

# ANNUAL REPORT

2007-2008

Salem Convention & Visitors Association

1313 Mill Street SE :: Salem, OR 97301  
[www.TravelSalem.com](http://www.TravelSalem.com)



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1313 Mill Street SE :: Salem, OR 97301  
tel 503-581-4325 :: fax 503-581-4540  
[www.TravelSalem.com](http://www.TravelSalem.com)

## ADMINISTRATION

### **Angie Morris**

Chief Executive Officer  
[amorris@travelsalem.com](mailto:amorris@travelsalem.com)

### **Mindi Justice**

Administrative Assistant  
[mjustice@travelsalem.com](mailto:mjustice@travelsalem.com)

## MARKETING & PUBLIC RELATIONS

### **Irene Bernards**

Assistant Director, Director of Marketing & PR  
[ibernards@travelsalem.com](mailto:ibernards@travelsalem.com)

### **Kathie Reeves**

Marketing & Online Manager  
[kreeves@travelsalem.com](mailto:kreeves@travelsalem.com)

### **Barb Cowan**

Guest Services & Volunteer Coordinator  
[bcowan@travelsalem.com](mailto:bcowan@travelsalem.com)

### **Bill Rothrock**

Weekend Host

## CONVENTION & EVENT MARKETING

### **Debbie McCune**

Director of Sales  
[dmccune@travelsalem.com](mailto:dmccune@travelsalem.com)

## BUSINESS DEVELOPMENT

### **Sue Nichols**

Community Development Director  
[snichols@travelsalem.com](mailto:snichols@travelsalem.com)

## SERVICES

### **Brooke Ekins**

Convention & Member Services Manager  
[bekins@travelsalem.com](mailto:bekins@travelsalem.com)



## THE TOURISM ENGINE

The 2007-08 year was one of reinvention and innovation for the Salem Convention & Visitors Association (SCVA).

In April, SCVA received the Governor's Award for Tourism Industry Awareness, which recognized the work done to re-establish SCVA as the official destination marketing organization (DMO) for the region.

We launched a new vision for membership—a program designed to drive value and return on investment for our business partners. This menu-based system was the first of its kind in our industry, and has since caught on with other DMOs. We put more muscle behind building our regional membership program by hiring a Community Development Director in February.

A concerted effort was put behind public relations and community outreach—to create dialogue with a broader audience and key stakeholders about tourism as a vital economic development generator. These messages helped forge new partnerships and opened doors for valuable collaboration. SCVA secured its first-ever new contract with Woodburn Area Tourism, and continued to build relationships with Marion and Polk counties.

We ventured into new territory by establishing an Agility Fund, designed to help SCVA secure new convention and group opportunities by providing resources to more

effectively compete and win bids for significant pieces of business.

The Salem Area Visitors Guide went through a complete redesign including new graphics and content, making it an even more valuable regional resource designed to lengthen the stay of visitors and drive overall economic impact.

Exciting partnerships were developed with the Willamette Valley Visitors Association (WVVA) and Travel Oregon—dramatically increasing SCVA's marketing reach and delivering tangible results.

These remarkable successes achieved in just one short year are due to the dedication, talent and vision of SCVA's staff and Board of Directors. In addition, we thank all our partners, elected officials and friends for their support and continued investment in SCVA.

We strive to bring value to our community through an infusion of new dollars into the economy, fueling transient occupancy taxes and lottery funds, creating jobs and overall quality of life for the citizens that work, live and play in the beautiful Mid-Willamette Valley.

We look forward to working with all of you in the coming year!



Terry Kelly  
President :: SCVA  
Member Services :: Salem Electric



Angie Morris  
SCVA :: Chief Executive Officer

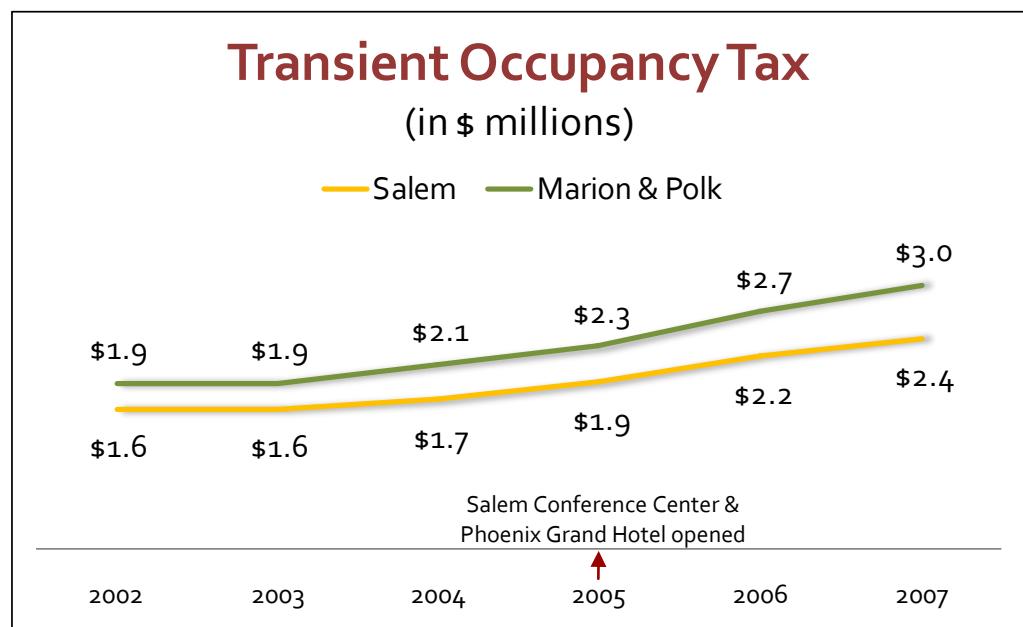
# KEY PERFORMANCE MEASUREMENTS

SCVA promotes tourism which in turn creates steady increases in transient occupancy taxes and overall visitor expenditures. Estimated economic impact (EEI) and transient occupancy tax (TOT) receipts are standard tourism industry performance measurements that demonstrate a sense of how the region's tourism industry is faring. When evaluating progress, these indicators must be considered with other key

measurements such as leverage and private funding sources. Add into the mix environmental influences and a clear picture emerges of the health of the region's visitor industry and the success of key marketing strategies. While SCVA is not the sole contributor to the region's tourism marketing efforts or corresponding economic outcomes, the organization takes a leadership role in tourism promotion.

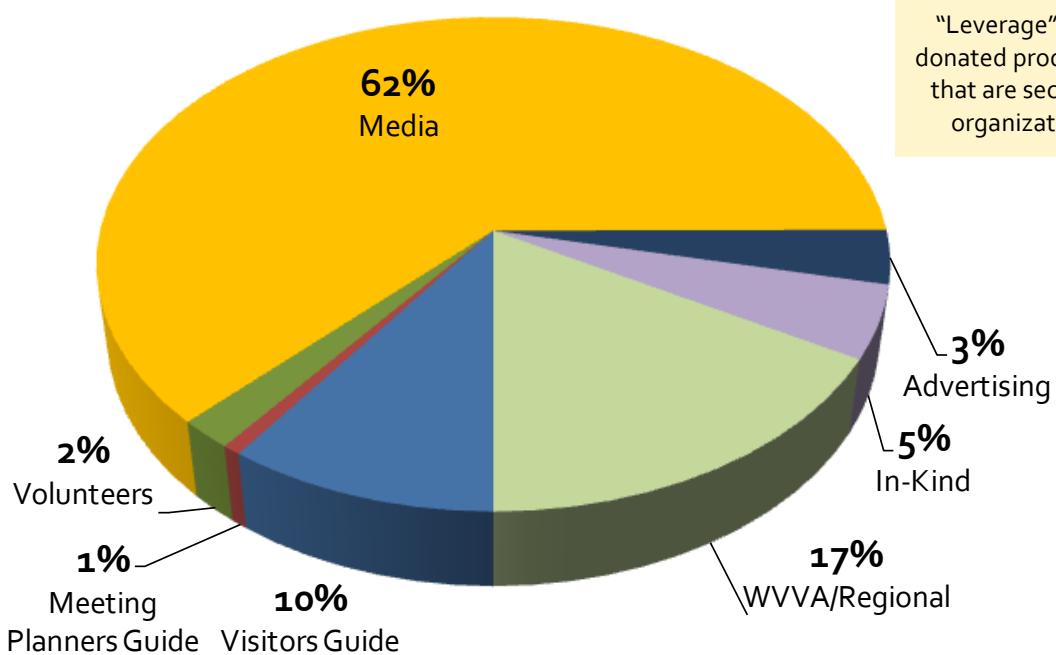
*"Thanks so much for all your help locating hotels for my daughter's wedding. We ended up going with Comfort Inn. They are even going to shuttle guests to and from the viticulture center for the wedding/reception. Your efforts saved me a lot of time."*

- Alanna Johnson



## 2007-08 Leverage: \$1,150,681

an increase of 236% over previous year



"Leverage" is comprised of donated products and services that are secured to increase organizational capacity.

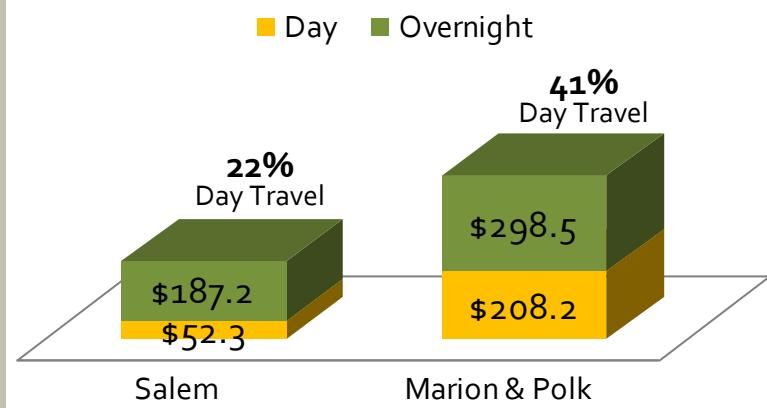
## 2007 TRAVEL IMPACTS\*

(in \$ millions)

### MARION & POLK COUNTIES

Accommodations .....	\$48.7
Food & Beverage .....	\$100.3
Food Stores .....	\$38.1
Ground Transportation & Fuel .....	\$142.6
Arts, Entertainment & Recreation.....	\$131.1
Retail Sales .....	\$45.9
<b>Direct Travel Spending .....</b>	<b>\$506.7</b>
Direct Earnings .....	\$119.3
Jobs .....	6,010

## Day vs. Overnight Travel



### Tourism is Economic Development

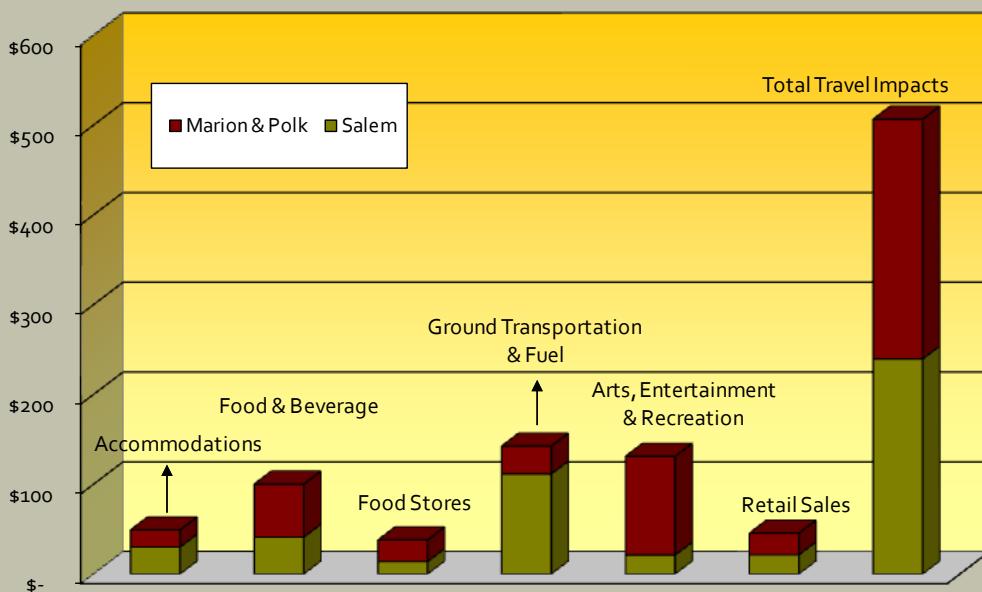
*Over the past five years, direct travel spending in Marion & Polk Counties grew \$30 million on average each year, while also producing 130 jobs on average annually.*

### Estimated Economic Impact Trends

(in \$ millions)



## Visitor Spending by Commodity



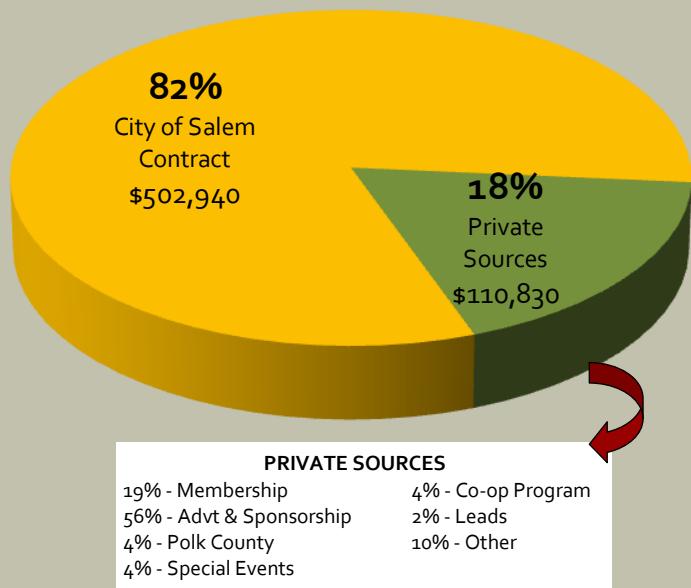
\* Source: *Economic Impacts of Travel, 1991-2007p*, Salem, Oregon, Dean Runyan Associates, [www.deanrunyan.com](http://www.deanrunyan.com)

## DIVERSIFY FUNDING STREAMS

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

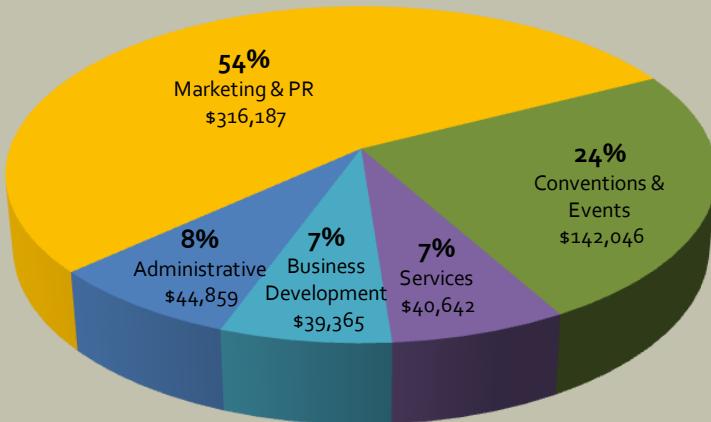
### SCVA REVENUE SOURCES

2007-08 Actual: \$613,770



### SCVA PROGRAM EXPENDITURES

2007-08 Actuals: \$583,099



### TOTAL OPERATING BUDGET FOR 2007-08:

Revenue .....	\$613,770
Leverage .....	\$1,150,681
<b>TOTAL.....</b>	<b>\$1,764,451</b>

**2.5 : 1 RATIO**

For every \$1.00 SCVA received from City of Salem TOT—another \$2.50 was generated from outside sources.

### RESULTS:

- Launched new **membership program** in October 2007. In nine months, SCVA acquired 208 new members (104% of goal) and roughly \$79,149 in revenue (78% of goal). See page 8 for more results.
- Established the **Agility Fund** to secure new conference and event business that represents a significant economic impact and return on investment for Salem. The fund allows SCVA to be competitive in the bid process and capture new group business.
- Secured a tourism marketing contract with **Woodburn Area Tourism** (WAT) for 2008-09, the first-ever new contract for SCVA. This strategic partnership allows SCVA to serve as a regional destination marketing organization, and meets the goal to leverage the City of Salem's tourism investment with regional funds.
- Developed the **Marketing Exchange luncheon series**—bi-monthly networking events featuring engaging topics and speakers. The luncheons rotate to various locations throughout the region to showcase meeting venues.
- Leveraged **Willamette Valley Visitors Association** partnership, valued at \$192,666. See page 10 for results.
- Developed a **regional convention lead program**, allowing SCVA to capture business when Salem properties aren't able to accommodate. The program ensures that opportunities are secured utilizing regional assets, driving economic impact to Marion and Polk counties.

### 2007-08 Revenues :: Up 31%

REVENUE TRENDS	
07-08	\$613,770
06-07	\$469,539
05-06	\$482,812

## INCREASE ORGANIZATIONAL CAPACITY

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

### RESULTS:

- Strategically increased human resources:
  - Hired an Administrative Assistant to support broad needs of management and program directors.
  - Hired a Community Development Director to drive membership program success and growth, and serve as a regional ambassador.
- Established strategic Board advisory committees—Finance, Membership, Nominations, Bylaws, Brand Council and Facilities.
- Explored options for expanded facilities to accommodate growing operation and need for increased visibility and enhanced visitor information resources.
- Developed a volunteer recruitment campaign resulting in 11 new Boosters contributing 90 hours per month on average in program support.
- Implemented new technology:
  - Contact management database to streamline back office operations and provide sophisticated reporting features for more efficient program management
  - Upgraded computer hardware

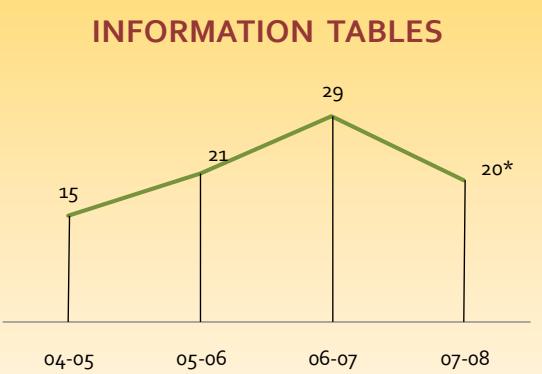
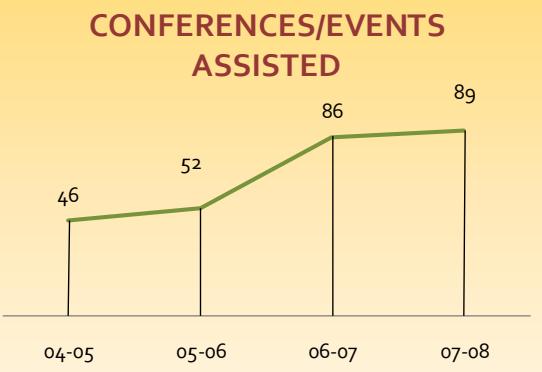
## BUILD SERVICES & HOSPITALITY PROGRAM

*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*

### RESULTS:

- Notable statewide, regional, national and international groups assisted:
  - American Association of University Women
  - ASA Girls 16B Tournament
  - ASA Women's Class C Western Slow Pitch National Championships
  - Construction Specifications Institute
  - Episcopal Diocese of Oregon
  - Holiday Ramblers
  - International Plant Propagators Society
  - Masonic Grand Lodge of Oregon
  - Monaco International Rally
  - National Association of Credit Managers
  - North West Festival and Events Association
  - North West Mother's of Multiples
  - NW Regional Spinners Association
  - Oregon AAA Basketball Championships
  - Oregon Fairs Association
  - Oregon Independent Auto Dealers Association
  - Oregon Mayors Association
  - Oregon Medical Association
  - Oregon Newspaper Publishers Association
  - Oregon Refuse and Recycling Association
  - Oregon RV Women
  - Oregon State Pharmacy Association
  - Oregon State Victims Assistance Academy
  - Pacific Coast Marching Band Competition
  - PEO Sisterhood
  - Phi Delta Kappa
  - Rotary International District 5100
  - Soroptimist International
  - Tokyo International University
  - USSSA Women's and Men's Nationals
  - USSSA Women's Softball Tournament
  - Western Family Round-up

**Visitors Reached: 69,059**  
**Welcome Bags Distributed: 7,412**



\*The decline in information tables was due to other types of services being requested (welcome bags, event planning, logistics, etc.).

# 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.

## RESULTS:

- Launched new **membership program** featuring a cutting-edge approach not found anywhere else in the industry. The program consisted of flexibility, innovative marketing solutions ("U-Pick" options) and an online shopping cart for easy and convenient purchases. This menu-based system allows businesses to customize their marketing relationship with SCVA. In nine months, SCVA secured 208 new members (104% of goal).

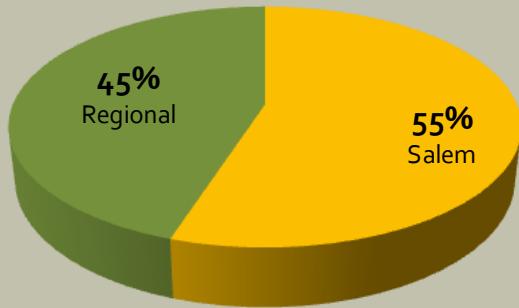


- Developed **new products and services** to give businesses more options to reach visitors through a unique target marketing program. "U-Pick" options included website listings and advertising, Visitors Guide listings, Visitors Center brochure placement, sponsorship, and much more.
- Developed **Marketing Exchange series**— bi-monthly networking events featuring engaging topics and speakers.
- Partnered with 12 Chambers of Commerce throughout the region by providing **reciprocal membership** benefits.

## New Program Yields Results



## Membership Composition



**84% of members select "U-Pick" Options** as opposed to pre-packaged options, preferring to custom-build their membership package.



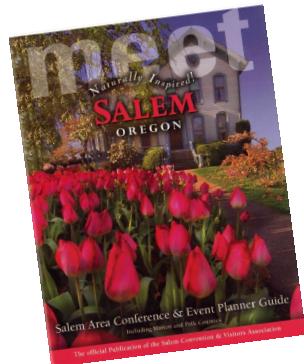
"The NOWA reception was delicious and I loved seeing Rogue Creamery cheese and local wines featured. What a great way to promote Oregon culinary as an experience. The tour of Mission Mill was terrific and my granddaughter really liked the purchases I made for her in the gift shop –they were a real hit! We would certainly consider coming back to your city for another conference!"  
- Sue Stephens

# 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.

## RESULTS:

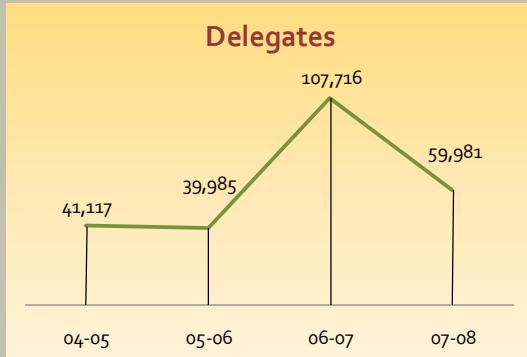
- Secured two national softball tournaments for 2009 at the Amateur Softball Association's Annual Council Convention in Louisville, Ky.
- Secured the **Jehovah Witness Convention** at the Oregon State Fair using the Agility Fund. This conference will bring 15,000 delegates over three weekends per year for three years (2009-2011) and represents roughly \$10 million in economic impact to the community.
- Secured and hosted the **Northwest Outdoor Writers Association Conference** (NOWA) at the Red Lion Hotel. The delegation included more than 125 travel writers and photographers from the Northwest and Canada. SCVA hosted a tour and reception featuring local cuisine, agricultural products and wine from the region.
- Partnered with Eugene, Corvallis and Albany to collectively bid on the 2013 & 2015 **Senior Olympic Games**.



- Implemented a "Code of Conduct" to establish professional standards for the hospitality industry when booking group business.
- Published the new **Salem Area Conference & Event Planner Guide**, a resource for professional meeting planners (pictured at left).
- Conducted a week-long **sales blitz to northern California** in partnership with the Phoenix Grand Hotel (PGH). Corporations and AAA travel planners were contacted in 13 cities, resulting in immediate room nights for PGH.
- Coordinated a familiarization (**FAM**) tour of Salem venues, attended by 16 Portland and Salem area professional meeting planners. The Fam resulted in future business for Mission Mill Museum and the Red Lion Hotel.
- Partnered with the Phoenix Grand Hotel and the Salem Conference Center on the **Affordable Meetings West tradeshow and conference** in Long Beach, Calif. where meeting planners throughout the United States were sold on the Salem area as a premier meeting location.
- Secured 27 marketing leads to promote the "**Champion**" program. The program leverages local residents and businesses to bring affiliate groups to Salem.

## Convention & Event EEI:

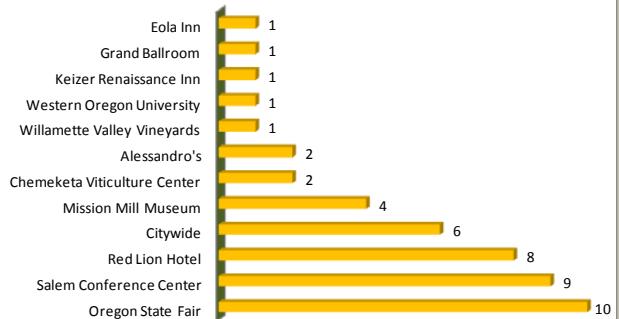
\$4,255,109



Note: The decrease in 07-08 Delegates was due to the loss of wrestling tournaments. The increase in 07-08 Room Nights was from working with the Governor's Office on housing for legislators.

## Bookings

66 Leads Resulted in 46 Definite Bookings



# 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.

## RESULTS:

- Published the **2008 Official Salem Area Visitors Guide** with a complete redesign focusing on the four distinct geographic regions of Marion and Polk counties, special sections for Woodburn and Silverton, a section on the region's vineyards and agricultural offerings, and new maps and mileage charts. The guide was also published on TravelSalem.com using page-turning technology allowing the visitor to click on interactive content.



**Ranked #2 in the state** for most popular guide requested by visitors.  
(According to Oregon Travel Information Council rest area information)



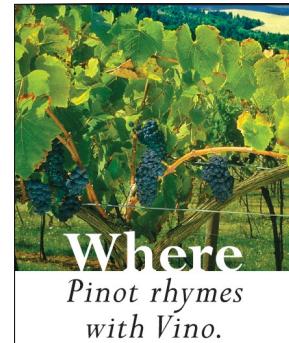
- Unveiled the **redesign of TravelSalem.com** featuring a more user-friendly interface, active images, drop down menus, and interactive regional maps.

- Expanded web content by adding a "**Reel to Real**" section featuring three-minute video shorts of themed experiences and customized itineraries (e.g. Family Voyager, Culture Seeker, Adventurer).

- Leveraged **Willamette Valley Visitors Association (WVVA) partnership:**
  - Initiated *Sunset* magazine year-round ad campaign collaboration
  - Participated in Travel Oregon Regional Pack (TORP)—a fulfillment program leveraging a multi-million ad campaign that aided in a 10.23% increase in ad inquiries

- Redesigned OregonWineCountry.org and created online contest to drive visitation
- Published Oregon Wine Country Guide
- Developed travel experiences including video shorts for the web and an ad campaign in *Gourmet* and *Condé Nast Traveler* (8.5 million combined circulation)

- Developed "**Where**" advertising campaign aiding in a 10.23% increase in ad inquiries. Ads ran in *Sunset* magazine and *Good Housekeeping* (3.5 million combined circulation).



- Worked in partnership with the City of Salem, SEDCOR, and the Salem Chamber of Commerce on the **Oregon Business Magazine tour** of Salem. The October issue of OBM featured highlights from the Salem tour including economic development opportunities.
- Installed two big-screen plasma TVs in the **Visitors Center** to showcase regional attractions, events and opportunities. The larger format provides better visibility resulting in direct inquiries from visitors.
- Hosted the **national capital city tour for WalkStyles** including a historic five-mile walking tour of downtown Salem with more than 70 participants. The event

received press coverage and was featured online at WalkStyles.com.

- Placed first-ever full-page ad in the Travel Oregon *Trip Planner*, which targets visitors who are seeking specific information regarding itineraries, points of interest and visitor information sites and services.

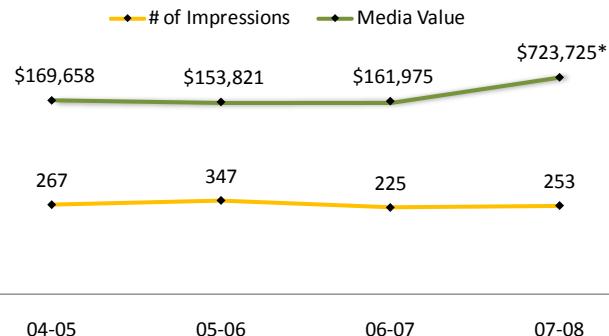


- Formed partnership with **Cherriots** to display Salem area events on plasma screens at the transit station.
- Celebrated **National Tourism Week** in May—including a proclamation by Mayor Janet Taylor, opinion article from Terry Kelly in the *Statesman Journal*, and a membership blitz of downtown and Lancaster businesses.
- Launched a new **Industry Newsletter** in an online format featuring a table of contents for easy navigation, and teaser storylines that can be expanded for the full story. The newsletter is distributed to more than 1,200 statewide industry supporters, members and partners.

- Secured publicity in a wide variety of regional and national media including AAA VIA Magazine OR/ID, Food Network's *\$40 a Day*, Group Tour Magazine, KBZY, Leisure Group Travel, Mid Valley Moms, Northwest Senior News, Northwest Travel, NW Meetings & Events, Pilot Getaways, RV Journal, Salem Monthly, Salem-News.com, Smart Meetings, Statesman Journal, Sunset Summer Trips 2008 (feature story pictured above), Woman's World, YOUMaga. Total media coverage valued at \$723,725.

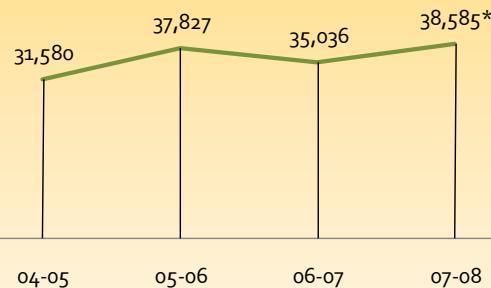


## Media Impressions & Value



\*TV coverage—two episodes of "Rachel Ray \$40 a Day" on the Food Network

## Inquiries (Advertising, Mail, Phone & Internet)



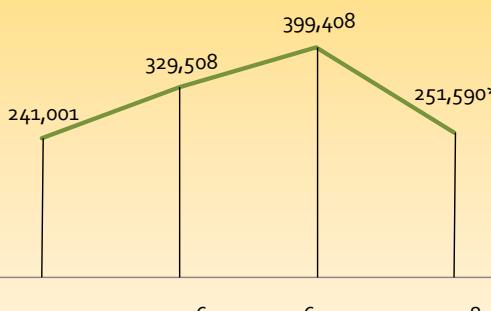
\*Participation in Travel Oregon Regional Pack (TORP)

## Visitors Center Attendance



\*While attendance is down, Salem's Visitor Center performed much better than other centers across the state where significant declines have been reported. The declines may be attributed to severe weather and steep gas prices in 2007-08.

## Internet User Sessions



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

## DEVELOP STRATEGIC PARTNERSHIPS AND ALLIANCES

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

### **RESULTS:**

- Appointed to the **Salem Vision 2020** task force and “lead” organization to drive three projects forward: marketing and advertising city center activities; signage and wayfinding to improve access; and welcoming entrances for city center.
- Developed an ad hoc committee to explore and develop a brand strategy for **Salem’s image**—with a goal to create synergy in messaging for internal/external audiences. Committee members included key stakeholders (Mayor Janet Taylor/City of Salem, Mike McLaren/Salem Chamber, Ray Burstedt/SEDCOR and Suzi Bicknell/Go Downtown).
- Served on the **Marion County Economic Development Advisory Board** to represent tourism and its role as an economic development engine.
- Represented tourism at the monthly **Polk County “Mayor’s Breakfast”** meetings with commissioners, mayors and city managers.
- Hosted 6 **Team Salem** meetings designed to bring lodging and attraction partners together to discuss cooperative marketing opportunities and cross promotion.
- Met regularly with the **Cultural & Tourism Promotion Advisory Board** to ensure accountability and transparency. Conducted an orientation for board members to foster open dialogue and increased awareness about SCVA’s programs and services.
- Facilitated ongoing dialogue with key partners:
  - Buena Vista Ferry Task Force
  - Business Associations
  - Chambers of Commerce
  - Chemeketa’s Hospitality & Tourism Management
  - City of Independence
  - Go Downtown Salem!
  - Oregon 150
  - Oregon Association of Convention & Visitors Bureaus
  - Neighborhood Associations
  - Salem Area Lodging Association
  - Salem-Keizer Education Foundation
  - SEDCOR
  - Spirit Mountain Casino & Confederated Tribes of Grand Ronde
  - Travel Oregon
  - Willamette Valley Visitors Association
  - Woodburn Area Tourism



*Left to right: Kathie Reeves, Debbie McCune, Angie Morris, Irene Bernards, Sue Nichols*



## **INDUSTRY ACHIEVEMENT**

SCVA was awarded the 2007 Oregon Tourism Industry Achievement Award for Tourism Industry Awareness. This prestigious industry award was presented to SCVA at the 2008 Governor’s Conference and recognized the work done to re-establish SCVA as the official destination marketing organization for the Salem area.

## SCVA 2007-08 REVENUES & EXPENSES

For every \$1.00 SCVA received from City of Salem's transient occupancy tax revenues—another \$2.50 was generated from outside sources. These results leveraged a 2.5 : 1 ratio for Salem's investment in tourism promotion.

### REVENUES

#### PUBLIC

City of Salem Contract	\$ 502,940
City of Salem - First Wednesdays	\$ 5,000
Polk County	\$ 4,000
<b>Subtotal</b>	<b>\$ 511,940</b>

#### PRIVATE

Membership	\$ 21,528
Special Events	\$ 4,640
Advertising & Sponsorship	\$ 69,182
Other	\$ 6,481
<b>Subtotal</b>	<b>\$ 101,830</b>

**TOTAL REVENUES**      **\$ 613,770**

#### OTHER INCOME - LEVERAGE

Visitors Guide	\$ 112,339
Meeting Planners Guide	\$ 7,655
Volunteers	\$ 22,472
Media	\$ 723,725
Advertising	\$ 40,624
In-Kind	\$ 55,046
WVVA/Regional	\$ 192,666
<b>TOTAL OTHER INCOME - LEVERAGE</b>	<b>\$ 1,150,681</b>

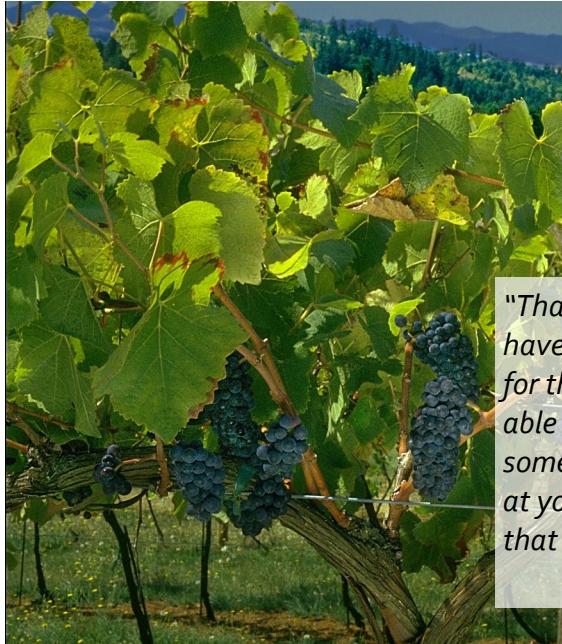
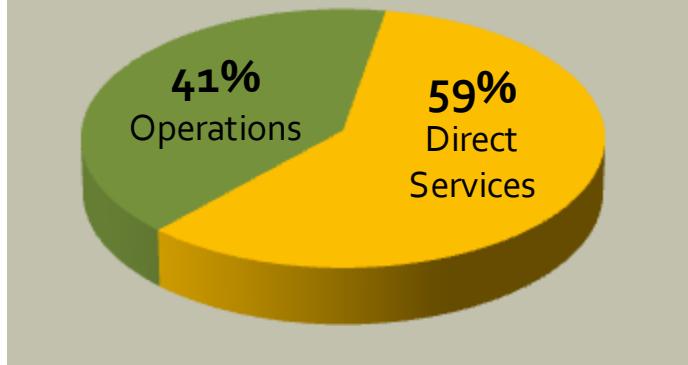
**TOTAL OPERATING BUDGET**      **\$ 1,764,451**

### EXPENSES

Salaries & Related Expenses	\$ 339,414
Operations	\$ 103,578
Professional Services	\$ 36,824
Advertising	\$ 64,525
Trade Shows	\$ 5,813
FAM Tours	\$ 600
Registration	\$ 3,760
Travel, Meals & Mileage	\$ 13,393
Special Events	\$ 7,529
Misc.	\$ 7,662
<b>TOTAL EXPENSES</b>	<b>\$ 583,099</b>

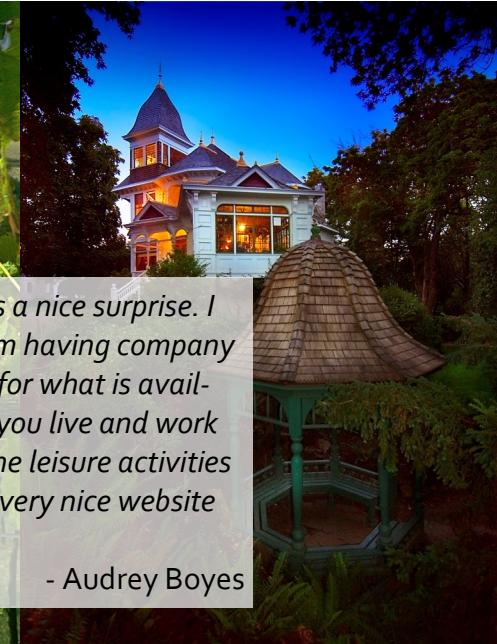
## Direct Visitor Services

(% of budget)



"Thank you for your website! It was a nice surprise. I have lived in Salem for 40 years, am having company for the holidays, and was at a loss for what is available in the area. Sometimes when you live and work somewhere you are not aware of the leisure activities at your front doorstep. You have a very nice website that I will visit more often."

- Audrey Boyes



## 2007-08 BOARD OF DIRECTORS

### OFFICERS

**Terry Kelly** :: President  
Salem Electric

**Dwane Brenneman** :: President Elect  
Retired, Nissan North America

**Maureen Thomas** :: Past President  
Mission Mill Museum

**Nancy Duncan** :: Secretary/Treasurer  
Chemeketa Community College

**Linda Norris**  
Assistant City Manager, City of Salem

**Barbara Roberts**  
Contract Administrator, City of Salem

### BOARD MEMBERS

**Chuck Bennett** :: City of Salem, City Council

**Jake Bryant** :: Best Western Mill Creek Inn

**Ray Burstedt** :: SEDCOR

**Jon Carey** :: Western Oregon University

**Jessica Carpenter** :: Keizer Renaissance Inn & SALA

**Tracey Etzel** :: Salem Area Chamber of Commerce

**Cori Frauendiener** :: MaPS Credit Union

**Karen Graham** :: Lefty's Pizza

**Kristen Grainger** :: Willamette University

**Shelley Hanson** :: Spirit Mountain Community Fund

**Mona Hayes** :: Salem Multi-Cultural Institute

**Steve Johnson** :: Salem Conference Center

**Dave Koellermeier** :: Oregon State Fair & Expo

**Mark Majeski** :: Willamette University

**Austin McGuigan** :: Polk County

**Patti Milne** :: Marion County, Board of Commissioners

**Martin Morris** :: Salem Hospital Foundation

**Doc Nelson** :: KBZY

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

**Stacy Palmer** :: Silverton Chamber of Commerce

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

**Bonnie Stephenson** :: Chemeketa Community College

**Nancy Stockdale** :: Oregon Symphony Association

**Lenny Swartz** :: j.james Restaurant

**Ray Teasley** :: Mid-Willamette Council of Governments

**Roger Yost** :: Reed Opera House/Alessandro's Restaurant



**SALEM**  
CONVENTION & VISITORS  
ASSOCIATION

1313 Mill Street SE :: Salem, OR 97301  
tel 503-581-4325 :: fax 503-581-4540  
[www.TravelSalem.com](http://www.TravelSalem.com)

### 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.

