

Weber County, Utah

DESTINATION DEVELOPMENT PLAN

2031



visit
Ogden 

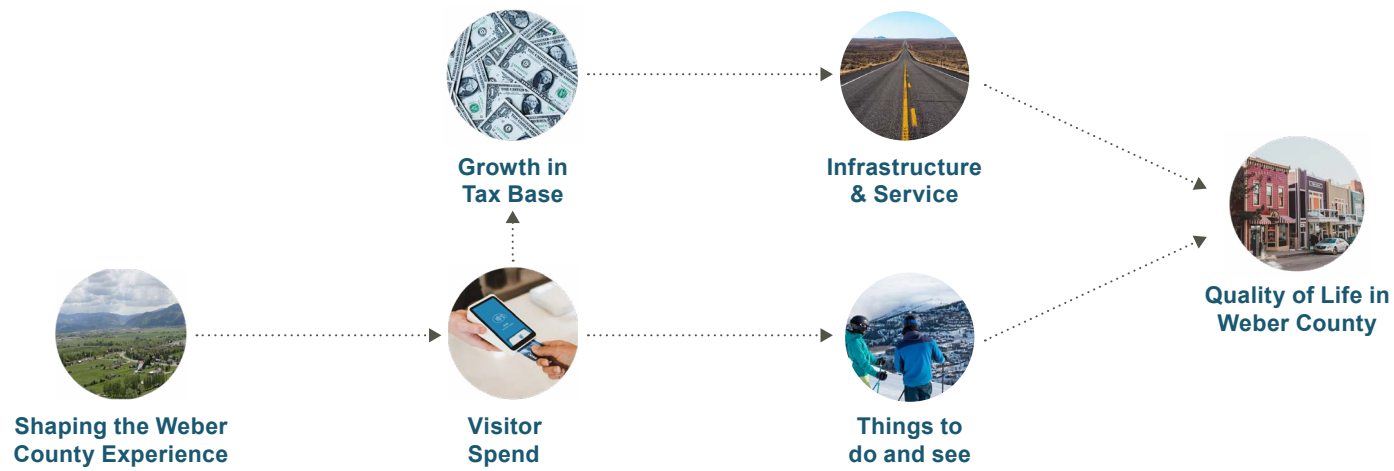


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Introduction

In Summer of 2020, a Destination Development planning group convened by the Utah Office of Tourism and Visit Ogden met for seven sessions to understand Weber County’s visitors, describe the current-state visitor experience, envision the future-state visitor experience in 2031, identify Weber County’s competitive position, identify key strategies to bring the envisioned future to life over three phases, and agree on a system for ongoing plan management. The contents of this document are rooted in the idea expressed in the following graphic, namely, that a deliberate shaping of the Weber County experience will result in a better quality of life for its residents.



How to Use This Plan

This plan contemplates a ten-year timeframe, ending in 2031. It begins with a Vision of what will be different in Weber County if we are successful in shaping a compelling destination and a thriving visitor economy. A Competitive Position, helping Weber County understand what it—uniquely—has to share with potential visitors (page 8).

This work is centered around nine “Destination Imperatives”—those things that must be accomplished if the plan is to be successful. Each of these Imperatives is supported by a set of Destination Strategies that are distributed over three phases. There are 61 Destination Strategies overall. **Phase 1: ALIGN AND LIFT** (page 12), covers the first three years of the plan and includes 34 strategies. **Phase 2: BUILD MOMENTUM** (page 20), covers years 4-6 and includes 17 strategies. **Phase 3: EXPAND REACH** (page 26) covers years 7-10 and includes the final 10 strategies. While Weber County may work on several strategies at a time, each is denoted by a number that indicates the order in which they should be phased. The timeframes for the three phases are approximate but should serve as a guide to the major divisions of work.

In order to ensure Weber County’s Destination Imperatives and Strategies track toward success, a Destination Development Committee dedicated to the implementation of this plan should be formed. The membership of this group will need to be inclusive of a selection of stakeholders (see “Collective Impact Model”, page 30)

Regular meetings of the Destination Development Committee will track progress and—more importantly—identify opportunities for course correction. Small teams should be identified to undertake each of the strategies underway at a given time. These teams should identify the action steps necessary, know when the strategy has been successful and regularly report their progress to the Destination Development Committee.

This plan is not meant to be an inflexible to-do list. Rather, it should be thought of as the “best guess” for the work to be done over the coming ten years. These assumptions should be tested regularly by the Destination Development Committee. At the five-year mark, a major re-alignment meeting should be held to consider whether major course corrections are necessary, either due to unforeseen setbacks or due to more speedy accomplishment of the plan’s goals.



Destination Vision:

Ogden and Weber County in 2031

In 2031, the Ogden area will be reenergized as a destination, boasting an unbeatable combination of Olympic-ready, mountain-town amenities and world-class outdoor recreation. In the wake of national and international sporting events, Ogden will continue to be in the international spotlight and will be featured in must-see itineraries for a diversity of visitors. Families and outdoor enthusiasts alike will seek Ogden out for its accessibility and vibe.

Visitors will enjoy accommodations of every type—from camping, to RV parks, to short-term rentals, to hotels. The accommodations mix in downtown Ogden will have developed considerably—including hotels in renovated historic buildings, an even greater mix of short-term rentals, and a full-service hotel. Newly-developed ski accommodations will offer a full-service experience to skiers in the winter and outdoor recreation enthusiasts in other months.

The Ogden area will have visible and attractive retail and dining cores that stay open into the evening hours so that people can linger longer over a drink, some food, or shopping experience. Local breweries and distilleries will welcome visitors to indoor and outdoor tasting spaces, while locally-owned restaurants serve up diverse culinary offerings. Cultural amenities, local arts, and events will entice visitors to explore these core areas and drive spending into the local economy.

Specialty shops will meet visitors by supporting the activities that draw them—locally-based outdoor recreation shops will sell gear and offer guided experiences and rental equipment. Visitors will find public green spaces, ample seating, and available public restrooms. Pedestrian corridors, better lighting, public wi-fi networks, and improved parking will all create a welcoming and comfortable experience for visitors. An expanded transportation network will include branded wayfinding, better connection to Salt Lake International Airport, and improved access throughout the county.

Weber County's trails will be a known brand, sought after by mountain bikers and hikers who want to cross them off their bucket lists. In collaboration with the U.S. Forest Service, trails will be evenly distributed throughout the county, and will be well-maintained, well-signed, and well-mapped. Connective trails will link these outdoor experiences to visitor amenities in Ogden and Ogden Valley.

Art and cultural offerings will be a visibly and viably integrated part of the visitor economy enjoying abundant marketing and financial support. Live performances, public installations, festivals, and special events will be anchored in Ogden's vibrant Nine Rails Creative District and extend throughout the community.

Bolstered by national and international conferences and sporting events, an expanded capacity to host meetings and events will continue to support strong mid-week business to the area's accommodations. Local businesses will have access to educational resources that prepare them for a wide array of visitors. Visit Ogden will serve as the central portal for visitor communication and will collaboratively curate engaging and welcoming experiences.

Due to strategic and targeted campaigns, residents will have a better understanding of the visitor economy and will enjoy the quality-of-life amenities that it provides: greater restaurant selection, more cultural offerings, and generous tax offsets. Because of resident support, Weber County's governments will be able to lend greater time and resources to the betterment of the visitor economy. Visit Ogden and Weber County will have greater influence on how state and local tourism monies are spent in the region. Alternative revenue streams will fuel the promotion of the visitor economy, creating a virtuous cycle that leads to higher visitor spend and greater tax receipts.

Weber County and Ogden will be a jewel in Utah's tourism crown and will have one of the strongest and most dynamic economies in the region—fueled by visitors.



Competitive Position



Weber County is Utah's discoverable mountain-to-metro experience:

- Extreme proximity of urban offerings to mountain experiences.
- The most ski acreage in North America across three individually unique ski and summer mountain experiences.
- Independent and eclectic Historic 25th Street and downtown core.
- 20,000 acres of flatwater recreation, hundreds of miles of trails, and urban blue-ribbon fly fishing
- Vibrant, locally-generated arts, culture, and events
- World-class competitive outdoor recreation events
- 35 minutes from an International Airport

Visitor Profiles

Two "typical" visitor profiles were developed so a full visitor journey could be explored through the lens of their experience. The visitor journey considered strengths and challenges around planning, arrival, in-market experience, departure, and post-trip. The two profiles used are described below, and should not be confused with Visit Ogden's marketing targets.

Visitor 1: Skiing Entourage

Demographics

- Millennial
- Singles
- Out of state
- \$70K annually

Purpose

- To discover new adventures

Seeking

- Unique experiences to share on Instagram
- Athletic and adventurous
- Uncrowded skiing days, willing to spend the money ease
- Holistic experience—not packaged, food and beverage, authentic areas
- Old school—cat tracks, etc
- Value is the bonus, not the driver
- Brew collectors

Our Offering

- Cat skiing
- Powder Mountain
- Snow Basin
- Hitting the front
- 25thStreet
- Shooting Star
- Powderkeg
- Roosters
- Salomon Center



Visitor 2: Cultural and Educational Families

Demographics

- Millennial
- In-state
- Family of four
- \$85K annually

Purpose

- Cultural and educational experiences

Seeking

- Entertainment and adventure for the kids and for themselves.
- Check out from normal lives—be fully engaged in Ogden and with each other
- To create memories and document intensely

Our Offering

- Dinosaur Park
- Treehouse Museum
- Nature Center
- Beach at Pineview
- Hiking
- Ogden River Parkway
- Outdoor recreation rentals
- Union Station Train & Car Museum
- Salomon Center
- Hill Aerospace Museum
- 25th Street (arts, retail)
- Arts District
- Monarch and Art Box
- Temple
- Raptors baseball
- Rooster's
- Slackwater
- Sonora
- UTOG brewery
- Farr's Ice Cream
- Cannery Creamery



Destination Imperatives

Foster Olympic Readiness and Preparation

- 1.1 Foster Community Support for an Olympic Bid
- 1.10 Advocate for Ogden Inclusion in Olympic Bid
- 1.19 Pursue Prestigious Events to Demonstrate Proof-of-Concept and Readiness (Pre-Olympic Events)
- 2.1 Support in Securing Alternative Funding Streams for Key Venue Improvements
- 2.9 Establish Transportation Plan to Move Visitors from Venues to Monetized Corridors
- 3.1 Evaluate Marketing and Messaging Materials to Include any Key International Markets and Domestic Multilingual Markets

Activate Dining, Retail and Entertainment Opportunities

- 1.2 Collaborate and Align on Commercial Hub Identification in the Ogden Valley and Make Ogden Master Plans
- 1.6 Increase Shoulder-Season Marketing for the Valley to Foster Growth of Year-Round Business
- 1.11 Pursue Opportunities to Align Operating Hours to Peak Times and Areas
- 1.20 Evaluate Zoning, Tax Incentive, and Lessor Opportunities to Proactively Preserve Small Commercial Businesses
- 1.27 Advocate for the Importance of Tier 1 Placemaking Initiatives in Hub-Ready Areas
- 1.31 Evaluate Zoning and other Mechanisms to Enable Pop-Up and Opportunistic Retail and Dining Experiences
- 1.33 Design Marketing Partnerships to Support Local Businesses and Increase Awareness of Experiences
- 2.2 Advocate for Pro-Retail, Entertainment, and Small Businesses in Ogden and Ogden Valley
- 2.15 Support the Redevelopment of Union Station
- 3.2 Partner with Weber County Economic Development to Recruit Visitor-Aligned Businesses

Activate Intra-Valley and Intra-State Transportation

- 1.3 Advocate for Funding of Phased Implementation of Wayfinding Project that Supports Tourism
- 1.12 Partner in the Development of Planned Gateway Improvements, Appearance, and Function
- 1.21 Illustrate Benefit to Inform the Need for Last-Mile Transportation Options
- 2.3 Partner with Ski Resorts and UTA to Expand UTA Ski Bus and Year-Round Schedule
- 2.16 Advocate for and Invest in the Improvement of Point-of-Interest, Byway, Interpretive, and Gateway Signage
- 3.3 Champion for UTA to Expand FrontRunner Service on Sundays and into Later Hours
- 3.9 Advocate for the Evolution of Ogden Canyon Transportation Infrastructure

Monetize Outdoor Recreation

- 1.4 Evaluate Current Marketing Materials and Promotions to Increase Awareness of Monetized Opportunities Near Recreation Assets
- 1.13 Identify Barriers and Pursue Opportunities to Expand Outdoor Recreation Permitting Options
- 1.22 Advocate for Sustainable Statewide Tourism Tax Structures
- 1.28 Explore Opportunities to Institute Resident/ Non-Resident User Fees
- 1.32 Collaborate with Trails Committees to Curate the Expansion of Weber County Trail Infrastructure and Information
- 2.4 Evaluate and Promote Opportunities to Expand County-Controlled RV Parks and Campgrounds
- 3.4 Evolve and Expand Outdoor Recreation Events that Align with Local Outdoor Recreation Business and Venue Needs

Support Public Infrastructure and Sustainable Growth Initiatives

- 1.5 Explore Use of Tax-Increment Financing (TIF) to Develop Tourism Infrastructure
- 1.14 Elevate the Voice of Tourism and the Community in Infrastructure Prioritization and Development
- 2.10 Champion the Development of Appropriate Pedestrian Corridors
- 3.5 Advocate for Proactive Planning to Identify and Anticipate Future Public Infrastructure Gaps

Grow Accommodation Product and Conference Center Capacity

- 1.15 Develop an Accommodations Growth Roadmap Using Supply- and Demand-Side Data
- 1.23 Finalize, Assess, and Prioritize Actions from the Conference Center Feasibility Study
- 2.5 Partner with Emerging Accommodation Capacity on Promotional Strategies
- 2.11 Proactively Ensure the Development of Workforce Housing to Sustain Tourism Industry Workforce
- 3.6 Develop Collaborative Strategies to Leverage New Conference Space and Evolve Group Sales with a Focus on Target Visitors

Manage Visitation and Steward Our Destination

- 1.7 Launch Stewardship Promotional Campaign, Education Playbook, and Marketing Strategy
- 1.16 Advocate for Sustainable County Infrastructure, Including Recycling and Compostable pickup
- 1.24 Promote Sustainable Processes for Group Business, Accommodations, and other Tourism-Supporting Businesses

- 1.29 Complete an Evaluation of Team Roles and Structure for Visit Ogden
- 2.6 Encourage Traffic Management and Sustainable Transportation Options for High-Use Areas
- 2.12 Influence Proportional Growth in Public Safety and other Relevant Public Agencies
- 2.17 Evaluate and Implement Capacity Control Measures
- 3.10 Elevate Conversations about Open Space Preservation and Policymaking

Support Placemaking Through Public Arts, Culture, And Events

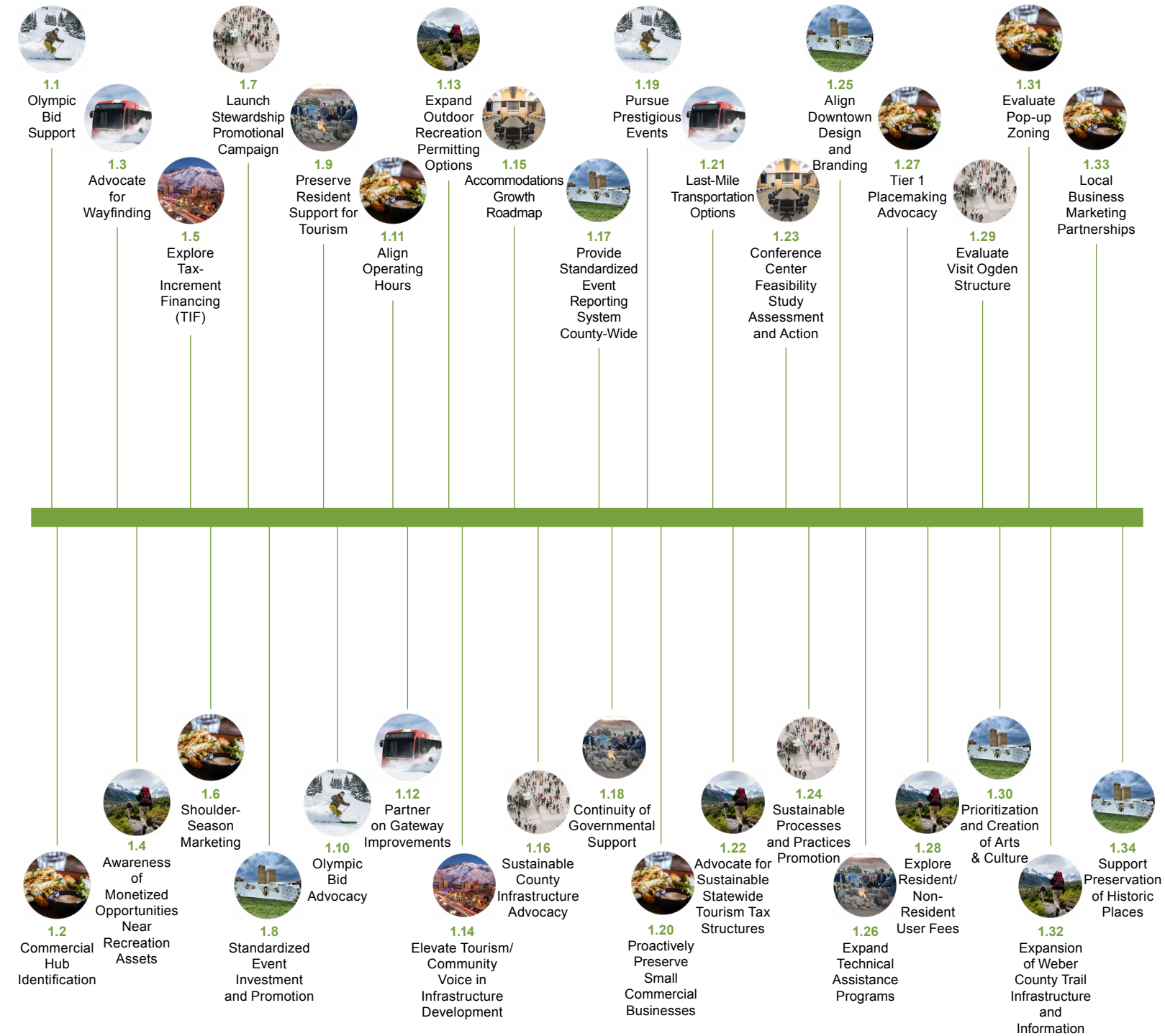
- 1.8 Develop Dedicated Budget and Standardized Reporting System to Prioritize Visit Ogden Investments in Promoting Events
- 1.17 Provide Standardized Event Reporting System County-Wide
- 1.25 Align Downtown Design and Branding
- 1.30 Support Governments and Community Organizations in the Prioritization and Creation of our Arts & Culture
- 1.34 Support Preservation of—and Interpretive Signage for—Historic Places
- 2.7 Partner with Community Organizations to Curate Gateway and District Experiences
- 2.13 Evaluate Cooperative Placemaking, Arts, and Culture Program Portfolios
- 3.7 Establish Alternative Funding Sources to Support Placemaking Grant Program

Preserve Stakeholder, Industry, And Resident Support for Tourism

- 1.9 Leverage Storytelling and Solicit Public Input to Preserve Resident Support for Tourism
- 1.18 Identify Opportunities for Continuity of Governmental Support
- 1.26 Expand Involvement in Technical Assistance Programs to Support Local Businesses
- 2.8 Develop a Cross-Organizational Succession and Continuity Plan for Tourism Promotion
- 2.14 Identify and Promote Case Studies of Businesses Benefitted by the Growth of Tourism and Visit Ogden Programs
- 3.8 Engage Local Business Owners in Pro-Tourism Local Messaging



Align and Lift



Align and Lift

The first stage of Weber County's Destination Development plan is focused on building critical alignment throughout the local tourism industry and external stakeholders—with the intention of providing an elevated basis for continued, sustainable growth in Ogden's visitor economy.

1.1 Foster Community Support for an Olympic Bid

With Utah up for the Olympics in 2030, opportunities to put Ogden on the global map are abundant. Hosting such an event and doing it well is more than a function of local attractions, venues, lodging and transportation; it's a function of community. Ensuring Weber County as a community is ready and willing to host such an event is the first step in helping to ensure a world class experience and put Weber County on the global map.

Partners and Resources: GOAL, Local Venues, Weber County CPR

1.2 Collaborate and Align on Commercial Hub Identification in the Ogden Valley and Make Ogden Master Plans

Commercial hubs, main streets, and downtowns are hives of tourism and economic development activity. The convergence of retail, dining, entertainment and residents help improve local quality of life and in turn, enhance tourism opportunities. Such hubs have been identified in both the Ogden Valley and Make Ogden Master Plans. Collaborating and aligning with the activation of the hubs identified in these plans will help create future tourism zones and opportunities.

Partners and Resources: Ogden Valley Master Plan, Weber County CED, OVBA, Huntsville

1.3 Advocate for Funding of Phased Implementation of Wayfinding Project that Supports Tourism

At the county level, one of the best ways to ensure maximum tourism opportunity is to keep visitors in your county longer. Engaging and informative wayfinding systems are a key asset in this effort. They help visitors understand opportunities in the county, influencing them to linger longer and contribute more of their dollars to tax revenues. However, these projects can be costly and lengthy. Beginning to activate phases of wayfinding development and funding those phased priorities is the first step in expanding wayfinding throughout Weber County.

Partners and Resources: UDOT, \$300k+, Weber County CED, Ogden City Public Works, Ogden Valley Master Plan, Make Ogden Plan, Huntsville, OVBA

1.4 Evaluate Current Marketing Materials and Promotions to Increase Awareness of Monetized Opportunities Near Recreation Assets

Many outdoor recreation destinations struggle with the monetization of the outdoor visitor. This visitor segment is less likely to stay in hotels and the tourism assets they are attracted to are often off the beaten path, away from commercial hubs and spending opportunities. Evaluating the county's marketing materials and promotions to ensure they bring awareness to commercial opportunities near the county's primary outdoor areas can help increase the monetization of this travel segment. Everyone wants a drink and a bite to eat after a long day on the trail, but some may not find the best options with ease.

1.5 Explore Use of Tax-Increment Financing (TIF) to Develop Tourism Infrastructure

Tax Increment Financing (TIF) was proposed in the Make Ogden Plan. This creative tax-based financing method can help with the improvement of community properties and the redevelopment of county areas. With Weber County and Ogden Valley ripe with tourism opportunities and unique historic properties, an exploration of this funding opportunity valley-wide would be a good first step in not only providing a benefit to the Weber County community but increasing the appeal of the county as a destination.

Partners and Resources: Weber County CED

1.6 Increase Shoulder-Season Marketing for the Valley to Foster Growth of Year-Round Business

In the interest of developing a more dispersed, sustainable visitor economy, deliberate effort must be directed towards building year-round demand. A steadier demand will help sustain local businesses and provide more stable revenues. This strategy will work to extend visitation into the shoulder seasons through shoulder-specific marketing activations that leverage Fall and Spring visitation opportunities.

1.7 Launch Stewardship Promotional Campaign, Education Playbook, and Marketing Strategy

While the outdoor recreation market has been growing for some time, COVID has accelerated demand in this market segment. Utah is at the center of that growth, as state and national parks have seen incremental visitation year over year for the past decade. With this new demand comes new pressure on the state's natural assets. Taking action to ensure the preservation of these assets through promotional campaigns and educational marketing strategies is imperative to their preservation. Weber County is going to educate and ask its visitors to "Keep Weber Weber" and respect the communities and natural assets they have come to love.

Partners and Resources: TFNU, Weber County CP&R

1.8 Develop Dedicated Budget and Standardized Reporting System to Prioritize Visit Ogden Investments in Promoting Events

Strategically funding events that drive visitation is a key tool in destination promotion. However, it is often difficult to determine which events will provide the greatest visitor ROI, and which events may mostly serve the local community. To best align Visit Ogden's work, a dedicated budget for event funding, paired with a rigorous "earned partnership value" process for events, will ensure a wise use of these funds and maximize ROI to both the county and its community.

1.9 Leverage Storytelling and Solicit Public Input to Preserve Resident Support for Tourism

The growth of tourism in any rural areas of a county has impacts on locals—many positive—with others perceived to be negative. More often than not, the root of this misunderstanding is a lack of awareness of the benefits tourism provides. For years, positive impacts of the tourism industry have rested on the shoulders of tax relief but today the benefits need to go beyond that. Evaluating opportunities to communicate differentiated impacts of tourism through creative storytelling is required.

1.10 Advocate for Ogden Inclusion in Olympic Bid

With the community on board and ready to host the 2030 Olympics, all stakeholders will need to be on board with securing Weber County's place in the Olympic bid. The tourism industry is no exception. Collaborating, coordinating, and advocating for a 2030 Olympic bid will be a must to put Weber County's best foot forward. Weber County's tourism industry capacity is a key element of a successful bid and should be at the table when securing this opportunity.

Partners and Resources: GOAL, Weber County CP&R, Ski Resorts

1.11 Pursue Opportunities to Align Operating Hours to Peak Times and Areas

Retail and dining are key assets in the monetization of the visitor. Taking steps to ensure Weber County's retail and dining opportunities are open for business at the most optimal times helps drive tax revenues and support small businesses. Initial efforts should be focused on existing commercial hubs and areas of high visitor traffic.

Partners and Resources: ODA

1.12 Partner in the Development of Planned Gateway Improvements, Appearance, and Function (24th Street)

You only get one chance to make a first impression. Downtown Ogden is no exception. The primary access routes to Downtown Ogden from I-15 require attention to ensure that the arrival stage of the Weber County visitor's journey is an enticing one. The Make Ogden Plan agrees. Pursuing local and state partnerships to help in the development of an alluring arrival experience will be a necessary step in the evolution of the county as a destination of choice.

Partners and Resources: Make Ogden Plan, Ogden City CED, UDOT, Ogden City ACE, ODA

1.13 Identify Barriers and Pursue Opportunities to Expand Outdoor Recreation Permitting Options

Permitting is a unique way to not only open up outdoor recreation opportunities, but also a means to drive revenues to these important natural assets. Taking steps to identify what barriers exist in the expansion and permitting of the county's outdoor recreation market will help open up future opportunities and continue to differentiate Weber County's outdoor experiences. Efforts may also lead to increased opportunities for guides, outfitters, and expanded outdoor retail.

Partners and Resources: USFS, TFNU

1.14 Elevate the Voice of Tourism and the Community in Infrastructure Prioritization and Development

Community infrastructure plays a key role in the establishment of any destination. From historic buildings and theatres to public restrooms, parking, and WiFi access, they all come together to create an experience. With tourism playing a central role to the county's economy, ensuring the voice of tourism is present in helping shape community infrastructure priorities will help ensure the community is visitor-ready while managing impacts to residents.

Partners and Resources: ODA, Ogden City CED, Weber County CED

1.15 Develop an Accommodations Growth Roadmap Using Supply -and Demand-Side Data

More often than not, lodging is the primary driver of visitor spend. Understanding a destination's lodging supply and demand is an important factor in developing additional room capacity and protecting loss of room nights due to inefficient capacity. With tourism on the rise in Utah and in outdoor recreation markets, developing a growth roadmap to identify future opportunities for developing increased room capacity is an important strategy. Such a strategy can increase room tax revenues, expand the brand, and further provide positive economic impact to the community.

Partners and Resources: Ogden City CED, Weber County CP&R, Weber County CED

1.16 Advocate for Sustainable County Infrastructure, Including Recycling and Compostable Pickup

Weber County has experienced an increased demand on public lands, national and state forests, outdoor assets, and local infrastructure. This rising demand has highlighted a need for the expansion of sustainable infrastructure and waste management programs to not only protect the Weber County brand, but also compete in a market where visitors are beginning to make choices based on a destination's sustainability. Advocacy efforts are required to address this important demand of destination management and keep Weber County clean.

Partners and Resources: Weber County CP&R, Ogden City Parks & Public Ways, USFS

1.17 Provide Standardized Event Reporting System County-Wide

Many entities produce and promote events in Weber County. A consolidated and standardized system for reporting on attendance, spend, and other success measures will help in comparing events with each other and targeting ROI in event investment.

1.18 Identify Opportunities for Continuity of Governmental Support

Although government representatives may turn over as frequently as every two years, it's crucial for Weber County's visitor economy that government support be consistent and unwavering. Working with incumbent elected officials to encode pro-tourism stances through strategic plans or other means will ensure that subsequent elected officials will have a framework and the necessary context for continued support.

1.19 Pursue Prestigious Events to Demonstrate Proof-of-Concept and Readiness

Practice makes perfect. In preparation for a 2030 Olympic bid, Weber County will leverage its experience in hosting sporting and outdoor recreation events to attract a range of prestigious national and international events. Successfully hosting such events will provide

proof of concept for the county's capability and capacity to host larger events. This proof of concept should help increase the likelihood of Weber County being chosen as an Olympic venue.

Partners and Resources: \$20k-\$100k, Venues, Pre-Olympic Events, Weber County CP&R

1.20 Evaluate Zoning, Tax Incentive, and Lessor Opportunities to Proactively Preserve Small Commercial Businesses

As a destination grows, it is important to preserve its sense of place and community. A destination's small businesses contribute to its character, culture, and brand—key elements of an intriguing place to visit. In order to ensure Weber County's sense of place as it evolves as a destination, an evaluation of certain zoning, tax incentives, and other opportunities will be necessary to maintain everything that people have come to love about the region. Such efforts will also help diversify the Weber County experience and provide attractive incentives for new businesses. This effort will be conducted in conjunction with relevant parts of the Make Ogden plan.

Partners and Resources: Make Ogden Plan, Ogden CED, ODA, Weber County CED

1.21 Illustrate Benefit to Inform the Need for Last-Mile Transportation Options

Last mile transportation offerings are becoming a popular aspect of many destinations, and one in high demand by visitors. These options carry dual positive impacts: they provide a unique and fun way to access and experience destinations, while providing a more sustainable transportation system that reduces congestion in key corridors. Taking steps to illustrate the importance of such options, in collaboration with the Make Ogden Plan, will help push Weber County into the future of destination experience and transportation, while building a brand of sustainability.

Partners and Resources: Make Ogden Plan, Weber County, Ogden City, ODA

1.22 Advocate for Sustainable Statewide Tourism Tax Structures

Funding structures of the tourism industry seem to always be on the table, whether being threatened or expanded. Either way, taking steps to ensure that funding of the tourism industry and its management is stable and at a level commensurate with its impact and demand, is a must for any destination. Visit Ogden plans to work with state partners to evaluate sustainable funding sources that allow for dependable funding streams and afford Visit Ogden the ability to focus on the long-term.

Partners and Resources: UTIA, State Legislature, UOT, Utah DMOs

1.23 Finalize, Assess, and Prioritize Actions from the Conference Center Feasibility Study

Weber County recently conducted a Conference Center feasibility study to understand the possible benefits and impacts of an evolved and expanded conference center. Conference Centers are great assets that not only open destinations to business and bleisure travel, but also help generate valuable tax revenues for Weber County's residents. Working with Weber County to finalize this plan, assess and prioritize its actions, and take the first steps towards building increased conference and event capacity in Ogden is a valuable step in increasing Weber County's appeal as a meeting, convention and bleisure destination.

Partners and Resources: Weber County CP&R

1.24 Promote Sustainable Processes for Group Business, Accommodations, and other Tourism-Supporting Businesses

As previously mentioned, the tourism industry is increasingly turning its attention to destination stewardship and sustainability. Destinations that rely on the natural environment are even more attentive to this trend, as they take steps to preserve the experiences they rely upon to generate visitor demand. Promoting the adoption of sustainable business processes locally is an important role for Weber County tourism and the sustainability of its product. Such programs include the reduction of single use plastics, chemicals, landfill waste, and water use.

Partners and Resources: Weber County CP&R

1.25 Align Downtown Design and Branding

A brand helps define a destination. A unified brand helps create an experience. Engaging downtown stakeholders and businesses to align on a common brand identity while allowing independent creativity would help fully develop the downtown Ogden experience and cement it as one of Western America's up-and-coming main street attractions.

Partners and Resources: Make Ogden Plan, ODA

1.26 Expand Involvement in Technical Assistance Programs to Support Local Businesses

Many small tourism-based businesses, especially in the time of COVID, require help from a community of partners. These businesses often don't have the capacity or time to pursue strategies and actions that would incrementally help their business, and in turn the destination. As tourism professionals, Visit Ogden will seek to expand its technical assistance programs to assist in the needs of small tourism-related businesses.

1.27 Advocate for the Importance of Tier 1 Placemaking Initiatives in Hub-Ready Areas

Visit Ogden will take steps to advocate for placemaking activities across the county. Some of those opportunities may align with hub areas defined by the Make Ogden and Ogden Valley Master Plans, others may be opportunistic and near-term placemaking activities in existing tourism zones. These placemaking improvements would be the small first steps in activating intersections of dining, retail, and culture through improved lighting, signage, and other placemaking activities. This will be an "early win" in the creation of these important thoroughfares for residents and visitors alike.

Partners and Resources: Make Ogden Plan, Ogden Valley Master Plan, ODA, Ogden City Parks & Public Ways, Ogden City CED, Weber County CED, Huntsville

1.28 Explore Opportunities to Institute Resident/ Non-Resident User Fees

Destinations rooted in outdoor recreation often have trouble monetizing this particular visitor segment. They are more likely to camp or use recreational vehicles, avoiding lodging taxes that help make tourism the economic driver that it is. Exploring opportunities to create resident and non-resident user fees will not only help the county capture the value these visitors offer but also create revenue streams that can help maintain and preserve Weber County's outdoor assets. Approaching this strategy with the residents in mind is important and a tiered fee system based on in or out-of-state residency should help reduce the burden on locals.

Partners and Resources: Weber County CP&R, USFS, TFNU, Huntsville

1.29 Complete an Evaluation of Team Roles and Structure for Visit Ogden

As Weber County evolves as a destination, so must Visit Ogden. Taking the time to evaluate Visit Ogden's organizational capacity, capabilities, and structure against a shifting industry, evolving stakeholder needs and the demands of this plan is imperative to the continuation of successfully delivering on its mission.

1.30 Support Governments and Community Organizations in the Prioritization and Creation of our Arts & Culture

Arts and culture are foundational to any destination, not to mention a growing travel segment. As the county's tourism office, Visit Ogden will identify areas to support local governments and community organizations in continuing to prioritize and complete arts and culture projects, programs and activities. Such pursuits are foundational not only to the value proposition of Weber County as a destination, but as a benefit to community health and quality of life.

Partners and Resources: Ogden City ACE, ODA

1.31 Evaluate Zoning and other Mechanisms to Enable Pop-Up and Opportunistic Retail and Dining Experiences

Current economic and public health conditions have highlighted the need for retail and dining establishments to be flexible and creative. Evaluating current zoning and other relevant regulations to allow for flexibility in this key tourism segment will be important. Such an evaluation should assess the County's position on pop-up retail space, vacancy regulations and incentives, sidewalk zoning, and any potential restrictions that might impede small business success and innovation or entrepreneurial opportunities and growth.

Partners and Resources: Weber County CED, Ogden City CED, ODA

1.32 Collaborate with Trails Committees to Curate the Expansion of Weber County Trail Infrastructure and Information

A well curated trail experience is a key differentiator in outdoor recreation markets. Collaboration efforts will be undertaken with the Trails Committee to implement the expansion of Weber County's trail infrastructure. This includes the evaluation of the number of trails, trail difficulty, signage, use, potential fees and promotion. Clear information and user-friendly trail access can not only help attract users but also preserve county trail systems.

Partners and Resources: TFNU, USFS

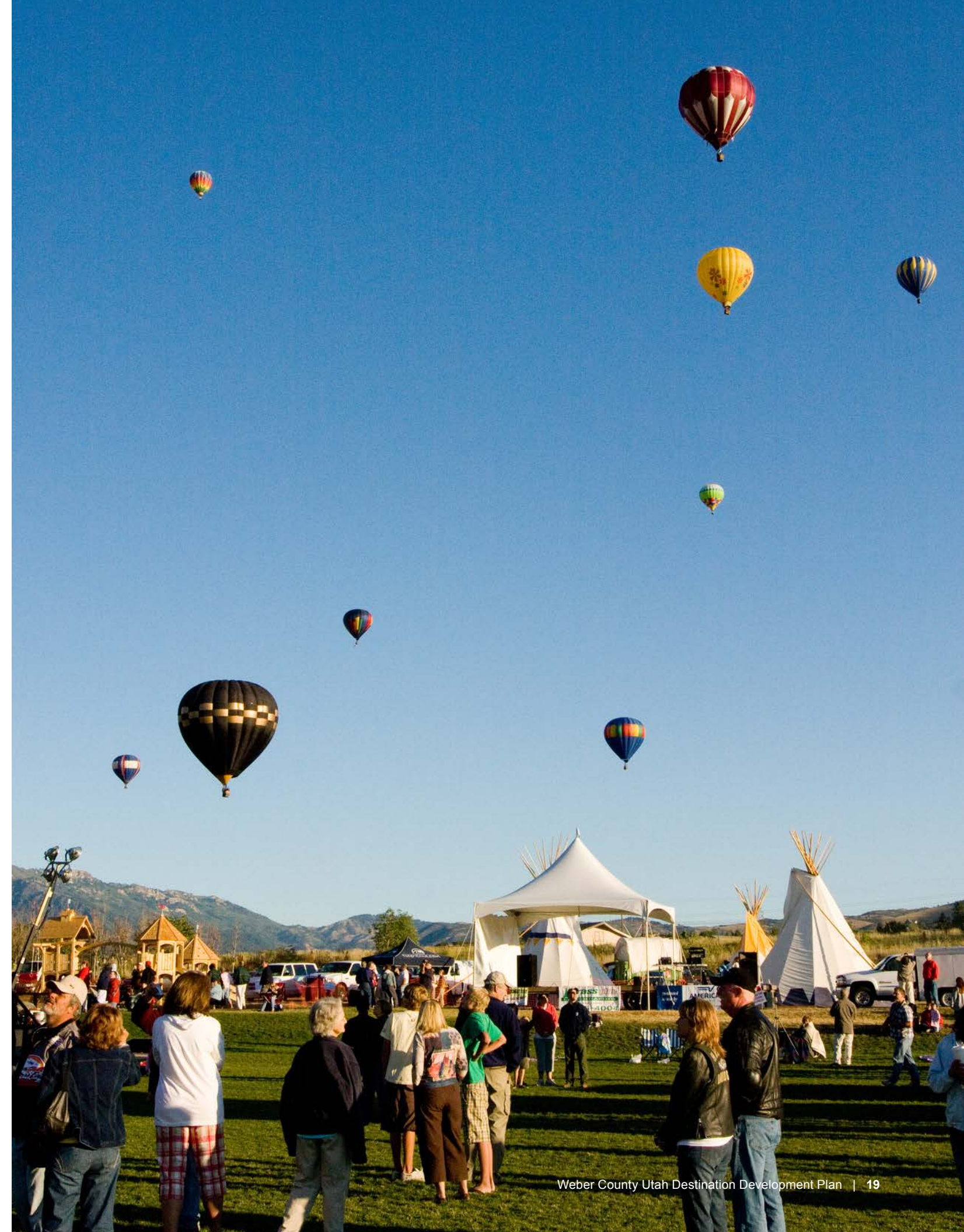
1.33 Design Marketing Partnerships to Support Local Businesses and Increase Awareness of Experiences

Marketing partnerships are important in all destinations. They creatively combine multiple funding sources to generate one cohesive and collective marketing activation. This strategy leverages this age-old DMO activity and directs it specifically at driving business to and supporting local businesses and attractions, more than they might be able to do on their own. This strategy aims to increase awareness of Weber County businesses both locally and among visitors to help drive business to the community.

1.34 Support Preservation of—and Interpretive Signage for—Historic Places

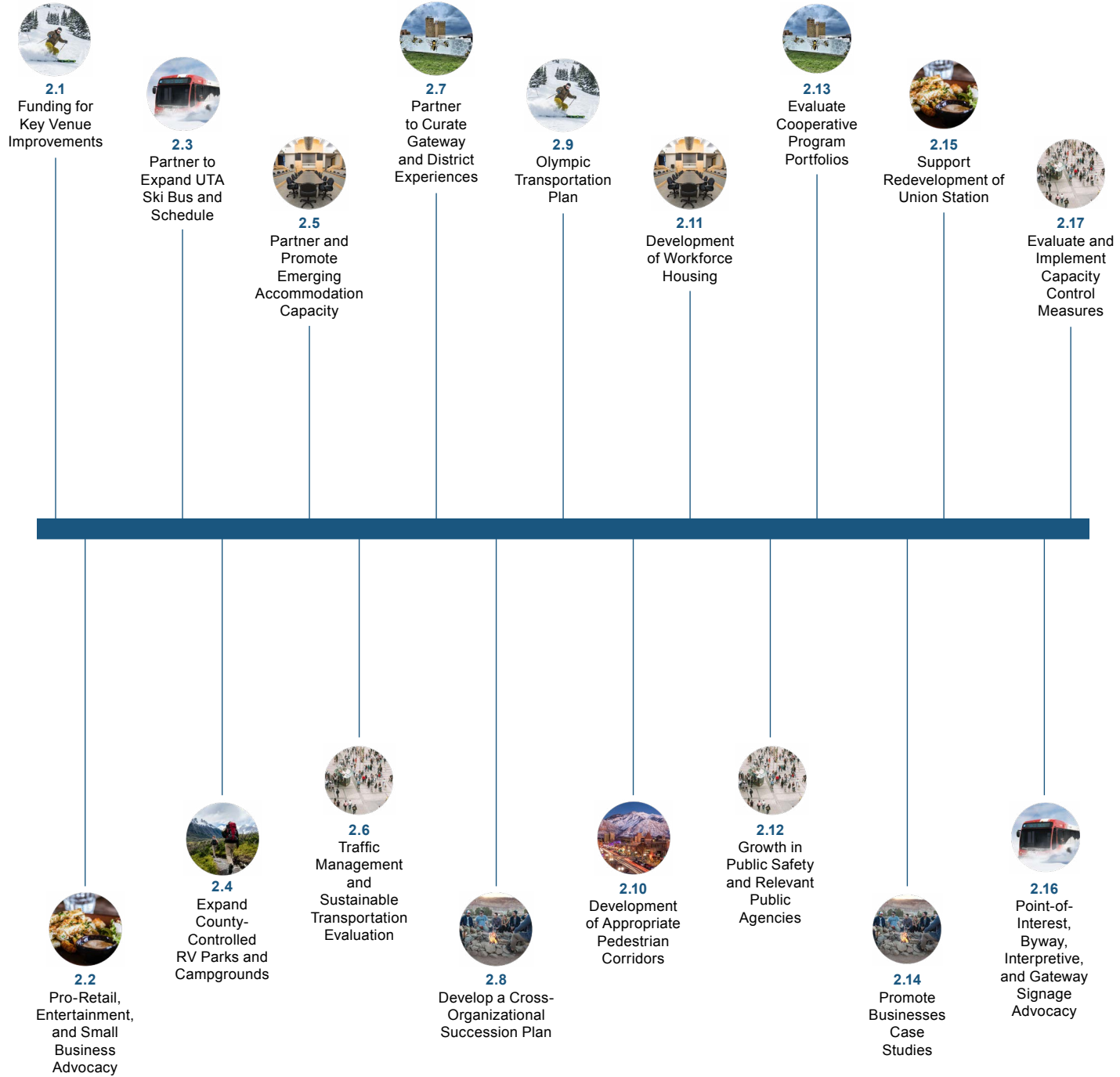
Historical places are one the greatest allures of the mountain west and Weber County has its fair share. From Union Station, to Peery's Egyptian Theatre, to the Shooting Star, each historical place not only adds an opportunity for culture, but for education. Visit Ogden plans to support the preservation of these historical places by collaborating and coordinating with local stakeholders and identifying grant opportunities to help fund preservation and upkeep activities.

Partners and Resources: Venue owners, Local, State and Federal Governments, ODA, Weber County Heritage Foundation



Build Momentum

🕒 4-6 Years



Build Momentum

Phase 2 builds on the foundational partnerships and engagement from Phase 1 and leans more heavily into the physical and community development that will support Ogden’s emergence as a prime destination in the American West and its readiness for international sporting events.

2.1 Support in Securing Alternative Funding Streams for Key Venue Improvements

Although the maintenance and improvements of venues are not budget line-items for Visit Ogden, acting as an advocate to secure funds for those improvements is a strategic contribution to the community, building Ogden’s ability to host events and drive group business.

Partners and Resources: Weber County, Ogden City

2.2 Advocate for Retail, Entertainment, and Small Businesses in Ogden and Ogden Valley

Small businesses are the backbone of a visitor economy and are where a majority of variable tourism monetization happens. Visit Ogden will work with local governments, business and organizations to advocate for policies and resources that will support a diversity of businesses that contribute to Weber County’s tourism product.

Partners and Resources: Make Ogden Plan, Ogden Valley Master Plan

2.3 Partner With Ski Resorts and UTA to Expand UTA Ski Bus and Year-Round Schedule

The “ski bus” works well for specific trips and specific visitors, but an expansion of the schedule and stops would support greater mobility throughout the County while reducing visitor traffic. Having a more robust public transportation option is also desirable for international events such as the Olympic Games, when visitors are less likely to drive.

Partners and Resources: Ski Resorts, UTA, Weber County, Ogden City

2.4 Evaluate and Promote Opportunities to Expand County-Controlled RV Parks and Campgrounds

The diversification of accommodation options needs to move in all directions, including into outdoor accommodations. Expanding options and promotion of both campgrounds and RV parks will support the monetization of outdoor recreation by encouraging longer stays for the outdoor crowd and providing them with more paid outdoor accommodation options.

Partners and Resources: Weber County, Ogden City, USFS, Weber County CP&R

2.5 Partner with Emerging Accommodation Capacity on Promotional Strategies

As accommodation options expand in Ogden City and the Valley, Visit Ogden can work with operating entities to stream their content into the promotional mix and assist in driving demand and filling new capacity. In some cases, this may include cooperative spending opportunities for campaigns.

2.6 Encourage Traffic Management and Sustainable Transportation Options for High-Use Areas

More roads and parking lots are not always the answer to visitor management and congestion challenges. Re-shaping the way visitors access popular assets may involve creating a portfolio of integrated transportation options. This includes non-motorized, public, and group transportation options that will improve the visitor experience, preserve quality of life for residents and ensure sustainable access across the county for years to come.

Partners and Resources: UTA, Make Ogden Plan, Ogden Valley Master Plan

2.7 Partner with Community Organizations to Curate Gateway and District Experiences

In Phase 1 this plan addressed arrival gateways, specifically the arrival experience of I-15 and onto 24th street, but the visitor arrival experience doesn’t stop when they get off the exit. Expanding the curation and placemaking efforts across key gateways and districts contributes to efforts to unify the Ogden and greater Weber County experience. Partnering with key community organizations that can help implement placemaking updates across the county will ensure a consistent commitment and application of this strategy’s intent.

Partners and Resources: ODA, Ogden City CED, Make Ogden Plan, Ogden Valley Master Plan, Huntsville, Weber County CED

2.8 Develop a Cross-Organizational Succession and Continuity Plan for Tourism Promotion

Currently, there is deep collaboration and a collective can-do spirit amongst many agencies, non-profits, and government entities that foster the visitor economy in Weber County. However, when those currently in these roles move on or retire, there is no guarantee that this collaboration will continue. Putting structures in place now to assist in a cross-organizational succession plan will increase the likelihood of continued success.

Partners and Resources: ODA, Ogden City ACE, Weber County CP&R

2.9 Establish Transportation Plan to Move Visitors from Venues to Monetized Corridors

As part of the broader improvement of Weber County’s transportation network, a collaborative process that considers additional connections between sports and event venues and Weber County’s tourism hubs will further help visitors access county assets, linger longer and increase spend. This strategy also supports the county’s Olympic bid, as moving people to and from cultural corridors to event venues is key.

Partners and Resources: UTA, Weber County, Ogden City, ODA, Local Event Venues

2.10 Champion the Development of Appropriate Pedestrian Corridors

Encouraging visitors to get out of their cars and engage on a pedestrian level with a destination is important in both encouraging length of stay and in monetization of their visit. But visitors must feel safe and comfortable in a pedestrian environment where vehicular traffic is mitigated, streetscapes are scaled for pedestrian use, and amenities have sufficient density to enable discovery outside of automobiles. Championing the development of pedestrian corridors, many identified in the Make Ogden Plan, will increase the county’s appeal to visitors looking for a walkable downtown experience.

Partners and Resources: Make Ogden Plan

2.11 Proactively Ensure the Development of Workforce Housing to Sustain Tourism Industry Workforce

Ogden City and the rest of Weber County are still an affordable place to live, but as new residents flock to the area an increase in housing prices could eventually lead to workforce shortages in service industries—a trend that has challenged other small mountain cities such as Boulder and Bend. A focus today on ensuring the preservation and development of affordable housing will help to prevent these challenges from coming to Weber County, helping ensure the preservation of the local community, its workers, and Weber County hospitality.

Partners and Resources: Ogden City CED, Weber County CED

2.12 Influence Proportional Growth in Public Safety and other Relevant Public Agencies

As the population of Weber County grows, and visitors cause temporary increases in county population, the need for police, firefighters, and other public services goes up. Visit Ogden can work to influence proportional growth in these areas to stay ahead of potential challenges, protect the visitor experience, and ensure the continued service of its residents.

Partners and Resources: Weber County, Ogden City

2.13 Evaluate Cooperative Placemaking, Arts, and Culture Program Portfolios

Cooperative programs don’t have to stop at marketing. Many destinations are evaluating opportunities to invest in destination management activities, some of which are centered around placemaking, arts and culture. Assessing Weber County’s current programming portfolio that supports these important areas, both at Visit Ogden and among partners, helps to identify and provide support tools for this destination offering.

Partners and Resources: ODA, Ogden City ACE

2.14 Identify and Promote Case Studies of Businesses Benefitted by the Growth of Tourism and Visit Ogden Programs

Increasingly, economic development numbers tied to tourism are greeted with skepticism by residents and elected officials alike. For Visit Ogden, cementing relevance as part of the economic engine of the county will mean finding ways to tell success stories that humanize the benefits of the visitor economy through its positive impacts to local business owners. These stories should be unique and enticing to the community while providing examples of success for others to follow.

2.15 Support the Redevelopment of Union Station

Though Union Station no longer serves as a railroad hub, its importance as a cultural hub in Ogden is notable. As the Union Station campus is further developed as an outcome of the Make Ogden plan, Visit Ogden has an opportunity to influence development in ways that will be beneficial to the visitor economy and provide a new promotional asset that expands the county’s cultural allure.

Partners and Resources: Make Ogden Plan, Ogden City CED, Ogden City ACE, ODA

2.16 Advocate for and Invest in the Improvement of Point-of-Interest, Byway, Interpretive, and Gateway Signage

Aside from wayfinding signage, many other kinds of signs improve the visitor experience. Well-curated points of interest and byways have the opportunity to drive lift in visitor traffic and increase time in market. Visit Ogden will both advocate and invest in these informative and placemaking sign projects across prioritized locations and in combination with concurrent wayfinding and destination development efforts.

Partners and Resources: \$30k, UTA, UDOT, Ogden City, Weber County, Local Government

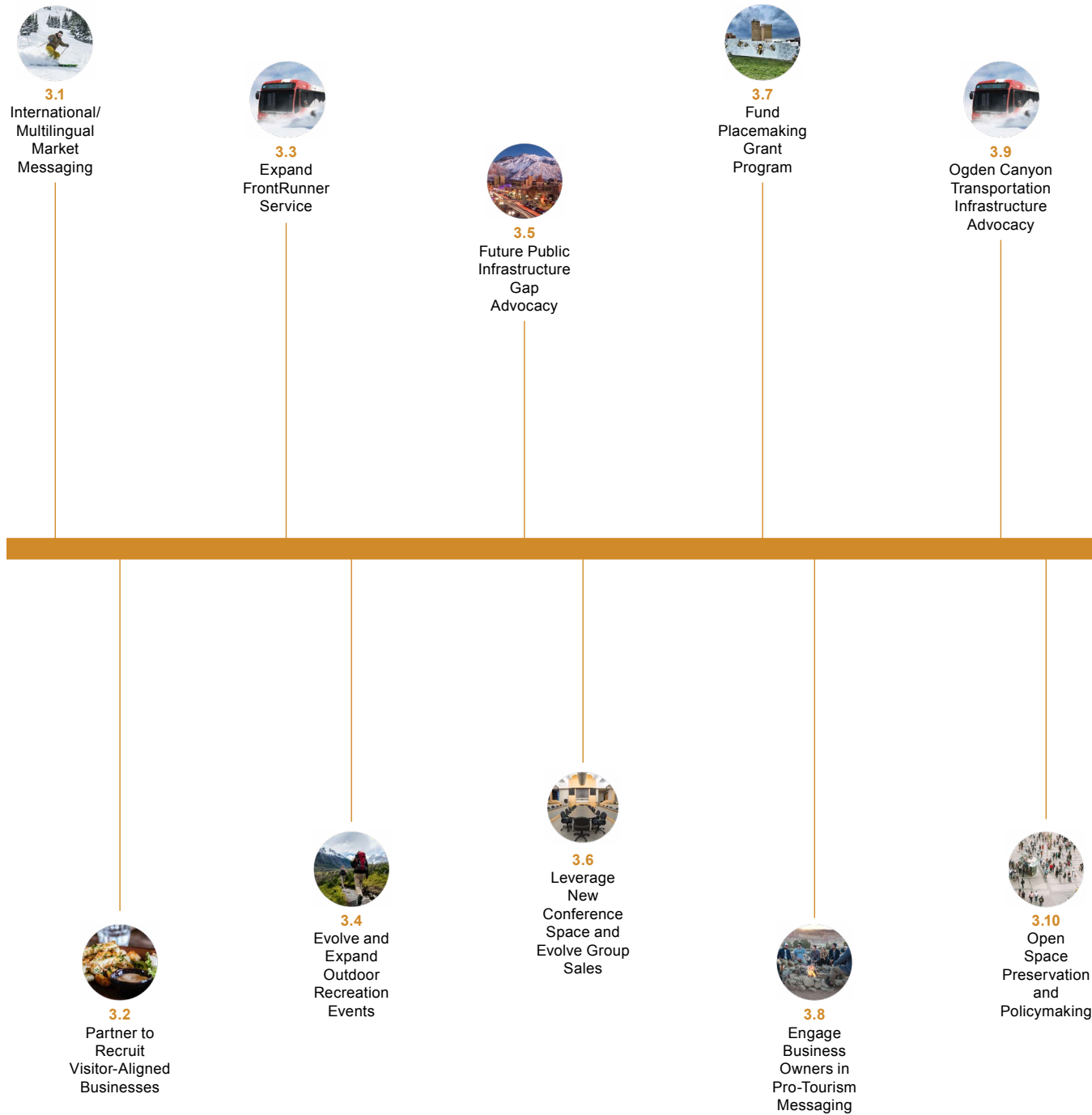
2.17 Evaluate and Implement Capacity Control Measures

Some of Weber County’s attractions have—at times—seen higher visitation than is desirable. Visit Ogden will investigate options for visitor dispersal and load-balancing through such approaches as reservation systems, fees, or enforcement of parking restrictions. The goal is not to prevent visitation at these areas, but to manage the load, prevent site damage, and manage resident sentiment about visitation.

Partners and Resources: USFS, County Parks and RecWeber County CP&R, Huntsville



Expand Reach



Expand Reach

Phase 3 considers the advocacy, messaging, funding, and infrastructure needs of Weber County’s future visitor economy, and aligns strategies to support those needs.

3.1 Evaluate Marketing and Messaging Materials to Include any Key International Markets and Domestic Multilingual Markets

By phase three of this plan, it will be clear whether the 2030 Winter Olympics are coming to the area. In any event, an increase in international sporting events will have driven greater international visitation to the county. Meanwhile, expected changes in domestic demographics will change the profile of the Weber County visitor and increase the likelihood for the need to provide multilingual information. Visit Ogden will review its materials and make an informed decision as to which additional languages should be included in content for both domestic and international visitors.

Partners and Resources: UOT

3.2 Partner with Weber County Economic Development to Recruit Visitor-Aligned Businesses

Economic development agencies often focus on manufacturing and white-collar businesses to fuel economic growth. In Weber County, there’s also an opportunity to collaborate to bolster retail and service-sector employment through a focus on those businesses that align with Visit Ogden’s goals for increasing the monetization of visitation. Partnerships with local economic development organizations can open up incentives, policies and funding that influence entrepreneurial aspiration and growth in the county.

Partners and Resources: Ogden City CED, Weber County CED, WSU

3.3 Champion for UTA to Expand FrontRunner Service on Sundays and into Later Hours

Ogden’s proximity to Salt Lake City makes it an opportunistic destination. As visitation grows, a case may be made for the expansion of FrontRunner service to Ogden. Expansion would be focused on Sunday hours to increase the appeal of Weber County as an easily accessible long-weekend destination, as well as later hours to improve safe service to any of the destination’s many events.

Partners and Resources: UTA, Union Pacific

3.4 Evolve and Expand Outdoor Recreation Events that Align with Local Outdoor Recreation Business and Venue Needs

Another aspect of supporting tourism-aligned businesses is fostering the growth of events that draw outdoor-oriented visitors to Weber County and double down on the county’s outdoor recreation brand. More outdoor-oriented events planned in coordination with and supported by local outdoor recreation business will spur increases in revenues for local businesses and tax revenues for the county.

3.5 Advocate for Proactive Planning to Identify and Anticipate Future Public Infrastructure Gaps

Public infrastructure is more than roads—as population surges and visitation grows, the Ogden area will need attendant increases in basics such as water/wastewater infrastructure, power, internet bandwidth, and garbage collection. Previous strategies will have addressed clear gaps in current infrastructure, and this strategy gets ahead of future demand and anticipates infrastructure needs before they are stretched thin. This effort will be focused on convening the conversations necessary for such a project to take off.

Partners and Resources: Weber County CED, Ogden City CED, ODA

3.6 Develop Collaborative Strategies to Leverage New Conference Space and Evolve Group Sales with a Focus on Target Visitors

By phase three implementation of this plan, additional conference space should be on-line in Ogden. Working with accommodations and other partners, Visit Ogden can begin to drive awareness to this new space through expanded and coordinated sales strategies aimed at attracting group businesses across key markets and building the brand of Weber County as a top-tier conferences and events destination.

Partners and Resources: Weber County CP&R

3.7 Establish Alternative Funding Sources to Support Placemaking Grant Program

A good deal of placemaking relies on private businesses to improve their storefronts, outdoor areas, and signage. Various grants are available for placemaking activities as well as private investment. Both avenues should be explored to expand the county’s funding of the improvement of its assets, buildings and overall experience.

Partners and Resources: ODA

3.8 Engage Local Business Owners in Pro-Tourism Local Messaging

Beyond messaging campaigns about the visitor-fueled successes of local businesses, enlisting business owners as active advocates for the importance of the visitor economy will provide necessary support from local governments and the residents they represent.

3.9 Advocate for the Evolution of Ogden Canyon Transportation Infrastructure

Transportation trends may not follow a predictable path, but it’s likely that by phase three of this plan the region will be challenged by the transportation infrastructure in Ogden Canyon. Visit Ogden should be a voice in the conversation about how to shape the future of this in a way that will enable easy visitor access to Ogden Canyon while minimizing the number of cars on the road and the demands this places on county resources.

Partners and Resources: Ogden City Public Works, Weber County CED, UDOT, UTA

3.10 Elevate Conversations about Open Space Preservation and Policymaking

As Weber County’s population grows, the existence of open spaces may be threatened. The preservation of open space is not only important as wildlife habitat, but also to the visitor perception of the place as an outdoor recreation destination. Actively working to ensure an informed, ongoing conversation about open space preservation in Weber County will serve the interests of residents and visitors alike.

Partners and Resources: TFNU, Weber County



IMPLEMENTATION:

Collective Impact Model

Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration. The concept of collective impact hinges on the idea that in order for organizations to create lasting solutions to social problems on a large scale, they need to coordinate their efforts and work together around a clearly defined goal vs. each approaching the problem individually and in isolation.

The Collective Impact Model will form the basis for ongoing management of the Plan. The convening (or “backbone”) organization—Visit Ogden and its Board of Trustees—will form a Destination Development Committee and ensure that all of the necessary representatives come together on a regular basis to share progress, course-correct, and strategize next steps. It is important to note that the role of the backbone organization, Visit Ogden and its Board of Trustees, is limited to that of a convener—they are often not the primary decision-maker and have no higher standing than other participants in the process.



Shared Goal Areas

The Shared Goals for the Weber County Destination Development Plan are the nine Strategic Imperatives:

1. Foster Olympic and International Readiness
2. Activate Dining, Retail and Entertainment Opportunities
3. Activate Intra-Valley and Intra-State Transportation
4. Monetize Outdoor Recreation
5. Support Public Infrastructure and Sustainable Growth Initiatives
6. Grow Accommodation Product and Conference Center Capacity
7. Manage Visitation and Steward Our Destination
8. Support Placemaking Through Public Arts, Culture, And Events
9. Preserve Stakeholder, Industry, And Resident Support for Tourism

Participants should include representatives of the following municipalities and organizations, at a minimum:

- Weber County CED
- Weber County Culture, Parks, and Recreation (CP&R)
- Ogden City Arts Culture & Events (ACE)
- Ogden City Parks and Public Ways
- Ogden City CED
- United States Forest Service (USFS)
- City of Huntsville
- ODA (Ogden Downtown Alliance)
- TFNU (Trails Foundation Northern Utah)
- GOAL Foundation
- Ogden Valley Business Association

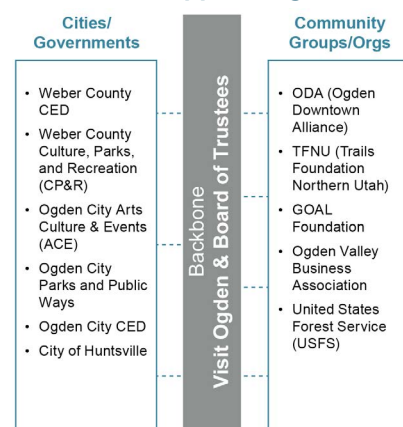
Year One Meeting Cadence

The Destination Development Committee, consisting of Visit Ogden & its Board of Trustees and key stakeholders, will meet monthly. During these meetings they will discuss the progress of this plan, as progress updates are required, as well as business-as-usual activities.

In support of the Destination Development Committee and its efforts, the broader collective impact stakeholder group identified above will come together bi-annually to discuss plan progress in more detail, identify course corrections, and discuss next steps, gates, and dates.

Strategy-level task forces or teams may need to convene when necessary and at a more frequent cadence as dictated by the needs of the strategy and destination.

Backbone Support Organization



Acknowledgments



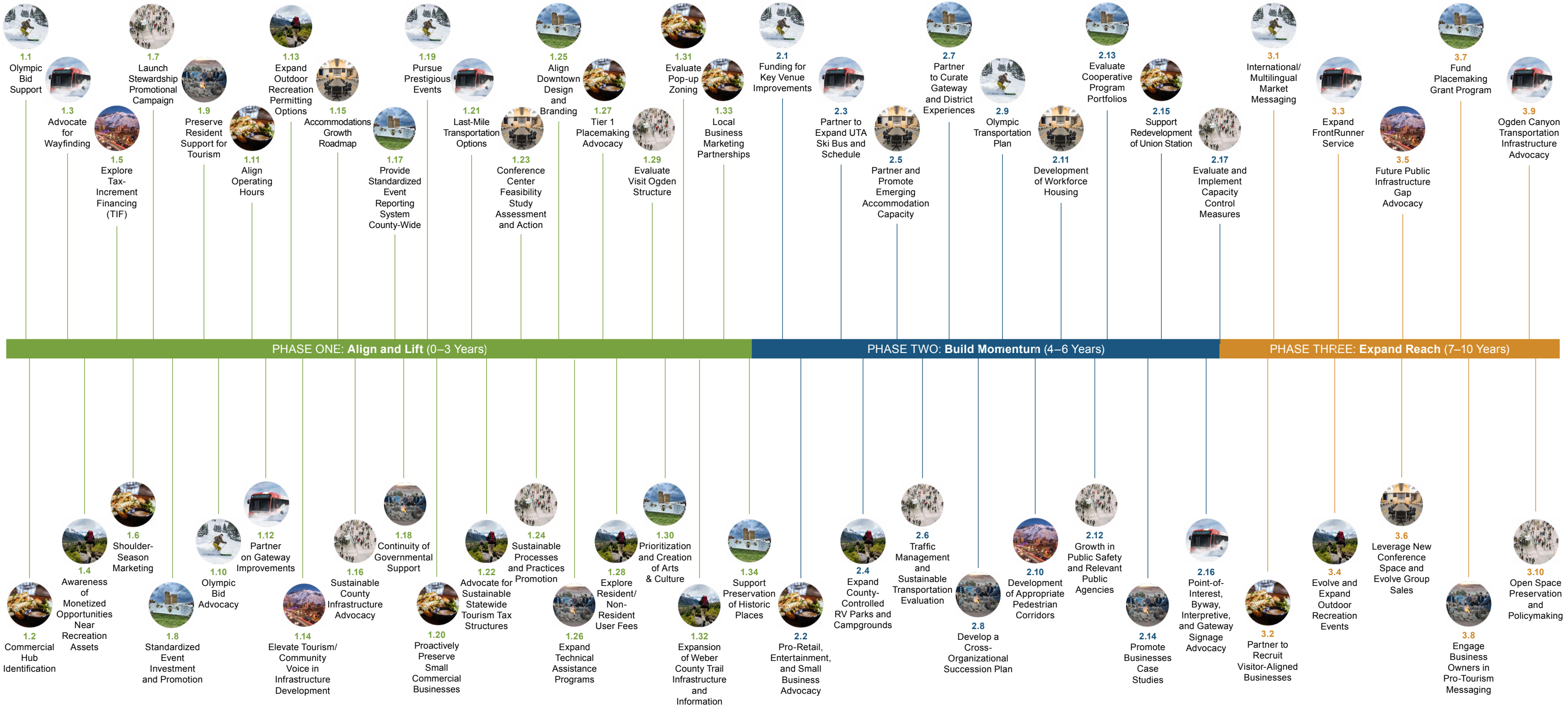
Destination Development Planning Team:

- **Sara Toliver**, Visit Ogden President/CEO
- **Lindsey Ketcham**, Visit Ogden Director of Sales
- **Shane Osguthorpe**, Visit Ogden Creative & Content Director
- **Colt Jarvis**, Visit Ogden Director of Marketing & Communications
- **Kim Bowsher**, Ogden Downtown Alliance Executive Director
- **Marty Smith**, Weber County Culture Parks & Rec Director
- **Christy McBride**, Ogden City Culture Arts & Events Director
- **Ashley Bockwoldt**, Ogden City Special Events
- **Mark Schroetel**, Powder Mountain General Manager and incoming Board Chair
- **Flint Timmons**, Utah Office of Tourism
- **Bianca Lyon**, Utah Office of Tourism
- **Colin Stoetzel**, Associate Principal, Coraggio Group
- **Matthew Landkamer**, Principal, Coraggio Group



Weber County, Utah

2031 DESTINATION DEVELOPMENT PLAN





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Coraggio Group | 503.493.1452 | coraggiogroup.com