



Tourism & Cultural Affairs

Danielle Cowan, Executive Director

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CLACKAMAS
C O U N T Y



Tourism & Cultural Affairs

Department Budget Summary by Fund

Line of Business Program	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19
	FTE	Tourism Development					Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Tourism & Cultural Affairs								
Tourism	12.20	5,209,243					5,209,243	
RCTP & Mt Hood Gorge Region	1.80	470,990					470,990	
Clackamas County Arts Alliance		299,359					299,359	299,359
							-	
							-	
							-	
							-	
							-	
TOTAL	14.00	5,979,592	0	0	0	0	5,979,592	299,359
FY 17/18 Budget	14.00	6,407,417					6,407,417	299,359
\$ Increase (Decrease)	0.00	-427,825					-427,825	0
% Increase (Decrease)	0.00%	-6.68%					-6.68%	0.00%

** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax
Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



Tourism & Cultural Affairs

Department Structure

This is the main operating fund for all tourism programs, guided and directed by the Clackamas County Tourism Development Council (TDC) and is delivered by Clackamas County Tourism & Cultural Affairs (CCTCA). The Tourism Development Fund was established in accordance with the Transient Lodging Tax Ordinance (TLT). The ordinance specifies that, after an allotment to the Clackamas County Fair and a 2% administrative fee taken by the Finance Department are transferred out, "The balance shall be placed with the County Treasurer for deposit until transferred to the TDC monthly to pay expenditures authorized." This fund has become the repository for those transfers from the Transient Lodging Tax Fund. The remaining Tourism revenue is interest, miscellaneous fees and sales, reimbursements, and monies carried forward from the prior fiscal year.

Travel Oregon administers the Regional Cooperative Tourism Program (RCTP) and contracts with CCTCA to serve as the fiscal administrator of a portion of their regional funds collected through the State 1.8% TLT, thus these are a pass through for the Mt. Hood/Gorge and Portland Region's program of work.

CCTCA works in partnership with the Clackamas County Arts Alliance and the Regional Arts and Cultural Council, serving only as the pass through agent for their source of General Funds.

Tourism	
Danielle Cowan, Director	
FTE 14.00	
Total Request	5,979,592
General Fund Support	299,359

Tourism & Cultural Affairs		
Danielle Cowan TDC Approved \$5,979,592		
Gen Fund		\$ 299,359
Tourism & Cultural Affairs	RCTP & Mt Hood Gorge Region	Clackamas County Arts Alliance
Danielle Cowan FTE 12.20 TDC Approved \$5,209,243	Jeannine Breshears FTE 1.80 Total Dispersed \$470,990	Cheryl Snow FTE Total Requested \$299,359
Gen Fund \$	-	Gen Fund \$ 299,359

Tourism & Cultural Affairs



Line of Business Purpose Statement

The mission of Tourism is to enhance the quality of life for residents by optimizing the economic impacts of the tourism industry derived from the County's Transient Lodging Tax. The work of the organization is guided by a Tourism Master Plan approved by the Board of County Commissioners, and further refined in an annual Business Plan. The TDC is focused on the three pillars of tourism in the county: Outdoor Recreation, Agritourism and Cultural Heritage. CCTCA creates and executes a robust marketing program that utilizes all communications mediums including print, social media, advertising, public relations, video, events, trade shows and visitor information services. They help build and enhance tourism assets and experiences through Tourism grant programs and by working in partnership with citizens, businesses, organizations, attractions, and local government to achieve common goals.

Tourism operates under the following guiding principles:

- Leader in County and Regional Tourism
- Practice Sustainable Tourism Strategies
- Effective Marketing and Development of Clackamas County Tourism Assets and Opportunities
- Focused on the Three Pillars of Clackamas County Tourism (Outdoor Recreation, Agritourism, Cultural/Heritage)
- Effective and Efficient Use of Public Resources
- Build and Strengthen Public and Private Partnerships

<h3 style="margin: 0;">Tourism</h3> <p style="margin: 0;">Danielle Cowan, Director FTE 14.00 Total Request \$ 5,979,592 General Fund Support \$ 299,359</p>

Tourism & Cultural Affairs Danielle Cowan TDC Approved \$5,209,243
Gen Fund \$ -

Tourism & Cultural Affairs Danielle Cowan FTE 12.20 TDC Approved \$5,209,243
Gen Fund \$ -



Tourism & Cultural Affairs

Tourism & Cultural Affairs

Performance Narrative Statement

Tourism's overall measurements of success are based off of following industry best practices for performance measurement. These include: Transient Lodging Tax (TLT) monthly revenue collections; Oregon Travel Impacts Report compiled by Dean Runyan & Associates for Travel Oregon annually to report key indicators of the performance of tourism, including travel spending, tax revenue, and jobs supported; and Smith Travel Research (STR) monthly reports of key metrics from the lodging industry including occupancy, average daily rate, and revenue per available room.

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
	Annual collection of revenues resulting from the TLT tax collections - County	\$4.5M	\$4.6M	\$4.6M	\$4.7M
	Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$513.2M	***	***	
	***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each year.				

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet
 If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Administration Line of Business

Tourism & Cultural Affairs

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	884,642	884,642	525,937	(358,705)	-40.5%
Prior Year Revenue	-	-					
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	9,500	16,000	9,500	-	0%
Interfund Transfers	-	-	4,825,091	4,168,218	4,673,806	(151,285)	-3.1%
Operating Revenue	-	-	4,834,591	4,184,218	4,683,306	(151,285)	-3.1%
Total Rev - Including Beginning Bal	-	-	5,719,233	5,068,860	5,209,243	(509,990)	-8.9%
Personnel Services	-	-	1,507,943	1,542,443	1,551,709	43,766	2.9%
Materials & Services	-	-	3,709,290	3,180,700	3,207,534	(501,756)	-13.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	5,217,233	4,723,143	4,759,243	(457,990)	-8.8%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	52,000	-	-	(52,000)	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	450,000	-	450,000	-	0%
Total Exp - Including Special Categories	-	-	5,719,233	4,723,143	5,209,243	(509,990)	-8.9%
General Fund Support (if applicable)	0	0	0	0	0	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	12.20	12.20	12.20	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes



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Tourism & Cultural Affairs

Portland & Mt. Hood/Gorge RCTP

Line of Business Purpose Statement

Tourism receives funds from Travel Oregon's Regional Cooperative Program (RCTP) to support the regional efforts for the Mt. Hood/Gorge, Willamette Valley and Portland Region. Two FTE have staffing offset costs from the RCTP funds to support the Portland regional program work and serving as the Regional Destination Marketing Organization (RDMO) contract administrator for the Mt. Hood/Gorge region responsible for implementing the RCTP program. This is a pass-through budget based on Travel Oregon's approval and oversight.

Tourism & Cultural Affairs

Danielle Cowan Executive Director
FTE 14.00

Total Request \$ 5,979,592

General Fund Support \$ 299,359

Portland RCTP & Hood Gorge Region

Jeannine Breshears
Total Dispersed
\$470,990

Gen Fund \$ -

Portland RCTP & Mt Hood Gorge Region

Jeannine Breshears
FTE 1.80
Total Dispersed
\$470,990

Gen Fund \$ -



Tourism & Cultural Affairs

Portland & Mt. Hood/Gorge RCTP

Performance Narrative Statement

Travel Oregon's Regional Cooperative Program (RCTP) funds are generated through the statewide 1.8% TLT. Tourism receives a portion of those funds as pass through to support the regional efforts for the Mt. Hood/Gorge region and provide program support within our geographic boundaries of the Portland region. One FTE has staffing offset costs from the RCTP funds to deliver the Portland Region program work for PR and international sales efforts. Additionally, \$37,042 is available for supporting PR hosting efforts, as well as \$40,948 to support execution of a consumer facing activation campaign. One FTE has staffing offset costs serving as the Mt. Hood/Gorge RDMO regional program coordinator, in addition to \$210,000 available for project and tactical implementation as administered and approved by Travel Oregon.

RCTP performance is closely measured through Travel Oregon's RCTP program guidelines, through bi-monthly check in reviews with Travel Oregon program staff, annual program and budget tracking reports, and biennial regional stakeholder feedback via Travel Oregon's industry survey.

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
	Bimonthly reviews with Travel Oregon program staff				
	Annual reports to be completed by the RDMO				
	Biennial regional stakeholder feedback via Travel Oregon's Industry Survey				

Program includes:

Mandated Services Y/N

Shared Services Y/N

Grant Funding Y/N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	388,825	509,060	470,990	82,165	21.1%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	388,825	509,060	470,990	82,165	21.1%
Total Rev - Including Beginning Bal	-	-	388,825	509,060	470,990	82,165	21.1%
Personnel Services	-	-	-	-	183,645	183,645	0%
Materials & Services	-	-	388,825	328,840	287,345	(101,480)	-26.1%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	388,825	328,840	470,990	82,165	21.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	388,825	328,840	470,990	82,165	21.1%
General Fund Support (if applicable)	0	0	0	0	0	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	1.80	1.80	1.80	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	1.80	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



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Tourism & Cultural Affairs

Line of Business Purpose Statement

Tourism & Cultural Affairs

Danielle Cowan, Executive Director

FTE 14.00

Total Request \$ 5,979,592

General Fund Support \$ 299,359

Clackamas County Arts Alliance

Cheryl Snow

Total Request

\$299,359

Gen Fund \$ 299,359

Clackamas County Arts Alliance

\$199,359

Regional Arts & Culture Council

\$100,000

Cheryl Snow

Total Request

\$299,359

Gen Fund \$ 299,359



Tourism & Cultural Affairs

Clackamas County Arts Alliance

Performance Narrative Statement

For 24 years, the ARTS ALLIANCE (CCAA) has been the County's vehicle for delivering arts and culture programs to meet the needs of communities, residents and visitors. County General Fund (GF) dollars partially support CCAA's training and capacity-building work for businesses, organizations and entrepreneurs; public art exhibits; and an award-winning arts diversion program operated with the County's Juvenile Department. GF dollars also support highly successful marketing efforts, giving CCAA ability to reach more residents, serve more youth and grow private-sector contributions, increased 61% over past year, resulting from GF fund leverage. For 22 years REGIONAL ARTS & CULTURE COUNCIL (RACC) has provided stabilizing project grants to county arts organizations and arts programming through Right Brain Initiative, an innovative arts education program.

Over the past 13 years CCAA funded 259 projects and secured \$380,895 in private-sector money for local arts and heritage by managing local distribution of Oregon Cultural Trust funds. County GF support helps cover associated administrative costs; without CCAA in this role, a significant funding gap would exist and many opportunities would be lost.

As we learned in last year's Arts & Economic Prosperity study, the County nonprofit arts & culture industry delivered \$15 million in economic impact in 2015, including audience spending, jobs, supplies and services; it generates government revenue and is a tourism cornerstone.

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
	CCAA provides training, information and direct assistance to minimum 1,000 cultural organizations and individuals	1082	1200	1350	1500
	CCAA ensures that Youth Arts for Change programming reaches a minimum of 250 youth and community members in its programs, exhibits and performances	307	340	355	375
	CCAA provides exhibition and gallery training opportunities in 19 gallery venues for a minimum of 175 local artists	181	185	188	190
	RACC annually awards a minimum of \$64,000 in grants to artists and arts organizations for professional development, project support and general operating support	9	10	10	10
	RACC's arts integration program, The Right Brain Initiative, provides arts-rich learning experiences for K-5 students in 16 Clackamas County Schools (North Clackamas and Oregon Trail School Districts)	5685	5700	5715	5800

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



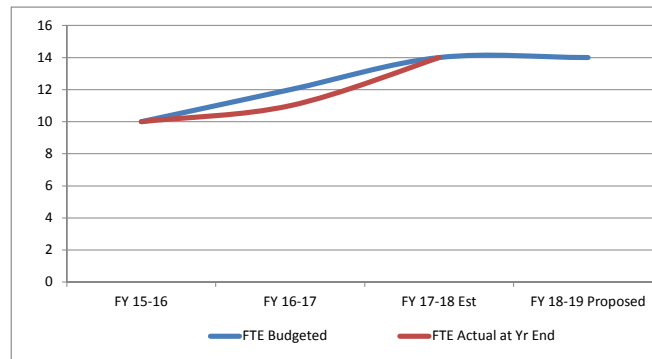
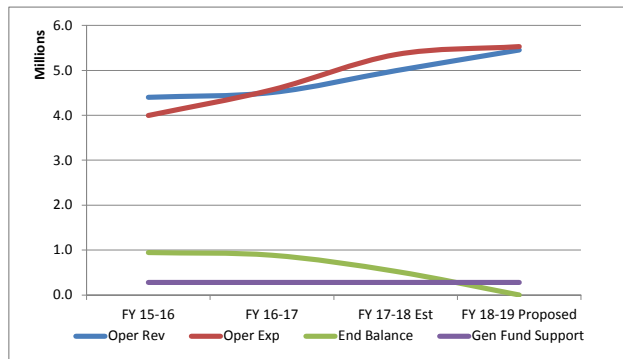
Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	299,359	299,359	299,359	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	299,359	299,359	299,359	-	0%
Total Rev - Including Beginning Bal	-	-	299,359	299,359	299,359	-	0%
Personnel Services	-	-	106,285	106,285	106,285	-	0%
Materials & Services	-	-	193,074	193,074	193,074	-	0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	299,359	299,359	299,359	-	0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	299,359	299,359	299,359	-	0%
General Fund Support (if applicable)	0	0	0	0	0	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

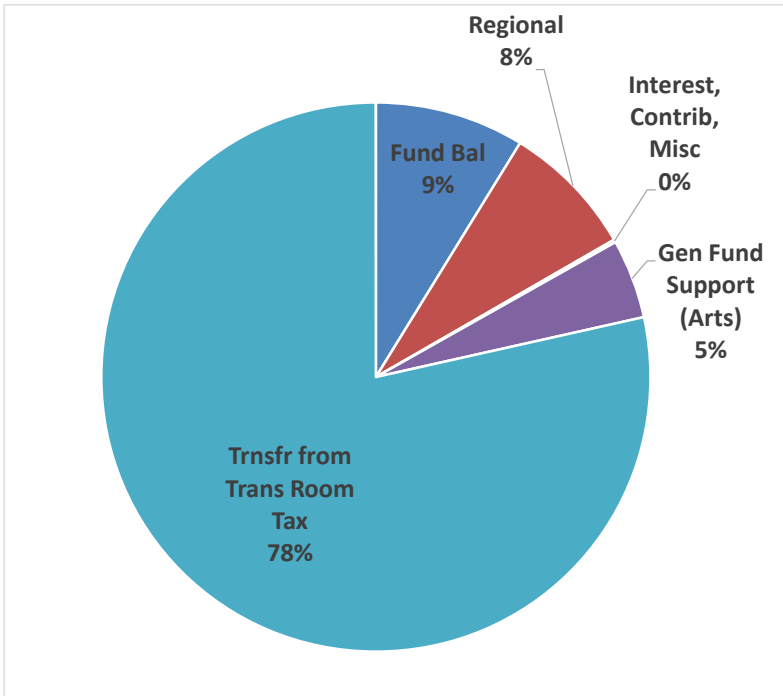
Significant Issues and Changes

**Tourism Development
Summary of Revenue and Expense**

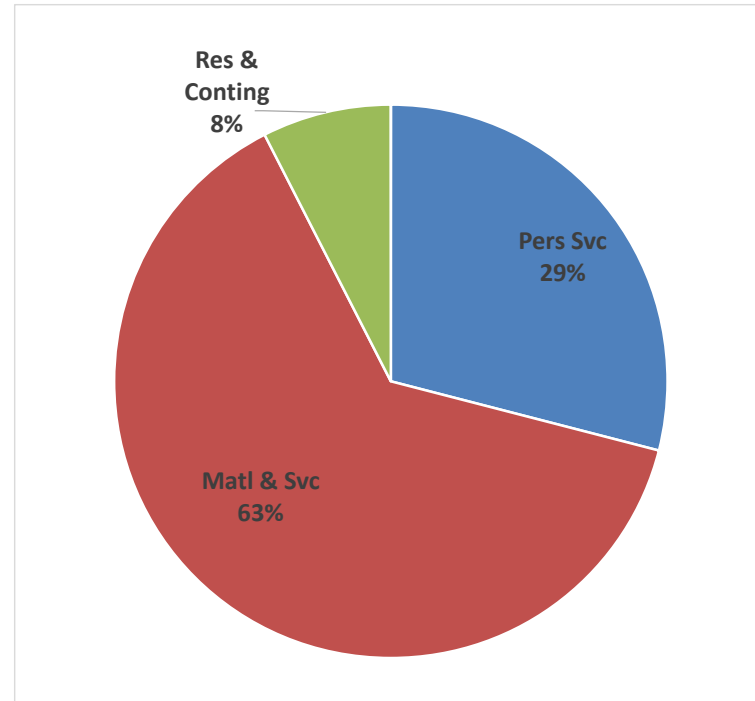
	FY 15-16	FY 16-17	FY 17-18 Amended Budgeted	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	539,892	944,476	884,642	884,642	525,937	-358,705	-40.5%
Prior Year Revenue	0	0	0	0	0	0	0%
Taxes	0	0	0	0	0	0	0%
Licenses & Permits	0	0	0	0	0	0	0%
Federal Grants & Revenues	0	0	0	0	0	0	0%
State Grants & Revenues	0	0	0	0	0	0	0%
Regional Grants & Revenues	175,000	229,428	388,825	509,060	470,990	82,165	0%
Charges for Service (reimb Finance Dept)	36,898	0	0	0	0	0	0%
Fines & Penalties	0	0	0	0	0	0	0%
Interest, Contrib, Misc	21,340	43,400	9,500	16,000	9,500	0	0%
Interfund Transfer	4,167,168	4,234,450	5,124,450	4,467,577	4,973,165	-151,285	-3.0%
Operating Revenue	4,400,406	4,507,278	5,522,775	4,992,637	5,453,655	-69,120	-1.3%
% Change			25.5%	13.5%	9.2%		
Personnel Services	1,171,175	1,311,841	1,614,228	1,648,728	1,735,354	121,126	7.5%
Materials & Services	2,824,647	3,255,271	4,291,189	3,702,614	3,794,238	-496,951	-11.6%
Cost Allocation Charges	0	0	0	0	0	0	0%
Debt Service	0	0	0	0	0	0	0%
Special Payments	0	0	52,000	0	0	-52,000	-100.0%
Interfund Transfers	0	0	0	0	0	0	0%
Capital Outlay	0	0	0	0	0	0	0%
Operating Expenditure	3,995,822	4,567,112	5,957,417	5,351,342	5,529,592	-427,825	-7.2%
% Change			49.1%	33.9%	3.3%		
Reserve for Future Expenditures	0		0	0	0	0	0%
Contingency	0		450,000	0	450,000	0	0%
Total Expenditure	3,995,822	4,567,112	6,407,417	5,351,342	5,979,592	-427,825	-6.7%
Ending Balance (if applicable) (includes Reserve & Contingency)	944,476	884,642	0	525,937	0	0	0.0%
General Fund Support (if applicable)	279,359	279,359	279,359	279,359	279,359	0	0%
Full Time Equiv Positions (FTE) Budgeted	10.0	12.0	14.0		14.0	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr End	10.0	11.0		14.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	0.0	1.0		0.0			



**Tourism Development
FY 18-19 Proposed Budget**



Resources



Requirements