



# VISIT DENVER

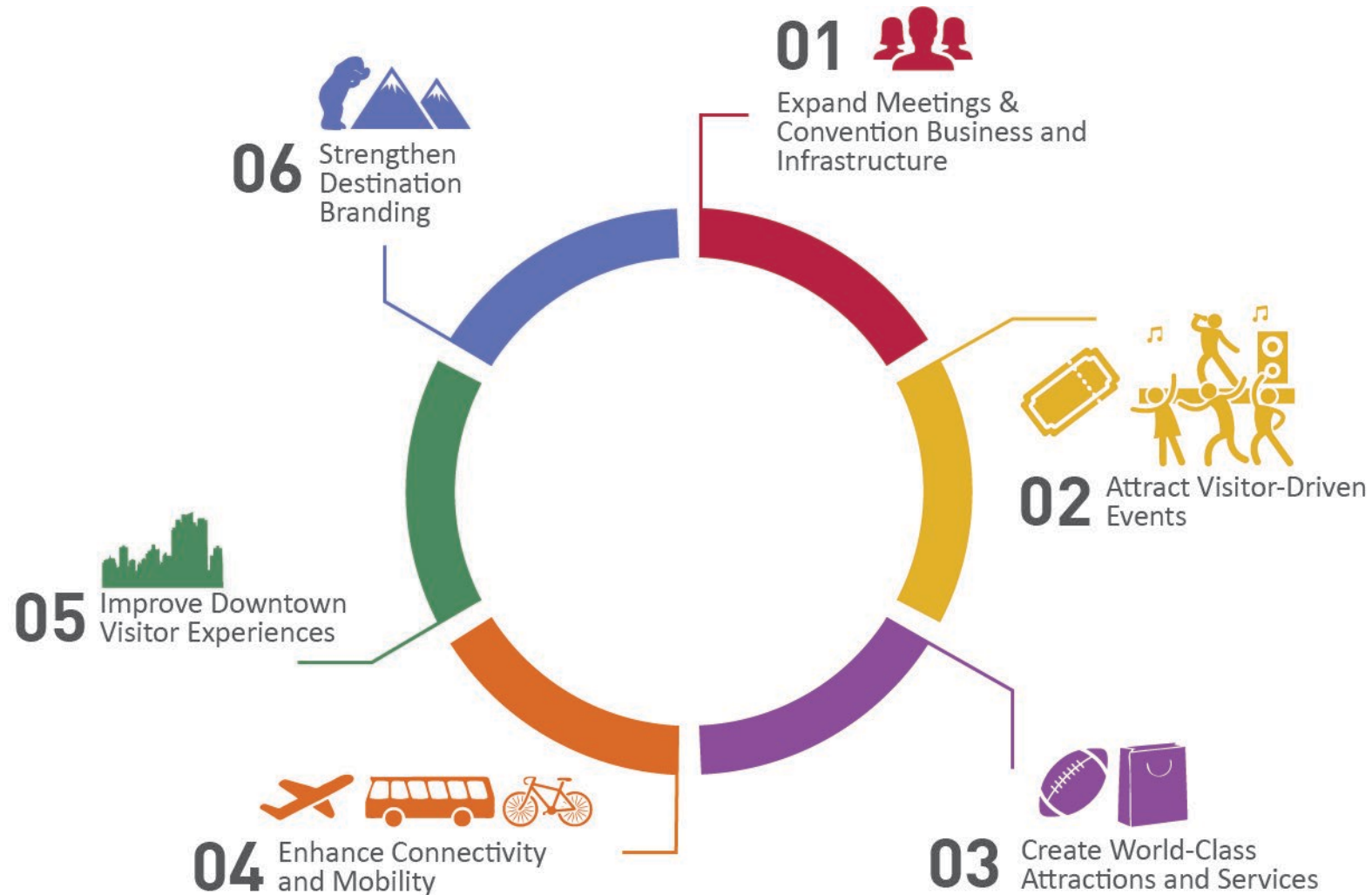
## Board of Directors Retreat

August 25, 2022

The Hythe Hotel - Vail



# 2016 TOURISM ROADMAP



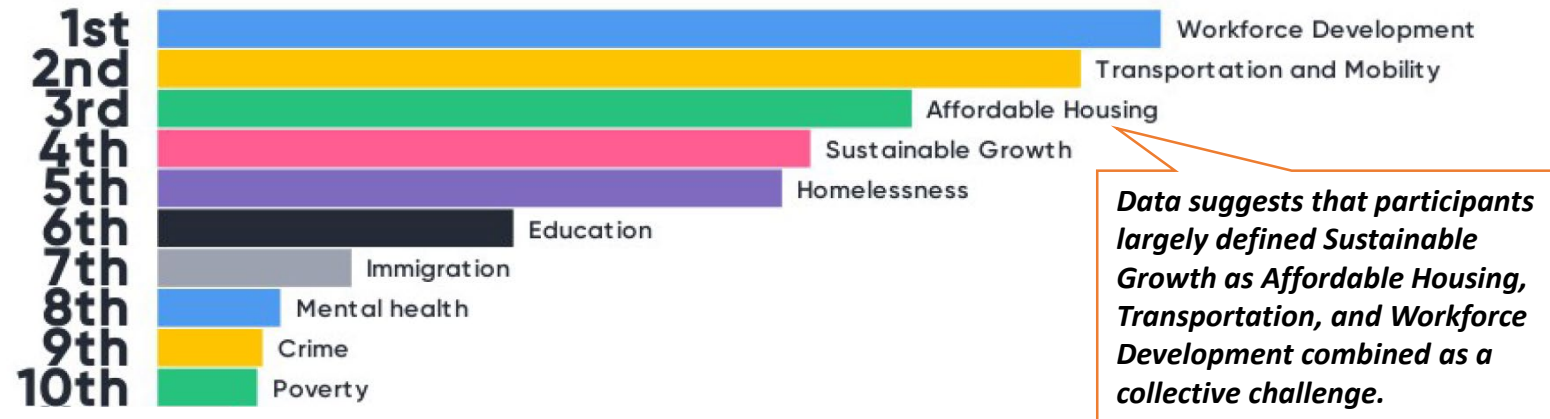
## DENVER TOURISM ROADMAP



*2025 Destination Plan*

# 2018 SOCIAL IMPACT STRATEGY

## Board Chose Top 10 Most Relevant Challenges





A woman with voluminous curly brown hair is seated at a wooden table in a bright, modern cafe. She is wearing a light pink sleeveless top with white polka dots and is smiling while looking at a silver laptop. In her right hand, she holds a glass of iced coffee with a white foam top. On the table in front of her are a small potted plant with green leaves, a glass jar filled with a yellow beverage, and a blue pen resting on a spiral notebook. The background features wooden shelves with various items and a large green plant hanging from above.

**WORKFORCE DEVELOPMENT  
WAS CHOSEN AS THE SOCIAL  
IMPACT STRATEGY**





Homelessness and Affordable housing pose significant barriers for VISIT DENVER as they are both systemic issues that require greater capital investment, challenging to measure and have greater potential for negative PR and social media ramifications

# LEVERAGING VISIT DENVER

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## WE ARE THE PERCEPTION CREATORS

Utilize Visit Denver's  
marketing prowess

## WE ARE THE COALITION BUILDERS

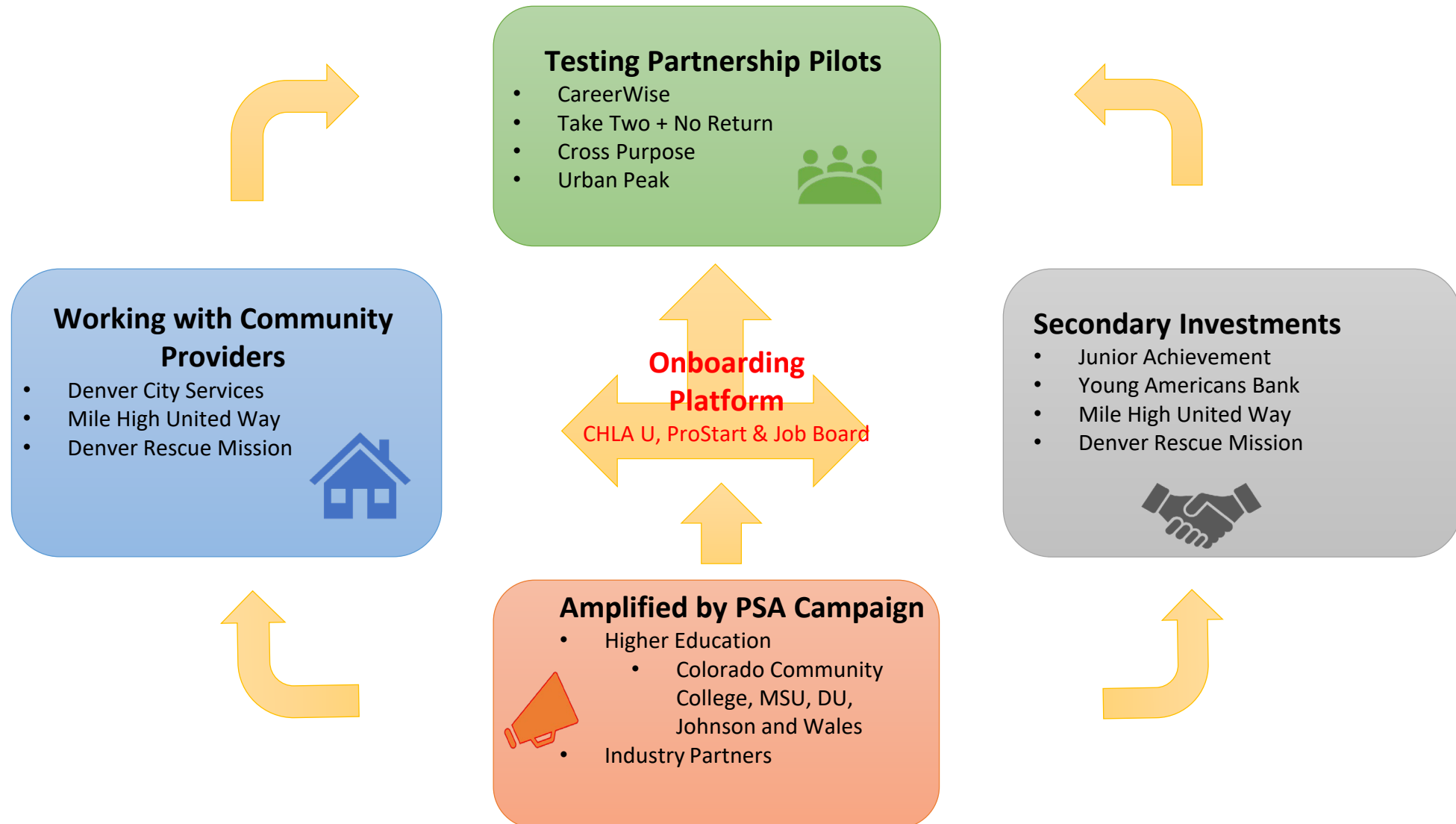
Utilize Visit Denver's  
brand to create  
collaboration

## WE ARE THE IMPACT AMPLIFIERS

Utilize Visit Denver's  
unique communications  
platform



# 2019 SOCIAL IMPACT IN ACTION



# 2019 SOCIAL IMPACT IN ACTION



## #1 : Pilot Opportunity Youth and Felon Workforce Development Coalitions

Opportunity Youth Partners	Felon Coalition Partners
Career Wise	Take Two (Second Chances?)
Cross Purpose	Never Return



## #3: Secondary Investments Work with Community Partners

Channel Partners	
Junior Achievement	Denver Rescue Mission
Mile High United Way	Young American's Bank



## #2: Amplify with coordinated PSA campaign

Campaign Partners	
Higher Education	Denver City Services
Industry Partners	VISIT Denver Network



## #4 Ongoing: Work with Community Partners

Channel Partners: for pilot programs	
Denver City Services	Denver Rescue Mission
Mile High United Way	



# PAST ACTIONS

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## **SCHOLARSHIPS**

Visit Denver Foundation provided scholarships for hospitality programs at Colorado universities and colleges

## **JUNIOR ACHIEVEMENT**

Funded pilot program in high schools during academic year

## **EDUCATION & TRAINING**

Funded Colorado Hotel & Lodging Association CHLA University: line level and supervisory skills courses, partnership with Denver Rescue Mission to provide Guest Service Gold at The Crossing

## **RESEARCH**

Funded Colorado University research to inventory of training, certification and academic programs for the tourism and hospitality industry; focus groups to assess opportunities and challenges

## **DENVER DAY WORKS**

Visit Denver helped fund Denver University pilot program for hospitality industry in partnership with Denver Rescue Mission

# YESTERDAY & TODAY

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## **2021 Board Retreat**

Presenter, Mike Gamble “From Furlough to Famine”

- Current State of the workforce
- Industry specific challenges
- Discussion points around potential solutions

## **2022 Board Retreat**

Angie Briggs, USTA

- Perceptions of Careers in the Travel and Tourism Industry
- Wants, needs and important factors of the attracting and retaining talent



# DENVER

# A DEEP DIVE ON WORKFORCE

U.S. TRAVEL  
ASSOCIATION®





# THE WORKFORCE CRISIS



A black and white photograph of a waiter in a white uniform setting a table in a restaurant. The waiter is on the left, leaning over the table. The table is set with various items including glasses, plates, and a bottle. The background is a bright, slightly out-of-focus interior of a restaurant.

NEARLY *1 in 7* **JOB OPENINGS**

**ARE IN THE LEISURE & HOSPITALITY SECTOR ALONE**



# 1.2M

LEISURE & HOSPITALITY  
JOBS **REMAIN LOST**



A silhouette of a person holding a tablet is centered in the foreground. The background is a blurred cityscape at night, with numerous out-of-focus lights in warm yellow and orange tones, and some cooler blue and purple lights, creating a bokeh effect. A dark horizontal band runs across the middle of the image, serving as a background for the text.

**FOR EVERY 100 JOBS THAT ARE OPEN, THERE  
ARE ONLY 55 AMERICANS LOOKING FOR WORK.**



# Average hourly earnings in Leisure & Hospitality

ARE NOW

22%

ABOVE

2019 levels, greater than a 15% increase for the private sector







In 2022, Colorado has the **HIGHEST MINIMUM WAGE** in the U.S. at \$15.87. In 2023, **DENVER** will have the highest minimum wage in the U.S. at \$17.23.



A wide-angle photograph of the Denver skyline. In the foreground, there is a dense layer of green trees. Behind them, various skyscrapers and buildings of the city are visible. In the far background, a range of mountains stretches across the horizon under a clear blue sky with a few scattered white clouds. The text is overlaid in the center of the image.

IN 2019, L&H WAS THE 5<sup>TH</sup>  
**LARGEST INDUSTRY IN DENVER,**  
EMPLOYING MORE THAN  
**ONE IN 10 RESIDENTS**



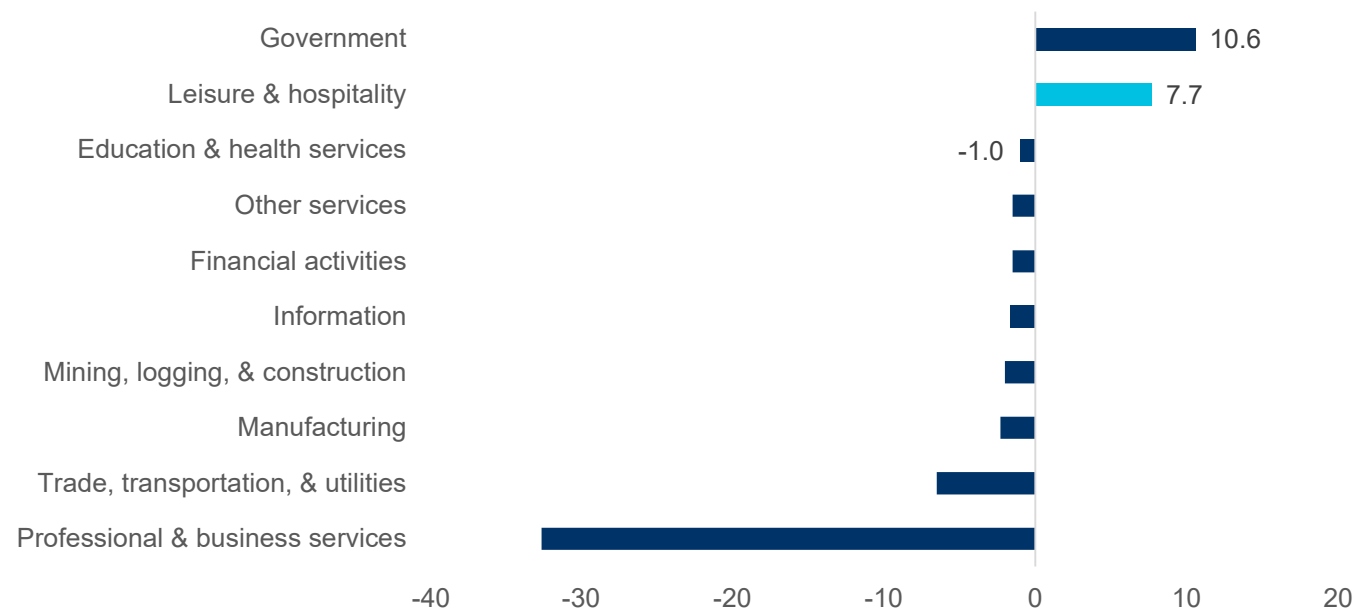


**In Denver, L&H is the **ONLY** private sector industry  
that is not yet recovered.**

# L&H STILL FACING A 7,700 WORKER SHORTAGE

## Denver MSA employment loss by industry

Thousands of jobs lost relative to same month 2019



Source: BLS

# THE CHALLENGES

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## > Talent migration

- Leaving workforce, early retirements, starting new businesses, changing jobs and industries

## > Changing employment motivators

- ‘COVID clarity’ – time to reflect
- Reevaluating priorities

## > Lack of temporary foreign workers

- Visa processing delays, backlogs, availability of H2B visas and other travel restrictions.

## > Historic negative perception of travel-related jobs

- Low paying jobs, demanding, long hours and limited upward mobility

## > Great Resignation

- Historical quit rates

## > Declining labor force participation

- Record job openings, child care challenges, retirements etc.





**FOUR IN TEN FULL-TIME EMPLOYED AMERICANS  
EXPERIENCED AN EMPLOYMENT SHIFT  
DURING THE COVID-19 PANDEMIC**



A low-angle shot looking up at a multitude of national flags flying from tall, silver poles. The flags are densely packed and fill the frame, with a clear blue sky and a few wispy clouds in the background. The perspective creates a sense of height and grandeur.

# **LACK OF ACCESS** TO INTERNATIONAL WORKERS



# LATEST PROGRESS



- > Reduced interview wait times
- > Consider the impact of fee increases
- > Exempt returning workers from the cap





# CHANGING THE **NARRATIVE**



# HEART MIND STRATEGIES

# RESEARCH OBJECTIVES



- 1 Assess how people think about jobs in travel and tourism, including motivators and barriers
- 2 Understand these perceptions in the context of a broader careers/jobs ecosystem and the competition travel and tourism businesses face in hiring
- 3 Identify opportunity audiences and their unique workforce considerations and priorities.
- 4 Determine ways to expand the appeal of jobs in tourism





# WHO WE SURVEYED



## CURRENT WORKERS

(n=200)

Currently employed in hospitality, cruise line, car rental, airline, airport, or attractions/theme parks

## FORMER WORKERS

(n=155)

Worked in hospitality, cruise line, car rental, airline, airport, or attractions/theme parks after Jan. 2019 but no longer do

## PROSPECTIVE WORKERS

(n=1,024)

Not currently employed in travel and tourism, but open to considering a job in hospitality, cruise line, car rental, airline, airport, or attractions/theme parks in the next year

# MOST VALUED JOB CONSIDERATIONS

1 Healthy and safe workplace

**Current workers** place more emphasis on healthy/safe workplace

2 Attractive wages and earnings

3 Job stability

**Former workers** place more emphasis on job stability

4 Work-life balance

5 Employee benefits

**Prospective workers** place more emphasis on employee benefits

6 Opportunities for progress/promotion

# TRAVEL AND TOURISM ATTRIBUTES

## BEST PERFORMING

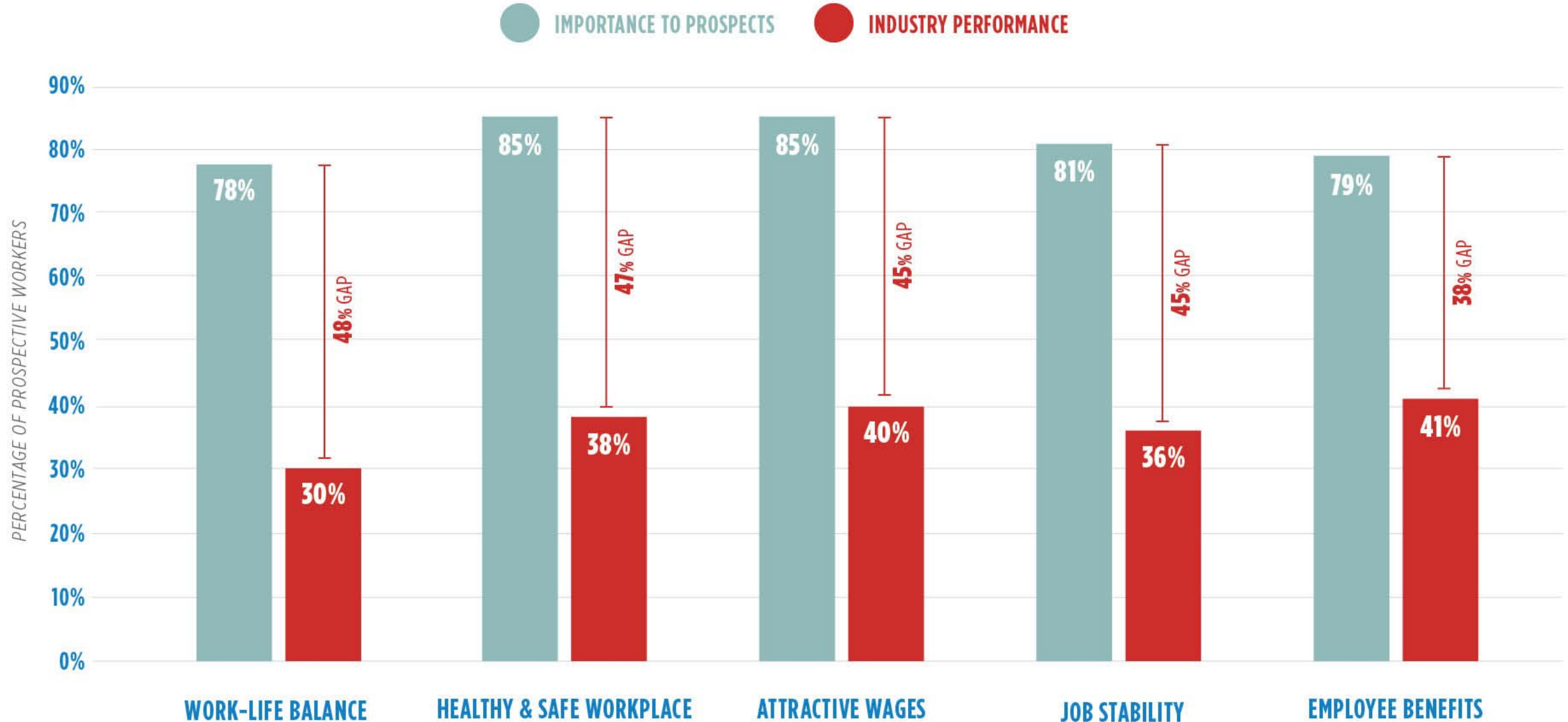
- 1 Diverse and inclusive work
- 2 Growing, profitable company
- 3 Positive company culture
- 4 Healthy and safe workplace
- 5 Opportunities for progress

## WORST PERFORMING

- 1 Remote work
- 2 Generous paid time off
- 3 Bonus/incentive programs
- 4 Maternity/paternity leave
- 5 Work-life balance



# IMPORTANCE VS PERFORMANCE: GAP ANALYSIS



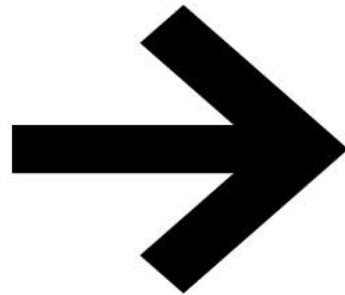
# CHALLENGES OFFER OPPORTUNITY...

## CHALLENGE

### JOB SEEKERS HAVE OPTIONS.

**More than two-thirds** of all workers surveyed (current, former and prospective) feel empowered to negotiate and believe the labor market means their value has never been higher.

**In addition to travel and tourism**, retail, professional services and technology are the most often considered.



## MESSAGING OPPORTUNITY

- **Communicate the unique benefits** and opportunities that come with travel and tourism employment.
  - **Highlight** the excitement of travel. Many interested in our industry are those that enjoy traveling themselves.
  - **Emphasize diversity** and the ability to connect with travelers from all over the world.
- **Use messaging** to focus on viable candidates—including extroverted excitement seekers.
- **Demonstrate opportunities** for upward mobility.

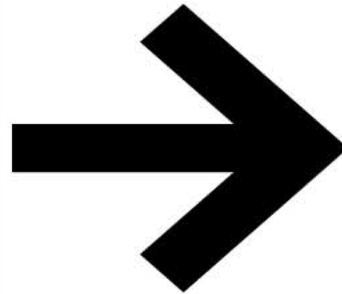


# CHALLENGES OFFER OPPORTUNITY...

## CHALLENGE

### WORK/LIFE BALANCE IS NOT VIEWED AS A TRAVEL JOB ATTRIBUTE.

For both current and former industry workers, feeling overworked and underpaid are the most likely causes of dissatisfaction.



## MESSAGING OPPORTUNITY

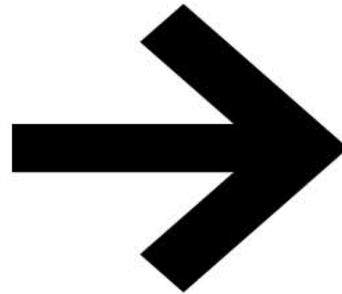
- **Communicate the flexibility** that comes with travel and tourism jobs.
- **Highlight opportunities** to ramp-up or decrease employee hours depending on their availability.
- **Emphasize part-time** job opportunities and the ability to gain supplemental income—a benefit that resonates with prospective workers and may be appealing to recent retirees or mothers.

# CHALLENGES OFFER OPPORTUNITY...

## CHALLENGE

**TOURISM JOBS ARE SEEN AS LESS STABLE THAN JOBS IN MANY OTHER INDUSTRIES.**

Though jobs in travel and tourism are not seen as being drastically less stable than others, there is still a wide gap between how important stability is and how well industry delivers.



## MESSAGING OPPORTUNITY

- **Underscore** employee-sharing networks that temporarily shift staff to vacancies/establish funds for assistance during workforce contractions.
- **Highlight** that skills gained in travel and tourism jobs are transferrable to other industries.



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**Fatima**  
Front Desk Agent

"I'm growing within in the industry but also growing within myself, gaining new experiences, gaining new responsibilities. I always have that big picture in mind. My next goal is to become a supervisor."

Meet Fatima

**Karina**  
Colleague Experience Manager

"The best thing that I can say to a person who is about to consider working in the hotel industry is that ... just start. And once you start, you will realize all the different doors that can be opened. There are no limits."

Meet Karinna

**Gus & Kentrelle**  
Oyster Shuckers

Kentrelle and Gus work together shucking oysters on Historic Bourbon street, where they've worked a combined 67 years. Both choose to work at a hotel industry restaurant because of the benefits and the stability.

Meet Gus & Kentrelle

**Derek**  
Lobby Attendant

"I went to work at the industry doing anything."

Meet Derek



# INCENTIVIZING THROUGH EDUCATION AND GROWTH



Send a Release



## HERSCHEND ENTERPRISES' 11,000 EMPLOYEES TO RECEIVE 100% FREE TUITION

The Nation's Largest Privately-owned Themed Attractions Corporation  
Launches Substantial Education Benefit, Starting Day One of  
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NEWS PROVIDED BY

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ATLANTA, Feb. 8, 2022 /PRNewswire/ -- Today [Herschend Enterprises](#), a privately-owned themed attractions corporation, announced it will cover 100% of the tuition for its 11,000 employees who choose to pursue further education. The significant employee education benefit will be made through Herschend's GROW U. This benefit makes it exponentially easier for employees at all levels to pursue their personal and professional growth through education.



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Get started today



# RETIREES RETURN

TRAVEL

The New York Times

## Silver-Haired and Shameless About Perks: Retirees Take Part- Time Work in the Travel Industry

Spend 15 hours a week loading baggage at the airport or passing out towels at the pool, and you can see Europe for a fraction of the usual cost.

Give this article 461



**JOBS** · Published August 19, 2022 2:00am EDT

## Soaring inflation driving retired employees back to the workforce

Inflation rose 8.5% in July, remains near its highest level in 4 decades

## Three In 10 U.S. Retirees Would Rejoin The Workforce If Inflation Persists

According to the survey conducted by The Harris Poll, 25% added that threats to their Social Security would lead them to rejoin the workforce.



# SUPPORTING PAID FAMILY LEAVE

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Jul 14, 2022 - Politics & Policy

## GOP takes a fresh look at paid family leave

 Sophia Cai, Emily Peck



### Denver may offer its own paid family leave, ditching the new state FAMLI program

By going it alone, city staff believe they could provide a benefit that is cheaper for Denver's 11,000-plus employees, and make it available more quickly.

Republicans signal support for paid family leave in governor's debate





MARKETS BUSINESS INVESTING TECH POLITICS CNBC TV INVESTING CLUB PRO

AIRLINES

# United Airlines pilots to get raises of more than 14%, 8 weeks of maternity leave in new contract

PUBLISHED FRI, JUN 24 2022 9:39 AM EDT | UPDATED FRI, JUN 24 2022 2:02 PM EDT



Leslie Josephs  
@LESLIEJOSEPHS

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## KEY POINTS

- The contract includes three raises totaling 14.5% over 18 months.
- Pilots at Delta, American and Southwest are also in contract talks.

In this article **UAL** +0.07 (+0.20%)  



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Shark Tank

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UP NEXT | **Shepard Smith** 12:00 am ET

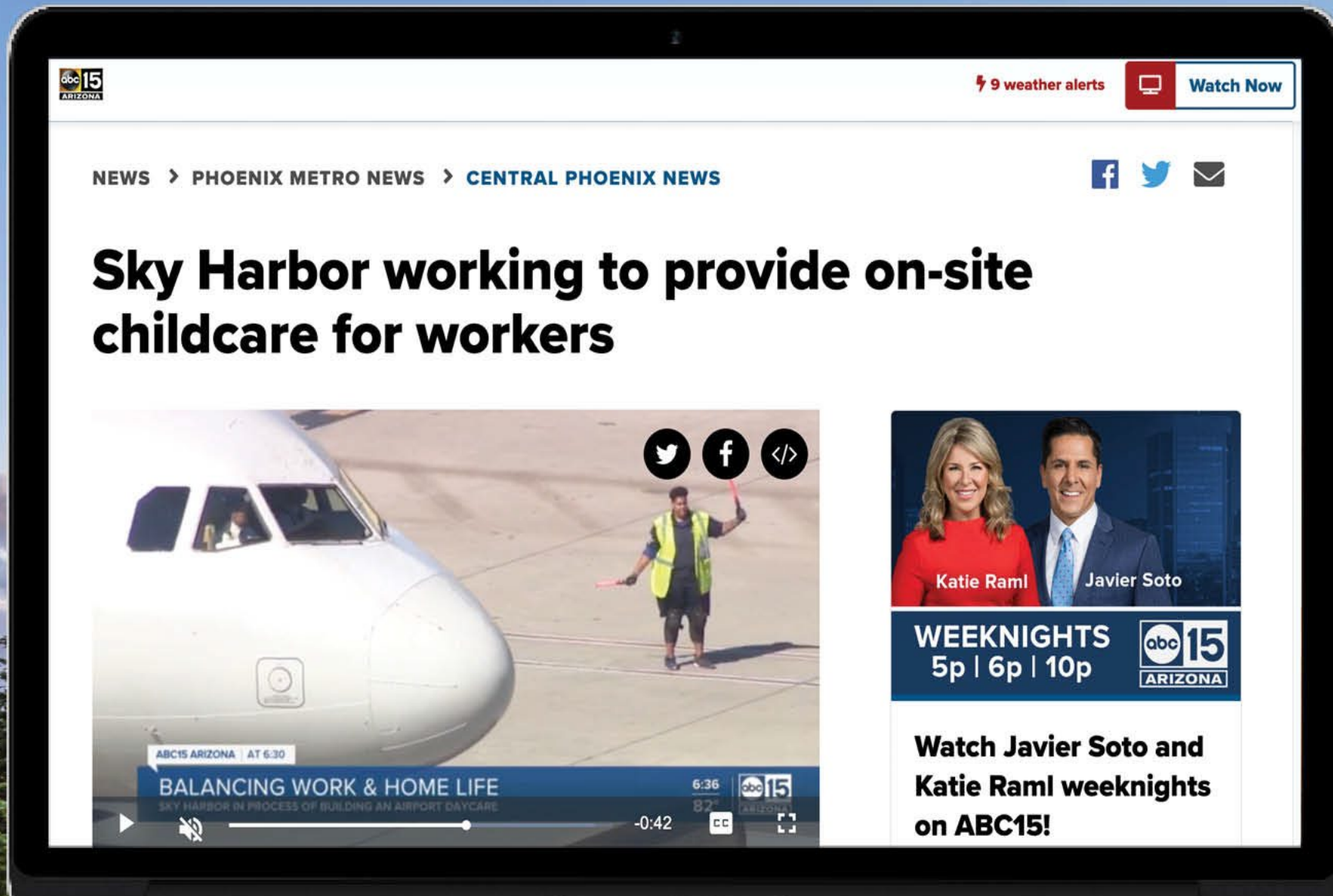
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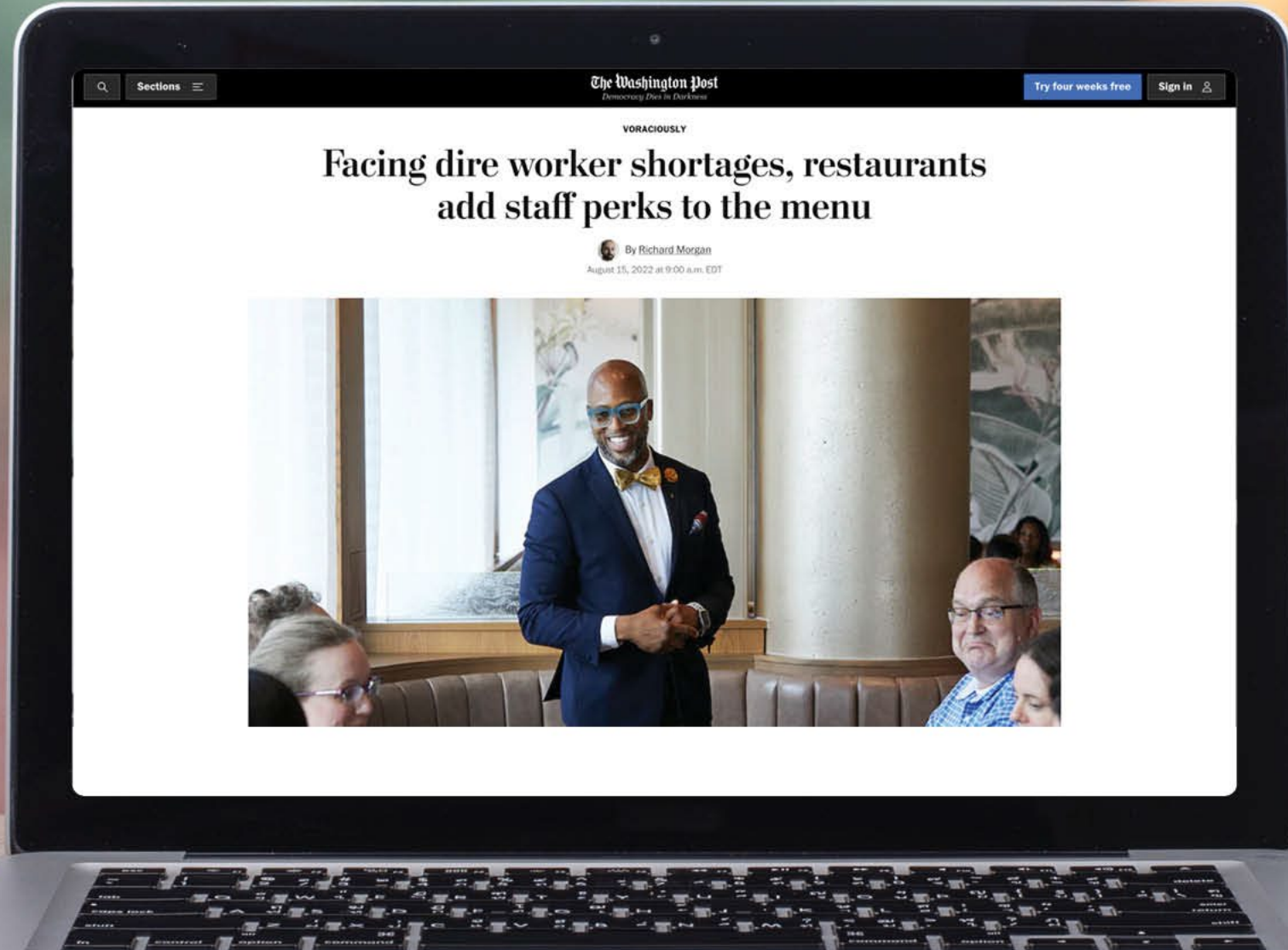




# STRIKING A BALANCE WITH ON-SITE CHILDCARE



# ADDING STAFF PERKS





# OPPORTUNITIES TO ATTRACT WORKING MOMS

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COVID TRACKER

TREATING COVID

JOURNAL REPORTS: LEADERSHIP

### Mothers Are Postponing the Return to Work. Amazon and Other Companies Are Trying to Bring Them Back.

Among other things, employers are making re-entry easier and increasing child-care support



#### LATEST NEWS

Marshall Plan for Moms study: Child care benefits key to bringing women back to the workforce

## The “Return-to-Workplace” Policies That Will Bring Moms Back

AKINYI OCHIENG & ELIZABETH DUNCAN-WATT & DENIELLE SACHS | July 30, 2021

THE CUT

WORK | JUNE 9, 2022

### Will Employers Finally Listen to What Mothers Need?

By Lara Bazelon

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New laws in Michigan and Boston **EXPAND WORKFORCE RESOURCES** by permitting younger workers to serve alcohol and **WORK LONGER HOURS.**



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