



STRATEGIC PLAN

2020-2025

innovation 2.0

Travel Salem

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Salem, OR 97301

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www.travelsalem.com



Peter Courtney Minto Island Bridge, Ron Cooper



IMPERATIVE							
Increase visitor-related economic impact							
CORE AREAS OF FOCUS							
EXTERNAL						INTERNAL	
DESTINATION EXPERIENCE		DESTINATION DEVELOPMENT		DESTINATION MARKETING		ORGANIZATION OPTIMIZATION	
Create transformative experiences utilizing deep industry expertise & unsurpassed product knowledge that connect visitors with the people and the place.		Enhance destination appeal and competitive edge through strategic and sustainable initiatives and product development.		Blaze The Most Oregon Part of Oregon brand and promote the region as a premier destination to create demand for group & leisure travelers.		Develop long-term stable funding, strategic staffing levels and the technology & tools to support a robust DO .	
OBJECTIVE	MEASUREMENT	OBJECTIVE	MEASUREMENT	OBJECTIVE	MEASUREMENT	OBJECTIVE	MEASUREMENT
1. Expand the visitor information network by adding new high-traffic locations 2. Strengthen the capacity of the tourism ecosystem by providing industry training & resources 3. Provide customized group services that respond to the needs of meeting & event planners 4. Capture visitor feedback through proactive outreach & respond to opportunities with sales and marketing solutions	→ Visitor network traffic → Number of industry partners reached through education & training, and any resulting outcomes → Number of groups assisted & expand customized services provided → Number of surveys completed, and any resulting outcomes	1. Develop product for the non-peak season (Nov-Mar) when visitation is lower (e.g. campaigns, trails, events) 2. Work with the Salem Area Sports Commission (SASC) to cultivate the sports/ recreation sector by recruiting new opportunities and growing existing events 3. Assist the cultural & heritage sector with planning, collaboration & evaluation 4. Identify & influence initiatives that improve destination accessibility (e.g. wayfinding, commercial air service)	→ Increase shoulder season product → Increase sports/ recreation sector bookings → Improved cultural heritage product & communications deliverables → New transportation-related initiatives underway	1. Unite Mid-Willamette Valley partners through shared vision, advocacy & collaboration 2. Craft messaging that differentiates the region's unique attributes through inspirational & actionable content 3. Secure citywide room nights through innovative group sales strategies 4. Target shoulder season visitation through coordinated sales & marketing efforts 5. Promote tourism industry awareness and engage community ambassadors through locally targeted initiatives 6. Leverage key partnerships & strategies to amplify reach & effectiveness 7. Utilize data & research to anticipate & capitalize on trends & market opportunities	→ Implement a unified messaging strategy with economic development partners → Shift messaging to highlight the people linked to iconic places and focus on defining attributes of the destination → Increase group bookings → Increase shoulder season room nights → Increase resident engagement → Increase visitor engagement → Utilize data & research to influence marketing decisions	1. Leverage complex & dynamic funding streams to maximize economic impact 2. Adapt human resources to meet industry demands 3. Hone communication & strategic collaboration across program areas 4. Utilize technology to streamline productivity & spur innovation 5. Grow the reserve fund to stabilize consistent programming 6. Ensure transparency & accountability through detailed reporting, research and stakeholder communications	→ Maintain diversified revenue streams and successfully implement the Tourism Promotion Area program → Ensure adequate staffing levels → Utilize streamlined and effective communications systems → Adopt new technology as needed → Build reserve fund to \$300k by 2023 → Track stakeholder satisfaction levels → Deliver meaningful & user-friendly reports and industry communications



Wooden Shoe Tulip Farm

message from the board chair & ceo

We are excited to share with you Travel Salem's 2020-25 Strategic Plan, a plan that is all about innovation 2.0, momentum and redirection! This plan celebrates the industry's successes and builds upon the natural evolution of the region's tourism efforts. Innovation 2.0 represents a significant shift in how marketing programs will be built and executed, and which target audiences those efforts will seek to influence.

The 2020-2025 plan serves as a broad roadmap and vision for the organization and the tourism industry in the Mid-Willamette Valley. It was developed using extensive input from industry stakeholders through a series of planning meetings, listening sessions and online surveys, and by incorporating the latest data and statistics. We thank you for getting involved and making sure your priorities and insights are part of this plan!

Over the next five years, Travel Salem will focus resources and efforts in the following core areas:

- Create transformative experiences utilizing deep industry expertise & product knowledge that connect visitors with the people and the place.
- Enhance destination appeal and competitive edge through strategic and sustainable initiatives and product development.
- Blaze the Most Oregon Part of Oregon (MOPPO) brand and promote the region as a premier destination to create demand for group and leisure travelers.
- Develop long-term stable funding, strategic staffing levels and the technology & tools to support a robust Destination Organization (DO).

You'll find supporting details and objectives outlined within the following pages, and specific tactics will be identified in annual business plans. We will also, of course, monitor our progress and may adjust objectives and strategies in response to unforeseen changes in the economy, market demand or other factors. There is much work to be done over the next five years, and it will require each of



Innovation 2.0

contents

us to be responsive, nimble and innovative, but we're confident that with everyone working together, we will do amazing things!

We want to thank our partners for their continued support, and we look forward to working collaboratively with all of you to increase visitor-related economic impact and enhance the quality of life in Salem and the Mid-Willamette Valley.

Thanks to each of you who make this special place, The Most Oregon Part of Oregon!



Jake Bryant

Past Chair, Travel Salem Board of Directors



Angie Villery

President & CEO, Travel Salem

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the catalyst

Introduction

Tourism is one of the fastest growing industries in the world and a catalyst for economic development. It is the United States' largest service export and the "front door to economic development" as it touches all corners of the economy. In 2018, Mid-Willamette Valley travel-related employment and visitor spending increased for the ninth consecutive year, generating **\$603 million in economic impact and 7,100 jobs.**

While our region has experienced significant growth in the visitor industry in recent years, we need to continue to evolve in order to capture market share in a highly competitive space. We must define **what differentiates our destination** and support initiatives that **enhance the visitor experience.** At the same time, we need to help **manage the destination** for long-term sustainability and growth and embrace a **cohesive destination-wide messaging strategy** to amplify our reach and position the region as an exceptional choice for visitors, investment and talent.

Destination Marketing & Management Organization

Across the globe, the role of the Destination Marketing Organization (DMO) is changing, as we expand beyond the traditional function of tourism marketing to include responsible growth of the destination as a whole. This shift to a Destination Marketing & Management Organization (DMMO) deploys a thoughtful approach that galvanizes communities and protects the destination's

Our Mission

Inspire travel and foster economic prosperity by harnessing our destination's unique value proposition through partnership, innovation, and responsible development that enhances the visitor experience and enriches the lives of residents.

THE TOURISM ECOSYSTEM

Travel Salem works in partnership with national and statewide tourism entities to leverage strategies and resources.



character and sense of place. As a DMMO, Travel Salem will continue to collaborate with business leaders, policymakers and residents on stewardship and positioning the destination for long-term sustainability.

Travel Salem Embraces Diversity, Equity and Inclusion

As Travel Salem works to inspire travel and foster economic prosperity, we are committed to promoting a safe and inclusive destination where individuals of all races, ethnicities, abilities, gender identities and sexual orientation are welcome.

SINCE 2010



Tourism economic impact increased **\$126 million**



1,240 direct tourism jobs were created



713,000 more visitors came to the region



Average daily rate in the market increased **42%**



Rooms sold grew **57%**



Consumer engagement increased a whopping **400%** to **128 million** engagements

We strive to hold ourselves accountable to anti-discriminatory interactions and place diversity, equity and inclusion at the forefront of all our innovative programs, partnerships and strategies. The Salem, Marion and Polk County region is home to an extremely unique and diverse population. As the regional Destination Organization (DO), it is our responsibility and privilege to represent the communities that make this region #TheMostOregonPartofOregon.

Our Unique Value Proposition

People are interested in quality experiences and the lasting memories they create, versus lots and bigger and more expensive stuff. Travelers are yearning for vacations rich in landscape, history, culture, and accessible adventure and of course, great food and drink from wherever they're visiting. And it just so happens Oregon has lots and lots of all of that.

In and around our state capital are all of the really Oregon things visitors are coming here for: world-class wineries, waterfall hikes, colorful history and culture, farm-to-table food, festivals and many other transformative travel experiences. In order to succeed in an increasingly competitive environment, we must further define our Unique Value Proposition — in other words, identify what distinguishes our destination from the competition. **We must communicate our differentiating factors through compelling content generation that resonates with our target audiences.**



The Destination

Travel Salem serves as the destination marketing organization for a broad and diverse region that includes Salem and the Mid-Willamette Valley (Marion & Polk counties).



Ron Cooper

State Capitol



Ron Cooper

Willamette Heritage Center



Woodburn Premium Outlets



Jen Young

Willamette Valley Vineyards



Honeywood Winery



Emily Crilley-Miller

Silver Falls State Park

differentiating factors

Our Competitive Advantage

The Salem region inarguably offers the best of the big city and small-town Oregon. Lively nightlife and culture, vintage theaters and hip hangouts can be found in town, while farmer's markets and outdoor adventure await just minutes away. Salem's location and lack of congestion make it the perfect hub and spoke to surrounding small towns as well as easy day trips to the Oregon Coast, Mt. Hood, the Central Oregon Cascades and Portland.

- Oregon's State Capital
- Oregon's epicenter for culture & history, with 15 significant heritage sites
- Tax-free shopping and home to Oregon's #1 tourist attraction (Woodburn Premium Outlets)
- Urban park system larger than New York City's Central Park (Riverfront Park/Wallace Marine Park/Minto-Brown Island Park)
- Exclusive home of United Soccer League and Salem Capitals Basketball
- Agricultural hub for hazelnuts (over 99% of U.S. supply), marionberries (over 90% of U.S. supply), Christmas trees, mint, olives, hops (over 5% of the world's supply) and more



Cheryl Gillson

Benedictine Brewery



Ron Cooper

Willamette University



Kaysea Dahlstrom

Schreiners Iris Gardens

- 50+ wineries, breweries and distilleries, including Honeywood Winery, Oregon's oldest winery
- Oregon's largest state park – Silver Falls State Park - and the renowned Trail of Ten Falls
- Wallace Marine Park, home to the first 5-point "star" softball complex constructed in the U.S.
- Two gardens accessible to the public designed by Lord & Schryver, the first female-owned landscape architectural firm in the Pacific Northwest (Deepwood Museum & Gardens Estate and Gaiety Hollow)
- Oregon State Fair & Expo Center, home to the Oregon State Fair
- One of only a few monk-owned breweries open to the public in the U.S. (Benedictine Brewery)



Wallace Marine Park



Deepwood Museum



Oregon State Fair



Xicha Brewing



Silver Falls Tree Climbing



B-17 Alliance Museum



Oregon Garden



Gordon House



Willamette National Forest



Enchanted Forest



The Butteville Store

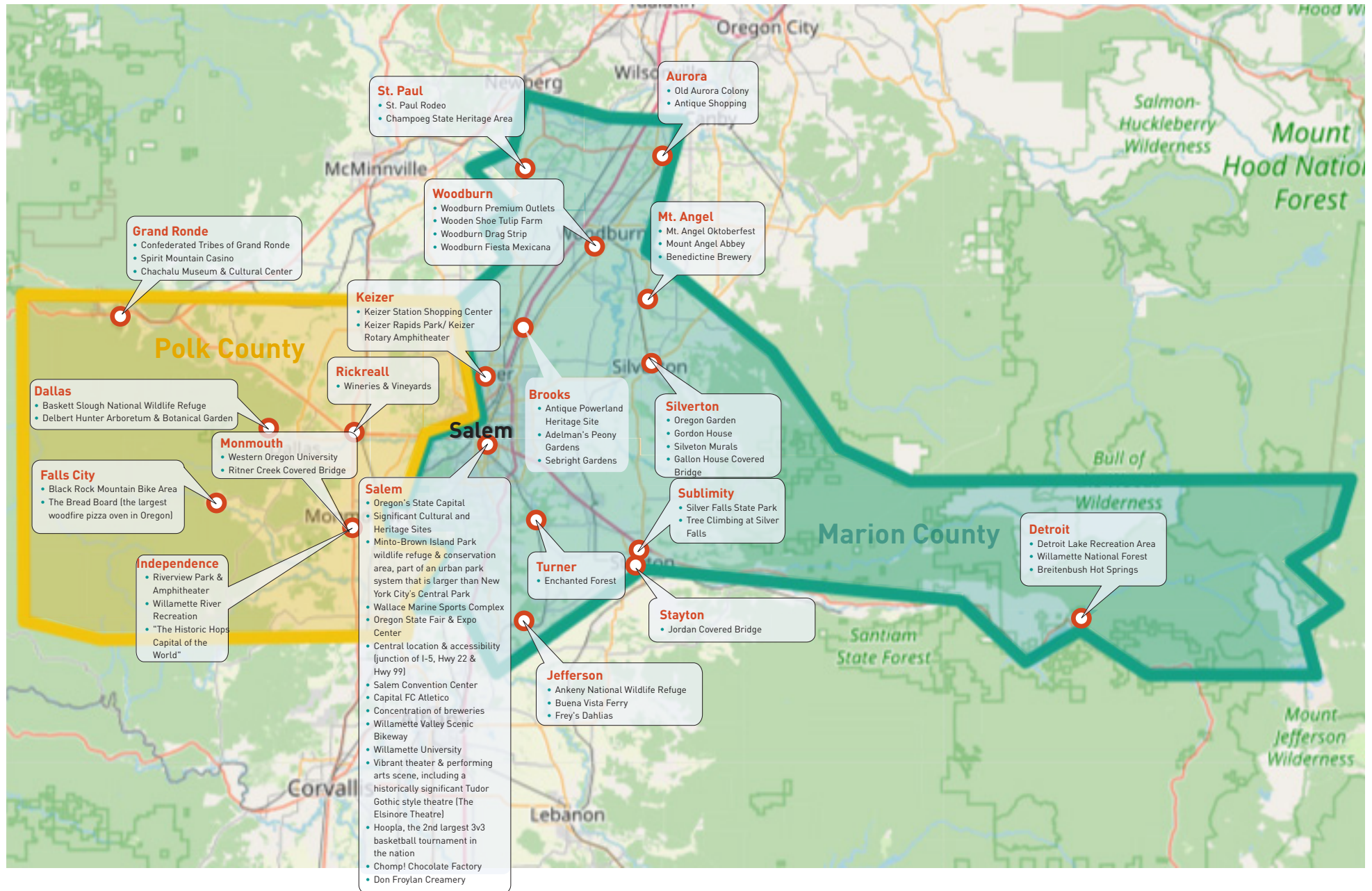


Gerry Frank Amphitheater

- 1 college and 3 universities, Corban University, Western Oregon University (Div. II) and Willamette University (Div. III), the oldest university west of the Mississippi
- Home to the Enchanted Forest, Oregon's only theme park
- 17 display gardens including the country's largest iris farm (Schreiner's Iris Gardens)
- The only Frank Lloyd Wright-designed home in Oregon open to visitors (The Gordon House located at The Oregon Garden)
- World-class trail systems from the Cascades to the Oregon Coast, including the Pacific Crest Trail in the Willamette National Forest
- Gerry Frank Salem Rotary Amphitheater, featuring design inspired by the open-weave basket pattern of the Kalapuya tribe

- The Willamette Valley was named one of the Word's Greatest Places by Time Magazine in 2023
- Home to Xicha Brewing, the first Latinx brewery in Oregon
- Tree Climbing at Silver Falls - only government permitted experience in the U.S. allowed to guide participants up some of the world's largest trees
- Home to The Nightmare Factory - Oregon's longest running haunted house, operated by The Oregon School for the Deaf, which was re-designed by the celebrity team from "Extreme Makeover: Home Edition"
- Salem's B-17 Alliance Museum houses The Lacey Lady - the most intact wartime B-17 Flying Fortress left in the world
- The Butteville Store - the oldest continuously operating retail establishment in Oregon

Our Communities: Defining Characteristics



the proof

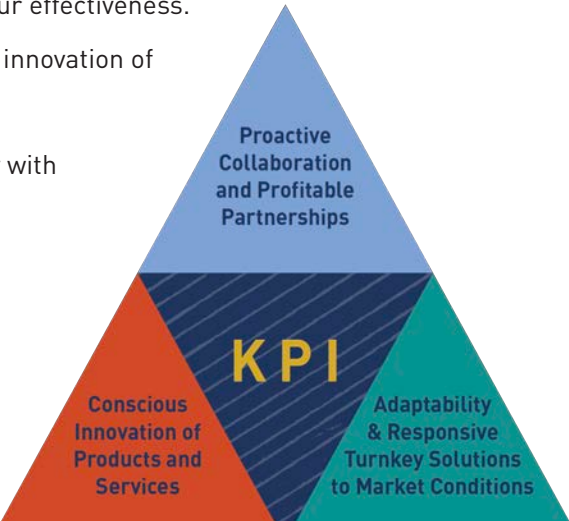
2022-2023 Regional Key Performance Indicators

There are three key performance indicators (KPIs) that provide a sense of the overall economic health of the Salem & Mid-Willamette Valley tourism industry. When evaluating progress, these indicators must be considered alongside available financial resources, market influences and other factors. Travel Salem is not the sole driver of the region’s tourism economic outcomes. However, we assume a leadership role in shaping industry results and influence more than 51% of trip planning decisions.

Comparative Value of Key Performance Indicators

When looking at the competitive landscape, Travel Salem is “**punching above its weight**” in terms of budget size to return on investment. To drive these results, we rely on a formula for success that integrates:

- 1. Proactive collaboration and profitable partnerships to enhance our effectiveness.
- 2. The pursuit and conscious innovation of our products and services.
- 3. The ability to adapt quickly with turnkey solutions that respond to changing market conditions.



2022-2023 KPIs

Estimated Economic Impact

\$782 million

Measures results in travel spending, employment & lodging tax revenue.

Transient Occupancy Tax

\$4.7 million

Leverage

\$2.4 million

Leverage is the value of donated products & services that increase organizational capacity.

COMPARATIVE VALUE OF KEY PERFORMANCE INDICATORS				
2018-2019	Salem/MWV	Eugene	Bend	Lincoln City
Estimated Economic Impact	\$603 million	\$1 billion	\$813 million	\$614 million
Transient Occupancy Tax	\$4.4 million	\$6.5 million	\$9 million	\$7.5 million
Leverage	\$3.1 million	\$128,606	\$0	unknown
Budget	\$1.7 million	\$2.8 million	\$2.8 million	\$2.3 million

the progress

Travel Salem's 2017-20 Strategic Plan focused on innovation and partnerships, support of regional tourism, growth opportunities in the convention and event sector, and stabilization of revenue in terms of a fixed percentage. Below are some accomplishments that fulfilled the goals and objectives of the 2017-2020 Strategic Plan.

- **Secured a fixed percentage (25%)** of the transient occupancy tax revenue, which allows Travel Salem to forecast, plan and manage resources for the greatest ROI. The Salem Area Lodging Association (SALA) led the advocacy efforts.

- **Developed and implemented a new brand strategy** that positions the Salem region as the place to visit if you want to experience all of the really Oregon things that visitors are coming here for.

Travel Salem. The Most Oregon Part of Oregon. (MOP0)

- **Created the Salem Area Sports Commission (SASC)** to attract and grow sporting events that engage our community and boost economic growth in the region.
- **Lead the Willamette Valley Visitors Association (WVVA)** through a Travel Oregon RFP process and administrative reorganization. We successfully secured a 6-year contract (\$10 million value) to serve as the official regional destination marketing organization for the Willamette Valley. Travel Salem made this 2-year commitment to advance our reach by leveraging WVVA's budget for the benefit of Salem and the Mid-Willamette Valley.



Willamette Valley Vineyards

- **Grew the number of visitors served** by Travel Salem's Visitor Information Network by 42%. This increase is largely due to Travel Salem's office and Visitors Center relocating to a more visible, high-traffic location in the Capital Tower in downtown Salem.
- **Increased convention, sport and event room nights** by 30% to 30,089 and estimated economic impact by 11% to \$23 million.
- **Membership participation increased** to 494 members, generating \$150,338 in unrestricted revenues available to promote the region.
- **Served as the regional coordinator for the 2017 Great American Eclipse.** More than 153,900 people attended area events for an estimated economic impact of \$11.3 million.
- **Established a unique partnership with the Polk County Tourism Alliance** to create a dedicated destination development position to help grow tourism in Polk County.

the trends

Understanding how economic changes, shifts in visitor demographics, and innovations in marketing tactics and technology affect travel demand is critical in crafting a strategic plan. Travel Salem continuously monitors economic indicators and trends to proactively adjust strategies and implementation.

Nationwide Economic Indicators

While the U.S. travel and tourism industry has experienced tremendous growth since 2010, economic indicators suggest a possible slowdown in travel volume and spending in the coming years. According to Destination Analysts' most recent wave of surveys, the percent of domestic travelers who said they expect to travel more in the next twelve months decreased slightly for the first time in five years. In addition, America's share of the international travel market fell slightly in 2018 and is projected to continue to decline in coming years.

International Traveler Trends

- The U.S. remains the third largest destination for overall global travel, behind only France and Spain, but market share has continued to decline since 2015.
- The top five inbound markets to the U.S. are Canada, Mexico, the United Kingdom, Japan and China.
- International visitors account for 12% of all overnight spending in Oregon.



Zak Stone

Silver Falls State Park

American Visitor Trends

- Visitors are increasingly drawn to “transformative” travel — in other words, meaningful experiences that encourage personal growth and human connection.
- Cities and metropolitan areas continue to top the list as the most visited destination type. However, in the past five years, travel to small towns and rural areas is increasing as visitors seek agritourism and local food and cultural experiences.
- Word of mouth is still the most relied upon way people find travel inspiration. Two-thirds of American travelers say they rely on in-person opinions of friends and relatives, while one third get their information from social media.
- 50% of American leisure travelers expect that climate change will impact their travels at some point over the next five years — affecting the time of year they travel and the destinations they choose to visit.

Salem Area Visitors

In 2018, the Salem region welcomed **2.5 million visitors** producing **6.5 million overnight stays** and generating \$603 million in estimated economic impact (EEI). **Forty-three percent of visitors to the Salem region came from Oregon. The remaining 57% came from out-of-state, with half of these visitors coming from Washington and California.**

Two-thirds of all travelers to the region reported visiting family and friends, and nearly 71% of all overnight visitors stayed in private homes. It is critical for local residents to become well informed about what the Salem area has to offer and to understand how they can influence the local economic impact of tourism. **Building local pride, engaging residents and enhancing brand awareness is key to the destination's success.**



Fiestas Mexicanas

The Latinx/Hispanic population is growing at a faster rate in Oregon compared to the United States as a whole. Since 2000, the number of Latinx/Hispanic Oregonians has grown by 72 percent, reaching a total of 473,729 people and making up nearly 12% of the state's population according to the 2013 U.S. Census.

In Marion County, Latinx/Hispanics made up 27% of the population in 2017.

These trends illustrate the impact of Latinx/Hispanic markets on Oregon's tourism industry that, for instance, welcomed 24,500 visitors from Mexico in 2018. Given the rapid shift in demographics at the state level, as well as the impressive Latinx/Hispanic population base in the region, and the upward trending visitation from these markets ... Salem and the Mid-Willamette Valley have a unique opportunity to leverage the appeal of the destination with these consumers.

Travel Salem will play a key role in exploring ways to attract and market our area's assets to the burgeoning Latinx/Hispanic segment.

It is important not to overlook the significant impact made by day travelers to the region. In 2018, **day visitors generated \$211 million in estimated economic impact, which accounts for 35% of the total \$603 million EEI.**

There are **opportunities to turn day visitors into overnight visitors and extend their length of stay through** specific, targeted promotions, special offers and demonstrating the quality and value of the destination.

Along with visiting friends and relatives, the most frequently reported purposes for travel included vacations, festivals and events, and shopping. Business travel is also significant to the region, which includes government and corporate travel, conferences and groups.

2019-2020 Visitor Profile Study

Travel Salem is currently conducting a visitor profile study over the course of the 2019-2020 fiscal year. The findings of this study will influence how we position ourselves through marketing and sales strategies and result in annual business plans that carry forward the vision of the 2020-2025 strategic plan.

Early survey data indicates little change from our previous visitor profile study. Currently, we conduct this research every 7-10 years due to historic results that have indicated only minor shifts in the visitors' profile. However, even minor shifts will be addressed through specific tactics designed to improve effectiveness of marketing programs and increase our market share.

Sources: Destination Analysts' The State of the American Traveler, Skift's Megatrends Defining Travel in 2019, Oregon Travel Impacts: 1991-2018, Dean Runyon Associates

Occupancy Impacts

Local lodging facilities have historically benefited from overflow room nights from surrounding markets. However, due to the recent influx of thousands of new hotel rooms in neighboring communities, compression in our market has been reduced. Vacation rentals have also impacted occupancy by providing visitors with more overnight options.

the journey

The 2020-2025 Strategic Plan Process

Travel Salem's strategic plan provides a 5-year roadmap and vision for both the organization and the tourism industry in the Mid-Willamette Valley. Transitioning to a 5-year plan allows the organization to tackle complex development opportunities that require longer ramp-up and rollout timelines. We will continue to create annual business plans that align with the strategic vision and outline tactical implementation that is responsive to market conditions and evolving trends. The strategic plan was developed by analyzing both quantitative and qualitative data, identifying industry priorities and best practices, and gathering feedback from industry stakeholders.

Input from Stakeholders

- Held **2** planning sessions with Travel Salem's Board of Directors
- Facilitated **7** in-person listening sessions with industry partners by sector (recreation, cultural heritage, culinary, sports, meeting planners, lodging properties and venues) and sent **300+** online surveys to gather additional feedback
- Solicited feedback on the draft strategic plan from **2,000+** industry partners

Key Takeaways

Throughout the strategic planning process, we asked participants to comment on a number of topics including challenges, trends and priorities. Some of the over-arching takeaways included bolstering visitation during the "shoulder

season" (Nov-Mar); recruiting more sporting events; bringing commercial air service to the region; aligning messaging through a cohesive branding strategy; providing immersive travel experiences; and understanding impacts of homelessness. Specific tactics related to these topics will be addressed in annual business plans.



Ron Cooper

Bush's Pasture Park

one message, many voices

Regional Alignment with Stakeholders

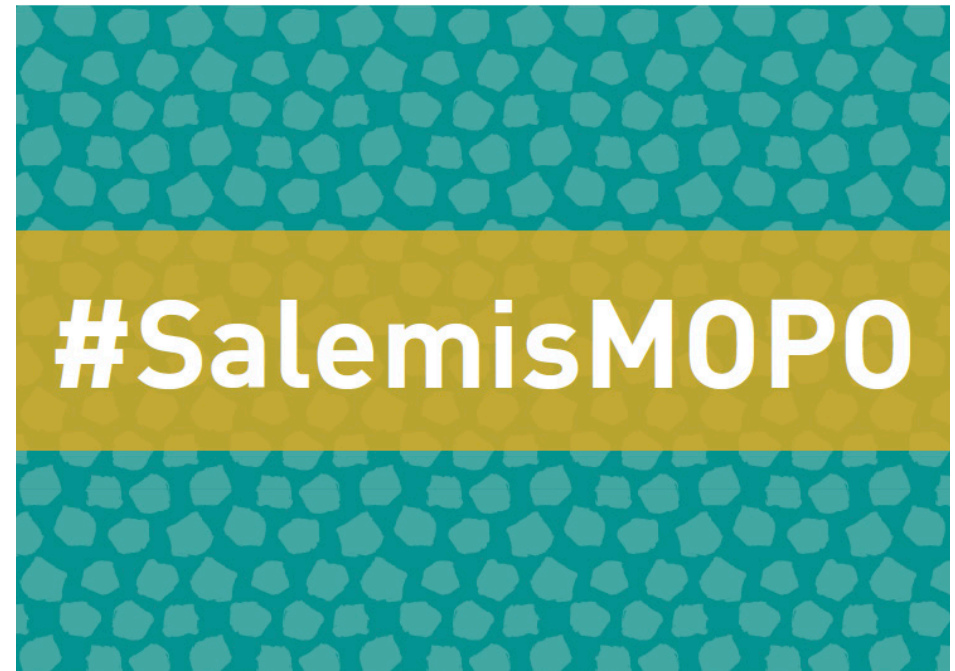
Key stakeholder groups within a region including DMO's, chambers of commerce, economic development entities, and state and local governments often share common goals such as job creation and advancing economic well-being. Therefore, it should come as no surprise that destinations (such as Cincinnati, Long Beach and Montréal, Canada) whose key stakeholders work together around a shared vision and align on messaging strategies, are achieving greater success in tourism development, attracting top talent and investment, and ultimately driving economic prosperity.

Travel Salem is plugged into the work and vision of economic development agencies in the region. Over the course of the next few years, we will work to mesh our strategies with these partners wherever possible – including aligning our sports marketing program with the City of Salem's facility development plans and helping to weave a sense of place into the stories designed to draw talent and investment to the region. **We will also lead the creation of a unified communications strategy designed to leverage regional synergy, capture new opportunities and increase market share.**

Community Awareness & Engagement

In order to responsibly grow tourism in the Salem area, it's critical for residents to understand not only how the visitor industry positively impacts the community through job creation and quality of life, but also how residents

contribute to the tourism engine as ambassadors for the brand. Through public awareness programs and education and outreach initiatives, we will create more excitement and engagement with Salem's The Most Oregon Part of Oregon brand (#SalemisMOP0) and activate community champions to carry the message forward and promote the destination. **We will be more effective in marketing the destination to external target audiences by creating awareness internally and aligning the community with one voice.**



the next level: tourism promotion area

The Need

Destinations in competition with Salem continue to increase their investment in marketing and promotion. **To further advance the region's competitive position and increase market share, the Salem Area Lodging Association (SALA) lead the initiative to establish a TPA to provide a dedicated revenue stream for regional tourism promotion through Travel Salem.** The TPA will provide supplemental funding beyond what is provided by the 25% of Salem transient occupancy tax allocated to Travel Salem.

Background

A Tourism Promotion Area (TPA), also known as tourism improvement district (TID), allows transient lodging business owners to organize their efforts to increase room night sales. The first TID was formed in West Hollywood, California in 1992. Now there are 164 TIDs in 14 states nationwide, raising more than \$340 million annually for destination marketing. TIDs benefit not only local lodging business owners, but also deliver broad economic benefits to cities and communities.

Travel Portland was the first Oregon city to implement a TID in 2012. The Portland TID assesses a 2% fee on all transient lodging facilities, generating roughly \$11 million annually. Since its inception, the program has delivered exciting results.



Kelly James

Holiday Inn Salem

In 17-18 results include:

- Increased ADR in the winter months (Nov-Mar) by 28.5% from \$106.00 to \$136.33
- Increased occupancy percentage in the winter months (Nov-Mar) by 11.98% from 62% to 69%

The Salem area is poised to experience similar success and is ready to take things to the next level.

The Advantages

Increase Occupancy & Average Daily Rate

Tourism promotion programs will prioritize efforts on shoulder season opportunities and seek to drive new and repeat visitation to increase occupancy and ADR.

Increase Transient Occupancy Tax (TOT)

With increased occupancy and ADR, the City of Salem TOT will also increase. Over time, TPA efforts in partnership with Travel Salem's dedicated 25% will grow Salem TOT collections at a faster rate, which will increase the 75% of TOT funds available for City-based priorities.

Sustainable & Dedicated Funding

The TPA is an industry-driven initiative designed, created and governed by those who pay the fee. The funds must be spent on services and activities that provide a specific benefit to those who pay.

Rollout & Ripple Effect

Beginning January 1, 2020, Salem lodging facilities will collect a 2% TPA fee from guests, with revenues anticipated at roughly \$800,000 annually. TPA

funds will be overseen by the lodging sector and will be deployed through Travel Salem to drive shoulder season business. Successful marketing programs rely on consistent and repetitive messaging to drive results and are contingent on the ability to purchase that reach and frequency. The TPA is a game-changer and will dramatically expand Travel Salem's buying power and ability to promote the region which will produce meaningful returns on investment for the entire industry and the communities we serve. While it will take time to ramp-up the TPA and infrastructure necessary to execute the program, Travel Salem is ready to roll up our sleeves and rally the industry behind this innovative and exciting opportunity.

**The TPA is a game-changer
and will dramatically expand
Travel Salem's buying power
and ability to promote the region
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communities we serve.**

cultivating communities

Travel Salem's foundation, Cultivating Communities, is a year-round, charitable, education-based organization dedicated to the travel and hospitality industry in the Mid-Willamette Valley.

MISSION

- Educate & inform consumer & stakeholder groups
- Provide workforce development scholarships
- Market grants to strategically bolster the industry



Cheryl Gillson

Isaac's Room

leadership

2023-2024 Board of Directors

2020-2021 Board of Directors approved
original strategic plan December 2019

Executive Committee



Chair
Austin McGuigan,
Polk County
Community Development



Vice Chair
Dino Venti,
Venti's Restaurants



Past Chair
Jake Bryant,
Best Western PLUS
Mill Creek Inn



Secretary
Kristen Grainger,
Local Artist



Treasurer
John Pataccoli,
Redhawk Vineyard
& Winery



Salem Tourism Promotion Area
Scott Snyder,
The Grand Hotel &
Salem Area Lodging
Association



Courtney Busch,
City of Salem



Julie Hoy,
Salem City Council



Chris Neider,
City of Salem

Directors



Carole Astley,
Update Management



Commissioner Kevin Cameron,
Marion County



Michelle Cordova,
Willamette Heritage
Center



Aurora Coria,
Coria Estates



Kim Grewe-Powell,
Oregon State Fair
& Exposition Center



Christopher Holland,
Taproot Lounge & Cafe



Shawn Irvine,
City of Independence



Greg Leo,
The Leo Company



Toby Olsen,
Hampton Inn & Suites



Yvonne Putze,
Deepwood Museum
& Gardens



Rochelle Rafn,
Rafn's Restaurant &
Salem Orchestra



TJ Sullivan,
Huggins Insurance



Anthony Veliz,
IZO Public Relations
and Marketing

staff

Executive

Angie Villery, President & CEO

Anton Cobb, Community Relations Specialist

Jennifer Miller, Operations Manager

Marketing & Communications

Irene Bernards, EVP & Chief Marketing Officer

Kara Kuh, Deputy Marketing Officer

Emily Bradley, Destination Development Manager

Caleb Strong, Content Creator & Social Media Coordinator

Emily Lauer, Guest Services & Marketing Coordinator

Sean Severson, Online Coordinator

Tina Winge, Marketing & Sales Manager

Sales

Debbie McCune, VP & Chief Sales Officer

Luke Zak, Sports & Event Manager



Ron Cooper

Gilbert House Children's Museum