



VISIT DENVER Board Retreat
Vail | August 25 - 26, 2022

Thursday - August 25 2022
7:30 am – 9:00 pm

7:30 am – 8:45 am	Breakfast	Salon 1
8:45 am – 9:15 am	Welcome & Ice Breaker	Salon 2
9:15 am – 10:15 am	Session 1: Resident Sentiment Survey Sean Maher, RRC Associates	Salon 2

Resident Sentiment Survey: This session will overview the recent resident sentiment survey conducted by Visit Denver in cooperation with the Downtown Denver Partnership (DDP) in order to get the Locals' perspective on a variety of different topics and issues. The Resident Sentiment Research, allows Visit Denver and DDP to discover how the local community at large perceives quality of life, downtown, and tourism and its impacts. Increasingly, management of the destination must be considered a partnership between the industry and residents, to ensure that tourism development benefits both parties and contributes to the community economically while maintaining or enhancing quality of life for its residents. The Resident Sentiment Research examines both practical and emerging/growing concerns including quality of life, events, downtown environment and many others.

Sean Maher, RRC Associates: The principal of RRC will deliver the results of the resident sentiment research and review custom data and strategic insights of their findings. RRC was founded in 1983 by Nolan Rosall, Peter Remmen and Chris Cares (RRC). These three came from diverse backgrounds but shared a passion for cutting edge research and providing unmatched insights to clients. Their fledgling firm quickly established a reputation for outstanding results in the ski industry and became the “go to” research partner for leading resorts including Vail, Steamboat, Aspen and many others.

The reputation for objective and innovative research for ski resorts soon led to working with mountain towns and counties on issues ranging from affordable housing to regional transportation and air service. Expertise in skiing also translated well to other tourism areas and RRC is now a trusted research partner for DMOs across the country.

RRC has continued to grow our work in the broader DMO/tourism sector as well as parks, recreation, affordable housing, air service and community planning. They have completed over 800 projects in 42 states and Canada for both public and private sector clients.



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10:15 am – 10:30 am	Break	Salon 1
10:30 am – 12:15 am	Session 2: 2021 Futures Study & Roundtables Paul Ouimet, MMGY NextFactor	Salon 2

2021 Futures Study: The results of the new 2021 Futures Study, which identified key trends in leisure tourism and business events will be presented. There will be details on the three transformational opportunities for DMOs: destination alignment; sustainability; and values-based marketing. Case studies will highlight recent programs and best practices of other destinations in the US and around the world.

Paul Ouimet, MMGY NextFactor: Paul Ouimet is a regular speaker for the Visit Denver board. In 2016 Paul and his team assist the board and staff in developing the Tourism Roadmap, a 10-year destination strategic plan. MMGY NextFactor is an industry-leading consulting firm specializing in travel and tourism. The team of experts has delivered insights and strategies to more than 200 destinations across the globe. The firm was founded by Paul Ouimet in 2015, following the launch of the ground-breaking DestinationNEXT initiative. Nextfactor believes in the transformative power of travel. They realize that to be a leader in the tourism sector today is to be an architect of future economies, societies and possibilities. The team provides the intelligence, insight and inspiration these leaders require to make a meaningful, sustainable and equitable difference in their communities.

In 2019, Nextfactor joined forces with MMGY Global, the world’s largest integrated marketing company specializing in the travel, tourism and hospitality industries. As part of the MMGY Global family, their clients have access to insights and experts across multiple agencies throughout the world.

12:15 am – 1:15 pm	Lunch	Après Deck
1:15 pm – 2:15 pm	Session 3: Denver & Colorado Election and Ballot Initiatives Chris Keating, Keating Research Jake Martin, Keating Research	Salon 2



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Denver & Colorado Election and Ballot Initiatives: The next election cycle is expected to be one of the most active in many years with Mayor Hancock termed after 12 years and many new open City Council seats. This session will give the board insight on the following:

- U.S. Senate race – seat currently held by Michael Bennet
- Governor's – many expect that Polis will win
- Congressional races – high level overview of what is happening in all districts including Congressman Perlmutter retiring.
- Denver Mayor's race – who is announced, what are Denver voters looking for?
- Denver City Council races – which seats are open, who has announced, vulnerabilities and opportunities
- Colorado ballot measures that have been filed and approved by title board
- Denver ballot measures (if any) that will be on the November ballot – we anticipate that many/most might be pushed to the spring election because that's when there will be the largest turn out due to the candidate races. Kendra Black and Paul Lopez will be referring a robust ballot reform measure to the voters and I think that will be in November

Chris Keating, Keating Research: Chris Keating, PhD, is the President and founder of Keating Research, Inc. Keating has an undergraduate degree in political science from Northwestern University and Ph.D. in economics from the University of Illinois. Keating has worked in survey research in Colorado for the past 22 years where he has conducted over 500 successful survey and focus group research projects on state and local issues. Keating is well regarded in the field for developing quality questionnaires, thoughtful client presentations and reports that are written and created to be understood by the lay person as well as the more astute client. Keating Research, Inc. was established in 2010 and in a short period of time has established itself as a leading Colorado survey research firm working on education, energy, water, transportation and growth issues. Keating Research counts the University of Colorado, Colorado Governor John Hickenlooper and Denver Mayor Michael Hancock as clients. Keating Research recently worked as the pollster on the landmark No on 1A campaign in Pueblo County to successfully prevent the prohibition of marijuana in the November 2016 election (57% no) and to successfully implement a regional transportation authority in San Miguel County, Colorado. In 2015, Keating led the survey research on the successful 1A For DIA ballot measures in Denver and Adams Counties. Prior to founding Keating Research, Inc., Keating was Vice President at Harstad Strategic Research and Research Director at Talmey-Drake Research. Keating has lived in Colorado since 1995 and currently resides in Telluride.



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2:15 pm – 2:30pm

Break

Salon 1

2:30 pm – 3:15 pm

Session 4: Workforce Issues
Richard Scharf - Background
Angie Briggs, U.S. Travel Association

Salon 2

Workforce Issues: This session will have an overview of the national USTA, TRAVELFORCE Project. USTA is taking the lead on ensuring a strong and stable talent pipeline—at all levels—for generations to come and believes that need to be on the forefront of the industry thinking moving forward. Previous leader discussion identified the most pressing challenges that must be addressed to redirect the prevailing narrative about career potential in our industry. The five points below represent common themes or ideas in response to this question:

1. Addressing industry misperceptions. Misperceptions include, but are not limited to entry level, low wage, long-hours, dead end job with no flexibility or career path.
2. Addressing education/culture barriers.
3. Addressing structural concerns, such as childcare options and affordable housing.
4. Lack of branding for the industry.
5. Demonstrating the diversity and breadth of roles and range of opportunity in hospitality/travel & tourism industry.

Angie Briggs, U.S. Travel Association: The U.S. Travel Association is the national, non-profit organization representing all components of the travel industry. In 2020, travel generated \$1.5 trillion in economic output and supported 11 million jobs, a drastic decline from pre-pandemic figures. U.S. Travel operates as a 501(c)(6) organization.

Angie Briggs is vice president of industry relations for the U.S. Travel Association. She is focused on engagement and growth across all member levels of the association. Briggs is a frequent traveler, spending time in-market collaborating with U.S. Travel’s national membership.

Briggs has spent most of her career in the travel and tourism industry. Prior to joining U.S. Travel, Angie served as vice president, new business development at Miles Partnership. As a member of the leadership team, Briggs helped drive the agency’s strategy and growth. She established a strong track record of collaboration and identifying business opportunities to support national, state, regional and local destination marketing organizations, as well as hotels, airports, attractions and businesses in the international marketplace.



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Previously, Briggs was vice president, business development of marketing agency TIG Global. During her time at TIG Global, Briggs launched a new destination marketing organization (DMO) division at the agency, and was responsible for building brand awareness, leading the product development process, developing business plans and training staff members for DMO-specific accounts.

3:15 pm – 4:15 pm **Roundtable Discussions** **Salon 2**
Workforce Issues

Roundtables will be used to discuss the work force issues

4:15 pm to 4:30 pm **Retreat Wrap-up** **Salon 2**

4:30 pm to 5:30 pm **Free Time**

5:30 pm **Buses Depart for Reception & Dinner**

6:00 pm **Reception** **Splendido at the Chateau**

7:00 pm **Dinner** **Splendido at the Chateau**

Friday - August 25 2022

8:30 am – 10:30 am

7:30 am – 8:30 am **Breakfast** **Après Deck**

8:30 am – 10:30 am **VISIT DENVER Board Meeting** **Salon 2**