

SALT  LAKE

2023 ANNUAL PLAN





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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 a solid plan to reach those goals, ensuring an ongoing measurement plan 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 2023 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 travel 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 650 businesses and individuals are members of Visit Salt Lake and support our efforts to promote our community. Active, involved membership is a 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'S 2023 COUNTY PRIORITIES

Room Nights:

Book 900,000 room nights by December 31, 2023.

Earned Media:

Increase "positive earned media" generated for Salt Lake as a travel and tourism destination to \$2.6 million.

Website Visitor Sessions:

Increase total website traffic on VisitSaltLake.com to 3.3 million visitor sessions.

Direct Visitor Spending Convention and Meeting Delegates:

Direct Delegate spending of \$404,136,693 generated (as determined from survey data collected by University of Utah's Kem Gardner Policy Institute) by December 31, 2023.

Hospitality Industry Jobs:

Maintain and support 6,029 jobs in the conventions and meetings industry in Salt Lake County by December 31, 2023.



STATE OF THE INDUSTRY

STATE OF THE INDUSTRY

Travel recovery continues to climb its way back to near pre-pandemic levels. Total travel spending exceeded 2019 levels for the first time since the start of the pandemic in April - driven largely by leisure travel - and **is now 3% above 2019 levels.** (Source: Tourism Economics, U.S. Travel Association, May 2022) Domestic leisure travel has recovered and is predicted to see continued growth ahead, though slowly and over time. International inbound travel is on its way back and is expected to exceed pre-pandemic levels by 2025. (Source: Tourism Economics, U.S. Travel Association, June 2022)

The domestic business travel outlook is strong and continues its rapid bounce back. 9 in 10 companies are traveling now or planning to start soon. (Source: Symphony Tourism Economics) 82% of event planners say they value meetings and conventions more than they did before the pandemic and **76% will hold face-to-face meetings in 2022.** (Source: Meetings Spotlight)

Meetings and conventions are growing to become more intentional as planners look for inclusivity and sustainability from event hosts. 73% of corporate travel and meeting planning respondents say **sustainability** is at least a moderate priority for their company's travel program, including **41% who say it is a top priority.** (Source: GBTA)

Nationally, the sports market quickly rebounded 82% year-over-year from 2020 to 2021, as the sector proved to be highly resistant post COVID. As venues began to reopen, sports tourism quickly followed. In 2022, the market will crest over the high-water mark of 2019 in the US. (Source: Sports ETA State of The Industry Report)

3%

increase on travel spending from 2019.

41%

who say sustainability is a top priority.

76%

will hold face-to-face meetings in 2022.

STATE OF SALT LAKE COUNTY

All major Western cities have started to rebuild occupancy back to pre-pandemic levels; however, on average they are still 7.5% behind 2019 occupancy levels. Strong ADR growth has been realized with most Western destinations at an average of \$11.87 or 9.6% growth.

During the first six months of 2022, Salt Lake County has 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 **5.1% increase** in RevPAR to 2019 numbers. (Source: STR Report)

	Occ		ADR		RevPAR		Change		
	2022	2019	2022	2019	2022	2019	Occ	ADR	RevPAR
Salt Lake County, UT	70.6	70.8	\$130.48	\$115.78	\$92.15	\$82.01	-0.2	\$14.70	\$10.14
Convention District Hotels+	64.4	70.2	\$169.07	\$147.63	\$108.94	\$103.59	-5.8	\$21.45	\$5.35
Denver, CO	65.8	72.4	\$133.40	\$131.13	\$87.73	\$94.87	-6.6	\$2.27	(\$7.14)
Seattle, WA	62.8	72.3	\$151.22	\$154.31	\$94.99	\$111.55	-9.5	(\$3.09)	(\$16.56)
Portland, OR	58.1	70.8	\$130.39	\$131.48	\$75.70	\$93.15	-12.7	(\$1.09)	(\$17.45)
Austin, TX	69.3	74.6	\$167.70	\$149.50	\$116.28	\$111.48	-5.3	\$18.20	\$4.80
Houston, TX	57.5	64.5	\$104.24	\$105.04	\$59.99	\$67.78	-7.0	(\$0.80)	(\$7.80)
San Antonio, TX	63.4	68.1	\$129.82	\$115.44	\$82.32	\$78.62	-4.7	\$14.39	\$3.70
Phoenix, AZ	71.7	75.6	\$178.37	\$150.88	\$127.95	\$114.11	-3.9	\$27.49	\$13.84
Reno, NV	68.2	67.8	\$125.67	\$98.41	\$85.68	\$66.76	0.4	\$27.26	\$18.92
Anaheim, CA	71.0	75.3	\$116.60	\$105.11	\$82.75	\$79.12	-4.3	\$11.49	\$3.63
Los Angeles, CA+	70.2	79.7	\$199.48	\$180.01	\$140.06	\$143.39	-9.5	\$19.46	(\$3.33)
Long Beach, CA	73.7	76.9	\$175.94	\$163.77	\$129.71	\$125.93	-3.2	\$12.16	\$3.78
SLC South Valley+	68.2	65.5	\$115.04	\$103.61	\$78.46	\$67.85	2.7	\$11.43	\$10.62
SLC West Valley+	79.3	75.4	\$105.68	\$87.43	\$83.77	\$65.89	3.9	\$18.25	\$17.88
SLC MidValley+	73.0	69.7	\$99.29	\$86.26	\$72.50	\$60.15	3.3	\$13.03	\$12.34
SLC Airport+	79.8	74.6	\$107.98	\$97.15	\$86.18	\$72.50	5.2	\$10.83	\$13.69

While COVID-19 concerns continue to impact the tourism industry, it is no longer the driving concern for American travelers. Only 16% indicate that fear of COVID-19 will greatly impact their decision to travel in the next six months. (Source: Longwoods American Travel Sentiment Study, June 2022) However, taking hold of consumer concerns is a cluster of menacing macro issues, with inflation being at the top of the list. Gas prices are the biggest concern for consumer travel, with **61%** of survey respondents **planning to take fewer road trips** in the spring/summer. (Source: Destination Analysts, May 2022) However, data indicates U.S. fuel consumption is highly inelastic and remains a reasonable share of household expenditures. (Source: Tourism Economics, U.S. Travel Association, June 2022)

A larger concern for tourism is labor shortages. Leisure and hospitality are most affected, still down by 1.3 million workers. (Source: Tourism Economics, U.S. Travel Association, June 2022) Unemployment rates are considerably higher, quit rates remain elevated, and job openings outnumber unemployed persons. What's encouraging are signs of a labor supply rebound, with a participation rate upswing and unmatched wage increases in leisure and hospitality. (Source: Tourism Economics, U.S. Travel Association, June 2022)

In the near term, inflation, labor shortages, and consumer apprehension may affect overall travel behavior. However, excitement and pent-up demand for travel and business persists, presenting an opportunity for Visit Salt Lake to harness travel enthusiasm and overcome apprehension with relevant messaging and continued efforts in attracting and supporting convention planning, business travel, and overall visitation to the area.

61%

planning to take fewer road trips.



TRENDS & INSIGHTS

Emerging cultural trends contribute to the way Americans travel and how they spend their hard-earned dollars. Destinations competing for traveler attention should stay relevant and take the appropriate measures to align with the changes seen in consumer behavior. Insights unveil a continued need for travel, alongside localism, business and leisure activity, planet protection, and diversity, equity, accessibility, and inclusion. Salt Lake's innovative and inclusive culture, combined with its natural settings and urban vibrancy, make it the right destination to meet the emerging needs and desires of travelers.



REVENGE TRAVEL

Despite inflation and rising costs of fuel and air travel, many are eager to take the “greatest trip of all time” (GOAT) or “revenge travel,” a term to describe a travel attitude of those who are choosing to make up for time and experiences lost to the pandemic. \

- **61.7% say that leisure travel will be a high spending priority** — the highest level it’s been since July 2021.

– DESTINATION ANALYSTS, JUNE 2022

- Americans are now desperate for an “awaycation,” which essentially refers to getting away to just about anywhere, as long as it’s outside of their home.

– TRAVEL PULSE, MAY 2022

- People who describe themselves as having dominant personalities, as well as those who describe themselves as active & energetic, plan to spend more on travel than they did previously (45.4% vs. 36.2% among all travelers).

– DESTINATION ANALYSTS, JUNE 2022

Application Considerations: As travel enthusiasm persists, content and messaging should continue to generate excitement to override any consumer apprehension. Brand campaigns and activations should focus on developing travel itineraries, packages, or offerings for GOAT or unique experiences. Target active and energetic travelers.

LOCALISM

To curb cost concerns, travelers will also continue to travel locally and support businesses in their own destinations.

- As a result of rising gas prices, 39% of American travelers are choosing destinations closer to home.

– LONGWOODS TRAVELER SENTIMENT REPORT, JUNE 2022

- Airbnb’s U.S. bookings from people staying within their own region were up 65 percent in the first quarter of 2022 over the first quarter in 2019.

– NEW YORK TIMES, MAY 2022

81% have a growing interest in local culture and giving back to local communities.

– AMERICAN EXPRESS 2022 GLOBAL TRAVEL TRENDS REPORT

Application Considerations: Develop strategy and messaging for localism and short-haul travel. Develop packages, offerings, and rewards for locals: loyalty programs for residents or repeat visitors, reduced pricing for residents, partnerships with local businesses, content creators, artists, continue Hospitality Gala, and programs for frontline workers.



BLEISURE

How we live, work, socialize and travel have all merged into one another, impacting travel and the global industry.

The remote work experience plays a huge role in length of trip and lodging choice. Among the “laptop luggers,” three in four say their longest trip is going to be one to three weeks long, and

4 of 5 respondents plan to extend their trips due to their ability to work remotely.

– SKIFT, MAY 2022

- Travelers with the intent to fit in some work while away planned twice as many trips this holiday season.

– DELOITTE 2021 HOLIDAY TRAVEL SURVEY

Application Considerations: Strategy, content, and messaging for remote work and blended travel, offerings, trip itineraries, and packages combining business and leisure activities and assets, partnerships with local businesses, ‘work from home’ reward programs and promotions for locals and visitors, highlighting Salt Lake City’s recognition as the world’s 11th best remote location and top US destination.

EVENTS AND CONFERENCES

Event series, niche groups, and **micro-events have increased in popularity**, partly due to the pandemic but also because these events allow for more attendee engagement and cost savings.

- Instead of investing in a single annual event, organizations will have to space it out. This could be in the form of hybrid or virtual. It means breaking it up into smaller and more manageable groups. Event ‘series’ and/or niche event themes will be more popular than ever.

– VFAIRS BLOG, MAY 2022

CASE STUDY

- The IASS turned their Americans Connect 2021 conference into an interconnected set of micro-events, and the results were surprising. By using unique small values across several locations, the association hosted micro-events of 30-50 people via a multi-hub, same-day model. And the lower attendance numbers actually led to positive feedback. With smaller groups participating, attendees were able to build deeper relationships with their colleagues.

– SKIFT

Application Considerations: Strategy and messaging for Salt Lake as the optimal destination and infrastructure for meetings, events, conferences, and sporting events, showcasing technology, affordability, accessibility, and desirable location and product for events of all sizes. Develop business trip itinerary options, promotions, packages, and offerings for meetings, events, and conferences as well as partnerships with local businesses and venues.

PLANET PROTECTION

Consumers, especially younger generation Millennials and Generation Z, are shifting from carbon neutral to planet protection.

- **96% of respondents say it's important that their travel dollars are making a positive impact in the places they visit.**

– KIND TRAVELER IMPACT TOURISM REPORT, MARCH 2022

- 47% won't support a company that doesn't have a clear commitment to social and environmental causes.

– KANTAR US MONITOR, MAY 2022

- Employees want more information about their business trip's climate impact - almost nine in ten respondents - along with the opportunity to compare sustainability measures for accommodation and transport options.

– BUSINESS INSIDER, MAY 2022

48% of respondents say the greatest challenge in traveling sustainably is choosing accommodations that are sustainable and socially conscious.

– KIND TRAVELER IMPACT TOURISM REPORT, MARCH 2022

Application: Strategy, content, and messaging for sustainable, eco-friendly meetings and conference offerings, develop offsetting carbon emissions programs for business and leisure travel, promotion of responsible travel through campaigns, as well as pledges and activations, and shoulder-season travel promotion. Build transparency and trust with stakeholder access to platforms and build partnerships and relationships with residents, local businesses, tour operators, and environmentalists.

INCLUSIVITY

A need for diverse and inclusive efforts continues to be emphasized.

- **36.7% agreed with the statement "I've noticed that travel advertisements usually do not reflect people like myself."**

– DESTINATION ANALYSTS, JUNE 2022

60% of event managers report their attendees typically speak more than 5 primary languages and 23% report they have more than 10 languages.

– 2022 STATE OF MULTILINGUAL COLLABORATION

CASE STUDY

- The leading travel booking company for travelers with disabilities, Wheel the World, is breaking barriers in travel by combining technology and crowdsourcing in its Accessibility Mapping System (AMS), which travelers can use to find detailed accessibility information about accommodations, destinations and experiences in over 25 countries.

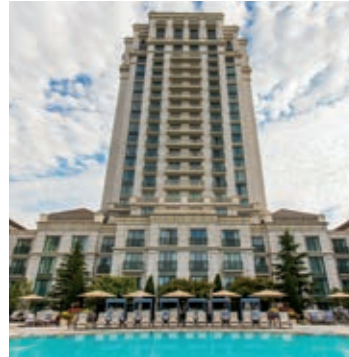
– TRAVEL PULSE, MAY 2022

Application: Strategy, content, and messaging to be inclusive, apply ethical design for digital properties and initiatives, development and promotion of accessibility within the destination and its initiatives (meetings, events, conferences), continued advocacy and implementation of IDEA, develop transparency with stakeholders and residents with publicly accessible documentation and digital initiatives, develop relationships and partnerships with diversity experts, artists, and content creators.



2022 HIGHLIGHTS TO DATE

2022 kicked off with a bang with Quarter 1 STR reports indicating that Salt Lake hotel occupancy and ADR exceeded 2019 levels and was the highest since the 2002 Olympics. VSL will continue to build upon this success with a bold new vision for sustainably accelerating visitor economy growth.



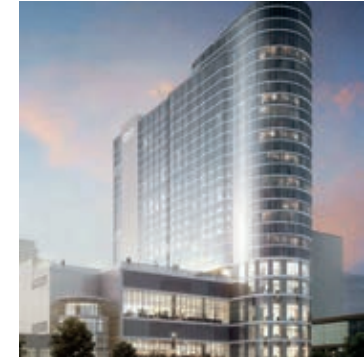
Closing The Funding Gap: CTAA

In partnership with Salt Lake County and destination hotels, VSL has advanced legislation to develop a Convention and Tourism Assessment Area that will provide beneficial activities and services to increase demand for overnight visitation across the county, resulting in increased occupancy and ADR.



Hotel Room Revenues

In the first six months of 2022, Visit Salt Lake booked 102 meetings, sports events and conventions; a 23% YOY increase. VSL has forecasted the 2022 hotel room night goal will be exceeded by 10-12%, resulting in booking nearly 870,000 hotel room nights.



Hotel Openings

The Hyatt Regency, Le Meridian and Element hotels will open their doors in October 2022. The nearly 1,000 rooms these hotels provide enables the VSL sales team to book larger and higher-spending conventions.



Sports Salt Lake

Sports Salt Lake (a division of VSL) continues its meteoric rise. It now has an Executive Director, two region-specific Sales Managers and a Director of Services, Promotions & Athlete Experiences. The Sports Salt Lake team's collective efforts are on pace to result in nearly 25%+ of all VSL room night bookings.



SALT Awards

VSL recognized the stars of our tourism industry at the inaugural SALT Awards held in June. These awards celebrated hospitality workers who exemplify Service, Accomplishment, Leadership, and Tenacity, with categories for both front and back of the house in lodging and dining.



5-Year Strategic Vision

Following extensive research, analysis, and stakeholder engagement, VSL and BVK produced a 5-Year Strategic Vision that comprises a powerful, five-year strategic roadmap for the destination, its partners, and the industry. The initiatives and tactics outlined in the vision provide VSL with clear action steps for future economic and social vitality for its tourism industry and partners alike.



ECONOMIC IMPACT

FOR EVERY \$1 SPENT IN VSL'S ANNUAL BUDGET,
\$18 IS RETURNED IN LOCAL TAX REVENUE

Tourism is the front door to economic development.

Salt Lake County is significantly impacted by its visitor economy. Travel and tourism represent Utah's eighth-largest industry and support hundreds of thousands of jobs. Salt Lake County's share of the visitor economy is almost half of the state's total. The continued efforts to maintain and increase the tourism economy are imperative for Salt Lake and the state. Primary numbers reflected are from 2019 (the most comparable year to base future performance).

\$4.62B

Total Salt Lake County visitor spending

18:1 ROI

For every \$1 VSL spends, \$18 is returned in local tax revenue
(\$215M local tax revenue / \$12M VSL budget)

49,000

Jobs supported by tourism

\$215M

Salt Lake County tax revenue

\$46,000

Average annual tourism salary in SLCo

46%

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



A woman in a white and black tiger-print outfit is walking a high heel on a stage. She is holding a large bouquet of flowers. The scene is lit with warm, orange light, and a crowd of people is visible in the background. The text "SETTING THE STAGE" is overlaid on the image.

SETTING THE STAGE

RESEARCH AND DATA SOURCES

Visit Salt Lake will continue to invest significantly 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:

DK Shifflett – Understand consumer behavior and sentiment.

Evidenz Research Group – Understand meeting planner sentiment and trends.

Smith Travel Research (STR) – 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.

- Destination Awareness – Uses Uber media cellphone data to track out-of-area visitation, visitor-to-resident ratios, and overall event attendance.
- National recovery trends – TSA airport volume, restaurant attendance, and mobility.
- Job market – Volume, market share, quarterly job volume changes by market sector.
- Visitor Flow – Tracks where are they coming from and where are they going when they get to Salt Lake. This can be analyzed by visitor flow to Salt Lake County regions and top points of interest.
- Website – Google Analytics.
- Earned Media – Cision to 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.

- SEO/SEM activities for VisitSaltLake.com.
- Uses ACT-On as email service provider to send and track e-mail communication and engagement.

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

Adara – Tool that tracks booking across the destination that have been exposed to destination advertising and website.

Brand Health Tracking Study – The study will be conducted in the fall of 2022 to understand current perceptions of the destination and set baseline metrics against which future measurements can be compared. Key objectives include:

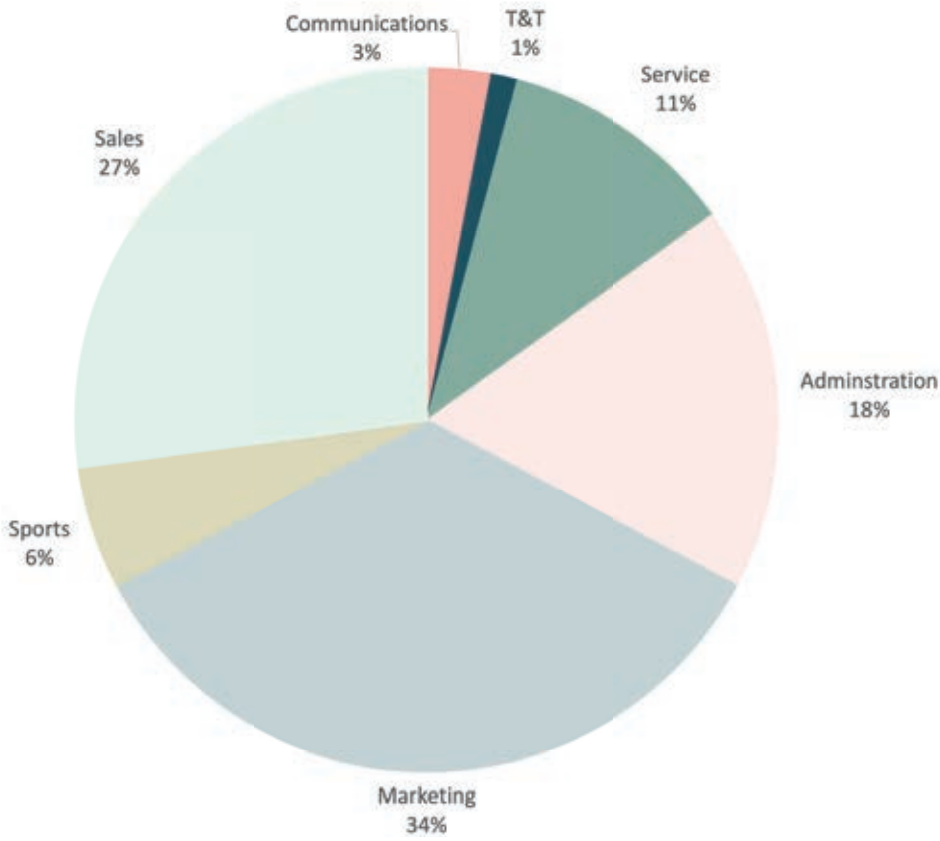
- Complete a full brand funnel analysis (including destination awareness, familiarity, visitation, likelihood to visit, likelihood to recommend, and unaided advertising awareness) to understand how successfully Salt Lake is moving travelers through the funnel, in comparison to competitors
- Gain understanding 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

Ad Effectiveness Study – We will field the study through SMARInsights in two waves, beginning in the summer of 2023. The first wave will measure ad awareness at the time of peak recall and will give insight into the effectiveness of the media and creative, in time to make adjustments for the next year. The second wave is timed after travelers have had the time to take a trip and measures the incremental travel generated and the ROI. Key metrics include:

- Advertising Awareness and Exposure
- Advertising Evaluation and Resonance (including reactions to creative, ability to convey key brand messages and impact on attitudes and behavior)
- Overall and Incremental Visitation
- Spending Impact
- ROI and Tax ROI

BUDGET SUMMARY

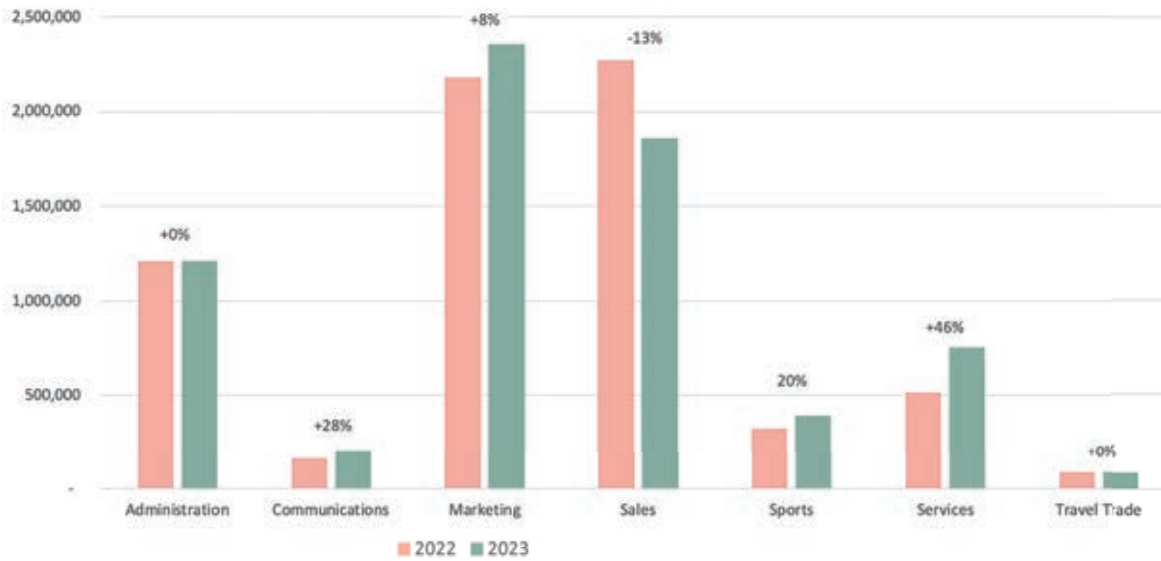
Visit Salt Lake 2023 Budget Breakout by Department



Salary and Program Costs Breakdown



Spend by Department 2022 v 2023



A person is seen from behind, their arms raised high in the air, silhouetted against a vibrant, colorful background of a nightclub or concert. The scene is filled with bokeh lights in shades of blue, purple, and pink. In the background, there are horizontal light bars and a large screen displaying a grid pattern. The overall atmosphere is energetic and celebratory.

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 into 2 key segments with multiple sub-targets with different values and needs.

BUSINESS	LEISURE
<p style="text-align: center;">SPORTS EVENTS</p> <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"> • VALUE: COMPETITIVE PRICING, EASY LOGISTICS, TOP-NOTCH FACILITIES 	<div style="text-align: center;">  <p>SUMMER</p> </div> <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"> • LIFESTYLE: TRAVEL, ART, OUTDOORS, TECHNOLOGY • VALUE: SOCIAL RESPONSIBILITY, CREATIVITY, ENVIRONMENTAL PRESERVATION, OPEN-MINDEDNESS
<p style="text-align: center;">MEETINGS & CONVENTIONS</p> <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"> • Citywide Conventions: Groups of 3,000 to 12,000 attendees generally booking 3-6 years in advance. • Single Hotel/Resort Meetings: Groups of 250-1,500 people generally booking 6 months to 3 years in advance. • Independent planners who work with the clients described above. • VALUE: WALKABILITY, CULTURAL OPPORTUNITIES, ENTERTAINMENT IN CLOSE PROXIMITY, TOP-NOTCH FACILITIES, DIVERSITY, AFFORDABILITY 	<div style="text-align: center;">  <p>WINTER</p> </div> <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"> • LIFESTYLE: OUTDOORS, READING, SPORTS, TRAVEL • VALUE: SOCIAL RESPONSIBILITY, ADVENTURE, ENVIRONMENTAL PRESERVATION, EXCITEMENT

2023 EFFORTS BY DEPARTMENT:
OBJECTIVES, SUPPORTING
TACTICS, AND SUCCESS METRICS



MARKETING

The Marketing department promotes Salt Lake County through paid and owned media efforts. These include digital advertising, web, content marketing, social media channels, YouTube channel, media center broadcast, e-mail and commerce programs promotion. The department works with agency partners to develop advertising programs to integrate Salt Lake's brand messaging and pillars.



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” 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 digital display, native advertising, paid social and paid search.
- Owned efforts will include website (VisitSaltLake.com), social media channels (Facebook, Instagram, Pinterest, Twitter, TikTok), YouTube channel and e-mail newsletters including Visit News, Member News, 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 e-mail 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 15% Y/Y organic session growth to highlight quality of content, storytelling, production quantity and SEO compatibility.
- Achieve 10% Y/Y growth with total visitor sessions on VisitSaltLake.com to exceed 3.3 million.
- Establish benchmark and growth in awareness of the Salt Lake brand through awareness and brand lift study.
- Grow active consumer e-mail database by 10%.
- Track monthly e-mail communication across all lists with a goal of a minimum 20% 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” 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 outlines the business and technology climate that support the economic development of the destination.
- Paid marketing for M&C includes digital display, featured e-mail, paid social and meeting print advertising.
- Owned marketing efforts for M&C includes website, e-mail (meeting news), organic social (LinkedIn, Facebook) and YouTube.
- Design and deliver Meeting News and Sports Salt Lake News newsletters.

SUCCESS METRICS

- Advertising impressions, click through rate (CTR) with a post impression response of 1%.
- Establish and 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.
- Establish benchmark and establish growth in awareness of Salt Lake through awareness and lift study. (Will use Evidenz Group for baseline but have yet to receive).

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

5 Year Vision
Strategic Pillar:
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- Work with UOT 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

- Establish baseline for number of tactical campaign partnerships and associated booking goal.
- Achieve 30,000 Adara Impact measured hotel room night bookings.
- Achieve 2% 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:
Widen
distribution
and optimize
sales for pass
products.

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 minimize value add expense to improve ROI and maximize distribution with appropriate commission levels and outreach.
- Streamline and optimize commerce pass product data collection and reporting.
- Utilize Bandwango relationships with third-party retailers and wholesalers to increase sales of all products (Viator, Get Your Guide, Groupon, etc.).
- Develop cross-marketing opportunities on VisitSaltLake.com in related content feature placements, call-to-action links on blogs, and Bandwango sales platform.

SUCCESS METRICS

- Optimize pass products for wider distribution with at least 2 new distribution partners while maintaining flat Y/Y sales.
- Create new reporting mechanism for pass product performance.
- Track total redemptions and venue usage on all pass products.

COMMUNICATIONS & PUBLIC RELATIONS

The Communications and Public Relations department works in tandem with the Marketing department to ensure messaging is on point for key target audiences with distinctive content that's relevant and compelling. The team promotes Salt Lake, and skillfully plans and crafts messaging and storytelling to support the West of Conventional brand. Strategically, the team targets local, regional, national and international origin markets to pitch stories relevant to those interested in Salt Lake for leisure travel or meetings and conventions. They create robust itineraries crafted for hosted media to showcase the best of Salt Lake. The Communications team supports all departments with messaging, scripting and copywriting needs, creates position papers and identifies myriad opportunities for elevating VSL's message. They collaborate closely with tourism marketing partners to supply brand message/image toolkits to ensure consistent brand messaging and assist incoming conventions and sports events with local media relations services.



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.
- 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 apart our destination and visitor experience.
- Host media familiarization tours in concert with other DMOs, tourism marketing organizations, Visit Salt Lake members and Salt Lake County partners.
- Initiate and manage communications roundtable discussion with communications teams across Salt Lake County to ensure consistency of brand messaging and to collaborate on content.
- Creation of Brand Ambassador stories identified and written to uncover those content stories that help drive the brand narrative.
- Include brand language into earned media, speeches, press releases, membership communications, content for annual meetings, board meetings and annual report.

SUCCESS METRICS

- Garner earned media coverage of \$2.6 million.
- Generate 250 stories in 2023.
- Create 48 annual pitches, releases, scripts, briefing sheets and talking points.
- Answer 48 media inquiries annually.
- Pitch 60 journalists on stories and Salt Lake trips.
- Host 12 journalists.



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

5 Year Vision
Strategic Pillar:
Advocacy

TACTICS TO SUPPORT OBJECTIVE

- Increase visibility locally and in trade publications of VSL's role in promoting the destination and contributing to balanced growth in the visitor economy.
- Secure regular 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 scripts, press releases, talking points and position papers.
- Garner media coverage of SALT Awards gala to honor frontline workers.
- Include Salt Lake Career Connection in position papers, releases and talking points.
- Evaluate industry and local awards opportunities and actively submit nominations.

SUCCESS METRICS

- Inclusion of value messaging in local media coverage.
- 5% increased distribution and readership of "State of the Visitor Economy" newsletter.
- Growing number of awards based on economic value of tourism to the community.
- 10% more media stories placed on value of tourism, Career Connection and annual SALT Awards gala.

COMMUNICATIONS &
PUBLIC RELATIONS

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

5 Year Vision
Strategic Pillar:
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- With the Marketing team, identify new origin markets.
- Create customized, highly targeted media lists and story capture algorithms.
- Create pitches based on seasonality and trip purpose.
- Media outreach in key origin markets to place stories and invite media to visit.
- Expand focus beyond outdoor, promoting dining, arts and cultural experiences.
- Support brand activations by publicizing events and driving traffic to them.
- Create new decision matrix for vetting media opportunities and valuing earned media.

SUCCESS METRICS

- 30 placed stories in key origin markets.
- Increase attendance at brand activation events 10%.

Objective #4:
Support incoming
conventions
with local
media relations
assistance.

5 Year Vision
Strategic Pillar:
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- As part of an ongoing effort to provide exceptional service to incoming associations and conventions, VSL's support services assist groups, free of charge, with local media strategies, customized lists, media outreach and appearance placement, and final media reports.
- Provide expertise and strategic support to conventions and meetings relating to their local media outreach efforts.
- Meet with services team monthly to identify conventions needing PR services.
- Proactive outreach to qualified conventions 6-8 weeks prior to discuss goals, assets, process and reporting deliverables.
- Customize media lists, conduct media outreach, schedule appearances, and create earned media reports.
- Institute a new paid media strategy to leverage earned public relations programs with sponsored content.

SUCCESS METRICS

- Service a minimum of 20 conventions per year.
- Obtain local coverage for each convention.
- Earned media includes some sponsored content for key conventions.
- Media reports delivered to client with audience size and earned media value.



COMMUNICATIONS &
PUBLIC RELATIONS

Objective #5:
Increase support
for Sports Salt Lake.

5 Year Vision
Strategic Pillar:
Sales & Marketing

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.

SUCCESS METRICS

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

MEETING AND CONVENTION SALES

The Sales team identifies and aggressively pursues large citywide conventions and tradeshow, 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 are the primary drivers behind Salt Palace Convention Center and Mountain America Expo Center bookings.



MEETING AND CONVENTION SALES

Objective #1:
 Increase citywide convention bookings across multiple vertical markets including health and medical, corporate, scientific, technical, engineering, user groups, cultural, social welfare, legal, public administration, etc.

5 Year Vision
 Strategic Pillar:
 Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- Adapt to the significant market changes and find new opportunities by updating our highly-researched target account list.
- Deploy four Convention Sales Directors to pursue appropriate citywide conventions and tradeshow within their assigned vertical markets. These directors handle groups over 1,700 attendees, focusing primarily on groups that fill the Salt Palace and use numerous hotels.
- Represent Salt Lake at select tradeshow 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 incorporate additional inventory provided by the new convention hotel.
- Interact with the Event Opportunity Committee to customize Salt Palace rent for select potential conventions.
- Host highly customized, experiential and memorable site inspections that feature Salt Lake's unique characteristics and diverse population.
- Focus retention efforts on our top repeat citywide customers including doTERRA, Young Living Essential Oil, Educational Testing Services, Rootstech, Outdoor Retailer, and Melaleuca.

SUCCESS METRICS

- Book 900,000 room nights specific to citywide conventions.
- Host 55 site inspections in 2023 for citywide convention planners.
- Conduct 20 sales trips.
- Attend 16 tradeshow.
- Complete 385 prospecting actions.

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 three National Sales Managers who handle the East, Midwest and West regions respectively. These salespeople work in conjunction with the four Satellite Sales Directors, and handle meetings that range from 201-1,700 attendees.
- Partner with local hotel/resort sales staff and national sales organizations to pursue targeted meetings.
- Utilize MINT 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

- Complete 720 prospecting calls.
- Host 60 site inspections for single hotel/resort meetings.
- Conduct 15 outside sales trips.
- Attend 10 select industry trade shows and events in 2023.
- Book 261,140 room nights specifically for single hotel/resorts.

MEETING AND CONVENTION SALES

Objective #3:
Provide hotel partners with qualified leads for small meetings (10 to 250 attendees) and assist them in closing those opportunities.

5 Year Vision
Strategic Pillar:
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- Acknowledge and distribute online channel leads within two hours of receiving them.
- Educate meeting planners on the benefits of Salt Lake while at tradeshow and industry events.
- Follow up with meeting planners through online channels and update partners accordingly on final decisions.
- Finish quarterly updates of our online CVENT profile.
- Conduct quarterly meetings with our CVENT representative to analyze trends and opportunities.
- Invest in Knowland lead-sourcing software.

SUCCESS METRICS

- Send leads equating to 175,000 potential room nights in 2023.
- Conduct 240 prospecting calls.



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 to incorporate the new VSL brand, airport, Hyatt Regency, and other developments.
- Utilize highly customized site inspection itineraries, maps, event invitations, etc.
- 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 900,000 room nights in 2023.



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 other month.
- Meet with the major hotel directors of sales every other month.
- Include hotel partners at tradeshow, industry events, and client events when possible.
- Interact with Delta Air Lines' group sales department staff.
- VSL staff will serve on high-profile boards and committees such as PCMA and MPI.
- Contract with the University of Utah's Kem C. Gardner Policy Institute to conduct surveys of convention clients to collect data, such as point of origin, travel mode, hotel choice, spending, and likelihood to share a hotel room.
- Interact with VSL's marketing department to ensure optimal deployment of sponsorships and advertising.
- Include entities such as Delta Air Lines, Salt Lake City International Airport, EDCUtah, Downtown Alliance, Street Ambassadors, Pride Center and others to increase the effectiveness and memorability of site inspections.
- Meet quarterly with BVK and Love Communications to review M&C-related plans and projects.

SUCCESS METRICS

- Book 900,000 room nights
- in 2023.

MEETING AND CONVENTION SERVICES

The Services Department provides support to incoming meetings and conventions to ensure success for the planner, attendee, and Salt Lake hospitality community. When an event is truly successful, it is likely Salt Lake will benefit from repeat business. This team also produces all VSL internal events and assists with stakeholder and Salt Lake County events.



MEETING AND CONVENTION
SERVICES

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 throughout the actual event.
- Provide welcome signage, banners, and/or sidewalk chalk art.
- Further develop and enhance the sidewalk musician program for large citywide conventions.
- Interact with VSL's PR department to generate local media exposure for select conventions.
- Build relationship with venues, restaurants, theaters, transportation companies, etc. to maintain 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.



MEETING AND CONVENTION
SERVICES

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 Sparkloft to create customized social media campaigns for incoming conventions.

SUCCESS METRICS

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

MEETING AND CONVENTION
SERVICES

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 30 meeting planner visits.
- Provide 150+ member referrals to clients.

MEETING AND CONVENTION SERVICES

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

5 Year Vision
Strategic Pillar:
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- Contract with the University of Utah’s Kem C. Gardner Policy Institute to conduct surveys of convention attendees.
- Attend the Event Service Professional’s convention and other events for professional development.

SUCCESS METRICS

- Meet with local clients throughout the year (12 connections each year).
- Receive an average score of 4.8 or better (on a 5-point scale) on post-convention client surveys.

MEETING AND CONVENTION SERVICES

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, such as ASAE Innovation Launch Pad.

SUCCESS METRICS

- Produce seven Executive Committee meetings, three quarterly Board meetings, the new annual SALT Awards, the Annual Board Retreat and Ski Biz.
- Strengthen relationships with vendors while creating successful events.

SPORTS SALT LAKE

Sports Salt Lake, a division of Visit Salt Lake, attracts and provides support to sporting events and sports-related meetings of all sizes and serves as the sports tourism authority for Salt Lake.



Objective #1:
Continue an aggressive sales-centric and customer first approach on pursuing and retaining events.

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.
- Complete at least 6 venue sales calls per salesperson each quarter.
- Conduct a minimum of 8 sales trips.
- Host a minimum of 10 site inspections.
- Book 210,000 room nights in 2023.

Objective #2:
Increase awareness
of Salt Lake as a
sports destination
on a national
level.

5 Year Vision
Strategic Pillar:
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- Represent Sports Salt Lake in a visible and effective manner at select tradeshows 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 on-site 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 PlayEasy lead sourcing software for sports.

SUCCESS METRICS

- Attend 7 key sports tradeshows 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 2022.

SPORTS SALT LAKE

Objective #3:
Grow partnerships with venue operators to increase opportunities and awareness of Sports Salt Lake as the sports tourism authority in the area and resulting in a more diverse portfolio of events and venues used.

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.
- Entice venues with Sports Salt Lake assistance with promotional efforts.

SUCCESS METRICS

- Complete 24 venue sales calls per year for each Sales Manager, and 10 sales calls per year for Executive Director.
- A 30% increase in diversity of sports bookings at various venues around Salt Lake over a 5-year period, as compared to the top 3 venues: Salt Palace Convention Center, Salt Lake Regional Athletic Complex, and Mountain America Expo.



Objective #4:
Grow 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 up to 20% of work hours.
- 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 (including Executive Director) will conduct 3 sales trips annually.
- Each Sales Manager (including Executive Director) will attend a minimum of 2 sports tradeshow.
- Book 20% more events in 2023 than in 2022.

SPORTS SALT LAKE

Objective #5:
Educate the local community and key stakeholders in the benefits of sports tourism, and continue to position Sport Salt Lake as the sports tourism experts in Salt Lake County.

5 Year Vision
Strategic Pillar:
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- Host the second annual Sports Tourism Summit in fall of 2023. All area venues, local sports organizers, area municipality leaders, and area parks and rec departments will be invited to attend, along with hospitality partners, as suppliers. The event will contain networking, educational 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 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 response rate from area hotels by 25% when sending sports leads.

Objective #6:
Provide logistical
and promotional
support to incoming
events.

5 Year Vision
Strategic Pillar:
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- A full-time Director of Services, Promotions & Athlete Experiences will continue to provide a high level of service for all incoming groups.
- Host event planner visits for groups that have already confirmed Salt Lake.
- Travel for promotional attendance year prior (as needed).
- Interact with clients to strategically determine their group’s demographics, needs, and hot buttons.
- Develop customized social media campaigns.
- Collaborate with the Marketing and Communications departments to ensure effective and seamless promotional strategy for event. Act as liaison between client and VSL departments.
- 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.

SUCCESS METRICS

- Book 20% more events in 2023 than in 2022.
- Achieve an average score of 4.9 out of 5 on the post event surveys.

SPORTS SALT LAKE

Objective #7:
Create and grow a 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.
- Proactively approach groups and organizations to build the list of volunteers, including forming a partnership with the Utah Olympic Legacy Foundation.
- Provide regular communication to volunteers to ensure engagement and for updates on events, training, etc.

SUCCESS METRICS

- Garner a minimum of 100 active volunteers by end of 2023.
- 25% increase of sporting events utilizing Sports Salt Lake's volunteer database.



Objective #8:
Continue to build
out the Athlete
Experience Program.

5 Year Vision
Strategic Pillar:
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- Ensure athletes (and spectators) are provided clear communication before and during events on destination information, airport info, discounts to activities, restaurants, etc.
- Community outreach - food trucks, business contacts, and assisting with event activations.
- Curate new and exciting ways to interact with athletes and guests, and expand upon the customized scavenger hunts with prizes that Sports Salt Lake has incorporated.
- Work with clients to engage with athletes and spectators more closely through social media, email blast, welcome desk, etc.

SUCCESS METRICS

- Attain higher rate of client satisfaction with destination, reflected on an average post survey score of 4.9 or better.
- Attain higher rate of athlete and attendee experience, resulting 10% increase in overall rebookings.

SPORTS SALT LAKE

Objective #9:
Elevate presence of
Sports Salt Lake
during events.

5 Year Vision
Strategic Pillar:
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- Provide welcome flags, banners, and signage as needed.
- 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 on challenges as they arise.
- Interact with Visit Salt Lake's Communications team to generate media coverage of events.
- Presence of VSL's photographer during events to capture high-res images and B-roll.
- Provide lanyards and amenities as appropriate.

SUCCESS METRICS

- Achieve an average score of 4.9 or better (on a 5-point scale) on post-event client surveys.
- Increase in event rebookings by 10%.
- Number of local/national news stories increased by 10%.

TRAVEL TRADE AND STRATEGIC PARTNERSHIPS

The Travel Trade and Strategic Partnerships department works with the Marketing department to create, develop and implement sales efforts and programs which result in awareness, bookings and visitation by national and international tourists and tour groups. It works with the Partnership Development team to create events and programs which support the LGBTQ+ community and on-going events such as the Music Café and Queer Lounge during the annual Sundance Film Festival.



TRAVEL TRADE AND
STRATEGIC PARTNERSHIPS

Objective #1:
Identify outreach
and collaboration
opportunities with
international and
domestic travel
trade clients/tour
operators.

5 Year Vision
Strategic Pillar:
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- Attend major industry tradeshows including IPW, Go West, Mountain Travel Symposium, etc.
- Partner with Utah Office of Tourism on sales missions and FAM tours.
- Participate in ski marketing activities and sales missions.
- Work with Brand USA and Utah Office of Tourism on marketing and sales opportunities.

SUCCESS METRICS

- Book 10,000 leisure sales room nights.
- Make 30 prospecting calls and 45 member referrals per quarter.

TRAVEL TRADE AND
STRATEGIC PARTNERSHIPS

Objective #2:
Develop a
marketing and
promotional
partnership with
SLC International
Airport.

5 Year Vision
Strategic Pillar:
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- Meet regularly with marketing and operations team at SLC International Airport.
- Identify international markets for new and increased promotion.
- Participate in sales mission activities and other promotions.

SUCCESS METRICS

- Assist SLC International Airport with promotion and creation of new air service destinations.
- New nonstop international destinations to SLC.



TRAVEL TRADE AND
STRATEGIC PARTNERSHIPS

Objective #3:
Develop an accurate way to identify and report confirmed leisure bookings.

5 Year Vision
Strategic Pillar:
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE

- Work with the Utah Office of Tourism to track data regarding group tour booking in Salt Lake County.
- Develop improved communication with Salt Lake County hotels for tracking follow-up.
- Develop improved communication with group tour planners and individual agents for tracking follow-up.

SUCCESS METRICS

- Claim 10,000 confirmed room night bookings in 2023.

TRAVEL TRADE AND
STRATEGIC PARTNERSHIPS

Objective #4:
Serve as a
liaison for LGBTQ+
programs and for
Sundance Film
Festival events.

5 Year Vision
Strategic Pillar:
Sales & Marketing

5 Year Vision
Strategic Pillar:
Advocacy

TACTICS TO SUPPORT OBJECTIVE

- Meet regularly with LGBTQ+ Advisory Committee.
- Promote and support LGBTQ+ events and programs.
- Host annual Sundance Film Festival Music Café and Queer Lounge.

SUCCESS METRICS

- Growth in attendance at events and programs.
- Growth in media coverage of events and programs.



COMMUNITY & PARTNER DEVELOPMENT

Community and Partner Development works with members to educate them on the economic impact of tourism in Salt Lake County. The team also works with the community as a whole to emphasize the importance of promoting hospitality careers in order to support a robust visitor economy. Private-sector revenue is generated through membership dues, sponsorships and advertising sales in order to provide programs, events, exposure and value for its members. The goal of Community and Partner Development is to be a business-to-business connection point, benefitting member businesses, as well as meeting planners, convention attendees, leisure visitors and community partners—and thereby increasing the positive perception of Salt Lake as a desired destination. The team also participates in community outreach via attendance at community functions, meetings and participation on boards to be better informed about the issues, priorities and activities of our community stakeholders, and to share best practices.



Objective #1:
Strengthen
and grow.

5 Year Vision
Strategic Pillar:
Advocacy

TACTICS TO SUPPORT OBJECTIVE

- Increase VSL's membership base by expanding outside of typical hospitality-based categories.
- Increase the diversity of VSL's membership base by reaching out to diverse businesses, including women, minority and LGBTQ+ owned.
- Increase new members and awareness of Visit Salt Lake with a robust in-person prospecting plan.
- Maintain current membership base with consistent, ongoing membership engagement, including but not limited to events, trainings, networking and educational opportunities.
- Provide ongoing member engagement through member Facebook group, newsletters and engagement with Membership Committee.
- Conduct regularly scheduled focus groups and/or one-on-one meetings with key members to explore new strategies to increase engagement.

SUCCESS METRICS

- Increase attendance at all events by 4%.
- Conduct monthly member trainings (combination of virtual and in-person).
- Conduct semi-annual Services Showcases to provide opportunities for members to present their products/services to the Convention Services team.
- Increase participation in Discount Passport to 75 businesses.
- Increase member portal visits by 2% over previous year.
- Increase number of new members by 5%.
- Increase number of diverse businesses by 10%.
- Facebook Group will post a minimum of 4 times per week, with a response time of 24 hours.
- Grow number of Facebook Group members by 10%.
- Meet with Membership Committee quarterly.
- Conduct semi-annual presentations by Sales, Services and Marketing to members to provide updates, share VSL objectives and emphasize member benefits.
- Conduct a minimum of 33 prospecting calls each month, including a minimum of 2 per month to diverse businesses.
- Conduct an annual member survey.
- Provide annual LGBTQ+ training to members.

COMMUNITY & PARTNER
DEVELOPMENT

Objective #2:
Develop
strong
partnerships.

5 Year Vision
Strategic Pillar:
Advocacy

TACTICS TO SUPPORT OBJECTIVE

- Establish and maintain relationships with all boards, associations, commissions, community and chamber organizations.
- Participate in diverse community organizations that have not traditionally been connected to VSL (i.e. Equality Utah, Black Chamber, etc.).
- Keep members and partners informed of proposed legislative actions that might impact member businesses.
- Provide training resources for members and partners (virtual and/or in person).

SUCCESS METRICS

- Create curated front-line hospitality training programs in order to provide a better visitor experience (i.e. resident hospitality program).
- Communicate community initiatives and activities to VSL members and community partners via newsletter, emails and webinars.
- As determined by Sales and Services, partner on community tie-ins with large conventions and/or sporting events (i.e. Outdoor Retailer, NBA AllStar, etc.).
- Create and present an annual SALT awards event to recognize hospitality employees in the county.
- Present all sponsorship opportunities at VSL Leadership team meetings to determine if they fit the mission and brand pillars of Visit Salt Lake.
- Deepen engagement with community organizations connected to the visitor economy and establish connections with new sectors and organizations by participating on boards and committees within the community.

Objective #3:
Expand our
footprint.

5 Year Vision
Strategic Pillar:
Management

TACTICS TO SUPPORT OBJECTIVE

- Educate and provide ongoing, current information to all Visitor Information Center staff to promote and share information on Salt Lake City, County and statewide attractions, emphasizing pass products, restaurant recommendations and promotion of attractions.
- Promote Visitor Information Center assets to front line lodging staff.
- Working with Salt & Honey, oversee the retail partnership at the Visit Salt Lake gift shop including sales, inventory restocking, financial reconciliation and product knowledge.
- Mobile Event Activations:
 - VSL Mobile Visitor Center will engage in-market at strategic sporting events, festivals and other special events across the region.
 - The VSL Airstream and VSL Salt Cave will provide support to the Services Team as an added benefit to conventions and meetings.
 - Working with Marketing Team, Visitor Services will utilize a briefing sheet to identify specific strategies and ROI around each activation in terms of client/VSL goal and marketing opportunities.

SUCCESS METRICS

- Conduct one meeting per month with staff to provide training, address needs and update staff on new members and new offerings in the county.
- Host a minimum of four concierge events per year and make in-person sales calls to all downtown lodging properties quarterly.
- Respond to all requests for information within 24 hours.
- Mail out all requests for printed visitor guides on a monthly basis.
- Maintain on a daily basis the physical Visitor Center space with regards to cleanliness, product inventory, current informational brochures and maps.
- Visitor Center staff will be familiar with and represent the Salt & Honey brand, its products and artisans, using information communicated at weekly Partner Development meeting.
- Visit Salt Lake Airstream will participate in strategic local and regional activations within the year. Develop a strategic schedule based on type of event, location, and targeted audience by working with Marketing.
- Visit Salt Lake mobile Salt Cave will participate in strategic client events within the year. Target specific meetings and conventions based on client, type of event, and schedule by working with Services.

COMMUNITY & PARTNER
DEVELOPMENT

Objective #4:
Increase
revenue through
sponsorships and
Salt & Honey
retail sales.

5 Year Vision
Strategic Pillar:
Sales & Marketing

TACTICS TO SUPPORT OBJECTIVE**(SPONSORSHIPS):**

- Engage in outreach to potential partners with options to fit individual member and/or sponsor needs.
- Creatively package various member marketing benefits to best suit the needs of members and partners.
- Produce one Visitor Guide per year.
- Solicit sponsorships for each quarterly event, including the SALT awards.
- Research new marketing opportunities and sponsorship opportunities by exploring best practices of other DMO's.

SUCCESS METRICS**(SPONSORSHIPS):**

- Procure \$70,000 total in sponsorship revenue for quarterly membership events.
- Increase Visitor Guide advertising revenue by 4%. Reach out to non-traditional businesses and partners for marketing opportunities.
- Create new marketing opportunities for members.
- Increase advertising revenue by 4%.

TACTICS TO SUPPORT OBJECTIVE**(SALT & HONEY):**

- Continually update product inventory to reflect customer spending.
- Provide a mix of Visit Salt Lake branded merchandise and Salt & Honey local Makers Market merchandise.
- Make quarterly visits to downtown hotels to share information on Salt & Honey Market at the Visitor Center.
- Ensure Salt & Honey signage is properly displayed in the Salt Palace at all times.
- Solicit Google reviews to increase Salt & Honey SEO.
- Create Visitor Center Salt & Honey Instagram channel to specifically promote Salt & Honey.
- Work with Sales, Services, Communications and Marketing to provide gift cards to influencers, writers and meeting planners to utilize in Salt & Honey in order to further promote the brand.

SUCCESS METRICS**(SALT & HONEY):**

- Increase Salt & Honey gross revenue by 10%.

An aerial photograph of a city at sunset. The sky is filled with large, dramatic clouds in shades of orange, red, and yellow. The sun is low on the horizon, casting a warm glow over the city. In the foreground, the city's lights are visible, including a large stadium with a white dome. In the background, a range of mountains is silhouetted against the bright sky. The overall mood is serene and hopeful.

WE'RE PLANNING FOR THE FUTURE

THE OPPORTUNITY TO LEVERAGE CTA LEGISLATION

When comparing our annual budget to destination marketing organizations with whom we are competing for meeting, conventions, sports, and leisure visitors, Visit Salt Lake is one of the least funded organizations. Visit Salt Lake is currently the 2nd least funded among the destinations we compete with for overnight visitors.

Visit Salt Lake has a major opportunity to leverage CTA legislation to drive increased economic impact to the visitor economy and continue to compete with destinations like Anaheim, Seattle, Portland, and Denver. The primary goals of leveraging this funding would be to increase demand for overnight visitation, room night sales, and average daily rate and revenue per available room at assessed businesses through a variety of sales and marketing efforts.

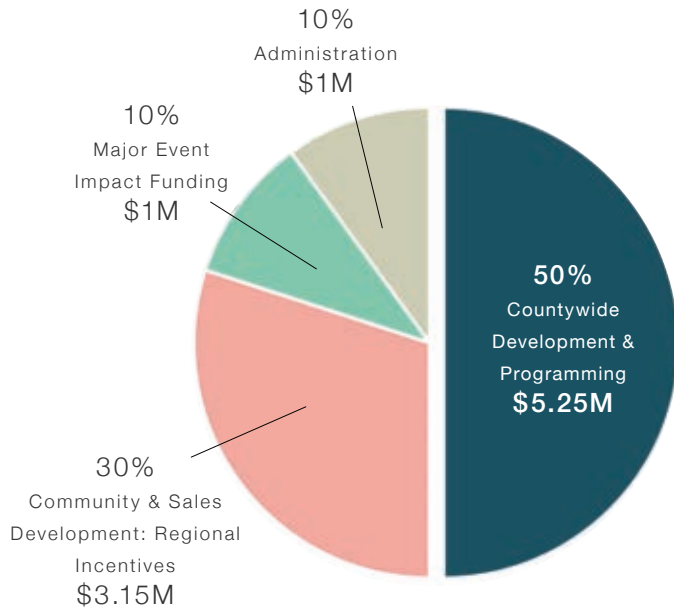
CTAs are an effective and proven solution for destination marketing and sales funding. Over 190 CTAs have been established in 19 states, collectively generating over \$450M for destination sales and promotion. Louisiana, Massachusetts, Rhode Island, Utah, and Virginia have passed enabling legislation since 2021.

City	Bed Tax Amount*	Tourism Assessment	Total Pass Thru To Guest
San Antonio	16.75%	1.25%	18.00%
Nashville	15.25% + \$2.50 CC tax		15.25% + \$2.50 CC Tax
Seattle	15.60%	\$2.00	15.60% + \$2.00
Anaheim	15.20%	2.0%	17.20%
Austin**	17.00%		17.00%
Houston	17.00%		17.00%
Long Beach	13.20%	3.0%	16.20%
Denver	14.75%	1.0%	15.75%
Los Angeles	14.20%	1.5%	15.70%
Portland	13.00%	2.0%	15.00%
Salt Lake	13.82%		13.82%
Reno	13.50%		13.50%
Phoenix	12.57%		12.57%

Destination	DMO Total Budget^
Discover Los Angeles	\$58,000,000
Visit Denver	\$38,800,000
Visit San Antonio	\$35,400,000
Visit Reno Tahoe	\$30,000,000
Visit Houston	\$27,600,000
Travel Portland	\$26,812,000
Visit Music City	\$25,000,000
Visit Seattle	\$23,500,000
Visit Anaheim	\$21,500,000
Visit Phoenix	\$16,500,000
Visit Austin	\$15,700,000
Visit Salt Lake	\$12,400,000
Visit Long Beach	\$4,200,000

*Pink Highlighted are cities with assessments in place. *Includes all bed taxes and other fees. **TID Formation in Progress. Average Lodging Charge for Top 100 Cities – 14.92%. Average Lodging Charge for Cities w/ 350k+ Residents – 15.91%*

CTAA'S PROPOSED PARAMETERS



Countywide Development & Programming: Funding would go toward countywide programming with the central theme of promoting Salt Lake County as a desirable place for overnight visits. Activities include, but are not limited to:

- Domestic and international marketing campaigns; tourism experience development and promotion to widen visitor distribution; increase sales team resources to attract larger spend group business.
- Environment, sustainability, & community health programs.

Community & Sales Development – Regional Incentives: Would support region-based activities to elevate the guest experience through placemaking activities and investments, clean and safe activities, and tourism infrastructure and facility enhancement. These funds may provide greater interaction between people and foster healthier, more social, and economically viable communities – the kind of place where people feel a strong stake in their community and commitment to making things better.

Major Event Impact Funding: This fund would focus on one-off or ongoing major events for Salt Lake County. Major events have the capacity to attract large scale visitation from core markets, are of national or international significance, deliver national and/or international profile to Salt Lake County and can be leveraged for professional and elite sports, not amateur or junior events. Event support can also be considered for events that rebuild tourism in regions of Salt Lake County impacted by natural disaster or designated by a state of emergency.

Assessment Rate:

2% of gross short-term guest room rental revenue

Governance:

It is proposed that the SLCo CTAA shall be managed by a non-profit organization, primarily engaged in the marketing and promotion of Salt Lake County, which enters into an agreement with Salt Lake County to provide the beneficial activities in accordance with a Management Plan.

The Committee is proposed to have nine (9) members, which would be representatives of assessed hotel businesses. Five (5) members shall be of Salt Lake City Region businesses, one (1) representative shall be of a West Region business, one (1) representative shall be of a South Valley business, one (1) representative shall be of a MidValley Region business, and one (1) representative shall be of a Mountain Region business.

Boundaries:

CTAA AND TRT FUNDING

80% of the proposed CTAA budget is recommended to be applied towards Countywide Development and region-specific Community Development & Sales Incentives. If this additional funding is secured, VSL will have the opportunity to make a dramatic impact on the countywide visitor economy in several key areas outlined in the tables below.

Marketing With TRT Funding Only	Marketing With CTAA Funding
Reach up to 27MM* people with ad spend with 3.54 frequency (*Estimated)	Reach up to 58.6MM* people with ad spend with 6.8 frequency, 62% reach increase with 92% frequency increase (*Estimated)
Fluid Geo Targeting for Summer and Winter: Los Angeles, Denver, Austin, Dallas, San Fran, New York/New Jersey	Fluid Geo Targeting Summer: Los Angeles, Denver, Austin, Dallas, San Francisco Winter: National targeting with heavy up in regional markets (several market increases) 4 Connected TV Markets for hero video to increase ad effectiveness: Denver, Dallas, San Fran, Los Angeles
Adara impact bookings estimated \$12.6MM* (*Estimated)	Adara impact bookings estimated \$107.2MM*, 850% increase in Adara impact bookings from TRT (*Estimated)

Meetings, Conventions, and Sports with TRT Funding Only	Meetings, Conventions, and Sports with CTAA Funding
Utilize promotional funds to incentivize large conventions to book Salt Lake, on track to nearly 900,000 room nights in 2023	Book three additional citywide conventions every year. Average of \$4,631,670 in delegate spending or \$13,895,010 for 3 new citywide bookings
Influence direct delegate spending of \$399,000,000+	Increase the average citywide convention size by 10% – increasing each citywide by 477 attendees and \$463,167 in Delegate spending per citywide
Host, trade shows, deploy sales staff in key focused markets, host familiarization trips for small groups of select convention and sports event planners	Hire a fourth National Sales Manager to pursue meetings with 201-1,700 attendees – resulting in 225,000 additional room nights
\$102 million in total economic impact from sports	Book 7-10 additional events and 2-3 “higher caliber” (defined as larger events with less direct impact by high profile media exposure opportunities) sports events per year, providing an additional direct impact of \$20-30 million in total economic impact

Community Development with TRT Funding Only	Community Development with CTAA Funding
	Investment into sports facilities to maintain and attract new sports tournaments in the West Region and South Region
	Work with hotels to activate regions during Countywide events to encourage guest participation in the community
	Identify environmental sustainability initiatives the hotel industry can participate in to elevate Salt Lake's perception with meeting planners (including Downtown Ambassadors)
	Develop a program to elevate tourism champions for workforce development & increase voluntourism opportunities for community engagement



SALT  LAKE