



**Republican  
National  
Committee**

December 8, 2017

The Honorable Jennifer Roberts  
Mayor of Charlotte  
600 East 4th St  
Charlotte, NC 28202

Dear Mayor Roberts,

On behalf of the Republican National Committee ("RNC"), we would like to extend an opportunity for your city to host the 2020 Republican National Convention ("Convention"). In addition to the Request for Proposal ("RFP"), we have included a document detailing the basic requirements a city should be prepared to satisfy to host the next Convention. We have also included economic studies highlighting the positive economic impacts attributed to hosting a Convention.

Formal bids are due to the RNC no later than February 28, 2018. Prior to the bid deadline, the RNC will host an Interested Cities Day in Washington, D.C. on January 30, 2018. This will serve as an opportunity for cities to participate in individual meetings with representatives from the RNC and the RNC's Site Selection Committee. Interested cities are encouraged to inquire about convention criteria, logistics, the site selection process, and any additional items necessary to create a successful Convention bid.

All bids submitted will be reviewed by the RNC Site Selection Committee. Our selection process may require the Site Selection Committee to travel to potential cities. In an effort to assist you in conserving your city's resources, we will only travel to those cities that are designated as finalists.

If you are interested in submitting a bid or have any questions, please contact Emily Threadgill, Director of Member Services, at [EMThreadgill@gop.com](mailto:EMThreadgill@gop.com) or by calling 202-863-8743.

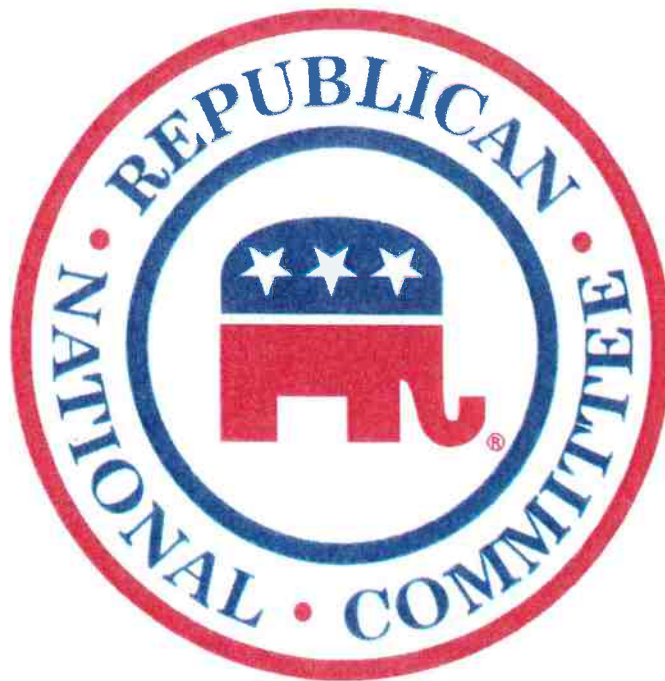
Thank you for your interest in hosting the forty-second Republican National Convention. We appreciate your city's consideration in advance, and we look forward to working with you throughout the process.

Sincerely,

Ronna McDaniel  
Chairwoman, Republican National Committee

Ron Kaufman  
Chairman, Site Selection Committee  
National Committeeman, Massachusetts

# **THE 2020 REPUBLICAN NATIONAL CONVENTION**



## **BASIC REQUIREMENTS FOR CONVENTION FACILITIES AND SERVICE**

# THE 2020 REPUBLICAN NATIONAL CONVENTION

## *Basic Requirements for Convention Facilities and Services*

The Republican National Committee ("RNC") is providing the following information for cities interested in hosting the 2020 Republican National Convention ("the Convention").

These specifications represent certain minimum requirements for the Convention. Cities formally requesting consideration for selection as the Site City for the Convention must be prepared to satisfy these basic requirements in all respects (hereinafter "Basic Requirements"). Additional obligations and undertakings of the prospective Site City can be expected to be developed during the course of the Site Selection Committee's consideration of the City and in connection with the development of the City's formal proposal. Based on the 2016 Republican National Convention in Cleveland, Ohio, the cost of meeting these basic requirements and hosting the 2020 Republican National Convention is estimated to be between \$68 million and \$70 million, including both cash and valued in-kind contributions.

Upon acceptance of a City's proposal by the RNC, the terms and conditions set forth in the proposal will be embodied in a Site City Agreement by and between the City's appropriate governmental authorities, the City's Host Committee, the RNC, and/or the RNC's Convention Committee or Committee on Arrangements ("COA").

### **I. Certain Definitions.**

- A. City: Any and all city, county, municipal, regional or state governmental authorities or any agent authorized by the City proposed to be involved in providing any of the facilities and services required by these specifications.
- B. Committee on Arrangements ("COA"): The federally registered political committee affiliated with the RNC that will plan and conduct the Convention itself. "COA" and "RNC" are generally interchangeable in the contexts used herein.
- C. Convention Floor: The portion of the Main Convention Area where the delegates to the Convention are seated.
- D. Convention Period: The period beginning at 12:01 a.m. eight (8) days prior to the opening session of the Convention and extending through 12:00 midnight on the day following the last session of the Convention.
- E. Convention Week: The period beginning at 12:01 a.m. two (2) days prior to the opening session of the Convention and extending through 12:00 midnight on the day following the last session of the Convention.
- E. Host Committee: The local organization within the Convention City which is

not organized for profit and whose principal objectives are the encouragement of commerce in the Convention City and relieving the financial burden on the City, as well as the projection of a favorable image of the City to Convention attendees. The Host Committee also provides certain services and facilities to the COA from resources legally permitted.

- F. Leased Facilities: The various facilities leased by the City and/or Host Committee to the COA for use in connection with the Convention as enumerated and described in section IV(B) of these specifications, and comprised of the Main Convention Area, Ancillary Convention Function Space, Convention Offices, Parking Facilities, Media Work Space, Ancillary Areas, construction area, and, if designated by the COA, other City facilities. Leased Facilities shall be deemed to include all preexisting large equipment inside the facility at the time of the bid, including but not limited to, televisions, office equipment, desks, chairs and similar type furniture.
- G. Lease Periods: For each particular leased facility, the periods of availability and access specified in section IV(C) of these specifications.
- H. Main Convention Area: The Convention hall, arena, or similar facility wherein the official proceedings of the Convention will be held.
- I. Media: Radio and television organizations, newspapers, magazine, electronic media and wire service organizations, and other persons and entities providing support facilities or services to the foregoing.
- J. Republican National Committee ("RNC"): The RNC is an unincorporated association that, under *The Rules of the Republican Party*, as adopted by delegates to the 2016 Republican National Convention in Cleveland, Ohio, serves as the governing organization for the national Republican Party. Party rules also dictate RNC membership, which consists of one (1) national committeeman and one (1) national committeewoman from, and the chairman of the state Republican Party of, each state and U.S. territory.
- K. Site Selection Committee: The Site Selection Committee is the committee of the RNC that is responsible for considering potential Convention sites and for recommending a site to the RNC for final selection. This is a separate committee from the COA.

## **II. The Host Committee**

- A. Existence of Host Committee: There shall be a Host Committee established within the City at the time of bidding for the Convention. Unless otherwise agreed to by the RNC, the Host Committee shall be the signatory to the Site City Agreement and shall be involved in all negotiations with the RNC and all other appropriate entities, including the City. The Host Committee shall also

be responsible for all agreements entered into with the City and any other appropriate entities, in order to satisfy its obligations under the Site City Agreement, unless otherwise agreed to by the RNC. Furthermore, the Host Committee must file with the Internal Revenue Service (IRS) as a non-profit 501(c)(3) organization within one month of the signing of the Site City Agreement. The Host Committee may also create additional committees such as a 501(c)(4) organization, and should do so if requested by the COA.

- B. Structure of Host Committee: The Host Committee shall provide to the RNC a description of its organizational structure as part of its response to this proposal. The description shall identify who will have budgetary control, as well as provide details regarding the payment approval process, the contract approval process, and similar functions.

### **III. Budget and Financial Resources**

- A. The City and Host Committee shall jointly prepare a preliminary budget, allocating costs and identifying resources to be used by the City, Host Committee and all related entities in fulfilling their obligations under the Site City Agreement. The budget shall be submitted to the RNC as part of the response to this request for proposal and shall clearly outline the expected allocation of costs between the City and Host Committee.
- B. The City and Host Committee shall provide an outline of their plan for raising public and private funds to support the budget, including a timetable illustrating sources of funds and dates when funds will be available to provide the legally allowable goods and services to the COA. This outline should include a breakdown of how much money will be raised locally, statewide, and nationally. In addition, the City and Host Committee shall provide a timeline of when these funds will be available to pay for such goods and services in any event. This shall be broken down by quarter beginning on January 1, 2019.
- C. The City's and/or Host Committee's financial obligations must be assured through a guaranty agreement providing for the guaranty of the City's and/or Host Committee's financial obligations. The guaranty must be supported by a combination of an acceptable Letter of Credit from a federally insured banking institution and an earnest money deposit. The guaranty agreement must cover all financial obligations resulting from the 2020 Convention, and the Letter of Credit and earnest money deposit must be available to be drawn upon automatically to make up any deficit in funds received (not merely committed) by the applicable deadline set forth in the budget timetable and until all such financial obligations are satisfied. The process and criteria for obtaining the Letter of Credit and the earnest money must be included as part of the submitted bid packet. This process must be completed prior to the signing of the Site City Agreement.

#### IV. Lease of Facilities.

- A. Lessor, Lessee, Consideration: The particular facilities listed in Section B below (hereinafter "Leased Facilities") are to be leased by the City's municipal government or Host Committee, as appropriate, as Lessor to the COA as Lessee, at no charge in consideration for designation of the City as the Site City for the Convention. Such Leased Facilities may be owned by the City or may be privately owned and provided to the COA as the Lessee through either the City or the Host Committee as Lessor, as appropriate in satisfaction of the requirements of these specifications.
- B. Minimum Space Requirements.
1. Main Convention Area: A convention hall, arena, or similar facility capable of seating at least 18,000 persons in a configuration suitable for a Presidential Nominating Convention, as designed by the COA, including space required for the podium, stage area, hospitality, offices, sky boxes, television anchor booths, other broadcast booths, camera stands and other media coverage facilities. This area will be comprised of a Convention Floor (including the podium) seating approximately 2,500 delegates and Convention officials, an additional area seating at least 15,500 alternates and guests, an additional space for news media representatives, and adequate aisle space to facilitate the movement of convention delegates and media on the convention floor. This total of 18,000 seats is the net number necessary to maintain a view of the Convention proceedings and should factor in the necessary reduction of floor space for the construction of the podium, camera stands and other facilities deemed by the COA to be essential to the Convention.
  2. Ancillary Convention Function Rooms: Approximately 75,000 square feet of space, composed of approximately twelve (12) rooms, ranging in size from 2,500 square feet to 18,000 square feet, for Convention-related meetings and committee sessions. It is preferable that these rooms be in an adjacent facility, in a nearby municipally owned or rented facility, or in a nearby hotel and has the capability to enhance lighting, sound and production capability. These rooms must be available for use two weeks prior to the start of the Convention.
  3. Convention Office Space: Approximately 40,000 square feet of space, comprised of approximately 50 rooms for offices and related workspace for the COA, with all necessary technology and telecommunications wiring and internet connectivity necessary for standard office work. It is preferable that these rooms be in the same facility as that housing the Main Convention Area, but if necessary, may be in an adjacent facility, in a nearby municipally owned or rented office building, or in a nearby hotel. The COA will make the final decision on office space.

4. Media Work Space: 250,000 - 350,000 square feet of media work space in, adjacent to, or near the Main Convention Area. If the Host Committee intends to construct this space with a temporary solution such as tenting, the structure's design, materials, and manufacturing must be approved by the COA. This structure must be weatherproof and climate-controlled. All electrical power supply into such a structure must be in compliance with applicable national and local codes.
  5. Parking Facilities: Parking facilities within, adjacent to and in the immediate area of the other Leased Facilities sufficient for parking of approximately 2,500 cars, a minimum of 350 buses, and adequate parking for volunteers working during the Convention. Such parking facilities shall be adequately lighted, staffed, and maintained as directed by the COA and at the sole cost of the City and/or Host Committee. All parking facilities, including surface lots, adjacent to the Main Convention area must be secured for the exclusive use of the Host Committee as determined by the COA.
  6. Ancillary Areas: All loading docks and similar access and service areas, parking lots, and concourse areas, within, adjacent to, appurtenant to, or connecting the areas and facilities enumerated in this subsection, IV(B) in addition to space needed for media satellite trucks.
  7. Other City Facilities: The COA may wish to include other City-owned or controlled public facilities as Leased Facilities for use by the Committee in connection with Convention-related activities. Such other facilities may include halls, auditoriums, museums, arenas, parks, marinas, and other similar facilities. All such facilities that would be committed to the Convention should be listed.
  8. Construction Area: The City and/or Host Committee shall make available to the COA the following spaces: A workspace of no less than 30,000 square feet in or adjacent to the Convention Site to be used for pre-construction and assembly; and a surface parking lot or secured street adjacent to or near the Convention Site to be used as a marshalling yard and storage site for up to forty (40) tractor trailers.
- C. Availability and Access: The Leased Facilities above shall be available on a 24-hour basis to the COA and its designees beginning on the following dates and extending fifteen (15) days after the final session of the Convention, except for Convention Office Space, which shall extend for a period of six (6) weeks after the Convention.
1. Convention Office Space: The space shall be in one building, on no more than 2 adjacent floors. The Office Space must be equipped with Wi-Fi,

connectivity, security personnel, and office furnishings. The entire 40,000 square feet shall be secured by the Host Committee with the approval of the COA and paid for by the Host Committee in the following increments:

- a. Sixteen (16) months prior to the opening session of the Convention: unlimited and exclusive access to 3,000 square feet of Convention Office Space.
- b. Twelve (12) months prior to the opening session of the Convention: unlimited and exclusive access to an additional 12,000 square feet of Convention Office Space for a total of 15,000 square feet.
- c. Nine (9) months prior to the opening session of the Convention: unlimited and exclusive access to an additional 10,000 square feet of Convention Office Space for a total of 25,000 square feet.
- d. Six (6) months prior to the opening session of the Convention: unlimited and exclusive access to an additional 15,000 square feet of Convention Office Space for a total of 40,000 square feet.

## 2. Main Convention Area

- a. Sixteen (16) months prior to the opening session of the Convention: unlimited daily access to the Main Convention Hall for, but not limited to, construction, capacity and technological surveys. Leased Facilities should also include daily access to a meeting room to include general facilities including a conference room table, telephone and television access at no cost to the COA.
- b. Twelve (12) weeks prior to the opening session of Convention: unlimited and exclusive access to designated portions of Media Work Space; limited daytime access to Main Convention Area for technical preparation (This schedule would allow for existing convention rentals and events in the space to remain functional).
- c. Six (6) weeks prior to opening session of Convention: unlimited and exclusive access to the Main Convention Area, Media Work Space and designated portions of Ancillary Areas for trailer parking for construction purposes.

## 3. Parking Facilities

- a. Sixteen (16) months prior to the opening session of the Convention: unlimited and exclusive access to 10 parking spaces within, adjacent to, or in the immediate area of the Convention Office Space. Provision of parking spaces shall increase to approximately 100 spaces (until further



requirements at two weeks prior to the Convention), at such times and in such increments as shall be designated by the COA. Five (5) parking spaces in the immediate area of the airport shall be provided on an as-needed basis.

- b. Twelve (12) weeks prior to the opening session of the Convention: Twenty (20) parking spaces at the Main Convention Area shall be provided if the Convention Office Space is not located in the Main Convention Area or its immediate vicinity.
- c. Two (2) weeks prior to the opening session of the Convention until two weeks after the closing session of the Convention: within, adjacent to, or in the immediate area of the Leased Facilities, space sufficient for the parking of 2,500 cars, a minimum of 350 buses, and an adequate number of spaces for volunteers, as determined by the COA. A portion of such 2,500 spaces may be designated by the COA for use by media personnel. In such event, reasonable charges may be assessed for such spaces by the City and/or Host Committee subject to the approval of the COA.

4. Leased Facilities: The foregoing schedules of required availability for Convention Office Space, Main Convention Area and Parking Facilities are subject to adjustment depending on the COA's use of the Leased Facilities.

D. Construction and Structural Changes: The City and/or Host Committee shall construct any facility within the Leased Facilities enumerated in section IV(B) at the request of the COA. In addition, the City and/or Host Committee shall make any structural or extraordinary changes to the aforementioned Leased Facilities that are not in violation of applicable building codes or similar regulations or any other applicable laws. The City and/or Host Committee, as directed by the COA and any such designees, shall remove any such construction and restore the premises to their original condition after the Convention.

E. Control by the COA: During the specified lease periods, the COA shall have absolute and exclusive control over the Leased Facilities as lessee thereof.

## V. Provision of Facilities and Services.

The following facilities and services are to be provided by the City and/or Host Committee at no extra charge (except as otherwise specified as legally allowed). These facilities and services may be provided by the City and/or Host Committee directly or may be secured by the City and/or Host Committee from private vendors and provided to the COA in satisfaction of the requirements of these specifications.

- A. Seating and related facilities in and decoration of the interior and exterior of the Main Convention Area pursuant to design specifications provided by the

COA.

1. Seating for no fewer than 18,000 persons in a configuration specified by the COA and suitable to a national Presidential Nominating Convention, taking into account space required for the podium, stage, hospitality, television anchor booths, offices, and other media coverage facilities.
2. New seats on Convention Floor (approximately 2,500) to be upholstered (seat & back), with upholstered armrests. These should quickly and easily lock together. The COA will determine color, type, and size of chairs.
3. Aisles and certain other designated areas of the Main Convention Area to be carpeted in new condition. The COA will determine color, style, and grade.
4. Construction of raised floor over certain portions of the Convention Floor will be required to cover television and telecommunications cables, electrical wiring, and similar special utilities and facilities serving the Convention Floor. Depending upon nature of pre-existing seating facilities, if any, construction of raised-tier seating may be required.
5. Any existing special viewing facilities serving the Main Convention Area, such as permanent box seats, "sky suites," or "sky boxes" must be made available, including any "non-viewing" areas or facilities inside the Main Convention Area (i.e. existing restaurants and bars). If no such special viewing facilities exist, the COA may require that such facilities be constructed, at the sole cost of the City and/or Host Committee, and as directed by the COA.
6. The City and/or Host Committee shall conduct an engineering study to determine relevant load capacities (specifically for ceiling and floor) and provide the results of such study to the RNC prior to the selection of the Site City. It may be possible to meet this requirement by providing the results of any existing studies.
7. The City and/or Host Committee shall provide any engineering studies done of the Main Convention Area relating to HVAC capacity, electrical usage and capacity and acoustics, and shall provide the results of such study to the RNC prior to the selection of the Site City.

B. Seating and related facilities in the Ancillary Convention Function Rooms.

Such seating, tables, sound systems, lighting facilities, and other facilities as are customarily used in connection with meetings, hearings and similar functions,

as designated by the COA.

C. Electrical Power

1. Adequate electrical power shall be provided for all Convention uses within all of the Leased Facilities, including the podium and podium work area. In addition to providing electrical power for the existing installed systems, other additional requirements are:
  - a. Provide electrical power to meet the requirements of television and other broadcast media. Total power required for all areas is up to 19 megawatts, which provides for a 20% contingency. This demand is approximately 6000 kva at 120/208 volts.
  - b. Provide electrical power to meet the requirements of the Media Lighting System. This demand is approximately 2000 kva at a boosted voltage of 132/229 volts.
  - c. Provide Electrical Power for other purposes deemed necessary by the COA that does not exist or is inadequate within the leased facility.
  - d. The distribution system shall be paid for by the Host Committee and all power consumed by the COA, its auxiliaries, and contractors, including the main lighting grid used in the Hall, shall be paid for by the Host Committee. The media may be charged a reasonable rate for power consumption, such rates subject to the approval of the COA.
  - e. Provide an emergency backup system for the Main Convention Area during the Convention Week. This may include a redundant system or power that comes from two (2) separate substations, not connected to each other.
  - f. A redundant power system that is supplied by two separate power substations, with multiple redundant feeders that are isolated/dedicated feeders to the Convention Site and facilities are preferred. The redundant system switching gear must be automatic, not manual
  - g. In all cases, the electrical power to users approved by the COA will be provided within the immediate vicinity of the user at the voltage required by the user.
  - h. The cost of providing any additional power and distribution required by any other user, other than those designated by the

COA, shall be charged to the user at a rate approved by the COA.

- i. The adequacy of the electrical power for the Convention shall be subject to approval of an electrical power consultant. The City and/or Host Committee shall be responsible for retaining and paying for such consultant. The consultant hired must be approved by the COA, and the configuration and implementation of the electrical distribution system and any changes made thereto must be approved by the COA before and during implementation. If requested by the RNC or COA, the City and/or Host Committee shall retain the consultant prior to the selection of the Site City, as part of the bid process.

D. Lighting of Main Convention Area.

A special lighting system shall be provided within the Main Convention Area to meet the requirements of the Convention. The adequacy of the lighting system for the Convention shall be subject to approval of a lighting consultant. The City and/or Host Committee shall be responsible for retaining and paying for such consultant. The consultant hired must be approved by the COA, and the configuration and implementation of the lighting system and any changes made thereto must be approved by the COA before and during implementation. The additional equipment required to be provided for this Lighting System will be as specified in the design provided by the lighting consultant. The rental, installation and operation of this equipment will be provided by the City and/or Host Committee as directed by the COA.

E. Sound System

1. The sound system must be sufficient to fulfill the requirements of a national Presidential Nominating Convention. The adequacy of the sound system for the Convention shall be subject to approval of a professional sound consultant. The City and/or Host Committee shall be responsible for retaining and paying for such consultant. The consultant hired must be approved by the COA, and the configuration and implementation of the sound system and any changes made thereto must be approved by the COA before and during implementation. The City and/or Host Committee shall provide any required enhancement or supplementary facilities as directed by the COA.
2. A back-up system with adequate supplementary power will be required.
3. The operation of the sound system shall be under the exclusive control of the professional sound consultant; provided, however, that all sound systems will be under the exclusive control of the COA during the lease period. It is understood that the City and/or Host Committee will

provide adequate sound engineers and technicians as required by the consultant.

4. Acoustics: The City and/or Host Committee will undertake a professional acoustical analysis of the facility, and make any and all changes to the Convention Site suggested by such an analysis. A designee of the COA will supervise the analysis. If requested by the RNC or COA, such analysis shall be undertaken prior to the selection of the Site City as part of the bid process.

F. Transportation Services.

For a period to be specified by the COA, beginning up to sixteen (16) months prior to the opening session of the Convention, five (5) automobiles will be made available for the exclusive use of COA staff members. Twelve (12) months prior there shall be ten (10) automobiles/SUV's available for such purpose. Six (6) months prior there shall be twenty-five (25) automobiles/SUV's available for such purpose.

1. During periods to be specified by the COA, beginning four months prior to the opening session of the Convention, limited air-conditioned shuttle transportation between and among the various Leased Facilities and designated hotels as directed by the COA.
2. During periods to be specified by the COA, beginning two months prior to opening session of the Convention, an air-conditioned shuttle bus system between and among the various Leased Facilities and designated hotels. The specific stops, frequency, and equipment will be as directed by the COA.
3. During the Convention Week, an air-conditioned bus transportation system shall be designed and implemented to transport Convention participants between their respective hotels and the Main Convention Area or officially designated Convention facilities for each session of the Convention. Three hundred fifty (350) buses are estimated to be required for this purpose, but more may be necessary.
4. The rates for regularly scheduled and chartered bus service, limousine service, and taxi service in the City during the Convention Period shall be no higher than the most favorable rates in effect for such services from the signing of the Site City Agreement. Appropriate written commitments of private bus companies, limousine companies, and taxi companies to such effect are to be obtained.
5. Adequate numbers of parking lot attendants, security guards, and traffic control personnel.

6. The adequacy of the transportation services for the Convention shall be subject to approval of a transportation consultant. The City and/or Host Committee shall be responsible for retaining and paying for such consultant to assist with the bid. The Host Committee shall engage the transportation consultant as designated by the COA within eight (8) months of the signing of the Site City Agreement. The transportation consultant shall be retained for development of a transportation plan. The consultant hired must be approved by the RNC or COA, and the configuration and implementation of the transportation plan and any changes made thereto must be approved by the COA before and during implementation. The consultant will produce a transportation plan, not later than December 31, 2019, which includes an organization and staffing plan, and budget for the system subject to the final approval of the COA. This budget will detail the transportation system, the costs of which shall be borne by the Host Committee, inclusive of the costs of the consultant and any developmental costs.

G. Heating and Air Conditioning.

Sufficient heating or cooling capacity, as appropriate, to all Leased Facilities during all leased periods and during all time periods designated by the COA, to maintain an indoor temperature at breathing level of between 68 and 73 degrees at an indoor relative humidity of not more than 50 percent, under conditions of maximum occupancy and maximum artificial lighting intensity. The City and/or Host Committee shall be responsible for retaining a consultant to analyze the Heating and Air Conditioning system in the facility and make recommendations to enhance the system as needed. The precise temperature and humidity levels and any recommendations to enhance the system as needed will be designated by the COA for all Leased Facilities during the entire lease period.

H. Technology and Telecommunications System.

1. A state of the art technology and telecommunications system suitable for a Presidential Nominating Convention including, but not limited to, offices, delegate seating areas, and podium, shall be provided by the City and/or Host Committee in accordance with the design specifications of a professional technology consultant. The adequacy of the technology and telecommunications system for the Convention shall be subject to approval of a technology consultant as designated by the COA. The City and/or Host Committee, with the approval of the COA, shall retain the technology consultant, and all costs for the technology and telecommunications system design, evaluation of existing equipment and materials and labor for the installation and operation of the technology and telecommunications system shall be paid by the City and/or Host

Committee. Such system shall include all existing, installed technology and telecommunications equipment in or serving the Leased Facilities, together with all equipment ordinarily made available for use by users of the Leased Facilities, including any closed circuit and production facilities available in the Leased Facilities

2. The Host Committee and/or City will make all necessary arrangements required to have adequate cellular and wireless signal capacity available during the Lease Period to ensure reasonable cellular and wireless service for the Convention staff and participants

I. Water.

All water required by the COA in the Leased Facilities.

J. Janitorial Service.

1. Cleaning of all Leased Facilities (including trailers and other mobile facilities under the control of the COA) no less frequently than daily during any periods of occupancy and the Host Committee and/or City will bear the cost of such services.
2. Cleaning of Main Convention Area no less frequently than once before each session of the Convention and daily for the six (6) weeks prior, the costs of which shall be born solely by the Host Committee and/or City.

K. Restroom Facilities.

Adequate restroom facilities including any additional portable restroom facilities serving all Leased Facilities, including all supplies and cleaning at least once daily during periods of occupancy, the Host Committee and/or City will bear the costs of such services.

L. Medical Facilities.

1. Adequate first aid stations serving the leased area, supported by the qualified medical personnel and facilities that are necessary to provide care for a Presidential Nominating Convention of this size and scope.
2. The Host Committee and the COA shall jointly produce an adequate medical plan for treating any emergency care situations during the Convention Week, including staffing, operations and budget. This plan must be submitted to the COA for approval not later than four (4) weeks prior to the start of the convention.

M. Food and Beverage Services. Arrangements for the sale of customary and appropriate food and beverages at appropriate times in the Leased Facilities shall be based solely upon the discretion of the COA. The following requirements will apply to such arrangements:

1. The COA shall have the sole discretion to choose the caterer(s) or vendor(s) of its choosing that shall serve or sell food and beverages, including alcoholic beverages, in designated areas of the Leased Facilities. Written acceptance of such right of the COA shall be provided by all in-house food and beverage providers, and the exclusive rights of any such providers to provide food and beverage in any portion of the Leased Facilities shall be voided to the extent they conflict with the COA's rights under this paragraph.
2. The particular food and beverage items sold or served, the prices for such items, the selection of any concessionaires, the particular personnel operating such services, and the location, time, and manner (including advertising) of such sales, shall be as directed by the COA.
3. It shall be in the sole discretion of the COA to grant catering contracts, and the COA shall not be limited by any existing vendor agreements.
4. The Host Committee shall obtain all rights and permissions for the Host Committee and its designees to provide complimentary beverages in the Leased Facilities during the Convention Week.
5. The COA will retain the right to prohibit or restrict the sale or other distribution of alcoholic beverages in the Leased Facilities. Irrespective of exclusive license agreements, the Host Committee shall provide the COA with the ability to allow the vendor of its choice to sell and/or distribute alcoholic beverages.

N. Security and Related Protective Services.

1. The adequacy of the security and crowd control services for the Convention shall be subject to approval of a security consultant. The City and/or Host Committee shall be responsible for retaining and paying for such consultant, who shall be designated by the COA. The configuration and implementation of the security system and crowd control plan and any changes made thereto must be approved by the COA before and during implementation. All prescribed actions called for in the plan and related to security and protective services shall be provided at the sole cost of the City and/or Host Committee, except those costs agreed to be paid by the federal government. The security budget and plan must include a plan for how any federal grant dollars will be spent in direct connection with the Convention and must include a traffic



plan (including the provision of police officers on delegation buses during the Convention Week).

2. A contingency financing plan must be in place to pay for the security budget and plan in the event that the federal government does not provide a federal security grant to cover security costs during the Convention Week.
3. Adequate security personnel, including municipal, county, and state police shall be available for the Convention.
4. Adequate services shall be provided by the City, State, and County and will be provided to execute the security plan.
5. The security plan shall provide for security within and outside the Leased Facilities and in the hotel serving as the Convention headquarters hotel. The submitted plan must include the number of state and local security personnel available for service throughout the duration of the Convention Week, including the number of shifts.
6. Adequate facilities and personnel called for in the plan shall be provided to control ingress and egress to all points of the Leased Facilities and the adjacent areas, including magnetometers, x-ray machines, and the installation of fencing as necessary.
7. Matters relating to control of ingress and egress to the Leased Facilities and matters relating to security within the Leased Facilities shall be subject to the ultimate authority of the COA.
8. Adequate traffic-control personnel to facilitate the orderly flow of traffic between the Main Convention Area and the hotels housing Convention participants.
9. The Host Committee shall secure for the use of the COA and its designees the unlimited use of any barcode scanning equipment owned by the Leased Facilities for use during the Convention sessions at no cost to the COA.

O. Facilities Management Personnel.

During the period specified by the COA, the services of all personnel necessary for the efficient operation and maintenance of the Leased Facilities on site on a 24-hour basis, if needed, including all necessary management, engineers, elevator operators, carpenters, electricians, maintenance and HVAC personnel as well as redundant personnel.

P. Americans With Disabilities Act Compliance.

The City and/or Host Committee shall retain a consultant, as designated by the COA, to evaluate the compliance of the Leased Facilities with the Americans with Disabilities Act and shall submit a plan for such compliance for the duration of the Convention Period.

VI. Other Matters

A. Hotels.

1. The City and/or Host Committee agree to make available the following first class hotel rooms based upon the following schedule:
  - a. During the Convention Week: 16,000 first class hotel rooms, plus 1,000 one (1) and two (2) bedroom suites. Additionally, all suites executive level and above in each hotel shall be committed to the COA for the Convention Week.
  - b. During the two weeks prior to the Convention Week: 1,000 first class hotel rooms, plus 100 one (1) and two (2) bedroom suites. Additionally, all suites executive level and above in the Headquarters Hotel and other designated hotels shall be committed to the COA for the two weeks prior to the Convention Week.
2. In order to meet the requirements stated in Section VI(A), the City, either directly or through its convention bureau, and/or the Host Committee shall obtain written contracts, in a form to be specified by the COA, from hotels in the area. Each contract, the form of which will be provided by the RNC, must be fully executed prior to the submission of the bid and will include the following obligations to be undertaken by each hotel:
  - a. To place a minimum of ninety percent (90%) of the hotel's first class hotel rooms under the exclusive control of the COA. One hundred percent (100%) of such hotel rooms in the Headquarters Hotel and the Presidential Hotel shall be placed under the exclusive control of the COA. Each agreement must state the number of committed rooms that will be placed under the exclusive control of the COA. Each agreement must also state the total number of rooms and suites in the hotel.
  - b. To place a minimum of ninety percent (90%) of the hotel's first class suites under the exclusive control of the COA. One hundred percent (100%) of such suites in the Headquarters Hotel

and the Presidential Hotel shall be placed under the exclusive control of the COA. Each agreement must state the number of committed rooms that will be placed under the exclusive control of the COA. Each agreement must also state the total number of rooms and suites in the hotel.

- c. To make available to the COA free of charge all meeting rooms, function rooms, and ballrooms for the business of the Convention or of the delegations quartered in the hotel, during the Convention Week. There shall not be any minimum food and/or beverage charge associated with the aforementioned complimentary meeting space. This space shall be reserved through the end of the Convention Week unless specifically released in writing by the COA.
- d. To accept reservations for committed rooms under the exclusive control of the reservation system operated by or on behalf of the COA. Each reservation shall be a guaranteed five (5) night reservation for the Convention Week by refundable deposit totaling \$200 per room for the five (5) night period.
- e. To refund in full any such deposit if a reservation is canceled up to two (2) weeks prior to opening session of the Convention.
- f. To charge rates for committed rooms not in excess of five percent (5%) more than its most favorable rates in effect at any point between January 1, 2017 and the date on which the hotel's contract with the Host Committee is executed; provided, however, that if after such date but prior to the date thirty (30 days) before the Convention Period, the hotel offers a more favorable rate, the rate charged for committed rooms shall be such lower rate.
- g. To limit prices for banquet and a la carte food and beverages to the most favorable prices charged at any point during the twelve (12) months prior to the beginning of the Convention.
- h. To charge rates for audio-visual equipment for use in the functional space/offices the most favorable rates charged in the twelve (12) months prior to the beginning of the Convention.
- i. To provide COA and its auxiliaries with the necessary telecommunications service and internet connectivity as it sees fit to provide for the operations of its specified official headquarters hotel(s).

3. These Host Committee contracts shall be submitted with the bid and shall be binding upon execution but shall terminate upon the RNC executing a Site City Agreement with another city. These Host Committee contracts will be assignable to the COA upon the City's selection to be the Site of the Convention. The City and/or Host Committee will agree to use its best efforts and all necessary resources to assist the COA in enforcing these agreements.
4. The Host Committee shall engage a housing bureau as designated by the COA to assist in working with the various Hotels, assisting in the assignment of hotels, managing attrition issues and other issues that arise. The housing bureau may charge a room fee or percentage, either of which shall be no more than ten percent (10%), to the hotels for this service.

B. Staff Housing

The City and/or Host Committee must provide adequate staff housing, subject to COA approval, as necessary to meet the needs of the Convention staff beginning sixteen (16) months prior to the Convention Week as directed by the COA and ending six (6) weeks after the end of the Convention. The City and/or Host Committee also must provide adequate housing, subject to COA approval, for professional volunteers for the Convention Period or for other such period designated by the COA. The COA will provide a final list of requirements not later than July 2019, but for reference purposes only.

This Housing will be in close proximity to the COA offices and Convention Hall and will include furniture, Wi-Fi, television and other needs as determined by the COA.

C. Novelties and Souvenirs

The sale of novelties and souvenirs relating to the Convention shall be subject to the exclusive control of the COA, including but not limited to the use of the official Convention logo, selection of particular novelties and souvenirs to be sold, the selection of any concessionaire or contractor undertaking such sales, the particular personnel performing such activities and the location, time, and manner (including advertising) of such sales.

D. Volunteers

The City and/or Host Committee shall provide no fewer than 7,000 volunteers to assist in activities related to the Convention and at least one (1) staff member as designated by the COA, whose sole responsibility is to organize, coordinate, train, and manage volunteer operations. The Host Committee will be

responsible for furnishing training, adequate parking, necessary food/water, and volunteer shirts.

E. Insurance Requirements

1. An insurance broker approved by the COA shall be retained by the Host Committee.
2. The City and/or Host Committee at its sole expense, shall procure at the direction of the RNC, insurance policies issued by companies acceptable to the RNC, naming the RNC and COA as named insureds for the following minimum coverages:
  - a. Commercial General Liability Insurance and/or Umbrella Liability with a combined single limit for bodily injury, personal injury, and property damage in the amount of \$25,000,000 per occurrence and in the aggregate, except during the Convention Week, when such a combined single limit shall be at least \$100,000,000 of unimpaired limit.
  - b. Comprehensive Business Automobile and/or Umbrella Liability insurance with a combined single limit per occurrence for bodily injury and property damage of not less than \$25,000,000 applicable to hired, non-owned, loaned and scheduled vehicles used in conjunction with the preparation and presentation of the Convention.
  - c. The City and/or Host Committee will indemnify the RNC and COA from and against any and all liabilities, obligations, damages, penalties, claims, costs, charges, and expenses resulting from workers' compensation claims brought by any volunteers.
  - d. Real and Personal Property insurance with replacement cost coverage written on a standard "all risk" basis with limits equal to the replacement costs of the property, not less than \$1 million per occurrence.
  - e. Workers' Compensation Insurance.
  - f. Volunteer Compensation Insurance equal to or greater than the maximum awards under the state's workers' compensation laws.
  - g. Directors and Officers Liability Coverage.
  - h. Accidental Death and Dismemberment Insurance covering all

attendees in the amount of \$100,000 per person.

- i. Supplemental Liability Insurance for Pyrotechnics and Fireworks as needed, with a per-event coverage of not less than \$25 million.
  - j. Broadcasters' Errors and Omissions Insurance with a limit of not less than \$3 million per occurrence.
  - k. Money and Securities Insurance covering cash, checks, and any negotiable instruments on the premises of the RNC and COA office spaces against all loss, including, without limitation, robbery, with per occurrence limits of not less than \$100,000.
  - l. Event Cancellation Insurance and Non-Appearance Loss Insurance with per event coverage of not less than \$500,000.
  - m. Tenant User/Special Event Insurance with a coverage of \$100,000.
  - n. Weather Insurance with a per event coverage of not less than \$100,000.
  - o. Extra Expense Insurance with a limit of not less than \$1,000,000.
  - p. Expedited Work Schedule Insurance.
3. Contractors: The City and/or Host Committee shall require that all agreements with all contractors, subcontractors, concessionaires, and other persons performing services for it and/or the RNC and COA provide a certificate of insurance naming the RNC and COA as additional insureds and waiving subrogation under various coverages.
4. City Insurance Requirements
- a. The City and/or Host Committee shall separately maintain and show evidence of Commercial General Liability, Automobile Liability and/or Umbrella Liability covering their liability arising out of Convention operations in an amount not less than \$25,000,000 per occurrence and in the aggregate. Such policies shall name the RNC and COA as additional insureds as their interest may appear and shall be primary over any insurance maintained by the RNC and/or the COA.
  - b. The City and/or Host Committee shall separately maintain and

show evidence of workers' compensation coverage.

5. Indemnification

The City and Host Committee shall, to the fullest extent of the law, indemnify and hold harmless the COA, the RNC and all members, officers, employees and agents of the COA and of the RNC from and against any and all liabilities, damages, penalties, claims, and expenses (including attorneys' fees) which may be imposed upon, incurred by, or asserted against any of such indemnified parties, arising from any bodily injury, personal injury, or related property damages sustained by any person or organization and relating to the facilities or services to be provided by such City and Host Committee, except to the extent that any such liability results from gross negligence on the part of the affected indemnified party.

- F. Limitation of Liability. The RNC is an unincorporated association created by *The Rules of the Republican Party* adopted by the 2016 Republican National Convention in Cleveland, Ohio. The members, officers, employees, and agents of the RNC and of all committees thereof shall not be personally liable for any debt, liability, or obligation of the RNC or of any such committee. The Host Committee and the City will use best efforts, contractually and otherwise, to ensure that all persons, corporations, or other entities extending credit to, or contracting with, or having any claim against, the RNC or any committee thereof in connection with the Convention will look only to the funds and property of the RNC or any committee thereof for payment of any such contract or claim of for payment of any debt, damages, judgment, or decree or any money that may otherwise become due or payable to them from the RNC or from any such committee.

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# **THE 2020 REPUBLICAN NATIONAL CONVENTION**



## **REQUEST FOR PROPOSAL**



# THE 2020 REPUBLICAN NATIONAL CONVENTION

## *Request for Proposal*

### PRELIMINARY INFORMATION TO BE PROVIDED BY CITIES REQUESTING CONSIDERATION FOR SELECTION AS THE SITE CITY FOR THE 2020 REPUBLICAN NATIONAL CONVENTION

Each city requesting consideration for selection as the Site City for the Convention is requested to prepare a written submission to the RNC Site Selection Committee covering the following points of information. Such submission should accompany the City's formal request for consideration. Certain terms used herein are defined in the attached Basic Requirements for Convention Facilities and Services. The term "City" as used herein shall include any city, county, municipal, regional or state governmental authority, or any agent authorized by the City, proposed to be involved in the provision of any of the facilities and services required by the Basic Requirements.

1. Confirm and certify that the relevant governmental authorities of the City have reviewed the Basic Requirements for Convention Facilities and Services, and that the City is prepared and able to satisfy such specifications. Any proposed variance from the specifications should be noted and discussed.
2. Describe the structure and legal authority of the governing body of the City.
3. Describe any other governing body with jurisdiction over the Leased Facilities.
4. Describe all statutes, laws, occupancy, permit or code requirements of any government entity applicable to the Leased Facilities.
5. Describe the structure of the Host Committee, including leadership and office space management. Provide details on how the budget, payment, and contract approval processes will work.
6. Provide a preliminary budget jointly developed by the City and Host Committee, and describe the allocation of costs between the City and the Host Committee.
7. Describe the sources of funding for the facilities and services to be provided by the City and/or Host Committee pursuant to the Basic Requirements, including the nature of any governmental or legislative actions required to authorize such funding.
8. Describe the sources of funding for the facilities and services to be provided by the Host Committee pursuant to the Basic Requirements.

9. Describe the fundraising plan, including a timetable for public and private monies raised, as outlined in the Basic Requirements. Include detail on how much will be raised locally, statewide, and nationally. Describe the fundraising structure, identify the individuals who will be involved and their roles, and identify who will ultimately be responsible for ensuring the Host Committee's fundraising obligations are met.
10. Provide a timeline of when the funds will be available for use by the COA.
11. Provide details on Section III(C)(page 3) on how the Host Committee will provide a financial guarantee to the COA for the Host Committee's financial obligations.
12. Describe with particularity each of those facilities identified in Section IV(B)(page 4) of the Basic Requirements. Include blueprints or other schematic drawings of each of these facilities. The descriptions should include, but not be limited to the following matters:
  - a. All room sizes.
  - b. Means of access.
  - c. Exact location of all the facilities in relation to the Main Convention Area.
  - d. Location and size of all open space, both within and surrounding the facilities, noting in particular the open space under the ownership, management or control of the facilities.
  - e. Moveable and temporary walls.
  - f. Ceiling heights and strengths, including maximum load capacities and lift points.
  - g. Presence of pillars.
  - h. The location of all utility lines and outlets, including power, telephone, and hot and cold running water.
  - i. Redundant power system to the main Convention Hall
  - j. Floor strength and previous maximum loads.
  - k. Heating, ventilation, and air-conditioning systems. Provide any studies
  - l. Identification of delivery docks, service areas, and Parking Facilities. Location and size of load-in doors to the Main Convention space and construction area should also be provided.

- m. Available storage space.
  - n. Food and beverage facilities.
  - o. First aid facilities.
  - p. Restroom Facilities.
13. Describe the seating facilities available in the Main Convention Area, including the number of permanent seats and the number of temporary seats. Describe the City and/or Host Committee's general plan for providing the seating specified in Section V(A)(page 7) of the Basic Requirements.
  14. Describe the seating and other facilities available with respect to the Ancillary Convention Function Rooms as specified in Section V(B)(page 8) of the Basic Requirements.
  15. Describe the current lighting system in the Main Convention Area. Attach a professional engineering report covering such system, if currently available.
  16. Describe the current sound system serving the Main Convention Area. Attach a professional engineering report covering such system, if currently available. Describe how the backup sound system referred to in Section V(E)(page 10) of the Basic Requirements would be provided.
  17. Describe the current telecommunications systems covering all Leased Facilities, including but not limited to the total capacity, distribution systems, space capacity, closed circuit television, and radio and paging systems. Attach a professional engineering report covering such system, if currently available. Describe the City and/or Host Committee's general plan for providing the technology and telecommunications system specified in V(H)(page 12). Identify any exclusive arrangements.
  18. Describe any future improvements and renovations planned, including the timing of such projects.
  19. Describe any plans to undertake the studies described in sections V(A)(6)(page 8), (V)(C)(1)(h)(page 9) and V(E)(4)(page 11), if required.
  20. Describe the existing electrical facility serving the complex and outline the means by which the City and/or Host Committee plans to provide the necessary primary and backup electrical power to the Convention. Particular emphasis should be placed upon the integrity of the system that will supply the Main Convention Area and the Media Work Space.

21. Describe the existing arrangements with respect to the provision of food and beverage services serving the Main Convention Area and the other Leased Facilities. Describe the existence of any "exclusive" contracts with respect to the provision of such in Leased Facilities. Identify the steps that will be taken to obtain releases from such exclusive contracts and to meet the requirements of sections V(M)(1)(page 14) and V(M)(4)(page 14) with respect to food and beverage services if the City is selected to be Site for the Convention,
22. Describe any state or local laws pertinent to donated liquor, water, beverages and food items.
23. Describe the existing contracts with custodial personnel and a description of what if any division of labor exists for custodial jobs within the facilities.
24. Describe the nature and location of the Parking Facilities proposed to be provided pursuant to sections IV(B)(5)(page 5) and IV(C)(3)(page 6) of the Basic Requirements and all lots/garages in reasonably close proximity to the Main Convention Hall and to the Media Work Space In addition, describe the existence of any "exclusive" contracts with respect to the provision of such in Leased Facilities. Identify the steps that will be taken to obtain releases from such exclusive contracts if the City is selected to be the site for the Convention.
25. Describe the City and/or Host Committee's plan for providing security for the Convention as specified in Section V(N)(page 14) of the Basic Requirements. Include numbers of police officers and other state and local security personnel available for employment for this purpose throughout the Convention Week. Include a detailed budget consisting of two (2) security plans: one including the federal grant and one which does not include the federal grant.
26. Describe the City and/or Host Committee's plan for providing the transportation services specified in Section V(F)(page 11) of the Basic Requirements. Commitment letters from private bus, limousine, and taxi companies as described in the Basic Requirements addressing issues in V(F)(4)(page 11) should be attached.
27. Provide details of state and local laws relating to lane closures, street closures, bagging of parking meters, etc.
28. Provide any details of out of state bus/auto fees that are required by the State and Local governments.
29. Describe the nature of any exclusive contractual arrangements with any third parties relating to the Leased Facilities (Convention Site as well as others) and services to be provided by the City and/or Host Committee, including but not limited to electrical, audio-visual, and telecommunications services. Identify the steps that

will be taken to obtain releases from such exclusive contracts if the City is selected as the Site for the Convention.

30. Describe any collective bargaining agreements between the City and any City personnel involved in the provision of facilities and services by the City. Describe all collective bargaining agreements between the proposed Convention facilities and all labor unions. If any such collective bargaining agreements exist, indicate the dates of expiration and renewal.
31. Describe any collective bargaining agreements or other union arrangements relating to tradesmen or other personnel who will be involved in providing services for the Convention or for the Convention participants. In the event of any such collective bargaining agreements, indicate dates of expiration and renewal periods.
32. In the event of any collective bargaining agreements, attach letters from the appropriate authorities of the unions in question committing each such union not to engage in any work stoppage or other job action which would have an adverse effect upon the conduct of or preparation for the Convention.
33. Provide information as to any union wage scales applicable to the construction or service trades.
34. Describe any and all restrictions relating to construction in, and interior and exterior decoration of, the Main Convention Area and the other facilities comprising the Leased Facilities. Copies of all laws, ordinances, rules and regulations relating to the use of such facilities should be attached.
35. Confirm the legal power and authority of the City and/or Host Committee to provide indemnification as specified in Section VI(E)(5)(page 21) of the Basic Requirements.
36. Describe the current liability insurance, fire insurance, and workers' compensation insurance maintained by the City.
37. For each hotel committing rooms in support of the contracts required by VI(A)(1)(page 16) & (2)(page 16) of the Basic Requirements, provide the following information. This information must be provided in chart form, and must be accompanied by a map indicating the location of each hotel by key number.
  - a. Name and address of hotel.
  - b. Official diamond or star rating.
  - c. Distance and directions from Main Convention Area in blocks or miles and maximum drive times.

- d. Time of travel from hotel to Main Convention Area by local bus service.
- e. Time of travel from hotel to Main Convention Area by taxi.
- f. For each of the following categories, the total number in the hotel and the number committed to the COA:
  - (i) Number of single rooms (1 person).
  - (ii) Number of double rooms (2 people).
  - (iii) Number of one (1) bedroom suites.
  - (iv) Number of two (2) bedroom suites.
  - (v) Number of executive level suites.
  - (vi) Number of function rooms and ballrooms (all to be committed during Convention Week). Provide square footage for each.
- g. Availability of the following food facilities:
  - (i) Coffee shops.
  - (ii) Formal dining rooms.
  - (iii) Bars.
  - (iv) Room service.
- h. Availability of 24-hour restaurants.
  - (i) Ordinarily.
  - (ii) During Convention Week.
- i. Availability of 24-hour room service.
  - (i) Ordinarily.
  - (ii) During Convention Week.
- j. Acceptability of commitment of all function rooms and ballrooms during the Convention Week.

- k. Acceptability of placing the contracted rooms under the exclusive control of the COA and of accepting reservations for contracted rooms only through the reservation system of the COA, with the understanding that an additional travel bureau booking fee of up to 10% per room per night is acceptable.
  - l. Acceptability of five (5) nights guaranteed reservations for the Convention Week.
  - m. Acceptability of \$200.00 per room deposit for a five (5) night reservation.
  - n. Acceptability of full refund of deposit if reservation canceled on or prior to two (2) weeks before the opening session of the convention.
  - o. Acceptability of room rate limitation to most favorable rates in existence at any point during the twelve (12) months prior to the Convention.
  - p. Acceptability of limitation on banquet and a la carte food and beverage prices to the most favorable prices charged at any point during the twelve (12) months prior to the Convention.
  - q. Acceptability of limitation on audio visual equipment prices to the most favorable prices charged during the twelve (12) months prior to the Convention.
- 38. Provide the room rate average (excluding complimentary rooms) for all committed hotel rooms.
  - 39. Describe commercial airline service to the City, including total daily passenger capacity. Also, describe methods of access from the airport to the City center and proposed Convention Site and existence and extent of airport facilities for private aircraft.
  - 40. Submit any plans for partnering with airlines in connection with the Convention.
  - 41. Describe inter-city rail and bus service serving the City.
  - 42. Describe intra-city transportation services, including regular bus service, rail service and taxi and limousine services.
  - 43. Describe the plan to provide up to 7,000 volunteers and the plan to provide the necessary food, water and clothing.
  - 44. Describe other scenic, cultural, sports, and entertainment attractions of the City and

- its environs within a 50-mile radius of the City limits.
45. Describe any current relationships with housing bureaus the Convention and Visitors Bureau may have.
  46. Describe available short-term housing near the Main Convention Area, including apartments and dormitories.
  47. Describe the City and/or Host Committee's plan for providing staff housing beginning sixteen (16) months prior to the Convention Week and increasing in increments thereafter as needed by the COA. Assume approximately 25 Single apartments and up to 35 double apartments, ranging from 18 months prior to the Convention to 4 months prior to the Convention, as well as housing for professional volunteers.
  48. Describe applicable laws or ordinances governing or applicable to Convention-related events, including, but not limited to, laws regarding the issuance of temporary licenses for automobiles donated to the COA for Convention-related activity, laws governing alcohol purchase and use restriction and state and local tax implications to the COA, its employees and its vendors.
  49. Describe office space and equipment to be made available to meet the requirements of IV(C)(page 5).
  50. Describe any indoor areas available for vendor display and retail sales of Convention memorabilia.
  51. Describe any financial or facilities or service incentives to be provided by the City and/or Host Committee beyond the minimum requirements set forth in the Basic Requirements.
  52. Provide a list of past and future facility users including a complete calendar of events including sports and cultural events, as well as the number of attendees or projected number of attendees, along with the number of hotel rooms occupied or projected to be occupied.
  53. Provide a complete list of all facilities (parks, assembly areas, historic sites, convention centers, concert halls, etc.) under the control of state, county, and city entities that can be used for Convention-related events or other official purposes. Also provide a list of private facilities (buildings, meeting halls, theaters, sporting arenas, historic sites, etc.) within the Convention City. Describe the ability of the City, either through the Host Committee or the City's tourism board, to secure written agreements from the venues to hold the space during the Convention Week until the COA gives permission to release it.
  54. Provide a plan outlining all measures necessary to bring Leased Facilities into compliance with the Americans with Disabilities Act.



55. Provide any other information deemed to be relevant to the Site Selection Committee's consideration of the City for the Convention.

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## DNC Economic Impact Study Fact Sheet

<b>DNC by the Numbers</b>	<ul style="list-style-type: none"> <li>– Length of Convention: 3 days</li> <li>– Number of Attendees: 35,000 <ul style="list-style-type: none"> <li>– 6,500 delegates</li> <li>– 15,000 media</li> <li>– 13,500 non-delegates and visitors</li> </ul> </li> <li>– Nearly 1,200 events for state delegations, political interest groups, policy discussions and roundtables, trade associations and media organizations</li> <li>– 61,246 hotel room nights consumed in the Charlotte region</li> </ul>
<b>Economic Impact and Direct Spend</b>	<ul style="list-style-type: none"> <li>– Total Economic Impact: \$163.6 million</li> <li>– Total Direct Spend: \$91 million <ul style="list-style-type: none"> <li>– Visitors &amp; Attendees: \$35.9 million</li> <li>– Host Organizations: \$42.2 million</li> <li>– Media: \$0.7 million</li> <li>– Security: \$20 million (\$19.5 million excluding hotel lodging)</li> </ul> </li> <li>– Induced and Indirect Spending: \$72.6 million</li> </ul>
<b>Metropolitan Statistical Area (MSA) Represented in Study</b>	<ul style="list-style-type: none"> <li>– The Charlotte MSA consists of six counties in North and South Carolina: <ul style="list-style-type: none"> <li>– Anson</li> <li>– Cabarrus</li> <li>– Gaston</li> <li>– Mecklenburg</li> <li>– Union</li> <li>– York</li> </ul> </li> </ul>
<b>Visitor Spending</b>	<ul style="list-style-type: none"> <li>– Total Visitor Spending: \$34.5 million (excludes airfare) <ul style="list-style-type: none"> <li>– Lodging: \$22.6 million</li> <li>– Food &amp; Beverage: \$4.8 million</li> <li>– Recreation: \$3.5 million</li> <li>– Retail: \$2.7 million</li> <li>– Local Transportation: \$0.9 million</li> </ul> </li> <li>– Average Length of Stay: 4.2 days</li> <li>– Estimated Total Spending Per Day: \$235 per person</li> </ul>
<b>Lodging</b>	<ul style="list-style-type: none"> <li>– Uptown: Occupancy rate reached 98% among Uptown hotels with average daily room rates peaking at \$311.</li> <li>– MSA: Occupancy rate reached 92% among the hotels in the MSA with average daily room rates hitting \$220.</li> <li>– The convention accounted for an estimated 71% of lodging revenues during the convention week for a total of \$26.6 million.</li> </ul>
<b>Displacement</b>	<ul style="list-style-type: none"> <li>– It was important to the partner organizations to reflect the displacement of economic activity that would have occurred in the absence of the convention. To account for this number, the following criteria was considered: <ul style="list-style-type: none"> <li>– Smith Travel Data analyzed to determine visitor spending that didn't occur</li> <li>– 35,700 displaced visitor room nights</li> <li>– 50% of the estimated 79,000 Uptown workers were assumed to reduce food and retail spending by \$15 each for five days</li> </ul> </li> <li>– Total Displaced Spending: (\$7.3 million)</li> </ul>
<b>About Tourism Economics</b>	<ul style="list-style-type: none"> <li>– Tourism Economics is an Oxford Economics research firm specializing in tourism economic impact studies that combine visitor surveys and industry data. Models employed also capture critical secondary benefits to the tourism supply chain, economic gains through local spending and additional tourism activity.</li> </ul>
<b>About Funding Partners</b>	<ul style="list-style-type: none"> <li>– To estimate the impact of the DNC, a study was commissioned and funded by the City of Charlotte, Charlotte Chamber, Charlotte Center City Partners, Charlotte Regional Partnership and Charlotte Regional Visitors Authority. Partners came together to fund the \$25,000 cost of the study.</li> </ul>



4-2017

# The Economic Impact of the 2016 Republican National Convention

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# Maxine Goodman Levin College of Urban Affairs

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**RNC Host Committee**

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## **THE ECONOMIC IMPACT OF THE 2016 REPUBLICAN NATIONAL CONVENTION**

**April 2017**

**CENTER FOR  
ECONOMIC  
DEVELOPMENT**

**2121 Euclid Avenue Cleveland, Ohio 44115**

**[www.urban.csuohio.edu](http://www.urban.csuohio.edu)**

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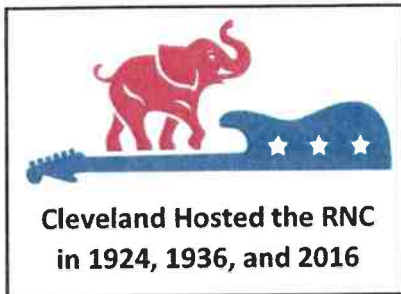
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## Introduction

The summer of 2014 was an exciting time full of announcements and transitions for the City of Cleveland, marking the return of LeBron James to the Cleveland Cavaliers and the Republican National Committee selecting Cleveland to host the 2016 RNC Convention. Two years later, 2016 saw the Cavaliers win the city's first major sports championship in 52 years; just four weeks later, July 18-21, the City hosted its first Republican National Convention in 80 years.



The old saying, "As Ohio goes, so goes the nation" reflects the importance of the state in national politics; the only two candidates who have lost Ohio but won the presidency in the past 104 years were Franklin Roosevelt in 1944 and John F. Kennedy in 1960. So, it is no surprise that the Republican National Committee chose Cleveland to host the 2016 Republican National Convention (RNC) for the third time in its history. The last time Cleveland hosted the RNC was in 1936 (and before that in 1924). After unsuccessful attempts to bid

for Convention hosting duties in the early 1990s and the mid-2000s, Cleveland officials reevaluated the city's offerings and looked at what needed to happen to the city as far as infrastructural and other improvements. The results of these efforts were several new multi-million dollar construction projects, including the Hilton Cleveland Downtown hotel and renovations to Cleveland staples such as Cleveland Hopkins International Airport, Public Square, and the Cleveland Museum of Art.

The 2016 RNC brought approximately 44,400 visitors to Northeast Ohio and Quicken Loans Arena. Included were 2,472 delegates and an estimated 2,302 alternate delegates and their guests from all 50 states, the District of Columbia, and the five American territories: American Samoa, Puerto Rico, U.S. Virgin Islands, Guam, and the Northern Marian Islands. Along with 15,000 credentialed media and social media representatives, this Convention had the largest social media presence of any Convention in history. Additionally, 2,763 local volunteers donated their time and energy to assist with the Convention in a wide variety of capacities.<sup>1</sup>

The convention was a notable economic event for Cleveland. RNC guests brought millions of dollars into the local economy, while visiting hundreds of unique businesses and cultural sites throughout the region, stimulating growth both in terms of infrastructure and business development.

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<sup>1</sup>The Republican National Committee's home page for the 2016 RNC Convention in Cleveland, Ohio (now offline). Attendee information sourced from local officials and the Host Committee.



## Methodology

The process of estimating the economic impact of the RNC began with a review of the literature and studies that have analyzed past Conventions. Additionally, meetings were held with the Host Committee and key constituents involved in the planning and execution of the event. A study region of seven total counties was determined to capture most activity surrounding the RNC.<sup>2</sup>

During the days of the RNC, a team of researchers canvassed areas surrounding the event to survey visitors. Guests were asked questions regarding where they were visiting from, in what capacity they were visiting (i.e. as a delegate, guest, media, security, or events/convention tourist), and their spending while in town on travel, lodging, food and beverages, attractions and tourist destinations, and souvenirs and shopping. Finally, questions were asked about their impressions of Cleveland before and since arriving at the RNC. Spending data was used as an input for economic impact modeling, and information on visitor impressions was analyzed to look for changes in attitudes about the city pre- and post-arrival. The research team also examined tax revenues generated during preparation for the RNC and the event. The tax analysis includes lodging taxes, sales taxes, and casino taxes. The results of the survey and tax analysis are summarized in the following sections of the report.

The last phase of the research included interviews with local businesses that benefited from the RNC. While some businesses saw decreases in sales during the week of the Convention, many others were very successful. This report concludes with two short case studies highlighting examples of these successes.

**Picture 1: Cleveland's Quicken Loans Arena during the RNC<sup>3</sup>**



<sup>2</sup> The seven-county region includes Cuyahoga, Geauga, Lake, Lorain, Medina, Sandusky, and Summit Counties.

<sup>3</sup> Crain's Cleveland <http://www.crainsicleveland.com/apps/pbcs.dll/section?category=newsfeed01&profile=1404>



## Cleveland was Ready

To ensure a successful event, the 2016 RNC Host Committee partnered with a group of organizations, representing key hospitality, entertainment, and retail industries affected by the Convention. Restaurant partners included C'est La Vie Restaurant and Lounge in the Warehouse District, Crop Bistro & Bar in Ohio City, L'Albatros in University Circle, and Morton's The Steakhouse Cleveland located in the Tower City complex at the heart of downtown. Entertainment and recreation partners included the Cleveland Metroparks Zoo, Hard Rock Café Cleveland, and Sleepy Hollow Golf Course. The 5<sup>th</sup> Street Arcades, a pair of historic indoor shopping centers dating back to the turn of the 20<sup>th</sup> century, as well as the Calfee Building, the former offices of East Ohio Gas—once the largest natural gas distributor in the world—rounded out the committee's official partnerships.

Picture 2: Cleveland's Public Square during the RNC<sup>4</sup>



Over the last decade, Cleveland has worked to reinvent itself by finding new economic drivers and appealing to younger professionals who value urban amenities in culturally rich neighborhoods. Many changes and updates to infrastructure were planned in recent years to better accommodate rejuvenated businesses and an invigorated population. Several such projects were planned by city officials and

business and economic development organizations long before Cleveland was chosen to host RNC; however, the decision to host the event significantly sped up many of these projects and empowered synergy in planning, funding, and implementation. This acceleration benefited both the city and the region by updating amenities and public spaces sooner than might have occurred without the RNC selection.<sup>5</sup>

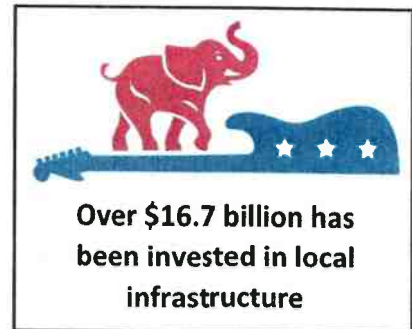
One of the most significant projects undertaken by the city of Cleveland in the lead-up to the RNC was the construction of the Hilton Cleveland Downtown hotel, a 32-story, ultra-modern structure with over 600 rooms, 3 restaurants, and subterranean facilities connecting to the city's convention center. The \$272 million project was funded through money left over from a quarter-percent sales tax increase levied by the county to fund the convention center and nearby Global

<sup>4</sup> Picture taken by research team.

<sup>5</sup> Exercising a conservative approach to the assessment of RNC economic impact, the research team did not include funding for these projects as an input into IMPLAN modeling in cases where construction projects would have occurred were Cleveland not chosen to host the RNC (even if the event sped up the completion process).

Center for Health Innovation. Construction finished in late spring, and the hotel welcomed its first guests on June 1, 2016.

Cleveland's Public Square was originally constructed in the style of New England town squares, but over centuries the space was divided into four segments by busy thoroughways running both north-south and west-east. To renovate and re-conceptualize this signature public space for the city, the Group Plan Commission—the organization overseeing Public Square—secured \$50 million for renovations from a combination of donations and public funds. Major giving organizations included the Cleveland Foundation, the Gund Foundation, and corporate donors. Public funds were gathered from the city, the county, and the State of Ohio. The Group Plan Commission held an official opening party for the park, redesigned by landscape architect James Corner, on June 30, 2016. This space became the *de facto* center for public gatherings during the Convention, including political debates, protests, and rallies.



In 2015, The Cleveland Trust complex re-opened as a 33,000-square foot grocery store, 104 high-rise luxury apartments, and a 156-room hotel named The Metropolitan at the 9. Planned and completed as a renovation and repurposing of a signature historic property in Cleveland, this jewel not only played a role in the selection committee's decision, but also became an attraction to many visitors wanting to purchase groceries downtown or dine at Heinen's grocery store (as well as to visit a destination that has been called "the most beautiful grocery store in the world").<sup>6</sup>

The YMCA of Greater Cleveland had occupied the same downtown space for 115 years before moving to a newly designed facility inside the Galleria Mall complex in March of 2016. This \$12.5 million project reclaimed about the third of the former retail space in the mall and was financed by corporate donors, grants, and other sponsors.<sup>7</sup>

Another major project completed in the months prior to the Republican National Committee selecting Cleveland as its 2016 host city was the Cleveland Museum of Art's \$350 million renovation and expansion. The original 1916 building saw numerous interior upgrades and modernization of its environmental control systems, while a new addition designed by renowned architect Rafael Viñoly added an additional 33% onto the existing gallery space as well as a new 39,000 square foot atrium. The museum, regarded as one of the nation's best, was prominently featured in official RNC publications suggesting events to attend while in Cleveland, as well as by journalists and reporters visiting the city.

Although it is not projected to open its door to students until the Fall of 2019, the \$515 million Case Western Reserve University and Cleveland Clinic Foundation Health Education Campus is already generating a buzz. The university and the Clinic are two of Northeast Ohio's most

<sup>6</sup> 2015 Ohio Historic Preservation Tax Credit Economic Impact Study

[http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2336&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2336&context=urban_facpub)

<sup>7</sup> The official naming rights were granted to motion control technology company Parker Hannifin.



significant anchor institutions, and their collaboration on such a large-scale project serves as an example of what the area is capable of. As with Public Square, this project is the recipient of several large grants from foundations, including \$20 million from the Eric and Sheila Samson Foundation. Additional funding is pledged by the two institutions themselves.

These projects—both those completed and those ongoing—added significant vitality to the city and the region. Not only did they boost Cleveland’s economy and stimulate investment and growth, they were also noted by RNC visitors—many of whom became ambassadors in promoting the region to businesses, event organizers, and citizens.

## Transportation & Infrastructure

Transit infrastructure was one of the key factors influencing the Republican National Committee’s decision to bringing the RNC to Cleveland. The Greater Cleveland Regional Transit Authority (RTA)—one of the favorite transportation conduits for Clevelanders—saw increased ridership numbers totaling 20,130 over the week of the RNC event, a 25% increase over the same week during the previous summer. Offering heavy and light rail, bus rapid transit, traditional buses, and trolley loops, Cleveland’s RTA was considered by the RNC to be more than capable of handling a 50,000 visitor surge.<sup>8</sup> Cleveland’s RTA was previously named “North America’s Best Public Transportation System” in 2007 by the American Public Transportation Association (APTA October 2007)<sup>9</sup> and was given a Silver Rating for “Best Bus Rapid Transit (BRT) in the United States” the highest ranking for BRT systems in the U.S. by The Institute for Transportation and Development Policy (RTA News/Press Release, April 2013).

Many RNC visitors arrived by plane, and city officials understood that the appearance of Cleveland Hopkins International Airport would inform these visitors’ first impressions of the region. The airport underwent \$36 million in renovations and improvements to the terminal façade and ticketing lobby area. The renovations took approximately one year and were completed just in time on June 27, 2016.

Cleveland RTA’s Red Line heavy rail line was the nation’s first to directly connect a city downtown with an airport. As visitors arrived at the newly renovated airport, they were welcomed by music performances by local professionals volunteering their time and talents; they were also encouraged to take transit directly into the heart of downtown as opposed to hiring a car. In the months leading up to the Convention, the RTA held several Red Line volunteer days to help clean up the tracks leading from the airport to Tower City Station in the heart of downtown. An additional piece of the beautification process involved RTA partnering with LAND Studio, a local architecture and art firm, which invited 18 artists (including nine from the Cleveland area) to

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<sup>8</sup> Siddiqui, Faiz, (2016, July 19). Why transit was key in bringing the RNC to Cleveland. Retrieved from <https://www.washingtonpost.com/news/dr-gridlock/wp/2016/07/19/why-transit-was-key-in-bringing-the-rnc-to-cleveland/>.

<sup>9</sup> American Public Transportation Association, (2007, October). Celebrating Excellence in the Public Transportation Industry. Retrieved from [http://www.apta.com/members/memberprogramsandservices/awards/Documents/2007\\_awards\\_program\\_final\\_web.pdf](http://www.apta.com/members/memberprogramsandservices/awards/Documents/2007_awards_program_final_web.pdf).

paint murals and exhibit large-scale photography along the Red Line's route. These works of art are permanent and can still be enjoyed by visitors, commuters, and others riding the train into the city.

Picture 3: Greater Cleveland RTA Red Line Artwork<sup>10</sup>



Cleveland's location on the south shore of Lake Erie proved to be yet another great asset for the RNC, with a variety of public and private events taking place at the lakefront. However, guests didn't stop at the water's edge; several visitors took advantage of the harbor to dock their boats, rent watercraft, and take in the city on combination harbor/river mouth cruises. The largest of these cruise ships—the 1,000-seat *Goodtime III*—hosted five private parties over the course of the week, showing off Cleveland in style from the water.

Many of the delegates and other visitors opted to leave their cars at home and rely on ridesharing applications like Uber and Lyft. This offered a convenient and affordable alternative to parking downtown during convention congestion. Uber saw a 60% increase in ridership during the week of the RNC, and riders spent less than four minutes on average waiting from the moment they requested a ride to the moment they were picked up.

Another logistical advantage Cleveland used to win the 2016 RNC Convention bid was its promise of 16,000 available hotel rooms in Northeast Ohio. Cleveland met that promise by offering 19 hotels (5,000 rooms) in the downtown area alone, including four brand new hotels that opened just in time for the July Convention. Nearly 120 additional hotels within 35 miles of the Convention site offered further accommodations across the region.

The hotels were used by delegates, their guests, media, and spectators alike, with an impressive number of visitors spending one or several nights in the downtown area specifically (accounting for those whose stay was arranged elsewhere). The following charts compare the average daily rates per room, occupancy rates, and revenue per available room for the downtown Cleveland hotel market in the month of July for 2014, 2015, and 2016. Table 1 shows that in each week of July 2016, room rates were higher than the corresponding weeks in either 2014 or 2015. The highest rates in 2016 were observed the week of the Convention, July 15-21 (\$290.18), which also saw the largest dollar discrepancy with previous years (\$160.56 higher than 2015).

<sup>10</sup> Image courtesy of the artist and Jasper Wong.

**Table 1: Average Daily Rates of Downtown Cleveland Hotel Rooms<sup>11</sup>**

Average Daily Rate						
	2014	2015	2016	Change 14 vs 15	Change 14 vs 16	Change 15 vs 16
<b>July 1-7</b>	\$122.14	\$120.96	\$137.85	\$(1.18)	\$15.71	\$16.90
<b>July 8- 14</b>	\$133.81	\$133.63	\$179.33	\$(0.17)	\$45.52	\$45.69
<b>July 15-21</b>	\$130.99	\$129.62	\$290.18	\$(1.37)	\$159.20	\$160.56
<b>July 22- 28</b>	\$126.76	\$139.74	\$144.98	\$12.98	\$18.22	\$5.24
<b>July 29-31</b>	\$140.46	\$126.73	\$146.88	\$(13.73)	\$6.42	\$20.14
<b>Averages</b>	<b>\$130.83</b>	<b>\$130.14</b>	<b>\$179.84</b>	<b>\$ (0.70)</b>	<b>\$49.01</b>	<b>\$49.71</b>

Table 2 displays the percentage of hotel rooms in downtown Cleveland that were filled each week of July 2014, 2015, and 2016. Again, the largest year-to-year increase can be seen during the week of the Convention between 2015 and 2016 (a 20.2 change in percentage points). The occupancy rate for the week of the RNC was the second-highest of all weeks in July over the past three years, behind only the final week of July 2014, likely due to the combination of the city hosting the Gay Games in early August of that year and a lower overall supply of hotel rooms built in the downtown area at that time.

**Table 2: Occupancy Rates in Cleveland Downtown Hotels**

Occupancy						
	2014	2015	2016	Change 14 vs 15	Change 14 vs 16	Change 15 vs 16
<b>July 1-7</b>	58.8%	57.5%	69.7%	-1.3	10.9	12.2
<b>July 8-14</b>	78.5%	76.0%	75.5%	-2.5	-3.0	-0.5
<b>July 15-21</b>	84.1%	69.6%	89.8%	-14.5	5.8	20.2
<b>July 22-28</b>	74.9%	84.8%	66.5%	9.9	-8.3	-18.3
<b>July 29-31</b>	93.0%	67.4%	79.9%	-25.5	-13.0	12.5
<b>Averages</b>	<b>77.8%</b>	<b>71.1%</b>	<b>76.3%</b>	<b>-6.8</b>	<b>-1.5</b>	<b>5.2</b>

Continuing the trend shown in the previous two tables, the week of the RNC was far and away the best week for hotels based on revenues per available room, \$266.88 (Table 3). This represents a \$176 increase in the average price per room from the previous year. While other weeks in July 2016 were more in line with norms, showing modest fluctuations over the past two years, there was without doubt a very significant effect felt by hotels in the downtown area during the Convention.

<sup>11</sup> STR, Inc. <https://www.str.com/>



**Table 3: Revenues per Available Room in Downtown Cleveland Hotels**

Revenue Per Available Room						
	2014	2015	2016	Change 14 vs 15	Change 14 vs 16	Change 15 vs 16
<b>July 1-7</b>	\$73.27	\$70.01	\$96.62	\$(3.26)	\$23.35	\$26.61
<b>July 8- 14</b>	\$105.65	\$102.00	\$134.99	\$(3.65)	\$29.34	\$32.99
<b>July 15-21</b>	\$110.79	\$90.79	\$266.88	\$(20.00)	\$156.10	\$176.09
<b>July 22- 28</b>	\$95.28	\$119.74	\$98.50	\$24.46	\$3.22	\$(21.24)
<b>July 29-31</b>	\$130.60	\$85.64	\$120.27	\$(44.97)	\$(10.34)	\$34.63
<b>Averages</b>	<b>\$103.12</b>	<b>\$93.64</b>	<b>\$143.45</b>	<b>\$(9.48)</b>	<b>\$40.33</b>	<b>\$49.82</b>

Figures 1-3 show the monthly hotel occupancy, average daily room rates, and revenues per available room for the last three years. While the occupancy graph highlights that summers have stronger occupancy rates in Cleveland (Figure 1), the average daily rate for hotel rooms saw an obvious spike during the RNC in July 2016 and again during the Cleveland Indians' World Series run in October 2016 (Figure 2). Revenues per room also saw a spike during the RNC (Figure 3).

**Figure 1: Downtown Cleveland Hotel Occupancy, 2014-2016**

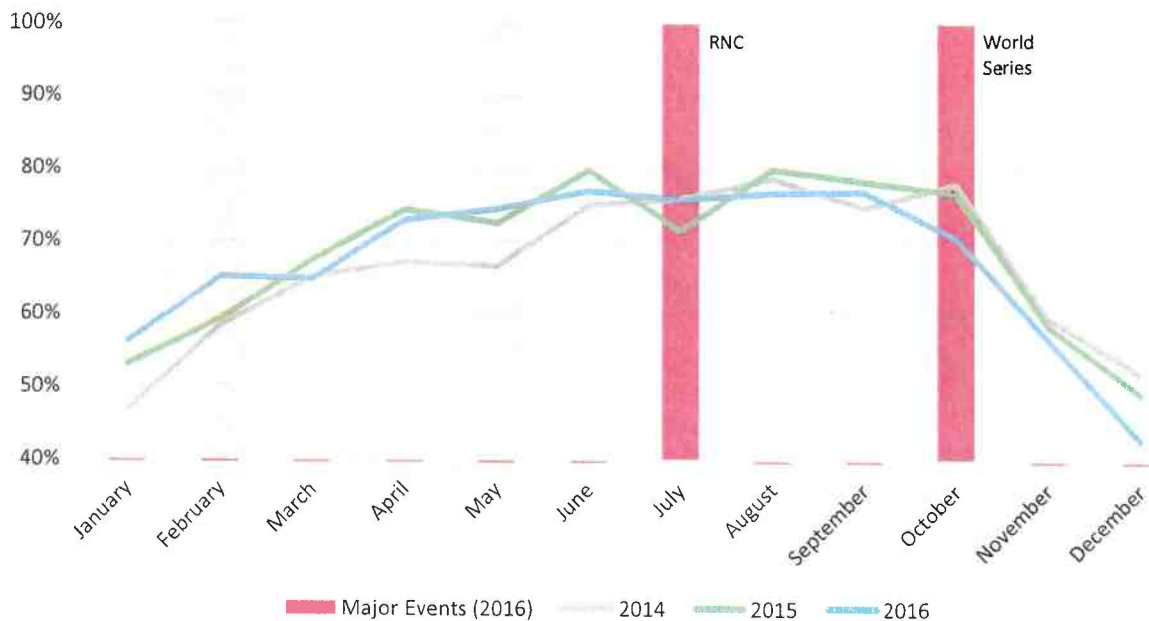


Figure 2: Downtown Cleveland Hotel Average Daily Rates, 2014-2016

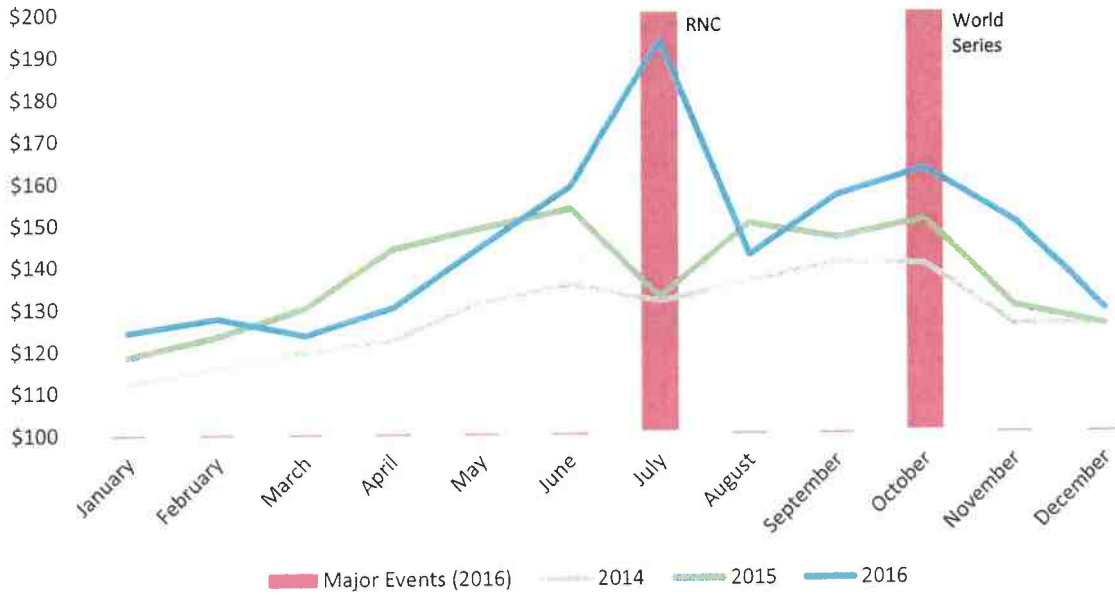
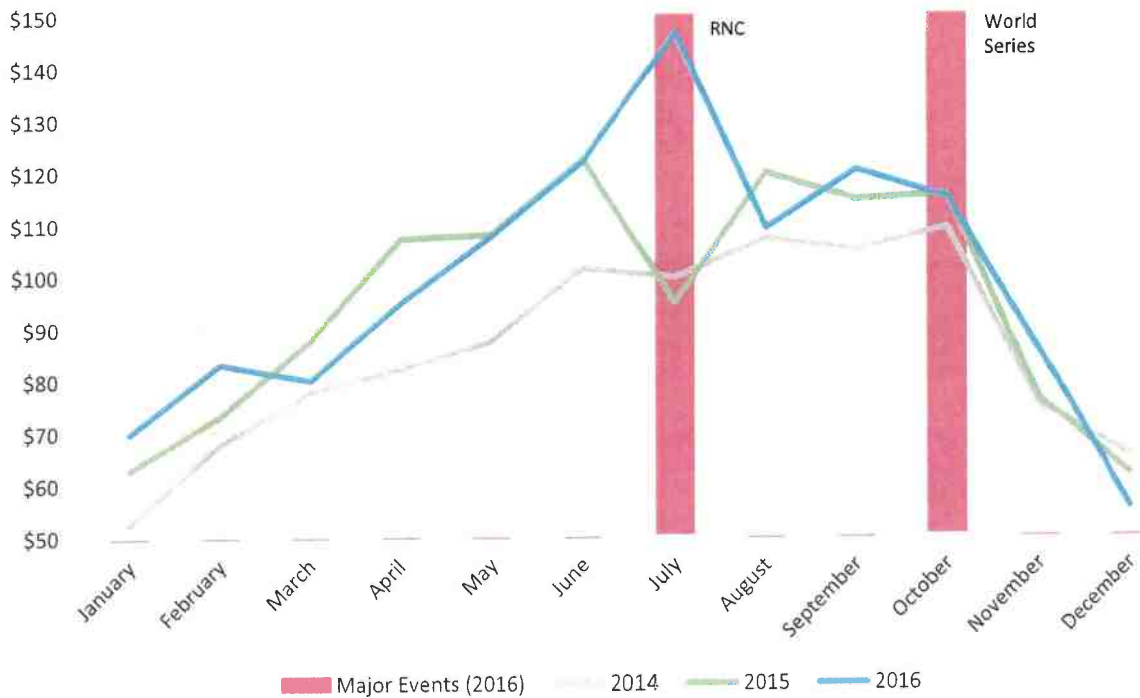


Figure 3: Downtown Cleveland Hotel Revenues per Available Room, 2014-2016



Northeast Ohioans were eager to do their part in hosting the Convention. Many supplemented the lodging capabilities of area hotels by renting out rooms, apartments, and entire homes to visitors both during the convention and during pre-event planning. Some of these rental transactions were facilitated by websites such as Airbnb (which saw at least 1,900 transactions during the week of the Convention) and Vacation Rentals by Owner (VRBO), while others were advertised by Howard Hanna (the official real estate partner of the RNC) and other local real estate agencies. Downtown Cleveland Alliance—a non-profit that advocates for the workers, residents, real estate, and public spaces in downtown Cleveland—coordinated sublease arrangements with four major downtown landlords that allowed residents to rent their apartments to visitors for the week of the RNC for double their regular rent. (So, an apartment that costs \$1,200 per month could be subleased for \$2,400, with the property owner taking a 15% administrative fee and the tenant keeping the remainder.<sup>12</sup>) This program generated total revenues of \$564,331 during the RNC for tenants and property owners.

AT&T was the official Communications, Video, and Technology Provider to the RNC Convention. The AT&T team worked together with the local team in setting up telecommunications, video, and technology facilities in the weeks leading up to and during the Convention. Prior to the RNC, AT&T made significant upgrades, including tripling the 4G capacity in downtown Cleveland, making 165 LTE upgrades to cell sites (resulting in faster download and upload speeds), adding 50,000 feet of new fiber to strengthen the network, and building eight Outdoor Distributed Antenna Systems. These upgrades all improved street-level mobile coverage and capacity in downtown Cleveland and launched Voice-over-LTE, which allows for higher quality calls, video calling, and better messaging services.<sup>13</sup> AT&T installed \$4.2 million worth of infrastructure that now will remain in Cleveland. The AT&T upgrades made the RNC a more accessible event and will have a continuing influence on the city (and may prove useful as a means of attracting large conventions to the region in the future).

## RNC Visitors

The research team spent four days on the city streets interviewing visitors to the RNC and collected 296 completed questionnaires.<sup>14</sup> This section highlights some of the results of that survey, which included 33 delegates and 56 of their guests, 95 media professionals, 58 protestors, 10 security professionals, and 44 sponsors, tourists, and vendors. The average visitor was traveling with a party of 2.87 and remained in Cleveland for an average of 5.4 days.

While one visitor biked to Cleveland and one took the train, 5% of guests bussed in, 47% drove, and 47% flew to one of the regional airports. Almost 60% of visitors stayed in hotels, with the

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<sup>12</sup> Jarboe, Michelle (January 28, 2016). "Downtown Cleveland landlords agree to allow apartment subleases for GOP convention" Cleveland Plain Dealer.

[http://www.cleveland.com/business/index.ssf/2016/01/downtown\\_cleveland\\_landlords\\_a.html](http://www.cleveland.com/business/index.ssf/2016/01/downtown_cleveland_landlords_a.html)

<sup>13</sup> AT&T Media/Press Release for the 2016 Republican National Committee's Convention in Cleveland, July 18-21, 2016.

<sup>14</sup> Estimated number of visitors through the survey findings was confirmed through interviews with event's organizers and proven to be in the ballpark of traditional amount and structure for recent political conventions.



remainder split nearly evenly between Airbnb, staying with friends and family, and other types of accommodations (such as staying at a church or a university dormitory, for example). Nearly 90% of visitors stayed in the five-county metropolitan statistical area.<sup>15</sup>

## Safety & Security

Security in Cleveland during the RNC was a cause of concern for organizers, campaign donors, protesters, and almost everyone affected by the event, with all parties prepared for the possibility of at least some violent clashes between various groups. The so-called “Trump Effect” was described as a phenomenon in which the presence of protestors and supporters of the Donald Trump campaign, along with heightened tension from the police shootings that resulted in officers and civilians being killed across the country, created a sense of foreboding in Cleveland that week. Federal security awards totaling \$50 million were given to both Cleveland and Philadelphia to pay for equipment and cover personnel salaries for additional police officers.<sup>16</sup> Thankfully, the expected violence never materialized, with Cleveland being highly esteemed afterwards for its ability to handle security for the event.

The Cleveland Police Department was supported by law enforcement officials from across the state and the nation. In a support capacity, there were 4,000 agents from Bureau of Alcohol, Tobacco, Firearms and Explosives; Federal Bureau of Investigation; and Federal Emergency Management Agency. Another 3,000 agents came from Secret Service, Transportation Security Administration, and Customs and Border Protection. In addition, these agencies were also supported by an additional 1,000 U.S. government employees. To assist the 550 Cleveland police officers on-site, nearly 2,500 officers from outside agencies came to Cleveland. Locally, the Greater Cleveland RTA had 65 transit police officers working 12 hour shifts, with additional staffing of 36 Transportation Security Administration officers and K9 units assisting security efforts.<sup>17</sup>

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<sup>15</sup> The five-county metropolitan statistical area includes Cuyahoga, Geauga, Lake, Lorain, and Medina counties.

<sup>16</sup> Smith, Aaron, & Pagliery, Jose. (2016, July 18). What’s in Cleveland’s \$50 million security plan for GOP convention? Retrieved from <http://money.cnn.com/2016/07/17/news/cleveland-republicans-police>

<sup>17</sup> <http://www.crainscleveland.com/article/20160408/NEWS/160409804/cleveland-receives-nearly-50-million-federal-security-grant-for-rnc> and

<http://fox8.com/2016/07/17/whats-in-clevelands-50-million-security-plan-for-gop-convention/> and

[http://media.newsnet5.com/uploads/JusticeDepartmentRNCSecurityAward.pdf?\\_ga=1.162937401.405267537.1479756273](http://media.newsnet5.com/uploads/JusticeDepartmentRNCSecurityAward.pdf?_ga=1.162937401.405267537.1479756273).

Picture 4: Peaceful Protestors at Cleveland State University<sup>18</sup>



With a divisive candidate, a heated primary season, and the high stakes of the election, many involved in the Convention were left wondering about a lower-than-expected presence of protest crowds. One possible explanation for the lower turnout could be attributed to Ohio's open carry laws, which allowed visitors to carry firearms outside of the convention security area.<sup>19</sup> Whatever the ultimate cause for the lower turnout in the streets of Cleveland during the week of the Convention, the result left the city no worse for wear. Police remained vigilant throughout and, in turn, protests were largely nonviolent. There were only 23 arrests made during the RNC week, with charges ranging from flag burnings to urine bombing.<sup>20</sup> Overall, the RNC was a remarkably peaceful event.

During the Convention, public spaces in and around downtown Cleveland were filled with convention-goers, protesters, and onlookers exercising their free speech rights in a wide variety of ways. From marches to food distribution to evangelizing, visiting any of the city's parks was sure to provide something to debate, do, or simply observe. Although the city had designated a Special Event Zone official parade route for the event, only a single large scale march took place—a *Stand Together Against Trump* march attended by roughly 250-300 people per city estimates. Instead of marching throughout the week, most protest groups opted to sign up for a timeslot to speak on a city-sanctioned platform in the newly renovated Public Square. Speakers ranged from local activists discussing issues such as inner city crime, immigration, domestic violence, police

<sup>18</sup> Picture taken by research team.

<sup>19</sup> Nelson, S. (2016, July 19). RNC Protests Rage, but Anti-Trump Organizers Ask: Where is Everyone? Retrieved from <http://www.usnews.com/news/articles/2016-07-19/rnc-protests-rage-but-anti-trump-organizers-ask-where-is-everyone>.

<sup>20</sup>Shaffer, Cory. (2016, July 16). Names, charges of RNC arrests released. Retrieved from [http://www.cleveland.com/rnc-2016/index.ssf/2016/07/names\\_charges\\_of\\_rnc\\_arrests\\_r.html](http://www.cleveland.com/rnc-2016/index.ssf/2016/07/names_charges_of_rnc_arrests_r.html).

brutality, and saving a nearby library, to visitors praising or denouncing the prospects of a Trump presidency. Speakers also made their voices heard at both Willard Park, home of the Free Stamp artwork, and Perk Park, another recently renovated public space nestled between several office buildings in Cleveland's downtown.

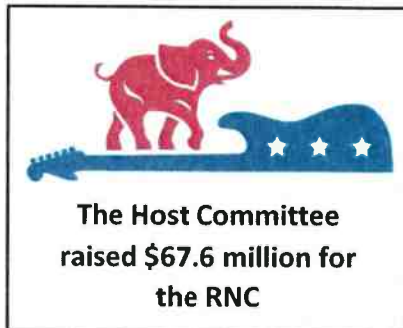
In addition, many musicians worked as street performers outside the security zone on Euclid; people brought food for police officers, protesters, supporters, and passersby; and professional huggers smiled, high-fived, and hugged their way through the crowds during the week with cheery dispositions and pink t-shirts. Most everyone was very welcoming, accepting, and congenial.



## Donations & Spending

As part of the bid to host the RNC, cities must assure the National Committee of their ability to raise significant financial support in a limited amount of time. In 2015-2016, Cleveland made a convincing case that it could complete this challenging task. Individual donors and major businesses—not just in Northeast Ohio, but nationally—contributed over \$67 million to organize and hold 2016 Republican National Convention in Cleveland, Ohio.

### Donations Received



The Host Committee received donations to cover its expenses from a variety of public and private sources. The largest part of the financial support for the Convention came in the form of simple monetary donations, while the remainder were provided in a form of gifts and in-kind goods and services donated directly to the committee. These in-kind donations included over \$2.7 million in hotel rooms, office space, and other real estate, as well as over \$4.5 million in utilities expansions and other permanent upgrades to the city's power

system (Table 4). Additional donations of around \$3.4 million were made in the form of services and salaries. Other in-kind donation categories included construction, transportation, gifts, catering, and investments/insurance/contracts/refunds.

**Table 4: Total Donations to the Host Committee for the Cleveland RNC**

Category	Amount
Cash	\$53,825,086
In-Kind Hotels/Housing/Real Estate	\$2,787,229
In-Kind Construction	\$259,388
In-Kind Catering/Food/Beverage	\$266,239
In-Kind Gifts	\$926,018
In-Kind Services & Salaries	\$3,452,050
In-Kind Transportation	\$561,810
In-Kind Investments/Insurance/Contracts/Refunds	\$730,442
In-Kind Utilities	\$4,517,000
In-Kind Other	\$283,789
<b>Total</b>	<b>\$67,609,051</b>

## Host Committee Spending

Approximately \$51,980,000 was spent by the Host Committee on a range of goods, services, and other Convention-related expenses (Figure 4). The largest spending category was *Construction*, with 44% of all spending (over \$22.9 million) going to various contractors from across the country. The next largest category, with \$12.5 million in spending, was *Consulting and other professional services*. This category includes legal services, accounting, and logistics consulting, among other services. Other spending categories over \$1 million were *Facility rental* (\$2.9 million), *Lodging* (\$2.5 million), *Audio/video* (\$1.3 million), *Catering* (\$1.2 million), *Payroll and salaries* (\$1.3 million) and *Other expenses* (\$2 million). The remainder of the money spent by the Host Committee went towards entertainment, financials, furniture, insurance, office supplies, security, travel expense reimbursements, vehicles, and utilities.

**Figure 4: Host Committee Spending for 2016 Cleveland RNC**

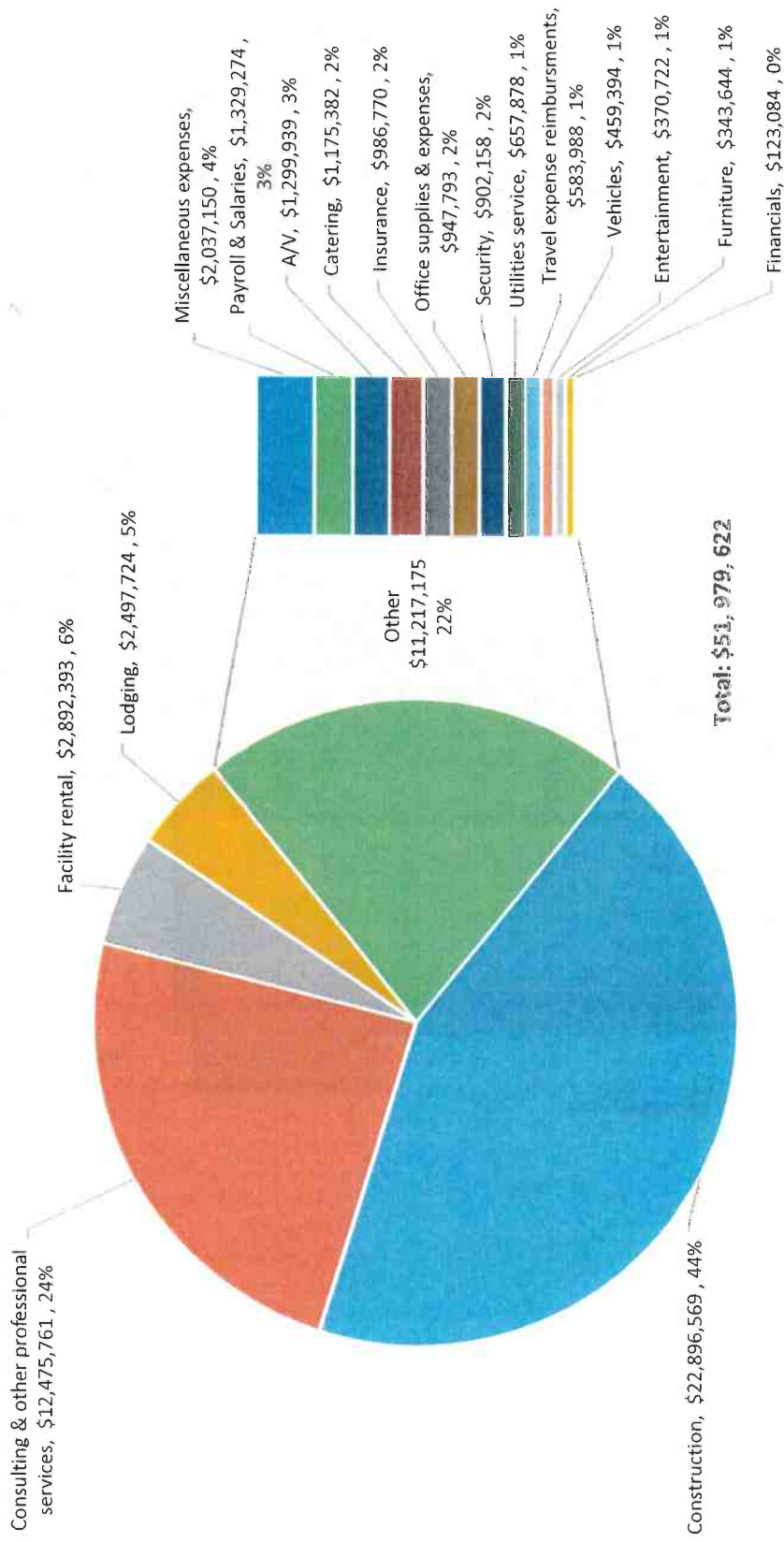
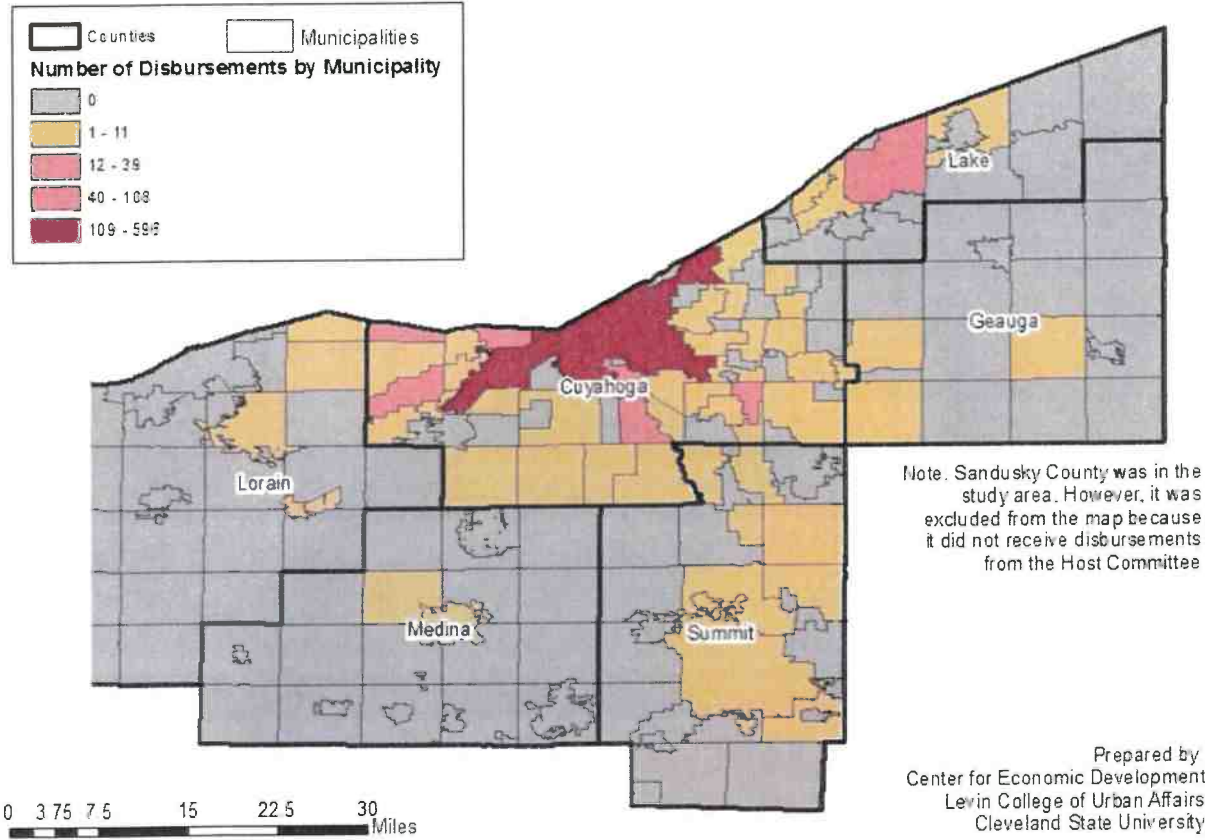


Figure 5 focuses on disbursements of funding made throughout Northeast Ohio. These represent a geographic subset of spending by the Host Committee shown in Figure 4. The highest concentration of disbursements was in the city of Cleveland, the sum of which represents roughly 21% of all spending by the committee. The city of Independence also saw a high number of disbursements, 108, which represents roughly 1% of the total. Other spending occurred in the surrounding municipalities and townships of Northeast Ohio. Additionally, large numbers of Ohio-based purchases took place in Columbus and Cincinnati.

Figure 5: Concentration of Financial Spending by Municipality in Northeast Ohio



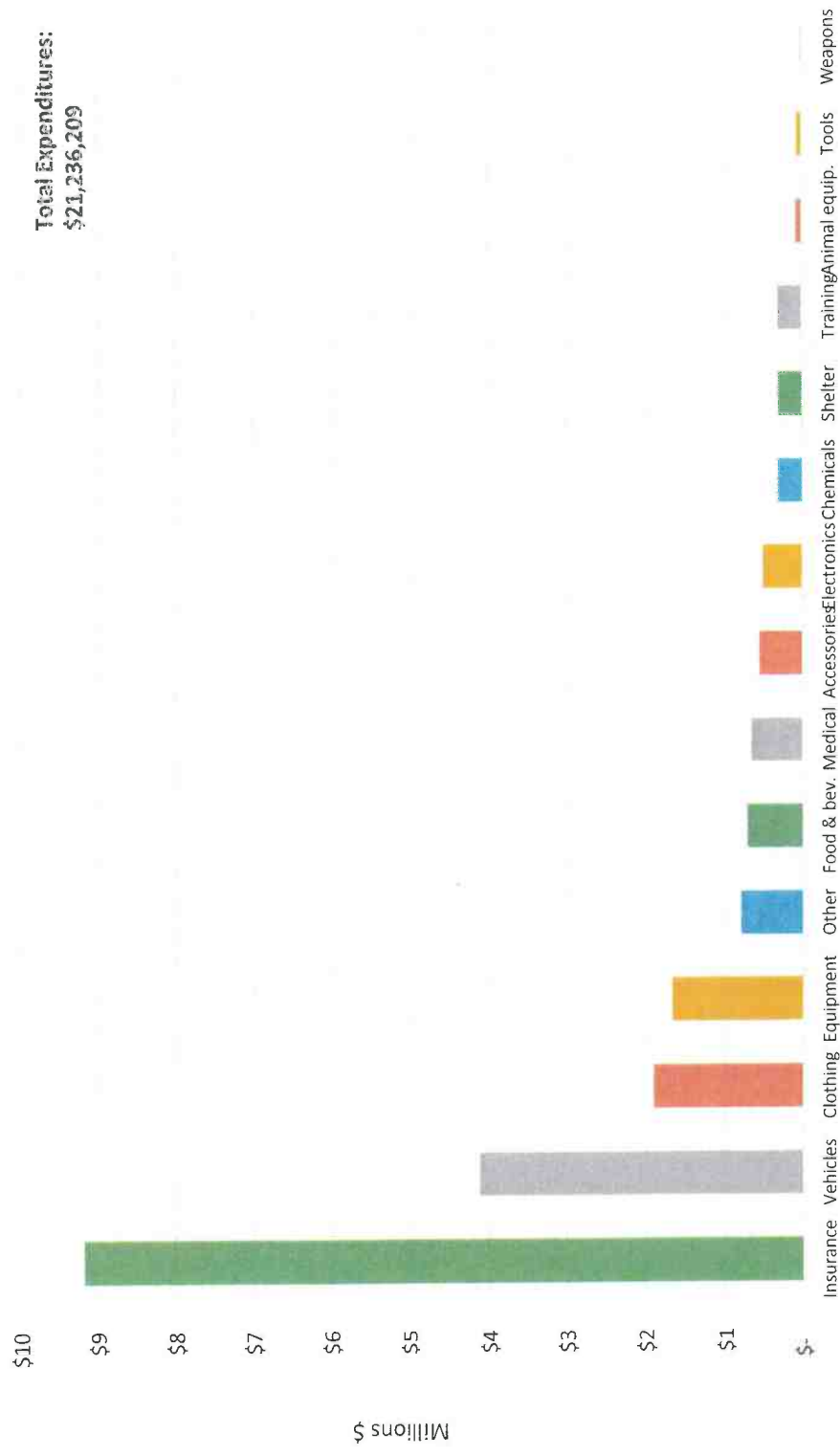
## City of Cleveland Spending

Prior to the RNC, the City of Cleveland received a \$49,900,000 security grant from the U.S. Department of Justice's Bureau of Justice Assistance. This grant—which the host cities for both major party political conventions receive every election cycle—is designed to provide funding for law enforcement expenses and other security costs, and its use can be divided into two major groupings: *goods and services* and *personnel*.

For goods and services, the largest single category was *Insurance*, at \$9.2 million (Figure 6). The next largest category of expenditures was *Vehicles and Related*, at \$4.1 million. Other categories that surpassed \$1 million were *Clothing* and *Equipment*, at approximately \$1.9 million and \$1.7 million, respectively. The remainder of the \$21,237,000 of goods and services was spent on a combination of food and beverage, electronics, chemicals, animal equipment, accessories, weapon-related gear, training, tools, shelter, and medical equipment.

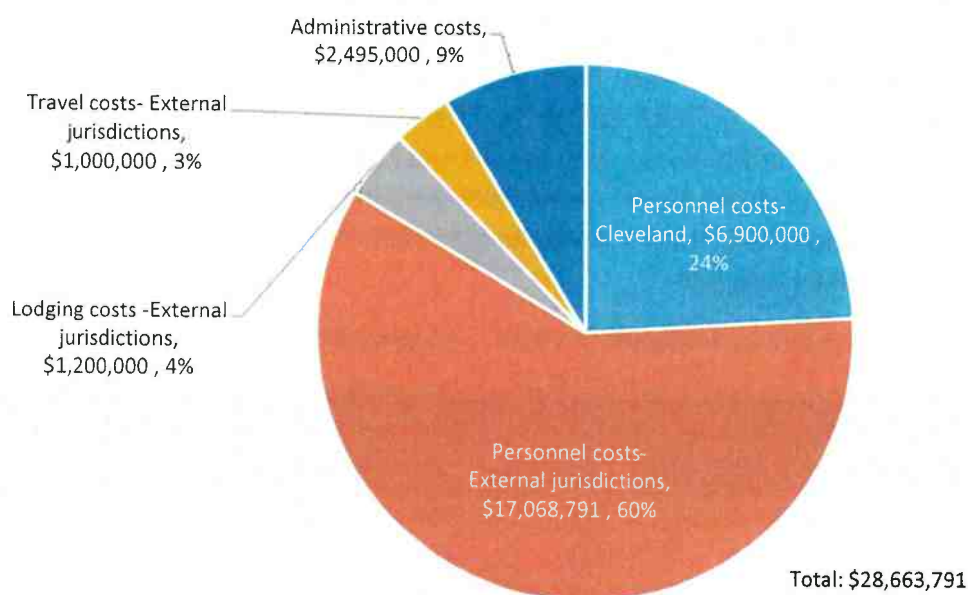


Figure 6: City of Cleveland City Spending on Goods and Services



Having so many police officers on duty for long stretches, both from Cleveland and from other jurisdictions, represented another major security expense. Twenty-four percent (\$6.9 million) of total personnel spending by the city went towards paying Cleveland officers, while 60% (\$17.1 million) went towards paying the salaries of police officers and state troopers coming in from outside of the area (Figure 7). Additional costs associated with these external officers' presence included \$1.0 million in travel costs and \$1.2 million in lodging costs. Administrative costs represented 9% (\$2.5 million) of total personnel spending by the city during the Convention process.

**Figure 7: City of Cleveland Spending on Security Personnel during 2016 RNC**



## Visitor Spending

The 2016 RNC in Cleveland may not have yielded the expected 50,000 visitors, but conservative estimates show there were at least over 44,000 people in town for the event (Table 5). Over one-third (34%) of the visitors were members of the media, which flooded Quicken Loans Arena and East 4<sup>th</sup> Street. Almost one-quarter (24%) of all visitors were security officers from outside the region, who were brought in to ensure safety. Sponsors, tourists, and vendors as a group represented 15%, alongside another 15% that were guests of attendees. The delegates themselves comprised only 11% of visitors. Finally, protestors represented approximately 3% of total visitors to the RNC.

**Table 5: Total RNC Attendees by Type**

Group	Total Attendees
Media	15,000
Security	10,500
Sponsor, Tourist, Vendor	6,452
Guest	6,206
Delegate	4,774
Protestor	1,473
<b>TOTAL</b>	<b>44,405</b>

Based upon estimates derived from survey responses for each of the above type of visitor, approximate spending was calculated for seven items: lodging, transportation to and from Cleveland, transportation within Cleveland, food and beverages, tourism, souvenirs, and delegation fees. Estimates for each of these categories differed across visitor types for various reasons: for instance, many protestors stayed with friends and family instead of hotels; security and media visitors tended not to spend money on tourism or souvenirs; and delegates stayed in the best (and most expensive) hotels in the immediate area around downtown. Table 6 shows average spending per person by category.

**Table 6: Average Daily Spending by Category of Visitor and Spending Type for the 2016 RNC**

Group	Lodging	Transportation to and From Cleveland	Transportation Within Cleveland	Food & Beverages	Tourism	Souvenirs	Delegation Fees	Total
Media	\$91	\$46	\$19	\$30	\$1	\$4	\$0	\$192
Security	\$57	\$28	\$16	\$39	\$1	\$6	\$0	\$147
Sponsor, Tourist, Vendor	\$182	\$203	\$14	\$46	\$4	\$10	\$0	\$459
Guest	\$181	\$97	\$55	\$70	\$8	\$20	\$4	\$434
Delegate	\$210	\$93	\$12	\$49	\$9	\$33	\$14	\$421
Protestor	\$64	\$52	\$18	\$30	\$5	\$8	\$0	\$176

## Economic Impact

This section of the report outlines the annual economic impact of the 2016 Republican National Convention. The economic impact was estimated for a 7-county region of Northeast Ohio which includes the counties of Cuyahoga, Geauga, Lake, Lorain, Medina, Sandusky, and Summit. The Convention brought outside spending to the region as guests from across the country and around the world descended on Cleveland—an important consideration, as spending sourced from outside a region creates true economic impact.

### Methodology

All industries in the regional economy are linked to other industries through their buying and selling relationships. Companies buy goods and services from each other, employing residents and enabling them to spend their wages, in turn, enabling more local economic sectors benefit from their purchases. For the RNC to take place, significant investments were made in the region, affecting industries throughout the area. To estimate the economic impact of the RNC, only the purchases that were made using funding from outside of Northeast Ohio were analyzed; local funds that were spent on the event were excluded. There were three main inputs into the economic impact model: RNC Host Committee spending, the City of Cleveland security spending, and visitor spending. For example, major improvements completed for the RNC were not included, such as infrastructure upgrades provided by AT&T and others, as well as other in-kind donations.

Picture 5: Retailer M Lang Clothing & Cocktails<sup>21</sup>



A total of \$67,609,051 in donations was raised by the Host Committee. Of this, \$25,600,777 were made from Northeast Ohio (38%) and \$42,008,274 (62%) were donated from outside of the 7-county region. Each line of spending was analyzed by the research team and assigned an industry code specific to the disbursement in the region.

Additionally, the City of Cleveland was awarded a federal grant totaling \$49.9 million. Over \$21.2 million of that grant was spent on goods and services, and \$28.7 was spent on personnel. As with the RNC Host Committee spending, this data was analyzed and all spending was

<sup>21</sup> Picture taken by research team.



assigned an industry code. A total of \$13.6 million was spent locally on goods and services (a 65% discount) and \$9.7 was spent locally on law enforcement personnel (a 34% discount).

Finally, visitor spending was analyzed. The RNC welcomed 44,405 total visitors to the event, including delegates and their guests, media, protestors, security, and tourists.<sup>22</sup> Spending patterns for each visitor type were estimated based upon an in-person survey conducted during the event. The spending categories included in the survey were lodging, transportation to and from Cleveland, transportation within Cleveland, food and beverages, tourist attractions, souvenirs, and delegation fees.<sup>23</sup> Estimates of visitors' exact spending during the RNC were carefully considered in this study to ensure the accuracy of assessments measuring RNC impact to the study area. This research exercise included several conservatively-structured assumptions in producing documented inputs to the impact modeling discussed in the next section. Double occupancy was assumed for hotel rooms, and per-person spending was multiplied by the total size of each guest's party for in-town transportation, food and beverages, tourist attractions, and souvenirs. A suitable discount was applied to transportation to and from Cleveland to capture only the portion of funds spent within the region. The economic impact includes conservative estimates on long-term stays for groups which resided in Cleveland before the RNC, including security officers and RNC staff. A total of \$51,948,867 in direct visitor spending was modeled. All assumptions that affected the economic impact model offer conservative estimates of actual spending.

The economic impact reports five measures: *employment*, *labor income*, *value added*, *output*, and *taxes*. *Employment* measures the number of jobs created in the 7-county region from the event. *Labor income* is payroll paid to employees plus proprietary income. *Value added* measures the value of goods and services less intermediary goods and represents a portion of output—often referred to as Gross Domestic Product (GDP). *Output* measures the total value of goods and services produced in the region because of the RNC. *Taxes* include federal as well as state and local tax revenues. Each of the impacts is a summation of *direct impact*, *indirect impact*, and *induced impact*. *Direct impact* includes the initial value of goods and services purchased in the study region. *Indirect impact* measures the jobs and production needed to manufacture goods and services required for the event. *Induced impact* is the increase in spending of local households because of income received through their work at the event and with event suppliers.

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<sup>22</sup> During the survey process, the first question asked was a person's home zip code. If they were from the 7-county region, the survey was stopped as their spending would not count in the economic impact model.

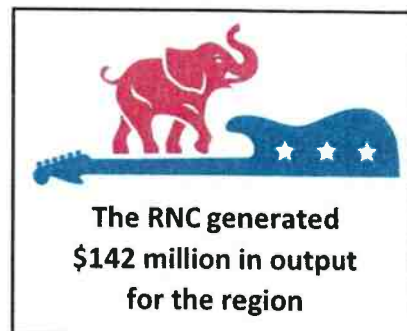
<sup>23</sup> Many local businesses including hotels brought staff from other regions to Cleveland during the event. These additional staff members were not included as part of the economic impact model.

Two items should be considered regarding this economic impact analysis. First, due to the nature of using survey-based responses and spending estimates, it is likely that not all visitor spending was captured, especially spending on the very high end of the spectrum.<sup>24</sup> All figures that were modeled tended towards the conservative side so these estimates likely underrepresent the true impact.

On the other hand, it can be argued that the RNC displaced economic activity already occurring in downtown Cleveland, and the region lost value in terms of spending and productivity. The research team was not able to gather any data beyond anecdotal evidence that this played a major factor in the overall economic impact of the event. Many downtown workers either took vacation days or telecommuted during the RNC and may not have spent money at their usual lunch spots downtown; however, they did remain in the region and still spent money on lunch within the study area,<sup>25</sup> so there was no loss to the regional economy. Additionally, any tourists or events outside of the RNC that might have been in town during that week likely shifted their plans to avoid the crowds and increased hotel pricing, so there was likely no loss in this regard as such guests came to town before or after the RNC or spent their time in one of Cleveland's suburban areas. Therefore, any potential loss, which was mostly seen downtown in businesses that were not directly involved in the RNC, were most likely offset by additional spending in the region's peripheral areas and gains of businesses located there. Finally, some media outlets published opinion pieces on some retail sites' and restaurants' losses—in many cases referring to lower-than-expected crowds for the Convention—which should likely consider these as aspects of business planning and risk management rather than as absolute losses to the region.

## The Results

The overall economic impact of the RNC in 2016 includes a total of 855 direct jobs, an associated \$27.6 million in labor income, and \$41.1 million in output. From this direct impact, the RNC supported 1,348 total jobs (Table 7). The indirect employment (192) represents the supply-chain of business and is comprised of industries that sold their products and services as part of the RNC. The 301 jobs in the induced effect reflect employment due to household purchases of those who earned wages because of the RNC.



<sup>24</sup> For example, a few visitors indicated traveling to Cleveland by private jet—which was considered an outlier—and the average was calculated excluding this means of transportation.

<sup>25</sup> The 7-county region, considered as a study area in this study, includes the Cleveland-Elyria Metropolitan Statistical Area. The borders are defined by a relevant labor market demarcated by a commuting pattern of those who live and work within a region.

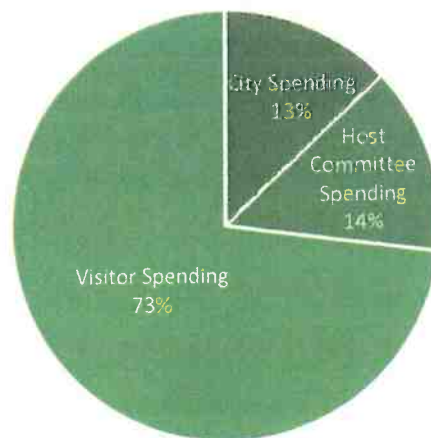
**Table 7: Total Economic Impact of the RNC<sup>26</sup>**

Impact Type	Employment	Labor Income	Value Added	Output	Taxes
Direct Effect	855	\$27,602,400	\$41,142,687	\$67,863,759	\$7,454,092
Indirect Effect	192	\$11,067,484	\$18,552,742	\$32,593,360	\$3,757,641
Induced Effect	301	\$13,778,979	\$25,063,252	\$41,726,842	\$5,730,489
<b>Total Effect</b>	<b>1,348</b>	<b>\$52,448,863</b>	<b>\$84,758,681</b>	<b>\$142,183,961</b>	<b>\$16,942,222</b>

The total labor income associated with the RNC was \$52.4 million, the value-added impact was \$84.8 million, and the total output impact was \$142.2 million. The RNC was responsible for \$16.9 million in taxes: 30% in state and local taxes and 70% in federal taxes.

The economic impact of the RNC was examined in terms of three major categories: spending by the RNC Host Committee, spending by the city of Cleveland, and visitor spending. The largest subsector in terms of all five measures of impact (employment, labor income, value added, output, and taxes) was generated by visitor spending (73%) (Figure 8 and Table 8). The economic impact generated due to the spending of the Host Committee represented 14% of the total employment impact (191 jobs) and the economic impact generated due to spending of the city of Cleveland represented 13% of total employment impact (174 jobs). Detailed tables showing the breakdown by direct, indirect, and induced effect for each of the three spending categories can be found in the Appendix.

**Figure 8: Cleveland RNC Employment Economic Impact by Spending Type**



<sup>26</sup> All dollar figures are reported in 2017 USD.



**Table 8: Cleveland RNC Economic Impact of the RNC by Spending Type**

Impact Type	Employment	Labor Income	Value Added	Output	Taxes
Host Committee	191	\$9,107,600	\$13,595,477	\$21,827,118	\$2,918,125
City of Cleveland	174	\$9,455,582	\$17,988,192	\$33,408,167	\$3,896,407
Visitors	984	\$33,885,681	\$53,175,012	\$86,948,676	\$10,127,690
<b>Total</b>	<b>1,348</b>	<b>\$52,448,863</b>	<b>\$84,758,681</b>	<b>\$142,183,961</b>	<b>\$16,942,222</b>

Table 9 shows the total economic impact in terms of employment, labor income, value added, and output aggregated by major industry. In terms of the employment impact, the largest industry affected by the entirety of spending was *Accommodation & food services* (337 jobs), followed by *Retail Trade* (305 jobs), and *Transportation & warehousing* (195 jobs). The two largest industries in terms of labor income impact are like the employment impact: *Accommodation & food services* (\$10.1 million), followed by *Retail Trade* (\$8.4 million), and *Finance & insurance* (\$6.3 million) in third place. In value added impact, similar industries/ranks are present: *Accommodation & food services* (\$18.7 million), *Finance & insurance* (\$13.6 million), and *Retail trade* (\$12.5 million). Finally, for the output impact, the top three industries were *Accommodation & food services* (\$31.0 million), *Finance & insurance* (\$25.5 million), and *Transportation & warehousing* (\$13.2 million).



**Table 9: Cleveland RNC Total Economic Impact by Major Industry**

Major Industry	Employment	Labor Income	Value Added	Output
Agriculture, forestry, fish & hunting	0	\$11,561	\$18,736	\$28,845
Mining	2	\$214,611	\$287,264	\$503,943
Utilities	2	\$270,168	\$1,338,263	\$2,765,789
Construction	18	\$970,227	\$1,241,423	\$2,680,872
Manufacturing	11	\$696,521	\$1,158,697	\$4,408,923
Wholesale trade	14	\$1,171,236	\$2,086,701	\$3,328,402
Retail trade	305	\$8,401,080	\$12,469,446	\$9,503,541
Transportation & warehousing	195	\$4,991,989	\$6,894,401	\$13,320,343
Information	12	\$853,038	\$1,923,112	\$4,368,983
Finance & insurance	88	\$6,299,151	\$13,575,232	\$25,521,867
Real estate & rental	32	\$1,504,017	\$9,617,676	\$13,225,427
Professional- scientific & technical services	53	\$4,059,278	\$4,807,508	\$7,300,934
Management of companies	7	\$892,452	\$1,093,634	\$1,744,867
Administrative & waste services	67	\$2,427,946	\$3,165,615	\$5,029,769
Educational services	15	\$611,384	\$656,839	\$1,075,594
Health & social services	66	\$3,880,522	\$4,268,362	\$6,791,977
Arts- entertainment & recreation	38	\$2,301,337	\$2,704,097	\$3,974,294
Accommodation & food services	337	\$10,073,903	\$18,699,424	\$31,041,430
Other services	74	\$2,133,868	\$2,296,741	\$4,288,954
Government & non-NAICs	13	\$684,574	(\$3,544,489)	\$1,279,209
<b>Total</b>	<b>1,348</b>	<b>\$52,448,863</b>	<b>\$84,758,681</b>	<b>\$142,183,961</b>

Even though the conservatively projected number of guests at the 2016 Republican National Convention in Cleveland was 11% lower than anticipated, the overall economic impact showed positive returns for the region—supporting 1,348 jobs and labor income totaling over \$52.4 million. The value-added impact totaled almost \$84.8 million, and the output was over \$142.2 million—again, as a conservative estimate of the economic impact. While the RNC was only in Cleveland for a short time, it left a positive financial impression.

## Taxes

Under the Ohio Revised Code, counties can levy a tax on a hotel's revenues for each occupied room in the hotel each night, known as a "bed tax." Cuyahoga County's bed tax is set at 5.5%, and the funds it raises are disbursed to municipalities, the Global Center for Health Innovation, and Destination Cleveland. The revenue collected from the bed tax directly depends upon—and can be used to illustrate—the dynamics of hotel stays. Figure 9 compares the monthly bed tax receipts for 2015 and 2016 in Cuyahoga County (which includes all downtown Cleveland). The

two years show similar peaks and valleys for the most part, with deviations ranging from \$380,000 differential in favor of 2016 during February to a \$90,000 differential in favor of 2015 during April. However, the effect of the RNC is clear as the summer progresses, with a \$236,000 (11%) difference between July of 2016 and 2015 and a \$1.4 million difference (77%) between the Augusts of the two years. The annual totals stand at \$21.5 million for 2015 and \$24.3 for 2016, a \$2.8 million differential attributable to a combination of the Cavaliers winning the NBA Championship in mid-June, the RNC at the end of July, and the Indian's playoff run, ending in Game 7 of the World Series in Cleveland, during October.

Figure 9: Cuyahoga County Lodging Tax Receipts, 2015 - 2016



Cuyahoga County is also authorized to levy a sales tax on goods purchased within its borders on top of the sales tax collected by the state of Ohio. The county's sales tax is 2.25%, which when added to the state's 5.75%, results in an overall sales tax of 8%, the highest rate in the state of Ohio. Sales tax are levied on "retail sale, lease, and rental of tangible personal property as well as the sale of selected services in Ohio."<sup>27</sup> Sales tax dynamics also indirectly reflects the number of visitors, hypothesizing that increases in taxable spending can be attributed to more people purchasing goods rather than to sudden increases in spending by existing individuals. Dynamics of sales taxes in Cuyahoga County illustrate that in July and August county sales tax receipts for 2016 were \$24,839,556 and \$23,413,284, respectively. The 2016 July receipts were 5.6% higher than in the previous year, while the August receipts represented an 8.0% increase.

Additionally, the state of Ohio collects a tax on each of the four casinos in the state, one of which (JACK Cleveland Casino) is in downtown Cleveland, less than a quarter mile from where the Convention was held. The revenues generated by the casino tax are split among several recipients, including the host city, the city's public school system, the county, and some other

<sup>27</sup> Ohio Department of Taxation. [http://www.tax.ohio.gov/sales\\_and\\_use.aspx](http://www.tax.ohio.gov/sales_and_use.aspx).

smaller allocations towards law enforcement training, gambling addiction treatment, racing prize purses, and running the state casino commission. Casino tax revenue is published quarterly and for the quarter that included the RNC, the amount of money collected decreased, down from \$66.6 million in 2015 to \$65.5 million in 2016—a \$1.1 million decrease (2%)—likely due to regular customers not coming downtown around the time of the RNC.

The city of Cleveland has an 8% admissions tax levied on all ticket sales. While large events like the NBA and MLB playoffs bring in large returns on this tax, without purchased tickets the RNC had no effect on this.

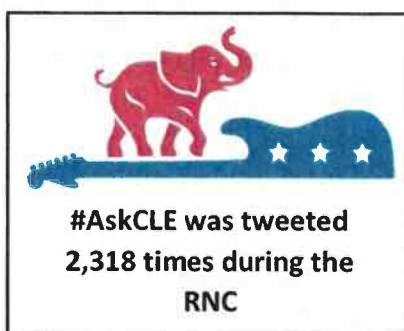
Dynamics of all tax receipts addressed in this section indicate that during the RNC the region experienced significantly higher tax revenue due of the increased number of travelers visiting the RNC.



## Impressions of Cleveland

### Media Hits

A Cleveland-based integrated marketing company, thunder::tech, was contracted to keep track of internet traffic relating to the RNC web presence. The official smartphone app for the Convention was downloaded 2,535 times during the week of the Convention, with 4,528 total downloads in July and August. The *wayfinding* navigation feature of the app was used 1,176 time during the week.



Of course, no social media campaign is complete without its own hashtag. The RNC hashtag #AskCLE was tweeted 2,318 times, with #ThisisCLE used 4,859 times and #2016CLE tweeted an astounding 10,385 times during the week of the event. A 24-person staff of Destination Cleveland and thunder::tech staff and volunteers answered questions tweeted to @TheCLE 907 times and @2016CLE 393 times.

The 2016 RNC did not rely exclusively on software solutions and improvements to get the word out; the RNC also saw a lot of hardware making its way onto and underneath the streets of Cleveland. With over a million feet of cable and wire, all four days of the Convention were live streamed. The Huntington Convention Center in downtown Cleveland (neighbor to the new Hilton Downtown Cleveland Hotel and five minutes from the venue: Quicken Loans Arena) and “Media Row” (the transformed Gateway East Parking garage, right next to Quicken Loans Arena) served as a home base for all interviews, new reports, and live streams.

Picture 6: Social Media Command Center<sup>28</sup>



<sup>28</sup> 2016 RNC Host Committee <https://www.2016cle.com/community-updates/keep-connected>.

## Street Traffic

Security measures were introduced in Cleveland during the planning phase of the event, and media outlets and the Convention website emphasized possible inconveniences for downtown businesses and employees due to street closings, increased parking demand due to visitors, and overall congestion.

Street closures did impact local vendors and business owners, some more than others. The street closures were the direct effect of the barricades in place for the event zone. Some businesses were lucky enough to be inside the event zone and the security barricade. Those establishments saw increased foot traffic from Convention visitors. However, those businesses outside the security perimeter that usually had a consistent clientele from downtown workers saw a dip in their receipts during the Convention. Several downtown employers allowed their employees to work from home or take the week off due to limited parking, street closures, and security restrictions. Business owners not only lost revenue from lack of sales, but staff lost wages, and some businesses had to contend with over-stocked food and drinks purchased in anticipation for perceived rushes which did not always materialize.

The locals who did not avoid downtown during the RNC noticed that—despite the street closings and security measures in the perimeter of the event—the city carried on with life as normal, and most of downtown employees did not experience any inconveniences. Generally, Clevelanders demonstrated their welcoming nature—which that became one of the most impressive features of the city and the region, especially for those visiting for the first time.

## Word on the Street

The city, host committee, and sponsors did their best to showcase the assets of the city. During the week of the Convention, AT&T sponsored free-of-charge admission to the Rock and Roll Hall of Fame Museum.<sup>29</sup> Adam Grzybicki, President of AT&T Ohio, said, “It is our hope that as many guests as possible can visit the museum and see first-hand what a unique institution it truly is.” AT&T co-sponsored the “Louder Than Words: Rock, Power and Politics” exhibit, which premiered at the Rock and Roll Hall of Fame and continued being displayed in Washington, D.C. during the 2017 presidential inauguration events.

The research team investigated what visitors thought about Cleveland. Three of the questions that survey participants were asked looked to gather impressions of the city. The first question, “Before coming to the RNC, what would be 3 words you would use to describe Cleveland?” generated 311 unique words or phrases representing visitors’ thoughts of the city before they arrived (Figure 10). The most popular were *Cavaliers*, *Midwest*, *Indians*, *old*, *Lebron James*, and *Lake Erie*. While many words focused on positive attributes like the *championship Cavaliers* or

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<sup>29</sup> AT&T and Rock and Roll Hall of Fame Joint Media/Press/New Release for the 2016 Republican National Committee’s Convention in Cleveland, July 18-21, 2016.

the *Rock 'n Roll Hall of Fame and Museum*, the list was also riddled with negatives like *rust belt*, *dull*, and *dangerous*.

Figure 10: Impressions of Cleveland Before the RNC<sup>30</sup>



<sup>30</sup> Figure 10 illustrates words answered as impressions of the city. Word sizes reflect the frequency of each answer.









## Case Studies

### Flavors of Cleveland

Terry Uhl, the principal of the Uhl Group, is a communications and marketing consultant with over 35 years of experience working at all levels of the industry. One aspect of his job involves consulting for restaurants, two of which are in downtown Cleveland. The first, Parker's Downtown, is located on the first floor of the Kimpton Schofield Hotel, a newly renovated historic building at the corner of East 9<sup>th</sup> Street and Euclid Avenue in the heart of downtown. The second, Luca Italian Cuisine, is located near downtown on the Superior Viaduct Bridge, on the West Bank of the Flats.

Picture 7: Luca Italian Cuisine<sup>31</sup>



The two restaurants had very different, but very positive, experiences during the Republican National Convention. Parker's Downtown is an offshoot of Parker's Grille & Tavern in Avon Lake, a city in neighboring Lorain County. By July, the Kimpton Schofield had been open for about three months, but the restaurant had experienced some delays in opening and was only able to open to the public the Monday of Convention week. Despite this very short window for preparation, the restaurant performed admirably. Parker's thrived, serving breakfast, lunch, and dinner to a range of guests, including employees of AT&T and ABC News. Per Mr. Uhl, Parker's first week—what would have normally been called their soft opening—could not have gone better.

Not only did the energy and excitement surrounding the Convention play a large role in Parker's success, it also helped to reinforce the fact that the investment Parker's owners made in downtown Cleveland was a smart decision. As more and more businesses take notice of the buzz surrounding Cleveland's urban core, that buzz becomes a sustained hum of activity. As a business that first opened in the suburbs, and then opted to open a second location in the heart of the city, Parker's stands out as a perfect example of what many had hoped would happen because of the Convention: more people getting excited and involved in the city of Cleveland.

The second restaurant Mr. Uhl is involved with, Luca Cuisine, was not in the heart of the RNC site, but they still had a great week during the Convention. Beginning with targeted online marketing six months in advance of the Convention, Luca took advantage of its reputation as one of the best

<sup>31</sup> Luca Italian Cuisine <https://www.lucacleveland.com/>

Italian restaurants in Cleveland with equally impressive views of the downtown to attempt to attract at least one large party or event. Fortunately, they did so, and the Attorney General of Michigan hosted a successful party for other Republican State Attorneys General the Saturday before the Convention. Although initially Mr. Uhl was nervous that all the action would be happening downtown, Luca sat an average number of tables during the week of the Convention; the key difference was, these guests opted for “the good stuff,” ordering harder-to-find bottles of wine and requesting select ingredients for their cocktails. The combination of the party and the guests with great taste in food and drink made the week of the Convention a successful one for Luca.

Besides tangible benefits from the Convention, Mr. Uhl felt that the Convention also offered visitors and guests the opportunity to see what Cleveland has accomplished in the past several years. He offered a telling anecdote about his experience the week of the Convention. The bar of Parker’s Downtown partially faces a long row of large windows along the sidewalk of East 9<sup>th</sup> Street, directly across from the newly renovated Heinen’s Grocery inside the old Cleveland Trust Company Building; this stretch of East 9<sup>th</sup> was one of the major thoroughfares for Convention traffic, with motorcades passing carrying Congressional representatives, diplomats, and other major figures, as well as hordes of lanyard-wearing aides and members of the media streaming by on foot. From his vantage point atop a barstool facing the street, Mr. Uhl watched this human river go by; several times, he would pick out old friends he hadn’t seen in years and run out to greet them and welcome them back to Cleveland. Hosting the Convention created this opportunity to reconnect with old friends and make new ones in the exciting atmosphere surrounding the RNC.

## The Art of Prosperity

Laura Bosse and Cat Zurchin of Prosperity Jewelry have been making beautiful, handcrafted pieces for over 27 years. After many years supplying wholesale products across the country and around the globe, the business partners opted to scale back their operation, opening a retail store in the summer of 2014. They chose to open in an intimate space, opting for a storefront in The Arcade, the five-story high, glass-ceilinged, historic arcade building constructed in 1890 in the heart of downtown.

**Picture 8: Prosperity Jewelry Ruby Large Abstract**<sup>32</sup>



Cat Zurchin had a lot to say about how the Convention impacted her business. Zurchin indicated to us that the final day of the Convention was Prosperity Jewelry's busiest day ever and that the week of the Convention was their best week ever, both of which contributed to July 2016 being their best month ever. She found that people appreciated the jewelry she and her partner made specifically for the Convention, with designs including variations on elephants, stars and stripes, CLE 2016, and RNC 2016; and that people were interested in her wares because they are handcrafted right in Cleveland, and they could meet the artists themselves while purchasing the jewelry.

One story that stuck out in Zurchin's interview concerned a delegate from South Carolina. This woman was a state senator and came into Prosperity Jewelry early in the week, buying herself some local RNC flair. After receiving several compliments and inquiries about where she had gotten the jewelry, she led a group of South Carolinian women back to Prosperity on the final day of the Convention. The women compared items, shared stories, and eventually left with far more jewelry (and less money) than they walked in with.

Overall, Zurchin felt the Convention was a good thing, both for her store and for the city overall. With more people coming downtown and visiting Public Square in the lead-up to the Convention, Zurchin witnessed people rediscovering what the city offers. The Arcade's top three floors have been converted into a Hyatt Regency Hotel, and Zurchin has seen more couples coming and spending a night or two there since the conclusion of the Convention, whether for an anniversary, a birthday, or just a weekend in the city. "I love this building" she said; "It feels good being here." With events like the RNC, the Cavaliers winning the NBA Finals, and the reopening of Public Square, the women behind Prosperity Jewelry are excited for what the future holds for them in Northeast Ohio.

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<sup>32</sup> Prosperity Art Glass <http://www.prosperityjewelry.com/details.php?ID=159>



## Conclusion

Despite concerns over safety, controversy surrounding the Republican Nominee, and record hot temperatures, the RNC was a complete success. It generated an economic impact of 1,348 jobs, \$52.4 million in labor income, \$84.8 million in value added, \$142.2 million in output, and \$16.9 million in taxes for the region. Sales tax in Cuyahoga County saw an increase of over a million dollars. Many businesses saw huge boosts in sales prior to and during the event week. Visitors' impressions of the city improved dramatically. 2016 truly was "the year" for the 216 area code thanks to the World Championship Cleveland Cavaliers, the American League Championship Cleveland Indians, and one week in July where Cleveland showed the world what locals already knew: that it is the best location in the nation.

Picture 9: Thank You Tweet<sup>33</sup>



<sup>33</sup> Tweet from the Republican National Convention Host Committee thanking Cleveland.

## Appendix

**Table A1: Economic Impact of RNC Host Committee Spending**

Impact Type	Employment	Labor Income	Value Added	Output	Taxes
Direct Effect	121	\$5,630,324	\$7,453,394	\$11,627,026	\$1,577,976
Indirect Effect	26	\$1,464,157	\$2,479,534	\$4,103,590	\$502,454
Induced Effect	44	\$2,013,119	\$3,662,549	\$6,096,502	\$837,695
Total Effect	191	\$9,107,600	\$13,595,477	\$21,827,118	\$2,918,125

**Table A2: Economic Impact of City of Cleveland Spending**

Impact Type	Employment	Labor Income	Value Added	Output	Taxes
Direct Effect	44	\$2,927,862	\$6,369,638	\$13,304,879	\$1,382,024
Indirect Effect	37	\$2,264,779	\$3,865,614	\$7,194,093	\$742,152
Induced Effect	93	\$4,262,941	\$7,752,940	\$12,909,195	\$1,772,231
Total Effect	174	\$9,455,582	\$17,988,192	\$33,408,167	\$3,896,407

**Table A3: Economic Impact of Visitor Spending**

Impact Type	Employment	Labor Income	Value Added	Output	Taxes
Direct Effect	690	\$19,044,214	\$27,319,655	\$42,931,854	\$4,494,092
Indirect Effect	130	\$7,338,548	\$12,207,594	\$21,295,677	\$2,513,035
Induced Effect	164	\$7,502,919	\$13,647,763	\$22,721,145	\$3,120,563
Total Effect	984	\$33,885,681	\$53,175,012	\$86,948,676	\$10,127,690

# CLEVELAND2016

★★★

## HOST COMMITTEE

EMBARGOED FOR RELEASE  
UNTIL 11 AM on August 3, 2017

Emily Lauer, Sr. Director of PR  
216.875.6628, [elauer@destinationcle.org](mailto:elauer@destinationcle.org)

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## 2016 REPUBLICAN NATIONAL CONVENTION PROVIDES NEARLY \$200 MILLION IN ECONOMIC IMPACT TO REGION, CONTRIBUTES TO CHANGING CLEVELAND'S NARRATIVE

**CLEVELAND** (August 3, 2017) – The [Cleveland 2016 Host Committee](#) announced today that Cleveland's hosting of the 2016 Republican National Convention resulted in up to \$188.4 million of economic benefit to a seven-county region (Cuyahoga, Lake, Geauga, Lorain, Summit, Medina, and Erie) according to Tourism Economics, the national leader in event impact analysis that has conducted hundreds of similar studies including the 2012 and 2016 DNC economic impact studies as well as the economic impact study for the 2012 London Olympics.

Additionally, the jobs and labor income generated by the city's hosting of the RNC were significant with 1,324 FTE positions created on an annualized basis through the hosting, translating to \$61.1 million in income for area residents. The economic activity associated with the RNC also produced \$10.2 million in state and local tax revenue for the seven-county region, putting dollars into the budgets of cities and counties to fund resident programs and services.

To help civic, government and corporate leaders evaluate and best understand the macro and micro impact of this multi-tiered and seminal event for Cleveland, the Host Committee commissioned studies from Tourism Economics and Cleveland State University's Maxine Goodman Levin College of Urban Affairs. The organizations used different approaches and methodologies and, as a result, provide complementary findings to illustrate the benefits of the public, private and civic investment in the hosting effort.

"While the different approaches and methodologies provide two different figures for the economic impact, both studies confirm what we already knew: political conventions provide platforms for long-term impact in addition to short-term financial infusions," said David Gilbert, President and CEO of the Cleveland 2016 Host Committee. "That bottom line mirrors our goals from the day Cleveland was chosen as the host city: the Convention infused revenue into our economy that wouldn't have otherwise been realized, and, possibly more importantly, it launched Cleveland on a national and international trajectory in regard to awareness and reputation."

### KEY FINDINGS

#### Tourism Economics Analysis

Tourism Economics offers a macro view and utilized the industry-standard economic impact model created for Destinations International to produce the following outcomes:

- The 2016 RNC produced \$110.1 million in direct spending and \$188.4 million in economic impact in a seven-county region. (*Note: Visitor spending estimate based on sample size of 1,793 from 2015 Longwoods International Visitor Spending Study commissioned by Destination Cleveland.*)
- Hotels averaged 88 percent peak occupancy rate in the seven-county region and 99 percent in Downtown Cleveland during the five core nights of the Convention. Airbnb provided much-needed capacity with guest night bookings increasing more than 300 percent compared with the two weeks prior and following the Convention.

-more-



- Hotels more than doubled their average daily rates in 2016 over 2015. Airbnb's average nightly prices also more than doubled.
- The jobs and labor income generated by the city's hosting of the RNC were significant. The 1,324 FTE positions generated (on an annualized basis) through the hosting translated to \$61.1 million in income for residents.
- The economic activity associated with the RNC generated \$10.2 million in state and local tax revenue for the seven-county region, providing funds to support resident programs and services.

#### **Cleveland State University Maxine Goodman Levin College of Urban Affairs Analysis**

Cleveland State University's micro analysis focused on downtown hotels and based its spending study on 296 questionnaires completed on and around Public Square by convention week visitors, giving a ground-level view and lessons that can be applied to future events:

- The CSU study affirmed our belief that events like the RNC can be used to change people's impressions of Cleveland.
  - Survey participants asked how they would describe Cleveland before attending the RNC included words like "rust belt," "dull," "boring" and "dangerous." Asked to describe the city since attending the RNC, the most popular words were "friendly," "nice," "clean" and "safe."
- Renting out living space to visitors in close proximity to such large events was a viable option for Clevelanders. Previous political conventions documented the lack of a market for convention city residents trying to rent out their homes or apartments.
  - The study showed that apartment tenants and the associated rental property owners made more than \$500,000 during convention week through a rental program coordinated by the Downtown Cleveland Alliance.
- Using a conservative approach to economic impact that discounted millions of dollars in spending by local entities, Cleveland State University researchers estimated the 2016 RNC produced \$67.8 million in direct spending (73 percent of which was visitor spending) with the Convention producing a total economic impact of \$142.2 million in a seven-county region.
- The CSU researchers specified that "due to the nature of using survey-based responses and spending estimates, it is likely that not all visitor spending was modeled. All assumptions that affected the economic impact model offer conservative estimates of actual spending."

#### **LONG-TERM BENEFITS**

Beyond the financial output, Cleveland's hosting of the 2016 Republican National Convention delivered several tangible benefits to the community – the majority of which contribute to helping improve perceptions of Cleveland around the country and the world. The RNC provided:

- The opportunity to help improve Cleveland's narrative through extensive media coverage.
  - Approximately 15,000 credentialed media used Cleveland as a backdrop to tie into and discuss issues related to the political discourse. This resulted in more than 3,000 story pick-ups highlighting various aspects of the Cleveland renaissance; 76 percent of those stories were positive or neutral in tone. A full report of the media relations activity of the Cleveland 2016 Host Committee can be found [here](#).
  - An examination of the overall nonpolitical (community) coverage emerging from Cleveland and Philadelphia, which hosted the Democratic National Convention, shows that stories about Cleveland accounted for three times more of the media coverage leading up to, during and just after the RNC (July 11-22) than stories about Philadelphia did leading up to, during and just after the DNC (July 18-30).

-more-

- When compared to the previous two Republican National Convention Host Committees, the 10.3 billion impressions garnered by the Cleveland Host Committee's outreach was on par with previous efforts. Both the Minneapolis-Saint Paul and Tampa Bay host committees reported 10 billion media impressions for their respective regions as a result of hosting the Republican National Convention. It's worth noting, however, that the media impressions reported by Tampa Bay also included mentions of the city by the party's nominee throughout the 2012 election cycle which only contribute to awareness of a city's presence. The impressions generated through the Cleveland Host Committee's efforts worked "harder" by contributing to improving perceptions of Cleveland rather than just raising awareness of the city.
- Acceleration of projects and enhancements that will benefit residents and visitors for years to come.
  - Cleveland State University researchers noted: "This acceleration benefited both the city and the region by updating amenities and public spaces sooner than might have occurred without the RNC selection." Examples of those enhancements include the renovation of Public Square, the new Hilton Cleveland Downtown, renovations at Cleveland Hopkins International Airport and city-wide beautification efforts.
- Exposure for the city to people who wouldn't likely have traveled to Cleveland in 2016.
  - The ability to show off the city firsthand will pay dividends for years to come – translating to dollars spent in Cleveland that wouldn't otherwise have been through both business and leisure travel as well as capital investment.

The Cleveland hosting of the RNC has also contributed to unprecedented growth in sales leads for future meetings and conventions at Destination Cleveland. At the time the city was selected (July 2014) as the host of the 2016 RNC, Destination Cleveland received an average of 43 leads per month for future convention business. Since that announcement, Cleveland is being considered as a host for meetings and conventions that wouldn't have had Cleveland on their radar screen. The organization now averages nearly double its 2014 lead volume. In 2017, the monthly average is more than 75 leads.

Additionally, the region's pre-RNC infrastructure investments combined with the media coverage we received due to the RNC hosting have brought many conventions to Cleveland, such as:

- Experient's Envision Conference (March 2017)
- Hemophilia Federation of America Symposium 2018
- 2018 Summer National NeedleArts Association Tradeshow
- Python Software Foundation PyCon Annual Convention 2019
- National Association of College and University Food Services Annual Meeting 2021

"Successfully hosting more than 15,000 credentialed media from around the world for the 2016 Republican National Convention affirmed the narrative that Cleveland truly is back in the convention business and capable of handling a large-scale, city-wide convention, trade show, or industry meeting," said Dave Johnson, Director of Public Relations and Communication, Huntington Convention Center of Cleveland and Global Center for Health Innovation. "The 2016 RNC showcased the versatility and capability of the Global Center for Health Innovation and the Huntington Convention Center of Cleveland, including a best-in-class technology package, and has certainly provided our team with the credentials and track record to compete on equal ground with other convention destinations."

#### **NATIONAL POLITICAL CONVENTION ECONOMIC IMPACT COMPARISON (2008 – 2016)**

Based on impact reports released by previous host committees, the direct spending and economic impact of the 2016 Republican National Convention in the seven-county area are comparable to the previous five national political conventions.

- Since 2008, direct spending related to both the DNC and RNC has ranged from \$89 million to \$154 million – putting Cleveland right in the middle of those figures at \$110 million.

- Since 2008, total economic impact related to both the DNC and RNC has ranged from \$163.6 million to \$266 million – again putting Cleveland right in the middle of those figures at \$188.4 million.

Convention - Host City	Estimated Attendees	Direct Spending (in Millions)	Total Economic Impact (in Millions)
2008 DNC - Denver	50,000	\$133.5	\$266.1
2008 RNC - St. Paul	45,000	\$153.7	\$168.2
2012 DNC – Charlotte**	35,000	\$91.0	\$163.6
2012 RNC - Tampa	50,000	\$88.8*	\$183.6*
2016 DNC - Philadelphia**	54,000	\$132.9	\$230.9
2016 RNC - Cleveland**	48,000	\$110.1	\$188.4

*\*Adjusted figures exclude standard telecomm/utility upgrades, which economists view as invalid inputs*

*\*\*Studies completed by Tourism Economics*

*SOURCES: 2008 – 2016 RNC & DNC Host Committee Economic Impact Reports*

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### **ABOUT CLEVELAND 2016 HOST COMMITTEE**

*The Cleveland 2016 Host Committee, Inc. is an Ohio nonprofit corporation with no political affiliation that was responsible for organizing, hosting and funding the 2016 Republican National Convention in Cleveland. Their mission was to promote Northeast Ohio and ensure Cleveland was best represented in addition to lessening the burden of local governments in hosting the 2016 Republican National Convention. For more information visit [www.2016cle.com](http://www.2016cle.com).*

### **ABOUT TOURISM ECONOMICS**

*Tourism Economics is an Oxford Economics company with a singular objective: combine an understanding of tourism dynamics with rigorous economics in order to answer the most important questions facing destinations, developers, and strategic planners. By combining quantitative methods with industry knowledge, Tourism Economics designs custom market strategies, destination recovery plans, tourism forecasting models, tourism policy analysis, and economic impact studies.*

*Oxford Economics was founded in 1981 as a commercial venture with Oxford University's business college to provide economic forecasting and modelling to UK companies and financial institutions expanding abroad. Since then, we have become one of the world's foremost independent global advisory firms, providing reports, forecasts and analytical tools on 200 countries, 100 industrial sectors and over 3,000 cities. Our best-of-class global economic and industry models and analytical tools give us an unparalleled ability to forecast external market trends and assess their economic, social and business impact. Oxford Economics is a key adviser to corporate, financial and government decision-makers and thought leaders. Our worldwide client base now comprises over 1,000 international organizations, including leading multinational companies and financial institutions; key government bodies and trade associations; and top universities, consultancies, and think tanks. Headquartered in Oxford, England, with regional centers in London, New York, and Singapore, Oxford Economics has offices across the globe in Belfast, Chicago, Dubai, Miami, Milan, Paris, Philadelphia, San Francisco, and Washington DC.*

### **ABOUT CLEVELAND STATE UNIVERSITY**

*Founded in 1964, Cleveland State University is a public research institution that provides a dynamic setting for Engaged Learning. With 17,000-plus students, ten colleges and schools and more than 175 academic programs, CSU was again chosen for 2017 as one of America's best universities by U.S. News & World Report. Find more information at [www.csuohio.edu](http://www.csuohio.edu).*





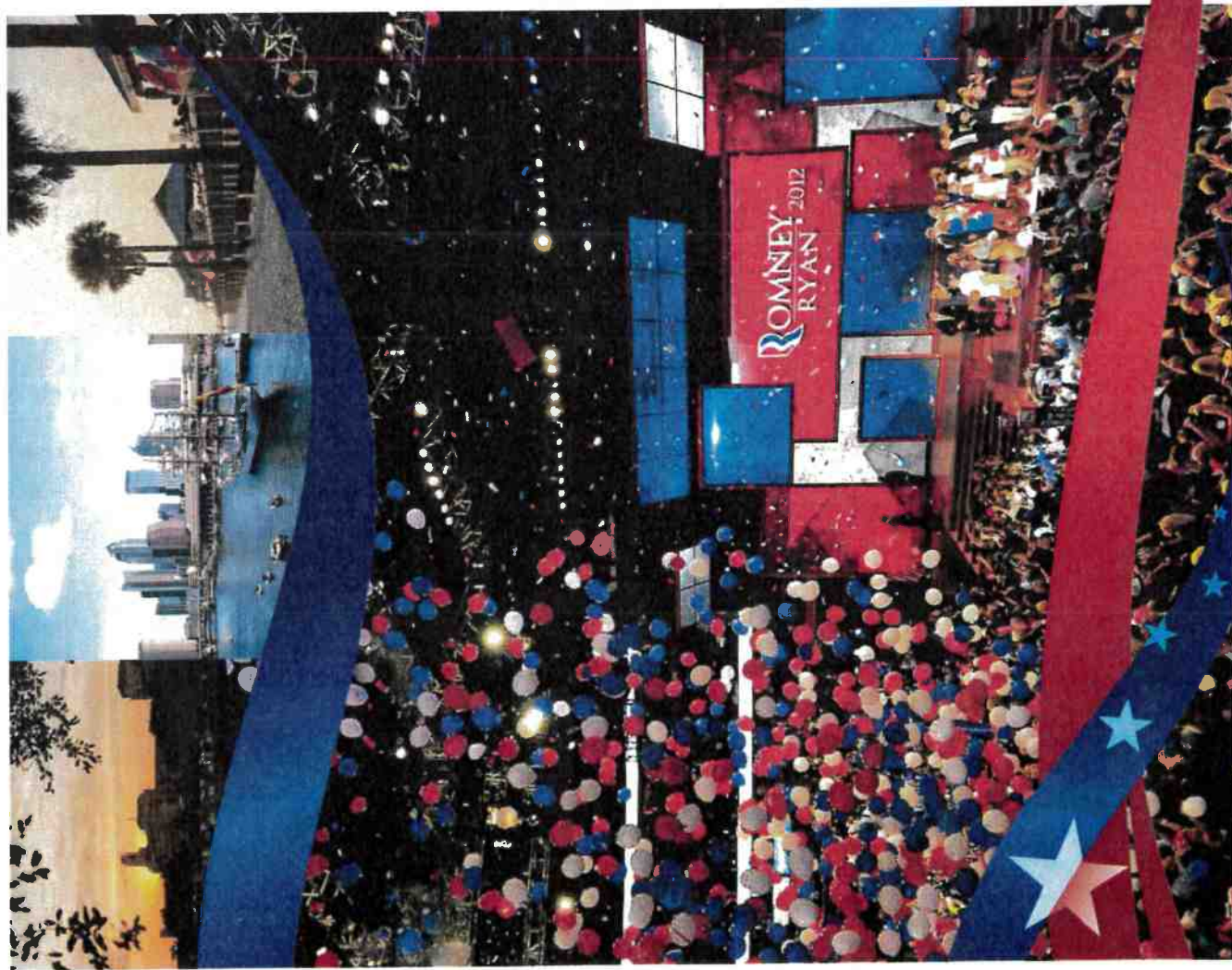
# IMPACT REPORT

2012 REPUBLICAN NATIONAL CONVENTION



2012 TAMPA BAY HOST COMMITTEE, INC.





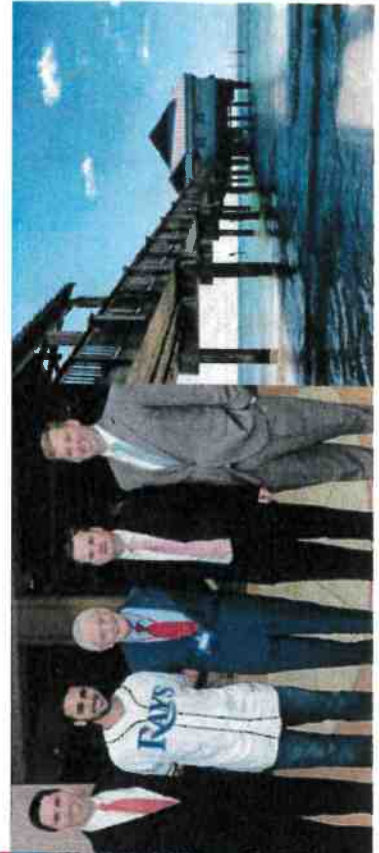
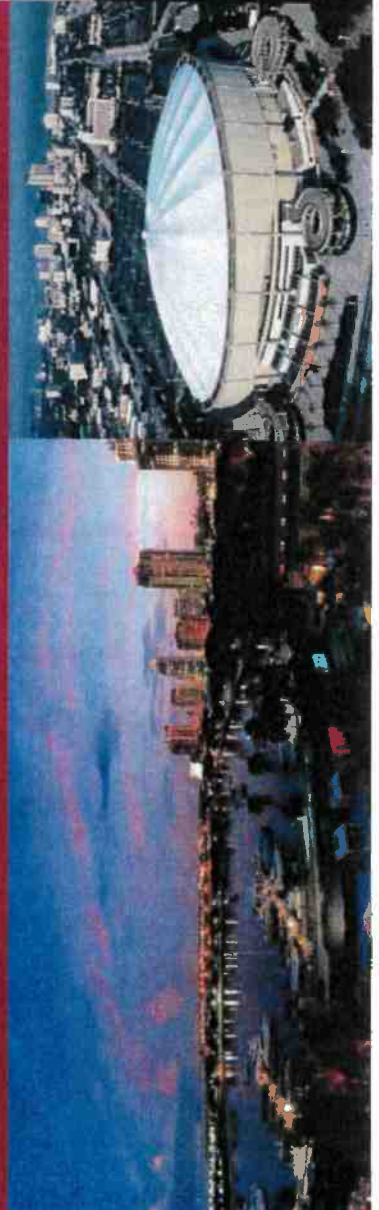
## Impact Report

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# WELCOME TO TAMPA BAY



In May of 2010, the Tampa Bay region was named host to the 2012 Republican National Convention. Over two years later, the Tampa Bay region rolled out the red carpet to welcome over 50,000 visitors from August 27-30, 2012, for the Convention. Tampa Bay was on the world's stage during the month of August and was showcased in a way that had never been done before.

In the weeks following the Convention area leaders raved about the impact to the region:

"Tampa Bay took center stage this week for an event that captured the international spotlight, and Tampa Bay was showcased like never before," said Host Committee President and CEO Ken Jones. "Visitors to Tampa Bay were treated to a first-class Convention, great venues and warm hospitality from our local community. I know without a doubt that we have left a lasting impression in the minds of those who have visited, and I am certain they will leave wanting to come back again and again."

"I've never been prouder of Tampa. We hosted a great event while the world's eyes were on us, and the thousands of visitors left seeing the best we have to offer," said City of Tampa Mayor Bob Buckhorn. "This was our time to shine, and we rose to the occasion. Hosting the RNC is a turning point in Tampa's story."

"While the immediate economic benefit of the RNC – including a record setting August – is significant, the value of long-term brand-building the entire Tampa Bay area will enjoy from successfully hosting an event of this magnitude is immeasurable," said Executive Director of Visit St. Petersburg/Clearwater DT Minich. "We've proven we are a player on the international stage, and we now have a working template we can use to continue this growth together."

"Welcoming the world for the 2012 RNC has been a tremendous success for our destination and has opened the door for Tampa Bay & Company to lead the way on groundbreaking marketing initiatives, such as the first-ever Social Media Command Center for a national political convention," said President and CEO of Tampa Bay & Company Kelly Miller. "Tampa Bay has arrived. Over the past week, we proved that we are a major meetings destination, and we can accommodate and welcome the biggest and best conventions out there."





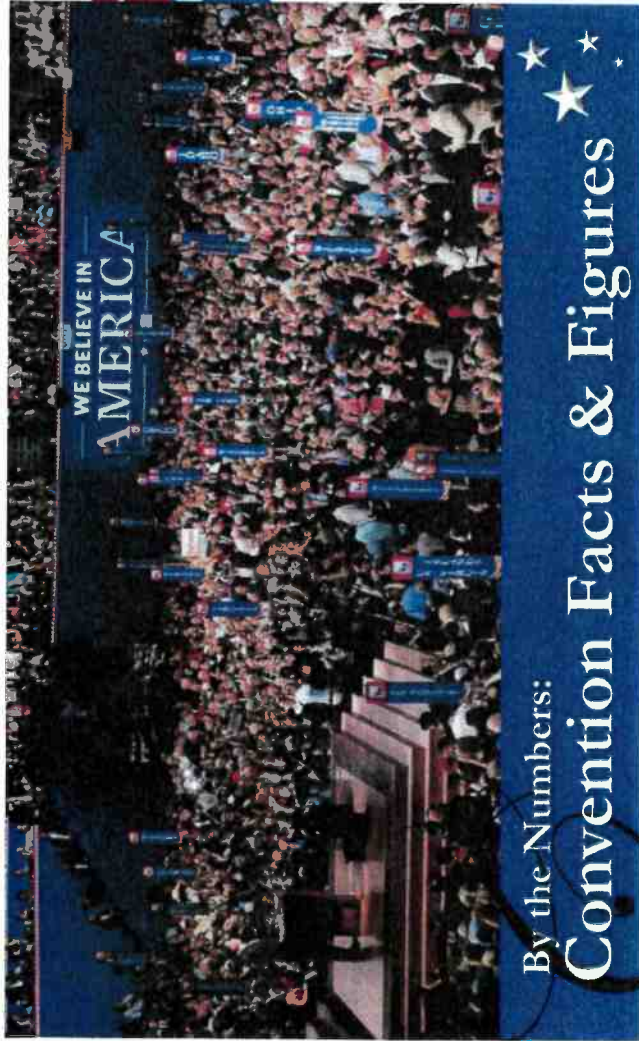
During the months and years leading up to the Convention, the Host Committee anticipated that substantial dollars would be deployed in the Tampa Bay community. The Host Committee was aware from previous Presidential Convention studies that the financial and economic benefits could be significant. The Host Committee made an early decision that to commission a professional economic impact analysis to decipher and calculate exactly how the Convention would financially impact the Tampa Bay area. Because of this early decision, the Host Committee took great care to keep close track of and categorize all local and area-wide expenditures.

A concerted effort was also made to deploy as much money into the local economy as was feasible and possible. Not only did the Host Committee strive to positively impact the local economy, it strongly encouraged its national counterparts - the RNC Committee on Arrangements, the Republican National Committee, Mitt Romney for President and others - to utilize local businesses and spur the Tampa Bay economy as much as possible.

These efforts clearly produced fruitful results as you will read about in the following pages.







## By the Numbers: Convention Facts & Figures

By the numbers, the 2012 Republican National Convention left an incredible impact on our local community. Cities, organizations, businesses, government officials, local convention and visitor bureaus, and residents came together in a tremendous effort to make the event a success and a positive impact to the region.



**10 BILLION**

The number of worldwide media impressions of Tampa Bay because of the Convention

**20,000**

The number of guests invited to the inaugural Welcome Event at Tropicana Field

**\$214 MILLION**

The direct spending impact of the Convention on Tampa Bay

**10,000+**

The number of roles filled by 4,567 community members who volunteered to represent Tampa Bay

**\$58 MILLION**

The fundraising goal met by the Tampa Bay Host Committee

**500**

The number of Tampa Bay Small Business Network participants

**1.37 MILLION**

The estimated number of guests served at Tampa International Airport during August 2012, up 3.9% from 2011

**242**

The number of lights installed in the Tampa Bay Lines Forum to help enhance high definition broadcast coverage of the GOP Convention

**100,000**

The number of red, white and blue balloons that dropped to the floor at the end of Mitt Romney's speech on August 30, 2012

**100+**

The number of countries with visitors to [www.2012tampa.com](http://www.2012tampa.com), the Host Committee's website

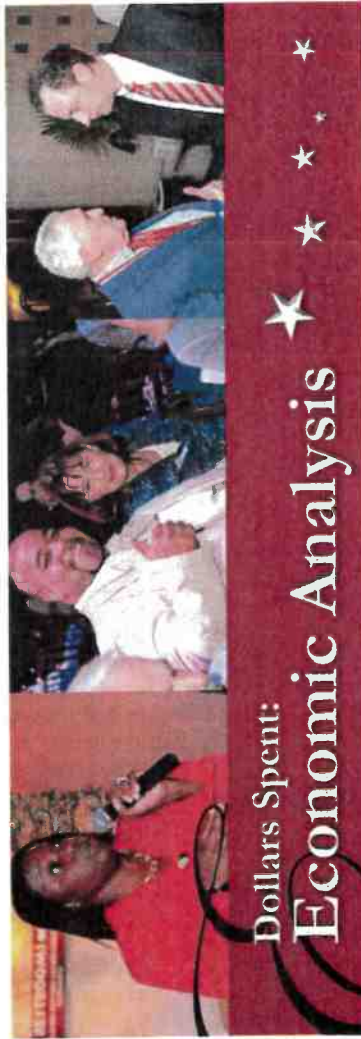
**50,000**

The number of guests who descended on Tampa Bay for the RNC Convention

**92%**

The occupancy rate for hotel rooms during Convention week, a 60% increase from 2011





Pre-convention studies estimated an economic impact of \$175 million to \$200 million would be brought to the region because of the Convention. In addition, the economic "multiplier" effect was expected to result in an economic impact that would be even more significant. Following the Convention, the 2012 Tampa Bay Host Committee dedicated time and resources to conducting a study reflecting the true impact of the Convention on Tampa Bay and the state of Florida.

A direct spending impact of approximately \$214 million was infused into the Tampa Bay and Florida economies as a result of hosting the 2012 Republican National Convention. Further taking into account the induced and implied metrics, the Convention resulted in an injection of more than \$400 million into the local and regional economies. This economic impact is one of the main rationales why Tampa Bay chose to submit a bid to host the 2012 Republican National Convention. The numbers speak for themselves.

In the following pages, learn more about the overall impact of the 2012 Republican National Convention on Tampa Bay.



The 2012 Republican National Convention exceeded expectations on many levels – including the economic impact on the local economy.

The 2012 Tampa Bay Host Committee's study, performed by economist Brian T. Kench, PH.D., of the Sykes College of Business, assessed the economic impact of the Convention on Tampa Bay. The study revealed a direct spending impact of \$214,145,340 on Tampa Bay; this impact includes expenditures made in Tampa Bay for infrastructure improvements, planning, and production of the Convention, combined with direct expenditures made in Tampa Bay by visitors who attended the Convention. The study also revealed that the comprehensive economic impact of the Convention on Tampa Bay, including indirect and induced impact, totaled \$404,391,774. These results were derived from one of the leading economic methodologies known as the IMPLAN model.

Activities and Administration	\$28,102,336
Hotels and Accommodations	\$17,969,007
City of Tampa Direct Spend	\$37,500,000
Airport	\$1,690,768
Regional Infrastructure Upgrades	\$125,345,000
Anticipated Charitable Contributions*	\$3,000,000
Other Impact	\$2,838,229
Negative Substitution Effects	\$(2,300,000)
Total Direct Impact	\$214,145,340
Additional Indirect and Induced Impact	\$190,246,434
Total Direct and Indirect Impact	\$404,391,774

\*Surplus funds expected to be donated to local community charities.





# Timeline to the Balloon Drop: Tampa Bay Highlights

**March 2010**

Convention Leaders Visit Tampa Bay to Make Final Decision



RNC leadership visited all three city finalists, including Tampa Bay. The Site Selection Committee visited Tampa Bay to meet with area leaders and tour regional attractions, restaurants and venues.

"This is a once-in-a-lifetime opportunity," said Chairman of the Tampa Bay Host Committee Al Austin.

"I think we blew them away," said Host Committee Co-Chairman Dick Beard.

**August 9, 2010**

The 2012 Tampa Bay Host Committee Logo Unveiled

The Tampa Bay Host Committee unveiled the official logo of the Host Committee and website: [www.2012tampabay.com](http://www.2012tampabay.com). The RNC would later release the Convention logo.

"The Host Committee logo includes an image of the downtown skyline, waves and a palm tree - downtown to the beaches, showcasing all of Tampa Bay, including Tampa, St. Petersburg and Clearwater," said Host Committee Co-Chair Don DeFosset.



**August 6, 2010**

Tampa Bay Officially Named Host to the 2012 RNC Convention

The Republican National Committee voted unanimously at its summer meeting in Kansas City, Missouri to accept the Tampa Bay region's bid to host the Convention.

"Tampa put a great deal of effort into showcasing their city and what they have to offer," said Site Selection Committee Chair Holly Hughes. "We are looking forward to a successful convention in Florida."



"We will be on the world's stage in 2012," said President and CEO Ken Jones. "We have formed a diverse and impressive Executive Committee to help lead this effort."

**May 19, 2010**

The 2012 Tampa Bay Host Committee Officially Forms

The 2012 Tampa Bay Host Committee for the 2012 Republican National Convention led its Statement of Intent to the RNC. The committee is led by Chairman Al Austin and Co-Chairman Dick Beard.



**May 12, 2010**

The Republican National Committee Announces Tampa Bay as Their Winner

Area leaders celebrate the Republican National Committee's Site Selection Committee's announcement. Their choice for host city of the 2012 Republican National Convention: Tampa Bay.

"This proves that we have what it takes," Mayor Pam Iorio said at a press conference following the decision. "When we go after something as a city, we set the bar high."



**February 2010**

Tampa Bay Named Finalist to Host RNC Convention

Tampa Bay was once again announced as a finalist to host the Republican National Convention, competing for the honor against Salt Lake City, Utah and Phoenix, Arizona.

"Tampa has a world-class facility in the St. Pete Times Forum, an ideal media center in the Tampa Convention Center, tremendous hotel capacity and a proven track record of safety and successfully hosting large-scale events like the Super Bowl," said Governor Charlie Crist in a video hawking the benefits of the Tampa Bay area to the RNC. "I'm confident at the end of the day when every factor has been considered you'll come to Florida and Tampa Bay."



# Timeline to the Balloon Drop: Tampa Bay Highlights

**August 3, 2011**

RNC National Summer Meeting Hosted in Tampa Bay

RNC leadership and delegates visit Tampa Bay for the RNC Summer Meeting.

"We welcomed everyone to warm Tampa Bay for the annual Summer Meeting," said President and CEO Ken Jones. "We are looking forward to seeing everyone here in Tampa Bay again in just over one year from now."



**October 18, 2011**

2012 GOP Convention Logo Unveiled

The Convention logo was used as the official mark to represent the 2012 Convention on all official merchandise, signage and any media coverage.

"The waves beneath Tampa Bay represent our beautiful host city's location on the shore of the Gulf of Mexico," said Convention Chairman Alec Portevint. "The three stars in the flag symbolize equality, justice and opportunity—core principles of our country's Constitution and the founding tenets of the Republican Party."



**August 26, 2011**

One-Year-Out Event Held in Treasure Island

To commemorate the benchmark of exactly one year until the Republican National Convention would take place in Tampa Bay, the Host Committee celebrated with area leaders at a patriotic themed celebration at The Club at Treasure Island.

"We're in this to showcase Tampa Bay's business, beaches, arts, attractions, entertainment, events and all of the wonderful things we have to offer," said Executive Committee Member Bill Edwards.



**December 12, 2011**

Over 450 Media Visit Tampa Bay Prior to the Convention

The Host Committee showcased the strength and charm of Tampa Bay to over 450 members of the national and international media during a welcome reception held at the Tampa Convention Center after the media's formal walk through of the Tampa Bay Times Forum.

"We were excited to showcase the vibrancy of Tampa Bay to local, national and international members of the media," said Host Committee President and CEO Ken Jones.



**February 6, 2012**

Volunteer Program Launched

The Host Committee recruited, trained and managed 4,567 volunteers to fill 10,000 volunteer roles as the faces of Tampa Bay during the week of the 2012 Republican National Convention. Volunteers welcomed guests at local airports and hotels throughout the area and supported Host Committee programs and a variety of events during the year leading up to the convention.

"We want to thank our Tampa Bay community for their support and participation," said Amanda Whitelaw, Host Committee Director of Volunteers and Events. "We were thrilled by the tremendous response from people who wanted to volunteer and help showcase Tampa Bay."



**January 19, 2012**

Small Business Network Forum 1: Introduction to the Small Business Network

The emphasis of the Small Business Network was to use the platform of the Republican National Convention to drive interest to and promote Tampa Bay small business.

"We want to promote our Tampa Bay small business community and maximize their opportunities for exposure to the many corporations and convention attendees who will be coming to the Tampa Bay area this coming August," said Host Committee President and CEO Ken Jones.





# Timeline to the Balloon Drop: Tampa Bay Highlights

**March 7, 2012**

Small Business Network Form 2:  
Business Connections and Matchmaking

The Small Business Network Directory included more than 500 registered small businesses in the Tampa Bay region. It was marketed to delegations, media and guests in the months leading up to the Convention in order to promote our local small business community.

Chairman of The Latino Coalition and former Administrator of the U.S. Small Business Administration Hector V. Barreto encouraged participation and engagement in the program. He said, "We are excited to be partnering with the Tampa Bay Host Committee on the Small Business Network."



**April 30, 2012**

Host Committee Announces Plans to Promote State and Local Economic Development

Lead by Executive Committee Board Member Kathleen Shanahan, the Host Committee announced plans to champion state and local economic revitalization and Florida's competitive advantage in a series of events during the Convention in August.

"The Sunshine State is poised for a robust economic expansion thanks to a unique combination of logistics, infrastructure and geography," said Florida Governor Rick Scott. "When combined with business friendly policies, low taxes, affordable housing, and beautiful beaches and weather, no other state can match Florida as the best place in America to live, work and play."



**March 12, 2012**

Honorary Co-Chairs Announced

U.S. Senator Connie Mack (retired); Governor Jeb Bush, (retired); Governor Bob Martinez (retired); Mayor Bob Buckhorn, City of Tampa; Mayor Bill Foster, City of St. Petersburg; Mayor George Cretekos, City of Clearwater; Mayor Pam Iorio, City of Tampa (retired); and Mayor Rick Baker, City of St. Petersburg (retired) named Honorary Co-Chairs to the 2012 Republican National Convention.

"I am excited to be part of this historic event and know that the Convention will bring tremendous economic development opportunities to the Tampa Bay region as well as the entire state of Florida," said Host Committee Honorary Co-Chair and former Governor Jeb Bush.



**June 21, 2012**

Herd About Tampa Bay's First Decorative Elephant Displayed

Herd About Tampa Bay, a partnership with the Outdoor Arts Foundation, brought herds of creatively decorated elephants to Tampa Bay. The elephants, which were sponsored by patrons, were designed by local artists and students and displayed in herds around the area to welcome guests to Tampa Bay.

"It's wonderful project and it directly serves our mission of helping to beautify the Tampa Bay area with creative artistic endeavors," said Outdoor Arts Foundation Executive Director Jay Goulde.



**July 12, 2012**

Social Network Marketing Seminar Held with Facebook

Facebook heard about the Host Committee's Small Business Network and reached out to coordinate a complimentary marketing seminar for all local businesses participating in the program.

"Small businesses are the backbone of the American economy, and investing in their success is important for all of us," said Facebook Vice President of Global Marketing Solutions Grady Burnett. "We want to give businesses a boost by helping them to use the power of our site to meet new customers and deepen their relationships with the customers they already have."



**May 19, 2012**

100-Day-Out Benchmark Celebrated in Clearwater

Marking exactly 100 days until the kick-off of the Convention, the Host Committee hosted a 100-Day-Out Celebration in Clearwater at Winder's Dolphin Tale Adventure for more than 500 guests and community leaders from across the Tampa Bay area.

"Here's to the next 100 days and everything we will do between now and then," said President and CEO Ken Jones during a toast to event guests.





# Timeline to the Balloon Drop: Tampa Bay Highlights



**August 11, 2012**  
Pep-Rally Energizes  
Convention Volunteers

The Host Committee held a pep-rally to prepare volunteers for the Convention. Special guests included Mayor Bob Buckhorn, Mayor George Cretekos, USF Cheerleaders, Rocky the Mascot and many more. In addition, the final four contestants from the Host Committee's "Voice of Tampa Bay" competition performed; the winner was selected to sing the national anthem at the Host Committee's "Salute to the Military" luncheon.



**August 6, 2012**  
Tampa Bay Prepares to Welcome Guests  
with Volunteers, Decor and Signage

Street pole banners bordered the streets, welcome signs hung in the hotels, ribbons ran along windows at the airport, store front window signs welcomed patrons at local establishments and volunteers were scheduled to say "welcome" every step of the way.

"The Host Committee wants to welcome every single person with open arms," said Host Committee Executive Board Member Ron Ciganek. "We want our guests to be greeted with the best of Tampa Bay's hospitality, so they will want to come back to our region again and again."



**August 16, 2012**  
Host Committee Announces Lineup for First Ever Economic  
Development Series with Bloomberg

The CEO-based series, held August 27-30, 2012, was hosted in partnership with Bloomberg and was a collaborative effort with several leading business groups, including the Florida Council of 100, the Florida Chamber of Commerce and the Associated Industries of Florida. The series tackled timely economic issues, with topics of discussion ranging from international trade to the emerging workforce.

"The Host Committee's economic development series with Bloomberg is an opportunity to spotlight the key advantages of Florida's business environment," said Host Committee Executive Board Member and CEO of URETEK Holdings Kathleen Shanahan. "With its tax advantages and increasing trade activity, Florida is a prime location for existing and relocating businesses to experience prodigious growth."

**August 17, 2012**  
First Ever Convention Mobile  
Application Launched

For the first time, a free mobile application was made available to Convention guests. The convenience of the app allowed guests to browse schedule, transportation and visitor updates with their personal mobile device.

"The mobile application will greatly enhance the experience of both Convention attendees and hostesses like never before," said Convention CEO William Harris. "Information will be at their fingertips. The Convention schedule will be for the first time available on a mobile device. Convention guests will be more informed and better able to navigate all the activities taking place in Tampa Bay."

**August 24, 2012**  
GOParty Discount Program Launched

The GOParty Card discount program included roughly 100 businesses that offered discounts ranging from percentages off to buy-one-get-one-free deals. The discount program was open to guests and the public.

"We want everyone to experience all of what Tampa Bay has to offer, whether that is dining in one of our local restaurants or visiting one of our area attractions. Tampa Bay is full of things to do and sights to see," said Host Committee President and CEO Ken Jones. "By offering a discount program to both our guests as well as the local community, we are encouraging people to frequent and support our local business community."



**August 26, 2012**

The Historic Welcome Event Kicks Off Convention Week in St. Petersburg  
More than 20,000 guests, including media and delegates, were invited to the Host Committee's Welcome Event at Tropicana Field in St. Petersburg, FL, which kicked off the week of the Republican National Convention in a way that had never been done before. The inaugural event was a monumental occasion that showcased all of Tampa Bay, including Tampa, St. Petersburg and Clearwater.

"Guests of the Welcome Event will experience a taste of Tampa Bay's culture, history and themes, as well as its warm hospitality. We are proud of the Tampa Bay region and all it has to offer," said Host Committee President and CEO Ken Jones.

"We were just trying to bring a little bit of all the fun we do here at Busch Gardens every day right there for their party. Busch Gardens' VP of Entertainment Nancy Hulson.



**August 27-30, 2012**  
Republican National Convention Takes  
Place at the Tampa Bay Times Forum

More than 50,000 guests and 15,000 members of the national and international media descended on Tampa Bay for the 2012 Republican National Convention.

"I've never been prouder of Tampa. We hosted a great event while the world's eyes were on us and the thousands of visitors left saying the best we have to offer," said City of Tampa Mayor Bob Buckhorn. "This was our time to shine, and we rose to the occasion. Hosting the RNC is a turning point in Tampa's story."

Hillsborough County Commission Chairman, Ken Hagan added: "Tampa Bay showed the world that it was ready for prime time. The 2012 RNC Convention is a historical achievement and I am proud and blessed to live in such a great city."





## Leaving a Footprint: ★ Legacy Projects ★

The 2012 Republican National Convention left a footprint and lasting positive impact on Tampa Bay. Corporate sponsors, Convention leaders and regional efforts allowed the Convention to have a legacy impact within the local community beyond dollars. Corporate entities like AT&T, BrightHouse Networks, Sprint, Verizon Wireless and TECO permanently enhanced their local networks; the Host Committee supported and gave back to local charities; and local law enforcement agencies were able to permanently upgrade their equipment and technology to meet cutting-edge demands of today's world. These legacy projects are a significant part of why hosting an event like the Republican National Convention positively impacts a region. Tampa Bay will reap the benefits of the Convention for years to come.

### AT&T

- AT&T made nearly 575 wireless network upgrades in Tampa Bay since 2011 leading up to the Convention. Enhancements through June 2012 include, but are not limited to: activation of three new cell sites or towers to help improve network coverage; launching 4G LTE service, the fastest available mobile internet; and adding capacity or an extra layer of frequency to cell cities – like adding lanes to a highway – with the addition of more than 400 of these layers, or “carriers.”

### Bright House Networks

- Bright House spent and invested millions of dollars in the Tampa Bay community in preparation for the 2012 Republican National Convention including infrastructure, technology and other network upgrades.

### Sprint

- Sprint invested \$9.7 Million to augment in-building wireless service and point-to-point coverage as Convention attendees moved between venues.

### Verizon

- Verizon Wireless added new cell sites and rapid expansion of the company's 4G LTE network throughout Tampa Bay, and installed cellular base stations and in-building distributed antenna systems at the Forum, the Convention Center, Tropicana Field and elsewhere.

### TECO

- TECO invested many millions of dollars into electrical grid upgrades throughout the region.

## Outreach Initiatives

### ★ Military and Green Initiatives | April 28, 2012

*Coastal Cleanup Project at Bay Pines VA Hospital Campus in Pinellas County.*  
Volunteers joined Hands on Tampa Bay to help landscape, clean and beautify five miles of waterfront hospital grounds to celebrate Florida Volunteer Month. - For more information, visit [www.handsontampabay.com](http://www.handsontampabay.com).

### ★ Health and Wellness Water Station Management | May 12, 2012

*Miles For Meffitt in Tampa.*  
Volunteers supported the water station and motivated the runners as they made their way around the race route at the University of South Florida. - For more information, visit [www.milesformeffitt.com](http://www.milesformeffitt.com).

### ★ Children and Families | May 25, 2012

*CASA Domestic Violence Emergency Shelter in St. Petersburg.*  
In partnership with the Tampa Bay Rays, volunteers supported renovations to renew the facility at the CASA Safe House for domestic violence victims. - For more information, visit [www.casa-stpete.org](http://www.casa-stpete.org).

### ★ Literacy | June 12-13 & 19-20, 2012

*Book collection in Tampa.*  
Volunteers joined the Junior League of Tampa to collect children's books at volunteer training sessions. The books were distributed to local schools in need for grades K to 3. - For more information, visit [www.jltampa.org](http://www.jltampa.org).

### ★ School Readiness | June 14 & 21, 2012

*School supply collection in St. Petersburg.*  
Volunteers joined the Junior League of St. Petersburg to donate items to fill backpacks that were donated to more than 2,400 children in Pinellas County during the Junior League's 16th Annual Back to School Care Fair. - For more information, visit [www.jlstp.org](http://www.jlstp.org).



### ★ Food Distribution | July 10, 2012

*Canned food collection in St. Petersburg.*  
Volunteers donated canned goods for the St. Petersburg Free Clinic's food pantry during Host Committee training sessions. The goods benefited 56 local kitchens, pantries and day care centers. - For more information, visit [www.spetersburgfreeclinic.org/our-services/we-help-services](http://www.spetersburgfreeclinic.org/our-services/we-help-services).

### ★ School Readiness | July 19, 2012

*Underwear and socks collection for Clothes to Kids in St. Petersburg and Clearwater.*

Volunteers donated new underwear and socks to Clothes to Kids for school age children preparing for back to school. The clothing donated went to some of the 55,000 eligible Pinellas County students. - For more information, visit [www.clothesforkids.org](http://www.clothesforkids.org).

### ★ Military/Children and Families | July 28, 2012

*Housing improvements in Hillsborough County.*

Volunteers worked in conjunction with Rebuilding Together Tampa Bay to renovate 35 homes and render them safer, healthier and more energy efficient for residents. - For more information, visit [www.rttb.org](http://www.rttb.org).





## Lasting Impressions: ★ ★ ★ Media Coverage ★



★ Worldwide, more than ten billion media impressions of Tampa Bay were created because of the 2012 Republican National Convention. President Obama and Governor Romney mentioned Tampa Bay on national stage numerous times throughout the 2012 election cycle. In no other setting would two such visible and internationally known individuals repeat a single city's name.

Guests from over 100 countries browsed the Host Committee's website and hundreds of thousands of visitors looked over the information shared online. Thousands of local and national guests spoke about Tampa Bay on nearly all major social media sites, including Facebook, Flickr, Twitter, LinkedIn and even Pinterest.



Hosting a Presidential Nominating Convention opens the door for more visiting media than any other non-sporting event in the world. More media visited the Tampa Bay region for the Republican National Convention than for the NFL's Super Bowl held in Tampa in 2009. Only the Olympic Games draw a larger media presence.



Millions read about Convention activities and therefore, the Tampa Bay area. Nationally-known papers, including the New York Times, Washington Post, Wall Street Journal and more wrote about the 2012 Republican National Convention, mentioning Tampa Bay as the host.

## In the Headlines:

"Tampa has a world-class facility," Governor Charlie Crist said in his message. "I'm confident at the end of the day, when every factor has been considered, you'll come to Florida and Tampa Bay."  
 - *New York Times*

"This Convention is a fantastic economic development opportunity and a great source of pride for our local Tampa Bay community," Jones said in a statement. "The Host Committee has worked diligently with Democrats, Republicans, and Independents for the last three years to showcase our vibrant and diverse community."  
 - *Huffington Post*







101 East Kennedy Blvd., Suite 3325 • Tampa, Florida 33602  
[www.2012Tampa.com](http://www.2012Tampa.com)

# **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
<b>TOTAL</b>	<b>\$42.2 million</b>		<b>\$88.8 million</b>

### 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.)

<b>TOTAL ECONOMIC IMPACTS OF THE DEMOCRATIC NATIONAL CONVENTION ON THE DENVER METROPOLITAN AREA</b>			
	<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
<b>TOTAL ECONOMIC IMPACTS</b>	<b>\$133.5 million</b>	<b>\$132.6 million</b>	<b>\$266.1 million</b>

<b>TOTAL IMPACT OF THE DEMOCRATIC NATIONAL CONVENTION ON THE CITY AND COUNTY OF DENVER</b>			
	<i>Direct Spending</i>	<i>Indirect Spending</i>	<i>Total Direct and Indirect Spending</i>
<b>ECONOMIC IMPACTS</b>			
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
<b>TOTAL ECONOMIC IMPACTS</b>	<b>\$80.4 million</b>	<b>\$73.5 million</b>	<b>\$153.9 million</b>
<b>FISCAL IMPACTS</b>			
Lodger's Tax	\$1.7 million		
Sales and Use Tax	\$1 million		
Building Permit Fees	\$0.04 million		
<b>TOTAL FISCAL IMPACTS</b>	<b>\$2.7 million</b>		



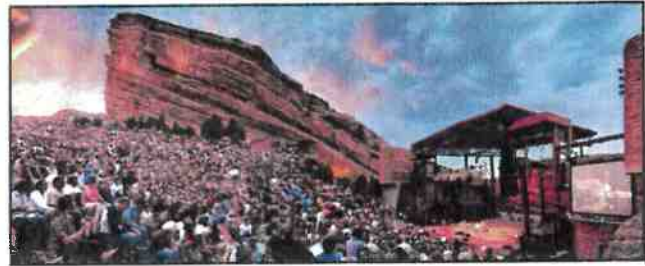
## Civic Engagement: Community

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.

<b>CIVIC EVENTS</b>	
<b>EVENT NAME</b>	<b>EST. ATTENDANCE</b>
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
<b>TOTAL</b>	<b>123,800</b>



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.

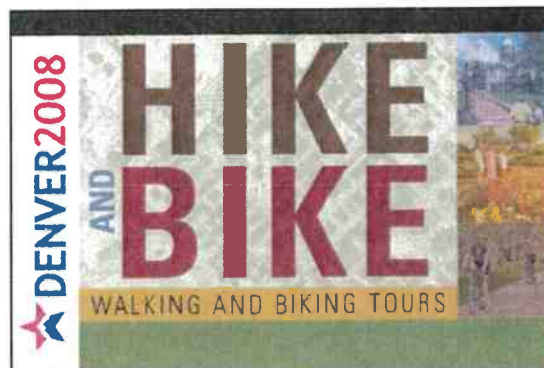
The Denver Regional Council of Governments (DRCOG) carpool recorded 484 vehicle trips saved, and pedicabs helped eliminate short car ride trips.

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.



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