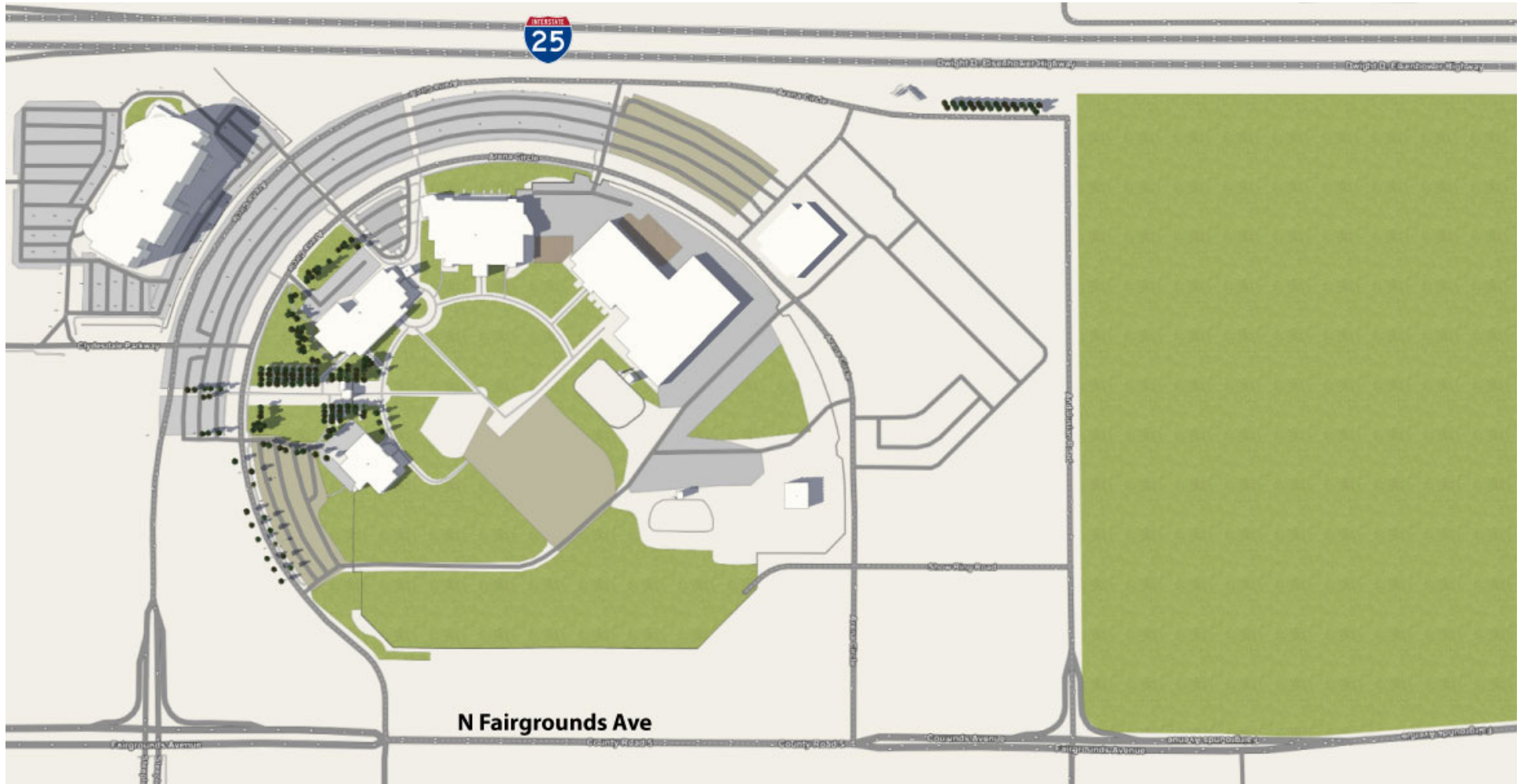


Figure 1: The image above shows an aerial view of The Ranch Events Complex in Loveland, Colorado, bordered by I-25 on the west and North Fairgrounds Avenue on the East.

STATEMENT FOR THE FUTURE OF THE RANCH EVENTS COMPLEX



Vision Statement

The Ranch Events Complex will serve as Northern Colorado's premier destination for community, culture, and commerce. This vibrant, welcoming, and sustainable hub honors its agricultural heritage while driving innovation, entertainment, and economic vitality for generations to come.

Master Plan Mission Statement:

Our mission is to be the entertainment and gathering place of Northern Colorado — inspiring connection, celebrating tradition, and creating meaningful experiences that bring people together. Through dynamic events and welcoming spaces, we aim to serve and unite generations to come.

Master Plan Purpose Statement:

Proudly owned by Larimer County, The Ranch Events Complex enriches the lives of residents by serving as a dynamic, community-centered venue that celebrates the region's agricultural heritage while fostering youth development, sports engagement, mixed-use entertainment, economic growth, and cultural connection. Through its diverse facilities and programming, The Ranch strives to be a welcoming space for all, supporting events that bring people together and reflect the values of the community.

Goals:

1. Deliver a state-of-the-art, multi-purpose event campus that meets the needs of varied audiences — from local community gatherings to major national events.
2. Engage stakeholders and community partners at every stage of planning and implementation to ensure transparent, and community-informed decisions.
3. Grow campus amenities sustainably and responsibly, aligning physical improvements with environmental stewardship, operational efficiency, and fiscal discipline.
4. Expand programming and partnerships that enhance quality of life, strengthen tourism, and generate economic benefits throughout Northern Colorado.
5. Ensure long-term financial sustainability by developing innovative business models, refining agreements, and strategically reinvesting in facilities and staff.
6. Create lasting economic opportunities for Larimer County residents and businesses, support local entrepreneurs, vendors, and workforce development.
7. Preserve and celebrate the site's agricultural and cultural heritage, maintaining a strong connection to its origins while embracing the region's growth.
8. Strengthen youth development opportunities by supporting 4-H, educational programming, and community partnerships that foster leadership, learning, and positive youth engagement.



MASTER PLAN FOR THE RANCH EVENTS COMPLEX – EXECUTIVE SUMMARY AND BACKGROUND

The Ranch Events Complex in Loveland, Colorado, is a 315-acre county fairgrounds and event campus with a rich past and exciting future. The Ranch has long served as a productive community asset for residents of Larimer County. Since its opening in 2003, The Ranch has hosted thousands of events, attracted millions of visitors, and generated hundreds of millions of dollars of economic activity. A key strength of The Ranch is its ability to cater to a wide range of event types, user bases, and industry segments.

In 2017, Larimer County voters approved a 20-year extension of the dedicated 0.15% sales tax, which will sustain The Ranch Events Complex through 2039. These resources, when combined with strategic partnerships, will allow the County to deliver transformative improvements while ensuring that day-to-day operations and maintenance needs remain financially self-sufficient and not reliant on additional taxes.

This updated Ranch Master Plan builds on the success of the past and looks ahead to the next 10–15 years. It's a shared vision and roadmap for turning The Ranch into a true year-round destination for entertainment, sports, and community building/connection — a place that reflects Northern Colorado's spirit and brings people together in new ways that continue to inspire. This plan guides how the campus will evolve and expand for blended entertainment, recreation, and community purposes. The Ranch will remain a place where memories are made, opportunities are created, and Northern Colorado comes together.

Projects Completed through 2024 (Phase I)

This plan builds on The Ranch Master Plan Phase I (2019–2024), which focused on foundational community facilities, including a 4-H, Youth, and Community Arena, 95 RV parking lot and hook-ups, trailer parking, lighted intersections, equestrian center upgrades and expansion, new and improved roads, and the acquisition of 72 adjacent acres of land for expansion.



The Next 5 Years (Phase II)

With those foundations laid, the 2025 Master Plan Update shifts toward strategic growth and community integration. It outlines Phase II (2025--~2030) – a period of concurrent projects focused on active outdoor event spaces, modern upgrades to facilities, and new venues that will help generate revenue to make The Ranch financially self-sufficient, including:

- Event Lawn Expansion & Outdoor Amphitheater
- Event Plaza & Campus Infrastructure, wayfinding, and sign enhancements
- 4-H Outdoor Archery Range
- Youth Hockey & Sports Facility
- Event Center Expansion & Modernization (Blue Arena)
- New Exposition Center
- Full-Service Hotel

After 2030 (Phase III)

After 2030, Phase III will continue to be informed by recent and ongoing community input for a forward-looking vision.

In 2025, after extensive community engagement and analysis, the Board of County Commissioners endorsed these changes to carry forward the master plan as a “thoughtful response to our community’s evolving needs,” positioning The Ranch to become a premier regional destination for entertainment, tourism, and community engagement. The plan’s implementation is supported by an extension of the dedicated 0.15% county sales tax through 2039, along with creative financing strategies. It will ensure that improvements can proceed without increasing the local tax burden.



COMMUNITY ENGAGEMENT

The Ranch has maintained a strong commitment to community engagement throughout the planning and implementation process. Over 12,000 Larimer County residents have been engaged through surveys, open houses, town halls, and direct outreach efforts.

Since 2018, multiple surveys and outreach campaigns have gathered valuable public input to help shape the vision and priorities for The Ranch:

- **Strategic Implementation Plan Community Survey (2018 – 2020):** Collected 2,378 responses to inform the original Strategic Implementation Plan.
- **Stakeholder engagement meetings with stakeholder groups (2022 to 2025):** Hosted approximately 20 meetings.
- **Corona Insights Community Awareness Survey (2023):** Gathered 251 mail-based responses to measure public awareness and understanding of The Ranch and its Master Plan.
- **Imagine the Future of The Ranch Events Complex Survey (2024+):** An open-access online survey received 1,285 responses, collecting ideas and feedback on future programming and amenities.
- **Master Plan Community and engagement Survey (October 2025+):** An open-access online survey that engages the public by answering project-related questions and gathering feedback on current and future Master Plan projects.

In addition to these surveys, The Ranch conducted ten public outreach/stakeholder engagement campaigns across Larimer County, hosted engagement booths at 10+ community events, and worked closely with advisory committees to guide ideas and priorities for this plan and support informed decision-making.

Across all engagement activities, residents consistently emphasized priorities such as **youth programs, flexible multi-use spaces, cultural access, concerts, rodeo/horse events, hockey and sports, and community festivals** and affordability—values that continue to shape the future of The Ranch Events Complex.

HISTORY OF THE RANCH MASTER PLAN

The Ranch Events Complex was born from Larimer County's long-term goal to build a modern, multipurpose fairgrounds that celebrated its agricultural roots while serving a growing population.

By the 1990s, the old fairgrounds in Loveland were outdated and constrained, prompting county leaders and community partners to seek a larger, more versatile site. In 1998, voters overwhelmingly supported a 0.15% countywide sales tax to fund the project, demonstrating strong public backing for both agricultural preservation and regional economic growth.

Loveland's I-25 and U.S. Highway 34 crossroads were selected for accessibility and future expansion. Construction soon began on a comprehensive campus designed to host everything from youth and 4-H programs to concerts and professional sports.

When The Ranch opened in 2003, the 244-acre complex featured cornerstone facilities—including what are now the Blue Arena, Pedersen Toyota Center, The Ranch Equestrian Center, and Origin Arena. These spaces balanced the county's commitment to youth and agriculture with its goal of stimulating tourism and commerce.

In its early years, The Ranch quickly became a regional hub, hosting hundreds of events annually—ranging from the Larimer County Fair to major concerts—cementing its role as a key civic, cultural, and economic landmark for Northern Colorado.

Development

Beginning in 2016, Larimer County began planning for a long-term Amended Master Plan to guide the future of The Ranch Events Complex. This process included extensive research, stakeholder engagement, and facility assessments to ensure the campus could continue serving the community as a regional destination for events, youth programs, and entertainment.

The Master Plan established a 20-year framework for strategic improvements, economic growth, and community access, ensuring The Ranch remains a competitive and sustainable facility for decades to come.



Funding Strategy

A voter-approved 0.15% dedicated sales and use tax extension, approved in 2017 and effective from 2019 through 2039, provides long-term capital funding for phased improvements to The Ranch Events Complex. In 2025, the Larimer County Board of County Commissioners approved Certificates of Participation (COPs) to support Phase IIa projects—the publicly funded components of Phase II—ensuring adequate funding for high-impact community and infrastructure improvements without increasing the existing tax rate.

*Explanation of COPs and how they work

Certificates of Participation (COPs) are a common way for cities and counties to finance major public facilities over time, similar to a long-term lease or mortgage. Instead of paying the full cost upfront, the Ranch makes annual payments as part of its regular budget, spreading costs fairly across the years the facility is used. Investors help fund the project initially and are repaid through those payments. Each year's payment must be approved through the public budgeting process, which protects taxpayers and maintains local control. Once the payments are complete, the facility is fully owned by the Ranch.

Timeline & Phases

Phase I: Community-Focused Foundation (2019–2024)

The first phase focused on projects that directly benefit the community, including the development of the 4-H Youth & Community Arena, roadway improvements, equestrian arena enhancements, and new RV hookups. It also included the purchase of an additional 72-acre parcel for future campus expansion.

Phase II: Commercial Growth & Long-Term Sustainability (2025–2030)

Phase II aims to generate sustainable revenue streams through new attractions and commercial facilities. Key Phase IIa projects include an outdoor amphitheater and event lawn expansion, a youth hockey and sports facility, event center expansion and modernization (Blue Arena), event plaza and campus infrastructure improvements, wayfinding and signage enhancements, and a 4-H outdoor archery range. Future hotel and exposition center projects are anticipated to be delivered through public-private partnerships and are not funded through COPs or the dedicated sales tax.

These improvements aim to improve the visitor experience and ensure The Ranch operates as a self-sustaining special revenue fund.

Long-Term Sustainability & Sunset

A core goal of The Ranch Master Plan is to transition the campus toward financial self-sufficiency by the end of the 20-year tax period in 2039. Through a balance of community access and revenue-generating facilities, The Ranch aims to maintain its facilities and operations without requiring future tax increases, ensuring it remains a vibrant and accessible asset for all Larimer County residents.

Summary of Key Milestones

Year/Period Key Milestone

1998	Larimer County voters approve a one-year sales & use tax to purchase The Ranch property.
1999	Larimer County voters approve a 20-year sales & use tax to develop The Ranch property.
2000	Construction of the original campus begins.
2003	The Ranch Events Complex is open for business.
2007	The Embassy Suite Hotel opens at The Ranch.
2016–2017	Master Plan development begins with research and community input.
2017	Voters approve 20-year 0.15% sales & use tax extension for The Ranch.
2019–2024	Phase I community projects completed (4-H Arena, equestrian, infrastructure).
2025	Financing and design approval for Phase II major projects.
2025–2030	Construction of Phase II projects, including an outdoor event lawn and amphitheater, arena improvements, exposition center, hotel, 4-H sanctioned shooting range, and infrastructure.
2039 Goal	Sunset of dedicated tax and transition to self-sustaining operations.



PROJECTS	TARGET COMPLETION	BUDGET & FINANCING
Infrastructure Projects	2029	COPs and Sales & Use Tax
Great Lawn & Amphitheater	2027	
Event Plaza	2028	
Archery Range	2026	
Youth Hockey & Sports Complex	2028	
Blue Arena Modernization	2028	
Exposition Center	2028	Private-Public Partnership
Hotel	2030	

WHAT'S IN THE RANCH MASTER PLAN - ITS PHASES

The updated Master Plan is organized into distinct phases and project tracks, summarized below:

- **Next 5 Years Phase II (2025--2030):** Phase II is divided into Phase IIa and Phase IIb, which will run concurrently through 2030. The focus is on expanding and modernizing The Ranch's event facilities to increase revenue self-sufficiency and reduce reliance on public funding. Phase IIa consists of projects financed through public investment, including voter-approved taxes and county-issued Certificates of Participation. At the same time, Phase IIb encompasses larger-scale initiatives anticipated to be delivered via public-private partnerships. Key additions in Phase II include a new outdoor amphitheater and 20-acre event lawn expansion, a youth hockey & sports facility, event center expansion & modernization (Blue Arena), event Plaza & campus Infrastructure, wayfinding and sign enhancements, 4-H outdoor archery range, and plans for a future exposition center and full-service hotel to anchor multi-day events.
- **2030 and Beyond Phase III:** Looking beyond 2030, Phase III introduces new elements guided by community feedback and regional needs. On newly acquired land, the plan envisions a multi-purpose youth sports complex of national caliber, expanding The Ranch's role into amateur sports tourism. Additionally, the Ranch and the county are exploring whether it makes sense to dedicate part of the original campus to a restricted-income residential community, a similar facility providing affordable workforce housing, or other campus activities. Such concepts aim to enrich the local quality of life by supporting year-round youth development and addressing core community needs, such as affordable housing for employees and the broader community.

Together, these phases will continue community-serving traditions at The Ranch, building on the platform while recognizing the platform upon which The Ranch was propped up —“The Fairgrounds” —to ensure this multi-purpose destination balances economic growth with community benefits, youth development, and support for workforce and other community needs. The remainder of this plan outlines the phases, components, and timeline in high-level terms.



The Next Five Years – Phase II: Commercially-Focused Growth (2025--2030)

Phase II of the Master Plan is designed to elevate The Ranch's facilities, attract larger events, boost revenue, and enhance the visitor experience, all while fulfilling the long-term goal of financial self-sufficiency by the time the dedicated tax sunsets in 2039. Phase II is split into two parallel tracks – Phase IIa and Phase IIb – which will be implemented concurrently over roughly 2025–2030. Phase IIa comprises improvements funded through public sources, including capital funding, existing sales tax revenues, and municipal Certificates of Participation. Phase IIb consists of marquee projects that will be pursued through public-private partnerships due to their scale. The Larimer County Commissioners formally endorsed this two-pronged Phase II approach in 2025, allowing design and development to proceed on schedule.

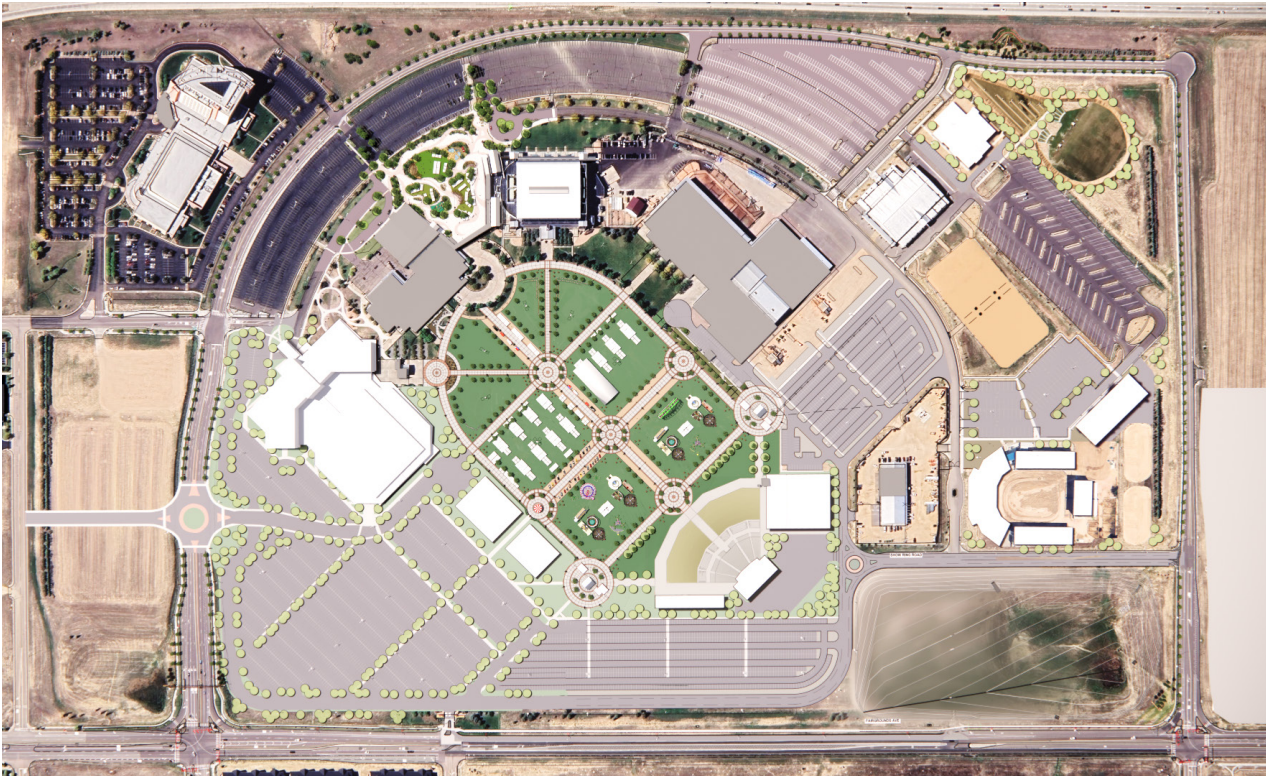


Figure 2: Concept rendering of the planned Great Lawn & Amphitheater outdoor venue. This signature project in Phase IIa will enable The Ranch to host large concerts, festivals, and community celebrations under the stars, attracting regional visitors and boosting entertainment offerings.

Phase IIa – Publicly Funded Projects (2025--2030)

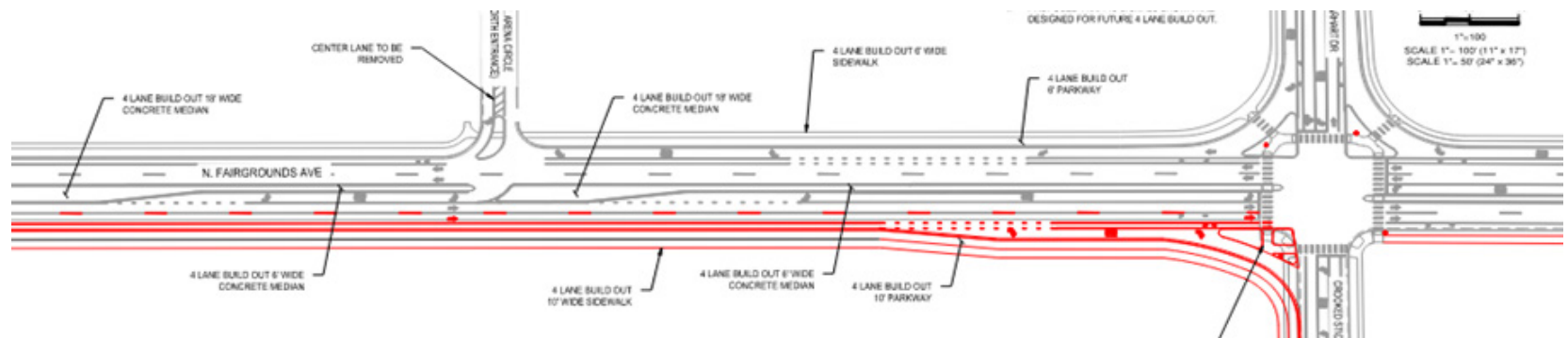
Over the next five years, Phase IIa encompasses a suite of projects that upgrade or expand The Ranch’s outdoor and indoor event venues and infrastructure. These projects aim to modernize the campus, enhance the guest experience, and generate new revenue streams, all while prioritizing community use. Primary Phase IIa components that are funded and have more certain timelines include:

- **Event Lawn Expansion & Amphitheater:** Development of a new outdoor Event Lawn featuring an amphitheater for concerts and festivals. The Event Lawn will serve as a versatile venue for a range of events, from large concerts to community movie nights featuring permanent food, beverage, and support facilities. The amphitheater is expected to be completed and hosting events by ~2027, featuring fixed seating, lawn seating, and amenities such as a VIP viewing area, immediately drawing new entertainment acts and audiences to The Ranch. By creating a regional destination for live music and cultural events, this project will generate substantial new revenue and tourism activity in Larimer County.
- **Youth Hockey & Sports Facility:** Conversion of the existing Pedersen Toyota Event Center into a state-of-the-art youth sports complex, centered on three new indoor ice rinks for hockey and skating. The renovated facility will include training amenities, including locker rooms, weight rooms, etc., and a spectator-friendly design. Importantly, the ice sheets can be converted for other flat-floor sports or events during off-peak seasons, providing year-round flexibility. This facility is anticipated to open by ~2028 and will serve local athletes while drawing regional tournaments and camps to Loveland. By investing in youth sports infrastructure, The Ranch bolsters its community impact and captures sports tourism revenue (hotels, dining) from visiting teams and families.
- **Event Center Expansion & Modernization:** Upgrades to the Blue Arena, the 6,800-seat indoor arena formerly known as Budweiser Events Center, to increase capacity, enhance guest amenities, and improve technology. Plans include increasing seating capacity, adding premium seating and lounge areas, enhancing concourses, and modernizing technology systems. A new premium entry plaza and terrace are also part of the enhancements to elevate the fan experience. These improvements will help The Ranch remain competitive for concerts, sporting events, and large shows, while attracting premium sponsorships and larger audiences.
- **Event Plaza & Campus Infrastructure, Wayfinding, and Sign Enhancements:** A comprehensive redesign of The Ranch’s central outdoor plaza and circulation areas. An event plaza space will be reconfigured with new landscaping, seating, and “plug-and-play” infrastructure (integrated power, water, lighting) to support vendors and programming. The plaza will serve as an inviting gathering place and a conduit between venues, facilitating smooth crowd flow during large events. Concurrently, wayfinding and signage across the campus will be upgraded to improve visitor navigation, and ADA-accessible paths and parking will be added to enhance accessibility. These enhancements (targeting completion by 2026–27) will significantly enhance the pedestrian experience and safety on site, especially during peak fairs, festivals, and multi-venue events.

- **4-H Sanctioned Outdoor Archery Range:** Construction of a new outdoor archery range on the campus to support 4-H youth programs and public recreation. The range will feature multiple shooting lanes with 2D/3D targets, safety berms, shaded spectator areas, and storage facilities. While relatively small in scale, the range underscores The Ranch's continued commitment to youth development and community wellness even during a commercially focused phase. It provides a year-round activity that benefits local families and 4-H clubs, ensuring **The Ranch remains a space “for everyone” rather than solely for large, revenue-generating events.**
- **Roadway & Utility Upgrades:** Critical infrastructure improvements will accompany Phase IIa's venue projects. These include expanding or re-routing internal roadways – building on Phase I's road enhancements – to improve traffic flow, adding parking capacity, optimizing layouts for ADA and event logistics, and upgrading utilities to support the new facilities. Such investments are essential for the long-term sustainability of the campus and to accommodate the increased visitor numbers anticipated with the introduction of the latest attractions.
- **EV Charging Stations:** As of December 3, 2025, eight Level 2 EV charging ports at The Ranch are open to the public. The chargers are located in the front row of Lot B, between the Pedersen Toyota Center and Blue Arena, and are available for use 24/7.

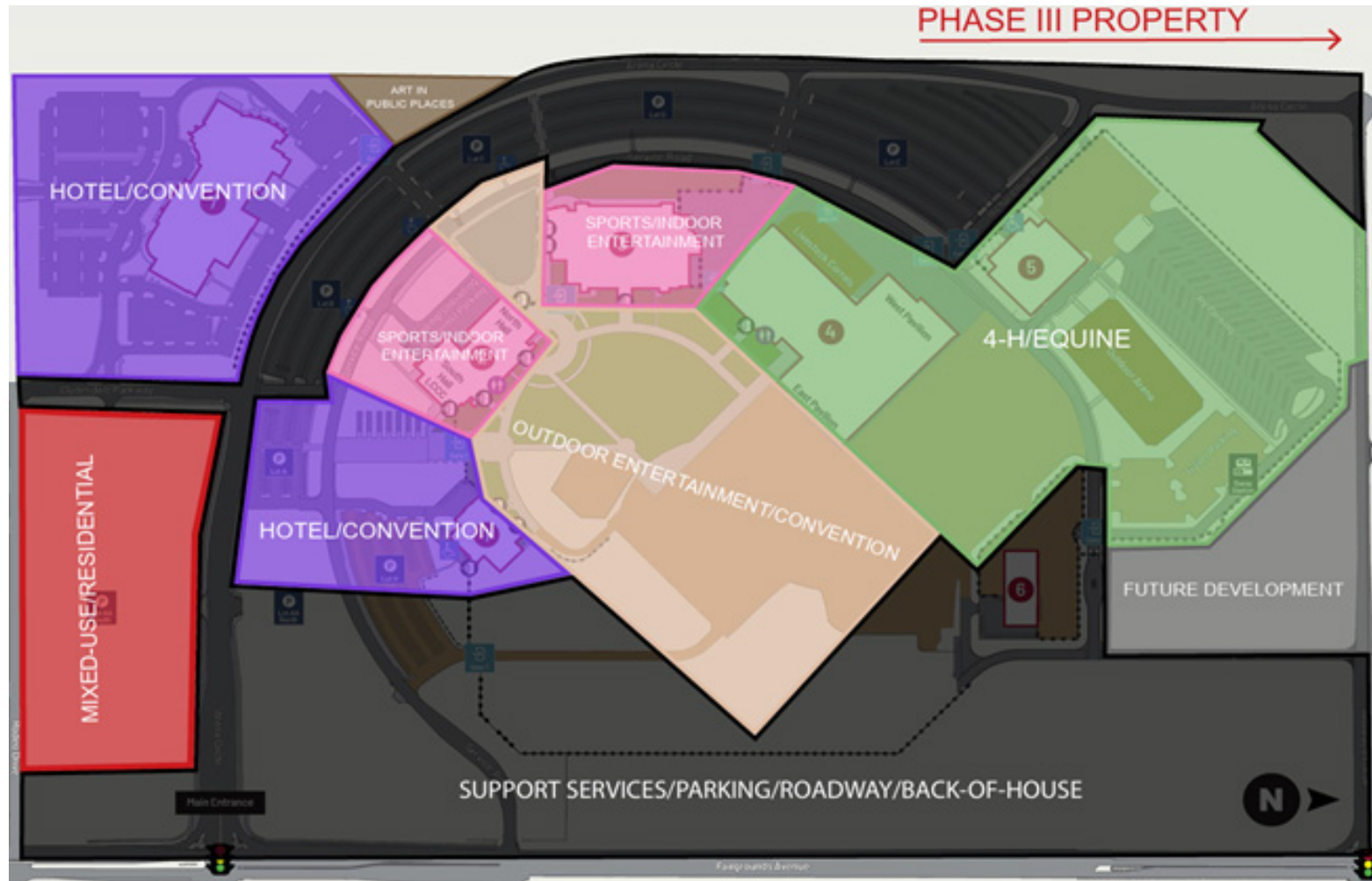
These chargers support Larimer County's commitment to cleaner transportation solutions, helping promote cleaner air and reduce greenhouse gas emissions. Located in the front row of Lot B, they also provide Blue Arena guests with an added event-day amenity by allowing them to charge their vehicles while enjoying concerts, sports, and other events. All chargers are part of the ChargePoint network and are partially funded by a Charge Ahead Colorado grant.

The Phase IIa projects broke ground in August 2025 with Roadway & Utility Upgrades and the Event Lawn, and will continue through the decade, with staggered completions. Collectively, these improvements are expected to significantly enhance The Ranch's event capabilities and financial outlook. By 2030, The Ranch should be able to host larger concerts, multi-rink sports tournaments, expanded fairs/festivals, and concurrent events more effectively, all while offering a better experience to guests and participants.



Phase IIb – Public-Private Partnership Projects (~2025--2030)

Phase IIb encompasses the flagship expansion projects that will be developed through partnerships with private sector investors and operators. These projects are pivotal to transforming The Ranch into a true year-round destination for conventions, film festivals, conferences, and tourism. Given their scale and cost, Larimer County intends to leverage private capital and expertise through joint ventures, leases, or other public-private partnership structures to realize these facilities.



The core Phase IIb initiatives are:

- **New Exposition Center:** A full-service exposition center. The envisioned facility will feature a large, column-free exhibit hall for events such as trade shows, expos, and large banquets, as well as ample breakout meeting rooms and ballroom/banquet space, either within or adjacent to the hotel. The design will target flexibility to host a range of events – from regional conferences and consumer shows to sports competitions and community expos. By providing modern convention infrastructure that Northern Colorado currently lacks, this facility will enable The Ranch to retain and attract events that might otherwise be held in Denver or at out-of-county venues. It is estimated that about 95% of the convention, conference, and tradeshow market identified in surveys could be accommodated by a ~100,000 sq ft Ranch convention facility, representing significant unmet demand. The facility is slated for completion in the latter part of Phase II, assuming partnership agreements and design approvals are in place by mid-decade.
- **Full-Service Hotel:** A new on-site hotel that will serve as the headquarters hotel for the exposition center. This hotel will be directly connected to or adjacent to the convention facility, offering convenient lodging for event attendees, as well as amenities such as conference suites, restaurants, and possibly recreation facilities to support multi-day stays. The impetus for this addition comes from the current shortage of nearby hotel rooms. The Ranch today has only one attached hotel (263-room Embassy Suites), which often sells out, limiting The Ranch's ability to book large events that require on-site lodging. A second full-service hotel is considered critical for attracting larger conventions and multi-day competitions, as over half of event planners need a headquarters hotel within walking distance of the venue. By filling this gap, The Ranch can capture events that currently bypass Northern Colorado due to a lack of lodging. The new hotel is expected to be developed in collaboration with a private hospitality partner, with an agreement in place to ensure the availability of room blocks and use agreements for Ranch events, as well as the integration of the hotel's ballroom/meeting spaces into the overall venue offering.





These Phase IIb projects will significantly elevate The Ranch's profile. Once operational, the exposition center and hotel are projected to generate substantial economic impacts – on the order of \$5–7 million in new annual tax revenue and tens of millions in overall visitor spending in the region. They will enable Larimer County to compete for large conferences, trade shows, and touring events, firmly establishing The Ranch as a national-caliber event destination. The timeline for Phase IIb is concurrent with Phase IIa (pre-development in the mid-2020s, with opening targeted by ~2028–2030). The County's strategy is to finalize partnerships and design for the hotel and exposition center while Phase IIa construction is underway, so that these P3 projects can break ground by the latter half of the decade.

Phase II Timeline & Coordination: Phase IIa and IIb are deliberately planned in parallel to minimize campus disruption and allow earlier projects, such as the amphitheater and arena upgrades, to build momentum and generate revenue to support later projects. Phase II is expected to conclude by 2028, with most facilities in operation; however, some final investments may extend into 2029–2030.

PHASING SUMMARY OF THE RANCH EVENTS COMPLEX MASTER PLAN

PHASE/TIMEFRAME	FOCUS & OBJECTIVES	KEY PROJECTS & INITIATIVES
Phase IIa (2025 - 2030)	Modernize and expand facilities to generate revenue while maintaining community programming. (publicly funded)	<ul style="list-style-type: none"> • Event Lawn & Amphitheater • Youth Hockey & Sports Facility <ul style="list-style-type: none"> • Blue Arena Expansion • Event Plaza & Wayfinding • Infrastructure Upgrades
Phase IIb (2025 - 2030)	Develop flagship, revenue-generating facilities in partnership to elevate The Ranch as a national event destination. (public-private partnerships)	<ul style="list-style-type: none"> • Convention/Expo Center • Headquarters Hotel
Phase III (2030+) "Future Vision"	Expand The Ranch's impact beyond events – support year-round youth sports and address community needs like affordable housing. (continuing exploration)	<ul style="list-style-type: none"> • Youth Sports Complex • Workforce Housing Community

PHASE III: FUTURE VISION (~2030+)

Looking beyond 2030, Phase III of The Ranch Master Plan focuses on positioning the campus for future community enrichment, innovation, and sustainable growth. While Phases I and II emphasized core event and operational enhancements, Phase III invites The Ranch to explore new opportunities that extend its impact on Larimer County and the Northern Colorado region. The intent is to remain responsive to community needs, economic conditions, and emerging trends that may shape how people live, work, and engage at The Ranch.

Phase III is anticipated to unfold following the completion of Phase II projects and as new partnerships, funding sources, and strategic opportunities arise. Planning will continue to be guided by robust community engagement, stakeholder collaboration, and direction from elected officials. This ensures that The Ranch's evolution remains aligned with the county's long-term goals and the aspirations of the community it serves.

Potential Future Directions

Phase III is envisioned as a flexible and inspirational framework for growth rather than a fixed set of projects. Possibilities may include expanded recreational or educational facilities, community-oriented spaces, innovative tourism and hospitality uses, or initiatives that enhance regional accessibility and sustainability. The Ranch may also evaluate opportunities to integrate complementary uses—such as workforce support amenities, green infrastructure, or technology-driven facilities—that strengthen the campus's role as a year-round hub for activity and connection.

By maintaining design and land-use flexibility, The Ranch can adapt its development path to best serve the community as demographics, technologies, and regional priorities evolve. Future studies and partnerships will help define the most beneficial mix of uses and facilities that meet both short-term needs and long-term aspirations.

Phase III Outlook

Phase III represents a forward-looking commitment to ensure The Ranch remains a dynamic, community-centered, and financially resilient asset for generations to come. Its implementation will be shaped by continuous evaluation, feasibility analysis, and input from residents, businesses, and partners.

This phase underscores The Ranch's mission to be more than an events complex—serving as a place that fosters connection, supports economic vitality, and contributes to overall community well-being. As Larimer County grows, The Ranch will remain positioned to evolve strategically, balancing innovation with stewardship, and ensuring its campus continues to reflect the values and priorities of the people it serves.

CONCLUSION

The 2025 Master Plan for The Ranch Events Complex sets a clear, ambitious, and inspirational course for The Ranch over the next decade and beyond. During Phase II, The Ranch will deliver substantial new venues and upgrades by 2030, including an outdoor amphitheater, expanded event infrastructure, a exposition center, and a hotel, transforming The Ranch into a top-tier destination for entertainment and large events while advancing its financial self-sufficiency. Phase III will further expand The Ranch's scope in the 2030s, guided by community-driven goals such as supporting youth sports and local workforce housing. Each phase builds upon the last:

- Through 2024 -- Decades of traditions, and sweeping campus-wide improvements completed during Phase 1 established the foundation;
- Next Five Years -- Investments in the next five years (Phase II) will expand the event and tourism options and support revenue, capacity, and self-sufficiency; and
- Beyond 2030 -- Phase III's initiatives will deepen community integration and sustainable development.

In summary, The Ranch Events Complex is emerging as a dynamic, multifaceted campus that balances commercial success with community value, carrying forward traditions such as the Fair and Rodeo and supporting community events and 4-H. By 2030+, The Ranch will host a greater variety of events, from hockey tournaments to conventions and concerts, serving a broader constituency – including youth athletes and residents who call the campus home. This Master Plan ensures that The Ranch remains a vibrant, inclusive asset for Northern Colorado for decades to come, honoring its agricultural fairground roots while embracing innovation and growth.

As the plan's projects unfold, Larimer County will continue to engage stakeholders and adapt to changing needs, keeping The Ranch's trajectory aligned with the public interest and regional prosperity. The result will be a thriving events complex and community hub that continues to stand as a source of county pride while driving economic and social benefits well into the future.

GOVERNANCE & IMPLEMENTATION

The Ranch's success relies on transparent governance and accountable implementation. The following framework will guide the delivery of the amended Master Plan:

- **Larimer County Board of Commissioners:** Provide policy direction, approve master plan updates, approve financing mechanisms, and assure financial accountability to taxpayers.
- **The Ranch Executive Leadership:** Responsible for day-to-day implementation, project sequencing, contract management, and operational integration.
- **Larimer County and City of Loveland Departments & Partners:** Community Development, Engineering, and Finance staff will provide technical expertise and oversight on design, infrastructure, and fiscal compliance.
- **Public-Private Partnerships:** As needed, private partners will bring capital investment and operational expertise, while the County ensures alignment with community interests through mutually beneficial negotiated agreements.
- **Community Advisory Role:** Stakeholders, residents, and civic leaders will continue to inform plans, design, and operations through public forums, feedback, and advisory groups.

To minimize disruption and maximize value, implementation will follow a phased sequencing strategy, allowing earlier projects such as the amphitheater and Blue Arena upgrades to generate revenue and momentum that support later, larger projects.

EXHIBIT ONE: COMMUNITY ENGAGEMENT ACTIVITIES AND OUTREACH

Community and stakeholder input have been the cornerstone of The Ranch's Master Plan process from the beginning. Between 2017 and 2025, Larimer County and The Ranch team conducted extensive community engagement, with more than 12,000 residents contributing ideas through surveys, public events, open houses, and outreach sessions. The Master Plan's project team hosted public forums beginning with a county-wide open meeting in late 2018 to solicit input from community members and share planning progress. At these meetings, residents reviewed concept plans and voiced priorities, ensuring the plan reflected local needs. In addition, officials conducted stakeholder interviews and workshops with key groups, including youth sports league leaders, 4-H clubs, local business owners, nonprofits, and civic leaders, to gather focused feedback on specific proposals.

This multi-faceted outreach fulfilled a core commitment of the Master Plan: to “engage stakeholders at every step to ensure community-informed decisions.” It was through these surveys, open houses, and discussions that the community's voice directly shaped the vision for this plan.

Community Feedback Shaping the Next Five Years of Developments

Phase IIa, initiated in 2024, encompasses a package of projects refined in response to public feedback. One clear example is the Great Lawn & Amphitheater. Early community feedback showed strong enthusiasm for outdoor entertainment and cultural events. As a result, planners prioritized creating a large outdoor amphitheater and a great lawn. The design can host concerts, festivals, and community celebrations. The Ranch fast-tracked the implementation of this component because residents and community leaders repeatedly expressed a desire for more local venues for live music and festivals, rather than having to travel to distant sites. Public input also influenced the amphitheater's features – the inclusion of both fixed seating and open lawn seating, along with amenities such as a teaching kitchen for food events, reflects ideas gathered from eventgoers and local cultural groups. In short, the community's call for a cultural anchor at The Ranch translated directly into this signature outdoor venue.

Another component shaped by public input is the Youth Sports and Hockey Training Facility. Engagement with local youth sports organizations and families – especially amid a regional ice rink shortage – significantly influenced the scope and siting of this project. Northern Colorado hockey leagues and parents had long advocated for more ice time; hundreds of young athletes were being turned away due to a lack of rink space. In response, the Ranch will transform the existing Pedersen Toyota Center into a multi-sheet indoor sports complex with three new ice rinks. This approach emerged from stakeholder discussions about using what The Ranch already has to quickly meet urgent needs. By repurposing an existing facility rather than building a completely new structure, the plan leveraged ideas from civic leaders and sports groups on cost-effective expansion.

The new complex will not only add much-needed ice sheets for hockey but also provide flexible court space for other youth sports – a direct response to input from local soccer, basketball, and volleyball communities seeking year-round training facilities. As one youth hockey representative described, the additional rinks will “say yes to hundreds of kids who’ve been told no” due to the old lack of capacity. Thus, community feedback on sports access directly guided both the facility’s design and its location.

Public input also led to refinement in other plan elements for the next five years. Residents and event attendees noted that the central Event Plaza felt underutilized and could be more pedestrian-friendly. In response, the plan includes a comprehensive plaza redesign to enhance walkability, add seating and vendor areas, and improve accessibility for people of all abilities. Likewise, local 4-H groups and outdoor enthusiasts advocated for more family-friendly recreation on site. This helped spur the inclusion of a new Outdoor 4-H Archery Range in Phase IIa – a 10-lane range with shaded viewing, created to support youth education and community recreation. Even infrastructure upgrades in Phase IIa (such as parking, road access, and signage) were prioritized based on public comments regarding traffic flow and safety during major events. In summary, the content of Phase IIa – from the amphitheater and sports complex to the plaza, archery range, and road improvements – was not the result of top-down planning, but rather a product of community dialogue. The projects address the ideas and concerns raised by people during open houses and surveys, aligning Phase IIa with the public’s vision and reinforced and confirmed by the Board of County Commissioners at multiple work sessions.

Stakeholder Input and Refinement of Phase IIb

Phase IIb of the Master Plan, which focuses on a proposed Hotel and Exposition Center, was also shaped and refined through stakeholder collaboration. From the business community to city leaders, stakeholders provided valuable input on how this facility should function to best serve Northern Colorado. Local businesses, the tourism bureau, and economic development groups underscored the rising demand for on-site conference space to attract multi-day events and conventions. In light of this feedback, the plan for Phase IIb features a full-service exposition center paired with a 200–250 room hotel to fill that gap. Stakeholders helped define the programming for this venue – for example, ensuring it can accommodate regional youth sports tournaments, trade shows, and traditional conferences. The aim is to complement, existing hotels and to create a conference hub that local businesses can leverage for corporate events and tourism.

Crucially, public sentiment will influence how Phase IIb is funded and implemented. During outreach, residents voiced caution about public expenditures on a hotel, urging that core taxpayer funds stay focused on public-serving amenities. County leaders listened. The Board of County Commissioners ultimately guided the securing of private investment for this phase. Therefore, the County is exploring a public-private partnership for the hotel/exposition center, aligning with the community’s feedback that new revenue-generating facilities should be self-sustaining. This strategy was supported by civic and business leaders alike as a prudent approach. Ongoing collaboration with hospitality experts and local municipalities will continue to refine the hotel’s design and operations, ensuring it integrates seamlessly

with the community. In essence, Phase IIb's plan – its scope, funding model, and timeline – reflects a balance struck in response to the mix of enthusiasm and caution expressed by the public and stakeholders during the planning process.

Broad Community Participation and Ongoing Engagement (2025+)

Shaping the Ranch's Master Plan has been a genuinely community-driven endeavor, with broad participation from many segments of Larimer County. Residents from all walks of life engaged in the planning – from long-time Loveland families to newer residents drawn to county fairs and concerts. The general public's input informs the overall priorities.

Youth sports groups were deeply involved, providing detailed insights that guided sports facility plans. Local businesses and the hospitality industry offered valuable insights into economic opportunities, ensuring that projects like the hotel/conference center will stimulate commerce and tourism, benefiting the entire region.

Nonprofit organizations and educational groups – notably Larimer County 4-H, extension programs, and various nonprofits – had a seat at the table, emphasizing the need to maintain affordable community spaces. This input reinforced elements such as the 4-H, youth, and community arena (completed in Phase I) and the new archery range and event plaza improvements in Phase IIa, which keep The Ranch a welcoming place for fairs, fundraisers, and community gatherings.

Civic leaders provided guidance and collaboration; the Larimer County Commissioners actively championed public engagement and ensured the Master Plan aligned with the county's broader goals and values. The Ranch team coordinated with neighboring city governments, such as Fort Collins and Loveland, to address regional recreation needs. This collaboration enabled pursuing a potential swimming/natatorium project at the optimal location, thereby avoiding duplicating facilities.

This widespread participation not only improved the plan's quality but also built broad public support – evidenced by the voter-approved funding for these improvements and the unanimous backing of Phase IIa by county officials in 2025.

Engagement in the Future – Looking ahead, the same level of community engagement is expected to continue in 2025 as the Ranch Master Plan progresses into its future phases. With Phase IIa underway and Phase IIb in development, Larimer County has already launched new outreach to help shape Phase III, which is expected to focus on a potential youth sports complex and workforce housing on the newly acquired land north of the campus. In early 2025, The Ranch held initial planning sessions for this expansion, involving staff, local leaders, and the public in a brainstorming session to generate ideas.

Community members are actively encouraged to contribute input through surveys and public forums for Phases II & III – a study titled “Imagine the Future of The Ranch” is open to gather ideas and feedback. Just as before, residents and stakeholders will be partners in the planning process, ensuring that any new facilities address real community needs, such as affordable housing for the local workforce and additional sports/recreation opportunities for youth. This commitment to “community-driven planning” remains front and center: The Ranch’s leadership has pledged to engage local organizations and neighbors so that new developments “reflect community values” and build stronger connections with the public.

EXHIBIT TWO: FINANCIAL RESEARCH AND STUDIES SUPPORTING PHASE II

The financial and economic feasibility of Phase II improvements at The Ranch Events Complex has been supported by multiple in-depth studies, conducted by professional consultants AT Convention, Sports & Leisure International, and validated through internal pro forma testing. These studies were designed to ensure that the proposed developments are financially viable, align with community needs, and can contribute to the long-term sustainability of The Ranch.

Exposition Center and Hotel Feasibility Study (2025)

In 2025, Larimer County commissioned a New Exposition Center and Hotel Study to evaluate the demand, market positioning, and financial feasibility of constructing a 100,000+ square-foot exposition/exposition center, paired with a 200–225-room hotel, on the Ranch campus.

Key Findings

- **Market Demand:** The study identified strong unmet demand for regional conventions and trade shows, noting that approximately 95% of potential events could be accommodated within the proposed Ranch facility, reducing event leakage to Denver and other out-of-county venues.
- **Economic Impact:** Modeled scenarios forecasted \$40–60 million in annual visitor spending across lodging, dining, and retail, supporting hundreds of hospitality jobs.
- **Tax Revenue:** The facility could generate an estimated \$5–7 million annually in new state and local tax revenues, strengthening the case for public-private investment.
- **Hotel Need:** Surveys of event planners indicated that over 50% of convention bookings require an attached headquarters hotel, underscoring the critical role of the planned 200–225-room hotel.

- **Funding Structure:** The study recommended pursuing a public–private partnership financing model to limit county exposure, while leveraging hotel developer capital, tax increment financing, and naming rights.

Application to Phase II

This study underpins Phase IIb of the amended Master Plan, directly shaping the scope, design, and implementation strategy for the exposition center and hotel. The findings validate both the demand and economic return of this investment.

Amphitheater and Ice Facility Pro Forma & COP Testing

Complementing the convention/hotel study, the County commissioned a detailed pro forma analysis for two major Phase IIa projects: the outdoor amphitheater and Great Lawn, and the youth hockey & sports facility. This tested operating assumptions, construction costs, and financing capacity, including Certificates of Participation (COPs) as a potential debt tool.

Amphitheater

- **Revenue Streams:** Ticket sales, vendor fees, concessions, and sponsorships.
- **Attendance Modeling:** Year 1 projections assumed 20–25 major events, scaling upward as the venue builds reputation.
- **Breakeven Analysis:** Forecasted positive operating margins within the first five years, driven by steady demand for regional concert venues.

Youth Hockey & Sports Facility

- **Utilization Rates:** Ice sheets are projected to exceed 85% utilization during peak months, driven by youth leagues and tournaments.
- **Tournament Impact:** Visiting teams are expected to generate significant spillover lodging and restaurant activity.
- **Operating Costs:** Sensitivity testing included staffing, utilities, and ice maintenance, confirming feasibility under conservative assumptions.

COP Financing Stress Test

The pro forma modelled repayment scenarios, ensuring that anticipated revenues could support long-term financing without relying on the general fund.

Lessons Learned and Integration into the 2025 Plan

- Both the feasibility study and financial testing validated public-private financing approaches as the most prudent path forward for large-scale Phase II projects.
- Findings confirmed that The Ranch can leverage its regional market position to host larger, more profitable events without compromising community programming.
- The financial analyses guided prioritization: amphitheater and sports arena through public investment, and exposition center/hotel through private partnerships.

Looking Ahead: Phase III Financial Research

While Phase II financial studies are complete, Phase III (2030+) projects – the proposed youth sports complex and workforce housing community – will require the same rigorous level of research. Future feasibility analyses will include:

- **Demand Studies** for national-scale youth tournaments and recreational programming.
- **Housing Market Assessments** to evaluate unit demand, income targeting, and financing structures for workforce housing.
- **Economic Impact Modeling** to quantify benefits in tourism, employment, and community well-being.
- **Funding Strategy Development** leveraging grants, private partnerships, and potential federal/state housing resources.

Conclusion

The Ranch Master Plan is underpinned by robust financial studies that ensure projects are feasible, sustainable, and fiscally responsible. By applying the same discipline to Phase III, Larimer County will continue to strike a balance between ambition and prudence, ensuring that The Ranch remains both a community asset and a regional economic driver.

