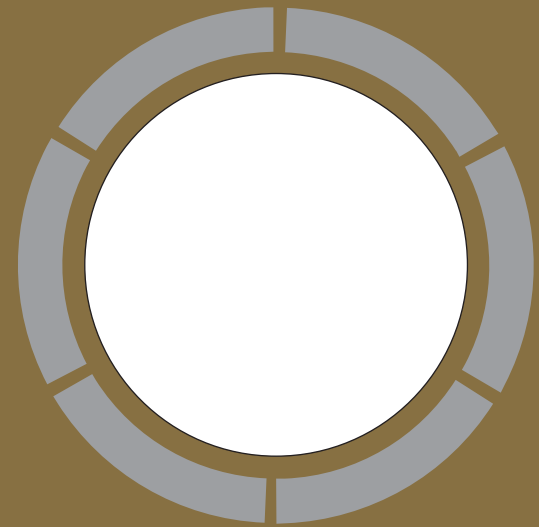


2016 ANNUAL REPORT





06

Strengthen Destination Branding

01



Expand Meetings & Convention Business and Infrastructure



02

Attract Visitor-Driven Events



05

Improve Downtown Visitor Experiences

03



Create World-Class Attractions and Services

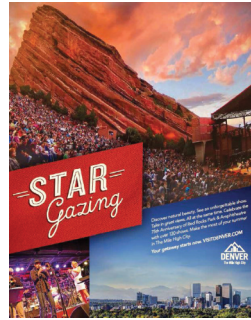
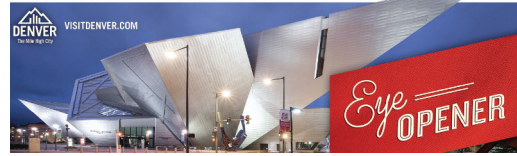


04

Enhance Connectivity and Mobility

DENVER TOURISM ROADMAP

VISIT DENVER launched the Denver Tourism Roadmap, a comprehensive plan designed to sustain smart tourism growth, and associated economic benefits to visitors and residents. This 10-year plan will help Denver become America's leading outdoor city, known to visitors for its urban, active and cultural experiences (see pages 4-5).



CONSUMER MARKETING

VISIT DENVER's \$5 million regional and national marketing campaign was the largest in the Bureau's history with ads from a variety of media in the key target markets of Houston, Dallas, Chicago and San Diego, as well as in other regional cities. The campaign generated more than 408 million impressions (see page 14).

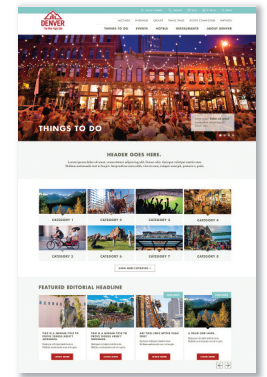


TASTE OF RANDOLPH STREET

The Bureau's "Live on the Rocks" event re-created Red Rocks in Chicago with a replica that was 75 feet in length and 30 feet high. More than 76,000 people attended a concert and learned about Denver as a travel destination. A VIP reception was attended by more than 100 meeting clients representing more than \$200 million of potential convention business (see page 14).

WEBSITE LAUNCH

The Bureau's website, VISITDENVER.com, underwent a major re-design to make it more inspirational, more mobile friendly and packed with more engaging content. Some 600 pieces of content were upgraded for a fresh new look. Traffic was up on the new site almost immediately, and for 2016 the site set a record with 8.3 million visits (see page 20).



PARTNER MARKETING

The Bureau partnered with the Denver Art Museum on **Star Wars™ and the Power of Costume**, a blockbuster exhibition featuring costumes and artifacts from the ever-popular film series and attracting visitors from around the country (see page 15).

GBTA

VISIT DENVER hosted 6,500 business travel executives for the Global Business Travel Association annual meeting, which included an epic opening reception at Sports Authority Field at Mile High (see page 7).



CHAIRMAN'S REPORT

In 2016, Denver enjoyed another record-setting year for conventions and tourism for The Mile High City with numbers that continue to outpace national tourism growth. Additionally, VISIT DENVER completed the Denver Tourism Roadmap, which has set a course for Denver to sustain this type of success for the next two decades. The year-long process included input from more than 1,000 people and identified six key focus areas (see pages 4-5). The top three priorities are: complete the expansion of the Colorado Convention Center; execute the renovation of the National Western Center; and work to enhance the downtown visitor experience both socially and physically, including the 16th Street Mall.

Of course, there are also challenges ahead that the staff and Board will continue to monitor and react accordingly. There are many new hotel rooms under construction in metro Denver that will impact occupancy and room rates in the city. There is increased competition throughout the country. Many new convention centers and meeting hotels are springing up in cities that previously were not competitive. And the world is constantly changing with new technologies that could have an impact on the hospitality industry.

ONE THING IS CERTAIN: We have a strong product to sell and robust demand, along with a very professional organization to pay it off. We are fortunate to have elected and appointed officials that understand the importance of tourism and, with all of our other partners working together, we look forward to continuing the success the industry has enjoyed.

HERE ARE JUST A FEW OF OUR SUCCESSES IN 2016:

- The Longwoods study shows that Denver set new tourism records in 2015 (the latest figures available) with 16.4 million overnight visitors (up 6 percent) who spent a whopping \$5 billion (up 9 percent).
- For the 12th straight year, the number of "marketable" visitors (those visitors who could vacation anywhere but chose to visit Denver) was also up, setting a record at 6.1 million. This is a great indication of the success of the Bureau's marketing efforts.
- Denver Lodger's Tax generated a new record in 2016 with \$22.7 million collected, 8 percent above 2015.
- Since 2005, when Denver voters approved extra funding for tourism and convention sales and marketing, Denver has seen a 52-percent increase in leisure visitors, compared to only a 20-percent national increase in leisure visitors over the same time period.

- On the convention side, 2016 was in the top three years with 368,459 delegates meeting in Denver, spending \$749 million. Looking to the future, this was the second best year for future convention sales with a total of 898 meetings booked, drawing 496,955 delegates who will spend more than \$1 billion in the near future in Denver.
- International tourism remains one of the largest potential growth markets for Denver, especially with the hosting of IPW in 2018 just around the corner. To stimulate this business, the Tourism Department represented Denver at 21 international tourism trade shows and missions in eight countries and hosted a record 62 tourism site inspections, 35 percent more than in 2016.
- In November, the Bureau launched a completely re-designed VISITDENVER.com website that is more inspirational, more mobile-friendly and has more robust, engaging content. Also in 2016, for the first time, the Bureau had more than one million engagements on social media.
- The Bureau's communications efforts reached new heights with record levels of advertising value – more than \$64 million – and hosted 110 press trips for more than 240 journalists.



These successes would not have been possible without the strong partnership of Denver Mayor Michael B. Hancock and the Denver City Council, nor without the help of our Board of Directors and our nearly 1,300 partners.

NAVIN DIMOND
2016 Chair
President & CEO, Stonebridge Companies

RICHARD W. SCHARF
President & CEO
VISIT DENVER

VISIT DENVER, THE CONVENTION & VISITORS BUREAU

Bringing Visitors and Conventions to Denver Since 1909



VISIT DENVER is a non-profit trade association, contracted by the City & County of Denver to act as the City's official marketing agency. Tourism is one of the largest industries in Denver, generating 16.4 million overnight visitors and \$5 billion in annual spending.

In 2016, the Bureau had a budget of \$26 million, which comes from a dedicated portion of the

Denver Lodger's Tax and from advertising, private fundraising and partnership fees.

VISIT DENVER's nearly 1,300 partners receive an extra edge in soliciting tourism and convention business brought in by the Bureau through:

- Listings in publications and on the Bureau's website, VISITDENVER.com
- Advertising and cooperative marketing opportunities
- Leads and referrals about groups coming to Denver
- Networking and professional development opportunities

For VISIT DENVER partnership information, please contact MC Genova at mccgenova@visitdenver.com or 303-571-9440.

DENVER ACCOLADES IN 2016

Denver earned a spot among Lonely Planet's Top 10 Best Cities in the U.S for 2017, and on Fodor's prestigious "Go List" for 2017.

Denver earned the #11 spot on *Travel + Leisure's* annual reader's choice survey of "America's Favorite Cities." The Mile High City was also one of the top 25 destinations in *Travel + Leisure's* Best Places to Travel in 2016.

Widely renowned culinary review website, Zagat.com, named Denver the #3 "Hottest Food City in the Country".

Denver also earned a top spot among AAA's list of Top 10 summer destinations in 2016, and Travelocity agreed, proclaiming Denver among its summer favorites.

Denver also moved up again on a national ranking of meeting and convention destinations, coming in 12th among all U.S. cities in a 2016 Cvent study.

U.S. News & World Report launched a list of the country's "100 Best Places To Live", and Denver came in at number one.

Denver International Airport (DEN) was ranked among the best airports in the world in 2016, according to a worldwide customer survey, and was honored at the Skytrax World Airport Awards.

Denver earned the #3 fittest city ranking in the 2016 American Fitness Index Data Report, which measures the state of health and fitness in America's metropolitan areas.

MISSION

*To bring
conventions and
leisure visitors
to Denver
for the
economic benefit
of the City,
the community
and our partners.*

DENVER TOURISM INDUSTRY: BY THE NUMBERS

(Based on the Longwoods 2015 Travel Year Research. The 2016 study will be available in June 2017.)

DENVER TOURISM INDUSTRY BY THE NUMBERS

Denver's visitor numbers increased by one million people in 2015 over 2014, a 6-percent increase at a time that the rest of the nation saw only a 2-percent rise. Visitor numbers and spending in Denver were at an all-time high in 2015, establishing new records across the board. Some of the findings:

- Denver welcomed a record 16.4 million overnight visitors in 2015.
- Overnight visitors to Denver in 2015 spent a record \$5 billion, 9 percent more than 2014.
- For the 12th straight year, "marketable" visitors increased, climbing to a record 6.1 million. "Marketable" visitors are more desirable because they spend an average of \$136 a day, versus vacationers visiting friends and family, who spend just \$71 a day. Business travelers spend the most at \$149 a day.
- Since 2005 when Denver voters approved more marketing dollars for tourism, Denver has seen a 52-percent increase in tourism; over the same time period, national tourism has grown only 20 percent.
- Denver Lodger's Tax set a new record in 2016 with approximately \$22.7 million collected, an 8-percent increase over 2015.

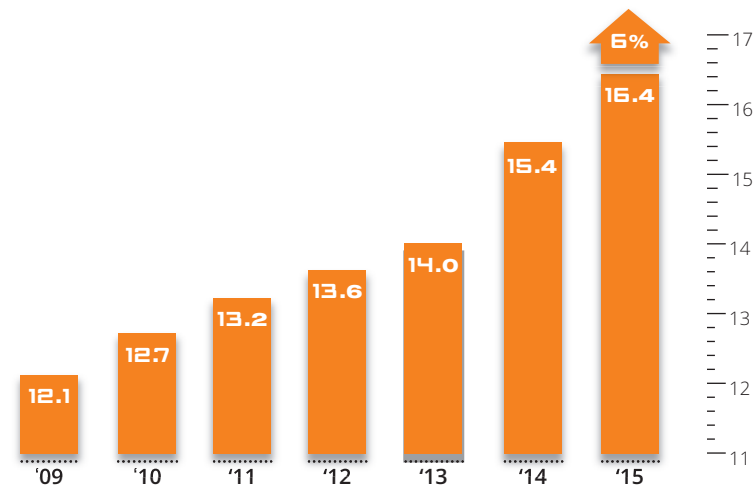
- Denver International Airport had a total of 58.26 million passengers in 2016, the ninth consecutive year with more than 50 million.
- Denver's image (what visitors thought of the city) improved year over year also. In 2015, nearly eight in 10 visitors agreed strongly that Denver is a place they would "really enjoy visiting again."
- Denver's image as a travel destination improved in all categories, reaching new highs in the categories of:
 - *Denver's popularity as a destination*
 - *Sightseeing (including beautiful scenery)*
 - *Great dining and accommodations*
 - *Relaxed and safe atmosphere*

TOURISM PAYS

Tourism saves every Denver and Colorado household nearly \$500 in taxes. This is the amount of tax dollars residents would have to pay if not for the \$1.1 billion in local and state taxes paid annually by Colorado visitors.

Tourism supports more than 160,000 jobs in Colorado and nearly 55,000 in metro Denver.

For other ways that tourism helps every resident of Colorado, visit TourismPaysDenver.com.

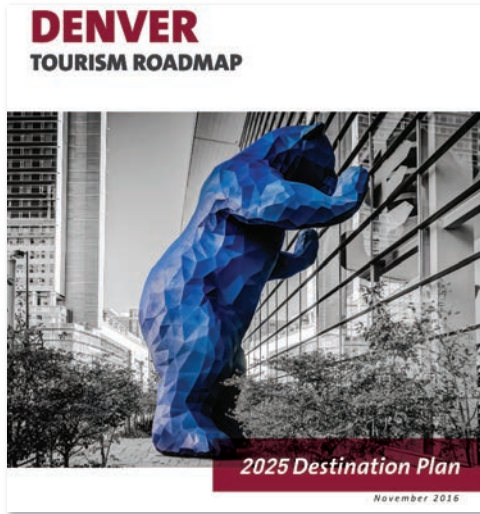


TOTAL OVERNIGHT TRIPS TO DENVER | MILLIONS

Source: Longwoods International

DENVER TOURISM ROADMAP

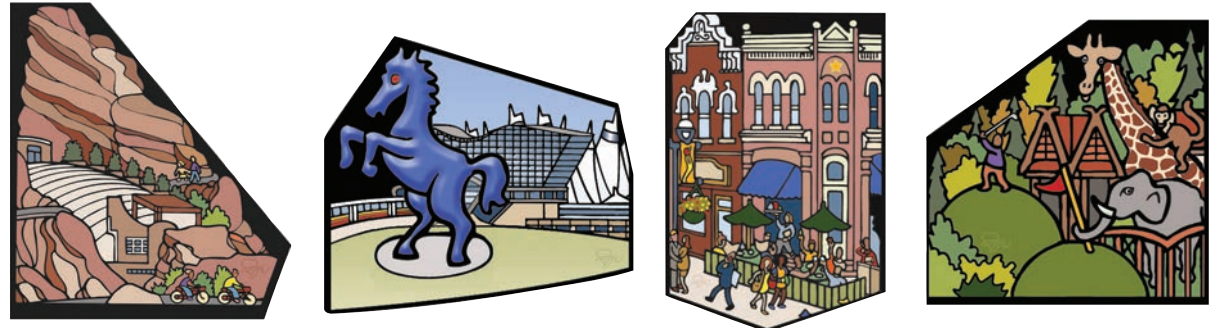
The Denver Tourism Roadmap was a year-long study to create a comprehensive plan designed to maintain responsible tourism growth - and the economic impacts that come with it - in a way that will benefit Bureau partners, visitors and residents for the next 10 years.



VISION STATEMENT 2025



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



COMMUNITY ENGAGEMENT

This Roadmap was created through a community process where tourism experts studied competitive cities, interviewed elected officials, surveyed 68 meeting planners, talked to 48 tour operators, held nine focus groups with 141 participants and surveyed almost 1,000 visitors, residents, local tourism officials and cultural ambassadors.



90 PARTICIPANTS
Board Meetings and Staff Workshops



141 PARTICIPANTS
Nine Focus Groups and Asset Mapping Sessions



68 RESPONSES
Meeting Planner Customer Advisory Board



48 RESPONSES
Tour Operators



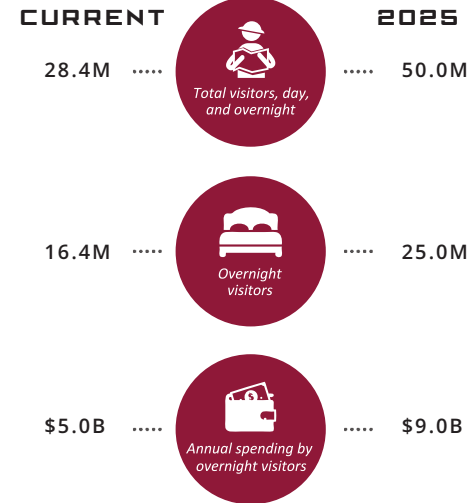
27 PARTICIPANTS
One-on-One Interviews



902 RESPONSES
Public Online Sentiment Survey

TARGETS

Guided by the vision statement, the resulting plan identified key tourism goals with more than 70 initiatives to be achieved over the next decade to grow the number of visitors and spending.



THE RESULTS ARE SIX GOALS AND MORE THAN 70 INITIATIVES TO BE COMPLETED OVER THE NEXT DECADE TO HELP DENVER REACH ITS VISION STATEMENT BY 2025. HERE ARE A FEW EXAMPLES:

01 Expand Meetings & Convention Business and Infrastructure

- Ensure the Colorado Convention Center (CCC) expansion moves forward in a timely manner and in alignment with recommendations outlined in SAG study and CCC Master Plan.
- Develop the National Western Center (NWC) as a multipurpose facility that drives overnight demand and addresses customer needs.
- Ensure strategic future headquarter hotel development is considered as identified in the City's CCC Master Plan and SAG study.

02 Attract Visitor-Driven Events

- Pursue signature events and festivals that draw overnight visitors (e.g. Denver Day of Rock, Great American Beer Festival).
- Leverage the opportunity of hosting IPW 2018, the largest international tourism marketplace in the U.S.

03 Create World-Class Attractions and Services

- Develop the 16th Street Mall into a world-class attraction.
- Create and promote branded tours and trails (e.g. culture, beer and history/heritage).

04 Enhance Connectivity and Mobility

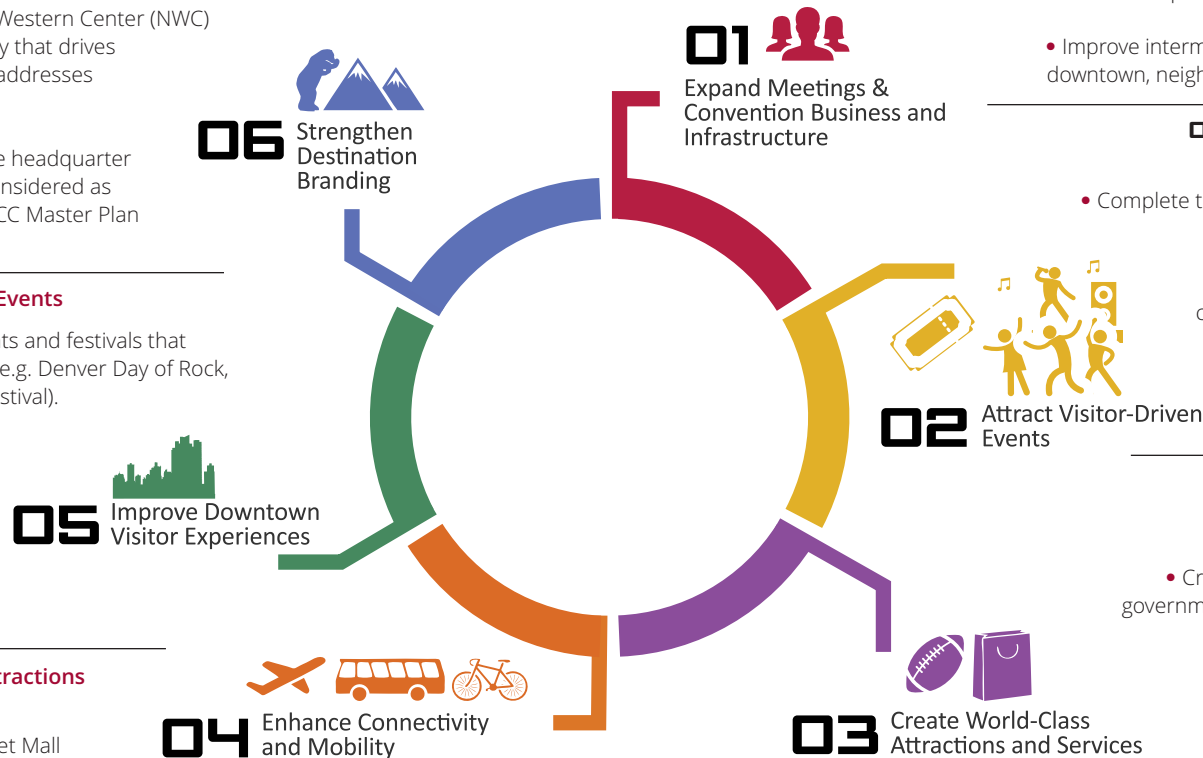
- Enhance visitor signage from "arrival to departure" (starting at DEN and continuing throughout the city).
- Expand international air service.
- Improve intermodal connectivity between downtown, neighborhoods and attractions.

05 Improve Downtown Visitor Experiences

- Complete the physical reconstruction of the 16th Street Mall.
- Create a turn-key street closure program for events and conventions that minimizes impact on businesses and residents.

06 Strengthen Destination Branding

- Create brand alignment with government, business and industry stakeholders and educate on the value of tourism.
- Evaluate future Denver and Colorado tourism marketing funding to ensure growth of economic development, jobs and tax revenue.



CONVENTIONS 2016: YEAR IN REVIEW

The Convention Sales Department markets Denver as a meeting destination and is contracted by the City & County of Denver to book the Colorado Convention Center and area hotels for national meetings, conventions and tradeshows. Once a meeting is booked for Denver, the Convention Services Department works with meeting professionals to help with all their local service needs.

Denver scored one of its top three convention years in 2016, which helped fuel record Lodger's Tax collection. The city also had stronger hotel room occupancy, average room rates and revenue per available room (RevPar) than in 2015.

Denver hosted a total of 858 meetings in 2016, attracting 368,459 delegates, who spent \$749 million. This included 66 groups that used the Colorado Convention Center and 792 individual hotel groups.



More than 100 top Chicago meeting planners representing \$200 million in business attended the Bureau's VIP hospitality area at the Taste of Randolph Street festival in Chicago, being exposed to the incredible 75-foot long replica of Red Rocks Amphitheatre, as well as being sold on bringing meetings to Denver.



The Bureau hosted two Customer Advisory Board (CAB) meetings in July and November. This board is comprised of meeting planners who have held meetings in Denver, or are considering Denver for future dates. CAB members review Denver's marketing efforts and offer suggestions to improve The Mile High City as a meeting destination.



Organizations like International Society for Technology in Education (ISTE) were just some of the 66 groups that used the Colorado Convention Center and made this one of Denver's best convention years ever. ISTE's colorful lobby installations made for a memorable meeting.



The Convention Sales team attended more than 40 trade shows and client events in 2016, many of which included some innovative sales techniques. At the PCMA Convening Leaders conference in January, VISIT DENVER put the Blue Bear on all attendees' key cards, giving them a mile-high reminder. At the American Society for Association Executive's Annual Meeting, a fleet of Blue Bear pedicabs whisked attendees around town all week, free of charge!

SOME OF THE HIGH-PROFILE LARGE GROUPS THAT MET IN 2016 INCLUDED:

SNOWSPORTS INDUSTRIES AMERICA (SIA) SNOW SHOW JANUARY

2016 was SIA's seventh year in Denver. This is the largest convention booking in Denver's history. There were more than 18,000 attendees for nearly \$37 million of economic impact. SIA recently extended their commitment to Denver through 2030!

Total Attendance: **19,000**
EIC: **\$38,836,000** Total Rooms: **13,294**

NAFSA: ASSOCIATION OF INTERNATIONAL EDUCATORS MAY (Over Memorial Day Weekend!)

Total Attendance: **9,500**
EIC: **\$19,418,000**
Total Rooms: **26,023**
Rebooked for 2022

INTERNATIONAL SOCIETY FOR TECHNOLOGY IN EDUCATION JUNE

Total Attendance: **21,000**
EIC: **\$42,924,000**
Total Rooms: **29,982**
Rebooked for 2024

AMERICAN PUBLIC HEALTH ASSOCIATION OCTOBER

Total Attendance: **12,500**
EIC: **\$25,550,000**
Total Rooms: **19,686**
Rebooked for 2021

AMERICAN DENTAL ASSOCIATION OCTOBER

Total Attendance: **21,000**
EIC: **\$42,924,000**
Total Rooms: **28,055**
Bidding on 2027

CONVENTIONS 2016: YEAR IN REVIEW



GLOBAL BUSINESS TRAVEL ASSOCIATION OPENING RECEPTION

In July, VISIT DENVER hosted the opening reception for the Global Business Travel Association (GBTA). The event was held "Under the Stars and on the Field" at spectacular Sports Authority Field at Mile High. Attendees danced to one of Denver's top bands and enjoyed a tailgate party to remember by trying their skills at bean bag toss and armchair quarterback while enjoying some true tailgate fare. Touchdown selfies encouraged!

GBTA represents more than 4,000 corporate travel managers who manage more than \$200 billion of expenditures within the business travel industry. GBTA comprises a diverse membership of corporate travel buyers and service providers from every facet of the industry, including group and meeting travel planners.

HELMSBRISCOE

In October, VISIT DENVER and the Hyatts of Denver hosted 150 HelmsBriscoe associates for the 2016 HelmsBriscoe Western Regional Meeting. VISIT DENVER rolled out the red carpet for the final night, which included a Roaring '20s Dinner and Speakeasy at the Seawell Grand Ballroom. The evening was filled with networking and dancing, proving to be the cat's meow!

HelmsBriscoe is one of the largest third-party meeting planning firms that VISIT DENVER works with. Each associate represents 10 clients on average, worth hundreds of millions of dollars in potential business for Denver.

CONVENTION SALES HIGHLIGHTS OF 2016

SALES ACCOMPLISHMENTS 2016

- The Convention Sales Department exceeded all 2016 sales goals, booking future conventions that will attract 496,955 delegates, which represents \$1 billion of future business for Denver.
- A total of 3,335 leads for individual hotel meetings were sent to partner hotels in 2016.
- As of December 31, 2016, there were a total of 209 confirmed conventions scheduled to use the Colorado Convention Center in 2017 and beyond, attracting a total of 1,149,876 delegates for a total projected future economic impact of \$2.7 billion.



Mike Butts, Executive Director and Vice President of Sales for Visit Charlotte, dons his Broncos jersey and foam helmet as part of losing his Super Bowl bet against Rachel Benedick, VISIT DENVER's Vice President of Sales and Services.



2016 RESULTS ▶

FUTURE MEETINGS BOOKED:
898

FUTURE DELEGATES:
496,955

FUTURE ECONOMIC IMPACT:
\$1 BILLION

DENVER MEETINGS BY YEAR

	2012	2013	2014	2015	2016
COLORADO CONVENTION CENTER (CCC)					
ATTENDANCE	266,111	265,703	289,326	236,828	242,686
ROOMS	439,965	441,083	493,437	432,253	440,258
REVENUE	\$530.1 mil	\$529.3 mil	\$576.3 mil	\$546.6 mil	543.4 mil
NOT USING CCC					
ATTENDANCE	111,004	119,589	140,171	138,450	125,773
ROOMS	183,715	191,622	233,882	250,943	256,303
REVENUE	\$126.7 mil	\$136.5 mil	\$159.9 mil	\$226.0 mil	\$205.2 mil
TOTAL ECONOMIC IMPACT	\$646.2 mil	\$656.8 mil	\$665.8 mil	\$736.2 mil	\$748.7 mil
TOTAL GROUPS					858

CONVENTION SALES HIGHLIGHTS OF 2016

CONVENTION SALES TACTICS



Sales Account Management

The Bureau's 31 convention sales and services staff maintain a database of 10,000 convention groups that hold meetings across the country. Throughout the year, the Bureau's sales team sends thousands of emails and makes thousands of phone calls to contact these groups, pitching Denver as the perfect site for meetings.

Sales Events

The Bureau sponsored five out-of-town sales events in Chicago, New York and Washington, D.C., meeting one-on-one with key convention influencers.

In 2016, special client events included bringing meeting planners to a dinner at the James Beard House in New York for the Denver Five, an event highlighting some of the best chefs of Denver. Bureau representatives also hosted 55 clients in



Washington, D.C. for a concert by Adele. And more than 100 planners turned out for the Taste of Randolph VIP hospitality area in Chicago.

Meeting Planner Site Inspection Trips

The Bureau conducted 140 site tours of Denver for meeting planners in 2016, showing them every aspect of the city, from the convention center to Denver Union Station, from the Denver Art Museum to RiNo, to convince them to hold their meetings in The Mile High City.

METRO & DOWNTOWN HOTEL OCCUPANCIES AND AVERAGE ROOM RATES



Tradeshows

VISIT DENVER had booths or representatives at 39 convention & meeting tradeshows in 2016, getting the opportunity to develop relationships one-on-one with top convention planners. The highlight of the year was when the Global Business Travel Association (GBTA) held their 2016 convention in Denver, bringing thousands of the most influential international travel buyers in the world to see The Mile High City first hand.

Some of the convention trade shows and client events attended in 2016 included:

- American Society of Association Executives (ASAE): Attended by 5,000 meeting planners from 19 countries.
- Professional Convention Management Association (PCMA): Nearly 2,000 meeting planners attend this show, the Bureau held two client events for 55 top customers.
- Special market shows including: Society of Government Meeting Professionals' World Education Conference; National Coalition of Black Meeting Planners' Annual Conference; Religious Conference Management Association; and the International Association of Hispanic Meeting Professionals Annual Conference.

- Meeting planner shows such as ConferenceDirect's Annual Partner Meeting and Spring CDX, HelmsBriscoe's Annual Business Conference and Experient's E4 and ASAE's Great Ideas meetings.

Marketing and Advertising

To keep Denver constantly in the minds of meeting planners and to develop requests for meeting proposals, the Bureau conducts a \$1 million trade advertising campaign in key meeting planner publications such as *Successful Meetings*, *Meetings & Conventions*, *USAE*, *Convene* and others. These ads, along with web promotions, guerrilla tactics, public relations efforts, the *Destination Planning Guide* and other direct mail pieces help make millions of impressions every year. (see page 11)

	2013	2014	2015	2016
METRO HOTELS				
OCCUPANCY	70.8%	75.8%	75.9%	75.0%
AVERAGE ROOM RATE	\$115.09	\$124.37	\$133.65	\$140.46
DOWNTOWN HOTELS				
OCCUPANCY	73.2%	78.2%	77.8%	77.1%
AVERAGE ROOM RATE	\$158.64	\$171.86	\$179.45	\$183.67

Source: Rocky Mountain Lodging Report

CONVENTION SERVICES DEPARTMENT 2016

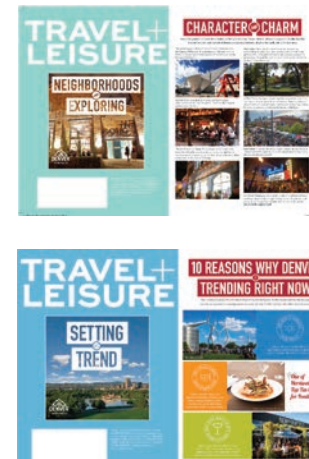
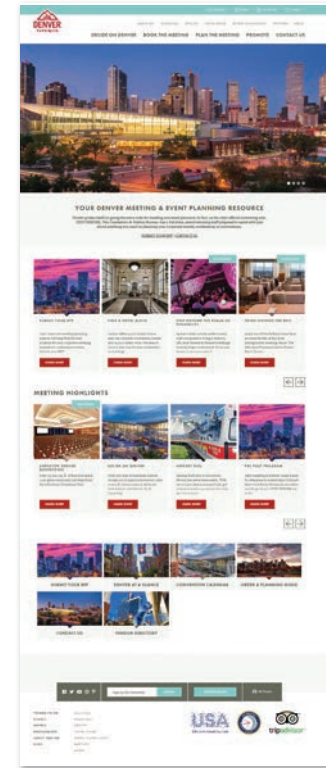


The Convention Services Department works with more than 1,000 meetings per year, ensuring that clients' Denver needs are met. Once a meeting is booked for Denver, the Convention Services Department becomes the "boots on the ground" for that convention. They are the primary contact to ensure that the Denver meeting is a complete success.

HERE ARE SOME OF THEIR ACCOMPLISHMENTS:

- In 2016, the Convention Services Department conducted 114 site tours for future groups, showcasing Denver's hotels, restaurants and attractions to meeting planners bringing hundreds of thousands of delegates to the city.
- The department also provided service assistance to 66 convention center users, as well as assisting hundreds of meeting groups using single hotels.
- To boost attendance at Denver meetings, 19 pre-promotion events were staged in 2016 to help bring more delegates to Denver in 2017 and beyond.
- For 24 consecutive years, VISIT DENVER has won all major convention industry service awards including the Pinnacle Award from the readers of *Successful Meetings Magazine* and the Gold Service Award from the readers of *Meetings & Conventions Magazine*.
- In 2016, the department provided more than 815 business referrals and 141 service leads to Bureau partners.

CONVENTION MARKETING HIGHLIGHTS 2016



The Marketing Department collaborates with the Convention Sales Department in creating an integrated marketing campaign that includes advertising, public relations (PR), direct mail and various sales tools to encourage meeting planners to consider Denver as a meeting destination.

A new advertising campaign launched in 2016, which included magazine advertising, digital banners, PR and guerilla tactics in more than 40 top meeting trade publications and websites and resulted in more than 5.7 million annual impressions with top meeting planners and executive decision makers.

The Bureau also maintained its industry-leading track record of innovative tactics designed to reach out to executive decision makers, non-planners who retain significant authority over where a meeting is held.

Tactics included:

- Six-page cover wraps on three consecutive issues of *Travel + Leisure* magazine.

Filled with inspiring photos and helpful information, these magazines were sent to 1,000 of VISIT DENVER's top clients.

- Inserts in the Washington, D.C. and Chicago editions of *The New York Times* and *The Wall Street Journal*.

- Exclusive key card buyouts at the PCMA Annual Convention.

The convention planning section of VISITDENVER.com generated 182 new requests for proposals in 2016 representing 357,820 rooms, a result of aggressive search engine marketing.

TOURISM 2016: YEAR IN REVIEW

The Tourism Department is responsible for increasing leisure travel to Denver, increasing the number of domestic and international travel companies that offer Denver as a destination and helping consumers plan their Denver trips.



2016 was a huge, record-setting year for Denver tourism, both in the number of visitors who came to the city, and in the global sales and marketing efforts to attract new visitors. Some of the highlights include:



- Denver had record tourism numbers with 16.4 million overnight visitors (up 6 percent), who spent \$5 billion (up 9 percent). For the 12th straight year, the number of “marketable” visitors (those visitors who could vacation anywhere but chose to visit Denver) was also up, setting a record at 6.1 million.



- For the first time in 2016, the Bureau conducted a first quarter winter consumer campaign designed to drive visitors to the city in the off-season for events such as the first NHL outdoor hockey

game at Coors Field, the NCAA Division I Men’s Final Four Championship Basketball early round games, *Chocolate: The Exhibition* at the Denver Museum of Nature & Science and *Samurai: Armor from the Ann and Gabriel Barbier-Mueller Collection* at Denver Art Museum. The campaign included radio, print, digital ads and direct mail in key regional target markets as well as Houston, Dallas and Chicago.

- The Bureau’s \$5 million integrated summer tourism campaign was the largest in Denver’s history and included creative developed by Karsh Hagan promoting everything from concerts at Red Rocks to events in Denver’s neighborhoods, craft beer, family excursions, museum exhibitions, Denver Day of Rock, Taste of Colorado and sporting events. The campaign made 408 million impressions through newspaper and magazine ads, web promotions, direct mail, billboards, transit advertising, television advertising and key word buys in regional and target markets, as well as national digital marketing.

- There was a phenomenal increase in international promotions in 2016 with Denver hosting 62 international site inspections, a 35-percent increase over the 46 conducted in 2015. New direct flights and the fact that IPW (the largest international travel trade show in North America) is coming to Denver in 2018, helped fuel the increase. The Tourism Department had representatives at 21 international travel trade shows and missions in 2016, including efforts in Denmark, Germany, Mexico and the U.K.

- These efforts led to twice as much international press coverage about Denver and resulted in tracking 45,020 international room nights, 12,520 domestic leisure group room nights, and 7,234 room nights from consumer programs. As of January 2017, 450 international travel companies were offering Denver packages, compared to 437 at the end of 2015.

- Throughout the year, the Tourism Department provided 125 hotel leads, 110 service leads and 280 business referrals to members.

LONGWOODS 2015 HIGHLIGHTS

The annual Longwoods Visitor Profile Research provides an in-depth look at who is visiting Denver, giving their demographics, where they come from, how long they stay and what they do while here. This information is extremely valuable in quantifying the success of past marketing efforts and determining future marketing strategies and tactics.

THE TOP STATES SENDING VACATIONERS TO DENVER IN 2015, APART FROM COLORADO ITSELF, WERE:

California	New York
Texas	Nebraska
Florida	Kansas
Illinois	Virginia
Arizona	Ohio

THE TOP CITIES FROM OUTSIDE OF COLORADO SENDING VISITORS TO DENVER IN 2015 WERE:

Los Angeles	Albuquerque*
New York City	Dallas-Fort Worth*
Chicago*	Salt Lake City*
Phoenix*	San Francisco
Houston*	Washington, D.C.

* VISIT DENVER has invested marketing dollars in these markets, a good indication of the effectiveness of VISIT DENVER's advertising and media targeting.

THE TOP 10 SHOPPING AND ENTERTAINMENT CENTERS IN 2015 VISITED BY NON-COLORADO RESIDENTS WERE (IN ORDER):

- 16th Street Mall
- "LoDo" Lower Downtown Historic District
- Cherry Creek
- Denver Pavilions
- Park Meadows Retail Resort
- Larimer Square
- Outlets at Castle Rock
- Belmar Mall
- FlatIron Crossing Mall

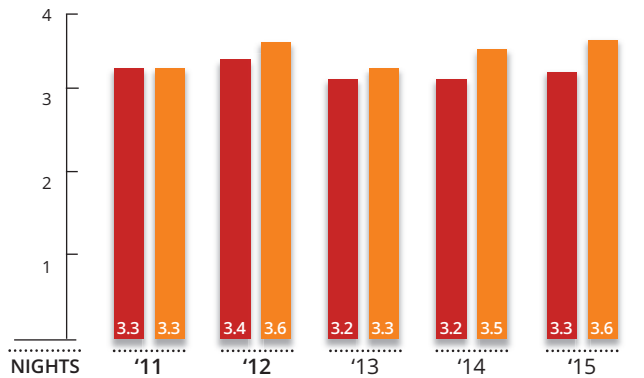
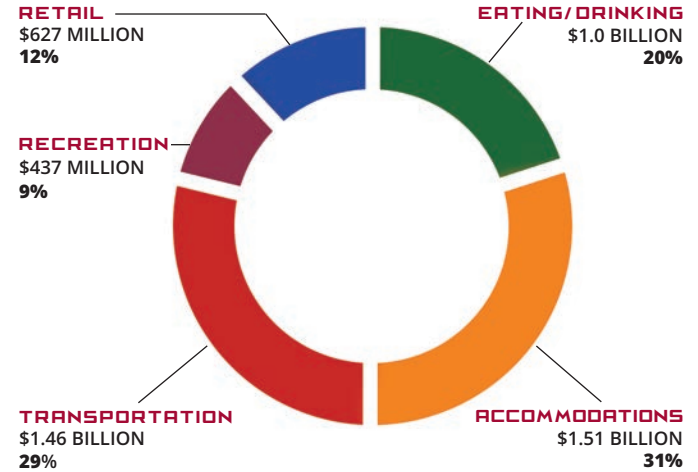
THE TOP PAID ATTRACTIONS IN DENVER IN 2015 VISITED BY NON-COLORADO RESIDENTS WERE (IN ORDER):

- Denver Zoo
- Denver Art Museum
- Red Rocks Park & Amphitheatre
- Denver Botanic Gardens
- Buffalo Bill Museum & Grave
- Denver Museum of Nature & Science
- Downtown Aquarium
- Colorado Railroad Museum
- Colorado Rockies
- Butterfly Pavilion
- Children's Museum of Denver at Marsico Campus
- Denver Broncos

TOP 3 FREE ATTRACTIONS WERE:

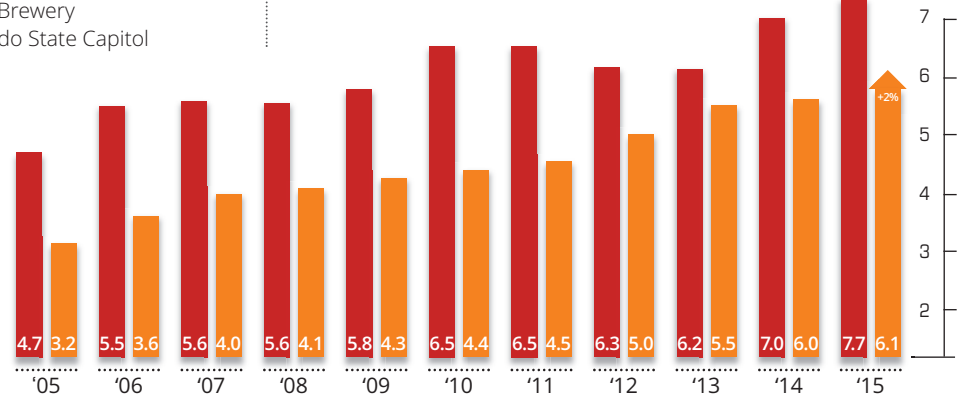
- Red Rocks Park & Amphitheatre
- Coors Brewery
- Colorado State Capitol

DENVER OVERNIGHT VISITORS TOTAL SPENDING \$4.6 BILLION TRAVEL SPENDING IN 2015 BY SECTOR



LENGTH OF STAY OVERNIGHT | LEISURE TRIPS

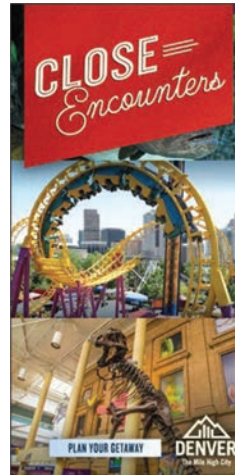
DENVER U.S. NORM



OVERNIGHT LEISURE TRIPS TO DENVER | MILLIONS OF TRIPS

VISIT FRIENDS/ RELATIVES MARKETABLE TRIPS

2016 TOURISM MARKETING CAMPAIGN HIGHLIGHTS



The 2016 summer campaign created by Karsh Hagan was based around brand positioning developed by the Bureau and Brandjuice:

DENVER IS AN ENERGIZING AND VIBRANT OUTDOOR CITY THAT AWAKENS THE SPIRIT OF URBAN ADVENTURE.

Using vibrant images of Denver's spectacular scenery balanced with photos of the wide array of urban adventures Denver has to offer, the advertising vehicles highlighted Denver's brilliant blue skies, art and culture, sports and outdoor recreation, music, breweries, dining, shopping and fun neighborhoods.

As in all Bureau marketing campaigns, the ads promoted

Denver as a year-round destination, but they also placed extra focus on need periods, time-specific blockbuster exhibitions and special events. These included: Memorial Day Weekend with Denver Day of Rock; *Robot Revolution* at the Denver Museum of Nature & Science; *Stories in Sculpture: Selections from the Walker Art Center Collection* at Denver Botanic Gardens; and *Women of Abstract Expressionism* at Denver Art Museum. The Bureau also supported marketing efforts for July 4th Weekend, Labor Day, Taste of Colorado and PrideFest.

The campaign generated more than 408 million combined impressions.

TASTE OF RANDOLPH STREET

The huge sandstone monuments that flank Red Rocks Amphitheatre were on display in Chicago at the 2016 Taste of Randolph Street festival, an upscale neighborhood street party that attracted 76,000 people. The "rocks" were actually two wings of foam blocks, 76 feet in length by 30 feet in height, constructed by VISIT DENVER to flank one of the stages at the popular event that was filled with Colorado bands. The purpose? To promote the Red Rocks Summer Concert Series, the venue's 75th Anniversary and encourage visitors to come to Denver. The effort was a huge success that generated more than \$900,000 in media coverage and created a big lift in the desire to visit Denver from festival attendees.



2016 MILE HIGH HOLIDAYS AND CULTURAL TOURISM PROGRAMS



CULTURAL TOURISM PROGRAMS IN 2016

DENVER 365 ONLINE EVENT CALENDAR:

This is the largest and most comprehensive event calendar in Denver, offering thousands of listings and information for visitors and locals. The calendar is the most popular section of VISITDENVER.com and generated more than 3.4 million page views in 2016. It was part of the complete makeover of the website in 2016 to make it more inspirational and mobile friendly, with new images and content.



exploring the creative art districts in Denver and all the galleries and studios.

MILE HIGH CULTURE PASS

Implemented in 2013, the Mile High Culture Pass offers tourists an opportunity to visit seven of Denver's most popular attractions for the "mile high" price of \$52.80 – a savings of more than \$25. The pass can also be purchased with a choice of three for \$25, for a savings of \$12. A total of 3,794 passes were sold in 2016, double the amount sold in 2013, the first year. Included in the pass are some of Denver's top attractions: Denver Zoo, Denver Art Museum, Denver Museum of Nature & Science, Denver Botanic Gardens, History Colorado Center and Clyfford Still Museum. Holders of the pass can also get a 50-percent discount on Denver B-cycle, as well as discounts to the Molly Brown House Museum and other attractions.



DENVER 2-FOR-1 TIX:

This weekly e-blast is done in cooperation with Denver Arts & Venues and reached 16,337 subscribers in 2016 with an 18-percent open rate, offering two-for-one-priced tickets to a variety of events.



GALLERYGUIDEDENVER.COM:

This website is developed in cooperation with Denver Arts & Venues in order to provide a comprehensive resource to



2016 MILE HIGH HOLIDAYS CAMPAIGN

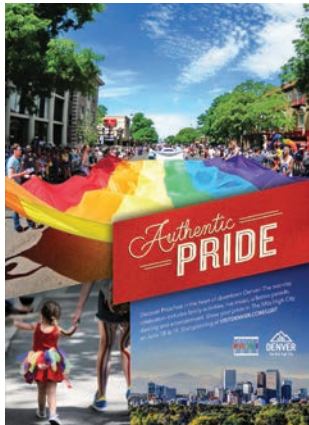
This popular campaign valued at \$1 million is now in its 13th year and continues to promote Denver as an overnight destination during the holiday season, which in Denver extends through the National Western Stock Show & Rodeo in January.

The campaign included promotions for holiday events, the New Year's Eve fireworks (which VISIT DENVER co-sponsors), lighting displays, the National Western Stock Show & Rodeo and *Star Wars™* and the *Power of Costume* at Denver Art Museum. There is a dedicated website, digital advertising, radio and television commercials, direct mail, regional newspaper and magazine ads, billboards, RTD ads and newspaper inserts in regional and select in-state markets, all promoting special hotel rates that started at \$99.

A new TV ad was produced in 2016 in cooperation with CBS 4 and shown more than 3,500 times on TV as well as nearly 3.9 million times online! The campaign also included dedicated advertising and public relations efforts for the Hispanic/Latino market.



TOURISM INITIATIVES



LGBTQ TOURISM MARKET

The LGBTQ Task Force advises VISIT DENVER on marketing efforts to attract LGBTQ travelers, providing input on website content, Denver brochure content, advertising creative and tactics, as well as guidance about marketing for LGBTQ weddings and meetings. The Bureau's marketing efforts to reach LGBTQ travelers in target and regional markets included a brochure, advertisements, media publicity and strong support and marketing of PrideFest's two-day weekend festival in June. In 2016, VISIT DENVER was presented with the "LGBT Visibility Award" from The Center for the Bureau's strong support over the years in promoting Denver as an LGBTQ destination and for the organization's work in marketing PrideFest.



HISPANIC/LATINO MARKETING EFFORTS

VISIT DENVER continues to integrate Hispanic/Latino marketing efforts into the major spring/summer marketing campaign, as well as in regional summer weekend campaigns and Mile High Holidays. The Communications Department works with a contracted PR agency, Xcelente, who conducted six radio interviews on 1150 AM throughout the year and produced four print ads in *El Comercio de Colorado/Casa Magazine*. They also assisted the Bureau in targeting Dallas, Phoenix and Houston, along with regional markets, to increase awareness of all there is to see and do in Denver in the summer, especially focusing on what is attractive for families.



VISITOR SERVICES & NEW TOURIST INFORMATION CENTERS

Four Tourist Information Centers in Denver Union Station, on California Street, at Denver International Airport and in the Colorado Convention Center provided information to 367,847 visitors in 2016.

A new, arched information desk opened in Denver Union Station in 2016, very close to the doors through which visitors enter the station after riding the A Line from Denver International Airport. The attractive desk helps more than 150 people a day on average, and is very popular with arriving visitors.

Approximately 25 percent of the people using Bureau



information centers are international visitors, who often appreciate receiving printed information in their native language as well as personal help in finding restaurants, accommodations and attractions. Studies show that people who use an information center often stay longer in the destination and spend more money.

GROUP TOUR, WEDDINGS & REUNIONS

The Tourism Department attended two domestic group tour tradeshows and sent 395 leads and referrals to partners in 2016, including 66 travel trade, 246 wedding, 55 reunions and 28 other small groups. Weddings and reunions have become a great source for weekend business, and are often held during need periods.



GO THE EXTRA MILE

VISIT DENVER's Go the EXTRA Mile Program continues to provide full-day and customized trainings for front-line staff in the hospitality industry. In 2016, the program attracted 95 people from 38 companies who were able to physically tour some of Denver's cultural attractions and neighborhoods, while getting interactive customer service training. The program also gives awards on a monthly basis to front-line employees who have gone the "EXTRA mile" in the hospitality they offer visitors. The award winners are also recognized at the Bureau's annual meeting in November.

INTERNATIONAL TOURISM MARKETING



Abstract Expressionism Exhibition at the Royal Academy of Arts in London:

This exhibition (the largest abstract artist exhibition since 1959 and the first time Clyfford Still's works have left Denver) provided VISIT DENVER with a wonderful opportunity to promote the city's arts in the U.K., Denver's top overseas market for visitors. The Bureau ran its first international geo-targeted social media campaign surrounding the launch of the show, reaching a potential audience of an additional 150,000 Londoners within a 25-mile radius of the Royal Academy of Arts. More than 200 U.K. press attended the opening. The Bureau hosted a reception and media dinner for top writers and travel trade representatives, and also participated in a Colorado beer event, promoting Colorado craft brews to U.K. writers. Just one of the results of these events was a story in the *London Daily Telegraph* with the headline, "Is Denver Becoming America's Coolest City?"

International tourism presents one of the greatest opportunity growth markets for Denver and has already seen significant increases in recent years. The number of passengers traveling on international flights to Denver International Airport continued to increase in 2016, climbing 5.1 percent over 2015. This is indicative of how successful the direct flights to Japan, Mexico, Iceland, Germany (both Frankfurt and the new nonstop to Munich) and other international destinations have been.

This new international interest also caused the numbers of travel company representatives, international travel agents and

journalists coming to learn about The Mile High City to skyrocket in 2016.

VISIT DENVER hosted 62 site inspections of Denver for 257 international travel company representatives from 21 countries, a 35-percent increase over 2015. The Tourism Department was represented at 21 international travel trade shows and missions in eight countries. Partnering with Brand USA in their cooperative international efforts, Denver was marketed in 30 countries and had digital content produced in nine languages



(French, Korean, German, Portuguese, Japanese, Spanish, Chinese, Italian and English).

The Communications Department hosted 51 international familiarization tours for 117 journalists from 14 countries, including: Australia, Austria, Canada, China, Denmark, France, Germany, India, Ireland, Italy, Japan, Netherlands, Norway and the U.K. This resulted in more than twice as much international media coverage about Denver in 2016 as in 2015, valued at \$26.6 million in advertising value equivalencies (AVE).

SOME OF THE PROACTIVE TOURISM MARKETING EFFORTS IN 2016 INCLUDED:

NAJ-North American Journeys (Los Angeles, CA): Meetings were held with 53 receptive travel companies that are based in the West.

Icelandair Mid-Atlantic Tradeshow (Reykjavik, Iceland): Sponsored by Icelandair, this tradeshow generated 40 contacts with travel companies and media reps from eleven countries.

Go West Summit Tradeshow (Anchorage, AK): This annual tradeshow hosted 250 attendees from 24 countries and generated 136 travel trade contacts for VISIT DENVER.

ITB Tradeshow (Berlin, Germany): VISIT DENVER joined efforts with the Colorado Tourism Office (CTO) to hold appointments with 86 travel companies and media representatives.

U.S. Travel Association's IPW – International Pow Wow (New Orleans, LA): This tradeshow is the travel industry's premier international marketplace for transacting inbound international business to the U.S. More than 1,300 travel buyers from 70 countries attend. Denver generated 144 contacts in pre-scheduled appointments and also participated in the Colorado

booth, generating an additional 50 contacts.

World Travel Market-WTM (London, England): One of the largest tradeshows in the world for the tourism industry with more than 175 countries participating and nearly 45,000 attendees. VISIT DENVER met with 55 contacts during appointments held in cooperation with the Colorado Tourism Office (CTO) and also attended the Annual British Travel Writers Guild Awards Dinner, which hosts 300 U.K. media representatives.



IPW is coming to Denver in 2018. Studies show that the IPW host city can expect up to \$350 million in economic impact from international tourism as a result of the exposure the show gives. IPW was in New Orleans in 2016, and VISIT DENVER Board members attended the convention for two days to gain a better understanding of the tradeshow and its economic importance. The event will be held in Washington, D.C. in 2017, and VISIT DENVER will have a prominent role in promoting the 2018 event in Denver.

2016 COMMUNICATIONS HIGHLIGHTS



2016 RESULTS ▶

1,000
JOURNALISTS ASSISTED

5,608
PLACEMENTS

\$64.3 MILLION
IN AD EQUIVALENCY

Denver was in the eyes and the minds of the world in 2016, and as a result, the Communications Department set a new record for media placements, helping more than 1,000 journalists with their Denver stories, which resulted in 5,608 media placements (about 15 placements per day on average). If purchased as advertising, these stories would be worth \$64.3 million. Super Bowl media coverage alone represented more than 269 billion impressions around the world. Some 112 million people watched the game, but with the playoffs, a two-week buildup and the victory parade that followed, there were 192 billion domestic media impressions for the Super Bowl – the ad equivalency of \$1.8 billion of exposure for Denver.

Using the Super Bowl as a hook, the Communications Department was able to generate 286 media placements about Denver as a travel destination, which made 104 million impressions valued at \$3.2 million if purchased as advertising.

In April, the department hosted the Editors Council of the Society of American Travel Writers, one of the most

prestigious groups of travel writers in the world. They also hosted 127 domestic media on 49 different press familiarization trips, organizing accommodations and tours and developing personalized itineraries that showcase the best of everything Denver has to offer from a tourism perspective.

In addition, the department hosted a record 117 international media on 51 different press trips from 14 countries including: Australia, Austria, Canada, China, Denmark, France, Germany, India, Ireland, Italy, Japan, Netherlands, Norway and the U.K. As a result, the amount of international media coverage for Denver doubled in 2016, climbing to a record \$26.6 million ad equivalency.

Through deskside meetings with journalists, distribution of press releases, familiarization trip invitations and individual pitches, the Communications Department established relationships with regional and national travel editors, writers and bloggers. In 2016, the team also distributed 39 press releases and media alerts to local, regional and national media to promote Bureau events and illustrate the importance of the travel industry to Denver's economy.

The team secured deskside meetings in New York, Washington, D.C., Chicago, Los Angeles, Dallas, Houston and Austin, connecting with top travel and trade media in these key feeder markets.

Additionally, communications team members attended key conferences including the U.S. Travel Association's IPW (formerly International Pow Wow), TravMedia International Media Marketplace in London, Travel Blog Exchange (TBEX) and the Public Relations Society of America Travel & Tourism Conference. The team also participated in the media events associated with the *Abstract Expressionism* exhibition in London, featuring the works of Clyfford Still.

To develop relationships with local travel writers, the department also hosts monthly Travel Writer Receptions providing an opportunity to meet with the more than one hundred travel writers who live in Colorado. In 2016, receptions took place at several unique venues, including the Crimson Room, HALCYON – a hotel in Cherry Creek and Blue Moon Brewery.

2016 SIGNATURE BRANDING PROGRAMS

VISIT DENVER produces three annual events to elevate Denver's local and national brand for Denver's food and beer scenes, as well as Denver's arts and culture.



DENVER RESTAURANT WEEK

In 2016, Denver Restaurant Week spanned two weekends from February 26 to March 6, 2016, taking strain off the restaurants, but keeping two popular weekends, which pleased consumers who enjoyed fixed price meals for \$30 per person. Based on feedback from diners and restaurants, three different price points will be offered in 2017 so that a broader spectrum of eateries can participate.



10 DAYS
231 PARTICIPATING RESTAURANTS
324,093 MEALS SERVED



DENVER BEER FEST

Denver Beer Fest was created to brand Denver as America's craft beer capital. It is staged around the Great American Beer Festival, the largest beer competition in the world, to take advantage of the thousands of beer writers and craft beer aficionados who are in town. The event includes a national publicity campaign, as well as beer tastings, pairings, tapings and other brew-related events.



As part of Denver Beer Fest, the *Denver Beer Trail* brochure was expanded to include all of VISIT DENVER's 27 craft brewery partners. This guide has maps and craft beer selections at every brewery, and is distributed at Bureau information centers all year long.

188 EVENTS
\$2 MILLION IN AD VALUE
38 WRITERS ON BREWERY TOUR



DENVER ARTS WEEK

For its 10th Anniversary, Denver Arts Week put on a special nine-day celebration of all things art in The Mile High City. Three new permanent murals by artist Pat Milbery were added to the city in the Art District on Santa Fe, Golden Triangle and RiNo, with a "Love this City" theme celebrating the arts.



Denver Arts Week was created to promote Denver's vibrant arts scene to both a local and national audience.

Events Included:

- The popular "Night at the Museums" attracted a crowd of 21,000 visitors to 17 area museums, which stayed open on a Saturday night for free until 10 p.m. This has become the biggest night of the year for many of the area's museums.



- The opening weekend featured "Know Your Arts First Friday" art walk with more than 100 galleries and organizations participating in eight neighborhood arts districts. Denver First Lady Mary Louise Lee, who serves as honorary chair of Denver Arts Week, toured galleries in the Art District on Santa Fe and in RiNo.



- Page views on the Denver Arts Week website reached a record 145,371 up 18 percent from 2015.
- Denver's reputation as an arts & cultural center received national and international press, due to shows such as *Star Wars™* and *the Power of Costume* at Denver Art Museum and the unique Clyfford Still exhibition in London.

300 CULTURAL EVENTS
180 PARTICIPATING ORGANIZATIONS
21,000 AT NIGHT AT THE MUSEUMS

PUBLICATIONS AND SOCIAL & INTERACTIVE MEDIA



VISITDENVER.com had its best year ever in 2016 with more than 8.3 million individual visits, a 16-percent increase over 2015 and the first time the Bureau's website has ever exceeded 8 million sessions. Mobile visits continue to increase, with 51 percent of total traffic in 2016, while tablet views represent an additional 8 percent.

In 2016, the Bureau's website was completely redesigned. The new site is more inspirational, more functional for mobile devices and has more engaging content. More than 600 pieces of content were updated with a fresh new look, larger photos and more compelling copy.

PUBLICATIONS HIGHLIGHTS 2016

VISIT DENVER prints more than a million pieces of promotional collateral a year about Denver including 535,000 *Official Visitors Guides to Denver & Colorado*, as well as international brochures in nine languages and 16,000 copies of the *Destination Planning Guide to Denver & Colorado*.

- In 2016, 535,000 copies of the *Official Visitors Guide to Denver & Colorado* were distributed directly to visitors at

As a result, VISITDENVER.com held the No. 1 position on Google, Yahoo and Bing for more than 1,500 Denver tourism- and convention-related search terms.

This success continued with the Bureau's social media platforms, which topped one million engagements for the first time in 2016. Facebook grew to more than 300,000 Page Likes and the Bureau's Instagram feed grew to a total of 47,225 followers, an increase of 101 percent over 2015.

The Discover Denver electronic newsletter reached more than 63,800 monthly subscribers,

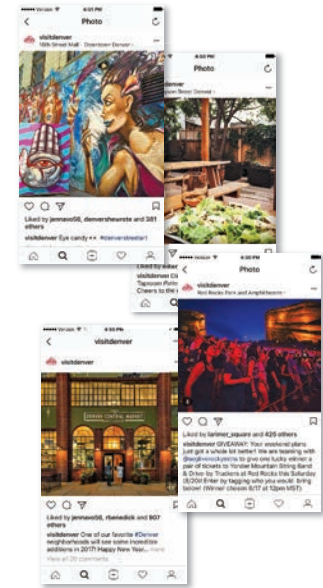
more than 135 locations, including in nearly 19,000 Metro Denver hotel rooms.

- In 2016, nearly 15,000 copies of the *Destination Planning Guide to Denver & Colorado* were shipped directly to meeting planners, conference planners, tour operators and international travel producers. The guide was also distributed at 39 convention trade shows and 23 domestic and international travel trade shows and missions.

providing them with information about key events and attractions in Denver.

FACEBOOK LIVE!

This new program allows live broadcasts on Facebook and initial reactions were positive. The Bureau began its Facebook Live program at Green Russell speakeasy and will continue to aggressively produce and promote additional broadcasts in 2017. The immediacy of this type of program brings the authenticity that millennial travelers are looking for. Rather than a staged feel, Facebook Live allows visitors to interact with the city in real-time.



- The Bureau updated the *Denver Dining Guide* that catalogs all partner restaurants by neighborhood.
- International brochures continued to be printed in Chinese, French, German, Italian, Japanese, Korean, Portuguese, Spanish and English.
- Niche travel guides to Denver are also produced for the African-American, Hispanic/Latino and LGBTQ markets.

- A Denver lure brochure was also distributed at annual conventions for incoming groups, promoting their future meetings in The Mile High City.
- The *Denver Beer Trail* listed 27 breweries in Denver with a suggested sample of a unique craft beer at each, as well as maps and travel information.

The Bureau also maintains the VISIT DENVER TV channel in more than 19,000 hotel rooms across the city.

DENVER SPORTS COMMISSION



The Denver Sports Commission is an affiliate of VISIT DENVER, and is the official resource for all sporting event organizers interested in Denver as a future location. Also known simply as Denver Sports, the office's mission is to proactively identify, pursue and attract new regional, national and international sports events and sports-related business opportunities that generate economic impact, engage the community and support Denver's brand as an active, healthy city. An advisory board consisting of business and sports leaders help to identify new sporting event opportunities and drive forward the mission of sports tourism.

The Denver Sports Commission is an affiliate of VISIT DENVER, and is the

MAJOR DENVER 2016 SPORTING EVENTS INCLUDED:

BRONCOS SUPER BOWL VICTORY

The incredible finish to the Denver Broncos 2015 season led to two extra home games and a Super Bowl victory, followed by the Broncos Super Bowl Victory parade, which was the largest event in Denver's history, attracting one million people. VISIT DENVER was one of two presenting sponsors of the parade. An event like this shows the power of sports and why sports has become such a desirable element for cities.

NHL COORS LIGHT STADIUM SERIES AT COORS FIELD

This sell-out event in February was the first outdoor night game for the NHL in Colorado and featured the Colorado Avalanche against their arch rivals, the

Detroit Red Wings. The NHL weekend also included an Avs-Red Wings alumni game, as well as a collegiate game the week before between rivals University of Denver and Colorado College. The successful event showcased the possibility for other winter outdoor games.

NCAA MEN'S DIVISION I BASKETBALL TOURNAMENT, ROUNDS 1 AND 2

This is the first time the tournament has been to Denver since 2011. The rounds included a dramatic win by Arkansas-Little Rock and secured regional berths for Gonzaga and Iowa State, with all games cheered on by huge crowds of out-of-state fans in Denver to witness sports history.

NCAA DIVISION II NATIONAL CHAMPIONSHIP FESTIVAL

This multi-sport event was hosted at the Metropolitan State University campus and included championships in women's softball, men's and women's tennis, men's and women's golf and women's lacrosse.

FISE

Extreme sports producer FISE came to Denver over the Labor Day weekend and fans saw the best collection of BMX ever assembled for a competition. The first time in the United States, FISE's three-day competition transformed Sculpture Park into an extreme sports festival that included skateboard and flatland athletes.

More information can be found at VISITDENVER.com/DenverSports.

PARTNERSHIP

The Partnership Department is responsible for generating private revenue for VISIT DENVER's marketing efforts and for ensuring that VISIT DENVER partners receive full value from their partnership investment. The Government & Community Affairs Department works to establish positive relationships between VISIT DENVER and elected government officials, local communities and neighborhoods. The Finance & Administration Department works to assist all other Bureau departments and to provide an efficient work environment.

PARTNERSHIP 2016 HIGHLIGHTS

In 2016, VISIT DENVER raised \$3.3 million from partnership dues, advertising sales, consumer marketing partners, Denver Restaurant Week sponsors and fees, convention services fees, housing fees, Mile High Holidays partners, Denver Arts Week partners, tourist information retail sales and other cooperative marketing programs.

All privately raised money was used to market Denver as a convention and leisure travel destination.

The Partnership Department hosted nearly 50 networking, educational and professional development events, providing partners with an opportunity to interact with VISIT DENVER staff and other partner businesses.



The 30th Annual VISIT DENVER Partnership Open & Golf Tournament attracted 104 golfers to Arrowhead Golf Club and raised

more than \$20,000 for the VISIT DENVER Foundation.



VISIT DENVER FOUNDATION

Since its inception in 1999, the VISIT DENVER Foundation has awarded \$842,000 in scholarships to 310 Colorado students pursuing a degree in the tourism and hospitality industry.

The Foundation funds are raised primarily from the VISIT DENVER Foundation Golf Tournament and the Denver & Colorado Tourism Hall of Fame Gala. At the 2016 Hall of Fame event, more than \$78,000 in scholarship money was presented to 24 students from Colorado State University, Johnson & Wales University, Metropolitan State University of Denver, and the University of Denver. Special scholarships were named in honor of former VISIT DENVER partner Noel Cunningham and past chair, Joy Burns.

More than 500 partners turned out for VISIT DENVER's 17th Annual Denver & Colorado Tourism Hall of Fame Dinner on March 9 in the Colorado Convention Center.

Inducted into the Denver & Colorado Tourism Hall of Fame were legendary Denver performer and nightclub owner, Lannie Garrett; rock concert promoter Chuck Morris and former Colorado legislator and state tourism director Al White. A special posthumous award was presented in honor of the founder of the Colorado Rockies, Jerry McMorris.



Eight "Tourism Star" awards were also presented to organizations, attractions, conventions and events that had a significant impact on Denver's tourism industry during the preceding year.

WINNING "TOURISM STARS" FOR THEIR CONTRIBUTIONS IN 2015 IN THE AREAS OF ART, CULTURE, HISTORY AND SCIENCE WAS A QUINTUPLET OF DENVER CULTURAL ATTRACTIONS:

Denver Art Museum
Denver Botanic Gardens
Denver Museum of Nature & Science
Denver Zoo
History Colorado Center

Finally, a 2015 "Tourism Star" award was presented to David Ingemie and Snow Sports Industries America (SIA) for bringing the Snow Show to Denver for 11 years, a booking that generates \$35 million in annual spending.

Event sponsors included EKS&H, Cherry Creek Shopping Center, Brownstein Hyatt Farber Schreck, LLP, Johnson & Wales University, MillerCoors and Impact Productions. Event partners were 9News, Bouquets, Centerplate, Colorado Convention Center, the Curtis – a Doubletree by Hilton, Dark Horse Winery, FREEMAN, From the Hip Photo, kiMotion, Snelling Staffing Services and Vision Graphics/Eagle:XM.



GOVERNMENT & COMMUNITY AFFAIRS 2016



In 2016, VISIT DENVER organized the largest public outreach in Bureau history to gather information for the Denver Tourism Roadmap. This included gathering 90 participants from the Board and staff for workshops; arranging nine focus groups with 141 participants, organizing 27 one-on-one interviews with top elected officials and industry leaders; surveying 68 meeting planners and 48 tour operators; and conducting an online survey of residents and partners with nearly a thousand participants. The final result is the Denver Tourism Roadmap, which will guide the Bureau on methods to keep tourism strong for the next decade.

The department produces Policy Perspectives, a quarterly policy e-newsletter for partners, which highlights local, state and federal policies impacting the tourism industry. The newsletter is a valuable education and engagement tool, generating positive response and a high level of readership.

The Denver City Council passed regulation and taxation of short-term rentals that went into effect on July 1, 2016, with enforcement beginning January 1, 2017. VISIT DENVER worked with Council members over the past two years to support reasonable licensing regulation of this growing industry to ensure the safety of visitors and collection of Lodger's Tax comparable to hotels. An advisory committee, including representation from VISIT DENVER, meets monthly to assess the effectiveness of the program and educate visitors and hosts about the new regulations.

The VISIT DENVER Board of Directors took positions on four local and state ballot issues during the November 2016 election. The Board voted to oppose Amendment 69, which would have created a state-wide health care system. The Board remained neutral on Amendment 70 to increase the state minimum wage, based on a survey of VISIT DENVER

partners. The Board supported Amendment 71 to raise the requirements for changes to the Colorado constitution and supported the campaign with \$10,000. At the local level, the Board supported the re-authorization of the Scientific & Cultural Facilities District (SCFD), including a \$25,000 contribution. Campaign contributions are made with private revenue.

PROUD MEMBERS AND PARTNERS 2016

- AMC Institute
- Arvada Chamber of Commerce
- Asian Chamber of Commerce
- Association of Chief Executives for Sport
- Aurora Chamber of Commerce
- Brand USA
- C3: Colorado Competitive Council
- City Club Denver
- Colorado Association of Destination Marketing Organization Board (CADMO)
- Colorado Black Chamber of Commerce
- Colorado Business Committee for the Arts (CBCA)
- Colorado Concern
- Colorado Hotel and Lodging Association/Metro Denver Lodging Council
- Colorado Restaurant Association
- Colorado Ski Country
- Colorado Society of Association Executives
- Colorado Sports Hall of Fame
- Colorado Springs Conventions & Visitors Bureau
- Colorado Tourism Office (CTO)
- Colorado Women's Chamber of Commerce
- Conifer Area Chamber of Commerce

- ConnectSports
- Denver Gay and Lesbian Chamber of Commerce
- Denver Hispanic Chamber of Commerce
- Denver Metro Chamber of Commerce
- Denver Taxi and Limo Council
- Denver Theater District
- Denver Urban League
- Destination Colorado
- Destination Marketing Associations International (DMAI)
- Downtown Denver Partnership
- Event Services Professional Association
- Evergreen Area Chamber of Commerce
- Girl Scouts of America
- Golden Chamber of Commerce
- Greater Brighton Chamber of Commerce
- Greater Glendale Chamber of Commerce
- Green Meeting Industry Council (GMIC)
- Healthcare Convention and Exhibitors Association
- Historic Denver, Inc.
- Hospitality Sales and Marketing Association International
- International Association of Hispanic Meeting Planners
- Japan America Society of Colorado
- Kiwanis Club of Denver
- Lone Tree Chamber of Commerce
- LoDo District, Inc.
- Metro Denver Economic Development Corporation (MDEC)
- Metro Mayors Caucus
- Meetings Industry Council (MIC)
- National Association of Sports Commissions (NASC)
- National Coalition of Black Meeting Planners
- Religious Conference Management Association
- Rocky Mountain Business Travel Association

- Rocky Mountain Indian Chamber of Commerce
- Rocky Mountain International
- Rocky Mountain Chapters of ASAE, MPI, PCMA, IAEE
- Scientific & Cultural Facilities District (SCFD)
- Denver County Cultural Council
- Society for Government Meeting Professionals
- South Metro Denver Chamber
- Tour Colorado
- Tourism Industry Association of Colorado (TIAC)
- U.S. Olympic Committee
- U.S. Travel Association (USTA)

COMMUNITY SERVICE & PARTICIPATION

The Bureau actively supports the following community efforts and programs:

- Biennial of the Americas
- Cherry Creek Arts Festival
- Colfax Marathon
- Concerts for Kids
- Civic Center Conservatory
- Denver Day of Rock
- Denver Film Festival
- Denver's Road Home
- Doors Open Denver
- Downtown Denver Partnership Ambassador Program and Security Action Plan
- The Greenway Foundation
- Inter Neighborhood Cooperation
- Kellen Foundation
- Latinas First Foundation
- Martin Luther King, Jr. Business Awards
- Mayor's Commission to End Homelessness Task Force
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