

# VISIT SALT LAKE

**ANNUAL  
REPORT**

# 2015

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LETTER FROM THE CHAIR AND PRESIDENT



2015: A BLUE RIBBON YEAR!



Howdy!

Without a doubt, 2015 was a blue ribbon year! From Visit Salt Lake's perspective, last year was one for the books as the team met or surpassed the vast majority of its performance measures, particularly its most important: room nights booked. And we know all too well that VSL's successes are a result of the community and members it represents; we could not accomplish the goals we establish as an organization without the strength and support of the entire Salt Lake community.

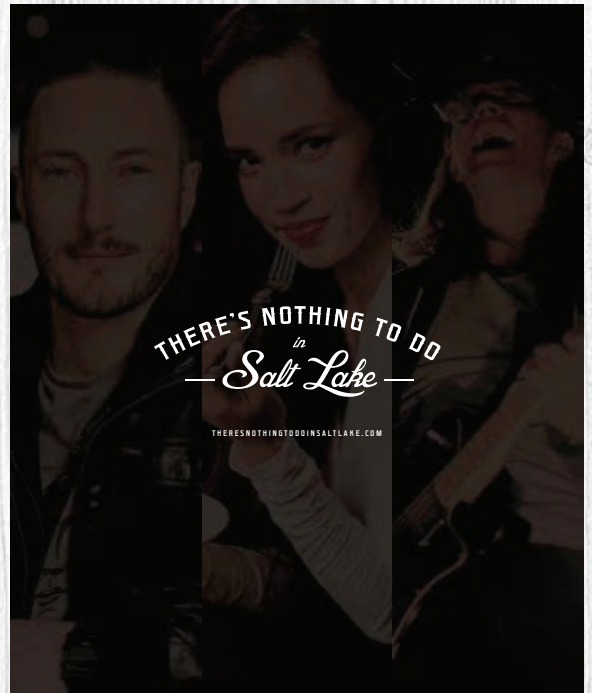
By supporting Visit Salt Lake's ability to fulfill its mission of improving the area economy by attracting and providing support to conventions, leisure travelers and visitors to Salt Lake County, these collective efforts raise our community as a whole for visitors and locals alike. This past year was an unprecedented example of that, as the record number of room nights booked by VSL's sales team translated into stellar numbers across the board, including an all-time record for convention attendance and overall hotel revenue in Salt Lake County. The information enclosed within highlights this fact, and we invite you to not only peruse it but join in our celebration of such a banner year.

A few additional outstanding performance measures on exhibit include: the booking of 60 'Definite' groups; website visits surpassing the 2 million visitor session mark; the garnering of more than \$15 million in earned media; incredibly well attended partner/member events throughout the year; the astounding number of visitors welcomed to our Visitor Center (444,886); and wowing the 2015 ASAE attendees in Detroit with an exciting new campaign as we prepare to welcome this influential group of association executives this coming August.



The coming year promises to be an exciting one and a critical one for the long-term well being of our community.

With your continued support, the sterling direction offered by Mayor McAdams and his team, and the leadership of VSL's volunteer Board of Trustees, we're confident we'll be celebrating many more blue ribbon years and sharing that success with you, our valued members in the years to come.



Scott George

Chair

Scott Beck

President & CEO



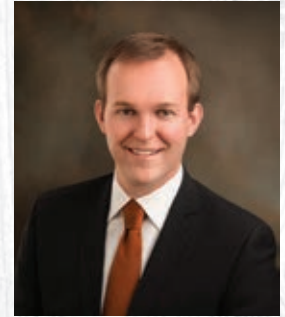
# 2015 ANNUAL REPORT

## TREASURER'S REPORT

### FUNDING SOURCES

Salt Lake County provides approximately half of Visit Salt Lake's (VSL) total revenues through a Visitor and Promotion Management Agreement to promote conventions and tourism. Empowered by the state legislature, the County levies a 4.25% Transient Room Tax (TRT) on room rentals in Salt Lake County and a portion of the proceeds from that tax (about 45% of total TRT) is awarded by the County to fund VSL's Public Sector sales and marketing efforts. VSL's Ski Salt Lake Super Pass marketing and multi-resort ticket program for the four Salt Lake County Resorts—Alta, Brighton, Snowbird and Solitude—receives an additional \$450,000 from a one-half percent Tourism Transient Room Tax on County hotels.

Each year, VSL prepares its Comprehensive Marketing Plan (CMP) and budget for the upcoming calendar year. The budget for the CMP is based on a projection of TRT collections developed by VSL in concert with the County. Generally, VSL expenditures are targeted to match anticipated collections. When TRT collections exceed expenditures, the excess is carried over into the County's Visitor Development and Promotion Fund to be available for future years. Transactional revenues from the Ski Salt Lake ticketing program accounts for 25% of VSL's gross revenues, and VSL's Private Sector generates the other 25% through membership dues, convention and leisure reservation services, gift shop merchandise sales and marketing partnerships. Special grants for various projects and in-kind contributions from VSL's members enable VSL to leverage and extend its sales and marketing budget.



**Ben McAdams**  
Mayor, Salt Lake County

### PUBLIC SECTOR SUMMARY BUDGET

Program Budget	2014	2015	2016
Administration	\$665,084	\$659,716	\$730,981
Sales	\$1,686,300	\$1,967,800	\$2,805,905
Services	\$561,150	\$717,940	\$559,250
Marketing	\$1,771,900	\$1,812,633	\$1,878,922
<b>Total Public Sector Programs</b>	<b>\$4,684,434</b>	<b>\$5,158,089</b>	<b>\$5,975,058</b>
<i>% change over prior year</i>	<i>3%</i>	<i>10%</i>	<i>16%</i>
<b>Salaries &amp; Benefits</b>	<b>\$3,675,509</b>	<b>\$3,773,828</b>	<b>\$3,960,401</b>
<i>% change over prior year</i>	<i>2%</i>	<i>3%</i>	<i>5%</i>
<b>Total Public Sector Budget</b>	<b>\$8,359,943</b>	<b>\$8,931,917</b>	<b>\$9,935,459</b>
<i>% change over prior year</i>	<i>2%</i>	<i>7%</i>	<i>11%</i>

### Current & Future Impact Of Meetings & Conventions Booked During 2015

	Booked in 2015 for 2015	Booked in 2015 for future years	Total
Delegates	93,827	256,452	350,279
Room Nights	130,040	519,042	649,082
<b>Spending</b>	<b>\$87,540,591</b>	<b>\$239,269,716</b>	<b>\$326,810,307</b>

### 2015 Direct Visitor Spending, Salt Lake County\*

Direct Visitor Spending*	Sales & Use Taxes Generated 2015				
	State	County	Cities	Total Taxes	
Hotel	\$464,924,909	\$24,408,558	\$24,873,483	\$9,298,498	\$58,580,539
Car Rental	\$178,199,825	\$13,810,486	\$13,543,187	\$1,781,998	\$29,135,671
Restaurant*	\$415,558,638	\$21,816,829	\$6,648,938	\$4,155,586	\$32,621,353
Retail & Attractions**	\$222,323,508	\$11,671,984	\$1,333,941	\$2,223,235	\$15,229,160
<b>TOTAL</b>	<b>\$1,281,006,882</b>	<b>\$71,707,857</b>	<b>\$46,399,549</b>	<b>\$17,459,318</b>	<b>\$135,566,723</b>

\* Estimate Based on Hotel Occupancy patterns in Salt Lake County

\*\* "Retail & Attractions" estimated applying the average ratio of convention delegate spending on Retail & Attractions to spending on hotels in Surveys by the University of Utah, Bureau of Economic & Business Research



### Salt Lake County Council 2014-15

BACK, FROM LEFT: Richard Snelgrove, Steve Deby, Jenny Wilson, Sam Granato, Jim Bradley

FRONT, FROM LEFT: Max Burdick, Michael Jensen, Arlyn Bradshaw, Aimee Winder Newton

### Impact of Meetings / Conventions / Events Realized in 2015

	Number of people	Delegate / Attendee Spending
Convention Delegates	270,191	\$252,358,394
<i>Attendees tied directly to Visit Salt Lake sales efforts</i>		
Hotel/Resort Meeting Attendees	54,212	\$50,634,008
<i>All non-Salt Palace Convention Center / South Towne Exposition Center delegates from Visit Salt Lake sales efforts</i>		
Sporting / Special Event Visitors*	16,613	\$15,516,542
<b>Total Spending by Delegates &amp; Attendees</b>	<b>341,016</b>	<b>\$318,508,944</b>

\*14,109 OCCUPIED SLEEPING ROOMS FOR ATHLETIC/SPORTS EVENTS with 59,181 OVERALL ATTENDANCE



# 2015 ANNUAL REPORT

## 2015 EXECUTIVE COMMITTEE

### 2015 EXECUTIVE COMMITTEE MEMBERS

#### CHAIR

**Alan Rindlisbacher**  
THE LAYTON COMPANIES

#### PAST CHAIR

**Kevin Bruder**  
MAVERIK CENTER & UTAH GRIZZLIES

#### CHAIR-ELECT

**Scott George**  
WOODBURY CORPORATION

#### SECRETARY

**Mary Crafts-Homer**  
CULINARY CRAFTS / THE TASTING ROOM

**Arlyn Bradshaw**  
SALT LAKE COUNTY COUNCIL

**Dee Brewer**  
CITY CREEK CENTER

**Erik Christiansen**  
PARSONS BEHLE & LATIMER

**Karen Hale**  
SALT LAKE CITY CORPORATION

**Doug Koob**  
SALT LAKE MARRIOTT CITY CENTER

**Joe Lambert**

**Erin Litvack**  
SALT LAKE COUNTY  
COMMUNITY SERVICES

**Steve Lundgren**  
SALT LAKE CITY MARRIOTT  
DOWNTOWN AT CITY CREEK

**Connie Marshall**  
ALTA SKI AREA

**Taylor Vriens**  
MODERN EXPOSITION SERVICES

**Carlene Walker**  
COMMUNITY ADVOCATE

**Neil Wilkinson**  
TEMPLE SQUARE HOSPITALITY



### 2015 EX OFFICIO MEMBERS

**Mayor Ben McAdams**  
MAYOR OF SALT LAKE COUNTY

**Mayor Ralph Becker**  
MAYOR OF SALT LAKE CITY

**Mayor Tom Dolan**  
MAYOR OF SANDY CITY

**Lane Beattie**  
SALT LAKE CHAMBER

**Scott Beck**  
VISIT SALT LAKE

**Nathan Rafferty**  
UTAH SKI & SNOWBOARD ASSOCIATION

**Melva Sine**  
UTAH RESTAURANT ASSOCIATION

**Gerald "Chip" G. Smith, Jr.**  
LDS CHURCH VISITOR ACTIVITIES

**Vicki Varela**  
UTAH OFFICE OF TOURISM  
FILM AND GLOBAL BRANDING

**Jeff Edwards**  
ECONOMIC DEVELOPMENT CORP. OF UTAH

**Barbara Gann**  
SALT LAKE CITY DEPARTMENT OF AIRPORTS

**Jordan Garn**  
UTAH HOTEL & LODGING ASSOCIATION

**Dan Hayes**  
SALT PALACE CONVENTION CENTER  
SOUTH TOWNE EXPO CENTER

**Jason Mathis**  
DOWNTOWN ALLIANCE

### 2015 BOARD OF TRUSTEES

**Maxine Turner**  
CUISINE UNLIMITED CATERING & SPECIAL EVENTS

**Steve Lewis**  
LEWIS STAGES & TOURS

**Bob Springmeyer, Jr.**  
BONNEVILLE RESEARCH

**A. Scott Anderson**  
ZIONS FIRST NATIONAL BANK

**Robert Sullivan**  
UTAH FOOD SERVICES

**T.G. Bud Mahas**  
BUD MAHAS CONSTRUCTION, INC.

**Jim Olson**  
THE UTAH JAZZ

**Reverend France Davis**  
CALVARY BAPTIST CHURCH

**Mikel Trapp**  
TRIO RESTAURANT GROUP

**Debbie Brown**  
UTAH HOSPITALITY

**Dr. Kelly K. Matthews**  
KELLY K. MATTHEWS

**Senator Wayne Niederhauser**  
UTAH STATE SENATE

**Fred Boutwell**  
GASTRONOMY, INC.

**James Roberts**  
REDIRECT RELATIONSHIP MARKETING

**Peter Nardelli**  
ENTERPRISE RENT-A-CAR

**Lee Dever**  
THIRD JUDICIAL DISTRICT COURT

**Nathan D Thomas**  
JONES, WALDO, HOLBROOK, & MCDONOUGH

**Mike Grass**

**William G. Gibbs**  
WILLIAM G. GIBBS ATTORNEY AT LAW

**Dennis Copyak**  
LE BUS

**Carolyn Nichols**  
UTAH ATTORNEY GENERAL'S OFFICE

**David DeSeelhorst**  
SOLITUDE MOUNTAIN RESORT

**Brent Shingleton**  
TEMPLE SQUARE HOSPITALITY

**Eva Rinaldi**  
SUNDANCE INSTITUTE

**Alan Anderson**  
CHAMBERWEST

**Amy Coady**  
SQUATTERS PUB BREWERY

**Dave Spatafore**  
CAPSTONE STRATEGIES

**Brandon Hansen**  
SOLITUDE MOUNTAIN RESORT ACCOMMODATIONS

**Larry Jackstien**  
MARKETING HOSPITALITY ASSOCIATES

**Jeff Protzman**  
HILTON SALT LAKE CITY CENTER

**Andrea Wolcott**  
ANDREA WOLCOTT

**Brett Rydalch**  
DELTA AIR LINES, INC.

**Vanessa Hill**  
TEXAS DE BRAZIL CHURRASCARIA

**David Hunter**  
EDGEWORKS EVENTS

**Chris Matthews**  
HISTORIC TROLLEY SQUARE

**Scott Somerville**  
EMBASSY SUITES SALT LAKE/WEST VALLEY CITY

**Michael J. Steele**  
UTAH STATE FAIRPARK

**Brad Petersen**  
GOV. OFFICE OF ECONOMIC DEVELOPMENT

**Tom Guinney**  
GASTRONOMY, INC.

**Keith Griffall**  
WESTERN LEISURE

**Wally Wright**  
**Steven Romney**  
SUBURBAN LAND RESERVE, INC.

**Dave Jensen**  
UTAH FOOD SERVICES

**Zeke Dumke III**  
WESTERN STATES MANAGEMENT CORPORATION

**Scott Webb**  
WEBB AUDIO VISUAL COMMUNICATION

**Guy Woodbury**  
WOODBURY CORPORATION

**Karen Boe**  
BOE MARKETING

**William Ammermann**  
STUDIO 6

**Christopher L. Corroon**  
WASATCH MARKETING ASSOCIATES

**P. David Jensen**  
INNOVISION PROPERTY GROUP

**Bryan Borreson**  
THE HOTEL BAR & NIGHTCLUB

**Chris Redgrave**  
ZIONS FIRST NATIONAL BANK

**Donald K. Dunn**  
FUEL FREEDOM FOUNDATION

**Lawrence R Scott**  
LEGACY HOSPITALITY GROUP, LLC

**Jeffrey Berke**  
GARFIELDTRAUBSWISHER DEVELOPMENT

**Doug Hofeling**  
SQUATTERS PUB BREWERY

**Paul Thornton**  
RED LION HOTEL SALT LAKE

**Christina Jepson**  
PARSONS BEHLE & LATIMER

**Robert Spendlove**  
ZIONS FIRST NATIONAL BANK

**Spencer Eccles**



# 2015 ANNUAL REPORT

## SALES

The single most important metric we use to benchmark the performance of our efforts is simple – ROOM NIGHTS. While it is not a hotel room that spends money, the focus on room nights booked ensures we are focusing our sales efforts on the visitor with the highest economic impact in our community; visitors who not only have an impact on Salt Lake hotels, but for all businesses in our community including restaurants and bars, attractions, transportation and service companies, etc. A new benchmark was achieved in 2015 as the team booked more hotel room nights than ever before.

### MEETING/CONVENTION SALES

The Sales team not only met but surpassed its 2015 goal by booking nearly 650,000 room nights, an all-time high for Salt Lake.

**Room Nights Booked: 648,457 (103% of goal)**



**New SPCC Room Nights: 278,133 booked (135%)**  
**New Hotel Room Nights: 117,817 booked (96%)**  
**Repeat SPCC Room Nights: 253,629 booked (84%)**

If a picture is worth a thousand words then a visit must be worth a million, or at least a few thousand potential room nights. With that in mind, the sales team hosted 148 site inspections in 2015, or just more than one dozen per month.

**Site Inspections: 148 hosted (114%)**

Prospecting for new business is key to successful sales organizations, which is why the time-tested effort of prospecting is so critical and a key reason for the success of VSL's sales team. Undaunted by its sizable goal, the combined sales team achieved 114% of its annual prospecting activity goals.

**Prospecting Activity (Sales Directors): 529 actions (101%)**  
**Prospecting Activity (EMM/National Sales Manager): 1,054 actions (118%)**

In today's competitive market, keeping existing clients is essential to any sales organization. And one of the best ways to sustain VSL's excellent client base is to go out and meet with them, which the Sales team did...and then some.

**Existing Client Visits: 43 made (179%)**

Another critical aspect of sales is meeting potential new clients with sales trips being yet another proven tactic and one VSL's sales department embraced, hitting the road 62 times in 2015.

**Outside Sales Trips: 62 made (113%)**

### TOURISM/LEISURE SALES

While the majority of our Tourism efforts are in the Marketing Department, a focused strategy on Tour and Travel sales is key. Due to several months without a dedicated Tourism Sales person, we fell short in several performance measures. With help from our marketing and communications staff we remained focused on FAM Tours, as part of a larger state-wide effort, to bring tour operators and other business development opportunities to Salt Lake.

**Outside Sales Trips: 1 made (33%)**  
**Tour/Package Tour Clients: 8 (40%)**  
**FAM Trips: 6 hosted (200%)**  
**Prospecting Calls: 88 made (49%)**  
**New Room Nights Generated: 12,991 (78%)**



Outdoor Retailer Summer Market



Parliament for the World's Religions



# 2015 ANNUAL REPORT

## MARKETING / SERVICES

### MARKETING

Communicating Salt Lake's multitude of offerings and obvious advantages to our many audiences is the responsibility of the Marketing Department, whose role it is to generate awareness of, and influence travel decisions to, our destination.

Editorial coverage of a product or destination continues to generate awareness and create trust produce among consumers. Fortunately, the greater Salt Lake area offers an endless list of story ideas, which VSL's marketing department capitalizes on year in and year out, producing nearly \$15.5 million in editorial in 2015.

**Generate the ad equivalency of \$14.4 million in editorial coverage: \$15,489,677 (108%)**

The hardest working 'employee' of Visit Salt Lake, in terms of hours worked, is our website, operating 365 days a year and ready to assist visitors and potential visitors any time of day. In 2015, VisitSaltLake.com hit a milestone, achieving more than 2 million visitor sessions.

**Generate 2 million visitor sessions to VisitSaltLake.com: 2,146,222 visitor sessions (107%)**



A potential consumer that opts in to receive product or destination information is a marketer's dream, and growing such an audience enables our message to reach a broader audience. In 2015, VSL was able to speak directly to 67,719 potential consumers through its database of email subscribers.

**Increase email database by 10% and email open rate to at least 25%: 70,342 emails (101%)**

The Ski City Super Pass makes it easy for skiers and snowboarders who visit our four world-class resorts to get the most out of their winter experience. The industry's most convenient and value-laden lift ticket, the Super Pass, remains the envy of resort destinations and the skier's "go to" pass.

**Increase Ski City Super Pass sales revenue by 5%: \$2,492,672 (98%)**

Value, convenience and the ability to visit an array of unique area attractions remain the genius of the Visit Salt Lake Connect Pass, which thousands of visitors used to experience 13 of our area's top attractions in 2015.

**Generate 25,000 VSL Connect Pass days sold: 23,482 (94%)**

### SERVICES

The Services Department of Visit Salt Lake is the connective tissue to the local services and products that our meeting and convention clients rely on for a successful experience in Salt Lake. *The team's ability to work on behalf of our destination partners is unrivaled*, and the way it continually meets and exceeds expectations simply adds to Salt Lake's reputation as offering the warmest, most welcoming customer service in the industry.

Getting customers is difficult; keeping them is even harder. Therefore, receiving a post-convention survey average of 4.7 (out of 5)—achieved in 2015—translates into incredible word of mouth and the strongest possibility of repeat business by our most important clients.

**Maintain post-convention survey average score of 4.8: 4.7 achieved (98%)**

Industry recognition of our service ethic is vital, and once again the readers of *Meetings & Conventions* magazine, the industry's most trusted source of meeting and convention information, awarded Visit Salt Lake the publication's Gold Service Award for the 21st consecutive year. Our membership in its 'Gold Service Award Hall of Fame' speaks volumes to



Updated Mobile-Friendly Visit Salt Lake Blog



Ski City Airstream Trailer



## 2015 ANNUAL REPORT

# SERVICES / PARTNER DEVELOPMENT

the reputation our destination and partners have among meeting professionals.

The reality is, social media has pervaded our lives. Visit Salt Lake has built a one-of-a-kind social media-based attendance promotion campaign for savvy groups hosting events in Salt Lake. Our social media outreach attendance promotion program allows meeting planners and their attendees to utilize social media to communicate before, during and after their conventions in Salt Lake.

**Produce enhanced social media outreach attendance program to 70% of citywide groups: 24 (114%)**



The Visitor Center is where visitors (and locals) come for hands-on information and to discuss their time in Salt Lake, face-to-face, with knowledgeable, friendly and helpful Information Specialists. Located in the Salt Palace, the Visitor Center welcomed an astounding 444,886 visitors in 2015.

**Increase Visitor Center visitation by 7%: 444,886 visitors welcomed (142%)**  
**Produce four (4) quarterly Visitor Center awareness events: 4 hosted (100%)**  
**Produce quarterly Visitor Center concierge events: 4 (100%)**

## PARTNER DEVELOPMENT

A strong partnership with our community is vital to VSL's success, so it's critical we produce solid relationships within our destination. Partner Development increased membership revenue and new memberships by 87% and 84% of its goal in 2015, and remained highly engaged in our community.

**Increase Membership revenue by 5% over 2014: \$286,586 (87%)**  
**Increase new members by 4% over 2014: 54 new members (86%)**

Prospecting activity remains a proven tactic in finding new members, which in turn strengthens VSL's product offering, and the Partner Development team achieved its 2015 goal by making 252 prospecting activities.

**Produce 252 prospecting calls: 252 (100%)**

Advertising with Visit Salt Lake on its website, newsletters and other outlets continues to offer our members an excellent avenue for reaching key markets as proven by the Partner Development team's ability to increase our partner advertising revenue to nearly \$200,000 in 2015.

**Increase advertising revenue by 4% over 2014 revenue: \$198,120 (133%)**



The hospitality industry is made up of friendly, social, outgoing people. Therefore it's no surprise that the Partner Development team was able to not only host 20 Member events in 2015, but also substantially grow attendance at these events.

**Produce 15 Member events/activities: 20 produced (133%)**  
**Increase member event attendance by 4%: 1,708 (147%)**  
**Grow number of listing updates by 3% over 2014: 1,922 (103%)**



Member Connection - Salt Lake Visitors Center



Ski Biz 2015 at Keys on Main



4th Quarter Board of Trustees at The Falls Event Center



# VISIT SALT LAKE

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Salt Lake City, Utah 84101  
801-534-4900

[VisitSaltLake.com](http://VisitSaltLake.com)



## VISIT SALT LAKE MISSION

To improve the area economy by attracting and providing support to conventions, leisure travelers, and visitors to Salt Lake County.

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