

# ANNUAL REPORT

2008-2009



**Travel Salem**

181 High Street NE :: Salem, OR 97301  
[www.TravelSalem.com](http://www.TravelSalem.com)



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Bush's Pasture Park



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# A YEAR OF FIRSTS

*Travel Salem's Travel Café*

2008-09 was one of the most profound and successful years in the organization's history. The change agent? A drive to push the boundaries and deliver value for the visitor, the community and the partners that make it all possible. Characterized by industry firsts, bold innovation and unique partnerships, the list of accomplishments is staggering especially for an organization that only recently transitioned back from the City of Salem with a new contract in 2007.

One of the first tasks was to rebrand the organization. A Brand Council comprised of regional leadership welcomed the new moniker Travel Salem, and ushered in a new tagline "Absolutely Oregon." Travel Salem's new logo was developed and the new brand caught fire as a powerful community-wide and regional concept took hold—with 17 organizations adopting their own "Absolutely" tagline.

Travel Salem also found a new home after 24 years at the beautiful Mission Mill Museum. On January 31, Travel Salem packed its bags and moved to the heart of Salem's historic district. The first-ever Travel Café, a destination visitors center, was launched after receiving wide community support and investments from 31 partners to help fund the project. Shortly after opening its doors, it was recognized with the Governor's Award for Creative Tourism Development. This regional project sets the bar for the ultimate visitor experience by getting the visitor up-close-and-personal in new and exciting ways with

what the community has to offer. The Travel Café is wired with cutting-edge technology and features local art, dynamic museum-quality displays, plasma screens, Garmin GPS units for rent, AbsolutelyTix a centralized ticketing outlet, and various events showcasing local bounty.

Other "firsts" included the expanded Visitor Information Network with new satellite locations on I-5. A new dedicated PR person helped achieve \$660,000 in publicity success and launched Travel Salem into the social media stratosphere. The first-ever new contract was secured with Woodburn Area Tourism. Several new conferences booked representing significant economic impact and TOT revenues (e.g. Jehovah Witness Conventions) at a time when the local economy was sinking in the recession.

This success is not by accident, but due to the tireless dedication, talent and vision of Travel Salem's staff and Board of Directors. We also thank our partners, elected officials and friends for their support and continued investment in Travel Salem.

Travel Salem exists to drive value through an infusion of new dollars into the economy, fueling TOT revenues and lottery funds, creating jobs and overall quality of life for our communities.

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



Dwane Brenneman  
Chairman



Angie Morris  
President & CEO

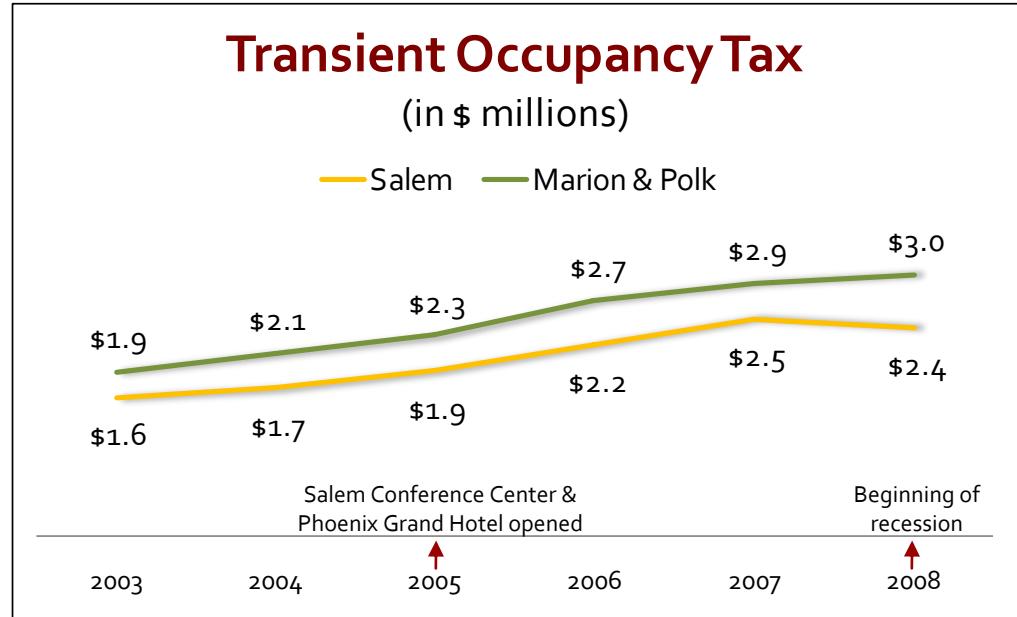
# KEY PERFORMANCE MEASUREMENTS

Travel Salem 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 fairing. 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 Travel Salem 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.

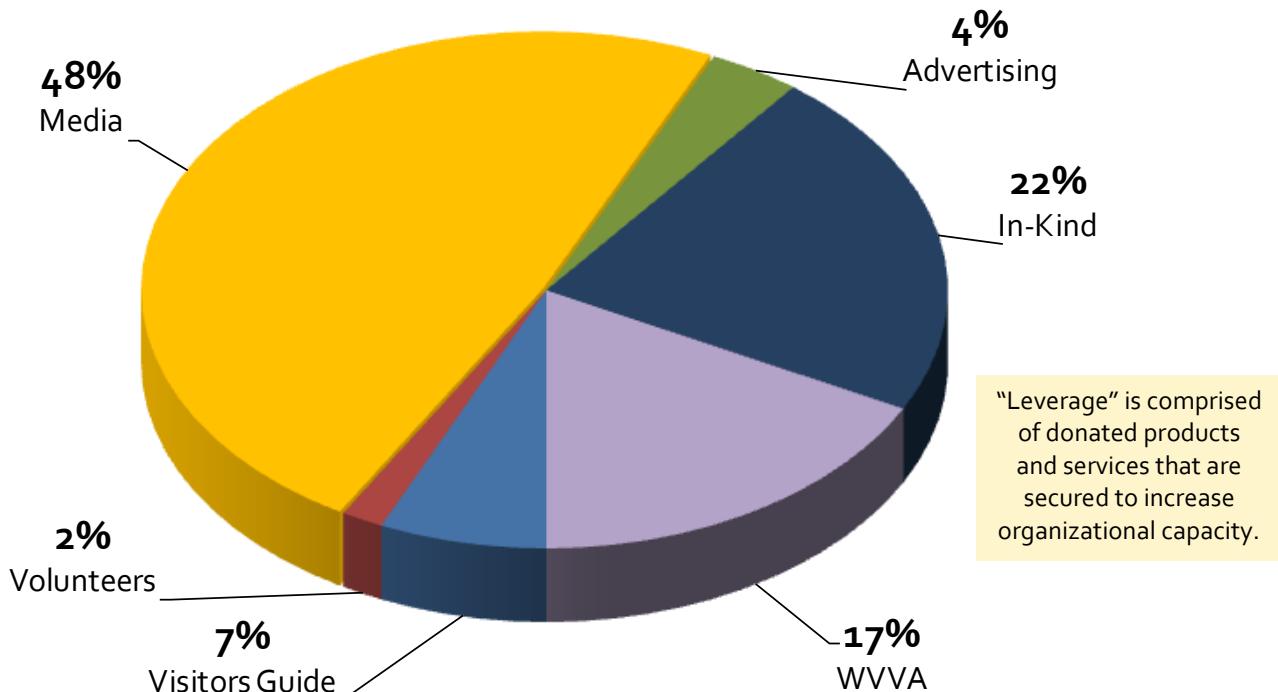
"... the real surprise was your visitors guide. What a wonderful publication!!!  
Makes me wonder why I ever left! This has got to make your advertisers proud. As a visitor, I would really be inclined to stay in the area for a week or more, just to see what your publication has suggested to see.  
Congratulations!"

- H. Wood, Event Planner



## 2008-09 Leverage: \$1,363,105

an increase of 18% over previous year



## 2008 Travel Impacts\*

(in \$ millions)

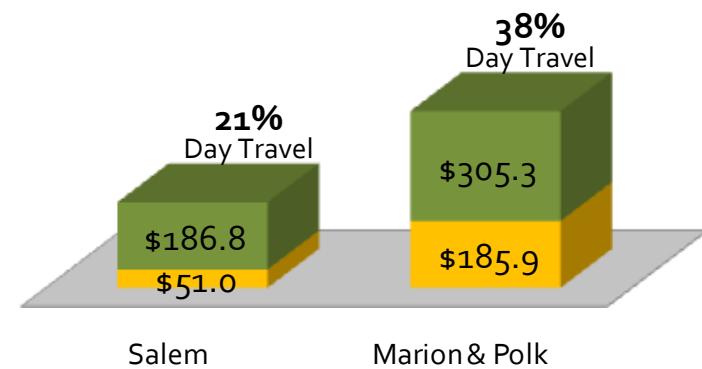
### MARION & POLK COUNTIES

Accommodations .....	\$48.9
Food & Beverage .....	\$96.7
Food Stores .....	\$38.2
Ground Transportation & Fuel .....	\$148.5
Arts, Entertainment & Recreation.....	\$115.5
Retail Sales .....	\$43.5
<b>Direct Travel Spending .....</b>	<b>\$491.2</b>

Direct Earnings .....	\$122
Jobs .....	5,920

## Day vs. Overnight Travel

■ Day ■ Overnight

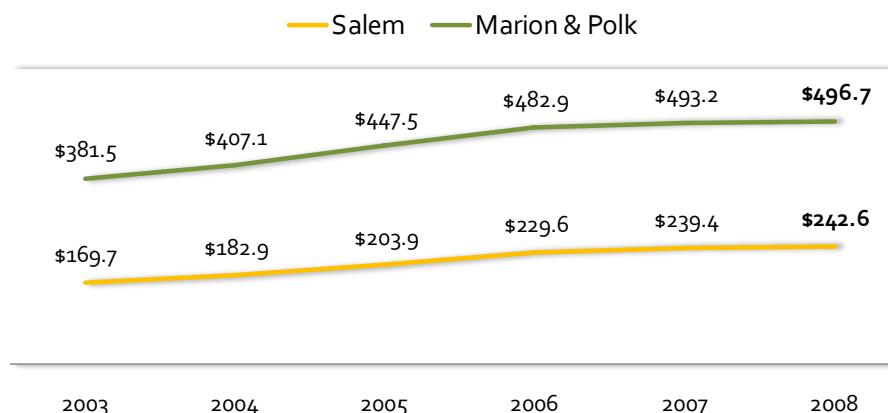


### Tourism Economic Development

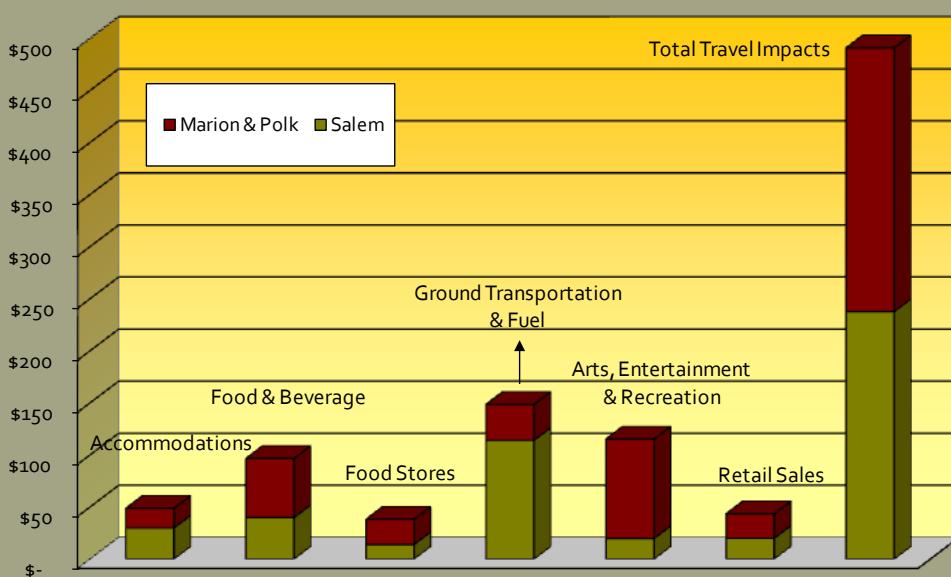
*Over the past five years, direct travel spending in Marion & Polk Counties grew **\$23 million** on average each year, while also adding **104 jobs** on average annually.*

### Estimated Economic Impact Trends

(in \$ millions)



### Visitor Spending by Commodity



### Visitor Volume & Average Spending

Visitors made roughly **502,000 trips** to the Salem area in 2008 and stayed **1.3 million days**.

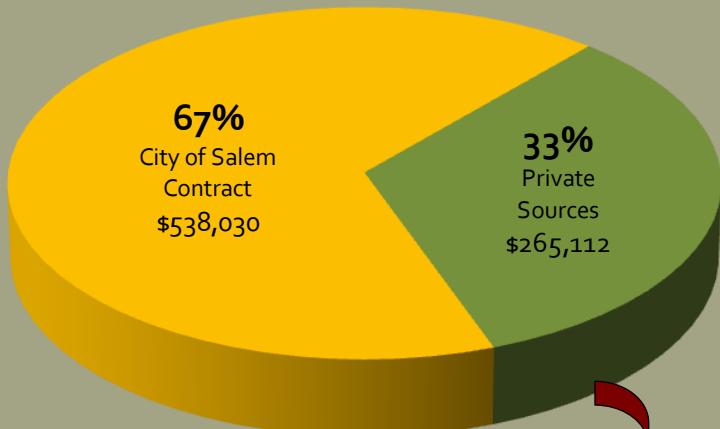
Average daily spending per overnight visitor in the Salem area for 2008 was **\$143**, not including spending on transportation.

## DIVERSIFY FUNDING STREAMS

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

### Travel Salem Revenue Sources

2008-09 Actual: \$803,142

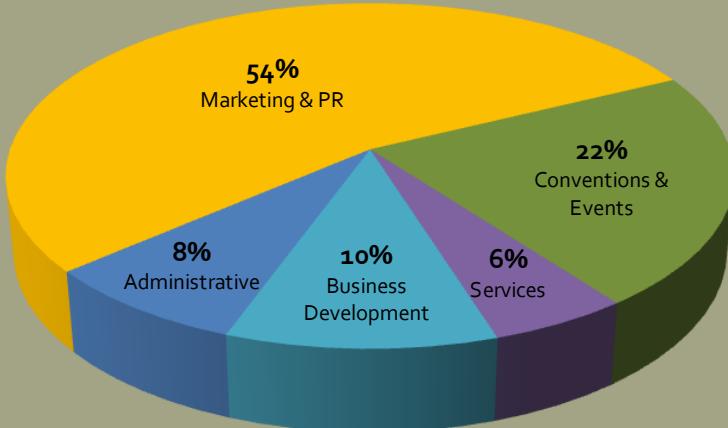


#### PRIVATE SOURCES

40% - Regional Contracts	4% - Other
24% - Advt & Sponsorship	3% - Special Events
21% - Travel Café	2% - Grants
5% - Membership	1% - Leads

### Travel Salem Program Expenditures

2008-09 Actuals: \$734,363



### TOTAL 2008-09 OPERATING BUDGET:

Revenue ..... \$803,142

Leverage ..... \$1,363,105

**TOTAL ..... \$2,166,247**

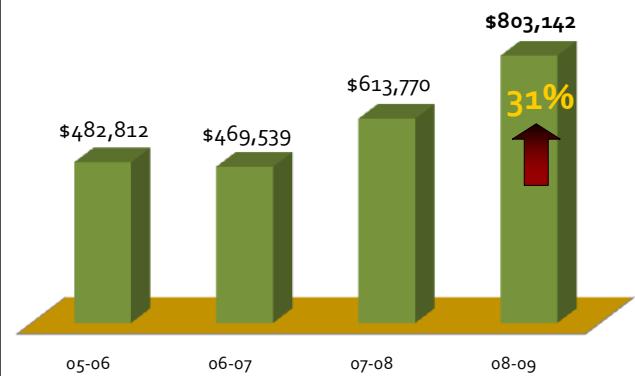
**3 : 1 RATIO**

For every \$1.00 Travel Salem received from City of Salem TOT—another \$3.00 was generated from outside sources.

### RESULTS:

- Secured a partnership with **Willamette Valley Visitors Association** (WVVA) for year-round advertising (see *Partnerships & Alliances* section for detail).
- Secured funding from **Marion County** to support marketing and public relations efforts county-wide. The new funding represents a 140% increase over previous years. The last time Travel Salem received funding from Marion County was in 2002.
- Polk County** increased their support for tourism promotion, by doubling their investment in Travel Salem.
- Secured the first-ever new contract with **Woodburn Area Tourism** to provide tourism promotion services.
- Secured a **Travel Oregon** grant for the creation of a Salem area media kit.
- Secured private funding to build the **Travel Café**, a brand new concept for a destination visitors center (see *Increased Organizational Capacity* for detail).
- Secured new **marketing partners** for the Travel Café (Go Downtown Salem, Salem Art Association and The Relocation Team).
- Launched the **AbsolutelyTix** network, a centralized regional ticketing outlet.
- Secured **sponsors** for Marketing Exchange events, Industry and Consumer e-newsletters, envelopes, pad maps, and welcome bags.

### Revenue Trends



## INCREASE ORGANIZATIONAL CAPACITY

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

### **RESULTS:**

- Strategically increased staffing levels:
  - Hired a **Public Relations Manager** to increase editorial coverage, create brand awareness as a premier destination and drive visitation.
  - Recruited an **intern** for PR program support.
  - Hired part-time **Guest Service Coordinators** for the Travel Café.
- **Travel Salem moved** its headquarters to historic downtown Salem, and opened the first-ever Travel Café and destination visitors center in the country. More than 31 partners stepped up to support the project, and \$169,000 was generated in donated products and services.
- Engaged strategic **Board advisory committees**—Finance, Membership, Nominations, Bylaws, Brand Council and Facilities.
- Expanded the **Visitor Information Network** by securing new satellite locations (see *Tourism Marketing* section for detail).
- Recruited **13 new volunteers** to provide broad-based support to the marketing and convention programs.
- Implemented **social media** promotional efforts to enhance program efficiency (see *Tourism Marketing* section for detail).

## 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.*

### **RESULTS:**

- Notable statewide, regional and national groups assisted:
  - 50<sup>th</sup> Salem High School Reunion
  - Alaska Teamsters Retirees
  - ASA Softball
  - Band of Brothers
  - Beta Sigma Phi
  - Chemeketa Community College
  - Christian World Fellowship
  - Country Companies
  - Edisel's Car Owner's Club
  - Family & Community Education
  - Fleetwood Travelcade Club
  - Governor's Tourism Conference
  - Holiday Rambler's RV Group
  - Independent Order of Foresters
  - Jehovah's Witness Convention
  - Kaiser Frazer
  - League of Oregon Cities
  - Living Healthy & Living Well
  - Mayfest-Senior Christian Women
  - Safari, Monaco, Beaver, Holiday Rambler
  - NADE-Pacific Region Training
  - NWSA Fall Classic Horse Show
  - ODOT Business Line Forum
  - ODOT Maintenance Training
  - ORADE Local Chapter of NADE
  - Oregon Assn of Hospitals & Health Systems
  - Oregon Assn of County Treasurers
  - Oregon Christian Women
  - Oregon Fairs Association
  - Oregon Federation of Republican Women
  - Oregon Fire Service Office Admins
  - Oregon Funeral Director's Assn
  - Oregon Library Assn
  - Oregon Paralegal Assn
  - Oregon Pinot Camp
  - Oregon Refuse & Recycling Assn
  - Oregon Retired Educators
  - Oregon School Board Assn
  - Oregon School Employees Assn
  - Oregon Society of Enrolled Agents
  - Oregon Society Respiratory Care
  - Oregon State Athletic Assn BB
  - Oregon State Square & Round Dancers
  - Oregon State Victims Academy
  - Pacific NW Waterworks
  - Portland State American History
  - Rotary District Conference
  - Rural Development Initiative
  - St. Paul's Episcopal Church
  - Unitarian Church Conference
  - Western Univ NCAA Playoffs
  - Willamette University Student Orientation

### **Visitors Reached:**

**70,276**

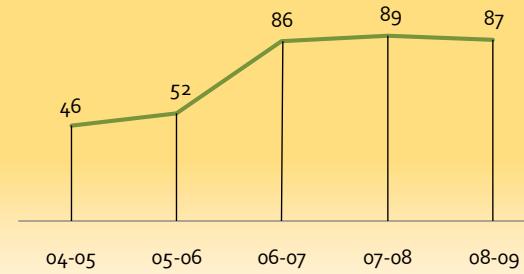
### **Welcome Bags Distributed:**

**7,062**

### **Groups Contacted for Service:**

**105**

### **CONFERENCES/EVENTS ASSISTED**



## 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:

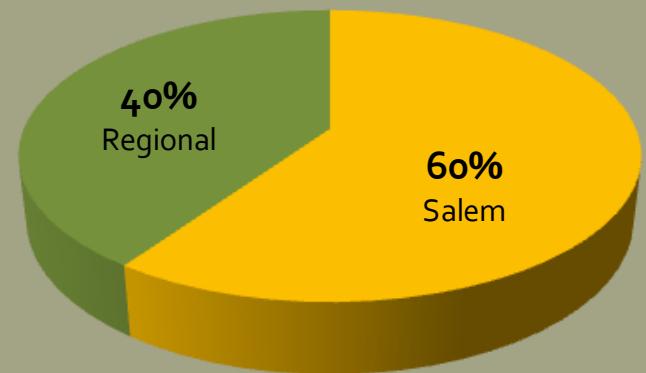
- In 2008-09, Travel Salem secured **275** members (92% of goal), an increase of 54% over the previous year. A total of 97 new members were acquired, with overall annual attrition of only 13 members. Sales presentations increased by 103% over the previous year.
- Developed **new products and services** to give businesses more options to reach visitors through unique target marketing such as GPS advertising.
- **Marketing Exchange** series— held bi-monthly networking events featuring engaging topics and speakers:
  - “Two Essential Characteristics for High Performing Teams,” by Randy Harrington/EASC
  - “Online Return on Investment,” by Tanya Zumach/Metropolitan Group
  - “The Tourism Engine & How Businesses Benefit When They Connect,” by Senator Brady Adams/Evergreen Federal Bank
  - “Film & Television Media: A Look Ahead at this Changing Industry,” by Vince Porter/Governor’s Office of Film & TV
  - “Travel Salem 101—Plug into Innovative Marketing Strategies,” by Travel Salem staff
  - “We Can Prove It—Oregon Tourism’s Impact on Local Business,” by Scott West/Travel Oregon
- Published 23 press releases to build awareness about Travel Salem and the membership program.
- Participated in “fam” tours of Dallas, Independence, Silverton, Mt. Angel and Woodburn.
- Regularly attended meetings of the Salem Area Chamber, North Santiam Chamber, Stayton/Sublimity Chamber, Keizer Chamber, North Salem Business Association, West Salem Business Association, SEDCOR, Artsmart, and the Salem Area Lodging Association.
- Secured **12 Corporate Leader** members that supported the organization at the highest level.
- Partnered with 17 Chambers of Commerce throughout the region by providing **reciprocal membership** benefits.

### Travel Salem Membership Program



\* Decreased revenues due to promotional discounts; began offering free web listings per City in April.

### Membership Composition



**87% of members select “U-Pick” Options** as opposed to pre-packaged options, preferring to custom-build their membership package.



Aurora Antique Shopping

## 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.

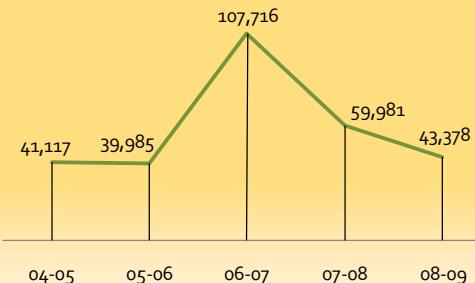
### RESULTS:

- Secured four national softball tournaments for 2010 at the Amateur Softball Association's Annual Council Convention in Oklahoma City. In addition, Salem was awarded the **James C. Farrell Award of Excellence** for hosting two of the highest rated tournaments in 2008. This is the second year in a row that Salem has received this prestigious award.
- Secured the **Jehovah Witness Conventions** at the Oregon State Fair & Expo Center using the Agility Fund. This conference brought 15,000 delegates over three weekends and represented roughly \$10 million in economic impact to the community. The group has committed to three years, 2009-2011.
- Hosted the **2009 Governor's Conference on Tourism**, held at the Salem Conference Center. This was the first time in its 25-year history that the conference was held in the capital city. Worked with a variety of local partners to develop and coordinate activities for the event including a pub crawl & tour, downtown walking tour & Union Street Pedestrian Bridge, riverfront kayaking expedition, awards banquet at the Elsinore Theatre, Travel Café reception, and a full-blown "Mini-State Fair" event at the Oregon State Fair.
- Secured new conferences/events including Oregon Destination Marketing Organization Conference, Rural Development Initiatives-Regards to Rural Conference, Oregon Federation of Republican Women, and the AAU Basketball Tournament.
- Hosted familiarization tours for Oregon Travel Information Council's State Welcome Center staff, and a meeting planner from Denver.
- Negotiated a free ad in **Oregon Business Magazine** to promote the Salem area as a group/business destination.
- Secured media coverage in **Meetings West**, **Smart Meetings** and **Destinations Magazine**, to name a few.
- Promoted Salem area to meeting planners at annual conferences and tradeshows: Greater Oregon Society of Government Meeting Professionals, Oregon State University, Meeting Professionals International, legislative session at the Capitol, and the Salem Area Chamber's ShowBiz.

### Convention & Event EEI:

\$5,824,933

#### Delegates



#### Room Nights



#### Leads Secured



Note: despite the decrease in 08-09 Delegates, there was a significant increase in Room Nights due to the Jehovah Witness Conventions. And while Leads Secured was down, estimated Room Nights are high due to the size of groups reflected in leads.



# 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:

- Strategically and significantly expanded Travel Salem's **Visitor Information Network**. Secured two I-5 satellite locations with highway signage and 24/7 visitor support: Best Western Mill Creek Inn (BWMCI) and the Red Lion Hotel. The BWMCI was established as the first Travel Plaza of its kind in the state through a partnership with Oregon Travel Information Council. These two sites served roughly 4,131 visitors in just 5 months.
- Secured and implemented a **directional "i" signage system** to direct visitors from I-5 to the Travel Café via Highway 22 and the Salem Parkway. Travel Salem partnered with the Oregon Travel Information Council to develop this statewide pilot program, with donated product and services of \$13,400.
- Launched **Garmin GPS unit rentals**, pre-programmed with themed, regional tours.
- Launched **AbsolutelyTix**, a centralized and regional ticketing outlet in the Travel Café, featuring 7 partners.
- Published the **Salem Area Media Kit** (online & print) made possible through a Travel Oregon grant. The kit can be customized for the specific pitch and includes fact sheets, bylines, story ideas and human interest stories. It can also easily be adapted with new content as needed.



- Published the **2009 Official Salem Area Visitors Guide** and increased the quantity by 20% to 180,000 to serve the expanded Visitor Information Network and Jehovah Witness Convention.

- Launched a new database-driven engine to power **TravelSalem.com** featuring enhanced search capabilities (e.g. category of interest, date of travel). Allows data integration with TravelOregon.com and OregonWineCountry.org websites.
- Marketed & promoted **1,332 Salem area events**.
- Forged a win-win partnership with the **Statesman Journal (SJ)** to dramatically increase tourism-related publicity including weekly and monthly columns, feature stories in *Inside Business*, and innovative online coverage (see next bullet "social media program").
- Launched a comprehensive **social media program** with concentrated efforts in:
  - **Facebook**—developed profile and dynamic content to promote events and partners with 243 fans following every move.
  - **Twitter**—maintained "real-time" conversations with 775 local, national and international followers. Posted 515 tweets promoting what's happening at Travel Salem.
  - **Flickr**—posted 1,046 regional images and 1 video with 12,069 viewer sessions. Visitors and journalists utilize this resource as all images are tagged and searchable online.
  - **Absolutely Extreme Twitter Adventure Series**—developed a new concept for sharing & promoting experiences, in partnership with SJ. The first episode featured North Santiam River Trips and garnered live Twitter feeds onto SJ.com and a full-page story in the paper.
- **Statesman Journal Persona**—a Travel Salem blog with an average of 300,000 visitors per month. Posted three tourism feature articles.
- Conducted a free "**Social Media Workshop**" for Reed Opera House merchants to create awareness and encourage engagement.

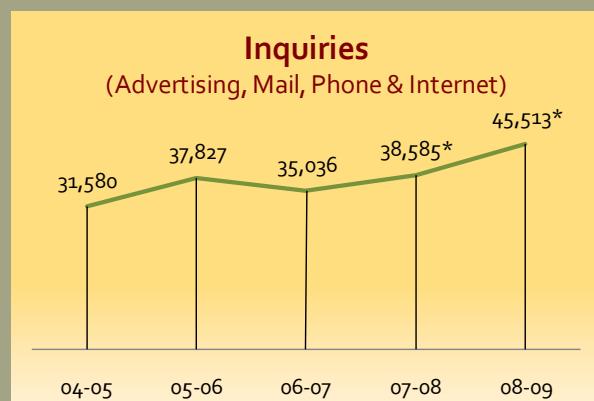
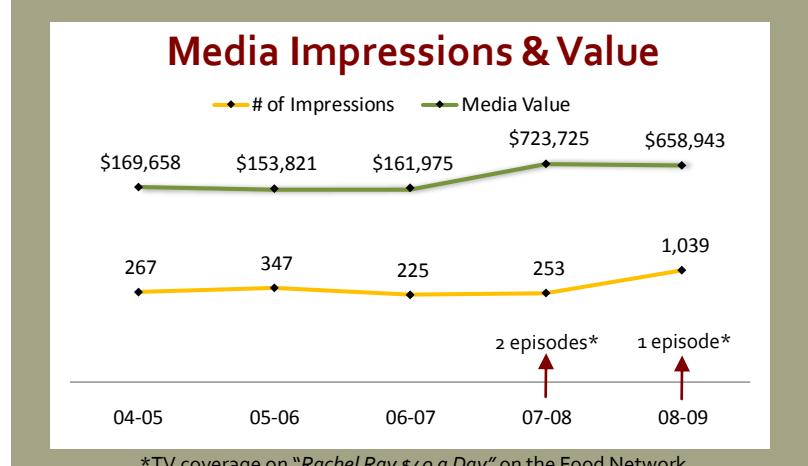


- Leveraged Willamette Valley Visitors Association (WVVA) partnership:
  - Printed 100,000 Oregon Wine Country guides
  - Designed co-op ads for *Budget Travel*, *Sunset* magazine, and *Food & Wine* magazine
  - Participated in the “WVVA Pack,” a fulfillment program for all leisure leads; targeted 5,934 inquiries with the Salem Area Visitors Guide
  - Organized a new fulfillment system for WVVA using local partner Garten Services
  - Redesigned OregonWineCountry.org including “Through the Grape Vine” blog
  - Participated in Travel Oregon Regional Pack (TORP)—a fulfillment program leveraging a multi-million ad campaign that aided in a 18,341 ad inquiries
  - Irene Bernards was elected Chair for 09-10

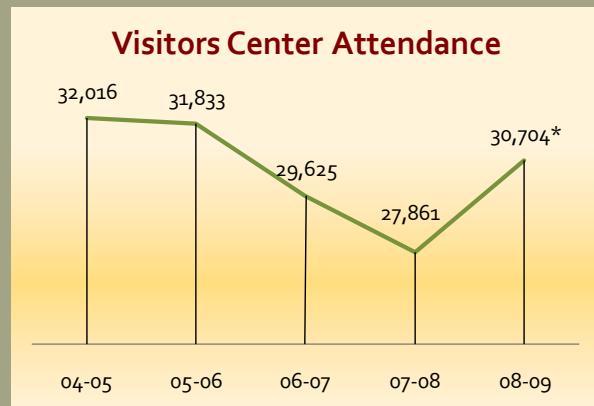
- Submitted content for the **Silver Falls Scenic Byway video**, a 3 to 7 minute video highlighting points of interest and events along the way.

- Promoted the Salem area at a **New York PR event** sponsored by Travel Oregon as part of the Oregon Bounty campaign, reaching media contacts such as *Good Morning America* and *Travel & Leisure*.

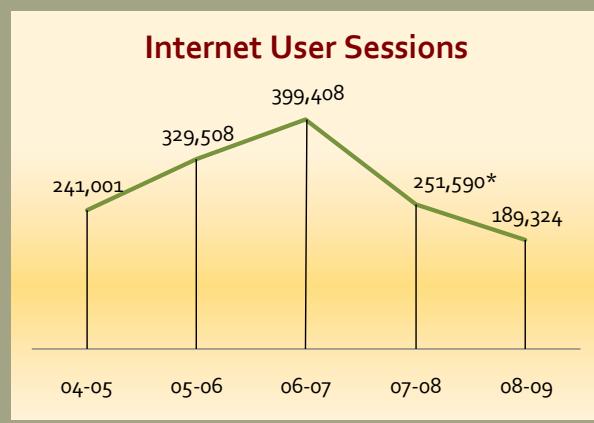
- Secured publicity in a wide variety of regional and national media: AAA VIA Magazine OR/ID, Food Network’s *\$40 a Day*, *Group Tour Magazine*, “What a Trip” blog, *Brainstorm NW*, *Budget Travel*, *NW Palate*, *Leisure Group Travel*, *Northwest Senior News*, *Northwest Travel*, *NW Meetings & Events*, *RV Journal*, *WinePress NW*, *Wine Enthusiast*, *Smart Meetings*, Weather Channel, KGW, *Sunset* magazine (feature story pictured above), *Woman’s World*, *YOUmag*. Total media coverage valued at \$660,288.



\*Participation in Travel Oregon Regional Pack (TORP)



\*Expanded visitor information network: the Travel Café was launched in February 2009, and the satellite visitors centers at Best Western Mill Creek Inn and Red Lion Hotel were launched in February 2009.



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

## DEVELOP STRATEGIC PARTNERSHIPS AND ALLIANCES

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

### **RESULTS:**

- Travel Salem moved its headquarters to historic downtown Salem, and opened the **first-ever Travel Café and destination visitors center** in the country. More than 31 partners stepped up to support the project, and \$169,000 was generated in donated products and services. This project succeeded in garnering Travel Salem the Governor's Award for Creative Tourism Development, and turning the attention of the tourism industry toward Salem for the new model for visitors centers.
- Convened key stakeholders and established a Brand Council to develop Salem's image. Resulting efforts changed the Salem Convention & Visitors Association name to Travel Salem, and produced not only Travel Salem's new tagline "Absolutely Oregon," but also the emergence of a **community-wide and regional branding initiative**. With 23 businesses getting on the "brand wagon" and adopting their own "Absolutely" tagline, the campaign is off to a powerful start. The branding effort creates synergy in marketing efforts across industries and throughout the region, and seeks to redefine the Salem area's profile to internal and external audiences. Brand Council key stakeholders included Mayor Janet Taylor/City of Salem, Mike McLaren/Salem Chamber, Ray Burstedt/SEDCOR, Suzi Bicknell/Go Downtown, Austin McGuigan/Polk County, Ray Teasley/MVCOG.
- Secured a partnership with **Willamette Valley Visitors Association** (WVVA) for year-round advertising in *Sunset* magazine, *Food & Wine* magazine, *Budget Travel*, Oregon Attractions, and Travel Oregon Magazine. This new partnership dramatically expands Travel Salem's ability to promote the region through \$116,038 in leveraged advertising exposure.
- Secured Travel Salem's first-ever new contract with **Woodburn Area Tourism** to provide tourism promotion services.
- Served on the **Marion County Economic Development Advisory Board** to represent tourism and its role as an economic development engine.
- Assisted 19 partners with **press release** creation and distribution to the media.

- 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. Presented and discussed annual business plan & budget, as well as quarterly results.
- Partnered with the City of Salem to produce the **Salem Book**, a coffee-table book showcasing Salem's vitality and livability.
- Actively participated in **Salem's Vision 2020** project:
  - Accepted lead role for "Creating Welcoming Entrances"
  - Participated on the Salem Heritage Network task force assigned to "Highlight the historic character of downtown"
  - Participated on the "Coordinate marketing and advertise city center activities" task force—developed the SalemAlive.com website and campaign
- Participated in the **Travel Oregon Tourism & Hospitality Consortium Summit** with partners from around the state to address issues facing the industry and strategically align to tackle those challenges.



# TRAVEL SALEM 2008-09 REVENUES & EXPENSES

For every \$1.00 Travel Salem received from City of Salem's transient occupancy tax revenues—another \$3.00 was generated from outside sources. These results leveraged a 3:1 ratio for Salem's investment in tourism promotion.

## REVENUES

### PUBLIC

City of Salem Contract	\$ 518,030
City of Salem - Agility Fund	\$ 13,500

### REGIONAL

Marion County	\$ 72,000
Woodburn Area Tourism	\$ 26,000
Polk County	\$ 8,000

### PRIVATE

Membership	\$ 14,564
Special Events	\$ 7,715
Advertising & Sponsorship	\$ 63,975
Leads	\$ 2,070
Grants	\$ 4,425
Travel Salem	\$ 55,000
Other	\$ 10,260

### RESTRICTED

Temporarily Restricted Revenue	\$ 7,604
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TOTAL REVENUES	\$ 803,142
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## EXPENSES

Salaries & Related Expenses	\$ 422,571
Operations	\$ 181,962
Professional Services	\$ 61,647
Advertising	\$ 40,954
Trade Shows & Fam Tours	\$ 1,507
Special Events	\$ 7,593
Agility Fund	\$ 13,500
Depreciation	\$ 3,003
Misc	\$ 1,626

TOTAL EXPENSES	\$ 734,363
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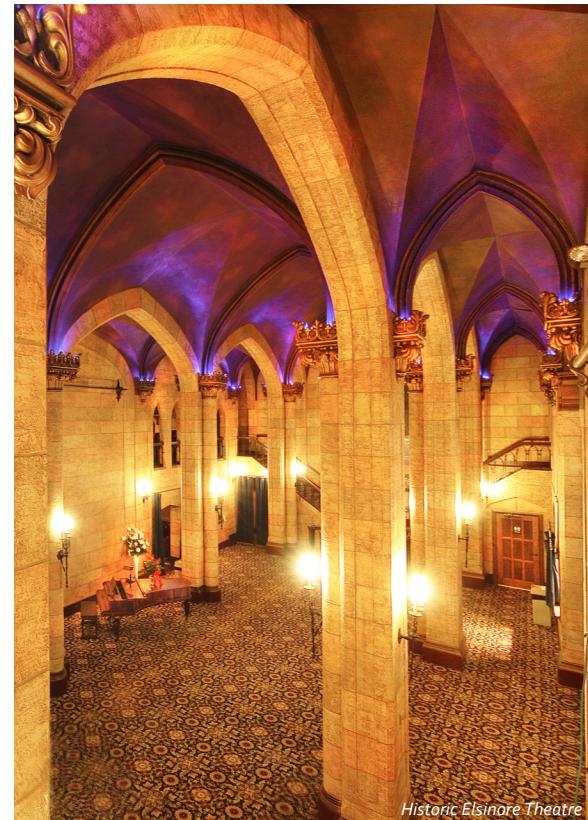
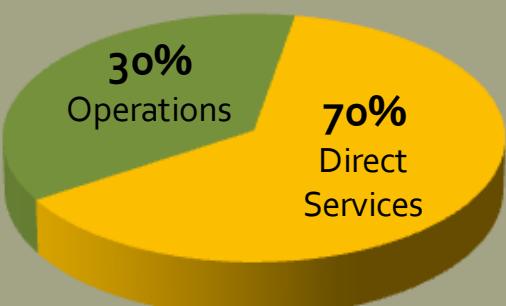
OPERATING SURPLUS / (DEFICIT)	\$ 68,779
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## OTHER INCOME - LEVERAGE

Visitors Guide	\$ 91,693
Volunteers	\$ 23,148
Media	\$ 660,288
Advertising	\$ 50,302
In-Kind	\$ 300,429
WVVA/Regional	\$ 237,245
<b>Subtotal</b>	<b>\$ 1,363,105</b>

## Direct Visitor Services

(% of budget)



## 2008-2009 BOARD OF DIRECTORS

### OFFICERS

**Dwane Brenneman :: Chair**  
Retired Nissan North America

**Martin Morris :: Vice Chair**  
Salem Hospital Foundation

**Terry Kelly :: Past Chair**  
Salem Electric

**Nancy Duncan :: Secretary**  
Chemeketa Hospitality & Tourism Mgmt

**Ray Bursteds :: Treasurer**  
SEDCOR

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

### DIRECTORS

**Chuck Bennett :: Salem City Council**

**Suzi Bicknell :: Go Downtown Salem!**

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

**Jon Carey :: Western Oregon University**

**Jessica Carpenter :: Keizer Renaissance Inn**

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

**Cori Frauendiener :: MaPS Credit Union**

**Shelley Hanson :: Spirit Mountain Comm. Fund**

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

**Steve Johnson :: VIPS Industries**

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

**Mark Majeski :: Willamette University**

**Austin McGuigan :: Polk County Comm. Dev.**

**Commissioner Patti Milne :: Marion County**

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

**Stacy Palmer :: Silverton Chamber**

**John Pataccoli :: Redhawk Winery**

**Bonnie Stephenson :: Chemeketa  
Community College**

**Nancy Stockdale :: Oregon Symphony in Salem**

**Ray Teasley :: Mid-Valley Council of Govts**

**Bill Wilkson :: Statesman Journal &  
Salem Chamber**

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



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### MISSION

The mission of Travel Salem is to attract meeting, convention and tourism business to the region, and to enhance and contribute to the overall identity and economic well being of the region.

### 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.



Historic Deepwood Estate Gardens