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Lisa Sumption :: Oregon Parks & Recreation  
Jim Vu :: Citizens Bank

## TRAVEL SALEM STAFF

### ADMINISTRATION

Angie Morris :: President & CEO  
Tori Middelstadt :: Admin. Assistant

### MARKETING/COMMUNICATIONS

Irene Bernards :: EVP & MarCom Director  
Emily Crilley :: Social Media Coordinator  
Maricela Guerrero :: Destination Dev. Mgr.  
Dee Hendrix :: Marketing/Online Manager  
Kara Kuh :: Public Relations Manager  
Taylor Schon :: Guest Services Coordinator

### CONVENTIONS/SPORTS/EVENTS

Debbie McCune :: VP & Director of Sales  
Matt Bonnicksen :: Sports/Events Sales Mgr.

### CONVENTION SERVICES

Tara Preston :: Services & Events Manager

### MEMBERSHIP

Sue Nichols :: Community Dev. Director



ATTACHMENT 1

## 2017-2020 STRATEGIC PLAN



## CONTENTS

- 2 ..... Message from the President & CEO
- 2 ..... Mission, Vision & Values
- 4 ..... Community Relations & Engagement
- 6 ..... Capacity Building
- 8 ..... Marketing & Communications
- 10 ... Destination Development
- 12 ... Conventions, Sports & Events
- 14 ... Services
- 15 ... Key Performance Measurements
- 16 ... Board of Directors & Staff

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# TRAVEL SALEM'S DNA

## Mission

Travel Salem markets and promotes the Mid-Willamette Valley as a premier, year-round destination for conventions, events and leisure travelers. Serve as the official destination marketing organization and a vital economic development generator for the region.

## Vision

Through bold innovation and integrated partnerships, Travel Salem's award-winning programs and services heighten the visitor experience and drive positive economic impact, which supports local businesses, job creation and an enhanced quality of life.

## Values

Travel Salem is committed to service, integrity and excellence that provide tangible results and strengthen the businesses and communities we serve.



## THE HORIZON & BEYOND

The momentum from the past three years manifested in record-breaking results in 2016. Not only were the key performance measurements the highest ever recorded (including occupancy & average daily rate), but the organization achieved historic milestones as well: we had the best sports season ever; the

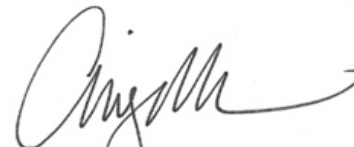
market experienced more sold out weekend room nights than ever before; we launched innovative product development initiatives that enhanced destination appeal; and the industry secured a fixed percentage of transient occupancy tax collections for Travel Salem.

The next three years in Travel Salem's evolution will be marked by significant growth and restructuring to meet market demands. We will continue to remain vigilant in a new forecasting & budgeting paradigm, monitor national marketing & social media trends, examine program implementation & effectiveness, and respond to economic factors that impact visitor travel patterns & spending habits.

In the next three years, Travel Salem will continue to focus on innovation and the diversification of revenue sources. Funding

opportunities will be explored to better support regional promotion. The bandwidth of the organization will be modified to respond to growth opportunities in conventions & events, destination development and social media. A concerted focus will be made on maximizing the potential of existing programs as well as recently implemented initiatives, to ensure full potential is realized and that initiatives are leveraged across all platforms. Community relations & engagement strategies will be emphasized across all programs.

With the stabilization of revenue in terms of a fixed percentage, the organization will work closely with our stakeholders to forecast trends and we will adjust operations accordingly. This alone is a game changer. We will invest in marketing & sales initiatives that bring traded-sector dollars into the community, creating jobs and enhancing quality of life. Ultimately, by delivering on Travel Salem's brand promise of quality, excellence & innovation, the industry and communities we serve are well-positioned to thrive.



Angie Morris, President & CEO





# COMMUNITY RELATIONS & ENGAGEMENT

**Build a unified community marketing strategy** to influence dialogue & decision-making that impacts tourism, quality of life & the region's viability as a travel destination. Create broader understanding of tourism as an economic development generator with the community at large. Support local businesses by providing opportunities & solutions to open doors, address challenges & harness best practices.

## OBJECTIVES & STRATEGIC INITIATIVES

- 1) Actively engage with local & regional partners to create opportunities for innovation & collaboration (e.g. Barside Briefings, Food for Thoughts, "listening tours")
- 2) Develop dynamic tools & resources that facilitate regional planning efforts & forecasting
- 3) Create broad engagement to help shape industry dialogue & outcomes
- 4) Develop key defining principles that are embraced by stakeholders and used to help establish a unified industry platform; incorporate into communication strategies
- 5) Utilize data dashboards that tell the tourism story in accessible and meaningful terms; incorporate into communication strategies
- 6) Engage with key stakeholders, and work synergistically with other industries (e.g. commodities, manufacturing, healthcare, education), on issues that impact the Mid-Willamette Valley's appeal as a premier destination
- 7) Enhance partnerships to leverage influence & resources

### 10,000 Foot View

The objectives & strategic initiatives outlined in this plan are broad in nature, taking a high-level approach to opportunities & challenges facing the organization & the industry.

The strategic initiatives are general in scope to allow the organization to be nimble & flexible with its tactical approach. This plan will be executed through annual business plans that utilize specific tactics to achieve results.

# CAPACITY BUILDING

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

Note: Travel Salem receives funding from various sources both public & private. Each source may have different parameters & scopes of service.

## OBJECTIVES & STRATEGIC INITIATIVES

- 1) Maximize & leverage funding resources and seek new funding streams through partnerships & innovation to support robust promotion of the destination
- 2) Deploy a strategic staffing & outsourcing methodology that utilizes top talent & expertise to benefit the mission of Travel Salem & support the scope of service:
  - a. Expand Convention resources to further secure association & religious conventions
  - b. Increase resources for Destination Development to enhance execution & implementation of initiatives
  - c. Increase capacity of social media to achieve broader & deeper engagement
  - d. Augment operational infrastructure to support organizational demands & special projects
- 3) Manage a global refresh of technology (computers & mobile devices) to provide the highest quality systems for executing the mission & scope of service
- 4) Drive additional Membership participation & revenue to support regional tourism promotion
- 5) Pursue funding sources to support the educational mission of Cultivating Communities, Travel Salem's nonprofit foundation



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

### **Mission:**

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





## MARKETING & COMMUNICATIONS

### **Position the region as a preferred travel destination for convention & leisure travelers**

utilizing integrated marketing & communication strategies. Increase overnight travel & length of stay by connecting visitors to the inspiring people, experiences & stories of the region.

### **OBJECTIVES & STRATEGIC INITIATIVES**

- 1) Develop a refreshed, inspiring brand platform that unifies the experience of the Mid-Willamette Valley
- 2) Leverage Travel Salem's central pillars (culinary, recreation & cultural/heritage) to promote the destination's unique value proposition; create content that is relevant, inspirational & actionable
- 3) Develop, implement, track & improve marketing plans that support the organization's sales goals & overall mission:
  - a. Implement & execute online marketing & social media strategies to reach consumers & drive trip planning
  - b. Execute a public relations strategy to increase exposure, build credibility & drive consumers to action
  - c. Maintain & enhance a strong & dynamic Travel Salem Visitor Information Network that connects consumers with businesses & experiences
  - d. Produce high-quality, targeted publications that assist with trip planning (e.g. Visitors Guide, e-Newsletters)
- 4) Leverage key partnerships & strategies to amplify Travel Salem's reach and effectiveness (e.g. Brand USA, Travel Oregon, Willamette Valley Visitors Association [WVVA], Travel Portland, SEDCOR, Chambers of Commerce)
- 5) Secure annual contract with WVVA to manage & execute the Oregon Wine Country Plate marketing program for Region #1 (Marion, Polk, Yamhill counties) which expands Travel Salem's promotional resources
- 6) Utilize data & research (regional, statewide & national) to anticipate & capitalize on travel trends & market opportunities



# DESTINATION DEVELOPMENT

**Enhance the appeal of the destination by facilitating the development of new products, events & experiences.** Whether serving in a supporting role or taking the lead, Travel Salem seeks to identify & implement ideas & projects that contribute to the economic value of the region.

## OBJECTIVES & STRATEGIC INITIATIVES

- 1) Execute a comprehensive program that focuses on retaining & expanding existing projects as well as launching new projects that enhance destination appeal & drive economic impact
- 2) Focus on product development that will be sustainable for the long-term
- 3) Seek collaborative partners & private funding to implement opportunities that align with the region's main pillars (culinary, recreation & cultural heritage)
  - a. Research & develop library of opportunities
  - b. Map opportunities to pillars & prioritize to highest value & regional need
- 4) Mitigate barriers for existing & potential opportunities to improve growth potential & the successful launch & implementation of new initiatives
  - a. Serve as liaison with permitting, land use & other logistics
  - b. Facilitate access to marketing resources, information on financial & capacity building resources (e.g. grants, sponsorships)
- 5) Utilize industry toolbox & workshops (e.g. business plan development, sponsorship packages, readiness guidelines) to support the development needs of existing & potential partners



### Wine Country Plate Funding

In 2011, Governor John Kitzhaber signed into law SB 442 which put into motion a new sustainable revenue stream for Oregon's tourism industry. By the end of 2016, almost \$1 million had been generated to support statewide tourism promotion & product development.

Travel Salem contracts with the Willamette Valley Visitors Association to execute funding for Region #1 (Marion, Polk & Yamhill counties). Our role is to develop a comprehensive marketing plan, implement the initiatives and report on the outcomes. We work closely with partners in all three counties, as well as the Oregon Wine Board and the Willamette Valley Wineries Association.

Travel Salem's MarCom team works diligently to leverage these dollars to benefit the region & move the needle forward on promoting Oregon's wine country as a premier international culinary destination.



# CONVENTIONS, SPORTS & EVENTS

**Contribute to the overall economic health of the region by booking conventions, sports & events** through direct sales efforts, cooperative promotional efforts & innovative marketing strategies.

## OBJECTIVES & STRATEGIC INITIATIVES

- 1) Secure new business opportunities in sports, association, government, corporate & SMERF (social, military, educational, religious & fraternal) markets to drive room nights & overall economic impact to Salem; grow existing events; seek quality pieces of business vs. quantity
- 2) Focus on high-yield citywide business opportunities to maximize room nights & economic benefit to the City; develop reciprocal partnerships with neighboring markets to support & drive regional benefit to capture larger groups & support overflow needs
- 3) Utilize a wide variety of sports venues & facilities to capture lucrative events & tournaments
- 4) Manage & leverage expertise of a regional Sports Committee to improve partner engagement & participation as well as Travel Salem's ability to grow existing business & secure new business
- 5) Actively engage with the Salem Area Lodging Association, Oregon Restaurant & Lodging Association, Oregon Sports Authority, and other industry partners that create access & assist with the sales process
- 6) Work with event organizers to expand offerings that enhance the experience & create effective tracking mechanisms to document economic impact
- 7) Utilize online strategies to engage meeting planners
- 8) Research creative niches (e.g. chess tournaments, robotics, tattoo) as well as primary feeder markets to diversify sales opportunities
- 9) Leverage cooperative marketing opportunities (e.g. trade shows, familiarization tours, advertising, sales missions) to expand Travel Salem's reach & provide a more competitive Salem sales pitch

# CONVENTION SERVICES

**Work with the meeting planner to coordinate meeting details & services before, during and after the event.** Provide the information, resources & support necessary to enhance the travel experience of event delegates & bolster repeat visitation.

## OBJECTIVES & STRATEGIC INITIATIVES

- 1) Support the Convention team throughout the sales process to drive key performance measurements
- 2) Build relationships with meeting planners to enhance their likelihood of booking & maximize future servicing opportunities
- 3) Leverage the Mid-Willamette Valley's "service" brand to take advantage of Travel Salem's strategic & thoughtful customized service approach (focused on recruitment & retention)
- 4) Coordinate with the hotel community & other industry partners to ensure a positive experience for convention planners & attendees
- 5) Connect local businesses with meeting planners & convention delegates to improve the consumer experience & drive economic impact
- 6) Utilize industry partners as "champions" to increase awareness of services offered, and recruitment of new opportunities
- 7) Solicit & capture planner & delegate feedback and share the results with key industry stakeholders to facilitate & improve the destination experience

# KEY PERFORMANCE MEASUREMENTS

**Key performance indicators provide a glimpse of the overall health of the region's tourism industry.** When evaluating progress, these indicators must be considered alongside financial resources, market influences, environmental factors & other economic trends. Travel Salem is not the sole contributor to or driver of the region's tourism economic outcomes. However, the organization takes a leadership role in tourism promotion to help shape industry results.

2015 Estimated  
Economic Impact

**\$553,200,000**

Measures results in travel spending, employment & tax revenues. Data reported annually by Dean Runyan Associates.

2015-16  
Transient  
Occupancy Tax

**\$3,612,596**

9% room tax revenues collected from Salem lodging facilities. Data reported monthly by the City of Salem.

2015-16  
Leverage

**\$2,382,473**

Leverage is the value of donated products & services that increase organizational capacity (e.g. volunteers, media, in-kind, WVVA). Data reported quarterly by Travel Salem.

## The Dashboard

Travel Salem produces a Dashboard report as a tool & resource to assist staff as well as stakeholders with evaluating progress & trends. The report tracks the KPIs above, as well as other program activities & metrics to provide a broad view of the health of the industry & the organization on a monthly basis.