



# SALT LAKE

2024 ANNUAL PLAN



WEST OF CONVENTIONAL



## CONTENTS

- 2 • Who We Are
- 6 • State of the Industry
- 16 • Setting the Stage
- 21 • Where We're Going
- 26 • 2024 Efforts by Department:  
Objectives, Supporting Tactics,  
and Success Metrics
- 68 • We're Planning for the Future





An aerial photograph of a city skyline, likely San Francisco, featuring a mix of modern glass skyscrapers and older brick buildings. In the background, rolling hills and mountains are visible under a clear blue sky. The text "WHO WE ARE" is overlaid on the left side of the image.

**WHO WE ARE**

# HELLO. WE'RE VISIT SALT LAKE.

## INTRODUCTION

The purpose of the annual plan is to align on goals, develop defined strategies, and implement solid methods to reach those 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 2024 objectives and set the stage for long-term success.

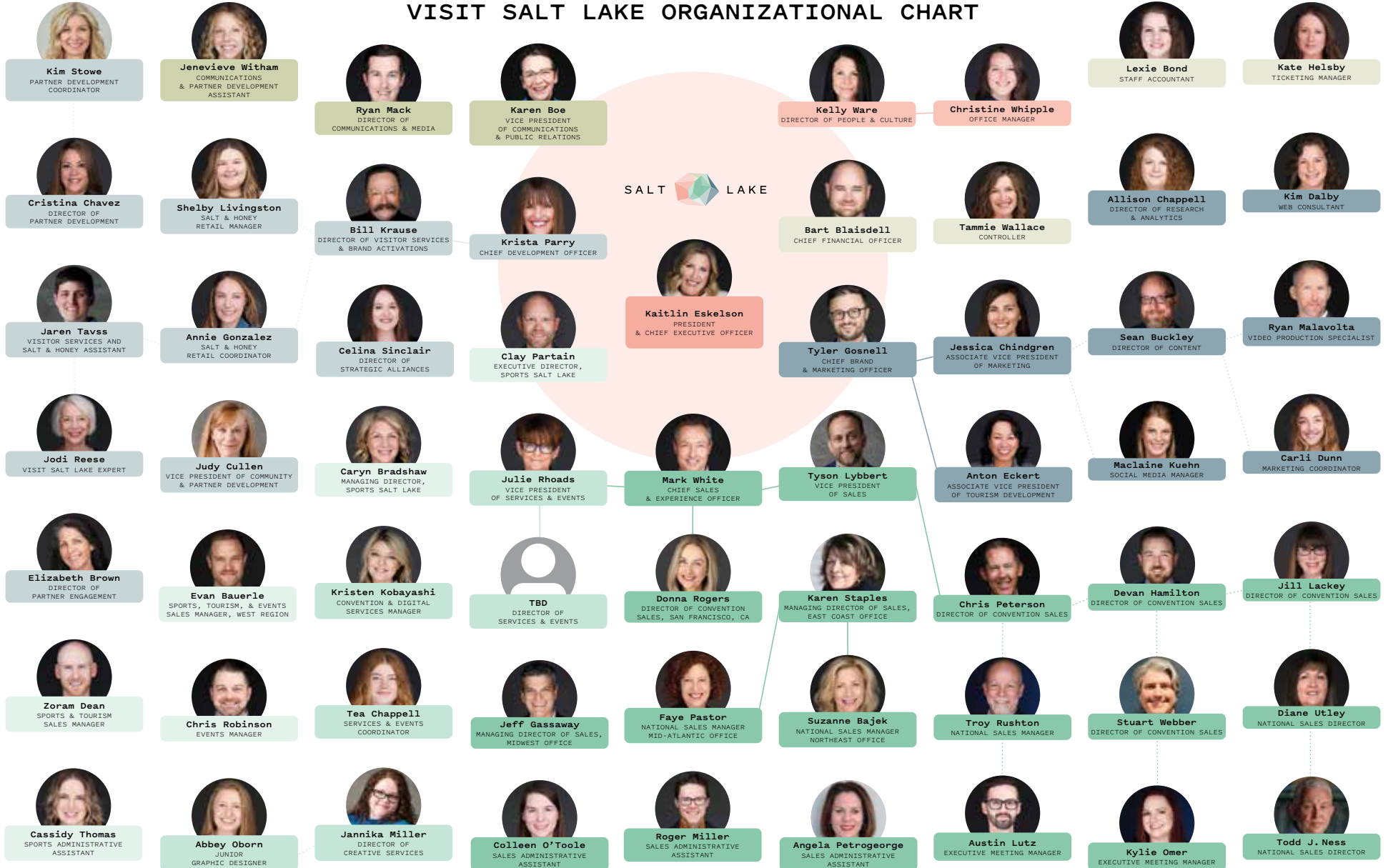
## ABOUT US

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, as the towering Wasatch Mountains embrace the Salt Lake valley and provide a dramatic backdrop to the vibrant, active, urban environment. More than 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.

## VISIT SALT LAKE 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.

# VISIT SALT LAKE ORGANIZATIONAL CHART





# VISIT SALT LAKE'S 2024 COUNTY PRIORITIES

## ROOM NIGHTS:

Book 1.1 million room nights by December 31, 2024.

## EARNED MEDIA:

Increase "positive earned media" generated for Salt Lake as a travel and tourism destination to \$3.6 million.

## WEBSITE USERS:

Achieve 10% year-over-year growth with total users on VisitSaltLake.com to 3.2 million users, with a recommended increase of 15-20% year-over-year growth depending on CTAA funding levels.



## DIRECT VISITOR SPENDING CONVENTION AND MEETING DELEGATES:

Direct Delegate spending of \$520,700,000 generated (as determined from survey data collected by University of Utah's Kem Gardner Policy Institute) by December 31, 2024.

## HOSPITALITY INDUSTRY JOBS:

Maintain and support 77,400 jobs in the conventions and meetings industry in Salt Lake County by December 31, 2024.

A photograph of two mountain bikers on a rocky trail. The person on the left is seen from the back, wearing a teal tank top, pink shorts, black knee pads, and a black backpack. The person on the right is in profile, wearing a black and red helmet, sunglasses, a teal and black striped shirt, and a black backpack. They are both holding their bikes. The background shows a mountainous landscape with some snow patches and evergreen trees under a clear blue sky.

## STATE OF THE INDUSTRY



## STATE OF THE INDUSTRY

2023 has been gaining momentum with **leisure travel spending up 5.5%** year to date through May 2023 (Source: Tourism Economics). This includes air travel demand, which is up 10% YoY in May 2023 (Source: TSA in U.S. Travel Association). After months of elevated leisure demand, more normalized growth rates (around 2%) are expected over the next few years (Source: U.S. Travel Association). Inflation remains above pre-pandemic levels and continues to be a concern of travelers but is anticipated to lighten with the projected economic slowdown. While travel spending will not be immune to the reduction in consumer spending, domestic leisure is expected to remain resilient (Source: U.S. Travel Association). **International inbound travel**, still far behind, is expected to have increased growth, **projected to reach 99% of 2019** levels in 2024 (Source: U.S. Travel Association).

While business travelers are still mindful of health and safety, easier access to vaccines and safety procedures is allowing for new confidence in upcoming and future corporate travel (Source: Telios). There will, however, be a shift expected in the coming year towards more sustainable travel habits. **72% of business travelers are willing to change their travel habits in a move towards sustainability.** Nearly 75% believe employers should try to offset business travel to reduce their carbon footprint (Source: Transport & Environment, Nov 2022). 87% of meeting planners who have had past events in Salt Lake expressed interest in hosting another meeting in the city (Source: Evidenz).

The world of sports events is also expected to make a strong return. Sports event professionals are looking for new opportunities to connect in meaningful ways with participants, parents, and spectators (Source: Connect Sports, Jan 2023). Many of these professionals have voiced an intentional effort to host in states that support diversity in sports, LGBTQIA+ rights, and women's rights (Source: Connect Sports, Jan 2023). Sustainable practices are also proving to be a major priority for sports events professionals. 93% of planners are more likely to choose a destination/venue if it is more sustainable than other options (Source: SportsEvents, Apr 2022).

5.5%

Increase on travel  
spending from 2022

99%

Of 2019 levels  
projected for  
international travel

72%

Who will change  
travel plans for  
sustainability

# STATE OF SALT LAKE COUNTY

In terms of pandemic recovery, Salt Lake has steadily become one of the fastest recovering destinations according to the Downtown Recovery website. Salt Lake took the top spot for the Southwest region in the fall of 2021 and has remained there with a current ranking of 139%. This measurement represents a sampling of unique mobile phone data vs. the number of unique visitors during the same period in 2019. Only 2 southwest destinations have shown an increase over 2019 levels out of the thirteen listed (El Paso being the 2nd) and only 4 destinations in the country have shown the same level of increase overall.

According to Tourism Economics, occupancies are forecast to hit an average of 65.1% and RevPAR of \$98 (an increase of 13% over 2019 levels). Salt Lake County is reporting 71.9% occupancy and RevPAR of \$105.02 YTD. During the first six months of 2023, Salt Lake County recovered at a stronger pace in both hotel Occupancy and ADR and currently has the second highest growth rate in the Western United States with a 13.97% increase in RevPAR to 2022 numbers. When adjusted for inflation, STR does not expect full recovery of ADR and RevPAR until 2024. (Source: STR Report)

	Occ		ADR		RevPAR		Change		
	2023	2022	2023	2022	2023	2022	Occ	ADR	RevPAR
Salt Lake County, UT	71.9	70.6	\$146.01	\$130.48	\$105.02	\$92.15	1.3	16	12.9
Convention District Hotels+	68.7	64.4	\$180.61	\$169.07	\$124.09	\$108.94	4.3	12	15.1
Denver, CO	68.1	65.8	\$143.93	\$133.40	\$97.96	\$87.73	2.3	11	10.2
Seattle, WA	64	62.8	\$164.80	\$151.22	\$105.52	\$94.99	1.2	14	10.5
Portland, OR	60.5	58.1	\$137.76	\$130.39	\$83.32	\$75.70	2.4	7.4	7.62
Austin, TX	69.6	69.3	\$176.10	\$167.70	\$122.53	\$116.28	0.3	8.4	6.25
Houston, TX	62.1	57.5	\$115.75	\$104.24	\$71.84	\$59.99	4.6	12	11.8
San Antonio, TX	63.1	63.4	\$132.77	\$129.82	\$83.71	\$82.32	-0.3	3	1.39
Phoenix, AZ	72.7	71.7	\$199.27	\$178.37	\$144.88	\$127.95	1	21	16.9
Reno, NV	59.5	68.2	\$134.24	\$125.67	\$79.86	\$85.68	-8.7	8.6	-5.8
Anaheim, CA	65.6	71	\$131.57	\$116.60	\$86.28	\$82.75	-5.4	15	3.53
Los Angeles, CA+	71.2	70.2	\$199.14	\$199.48	\$141.75	\$140.06	1	-0.3	1.69
Long Beach, CA	72.9	73.7	\$184.90	\$175.94	\$134.76	\$129.71	-0.8	9	5.05
SLC South Valley+	69.5	68.2	\$122.26	\$115.04	\$85.01	\$78.46	1.3	7.2	6.55
SLC West Valley+	79.7	79.3	\$113.42	\$105.68	\$90.44	\$83.77	0.4	7.7	6.67
SLC MidValley+	71.7	73	\$105.12	\$99.29	\$75.38	\$72.50	-1.3	5.8	2.88
SLC Airport+	80.2	79.8	\$119.82	\$107.98	\$96.15	\$86.18	0.4	12	9.97

## TRENDS & INSIGHTS

As society continues to face macro-economic and social challenges, Visit Salt Lake has an opportunity to serve people's shifts in mindset and behavior. Destination marketing organizations are acknowledging the importance of supporting sustainable initiatives that improve the well-being of society and a greater spotlight is being placed on residents and healthy regenerative travel behaviors. These are key values Salt Lake can amplify with its entrepreneurial residents and valuable natural resources. The travel industry is also being called to embody cultural shifts and act toward increased inclusivity and accessibility, tech-enabled flexibility, and a support for a broadened sense of wellness—all aspects of the Salt Lake ethos that can appeal to consumers' cravings.





## RESIDENT SPOTLIGHT

Travelers are increasingly interested in supporting and experiencing local culture while destination marketing organizations work closer with residents to co-create communities and share their local way of life. While destinations have considered residents as stakeholders in the past, they are newly highlighting residents as the spotlight of their messaging and a more central fixture of their goals.

**69%** of all respondents would spend more during a vacation if they knew it supported the local community.

— AMERICAN EXPRESS TRAVEL

- 79% of Gen Z & millennial respondents agree that they would love to partake in a day in the life of locals in the destination they are visiting.

— AMERICAN EXPRESS TRAVEL

- 64% of U.S. residents agree “overall, I think tourism is good for my state” yet only half that many (32%) feel they are consulted when major tourism developments take place in their area.

— LONGWOODS INTERNATIONAL

- City flags are becoming increasingly popular as a form of driving local pride with cities like Chicago using it in branding on public buildings and Wichita, KS putting greater focus on their flag as a status symbol for residents on t-shirts and tattoos.

— KANTAR

## BEYOND SUSTAINABLE TO REGENERATIVE DESTINATIONS

Sustainability continues to be of great importance and travelers are expressing a desire for climate conscious trips. As destinations become increasingly susceptible to over-tourism, they must consider ways to overcome negative impacts, moving beyond sustainable place practices to regenerative action.

**70%** of respondents in a Virtuoso survey selected that traveling sustainably enhances their experience.

— FORBES

- 96% of survey respondents said it’s at least slightly important that “my travel dollars are making a positive impact in the places I visit.”

— KIND TRAVELER REPORT IN CNBC

- 77% of business travelers said reducing their carbon footprint is a moderate or top priority.

— GBTA RESEARCH IN SMARTBRIEF



## WELL-ROUNDED WELLNESS ESCAPES

As the cultural definition of wellness gains broader context, wellness travel is evolving by way of forms of balanced living and wellbeing. Beyond the limitations of nutritional cleanses and spa escapes, the travel industry offers diverse experiences from sleep tourism to mental health retreats that promote a more well-rounded idea of wellness through the lens of balance and personal needs.

- The global wellness economy is expected to double in size to roughly \$200 billion in annual revenue by 2040. Within the next 20 years, one in two travelers will factor wellness into their travel planning.

– U.S. TRAVEL ASSOCIATION

# 88%

The majority of respondents said they would spend the same or more on wellness vacations this year compared to previous years.

– AMERICAN EXPRESS TRAVEL IN HOTELS

- 57% of respondents plan to take extended vacations to focus on wellness.

– AMERICAN EXPRESS TRAVEL IN HOTELS

- About 75% of respondents said they would lower their screen time while traveling to improve their mental health and/or plan to surround themselves with nature to focus on mental clarity (68%).

– AMERICAN EXPRESS TRAVEL IN HOTELS

- 79% of travelers agree that travel helps their mental and emotional well-being more than other forms of selfcare.

– BOOKING.COM

## ACCESSIBLE & INCLUSIVE TRAVEL

Consumers are pushing for inclusive and accessible offerings, in travel. As awareness and demand grows, so do experiences and offerings across the travel industry. Travel brands need to address the call for inclusive representation in their advertising and have the accessible environment to back it up, allowing people of all abilities to experience the joys of travel.

# 61%

of people with disabilities agree with “I am frustrated by brands that treat people like me as an afterthought” compared to 55% of the rest of the population.

– KANTAR U.S. MONITOR

- 8 out of 10 consumers make their travel plans based on representation and accessible efforts seen in related ads.

– EXPEDIA GROUP

- American Airlines’ “It’s Cool to Fly” program recently welcomed 20 children with autism and their families aboard a “flight dress-rehearsal” to provide practice to the kids.

– TODAY



## TECH-ENABLED FLEXIBILITY

The rise of digital and technological imperatives is impacting the way travelers plan their trips and seek out experiences. Innovative products including booking apps, digital tools, and VR experiences shake up the travel planning process and invite greater flexibility and spontaneity.

**75%** of respondents said social media prompted them to visit a particular place.

– AMERICAN EXPRESS TRAVEL IN HOTELS

- 66% of Americans agree that travel is the activity that online research is most important for.

– SQUARESPACE NEWSROOM

- 33% of Americans say if a new trip planning technology comes out, they are excited to try it.

– DESTINATION ANALYSTS

- 57% of travelers wish for a single all-inclusive app for their travel planning and booking needs.

– HEADOUT



## 2023 HIGHLIGHTS TO DATE

2023 has been a milestone year for Salt Lake so far. Presidents' Day weekend saw the highest occupancy and ADR of the year.

Convention bookings are on fire with a closing rate higher than Visit Salt Lake has ever experienced.

We're rolling out our new insights-led evolution of VSL's 'West of Convention-al' brand platform with our first-ever TV-ready video hero asset. The passage of CTAA will create even more incremental business in 2024 for participating hotels. And we're just getting started.



### CTAA PASSAGE

The first-ever Convention and Tourism Assessment Area in Utah was established in Salt Lake County in June. This additional funding for sales and marketing programming is crucial for Visit Salt Lake to successfully contend with competitive cities and to maintain and enhance Salt Lake County's position as a best-in-class destination.



### NBA ALL STAR GAME HOST

Salt Lake successfully hosted the 2023 NBA All Star Game that resulted in an estimated \$280 million economic impact. The weekend exposed our destination to new audiences around the world and helped to support our expanding positioning as a leading destination for Sports & Events.



### COTTONWOOD CONNECT

Visit Salt Lake extended its destination leadership by working closely with the Salt Lake County Mayor's Office and countywide stakeholders to bring a gap-filling transportation solution to market during the ski season.

This exemplified VSL's commitment to improving the destination experience for both residents and visitors while supporting our ski industry partners who help drive considerable economic impact for our visitor economy.



## PORTFOLIO DIVERSIFICATION

Sports Salt Lake has booked 590,500 room nights since their inception in January 2021 and continues to position Salt Lake as one of the leading destinations for youth, amateur, and professional sports. VSL has created a new Tourism Development & Travel Trade division under marketing. This division is poised to support the Salt Lake City International Airport's growing international focus, as well as Salt Lake's pending Olympic bid. This division will work closely with local suppliers to develop and distribute destination products that will grow market share as our destination's global profile expands.



## PARTNER DEVELOPMENT INNOVATION

VSL is pioneering new models for community-led partner and sponsorship development to support a more robust visitor economy in Salt Lake. This is an opportunity for VSL to set the new standard for this model across our industry.



## OUTDOOR RETAILER RETURNS

The return of Outdoor Retailer reinforces Salt Lake's position as a global outdoor recreation capital. Successfully hosting the Winter and Summer show, and ramping up to a third show in November, will continue to produce high-impact growth for our visitor economy.

# ECONOMIC IMPACT

Tourism is the front door to economic development.

\$5.41B

Total Salt Lake County  
Visitor Spending

44,000

Jobs Supported by Tourism

45%

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

\$1,801\*

Per Household Tax Relief

\*Taxpayers pay \$1,801 less in taxes due to tourism tax revenue. This figure is calculated by dividing the total 2022 tax revenue of \$752.9M by the projected 2022 households of 418,018 for Salt Lake County.  
Source: Kem C. Gardner Policy Institute



A woman and a man are performing in front of a large mural. The woman, in the center, is wearing a black crop top, a colorful patterned skirt, a red beaded necklace, and a headband. She has her eyes closed and is in a dynamic pose. The man, on the right, is wearing a black tank top, a colorful headband, and a red beaded necklace. He is looking towards the camera. The mural behind them features stylized blue and yellow figures, musical notes, and geometric shapes. The text "SETTING THE STAGE" is overlaid on the left side of the image.

SETTING THE STAGE

## RESEARCH AND DATA SOURCES

Visit Salt Lake continues significant investments in many areas of research that will allow us to track, benchmark, and analyze trends. We will be able to use the research and reporting of these research tools to deliver a greater return on investment of time and budget. Here are the research tools that are used by Visit Salt Lake:

**Brand Health Tracking Study** – We conducted our first study including online focus groups with Future Partners in order to understand current perceptions of the destination and set baseline metrics against which future measurements can be compared. Key objectives include:

- Complete a full brand funnel analysis (including destination awareness, familiarity, visitation, likelihood to visit, likelihood to recommend, and unaided advertising awareness) to understand how successfully Salt Lake is moving travelers through the funnel, in comparison to competitors.
- Gain understanding of Salt Lake perceptions among travelers (including destination associations, ratings of destination attributes, and destination momentum).
- Understand the values that are important to travelers and the extent to which Salt Lake is perceived to embrace them.
- Repeat this study again in 2025 to see if any changes in trend have emerged.

**DK Shifflett 2019 Visitor Profile Study** – Understand domestic consumer behavior and sentiment.

**Evidenz Research Group** – Understand meeting planner sentiment and trends.

**Smith Travel Research (STR)** – Weekly and monthly reporting on hotel occupancy, average daily rate, and revenue for Salt Lake County. Report on performance of different areas across Salt Lake County, broken into the

segments of Downtown Convention District, Airport, West Valley, Mid Valley, and South Valley Hotels. Visit Salt Lake to add the resort properties as a future segment if we can get enough participation.

**Alltherooms.com** – Short-term rental occupancy, average daily rate, and revenue for home condos and rooms that are rented for less than 30 days. This measures transactions on Airbnb and Home & Away platforms.

**Zartico** – Dashboard tool that collects multiple sets of data and displays them in dashlet visualizations to share trends and KPIs. The ZDOS operating system includes data licensed from the following sources:

- Geolocation data licensed through Near.
- Credit card data licensed through Affinity.
- Event demand data licensed through Predict HQ.
- DMO data sets such as Simpleview CRM, STR, and short-term rental data through Alltherooms.com as well as National and International Public Data Sources such as census, jobs, taxes, weather, and airlines are also consumed for visualization.
- Cision – track destination positive earned media and destination buzz.
- Commerce Programs – Track sales of all pass products and Commerce Marketplace.

**Sprout Social** – Social media tracking across all main platforms.

**Simpleview** – Customer Relationship Management (CRM) tool that tracks Sales Department KPIs and booking across the destination. Uses Act-On as email service provider to send and track email communication and engagement.

**Ski Utah Annual Research** – Partner with Ski Utah annually on research collected from on-mountain and web surveys of skiers.

**Adara** is a tracking tool that provides insight into how exposure to destination advertising and to [visitsaltlake.com](https://visitsaltlake.com) affects hotel booking.

**Kem C. Gardner Policy Institute** – Producers of leading travel and tourism research in Utah. Salt Lake County Tourism profiles conducted by the Institute provide annual spending, jobs, tax revenue, and lodging data analysis. The survey research team surveys attendees at multiple conventions and conferences per year regarding their spending while visiting Salt Lake County. Gardner Policy economists provide economic impact analysis based on the findings.

**Visitor Volume Study** - Visit Salt Lake is consulting with a highly regarded industry partner who can best handle this research project. Tourism Economics (in conjunction with spending data from Kem C. Gardner Policy Institute) will perform an ongoing study which will measure visits volume to Salt Lake City and Utah to include the following breakouts of visits:

- Domestic / International
- Domestic
- Business / Leisure
- Day / Overnight

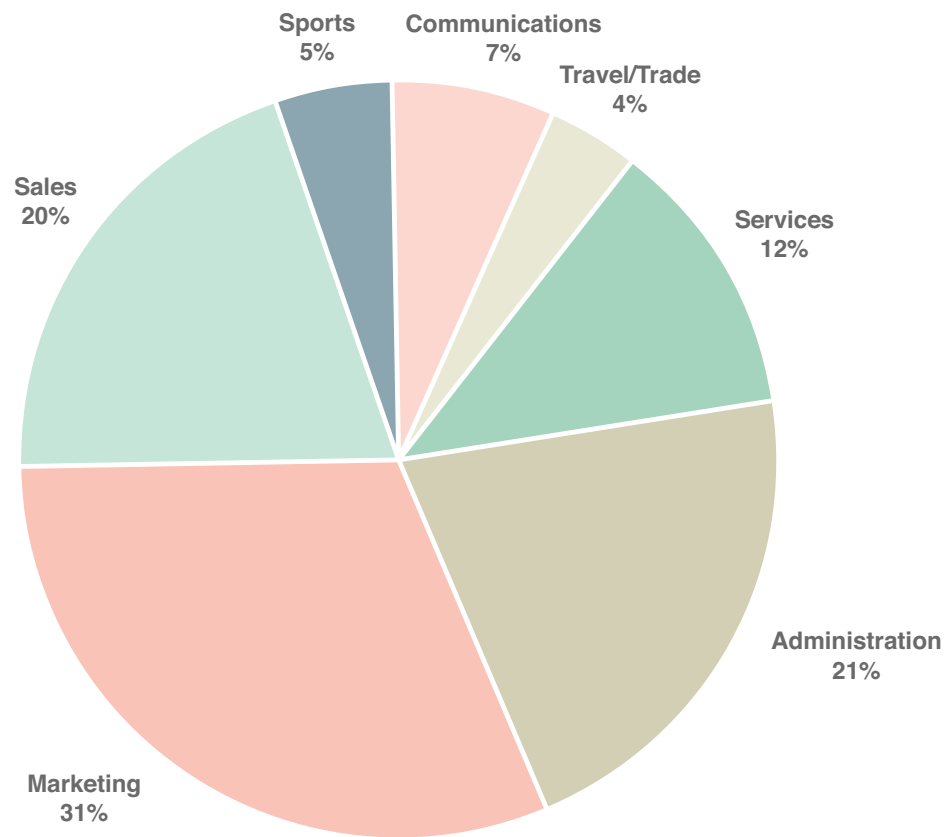
The data will be provided for 2019-2022 as a starting point with annual updates available after the beginning of the year.

**Destinations International: The DI Event Impact Calculator (EIC)** assists us in determining a more complete event impact by calculating overnight attendance and room night impact as well as total direct spending for all athletic/sporting events that occur in Salt Lake County. DI has event impact calculator modules that integrate with our Simpleview CRM system for Meetings, Sports, Festivals & Cultural Events, and Local & Public Events. Visit Salt Lake/Sports Salt Lake currently subscribes to the Sports EIC, only, as we have a custom attendance-based room night calculator in use for meeting and convention sales based on historical group survey analysis reports conducted over the years by the Kem C. Gardner Policy Institute.

**Website ROI Study** – 2023 DMO Website User and Conversion (ROI) study is being conducted by Future Partners in 2023. This research will use a dual online survey methodology to develop a profile of travelers who use official destination websites and estimate the return on investment [visitsaltlake.com](https://visitsaltlake.com) brings to our community. Results will be published in early 2024, and a potential to repeat this study every three years to determine how our user goal transfers to additional revenue.

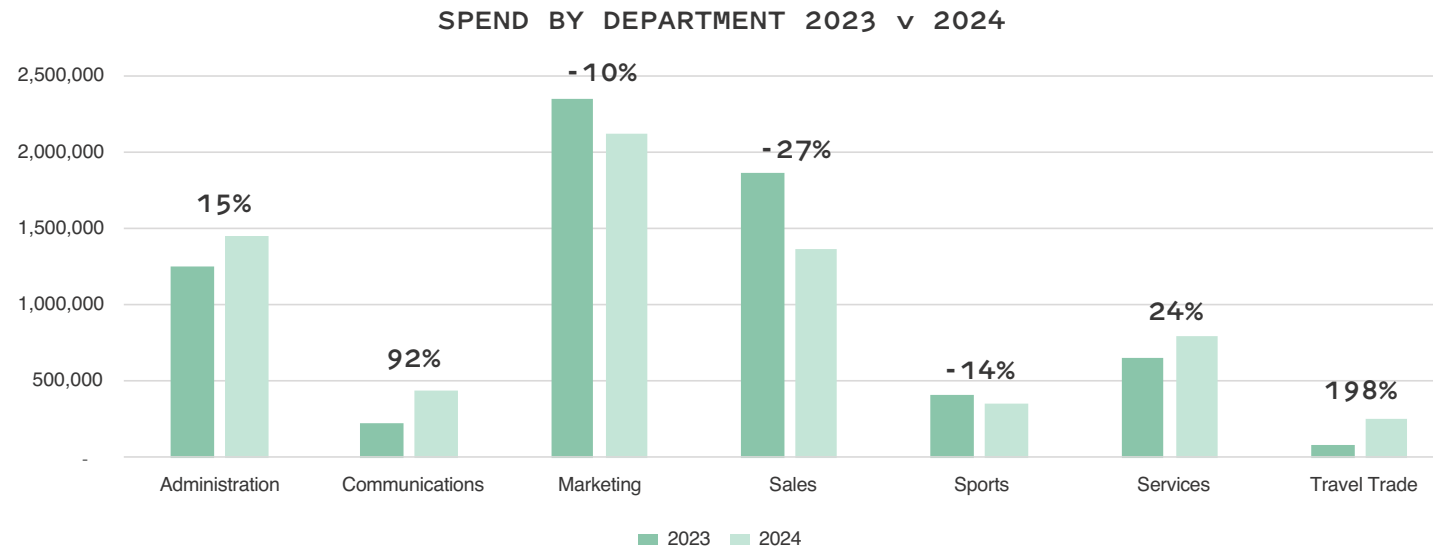
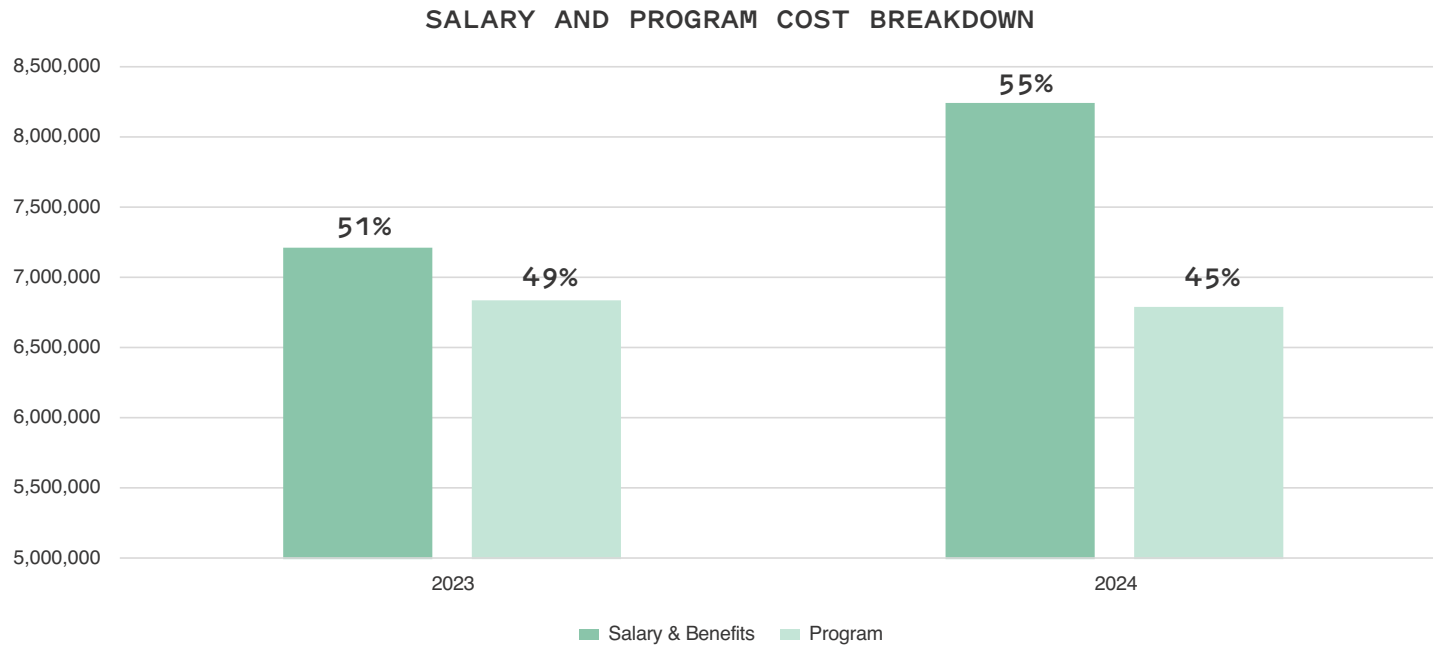
# BUDGET SUMMARY

Visit Salt Lake 2024 Budget Breakout by Department



2024 ANNUAL PLAN







WHERE WE'RE GOING

# MARKETING STRATEGY



The following framework details high level brand goals, supporting campaign goals for 2023 and activation strategies showcase how we will move the brand forward.

## BRAND STRATEGY FRAMEWORK

BRAND PROMISE	Empowering open minds and unconventional ideas for a better world.			
BRAND PERSONALITY	Modern. Fresh. Vibrant. Original. Inclusive. Genuine. Eclectic. Open-Minded. Adventurous.			
DESIRED TAKEAWAY	Salt Lake is a modern, progressive, inclusive, and vibrant destination to visit, work and live.			
BRAND GOALS	Continue to strengthen brand platform and campaign.	Begin to shift perception with engaged audiences of Salt Lake.	Create a long-term strategy for full-funnel brand activation to drive awareness, perception, consideration, conversion, and advocacy of Salt Lake.	
CAMPAIGN GOALS	Communicate positioning of Salt Lake as 'West of Conventional.'	Shift perceptions with key audiences who are already aware and engaged with Salt Lake.	Increase intent to booking conversion through improved brand perception and desirable offer.	Drive engagement with VSL's brand communications.
ACTIVATION STRATEGIES	Expand brand messaging across organization.	Create content storytelling that advances brand platform.	Drive local affinity and engagement / build brand ambassadors.	Drive consideration and conversion for Salt Lake with destination travel intenders, leisure travelers, and M&C planners.

# TARGET AUDIENCES

Target audiences are segmented in to 2 key segments with multiple sub-targets with different values and needs.

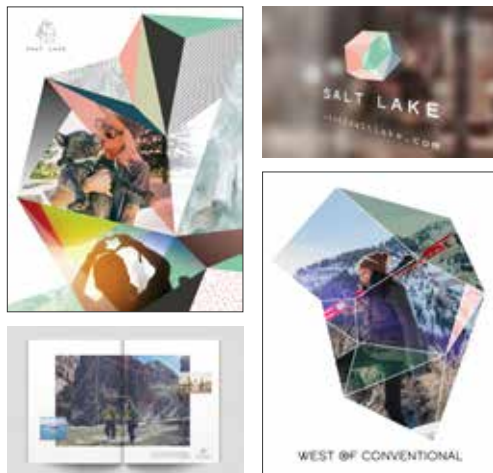
BUSINESS		LEISURE	
SPORTS EVENTS		 <p>SUMMER</p> <p>They are married millennials with well-rounded interests, socially responsible values, and an open-minded desire for stimulating travel experiences.</p> <ul style="list-style-type: none"> <li>LIFESTYLE: TRAVEL, ART, OUTDOORS, TECHNOLOGY</li> <li>VALUE: SOCIAL RESPONSIBILITY, CREATIVITY, ENVIRONMENTAL PRESERVATION, OPEN-MINDEDNESS</li> </ul>	
<p>Groups of all sizes that utilize Salt Lake County's various competition venues generally booking 6 months to 3 years in advance.</p> <ul style="list-style-type: none"> <li>VALUE: COMPETITIVE PRICING, EASY LOGISTICS, TOP-NOTCH FACILITIES</li> </ul>		 <p>WINTER</p> <p>They are married millennials with well-rounded interests, socially responsible values, and an open-minded desire for stimulating travel experiences.</p> <ul style="list-style-type: none"> <li>LIFESTYLE: OUTDOORS, READING, SPORTS, TRAVEL</li> <li>VALUE: SOCIAL RESPONSIBILITY, ADVENTURE, ENVIRONMENTAL PRESERVATION, EXCITEMENT</li> </ul>	
MEETINGS & CONVENTIONS			
<p>Varied targets (corporate planners, association planners, third party planners) whose needs range in size and specifics but are all looking for a memorable meeting that will draw attendees and increase participation.</p> <ul style="list-style-type: none"> <li>Citywide Conventions: Groups of 3,000 to 12,000 attendees generally booking 3-6 years in advance.</li> <li>Single Hotel/Resort Meetings: Groups of 250-1,500 people generally booking 6 months to 3 years in advance.</li> <li>Independent planners who work with the clients described above.</li> <li>VALUE: WALKABILITY, CULTURAL OPPORTUNITIES, ENTERTAINMENT IN CLOSE PROXIMITY, TOP-NOTCH FACILITIES, DIVERSITY, AFFORDABILITY</li> </ul>			



# NEW CAMPAIGN

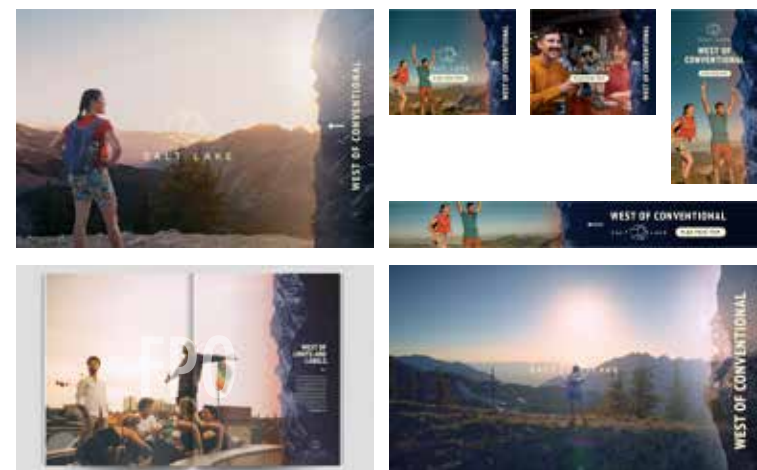
In September 2023, Visit Salt Lake launched a new marketing campaign called **Whole New Direction**. This campaign builds off the brand platform of 'West of Conventional' that was established in 2021. The larger brand platform is still alive and well. Whole New Direction is a new expression of the platform that lives in harmony with the larger brand platform.

## BRAND PLATFORM VS. CAMPAIGN



### BRAND PLATFORM: 'WEST OF CONVENTIONAL'

The larger Visit Salt Lake Brand Platform 'West of Conventional' is intended to span many years and supersedes the current campaign and any possible future campaigns under this platform. From a conceptual standpoint, all campaign concepts will ladder up to 'West of Conventional.' From a visual standpoint, the platform includes elements like the logo, brand identity, tagline, and crystal graphic elements.



### CAMPAIGN: WHOLE NEW DIRECTION

This campaign evolves the current look and messaging of VSL's advertising. While it will be present in most brand-level leisure paid media and digital / social, some brand elements, advertising, and messaging will retain the look and feel of the larger brand platform.

## WHOLE NEW DIRECTION: CAMPAIGN OVERVIEW

The idea of heading West conjures exciting possibilities. For many travelers there's still a sense of the wild frontier, where independent spirits can experience a life that's a little looser, a little less expected. Salt Lake can continue to leverage the idea of heading west to discover these unexplored places and moments not yet experienced. Because there's nothing ordinary or predictable when you head in a **Whole New Direction**.



### KEY THEMES

There are two key themes we're trying to depict conceptually in the Whole New Direction campaign.

1. The progressiveness of Salt Lake and battling preconceptions about the culture through 'West of \_\_\_\_' and what activities / lifestyle we show people engaging in.
2. Representing the unique combination of city life and the outdoors in Salt Lake through the mountains as our hero graphic element and the scenes we choose.

**2024 EFFORTS BY DEPARTMENT:  
OBJECTIVES, SUPPORTING TACTICS,  
AND SUCCESS METRICS**



## DEPARTMENT OVERVIEW

Visit Salt Lake is committed to developing and maintaining a well-diversified portfolio of customer segments while continuing to drive for innovation. We're strategically investing in areas to ensure Visit Salt Lake's sales and marketing efforts, destination stewardship, and advocacy strategic pillars are executed in ways that accelerate our destination's growth, while balancing the need for deeper community involvement and social responsibility and accountability. The structure of our organization is expanding accordingly to account for a larger scope of responsibilities as Visit Salt Lake helps lead the destination's visitor economy into the future.

VISIT SALT LAKE DIVISIONS	WHERE WE'RE GOING
Meeting & Convention Sales	Capitalize on the incredible momentum and growth taking place around the destination. Strategically invest in key markets and leverage new and existing destination assets to attract new business and position Salt Lake as a Tier 1 destination for Meetings & Conventions.
Services & Events	Continue to provide world-class service to an increasing portfolio of existing and new business. Create impactful events and awe-inspiring moments that continue to maintain a very high services report and results in repeat business.
Sports Salt Lake	Lean into the rapid growth of incremental business generated by sports and continue to expand scope and ambitions to position our destination as a leading destination for youth, amateur, and professional sports.
Marketing	Evolve the 'West of Conventional' brand platform and leverage new high-impact creative, messaging, and promotional channels to increase demand for the Salt Lake experience among new and existing global audiences that results in incremental business across all key visitor segments.
Tourism Development & Travel Trade	Collaborate with local tourism suppliers and act as an accelerant for our growing global profile by leveraging our destination products, like the SLC International Airport, hotels, and attractions. Create new opportunities with key distribution partners as well as airlines and rental car companies for proper placement of destination product in the global travel supply chain.
Communications & Public Relations	Continue to elevate Salt Lake's reputation and awareness locally, regionally, nationally, and internationally with compelling messaging in strategically targeted source markets and associated titles, resulting in earned media coverage reaching all primary visitor segments.
Development	Activate the power of Salt Lake's incredible tourism and business community in strategic ways to create armies of unified ambassadors that will help lead our visitor economy into the future. Create brand- and values-aligned partnerships to grow private revenue for the destination to be used in ways that improve the vitality of our community.





## MARKETING

The Marketing department promotes Salt Lake County through paid and owned media efforts. These include digital advertising, connected TV, web, content marketing, social media channels, YouTube channel, media center broadcast, email, and commerce programs promotion. The department works with agency partners to develop advertising programs to integrate Salt Lake's brand messaging and pillars. The Marketing department is data-driven and leverages insights derived from research and data to make informed decisions. A recent brand health study conducted in 2023 highlighted that 61% of Salt Lake's domestic target audience does not currently have Salt Lake on their radar, but this target audience over-indexed in interest for destination attractions and experiences. This insight emphasizes the primary need to generate more awareness of Salt Lake among target audiences, and the marketing plan that follows is focused on growing awareness of destination offerings across the board.

## MARKETING

**Objective #1:**  
Increase  
awareness of Salt  
Lake as a year-  
round leisure  
destination.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Extend 'West of Conventional' brand platform through "A Whole New Direction" advertising campaign that is fully integrated and targeted to attract leisure and ski visitors from regional and national markets.
- Enhance existing content strategy of written and video topics that aligns with Salt Lake brand pillars and select market segments. Content will continue to have a focus on large annual events and holidays.
- Content topics will be shared across multiple paid, owned, and earned efforts that are coordinated to maximize the awareness and visibility of each story and Salt Lake as an overall destination.
- Paid efforts will include CTV, digital display, native advertising, OTA, paid social, and paid search.
- Owned efforts will include website (VisitSaltLake.com), social media channels (Facebook, Instagram, Pinterest, Twitter, TikTok), YouTube channel (YouTube Shorts and long-form video), and email newsletters including Visitor News, Member News, and automated e-mail for commerce programs.
- Video production efforts will continue to span promotional, informational, and educational content.
- Visit Salt Lake content will continue to apply brand standards that include IDEA initiatives (Inclusion, Diversity, Equity, Accessibility) throughout all website, advertising, and promotional efforts.
- Publish dynamic and compelling email communication that stays on strategy and keeps subscribers engaged.
- Leverage email program to generate additional web sessions and product sales.
- Enhance program to generate new email database subscribers across digital content.

## SUCCESS METRICS

- Advertising metrics will include total impressions delivered, click-through rate (CTR), and post impression rate (PIR) of 1%.
- Achieve 10% Y/Y growth with total users on VisitSaltLake.com (3.2MM+).
- Grow active consumer e-mail database by 10%.
- Track monthly e-mail communication across all lists with a goal of a minimum 32% aggregate open rate.

## MARKETING

**Objective #2:**  
Increase awareness and desirability of Salt Lake as a premier location to host meetings, conventions, and sporting events.

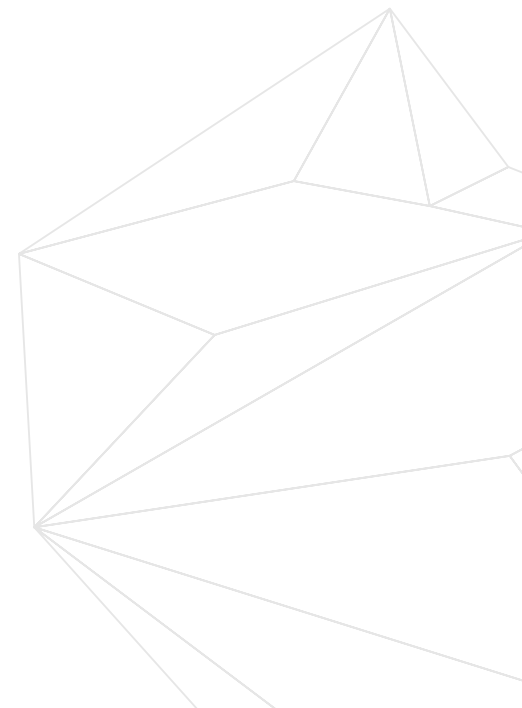
5-Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Extend 'West of Conventional' brand platform through "Whole New Direction" advertising campaign highlighting Salt Lake brand pillars and stories of particular interest to meeting, event and sports planners.
- Continue to enhance content strategy that not only outlines the physical assets of Salt Lake as a meeting and convention destination but also the business and technology climate that support the economic development of the destination.
- Paid marketing for M&C and Sports includes digital display, featured email, paid social, and meeting print advertising.
- Owned marketing efforts for M&C and Sports includes website, email (Meeting News and Sports Salt Lake News), organic social (LinkedIn, Facebook), and YouTube.
- Design and deliver Meeting News and Sports Salt Lake News newsletters.
- Re-haul meetings section of [visitsaltlake.com](http://visitsaltlake.com) to better serve meeting planner audiences and sales team's needs.

## SUCCESS METRICS

- Advertising impressions, click through rate (CTR) with a post impression response of 1%.
- Grow baseline for Cvent marketing strategy to increase pageviews and influence criteria to be listed as a top 25 M&C destination (tier 1) within the next 5 years.



## MARKETING

**Objective #3:**  
Drive incremental  
overnight  
visitation into  
Salt Lake County.

5-Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Work with Utah Office of Tourism and other local suppliers to identify opportunities to develop new leisure experience products for promotion to extend length of stay.
- Develop new itinerary content for ideas to extend length of stay to 2+ nights.
- Invest in targeted tactical campaign partnerships to drive leisure room night sales (e.g., tour operator and airline partnerships).
- Support Salt Lake City International Airport airlift development strategy to invest in tactical campaign partnerships with airlines and key travel trade partners to support new routes.
- Use e-mail remarketing campaign for all data captured through website and affiliate bookings.

## SUCCESS METRICS

- Achieve 40,000+ Adara Impact measured hotel room night bookings.
- Achieve 1% conversion rate for high value task completions on VisitSaltLake.com (high value task completions include a hotel booking on Root Rez, a pass booking through Bandwango, a SuperPass booking, and an email sign up).



## MARKETING

**Objective #4:**  
Promote Salt  
Lake attractions  
and experiences  
supply and extend  
distribution.

5-Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Optimize offering of multi-attraction pass products (Salt Lake Ski Super Pass, Salt Lake Connect Attractions Pass, Salt Lake Brewery Pass, and Salt Lake Discount Passport) to improve ROI and maximize distribution with appropriate commission levels and outreach.
- Streamline and optimize commerce pass product data collection and reporting.
- Develop new compelling content to promote Salt Lake attractions and pass products to drive sales and extend length of stay.
- Develop cross-marketing opportunities on VisitSaltLake.com and other owned channels in related content feature placements and call-to-action links.

## SUCCESS METRICS

- Optimize pass products for wider distribution with at least 1 new distribution partner.
- Increase views of Salt Lake pass product and supply content on VSL.com by 10% Y/Y.



## 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 2024 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.



COMMUNICATIONS &  
PUBLIC RELATIONS

**Objective #1:**  
Shift perceptions  
of and increase  
affinity for  
Salt Lake and  
the 'West of  
Conventional'  
brand.

5-Year Vision  
Strategic Pillar:  
Sales & Marketing

**TACTICS TO SUPPORT OBJECTIVE**

- Oversee development and deployment of timely and well-constructed media pitches, releases, and alerts that convey our destination authentically and positively.
- Produce compelling content that reflects the inventive, welcoming, and diverse nature of Salt Lake.
- Employ a national public relations agency to leverage Salt Lake's offerings to increase media coverage in the domestic, national, and select international markets and expand into emerging markets – all directly relating to increasing visitation and awareness.
- Along with our new agency, conduct proactive outreach to top-tier media outlets and conduct media visits out of state pitching Salt Lake's brand, outdoor recreation, arts and culture, music scene, festivals, culinary standouts, and other assets that set our visitor experience apart.
- Host media familiarization tours in concert with other DMOs, tourism marketing organizations, Visit Salt Lake members, and Salt Lake County partners.
- Continue hosting communications roundtable discussion with teams across Salt Lake County.
- Include brand language in earned media, speeches, press releases, membership communications, content for meetings, board meetings, and Annual Report.

**SUCCESS METRICS**

- Garner earned media coverage of \$3.6 million.
- Create 65 annual pitches, releases, scripts, briefing sheets, and talking points.
- Pitch 85 journalists on stories and Salt Lake trips.
- Host 40 journalists.



COMMUNICATIONS &  
PUBLIC RELATIONS

**Objective #2:**  
Create growing  
positive  
sentiment  
among residents  
and elected  
officials toward  
the visitor  
economy and  
Salt Lake's role  
in destination  
management.

5-Year Vision  
Strategic Pillar:  
Advocacy

## TACTICS TO SUPPORT OBJECTIVE

- Increase visibility of Visit Salt Lake's role in promoting the destination and contributing to balanced visitation in the visitor economy.
- Expand communication of the value of tourism message and VSL's public policy work with elected officials.
- Secure placement in local media highlighting the size and scope of the industry and household tax savings that tourism provides.
- Curate "State of the Visitor Economy" quarterly impact newsletter, build readership and distribution to elected officials, economic organizations, and key decision makers.
- Ensure inclusion of value messaging in all scripts, press releases, talking points, and position papers.
- Garner media coverage of SALT Awards gala to honor frontline workers.
- Evaluate industry and local awards opportunities and actively submit nominations.

## SUCCESS METRICS

- 10% more inclusion of value messaging in regular local media coverage.
- 10% increase in aggregate open rate of "State of the Visitor Economy" newsletter.
- 10% increase in number of awards based on economic value of tourism to the community.
- 15% more media stories placed on value of tourism and economic impact.



COMMUNICATIONS &  
PUBLIC RELATIONS

**Objective #3:**  
Reach a wider  
audience of  
potential  
visitors with  
expanded origin  
market focus.

5-Year Vision  
Strategic Pillar:  
Leisure Growth

**TACTICS TO SUPPORT OBJECTIVE**

- Put new national PR agency in place (dovetail with marketing/influencer program) to identify and reach new origin markets.
- With PR agency, increase media coverage in domestic and select international markets and expand into emerging markets – all directly relating to increased visitation and awareness.
- Expand focus beyond outdoor, promoting dining, arts and cultural experiences, events and festivals, and music scene.
- Plan and execute marketplace visits: in-market visits promoting Utah and trips for media appointments (i.e. Ski Utah Media Trip, IPW Media Marketplace).
- Research hosting key outdoor and travel writers' associations (OWAA, Women in Travel).
- Create new decision matrix for vetting media opportunities and valuing earned media.

**SUCCESS METRICS**

- 15% increase in inbound journalist inquiries.
- 15% increase in media outlets added for targeted outreach.
- Increase 5 new key markets in which we are placing stories.

COMMUNICATIONS &  
PUBLIC RELATIONS

**Objective #4:**  
Support an increasing number of incoming conventions and sports events with local media relations assistance.

5-Year Vision  
Strategic Pillar:  
Meetings and  
Conventions Growth

**TACTICS TO SUPPORT OBJECTIVE**

- Provide expertise and strategic support to conventions, meetings, and sports events.
- Deliver local media strategies, customized lists, media outreach, appearance placement, and final media reports.
- Train new communications manager on local media to conduct outreach for groups.
- Utilize a paid media strategy to leverage earned public relations programs with sponsored content as needed.

**SUCCESS METRICS**

- Service a minimum of 25 conventions and sporting events per year.
- Procure 10% more local coverage on successful conventions hosted.
- Media reports delivered to client with audience size and earned media value.
- Media MP4 videos pulled from TV coverage and delivered as “value added.”



COMMUNICATIONS &  
PUBLIC RELATIONS

**Objective #5:**  
Increase support for  
Sports Salt Lake.

5-Year Vision  
Strategic Pillar:  
Sports Growth

**TACTICS TO SUPPORT OBJECTIVE**

- Increase support for Sports Salt Lake groups, offering free local media relations assistance to more sporting events.
- Provide dedicated Communications team member for sports focus.
- Create stories on volunteer opportunities.
- Invite media to Sports Summit in the fall.

**SUCCESS METRICS**

- Increase number of groups serviced annually by 15%.
- Increase media earned on sports events, pre- and post-event by 10%.
- Increased ticket sales or spectator numbers by 20%.



## MEETING AND CONVENTION SALES

The Sales department identifies and aggressively pursues large city-wide conventions and trade shows, as well as smaller meetings that fit within single hotels/resorts. The team enhances the area economy by booking business throughout Salt Lake County and is the primary driver behind Salt Palace Convention Center and Mountain America Expo Center bookings.





**Objective #1:**

Increase citywide convention bookings across multiple vertical markets including health/medical, corporate, scientific, technical, educational, engineering, user groups, cultural, social welfare, legal, and public administration.

5-Year Vision  
Strategic Pillar:  
Sales & Marketing

**TACTICS TO SUPPORT OBJECTIVE**

- Adapt to ever-changing market changes and find new opportunities by updating our highly researched target account list.
- Deploy five Convention Sales Directors to pursue citywide conventions and trade shows within their assigned vertical markets. These directors handle events with over 2,200 attendees, focusing primarily on opportunities that fill the Salt Palace and use numerous hotels.
- Represent Salt Lake at select trade shows and industry events in a visible and memorable manner.
- Utilize promotional funds to incentivize large conventions to book in Salt Lake.
- Engage Satellite Sales Directors based in Washington DC, Chicago, San Francisco, and Connecticut to meet new prospective clients through initial sales appointments and retention calls.
- Conduct sales trips to meet select clients at their place of business.
- Refine the qualifying process to account for increased hotel inventory and growing interest in Salt Lake.
- Interact with the Event Opportunity Committee to customize Salt Palace rent for select potential conventions.
- Host highly customized, experiential, and memorable site inspections and group familiarization trips that feature Salt Lake's unique characteristics and diverse population.
- Host compelling in-market events to introduce new clients to Salt Lake and renew the interest of past clients.
- Adjust rebooking thresholds for repeat citywide customers such as doTERRA, Young Living Essential Oils, Rootstech, Outdoor Retailer, and Melaleuca to account for changes in their attendance and room night needs.

**SUCCESS METRICS**

- Book 638,600 room nights specific to citywide conventions.
- Host 55 site inspections in 2024 for citywide convention planners.
- Conduct 20 sales trips.
- Attend 16 trade shows.
- Complete 385 prospecting actions.

## MEETING AND CONVENTION SALES

**Objective #2:**  
Increase the number of single hotel/resort meetings from all geographical regions.

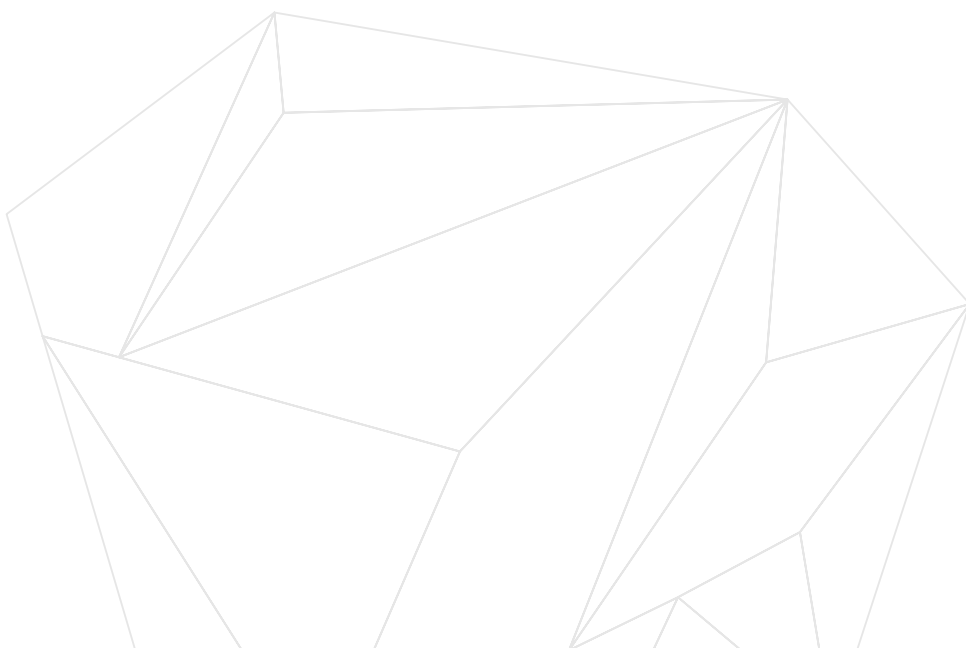
5-Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Deploy four National Sales Managers who handle the assigned geographical regions respectively. These salespeople work in conjunction with the four Satellite Sales Directors to pursue meetings that range from 201-2,200 attendees.
- Partner with local hotel/resort sales staff and national sales organizations to pursue targeted meetings.
- Utilize MINT database, Knowland database and other resources to identify meetings being held in competing locations, and proactively approach new opportunities.
- Hold memorable client events in select feeder destinations.
- Host highly customized, experiential, and memorable site inspections in close coordination with the participating hotels.
- Host a Mountain Meetings Fam to highlight properties in the Cottonwood Canyons.

## SUCCESS METRICS

- Book 145,000 room nights specifically for single hotel/resorts.
- Complete 720 prospecting calls.
- Host 60 site inspections for single hotel/resort meetings.
- Conduct 15 outside sales trips.
- Attend 20 select industry trade shows and events in 2024.



## MEETING AND CONVENTION SALES

**Objective #3:**  
Provide hotel partners with qualified leads for small meetings (10 to 200 attendees) and assist them in closing those opportunities.

5-Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- One Strategic Meetings Manager (SMM) will proactively solicit business from all vertical and geographical market segments.
- The SMM will coordinate with hotels inside and outside of the convention district on M&C strategies by providing support, data, coordination, and expertise.
- Interact with Cvent and other lead submission platforms to ensure Salt Lake is prominently featured and taking advantage of promotional opportunities.
- Maintain contact with planner before, during, and after the meeting to solicit for repeat business.

## SUCCESS METRICS

- Send leads equating to 165,000 potential room nights in 2024.
- Conduct 240 prospecting calls.



## MEETING AND CONVENTION SALES

**Objective #4:**  
Develop and  
utilize sales  
tools to engage  
with the meetings  
and convention  
market, and  
with individual  
clients.

5-Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Update the Meeting Planner Guide (both print and web versions) to incorporate all relevant developments in Salt Lake County.
- Utilize highly customized site inspection itineraries, maps, event invitations, etc.
- Utilize Simpleview CRM to manage client traces, communication, and lead process.
- Further refine and customize the monthly Meet in Salt Lake newsletter.
- Further refine and enhance the newly created DigiDeck platform used for client proposals.
- Maintain an enhanced listing on the Cvent lead submission platform.

## SUCCESS METRICS

- Book 783,600 room nights in 2024.





## MEETING AND CONVENTION SALES

**Objective #5:**  
Strategically  
interact with key  
organizations and  
individuals to  
leverage Visit  
Salt Lake's sales  
efforts.

5-Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Meet with the Convention Sales & Marketing Committee every quarter.
- Meet with the major hotel directors of sales/marketing every other month.
- Meet with the Convention & Tourism Assessment Area (CTAA) committee(s) to ensure funds are spent in the most productive way.
- Interact with brand hotels' respective national sales forces.
- Partner with select third parties such as Maritz Global Travel, ConferenceDirect, Experient, and HelmsBriscoe.
- Interact with select association management companies such as IMN Solutions and SmithBucklin.
- Include hotel partners at trade shows, industry events, and client events when possible.
- Interact with Delta Air Lines' group sales department staff.
- Formalize a partnership with PCMA to get additional exposure to their membership.
- Interact with VSL's marketing department to ensure optimal deployment of sponsorships and advertising.
- Include entities such as Delta Air Lines, SLC International Airport, EDCUtah, Downtown Alliance, Street Ambassadors, Pride Center, and others to increase the effectiveness and memorability of site inspections.
- Meet quarterly with Love Communications to review M&C-related plans and projects.

## SUCCESS METRICS

- Book 783,600 room nights in 2024.

## SERVICES & EVENTS

The Services and Events department provides support to meetings and conventions to ensure success for the planner, attendee, and Salt Lake hospitality community. When a meeting or convention is truly successful, it is likely Salt Lake will benefit from repeat business. This team also executes all Visit Salt Lake and select client events.



## SERVICES & EVENTS

**Objective #1:**  
Provide services, guidance, and insight to upcoming meetings and conventions to ensure their success.

5-Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Work with clients beginning in the early phases of the sales process and throughout the actual event.
- Provide welcome signage, banners, sidewalk chalk art, and/or street musicians to select citywide conventions.
- Interact with VSL's Communications department to generate local media exposure for select conventions.
- Build and maintain relationships with venues, restaurants, theaters, transportation companies, etc. to ensure their ongoing support.
- Proactively alert the Downtown Alliance, Street Ambassadors, Salt Lake Police Department, and other key entities of large upcoming conventions.

## SUCCESS METRICS

- Receive an average score of 4.8 or better (on 5-point scale) on post-convention client surveys.



SERVICES & EVENTS

**Objective #2:**  
Maximize convention attendance.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- Strategize with clients to determine their group's demographics, needs, and goals.
- Work with Love Communications to create customized social media campaigns for select incoming conventions.

SUCCESS METRICS

- Grow attendance to meet or surpass client's anticipated numbers by 5%.

SERVICES & EVENTS

**Objective #3:**  
Provide value to VSL members.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- While hosting meeting planner visits, strategically include all appropriate VSL members.
- Create local experiences for clients that can be replicated during their respective conventions.
- Build relationships with VSL members to ensure their continued support.

SUCCESS METRICS

- Host over 30 meeting planner visits.
- Provide 300 member referrals to clients.



#### SERVICES & EVENTS

**Objective #4:**  
Become increasingly familiar with the meetings and convention market, both locally and nationally.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

#### TACTICS TO SUPPORT OBJECTIVE

- Attend the Event Service Professional's Convention and other events for professional development.
- Attend Destination International Services Summit or Annual Meeting.
- Attend American Association of Association Executives Annual Meeting.
- Attend Simpleview Summit.

#### SUCCESS METRICS

- Meet in person with select repeat clients with VSL Vice President of Sales.
- Receive an average score of 4.8 or better (on a 5-point scale) on post-convention client surveys.

#### SERVICES & EVENTS

**Objective #5:**  
Successfully execute Visit Salt Lake's events.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

#### TACTICS TO SUPPORT OBJECTIVE

- Produce memorable events within established budgets.
- Support and produce other industry meetings as assigned.

#### SUCCESS METRICS

- Produce four Executive Committee meetings, three quarterly Board meetings, Salt Awards, Annual Board Retreat, and Ski Biz.
- Strengthen relationships with vendors while creating successful events.



## 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.



**Objective #1:**  
Continue an aggressive sales and relationship-driven approach on pursuing new and returning events for Salt Lake.

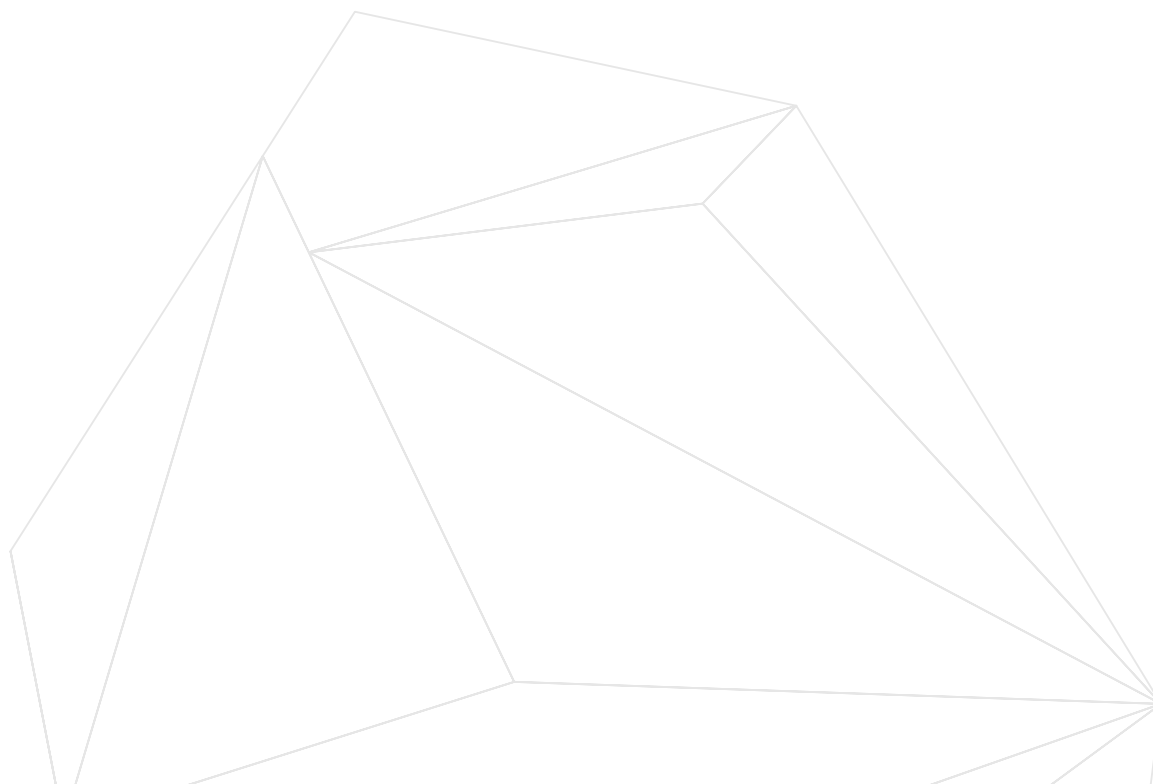
5 Year Vision  
Strategic Pillar:  
Sales & Marketing

#### TACTICS TO SUPPORT OBJECTIVE

- Proactively prospect for regional and national events.
- Continue building relationships with the 25 key venues in Salt Lake for future tournaments and events.
- Conduct sales trips to prospective sports organizations, and present bids to selection committees.
- Commit to a high level of client interaction from bid through post-event.

#### SUCCESS METRICS

- Complete at least 26 prospecting actions per salesperson each quarter.
- Conduct a minimum of 8 sales trips.
- Host a minimum of 10 site inspections.
- Book 316,439 room nights in 2024.



## SPORTS SALT LAKE

**Objective #2:**  
Increase national  
brand awareness of  
Sports Salt Lake  
as a leader in  
the sports tourism  
industry.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Represent Sports Salt Lake in a visible and effective manner at select trade shows and industry events.
- Serve on national committees and boards of high-profile organizations such as Sports ETA and Connect Sports.
- Host targeted national governing bodies and rights holders in Salt Lake onsite inspections.
- Conduct sales trips to key destinations such as Colorado Springs and Indianapolis that contain a large number of national governing bodies. Sales trips are also used to give presentations to groups and boards when attempting to close deals.
- Conduct a marketing/advertising campaign to showcase Sports Salt Lake in the sports tourism industry national marketplace. Strategic deployment of sponsorship and advertising dollars.
- Invest in key sports lead sourcing software including Playeasy, Huddle UP.

## SUCCESS METRICS

- Attend 7 key sports trade shows such as Connect Sports, Sports ETA, TEAMS, Sports Congress, Sports Relationship, and 4S Summit, and Esports Travel Summit.
- Complete a minimum of 8 sales trips.
- Host 10 site inspections.
- Implement strategic partnerships with Sports ETA and other entities.
- Develop 20% additional new leads and business opportunities over 2023.

**Objective #3:**  
Grow partnerships  
with venue  
operators  
to increase  
opportunities  
and awareness of  
Sports Salt Lake.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Host monthly meetings with major venues and entities that have oversight of venue operations. Educate venues on the opportunities and benefits of hosting sports tourism-related events.
- Host sports tourism networking events during the year.
- Educate venues on ways Sports Salt Lake can help with marketing and promotion.

## SUCCESS METRICS

- Complete 24 venue sales calls per year for each Sales Manager.
- A 15% increase in diversity of sports bookings at various venues around Salt Lake in 2024, as compared to the top 3 venues: Salt Palace Convention Center, Salt Lake Regional Athletic Complex, and Mountain America Expo.





## SPORTS SALT LAKE

**Objective #4:**  
Continue  
partnerships  
with South Valley  
Chamber and  
ChamberWest.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Dedicated sports tourism sales manager assigned to South Valley Chamber and ChamberWest. The Sales Managers have sales goals but will also serve the chamber as needed.
- Consistent outreach, engagement, and relationship building by Sports Tourism Sales Manager with area venues and hotels that fall within the regions of South Valley Chamber and ChamberWest.
- Aggressive sales-centric approach to soliciting and bidding for events that could be a good fit within that region of Salt Lake valley.
- Develop relationships and influence with municipalities, economic development offices, and parks and rec offices in the greater metro areas of Salt Lake.
- Host site inspections and sales trips.
- Attend industry events by Sports Salt Lake to sell the South Valley and West Region areas more effectively.

## SUCCESS METRICS

- Increase the number of booked events in the South Valley area and West Region areas by 20%.
- Each Sales Manager will conduct 3 sales trips annually.
- Each Sales Manager will attend a minimum of 2 sports trade shows.
- Book 20% more events in South Valley and West Region in 2024 than in 2023.

**Objective #5:**  
Elevate local  
community awareness  
on the benefits of  
sports tourism.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

**TACTICS TO SUPPORT OBJECTIVE**

- Host the third annual Sports Tourism Summit in fall of 2024. All area venues, local sports organizers, area municipality leaders, and area parks and rec departments will be invited to attend, along with hospitality partners and suppliers. The event will include networking, educational opportunities, and vendor components.
- Present sports tourism information and data to municipality leaders, local boards, parks and recreation departments, and economic development offices.
- Host sports tourism meetings with local hotels by region, either by video or live interactions.
- Host at least 1 hotel sports tourism meeting in both the South and West Regions.

**SUCCESS METRICS**

- Attract 25% more attendees to the fall Sports Tourism Summit than year prior.
- Create 25% more buy-in and interactions with community leaders, municipalities, and venues.
- Improve hotel response rate by 25% when sending sports leads.

## SPORTS SALT LAKE

**Objective #6:**  
Build upon the Athlete Experience Program to ensure successful events and positive attendee experience.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Bring in additional staff to expand Sports Salt Lake's capabilities as a full-service sports sales and marketing organization.
- Host event organizer site planning trips.
- Travel for promotional attendance year prior (as needed).
- Utilize new Fabric program to implement scavenger hunts and other promotional activities during events.
- Develop customized social media campaigns.
- Creation of vendor row/festival zones during select events.
- Assist with unique requests and requirements (examples: food trucks, athlete lounge, on-site activities, etc.)
- Serve on Local Organizing Committees as needed.
- Problem-solve as events encounter issues, ensuring Sports Salt Lake is seen as a leader in sports servicing and logistics.
- Utilize Sports Salt Lake activation booth with games and information on discounts.
- Ensure the organizers, athletes, and guests feel welcome and supported during event.
- Provide onsite assistance during the event with the organizers, with a high level of customer service and involvement in challenges as they arise.

## SUCCESS METRICS

- Book 20% more events in 2024 than in 2023.
- Athlete Experience Program utilized in 75% or more of all events.
- Confirm 20 or more companies participating in vendor row.
- Increase in event rebookings by 10%.
- Number of local/national news stories increased by 10%.

## SPORTS SALT LAKE

**Objective #7:**  
Continue to grow volunteer program for Salt Lake sports and events, with the long-term goal of being a leading entity in the region for volunteerism.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Maintain the volunteer software program on an annual basis.
- Continue to proactively approach groups and organizations to build the list of volunteers.
- Provide regular communication to volunteers to ensure engagement.
- Provide ongoing training / group meetings with volunteers.

## SUCCESS METRICS

- Increase current active volunteer pool by 30%.
- 25% increase of sporting events utilizing Sports Salt Lake's volunteer database.



## SPORTS SALT LAKE

**Objective #8:**  
Creation of  
Sports Salt Lake-  
owned programs to  
promote community  
Involvement.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

**TACTICS TO SUPPORT OBJECTIVE**

- Buildout of Sports Tourism Summit to include sponsorships and heightened community involvement.
- Creation of Sports Salt Lake-owned and managed event(s) to leverage strategic partnerships and foster community collaboration.
- Promoting community accessibility to all sports.
- Creating strategic relationships with national sports organizations that support growth of sports tourism and venue development in the local community.

**SUCCESS METRICS**

- Create a minimum of 2 owned and operated events in 2024.
- Increase vendors by 50% for Sports Tourism Summit.
- Host 2 meetings with national organizations to support growth of local sports tourism / venue development.





## **TOURISM DEVELOPMENT & TRAVEL TRADE**

Tourism Development works within the Marketing department to create and implement travel trade B2B2C sales efforts and programs driving awareness, bookings, and visitation by targeted national and international FIT leisure visitors and tour groups. Another key function of this team is to connect with, enable, and activate the network of Salt Lake suppliers (e.g., hotels, attractions, guided tours, etc.) to increase demand for the destination—with a primary focus on linking Salt Lake supply with key global distributors. The team also works with Development to curate educational events and programs to enhance supplier skills, knowledge, and market readiness to compete globally.

TOURISM DEVELOPMENT  
& TRAVEL TRADE

**Objective #1:**  
Grow relationships  
with international  
and domestic  
travel trade  
to increase  
destination  
awareness that  
drives incremental  
bookings and  
extends length  
of stay.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Engage with key travel trade— tour operators, wholesalers, receptives, destination management companies (DMC), OTAs, and travel agents— in priority source markets to include or add a minimum of two days to Salt Lake itineraries.
- Develop an accessible online training platform and resource center for the travel trade with updated content to help educate, promote, and sell Salt Lake products.
- Attend key industry domestic and international trade shows to bolster product awareness, i.e., IPW, Go West, International Inbound Tour Association, Mountain Travel Symposium, etc.
- Partner with Utah Office of Tourism and Brand USA on marketing and sales opportunities, sales missions, and FAM tours.
- Actively engage with mountain west organizations such as The Great American West and Grand Circle Association to promote Salt Lake as the preferred gateway into Utah, the Mighty 5®, and the American West.
- Participate in ski marketing activities and sales missions.
- Continue to rebuild the tour and travel database.

## SUCCESS METRICS

- Set baseline for travel trade leisure sales room nights generated from B2B2C campaigns with operators and OTAs.
- Make 15 prospecting calls and 20 member referrals per quarter.
- Develop and host a minimum of 6 FAMs for Inbound Tour Operators.

TOURISM DEVELOPMENT  
& TRAVEL TRADE

**Objective #2:**  
Continue to  
foster a strong  
partnership with  
SLC International  
Airport to support  
new and existing  
air service.

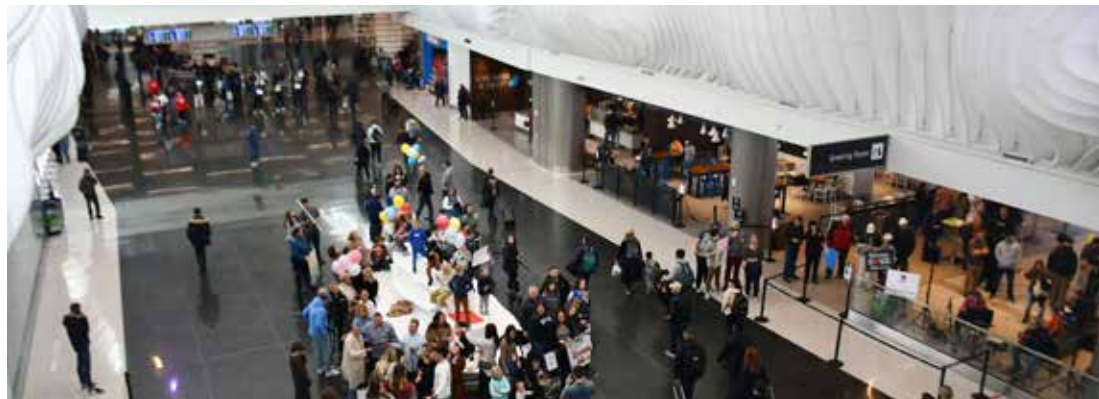
5 Year Vision  
Strategic Pillar:  
Sales & Marketing

**TACTICS TO SUPPORT OBJECTIVE**

- Meet regularly with marketing and operation teams at SLC International Airport.
- Promote SLC International Airport as the preferred gateway airport to Utah and the American West.
- Support new and potential airlift by providing content and assets for pitch materials.
- Help promote new airline launches—update travel trade on airport expansion developments.
- Conduct airline agent trainings, host FAMs as needed.

**SUCCESS METRICS**

- Assist SLC International Airport with promotion and creation of new air service destinations.
- Promote SLC International Airport as the preferred gateway to the American West in all promotional activities, VSL-owned marketing assets, and FAMs.
- Work with car rental companies to negotiate one-way car rental returns to enhance fly/drive packages developed by domestic and international tour operators.



TOURISM DEVELOPMENT  
& TRAVEL TRADE

**Objective #3:**  
Deepen  
relationships  
with suppliers to  
increase Salt Lake  
product offerings  
and connections  
with travel trade  
buyers.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

## TACTICS TO SUPPORT OBJECTIVE

- Conduct an audit of Salt Lake County suppliers to understand their level of readiness for working with the travel trade.
- Work with suppliers to develop market-ready products for global distribution.
- Provide suppliers with additional skills training and 1:1 support to enhance their knowledge and expertise to effectively work with the travel trade.
- Partner with the Utah Office of Tourism to track leisure bookings in Salt Lake County.
- Support B2B2C marketing campaigns that report on incremental bookings as a result of our buy-in participation.

## SUCCESS METRICS

- Number of new products on new and existing itineraries.
- Number of new buyers selling Salt Lake product.
- Number of supplier training sessions.
- Incremental bookings from marketing campaigns.

TOURISM DEVELOPMENT  
& TRAVEL TRADE

**Objective #4:**  
Educate and train  
the travel trade  
to become experts  
and ambassadors of  
Salt Lake.

5 Year Vision  
Strategic Pillar:  
Sales & Marketing

**TACTICS TO SUPPORT OBJECTIVE**

- Identify an online training platform for the travel trade that runs parallel to VSL's Ambassador program.
- Develop curriculum content and a comprehensive resource center/toolkit for the trade.
- Launch and promote the training program at trade shows, missions, meetings, and outreach through VSL's tour and travel database.
- Create frequent updates to keep the travel trade informed about the destination's latest developments.
- Update content on Visit Utah's Specialist Program, Brand USA's Discovery Program, and other platforms and websites to align with and link to the VSL travel trade program.

**SUCCESS METRICS**

- Develop travel trade training program in Q1, launch in Q2.
- Certify 150 Salt Lake travel trade experts.





## DEVELOPMENT

The Development department works to boost private sector growth through strong partnerships and memberships, while also elevating the hospitality industry. We also aim to strengthen community relationships by uniting the Visit Salt Lake teams and the wider community.



## DEVELOPMENT

**Objective #1:**  
Strengthen and grow memberships to help drive revenue and elevate community awareness and involvement of VSL.

5 Year Vision  
Strategic Pillar:  
Advocacy

## TACTICS TO SUPPORT OBJECTIVE

- Launch 'tiered' membership by offering varied benefits and accessible price points. Development aims to attract new members who may have different preferences and financial capabilities.
- Implement a subscription-based payment system to make the membership process more convenient for both the VSL team and our members.
- Maintain current membership base with consistent engagement through networking events, training sessions, and educational programs.
- Provide ongoing member engagement to ensure members feel valued and loved.
- Conduct annual survey to ensure members find value in partnerships.

## SUCCESS METRICS

- Increase the total number of members by 50%.
- Introduce 25 new members per month, leveraging the new tiers to convert lapsed members, work closely with partner organizations, and onboard new members.
- Maintain 90% retention rate of existing members annually.
- Successfully onboard 80% of members to subscription/automated.
- Reduce membership cancellations to less than 10% with automated renewals.
- Increase attendance at quarterly membership events by 20% to drive impact.
- Track monthly member email communications with a goal of 20% open rate annually.
- Maintain a Net Promoter Score of 75 or higher for members.

## DEVELOPMENT

**Objective #2:**  
Develop strong  
partnerships  
within the  
community to  
elevate VSL  
impact.

5 Year Vision  
Strategic Pillar:  
Management

## TACTICS TO SUPPORT OBJECTIVE

- Expand the partnership model to include strategic alliances with non-traditional tourism partners that expand our commercial reach and drives revenue. This will also create new assets that strengthen the Salt Lake brand and help us become a Tier 1 city for Meetings and Conventions.
- Cultivate meaningful relationships and find common ground for collaboration with brands.
- Create joint marketing campaigns and branding initiatives that leverage the strengths of our partners. Utilize various channels, such as social media, email marketing, and events, to reach a broader audience and increase brand visibility.
- Organize and co-host events/workshops with our partners to educate the community on VSL. This will not only help us deepen our relationships but also demonstrate expertise and thought leadership for VSL.
- Develop a comprehensive frontline training educational program that offers valuable insights, skills, and knowledge to partners and their employees about Visit Salt Lake to enhance the visitor experience. This program will not only enhance the knowledge about Visit Salt Lake but can also foster a sense of community and collaboration among partners and members.
- Maintain strong stewardship with our partners to ensure we cultivate and deepen the relationships.

## SUCCESS METRICS

- Partner with a minimum of five new strategic alliance/brands increasing partnership revenue by \$250,000.
- Successfully market and introduce 500 frontline staff members to the frontline training with a completion rate of 80%.
- Mobile Event Activations:
  - Coordinate a roadshow to frontline locations throughout the county and amongst regions to drive awareness of frontline staff program.
  - Identify 4 events where the VSL Mobile Visitor Center will engage in-market at strategic sporting events, festivals, and other special events across the region.
- Grow SALT Awards attendance by 30% and increase award giveaway to \$2,500.
- Work with Sports Salt Lake, Sales, and Services departments to partner on community tie-ins with events and successfully incorporate partners/ members into events.
- Maintain a 75% renewal rate on strategic partnerships annually.

## DEVELOPMENT

**Objective #3:**  
Expand our footprint by launching a Community Impact Fund (501c3) to serve as the impact arm of VSL.

5 Year Vision  
Strategic Pillar:  
Advocacy

## TACTICS TO SUPPORT OBJECTIVE

- Develop initiatives for Impact Foundation that support mission of Sport, Visitor Economy, and Community. Develop strong partnerships with non-profit organizations and charities to support community.
- Identify key stakeholders to be involved in Impact Foundation to ensure success.
- Develop pipeline for funding of impact fund and identify 5 seed donors to support launch of impact fund.

## SUCCESS METRICS

- Raise \$250k for seed funding of VSL Impact Foundation.
- Support 10 community initiatives with funding from VSL Impact Foundation.



DEVELOPMENT	TACTICS TO SUPPORT OBJECTIVE	SUCCESS METRICS
<p><b>Objective #4:</b> Increase revenue and impact of Salt &amp; Honey retail sales.</p> <div data-bbox="218 613 619 799"> <p>5 Year Vision Strategic Pillar: Sales &amp; Marketing</p> </div>	<ul style="list-style-type: none"> <li>• Launch gift baskets/gifts for members/departments to drive new revenue channel.</li> <li>• Continually update product inventory to reflect customer spending.</li> <li>• Provide a mix of Visit Salt Lake branded merchandise, and Salt &amp; Honey Local Makers Market merchandise.</li> <li>• Ensure Salt &amp; Honey signage is properly displayed in the Salt Palace at all times.</li> <li>• Work with Sales, Services, Communications, and Marketing to provide gift cards to influencers, writers, and meeting planners to utilize in Salt &amp; Honey as a way to further promote the brand.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase Salt &amp; Honey gross revenue by 30%.</li> </ul>



A man and a woman are standing on a rooftop pool deck, holding hands and looking out over a cityscape. The man is wearing a light-colored shirt and dark pants, and the woman is wearing a red top and teal pants. They are standing in front of a glass railing. In the foreground, there is a swimming pool with blue water. The background shows a city with various buildings and a range of mountains in the distance under a clear blue sky.

WE'RE PLANNING FOR THE FUTURE

# **THE SUCCESSFUL APPROVAL OF CTAA LEGISLATION:**

Visit Salt Lake offers our heartfelt thanks to all our partners and municipalities for their diligence, time, and hard work on passage of the SLCo CTAA. With this additional funding, we anticipate tourism and the visitor economy to become a much more significant contributor to our local economy, creating economic growth and tax relief for residents, and increasing occupancy and RevPar for our participating hotel partners.

New funding generated will allow us to greatly increase marketing efforts and the number of incentives we offer, making us much more competitive in attracting visitors for convention and sports events.



# 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.

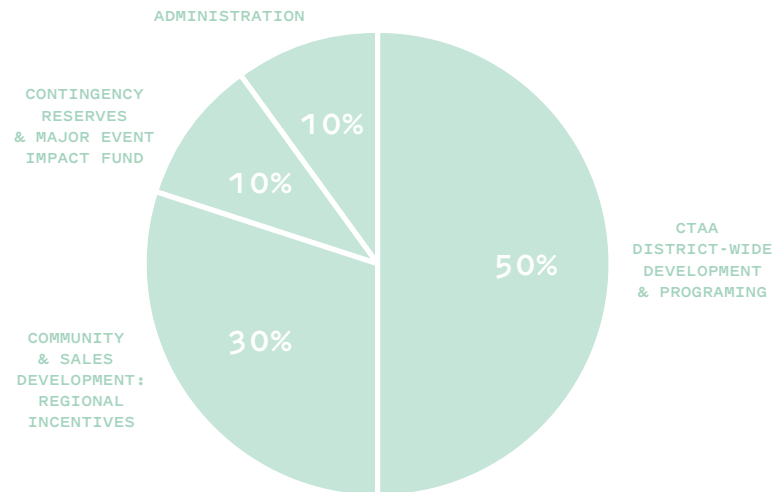
## **Contingency, Reserves & Major Event Impact Fund**

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.

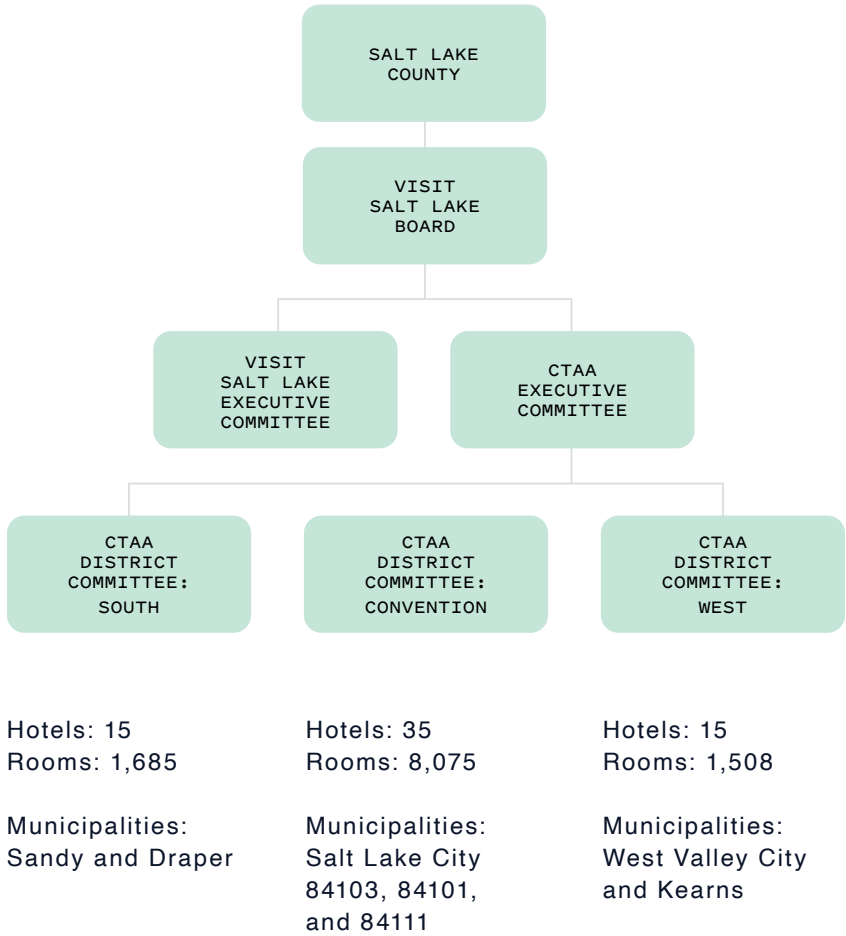
CTAA'S BUDGET ALLOCATIONS\*\*



*\*\* 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.*

**Executive and District Committees**

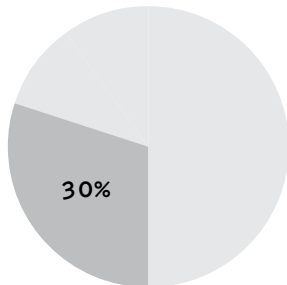
Each district elects a CTAA District Management Committee of representatives from the benefited properties, with 3-9 voting members. District committees will have ex-officio participation from the municipalities and chamber of commerce within its boundaries. The CTAA Executive Committee will be comprised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



*Hotel and room numbers as of August 2023.*

## SLCo CTAA REGIONAL INCENTIVES

The regional incentives offered by the SLCo CTAA provide Visit Salt Lake, and the district committees, with the ability to enhance new and recurring business in the convention and sports industries through promotional offers. These incentives will be weighed through new methods to assess the value of opportunities within specific districts.



## CONVENTION DISTRICT

**Community & Sales Development: Regional Incentives - \$1,530,000**

Program	Recommended Measurables
National Sheriff's Association - 2027	<ul style="list-style-type: none"> <li>- Number of Attendees</li> <li>- Room Nights Generated</li> <li>- Direct Economic Impact</li> </ul>
Public Library Association - 2028	
ARVO - 2031	
US Sports Congress - 2025	

## WEST DISTRICT

**Community & Sales Development: Regional Incentives - \$240,000**

Program	Recommended Measurables
LPGA Legends - 2024	<ul style="list-style-type: none"> <li>- Number of Attendees</li> <li>- Room Nights Generated</li> <li>- Direct Economic Impact</li> </ul>
Curling Olympic Trials - 2026	
ESPN Gymnastics Weekend - 2024	

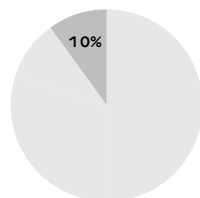
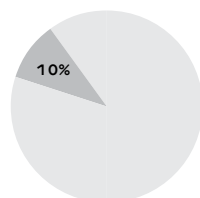
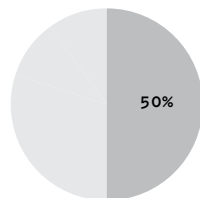
## SOUTH DISTRICT

**Community & Sales Development: Regional Incentives - \$270,000**

Program	Recommended Measurables
National Horseshoe World Championships - 2025	<ul style="list-style-type: none"> <li>- Number of Attendees</li> <li>- Room Nights Generated</li> <li>- Direct Economic Impact</li> </ul>
International Exhibition Events - 2025	
American Cornhole League World Championship Series - 2025	

## SLCo CTAA DISTRICT-WIDE

The districtwide programing offered by the SLCo CTAA provide Visit Salt Lake, and the executive committee, with the ability to promote CTAA districts as leisure, meetings and major event destinations. An increase in demand, room rates, and hotel occupancy across the three districts will contribute towards districtwide success measures.



### CTAA Districtwide Development & Programming - \$3,400,000

Program	Recommended Measurables
Brand Building, Demand Generation, and Booking	<ul style="list-style-type: none"> <li>- Ad effectiveness, Return on Ad Spend</li> <li>- Adara Impact Hotel Room Bookings</li> <li>- Partner Hotel Room Bookings (e.g. Expedia)</li> </ul>
CTAA Hotel Photography	<ul style="list-style-type: none"> <li>- 5-10 professional images of main feature, interior and exterior of property</li> </ul>
Brand Activation, Media, Client Events	<ul style="list-style-type: none"> <li>- Earned Media</li> <li>- Number of key clients at events</li> <li>- Brand sponsorship private revenue</li> </ul>
Travel Trade & Global Tourism Development	<ul style="list-style-type: none"> <li>- Partner hotel room bookings</li> <li>- Total travel agents trained</li> <li>- Total new partnership programs</li> </ul>

### Contingency Reserves & Major Event Impact Fund - \$680,000

Program	Recommended Measurables
The NBA Draft - 2025	<ul style="list-style-type: none"> <li>- Number of Attendees</li> <li>- Total Economic Impact</li> </ul>
The Winter Olympics - 2030 or 2034	

### Administration & Operations - \$680,000

Program
2% administrative fee to Salt Lake County Treasurer's Office
Visit Salt Lake Staff - Program Administrator
Visit Salt Lake Staff - Financial Analyst
Quarterly Meeting and Program Incidentals







## NOTEWORTHY



