

## SALEM CULTURAL AND TOURISM PROMOTION ADVISORY BOARD

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### Board Members

Scott Snyder, Chair  
Elaine Navarro, Vice-Chair  
Johnathan Baker  
Gaelen McAllister  
Rita Siong  
Laura Tesler  
Ryan Gail  
Omar Alvarado  
Lowell Alik

### City Staff

Chris Neider, Staff Liaison  
Kelly Kelly, Staff Support

**Next Meeting:** February 11th  
**Salem Multicultural Institute**  
390 Liberty St SE  
Salem, OR 97301  
<http://www.cityofsalem.net/CTPAB>

It is the City of Salem's policy to assure that no person shall be discriminated against on the grounds of race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity, and source of income, as provided by Salem Revised Code 97. The City also fully complies with Title VI of the Civil Rights Act of 1964, and related statutes and regulations, in all programs and activities.

### **MEETING AGENDA**

Tuesday, January 14, 2020

6:00 - 8:00 PM

**The Grand Hotel, Marion Room**

201 Liberty St SE

Salem, OR

1. Call to Order
2. Roll Call
3. Approval of Today's Agenda and the Minutes from:
  - a. December 10, 2019 CTPAB meeting
4. Public Testimony - limited to three minutes per organization and pertaining to items on the agenda
5. Items Requiring Action
  - a. Travel Salem – Strategic Plan presentation 30 min.
  - b. Declaration of any conflicts of interest related to Grant applications
  - c. Review of Event Grants – Oregon Symphony Association in Salem request review at the January meeting.
6. Information Items
  - a. Cultural and Tourism Fund Reports – N/A
  - b. Cultural and Tourism Fund Revenue (Tax) Reports – N/A
  - c. Facility Operating Grant Reports – Willamette Heritage Center
  - d. Special Event Reports – Enlightened Theatrics – The Rocky Horror Show and Willamette Heritage Center – Magic at the Mill 2019
  - e. Capital Improvement Reports – None
  - f. Annual Reports – None
  - g. Upcoming CTPAB Meetings, Tours, and Events –
7. Appearance of Interested Citizens  
(Opportunity for those attending the meeting to address the board on items other than those appearing on the agenda. Limited to **three** minutes per person.)
8. Other Business & Parking Lot Items for future discussions
9. Adjournment

**MINUTES**  
**CULTURAL AND TOURISM PROMOTION ADVISORY BOARD**  
Tuesday, December 10, 2019  
Hallie Ford Museum of Art  
700 State Street – Salem, OR - Host

<p><b>MEMBERS PRESENT</b> Scott Snyder, Chair Elaine Navarro, Vice Chair Gaelen McAllister Laura Tesler Ryan Gail</p> <p><b>STAFF PRESENT</b> Chris Neider, CD Management Analyst II</p>	<p><b>MEMBERS ABSENT</b> Jonathan Baker Rita Siong Omar Alvarado Lowell Alik</p>
<p><b>GUESTS</b> Kylie Pine, Willamette Heritage Center Michelle Cordova, Willamette Heritage Center Carlee Wright, Moxie, CVS Press Play Yvonne Putze, Deepwood Museum &amp; Gardens Sally Litchfield Puhek, Elsinore Theatre Sandra Burnett, Salem Art Association</p>	<p><b>GUESTS</b> Kathleen Fish, Salem Multicultural Institute Alicia Bay, Gilbert House John Shirley, Rotary Multi-Sport Riverfest Ross Sutherland, Bush House Museum John Olbrantz, Hallie Ford Museum of Art Roger Williams, Willamette Art Center</p>

**1. CALL TO ORDER**

Chair, Scott Snyder, began the meeting at approximately 6:00 p.m. with 5 of 9 members present.

**2. ROLL CALL**

Members present: Scott Snyder, Elaine Navarro, Gaelen McAllister, Laura Tesler, Ryan Gail, and Chris Neider.

Members absent: Jonathan Baker, Rita Siong, Omar Alvarado, Lowell Alik.

**3. APPROVAL AGENDA AND MINUTES**

- a. Approval of today's agenda and the September 10, 2019 CTPAB meeting minutes.

**Motion:** To approve today's agenda and the September 10th, 2019 CTPAB meeting minutes.

<b>Motion by:</b>	<b>Laura Tesler</b>
<b>Seconded by:</b>	<b>Gaelen McAllister</b>
<b><u>ACTION:</u></b>	<b>APPROVED</b>
Vote:	5-0

Aye: 5  
Nay: 0  
Abstentions: 0

- 4. PUBLIC TESTIMONY** – limited to three minutes per organization and pertaining to items on the agenda.  
None.

**5. ITEMS REQUIRING ACTION**

- a. Travel Salem – Data sharing, establish a “special meeting” open to all-

There was discussion to schedule a meeting separate from the regular monthly CTPAB meeting to discuss Travel Salem data and resources available to all Salem businesses.

**Action:** Chris Neider will send out a Survey Monkey to determine the best date and time to meet. January 7<sup>th</sup> or 21<sup>st</sup> were discussed as possibilities. A lunch meeting was discussed and possibly at the Marion Room of The Grand.

- b. Declaration of any conflicts of interest related to Grant applications –

Laura Tesler is associated with Salem Art Association and will recuse herself from scoring related applications. Omar Alvarado recused himself from scoring the Odyssey event application and Ryan Gail recused himself from scoring the Reed Opera House event application.

- c. Review of Facility Operator & Capital Improvement Grants –

With the Riverfront Carousel Grant Application, the board wants to know how they plan to address diversity, equity and inclusion in the future.

Willamette Heritage Center struggled with the Outcomes section of the application and will provide clarification with brevity that will fit the provided space.

**6. INFORMATION ITEMS**

- a. Cultural and Tourism Fund Reports – November 2019
- b. Cultural and Tourism Fund Revenue (Tax) Reports – November 2019
- c. Facility Operating Grant Reports – Deepwood Museum & Gardens, Hallie Ford Museum of Art, Salem Riverfront Carousel, Willamette Heritage Center
- d. Special Event Reports – Hoopla - Cherryfest NW & Hoopla, Salem Art Association – Sentinels Celebration, Salem Rotary Multisport – Riverfest 2019, Willamette Art Center – Artisan Village 2019
- e. Capital Improvement Reports – None
- f. Annual Reports – None
- g. Upcoming Events – Magic at the Mill
- h. Tourism Promotion Area – A 2% TPA fee was passed/adopted. It goes into effect January 1<sup>st</sup>, 2020. This is a 2% fee charged to overnight stays in Salem Hotels/Motels. Revenues from the TPA will be used by the locally designated Destination Marketing Organization

(currently Travel Salem) for purposes such as advertising, branding and marketing to promote tourism to the area.

**7. APPEARANCE OF INTERESTED CITIZENS**

Thank you to the guests who came in support of their grant proposals, cultural and tourism promotion and cultural diversity and quality of life events happening in Salem. The Board appreciates their interest and input in the grant awarding process and in cultural and tourism promotion in Salem. Many of the guests present tonight introduced themselves and their upcoming events.

**8. OTHER BUSINESS & PARKING LOT ITEMS FOR FUTURE DISCUSSIONS**

Chris Neider will schedule a meeting for Travel Salem to discuss available data and its uses that could benefit the cultural facilities and local businesses.

**9. ADJOURNMENT**

With no further business, Chair Scott Snyder adjourned the meeting at approximately 8:04 p.m.

The next regular TOT board meetings will be held Tuesday, January 14, 2020, at 6:00 PM, in The Grand Hotel's Marion Room, 201 Liberty St SE. The main agenda item will be 501-C and Non-501 C Event and Project Grant Application review and scoring.

Respectfully Submitted,

Kelly Kelly, Board Staff Support



# strategic plan

## 2020-2025

### Travel Salem

388 State St., Suite 100

Salem, OR 97301

503-581-4325

[www.travelsalem.com](http://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	
<p><b>Create transformative experiences</b> utilizing deep industry expertise &amp; unsurpassed product knowledge that connect visitors with the people and the place.</p>		<p><b>Enhance destination appeal</b> and competitive edge through strategic and sustainable initiatives and product development.</p>		<p>Blaze the Most Oregon Part of Oregon brand and <b>promote the region</b> as a premier destination to <b>create demand</b> for group &amp; leisure travelers.</p>		<p>Develop long-term stable funding, strategic staffing levels and the technology &amp; tools to <b>support a robust DMMO</b>.</p>	
OBJECTIVE	MEASUREMENT	OBJECTIVE	MEASUREMENT	OBJECTIVE	MEASUREMENT	OBJECTIVE	MEASUREMENT
<ul style="list-style-type: none"> <li>Expand the visitor information network by adding new high-traffic locations</li> <li>Strengthen the capacity of the tourism ecosystem by providing industry training &amp; resources</li> <li>Provide customized group services that respond to the needs of meeting &amp; event planners</li> <li>Capture visitor feedback through proactive outreach &amp; respond to opportunities with sales and marketing solutions</li> </ul>	<ul style="list-style-type: none"> <li>Visitor network traffic</li> <li>Number of industry partners reached through education &amp; training, and any resulting outcomes</li> <li>Number of groups assisted &amp; expand customized services provided</li> <li>Number of surveys completed, and any resulting outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Develop product for the non-peak season (Nov-Mar) when visitation is lower (e.g. campaigns, trails, events)</li> <li>Work with the Salem Area Sports Commission (SASC) to cultivate the sports/ recreation sector by recruiting new opportunities and growing existing events</li> <li>Assist the cultural &amp; heritage sector with planning, collaboration &amp; evaluation</li> <li>Identify &amp; influence initiatives that improve destination accessibility (e.g. wayfinding, commercial air service)</li> </ul>	<ul style="list-style-type: none"> <li>Increase shoulder season product</li> <li>Increase sports/ recreation sector bookings</li> <li>Improved cultural heritage product &amp; communications deliverables</li> <li>New transportation-related initiatives underway</li> </ul>	<ul style="list-style-type: none"> <li>Unite Mid-Willamette Valley partners through shared vision, advocacy &amp; collaboration</li> <li>Craft messaging that differentiates the region's unique attributes through inspirational &amp; actionable content</li> <li>Secure citywide room nights through innovative group sales strategies</li> <li>Target shoulder season visitation through coordinated sales &amp; marketing efforts</li> <li>Promote tourism industry awareness and engage community ambassadors through locally targeted initiatives</li> <li>Leverage key partnerships &amp; strategies to amplify reach &amp; effectiveness</li> <li>Utilize data &amp; research to anticipate &amp; capitalize on trends &amp; market opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Implement a unified messaging strategy with economic development partners</li> <li>Shift messaging to highlight the people linked to iconic places and focus on defining attributes of the destination</li> <li>Increase group bookings</li> <li>Increase shoulder season room nights</li> <li>Increase resident engagement</li> <li>Increase visitor engagement</li> <li>Utilize data &amp; research to influence marketing decisions</li> </ul>	<ul style="list-style-type: none"> <li>Leverage complex &amp; dynamic funding streams to maximize economic impact</li> <li>Adapt human resources to meet industry demands</li> <li>Hone communication &amp; strategic collaboration across program areas</li> <li>Utilize technology to streamline productivity &amp; spur innovation</li> <li>Grow the reserve fund to stabilize consistent programming</li> <li>Ensure transparency &amp; accountability through detailed reporting, research and stakeholder communications</li> </ul>	<ul style="list-style-type: none"> <li>Maintain diversified revenue streams and successfully implement the Tourism Promotion Area program</li> <li>Ensure adequate staffing levels</li> <li>Utilize streamlined and effective communications systems</li> <li>Adopt new technology as needed</li> <li>Build reserve fund to \$300k by 2023</li> <li>Track stakeholder satisfaction levels</li> <li>Deliver meaningful &amp; user-friendly reports and industry communications</li> </ul>



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, momentum and redirection! This plan celebrates the industry's successes and builds upon the natural evolution of the region's tourism efforts ... representing 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 (MOPO) 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 Marketing & Management Organization (DMMO).

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.





# contents

There is much work to be done over the next five years, and it will require each of 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**

Chair, Travel Salem Board of Directors



**Angie Onyewuchi**

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.

## 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.

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

## THE TOURISM ECOSYSTEM

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



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

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

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Archive Coffee & Bar



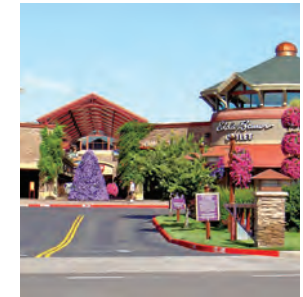
Ron Cooper

State Capitol



Ron Cooper

Willamette Heritage Center



Woodburn Premium Outlets



Taylor Higgins

Minto Island Bridge



Timbers U23 Soccer



David Barker

Volcanoes Baseball

## 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.

## Some of the Region’s Differentiating Factors:

- Oregon’s State Capital
- Oregon’s epicenter for culture & history, including 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
- Exclusive home of the Timbers U23 soccer team & the Salem-Keizer Volcanoes, the Class A affiliate of the San Francisco Giants
- 50+ wineries, breweries and distilleries, including Honeywood Winery, Oregon’s oldest winery



Jen Young

Willamette Valley Vineyards



Honeywood Winery



Emily Crittley-Miller

Silver Falls State Park



Jason Lewis

Wallace Marine Park



Kelly James

Deepwood Museum



Oregon State Fair



Cheryl Gillson

Benedictine Brewery



Ron Cooper

Willamette University



Kaysea Dahlistrom

Schreiners Iris Gardens



Oregon Garden



Taylor Higgins

Gordon House



Zak Stone

Rocky Top Sunset

- Oregon's largest state park – Silver Falls State Park - and the renowned Trail of Ten Falls
- The first five-point “star” softball complex constructed in the U.S. (Wallace Marine Park)
- 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)
- Home to the Oregon State Fair & Expo Center
- The only monk-owned brewery open to the public in the U.S. (Benedictine Brewery)

- 1 college and 2 universities, including Willamette University, the oldest university west of the Mississippi
- 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

## We are a DMMO

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 and Management Organization (DMMO) deploys a thoughtful approach that galvanizes communities and protects the destination's 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.



Zena Church

Ron Cooper

## Our Mission

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**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.**

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# the proof

## 2018-2019 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.

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.



## 2018-2019 KPIs

### Estimated Economic Impact

**\$603 million**

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

### Transient Occupancy Tax

**\$4.4 million**

### Leverage **\$3.1 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
<b>Estimated Economic Impact</b>	\$603 million	\$1 billion	\$813 million	\$614 million
<b>Transient Occupancy Tax</b>	\$4.4 million	\$6.5 million	\$9 million	\$7.5 million
<b>Leverage</b>	\$3.1 million	\$128,606	\$0	unknown
<b>Budget</b>	\$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.**



Fiesta Mexicana

**The Latinx population in Oregon is growing at a faster rate compared to the United States as a whole.** Since 2000, the number of Latinx 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, Latinxs made up 27% of the population in 2017.** These trends illustrate the impact of Latinx 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 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 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

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**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.**

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# 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

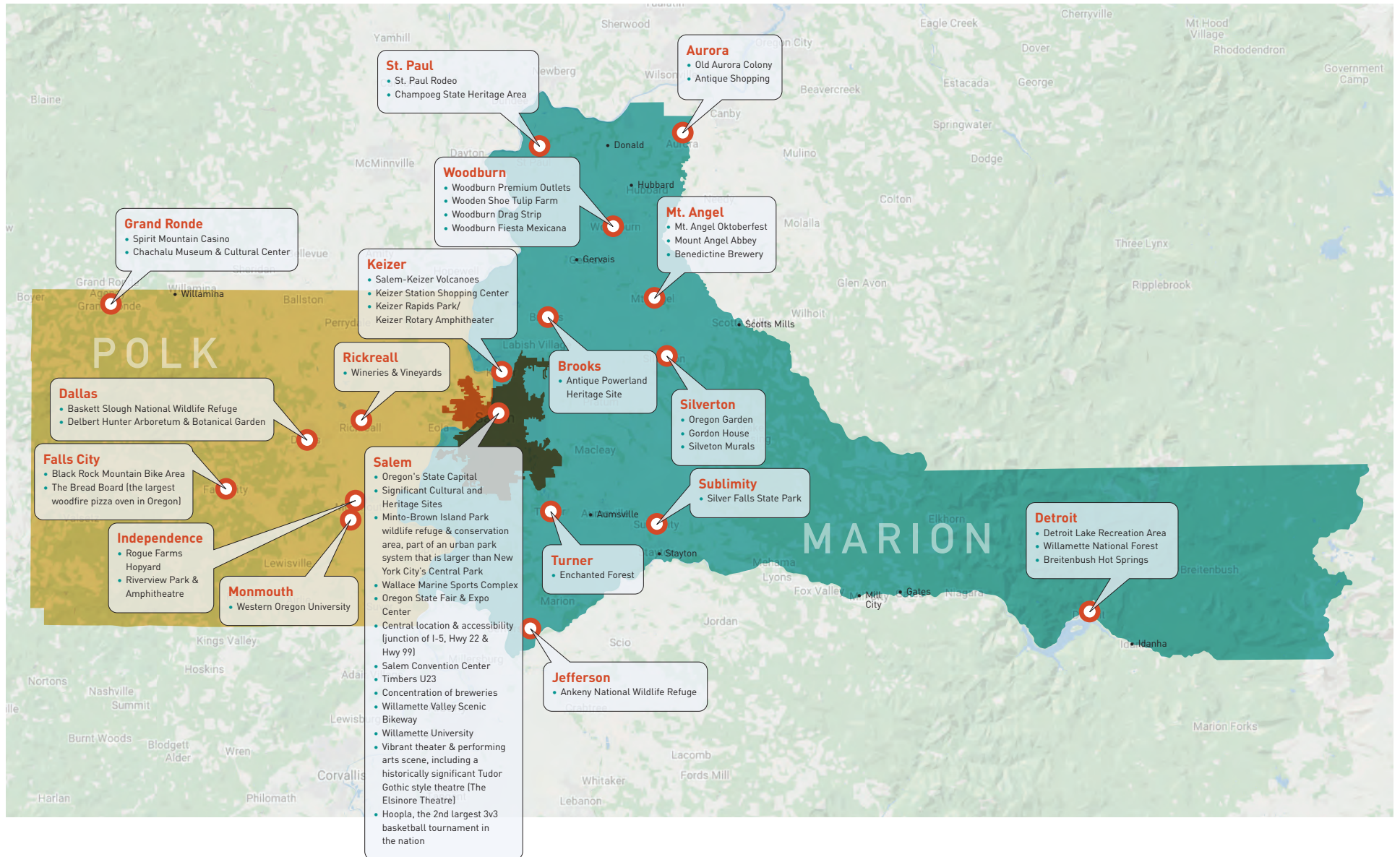
season" (Nov-Mar); recruiting more sporting events; bringing commercial air service to the region; aligning messaging through a cohesive branding strategy; providing immersive travel experiences; and understanding impacts of homelessness. Specific tactics related to these topics will be addressed in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



Ron Cooper

Bush Pasture Park

# our communities: defining characteristics



# 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 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

1. Increase Occupancy & Average Daily Rate
2. Tourism promotion programs will prioritize efforts on shoulder season opportunities and seek to drive new and repeat visitation to increase occupancy and ADR.
3. Increase Transient Occupancy Tax (TOT)
4. 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.
5. Sustainable & Dedicated Funding
6. 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.

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**The TPA is a game-changer  
and will dramatically expand  
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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

## Board of Directors

### Executive Committee



#### Chair

Jake Bryant,  
Best Western  
PLUS Mill Creek Inn



#### Vice Chair

Austin McGuigan,  
Polk County  
Community Development



#### Past Chair

Toby Olsen,  
Hampton Inn & Suites



#### Secretary

Lisa Sumption,  
Oregon Parks and Recreation



#### Treasurer

Jason Brandt,  
Oregon Restaurant &  
Lodging Association



Salem City Councilor  
Jackie Leung



Courtney Busch,  
City of Salem



Renee Frazier,  
City of Salem

### Directors



Commissioner Kevin Cameron,  
Marion County



Nancy DeSouza, Retired,  
State of Oregon



Yvonne Putze,  
Deepwood Museum & Gardens



Rochelle Rafn,  
Rafn's Restaurant &  
Salem Orchestra



Christopher Holland,  
Taproot Lounge & Café



Ivy Hover,  
IndieOregon.com



Jim Rasmussen,  
Modern Building Systems



Scott Snyder,  
The Grand Hotel & Salem Area  
Lodging Association



Shawn Irvine,  
City of Independence



Steve Johnson,  
VIPs Industries



TJ Sullivan,  
Huggins Insurance



Dino Venti,  
Venti's Restaurants



Sean O'Day,  
Mid-Willamette Valley  
Council of Governments



John Patacolli,  
Redhawk Vineyard & Winery



**Chair**  
Toby Olsen,  
Hampton Inn & Suites



Cassie Belmodis,  
Chemeketa Community College



Lauren Elgee,  
Sport Oregon



Lloyd Fobi,  
Salem Health, Timbers U23



Jason Searle,  
Salem-Keizer School District



Tiffany Bulgin,  
Issac's Room



Arun Butta,  
Howard Johnson



Kim Grewe-Powell,  
Oregon State Fair  
& Expo Center



Jason Jacobson,  
We Run Oregon



Jason Unruh,  
Hoopa Association,  
Oregon Beverage



Kara Campuzano,  
Salem Convention Center



Jon Carey,  
retired Western  
Oregon University



Mark Majeski,  
Linn-Benton  
Community College



Rob Passage,  
Willamette University



Barb Dearing,  
retired Western  
Oregon University



Anne Marie DuFault,  
Doty Pruett Wilson  
& South Salem  
Youth Football



Billy Powers,  
City of Salem - Wallace  
Marine Park

# staff

## Administration

Angie Onyewuchi, President & CEO

Jennifer Miller, Operations Coordinator

## Marketing & Communications

Irene Bernards, EVP and Marketing & PR Director

Kara Kuh, Marketing & PR Assistant Director

Kaitlyn Cook, Polk County Destination Development Manager

Taylor Cantonwine, Marketing Coordinator

Jacob Cordova-Krahn, Graphic Designer & Online Coordinator

Erick Durano, Social Media Coordinator

Melissa McGill, Guest Services Coordinator

## Conventions & Sports

Debbie McCune, VP and Sales Director

Angela Miles, Convention Services Coordinator

## Membership

Brandon Lawrence, Director of Membership

Sarah Footh, Membership Coordinator



Ron Cooper

Gilbert House Museum

## **Declaration of Conflicts of Interest**

Laura Tesler has recused herself from the Salem Art Association.

Omar Alvarado is a part of the Odyssey Co.

Ryan Gail has recused himself from the Reed Opera House event application.

*Facility Operating Grant*

Please use this form to report how your facility has enhanced Salem tourism or cultural opportunities for our residents.

**Organization: Willamette Heritage Center**

**Name and location of facility: Willamette Heritage Center, 1313 Mill St., Suite 200, Salem, OR 97301**

**Reporting period: 2nd quarter of FY 2019-2020 (October 1 – December 31, 2019)**

**Total number of days open:** 77

**Total hours of operation:** 552

**Volunteer hours for period:** 4,700

**Total attendance at facility:** **21,328** (event rentals)  
**1,440** (museum admission)  
**4,000** (Magic at the Mill 12/19-12/23)  
**14,701** (total traffic through the front door – unsure of the purpose of their visit; could be duplicates from above)

**Operating expenses funded by TOT:** \$10,180

**Special project expenses funded by TOT:** \$ 10,000 (Magic at the Mill 2019 Event Grant) **for the period.**

**Total income from other sources:** \$ 258,820

**What did your organization do to contribute to Salem’s appeal as a tourist destination? Highlight one activity that occurred during the period.** Magic at the Mill was held December 19-23, 2019. This is our annual festive family-friendly winter holiday event in which history comes to life with children’s activities, heritage tours, and blacksmith and textile arts demonstrations. This year, live entertainment and dance performances included Gordon Munro storytelling beside a “campfire”, the Madrigal Singers, Ceili of the Valley performers, Orchard Mountain String Band, Cherry City Cloggers, Willamette Girl Choir, Stumptown Saxes, Local Vocals, Ballet Arts NW, Starr Studio, Figs-n-Thistles, Ballet Folklorico Tianese, and more. Thousands of twinkling lights and abundant holiday cheer brightened the winter nights for close to 4,000 attendees at this long-time cherished seasonal festival that celebrates connecting generations and interpreting Mid-Willamette Valley history. Located on our beautiful five-acre WHC campus, Magic at the Mill always provides stunning sights and a holiday market for shopping as well as family-friendly fun including kids’ crafts, visits with Santa Claus, model trains, and a variety of food options. This year, we had a “wine tent” that celebrated wine making history in Oregon. While the wind and terrible weather caused us to take the tent down, we still hosted Honeywood Winery in the Spinning Room and shared the history of winemaking near their booth with six banners. Their samples and a “2019 Magic at the Mill” wine label made the evening complete for wine-lovers.

**Report on one of the benchmarks of performance measures used by your organization:**

Goal 1: Increase regular admission to the Willamette Heritage Center.

As is shown on the chart below, we increased our admission 27% from the Oct – Dec 2018 attendance.

Month	2018 Museum Attendees	2019 Museum Attendees	% Increase
October	444	632	42%
November	450	494	10%
December	240	314	30%
Total Museum Attendees October – December	1,134	1,440	27%

# CTAB Completion Report-Event

## 1. (untitled)

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### CTPAB Completion Report TOT Funds Supporting Salem Tourism

Special Event or Project Grant

Please use this form to report how your facility has enhanced Salem tourism or cultural opportunities for our residents.

**1. Organization name**

Enlightened Theatrics

**2. Name of program or event**

The Rocky Horror Show

**3. Location of program or event**

Salem's Historic Grand Theatre

**4. Description of activity**

18 Performances from October 11 - November 3

**5. Completion date(s)**

4th quarter

**6. Estimated professional/staff hours to administer program or event**

9061

**7. Estimated volunteer hours to administer program or event**

162

**8. Amount of funds provided by TOT**

\$10,000.00

**9. Amount of funds provided by other sources**

\$98,739.00

**10. Was the event free?**

No

**11. Amount of admission ticket, if any**

28

## **12. How did local businesses or organizations assist in this activity?**

As part of Salem Dining Month sponsored by Travel Salem and produced by Willamette Valley Vineyards Enlightened Theatrics partnered with Willamette Valley Vineyards to offer wine tasting on Thursday evenings in the lobby prior to the performance. Advertising encouraged patrons to dine nearby and come to the show following and partake in the wine tasting. As part of the promotion, for the run of the performance Enlightened Theatrics only served Willamette Valley Vineyards wine in our concessions.

Enlightened Theatrics partnered with Venti's downtown to hold our cast party following opening night of the show for our cast members and all the Opening night patrons.

Simplify, a downtown marketing company, produced the poster, programs and various other advertising materials that were printed by our long term partner Salem Blue Printing.

Radio interview with KМУZ the local volunteer, non-commercial radio station that offers music and theatre talk for the local theatres in our region.

Enlightened Theatrics partnered with Half Price Oregon to offer listeners tickets for the first Saturday and the following Thursdays of the run half price tickets to the performance.

The above mentioned businesses are in addition to our regular season sponsors, Meduri Farms, Duncan Construction, Allied Video, Cooke Stationary, The Wild Pear, The Grand Hotel, Gilgamesh and Roth's.

## **13. How did this event contribute to the CTPAB's goal of increasing room nights/revenue and increasing the overall economic impact of tourism in Salem?**

With additional funds available to us through this grant, we advertised in the with the Albany Democrat-Herald. We received on-air time from radio station KМУZ recorded and aired an interview with Founding Artistic Director Vincenzo Meduri and Portland based actor Rhansen Mars who plays Dr. Frank-N-Furter. Press releases also went to Press Play Salem, Salem News, Salem Business Journal, NW Senior News, Keizertimes. Our patrons over the 4 week run, 7% of total attendees came from over 50 miles away and were potential overnight tourists; 26% were from zipcodes outside of Salem, with 67%, the majority, of our patrons living in a Salem zipcode.

Based on the information from the Americans for the Arts the estimated average ancillary spending for overnight tourists attending an event in a community the size of Salem is \$47.57. Our attendance for the four week run totaled 1753, 7% of the attendees spent an additional \$5,837.00 in the community. The remaining local patrons, 1630 are estimated to spend \$23.44 in ancillary spending while attending a performance for a total of \$38,207.

## **14. How did this event contribute to the CTPAB's goal of enhancing the quality of life for Salem's residents?**

Enlightened Theatrics production has become a vital part of the downtown nightlife and our patrons consistently share that they are amazed at the quality of our performers, musicians, staging and overall production quality.

The Rocky Horror Show is the original production that the movie is based on. The live production ran in London and on Broadway in the early 70's giving voice and representation to a population that otherwise had not been seen in mainstream culture.

Enlightened Theatrics invited former Mayor Stu Rassmuson from Silverton to be part of the cast and crew talk backs with the audience on our two preview nights. Stu, Oregon's first openly transgender elected official, added to the thoughtful discussion of being transgender, preferred pronouns and the evolution of the sensitivity on preferences and the significance of the Rocky Horror Show to the LGTBQ population than and now.

## **15. How many attendees did your activity attract?**

1753

## **16. How were attendees counted (Example: ticket sales, count at gate or estimate)?**

ticket sales



**17. Estimated percentage of Salem residents and/or guests**

67%

**18. Estimated percentage of out-of-town tourists (less than 50 miles)**

26%

**19. Estimated percentage of overnight tourists (hotel/motel)**

*(Overnight tourists are defined as guests traveling greater than 50 miles for an event)*

7%

**20. What method was used to arrive at this percentage (Example: survey, estimate)**

zipcodes

**21. Report on the other measurable outcome documented in your application.**

The second measurable outcome was the increase in community partners which we accomplished with the October Dining partnership with Travel Salem and Willamette Valley Vineyards. Expanding our reach into the downtown community and partnering with our local restaurants is part of Enlightened Theatrics long range strategic plan.

**22. What was the most effective resource used for marketing and promotion?**

Social Media, google, Facebook still out pace any of our other marketing uses. 77% of our patrons purchase their tickets online and are driven over from our social media presence. Enlightened Theatrics, working with Simplify (a local marketing firm) has increased our use of videos and our engagement with our audience through Facebook and Instagram have noticed a marked interest. Our google analytics numbers support our web presence.

Along with the press releases sent to Travel Salem, Press Play Salem, Salem News, Salem Business Journal, NW Senior News, Keizertimes and the Auburn Democratic Herald.

**23. Did you target any Spanish language or underrepresented population groups? (Explain)**

Yes, for the underrepresented populations. The first preview and the first Saturday of the run Enlightened Theatrics offers ASL interpreters for patrons that are hearing impaired. Enlightened Theatrics works with the Western Oregon University ASL interpreters and offers their students, with an instructor, hands on experience to hone their craft of signing a live performance. We also offer assisted listening devices and every performance.

We also ensure that the students through their teachers and Oregon Community Theatre Alliance are aware of the \$10 tickets for the two preview nights so they can attend at a discounted rate.

**24. Submitted by**

Theresa Yvonne

**Attach up to 10 additional files as needed. Each file must be 1 megabyte or less in size.**

[TheRockyHorrorShow ASLInterpretationInvoice Breeanne.pdf](#)

[Invoice \(No. 2559\) from OREGON STAGE LIGHTING AND SOUND INC..pdf](#)

[Invoice for RHS- ASL.pdf](#)

[Invoice 113 2019-10-25 Simplify.pdf](#)

[Travel Salem.pdf](#)

[Invoice 113 2019-10-25 Simplify.pdf](#)

[Rocky license 2.pdf](#)

[Rocky license 3.pdf](#)

[Rocky license 4.pdf](#)

**25. Email address of person to receive confirmation email message.**

Theresa@EnlightenedTheatrics.org

**2. Thank You!**

---

Thank you for submitting your report.

# CTAB Completion Report-Event

## 1. (untitled)

---

### CTPAB Completion Report TOT Funds Supporting Salem Tourism

Special Event or Project Grant

Please use this form to report how your facility has enhanced Salem tourism or cultural opportunities for our residents.

#### 1. Organization name

Willamette Heritage Center

#### 2. Name of program or event

Magic at the Mill 2019

#### 3. Location of program or event

Willamette Heritage Center, 1313 Mill St. SE, Salem OR 97301

#### 4. Description of activity

Magic at the Mill is a festive family-friendly winter holiday event in which history comes to life with children's activities, heritage tours, and blacksmith and textile arts demonstrations. Live music and dance performances, thousands of twinkling lights and abundant holiday cheer brighten winter nights at the Willamette Heritage at this long-time cherished seasonal festival that celebrates connecting generations and interpreting Mid-Willamette Valley history. Located on our beautiful five-acre WHC campus, Magic at the Mill provides stunning sights and a holiday market for shopping as well as family-friendly fun including kids' crafts, visits with Santa Claus, model trains, and a variety of food options. Guests of all ages are invited to explore our well-decorated scenery and historic buildings.

#### 5. Completion date(s)

2nd quarter

#### 6. Estimated professional/staff hours to administer program or event

1250

#### 7. Estimated volunteer hours to administer program or event

1500

#### 8. Amount of funds provided by TOT

\$10,000.00

#### 9. Amount of funds provided by other sources

\$26,588.00

#### 10. Was the event free?

No

#### 11. Amount of admission ticket, if any

8

## **12. How did local businesses or organizations assist in this activity?**

Local businesses and organizations assisted in myriad ways. Local financial and in-kind sponsors for Magic 2019 included the City of Salem, Danner & Soli, Ed Austin Associates, Grove, Mueller & Swank, Kraft Custom Construction, O'Neill Pine Company, Portland General Electric, Select Impressions, First Interstate Bank, Roth's Fresh Markets, Salem Electric, Salem Fiberarts Guild, Sherman Sherman Johnnie & Hoyt, LLP, and CJ Hansen Co., Inc.

Magic patrons shopped with nine vendors such as Fordyce Farm, Suoplushie, Wildcraft Herbarium, Silver Tide Jewelry, Stargazer's Gourmet, Daryle Ryder, Bearded Ladies Goat Cheese, The Peru Sale, and Noor Chakravarty.

Live music and dance performances were provided by 17 artists or groups, most of whom are from Salem: Ballet Arts NW, Cheers Ukulele, Figs & Thistles, Lady and a Harp, Madrigal Singers, Gordon Monro (Firelight Stories), Old Time Fiddlers, Orchard Mountain String Band, Starr Studio, Cherry City Cloggers, Celili of the Valley, and Willamette Girlchoir.

Local demonstrators provided fascinating and interactive demonstrations of weaving, lacemaking, and other textile expositions, and WHC resident artists hosted an Open Studio night in their studios on the first night of Magic.

Local professional security company Seguridad Security provided security for our event. Taproot was open in the café providing food and beverage for attendees. Honeywood Winery and Linfield College Archives worked with our curator to create a historical look at winemaking in Oregon.

## **13. How did this event contribute to the CTPAB's goal of increasing room nights/revenue and increasing the overall economic impact of tourism in Salem?**

With additional funds available to us through this grant, we advertised in the Eugene area (with the Eugene Weekly). We were invited by radio station KМУZ to do an on-air interview about Magic that featured our Executive Director Michelle Cordova our Marketing and Events Specialist Liz McIntire and also published the link to it on their website. Press releases also went to Keizer Times, Statesman Journal, Willamette Valley Life, Salem Reporter, Eugene Weekly, Willamette Week (Portland), The News-Register (McMinnville), Democrat-Herald (Albany), News@KOIN, The Desk@KATU, Fox 12 News@KPTV, and Good Day Oregon@KPTV. We enjoyed hosting patrons from 31 unique zip codes spanning 19 Oregon cities and at least 4 states (Oregon, Kentucky, California, and Washington). Utilizing the estimate of average expenditures for overnight tourists from the Economic Impact Report by Dean Runyan Associates for the Oregon Tourism Commission, visitors in Marion County spend from \$85 for a stay in a private home to \$367 per day for a hotel/motel stay (p.10). Conservatively estimating that those counted event attendees cited above (even those from out of state) stayed just one night, they spent between \$3,485 and \$15,047 on lodging alone.

## **14. How did this event contribute to the CTPAB's goal of enhancing the quality of life for Salem's residents?**

Magic at the Mill allows families, friends, and individuals of all generations to interact with one another while experiencing and enjoying a blend of local history and holiday festivities, and is seen as one of the best holiday events in the state of Oregon. With few Mid-Willamette Valley holiday events located in Salem itself, Magic is a key resource for local residents looking for a holiday-themed event that is both affordable and fun for all ages.

## **15. How many attendees did your activity attract?**

3710

## **16. How were attendees counted (Example: ticket sales, count at gate or estimate)?**

Ticket sales on line, counting tickets at gate, entertainment and volunteer sign-in

## **17. Estimated percentage of Salem residents and/or guests**

66%

## **18. Estimated percentage of out-of-town tourists (less than 50 miles)**

30%

**19. Estimated percentage of overnight tourists (hotel/motel)**  
*(Overnight tourists are defined as guests traveling greater than 50 miles for an event)*

4%

**20. What method was used to arrive at this percentage (Example: survey, estimate)**

We were able to determine the origin point of our attendees based on pre-orders, will call, and on-site surveys (two entrances).

**21. Report on the other measurable outcome documented in your application.**

We had anticipated significant attendance increases this year because of having three weekend nights (Friday, Saturday, and Sunday), but believe that weather contributed to the smaller attendance. While we did not succeed in increasing our attendance to what would have been a record-breaking attendance, we believe weather forecasts for ferocious storms during the weekend, prevented people from going out in the evenings, although the severity of the storms did not match that which was forecast.

**22. What was the most effective resource used for marketing and promotion?**

Paid Facebook (social media) advertising, as well as Facebook posts (free), and word-of-mouth marketing appear to have been the most effective resource (according to Magic patrons surveyed). In addition, Travel Salem and 42 Holiday Events Near Salem, OR as well as inclusion in the Travel Salem Visitor Guide played an important role in our promotions. Magic at the Mill has a very wide-ranging, diverse audience of patrons in every category. Although we did not specifically market to any underrepresented population group, we invited a variety of multicultural entertainment groups that brought a significant number of attendees from a variety of backgrounds.

**23. Did you target any Spanish language or underrepresented population groups? (Explain)**

We had a number of entertainers this year that came from multicultural backgrounds. For example, Ceili of the Valley (celebrating Irish folklore and culture), Ballet Folklorico Tianese (dances in costumes that reflect the traditional culture of Mexico), Confluence Choir (Willamette Valley LBGT Chorus), and Cherry City Cloggers (American folk dance with roots in traditional European dancing, early African-American dance, and traditional Cherokee dance). These groups each brought with them followers of their performances as well as promoted Magic at the Mill through their social media. Attendance was also free for caregivers of individuals with developmental disabilities.

**24. Submitted by**

Michelle Cordova

**Attach up to 10 additional files as needed. Each file must be 1 megabyte or less in size.**

[WHC Receipts 1.pdf](#)

[WHC Receipts 2.pdf](#)

[WHC Receipts 3.pdf](#)

[WHC Receipts 4.pdf](#)

[WHC 2019-20 grant-report-form-events-budget-sheet.pdf](#)

**25. Email address of person to receive confirmation email message.**

michellec@willametteheritage.org

**2. Thank You!**

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Thank you for submitting your report.

# CTPAB Meetings, Tours, and TOT Sponsored Events

Tuesday March 10, 2020 (**regular meeting, review of scores and recommend budget**)  
@ 6:00 pm – **Gilbert House Children’s Museum, 585 Liberty St SE, Salem, OR**

Tuesday April 14, 2020 (**regular meeting**)  
@ 6:00 pm – **Open**

Tuesday May 12, 2020 (**regular meeting**)  
@ 6:00 pm – **Open**

Who’s Next?  
Bush House Museum  
Deepwood Museum & Gardens  
Salem Art Association  
Salem Riverfront Carousel  
Willamette Art Center

## **EVENTS:**