



City of Salem, Oregon
Salem Cultural and Tourism Promotion Advisory Board

April 9, 2024

6 PM – 8 PM, **In PERSON Library Anderson Room A**
and via Zoom
&

City of Salem Planning Division YouTube Channel

Link: <https://www.youtube.com/channel/UCUsS60lpf8AGI1u24Yg248Q/>

Si necesita ayuda para comprender esta información, por favor llame 503-588-6173

PARTICIPANTS

Board Members

Scott Snyder -Chair; Ryan Gail -Vice-Chair; Gaelen McAllister; Omar Alvarado; Carlee Wright; Roger Williams; Erin Zysett; Vacant; Vacant

Staff

Chris Neider, Staff Liaison; Kelly Kelly, Staff Support

AGENDA

1. Welcome and call to order
2. Approval of Agenda for April 9, 2024
3. Typical CTPAB Year
4. Approval of Minutes from March 12, 2024
5. Public Comment - Appearance of persons wishing to address the Board on any matter other than those which appear on this Agenda.
6. Items Requiring Action –
 1. **Review of Travel Salem’s FY 2022-2023 Annual Report**
 2. **Discussion of Grant Process Review and next steps**
 3. **Review of Parking Lot items**
 4. **Establish sub-committee for Parking Lot review items**
7. Cultural Tourism Fund Report – Too Early Not Available
8. Facility Operating Grant Reports –2nd Qtr Reports – Hallie Ford Museum of Art and Salem Art Association
9. Event Grant Reports – None
10. Capital Improvement Reports – None

11. Roundtable discussion and Appearance of Interested Citizens – Opportunity for those attending the meeting to address the Board and share **upcoming events**.
(All)
12. Other Business & Parking Lot items for future discussions (All) - None
13. Adjournment

Next Meeting: will be May 14th

This meeting is being conducted in person with remote attendance available to the public. Interested persons may view the meeting online on [YouTube](#). Please submit written comments on agenda items, or pre-register to provide Public Comment on items not on the agenda, by 5 p.m. or earlier one day prior to the day of the meeting at cneider@cityofsalem.net

Special accommodations are available, upon request, for persons with disabilities or those needing sign language interpretation, or languages other than English. To request accommodations or services, please call 503-540-2371 (TTD/TTY 503-588-6439) at least two business days in advance.

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A “Typical” Year for the CTPAB

July – Election of CTPAB Officers and begin of new 3-year Board member terms

August and September – Final revisions and changes for the new TOT Grant cycle

October – Annual **mandatory** TOT Grant Orientation (overview of any changes made to the TOT Grant Applications and Manual) and release of online applications

November – TOT Grant Applications Due

December – Start of TOT Grant Reviews (**Facility and CIP applications**) **Mandatory** attendance for those organizations whose applications will be discussed/reviewed.

January – TOT **Event Grant Application** Review **Mandatory** attendance for those organizations whose applications will be discussed/reviewed.

February – Final TOT **Event Grant Application** Review meeting. **Mandatory** attendance for those organizations whose applications will be discussed/reviewed.

March – Review of CTPAB member grant applications scores and recommendation of final TOT Grant funding for passing applications. Approval of City Manager’s recommended Cultural Tourism Fund budget, inclusive of the recommended grant awards.

April and May – City Budget hearings and initial review of the most recent Grant Approval Process. (How did things go?)

June – City Council Budget adoption, CTPAB review of grant application criteria for the next cycle and any recommended revisions. Distribution of TOT Grant Award Letters and Contracts with Awardees.

All CTPAB Meetings are open to the public. **Mandatory meetings** for **TOT Grant Applicants** are **October** and which ever month your application is reviewed **December, January, or February**.

MINUTES
CULTURAL AND TOURISM PROMOTION ADVISORY BOARD
Tuesday, March 12, 2024
Live and Remote (Hybrid) Meeting,
In Library Anderson Room B, moved to Room A, and via ZOOM
<https://www.youtube.com/watch?v=PLiCD7P1gHw>

MEMBERS PRESENT
Scott Snyder-Chair
Ryan Gail - Vice Chair
Gaelen McAllister
Carlee Wright
Omar Alvarado
Erin Zysett
Vacancy (2)

STAFF PRESENT
Chris Neider, CS Program Manager III
Kelly Kelly, CS Staff Assistant

MEMBERS ABSENT

Roger Williams

GUESTS
Live Meeting held in Library Anderson Room B. Moved to Room A. Guests were allowed to attend via Zoom for this meeting. Guests were also able to view via YouTube Live.

GUESTS
Paola Sumoza. - Casa de la Cultura Tlanese
Laureal Williams – Court Street Consulting
Jackie Groah – Family Building Blocks
Chris Roche – Capital City Classic
Lynn Takata – Englewood Forest Festival
Irene Bernards - Travel Salem
Christine Whiteside – Willamette Master Chorus
Chris D’Arcy – Oregon Artists Series Foundation
Kim Ositis – Oregon Symphony
Genoa Ingram – Oregon State Capital Foundation
Rochelle Rafn – Salem Orchestra/Youth Symphony
Alicia Bay – Gilbert House Children’s Museum
John Olbrantz - Hallie Ford Museum
Yvonne Putze - Deepwood Museum and Gardens
Michelle Cordova - Willamette Heritage Center
Kathleen Fish – Salem Multicultural Institute
Sally Litchfield - The Elsinore
Beth Nevue – Ceili of the Valley
Christine Whiteside - Willamette Master Chorus
Lisa Joyce - Willamette Art Center

- 1. WELCOME AND CALL TO ORDER**
Chris Neider began the meeting at approximately 6:05 p.m. with a quorum 6 of 7 members present.

Chair, Scott Snyder opened and administered the meeting. Chris Neider took attendance.

Members Present: Scott Snyder, Ryan Gail, Gaelen McAllister, Carlee Wright, Erin Zysett and Omar Alvarado.

Members Absent: Roger Williams

Staff Present: Chris Neider, Kelly Kelly,

2. APPROVAL OF AGENDA FOR MARCH 12, 2024

Motion: To approve the March 12, 2024, CTPAB monthly meeting agenda.

Motion by: Gaelen McAllister

Seconded by: Omar Alvarado

ACTION: APPROVED

Vote: 6-0

Aye: 6

Nay: 0

Abstentions: 0

3. TYPICAL CTPAB YEAR

4. APPROVAL OF MINUTES FROM FEBRUARY 13, 2024

Motion: To approve the February 13, 2024, CTPAB monthly meeting minutes.

Motion by: Carlee Wright

Seconded by: Erin Zysett

ACTION: APPROVED

Vote: 6-0

Aye: 6

Nay: 0

Abstentions: 0

5. PUBLIC COMMENT – limited to three minutes per organization and pertaining to items on the agenda.

None.

6. ITEMS REQUIRING ACTION –

1. Review CTPAB Scores

There was discussion about making Facility Operator scores equal as a standard vs. an item voted upon each cycle. Place topic on Parking Lot list for future grant cycles.

Motion: To approve the request to equally divide Facility Operator grant amounts this year (vs various amounts dependent upon score high to low).

Motion by: Gaelen McAllister

Seconded by: Erin Zysett
ACTION: APPROVED
Vote: 6-0
Aye: 6
Nay: 0
Abstentions: 0

2. Recommend Passing TOT Grant Applications for Funding (July 1, 2024 to June 30, 2025)

Options 1-5 were discussed by the board, with feedback from the guest organizations present. There were 55 applications. 4 were below the passing score of 18.75. There will not be sufficient funding for every passing application due to the record number of 51 passing applications, due to raising the capital improvement grants to \$20,000 and the event grants to \$10,000.

There was discussion to limit organizations to one event grant if funding will be limited moving forward. Add to Parking Lot for discussion for future grant cycles.

Gaelen McAllister recommends returning to 100 points for the scoring matrix in future grant cycles. Add to Parking Lot.

Motion: To approve Option 3, which proposes to fund grants of less than \$3,000 fully, and grants over \$3,000 at 80%.

Motion by: Ryan Gail
Seconded by: Gaelen McAllister
ACTION: APPROVED
Vote: 5-0
Aye: 5
Nay: 0
Abstentions: 1

3. Approval of the Cultural Tourism Fund FY 2025 Budget

Motion: To approve the Cultural Tourism Fund FY 2025 Budget.

Motion by: Ryan Gail
Seconded by: Omar Alvarado
ACTION: APPROVED
Vote: 6-0
Aye: 6
Nay: 0
Abstentions: 0

7. CULTURAL TOURISM FUND REPORT - FEBRUARY 2024

8. FACILITY OPERATING GRANT REPORTS – 2nd Qtr Reports – Salem Multicultural Institute

9. EVENT GRANT REPORTS – None

10. CAPITAL IMPROVEMENT GRANT REPORTS – None

11. ROUNDTABLE DISCUSSION AND APPREARANCE OF INTERESTED CITIZENS – Opportunity for those attending the meeting to address the Board and share upcoming events (All):

Jackie Groah, Family Building Blocks noted their annual Riverfront Family Fest will be Saturday, August 3rd, 10-2, Free fun and learning for the entire family. Lynn Takata shared the Englewood Forest Festival will be Saturday, August 10, 2024. Paola Sumoza, Casa de la Cultura Tlanese is excited to plan and prepare for this year's upcoming events, to share traditional Mexican dance, food and culture. Rochelle Rafn, Salem Orchestra/Youth Symphony, noted there was a Chambers String Concert this Saturday, March 16. Prayer for Peace, 7:30 PM, 1st Nazarene Church, 15th & Market. Christine Whiteside, Willamette Master Chorus, noted a traditional Bach Concert will be featured at Willamette's Hudson Hall, May 4th and 5th. Lisa Joyce, Willamette Art Center, says they are busy, classes are starting and all the usual projects are going well. Chris D'Arcy, Salem Artist Series Foundation noted local artist, Nancy Eng will be featured at the Convention Center, with her "Layered Impressions" paintings on display through June 1st. John Olbrantz of the Hallie Ford Museum of Art noted the Singular Visions Exhibit is on now through April 20th. Gaelen McAllister noted the new Salem Airport could use some art and encouraged Hallie Ford to work with them on a shared exhibit. Kathleen Fish, Salem Multicultural Institute noted the Ukraine Exhibit begins May 3rd. Ukraine will be the focus country for this years' World Beat Festival. Michelle Cordova, Willamette Heritage Center, noted their will be family oriented Spring Break Activities 3/21-3/28, including a low-sensory day 3/25. The PNW Community Coral Reef walk-thru display will begin 3/22-6/22. Sally Litchfield noted they had a great turn out for Amy Grant. Upcoming will be a Led Zeppelin Tribute Band 3/23. Van Halen Tribute Band 4/3, Larry the Cable Guy, 4/6, Tom Petty tribute April 20, and so much more. Yvonne Putze of Deepwood Museum and Gardens noted the Annual Plant sale and Nature Trails tours will happen Friday March 22 and Saturday, March 23. Looks like the Erythronium (Fawn Lilies) will cooperate and bloom on time for this year's festivities. Check the site for upcoming teas and other passport events. May 1st begins rental season. Alicia Bay, Gilbert House Children's Museum noted they've been enjoying record breaking attendance and just received a \$75,000 grant to improve the outdoor grounds. Genoa Ingram, Oregon State Capital Foundation is very excited about the 3-week Cherry Blossom and Yozakura events, with Cherry Blossom Day set for March 16th. Beth Nevue of Ceili of the Valley noted there is always live music 2nd Fridays and Tuesday night dances at our local VFW Hall.

Chris Neider noted the City of Salem TOT Sponsorship Banners, and yard-style signs, are available for your TOT-Sponsored Events. Just check them out with Kelly or Chris. There are 3 Banners and 16 yard signs available for your events.

12. Other Business & Parking Lot Items for Future Discussion (All) -

- Discuss limiting organizations to 1 event, or maybe 1 large and 1 small.
- Discuss returning scoring matrix to 100.
- Discuss funding levels of \$10,000 vs something less if numbers of applications may continue to grow beyond funding each cycle.
- Discuss Facility Operator Grants being funded equally vs by high to low scores each year.
- Discuss non-acceptance of corrections or addendums beyond the application deadline.
- Discuss further refinements to the application questions, and possible further character limitations to recipients' answers.
- Action Item: At the April TOT meeting, select a sub-committee of Board and Facility Operator members for committee discussions. Bring proposals back to the May Board Meeting for votes.

13. Adjournment -

With no further business, the meeting was adjourned at approximately 7:25 PM.

Next Meeting: Next meeting will be Tuesday, April 9th, 6 PM, in Library Anderson Room B, moved to Room A, as well as via Zoom.

Tonight's meeting is being conducted in person, with remote attendance via Zoom as an option and possibility. Please submit written comments on agenda items, or pre-register to provide Public Comment on items not on the agenda, by 5 p.m. or earlier one day prior to the day of the meeting at cneider@cityofsalem.net.

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Respectfully Submitted,

Kelly Kelly, Board Staff Support

annual report

2022-2023



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Message from the Chair & CEO

22-23 was a record-setting year for Salem & the Mid-Willamette Valley, with growth in visitation and visitor spend, and the development of projects that will continue to drive economic impact into the greater Salem area.

Accomplishments included the introduction of commercial air service to the Salem-area, the opening of the new Mid-Willamette Valley Visitor Center, and the launch of key programming like Santa Crawl, Salem Area Sports Commission and the new Mid-Willamette Valley Tourism Economic Development Consortium.

Consumer engagement increased 19% year-over-year due to increased reach with Google Ads, a full-year Expedia campaign and increased Blog subscribers. Social media reach increased 13% and a shift in media production to short-form video showed positive results across all media platforms.

Transient Occupancy Tax (TOT) revenues were highest on record, driven by an Average Daily Rate (ADR) increase of nearly 5%, despite lodging occupancy percentages trailing last year by 4%.

2022 Estimated Economic Impact data shows another milestone, beating the high-bar set in 2021 by 12%. These gains were driven by increased ADR and growth from events such as IRONMAN, which climbed to \$13.5 million in estimated economic impact.

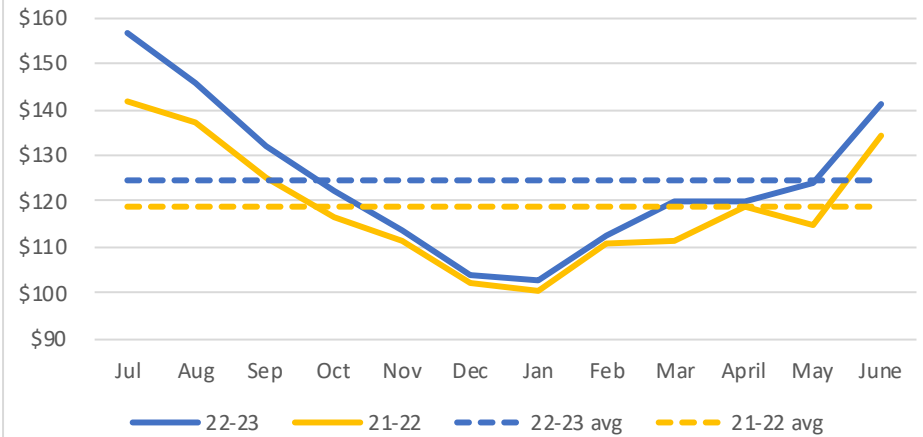


Chair
Austin McGuigan
Polk County Community Development

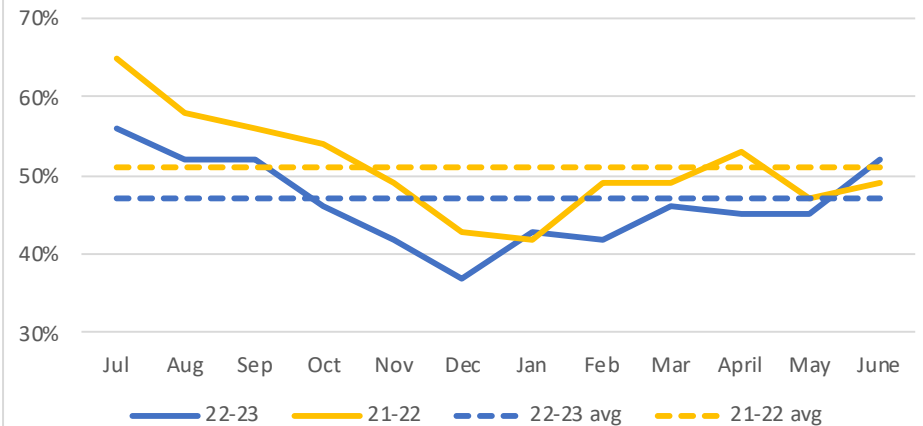


President & CEO
Angie Villery
Travel Salem

AVERAGE DAILY RATE



OCCUPANCY



2022 marion & polk counties

\$782.3 million
estimated economic impact

key performance measurements

Key performance measurements are tracked to provide a picture of the overall economic health of the Salem & Mid-Willamette Valley tourism industry. When evaluating progress, these nine selected indicators should be considered alongside other measurements such as financial resources, program staff and advertising support. Environmental influences and other economic trends are also considered to gain better insight into the health of the industry.

Specific tourism-based activities also provide context for evaluating the bigger picture and can reveal trends and key market factors that influence how the organization makes adjustments in program initiatives. Travel Salem is not the sole contributor or driver to the region's tourism-based economic outcomes. However, the organization takes a leadership role in economic development and tourism promotion to help shape industry results.



| PERFORMANCE MEASUREMENT* | 22-23 ACTUALS | % YOY | 22-23 YEAR-END GOAL | 21-22 ACTUALS |
|--|---------------|-------|---------------------|---------------|
| 1 Estimated Economic Impact | \$782,300,000 | 116% | ↑2% = \$689,826,000 | \$676,300,000 |
| 2 Salem Transient Occupancy Tax (TOT)** | \$4,668,844 | 108% | ↑5% = \$4,414,908 | \$4,328,340 |
| 3 Leverage | \$2,404,987 | 86% | \$2,300,000 | \$2,809,660 |
| 4 Consumer Engagement | 176,396,209 | 119% | ↑15% = 170,183,598 | 147,985,737 |
| 5 Visitor Information Network Attendance | 118,683 | 97% | ↑6% = 125,534 | 121,878 |
| 6 Earned Media Impressions | 118,972,330 | 104% | ↑5% = 120,238,072 | 114,512,450 |
| 7 Social Media Reach*** | 9,796,408 | 112% | ↑12% = 9,755,814 | 8,710,548 |
| 8 Online Visits*** | 239,021 | 78% | ↑10% = 339,172 | 308,338 |
| 9 Conventions & Sports Bookings | 15 | 54% | ↑10% = 31 | 28 |

* Targets are based on normal market conditions and don't take into consideration significant impacts such as pandemic, recession, depression, natural disasters, fuel anomalies, etc..

** Outcomes influenced by fluctuations in ADR, occupancy.

*** Methodologies may change year to year as vendors update their algorithms; year-over-year changes may not be comparable

KEY PERFORMANCE MEASUREMENTS: a closer look

YEAR-OVER-YEAR COMPARISON & HIGHLIGHTS

21-22
ACTUALS

22-23
ACTUALS

22-23
GOAL

1 ESTIMATED ECONOMIC IMPACT

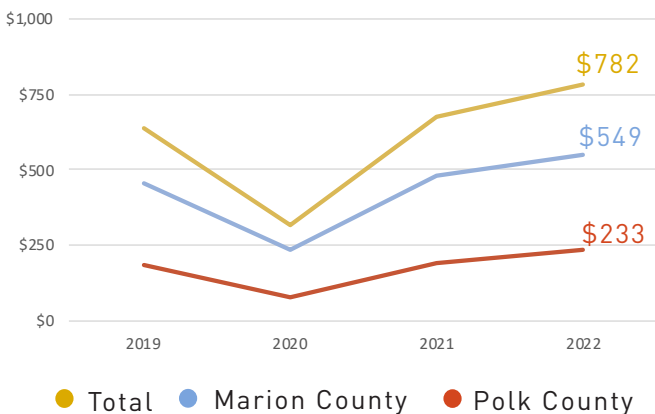
22-23 GOAL: \$689,826,000

\$676,300,000

\$782,300,000

Salem & the Mid-Willamette Valley surpassed 2021's record EEI by 16%. The region's diverse offerings (e.g., history, recreation, wine, food), along with elevated hotel ADR, continue to bolster the tourism industry's performance, with an 18% overall growth rate since 2019.

travel spending (\$Millions)



2 TRANSIENT OCCUPANCY TAX (TOT)

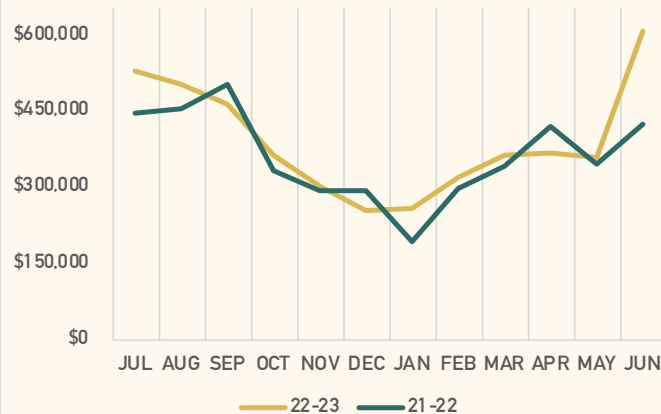
22-23 GOAL: \$4,414,908

\$4,328,340

\$4,668,844

Hotel occupancy decreased 4% in 22-23 to 47%. While a 5% annual ADR increase drove additional TOT during the year to surpass previous year by \$340,504. Minor YOY decreases in Sep, Dec and Apr were offset by substantial increases in Jul and Jun.

Monthly TOT - YOY



3 LEVERAGE

22-23 GOAL: \$2,300,000

\$2,809,660

\$2,404,987

Achieved annual goal despite Leverage decreasing year-over-year due to the Willamette Valley Visitors Association's (WVVA) reduced budget, and no longer receiving discounted rent with HQ moving out of the Capital Tower.



New Travel Salem Headquarters

KEY PERFORMANCE MEASUREMENTS:

a closer look

YEAR-OVER-YEAR COMPARISON & HIGHLIGHTS

21-22
ACTUALS

22-23
ACTUALS

22-23
GOAL

4 CONSUMER ENGAGEMENT

22-23 GOAL: 170,183,598

\$147,985,085

176,396,209

22-23 saw an increase of 19% YOY owing to expanded reach with Google Ads, a year-long Expedia campaign and increased Blog subscribers.

Most Impressions:

“16 Places Where You Can See Cherry Blossoms in the US” featuring Salem and the Oregon State Capitol Park;
12,000,000 Impressions, Mar 2023

ADVERTISING

12,048,968
Digital Impressions

(Online Ads, Google Ads,
Social Media, Blogs)

1,402,831
Print Ad Impressions

9,492

Hotel Bookings

\$1,650,906

Hotel Revenue

5 VISITOR INFORMATION NETWORK

22-23 GOAL: 125,534

121,878

118,683

Travel Salem’s Visitor Center closed Fall of 2022 and a small temporary Visitor Center was moved into The Grand Hotel while Travel Salem’s new HQ was being remodeled. This closure had an impact on the number of guests served. The new Visitor Center reopened in May.



Mid-Willamette Valley Visitor Center

6 EARNED MEDIA IMPRESSIONS

22-23 GOAL: 120,238,072

114,512,450

118,972,330

Earned media impressions increased nearly 4% over last year. Travel Salem’s public relations program continues to focus on high-quality media outlets to promote Salem & the Mid-Willamette Valley.

“Fall in Oregon’s Farmland” in Via Magazine;
3,400,000 Impressions, Aug 2022



KEY PERFORMANCE MEASUREMENTS:

a closer look

YEAR-OVER-YEAR COMPARISON & HIGHLIGHTS

21-22
ACTUALS

22-23
ACTUALS

22-23
GOAL

7 SOCIAL MEDIA REACH

22-23 GOAL: 9,755,814

8,710,548

9,796,408

8 ONLINE VISITS

22-23 GOAL: 339,172

308,338

239,021

9 CONVENTIONS & SPORTS BOOKINGS

22-23 GOAL: 31

28

15

12% YOY increase is attributed to a higher number of videos used throughout all social platforms (e.g., Facebook, Instagram, TikTok). Video performs better than photography and enhances engagement.

Best performing video across multiple channels:

“Oregon Axe Throwing”

Facebook Reach: 42,800,000

TikTok Reach: 50,100,000



5

Online visits have decreased due to changes in Travel Salem’s online partnership with WVVA and how consumer traffic is tracked at OregonWineCountry.org.

Launched translation of TravelSalem.com into first of five new languages to aid accessibility.



...s vistas panorámicas y viñedos, bosques centenarios
...os cristalinos y mucho espacio para pasear. Estamos
...ando tú lo estés. [[planifique su viaje.](#)]

The meeting & convention sector continues to rebound, though production has been hampered due to lack of in-market meeting space availability.

Healthy increases in sports industry business continue and overall prospecting efforts will show traction in coming years.

FUTURE PRODUCTION

LEADS

BOOKINGS

\$47,882,489
EEI

50,945
Est. Room
Nights

\$27,234,154
EEI

39,992
Est. Room
Nights

core areas of focus

Strategic Imperative: INCREASE VISITOR-RELATED ECONOMIC IMPACT

EXTERNALLY FOCUSED

INTERNALLY FOCUSED

Destination Experience [DE]

Create transformative experiences utilizing deep industry expertise & unsurpassed product knowledge that connect visitors and residents.

Destination Development [DD]

Enhance destination appeal and competitive edge through strategic and sustainable initiatives and product development.

Destination Marketing [DM]

Blaze The Most Oregon Part of Oregon brand and promote the region as a premier destination to create demand for group & leisure travelers.

Organization Optimization [OO]

Develop long-term stable funding, strategic staffing levels and the technology & tools to support a robust Destination Leadership Organization.

OBJECTIVE

MEASUREMENT

1. Expand the footprint of destination information, engagement & proactive outreach → Visitor network traffic & visitor promotional outreach
2. Strengthen the capacity of the tourism ecosystem by providing industry training & resources → Number of industry partners reached through education & training, and any resulting outcomes
3. Provide customized group services that respond to the needs of meeting & event planners → Number of groups assisted & expand customized services provided
4. Capture visitor feedback through proactive outreach & respond to opportunities with sales and marketing solutions → Number of surveys completed and any resulting outcomes

OBJECTIVE

MEASUREMENT

1. Develop product for the non-peak season (Nov-Mar) when visitation is lower (e.g., campaigns, trails, events) → Increase shoulder season product
2. Work with the Salem Area Sports Commission (SASC) to cultivate the sports/recreation sector by recruiting new opportunities and growing existing events → Increase sports/recreation sector bookings
3. Assist the cultural & heritage sector with planning, collaboration & evaluation → Improved cultural heritage communications deliverables
4. Identify & influence initiatives that improve destination accessibility (e.g., wayfinding, commercial air service) → New transportation-related initiatives underway

OBJECTIVE

MEASUREMENT

1. Unite Mid-Willamette Valley partners through shared vision, advocacy & collaboration → Implement a unified messaging strategy with economic development partners
2. Craft messaging that differentiates the region's unique attributes through inspirational & actionable content → Shift messaging to highlight the people linked to iconic places & focus on defining attributes
3. Secure citywide room nights through innovative group sales strategies → Increase group bookings
4. Target shoulder season visitation through coordinated sales & marketing efforts → Increase shoulder season room nights
5. Promote tourism industry awareness and engage community ambassadors through locally targeted initiatives → Increase resident engagement
6. Leverage key partnerships & strategies to amplify reach & effectiveness → Increase visitor engagement
7. Utilize data & research to anticipate & capitalize on trends & marketing opportunities → Utilize data & research to influence marketing decisions

OBJECTIVE

MEASUREMENT

1. Leverage complex & dynamic funding streams to maximize economic impact → Maintain diversified revenue streams and successfully implement the Tourism Promotion Area program
2. Adapt human resources to meet industry demands → Ensure adequate staffing levels
3. Hone communication & strategic collaboration across program areas → Utilize streamlined and effective communication systems
4. Utilize technology to streamline productivity & spur innovation → Adopt new technology as needed
5. Implement multifaceted vision for new headquarters building → Headquarters building operating and fully functional
6. Ensure transparency & accountability through detailed reporting, research and stakeholder communications → Track stakeholder satisfaction levels and deliver meaningful & user-friendly reports and industry communications

CORE AREAS OF FOCUS:

highlights

Below are initiatives from the year that demonstrate progress in Core Areas of Focus from the 2020-25 Strategic Plan

funding sources key



DESTINATION EXPERIENCE

Create transformative experiences utilizing deep industry expertise & unsurpassed product knowledge that connect visitors with the people and the place.

[DE]

SIGNATURE EVENTS [DE2]



Hosted the inaugural Mid-Willamette Valley Tourism Summit which engaged attendees in educational workshops, networking and training across DEI, strategic communications, Latinx marketing, and consumer trends. National Tourism Month was celebrated at the 2023 MOPO Awards luncheon, where 9 regional partners were awarded by industry peers, and Salem Mayor Hoy presented Travel Salem with a proclamation commemorating a record breaking \$782 million in economic impact generated by local tourism.



SPORTS COMMISSION RELAUNCH [DE 2]



The Salem Area Sports Commission (SASC) was reconvened in person for the first time since 2020. SASC grew to 20 stakeholders, consisting of community members, local business owners, sports organizations, venue owners and hoteliers, focused on evaluating and recruiting regional and national sporting opportunities for Salem & the Mid-Willamette Valley.

INTERSECTION ART INITIATIVE [DE2]



Travel Salem partnered with the Highland, Grant, Northgate and West Salem Neighborhood Associations to fund street murals at local intersections, and hosted 3 block parties that brought the communities and local partners together in celebration. These events are designed to engage residents with the tourism sector and create opportunities for future strategic destination development.



VISITOR CENTER REOPENS [DE 1 & 2]



Opened the new Mid-Willamette Valley Visitor Center, a welcoming state-of-the-art facility with programming such as drive-thru visitor information, a multimedia space highlighting regional assets, rotating cultural exhibits and meetings space, all focused on showcasing the diverse offerings of the destination.



CORE AREAS OF FOCUS:

highlights

Below are initiatives from the year that demonstrate progress in Core Areas of Focus from the 2020-25 Strategic Plan

funding sources key

| | | | | | | |
|------------------------|-----------------------------------|--------------------------------------|--|--|-----------------------------------|-------------------------------------|
| grant FUNDED | tot FUNDED | wcp FUNDED | stpa FUNDED | wvva FUNDED | flex FUNDED | blend FUNDED |
| Funded by grants | Funded by Transient Occupancy Tax | Funded by Wine Country Plate program | Funded by Salem Tourism Promotion Area | Funded by the Willamette Valley Visitors Association | Funded by private revenue sources | Item funded by more than one source |

DESTINATION DEVELOPMENT

Enhance destination appeal and competitive edge through strategic and sustainable initiatives and product development.

[DD]



SANTA CRAWL & LORE TOURS
[DD1]



Travel Salem kicked off two initiatives targeting non-peak season visitors. Salem's Santa Crawl incorporated four downtown partners with 220 people attending. Feedback was overwhelmingly positive with all venues interested in partnering for 2023, and attendees encouraging ongoing holiday activities. The Underground Lore Tour began in March, to showcase lesser-known histories of downtown Salem for visitors and residents.



RESILIENT HEADWATERS
[DD 3 & 4]



In 2020 four large wildfires ravaged multiple Oregon communities in the Central Cascades, eventually burning 710,000 acres. Travel Salem committed \$20,000 to Resilient Headwaters, an intentional, strategic pathway to develop and manage key recreational assets, and leverage it to bolster the Santiam Canyon community's future.



FLY SALEM & MRG
[DD4]



Air travel is returning to Salem & the Mid-Willamette Valley! Travel Salem partnered with local leaders to secure the incentive package and necessary terminal upgrades. Service scheduled to launch October 2023 to Burbank & Las Vegas markets.



ECONOMIC DEVELOPMENT CONSORTIUM [DD 3]



Travel Salem launched the Mid-Willamette Valley Tourism Economic Development Consortium to convene partners and stakeholders in an effort to discuss regional priorities and collaborative opportunities.

CORE AREAS OF FOCUS:

highlights

Below are initiatives from the year that demonstrate progress in Core Areas of Focus from the 2020-25 Strategic Plan

funding sources key



DESTINATION MARKETING

Blaze The Most Oregon Part of Oregon brand and promote the region as a premier destination to create demand for group & leisure travelers.

[DM]



VIDEO SHORTS DELIVER RESULTS [DM 2 & 4]



Travel Salem shifted content creation strategies to focus on video which drives stronger consumer engagement. Events, unique experiences and regional attractions were promoted through 67 video shorts on TikTok and YouTube, which garnered 194,199 views and highlighted local partners (e.g., Maui Melts, Oregon Axe Throwing, Ankeny National Wildlife Refuge, Willamette Heritage Center).



"WORLD'S GREATEST PLACES" [DM 4]



Willamette Valley made *Time* magazine's 2023 list of World's Greatest Places, declaring it "The Next Napa."

In addition, the Willamette Valley region, including local partners (e.g., Willamette Valley Vineyards, Silver Falls State Park) was featured in high-profile national media coverage, including a live segment on the *Today Show*, showcasing the region as an under-the-radar spring break destination.



SPORTS EVENTS THRIVE [DM 3 & 4]



Salem was voted as having the Best Overall Run Experience in the global IRONMAN portfolio. 2,300 athletes from around the world participated and infused \$10+ million into the regional economy.

Travel Salem's annual Willamette Valley Open, is now the largest indoor pickleball tournament in Oregon, with 461 players from 10 different states and numerous countries competing in 955 total matches.

EXPEDIA CAMPAIGN SUCCESS [DM 2 & 4]



Completed a year-round Expedia campaign in June that generated 9,514 room nights and \$1,549,152 in hotel revenue for Salem. This campaign generated roughly \$140,000 in TOT funds.



CORE AREAS OF FOCUS:

highlights

Below are initiatives from the year that demonstrate progress in Core Areas of Focus from the 2020-25 Strategic Plan

funding sources key



ORGANIZATION OPTIMIZATION

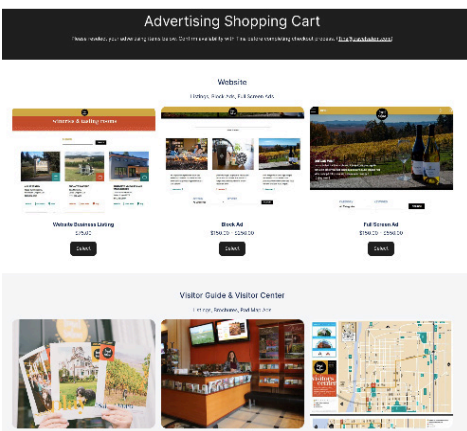
Develop long-term stable funding, strategic staffing levels and the technology & tools to support a robust Destination Leadership Organization.

[00]

ADVERTISING PROGRAM LAUNCH [002]



Travel Salem launched a new advertising program that replaced the organization's membership program. The advertising program provided opportunities for 231 businesses to promote their products and services to the 2.56 million visitors to Salem & the Mid-Willamette Valley through print ads, online ads and sponsored content.



OPENING OF HEADQUARTERS BUILDING [00 3]



Doors officially opened to the public at the new Travel Salem headquarters building located in the heart of downtown Salem. The new headquarters is a strategic initiative that is both fiscally responsible and elevates the ability of the organization to deliver on its mission.



NEW IMPACTFUL REPORTING [006]



The Travel Salem Board of Directors formed the Reports Task Force to review the organization's reporting tools and overall user-friendliness. The results led to the creation of a new report format highlighting strategic core areas of focus and key performance measurements.



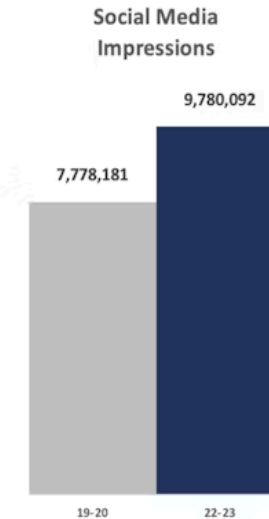
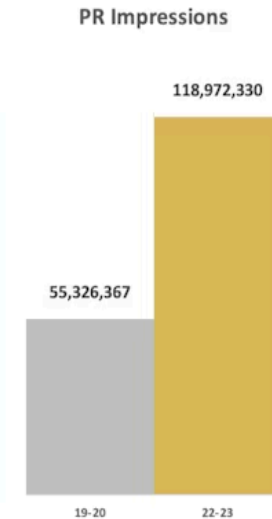
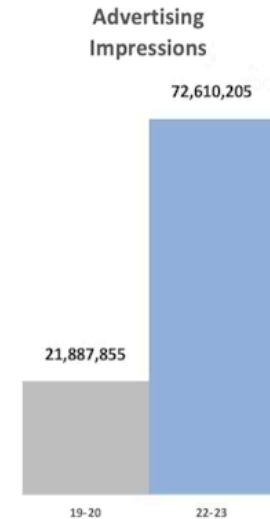
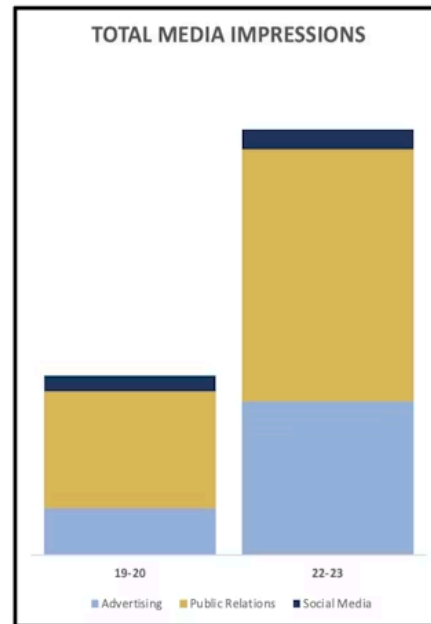
saalem tourism promotion area

Highlights & Year-Over-Year Comparison

A dedicated group of nine Salem hoteliers oversee STPA initiatives that utilize a regional approach to drive results.

In 22-23 the STPA generated roughly \$1 million for advertising and public relations campaigns.

STPA impacts since 2020 implementation



STPA FUNDED SALES EFFORTS

TRADESHOWS & CONFERENCES

5 Shows Attended

148 Appointments

17 RFPs

EVENTS

2 Events Hosted

13,200 Attendees

\$10,065,100 Estimated Economic Impact

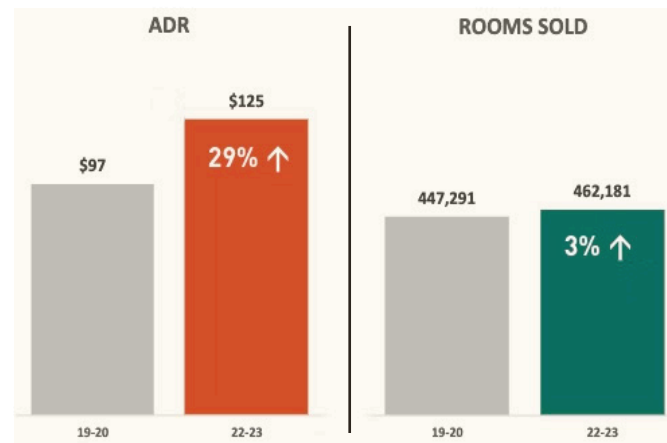
FAM TOURS

10 Planners

1,108 Room Nights

\$683,100 Estimated Economic Impact

STPA funds supported convention & sports marketing efforts, including a variety of trade shows, conferences and direct marketing campaigns.



Insight: Despite unprecedented market conditions (COVID & room nights from wildfires/ice storm) since the STPA was set in motion, the increased marketing was essential to market recovery, rate integrity and maintaining occupancy.

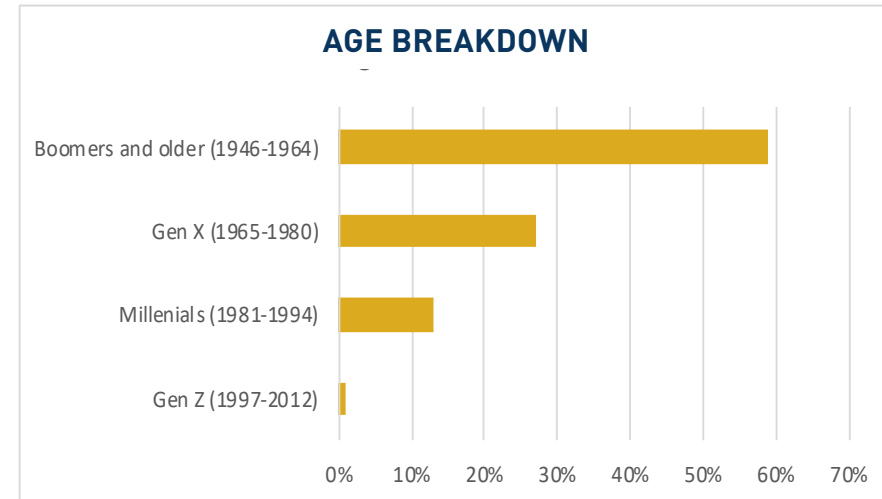
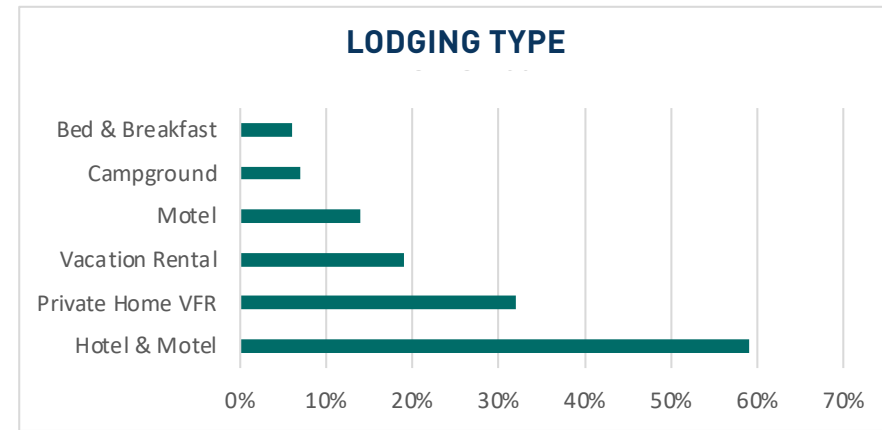
2022-2023 state of the industry

2.56 million visitors traveled to our region in 2022, driving an overall visitor spend of \$782 million in Marion & Polk counties, including an estimated \$664.7 million spent in Salem.

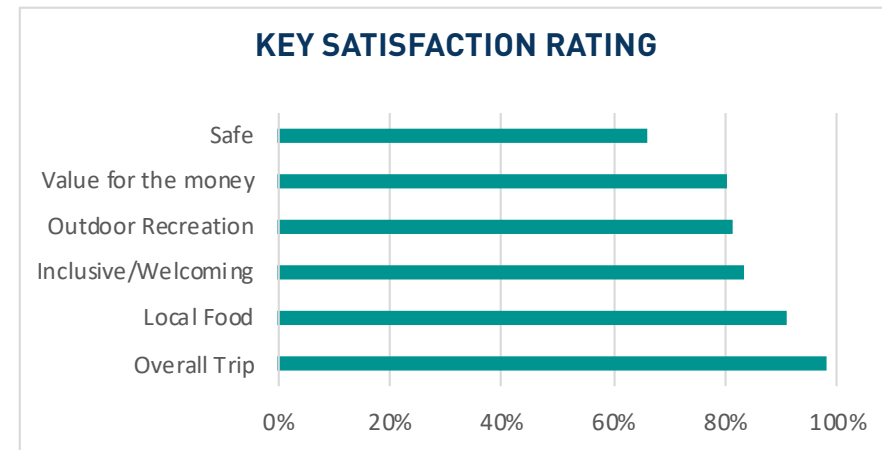
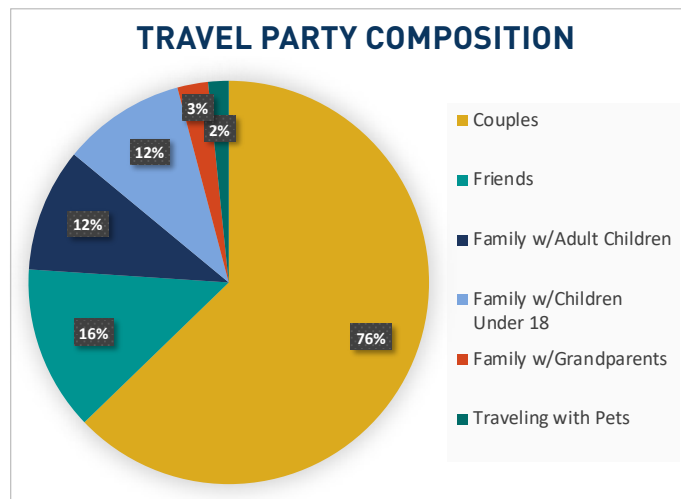
Visitors to Salem predominantly identified as “boomers” and traveled with spouse or partner, for leisure. The vast majority were repeat visitors from Oregon and Washington, who stayed primarily in hotels, motels or private residences.

The region’s key satisfaction rating was almost a perfect score for overall positive trip experiences, specifically citing local food, inclusiveness, outdoor recreation and value.

2022 DESTINATION ANALYSTS: SALEM-SPECIFIC RESULTS



| 2022 | Marion | Polk | COMBINED | SALEM |
|-------------------------|---------------|---------------|----------------------|----------------------|
| Visitor Spending | \$549,000,000 | \$233,000,000 | \$782,000,000 | \$664,700,000 |
| Earnings | \$141,000,000 | \$86,400,000 | \$227,400,000 | \$193,290,000 |
| Employment | 4,840 | 3,010 | 7,850 | 6,673 |
| Visitors | 2,040,800 | 520,720 | 2,561,520 | 2,177,292 |



2022-2023 state of the industry

EVENTS & ATTRACTIONS WITH 2,000+ VISITORS FROM 50+ MILES AWAY

SALEM, MARION & POLK EVENTS 2022

| EVENTS | Total Visits | # Visitors | % Visitors |
|--|--------------|------------|------------|
| Jehovah Witness Convention - five conventions (May 19 - June 25, 2023) | 89,000 | 43,800 | 49% |
| IRONMAN | 23,100 | 10,700 | 37% |
| Wooden Shoe Tulip Festival | 191,300 | 66,300 | 35% |
| Oregon State Fair | 564,900 | 79,300 | 15% |
| St. Paul Rodeo | 127,900 | 18,200 | 14% |
| World Beat Festival | 19,500 | 2,400 | 12% |
| Oktoberfest | 76,100 | 9,100 | 12% |
| Hoopla | 50,300 | 5,600 | 11% |
| Capitol City Classic | 26,500 | 3,400 | 11% |
| Marion County Fair | 50,500 | 5,400 | 10% |
| Independence 4th of July | 32,200 | 3,100 | 10% |

KEY

Salem

Outside Salem

30%+ Visitors

SALEM, MARION & POLK ATTRACTIONS 2022

| ATTRACTIONS | Total Visits | # Visitors | % Visitors |
|-----------------------------------|--------------|------------|------------|
| Detroit Lake State Park | 260,200 | 148,300 | 57% |
| Enchanted Forest | 161,700 | 75,300 | 47% |
| Silver Falls State Park | 258,500 | 118,900 | 46% |
| Bethel Heights Winery | 8,200 | 3,400 | 41% |
| Woodburn Premium Outlets | 3,700,000 | 1,200,000 | 32% |
| Willamette Valley Vineyards | 119,600 | 38,400 | 32% |
| Honeywood Winery | 10,100 | 3,200 | 32% |
| The Oregon Garden | 211,100 | 60,100 | 28% |
| Salem Convention Center | 123,700 | 34,800 | 28% |
| Woodburn Drag Strip | 90,200 | 24,900 | 28% |
| Eola Hills Legacy Estate Vineyard | 14,800 | 4,000 | 27% |
| Schreiner's Iris Gardens | 14,700 | 3,300 | 22% |
| Antique Powerland | 56,000 | 12,200 | 22% |
| AC Gilbert's Children's Museum | 44,700 | 8,700 | 19% |
| Deepwood Estate & Gardens | 31,000 | 5,400 | 17% |
| Wallace Marine Park | 281,600 | 48,900 | 17% |
| Willamette Heritage Center | 74,000 | 12,800 | 17% |
| Riverfront Carousel | 117,700 | 19,200 | 16% |
| Bush Park | 518,500 | 80,800 | 16% |
| Elsinore Theatre | 104,100 | 16,100 | 15% |
| State Capitol (Park) | 47,300 | 7,300 | 15% |
| Keizer Station | 7,400,000 | 1,100,000 | 15% |
| Baskett Slough Bird Refuge | 41,100 | 5,400 | 13% |
| Independence Riverview Park | 162,200 | 20,100 | 12% |
| EZ Orchards | 63,000 | 7,800 | 12% |
| Riverfront Park | 643,000 | 76,700 | 12% |
| Spirit Mountain Casino | 3,700,000 | 412,900 | 11% |
| Bauman Farms | 269,900 | 28,900 | 11% |
| Ankeney Bird Refuge | 46,700 | 4,500 | 10% |
| Salem Center | 1,500,000 | 123,300 | 8% |
| Willamette Town Center | 1,600,000 | 116,100 | 7% |
| Minto Brown | 345,100 | 23,600 | 7% |
| CFC Soccer Complex | 342,900 | 22,400 | 7% |
| KROC Center | 321,600 | 19,800 | 6% |
| Keizer Rapids Park | 356,200 | 20,600 | 6% |

*TOTAL VISITATION NUMBERS ARE BASED ON PLACER.AI DATA

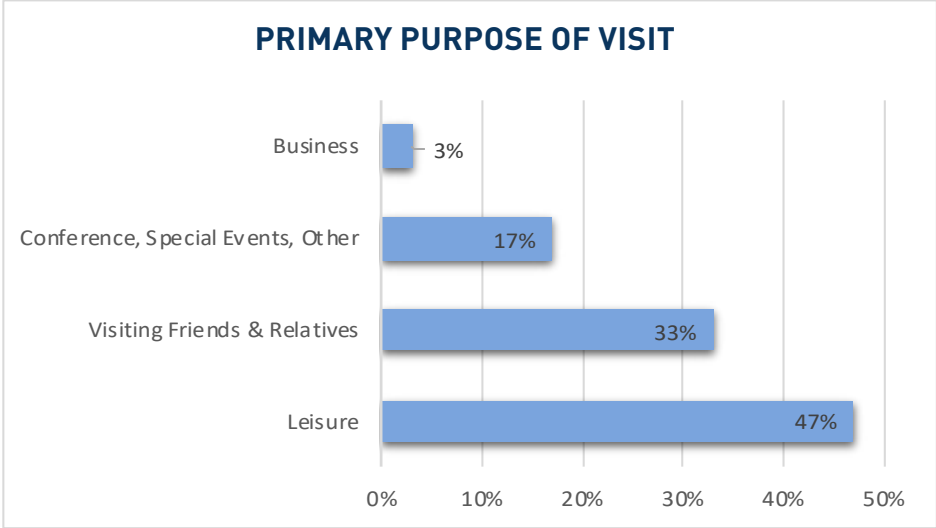
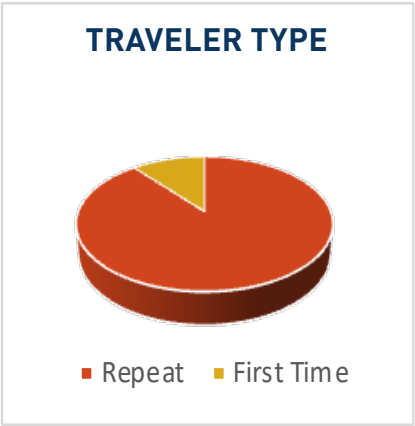
2022-2023 state of the industry

top countries of origin

- UNITED STATES
- CANADA
- NIGERIA
- CHINA
- UNITED KINGDOM
- PHILIPPINES
- MEXICO
- GERMANY
- CHILE
- IRELAND

top states of origin

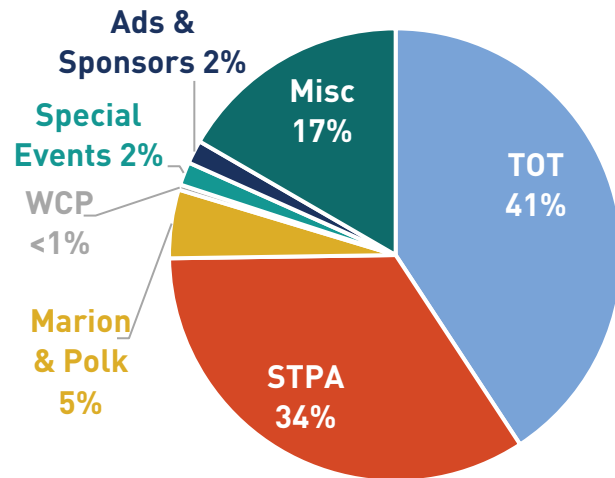
- OREGON
- WASHINGTON
- CALIFORNIA
- NEVADA
- TEXAS
- VIRGINIA
- IDAHO
- FLORIDA
- NEW YORK
- OHIO



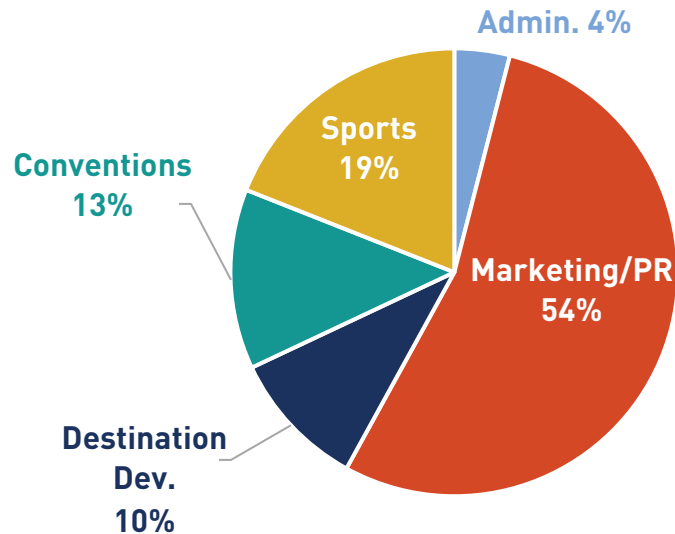
Financials

2022-2023 FISCAL YEAR

REVENUES



PROGRAM EXPENSES



REVENUES

PUBLIC

City of Salem Contract (TOT) \$1,166,065

INDUSTRY RESOURCES

Salem Tourism Promotion Area (STPA) \$973,561

REGIONAL

Marion County \$125,000

Polk County \$15,000

PRIVATE

Advertising & Sponsorship \$47,249

Special Events \$47,881

Co-Op \$1,416

Other \$25,285

RESTRICTED

Wine Country Plate (WCP) \$10,700

Fly Salem MRG \$355,000

Resilient Headwaters \$50,000

Polk County Destination Development \$44,500

TOTAL REVENUES \$2,861,657

EXPENSES

Salaries & Related Expenses \$1,097,307

Operations \$422,506

Professional Services \$45,165

Marketing & Advertising \$421,112

Trade Shows & FAMS \$34,382

Special Events \$94,764

Agility \$22,500

TOTAL EXPENSES \$2,137,736

OTHER INCOME - LEVERAGE

Media \$1,173,123

In-Kind \$370,576

WVVA \$729,480

Visitor Guide \$87,325

Advertising \$41,902

Volunteer \$7,188

TOTAL LEVERAGE \$2,409,594



staff

Administrative

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, Marketing Coordinator

Sean Severson, Online Coordinator

Tina Winge, Marketing & Sales Manager

Sales

Debbie McCune, VP & Chief Sales Officer

Luke Zak, Sports & Event Manager

Travel Salem

630 Center St. NE

Salem, OR 97301

503-581-4325

www.TravelSalem.com



Travel Salem is pleased to present the 22-23 Annual Report & State of the Industry, pursuant to 2021 City of Salem Contract Section 1.8 & 1.8.1. The contract stipulates quarterly reports include a financial report, an overview of activities and performance measurement data, and a clear demonstration of how Transient Occupancy Tax funds and Salem Tourism Promotion Area funds are used on projects, programs, and initiatives, in Salem.

This report fulfills these contractual requirements. All programs and services tie back to Travel Salem's 2020-2025 Strategic Plan and the 2022-23 Business Plan, and drive toward the imperative to increase visitor related economic impact through four core areas of focus: destination experience, destination development, destination marketing, and organization optimization.

CTAB Completion Report-Facility-Quarterly

1. (untitled)

CTPAB Quarterly Completion Report TOT Funds Supporting Salem Tourism

Facility Operating Grant

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

1. Organization name

Hallie Ford Museum of Art

2. Name and location of facility

Hallie Ford Museum of Art, Willamette University, mailing address: 900 State Street; street address: 700 State Street; Salem, OR 97301

3. Reporting period

2nd quarter

4. Total number of days open

53

5. Total hours of operation

265

6. Volunteer hours for period

1175

7. Total attendance at facility

5256

8. List the attendance and each type of activity

Museum tours / gallery visits : 4562

Films / performances : 52

Student attendance : 434

Classes, Workshops, Camps : 208

9. Submitted by

John P Olbrantz

10. Email address of person to receive confirmation email message.

jolbrant@willamette.edu

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Facility-Quarterly

1. (untitled)

CTPAB Quarterly Completion Report TOT Funds Supporting Salem Tourism

Facility Operating Grant

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

1. Organization name

Salem Art Association

2. Name and location of facility

Bush Barn Art Center & Annex, and Bush House Museum -- 600 Mission St. SE, Salem

3. Reporting period

2nd quarter

4. Total number of days open

95

5. Total hours of operation

444

6. Volunteer hours for period

253

7. Total attendance at facility

3601

8. List the attendance and each type of activity

Museum tours / gallery visits : 2835
Films / performances : 0
Student attendance : 0
Children's Entertainment : 0
Classes, Workshops, Camps : 0
Events, Festivals, Experiences, Other Programs : 741
Off site activities / events : 0
Rentals : 0

9. Submitted by

Kelly Harms

10. Email address of person to receive confirmation email message.

kelly@salemart.org

2. Thank You!

Thank you for submitting your report.

CTPAB Parking Lot

1. Discussion for increasing CIP awards. Current funding level is tied to 50% matching of actual costs up to \$10,000 award amount. The maximum level of CIP funding is 10% of the overall annual TOT Grant Funding. See Council Policy C-1 funding allocation (60/30/10 split) – **March 2023 CTPAB meeting addition **Approved at the June 14, 2023, meeting increase to \$20,000 CIP award subject to max 10% of Council Policy C-1 requirement.****
2. **Discuss the idea of limiting the # of Event Grant Applications per Applicant. (or another option example is to limit to one large dollar amount grant and one smaller dollar grant, what would that look like? \$10,000 and \$5,000 or a dollar range?)**
3. **Discuss the Funding level \$10,000 vs \$7,500 or \$8,000 if the number of applications continue to increase year after year.**
4. **Consider changing the point scale of the Rubric. Going back to 100-point scale? Or stay with the 25-point max? (I have 3 years of scores using 100-point scale for review.)**
5. **Review of Annual Facility Operator equal dollar amount distribution/award vs highest to lowest scored.**
6. **Capital Improvement Projects (CIP) 5-year for City Owned Buildings or Facilities. I believe this was a request to see what is listed on the City's CIP for TOT funded projects for FY 2025 to FY 2030.**
7. **Further refinement to the application questions, and possible further character limitations to recipient's answers.**

| Timestamp | How was your experience with the application a challenge for your organization? If yes, please explain the challenge(s) | Did the questions allow you to fully explain your organization/event? If no, what question do you wish we would have asked? | What else can you share with us to improve the application process? | Email Address | Score |
|--------------------|---|--|---|--|-------|
| 3/15/2023 11:57:44 | 4 No | Yes | I would appreciate an earlier opening of the online application, maybe Oct 1. | sailemlibraryfoundation@gmail.com | 0 |
| 3/15/2023 13:11:14 | 4 No | Yes | | Jessica@enlightenedtheatrics.org | 0 |
| 3/15/2023 15:17:21 | 4 Yes | I answered yes to advocate for shorter applications for the facility operating grants. It would be helpful to have an approval process and then give yearly updates as opposed to a lengthy application each year. | | executivedirector@acgilbert.org | 0 |
| 3/16/2023 10:53:47 | 5 No | Yes | | novtom12@gmail.com | 0 |
| 3/16/2023 12:06:00 | 4 Yes | There appeared to be similar types of questions spread throughout the grant, and working through the budget process was not "user friendly" at all. | | stephens51@icloud.com | 0 |
| 3/17/2023 13:56:31 | 4 Yes | Only the second great we have written, challenging in that way. | | sailemontheedge@gmail.com | 0 |
| 3/17/2023 17:21:35 | 5 No | Yes | | jobrant@willamette.edu | 0 |
| 3/20/2023 10:16:51 | 1 Yes | The process is overly burdensome and ignores best practices for grantmaking. | | matthew@sailemart.org | 0 |
| 3/20/2023 19:08:34 | 5 No | Yes | | jasontunruh@gmail.com | 0 |
| 3/20/2023 19:49:13 | 4 Yes | Difficulty getting the program to save work. I had to write a word doc. and place in form. Some questions seem to ask same info. just in a different way. | | putnamkarin54@gmail.com | 0 |
| 3/24/2023 9:38:10 | 4 No | Yes | | englewoodforestfestival@gmail.com | 0 |
| 3/26/2023 18:59:02 | 4 No | Yes | | bcgonzalez@juno.com | 0 |
| 3/27/2023 15:00:26 | 5 No | Yes | | Jessica@enlightenedtheatrics.org | 0 |
| 3/27/2023 16:00:41 | 3 Yes | It would be fantastic if Operating support grants could be due on a different date than capital and event/project grants. | | Sally@ElsinoreTheatre.com | 0 |
| 3/27/2023 16:18:43 | 4 No | Yes | | christine@willamettecenter.org | 0 |
| 3/27/2023 19:36:06 | 4 No | Yes | | director@willamettecenter.com | 0 |
| 3/29/2023 7:06:12 | 3 Yes | We are new to grant writing | The grant form seemed to ask the same questions as an annual application process. | sailemontheedge@gmail.com | 0 |
| 4/1/2023 14:34:42 | 4 No | Yes | | jimnvu@gmail.com | 0 |
| 4/2/2023 12:41:53 | 1 Yes | While the process for submitting quarterly reports is a simple set | | matthew@sailemart.org | 0 |
| 4/2/2023 12:44:12 | 5 No | We found it very straight-forward. | Nothing really to share | sasquatchsports1@gmail.com | 0 |
| 4/3/2023 5:34:56 | 4 Yes | still i need to be familiar with high English vocabulary and concepts. | | enlace3c@gmail.com | 0 |
| 4/3/2023 10:16:46 | 3 No | Yes | | marieb@sailemcarousel.org | 0 |
| 4/4/2023 19:07:12 | 5 No | Yes | | Friends of Deepwood- yvonne@deepwoodmuseum.org | 0 |

3.9 all responses including 3 duplicates
4 avg. without the duplicates

Questions on the Survey:

- How was your experience with this year's TOT grant application process?
- Was the application a challenge for your organization to complete?
 - If yes, please explain the challenge(s) you encountered.
- Did the questions allow you to fully explain your organization/event?
 - If no, what question do you wish we would have asked?
- What else can you share with us to improve the application process?
- Please provide the name of your organization below, unless you would like to remain anonymous. Thank you for your participation!

We received 3 duplicate responses. (3 organizations submit 2 replies to the survey)

Observations:

Question 1. How was your experience with this year's TOT grant application process?:

Overall rating was 3.9 stars out of 5, with the duplicate responses, which is a 78% positive rating.
4 Stars is the average rating removing the 2nd response from each of the 3 duplicate submissions, which is an 80% satisfaction rating.

Question 2. Was the application a challenge for your organization to complete?:

13 Organizations stated that the application was not a challenge for them to complete. Three organization or staff are new to the process (Enlightened Theatrics, Theatre 33, Salem Main Street Association).
7 Organizations stated that the application was a challenge to complete. Three of the organizations are Facility operators (Gilbert House, SAA, Elsinore)

2.a. challenges:

I answered yes to advocate for shorter applications for the facility operating grants. It would be helpful to have an approval process and then give yearly updates as opposed to a lengthy application each year.
There appeared to be similar types of questions spread throughout the grant, and working through the budget process was not "user friendly" at all.
Only the second great we have written, challenging in that way.
The process is overly burdensome and ignores best practices for grantmaking.
Difficulty getting the program to save work. I had to write a word doc. and place in form. Some questions seem to ask same info. just in a different way.
It would be fantastic if Operating support grants could be due on a different date than capital and event/project grants.
We found it very straight-forward.
still i need to be familiar with high English vocabulary and concepts.

Question 3. Did the questions allow you to fully explain your organization/event?:

Only 1 organization found that there was not sufficient space to respond to application questions.

3.a. response to what do you wish we had asked:

Again - it appeared you could stream-line the questions so you could have ENOUGH SPACE (characters) to thoroughly cover A TOPIC PER QUESTION, and eliminate the redundancy.
It would be helpful to have a reminder on the Budget sheet and the audit reporting worksheet to use financial statements with a Cash basis.

Question 4: What else can you share with us to improve the application process?

I would appreciate an earlier opening of the online application, maybe Oct 1.
Thank you for the rubrics. It is helpful to have a guide for how the responses will be evaluated.

The only feedback I have is when I attended the meeting when funding was approved and gave a few remarks, I wasn't 100% sure my application had been approved for the full amount. I didn't know whether or not there was another meeting that was going to be held to finalize amounts, so I felt a bit awkward about what I should say. To be clear, Chris told me in advance funding was going to be approved at that meeting, but there was some discussion among board members about some funding amounts seeming excessive, that threw me off a bit. I should have assumed the obvious. Overall this process was great. Chris answered questions promptly throughout the process. I will say now what I should have said at the last meeting, Theatre 33 is absolutely delighted to be funded. To echo what the gentleman from Hoops said, \$10,000 is a lot of money. And we are going to use it wisely and began to build a destination, regional festival with regional marketing.

[A lot of the questions felt like they were being asked more than once.](#)

I'd be interested in getting feedback from the reviewers to see how we might improve of grant applications moving forward.

We have consistently asked for a more streamlined process that offers the opportunity for multiyear funding. Other TOT funds are used to provide multiyear funding, which allows cash-strapped organizations to plan ahead while simultaneously reducing workloads and increasing efficiency.

Less zoom, more in person with options to ask questions.

We like having space in the budget to include more categories.

It would save time for all, if there was less redundancy in explaining events and what the goals of the organization are with the event.

The grant form seemed to ask the same questions.

[Have more than an annual application process. Having one every 6 months or quarterly would make it more easily accessible. Project ideas come up throughout the year and being able to apply for funds only once a year is a barrier. The funds from TOT come in throughout the year, so why can't the grants?](#)

As per the previous answer, a simple set of common-sense and widely supported reforms could reduce workload for all involved. These reforms would bring CTPAB into alignment with philanthropic best practices that aim to streamline the application process

[so that mission driven non-profit organizations can devote more time and resources to substantive work, rather than being forced to jump through unnecessary fundraising hoops.](#)

[Nothing really to share! Very good process.](#)

Perhaps have a Spanish session to explain procedures and concepts.

TOT SURVEY 2021 FEEDBACK

1. I'm frustrated that the range of scores were so great from one board members to another. I understand and appreciate people's "different opinions" and that everyone's personal biases come into play, but some of the scores were so radically different (for example, the same question being rated an 8 by one member, and a 19 by another), it makes me think they ignored the rubric and just went by their emotions. The updated rubric was great and I was excited that there would be some consistency, but in the end, there didn't appear to be.
2. I appreciate that the TOT Board solicits feedback from grantees to improve the application process, as well as the board's continued assessment of the scoring process to ensure its efficacy. I wonder if it might be helpful during the public review of the grant applications for the board to send the questions that they have about an applicant's grant to them before the meeting in order for the nonprofits to prepare more cogent answers.
3. Many of the nonprofits by themselves, are simply not going to be a reason to bring people to the city for an overnight stay. I wish that could be openly acknowledged at some point. They are however very important to the cultural enrichment of the community.
4. I think if there is an extra grant training procedure training with more time in advance and explaining concepts, and strategies to fill up application could help to new people who has none experience or knowledge about the grants concepts.
5. Nothing, it's solid to me.
6. The character allowance on some questions should be larger. Quantifying ethnic diversity of patrons is difficult and very subjective.
7. We would encourage the board to revise scoring to better value events that enhance quality of life for Salem residents without increasing room nights. Also, we would encourage the board to revise the scoring for the quality of life goal to include points for elements in addition to diversity and inclusion (all three available points are currently tied specifically to diversity and inclusion elements). Lastly, we would encourage the board to reconsider whether all organizations (especially those with a track record of successful applications) should be required to attend an orientation session.
8. It seems unnecessary to have the facility operators complete an application each year. I believe the process is to hold the operating facilities accountable to the board to receive funding each year. Reports are completed each quarter in which the businesses report on goals, attendance and programming. A yearly report or measurement of the quarterly reports would be a more accurate way for the CTPAB to hold the operators accountable than a yearly "describe your organization" application.

9. It is sometimes frustrating to see the board change tack during the scoring process. Do heads in beds matter? Do they matter for some activities and not others? How does the board make that decision? I understand that reviewing and scoring grants can be a somewhat fluid process and that processes are continually refined. But this area in particular seems to be a bit of a challenge.
10. I am not sure if the word count on the funding application form is still an issue for some organizations. I am also a bit unsure about the "quality of life" activities for TOT funding. It seems that there is a definite priority for programming and events that puts "heads in beds". This issue may have been addressed with the scoring rubric which gives additional points for increasing visitors' overnight stays? Thanks!
11. I didn't feel comfortable in the review process. This was my first time as a grant applicant for the festival, and the board didn't seem very invested in our efforts. We are a small festival, and I felt that more attention was given to larger groups or sporting events.
12. I think applicants should be required to attend the session when they are being reviewed just as we are required to be at initial meeting before we apply. If they aren't at the session time gets wasted guessing about what they mean and then sometimes going through their application again.
13. The application and overall process was much smoother. Well done by those who did the work on the process in advance and the Board for the scoring process.



14 responses



Accepting responses

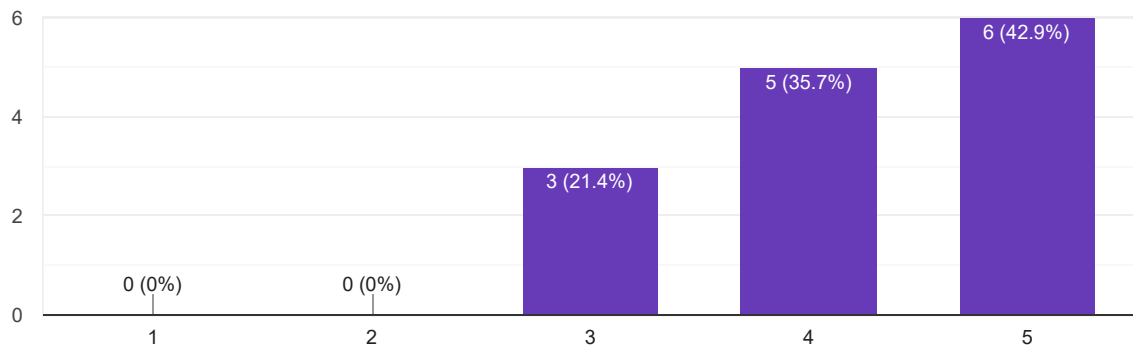
Summary

Question

Individual

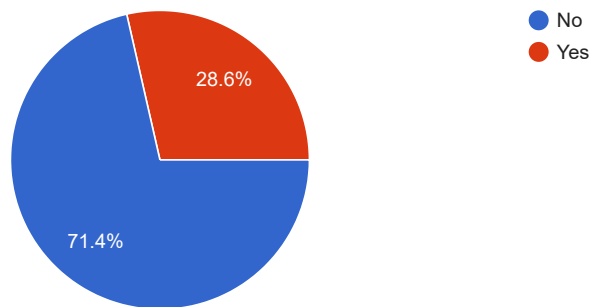
How was your experience with this year's TOT grant application process?

14 responses



Was the application a challenge for your organization to complete?

14 responses





It can difficult to answer a question from a cultural standpoint that was presented from a position of increasing overnight tourism.

I don't agree that applicants need more space to answer the questions. I know this is being considered. I believe there is plenty of space provided to explain our organizations and events. However, it would be helpful to have CTPAB members visit facilities to be familiar with our programs. For example, a tour of the facility operator sites could be an important part of an orientation process.

We need more space for our narratives. I wasn't able to fully explain myself with the questions asked.

It would be helpful to have more character/word space to answer the following questions: 1c. Describe your organization's programs, services, activities, and staffing; 2a. Describe how TOT funding will be used to meet the following Cultural and Tourism Promotion Advisory Board's (CTPAB) goals; 2b. Identify two measurable outcomes for your facility related to the CTPAB funding goals. Provide a target for each outcome and the methodology to achieve each outcome. It would also be helpful to have more than two outcomes.

Still need to understand the different options or concepts of the diferent grant options I think I will be ready to apply for a large amount next year. But i need to know on which category i can do it

What else do you want to share with us to improve the application process?

11 responses

It is sometimes frustrating to see the board change tack during the scoring process. Do heads in beds matter? Do they matter for some activities and not others? How does the board make that decision? I understand that reviewing and scoring grants can be a somewhat fluid process and that processes are continually refined. But this area in particular seems to be a bit of a challenge.

Many of the nonprofits by themselves, are simply not going to be a reason to bring people to the city for an overnight stay. I wish that could be openly acknowledged at some point. They, are however very important to the cultural enrichment of the community.

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Willamette Art Center

Sally Litchfield Puhek, Elsinore Theatre

Englewood Forest Festival

Gilbert House Children's Museum

Festival Chorale Oregon

Helping Hands Resources

Salem Art Association

Hallie Ford Museum of Art

ENLACE Cross-cultural Community Development Project

