



## **SECOND QUARTER REPORT 2008-09**

### **October, November, December**

#### **INTRODUCTION**

Travel Salem is pleased to submit the tourism and convention second quarter report for 2008-09 pursuant to City of Salem contract section 1.1.3. The contract stipulates that quarterly reports include a “financial report, an overview of activities, progress statements on meeting ‘scope of services,’ and updated information as required in the strategic/business plan.” This report fulfills these contractual requirements.

All programs and services tie back to Travel Salem’s 07-10 Strategic Plan, and drive toward two main objectives: long-term stability for tourism leadership, and increased visitation and tourism economic impact. In addition, the quarterly reports connect specific activities and initiatives to the 07-09 Business Plan, demonstrating progress to achieve plan goals.

Travel Salem welcomes the opportunity to present and review this report, answer any questions and share information regarding current marketing efforts.

#### **EXECUTIVE SUMMARY**

Activities during the second quarter of 2008-09 continued to drive toward goals outlined in the 07-10 Strategic Plan, and produced positive results in key program areas.

In the second quarter, a **new logo** was developed for Travel Salem – Absolutely Oregon. The new logo incorporates key visual elements from three major categories: nature, urban/history and culture. The brand launch will occur in the third quarter.

Construction of the new **Travel Café** began in the second quarter. Travel Salem worked with veteran architects CB2 to bring to life a state-of-the-art destination visitors center in the heart of downtown Salem. Sponsors were secured as well as innovative marketing partnerships such as a retail art gallery with the Salem Art Association and rentable GPS units from Garmin AT. An open house with guided tours was held after the Festival of Lights Parade.

Travel Salem partnered with **Oregon Travel Information Council** to develop a pilot program for implementing a signage plan based on the “i” – the international sign for visitor information. The pilot program would provide directional signage for the Travel Café and satellite locations.

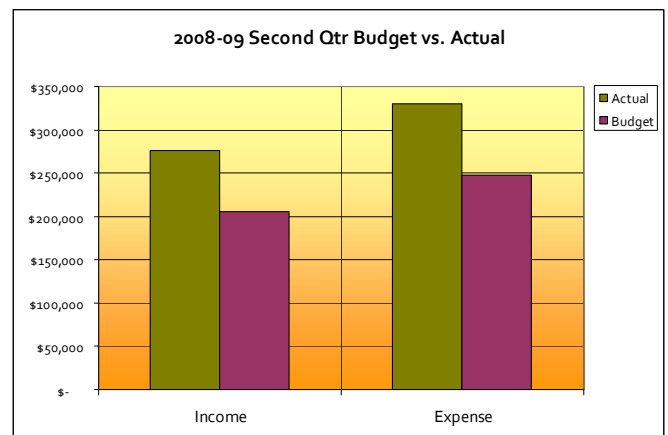
Secured additional **funding from Marion County** to support a regional “Visitor Information Network.” This new funding when combined with operational funding received in the first quarter, represents a 140% increase over previous years. The last time Travel Salem received funding from Marion County was in 2002.

Travel Salem and the City of Salem secured four **national softball tournaments** for 2010 at the Amateur Softball Association Annual Council Meeting and Conference in Oklahoma City. In addition, Salem received the James C. Farrell Award of Excellence for hosting two of the highest rated tournaments in 2008.

Travel Salem expanded its **public relations** efforts to support five partners with press releases and distribution to the media: SEDCOR, Alessandro’s, Oregon School for the Deaf, Chemeketa Community College, Town & Country Lanes.

Travel Salem partnered with the City of Salem to produce the **Salem Book**, a coffee table book designed to support economic development initiatives, and provide a high-quality retail opportunity. Promotion and rollout will occur in the third quarter.

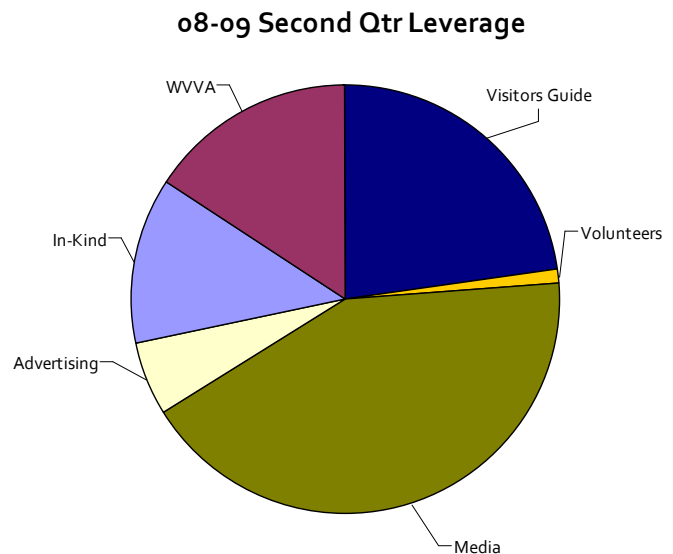
**Financial statements** for the second quarter are attached. Revenues were 134% of budget, while expenses were 133% of budget (due to Travel Café construction expenses, which are not part of the operational budget). Net income for the period was -\$54,944, a function of cash flow for the Travel Cafe, not operational deficiency.



The results generated by Travel Salem are measured by examining progress in three key areas: estimated economic impact (EEI), transient occupancy tax (TOT) revenues, and leverage.

- **EEI results** are available at year end, and will be reported in Travel Salem’s 08-09 annual report.
- Second quarter **TOT receipts** were up 0.9% from the previous year to \$614,433.
- Second quarter **leverage results**

**increased a whopping 329%** over the previous year due to the Visitors Guide, media successes with dedicated PR efforts, an advertising partnership with Travel Oregon, and in-kind support for the Travel Café. *Please note: leverage results are not predictable from year to year because Travel Salem can’t guarantee, for example, in-kind donations or that a story will be published. However, Travel Salem strives to increase leverage support each year by continuing to develop and broaden key partnerships.*



## OVERVIEW OF ACTIVITIES

The Travel Salem staff tracks numerous statistics throughout the year to monitor, evaluate and adjust marketing strategies, staff levels, funding, etc. These internal measurement statistics assist with forecasting and trending, and need to be examined as a whole to get a true indication of the industry and performance of marketing activities. Outside influences such as gas prices, weather, natural disasters, or inflation, etc. will also have an impact on the peaks and valleys that these numbers may reflect.

*Please refer to the Glossary of Terms for definitions of the following activities.*

Activity & Production Statistics	2 <sup>nd</sup> Qtr 08-09	% Change from 07-08	2 <sup>nd</sup> Qtr 07-08	2 <sup>nd</sup> Qtr 06-07
<b>Marketing &amp; PR</b>				
National Earned Media Impressions	63	-10%	70	58
Local Earned Media Impressions <sup>1</sup>	338	4125%	8	4
PR Presentations <sup>2</sup>	47	370%	10	4
Visitor Information Inquiries <sup>3</sup>	10,955	331%	2,538	4,554
TravelSalem.com User Sessions	44,181	0%	44,227	92,664
Visitors Center Attendance <sup>4</sup>	3,723	-28%	5,166	4,425
Events & Community Activities Assisted <sup>5</sup>	317	48%	214	n/a
<b>Convention &amp; Event Marketing</b>				
Real-Time Conventions/Events	7	-13%	8	11
• Number of Delegates <sup>6</sup>	1,520	41%	1,081	13,619
• Number of Room Nights <sup>7</sup>	1,765	285%	459	1,385
Sales Leads Generated	12	-14%	14	12
Bookings	11	-8%	12	11
Sales Activities				
• Direct Contact <sup>8</sup>	397	-27%	541	304
• Phone/E-mail	144	-16%	171	n/a
• Sales Packets Distributed <sup>9</sup>	73	248%	21	182
• Site/FAM Tours	4	0%	4	3
• Referrals	28	12%	25	n/a
<b>Convention &amp; Event Services</b>				
Conventions Assisted <sup>10</sup>	8	-38%	13	19
Visitors Reached	2,008	5%	1,905	n/a
Welcome Bags Distributed <sup>11</sup>	932	32%	707	n/a

<sup>1</sup> Local Earned Media – increase due to enhanced PR efforts with designated PR staff person.

<sup>2</sup> PR Presentations – increased results due to enhanced community outreach.

<sup>3</sup> The increase in Visitor Information Inquiries is attributed to Travel Salem's partnerships with WVVA and Travel Oregon.

<sup>4</sup> Visitor Center attendance is down due to economic conditions.

<sup>5</sup> Events & Community Activities – the increase is due to continued outreach to promote Travel Salem's programs and services. More businesses and events are using online listings and other resources.

<sup>6</sup> Number of Delegates – despite a reduced number of conferences/events, there was a larger constituent of delegates and corresponding increase in room nights.

<sup>7</sup> Number of Room Nights – the increase was due to several new conferences and events for 08-09. Booking patterns for conferences are typically a 3-5 year rotation.

<sup>8</sup> Direct Contact – Team Salem elected not to participate in the BRAVO! Tradeshow this year.

<sup>9</sup> Sales Packets Distributed – more activity due to the demand of meeting planners.

<sup>10</sup> Conventions Assisted – despite a decrease, the number of visitors reached and welcome bags distributed increased.

<sup>11</sup> Welcome Bags Distributed – the increase is due to new conventions and events.

Activity & Production Statistics	2 <sup>nd</sup> Qtr 08-09	% Change from 07-08	2 <sup>nd</sup> Qtr 07-08	2 <sup>nd</sup> Qtr 06-07
<b>Membership</b>				
Total Membership	244	105%	119	n/a
New Members Acquired	23	-81%	119	n/a
Attrition	1	n/a	n/a	n/a
Sales Presentations	331	41%	234	n/a
<b>Leverage (detail below)*</b>	\$403,278	329%	\$93,913	\$184,635
Visitors Guide	\$91,693	n/a	n/a	
Volunteers	\$4,212	8%	\$3,906	
Media	\$170,267	1019%	\$15,213	
Advertising	\$22,584	139%	\$9,467	
In-Kind	\$50,272	297%	\$12,660	
WVVA/Regional	\$64,250	22%	\$52,667	

\*Leverage results increased over prior period due to Visitors Guide recognized in a different period in the prior year; significant growth in media due to dedicated PR staff; growth in advertising due to TORP; and in-kind support related to the new downtown location.

### **1/a - DIVERSIFY FUNDING STREAMS**

Develop long-term stable funding by examining opportunities within existing program offerings and establishing new revenue streams through creative ventures.

### **STRATEGIC INITIATIVES & RESULTS:**

- *#1 Develop & implement sponsorship opportunities:*
  - Secured sponsors for the build of the new Travel Café, the bi-monthly Industry e-Newsletter, the quarterly Consumer e-Newsletter, and the Pad Maps.
- *#2 Implement fundraising events:*
  - Membership luncheons – held a successful event during the second quarter:
    - November featured “The Tourism Engine & How Businesses Benefit When They Connect” by former Senator and President of Evergreen Federal Bank, Brady Adams, and was hosted and sponsored by Chemeketa Eola Viticulture Center.
- *#3 Create New Advertising Opportunities:*
  - Paced co-op ads with the Salem Conference Center to run in *Smart Meetings* magazine and *Meetings 08*, a special section to run in Alaska Airlines and Horizon Air Magazines.
  - Secured marketing partnerships for the Travel Café including Go Downtown Salem, Salem Art Association (retail art gallery), Garmin AT (GPS units), and The Relocation Team.
- *#6 Build and expand essential financial partnerships:*
  - Secured additional funding from Marion County Economic Development Advisory Board to support a regional “Visitor Information Network.” This new funding when combined with operational funding received in the first quarter, represents a 140% increase over previous years. The last time Travel Salem received funding from Marion County was in 2002.

### **1/b - INCREASE ORGANIZATIONAL CAPACITY**

Increase organizational capacity in both human and financial resources to boost program support, services and the overall bandwidth of Travel Salem.

#### **STRATEGIC INITIATIVES & RESULTS:**

- *#1 Strategically enhance staffing levels:*
  - Hired an Administrative Assistant to provide operational support to the chief executive officer as well as program directors.
- *#2 Engage the Board of Directors by developing advisory committees:*
  - The Brand Council developed a new logo for Travel Salem – Absolutely Oregon. The visual components depict regional assets using artistic brush strokes, bold font choice and a rich, natural color palette. The new logo incorporates key visual elements from three major categories: nature, urban/history and culture. Brand roll-out will occur in the third quarter.
- *#3 Explore facility opportunities that support organizational growth:*
  - Secured two I-5 satellite visitors centers through strategic partnerships with the Best Western Mill Creek (a Travel Plaza in partnership with Travel Information Council) and Red Lion Hotel. Travel Salem will train the lodging staff to deliver 24/7 visitor information services.
- *#4 Recruit volunteers with attributes/skill sets to achieve program goals:*
  - Recruited four additional volunteers through a referral program to support Guest Services.
- *#5 Implement technology to enhance program efficiency:*
  - Implemented social media resources (FaceBook, MySpace) – see 2/b #8.

### **1/c - BUILD MEMBERSHIP PROGRAM**

Develop a broad-based, regional membership program that delivers value-added tourism services to members. The membership program will be designed within requirements of the Salem City charter.

#### **STRATEGIC INITIATIVES & RESULTS:**

- *#2 Obtain regional participation:*
  - Recruited 9 new regional members.
- *#3 Use public relations to communicate/promote membership:*
  - Promoted membership through the Industry e-Newsletter distributed to 1,071 partners informing them of marketing opportunities.
- *#6 Leverage regional Chamber of Commerce memberships*
  - Attended meetings of the Salem Area Chamber, Keizer Chamber, North Santiam Chamber, Stayton/Sublimity Chamber, North Salem Business Assoc, West Salem Business Assoc, SEDCOR, ArtSmart and Salem Area Lodging Association.

### **2/a - BROADEN SCOPE OF CONVENTION & EVENT MARKETING PROGRAM**

Develop a comprehensive Convention & Event Sales program that promotes and leverages a wide variety of properties and meeting venues throughout the region.

#### **STRATEGIC INITIATIVES & RESULTS:**

- *#4 Secure new conference/event opportunities:*

- Secured the Oregon Association of Convention & Visitors Bureaus spring conference at the Oregon Garden Resort.
- *#8 Research & broaden geographic scope of program:*
  - Oregon Garden – met with the new Group Tour Manager to strategize ways to attract more day and overnight group tours to the Garden and the region.
  - Salem-Keizer Volcanoes – discussed partnerships and strategies to use the stadium/facility to bring in more events that will generate lodging for Salem and Keizer.
- *#9 Maintain existing marketing efforts:*
  - Partnered with the City of Salem and attended the Amateur Softball Association Annual Council Meeting and Conference in Oklahoma City to bid on 2010 tournaments. Salem was awarded four national tournaments, and in addition was awarded the James C. Farrell Award of Excellence for hosting two of the highest rated tournaments in 2008. This is the second year in a row Salem has been awarded this prestigious award.
  - Attended the Oregon Lodging Association’s Annual Conference to keep abreast of the lodging industries latest trends, challenges and educational opportunities.
  - Met with the League of Oregon Cities meeting planner to conduct a post-conference review of successes and challenges from this year’s conference. Travel Salem hopes to secure the conference again in the next two to three years.
  - Facilitated a site tour of the Salem Conference Center with Green PEAS Events which specializes in sustainable meeting practices. This planner and educator out of Sacramento will be using the Salem Conference Center (SCC) as a case study for a class to be taught at UC Davis. The connection with this planner was made at the Affordable meetings West Tradeshow in 2008 that Travel Salem and SCC participated in.
  - Attended industry association monthly networking opportunities including Oregon Society of Meeting Professionals, Meeting Professionals International and Oregon Society of Association Managers.
  - Welcomed guests to an open house and tour of the new Travel Café after the PGE Festival of Lights Parade. Served refreshments courtesy of Mill Creek Station.
  - Extended Stay Regional Presentation – Crossland Economy Studios requested that Travel Salem make a presentation on “Working with your local destination marketing organization (DMO)” to general managers, directors of sales, and sales managers for Extended Stay Properties in Oregon and Washington.
  - Made a presentation on the hospitality industry and career opportunities to the North Salem High School’s hospitality, tourism and recreation class.

## **2/b - DRIVE INNOVATIVE TOURISM MARKETING STRATEGIES**

Develop a comprehensive leisure tourism marketing program that promotes Salem as a preferred destination for leisure day and overnight visitors.

### **STRATEGIC INITIATIVES & RESULTS:**

- *#1 Explore advertising & publicity options to educate target audiences:*
  - The *Statesman Journal* published a series of feature articles unveiling the Travel Café project and relocation downtown. Coverage included a “breaking

news” online component, two feature stories and an online chat with CEO Angie Morris.

- Submitted *Statesman Journal* columns: “The Significance of Tourism and its Economic Impact” and “Group Business Grows Economy.”
- Researched Cision database for regional and national media opportunities.
- Distributed the Consumer e-Newsletter to 300 subscribers offering Salem area travel packages, specials and events.
- Met with key stakeholders including the Salem-Keizer School Foundation, the Oregon Restaurant Association and the Keizer Chamber of Commerce.
- Made presentations to Salem City Council, the Cultural and Tourism Promotion Advisory Board, Marion County Board of Commissioners, and SEDCOR Board of Directors.
- #5 Pursue editorial coverage to leverage marketing resources:
  - National and Local Media – secured 401 impressions (e.g. articles, listings, photographs) valued at \$170,267 of free media exposure.
  - See 2/b #1
- #6 Expand regional efforts through creative partnerships & marketing initiatives:
  - Created four themed itineraries for Woodburn Area Tourism, printed 25,000 and distributed them throughout region.
- #7 Participate with current tourism partners to enhance marketing efforts:
  - WVVA – printed 100,000 of the Oregon Wine Country guide, designed co-op ads for *Budget Travel* and *Food & Wine* magazine, organized a new WVVA fulfillment system using Garten Services, and completed the OregonWineCountry.org website redesign including “Through the Grape Vine” and a Salem Travel Café feature story for the home page.
  - Oregon 150 Celebration – added Oregon 150 regional events to TravelSalem.com’s special Oregon 150 section.
  - Transit Mall Events – submitted Salem area events for posting on transit plasma screens.
- #9 Leverage Travel Oregon’s marketing efforts:
  - Promoted Oregon Bounty through Travel Salem’s Oct/Nov Industry e-Newsletter.
  - Participated with Travel Oregon’s Regional Partnership (TORP) program. The Salem Area Visitors Guide is sent as the fulfillment piece for all Travel Oregon’s Willamette Valley visitor inquiries and is able to leverage a multi-million dollar ad campaign. Resulted in 7,046 leads.
- #11 Maintain existing marketing efforts:
  - Online & Social Media
    - Uploaded 364 images to Flickr, for a total of 766 images on the Travel Salem account, with 5,092 viewer sessions. Flickr is an online photo management and sharing application that allows photos to be uploaded and viewed by individuals and the media.
    - Maintained dialogue on Twitter with 57 followers. Twitter is a social messaging tool that Travel Salem uses to communicate and stay connected with consumers and regional partners through the exchange of quick, frequent real-time updates.
    - Developed FaceBook and MySpace accounts.
    - Syndicated TravelSalem.com events out to WVVA, TravelOregon.com and other sources.

- Monitored TravelSalem.com search engine rankings; adjusting and refreshing content weekly to remain within the top three Salem sites.
- Posted member and Association press releases to TravelSalem.com.
- Posted Marketing Exchange videos to TravelSalem.com.
- Posted Travel Café updates including a time-lapsed photography segment.
- Sent weekly event and activity updates to 1,246 subscribers to drive traffic to TravelSalem.com and encourage front-line workers to promote the Salem area to visitors.
- Sent Industry e-Newsletter to 1,071 Travel Salem members, partners and industry organizations.

## **2/c - BUILD SERVICES & HOSPITALITY PROGRAM**

Develop a comprehensive services and hospitality program that ensures visitors have the information, resources and support they need to make the most out of their travel experience.

### **STRATEGIC INITIATIVES & RESULTS:**

- *#4 Increase volunteer base targeting specific skill sets:*
  - Recruited 4 new volunteers.
- *#5 Communicate proactively to industry partners regarding activities & events to increase participation & promotion of regional assets:*
  - Distributed the Industry e-Newsletter to 1,071 industry partners informing them of marketing opportunities and Travel Salem's efforts.
  - Sent weekly events email to 1,246 subscribers.
- *#8 Maintain existing service efforts:*
  - Provided services to 8 conferences/events that were held at locations throughout the Salem area including the Salem Conference Center, Red Lion Hotel, Oregon State Fair & Expo Center, Willamette University and Eola Viticulture Center.
  - Participated on planning committees for two upcoming conferences to be held at the Salem Conference Center (both are first-time conferences to Salem): the Oregon Governor's Conference on Tourism (400 delegates) and the Pacific North West American Water Works Association (700 delegates).
  - Provided services for two first-time conferences to Salem: League of Oregon Cities (obtaining donations, 600 Welcome Bags, and on-site visitor information) and Band of Brothers (planning tours and events, as well as Welcome Bags).
  - Recognized Travel Salem's 50 volunteers at a holiday breakfast hosted by Keizer Renaissance Inn.

## **2/d - DEVELOP STRATEGIC PARTNERSHIPS AND ALLIANCES**

Develop strong, interdependent partnerships that enhance Travel Salem's credibility, improve program effectiveness and increase funding resources and opportunities.

### **STRATEGIC INITIATIVES & RESULTS:**

- *#2 Meet with current partners to determine common goals, resources & obstacles:*
  - Conducted an online survey of members and businesses to solicit feedback on the structure, content and frequency of the Marketing Exchange luncheons. Received 50 responses providing a framework to fine tune and adjust future



- events (suggestions included providing the opportunity for more networking and self introductions, specific topic recommendations, etc.).
  - Held a bi-monthly Team Salem meeting at the A.C. Gilbert's Village during the quarter. This forum provides the opportunity to bring stakeholders together to share marketing and partnership opportunities.
  - Salem Area Lodging Association – attended SALA meetings to engage with lodging industry partners and discuss collaborative partnerships, future opportunities and industry challenges.
  - Met with various stakeholders regarding the new Travel Café and plans to relocate downtown: Salem City Council members, the Cultural and Tourism Promotion Advisory Board (CTPAB), Travel Oregon, Salem Area Chamber of Commerce, and Go Downtown Salem.
  - Attended the Travel Industry Association (TIA) conference and the Oregon Economic Development Association's "Back 2 Business" conference.
- *#3 Assist industry partners with sales & marketing efforts:*
  - Assisted five partners with press releases and distribution to the media: SEDCOR, Alessandro's, Oregon School for the Deaf, Chemeketa Community College, Town & Country Lanes.
  - Participated on the Vision 2020 task force for "Coordinate marketing and advertise City Center activities." A community section will be developed on Travel Salem's website to support this initiative.
  - Partnered with the City of Salem to produce the Salem Book, a coffee table book designed to support economic development initiatives, and provide a high-quality retail opportunity. Promotion and rollout will occur in the third quarter.
  - Met with Kaz Tanaka, assistant director for the Japan Local Government Center which is part of the Yamagata Regional Government, to discuss how Travel Salem secures a diversified and regional funding base. Mr. Tanaka traveled from New York after seeing Travel Salem's strategic plan online.
- *#4 Expand regional efforts through creative partnerships & marketing initiatives:*
  - Served on two Marion County Economic Development Advisory Board subcommittees (application review and marketing).
  - Served on the Board of Directors for the Oregon Association of Convention & Visitors Bureaus. Attended the fall Board Retreat at Overleaf Lodge in Yachats, and the winter conference in Portland.
  - Partnered with Oregon Travel Information Council to develop a pilot program for implementing a signage plan based on the "i" – the international sign for visitor information. This partnership includes Oregon Department of Transportation and the City of Salem. The pilot program would provide directional signage for the Travel Café and satellite locations.

## **GLOSSARY OF TERMS**

### **Activity & Production Statistics**

#### **National Earned Media Impressions**

Print or broadcast media coverage resulting from Travel Salem activities such as pitching stories and disseminating media kits. The number reflects regional or national stories, events, mentions and images that were published or produced based on these efforts.

#### **Local Earned Media Impressions**

Print or broadcast media coverage resulting from Travel Salem activities such as pitching stories, disseminating media kits and through interviews. The number reflects local stories and broadcast interviews that were published based on these efforts.

#### **PR Presentations**

Staff presentations to civic groups, nonprofits and businesses. Presentations include community outreach to promote Travel Salem programs and services, general tourism-related issues, convention, meeting and event business, and overall awareness of tourism economic impact.

#### **Visitor Information Inquiries**

Ad inquiries, travelsalem.com, telephone, U.S. post inquiries – requesting a variety of information and resources.

#### **TravelSalem.com User Sessions**

A User Session measures website traffic and is defined by the presence of a user with a specific IP address who has not visited the site recently. This type of user typically visits multiple pages on the TravelSalem.com site.

#### **Visitors Center Attendance**

The number of visitors to the Visitors Center that are assisted with their travel plans.

#### **Events & Community Activities Assisted**

Travel Salem helps promote community events and activities through the Visitors Center, TravelSalem.com, broadcast consumer and industry email, public relations and media exposure, and general information resources.

#### **Real-Time Conventions/Events**

Conventions/events that actually take place during the current month. The business may have been booked in a previous year, but it is reported in the month when it actually takes place.

#### **Number of Delegates**

The estimated number of delegates attending Real-Time Conventions/Events. When possible, the actual number of delegates is reported when the figure has been verified with the conference meeting planner and/or venue.

#### **Number of Room Nights**

The estimated number of room nights from the Real-Time Conventions/Events. When possible, the actual number of room nights is reported when the figure has been verified with the conference meeting planner and/or venue.

**Sales Leads Generated**

The number of leads of potential business that are distributed to venues.

**Bookings**

The number of leads that resulted in a confirmed booking taking place at a venue in the future.

**SALES ACTIVITIES****Direct Contact**

The number of meeting/conference/event planners that are contacted in face-to-face appointments or through tradeshow.

**Phone/E-mail**

The number of meeting/conference/event planners that are contacted via phone or email.

**Sales Packets Distributed**

The number of packets mailed to meeting/conference/event planners per request or as a result from Direct Contact.

**Site/FAM Tours**

A Site Tour is when the Director of Sales takes a meeting planner, group of meeting planners or group tour operator on a showcase tour of venues (e.g. hotels, meeting facilities). A Familiarization Tour (FAM) is when the Director of Sales takes a meeting planner, group of meeting planners or group tour operator on a showcase tour of Salem's attractions, restaurants, shopping, etc.

**Referrals**

The number of times a location is recommended to a meeting planner verbally or by email.

**CONVENTION & EVENT SERVICES****Conventions Assisted**

The number of groups/events that are provided services, resources and visitor information.

**Visitors Reached**

The number of visitors at conferences/events where Travel Salem provides visitor information.

**Welcome Bags Distributed**

Welcome Bags contain promotional information from local businesses on what there is to “see and do” in the Salem area. The Welcome Bags are distributed to conferences/events and contain information that is tailored to meet the delegates’ interest/needs.

## **LEVERAGE**

### **Volunteers**

The number of volunteer hours worked in the Visitors Center or at conferences/events. The hourly value of this service is provided by Points of Light & Hands On Network.

### **Media**

Local, regional or national media exposure resulting from Travel Salem's publicity efforts to promote the region. For print media the value is calculated using advertising rates per column inch of what that space would cost if Travel Salem had to purchase the exposure. For broadcast media the value is calculated using the "air-time" rate of what that broadcast would cost if purchased.

### **Advertising**

Travel Salem receives an "agency discount" on media buys because it is recognized as an in-house advertising agency. This discount is not available to individual businesses purchasing advertising.

### **In-Kind**

Travel Salem receives donated products and services that it would otherwise have to purchase. Examples include office and meeting space, accounting, legal services, product donations, advertising, etc.

### **WVVA/Regional**

Travel Oregon receives a statewide one percent lodging tax that it allocates to regional visitors associations for use in promoting each region to out-of-state visitors. The monies cannot be allocated to local destination marketing organizations. Salem is included in the Willamette Valley Visitors Association (WVVA) along with Eugene (East Lane County), Corvallis (Benton County), Albany (Linn County), Yamhill County and South Clackamas County). The WVVA Board of Directors includes key decision makers from the DMO of each city. This Board determines how the resources will be spent to market the region. Travel Salem recognizes the WVVA financial resources allocated from Travel Oregon as leverage.