



Tourism & Cultural Affairs

Danielle Cowan, Executive Director

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Tourism & Cultural Affairs

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 Room Tax Ordinance (TRT). 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 Room 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% TRT, 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 share of General Funds.

Tourism	
Danielle Cowan, Director	
FTE 15.00	
Total Request	6,261,657
General Fund Support	299,359

Tourism & Cultural Affairs		
Danielle Cowan TDC Approved \$6,261,657		
Gen Fund		\$ 299,359
Tourism & Cultural Affairs	RCTP & Mt Hood Gorge Region	Clackamas County Arts Alliance
Danielle Cowan FTE 13.25 TDC Approved \$5,543,256	Jeannine Breshears FTE 1.75 Total Dispersed \$419,042	Kirsten Rian FTE Total Requested \$299,359
Gen Fund \$ -	Gen Fund \$ -	Gen Fund \$ 299,359



Tourism & Cultural Affairs

Department Budget Summary by Fund

<i>Line of Business</i>	FY 19/20	FY 19/20	FY 19/20	FY 19/20
<i>Program</i>	FTE	Tourism Development	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Tourism & Cultural Affairs				
Tourism	13.25	5,543,256	5,543,256	
RCTP & Mt Hood Gorge Region	1.75	419,042	419,042	
Clackamas County Arts Alliance		299,359	299,359	299,359
			-	
			-	
			-	
			-	
			-	
TOTAL	15.00	6,261,657	6,261,657	299,359
FY 18/19 Budget	15.00	6,448,231	6,448,231	299,359
\$ Increase (Decrease)	0.00	-186,574	-186,574	0
% Increase (Decrease)	0.00%	-2.89%	-2.89%	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



The mission of Tourism & Cultural Affairs (CCTCA) is to enhance the quality of life for residents by optimizing the economic impacts of the tourism industry derived from the County's Transient Room Tax. The work of the organization is guided by a Tourism Master Plan approved by the Board of County Commissioners, and further refined by a five-year strategic plan and 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

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Tourism & Cultural Affairs	
Danielle Cowan	
TDC Approved	
\$5,543,256	
Gen Fund	\$ -

Tourism & Cultural Affairs	
Danielle Cowan	
FTE 13.25	
TDC Approved	
\$5,543,256	
Gen Fund	\$ -



Tourism & Cultural Affairs

Tourism & Cultural Affairs Program

Purpose Statement

MISSION-

Enhance the quality of life for residents by optimizing the economic impacts of the tourism industry derived from the County's Transient Room Tax.

VISION-

Serve as the leading force to grow and sustain tourism in Clackamas County through effective and efficient marketing and asset development strategies, and by building strong partnerships with businesses, organizations, other governmental entities and citizens.

GUIDING PRINCIPLES-

- Leader in County and Regional Tourism Efforts
- Support Sustainable Tourism Practices
- Conduct Effective Marketing and Development of County Tourism Assets and Opportunities
- Focus on the Three Pillars of Clackamas County Tourism:
 - Outdoor Recreation
 - Agritourism
 - Cultural/Heritage Tourism
- Effective and Efficient Use of Public Resources
- Build and Strengthen Public and Private Partnerships

Performance Narrative Statement

Tourism's overall measurements of success are based off of following industry best practices for performance measurement. These include: Transient Room Tax (TRT) 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 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
	Annual collection of revenues resulting from the TLT tax collections - County	\$4.6M	\$4.7M	\$4.7M	\$4.8M
	Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$530.7M	***	535.3M	
	***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each year.				

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



	FY 17-16 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	884,642	808,542	808,542	783,617	(24,925)	-3.1%
Other Revenues	-	43,976	9,500	14,865	9,500	-	0%
Interfund Transfers	-	4,070,110	4,859,840	4,752,766	4,750,138	(109,702)	-2.3%
Operating Revenue	-	4,114,086	4,869,340	4,767,631	4,759,638	(109,702)	-2.3%
Total Rev - Including Beginning Bal	-	4,998,728	5,677,882	5,576,173	5,543,255	(134,627)	-2.4%
Personnel Services	-	1,425,666	1,805,824	1,505,894	2,079,637	273,813	15.2%
Materials & Services	-	2,894,003	3,122,699	2,987,302	3,013,618	(109,081)	-3.5%
Operating Expenditure	-	4,319,669	4,928,523	4,493,196	5,093,255	164,732	3.3%
Special Payments	-	-	299,359	299,360	-	(299,359)	-100.0%
Contingency	-	-	450,000	-	450,000	-	0%
Total Exp - Including Special Categories	-	4,319,669	5,677,882	4,792,556	5,543,255	(134,627)	-2.4%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	14.00	13.25	13.25	13.25	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	14.00	13.25	-	13.25	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



Tourism & Cultural Affairs

Portland & Mt. Hood/Gorge RCTP

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 Management 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 15.00

Total Request \$ 6,261,657

General Fund Support \$ 299,359

Portland RCTP & Hood Gorge Region

Jeannine Breshears

Total Dispersed

\$419,042

Gen Fund \$ -

Portland RCTP & Mt Hood Gorge Region

Jeannine Breshears

FTE 1.75

Total Dispersed

\$419,042

Gen Fund \$ -



Tourism & Cultural Affairs

Portland & Mt. Hood/Gorge RCTP

Purpose Statement

We inspire travel that drives economic development. Through innovation and partnerships, we share the stories of Oregon's people and places, deliver world-class experiences, strengthen the industry and ensure the preservation of Oregon's way of life and its natural places. We maximize the benefits to Oregon's economy from the statewide lodging tax; comply with the requirements of HB 2267, HB 4146 and all other applicable law; encourage multi-regional and targeted niche marketing; foster management of region tourism resources; formalize simple, straightforward RCTP procedure; maximize benefits from RCTP funds to the regions; leverage Travel Oregon programs; deliver consistent messages, outstanding experiences, and efficient use of resources and minimize RCTP-related administrative workload on Travel Oregon and the regions.

Performance Narrative

Travel Oregon's Regional Cooperative Program (RCTP) funds are generated through the statewide 1.8% TL. 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, \$24,042 is available for supporting PR media efforts, and Google Content program. 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 quarterly 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 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
Quarterly reviews with Travel Oregon program staff	6	4	4	4
Annual reports to be completed by the RDMO	1	1	1	1
Biennial regional stakeholder feedback via Travel Oregon's Industry Survey	2	2	2	2

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 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Local Grants & Revenues	-	518,308	470,990	472,583	419,042	(51,948)	-11.0%
Operating Revenue	-	518,308	470,990	472,583	419,042	(51,948)	-11.0%
Total Rev - Including Beginning Bal	-	518,308	470,990	472,583	419,042	(51,948)	-11.0%
Personnel Services	-	-	142,150	183,645	185,000	42,850	30.1%
Materials & Services	-	388,825	328,840	288,938	234,042	(94,798)	-28.8%
Operating Expenditure	-	388,825	470,990	472,583	419,042	(51,948)	-11.0%
Total Exp - Including Special Categories	-	388,825	470,990	472,583	419,042	(51,948)	-11.0%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	1.75	1.75	1.75	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	1.75	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



Tourism & Cultural Affairs

Clackamas County Arts Alliance

The Clackamas County Arts Alliance's (CCAA) mission is to support and promote access to arts and culture across the entire County. Our services are responsive, reflecting constituent needs uncovered by listening, polling, and observing. CCAA programs connect County residents and businesses with arts and culture and heritage organizations through a variety of initiatives and community partnerships. Through our arts in public places programs, we provide training, public art management and capacity-building services to organizations. We serve and support artists in all disciplines, youth at risk, business partners, and civic leaders. CCAA values drive our advocacy efforts to ensure County quality of life and economic stimulus is improved through everyday access to arts and culture.

<h3 style="margin: 0;">Tourism & Cultural Affairs</h3> <p style="margin: 0;">Danielle Cowan, Executive Director FTE 15.00 Total Request \$ 6,261,657 General Fund Support \$ 299,359</p>
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<p>Clackamas County Arts Alliance Kirsten Rian Total Request \$299,359</p>
<p>Gen Fund \$ 299,359</p>

<p>Clackamas County Arts Alliance \$199,359 Regional Arts & Culture Council \$100,000 Kirsten Rian Total Request \$299,359</p>
<p>Gen Fund \$ 299,359</p>



Tourism & Cultural Affairs
Clackamas County Arts Alliance

Purpose Statement

CCAA is the chief resource here in Oregon's 3rd-largest county for 5 arts commissions, 6 guilds, 12 libraries, 35 museums and hundreds of artists, writers, performers, creative entrepreneurs, businesses, and educators. We're an information hub for arts patrons and supporters through our Pamplin Media partnership, the State of Oregon entrusts us to act as fiscal agents for the Cultural Trust funds dedicated to Clackamas County and we oversee the grant-making process. We partner with social service agencies such as Clackamas County Behavioral Health for our suicide awareness and prevention program, Ask the Question, and with the Juvenile Department and Parrott Creek for our at-risk youth programs, Stories for Change and the Inter/View Project using the arts as a tool for creativity as a positive outlet and viable coping mechanism. We build relationships with elected officials and business leaders, giving evidence for arts' economic impact, and tools to revitalize downtowns and rural areas with arts industry jobs and cultural tourism. We lead funding advocacy with decision-makers to increase opportunity. We bring people from all ages and demographics across the County together in a wide variety of ways with arts as the pivot.

Performance Narrative

For 25 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 exhibitions throughout the County; our robust arts education program in regional schools and social service organizations; and an award-winning arts diversion program operated with the County's Juvenile Department. GF dollars also support highly successful marketing efforts, giving CCAA the ability to reach more residents, serve more youth and grow private-sector contributions. Numbers in all these areas rose, due in part to GF fund leverage.

For 23 years, the 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 14 years CCAA funded 262 projects and secured \$419,939 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 the recent Arts & Economic Prosperity study, the County nonprofit arts and 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, in particular as County population continues to grow.

Key Performance Measures

	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Projected Performance	FY 19-20 Target
CCAA provides training, information, and direct assistance to a minimum of 1,000 cultural organizations and individuals.	2711	2720	2735	2750
CCAA ensures that Youth Arts for Change programming reaches a minimum of 250 youth and community members in its programs, exhibits and performances	575	650	672	725
CCAA provides exhibition and gallery training opportunities in 19 gallery venues for a minimum of 175 local artists	206	190	192	195
RACC annually awards a minimum of \$64,000 in grants to artists and arts organizations for professional development, project support and general operating support	10	10	18	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)	5715	5800	5920	6424

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



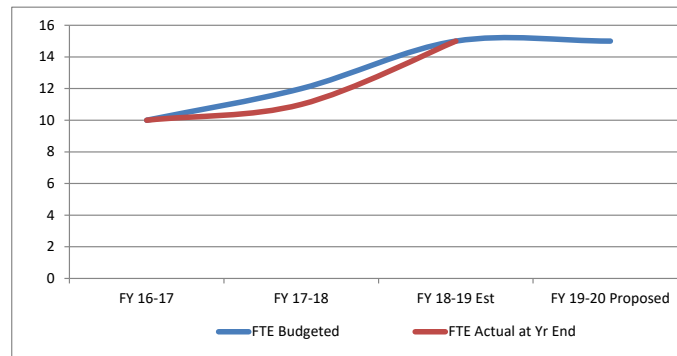
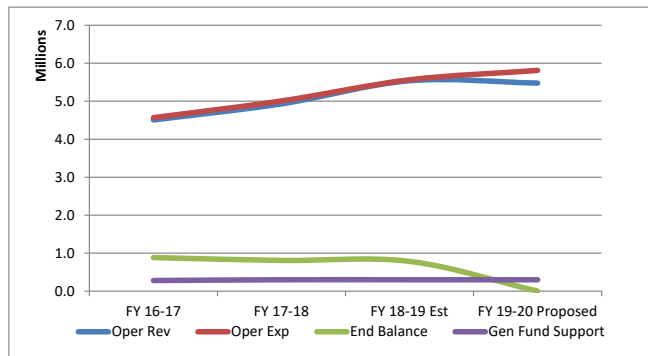
Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Local Grants & Revenues	-	299,359	299,359	299,359	299,359	-	0%
Operating Revenue	-	299,359	299,359	299,359	299,359	-	0%
Total Rev - Including Beginning Bal	-	299,359	299,359	299,359	299,359	-	0%
Personnel Services	-	106,285	106,285	106,285	106,285	-	0%
Materials & Services	-	193,074	193,074	193,074	193,074	-	0%
Operating Expenditure	-	299,359	299,359	299,359	299,359	-	0%
Total Exp - Including Special Categories	-	299,359	299,359	299,359	299,359	-	0%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

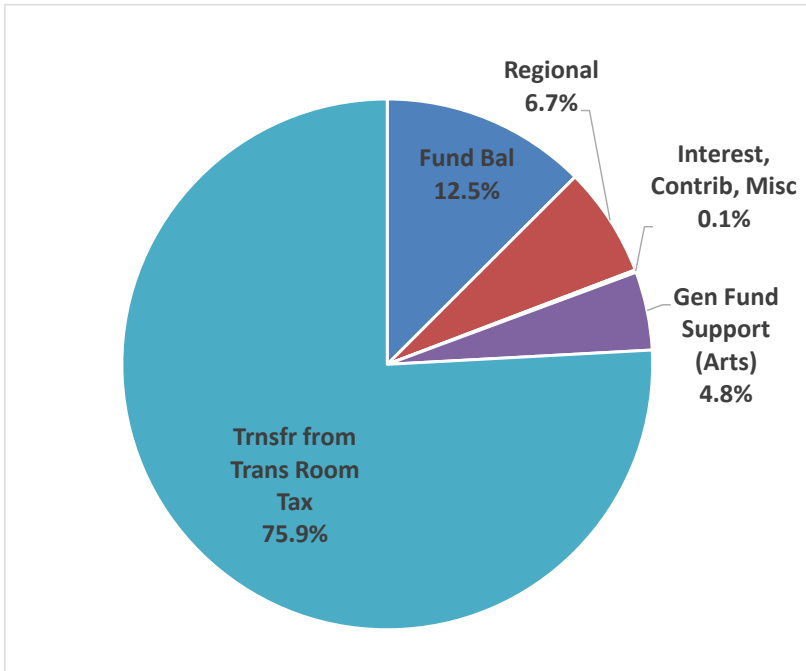
Significant Issues and Changes

**Tourism Development
Summary of Revenue and Expense**

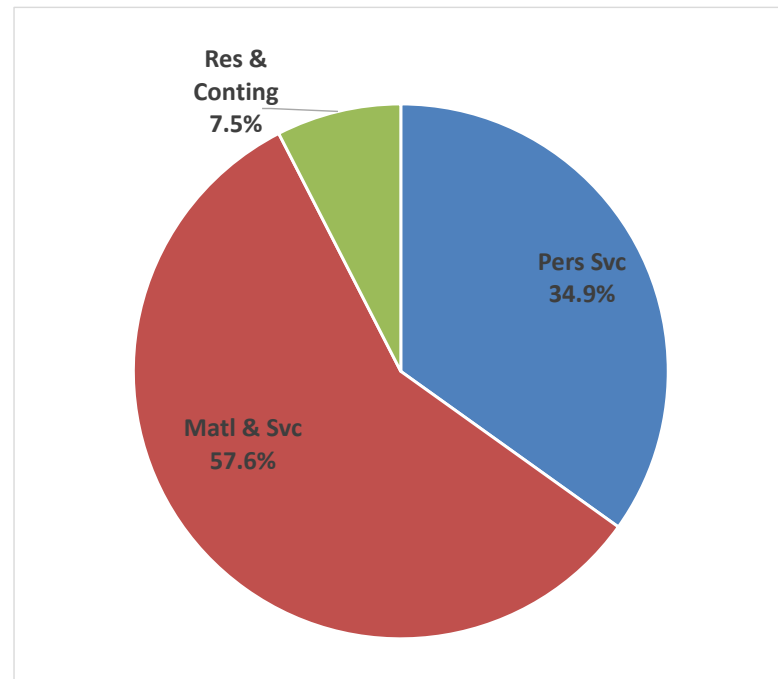
	FY 16-17	FY 17-18	FY 18-19 Amended Budgeted	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	944,476	884,642	808,542	808,542	783,617	-24,925	-3.1%
Prior Year Revenue	0	0	0	0	0	0	0%
Taxes	0	0	0	0	0	0	0%
Licenses & Permits	0	0	0	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	229,428	518,308	470,990	472,583	419,042	-51,948	0%
Charges for Service (reimb Finance Dept)	0	0	0	0	0	0	0%
Fines & Penalties	0	0	0	0	0	0	0%
Interest, Contrib, Misc	43,400	43,976	9,500	14,865	9,500	0	0%
Interfund Transfer	4,234,450	4,369,469	5,159,199	5,052,125	5,049,498	-109,701	-2.1%
Operating Revenue	4,507,278	4,931,753	5,639,689	5,539,573	5,478,040	-161,649	-2.9%
% Change			25.1%	22.9%	-1.1%		
Personnel Services	1,311,841	1,531,951	1,805,824	1,795,824	2,079,637	273,813	15.2%
Materials & Services	3,255,271	3,475,902	3,593,689	3,469,314	3,432,660	-161,029	-4.5%
Cost Allocation Charges	0	0	0	0	0	0	0%
Debt Service	0	0	0	0	0	0	0%
Special Payments	0	0	598,718	299,360	299,360	-299,358	-50.0%
Interfund Transfers	0	0	0	0	0	0	0%
Capital Outlay	0	0	0	0	0	0	0%
Operating Expenditure	4,567,112	5,007,853	5,998,231	5,564,498	5,811,657	-186,574	-3.1%
% Change			31.3%	21.8%	4.4%		
Reserve for Future Expenditures	0		0	0	0	0	0%
Contingency	0		450,000	0	450,000	0	0%
Total Expenditure	4,567,112	5,007,853	6,448,231	5,564,498	6,261,657	-186,574	-2.9%
Ending Balance (if applicable) (includes Reserve & Contingency)	884,642	808,542	0	783,617	0	0	0.0%
General Fund Support (if applicable)	279,359	299,359	299,359	299,359	299,359	0	0%
Full Time Equiv Positions (FTE) Budgeted	10.0	12.0	15.0		15.0	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr End	10.0	11.0		15.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	0.0	1.0		0.0			



**Tourism Development
FY 19-20 Proposed Budget**



Resources



Requirements