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## **10/11 CONFERENCE & TOURISM MARKETING PLAN**

### **MISSION:**

Travel Salem's mission is to market and promote the greater Salem area as a premier, year-round destination for conventions, events and leisure travelers. As an economic development generator, Travel Salem's support of job creation and an enhanced quality of life creates value for the region. All programs and services seek to heighten the visitor experience, increase visitor expenditures and foster positive economic impact. We are committed to service and excellence that provide tangible results and strengthen the businesses and communities we serve.

### **VISION:**

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

### **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**

- a) Diversify Funding Streams
- b) Increase Organizational Capacity
- c) Build Membership Program

#### **2. Increased Visitation & Tourism Economic Impact**

- a) Broaden Scope of Convention & Event Marketing Program
- b) Drive Innovative Tourism Marketing Strategies
- c) Build Services & Hospitality Program
- d) Develop Strategic Partnerships & Alliances

**\*\* New strategies or action items are highlighted in yellow**

## 1/a - DIVERSIFY FUNDING STREAMS - **\*\*HIGH PRIORITY\*\***

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

| STRATEGIC INITIATIVES   |                |                  |
|---|----------------|------------------|
| <b>1) Develop &amp; implement sponsorship opportunities</b>   |                |                  |
| Grow marketing resources and link to strategic partners who have similar marketing goals  | <b>Revenue</b> | <b>Staff</b>     |
| E-newsletters, weekly & e-blasts  | \$ 2,200       | Bus Dev          |
| Plasma screens  | \$ 2,000       | Bus Dev          |
| Pad maps  | \$ 4,000       | Bus Dev          |
| Envelopes   | \$ -           | Bus Dev          |
| Welcome bags  | \$ 3,000       | Bus Dev          |
| Membership events   | \$ 1,500       | Bus Dev          |
| Travel Café   | \$ 10,000      | Mktg             |
| <b>SPONSORSHIP (Budget Line 5040)</b>   |                | <b>\$ 22,700</b> |
| <b>2) Implement fundraising events</b>  |                |                  |
| Engage the community, create awareness & community pride that will translate into residents serving as ambassadors for the region                               | <b>Revenue</b> | <b>Staff</b>     |
| Membership & Board luncheons  | \$ 8,400       | Bus Dev          |
| <b>SPECIAL EVENTS (Budget Line 5020)</b>  |                | <b>\$ 8,400</b>  |
| <b>3) Create new advertising opportunities</b>  |                |                  |
| Create a diverse set of business partnerships that enhance overall promotional strategies resulting in increased visitation including convention/event business | <b>Revenue</b> | <b>Staff</b>     |
| Plasma screens  | \$ 11,880      | Bus Dev          |
| Rest area promotional panels  | \$ 1,200       | Bus Dev          |
| Visitor Center brochure distribution  | \$ 8,000       | Bus Dev          |
| Visitors Guide  | \$ 18,000      | Mktg             |
| Website advertising   | \$ 3,000       | Bus Dev          |
| Website listings  | \$ 9,500       | Bus Dev          |
| <b>ADVERTISING (Budget Line 5030)</b>   |                | <b>\$ 51,580</b> |
| <b>4) Create new funding mechanisms</b>   |                |                  |
| Travel Café   | \$ 14,600      | Admin            |
| <b>ADVERTISING (Budget Line 5030)</b>   |                | <b>\$ 14,600</b> |

**5) Leverage participation through the Willamette Valley Visitors Association (WVVA)**

Ensure Salem is represented in all Willamette Valley marketing programs such as advertising, website, PR, publications, etc.

|   | Revenue               | Staff |
|---|-----------------------|-------|
| Position Marion/Polk in WVVA activities | \$150,000<br>(inkind) | Mktg  |
| <b>LEVERAGE (Budget Line 9100)</b>      | <b>\$ 150,000</b>     |       |

**6) Increase leveraged resources including donated products and services**

Enhance organizational efficiency, expand program reach and improve overall scope of services

|   | Revenue                 | Staff |
|---|-------------------------|-------|
| Secure leverage necessary to boost program offerings and operational capacity (e.g. advertising, co-op marketing, professional services, rent and meeting space, donated products, local and national publicity, volunteers, photography, etc.) | \$1,350,000<br>(inkind) | All   |
| <b>LEVERAGE (Budget Line 9100)</b>  | <b>\$ 1,350,000</b>     |       |

**7) Build and expand essential financial partnerships**

Build a cohesive marketing program with broad-based financial and regional support

|   | Revenue           | Staff |
|---|-------------------|-------|
| Partnership with Chambers, city or county government              | \$ 564,500        | Admin |
| Business partnerships inside & outside Salem city limits          | \$ -              | Mktg  |
| Regional Convention Program lead access                           | \$ 2,100          | Conv  |
| Agility Fund  | \$ 13,500         | Conv  |
| <b>REGIONAL (Budget Lines 4130, 4210, 4220, 4230, 5070, 5090)</b> | <b>\$ 580,100</b> |       |

**8) Research/apply for grants from foundations, businesses & government**

Leverage funding for organizational capacity and special marketing projects

|                                  | Revenue     | Staff |
|----------------------------------|-------------|-------|
| Foundations                      | \$ -        | Admin |
| Community granting               | \$ -        | Admin |
| <b>GRANTS (Budget Line 5080)</b> | <b>\$ -</b> |       |

**9) Maintain and expand existing revenue streams**

|  | Revenue          | Staff |
|--|------------------|-------|
| Co-op marketing                              | \$ 1,500         | Admin |
| Misc (promo merchandise & interest)          | \$ 1,000         | Admin |
| Membership (see section 1/c)                 | \$ 59,500        |       |
| <b>GRANTS (Budget Line 5050, 5060, 5090)</b> | <b>\$ 62,000</b> |       |

|                                  |                     |
|----------------------------------|---------------------|
| REVENUE (CASH) PROJECTION        | \$ 739,380          |
| LEVERAGE (IN-KIND, GRANTS) VALUE | \$ 1,500,000        |
| <b>10/11 TOTAL</b>               | <b>\$ 2,239,380</b> |

## 1/b - INCREASE ORGANIZATIONAL CAPACITY - **\*\*HIGH PRIORITY\*\***

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

### STRATEGIC INITIATIVES

#### 1) Strategically enhance staffing levels

Increase program capacity to maintain current services and deliver new services that drive the mission and goals of the organization

Staff

Admin

Outcome

Realign staffing to drive Convention program, Membership program, and the Marketing & PR program

#### 2) Establish 501c3 subsidiary

Research and implement 501c3 subsidiary to allow Travel Salem to secure grants from foundations and other funding opportunities only available with a charitable designation

Staff

Admin

Outcome

Increased financial resources for driving economic impact and overall visitation

#### 3) Engage the Board of Directors by developing advisory committees

Leverage skill sets, knowledge base and community network/resources by involving Directors in strategic committees that enhance overall marketing efforts

Staff

Admin

Outcome

Establish Board committees as needed

#### 4) Recruit volunteers with attributes/skill sets to achieve program goals

Leverage human resources from volunteer base to enhance marketing strategies and provide needed services & support

Staff

All

Outcome

Recruit qualified volunteers to assist with programs & services

#### 5) Implement technology to enhance program efficiency

Utilize state-of-the-art technology for marketing programs

Staff

Admin

Outcome

Improve program efficiency

#### 6) Utilize resources from academic institutions

Leverage human & technological resources from academic institutions to enhance marketing strategies and provide needed services & support

Staff

All

Outcome

Increase human resources and marketing resources

#### 7) Implement & maintain visitor information network

Ensure viability of satellite visitors centers and kiosks

Staff

Mktg

Outcome

Drive overall visitation and economic impact

## 1/c - BUILD MEMBERSHIP PROGRAM - **\*\*HIGH PRIORITY\*\***

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.

### REVENUE PROJECTION

|  |    |                  |                        |
|--|----|------------------|------------------------|
| 210 Members from "inside"                          | \$ | 33,600           |                        |
| 140 Members from "outside"                         | \$ | 25,900           |                        |
| <b>10/11 MEMBERSHIP REVENUE (Budget Line 5010)</b> |    | <b>\$ 59,500</b> | <b>350 Member Goal</b> |

### STRATEGIC INITIATIVES

|   |              |   |
|---|--------------|---|
| <b>1) Develop regional inventory of visitor industry</b>  | <b>Staff</b> | <b>Outcome</b>                              |
| Utilize inventory as recruitment tool   | Bus Dev      | Increase membership                         |
| <b>2) Obtain regional participation</b>   | <b>Staff</b> | <b>Outcome</b>                              |
| Operate in a regional capacity with financial support driven by membership participation on a regional basis; includes Marion/Polk counties   | Bus Dev      | Increase regional membership                |
| <b>3) Use public relations to promote membership</b>  | <b>Staff</b> | <b>Outcome</b>                              |
| Build community awareness of Travel Salem to promote membership   | All          | Increase membership                         |
| <b>4) Promote membership to in-state and out-of-state visitor industry</b>  | <b>Staff</b> | <b>Outcome</b>                              |
| Build membership, reciprocal partnerships and cooperative marketing programs with tourism-related businesses throughout Oregon and western states with special attention paid to high profile assets (e.g. Crater Lake, Seattle Space Needle, Sunriver, Mt. St. Helens, etc.); leverage Travel Salem relationships to recruit members (e.g. Oregon Destination Marketing Organization (ODMO), Western Assoc of Convention & Visitors Bureaus (WACVB), Governor's Conference, trade shows, Meeting Professionals International (MPI), Society of Government Meeting Prof (SGMP)) | Bus Dev      | Secure major Oregon destinations as members |
| <b>5) Recruit through statewide tourism organizations</b>   | <b>Staff</b> | <b>Outcome</b>                              |
| Network through state tourism organizations (Travel Oregon, Oregon Restaurant & Lodging Assoc (ORLA) etc.) to recruit members   | All          | Increase membership                         |
| <b>6) Leverage regional Chamber of Commerce memberships</b>   | <b>Staff</b> | <b>Outcome</b>                              |
| Build membership, partnership and regional promotional efforts  | Bus Dev      | Increase membership                         |
| <b>7) Implement Annual Membership meeting</b>   | <b>Staff</b> | <b>Outcome</b>                              |
| Engage membership   | Bus Dev      | Increase membership & advocacy              |

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

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

### STRATEGIC INITIATIVES

| <b>1) Implement "Champion" program focusing on role of local community</b>   | <b>Staff</b> | <b>Outcome</b>  |
|--|--------------|---|
| Work with local businesses and residents to determine what conferences/events they participate in and recruit conference/event to Salem area   | Conv         | Identify convention/event prospects                           |
| <b>2) Research &amp; update the estimated impact formula</b>   | <b>Staff</b> | <b>Outcome</b>  |
| Review formulas used by other DMOs in region to update Travel Salem's EEI formula for conventions  | Conv         | More accurate reporting                                       |
| <b>3) Develop cooperative marketing campaigns with partners</b>  | <b>Staff</b> | <b>Outcome</b>  |
| Work closely with groups such as Oregon State Fair, Salem Conference Center, etc., to leverage existing marketing efforts and resources, as well as identify new opportunities that can be jointly pursued | Conv         | Secure more convention/event business                         |
| <b>4) Research niche markets</b>   | <b>Staff</b> | <b>Outcome</b>  |
| Develop regional inventory of meeting/event facilities & define niche markets; research & secure relocation and rotational opportunities of conference/events; direct mail tour operators                  | Conv         | Develop new convention/event business                         |
| <b>5) Secure new conference/event opportunities using the Agility Fund</b>   | <b>Staff</b> | <b>Outcome</b>  |
| Utilize visitor development funds to capture new business (e.g. bid fees, sponsorship)   | Conv         | Develop new convention/event business                         |
| <b>6) Initiate sales missions to promote region's collective inventory</b>   | <b>Staff</b> | <b>Outcome</b>  |
| Explore feeder city opportunities in the Northwest   | Conv         | Increase convention & event business from out of state        |
| <b>7) Pursue editorial coverage for Salem as a convention destination</b>  | <b>Staff</b> | <b>Outcome</b>  |
| Target industry publications and secure free editorial coverage promoting Salem to meeting/event planners  | Mktg         | Increase awareness of Salem as conference & event destination |

| 8) Develop sports marketing program/create inventory of venues  | Staff | Outcome  |
|---|-------|--|
| Determine inventory opportunities; define what niches are best supported; identify new marketing strategies   | Conv  | Secure additional sporting opportunities with area athletic/sports partners and venues   |
| 9) Research & broaden geographic scope of program   | Staff | Outcome  |
| Increase overall economic impact by using partnership funds to market Marion/Polk venues for convention/event activities when Salem can't accommodate business  | Conv  | Support convention & event business in region  |
| 10) Maintain existing marketing efforts   | Staff | Outcome  |
| Place Salem ads in SGMP directory, MPI directory, Religious Conference Managers Assoc (RCMA) directory, SportsEvents.com and free web listings, Meetings in the West, MPI quarterly newsletter, niche sport and event placements; coordinate tradeshow (e.g. Oregon State University, SGMP, MPI, Oregon Society of Association Management (OSAM), Chamber Show Biz, Amateur Softball Assoc (ASA), Meetings Market Academy); implement sales activities (e.g. direct contact, phone/email, direct mail and site/familiarization tours); coordinate bi-monthly Team Salem meetings; attend Oregon Tour & Travel Alliance (OTTA) | Conv  | Obtain new and repeat convention/event business; stay competitive with other markets ( e.g. Eugene, Bend, Portland) to keep Salem's market share |

## 2/b - DRIVE INNOVATIVE TOURISM MARKETING STRATEGIES

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

### STRATEGIC INITIATIVES

| 1) Explore advertising & publicity options to educate target audiences  | Staff   | Outcome   |
|---|---------|---|
| Place advertisements in print & online media with focused efforts on social media publicity to engage consumers at a higher and more direct level; work with Salem area businesses to participate with special promotions (e.g. Oregon Bounty); consistent communication with local media outlets | Mktg/PR | Attract visitors by creating top-of-mind awareness of the Salem area as a visitor destination; engage local community and heighten awareness of Salem to visiting friends and relatives |
| Develop integrated partnerships with local media (SJ column, bloggers, etc.)  | Mktg    | Drive economic impact and community awareness   |
| 2) Redesign TravelSalem.com to be dynamic & user-friendly   | Staff   | Outcome   |
| Make TravelSalem.com more attractive, easier to use and to move TravelSalem.com up the search engine ladder; redesign to tie-in new "Absolutely Oregon" brand; redesign shopping cart; implement virtual tours & blogs (partnerships w/ CCTV, CCC)  | Mktg    | Convert website visits to actual visitors   |
| 3) Enhance Visitor Information Network  | Staff   | Outcome   |
| Seek partnerships to enhance Travel Café product offerings; design, build & locate new satellite kiosk locations  | Mktg    | Provide easily accessible visitor information that encourages repeat visitation, lengthens stays and increases expenditures   |
| 4) 2010 Visitors Guide content innovations  | Staff   | Outcome   |
| Through RFP process, secure new publisher that will create content and integrate both print & online strategies based on focus group feedback   | Mktg    | Drive economic impact and community awareness   |
| 5) Implement technology and utilize online marketing resources  | Staff   | Outcome   |
| Actively engage in social media and utilize other online promotional tactics (FaceBook, Twitter, Flickr, YouTube) to target marketing messages to key audiences   | Mktg    | Drive economic impact and community awareness   |
| Update Salem area video if revenue or partnership opportunities exist   | Mktg    | Drive economic impact and community awareness   |
| 6) Pursue editorial coverage to leverage marketing resources  | Staff   | Outcome   |
| Contact journalists, publications and broadcast entities to secure media coverage   | PR      | Attract visitors to the region  |
| Pursue out-of-market publicity options; work with local businesses to determine human interest angles and unique public relations opportunities   | PR      | Attract visitors to the region  |
| 7) Expand regional efforts through creative partnerships & marketing initiatives  | Staff   | Outcome   |
| Seek innovative partnerships  | Mktg    | Increase visitation by broadening Salem's reach through new creative marketing strategies and joint promotions  |



|   |              |  |
|---|--------------|--|
| <b>8) Participate with current tourism partners to enhance marketing efforts</b>  | <b>Staff</b> | <b>Outcome</b>   |
| Implement cooperative marketing strategies; assist events; serve on Board of Directors of WVVA; regularly organize meetings to discuss partnerships and co-operative opportunities (e.g. WVVA, OLA, ORA, Salem Area Lodging Assoc (SALA), area attractions, Salem Marketing Network, Oregon Film Commission, refer to Industry Partners by Category grid)   | Mktg         | Attract more visitors to Salem   |
| <b>9) Research &amp; develop new promotional opportunities</b>  | <b>Staff</b> | <b>Outcome</b>   |
| Create and implement promotional opportunities; increase consumer impressions; identify Salem industries to develop marketing partnerships; pitch area events to the broadcast media; recruit new businesses to participate with promotions such as the Oregon Bounty and Adventurecation campaigns   | Mktg         | Increase visitation by broadening Salem's reach through new creative marketing strategies and joint promotions |
| Work with cultural/heritage segment to collaborate on marketing initiatives that promote category as part of overall tourism strategy   | Mktg         | Increase visitation by broadening Salem's reach through new creative marketing strategies and joint promotions |
| <b>10) Leverage Travel Oregon's marketing efforts</b>   | <b>Staff</b> | <b>Outcome</b>   |
| Align marketing strategies with Travel Oregon's initiatives, pitch stories to Travel Oregon Magazine editors; post Salem area events on TravelOregon.com; partner with a Travel Oregon consumer e-newsletter promotion; distribute Salem Area Visitors Guide through State Welcome Centers; utilize Travel Oregon ad rates and Travel Oregon Online Lead program; direct mail tour operators; partner with Quality Service Training | Mktg         | Increase visitation to Salem   |
| <b>11) Develop campaign to target visitor inquiries</b>   | <b>Staff</b> | <b>Outcome</b>   |
| Direct market to inquiries using web-based strategies, reducing hard costs for postal services  | Mktg         | Increase visitation to Salem by targeting qualified leads  |
| <b>12) Maintain existing marketing efforts</b>  | <b>Staff</b> | <b>Outcome</b>   |
| Print advertising; online advertising; outdoor advertising; broadcast advertising; social media advertising; visitor information network (e.g. operate Travel Cafe and maintain satellite kiosks); fulfill visitor requests; brochure distribution; purchase Salem photos for marketing purposes; attend Governor's Conference on Tourism for networking and educational opportunities  | Mktg         | Increase visitation to Salem; remain competitive with other Oregon destinations                                |

## 2/c - BUILD SERVICES & HOSPITALITY PROGRAM

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

### STRATEGIC INITIATIVES

| 1) Develop & implement a marketing campaign  | Staff   | Outcome   |
|--|---------|---|
| Create online brochure outlining group services; include service materials in all sales marketing efforts  | Mktg    | Assist as many groups as possible with visitor information to ensure their Salem experience is enjoyable and convention/event business is retained. |
| 2) Develop & distribute restaurant/amenity guides focusing on key geographic areas   | Staff   | Outcome   |
| Customize a geographic restaurant guide for groups - publish online  | Serv    | Increase the economic impact of convention delegates/event participants (requested by group/event planners)   |
| 3) Implement post-event hospitality surveys & other feedback channels; use data to improve & expand program deliverables   | Staff   | Outcome   |
| Contact groups; use online survey tool to contact clients post-event & obtain actual attendance, level of satisfaction and overall rating; share survey findings with facility/venue | Serv    | Ensure retention of current convention/event business   |
| 4) Increase volunteer base targeting specific skill sets   | Staff   | Outcome   |
| Create volunteer application, recruitment brochure and TravelSalem.com volunteer opportunities page; match volunteer skills to the appropriate service opportunity                   | Serv    | Retain current convention/event and leisure visitor business by providing the highest level of hospitality and service                              |
| 5) Communicate proactively to industry partners regarding activities & events to increase participation & promotion of regional assets   | Staff   | Outcome   |
| Expand services database to include interested regional partners and communicate with partners on a quarterly basis regarding service opportunities                                  | Serv    | Increase service and hospitality to convention/event groups while encouraging longer visitor stays within the region                                |
| 6) Research Mobile Visitors Center concept   | Staff   | Outcome   |
| Research opportunity & concept   | Bus Dev | Encourage longer and return visits by providing a higher level of on-site visitor information services to conventions and events                    |

| 7) Maintain existing service efforts   | Staff | Outcome  |
|--|-------|--|
| Distribute welcome bags to groups; coordinate information tables at conventions/events; participate in appropriate sales calls and coordinating committees to coordinate services (e.g. dignitary appearances/welcome letters, entertainment, liaison between event and City services, create pre and post tour itineraries); coordinate Team Salem and Sports Alliance meetings; attendance building program for meeting planners (utilize "save the date" e-vites with link to TravelSalem.com; offer Salem Visitors Guides and Salem video to group organizers to pre-promote the region; participate one year in advance to pre-promote event) | Serv  | Retain current convention/event business; educate and engage the Salem community in local events and activities; increase room nights and economic impact to the region; and ensure coordinated marketing efforts with partners and business community |

## 2/d - DEVELOP STRATEGIC PARTNERSHIPS AND ALLIANCES

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

| STRATEGIC INITIATIVES   |              |   |
|---|--------------|---|
| <b>1) Develop local industry task forces &amp; committees</b>   | <b>Staff</b> | <b>Outcome</b>  |
| Strategic partnerships with travel trade (travel agents, tour operators), cultural/heritage, wineries, gardens, outdoor recreation, events, corporate | All          | Drive awareness and promotion of Salem; define issues that have regional impact   |
| <b>2) Meet with current partners to determine common goals, resources &amp; obstacles</b>   | <b>Staff</b> | <b>Outcome</b>  |
| Strategic meetings with partners identified on the following page "Industry Partner by Category"  | All          | Attract additional business to Salem through cross promotion, co-op marketing, and creation/reinvention of promotional programs |
| <b>3) Assist industry partners with sales &amp; marketing efforts</b>   | <b>Staff</b> | <b>Outcome</b>  |
| Take advantage of economies of scale and human resources  | All          | Drive visitation & economic impact; secure new business & retain existing business  |
| <b>4) Expand regional efforts through creative partnerships &amp; marketing initiatives</b>   | <b>Staff</b> | <b>Outcome</b>  |
| Seek alliances to leverage existing efforts and support broad-based regional tourism promotion  | All          | Expanded resources and capabilities to drive visitation & economic impact   |
| <b>5) Leverage partnerships to diversify funding streams</b>  | <b>Staff</b> | <b>Outcome</b>  |
| Research and implement strategies with key stakeholders to create new funding mechanisms  | Admin        | Improved program effectiveness to drive visitation & economic impact  |

## 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>   |

*Please note: This chart is not an exhaustive list of industry partnerships. The chart is designed to provide examples within each category, and some examples might fit in multiple categories.*

## PERFORMANCE MEASUREMENTS

| MEASUREMENT                     | METHOD OF MEASUREMENT   | FREQUENCY | ORIGINATION            | DESIRED RESULT  | BENCHMARK                      |
|---------------------------------|---|-----------|------------------------|---|--------------------------------|
| Estimated Economic Impact (EEI) | 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                                   | 2009 EEI = \$452 million       |
| Transient Occupancy Tax (TOT)   | Room tax revenue collected from lodging facilities.   | Quarterly | City of Salem          | Steady, long - term growth in TOT                                   | 2009 TOT = \$2.2 million       |
| Leverage                        | Increased program capacity from donated products & services such as: <ul style="list-style-type: none"> <li>• In-kind contributions</li> <li>• Advertising discounts</li> <li>• Media value (local, regional, national)</li> <li>• Volunteer labor</li> <li>• Willamette Valley Visitors Association</li> <li>• Visitors Guide</li> </ul>                                     | Quarterly | Travel Salem           | Increases in "cash equivalents" and leverage of marketing resources | 09-10 Leverage = \$1.5 million |



## 10/11 Organizational Structure

