

2023 AGENDA



EFCG

Environmental Financial
Consulting Group

Chief Executive Conference

September 18-20, 2023 | Four Seasons Denver, CO

SPONSORSHIP PARTNERS

alliantgroup®

BST Global™

CAREER SMITH
RECRUITING EXCELLENCE

Deltek.

TRANSEARCH
YOUR WORLD PARTNER IN EXECUTIVE SEARCH

Chief Executive Officer Conference

For Architecture, Engineering, and Consulting Firms

Event Overview

EFCG is the leading advisor to AEC firms

EFCG's mission is to provide a data-driven and strategic edge to Architecture, Engineering, and Consulting (AEC) firms to advance the innovation, sustainability, and success of the industry. We provide end-to-end, integrated solutions to support executive leaders and key decision-makers with their most critical strategic and financial decisions.

In the last 33 years, EFCG has served as a retained advisor to 500+ firms, developed a proprietary industry database of financial and business metrics, held nearly 100 executive conferences, and advised on 190+ M&A transactions. The relationships we have formed with the CEOs, CFOs, and other key decision makers at every major AEC firm make us the most trusted financial, strategic, and M&A advisor.

Dates & Times

Monday, September 18th 5:00 pm – 7:30 pm MT
 Tuesday, September 19th 8:00 am – 7:30 pm MT
 Wednesday, September 20th 8:30 am – 2:00 pm MT

Venue Locations

Monday Night Welcome Events

Denver Center for Performing Arts Bonfils Lobby
 1350 Arapahoe Street
 Denver, Colorado 80204

Tuesday and Wednesday Sessions and Events

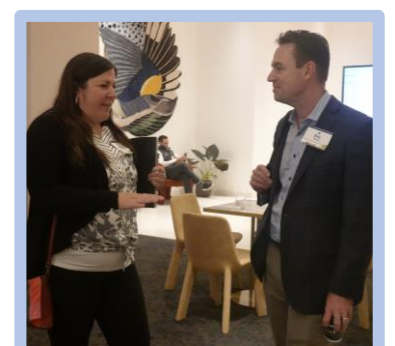
Four Seasons Hotel Denver
 1111 14th Street
 Denver, Colorado 80202

Photography & Press

Recordings and images from the event may be used for live or on-demand sessions, EFCG materials, or by other participating firms in their own promotions. If you prefer not to be recorded or photographed, please let EFCG know in writing at dmilioniis@efcg.com. Press will be invited to the event and may publish articles on the event and its sessions.

Attire

Business casual





EFCG

Environmental Financial Consulting Group

2023 Chief Executive Conference

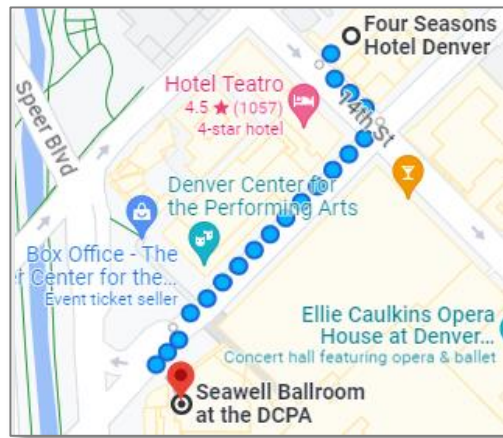
September 18-20, 2023 | Four Seasons Denver, CO

Welcome Events

Monday, September 18, 2023



DENVER CENTER FOR THE PERFORMING ARTS



Denver Center for Performing Arts Bonfils Lobby
1350 Arapahoe Street, Denver, Colorado 80204

From the Four Seasons: Head southwest on 14th Street. Take a right on Arapahoe and follow that until you see the Bonfils Lobby to your left.

Walking directions:

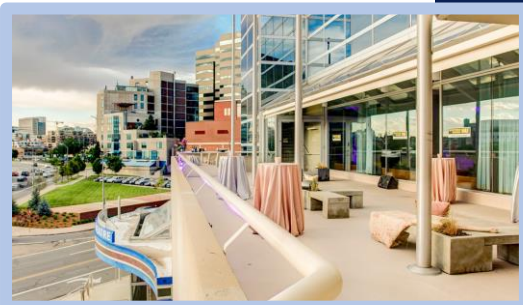
[Four Seasons Hotel Denver to Seawell Ballroom at the DCPA - Google Maps.](#)



Women in Leadership Event

5:00 pm – 6:00 pm MT

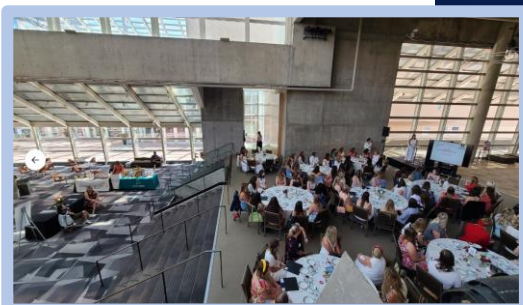
This event will provide a unique opportunity for women attending the conference to connect over drinks and hors d'oeuvres, kicking off their 2023 EFCG CEO Conference experience.



Conference Welcome Drinks

6:00 pm – 7:30 pm MT

Enjoy fellowship, drinks, and hors d'oeuvres with all conference attendees in the beautiful foyer and balcony of the Denver Center for the Performing Arts.



Stunning Space and Refined Culinary Experience

The DCPA is one of the largest non-profit theatre organizations in the United States. Inspired every day to create, share, teach, excite, and perform for the community around it, the DCPA welcomes you into its world of inspiring theatre and event spaces.

These welcome events will bring exquisite hors d'oeuvres made with the purest ingredients and thoughtful presentation for an unforgettable experience.





EFCG's Event Sponsorship Partners



alliantgroup's mission is to help U.S. companies and the CPA firms that advise them to take full advantage of federal and state tax credits, incentives, and deductions. Our government has legislated these powerful programs to help businesses grow and successfully compete both in the U.S. and abroad. For 20 years, we've developed a methodical framework for understanding every client's industry, issues, and sector dynamics. We invest tens of millions of dollars of our firm's resources annually in knowledge development, learning and advocacy. We are proud to have delivered nearly \$800 million back to businesses in the AEC industry.

Visit www.alliantgroup.com



BST Global designs, develops and deploys the AEC industry's first suite of AI-powered project intelligence™ solutions. Beyond our flagship ERP offering, we provide work management, predictive insights and resource management solutions to complement a firm's existing ERP. More than 120,000 architects, engineers and consultants in 65 countries across six continents rely on BST Global's solutions each day to successfully manage their projects, resources, finances and client relationships. With unrivaled industry knowledge, BST Global serves as a trusted partner to its loyal clients and remains at the forefront of innovation. For more information, visit www.BSTGlobal.com.

Visit www.bstglobal.com



Better software means better projects. **Deltek** is the leading global provider of enterprise software and information solutions for project-based businesses. More than 30,000 organizations and millions of users in over 80 countries around the world rely on Deltek for superior levels of project intelligence, management and collaboration. Our industry-focused expertise powers project success by helping firms achieve performance that maximizes productivity and revenue.

Visit www.deltek.com.



TRANSEARCH International has more than 50 years of combined environmental, architecture, engineering, and construction experience and has thrilled clients worldwide by helping build exceptional leadership teams. Focusing on "FIT" using The Orxestra® Method differentiates TRANSEARCH and translates into meaningful benefits for clients and candidates. With it, TRANSEARCH guards against costly miss-hires and ensures that new hires mesh quickly and successfully into their new organization. TRANSEARCH helps clients tell their unique stories, which is essential to build high-performing teams and create the environment necessary for sustained profitable growth. TRANSEARCH takes pride in being masters in the art and science of attracting outstanding leaders. Serving most major industry sectors, TRANSEARCH is organized by geography, industry specialization, and functional expertise. TRANSEARCH has a truly global reach with more than 150 consultants located in 50+ offices worldwide.

Visit www.transearch.com



(All Times in Mountain Time)

Monday, September 18, 2023

5:00 pm – 6:00 pm

Women in Leadership Event

6:00 pm – 7:30 pm

Welcome Drinks

Tuesday, September 19, 2023

8:00 am – 8:30 am

First-Time Attendee Breakfast

8:30 am – 9:00 am

Breakfast Meet-and-Greet

9:00 am – 10:30 am

Session 1: AEC Industry Overview

10:30 am – 11:00 am

Morning Coffee Social

11:00 am – 11:45 am

Session 2: CEO Reactions

11:45 am – 12:00 pm

CEO of the Year Announcement

12:00 pm – 1:00 pm

Lunch with Optional Topic-Focused Roundtable Discussions

1:00 pm – 2:10 pm

Session 3: *In the Spotlight* Keynote: The Race to the Top: How Our Industry Can Make the Most of the AI Opportunity

2:10 pm – 2:30 pm

Refresh Break

2:30 pm – 3:15 pm

Session 4: Navigating Different Ownership Structures

3:15 pm – 3:30 pm

Afternoon Break

3:30 pm – 4:15 pm

Session 5: Breakouts

5A: How AI + Big Data Will Transform the AEC Industry

5B: Strategic Practices for AEC Industry Success: Outpacing Competitors, Optimizing Bids and Nurturing Top Talent

5C: Efficiency Through Organization Design

5D: Measuring and Reporting on ESG Impact

5E: Elevating Your Firm's Board Partnership

4:20 pm – 5:15 pm

Session 6: CEO Lessons Learned

5:15 pm – 7:30 pm

Evening Networking Reception & Dinner

Wednesday, September 20, 2023

8:30 am – 9:00 am

Breakfast Reconnect

9:00 am – 10:00 am

Session 7: Mergers & Acquisitions: Transactions and Trends

10:10 am – 11:00 am

Session 8: Environmental, Social and Governance Return on Investment

11:00 am – 11:20 am

Morning Coffee Social

11:20 am – 12:10 pm

Session 9: The Return on Intention: Creating a High-Performance Culture Through Intentional Choices

12:20 pm – 1:00 pm

Session 10: *Leadership* Keynote

1:00 pm – 2:00 pm

Closing Coffee Conversation & Lunch-to-Go With Roundtable Discussions



(All Times in Mountain Time)

Tuesday, September 19, 2023

8:00 am – 8:30 am

First-Time Conference Attendee Breakfast

8:30 am – 9:00 am

Breakfast Meet-and-Greet

9:00 am – 10:30 am

Session 1: AEC Industry Overview

The AEC industry has changed significantly over the past five years, leaving AEC firms to reassess their corporate strategies and market positions to stay ahead. As disruptive trends such as AI and changing employee compensation demands come to the forefront, one thing remains true: what drove success in the past is different from what will drive success in the future. During this session, EFCG will share the latest on AEC Industry performance. Managing Partner Rebecca Zofnass will disclose the results of EFCG's 2023 CEO Survey – the most extensive, proprietary industry data set available analyzing the industry's key financial and strategic metrics – and reflect on what trends are expected to shape the AEC industry moving forward.

Presenter:

Rebecca Zofnass, EFCG Managing Partner, Financial & Strategic Advisory

10:30 am – 11:00 am

Morning Coffee Social

11:00 am – 11:45 am

Session 2: CEO Reactions

Hear from industry leaders as they discuss what's on the horizon for their firms and how today's trends, challenges, and opportunities are impacting decisions in 2023 and beyond. This panel discussion will cover what these CEOs are focused on and what they are seeing for the future of the industry.

Moderator:

Julie Hasiba, EFCG Managing Partner, Talent Advisory

Panelists:

Rich D'Amato, Chair & CEO, Brown and Caldwell

Mark Fallon, Chairman & CEO, APTIM

Gord Johnston, CEO & President, Stantec

Leslie Moulton-Post, President & CEO, ESA

11:45 am – 12:00 pm

CEO of the Year Announcement

12:00 pm – 1:00 pm

Lunch with Optional Topic-Focused Roundtable Discussions

Topic A: Strategies for DEI Advancement

Topic B: Turning AI's Influence Into Offshoring & Outsourcing Opportunities

Topic C: What Sticks? Approaches to Retaining Top Talent

Topic D: Creating an Inspiring Strategic Plan



EFCG

Environmental Financial
Consulting Group

2023 Chief Executive Conference

September 18-20, 2023 | Four Seasons Denver, CO

(All Times in Mountain Time)

Tuesday, September 19, 2023

1:00 pm – 2:10 pm

Session 3: *In the Spotlight* Keynote: The Race to the Top: How Our Industry Can Make the Most of the AI Opportunity

One of the fastest-growing technologies in the AEC industry, AI, is opening a wealth of opportunities for firms. AI-driven tools in the AEC industry hold great promise for streamlining workflows, fostering collaboration to cultivate innovation, automating routine tasks, and identifying and analyzing complex patterns, leading to more accurate predictions and optimized designs. In this session, EFCG's Technology Strategy Practice Lead Marcus Quigley will explore how AEC firms are leaning into and capitalizing on the AI investments they have made, and how they are using AI to their competitive advantage. He will then moderate a discussion between firms on how they envision the future opportunity with AI, and what they are doing now to set themselves apart.

Moderator:

Marcus Quigley, EFCG Partner, Technology Advisory

Panelists:

Kate Harris, President, CEO & Chair, Stanley Consultants

Jesse Kropelnicki, CEO, Verdantas

Carey Smith, Chair, President & CEO, Parsons Corporation

Javier A. Baldor, CEO, BST Global

Bret Tushaus, VP, Product Management, Deltek

2:10 pm – 2:30 pm

Refresh Break

2:30 pm – 3:15 pm

Session 4: Navigating Different Ownership Structures

Ownership transition planning is one of the most complex processes for AEC firms. Each type of ownership structure faces different, but equally complex, strategic challenges. Because of this, firms are continuously seeking a deeper understanding of the various mechanisms, strategies, and practices required to fortify the future of their companies. This session will welcome the CEOs of four firms with different ownership models - employee-owned, ESOP, private equity-backed, and public – to facilitate a candid and insightful discussion on the unique challenges, opportunities, and best practices within each structure.

Moderator:

Rebecca Zofnass, EFCG Managing Partner, Financial & Strategic Advisory

Panelists:

Darin Anderson, Chairman & CEO, Salas O'Brien

Raj Arora, CEO, Jensen Hughes

Alex L'Heureux, President & CEO, WSP Global

Gayle Packer, President & CEO, Terracon

3:15 pm – 3:30 pm

Afternoon Break



(All Times in Mountain Time)

Tuesday, September 19, 2023

3:30 pm – 4:15 pm

Session 5: Breakout Sessions (See More on Breakout Details Page)

Breakout 5A: How AI + Big Data Will Transform the AEC Industry

Presenter: Javier A. Baldor, Chief Executive Officer, BST Global

Breakout 5B: Strategic Practices for AEC Industry Success: Outpacing Competitors, Optimizing Bids and Nurturing Top Talent

Presenter: Neil Shah, Senior Director, alliantgroup

Breakout 5C: Efficiency Through Organization Design

Presenter: Vishal Menon, EFCG Senior Associate, Financial & Strategic Advisory

Breakout 5D: Measuring and Reporting on ESG Impact

Presenter: Andreas Georgoulas, EFCG Director, Sustainability & ESG

Breakout 5E: Elevating Your Firm's Board Partnership

Presenter: Chuck Leichner, EFCG Senior Advisor

4:20 pm – 5:15 pm

Session 6: CEO Lessons Learned

EFCG is bringing back this attendee-favorite discussion, with proven industry leaders as panelists who will share transformative moments that have shaped their careers. These CEOs will highlight the key lessons learned from those experiences and provide valuable and actionable takeaways for attendees to reflect on.

Moderator:

Jessica Barclay, EFCG Managing Partner, M&A Advisory

Panelists:

Greg Kelly, CEO, STV

Steve Lefton, President & CEO, Kimley-Horn

Andy McCune, President & CEO, Wade Trim

Susan Osterberg, President & CEO, Smith Seckman Reid

5:15 pm – 7:30 pm

*Reception
& Dinner*

Evening Networking Reception and Dinner

Enjoy dinner, drinks, and conversation with colleagues at the inviting Four Seasons' outdoor Pool Terrace.



Four Seasons Executive Chef Raig Dryhurst

Dryhurst worked in a number of five-star kitchens in London, France, the East Coast and Vancouver before coming to Four Seasons Resort. He blends his classical training with complex flavors to elevate every aspect of the Four Seasons menu.

Four Seasons Hotel Denver
1111 14th Street
Denver, Colorado 80202



8:30 am – 9:00 am

Breakfast Reconnect

9:00 am – 10:00 am

Session 7: Mergers & Acquisitions: Transactions and Trends

Mergers and acquisitions continue to flourish as a growth strategy in the AEC Industry. In this session, EFCG will present the latest on M&A multiples and trends from its extensive M&A database and advisory work. Having advised on 14 completed M&A transactions in the past 18 months, EFCG will also discuss the key drivers of successful transactions. EFCG Managing Partner and M&A Practice Lead Jessica Barclay will then moderate a panel discussion highlighting two major transactions from this year. Leadership from the transactions will share their perspectives on the process and how and why they ultimately chose to partner with the firms they did.

Moderator:

Jessica Barclay, EFCG Managing Partner, M&A Advisory

Panelists:

Ernesto Aguilar, President & CEO, Ardurra

Mike Kaplan, Managing Director, Littlejohn & Co.

Aaron Saint, Senior Managing Director – Industry X, NA Lead, Accenture

Bryan Carruthers, CEO, Anser Advisory

10:10 am – 11:00 am

Session 8: Environmental, Social & Governance Return on Investment

A focus on corporate sustainability and ESG strategy has become imperative in the AEC industry, helping many firms gain a competitive edge as they prioritize and implement ESG tactics. In this session, Andreas Georgoulas, EFCG's Director of Sustainability & ESG, and impressive industry leaders will discuss how effective ESG frameworks and strategy can create a more successful and impactful firm for their staff, clients, and the public.

Moderator:

Andreas Georgoulas, EFCG Director, Sustainability & ESG

Panelists:

Susan Angyal, CEO, NA, ERM

Kyle Detwiler, Managing Partner, Silver Swan

Joseph Fluder III, CEO & President, SWCA

Catherine Myers, President & COO, SSOE



11:00 am – 11:20 am

Morning Coffee Social

11:20 am – 12:10 am

Session 9: The Return on Intention: Creating a High-Performance Culture Through Intentional Choices

AEC firm leadership and employees alike are eager to have answers on what workplace expectations and compensation structures will be moving forward. Yet, for firm leadership, there are still more questions than answers. To start this session, EFCG’s Talent Practice Lead Julie Hasiba will walk through key talent and compensation trends EFCG is seeing. Then, panelists who have had success in attracting and retaining great talent will share their perspectives on what they are doing to support employees, while also doing what’s best for the business and creating a high-performance culture.

Moderator:

Julie Hasiba, EFCG Managing Partner, Talent Advisory

Panelists:

Laurent Germain, CEO, Egis Group

Mimi Kronisch, Partner, RK&K

Street Lee, CEO, McKim & Creed

Mike Orth, Board Member and President, Governments & Environment, Black & Veatch

12:20 pm – 1:00 pm

Session 10: Leadership Keynote

What does it mean to succeed? For experienced mountaineers, they train and prepare for the climb. CEOs are like mountaineers who have successfully trained over the course of years to gain the skills and stamina to reach the top. Now at this level, their responsibility is not only to themselves. It is also to ensure that those around them successfully navigate their own journey up the mountain with the CEO’s guidance and empowerment. But what we often fail to consider is how we hold ourselves accountable when the air is thin. During this keynote, world-renowned Executive Coach Eric Horwitz will dive into definitions of accountability, why we fail to recognize a need for accountability (especially for those in high positions), and strategies moving forward to ensure that growth does not stop at the top. He will draw on his experience elevating the quality and effectiveness of high-achieving leaders and experts across industries, including from The White House, Bank of America, Vogue, and more.



GEM

Eric Horwitz runs GEM Global, an executive, life, and business coaching and consulting firm serving individuals, corporations, and executives in achieving their best possible results.



(All Times in Mountain Time)

Wednesday, September 20, 2023

1:00 pm – 2:00 pm

Closing Coffee Conversation & Lunch-to-Go With Roundtable Discussions

Enjoy this time to share final thoughts with fellow attendees, exchange information, and celebrate the end of a wonderful time with friends and colleagues. We look forward to next year's 2024 EFCG CEO Conference!

Optional Roundtable Discussions

These optional roundtable discussions are being offered during lunch for those interested as a final opportunity to continue the conversation and discuss useful strategies with peers.

Topic A: Strategies for DEI Advancement

Topic B: Turning AI's Influence Into Offshoring & Outsourcing Opportunities

Topic C: What Sticks? Approaches to Retaining Top Talent

Topic D: Creating an Inspiring Strategic Plan



Photographs from the 2022 EFCG CEO Conference

2024 EFCG Conferences

RLC 2024 **Rising Leaders**
January 25-26, 2024

CFO 2024 **Chief Financial Officer**
April 3-5, 2024

HR 2024 **HR Leadership**
May 16-17, 2024

TECH 2024 **Technology Leadership**
June 2024 – Dates Pending

CEO 2024 **Chief Executive Officer**
October 8-10, 2024

EFCG Offerings For Your Firm



Corporate Finance & Strategic Advisory



M&A Advisory



Sustainability & ESG Strategy



Technology Strategy



Talent Strategy



Tuesday Breakout Session Descriptions

3:30 pm – 4:15 pm

Session 5 Breakouts

Breakout 5A: How AI + Big Data Will Transform the AEC Industry

Artificial intelligence, machine learning, and big data are changing the face of every industry. In this session, BST Global Chief Executive Officer Javier A. Baldor will examine how these technologies can be applied in the AEC industry to foster the data-driven consultancy of the future. Specifically, Javier will discuss a digital-first strategy that centers on three core tenets: (1) embrace breakthrough innovations like ChatGPT through education and action, (2) become data-driven by defining your firm's holistic big-data strategy, and (3) invest in AI and machine learning to gain predictive, project-based insights. By adopting these emerging technologies and processes that embrace data intelligence, team intelligence and project intelligence™, the data-driven consultancy of the future is not only within reach, it can truly be realized.

Presenter:

Javier A. Baldor, Chief Executive Officer, BST Global

Breakout 5B: Strategic Practices for AEC Industry Success: Outpacing Competitors, Optimizing Bids and Nurturing Top Talent

In today's competitive market, businesses must be strategic in their approach to remaining competitive, lowering bids, and retaining skilled workers. alliantgroup's AEC practice director, Neil Shah, who is an engineer by trade, leads an interactive discussion on trends in the industry and practical advice on practices that AEC firms can implement immediately.

Presenter:

Neil Shah, Senior Director, alliantgroup

Breakout 5C: Efficiency Through Organizational Design

Organizational design sits at the very foundation of a firm, providing its structural integrity. When effective, a firm's organizational design can improve processes, drive collaboration and cross-selling, and – most importantly – help enable a company to achieve its strategic priorities. During this breakout, EFCG Senior Advisory Associate Vishal Menon will discuss how a firm can think through its own organizational design, identify the components that sit underneath it, and highlight key considerations every firm should evaluate to create one that supports its unique business needs.

Presenter:

Vishal Menon, EFCG Senior Associate, Financial & Strategic Advisory



Tuesday Breakout Session Descriptions

3:30 pm – 4:15 pm

Session 5 Breakouts (Continued)

Session 5D: Measuring and Reporting on ESG Impact

Join us for an engaging session that delves into the dynamic world of Environmental, Social, and Governance (ESG) practices. Examine the latest industry trends shaping ESG initiatives, uncover key takeaways for AEC firms seeking to enhance sustainability and responsibility, and gain insights into benchmarking your company's performance against critical ESG Key Performance Indicators (KPIs). Discover how ESG is becoming a driving force in our industry and informs strategic decision-making and learn how to harness its potential for a brighter, more sustainable future.

Presenter:

Andreas Georgoulas, EFCG Director, Sustainability & ESG

Breakout 5E: Elevating Your Firm's Board Partnership

Want to create a board that is truly engaged and supportive? This interactive session on elevating your firm's board partnership will explore how to build a high-performing board that will help your company achieve its goals. This discussion will cover the key traits of high-performing boards and how to select board members who are committed to your vision and passionate about your firm. Come ready to share your own experiences and learn from others who are committed to building strong boards. This session is essential for any executive who wants to get the most out of their board of directors.

Presenter:

Chuck Leichner, EFCG Senior Advisor



Photographs from the 2022 EFCG CEO Conference

Chief Executive Officer Conference

For Architecture, Engineering, and Consulting Firms

Event Logistics

Venue Location

Four Seasons Hotel Denver, 1111 14th Street, Denver, Colorado 80202

Hotel Options & Nightly Pricing

Hotel	Walk to Four Seasons	Nightly Pricing
<u>Four Seasons Hotel Denver</u> 1111 14th Street, Denver, Colorado 80202 +1 (303) 389-3000	N/A	\$365 (EFCG Preferred Rate)
<u>Hotel Teatro – Four Seasons Sister Hotel</u> 1100 14th Street, Denver, Colorado 80202 +1 (888) 727-1200	1 minute	\$369 (Prices may change)
<u>The Curtis Denver</u> 1405 Curtis Street, Denver, Colorado 80202 +1 (303) 571-0300	2 minutes	\$269-\$359

Transportation Travel Time

Denver International Airport (DEN) to or from Four Seasons Denver Hotel

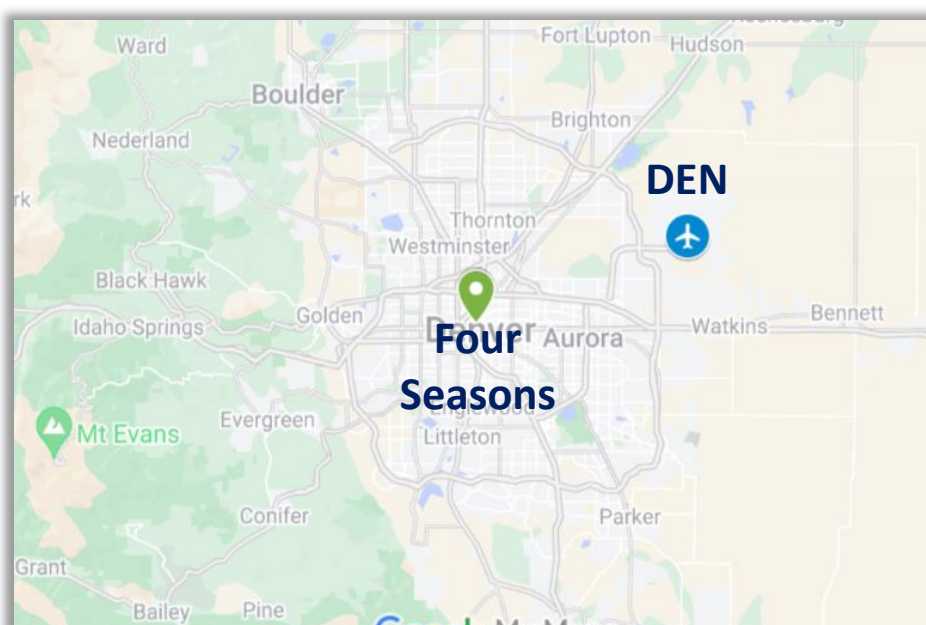
By Car: 20 – 40 minutes

By Train: 65 – 75 minutes

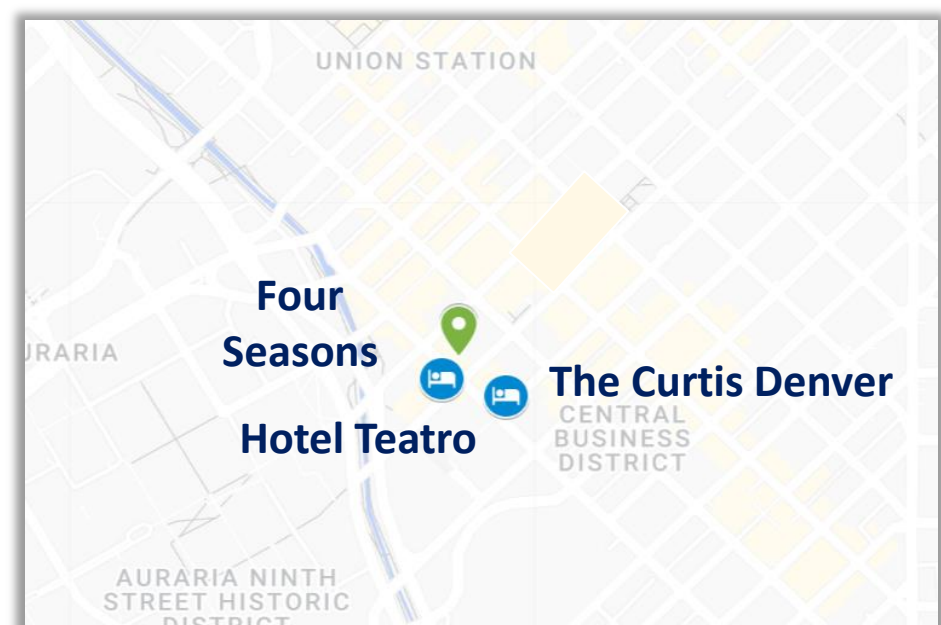
Requires a 15-minute walk or a 5-minute drive from Union Station to the hotel

The Four Seasons Hotel Denver offers guest parking for \$55 per day and pre-arranged taxi or limousine airport services upon request. Call +1 (303) 389-3000 for guest support.

Venue Location in Relation to Airport



Venue Location in Relation to Hotel Options



Chief Executive Officer Conference

For Architecture, Engineering, and Consulting Firms

Denver Activities

Eat...



Terra | American

891 14th Street, Denver, Colorado 80202

Jovanina's Broken Italian | Italian

1520 Blake Street, Denver, Colorado 80202

Rioja | American/Spanish/Mediterranean

1431 Larimer Street, Denver, Colorado 80202

Stoic and Genuine | Seafood and Oyster Bar

1701 Wynkoop Street, Denver, Colorado 80202

Cholon | Modern Asian

1555 Blake Street, Suite 101 Denver, CO 80202

Drink...



Vibe Coffee and Wine

1490 Curtis Street, Denver, Colorado 80202

The Denver Coffee Company

1380 Lawrence Street, Denver, Colorado 80202

The Study Coffee and Wine Bar - Hotel Teatro

1111 14th Street, Denver, Colorado 80202

Enjoy...



Visit Denver - Chamber of Commerce & Events Calendar

Highlights:

- ❖ **#1 Ranked Denver Food Tour**
- ❖ **#1 Craft Beer Tour in Denver**
- ❖ **#1 Ranked Walking History Tour**
- ❖ **Arts District Food Tour**
- ❖ **Denver Museum of Contemporary Art**
- ❖ **Denver Botanic Gardens**

Extending Your Stay?

- ❖ **Things To Do | Colorado.com**
- ❖ **Colorado Hotels & Lodging | Colorado.com**
- ❖ **29 Colorado Hot Springs: A Quick Guide**
- ❖ **Great Hiking Spots Near Denver**