



# TOURISM IMPROVEMENT DISTRICT



## Annual Plan 2020

## 2020 TID Budget

2020 BUDGET	2018 Actual	2019 Budget	2019 Actual YTD (June)	2019 Estimated	2020 Budget
<b>REVENUE</b>					
Lodger's Tax (1.0%)	\$ 9,322,275	\$ 9,500,000	\$ 2,804,214	\$ 9,500,000	\$ 10,555,000
<b>Total Revenue</b>	<b>\$ 9,322,275</b>	<b>\$ 9,500,000</b>	<b>\$ 2,804,214</b>	<b>\$ 9,500,000</b>	<b>\$ 10,555,000</b>
<b>EXPENDITURES</b>					
City Collection Fee (1.0%)	\$ 93,223	\$ 95,000	\$ 28,042	\$ 95,000	\$ 105,000
Certificates of Participation (COPs)	\$ 3,448,823	\$ 3,450,000	\$ 2,000,000	\$ 3,450,000	\$ 3,450,000
TID Expenses (Marketing & Promotions)					
<i>Consumer Leisure Marketing</i>	\$ 1,346,588	\$ 3,000,000	\$ 1,613,321	\$ 3,000,000	\$ 4,800,000
<i>Convention Marketing</i>	\$ 313,347	\$ 2,200,000	\$ 627,814	\$ 2,200,000	\$ 2,200,000
Subtotal TID Expenses	\$ 1,659,935	\$ 5,200,000	\$ 2,241,135	\$ 5,200,000	\$ 7,000,000
<b>Total Expenditures</b>	<b>\$ 5,201,981</b>	<b>\$ 8,745,000</b>	<b>\$ 4,269,177</b>	<b>\$ 8,745,000</b>	<b>\$ 10,555,000</b>
<b>NET INCOME</b>	<b>\$ 4,120,294</b>	<b>\$ 755,000</b>	<b>\$ (1,464,963)</b>	<b>\$ 755,000</b>	<b>\$ -</b>

### 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 will pay \$3.45 million annually to the City to support an approximately \$129 million Certificate of Participation (COP) that will be used 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 will be used for marketing and promotions by VISIT DENVER.

### **Material Departures from 2019 Operating Plan**

The TID developed two additional programs in 2019 that were not included in the initial 2019 plan:

- As a result of the creation of the TID, VISIT DENVER investigated events which could be developed or supported that would drive hotel overnights. The team conducted 35 interviews with Event Producers and cataloged nearly 80 events and researched other destinations for successful music, food and drink events and festivals that Denver might emulate. The decision was made to pursue enhanced holiday lights and accompanying marketing that will be in the need period of end of November through January beginning in 2019. Final program details are being confirmed.
- The 2019 annual plan identified workforce development and training as a TID priority. Like many other industries, the hospitality sector is experiencing difficulty recruiting and retaining a skilled workforce. In 2019, the TID supported the Colorado Hotel and Lodging Association's CHLA University, an initiative that provides training for all levels of hotel employees. Additionally, the TID partnered with CU Denver's CityCenter on a multi-phased workforce project including an inventory of existing local programs and a series of focus groups with diverse stakeholders to discuss and identify gaps in currently available programs.

## **List of 2019 Activities Performed and Planned for 2020**

The following activities were performed by the TID in 2019:

- MEET Denver convention/meeting buyer education trips (2)
- Reclaim the Weekend regional weekend leisure marketing campaign
- Market takeover for meeting planners and leisure visitors
- Client concessions/incentives
- Event and festival strategy and support
- Workforce development and training

For planned 2020 TID activities, see below.

## **Metrics of 2019 Programs**

VISIT DENVER has a robust tracking system utilizing numerous tactics to measure the performance and returns of its marketing efforts. These tactics have been utilized to track and measure new TID programs.

### **MEET DENVER**

MEET (Meet, Experience, Enjoy, Tell) DENVER invites meeting planners who plan in-house hotel events and who are not familiar with Denver, have not been to Denver in 3+ years, and in many cases have never been to Denver, to experience the Mile High City and all it has to offer for meeting events. These customers often book meetings that will take place within 6 months to one year, making them positive short-term business for our hotel partners.

- October 2018: This event was attended by 33 meeting planners and to date has generated 1,727 definite room nights with approximately \$1.7M in economic impact and 4,546 tentative room nights with approximately \$5.3M in economic impact. The post-event survey showed that 45% of planners would “Definitely” book Denver after experiencing the city, while the other 55% were “More Likely” to book Denver. Because hotels directly receive the RFPs, VISIT DENVER encourages hotels to inform us of future booked business so that ROI can be accurately tracked.
- May 2019: In total, 73 meeting planners participated in the first of two MEET events scheduled for 2019. During the hotel showcase, 33 downtown hotels and 10 metro hotels participated. The event has already generated 2,227 definite room nights with approximately \$1M in economic impact and 161,616 tentative room nights with approximately \$35.9M in economic impact.

- The next MEET Denver event will take place in October 2019 and 60 meeting planners have registered to attend.

### Reclaim the Weekend

This new year-round weekend marketing campaign launched in August 2018 and is designed to encourage short-term travel from regional visitors. Weekends have been identified by the hotels as the days of the week that there is lower occupancies, making them a need timeframe. Year-to-date in 2019, the campaign has generated nearly 150 million ad impressions, the website ([DenverWeekends.com](http://DenverWeekends.com)) has had nearly 860,000 visits, and eighty-eight percent of website visitors are new users with 97% of testers giving the site a rating of 7-10 on a 10-point scale.

### Chicago Takeover

Chicago is a top market for both leisure visitors and meeting clients. The goal of the 'takeover' activities in June was to provide experiential opportunities for both leisure and meeting audiences to be hands on with Denver's brand. These activities generated the following returns:

- Five billboard placements occurred in the downtown core along with 11 'head house' rapid transit placements. These placements were an enhancement to the current leisure marketing efforts taking place in Chicago by VISIT DENVER's marketing department. In total, these advertising efforts generated 31 million total impressions.
- Sponsorship of the Taste of Randolph 75,000-person street festival delivered more than 10,000 touchpoints with consumers, including more than 1,500 surveys that were completed by festival-goers, with 85% of them indicating they are considering a trip to Denver.
- Nine meetings business client events were attended by 140 people representing more than \$530 million in booked and potential economic impact.

### Client Concessions

In the competitive meetings and convention landscape, concessions are utilized to reduce client meeting costs. To date in 2019, VISIT DENVER has booked four bookings (citywide/single hotel) for future years through TID concessions. Collectively, these groups represent approximately \$31M in future economic impact resulting in about \$2.8M in tax dollars for our City.

### Events and Festivals

In 2019, the TID has supported three events based on a newly developed strategy to prioritize, support and pursue new and existing events and festivals that increase tourism, especially during need periods across all TID submarkets. Events are evaluated based on timing, potential for growth, alignment with the Denver brand and appeal to visitors.

- UIAA World Cup and Barbegazi Winter Festival – Denver hosted the International Climbing and Mountaineering Federation’s (UIAA) Ice Climbing World Cup in Civic Center Park in February. The event was the largest ice climbing audience ever with over 22,000 people in attendance. The TID supported the inaugural companion Barbegazi Winter Festival, a free weekend long event featuring axe throwing, ice maze, fat tire biking course, food trucks, ice bar, music and more. These events occurred at a typically low occupancy time of year and based on research conducted 22% of attendees were from outside of Denver and 10% stayed in commercial lodging.
- Monster Energy AMA Supercross – Broncos Stadium at Mile High hosted Denver’s first Supercross Series event in April. Research indicates that more than 8,700 tickets were sold out of state and more than 8,600 additional tickets were sold outside of the Denver metro area. In total, the event attracted more than 50,000 Supercross fans, placing the Denver event in the top two host cities.
- Day of Rock – Denver Day of Rock is a free, one-day music festival along the 16th Street Mall taking place over Memorial Day weekend. Event research indicates that 25% of attendees were from outside of the Denver metro area and 22% stayed in paid lodging.

#### Workforce Development and Training

As described above, the TID supported two workforce development and training programs in 2019:

- To date, 36 students have participated in CHLA University training courses including Certified Front Desk Representative, Certified Maintenance Employee, and Guest Service Gold. The Guest Service Gold program is being offered for residents of the Denver Rescue Mission’s Crossing facility. Additional courses are scheduled through the remainder of the year.
- CU Denver’s CityCenter has identified 25 organizations offering more than 70 programs ranging from certifications to university degree programs specific to the hospitality and tourism industry. Additionally, more than 30 diverse stakeholders participated in a series of focus groups to discuss and identify gaps in currently available programs.

TID information is shared regularly with all TID hotels. Several e-newsletters are sent to TID hotel contacts annually regarding program updates and other information. The newsletters are generating a strong open rate of approximately 30%. In December 2018, the TID hosted an update session for hotel representatives to learn about the first year accomplishments of the TID – the session was attended by approximately 35 TID hotel representatives. Other TID related information is shared in specific communications regarding hotel showcase opportunities for the MEET DENVER events, CHLA University courses and registration information, and more.

## **2020 Operating Plan, Projects and Goals**

Marketing and promotion efforts in 2020 will focus on the major strategy areas below with the continued goal 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

Based on the strong metrics and results achieved by the new TID supported programs outlined above, the TID intends to continue implementing each of these programs in 2020.

## **NOTICE AS TO PROPOSED BUDGET**

NOTICE IS HEREBY GIVEN that the proposed budget for the ensuing year of 2020 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, 1555 California Street, Suite 300, Denver, Colorado, at 11:00 a.m. on August 29, 2019.

NOTICE IS FURTHER GIVEN that an amendment to the 2019 budget of the District may also be considered at the above-referenced meeting and public hearing of the Board of Directors of the District. Copies of the proposed budget, and the amended budget, if required, are available for public inspection at the offices of the District, 1555 California Street, Suite 300, Denver, Colorado. Any interested elector within the District may, at any time prior to final adoption of the 2020 Budget and the amended 2019 budget, if required, file or register any objections thereto.

**DENVER TOURISM IMPROVEMENT DISTRICT**

By: /s/ Navin Dimond, Board President

Published In: The Daily Journal

Published On: August 22, 2019



## Official Board Actions

Board meeting minutes from:

- December 4, 2018
- March 26, 2019
- June 25, 2019
- August 29, 2019



**Minutes**  
BOARD OF DIRECTORS  
DENVER TOURISM IMPROVEMENT DISTRICT

DATE: December 4, 2018  
 TIME: 8:00-10:00 a.m.  
 PLACE: The Jacquard Hotel, 222 Milwaukee Street, Denver, CO 80206

**BOARD  
ATTENDEES**

**Tracy Blair**  
Sheraton Denver  
Downtown Hotel

**John Everett**  
Westin Denver Downtown

**Walter Isenberg**  
Sage Hospitality

**Greg Leonard**  
Hyatt Regency Denver at  
the Colorado Convention  
Center

**Richard Scharf**  
VISIT DENVER

**OTHER  
ATTENDEES**

**Rick Kron**  
Spencer Fane

**Abby Kirkbride**  
Brownstein Hyatt Farber  
Schreck, LLP

**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. and a quorum was declared. The group made introductions and Tracy Blair was welcomed as a new Board member.

A motion was made to approve the minutes from the August 28, 2018 meeting. The motion was seconded and the minutes were unanimously approved.

Jeff Ruffe reviewed the 2018/2019 budget. Since the August TID meeting, the City confirmed that the TID will annually contribute \$3.45M to the convention center COPs rather than \$3.8M as initially anticipated due to a more competitive rate the City was able to attain. These savings will be used for additional TID programs and marketing efforts.

VISIT DENVER staff provided an update on TID marketing and program efforts. Rachel Benedick reported on the first Buyer Education Trip (BET) held in Denver in September. The BET was well received by hotels and ROI to date is approximately \$8 million. Two BETs are being planned for 2019. Justin Bresler outlined options for station takeovers in Chicago and Washington, DC. in 2019. Both are top markets for meetings and leisure visitors. VISIT DENVER also has a Red Rocks stage that could be utilized for promotional purposes at a festival or other event in a target market.

Rachel Benedick reviewed six incentives for approval. The Board discussed incentive structure differences between sporting events and convention groups including the booking timeline and ways to track ROI, based on ticket sales and other metrics. The Board was asked to approve incentives for Type A Events, Kiwanis International, North American Spine Society, National Association for the Education of Homeless Children & Youth, Council on Social Work Education, and Psychonomic Society. A motion was made; the motion was seconded and the incentives were unanimously approved.

Jayne Buck then reviewed the 2018 weekend marketing efforts currently underway. An ROI report from Longwoods will be available in January 2019. An idea to include the Winter Park ski train was discussed when service begins in January and TID hotels could then offer deals on Sunday night stays. Research has also been conducted on the weekend marketing with respondents indicating their preference for imagery rather than text or slogans only. The weekend marketing campaign will be implemented for the full year in 2019. A leisure marketing summit is being planned for TID hotels in January to share consumer research and other information. There is also a desire to communicate more regularly with TID hotels.

The event strategy research has concluded with recommendations for two events in 2019. One will be a Winter Carnival in the first quarter by an existing event company in conjunction with the Ice Climbing World Cup taking place in Civic Center Park in later February. The second recommendation to further consider is a country music holiday concert weekend in December 2019. The Board discussed the goal to have unique, long-term events that can build a strong reputation. This requires investment and ongoing commitment for a new event to gain momentum. A motion was made to approve the marketing strategy for 2019; the motion was seconded, and unanimously approved.

Amie Mayhew updated the Board with the proposed schedule of CHLA University trainings to be offered in 2019. The City and County of Denver provided funding in 2018 but funding was not received until June. In

total, 70 employees were trained in 2018 during programming in the second half of the year. The goal for 2019 is to provide trainings during the entire year and CHLA is requesting TID support for trainings during the first quarter. The Board discussed having hotel properties pay a portion of the cost for employees to attend and the need to focus on line-level employees. CHLA will provide a written proposal with updated calendar and request for TID support.

The TID 2019 annual plan and budget was approved by City Council in November. Lastly, there are approximately 40 TID hotel representatives participated in the update session immediately following this Board meeting.

There was no new business. There being no further business to come before the Board, upon a motion duly made, seconded and unanimously approved, the Board adjourned the meeting at 9:40 a.m.

Presented By:

Walter Isenberg

Secretary/Treasurer



**Minutes**  
BOARD OF DIRECTORS  
DENVER TOURISM IMPROVEMENT DISTRICT

DATE: March 26, 2019  
 TIME: 11:00 a.m. - 1:00 p.m.  
 PLACE: VISIT DENVER, 1555 California Street, Suite 300, Denver, Colorado 80202

**BOARD  
ATTENDEES**

**Tracy Blair**  
Sheraton Denver  
Downtown Hotel

**Navin Dimond**  
Stonebridge Companies

**John Everett**  
Westin Denver  
Downtown

**Walter Isenberg**  
Sage Hospitality

**Greg Leonard**  
Hyatt Regency Denver at the  
Colorado Convention Center

**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 11:03 a.m. and a quorum was declared. The group made introductions.

A motion was made to approve the minutes from the December 4, 2018 meeting. The motion was seconded and the minutes were unanimously approved.

While it was difficult to find a date for new board member orientation, the group discussed that it would be helpful to schedule in the future.

Jeff Ruffe reviewed the 2018 and 2019 financials. The 2019 TID budget is projected to total \$6 million. Given the difference in cash vs accrual of lodger's tax, the IGA between the City and VISIT DENVER has been revised so that the COP payment schedule reflects the lodger's tax collection schedule. A discussion was had that the TID reserve amount is consistent with VISIT DENVER's reserve for operations and future events. A motion was made to approve the IGA modification, seconded and unanimously approved.

Jeff then highlighted occupancy data for February 2019 year-to-date compared to 2018 for various submarkets according to STR.

Rachel Benedick brought forward two incentives for approval. A motion was made, the motion was seconded and the incentives were unanimously approved.

Jayne Buck provided the Board with a return on investment (ROI) assessment from Longwoods International of 2018 programs. The TID's weekend campaign, in conjunction with other campaigns that VISIT DENVER had in the market during the 3rd and 4th quarters last year produced a strong ROI:

- Positive impact on Denver's overall appeal as a vacation destination
- Created more than 350,000 planned trips
- Created more than 275,000 trips that would not have occurred otherwise without the advertising
- Generated \$101 million in incremental visitor expenditures
- Yielded \$10.7 million in local and state taxes
- This translates into an ROI of \$40 in visitor expenditures and \$4.28 in taxes (\$3.12 local, \$1.16 state) for every \$1 invested in advertising

VISIT DENVER staff provided an update on TID marketing and program efforts for 2019. Justin Bresler reviewed the weekend marketing campaign, Reclaim the Weekend. The campaign was activated in August 2018 and is utilizing multiple media, including print, radio, digital, video, and eblasts. Target markets include statewide (excluding metro Denver) as well as short-haul markets in Albuquerque, Cheyenne, Salt Lake City, Phoenix, Kansas City and Wichita. The creative look of the campaign has been updated based on initial consumer feedback. The refreshed website is realizing increased stays on the site compared to the former site.

Justin then previewed the June Chicago takeover events. Chicago was selected due to its strong leisure and association markets as well as accessibility. Media efforts will include billboards located throughout the downtown core and transit advertising near planner offices. Client events will focus on amenities and activities near key office buildings. In addition, VISIT DENVER will be a sponsor at two high profile festivals - the Taste of

Randolph and Country Lake Shake - with an experiential on-site presence as well as hosting meeting planner clients.

Rachel Benedick reported on the upcoming MEET Denver events in May and October. Renamed MEET Denver (Meet, Experience, Enjoy, Tell), the May event has more than 70 meeting planners confirmed to attend. Corporate, Association, SMERF, and 3rd Party Planners with in-house groups, defined as 950 peak room nights or less, were identified. The focus of this audience are planners that are not familiar with Denver's recent hospitality infrastructure growth, or in some cases, have never been to Denver before. There is an opportunity for all hotels in the TID to participate and showcase their property and other venues will also be highlighted through various tours. Based on the TID sponsored event last fall, VISIT DENVER has received 25 leads, representing 18,000+ room nights, and \$14+ million in potential economic impact.

Rachel concluded with a summary of the incentive program. To date, the TID has successfully booked 12 groups, which includes eight conventions that represent \$120 million in future economic impact and nearly 80,000 total future room nights. In addition, four sporting events have been confirmed.

The event strategy research team conducted 35 interviews with Event Producers and cataloged nearly 80 events and researched other destinations for successful music, food and drink events/festivals that Denver might emulate. Justin reviewed the successful World Cup ice climbing event and TID-sponsored Barbegazi Winter Festival that was held in Civic Center Park in February. A new holiday winter light festival is also being pursued.

Amie Mayhew updated the Board on the CHLA University trainings being offered with TID support. It has been challenging to register attendees due to tight staff scheduling but those who have participated have reported positive feedback. A security guard license class will also soon be offered. The TID's support for the trainings will continue up to the \$105,000 approved by the Board.

Carrie Atiyeh presented a proposal from CU Denver's CityCenter to analyze existing local workforce development programs to recruit and retain hospitality employees and then set up focus groups to discuss gaps and opportunities. A motion was made, seconded, and unanimously passed to pursue the partnership with CU Denver.

Jayne presented Memorial Day visitor overnight room night and Smith Travel Report data with a request for the TID to support Day of Rock, a free one-day music festival on the 16<sup>th</sup> Street Mall. Memorial Day is typically a slow timeframe for overnight hotel business. A motion was made, seconded and unanimously passed for the TID to sponsor Day of Rock with \$50,000.

It was recommended that the public, official posting location for Board meeting notices continue to be the lobby of the Hyatt Regency hotel. A motion was made, seconded and unanimously approved.

There was no new business. There being no further business to come before the Board, upon a motion duly made, seconded and unanimously approved, the Board adjourned the meeting at 12:55 p.m.

Presented By:

Greg Leonard

Secretary/Treasurer





**Minutes**  
BOARD OF DIRECTORS  
DENVER TOURISM IMPROVEMENT DISTRICT

DATE: June 25, 2019  
 TIME: 2:30-4:00 p.m.  
 PLACE: VISIT DENVER, 1555 California Street, Suite 300, Denver, Colorado 80202

<b>BOARD ATTENDEES</b>	<b>Tracy Blair</b> Sheraton Denver Downtown Hotel	<b>Navin Dimond</b> Stonebridge Companies	<b>John Everett</b> Westin Denver Downtown
	<b>Walter Isenberg</b> Sage Hospitality	<b>Allen Paty</b> Doubletree by Hilton	<b>Richard Scharf</b> VISIT DENVER
<b>OTHER ATTENDEES</b>	<b>Tom George</b> Spencer Fane	<b>Amie Mayhew</b> Colorado Hotel & Lodging Association	<b>Carrie Atiyeh</b> VISIT DENVER
	<b>Rachel Benedick</b> VISIT DENVER	<b>Justin Bresler</b> VISIT DENVER	<b>Jayne Buck</b> VISIT DENVER
	<b>Abby Kirkbride</b> Brownstein, Hyatt, Farber, Schreck	<b>Jeff Ruffe</b> VISIT DENVER	

The meeting was called to order at 2:33 p.m. and a quorum was declared.

A motion was made to approve the minutes from the March 26, 2019 meeting. The motion was seconded and the minutes were unanimously approved.

Jeff Ruffe reviewed the 2019 financials. The 2019 TID revised budget is projected to total \$6.7 million in expenditures, \$700,000 more than originally projected; as a result, the 2019 budget may need to be amended later this year. Several items in particular were highlighted including the reduced cost for Chicago client events due to the use of VISIT DENVER private funds for entertaining. Total client concessions are less than originally anticipated and a new winter holiday marketing program has been added to the 2019 budget.

Rachel Benedick brought forward seven citywide (one each for 2020, 2025, 2027, 2028 and three in 2023) and three hotel (one in 2021, two in 2022) client concessions for approval. A motion was made, the motion was seconded and the client concessions were unanimously approved. The board inquired about tracking client concessions and Rachel explained VISIT DENVER's robust database system used to track TID concessions by year.

Rachel then provided a recap of the MEET Denver event which was held in May. The target audience was meeting planners representing groups with <950 rooms on peak, groups that have not met in Denver for 3+ years and with no future definites, groups that selected another destination over Denver due to Overall Package, and groups that meet in need periods (December-March). In total, 73 planners participated including 60% 3<sup>rd</sup> party and 40% end user representatives; 60% association, 30% corporate and 10% SMERF representatives. For the hotel showcase, 33 downtown hotels and 10 metro hotels participated.

The October 2018 MEET Denver event, which was attended by 33 planners, has generated 1,727 definite room nights with approximately \$1.7M in projected economic impact and 9,007 tentative room nights with approximately \$9.1M in projected economic impact. The May 2019 MEET Denver event has already generated 120 definite room nights with approximately \$120,000 in projected economic impact and 155,310 tentative room nights with approximately \$29.8M in projected economic impact. Because hotels directly receive the RFPs, VISIT DENVER encourages hotels to let us know of future booked business so that ROI can be accurately tracked.

The next MEET Denver event will be in October 2019 and there are currently 80 RSVPs.

The Board asked about whether there has been any new, incremental staff added to assist VISIT DENVER with implementing the TID. To date, the MEET Denver events and other new programs have been absorbed by existing staff but it has been a significant amount of work on top of current programming. Rachel found it necessary and efficient to utilize third party assistance and will continue to analyze.

Justin Bresler provided an overview of the successful Chicago takeover events held June 14-21. The takeover included media takeover, client events, The Taste of Randolph festival sponsorship and media activities. The takeover was concentrated in downtown Chicago including billboards and transit 'head houses' which

generated 31M total impressions. The Taste of Randolph festival was attended by more than 65,000 people and the consumer activation booth generated more than 10,000 touchpoints including whiskey tastings, an oxygen bar, interactive painting wall, and sunglasses giveaway. Based on surveys completed on site, 85% of attendees indicated they are considering a trip to Denver. Nine client events were held in six days and more than 140 clients attended representing more than \$530M in booked and potential economic impact.

When Longwoods undertakes its next ROI study, Chicago will be oversampled to understand the impact of the overall campaign which combines the takeover activities supported by the TID with VISIT DENVER's general Spring/Summer campaign. The group discussed potential future takeovers. Chicago is a good fit for both tourism and convention business whereas other markets (i.e. Washington DC) are not as balanced. A potential idea is to do a tourism takeover in one city and a convention business takeover in a separate city. Workload and staffing are also considerations.

Justin and Jayne Buck gave an update on the Reclaim the Weekend marketing campaign. The website campaign and marketing visuals have been updated based on consumer feedback with positive results. The website includes short-term, time specific events as well as evergreen events and activities including music, beer and arts and culture. Eighty-eight percent of website visitors are new users and 97% of testers gave the site a rating of 7-10 on a 10-point scale. Hotel packages including free parking and breakfast are now also included on the site. The campaign includes a mix of family activities and adult weekend getaway ideas. The board viewed the cinema ad currently airing in target, regional markets.

Jayne then reviewed event research data from RRC for the three TID supported events to date in 2019: ice climbing, Supercross and Day of Rock. Support for the ice climbing event was in large part due to the event occurring during a need period. While it had lower returns than the other events, it did generate positive results. The Board asked about the potential of hosting the event again and discussed the need for new events to be supported over multiple years in order to generate a positive reputation. VISIT DENVER will continue to be in discussions with the ice climbing event to determine next steps.

Focus then turned to a yet to be named winter festival to be launched this year. The goal is to drive tourism during the holidays by enhancing the holiday appeal of Denver through enhanced light displays in the downtown core, projection mapping on buildings, a unique and iconic holiday tree display, and engaging with various partners at the City, Downtown Denver Partnership (DDP), Denver Arts & Venue (DAV), DCPA, the CCC and others. The Madrid-based artist of the tree display will be visiting Denver in July to discuss the project in more detail. Initial discussions with DCPA and DAV are to locate the tree in Sculpture Park, which is a highly visible location along Speer. Other locations could also be possible based on visibility and other factors. While viewing and entering the tree would be free and open to the public, concessions and other vendors could

generate revenue. DDP is already planning to enhance the holiday lights along the 16<sup>th</sup> Street Mall and additional lights would be located throughout downtown and particularly Curtis Street leading to DCPA. The Board discussed the potential of having a holiday lights trolley that would showcase downtown as well as connect to other light displays including the Zoo, Denver Botanic Gardens, and others. The Board would like to see the entire Mall activated.

In terms of the budget for the winter event, some costs will be annual production costs repeated each year and other costs will be one-time for capital investments that can be amortized. The Board is interested in determining whether a private revenue generating model could be developed from sponsorships, advertising and other opportunities so that the TID has private funds available rather than utilizing VISIT DENVER private revenues. The Board agreed the suggested budget was reasonable but determined it would be best to consider individual approvals for specific line items as contracts are generated, rather than approve an overall budget at this time.

Carrie Atiyeh updated the Board on the CHLA University trainings being offered with TID support. A proposed schedule for line level courses through the end of the year was reviewed and approved by the Board. Board members and TID hotel partners will be notified of the courses to encourage participation. CHLA also indicated strong interest from industry in a Supervisory Skill Builder course and inquired whether the TID would like to support this level of training. The Board discussed and approved support for the skill builder course not to exceed 10% of the total previously approved training budget of \$105,000, or \$10,000. Further, CHLA and the Denver Rescue Mission are discussing a pilot program that will bring line level certification courses to residents of The Crossing transitional housing shelter. The board discussed support for these courses and agreed that the TID would support the full tuition cost for participants. Board members had questions about The Crossing residents and wrap-around services, which Carrie will follow up on.

Lastly, Carrie updated the board on the CU Denver CityCenter partnership which includes an inventory of existing workforce programs for the tourism and hospitality industry and moderated focus groups. Two of the three focus groups have already taken place with strong interest and participation from various stakeholders in the tourism industry, public sector, academia, service providers, and others. CU Denver will be updating the inventory and preparing a final report capturing the discussion and ideas generated by the focus groups.

The next Board meeting will take place in late August. It will be important for members to attend in order to review and approve the 2020 TID annual plan.

There being no further business to come before the board, the board adjourned the meeting at 4:26 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.

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Greg Leonard  
Secretary/Treasurer



**Minutes**  
BOARD OF DIRECTORS  
DENVER TOURISM IMPROVEMENT DISTRICT

DATE: August 29, 2019  
 TIME: 11:30 a.m.- 1:00 p.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

**Allen Paty**  
Doubletree by Hilton

**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 11:40 a.m.

A motion was made to approve the minutes from the June 25, 2019 meeting. The motion was seconded and the minutes were unanimously approved.

Jayne Buck updated the Board on progress being made for the winter lights program to drive overnight visitors to Denver during traditional slow occupancy months. The illuminated tree has been purchased and it is

expected it will display light shows lasting 5-6 minutes approximately every 30 minutes though the schedule can be altered. Admission for the first year of this event will be free. Board members discussed concession and sales opportunities as well as the ability for private events and other uses. Preliminary discussions are underway with Arts and Venues to program performances during peak nights of Thursday to Sunday. Colors on the tree can be altered for specific events including logos. Other unique ideas include having a televised pre-game show near the tree, weather reports on local news stations, collaboration with Meow Wolf, and more. Photo opportunities will also be a part of the experience.

Jeff Ruffe reviewed the budget for the winter lights, including a depreciation schedule for capital costs. Based on discussions with the City to keep the tree in place through National Western Stock Show, and perhaps through Outdoor Retailer, the musical theme may change after the holidays for the month of January. Board members asked how success for this event will be measured. VISIT DENVER staff indicated existing tools will be utilized including tracking room night, intercept studies, Arrivalist, and other.

Justin Bresler provided an update on the Reclaim the Weekend campaign, which was launched 1 year ago. The website has generated nearly 860,000 visits with 976,000-page views in 2019. The redesigned site earlier this year reduced the bounce rate by 10%. Based on 2019 success, the marketing team recommends maintaining current efforts.

Rachel Benedick brought forward three citywide (one in 2024 and two in 2026) client concessions for approval. A motion was made, the motion was seconded and the client concessions were unanimously approved. The Board then discussed a citywide event seeking hotel rebates and whether such rebates should be covered by hotels or if this is an appropriate use of TID funds. The Board discussed that citywide groups create compression for all TID submarkets and therefore it is appropriate to use TID funds for hotel rebates. While a rebate amount could be estimated, actual amount paid will be based on the final housing report.

Rachel then reviewed the upcoming MEET Denver scheduled for October 1-4. To date, 60 clients have registered and 54 hotels have confirmed their participation. The October 2018 MEET Denver has generated approximately \$1.7M in definite economic impact with an additional \$5.3M in tentative impact. The May 2019 event has generated approximately \$1M in definite economic impact to date with the potential for nearly \$36M more.

Jeff Ruffe reviewed the 2019 financials. There were no questions or discussion.

The public hearing for the proposed 2020 TID budget was then opened. No public comment was received and the public hearing was closed. Jeff reviewed the proposed 2020 TID budget, which will be year three of the TID. Jeff reminded the Board that beginning in year four (2021) 10% of TID revenue will be held by the City for

future improvements at the Colorado Convention Center, which could cause a decline in funds available for marketing efforts. The TID will continue to focus on building reserves for future programs and events. A motion was made to approve the 2020 budget as presented, the motion was seconded and the budget was approved.

Carrie Atiyeh provided an overview of the draft 2020 TID Annual Plan, which was sent to Board members in advance of the meeting to review and is due to the City by September 30. The plan includes the winter lights and support for workforce development as programs supported during 2019 that were not anticipated when the plan was approved in August 2018. All 2019 TID programs were reviewed with the intent to continue these efforts in 2020. A motion was made, the motion was seconded, and the Board unanimously approved the 2020 TID Annual Plan as presented.

Navin Dimond presented the proposed slate of 2019-2020 TID Board officers: Walter Isenberg as Chair, Greg Leonard as Vice-Chair and Allen Paty as Secretary/Treasurer. A motion was made to approve the leadership slate as presented, the motion was seconded, and the Board unanimously approved.

Amie Mayhew updated the Board on the CHLA University trainings being offered with TID support. Courses to be offered this fall include security officer and front desk representative. The guest service course being offered at The Crossing has been a strong success with 15 participants to date and strong interest for future courses. Board members discussed having access to tracking data including the hire rate since these are primarily new, incremental staff into the industry, which is a significant need.

There being no further business to come before the Board, the Board adjourned the meeting at 12:57 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.

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Allen Paty  
Secretary/Treasurer



## Board List

Name	Term Start Date	Term End Date	Representing	Board officer	Title	Company	Address	Email	Phone
Dimond, Navin	9/24/2019	8/31/2022	VISIT DENVER	President	President & CEO	Stonebridge Companies	9100 E Panorama Drive, #300, Englewood, CO 80112	ndimond@sbcos.com	303-785-3100
Isenberg, Walter	8/31/2017	8/31/2020	VISIT DENVER	President-elect	President & CEO	Sage Hospitality	1575 Welton St., Suite 300, Denver, CO 80202	wisenberg@sagehospitality.com	303-595-7251
Leonard, Greg	8/31/2017	8/31/2020	Mayor	Secretary/Treasurer	General Manager	Hyatt Regency at the Colorado Convention Center	650 15th Street, Denver, CO 80202	greg.leonard@hyatt.com	303-486-4500
Blair, Tracy	8/27/2018	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@marrriott.com	303-317-1831
Everett, John	2/26/2018	8/31/2020	CHLA	Assistant Secretary	General Manager	Westin Denver Downtown	1672 Lawrence Street, Denver, CO 80202	John.Everett@westin.com	972-877-7036
Paty, Allen	9/24/2019	8/31/2022	CHLA	Assistant Secretary	General Manager	DoubleTree 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

	12/4/18	3/26/19	6/25/19	8/29/19
Tracy Blair	Y	Y	Y	Y
Navin Dimond	N	Y	Y	Y
John Everett	Y	Y	Y	N
Walter Isenberg	Y	Y	Y	Y
Greg Leonard	Y	Y	N	Y
Laura Lojas	N	N	N	N
Allen Paty	N	N	Y	Y
Richard Scharf (ex officio)	Y	Y	Y	Y