



SALT LAKE
ANNUAL PLAN
2025





CELEBRATING 40 YEARS
OF SALT LAKE

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WHO WE ARE



HELLO, WE'RE VISIT SALT LAKE.

TOURISM IS THE FRONTDOOR TO ECONOMIC DEVELOPMENT.

Visit Salt Lake is a private, nonprofit corporation responsible for the promotion of Salt Lake as a convention, sports events, and leisure destination. In partnership with Salt Lake County, Visit Salt Lake works to improve the area's economy by attracting and providing support to conventions, leisure travelers, and visitors. Visit Salt Lake has a strong commitment to sustainability and stewardship of the area's natural environment. The towering Wasatch Mountains envelop the Salt Lake valley and provide a dramatic backdrop to our vibrant, active, urban environment. Over 600 businesses and individuals are members of Visit Salt Lake and support efforts to promote our community. Active, involved membership is key to VSL's success.

2024 is a milestone year for Visit Salt Lake – we are celebrating 40 years of promoting Salt Lake as a premier convention, sports, and leisure travel destination. With gratitude for the accomplishments of employees past and present, we look forward to continuing our mission on behalf of Salt Lake County and its residents.

INTRODUCTION

The purpose of the annual plan is to align goals, develop defined strategies, and implement solid methods to reach said goals, ensuring ongoing measurements to optimize based on consumer behavior. Initiatives in this plan correlate directly to budget line items in the Visit Salt Lake annual budget. Specific initiatives within each of Visit Salt Lake's programs have been developed to meet 2025 objectives and set the stage for long-term success.



OUR MISSION

To improve the area economy by attracting and providing support to conventions, leisure travelers, sports events, and visitors to Salt Lake County. Marketing efforts feature the positive differences between Salt Lake and competing destinations. Convention and visitor services are provided to encourage longer stays and future returns.



LIVE

Leisure and Partnership

OUR VISION

We will champion Salt Lake County's journey to become the most desirable place to live, work, and play by harnessing the power of tourism's economic impact.



WORK

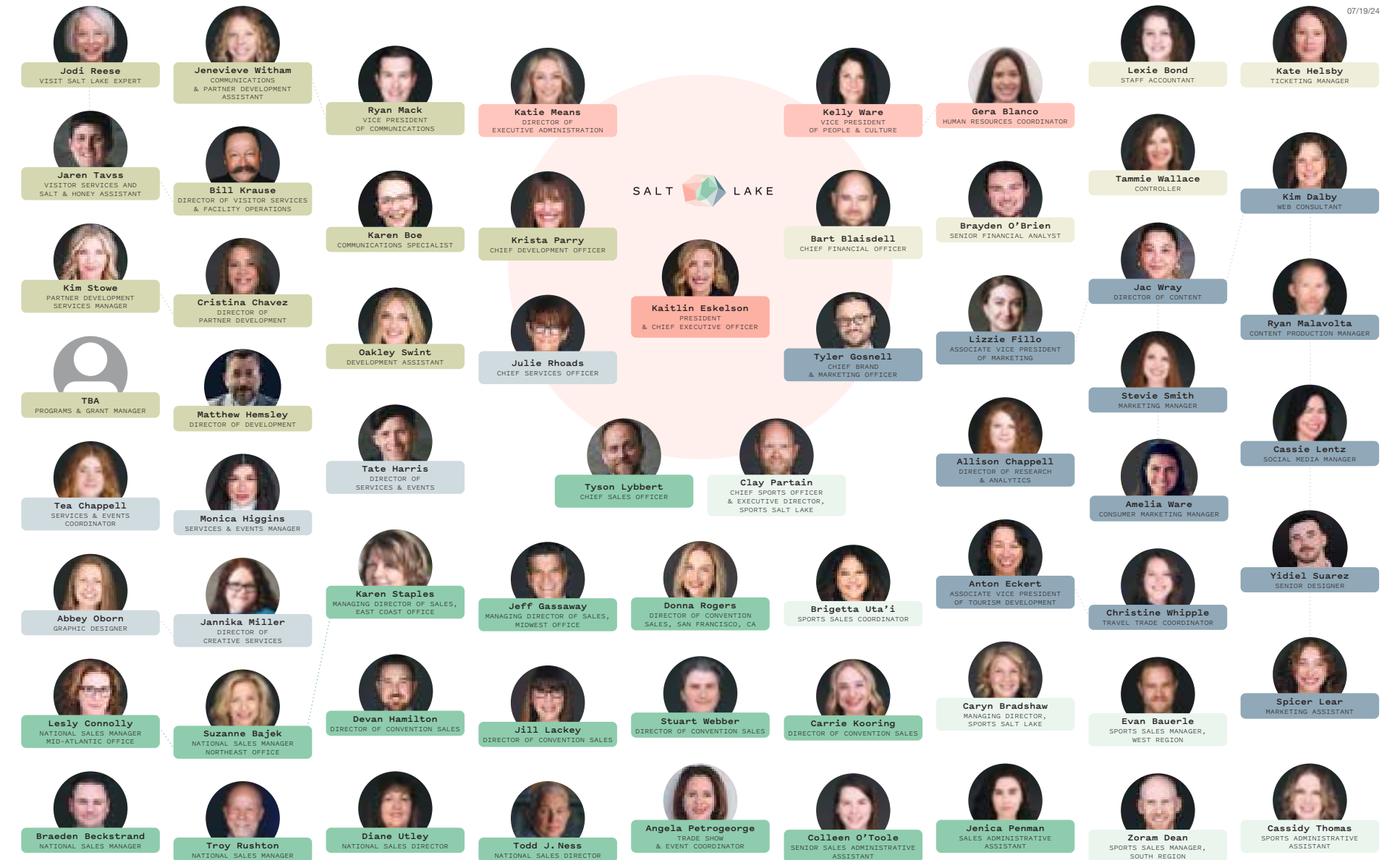
Convention and Service



PLAY

Sports

VISIT SALT LAKE ORGANIZATIONAL CHART



VISIT SALT LAKE'S 2025 COUNTY PRIORITIES

ROOM NIGHTS:

Book 1.16 million room nights by December 31, 2025*.

EARNED MEDIA:

Increased Earned Media Value by \$1 Million annually, while increasing Barcelona Principles Score by 1 point by December 31, 2025.

RETURN ON AD SPEND:

Maintain and support visitor travel and spending through targeted advertising, achieving a ROAS of \$200.

DIRECT VISITOR SPENDING CONVENTION & MEETING DELEGATES:

Generate Direct Delegate spending of \$620,000,000 (as estimated using survey data collected by University of Utah's Kem C. Gardner Policy Institute) by December 31, 2025.

HOSPITALITY INDUSTRY JOBS:

Maintain and support 8,700 jobs in the conventions and meetings industry in Salt Lake County by December 31, 2025.

*or 3% more than the actual Room Nights booked by December 31, 2024.



STATE OF THE INDUSTRY



STATE OF THE INDUSTRY

2024 has been gaining momentum with total travel spending up 5.2% year-over-year. This includes air travel demand, which has reached 102% of pre-pandemic levels as of 2024. After months of elevated leisure “revenge travel”, travelers are shifting focus to a higher value on travel and a resurgence of baby boomers planning bigger trips and spending more, according to Deloitte 2024 Travel Outlook. We expect to see more normalized growth rates (around 2.5%) over the next few years. While inflation remains above pre-pandemic levels and continues to concern travelers, it is anticipated to ease with the projected economic slowdown. Despite potential reductions in consumer spending, domestic leisure travel is expected to remain resilient. International inbound travel, still recovering, is projected to reach 98% of 2019 levels in 2024 and forecasted to hit 108% by 2025 and continue at an upward trajectory. (Source: U.S. Travel Association and Tourism Economics)

In 2024, sports tourism is evolving to cater to a diverse range of interests and leverage technological advancements. More emphasis is being placed on providing a holistic experience for participants to include downtime for team-building activities and unique entertainment opportunities. There is more focus on catering to families, acknowledging the impact of recreational athletes and those attending events. There is increased interest in non-traditional American sports like rugby and cricket, and significant growth in flag football and pickleball. (source: Connect Sports, Feb 2024)

A study by Booking.com found that 82% of American travelers consider sustainable travel important, but only 48% prioritize it when planning trips. Despite frustrations, travelers see value in sustainable experiences and believe they inspire positive changes in everyday life. Overall, there is a need for easier access to trustworthy sustainable options through education and clear standards across the travel industry. (Source: Booking.com, Feb 2024)

A significant emerging trend in 2024 is the rise of AI in consumer travel planning. One in ten travelers have utilized artificial intelligence as it is revolutionizing how they plan their trips by offering personalized recommendations, optimized itineraries, and real-time travel updates. AI-driven platforms are making travel planning more efficient and tailored to individual preferences, enhancing the overall travel experience (Mastercard).

5.2%

Increase in travel spending from 2023
(Source: U.S. Travel Association & Tourism Economics)

98%

Of 2019 levels projected for international travel in 2024
(U.S. Travel Association)

82%

Consider sustainable travel important
(Booking.com)

STATE OF SALT LAKE COUNTY

Meeting Planner Insights

Our latest survey conducted by Evidenz reveals that Salt Lake excels in earning a spot on the “Best Fit” list for meeting planners, with 47% of respondents ranking us equally with our strongest competitors, Denver and Orlando. Notably, Salt Lake ranked #1 among all competitors for being “Safe and Secure.”

Market Performance

According to STR and Tourism Economics, the projected growth in the average daily rate (ADR) for 2024 has increased by 0.1%, while occupancy and Revenue Per Available Room (RevPAR) remain unchanged.

Occupancy and Revenue Trends

In the first six months of 2024, Salt Lake County reported higher occupancy rates than most major western cities, trailing slightly behind Phoenix. The Convention District showed higher occupancy growth compared to most western cities, just behind Seattle. Additionally, Salt Lake County experienced greater ADR growth than most western cities, with impressive RevPAR growth surpassed only by Houston and Portland.

Regions	Occ		ADR		RevPAR		Change		
	2024	2023	2024	2023	2024	2023	Occ	ADR	RevPAR
Salt Lake County, UT	72.5	71.9	\$148.82	\$146.01	\$107.84	\$105.02	0.57	2.81	2.82
Convention District Hotels+	72.7	68.7	\$179.59	\$180.61	\$130.48	\$124.09	3.95	-1.02	6.39
Denver, CO	67.1	68.1	\$145.87	\$143.93	\$97.85	\$97.96	-1.02	1.94	-0.11
Seattle, WA	68.2	64	\$169.11	\$164.80	\$115.32	\$105.52	4.19	4.31	9.8
Portland, OR	62	60.5	\$137.12	\$137.76	\$85.06	\$83.32	1.53	-0.64	1.74
Austin, TX	68.6	69.6	\$173.64	\$176.10	\$119.12	\$122.53	-1	-2.46	-3.41
Houston, TX	64.5	62.1	\$119.60	\$115.75	\$77.19	\$71.84	2.44	3.85	5.35
San Antonio, TX	62.8	63.1	\$135.12	\$132.77	\$84.87	\$83.71	-0.29	2.35	1.16
Phoenix, AZ	73.1	72.7	\$192.85	\$199.27	\$140.91	\$144.88	0.37	-6.42	-3.97
Reno, NV	55.2	59.5	\$137.27	\$134.24	\$75.81	\$79.86	-4.27	3.03	-4.05
Anaheim, CA	67.2	65.6	\$128.40	\$131.57	\$86.25	\$86.28	1.57	-3.17	-0.03
Los Angeles, CA+	70.5	71.2	\$193.38	\$199.14	\$136.30	\$141.75	-0.72	-5.76	-5.45
Long Beach, CA	70.6	72.9	\$187.92	\$184.90	\$132.75	\$134.76	-2.26	3.02	-2.01
SLC South Valley+	71.9	69.5	\$122.07	\$122.26	\$87.72	\$85.01	2.36	-0.19	2.71
SLC West Valley+	75.9	79.7	\$111.45	\$113.42	\$84.63	\$90.44	-3.76	-1.97	-5.81
SLC MidValley+	67.2	71.7	\$105.09	\$105.12	\$70.62	\$75.38	-4.5	-0.03	-4.76
SLC Airport+	79.4	80.2	\$119.38	\$119.82	\$94.76	\$96.15	-0.82	-0.44	-1.39
Denver Convention District+	67.4	66.4	\$208.47	\$210.75	\$140.50	\$139.84	1.04	-2.27	0.66

CTAA

Governance

The Salt Lake County Convention and Tourism Assessment Area (SLCo CTAA) is managed by Visit Salt Lake on behalf of Salt Lake County with the goal of increasing demand for meetings, conventions, sports, and leisure visitation into participating lodging businesses within Salt Lake County. This goal will be accomplished by providing programming and opportunities that benefit the participating partners in accordance with the management plan. The SLCo CTAA is governed by district committees and an executive committee, with oversight from the Visit Salt Lake Board of Directors and Salt Lake County.

Community & Sales Development: Regional Incentives

30% of the budget is dedicated to the individual districts for regional incentives and sales programming to stimulate the demand for leisure, sports, and business traveler segments.

CTAA Districtwide Development & Programming

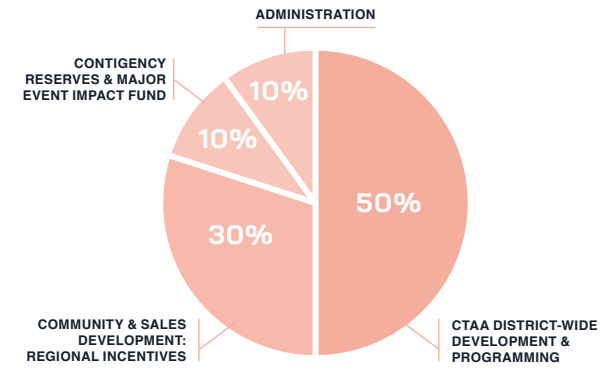
50% of the budget is allocated for CTAA districtwide development and programming that will promote the SLCo CTAA lodging properties as tourist, meeting, and event destinations.

Contingency, Reserves & Major Event Impact Fund

10% of the budget has been reserved for a contingency and major event impact fund. Major events have the capacity to attract large scale visitation, are of national or international significance, and deliver national and/or international profile to Salt Lake County.

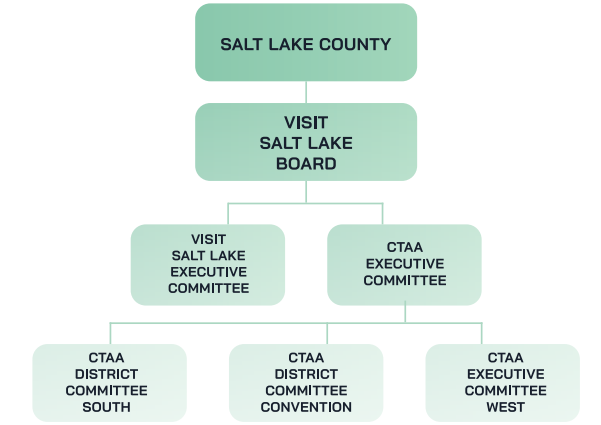
Administration & Operations

10% will be utilized for administrative staffing costs, office costs, and other general administrative costs such as insurance, legal, and accounting fees. Salt Lake County will receive 2% of the total assessment amount collected to cover their costs of collection and administration.



CTAA'S BUDGET ALLOCATIONS**

** The SLCo CTTA Executive Committee has the ability to adjust budget allocations between the programming categories by no more than fifteen percent (15%) of the total budget per year.



Hotels: 15 Rooms: 1,685 Municipalities: Sandy and Draper	Hotels: 35 Rooms: 8,075 Municipalities: Salt Lake City 84103, 84101, & 84111	Hotels: 15 Rooms: 1,508 Municipalities: West Valley City & Kearns.
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Executive & District Committees

Each district elects a CTAA District Management Committee of representatives from the benefited properties, with 3-9 voting members. District committees will have ex-officio participation from the municipalities and chamber of commerce within its boundaries. The CTAA Executive Committee will be comprised of district committee members and an appointed representative of Salt Lake County.

- We began 2024 with a fund balance of \$1.48 million based on CTAA funds generated from October 23 to December 23.
- We projected a total of \$7.97 million of collections in calendar year 2024.
- With \$6.8 million of CTAA expenses, we would end the year with \$2.04 million of available funds; with an increase by \$1 million to \$7.8 million, we would end the year with a \$1.04 million fund balance.

- We propose maintaining the same budget allocations per the management plan for FY25.
- We are requesting an \$8.3 million budget in FY25, which is a 4% increase vs. current 2024 prokection of \$8 million.
- For overall Salt Lake County TRT, we are pacing for the 4.4% RevPAR increase YOY in 2024 vs. 2023.

NEW INITIATIVES - SPEAK SALT LAKE, IMPACT & MEDIA HOUSE

SPEAK Salt Lake

Each year, Visit Salt Lake brings hundreds of national and international conventions and conferences to our vibrant community. In response to frequent requests for speaker recommendations, the Visit Salt Lake team has created "Speak Salt Lake." This initiative not only meets the needs of our clients by providing them with world-class speakers but also showcases the expert voices of Salt Lake and Utah on international stages.

Speak Salt Lake has two divisions: Leadership/Experts and Olympians/Sport. Currently, we feature 25 distinguished speakers across these categories.

Additionally, the 20% commission we receive for each booking is directly reinvested into IMPACT Salt Lake to fund local programs and initiatives.

IMPACT Salt Lake

IMPACT Salt Lake, a newly established 501(c)(3) organization, is dedicated to fostering a community of education, inclusion, and growth in Salt Lake County. Our mission is to implement initiatives and programs that provide access and resources for frontline hospitality workers and underserved youth, ultimately enhancing harmony between visitors and residents in Salt Lake.

To achieve these objectives, we collaborated with the consulting firm Cicero Group to research and identify the areas of greatest need. From this research, we have established three focus pillars:

- **Sports and Recreation:** Support initiatives aimed at involving youth from diverse or underprivileged backgrounds in recreational sports across Salt Lake County.
- **Arts and Culture:** Offer programs that enrich communities by fostering a sense of belonging, providing accessible entertainment, and promoting local businesses and organizations.
- **Educational Programs and Services:** Provide educational services and workforce development programs to improve the quality of life.

Salt Lake MEDIA HOUSE:

Salt Lake Media House is a community self-service platform for the world's media featuring breathtaking videos and stills, exclusive interviews and news about Salt Lake, events, projects, ambassadors and more.

Leading up to SLC-UT 2034, it can become a place where media can get information and non-competition related content about Salt Lake and surrounding communities.

During the Games, it will turn into a physical House, that becomes the go-to place for journalists to write, tell and produce non-competition related stories. It will include editing bays, podcast studios, workstations, press conferences, provide pre-permitted filming locations and more.



TRENDS & INSIGHTS

YOUNGER GENERATIONS PRIORITIZE TRAVEL

Travel remains a top priority, especially for younger generations. A striking 66% of travelers reported increased interest in travel now compared to before the COVID-19 pandemic. Millennials and Gen Z are leading this trend, traveling more frequently and allocating a higher share of their income to travel than older generations. This surge in travel enthusiasm among younger demographics is expected to shape the travel industry significantly as we move into 2025
(Source: McKinsey & Company).



SURGE IN SPORTS TOURISM

Sports tourism has continued to gain momentum, fueled by a growing interest in attending and participating in sports events. This trend includes traveling to watch major competitions like the Olympics and World Cups, as well as engaging in amateur sports tournaments and adventure sports activities. Sports tourism is significantly boosting local economies and promoting cultural exchange.
(Sources: Skift, Travel Pulse).

A.I. AS THE ULTIMATE TRAVEL COMPANION

Artificial intelligence is revolutionizing the travel experience, from booking flights to navigating unfamiliar cities. By 2033, it is expected that 75% of travelers worldwide will use AI to plan their accommodations. AI provides intuitive and highly tailored travel experiences, making it an indispensable tool for modern travelers. The integration of AI in travel planning is anticipated to grow, offering more personalized and efficient solutions for travelers
(Source: Statista, Euronews).



TRENDS & INSIGHTS

BLEISURE TRAVEL COMBINES WORK & PLAY

The trend of blending business and leisure travel, known as “bleisure,” has gained substantial recognition in recent years. Like business travel, blended travel has not just bounced back from its pandemic downturn—it’s taken on new life thanks to shifting attitudes around remote work and work-life balance. This approach allows travelers to combine work commitments with leisure activities, significantly enhancing their overall travel experience *(Source: FastCompany)*.

TRAVELERS GO IT ALONE

Solo travel is on the rise, with 54% of travelers looking to embark on solo journeys in the next year. This trend is driven by the desire for personal growth, adventure, and the flexibility that solo travel offers. As more individuals seek self-discovery and unique experiences, solo travel is set to become a significant trend in 2025 *(Source: Exploding Topics, Solo Traveler)*.



REGENERATIVE TRAVEL LEAVES A POSITIVE IMPACT

Regenerative travel goes beyond sustainability by aiming to leave destinations better than they were found. This involves participating in activities such as reforestation projects, wildlife conservation efforts, and community-based tourism that directly benefits local economies and environments. As environmental and social responsibility becomes more critical to travelers, regenerative travel is expected to grow in popularity *(Source: Travel Pulse, Sustainable Travel International)*.

DIGITAL DETOX RETREATS

Amid ongoing digital fatigue, digital detox retreats are becoming increasingly popular. These retreats encourage travelers to unplug and disconnect from technology, often taking place in remote locations and focusing on mindfulness, meditation, and nature immersion. As more individuals seek to escape the constant connectivity of modern life, digital detox retreats offer a refreshing and restorative travel option *(Source: Exploding Topics)*.



2024 SPOTLIGHTS TO DATE



NHL TEAM ARRIVAL

Salt Lake is proud to welcome a new National Hockey League franchise to our county. The Utah Hockey Club will drop the puck for their inaugural season in Fall 2024. We anticipate a fervent and loyal fanbase that will make every game an unforgettable experience.



2034 WINTER OLYMPICS & PARALYMPIC GAMES

July 24, 2024, marked a historic moment for Salt Lake County as the International Olympic Committee announced us as the host of the 2034 Winter Olympic Games. Since the successful 2002 Games, we have demonstrated our capability as a world-class, event-ready destination. The next decade will be dedicated to preparing for this prestigious event, ready to welcome the world once again.



#1 OVERALL STATE

For the second consecutive year, U.S. News and World Report has ranked Utah as the best state in the nation. Utah's high ranking is attributed to its thriving economy, robust infrastructure, safety, pristine natural environment, and quality education, making it an ideal state for both residents and visitors.



#1 AIRPORT

The new SLC International Airport has been ranked as the #1 airport in the U.S. by AirHelp, achieving a score of 8.28 out of 10. The ranking was based on factors such as departure and wait times, cleanliness, and the quality of food, beverage, and retail offerings.



SALT LAKE WINTER ROUNDUP

The inaugural Salt Lake Winter Roundup was a spectacular celebration of our rich heritage in sports, arts, and culture. Featuring over 30 dump trucks of snow, a full closure of West Temple, cowboys, horses, rodeo, and skiers, the highlight was the thrilling Skijoring competition. With the support of our partners, this event attracted 10,000 attendees, generated \$1.9 million in earned media, went viral on social media, and boosted downtown visitor spending.



SALT SUMMIT & AWARDS

The inaugural SALT Summit exceeded expectations with standing-room-only breakout sessions and a sold-out keynote luncheon by Will Guidara, who praised the event for including both leadership and frontline workers. The third annual SALT Awards saw a 68% increase in attendance, celebrating hospitality's unsung heroes by honoring eight winners and bringing all 150+ nominees on stage. The night concluded with electrifying performances by Duo Transcend, leaving attendees inspired and excited about future possibilities.



WHOLE NEW DIRECTION

Launching our latest advertising campaign in mid-May across 8 key markets. We used System 1 testing to enhance our creative and harness the power of emotion to drive results. As of July we have seen \$217 ROAS.



HAPPIEST STATE

Utah has been named the #1 happiest state in the U.S. by WalletHub's annual "Happiest States in America" report. This recognition highlights our state's exceptional volunteer rates, income growth, sports participation, low unemployment, and positive work environment.



HOTTEST JOB MARKET

Salt Lake County has been recognized by The Wall Street Journal as the top job market in America. Our county is rapidly becoming a major economic hub, with significant employment growth in sectors like technology and finance.



ECONOMIC IMPACT

TOURISM IS THE FRONTDOOR TO ECONOMIC DEVELOPMENT.

\$5.84B

Total SL County Visitor spend based on preliminary estimates.

45.9%

Of the state's tourism is Salt Lake County's share.

47,000

Jobs Supported by Tourism.

Beginning in 2023, air travel and public transportation jobs have been included in this figure per Kem C. Gardner Policy Institute

\$1,713

*Per Household Tax Relief

We are seeing healthy increases in restaurant spending, car rentals, gasoline/gas stations, and accommodations in Salt Lake County in 2023. Air transportation spending (up 7.5% YOY), foodservices (7.5% YOY), car rental (7.2% YOY), and accommodations (6.9%). **these % have not been adjusted for inflation, which was 4.2% YOY.

**Taxpayers pay \$1,713 less in taxes due to tourism tax revenue. This figure is calculated by dividing the total 2023 tax revenue of \$727.9M by the projected 2023 households of 424,915 for Salt Lake County. Source: Kem C. Gardner Policy Institute.*

SETTING THE STAGE



DESTINATION DEVELOPMENT

AIR LIFT

In 2023 the Salt Lake International Airport (SLC) served a record 27 million passengers with more than 330 daily non-stop flights to nearly 100 destinations including London, Paris, Toronto, Amsterdam, Vancouver and Mexico City. AirHelp recently ranked SLC the #1 airport in North America and #8 in the world for on-time performance, customer service, shops and restaurants.

The New SLC's \$5.1B redevelopment plan is now in Phase 3 with the opening of 5 more gates and a new central tunnel on October 22, 2024, that will provide passengers with easy connectivity between Concourses A and B. Since 2022, SLC has welcomed 5 new carriers: Hawaiian Airlines to Honolulu, Spirit Airlines to multiple cities, Sun Country Airlines to Minneapolis, Avelo Airlines to Santa Rosa and Air Canada to Toronto.

The airport is concentrating on expanding its international reach, particularly to Asia, Latin America, Europe, and Canada, and is actively having conversations with multiple carriers in these regions.



GEARING UP FOR MORE GROWTH



Record 27 Million Passengers in 2023



14 Of Salt Lake City's Top 20 Busiest Days Were in 2024



5 new carriers at SLC since 2022



8% Seat Growth In First Half of 2024

2024 HOTEL DEVELOPMENT

Asher Adams, Autograph Collection
Opening Date: October 2024

The Asher Adams, an Autograph Collection Hotel by Marriott, is a highly anticipated addition to Salt Lake's hospitality scene, set to open its doors in October 2024. Located at 2 South 400 West, this luxury hotel occupies the historic Union Pacific railroad passenger station, a building dating back to 1908. The hotel's transformation breathes new life into this iconic structure, seamlessly blending its rich historical character with modern luxury.



RESEARCH & DATA NOTES

Visit Salt Lake is committed to making significant investments in research to track, benchmark, and analyze trends. Utilizing these research tools allows us to maximize the return on our investments of both time and budget. Here are the key research tools employed by Visit Salt Lake:

Visitor Volume Study

Visit Salt Lake partnered with Tourism Economics, a highly respected industry expert, to conduct a comprehensive Visitor Volume Study. Utilizing spending data from the Kem C. Gardner Policy Institute, Tourism Economics performed an ongoing study that measured visit volumes to Salt Lake County and Utah. The initial data set covers 2019-2022, with annual updates provided at the beginning of each year. Key data findings include detailed breakouts of visits, offering valuable insights into our tourism landscape.

DOMESTIC / INTERNATIONAL

DOMESTIC

BUSINESS / LEISURE

DAY / OVERNIGHT

SMARInsights

We are conducting our first ROI and advertising effectiveness study for our “Whole New Direction” campaign with SMARInsights. By basing their economic impact and ROI calculations on incremental travel, SMARInsights helps us determine the additional visits generated by our advertising efforts. This study will establish a benchmark to measure the success of our marketing initiatives and provide valuable insights into market perceptions.

Adara Impact

We are collaborating with Adara Impact to conduct our first Return on Advertising Spend (ROAS) study for our “Whole New Direction” campaign. Adara Impact enables us to quantify the value and economic impact of our marketing efforts by directly connecting media campaigns and website activity to revenue generated. This study will provide critical insights into the effectiveness of our advertising strategies.

Evidenz Research Group

We have partnered with Evidenz Research Group to conduct an in-depth study focused on understanding meeting planner sentiment and trends. This research provides valuable insights into the preferences and expectations of meeting planners, allowing us to tailor our offerings and enhance our appeal as a premier destination for conventions and conferences. By analyzing these trends, we can better anticipate market needs and improve our strategic planning.

Smith Travel Research (STR)

We collaborate with Smith Travel Research (STR) to receive weekly and monthly reports on hotel occupancy, average daily rate, and revenue for Salt Lake County. These reports provide detailed performance metrics across various segments, including the Downtown Convention District, Airport, West Valley CTAA district, Mid Valley, South Valley CTAA district hotels, and several competitive set destinations. This comprehensive data helps us track trends, benchmark performance, and make informed decisions. In the future, Visit Salt Lake plans to include resort properties as a segment, pending sufficient participation.

Alltherooms.com

We partner with Alltherooms.com to monitor short-term rental occupancy, average daily rate, and revenue for homes, condos, and rooms rented out for less than 30 days. This data encompasses transactions on platforms such as Airbnb, Home & Away, and Booking.com. By analyzing these metrics, we gain valuable insights into the performance of the short-term rental market, allowing us to better understand and respond to trends in this growing sector.

Simpleview

Simpleview serves as our Customer Relationship Management (CRM) tool, tracking sales department KPIs and bookings across the destination. This platform helps us manage client relationships and streamline our sales processes. Additionally, we use Act-On as a bulk email provider to send and track emails, ensuring our communications are effective and reach the right audience.

Zartico

We utilize Zartico as a powerful dashboard tool that collects and displays multiple sets of data to share trends and key performance indicators (KPIs). The ZDOS operating system integrates data licensed from several sources:

Near: Geolocation Data

Affinity: Credit Card Data

Predict HQ: Event Demand Data

DMO Data sets: Including Simpleview CRM, STR, Alltherooms.com, and various national and international public data sources such as census, jobs, taxes, weather, and airlines for comprehensive visualization.

Commerce Programs

Our commerce programs are designed to track sales of all pass products and activities within our commerce marketplace. This comprehensive tracking system provides valuable insights into purchasing trends, helping us optimize our product offerings and marketing strategies to better meet the needs of our visitors.

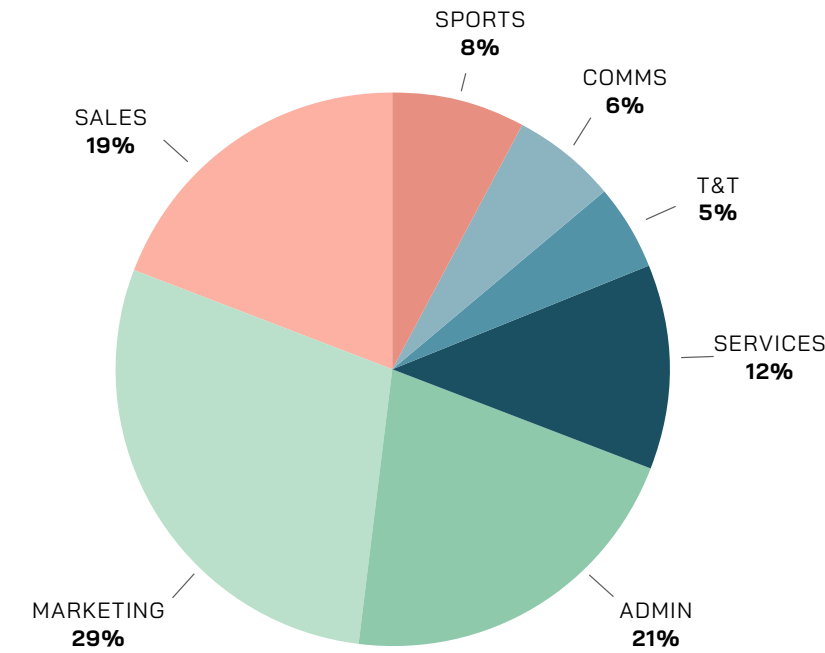
Sprout Social

We use Sprout Social to monitor and track social media performance across all major platforms. This tool enables us to analyze engagement metrics, track brand mentions, and measure the effectiveness of our social media campaigns. By leveraging these insights, we can enhance our social media presence and drive greater engagement with our audience.

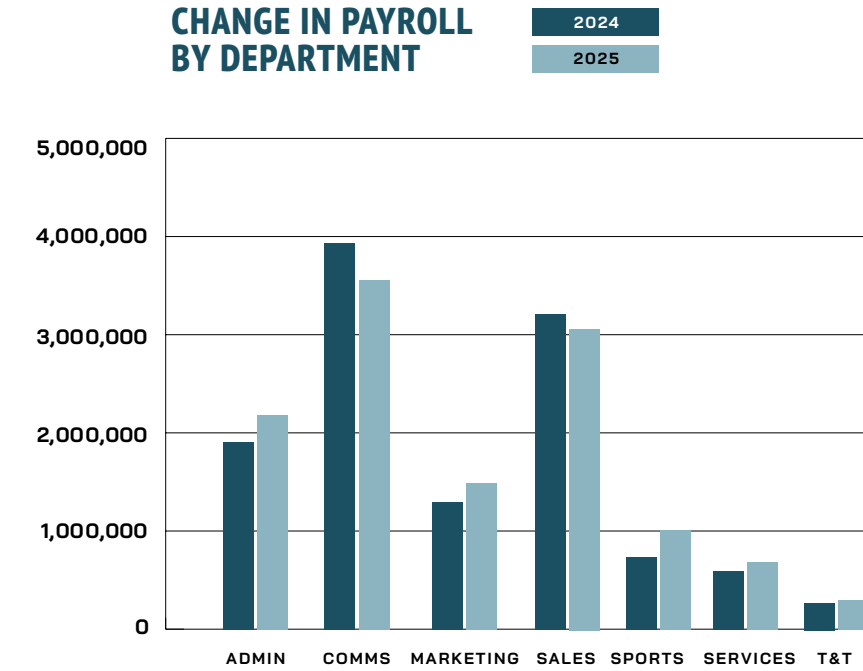
BUDGET SUMMARY

DEPARTMENT	2025 BUDGET	% OF TOTAL
COMMUNICATIONS	\$ 430,000	6%
T&T	\$ 400,000	5%
SERVICES	\$ 876,000	12%
ADMINISTRATION	\$ 1,517,000	21%
MARKETING	\$ 2,086,000	29%
SALES	\$ 1,381,300	19%
SPORTS	\$ 600,900	8%
GRAND TOTAL	\$ 7,292,000	100%

PROGRAM SPEND BY DEPARTMENT



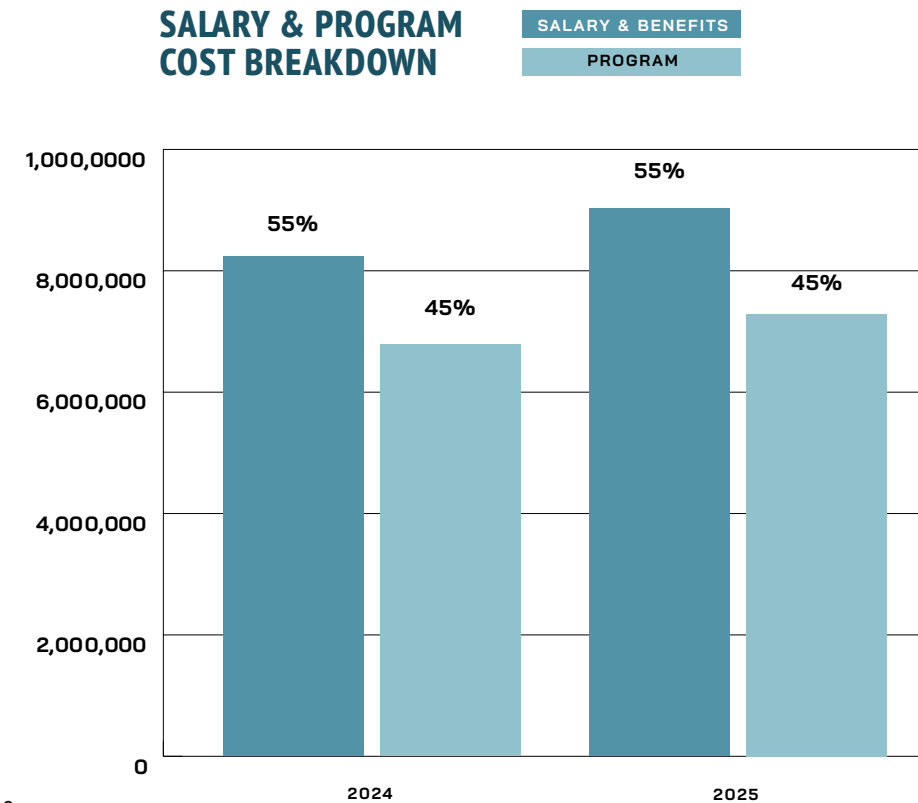
CHANGE IN PAYROLL BY DEPARTMENT



PAYROLL & BENEFITS CHANGE BY DEPARTMENT

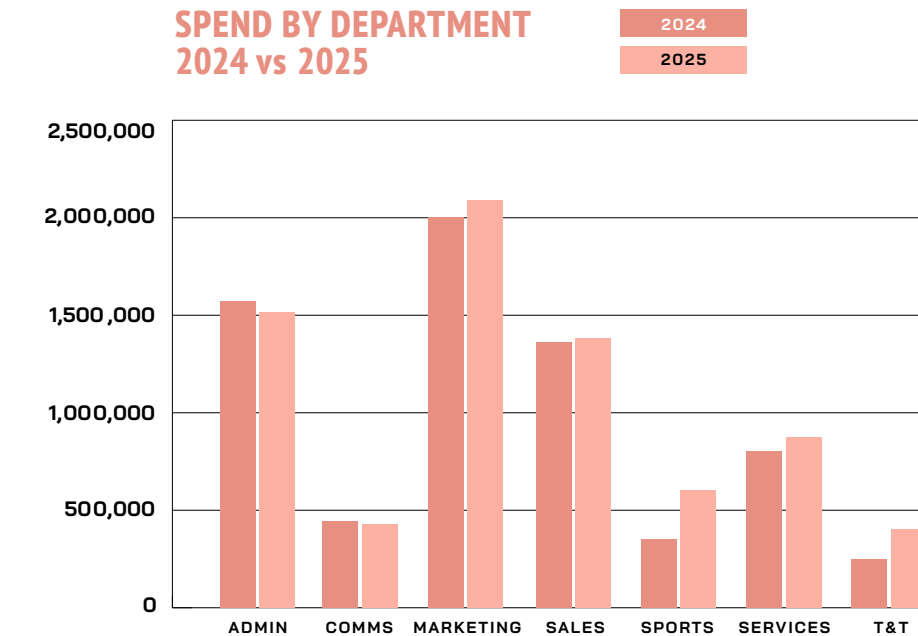
DEPARTMENT	2024	2025	%
ADMINISTRATION	\$ 1,815,100	\$ 2,123,300	17%
COMMUNICATIONS	\$ 396,300	\$ 353,600	-11%
MARKETING	\$ 1,218,600	\$ 1,481,500	22%
SALES	\$ 3,210,600	\$ 3,034,500	-5%
SPORTS	\$ 743,700	\$ 1,020,800	37%
SERVICES	\$ 601,800	\$ 737,800	23%
TRAVEL & TRADE	\$ 250,000	\$ 274,600	10%
GRAND TOTAL	\$ 8,236,100	\$ 9,202,610	10%

SALARY & PROGRAM COST BREAKDOWN



SALARY VS PROGRAM	2024	2025	% DIFFERENCE
SALARY & BENEFITS	\$ 8,236,100	\$ 9,026,100	9.59%
PROGRAM	\$ 6,786,300	\$ 7,292,000	7.45%
GRAND TOTAL	\$ 15,022,400	\$ 16,318,100	8.63%

SPEND BY DEPARTMENT 2024 vs 2025



SPEND BY DEPARTMENT

DEPARTMENT	2024	2025	% CHANGE
ADMINISTRATION	\$ 1,569,580	\$ 1,517,000	-3%
COMMUNICATIONS	\$ 445,620	\$ 430,000	-4%
MARKETING	\$ 2,002,800	\$ 2,086,800	4%
SALES	\$ 1,362,900	\$ 1,381,300	1%
SPORTS	\$ 352,400	\$ 600,900	71%
SERVICES	\$ 803,000	\$ 876,000	9%
TRAVEL & TRADE	\$ 250,000	\$ 400,000	60%
GRAND TOTAL	\$ 6,786,300	\$ 7,292,000	7%

2025 COMPANY WIDE OBJECTIVES & KEY RESULTS (OKR'S)



OBJECTIVES & KEY RESULTS

Visit Salt Lake has transitioned to an OKR (Objectives and Key Results) model for annual planning to enhance alignment, focus, and performance across the organization. This enables the following:

- ▶ **Alignment with Organizational Goals**

OKRs help ensure that every team and individual within Visit Salt Lake is aligned with the organization's overarching goals. By setting clear objectives and measurable key results, everyone can see how their work contributes to the larger mission, fostering a sense of unity and purpose.

- ▶ **Improved Focus and Clarity**

OKRs bring clarity to priorities, enabling teams to concentrate on what truly matters. This focus helps Visit Salt Lake to allocate resources more effectively and ensure that efforts are directed toward the most impactful initiatives, leading to more successful outcomes.

- ▶ **Enhanced Transparency and Accountability**

With OKRs, progress is regularly tracked and evaluated, promoting transparency and accountability at all levels of the organization. This approach encourages a culture of continuous improvement, where teams are motivated to achieve their targets and learn from their experiences.

- ▶ **Flexibility and Adaptability**

The OKR framework allows Visit Salt Lake to be more agile and responsive to changing circumstances. We can adapt quickly to new opportunities and challenges, staying competitive in a dynamic environment.

- ▶ **Increased Engagement and Motivation**

Implementing OKRs can boost employee engagement and motivation by providing clear goals and recognizing achievements. When team members understand their role in the organization's success and see tangible progress, it enhances job satisfaction and drives performance.

Transitioning to an OKR model is a strategic step forward for Visit Salt Lake, enabling the organization to achieve its goals more effectively and create a lasting impact in the community and beyond.



VISION

We will champion Salt Lake County's journey to become the most desirable place to live, work, and play by harnessing the power of tourism's economic impact.

OBJECTIVE 1

Secure our financial future through strategic community and economic initiatives.

KEY RESULTS

- ▶ Increase room night bookings with meetings, conventions and sporting events by 3% YoY.
- ▶ Deliver \$3.56 million in Salt Palace rental for events booked in 2025.
- ▶ Achieve \$200+ Return on Advertising Spend (ROAS) by end of 2025.
- ▶ Educate stakeholders on the value of tourism in 2025 with the distribution of quarterly "What's Shaking" newsletters which include creative assets (infographics, videos), distributed to stakeholders.
- ▶ Achieve revenue neutrality, while maintaining an NPS score of 80+ in 2025.
- ▶ Maintain Post Convention Survey score average 4.8 or higher out of 5.

OBJECTIVE 2

Transform Salt Lake into a must visit destination by generating widespread awareness and capturing the imagination of travelers.

KEY RESULTS

- ▶ Increase reach by 10% with our origin market audiences.
- ▶ Represent Salt Lake at 38 Tradeshows in 2025 and leverage promotional opportunities to grow awareness of destination strengths among key influential decision makers: Meeting Planners, Sports Events Rights Holders, Global Travel Resellers, Industry Partners and more.
- ▶ Develop and implement an integrated digital platform that supports training, event management, visitor engagement, and collaborative marketing, achieving a 15% overall increase in member and visitor engagement metrics by the end of the year.
- ▶ Increased Earned Media Value by \$1 million annually, while increasing Barcelona Principle Score by 1 point.
- ▶ Conduct quarterly site inspection to new venues/restaurants for awareness and destination knowledge, as well as source local product.
- ▶ Plan and implement 6 distributor FAM trips annually to grow awareness amongst key partners.

OBJECTIVE 3

Cultivate a curiously informed, empowered, and collaborative workforce.

KEY RESULT

Increase employee engagement from 62% to 65% and participation from 87% to 90% measured by yearly survey.

ACTIVITIES

- ▶ Create a bank of evergreen Playbooks via Digideck - complete at least 1 playbook per quarter and keep all playbooks updated with most recent and accurate information. playbooks will include: Onboarding playbook, Important Information for New Hires, Benefits Package, Values/Etiquette/Do's & Don't's/policies/procedures.
- ▶ Every full-time employee to complete a minimum of 2 annual professional advancement trainings (1 conference + course) as determined by manager.
- ▶ Plan one 1-day company-wide retreat annually, to take place after the Board Retreat, with an employee attendance rate of 90%.
- ▶ Implement a formalized feedback structure that requires managers to meet with each of their employees 1-on-1 at least once a month.





MARKETING

The Marketing department is at the center of Salt Lake County's promotional efforts, utilizing a dynamic mix of paid and owned media to shine a spotlight on our incredible destination. Our strategies span digital advertising, connected TV, web and editorial content, social media channels, media center broadcasts, email campaigns, and commerce program promotions. By collaborating with recently awarded, world class agency partners, we craft advertising programs that seamlessly integrate Salt Lake's brand messaging and core pillars, ensuring a cohesive and compelling narrative.

Our approach is rigorously data-driven, leveraging insights from comprehensive research to inform every decision. A pivotal brand health study conducted in 2023 revealed that 61% of our domestic target audience hasn't yet considered Salt Lake as a travel destination. However, this audience shows a significant interest in our unique attractions and experiences. This critical insight underscores the need to ramp up awareness efforts.

Our marketing plan is laser-focused on amplifying the visibility of Salt Lake County's diverse offerings. We aim to captivate and convert our target audience across our business by showcasing the vibrant culture, stunning natural landscapes, and unparalleled experiences that Salt Lake County has to offer. Through strategic media placements and innovative content marketing, we are on a journey to make Salt Lake County become the most desirable place to live, work, and play.

OBJECTIVE #1:

Secure our financial future through strategic community and economic initiatives.



5 Year Vision Strategic Pillar:
Sales & Marketing

- PROMOTING THE DESTINATION AND CONTRIBUTING TO BALANCED GROWTH
- BRAND CONSISTENCY AND STORYTELLING
- LEISURE GROWTH
- M&C GROWTH
- SPORTS GROWTH

ACTIVITIES TO SUPPORT


- Onboard and manage new agency partners: Dept Creative Agency & Hello Yellow Media Agency.
- Deep dive and evaluate current brand positioning, target audience, visual identity and brand personality. Uncover any missing research needs.
- Continue to evaluate and optimize measurement framework across creative and media.
- Revitalize our addressable audiences using first and third party data to identify and segment based on demographics, behaviors and interests.
- Develop cut through creative and content that differentiates sea of sameness of category and drives performance.
- Deliver consistent brand identity and craft.

KEY RESULT

Achieve \$200+ Return on Advertising Spend (ROAS) by end of 2025.

OBJECTIVE #2:

Transform Salt Lake into a must visit destination by generating widespread awareness and capturing the imagination of travelers.



5 Year Vision Strategic Pillar:
Destination Stewardship

- SUPPORTING THE VITALITY OF THE COMMUNITY FOR THOSE WHO VISIT, LIVE AND WORK HERE
- QUALITY OF LIFE
- PRESERVATION
- INFRASTRUCTURE
- VISITOR EXPERIENCE

ACTIVITIES TO SUPPORT

- Increase web users and ROI by 10% in 2025.
- Achieve high value task completion rate of 0.75% of total traffic.
- Average Engagement Rate of 2.5%
- Impression/Reach Growth of 10% from 2023.
- Social: Reach and ER.
- Sustain dwell time on site of 1 Minute.
- Produce and activate key marketing campaign that runs from May to October.
- Deliver always on content strategy across touchpoints, ensuring 40 pieces of content per month.
- Evolve PPC and SEO strategy for an AI enabled world.
- Craft influencer strategy and activation, with 10 influencer campaigns in 2025.
- Optimize youtube marketing strategy.
- Leverage technology and tools to optimize user experience on our website.

KEY RESULT

Increase advertising reach by 10% among our origin market audiences



COMMUNICATIONS & PUBLIC RELATIONS

The Communications department works in tandem with the Marketing department to ensure messaging is on point for key target audiences with distinctive content that is relevant and compelling. Strategically, our team targets local, regional, national, and international origin markets to pitch stories to media relevant to those interested in Salt Lake for leisure travel or meetings and conventions. We create robust itineraries crafted for media to showcase the best of Salt Lake and host more than 40 journalists annually.

The Communications team supports every department with messaging, scripting, and copywriting needs including position papers, talking points, and crisis communications strategies. We continually identify opportunities for elevating VSL's message across all channels. We collaborate closely with tourism marketing partners to supply brand message/ image toolkits to ensure consistent brand messaging. We assist an increasing number of incoming conventions and sports events with 'free' local media relations services.

With the creation of the Convention & Tourism Assessment Area, Visit Salt Lake's deliverables have significantly increased along with the budget. Most notably for 2025 is the need to expand into more key national publications and primary feeder markets. This will be accomplished through utilizing the services of a national public relations agency to employ their media relationships to increase press coverage.

OBJECTIVE #1:

Secure our financial future through strategic community and economic initiatives.

**5 Year Vision
Strategic Pillar:**
Sales & Marketing

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- SPORTS GROWTH



ACTIVITIES TO SUPPORT

- Establish relationships and educate stakeholders on the value of tourism:
 1. Develop and maintain 10 positive relationships annually.
 2. Produce and disseminate quarterly reports showcasing the value of tourism and the impact VSL brings to the County (What's Shaking).
- Create one digital asset (infographics, videos, etc) quarterly educating people about the benefits of the tourism economy

1. Share assets across all stakeholders with a goal to reach 5,000 impressions per quarter.

KEY RESULT

Educate stakeholders on the value of tourism in 2025 with the distribution of quarterly What's Shaking newsletters which include creative assets (infographics, videos), distributed to stakeholders.

OBJECTIVE #2:

Transform Salt Lake into a must visit destination by generating widespread awareness and capturing the imagination of travelers.

**5 Year Vision
Strategic Pillar:**
Destination Stewardship

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ACTIVITIES TO SUPPORT

- Enhance Media Coverage:
 1. Elevate CEO voice and thought leadership through OP-ED's, M&C publications, profile pieces.
 2. Activate 2 events in key origin market destinations.
 3. Craft and host familiarization tours using brand pillars for top tier outlets and journalists.
 4. Secure at least 20 positive media placements annually in top-tier national and international outlets.

- Promote Key Initiatives:

1. Host 50 journalists in Salt Lake (individual or familiarization trips) annually.
2. Develop and execute two major PR campaigns annually to highlight Salt Lake's key events, new attractions, and tourism milestones.
3. Develop and execute 3-4 community events to drive destination awareness nationally and drive support for VSL locally.

KEY RESULT

Increased Earned Media Value by \$1 million annually, while increasing Barcelona Principle Score by 1 point.



MEETING & CONVENTION SALES

The Meetings and Conventions Sales team identifies and aggressively pursues large countywide conventions and tradeshows, as well as smaller meetings that fit within single hotel/resorts. The team enhances the area economy by booking business throughout Salt Lake County and are the primary drivers behind Salt Palace Convention Center bookings.

OBJECTIVE #1:

Secure our financial future through strategic community and economic initiatives.



5 Year Vision Strategic Pillar:
Sales & Marketing

- PROMOTING THE DESTINATION AND CONTRIBUTING TO BALANCED GROWTH
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ACTIVITIES TO SUPPORT

- Complete over 1,100 prospecting calls to perspective meeting planners.
- Curate and host 100 site inspections tailored to showcase how Salt Lake fits convention planners needs and objectives.
- Complete 30 sales trips and customer events.
- Enhance our Digideck proposal platform with additional video content highlighting what is new in Salt Lake.
- Update target account lists across all segments to account for updates in our destination and organizational changes created during Covid.

KEY RESULT

Book 1,160,000 room nights with meetings, conventions and sporting events.

OBJECTIVE #2:

Transform Salt Lake into a must visit destination by generating widespread awareness and capturing the imagination of travelers.



5 Year Vision Strategic Pillar:
Destination Stewardship

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ACTIVITIES TO SUPPORT

- Grow spend at tradeshows by 15% to increase tradeshow frequency and enhance opportunities at key events.
- Redesign our 10-year-old tradeshow booth to allow for more flexibility and activation.
- Set specific appointment goals, and target account meetings for each tradeshow.
- Spend money to become a key partner with ASAE, and maintain our partnership with PCMA, giving us increased exposure at our biggest tradeshows.

KEY RESULT

Represent Visit Salt Lake at 38 Tradeshows in 2025.






SERVICES & EVENTS

The Services and Events department provides comprehensive support to meetings and conventions to ensure success for the planner, attendee, and the Salt Lake hospitality community. Our goal is to facilitate truly successful events that encourage repeat business for Salt Lake. In addition to supporting meetings and conventions, our team also executes all Visit Salt Lake events as well as select client events. We specialize in connecting clients with local vendors, venues, and partners to ensure a seamless and exceptional event experience.

We continuously research new activations, sites, and personalized experiences for our clients and attendees, enhancing the reputation and appeal of Salt Lake as a premier destination for events.

OBJECTIVE #1:

Secure our financial future through strategic community and economic initiatives.



5 Year Vision Strategic Pillar:
Sales & Marketing

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- SPORTS GROWTH

ACTIVITIES TO SUPPORT


- Visit Salt Lake matches clients to events and festivals around the city to encourage them to come earlier or stay later after their conference. Can measure by using Zartico Group Analysis.
- Each quarter, select one target city to analyze the Services and Marketing opportunities they provide to clients. Information will be tracked in the Services Month End Report and shared with the Sales team.
- Offer comprehensive Social Media Campaign to city-wide convention clients securing a 75% adoption rate.
- Conduct 5 strategic group analysis per year for city-wide conventions to further show the value of Salt Lake as a world-class destination.
- Elevate Welcome Campaign for select city wide groups to include volunteers.

KEY RESULT

Maintain Post Convention Survey score average 4.8 or higher out of 5.

OBJECTIVE #2:

Transform Salt Lake into a must visit destination by generating widespread awareness and capturing the imagination of travelers.



5 Year Vision Strategic Pillar:
Destination Stewardship

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ACTIVITIES TO SUPPORT

- Conduct quarterly site visits to explore new venues, collaborating directly with Partner Development to attract new members and expand our network. New venues and members will be added to our CRM.
- Identify and add local product vendors to the CRM for better resource management.
- Commit to hire four new vendors – potential VSL partners – for VSL executed events.
- Execute all graphic designs for Visit Salt Lake events and client programs.

KEY RESULT

Increase CRM entries by 25% over the next 12 months by tracking member referrals, which includes new venues, members, and local vendors.

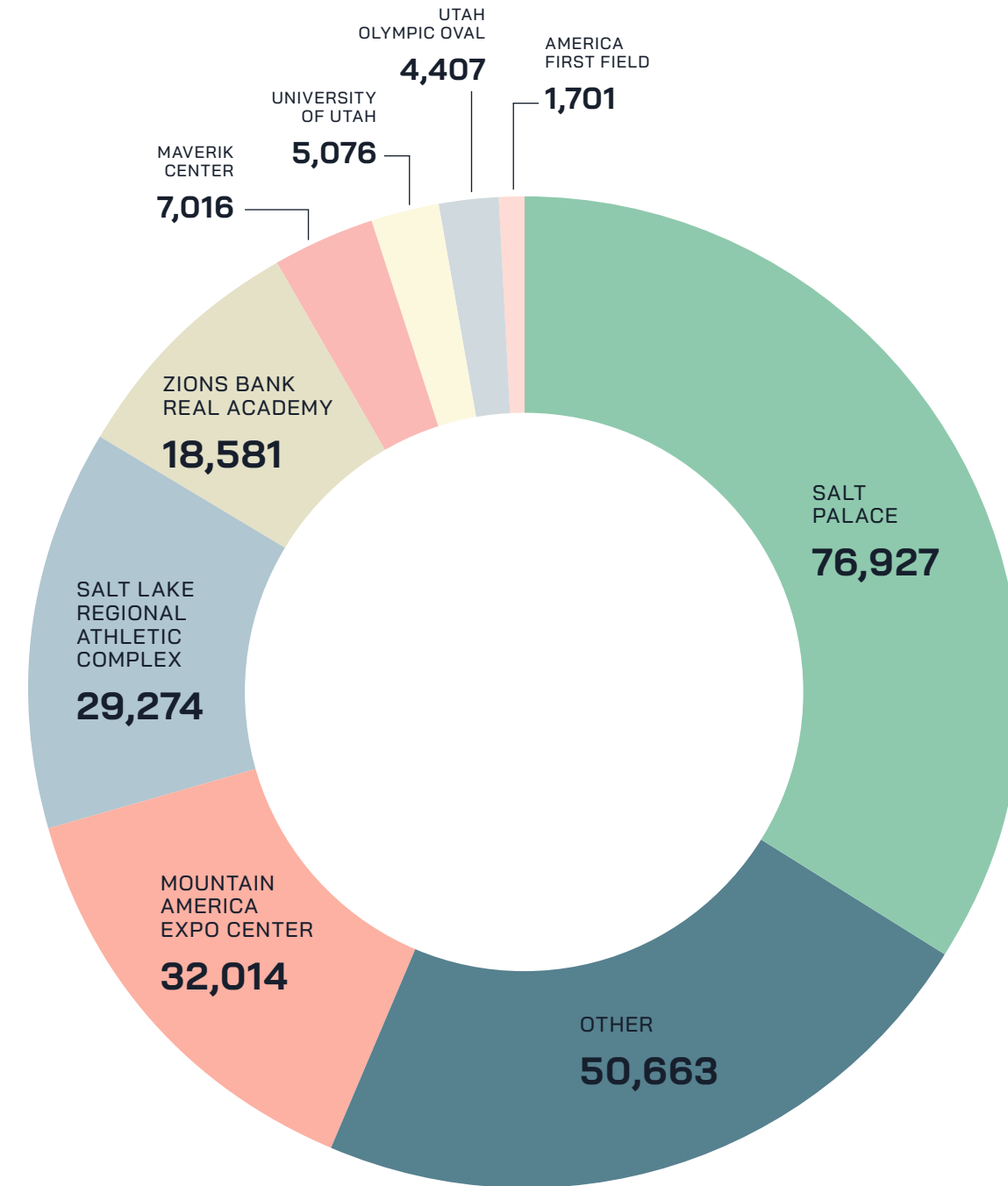


SPORTS SALT LAKE

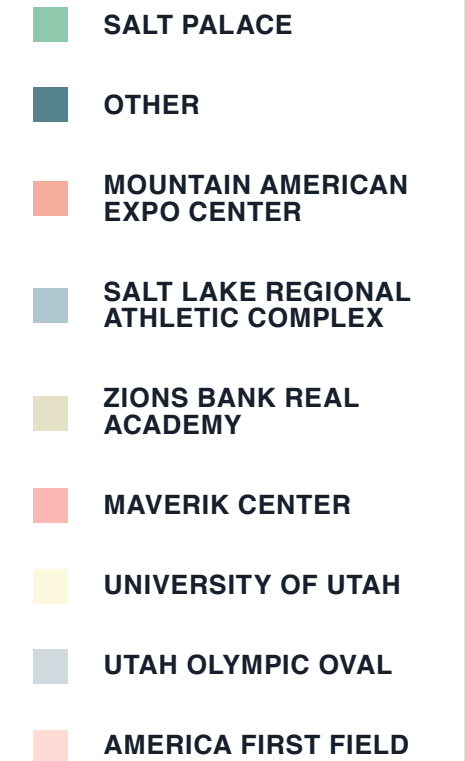
Sports Salt Lake promotes the growth of sports tourism in Salt Lake County to position itself as a leader in the sports tourism industry. The Sports Salt Lake team is committed to community engagement, giving back, and fostering a culture of volunteerism. Through strong partnerships with venues, parks, and municipalities, the team strives to enhance the athlete experience and create a welcoming and inclusive environment for all participants.

TOP 5 REASONS TO AGGRESSIVELY PURSUE BUSINESS IN THE GREATER SALT LAKE COUNTY AREA:

- As the downtown convention district is reimagined through what will likely be major renovations, the situation gives us an opportunity to aggressively pursue events outside of the convention district.
- New venues in SL County will allow us more opportunities. (New Bee's stadium, Bingham Creek Regional Park, Southwest Regional Athletic Complex, New UofU Baseball Stadium, etc.)
- Our area municipalities are eager for more tourism. Sporting events offer Visit Salt Lake a direct and impactful way to support these communities.
- The Salt Palace Convention Center operates at a high occupancy level, primarily hosting major conventions. While it's used for sports events like volleyball and fencing, future growth for indoor sport opportunities lie outside this venue, especially at the Mountain America Expo Center.
- Sporting events are resilient to market downturns, providing VSL with a buffer to maintain tourism even when other markets decline. They effectively fill holiday and need dates, and often help fill additional rooms in the greater area alongside conventions.



2023 TOTAL ROOM NIGHTS BY VENUE



OBJECTIVE #1:

Secure our financial future through strategic community and economic initiatives.



5 Year Vision Strategic Pillar:
Sales & Marketing

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- SPORTS GROWTH

ACTIVITIES TO SUPPORT

- Increase countywide tournaments (outside of the convention district) by a minimum of 5% year-over-year.
- Grow Sports Tourism Summit attendance by 10% year-over-year.
- Build stronger partnerships and buy-in from surrounding municipalities and venues to secure long-term growth and investment in sports tourism.
- Create a more resilient sports market to protect against economic downturns.
- Activation and engagement quarterly Sports Advisory Committee to achieve stakeholder engagement and buy-in.
- Diversification of types of sporting events hosted in Salt Lake County, which utilize more venues and areas of our countywide geographic footprint.

KEY RESULT

Book 1.1 million room nights with meetings, conventions and sporting events.



OBJECTIVE #2:

Transform Salt Lake into a must visit destination by generating widespread awareness and capturing the imagination of travelers.



5 Year Vision Strategic Pillar:
Destination Stewardship

- SUPPORTING THE VITALITY OF THE COMMUNITY FOR THOSE WHO VISIT, LIVE AND WORK HERE
- QUALITY OF LIFE
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- INFRASTRUCTURE
- VISITOR EXPERIENCE

ACTIVITIES TO SUPPORT

- Create the buzz of Salt Lake as an award-winning sports destination and leverage earned media coverage and industry accolades as reasons to believe.
- Collaborate with marketing team on Sports Salt Lake marketing and advertising program to grow awareness of Sports Salt Lake.
- Continue to position Salt Lake perceived as a booming sports town.
- Leverage industry associations like Sports ETA to reach decision makers and grow thought leadership—Clay Partain's new appointment as Treasurer of Sports ETA is a key opportunity to leverage this year and beyond.
- Create a customized experience for rights holders through unreasonable hospitality, including creating a sports-specific unreasonable hospitality toolkit for rights holders, inclusive of venues and local sports partners.
- Work with communications/marketing to highlight 5 events we host to tell the sports destination story.
- Host a minimum of 2 events that broadcast to a national audience.
- Apply for a minimum of 3 national sports tourism awards for Sports Salt Lake.

KEY RESULT

Represent Visit Salt Lake at 38 Tradeshows in 2025.



TOURISM DEVELOPMENT & TRAVEL TRADE

The Tourism Development and Travel Trade team focuses on developing and executing sales strategies and program initiatives to boost awareness, bookings, and visitation among targeted national and international FIT leisure travelers and tour groups. We deepen relationships with Salt Lake suppliers to increase product offerings and connections with travel trade buyers.

The Travel Trade team continues to build and grow relationships with international and domestic travel trade and media to increase destination awareness that drives incremental bookings and extends length of stay from our five primary source markets: Canada, Mexico, United Kingdom, Germany, France. Fundamental to this effort is a travel trade training program to create Salt Lake Specialists and ambassadors and host in-person familiarization tours.

OBJECTIVE #1:

Secure our financial future through strategic community and economic initiatives.



5 Year Vision Strategic Pillar:
Sales & Marketing

- PROMOTING THE DESTINATION AND CONTRIBUTING TO BALANCED GROWTH
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- M&C GROWTH
- SPORTS GROWTH

ACTIVITIES TO SUPPORT

- B2B, B2C, B2B2C marketing campaigns with tour operators and global OTAs.
- Great American West TRIP Report to track product growth and impact of tourism marketing efforts.
- Number of attendees at hosted Educational Sessions.
- Leads and referrals from tradeshows & sales missions: International Inbound Tour Association Summit, Go West Summit, Mountain Travel Symposium, Great American West's International Round Up, IPW and missions to Mexico, Canada and Europe with Brand USA and Utah Office of Tourism.

KEY RESULT

- Increase travel trade room night bookings by 10% from 10,000 to 11,000.
- Increase supplier engagement & referrals, meeting with a minimum of 6 tourism suppliers (hotels, attractions, tour providers) quarterly. Provide relevant leads from travel trade activities.
- Host 2 in-person 'International Ready' educational sessions to ensure Salt Lake's tourism community is equipped with the knowledge, training and support to reach and manage international visitors.

OBJECTIVE #2:

Transform Salt Lake into a must visit destination by generating widespread awareness and capturing the imagination of travelers.



5 Year Vision Strategic Pillar:
Destination Stewardship

- SUPPORTING THE VITALITY OF THE COMMUNITY FOR THOSE WHO VISIT, LIVE AND WORK HERE
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ACTIVITIES TO SUPPORT

- Host qualified and vetted Trade & Media FAMs.
- Launch travel trade training program on Brand USA's Discovery Program which provides an overview of Salt Lake in 12 languages.
- Layer PR messaging to extend reach and exposure.
- Quarterly travel trade newsletters to in-market stakeholders to keep travel trade partners informed and up-to-date on the destination.

KEY RESULT

- Plan and implement 6 Inbound Tour Operator FAMs; post-FAM attendee survey to determine likelihood of adding Salt Lake product or additional days to itineraries.
- Certify 1,000 Salt Lake Specialists, with a 75% or higher completion rate.
- Increase itinerary Length of Stay (LOS) to 2+ days across a minimum of one tour operator in each of our primary source markets.
- Set baseline for earned media via press releases, social posts, and other media activities.





DEVELOPMENT

The Development department at Visit Salt Lake is strategically positioned to activate the power of Salt Lake's vibrant tourism and business community, leveraging this energy to create armies of ambassadors dedicated to propelling the visitor economy forward. The Development department works to boost private sector growth by fostering strong partnerships and memberships, while also elevating the hospitality industry. Through unique events and activities, the department aims to significantly increase brand exposure and private revenue for the destination.

Through these concerted efforts, the Development department ensures that Salt Lake not only remains a must-visit destination but also ensures it is a strong place to live, work, and play.

OBJECTIVE #1:

Secure our financial future through strategic community and economic initiatives.



5 Year Vision Strategic Pillar:
Sales & Marketing

- PROMOTING THE DESTINATION AND CONTRIBUTING TO BALANCED GROWTH
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- SPORTS GROWTH

ACTIVITIES TO SUPPORT

1.
 - Research and identify top 10 members/partners and strategy towards goal
 - Complete over 500 prospecting engagements/calls to perspective new members
 - Build Partnerships with chambers/member based organizations to build co-operative membership benefits.
 - Host five member-exclusive events/opportunities annually to create value for members and introduce VSL to non-members.
 - Implement post-event process to knowledge share from team and gather feedback from attendees.
2.
 - Conduct market research to identify brands that align with Visit Salt Lake’s mission and have a high potential for successful partnerships.
 - Curate potential partners and understand their business objectives and how VSL can support and help them achieve their goals.
 - Develop customized partnership packages that align with value proposition for each partner.
 - Create Prospect teams and identify managers across department.
 - Implement Donor/Partner Pipeline/Movement plan.
 - Work collaboratively with VSL departments to align on partnership strategy.
 - Develop co-branded events/campaigns with key partners/stakeholders to expand reach and awareness.
 - Participate in community and industry events to build awareness of Visit Salt Lake and the power of partnership.
3.
 - Meet Quarterly with Salt & Honey team to optimize products and goods that will sell. Host quarterly sales trainings with VSL staff from Salt & Honey.
 - Identify top-selling wholesale items and ensure product availability during peak times.
 - Experiment with product placement/ Use Historic data for returning conventions to understand top-selling products.
 - Work with services team to carry products/books related to conferences.

KEY RESULT

Achieve revenue neutrality, while maintaining an NPS score of 80+ in 2025.


1. Achieve 20% year over year increase in new membership sign-ups encompassing all tiers and retain 90% members annually.

2. Establish 10 new high-value partnerships annually with local, national, and international brands that will increase revenue 20% YoY.

3. Maintain net-positive revenue in 2025 with Salt & Honey

OBJECTIVE #2:

Transform Salt Lake into a must visit destination by generating widespread awareness and capturing the imagination of travelers.



5 Year Vision Strategic Pillar:
Destination Stewardship

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ACTIVITIES TO SUPPORT

1.
 - Member Marketing: Develop membership drive and always-on marketing program to drive awareness of VSL membership program
 - Member Advocacy: Train and engage 100 members annually as brand ambassadors to promote Salt Lake’s attractions and events.
 - Develop and launch community-wide hospitality training that supports training, visitor engagement and collaborative marketing.
 - Exclusive Member Events: Host six exclusive member events annually that showcase new attractions and experiences, increasing attendees by 20% per event availability during peak times.
 - Collaborative Marketing Campaigns: Launch three collaborative marketing campaigns with partners touting the value of membership and the value of the tourism economy in Salt Lake
 - Successfully host three major events annually that attract at least 10,000 visitors collectively.
2.
 - Increase Visitor Engagement: Integrate Member updates into monthly Trainings with VSL Info Center team to learn about new members, locations, venues, etc.
 - Technology Integration to Gamify the experience: Implement Salt Lake Visitor Interactive Adventure mobile experience within the Visitor Information Center to provide a gamified, cutting-edge, immersive experiences for visitors.

KEY RESULT

Transform Salt Lake into a must-visit destination by generating widespread awareness and capturing the imagination of members, travelers, etc.

1. Develop and implement marketing programs, proprietary events and a robust digital platform that supports Visit Salt Lake as the premier convener for the Tourism/Hospitality.

2. Achieve a 10% increase in member referrals to visitors through the Visitor Information Center.



SALT PALACE

The Salt Palace and Mountain America Convention Centers are hubs for economic activity by accommodating large conventions which attract out of area visitation and enhance access for local citizens to attend interesting conventions. Our team provides top-notch service, emphasizes sustainability, and delivers quality amenities which helps keep Salt Lake an attractive destination for some of the largest events in the world (like the 2034 Winter Olympics.) In addition to attracting exogenous spend, these convention centers employ several hundred employees and support hundreds of local businesses within the visitor economy.

SALT PALACE

OBJECTIVE #1:

Secure our financial future through strategic community and economic initiatives.



5 Year Vision Strategic Pillar: Sales & Marketing

- PROMOTING THE DESTINATION AND CONTRIBUTING TO BALANCED GROWTH
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- M&C GROWTH
- SPORTS GROWTH

ACTIVITIES TO SUPPORT

- Strengthen Collaboration with VSL.
- Establish collaborative rental goals.
- Conduct weekly business meetings to align sales strategy and discuss opportunities.
- Participate in joint sales training.
- Implement a new CRM to create a seamless booking process between VSL and ASM with robust reporting capabilities to help us identify progress towards rental goals.
- Improve conversion rate from leads to sales.
- Upsell booked rooms increasing rent before discounts.

KEY RESULT

Confirm \$3.56 million in Salt Palace rental for events booking in 2025. Confirm \$2.7 million in total Mountain America Expo Center rent for events booked in 2025.

OBJECTIVE #2:

Transform Salt Lake into a must visit destination by generating widespread awareness and capturing the imagination of travelers.



5 Year Vision Strategic Pillar:

Destination Stewardship

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ACTIVITIES TO SUPPORT

- Creation of event organizer event portal.
- Consistent transfer of information from sales to event management upon contract finalization.
- Maintain ease of access to order IT services as well as an accurate accounting of what Event Technology provides.
- Ensure the event IT installations are accurate and on time and maintain the network in a manner that can ensure uptime for the duration of each event.
- The Operation department will hold pre-shift meeting to engage employees in creating tasks to deliver unreasonable hospitality.
- Cascade information in the Operations department from shift to shift to provide seamless service.
- Offer recurrent customer service training.
- Establish a feedback loop to measure and improve client satisfaction related to bookings through VSL.

KEY RESULT

Achieve an overall experience score of 80% or higher for 2025, as measured by event organizer and customer surveys.

OBJECTIVE #3:

Cultivate a curiously informed, empowered, and collaborative workforce.



5 Year Vision

Strategic Pillar:

Destination Stewardship

- SUPPORTING THE VITALITY OF THE COMMUNITY FOR THOSE WHO VISIT, LIVE AND WORK HERE
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ACTIVITIES TO SUPPORT

- Relaunch employee recognition program to create more opportunities for employees to feel valued and appreciated.
- Invest in the growth of our employees by creating and delivering new training and development opportunities.
- Revamp the onboarding experience to ensure a smooth transition for new employees and those promoted to supervisor/manager roles.
- Support the Diversity & Community Committee in delivering monthly employee engagement and awareness initiatives.

KEY RESULT

Increase employee engagement overall satisfaction score (OSAT) from 83% to 85% and participation from 72% to 80%, as measured by 2025 survey results.



ROAD TO THE 2034 WINTER OLYMPICS



WHERE WE'RE GOING

"Salt Lake is setting the stage for an exciting future, we continue to book meetings, conventions, sports events at a record pace. With the 2034 Winter Olympics on the horizon and game-changing developments across the county, we're ready for the spotlight. And it's our incredible team at Visit Salt Lake who are making it all possible."

- Kaitlin Eskelson, President & CEO

SPORTS, ENTERTAINMENT, CULTURE & CONVENTION DISTRICT

The Sports, Entertainment, Culture, and Convention District represents a once-in-a-generation opportunity to revitalize a key part of downtown Salt Lake. This development is set to become one of the most unique and successful districts in the country, benefiting both locals and visitors. With Utah's economy on a hot streak, this project will further accelerate our growth and prosperity.

As a cornerstone of our Salt Lake's economic vitality, the Calvin L. Rampton Salt Palace Convention Center serves as a catalyst for advancement. Visit Salt Lake and the SPCC are dedicated to improving the local economy by attracting and supporting conventions, sports events, leisure travelers, and visitors to Salt Lake County.

The Sports, Entertainment, Culture, and Convention District offers an exciting chance to elevate and reimagine our facilities, attracting more business and enhancing connectivity throughout downtown. The addition of a second ballroom with contiguous space will enable Visit Salt Lake and SPCC sales teams to book more medium to large-sized conventions, further boosting our economic impact and solidifying our status as a premier destination.

NEXT SPORTS BOOM TOWN

Salt Lake is making a compelling case to become the nation's next sports boom town. With established teams like the beloved Utah Jazz, who hosted the 2023 NBA All-Star Game, and professional soccer teams Real Salt Lake and Utah Royals, our city already boasts a strong sports portfolio. The recent announcement of a new NHL franchise and ongoing discussions with MLB about bringing a team here in the coming years only add to the excitement.

Moreover, Salt Lake will once again welcome the world for the 2034 Winter Olympic Games, further solidifying our reputation as a premier sports destination.

GROWING A SPORTS ECOSYSTEM

The 2034 Winter Games will have a profound and lasting impact on Salt Lake in the years leading up to the event. Our destination will attract an increasing number of national and international Olympic-related events, eager to host their activities here. While the Winter Games are focused on winter sports, Salt Lake will reap significant benefits from summer-related events, thanks to our expansive convention and expo center space, as well as numerous indoor and outdoor venues throughout Salt Lake County.

The arrival of a new NHL franchise in Salt Lake has sparked tremendous interest among local youth hockey organizations and hockey tournament promoters eager to enter the Salt Lake market. Despite the immense potential for the destination, our primary challenge remains the limited number of ice sheets and available ice times for tournaments and games. However, with the construction of two additional ice sheets in Sandy for the new NHL team's training, and plans for more ice sheets in the future, Salt Lake is on track to become a premier hockey destination. The youth hockey scene is set for remarkable growth, positioning Salt Lake for a vibrant hockey future.





CELEBRATING 40 YEARS OF SALT LAKE

ANNUAL PLAN 2025