



Arizona Tourism Strategic Recovery Plan

Executive Summary

July 2020

ARIZONA
OFFICE OF TOURISM

Arizona Statewide Tourism Recovery Plan

None of us could have imagined at the start of 2020 — as we were coming off another record-breaking year in Arizona for overnight visitation, visitor spending and tourism taxes collected — that soon we would be fighting for the survival of the tourism industry and the people and communities it supports.

The COVID crisis has hit the state extremely hard and the Arizona Office of Tourism's commitment to supporting our industry remains strong and focused. This statewide Arizona Tourism Strategic Recovery Plan is the next step in that ongoing commitment. Although many factors are out of our control and much uncertainty remains, you can be sure that we are all traveling this road together.

We have spoken to hundreds of people across our industry during these past few months. I cannot thank everyone enough for sharing your challenges, successes and priorities with us. Those candid conversations have enabled us to build your voices into this plan.

This is a statewide Arizona tourism recovery plan, created by AOT, but submitted on behalf of the entire tourism industry. We're proud to share it with you and, more importantly, look forward to working together using the areas of focus and steps in the plan to bring strong recovery to our communities, state and industry.



Debbie Johnson
Director, Arizona Office of Tourism





Executive Summary

In response to the COVID-19 pandemic, the Arizona Office of Tourism (AOT) has developed a Tourism Strategic Recovery Plan to accelerate the recovery of travel and tourism throughout the state over the next 12-18 months. While AOT acknowledges the many challenges that lie ahead, far too much is at stake to stand idle and wait for an unknown future. Instead, AOT has made the stabilization and recovery of Arizona's tourism economy its top priority.

The plan includes:

- **Methodology for Recovery Plan creation**
- **Vision statement for recovery**
- **Descriptions of three likely pandemic/recession recovery scenarios**
 - V (Rapid)
 - U (Steady and Incremental)
 - L (Long Haul)
- **Decision criteria which serve as the basis for choosing certain actions to achieve recovery**
- **Recovery elements:**
 - Key priorities highlighting the most important things to accomplish
 - Strategic areas of focus within each key priority
 - Actions to take to accelerate the recovery
- **Windsocks (measures) that will provide information whether to stay the course, or pivot to a different recovery strategy**

Central to the Recovery Plan are the key priorities and strategic areas of focus. These identify the most important things to accomplish in terms of stabilization and recovery, and the areas to focus on to successfully address each priority.

The three key priorities and strategic areas of focus are:

- 1. Accelerate leisure travel activity statewide**
 - Food & Beverage
 - Outdoor Recreation
 - Accommodations
 - Luxury Experiences
- 2. Stabilize visitor volume in urban centers**
 - Resorts / Hotels
 - Attractions
 - Sports
 - Meetings, Conventions, and Business Travel
- 3. Reinvigorate and strengthen tourism in rural and Tribal areas**
 - Traveler education with emphasis on stewardship principles
 - Balancing business and resident readiness
 - Outdoor Recreation
 - Partnerships with Tribal Communities

