



DENVER *Tourism* ROADMAP

VISIT DENVER

Board Review of Strategy Map

October 16, 2024

PHASE 1

Project Planning & Management

- a. 1.5-day project kickoff trip
- b. Project planning, management and monitoring
- c. Prepare a stakeholder consultation plan

PHASE 2

Destination Assessment

- a. Collect and analyze destination metrics
- b. Review existing strategic plans & reports
- c. Identify relevant local, national, global trends
- d. Conduct DestinationNEXT assessment

PHASE 3

Stakeholder Engagement

- a. Prepare discussion guides
- b. Conduct 25 one-on-one virtual interviews
- c. Conduct 12 focus groups
- d. Present stakeholder findings

PHASE 4

Visioning Workshop

- a. Prepare session materials
- b. Prepare draft goals and recommendations
- c. Facilitate Board retreat in August

PHASE 5

Tourism Roadmap Update

- a. Prepare draft Updated Tourism Roadmap
- b. Layout and design the final plan
- c. Work with Visit Denver to review/edit plan
- d. Conduct validation sessions w/key stakeholders
- e. Present the final plan to the Board

PHASE 6

Visit Denver Strategic Plan

- a. Prepare agenda and presentation
- b. Facilitate Board strategic planning session
- c. Facilitate management team session
- d. Prepare draft Strategic Plan
- e. Prepare final PPT deck and document
- f. Present to Visit Denver Board

Interviews

25 indepth interviews
with stakeholders and
elected officials



Focus Groups

12 sector-specific
focus groups with
119 participants



Destination Vision

Existing Destination Vision

**Denver is America's leading outdoor city,
known to visitors for its urban, active,
and cultural experiences.**

Re-imagining the Destination Vision

3 destination signatures have emerged...



1.

Denver is, and always has been, an outdoor destination.



2.

Denver was built on the vision and energy of its people, creating a dynamic destination and community spirit.



3.

Denver is hyper-connected to the world.

Proposed New Vision

“Denver is the world’s most cultural & dynamic outdoor city.”

Culture



Dynamic

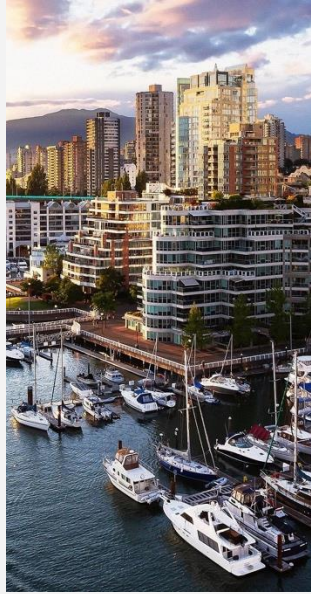




Innovation is increasingly a competitive advantage

More cities of all sizes are investing billions of \$\$ in infrastructure and product development to compete for visitors.

Global
Urban
Dynamic
Cultural
Outdoors



Vancouver



Copenhagen



Sydney



San Diego

Goals & Initiatives

7 Strategic Goals

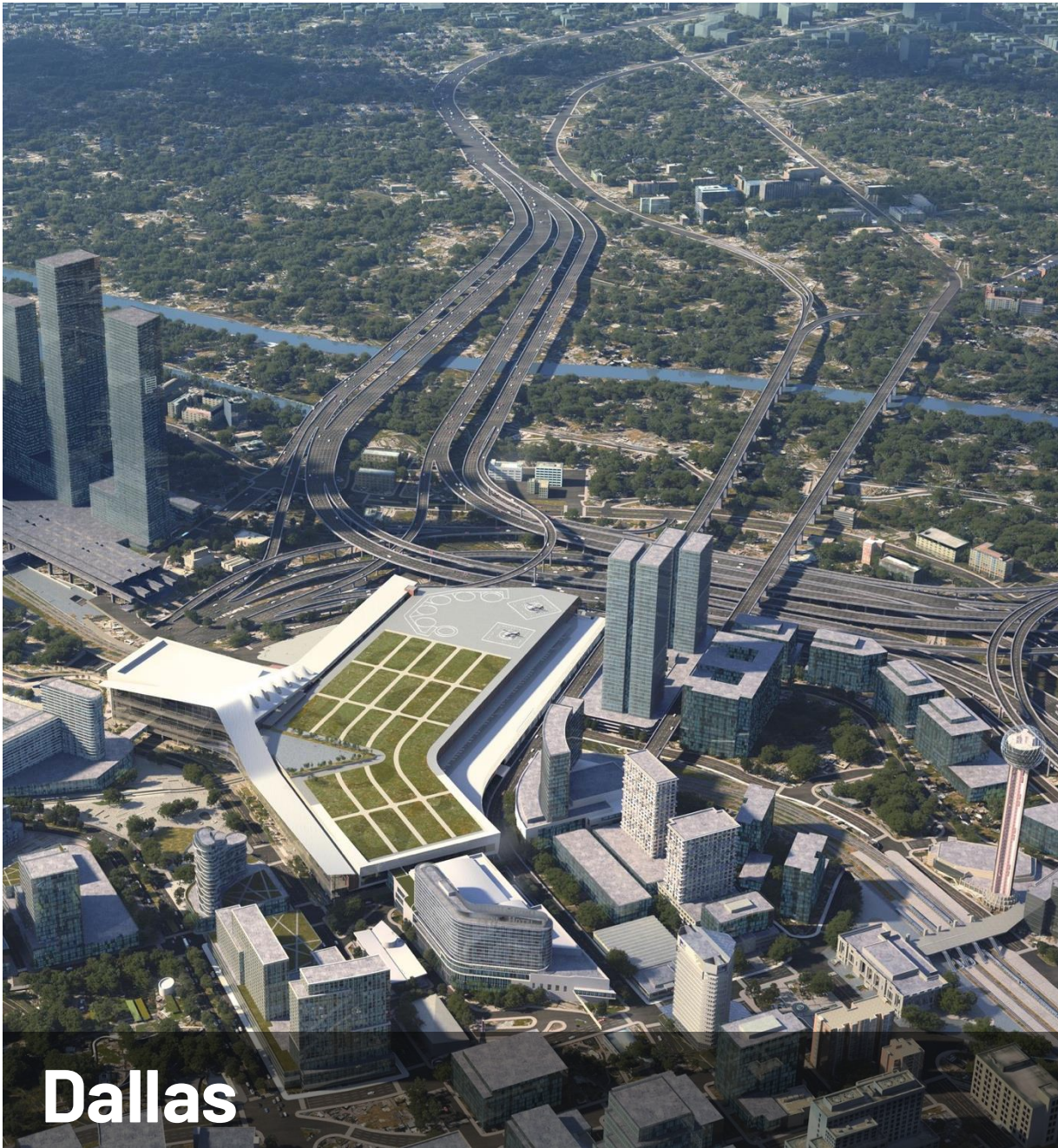


1 Expand Meetings/Convention Business and Infrastructure

- a) The CCC and surrounding areas become a true convention and cultural campus. (e.g., Downtown Auraria Unification Vision, Off-Center Project).
- b) New downtown large meeting hotel (CCC Master Plan and SAG Study) and other hotels.
- c) Creative and unique offsite venues/experiences near the CCC for large attendee gatherings.
- d) CCC is best-in-class for technology infrastructure and digital experience.
- e) Elevated, fun and interactive attendee experiences within the CCC to showcase local excellence in sports/outdoor recreation, arts/culture (e.g., Colorado Music Hall of Fame) and food/beverage.
- f) The National Western Center is a multi-purpose facility that attracts a greater variety of events.
- g) A Convention Ambassador Program with local leaders in advanced industries helps capture national convention business.
- h) Attendee services within the CCC (e.g., daycare, mothers' pods, quiet/sensory spaces, etc.)

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Dallas



Toronto



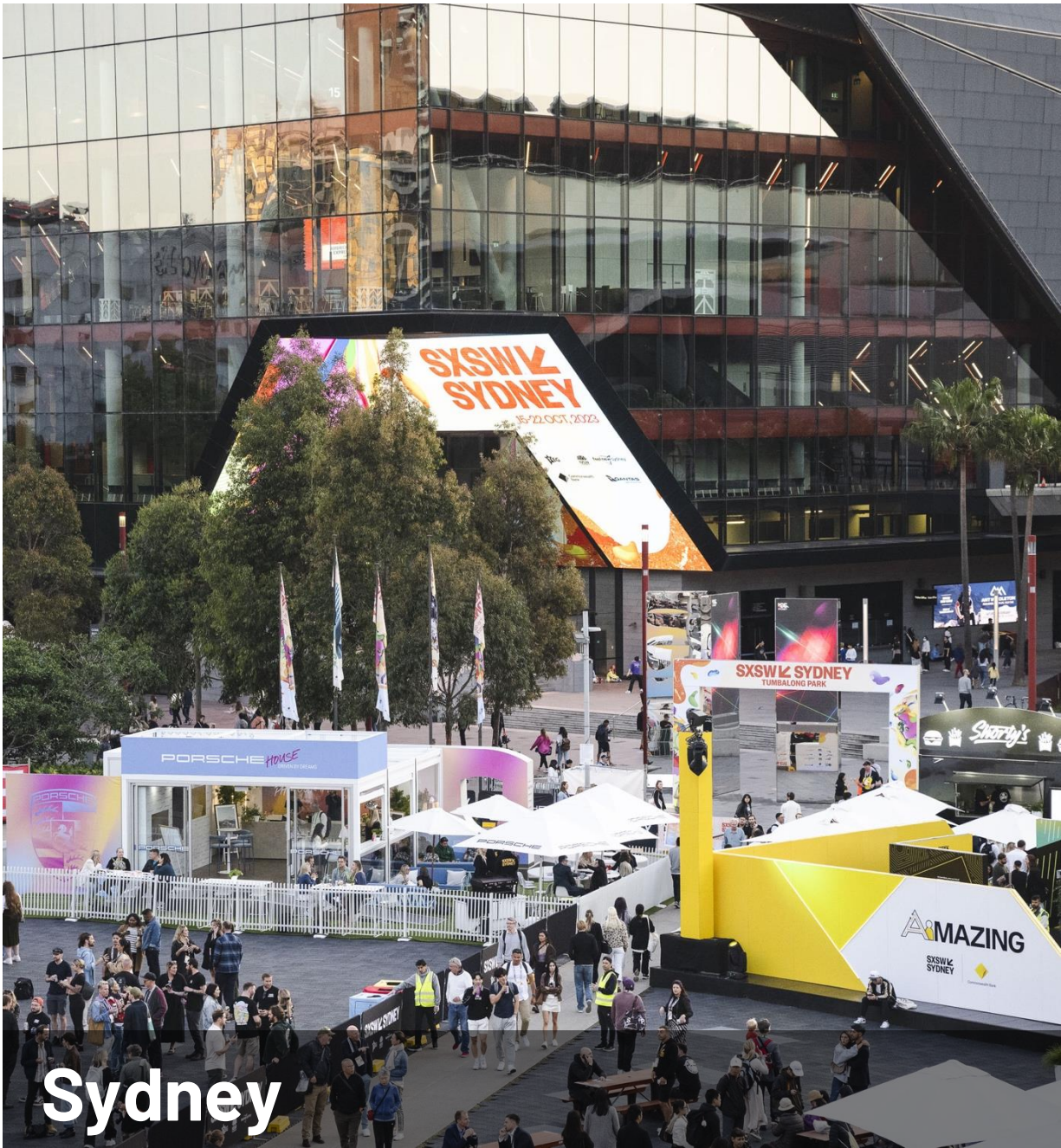
Denver

2 Attract Visitor-Driven Events

- a) Event strategy committee to collaborate with the City of Denver's Office of Special Events to identify, recruit, implement and grow all types of events.
- b) Visitor-facing events across the city (e.g., on/off the Mall, Skyline Park, Glenarm, Civic Center Park/Greek Theater/Bannock, Sculpture Park, Fillmore Plaza, RiNo Art Park, NWC, World Trade Center at Fox Park).
- c) Signature annual events and festivals:
 - Culinary, beer, spirits and wine (e.g. Denver Food & Wine, Taste of Mexico, Green Chili Battle)
 - Arts, culture, history, music and film (Sundance Film Festival, Jazz Fest, Biennial, Buskerfest, Latino Music Festival, large July 4 fireworks, Thanksgiving Parade)
 - Sports and outdoors (e.g., all-star games, international soccer and rugby, motorsports, trending sports)
- d) Events focusing on advanced and creative industries in collaboration with the City of Denver (e.g., esports, Artificial Intelligence, tech trail with augmented reality, etc.).
- e) Host domestic and international industry events (GBTA, IPW).

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Sydney



Miami



Denver

3 Create World Class Attractions and Services

- a) Stadium redevelopment: a retractable or permanent roof to host year-round, high-profile events.
- b) A centralized music district (e.g., 6th St., Austin; Beale St., Memphis; Broadway St., Nashville).
- c) Major new tourist attraction (e.g., Magnicity, URWRLD, urban gondola).
- d) Diverse neighborhoods and Business Improvement Districts (BIDs) are "visitor ready" (e.g., Five Points, South Broadway).
- e) Year-round events and attractions in key public and private spaces (e.g. Platte River, Confluence Park, and Civic Center Park "For the Future", Ball Arena/River Mile).
- f) New venues, event parks and sporting arenas accommodate large sporting and non-sporting events (e.g. Park Hill Golf Course, National Western Center, Fox Park).
- g) Multicultural experiences, events and marketplaces that represent traditions and celebrations from Denver's diverse communities.
- h) International multilingual visitor information, wayfinding, menus and foreign currency exchange.
- i) Neighborhood guides, maps and digital resources.

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4 Enhance Connectivity and Mobility

- a) Denver is connected to the world (Denver International Airport's Vision 100 and Operation 2045).
- b) Public transportation that is easy to use, clean, safe, accessible, reliable and affordable.
- c) A mobility loop around downtown that links 16th Street Mall to nearby neighborhoods, sports stadiums and cultural attractions (e.g., 5280 Trail).
- d) Citywide transportation infrastructure and mobility options:
 - Connections between downtown and key tourist areas (e.g., City Park, Civic Center "Cultural Circulator", Cherry Creek and Red Rocks).
 - Denver Metro Bus Rapid Transit (BRT) Project
 - Last-mile connectivity (e.g., RTD services, scooters, e-bikes, pedicabs, etc.)
 - Pedestrian and bicycle accessibility that is safe and connected.
 - Balance between vehicle/non-vehicle infrastructure and accessibility for local and visitors.
 - Adequate and affordable parking options.
- e) High-speed passenger rail along the Front Range.
- f) I-70 traffic flow continues to improve, with exploration of alternative ideas to reduce mountain congestion.

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RoboVan



Jacksonville



Denver

5 Improve Downtown Visitor Experience

- a) 16th Street Mall is a clean, safe world-class attraction that connects locals and visitors of all backgrounds.
 - An iconic downtown cultural monument (e.g., Chicago's "Bean").
 - Tourism information center on 16th Street Mall and enhance Denver Union Station TIC.
- b) Civic Center and Skyline Park are redeveloped.
- c) Downtown Development Authority (DDA) \$500M of public funding spurs private investment to create a vibrant downtown.
- d) Initiatives increase downtown vibrancy:
 - A dedicated downtown security workforce with police, ambassadors, social services, etc.
 - Redevelopment/repurposing efforts of low occupancy and unused buildings/locations.
 - Downtown retail strategy and improved retail offerings support a variety of retail types, including local businesses, minority-owned businesses, national retailers, pop-ups, experiential, etc.
 - New businesses (e.g., startups and small businesses) lease unused space and increase foot traffic; consider incentives.
 - Festivals and street activations.

5 Improve Downtown Visitor Experience (cont.)

- e) BID funding allows DDP to create an on-going downtown advocacy and beautification program.
 - The public perception of downtown is safe and attractive, especially among metro-area residents, via promotional campaigns and public relations.
 - Investments in public art projects, including local art/artists, art walks, etc.
- f) Office of Nighttime Economy, like Dallas, NYC and other big cities, creates foot traffic and supports restaurants/bars/other businesses outside of M-F, 8-5 hours, enhancing safety and vibrancy.
- g) Adequate and affordable downtown parking options.
- h) Clear signage and wayfinding downtown, including along 16th Street Mall and convention corridor.
- i) Balance between vehicle/non-vehicle infrastructure and accessibility for local and visitors.

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Fort Worth



Chicago



Miami

6 Strengthen Destination Branding

- a) Denver's brand and related pillars are aligned with government, business and industry stakeholders.
- b) Promotional pillars include:
 - Denver as an Outdoor City and "best of both worlds" destination (e.g. day trips, Red Rocks).
 - City and mountain outdoor activities and accessible adventure (e.g., light adventure and activities that can be enjoyed by those with disabilities).
 - High-quality, diverse dining scene (e.g., Michelin Guide; James Beard Foundation award winners/nominees, beverage scene, food events).
 - Diverse arts and culture (e.g., visual & performing arts, art districts, Tier 1 cultural organizations).
 - Professional, and collegiate and amateur sports.
 - A family friendly destination (e.g., the 16th St. Mall, attractions, outdoor activities).
 - A vibrant, compact downtown (e.g., nearby museums, attractions, stadiums and public art).
 - Denver's vibrant, diverse neighborhoods.
 - Branded tours and trails (e.g., culture, beer and history/heritage)
 - Denver's domestic and global connectivity via continued partnership with DEN.

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Singapore



Orlando



Nashville

7 Enhance Industry Advocacy and Community Engagement

- a) Local/regional and public/private organizations collaborate to foster greater community development.
- b) Advocacy efforts to promote value of tourism and positive impacts on residents' quality of life.
 - Resident sentiment survey explores resident perspectives and needs to have alignment and support for tourism.
 - A Tourism Summit for industry, workforce, and community partners.
- c) Industry workforce development efforts and initiatives.
- d) Innovative approaches to support affordable housing and daycare options.
- e) Initiatives and programs that advance environmental sustainability/destination stewardship.
- f) Efforts related to diversity, equity and inclusion, including hiring, partners, promotion, etc.
- g) The "Go the Extra Mile" hospitality training program for frontline employees.
- h) City Hall streamlines permitting process for large and small businesses.
- i) Industry partners embrace AI for strategic planning and business development.

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Fort Worth



St. Pete/Clearwater



Denver

Next Steps



Thank You!

**MM
GY** NextFactor