



# Salem Convention & Visitors Association

## 07/10 Strategic Plan



*Adopted by SCVA Board of Directors on June 27, 2007*

*Reviewed with Positive Recommendation to Salem City Council by the Cultural & Tourism Promotion Advisory Board on July 31, 2007*

*Approved by Salem City Council on August 6, 2007*

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## MESSAGE FROM THE CEO

Tourism is a vital economic generator for our community. The Salem Convention & Visitors Association (SCVA) is solely focused on increasing tourism which in turn, creates steady growth in transient occupancy tax and overall visitor expenditures. By leveraging marketing opportunities in the community and forming vital partnerships, SCVA will continue to drive economic impact through the local tourism industry which contributes \$196 million to our region's economy.

In 2005, Mayor Janet Taylor's Tourism Task Force reported on a number of significant findings, one of which emphasized that Salem needed an image makeover starting with its own citizens. The Task Force recognized that Salem "really does have it all," and that it "must focus on its image, partnerships and quality of life to be successful across the economic development spectrum, including tourism." The Task Force findings indicated that the City of Salem's destination marketing organization should concentrate on research-proven marketing techniques, and collaborative partnerships that leverage financial resources and in-kind services.

SCVA's tourism marketing should take the lead in developing a program aimed at creating awareness and promoting Salem as a destination to the local community. By building local awareness our citizens become ambassadors who help promote this area and its resources to friends, family and businesses. Word of mouth is a very powerful marketing tool when used as a part of a comprehensive communication strategy, and there is significant economic growth opportunity that will unfold by leveraging local champions.

Oregonians account for a majority of day and overnight trips in Oregon and generate \$2.5 billion annually in economic impact. Our city and region have the quality experiences visitors are

clamoring for and we should encourage our own community to experience these assets as well—award-winning theater, culinary experiences made fresh from our bounty of home-grown products, unique historical destinations, and so much more. There is plenty of opportunity for Salemites to experience their home town—to see Salem as a destination and explore our wineries, galleries, festivals, arts and culture, history and outdoor recreation with visiting friends and family. They don't need to leave "home" to experience one-of-a-kind treasures that await them in their own backyard. By investing in Salem, the money that is poured back into our own community improves the quality of life for everyone.

Imagine what we will accomplish when we seek out synergistic partnerships, combine resources, collaborate across industries all for the good of Salem. You know the saying—"A rising tide lifts all boats." As we band together as advocates for tourism and hospitality, we will improve the quality of life for all residents, increase economic prosperity and create a vibrant and healthy community.

*Word of mouth is a very powerful marketing tool when used as a part of a comprehensive communication strategy.*

Every business is part of the tourism industry—trying to attract new consumers and business alliances, increase bottom lines and become sustainable organizations. And the fact is that Oregon’s tourism industry at \$7.9 billion annually (Appendix B), is one of the most powerful tools to fuel transformation and economic development by creating jobs, tax revenues, vibrancy and a sense of community/ belonging to something greater than oneself.

We have something special here—and it needs to be packaged and marketed in a way that showcases our collective achievements. Let’s celebrate the fact that Salem is the seat for state government. In fact, the state capitol is a major visitor draw serving as an educational platform for state government. Legislators representing all corners of the state converge on Salem—what a great opportunity to engage these ambassadors to spread the word about what Salem has to offer? Let’s proactively and systematically remain positive. Tell our story the way we want it to be told. Let’s take control of our messaging and be aggressive in positioning the city and region as the rich treasures they are.

Salem is experiencing significant transformation as it blossoms into a mature and complex city. There are many positive things happening in Salem including the City of Salem’s Vision 2020, new commercial air service, the Salem Conference Center, the riverfront park and trail connection project, the Boise site redevelopment, the reinvention of the Oregon State Fair & Expo, the Kroc Center, and much more. All new and exciting opportunities that set us apart from the competition. Our quality of life is priceless—and our Mid-Willamette Valley riches are wholly unique. As we build and expand SCVA’s marketing efforts, we need to take advantage of the wide variety of amenities in our backyard, and capitalize on the millions of visitors within our reach. Our prime physical location and how we engage with our regional partners will help us seize new opportunities that will benefit Salem. We’re ready, and the time is right.

*Tourism—one of the most powerful tools to fuel transformation and economic development—creates jobs, tax revenues, vibrancy and a sense of community/belonging to something greater than oneself.*



Angie Morris, CEO





## MISSION

The mission of the Salem Convention & Visitors Association (SCVA) is to attract meeting, convention and tourism business to the community, and to enhance and contribute to the overall identity and economic well being of the city.

## VISION

- Serve as the leader for tourism economic development.
- Create and sustain top-of-mind awareness for SCVA and tourism in the community.
- Foster a tourism-friendly culture.
- Develop communication strategies that engage the community.



# Salem Convention & Visitors Association

## 07/10 STRATEGIC PLAN

### OVERARCHING GOAL

Serve as the official destination marketing organization and a vital tourism economic development generator for the city and region.

### OBJECTIVES & STRATEGIC INITIATIVES

**1/ Long-Term Stability for Tourism Leadership**—Establish a solid foundation for effective program delivery and organizational growth by securing stable funding sources, increasing capacity, developing a regional membership program, and establishing strategic partnerships.

**[a] Diversify Funding Streams**

Develop long-term, stable funding through a diversified mix of revenue streams to leverage existing transient occupancy tax funds.

**[b] Increase Organizational Capacity**

Increase capacity in human and financial resources as well as provide the technology and tools necessary to execute the business plan and support organizational growth.

**[c] Build Membership Program**

Develop a broad-based, regional membership program that delivers value-added tourism services to members.

**2/ Increased Visitation & Tourism Economic Impact**—Use proven techniques and new innovations to drive visitation and lengthen stays to increase overall tourism economic impact.

**[a] Broaden Scope of Sales Program**

Promote and leverage a wide variety of properties and meeting venues throughout the region.

**[b] Drive Innovative Tourism Marketing Strategies**

Promote Salem as a preferred destination for day and overnight visitors.

**[c] Build Services & Hospitality Program**

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

**[d] Develop Strategic Partnerships & Alliances**

Develop strong, interdependent partnerships that enhance program effectiveness, expand advocacy efforts and leverage marketing channels.



## **LONG-TERM STABILITY FOR TOURISM LEADERSHIP**

### **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.

SCVA's funding comes from a variety of sources including transient occupancy taxes, memberships, advertising and sponsorships. SCVA will establish new revenue streams in order to increase capacity and create a sustainable operation. Organizational focus will be to secure predictable, steady revenues through expanded advertising and sponsorship opportunities, and other alternative options.

#### **TOP PRIORITY ACTIONS:**

- Develop and implement sponsorship opportunities.
- Implement fundraising events (e.g. luncheons, networking opportunities, online components/auction, signature events).
- Encourage the development of niche events (e.g. culinary, spelling bee, art "pro-am") with the local community.
- Research and establish satellite visitor resource locations that provide sponsorship opportunities.

#### **ONGOING ACTIONS:**

- Create new cooperative advertising opportunities via print, outdoor and online vehicles (e.g. regional placements with Marion/Polk counties, Willamette Valley Visitors Association).
- Leverage an estimated \$157,000 annually through participation in the Regional Cooperative Marketing Program (RCMP) through the Willamette Valley Visitors Association to position Salem as a key destination in the Willamette Valley.

#### **GROWTH OPPORTUNITIES:**

- Build and expand essential financial partnerships (e.g. Marion and Polk counties, WVVA).
- Research and apply for grants from foundations, businesses and government.



## **LONG-TERM STABILITY FOR TOURISM LEADERSHIP**

### **1/[b] INCREASE ORGANIZATIONAL CAPACITY**

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

SCVA must compete on a local, regional and national level for the discretionary tourism dollar. The organization must increase capacity to meet the needs of our community and provide the highest quality service to the end-user (tourist, meeting planner, conference attendee, local site-seer, etc.).

#### **TOP PRIORITY ACTIONS:**

- Strategically enhance staffing and/or contractor levels to service the areas of membership, marketing, sales and administrative as financial resources and physical space become available.
- Engage the Board of Directors by developing Board advisory committees (e.g. finance, marketing, membership).
- Explore facility opportunities that support organizational growth.

#### **ONGOING ACTIONS:**

- Recruit volunteers with attributes and skill sets that assist with the fulfillment of program needs and goals.
- Implement technology to enhance program efficiency.

#### **GROWTH OPPORTUNITIES:**

- Utilize resources from academic institutions in areas of marketing, surveying, graphic design and special events.





## **LONG-TERM STABILITY FOR TOURISM LEADERSHIP**

### **1/[c] BUILD MEMBERSHIP PROGRAM**

Develop a broad-based, regional membership program that delivers value-added tourism services to members.

SCVA will take membership to the next level by restructuring dues to enhance program appeal and provide a steady stream of unrestricted revenue. The program will be designed to provide a broad-base of support to the Salem community and surrounding areas. SCVA's membership program will provide members with tangible services they can't get anywhere else—value-added services, networking opportunities, a higher profile and access to industry resources. By delivering a return on investment to members, SCVA will galvanize its position as a leader in the tourism industry. Once the program is established, the focus will be on recruitment and retention, as well as product innovation, and communication strategies to maintain top-of-mind awareness.

#### **TOP PRIORITY ACTIONS:**

- Design a comprehensive membership program (e.g. levels, menu-based services), identify target groups and leverage the Board of Directors network for referrals and leads.
- Develop and maintain a regional inventory of visitor industry products (attractions, lodging, events, restaurants, etc.) as tool for member recruitment.

#### **ONGOING ACTIONS:**

- Position SCVA's Services program as a means to entice regional memberships (e.g. welcome bags, information tables).
- Use public relations efforts to communicate and promote membership; develop editorial and advertising calendar for regional entity publications.

#### **GROWTH OPPORTUNITIES:**

- Promote membership program to in-state and out-of-state visitor industry.
- Develop relationships with destination marketing organizations in the western states to participate in SCVA's membership program to promote their destinations in the Visitors Center.
- Recruit members through statewide tourism organizations such as Travel Oregon.
- Leverage regional Chamber of Commerce memberships to encourage SCVA membership (i.e. discount if member of local Chamber).



## **INCREASED VISITATION & TOURISM ECONOMIC IMPACT**

### **2/[a] BROADEN SCOPE OF SALES PROGRAM**

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

In the never-ending pursuit of increasing room nights, length of stay and overall economic impact, the Convention & Event Sales (CES) program will continue to focus on repeat business, markets that require large room blocks, and bookings during the off-season. The program will seek to develop niche markets including sports events, religious conferences, RV rallies, outdoor recreation, and others determined by area inventory. With direct commercial air service connecting Salem to Salt Lake City, additional synergies will be explored with this new market. CES will utilize familiarization (FAM) tours and site visits as a means for showcasing our region, and implementing the Champion program to encourage local residents to bring their conferences home to Salem. CES will also look to position SCVA as the hub for convention and event information by upgrading its Meeting Planners Guide to be a comprehensive resource.

#### **TOP PRIORITY ACTIONS:**

- Implement “Champion” program aimed at local residents to bring affiliate groups to Salem.
- Redesign and expand the Meeting Planners Guide to provide new opportunities for the tourism industry to participate (e.g. catering, tour guide services).
- Implement a “code of conduct” initiative with meeting facilities and lodging properties to ensure clear expectations and deliverables.
- Research and update the estimated economic impact formula for conventions and events to broaden participation and increase partnerships.

#### **ONGOING ACTIONS:**

- Develop cooperative marketing campaigns with partners—tradeshows, FAMS/site tours.
- Research niche markets.
- Initiate sales missions utilizing Travel Salem Team to promote the region’s collective inventory.
- Pursue editorial coverage for Salem as a meeting/event destination.

#### **GROWTH OPPORTUNITIES:**

- Develop sports marketing program to attract regional, national and international tournaments and conferences. Create inventory of sports venues and determine niche opportunities.
- Research and broaden geographic scope for conventions and events including partnerships and funding.



## **INCREASED VISITATION & TOURISM ECONOMIC IMPACT**

### **2/[b] DRIVE INNOVATIVE TOURISM MKTG STRATEGIES**

Develop a comprehensive leisure Tourism Marketing Program that promotes Salem as a preferred destination for leisure day and overnight visitors.

SCVA's Tourism Marketing Program (TMP) promotes Salem as a preferred destination for leisure day and overnight visitors within easy access of Salem via automobile, local air and rail. The cornerstone of TMP is partnerships, with the most significant financial partners being the City of Salem, and the Willamette Valley Visitors Association (WVVA) which serves as the portal for the state's Regional Cooperative Marketing Program (RCMP) funds through Travel Oregon. The TMP positions Salem using a variety of methods including the Salem Area Visitors Guide, TravelSalem.com website, direct sales efforts, paid advertising, media outreach, cooperative promotional efforts, travel trade, Salem Visitors Center and partnerships. Public relations efforts to build and maintain a positive image is an important part of SCVA's marketing strategy given that 36% of Salem's visitors come to visit friends or relatives. Positioning the visitor industry and SCVA as essential ingredients to a healthy and diverse local economy will produce and support nontraditional partnerships and marketing opportunities.

#### **TOP PRIORITY ACTIONS:**

- Explore advertising and publicity options with local print and broadcast media to educate target audiences and promote Salem as a destination.
- Redesign TravelSalem.com to be a dynamic and user-friendly portal to Salem's tourism resources and amenities.
- Redesign 2008 Salem Area Visitors guide to position Salem as a vibrant, natural and beautiful destination.

#### **ONGOING ACTIONS:**

- Pursue editorial coverage in print, broadcast and online outlets to leverage marketing resources.
- Participate with current tourism partners (e.g. Travel Oregon) to enhance marketing efforts.
- Maintain current promotions and develop new promotional opportunities that take advantage of partnerships and create outlets to position Salem as a destination (e.g. Oregon 150, Oregon Bounty, Close to Home, packages).
- Leverage Travel Oregon efforts (e.g. Travel Oregon Online Leads (TOOL), advertising, online).
- Ensure timely fulfillment of all visitor inquiries—develop campaign to target past inquiries.

**GROWTH OPPORTUNITIES:**

- Develop cooperative print, broadcast, online and outdoor advertising opportunities for regional participation.
- Research and target niche markets.
- Build upon current image library to tell the story of the Salem area.
- Explore traditional and nontraditional partnerships to develop tools to enhance the visitor experience (e.g. satellite visitor information).



## ***INCREASED VISITATION & TOURISM ECONOMIC IMPACT***

### **2/[c] BUILD SERVICES & HOSPITALITY PROGRAM**

Develop a comprehensive Services & Hospitality Program that ensures visitors have the information, resources and support they need to make the most out of their travel experience.

Premier customer service is the name of the tourism game—and it's the Services & Hospitality Program that strives to maximize the visitor's experience, as well as make the process seamless and enjoyable for the planner and visitor alike. The Program is a key deliverable along the entire "travel experience" continuum—from the upfront decision of where to go and what to do, to the decision to return again in the future. SCVA's Services & Hospitality Program is the region's leading resource for meeting planners, conferences, events and leisure travelers. The Program will continue to engage a large corps of knowledgeable volunteers that seek to provide up-to-date information on the area's events, activities and amenities. SCVA will explore new ways to deliver information and resources, utilize partnerships to expand and broaden program reach, and educate the industry on program offerings and opportunities.

#### **TOP PRIORITY ACTIONS:**

- Develop and implement a marketing campaign that showcases and promotes the program.
- Develop and distribute restaurant/amenity guides focusing on key geographic areas.
- Implement post-event hospitality surveys and other feedback channels. Use data to improve and expand program deliverables.
- Increase volunteer base targeting specific skill sets.

#### **ONGOING ACTIONS:**

- Communicate proactively to industry partners regarding activities and events to increase participation and promotion of regional assets.

#### **GROWTH OPPORTUNITIES:**

- Research mobile Visitors Center concept.
- Develop attendance building program for meeting planners (e.g. "save the date" postcard and e-postcard with link to [TravelSalem.com](http://TravelSalem.com)).





## **INCREASED VISITATION & TOURISM ECONOMIC IMPACT**

### **2/[d] DEVELOP STRATEGIC PARTNERSHIPS & ALLIANCES**

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

With limited financial resources, strategic partnerships help leverage funding, grow program reach and ultimately increase the economic impact of tourism. To serve in a leadership capacity, connect with the network of businesses that influence and impact the success of a destination marketing organization, SCVA seeks to build relationships across a broad spectrum of tourism-related categories. These key relationships are outlined on the following page, *Industry Partners by Category*. SCVA will seek to further connect and strengthen relations with partners as well as build new connections to explore opportunities that leverage SCVA's resources and achieve the goals outlined in this plan.

#### **TOP-PRIORITY ACTIONS:**

- Develop local industry committees (e.g. Travel Salem Team) to cross promote, leverage marketing opportunities and develop new promotional programs.

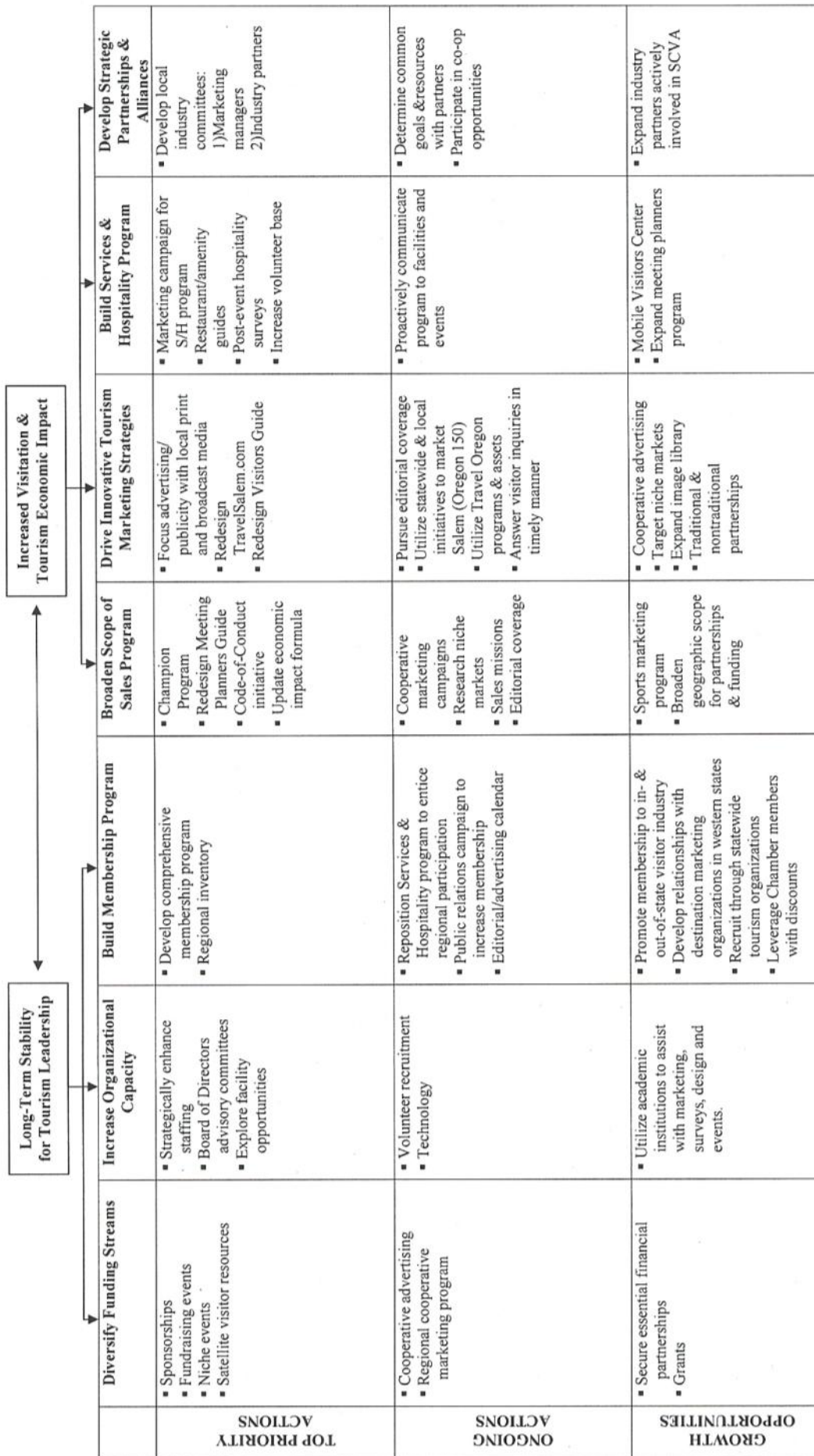
#### **ONGOING ACTIONS:**

- Meet with current partners to determine common goals, resources and obstacles.
- Participate with co-op opportunities that further SCVA's mission and goals.

#### **GROWTH OPPORTUNITIES:**

- See the *Industry Partners by Category* grid (page 21, Appendix A) that details the key partnerships that already exist or will be enhanced, and new relationships that need to be developed.

Salem Convention & Visitors Association  
07/10 Strategic Plan



## PERFORMANCE MEASUREMENTS

Serving as a leader in tourism economic development, the Salem Convention & Visitors Association (SCVA) is focused on increasing tourism which creates steady growth in transient occupancy tax and overall visitor expenditures. By leveraging marketing opportunities in the community and forming vital partnerships, SCVA will continue to drive economic impact through the local tourism industry.

Estimated economic impact (EEI) and transient occupancy tax (TOT) receipts are standard tourism industry activity indicators that yield a sense of how Salem's tourism industry is fairing. When evaluating progress, these indicators must be combined with other key measurements such as SCVA's financial leverage and membership resources. Add into the mix environmental influences and a clear picture emerges of the health of the Salem visitor industry and the performance of key marketing strategies. Specific tourism-based activities also provide context when evaluating the big picture unveiling trends and key market factors that may redirect marketing efforts or substantiate current strategies. Although SCVA is not the sole contributor to Salem's tourism marketing efforts or corresponding economic outcomes, the organization takes a leadership role in tourism promotion.

SCVA will report on the following performance measurements:

MEASUREMENT	METHOD OF MEASUREMENT	FREQUENCY	ORIGINATION	DESIRED RESULT	BENCHMARK
<b>Estimated Economic Impact (EEI)</b>	Travel generated from: <ul style="list-style-type: none"> <li>• Employment &amp; earnings</li> <li>• Accommodations &amp; food services</li> <li>• Arts, entertainment &amp; recreation</li> <li>• Retail</li> <li>• Ground transportation</li> <li>• Air transportation</li> <li>• Travel arrangement services</li> <li>• Tax revenues (includes TOT and gas tax)</li> </ul>	Annually	Dean Runyan Associates	Steady, long-term growth in EEI	2007 EEI = \$511.8 million for Marion & Polk Counties
<b>Transient Occupancy Tax (TOT)</b>	Room tax revenue collected from lodging facilities.	Quarterly	City of Salem	Stead, long-term growth in TOT	2007 TOT = \$3 million for Marion & Polk
<b>Leverage</b>	Increased program capacity from: <ul style="list-style-type: none"> <li>• In-kind contributions</li> <li>• Advertising</li> <li>• Media value (local, regional, national)</li> <li>• Volunteer labor</li> <li>• Willamette Valley Visitors Association</li> <li>• Membership revenues</li> </ul>	Quarterly	Travel Salem	Increases in "cash equivalents" and leverage of marketing resources	07/08 Leverage = \$1,150,681

Per SCVA's contract with the City of Salem, section 1.1.1.2.1, the following sources and formulas will be used to calculate economic impact and return on investment:

- Estimated Economic Impact—SCVA will contract with Dean Runyan Associates (DRA) for an annual Salem economic impact report. DRA will use the Regional Travel Impact Model calibrated specifically to represent the unique characteristics of the travel industry in Salem.
- Transient Occupancy Tax (TOT)—the City of Salem collects and reports lodging tax receipt information on a quarterly basis.
- Leverage—SCVA tracks activity in this category and reports the information quarterly. Detailed reports will provide statistics on a variety of categories that significantly leverage TOT revenues.
  - In-kind contributions—market value is determined by the donor for products and services. Examples may include room nights, wine, professional services, meeting space, etc.
  - Advertising—SCVA receives in-house advertising agency rates, which are significantly discounted off of rate card.
  - Media value—SCVA tracks the value of free publicity at a rate equal to what the space would cost if purchased.
  - Volunteer labor—SCVA uses volunteer support in a variety of capacities. The hourly rate for these donated services is \$19/hour as determined by the Bureau of Labor Statistics.
  - Willamette Valley Visitors Association (WVV)—SCVA serves on the WVVA Board which directs annual funding from the 1% statewide lodging tax to be used in regional tourism promotion. These funds average \$157,000 annually.
  - Membership revenue—dues generated from SCVA's membership program.

## ORGANIZATIONAL BACKGROUND

The City of Salem and the Salem Convention & Visitors Association (SCVA) have had a mutually beneficial relationship for more than two decades. While the relationship has been defined by a contract, the expectations and commitments embodied in the written contractual instrument are much more. The current contract reflects a unique and forward thinking partnership between the two organizations, all with one goal in mind—promoting tourism in Salem, Oregon.

For the purpose of having a common definition, SCVA utilizes the Oregon Revised Statute tourism-related definitions as follows:

### **Chapter 320.300 Transient Lodging Taxes, Definitions**

(6) "Tourism" means economic activity resulting from tourists.

(7) "Tourism promotion" means any of the following activities:

- (a) Advertising, publicizing or distributing information for the purpose of attracting and welcoming tourists;
- (b) Conducting strategic planning and research necessary to stimulate future tourism development;
- (c) Operating tourism promotion agencies; and
- (d) Marketing special events and festivals designed to attract tourists.

(8) "Tourism promotion agency" includes:

- (a) An incorporated nonprofit organization or governmental unit that is responsible for the tourism promotion of a destination on a year-round basis.
- (b) A nonprofit entity that manages tourism-related economic development plans, programs and projects.
- (c) A regional or statewide association that represents entities that rely on tourism-related business for more than 50 percent of their total income.

Central to every action taken by the city or SCVA is the requirement that the organization meet the intent of the City of Salem Charter Section 56, Transient Occupancy Tax, which reads, "Any tax on the privilege of occupying a room or rooms in a hotel inn, tourist home or house, motel, or other transient lodging space and occupying space in mobile home or trailer parks for transient rentals shall not exceed nine percent of the rent charged by the operator. Revenues from such a tax shall be used for activities performed directly by the city or through contracts which promote use of Salem for conventions, conferences, seminars or for general tourism. (As amended by a vote of people on May 18, 1999, Ballot Measure 24-47, and Ordinance No. 36-99)."

This strategic plan reflects another step in building a strong City and SCVA relationship envisioned by Mayor Janet Taylor's Tourism Task Force, whose report was adopted in December 2005 as guidance to



the ongoing development of the tourism marketing efforts. Key to this strategic planning effort are the goals of the Task Force for the city's destination marketing organization:

- Build Salem's image (internally and externally)
- Create economic development through conventions, meetings, events, sports competitions and general tourism
- Build and sustain partnerships that leverage Salem's tourism investment
- Establish clear expectations and measurements for tourism
- Utilize regional opportunities to market Salem
- Provide full-service hospitality/visitor services

One of the outcomes of the Task Force recommendations was that SCVA develop a new Board of Directors, one that represented a wide cross-section of community stakeholders. To that end, SCVA restructured their governance model and embarked on developing this strategic plan to meet its contractual obligation and to incorporate the ideas and best practices of the key stakeholders. SCVA is by definition a destination marketing organization and executes its work in these functional areas:

- Convention, meetings, seminars "gatekeeper" and sales
- Visitor hospitality services
- Events and sports competition sales
- Salem and general tourism marketing
- Management, support services and accountability
- Partnership development
- Image and community outreach

All indicators of growth and prosperity are positive in Salem, including tourism. But, tourism, like all other industries is a very competitive field. Our city is evolving and the visitor industry is a growing opportunity for Salem's economy, but not without a "game plan" to make the best use of the resources at hand or future resources.

With the Mayor's and City Council's vision, the financial support through the transient occupancy tax funds, coupled with SCVA's new leadership and community resources, this strategic plan provides the "road map" for all to engage collectively in a variety of strategic activities to provide long-term stability for tourism marketing and ultimately increase visitor expenditures to infuse the local economy.

## THE PLANNING PROCESS

In March and April of 2007, the Salem Convention & Visitors Association (SCVA) 30-member Board of Directors met over two days with the assistance of a facilitator to begin to determine the future of the organization. The facilitator used large group discussion and small group breakout sessions and activities to help set direction for SCVA and identify opportunities and challenges. Following were key points of discussion:

- Salem's image—the Tourism Task Force identified the need to improve the city's image, what is SCVA's role in helping to improve the city's image?
- Internal or external focus—should SCVA's focus be external (concentrating on the visitor), or does the organization also need to focus internally to improve how the community perceives and promotes its own assets?
- SCVA's strategic reach and regional expectations—while the primary funding comes from City of Salem transient occupancy tax funds, should SCVA serve as a regional destination marketing organization?
- Defining qualities of what makes this region unique—determine the region's unique selling propositions that set it apart from other destinations locally and regionally.
- Partnership vs. membership—as a 501(c)6 organization, how should SCVA define its relationship with supporters that helps promote inclusiveness?
- Leadership role—is the organization a convener, process driver or leader in tourism-related economic development strategies?
- Measurements for success—what are the key performance indicators that keep SCVA focused on meeting its goals?
- Barriers to success—what are SCVA's short- and long-term challenges?
- Funding and leverage—key to SCVA's success, what are the funding and leverage needs required to increase organizational capacity?
- Marketing or product development focus—should SCVA commit resources focused on marketing and communication strategies or on product development?
- Economic development generator—as determined by the Tourism Task Force, SCVA is a vital component to creating economic development for the city and region.

In addition, the following determinations were made:

- The SCVA Board of Directors represents a broad spectrum of primary stakeholders, partners and community interests, and the strategic direction of the organization could be determined by the group.
- SCVA's "Naturally Inspired" brand was supported by the Board.
- SCVA should move forward immediately with a membership program.

- With the requirement that City of Salem transient occupancy tax funds be spent on tourism promotion within the city limits, SCVA must increase its marketing resources by securing new revenue streams to accomplish its goal to be a regional destination marketing organization.

The Board of Directors identified four short-term priorities:

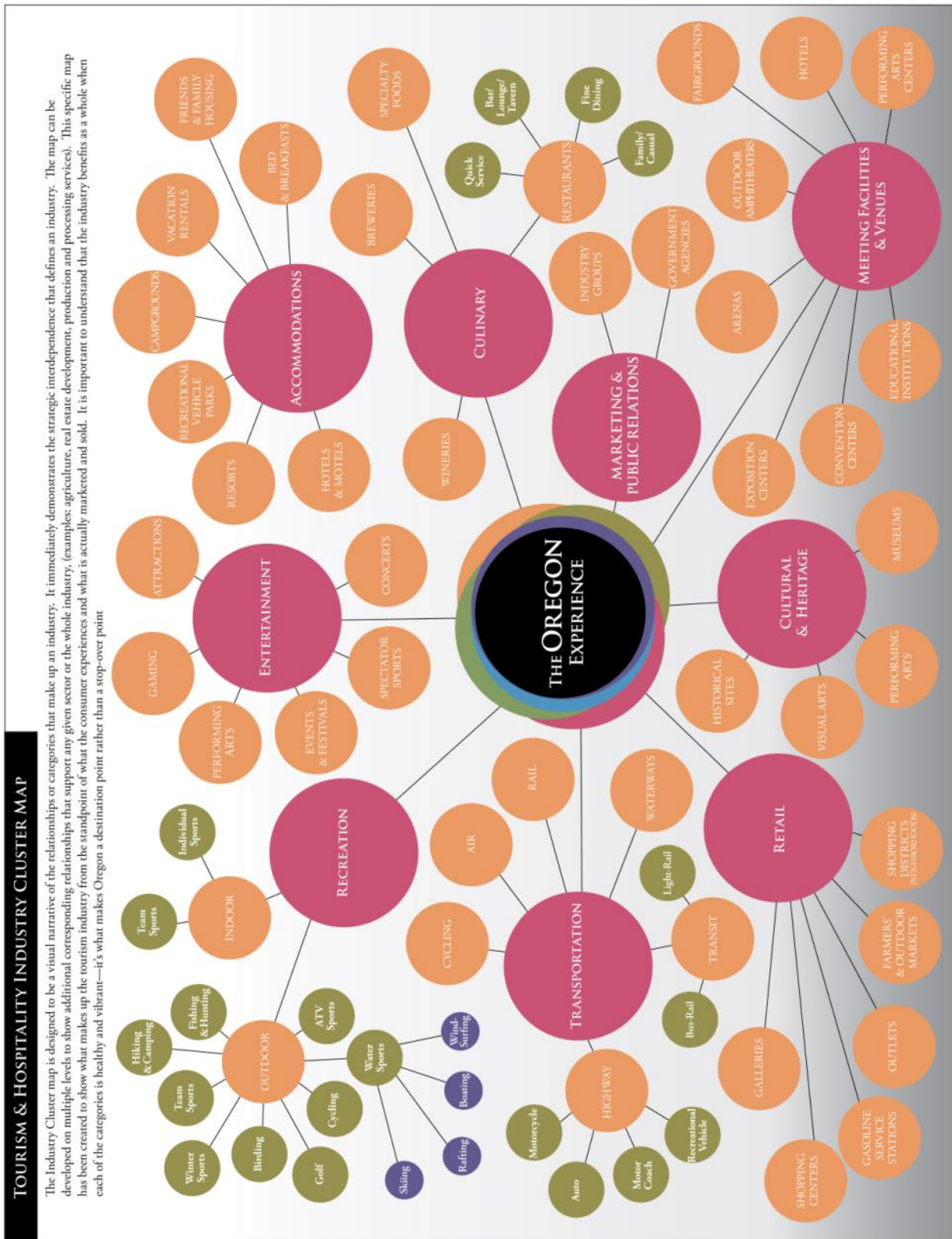
- Develop membership program
- Diversify funding streams
- Secure strategic partnerships and alliances
- Sustain current programs and services

After the strategic planning process, the Executive Board split the process in to two components—a strategic plan and a business plan. This strategic plan is developed in response to the issues and goals identified by the Board of Directors. Annual business plans will be developed to provide the tactical detail for achieving the goals and the key performance indicators outlined in this strategic plan. The 07/08 business plan will tackle the four short-term priorities outlined above.

## Appendix A—INDUSTRY PARTNERS BY CATEGORY

INDUSTRY	GOVERNMENT	CORPORATE/BUSINESS	NONPROFIT/ASSOCIATIONS
LODGING		Individual lodging properties throughout region	<ul style="list-style-type: none"> <li>• Oregon Lodging Association</li> <li>• SALA</li> </ul>
DINING/FOOD & BEVERAGE		<ul style="list-style-type: none"> <li>• Restaurants</li> <li>• Caterers</li> <li>• Beverage distributors</li> </ul>	<ul style="list-style-type: none"> <li>• Oregon Restaurant Association</li> <li>• Local restaurants</li> </ul>
COMMUNITY	<ul style="list-style-type: none"> <li>• City of Salem</li> <li>• Marion County</li> <li>• Polk County</li> <li>• Confederated Tribes of Grand Ronde</li> <li>• Oregon Military Department</li> </ul>	<ul style="list-style-type: none"> <li>• Civic groups (Rotary, Kiwanis)</li> </ul>	<ul style="list-style-type: none"> <li>• Salem Chamber</li> <li>• SEDCOR</li> <li>• Go Downtown Salem!</li> <li>• Neighborhood Assns</li> <li>• Boys &amp; Girls Club</li> <li>• YWCA/YMCA</li> </ul>
MEETING/FACILITIES	<ul style="list-style-type: none"> <li>• Salem Conference Center</li> <li>• Oregon State Fair &amp; Expo</li> <li>• Western Oregon Univ</li> <li>• Willamette Univ</li> <li>• Chemeketa Comm Coll</li> </ul>	<ul style="list-style-type: none"> <li>• Individual meeting locations (Grand Lodge, Red Lion)</li> <li>• Sales Team</li> </ul>	<ul style="list-style-type: none"> <li>• GOSGMP</li> <li>• OSAM</li> <li>• MPI</li> <li>• RCMA</li> </ul>
ATTRACTIONS	e.g. State Capitol, city parks, state park, county fairs	e.g. Enchanted Forest, Oregon Garden, Woodburn Company Stores, Spirit Mountain Casino	e.g. Mission Mill Museum, Historic Deepwood Estate, Bush House, Discovery Village
EDUCATION	<ul style="list-style-type: none"> <li>• Chemeketa Comm Coll</li> <li>• Western Oregon Univ</li> <li>• Salem-Keizer School Dist</li> </ul>	<ul style="list-style-type: none"> <li>• Private (e.g. Abiqua)</li> <li>• Trade schools</li> </ul>	<ul style="list-style-type: none"> <li>• Willamette Univ</li> <li>• Corban College</li> </ul>
AGRICULTURE	<ul style="list-style-type: none"> <li>• Dept of Agri</li> <li>• Dept of Forestry</li> <li>• Oregon Assoc Industries</li> </ul>	e.g. Farmers markets, gardens, wineries, vineyards, technical tours (tree farms)	<ul style="list-style-type: none"> <li>• Agri-Business Council</li> <li>• Agfest</li> </ul>
MEDIA	<ul style="list-style-type: none"> <li>• Ore Film &amp; Video Comm</li> <li>• Chemeketa Comm Coll</li> <li>• CCTV</li> </ul>	<ul style="list-style-type: none"> <li>• Print, broadcast, online</li> <li>• Local (Allied Video, Digital City Guide)</li> </ul>	Oregon Public Broadcasting
SPORTS & RECREATION	<ul style="list-style-type: none"> <li>• Oregon State Parks</li> <li>• City of Salem</li> <li>• Salem-Keizer School Dist</li> <li>• Higher education</li> </ul>	<ul style="list-style-type: none"> <li>• The Hoop</li> <li>• Gallagher Fitness</li> <li>• Gyms, archery, paintball, etc.</li> <li>• Volcanoes &amp; Salem Stampede</li> </ul>	<ul style="list-style-type: none"> <li>• Ore School Athletic Assoc</li> <li>• Amateur Softball Assn</li> <li>• US Specialty Sports Assn</li> </ul>
CULTURAL HERITAGE	<ul style="list-style-type: none"> <li>• Oregon Arts Comm</li> <li>• State Historic Preservation of Ore</li> <li>• Oregon 150</li> <li>• Oregon Downtown Dev Comm</li> </ul>	<ul style="list-style-type: none"> <li>• NW Business for Culture &amp; Arts</li> <li>• Independent galleries</li> </ul>	<ul style="list-style-type: none"> <li>• ArtSmart</li> <li>• Salem Art Assn</li> <li>• Pentacle Theatre</li> <li>• Oregon Symphony</li> <li>• Historical societies</li> </ul>
TOURISM	<ul style="list-style-type: none"> <li>• Travel Oregon</li> <li>• Travel Info Council</li> <li>• Oregon State Parks</li> </ul>		<ul style="list-style-type: none"> <li>• OACVB, WACVB</li> <li>• WVVA</li> <li>• AAA</li> <li>• OTTA</li> <li>• DMOI</li> <li>• Audubon Society</li> </ul>
EVENTS	Oregon State Fair & Expo		<ul style="list-style-type: none"> <li>• Oreg Festivals &amp; Events Assn</li> <li>• Salem and regional events (ArtFair, World Beat)</li> </ul>

## Appendix B—INDUSTRY CLUSTER MAP



Courtesy of Travel Oregon



## 09/10 BOARD OF DIRECTORS

### Officers

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**Dwane Brenneman—Chair**  
Retired, Nissan North America

**Ray Burstedt—Treasurer**  
President, SEDCOR

**Martin Morris—Vice Chair**  
Vice Pres/Chief Dev Officer, Salem Hospital Fdn

**Chuck Bennett**  
Councilor, City of Salem

**Terry Kelly—Past Chair**  
Member Services Manager, Salem Electric

**Sean O'Day**  
Deputy City Manager, City of Salem

**Ray Teasley—Secretary**  
Comm Dev Dir, Mid Willamette Valley Council of Govts

### Directors

---

**Alan Alexander**  
Administrator, Salem Airport

**Tim Klarr**  
Owner, Today's Hair Salon & Day Spa

**Suzi Bicknell**  
Executive Director, Go Downtown!

**Kristy Kummer**  
Marketing Dir, Woodburn Company Stores

**Connie Bradley**  
Manager, Oregon State Fair & Expo

**Jennifer McCormick**  
Marketing Mgr, Oregon State Parks

**Jake Bryant**  
General Manager, Best Western Mill Creek Inn

**Austin McGuigan**  
Community Dev Director, Polk County

**Jon Carey**  
Director of Athletics, Western Oregon University

**Patti Milne**  
Commissioner, Marion County

**Jessica Carpenter**  
Dir of Sales, Keizer Renaissance Inn/SALA

**Bunni Oslund-Fisk**  
Mall Manager, Lancaster Mall

**Lore Christopher**  
Mayor, City of Keizer

**Stacy Palmer**  
Executive Director, Silverton Chamber of Commerce

**Lois Cole**  
Executive Dir, Historic Deepwood Estate

**John Pataccoli**  
President, Redhawk Winery & Vineyard

**Nancy Duncan**  
Tourism Director, Chemeketa Community College

**Bonnie Stephenson**  
Marketing Project Coord, Chemeketa Comm College

**Cori Frauendiener**  
Dir of Educ & Partnerships, MaPS Credit Union

**Nancy Stockdale**  
Executive Director, Oregon Symphony Assoc in Salem

**Shelley Hanson**  
Director, Spirit Mountain Community Fund

**Bill Wilkson**  
Business Development, Statesman Journal

**Mona Hayes**  
President, Salem Multi-Cultural Institute

**Roger Yost**  
General Manager, Reed Opera House

**Steve Johnson**  
President, VIPS Industries

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A special thank you to Ron Cooper for photography.