



VISIT DENVER

Board of Directors Retreat

August 24, 2023

Devil's Thumb Ranch





Denver Brand History

August 24, 2023



Denver: The Early Years

- Founded in 1858 on the banks of Cherry Creek and South Platte River
- Gold Rush territory, railroad influence
- Capitol City, known as a pass-through city
- Rampant boosterism...steamship travel, anyone??
- Theaters, brothels and restaurants...then a church!
- Highways and Trains create: The Switzerland of America!



VISIT DENVER

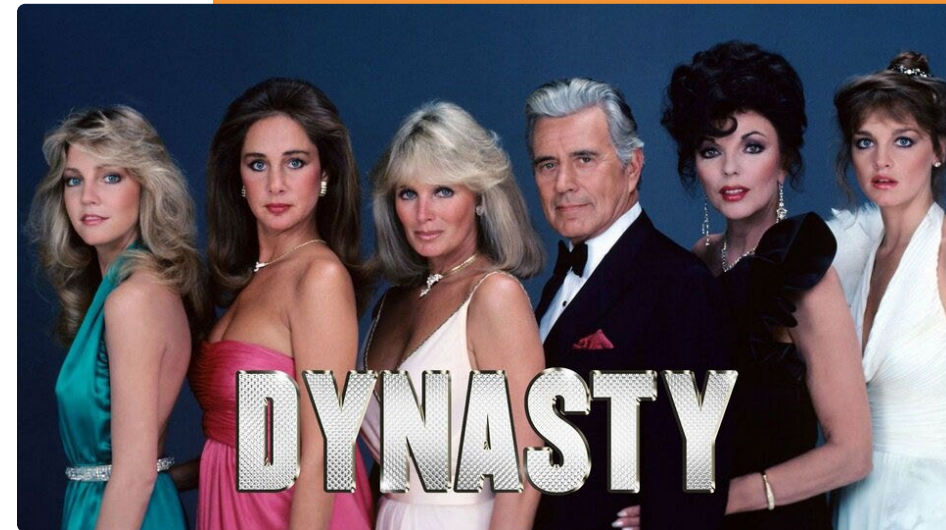
History

- 1884: DBoT becomes Denver Chamber of Commerce
- 1895: creates Denver Convention League (DCL) within the Chamber
- 1908: Denver Hosts the Democratic National Convention
- 1909: DCL becomes Denver Convention Bureau
- 1918-1931: Denver Tourist & Publicity Bureau
- 1938-1951: Denver Convention & Visitors Bureau
- **1951: Denver & Colorado Convention & Visitors Bureau becomes an independent organization!**
- 1971: first Lodger's Tax funding
- 1982-2008: Denver Metro Convention & Visitors Bureau
- 2008-Today: VISIT DENVER!



Denver Brand Milestones

- Railroad era spurs **leisure** travel to the west
- The **Rocky Mountains** become popular
- Early 1900s: City Beautiful...and still a **cow town**
- 1950s: the automobile age, a **gateway** city
- **Coors** marketing helps brand the Rockies
- 1970s & 80s: oil boom...and bust...and **Dynasty!**



1990s...Gaining Speed

- 1993: First leisure campaign to focus on Denver as a destination vs. gateway
- 1995: Rockies and LoDo accelerate, entertainment, arts & culture development
- Restaurant scene expands
- Major infrastructure development, sports venues, convention center, airport, attractions, light rail, DUS, etc.
- LoDo, LoHi, RiNo, etc. drives neighborhood development



2005...Hitting Our Stride

Voters approve
1% Lodgers
Tax increase
for Marketing!

“Awaken the Senses in Denver”

Denver is a stimulating, world-class city that awakens the senses. The Mile High City’s natural beauty, crisp mountain air, warm sun and blue skies leave you feeling energized and ready to try new things.



brandjuice[®]
CONSULTING

DMCVB Board Meeting 8.26.05

VISIT DENVER

2014...Fully Launched

VISIT DENVER POSITIONING REFRESH

Denver is an energizing and vibrant outdoor city that **awakens the spirit of urban adventure.**





VISIT DENVER

Board of Directors Retreat

VISIT DENVER Branding

**Andrea Stone &
Amanda Cook**
BrandJuice





est. 1999

BRANDJUICE

VISIT DENVER

2023 BRAND RESEARCH & STRATEGY FRAMEWORK



Agenda

- I. EXPLORATORY RESEARCH
- II. BRAND FRAMEWORK



*I.
EXPLORATORY
RESEARCH*



Research Objectives

- 1 Explore travel behaviors and uncover the drivers that attract travelers to urban destinations

- 2 Understand travelers' perceptions of Denver and if/how/why they have changed over the past five years

- 3 Identify the resonance and appeal of VISIT DENVER's current brand strategy and opportunities for optimization

- 4 Define differences between regional and national travelers, as well as visitors who have previously visited Denver and those who have not

RESEARCH METHODOLOGY

8

MARKETS

1. Albuquerque
2. Cheyenne
3. Kansas City
4. Phoenix

5. Chicago
6. Dallas
7. Los Angeles
8. New York City

74

TRAVELERS

Recruited 74 travelers across the eight markets including 40 travelers who have visited Denver and 34 travelers who have never visited Denver.

2

PRONG STUDY

Travelers completed a 10-minute online survey prior to participating in a 90-minute roundtable discussion.

In each market, two roundtable discussions were conducted, one with travelers who have visited Denver and one with travelers who have never visited Denver.



DIFFERENTIATING DRAW

Traveler Truth: Travelers view places through personal lenses, creating comparisons between different destinations – those that stand out do so with a unique hook.

Denver Insight: Travelers who have been to Denver agree that there are a combination of factors that make the city great, but they struggle to articulate one singular selling point.

Opportunity: Defining clear differentiation from a kaleidoscope of elements can ensure Denver’s appeal as a standout destination is more immediately recognized and understood.



DENVER’S DUALITY PERSISTS

Traveler Truth: Travel is inherently linked to health and wellness with travelers being drawn to places that offer a balance of relaxation and the ability to stay active.

Denver Insight: Denver is “the best of both worlds” offering the amenities of the city with the outdoor setting of a mountain town.

Opportunity: While the notion of an “Outdoor City” resonates, more can be done to define what it means to get outdoors within city limits.



365 DAYS OF DENVER

Traveler Truth: Weather is a key consideration for travelers as they are looking to enjoy the current season or escape extremes they experience at home.

Denver Insight: Denver's 300+ days of sun are a surprise to travelers who often associate the city with winter.

Opportunity: To sway winter-weary travelers, the brand should explore interesting ways to position the city as a year-round destination.



AFFORDABILITY ATTRACTS

Traveler Truth: At all stages of travel planning, travelers look for destinations that allow them to experience the most they can within their budget.

Denver Insight: The rising cost of living and proximity to resorts has created a perception that Denver is expensive, but previous visitors did not find this to be true.

Opportunity: In terms of cost, the brand must show the value it offers to help attract new visitors.



AMBIGUITY OF URBAN ADVENTURE

Traveler Truth: Travelers are looking for change of pace, scenery or weather from what they have at home and visiting somewhere “urban” doesn’t always appeal to city dwellers.

Denver Insight: Travelers, at best, believe the phrase makes sense with “Outdoor City” but, at worst, don’t believe it is a true (or desirable) description of Denver compared to other cities.

Opportunity: Removing “Urban Adventure” from the strategy is the first step to repositioning Denver as a destination.



CULTURAL AUTHENTICITY

Traveler Truth: Travelers rank the ability to experience new places and/or different cultures as one of the most motivating reasons to travel.

Denver Insight: For some, defining Denver as a cultural destination was difficult but others believed the city could lean more into the western history.

Opportunity: The brand should consider leaning into the spirit of Denver’s pioneering roots to create an authentic sense of local culture within the city.



ATTRACTIONS FOR ALL AGES

Traveler Truth: Since COVID, travelers are prioritizing travel, and in particular trips that allow them to spend quality time with their loved ones.

Denver Insight: Former Denver visitors believe that the city has something for everyone while those unfamiliar think of it as an adult-only destination.

Opportunity: The brand pillars and messaging should reference more family-friendly attractions to show Denver is a destination for all ages.



EVENTS KNOW NO BOUNDARIES

Traveler Truth: Events and festivals are one of the top three things that make travelers excited about a destination; with music, sports and hobbies being the most common draws.

Denver Insight: Red Rocks and four major sports teams make Denver an event destination for both regional and national travelers.

Opportunity: The brand should further leverage the appeal of Denver's events to attract travelers from both regional and national markets and spur repeat visits.



II. BRAND FRAMEWORK

Brand Positioning

Brand Promise

Brand Personality

Differentiated Benefit

Points Of Difference

Reasons To Believe

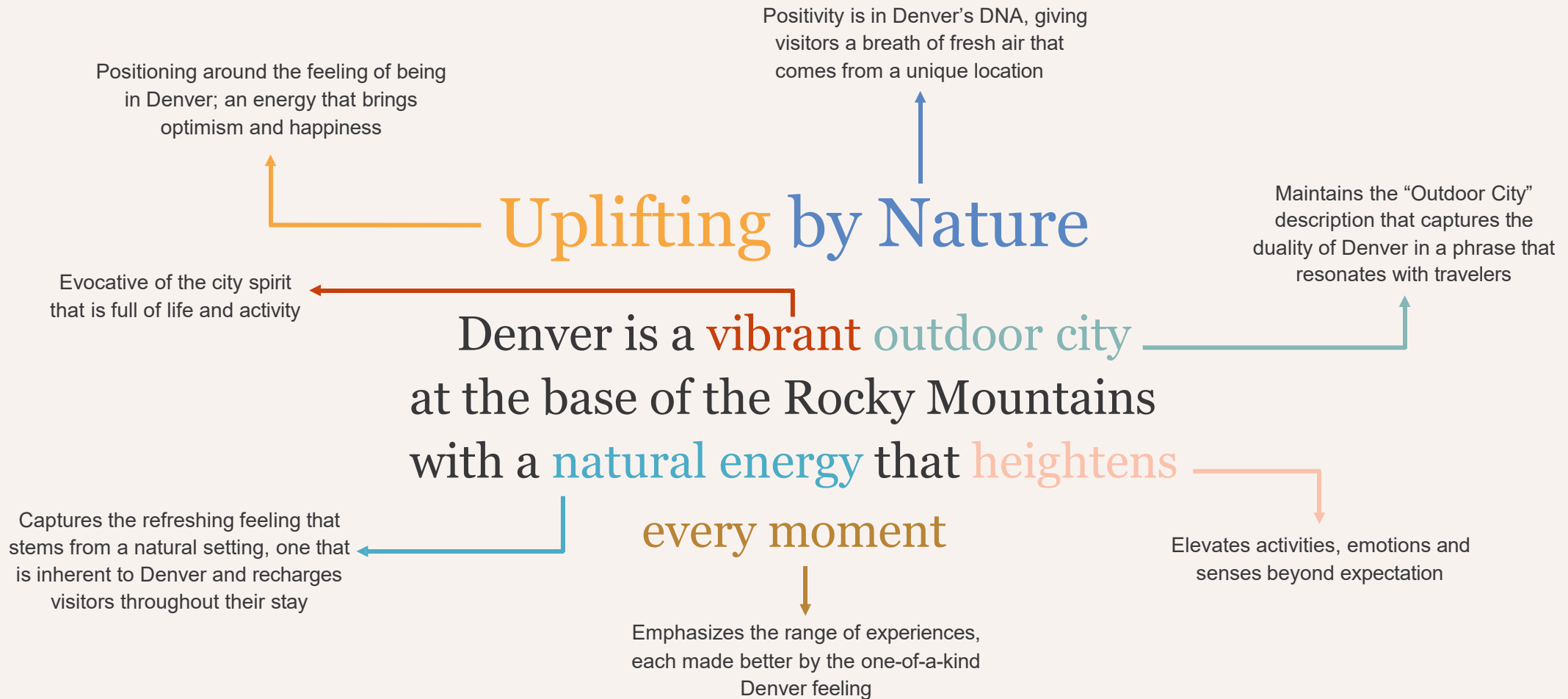
Tone & Voice

Uplifting by Nature

Denver is a vibrant outdoor city at the base of the Rocky Mountains with a natural energy that heightens every moment

BRAND POSITIONING

WHAT THE BRAND STANDS FOR IN THE HEARTS AND MINDS OF VISITORS



Brand Positioning

Brand Promise

Brand Personality

Differentiated Benefit

Points Of Difference

Reasons To Believe

Tone & Voice

Our brand promise is to be an energizing destination that blends outdoor and urban experiences, where visitors can create a one-of-a-kind escape that inspires a sense of wonder and connection.

Brand Positioning

Brand Promise

Brand Personality

Differentiated Benefit

Points Of Difference

Reasons To Believe

Tone & Voice

Lively

Down-to-earth

Open-minded and inviting

Dynamic

Inventive

Brand Positioning

Brand Promise

Brand Personality

Differentiated Benefit

Points Of Difference

Reasons To Believe

Tone & Voice

Invigorating sense of
relaxation and exhilaration

Brand Positioning

Brand Promise

Brand Personality

Differentiated Benefit

Points Of Difference

Reasons To Believe

Tone & Voice

- The only Mile High City with dominating Continental Divide views in a sophisticated city setting
- Denver’s pioneering roots inspire a thriving, enterprising community that comes together to create unique experiences
- The Rocky Mountain spirit creates a warm, open-minded atmosphere that invites visitors to come as they are
- An active city that thrives in the beauty of every season

Brand Positioning

Brand Promise

Brand Personality

Differentiated Benefit

Points Of Difference

Reasons To Believe

Tone & Voice

- Crisp air, 300+ days of sunshine and illuminating ever-present mountain views create a feeling of possibility for visitors of all ages
- History of discovery and collaboration is the foundation of the crafted experiences that make every trip to Denver distinct and memorable
- Accepting locals with diverse backgrounds and perspectives create an atmosphere that invites visitors to be a part of the culture and try new things
- Commitment to sustainability by residents and local businesses enhances Denver, making it a destination visitors feel makes a positive impact
- Green spaces in the city and close proximity to the mountain playground provide visitors unique access to outdoor activities alongside urban attractions (arts, culture, dining, events)

Brand Positioning

Brand Promise

Brand Personality

Differentiated Benefit

Points Of Difference

Reasons To Believe

Tone & Voice

Youthful attitude (transcends age)
Welcoming, friendly, genuine
Active, vibrant, enthusiastic, intrepid
Bold, crisp, creative
Playful, laid-back, informal

ELEVATOR PITCH

SHORT NARRATIVE THAT DRIVES INTEREST

Denver is a vibrant outdoor city at the base of the Rocky Mountains with a natural energy that heightens every moment.

Known for crisp mountain air, sunshine and expansive blue skies, it's a destination of discovery that thrives in the beauty of every season—offering an escape that uplifts and invigorates travelers with every visit.

WE ARE NOT

WE ARE

Ordinary sites and attractions	Experiences that evoke an extraordinary feeling
A dusty “cow town”	Savvy enterprisers, born of industriousness and collaboration
Rural or remote	Deeply connected to nature and the amenities of a big city
Careless or lackadaisical	Active go-getters with an easygoing attitude
A small mountain town	A dynamic city with invigorating Rocky Mountain spirit
Pretentious or ostentatious	Thoughtful trailblazers and expert tastemakers
Stuck in the past	Perpetual ingenuity
A passthrough stop	A magnetic destination that entices repeat exploration and discovery
An intense metropolis	Inspiring big city possibilities in a welcoming atmosphere
Stuffy or exclusive	Open and approachable
Cold concrete and endless skyscrapers	Walkable streets, parks, patios, blue skies, and sunny vibes
Chains, big box stores, and mega malls	Crafted, one-of-a-kind shops, stops, and experiences; artisanal
Cultureless	An enriching global community; a convergence of diverse people and perspectives
Up-and-coming	Established and thriving
Shiny and new	Historic revival, ever building on a resourceful and resilient past
This or that	This <i>and</i> that

Thank you.



VISIT DENVER

Board of Directors Retreat

J. J. Ament

Denver Metro Chamber of Commerce

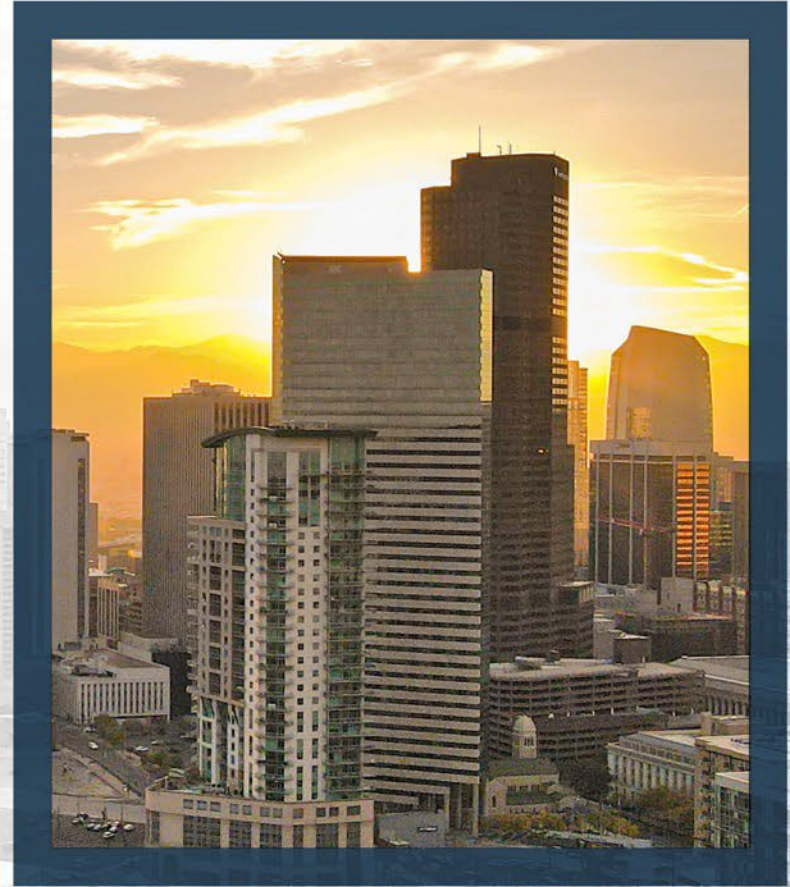
&

Kourtny Garrett

Downtown Denver Partnership



DENVER METRO CHAMBER OF COMMERCE



Denver Metro
Chamber of
Commerce

DENVER CHAMBER TRUSTEES



ONE ORGANIZATION: THREE AREAS OF EXPERTISE



- Government Affairs
- Colorado Competitive Council
- Marketing & Communications, Events and Member Programs
- Membership Sales
- Finance & Operations



Metro **Denver**EDC

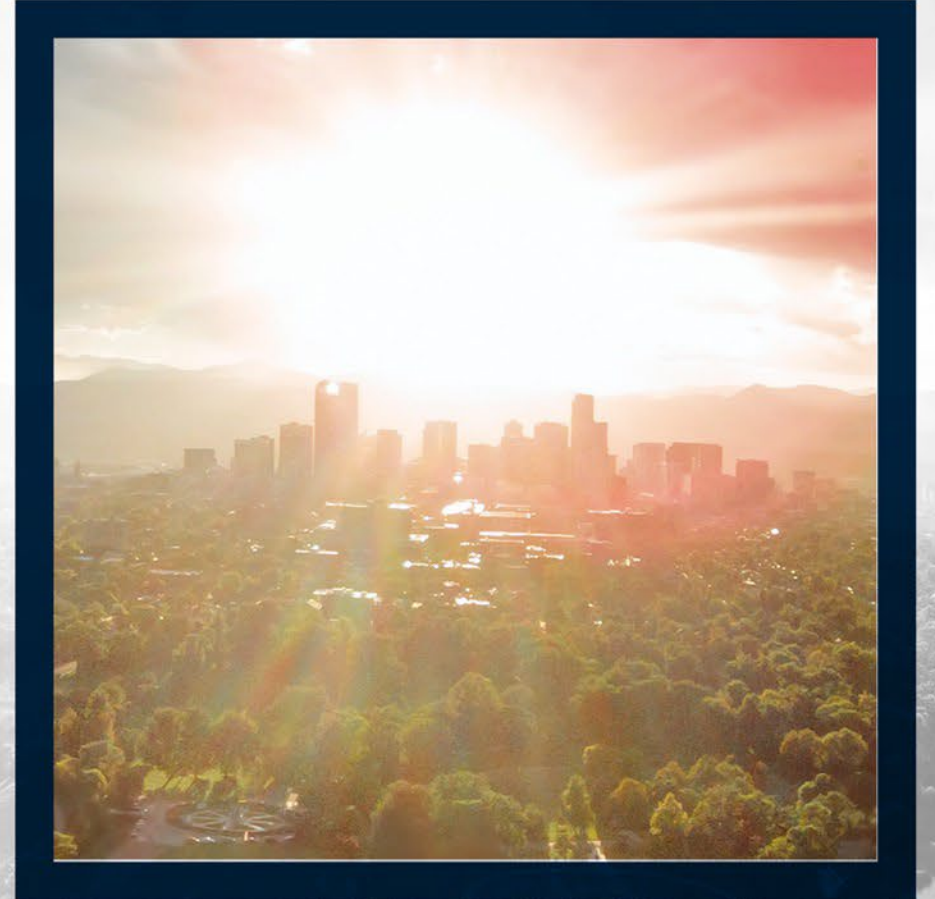
- Corporate Attraction & Expansion
- Small Business Development Center
- Economic Competitiveness



- Leadership Development Programs
- B:CIVIC
- Alumni Network

THE ELEVATION EFFECT

The Elevation Effect is not just about the altitude of our beautiful state. It's about the attitude embodied by those who call this place home, and those considering it. It's a compelling way to communicate the spirit of doing business — and living life to the fullest — in the Metro Denver region.



THE DENVER YOU DIDN'T KNOW VIDEO





Downtown
Denver
Partnership

Brand Alignment

Our Voice

Consumer



Business



myden♥er



The Downtown Audience:

Metro-wide
Residents
Employees
Visitors
Businesses

Downtown Denver is a place for everyone

“
People were proud of the city. They could name 10 things to do downtown, and now we can't do that. So that's what we have to get back.

“
People use downtown in so many different ways, and I don't think they realize it. I think they separate the activity from the place for some reason.

“
They're constantly talking about individual businesses and people behind them, and the experience of the area. If we can get to that, we gain our swag and our coolness.

“
We do have good restaurants. We do have good shopping here. We do have great bars, but we're never telling that story.

“
People's sentiment is that downtown's a hassle because there's no place to park. They don't think of walking down 16th Street to get to where they're going as part of their night.

“
They come first to a show at the DCPA or they'll come for dinner at one of our restaurants...how do we get them to start to think about the layers of what happens in our downtown?

Goal:

**Increase the Number of
People Downtown**

(Denver Metro, Residents, Downtown Workers, Visitors)

How:

Curb Perception

(Outperform Negativity from the Media / Build Positive Sentiment)

By:

Build Awareness

(Remind the community that there is so much They Love about Downtown)

BRAND ADVANTAGE

The MyDenver Campaign is a celebration of our city. It shines a light on the people who make Denver all that it is, and the city's unique ability to let people discover their true selves.

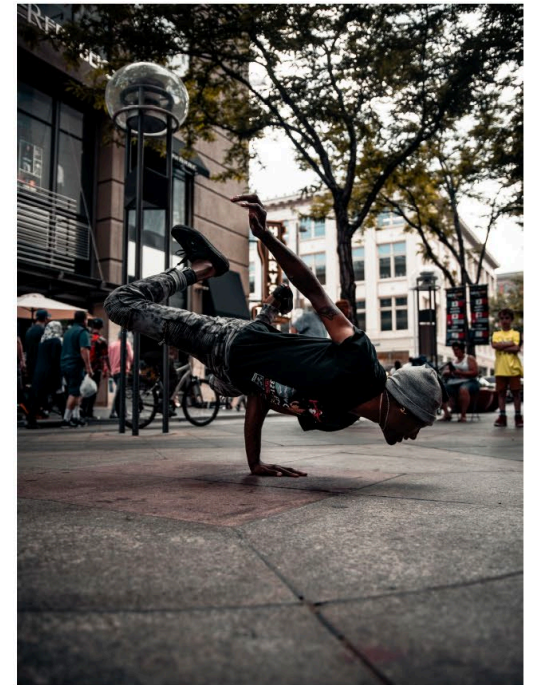
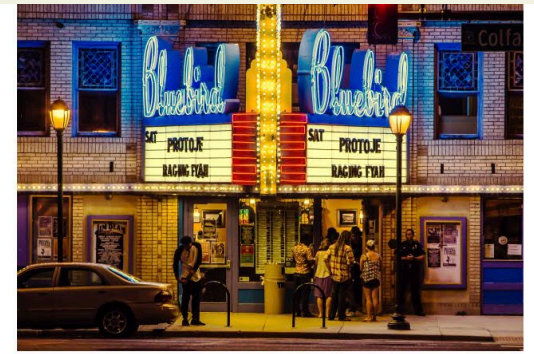
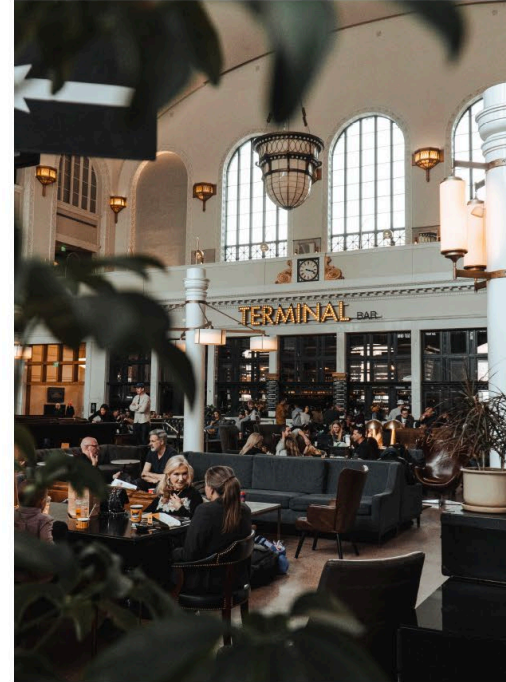
From the out-of-town transplants to the born-and-raised, the young and the old, the creatives and the suits, the outdoor enthusiasts and the ones who are a bit more....indoorsy, we all share one thing in common.

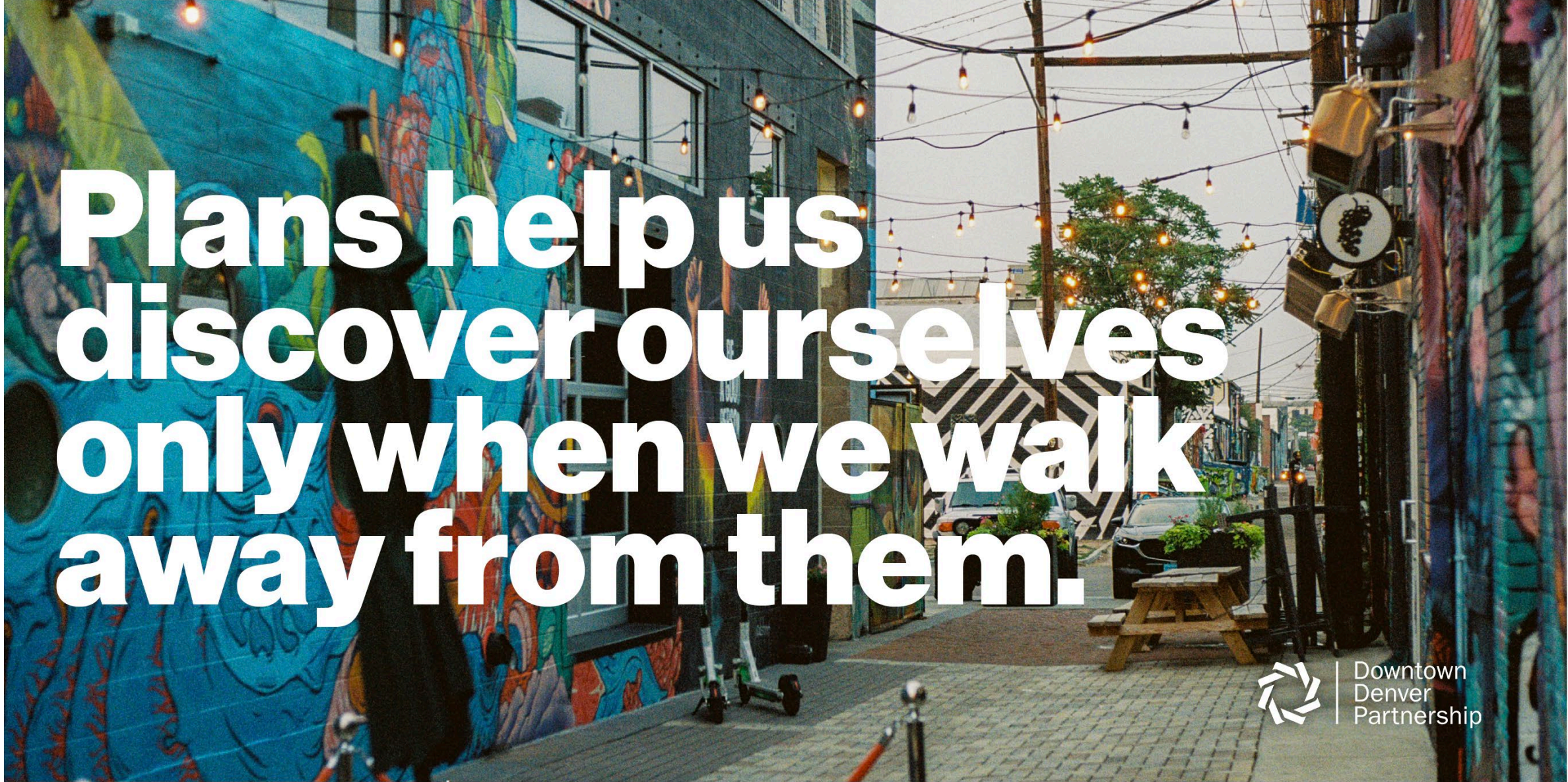
**What we choose to experience in Denver, shows us our true selves.
And that's something worth celebrating.**

h.

Campaign Strategy

Find Yourself In Denver





**Plans help us
discover ourselves
only when we walk
away from them.**



Downtown
Denver
Partnership

Awareness

To build awareness for mydenver we will have a 3-part approach.
Comprised of a mydenver anthem film, out of home strategy and social toolkit.


01 **Film**

02 **Out of Home**

03 **Social Toolkit**

myden♥er

Downtown



myden♥er
FACES OF DOWNTOWN

DANIEL VENEGAS
Xcel Energy

FAV LUNCH SPOT
Bubu
Mexico City Lounge

**BEST SPOT TO STAY
CAFFEINATED**
Maven Hotel Cafe

**WHERE ONE DRINK
CAN TURN TO FIVE**
Four Seasons Hotel

FAV HIDDEN GEM
Run For The Roses

FacesofDowntown Daniel
DowntownDenver




myden♥er
FACES OF DOWNTOWN

RACHEL BOLIN
Apex Design

**FAV SPOT TO STAY
CAFFEINATED**
Kaffe Landskap

**MUST SEE
FOR DENVER
NEWCOMER**
Larimer Square

**WHERE ONE DRINK
CAN TURN TO FIVE**
Pony Up

FAV HIDDEN GEM
Jovanina's

**BEST SPOT FOR A
LAST MINUTE GIFT**
REI

FacesofDowntown Rachel
DowntownDenver



myden♥er
Volunteers

Denver belongs to each of us. It is our responsibility to help maintain our parks, streets, and public areas. We are here to serve the community and take care of those in need. We are proud of our Denver and will continue donating our time and energy to keeping it a place for everyone.

Find opportunities to volunteer below. If you would like your volunteer opportunity to be placed on this page, please [contact us here](#).



myden♥er
leads



myden♥er

TREMONT

FREE MALLRIDE

LIVE! LITER! CONVERSATION!

DOWNTOWN OPEN

PRESENTED BY **Pacific**

A STREET STYLE RAIL JAM EVENT

FEBRUARY 22ND, 2020

CIVIC CENTER PARK
DENVER, CO

5PM - 10PM

HOSTED BY JACK WYBARI



free MallRide

1684

RTD

HOF-048

mydenver

100 ST. MALL
PROHIBITED VEHICLES
AUTHORIZED VEHICLES
ONLY

- NO PARKING
- NO STOPPING
- NO STANDING
- NO LOADING/UNLOADING
- NO DELIVERIES
- NO PICKUPS
- NO TRUCKS
- NO TRAILERS
- NO BUSES
- NO MOTORHOMES
- NO RIGS
- NO CRANES
- NO CONSTRUCTION EQUIPMENT
- NO REFRIGERATED TRAILERS
- NO REFRIGERATED TANKERS
- NO REFRIGERATED TANKERS
- NO REFRIGERATED TANKERS

NO PARKING

A person with dark curly hair, wearing a grey hoodie, a brown jacket, and green jeans, is sitting on a metal structure. They are looking down at a smartphone in their hand. The background is a plain, light grey color. The text 'myden♥er' is overlaid in the center of the image.

myden♥er



myden♥er



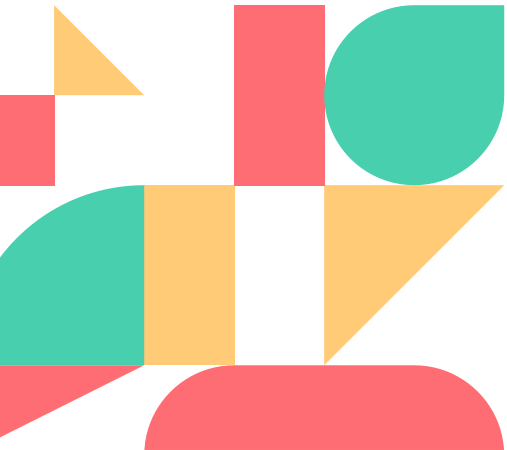
VOICE OF THE DOWNTOWN ECONOMY



CORE ECONOMIC DEVELOPMENT FUNCTIONS

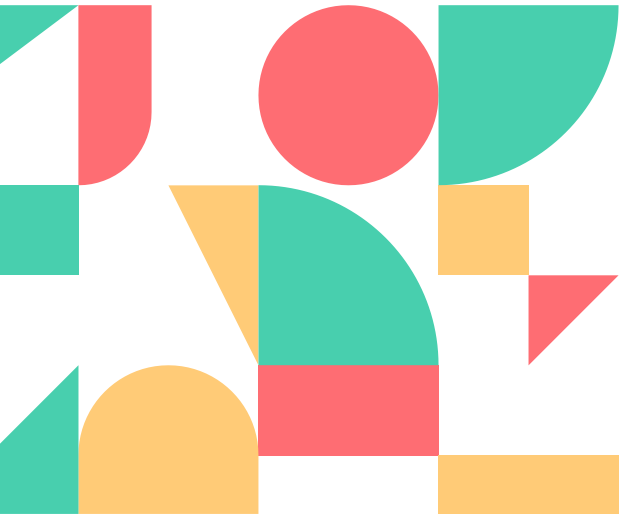
Convene
Connect
Strategize

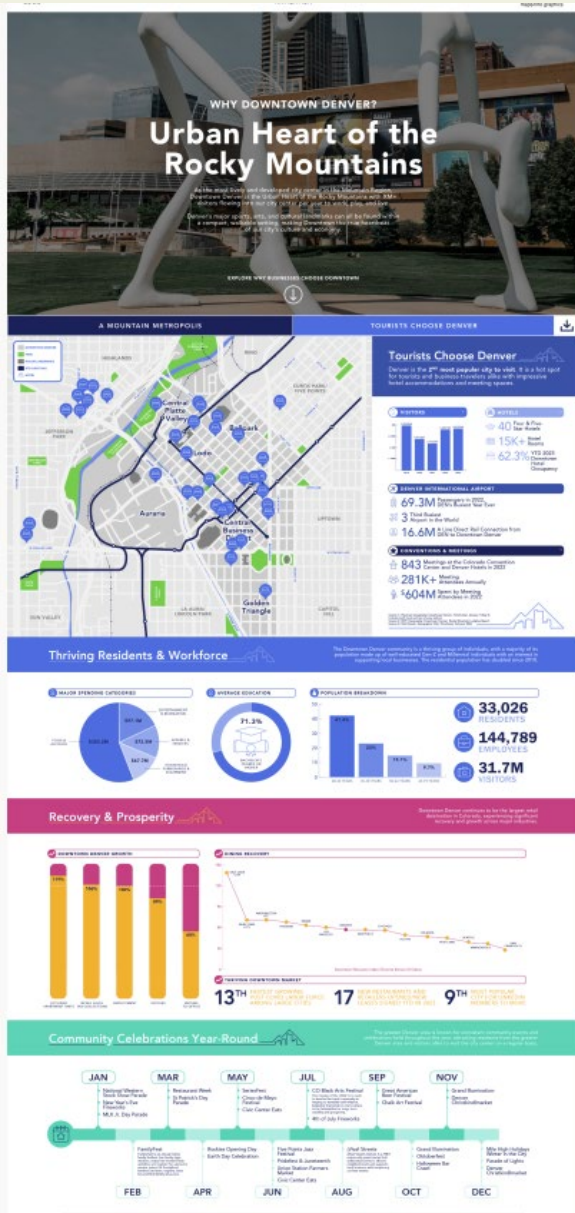
- **Business Recruitment.**
Support large commercial tenant prospect outreach. Lead in building a groundfloor tenant pipeline.
- **Business Retention.**
Support and lead engagement with major employers and leaseholders. Administer small business retention grants.
- **Business Development.**
Support and lead opportunities for growth among existing and pipeline businesses.
- **Voice of the Downtown Economy.** Build a clearinghouse for downtown data that is readily accessible to stakeholders and the media.



RETENTION/ RECRUITMENT RESOURCE

- **Data** - act as clearinghouse for broker data, including customer demographics, ped counts, tourism, arts, and accessibility
- **Website** - create "Why Downtown Denver" website as one-stop shop for data, downtown images and other resources.
- **Thought Leader** - maintain and update data monthly and message to broader public via conference panel participation, media interviews, site tours, and social media posts.





A Shared Tool | whydowntowndenver.com

We are building a non-branded landing page to serve property owners and brokers, providing three key use cases.

1. EDUCATE

Keeping partner organizations, property owners and brokers up-to-date with latest data surrounding downtown.

2. EMPOWER

All info graphics will be easily downloadable and simple for others to implement into their individual sales decks.

3. ASSIST

Brokers, owners and partner organizations will be able to send prospects to a single 3rd party source that holds power as a complimentary voice in their sales pitch.

4. RECRUIT

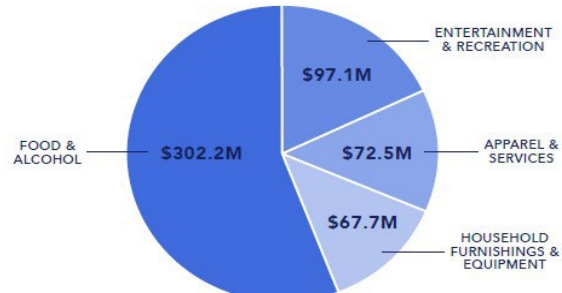
Our team is out, boots on the ground, recruiting businesses of all sizes and working closely with organizations like the Metro EDC nationally and internationally

DOWNTOWN SPECIFIC

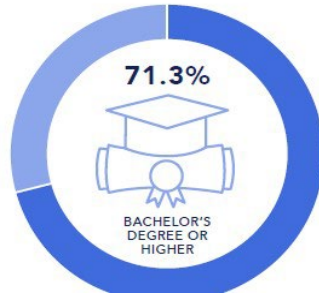
Thriving Residents & Workforce

The Downtown Denver community is a thriving group of individuals, with a majority of its population made up of well-educated Gen-Z and Millennial individuals with an interest in supporting local businesses. The residential population has doubled since 2010.

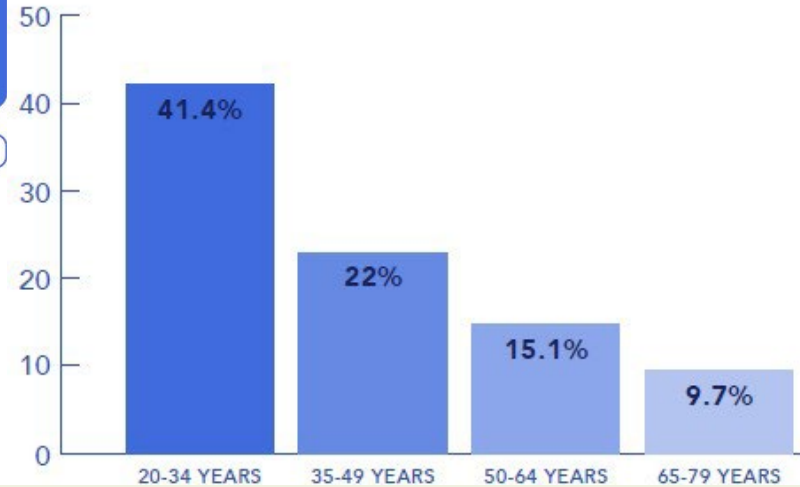
MAJOR SPENDING CATEGORIES



AVERAGE EDUCATION



POPULATION BREAKDOWN



 **33,026**
RESIDENTS

 **144,789**
EMPLOYEES

 **31.7M**
VISITORS

RECRUITMENT

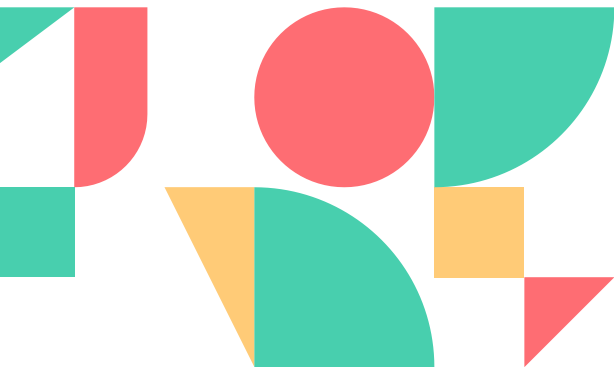
In 2022-23, DDP joined the Metro Denver EDC on out-of-market CRE recruitment visits to Austin, NYC, and San Diego; attended ICSC; and scouted retail/restaurant prospects in Chicago, Portland, D.C. and NYC. In 2023-24, the **Business Recruitment Task Force** will advise on specific tenancing strategies for key nodes along the iconic 16th Street commercial corridor.

DEVELOPMENT

In 2022-23, Popup Denver offered two tracks: one, to recruit neighborhood businesses downtown; and a second, for early stage retail entrepreneurs. In 2023-24, the **Business Development Task Force** will advise the design of a broader, intentional ecosystem approach.

RETENTION

In 2022-23, DDP focused its Return-to-Office efforts on supporting the needs of major lease-holders and employers. In 2023-24, the **Business Retention Task Force** will advise on the continued development of the "Why Downtown Denver" website and external resources needed to achieve an effective retention strategy.



myden♥er



Thank You