



TOURISM IMPROVEMENT DISTRICT



2025 Annual Plan

U.S. Travel Forecast for 2024 & Beyond

The U.S. Travel Association (USTA) shows a stabilizing outlook for 2024 and beyond in their U.S. Travel Forecast, Winter 2024 edition, the latest figures available. As they have in past versions of this report, USTA offers their forecast in both a nominal and inflation-adjusted manner to give the industry a truer picture of recovery.

Primary takeaways for 2024 and beyond

Domestic leisure trips have fully recovered, but economic headwinds pose challenges. Domestic leisure growth has decelerated to pre-pandemic levels, as consumer spending has slowed amidst higher borrowing costs, tighter credit conditions and a winding down of the post-pandemic travel surge.

Domestic business travel is expected to grow in 2024, albeit at a slower rate. Economic growth will be driven by the cumulative impact of Federal Reserve interest rate decisions. Tourism Economics does not anticipate a full recovery in domestic business trips until 2026.

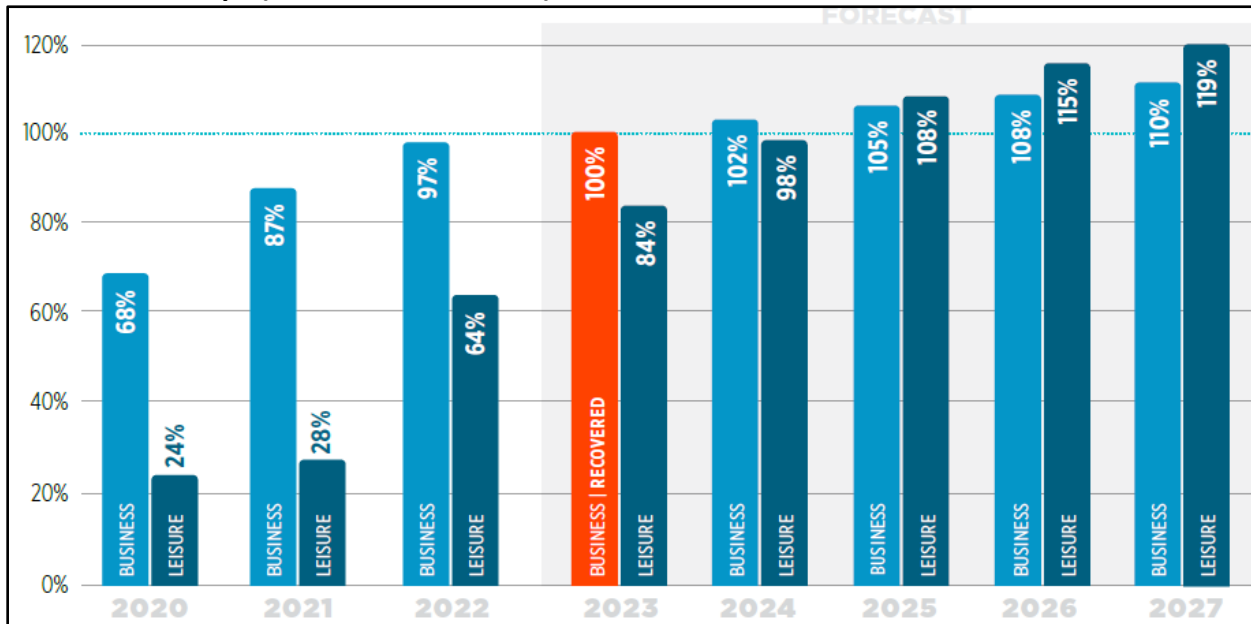
Domestic Trips (Business and Leisure)



Source: U.S. Travel Association Forecast, Winter 2024

International inbound arrivals concluded at 84% of their 2019 level in 2023. Weaker economic growth, a strong dollar and lengthy visa wait times could inhibit future arrivals growth, but returning demand from key international markets is expected to bolster international visitation over the next few years, reaching 98% of 2019 volumes in 2024 and surpassing 2019 levels in 2025.

International Trips (Business and Leisure)



Source: U.S. Travel Association Forecast, Winter 2024

THE STATE OF DENVER'S TRAVEL INDUSTRY

Travel to Denver in 2023, the most recent full year of data, saw a normalization of patterns that called back the pre-pandemic era, which saw slow but steady growth. This differs from the volatility of 2021 and 2022, both of which saw double-digit growth, as expected in the climb out of the pandemic. And while the industry experts had previously said that “there is no new normal,” the fact remains that all the markets that VISIT DENVER oversees have seen stabilization and a measure of predictability, even if some of them continue to lag earlier high-water marks. Based on available data, this pattern of normalization and stabilization continues in 2024.

Travel demand, particularly from domestic leisure audiences, continues to grow at the single-digit rates that were expected prior to 2020. According to Longwoods International's 2023 Annual Visitor Study (more details below), overnight leisure travel in 2023 grew 5% over 2022, which was in line with overall national trends. Spending grew nearly 10% in 2023 (after growing nearly 45% in 2022) despite continued concerns about travel prices and the looming threat of a recession. Demand in the group market continues to outpace earlier projections, with VISIT DENVER achieving lead volumes that exceed the organization's 2019 high water mark. The international market has also surged back, particularly from North American and European destinations as all international flights have been restored, along with the recent announcements of non-stop flights to Dublin and Istanbul.

Here in Denver, the travel product itself continues to evolve. There has been significant progress in crime and safety issues, particularly downtown and citywide, though much work remains. Certain sectors of the industry, such as restaurants, have had both high points (e.g., the introduction of the Michelin program and a national Jame Beard Foundation award) yet continue to struggle with high

food and labor prices and workforce issues, causing many closures and limited hours. Hotels enjoyed high rates during the peak of the inflationary period but have not yet seen their occupancy return to 2019 levels, primarily due to softness in the transient business market, bringing concerns about a falloff in rate.

In response to these opportunities and challenges, VISIT DENVER continues to develop and execute comprehensive sales and marketing strategies that take advantage of the continued strong demand for travel, and also continues to focus on local product development, issue management and stakeholder engagement to continually ensure that the industry can maintain its well-deserved status as a key economic driver for the city.

Innumerable reasons exist for this organization to continue to “lean in”:

- Travel remains a highly competitive global business, with domestic visitors indicating increased demand for international trips, and domestic destinations also putting out savvy marketing messages.
- The recovery in the meetings market brings with it new demand dynamics that have upended decades of booking patterns.
- While inbound international demand is rising, few countries have yet to reach their 2019 travel levels.

Despite these headwinds, and with a new City administration in place, VISIT DENVER’s outlook for 2025 is strong. The organization retains a commitment to work through all challenges, known and unknown, with the same diligence and professionalism that has marked its stewardship of Denver’s travel industry for 115 years.

2023 Longwoods Visitor Study

VISIT DENVER has many ways to measure the impact of the travel industry on the city, but none are so eagerly anticipated as the Annual Visitor Profile from Longwoods International. Longwoods surveys domestic visitors 12 months a year and produces for its clients an annual report on visitation, spending, visitor demographics and more. Their methodology is the industry standard for this kind of study, with a high degree of confidence and low margin of error. Longwoods has been researching the Denver visitor market since 1994.

- In 2023, the latest figures available, Denver welcomed a record 37.4 million visitors, marking a 3% increase over the previous record set in 2022. This record number of visitors also spent more money in Denver than ever before, generating \$10.3 billion in tourism revenue, outpacing last year’s record amount of \$9.4 billion by almost 10%.
- Overnight visitors totaled 20.5 million, a 3% rise from 2022, generating \$8.8 billion in spending, a 10% increase over the prior year. Overnight leisure visitors led growth, rising by 5% over the prior year to a new high of 17.5 million.

- The 2023 study shows that travel trends, both in terms of visitor numbers and spending, are returning to levels more in line with 2019. When compared to other destinations, Denver enjoyed comparably higher growth suggesting that it benefits from its unique position offering visitors both sought-after urban experiences and easy access to outdoor activities.
- The study confirmed that Denver is a year-round destination with overnight visitation spread evenly throughout the year, with a modest surge in the warmer months. Denver saw 23% of visitors in Q1, 25% in Q2, 28% in Q3 and 24% in Q4.

The data further showed how crucial Denver International Airport (DEN), and its air service is for continued strong Denver tourism trends. In 2023, 40% of overnight Denver visitors arrived by plane, nearly twice the national average of 24%. The airport, as well as VISIT DENVER's partners at the Colorado Tourism Office (CTO), are key to Denver's position as both a destination and a gateway to the rest of the state with overnight Denver visitors spending an average of 1.3 nights, or 32% of their trip, in other parts of the Centennial State.

Longwoods International also conducted Return on Investment (ROI) research for VISIT DENVER's largest advertising campaign of the year, the 2023 summer advertising campaign. The study revealed the strongest ROI numbers VISIT DENVER has ever seen, showing that the campaign generated 2.7 million incremental trips, generating \$1 billion in incremental visitor spending and \$114 million in state and local taxes. Measured against spending, the campaign generated an ROI of \$226 in visitor spending and \$25 in taxes for every \$1 in advertising investment.

Colorado Convention Center Expansion

The expansion of the Colorado Convention Center (CCC) was completed in late 2023 and addresses meeting planners' and attendees' desire for new and unique venues. On December 14th, 2023, VISIT DENVER, Mayor Mike Johnston, VISIT DENVER and other city officials held a ribbon cutting ceremony and the Colorado Convention Center Expansion project was open for business. This was made possible by Denver voters approving \$104 million in 2015 and \$129 million in Certificates of Participation (COPs) issued in 2019 with repayment of the COPs derived from Tourism Improvement District (TID) revenues. Those revenues are a part of the seat tax and excess revenues from the convention center hotel.

Since the project was underway, the expansion has enabled VISIT DENVER to book 19 groups, representing 108,000 room nights and \$256M of economic impact that would not have been booked at the convention center without the new Blue Bird Ballroom.

The key features of the expansion are as follows:

- **Multi-function Bluebird Ballroom Space**
 - The signature feature of the expansion is an 80,000-square-foot, column-free multi-function space that includes 19 subdivisions of varying sizes. In its full configuration, the room can host

more than 7,500 attendees for a general session or 4,600 guests for a catered event.

➤ **Pre-function Concourse**

- The new wrap-around, pre-function concourse, which features dramatic views of the Rocky Mountains, is conveniently accessible via the center's existing street-level lobbies. Generously sized at 35,000 square feet, this beautiful space offers a variety of seating options for networking between sessions, as well as registration or refreshments.

➤ **Rooftop Terrace**

- The 20,000 square-foot rooftop terrace features spectacular views of the Rocky Mountains to the north and west and stunning views of downtown Denver's skyline to the east. Huge accordion-style doors connect the terrace to the pre-function space and allow for seamless indoor/outdoor events.

THE DENVER TOURISM IMPROVEMENT DISTRICT

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 TID 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 CCC
2. Fund future improvements at the CCC
3. Support additional marketing efforts

The TID adds a 1 percent 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 percent support (50-2).

Collection of the 1 percent 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 one percent is paid to the City annually. Second, the TID pays \$3.45 million annually to the City to

support an approximately \$129 million COP for the expansion of the CCC, thereby closing the funding gap. Third, beginning in the fourth year of the TID, which was January 1, 2021, 10 percent 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 CCC remains competitive for years to come. Lastly, the remainder of TID revenues are used for marketing and promotions by VISIT DENVER.

In 2022, the TID board agreed to set aside \$4.5 million that maybe needed by the city, to finish some last-minute improvements at the CCC. In addition, \$2.1 million of additional improvements were funded from the TID Capital Improvement fund. These funds helped offset \$7.8 million needed to fund six (6) Add Alternatives not covered by the expansion contingency fund. The Add Alternatives included the completion of the 20,000 sq. ft. terrace and connecting the second-floor parking deck with the third-floor deck. This allows for more efficient movement of meeting equipment and services as well as generates future parking revenue for the City.

In 2024, the TID remained committed to key strategic areas and its mission of increasing overnight demand by convention and meeting visitors as well as leisure visitors to Denver, especially in the low- and off-peak seasons like major holidays and weekends. Specific programs include funding a holiday season marketing campaign highlighting the Mile High Tree, client concessions to attract meetings and conventions in future years and regional leisure marketing.

Client Concessions/Incentives

The TID continues to serve a significant role in helping Denver remain competitive when attracting conventions. While competing cities offer convention center discounts and financial incentives to book citywide business, the TID program has helped attract critical business with a robust economic impact. Additionally, there has been increased competition from mega-hotels (facilities so large that the entire meeting can be held in one hotel, eliminating the need for a convention center), competing for convention center business.

Since the TID's creation, VISIT DENVER has booked 91 groups and 990,620 room nights worth \$1.3 billion economic impact that would otherwise have not occurred. In 2024 to date, VISIT DENVER has booked 17 groups and 187,654 room nights worth \$320 million in future economic impact.

2024 PLAN RECAP

With the TID collection in 2024, the TID was able to generate marketing and programming which included the following activities:

- Client concessions and incentives for meetings in future years
- Regional leisure marketing campaign
- Mile High Holidays seasonal marketing campaign highlighting the Mile High Tree (2024 holiday season)

Regional Leisure Marketing Campaign

VISIT DENVER defines the regional customer as those consumers living in Colorado (excluding Denver Metro) and the adjacent states of Wyoming, Nebraska, Kansas, New Mexico, Arizona, Utah and Oklahoma. These markets have been identified based on historical visitation patterns that line up well with the goals of the TID relative to leisure customers, namely that visitors from these markets tend to plan in the short-term, come over weekends and, while not spending as much as visitors from longer-haul markets, they make up for it with their frequency of visitation.

In 2024, TID funds were used for the regional consumer events-based campaign that ran from February – October to promote events that occur the following month. Each month, 6-9 visitor-centric events are selected and promoted through a variety of media including digital display banners, electronic newsletter advertising, radio/streaming audio (e.g., Pandora) and paid social media advertising. The events are selected based on their likelihood of attracting visitors and fall into three main categories: music concerts, cultural events & exhibitions, and festivals.

Through July, the campaign, dubbed, “Do More Denver”, has generated nearly 106 million advertising impressions and more than 1 million visits to the campaign landing page. Furthermore, through our tracking partners at Adara, we estimate that people exposed to the campaign have generated nearly 178,000 room nights and nearly \$32 million in hotel sales.

In September, VISIT DENVER conducted new research among our regional target customers to better understand their impressions of Denver as a getaway destination and their travel motivators. With this research in hand, as well as the 2024 year-to-date results, VISIT DENVER and our agencies will evaluate the effectiveness of all aspects of this campaign and make recommendations for 2025.

Mile High Holidays Campaign

This campaign will run in November and December and will highlight Denver’s many holiday activities such as lighting displays, holiday shopping, performing arts and many other activities, including the Mile High Tree and new holiday programming, designed to entice regional customers to come to the city for a holiday getaway.

The 2024 campaign has a planned \$1.2 million budget that will include a wide variety of media including TV/video ads, digital banners, electronic newsletters, radio advertising, billboards and others.

2025 OPERATING PLAN

In 2025, VISIT DENVER is projecting revenue slightly above 2023 and 2024. Marketing, sales and promotion efforts will depend upon a robust blend of factors, including the continued decline of pandemic-related issues; a reduction in the steep increase in travel prices, including gasoline and airfare, that is currently blunting local spending; the continued recovery of the meetings market the restoration of the international travel market; and, other intangible factors. However, as 2024 comes to a close, we are optimistic that 2025 will provide a strong recovery in all segments of our industry and allow the TID to more fully fund programs.

As funds become available in 2025, the TID remains committed to the below strategic areas and 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 hotel occupancy seasons, including major holidays and weekends. Specific programs include funding a holiday season marketing campaign highlighting the Mile High Tree, client concessions to attract meetings and conventions in future years, and the overall recovery of the leisure and meetings markets. Workforce continues to be a challenge for our industry and the TID will explore opportunities to engage in this important issue.

To that last point, in September, VISIT DENVER launched a new effort to assist with hospitality workforce and the launch press release and press conference resulted in a total AVE (advertising value equivalency) of almost \$6.2 million with a potential of 548 million viewers. The team secured 6 local tv segments — including this [segment](#) on Fox's local evening news -- as well as features in [Denver Business Journal](#), [ColoradoBiz](#), [Travel and Tour World](#) and in the US Travel newsletter, among others.

The TID is projected to accrue Capital Improvement Proceeds to fund future improvements for the CCC but does not intend to expend any of those funds in 2025.

TID Strategic Areas:

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

With the TID collection in 2025, the TID anticipates marketing and programming which include the following activities:

- Expansion & capital enhancements collection
- Client concessions and incentives for meetings in future years
- Meeting planner activities
- Regional leisure marketing campaign
- Mile High Holidays seasonal marketing campaign highlighting the Mile High Tree (2025 holiday season)

Client Concessions/Incentives

Anticipate continuing to offer convention center discounts, as well as financial incentives, in order to book large citywide business. TID funds will be used to aggressively compete with centers and mega-hotels, as well as offset some meeting planning costs in Denver.

Regional Leisure Marketing Campaign

Our plan is to use TID funds for a regional consumer marketing campaign that uses the most successful elements of our current events-based campaign combined with new learnings from travel intent

research that is currently in the field. The new campaign will run from February – October and promote a variety of near-term events and evergreen brand pillars like dining and shopping. The campaign will be promoted through a variety of media including digital display banners, electronic newsletter advertising, radio/streaming audio (e.g., Pandora) and paid social media advertising.

VISIT DENVER defines the regional customer as those consumers living in Colorado (excluding Denver Metro) and the adjacent states of Wyoming, Nebraska, Kansas, New Mexico, Arizona, Utah and Oklahoma. These markets have been identified based on historical visitation patterns that line up well with the goals of the TID relative to leisure customers, namely that visitors from these markets tend to plan in the short-term, come over weekends and, while not spending as much as visitors from longer-haul markets, they make up for it with their frequency of visitation.

Mile High Holidays Campaign

In 2025, a campaign similar to 2024 will run in November and December and will highlight Denver's many holiday activities such as lighting displays, holiday shopping, performing arts and many other activities, including the Mile High Tree, designed to entice regional customers to come to the city for a holiday getaway, as well as to entice locals to invite their friends to visit and even take a staycation themselves. The 2025 campaign has a planned \$1.2 million budget that will include a wide variety of media including TV/video ads, digital banners, electronic newsletters, radio advertising, billboards and others.

Event Solicitation

Event tourism can have a significant impact on the economy. A successful event can help boost the area via media exposure and, in turn, attract future visitors, provide local jobs, and help make a case for local infrastructure improvements. It helps generate revenue for businesses such as hotels, restaurants, transportation services, and local vendors. Additionally, events can create job opportunities for residents. An event has a wide spectrum of possibilities: music festivals, sporting events, cultural (Dragon Boat, etc.) arts events, and much more. Events can be an excellent opportunity for cultural exchange and social intervention drawing overnight visitation.

VISIT DENVER will undertake a full evaluation of this plan later this year and make recommendations for the 2025 version.

2025 TID BUDGET

TOURISM IMPROVEMENT DISTRICT (TID)	2023 Actual	2024 Budget	2024 August YTD	2024 Estimated Actual	2025 Initial Estimate
REVENUE					
Lodger's Tax (1.0%)	\$ 11,491,418	\$ 11,400,000	\$ 7,886,307	\$ 11,300,000	\$ 11,700,000
Total Revenue	\$ 11,491,418	\$ 11,400,000	\$ 7,886,307	\$ 11,300,000	\$ 11,700,000
EXPENDITURES					
City Collection Fee (1.0%)	\$ 114,914	\$ 114,000	\$ 78,863	\$ 113,000	\$ 117,000
Certificates of Participation (COPs)	\$ 3,449,644	\$ 3,450,000	\$ 3,449,644	\$ 3,449,644	\$ 3,450,000
CCC Fund (10%)	\$ 1,149,142	\$ 1,140,000	\$ 788,631	\$ 1,130,000	\$ 1,170,000
Subtotal City Expenses	\$ 4,713,700	\$ 4,704,000	\$ 4,317,138	\$ 4,692,644	\$ 4,737,000
Subtotal NET	\$ 6,777,718	\$ 6,696,000	\$ 3,569,169	\$ 6,607,356	\$ 6,963,000
TID Expenses (Marketing & Promotions)					
Consumer Leisure Marketing	\$ 5,979,841	\$ 5,396,000	\$ 2,145,928	\$ 4,807,356	\$ 5,000,000
Convention Marketing and Concessions	\$ 797,877	\$ 1,300,000	\$ 1,201,034	\$ 1,800,000	\$ 1,963,000
Subtotal TID Expenses	\$ 6,777,718	\$ 6,696,000	\$ 3,346,962	\$ 6,607,356	\$ 6,963,000
Total Expenditures	\$ 11,491,418	\$ 11,400,000	\$ 7,664,100	\$ 11,300,000	\$ 11,700,000
NET INCOME (LOSS)	\$ -	\$ -	\$ 222,207	\$ -	\$ -
CCC Fund (10%) - Balance**	\$ 1,320,339	\$ 2,460,339	\$ 2,108,970	\$ 2,450,339	\$ 3,620,339
* Reserve Fund - \$10.8 million (\$1.4 million operating reserve, \$4.5 million CCC expansion, and \$4.9 million to cover future year commitments)					
**CCC Fund - There are no plans to spend any of these funds in 2024 or 2025.					

Official Board Actions:

Board Meeting Minutes from:

- November 29, 2023
- April 10, 2024
- August 29, 2024

Board Member Meeting Attendance Record

Name	Role	11/29/2023	4/10/2024	8/29/2024
Blair, Tracy	President	N	Resigned	N
Cheney, Chris		Y	Y	Y
Isenberg, Walter		Y	Y	Y
Leonard, Greg	Secretary	Y	Y	Y
Lojas, Laura		N	N	Resigned
Parsons, Amanda	President-Elect; President	N	Y	Y
Paty, Allen		N	N	Y

NOTICE OF SPECIAL MEETING

DENVER TOURISM IMPROVEMENT DISTRICT

NOTICE IS HEREBY GIVEN that the Board of Directors of the DENVER TOURISM IMPROVEMENT DISTRICT, City and County of Denver, Colorado, will hold a special meeting at 12:30 p.m. on November 29, 2023, at the offices of Visit Denver, 1555 California Street, Suite 300, Denver, Colorado, for the purpose of addressing those matters set out in the agenda below as the same may be amended at the meeting, and conducting such other business as may properly come before the Board. The meeting is open to the public.

BY ORDER OF THE BOARD OF DIRECTORS:

DENVER TOURISM IMPROVEMENT DISTRICT

By: /s/Thomas N. George

Legal Counsel

AGENDA

1. Call to Order
2. Approval of the August minutes
3. Review Financials
4. Programs Update
 - a. Approve incentives
 - b. Conventions and center expansion
 - c. Leisure update
5. 2024 annual plan and budget approval
6. Other business
7. Adjournment

MINUTES
BOARD OF DIRECTORS
DENVER TOURISM IMPROVEMENT DISTRICT

DATE: November 29, 2023
TIME: 12:30 p.m. – 2 p.m.
PLACE: VISIT DENVER, 1555 California Street, Suite 300, Denver, CO 80202

BOARD ATTENDEES	Chris Cheney Stonebridge	Greg Leonard Hyatt Regency	Walter Isenberg Sage Hospitality
	Richard Scharf VISIT DENVER		
OTHER ATTENDEES	Jason Lusk VISIT DENVER	Justin Bresler VISIT DENVER	Allison Kohn VISIT DENVER
	Flavia Light VISIT DENVER	Sean McNamara VISIT DENVER	Tom George Spencer Fane, LLP
ABSENT	Allen Paty Doubletree by Hilton	Laura Lojas Westin DIA	Tracy Blair Sheraton Denver Downtown
	Amanda Parsons Thompson Denver		

The meeting was called to order at 12:35 p.m. Board Chair Tracy Blair was unable to attend the meeting, so past Chair Greg Leonard ran the meeting in her place. A motion was made to approve the minutes from the August 29, 2023, meeting. The motion was seconded, and the minutes were unanimously approved.

Richard provided an overview of TID financials. There is currently \$11.4 million in revenue, which includes \$3.4 million for the COP (Certificates of Participation) Payment, \$1.1 million for the Colorado Convention Center (CCC) Fund (10%), \$0.1 million for the City Fee (1%) and \$6.7 million for TID marketing. Marketing includes \$4.6 million for consumer leisure marketing and \$2.1 million for convention marketing and other marketing. Highlights of the 2024 budget allocation include \$2 million for the regional leisure marketing campaign, \$300,000 for the MEET Denver program, and \$500,000 for Mile High Holidays.

Jason Lusk presented the citywide TID requests from August 30 – November 29, 2023. There was a motion to approve the incentives, which was seconded. Jason also provided an update on the Colorado Convention Center expansion, which will open to its first group in late Q1 2024. There is a ribbon cutting on December 14, 2023, to celebrate the expansion. As of November 2023, the expansion has already brought in \$196 million in definite business that would not have come to Denver without the expansion, with an additional \$280 million in tentative business.

Sean McNamara overviewed meeting trends. Lead volume was at historic levels and well above 2019 for the first half of the year but has now normalized. Meeting planners are considering more destinations due to lack of

availability. Overall YTD production for current and future years is flat compared to 2019 and the 2023 YTD actualized group occupancy for Denver is down 17% from 2019 but up 12% in ADR. The MEET Denver program, hosted in September, saw remarkable success, and VISIT DENVER is expecting another successful round in 2024. This year, MEET Denver welcomed 49 planners worth \$43 million in economic impact and has generated 13 leads worth \$6.8 million since September 20th, 2023. The program includes a 60+ TID hotel highlight tradeshow and targets 50-70 qualified customers.

Justin Bresler presented the 2023 Regional Campaign results. This campaign ran February through October via all digital media across Colorado and adjacent states. The campaign promoted 6-9 events each month, focusing on music, culture, and festivals all meant to inspire short-term travel. There were 124 million total impressions and 546,000 website conversions. Adara Data (activity by exposed audiences through September) saw 117,202 room nights, \$20.6 million in revenue, and 1.9-night average LOS.

The TID-funded co-op running Expedia, Orbitz, and Travelocity produced 85,589 room nights and \$18.5 million revenue. The program is underperforming relative to 2022 and will be evaluated closely and possibly eliminated for 2024. The Mile High Holidays campaign runs November – December via digital media, local print, billboards, and TV, across both local and regional markets. The campaign promotes light displays, holiday shopping, performing arts and hotel deals from Thanksgiving – New Year’s Eve. In 2024, TID marketing dollars will focus on event strategy and new creative with an equivalent budget. The regional campaign will run February – October and Mile High Holidays will resume November – December.

Flavia Light presented an overview of VISIT DENVER Events and related RRC research. The research focused on Cinco de Mayo, Juneteenth, PrideFest, Day of Rock, Cherry Creek Arts Festival, Denver Food + Wine Festival. Overall, two-thirds of non-residents came to Denver primarily for the event they attended. PrideFest, Cinco de Mayo and Juneteenth were the strongest drivers of visitation over the whole summer season. Attendance for the six events was estimated at 1.17M; 351,000 were visitors (30%) and 198,900 spent the night (17%). 50% of overnight visitors used hotels and 50% of overnight stayed downtown. The research highlighted goals for event investment, such as supporting diverse offerings and incubating new events, while also illustrating the need to partner with event owners, elevate the largest events in the Regional and National campaigns.

IPW is returning to Denver in May 2024. The event is expected to draw 6,000 attendees. In 2018, when IPW last came to Denver, the event brought travel buyers to the U.S. from around the world, with an economic impact of \$15 million. 84% of the attendees rated Denver particularly good or excellent on their post-show survey, with attendees specifically enjoying an evening event at Red Rocks.

Allison Kohn presented a government affairs update. She is meeting with the senior council aides and chiefs of staff for every Denver City Council member, with councilmember orientations planned in Q1. These meetings and orientations are an important way to build relationships with the offices and educate council members about the economic importance of a thriving tourism industry in Denver. The Colorado State Legislative Session begins January 10.

Richard Scharf provided an overview about the TID incentives program and its importance to attracting business. TID incentives allow VISIT DENVER to be more aggressive with bids, and a “buyers’ market” remains for citywide business. Future incentives are set aside in the reserve fund.

Total TID requests that are turned definite business nearly equals 620,000 room nights between 2024-2032 and an economic impact of \$740.7 million. The cost per room night for this business is only \$8.73 and based on the

year-to-date average daily rate in Denver, it would be 4.5% of the room rate. Tentative business is booked out until 2035 and between the definite and tentative business, there could be an economic impact of \$1.86 billion.

Richard Scharf provided a look at 2024 groups that were secured with greater than 50% discounts or complimentary facility rental before the TID existed. Nearly all of those groups have enormous economic impact and room nights and are strategic bookings. The Board felt that the TID funds will help offset any of the steeper discounts needed to secure this type of business in the future. They also suggested using TID funds to assist existing customers financially when adding the new Bluebird Ballroom in 2024.

Towards the end of the meeting, there was a discussion about the need to focus on annual large events (cultural, sports, etc.) that drive business and room nights in Denver.

There was no further business and the meeting concluded at 2 p.m.

NOTICE OF SPECIAL MEETING

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BY ORDER OF THE BOARD OF DIRECTORS:

DENVER TOURISM IMPROVEMENT DISTRICT

By: /s/ Thomas N. George

Legal Counsel

AGENDA

1. Call to Order
2. Confirm posting location for meeting notices: Hyatt Regency at Colorado Convention Center
3. Approval of the November minutes
4. Review 2023 Financials and 2024 Budget
5. Convention Center Expansion Update
6. 2023 Programs
 - a. Approve incentives
 - b. Conventions update
 - c. Marketing update
 - d. Leisure update
7. Other

MINUTES
BOARD OF DIRECTORS
DENVER TOURISM IMPROVEMENT DISTRICT

DATE: April 10, 2024
TIME: 12 p.m. – 1 p.m.
PLACE: VISIT DENVER, 1555 California Street, Suite 300, Denver, CO 80202

BOARD ATTENDEES	Chris Cheney Stonebridge	Greg Leonard Hyatt Regency CCC	Walter Isenberg Sage Hospitality
	Amanda Parsons Hyatt Hotels	Richard Scharf VISIT DENVER	
OTHER ATTENDEES	Flavia Light VISIT DENVER	Justin Bresler VISIT DENVER	Allison Kohn VISIT DENVER
		Jeff Ruffe VISIT DENVER	Tom George Spencer Fane, LLP
ABSENT	Laura Lojas Westin DIA	Allen Paty Pyramid Global Hospitality	

The meeting was called to order at 11:45 a.m. A motion was made to approve the minutes from the November 2023 meeting. The motion was seconded, and the minutes were unanimously approved. The TID board also confirmed the Hyatt Regency at Colorado Convention Center as the 2024 posting location for meeting notices.

The Board also elected Amanda Parsons, Vice President, Field Operations, Hyatt Lifestyle Hotels and Resorts, and current TID Board Secretary, as the new Board Chair. The Board Chair position was left vacant after Tracy Blair resigned from the Board and accepted a new job in Tampa Bay, Florida.

Jeff Ruffe gave an overview of the TID financials and the 2024 budget. There is a revenue of \$11.4 million, with money allocated to the CCC Fund (\$1.1 million), COP Payment (\$3.4 million), City Fee (\$0.1 million) and TID Marketing (\$6.7 million). TID Marketing allocations include funding for the Regional Leisure campaign, Mile High Holidays, MEET Denver, Expansion Marketing efforts, and other events.

Richard Scharf presented previously approved incentives for formal approval. A motion to approve the incentives as proposed was made, seconded, and unanimously approved. Future pace for all events was reviewed.

2025 is shaping up to be a very good convention year, however the primary issue is with hotel-only bookings. 2026 is holding pace and there are some citywide pace issues for 2027 to 2030. There is a strong tentative base, and the team is working diligently to close. TID future citywide definites between 2024 and 2028 will have an economic impact of \$933 million, with 703,059 room nights and \$6,892,473 given in incentives. Tentative

business between 2024-2032 could have an additional economic impact of \$838 million and 883,369 room nights. Richard also discussed the return of MEET (Meet, Experience, Enjoy & Tell) in September 2024. The event will focus on in-house, short-term meeting planners and the team is targeting 60-75 planners to attend. Every TID hotel will have the opportunity to network with the clients while they are in Denver.

Justin Bresler provided a leisure marketing update. Short-term travel intentions are up, financial optimism is up compared to April 2023, and interest in visiting Colorado and Denver remain strong (MMGY Portrait of the American Traveler, Spring 2024 Edition). The 2024 Regional Campaign runs February through October and targets regional markets – both in Colorado and adjacent states. The campaign promotes 6-9 events each month, designed to inspire short-term travel. Since March 2023, there have been 29.4 million total impressions and 264,000 website conversions. According to the booking platform Adara, since March this campaign has led to 36,739 room nights, \$6.2 million in revenue and 1.9 night average LOS.

Flavia Light provided a tourism update. Summer is around the corner and there are many tourism generators bringing people downtown, such as Rockies baseball, the 50th Annual Denver PrideFest, the Juneteenth Music Festival, City Park Jazz, and if we are lucky, playoff seasons for the Denver Nuggets and Colorado Avalanche. Denver will also host many large music acts this summer, including the Rolling Stones, Janet Jackson, Billy Joel, and the Foo Fighters.

There continues to be a focus on developing iconic tourism “draws.” There was a discussion about growing the events calendar around the Mile High Holidays campaign that already focuses on the Mile High Tree, the various holiday markets around town, light displays, concerts, etc. Discussed the possibility of having Denver Union Station light up at the same time as the Mile High Tree (and City buildings), before Thanksgiving, which could be a possibility.

Additionally, VISIT DENVER is working with the Downtown Denver Partnership to support activation in the Pavilions, Larimer Square, and McGregor Square.

There was a discussion among the group about cultivating annual events that can reliably draw tourists to the City. VISIT DENVER staff brainstormed potential ideas, including activations around NCAA March Madness, expanding the Colorado Restaurant Association’s Food and Wine event with a September Harvest Week and Chili Cookoff, and growing the Outdoor Festival in Civic Center Park this coming June. The group discussed identifying big items that we can call our own, such as “Watch Party USA” with many places outdoor and indoor that can be part of this (i.e. Derby party at McGregor Square); Final Four and NFL Draft.

There being no further business to come before the Board, the Board adjourned at 1 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.

NOTICE AS TO PROPOSED BUDGET

NOTICE IS HEREBY GIVEN that the proposed budget for the ensuing year of 2025 has been submitted to the Denver Tourism Improvement District (the "District"), City and County of 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 at the Board Room at the offices of Visit Denver, 675 15th Street, Suite 1200, Denver, Colorado, at 11:30 a.m. on Thursday, August 29, 2024.

A copy of the proposed budget is available for public inspection at the offices of the District, 675 15th Street, Suite 1200, Denver, Colorado. Any interested elector within the District may, at any time prior to final adoption of the 2025 Budget, file or register any objections thereto.

BY ORDER OF THE BOARD OF DIRECTORS:

DENVER TOURISM IMPROVEMENT DISTRICT

By: */s/ Thomas N. George*

Legal Counsel

AGENDA

BOARD OF DIRECTORS

DENVER TOURISM IMPROVEMENT DISTRICT

DATE: August 29, 2024

TIME: 11:30 a.m. – 1:00 p.m.

PLACE: VISIT DENVER Board Room

1. Call to Order
2. Confirm posting location for meeting notices: Hyatt Regency at Colorado Convention Center
3. Approval of the April minutes
4. Review 2024 and Financials
5. 2024 Programs:
 - a. Approve incentives
 - b. Conventions and CCC expansion update
 - c. Leisure update
6. 2025 Annual Plan and budget approval
 - a. Public hearing and resolution to approve
7. 2025 TID Board leadership election
 - a. Replacement for Laura Lojas
8. Other business
9. Next meeting: TBD – November
10. Adjournment

MINUTES
BOARD OF DIRECTORS
DENVER TOURISM IMPROVEMENT DISTRICT

DATE: August 29, 2024
TIME: 11:30 a.m. – 1:00 p.m.
PLACE: VISIT DENVER, 675 15th Street, Suite 1200, Denver, CO 80202

BOARD ATTENDEES	Chris Cheney Stonebridge	Walter Isenberg Sage Hospitality	Greg Leonard Hyatt Regency CCC
	Siiri Lobe Sheraton Hotel	Amanda Parsons Hyatt Hotels	Allen Paty Pyramid Global Hospitality
	Richard Scharf VISIT DENVER		
OTHER ATTENDEES	Jeff Ruffe VISIT DENVER	Lee Ann Benavidez VISIT DENVER	Justin Bresler VISIT DENVER
	Flavia Light VISIT DENVER	MC Genova VISIT DENVER	Amie Mayhew CHLA
	Tom George Spencer Fane, LLP		

The meeting was called to order at 11:33 a.m. A motion was made to approve the minutes from the April 10, 2024 meeting. The motion was seconded, and the minutes were unanimously approved. The TID board also confirmed the Hyatt Regency at Colorado Convention Center as the 2024 posting location for meeting notices.

Siiri Lobe, Director of Sales and Marketing, Sheraton Hotel was put forth by CHLA as one of their representatives to replace Tracy Blair who left the board earlier this year. A motion was made and seconded, and Siiri was unanimously approved to join the board.

Jeff Ruffe gave an overview of the TID financials and the 2025 budget. In 2025, expected revenue is \$11.7 million, with money allocated to the CCC Fund (\$1.17 million), COP Payment (\$3.45 million), and City Fee (\$117,000). Revenue available for marketing in 2025 is approximately \$7.0 million. This revenue is used for initiatives like the Mile High Tree and accompanying holiday campaign, the MEET Denver program, and convention marketing and concessions. A motion to approve the preliminary 2025 budget as proposed was made, seconded, and unanimously approved, and it was noted that a formal budget hearing will be held at the next Board meeting.

Lee Ann Benavidez provided a recap of the TID incentives that had been approved by the group since the last meeting in April. A motion to approve the incentives as proposed was made, seconded, and unanimously approved.

Lee Ann provided an outlook of convention trends. Notable trends include 2025 group base up 30%, short-term small group lead volume waning, larger events booking long-term again, the cost of doing business is increasing for meeting planner budgets, and the downtown environment is improving.

Lee Ann also provided an update on the Colorado Convention Center Bluebird Ballroom. There are 19 definite groups booked representing 108,000 room nights and \$256 million in economic impact. Furthermore, there are 15 tentative groups booked representing 177,301 room nights and \$224 million in economic impact.

Justin Bresler provided an update on domestic leisure tourism trend update. Domestic leisure travel in 2024 and 2025 is returning to pre-pandemic, single-digit growth rates. Travel demand remains high as 91% say they have travel plans for the next six months. Holiday season travel is expected to be 2% higher in 2024 vs. 2023. However, 57% of people report that inflation is still impacting their decision to travel during that time.

Justin provided an update on the 2024 “Do More Denver”. This campaign runs February through October and focuses on regional markets and promotes 6-9 events each month. Research is ongoing to help determine the creative for the 2025 campaign.

And to round out the year, the Mile High Holiday campaign will once again run in November and December. This campaign promotes Denver’s extensive holiday programming and includes the TID funded Mile High Tree.

MC Genova provided an update on an event strategy to pursue and support large events that drive overnight visitors to Denver. New event opportunities include the Outside Festival, sporting event and festivals. In addition, VISIT DENVER will continue to support and grow existing demand-driving events like the Cherry Creek Arts Festival, Cinco de Mayo and PrideFest.

MC also provided an update on developing a new event during the holidays to activate downtown and drive hotel demand in the lowest occupancy months of the year. A 40-day Drone Show was proposed during the same time as the Mile High Tree. Every night there will be a 15-minute show centrally located in Denver featuring all things Denver. In addition, MC is exploring the possibility of a New Year’s Eve event that would enhance the countdown at the Mile High Tree.

The 2024-2025 officers and new board members were presented to the board for their vote. Amanda Parsons was nominated to serve as TID President, Chris Cheney as President-Elect and Greg Leonard as Secretary. There was a motion to approve the 2024-2025 Board Leadership, which included Siiri Lobe, Sheraton Director of Sales, as the CHLA replacement for Traci Blair. The motion was seconded and unanimously approved. Terms for board leadership are September 1, 2024 – August 31, 2025. Greg Leonard announced that Laura Lojas with the Westin DIA had resigned, and a replacement was in the works.

There being no further business to come before the Board, the Board adjourned at 12:55 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.

Greg Leonard
Secretary

2024-2025 Board Members

Name	Term Start Date	Term End Date	Representing	Board Officer	Title	Company
Cheney, Chris	9/1/2022	8/31/2025	VISIT DENVER	President-Elect	VP, Hotel and Performance	Stonebridge Companies
Isenberg, Walter	9/1/2023	8/31/2026	VISIT DENVER	Assistant Secretary	President and CEO	Sage Hospitality
Leonard, Greg	9/1/2023	8/31/2026	Mayor	Secretary	General Manager	Hyatt Regency at the Colorado Convention Center
Lobe, Siiri	9/1/2024	8/31/2027	CHLA	Assistant Secretary	Director of Sales and Marketing	Sheraton Denver Downtown Hotel
Parsons, Amanda	9/1/2023	8/31/2026	CHLA	President	General Manager	The Thompson Denver
Paty, Allen	9/1/2022	8/31/2025	CHLA	Assistant Secretary	Area General Manager	Pyramid Global Hospitality
Vacant	9/1/2024	8/31/2027	Mayor	Assistant Secretary		
Scharf, Richard	8/31/2017	N/A	N/A	Ex Officio	President and CEO	VISIT DENVER