

SALEM CULTURAL AND TOURISM PROMOTION ADVISORY BOARD

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Disability-related modification or accommodation, including auxiliary aids or services, in order to participate in this meeting or event, are available upon request. Sign language and interpreters for languages other than English are also available on request. To request such an accommodation or interpretation, contact Chris Neider at 503.540.2361 or cneider@cityofsalem.net at least **2 business days** before the meeting; TTD/TTY telephone (503) 588-6439, is also available 24/7.

Board Members

Scott Snyder, Chair
Vacant, Vice-Chair
Johnathan Baker
Gaelen McAllister
Laura Tesler
Ryan Gail
Omar Alvarado
Felipe Gonzales
Vacant

City Staff

Chris Neider, Staff Liaison
Kelly Kelly, Staff Support

Next Meeting: Sep. 14th

TOT Grant Process Review

<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, August 10, 2021

6:00 - 8:00 PM

City of Salem Planning Division YouTube Channel

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

Salem, OR

1. Call to Order
2. Roll Call
3. Approval of Today's Agenda and the Minutes from:
 - a. June 8, 2021 CTPAB meeting
4. Public Testimony - limited to three minutes per organization and pertaining to items on the agenda.
5. Items Requiring Action
 - a. Election of Officers
 - b. Review of Subcommittee work/recommendations
 - c. DRAFT Grant Manual & Applications for FY 2023
6. Information Items
 - a. Cultural and Tourism Fund Reports – Not Available
 - b. Cultural and Tourism Fund Revenue (Tax) Reports – Not Available
 - c. Facility Operating Grant Reports – Bush House Museum, Deepwood Museum, Gilbert House Children's Museum, Hallie Ford Museum of Art, Salem Riverfront Carousel, Willamette Art Center
 - d. Event Grant Reports – None
 - e. Capital Improvement Reports – Willamette Heritage Center's – Caboose Exhibit
 - f. Annual Reports – None
 - g. Cultural Heritage Walking Tour Brochure
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, June 8, 2021
Remote Meeting via ZOOM
<https://www.youtube.com/watch?v=PLiCD7P1gHw>

<p>MEMBERS PRESENT Scott Snyder, Chair (Arrived at 6:53 PM) Gaelen McAllister Elaine Navarro Laura Tesler (arrived at 6:18 PM) Ryan Gail Felipe Gonzales Omar Alvarado</p> <p>STAFF PRESENT Chris Neider, CD Management Analyst II Kelly, CD Staff Assistant</p>	<p>MEMBERS ABSENT Jonathan Baker Rita Siong, Vice Chair</p>
<p>GUESTS Guests were allowed to attend via Zoom for this meeting. Guests were also able to view via YouTube.</p> <p>Input, questions and updates ahead of the meeting were invited by Chris Neider.</p>	<p>GUESTS Alicia Bay-Gilbert House Children's Museum Sally Puhek Litchfield, Elsinore Theatre Matthew Boulay, Salem Art Association Yvonne Putze, Deepwood Museum Roger Williams, Willamette Art Center Michelle Cordova – Willamette Heritage Center Irene Bernards, Travel Salem Angie Onyewuchi, Travel Salem John Olbrantz, Hallie Ford Art Museum Kate on Ummersen, Salem Library Foundation Carlee Wright, Salem Press Play, Ceili of the Valley Jason Unruh, Hoopla</p>

1. CALL TO ORDER

Chris Neider began the meeting at approximately 6:06 p.m. with 5 of 9 members present. Gaelen McAllister acted as chair in Scott Snyder's absence. Scott Snyder arrived late and took over the remainder of the meeting at 6:53 PM.

2. ROLL CALL

Members present: Scott Snyder (arrived late, at 6:53), Gaelen McAllister, Elaine Navarro, Laura Tesler (Arrived late), Ryan Gail, Felipe Gonzales, Omar Alvarado
Chris Neider & Kelly.

Members absent: Jonathan Baker, Rita Siong,

Chris Neider opened the meeting and welcomed everyone to the virtual meeting, both those attending via Zoom and those tuning in via YouTube to watch:
<https://www.youtube.com/channel/UCUsS60lpf8AGI1u24Yg248Q>.

3. APPROVAL AGENDA AND MINUTES

- a. Approval of today's agenda and the April 13, 2021 CTPAB meeting minutes.

Motion: To approve today's agenda and the April 13, 2021 CTPAB meeting minutes.

Motion by:	Ryan Gail
Seconded by:	Omar Alvarado
<u>ACTION:</u>	APPROVED
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. Review of Sub-Committee work/recommendation

The sub-committee discussed creating a resource of collaboration partners that could be made available to the Cultural and Heritage organizations interested in increasing their participation and awareness with any cultural or ethnic groups. For instance, the Latino business community might be able to advise on ways for greater inclusion of the Latino community for a cultural event or organization. The meeting summary and notes are included in the agenda packet.

- b. CTPAB Survey Results graphs and write up at the end.

Survey results of 16 Heritage and Cultural organizations are included in tonight's agenda packet. If changes to the Grant Applications are wanted, an additional sub-committee meeting should be scheduled. Any wanted changes to the application are needed by the September meeting. A 2nd sub-committee was recommended to address the survey feedback. Specifically, board members felt the focus on heads and beds in balance with cultural enrichment in scoring should be addressed. Chris Neider noted a sub-committee including CTPAB Board members as well as Cultural or Heritage Organizations should be formed to look at any changes to the application. Felipe Gonzales and Gaelen McAllister volunteered to be involved. Heritage and Cultural Organizations are encouraged to join the committee.

- c. Travel Salem Presentation – New Cultural Heritage Liaison and Scope of Work

Angie Anyewuchi and Irene Bernards were present to share Travel Salem's new plan to add a dedicated staff to focus on a Cultural and Heritage organizations scope of work. Yvonne Putze noted the Cultural and Heritage Organizations are excited to embrace and support this scope of work and be involved as well as benefit from it.

Scott Snyder arrived (late - 6:53 PM) and took over the facilitation of the meeting. Scott thanked Travel Salem for their presentation and for this presented change to help the Cultural and Heritage Organizations.

Motion: To accept Travel Salem's new programming to add a focused Cultural and Heritage Organizations scope of work, as presented, effective July 1, 2021.

Motion by: Gaelen McAllister

Seconded by: Laura Tesler

ACTION: APPROVED

Vote: 7-0

Aye: 7

Nay: 0

Abstentions: 0

Motion: To create a sub-committee to review the scoring rubric and any needed changes to the Grant Applications for the upcoming TOT Grant Cycle.

Motion by: Laura Tesler

Seconded by: Gaelen McAllister

ACTION: APPROVED

Vote: 7-0

Aye: 7

Nay: 0

Abstentions: 0

Felipe Gonzalez, Gaelen McAllister, Scott Snyder and Roger Williams of Willamette Art Center agreed to meet as a sub-committee to address the survey results related to the TOT Grant Applications, specifically discussing the Heads and Beds vs Cultural Enrichment balance in the scoring rubric, and any other changes to improve the application process. Other Cultural and Heritage organization partners are still welcome to join this committee and can let Chris Neider know of their interest. The sub-committee should plan to meet ahead of the July 13th TOT meeting and plan to report at next meeting.

6. INFORMATION ITEMS

- a. Cultural and Tourism Fund Reports – May, 2021
- b. Cultural and Tourism Fund Revenue (Tax) Reports – May, 2021
- c. Facility Operating Grant Reports – A.C.Gilbert Children;s House; Bush House Museum, Hallie Ford Museum of Art, Salem Art Association, Salem Riverfront Carousel, Willamette Art Center, and Willamette Heritage Center
- d. Event Grant Reports – Salem Library Foundation – Salem reads Event

- e. Capital Improvement Reports – None
- f. Annual Reports - None

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.)

Alisha Bay, Gilbert House Children's Museum, is excited to note they have been partially re-opened for 2 months now, with timed admissions. To put things in perspective, they received 2000 visitors in May, vs 9000 in a normal May. They operate in 2-hour segments, with ½ hour between for cleaning. Matthew Boulay, Salem Art Association gave the update about their recent exhibits and activities. They are also partially re-opened, on a by-appointment basis, and excited about upcoming exhibits and events, including summer camps, which are filling quickly, and an upcoming mural partnership with Salem Health, featuring a graffiti style mural with a Pro-Vaccination theme. Irene Bernards, Travel Salem, reminds all the cultural organizations to please send in their events to Travel Salem.com to be posted on their calendar site so they can help advertise and market everyone's events. Irene also noted with excitement that Iron Man will be coming to Salem, July 25th, and will be a significant event for the area. Roger Williams, Willamette Art Center noted summer classes are up and running and filled quickly. Plans are moving forward for the Artisan's Village to operate at the Oregon State Fair this summer. Sally Litchfield Puhek, Elsinore Theatre, noted the Inaugural Anniversary event, celebrating their 95th Anniversary, went well. Events with live audiences are now occurring. Carlee Wright of Salem's Press Play noted they go back to live print this summer, with a July, August September edition highlighting events in the Salem area. Michelle Cordova, Willamette Heritage Center, noted they are rebuilding and gearing up for enhanced programming with a Community Engagement and Education Manager. They are excited about a Mid-Willamette Valley Wine Making Exhibit and plans still in place for the September Caboose Exhibit and Magic at the Mill to open. John Olbrantz of the Hallie Ford Art Museum shared about their current and upcoming exhibits. Timed entries allowing 45 visitors per hour has been working well. Kate Von Ummersen, Salem Public Library Foundation, noted Salem Reads is "on," featuring "A Tale For The Time Being" by Ruth Ozeki. A combination of live and virtual events are planned. The Salem Public Library will once again be open and available for programming, for which Kate is very excited. Yvonne Putze, Deepwood Museum, shared they have enjoyed a successful partial re-opening, and will have more normal hours mid-June and July. Rental bookings began May 1st. Yvonne noted their theme is "Stronger Together" and they are working with other Culturals to present a united front and combined events. 35 Culturals have put together a Tour Brochure about which she is very excited. Yvonne reminded the board the cultural and tourism organizations are happy to be involved in review and feedback of the grant process, and please feel free to call upon them for involvement. She thanked the board members and Travel Salem for all they do throughout the year for the cultural and tourism organizations.

8. OTHER BUSINESS & PARKING LOT ITEMS FOR FUTURE DISCUSSIONS

9. ADJOURNMENT

The next regular meeting will be Tuesday, July 13, 2021, 6-8 PM, via Zoom and YouTube Live. Contact Chris Neider ahead of the meeting to confirm your desire to participate and receive the meeting Zoom link. With no further business, Chris Neider adjourned the meeting at approximately 7:32 p.m.

Respectfully Submitted,

Kelly Kelly, Board Staff Support

CTPAB Sub-committee meeting July 15, 2021

Attendees:

Scott Snyder

Felipe Gonzales

Chris Neider

Absent:

Gaelen McAlister

Roger Williams

Actions taken:

Reviewed CTPAB 4 question survey results and recommendations provided by 16 TOT grant organizations.

Recommendations:

1. Bonus points added to scoring rubric: Under the CTPAB Goals section for questions 2.b., 2.c., and Budget section 4.c. provide 1 bonus point each for a total of 3 additional bonus points that can raise a low score up to the maximum score of 25 points total.
2. Question 4.c. on Facility Operator grant change wording to allow organizations to describe their financial situation or add clarifications about their finances.
3. Add a new line for applicants to provide their website address and other social media information.
4. Update the Scoring Rubric to match the CTPAB Funding Goals order as listed on the applications. Starting with "increasing estimated economic impact," "quality of life" and "room nights."
5. Translate all applications into Spanish and post to website.
6. Add "Gate Keeper" questions on applications like: "Do you own or operate a major tourist attraction within the Salem city limits?" "Are you completing a major renovation or capital improvement project?" "Are you or your organization hosting an event, festival, or collaborative tourism related project?"
7. Identify and add the character count for each fill-in the blank section to all applications. No changes to form size or application length, all organizations will have the same "space" to articulate their case.

FY 2022-23 Transient Occupancy Tax (TOT) Grant Application Manual

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Requirements for all Applicants

Compliance with Section 56 of Salem's City Charter

Section 56 of the charter provides that TOT funds may only be used for the following purposes:

- Enhancement and beautification of vehicular and pedestrian entrance-ways to the city,
- Urban beautification generally,
- Improvements to or operation of major tourist attraction or cultural facilities, or
- Activities performed directly by the city or through contracts that promote use of Salem for conventions, conferences, seminars or for general tourism.

IRS Status

Applicant must be a non-profit corporation having tax-exempt status under section 501(c) (3), 501(c) (4) or 501(c) (6) of the Internal Revenue Code at the time of application submission. Provide a copy of organization's current 501(c) (3), 501(c) (4) or 501(c) (6) IRS determination letter, **unless the organization is a non-501(c) applying for a small grant of \$2,000 or less.**

Reporting Requirements

As applicable, reporting on the use of TOT funds for the previous fiscal year must be complete.

Application Submittal

Completed application must be received by the Cultural and Tourism Promotion Advisory Board by **Monday, November 15, 2021, 5:00 p.m.** Submit completed application via **email** or in a sealed envelope to:

FY 2022-2023 TOT Funding Application
Cultural and Tourism Promotion Advisory Board
Attn: Chris Neider
City of Salem Community Development Office – Room 305
555 Liberty Street SE, Salem, OR 97301
cneider@cityofsalem.net

Disqualification Notice

An otherwise eligible applicant could be disqualified for this grant for failure to comply with Section 56 of the City Charter, failure to meet reporting requirements and deadlines, supplying the Salem Cultural and Tourism Promotion Advisory Board (CTPAB) with inaccurate information or other non-compliance with city contracts.

The board reserves the right to alter the funding amount requested.

Note to all applicants: The Cultural and Tourism Promotion Advisory Board's recommendations on funding and grant awards are advisory. The Salem City Council makes the final award decision through the budget adoption process.

Requirements for Capital Asset or Improvement Project Grant Applicants

1. One application per organization/applicant for a capital asset or improvement project.
2. A TOT grant request not to exceed \$7,500 and represent not more than 50 percent of the project budget. The remaining 50 percent of the project budget, which is the grant match, must be at least 60 percent cash and 40 percent in-kind. The value of the in-kind match may exceed the amount equivalent to 40 percent of the total grant match. However, the budget must detail a cash contribution equivalent to not less than 60 percent of the grant match necessary for the project budget. The cash contribution may be provided by multiple sources. **TOT grant may not reimburse more than 50 percent of actual costs.**
3. Capital asset must be necessary for the continued operation of the facility and a capital improvement must increase the useful life of the facility or increase the types of uses for the building or structure upon which it is installed.
4. For city owned facilities: Provide statement from the city's contract administrator acknowledging application and operator's responsibility for project under operating agreement.

Requirements for Facility Operating Grant Applicants

Facility Operator - A building, structure, or premises, or other similar structure having its primary purpose be the advancement or preservation of cultural aspects of human activity. As used in this definition, cultural aspects of human activity include; heritage, museum, visual art, literature, music, theatre and dance.

1. The facility must provide programs and services 12 months per year and a minimum annual attendance of 3,600 patrons to all programs and events offered by an organization. Facility must be open to the public or provide programs and services a minimum of 800 hours per year and occupy a minimum of 1,000 square feet. (Major Performing Arts Facilities must only be open for a minimum of 100 performances per year.)
2. Facility operators must invest a minimum of 3% of their annual operating budget on marketing via direct costs, radio, Facebook, mailings, and can include marketing staffing costs.
3. Facility operators are limited to a maximum of three TOT grants per year.
4. Copy of **financial statements** for most recently completed fiscal year.

5. Copy of lease or rental agreement for non-owner occupied facilities (excludes city-owned facilities).
6. New Facility operators must have executed a minimum of three successful Special Event/Project or Capital Improvement grants or combination of the two types of grants.
7. All Facility Operator applicants must meet or exceed the minimum allowed score required to be considered for Facility Operator Grant funding each year.

*Existing Facility operators, all above criteria should be met in order to be considered for Operating Grant Funding. New applicants, having satisfied the above criteria, should provide a letter of intent in July each year prior to applying as a Facility Operator.

Requirements for Event and Project Grant Applicants

1. An organization may apply for event or project grant funding for a maximum of two grants.
2. Limitation – an event with the primary focus to raise funds for purposes which are not in compliance with Chapter 56 of the Salem City Charter is ineligible to receive funding.
3. A non-501(c) group without official IRS non-profit status, as required above, may apply for one small event grant or project for up to \$2,000.

Capital Asset/Improvement Grant Application Checklist

Please use this checklist to ensure your application is complete. Applications missing *any* of the listed required materials will not be considered for funding.

- ___ All applicant/contact information
- ___ Copy of current 501(c) (3), 501(c) (4) or 501(c) (6) IRS determination letter
- ___ Statement of eligibility under charter
(Project Description, Section 1.a. of application)
- ___ Description of project and how it will preserve structural integrity and/or enhances operations and maintains the viability of the facility
(Project Description, Section 1.b. and 1.c. of application)
- ___ For city-owned facilities: Provide statement from the city's contract administrator acknowledging the application and operator's responsibility for project under an operating agreement. Copy of lease or rental agreement for non-owner occupied facility.
(Project Description, Section 1.d. and 1.e. of application)
- ___ Statement of how the project meets TOT board goals
(CTPAB Goals, Section 2.a. of application)
- ___ Measurable outcomes
(CTPAB Goals, Section 2.b. of application)
- ___ Summary of two completed projects in past three years
(Past Performance, Section 3.a. of application)
- ___ Budget narrative identifying use of TOT funds, the percentage of total budget represented by TOT funds, other financial support leveraged, in-kind support and plan for future maintenance *(Project Budget, Section 4.a., 4.b., 4.c., 4.d., and 4.e. of application)*
- ___ Capital project budget with all revenues/resources and expenses (attachment)
(Project Budget and Cost Estimate, Section 4.f. and 4.g. of application)
- ___ Three cost estimates from qualified professionals/businesses on letterhead (attachment)
(Project Budget and Cost Estimate, Section 4.h. of application)

Facility Operating Grant Application Checklist

Please use this checklist to ensure your application is complete. Applications missing any of the listed required materials will not be considered for funding.

- ___ All applicant/contact information
- ___ Copy of current 501(c) (3), 501(c) (4) or 501(c) (6) IRS determination letter (attachment)
- ___ Copy of **financial statements** for most recently completed fiscal year (attachment)
- ___ Copy of lease or rental agreement for non-owner occupied facilities (excludes city-owned facilities) (attachment)
- ___ Copy of current strategic plan or business plan (attachment)
- ___ Organizational narrative including mission statement, description of facility (over 1,000 sq. ft.) annual attendance/annual number of performances, programs, services and staffing and volunteers (*Organization Narrative, Section 1.a., 1.b., 1.c., and 1.d. of application*)
- ___ Statement of how the project meets TOT board goals (*CTPAB Goals, Section 2.a. of application*)
- ___ Measurable outcomes (*CTPAB Goals, Section 2.b. of application*)
- ___ Description of partnerships with other organizations/businesses and explanation of how partnerships contribute to Salem's appeal as a tourist destination (*CTPAB Goals, Section 2.c. of application*)
- ___ Summary of accomplishments in past years (*Past Performance, Section 3.a. of application*)
- ___ Financial information for most recently completed fiscal year (actuals), current fiscal year budget and if available, the upcoming fiscal year budget (*Organizational Budget, Section 4.a. of application*)
- ___ Explanation of diversified funding sources, 3% of operating expenses for marketing, and any reasons for a deficit. (*Organizational Budget, Section 4.b. and 4.c. of application*)

501(c) Organization Event or Project Grant Application Checklist

Please use this checklist to ensure your application is complete. Applications missing any of the listed required materials will not be considered for funding.

- ___ All applicant and contact information
- ___ Copy of current 501(c) (3), 501(c) (4) or 501(c) (6) IRS determination letter
- ___ Organizational Information, key members and their roles
(Event or Project Description, Section 1.a. Event questions and 1.a. Project questions)
- ___ Summary of event or project including date and location for event, timeframe for project, and planning completed to date
(Event or Project Description, Section 1.b. Event questions and 1.b. Project questions)
- ___ Description of marketing and promotion, and how the City of Salem will be recognized for its funding support *(Event Description, Section 1.c. of application)*
- ___ *Description of the project's primary goals and objective*
(Project Description, Section 1.c. of application)
- ___ Description of who will benefit from this event or the need for the project
(Event or Project Description, Section 1.d. and 1.e. Project questions of application.)
- ___ Statement of how the project meets CTPAB goals
(CTPAB Goals, Section 2.a. of application)
- ___ Measurable outcomes
(CTPAB Goals, Section 2.b. of application)
- ___ Description of the organization's qualifications
(Past Performance, Section 3.a. of application)
- ___ Budget narrative identifying use of TOT funds, the percentage of total budget represented by TOT funds, list other financial support and in-kind support
(Event or Project Budget, Section 4.a., 4.b., 4.c., and 4.d. of application)
- ___ Event budget with all revenues/resources and expenses (narrative and attachment)
(Event or Project Budget, Section 4.e and 4.f. of application)

Non-501(c) Organization Event or Project Grant Application Checklist

Please use this checklist to ensure your application is complete. Applications missing any of the listed required materials will not be considered for funding.

- ___ All applicant and contact information
- ___ Organizational Information, key members and their roles
(Event or Project Description, Section 1.a. Event questions and 1.a. Project questions)
- ___ Summary of event or project including date and location for event, timeframe for project, and planning completed to date
(Event or Project Description, Section 1.b. Event questions and 1.b. Project questions)
- ___ Description of marketing and promotion, and how the City of Salem will be recognized for its funding support *(Event Description, Section 1.c. of application)*
- ___ *Description of the project's primary goals and objective*
(Project Description, Section 1.c. of application)
- ___ Description of who will benefit from this event or the need for the project
(Event or Project Description, Section 1.d. and 1.e. Project questions of application.)
- ___ Statement of how the project meets CTPAB goals
(CTPAB Goals, Section 2.a. of application)
- ___ Measurable outcomes
(CTPAB Goals, Section 2.b. of application)
- ___ Description of the organization's qualifications
(Past Performance, Section 3.a. of application)
- ___ Budget narrative identifying use of TOT funds, the percentage of total budget represented by TOT funds, list other financial support and in-kind support
(Event or Project Budget, Section 4.a., 4.b., 4.c., and 4.d. of application)
- ___ Event budget with all revenues/resources and expenses (narrative and attachment)
(Event or Project Budget, Section 4.e and 4.f. of application)

Examples of Measurable Outcomes for Event or Project Grants and Capital Asset or Improvement Project Grants

Examples:

Event Measures

1. Attendance at event
2. Gate receipts for event
3. Donations received at event
4. Number of community partners
5. Lodging nights attributable to event (Overnight tourists are defined as guest traveling greater than 50 miles for an event)
6. Other: provided by applicant

Project Measures

1. Increased Market Share
2. Outreach
3. Social Media Activity (number of “likes” or re-tweets)

Capital Project Measures

1. Diversified project funding – number of funding sources accessed
2. Volunteer hours used to complete project
3. Amount of time from project implementation to project completion
4. Anticipated reduction in operating costs resulting from project
5. Anticipated improvement in operating efficiency resulting from project
6. Other: provided by applicant

CTPAB Recommended Diversity, Equity, and Inclusion Tips:

Harvard University Tip Sheet: <https://cdn1.sph.harvard.edu/wp-content/uploads/sites/2102/2020/04/ORARC-Tip-Sheet-Inclusive-Demographic-Data-Collection.pdf>

Best practices for measuring / collecting demographic data: <https://blog.submittable.com/best-practices-for-collecting-demographic-data/> (age, race, ethnicity, gender, marital status, income, education, employment)

1. Determine what you need to know, and why?
2. How will you use this data?
3. How will it influence your marketing, decision-making, or actions?
4. Keep surveys as short as possible to get a greater number of responses. (survey your patrons via email)
5. Provide incentives for participation. (discounted tickets, free drinks or food, or any other form of compensation, gift cards, etc.)
6. Ask people from a wide range of demographic groups to help you.
7. Network and leverage cultural aspects, artists, musicians, schools (elementary through college), churches, influencers and groups. (Latino Business Alliance, Mano-a-Mano, Center for Hope & Safety, LGBTQ, etc.)

Tips:

1. Always provide/explain your “why” to others, help them understand why you want the information and how it will be used and who will see it.
2. Start with a short survey of existing patrons, this is your baseline and starting point upon which, you will improve.
3. Always send out an announcement prior to sending the actual survey and include basic facts about the survey, like when it will be sent and from whom, and explain why it is being sent and encourage participation.
4. Allow multiple choice options/answers and a fill-in box for every question, in case you have overlooked a possible response/answer and allow survey responses to be anonymous.
5. Search out and work with or “network” with local community partners that work with or have diversity, equality, and inclusion specialists.
6. Show up in person to committee meetings or projects/events.

Best practices for Diversity, Equity and Inclusion surveys:

<https://start.askwonder.com/insights/best-practices-developing-implementing-diversity-equity-inclusion-surveys-738u1fv8j>

1. Create two separate surveys: one focusing on diversity and one for inclusion.
2. These types of surveys are primarily focused on employees and not on visitors but can be adapted.

Scoring Criteria and Rubric

Rubric Valuation for All Applicants (Bonus points will only increase scores, average 25-point total scores remains the highest score possible)

Value	Description	Avg. Score
Excellent	Clearly demonstrates compliance with Chapter 56 of the Salem City Charter through the operation of, or improvement to, a major tourist attraction or cultural facility and/or by promoting use of Salem for general tourism. Strongly contributes to the Cultural and Tourism Promotion Advisory Board goals of increasing revenues/room nights, increasing the overall estimated economic impact of tourism and enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem residents. Merits investment of transient occupancy tax revenues.	22 – 25
Satisfactory	Demonstrates compliance with Chapter 56 of the Salem City Charter through the operation of, or improvement to, a major tourist attraction or cultural facility and/or by promoting use of Salem for general tourism. Contributes to the Cultural and Tourism Promotion Advisory Board goals of increasing revenues/room nights, increasing the overall estimated economic impact of tourism and enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem's residents. Merits investment of transient occupancy tax revenues.	18.75 – 21.99
Unsatisfactory	Makes an incomplete or inadequate demonstration of compliance with Chapter 56 of the Salem City Charter through the operation of, or improvement to, a major tourist attraction or cultural facility and/or by promoting use of Salem for general tourism. Makes an insignificant contribution to the Cultural and Tourism Promotion Advisory Board goals of increasing revenues/room nights, increasing the overall estimated economic impact of tourism and enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem residents. Does not merit investment of transient occupancy tax revenues. A disqualification or score of zero will trigger Board discussion for understanding and justifying of the score.	0 – 18.74

* Second Tier Scoring Allocation: Any unallocated Special Event grant funding left after all passing scored application awards are met, may be allocated at the Board's discretion and according to the next highest score until all available funds are awarded or the Board determines no further allocations are warranted.

Capital Asset/Improvement Grant Scoring Criteria

Description of the Need (6 points)

Each question is worth 3 points.

Q: Is there a significant need for this project?

- Critical Infrastructure (i.e. roof repair, safety enhancement, etc) (3 points)
- Enhances Viability (i.e. ADA enhancement, revenue generating addition, etc) (2 points)
- Wish List, not necessary, but nice (i.e. cosmetic improvements, etc) (1 point)
- No clear significance (0 points)

Q: Does the improvement preserve the structural integrity or enhance the viability of the facility?

- Critical Infrastructure (3 points)
- Enhances Viability (2 points)
- Requires Regular Maintenance (1 point)
- Does not meet criteria. See explanation. (0 points)

CTPAB Funding Goals (9 points)

Q: How does your facility increase the economic impact of tourism in Salem? Is there a measurement of success?

- Provides strong evidence of measurable increase in economic impact (i.e. food and beverage spending, etc) (3 points)
- Provides partial evidence for an economic impact of tourism in Salem (1.5 points)
- Unverifiable or Unreasonable (0 points. Explain.)

Q: How is your facility enhancing the quality of life and embracing a culture of inclusiveness and diversity? Is there a measurement of success? 1pt each for accessibility, inclusivity, and content.

- Provides strong evidence that your facility is accessible to diverse populations in Salem (income levels, non-english languages, disabilities, LGBTQ friendly, etc) (1 point)
- Provides strong evidence that facility is making a marketing effort to be more inclusive to diverse populations in Salem (i.e. marketing materials in another language, etc) (1 point)
- Provides evidence that facility generates content that promotes diversity and inclusiveness (1 point)

Q: How does your facility increase room nights or tax revenues? Is there a measurement of success?

- Provides evidence of a measured increase in rooms nights or tax revenue reflective of the scope and size of your facility (3 points)
- Provides partial evidence that there could be an increase in visitors over 50+ miles reflective of the scope and size of your facility (1.5 points)
- Unverifiable or Unreasonable (0 points. Explain.)

CTPAB Funding Goals **Bonus (1 point)**

Q: How well do the measurable outcomes selected support CTPAB goals? (2. b.)

- Both measurable outcomes and targets seem reasonable and attainable (1 point)

Past Performance (4 points)

Q: Provide evidence of successful past projects completed that are related to CTPAB Funding Goals. If past projects did not meet goals, please explain why not (2 min.) including:

- Is there evidence of successful past projects. Was success measured? (1 points)
- Were prior project goals met? (1 point)
- Were revenue goals met? (1 point)
- We're anticipated sources of support secured? (1 point)

Budget (6 points)

Q: Please provide a balanced budget with supporting documentation. 2 points

- Balanced and realistic (expenses equal to expected revenue) (2 points)
- Some errors, but reasonable (1 point)
- Unreasonable (0 points. Explain.)

Q: Will this project increase volunteer hours or donations to the organization? How will you measure that? 2 points

- Increases to both (2 points)
- Increase to one (1 point)
- Unverifiable or unreasonable (0 points)

Q: Do you have sufficient cash match for the grant dollars requested? 2 points

- >40% Match (2 points)
- >20% Match (1 point)
- <20% Match (0 points)

Total Points Possible = 25

Scoring Criteria for Facility Operating Grant

Organizational Structure (6 points)

Each question is worth 2 points.

Q: Does the organization deliver quality programming and services? (2 points)

- Provided evidence of quality programming including a mission statement that aligns with TOT goals (i.e. positive online reviews, awards, increases in attendance, annual memberships, etc), with clear key performance indicators. (2 point)
- Provided a clear mission statement, description, goals of their programs, and how they intend to meet those goals. (1 point)
- Goals and mission statements do not align with TOT goals. (0 points. Explain.)

Q: Is the staffing sufficient for administration and program delivery? Full and part time equivalencies, active community participation (i.e. number of volunteers and hours donated) and other supporting documentation provided. (2 points)

- Staffing is sufficient to support their facility, including full and part time equivalent staff, active community participation (i.e. number of volunteers, volunteer hours donated, etc) and more. (2 points)
- Staffing is sufficient to support their facility, but heavily relies on paid staff to administer and deliver programming. (1 point)
- Staffing is insufficient for administration and program delivery. (0 points. Explain.)

Q: Does the organization attract volunteers as evidence of community support? (2 points)

- Volunteer recruitment efforts are successful, organized, and responsibilities are aligned with the mission of the facility operator. Measured by a healthy ratio of paid to volunteer hours worked. (2 points)
- Recruitment efforts are modest, organized, and responsibilities are aligned with the mission of the facility operator. Measured by a modest ratio of paid to volunteer hours worked. (1 point)
- No evidence of volunteer support (0 points)

CTPAB Funding Goals (9 points)

Q: How does your facility increase the economic impact of tourism in Salem? Is there a measurement of success?

- Provides strong evidence of measurable increase in economic impact (i.e. food and beverage spending, etc) (3 points)
- Provides partial evidence for an economic impact of tourism in Salem (1.5 points)

- Unverifiable or Unreasonable (0 points. Explain.)

Q: How is your facility enhancing the quality of life and embracing a culture of inclusiveness and diversity? Is there a measurement of success? (I.e.) 1pt each for accessibility, inclusivity, and content.

- Provides strong evidence that your facility is accessible to diverse populations in Salem (income levels, non-english languages, disabilities, LGBTQ friendly, etc) (1 point)
- Provides strong evidence that facility is making a marketing effort to be more inclusive to diverse populations in Salem (i.e. marketing materials in another language, etc) (1 point)
- Provides evidence that facility generates content that promotes diversity and inclusiveness (1 point)

Q: How does your facility increase room nights or tax revenues? Is there a measurement of success?

- Provides evidence of a measured increase in rooms nights or tax revenue reflective of the scope and size of your facility (3 points)
- Provides partial evidence that there could be an increase in visitors over 50+ miles reflective of the scope and size of your facility (1.5 points)
- Unverifiable or Unreasonable (0 points. Explain.)

CTPAB Funding Goals **Bonus (2 points)**

Q: How well do the measurable impacts selected support CTPAB goals? (2. b.)

- Both measurable outcomes and targets seem reasonable and attainable (1 point)

Q: How well does this organization's partnership(s) promote cultural tourism? (2. c.)

- Provides strong evidence of collaboration with organizations and businesses dedicated to promoting tourism in Salem (1 point)

Past Performance (4 points)

Q: Provide evidence of successful past projects completed that are related to CTPAB Funding Goals. If past projects did not meet goals, please explain why not (2 min.) including:

- Is there evidence of successful past projects. Was success measured? (1 points)
- Were prior project goals met? (1 point)
- Were revenue goals met? (1 point)
- Were anticipated sources of support secured? (1 point)

Budget (6 points)

Each question is worth 3 points.

Q: Please provide a balanced budget with supporting documentation.

- Balanced and realistic (expenses equal to expected revenue) (3 points)
- Some errors, but reasonable (2 point)
- Unreasonable (0 points. Explain.)

Q: Does the budget show evidence of diversified funding sources?

- Grant is 40% or less of total budget (3 points)
- Grant is 60% or less of total budget (2 points)
- Grant is 75% or more of total budget (1 points)
- Grant is 90% or more of total budget (0 points)

Budget Bonus (1 point)

Q: Does the explanation for expenditures exceeding revenues seem reasonable or does it show evidence of financial weakness? (4. c.)

- Provided additional information about past or future financial challenges and how the organization will move forward addressing these issues. (1 point)

Total Points Possible = 25

Scoring Criteria for Event or Project Grant

Event/Project Description (6 points)

Each question is worth 3 points.

Q: Is it a high-quality event/project?

- Provides evidence that the event content is proactively inclusive and high-quality (1 point)
- Provides evidence that the event appeals to a culturally diverse community (1 point)
- Provides evidence the event significantly and positively impacts tourism/economy (1 point)

Q: Is there evidence of a strong marketing and promotion plan with a budget, channels, and a fiscally responsible strategy? Is the marketing expense as a percentage of revenue over 1%?

- Marketing expense >3% (3 points)
- Marketing expense >2% (2 points)
- Marketing expense >1% (1 point)
- Does not meet criteria. See explanation. (0 points. Explain.)

CTPAB Funding Goals (9 points)

Q: How does your event increase the economic impact of tourism in Salem? Is there a measurement of success?

- Provides strong evidence of measurable increase in economic impact (i.e. food and beverage spending, etc) (3 points)
- Provides partial evidence for an economic impact of tourism in Salem (1.5 points)
- Unverifiable or Unreasonable (0 points. Explain.)

Q: How is your event enhancing the quality of life and embracing a culture of inclusiveness and diversity? Is there a measurement of success? (I.e.) 1pt each for accessibility, inclusivity, and content.

- Provides strong evidence that your facility is accessible to diverse populations in Salem (income levels, non-english languages, disabilities, LGBTQ friendly, etc) (1 point)
- Provides strong evidence that facility is making a marketing effort to be more inclusive to diverse populations in Salem (i.e. marketing materials in another language, etc) (1 point)
- Provides evidence that facility generates content that promotes diversity and inclusiveness (1 point)

Q: How does your event increase room nights or tax revenues? Is there a measurement of success?

- Provides evidence of a measured increase in rooms nights or tax revenue reflective of the scope and size of your facility (3 points)
- Provides partial evidence that there could be an increase in visitors over 50+ miles reflective of the scope and size of your facility (1.5 points)
- Unverifiable or Unreasonable (0 points. Explain.)

CTPAB Funding Goals **Bonus (1 point)**

Q: How well do the measurable outcomes selected support CTPAB goals? (2. b.)

- Both measurable outcomes and targets seem reasonable and attainable (1 point)

Past Performance (4 points)

Q: Provide evidence of successful past projects completed that are related to CTPAB Funding Goals. If past projects did not meet goals, please explain why not (2 min.) including:

- Is there evidence of successful past projects. Was success measured? (1 points)
- Were prior project goals met? (1 point)
- Were revenue goals met? (1 point)
- We're anticipated sources of support secured? (1 point)

Budget (6 points)

Q: Please provide a balanced budget with supporting documentation. 2 points

- Balanced and realistic (expenses equal to expected revenue)(2 points)
- Some errors, but reasonable (1 point)
- Unreasonable (0 points. Explain.)

Q: Is the percentage of the grant request appropriate for the overall budget? 2 points

- Grant cost per attendee is less than \$10 (2 points)
- Grant cost per attendee is between \$11 and \$30 (1 point)
- Grant cost per attendee is greater than \$30 (0 points. Explain.)

Q: Does it show diversified sources of funding? 2 points

- Grant is 40% or less of total event budget (2 points)
- Grant is 70% or less of total event budget (1 point)
- Grant is 70% or more of total event budget (0 points)

Total Points Possible = 25

CTPAB Completion Report
TOT Funds Supporting Salem Tourism
Capital Asset or Improvement Grant

Please use this form to report how capital project has enhanced Salem tourism or cultural opportunities for residents.

Organization:

Location of project:

Description of project:

Date completed:

1st __ 2nd __ 3rd __ or 4th __ quarter of FY 2021-22

Staff to administer project (estimate number):

Professional/staff hours _____

Volunteer hours _____

The amount of funds provided by TOT, \$_____, and by other sources, \$_____.

How many local businesses or organizations assisted with this project?

How does this completed project increase opportunities for tourists in Salem?

How does this completed project preserve the structural integrity of the building?

How does this completed project enhance operations and contribute to the viability of the facility as a major tourist attraction or cultural facility?

Describe any planned maintenance requirements for the completed project, including estimated cost.

Report on two measurable outcomes (*the same measurable outcomes described in grant application*).

Outcome #1:

Goal/Target #1:

Method used to track/record #1:

Outcome #2:

Goal/Target #2:

Method used to track/record #2:

Submitted by:

Date:

CTPAB 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.

Organization:

Name and location of facility:

Reporting period: 1st __ 2nd __ 3rd __ or 4th __ quarter of FY 2021-22

Total number of days open: _____

Total hours of operation: _____

Volunteer hours for period: _____

Total attendance at facility: _____

ATTENDANCE AT ACTIVITIES	NUMBER
Museum tours / gallery visits	
Films / performances	
Student attendance	
Children's Entertainment	
Classes, Workshops, Camps	
Events, Festivals, Experiences, Other Programs	
Off site activities / events	
Rentals	
TOTAL	

Operating expenses funded by TOT, \$_____, and special project expenses funded by TOT, \$_____ (i.e., one-time events, brochures, unanticipated repairs) for the period.

Total income from other sources: _____

What did your organization do to contribute to Salem's appeal as a tourist destination? Highlight one activity that occurred during the period.

Report on one of the benchmarks or performance measures used by your organization.

Outcome:

Goal/Target:

Method used to track:

Submitted by:

Date:

CTPAB Completion Report

TOT Funds Supporting Salem Tourism

Special Event or Project Grant

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

Organization:

Name of Program or Event:

Location of Program or Event:

Description of Activity:

Completion Date(s):

1st ___ 2nd ___ 3rd ___ or 4th ___ quarter of FY 2021-22

Staff to administer program or event (*estimate number*):

Professional/staff hours _____ Volunteer hours _____

Amount of funds provided by TOT, \$ _____, and by other sources, \$ _____

Admission (checks or give amount): **Free** _____ **Admission** _____

How did local businesses or organizations assist in this activity?

How did you acknowledge the City of Salem's TOT funding during your event?

How did this event contribute to the CTPAB's goal of enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem's residents?

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?

How many attendees did your activity attract? How were attendees counted?

(Example: ticket sales, count at gate or estimate)

Estimated percentage of:

Salem residents and/or guests _____

Out-of-town tourists (less than 50 miles) _____

Overnight tourists (hotel/motel) _____

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

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

Report on the other measurable outcome documented in your application.

Outcome #2:

Goal/Target #2:

Method used #2:

What was the most effective resource used for marketing and promotion? Did you target any Spanish language or underrepresented population groups? (Explain)

Submitted by:

Date:



yes free services

FOR BUSINESSES WITHIN SALEM CITY LIMITS

Travel Salem is pleased to provide the following free tourism promotion services thanks to financial support from the City of Salem's Transient Occupancy Tax

MARKETING

- Website listing on TravelSalem.com
 - Self-submit your listing using a quick online form
- Event listings on TravelSalem.com
 - Self-submit your visitor-related events using a quick online form
 - Travel Salem will promote your major events through multiple platforms: online, print media, e-newsletters, etc.
 - Travel Salem will distribute your events regionally, statewide & nationally (Travel Oregon & travel publications)

Follow these steps:

- Go to TravelSalem.com
- Select "Things to Do"
- Select "Events"
- Select "Submit an Event"
- Complete form & submit

NETWORKING & EDUCATION

- Marketing Exchange events (learn about innovative & results-oriented marketing tactics)
- Travel Salem 101 events (learn about Travel Salem programs & maximize your engagement)
- Team Salem events (learn about upcoming group & leisure opportunities)
- Food for Thought (learn about marketing topics such as PR, websites, grants etc.)
- Bar Side Briefing (network with Travel Salem staff and members)

Questions?

Contact Sue Nichols
503.581.4325 ext. 122
snichols@TravelSalem.com

COMMUNICATIONS

- Subscription to weekly Event e-Newsletter
- Subscription to Industry e-Newsletter

CONVENTION LEADS

- Engage with the Sales team to benefit from incoming group business opportunities

PUBLIC RELATIONS

- "Concept Library" of newsworthy assets & experiences showcasing the region
 - Share your story idea with Travel Salem's marketing team to be included in various promotions – contact us anytime and/or attend a Speed Pitching Event
- Speakers Bureau
 - Invite a Travel Salem representative to present to your group
- Media pitches to editors, travel writers & publications
 - Travel Salem utilizes an editorial database to strategically target your message to local, regional, national & international media
- Press release development & targeted pitching to media outlets
 - Self-submit your newsworthy announcement using a quick online form
 - Travel Salem will write your press release & send you a media list that you can use to distribute your news

Follow these steps:

- Go to TravelSalem.com
- Choose the "MEMBERS" drop down
- Select "Member Links/Member Forms" from dropdown
- Select "Public Relations Request" form
- Complete form & submit



Transient Occupancy Tax (TOT) grant
Capital Improvement or Asset Project Application
Fiscal Year 2022-2023

City Hall / 555 Liberty St. SE / Room 305 / Salem, OR 97301-3513
503-540-2361 * cneider@cityofsalem.net

Project information – This form is for major renovations or capital improvement to major tourist attractions and cultural heritage structures.

Project title	
Funding request	
Non-profit applicant	
Tax ID	
Mailing address	
Phone	
Contact name and job title	
Web address	
Other Social Media links	
E-mail	

General instructions

Provide responses immediately following each question. Please write clearly and concisely and respond to all questions in the space provided.

TOT Capital grant requests may not exceed \$7,500 and may not represent more than 50 percent of actual costs.

1. Project Description and Statement of Need

- Statement of eligibility under Salem City Charter. (See [application manual](#) for charter language.)

- b. General description (in one paragraph) of what is to be accomplished with TOT funds including the need for the project.

- c. Describe how this project preserves the structural integrity of the building and/or enhances operations and maintains the viability of the facility.

- d. If a capital project is proposed for a **city-owned facility**, provide written confirmation (attachment) from the city's contract administrator that the project is not a city responsibility.
- e. If a capital project is proposed for a **non-owner occupied facility**, provide a copy of the lease or rental agreement (attachment).

2. CTPAB Funding Goals

- a. Describe how TOT funding will be used to meet the following Cultural and Tourism Promotion Advisory Board's (CTPAB) goals, all CTPAB goals are equally valued. (support your answers with data): (must check at least one)

- ☐ Increasing the estimated economic impact of tourism in Salem and/or
- ☐ Enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem residents and/or
- ☐ Increasing room nights/tax revenues

- b. Identify two anticipated measurable outcomes for your project related to the CTPAB funding goals. Provide a target for each outcome and the methodology to achieve each outcome. A list of potential measures is included in the [application manual](#).

Outcome #1:

Goal/Target #1:

Method used #1:

Outcome #2:

Goal/Target #2:

Method used #2:

3. Past performance

- a. List two events and/or projects (which may include capital asset improvement projects) that have been completed by your organization within the past three years. *If you have received TOT funding in the past, include at least one TOT-supported event or project below.* Include:
- A brief description of the event/project including dates/time frame.
 - Anticipated versus actual attendance for an event or expected compared to actual results for a project.
 - Efforts to acquire funding from other sources (e.g., donations, grants, sponsorships) and the actual results.
 - Projected versus actual revenues and costs.

If your expectations were not met in any of the above categories, explain why.

4. Project budget

- a. Identify the specific use for TOT funds.
- b. Describe how TOT funds will assist your organization to obtain other financial support for the project.
- c. Describe any in-kind donations included in the project budget. In-kind donations are donations that are goods or services rather than cash.
- d. Summarize planned maintenance requirements for the completed project, including an estimated cost.

- e. Complete the project budget section below with all anticipated revenues and expenditures.

Revenue item	Status of revenue	Proposed
Tot Grant		
Item 2		
Item 3		
Item 4		
Item 5		
Item 6		
Item 7		
Item 8		
Item 9		
Item 10		
Total Revenues		0.00
In-kind item		Value
Inkind 1		
Inkind 2		
Inkind 3		
Inkind 4		
Inkind 5		
Inkind 6		
Total In-kind values		0.00
TOTAL REVENUES AND IN-KIND VALUES		0.00

Expenditure item		Proposed	In-kind	Total
Personnel costs				
Other operating expenses				
Expense 1				0.00
Expense 2				0.00
Expense 3				0.00
Expense 4				0.00
Expense 5				0.00
Expense 6				0.00
Expense 7				0.00
Expense 8				0.00
Expense 9				0.00
Expense 10				0.00
TOTAL OPERATING EXPENSES		0.00	0.00	0.00
Percentage of the total cost represented by TOT Funds				0.00%

Provide expenditure types that are obvious and understandable regarding the expenditure being represented.

- f. Indicate the status of other revenue resources (Committed, Pending and To Be Submitted – MM/YY) and the type of resource (e.g., Donations, Sponsorships, Grants and In-kind).

- g. Attach cost estimates (on letterhead) from three qualified professionals/businesses, who are licensed, bonded and insured. If you are unable to supply estimates, explain why.

Attachments to application

1. Copy of current 501(c)(3), 501(c)(4), 501(c)(6) IRS determination letter
2. Written confirmation regarding project responsibility for city-owned facility
3. Cost estimates from qualified professionals/businesses

Disqualification Notice

An otherwise eligible applicant could be disqualified for this grant for failure to comply with Section 56 of the Salem City Charter, failure to meet reporting requirements and deadlines, supplying the Salem Cultural and Tourism Promotion Advisory Board with inaccurate information or other non-compliance with City contracts.



Transient Occupancy Tax (TOT) grant
Major Tourist Attraction or Cultural Facility
Application
Fiscal Year 2022-2023

City Hall / 555 Liberty St. SE / Room 305 / Salem, OR 97301-3513
503-540-2361 * cneider@cityofsalem.net

Project information – This form is for major tourist attractions and cultural heritage operators.

Facility name	
Date established	
Non-profit applicant	
Tax ID	
Mailing address	
Phone	
Contact name and job title	
Web address	
Other Social Media links	
E-mail	
Are you a new facility operator applicant?	<input type="radio"/> Yes <input type="radio"/> No

General instructions

Provide responses immediately following each question. Please write clearly and concisely and respond to all questions in the space provided.

1. Organizational narrative

a. Please provide your organization's mission statement.

b. Describe your facility:

a) Square feet open to public

b) Total number of hours open to the public annually

c) Description of your facility

c. Describe your organization's programs, services, activities, and staffing:

d. ☐ 12 months of programs ☐ less than 12 months of programs

e. Annual attendance at facility or Annual number of performances

f. Describe the role of volunteers in the success of your organization. Include the number of volunteers and the annual contribution hours.

2. CTPAB Funding Goals

- a. Describe how TOT funding will be used to meet the following Cultural and Tourism Promotion Advisory Board's (CTPAB) goals, all CTPAB goals are equally valued. (support your answers with data): (must check at least one)

- ☐ Increasing the estimated economic impact of tourism in Salem and/or
- ☐ Enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem residents and/or
- ☐ Increasing room nights/tax revenues

- b. 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. A list of potential measures is included in the [application manual](#).

Outcome #1:

Goal/Target #1:

Method used #1:

Outcome #2:

Goal/Target #2:

Method used #2:

- c. Describe your organization's partnership with other organizations and businesses as it relates to increasing tourism in Salem.

3. Past performance

- a. Describe one to three accomplishments related to CTPAB funding goals made by your organization in the past year.

4. Project budget

- a. Using the budget form below, provide complete budget information for your most recently completed fiscal year (required), current fiscal year (required), and upcoming fiscal year (if available).

Revenue budget	Actuals from most recently completed	Current budget	Upcoming (if available)
	FY:	FY:	FY:
Earned revenue			
Admission/Ticket sales			
Concession/Merchandise sales (net)			
On-site cash donations			
Advertising income			
Rental income			
Memberships			
Other earned			
TOTAL EARNED REVENUE	0.00	0.00	0.00
Fundraising revenue			
Individual donations			
Cash sponsorships			
Fundraising events			
Other fundraising			
TOTAL FUNDRAISING	0.00	0.00	0.00
Other revenues			
Grant 1			
Grant 2			
Grant 3			
Other			
TOTAL OTHER REVENUE	0.00	0.00	0.00
TOTAL ALL REVENUES	0.00	0.00	0.00

Expenditure budget	Actuals from most recently completed	Current budget	Upcoming (if available)
	FY:	FY:	FY:
Personnel costs			
Other operating expenses			
Marketing			
Item 2			
Item 3			
Item 4			
Item 5			
Item 6			
Item 7			
Item 8			
Item 9			
Item 10			
TOTAL OPERATING EXPENSES	0.00	0.00	0.00
% Marketing is of Operating Expenses	0.00%	0.00%	0.00%
Capital expenses			
Item 1			
Item 2			
Item 3			
Item 4			
TOTAL CAPITAL EXPENSES	0.00	0.00	0.00
TOTAL FOR ALL EXPENDITURES	0.00	0.00	0.00

Provide expenditure types that are obvious and understandable regarding the expenditure being represented.

- b. Explain how your organization has developed diversified funding sources to support your facility's operation.

- c. If, in the last two years, expenditures exceeded revenues, please explain the deficit. You may also provide additional information about on-going financial challenges.

Audit reporting worksheet for Transient Occupancy Tax (TOT) recipients

Organization name				
Period prepared for				
Prepared by				
Date prepared				
Beginning bank balance (A)				
TOT receipts	Date	Amount		
Total TOT receipts (B)				0.00
All other income (C)				
Total income (B+C) = D				0.00
Use of TOT funds	Date	Amount	Purpose	
Total TOT expenditures (E)				0.00
All other expenditures (F)				
Total expenditures (E+F)=G				0.00
Income more (less) than expenses (D-G)=H				0.00
Ending bank balance (A+H)=I				0.00

Please submit bank statements or reconciliations that support both the beginning and ending bank balance.

Attachments to application

1. Copy of current 501(c)(3), 501(c)(4), 501(c)(6) IRS determination letter
2. **Financial Statements** for the most recently completed fiscal year
3. Copy of lease or rental agreement for non-owner occupied facilities (excludes city-owned facilities)
4. Current strategic plan or business plan

Disqualification Notice

An otherwise eligible applicant could be disqualified for this grant for failure to comply with Section 56 of the Salem City Charter, failure to meet reporting requirements and deadlines, supplying the Salem Cultural and Tourism Promotion Advisory Board with inaccurate information or other non-compliance with City contracts.



Transient Occupancy Tax (TOT) grant
501(c) Organization Event or Project Application
Fiscal Year 2022-2023

City Hall / 555 Liberty St. SE / Room 305 / Salem, OR 97301-3513
503-540-2361 * cneider@cityofsalem.net

Project information – This form is for Non-Profit organizations hosting Events, Festivals, or Tourism related Projects.

Event or Project title	
Funding request	
501(c) applicant	
Tax ID	
Mailing address	
Phone	
Contact name and job title	
Web address	
Other Social Media links	
E-mail	
Grant type (The Board reserves the right to reduce the funding request.)	<input type="radio"/> Small Grant - maximum funding of \$2,000 <input type="radio"/> Large Grant - \$2,001 to \$7,500 (Small and large grants are scored independent of each other.)

General instructions

Provide responses immediately following each question. Please write clearly and concisely and respond to all questions in the space provided.

Events and projects must meet CTPAB goals.

1. Event/Project Description

Application is for (check one and answer corresponding questions):

- ☐ Event
- ☐ Project

EVENT QUESTIONS

- a. Tell us about your organization, including key members and their roles.

b. Provide a description of the event, including dates(s), location(s), and any planning completed to date.

c. Describe in detail marketing and promotion plans. Include how you would recognize the City of Salem for its funding support. We encourage using [Travel Salem's free marketing services](#).

d. Who will benefit from this event?

PROJECT QUESTIONS

a. Tell us about your organization, including key members and their roles.

b. Provide a description of the project, including its estimated time line.

c. What is the project's primary goals and objectives?

d. Describe the need for the project.

e. Who will benefit from the project.

2. CTPAB Funding Goals

- a. Describe how TOT funding will be used to meet the following Cultural and Tourism Promotion Advisory Board's (CTPAB) goals, all CTPAB goals are equally valued. (support your answers with data): (must check at least one)
- ☐ Increasing the estimated economic impact of tourism in Salem and/or
 - ☐ Enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem residents and/or
 - ☐ Increasing room nights/tax revenues

Note: a strong application will include valid and quantifiable data.

- b. Identify two measurable outcomes supporting the CTPAB funding goals. Provide a target for each outcome and the methodology to achieve each outcome. A list of potential measures is included in the [application manual](#). **For an event, one of the measurable outcomes must be anticipated attendance expectations with an estimate of the percentage of Salem residents and guests, out-of-town tourists, and overnight tourists. Overnight tourists are considered those whose zip codes are 50 miles or more outside of town.**

Outcome #1:

Anticipated attendance

Estimated #

Estimated %

Salem Residents goal:

Out-of-town tourists goal:

Overnight tourists goal:

Method used #1: e.g. ticket sales

Outcome #2:

Goal/Target #2:

Method used #2:

3. Past performance

- a. Highlight your organization's qualifications for putting on this event or project.

4. Project budget

a. Identify the specific use for TOT funds.

b. List other financial support.

c. List any in-kind donations included in the budget. In-kind donations are donations that are goods or services rather than cash.

- d. Complete the project budget section below with all anticipated revenues and expenditures.

Revenue item	Status of revenue	Proposed
TOT Grant		
Total Revenues		0.00
In-kind item	Value	
Marketing-Statesman Journal, Travel Salem, etc.		
Artisan fee waivers		
Miscellaneous supplies, equipment and services		
Total In-kind values		0.00
TOTAL REVENUES AND IN-KIND VALUES		0.00

Expenditure item	Proposed	In-kind	Total
Personnel costs			
Other operating expenses			
Personnel Costs			0.00
Facility rent			0.00
Equipment/rentals			0.00
Utilities			0.00
Security			0.00
Artistic fees			0.00
Marketing			0.00
T-shirts			0.00
Hospitality			0.00
Miscellaneous			0.00
Insurance			0.00
Storage			0.00
TOTAL OPERATING EXPENSES	0.00	0.00	0.00
Percentage of the total cost represented by TOT Funds			0.00%

Provide expenditure types that are obvious and understandable regarding the expenditure being represented.

- e. Indicate the status of other resources (Committed, Pending and To Be Submitted – MM/YY) and the type of resource (e.g., Donations, Sponsorships, Grants and In-kind).

Attachments to application

Copy of current 501(c)(3), 501(c)(4), 501(c)(6) IRS determination letter

Disqualification Notice

An otherwise eligible applicant could be disqualified for this grant for failure to comply with Section 56 of the Salem City Charter, failure to meet reporting requirements and deadlines, supplying the Salem Cultural and Tourism Promotion Advisory Board with inaccurate information or other non-compliance with City contracts.



**Transient Occupancy Tax (TOT) grant
Non-501(c) Organization Event or Project
Application
Fiscal Year 2022-2023**

City Hall / 555 Liberty St. SE / Room 305 / Salem, OR 97301-3513
503-540-2361 * cneider@cityofsalem.net

Project information – This form is for hosting Events, Festivals, or Tourism related Projects.

Event or Project title	
Funding request	
Non-501(c) applicant	
Tax ID	
Mailing address	
Phone	
Contact name and job title	
Web address	
Other Social Media links	
E-mail	

(The Board reserves the right to change the award amount.)

Non-501(c) organization grant applications may not exceed \$2,000, and are scored independently of 501(c) organization applications.

General instructions

Provide responses immediately following each question. Please write clearly and concisely and respond to all questions in the space provided.

If the proposed event has received a small TOT grant five times from the Cultural and Tourism Promotion Advisory Board (CTPAB), it is no longer eligible to receive grants.

Events and projects must meet CTPAB goals.

1. Event/Project Description

Application is for (check one and answer corresponding questions):

- ☐ Event
- ☐ Project

EVENT QUESTIONS

- Tell us about your organization, including key members and their roles.

b. Provide a description of the event, including dates(s), location(s), and any planning completed to date.

c. Describe in detail marketing and promotion plans. Include how you would recognize the City of Salem for its funding support. We encourage using [Travel Salem's free marketing services](#).

d. Who will benefit from this event?

PROJECT QUESTIONS

a. Tell us about your organization, including key members and their roles.

b. Provide a description of the project, including its estimated time line.

c. What is the project's primary goals and objectives?

d. Describe the need for the project.

e. Who will benefit from the project.

2. CTPAB Funding Goals

a. Describe how TOT funding will be used to meet the following Cultural and Tourism Promotion Advisory Board's (CTPAB) goals, all CTPAB goals are equally valued. (support your answers with data): (must check at least one)

- ☐ Increasing the estimated economic impact of tourism in Salem and/or
- ☐ Enhancing the quality of life and embracing a culture of inclusiveness and diversity for all Salem residents and/or
- ☐ Increasing room nights/tax revenues

Note: a strong application will include valid and quantifiable data.

- b. Identify two measurable outcomes supporting the CTPAB funding goals. Provide a target for each outcome and the methodology to achieve each outcome. A list of potential measures is included in the [application manual](#). **For an event, one of the measurable outcomes must be anticipated attendance expectations with an estimate of the percentage of Salem residents and guests, out-of-town tourists, and overnight tourists. Overnight tourists are considered those whose zip codes are 50 miles or more outside of town.**

Outcome #1:

Anticipated attendance

Estimated #

Estimated %

Salem Residents goal:

Out-of-town tourists goal:

Overnight tourists goal:

Method used #1: e.g. ticket sales

Outcome #2:

Goal/Target #2:

Method used #2:

3. Past performance

- a. Highlight your organization's qualifications for putting on this event or project.

4. Project budget

a. Identify the specific use for TOT funds.

b. List other financial support.

c. List any in-kind donations included in the budget. In-kind donations are donations that are goods or services rather than cash.

- d. Complete the project budget section below with all anticipated revenues and expenditures.

Revenue item	Status of revenue	Proposed
TOT Grant		
Total Revenues		0.00
In-kind item	Value	
Marketing-Statesman Journal, Travel Salem, etc.		
Artisan fee waivers		
Miscellaneous supplies, equipment and services		
Total In-kind values		0.00
TOTAL REVENUES AND IN-KIND VALUES		0.00

Expenditure item	Proposed	In-kind	Total
Personnel costs			
Other operating expenses			
Personnel Costs			0.00
Facility rent			0.00
Equipment/rentals			0.00
Utilities			0.00
Security			0.00
Artistic fees			0.00
Marketing			0.00
T-shirts			0.00
Hospitality			0.00
Miscellaneous			0.00
Insurance			0.00
Storage			0.00
TOTAL OPERATING EXPENSES	0.00	0.00	0.00
Percentage of the total cost represented by TOT Funds			0.00%

Provide expenditure types that are obvious and understandable regarding the expenditure being represented.

- e. Indicate the status of other resources (Committed, Pending and To Be Submitted – MM/YY) and the type of resource (e.g., Donations, Sponsorships, Grants and In-kind).

Attachments to application

Copy of current 501(c)(3), 501(c)(4), 501(c)(6) IRS determination letter

Disqualification Notice

An otherwise eligible applicant could be disqualified for this grant for failure to comply with Section 56 of the Salem City Charter, failure to meet reporting requirements and deadlines, supplying the Salem Cultural and Tourism Promotion Advisory Board with inaccurate information or other non-compliance with City contracts.

CTAB Completion Report-Facility

1. (untitled)

CTPAB 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

Bush House Museum

2. Name and location of facility

600 Mission Street SE | Salem, Oregon 97302

3. Reporting period

4th quarter

4. Total number of days open

0

5. Total hours of operation

507.5

6. Volunteer hours for period

57

7. Total attendance at facility

9

8. List the attendance and each type of activity

Museum tours / gallery visits : 9

Films / performances : 0

Student attendance : 0

Children's Entertainment : 0

Classes, Workshops, Camps : 0

Events, Festivals, Experiences, Other Programs : 0

Off site activities / events : 0

Rentals : 0

9. Operating expenses funded by TOT for the period

\$6,445.00

10. Special project expenses funded by TOT for the period (i.e., one-time events, brochures, unanticipated repairs)

\$0.00

11. Total income from other sources

\$26,118.00

12. What did your organization do to contribute to Salem's appeal as a tourist destination? Highlight one activity that occurred during the period.

Due to the COVID-19 health crisis, the Bush House Museum was not open for afternoon guided tours from April to June 2021. While the Museum was not physically open to the public, Salem residents and visitors, as well as those living outside Salem, could access a virtual guided tour of the Museum's interior at <https://bushhousemuseum.org/>. To date this two-part video has been viewed by 636 individuals and classrooms.

During these three months, the Bush House Museum continued working to enhance Salem's appeal as a tourist attraction. In early April 2021, Yvonne Putze, Chair, Salem Cultural Heritage Forum (Forum), and Kelly Thomas, Salem Historic Landmarks Commission (HLC) convened a committee to develop a collaborative marketing brochure for Salem Cultural & Heritage Attractions. The brochure project would be a partnership between the Forum and the HLC, with funding from a \$3,000 Oregon Heritage All-Star Community Grant through the Oregon Heritage Commission.

This committee included: Zachery Cardoso, City of Salem, Historic Preservation Office | Jessica Curteman, HLC | Davita Curtis, Salem resident | Kimberli Fitzgerald, City of Salem Historic Preservation Program Manager, Historic Preservation Officer and City Archaeologist | Yvonne Putze, Deepwood Museum & Garden, Executive Director | Ross Sutherland, Bush House Museum Director | and Kelly Thomas, HLC | with technical assistance at the City of Salem from Alan Kessler, GIS Analyst and David Barker, Graphic Designer.

At the April meeting Ross Sutherland volunteered to create a preliminary list of sites in Salem which are within walking distance of each other. Ross clustered the sites into 12 "Pods", which became the basis for a final listing of 35 sites, when the "Pod" concept was abandoned by the committee. Additional funding for printing and distributing 15,000 brochures, locally and through Welcome Centers along I-5, was secured by Yvonne through Travel Salem and the TPA.

One of the brochure examples that the committee agreed would best serve Salem cultural and heritage sites, was the Historic Properties of Oregon brochure. This statewide brochure, developed by Leah Murray, Shelton McMurphey Johnson House, Executive Director, included the Bush House Museum and Deepwood Museum & Gardens. Yvonne was able to obtain the original brochure design template from Leah and the committee members began gathering information on the address, phone, website link and a 25 word description for each Salem site.

Ross Sutherland initially wrote 20 of the 34 site descriptions and located copyright free photographs online for each of these sites. Later some of these preliminary site descriptions were replaced with text and images provided by the sites themselves. Following the initial brochure design by City of Salem staff, there was ongoing proofreading and double checking brochure text with map numbers, which Ross helped complete.

The final draft of the brochure has been sent to press and should be available at Travel Salem, local cultural and heritage sites and at Oregon Welcome Centers this summer. The brochures were specifically designed to include phone numbers and website links, rather than site hours, to insure these brochures did not become outdated as Salem cultural and heritage sites gradually reopen from COVID-19 closures. This collaborative effort of the Salem Culture & Heritage Forum and the Salem Historic Landmarks Commission helped fulfill major strategic goals for both entities.

13. Report on one of the benchmarks or performance measures used by your organization. Include the outcome, goal and method used to track as provided in your application.

In the Bush House Museum's 2020-2021 TOT Facilities Operating Grant application, it listed two measurable outcomes. The first was to "increase overnight visitors' attendance at the Museum to 40%. Needless to say with the COVID-19 closures, the Museum was not able to work toward this goal. The Museum's second measurable outcome for this fiscal year was to "increase the Bush House Museum's social media audience." This would be accomplished by adding an additional 25% social media followers and increasing social media postings by 100%.

The Bush House Museum's social media baseline was 666 Instagram followers and 273 Facebook followers on July 1, 2020. Over the next four quarters the number of followers on Instagram increased to 868 and followers on Facebook increased to 520. This is an increase of 31% in Instagram followers and a 90.5% increase in Facebook followers, which meets the 25% target set by the Museum.

These increase in followers reflects changing the social media postings from a Flashback Friday every two weeks to one each week. The Flashback Fridays are a historic photograph from the Museum's collection, selected from the Historic Oregon Photograph Collections website. <https://photos.salemhistory.net/digital/> Accompanying these photographs are a descriptive paragraph that provides social media followers with additional history on the image, which sometimes also is tied to current events. Flashback Fridays have also included images and entries from the Bush House Museum's, Salem Remembers Timeline which highlights the history of traditionally marginalized Salem residents. <https://bushhousemuseum.org/salem-remembers-timeline/>

14. Submitted by

Ross Sutherland

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

ross@BushHouseMuseum.org

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

[Forum-HLC Brochure Pods.docx](#)

[Forum-HLC Brochure Site Descriptions.docx](#)

[Forum-HLC Brochure Cover.docx](#)

[Forum-HLC Brochure Map.docx](#)

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Facility

1. (untitled)

CTPAB 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

Friends of Deepwood

2. Name and location of facility

Deepwood Museum & Gardens, 1116 Mission Street SE

3. Reporting period

4th quarter

4. Total number of days open

91

5. Total hours of operation

42

6. Volunteer hours for period

241

7. Total attendance at facility

2072

8. List the attendance and each type of activity

Museum tours / gallery visits : 84

Events, Festivals, Experiences, Other Programs : 1217

Off site activities / events : 56

Rentals : 715

9. Operating expenses funded by TOT for the period

\$7,742.50

10. Special project expenses funded by TOT for the period (i.e., one-time events, brochures, unanticipated repairs)

\$0.00

11. Total income from other sources

\$29,633.88

12. What did your organization do to contribute to Salem's appeal as a tourist destination? Highlight one activity that occurred during the period.

As chair of the Salem and Heritage Forum I (Yvonne Putze) took the lead on the Experience Salem Brochure project. The development of content and vision was created in close effort with Ross Sutherland along with Historic Landmarks Commission representatives, City of Salem Personnel. The committee worked on the concept development, soliciting involvement/submissions, layout/design and securing grant funding to make the project possible.

There was notable interest in the project from many area attractions with particular interest in dedication from the TOT Facility locations. The brochure completion was the end result of nearly 2 years of discussion that followed years of a recognized need for marketing materials.

The brochure showcases 34 attractions in Salem including a map to help with local, web listings and more. Content in most cases was submitted by each organization following word count guidelines.

Investing about 100 hours in brochure development in addition to planning meetings was well worth it to see the extensive appeal of Salem's culture and heritage compiled into one resource.

In addition to content development, I worked with a rack placement company to create a plan for brochures to be placed in Visitor Center's across the state starting August 15 and in nearly every Salem hotel. The funding for the placement program is through the TPA commitment to funding cultural/historical programs in the City.

This project is an excellent example of how we can come together to identify a need and make the vision come alive for the good of our whole community. The final product was created to serve as a resource for out of town visitors and local residents.

Bravo to all the area attractions for coming together to make this vision a reality.

Deepwood Museum & Gardens was also thrilled to reopen 3 days a week during the quarter as COVID open guidelines for our relatively small indoor spaces allowed. While we were only able to be open 14 days for tours we also continued our First Friday Fashions all three months of the quarter. The final First Friday Fashions in June featured wedding gowns and other related items from the Deepwood collection. The exhibit then moved inside the home to continue offering added appeal to potential visitors.

13. Report on one of the benchmarks or performance measures used by your organization. Include the outcome, goal and method used to track as provided in your application.

To expand our social media presence and awareness of a wedding venue we applied for and received a Cultural Trust Fund Development Grant. This grant was an example of seeking out additional funding sources to diversify our revenue which is invested back into marketing and programming.

The funding was requested to allow us to develop a dedicated Facebook and Instagram presence for Deepwood Weddings.

Through the funding we hired a local professional with expertise in both social media and weddings to do initial development and posts for several weeks.

Additionally we used part of the funding to do strategic planning for future development and maintenance of the new accounts long-term.

The Instagram account was especially fast growing with over 400 followers in the opening weeks of the account development. The value of this presence is not only advantageous for awareness and funding of the Friends of Deepwood, but for other area businesses especially hoteliers as we help to attract out of market and local couples to have their wedding celebrations in Salem.

The Deepwood Museum Facebook and Instagram continue to have a good following for weekly features like Teacup Tuesday, What is it Wednesday and Flashback Friday.

14. Submitted by

Yvonne Putze

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

yvonne@deepwoodmuseum.org

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

[The Gardens of Deepwood ever changing by seasons.jpg](#)

[Deepwood Weddings Instagram 3.png](#)

[Deepwood Weddings Instagram 2.png](#)

[Deepwood Weddings Instagram.png](#)

[Deepwood Weddings Facebook.jpeg](#)

[First Friday Fashions June Weddings.png](#)

[April First Friday Fashions Exhibit.png](#)

[You never know who will visit the gardens next.png](#)

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Facility

1. (untitled)

CTPAB 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

GILBERT HOUSE CHILDREN'S MUSEUM

2. Name and location of facility

Gilbert House Children's Museum

3. Reporting period

4th quarter

4. Total number of days open

70

5. Total hours of operation

420

6. Volunteer hours for period

278

7. Total attendance at facility

6519

8. List the attendance and each type of activity

Museum tours / gallery visits : 6519

9. Operating expenses funded by TOT for the period

\$8,095.00

10. Special project expenses funded by TOT for the period (i.e., one-time events, brochures, unanticipated repairs)

\$0.00

11. Total income from other sources

\$190,736.00

12. What did your organization do to contribute to Salem’s appeal as a tourist destination? Highlight one activity that occurred during the period.

Gilbert House Children's Museum worked with the staff of the Portland Children's Museum to offer their members an opportunity to try out the museum in Salem. Portland Children's Museum announced their closing last spring. Our staff worked with their remaining staff to offer their current members free admission for four to Gilbert House Children's Museum to try it out before the end of the year. This promotion was sent by email and mail to over 5,000 membership families. PCM families will also receive an additional month of membership if they purchase a GHCM membership before December 31, 2021. A website page was created for those families that also includes suggestions for other places to visit while in Salem. <https://acgilbert.org/portland-childrens-museum/>

13. Report on one of the benchmarks or performance measures used by your organization. Include the outcome, goal and method used to track as provided in your application.

GHCM reopened to the public! It has been wonderful to have children back onsite and enjoying the learning experiences planned just for them. Staff of GHCM did this by following a phased reopening plan that carefully tracked state guidelines for capacity and masking. A timed admission process with online reservations was created and implemented. Social media and the website inform and keep patrons updated on changes in procedures as guidelines changed throughout the fourth quarter.

A performance measure for this fiscal year was to increase marketing in out of town markets. As explained above, we did marketing in collaboration with the Portland Children's Museum as they communicated to their members. With the closing of the children's museum, GHCM plans to do more aggressive marketing in communities to the north in the 2021-2022 fiscal year.

Zip code reports of the first quarter of our reopening (fourth quarter for the TOT purposes) show that 82% of our visitors were from the state of Oregon. The visitors from the Salem-Keizer area made up 52% of our total visitors for April through June.

14. Submitted by

ALICIA BAY

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

executivedirector@acgilbert.org

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

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Facility

1. (untitled)

CTPAB 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

4th quarter

4. Total number of days open

65

5. Total hours of operation

325

6. Volunteer hours for period

164.5

7. Total attendance at facility

2772

8. List the attendance and each type of activity

Museum tours / gallery visits : 2264

Student attendance : 508

9. Operating expenses funded by TOT for the period

\$0.00

10. Special project expenses funded by TOT for the period (i.e., one-time events, brochures, unanticipated repairs)

\$7,742.50

11. Total income from other sources

\$192,096.25

12. What did your organization do to contribute to Salem's appeal as a tourist destination? Highlight one activity that occurred during the period.

For the first time in over a year, the Hallie Ford Museum of Art at Willamette University was open for the full quarter and we continued to see robust attendance. While walk-in attendance tends to slow down in the spring because of our senior art majors and art faculty exhibitions, which have less appeal than many of our other special exhibitions, we often see a rise in out-of-town and even out-of-state visitors as parents and others flock to Salem to see their student's artwork on display and to attend graduation. These visitors, in turn, help drive hotel/motel taxes as they often stay in local hotels while they are in town.

In addition to our senior art majors and art faculty exhibitions, which opened on April 17 and closed on May 15, we presented two other special exhibitions last spring that attracted visitors from throughout the region: "Gold of the Caliphs: Medieval Islamic Coins from the Gary Leiser Collection of the Hallie Ford Museum of Art" features more than 75 coins of the more than 500 coins that Leiser donated to the Hallie Ford Museum of Art in 2017, and "Crow's Shadow Institute of the Arts Biennial", an exhibition of contemporary prints created by native and non-native artists at this important printmaking atelier in northeastern Oregon over the past two years. Both exhibitions opened on February 6 and will close on August 14.

In June, we opened a major exhibition of work by the internationally-recognized Seattle glass artist Dale Chihuly from the George R. Stroemple collection of Portland, Oregon and since we opened, we have witnessed record crowds with each passing week. The exhibition features 72 glass vessels, sculptures, and drawings including examples of Chihuly's Irish cylinders, inspired by St. Patrick's Day, Irish themes, and James Joyce's masterpiece "Ulysses"; his Macchia (Italian for spotted), flamboyantly-shaped vessels in virtually every color imaginable; his Venetians, traditional vessel forms—cones, cylinders, amphorae, bowls, and ginger jars—with elaborate surface decoration and embellishment; and a range of his drawings from the 1980s and 1990s. The exhibition closes on August 28.

13. Report on one of the benchmarks or performance measures used by your organization. Include the outcome, goal and method used to track as provided in your application.

As part of our TOT grant from the City of Salem, we identified two outcomes related to CTPAB goals that we hoped to achieve this year: increase attendance at the Hallie Ford Museum of Art by 10% in 2020-21, and increase attendance at our education programs by 10% during the same time period. Both goals were intended to increase our impact on cultural tourism and enhance the quality of life in Salem. Unfortunately, neither goal will be achieved as a result of the coronavirus pandemic.

Still, attendance remained excellent during the 65 days we were open last spring. During the months of April, May, and June, for example, we had 2,772 visitors or an average of 43 visitors per day. Of those 2,772 visitors, 2,470 visitors (89%) came from within a 50 mile radius of Salem; 100 visitors (4%) came from beyond a 50 mile radius of Salem but within Oregon; 198 visitors (7%) came from outside of Oregon but within the United States; and 4 visitors came from Europe.

If local attendance was down compared to previous months, potential overnight visitors was up by several hundred percent, and based on a daily rate of \$166 per night per visitor (Source: Travel Salem), our 302 potential overnight visitors had an economic impact of \$50,132 during the fourth quarter, compared to \$16,434 the previous quarter. This figure, of course, does not include our 2,470 day visitors who, at an average daily rate of \$114 per visitor (Source: Travel), had a significant financial impact on the local economy.

Similarly, because of social gathering restrictions imposed by the State of Oregon, education programs planned in conjunction with our exhibitions have been cancelled through the fall of 2021 and we are therefore unable to implement our goal of increasing attendance at lectures, films, gallery talks, and the like by 10% this year. However, if the Delta variant does not cause further closures and social distancing restrictions this fall, we hope to implement a wide range of lectures, films, gallery talks, and the like beginning in the winter of 2022, as well as our popular member receptions.

14. Submitted by

John Olbrantz

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

jolbrant@willamette.edu

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

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Facility

1. (untitled)

CTPAB 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's Riverfront Carousel

2. Name and location of facility

SRC 101 Front St. NE

3. Reporting period

4th quarter

4. Total number of days open

52

5. Total hours of operation

364

6. Volunteer hours for period

85

7. Total attendance at facility

17056

8. List the attendance and each type of activity

Children's Entertainment : 17056

9. Operating expenses funded by TOT for the period

\$6,305.00

10. Special project expenses funded by TOT for the period (i.e., one-time events, brochures, unanticipated repairs)

\$0.00

11. Total income from other sources

\$61,540.00

12. What did your organization do to contribute to Salem’s appeal as a tourist destination? Highlight one activity that occurred during the period.

Happy 20th Birthday to us! Yes it's been 20 years since the Carousel opened its doors to Salem and our surrounding communities. We kicked off our celebration on June 4th with a private event for our founding board members who shared their experience of bringing Hazel Patton's dream to fruition. The Carousel was decked out with balloons, horses adorned their party hats, our glass doors were painted by our volunteer painters and we were set to celebrate our party to the public on June 5.

We are grateful to our business partners who joined in our celebration by providing amazing carousel cookies from Sweetly Baked, LAMAR for the digital billboards, Java Crew for celebrating our event by purchasing tokens to give out to their customers and to a long time sponsor for sponsoring our 20th birthday tokens and of course, the children who sang Happy Birthday to the Carousel!

13. Report on one of the benchmarks or performance measures used by your organization. Include the outcome, goal and method used to track as provided in your application.

Due to COVID we didn't meet our benchmarks. Our benchmarks were based on being open seven days a week and during the 4th quarter we have been open only four days a week.

14. Submitted by

Marie Bradford Blevins

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

marieb@salemcarousel.org

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

[195867698_2838580926402810_5470932294696171325_n_\(1\).jpg](#)
[192773996_2838580949736141_2925974916089669518_n.jpg](#)
[192189857_2838580936402809_686085036625886443_n.jpg](#)
[191996325_2838580919736144_8367108812222721312_n.jpg](#)
[188959790_2838580939736142_2715715812382832585_n.jpg](#)
[186462090_2823229234604646_6498268031353725363_n.jpg](#)
[184611368_2821122368148666_261093536491498355_n.jpg](#)

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Facility

1. (untitled)

CTPAB 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

Friends of the Visual Arts dba Willamette Art Center

2. Name and location of facility

Oregon State Fairgrounds, 2330 17th St NE, Salem OR 97301

3. Reporting period

4th quarter

4. Total number of days open

76

5. Total hours of operation

682.5

6. Volunteer hours for period

1254.50

7. Total attendance at facility

2440

8. List the attendance and each type of activity

Student attendance : 90

Classes, Workshops, Camps : 91

Off site activities / events : 1306

9. Operating expenses funded by TOT for the period

\$7,275.00

10. Special project expenses funded by TOT for the period (i.e., one-time events, brochures, unanticipated repairs)

\$0.00

11. Total income from other sources

\$33,374.00

12. What did your organization do to contribute to Salem's appeal as a tourist destination? Highlight one activity that occurred during the period.

The Willamette Art Center held two off site (across the street from Salem Saturday Market) Saturday Pottery Sale event in May and June; also the WAC held two off site Artists Pottery Sales at the same site. At the Center, a full slate of Spring and Summer classes were held, with limited open studio attendance because of COVID-19.

13. Report on one of the benchmarks or performance measures used by your organization. Include the outcome, goal and method used to track as provided in your application.

Facility attendance increased from 402 in 2020 (due to COVID-19 closure) to 2440 in 2021, an increase of 506.96%. Data was collected by daily sign-in sheets and hand tally.

14. Submitted by

Roger O. Williams

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

cotton_60@msn.com

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

[4th Qtr Supporting photos final.pdf](#)

2. Thank You!

Thank you for submitting your report.

CTAB Completion Report-Asset

1. (untitled)

CTPAB Completion Report TOT Funds Supporting Salem Tourism

Capital Asset or Improvement 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. Location of project

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

3. Description of project

1909 Caboose #507 Exhibit Installation

4. Date completed

4th quarter

5. Estimated professional/staff hours to administer program or event

262

6. Estimated volunteer hours to administer program or event

103

7. Amount of funds provided by TOT

\$7,500.00

8. Amount of funds provided by other sources

\$11,035.00

9. How many local businesses or organizations assisted with this project?

15

10. How did local businesses or organizations assist in this activity?

Provided in-kind expertise, discounted supplies, signage for displays, and materials for the construction of the exhibits.

11. How does this completed project increase opportunities for tourists in Salem?

The WHC is a significant historical site in Salem, and a key heritage tourism destination for the Willamette Valley. Creating this permanent interpretive exhibit in Caboose #507 will increase the economic impact of tourism and increase room nights in Salem by establishing another reason to visit Salem. Currently, there are no other rail-focused artifacts in Salem. While historians have long questioned whether the railroads were the prime stimulus for American economic development, there is no question about the effect they had on society. This tourist attraction will draw interest from near and far as visitors to Salem, and to our site, try to answer the question of how different America would have looked and functioned had it not been for the railroads.

12. How does this completed project preserve the structural integrity of the building?

Because of the unique nature of where this exhibit is housed--in and around a 1909 vintage Oregon and California caboose--the design scheme is to blend in as much as possible to the historic nature of the artifact. The visitors' experience will be as if they are stepping back into time, as unmarred by modern fixtures and large, wordy labels as possible. The exhibit is being designed to blend into the cabinetry of the caboose itself. Labels and images are on roll-down window screens reminiscent of historical fixtures and provide information but do not detract from the overall feel of the space. Visitors will be encouraged to investigate cabinets and drawers to find more information about what they are seeing, and they will be engaging as many senses as possible during their experience in the exhibit space. Given the importance of rail to local industry and the tangible history on our site, rail heritage was a natural area of focus for the WHC's Site Interpretation Plan adopted by the Board of Directors in 2018. This strategic initiative looks to broaden and deepen the diverse stories told on our site by interpreting the history of the Mid-Willamette Valley anchored in tangible stories, artifacts, and buildings on our site. With nearly 30 trains passing every day on the line just beyond our fence, we have the perfect opportunity to address social, economic, political, and cultural issues surrounding rail transportation in our community.

13. How does this completed project enhance operations and contribute to the viability of the facility as a major tourist attraction or cultural facility?

As long as there have been trains, there have been people who have loved trains. Trains have been rolling along the route in Salem since the Oregon & California Railroad laid tracks here in 1870. This is the main rail transportation line running through the Mid-Willamette Valley, and it has had a significant effect on the lives and stories of ALL Salem residents, past and present. The railroad brings and sends essential goods to and from our community--from oil to oranges brought via rail--and everything made in Salem, from wool blankets to dried prunes, was sent to the world at large. This exhibit is not just focused on historical influences, the train still runs today. The Caboose #507 hands-on permanent exhibit represents the entire community while also having bilingual signage (in Spanish) featuring the history of the section house living quarters that used to stand in the WHC parking lot and house the workers--Traqueros (Mexican-American track workers)--who worked on the rails in front of our site.

14. Describe any planned maintenance requirements for the completed project, including estimated cost.

Planned maintenance of the caboose and the installed exhibits will be part of WHC regular operating expenses and rolled into daily janitorial operations. The cost of maintenance will simply be absorbed into the Facilities/Operations budget.

15. Report on two measurable outcomes (the same measurable outcomes described in the grant application) For each outcome, include the outcome description, the goal and the method used to track.

Outcome #1: Caboose 507 will be open to public as a new permanent exhibit at WHC.

Goal: Exhibit installation will be complete by opening date. Method: All exhibits will be in place and operating by 9/26/2020.

Outcome: The exhibit installation is being completed. The final piece of the installation will be to build an accessible ramp around the artifact. The plans for this ramp have been submitted to the city for permitting.

Outcome #2: Increase attendance to WHC as a direct result of the Caboose exhibit.

Goal: Attendance will increase 5% between 9/20 - 9/21. Method: Track attendance numbers at the front desk upon admission.

Outcome: Since the caboose exhibit has not yet been fully completed (i.e. the deck still has to be built), we are unable to report on this goal at this time. However, we are fully confident our attendance will increase after we open the new exhibit to the public (date TBD).

16. 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 Receipts 5.pdf](#)

[WHC Receipts 6.pdf](#)

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

michellec@willametteheritage.org

2. Thank You!

Thank you for submitting your report.

World Beat has been bringing the community together to celebrate and explore culture for over 20 years through the World Beat Festival and Gallery.

390 Liberty Street SE
503-581-2004 | salemmulticultural.org

The Salem Amtrak Station is listed on the National Register of Historic Places for its Beaux Arts style and importance to the development of Salem.

500 13th Street SE
amtrak.com/stations/slm

The Willamette Heritage Center connects generations by preserving and interpreting the five-acre campus houses Mid-Willamette Valley history. The five-acre campus houses historical exhibits, a research library and archives.

1313 Mill Street SE
503-585-7012 | www.willametteheritage.org

The historic district is a seven-block area of 92 buildings with the majority having notable historic character. A descriptive guide, accessible online, helps you explore the area.

cityofsalem.net/Pages/discover-downtown-salem.aspx

Salem Downtown Historic District

The 21-acre T-shaped property is known as the Capitol Mall, and is home to two smaller parks: Willson Park (west) and Capitol Park (east).

900 Court Street NE
503-986-1388 | capitol.events@oregonlegislature.gov

Come to Oregon's Capitol and look around. Guided tours offered. Learn how the building is a link to the past, the present and our future.

900 Court Street NE
503-986-1388 | oregoncapitol.com

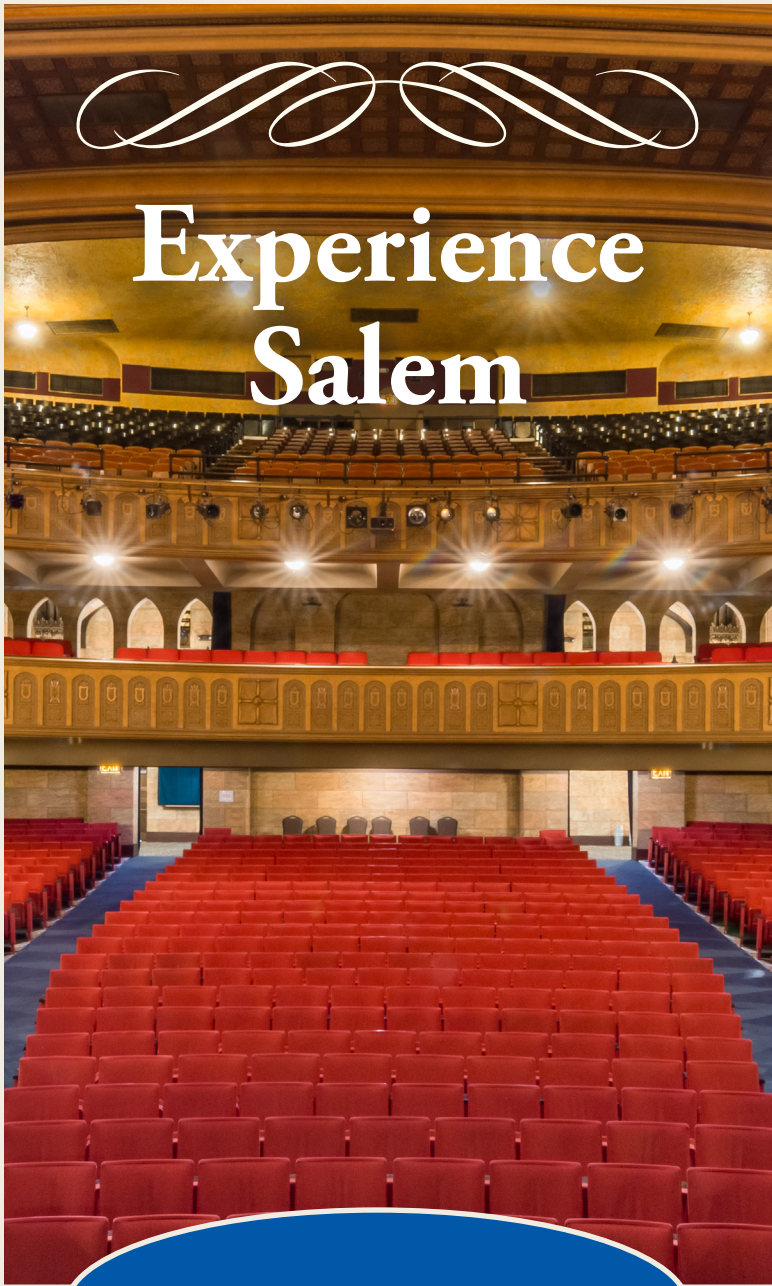
The Oregon Supreme Court Building is home to the state's Supreme Court, Court of Appeals, and Judicial Department. Construction ended in 1913 making it Oregon's oldest state government building

1163 State Street
503-986-5555 | Courts.oregon.gov

Star Trees of Willamette University: The Class of 1942 planted this grove of giant sequoias to commemorate the oldest university in the West's 100th anniversary.

900 State Street
503-370-6300 | willamette.edu

Star Trees at Willamette University



Come Discover Our Cultural & Heritage Attractions

Martha Springer Botanical Garden consists of 12 micro-gardens including a butterfly, herb, alpine rock and ethnobotany garden. Benches and tables are available to enjoy.

900 State Street
503-370-6300 | willamette.edu

Goike Hall was the old Salem Post Office and moved to the campus in 1938. Built in 1867, Waller Hall is the oldest campus building and is still in use!

900 State Street
503-370-6300 | willamette.edu

Enjoy special exhibitions and permanent galleries that feature works by Pacific Northwest and Native American artists as well as Ancient, European, American, and Asian art.

700 State Street
willamette.edu/go/hfma

"Theatrical Heartscapes" by James Moffitt reflects the diversity of the Elsinore Theatre's early shows including vaudeville, the stage, silent and talking film.

170 High Street SE
elsinoretheatre.com

Elsinore Theatre Mural

The Willamette Art Center is where you can explore the art of pottery. All skill levels are welcome and classes are available.

2330 17th Street
503-365-3911 | willametteartcenter.com

Since 1862 people have come to Salem for the Oregon State Fair. Enjoy the fun late August through early September. Plus, the grounds also host special events throughout the year.

2330 17th Street NE
971-707-4068 | oregonstateexpo.org

The Criterion Schoolhouse stands on the Oregon State Fairgrounds as a tribute to public education. During the State Fair visitors can explore this one room schoolhouse.

2330 17th Street NE
971-707-4068 | oregonstateexpo.org

Lee Mission Cemetery is a pioneer cemetery in Salem, Oregon. It is the final resting place of Rev. Jason Lee, recognized as the City of Salem's founder.

2104 D Street NE
503-851-1803 | leemissioncemetery.com

A Tudor Gothic atmosphere theater built in 1926 for vaudeville, the restored Elsinore Theatre hosts performing arts from Bach to ballet. Broadway to ballet.

170 High Street SE
503-375-3574 | elsinoretheatre.com

Built in 1900, this structure is on the National Register of Historic Places. Today, it serves as a venue for special events and theatrical productions.

187 High Street
503-362-9185 | salemshg.com

Salem's gateway to 1,200 acres of open and wooded parkland, including a 30-acre off-leash dog area, which is larger than New York City's Central Park.

Riverfront Park - South

Salem community members and artists created over 86,000 ceramic tiles, and 200 industrial chemical storage ball into a spectacular public artwork.

Riverfront Park - South

Eco Earth Globe

Located in the historic Kirkbride Building, this museum is dedicated to telling the stories of the people who lived and worked here.

2600 Center Street NE
971.599.1674 | oshmuseum.org

Enjoy unique views of Salem, the Willamette River and the West Salem Hills from this historic railroad bridge, which was repurposed for pedestrians and bicycles.

Riverfront Park - Union & Water Streets NE

Gilbert House Children's Museum has been offering children in the Willamette Valley hands-on opportunities to learn through creative play for over 30 years.

116 Marion Street NE
503-371-3631 | acgilbert.org

Open for Fun! Our old world style Carousel is a community and volunteer based endeavor much beloved in the beautiful Mid-Willamette Valley.

101 Front Street NE
503-540-0374 | salemcarousel.org

The City of Salem, Oregon boasts dozens of cultural and heritage attractions which are enjoyed year-round by both residents and guests from out of town. This brochure was compiled to help people plan visits to these Salem attractions over the course of an hour, day, weekend or much longer.

You will find many of the featured destinations are a short stroll, bike ride, or drive from one another. Most of the attractions are fully ADA accessible while the remaining properties are at least partially accessible.

Before venturing out, you can explore these featured destinations, along with additional attractions, online at SalemCultureandHeritage.com. To find out more about hours of operation and accessibility for specific locations, visit their listed website or call for more details.

This brochure project is supported in part by a grant from the Oregon Heritage Commission, Oregon Parks and Recreation Department and the Oregon Cultural Trust.

SalemCultureandHeritage.com

Come Discover Our Cultural & Heritage Attractions

Let's All Play Place

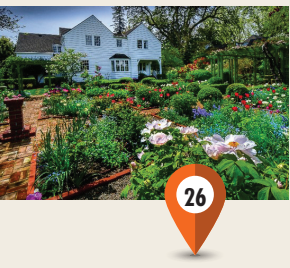
This wheelchair-friendly, community play area welcomes people of all abilities to enhance their physical, sensory, emotional, behavioral and social skills, in a safe environment.



650 Church Street SE

Gaiety Hollow

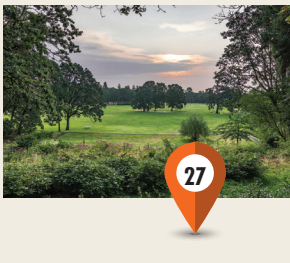
Gaiety Hollow is the home and garden of landscape architects Elizabeth Lord & Edith Schryver, who designed over 200 gardens in the Pacific Northwest from 1929-1969.



545 Mission Street SE
971-600-6987 | lordschryver.org

Bush's Pasture Park

The former farmstead of Salem's Bush Family on 90+ acres of Kalapuya ancestral lands. Enjoy natural areas, trails, playgrounds and historic rose garden.



600 Mission Street SE
503-363-4714 | www.cityofsalem.net/bushs-pasture-park

Bush House Museum

The Bush Family's home from 1878-1953, now a furnished house museum, interprets the Bush Family, the cultural diversity of Salem history and Oregon's artistic heritage.



600 Mission Street SE
503-363-4714 | BushHouseMuseum.org

Bush Barn Art Center

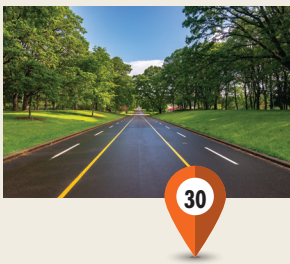
For over 50 years, this home of Salem Art Association has featured gallery exhibitions, art education, special events and the Salem Art Fair and Festival held each July.



600 Mission Street SE
503-581-2228 | SalemArt.org

Salem Soapbox Derby Track

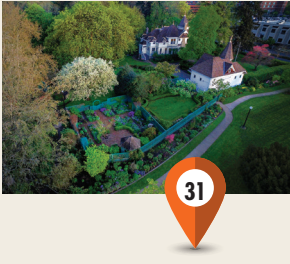
Walk the track for exercise and explore the local soap box racetrack history online that spans back several decades.



Bush Pasture Park
541-410-0609 | soapboxderby.org/Oregon

Deepwood Museum & Gardens

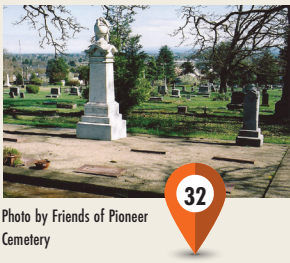
This five-acre estate offers tranquil beauty year-round. Experience the majestic 1894 Queen Anne Victorian museum home, carriage house, formal and border gardens, greenhouse and nature trails.



1116 Mission Street SE
503-363-1825 | DeepwoodMuseum.org

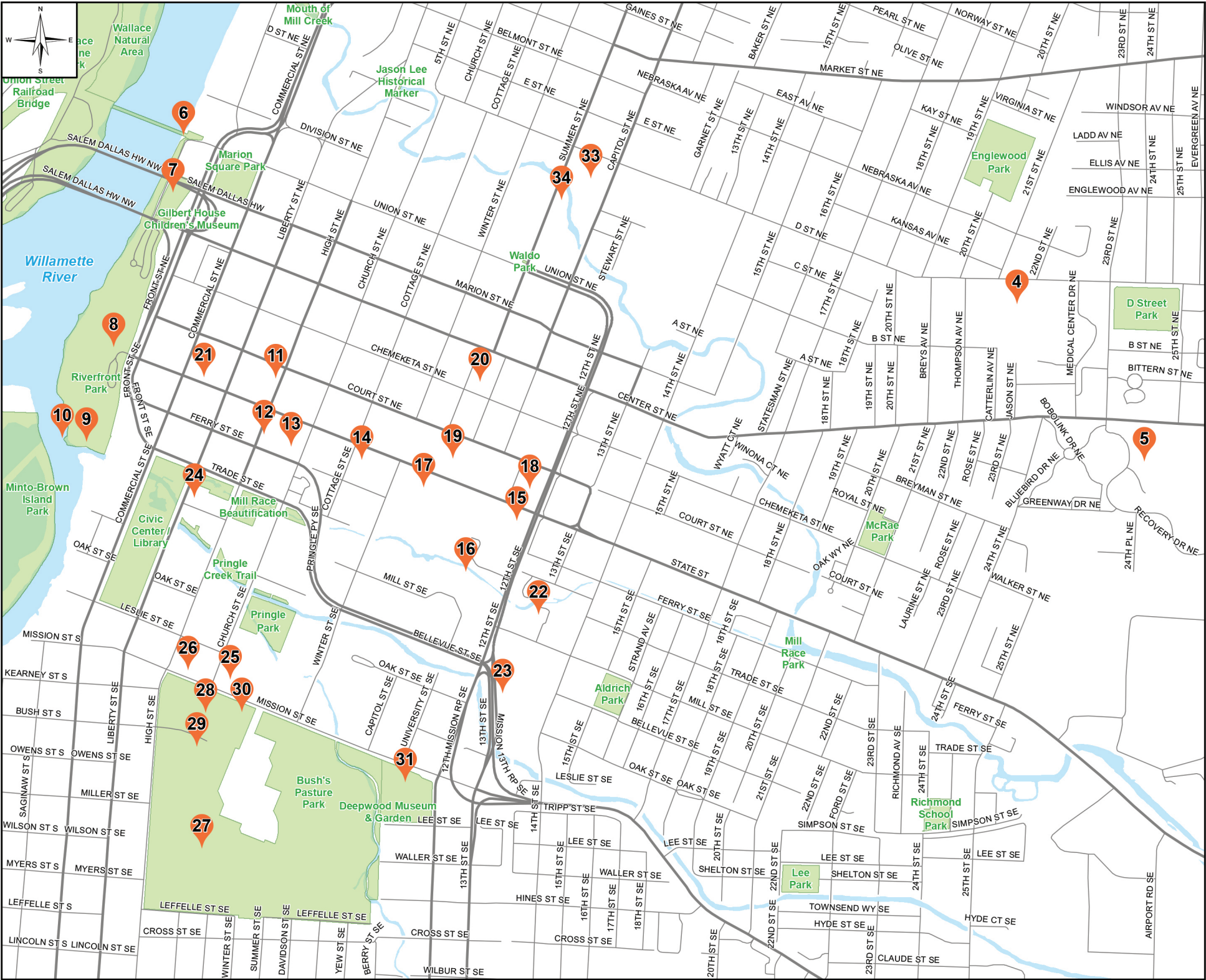
Salem Pioneer Cemetery

Friends of Pioneer Cemetery supports the City of Salem in maintaining the final resting place of the community's founders and builders in a park-like setting.

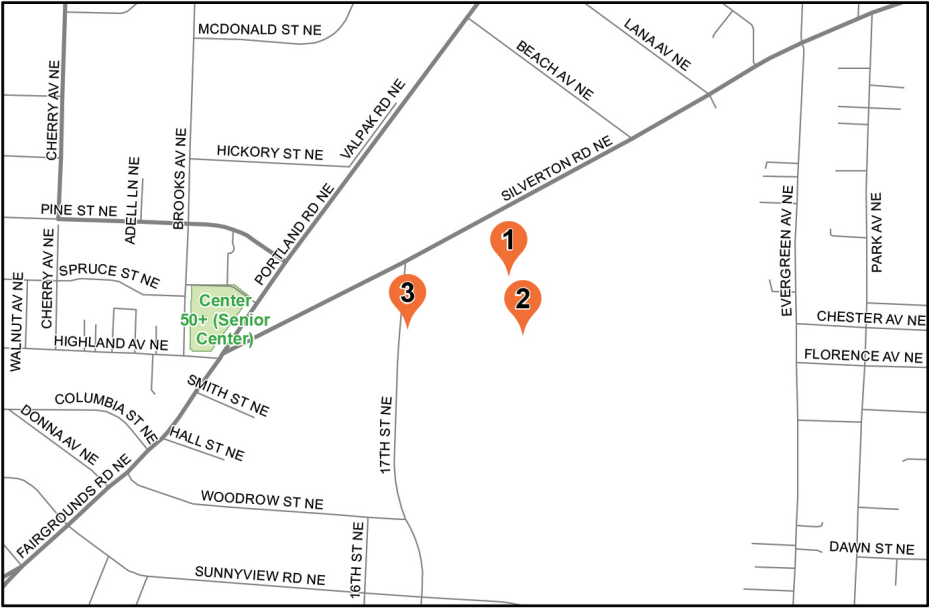


2201 Commercial Street
503-362-9632 | salempioneer cemetery.org

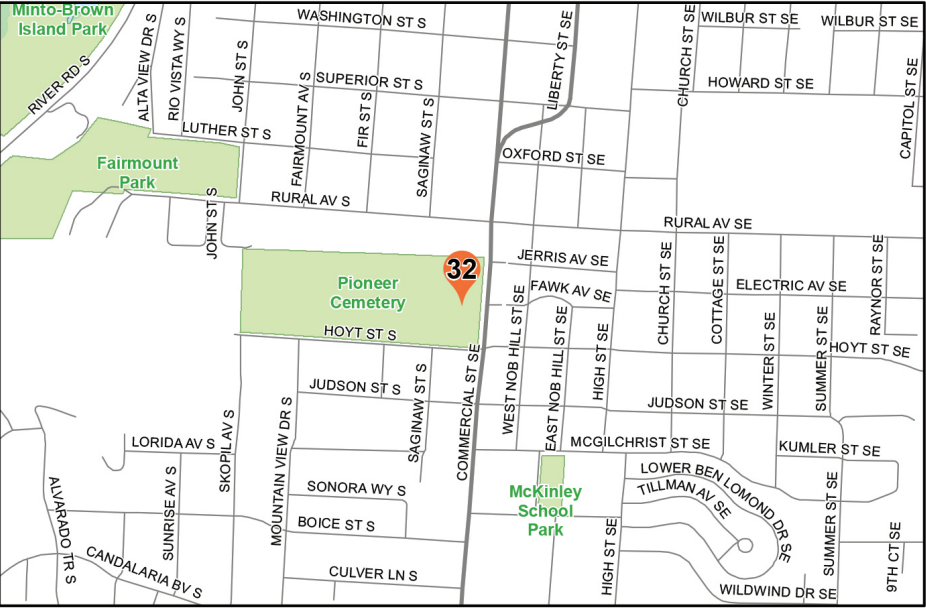
Salem Cultural and Heritage Site Locations



Area to north including locations 1, 2 and 3:



Area to south including location 32:



Legend

Site Locations *

* Approximate locations for illustrative purposes only

0 600 1,200 Feet

This product is provided as is, without warranty. In no event is the City of Salem liable for damages from the use of this product. This product is subject to license and copyright limitations and further distribution or resale is prohibited.

CITY OF Salem
AT YOUR SERVICE
Community Development Dept.

Visit us online at
SalemCultureandHeritage.com
To learn more about area attractions,
City of Salem history, suggested tours and more.



Oregon State Archive Exhibits

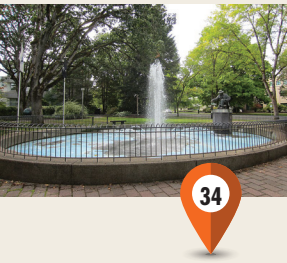
Oregon's unique and engaging history is featured in topical exhibits drawing upon the state's archival holdings. Visit OSA's website to view current and past exhibits.



800 Summer Street NE
503-373-0701 | sos.oregon.gov/archives

Memorials of Salem

The Afghan-Iraqi Freedom Memorial is one of many Salem sites which remember and honor veterans, fallen workers and others. You can explore all the local memorials online.



700-778 Summer Street NE
SalemCultureandHeritage.com

Travel Salem

Travel Salem operates the official Salem Visitors Center. Friendly travel experts can help you discover the best of Salem with custom itineraries and reservations.

TravelSalem.com
503-581-4325 | information@TravelSalem.com

