

# Travel SALEM

ABSOLUTELY OREGON

2013-2014

## Annual Report

Promoting Salem & the Mid-Willamette Valley



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**Dee Hendrix** Marketing & Online Manager  
**Barb Cowan** Guest Services Manager  
**Barby Dressler**, Weekend Travel Café Hosts  
**Andrew Toney**

**CONVENTION & EVENT MARKETING**

**Debbie McCune** VP & Director of Sales  
**Tara Preston** Program Assistant

**BUSINESS DEVELOPMENT**

**Sue Nichols** Community Development Director

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**Ross Sutherland** *Salem Art Association*  
**Rep. Jim Thompson** *State Representative*  
**John Wales** *City of Salem Urban Development*

Photos courtesy of Ron Cooper



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Opal Creek

### MISSION

Travel Salem **markets and promotes** the greater Salem area as a premier, year-round destination for conventions, events and leisure travelers. Travel Salem serves 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.

# MESSAGE FROM THE CHAIR & CEO

## TOURISM RESULTS REACHED NEW HEIGHTS IN 2013-14

The region received national recognition from leading sources such as Orbitz, LivingSocial, BankRate.com and Livability.com for a variety of qualities that lure visitors. Salem and the Mid-Willamette Valley continue to be acknowledged as a premier destination with a vibrant culinary scene and unrivaled authenticity. This region is "Absolutely Oregon" and the tourism economic development engine continues to drive tangible results that help our economy and communities thrive.

The Mid-Willamette Valley tourism industry not only demonstrated positive returns in all three key performance indicators (KPI), but set new records in two out of three! The 13-14 **estimated economic impact** (EEI) trends increased 3% to \$537.1 million, the largest EEI on record in the history of the region. The **transient occupancy tax** (TOT) also broke a record reaching \$3.1 million, a 15% increase over the previous year. Occupancy was up 7% to 391,501 room nights sold, with average daily rates cresting \$80. Hotel partners noted multiple months of historic sales records during the year, and this growth is anticipated to continue over the next several years.

The third key performance measurement, **leverage**, was up 9% to \$2.1 million for the year. The increase stems primarily from successful public relations efforts and additional funding for the Willamette Valley Visitors Association. Leverage is a vital component to the health of Travel Salem and demonstrates the organization's success in establishing and nurturing regional partnerships that deliver bottom-line results to tourism promotion initiatives.

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. Let's keep the positive momentum moving forward into 2014-15!



**Austin McGuigan**  
Chair



**Angie Morris**  
President & CEO

### GETTING RECOGNIZED



**Bankrate.com** named the Willamette Valley as one of six most affordable wine regions to visit in the U.S.

**Orbitz** included the Willamette Valley as one of their "Top Four Summer Travel Deals" and as one of "Three Surprising Honeymoon Destinations."



**Livability.com** selected Salem as one of the "Top 100 Best Places to Live."



**LivingSocial** named Salem as a top 10 jet-setting city and was covered by *The Oregonian*.

A screenshot of a news article from The Oregonian. The headline reads "Salem, Eugene, Portland all make LivingSocial's top 10 list of jet-setting cities". Below the headline is a photo of a cherry blossom tree in bloom. To the right of the main image is a smaller photo of three women. At the bottom of the screen are several small icons for travel resources like an iPad app, flight tracker, and travel deals.

# KEY PERFORMANCE MEASUREMENTS

Travel Salem's programs and services are designed to deliver tangible results for the communities and businesses we serve.

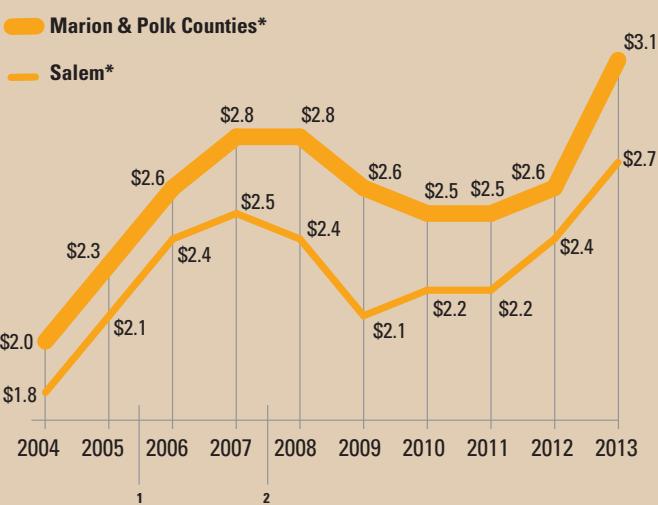
There are several key performance indicators that can provide a sense of the overall economic health of the Salem area tourism industry.

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.

## TRANSIENT OCCUPANCY TAX (TOT)



\*In millions

<sup>1</sup> Salem Conference Center & Grand Hotel opens

<sup>2</sup> Beginning of recession

## LEVERAGE TRENDS



## 2013-14 LEVERAGE

|                         |                    |
|-------------------------|--------------------|
| Media                   | \$1,128,533        |
| In-Kind (including VIN) | 601,201            |
| WVVA / Regional         | 202,440            |
| Visitors Guide          | 81,533             |
| Advertising             | 68,311             |
| Volunteers              | 4,236              |
| <b>TOTAL</b>            | <b>\$2,086,254</b> |

\*Source: *Economic Impacts of Travel, 1991-2013p*, Salem, Oregon, Dean Runyan Associates, [www.deanrunyan.com](http://www.deanrunyan.com)

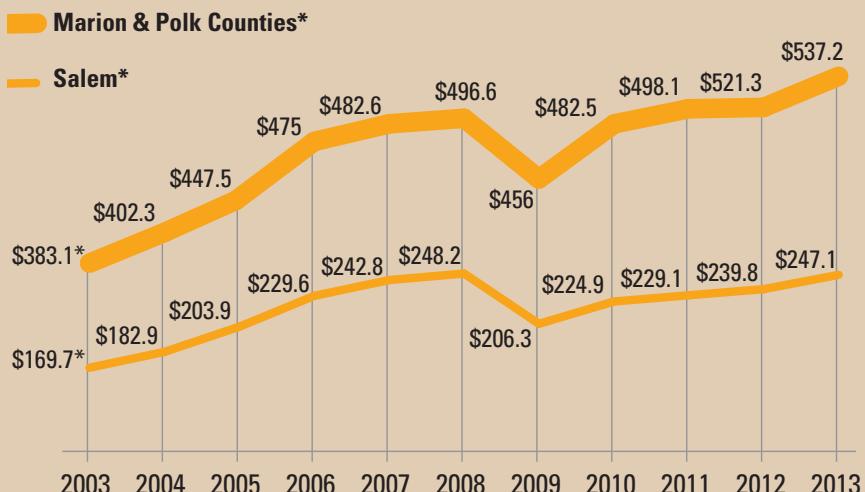
## 2013 ESTIMATED TRAVEL IMPACTS

## MARION &amp; POLK COUNTIES

|                                     |                        |
|-------------------------------------|------------------------|
| Arts, Entertainment & Recreation    | \$127.6 million        |
| Food & Beverage                     | 122.2 million          |
| Accommodations                      | 61.2 million           |
| Retail Sales                        | 57.0 million           |
| Food Stores                         | 51.2 million           |
| Local Transportation & Gas          | 50.7 million           |
| Other Travel                        | 67.2 million           |
| <b>Direct Travel Spending Total</b> | <b>\$537.1 million</b> |
|                                     |                        |
| Direct Earnings                     | \$126.5 million        |
| Jobs                                | 6,110                  |

## ESTIMATED ECONOMIC IMPACT

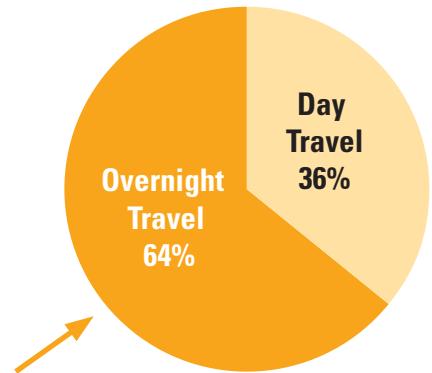
Since 2009, direct travel spending in Marion & Polk counties grew \$20 million on average each year.



\*In millions

“ Thank you so much for the opportunity to be on the radio program to talk about Brooks Gardens...I also had a photographer stop by to take photos for next week's Woodburn Independent newspaper. Thanks again for the super job you are doing; it is tremendously helpful in promoting our area business. ”

– Therese Sprauer  
Brooks Gardens Peonies & Iris



## MARION COUNTY VISITOR STATS

Visitors made roughly 1.87 million trips to Marion County in 2013-14.

On average, there were 2.6 people per travel party.

They spent \$127 per day.

And stayed 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.

## ABSOLUTELY FABULOUS AWARDS

The **4th Annual Absolutely Fabulous Awards** event was hosted by the Salem Convention Center with a keynote on “The Power of Travel” presented by Todd Davidson from Travel Oregon.

### 2013-14 AWARD WINNERS

**Absolutely Entertaining**  
Historic Elsinore Theatre

**Absolutely Authentic**  
Bauman's Farm & Gardens

**Absolutely Valuable**  
Garten Services

**Absolutely Trail Blazing**  
The Salem Area Trail Alliance

**Absolutely Fabulous**  
Hallie Ford Museum of Art

**Absolutely Heads in Beds**  
BMW Motorcycles of America International Rally

## LIVABILITY STUDY

Travel Salem and the Salem Area Chamber of Commerce completed a year-long fact finding mission to **capture the opinions and perspectives of some of the region's most prominent employers regarding Salem's livability as it pertains to recruiting and retaining top level executives**. Next steps include developing a strategic action plan to identify tools and resources to support recruitment efforts by employers and relocation needs of employees.

## RESULTS

### Who Participated

- Chemeketa Community College
- Country Financial
- Epic Aviation
- Garmin
- Kaiser Permanente
- Marion County
- Panasonic
- Roth's Fresh Markets
- Salem Health
- Salem-Keizer Schools
- State of Oregon Dept. of Admin. Services
- Willamette University

### Common Themes

- Strong Schools / Music Program & Entertainment tied to Music and the Arts
- Connection Potential with State Workers
- Downtown Potential / Entertainment District
- Agricultural Entrepreneurship
- Strong Health Care System
- Restaurant & Retail Potential

### Salem Strengths

- Eclectic Neighborhoods
- Location
- Wine
- Low Crime
- Outdoors
- Access to the Countryside
- Schools
- Mid-sized city / small town feel
- Agriculture
- Historic Downtown
- Willamette River
- Tree Canopy
- Emerging Artist Culture
- Capital City
- Connections
- Climate/No bugs

### Salem Challenges

- “Spouse Factor”
- Downtown Leadership
- Lancaster is Salem
- Television Coverage
- Riverfront Development
- Prisons
- Marketing Neighborhoods



## OUTREACH

- Participated in the **Salem Downtown Committee**, **Salem All-Star Heritage** Community Committee and **Polk County Rural Tourism Studio**.
- Held the **1st Salem Up-Front event**, a front desk appreciation event held at the Travel Café Visitor Center. The event educated front desk staff about area attractions, while at the same time showing them how much they're appreciated as the “front door” to Salem. This first-time event was very successful, and was held in partnership with The Red Lion and the DoubleTree.

# CAPACITY BUILDING

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



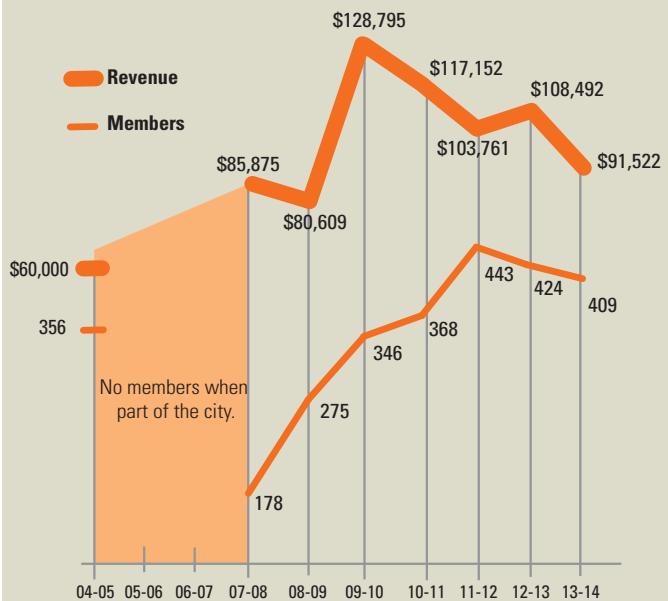
## 2013-14 LEVERAGE INCREASED 9% TO \$2,086,254

The overall growth in leverage was due to a 17% increase in media placement and public relations efforts, as well as a 14% increase in funding to the Willamette Valley Visitors Association. Visitors Guide advertising sales picked up in 2013-2014 realizing only a 7% decrease in revenue, compared to a 22% decrease the previous year. The Visitor Information Network (VIN) was a powerful engine accounting for 23% of the overall leverage.

### WINE COUNTRY PLATE

Plate sales reached **14,010** by the end of June. The Wine Country Plate is the second-fastest selling specialty plate in Oregon history. Travel Salem intends to apply for funding to be the regional destination marketing organization for the Mid-Willamette Valley region (Marion, Polk and Yamhill counties).

### MEMBERSHIP TRENDS



### MEMBERSHIP

These results were due to only having one sales person on board during the year, compared to two sales people the previous year. In addition, there was no administrative support for the program in 2013-14, so the sales person had to split their time between sales and administrative tasks. Travel Salem's Community Development Director engaged with members 3,796 times via phone, email and in person appointments. This engagement by one sales person was only 38% less than the previous year when two sales people were doing outreach to members.

#### Membership Stats

- **409 members** is an overall 4% decrease from 12-13 to 13-14 due to 38 businesses not renewing and 33 companies going out of business
- **56 new members** (36% decrease)
- **\$91,522 revenue** (16% decrease)

# MARKETING & COMMUNICATIONS

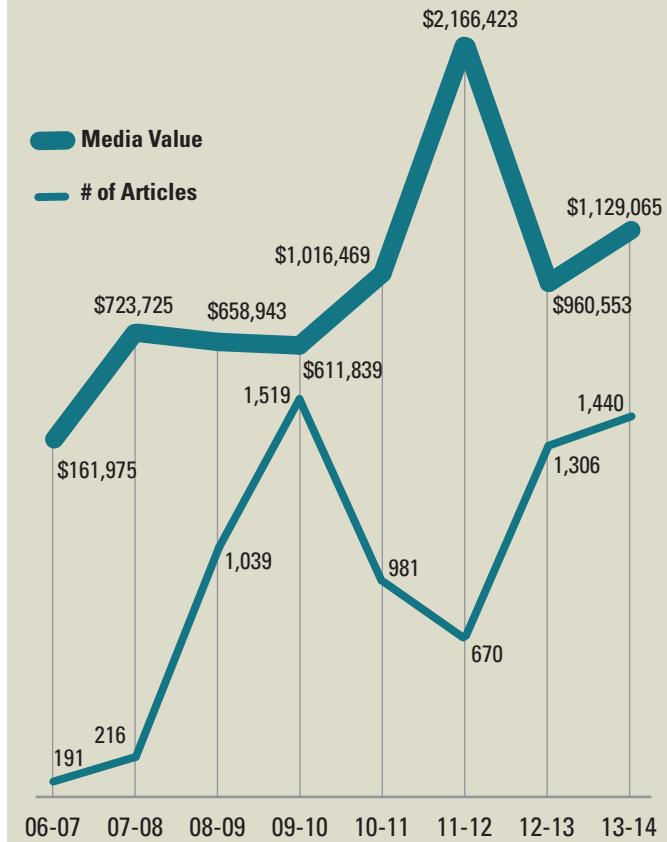
Position the region as a desirable travel destination for convention & leisure travelers utilizing vertically integrated marketing & communication strategies. Leverage the regional travel experience by connecting visitors to the unique people, products, and stories that will lengthen the visitor's stay.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

## MEDIA COVERAGE

- Secured **\$1.1 million in earned media generated** from aggressive media pitches and hosting writers to the area.
- Assisted several **freelance writers and travel writers** from VIA, NWTravel, KATU-AM Northwest, Smart Meetings, Wine Press, Examiner.com and more.
- Assisted Bobby Warberg, a location manager for **Turner Network Television (TNT)**, with locations in Salem for a new show, *The Librarians*. Suggested the steps of the capitol to serve as the front of the NY public library and they used our suggestion and filmed there.



## MEDIA VALUE & ARTICLES



## VISITOR OUTREACH & INQUIRY FULFILLMENT

- The **Travel Café & Visitor Information Network\*** served 135,337 visitors in 2013-14, an increase of 22% from the previous year.
- Provided support to **360 relocation inquiries** from businesses, families and individuals seeking assistance with resources & connections — an increase of 287%.
- Responded to leads interested in Salem information that were generated by the following organizations:
  - National Tour Association (NTA)**: Motorcoach operators
  - International Tradeshow Berlin (ITB)**: International travel trade (tour operators, travel agents, etc.)
  - American Bus Association (ABA)**: Motorcoach operators
  - GoWest / ITM**: International tour operators
  - Japanese Association of Travel Agents (JATA)**
  - IPW tradeshow**: The travel industry's premier international marketplace and the largest generator of travel to the U.S. Travel Oregon representatives attended and Travel Salem responded to leads.

\*The network includes: Travel Café, BESTWESTERN PLUS Mill Creek Inn, Red Lion Hotel, Phoenix Inn South, Willamette Heritage Center, Salem Convention Center, Lancaster Mall, Amtrak, Salem AAA and Salem Airport.



Travel Salem  
Absolutely Oregon - Promoting the Mid-Willamette Valley

Culture & Heritage  
Vineyards & Wineries  
Specialty Food & Beverage  
Recreation  
Farms & Markets  
Gardens  
Birding & Nature

Tropical Autism - Traveler  
Cats Visitors Center  
Korean Chamber  
Orchestra  
A.C. Gilbert's Discovery  
Center  
Holle Ford Museum of Art, Willamette  
University  
Historic Deepwood Estate

Region ▾

A map of the Mid-Willamette Valley showing various travel destinations and landmarks.

## INQUIRIES (Advertising, mail, phone & internet)



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

“ Fortunately Travel Salem information signs took us to your excellent service where we were offered a cold drink of water and a comfortable chair and guidance. Salem's hospitality was welcoming and refreshing. As we say in Canada Merci beaucoup! ”

– Elaine and Laurent Isabelle

## VISITOR RESOURCES

- Published the **2013-14 Salem Area Visitors Guide** with \$81,533 in private funding secured to produce the guide. The level of advertising support was \$6,420 less than the previous year due to recessionary factors.
- Developed a **regional "Beer Trail"** to be included in Travel Oregon's Bounty promotions.
- Launched Phase II of the **Interactive Online Map** with 70 locations and seven categories (Cultural Heritage, Vineyards & Wineries, Specialty Food & Beverage, Recreation, Farms & Markets, Gardens and Birding & Nature) with 1,414 pageviews. Total pageviews for the fiscal year was 3,819.

## PROMOTIONS

- Partnered with **Alaska Airlines** and **Travel Oregon** on a parks and recreation promotion. North Santiam River Trips highlighted as a special 2-for-1 for Alaska Airlines ticket holders.
- Created a cooperative weekend getaway promotion with **Lite 95.7 out of Bend**. Salem lodging partners and Travel Salem collaborated to promote visitation to the Salem region.
- Marketed & promoted **2,045 Salem area events** (a 24% increase). An average of 170 events were promoted every month.



## COMMUNITY OUTREACH

- Served as a co-presenter at the **Salem All-Star Heritage workshop** with the National Trust for Historic Preservation to bring awareness about the importance of Salem's cultural heritage tourism market segment.
- Travel Salem's **Absolutely Tix** outlet in the Travel Café sold 924 tickets for 25 regional cultural heritage partners.

## WILLAMETTE VALLEY VISITORS ASSOCIATION PARTNERSHIP

- Placed a full-page Willamette Valley cycling ad in **Alaska Airlines** magazine.
- Placed a two-page spread promoting the Willamette Valley in **Tour & Tasting magazine** with a circulation of 60,000.
- Created a "**7 Wonders of the Willamette Valley**" theme and promotion to leverage the "7 Wonders of Oregon" \$3 million marketing campaign.
- Launched a Willamette Valley Visitors Association **Wintercation Facebook promotion** promoting Salem area attractions including Baskett Slough Wildlife Refuge, downtown Salem shopping, Woodburn Company Stores and winter fun at Detroit Lake Recreation Area.
- Launched a **VacationFun.com** Willamette Valley promotion and e-brochure which reached 80,000 consumers.
- Created Willamette Valley ads that promote the "**Wines Fly Free**" promotion through Alaska Airlines.



## SOCIAL MEDIA

Executed a comprehensive social media program with these concentrated efforts:

-  **Facebook** Posted 288 events & promotions reaching 7,249 fans (up 2%).
-  **Twitter** Maintained “real-time” conversations with 4,537 local, national and international followers. Posted 583 tweets promoting Salem area businesses & events.
-  **Flickr** Posted 54 regional images with 270,915 viewer sessions during the year. Visitors and journalists are able to search this resource as all images are tagged appropriately.
-  **Pinterest** Featured 126 pins with 230 followers.
-  **Instagram** Launched account in fiscal year 2014-15.

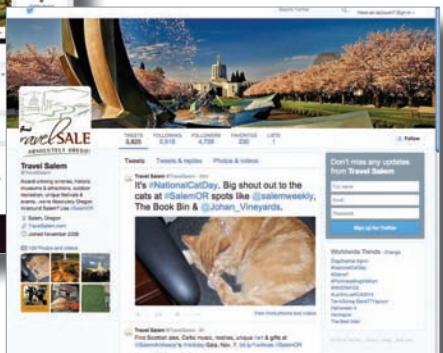
**Pinterest**



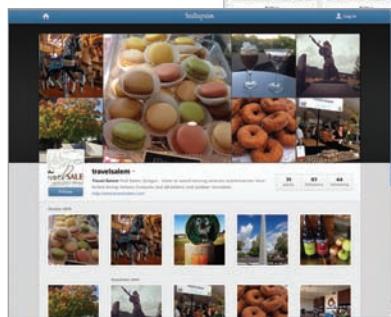
**Facebook**



**Twitter**



**Instagram**



**TravelSalem.com**



## WEBSITE ANALYTICS

**14.5%** INCREASE IN WEB TRAFFIC  
FROM 12-13 TO 13-14

**2012-13**

**234,277 visits**  
135 countries represented

Top web traffic came from:

1. U.S.
2. Canada
3. India
4. Germany
5. UK

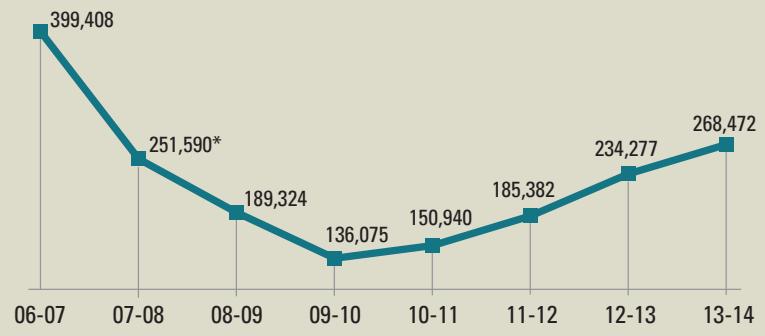
**2013-14**

**268,472 visits**  
138 countries represented

Top web traffic came from:

1. U.S.
2. Canada
3. India
4. UK
5. Brazil

## ONLINE USER SESSIONS



\*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. DriveTravel Salem's key performance measurements.

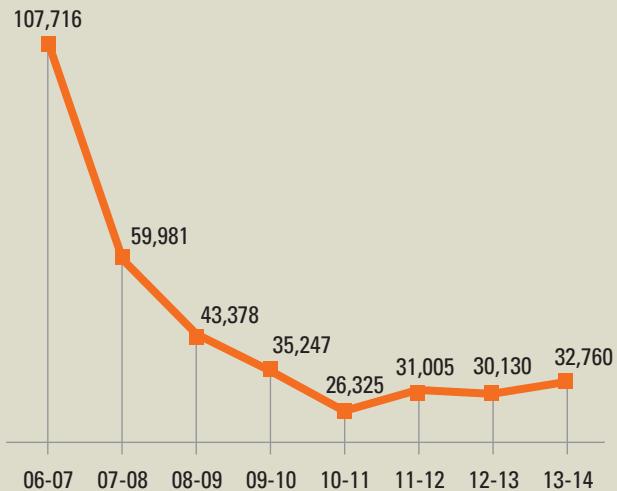
# \$8,111,400

## CONVENTION & EVENT ECONOMIC IMPACT

### PROMOTED SALEM AS A MEETING / EVENT DESTINATION AT THESE EVENTS:

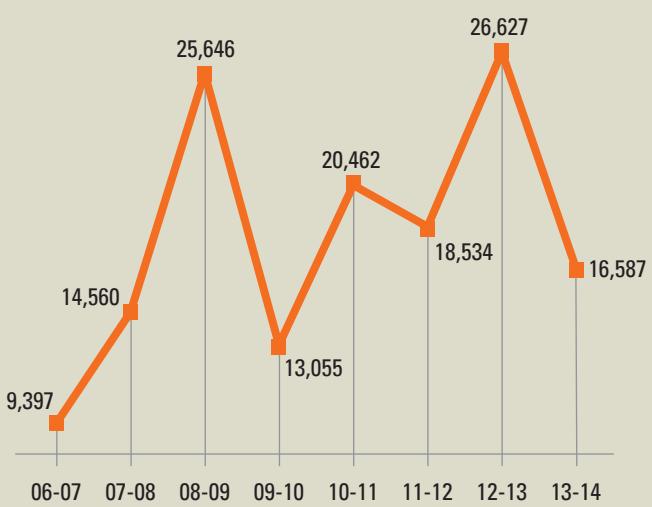
- **Society of Government Meeting Professionals** (SGMP) Annual Conference in Wilsonville, as well as the convention and tradeshow for SGMP's National Education Congress held in Portland. Travel Salem coop-ed on a tradeshow booth with Salem Convention Center and the Grand Hotel.
- **Oregon Society of Association Managers** Annual Conference and Tradeshow in Portland.
- **Amateur Softball Annual Council Meeting** held in Oklahoma City, in partnership with the City of Salem. We bid on the 2015 softball tournaments and partnered with Washington County on a tradeshow booth at the meeting.
- **Meeting Professionals International (MPI)** Cascadia Annual Conference held in Spokane, Washington.
- **BRAVO!** tradeshow held in Portland, with three partners – Salem Convention Center, Hampton Inn and Oregon West Excursions.
- **OSU Meeting Planner Tradeshow** and shared a booth with the Salem Convention Center and the Grand Hotel.

### DELEGATES



\*The increase in delegates from 12-13 to 13-14 was due to the BMW Motorcycle Owners Association convention. 06-07 delegates included wrestling tournaments which subsequently moved to Portland in 07-08 (note that the tournaments didn't drive comparable room nights).

### ROOM NIGHTS



\*The decrease in room nights from 12-13 to 13-14 was due to the Jehovah Witness Convention (JWC) being held in Portland in 13-14 to celebrate an anniversary event. Despite not having the JWC event, it should be noted that 13-14 was the largest collection of Salem TOT on record. The decrease in delegates and room nights from 08-09 to 09-10 is due to the JWC moving one of their weekends to from June to July, which moved the event to FY10-11.

“ I wanted to follow up and thank you for your help in securing A.C. Gilbert House. It was an ideal venue and everything went so well. I don't think I would have thought of having it there if you hadn't suggested it, so thanks for that! ”

– Michelle Picinich

## EVENT DEVELOPMENT

- Provided **Agility Funds to The Hoop** to expand two 2014 tournaments and develop new tournaments in November and December 2014. The March and May expanded tournaments generated 1,410 room nights (teams only, no family & friends) and \$10,152 in TOT revenue



**Mid-Valley**

**Get your motor running**

**Motorcycle rally draws BMW enthusiasts to Salem**

**By Justin Much**  
*Statesman Journal*

If you're noticing an unusual number of BMW motorcycles cruising in the Mid-Willamette Valley this weekend, it's because thousands of motorcycle enthusiasts from all over the world are here for the 10th annual International Rally in Salem through Saturday.

Shortly after arriving at the State Fairgrounds on Thursday afternoon, Salem Mayor Anna Peterson was welcomed by Bob Adridge, the association's executive director.

He listened to Peterson give a quick rundown of her previous experiences on motorcycle rides and then responded, "We'd like to put you on a motorcycle now, so we can go for a ride around the fair grounds."

The group's marketing director, Chris Hughes, rolled up his sleeves and nervously quiet biker-style on the grounds.

"It's the early stages of the International Rally," he said.

The bikes on two wheels are part of the 32,000-member contingent that started rolling into the State Fairgrounds at 9 a.m. Thursday; organizers had been on site since Sunday evening, preparing the three-day event.

Many Thursday arrivals checked in and then set out to explore the grounds of the Willamette Valley Fair preparing for the event.

Many Thursday arrivals were from all over the country and beyond. They planned to stay for the day and night, with the event running through Saturday.

The rally on two wheels is free to see more than 5,500 riders cruise through.

See more, Page 2C

**Shoring GoodNews**  
Recognizing positive stories that drive us forward

## 77 LEADS RESULTED IN 52 DEFINITE BOOKINGS:

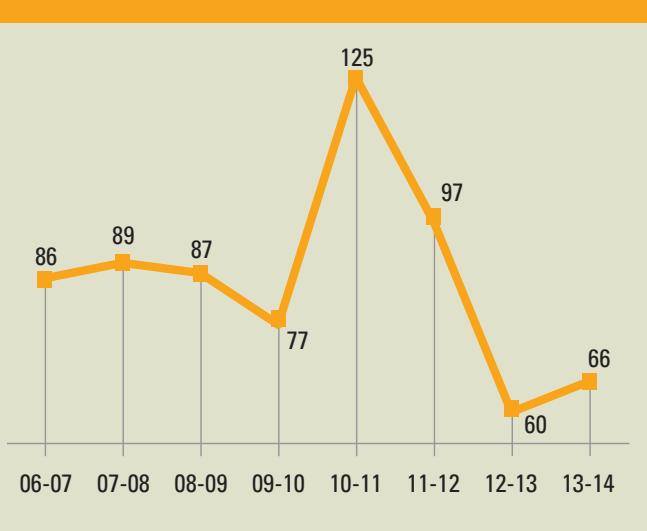
- 41 Citywide
- 5 at the Oregon State Fair & Expo Center
- 2 at Red Lion
- 2 at the Oregon Garden
- 1 at the Salem Convention Center
- 1 at the Chemeketa Community College Eola Viticulture Center

# SERVICES

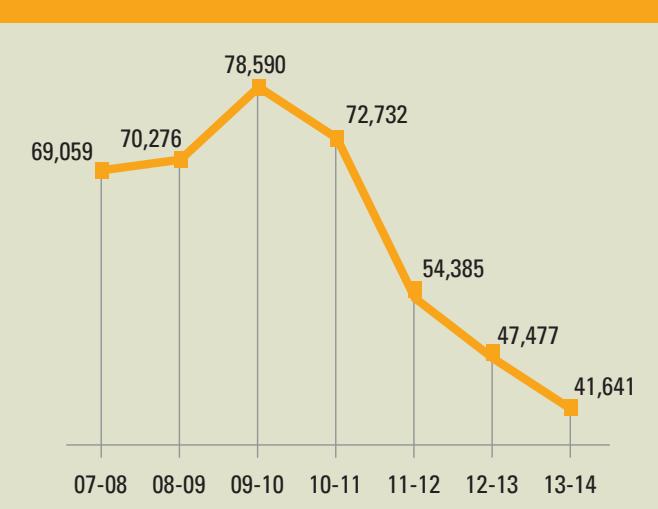
Provide the information, resources and support necessary to enhance the travel experience of the convention & group delegate and bolster repeat visitation.

## 38 GROUPS CONTACTED FOR SERVICE

### CONFERENCES / EVENTS ASSISTED



### VISITORS REACHED



### PROVIDED ON-SITE VISITOR INFORMATION FOR:

- 2014 District 5100 Rotary Convention
- National Hay Convention
- Oregon Winnebago Rally
- Masonic Grand Lodge
- BMW Motorcycle Owners Association Rally  
Between 6,000 to 8,000 people from across the U.S. attended the rally at the Oregon State Fair and Expo Center. Travel Salem coordinated wine tasting tours, visits to many attractions and staffed a visitor information table at the rally to provide the highest quality visitor experience for the attendees.



# \$1 leveraged \$3.42

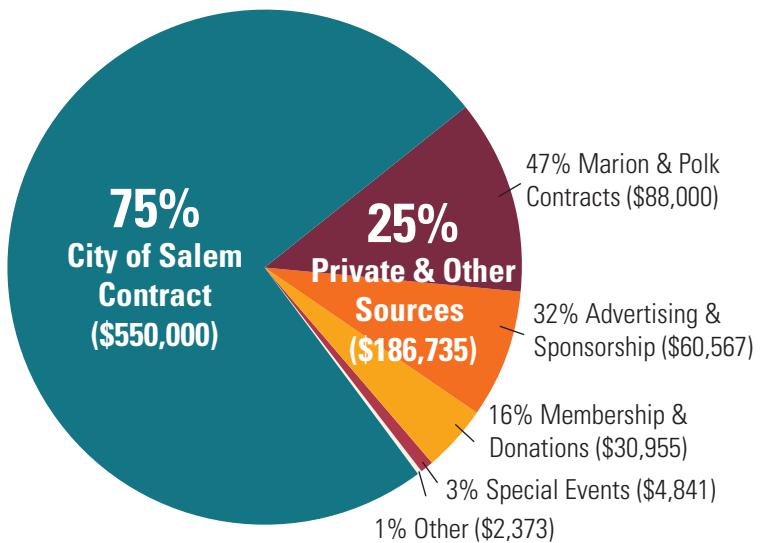
For every \$1 Travel Salem received from public sources—another \$3.42 was generated from outside sources. These results leveraged a 3.42 : 1 ratio for the region's investment in tourism promotion.

## OPERATING RESULTS

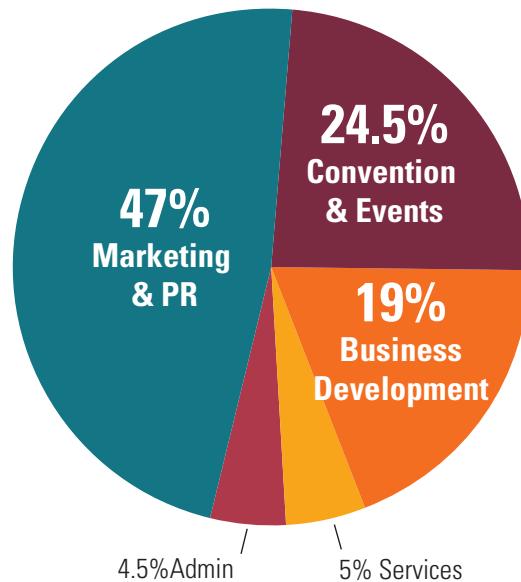
| REVENUES                       |                    |
|--------------------------------|--------------------|
| <b>Public</b>                  |                    |
| City of Salem Contract         | \$550,000          |
| <b>Regional</b>                |                    |
| Marion County                  | \$75,000           |
| Polk County                    | \$13,000           |
| <b>Private</b>                 |                    |
| Membership + Donations         | \$30,955           |
| Special Events                 | \$4,841            |
| Advertising & Sponsorship      | \$60,567           |
| Other                          | \$2,372            |
| <b>Restricted</b>              |                    |
| Temporarily Restricted Revenue | \$0                |
| <b>TOTAL REVENUES</b>          | <b>\$736,735</b>   |
| EXPENSES                       |                    |
| Salaries & Related Expenses    | \$481,351          |
| Operations                     | \$166,692          |
| Advertising                    | \$4,627            |
| Trade Shows & Fam Tours        | \$6,928            |
| Special Events                 | \$5,103            |
| Agility Fund                   | \$10,000           |
| Misc                           | \$866              |
| <b>TOTAL EXPENSES</b>          | <b>\$711,886</b>   |
| <b>OPERATING SURPLUS</b>       | <b>\$24,849</b>    |
| <b>Other Income - Leverage</b> |                    |
| Media                          | \$1,128,533        |
| In-Kind (including VIN)        | 601,201            |
| WVVA / Regional                | 202,440            |
| Visitors Guide                 | 81,533             |
| Advertising                    | 68,311             |
| Volunteers                     | 4,236              |
| <b>TOTAL</b>                   | <b>\$2,086,254</b> |

**72% of all revenues go toward direct visitor services**

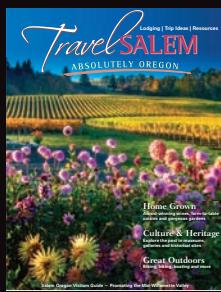
## Revenue Sources



## Program Expenditures\*\*



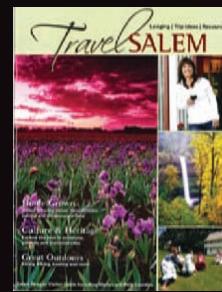
\*\*Program costs include overhead expenses.



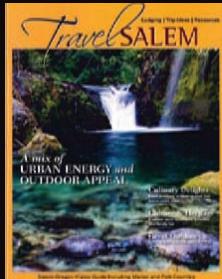
2014



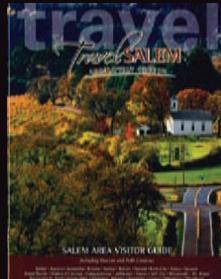
2013



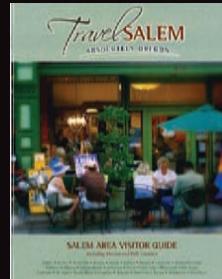
2012



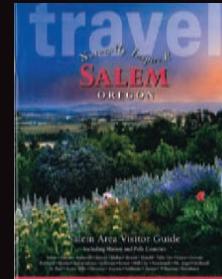
2011



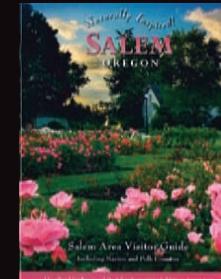
2010



2009



2008

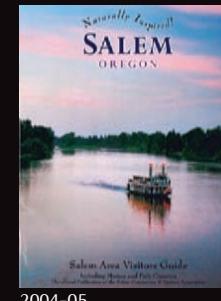


2007

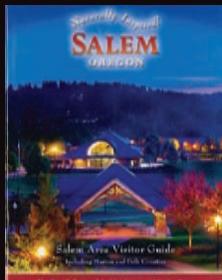
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## C E L E B R A T I N G 30 Years

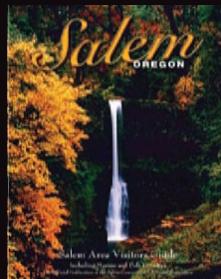
1984-2014



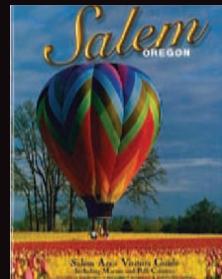
2004-05



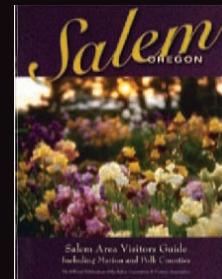
2006



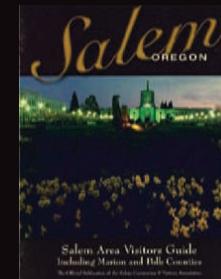
2002



2001



2000



1999



For more information regarding Travel Salem:

**TravelSalem.com**

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