



Utah Office of Tourism

STRATEGIC PLAN

Providing unified, purposeful leadership
for the state's visitor economy.

UTAH
LIFE ELEVATED

A VISION FOR TRAVEL AND TOURISM

Guiding the Visitor Economy with Purpose and Unity

Over the last decade, Utah has emerged as a national leader in travel and tourism – powered by our iconic landscapes, welcoming spirit, and world-class marketing. With hard work and collaboration, we’ve built a vibrant visitor economy that delivers real value to communities across the state.

A new decade is taking shape – one defined by landmark opportunities: these aren’t just events – they’re strategic unifiers, calling us to align, adapt, and lead again.

A state united in welcoming the world to experience Utah.

Join us in building a visitor economy that is rare, strong, valued, and perpetual.

R

RARE:

Rare visitor experiences elevate and protect the unique and authentic experiences, assets, and cultural vitality found exclusively in Utah, ensuring its distinct identity and offerings remain unparalleled and a catalyst for statewide prosperity.

S

STRONG:

Modernizing institutional funding models, defining clear roles through a collaborative matrix, and reinventing our approach to tourism management.

V

VALUED:

Valued visitor economy which nurtures human well-being: Communicating the undeniable value of the visitor economy to stakeholders and fostering deep-seated pride of place. Enhancing both mental and physical health and wellness for residents and visitors alike through intentional development.

P

PERPETUAL:

Investing in an enduring travel and tourism ecosystem while balancing significant state changes such as growth and workforce investments. Investing in public lands, infrastructure, accessibility, and environmental balance to ensure long-term industry health.





HOW IS THIS ACCOMPLISHED?

FUTURE MINDSET ENGAGEMENT:

Understand and respond to Utah's shifting demographics, population growth, and evolving traveler behaviors – embracing the state's rapid economic and cultural transition while honoring our roots to remain relevant and responsive.

COMMUNITY-CENTERED DEVELOPMENT:

Build physical, economic, and social capacity across communities – tribal, rural, workforce, and business – to enhance visitor experiences while improving quality of life for residents.

COLLABORATION ACROSS SECTORS:

Address shared challenges – housing, labor, infrastructure – by working across government, industry, and community partners. Innovation and impact require united action.

STEWARDSHIP FOR AN ENDURING VISITOR ECONOMY:

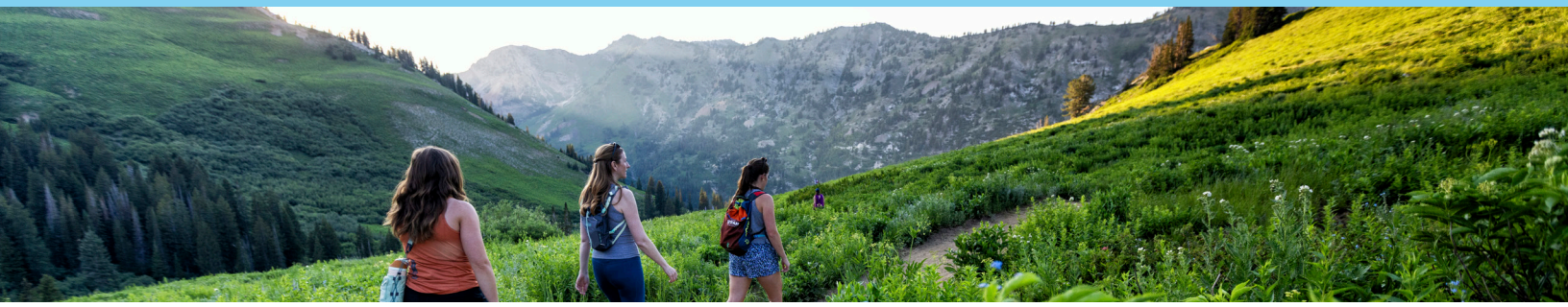
Promote policies, behaviors, and investments that ensure tourism supports cultural vitality, environmental balance, and long-term community resilience.

ALIGNED MARKETING:

Strengthen Utah's identity through bold branding and aligned messaging at the state and local levels. Drive pride of place and connect people to the full spectrum of Utah experiences.

A VISION FOR TRAVEL AND TOURISM

UTAH



UTAH OFFICE OF TOURISM STRATEGIC PLAN

Our shared vision for Utah’s travel and tourism industry is one that belongs to every community and partner who welcomes the world to experience Utah. The remainder of this document outlines how the Utah Office of Tourism (UOT) is structuring its own work to advance that vision through our mission, guiding principles, and the five areas of focus that guide our team’s priorities, actions, and measures of success.

MISSION

UOT’s mission is to elevate life in Utah by advancing the visitor economy through marketing, development, and stewardship.

Marketing: Inspire travel that supports local communities and drives statewide economic impact.

Development: Empower community-centered destination development to strengthen the visitor experience and improve residents’ quality of life.

Stewardship: Ensure that Utah’s natural beauty, vibrant culture, and unique traditions endure for generations.

While the Utah Office of Tourism’s Strategic Plan outlines the transformational actions we will take over the next four years, it does not represent our entire workload – we will continue to drive our vital core goals alongside these strategic actions.

GUIDING PRINCIPLES

Three guiding principles guide our actions and contributions to advancing Utah’s long-term economic success.

Collaboration: Collaborate, convene, and coordinate for the betterment of Utah

Data-informed: Rely on data and evidence to guide decisions

Efficient: Provide high-quality deliverables in a resource-constrained environment

FIVE AREAS OF FOCUS

Marketing: Continue the powerful branding of Utah

Development: Empower community-centered development

Stewardship: Steward a resilient visitor economy

Office: Grow organizational efficiencies

Olympic Opportunity: Leverage global attention

MARKETING

ACTIONS

Maximizing resource efficiency: Implement processes and technologies to extend the impact of our resources, including coordinating with partners to reduce overlap and maximize reach.

Integrate Utah Forever into content and marketing: Share plan and prepare messaging to help visitors have their best trip.

Collaborate with GOED MarComm, Tourism, and Film teams: Identify opportunities to improve collaboration to support the creative and experience economies with an audience-driven approach.

PRIMARY METRICS

- Barcelona scoring for PR placements
- Incremental Travel %
- National Advertising Awareness
- Ad-exposed vs. Non Ad-exposed:
 - Activities
 - Spending

GOAL

Connect people to unique and immersive Utah experiences and inspire a sense of pride in place for communities.

TACTICS

Maximizing resource efficiency

- Visual asset licensing
- Campaigns with deeper social integration
- AI for web and SEO
- Coordinate more with the industry, both public and private, to minimize overlap and maximize reach
- Highlight authentic human stories that are less polished and more real
- Partner with other states on international efforts
- Define a strategy for brand partnership opportunities
- Convene the industry around first-party data practices to prepare for a privacy-first future

DEVELOPMENT

ACTIONS

Build a stakeholder engagement strategy and process: Create unity and strength through connection and collaboration.

Refine partner opt-in programs: Ensure the programs are built based on partner needs and UOT goals, focusing on economizing resources.

Stakeholder communication & education: Showcase the value of State resources to inspire communities to share and cultivate locally.

PRIMARY METRICS

Partner satisfaction score: Annual percentage of partners reporting satisfaction with UOT-provided resources, training, and engagement processes. Average score of overall programs.

GOAL

Empower communities to strengthen the visitor experience, enhancing residents' quality of life.

TACTICS

Build a stakeholder engagement strategy and process

- Diverse Partner Engagement – Collaborating with nontraditional partners (focusing on the business community, federally recognized tribes, economic development, community planners, and chambers)
- Improve the communication of available resources
 - *Explore ways to use our existing data more strategically and increase value*
 - *Trainings and webinars*
- Industry Training – Improving toolkits (agritourism & astrotourism), communication with the private sector (e.g., social media), and facilitating access to training.
- Tourism & Film readiness program for communities
 - *Partner and supplier education on international market readiness*
 - *Film Ready 2.0*

Refine partner opt-in programs

- TBD style event focused on Olympic opportunity development
- Further refine the international program

Stakeholder communication & education

- Integrate the foundational pillars into all messaging and communications
- Share strategic messaging with stakeholders
- Support the development of local film offices
- Streamline the film permitting information resource
- Improve the relationships with city officials to facilitate smooth permitting and filming
- Strengthen collaboration and relationships with other state agencies to leverage efficiencies

STEWARDSHIP

ACTIONS

Engage stakeholders in Utah Forever:

Preserve the natural beauty, vibrant culture, and unique traditions that make the state so special.

Build awareness of the office's programs and work:

Share with stakeholders how the work we are doing is driving economic growth, supporting jobs, and strengthening communities.

Broaden Utah's visitor audience: Building products, marketing, and strategies for a variety of market segments, creating resilience by reducing reliance on a single market, and protecting against external disruptions.

PRIMARY METRICS

Partner niche audience value:

The annual DMO partner survey will gather ranked areas of interest and reported product development activities.

Partner content engagement:

- Monthly open rate for the partner newsletter
- Monthly target page engagement on Travel.Utah.Gov

GOAL

Support the long-term vitality of Utah's communities.

TACTICS

Engage stakeholders in Utah Forever

- Stakeholder communications
- Other government agency coordination
- Ongoing marketing and communications plans

Build awareness of the office's programs and work

- Educate stakeholders on the structure and economic data of film incentives
- Leverage film tourism as a value magnifier
- Serve as a reliable informational resource for legislators and policymakers
- Engage private industry through education and information sharing regarding the TMPF
- Examine and clarify industry terminology (e.g., DMO, DMMO)

Broaden Utah's visitor audience

- Identify and promote additional industry segments for leisure tourism (e.g., agritourism & astrotourism), in addition to outdoor recreation visitation
- Convene industry partners to facilitate the development of business, convention, and sports & events tourism
- Continue to develop and promote film and culture tourism

OFFICE

ACTIONS

Continually improve internal communications: Continue to refine and improve how we collaborate.

Share knowledge: Leverage opportunities to learn from each other, partners, and visitors.

Create efficiencies: Implement tools and processes to maximize productivity.

PRIMARY METRICS

Team member satisfaction score is measured biannually via a survey.

GOAL

Enhance our culture of high performance and resource efficiency.

TACTICS

Continually improve internal communications

- Streamline meetings to cut redundancy and save time
- Improve access to teams' resources
- Utilize communication tools to become less siloed and empower advocacy
- Identify and communicate priorities/core work
- CRM

Share knowledge

- Grow and share statewide knowledge
- Customer service and our customer touch points, learn from our visitors' experiences

Create efficiencies

- Organize promotional items (and other resources) and create an inventory system
- Leverage AI for summaries (e.g., research reports)
- Film Data - streamline collection and utilization of data for storytelling

OLYMPIC OPPORTUNITY

ACTIONS

Collaborative intelligence: Leverage external expertise and regional partnerships to gain insights from past hosts.

Community readiness: Empower local counties and residents through specialized training, asset mapping, and identity-building frameworks.

Legacy growth: Implement Destination Development, prioritizing digital and professional foundations needed to support the Games and sustain long-term economic benefits.

PRIMARY METRICS

Program engagement: Industry and partner participation and engagement with created programs.

Partner satisfaction score: Annual percentage of partners reporting satisfaction with UOT-provided resources, training, and engagement processes.

Landing page visitation and engagement: Tracking visits and time on site to created resources.

GOAL

Leverage the global attention from Olympic preparation and partnerships to elevate Utah's image as a premier, year-round destination.

TACTICS

Collaborative intelligence

- Alps, Milan, LA, and Region Sud and tourism offices
- Destinations hosting other large-scale sports events
- Cultural Olympiad / Opening / Closing Ceremonies

Community readiness

- Destination development
- TBD training for partners on how to leverage large events and guest distribution
- UADMO connect, UTC engagement
- 29 County Engagement - asset list
- Leverage the Utah Forever framework to build local pride

Legacy growth

- Promote the use of Olympic venues as filming locations
- Workforce development for sports videography and specialty film skills
- Non-accredited media center (2002) - idea pitch
- Create content to send out to ticket holders
- Hospitality training program for frontline staff and volunteers
- Media and Trade Incentives (booking bonuses, airline packaging), itineraries and product development to inspire travel pre- and post-Games.
- Website/landing page strategy development
- Airlift development
- Image studies capturing international perceptions of Utah pre-Games
- Impact studies (pre and post)

SUMMARY

AREA OF FOCUS Marketing Continue the powerful branding of Utah	TRANSFORMATIONAL ACTIONS 01 Maximizing resource efficiency: Implement processes and technologies to extend the impact of our resources, including coordinating with partners to reduce overlap and maximize reach. 02 Integrate Utah Forever into content and marketing: Share plan and prepare messaging to help visitors have their best trip. 03 Collaborate with GOED MarComm, Tourism, and Film teams: Identify opportunities to improve collaboration to support the creative and experience economies with an audience-driven approach.
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SUMMARY CONTINUED →

SUMMARY

AREA OF FOCUS

Office

Grow organizational efficiencies

OUR GOAL

Enhance our culture of high performance and resource efficiency.

TRANSFORMATIONAL ACTIONS

- 01 **Continually improve internal communications:** Continue to refine and improve how we collaborate.
- 02 **Share knowledge:** Leverage opportunities to learn from each other, partners, and visitors.
- 03 **Create efficiencies:** Implement tools and processes to maximize productivity.

MEASURES

- Team member satisfaction score

AREA OF FOCUS

Olympic Opportunity

OUR GOAL

Leverage the global attention from Olympic preparation and partnerships to elevate Utah's image as a premier, year-round destination.

TRANSFORMATIONAL ACTIONS

- 01 **Collaborative intelligence:** Leverage external expertise and regional partnerships to gain insights from past hosts.
- 02 **Community readiness:** Empower local counties and residents through specialized training, asset mapping, and identity-building frameworks.
- 03 **Legacy growth:** Implement Destination Development, prioritizing digital and professional foundations needed to support the Games and sustain long-term economic benefits.

MEASURES

- Partner satisfaction score
- Program engagement
- Landing page visitation and engagement



APPENDIX: GLOSSARY OF TERMS

This section serves as a foundational guide to the key terminology and guiding language utilized throughout the Strategic Plan, ensuring clarity and a unified perspective. By aligning our professional vocabulary, we ensure that the strategic plan is understood and adopted office-wide with precision and consistency.

Vision: An industry-inclusive, forward-looking statement that describes what we aspire to be in the long term.

Mission: A short declaration that explains the core purpose of our organization.

Guiding Principles: A set of foundational commitments and practices that guide our team's daily actions and decision-making.

Goals: The high-level, overarching outcomes the organization or team aims to achieve. These are clear, concise statements describing the desired result for a specific area of focus.

Actions (or Transformational Activities): High-level projects or major steps necessary to execute a strategy and achieve a goal. These break down the work into manageable components. Completing these actions will ensure the successful execution of the plan.

Tactics: The specific, granular activities, methods, or tasks brainstormed by teams. They are captured here to serve as thought starters for teams as they develop their annual plans. We expect these will change over time, and including them here is not a commitment that each will be completed, nor is this a complete list.

Primary Metrics: Outcome measures used to track progress, evaluate success, and determine if an initiative is tracking toward its objectives.



