

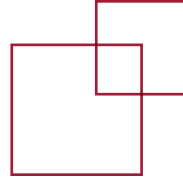
# DENVER

## TOURISM ROADMAP

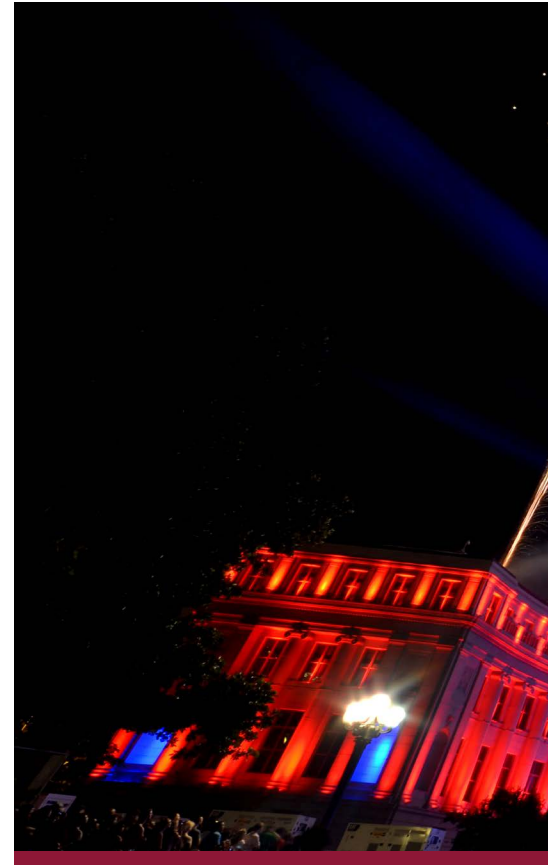


***2025 Destination Plan***

*November 2016*



# Executive Summary



## IMAGINE IT'S THE YEAR 2025

Denver has become a must-visit destination, as America's leading outdoor city, known to visitors for its urban, active and cultural experiences.

VISIT DENVER, The Convention & Visitors Bureau, has played an integral role working with its community and stakeholders to be the architect of the destination. The city now attracts 50 million visitors, half of them staying overnight. They have so much to see and do in the city now and are spending more. This spending contributes a whopping \$9 billion in direct spending each year by overnight visitors.

The industry will look back at 2016 as the year in which industry and community leaders rallied to address the challenges facing the city and destination and move forward.

Critical infrastructure, including the Colorado Convention Center and National Western Center, were completed on time and on budget. A new headquarter hotel was added to the strong hotel offering. Key industry leaders also formed new powerful business clusters to pursue new conferences and tradeshow.

Denver has created more events, including a signature and high profile music festival, to the delight of both residents and visitors. These new events have helped re-position Denver as an exciting, urban destination.

World-class attractions and services have been developed. Denver is now a top destination for foodies. The city is recognized internationally for its thriving craft beer scene. Arts and cultural attractions abound.





Transportation and mobility within and to/from the region have also been greatly enhanced. Pedestrian and biking corridors have been improved. The ski train has been very successful. Wifi and wayfinding have been improved. The downtown has been completely transformed into a vibrant area for both residents and visitors. 16th Street Mall has become the crown jewel in this revitalization effort, with improved retail and other activities.

Denver's success as a destination for visitors has significantly improved the brand as a community. Many visitors, impressed with the quality of life and amenities of the region, have returned to Denver as a frequent visitor. As a result of Denver hosting IPW in 2018, the largest international travel marketplace in the U.S., Denver has welcomed an additional 1.2 million international visitors who spent \$1.2 billion in the following three years.

Through all of this development and advancement, Denver has achieved its vision through thoughtful and sustainable growth with careful and coordinated planning of infrastructure and transportation needs to support Denver's locals and growing visitor base. Working together in a collaborative way with government, industry and other stakeholders has been the hallmark of Denverites. This has afforded them to be the architect of their tourism destination.

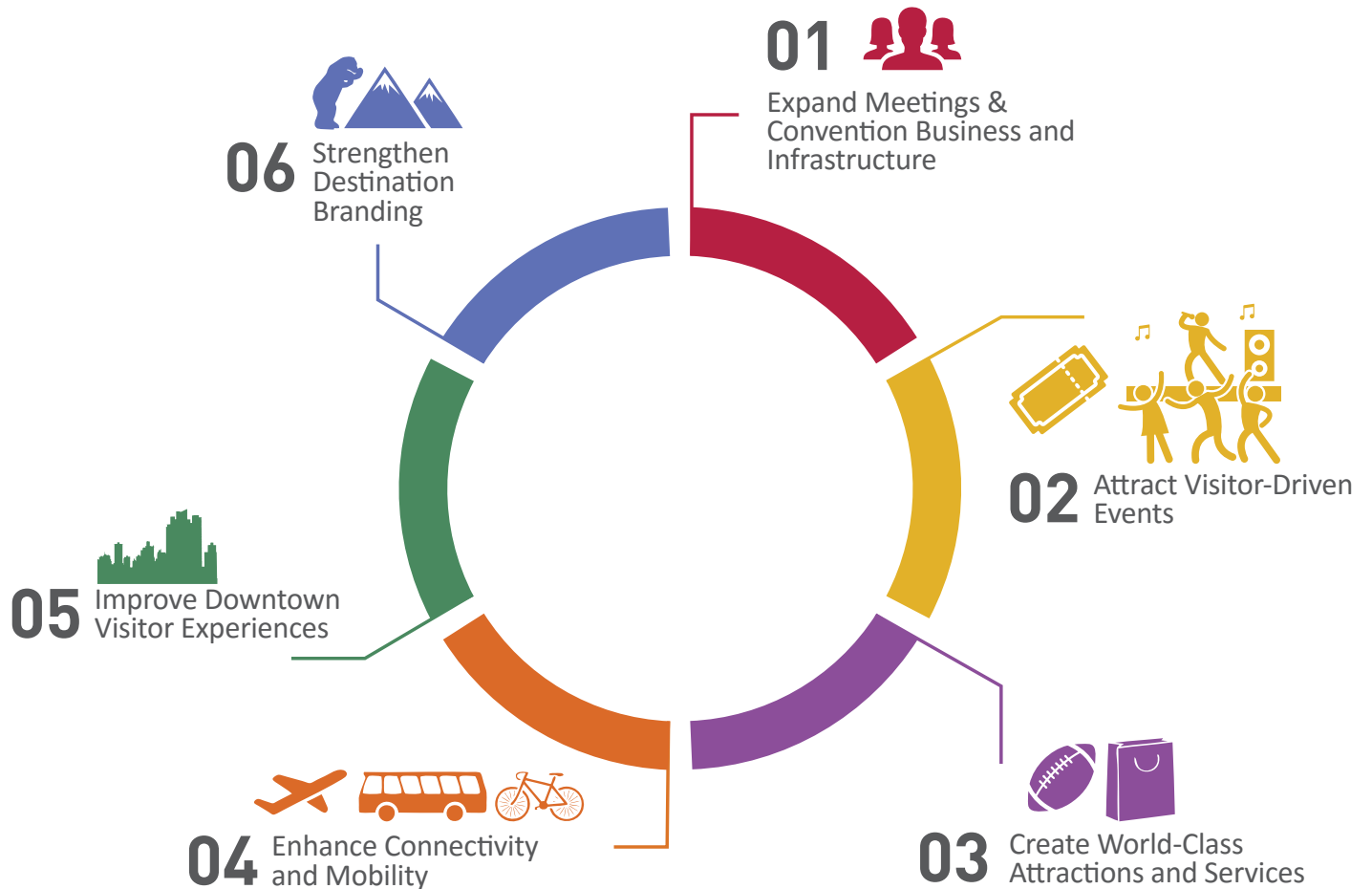
Progress indeed...

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

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*Six major goals must be achieved for Denver to realize this bold, new vision.*





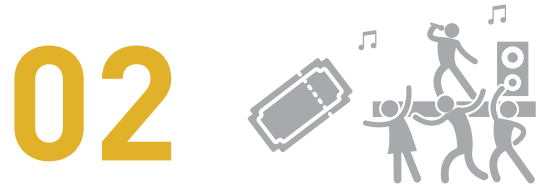
Each goal statement was developed and crafted to take into account the sentiments conveyed during the extensive consultations that were conducted throughout the Tourism Roadmap process.

The six goals include:



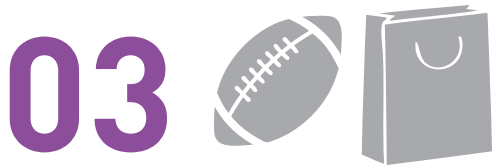
### **01 Expand Meetings & Convention Business and Infrastructure.**

Plan for priority infrastructure projects to enable Denver to achieve its optimal potential in meetings and conventions.



### **02 Attract Visitor-Driven Events.**

Ensure a mix of demand-generating events throughout the year that are supported by the community.



### **03 Create World-Class Attractions and Services.**

Initiate a destination development strategy to support existing experiences and create new, original tourism concepts.



### **04 Enhance Connectivity and Mobility.**

Provide enhanced intermodal connections for visitors to get to and move around Denver.



### **05 Improve Downtown Visitor Experiences.**

Ensure the downtown is vibrant, safe and inviting for visitors.



### **06 Strengthen Destination Branding.**

Deliver a brand experience for Denver that is authentic and unique.

## Strategic Goal #1: Expand Meetings & Convention Business and Infrastructure

INITIATIVE	TIMING		
	Short	Medium	Long
i) Ensure Colorado Convention Center (CCC) expansion moves forward in a timely manner and in alignment with recommendations outlined in the SAG study and CCC Master Plan.	✓		
ii) Develop the National Western Center (NWC) as a multipurpose facility that drives overnight demand and addresses customer needs.			✓
iii) Ensure strategic future headquarter hotel development is considered as identified in the City's Colorado Convention Center (CCC) Master Plan and SAG study.	✓		
iv) Expand and enhance the Convention Ambassador Program which utilizes local businesses and the higher education community to assist with soliciting national convention business.	✓		
v) Collaborate with stakeholders to create conferences or tradeshow in business clusters where Denver companies lead within specific industry sectors (e.g. aerospace, bioscience).	✓		
vi) Create a tourism summit for Denver and stakeholders in order to educate stakeholders on the importance of tourism and the destination experience.		✓	

\*Timing: Short = 1-3 years, Medium = 4-7 years, Long = 8-10 years

## Strategic Goal #2: Attract Visitor-Driven Events

INITIATIVE	TIMING		
	Short	Medium	Long
i) Pursue signature events and festivals that draw overnight visitors (e.g. Day of Rock, Great American Beer Festival).	✓		
ii) Leverage the opportunity of hosting IPW 2018, the largest international tourism marketplace in the U.S.	✓		
iii) Attract and promote annual sporting events that draw overnight visitors (e.g., NFL, NCAA), for greater tourism economic impact in Denver and international exposure.	✓		
iv) Host global events (e.g. Olympics, G20 Summit) that put Denver on the international stage that generate tourism economic impact and international recognition.		✓	✓
v) Collaborate with the City's Office of Special Events to establish policies favorable to tourism and the city's brand.	✓		
vi) Expand Denver365 online events calendar which has thousands of searchable events and activities for visitors and residents.	✓		

\*Timing: Short = 1-3 years, Medium = 4-7 years, Long = 8-10 years

### Strategic Goal #3: Create World-Class Attractions and Services

INITIATIVE	TIMING		
	Short	Medium	Long
i) Develop the 16th Street Mall into a world-class attraction.		✓	✓
ii) Complete Denver Performing Arts Complex (DPAC) redevelopment (The NEXT Stage).			✓
iii) Re-authorize Scientific & Cultural Facilities District (SCFD).	✓		
iv) Support and collaborate with workforce development efforts.	✓		
v) Expand the “Go the Extra Mile” hospitality training program for frontline employees that encourages hospitality, service and the importance of the visitor experience through destination education.	✓		
vi) Create and promote branded tours and trails (e.g. culture, beer and history/heritage).		✓	
vii) Enhance Denver Union Station Tourist Information Center.	✓		
viii) Collaborate with diverse neighborhoods and Business Improvement Districts (BIDs) to be “visitor-ready”	✓		
ix) Create and enhance domestic and international multilingual wayfinding, menus & foreign currency exchange.		✓	✓

\*Timing: Short = 1-3 years, Medium = 4-7 years, Long = 8-10 years



#### Strategic Goal #4: Enhance Connectivity and Mobility

INITIATIVE	TIMING		
	Short	Medium	Long
i) Increase international air service.	✓	✓	
ii) Improve traffic flow on I-70 west between Denver and the mountains.			✓
iii) Improve intermodal connectivity between downtown, neighborhoods and attractions.		✓	
iv) Implement free Wi-Fi in public spaces and venues for visitors to better navigate the city and share their experiences.	✓		
v) Enhance visitor signage from “Arrival to Departure” (starting at Denver International Airport and continuing throughout the city).		✓	

\*Timing: Short = 1-3 years, Medium = 4-7 years, Long = 8-10 years

#### Strategic Goal #5: Improve Downtown Visitor Experiences

INITIATIVE	TIMING		
	Short	Medium	Long
i) Complete the physical reconstruction of the 16th Street Mall.		✓	✓
ii) Address aggressive panhandling and other safety and social issues.	✓		
iii) Create a turn-key street closure program for events and conventions that minimizes the impact on businesses and residents.	✓		
iv) Implement visitor intercept studies on destination experiences and perceptions and take strategic and appropriate steps on findings.	✓		

\*Timing: Short = 1-3 years, Medium = 4-7 years, Long = 8-10 years

## Strategic Goal #6: Strengthen Destination Branding

INITIATIVE	TIMING		
	Short	Medium	Long
i) Create brand alignment with government, business and industry stakeholders and educate value of tourism.	✓		
ii) Evaluate future Denver and Colorado tourism marketing funding to ensure growth of economic development, jobs and tax revenue.	✓		
iii) Strengthen Denver's brand for biking/outdoor/active (e.g. events, trails, walkable city).	✓		
iv) Leverage VISIT DENVER programs (Denver Restaurant week, Denver Arts Week, Denver Beer Fest).	✓		
v) Leverage the brand perceptions collected from the visitors, tour operators, and Customer Advisory Board.	✓		
vi) Leverage new technology to implement tourism strategies.	✓		
vii) Strengthen Denver's brand as an arts and culture center (e.g. visual arts campus, performing arts campus).	✓		
viii) Strengthen Denver's brand for craft industries (e.g., beer/culinary) through various tactics such as events, local talent exposure and new products.	✓		
ix) Strengthen & expand Denver's brand position in diverse vertical markets (e.g. Hispanic, LGBT and other ethnic groups).	✓		
x) Leverage relationships and media reach of Denver sports team in order to promote Denver		✓	

\*Timing: Short = 1-3 years, Medium = 4-7 years, Long = 8-10 years

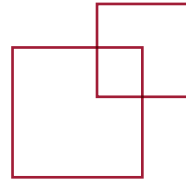
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# Introduction



## OVERVIEW

With over 28 million visitors to Denver each year, of which 16 million are overnight visitors and 12 million same-day visitors, tourism has played an integral role in shaping the city into the thriving community it is today. Denver's tourism industry has created jobs supporting the construction of billions of dollars in new infrastructure and services. However, the growth should take a measured approach. The Metro Vision 2035 Plan, established by the Denver Regional Council of Governments, provides strategies that encourage a sustainable and viable plan for future economic growth. With VISIT DENVER as the destination's architect, the tourism industry can align itself with these sustainable principles for the long-term.

Historically, Denver took a back seat to other destinations, serving primarily as a gateway to the Rockies. With the construction of a Convention Center and other meeting and exhibit facilities, sports and cultural facilities, restaurants and attractions, the city began to welcome people from around the world. With a growing list of amenities and services, the city has emerged as a great city to live in and visit.

The outlook for tourism is bright for destinations in the U.S. and around the world. Denver can further leverage this opportunity to attract more visitors to the region, creating more jobs, and spurring more business and investment to the benefit of the region.

Denver has the opportunity to use tourism as a catalyst for the future of a well-designed Denver community for residents, businesses, and visitors alike. With hundreds of communities now pursuing the social and economic benefits that are commensurate with a robust tourism industry, a powerful new axiom is emerging: sustainable and enduring community tourism industries no longer happen solely by great marketing and geographic good fortune; they now must be designed and planned.

Capitalizing on these opportunities will require some critical issues to be addressed: improving the downtown experience; expanding facilities; continuing to develop new unique and authentic attractions. The community will have to come together to address these issues.



## THE DENVER TOURISM ROADMAP

In the past, the management of a community's tourism industry experience was the domain of the Destination Marketing Organization (DMO), hotels, airlines and attractions - the growing scale of its economic, social and environmental footprint now requires strategic alignment and ongoing engagement among industry, community, and marketplace stakeholders in order to ensure sustainable success over the long term.

VISIT DENVER has a strong track record in delivering annual marketing plans which identify key marketing and sales strategies as well as other activities. It has a strategic plan which establishes key goals and objectives for the organization over the medium term. What Denver, and

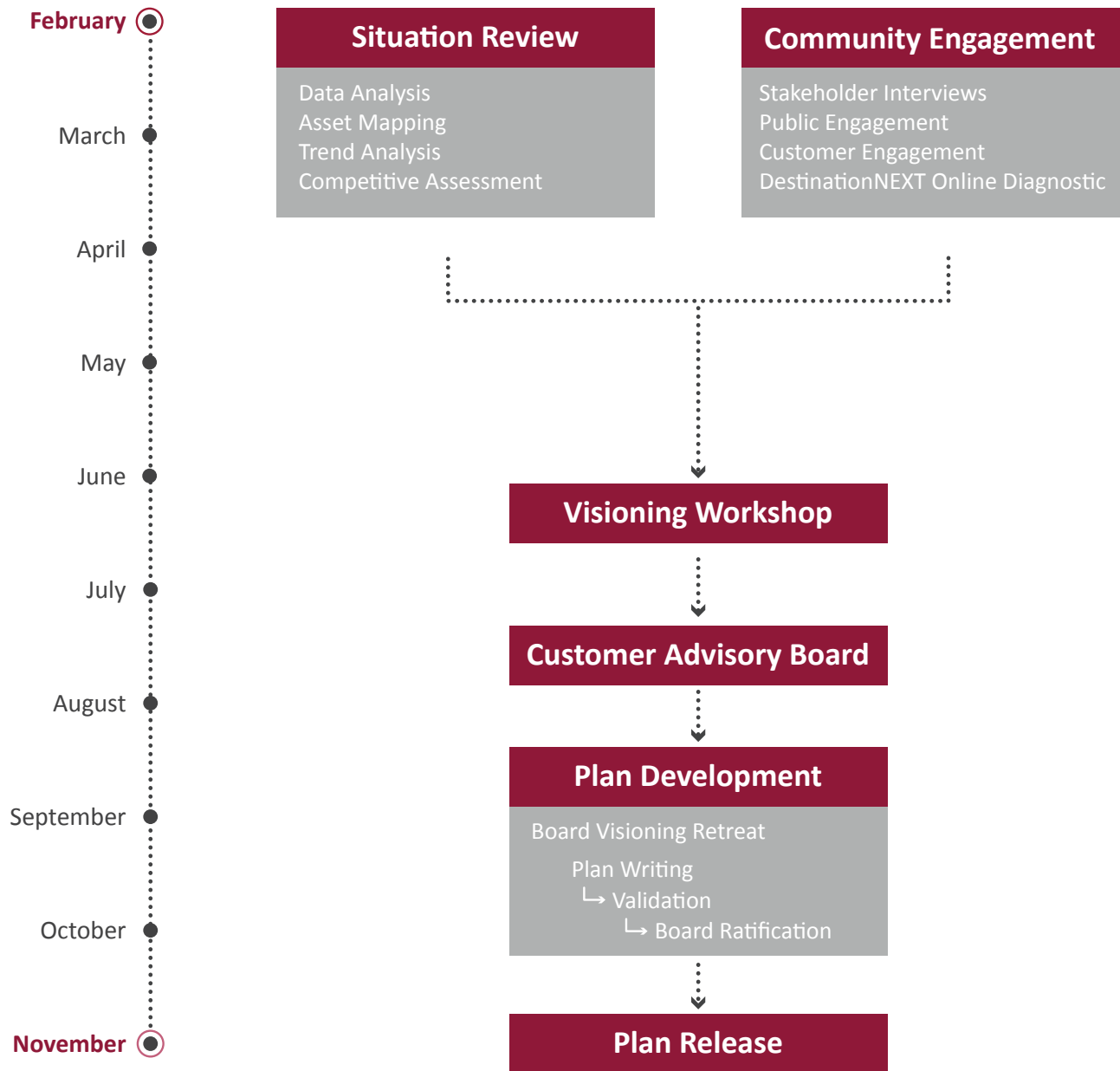
many other cities, did not have is a longer term master plan to improve the destination.

A Destination Plan is a long-range roadmap for how the tourism experience will define the destination. It sets forth the vision for what the destination aspires to become, and outlines a path for how it will get there. The focus is on infrastructure, facilities, attractions and events that need to be developed to improve the overall visitor offering and experience.





## PLAN DEVELOPMENT PROCESS



Denver’s Destination Plan is a blueprint design that includes a vision, goals and strategic initiatives. It is the ongoing “engagement platform” where the tourism industry, its community, and its customers (“the Stakeholders”) come together to envision, act, and manage a plan for sustainable and shared business success. The effective engagement and alignment of that triumvirate is the key design element in a successful Destination Plan. It will become the basis of enduring engagement by its co-creators leading to sustainable business success in the community and long-term competitive advantage in the marketplace for Denver moving forward.

This Destination Plan has been developed based on extensive analysis and community engagement. Over 250 consultations have been conducted, in addition to over 1,000 survey responses from the public and other industry stakeholders. (The list of organizations involved is provided in **Appendix A.**) This process has involved tourism industry leaders, elected officials, and clients. The recommendations contained in this Destination Plan are the result of their combined and collaborative discussions.

With a time span of 10 years, the foundational elements of the Destination Plan include:

- Vision to drive responsible tourism growth to the region;
- Targets to measure performance and progress; and
- Strategic goals and initiatives to achieve the vision and targets.

There are many other planning initiatives underway or recently completed in Denver (see **Appendix D** for a comprehensive list of Master Plans). The recommendations contained within this plan are intended to leverage, complement, and enhance critically important initiatives contained in these other planning initiatives.

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***Denver is already experiencing strong growth. The key is sustainable and responsible growth, for the benefit of residents and visitors alike.***

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## COMMUNITY ENGAGEMENT

Through the Tourism Roadmap process, over 250 consultations were conducted in person, on the telephone and also outreach through other online platforms. Stakeholders were directly consulted which included industry and various demographic groups (e.g., millennials, food/beverage, hotels, arts/culture, and sports/outdoor, customer advisory board), City and State personnel (e.g., the Office of the Mayor, Denver City Council and State level departments), Regional Transportation District (RTD), VISIT DENVER Board of Directors and other relevant stakeholder groups. More than 900 local Denverites participated in the online public sentiment survey, it demonstrates the community's appreciation and continued support for the tourism industry. The public provided their insights and opinions on how to further develop and grow Denver's tourism products.



**90**  
**Participants**  
*Board Meetings and  
Staff Workshops*



**141**  
**Participants**  
*9 Focus Groups and  
Asset Mapping Sessions*



**27**  
**Participants**  
*One-on-one interviews*



**68**  
**Responses**  
*Customer Advisory  
Board*

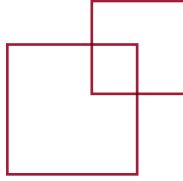


**48**  
**Responses**  
*Tour Operator*



**902**  
**Responses**  
*Public Online  
Sentiment Survey*

# Denver Today



## KEY TOURISM TRENDS

In setting the stage for the Tourism Roadmap, a number of important trends should be considered:

### 1. Millennials Driving the Market.

Although the baby boomer generation is still a formidable force, the millennials have become a focal point for many destinations looking to build a prosperous future. From the shared economy to omnipresent technology to the search for unique experiences, the interests and expectations of millennials will drive the way tourism products and services evolve.

### 2. Brand Shaped by Visitors.

The brand of a destination is becoming less shaped by marketers and more by those who consume the destination, such as meeting planners and leisure

travelers. The proliferation of peer-to-peer sharing sites is democratizing information and playing a key role in shaping a destination's brand.

### 3. Personalized, Unique and Authentic Experiences.

Travelers are looking for individual and local experiences, authenticity and engagement with the community, and they are largely willing to pay for it. This has caused a rise in demand for niche travel and tourism providers offering customized experiences.

### 4. Prevalence of Mobile Technology and Social Media.

Travelers expect to be able to access technology wherever and whenever they want, no matter if they are visiting a big city or a remote location. As they share their travel experiences, get recommendations and read reviews across multiple social media





platforms, today's traveler demands instantaneous communication from the destinations and tourism services that are of interest to them.

#### 5. Internationalization of Travel.

The traditional source markets for travel have given way to a widely divergent marketplace. Driven by an ever-expanding middle class in countries around the world, the traveler of the future is likely to come from a place that a destination may not even be considering today.

#### 6. Financial Imperatives for Meetings and Events.

Destinations are investing heavily to attract conventions and meetings, sporting events, visitor-generating music, culinary and cultural festivals. From enhanced and new facilities, to increased

incentives and subventions, cities and regions of all sizes have created an ultra-competitive environment driven by bottom-line expectations for all concerned.

#### 7. Leisure and Business Tourism as Economic Engines.

Policy makers and investors around the globe have taken notice of the economic power and resiliency of leisure and business tourism. Destinations that only a few years ago attracted a minimal number of visitors are becoming better organized, funded and committed to integrating tourism development with other economic levers in their communities.

## THE CURRENT TOURISM PROFILE

### The Denver Visitor

According to Longwoods International, in 2015, Denver hosted 16.4 million overnight visitors, a 6% increase over 2014. Of the total overnight visitors, 84% were for leisure trips and 16% for business trips. In addition, Denver also hosted 12 million same-day visitors.

Overnight leisure trips increased 6% over 2014, while business trips to Denver increased 9%. The average length of stay for overnight visitors was 3.3 nights. Overnight visitor spending in 2015 reached \$5 billion, up 9% compared to 2014; 78% of spending was attributed to leisure overnight visitors and 22% to overnight business trips.

While Denver attracts visitors from around the world for high-profile, world-class events, as well as for major meetings and conventions, visitors from various states largely drive tourism in the area:

- Over 40% of visitors to the region are Visiting Friends & Relatives;
- Over 80% of leisure visitors came from out-of-state;
- Top out-of-state feeder markets include California, Texas, Florida, Illinois, Arizona and New York.

### Denver's Hotel Industry<sup>1</sup>

With nearly 47,000 hotel rooms available in 2016, Denver's metro area inventory of rooms has steadily increased nearly 2% per annum since 2005. In the city and county of Denver, the average annual hotel occupancy rate in 2015 was nearly 77% with an average daily rate (ADR) of \$121. The average revenue per available room (RevPAR) was \$93.

### Denver International Airport

The Denver International Airport handled over 54 million passengers in 2015 and is a major asset for Denver's tourism industry which facilitates travel to the Denver area for meetings and conferences, leisure travel and visiting friends and family. The airport is a major hub for United Airlines and is home to 18 other airlines, which offer over 60 million seats per annum. The airport has service to over 170 world-wide markets, with a growing number to international locations.

<sup>1</sup> Source: Denver 2016 Marketing Plan: PKF Hospitality Research LLC. 2014 final figures, 2015-2019 forecasted by PKF Hospitality Research LLC. As contained in the Denver 2016 Marketing Plan

Denver International's recent international air service destinations include Reykjavik, Munich, Tokyo, Liberia, Panama City and several markets in Mexico.

### THE DENVER VISITOR PROFILE



### DENVER INTERNATIONAL AIRPORT



## ECONOMIC IMPACT

In 2015, the state of Colorado hosted a record 77.7 million domestic visitors, of which 36 million were overnight stays and 41.7 million were same-day visitors. Overnight visitors to the state spent \$12.6 billion. The state's 31% rebound of visitation because of the 2009 recession is close to double the national recovery rate of 16%. Tourism state-wide supported 160,000 jobs, earning \$5.5 billion in wages and salaries. The large majority of visitors to Colorado are destined for Denver. The 16.4 million overnight visitors to Denver (46% of the total overnight visitors to the state) spent \$5 billion in the city supporting 55,000 jobs in several industries including hotel accommodations, food/beverage providers, retail, ground transportation and local attractions.





Preservry



The Source



Infinite Monkey Theorem



Populist



Larimer Square



## KEY CONCLUSIONS FOR THE DESTINATION PLAN

The analysis and consultations conducted revealed seven main takeaways to consider in developing Denver's Destination Plan.

- **Denver provides its residents and visitors with a healthy and outdoor place to experience cultural and urban amenities. This is a strong foundation upon which to generate future tourism opportunities.**  
Denver is currently a major attractor of in-migration from both the millennial generation and those nearing or entering retirement. Denver presents many attractive options to a wide spectrum of residents and visitors who want healthy and active experiences.
- **Denver's tourism assets would be enhanced with the addition of an off-site indoor venue for convention groups, timely expansion of the convention center, a headquarter hotel development and an outdoor space for major events and festivals.**  
As Denver's tourism industry continues to evolve and develop, various infrastructure needs and development are required to host the different types of events, meetings and festivals to grow the market for both residents and visitors alike.
- **Denver's brand needs to overcome long-standing perceptions, such as 'Cowtown' and poor weather, and newer concerns, such as unintended consequences regarding the legalization of marijuana, to maximize its potential as the go-to city in the U.S. Denver's brand is slowly evolving to being a progressive society that is innovative and entrepreneurial, but the city still battles old perceptions and new societal concerns that are potentially creating new negative perceptions.**  
Perception is reality. Denver needs to find a way to embrace these new perceptions making them advantageous for the city both domestically and internationally, while at the same time creating local brand ambassadors and ensuring stakeholder alignment across industries that support and contribute to tourism.
- **Denver's mobility and transportation challenges are top-of-mind for local stakeholders, citing issues related to connectivity to Denver's neighborhoods, attractions and the mountains.**  
The mountains are the crown jewel of Colorado and Denver is the gateway to the mountains either by air or by road. Overcoming transportation funding and planning challenges will be key to Denver's future growth as well as growth in the surrounding region. Improving connectivity between Denver's neighborhoods and attractions will help residents and visitors alike to navigate the city.



Denver Skyline

- **Denver’s 16th Street Mall as the spine of the downtown needs a comprehensive solution as soon as possible, in order to make needed changes for the benefit of businesses, residents and visitors.**

16th Street Mall has the potential to be the heart of Denver’s downtown. However, to live up to this potential, focused planning and goal setting around its future redevelopment is needed to address physical, social and public safety issues and limited quality retail offerings. While 16th Street Mall is a major transportation corridor, there are opportunities to further develop 16th Street Mall as a visitor destination.

- **Denver’s appeal as a visitor destination would be improved with the growth and development of flagship events that drive overnight visitation year round.**

Denver currently has a number of flagship events that run in the city; however, increased frequency and improved offerings during the winter months are needed to complement the spring and summer timeframes. Greater collaboration between different industry groups can help to continue to build linkages and present both locals and visitors with an increased number of signature events to attend and support. The events also act as a catalyst to drive more overnight visitation and increased visitor spending in Denver.

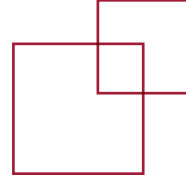
- **Denver’s potential as a leading international destination will require investment in on-ground services (such as wayfinding), multilingual and other cultural offerings and enhanced air access connectivity.**

Denver will need to place greater priority on becoming an international city. As international air access connectivity increases, the infrastructure and cultural aspects of Denver’s visitor offerings will need to grow and evolve in order to accommodate the new wave of visitors coming from abroad.





# Vision 2025



A destination vision should describe Denver if it is to be successful in all its strategic goals and initiatives from now until 2025, the timeframe for the Denver Destination Plan.

The ultimate goal of Denver's Destination Plan is to increase the number of visitors who come to Denver, spend more, and return in the future. Future success will come through a compelling product offering that generates demand, while ensuring strong support from the community. The destination vision needs to embody what the city wants to become, as well as be known for, both by its own citizens as well as those outside the region.

Throughout the process, Denver stakeholders held numerous discussions, to derive a consensus on Denver as a destination in the future. The visioning challenge was to derive a vision that addressed the following principles:

- What does Denver want to be?
- What does Denver want to achieve?
- What will inspire the stakeholders of Denver?
- What will inspire others to support the vision?

Key themes that emerged in the discussions were that the vision should be aspirational while being reachable, and visitor focused while being supported by the community. A consensus emerged that Denver needed to be a high profile, year-round, must-visit destination – one that people all over the world would talk about.

A number of common elements were brought forward through the consultation process to develop the vision:

- Denver is known for its natural beauty and its outdoors.
- Denver is a major attractor for people who want an active, healthy experience.
- Denver is fast becoming a leader in the live music, arts and culture, culinary and craft beer industries.
- Denver is a city that offers residents the ability to create and seize opportunities with its innovative and entrepreneurial spirit; visitors benefit from the innovation in the local industries that result.



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

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This 2025 vision statement addresses the core essence of Denver as an ‘urban’ and ‘outdoor’ city, while the aspirational element of being ‘America’s leading’ is reachable within the time frame. As well, ‘active’ and ‘cultural’ reflect the experiential elements that are shared by the lifestyles of locals with those who visit Denver, bringing the notion of community to the destination vision.





*Sculpture Park, Denver Performing Arts Complex*

TARGETS 2025

In 2015, Denver welcomed 16.4 million overnight visitors, and 12 million same-day visitors for a total of 28.4 million visitors.<sup>2</sup>

To grow the tourism market, the Denver region needs to:

- Attract more people to visit;
- Get more of them to stay overnight;
- Have them stay a minimum of 3 days, knowing that nationally, the average length of stay has been declining over time, due to changing schedules and reduced time available for longer blocks of time away; and
- Have them spend more.

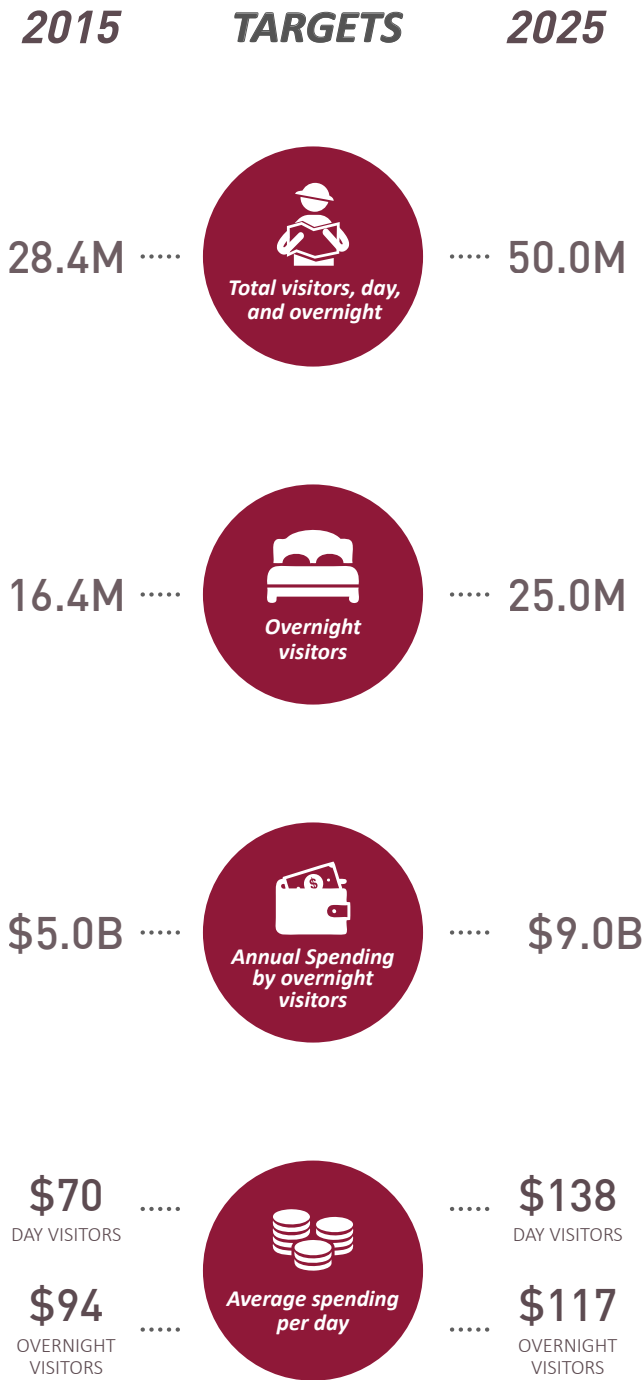
There are significant opportunities for Denver to reach the future targets through working and prioritizing the initiatives within the six strategic goals that will be presented in the following sections.

By 2025, the target volume of overnight visitors to Denver is 25 million. Including same-day visitors, total visitation to Denver is targeted to be 50 million. The achievement of these targets assumes that the strategic initiatives developed for the Tourism Roadmap will be undertaken and executed. Executing the strategic initiatives in the Roadmap has the potential for Denver to achieve strong, incremental economic benefits over and above the baseline estimates. Achieving these targets could have a significant economic impact on the region’s economy to the tune of \$9 billion in annual spending by overnight visitors.

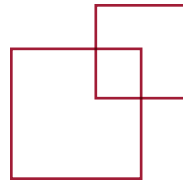
In summary, by executing the strategic initiatives for the Roadmap, it aims for the following targets:

- 25 million overnight visitors in 2025 (+38% over baseline);
- 50 million total visitors (i.e., overnight and day visits) in 2025 (+40% over baseline); and
- \$9 billion in estimated total overnight visitor expenditures in 2025 (+45% over baseline).

<sup>2</sup> Note: For the Tourism Roadmap’s 2025 targets, where possible, a rough approximation of Denver’s historical cumulative average growth rate (CAGR) for the 10-year period from 2006-2015 is used to develop the 2025 targets. For the conservative baseline estimate, where available, the national U.S. CAGR for 2007-2015 is used.



# Strategic Goals and Initiatives



Six major goals must be achieved for Denver to realize this bold, new vision.

Each goal statement was developed and crafted to take into account the sentiments conveyed during the extensive consultations that were conducted throughout the Tourism Roadmap process.

The six goals include:

- 1. Expand Meetings & Convention Business and Infrastructure.** Plan for priority infrastructure projects to enable Denver to achieve its optimal potential in meetings and conventions.
- 2. Attract Visitor-Driven Events.** Ensure a mix of demand-generating events throughout the year that are supported by the community.
- 3. Create World-Class Attractions & Services.** Initiate a destination development strategy to support existing experiences and create new, original tourism concepts.
- 4. Enhance Connectivity & Mobility.** Provide enhanced intermodal connections for visitors to get to and move around Denver.

**5. Improve Downtown Visitor Experiences.** Ensure the downtown is vibrant, safe and inviting for visitors.

**6. Strengthen Destination Branding.** Deliver a brand experience for Denver that is authentic and unique.

Throughout the extensive consultations carried out with the elected and appointed government officials, focus groups, one-on-one interviews and other discussions, stakeholders across different industries also raised a number of other important issues that affect Denver's economy. Mindful of these issues, the development of Denver's 2025 Destination Plan takes into account these topics and how they impact the city's future development.

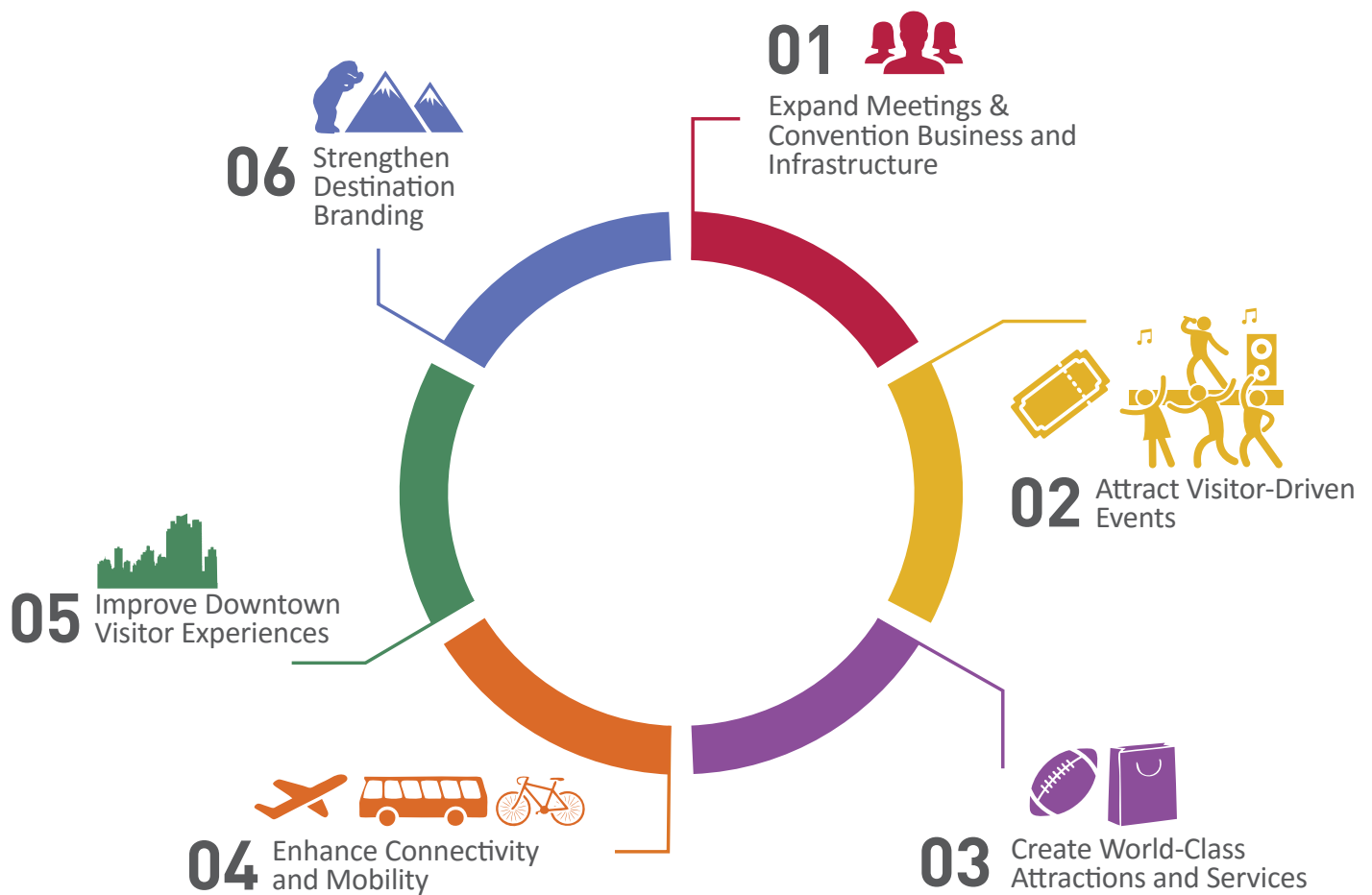
The full list of 76 initiatives developed for the six goals presented in Appendix C.

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*These topics include: the level of wages and benefits, the cost of living, housing availability, availability of jobs and workforce development, traffic congestion in the city and to the mountains and road conditions in general.*

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Colorado Convention Center with planned rooftop expansion





# 1 Expand Meetings & Convention Business and Infrastructure

In a very short time Denver has established itself as a top convention destination and now competes with many established and well branded destinations. It is well known that the convention and meetings industry is extremely competitive, and each year there are new and existing destinations improving their products and services in order to take advantage of this lucrative market. Convention and meeting business does more than drive economic impact, it also drives business development and often other investment in the City. Denver replaced its dated and inefficient Curragan Hall with the Colorado Convention Center in 1990 and quickly emerged as a player in the convention industry. In 1999, the voters approved an expansion that would double the size of the convention center, which was completed in late 2004, and exactly one year later the 1,100 room headquarter Hyatt Hotel was opened. Since that time, Denver has seen more than 3,500 hotel rooms built downtown, which has resulted in significant increase in business and Lodger's Tax receipts.

As Denver has done in the past, they did not rest on their laurels, and in 2014, VISIT DENVER, city leaders, Denver Arts & Venues and the Western Stock Show Association engaged the Strategic Advisory Group (SAG) to prepare a market-based, venue feasibility study related to the future of the National Western Center (NWC) and Colorado Convention Center (CCC). The focus of the study, which was delivered in 2014, was to examine all city facilities. The study looked at trends and examined the increasingly competitive marketplace. The study also made recommendations about how all of the city's facilities could be aligned to stay competitive and relevant for the next 25 years.

In November 2015, voters approved an initiative that extends a 1.75% tax on lodging and car rentals with the provision that the new funds generated from these extended visitor taxes will be used to make improvements at the Colorado Convention Center and the National Western Center. Both the SAG study and the recent Arts and Venue's Colorado Convention Center Masterplan described the specifications and needs of the meetings and conventions industry, and the studies also addressed the possibility of a new 1,000+ room headquarter hotel development. It will be important for Denver to follow through on what might be considered Denver's final phase for convention infrastructure projects.

# 1

## PLAN FOR PRIORITY INFRASTRUCTURE PROJECTS TO ENABLE DENVER TO ACHIEVE ITS OPTIMAL POTENTIAL IN MEETINGS AND CONVENTIONS.

*The main themes of this goal are as follows:*

**a**

### **GROW HOTEL CAPACITY BASED ON MARKETPLACE NEEDS.**

Metro Denver's hotel room inventory was 37,500 rooms in 2005 and is projected to grow to 48,700 rooms by 2017, a 30% increase. With the initial expansion of the convention center in the early 2000s to the future planned expansion of the convention center that was approved by Denver voters in 2015, the continued strategic growth and availability of hotel room capacity will be key to service future meetings and convention business.

**b**

### **PLAN AND BUILD CONVENTION AND EXHIBITION SPACE & VENUES FOR DENVER'S COMPETITIVE FUTURE.**

Denver's customer base views it as a city that does not rest on its laurels like other large convention cities. Denver has continually shown its customers that there is alignment between the hotel, convention and meetings communities to provide customers with a high quality product. As new facilities come online, stakeholders voiced that it would be important to maintain the level of quality of the older facilities in order to stay competitive. The SAG Study of 2014 is an example of VISIT DENVER'S continued focus on being proactive rather than reactive and its desire to stay ahead of the curve in terms of Denver's tourism development. As the SAG Study is a joint effort amongst different stakeholder groups, the results of the study are reflective of the alignment and collaboration between the different stakeholders in the approach to tourism development for maximum benefit.

**c**

### **COLLABORATE WITH INNOVATIVE INDUSTRIES, BUSINESS COMMUNITY AND UNIVERSITY PERSONNEL TO ATTRACT MORE CONVENTION BUSINESS.**

Throughout the consultative process, there was consistent feedback that Denver has a strong culture of innovation and entrepreneurship. There was broad excitement about exploiting these aspects of Denver to attract more convention business to the city. Innovation is seen as a strong anchor and underlying theme for further convention and meeting events.

The top priority initiatives for this goal are as follows:

INITIATIVE	TIMING		
	Short	Medium	Long
i) Ensure Colorado Convention Center (CCC) expansion moves forward in a timely manner and in alignment with recommendations outlined in the SAG study and CCC Master Plan.	✓		
ii) Develop the National Western Center (NWC) as a multipurpose facility that drives overnight demand and addresses customer needs.			✓
iii) Ensure strategic future headquarter hotel development is considered as identified in the City's Colorado Convention Center (CCC) Master Plan and SAG study.	✓		
iv) Expand and enhance the Convention Ambassador Program which utilizes local businesses and the higher education community to assist with soliciting national convention business	✓		
v) Collaborate with stakeholders to create conferences or tradeshow in business clusters where Denver companies lead within specific industry sectors (e.g. aerospace, bioscience).	✓		
vi) Create a tourism summit for Denver and stakeholders in order to educate stakeholders on the importance of tourism and the destination experience		✓	

\*Timing: Short = 1-3 years, Medium = 4-7 years, Long = 8-10 years











## 2 Attract Visitor-Driven Events

Denver's overarching brand is an outdoor city. Locals and visitors gravitate to the many urban events, festivals, sporting events and outdoor activities available in Denver throughout the year. However, throughout the consultative process, there were consistent comments that voiced a need for signature national and/or international events (e.g., Host an Olympics) and the addition of more dedicated space for leisure and convention activities. This was recognized by many of the community and stakeholder consultations and the customer base.



# 2

## ENSURE A MIX OF DEMAND-GENERATING EVENTS THROUGHOUT THE YEAR THAT ARE SUPPORTED BY THE COMMUNITY.

*The main themes of this goal are as follows:*

**a**

### **DEVELOP AN EVENT STRATEGY WITH KEY STAKEHOLDERS.**

While Denver hosts a large number of events each year, a weakness cited was that there was no real overall event strategy and the city was encouraged to create more events during the winter season, as it is currently perceived as being deficient. However, steps are being taken to help streamline the process as the City has set up the Office of Special Events with the task of coordinating the activities of 17 city agencies involved in special events planning and coordination.

**b**

### **PURSUE AND SUPPORT EVENTS THAT HELP BUILD DENVER'S BRAND AND DRIVE TOURISM.**

During consultations with Denver's customer base, a number of specific ideas for events to pursue and support in building Denver's brand were recommended. The focus of driving tourism visits to Denver that cross a variety of industries, including sports, art, culture, music and culinary events helps to diversify the visitor base, and also serve locals.

**c**

### **MAXIMIZE AND LEVERAGE DENVER'S SPORTS CULTURE.**

Denver is home to seven professional sports teams and has a strong amateur sporting culture. With so many professional sports teams, the city is also home to many sports venues and other infrastructure. There are opportunities to leverage the presence of the professional sports franchises in order to develop and create new events for the city to host. During the consultative process, there were comments on pursuing a number of different types of events (e.g., sports tournaments for NCAA, FIFA, Olympics, etc.) to drive more visitors to Denver.

**d**

### **ENHANCE DENVER AS A TOP DESTINATION FOR FOODIES.**

Denver's thriving food culture is a major asset, as voiced during the consultative process. Denver's customer base suggested new ideas to promote Denver's developing culinary talents through different festivals and events. In support, the public sentiment survey ranked Denver's Dining/Restaurants highly relative to national comparators.

**e**

### **ENHANCE EXISTING ASSETS OF DENVER (OUTDOOR ACTIVITIES/RECREATION, NATURE/PARKS, ARTS/ENTERTAINMENT, SHOPPING AND GALLERIES/MUSEUMS).**

Denver has a rich collection of assets that are of high quality and are major draws for visitors and locals, as developed by the focus group consultations. The customer base also made a suggestion to leverage the National Western Stock Show and related Western theming to attract visitors to Denver.

**f**

### **LEVERAGE THE CRAFT BEER SCENE IN DENVER BOTH NATIONALLY AND INTERNATIONALLY.**

Denver's craft beer industry has been building a strong reputation nationally and is promoted well through events such as the Great American Beer Festival. Denver's customer base strongly supports marketing Denver as a "Beer Destination" and developing new festivals and events centered on beer, e.g., beer gardens, and beer trail.

The top priority initiatives for this goal are as follows:

INITIATIVE	TIMING		
	Short	Medium	Long
i) Pursue signature events and festivals that draw overnight visitors (e.g. Day of Rock, Great American Beer Festival).	✓		
ii) Leverage the opportunity of hosting IPW 2018, the largest international tourism marketplace in the U.S.	✓		
iii) Attract and promote annual sporting events that draw overnight visitors (e.g., NFL, NCAA), for greater tourism economic impact in Denver and international exposure	✓		
iv) Host global events (e.g. Olympics, G20 Summit) that put Denver on the international stage that generate tourism economic impact and international recognition.		✓	✓
v) Collaborate with the City's Office of Special Events to establish policies favorable to tourism and the city's brand.	✓		
vi) Expand Denver365 online events calendar which has thousands of searchable events and activities for visitors and residents	✓		

\*Timing: Short = 1-3 years, Medium = 4-7 years, Long = 8-10 years







Red Rock Amphitheater

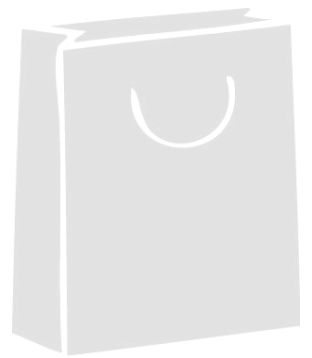




## 3 Create World-Class Attractions and Services

Denver is home to a thriving culinary, craft beer and live music scene. Each area is showing significant growth in their offerings and these reputations nationally and internationally are growing. To capitalize on the growth in these industries, Denver will need to focus on leveraging the strength of their existing assets while developing new assets and product lines.

On the path to becoming an international city, Denver is supporting air services from Asia and Europe and pursuing new routes, which in turn are attracting international business and leisure visitors to the city. International readiness to service and support these new visitors will be important for Denver's future growth as an international city.



# 3

## **INITIATE A DESTINATION DEVELOPMENT STRATEGY TO SUPPORT EXISTING EXPERIENCES AND CREATE NEW, ORIGINAL TOURISM CONCEPTS.**

*The main themes of this goal are as follows:*

**a**

### **ENHANCE DENVER AS A DESTINATION FOR ARTS & CULTURE, LIVE MUSIC AND OTHER ACTIVITIES.**

Denver is developing into a center for arts, culture, live music and other draws that include 16th Street Mall and the National Western Complex. Red Rocks also has a national and international reputation for delivering a stellar musical experience for attendees. As Denver's cultural assets grow and evolve, they will continue to provide an enriching experience for visitors and locals in the future.

**b**

### **ENHANCE DENVER'S INTERNATIONAL READINESS.**

As Denver becomes more of an international city and destination, there will be a need to develop a strategy around signage and wayfinding needs for international visitors. As air access connectivity overseas increases, the infrastructure and cultural aspects of Denver's visitor offerings will need to grow and evolve in order to accommodate the new wave of visitors coming from abroad. Greater attention to language needs of visitors and wayfinding will need to be considered.

**c**

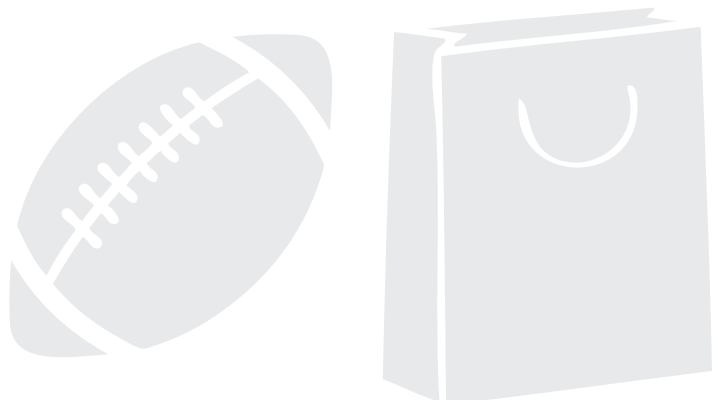
### **ENHANCE INTERNATIONAL SERVICES AND TRAINING FOR FRONT-LINE HOSPITALITY EMPLOYEES.**

During the consultative process, the Colorado Restaurant Association and the food/beverage and dining focus group discussions indicated that targeted training would be required to ensure that front-line hospitality employees are able to provide a broad spectrum of services to international visitors from different countries and cultures.

The top priority initiatives for this goal are as follows:

INITIATIVE	TIMING		
	Short	Medium	Long
i) Develop the 16th Street Mall into a world-class attraction.		✓	✓
ii) Complete Denver Performing Arts Complex (DPAC) redevelopment (The NEXT Stage).			✓
iii) Re-authorize Scientific & Cultural Facilities District (SCFD).	✓		
iv) Support and collaborate with workforce development efforts.	✓		
v) Expand the “Go the Extra Mile” hospitality training program for frontline employees that encourages hospitality, service and the importance of the visitor experience through destination education.	✓		
vi) Create and promote branded tours and trails (e.g. culture, beer and history/heritage).		✓	
vii) Enhance Denver Union Station Tourist Information Center.	✓		
viii) Collaborate with diverse neighborhoods and Business Improvement Districts (BIDs) to be “visitor-ready”	✓		
ix) Create and enhance domestic and international multilingual wayfinding, menus & foreign currency exchange.		✓	✓

\*Timing: Short = 1-3 years, Medium = 4-7 years, Long = 8-10 years







A Line, Denver International Airport





## 4 Enhance Connectivity and Mobility

Denver is a major transportation hub and it is viewed as an asset for the city and region. Denver has a world-class airport, light and commuter rail connectivity, an extensive system of highways, multimodal services as well as, intercity connectivity and state-wide transportation services. However, in the consultations there was also mention of road congestion within the city and on I-70 to/from the mountains, and lack of connectivity from downtown to the outlying neighborhoods and attractions. While there are a number of positives, there are also challenges. As Denver grows, greater mobility and connectivity will become more and more important in ensuring that Denver remains a strong tourism destination.

From a connectivity point of view, Denver's innovation and technology culture would like to cultivate greater Wi-Fi connectivity and develop technology applications to help visitors navigate around Denver efficiently and effectively. These developments and innovations will also continue to reinforce Denver as a leader in innovation and technology.



# 4

## **PROVIDE ENHANCED INTERMODAL CONNECTIONS FOR VISITORS TO GET TO AND MOVE AROUND DENVER.**

*The main themes of this goal are as follows:*

**a**

### **SUPPORT THE CONNECTION BETWEEN NEIGHBORHOODS AND REGIONS OF DENVER.**

During the consultative process, there was discussion about the challenges with transportation access to the mountains, especially during peak time periods. There are also some challenges connecting the downtown core to neighborhoods and attractions, such as Red Rocks.

**b**

### **CONTINUE TO ENHANCE PEDESTRIAN AND BIKING CORRIDORS.**

Denver is known as a city which should be enjoyed outdoors. Walking and biking are great ways to explore the city. It also encourages a healthy lifestyle that is environmentally friendly and supports Denver's brand.

**c**

### **MAINTAIN EXISTING AND PURSUE NEW INTERNATIONAL AIR ACCESS FROM KEY MARKETS.**

In consultation with Denver International Airport's Executive Director, the airport is continuing to pursue new international nonstop routes in Asia, Europe and the Middle East. There is strong collaboration amongst the business community and other stakeholders with the airport to put forward a single voice in the pursuit of new air service. Other consultations commented that greater air access and connectivity further support Denver's convention and meetings industry.

**d**

### **UTILIZE TECHNOLOGY TO DEVELOP EASY-ACCESS VISITOR INFORMATION.**

Technology and social media are increasingly used as tools to engage visitors. Denver can leverage its innovation and technological spirit to develop suitable tools for visitors to access information about Denver that will assist them with exploring Denver and enabling access to relevant information.



The top priority initiatives for this goal are as follows:

INITIATIVE	TIMING		
	Short	Medium	Long
i) Increase international air service.	✓	✓	
ii) Improve traffic flow on I-70 west between Denver and the mountains.			✓
iii) Improve intermodal connectivity between downtown, neighborhoods and attractions.		✓	
iv) Implement free Wi-Fi in public spaces and venues for visitors to better navigate the city and share their experiences.	✓		
v) Enhance visitor signage from “Arrival to Departure” (starting at Denver International Airport and continuing throughout the city).		✓	

\*Timing: Short = 1-3 years, Medium = 4-7 years, Long = 8-10 years







Larimer Square





## 5 Improve Downtown Visitor Experiences

Denver's downtown is the center of business, government and leisure activity for residents, workers and visitors. For the purposes of the Roadmap, the visitor experience downtown is the primary focus. Downtown is home to a significant number of Denver's tourism assets including hotels, the convention center, restaurants, professional sports venues, the transit/light rail system, arts and culture institutions and other valuable offerings. Nearly 60% of all Denver's Lodger's Tax is derived from downtown hotels and this is the main funding source for the National Western Center and Colorado Convention Center expansions.



# 5

## **ENSURE THE DOWNTOWN IS VIBRANT, SAFE AND INVITING FOR VISITORS.**

*The main themes of this goal are as follows:*

**a**

### **IMPROVE 16TH STREET MALL.**

Throughout the consultative process that spanned different industry stakeholders, there was consensus that a vibrant and active downtown that is safe and inviting for visitors is critical to the current and future success of Denver's tourism industry. Within this goal, there were several consistent themes that emerged. First and foremost, the 16th Street Mall must be improved structurally and socially. This theme was raised across all groups consulted. At the top of the list of concerns about 16th Street Mall was to address issues of aggressive panhandling and perceptions of safety. Other efforts related to the downtown visitor experience cannot be successful without first ensuring that Denver's primary artery is vibrant, safe and inviting.

**b**

### **ENCOURAGE DIVERSE QUALITY SHOPPING AND RETAIL.**

During the consultations, the quality and diversity of retail available downtown was discussed. Stakeholders believe there are opportunities to improve on the shopping/retail offerings downtown to better service visitors in Denver attending meetings, conventions or leisure travel. Cherry Creek offers diverse and upscale retail for visitors, and there may be opportunities for the development of other unique and specialized retail offerings downtown in the future.

**c**

### **SUPPORT DOWNTOWN LIVING.**

Denver's downtown residential community is growing and developing. The continued support by government and land developers to build housing in the area will result in a more vibrant downtown community. More amenities and services should follow as the downtown resident population grows. For example, due to the growing critical mass, a grocery store is now situated downtown that serves those who live, work and visit Denver's downtown.

**d**

### **SUPPORT EVENTS, PARK ACTIVATION AND PLACE-MAKING.**

Denver's parks are seen as an asset for the city. During the consultative process, opportunities were discussed to activate parks in downtown Denver for events and festivals to take place, thus creating a great sense of community and place for gathering.



The top priority initiatives for this goal are as follows:

INITIATIVE	TIMING		
	Short	Medium	Long
i) Complete the physical reconstruction of the 16th Street Mall.		✓	✓
ii) Address aggressive panhandling and other safety and social issues.	✓		
iii) Create a turn-key street closure program for events and conventions that minimizes the impact on businesses and residents.	✓		
iv) Implement visitor intercept studies on destination experiences and perceptions and take strategic and appropriate steps on findings.	✓		

\*Timing: Short = 1-3 years, Medium = 4-7 years, Long = 8-10 years







Bluebird Theater





## 6 Strengthen Destination Branding

Many of the same words and descriptors were used during most, if not all, of the consultations that described Denver for what it stands for and what it represents. Words such as friendly, innovative, entrepreneurial, outdoors, mountains, active and healthy were just a few that were used routinely to describe Denver.



# 6

## **DELIVER A BRAND EXPERIENCE FOR DENVER THAT IS AUTHENTIC AND UNIQUE.**

*The main themes of this goal are as follows:*

**a**

### **DEVELOP A ONE-CITY, ONE-BRAND APPROACH.**

The development of a unified brand will help to deliver a clearer and crisper message to the marketplace about what Denver has to offer. Collaborating with industry and stakeholders to develop a focused approach to branding will help to drive more visitors to Denver, resulting in new jobs, increase economic development opportunities, and more benefits for the local economy.

**b**

### **ENSURE THE VOICE OF THE CUSTOMER INFORMS THE BRAND ESSENCE OF DENVER.**

Denver's customer base made a number of suggestions about Denver's branding and how to improve it. Continued consultation with the customer base is important to understand the current pulse about Denver's brand in the meetings and convention market. A continuous feedback loop will provide real-time adjustments to Denver's brand strategy.

**c**

### **ENGAGE LOCAL RESIDENTS IN THE BRAND STRATEGY.**

By engaging local residents in the development of the brand, there will be a greater opportunity that residents will become willing brand ambassadors for their city, freely promoting it to friends and family and encouraging visitation and experiences in Denver.

**d**

### **STRENGTHEN THE DENVER BRAND.**

Denver's customer consultations commented that it will be important to clarify the branding message about Denver and focusing on fewer, more powerful items that identify Denver as a destination. There was suggestion of greater interaction on social media through sites like Facebook and Instagram and other social programs to further promote Denver as a great place to visit and explore.



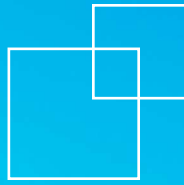
The top priority initiatives for this goal are as follows:

INITIATIVE	TIMING		
	Short	Medium	Long
i) Create brand alignment with government, business and industry stakeholders and educate value of tourism.	✓		
ii) Evaluate future Denver and Colorado tourism marketing funding to ensure growth of economic development, jobs and tax revenue.	✓		
iii) Strengthen Denver's brand for biking/outdoor/active (e.g. events, trails, walkable city).	✓		
iv) Leverage VISIT DENVER programs (Denver Restaurant week, Denver Arts Week, Denver Beer Fest).	✓		
v) Leverage the brand perceptions collected from the visitors, tour operators, and Customer Advisory Board.	✓		
vi) Leverage new technology to implement tourism strategies.	✓		
vii) Strengthen Denver's brand as an arts and culture center (e.g. visual arts campus, performing arts campus).	✓		
viii) Strengthen Denver's brand for craft industries (e.g., beer/culinary) through various tactics such as events, local talent exposure and new products.	✓		
ix) Strengthen & expand Denver's brand position in diverse vertical markets (e.g. Hispanic, LGBT and other ethnic groups).	✓		
x) Leverage relationships and media reach of Denver sports team in order to promote Denver		✓	

\*Timing: Short = 1-3 years, Medium = 4-7 years, Long = 8-10 years



# Next Steps



Implementing this 2025 Destination Plan will be a big job. This plan is ambitious and broad. It builds on past successes and the current strengths and assets of the region to forge a new direction forward making Denver America's leading outdoor city, known to visitors for its urban, active and cultural experiences.

No single individual or organization will be able to implement this plan alone. It will require multiple partners in the private, public and philanthropic sectors. Partners that include civic leaders, academia, business leaders,





musicians, athletes, artists, students, local residents and the broader community to put their hand up, roll up their sleeves and ask how they can help. The good news is that throughout the consultations we undertook, many showed a desire to be part of making the vision happen.

The VISIT DENVER Board is an effective body to oversee the implementation of this plan. It is made up of industry and community leaders. It is recommended that a board driven Task Force overseeing the development of this Roadmap, led by its two co-chairs, be continued. Overall

plan management should be assigned to one senior staff person within the organization.

This 2025 Destination Plan contains many initiatives. They cannot all be achieved at the same time. This will be a marathon over 10 years, not a sprint. The plan should be reviewed every year to review progress and determine which priority initiatives should be focused on to ensure that the plan moves forward and initiatives are accomplished.





# Appendix A:

List of Stakeholders Consulted



Below are a list of stakeholders that were consulted during this process.

## INDIVIDUAL CONSULTATIONS

### **Bhatt, Shailen**

*Executive Director, Department of Transportation, State of Colorado*

### **Black, Kendra**

*Councilwoman, District 4, Denver City Council*

### **Brough, Kelly J.**

*President & CEO, Denver Metro Chamber of Commerce*

### **Buchanan, Brad, FAIA**

*Executive Director, Community Planning & Development, City & County of Denver*

### **Clark, Jolon**

*Councilman, District 7, Denver City Council*

### **Cornejo, Jose**

*Executive Director, Department of Public Works, City & County of Denver*

### **Day, Kim**

*CEO, Denver International Airport (DEN)*

### **Door, Tamara**

*President & CEO, Downtown Denver Partnership, Inc.*

### **Espinoza, Rafael**

*Councilman, District 1, Denver City Council*

### **Ewing, Anna**

*Executive Director, Colorado Innovation Network and COO, Office of Economic Development and International Trade, State of Colorado*

### **Flynn, Kevin**

*Councilman, District 2, Denver City Council*

### **Genova, David A.**

*GM and CEO, Regional Transportation District*

### **Gilmore, Stacie**

*Councilwoman, District 11, Denver City Council*

### **Grant, Rich**

*Retired, VISIT DENVER*

### **Hancock, Michael B.**

*Mayor, City & County of Denver*

### **Kashmann, Paul**

*Councilman, District 6, Denver City Council*

### **Livingston, Carolyn**

*CO Restaurant Association*

### **Lopez, Paul**

*Councilman, District 3, Denver City Council*

### **Mosher, Bill**

*Managing Partner  
Trammel Crow Real Estate*

### **New, Wayne**

*Councilman, District 10, Denver City Council*

### **Ortega, Deborah**

*Councilwoman, At-large, Denver City Council*

### **Rice, Kent**

*Executive Director, Denver Arts & Venues, City & County of Denver*

### **Riggs, Sonia, CAE**

*President & CEO, Colorado Restaurant Association*

### **Sinden, Janice**

*Chief of Staff, Office of Mayor Michael B. Hancock*

### **Strascina, Katy**

*Executive Director, Office of Special Events, City and County of Denver*

### **Susman, Mary Beth**

*Councilwoman, District 5, Denver City Council*

### **Van Leeuwen, Jamie, PhD**

*Deputy Chief of Staff, Office of Governor John Hickenlooper, State of Colorado*

### **Vostrejs, Joe**

*Partner, Larimer Associates*

## CULTURE

### **Albiston, Renee**

*Kirkland Museum of Fine & Decorative Art*

### **Andersen-Vie, Sanya**

*Colorado Ballet*

### **Anderson, Sean**

*Denver Zoo*

### **Black, Radhika**

*Larimer Square*

### **Carilli, Catherine**

*Navajo Street Art District*

### **Carpenter, Greg**

*Opera Colorado*

### **Clark, Jessy**

*Butterfly Pavilion*

### **Coleman, Tiffany**

*Denver Botanic Gardens*

### **Dixon, Dave**

*Cherry Creek Shopping Center*

### **Durham, Tracy**

*Elitch Gardens*

### **Eding, John**

*Clyfford Still Museum*

### **Ferrari, Gina**

*Bonfils Stanton Foundation*

### **Fulton, Andrea**

*Denver Art Museum*

### **Garon, Libby**

*Art Students League of Denver*

### **Jacobson, Michelle**

*Art District on Santa Fe*

### **Jordy, Deb**

*Colorado Business Committee for the Arts*

### **Lazzari, Eric**

*Civic Center Conservancy*

### **Manning, Wendy**

*Denver Pavilions*

### **Ocampo, Zoe**

*Children's Museum of Denver*

### **O'Neal, Maura**

*Denver Museum of Nature & Science*

### **Phare, Amy**

*Art District on Santa Fe*

### **Robinson, Malik**

*Cleo Parker Robinson Dance*

### **Seifert, Steve**

*Newman Center for the Performing Arts*

**Shead, Rhett**

*Cleo Parker Robinson Dance*

**Smith, Jean**

*Navajo Street Art District*

**Smith, R. Tony**

*Cherry Creek Arts Festival*

**Starkey, Jenny**

*Cherry Creek North Business  
Improvement District*

**Torres, Elaine**

*CBS4 Denver*

**Williams, Kelly**

*History Colorado Center*

**Yoe, Suzanne**

*Denver Center for the Performing Arts*

## **DINING & BEER**

**Berger, Charlie**

*Denver Beer Co*

**Corsun, David**

*University of Denver School of  
Hospitality Management*

**Crawford, Patrick**

*Denver Beer Co*

**de la Torre, Jorge**

*Johnson & Wales University*

**Gruitch, Beth**

*Rioja, Euclid Hall, Bistro Vendome*

**Kurowski, Steve**

*Colorado Brewers Guild*

**Lamb, Jackson**

*Metro State University Dept. of  
Hospitality, Tourism & Events*

**Livingston, Carolyn**

*Colorado Restaurant Association*

**Schelgel, Adam**

*Eat Denver*

**Skogstad, John**

*Beatrice & Woodsley*

**Thibault, Todd**

*Breckenridge Brewery*

## **DOWNTOWN HOSPITALITY**

**Leonard, Greg**

*Hyatt Regency*

**Lindsay, John**

*Hard Rock Cafe*

**Manning, Wendy**

*Denver Pavilions*

**Ninivaggi, Bill**

*Denver Marriott City Center*

**Ott, John**

*Marlowe's Denver*

**Pitton, Marcel**

*Brown Palace Hotel*

**Yuthas, Maryann**

*Grand Hyatt & Hyatt Regency*

## **FESTIVALS/PUBLIC SHOWS/MUSIC**

**Barsch, Mike**

*Soda Jerk Presents*

**Croker, Sally**

*Creative Strategies Group*

**Desoto, Ben**

*Greater Than Collective*

**Erley, Bruce**

*Creative Strategies Group*

**Finger, Sarah**

*AEG Live*

**Gedgaudas, Lisa**

*Denver Arts & Venues*

**Lanterman, Zoe**

*Soda Jerk Presents*

**Smith, Kendall**

*Underground Music Showcase*

**Williams, Sara**

*AEG Live*

**Zachar, Chris**

*Levitt Pavilion*

## **INTERNATIONAL**

**Bergman, Paul**

*Denver US Export Assistance Center,  
U.S. Dept. of Commerce*

**Bruton, Sarah**

*Denver International Airport*

**Buck, Jayne**

*Tourism, VISIT DENVER*

**de Brtolomé, Karen**

*WorldDenver*

**de la Mar, Marcela**

*Mexican Cultural Center*

**Dia, Papa**

*African Leadership Group, Colorado*

**Gerwitz, Karen**

*World Trade Center Denver*

**Harmon, Amy**

*Urban Market Partners*

**Hendrix, Beth**

*Denver Sister Cities International*

**Jackson, Laura**

*Denver International Airport*

**Merage, Laura**

*RedLine Denver, David and Laura  
Merage Foundation*

**Moloo, Jamaluddin**

*University of Colorado Health Sciences  
Center*

**Okubo, Derek**

*City of Denver Agency for Human  
Rights and Community Partnerships*

**Sesay, Abdul**

*Denver Office of Economic  
Development*

## **BUSINESS AND COMMUNITY LEADERS**

**Buckels, Devon**

*The Greenway Foundation*

**Clark, Leanna**

*University of Colorado Denver*

**Covington, Sally**

*Denver Water*

**DeWire, Dick**

*Academy Bank*

**Falcone, Mark**

*Continuum Partners*

**Garcia, Olga**

*Denver Health*



**Hanfling, Josh**  
*Sewald Hanfling*

**Hauser, Carrie Besnette**  
*Colorado Mountain College*

**Heise, Rus**  
*Retired, RBC*

**Igoe, Dana**  
*Pure Brand*

**Makovsky, Evan**  
*Shames-Makovsky Realty Group*

**McGinnis, Mike**  
*Shareholder, Greenberg Traurig*

**Schiavone, Jenny**  
*City and County of Denver*

**Smith, Tricia**  
*Colorado Association of Commerce & Industry*

**Trapp, Erin**  
*Biennial of the Americas*

**Winters, Mike**  
*Fentress Architects*

## **PARTNERS**

**Allen, Lauren**  
*AXS*

**Brown, Heidi**  
*Access CO*

**Emerson, Matt**  
*CEAVCO Audio Visual Co., Inc.*

**Karl, Greg**  
*Epicurean*

**Porter, Danielle**  
*Denver Center for the Performing Arts*

**Schirmacher, Gary**  
*Experient Inc.*

**Stickle, Shane**  
*Presidential Worldwide Transportation*

**Venus, Rob**  
*Freeman Expositions Inc.*

**Walters, Stephanie**  
*Mile High Station*

**Wheeless, Julie**  
*Freeman Expositions Inc.*

## **MILLENNIALS**

**Bates, Lauren**  
*Blue Moon Digital*

**Burns, Karrissa**  
*Colorado Convention Center*

**Carlson, Jennifer**  
*Muscular Dystrophy Association*

**Chase, Sonja**  
*Hyatt Regency Denver*

**Coobs, Terrisa**  
*JoyRide, Inc*

**Cothran, Ashley**  
*Travaasa Experiential Resorts*

**Crow, Kenzie**  
*Getaway2Give*

**Garbarino, Ryan**  
*AEG Live - Rocky Mountains*

**Gilchrest, Megan**  
*The AXS Group*

**Grandon, Hope**  
*Denver Center for the Performing Arts*

**Ingle, April**  
*Cactus*

**Lahana, Irene**  
*Colorado Rapids Soccer Club*

**Magliore, Nicole**  
*Goodwill Industries International*

**Mahoney, Caitlin**  
*AEG Live - Rocky Mountains*

**McDaniel, Marcie**  
*The AXS Group*

**McFadden, Kerrin**  
*Ping Identity*

**Nichols, Alexis**  
*Sander Marketing Group*

**Norman, Brooke**  
*Hyatt Regency Denver*

**Sapp, Jr., Michael Dwaine**  
*Office of Mayor Hancock*

**Schnicke, Holly**  
*90 Octane*

**Valles, Ana**  
*Mexican Cultural Center*

**Weissner, Alex**  
*Lexa Public Relations*

**Welch, Elle**  
*Denver Art Museum*

**Windburn, Dylan**  
*EcoSys*

**Wolf, Ariana**  
*90 Octane*

**Wolff, Bri**  
*90 Octane*

## **SPORTS**

**Arnold, Kimberly**  
*Escalate Solutions*

**Bemis, Scott**  
*EKS&H*

**Brach, Ryan**  
*Kroenke Sports & Entertainment*

**Cook, Brian**  
*Perfect Processing*

**Cunningham, Jeff**  
*RubinBrown LLP*

**DeWire, Dick**  
*Academy Bank*

**Eckloff, Nate**  
*RBC Capital Markets*

**Grant, Dr. Anthony**  
*Metropolitan State University of Denver*

**Gregory, Theo**  
*El Pomar Foundation*

**Griffith, Steve**  
*Vectra Bank Colorado*

**Kiel, Allen**  
*Commercial Real Estate, Citywide Banks*

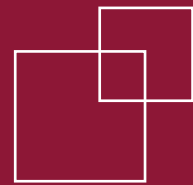
**Litherland, Tim**  
*VISIT DENVER*

**Roberts, Jay**  
*Sports Authority Field at Mile High*

**Roth, Pam**  
*WPX Energy*

**Wilt, Chris**  
*Grant Thornton*

# Appendix B:



VISIT DENVER Board of Directors



## **BOARD OF DIRECTORS**

### **Dimond, Navin C. - Chair**

*President & CEO, Stonebridge Companies*

### **Cohen, Rob - Chair-Elect**

*Chairman & CEO, IMA Financial Group, Inc.*

### **Parsons, Cindy - Past Chair**

*Executive Director of Planning & Strategy, Comcast Corporate*

### **Andrews, Paul**

*President & CEO, National Western Stock Show*

### **Bemis, Scott**

*Director of Business and Community Partnerships, EKS&H*

### **Block, Shannon**

*President & CEO, Denver Zoological Foundation*

### **Brooks, Albus**

*Council President, District 9, Denver City Council*

### **Corsun, David L.**

*Director & Associate Professor, Fritz Knoebel School of Hospitality Management*

### **Curley, Tom**

*Area Managing Director & General Manager, The Westin Denver International Airport*

### **Davis, Jerome E.**

*Regional Vice President, Xcel Energy*

### **Ellis, Joe**

*President & CEO, Denver Broncos Football Club*

### **Feasel, Greg**

*Chief Operating Officer, Colorado Rockies Baseball Club*

### **Fedrizzi, Brent**

*COO/Promoter, AEG Live*

### **Finlaw, Jack**

*President & CEO, University of Colorado Foundation*

### **Herndon, Christopher**

*Councilman, District 8, Denver City Council*

### **Isenberg, Walter L.**

*President & CEO, Sage Hospitality*

### **James, Bruce A.**

*Shareholder, Brownstein, Hyatt, Farber & Schreck*

### **Kozina, Christopher**

*President, Coors Distributing Company*

### **Lee, Pat**

*Tourism Specialist, Pat Lee & Associates*

### **LeMasters, Nick**

*General Manager, Cherry Creek Shopping Center - Management Office*

### **Leonard, Greg**

*General Manager, Hyatt Regency at the Colorado Convention Center & Grand Hyatt Denver*

### **Loveland, Randle**

*Director, Regional Sales - Denver, United Airlines*

**Martin, Jim**

*President & Chief Executive Officer, Kroenke Sports & Entertainment*

**May, Penny**

*Deputy Chief of Staff and Interim Executive Director of General Services, Office of Mayor Michael B. Hancock*

**Munson, Todd D.**

*Managing Director and Vice Chair of Colorado Market, JPMorgan Chase & Co.*

**Nealson, Jennifer**

*Chief Marketing Officer, Denver Center for the Performing Arts*

**Paty, Allen**

*General Manager, DoubleTree by Hilton Denver*

**Quintana, Annette**

*CEO, Istonish*

**Sander, Steve**

*President, Sander Marketing Group*

**Scherer, Daniel**

*Vice President/General Manager Central Region, Outfront Media*

**Schultz, Frank**

*CEO/Owner, Tavern Hospitality Group*

**Sparks, George**

*President & CEO, Denver Museum of Nature & Science (DMNS)*

**Stickel, Shane**

*President and CEO, Presidential Worldwide Transportation*

**Taylor, Kevin**

*Owner/Chef, Kevin Taylor Restaurant Group*

**Underdahl, Julie**

*President & CEO, Cherry Creek North Business Improvement District*

**Venus, Robert**

*General Manager, FREEMAN EXPOSITIONS, INC*

**Wilson, Sid**

*President, A Private Guide, Inc*

**Wiscott, Richard**

*President, Johnson and Wales University*

**COMMUNITY BOARD MEMBERS****Adams, John W.**

*General Manager, Colorado Convention Center*

**Brough, Kelly J.**

*President & CEO, Denver Metro Chamber of Commerce*

**Day, Kim**

*CEO, Denver International Airport (DIA)*

**Door, Tamara**

*President & CEO, Downtown Denver Partnership, Inc.*

**Genova, David A.**

*General Manager and CEO, Regional Transportation District*



**Long, Peg**

*Executive Director, Scientific & Cultural Facilities District*

**Mayhew, Amie**

*President & CEO, Colorado Hotel & Lodging Association*

**Mills, Melanie**

*President/CEO, Colorado Ski Country USA*

**Rice, Kent**

*Executive Director, Denver Arts & Venues*

**Riggs, Sonia, CAE**

*President & CEO, Colorado Restaurant Association*

**Ritter, Cathy**

*Director, Colorado Tourism Office*

**Rua, Laurence**

*Regional Vice President, Centerplate*

**Tezak, Joan**

*Executive Director, Colorado Society of Association Executives*

**LIFETIME VOTING MEMBERS**

**Burns, Joy**

*Owner, Burns Realty & Trust Co., Burnsley Hotel*

**Hirschfeld, Barry**

*President, AB Hirschfeld*

**Robinson, Edward**

*Co-Chief Executive Officer, Robinson Management, LLC*

**Gerrity, Ed**

**Timothy, Al**

*MillerCoors*

**VISIT DENVER EXECUTIVE TEAM**

**Scharf, Richard**

*President & CEO*

**Benedick, Rachel**

*VP Sales & Services*

**Bresler, Justin**

*VP Marketing & Business Development*

**Buck, Jayne**

*VP Tourism*

**Ruffe, Jeff**

*VP Finance & Administration*

**Atiyeh, Carrie**

*Director Government & Community Affairs*

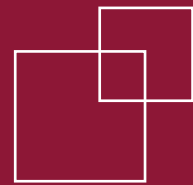
**Davis, Jesse**

*Director PR & Communications*

**Genova, MC**

*Director Partnership*

# Appendix C:



Full List of Initiatives

## FULL LIST OF INITIATIVES DEVELOPED FOR THE 6 STRATEGIC GOALS

For each strategic goal, a number of initiatives were developed as potentials to help develop Denver's tourism product. In total, there are collectively 76 initiatives that span all 6 goals.

### Strategic Goal #1: Expand Meetings & Convention Business and Infrastructure

#	Item
i	Ensure Colorado Convention Center (CCC) expansion moves forward in timely manner and in alignment with recommendations outlined in SAG study and CCC Master Plan.*
ii	Develop the National Western Center (NWC) as a multipurpose facility that drives overnight demand and addresses customer needs.*
iii	Ensure strategic future headquarter hotel development is considered as identified in the City's Colorado Convention Center (CCC) Master Plan and SAG study.*
iv	Expand and enhance the Convention Ambassador Program which utilizes local businesses and the higher education community to assist with soliciting national convention business.*
v	Collaborate with stakeholders to create conferences or tradeshows in business clusters where Denver companies lead within specific industry sectors (e.g. aerospace, bioscience).*
vi	Create a tourism summit for Denver and stakeholders in order to educate stakeholders on the importance of tourism and the destination experience.*
vii	Lessen the impact of Gaylord Hotel development.
viii	Encourage the development of an indoor venue downtown for 3,500+ people.
ix	Create a global thought-leader conference that aligns with Denver's brand attributes.

Note: \* Priority Initiatives, others are additional priorities for further consideration

### Strategic Goal #2: Attract Visitor-Driven Events

#	Item
i	Pursue signature events and festivals that draw overnight visitors (e.g. Day of Rock, Great American Beer Festival).*
ii	Leverage the opportunity of hosting IPW 2018, the largest international tourism marketplace in the U.S.*
iii	Attract and promote annual sporting events that draw overnight visitors (e.g. NFL, NCAA), for greater tourism economic impact in Denver and international exposure.*
iv	Host global events (e.g. Olympics, G20 Summit) that put Denver on the international stage that generate tourism economic impact and international recognition.*
v	Collaborate with City's Office of Special Events to establish policies favorable to tourism and enhance the city's brand.*
vi	Expand Denver365 online events calendar which has thousands of searchable events and activities for visitors and residents.*
vii	Ensure the upkeep of professional sports venues.
viii	Encourage and market high profile touring exhibitions and shows that attract visitors and residents.
ix	Implement controlled and efficient liquor licensing for signature events that draw visitors and residents (e.g. open container/entertainment districts).
x	Attract/develop more slow season, winter events to drive overnight visitors.
xi	Evaluate the feasibility of a retractable "dome" over Mile High Stadium to attract high-profile events.
xii	Develop a dedicated park/venue for events and festivals.

Note: \* Priority Initiatives, others are additional priorities for further consideration



### Strategic Goal #3: Create World-Class Attractions & Services

#	Item
i	Develop the 16th Street Mall into a world-class attraction.*
ii	Complete Denver Performing Arts Complex (DPAC) redevelopment (The NEXT Stage).*
iii	Re-authorize Scientific & Cultural Facilities District (SCFD).*
iv	Support and collaborate with workforce development efforts.*
v	Expand the “Go the Extra Mile” hospitality training program for frontline employees that encourages hospitality, service and the importance of the visitor experience through destination education.*
vi	Create and promote branded tours and trails (e.g. culture, beer, history/heritage).*
vii	Enhance Denver Union Station Tourist Information Center.*
viii	Collaborate with diverse neighborhoods and Business Improvement Districts (BIDs) to be “visitor-ready”.*
ix	Create and enhance domestic and international multilingual wayfinding, menus & foreign currency exchange.*
x	Develop a river-based attraction and/or sports park.
xi	Create a light adventure park.
xii	Re-establish and market Ski Train.
xiii	Redevelop and market Genesee Park and Buffalo Overlook.
xiv	Encourage the creation of a viewing tower or venues that visitors can witness the Rocky Mountains while in the city.
xv	Develop niche museum (e.g. marijuana, beer, ski, music).
xvi	Develop a Public Market for locals and visitors, that showcases Colorado food products.
xvii	Create a permanent Food Truck Park for locals and visitors that highlight food innovations.
xviii	Encourage the implementation of the master plans of various area attractions (e.g. Denver Zoo) in order to keep the product relevant and engaging for visitors and residents.

Note: \* Priority Initiatives, others are additional priorities for further consideration

### Strategic Goal #4: Enhance Connectivity & Mobility

#	Item
i	Increase international air service.*
ii	Improve traffic flow on I-70 west between Denver and the mountains.*
iii	Improve intermodal connectivity between downtown, neighborhoods and attractions.*
iv	Implement free WiFi in public spaces and venues for visitors to better navigate the city and share their experiences.*
v	Enhance visitor signage from “Arrival to Departure” (starting at Denver International Airport and continuing throughout the city).*
vi	Complete FasTracks.
vii	Implement RTD mobile ticketing.
viii	Evaluate Central Rail Expansion impacts on downtown and convention center district.
ix	Increase domestic air service.
x	Improve traffic flow on I-70 east between Denver and DIA.
xi	Assess future alternative transportation modes (e.g. driverless cars, Bridj).
xii	Promote System-Wide Transit Pass.
xiii	Develop/enhance technologies to educate visitors about multimodal options (e.g. Go Denver).

xiv	Improve connectivity between downtown and Civic Center Park, and downtown and Auraria Campus.
xv	Redevelop Brighton Blvd, understanding that it is the “gateway” to downtown Denver.
xvi	Expand bike lanes and bike-share program.

Note: \* Priority Initiatives, others are additional priorities for further consideration

#### Strategic Goal #5: Improve Downtown Visitor Experiences

#	Item
i	Complete the physical reconstruction of the 16th Street Mall.*
ii	Address aggressive panhandling and other safety and social issues.*
iii	Create a turn-key street closure program for events and conventions that minimizes the impact on businesses and residents.*
iv	Implement visitor intercept studies on destination experiences and perceptions and take strategic and appropriate steps on findings.*
v	Activate parks and public spaces with visitor-friendly amenities (e.g. café, public fountain, signature art, seating).
vi	Encourage the development of more quality retail in downtown Denver, especially focused near the 16th Street Mall.
vii	Encourage residential development in downtown area to attract services and amenities.
viii	Create a “convention/cultural campus” around the Colorado Convention Center (CCC) and Denver Performing Arts Complex (DPAC).

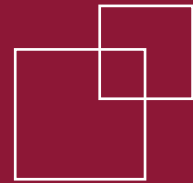
Note: \* Priority Initiatives, others are additional priorities for further consideration

#### Strategic Goal #6: Strengthen Destination Branding

#	Item
i	Create brand alignment with government, business and industry stakeholders and educate value of tourism.*
ii	Evaluate future Denver and Colorado tourism marketing funding to ensure growth of economic development, jobs and tax revenue.*
iii	Strengthen Denver’s brand for biking/outdoor/active (e.g. events, trails, walkable city).*
iv	Leverage VISIT DENVER programs (Denver Restaurant Week, Denver Arts Week, Denver Beer Fest).*
v	Leverage the brand perceptions collected from the visitors, tour operators, and Customer Advisory Board.*
vi	Leverage new technologies to implement tourism strategies.*
vii	Strengthen Denver’s brand as an arts and culture center (e.g. visual arts campus, performing arts campus).*
viii	Strengthen Denver’s brand for craft industries (e.g., beer/culinary) through various tactics such as events, local talent exposure and new products.*
ix	Strengthen & expand Denver’s brand position in diverse vertical markets (e.g. Hispanic, LGBT, and other ethnic groups).*
x	Leverage the relationships and media reach of Denver sports teams in order to promote Denver.*
xi	Brand Denver for innovation and entrepreneurial activity (e.g. Colorado Tech Assn, private industry and incubators).
xii	Expand promotion of the live music scene (e.g. comprehensive music calendar, annual event).
xiii	Brand Denver as a city with easy daytrip access to mountain adventures (e.g. rafting, ziplining, horseback riding).
xiv	Collect the visitor’s, leisure tour operator’s and convention planners’ perceptions of Denver’s brand and experiences, and leverage in the marketplace.

Note: \* Priority Initiatives, others are additional priorities for further consideration

# Appendix D:



Master Plans Consulted



## **PAST PLANS REVIEWED**

Downtown Streetscape Plan 2004  
14th Street Great Street Initiative  
16th Street Mall – ULI TAP  
Imagine 2020: Cultural Plan  
Denver Performing Arts Complex Master Vision Plan  
Colfax BRT Study  
Auraria Campus Master Plan  
Civic Center Transit District Plan  
Denver Moves – Protected Bikeways  
Golden Triangle Neighborhood Plan  
Central Rail Extension Study  
Speer Corridor Study

## **PLANS INCLUDED IN ROAD MAP**

Colorado Convention Center Master Plan  
Strategic Advisory Group Feasibility Study  
The Game Plan  
National Western Center Master Plan  
The Next Stage  
Listen Local 2016: Music City Denver  
Brighton Boulevard Corridor Redevelopment  
Central Rail Extension Study  
Denver Moves: Pedestrians and Trails  
Downtown Denver Area Plan 2007  
Retail Conditions and Opportunity Study  
Security Action Plan  
The Mall Experience  
The Outdoor Downtown  
Urban Design Framework  
Denver Moves: Transit  
Interstate 70 Reconstruction  
Regional Transportation District FasTracks

# Appendix E:

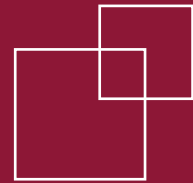


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VISIT DENVER/Semón, Evan. *Independence Eve Fireworks at City & County Building*

**Page 2**

VISIT DENVER. *Denver Skyline*

**Page 6**

VISIT DENVER/Semón, Evan. *Platte River Fest*

**Page 8**

VISIT DENVER/Semón, Evan. *Preservery*

VISIT DENVER/Larkey, Adam. *The Source*

VISIT DENVER/Larkey, Adam. *Infinite Monkey Theorem*

VISIT DENVER/Larkey, Adam. *Populist*

VISIT DENVER/Larkey, Adam. *Larimer Square*

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VISIT DENVER/Boyer, Bryce . *Denver Skyline*

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VISIT DENVER/Dressel-Martin, Scott. *Denver Union Station*

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VISIT DENVER/Dressel-Martin, Scott. *Sculpture Park, Denver Performing Arts Complex*

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VISIT DENVER/Crecelius, Steve. *Denver Art Museum – Exterior*

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VISIT DENVER . *Colorado Convention Center with planned rooftop expansion*

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VISIT DENVER/Semón, Evan. *Chalk Art Festival*

**Page 25**

VISIT DENVER/Crecelius, Steve. *Red Rocks Park & Amphitheater*

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VISIT DENVER . *Denver International Airport*

**Page 33**

VISIT DENVER. *Larimer Square*

**Page 41-42**

VISIT DENVER/Semón, Evan. *Yoga on the Rocks*