



# Salem City Spin

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SPRING 2024  
SALEM

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J 454: PR CAMPAIGNS | SCHOOL OF JOURNALISM & COMMUNICATION



## **Acknowledgments**

The authors of this report would like to graciously thank the following City of Salem staff for their support and insights:

**Julianah Douglas**, Climate Action Plan Manager, City of Salem

**Courtney Knox Busch**, Chief Strategy Officer, City of Salem

This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Salem. Text and images contained in this report may not be used without permission from the University of Oregon.

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## About SCI

The Sustainable Cities Institute (SCI) is an applied think tank focusing on sustainability and cities through applied research, teaching, and community partnerships. We work across disciplines that match the complexity of cities to address sustainability challenges, from regional planning to building design and from enhancing engagement of diverse communities to understanding the impacts on municipal budgets from disruptive technologies and many issues in between.

SCI focuses on sustainability-based research and teaching opportunities through two primary efforts:

**1. Our Sustainable City Year Program (SCYP)**, a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and

**2. Our Urbanism Next Center**, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

## About SCYP

The Sustainable City Year Program (SCYP) is a yearlong partnership between SCI and a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency through a variety of studio projects and service-learning courses to

provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations that result in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

## About City of Salem

The City of Salem is Oregon's second largest city (182,396; 2022) and the State's capital. A diverse community, Salem has well-established neighborhoods, a family-friendly ambiance, and a small town feel, with easy access to the Willamette riverfront and nearby outdoor recreation, and a variety of cultural opportunities.

**FIG. 1**

Riverfront Park

*Image Courtesy: Ron Cooper*



The City is known for having one of Oregon's healthiest historic downtowns, hosts an airport with passenger air service, and is centrally located in the heart of the Willamette Valley, 47 miles south of Portland and an hour from the Cascade Mountains to the east and the ocean beaches to the west.

State government is Salem's largest employer, followed by the Salem-Keizer School District and Salem Health. The City also serves as a hub for area farming communities and is a major agricultural food processing center. A plethora of higher education institutions are located in Salem, ranging from public Western Oregon University, private Willamette and Corban universities, and Chemeketa Community College.

Salem is in the midst of sustained, steady growth. As a "full-service" city, it provides residents with services such as police and fire protection, emergency services, sewage collection and treatment, garbage collection, and safe drinking water. Salem also provides planning and permitting to help manage growth, as well as economic development to support job creation and downtown development. The City also provides 2,338 acres of parks, libraries and educational programs, housing and social services, public spaces, streetscaping, and public art.

Salem's vision is a safe, livable, and sustainable capital city, with a thriving economy and a vibrant community that is welcoming to all. The City's mission is to provide fiscally sustainable and quality

services to enrich the lives of present and future residents, protect and enhance the quality of the environment and neighborhoods, and support the vitality of the economy. The City is in the midst of a variety of planning efforts that will shape its future, ranging from climate action planning and implementation, a transportation system plan update, as well as parks master planning.

This SCYP and City of Salem partnership is possible in part due to support from U.S. Senators Ron Wyden and Jeff Merkley, as well as former Congressman Peter DeFazio, who secured federal funding for SCYP through Congressionally Directed Spending. With additional funding from the city, the partnership will allow UO students and faculty to study and make recommendations on city-identified projects and issues.

## Course Participants & Description

### Undergraduate Students

Jack Peebles, Public Relations & Media

Xander Ruth, Public Relations & Media

John Wright, Public Relations & Media

**PR Campaigns (J 454)** is a capstone course for public relations majors to include professional portfolio presentations and review. Course objective include applying theory, skills, and a team-based approach to researching, planning, presenting, and implementing a campaign for a client.

## Situational Analysis

### CLIENT BRIEF

This campaign aims to encourage Salemites to reduce their reliance on personal vehicles and instead utilize active transportation in the form of biking. Shifting from cars to biking as one's primary mode of transportation reduces traffic congestion, lowers carbon emissions, and promotes a healthy lifestyle.

### SWOT ANALYSIS

The SWOT analysis is a tool that can be used to recognize and view the strengths, weaknesses, opportunities, and threats within a campaign, organization, or business proposal. One should understand the internal and external factors that may limit or enhance the organization's success. It is also effective when formulating strategies and curating informed decisions. It is also important when rallying up resources that have a possible impact on the campaign. It also ensures that there is recognition of the risks within the campaign.

#### Strengths

- **Environmental Benefits:** Promoting biking as an alternative to personal vehicles aligns with the growing concern for environmental sustainability. It reduces carbon emissions, contributing to a cleaner and greener environment.
- **Health Benefits:** Biking promotes physical activity, leading to healthier lifestyles among Salemites. This aspect can be emphasized to attract individuals who are interested in improving their fitness and well-being.

- **Cost Savings:** Biking is a cost-effective mode of transportation compared to owning and maintaining a car. Highlighting the potential savings on fuel, parking fees, and maintenance costs can appeal to budget-conscious individuals.
- **Community Engagement:** The campaign can foster a sense of community among Salemites by encouraging shared experiences through biking events, group rides, and community initiatives. This can strengthen social connections and create a supportive network for cyclists.

#### Weaknesses

- **Infrastructure Challenges:** Salem may lack adequate biking infrastructure such as bike lanes, parking facilities, and safety measures. Individuals may perceive biking as inconvenient or unsafe without proper infrastructure, hindering adoption.
- **Weather Limitations:** Salem's climate, especially during certain seasons, may pose challenges for biking. Inclement weather conditions like rain or extreme heat can discourage people from choosing biking as a primary mode of transportation.
- **Cultural Norms:** Personal vehicle usage may be deeply ingrained in Salem's culture, making it challenging to shift mindsets towards biking. Overcoming cultural resistance and changing perceptions will require concerted efforts and targeted messaging.
- **Perceived Inconvenience:** Some Salemites may perceive biking as less convenient than driving, especially for longer distances or when carrying heavy loads. Addressing concerns

**SWOT (cont.)**

related to convenience and providing solutions such as bike-sharing programs or cargo bikes could mitigate this weakness.

**Opportunities**

- **Government Support:** Collaborating with local authorities to invest in biking infrastructure and implement supportive policies can create an enabling environment for the campaign. Securing government funding and support can significantly enhance the effectiveness of the initiative.
- **Partnerships with Businesses:** Partnering with local businesses, employers, and universities to promote biking through incentives, discounts, or workplace initiatives can expand the campaign's reach and encourage behavioral change among a broader audience.
- **Educational Programs:** Implementing educational programs in schools, workplaces, and community centers to raise awareness about the benefits of biking, safety practices, and route planning can empower Sailemites to make informed choices and overcome barriers to adoption.

**Threats**

- **Competing Transportation Modes:** Sailemites may have access to alternative transportation modes such as public transit, ride-sharing services, or electric scooters, which compete with biking. The campaign must differentiate biking as a superior option and address any perceived advantages of competing modes.
- **Safety Concerns:** Safety risks associated with biking, including accidents, collisions, and theft, can deter individuals, particularly those

with safety concerns or limited biking experience. Implementing safety measures, providing education on defensive biking techniques, and advocating for improved road safety can mitigate this threat.

- **Geography:** Salem's geography may result in long distances between destinations, making biking less feasible for some residents. Encouraging urban planning strategies that promote mixed land use, compact development, and bike-friendly infrastructure can mitigate this threat over the long term.

**PEST ANALYSIS**

A PEST analysis is a strategic business tool for identifying and analyzing the key external factors that can impact an organization. It comprises four aspects: political, economic, social, and technological. It's important to research and be aware of these areas so that one can better understand the outside forces in play when designing and implementing a public relations campaign. Below are several external factors that were identified when designing the Salem City Spin.

**Political**

- **Government policies:** Governments and private organizations simply operate differently. A prime example is how they use resources, primarily financial ones. Ensuring that the individuals in charge of allocating financial resources within the City support the campaign is crucial for success.
- **Regulatory environment:** While overlap exists, private businesses and government entities have a separate set of rules by which they must abide.

**PEST Analysis (cont.)**

An example of this can be seen when considering the Community Event. The City of Salem is a government entity, so it is limited in who and how it can partner with organizations and businesses. This regulation relates to the idea of having local vendors, i.e., food trucks/stands and pop-up shops in parks at the end of the Sunday community rides. A private organization can hand-pick specific partners for a curated feel. However, the City must have an open application and a merit-based selection process.

**Economical**

- **Cost of transportation:** This factor has two components—a pro and a con. The con relates to the financial barrier to entry for people who don't already have a bike to get one. Bikes aren't cheap, and some can be quite expensive. Ensuring our campaign and future efforts take this into account is vital so as not to alienate those whose budget doesn't allow them to buy a bike, at least immediately. This idea also comes into play when considering the budget for the Summer Bike Camp. Our team recommends that the City purchase a minimum of ten bikes to supplement the program, recognizing that some children aren't able to have a bike or don't have one at the time. While bikes can get expensive, youth bikes are typically cheaper than their adult counterparts, and convincing those in charge of the City's budget to buy bikes for disadvantaged kids may not be as difficult a battle as other requests. The pro of this factor is that it can also be expensive to own and operate a car. Considering messaging regarding the cost of upkeep and use

and the benefits of using a bike more often may be beneficial.

- **Grants:** Receiving funding from grants awarded by the state or federal government may be a key way to roll out or further expand the campaign. As city budgets can often be stretched thin, it would be wise for those working with the campaign to be on the lookout for opportunities that award additional funding.

**Social**

- **Health and wellness trends:** Americans are becoming more aware of their health and the agency that they have over it. According to a study by Ipsos, 62% of Americans feel that their health is more important to them than before the COVID-19 pandemic (Ipsos, 2021). Capitalizing on a societal wave towards better personal health aligns with our efforts to promote biking and, ultimately, reduce the carbon emissions emitted by cars.

**Technological**

- **Biking Infrastructure:** As technology advances we see new opportunities for how we integrate that in our everyday life. E-bikes have become a central player in active transportation and tend to make biking more accessible for those who are newer to the hobby.
- **Internet Information:** The internet is becoming more prevalent for Salem to develop an informative and engaging website and social media presence that educates the public on the benefits of biking and provides resources like maps of bike routes, safety tips, and event information.

## AUDIENCE PROFILES

When doing a deep dive into how Salmities view biking in their community, we found that many were enthusiastic about the prospect of more visibility for the biking infrastructure throughout the city. We talked to several local bike shops to help identify issues in visibility so we can improve. This campaign will focus on improving the information about accessible biking across Salem.

## KEY MESSAGES

Our key messages are simple and easy to digest for our audience. We want to focus on making biking desirable across Salem as a main means of transportation, and with this comes conveying that it is a convenient way to move around the city. We plan to make information regarding bike paths and routes across the city more readily available.

We also want to show that biking in Salem is safe and that the city has

the infrastructure to nurture a biking community. Many bike paths and areas across the city make biking an accessible and safe means of transportation.

Another important aspect of our campaign is showing how beneficial biking is for one's health.

The National Institute of Health states, "Active transportation, which is any form of human-powered transportation, can mitigate the health effects of the climate crisis while simultaneously improving people's health".

We found it important to highlight the impact biking has on the Salem community. In October 2020, the City Council adopted two Greenhouse Gas emission goals. The first is to reduce Salem's GHG emissions by 50% by 2035. (This being 50% for the baseline year of 2016). The City will then strive to make Salem a carbon-neutral city by 2050.

# Approach

## GOALS & OBJECTIVES

### **Goal 1: Create a culture that makes biking more desirable in Salem**

This goal is the essence of the campaign, and an idea that, if achieved, will long outlast the Salem City Spin. The intent is that Salmities think, "This is just what we do in Salem - we bike." Community is a centerpiece of this campaign, and creating a culture within that community of a healthy, earth-friendly, and communal way of transportation that is normal and desired is key to making a lasting impact.

### **Goal 2: Increase the use of bikes for transportation among Salmities**

This goal may be achieved without the first goal being achieved, at least initially, but they very much go hand in hand, although they are important to distinguish. Simply enough, more people biking, and more people biking more, reduces reliance on and use of cars and other road vehicles.

### Goals & Objectives (cont.)

**FIG. 1**

Image Credit: Salem Bike Club



#### **Objective 1: Get 5,000 more Salemites to regularly bike around town by January 2025**

While Salem may have a population of nearly 180,000, 5,000 people, or roughly 3% of the population is no small number. That's 5,000 more people being more involved in their community, making healthier choices, and promoting our vision of Salem as a town that bikes.

#### **Objective 2: Increase web traffic by 30% to the City's bike & walk page by January 2025**

### **STRATEGIES & TACTICS**

#### **Spin 1**

As a team that wants to increase the amount of biking within the city, we would like to collaborate with local bike groups to roll out a weekly flagship community biking event. We would suggest a recurring community event centered around group bike rides and led by volunteers and community members. The event would be held on the first Sunday of May-September @ 9:00 AM. We would engage local vendors to support the event with food, music, and activities. The event would be promoted through store-front and around-town posters and Bike group social channels.

#### **Spin 2**

We aim to tie-in fun and convenient aspects of our key messaging and provide information on bike routes to recreational locations in the city. We also want to work with local organizations to educate and inform about safe biking practices. Another goal is to revamp the Salem Bike and Walk website to offer up-to-date information about events, lessons, and safe practices while biking.

#### **Spin 3**

Implement a summer youth camp focused on bike education and exploration. The summer youth camp would involve three week-long sessions where counselors would teach about safety and bike maintenance and then lead the group to places like Gilbert House and other museums/places of education. The camp would be promoted through email and take-home flyers.

**FIG. 2**

Image Credit: Lindsey Hayward

## BUDGET

### Spin 1: Community Bike Ride

One of our biggest goals is to drive people to our multiple community events so they can feel connected with the Salem biking community. Most of our budget centers around promotional materials to increase visibility.

- 100 11"x17" posters = \$137 (VistaPrint)
- 50 16"x24" posters = \$250 (VistaPrint)
- 1 outdoor banner for community biking event = \$297 (VistaPrint)
- 300 3"x3" circle stickers = \$166 (StickerMule)

### Spin 2: Informational

- 100 5"x3" QR code stickers = \$93 (StickerMule)
- 50 16"x24" posters = \$250 (VistaPrint)
- Web Developer revamping web page = \$3,000-\$10,000

### Spin 3: Summer Camp

For the summer camp, we wanted to focus on creating a welcoming and educational environment where kids will have a chance to learn about biking and get more involved with the Salem community.

- Camp counselor (x2) payroll = \$6,384
- Ten bicycles for kids in the Summer Spin camp = \$3,000

**FIG. 3**  
Example Poster 1



The poster features a vibrant orange background with several white, four-pointed stars of varying sizes. At the top, the words "Salem Community" are written in a white, elegant cursive font. Below this, the words "BIKE RIDE" are prominently displayed in large, bold, white, sans-serif capital letters. A dark blue silhouette of a bicycle is positioned in front of the "BIKE RIDE" text, with its wheels partially overlapping the letters. The bottom section of the poster is divided into two columns by a vertical line. The left column is headed "WHEN" in bold orange letters, followed by "First Sunday of May - September" in bold black letters, and "Starting at 9:00 AM" in orange. The right column is headed "WHERE" in bold orange letters, followed by "Locations vary - Scan the QR code or visit:" in bold black letters, and the URL "https://tinyurl.com/salembiking" in orange. A horizontal line separates this section from the bottom part of the poster. On the left side of the bottom part, there is a paragraph in orange text: "Join us and bring your bike or e-bike as we explore Salem and visit exhibitors in our parks afterwards." In the center is a QR code with the "Salem Bike & Walk" logo in the middle. On the right side, there is a list of activities in orange text: "Local Food", "Local Vendors", "Local Music", and "Our Community".

**Salem Community**

**BIKE RIDE**

**WHEN**  
First Sunday of May -  
September  
Starting at 9:00 AM

**WHERE**  
Locations vary -  
Scan the QR code or visit:  
<https://tinyurl.com/salembiking>

Join us and bring your bike or e-bike as we explore Salem and visit exhibitors in our parks afterwards.

Local Food  
Local Vendors  
Local Music  
Our Community



**FIG. 4**  
Example Poster 2

## WHEN

First Sunday of May -  
September  
Starting at 9:00 AM

## WHERE

Locations vary -  
Scan the QR code or visit:  
<https://tinyurl.com/salembiking>

Join us and bring your bike or e-bike as we explore Salem and visit exhibitors in our parks afterwards.



Local Food  
Local Vendors  
Local Music  
Our Community

**FIG. 5**  
Example Poster 3



## MEASURING SUCCESS

### KPIs:

- Aiming for a 2% decrease in greenhouse gas emissions attributed to car traffic.
- Increasing the amount of foot traffic of the Sunday bike event by 15% to 25%.
- Having 20 or more vendors each Sunday for the event.

## References

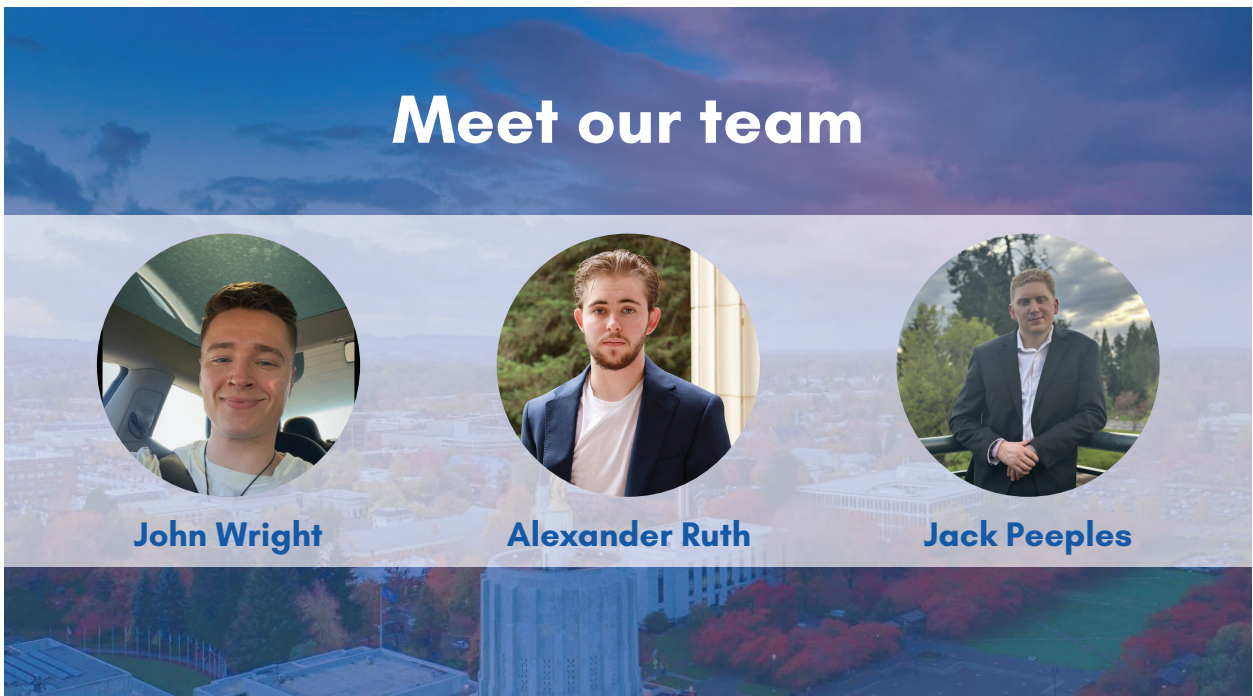
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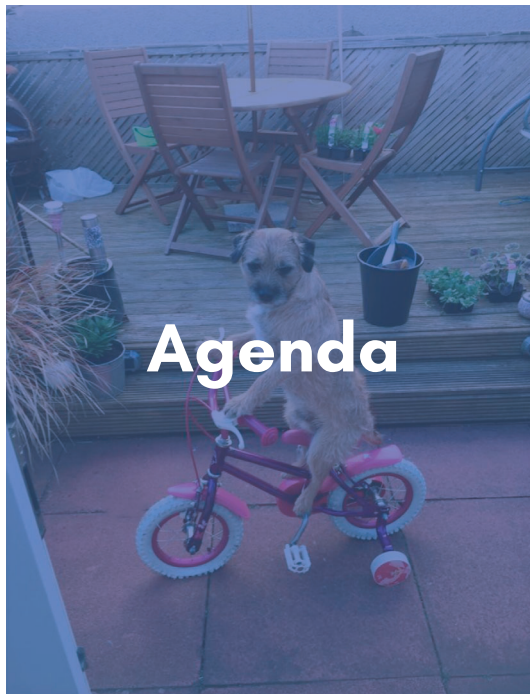
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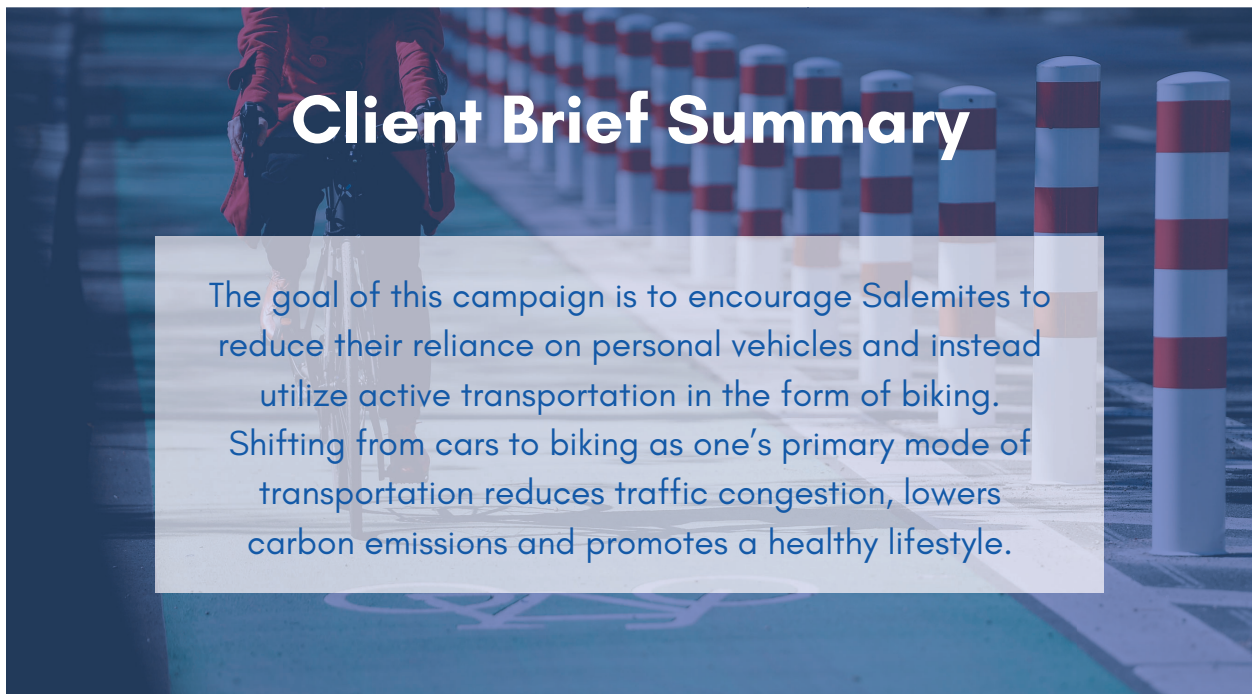
# **Appendix: Salem City Spin Slide Deck**





## Agenda

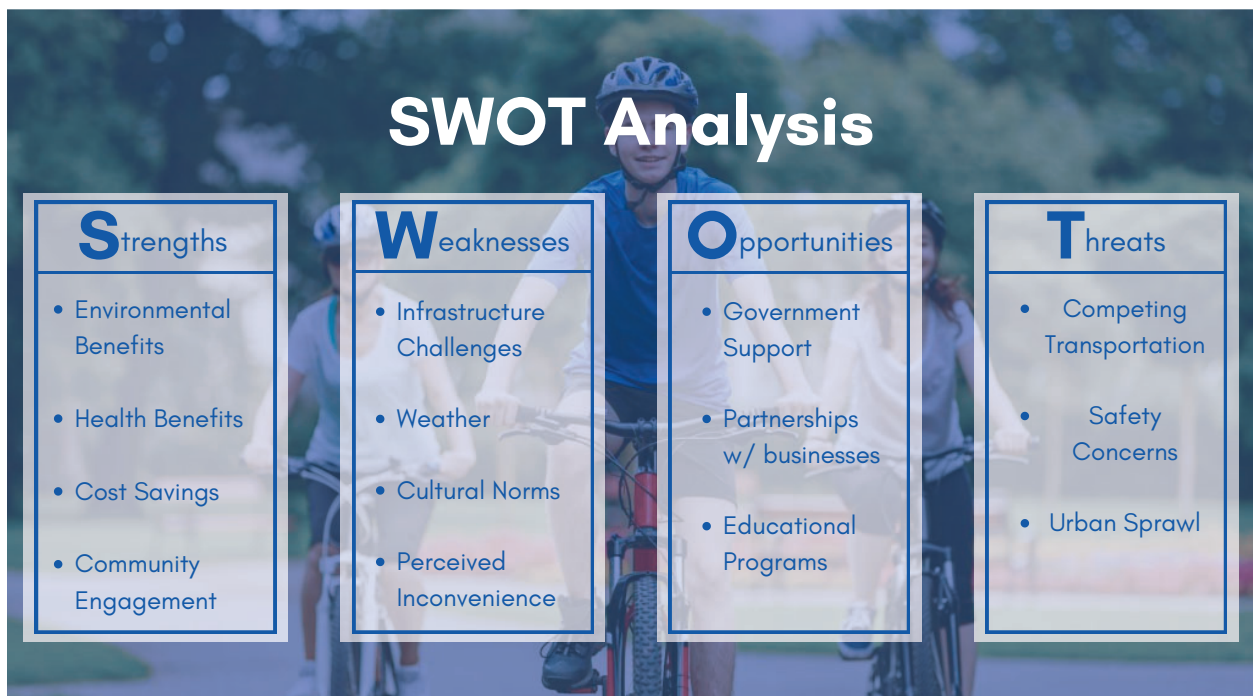
1. Client Brief Summary
2. Situational Analysis
3. Goals & Objectives
4. Key Stakeholders
5. Target Publics
6. Key Messages
7. Strategies & Tactics
8. Promotional Mockups
9. Budget



## Client Brief Summary

The goal of this campaign is to encourage Salemites to reduce their reliance on personal vehicles and instead utilize active transportation in the form of biking. Shifting from cars to biking as one's primary mode of transportation reduces traffic congestion, lowers carbon emissions and promotes a healthy lifestyle.

# Situational Analysis



**SWOT Analysis**

<b>S</b> trengths	<b>W</b> eaknesses	<b>O</b> pportunities	<b>T</b> hreats
<ul style="list-style-type: none"><li>• Environmental Benefits</li><li>• Health Benefits</li><li>• Cost Savings</li><li>• Community Engagement</li></ul>	<ul style="list-style-type: none"><li>• Infrastructure Challenges</li><li>• Weather</li><li>• Cultural Norms</li><li>• Perceived Inconvenience</li></ul>	<ul style="list-style-type: none"><li>• Government Support</li><li>• Partnerships w/ businesses</li><li>• Educational Programs</li></ul>	<ul style="list-style-type: none"><li>• Competing Transportation</li><li>• Safety Concerns</li><li>• Urban Sprawl</li></ul>

# PEST Analysis

<b>P</b> olitical	<b>E</b> conomical	<b>S</b> ocial	<b>T</b> echnological
<ul style="list-style-type: none"><li>• Government Policies</li><li>• Regulatory Environment</li></ul>	<ul style="list-style-type: none"><li>• Cost of Transportation</li><li>• Employee Opportunities</li></ul>	<ul style="list-style-type: none"><li>• Health and Wellness Trends</li><li>• Importance of community</li></ul>	<ul style="list-style-type: none"><li>• Biking Infrastructure</li><li>• Internet information</li></ul>

**“Letting people know about all the places they can bike to, like from where they are and where they can go, would be important to emphasize.”**

-Employee, The Bike Peddler

# Goals & Objectives

Goal #1: Create a culture that makes biking more desirable in Salem

Goal #2: Increase the use of bikes for transportation among Salemites

Objective #1: Get 5,000 more Salemites to regularly bike around town by January 2025

Objective #2: Increase web traffic by 30% to the City's bike+walk page by January 2025

# Key Stakeholders



Salem City Government



Salem Community Bike Groups



Local vendors and businesses



Salem Parks and Recreation Department

# Key Community Bike groups



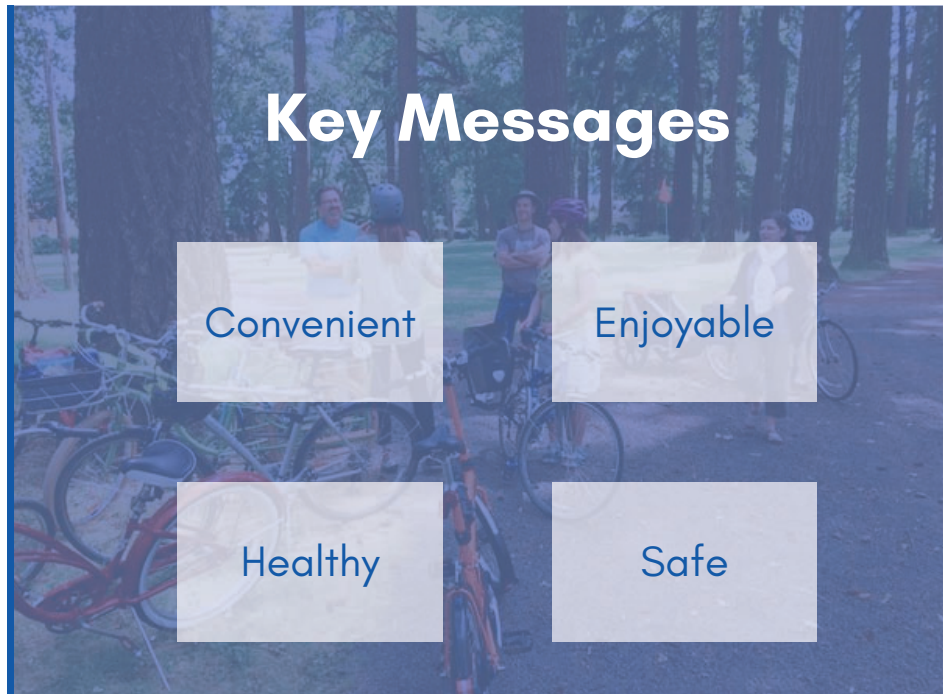
- Salem Bike Vision
- Salem Bicycle Club
- Capitol Velo Biking
- Super Casual Saturday Salem Bike Ride



# Target Publics

- Salemites with school-aged children
- Young adults and college students
- Older Salemites interested in biking for health reasons

**Biking  
is:**



# Tactics - Spin #1

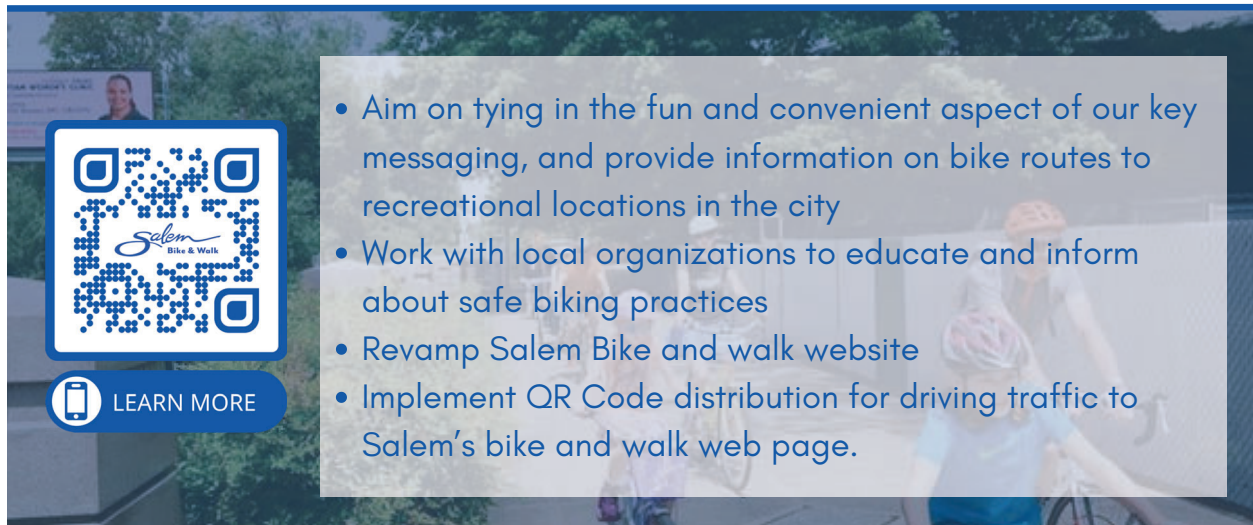
- A recurring community event centered around group bike rides and led by volunteers and community members
- Collaborate with bike groups for their input and advice
- The event would be held on the first Sunday of May-September @ 9:00 AM
- Engage local vendors to support the event with food, music and activities
- Promote through store-front and around-town posters + Bike group social channels


Strategy #2


## The Second Spin

Publish and promote information regarding existing infrastructure throughout Salem.

## Tactics - Spin #2





 **LEARN MORE**

- Aim on tying in the fun and convenient aspect of our key messaging, and provide information on bike routes to recreational locations in the city
- Work with local organizations to educate and inform about safe biking practices
- Revamp Salem Bike and walk website
- Implement QR Code distribution for driving traffic to Salem’s bike and walk web page.

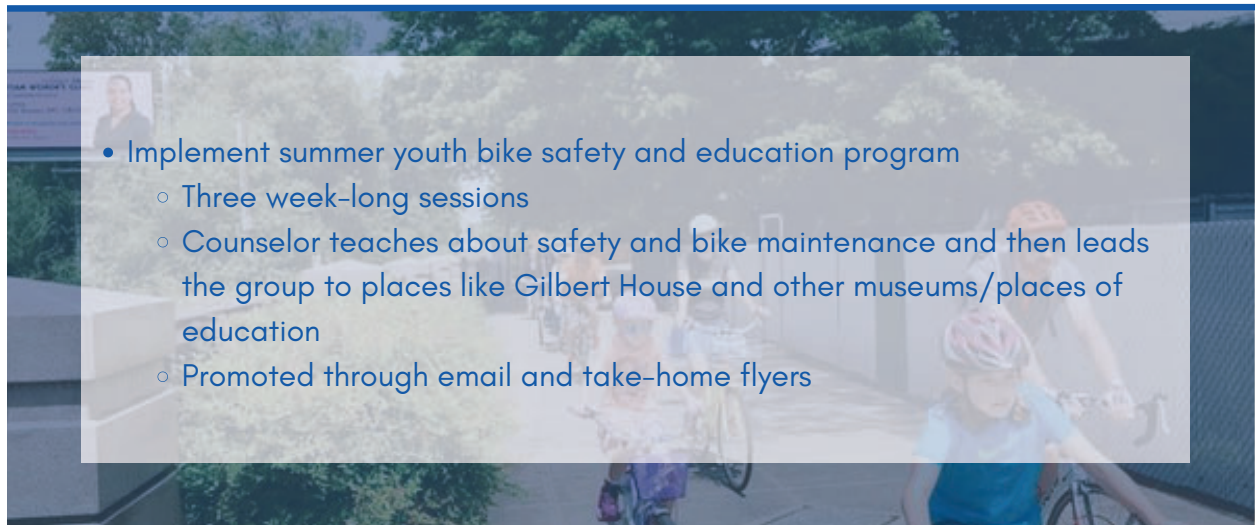
Strategy #3

## The Third Spin

Implement summer youth camp focused on bike education and exploration.



# Tactics - Spin #3



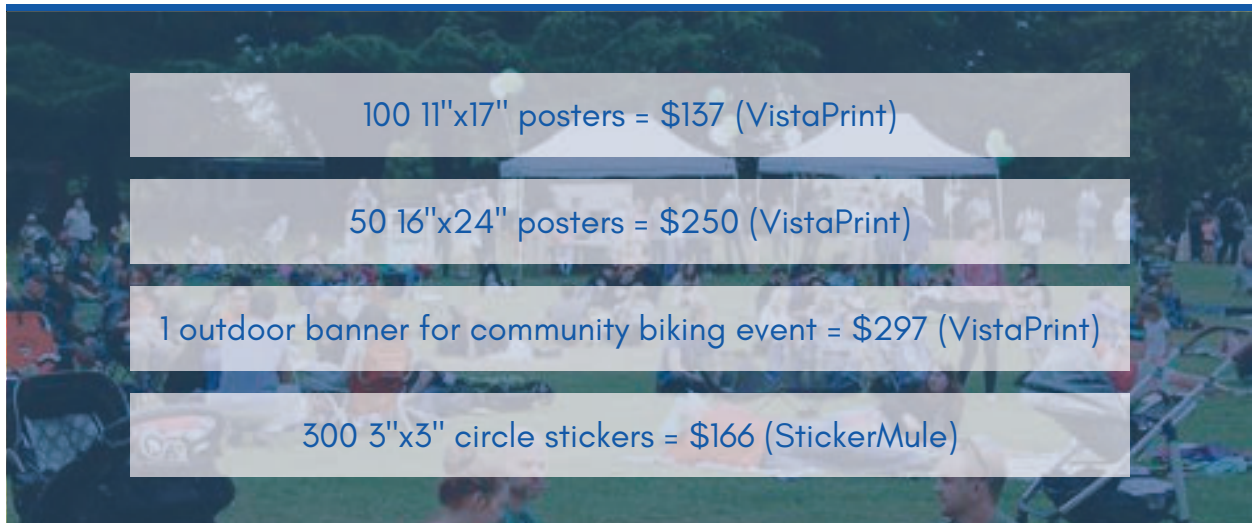
- Implement summer youth bike safety and education program
  - Three week-long sessions
  - Counselor teaches about safety and bike maintenance and then leads the group to places like Gilbert House and other museums/places of education
  - Promoted through email and take-home flyers

# Example Posters



Spin #1

## Budget - Community Bike Ride



Spin #2

## Budget - Information



## Budget - Summer Camp

Camp counselor (x2) payroll = \$6,384

Ten bicycles for kids in the Summer Spin camp = \$1,200

*Let's start  
the Spin*

## **SCI Directors and Staff**

Marc Schlossberg	SCI Co-Director, and Professor of Planning, Public Policy and Management, University of Oregon
Nico Larco	SCI Co-Director, and Professor of Architecture, University of Oregon
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Zoe Taylor	Report Coordinator