

COMMUNITY ALIGNMENT & TOURISM

Visit
tucson
2024 ANNUAL MEETING

THANK YOU!



Visit Tucson Staff



Administration

Felipe Garcia
Graeme Hughes
Lisa Owens
Misty Mosley
Kelly Reed
Connor Voice



Destination Stewardship

Vanessa Bechtol, CDME
Meredith Lipscomb
Carin Wiseman
Socorro Carrizosa
Ruth Allard
Elva Carbajal
Dan Jones
Kim Smith

Marketing

Lee McLaughlin
Rosanna Gaxiola
Lindsay Prester
Dave Levin
Ed Farias
Hope Smyth
Salma Reyes

Multicultural Marketing

Czarina Nafarrate

Communications & Tourism

Mary Rittmann
Cindy Aguilar
Gail Godbey
Mo Calderon
Sol Carmona DeLisser

Sales, Services, Sports

Mary Meade
Joy Johnson
Brooke Sauer
Cathy Valencia
Chris Sabala
Pamela Traficanti
Jane Roxbury
Nick Pazzi
Bree Lopez
Maria Ramirez
Renee Rogers

Film Tucson

Peter Catalanotte
Monica Lopez



2024 ANNUAL MEETING

Welcome New Board Members



Grant Dipman

Loews Ventana Canyon Resort



Wyatt Fee

The Leo Kent Hotel



Ray Flores

Flores Concepts



Rhonda Fure, CPA

BeachFleischman



Pablo Toscano

*Pima Community College
Hospitality Leadership Program*



David Kliman

The Kliman Group

Visit
tucson

2024 ANNUAL MEETING

Re-Elected Board Members



Nate Ares

Ares Collective Restaurants



Dr. Amanda Kraus

Campus Life, University of Arizona

THANK YOU!



Outgoing Board Member

Moniqua Lane

The Downtown Clifton

Visit
tucson

2024 ANNUAL MEETING

CONGRATULATIONS

CTA OF THE YEAR



**Warren
Beneville**

Tucson Airport Authority Warm Welcome Volunteer

Visit
tucson

2024 ANNUAL MEETING

Destination Stewardship



Excited about the Future



2024 ANNUAL MEETING



Achieving Community Alignment





TODAY'S AGENDA

- **THE PAST**
 - 2019 Destination Master Plan
- **THE PRESENT**
 - Changes & updates
- **THE FUTURE**
 - The revised direction

VISIT TUCSON

AUGUST 13, 2019

METRO TUCSON
10-YEAR TOURISM
MASTER PLAN



10-YEAR MASTER PLAN PURPOSE

To help Metro Tucson:

- Understand the destination's key competitive advantages and weaknesses, and
- Guide the planning, product development, programming, policy and promotion of Metro Tucson's tourism industry

Visit tucson 10-YEAR MASTER PLAN

RECOMMENDATIONS

- Well-Being
- Placemaking
- Connectivity
- Culture
- Development/Investment
- Advocacy

ACTIONS

VISIT TUCSON	98
GOVERNMENT	57
TOURISM INDUSTRY	40
OTHER ENTITY	6+

GOALS

Destinations (cities, counties, states and countries) have undergone a period of extreme change over the past 10 years. Travelers' motivations have shifted, leaving many destinations that were well positioned just a decade ago struggling to balance the needs and interests of their industry with those of their local community. At the same time, this market dislocation is creating opportunities for forward looking Travel & Tourism destinations to

create strategies and products that satisfy the needs and desires of both their residents and visitors.

As a starting point for the Tourism Master Plan, Resonance asked industry, government and resident stakeholders to guide the process by prioritizing the goals that they felt were important for the project. The goals in order of priority are:

1. VISITOR EXPERIENCE

Visit Tucson will create, enhance and deliver destination products and services, activities and events that create a compelling, must-visit destination experience that reflects the unique environment, culture and diversity of Metro Tucson.

2. QUALITY OF LIFE

Visit Tucson will create, enhance and deliver destination products and services, activities and events that preserve and create a high quality of life experience for residents that reflects the unique environment, culture and diversity of Metro Tucson.

3. INVESTMENT

Metro Tucson will foster expansion of private sector investment in tourism projects and services and the coordination of public infrastructure investment to achieve optimum benefits for the tourism industry and residents.

4. GROWTH

Metro Tucson's tourism industry will deliver competitive growth that is consistent with optimized carrying capacity, reduced seasonality, and high value products, activities, services and events.

5. SEASONALITY

Metro Tucson will focus creation, enhancement and delivery of tourism products and services, activities and events in low traffic months to help reduce and optimize the seasonality of visitation.

6. EMPLOYMENT

Metro Tucson's tourism businesses will become employers of choice for residents seeking long-term careers, offering exceptional opportunities for growth in the competitive tourism industry.

7. EDUCATION

Metro Tucson's secondary and post-secondary institutions will offer world-renowned tourism education to attract and develop future tourism employees and leaders.

8. ENVIRONMENT

Metro Tucson's tourism industry will embrace the vision of sustainable tourism and sustainable development, and work with Visit Tucson to develop and promote the Metro Tucson region as a world-leading sustainable community and tourism destination.

9. DISTRIBUTION

Metro Tucson's tourism industry will create, enhance and deliver destination products and services, activities and events that distribute both the benefits and impacts of a growing tourism industry throughout the region.

Please note, these goals have been used throughout the Tourism Master Plan process to shape the research, visioning workshops, recommendations and strategies. The top goals have also been used to create the Priority Scoring at the end of this report to determine the priority implementation of recommendations.

IMPLEMENTATION

- Presentation and communication of the Tourism Master Plan by Visit Tucson to County, City officials and industry stakeholders
- Engagement with specific stakeholders to discuss and share individual Action Items
- Agreement with specific stakeholders to work cooperatively to implement Action Items
- Articulation and agreement of cooperative stakeholder implementation initiatives
 - Inclusion of the Tourism Master Plan Action Items into Visit Tucson's annual planning process
 - Identification of organizational responsibilities and authorities
 - Identification of activities and work plans for implementation
 - Identification of resources necessary for implementation (financial, human resource, organizational)
 - Identification of time table for implementation
 - Identification of Key Performance Indices (KPIs) necessary to monitor and assess performance
 - Direction, management and monitoring of implementation initiatives

CHANGE IS CONSTANT

2019



2021



2020



2022





TUCSON
Resilient Together

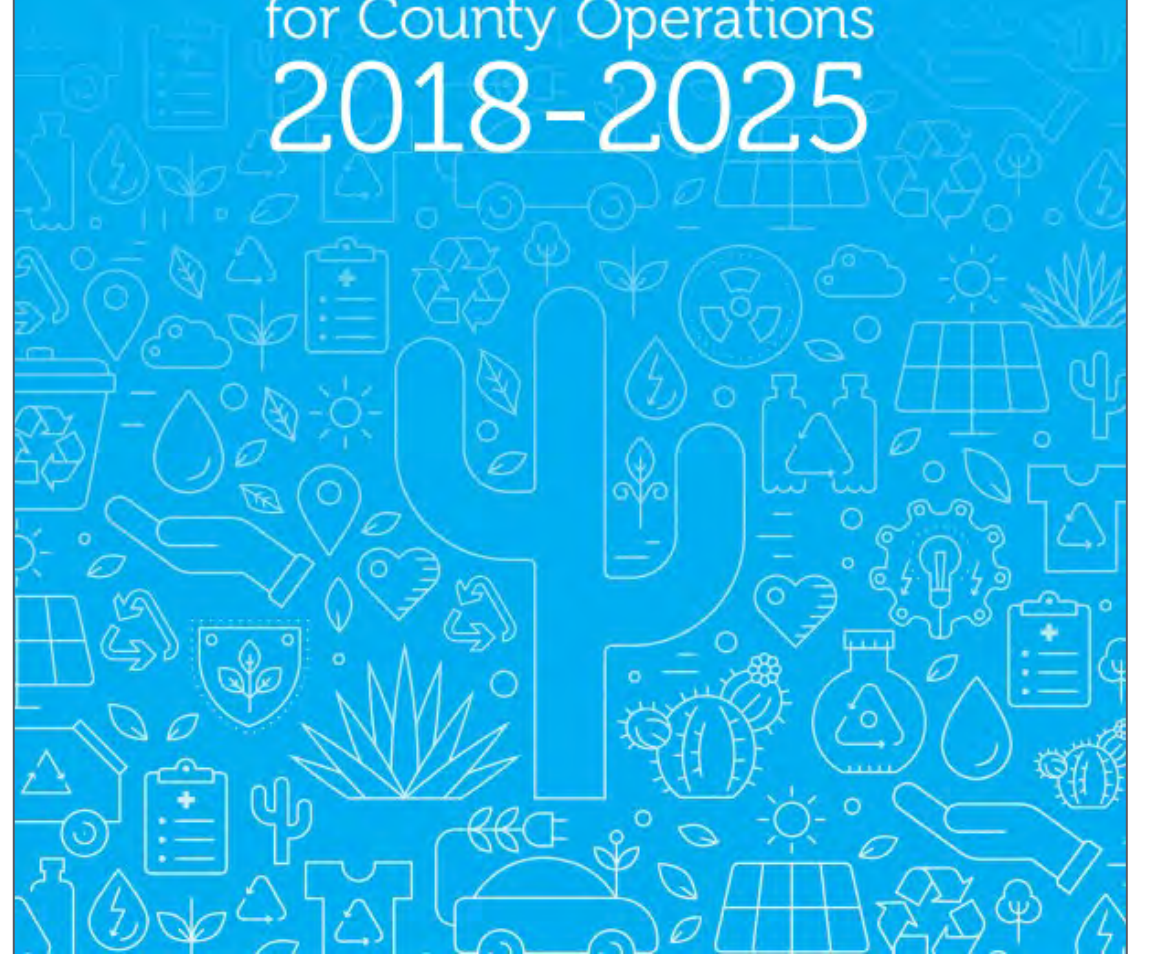
Climate Action and Adaptation Plan



Acción
Climática
¡Ya!
✓LCV



Sustainable Action Plan for County Operations 2018-2025





2022
Comprehensive Economic
Development Strategy (CEDS)







PIMA COUNTY
ECONOMIC DEVELOPMENT





ECONOMIC DEVELOPMENT

STRATEGY

—
2023-26

PIMA COUNTY, ARIZONA
APRIL 2023

<p>VISION: Elevate Tucson as the dynamic outdoor and cultural hub of the Sonoran Desert</p>		<p>MISSION: Welcoming the world to Tucson to build a better community</p>	
<p>2023-2025 STRATEGIC GOALS</p>			
 <p>1) Sales & Marketing</p>	 <p>2) Collaborative Destination Management</p>	 <p>3) Community Alignment & Support</p>	 <p>4) Sustainable Organization</p>
<p>2023-2025 KEY INITIATIVES</p>			
<p>a. Enhance brand and expand leisure marketing activities to increase national and international awareness</p> <p>b. Celebrate the diversity of our community through engaging storytelling</p> <p>c. Expand sales and marketing activities around meetings, conventions, and sports</p> <p>d. Establish sustainable funding model for film/production incentives</p>	<p>a. Support recovery of local businesses</p> <p>b. Support Tucson Airport Authority initiatives to expand air access</p> <p>c. Develop new and grow existing events</p> <p>d. Increase sports venue access for tournament and out of town play to increase bookings</p> <p>e. Advocate for transportation/mobility infrastructure improvements for visitors</p> <p>f. Promote new and improve existing experiences</p>	<p>a. Sustain government support of industry</p> <p>b. Improve resident sentiment/support for tourism and DMO</p> <p>c. Expand outreach to industry stakeholders</p> <p>d. Support coalition efforts for additional ARPA/other recovery grant funding</p>	<p>a. Collect new data/research and implement new technology to better connect with visitors</p> <p>b. Pursue Tourism Marketing Authority (TMA)</p> <p>c. Diversify revenue sources</p> <p>d. Optimize staffing and expand capacity to achieve market potential</p> <p>e. Enhance culture of the organization to meet expectations of today's workforce</p>
<p>2023-2025 TARGETS</p>			
<ul style="list-style-type: none"> • New brand strategy by June 2023 • 170,000 meetings room nights generated by June 2024 • 20 new storytelling videos produced by June 2025 • 10% Bed tax revenue growth by June 2025 	<ul style="list-style-type: none"> • New partner training program by June 2023 • Increase airline seat capacity by June 2024 • Integrated Pueblos del Maiz, Mariachi Conference and Agave Heritage Festival by June 2023 • Ten primary Fall Gem Shows by September 2024 	<ul style="list-style-type: none"> • Trailblazer status maintained in 2024 DNext assessment • Improved resident sentiment score in 2024 	<ul style="list-style-type: none"> • \$12 million total budget by June 2025 • Reorganization plan completed by June 2023 • Third-party HR services in place by June 2023 • Visitor analysis research completed by June 2025

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Actions:

- **Collect new data & research**



Data Compilation



Applied Analysis



Guided Direction



Approach



Resident Sentiment
Regional Visitor Profile



Hotel Supply
Hotel Performance

Geolocation data



City of Tucson plans

Pima County plans

Visit Tucson plans



Short term goals

Longer term goals

Recommended
Actions



Data Compilation

Applied Analysis

Guided Direction



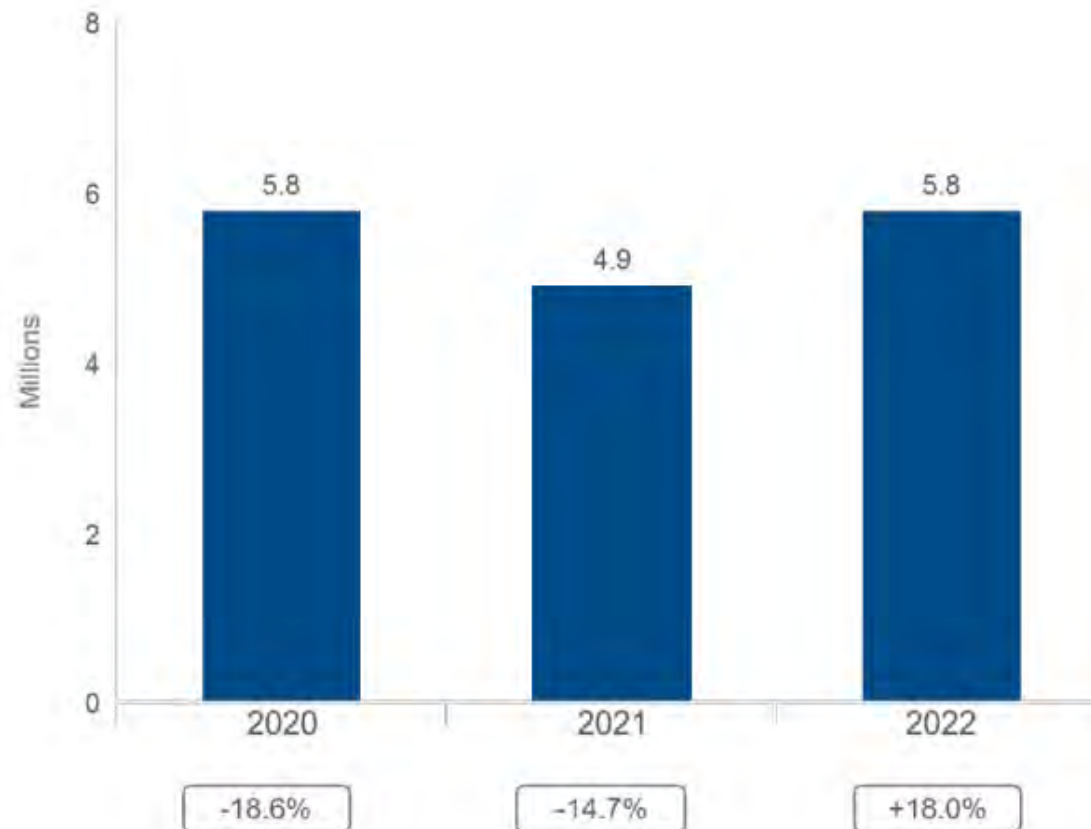
Travel USA Visitor Profile

Tucson & Southern Region

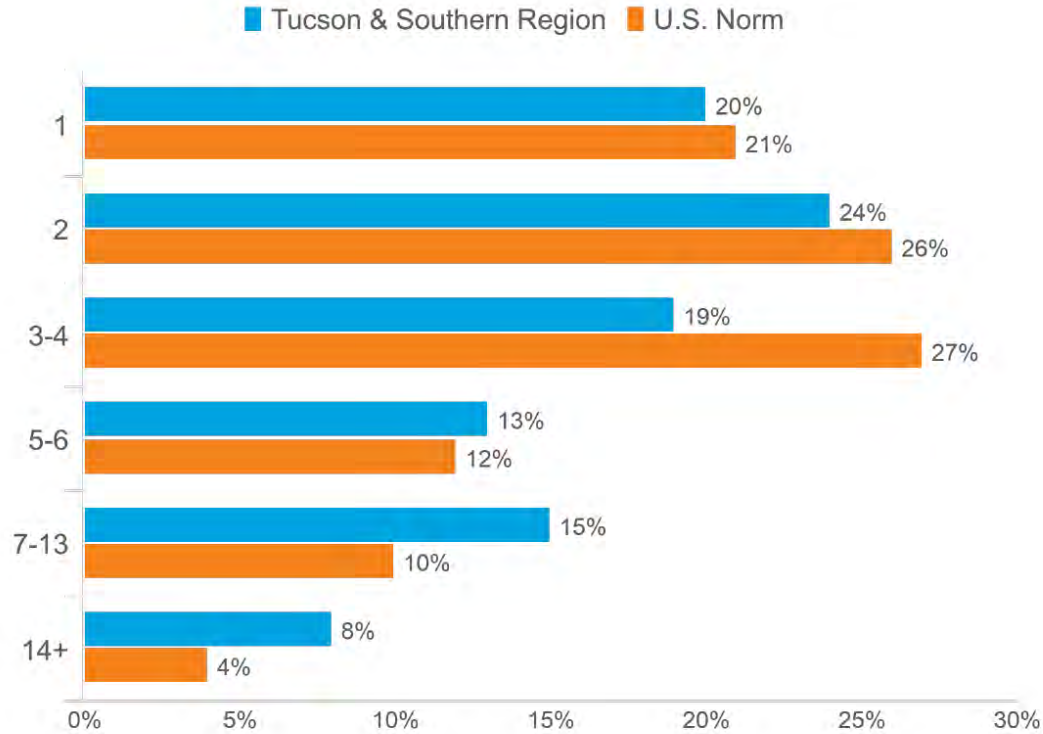


2022

Overnight Trips to Tucson & Southern Region



Total Nights Away on Trip



Tucson & Southern Region

5.4

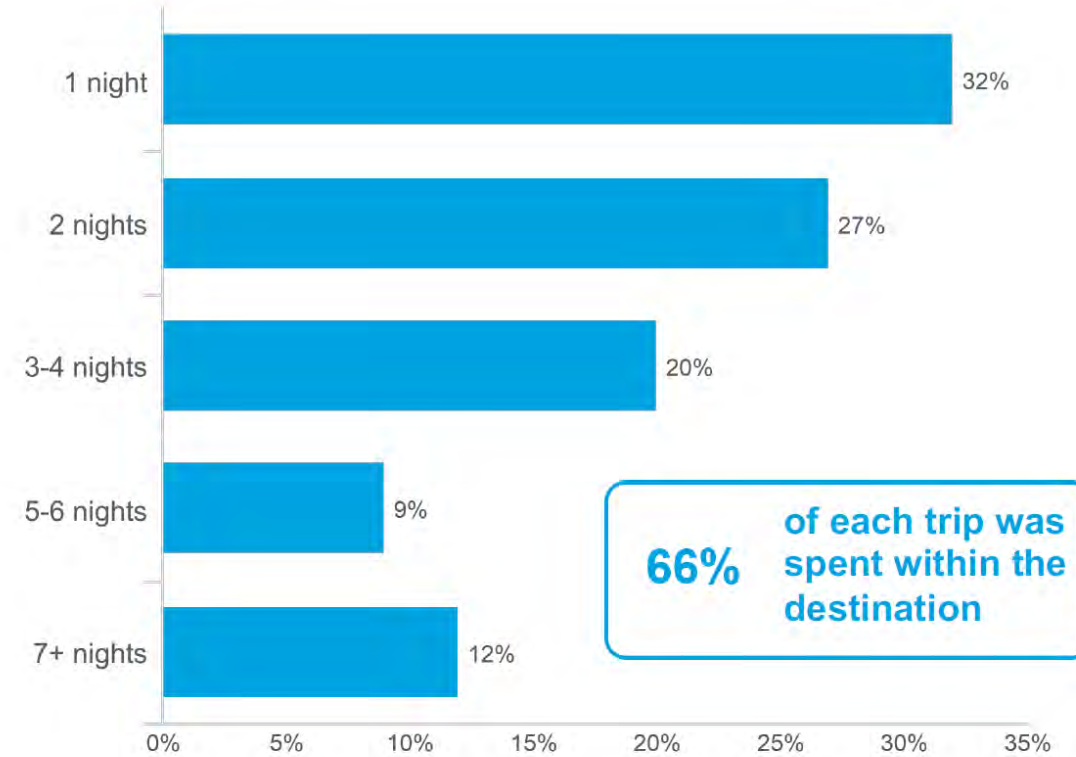
Average Nights

U.S. Norm

3.9

Average Nights

Nights Spent in Tucson & Southern Region



66% of each trip was spent within the destination

Average number of nights

3.6








Average last year

3.7

Tucson & Southern Region's Overnight Trip Characteristics

Base: 2022 Overnight Person-Trips

Accommodations

	2022	2021
 Hotel	37%	33%
 Home of friends / relatives	22%	22%
 Motel	14%	16%
 Resort hotel	12%	10%
 Campground / RV park	8%	6%
 Rented home / condo / apartment	6%	7%
 Bed & breakfast	5%	7%

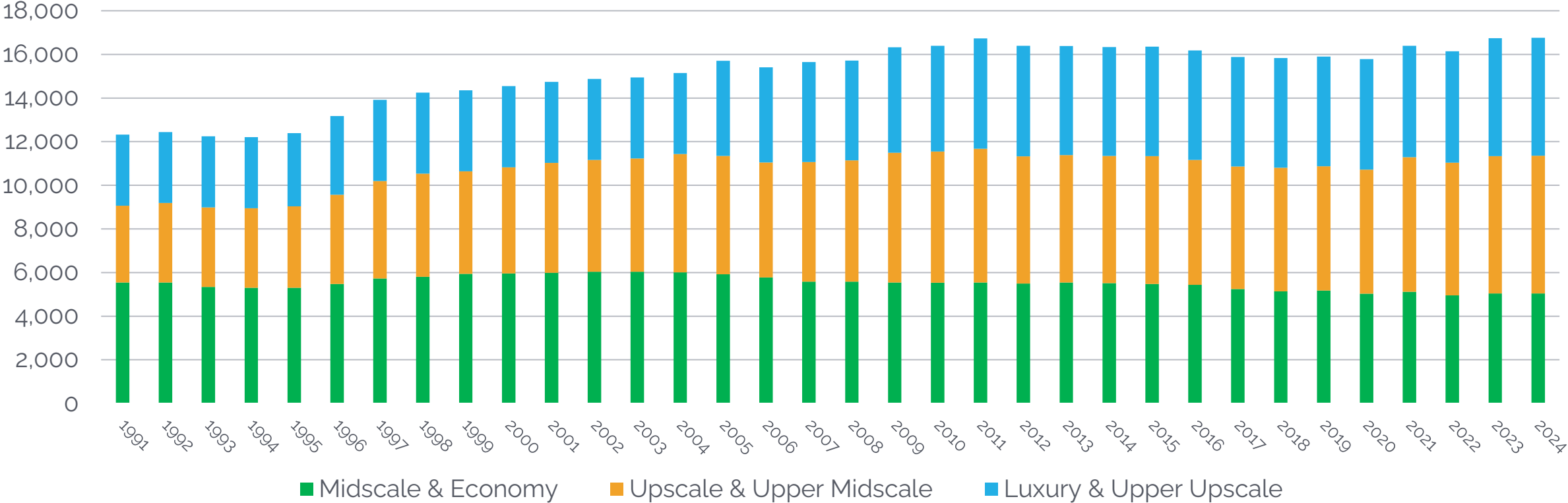
Length of Trip Planning

	Tucson & Southern Region	U.S. Norm
1 month or less	31%	31%
2 months	16%	16%
3-5 months	17%	18%
6-12 months	10%	14%
More than 1 year in advance	4%	5%
Did not plan anything in advance	23%	16%

Growth of Lodging Supply



Rooms by Category



Change in Supply
(1991-2024)

Midscale & Economy

-9%

Upscale & Upper Midscale

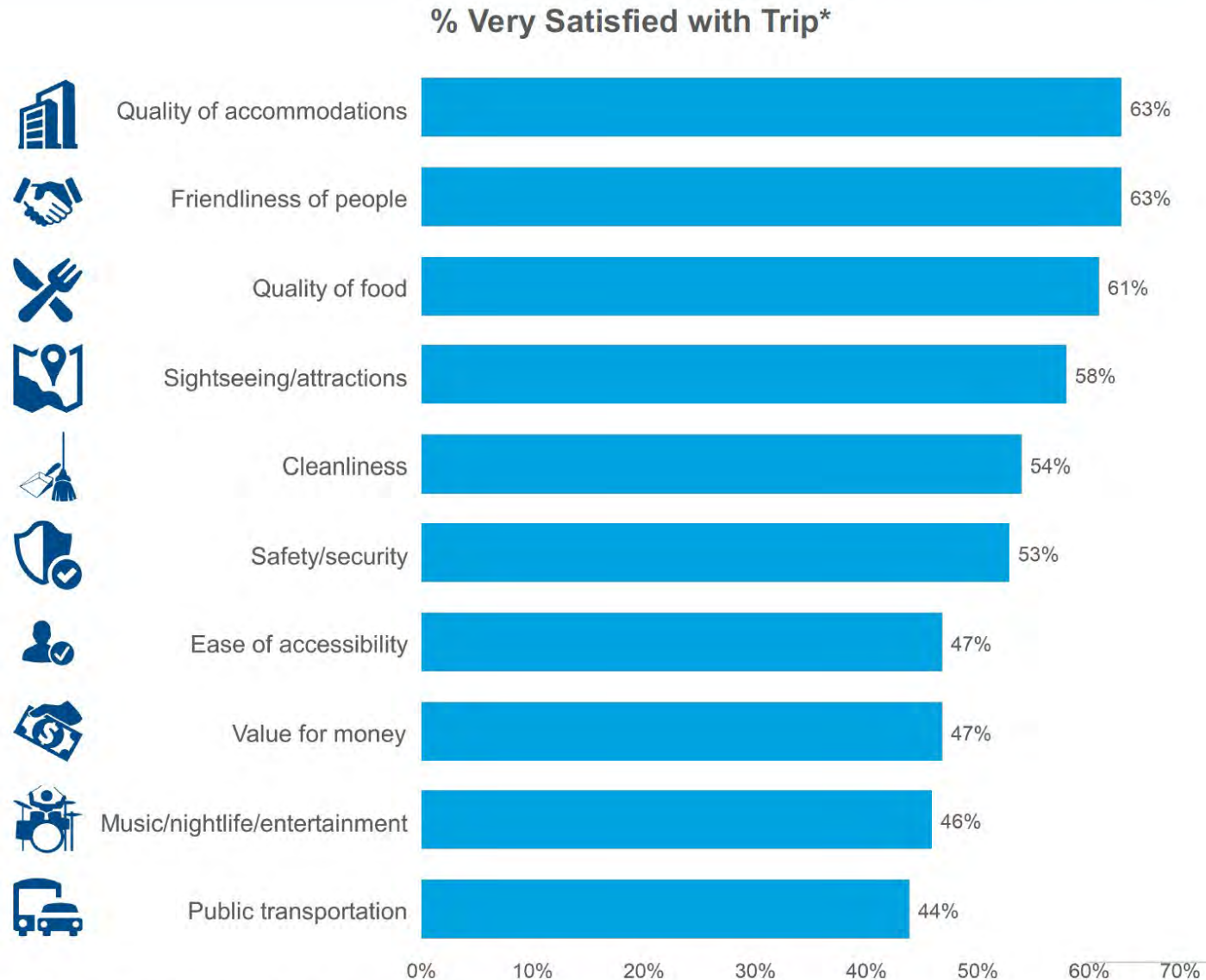
79%

Luxury & Upper Upscale

66%



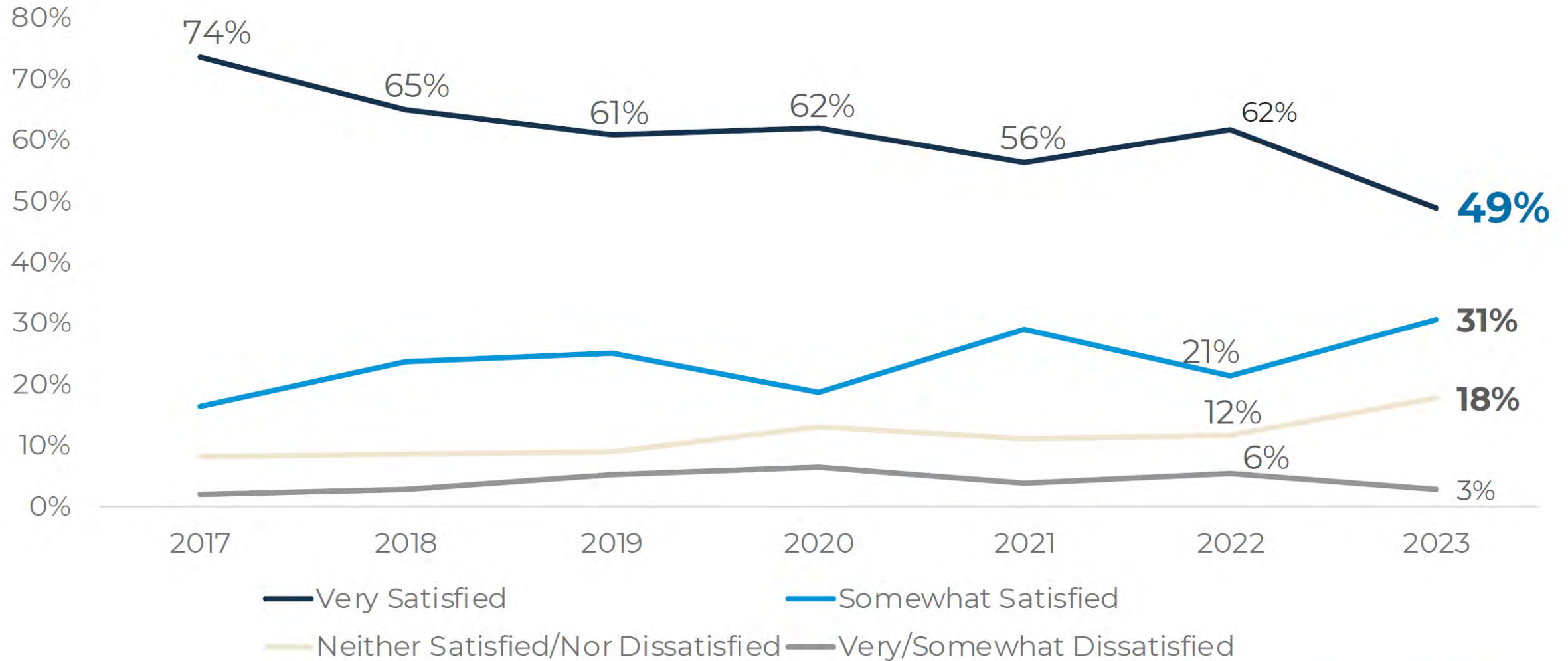
72%
of overnight travelers were
very satisfied with their overall
trip experience







*Very satisfied = selected top box on a five point scale

Ease of Accessibility only asked to those with travel limiting disabilities within travel party

Satisfaction with Tucson Overnight Trip Friendliness of People



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Actions:

- Collect new data & research
- Improve resident sentiment



Tucson Resident Sentiment

ANNA BLOUNT
MARCH 2024



2024 Tucson Resident Sentiment Study

- This study analyzed the public perceptions of Tucson residents from all sides, including the positives and negatives of economic development, overtourism, and quality of life
- Self-completion survey taken by 679 adults residing in Pima County, including the City of Tucson and Town of Oro Valley.
- In-field January 2024
- U.S. Norms from annual study conducted with Destinations International in July 2023.



Tucson Residents – Engagement with Tourism



91%

I look forward to showing off this area when friends and family visit

West norm: 57%
U.S. norm: 53%

90%

I recommend local tourist sites to people who are visiting my area

West norm: 52%
U.S. norm: 49%

Tucson Residents – Tourism Support



83%

Overall, I think tourism is good for my local area

West norm: 62%
U.S. norm: 61%

82%

I care about the success of the tourism industry in my local area

West norm: 57%
U.S. norm: 55%

Tucson Residents – Economy

83%

Tourism is important to my local economy

U.S. norm: 54%

76%

Tourism encourages investment in our local economy

U.S. norm: 53%

71%

Tourism attracts new businesses to our local area

U.S. norm: 52%

62%

Without the tax revenues we get from tourists, we would have to pay higher state and local taxes for government programs and services

West norm: 46%

U.S. norm: 44%



Pima County 2022 Travel Impacts

- Direct Travel Spending = **\$2.75 billion (+15.7%)**
- Travel Industry Earnings = **\$812 million (+14.4%)**
- Travel-Related Jobs = **21,710 (+7.7%)**
- Local Tax Receipts = **\$81 million (+16.3%)**
- State Tax Receipts = **\$141 million (+13.2%)**

\$525 tax savings per household

62%

Tourism can help the environment as local governments and people seek to protect sensitive and scenic areas

West & U.S. norms: 41%

61%

Tourism is a good alternative to more environmentally-damaging development

West norm: 43%

U.S. norm: 42%

Opportunities for Visit Tucson

- Residents are your brand ambassadors and partners for continued tourism success and growth - inform/engage/seek input from them more regularly
- Expand ambassador program to connect with broader community
- Events are universally appealing – support new events that are of interest to visitors and residents alike
- Sustainability is essential to for the future strength of tourism in Tucson – launch program and share with community at large, not just partner businesses


Tucson & Southern Region's Overnight Trip Characteristics

Base: 2022 Overnight Person-Trips

Main Purpose of Trip

 **44%**
Visiting friends/ relatives

 **13%**
Touring

 **7%**
Special event

 **7%**
Outdoors

 **6%**
City trip

 **5%**
Casino

 **2%**
Resort

 **2%**
Golf Trip



2%

Conference/
Convention



5%

Other business trip



6%

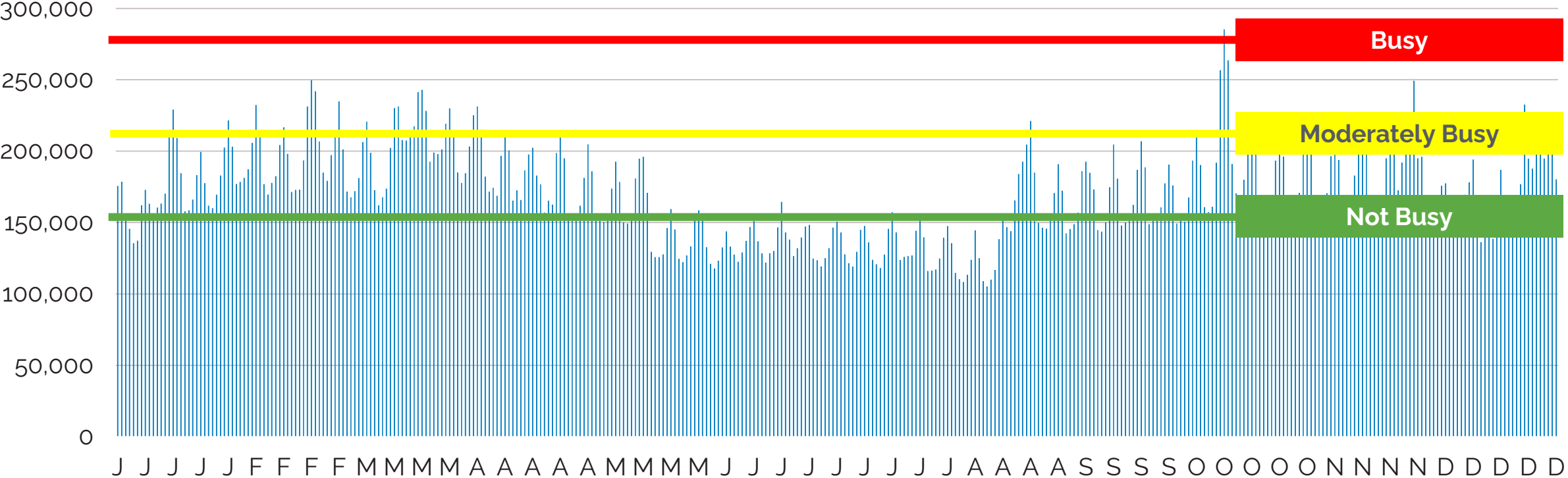
Business-Leisure

2022 Tucson & Southern Region Overnight Trips



Visit Volume & Seasonal Disparity

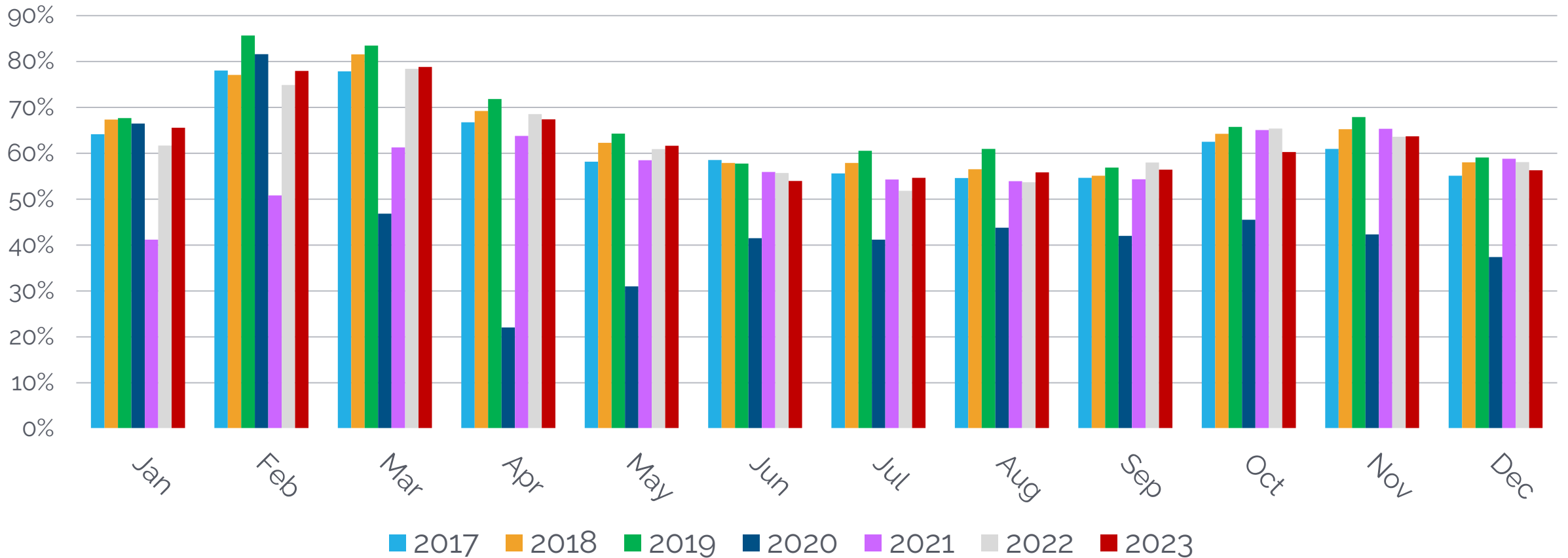
Visit Volume Trends



Monthly Lodging Market Performance



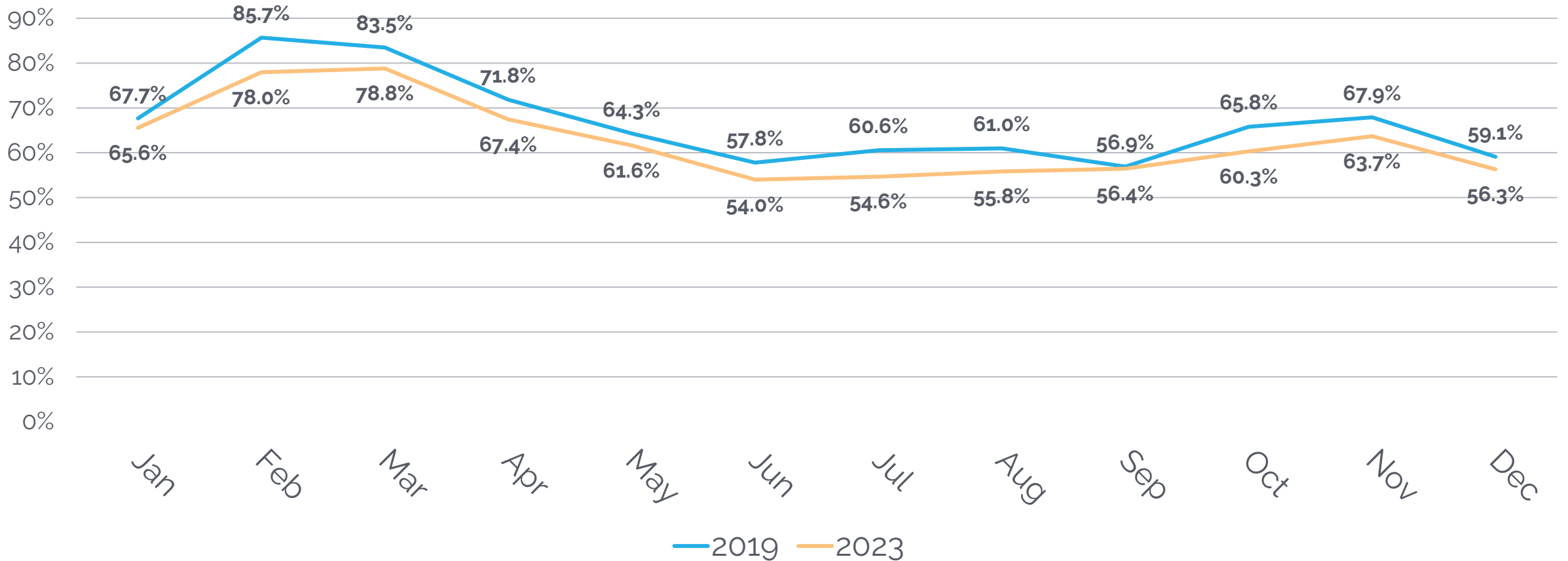
Monthly Occupancy Rate (2017-2023)



Data to Decisions – Lodging Market Performance



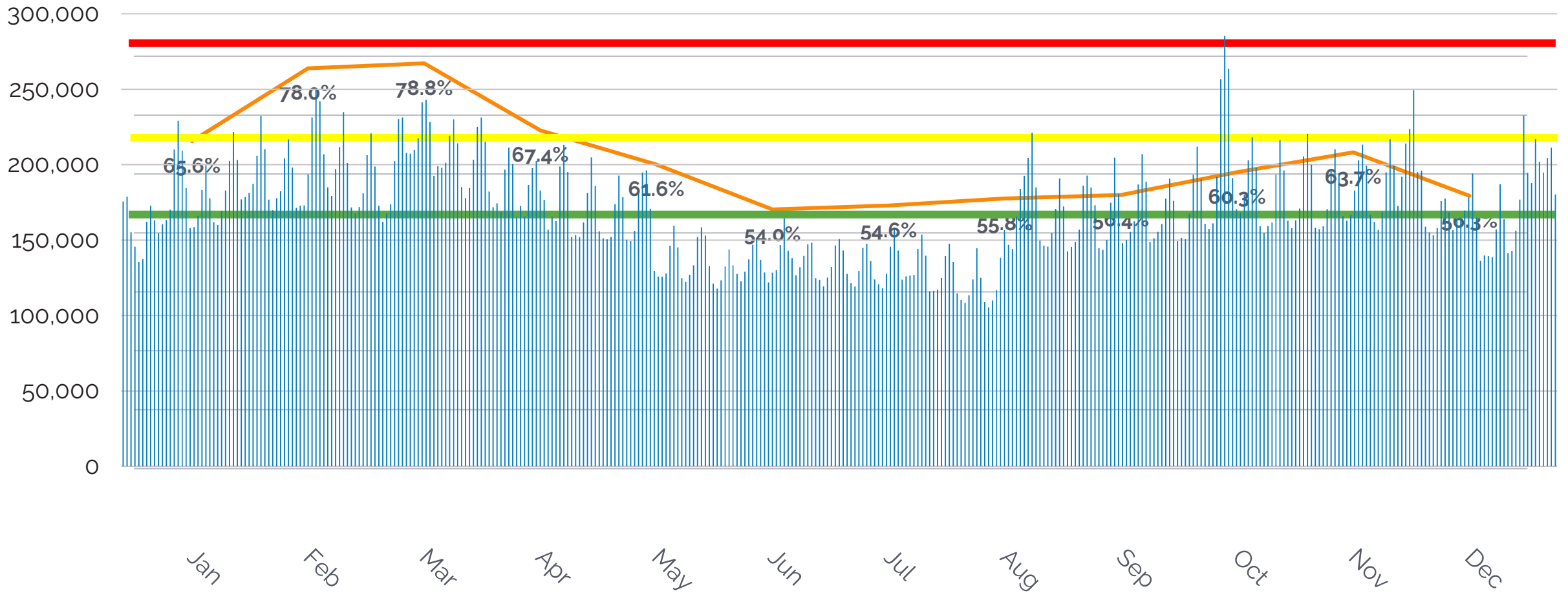
Monthly Occupancy Rate (2019 compared to 2023)



Data to Decisions – Overall Seasonality



2023 Lodging & Visitor Volume Trends





Repeat Visitation

77%

of Tucson's 2023 overnight domestic visitors have previously visited the city

Visited at least twice in the past 12 months: 55%

TIME

THE WORLD'S GREATEST PLACES OF 2023

50 extraordinary destinations to explore

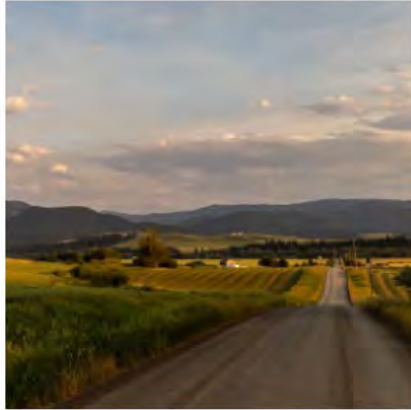
HOW WE CHOSE THE LIST



TIME solicited nominations of places from our international network of correspondents and contributors, with an eye toward those offering new and exciting experiences.

TIME THE WORLD'S GREATEST
PLACES OF 2023

11 North American



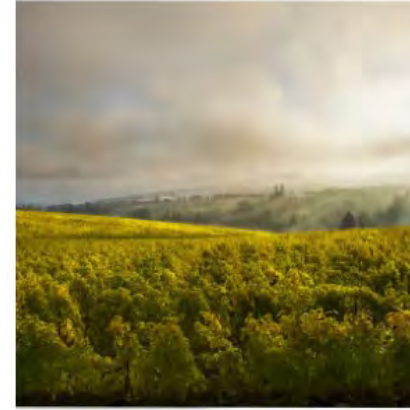
Bozeman, Mont.
A warm Western welcome



Tampa, Florida
Waterfront fun



Washington, D.C.
A new artistic identity



Willamette Valley, Oregon
The next Napa



Yosemite National Park,
California
Nature, restored



Churchill, Manitoba
Northern wonders



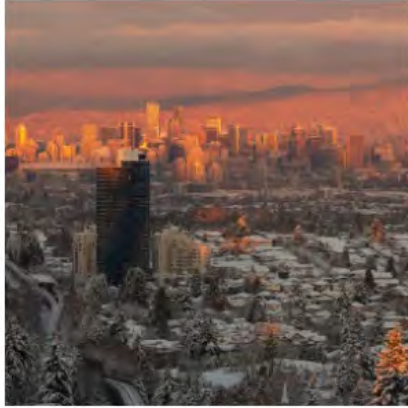
Guadalajara, Mexico
Preserving the past and future



Mexico City
South-of-the-border sports



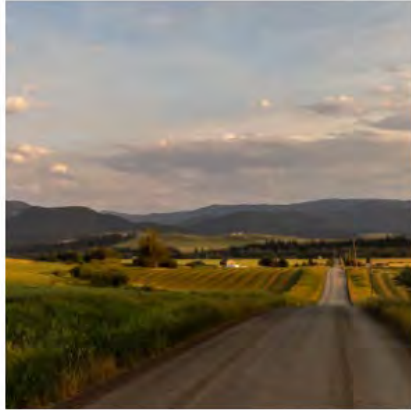
Roatán, Honduras
A quieter barrier reef



Vancouver
Eclectic cuisine

TIME THE WORLD'S GREATEST
PLACES OF 2023

11 North American



Bozeman, Mont.
A warm Western welcome



Tampa, Fla.
Waterfront f



Tucson, Ariz.

The soul of the Sonoran Desert



Oregon



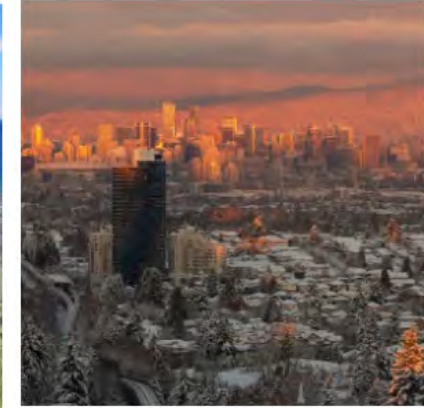
Yosemite National Park,
California
Nature, restored



Churchill, Manitoba
Northern wonders



Guadalajar
Preserving t



Vancouver
Eclectic cuisine

The New York Times

52 Places to Go in 2023

Travel's rebound has revealed the depth of our drive to explore the world. Why do we travel? For food, culture, adventure, natural beauty? This year's list has all those elements, and more.

15 Tucson ⓘ

Arizona



Barrio Viejo, an area of more than 150 blocks in Tucson, is the largest barrio in the United States and exemplifies Tucson's connection to Mexico, with centuries-old Sonoran adobe architecture.

This year, the neighborhood, which has one of the most diverse racial, cultural, religious and ethnic populations in the country, will receive [National Historic Landmark](#) designation. Revival projects include the restoration of the 300-seat [Teatro Carmen](#), built in 1915 and later converted into the [Black Elks Club](#), and female-owned boutique hotels, like [the Citizen](#) in the former home of the Tucson Citizen newspaper and [the Downtown Clifton](#) in a once-faded motel.

Take the [Tucson Origins Tour](#) by [Borderlandia](#), which specializes in tours of the U.S.-Mexico border area, for a deep dive into history. Then explore the famed [Eherton Gallery](#) and [Andrew Smith Gallery](#), both in new spaces. Don't forget Barrio restaurants like the local coffee drinkers' favorite [EXO Roast](#), housed in an 1885 adobe home, and [the Coronet](#), which moved to the neighborhood in 2019.

— Daniel Scheffler

A rebounding center of art and adobe with centuries-old ties to Mexico

[READ MORE](#)

Condé Nast Traveler

The Best Places to Go in North America & the Caribbean in
2024

Barrio Viejo, Tucson, Arizona

Go for: a historic melting pot galvanized by delicious dining and cultural programming



The 23 Best Places to Travel in 2024

Published Mar 18, 2024

Our expert travel writers circled the globe to find the next-best destinations to explore—and why to go now.



Tasha Zemke

Tasha Zemke is Outside magazine's associate managing editor and a member of the Outside Online travel team. She's also an avid world traveler.



Greater Tucson, Arizona

Why Now: Saguaro National Park was recently certified as one of nine Urban Night Sky Places around the world, and Kitt Peak National Observatory recently reopened with a revamped overnight observation program. The region's already awesome trail system has expanded, letting hikers into a previously private, geologically rich slice of the Chihuahuan Desert.

Adventure Intel: The first time I visited [Tucson](#), my rental car sat unused. The city's 137-mile [Chuck Huckelberry Loop](#) makes it possible to bike the entire metro area, and satellite lanes extend to more than 40 parks. There are also hundreds of miles of singletrack. Rent wheels from Transit Cycles and saddle up at the JW Marriott Starr Pass Resort to explore the Starr Pass Trail System's mix of smooth and technical terrain. Hiking options are equally endless and now include an eight-mile network in a boulder-strewn section of Texas Canyon Nature Preserve, an hour's drive east of the city. The Colossal Vail 50/50 ultra race, held on the [Arizona Trail](#) between Saguaro National Park and the Santa Rita Mountains, was put on runners' radars by the Native-produced documentary *Run to Be Visible*; in 2023, the race hosted a record number of Indigenous participants, and it will celebrate its tenth anniversary this year.

Local Tip: Moniqua Lane, owner of the Downtown Clifton Hotel, prefers to forgo hikes in the crowded western section of Saguaro in favor of adjacent Tucson Mountain Park. Her favorite route is the three-mile out-and-back Hidden Canyon Trail. —[Jen Murphy](#)

Resetting the Big Picture...

Business
Results

Drive economic
vitality and quality
of life from
tourism

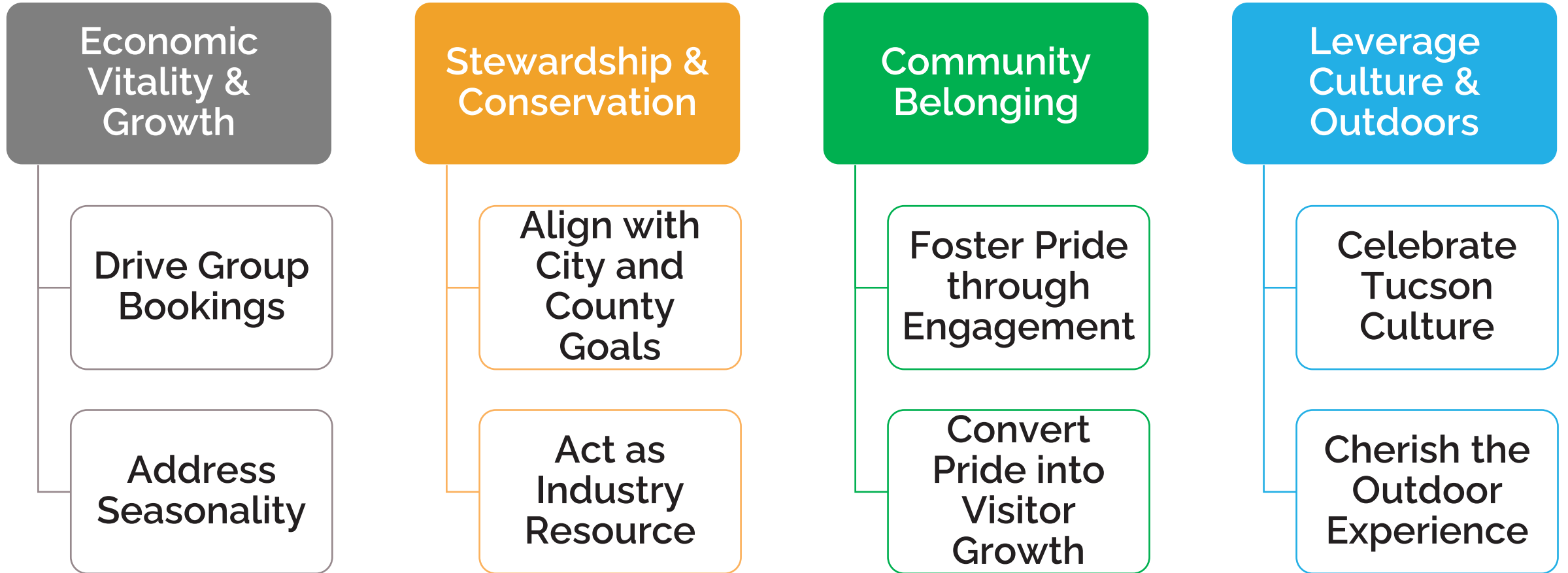
Enhance
destination
stewardship and
conservation
efforts

Foster community
engagement and
sense of
belonging

Leverage
Tucson's bountiful
culture &
outdoors

Community
Alignment

...and Connecting Tourism Outcomes



Economic Vitality & Growth

Drive Group
Bookings

Address
Seasonality

Stewardship & Conservation

Align with
City and
County
Goals

Act as
Industry
Resource

Community Belonging

Foster Pride
through
Engagement

Convert
Pride into
Visitor
Growth

Leverage Culture & Outdoors

Celebrate
Tucson
Culture

Cherish the
Outdoor
Experience

Opportunities

2024 - 2026

Short Range Opportunities:

- Continue Targeted Convention & Sports Sales
- Targeted Air Service Support
- Targeted Drive Market Campaign



Partners & Actions

Continue Targeted Convention & Sports Sales

- Revisit target industry sectors
- Develop convention toolkits for targeted sectors
- Coordinate on approach and incentives
- Sales calls and promotions

Seven Target Industries Offer a Strong Foundation for Tucson's Economic Development Strategy

AEROSPACE AND DEFENSE
This cluster is a strong pillar of the Tucson economy; the clear blue skies and dry climate make it an excellent choice for related businesses. The share of employment in the Aerospace and Defense cluster is almost eight times the national average. Pima Community College operates the largest Aviation Technology program in the American Southwest and multiple programs at the Center of Excellence in Applied Technology to support this sector.

PHOTONICS AND OPTICS
Tucson's Photonics and Optics cluster is a key enabler of many industries, most notably, Aerospace and Defense. The cluster has strong assets in the University of Arizona's Tech Park, the Steward Observatory, and Optics Valley. The share of employment in the cluster is more than three times the national average, and employment in the cluster grew by 35% in the past five years.

BIOSCIENCE
Tucson has a strong reputation in medical innovation and is particularly strong in nanotechnology. The Bioscience cluster is supported by academic and technical life sciences programs at the University of Arizona, solid regional commitment, and strong funding support. This cluster has the highest share of educated workers.

TRANSPORTATION AND LOGISTICS
Tucson is a natural transportation hub because of its strategic location near the Mexican border and its proximity to Phoenix and California. Tucson also has excellent infrastructure, which is a strong asset for this cluster. In the past five years, employment grew by 172%, making Transportation and Logistics Tucson's fastest-growing cluster. Pima Community College supports this sector through its nationally recognized Transportation and Logistics programs as part of the Pacific Southwest Region University Transportation Center.

RENEWABLE ENERGY AND NATURAL RESOURCES
Tucson's favorable climate makes it an excellent destination for solar energy activities. The city is also a strong technological hub, with assets such as the University of Arizona Tech Park and Arizona Research Institute for Solar Energy (ARISE).

IT SERVICES AND SOFTWARE
Tucson's IT Services and Software cluster is a growing and productive business sector and includes assets such as the Pima Community College IT/Cybersecurity Center of Excellence, which hosts the nation's first postsecondary live-fire Cyber-warfare range. This sector has the second-highest share of the city's educated workers.

BUSINESS SERVICES
Tucson has competitive advantages in this cluster due to its high diversity and strategic location. Business Services is Tucson's largest cluster in terms of employment and Gross Revenue Product (GRP).

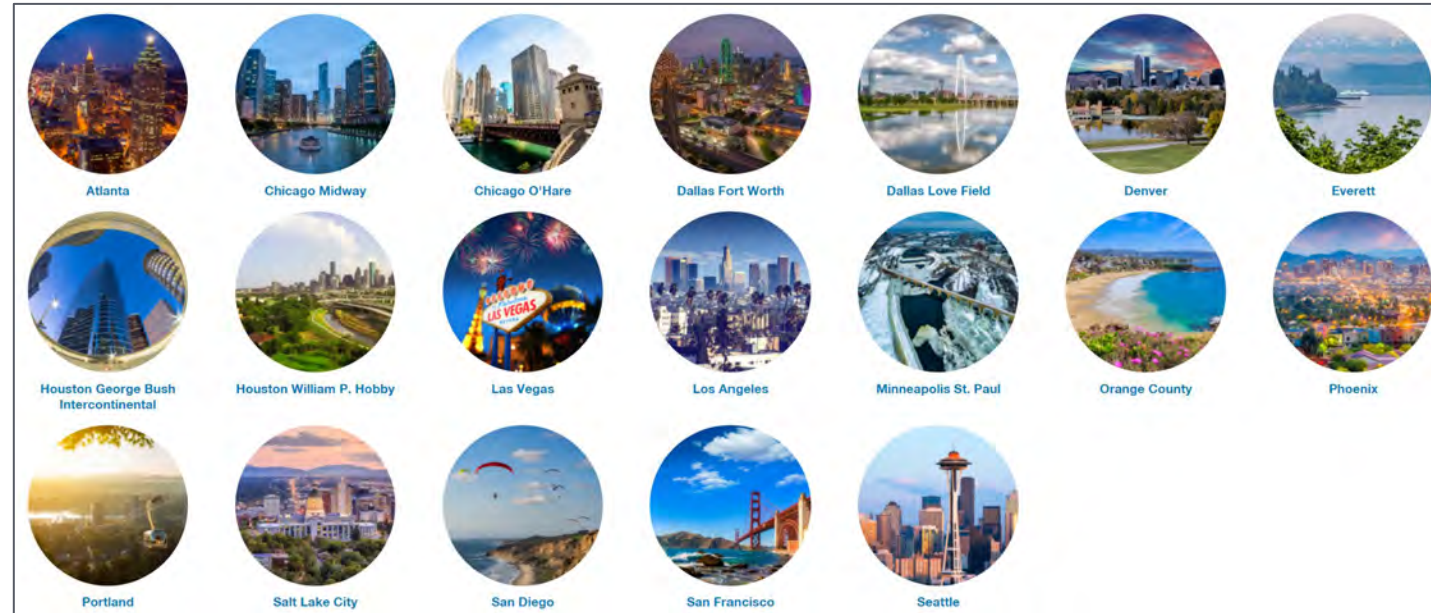
Vital Partners:

Economic Development - Convention Center - Sports venues - Hotels & Resorts - Others...

Partners & Actions

Targeted Air Service Support

- Revisit Airport Authority priorities
- Understand Tucson market motivators
- Collaborative pursuit of new flights to key markets
- Place marketing and media relations for air service expansion markets



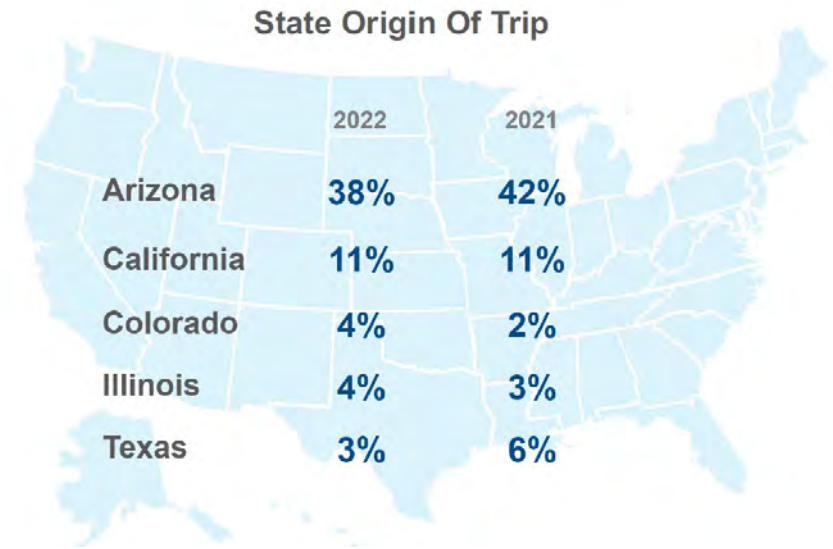
Vital Partners:

Airport Authority – University of Arizona – Events – Attractions – Restaurants – Hotels & Resorts – Others...

Partners & Actions

Targeted Drive Market Campaign

- Revisit drive markets with possible coop partners
- Understand Tucson market motivators
- Place coop marketing and media relations program in prioritized drive markets



DMA Origin Of Trip

	2022	2021
Phoenix, AZ	22%	27%
Tucson (Nogales), AZ	15%	14%
Los Angeles, CA	6%	6%
Denver, CO	3%	1%
Chicago, IL	3%	2%
Albuquerque-Santa Fe, NM	3%	1%

Vital Partners:

Hotels & Resorts – Events – Attractions – Restaurants – Others...

Aspirations

2026 - 2030

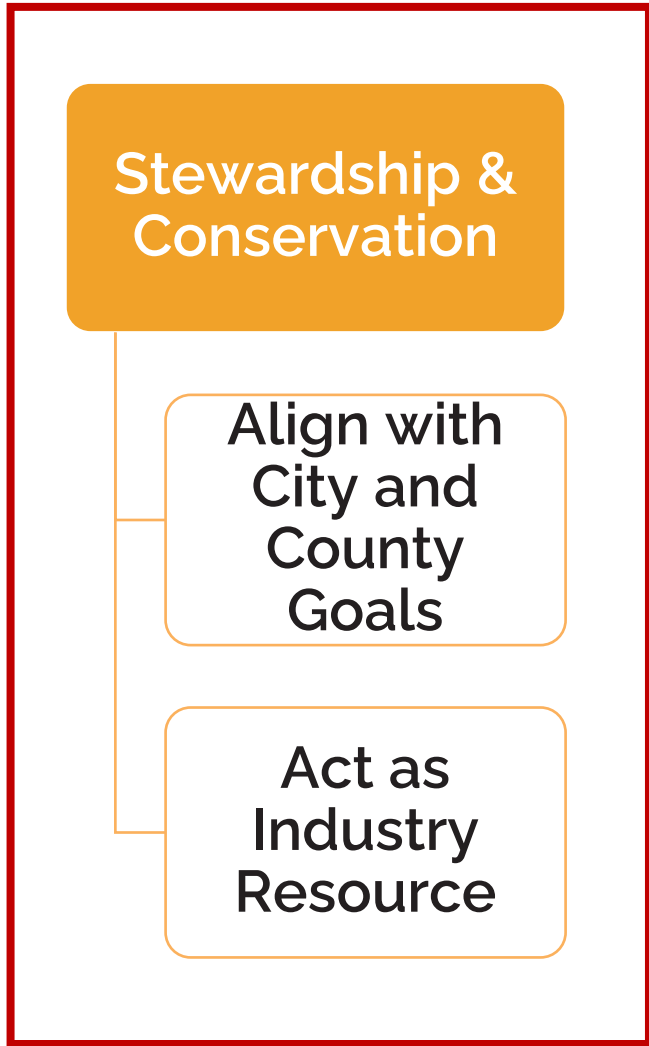
Long Range Aspirations:

- Expand & renovate the Tucson Convention Center & its hospitality support system
- Targeted recruitment of more seats and flights
- Seasonal visitor volume & business monitoring system
- Event development for need dates

Economic Vitality & Growth

Drive Group Bookings

Address Seasonality



Align with City and County Goals

Act as Industry Resource

Community Belonging

Foster Pride through Engagement

Convert Pride into Visitor Growth

Leverage Culture & Outdoors

Celebrate Tucson Culture

Cherish the Outdoor Experience

Opportunities

2024 - 2026

Short Range Opportunities:

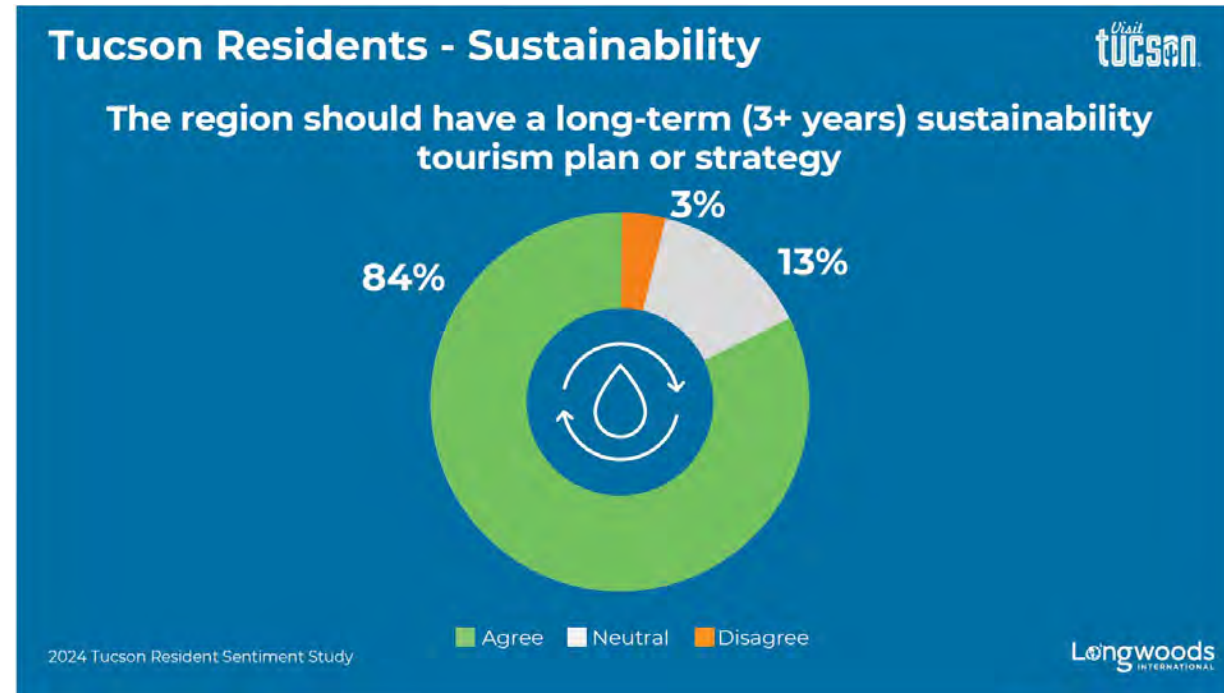
- Comprehensive Destination Stewardship Program
- Community Alignment Communications
- Crisis/Climate Disaster Preparedness



Partners & Actions

Comprehensive Destination Stewardship Program

- Craft Destination Stewardship Plan
- Create water use, conservation, and climate preparedness content for visitor education
- Develop destination stewardship toolkits for tourism businesses & organizations



Vital Partners:

City of Tucson – Pima County – Others

Partners & Actions

Community Alignment Communications

- Revisit City and County climate and sustainability strategies
- Develop communications content showcasing Visit Tucson approaches towards those strategies
- Update communications and add content every four months



Vital Partners:

City of Tucson – Pima County – Tourism Industry Partners – Others...

Partners & Actions

Crisis/Climate Disaster Preparedness

- Review crisis communications plan and policies for extreme climate applicability
- Coordination involvement with Tucson public safety and healthcare officials
- Organize annual drill to ensure efficient execution



Vital Partners:

City of Tucson – Pima County – Public Safety & healthcare providers - Tourism Industry Partners – Others...

Aspirations

2026 - 2030

Long Range Aspirations:

- Climate action strategies as part of the expansion & renovation of the Tucson Convention Center
- Targeted recruitment of key climate, water, conservation, and natural resource management conventions
- Achieve international distinction for Visit Tucson sustainability programs

Economic Vitality & Growth

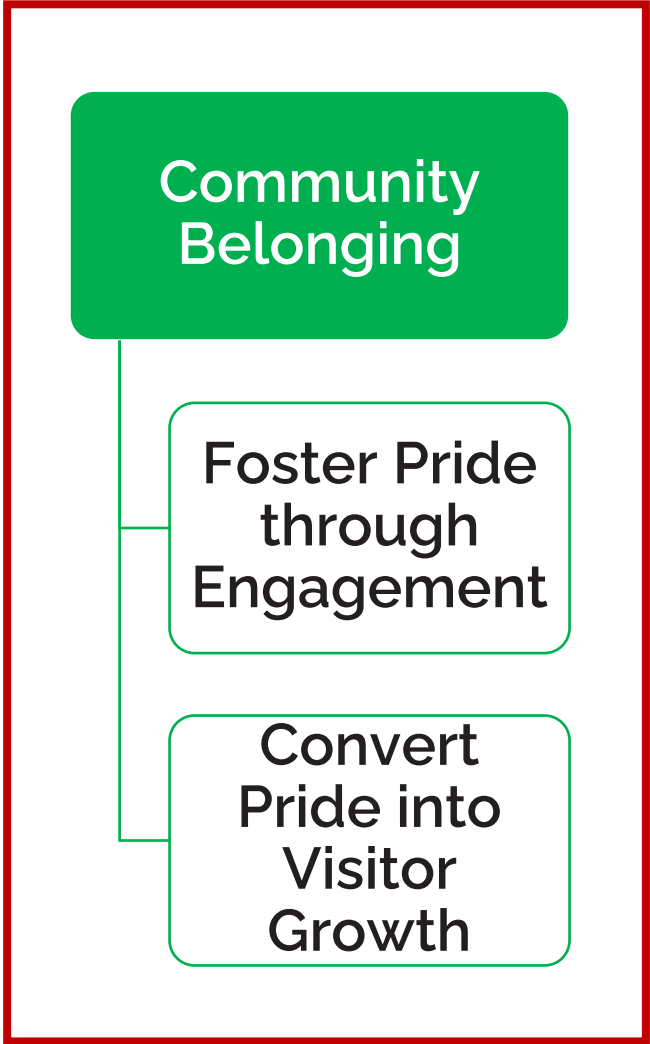
Drive Group Bookings

Address Seasonality

Stewardship & Conservation

Align with City and County Goals

Act as Industry Resource



Community Belonging

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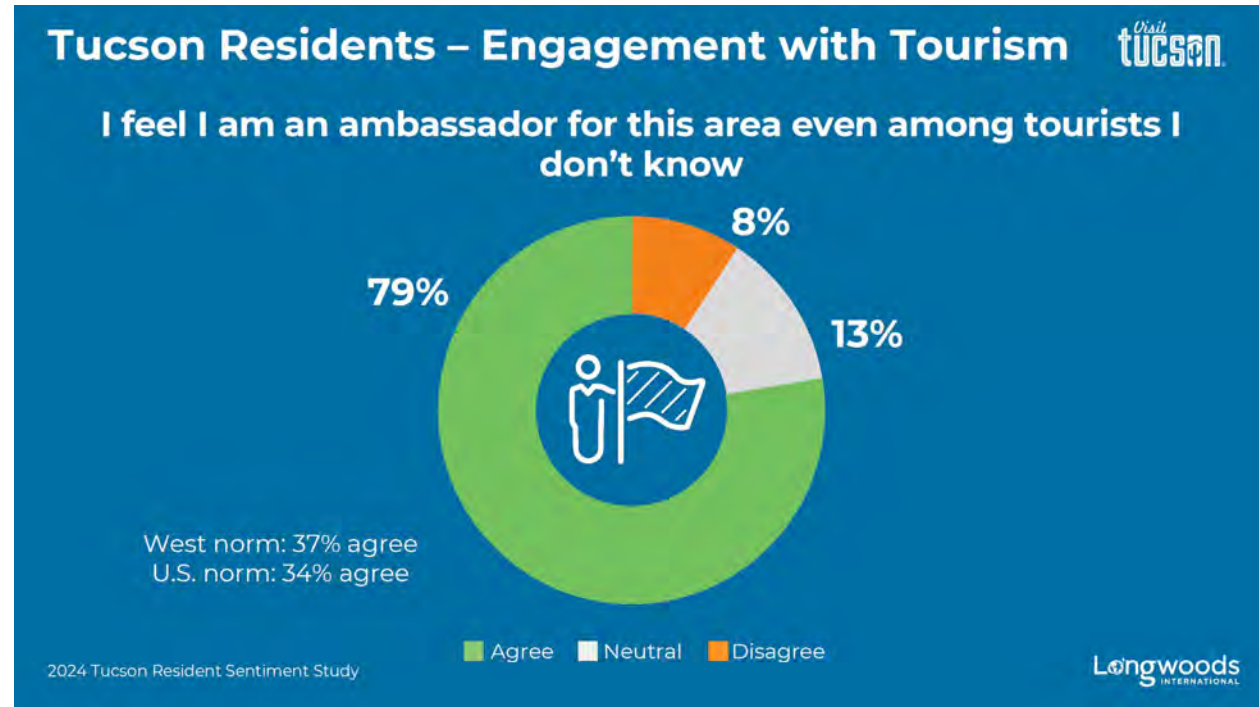
- Local promotions celebrating all aspects of Tucson
- Cultural alignment communications
- Expanded local convention and sports ambassador program



Partners & Actions

Local Promotions Celebrating Tucson

- Expand relationships with community organizations
- Convene collaborative engagement with various groups prioritized around participation
- Deliver content and outreach to continue to inspire ambassadorship



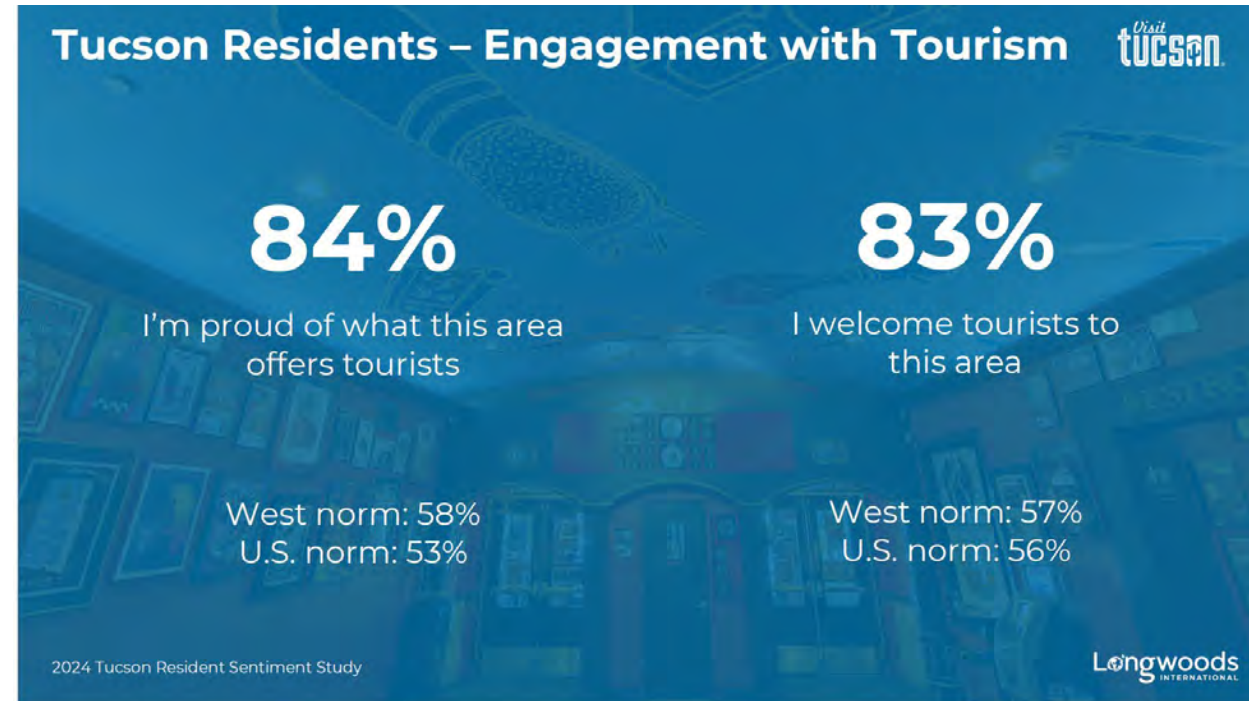
Vital Partners:

Community leaders – Neighborhood leaders – Cultural leaders – Tribal leaders – Not-for-profits – Tucson City of Gastronomy - Others...

Partners & Actions

Culture Alignment Toolkits

- Expand content for cultural celebrations
- Develop cultural toolkits to help tourism businesses better serve Tucson's distinctive cultural range
- Update communications and add content every four months



Vital Partners:

Community leaders – Neighborhood leaders – Cultural leaders – Tribal leaders – Not-for-profits – Tucson City of Gastronomy - Others...

Partners & Actions

Local Convention & Sports Ambassadors

- Develop research tool for proactively learning about local convention & sports influencers
- Coordinate with community organizations on outreach approach
- Pursue influencers through sales calls and promotions



Vital Partners:

Community leaders – Neighborhood leaders – Cultural leaders – Tribal leaders – Not-for-profits – Tucson City of Gastronomy - Others...

Aspirations

2026 - 2030

Long Range Aspirations:

- Position branding direction as core promise of community pride & ambassador development

**Economic
Vitality &
Growth**

**Drive Group
Bookings**

**Address
Seasonality**

**Stewardship &
Conservation**

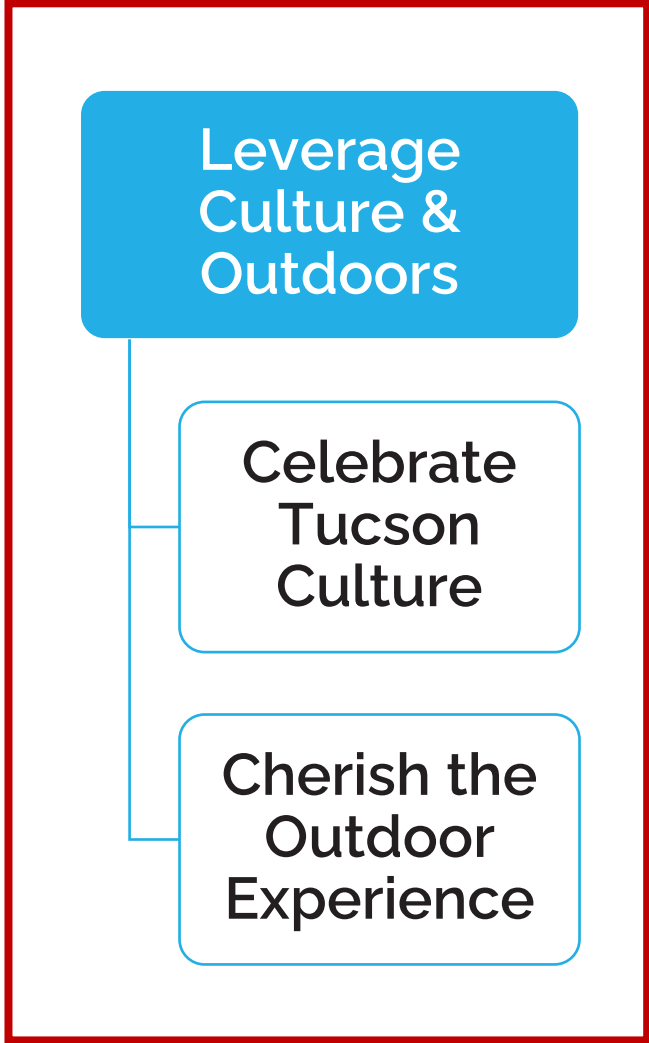
**Align with
City and
County
Goals**

**Act as
Industry
Resource**

**Community
Belonging**

**Foster Pride
through
Engagement**

**Convert
Pride into
Visitor
Growth**



**Celebrate
Tucson
Culture**

**Cherish the
Outdoor
Experience**

Opportunities

2024 - 2026

Short Range Opportunities:

- Out-of-area promotions celebrating all aspects of Tucson culture & outdoors



Partners & Actions

Out-of-Area Promotions Celebrating Tucson

- Develop collaborative marketing plan for reaching key cultural & outdoor target markets
- Adapt and refine content and messaging with branding outcomes
- Apply research and data to hone marketing



Longwoods
INTERNATIONAL

69%

Tourism supports the preservation of local culture and protects the community's authenticity

West norm: 50%
U.S. norm: 51%

2024 Tucson Resident Sentiment Study

Vital Partners:

University of Arizona – Cultural leaders – Tribal leaders – Not-for-profits – Tucson City of Gastronomy – Tourism Industry Partners – Others...

Aspirations

2026 - 2030

Long Range Aspirations:

- Develop immersive experiences encouraging responsible visitation to cultural and outdoor offerings in Tucson

Direction

Continue compiling data

Establish vision

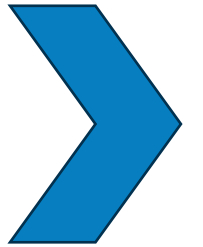
Craft plan details



Convene collaborative engagement



Communicate process and outcomes



Drive economic vitality and quality of life from tourism

Enhance destination stewardship and conservation efforts

Foster community engagement and sense of belonging

Leverage Tucson's bountiful culture & outdoors



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Assessments conducted by



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THANK YOU!

Visit
tucson®

