

TOURISM & CULTURAL AFFAIRS (CCTCA)

FY 2016-17 Budget Presentation
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Mission/Vision

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

Guiding Principles-Tourism

- 6% Countywide lodging tax dedicated to Tourism promotion & development; 2% Admin fee; and \$450,000 to the County Fair through an Ordinance passed by voters in 1992
- Led by a 9-Member citizen board appointed by the Board of County Commissioners and guided by a Master Plan
- Focused 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

Department-wide Budget Overview

- Total departmental budget = \$5,433,055
- Number of divisions = Four: Tourism; Arts & Culture; RACC; RCMP
- Total General Fund support = \$279,359 (5% of total budget)
- Major revenue sources:
 - Greatest source: TRT Revenues and Fund Balance – 91%
 - Next greatest source: GF for Arts & Culture – 5%
- Major expenditure categories:
 - Personnel: 26% of budget
 - Marketing/Promotions/Public Relations: 28% of budget
 - Grants: Development, CPP, other local grants = 18% of budget

Division: **Tourism** (6% Local TRT)

- **Total Budget:** \$4,978,696 (Includes \$450,000 contingency funds)
- **Main Source of Revenues:** Local Transient Room Taxes; No General Fund Support
- **Financial issues/changes:** TRT revenue continues to increase each year

Clackamas County Tourism, under the branded identity of Oregon's Mt. Hood Territory, delivers its services and programs through an Integrated Service Delivery Strategy through four work teams:

- **Leadership/Administration**
- **Destination Development**
- **Marketing**
- **Community/Government Relations**

Tourism (Local TRT)

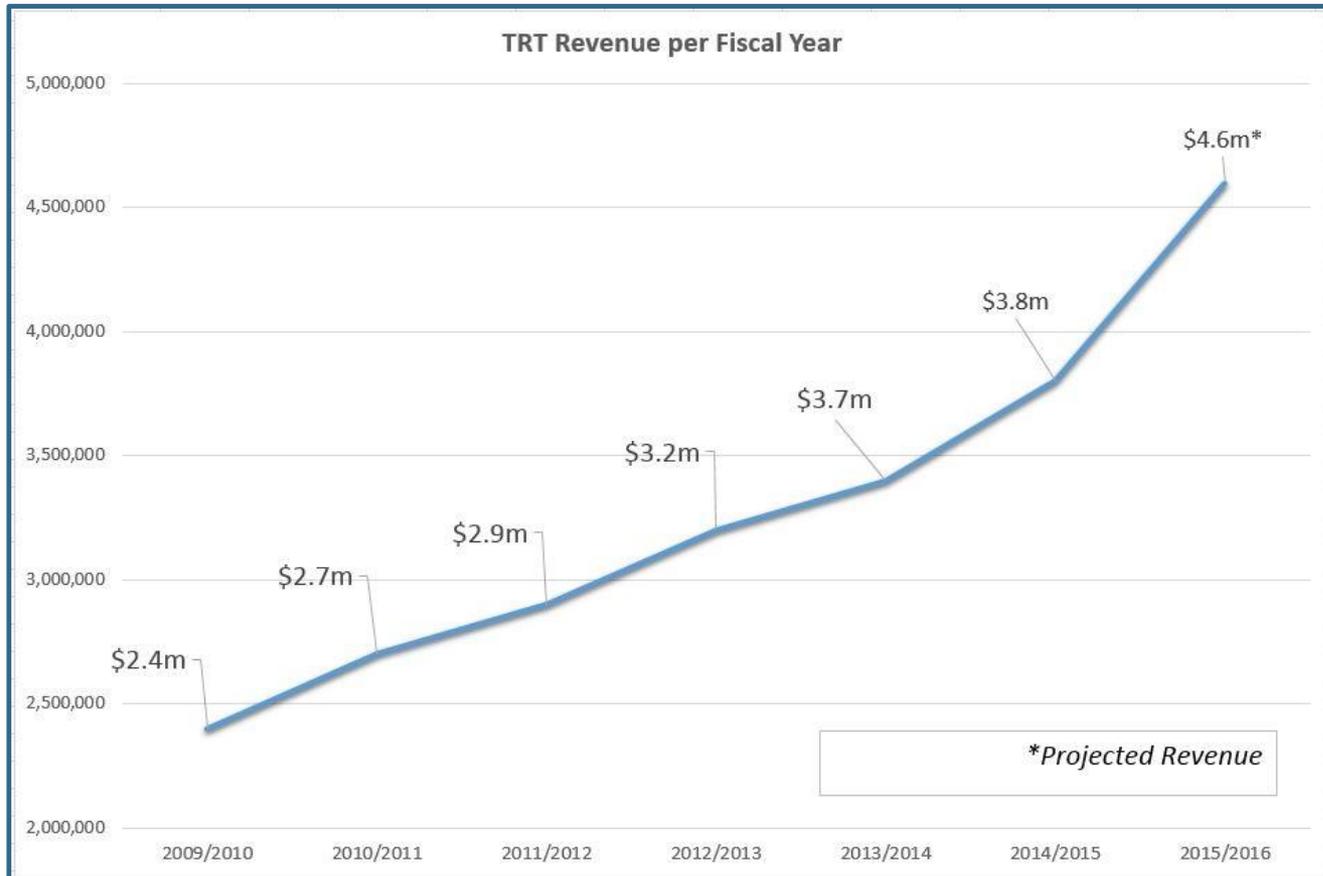
Accomplishments

- **Revenues:** Generated record TRT revenues, surpassing all previous years
 - **Awards:** Outstanding Marketing Campaign and Outstanding Social Media Program from Travel Oregon; National ESTO Destiny Awards for Outstanding Short-term Marketing Campaign, and Best *2015 Travel Planner Guide*; as well as three National HSMAl Adrian Awards
 - **Social Media:** Increased audience by 28% to more than 161,000
 - **Grants:** Awarded \$200,000 in Development Grants; \$50,000 in Capital Improvement Grants; \$260,000 in local Community Partnership Grants
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Significant Issues/Changes:

Significant changes to statewide and regional programs due to large increase in statewide TRT and percentage increase to Regions will impact programs, staffing and opportunities of Mt. Hood Territory

TRT revenue in FY 2014-15 broke the record set in the prior year and is on track to again achieve record collections in FY 2015-16; each month has outperformed any previous month on record.



Financial Trends-Tourism

- Revenue trends
 - TRT Revenues continue to rise, almost doubling in 7 years
- Expenditure trends
 - Marketing/Promotions/Public Relations
 - Destination Development Program
 - Community Partnership Program
 - Grants
- FTE:
 - FY 2015-16 total FTE = 11.5
 - FY 2016-17 total FTE = 11.5
 - Explanation of changes = Expect FTE to remain consistent

Division: RCMP Program

- **Total Budget:** \$175,000
- **Main Source of Revenues:** Statewide Transient Room Tax; No General Fund
- **Financial issues/changes:** Changes in 2015-16 resulted in support of .5 FTE to implement an expanded program. Legislative changes in HB 4146 in the February 2016 session have significantly modified this program and will likely result in additional modifications and fund uses to be determined by Travel Oregon.
- **REGIONAL COOPERATIVE MARKETING PROGRAM (RCMP)** Derived from a portion of the statewide 1% TRT collected on all lodging properties and distributed within seven regions in proportion to the amount of tax collected in each region. May only be used for cooperative regional out-of-state and international marketing efforts.*
- Clackamas County resides in three of the seven regions and serves as the fiduciary agent for the Hood/Gorge Region.
- May have additional impacts to staff and workloads as elements of the new RCIP (Regional Cooperative Investment Program) are determined.

Division: Arts & Culture

- **Total Budget:** \$199,359
- **Main Source of Revenues:** General Fund Support
- **Financial issues/changes:** Successes have outstripped capacity to meet demand

- County **Arts & Culture** work program
 - Contracted out to the Arts Action Alliance Foundation
 - Pass through from CCTCA budget as a line item
 - Provides training for businesses & entrepreneurs, capacity-building for organizations, manages exhibits in 18 public buildings, supports arts diversion program for at-risk youth operated by the County's Juvenile Department.

- Serves as the County's designated agent for distribution of Oregon Cultural Trust funds. In this capacity, CCAA has provided funding for 193 projects and secured \$297,196 in private-sector funds for local arts and heritage projects. (total budget – all funds: \$360,176)

Arts & Culture Program

Accomplishments

- Last year CCAA's programs reached 276,053 residents; exceeding overall performance goal by 21%.
- Marketing and communications support allowed CCAA to provide information and direct assistance to 1,338 individuals in the county's arts, heritage and creative industries, an increase of 63% over last year.
- The Clackamas Cultural Guide introduced last year reaches 57,337 readers quarterly
- The Arts Diversion Program maintained its service commitment to Juvenile Department at-risk youth, and collaborated with Clackamas Community College to create a path to college credit for youth participants.
- CCAA programs were supported by donations of time from 97 volunteers.

Significant Issues/Changes:

Program successes have outstripped capacity to meet demand. CCAA is focused on building organizational capacity related to development: expand earned income sources; build donor outreach campaign; grow program sponsorships; and invest in tools and support for program assessment and growth.

Division: RACC

- **Total Budget:** \$80,000*
- **Main Source of Revenues:** General Fund Support*
- **Financial issues/changes:** County reduced RACC funding by \$20,000 in FY 2012 with the expressed desire to restore it when economic conditions improved.
 - **REGIONAL ARTS & CULTURE COUNCIL (RACC)** provides funding for project grants to county arts organizations and arts programming in 17 schools in North Clackamas, Oregon Trail and Estacada school districts through the Right Brain Initiative, a cutting edge arts education program.
 - In FY 15, **RACC** leveraged the county's \$80,000 to secure \$266,211 additional in public/private funds for school programs and arts grants.

(RACC serves the Portland metro region and receives most of its budget from other sources. Clackamas County's contribution to RACC is a very small portion of the RACC budget but allows the county to share in significant regional benefits)*

Arts & Culture - RACC

Accomplishments

- In total, RACC provided \$298,000 in cash and direct services in Clackamas County FY15-16, plus \$157,000 in in-kind services to support a stronger arts community.
- **Extraordinary ROI:** RACC leveraged Clackamas County's FY16 investment of \$80,000 with **cash funding from local school districts (\$76,695)**, other **public agencies (\$27,628)**, and the **private sector (\$134,994)** to provide \$239,317 in direct grants and services for the citizens of Clackamas County.
- RACC is also providing in-kind services for Clackamas County valued at over \$157,000, including grants management services, fundraising time and materials, and web-based resources for Clackamas County artists.
- The total cash and services that RACC provides in Clackamas County represents a 569% return on the county's investment.

Significant Issues/Changes:

Seeking a separate PLP to restore the lost \$20,000 in county general fund support to further leverage outside sources to benefit Clackamas County schools and citizens.

Past Arts & Culture PLP Funding Results

FY 2015-16 PLPs Funded

- Arts Action Alliance Amount: \$52,000 (on-going)
- Results: General Fund marketing and communications support allowed CCAA to provide information and direct assistance to 1,338 individuals in the county's arts, heritage and creative industries, an increase of 63% since last year., as well as supporting the Clackamas Cultural Guide introduced last year which reaches 57,337 readers quarterly.

FY 2015-16 PLPs Not Funded

- Regional Arts & Culture Council (RACC) Amount: \$20,000

FY 2016-17 PLPs Funding Request

- Regional Arts & Culture Council (RACC) Amount: \$20,000
(Please see County Administration's PLP request)

Tourism & Cultural Affairs

FY 2016-17 Policy Level Proposals

NONE.

Please see Administrator's Budget for Related PLP for full RACC (Regional Arts & Culture Coalition) funding to 2012 levels

QUESTIONS?

Oregon's Mt. Hood Territory
<http://mthoodterritory.com>