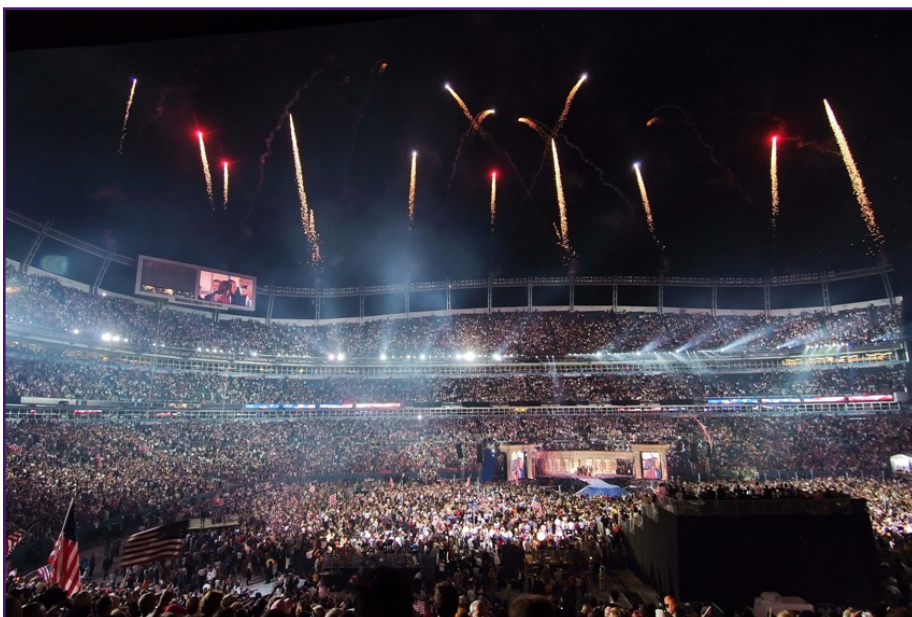


2008 Democratic National Convention Impact Report

City and County of Denver
Denver 2008 Convention Host Committee



DENVER®
THE MILE HIGH CITY

 **DENVER2008**

Denver 2008 Democratic National Convention

Impact Report

The 2008 Democratic National Convention (August 25-28) provided an opportunity for Denver and the New West to welcome delegates, VIPs, media and visitors to the Mile High City. In addition to the economic opportunities the Convention brought to the Denver metro area, the Convention served as a platform for regional cooperation and celebration. Sharing the Convention experience with the Denver community not only enhanced the time visitors spent in the Denver but enriched the City's contribution to the 2008 Democratic National Convention.

This impact report briefly touches on the background of planning and execution for the Democratic National Convention. After which, the report highlights the quantifiable and unquantifiable impacts of the event, combining both an economic impact analysis - a traditional model in the convention industry - and an evaluation of the overarching goals set forth in the event planning stages. This report focuses on the seven-county Denver metropolitan area and specifically the City and County of Denver.

Background

In 2006, during the Convention bid process, Denver Mayor John Hickenlooper questioned the value of hosting a convention such as this, choosing to take a very different approach to the planning of the Convention than previous host cities had done. Because Denver expected minimal disruptions to the core district due to its conducive geographical layout, Mayor Hickenlooper stated from day one that Denver was “Open for Business” and strongly encouraged citizens to participate in the Convention.

Mayor Hickenlooper challenged the Host Committee, City employees and the community to see this Convention not only as an economic driver, but as a chance to participate in democracy in action. With 16 subcommittees engaging 800 volunteers, one theme came up over and over – “How should the Convention impact Denver, and how can Denver impact the Convention?” The Mayor’s Office staff worked closely with the Host Committee to hold more than 12 formal community forums, 35 neighborhood meetings, and reach more than 10,000 people through outreach sessions and public presentations.

All strategic planning efforts and decision making were guided by the following four goals:

- Encourage **civic engagement** by providing diverse opportunities for public participation, enabling local residents and students to experience “*democracy in action*.”
- Emphasize **inclusiveness** by collaborating with and reaching out to diverse communities and businesses, with a specific focus on the Rocky Mountain West’s involvement and outreach to minority, women, disadvantaged and disabled communities.
- Showcase Denver’s commitment to a sustainable, clean environment by hosting a **green** Convention.
- Create an event that showcases the Denver’s spectacular scenery and unique attributes while “**wowing**” delegates, visitors, and residents alike.

Economic Analysis: Introduction and Methodology

Economic impact analysis is the analytical approach used to assess the measurable direct and indirect benefits and costs resulting from a project or event over a specific period. Only those costs and benefits that can be measured or quantified are included. Intangible benefits, such as enhancement of community character or diversification of the job base, are not included. Fiscal impact analysis is a narrower concept that measures only the direct, public (governmental) costs and public revenues associated with the project or event over a specific period.

This report provides a brief estimate of the economic and fiscal impacts of the Convention based on DNCC and Denver 2008 Host Committee operating expenditures, security expenditures, and estimated visitor spending patterns. It presents a summary of total spending associated with the Convention throughout the seven-county Denver metropolitan area (including Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, and Jefferson Counties), but focuses more specifically on the spending transacted with businesses and individuals in the City and County of Denver. Impacts on the Denver metropolitan area are discussed first throughout this analysis. Then, the spending in just the City and County of Denver is isolated out of the metropolitan area spending so that the economic impacts on just the City are also estimated.

These spending patterns have multiplicative impacts on the community. Therefore, multiplier analysis was used to trace the impacts on businesses, organizations, and individuals affected by the direct spending. Multiplier analysis recognizes the interdependence of various sectors of the economy as activities in one sector spill over into other sectors, stimulating business activity. For example, when the Denver 2008 Host Committee purchased supplies from a local vendor (direct spending), that local vendor in turn provides payroll to its employees and makes purchases from other vendors. These other vendors in turn provide payroll to their employees, and so on, providing the indirect impact of the event. On a separate but similar spending track, when employees working for the Denver 2008 Host Committee spend their paychecks at local businesses, these local businesses provide payroll to their employees, make purchases from other vendors, and so on, creating the induced impact on the community.

The indirect and induced income flows generated by the direct spending patterns were estimated using the Regional Input-Output Modeling System (RIMS II) multipliers developed by the Bureau of Economic Analysis of the U.S. Department of Commerce. The RIMS II multipliers are the most widely used and respected for economic impact analysis. These multipliers are geographic and industry specific, and may be used to estimate the total impact of a project on regional output, earnings, and/or employment. This analysis used the RIMS II multipliers for the City and County of Denver and for the seven-county Denver metropolitan area.

This analysis considers the economic and fiscal impact in 2008 dollars. As the following analysis will demonstrate, hosting the 2008 Democratic National Convention generated a \$266.1 million regional economic benefit to Metro Denver, of which \$153.9 million occurred within the City and County of Denver (see pages 10-11 for the economic and fiscal impact summary).

CONVENTION FACTOID

Business Testimonial

"We broke all records at our downtown restaurants. We had sales of 3.5 times a normal week in revenue at one location and twice as much at our second location. Our restaurants outside of the core downtown area operated with normal sales volume. So downtown was a great experience. It was very profitable for us and enabled us to give something back to Denver."

* The City and County of Denver and Denver 2008 Convention Host Committee would like to thank Development Research Partners and its president, Patty Silverstein, for the development of the economic analysis portion of the 2008 Democratic National Convention Impact Report.

Direct and Indirect Economic Impacts

Democratic National Convention Committee and Denver 2008 Host Committee Spending

The Democratic National Convention Site Selection Committee selected Denver as the site of the 2008 Democratic National Convention in January 2007. Event plans were already underway by this time, with significant time and resources devoted to preparing the event proposal. The following estimates include spending before and during the event, only for the Denver 2008 Host Committee and the Democratic National Convention Committee.

- The Denver 2008 Host Committee was responsible for raising a minimum of \$51 million in cash and in-kind donations to fund the Convention activities. Ultimately, the Denver 2008 Host Committee surpassed this goal, raising more than \$60 million in cash and in-kind contributions. Approximately 80 percent of the funds were raised outside of the Denver metropolitan area.
- There were 11 major categories of spending by the Denver 2008 Host Committee on Convention activities: Insurance, Host Committee Activities, Convention Complex, Hotels and Other Accommodations, Production, Office Space, Technology, Telecommunications, Transportation, (non-federal) Security, and Host Committee Administration. To date, the value of all goods and services purchased for the event totals nearly \$54 million, including approximately \$48 million in cash expenses and nearly \$6 million worth of in-kind contributions.
- Of the total cash expenditures of \$48 million by the Denver 2008 Host Committee, approximately \$27.3 million (57 percent) was spent with businesses and suppliers in the Denver metropolitan area. Adjusting this value for spending occurring directly in the City, *the direct economic impact of Denver 2008 Host Committee spending on the City and County of Denver was \$14 million.*
- Committees organizing the Democratic National Convention and the Republican National Convention each received approximately \$16 million from the federal government for convention planning purposes. These funds came from the presidential campaign check-off box on federal tax returns. While the actual spending distribution by the DNCC is unknown, it is estimated that approximately two-thirds of the funds were spent outside of the Denver metropolitan area. Employment with the DNCC ranged from six people in the summer of 2007 to 250 people by August 2008, with the greatest increase in employment occurring in the months prior to the Convention. A significant portion of the DNCC staff located to the Denver metropolitan area in the months prior to the Convention, accounting for the estimated one-third of the funds spent locally, or \$5.3 million. Assuming that about half of the spending in the Denver metropolitan area occurred specifically in the City, *the direct economic impact of the DNCC spending on the City and County of Denver was \$2.6 million.*
- *The total direct economic impact of the DNCC spending and the Denver 2008 Host Committee spending on the seven-county Denver metropolitan area was \$32.6 million.* These spending patterns have multiplicative impacts on the community. Based on the RIMS II multipliers for the various industries impacted, *the spending by the DNCC and the Denver 2008 Host Committee resulted in a total direct and indirect economic impact of \$59.7 million on the Denver metropolitan area.*
- *The total direct economic impact of the DNCC spending and the Denver 2008 Host Committee spending on the City and County of Denver was \$16.6 million.* These spending patterns have multiplicative impacts on the community. Based on the RIMS II multipliers for the various industries impacted, *the spending by the DNCC and the Denver 2008 Host Committee resulted in a total direct and indirect economic impact of \$28.4 million on the City and County of Denver.*

CONVENTION FACTOID

Business Testimonial

“Our downtown Camera Store’s business increased 300 percent compared to 2007 for those five days. We sold out of inventory in the middle of the week and had to move stock from our other stores.”

Direct and Indirect Economic Impacts

Security Expenditures

As a National Special Security Event, the federal government provided a \$50 million grant to the City and County of Denver for security expenses for the Convention. The City and County of Denver used these funds for local and non-local security-related expenses such as personnel, equipment, training, and supplies.

- Approximately \$28 million was spent on security personnel and ancillary services, including overtime. Planned security measures required the City and County of Denver to contract with other jurisdictions as far north as Wyoming and as far south as El Paso County to provide the necessary number of uniformed officers. Approximately \$24.6 million was reimbursed to jurisdictions throughout the Denver metropolitan area for security services, with approximately **\$11.6 million paid to the City and County of Denver for security personnel.**
- Approximately \$22 million was spent on equipment, including both capital equipment and security consumables. Approximately \$8 million worth of equipment purchased with the federal grant was spent on capital equipment that are now assets of the city. This equipment will continue to benefit the citizens of the City and County of Denver for years to come.
- An estimated \$15.6 million of the total \$22 million spent on security equipment was transacted with businesses and suppliers in the Denver metropolitan area. Adjusting the \$15.6 million for spending occurring directly in the City, **the direct economic impact of security equipment spending on the City and County of Denver was \$10 million.**
- **The total direct economic impact of security spending on the seven-county Denver metropolitan area was \$40.2 million.** These spending patterns have multiplicative impacts on the community. Based on the RIMS II multipliers for the various industries impacted, **the security personnel and equipment spending resulted in a total direct and indirect economic impact of \$79.3 million on the Denver metropolitan area.**

CONVENTION FACTOID

Private Housing

One local resident rented out their one-room LoDo loft for \$1,000 a night.

- **The total direct economic impact of the security spending on the City and County of Denver was \$21.6 million.** These spending patterns have multiplicative impacts on the community. Based on the RIMS II multipliers for the various industries impacted, **the security personnel and equipment spending resulted in a total direct and indirect economic impact of \$36.7 million on the City and County of Denver.**

Visitor Spending

The Convention brought an estimated 50,000 people to Denver, including 6,000 delegates, 18,000 national and international media, and 26,000 dignitaries, delegate family members, and other guests. These visitors spent money on hotels, transportation, food, entertainment, and other expenses during their stay. These expenditures occurred in the City and County of Denver and throughout the Denver metropolitan area. Please note that the following discussion gives an overall view of spending associated with the Convention and is not intended to describe individual business performance.

- The Democratic National Convention Committee (DNCC) contracted with 93 hotels throughout the Denver metropolitan area to provide lodging for the Convention visitors. However, these 93 hotels did not accommodate all of the visitors. Visitors also stayed in non-contract hotels and private homes during the Convention.
- Based on an average of 1.5 people per hotel room, approximately 12,500 visitors stayed in just over 8,300 hotel rooms in downtown Denver. The surge in demand brought the average room rate in downtown Denver to over \$180 per night in August 2008, up from an average of \$151 per night in August 2007, according to the Rocky Mountain Lodging Report.
- An estimated 15,500 guests stayed in accommodations in other parts of the City and County of Denver, ranging from Midtown to the Denver Tech Center to Northeast Denver, including Stapleton and the Denver International Airport area. The average room rate for these areas of \$131 per night was also significantly higher than the average room rate of approximately \$100 in August 2007.

Direct and Indirect Economic Impacts

Visitor Spending (cont.)

- It is estimated that the remaining 22,000 visitors stayed in lodging and other accommodations throughout the Denver metropolitan area. The average room rate for these areas of \$133 per night was also significantly higher than the average room rate of approximately \$104 in August 2007.
- Some portion of the Convention visitors also stayed in private homes, either as renters or as guests. Since the portion of visitors staying in other accommodations is unknown, this analysis conservatively estimates all lodging revenue based on average hotel room rates and an average of 1.5 guests per room.
- Media and other advance personnel moved into the area as much as two weeks prior to the Convention, while some dignitaries stayed in the area for only a night or two. Based on hotel information tracked by the DMCVB, the average length of stay for Convention visitors was 5.5 nights with peak lodging activity between the nights of Sunday, August 24 and Thursday, August 28.
- Visitors spent an estimated \$26.4 million on lodging and accommodations throughout the Denver metropolitan area during the Convention. Of this amount, ***the direct economic impact of hotel and lodging spending on the City and County of Denver was \$15.7 million.***
- The Denver 2008 Host Committee provided much of the ground transportation for the 6,000 delegates, but all other visitors paid for their own transportation costs. These transportation costs included shuttles and taxis to and from Denver International Airport, car rentals, gasoline, parking, and other transportation to various private parties and events. Total direct spending on transportation and related expenses is estimated at just under \$20 per day per person, or a total of \$4.8 million throughout the Denver metropolitan area. Of this amount, ***the direct economic impact of transportation spending on the City and County of Denver was \$3.5 million.***
- The Denver 2008 Host Committee tracked at least 1,500 events on the master event calendar, ranging from small state delegation breakfasts at local hotels to large concerts at Red Rocks Amphitheatre. Sponsoring businesses and private individuals paid for the majority of these events. In other cases, visitors were responsible for their own expenses. As there is no data regarding the amount of private dollars spent on all of the parties and events held during the Convention, it is estimated that food and beverage expenditures per visitor averaged approximately \$98 per day, which is double the federal per diem for Denver. Therefore, approximately \$24.5 million was spent on food and beverages either by the visitors or on behalf of the visitors throughout the Denver metropolitan area. Of this amount, ***the direct economic impact of food and beverage spending on the City and County of Denver was \$19.1 million.***
- Convention visitors also spent an estimated \$5 million on entertainment, souvenirs, and other merchandise throughout the Denver metropolitan area. Of this amount, ***the direct economic impact of other retail spending on the City and County of Denver was \$3.9 million.***

CONVENTION FACTOID

RTD Ridership

RTD's average bus ridership was 230,327 riders per day (1,154,184 for the week), an 11.88 percent increase. Average rail ridership was 71,450 riders per day (357,251 for the week), a 20.27 percent increase. Their average mall ridership was 54,741 (273,705 for the week), a 5.89 percent increase.

CONVENTION FACTOID

Business Testimonial

A downtown drug store's sales were up 50 percent during the period of the Democratic National Convention and overall store traffic was up slightly more than that.

Direct and Indirect Economic Impacts

Visitor Spending (cont.)

- Nearly 84,000 people filled INVESCO Field at Mile High on Thursday for Senator Obama's acceptance speech. These individuals included the 50,000 Convention visitors as well as Denver metropolitan area residents and other attendees from throughout Colorado and neighboring states. Approximately 30 percent of the tickets, or just over 25,000, went to Colorado guests. While the additional 34,000 attendees (beyond the 50,000 Convention visitors) also spent money on transportation, food, and other incidentals related to the Thursday night event, the dollars spent by the Colorado residents would have been spent on other goods and services were it not for the Convention. The 50,000 Convention visitors and Colorado residents represented the bulk of the attendees, so no additional impact beyond the spending by the 50,000 Convention visitors is included.
- Nearly 27,000 people volunteered to help with the Convention. Of these, the Denver 2008 Host Committee trained and used about 14,000 volunteers for jobs ranging from assembling delegate welcome bags to drivers to hospitality and information personnel. Presumably, most of these volunteers came from throughout the Denver metropolitan area. Therefore, the City and County of Denver does not account for any expenses incurred by these volunteers for transportation, food, and other incidentals as these amounts are relatively minor and the dollars would have been spent on other goods and services were it not for the Convention.
- More than 120,000 citizens attended public programs held throughout the downtown Denver area. Presumably, most of these program attendees came from throughout the Denver metropolitan area. Therefore, the City and County of Denver does not account for any expenses incurred by these individuals for transportation, food, and other incidentals as these dollars would likely have been spent on other goods and services were it not for the Convention.
- The total direct economic impact of the visitor spending on the seven-county Denver metropolitan area was \$60.7 million.* These spending patterns have multiplicative impacts on the community. Based on the RIMS II multipliers for the various industries impacted, *the visitor spending resulted in a total direct and indirect economic impact of \$127.1 million on the Denver metropolitan area.*

| CONVENTION VISITOR SPENDING IN THE CITY AND COUNTY OF DENVER | | | |
|--|-----------------------|--------------------|------------------------------------|
| | Direct Spending | RIMS II Multiplier | Total Direct and Indirect Spending |
| Lodging and Accommodations | \$15.7 million | 1.9768 | \$31 million |
| Transportation | \$3.5 million | 2.2811 | \$7.9 million |
| Food and Beverages | \$19.1 million | 2.1810 | \$41.7 million |
| Entertainment and Other Retail | \$3.9 million | 2.1068 | \$8.2 million |
| TOTAL | \$42.2 million | | \$88.8 million |

CONVENTION FACTOID

Taxi Ridership

One local taxi company had a 42 percent increase in business. One shuttle company carried 16,000 passengers for the week, a 60 percent increase.

- The total direct economic impact of the visitor spending on the City and County of Denver was \$42.2 million.* These spending patterns have multiplicative impacts on the community. Based on the RIMS II multipliers for the various industries impacted, *the visitor spending resulted in a total direct and indirect economic impact of \$88.8 million on the City and County of Denver.*

Direct and Indirect Economic Impacts

Potential Offsets to Economic Impact

Some analysts argue that large events such as the Democratic National Convention “displace” various spending activities. That is, were it not for this event, other visitors and workers would have spent dollars in the area. Therefore, some argue, of most importance is the net impact of spending related to the event rather than the gross impact. This analysis finds no evidence of significant spending displacement, as described below:

- **Worker Displacement:** Most downtown Denver workers were able to commute to downtown using other routes, adjusted their work hours accordingly, or worked from home. *There is no evidence that any losses in economic activity represented permanent losses or that worker productivity was irrevocably diminished during the four-day event.*
- **Philanthropic Giving Displacement:** Approximately 80 percent of the money raised by the Denver 2008 Host Committee came from outside the Denver metropolitan area, representing dollars brought into the area that may not have been spent in the area otherwise. Of the 20 percent of the money raised from local donors, it does not make a difference if the spending is now focused on a different type of good or service. *While this may matter to individual businesses as the composition of the spending may now be different, the spending is still real and creating economic activity.*
- **Event Displacement:** No major events were displaced by the Convention as neither the Pepsi Center nor INVESCO Field at Mile High were booked for any other occasions. While there had been one convention previously planned during that period, the DMCVB successfully rescheduled that event for July 2008. *Therefore, there was no lost revenue due to displaced events.*
- **Visitor Displacement:** Potential visitors likely adjusted their travel dates to either before or after the event, representing no loss in visitor revenue. Further, *the potential benefits of having Convention attendees return to Denver in the future for business or pleasure trips far outweigh any temporary shifts in other visitor spending.*

Fiscal Impacts

The fiscal impact includes the direct, public (governmental) costs and public revenues associated with the Convention. This analysis includes only the fiscal impacts on the City and County of Denver. It does not include the fiscal impacts on any of the other jurisdictions throughout the Denver metropolitan area as it is beyond the scope of this study to distribute spending to other individual jurisdictions throughout the Denver metropolitan area, each of which has their own tax structure. While the City and County of Denver and the downtown Business Improvement District did spend minimal money on personnel and supplies to beautify the downtown area and other parts of the City, it was part of their normal business operating plans. For example, the Business Improvement District spent nearly \$300,000 on downtown projects, of which only approximately \$19,000 was spent on staff overtime.

- **The City & County of Denver received approximately \$1.7 million in lodger's tax revenue from the Convention visitors**, based upon the City's tax rate of 10.75 percent. Indeed, lodger's tax data from the City and County of Denver's Budget and Management Office indicates that lodger's tax revenue in August 2008 was nearly \$2 million higher than August 2007. The strength in lodger's tax receipts was due to the Convention as well as the estimated 25,700 delegates that visited Denver for other conventions in August 2008.
- **The City & County of Denver received approximately \$1 million in sales and use tax revenue from the Convention visitors**, based upon the City's tax rate of 3.62 percent for general purchases, 4 percent for food, beverage, and liquor purchases, and 7.25 percent for short-term car rentals. Sales and use tax data for those categories most likely impacted by visitor expenditures reveals an increase of \$1.2 million from August 2007 to August 2008. As indicated in the prior bullet, the strength in sales and use tax revenue was due to the Convention as well as other convention activity during the month.
- **The City and County of Denver received approximately \$38,000 in building permit fees** for construction and modifications at the Pepsi Center and INVESCO Field at Mile High.

Economic and Fiscal Impact Summary

- ***The total direct economic impact of the Convention on the Denver metropolitan area was \$133.5 million.*** These spending patterns have multiplicative impacts on the community. Based on the RIMS II multipliers for the various industries impacted, ***the spending by the DNCC and the Denver 2008 Host Committee, security, and visitors resulted in a total direct and indirect economic impact of \$266.1 million on the Denver metropolitan area.***
- ***The total direct economic impact of the Convention on the City and County of Denver was \$80.4 million.*** These spending patterns have multiplicative impacts on the community. Based on the RIMS II multipliers for the various industries impacted, ***the spending by the DNCC and the Denver 2008 Host Committee, security, and visitors resulted in a total direct and indirect economic impact of \$153.9 million on the City and County of Denver.***
- ***The total fiscal impact of the Convention on the City and County of Denver was \$2.7 million,*** including \$1.7 million in lodger's tax, \$1 million in sales/use tax, and \$38,000 in building permit fees. This fiscal impact is based on the direct spending only and does not include any tax revenue that may have been generated from the indirect spending.
- Of the \$80.4 million in direct economic impact, an estimated 93 percent of the dollars (\$75.1 million) represent money that may not have otherwise flowed into the City and County of Denver. The redistributed dollars (seven percent, or \$5.3 million) include 20 percent of the Denver 2008 Host Committee expenditures (as the local donors may have spent these dollars in the area anyway) and six percent of the visitor spending (representing Colorado visitors that may have spent money in the area anyway).
- Intangible benefits, such as the enhancement of community character and the name-recognition associated with the event, are not included in this analysis. There is no way to place a dollar value on the impact of the national and international media exposure. The Convention brought people that had never been here before and allowed individuals across the globe to see the Denver metropolitan area. Events such as the Democratic National Convention help to keep the City and County of Denver and Colorado top of mind for business leaders and individuals, which means that they may return as tourists, business travelers, or potential employers in the future. There is no way to place a value on the global exposure that Denver received due to this event.
- Another intangible benefit of the Convention was that it demonstrated that the City and County of Denver is able to handle large-capacity events. The City has the venues, infrastructure, suppliers, and personnel needed to ensure that any event – large or small – will be a positive experience.

**please see corresponding tables on following page*

Economic and Fiscal Impact Summary (cont.)

| TOTAL ECONOMIC IMPACTS OF THE DEMOCRATIC NATIONAL CONVENTION ON THE DENVER METROPOLITAN AREA | | | |
|---|-------------------------------|-------------------------------|---|
| | <i>Direct Spending</i> | <i>Indirect Spending</i> | <i>Total Direct and Indirect Spending</i> |
| DNCC | \$5.3 million | \$5.4 million | \$10.7 million |
| Denver 2008 Convention Host Committee | \$27.3 million | \$21.7 million | \$49 million |
| Security | \$40.2 million | \$39.1 million | \$79.3 million |
| Visitors | \$60.7 million | \$66.4 million | \$127.1 million |
| <i>TOTAL ECONOMIC IMPACTS</i> | <i>\$133.5 million</i> | <i>\$132.6 million</i> | <i>\$266.1 million</i> |

| TOTAL IMPACT OF THE DEMOCRATIC NATIONAL CONVENTION ON THE CITY AND COUNTY OF DENVER | | | |
|--|------------------------------|------------------------------|---|
| | <i>Direct Spending</i> | <i>Indirect Spending</i> | <i>Total Direct and Indirect Spending</i> |
| ECONOMIC IMPACTS | | | |
| DNCC | \$2.6 million | \$1.8 million | \$4.4 million |
| Denver 2008 Convention Host Committee | \$14 million | \$10 million | \$24 million |
| Security | \$21.6 million | \$15.1 million | \$36.7 million |
| Visitors | \$42.2 million | \$46.6 million | \$88.8 million |
| <i>TOTAL ECONOMIC IMPACTS</i> | <i>\$80.4 million</i> | <i>\$73.5 million</i> | <i>\$153.9 million</i> |
| FISCAL IMPACTS | | | |
| Lodger's Tax | \$1.7 million | | |
| Sales and Use Tax | \$1 million | | |
| Building Permit Fees | \$0.04 million | | |
| <i>TOTAL FISCAL IMPACTS</i> | <i>\$2.7 million</i> | | |

Civic Engagement: Community

The Denver 2008 Host Committee, City and County of Denver, regional partners and community promoted the diverse cultural opportunities Denver offers to residents and visitors, and created civic events and community-based programs that showcased democracy in action and provided more opportunities for public participation than previous host cities. Educational opportunities were also designed to engage youth of all ages in democracy and the convention process.

The City and County of Denver hosted more than 120,000 people at community events in more than 17 locations. Every venue owned and operated by the Denver Theatres & Arenas department was used for Convention-related events. The Colorado Convention Center hosted 6,000 people in the hall each day, and the Denver Performing Arts Complex hosted 36 events over six days, more than double the number of events held in the busiest weeks of 2007. The Denver Office of Cultural Affairs hosted more than 8,500 people at community events in 11 locations, from Red Rocks to City Park. DOCA also handled the 850 initial requests for event permits in 12 downtown parks, with 75 permits issued, plus an additional 25 parade permits.

The list below highlights a few of the many events/programs hosted by the City, Host Committee and other regional partners. The estimated numbers do not include figures from a number of events, including the Five Points Jazz Festival, the Denver Public Library Fresh City Life program, and the Artocracy Denver Municipal Concert, among many others.

| CIVIC EVENTS | |
|---------------------------------------|------------------------|
| EVENT NAME | EST. ATTENDANCE |
| Media Welcome Event at Elitch Gardens | 12,000 |
| Green Sunday Concert | 5,000 |
| American Presidential Experience | 23,000 |
| Dialog:City | 8,500 |
| Cinemocracy | 4,000 |
| Rocky Mountain Roundtables | 3,000 |
| Unconventional Women | 2,000 |
| America: Live and In Person | 100 entries |
| Play'n in the Park | 100 |
| Democracy Read Out | 200 |
| Summer Downtown Concert | 1,000 |
| Mile High Movies | 400 |
| NPR StoryCorp | 2,000 |
| La Piazza dell'Arte | 50,000 |
| Digital City | 1,500 |
| TOTAL | 123,800 |



The “America: Live and In Person” exhibit was the brainchild of the Education Subcommittee. There were more than 100 submissions from the Rocky Mountain Western Region, with 80 percent written submissions, 14 percent music/video, 4 percent visual art, 1 percent community projects. A hundred excerpts were displayed on posters citywide during the Convention including displays at the Media Event at Elitch Gardens, Presidential Experience at INVESCO Field at Mile High, the media tents at Pepsi Center, the Webb Municipal office building, and at the Rocky Mountain Roundtables in the Denver Performing Arts Complex.

To ensure civic engagement beyond City-hosted events, the guarantee of First Amendment rights was a City priority. In fact, the City opened discussions with many of the demonstration groups in the year prior to the Convention. Of the three Democratic National Conventions since 2000, Denver was the only host city whose security and free speech plans were fully upheld and not modified by the federal district court. Denver provided demonstration zones at the Convention venues, park permits and a specified parade route designated for marches each day of the Democratic National Convention.

Police, Sheriffs, Fire and Office of Emergency Management worked with 40 jurisdictions to keep Denver safe and, in the end, not a single major safety incident occurred and only 150 arrests were made. Demonstrators praised the free speech opportunities available during the Convention and the professionalism of police officers. The considerable training and preparation of safety personnel truly made a difference.

Civic Engagement: Volunteers

The Host Committee Volunteer Subcommittee recruited, trained and placed more than 15,000 volunteers in support positions throughout the region including all 93 Democratic National Convention hotels and a multitude of venues. They also worked closely with the Democratic National Convention Committee (DNCC) to address all volunteer needs throughout the planning and implementation stages of the Convention.

The Volunteer Subcommittee's outreach mission was to communicate with all diverse civic organizations, non-profit organizations, faith based organizations, business groups, educational organizations about the need for volunteers.

Volunteers across the nation came to Denver and went the extra mile to be frontline ambassadors to democracy in action, further reinforcing and encouraging inclusiveness and civic engagement before and during the Convention.

CONVENTION FACTOID

Keeping Denver Clean

Public Works worked hard to keep Denver clean throughout the Convention with Street Sweeping and Solid Waste Management responding so rapidly throughout the week, that a massive cleanup effort following the Convention was not needed! Positive feedback from visitors and local residents proves that it did not go unnoticed.



Inclusiveness: Business Community Outreach

In order for the business community outreach to be as comprehensive as possible, the Business Community Outreach Subcommittee included representatives from organizations such as Regional Transportation District (RTD), Small Business Administration (SBA), Denver Metro Chamber of Commerce, Downtown Denver Partnership (DDP), Colorado Department of Transportation (CDOT), Hispanic Chamber of Commerce (HCC), Colorado Black Chamber (CBC), Women' Chamber of Commerce (WCC), Asian Chamber of Commerce (ACC), Indian Chamber of Commerce (ICC), Western Native American Chamber of Commerce, Latina Chamber of Commerce (LCC) and other numerous organizations.

The subcommittee worked closely with city and state officials and the DNCC to involve MBE/WBE/SBE/DBE/Disabled, green businesses, union vendors, and contractors in the procurement opportunities. They developed an online vendor directory, which listed more than 3,500 local businesses in key convention industries.

The subcommittee provided many opportunities to both local and regional businesses to compete for contracts, goods, services, and supplies by:

- Hosting or partnering on events to disseminate information and opportunities.
- Presenting to local chambers, associations, community non-profits, banks, micro-enterprise organizations, small business development centers, and others.
- Providing for the first time, in cooperation with the Denver 2008 Host Committee, an active website which allowed businesses to register and monitor procurement opportunities. This website served as the central hub to educate, assist with certification for those businesses seeking certification, allow businesses to register, and provide access to information and links to related websites.
- Creating the online vendor directory, which promoted to convention-related industries, local businesses, state delegations, national event planners and corporations, among others.

CONVENTION FACTOID

Peddler Licenses

Excise & License issued more than 700 expedited peddler (street vendor) licenses in August alone.

Greening

The Greening Subcommittee addressed the goal of ensuring that Denver demonstrated environmental leadership in its Convention planning and operations - to build an enduring green legacy that would thrive in the community long after the last delegate left. Since the announcement of Denver as the host city there was a tremendous outpouring of interest and ideas related to this opportunity. The Greening Subcommittee represented a community-wide collaboration, with participation of more than 60 different groups that worked to engage as many community members as possible through its stakeholder meetings, volunteer opportunities and citizen civic engagement.

The Convention represented an unprecedented opportunity to advance the state of sustainability awareness and action throughout the state, region and country. The Greening Subcommittee focused on minimizing the environmental impacts of the Convention and using the historic opportunity to green Denver during and beyond the Convention.

As a result, the 2008 Democratic National Convention was the greenest national political convention to date – a natural outgrowth of Denver’s long-standing sustainability efforts – led by Mayor Hickenlooper’s Greenprint Denver and the Host Committee’s Greening efforts. There were multiple areas of focus for the Greening Subcommittee to enhance and promote sustainability.

As part of the Green Business Outreach, 428 businesses self-registered in the vendor directory as a basic green business; 50 registered as advanced. There were green business workshops for six business sectors, plus a “green fleet” roadshow completed for more than 600 attendees. There were three Peer Groups developed from the green business workshops - Facility Managers, Event Planners, Caterers. These Peer Groups were developed as networks designed to share best practices within each industry. Green business practices were encouraged in all relevant Host Committee RFPs and some DNCC RFPs.



CONVENTION FACTOID

Freewheelin' Denver

The City of Denver hosted a well-received bike-sharing program, Freewheelin' Denver. People from 29 countries and all 50 states registered for the bike sharing program during the Convention week:

- More than 5,000 rides took place
- More than 26,000 miles were ridden
- More than 800,000 calories were burned
- Approximately 9.2 metric tons of carbon emissions were avoided

Greening (cont.)

City-owned venues such as Red Rocks Amphitheatre, the Colorado Convention Center (CCC), Denver Performing Arts Complex (DPAC) and the Denver Coliseum had an Environmental Management System (EMS) in place. Opportunities to further green facility operations were identified and prioritized for implementation. Recycling bins were installed at DPAC, and an anti-idling program was launched at the CCC. There was also an event planning workshop to help event planners learn the resources to put on a greener event.

The Green Frontier Fest on Aug. 24 attracted more than 107 vendors and more than 8,000 attendees.

In resource recovery, 81 percent of the waste generated at the Elitch Gardens kickoff media party on Aug. 23 was recycled or composted. Parks and magnetometers recorded 10.1 tons of waste diverted.

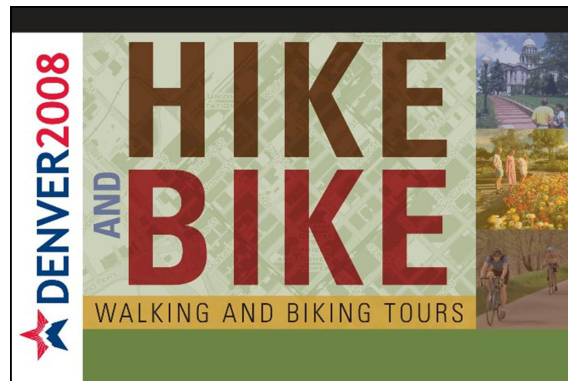
The Denver Regional Council of Governments (DRCOG) carpool recorded 484 vehicle trips saved, and pedicabs helped eliminate short car ride trips.

Twenty-one water reuse stations set up at the CCC, outside Pepsi Center and throughout town, with Denver Water trucks used at outside events. Xeriscaping was installed at the CCC and along Auraria Parkway. Approximately 26,000 reusable water bottles were distributed to delegates, media and volunteers.

CONVENTION FACTOID

Park Ranger Patrol

Park Rangers from Parks & Recreation patrolled by bicycle and foot throughout the event, riding 408 miles and logging more than 260 hours in the Convention zone.



Following a Lean N' Green goal of healthy and active living, a "Hike and Bike" guide was developed and distributed to visitors and residents, with walking and biking tours of Denver. In addition, an environmental checklist tip card was distributed to visitors focused on 10 things anyone could do to help. The tip card was listed in the maps and was distributed to volunteers and hotels. More than 40 locations participated in the Lean N' Green meal program, offering a healthy and locally grown meal options to guests.

A carbon calculator was developed for guests and residents to calculate their carbon footprint of their trip with the opportunity to purchase offsets. The calculator is located on the Denver Metro Convention and Visitors Bureau (DMCVB) web site, a first for a City tourism/convention web site.

Already one of the leading city's in sustainability efforts, the Convention served as a galvanizing opportunity to enhance Denver's green programs and initiatives beyond the Convention.

'WOW' Factor: Marketing/Public Relations

The marketing and communications team promoted economic development, tourism and quality of life before, during and after the Democratic National Convention. Following the theme of "New West. New Energy. New Opportunity," Denver was branded all over the City with "Denver 2008," deploying the Denver 2008 logo and the largest event signage program ever in Denver's history. From Denver International Airport to banners on Speer and 16th Street Mall to window signs in neighborhood business districts, "Denver 2008" branding was throughout the City.



In addition to the "Denver 2008" branding, marketing public events helped engage the community in the Convention. Print marketing (flyers/posters) was developed and distributed throughout Denver and the surrounding area. Print advertising was also used in the *Denver Post*, *Rocky Mountain News*, and *Westword*. Other marketing outreach included CBS radio, utilizing the DPAC marquees and bulletin boards, online web site banners, event calendars and earned media coverage. Web marketing/interactive included a collaborative effort with the web sites for the Denver 2008 Convention Host Committee, Denver Metro Convention and Visitors Bureau, City and County of Denver, Downtown Denver Partnership and the Denver Newspaper Agency, among others. The marketing and promotion of the various City and Host Committee programs provided invaluable help in getting the word out to residents and guests to attend the various events and encourage civic engagement.

In addition to print and online marketing, there was a well coordinated promotional effort surrounding merchandising, gift bags and visitor guides and the opportunities they provided to promote Denver to regional, national and international audiences.

The integrated communication/PR outreach effort between the Denver 2008 Convention Host Committee, Denver Metro Convention and Visitors Bureau (DMCVB) and the City garnered unprecedented pre-convention national visibility in major national and international media outlets, including *The Los Angeles Times*, CNN, *The New York Times*, *The Washington Post* and a majority of travel publications, among many others. Mayor Hickenlooper participated in countless media interviews promoting Denver's economic vitality and quality of life to local, regional, national and global audiences.

CONVENTION FACTOID

Denver 3-1-1

Denver's 3-1-1 customer service call center utilized two auxiliary phone centers in the month leading up to – and during – the Convention to handle the additional Convention-related call volume, which increased 18 percent during the week of the Convention itself. Ninety volunteers were trained to staff the phones in the auxiliary call centers and answer questions.

'WOW' Factor: Marketing/Public Relations

The City, DMCVB and Host Committee hosted events around the pre-Convention media walkthrough of the Pepsi Center with more than 600 members of the media. A broadcast location program was also put in place, developing a database to help visiting media determine optimal locations for stand-ups, studio shots, etc.

During the month of August, partner United Airlines presented a 75-second video with the Mayor welcoming and encouraging people to come to Denver. The video was shown on all United Airlines flights, with an ad buy equivalency of \$100,000. Further, Denver was featured in the August issue of *Frontier Airlines Magazine*, included on all Frontier flights.

There was ongoing media outreach prior to the Convention with the development and distribution of press kits – both online and print – and a customized online media resource center with customized b-roll available.

With continuous proactive media outreach before, during and after the Convention, the majority of coverage regarding Denver as the host city was positive. People magazine noted: “‘What better place to spend this incredible weekend!’ said [Sheryl Crow] amid the magnificent natural rock formations of the Red Rocks Amphitheatre outside Denver.” *USA Today* noted “Laurie David praised Denver Mayor John Hickenlooper for his city’s work in making the Democratic convention an eco-friendly affair.” *New York Times* headline read “Denver’s Unconventional Art, Ready for the Convention.” The Citywide Marketing Team generated more than 35,000 downloads worldwide of audio-visual podcasts of City-sponsored events during the Democratic National Convention.



Never before has Denver received this level of media attention. Images sent around the world showed Denver as a clean, lively, modern, safe city – capable of pulling off even the most complicated logistical events.

The international media exposure from hosting this event is invaluable. Media coverage surrounding Denver as a travel destination is still coming in and the City’s enhanced reputation as a world class destination will continue to be a part of future travel coverage. While it is impossible to quantify the millions of dollars in free advertising that Denver received, the City and County of Denver is confident it will bring economic benefits and opportunities for many years to come, particularly in the tourism and meetings industry.

CONVENTION FACTOID

Hosting at INVESCO Field

Public Works collaborated with RTD, CDOT and Denver Public Schools to execute the ambitious plan to host 80,000 guests at Obama’s INVESCO Field at Mile High acceptance speech...with no parking!

'WOW' Factor: Hospitality

The Denver 2008 Host Committee, City and County of Denver, the DMCVB and partners coordinated to meet delegate needs and expectations from their arrival to departure with a focus on hospitality and service.

The “Go the Extra Mile” hospitality program trained all frontline employees and volunteers to ensure quality of service. The program provided consistent hotel welcome training geared to meet the needs and expectations of all Convention attendees. From hotels to taxi/transportation, from restaurants to downtown street volunteers, hospitality training provided a “customer” service learning opportunity that will stay with many who took the training long after the Convention.

One news article about the hospitality training program received 112 pick ups in one week – appearing in virtually every major newspaper in the nation. That article described how Denver had provided hospitality training to 4,000 service workers, including cab drivers and TSA workers at the airport. The article was probably seen by every major meeting planner in the nation – and if they didn't read it in their home paper – DMCVB sent them the link.

CONVENTION FACTOID

GPS Traffic Engineering

Traffic Engineering Services used a new GPS tracking system on the 250 delegate buses to help avoid potential delays caused by traffic jams or other unanticipated events.



DIA was the “first and last impression” of Denver for most out-of-state delegates and visitors, and the City wanted to provide a welcoming atmosphere as soon as a visitor stepped off the plane. “Celebrate Denver 2008” branding and signage was developed at DIA, along with an enhanced welcome ambassador program and service training around the Convention. More than 150 airport volunteers provided way-finding for visitors, enhancing the experience at DIA. DIA continued with its ongoing sustainability/green practices, and provided the opportunity for visitors to purchase official Convention merchandise. Security screening wait times at DIA never exceeded 10 minutes, and averaged only five minutes, despite twice the typical number of passengers – with more than 155,000 passing through on Aug. 26.

Conclusion

The legacy of this Convention will be Denver's establishment as one of the premiere meeting destinations in America. Denver is already seen as one of the top 10 convention destinations in the nation, and the success of this Convention will permanently reinforce and expand that reputation.

The economic impact analysis demonstrates the various monetary benefits of hosting an event of this type and size. Those economic benefits will continue to grow thanks to the positive impression that Denver made on visitors, including government officials, business leaders and the media. As a result, visitors may return for family vacations, decide to host their organizations conference here, or consider expanding their business here. Visitors who had a positive experience returned home and shared their positive New West experience with others, further expanding the Convention's impact. In turn, future vacations or potential conferences may have Denver and Colorado included as a choice. The Convention enabled tens of thousands of new people to experience Denver and the New West, providing the region an opportunity to shine in the international spotlight.



DENVER[®]
THE MILE HIGH CITY

 **DENVER2008**