



**Statewide Vision:** An Arizona for everyone.

**Agency Vision:** Create an Arizona brand that captures and nurtures the hearts and minds of people who call it home and travelers the world over in search of extraordinary adventure and natural wonders.

**Agency Mission:** We drive essential statewide tourism to strengthen local economies, protect environmental and cultural resources, create a meaningful visitor experience and enhance the quality of life for Arizonans through tourism collaboration, promotion and development.

**Agency Description:** The Arizona Office of Tourism (TOA) leads the state’s tourism industry with the development of global marketing programs to promote Arizona as a leading travel destination. With multiple research-based initiatives including advertising campaigns, trade and media relations and community outreach, TOA sets into motion a positive and profitable cycle of visitation, spending, job growth and tax revenue.

**Resource Assumptions:** Enter Full-time Employees (FTEs) and funding data by type (e.g. General fund (GF), appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Include actuals for FY24 and approved for FYs 25 & 26*

<u>FY</u>	<u>FTEs</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
24	31	\$8,876.2	-	\$42,906.9	\$296.7	\$52,079.8
25	31	\$8,325.0	-	\$49,004.6	\$2,500.0	\$59,829.6
26	31	\$8,825.0	-	\$42,870.1	-	\$51,695.1

\*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

**Progress Summary:** TOA’s breakthrough goal for FY25 was to integrate the brand refresh elements that it developed the previous year into all agency campaigns by June 2025. TOA has successfully achieved this goal and has integrated brand elements (i.e. color palette, fonts, logos, pillars) into all of its marketing efforts. As a result of this accomplishment, TOA has adjusted its Agency Five-Year Outcomes to focus on other priorities. For example: we have separated the Tourism Marketing into two separate 5-yr outcomes: Domestic Tourism Marketing and International Tourism Marketing since each market has different goals to accomplish. Additionally, TOA is renaming the Sustainability outcome to Destination Stewardship as this better reflects the purpose of the goal, which is to increase sustainable best practices across socio-economic, cultural and environmental segments. The concept of stewardship is best exemplified in TOA’s effort to identify sustainable funding sources that will continue to help us invest in Arizona’s tourism marketing. With stable and uninterrupted funding, effective tourism marketing efforts lead to increased economic impacts of the tourism industry including jobs, earnings and taxes for Arizona.



# Office of Tourism (TOA)

## 2025 -2029 Strategic Plan

#	Agency Five-Year Outcomes	Start Year	Statewide Strategic/ Operational Priority	Status / Progress
1	Domestic Tourism Marketing: Increase the number of ad influenced trips by 20% by June 2029.	FY 2024	Affordable and Thriving Economy- Investing in Local Communicates	<b>Ongoing:</b> This outcome divides domestic marketing from international marketing which was previously combined. In FY25, we achieved our annual objectives by increasing domestic trips by 0.7 % last year which moves towards 5-year.
2	International Tourism Marketing: Increase the number of international tours and packages being offered that were created through TOA's efforts by 5-10% by June 2030.	FY 2026	Affordable and Thriving Economy- Investing in Local Communicates	<b>Starting:</b> This outcome divides international marketing from domestic marketing which was previously combined. This is a new outcome for FY25.
3	Destination Stewardship: Implement three programs to help evenly promote and disperse tourism activity throughout Arizona by June 2029.	FY 2024	Affordable and Thriving Economy- Investing in Local Communicates	<b>Ongoing:</b> AOT achieved its goal of launching the Tread Lightly! campaign. Held 16 meetings in support for tribal tourism efforts and implemented Wayfinder to guide future stewardship strategies.
4	Sustainable Funding Sources: Implement a statewide tourism taskforce and plan to drive economic investment in Arizona by June 2029.	FY 2025	Affordable and Thriving Economy- Economic Development & Quality Jobs	<b>Ongoing:</b> This outcome has been modified for clarity. In FY25, we found that additional funding options would require increased collaboration with various industries (both directly and indirectly tied to tourism). Additionally, we are raising awareness about the economic impact of tourism dollars in supporting job creation, increasing earnings, and driving economic development across Arizona.
5	Value Add to Industry Offerings: Increase the amount of "Value Add" opportunities within TOA's Co-Operative Marketing Program for industry partners by 20% by June 2030.	FY 2026	Affordable and Thriving Economy- Investing in Local Communicates	<b>Starting:</b> This is a new outcome. "Value add" is defined as going beyond the core program offerings to enhance the benefits received by participants. EX: If a print ad was purchased then an additional social post or digital banner placements must be part of the buy at no extra cost.



Outcome #	FY26 Annual Objectives	Objective Metrics	Annual Initiatives
1	1.1. Establish key program metrics for AOT's Travel Trade program by June 2026. <b>Breakthrough</b> 1.2. Increase in-state, domestic visitation and traveler spending by 2% by June 2026. 1.3. Increase earned/invested media by 5% by June 2026.	1.1. Number of key Travel Trade metrics. 1.2. Ad-influenced travel percentage 1.3. Global earned media number with key marketing message placement.	1.1. Identify two to three key metrics for Travel Trade program. 1.2. Develop and execute research-driven advertising campaigns and integrate marketing high-value personas across all advertising efforts. 1.3. Conduct global media activities to education and engage industry-related media representatives.
2	2.1. Increase international visitation by 2% by June 2026	2.1. Percentage growth of international visitation 2.1. Number of new international tours and packages	2.1. Analyze international visitation research data from primary target markets to build effective advertising and travel trade efforts.
3	3.1. Establish a minimum of three destination stewardship awareness metrics by June 2026. 3.2. Establish new or maintain tourism support for 25% of Arizona tribal communities by June 2026. 3.3. Develop the Arizona Tourism Industry Strategic Plan by June 2026.	3.1. Number of metrics established. 3.2. Percentage of tribal communities re-engaged and participating in TOA programs. 3.3. Percentage of milestones completed (identify key issues, set goals and finalize metrics for plan).	3.1. Initiate the Wayfinder program to identify measurable elements of destination stewardship. 3.2. Promote the value of tourism as an effective economic development component for tribes 3.3. Create an industry strategic plan to address industry-related issues with key industry partners and determine long-range tourism development plans.
4	4.1 Build a Tourism & Economic Development Taskforce framework by June 2026.	4.1. Percentage of framework milestones complete in building taskforce.	4.1. Identify task force purpose, scope and membership make-up. 4.1. Launch a recruitment campaign to build task force membership. 4.1. Hold a task force kickoff for the tourism and economic development plan.



Outcome #	FY26 Annual Objectives	Objective Metrics	Annual Initiatives
5	5.1. Increase the number of Value Add opportunities available through TOA's Co-Operative Marketing Program by 5% by June 2026.	5.1. Number of Value Add opportunities that lead to the percentage increase.	5.1. Build Value Add opportunities for TOA's Co-Operative program that go beyond the core program offerings and enhance benefits received by participants.

**Stakeholder Engagement Plan:** The Stakeholder Engagement Plan reflects TOA's goal to develop and launch an Arizona Tourism Industry\* Strategic Plan. The primary goal of the industry strategic plan is to develop and increase collaborative opportunities to work on industry-related issues that impact all of the Arizona tourism industry stakeholders. This plan will be built with the industry for the industry and executed in a collaborative matter with TOA.

**Internal:** Internally, TOA staff will serve on an initial planning team to determine the Core Planning Team, which will include members of TOA staff and key industry leaders.

**External:** This Core Planning Team will be responsible for external outreach to the industry to guide discussions on industry-related issues and opportunities that the collective industry can accomplish. This team will also be responsible for building the strategic plan including identifying goals and implementing initiatives.

*\*(Industry is being defined as all statewide tourism associated businesses including destination marketing organizations, hoteliers, attractions and associated businesses.)*

**Communication Plan:** The Communications Plan reflects TOA's need to communicate about the development, launch and implementation of the Arizona Tourism Industry Strategic Plan to both internal and external stakeholders.

**Internal:** TOA staff will stay informed on the progress through regular TOA staff meetings. Those staff members who will serve on the Core Planning Team will work with key industry representatives to establish project goals and expected timelines to ensure tactics and goals are met.

**External:** The Arizona tourism industry will stay informed of the progress by TOA through the agency's bi-weekly newsletter and social media channels. Those key industry representatives that are participating as active members of the Core Planning Team will work with TOA staff to establish project goals and expected timelines. Communication is a key component to the success of this plan. The more we're able to communicate the goals the better collective impact we can achieve.

*\*(Industry is being defined as all statewide tourism associated businesses including destination marketing organizations, hoteliers, attractions and associated businesses.)*