2027 Annual Plan



Visit Salt Lake

America's Mountain City™


Visit
Salt
Lake
America's
Mountain City™
Annual Plan



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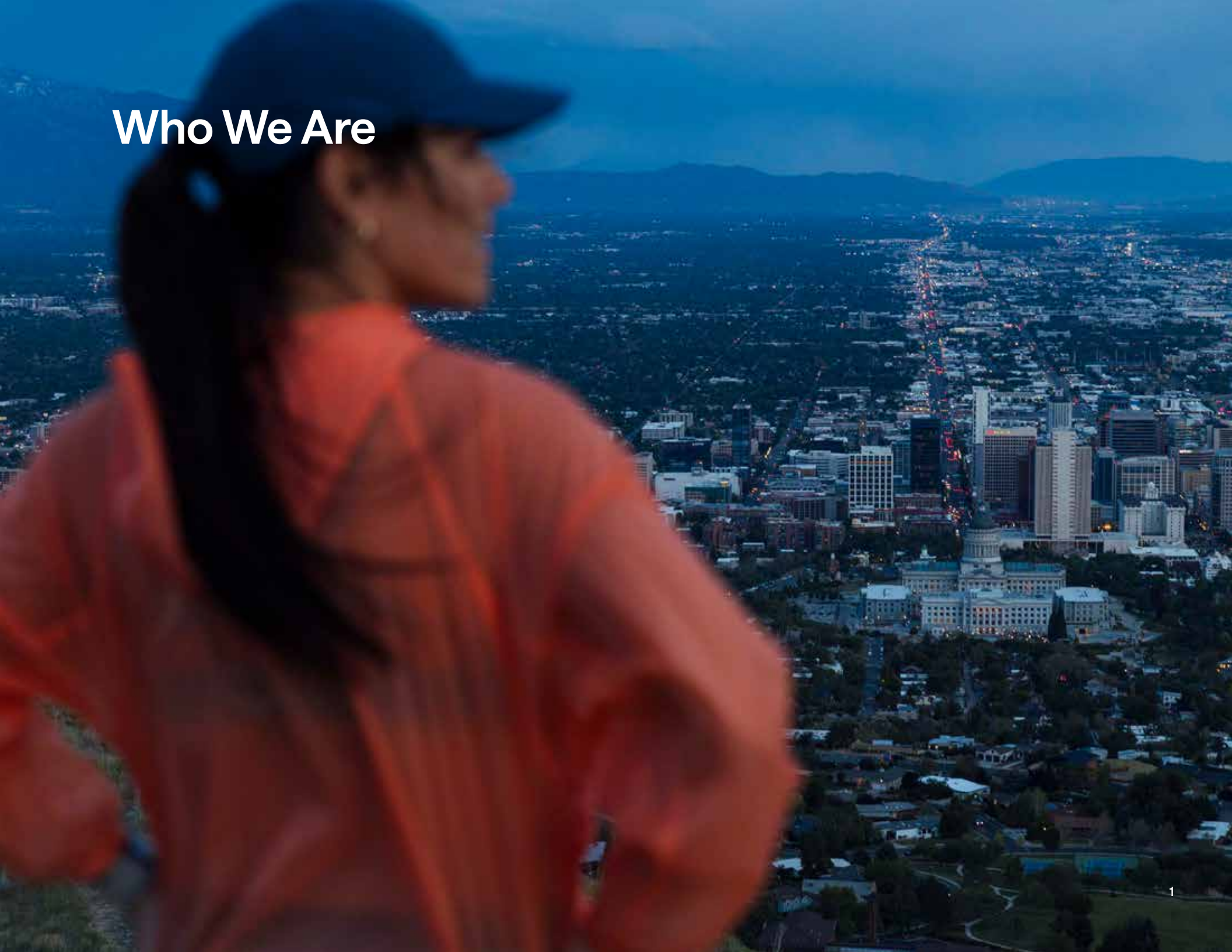
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Who We Are



Hello, we're

Visit Salt Lake

Visit Salt Lake is a private, nonprofit corporation that powers our region's growth by strategically recruiting and retaining meetings, conventions, and sporting events. In partnership with Salt Lake County, we support local jobs, small businesses, and the overall quality of life for residents.



The next several years will mark a pivotal chapter in our mission. As we rebuild the Salt Palace Convention Center for the next generation, our job is to protect the businesses and jobs that depend on visitation today while we build for the visitation of tomorrow.

Much like a 401(k), the conventions and events secured today by Visit Salt Lake are long-term investments–generating reliable, future economic returns that local businesses and venues can count on.

Whether it's a convention or sporting event, these moments become a driver for future investment, job creation, and vibrancy in every corner of Salt Lake County.



Salt Lake County's Visitor Economy

Community prosperity is our purpose.

Bringing new dollars into Salt Lake County produces direct and indirect benefits to multiple sectors of the economy, including hotels, restaurants, attractions, transportation, and retail.

This $6.18 billion in visitor spending brings new dollars into Salt Lake County, money that wouldn't otherwise be here, benefiting hotels, restaurants, attractions, transportation, and retail businesses across the community. That spending supported 65,200 jobs in Salt Lake County, nearly 1 in 10 jobs countywide.



$6.18B

TOTAL VISITOR SPENDING IN SALT LAKE COUNTY



$572M

DIRECT VISITOR-GENERATED TAX REVENUE IN SALT LAKE COUNTY



65,200

TOTAL JOBS, INCLUDING INDIRECT & INDUCED EFFECTS



45%

OF UTAH'S TOTAL VISITOR SPENDING COMES FROM SALT LAKE COUNTY



***$1,900**

PER SALT LAKE COUNTY HOUSEHOLD IN VISITOR-GENERATED TAX REVENUE

*$1,900 per household in tax revenue from visitors, not residents, helps support state and local public services, transportation infrastructure, education, cultural and recreational amenities and natural resources.

DSXO: Destination Sales and Experience Organization

Visit Salt Lake is a sales first organization. We book meetings, conventions, and sporting events across Salt Lake County that drive economic impact and repeat visitation. That focus shapes everything else we do, from the experiences we help create to the way we measure success.

Sales fill hotel rooms and the experiences we provide bring people back. When a meeting planner chooses Salt Lake County, our work continues well past the booking, coordinating with venues, connecting groups to local partners, and shaping the visitor experience so attendees leave with a reason to return, whether for another event or a personal trip.

This is how we operate as a DSXO: sales-driven, experience-minded, and focused on the long-term value each visit brings to our community.

Why DSXO?

The SPCC expansion and the 2034 Winter Olympics position Salt Lake for national and global opportunity.

Federal examination of promotional entities threatens the sustainability of traditional DMOs—making our sales- and impact-forward approach more defensible.

Major convention center expansions across the country mean we must stay competitive through purposeful storytelling and strategic investment.

Visit Salt Lake:
A Sales and Experience Organization

We exist to drive prosperity for Salt Lake County through the visitor economy.

How We Work

Our three pillars:

Recruitment // Retention // Destination Activation

Recruiting meetings, conventions, & sports, retaining visitors, activating prosperity

What Success Looks Like

Our three strategic objectives:

Secure our financial future by sustaining Salt Lake County's hotel and business economy through the Salt Palace's reconstruction and building demand for what the reimagined center will offer next.

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

Cultivate a curiously informed, empowered, and collaborative workforce

Our OKRs connect our team efforts to our pillars and our objectives.



From Sales to Experiences:
The DSXO Model

We recruit meetings, conventions, and sporting events, driving impact to Salt Lake County through the visitor economy. Experiences are how we activate our destination and retain visitors; driving satisfaction and longer stays.



Meetings & Conventions

Recruits conventions and meetings that fill hotels, restaurants, venues and drive visitor spending.



Sports Salt Lake

Focuses on youth and amateur sporting events that generate economic impact and showcase venues across Salt Lake County.



Global Travel Trade

Builds long-haul and international travel through tour operators, airlines, and travel partners.



Marketing & Communications

Drives awareness and shapes perceptions of Salt Lake through national media, paid media campaigns, and brand storytelling.



Services

Supports meeting planners, partners and visitors with resources that enhance the overall Salt Lake experience.



Partnerships

Connects local businesses to the visitor economy, driving shared success and collaboration.



Signature Events

Signature experiences—like Winter Roundup, and SALT Awards—that amplify our brand and showcase Salt Lake as a must-visit destination.



Visitor Services

Welcomes and assists visitors, ensuring a positive first impression and a seamless stay.





State of the Destination

TRENDS & INSIGHTS

What's Shaping 2027

TRAVEL

$1.42T

U.S. travel spending hits a record in 2027, driven by domestic leisure.

U.S. Travel Association

EVENTS

$2.1B

Spent downtown on dining, shopping, and entertainment in 2025, up 6%.

Downtown Alliance

AI

56%

Of U.S. travelers now use AI to plan or book a trip.

Phocuswright

HOSPITALITY

2,800

Utah leisure & hospitality jobs shed year-over-year, even as the state grew.

Utah Dept. of Workforce Services

SPORTS

$274.5B

National economic impact of sports tourism in 2025.

Sports ETA

Content consolidated from the five standalone Trends & Insights pages (Travel, Events, AI, Hospitality, Sports) into one page — headline stat only per theme, full detail available on request.



Salt Lake County Visitor Economy 2027 Opportunities & Headwinds

The local, national, and international phenomena impacting our outlook for the visitor economy in 2027

Opportunities

Increased availability creates greater potential for single-hotel booking opportunities.

Strong demand performance in early 2026 continues to exceed national forecasts.

Ongoing public and private investment supports long-term destination growth and competitiveness.

Average Daily Rate (ADR) continues to strengthen despite relatively flat occupancy growth, reflecting sustained pricing power.

Headwinds

The closure of the Salt Palace Convention Center creates significant booking gaps that will need to be addressed in 2027 and beyond.

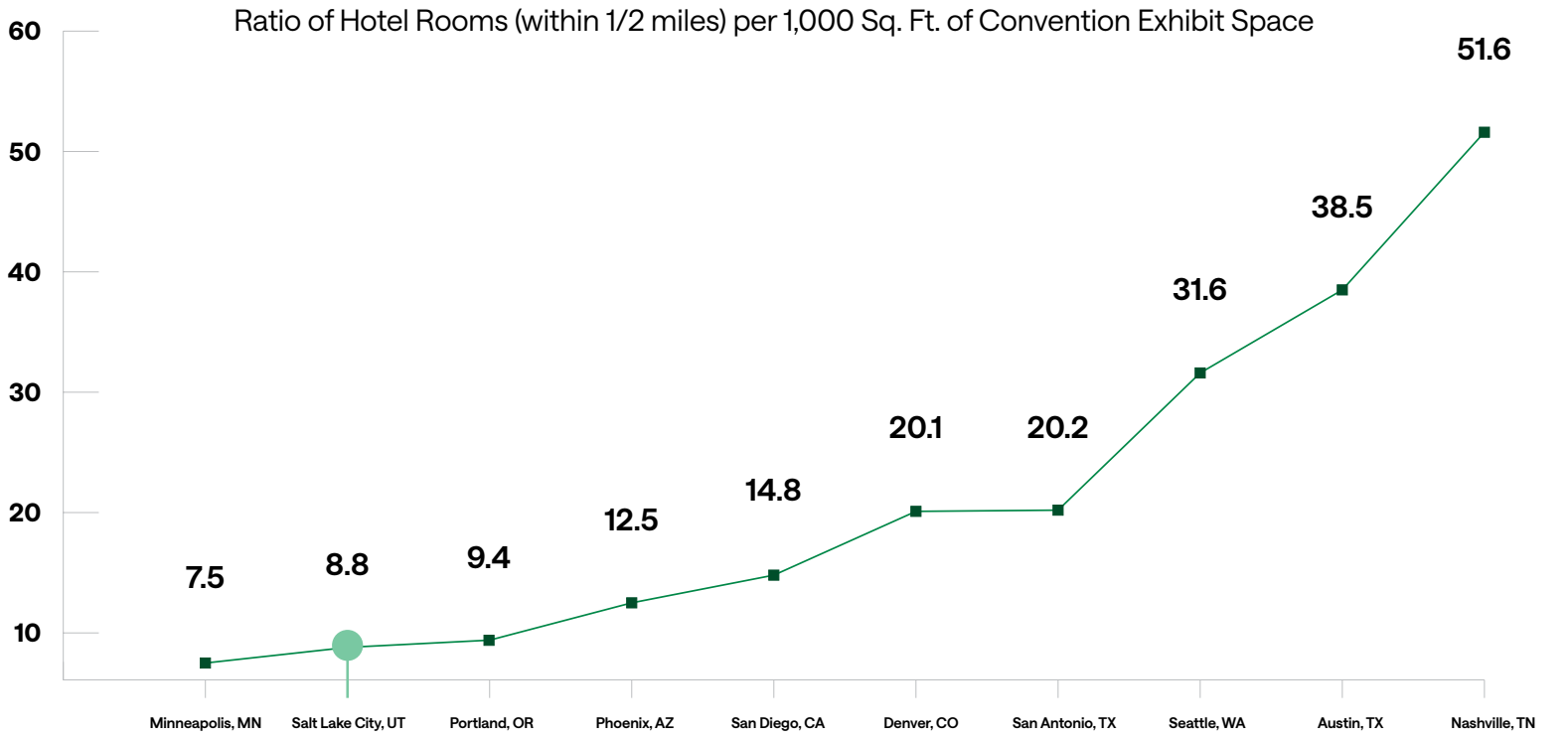
Rising air travel and fuel costs may impact group attendance and overall visitation demand.

Continued construction activity throughout the downtown core may affect the visitor experience and event logistics.

Lack of key details related to the end of SPCC construction and other district amenities complicates bookings.

Hotel Inventory

Salt Lake County has untapped opportunity, given its relatively low hotel room inventory when compared to cities in our competitive set. Notably, the Salt Lake Convention District has low room inventory relative to the size of the SPCC. Each new hotel room added to the market represents jobs created, visitor dollars captured, and the ability to host larger conventions and events that currently outpace our supply.



	Minneapolis, MN	Salt Lake City, UT	Portland, OR	Phoenix, AZ	San Diego, CA	Denver, CO	San Antonio, TX	Seattle, WA	Austin, TX	Nashville, TN
Hotel Rooms within 1/2 Mile	3,567	4,530	2,405	6,289	9,137	11,758	10,371	12,998	12,921	18,069
Exhibit Space (Sq. Ft.)	475,000	515,000	255,000	502,500	615,700	584,000	514,000	411,400	335,963	350,000

Leading industry experts Hunden Partners, an advisor for economic, real estate and tourism development, typically targets about 15 (or 10 at a minimum) walkable hotel rooms for every 1,000 sq ft of exhibit space in a convention district (i.e., within roughly a 1/3-mile or 1,800-ft walk).

Hotel Performance

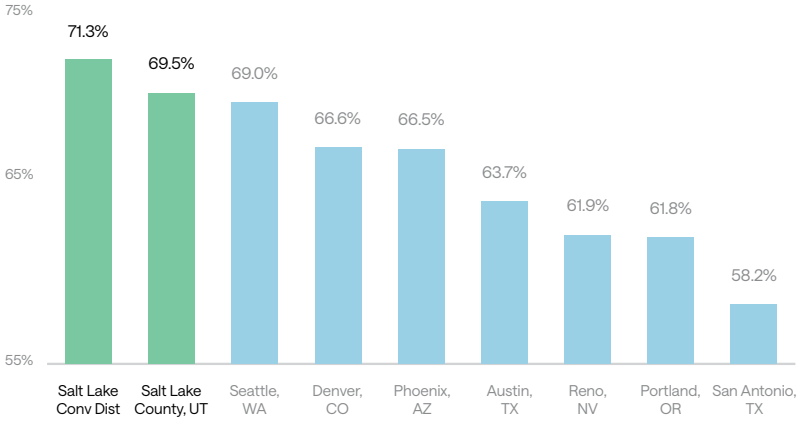
Occupancy Trends

For the first time since 2020, U.S. hotel occupancy declined year over year, decreasing by an average of 1.2%. Salt Lake County outperformed many competing western markets, with a modest 0.5% decrease. Occupancy has rebounded in the first 6 months of 2026 with strong overall growth of 4.6%. At the same time, the Salt Lake Convention District experienced year-over-year occupancy growth, with the largest gains coming from the group market segment. This performance underscores the continued strength of Salt Lake as a meetings and events destination.

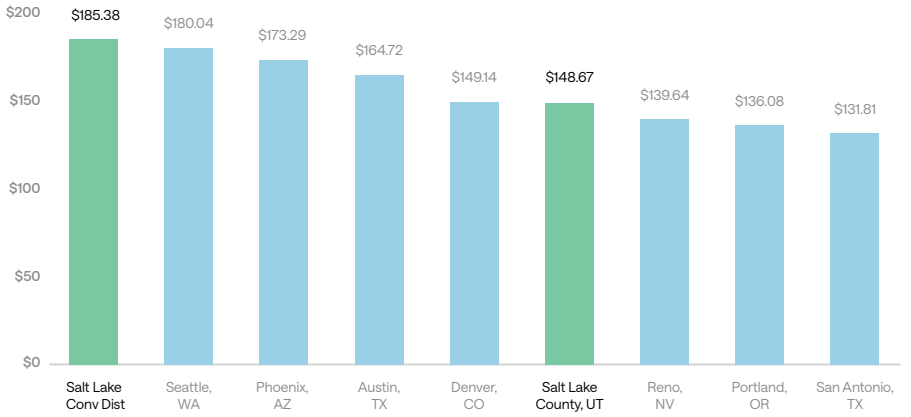
Average Daily Rate (ADR) Trends

While most destinations experienced a decrease in ADR in 2025, Salt Lake continues to lead our peers in rate growth. From 2023 through June 2026 Salt Lake's ADR has increased nearly 23% trailing only Phoenix over that span. This sustained growth demonstrates the market's strength and reflects the impact of recent investments that have enhanced Salt Lake's ability to command higher room rates and attract higher-value business.

2025 Hotel Occupancy



2025 Hotel Average Daily Rate



YoY Occupancy

	SL Conv Dist	SLCo	SEA	DEN	PHX	AUS	RNO	PDX	SAT
2025	0.4	-0.5	-1.9	-1.6	-2.7	-3.4	5.2	-2.2	-4.6
1H 2026	2.7	4.6	-1.3	1.7	2.3	0	16.1	0.3	1.3

YoY ADR

	SL Conv Dist	SEA	PHX	AUS	DEN	SLCo	RNO	PDX	SAT
2025	5.1	-0.7	0.2	-2.8	-1.3	2.9	-4.8	-2.5	0.3
1H 2026	5.8	2.8	3.2	-2.4	1.4	2.0	6.9	-0.9	-1.3

Salt Lake County By Region

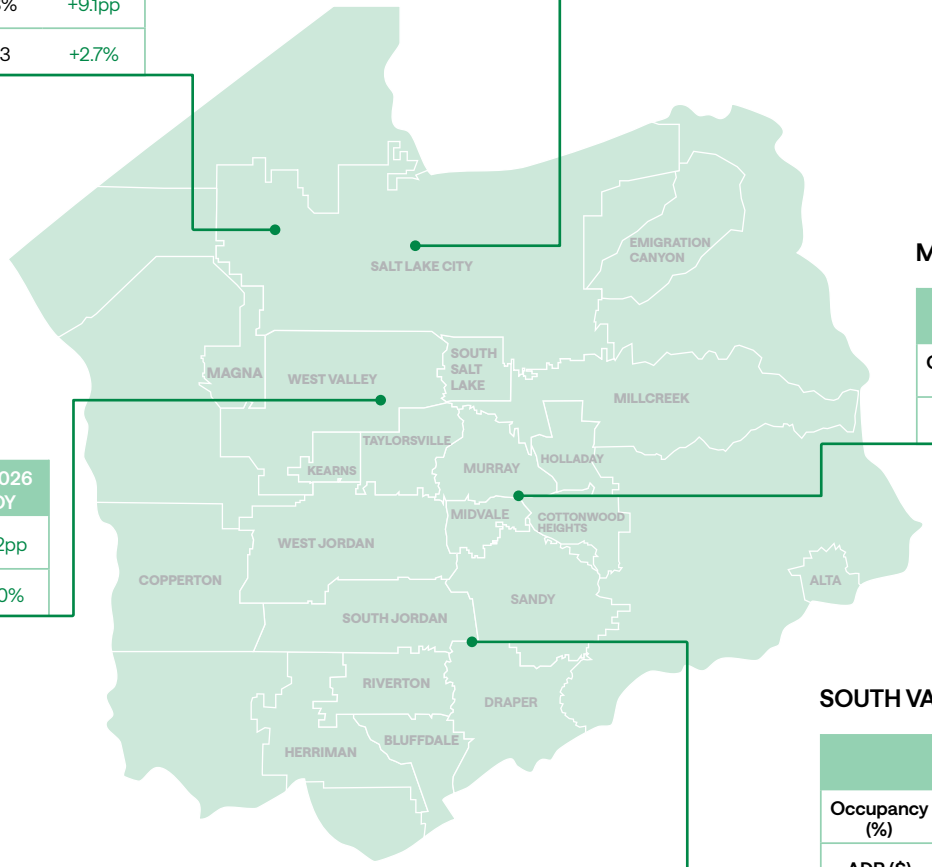
Districts participating in the CTAA are outperforming the county average.

AIRPORT

	2025	2025 YOY	H1 2026	H1 2026 YOY
Occupancy (%)	72%	-4.3pp	79.3%	+9.1pp
ADR ($)	$118	0.0	$123	+2.7%

CONVENTION DISTRICT

	2025	2025 YOY	H1 2026	H1 2026 YOY
Occupancy (%)	71.3%	+0.3pp	74.9%	+3.2pp
ADR ($)	$185	+5.1%	$200	+5.8%



MID VALLEY

	2025	2025 YOY	H1 2026	H1 2026 YOY
Occupancy (%)	67.4%	+2.9pp	73.3%	+4.2pp
ADR ($)	$101	-0.2%	$109	+1.8%

WEST VALLEY

	2025	2025 YOY	H1 2026	H1 2026 YOY
Occupancy (%)	72.5%	-1.8pp	73.8%	+4.2pp
ADR ($)	$111	+0.9%	$116	+3.0%

SOUTH VALLEY

	2025	2025 YOY	H1 2026	H1 2026 YOY
Occupancy (%)	69.9%	+0.4pp	73.5%	+2.8pp
ADR ($)	$123	+2.6%	$130	+3.2%

An Era of Opportunity



An Era of Opportunity

One defined by growth, global visibility, and once-in-a-generation opportunities that will shape our county for decades to come.



2034 Olympic & Paralympic Winter Games

The 2034 Olympic and Paralympic Winter Games will bring the world's eyes back to Salt Lake, reaffirming our status as a premier winter sports destination while showcasing a more dynamic and developed city. More than a two-week event, the Games will spark long-term investment, infrastructure upgrades, and global recognition. The 2002 Games played a meaningful role in shaping Salt Lake's modern identity, and 2034 presents a similar opportunity to define the next chapter of our region's growth.



Temple Square

In 2027, the reopening and public open house of Temple Square is expected to draw 3 to 5 million visitors. As one of Utah's most iconic landmarks, its return will generate massive foot traffic downtown and elevate Salt Lake's profile as a center for heritage and cultural travel.



The Sports, Entertainment, Culture and Convention (SECC) District

The SECC District represents a bold reimagining of Salt Lake's urban core. With new venues, gathering spaces, and cultural anchors on the horizon, the SECC will enhance the visitor experience while delivering lasting community benefits.



Sports are booming

Salt Lake's sports tourism market continues to gain momentum. From national championships to youth tournaments, our unique mix of altitude, access, and affordability positions us as one of the country's most sought-after host destinations. Sports will play a key role in driving visitation throughout Salt Lake County while the Salt Palace Convention Center is reimagined.

Airlift Development

Building Global Access to America's Mountain City™

With the final phase of The New SLC complete, Salt Lake has the capacity to support continued domestic and international air service growth. VSL works alongside the Airport and key partners to build the demand and airline confidence needed to sustain and expand service.

In 2027, VSL will continue to support recently launched international routes, including Volaris' Guadalajara and Delta's seasonal Lima service, while helping advance future opportunities in key global markets. Strategic airline development missions will use the Temple Celebration as a catalyst to showcase Salt Lake's long-term potential and strengthen its global gateway position leading into the 2034 Olympic and Paralympic Winter Games.



International Strategy

Building Global Leisure Demand

Over the past two years, VSL has built a foundation in key international markets through in-market representation, travel trade training, and tour operator partnerships. In 2027, we build on that foundation with strategic public relations, expanded tour operator campaigns, and market development missions, using the Temple Celebration as a catalyst to build relationships, confidence, and bookable business heading toward 2034.

Foundation 2025–2026 | **Next Layer 2027** | **Future**

1 Build Relationships

Host Key Buyers

Leverage the Temple Open House and targeted familiarization tours to showcase Salt Lake firsthand.

2 Build Confidence

Train the Sales Network

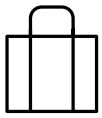
Deliver webinars, in-market training, and destination updates so global sales teams confidently recommend Salt Lake.

3 Build Business

Connect Local Partners

Introduce trade-ready hotels, attractions, and experiences to receptive partners to build more bookable itineraries.

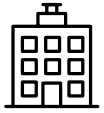
Near-Term Headwinds, Long-Term Opportunity. International inbound remains uneven, down 4.8% year-to-date through May 2026, though the longer-term outlook points toward recovery. Canada faces continued headwinds; the UK and Germany remain among our largest overseas source markets.



Stronger Industry Partnerships



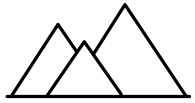
Expanded Air Service



Diversified Hotel Demand



Global Awareness



Olympic Readiness 2034

Product Development

Building Reasons to Stay

For the first time, Visit Salt Lake is making a direct investment in developing new visitor experiences across Salt Lake County. Launching in Q3–Q4 2026, the Visitor Experience Grant Program will combine funding, collaboration and VSL marketing support to accelerate new, bookable experiences ready to welcome visitors in 2027.

Additional product development efforts include:

- A reimagined visitors center with a focus on experiences
- Consolidation of existing destination experiences on visitsaltlake.com

VISITOR EXPERIENCE GRANT PROGRAM

Our Vision: To grow Salt Lake's visitor economy by investing in authentic, bookable experiences that inspire visitors and benefit our community.

1. **LEARN** — Educate and share program opportunities.
2. **IDEATE** — Partners share ideas for new or enhanced visitor experiences.
3. **CONNECT** — We bring partners together to spark collaboration.
4. **APPLY** — Partners submit applications outlining their experience, plan, and impact.
5. **AWARD** — Up to five awards are granted to advance experiences.
6. **SUPPORT & LAUNCH** — We provide support to help launch, welcome visitors, and strengthen our visitor economy.



Create Bookable Experiences
Create experiences for visitors to reserve or purchase.



Authentic
Reflect the spirit, culture, and communities of Salt Lake.



Collaborative
Partnerships create greater impact.



Sustainable & Marketable
Support long-term success and promote through our marketing channels and visitor resources.



Impactful
Drive economic benefit through increased visitation, overnight stays, and spending.

STRONG PARTNERSHIPS + CURATED EXPERIENCES = ECONOMIC BENEFITS

America's Mountain City™

In July 2026, Visit Salt Lake introduced America's Mountain City™, a new brand platform for the destination. Ten minutes from the airport, forty from the mountains, Salt Lake's proximity has always been its key differentiator. America's Mountain City™ gives that advantage a name only Salt Lake can claim, one built on what visitors actually experience while they're in market. Denver has the Mile High City, Nashville has Music City, Salt Lake is America's Mountain City™.

Media highlights included features on Good Morning America, MSN and many more. Dozens of the nation's most prolific travel writers and influencers received an America's Mountain City™ gift box, a physical mailer built to put the new identity directly in front of the people shaping national travel coverage. The boxes drove additional organic coverage, including widely viewed unboxing videos from well-known travel influencers.

As Visit Salt Lake carries this momentum into 2027 and beyond, America's Mountain City™ becomes the throughline for how the destination introduces itself, turning what has always set Salt Lake apart into a name the rest of the country recognizes.

AMC Campaign Launch

482
Media Placements

99.3M
Total Media Impressions

$856,949
Earned Media Value

Marketing Campaign Launch across Meta, YouTube, Sojern, Viant, Azira, Storygize, Kayak, Expedia, Influencer collabs, Owned channels delivering:

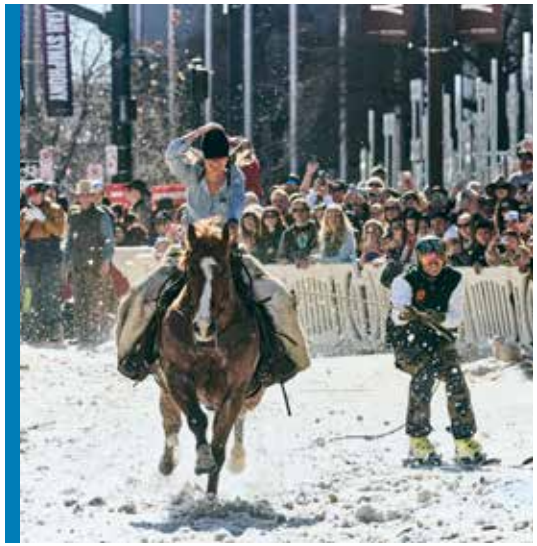
14,532,644
Impressions

17,040
Clicks

33,595
Organic Social Engagements

Signature Events & New Initiatives

Visit Salt Lake strategically designs and executes events experiences that support the objective of Transform Salt Lake into a must-visit destination, secure our financial future by driving visitation during a need period, support and empower our workforce.



Winter Roundup

Winter Roundup brings the spirit of the West into the heart of the city, where snow-covered streets meet horses, skiers, and festive winter energy. In partnership with the Days of '47 Rodeo, this urban winter festival celebrates Salt Lake's unique blend of mountain adventure and cowboy heritage through family-friendly activities, Western entertainment, and a memorable downtown experience.



Speak Salt Lake

From inspiring Olympic athletes to visionary business leaders, our speakers bring the best of Salt Lake to your conference or convention. With stories of perseverance, innovation, and community spirit, these speakers provide a one-of-a-kind experience that's as unique as Salt Lake itself.



SALT Awards

An evening event that celebrates Salt Lake's hospitality industry. The SALT Awards honors the frontline workers and champions driving the visitor economy forward.

Mountain City™ Mitigation:

Our Approach to Backfilling Business During Construction Years



America's Mountain City™ Momentum, Our Plan for the Years Ahead

Strategically rebuilding the Salt Palace Convention Center is a once-in-a-generation opportunity and necessity to keep our destination competitive for the next 30 years and beyond. Cities across the country have already or are currently improving their convention centers, with more on the horizon. An improved Salt Palace will help keep Salt Lake top of mind for meeting planners and ensure repeat business. Once complete, the reimagined center is expected to deliver significant economic benefits for the county and open the door to a new vertical of meetings, conventions, and sporting events.

This opportunity does not come without hurdles, and closing the Salt Palace will be a test for our convention district. Through thoughtful mitigation planning and collaboration, we intend to minimize potential impacts:

- Our sales team is shifting focus toward right-sized groups of business that don't require a convention center.
- Our events and experience programming is expanding to fill the gap.
- We're placing an emphasis on sporting events, one of the most reliable drivers of room nights no matter which venues are available.

Everything in this plan centers on minimizing construction impacts to help keep hotels, bars, restaurants, and locally owned businesses activated across downtown and the county throughout the transition. The pages that follow are grouped into two focus areas: Sales and Leisure.

Visit Salt Lake will lead and fund a significant share of this work directly. But a transition of this scale asks something of the whole community, not one organization alone. Many of the initiatives ahead depend on local partners best positioned to carry them out, with Visit Salt Lake providing the strategic direction that ties these efforts together.



The Visitor Economy is Integral to the Success of Salt Lake's Economy

32% of total spending* from visitors + local visitors

Retail*	Bars	Restaurants
40%	37%	35%

Performing Arts	Spectator Sports	Zoos, Aquariums & Botanical Gardens
44%	55%	66%

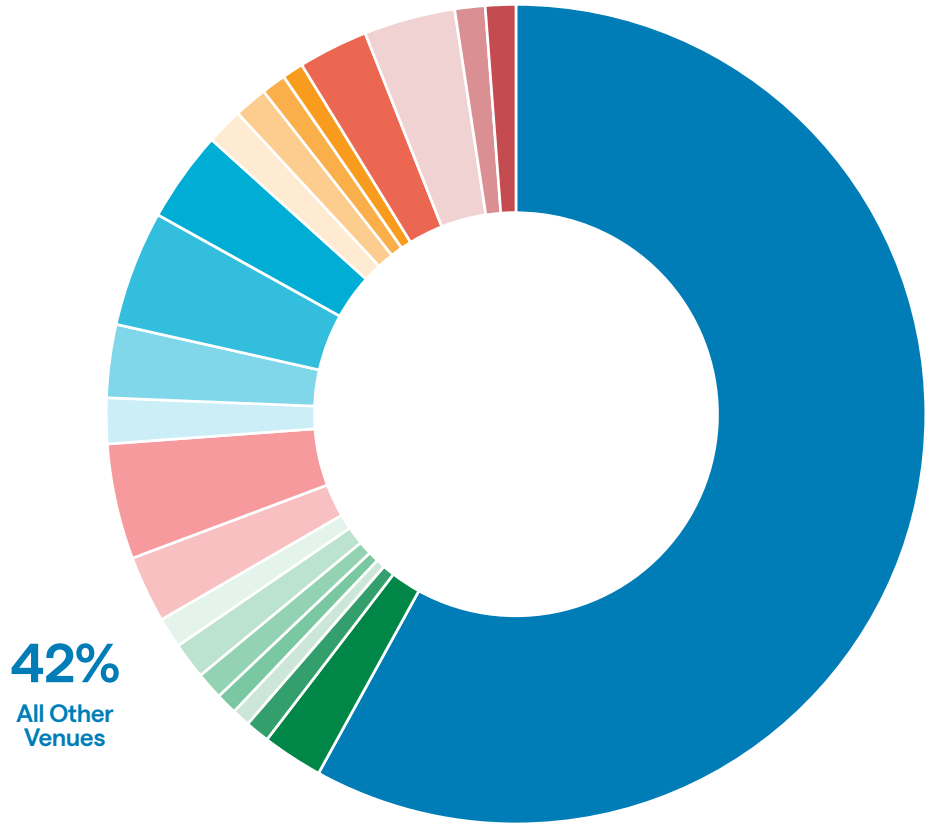
Source: Zartico Spend data: Visitor spending = Visitors (greater than 50 miles) + Local Visitors (non-residents of Salt Lake County w/ visits less than 50 miles).

*Card-present transactions in selected Merchant Catergory Codes (MCC)

Conventions at the Salt Palace Convention Center Are a Key Growth Driver

The Salt Palace Convention Center (SPCC) is a focal point for a large portion of Salt Lake's group business. Last year, group business accounted for 26% of county-wide room nights and 34% of room nights in the Convention Center District.

$288M of $498M Group Business

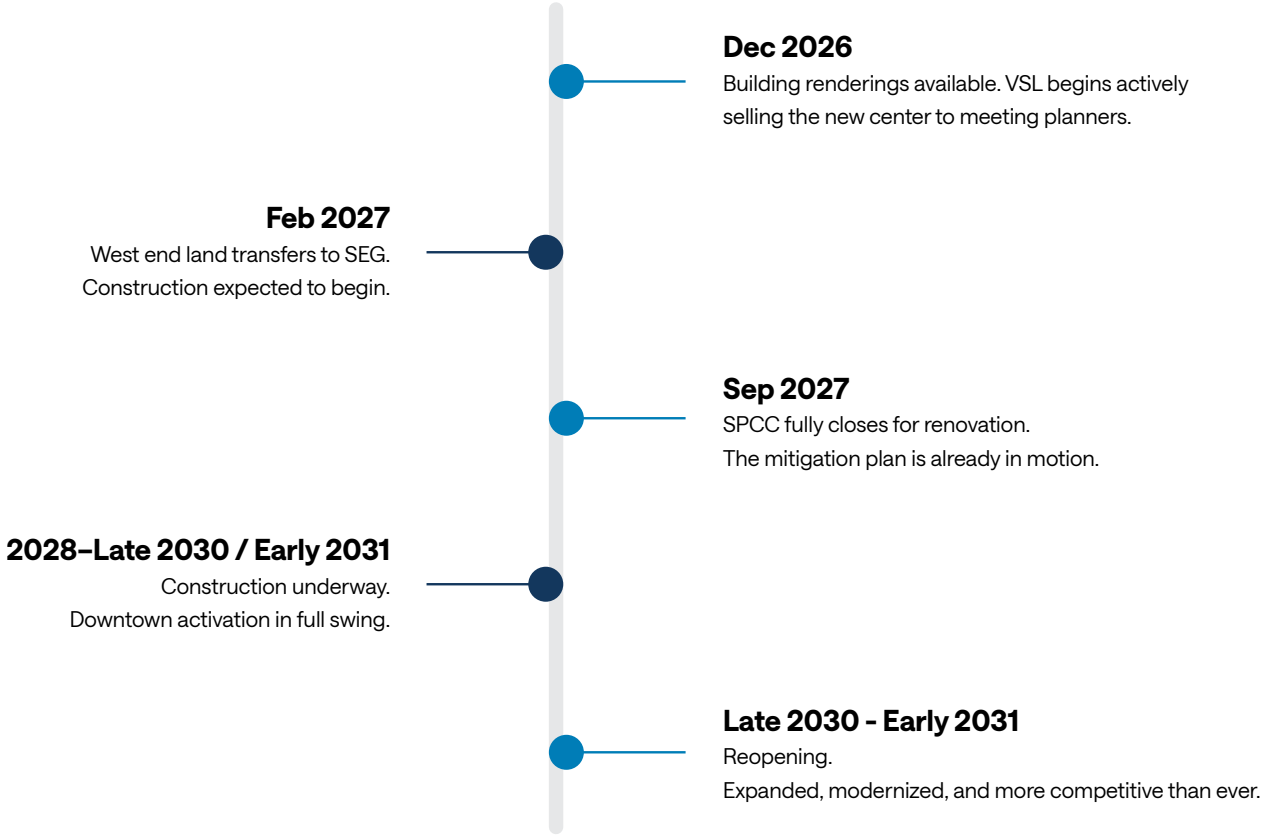


Source: Visit Salt Lake CRM extract, Visit Salt Lake-provided STR lodging report.

Project Timeline

The road to a new Salt Palace

In under two years, Salt Lake went from securing an NHL franchise to approving a full convention center redesign. What comes out the other side is a larger, modernized facility purpose-built to compete.



Since opening in 1996, the Salt Palace has anchored the largest convention market between Denver and Los Angeles.

Closure ≠ Vacancy

The closure of the Salt Palace will affect hotel revenue, but not the way an empty building might suggest. Cities that have gone through comparable convention center closures show a consistent pattern: modest, predictable, short-lived dips, followed by fast recovery, as long as the booking pipeline is maintained throughout.

Austin: $1.6B ground-up rebuild, closed 2025 to 2029. RevPAR down 8.7 percent in year one of closure. Months anchored by major events, F1 and Austin City Limits, stayed flat to positive.

Cincinnati: $264M renovation, an 18-month closure from 2024 to 2026. RevPAR down 8.5 percent in year one. Snapped back within four months of reopening, with March RevPAR beating pre-closure levels.

- The convention district generated 2.1 million room nights in 2025, a deep and diverse base of demand.
- Roughly two thirds of that demand is tied to business that continues right through the construction period.
- 90 percent of FanX and Western Hunting Expo downtown room blocks stay downtown. Show floors move to Mountain America Expo Center, but the hotel business stays.

Mitigation strategies have proven effective for other destinations in minimizing the impact of their convention center closures. Salt Lake's plan is built the same way, with every pillar designed to soften the closure's effect on hotels, restaurants, and local businesses.





2027 Meetings & Conventions Sales Strategy

We will develop incentives and participate in executing initiatives to attract events during our need periods of June 2027 through early 2031. These will include convention district wide promotions like our current $10 per room night rebate, and other mitigation aligned strategies. Due to the convention center being closed we will be focused on driving single hotel bookings and utilizing other venues as hosts for meetings. Most of our sales team's time will be spent boosting revenue in the need period by marketing promotions and incentives, increasing spend and focus on small event site inspections, and selling to new target accounts.

Our long-term activity focus will be on filling 2031, and revamping our qualification process. Cooperation with the Convention District CTAA Committee will be key in keeping our budget and focus aligned on what is most important.

Keeping the Convention District Activated

Downtown Experience and Activation Committee

Visit Salt Lake alongside hotel and hospitality partners, business leaders, and cultural organizations, will coordinate programming, visitor engagement, and economic support throughout the closure.





The Salt Lake Temple Open House
keeps visitor attention on downtown throughout construction.



1.8 Million Guests Annually
The Delta Center hosts 320 event days a year



The NHL Winter Classic
Brings a national spotlight to Rice-Eccles Stadium



Construction Workforce
Sustained daily construction workforce spending downtown

What This Means

Our corridor remains one of the most visited in the Intermountain West, all closure long.

Mitigation Programs: Group Sales & Leisure Activation

Group & Sports Sales

Countywide Sports Bookings *(Sports Salt Lake)*

Growing the 350,000 annual sports room nights that don't depend on the convention center—targeting 30% booking growth through construction and building toward 2034.

Right-Sized Group Sales *(Mountain City™ Mini Wides)*

Right-sized citywides across two or more hotels, with tiered property-level incentives and no dependence on the Salt Palace.

Leisure & Local Activation

New Events & Experiences *(Multi-Day Events & Experiences)*

Converting special event travelers into hotel room nights by attaching stay campaigns and incentives to room-night-driving events — anchored by Kilby Block Party, Winter Round Up, and LoveLoud — while recruiting new multi-day festivals and events to the market as convention backfill.

Hotel Stay Incentives *(Stay & Play Promotions)*

Qualified district hotel stays earn incentives geo-targeted to the regional drive market.

Salt Lake Locals Activation *(Mountain City™ Social Club)*

Locals-first membership with a collectible Club Key, putting Salt Lake County residents to work as downtown's customer base during construction.

Mountain City™ Incubator & Experience Hub

Grants, a staffed hub, and a single Salt Lake storefront for the destination's 122+ bookable experiences.

Sales: Sports Salt Lake

Sports Salt Lake enters construction from a position of strength. The department already books roughly 325,000 room nights a year across close to 90 events, and that business leans on convention district hotels rather than the Salt Palace itself, which means it keeps moving with limited disruption throughout construction. Growing that base further is one of the clearest paths to protecting hotel occupancy while the convention center is offline.

Where The Momentum Already Is

- Targeting Major Live Events, NCAA and World Championships, NGB Championships, Action and Endurance Sports, Multi-Sport, esports, and Olympic-related events.

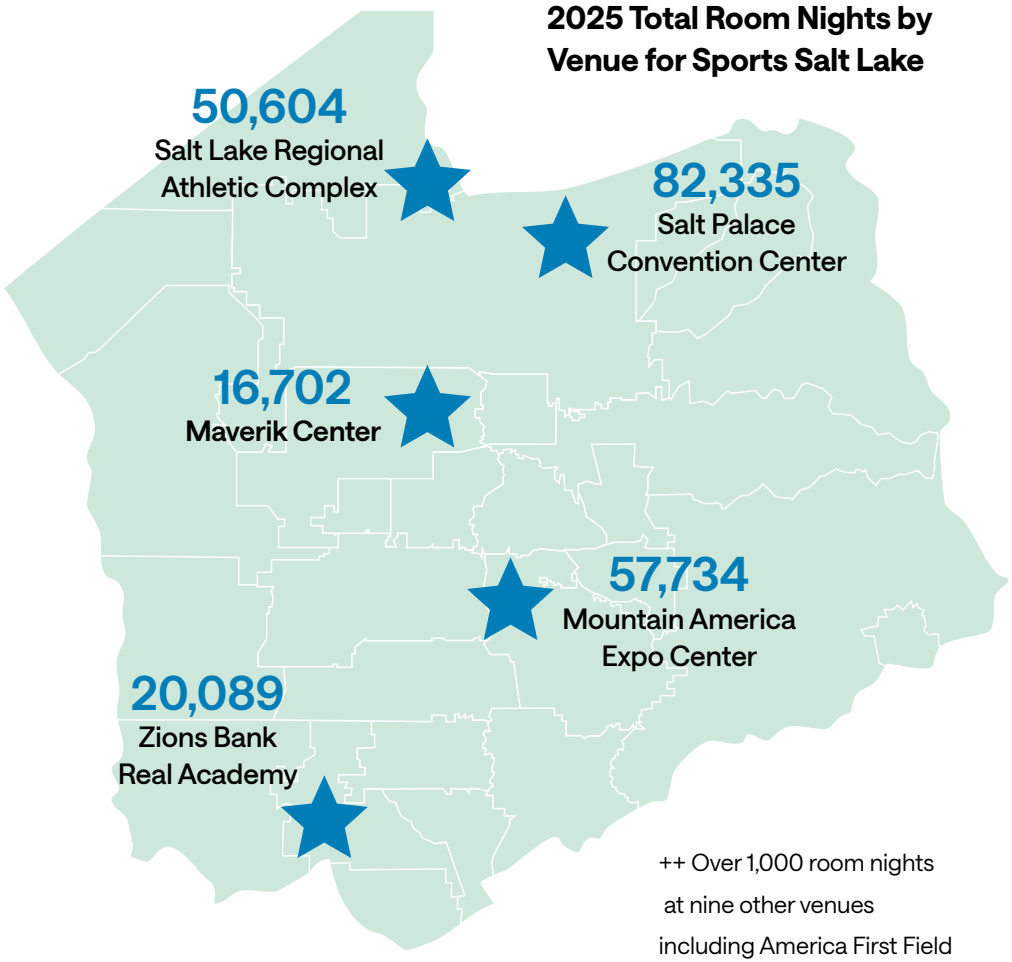
- 120-plus international federations host championship events worldwide, a pipeline detailed further in the International Sports Strategy on the next page.

- Sports ETA Symposium, April 2027: our largest sports-organizer site visit ever. Full details on the next page.

Booking Throughout Salt Lake County

Sports Salt Lake already books events across more than 20 venues countywide, which limits risk when any single venue, including the Salt Palace, is unavailable.

TOP 2025 SPORTING VENUES



++ Over 1,000 room nights at nine other venues including America First Field and Utah Olympic Oval.

Sales: Sports Salt Lake—Tactics & Programs

Each tactic is measured against the same priorities, in order: room nights, immediate economic impact, community benefit, and media impact.

1. Major Events Target List (Top 10)

Consolidate the broader events universe into a top ten list Sports Salt Lake is realistically positioned to land, drawing both local and out-of-area audiences. Funded through TRT or CTAA depending on scope and venue. Goal: land two to four major events within the construction window. Owned by Sports Salt Lake.

2. Extended-Stay Packages (Pre and Post Tournament)

Give tournament visitors a reason to arrive early or stay late. Funded through TRT for marketing and packaging, with possible CTAA co-op support for district partners. Goal: a three to five percent average gain in room nights for events that adopt the package. Launching 2027.

3. Turn the County Into a Venue

Activate underutilized venues countywide and bring surrounding municipalities in as partners, following the model of West Jordan's investment to win the Jaialobe event. Funded through CTAA for district-wide promotion and TRT for direct venue activation support. Goal: a ten percent increase in event bookings and activations. Launching fall 2026.

4. International Sports Strategy

Leverage relationships with the 120-plus international federations that host championship events worldwide, joining the Sports ETA / SportAccord sales mission each fall. Goal: one to two new events each year, starting 2028 through 2030. Effective immediately.

5. Sports ETA Symposium (April 2027)

Sports Salt Lake's largest sports-organizer site visit ever, with 250-plus rights holders and organizers over three days. Funded through a combination of TRT and CTAA. Goal: book five to ten new events within the construction window as a direct result of hosting the symposium.

ALSO UNDERWAY

- Expanded access to county Parks and Rec venues for softball, baseball, and ice, following the County Council's sports tourism designation, with hockey and baseball as the largest youth-tournament opportunities.
- A custom package targeting the August through November booking gap at Mountain America Expo Center.
- Systemizing service and operations into a repeatable playbook that closes the gaps between sales and operations, launching fall 2026.
- Targeting sport verticals that are nationally large but currently under-hosted locally, cross-referenced against the Ice, Diamonds, International, and 2034 verticals, with a goal of five to seven new events in 2027.
- Pre-game and post-game offerings and upgraded ticketing and equipment infrastructure supporting expanded sports tourism programming, developed with Marketing.



Sales: Mountain City™ Mini Wides

Mountain City™ Mini Wides right-sizes the citywide model using two or more hotels rather than a full downtown package, with no dependence on the Salt Palace.

How It Works

- Property-level booking incentive, tiered by rooms on peak, up to a $15,000 cap.
- Sales-led, with the team working leads directly with hotels to package the right offer.
- Packages built directly with venues, including The Complex, with hotels engaged to cooperate on shared leads.

Audience

- Corporate and leisure groups.
- Faith-based groups, budget-conscious associations, and fraternal organizations.
- MLM regional events, fan festivals, small industry events, and sales kickoffs.



Additional Focus

- Single-hotel business, identified through discovery of partner needs and capacity.
- Partnerships with the University of Utah, SLCC, and Western Governors University to understand campus, meeting space, and programming footprint, engaging professors and department leaders to influence association meetings to Salt Lake during construction.
- Sales team visiting hotels one on one.
- Incentivizing room-night-driving festivals, and identifying new festivals to attract to the market.

Leisure: Multi-Day Events & Experiences

Building Salt Lake's slate of bookable, ownable experiences.

MOUNTAIN CITY™ EXPERIENCE HUB

Mountain City™ gives Salt Lake a single home for bookable experiences, and gives local entrepreneurs a way to launch or grow one. An attraction audit found roughly 122 bookable experiences already on the market across platforms like Viator, GetYourGuide, Airbnb, and Spontigo, with no single storefront carrying the Salt Lake brand. The Hub closes that gap, funded through CTAA and TRT, with grants awarded and experience consolidation complete by December and program build-out running November through Q1 2027.

Grant Program

- $5,000 to $10,000 grants to launch or grow new experiences, plus marketing support through VSL channels.
- New experiences also emerge from an event that brings existing operators together to build new bookable products.
- Example Concepts: taffy pulling, bean-to-bar chocolate, guided hikes, a Real Housewives of Salt Lake City tour, a dirty soda tour, and a trad wives tour.

Staffed Experience Hub

- Bookable products, on-site reservations, and gear rental.
- One stop shop for experiences on visitsaltlake.com
- A physical home base for micro-experiences on-site, plus a booking counter for the broader slate of tours across Salt Lake.

NEW EVENTS & FESTIVALS

Visit Salt Lake partners with contractors to identify and secure four to five new events downtown each year, while strengthening two existing events already on the calendar, a near-term priority since sourcing and venue coordination need to begin now so events can be booked and confirmed within the construction window. Funded through TRT, with CTAA supporting incentive packages, owned by VSL Sales and Sports working directly with venue partners.

Niche Festival and Competition Targeting

- Brings in festivals and competitions that draw out-of-state niche audiences while giving locals recurring entertainment they can count on.
- **Example Target Events:** Renaissance Festival, Chess Competitions, Spelling Bee, Lumberjack Festival, Snowmobiling, Handball Competitions, plus continued support for existing music and fight-sport festivals such as UFC events.
- **Approach:** direct sales trips to current festival owners and venues, funded through TRT, targeting a winter 2027 launch.

Leisure: Stay and Play Promotions

Stay and Play Promotions pairs a hotel stay with a gift card, such as a City Creek shopping card, pairing downtown assets into one offer.

How It Works

- Qualified stays at participating district hotels earn gift or gas cards.
- Geo-targeted to the regional drive market: Idaho, Wyoming, Nevada, and rural Utah, co-marketed with incentive partners and participating hotels.
- Weekend stay minimum-night and booking-window rules tie the offer to incremental demand.
- VSL pass products, including the Attractions Pass and Ski Super Pass, can be incorporated as added value for qualifying stays. The Attractions Pass itself is structured in Gold, Silver, and Bronze tiers, giving visitors a clear way to build toward a longer stay.

Distribution

- Each hotel runs the promotion through its own booking channels.
- Added to the Visit Salt Lake website.
- Promoted with KSL on social media, alongside a news segment.



Stay + Ski

An extended-stay promotion targeting business travelers, developed in partnership with corporate travel management companies.

Church Bounceback Pass

A rebooking incentive aimed at The Church of Jesus Christ of Latter Day Saints affiliated group travel returning to Salt Lake once the Temple reopens, tied to CTAA marketing funds and hotel-selected experience partners.

Added Value: Attractions Pass

The Attractions Pass with hotels expands the base stay and play offer into a structured, tiered loyalty add-on, giving repeat visitors a reason to book a longer stay and giving hotels an easy upsell alongside the core gift-card promotion.

Leisure: Mountain City™ Social Club

Partnering with the people already pulling locals downtown

Mountain City™ Social Club gives Salt Lake County residents a locals-first reason to keep spending downtown throughout construction. Rather than building every touchpoint from scratch, the program is built around partnering with organizations that already have a built local audience and hands-on experience activating downtown spaces, complemented by a lightweight membership layer that tracks and rewards engagement.

How It Works: Activation Partners

- Partners with organizations that already pull people downtown and know how to activate a space, companies like Blaq Void, which runs recurring underground events and artist showcases with an established, engaged local following, though the roster isn't limited to any one company.
- Activation partners program recurring events, pop-ups, and experiences in downtown venues and plazas, giving locals a reason to come back regularly rather than a one-time visit.
- Each activation is paired with participating Central Business District restaurants and retailers, so foot traffic converts into direct local spend, not just attendance.

Reach

Geographic reach extends to county residents and Salt Lake's regional drive market—targeted by ZIP code using visitation data, income, and drive-time proximity to the Central Business District. A direct mailer and digital campaign reach roughly 100,000 high-propensity households, with activation partners extending that reach further through their own existing followings.



Partners

Visit Salt Lake, Downtown Alliance, the Salt Lake Chamber, and the tech sector lead program development, working directly with activation brands like Blaq Void alongside Central Business District restaurants and retailers. Local media and podcasts support awareness beyond the mailer.

Launch, Timeline & Investment

- Q4 2026: lock in production partner and event calendar
- Q2/Q3 2027: launch with first event
- $250,000 launch investment with on-going production funds needed for future years (full budget TBD based on kick-off conversations with production partner.

OKRs & Measuring Impact



How We Measure Our Impact

	Room Nights	Hotel Performance	Economic Impact
What and how do we measure?	Aggregated, estimated hotel room nights that will be consumed at any point in the future as a result of an event booked by VSL. Before events, we project room nights based on expected attendance. After events, we estimate room nights from the DI Event Impact Calculator, with actual event attendance as an input.	Hotel revenue, room supply, and growth Occupancy (rooms sold / rooms available) Average Daily Rate (total room revenue / rooms sold) From STR Hospitality Data	Business sales (visitor spending), jobs supported, local tax revenue. From the Destinations International Event Impact Calculator, Kem C. Gardner Policy Institute, and Zartico.
Why does this metric matter?	Overnight event attendees bring new dollars into the region. When visitors spend their dollars on overnight paid accommodations, they are also likely to spend in other sectors such as transportation and dining, keeping our economy vibrant and generating tax dollars that make Salt Lake a great place to live.	We track hotel performance metrics in the same way hoteliers do, to understand where opportunity lives and how our events impact overnight visitation. Furthermore, since Visit Salt Lake is funded through hotel taxes, supporting hotels makes our organization economically viable, securing our financial future.	Business sales are a measurement of the economic impact of an event; a comprehensive view that captures the multiplying effect of dollars spent as they flow through the local economy. The DI Event Impact Calculator is the global standard for measuring net new money coming to a community because of meetings and events.

ROAS Return on Ad Spend Ad-Influenced Room Nights & Visitor Spend	Awareness	Earned Media	Media Share vs. Competitors
We use SMARI to track the Return on Ad Spend to evaluate the effectiveness and profitability of advertising efforts and to ensure that marketing spend directly drives the visitor economy. We use SMARI to track incremental room nights and visitor spend, which is the portion of hotel rooms and spending that happened because the marketing influenced someone to visit, stay longer, or spend more. We also measure attributable hotel room nights through our media agency.	We measure the Visit Salt Lake brand platform, America's Mountain City™, including measurements of travel motivations, planning behaviors, appeal, likelihood to visit, and other key metrics.	We track earned media placements using Meltwater and Cision, measuring impressions and advertising value equivalency (AVE) to calculate the dollar value of coverage.	We use media tracking software, to analyze how often Salt Lake is mentioned in media compared to peer destinations.
ROAS ensures our marketing is working, accountable, and impactful. Incremental room nights and Visitor Spend is tracked because it shows what portion of rooms booked and visitor spending happened because of the marketing/advertising efforts. Attributable room nights are tracked through media placements to more specifically see how effective our media channels are in bookings, flights, and revenue.	Provides a baseline to prove the impact of marketing investments, allows us to measure our destination desirability and consideration in the consumer travel planning journey.	Earned media amplifies our voice on a national stage, spreads our messaging to broader audiences, and helps shift perceptions through trusted third-party validation.	It quantifies our visibility in the competitive landscape and helps us track progress in becoming a top-of-mind destination.

Measurable Outcomes

Strategic Objective	Key Performance Indicator (KPI)	2027 Target
Secure our financial future through strategic community and economic initiatives.	Room Nights (sales & sports)	680,000
	Incremental Ad-Influenced Room Nights	670,000
	Incremental Ad-Influenced Visitor Spend	$560,000,000
Transform Salt Lake into a must-visit destination by generating widespread awareness and capturing the imagination of travelers.	Earned Media Value	$30 M
	Media Share vs. Competitors	Increase Share of voice by 2%
	Attributable incremental visitor spend	Increase by 10%
	Return on Advertising Spend (ROAS)	ROAS $200:1+
	Owned-channel engagement rate & video views	Hold engagement rate at .34%+, Increase video views by 10%
Cultivate a curiously informed, empowered, and collaborative workforce.	Employee Engagement	Increase Visit Salt Lake's Culture Index Report rating to a score of 35 based on Fired Up! Cultures Sparks Index & participation rate to 90%
	SALT Awards Attendees	550

Our Sales Organization

Sales is our core business

Meetings & Conventions and Sports Salt Lake generate significant economic impact and long-term value, acting as a 401(k) for Salt Lake County by securing future room nights, supporting local businesses, and generating tax revenue.

Short and long-term strategies work together

Convention sales typically secures events 3–5 years in advance, while sports bookings typically occur within 1–2 years. This strategic mix balances the calendar, fills venues year-round, and optimizes hotel compression across the county.

Services turn bookings into repeat business

Services turn bookings into repeat businessOur Services team supports show organizers on-site to ensure a seamless experience, meet client needs, and increase the likelihood of repeat business.







	Meetings & Conventions	Sports Salt Lake	Services
	RECRUIT	RECRUIT	RETAIN
Audience	Conventions and trade shows Single-hotel meetings	Youth and Amateur Sporting Event Organizers	Meeting Planners
Venues	Salt Palace Convention Center, Mountain America Expo Center, and hotels	Venues throughout Salt Lake County	Salt Palace Convention Center, venues and hotels
Booking Window	3-5 years	1-2 years	Within 2 years



Meetings & Conventions
Sales

Pillar	Objective	Key Results	Activities to Support
RECRUIT	**Secure our financial future** through strategic community and economic initiatives.	Book 680,000 room nights with meetings, conventions and sporting events.	The primary focus (70%) for the M & C Sales Team in 2027 is to secure relatively short-term bookings (considered between June of 2027 and the end of 2030) which will increase revenues during our highest need periods. Expand site inspections qualifications to be more friendly to smaller meetings. This change will likely increase the number of site inspections from 90 to 120 site inspections in 2027. These will be tailored to showcase how Salt Lake fits meeting planners' needs and goals. Complete 15 sales trips and customer events (this is a bit muted to keep focus on short term bookings). Create target account lists which align with our new convention center amenities and updated destination strategy. Redeploy our Sales team into a Short-Term Team and Long-Term Team focused to drive value to stakeholders and attract events during construction and other need-times while maintaining some future bookings. Partner with marketing to create assets to sell Salt Lake pre-, during-, and post-construction.



Meetings & Conventions
Services

Pillar	Objective	Key Results	Activities to Support
RECRUIT	**Transform Salt Lake into a must-visit destination** by generating widespread awareness and capturing the imagination of travelers.	Maintain CRM entries over the next 12 months by tracking referrals and additions of new partners, vendors, and venues connected to Visit Salt Lake events and initiatives.	Conduct quarterly site visits to explore new venues and attract new members; Identify and add local product vendors to CRM to enhance resource offerings and support local businesses. Provide groups that committed to staying with us through the construction phase, exclusive add-on activations, like a branded coffee cart, custom logoed socks, or a custom T-shirt station during their meetings. Match clients with local events and festivals to encourage earlier arrivals or extended stays around their conference.
RETAIN **ACTIVATE**	**Secure our financial future** through strategic community and economic initiatives.	Maintain Post-Convention Survey score average of 4.8 or higher out of 5.	Restructure Welcome Campaign to include mini-wides and single hotel groups into all applicable promotions, ensuring a warm and engaging experience. Conduct post-event economic impact analysis for utilizing Zartico and DI Event Impact Calculator to share with convention meeting planners. Implement Surprise & Delight initiative to provide thoughtful amenities and unexpected moments of hospitality.



Sports Salt Lake
Sales

Pillar	Objective	Key Results	Activities to Support
RECRUIT	**Secure our financial future** through strategic community and economic initiatives.	Book 310,000 room nights with meetings, conventions and sporting events.	Coordinating with our major arenas and stadiums, develop a list of the top prospective major events to attract to Salt Lake during the anticipated construction years for the Salt Palace. Extended Stay packages for pre and post tournament attendees. Strategically focus sales efforts on partnering with SL County Parks and surrounding parks venues, supported by a comprehensive understanding of key dates, peak planning periods, and mission alignment. Target underserved sport verticals by pursuing sports that are nationally large but currently vastly underserved locally. Examples are hockey and baseball. Use Sports ETA Symposium coming this April 2027 to maximize our exposure to over 250 sports organizations attending. This is our moment to host our largest ever sports FAM. International Sports Strategy—There are over 120 international federations, each hosting multiple events per year around the globe. Leveraging Salt Lake as an international sports destination to host more events leading up to 2034.



Sports Salt Lake
Operations

Pillar	Objective	Key Results	Activities to Support
RECRUIT	**Transform Salt Lake into a must-visit destination** by generating widespread awareness, delivering unforgettable experiences, and capturing the imagination of travelers.	Successfully host the 2027 Sports ETA Symposium—Largest "sports" site ever hosted in SLC. Successfully execute Sports Tourism Symposium + Social with 5% gain on attendance.	Host the 2027 Sports ETA Symposium in a highly successful way, by enhancing the opening reception and other aspects. Offering organizers a chance to see offsite venues. Increase the Sports Tourism Social by adding in 5% more vendors and building upon attendance with venues, rights holders, and local community members. Position Sports Tourism Symposium to maximize media coverage with exceptional panels and content. Conduct Sports Planner visits to fulfill LOI obligations, and to showcase the operational expertise of Sports Salt Lake.
RETAIN **ACTIVATE**	**Secure our financial future** through strategic community and economic initiatives.	Complete 100% of operational deliverables Increase athlete and family stays pre and post 3-5% gain on events that adopt packages. Systemization of Operations to provide exceptional service in a repeatable playbook. Net gain of 2-3 events per year speeding up the sales—ops info gap.	Complete post-event economic impact reporting. Conduct post-event debriefs and implement continuous improvements. Expand operational resources available to returning clients. Conduct post-event debriefs and implement continuous improvements. Develop a short list of systemized operations that can easily be sold by sales team.

Brand & Experience

Brand & Experience builds awareness, consideration, and booking

Brand and Experience teams elevate Salt Lake's profile with meeting planners, visitors, travel trade, partners, and members. Through marketing campaigns, public relations, signature events and product development, we strengthen perceptions of our destination, moving Salt Lake into the consideration set and paving the way for sales and partnerships to succeed.

Integrated campaigns create a unified voice

Strategic marketing campaigns, media relations, travel trade promotions, and membership activations work together to tell Salt Lake's story. By aligning messaging across leisure, meetings, sports, and partnerships, we deliver a consistent and compelling brand narrative that reaches audiences where they are and motivates them to take action.

Partnerships and experiences amplify impact

Signature events, cooperative marketing with partners, and immersive storytelling experiences expand our reach and influence. Membership engagement and community partnerships extend the brand locally while trade activations and media placements expand it globally—ensuring Salt Lake is top-of-mind for business, leisure, and sporting events.





Brand & Experience
Marketing

Pillar	Objective	Key Results	Activities to Support
RECRUIT **RETAIN**	**Transform Salt Lake into a must-visit destination** by generating widespread awareness, consideration and establishing Salt Lake as America's Mountain City™. **Secure our financial future** through strategic community and economic initiatives.	Establish a brand health benchmark in 2027 for America's Mountain City™ to grow and track every 2 years moving into 2034. Achieve 670KAd-influenced incremental room nights and $560M in Visitor Spend. Achieve $200+ Return on Advertising Spend. Build a new VSL.com for current user behaviors and AI integrations and establish new baseline user metrics for 2027.	Continue to develop awareness of the America's Mountain City™ brand platform and lead the integration across various county touchpoints and marketing efforts. Support local event and festival marketing helping to boost awareness, success, and out of state attendance. Use data-driven targeting to optimize media mix in real time and continually refine measurement across creative, content, and media to maximize reach, ROI, and impressions. Build a new VSL.com from the ground up utilizing new technology, human and AI design.
ACTIVATE	**Cultivate a curiously informed, empowered, and collaborative community.**	On-board partners, community members, and organizations on the America's Mountain City™ platform and encourage adoption.	Plan and implement an event to celebrate and educate the community on the platform and provide access to usable resources to help boost platform adoption.



Brand & Experience
Communications

Pillar	Objective	Key Results	Activities to Support
RECRUIT **ACTIVATE**	**Transform Salt Lake into a must-visit destination** by generating widespread awareness and capturing the imagination of travelers.	Achieve $30 million in Earned Media Value annually. Establish benchmark and begin tracking Share of Conversation and Reach as visibility metrics (Increase share of conversation by 2%). Implement at least one AI-structured content strategy (GEO/AEO ready).	Craft and host brand-aligned familiarization tours for top-tier media. Secure 20+ positive media placements in national and international outlets annually. Host 50 journalists in Salt Lake through individual and group FAMs. Develop and execute two major PR campaigns annually showcasing Salt Lake's signature events, new attractions, and milestones. Conduct brand visibility audit using AI tools and LLMs Identify and pitch 5 new media outlets most frequently cited by AI models.
ACTIVATE	**Cultivate a curiously informed, empowered, and collaborative workforce.**	Reach 5,000 stakeholder impressions per quarter through distributed assets.	Produce and disseminate quarterly digital reports (newsletters, infographics, videos) that show the impact of the visitor economy. Continue DSXO awareness campaign that communicates who we are, what we do, and how Salt Lake businesses and residents directly benefit from meetings, conventions, and tourism-related spending. Develop and maintain key relationships annually with stakeholders and elected officials.



Brand & Experience
Global Travel Trade

Pillar	Objective	Key Results	Activities to Support
RECRUIT	**Transform Salt Lake into a must-visit destination** by generating widespread awareness, consideration and establishing Salt Lake as America's Mountain City™. **Secure our financial future** through strategic community and economic initiatives.	Host a minimum of 50 travel trade partners on FAMs Train 500 travel trade professionals through webinars, presentations, and 1:1 meetings at trade shows and events. Enroll 1,500 new certified Salt Lake Specialists.	Host international and US-based inbound tour operator familiarization trips (FAMs), as well as FAMs for airline staff, product managers, and travel agents/advisors. Provide educational webinars, conduct presentations and attend tradeshows and missions to educate and promote the Salt Lake Brand USA badge and UOT's Specialist Academy, both training platforms. Participate in trade marketing campaigns that generate trackable room nights for Salt Lake. Work with product developers to include Salt Lake on new and existing itineraries and increase the number of days in existing Salt Lake itineraries.
ACTIVATE	**Cultivate a curiously informed, empowered, and collaborative workforce.**	Host two educational sessions on Travel Trade and international readiness, with a minimum 100 attendees.	Host educational sessions for VSL members on how to work with the travel trade and international markets. Maintain relationships with hotels, attractions and tour providers.

Brand & Experience
Product Development

Pillar	Objective	Key Results	Activities to Support
RECRUIT	**Transform Salt Lake into a must-visit destination** by generating widespread awareness and capturing the imagination of travelers. **Secure our financial future** through strategic community and economic initiatives.	Launch the Visitor Experience Grant Program and award five $10,000 grants. Support the development of five new bookable visitor experiences. Establish baseline performance measures for bookings, revenue related to the grant awards.	Provide education, coaching and technical assistance to help partners develop market-ready experiences. Connect experience providers with tourism partners and distribution channels. Support the launch and promotion of funded experiences through Visit Salt Lake channels.
ACTIVATE	**Cultivate a curiously informed, empowered, and collaborative workforce.**	Launch dedicated visitor experiences landing page showcasing bookable Salt Lake experiences. Establish distribution for grant-supported experiences through relevant third-party booking platforms. Generate measurable referrals and bookings to participating experiences.	Promote bookable experience through Visit Salt Lake channels and marketing campaigns. Support partners in establishing distribution through platforms such as GetYourGuide, Viator, FareHarbor and others. Track website and visitor center referrals, bookings and participation to measure program performance.



Brand & Experience
Partnership

Pillar	Objective	Key Results	Activities to Support
RECRUIT **RETAIN**	**Secure our financial future** through targeted outreach and additional revenue opportunities for partners.	Increase private revenue by 5% with higher renewal rates, upgraded memberships, elevated strategic partnerships, event sponsorships, event ticket sales & new advertising opportunities.	Streamline the renewal experience by expanding automated billing and recurring renewal options. Implement a proactive partner engagement strategy by conducting 20+ in-person or online partner visits each month, 3–6 months prior to renewal, to strengthen relationships, identify opportunities, and increase renewal rates. Increase private revenue through elevated strategic partnerships by developing customized sponsorship and marketing packages that provide key partners with enhanced visibility and exclusive promotional opportunities. Increase non-dues revenue through event ticket sales, event sponsorships and the relaunch of the Salt Palace Convention Center Duratrans Advertising Program, providing partners with high-visibility advertising opportunities while creating a sustainable recurring revenue stream for Visit Salt Lake.
ACTIVATE	**Cultivate a curiously informed, empowered, and collaborative workforce.** Increase partner engagement by creating meaningful opportunities for members to connect, participate, and maximize the value of their Visit Salt Lake partnership.	Increase participation in partner networking events, trainings, webinars, and educational programs by 10%.	Deliver a year-round calendar of networking events, educational programs, and industry roundtables that foster meaningful connections within the hospitality community. Promote sponsorship, advertising, and marketing opportunities that help partners increase visibility while generating additional revenue for Visit Salt Lake. Collaborate with Sales, Services, Sports Salt Lake, and Marketing to connect partners with convention business, site visits, FAM opportunities, and visitor-facing programs.

Brand & Experience

Visitor Services

Pillar	Objective	Key Results	Activities to Support
RECRUIT **RETAIN** **ACTIVATE**	**Transform Salt Lake into a must-visit destination** by generating widespread awareness, delivering unforgettable experiences, and capturing the imagination of travelers.	Establish a strategic framework and visitor journey for a new Visitors Experience Hub (VX Hub) that inspires discovery and exploration of Salt Lake. Develop partnerships that strengthen the VX Hub's role in the broader visitor economy. Build and implement a visitor services volunteer program to expand Salt Lake's visitor welcome capacity. 600 average partner monthly referrals.	Reimagine the traditional visitor center model around discover, storytelling, personalized service and memorable experiences. Identify scalable concepts that showcase Salt Lake through interactive, sensory, digital and hands-on experiences. Create opportunities for local attractions, businesses, cultural organizations, events and experience providers to participate in programming and visitor referrals. Test pop-ups, partner activations, seasonal programming and other scalable concepts prior to full implementation. Track visitor interactions, referrals, itinerary development, experience participation and other engagement indicators to guide future programming. Recruit, train and activate volunteers in preparation for increased visitation surrounding the Temple Open House and future visitor needs.

People & Culture

Pillar	Objective	Key Results	Activities to Support
RECRUIT **RETAIN**	**Cultivate a curiously informed, empowered, and collaborative workforce.**	Increase Visit Salt Lake's Culture Index Report rating to a score of 35 based on Fired Up! Cultures Sparks Index & participation rate to 90%.	Require full-time employees to complete a minimum of 2 professional advancement trainings annually, as determined or approved by manager. Plan one 1-day company-wide summit annually, to take place after the Board Retreat, with an employee attendance rate of 90%. Create a bank of evergreen playbooks via Digideck and keep completed playbooks updated with most recent and accurate information. Hold bi-monthly "Ask Me Anything" sessions / C-Suite Open Office Hours to increase accessibility to leadership and strengthen relationships throughout the organization. Leverage storytelling to build organizational culture via monthly impact stories—sharing stories in meetings or newsletters showing how employees' work connects to the organization's mission—and/or employee spotlight features—highlighting employees in internal communications for their skills, hobbies, or community work.



Finance & Operations

Pillar	Objective	Key Results	Activities to Support
RECRUIT **RETAIN**	**Secure our financial future** through strategic community and economic initiatives.	Conduct monthly budget variance reporting across all departments. Achieve clean annual audit with no material findings. Kick off data centralization workstream. Ensure stable and growing funds to protect organization's financial health during periods of uncertainty.	Partner with department heads on monthly financial reviews and forecasting. Continuously optimize financial tracking tools to suit unique team needs. Prepare finance team and departments for annual audit through pre-audit checks. Provide training for managers on financial governance and budget management. Enhance organizational data centralization, starting with current and ideal future state roadmaps of data, systems, and processes. Improve IT vendor performance and manage contracts for CRM, pass sales, and finance systems. Pilot and stress-test pass sales operations before rollout to ensure seamless customer experience. Work with leadership and departments to maximize fund usage and protect the organization during periods of financial uncertainty.

Organizational Strategy



VISIT SALT LAKE ORGANIZATIONAL CHART



Jenevieve Witham
Experience Development Manager



Bill Krause
Director of Visitor Services & Facility Operations



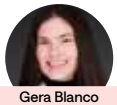
Jayna Carpenter
Executive Assistant to the Chief of Staff & Dreamweaver Coordinator



Katie Means
Chief of Staff



Kelly Ware
Vice President of People & Culture



Gera Blanco
HR & Talent Acquisition Manager



Lexie Bond
Staff Accountant



Kate Helsby
Ticketing Manager



Jenna Bree
Communications Manager



Oakley Swint
Travel Trade & Experience Program Manager



Ryan Mack
Chief Communications & Experience Officer



Bart Blaisdell
Chief Financial Officer



Brayden O'Brien
Director of Finance



Tammie Wallace
Controller



Robert Versluis
Executive Assistant, Finance & Operations



Anton Eckert
Vice President of Global Tourism and Travel Trade



Kaitlin Eskelson
President & Chief Executive Officer



Kim Dalby
Senior Web Manager



Jaylyn Palmer
Executive Assistant to the Chief Marketing & Chief Communications Officers



Max Haimowitz
Chief Brand & Marketing Officer



Julie Rhoads
Chief Services Officer



Tea Chappell
Services Manager



Angela Petrogeorge
Services Coordinator



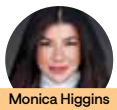
Caryn Bradshaw
Managing Director, Sports Salt Lake



Clay Partain
Chief Sports Officer & Executive Director, Sports Salt Lake



Tyson Lybbert
Chief Sales Officer



Monica Higgins
Managing Director of Services & Events



Cristina Chavez
Partnership Services Manager



Whitney Aiono
Executive Assistant to the Chief Services Officer & Services Administrative Assistant



Stevie Smith
Senior Marketing Manager



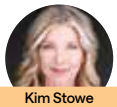
Amelia Ware
Director of Marketing



Allison Chappell
Director of CRM & Reporting



Devan Hamilton
Managing Director of M&C Sales and Strategy



Kim Stowe
Managing Director of Partner Development



Brigetta Uta'i
Community Engagement Manager



Jannika Miller
Director of Creative Services



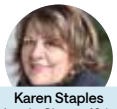
Yidiel Suarez
Senior Designer



Zoram Dean
Director of Sports Sales



Cassidy Thomas
Sports Salt Lake Operations Manager



Karen Staples
Managing Director of Sales, East Coast Office

Stuart Webber
Director of Convention Sales

Carrie Kooring
Managing Director of M&C Sales and Marketing

Jenica Penman
Executive Assistant to the Chief Sales Officer & Sales Administrator

Kendall Everett
Trade Show & Event Specialist

Abbey Oborn
Graphic Designer

Spicer Lear
Marketing Project Manager

Evan Bauerle
Senior Sales Manager

Donna Rogers
Director of Convention Sales, San Francisco, CA

Suzanne Bajek
National Sales Manager, Northeast Office

Jill Lackey
Director of Convention Sales

Troy Rushton
National Sales Manager

Sascha Jarrard
National Sales Director

Garett Nicholson
Sales Admin Assistant

Riley Gerow
Sales Admin Assistant

Madisyn Lowe
Executive Assistant to Chief of Sports & Sport Sales Administrator

Rosanne Simpson
Sports Sales Manager

Jeff Gassaway
Managing Director of Sales, Midwest Office

Lesly Connolly
National Sales Manager, Mid-Atlantic Office

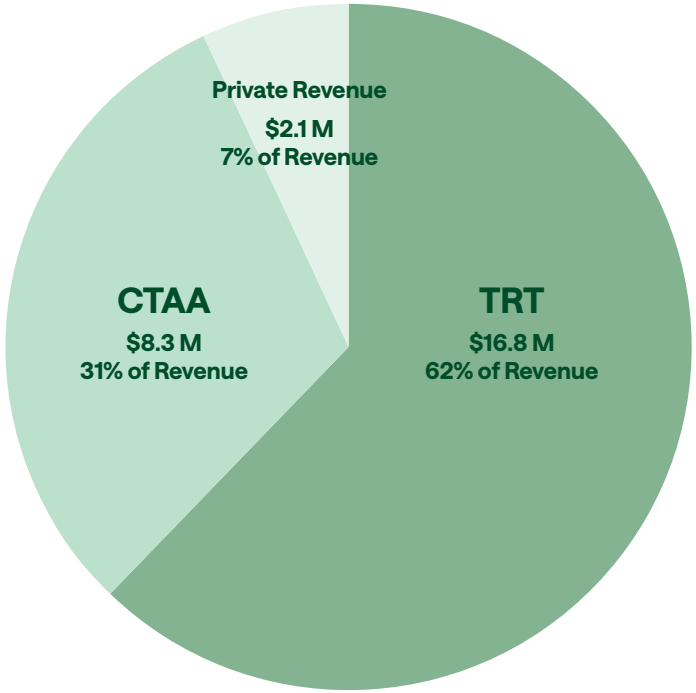
Todd J. Ness
National Sales Director

Visit Salt Lake Funding Sources

Visit Salt Lake relies on a mix of public and private funding sources to fuel the work we do to promote Salt Lake County as a premier destination for conventions, meetings, sporting events, and leisure travel.

These revenue streams support our mission to drive economic impact through increased visitation, hotel stays, and event bookings.

2025 VSL Funding



EOY 2025 VSL Fund Balance: $3.6M
Remaining balance available for use in future years

Transient Room Tax (TRT)

A 4.25% tax levied on the rental of rooms in hotels, motels, and similar accommodations in Salt Lake County, 2% of which is remitted to Visit Salt Lake for Visitor Promotion.

Convention & Tourism Assessment Area (CTAA)

A 2% assessment on room rental revenues from 65 participating hotels (segmented into Convention, South, and West Districts).

Private Revenue

Includes membership dues, marketing partnerships, Salt Lake Attractions Pass ticketing, and sales of gift shop merchandise.

Budget Summary

The Budgeting Process

Visit Salt Lake is funded primarily by Transient Room Tax (TRT) and Convention & Tourism Assessment Area (CTAA) funds. These funds are a function of hotel revenue, so hotel revenue projections are a key input for setting Visit Salt Lake's budget. Visit Salt Lake's hotel revenue projection is informed by industry forecasts, hotelier and county input, and market-specific considerations. These projections are reviewed mid-year.

Strong countywide rate and occupancy growth post-Covid has led to consistent hotel overperformance vs. projections, which has led to growth in TRT and CTAA fund balances. In coordination with the VSL and CTAA Boards and SL County, Visit Salt Lake can access fund balances to supplement in-year collections or maintain funding levels if TRT or CTAA collections decrease.

Projections & Recommendations

STR Hospitality Data forecasts a 2.3% YOY increase in Revenue per Available Room (RevPar) for 2027. However, Visit Salt Lake is projecting a 2.5% decline in RevPAR, due to key market factors below not considered in the STR forecast:

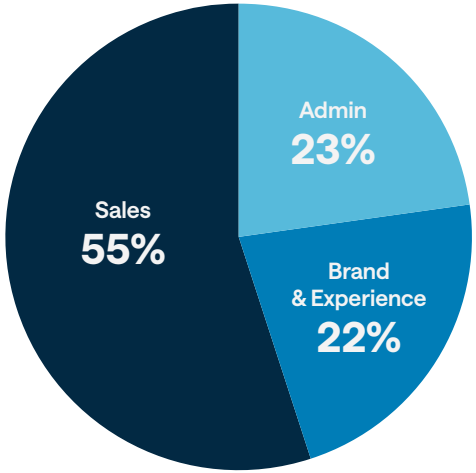
- The full closure of the Salt Palace Convention Center beginning in September, which will be offline for key convention months of September and October.
- The soft Salt Palace Convention Center calendar beginning in June, with fewer summer conventions due to prior uncertainty about the center's closure.
- These convention-related headwinds are likely to be partially moderated by the Salt Lake Temple Celebration, which is expected to generate meaningful leisure visitation though the hotel impact is uncertain, as well as continued gains in countywide rate growth and overall visitation.

For 2027, VSL is proposing flat TRT budget of $16.8 million as well as a flat CTAA budget of $9.5 million. Despite expected decreases in TRT and CTAA collections during the closure of the Salt Palace Convention Center, healthy TRT and CTAA fund balances will likely enable Visit Salt Lake to maintain flat funding levels throughout the renovation period. In addition to normal programming, we anticipate that mitigation-specific programming will help minimize the hotel revenue impact of the closure, which will in turn minimize the impact to TRT and CTAA collections and thus VSL's funding.

	2026	2027	% Change YoY
TOTAL BUDGET	$26,268,100	$26,268,100	0%
TRT	$16,768,100	$16,768,100	0%
CTAA	$9,500,000	$9,500,000	0%

Payroll Spend by Department (TRT Funding Only)

2027 TRT PAYROLL BUDGET ($8.87M)



TRT PAYROLL	2026	2027	% CHANGE
GRAND TOTAL	$9,026,100	$8,866,100	-2%
SALES	$4,963,500	$4,880,800	-2%
M&C SALES	$2,960,600	$3,318,700	12%
M&C SERVICES	$1,002,000	$582,900	-42%
SPORTS SALT LAKE	$1,000,900	$979,200	-2%
BRAND & EXPERIENCE	$1,847,700	$1,924,100	4%
COMMUNICATIONS	$360,400	$436,900	21%
MARKETING	$1,195,900	$1,046,300	-13%
TRAVEL TRADE	$291,400	$440,900	51%
ADMINISTRATION	$2,214,900	$2,061,200	-7%

Sales hiring additional Sales Director

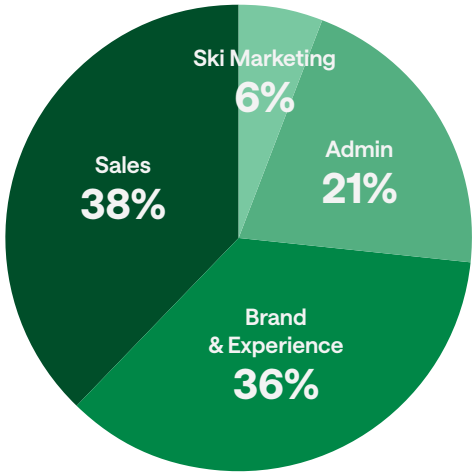
Visitor Center staff moved from Services to Travel Trade

Communications part-time staff going full-time

Marketing using more contract work vs. FTEs

Program Spend by Department (TRT Funding Only)

2027 TRT PROGRAM BUDGET ($7.9M)



TRT PROGRAM	2026	2027	% CHANGE
GRAND TOTAL	$7,742,000	$7,902,000	2%
SALES	$3,065,200	$2,973,200	-3%
M&C SALES	$1,415,000	$1,310,500	-7%
M&C SERVICES	$960,800	$850,000	-12%
SPORTS SALT LAKE	$689,400	$812,700	18%
BRAND & EXPERIENCE	$2,709,800	$2,837,800	5%
COMMUNICATIONS	$380,000	$340,000	-11%
MARKETING	$1,929,800	$2,089,800	8%
TRAVEL TRADE	$400,000	$408,000	2%
ADMINISTRATION	$1,517,000	$1,641,000	8%
SKI MARKETING	$450,000	$450,000	0%

M&C Sales adjusting to reflect fewer site inspections and shift to short-term business development

M&C Services reducing to reflect fewer welcome campaigns and adjusting event expenses

Sports hosting Sports ETA Symposium in 2027 and increasing sales development

Marketing allocating funds from payroll to contractors for specialized work

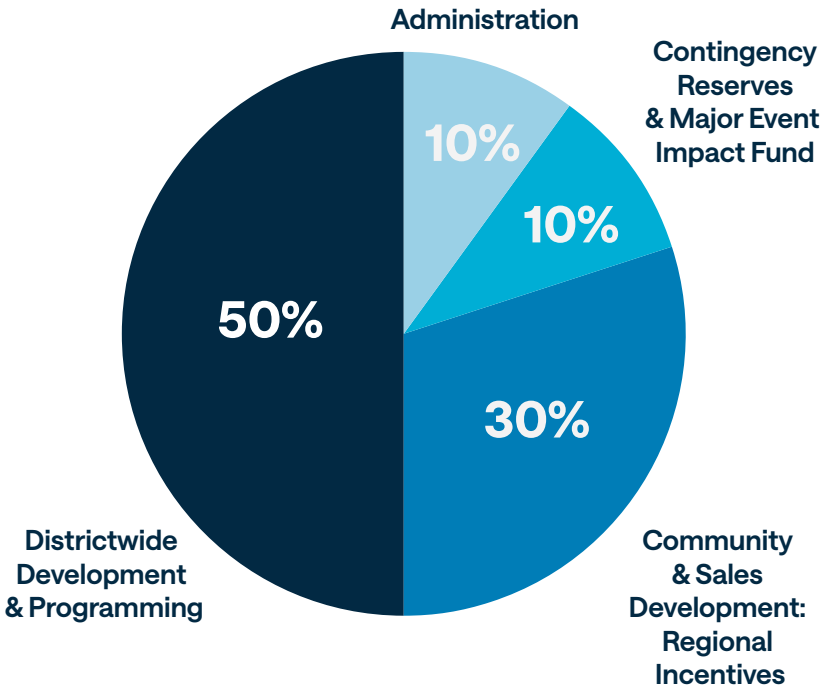
Admin funds earmarked for developing mitigation strategies

CTAA Program Spend

Visit Salt Lake administers the Convention & Tourism Assessment Area on behalf of hoteliers with a mandate to increase overnight visitation and grow rates at the 65 participating hotels across the Convention, South, and West Districts. The 2% assessment generates funds that amplify Visit Salt Lake's TRT-funded efforts, extending the reach and impact of our sales and marketing engine without duplicating team structures.

CTAA funding supports direct, high-impact programs that win events, attract high-value visitors, and boost room night production. Programs are strategically designed to drive near-term hotel bookings while simultaneously strengthening Salt Lake's long-term brand and destination appeal.

CTAA PROGRAM	2026	2027	PURPOSE
Districtwide Development & Programming	$4,750,000	$4,750,000	To invest in initiatives that raise Salt Lake's overall brand visibility, enhance demand for hotel stays, and create a competitive advantage in national/global markets.
Community & Sales Development: Regional Incentives	$2,850,000	$2,850,000	To give districts flexibility to activate local opportunities, from direct group incentives to investments in tourism infrastructure.
Major Event Impact & Contingency Funds	$950,000	$950,000	Allocated to a reserve fund to be used to secure high-value opportunities or mitigate impact of lower-than-expected future collections.
Administration & Operations	$950,000	$950,000	To cover Salt Lake County collection costs and Visit Salt Lake staffing and overhead costs to manage CTAA operations.
GRAND TOTAL	**$9,500,000**	**$9,500,000**	**Funds connect brand, sales, and events into one strategy that drives visitor demand and enhances the Salt Lake experience.**



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America’s Mountain City™

2027 ANNUAL PLAN