



VISIT DENVER

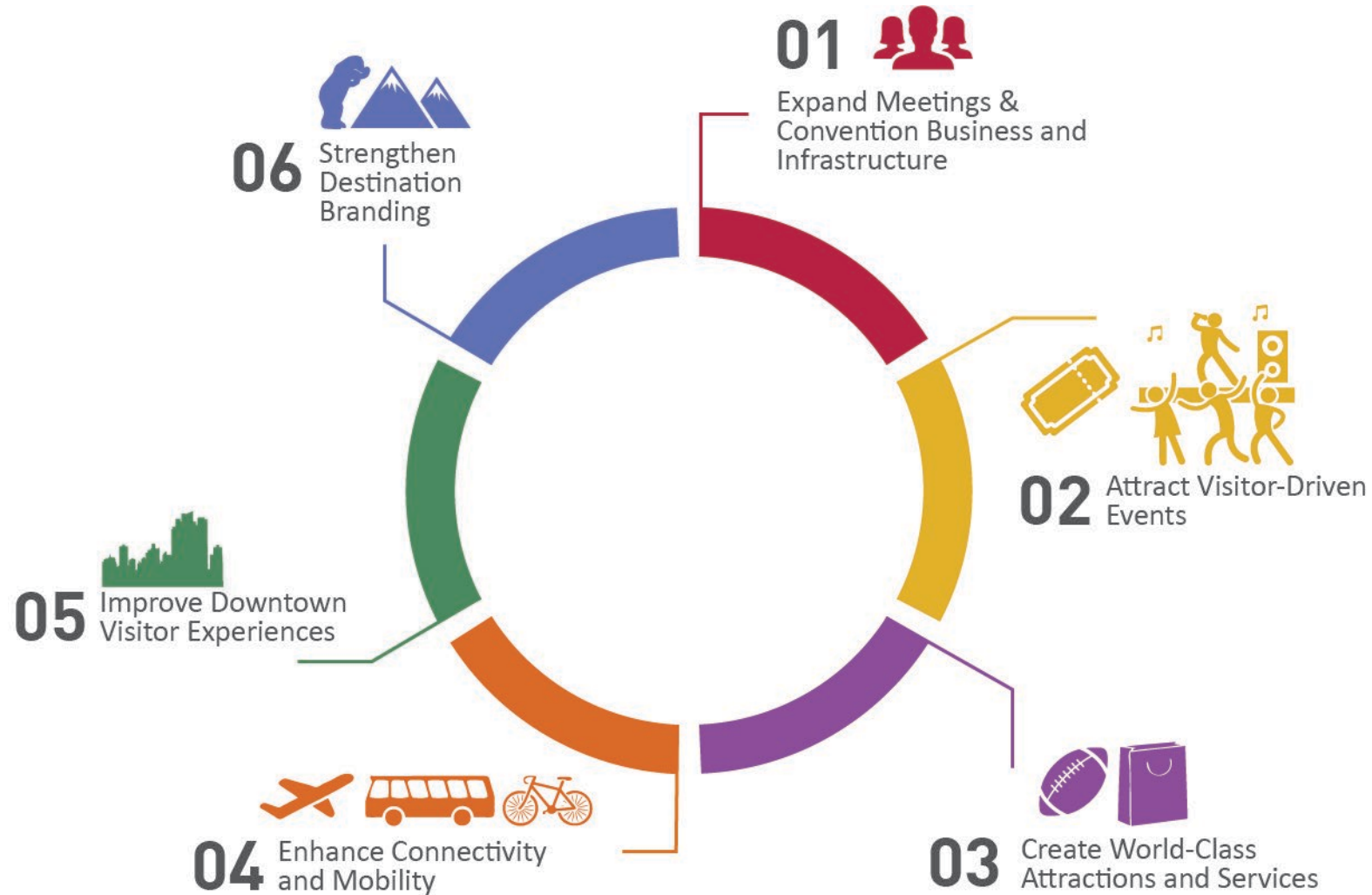
Board of Directors Retreat

August 24, 2023

Devil's Thumb Ranch



2016 TOURISM ROADMAP



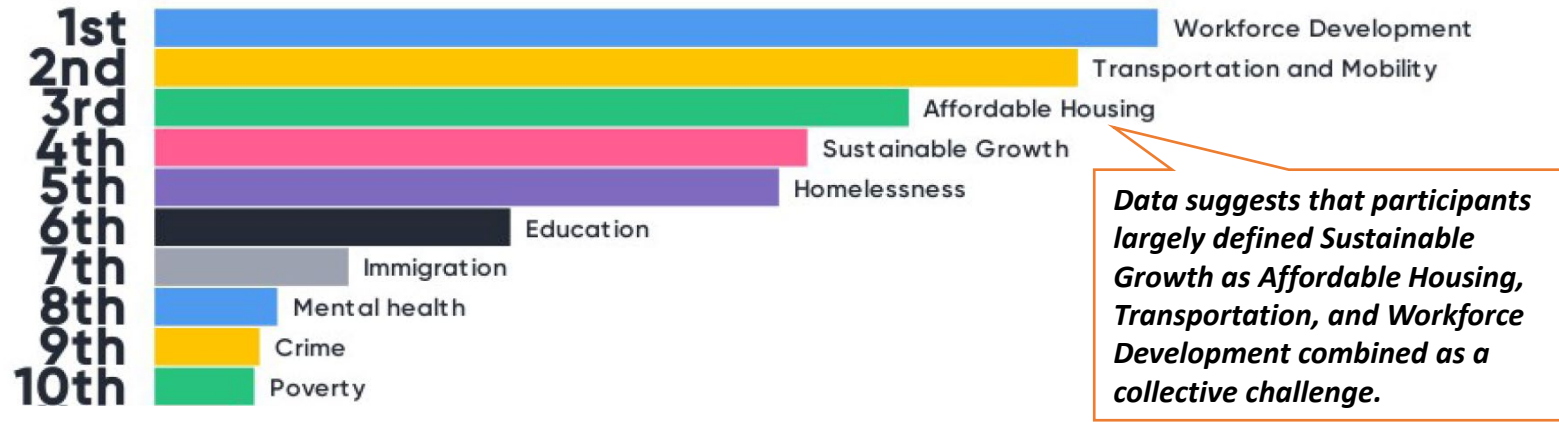
DENVER TOURISM ROADMAP



2025 Destination Plan

2018 SOCIAL IMPACT STRATEGY

Board Chose Top 10 Most Relevant Challenges



A woman with voluminous curly hair is seated at a wooden desk in a bright, modern office. She is wearing a light pink sleeveless top with white polka dots and is smiling while looking at a silver laptop. In her right hand, she holds a clear glass cup of coffee with a white lid. On the desk in front of her are a spiral notebook with a blue pen, a small potted plant in an orange pot, a glass jar, and a water bottle. The background features wooden shelves with books and a large green plant hanging from the ceiling.

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



Board decided against a social strategy for Homelessness and Affordable housing as they pose significant barriers for VISIT DENVER. Both have major systemic issues that require greater capital investment, challenging to measure and have greater potential for negative PR and social media ramifications

LEVERAGING VISIT DENVER



WE ARE THE PERCEPTION CREATORS

Utilize Visit Denver's
marketing prowess

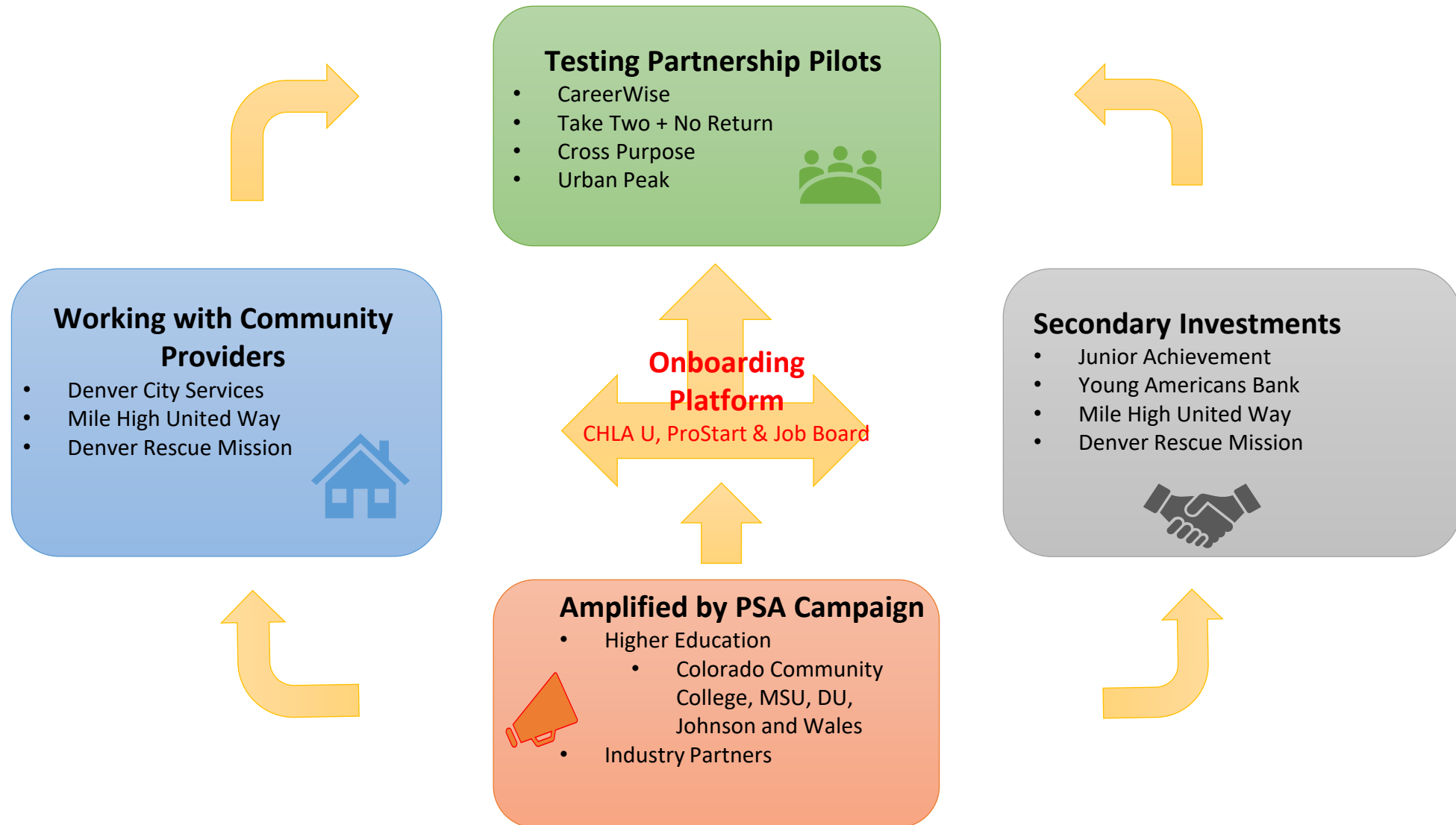
WE ARE THE COALITION BUILDERS

Utilize Visit Denver's
brand to create
collaboration

WE ARE THE IMPACT AMPLIFIERS

Utilize Visit Denver's
unique communications
platform

2019 SOCIAL IMPACT IN ACTION



PAST ACTIONS



SCHOLARSHIPS

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

JUNIOR ACHIEVEMENT

Funded pilot program in high schools during academic year

EDUCATION & TRAINING

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

RESEARCH

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

DENVER DAY WORKS

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

YESTERDAY & TODAY



2021 Board Retreat

Presenter, Mike Gamble “From Furlough to Famine”

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

2022 Board Retreat

Angie Briggs, USTA

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



VISIT DENVER

Board of Directors Retreat

Workforce Development: Social Impact & Communication Plan

**Kelly Pierson &
Emily Lapham**
Prosono



August 2023



Board Presentation

Workforce Development
Marketing Initiative

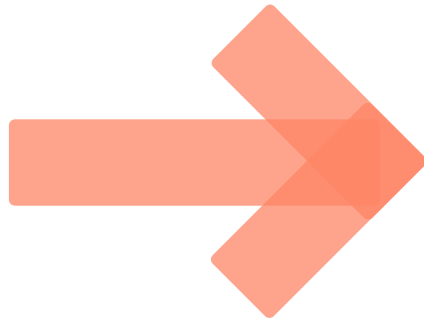
Project Overview

Process and Outcomes

Beginning in 2019, VISIT DENVER has strategically addressed workforce development challenges in the travel industry

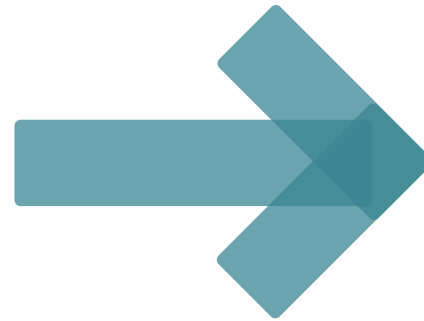


As VISIT DENVER kickstarted the strategy revamp earlier this year, the org navigated a complex, evolving environment



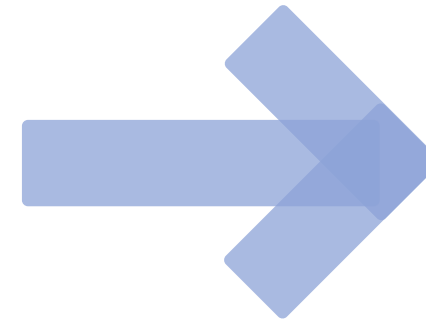
External: Complex Workforce Challenges

- » Solutions required for both near- and long-term challenges
- » COVID-19 pandemic exacerbated long-term issues
- » Need to increase awareness of skills and opportunities across industries
- » Gaps of needs and offerings



Internal: VISIT DENVER's Role Undetermined

- » Travel industry and subsectors need a workforce rebranding
- » VISIT DENVER should consider targeted messaging tactics
- » Other partners seek support in a variety of ways



Outstanding: Where should VISIT DENVER start?

- » Diverse set of prospective workers
- » Multiple possible tactics and strategies

VISIT DENVER considered a diverse set of workforce prospects to focus this work on

01 Youth

02 College and University Hospitality Students

03 Undecided 18-20-Year-Olds

04 Historically Underserved

05 Justice-Involved

06 Leading Aged

07 Military

While the scope of workforce priorities are broad, VISIT DENVER chose to initially focus on a specific area



Research Insights

Over the past two months, we have learned from diverse stakeholders and resources about where we should focus



**11
Interviewees**

Connected with
industry and
education
stakeholders



**320 Survey
Respondents**

Surveyed 18-20-
year-olds across
the Denver Metro
and other
Colorado regions



**17 DMOs'
Workforce Dev
Initiatives**

Explored best
practices and
lessons learned
from DMOs
globally



**Extensive
Secondary
Research**

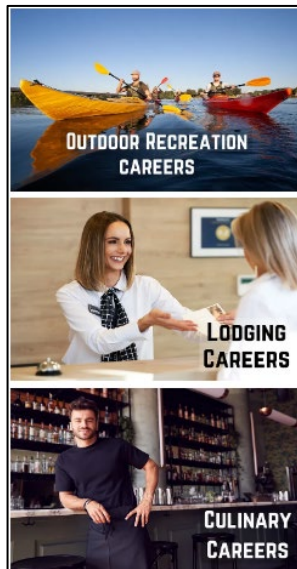
Compiled
research on young
adults, industry
challenges, and
effective
connection points



We first investigated what other DMOs have accomplished in workforce development



Example: Visit Baltimore



Example: Maine Tourism Association



Example: Visit Greater Palm Springs

Key Findings

- » DMOs employ a variety of workforce development strategies across Market, Educate, and Connect roles
- » Initiatives often align with the city or organization's diversity, equity, and inclusion work
- » Distinct messaging themes are required to connect with individuals already interested in the industry versus those *operating outside of it*
- » While many DMOs identify workforce development as a key strategy or value, there are fewer full-scale marketing campaigns than expected

Our research illuminated how we industry opportunities might resonate with our target audience



An emphasis on flexibility and wellness

While these concepts may differ in meaning to each individual, they resonate across the target demographic



Authentic, real-life storytelling

Communicating clearer opportunities for career advancement with digestible, engaging ‘case studies’



Exciting career paths in nontraditional ways

There’s a decreased reliance on obtaining a four-year degree as a prerequisite for a rewarding, compelling career



Evolving work-life preferences for all generations

In a world with diversifying options, there are more choices for how to ‘make work work for you’



‘Be anything’ in these industries

Transferable skills and the ability to try new things is both relevant to these industries and appealing to Gen Z



Meaningful work and social connection

Coming out of a period of ‘becoming an adult,’ this work brings opportunities to connect with one another and those the industry serves



VISIT DENVER

Board of Directors Retreat

Workforce Development:

Social Impact & Communication Plan

Lauren Hutchinson

The Tarrance Group



Visit Denver Statewide Survey

Field Dates: July 12-26, 2023

Financial stability is the most important motive when pursuing a job.

More than half indicate working in the hospital, leisure, and/or outdoor recreation activities at some point. Respondents offer customer service, helping/understanding people and the community, as what they enjoyed or valued the most.

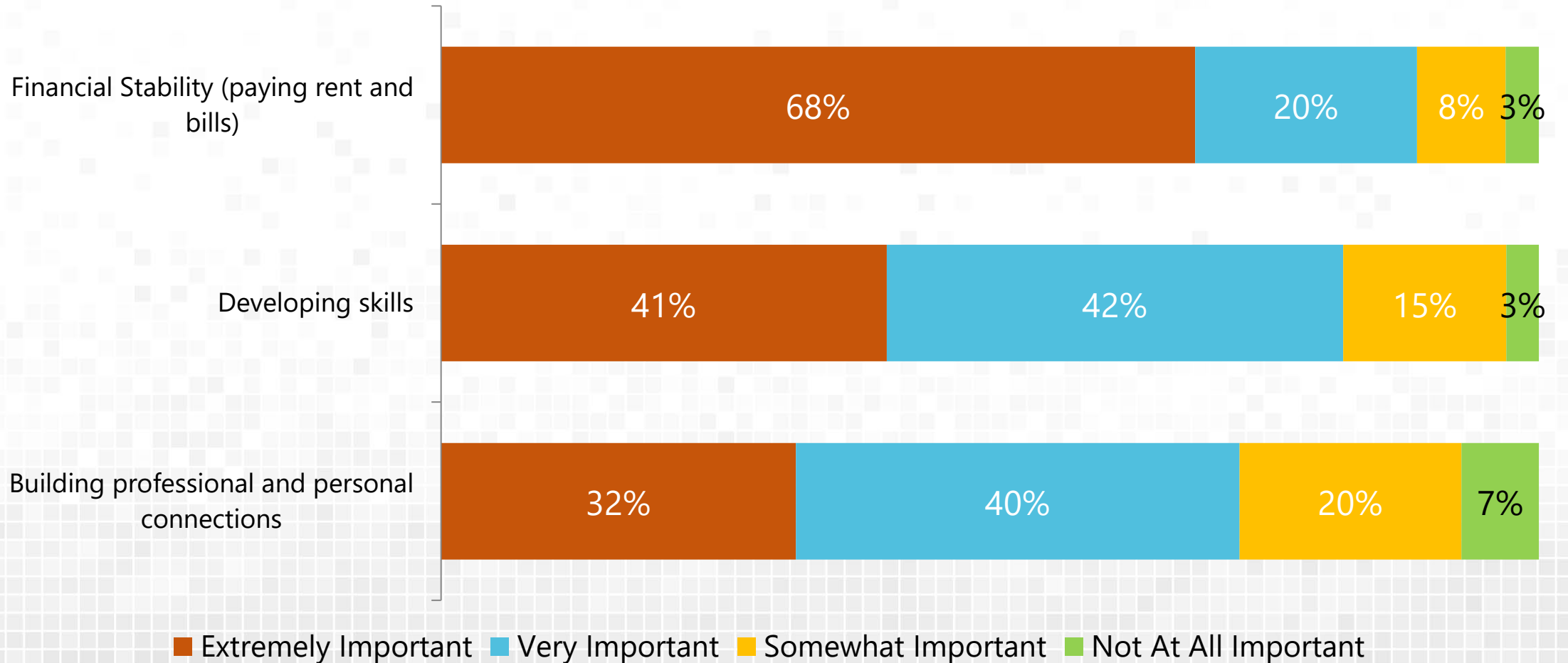
Fully 73% express they would consider a career in the hospitality, leisure, and outdoor recreation industries. This is a targetable audience.

The platform most used daily among these 18–20-year-olds is an audio streaming service, like Pandora or Spotify.

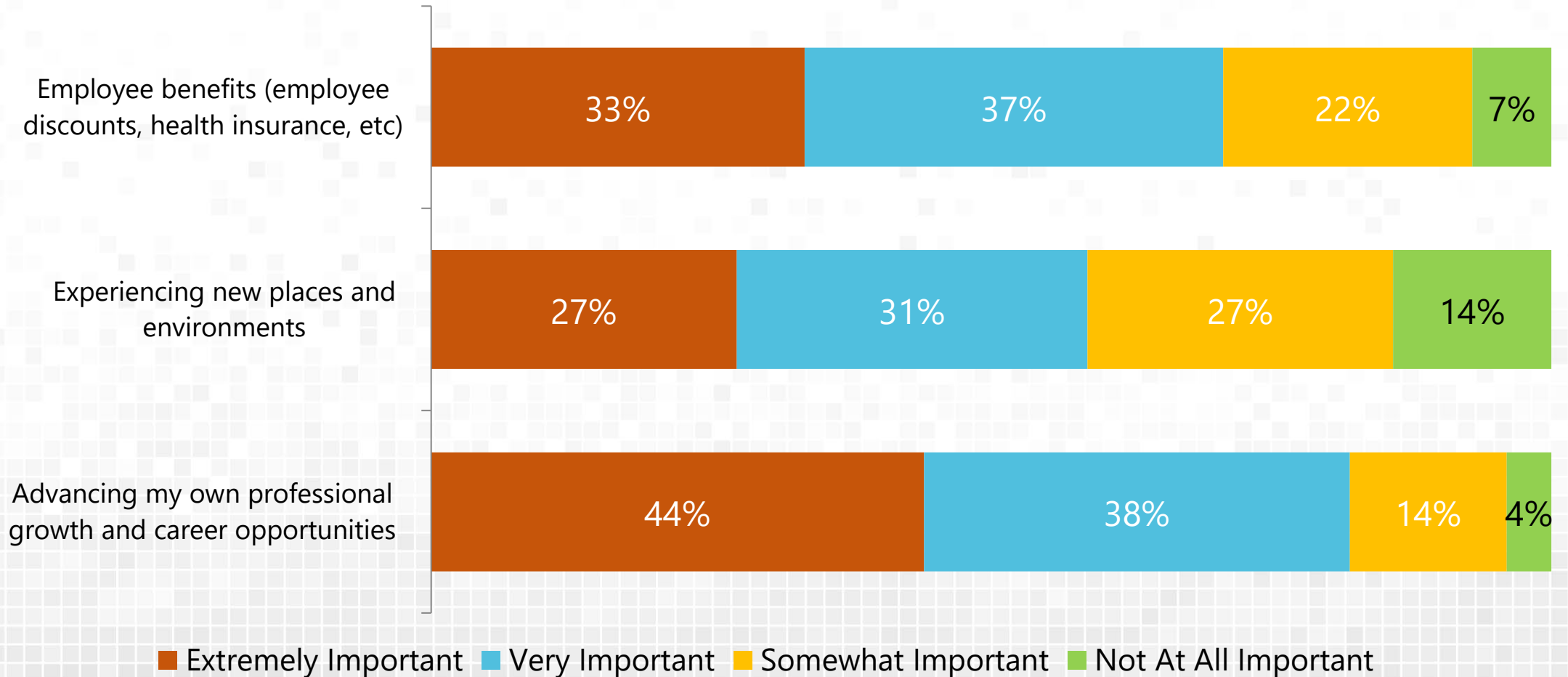
When it comes to trust, these respondents express the same skepticism felt throughout society, most platforms are not to be trusted.

Online job boards prove to be the top source this demographic group uses when seeking out employment opportunities.

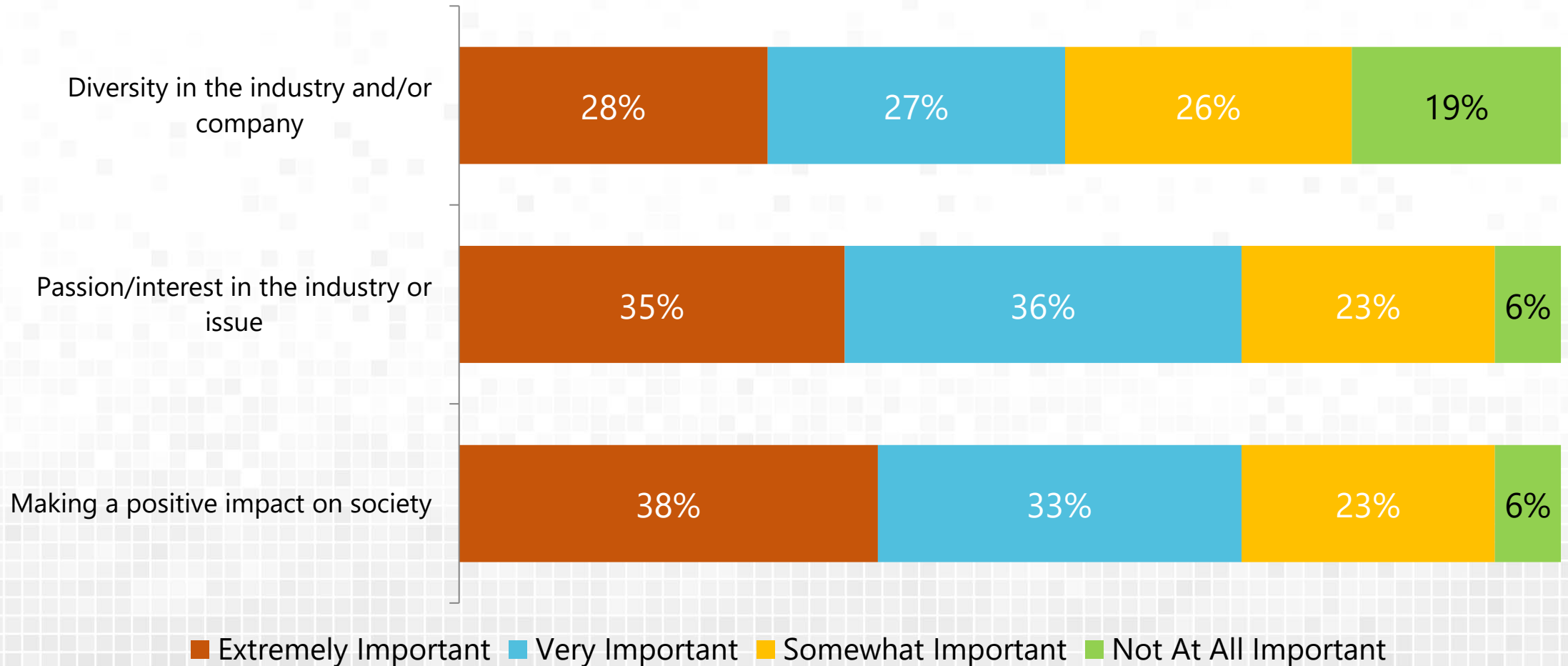
JOB SEARCH MOTIVES I



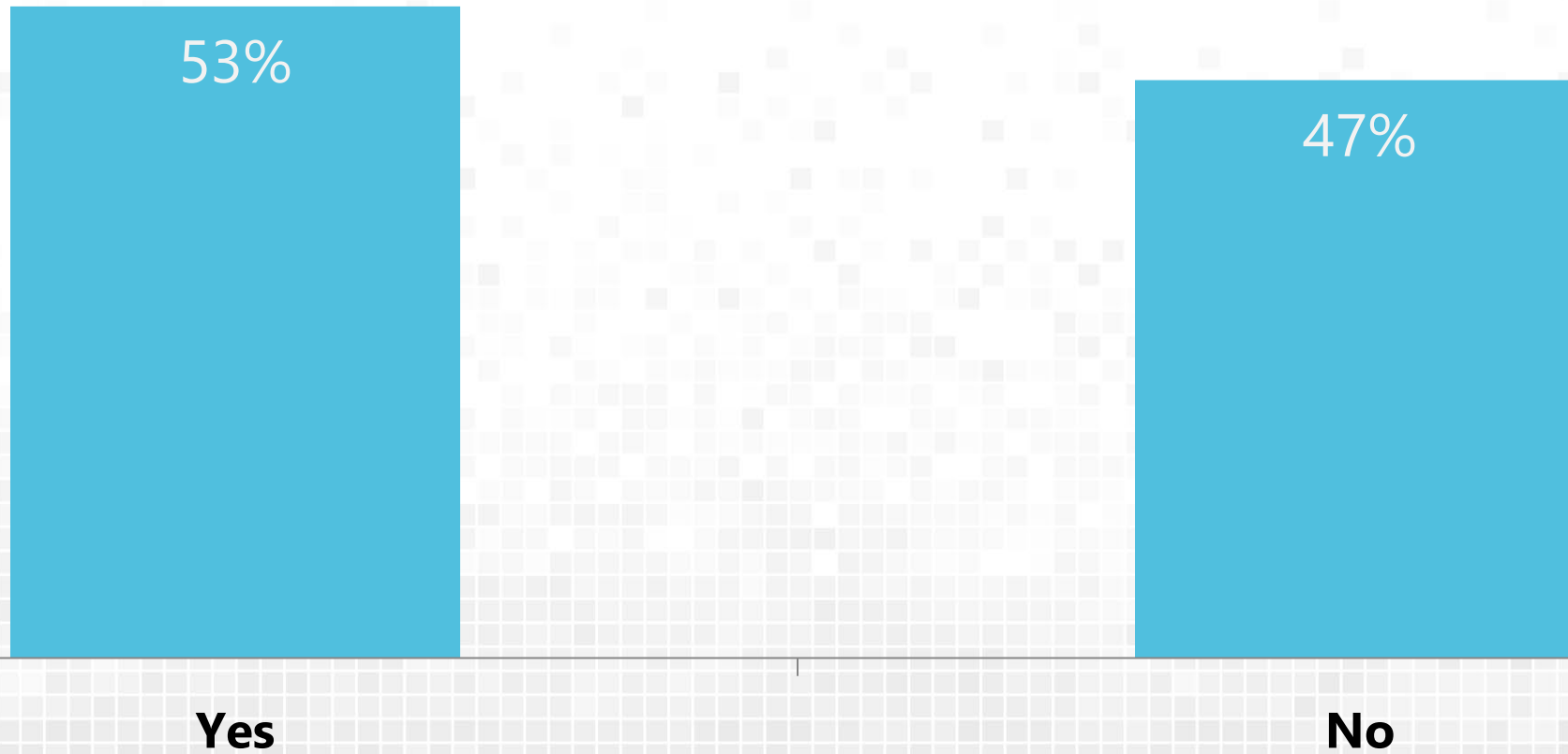
JOB SEARCH MOTIVES II



JOB SEARCH MOTIVES III



Do you have any job experience in hospitality, leisure, and/or outdoor recreation industries?



And, being as specific as you can, what did you enjoy about or value most in that job(s)?

(If Value=1 ("Yes") in Q11, Asked of N=128 Respondents, or 54.2% of Sample)

Q12A Open-Ended Responses	Percent (%)
Customer Service (helping people & community/understanding people)	43%
Good pay/stability	13%
Ability to be outdoors	12%
Learning new skills	9%
Coworkers	9%
Treatment of employees	6%
General positive experience	4%
Unsure/refused	4%

And, being as specific as you can, what did you enjoy about or value most in that job(s)?

(If Value=1 ("Yes") in Q11, Asked of N=128 Respondents, or 54.2% of Sample)

- *"Working with good people, coworkers and management. Hopefully being able to use those connections later and also learning from them how to grow." – Female, 18 Years, Denver Metro*
- *"Being outdoors and introducing new people to recreation activities they may not have tried before."- Male, 20 Years, Denver Metro*
- *"I enjoy the work environment which fosters an enjoyment of the outdoors, which aligns with my own values."- Male, 18 Years, Denver Metro*
- *"I value human interaction and connections."- Male, 19 Years, Denver Metro*
- *"Gained many social skills, learned how to communicate professionally, learned to value people."- Female, 18 Years, Rest of state*
- *"Making a positive difference in peoples lives." – Female, 18 Years, El Paso/Pueblo*
- *"I love that I'm making the outdoors more accessible for others."- Non-binary, 19 Years, El Paso/Pueblo*

And, being as specific as you can, what, if anything, has prevented you from pursuing a job in these industries?

(If Value=2 ("No") in Q11, Asked of N=108 Respondents, or 45.8% of Sample)

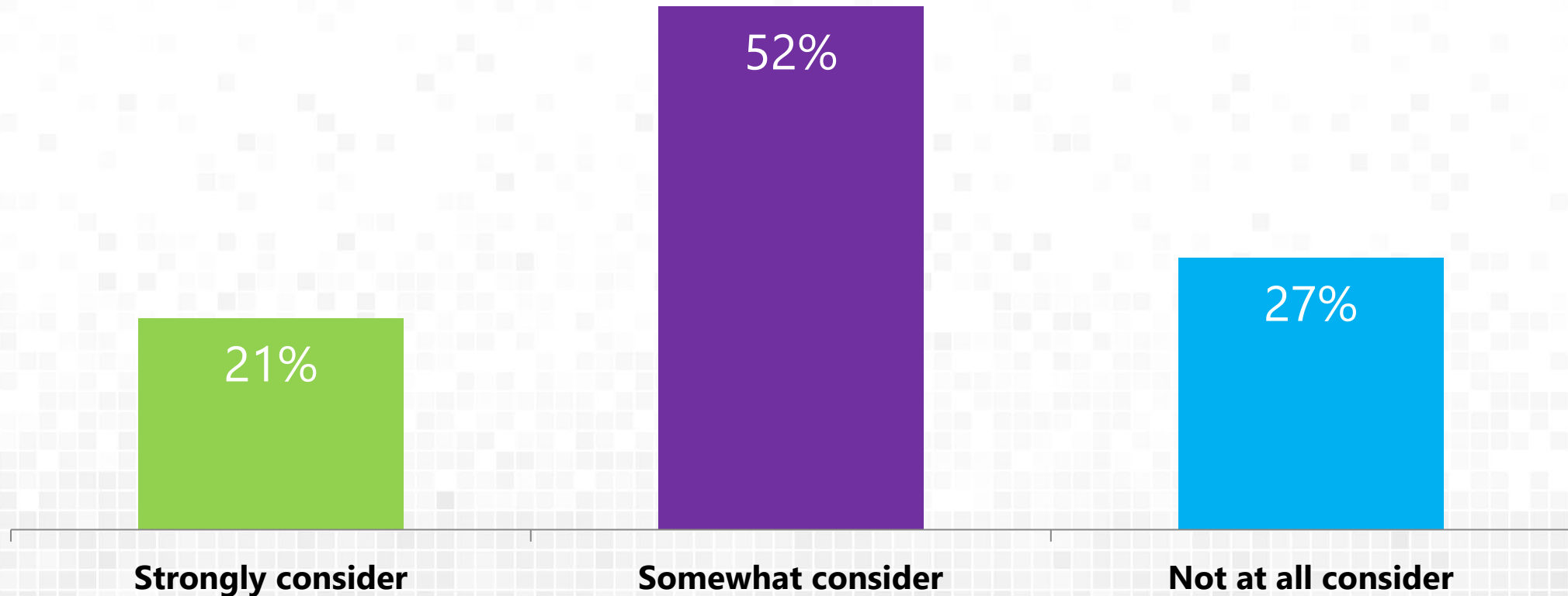
Q12B Open-Ended Responses	Percent (%)
Lack of interest	26%
Lack of opportunity	13%
Working in another industry	13%
Lack of pay	11%
Lack of experience	9%
Currently a student	6%
Customer interaction	2%
Previous industry experience	2%
Unsure/refused	13%

And, being as specific as you can, what, if anything, has prevented you from pursuing a job in these industries?

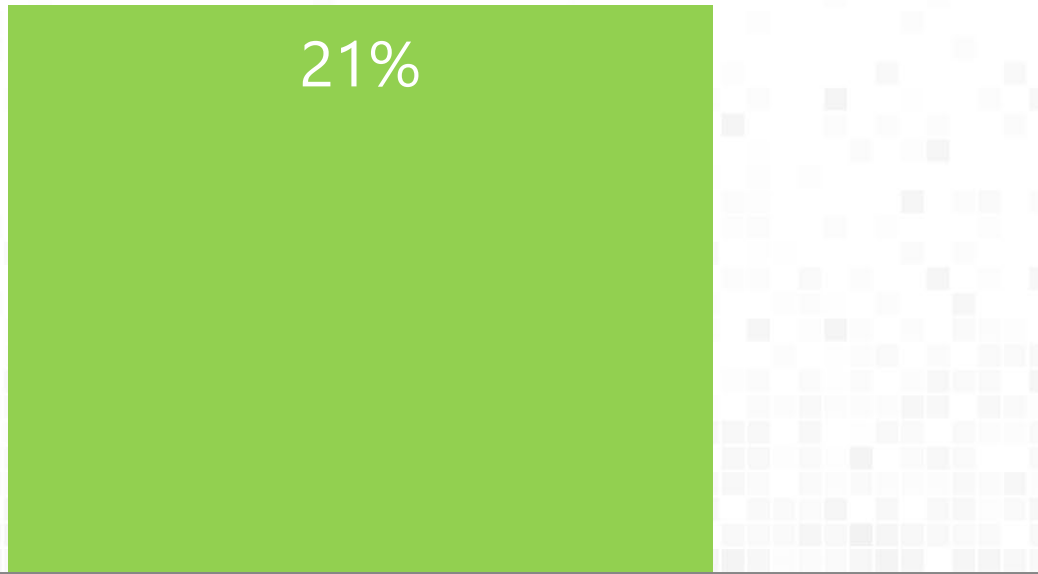
(If Value=2 ("No") in Q11, Asked of N=108 Respondents, or 45.8% of Sample)

- *They do not pay a living wage.”- Male, 19 Years, El Paso/Pueblo*
- *“It hasn’t really been a point of interest for me.”- Male, 20 Years, El Paso/Pueblo*
- *“Lack of opportunity.” – Male, 19 Years, Denver Metro*
- *“Lack of experience, I would love to work with outdoor recreation if I had experience.”- Female, 19 Years, El Paso/Pueblo*
- *“I have trouble finding jobs that are looking for people or paying enough.”- Female, 20 Years, Denver Metro*
- *“Lack of personal interest.”- Non-binary, 18 Years, Denver Metro*
- *“I feel that there would be a lack of financial stability and business stability. This means that I don’t think I’d be making enough money year round to support myself.”- Female, 19 Years, El Paso/Pueblo*

**How strongly would you consider a career in the hospitality, leisure, and outdoor recreation industries?
Would you say that you would strongly consider, somewhat consider, or would not at all
consider a career in these industries?**



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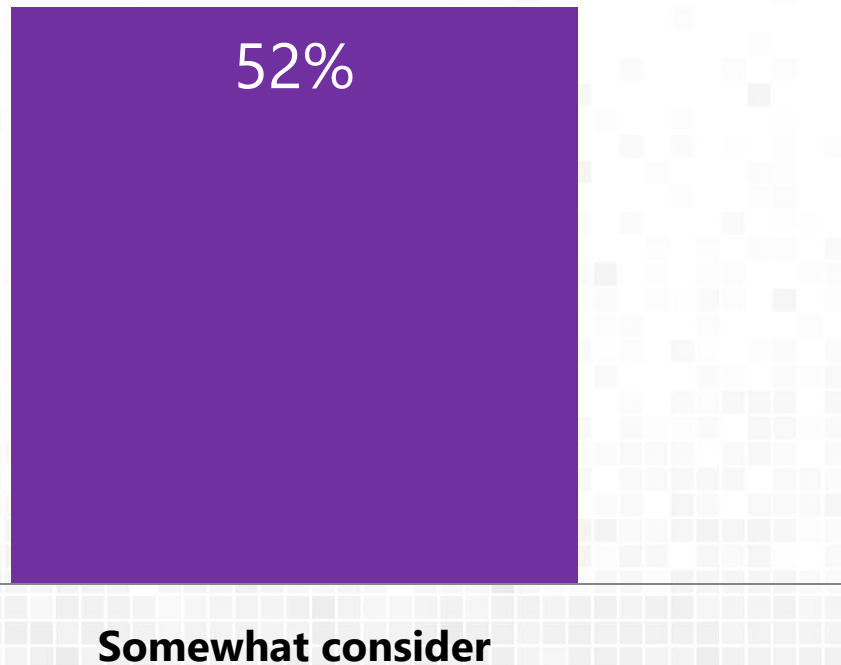


Strongly consider

Who are they? Smaller Universe

- Colorado Springs DMA (27%)
- Women (24%)
- Age 20 (24%)
- Those who have previous industry experience (27%)
- Use Facebook daily (26%)
- Use Reddit daily (27%)
- Watch tv/cable daily (31%)
- Use company websites for career information (25%)
- Took the survey online (29%)
- Trust TikTok the most (27%)

**How strongly would you consider a career in the hospitality, leisure, and outdoor recreation industries?
Would you say that you would strongly consider, somewhat consider, or would not at all
consider a career in these industries?**



Who are they? Wider Universe

- Outside the CO Springs DMA
- 18 years old (54%)
- Hispanic (59%)
- No previous industry experience (55%)
- Use TikTok daily (57%)
- Use Instagram daily (55%)
- Use Snapchat daily (57%)
- Online job boards (57%)
- High level of trust in LinkedIn (58%)
- High level of trust audio streaming (54%)
- High level of trust Snapchat (57%)
- High level of trust Reddit (58%)
- High level of trust websites (58%)
- High level of trust Podcasts (60%)
- High level of trust tv/cable (63%)
- High level of trust Twitter (63%)

Being as specific as you can, what makes you say you would strongly or somewhat consider a career in these industries?

(If Value=1-2 in Q13, Asked of N=161 Respondents, or 68.2% of Sample)

Q14A Open-Ended Responses	Percent (%)
Customer service	21%
General interest	17%
Pay/benefits	16%
Working outdoors	14%
Good opportunity	11%
New Skills	9%
Unsure/refused	6%

Being as specific as you can, what makes you say you would strongly or somewhat consider a career in these industries?

(If Value=1-2 in Q13, Asked of N=161 Respondents, or 68.2% of Sample)

- *“I get to help people out in this kind of job. For hospitality types of jobs, I can fix people. I care for people and take care of people.”*- Male, 18 Years, Denver
- *“Hospitality is a foundational aspect of business. Its impact is highly effective and much needed.”* – Male, 19 Years, El Paso/Pueblo
- *“Good pay and benefits.”*- Male, 20 Years, Denver Metro
- *“Interacting with people and good pay.”*- Male, 20 Years, Rest of state
- *“I love interacting with customers and learning ways to grow in customer service”*- Female, 19 Years, El Paso/Pueblo
- *“It’s some of the most rewarding work you can do if you’re properly backed by a company who respects you and your time.”*- Female, 20 Years, El Paso/Pueblo

Being as specific as you can, what makes you say you would not at all consider a career in these industries?

(If Value=3 in Q13, Asked of N=75 Respondents, or 31.8% of Sample)

Q14B Open-Ended Responses	Percent (%)
Satisfied with current employment/other industry	27%
Lack of interest	21%
Customer interaction	19%
Pay	17%
General negative	13%
Unsure/refused	3%

Being as specific as you can, what makes you say you would not at all consider a career in these industries?

(If Value=3 in Q13, Asked of N=75 Respondents, or 31.8% of Sample)

- *“Working with difficult clients in high stress environments with low pay.”*- Male, 18 Years, Rest of state
- *“The stress of a customer facing job is too much.”*- Male, 19 Years, Denver Metro
- *“I have a better job or I am more interested in other fields.”*- Male, 19 Years, Denver Metro
- *“Low wages.”*- Male, 20 Years, El Paso/Pueblo
- *“Money, wanting to make a bigger impact.”*- Female, 18 Years, Denver Metro
- *“Customer service jobs like the one I experienced often come with poor or subpar treatment in one way or another, where it be from management or customers or coworkers.”*- Female, 19 Years, Denver Metro

I'm going to read the names of various platforms. Please indicate, for each one, how frequently you use or experience each platform is it--daily, weekly, monthly, or never?

Platform (Ranked)	Daily	Weekly	Monthly	Never
Q15F. Spotify/Pandora	81%	9%	3%	7%
Q15J. Websites	67%	22%	7%	4%
Q15E. Video Streaming	59%	26%	6%	9%
Q15B. Instagram	58%	19%	9%	14%
Q15G. Snapchat	58%	15%	7%	19%
Q15A. TikTok	51%	9%	7%	33%
Q15I. Other Social Media	48%	25%	7%	19%
Q15C. Facebook	18%	17%	17%	48%
Q15K. Podcasts	15%	20%	28%	37%
Q15M. Twitter/Threads	13%	16%	15%	57%
Q15H. Reddit	11%	22%	21%	46%
Q15L. Traditional TV/Cable	9%	16%	18%	57%
Q15D. LinkedIn	3%	8%	22%	67%

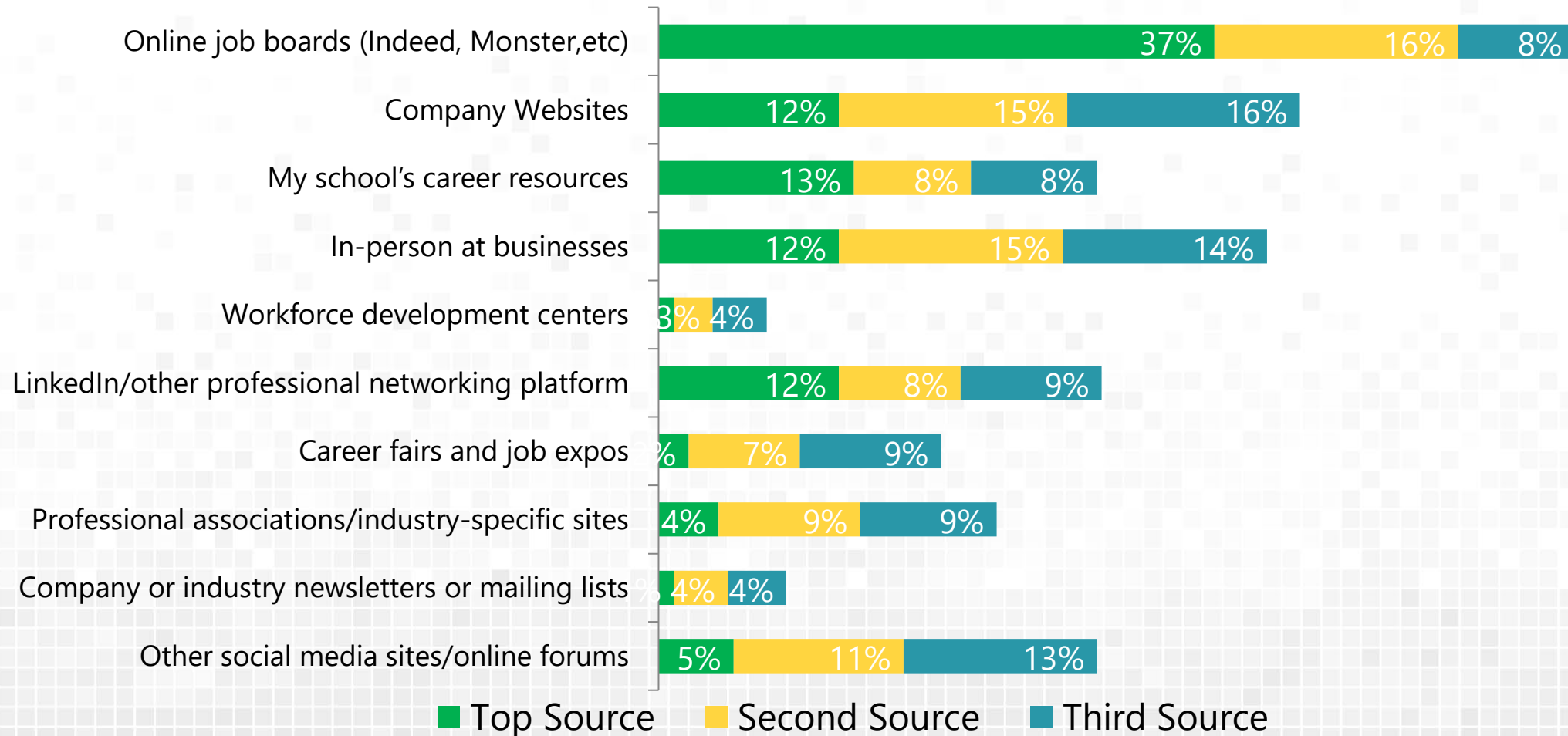
Please rate the following platforms on a zero to ten scale, with zero meaning you strongly distrust the platform and ten meaning you strongly trust the platform.

Platform (Ranked)	Distrust	Neutral	Trust
16C. Facebook	63%	26%	11%
16M. Twitter/Threads	52%	32%	16%
16A. TikTok	50%	22%	27%
16G. Snapchat	42%	28%	29%
16B. Instagram	41%	30%	28%
16H. Reddit	38%	39%	24%
16I. Other Social Media	32%	53%	15%
16I. Traditional TV/Cable	29%	42%	28%
16J. Websites	23%	50%	27%
16D. LinkedIn	19%	54%	27%
16E. Video Streaming	17%	40%	43%
16K. Podcasts	14%	45%	40%
16F. Spotify/Pandora	8%	27%	64%

Now here is a list of places to seek out job and career information. Please tell me the top source you use to seek out job and career information?

Platform (Ranked)	Top Source	Next Source	Next Source
Online Job Boards	37%	17%	8%
Company Websites	12%	16%	16%
School's Career Resources	13%	8%	9%
In-Person at Businesses	12%	15%	14%
LinkedIn/Other Networking Platform	12%	8%	10%

Now here is a list of places to seek out job and career information. Please tell me the top source you use to seek out job and career information?





Thank You