

STRATEGIC PLAN PROGRESS REPORT

FEBRUARY 2023



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ABOUT TRAVEL OREGON

The Oregon Tourism Commission, dba Travel Oregon, is a semi-independent state agency whose mission is to inspire travel that uplifts Oregon communities. Collaborating with stakeholders and partners to align as stewards of Oregon, we work to optimize economic opportunity, advance equity and respect the ecosystems, cultures and places that make Oregon...Oregon. A welcoming destination where tourism benefits the environment, celebrates cultural diversity and drives economic prosperity in every corner of the state, is the Oregon we envision. We aim to optimize Oregon's economy with a destination stewardship approach at the forefront of the decisions that guide our work.

This Strategic Plan Progress Report (SPPR) is a high-level summary of key initiatives and programs embedded within Travel Oregon's 2021-23 Strategic Rebuild Plan. The plan was adopted by the Oregon Tourism Commission following review by the Governor, Oregon Legislative Assembly, Oregon travel industry trade associations, applicable state agencies, Oregon's tourism industry and the public. This SPPR is provided to the Oregon Tourism Commission and shared with Oregon's tourism industry and other interested parties to report on program advancement, key learnings, agency and industry performance metrics and general updates on the 2021-23 Strategic Rebuild Plan since the Commission's last meeting.



CYNDI EASTERLY

MESSAGE FROM CEO



Dear Commissioners,

With a new year, a new Governor and a significant number of new members in the Oregon State Legislature, it seems fitting to be welcoming you to our state's capitol for our February 2023 Commission meeting.

Salem is the City of Shalom (Peace), or as the Kalapuya named it – Chemeketa (Place of Rest). Salem is the heart of the Willamette Valley, the location of the first university in the West – Willamette University; where Jon Heder (Napoleon Dynamite) grew up and so much more!

Work continues on developing Travel Oregon's 2023-2025 Strategic Plan which will be released later this spring following our earliest opportunity to review the results from our industry [Stakeholder Survey](#) on March 17. The feedback received from our partners will inform our

strategy by identifying priority objectives in [Travel Oregon's 10-Year Vision](#) that are important to address now to support alignment and uplift partners and communities across the state.

This is an exciting year for our industry as we continue to see leisure travelers seeking our beautiful state for those uniquely Oregon experiences. And we'll have the chance to dive into this more as we review our revenue forecast for the 2023-25 biennium at our upcoming meeting.

I am grateful for your leadership and look forward to a productive meeting and an impactful and meaningful year ahead.

Todd Davidson, CEO

OREGON TOURISM COMMISSION



Chair
Richard Boyles



Vice Chair
Lucinda DiNovo



David Gremmels



David Penilton



Maria Ponzi



Mia Sheppard



Erin Stephenson



Greg Willitts



Scott Youngblood

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VISION

Oregon is a welcoming destination where tourism drives economic prosperity, benefits the natural environment and celebrates rich, diverse cultures.

MISSION

We inspire travel that uplifts Oregon communities. Collaborating with stakeholders and partners to align as stewards of Oregon, we work to optimize economic opportunity, advance equity and respect the ecosystems, cultures and places that make Oregon...Oregon.

VALUES

INTEGRITY

Our words match our actions. We measure the impact of our work, celebrate successes, adapt and change course when necessary, and continually improve together.

EQUITY

We lead through a lens of racial equity and commit to making systemic changes, so Oregon is a more equitable place to live and visit.

COMMUNITY

We honor the people, cultures and places of Oregon. We nurture our relationships with colleagues, the tourism industry and local communities as we collaborate to make better Oregon experiences.

STEWARDSHIP

We lead through a lens of destination stewardship to build resiliency for a regenerative future.

EQUITY STATEMENT

Travel Oregon is committed to ensuring our work helps Oregon become a more equitable destination, so all who travel the state can enjoy their journey and feel welcome. Our work aligns with how we value Oregon and its communities, our staff and our industry partners.

We define equity as: when all people have equal access to the resources to potentially reach the same outcomes. To that end, we want all people to have access to enjoyable travels throughout Oregon.

We are committed to the following shared values:

- Understanding what equity is and acknowledging that not all people have the same starting point.
- Being life-long learners regarding equity and committing to the necessary repair work when we misstep.
- Working to ensure our intent aligns with our impact.

Travel Oregon is growing in our understanding of the myriad intersecting identities people hold and how some identities are rooted in systems of oppression. We aim to remove barriers from all travelers. Addressing equity through an exploration of people's held identities helps us to build a stronger more unified community – a community where we see race, age, ethnicity, sexual orientation, gender, gender identity, gender expression, religion, visible and invisible disabilities, socio-economic status, and all of the intersecting identities therein, and we know that in these differences lies our strength.

OREGON TOURISM COMMISSION MEETING

February 22, 2023
 Salem Convention Center
 202 Commercial St.
 Salem, OR 97301

The meeting will be in-person and live-streamed on Travel Oregon's Industry YouTube Channel:
<https://www.youtube.com/user/oregontourism/>.

9:00 a.m.	Welcome and Introductions	Chair Boyles
9:10 a.m.	Chair Remarks	Chair Boyles
9:15 a.m.	Local Welcome	
9:35 a.m.	Stakeholders, Partners and Public Statements <i>*This is an opportunity for written or in-person general statements or updates to Commission</i>	Chair Boyles
9:45 a.m.	Commission Business Review of Commission Packets	Chair Boyles
9:55 a.m.	Commission Action Approval of Minutes	Chair Boyles
10:00 a.m.	Travel Oregon '23-'25 Budget Development '23-25 Revenue Forecast NCAA Women's National Final Four Consideration of Minimum RCTP Funding Levels	Todd Davidson
10:50 a.m.	Break	
11:00 a.m.	Fall '22 Campaign Final Report & Spring '23 Campaign Production Update	Katy Clair & Bryan Mullaney
11:25 a.m.	Willamette River Recreation Studio Update	Alexa Carey & Willamette Valley Visitors Association
11:50 a.m.	Other Business	Chair Boyles
12:00 p.m.	Adjourn	Chair Boyles

If you have any questions or comments related to the meeting proceedings or presentations, please email us at industry@traveloregon.com and indicate "February 2023 - Tourism Commission Meeting" in the subject line.

ABOUT – Departmental Teams

Global Marketing

The Global Marketing team uses consumer research and market trends to steward Oregon's brand image through marketing communications that optimize the economic impact of travel to and within Oregon. The GM department focuses on creating inspirational campaigns, consumer PR, consumer content and digital platforms, research, fulfillment and eight state welcome centers.

Destination Development

Through experience development and on the ground capacity building, the Destination Development department serves to create robust, sustainable destinations and tourism economies that offer authentic, world-class experiences for all travelers and that preserve, enhance and celebrate the local landscape and culture.

Industry Communications/Public Affairs

The industry communications team serves as a resource to the entire agency. We work with local partners such as the RDMOs, DMOs, other regional partners and organizations to strategically and deliberately nurture relationships that help create local and credible voices to champion local and state initiatives that support tourism. The team manages the industry website, industry newsletters and industry spotlight, and provides support for agency communication by providing copy editing services as well as content creation.

Global Sales

The Global Sales team works with international travel trade, consumers, and media in Oregon's key target markets to increase domestic and international inbound group and leisure travel to Oregon. Global sales efforts include building shoulder and low season visitation, maintaining and acquiring nonstop flights to Oregon, and monitoring growth in emerging markets.

Global and Strategic Partnerships

The Global Strategic Partnerships team works to develop strong partnerships with local businesses and international organizations by leveraging state resources to improve consumer reach and marketing channels. GSP staff manages the Regional Cooperative Tourism Program (RCTP), Competitive Grants Program, Wine Country License Plate Program, industry training and education, key industry partnerships and sponsorships.

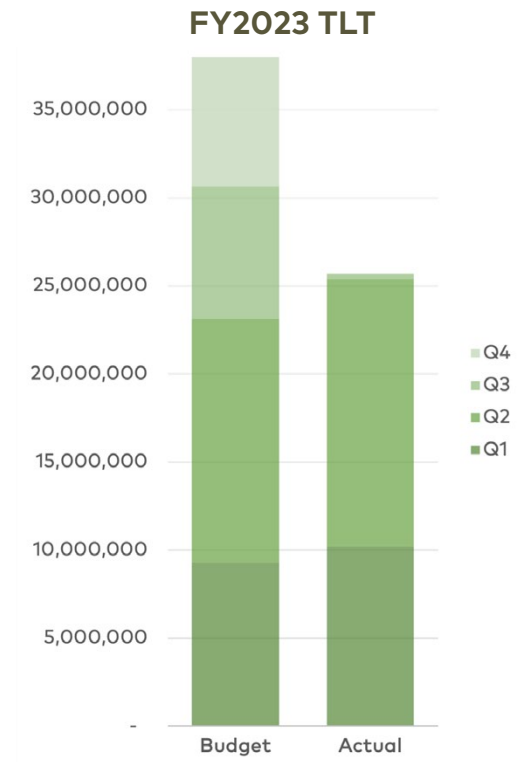
Operations

The Administration and Operations team functions to serve the agency staff, vendors, and industry partners through accounting, human resources, facilities management, procurement and contracting, agency information technology as well as general organizational support.



Revenue

Transient Lodging Tax received to fiscal year to date: \$25.7M, 67.6% of budget; on pace with current budget, \$38M, amended December 2022.

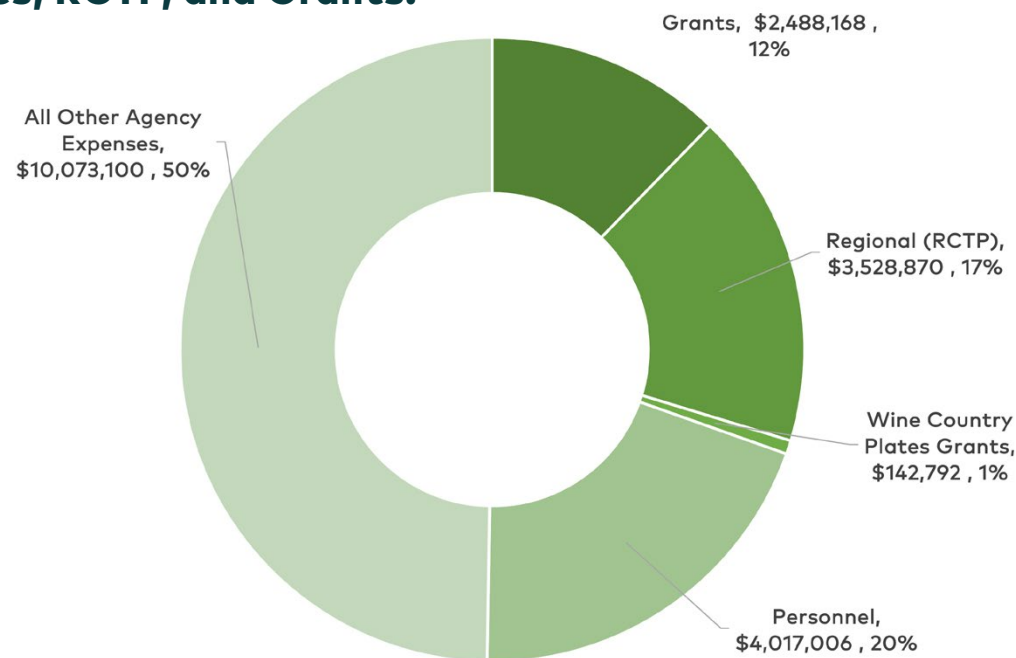


Year-over-year increase: up 19% compared to same period FY2022:

	FY23	FY22	FY21*	FY20*	FY19*
FYTD TLT, \$M	25.7	21.5	11.7	21.3	20.7
% change, vs FY23		19%	120%	20%	24%

*Adjusted for rate change, 1.8% to 1.5% effective 7/1/2020

Expenses, RCTP, and Grants:



Financial reports — see appendix

Staffing

Last October we launched recruiting for two key roles and have recently made hires. We are excited to announce that Allie Gardner will be joining us on February 9th in the Industry Communications Manager role and Kate Baumgartner will join us on February 21st as our new External and Public Affairs Strategist. We've provided links to their LinkedIn profiles so you can learn more about these exciting new team members.

Additionally, we expect recruiting to begin in February/March for executive roles identified in our new high-level organizational design. We will be utilizing the firm SearchWide Global to source talent for these roles as specialize in executive searches in the travel and tourism space and are widely respected for their expertise. Their commitment to our industry was amplified when they launched their non-profit, Tourism Diversity Matters. We expect these searches to be slightly staggered to accommodate our ability to optimally execute both the interview processes as well as onboarding.



INDUSTRY ENGAGEMENT & AGENCY PROGRAMS

Newly Formed Oregon Dark Sky Industry Workgroup

In response to growing industry and visitor interest in experiencing, celebrating and preserving Oregon's pristine night skies, Travel Oregon is now convening a collaborative statewide industry workgroup to inform dark sky development and promotional efforts in Oregon. Night sky viewing is a huge opportunity for Oregon tourism that aligns with the objectives of Travel Oregon's 10-Year Strategic Vision. As a niche visitor experience, it aligns with Oregon's competitive advantages including outdoor recreation, agritourism and scenic beauty, while dispersing visitors to rural communities who can benefit from the economic impact. Dark sky experiences are sustainable at their core and offer opportunities to partner with natural resource management agencies to mitigate visitor impacts and help preserve Oregon's natural environments and way of life in rural communities.

- The goals of the Oregon Dark Sky Industry Workgroup include:
- Enhance Oregon's dark sky visitor experiences
- Elevate Oregon's reputation as a top-tier destination for night sky viewing
- Support rural economic development and improve local livability
- Protect and preserve Oregon's dark skies

The tasks of the workgroup include inventorying existing dark sky destinations in Oregon and conducting SWOT analyses to help surface opportunity areas and gaps in visitor infrastructure and experiences. By the end of the 6-month engagement, the workgroup will identify a pipeline of dark sky tourism projects across the state, with one to three projects identified as priorities to move forward in the next fiscal year.

The workgroup is comprised of representatives from tourism organizations (Travel Oregon and RDMOs), Oregon Parks & Recreation, Oregon Office of Outdoor Recreation, Oregon Caves National Monument, Rose City Astronomers and the Oregon Chapter of the International Dark Sky Association.

Capacity and Small Project Grant Cycle recap

On December 21, 2022, Travel Oregon contacted applicants for the 2022-23 Capacity & Small Project Grant program to inform them of the status of their grant application. Of 48 applications received, 45 awards were made for a total of \$1,405,622.80. Funds were awarded to develop and refine skills, systems, structures and strategies to help the awardee successfully fulfill its mission and achieve outcomes that are more impactful. All projects being funded by this program must be completed by December 31, 2023. Each region of the state received funding. The Oregon Coast led the way with 12 awards, eight of which were from a coalition of DMOs focused on improving accessibility efforts.

Regional breakdown:

Central Oregon, 6 awards, \$217,990

Eastern Oregon, 6 awards, \$141,031

Mt. Hood/Gorge, 4 awards, \$167,500

Oregon Coast, 12 awards, \$326,120

Portland Region, 1 award, \$38,217

Southern Oregon, 9 awards, \$268,622.80

Willamette Valley, 7 awards, \$246,142

Individual project and award details can be viewed in the [official press release](#) that was sent on January 23, 2023. More than 20 news outlets across the state have highlighted the program or local awardees and media interest continues surrounding these efforts.

International Inbound Travel Association's (IITA) Steps to Success

Last fiscal year, Travel Oregon partnered with IITA and Alon Marketing Group to virtually bring their 3-part Steps to Success training on how to obtain international business via the inbound travel trade to 110 members of Oregon's industry. This vital educational program returned this year, January 30-February 2, with the help of five RDMO partners. IITA and Alon Marketing Group facilitated six, 90-minute trainings in five regions with total attendance of roughly 150 industry professionals. Travel Oregon also partnered with OTTA, the [Oregon Tour & Travel Alliance](#), to include an optional happy hour or coffee networking before or after each workshop open to anyone looking to network with their regional tourism industry peers.



MARKETING

PAID

This fall, Travel Oregon launched an updated [suite of advertising investments](#). These opportunities have been vetted and curated by Travel Oregon to maximize return on investment and to align and amplify Oregon's marketing voice. Opportunity to invest is available to RDMOs, DMOs and all tourism-related businesses. Available advertising and marketing tactics include remarketing, social media, driving bookings with Online Travel Agencies (OTAs), and custom content. As of January, 19 partners and tourism-related businesses have invested in these programs, with \$148,000 committed to promoting tourism in Oregon.

OWNED (Content)

The content team produced, published, and distributed 38 stories in Q2. These stories are guided by the three lenses of our 10-year strategic vision (prosperity, equity and regenerative tourism) and are designed to evoke an emotional response and ignite a desire to travel to and within Oregon during winter. Highlights for the quarter included:

Six long-form feature stories including a guide to eagle watching in the Gorge, a fried chicken roundup and a deep dive into a shipwreck mystery on the Oregon Coast.

We also produced a slate of seasonal content for the cozy season including a fondue roundup, unique libraries, snowy cabin getaways, winter glamping and a roundup of holiday events in Oregon.

Stories supporting equity included: accessible river paths, guide to Vietnamese food, and Black-history spots.



EARNED MEDIA (PUBLIC RELATIONS)

The communications team garnered a total of 80 consumer stories during the third quarter that were featured in national top tier publications and regional outlets across the state—from Oregon hot springs being featured on MSN.com, to a first-person narrative about a car-free trip to the Willamette Valley in the New York Times to a story showcasing how rail biking is an adventurous new way to experience a destination in Travel & Leisure. Here are the consumer earned media highlights for October, November and December.

Oregon Media Marketplace Event Coverage

Since the Oregon Media Marketplace event on November 3, there have been 17 stories garnered in key local media outlets from media who attended the event. In addition, there are numerous stories pending and six press trips in the works.

International Media Marketplace updates

The communications team and a member from Lawrence PR attended International Media Marketplace in New York City during the week of January 23 where they met with more than 25 top tier national media contacts and pitched them What's New in Oregon, established new media relationships and inspired interest in future coverage and press trips. To stand out from all the other destinations in attendance, the team created a fun Oregon trivia game and brought local drinks and snacks to share with media.



British Airways Media Fam & Resulting press coverage

Supporting the launch of British Airways nonstop air service from London/Heathrow to Portland International Airport in Spring of 2022, Travel Oregon hosted a press trip in partnership with British Airways and Travel Portland. This team hosted six journalists, (The Telegraph, Reach PLC, Business Traveller, CityAM, PA media & The Sun) and two British Airways team members, demonstrating the importance of this new destination to British Airways' service and travelers. In addition to activities in the Greater Portland Region, the group enjoyed guided experiences in the Hood/Gorge region with First Nature Tours and experienced the Hood River Valley with MountNBarrel. To date, four of the journalists have produced features resulting in 58 articles with a total of approximately 14 million circulation and \$771,900 in advertising value.

CAMPAIGNS

This November 21 – December 25 Travel Oregon ran a holiday campaign 'Give the Gift of Oregon' to inspire Oregonians to shop at local businesses during the holiday season. The primary objective was to promote Oregon small businesses by encouraging Oregonians to buy local gifts this holiday season. This included gift cards to restaurants, lodging and guided tours, Oregon-made products from small retailers and Oregon's bounty including food, wine, spirits, beer and coffee. Providing this kind of support and focus on Oregon's small businesses aligns with our objective of Oregon's Tourism Economy is Flourishing. The campaign included a series of stories highlighting places to shop locally in each of the seven regions:

[Central Oregon](#)

[Eastern Oregon](#)

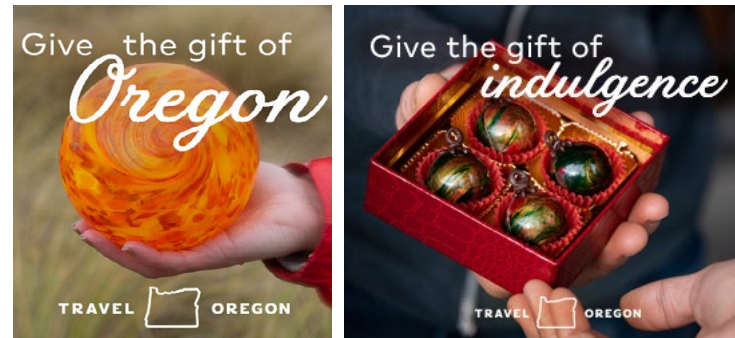
[Oregon Coast](#)

[Mt. Hood & The Columbia River Gorge](#)

[Portland Region](#)

[Southern Oregon](#)

[Willamette Valley](#)



Partner Investments: Travel Oregon provided a \$5,000 stipend to each RDMO to implement a marketing promotion plan for the purpose of amplifying messaging and supporting regional tourism during the winter shoulder season, December through February.

Each region made use of this stipend by increasing the media spend of an active campaign, or through investment in one of the programs offered in Travel Oregon's Advertising Opportunities.

Paid tactics for the campaign included social media, paid search and Google display network buy and additional budget directed towards proactive earned media outreach. Topline results below:

Overall Budget: \$53,449

Media budget: \$18,449

Regional partner allocations: \$35,000

Flighting: Nov 21st – Dec 25th

1.6 Million Impressions Served

88,000 Video Views

49,000 Advertising Clicks*

21,000 Website sessions**



*Clicks from our advertising to traveloregon.com

** Web sessions generated from the advertising clicks

Earned Media outreach resulted in multiple features in regional broadcast segments, including KGW and KOIN, as well as stories in regional outlets such as KTVZ, Cascade Business News, The Source Weekly and Oregonian with 16 placements totaling more than 2.5M+ impressions.

The KTVZ story is [here](#). The Local Today story is [here](#). The KTVZ video clip is shown to the right.



UPCOMING EVENTS

Oregon Governor's Conference on Tourism

The 2023 Governor's Conference on Tourism will welcome the travel and tourism industry to the Oregon Convention Center in Portland April 3-5, 2023. Keynote speakers and breakout sessions will address the 10-Year Strategic Vision's four objectives of equity, economic prosperity, exceptional experiences and environment. The Tuesday Night Out activities will take conference attendees across the city and region to discover the vast culinary, artistic, historical and quintessential experiences in the City of Roses. Registration is open through the middle of March. Twenty scholarships are being awarded to support small business owners, volunteers who support tourism industry sectors and students working towards a degree in hospitality, tourism, recreation, economic development or a program related to another sector of the tourism industry. This is a great opportunity for someone who may be new to the tourism industry to network and take advantage of the educational learnings available at the conference.

Travel Oregon is committed to applying a racial equity lens to advance diversity, equity and inclusion in Oregon's tourism industry. Preference will be given to:

- Applicants who are part of Oregon's BIPOC community (Black, Indigenous and People of Color).
- Applicants with disabilities.
- Applicants who work or volunteer at small organizations with no more than five employees.

Tradeshows

Between January and June, Travel Oregon has several opportunities to continue promoting Oregon as a premier destination globally. Tradeshows are once again a vital part of conducting B2B and B2C business in the U.S. and our key markets. Travel Oregon will attend 11 trade and consumer shows. These include Mid-Atlantic in Iceland, Destinations Holiday Show in London, ABA Marketplace in Detroit, IITA Summit in San Diego, Visit USA Australia, Go West Summit in Anchorage, Vancouver Outdoor Adventure Show, NTA Contact in Cheyenne, and IPW in San Antonio. Most of these shows and engagement opportunities have been staples for the Travel Oregon team for many years, connecting us with travel trade buyers, media, and international consumers.

DASHBOARDS

Regional Cooperative Tourism Program (RCTP) Dashboard

The Regional Cooperative Tourism Program (RCTP) Dashboard can be found [here](#).

APPENDIX

**Oregon Tourism Commission
Profit & Loss Budget vs. Actual
July 1, 2022 - December 31, 2022**

	July 1, 2022 - December 31, 2022	Annual Budget	Over (Under) Budget	% of Budget
Sources:				
Income:				
Lodging Tax	25,380,200	38,000,000	(12,619,800)	66.8%
Lodging Tax from Prior Periods	4,501,026	4,501,026	-	100.0%
Interest Income	3,648	-	3,648	100.0%
Misc. Revenue	24,358	-	24,358	100.0%
Rental Income	23,144	38,500	(15,356)	60.1%
Conference/Event Revenue	46,600	275,000	(228,400)	16.9%
Welcome Center Brochure Program	22,327	32,000	(9,673)	69.8%
Grant Funds - Interagency	-	-	-	0.0%
Federal Grant Funds - CSA	-	65,000	(65,000)	0.0%
Federal Grant Funds - EDA	-	-	-	0.0%
Total Income:	30,001,302	42,911,526	(12,910,224)	69.9%
Beginning Fund Balances:				
Beginning Balance - Regional	3,528,870	3,528,870	-	100.0%
Beginning Balance - Grants	6,495,535	6,495,535	-	100.0%
Beginning Balance - Operating Reserve	-	-	-	0.0%
Beginning Balance - IOF	39,725	39,725	-	100.0%
Beginning Balance - All other TO programs	6,452,804	6,452,804	-	100.0%
Total Beginning Fund Balances:	16,516,934	16,516,934	-	100.0%
Total Sources:	46,518,236	59,428,460	(12,910,224)	78.3%
Uses:				
Future Programming - Statutory				
Regional - future (net of administrative expense)	4,628,547	6,930,000	(2,301,453)	66.8%
Grants - future (net of administrative expense)	2,294,136	3,434,850	(1,140,714)	66.8%
Total Future Programming - Statutory	6,922,683	10,364,850	(3,442,167)	66.8%
Reserves				
Operating Reserve (from Admin/Ops Budget)	48,000	48,000	-	100.0%
Immediate Opportunity Fund (from Admin/Ops Budget)	-	-	-	0.0%
Total Reserves	48,000	48,000	-	100.0%
Other Programming				
Oregon 22 Grant (from G. Marketing Budget)	1,500,000	1,500,000	-	100.0%
Total Other Programming	1,500,000	1,500,000	-	100.0%
Total Future and Other Programming & Reserves	8,470,683	11,912,850	(3,442,167)	71.1%
Expense:				
Global Marketing	8,648,609	20,291,309	(11,642,700)	42.6%
Global Strategic Partnerships (GSP)	910,310	2,917,596	(2,007,286)	31.2%
GSP - RCTP	3,740,680	4,310,351	(569,671)	86.8%
Tot. GSP - Competitive Grants	895,456	1,357,521	(462,065)	66.0%
GSP - Competitive Grants, to be awarded	-	5,355,199	(5,355,199)	0.0%
GSP - Additional Grants	12,500	705,389	(692,889)	1.8%
Global Sales	1,527,421	3,482,780	(1,955,359)	43.9%
Destination Development	831,104	3,440,727	(2,609,623)	24.2%
Administration & Operations	2,041,066	5,654,738	(3,613,672)	36.1%
Total Expense	18,607,145	47,515,610	(28,908,465)	39.2%
Total Uses:	27,077,828	59,428,460	(32,350,632)	45.6%
Net Income	19,440,408	0	19,440,408	
Wine Country License Plate Program:				
Sources:				
Wine Country License Plate Sales	223,186	-	223,186	100.0%
Beginning Balance for Distribution: Tourism Promotion	160,870	160,870	-	100.0%
Beginning Balance for Distribution: Grants	279,076	279,076	-	100.0%
Total Sources	663,132	439,946	223,186	
Uses:				
Tourism Promotion	-	160,870	(160,870)	0.0%
Grants	142,792	279,076	(136,285)	51.2%
Total Uses	142,792	439,946	(297,154)	
Net Income	520,340	-	520,340	
Total Net Income	19,960,748	0	19,960,748	

Note: This financial information is unaudited and prepared for internal users of the agency. This information is not in the format of full disclosure according to GAAP.

**Oregon Tourism Commission
Balance Sheet**

	As of December 31, 2022
ASSETS	
Current Assets	
Checking/Savings	
Cash - programming and reserves	18,641,615
Cash - Grants - Committed, not disbursed	892,454
Cash - Committed for Future Grants	8,342,224
Cash - Committed for Future RCTP	6,034,590
Restricted Cash - Wine Country Plates	1,192,429
Total Checking/Savings	35,103,312
Accounts Receivable	5,667
Other Current Assets	0
Total Current Assets	35,108,979
Fixed Assets	726,563
Other Assets	32,982
TOTAL ASSETS	35,868,525
LIABILITIES, EQUITY & FUND BALANCES	
Liabilities	
Current Liabilities	
Accounts Payable	1,307,938
Other Current Liabilities	875,614
Total Current Liabilities	2,183,552
Long Term Liabilities	3,428
Total Liabilities	2,186,980
Equity & Fund Balances	
Regional (RCTP) - for future distribution	6,034,590
Grants - for future distribution	2,294,136
Invested in capital assets	721,414
Reserved for Immediate Opportunity Fund (IOF) - designated	126,705
Reserved for Immediate Opportunity Fund (IOF) - not designated	1,866,524
Operating Reserve	2,005,338
Net Income	19,440,408
Total Equity and Fund Balances	32,489,116
Restricted, ORS 805.274	
Restricted for Wine Country Plates - Future Grants	455,721
Restricted for Wine Country Plates - Future Regional	216,368
Net Income - Wine Country Plates	520,340
Total Restricted for Wine Country Plates	1,192,429
TOTAL LIABILITIES, EQUITY & FUND BALANCES	35,868,525

Note: This financial information is unaudited and prepared for internal users of the agency. This information is not in the format of full disclosure according to GAAP.



TRAVEL  OREGON

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