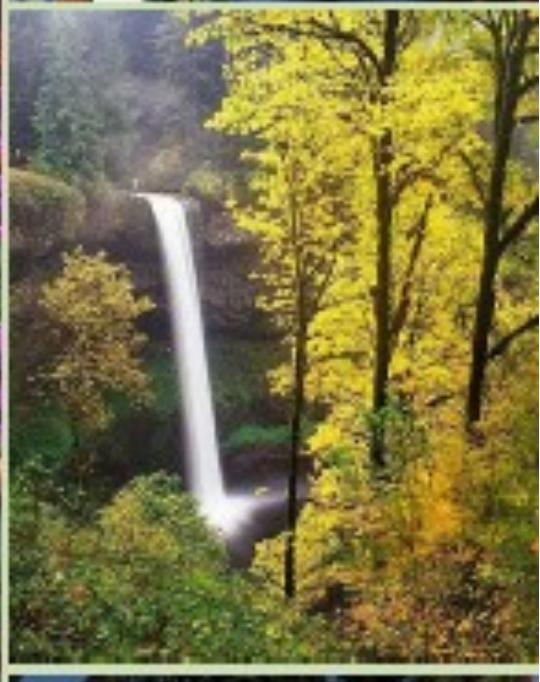


# *Travel* SALEM

2011-2012  
ANNUAL REPORT





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*Mt. Angel Abbey/Ron Cooper*



181 High Street NE :: Salem, OR 97301  
tel 503-581-4325 :: fax 503-581-4540  
[www.TravelSalem.com](http://www.TravelSalem.com)

## ADMINISTRATION

**Angie Morris**  
President & CEO  
[amorris@TravelSalem.com](mailto:amorris@TravelSalem.com)

## MARKETING & PUBLIC RELATIONS

**Irene Bernards**  
Exec VP, Director of Marketing & PR  
[ibernards@TravelSalem.com](mailto:ibernards@TravelSalem.com)

**Jenie Skoy**  
Public Relations Manager  
[jskoy@TravelSalem.com](mailto:jskoy@TravelSalem.com)

**Barbie Dressler & Andrew Toney** :: Weekend Travel Café Hosts

**Kathie Reeves**  
Marketing Manager  
[kreeves@TravelSalem.com](mailto:kreeves@TravelSalem.com)

**Barb Cowan**  
Guest Services/Volunteer Coord.  
[bcowan@TravelSalem.com](mailto:bcowan@TravelSalem.com)

## CONVENTION & EVENT MARKETING

**Debbie McCune**  
Director of Sales  
[dmccune@TravelSalem.com](mailto:dmccune@TravelSalem.com)

**Tara Preston**  
Program Assistant  
[tprestashop@TravelSalem.com](mailto:tprestashop@TravelSalem.com)

## BUSINESS DEVELOPMENT

**Sue Nichols**  
Community Development Director  
[snichols@TravelSalem.com](mailto:snichols@TravelSalem.com)



Union Street Railroad Bridge/Ron Cooper

While the lingering effects of the recession continued to present challenges for the industry, the Mid-Willamette Valley tourism industry rallied to the challenge driving positive results in all three key performance indicators.

First, the transient occupancy tax (TOT) kept pace with the previous year by generating \$2.5 million in revenues for Salem. Occupancy was up with 340,507 in roomnights sold, however, average daily rates were still in the recovery phase. Forecasts for next year's TOT are promising as occupancy continues to rise and rates are increasing as well.

Second, the estimated economic impact (EEI) trends improved as well with \$500 million in travel impacts being generated for Marion & Polk counties. This represents a 4% increase over the previous year, and bodes well for ongoing upward trends as market conditions improve.

The third key performance measurement, leverage, dramatically increased in 11-12 to \$3.2 million, a 183% spike over the previous year. Results were due to successful public relations initiatives driving media coverage in national trade publications and broadcast television (Food Channel). Additional leverage was secured by enhancing the Visitor



Information Network and adding an additional satellite location at the AAA headquarter offices in Salem. Overall, the 11-12 leverage outperformed all previous years setting the bar high for future years.

Travel Salem was **ranked 10<sup>th</sup> on Oregon Business magazine's "100 Best Nonprofits to Work for in Oregon"** list. The ranking is determined by employee questionnaires and an independent assessment. Travel Salem was one of only nine Salem businesses recognized and the organization aggressively climbed the rankings from 24<sup>th</sup> last year to 10<sup>th</sup> this year. This is the third consecutive year that Travel Salem made the list.

Travel Salem's mission is to bring value to the businesses and communities we serve, by creating jobs and enhancing the overall quality of life of the region.

Thank you for your investment and partnership in Travel Salem, and we look forward to continuing our work together in the coming year!



Austin McGuigan  
Chair



Angie Morris  
President & CEO

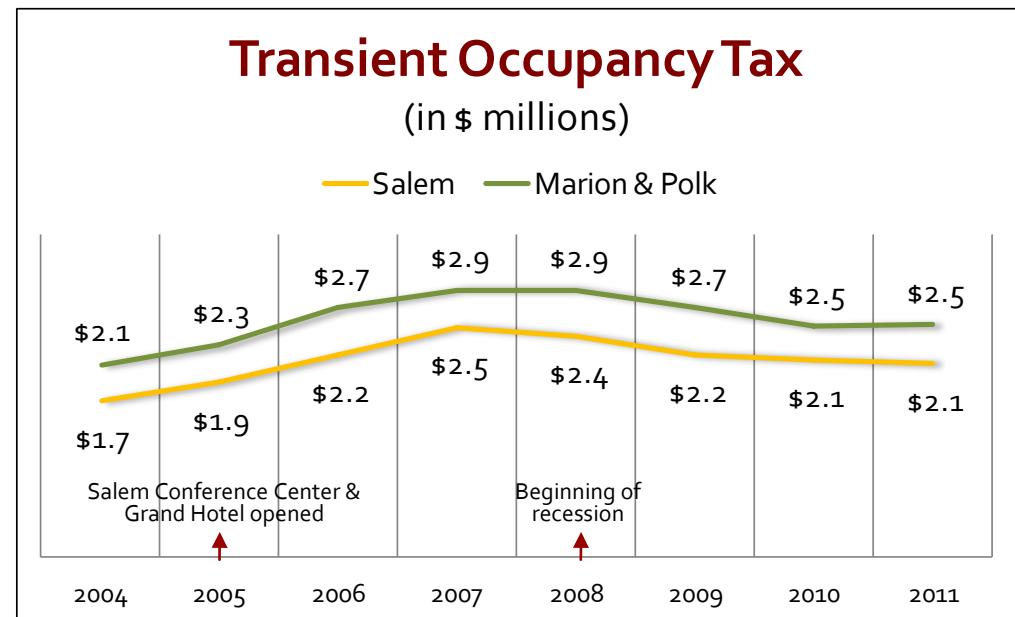
# KEY PERFORMANCE MEASUREMENTS

Travel Salem's programs and services are designed to deliver tangible results for the communities and businesses we serve. There are several key performance indicators that can provide a sense of the overall economic health of the Salem area tourism industry. When evaluating progress, these indicators must be considered alongside other measurements such as financial resources and membership support. Add into the mix environmental influences and other economic

trends to gain better insight into the health of the industry. Specific tourism-based activities also provide context for evaluating the big picture, and can reveal trends and key market factors that influence how the organization makes adjustments in program initiatives. Travel Salem is not the sole contributor or driver to the region's tourism economic outcomes. However, the organization takes a leadership role in tourism promotion to help shape industry results.

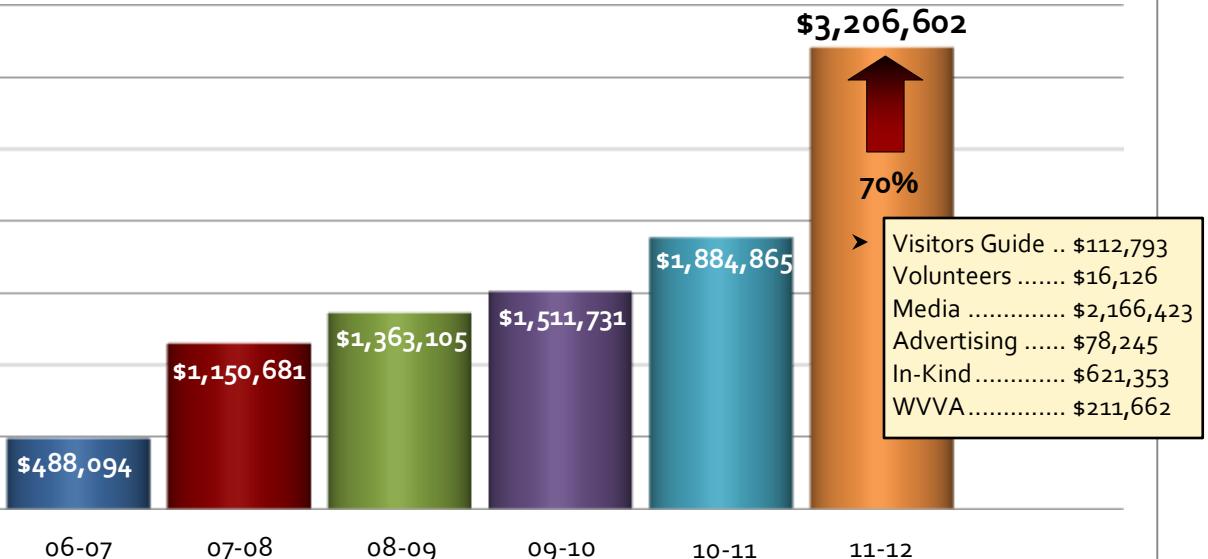
"Good news, we had a couple come stay with us for two nights ... they found out about our place because of the write up in the *Seattle Times*. The story featured Opal Creek and mentioned our place too. We really appreciate your help!"

— Larry Parrish  
Elkhorn Valley Inn B&B



## Leverage

Donated products & services



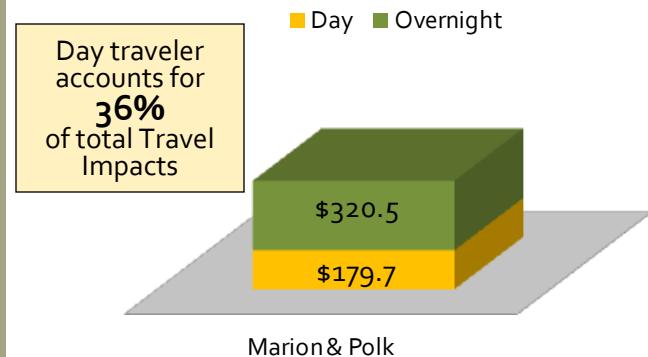
## 2011 Travel Impacts\*

(in \$ millions)

### MARION & POLK COUNTIES

Accommodations .....	\$53.4
Food & Beverage .....	\$108.3
Food Stores .....	\$47.3
Ground Transportation & Fuel .....	\$48.9
Arts, Entertainment & Recreation.....	\$122.2
Retail Sales .....	\$52.5
Other Travel .....	\$67.5
<b>Direct Travel Spending .....</b>	<b>\$500.2</b>
Direct Earnings .....	\$131.5
Jobs .....	6,110

### Day vs. Overnight Travel



### Tourism Economic Development

*Over the past five years, direct travel spending in Marion & Polk Counties grew **\$6.28 million** on average each year.*

### Estimated Economic Impact Trends

(in \$ millions)

— Salem — Marion & Polk



Apple Orchard/Cyndi Easterly



### Visitor Volume & Average Spending

Visitors made roughly **1.73 million trips** to the region in 11-12.

On average, there were **2.6 people** per travel party, spending **\$118 per day**, and staying **2.7 nights**.

## COMMUNITY RELATIONS & ENGAGEMENT

Create partnerships & resources to influence community dialogue and decision-making that impacts tourism; support local businesses and harness best practices; create broader understanding of tourism as an economic development generator.

### RESULTS:

- Launched the new **Interactive Online Map** with 17 regional cultural heritage partners, and grant support from Travel Oregon. The IOM had 3,552 pageviews during the year, with visitors spending an average 2 minutes using the map. This dynamic online resource is designed to provide the visitor with a visual representation of the region's assets and ultimately extend their trip. The IOM will be expanded in future phases to include other industry categories such as culinary, outdoor recreation, etc.
- Developed and launched a **visitor intercept survey** to collect data that will help direct Travel Salem's future marketing strategies and gauge return on investment. Collecting surveys from 50 locations throughout the region. The data will be compiled and analyzed in 12-13.
- Participated as a featured presenter at the inaugural **Mid Valley Wine Country Marketing Seminar** facilitated by Representative Jim Thompson. The event was held at Eola Hills Winery and was attended by roughly 15 wineries. The purpose of the event was to engage winery partners, encourage partnership and educate about tourism marketing resources available.
- Partnered with the Salem Chamber of Commerce, SEDCOR and the *Statesman Journal* in the "**We Love Salem**" campaign focused on building community pride.
- Worked with the Willamette Heritage Center at The Mill, Bush House Museum, Historic Deepwood Estate and the Hallie Ford Museum of Art to create the **Absolutely Heritage ticket** available on [AbsolutelyTix.com](http://AbsolutelyTix.com). This ticket allows visitors to enter all four museums for \$20.



**ABSOLUTELY HERITAGE: Four Museums for One Ticket**

Producer Willamette Heritage Center at The Mill  
Venue Salem, Oregon (Salem, OR)  
Available at Travel Salem Ticket Outlet in Salem, Oregon

Thu 13 Sep 2012 10:00AM PT, Museum Pass [Buy](#)

Purchase one ticket and you will be able to visit these four Salem-area heritage museums:  
o Bush House Museum  
o Hallie Ford Museum of Art  
o Historic Deepwood Estate  
o Willamette Heritage Center at The Mill

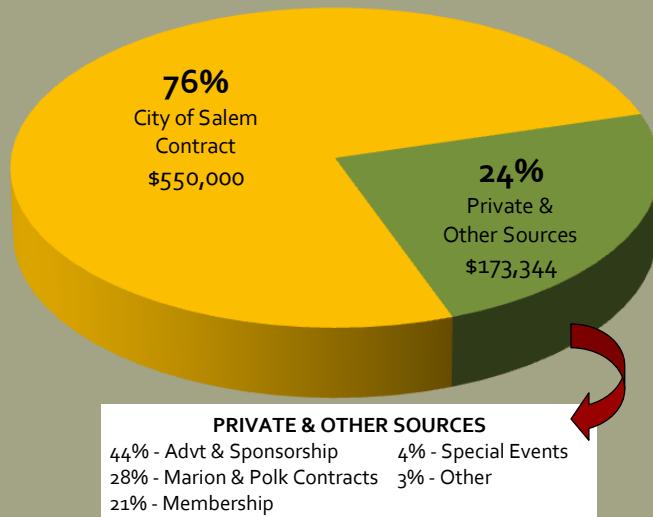


## CAPACITY BUILDING

Develop long-term stable funding, strategic staffing levels, and the technology and tools necessary for organizational growth.

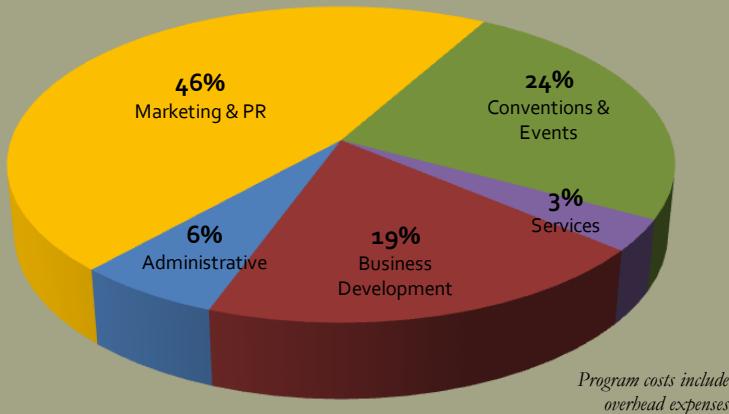
### Travel Salem Revenue Sources

2011-12 Actual: \$723,344

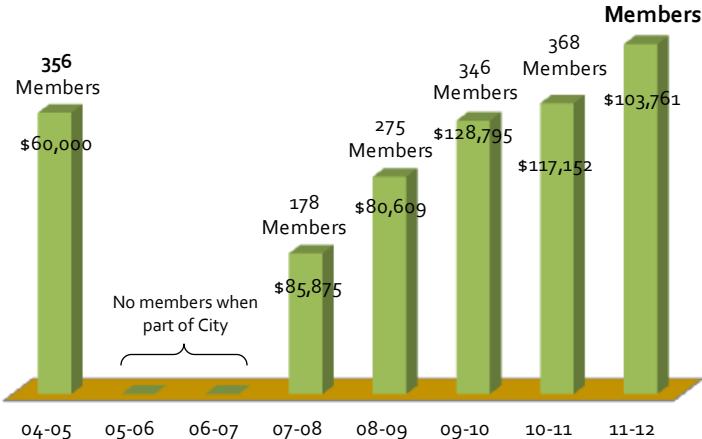


### Travel Salem Program Expenditures

2011-12 Actuals: \$712,855



### MEMBERSHIP PROGRAM



### RESULTS:

- A celebration event for the **Wine County Plate** was held in September at Willamette Valley Vineyards, where the original framed pastel of the plate artwork was raffled off with proceeds benefitting the artist. Plate design was finalized with plates officially going on sale in mid-May. By June, 650 plates had been sold. Roughly 2,200 plates need to be sold to pay for start-up costs, then additional revenues will be available for statewide grants through Travel Oregon. Travel Salem intends to apply for funding to be the regional DMO to market the Mid-Willamette Valley.

- **Leverage increased 183%** to \$3,206,602! The results were largely from successful public relations efforts in securing \$2.17 million in local, regional and national media coverage, as well as in-kind donations to expand the Visitor Information Network.

- **Membership increased 20%** to an all-time high of 443 members representing broad industry support from the two-county region. While membership was dramatically up, revenues were down due to recessionary factors. Businesses maintained their support of Travel Salem and the industry, but downsized the number of marketing options during tough economic times.

### TOTAL 2011-12 OPERATING BUDGET:

Revenue .....	\$723,344
Leverage .....	\$3,206,602
<b>TOTAL .....</b>	<b>\$3,929,946</b>

### 6 : 1 RATIO

For every \$1.00 Travel Salem received from City of Salem TOT—another \$6.15 was generated from outside sources.

# MARKETING & COMMUNICATIONS (MARCOM)

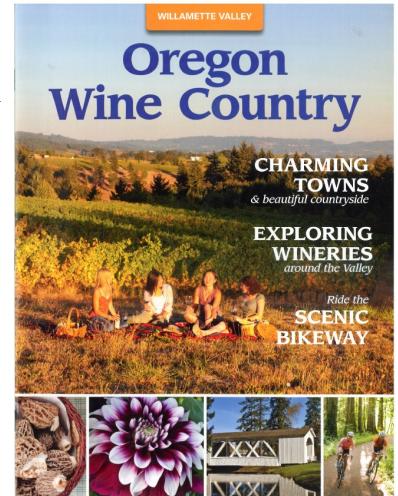
*Position the region as a desirable travel destination for convention & leisure travelers utilizing vertically integrated marketing & communication strategies. Leverage the regional travel experience by connecting visitors to the unique people, products, and stories that will lengthen the visitor's stay. Drive Travel Salem's key performance measurements.*

## RESULTS:

- Published the **12-13 Salem Area Visitors Guide** with \$111,893 in private funding was secured to produce the guide.
- The **Travel Café & Visitor Information Network** served 136,966 visitors in 11-12, up 12% over the previous year, and up a dramatic 346% since relocating downtown and building the Travel Café.
- Travel Salem's **AbsolutelyTix** outlet in the Travel Café sold 1,329 tickets for 25 regional cultural & heritage partners.
- Marketed & promoted 1,995 **Salem area events**, including 330 events in the month of October alone. An average of 166 events were promoted every month.
- Leveraged **Willamette Valley Visitors Association (WVVA)** partnership:
  - Created & implemented the “30 Things to do before you turn 30” campaign targeting the millennial generation using edgy activities and the website Daily

Candy. Generated 1,484 entries to win, 992 e-news subscribers and 913 new Facebook fans.

- Travel Salem managed & produced the **Willamette Valley Oregon Wine Country magazine** for WVVA, printing 120,000 guides used as the WVVA fulfillment piece for all advertising inquiries.
- Participated in the fall Madden Media campaign (50,000 emails) and the spring campaign (80,000 emails) targeting VacationFun.com subscribers promoting Willamette Valley travel. Fulfilled 13,791 ad inquiries resulting from the campaign.
- Created Willamette Valley Bikeway tours for the Oregon Wine Country Visitors Guide.

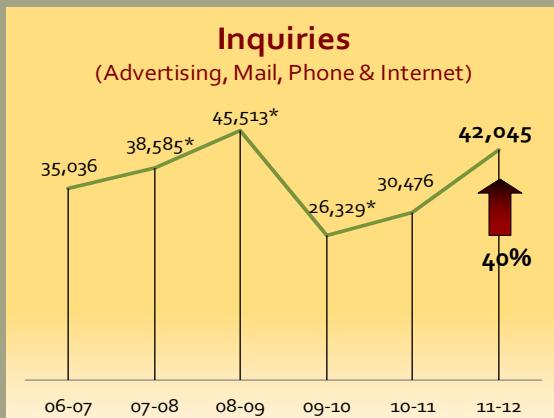
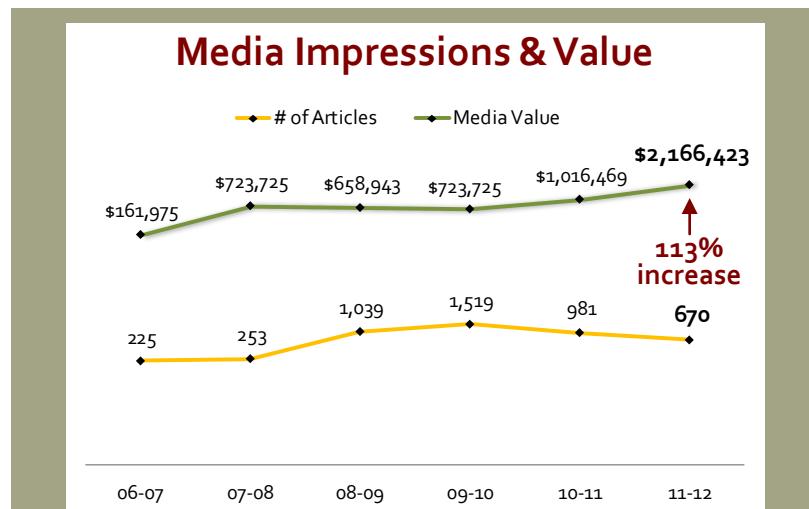


## TRAVEL SALEM WEBSITE & SOCIAL MEDIA DASHBOARD

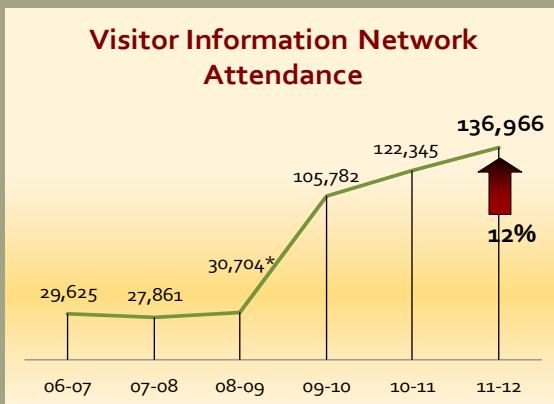
	2012	2011
<b>Visits</b>	185,382 visits from 123 countries (U.S., Canada, UK, India)	150,940 visits from 123 countries (U.S., Canada, India, Japan)
<b>Absolute unique visits</b>	143,676 (up 26%)	113,878
<b>Pageviews</b>	603,026 pageviews/3.28 avg pageviews (up 14%)	529,469 pageviews/3.53 avg pageviews
<b>Average time on site</b>	00:03:39	00:03:42
<b>New visits</b>	76.94%	75.52%

- Launched **new design of TravelSalem.com** with interactive home page features including customizable event search, Interactive Online Map, hotel booking, social media streaming, and dynamic scrolling ads.
- Executed a comprehensive **social media program** with concentrated efforts in:
  - Facebook**—posted 669 events & promotions reaching 2,729 fans (up 40%). Travel Salem's friends are 67% female aged 25-54 years.
  - Twitter**—maintained “real-time” conversations with 3,915 local, national and international followers (up 25%). Posted 436 tweets promoting Salem area businesses & events.
  - Flickr**—posted 631 regional images and 31 videos with 51,606 viewer sessions during the year. Visitors and journalists utilize this resource as all images are tagged and searchable online.

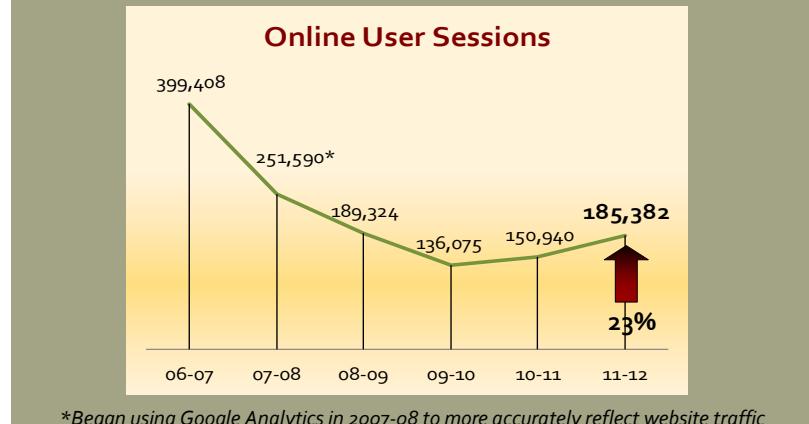
- Secured Salem AAA headquarters as Visitor Information Network satellite location and trained staff service standards.
- Provided support to 81 relocation inquiries from businesses, families/individuals seeking assistance with resources & connections.
- Promoted attractions and events to 1,716 Consumer e-Newsletter subscribers and 1,561 Industry e-Newsletter subscribers. Posted Weekly Event e-Blasts to 2,167 subscribers. Travel Salem sent targeted information that included partnership opportunities for businesses & special deals for consumers.
- Hosted freelance travel writers from a Korean guidebook, UK publications the *Guardian* and *Metro*, *Seattle Times*, *The New York Times*, *Wine Enthusiast*, *The Oregonian*, *1859 Magazine*, *Sunset*, *Preservation* magazine, *Real Travel Adventures*, *The Fifty Best*, *Travel World Magazine*, *Leisure Travel*, *Tasters Guild Journal*, *Everywhere Magazine*, and various bloggers as well!
- Public relations secured 670 placements in a wide variety of regional and national print, broadcast & online media valued at \$2,166,423 in advertising equivalency. This represents a landmark achievement in publicity generated, and a 113% increase over the previous year.



\*Participation in TORP, canceled in 09-10 due to budget cuts



\*Expanded Visitor Information Network including Travel Cafe



\*Began using Google Analytics in 2007-08 to more accurately reflect website traffic

## CONVENTIONS & EVENTS

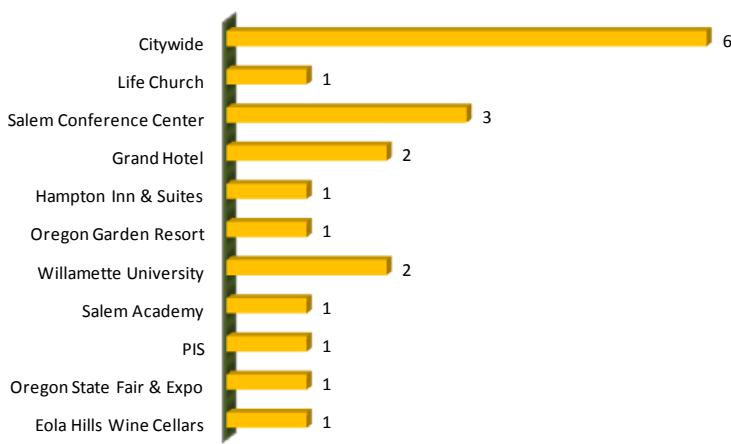
Contribute to the overall economic health of the region by booking conventions & events through direct sales efforts, cooperative promotional efforts & innovative marketing strategies. Drive Travel Salem's key performance measurements.

### RESULTS:

- Secured the **BMW Motorcycles of America Owners Club Rally** at the Oregon State Fair & Expo Center for July 2013. The event will host 8,000-9,000 riders.
- Secured the **2013 Oregon Governor's Conference on Tourism** to be hosted at the Salem Conference Center and attracting 400+ delegates from across the state.
- Secured five regional tournaments for 2013 at the **Amateur Softball Association** Council meeting in Myrtle Beach, South Carolina.
- The 2012 & 2013 **NAIA Men's Golf National Championships** were held at Creekside Golf Club featuring 156 competitors. The event marked the first time that the NAIA played its men's golf tournament on the West Coast since 1956.
- Secured the first annual **Capitol Cup Soccer Tournament** which was held at the Cascade Futbol Club complex with 100+ teams. The event was such a success it rebooked for 2013 & 2014.
- The **NW Tandem Rally** (a debut event) was held at Willamette University drawing 700+ riders.
- Secured a partnership with BRAVO! to sponsor the new **Willamette Valley Showcase** at the Salem Conference Center.

### Bookings

57 Leads Resulted in 20 Definite Bookings



### Convention & Event EEI:

\$8,919,645



06-07 delegates included wrestling tournaments, which subsequently moved to Portland in 07-08.

### ROOM NIGHTS



The decrease in delegates and room nights from 08-09 to 09-10 is due to the Jehovah Witness Convention moving one of their weekends from June to July, which moved the event to FY 10-11 instead of FY 09-10.

### LEADS SECURED

Est. Room Nights: 34,295



## SERVICES

Provide the information, resources and support necessary to enhance the travel experience of the convention & group delegate and bolster repeat visitation.

**Coupon Books Distributed:**  
5,991

**Groups Contacted for Service:**  
27

Due to the “green meetings” trend when planning conferences and events, the Services program has worked with planners to provide more sustainable options for groups. Providing more pre-conference/event visitor information online for attendees, encouraging groups to provide information onsite, and introducing a new value-packed coupon book for attendees.

The key to success of the Services program is **customization of services** for each group according to their specific needs—and Travel Salem has developed a reputation for service that goes the extra mile. It makes the planners look good to their attendees, the attendees feel valued, and this service approach improves the odds of the group rebooking in the future.

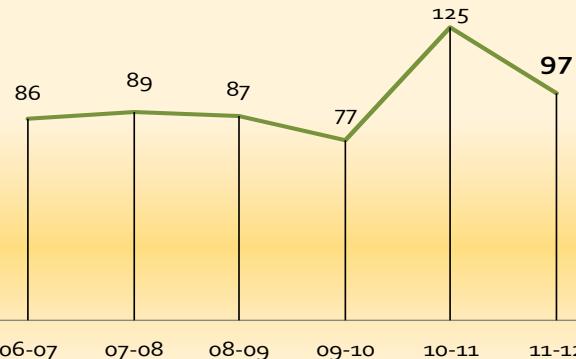
The Services program reached out to regional partners to update the **Travel Salem database** with venues that have banquet and meeting space, so the most up-to-date information can be provided to meeting planners.

*“Thank you for my lobbies full of people!!”*  
—Ginger Melton,  
Director of Sales  
North Salem Phoenix Inn Suites

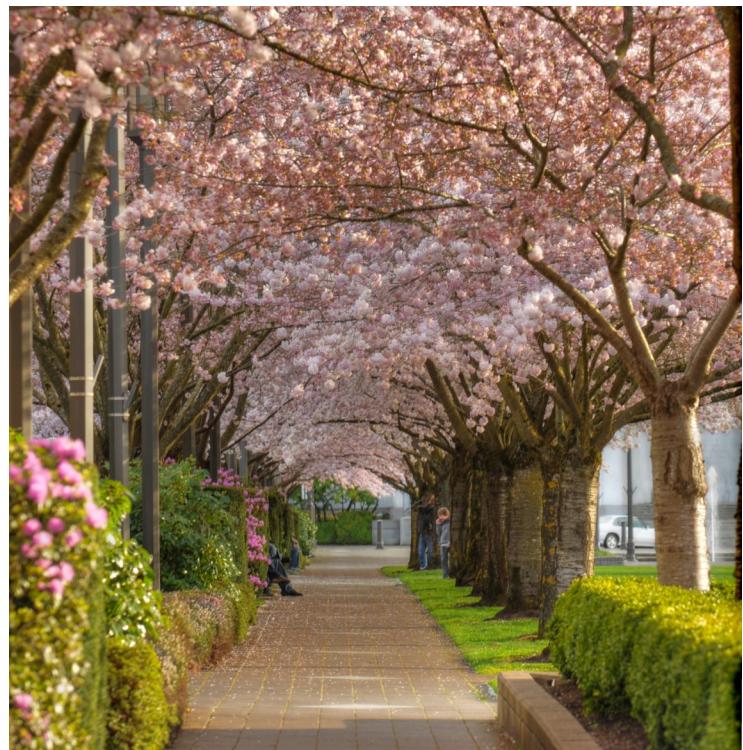
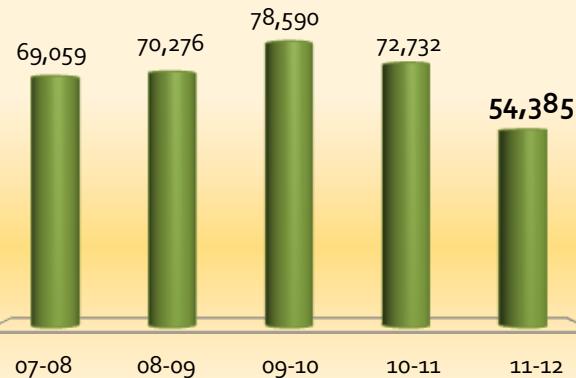
*“Thank you so much for your follow up. We very much appreciate that you took the time to think about options for our event. Thanks for your great customer service!*

—Judy Brodkey,  
Executive Director  
Oregon Mediation Association

### CONFERENCES/EVENTS ASSISTED



### VISITORS REACHED



## TRAVEL SALEM 2011-12 FINANCIALS

For every \$1.00 Travel Salem received from City of Salem's transient occupancy tax revenues—another \$6.15 was generated from outside sources. These results leveraged a 6 : 1 ratio for Salem's investment in tourism promotion.

### REVENUES

#### PUBLIC

City of Salem Contract \$ 550,000

#### REGIONAL

Marion County \$ 35,000

Polk County \$ 13,000

#### PRIVATE

Membership \$ 37,132

Special Events \$ 6,415

Advertising & Sponsorship \$ 76,630

Grants \$ -

Leads \$ -

Other \$ 5,167

#### RESTRICTED

Temporarily Restricted Revenue \$ -

**TOTAL REVENUES** \$ **723,344**

### EXPENSES

Salaries & Related Expenses \$ 458,485

Operations \$ 178,041

Professional Services \$ 42,600

Advertising \$ 9,932

Trade Shows & Fam Tours \$ 1,317

Special Events \$ 7,779

Agility Fund \$ 13,500

Misc \$ 1,201

**TOTAL EXPENSES** \$ **712,855**

**OPERATING SURPLUS / (DEFICIT)** \$ **10,489**

### OTHER INCOME - LEVERAGE

Visitors Guide \$ 112,793

Volunteers \$ 16,126

Media \$ 2,166,423

Advertising \$ 78,245

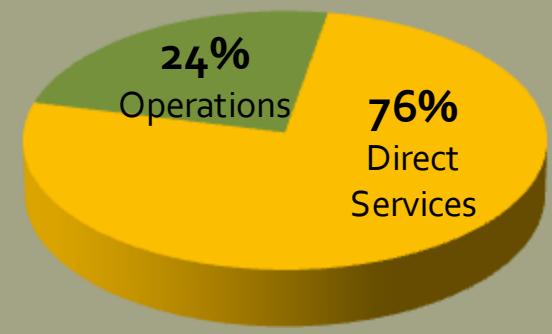
In-Kind \$ 621,353

WVVA/Regional \$ 211,662

**Subtotal** \$ **3,206,602**

### Direct Visitor Services

(% of budget)



Dragon Boat at Riverfront Park/Ron Cooper

"Thanks for meeting with us back in the fall and for all the marketing suggestions to help promote our "Something Red" event. It was very successful!"

– Marilyn Krug, Artists in Action

**2011-12**

## BOARD OF DIRECTORS

### OFFICERS

**Austin McGuigan :: Chair**

Polk County Community Development

**Nancy Stockdale :: Vice Chair**

Oregon Symphony Association in Salem

**Dwane Brenneman :: Past Chair**

Retired Nissan North America

**Kristy Kummer-Pred :: Secretary**

Woodburn Company Stores

**Steve Johnson :: Treasurer**

ViPS Industries

### DIRECTORS

**Chuck Bennett :: Salem City Council**

**Jake Bryant :: BEST WESTERN PLUS Mill Creek**

**Ray Burstedt :: SEDCOR**

**Jessica Carpenter :: Keizer Renaissance Inn**

**Lore Christopher :: Mayor, City of Keizer**

**Lois Cole :: Historic Deepwood Estate**

**Nancy Duncan :: Chemeketa Comm. College**

**Cori Frauendiener :: MaPS Credit Union**

**Mona Hayes :: Salem Multicultural Institute**

**Terry Kelly :: Salem Electric**

**Tim Klarr :: Today's Hair Salon & Day Spa**

**Commissioner Patti Milne :: Marion County**

**Bonnie Milletto :: Chemeketa Comm. College**

**Bunni Oslund-Fisk :: Lancaster Mall**

**Stacy Palmer :: Silverton Chamber**

**John Pataccoli :: Redhawk Winery & Vineyard**

**John Wales :: City of Salem Urban Development**

**Roger Yost :: Reed Opera House & Alessandro's**



181 High Street NE :: Salem, OR 97301

tel 503-581-4325 :: fax 503-581-4540

[www.TravelSalem.com](http://www.TravelSalem.com)

### MISSION

Travel Salem markets and promotes the greater Salem area as a premier, year-round destination for conventions, events and leisure travelers. Serve as the official destination marketing organization and a vital tourism economic development generator for the region.

### VISION

Through bold innovation and integrated partnerships, Travel Salem's programs and services heighten the visitor experience and drive economic impact, which supports local businesses, job creation and an enhanced quality of life.

### VALUES

We are committed to service, integrity and excellence that provide tangible results and strengthen the businesses and communities we serve.



*Witness Tree Vineyard/Ron Cooper*