



TOURISM IMPROVEMENT DISTRICT



Annual Plan 2021

2021 TID Budget

2021 BUDGET	2019 Actual	2020 Budget	2020 Actual YTD (July)	2020 Estimated	2021 Budget
REVENUE					
Lodger's Tax (1.0%)	\$ 10,072,000	\$ 10,555,000	\$ 1,704,000	\$ 3,372,000	\$ 5,200,000
Total Revenue	\$ 10,072,000	\$ 10,555,000	\$ 1,704,000	\$ 3,372,000	\$ 5,200,000
EXPENDITURES					
City Collection Fee (1.0%)	\$ 101,000	\$ 105,000	\$ 17,000	\$ 34,000	\$ 52,000
Certificates of Participation (COPs)	\$ 3,453,000	\$ 3,450,000	\$ 2,500,000	\$ 3,453,000	\$ 3,450,000
CCC Fund (10%)	\$ -	\$ -	\$ -	\$ -	\$ 520,000
TID Expenses (Marketing & Promotions)					
<i>Consumer Leisure Marketing</i>	\$ 4,006,000	\$ 4,800,000	\$ 1,270,000	\$ 1,300,000	\$ 278,000
<i>Convention Marketing and Concessions</i>	\$ 1,191,000	\$ 2,200,000	\$ 80,000	\$ 85,000	\$ 900,000
Subtotal TID Expenses	\$ 5,197,000	\$ 7,000,000	\$ 1,350,000	\$ 1,385,000	\$ 1,178,000
Total Expenditures	\$ 8,751,000	\$ 10,555,000	\$ 3,867,000	\$ 4,872,000	\$ 5,200,000
NET INCOME (LOSS)*	\$ 1,321,000	\$ -	\$ (2,163,000)	\$ (1,500,000)	\$ -

*Reserve Fund: \$3.6 million (\$1.7 million operating reserve to cover losses & \$1.9 million to cover future year commitments)

Introduction

In 2017, VISIT DENVER The Convention and Visitors Bureau, with the Colorado Hotel & Lodging Association (CHLA) and the City and County of Denver, worked together to ensure Denver's tourism industry remains competitive through the creation of a Tourism Improvement District (TID). A Tourism Improvement District is similar to other forms of improvement districts where businesses agree to assess a tax/fee in order to pay for specific projects. The Denver TID is the first of its kind in the state of Colorado, though there are approximately 100 TIDs in California, including in many of Denver's top competitor cities such as San Diego, San Francisco and Anaheim. Other states with TIDs include Texas, Washington, Oregon, South Dakota and Montana.

The TID was created for several reasons:

1. To close the funding gap for the expansion of the Colorado Convention Center (CCC)
2. Fund future improvements at the CCC
3. Support additional marketing efforts

The TID adds a 1% tax to the guest folio of hotels with 50 or more rooms in the City and County of Denver. There is no cost to the hotel properties. Denver City Council passed the creation ordinance (17-0883) for the TID in August 2017 and in November 2017 voting TID-eligible hotels supported creation of the TID with 96% support (50-2).

Collection of the 1% TID tax began on January 1, 2018. As outlined in the Initial Plan for the TID, the marketing and promotion services of the TID are carried out by VISIT DENVER operating under contract with the City to utilize TID tax revenue for tourism and convention marketing and promotions in combination with other City tax revenues that are also paid to VISIT DENVER for these purposes under an existing contract.

As TID revenues flow to the City, funds are distributed in a priority order. First, a city collection fee of 1% is paid to the City annually. Second, the TID pays \$3.45 million annually to the City to support an approximately \$129 million Certificate of Participation (COP) for the expansion of the CCC, thereby closing the funding gap. Third, beginning in the fourth year of the TID, 10% of TID funds will be held in a reserve fund for capital improvement proceeds to cover future capital expansions and maintenance to ensure that the facility remains competitive for years to come. Lastly, the remainder of TID revenues are used for marketing and promotions by VISIT DENVER.

Material Departures from 2020 Operating Plan

The TID, along with the entire hospitality industry, city, state and nation, have been dramatically impacted by the COVID-19 pandemic in 2020. First quarter TID activity included continuation of the successful regional weekend marketing campaign but all TID-related marketing efforts were halted in March as a result of the pandemic and remain paused. Due to the projected total loss of lodger's tax revenue after obligations to the City are met as outlined above, the TID does not anticipate receiving marketing or promotional revenue in 2020.

List of 2020 Activities Performed and Planned for 2021

The following activities were performed by the TID in 2020:

- Reclaim the Weekend regional weekend leisure marketing campaign (first quarter only)
- Mile High Tree (2019-2020 holiday season)
- Client concessions and incentives for meetings in future years

For planned 2021 TID activities, see below.

Metrics of 2020 Programs

VISIT DENVER has a robust tracking system utilizing numerous tactics to measure the performance and returns of its marketing efforts. However, since all TID supported programs were stopped or cancelled in the first quarter, there are very limited metrics to provide for 2020.

Reclaim the Weekend

This year-round weekend marketing campaign launched in August 2018 and is designed to encourage short-term travel from regional visitors. However, due to the onset of the COVID-19 pandemic, this campaign was paused for the foreseeable future on March 13, 2020.

In 2019 (the most current data available), the weekend campaign generated strong ad awareness with advertising having a positive impact on Denver's image and future intent to travel according to third-party analysis by Longwoods International. The campaign resulted in an additional 440,000 visitors to Denver who spent more than \$160 million, representing an ROI of \$76 for every advertising dollar spent. Additionally, the campaign delivered \$17.4 million in taxes including \$12.7 million in local taxes and \$4.7 million in state taxes, equating to an ROI of \$8.25 in tax revenue for every advertising dollar spent (compared to the national average of \$2-4).

In 2020, the campaign has generated 14,122,584 ad impressions and the website ([DenverWeekends.com](https://denverweekends.com)) received 267,199 visits.

Mile High Tree

The 110 foot tall illuminated Mile High Tree was installed at Sculpture Park at the Denver Performing Arts Complex (DPAC) during the 2019-2020 holiday season in order to drive overnight visitor demand in the slowest occupancy months of the year. The largest installation of its kind in North America, the tree was created by ILMEX Illumination, a globally renowned decorative lighting production company in Spain. Madrid-based Brut Deluxe handled the lighting design using pixel-mapping technology. Lights and music shows were programmed every 15 minutes. In total, the Mile High Tree welcomed over 143,000 visitors, of which 8% came from outside the Denver metro area and 21% were from outside of Colorado. Twenty-five percent of visitors stayed overnight including 16% who stayed in paid lodging, generating more than 16,000 room nights for local hotels. Nearly 260,000 page views were logged on the dedicated website and more than 29 million campaign impressions were recorded on social media channels.

Client Concessions/Incentives

In the competitive meetings and convention landscape, concessions are utilized to reduce client meeting costs. YTD in 2020, the TID has approved one tentative citywide request representing more than \$30M in future economic impact.

Two groups scheduled for 2020 received TID concessions however both of them cancelled due to COVID-19. One group was paid the incentive in 2019 for marketing the 2020 event. That event has now been rescheduled for 2021 and the group has provided proof of marketing for the payment received. In 2021, two groups are scheduled to receive TID approved concessions.

2021 Operating Plan, Projects and Goals

Marketing and promotion efforts in 2021 will depend upon a healthy and safe recovery at the local, state and national levels in order for leisure and convention visitors to resume traveling. Revenues are expected to be minimal after the funds collected are distributed in priority order as outlined above (1% collection fee, \$3.45M COP). Also, January 1, 2021 marks the fourth year of the TID and 10% of TID revenue will be set aside for future convention center improvements. Therefore, at this time it is projected that there will not be any marketing or promotional efforts from TID funding in 2021.

As soon as funds are available, the TID will resume its activities as revenues permit and will focus on the major strategy areas below. The TID remains committed to its mission of increasing overnight demand by convention and meeting visitors as well as leisure visitors to Denver, especially in our low- and off-peak seasons, including major holidays and weekends:

1. Aggressive convention sales and marketing efforts
2. Support for sports and major tourism events
3. Leisure consumer tourism marketing
4. Industry events that expose convention and media clients to Denver
5. Future events and legacy projects
6. Workforce development and training

**NOTICE OF HEARING ON PROPOSED 2021 BUDGET
AND 2020 BUDGET AMENDMENT**

NOTICE IS HEREBY GIVEN that the proposed budget for the ensuing year of 2021 has been submitted to the Denver Tourism Improvement District ("District"), City and County Denver, State of Colorado. Such proposed budget will be considered at a meeting and public hearing of the Board of Directors of the District to be held on August 18, 2020 at 12:00 p.m. via Zoom <https://zoom.us/j/91911840400>. Anyone wishing to join the meeting may log in via the Zoom meeting link provided above or dial in to the following conference call number: 1-312-626-6799; Meeting ID: 919 1184 0400.

NOTICE IS FURTHER GIVEN that an amendment to the 2020 budget of the District may also be considered at the above-referenced meeting and public hearing of the Board of Directors of the District. A copy of the proposed 2021 budget and the amended 2020 budget, if required, are available for public inspection at the offices of Visit Denver, 1555 California Street, Suite 300, Denver, Colorado. Any interested elector within the District may, at any time prior to final adoption of the 2021 budget and the amended 2020 budget, if required, file or register any objections thereto.

DENVER TOURISM IMPROVEMENT DISTRICT

By: /s/ Walter Isenberg, Board President

Published In: The Daily Journal

Published On: August 17, 2020

Official Board Actions

Board meeting minutes from:

- December 10, 2019
- May 12, 2020
- August 18, 2020



TOURISM IMPROVEMENT DISTRICT



Minutes BOARD OF DIRECTORS DENVER TOURISM IMPROVEMENT DISTRICT

DATE: December 10, 2019
TIME: 8:00-9:30 a.m.
PLACE: VISIT DENVER, 1555 California Street, Suite 300, Denver, Colorado 80202

BOARD ATTENDEES

Tracy Blair
Sheraton Denver
Downtown Hotel

Navin Dimond
Stonebridge Companies

Walter Isenberg
Sage Hospitality

Greg Leonard
Hyatt Regency

Richard Scharf
VISIT DENVER

OTHER ATTENDEES

Tom George
Spencer Fane

Amie Mayhew
Colorado Hotel & Lodging
Association

Carrie Atiyeh
VISIT DENVER

Rachel Benedick
VISIT DENVER

Justin Bresler
VISIT DENVER

Jayne Buck
VISIT DENVER

Jeff Ruffe
VISIT DENVER

The meeting was called to order at 8:04 a.m.

A motion was made to approve the minutes from the August 29, 2019 meeting. The motion was seconded and the minutes were unanimously approved.

Jeff Ruffe reviewed the financials of the Mile High Tree. Based on a question, it was clarified that expenses will be amortized. Jeff then reviewed the 2019 budget as well as the 2020 budget that was recently approved by Denver City Council with the 2020 TID Annual Plan. Beginning in 2021, the TID budget will have 10% of revenue allocated to convention center maintenance. Therefore, the 2020 budget prepares for lower revenue by allocating revenues to reserves for future events or other needs. A motion was made to accept the financials, the motion was seconded and unanimously approved.

Rachel Benedick brought forward 11 citywide concessions (one in 2020, one in 2022, one in 2024, four in 2025, two in 2026, and two in 2028) and two hotel meeting concessions (one each in 2021 and 2023) for approval. In addition, discussion was held about a citywide concession request for 2023 that represents an opportunity to welcome a range of clients for short-, medium-, and long-term business representing diverse markets. The timing of the meeting coincides with the expected or near completion of the convention center expansion to show off and sell the new space. A motion was made, seconded, and all concessions were approved unanimously as presented. Lastly, the Board was provided a summary of all concessions approved and requested since the creation of the TID.

Jayne Buck updated the Board on the Mile High Tree including visitors to date, media exposure and social media engagement. A time-lapse video showing construction of the tree and a social promo ad were shown. The Board expressed desire for further strategic collaboration with other stakeholders during the holiday season including potential sponsorships.

Justin Bresler provided an update on the Reclaim the Weekend campaign, which continues to generate positive results for ad impressions and website page views. According to STR and VISIT DENVER data, the always-on campaign is showing positive results in terms of driving new, incremental occupancy on weekends. Year-over-year, the Central Business District has achieved a 71% increase for Friday and/or Saturday night occupancy and 59% for Denver overall.

Jayne recapped 2019 event research including survey results to track visitor numbers.

Rachel reviewed the two MEET DENVER events in 2019 which welcomed 161 non-citywide clients in total. To date, more than 160,000 room nights are tentative representing \$36M+ in economic impact.

Turning to 2020, the focus continues to be on generating demand. Strategies include focusing on need periods and weekends for group and leisure visitors, increasing short-term and single-hotel meeting business, working with hotels to increase conversion, and increasing visibility with clients. Tactics to successfully achieve these strategies including the creation and support for events that drive room nights, continuing the weekend campaign and tracking ROI, dedicating resources to lead generation, implementing a site inspection program to increase conversion, more FAMs and site visits, hosting more in-market client events, and scheduling industry events during 2020-2023 to showcase Denver at the time the convention center is under expansion. Specifically in 2020, MEET Denver is confirmed for May 6-8, 2020 and tentatively scheduled for September 30-October 2, 2020. The program may also be expanded to include an optional education opportunity for clients to receive CEUs. Meeting planner takeovers are being planned for Chicago and Washington DC with the opportunity to include a speaker series focusing on three areas: health and wellness, diversity and inclusion, and leadership. The marketing team will implement a national markets need-period campaign by developing a new technology-driven digital campaign to increase leisure travelers from long-haul/national markets during the need period of November-March. Lastly, a new health and wellness national campaign will be developed to target this new vertical market closely associated with Denver's brand. The team will explore contracting a consultant to provide guidance, develop an inventory of health and wellness amenities and activities, create a new marketing campaign and website or blog, and more.

Carrie Atiyeh summarized workforce development programs supported by the TID in 2019, including the new pilot program between DU, Denver Rescue Mission and Denver Day Works program seeking to bring new employees into the industry. Amie Mayhew provided a recap of 2019 CHLA University courses completed to date and upcoming in January utilizing approved TID funds. The Guest Service Gold program being implemented at the Denver Rescue Mission has graduated 41 students. However, residents must complete their work requirements at The Crossing before they are able to accept outside work. A slate of options for CHLA University 2020 courses was presented. It was recommended that courses be spread out over more weeks to enable more existing staff to participate.

The group discussed several additional topics. First, beginning to prepare in 2020 for future uses of the 10% revenue reserve dedicated to the convention center. Second, sponsorship opportunities for the Mile High Tree while also taking into consideration the current location and visibility at DPAC versus other potential locations. Third, continued focus on November and December as well as weekend need periods. Forth, opportunities for the 16th Street Mall to become a prime attraction in downtown and what investments could be made by the TID and/or VISIT DENVER.

There being no further business to come before the Board, the Board adjourned the meeting at 9:36 a.m.

The foregoing minutes constitute a true and correct copy of the minutes of the above-referenced meeting and were approved by the Board of Directors of the Denver Tourism Improvement District.

Allen Paty
Secretary/Treasurer



TOURISM IMPROVEMENT DISTRICT



Minutes

BOARD OF DIRECTORS DENVER TOURISM IMPROVEMENT DISTRICT

DATE: May 12, 2020
TIME: 12:00-1:30 p.m.
PLACE: Virtual Zoom webinar

BOARD ATTENDEES

Tracy Blair
Sheraton Denver
Downtown Hotel

Navin Dimond
Stonebridge Companies

John Everett
Westin Downtown

Walter Isenberg
Sage Hospitality

Greg Leonard
Hyatt Regency

Allen Paty,
Doubletree Stapleton

Richard Scharf
VISIT DENVER

OTHER ATTENDEES

Tom George
Spencer Fane

Amie Mayhew
Colorado Hotel & Lodging
Association

Carrie Atiyeh
VISIT DENVER

Rachel Benedick
VISIT DENVER

Justin Bresler
VISIT DENVER

Jayne Buck
VISIT DENVER

Jeff Ruffe
VISIT DENVER

The meeting was called to order at 12:08 p.m.

A motion was made to approve the minutes from the December 10, 2019 meeting. The motion was seconded and the minutes were unanimously approved.

Jeff Ruffe reviewed the final 2019 financials and reviewed the status of the 2020 budget. During the first quarter of 2020, the weekend campaign was on and the Mile High Tree was still up but since then all marketing efforts have ceased due to the pandemic. Jeff reviewed lodger's tax receipts to date, including November and December 2019 that were received in 2020, as well as current reserves. The TID did not meet its IGA obligation in March and it is anticipated it will take most of 2020 to meet the IGA obligation with no money remaining for additional marketing efforts. A decision on the Mile High Tree will be made later this year pending gathering size and crowd protocols and it was noted that taking the tree down after New Year's Eve would save approximately \$150,000.

Jayne Buck reviewed 2019 leisure programs and ROI. Visitors, media, web and social numbers for the Mile High Tree were all very positive for the first year. The Board agreed to discuss the 2020 Mile High Tree at the August board meeting including the potential to have it installed Thanksgiving through New Year's. Jayne previewed the Longwoods 2019 figures for another record breaking year of tourism in Denver demonstrating the impact of marketing. Longwoods' ROI analysis of visitor spending and tax generation for the regional campaign were very positive and the regional market will be a critical audience when people begin traveling again.

Turning to 2020, Rachel Benedick presented two incentives for approval, one citywide (2031) and one single hotel (2022). A motion to approve the incentives as proposed was made, seconded and unanimously approved. Rachel then provided a convention update including cancellations at the Colorado Convention Center (CCC) and non-center groups, including those that have rebooked in Denver. The CCC, which is serving as an Alternative Care Facility, has not yet received any patients. The state has the option to renew its contract for the space three times in three month increments each. The expansion project is on track and the design/build contractor has been selected but not yet announced. It is anticipated the expansion will take place 2021 to late 2023 or early 2024. MEET Denver is being planned for the fall and it will be determined closer to the date if the event will happen. New Watkins data shows Denver is doing well compared to other cities which puts us in a strong position as we come out of the pandemic.

On the tourism front, Jayne shared how the organization is utilizing numerous industry research resources to track current trends and guide decision making. The public is indicating that 90+ days out there is interest to begin traveling, though not yet by plane. Travelers are most eager to see friends and relatives and stay within a regional distance of 200-500 miles. Justin Bresler shared that Karsh Hagan has been instrumental during this

time in assessing new data to guide marketing efforts going forward. The current focus is on local programs that align with consumer interests including ToGoDenver, Virtually Denver and Love this City, which are all generating positive interest. The strategy for recovery was reviewed beginning with preparing and pivoting, the current phase, through revival. Looking ahead, the focus will be on staycations and an idea for a hotel week targeted to local and regional visitors. Utilizing the appropriate visuals in marketing programs will be important combined with sensitive messaging. Richard Scharf added that marketing is anticipated to resume in approximately 4-6 weeks. There is pent up demand for travel but it is being held back by fear. Both the TID and VISIT DENVER have reserves that can be utilized quickly and efficiently through video, social and digital marketing efforts.

The Board then asked questions and further discussed current issues. The Board agrees that being ready to begin marketing at the right time is the best approach and asked about potential costs. VISIT DENVER staff will continue collaborating closely with Karsh Hagan to develop new campaigns, costs, target markets, and other factors to evaluate the next steps forward. Regional visitors within an approximately 600 mile radius are likely to be a key initial marketing audience. The Board would like to be kept up to date on new marketing efforts. The Board agrees that the TID should assume there will be no new revenue for the remainder of 2020 and that reserves, in combination with VISIT DENVER, will need to be utilized.

There being no further business to come before the Board, the Board adjourned the meeting at 12:59 p.m.

The foregoing minutes constitute a true and correct copy of the minutes of the above-referenced meeting and were approved by the Board of Directors of the Denver Tourism Improvement District.

Allen Paty
Secretary/Treasurer



TOURISM IMPROVEMENT DISTRICT



Minutes

BOARD OF DIRECTORS

DENVER TOURISM IMPROVEMENT DISTRICT

DATE: August 18, 2020
TIME: 12:00-1:30 p.m.
PLACE: Virtual Zoom webinar

BOARD ATTENDEES

Tracy Blair
Sheraton Denver
Downtown Hotel

Navin Dimond
Stonebridge Companies

John Everett
Westin Downtown

Walter Isenberg
Sage Hospitality

Greg Leonard
Hyatt Regency

Richard Scharf
VISIT DENVER

OTHER ATTENDEES

Tom George
Spencer Fane

Amie Mayhew
Colorado Hotel & Lodging
Association

Carrie Atiyeh
VISIT DENVER

Rachel Benedick
VISIT DENVER

Justin Bresler
VISIT DENVER

Jeff Ruffe
VISIT DENVER

The meeting was called to order at 12:02 p.m.

A motion was made to approve the minutes from the May 12, 2020 meeting. The motion was seconded and the minutes were unanimously approved.

Rachel Benedick presented three incentives for approval, two citywide (2030 and 2031) and one single hotel (2021). A motion to approve the incentives as proposed was made, seconded and unanimously approved. Rachel then provided a convention update including cancellations at the Colorado Convention Center (CCC) and non-center groups, including those that have rebooked in Denver. The CCC, which is serving as an Alternative Care Facility, has not yet received any patients. The state has the option to renew its contract for the space two more times in three month increments each. The expansion project is on track and Hansel/Phelps has been approved by Denver City Council as the design/build contractor. It is anticipated the expansion will begin in June 2021 and conclude in December 2023. The sales and services team continues to focus on direct sales with an emphasis on single hotel meetings and has developed a turnkey virtual site visit.

Justin Bresler reminded the group that the TID supported weekend campaign was paused in mid-March. He then reviewed the new You Deserve Some Denver recovery campaign which VISIT DENVER launched at the end of June in Colorado and regional markets on digital-only platforms. To date, the campaign has generated 190,000+ pageviews since launch with traffic steadily increasing month-over-month. However, website traffic is down 46% year-over-year. The majority of travelers are making plans within 6 days of travel and the average length of stay is 3.3 days. The Fall/cultural campaign will launch after Labor Day and the team is beginning to plan for Mile High Holidays.

Jeff Ruffe reviewed the 2020 financials with an estimated loss of \$1.5M. Jeff reported that TID payments to the City for the COP will be met in 2020, however reserves may be utilized in 2020 to meet any other budget obligations. Given the seasonal fluctuations of lodger's tax, the Board reiterated the importance of reserves in general and particularly during difficult times such as these.

Walter Isenberg opened the public hearing for the 2021 annual plan and budget. No public comment was received and the public hearing was closed. Jeff reviewed the 2021 TID budget, which includes 10% of revenue to be held for future improvements at the Colorado Convention Center. The 2021 TID budget is forecast to break even. The Board asked what data and assumptions are being used to determine the remainder of the 2020 and the 2021 budgets,

which Jeff and Richard Scharf outlined through various research and data reports that are regularly received. Total 2021 lodger's tax revenue is projected to be 50% less than 2019. Carrie Atiyeh then highlighted sections of the 2021 annual plan including changes to the 2020 plan due to the pandemic and 2020 metrics to date for limited TID activities. As Jeff outlined in the 2021 budget, at this time it is projected that there will not be any marketing or promotional efforts from TID funding in 2021. A motion to approve the 2021 annual plan and budget as presented was made, seconded and unanimously approved.

The Board discussed renewing the current officers since this will be an unusual year with no marketing funds available. A motion was made, seconded and unanimously approved to retain the current leadership of the TID Board.

In other business, staff shared that location ideas for the Mile High Tree are still being explored. If the tree is set up, VISIT DENVER rather than TID funds will be utilized during the upcoming holiday season. Board members discussed various plans for the upcoming holidays to encourage people to come downtown and other areas of the city. A citywide holiday plan has strong support from the Mayor per the recommendations from the REACH committee (restaurants, entertainment, arts, culture and hospitality). The tree can be part of a larger set of holiday events and attractions.

The TID will next meet on November 19, 2020 at 12noon.

There being no further business to come before the Board, the Board adjourned the meeting at 12:48 p.m.

The foregoing minutes constitute a true and correct copy of the minutes of the above-referenced meeting and were approved by the Board of Directors of the Denver Tourism Improvement District.

Allen Paty
Secretary/Treasurer

Board List

Name	Term Start Date	Term End Date	Representing	Board officer	Title	Company	Address	Email	Phone
Dimond, Navin	8/19/2019	8/31/2022	VISIT DENVER	Assistant Secretary	President & CEO	Stonebridge Companies	9100 E Panorama Drive, #300, Englewood, CO 80112	ndimond@sbcos.com	303-785-3100
Isenberg, Walter	7/9/2020	8/31/2023	VISIT DENVER	President	President & CEO	Sage Hospitality	1575 Welton St., Suite 300, Denver, CO 80202	wisenberg@sagehospitality.com	303-595-7251
Leonard, Greg	7/9/2020	8/31/2023	Mayor	President-elect	General Manager	Hyatt Regency at the Colorado Convention Center	650 15th Street, Denver, CO 80202	greg.leonard@hyatt.com	303-486-4500
Blair, Tracy	8/27/2019	8/31/2021	CHLA	Assistant Secretary	Director of Sales & Marketing	Sheraton Hotel Denver	1550 Court Pl, Denver, CO 80202	tracy.blair@sheraton.com	303-626-2573
Lojas, Laura	8/27/2018	8/31/2021	Mayor	Assistant Secretary	General Manager	The Westin Denver International Airport Hotel	8300 Pena Blvd, Denver, CO 80249	laura.lojas@marriott.com	303-317-1831
Everett, John	7/9/2020	8/31/2023	CHLA	Assistant Secretary	General Manager	Westin Denver Downtown	1672 Lawrence Street, Denver, CO 80202	John.Everett@westin.com	972-877-7036
Paty, Allen	8/19/2019	8/31/2022	CHLA	Secretary	General Manager	Double Tree by Hilton Denver	3203 Quebec Street, Denver, CO, 80202	allen.paty@hilton.com	303-329-5200
Scharf, Richard	8/31/2017	NA	NA	Ex Officio	President & CEO	VISIT DENVER	1555 California Street, Suite 300, Denver, CO 80202	rscharf@visitdenver.com	303-571-9415

Board Meeting Attendance Record

	12/10/19	5/12/20	8/18/20
Tracy Blair	Y	Y	Y
Navin Dimond	Y	Y	Y
John Everett	N	Y	Y
Walter Isenberg	Y	Y	Y
Greg Leonard	Y	Y	Y
Laura Lojas	N	N	N
Allen Paty	N	Y	N
Richard Scharf (ex officio)	Y	Y	Y