



Oregon Cultural Trust Board Meeting  
February 23, 2023

9:00 am to 12:00 pm

**Cultural Trust Board Meeting**

Join Zoom Meeting

<https://oregon4biz.zoom.us/j/85895046208?pwd=SGJucjNCb2tOM0ptMEsxd2R0SGVpZz09>

Meeting ID: 858 9504 6208

Passcode: 078475

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Oregon Cultural Trust  
Board Meeting Agenda

Thursday  
23-Feb-23  
9:00 to 12:00pm



Zoom Link <https://oregon4biz.zoom.us/j/8589504>

Phone: 1 669 944 9171 Meeting ID: 85821773023 Passcode: 296848

	9:00 AM	<b>Welcome Introductions</b>	Niki Price, Chair
1 Action Page 5	9:05 AM	<b>Minutes: October 27, 2022</b>	Niki Price
2 Information Page 9	9:10 AM	<b>Cultural Partner Reports</b>	Partners, see list below
3 Information Page 19	9:25 AM	<b>Heritage Economic Impact Report Presentation</b>	Katie Henry, Oregon Heritage Commission Coordinator
4 Information Page 52	9:40 AM	<b>2022 Fundraising Campaign Review</b>	Raissa Fleming, Administrative Assistant and Carrie Kikel, Communications Manager
5 Information Page 54	9:55 AM	<b>Cultural Trust Brand Audit</b>	Carrie Kikel, Communications Manger
<b>Break</b>	10:20 AM	<b>Break</b>	
6 Discussion Page 57	10:35 AM	<b>Strategic Planning and DEIA Process</b>	Aili Schreiner, Trust Manager
7 Discussion Page 59	10:50 AM	<b>Conversation with Funders Update</b>	Aili Schreiner
8 Information Page 62	11:10 AM	<b>Executive Director Report, Legislative Session</b>	Brian Rogers, Executive Director
9 Information	11:35 AM	<b>Board Member and Staff Updates</b>	
10	11:55 AM	<b>Public Comment</b>	
11 Action	12:00 PM	<b>Adjourn</b>	Niki Price

**Oregon Cultural Trust Partners**

Oregon Arts Commission	Jenny Green, Chair Oregon Arts Commission
Oregon Heritage Commission	Kuri Gill, Heritage Commission Coordinator
State Historic Preservation Office	Chrissy Curran, Deputy State Historic Preservation Officer
Oregon Humanities	Adam Davis, Executive Director
Oregon Historical Society	Eliza Canty-Jones, Director of Community Engagement

Unanticipated agenda items may or may not be included. The meeting is a Zoom meeting with phone conference option. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting to Raissa Fleming 503-986-0088. TTY 800-735-2900



<p><b>Mission</b></p>	<p>To enhance the quality of life for all Oregonians through the arts by stimulating creativity, leadership and economic vitality</p>	<p>To lead in building an environment in which cultural organizations are sustained and valued as a core part of vibrant Oregon communities.</p>
<p><b>Overview Purpose</b></p>	<ul style="list-style-type: none"> <li>• Policy development and advice to government on programs related to arts</li> <li>• Official state arts agency</li> <li>• Grantmaking</li> <li>• Advocacy</li> <li>• Multiple programs (Community Development, Arts Education, Percent for Art)</li> </ul>	<ul style="list-style-type: none"> <li>• Policy development and advice to government on programs related to culture</li> <li>• Fund development</li> <li>• Grantmaking</li> <li>• Advocacy</li> <li>• County/Tribal Coalition development</li> </ul>
<p><b>Governance</b></p>	<p>9 Members Appointment by the Governor</p>	<p>11 Members Appointed by the Governor, confirmed by the Senate 1 House Member; 1 Senate Member</p>
<p><b>FTE</b></p>	<p>4.5 Admin &amp; Programs 3 Contract (Percent for Art)</p>	<p>3.5 Fund Development, Communications, Assistant</p>
<p><b>Budget</b></p>	<p>\$3,728,492</p>	<p>\$3,384,340</p>
<p><b>Revenue Sources</b></p>	<p>General Fund, Federal Fund (NEA) Other Funds (Percent for Art, Cultural Trust, The Ford Family Foundation, Oregon Community Foundation, Lottery)</p>	<p>Other Funds (Contributed, License Plate, Interest Earnings)</p>
<p><b>Services &amp; Technical Assistance</b></p>	<p>Percent for Art</p>	<p>Grant Trainings • Staff Outreach • Online Resources • Communications</p> <p>Coalition Leadership</p>
<p><b>Shared Services</b></p>	<p>Office • Technology/Software • Financial • Contracts • Human Resources • Administrative • Communication Staff</p>	
<p><b>Grants FY2021: July 1 20120 – June 30, 2021</b></p>	<p>Grants FY2021: July 1 20120 – June 30, 2021</p>	
<p><b>Arts Access Reimbursement, \$5,914</b></p>	<ul style="list-style-type: none"> <li>• Arts Access Reimbursement, \$5,914</li> <li>• Arts Build Communities, \$180,002</li> <li>• Arts Learning, \$190,000</li> <li>• Career Opportunity, \$164,126</li> <li>• Designated, \$40,000</li> <li>• Fellowship, \$25,000</li> <li>• Operating Support, \$1,493,981</li> <li>• Small Operating, \$209,423</li> <li>• Total = \$1,493,981</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural Development, \$1,350,719</li> <li>• Coalitions, \$676,760</li> <li>• Cultural Partners               <ul style="list-style-type: none"> <li>• Oregon Arts Commission, \$181,868</li> <li>• Oregon Heritage Commission, \$60,623</li> <li>• Oregon Historical Society, \$60,623</li> <li>• Oregon Humanities, \$181,868</li> <li>• State Historic Preservation, \$60,623</li> </ul> </li> <li>• Total = \$2,573,084</li> </ul>

1  
Executive  
Director

FY19  
Donations  
\$4,557,355

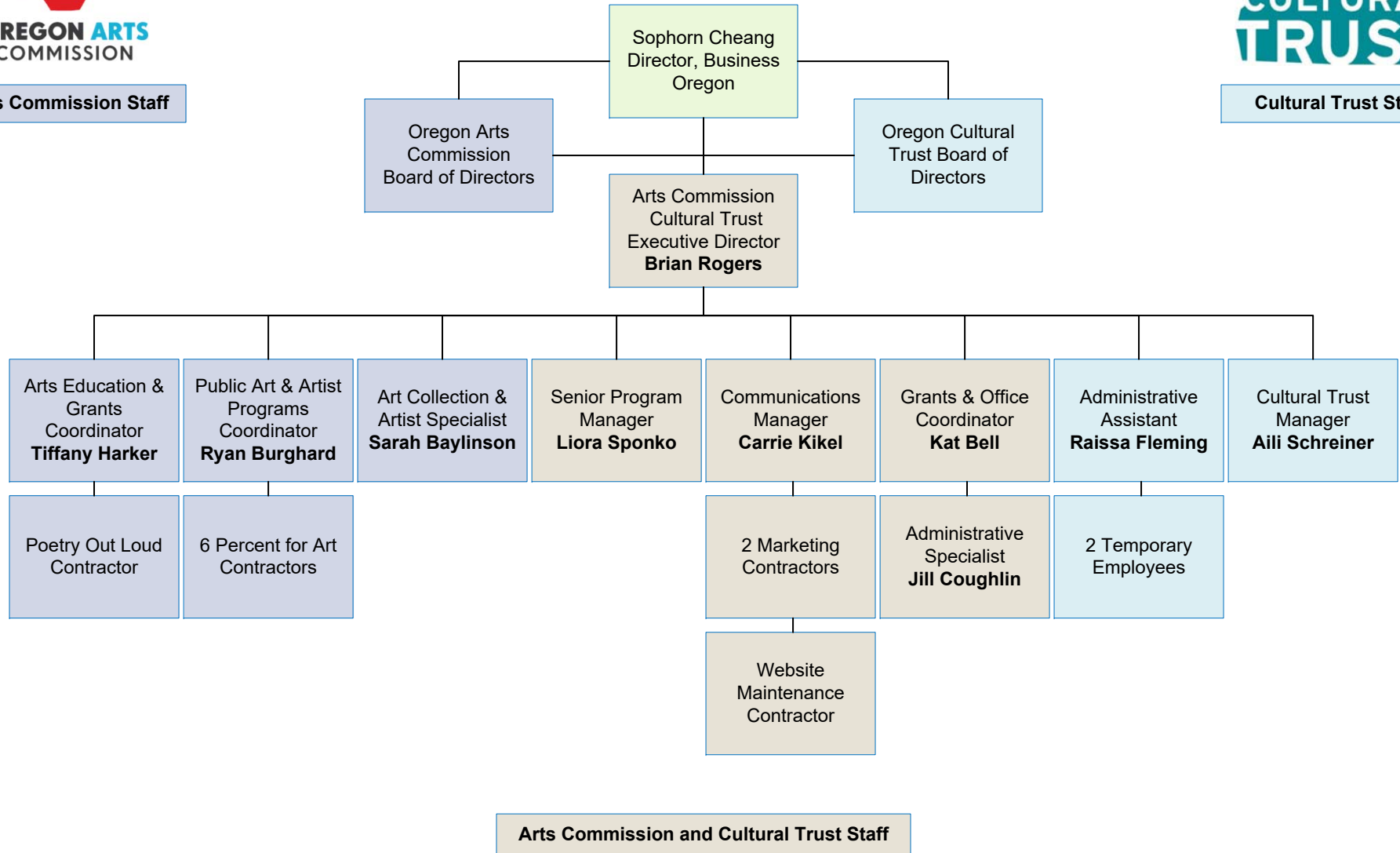


**OREGON ARTS  
COMMISSION**

**Arts Commission Staff**



**Cultural Trust Staff**



**Arts Commission and Cultural Trust Staff**

**DRAFT**  
**Oregon Cultural Trust Board Meeting Minutes**



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October 27, 2022

Teleconference

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**Board Members Present:** Niki Price, Chair; George Kramer, Vice-Chair; Gayle Yamasaki, Treasurer; Gustavo Morales; Myong-Hui Murphy; Deb Schallert

**Board Members Absent:** Bereniece Jones-Centano; Sen Bill Hansell; Nathalie Johnson; Rep John Lively, Sean Andries; Chris Van Dyke

**Staff Present:** Jill Coughlin, Arts Administrative Specialist II; Raissa Fleming, Trust Assistant; Carrie Kikel, Communications Manager; Brian Rogers, Executive Director; Aili Schreiner, Trust Manager, Liora Sponko, Senior Program Manager

**Partners Present:** Eliza Canty-Jones, Oregon Historical Society, Chrissy Curran, State Historic Preservation Office; Julia Soto, Oregon Humanities; Kuri Gill, Oregon Heritage Commission; Jenny Green, Oregon Arts Commission

**Others Present:**

**Welcome and Call to Order**

Price called the meeting to order at 9:02 am. Deb Schallert was welcomed as an incoming Board member.

**Minutes: July 28, 2022**

Motion: Yamasaki moved approval of the minutes from the July 28, 2022 meeting as presented. Seconded by Price. Motion passed unanimously.

**Cultural Partner Reports**

Canty-Jones presented the Oregon Historical Society (OHS) report. OHS is working hard on their priorities of visibility, high quality work and financial stability. The "Human Experience in the Great Basin" symposium is taking place in Bend and explores the ways tribal and non-tribal scholars work together in uncovering their history. OHS is grateful for increased funding from the Cultural Trust. Signing up for the OHS e-digest was encouraged.

Curran thanked the Trust for funding Oregon Heritage Commission (OHC); they're able to use on their grant program for preservation projects. The Eastmoreland Historic District project was passed on to park services, a significant boon to

freeing up staff time for preservation projects. The National Registry of Historic Places has challenges with inclusion and diversity; OHC is working on making progress in this area. They are also bracing for change with a new incoming governor.

Gill presented report. In-person events have resumed, including hosting free workshops related to organizational change management. Oregon Main Street conference was held in Klamath Falls and was a big success. The State Advisory Committee on Public Places was also a success. Their summit in the spring is virtual, with a focus on volunteer recruitment and engagement. Directed people to look at the Upper Floor study in the meeting packet. 50% of historical sites have unused upper floors; OHC is pushing to change that.

Green, Oregon Arts Commission: Tiffany Harker hired as Arts Education and Grants Coordinator. Farewell to Eleanor Sandys. A few staff attended National State Arts Agency Conference. Strategic Plan was approved. DEIA plan to follow. Bulk of OCT funds goes to Operating Support to arts organizations. Poetry Out Loud will be in person. Need more support financially and to that end are starting an Arts and Culture Caucus. Senator Anderson has joined, excited to have our first senator on board.

### **Oregon Folklife Network Presentation**

Emily Hartlerode, at University of Oregon/Eugene. Shared her PowerPoint presentation. Explained purpose and history of OFN. Mission to research cultural diversity throughout the state. Four core programs: apprenticeship. Survey, roster, and culture fest. 5 artists awarded funding to pass their living traditions and art form to promising apprentices. Give presentation of their project that OFN records and adds to their artist page. Can find on Oregon Culture Keepers Roster on their website. Funding model at the university changed and they lost half of their funding, slashed from 400k to 200k. Working on increasing their funding. No full-time employees, wants to regain capacity.

### **Funding Programs Update**

#### **Cultural Development**

Schreiner delivered the report. CDV grants have been awarded. Cultural Participation grants are going out next week. There is a meetup with Coalitions tomorrow focused on end of year fundraising, and a meeting with counties who had to cease grantmaking during the pandemic.

Partner grants have mostly gone out. Reviewed the breakdown of where the \$181,904 in cooperative grant awards are being distributed, and awards for Live events ARPA funding distribution. Yamasaki asked where the counties money went

who couldn't distribute their awards. Schreiner said the money goes back into the Trust fund. Yamasaki also asked for board invites to the coalition meetings.

A 10-minute break was called at 10:26 am. Meeting resumed at 10:38 am.

### **Celebrate Oregon License Plate Sales Update**

Kikel delivered the report. Approximately 800 license plates are sold per month, yielding about \$70,000 revenue monthly. A marketing campaign was implemented to increase sales. The Department of Justice determined that the Trust's statute does not grant us the legal right to sell merchandise, so we are looking into giveaways instead.

Reviewed the marketing report. Hired Watson Creative as consultants to assist in our digital marketing efforts. Partnership with Eugene Symphony, 4-part radio program that we sponsored. Here is Oregon Partnership, invested \$25,000.

### **End of Year Campaign Update**

Schreiner said there are 70 upcoming board presentations and that it's the most effective way to bring in donations to the Trust. Also giving orientations to others (i.e., Trust board members) so they can give presentations too. A mailer to subgrantees and license plate owners went out. Fleming is working on prospective corporate donor list; about 200 letters will go out.

Kikel is contracting 2 Impact Story writers.

Fleming said donations are down \$100,000, but this is in comparison to last year when the Trust received a \$250,000 bequest. The Spring mailing was a success and brought in approximately 350 donations. She recently gave a presentation at Montavilla Jazz and received a \$1000 donation. Bell & Funk is working with Bend Give Guide to make sure we'll be able to receive donations. Yamasaki said she might be able to secure gifts from Friends of Crater Lake for prize giveaways for attending presentations.

Kramer promoted the idea of having short stories for icons on license plate.

Price said the Oregon Coast Arts Bus unveiling was a wonderful experience.

### **Strategic Planning and DEIA Process**

Schreiner delivered her report. DEIA goals will be integrated into the strategic plan, which is also in the works for a June 2023 completion date. Role of the plan and goals were discussed at the last meeting. A mission statement for the plan was requested; Andries agreed to work on this. Murphy said the committee is diverse

and has had open conversations. It will be a living document and will be reviewed annually with the board. Schreiner put out an open call for board members to join our various committees.

### **Executive Director Report**

Rogers delivered the report. Two of three Oregon gubernatorial candidates attended recent Cultural Advocacy Coalition of Oregon (CACO) meetings. Candidate Drazan did not attend. CACO's \$200 million in lottery bond funding for the Trust was discussed. The Trust is requesting a change in its current administrative cap. The Arts Commission is asking for an increase in general funds, and the CACO is seeking an additional \$50 million in pandemic relief efforts. The Trust/Arts Commission is working with CACO to develop a survey for organizations to identify their pandemic-era losses that are yet to be addressed. The Legislature has an opportunity to do more bonding in this biennium than ever before. Funding would be administered to the Trust and then disbursed out Coalitions on a per capita basis to regrant, which could be problematic from Rogers' perspective.

Kramer worries that the legislature won't give the Trust money for a long time if we get the \$200 million; they may think we're covered. Concerns over CACO making decisions without consulting the Trust Board or leadership were discussed. The Trust administrative cap increase should be the number one priority presented to the legislature. Discussions ensued about concerns with the lottery bond legislation.

The NEA tour with new chair Dr. Maria Rosario Jackson was a success and included various cultural site tours and meetings

### **Board Member and Staff Updates**

Fleming will mail donation remit envelopes to board members upon request.

The next Board Meeting is February 23, 2023. Updates on the Trust's fundraising campaign will be provided. The board meeting schedule is not currently set post February 2023. Yamasaki advocated for in-person meetings. Rogers said the spring meeting can be held at Chehalem Cultural Center.

### **Public Comment**

None.

### **Adjourn**

Price adjourned the meeting at 12:13 pm.





**Oregon Arts Commission Partner Report  
to the Oregon Cultural Trust  
February 23, 2023**

**Oregon Arts and Culture Caucus and Event**

Funded by Western States Arts Federation (WESTAF), Thomas Lauderdale, the founder of [Pink Martini](#), and Hunter Noack, the founder of [In A Landscape](#), will perform as special guests at the [Oregon Arts and Culture Caucus Launch Event](#), scheduled from 5:30 to 7 p.m. on Monday, Feb. 27, at Salem's Elsinore Theatre. The Oregon Arts and Culture Caucus Launch Event is free and open to the public, but [registration is required](#).

The bi-partisan Arts and Culture Caucus, coordinated by Rep. Rob Nosse (D-Portland), was formed in recognition of the vital role arts and culture play in the livability and prosperity of Oregon communities – and in enriching the lives of Oregonians. The Caucus also includes Sen. Dick Anderson (R-Lincoln City); Rep. Janelle Bynum (D-Clackamas); Rep. Maxine Dexter (D-Portland); Rep. David Gomberg (D-Otis); Sen. Bill Hansell (R-Athena); Rep. Annessa Hartman (D-Gladstone); Rep. John Lively (D-Springfield); Rep. Pam Marsh (D-Ashland); and Sen. Deb Patterson (D-Salem). Caucus membership is expected to expand.

**Creative and Cultural Districts**

A Creative or Cultural District is an area with a high concentration of arts and/or cultural facilities and events that serve as anchors of attraction within their community. The district reflects the community's unique cultural heritage through its built environment and history, showcasing the region's artists and cultural traditions while increasing social engagement and visitors. Creative & Cultural Districts are found in all types of communities from small and rural to large and urban.

Districts are led by the community and provide community-driven solutions advance their goals and address local problems and needs. Often communities create districts as way to retain and recruit artists, beautify downtowns, encourage visitation, and engage and elevate underserved communities. Communities will have increased success in reaching their goals with this type of intentional planning among a diverse group of stakeholders.

A state-designated Creative & Cultural Districts program would allow the Oregon Arts Commission to support communities in achieving their economic, community development and tourism goals related by providing technical assistance, marketing and grants. Thanks to funding from the Cultural Partners, the Arts Commission is working with [Cultural Planning Group](#) to model a statewide program. Informed by dozens of interviews with stakeholders, research into existing programs in the US, and in consultation with other statewide cultural programs (e.g. Main Street Program), Cultural

Planning Group has created a program framework that the Arts Commission will utilize to implement the program. Over the next few years, we are exploring piloting this program in a few communities while building a technical assistance program for all communities across the state.

### **Poetry Out Loud**

Hosted by artist and spoken word poet, MOsley Wotta, Oregon's Statewide Poetry Out Loud Contest will be held on Saturday March 11<sup>th</sup> at 1pm at Allied Video Productions in Salem, which is the first live event since 2019. Fifteen schools from across the state are participating in Poetry Out Loud this year.

### **New Staff- Ryan Burghard**

The Arts Commission recently hired Ryan Burghard as our new Public Art & Artist Program Coordinator. Ryan coordinates our Art in Public Places Program and grant programs for artists (Career Opportunity Grant and Individual Artist Fellowships.)

Ryan spent over a decade working with the Oregon Arts Commission, focusing on the acquisition and commissioning of public art on behalf of the state. Ryan also served as an assistant professor at Oregon College of Art and Craft, a mentor in PNCA's Applied Craft and Design (AC+D) program and an instructor at Portland Community College. He was an integral part of developing the Curator-in-Residence program at Disjecta Contemporary Arts Center (now Oregon Contemporary) as program manager from 2013 to 2017.

### **Upcoming Grant Deadlines**

- **Career Opportunity Grant- Deadline March 8, 2023**  
Career Opportunity grants range from \$500 to \$2,000 and enable individual Oregon artists to take advantage of unique opportunities to enhance their career. Up to an additional \$9,000 is available from The Ford Family Foundation for established visual artists.
- **Operating Support Grant- Deadline: March 28, 2023**  
Operating Support awards typically range from \$3,000 to \$30,000 and contribute to the full range of programming of Oregon's nonprofit arts organizations with annual cash operating budgets of more than \$150,000.
- **Small Operating Grant- Deadline: March 28, 2023**  
The Small Operating Grant to provide operating support for locally based arts organizations with annual cash operating expenses of less than \$150,000.
- **Arts Learning Grant- Deadline May 2, 2023**  
Arts Learning grants provide \$10,000 matching support to arts organizations for high-quality projects that provide a responsive opportunity for learning in and through the arts to benefit K-12 students.

- **Art Access Reimbursement- Rolling application**

Access Reimbursement grants range from \$200 to \$1,000 and offset expenses incurred by Oregon's nonprofit arts organizations to ensure public access to all individuals who want to participate.



# Oregon

Tina Kotek, Governor

Parks and Recreation Department  
Oregon Heritage Commission  
725 Summer St. NE, Suite C  
Salem, OR 97301-1271  
(503) 986-0685  
[www.oregonheritage.org](http://www.oregonheritage.org)



## Oregon Heritage Commission Report

### Oregon Heritage Summit

The biannual [Oregon Heritage Summit](#), April 27 & 28, 2023 will be online and the focus theme is volunteers. The first day will offer inspiration, ideas and connections and the second day will be practical training. Prizes (book and volunteer appreciation grants) will be awarded by random drawing of participants. The theme was in response to heritage organizations naming volunteer needs as a high priority.

### Oregon Main Street Annual Report Released

The [2022 Oregon Main Street Annual Report](#) shares programmatic highlights as well as annual and cumulative revitalization statistics from communities participating in the Main Street Track of the Oregon Main Street Network.

Data from the 38 communities submitting quarterly reports in 2022 showed there were:

- 521 net new jobs created
- \$34,064,038 private sector reinvestment in building improvement projects
- \$32,514,507 public sector reinvestment in public improvement projects
- 152 building rehab projects completed
- 92 net new business openings
- 18 business expansions
- 521 net new jobs
- 25,450 volunteer hours given by community members to improve their downtowns

One of the highlights featured in the report is the creation of a pilot Rural Regional Main Street effort in partnership with the Oregon Frontier Chamber of Commerce with participating communities in Sherman, Gilliam, and Wheeler Counties. This is helping connect very small, rural communities with Oregon Main Street. The report also features the list of 2022 Excellence on Main Award recipients, including the inaugural Open Door Award which went to the Lebanon Downtown Association's Family Pride Day. This award goes to a Main Street that has demonstrated a commitment to creating an environment that is welcoming and inviting to all through programs, outreach, or other efforts.

### Oregon Heritage Grant Applications open

Many of the [Oregon Heritage grant applications](#) are open.

### Oregon Heritage MentorCorps program seeking mentors

Our new approach to managing the program is working well. We have several organizations currently assigned a mentor. We are going to begin recruitment for additional mentors in the next month. Please visit <https://www.oregon.gov/oprd/OH/pages/mentorcorps.aspx> for more

information about MentorCorps.

NOTE: The idea for this program came from the partner grant tours organized by the Oregon Cultural Trust. We discussed the capacity issues of the organizations showing up in the grant applications and how to help them improve. The initial implementation of and the reorganization of this important program was funded in part by our Cultural Trust partner funds. We would be happy to provide a full report on the results of this program to the board if desired.

### **Commission Kicks of Oregon Heritage Plan Evaluation**

The Oregon Heritage Commission has developed an evaluation process to attempt to see how heritage organizations throughout the state are moving forward the goals of the [Oregon Heritage Plan](#). The 2020 Heritage Plan is a call to action for heritage efforts to unite around common goals. The Oregon Heritage Commission invited individuals and organizations to discuss these goals, consider how they align with institutional and regional opportunities, and join the Commission in this work. Together, individual steps will add up to important outcomes for the state resulting in more stories told, more people served, and more sustainable heritage organizations.

Using surveys and interviews with organizations from around the state, the commission will track metrics related to the plan goals over the next three years. This evaluation effort is a pilot to learn how we might track this work, it is funded in part by the Oregon Heritage Commission partner funds.

### **Commission Kicks of Oregon Heritage Plan Evaluation**

The OPRD budget includes \$20 million in lottery bond funds for the Oregon Main Street Revitalization Grant. This is an increase of \$10 million dollars compared to the last biennium.

### **Work continues...**

- Unused upper-floor study
- Oregon Main Street Impact Study
- Economic Impact of Heritage Study
- NW Digital Heritage HUB
- Disaster mitigation planning for historic resources – grant to FEMA

# Oregon Humanities

To the Oregon Cultural Trust Board of Directors,

At a recent Oregon Humanities board of directors meeting, we asked our board members to think about something they are proud of from the past three years. Two specific comments caught my attention. One person said they were impressed and proud that Oregon Humanities felt stable throughout the past three years, was able to pivot almost entirely in-person programming to virtual programming, and find relevant, meaningful, and connective topics and approaches to keep Oregonians engaged. This echoed throughout the room. The other comment that resonated with me was “the people”. The work you’ll read about below is due to this solid team of people working to highlight folks in our networks, develop new networks, and make connections across Oregon through our work. It’s a pleasure to be a part of that team, to be a Oregon Cultural Trust Partner, and we are proud to share this work with you.

We are currently setting up meetings in Washington, DC with Oregon’s congressional delegation for “Humanities on the Hill” which takes place March 8 this year. We’ll be making the case for strong funding to the National Endowment for the Humanities and the National Endowment for the Arts and showing how federal funding makes its way to all parts of Oregon through the Federal/State Partnership and the work of Oregon Humanities and partners.

We’re also sending letters in support of three big culture bills in Oregon that the Cultural Advocacy Coalition of Oregon is working on: \$50m in COVID relief; a large capital construction slate; and \$200M in lottery bond funds to reach the original goal for the corpus.

We are welcoming a new member to the Oregon Humanities board of directors, Darci Hanning, with the Oregon State Library.

Our [Public Program Grants](#) are currently open and accepting applications (deadline March 10). This year we have just over \$100,000 to award and continue to focus on our goal of 60% of the funding going to our two priority groups: organizations in rural Oregon and/or Black, Indigenous, and People of Color led organizations. Please help spread word of this opportunity in your networks. We are currently in process awarding our [Consider This Mini Grants for Rural Libraries](#).

Our [Consider This series](#) on the theme of People, Place, and Power continues. We hope to see you in-person or perhaps watching the live stream for these upcoming events. If you’d like

some complimentary tickets to either event, please let us know by emailing [jennifer@oregonhumanities.org](mailto:jennifer@oregonhumanities.org)

- **March 7, 2023:** Kiese Laymon, *Alberta Rose Theatre, 3000 NE Alberta St., Portland.*  
7:00 p.m.
- **April 18, 2023:** Mónica Guzmán, *Alberta Rose Theatre, 3000 NE Alberta St., Portland.*  
7:00 p.m.

This round of [Dear Stranger](#) invites folks to write about things they keep hidden & things they're working to uncover. We encourage you to consider joining in this statewide letter exchange. The themes are connected to our [Oregon Humanities Magazine](#) and the current issue on "Underground." If you don't already receive this free magazine and would like to have it delivered to your home, please complete [this form to subscribe](#).

Our podcast, [The Detour](#), continues to explore challenging questions with writers, educators, artists, and activists. We're also airing in partnership with several community radio stations around the state. Please feel free to follow/subscribe, recommend to your people and networks, and tell us what can be improved.

The [Conversation Project](#) is gearing up to announce some new topics and facilitators this spring. Our program, [So Much Together](#), was developed in 2021 and has been entirely virtual until this season where we have several events taking place in-person around Oregon. This year's [Humanity in Perspective \(HIP\)](#) course moves back to in-person (Portland) for our spring term offering, HIP has been online since spring of 2020. If you know of any Portland folks that might be interested in this free, college-credit course for adults, please connect us.

We just wrapped up three very different training events aimed at developing skills in leading reflective conversations. We were in Colorado training folks with Colorado Humanities, we had our regular open training, and we trained members of the air-quality department of Oregon DEQ. These [facilitation trainings](#) take place regularly in Oregon both online and at locations around the state.

Events are regularly added to our [calendar](#) and we hope to see you at one in the future. If you're downtown and want to connect, we'd love to welcome you to our office at 610 SW Alder Street, Suite 1111, Portland, OR 97205. Thanks, as always, for Oregon Cultural Trust's partnership and support.

If you'd like to connect with us, please email Jennifer Alkezweeny, program director, at [jennifer@oregonhumanities.org](mailto:jennifer@oregonhumanities.org)

## The Next 125 capital campaign

OHS announced The Next 125 capital campaign on December 17, 2022. Focused on education, preservation, and access, the funding secured through this campaign will support the creation of a new core exhibition on the history of Portland, support and resources for teachers statewide with an emphasis on new Ethnic Studies standards and rural communities, upgrades to our digital history projects, and enhancements to the storage of our priceless collections. The \$10million campaign is three-quarters funded, including a new \$3million endowment to support the salary of the Boyle Family Executive Director. Several campaign projects are fully funded already, but we have many opportunities for public, corporate, and foundation support of this important work. The campaign is scheduled to conclude on OHS's 125th birthday, in December 2023.

## Public Programs

The [2023 Hatfield Series](#) continued with Nina Totenberg speaking to over 1,200 attendees at the Schnitzer and hundreds more online on February 2; Mae Ngai, Douglas Brinkley, and Peniel Joseph, will present in March, April, and May with tickets available both virtually and in-person. Educators are invited to apply to join a book group to discuss Joseph's *The Third Reconstruction* and attend the program and reception. Our all-virtual "Historians and the News" series continued on January 10 with Dr. Jeremi Suri, and we will host [Dr. Beverly Gage on March 6](#) to talk about government surveillance and free-speech rights. The November 2022 "Human Experience in the Oregon Great Basin" public symposium was a big success, with over 100 attendees on the first day about 80 on the second, including 20 educators from a variety of school districts. We are working with tribal knowledge-holders and other presenters to bring the work to publication in a future issue of OHQ. In-person programs have resumed in earnest, with a fun evening on February 8 with Mel Brown, interviewed about his time growing up in Portland and drumming for Motown by Tim DuRoche to a standing room only crowd that included the Mayor of Northeast Portland, Mr. Paul Knauls. Keep an eye on the OHS e-digest and social media for other upcoming programs, including a book celebration on April 6 with Dr. Carmen Thompson, author of *The Making of American Whiteness*.

## Exhibitions

Currently on display in OHS's Brooks Julian galleries are *Motown: The Sound of Young America* (on loan from the Grammy Museum), which closes March 26; and *Our Unfinished Past: The Oregon Historical Society at 125*, which closes December 17. Due to water damage sustained during the last winter ice storm, two exhibitions, *I Am An American* and *The Odyssey of the Historic Jantzen Beach Carousel* will be closed as OHS repairs the galleries. OHS's traveling exhibitions, which are booked at venues



across the state, continue to be popular: *The Call of Public Service: The Life and Legacy of Mark O. Hatfield*; *Oregon Voices*; *Many Happy Returns: 50 Years of the Oregon Bottle Bill*; and *Brave in the Attempt: Celebrating 50 Years of Special Olympics Oregon*.

## Research Library

OHS's newly renovated research library is open for walk-in researchers, who are encouraged to contact [libreference@ohs.org](mailto:libreference@ohs.org) in advance so the reference staff can help plan for relevant materials to be available. The library is free and open to everyone! Library staff have created [research topical guides](#) on "House and Building History" and "LGBTQ Community Collections" and will be adding more guides in the future. OHS has hired project staff to process the Yasui Brothers Co. collection project, including contractors who are reading and recording the substantial portion of the collection that is written in pre-WWII Japanese (funded by LSTA). There will be a teacher workshop and public presentation on this history in Hood River on April 15, 2023, created in partnership with the Japanese American Museum of Oregon. OHS Archivist Jeffrey A. Hayes published a piece in the Winter 2022 issue of the *Oregon Historical Quarterly* about recent revisions to the Marcus and Narcissa Whitman collection guide; the project began as an effort to migrate existing collection guides into a new database but also provided an opportunity to reconsider descriptive practices in collection guides that might exclude marginalized people or present information in an incomplete, inaccurate, or harmful way. Library staff continue to regularly welcome school groups, who learn about how to access the unique materials held in the library collections.

## Education

OHS has scheduled the 2023 Oregon History Day contest to be held in person on April 29 at Willamette University and expects the national contest to be held near Washington, DC, in June. If you are interested in volunteering to judge students' work, send an email to [history.day@ohs.org](mailto:history.day@ohs.org). OHS offers scholarships that ensure contest fees and travel expenses do not present barriers for any students participating in the project. The elementary-school readers *Portland: Our Community* and *Portland Since Time Immemorial* are printed and have been delivered to PPS and Beaverton School District. We are excited to hear about how they are working in classrooms and hope to work with PPS to facilitate translation into other languages in the coming months. OHS education staff have offered professional development workshops virtually, in Gresham and in eastern Oregon during recent months, with more scheduled for this year. Staff are also updating the content of the Traveling Trunks, including by working with tribes and tribal members to ensure that Indigenous history in the trunks is accurate, aligns with Tribal History / Shared History, and includes concepts and information that tribes prioritize for

educational materials. Staff have also begun working with Oregon Black Pioneers to develop new educational materials related to Black history in Oregon.



# Economic Impacts and Value of Oregon's Heritage Organizations and Events

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This project is supported through funding  
from the Oregon Cultural Trust



# SUMMARY OF FINDINGS

Local and statewide organizations engaged in protecting, preserving, and sharing Oregon’s heritage contribute to Oregon’s economy in important ways. The first part of this report quantifies some of the economic value Oregon’s heritage activities and resources support, through the employment, income, and tourism spending of heritage organizations and traditions across the state. These estimates capture just a part of the broader economic importance of Oregon’s heritage: the second part of this report provides illustrations of the many different ways heritage enhances the economic well-being of Oregonians.



## Heritage Organizations support Economic Activity throughout Oregon

Our analysis finds that heritage organizations directly supported 1,600 employees and labor income of \$47 million in 2019. Those organizations, in turn, support other businesses in the community through purchases of local goods and services and spending from employees, amounting to 2,147 total jobs in Oregon and \$77.7 million in supported labor income. Altogether, heritage organizations supported \$196.3 million in total economic activity during 2019.

## Heritage Tourism is an Important Contributor for Local Economic Development

Tourism supports local economies by supporting local vendors, including shops, restaurants, and hotels. In 2019, visitor spending directly supported 910 jobs in Oregon’s leisure and hospitality sector. After accounting for the additional economic activity supported by hospitality businesses and workers, heritage tourism supported a total of 1,325 jobs and \$55 million in labor income resulting in \$147 million in total economic activity in Oregon.

## Heritage Activities support Tourism

During 2019, Heritage organizations drew 2 million visitors to their community from around the state, region, and across the United States. Heritage traditions drew an additional 1 million people to Oregon’s communities to experience and participate in Oregon’s cultural heritage events. All nine regions drew at least 50,000 visitors (to organizations and events), and six drew more than 175,000 each.

### Oregon’s Economic Contribution of Heritage Organizations and Traditions, 2019

Impact	Heritage Organizations		Heritage Visitation	
	Direct	Total	Direct	Total
Jobs	1,599	2,147	909	1,325
Labor Income	\$46.7	\$77.7	\$31.9	\$55.2
Value Added	\$58.2	\$114.9	\$45.2	\$83.9
Output	\$97.5	\$196.4	\$77.6	\$147.0

Source: ECONorthwest

## Heritage Activities are Valuable Community Assets

Heritage activities shape the social and cultural landscape of communities around Oregon. They produce a wealth of economic benefits that—while difficult to quantify—contribute to Oregonians’ economic well-being. Oregon’s heritage traditions bring people together in shared purpose and celebration. Heritage organizations collect, preserve, transmit, and interpret Oregon’s rich history and culture: the landmarks, stories, and artifacts that help shape current and future generations’ sense of place and identity. And heritage programs like historic downtowns and certified local governments help institutions leverage financial and other resources that contribute to the betterment of public spaces, more effectively bring people together, and build knowledge and skills that reach beyond heritage alone.





# INTRODUCTION

## THE ECONOMIC VALUE OF OREGON'S HERITAGE

### Heritage and the Economy

Societies and economies are built on foundations of capital: human capital represents population's collective knowledge and talent; natural capital provides amenities and resources; physical capital adds roads, utilities, and buildings; social capital is the institutional and networking glue that binds communities together. Heritage (or cultural) capital extends from the other forms of capital, is woven throughout the foundation, and is passed from generation to generation. It's found in fairs, festivals, and cultural celebrations. It's conveyed in dance, songs, stories, and competitions. It's in parks, cemeteries, on main streets, historic buildings, library collections, and museums. Heritage capital connects people to their past, animates the present, and provides clues about where a community may be headed in the future.

The Oregon Heritage Commission (the Commission) is charged with championing resources, recognition, and funding for preserving and interpreting Oregon's past. From an economic perspective, heritage is a public good and shared broadly. Oregonians ascribe a variety of values to their heritage—economic value, political value, aesthetic value, educational value, cultural value, and spiritual value. If stories are forgotten or historic places and repositories of historic collections are inaccessible, value is lost.

Preserving heritage requires an investment of time and money. The Commission is charged with inspiring public and private investment. To attract investment, the importance of heritage must be clarified. That's the purpose of this report. The Commission hired ECONorthwest to assess one domain of heritage value (economic contribution), and more specifically requested estimates of impacts of Oregon's heritage-related organizations, sites, and activity on local economies. The first section of this report describes the findings of this "economic contributions" analysis.

This second section of this report details the many other ways that Oregon's heritage resources generate economic benefits that are not captured in the monetary transactions of organizations and visitors. Much of this dimension of economic value is difficult to quantify—if quantified, it would likely be many times greater than the economic contribution—but it cannot be ignored.

The intended audience for this report is broad and includes the users of heritage sites and activities, volunteers, elected officials, and business, philanthropic, nonprofit, and other community leaders.



### How this Report measures Economic Value

While the economic impact totals reported here are impressive, they are a subset of the full economic value and do not capture value in other domains (e.g., historic, cultural/symbolic, spiritual, aesthetic) which provide important but difficult to quantify social and economic value to Oregon's communities.

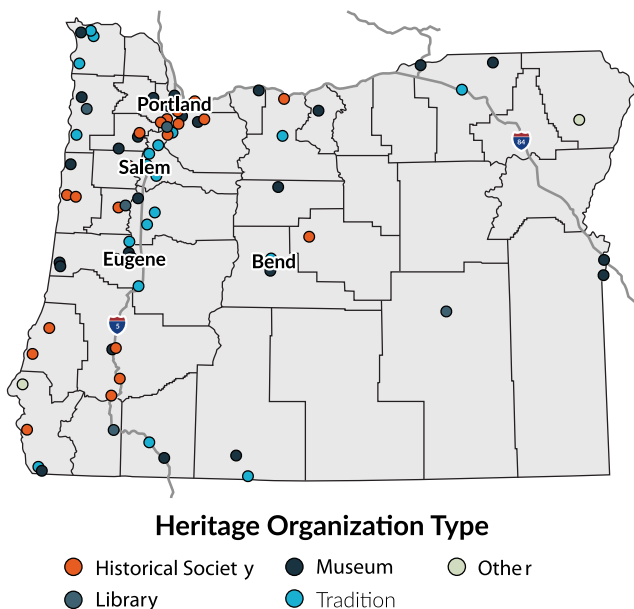
**The first section of this report** quantifies the economic contributions of heritage organizations, heritage traditions, and the effect of visitor spending. **The second section** qualitatively describes the economic benefits of a broader set of heritage resources.

## Oregon's Heritage Landscape

This report evaluated economic activity in heritage collecting organizations (“heritage organizations” e.g., libraries, museums, historical sites) and tradition events (“heritage traditions”) (see Figure 1; page 12 lists the heritage traditions; the Technical Appendix lists the heritage organizations included in the analysis). Oregon Heritage, of Oregon Parks and Recreation Department (OPRD), assists those preserving and sharing the state’s heritage and promotes the goals of the Oregon Heritage Plan. Heritage organizations cover the full geography of the state from Ontario’s Four Rivers Cultural Center and Museum to Astoria’s Barview County Park and Curry County’s Historical Society and Museum to Joseph’s Center for Culture.

Many organizations focus on the heritage of a specific geographic area while others focus on specialized topics including science, technology, art, paleontology,

Figure 1:  
Heritage Organizations and Events (Traditions)  
included in Analysis



Source: ECONorthwest using data from OPRD; Internal Revenue Service.

anthropology, logging, smoke jumping, ranching, shipping, fishing, firefighting, mining, banking, mountaineering, aircraft, spacecraft, railroads, motorsports, and horse drawn transportation. Population focused organizations like the Museum at Warm Springs, Oregon Black Pioneers, the Oregon Jewish Museum, the Polish Library Association, and John Day’s Kam Wah Chung Park broaden the diversity of perspective on the state’s heritage. Organizations range in size from volunteer-run community historic sites in Fossil and Mill City to the Portland Art Museum.

The Commission also fosters and coordinates with 25 longstanding heritage traditions including the Astoria’s Regatta (1894), Portland Rose Festival (1907), the Pendleton Round-Up (1910), Medford’s Pear Blossom Festival (1954), Woodburn’s Fiesta Mexicana (1964), and the Mother’s Day Powwow at the University of Oregon (1969).



## Measuring Economic Value of Oregon's Heritage Organizations & Traditional Activities

### Footprints, Visits, Tourism, and Spillovers

ECONorthwest measured economic impacts associated with Oregon's heritage sites and events during 2019 through two key channels: 1) the economic footprint of 282 heritage organizations for which records were available and 2) the visitation and tourism impacts related to those organizations and the 25 heritage/tradition events (see Figure 2).

Conceptually, measuring organizational economic footprints is straightforward. The entities, mostly private non-profit entities, earn revenue from private donations, philanthropic grants, public appropriations, and entry or admissions charges. The revenue is used to hire staff and purchase materials and supplies. Organizations with any appreciable amount of revenue report their footprints to the U.S. Internal Revenue Service.

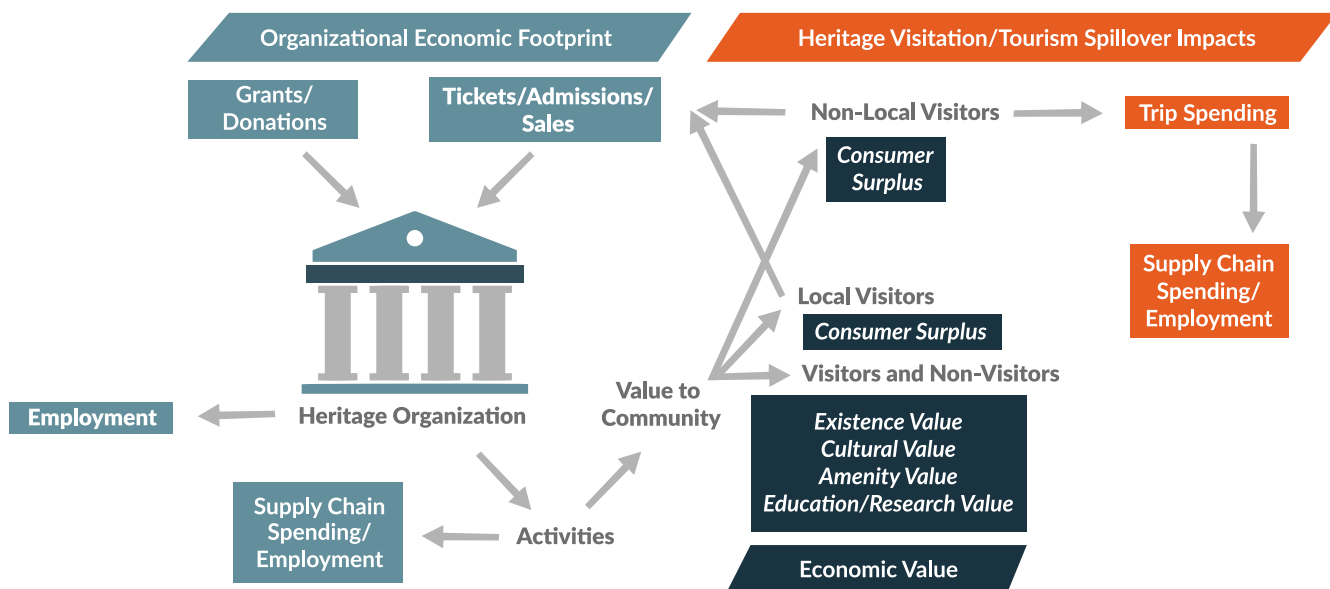
## Economic Contributions in 2020 and 2021 and COVID-19 Closures

The information in this report was evaluated using 2019 data due to anomalies in 2020 from the COVID-19 pandemic. Many heritage organizations and traditions were temporarily closed or postponed during 2020 and 2021.

Due to the closures, reduced capacity, and lower visitation, we anticipate that the economic contributions of Oregon's heritage organizations and traditions followed a similar trend as the broader hospitality and tourism sector.

Recent data for 2022 suggest visitation and expenditures are returning to historical levels, though a tight labor market, inflation, and incomplete data complicate those estimates. Despite that uncertainty, we expect that organizational and visitor spending will return to historical levels in the next few years.

Figure 2: Relationship Between Heritage Organizations and Heritage Visitor/Tourism Impacts

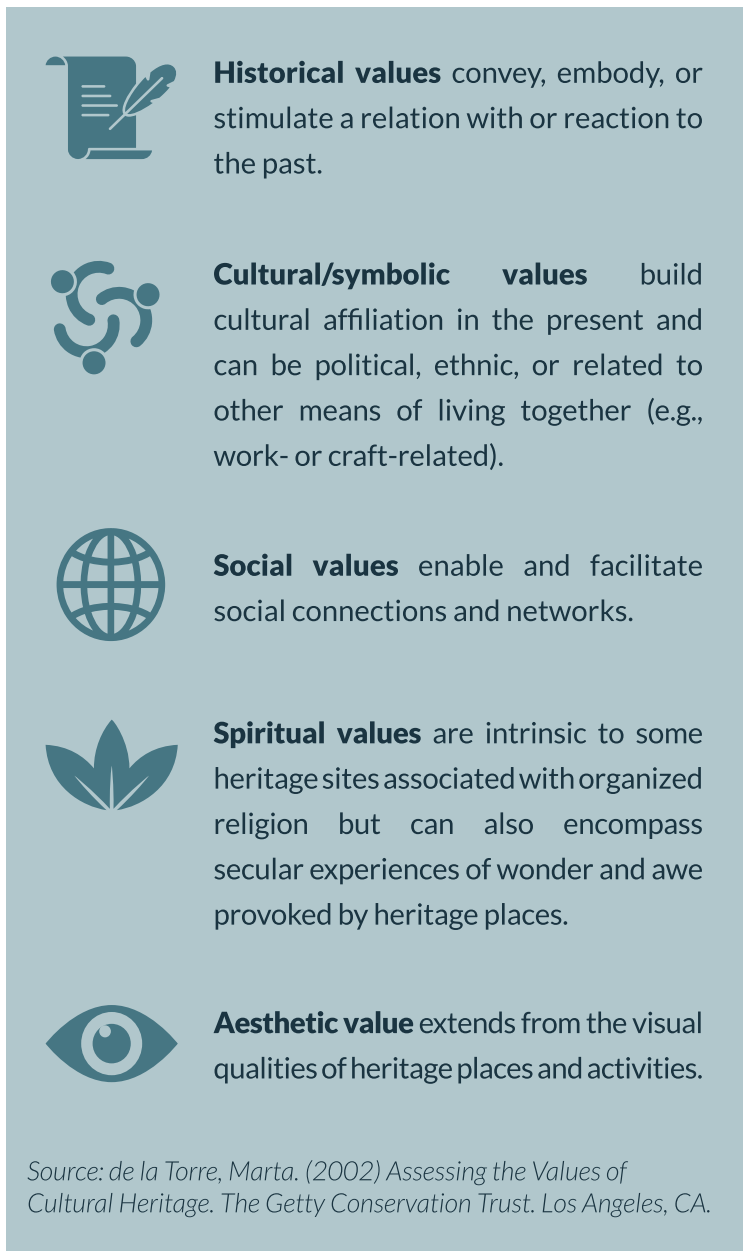


The organization's presence in a community, together with its supported activities or events, set a chain of economic activity into motion—some easily quantified and other less so. When a museum, library, or historical site opens its doors to visitors several things happen. Local community members stop by to learn, reflect, and use resources. In some cases, sites charge admission, but many sites are free. Additionally, most heritage sites will attract visitors from outside the community, and in those cases, they bring new dollars from outside the local economy. Those non-local visitors may also spend money in grocery stores, cafes, restaurants, pubs, and motels. And having served the visitors, those grocery stores, cafes, restaurants, pubs, and motels then re-stock their supplies.

Local and non-local visitors almost always get more than they pay for (e.g., the admission is \$2 and they would have happily paid \$5). The difference between an actual charge and a visitor's willingness to pay is called consumer surplus. Finally, visitors and non-visitors also enjoy other, non-monetized value of heritage sites. One that fits in the economic domain is existence value, or the amount of money someone would be willing to pay to keep a site or event in place even if they never planned on visiting it. For example, some Oregonians would be willing to pay an annual subscription to ensure the continuation of the iconic Pendleton Round Up and Happy Canyon Pageant even if they didn't anticipate a trip to Eastern Oregon.

Many other sociocultural values of heritage site fall outside the economic domain and are harder to quantify, including historic, cultural/symbolic, social, spiritual, and aesthetic values (see Figure 3).

Figure 3:  
Non-Economic, Sociocultural Values of Heritage Sites and Events



## Quantifying the Economic Activity Associated with Heritage Sites and Events

ECONorthwest used three key data sources to measure economic activity associated with Oregon's heritage organizations and events:

- **IRS Form 990 submissions from heritage organizations.** The Form 990 submissions, when accessible, provided information on revenues, funding sources, employment counts, and volunteerism at heritage organizations. Usable Form 990 information was available for 106 organizations—or 38 percent of the all the organizations in the Oregon Heritage database. Organizations excluded from the Form 990 analysis were either very small (i.e., less than \$50,000 in annual revenue), had a smaller heritage function embedded in a large organization (e.g., the Knight Library at the University of Oregon), were duplicative (e.g., some organizations file multiple reports under differ names), or could not be identified on the IRS site.
- **Visitor counts from the proprietary Placer.ai software platform.** The Placer.ai data provided visitor counts at museums, libraries, historic sites, and events. The Placer.ai visits data are generated from cellphone activity and use state-of-art technology but are of limited use if a heritage site is co-located with other functions in a multi-story building (i.e., heritage activity within the building cannot be disentangled from other activity). Also, the data set is built from U.S. phone activity and will miss international visitors.
- **Visitor spending estimates from Portland-based Dean Runyan and Associates.** Every year, the firm estimated the economic impact of tourism in Oregon and calculates visitor spending by commodity purchased (e.g., accommodations, food services, retail sales), and average per person night expenditures by accommodation type.

These data help characterize the economic activity directly tied to the heritage organizations/events and the visitor activity they generate. But that direct activity extends or “multiplies” as heritage organizations purchase materials and supplies for their operations, and employees and visitors spend money elsewhere in the local economy and support additional jobs.

## Economic Impact Terminology

Economic impacts are classified by their relationship to the activity in question. For this analysis, the three types of impacts are defined to capture the economic activity of heritage organizations and traditions as follows:



**Direct impacts** are the spending, jobs, and employment directly supported by Oregon's heritage organizations and traditions and can be considered the inputs for the model.



**Indirect impacts** are the economic effects supported by business purchases from heritage organizations and traditions. These indirect effects are sometimes also referred to as supply chain effects.



**Induced impacts** are the changes in regional household spending caused by changes in household income. These are typically referred to as consumption effects.



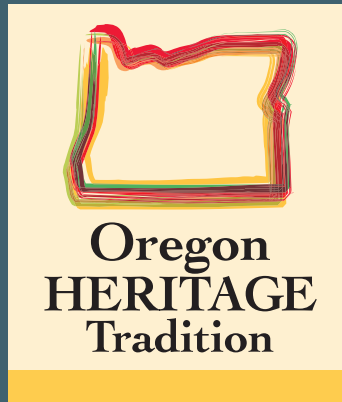
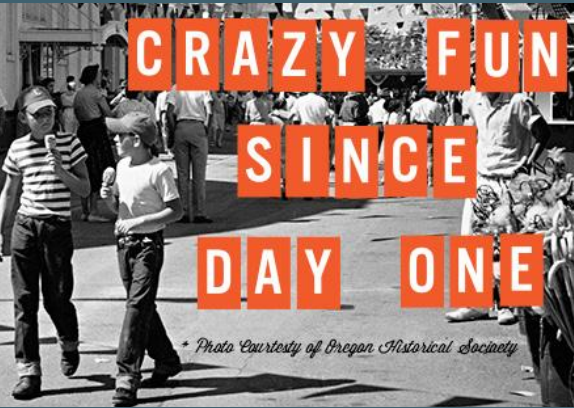
**Output** represents the value of goods and services produced and is the broadest measure of economic activity.



**Labor income** consists of employee compensation and proprietary income and is a subset of output.



**Jobs**, according to IMPLAN's methodology, are measured in terms of full-year-equivalents (FYE). A job can be full-time or part-time, seasonal, or permanent.



## Designated Oregon Heritage Traditions

The Oregon Heritage Tradition designation recognizes events more than 50 years old that represent what it means to be an Oregonian. Designated events are unique locally, regionally, and statewide. In short, these events add to the livability and identity of the state.

- Oregon State Fair, Salem (1858)
- Wasco County Fair and Rodeo, Tygh Valley (1885)
- Linn County Pioneer Picnic, Brownsville (1887)
- Astoria Regatta (1894)
- Clackamas County Fair, Canby (1907)
- Portland Rose Festival (1907)
- Lebanon Strawberry Festival (1909)
- Pendleton Round-Up (1910)
- Happy Canyon Pageant and Wild West Show (1916)
- Portland Midsummer Festival (1928)
- Fourth of July Pet Parade, Bend (1932)
- Klamath Basin Potato Festival, Merrill (1937)
- Brookings Harbor Azalea Festival (1939)
- Portland Greek Festival (1952)
- Pear Blossom Festival, Medford (1954)
- Pacific City Dory Days (1959)
- Bohemia Mining Days, Cottage Grove (1959)
- Scandinavian Festival, Junction City (1961)
- Cannon Beach Sandcastle Contest (1964)
- Woodburn Fiesta Mexicana (1964)
- Astoria Scandinavian Midsummer Festival (1968)
- University of Oregon Mother's Day Powwow (1969)
- Oregon Country Fair (1969)
- Great Oregon Steam-Up, Brooks (1970)
- The Christmas Ships Parade (1954)
- Aumsville Corn Festival (1968)

Source: <https://www.oregon.gov/oprd/OH/Pages/Heritage-Designations.aspx>

# PART 1

## ECONOMIC CONTRIBUTIONS OF OREGON'S HERITAGE ORGANIZATIONS AND TOURISM

We present economic contributions through the two mutually exclusively areas: the economic footprint of heritage organizations and the impacts of the visitor spending that is associated with heritage sites and events.

### Economic Footprint of Heritage Organizations

- **Heritage organizations directly supported more than 2,100 jobs and generated nearly \$200 million in economic output.** The Form 990s showed reported about 1,600 employees and labor income of \$47 million directly in heritage organizations in 2019. But the organizations bought materials and supplies, and their employees spent their paychecks in the economy. Take those supply chain and induced consumption impacts into account, and the job and labor income totals rise to 2,147 and \$77.7 million, respectively. That total labor, inside and outside the heritage organizations was associated with \$196.3 million in economic output (Table 1).
- **Donations, grants, and in-kind contributions underwrote \$56 million in organizational activity.** During 2019, Oregon's heritage organizations and trusts received \$56 million in revenue from in-kind

contributions, grants, and donations, which accounted for 57 percent of reported revenues that year.

- **Volunteers contributed \$8.5 million in-kind labor and 300,000 hours of time to heritage organizations in 2019.** Our analysis found that nearly 6,000 Volunteers who give their time to support Oregon's heritage organizations play a critical role in Oregon's heritage activities and ensuring the organizations remain viable. During 2019, Oregon's heritage organizations reported 6,000 volunteers across the state who donated their time to these organizations. Not all entities track the number of hours donated, but a separate analysis by the Oregon Heritage Commission estimated that volunteers contributed over 300,000 hours of time valued at almost \$8.5 million in in-kind labor support.<sup>1</sup>



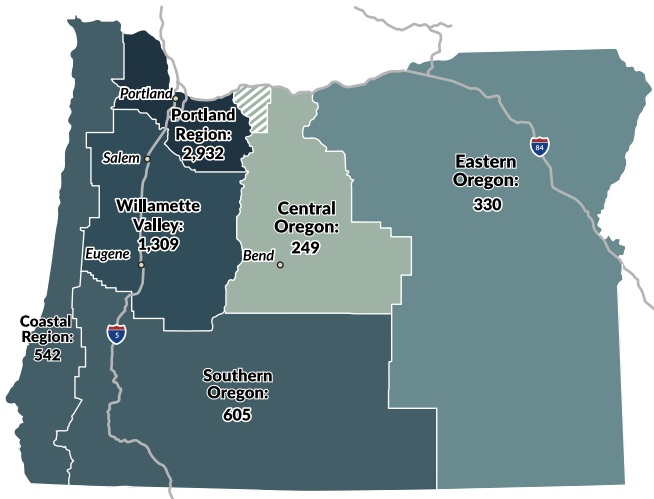
Table 1: Economic Contributions for Heritage Organizations, 2019

Effect	Employment	Labor Income	Value Added	Output
Direct	1,599	\$46,725,869	\$58,211,503	\$97,518,122
Indirect impacts (supply chain effects)	237	\$14,508,906	\$27,368,795	\$48,989,210
Induced impacts (consumption changes)	311	\$16,453,071	\$29,297,317	\$49,843,832
<b>Total</b>	<b>2,147</b>	<b>\$77,687,845</b>	<b>\$114,877,615</b>	<b>\$196,351,164</b>

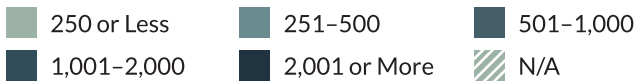
<sup>1</sup> Chikoto-Schultz, G. L., & Christiansen, C. (2020). The Value of Oregon Heritage Organizations' Volunteers: An Oregon Heritage Commission Volunteer Study—A Summary Report. Nonprofit Institute. Portland State University.

# PART 1: ECONOMIC CONTRIBUTIONS OF OREGON'S HERITAGE ORGANIZATIONS AND TOURISM

Figure 4:  
Distribution of Volunteers by Region



Organization Volunteers By Region

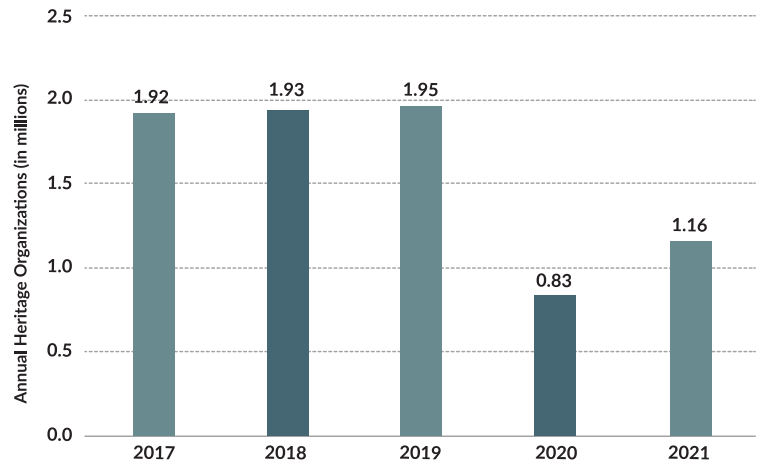


Source: ECONorthwest

## Visitor/Tourism Impacts

- Heritage organizations and events attracted nearly three million visitors in 2019.** Heritage sites and events convey their full range of sociocultural values when people show up to experience, interact, or participate in them. And in the year preceding the global pandemic millions of people did. Heritage organizations hosted almost two million visitors while traditional events added another million. The Portland region—home to OMSI, the Portland Art Museum, the Oregon Historical Society—drew the highest number of organizational visits, but the Willamette Valley led in visits to events with draws like the Oregon State Fair, the Oregon Country Fair, Lebanon’s Strawberry Festival, and Woodburn’s Fiesta Mexicana. All nine regions drew at least 50,000 visitors (to organizations and events), and six drew more than 175,000 each.

Figure 5:  
Annual Heritage Organization Visits (Millions), 2017–2021



Source: ECONorthwest

Unsurprisingly, visits to heritage organizations declined in 2020 and partially rebounded in 2021. If the rest of the economy is a guide, organizations and events should see additional recovery in 2022 and 2023.

- Heritage visitors spent \$137 million in 2019.** The nearly 3 million visitors in 2019 spent about \$26 per visit—or \$77.6 million. The Portland region led in visitor spending but was followed closely by the North Coast. The Placer.ai data suggested a higher share of the visits were overnight, which increased the average per visit expenditure to \$55.

In all these encounters, visitors supported economic activity but, more importantly, they gained a better understanding of the world they live in, strengthen connections to places they call home, and built a sense a community.

- Heritage tourism supported more than 1,300 jobs, contributed in \$55 million in labor income.** Spending by tourists supported local economies by eating in local restaurants, purchasing from local shops, and in



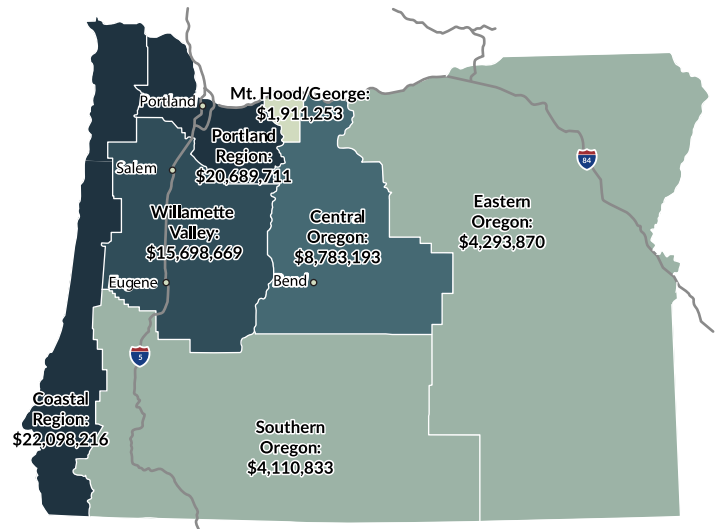
# PART 1: ECONOMIC CONTRIBUTIONS OF OREGON'S HERITAGE ORGANIZATIONS AND TOURISM

some cases spending a night in a local hotel. In 2019, visitor spending directly supported about 910 jobs—concentrated in the leisure and hospitality sector. The induced and indirect effects (supply chains and consumption changes) supported another 193 and 223 jobs, respectively—to bring the total to 1,325. Those jobs were associated with \$55 million in labor income and \$147 million in economic output.

- **Tourism spending generated \$3.2 million in state and local taxes.** Fiscal contributions are not economic contributions, but the analyses often go together. The just described tourism impacts have tax implications.



Figure 6: Visitation-Related Spending by Region, 2019



Direct Spending by Visitors



Source: ECONorthwest

Table 3: Tax Revenue from Tourism Spending

Category	Revenues
Social Insurance Tax	\$74,371
Tax on Production and Imports	\$1,985,449
Corporate Profits Tax	\$171,126
Personal Tax	\$967,552
<b>Total State and Local Tax</b>	<b>\$3,198,498</b>

Source: ECONorthwest

Table 2: Economic Impacts of Heritage Visitation Spending, 2019

Impact Type	Employment	Labor Income	Value Added	Output
Direct spendings by visitors	909	\$31,878,031	\$45,171,352	\$77,585,746
Indirect impacts (supply chain effects)	193	\$11,525,876	\$17,811,573	\$33,806,803
Induced (consumption changes)	223	\$11,767,428	\$20,939,535	\$35,630,682
<b>Total</b>	<b>1.325</b>	<b>\$55,171,335</b>	<b>\$83,922,461</b>	<b>\$147,023,231</b>

Source: ECONorthwest

# PART 2

## ECONOMIC BENEFITS OF OREGON'S HERITAGE

The previous section presents the economic contribution of Oregon's heritage organizations and traditions, through the lens of dollars spent and circulated through the economy. But as noted, Oregon's heritage organizations and traditions produce economic value in so many other ways. Quantifying this value is an exercise that is well beyond the scope of this research effort. But ignoring these many other economic benefits would leave out an important part of the story and reason why Oregonians should continue to invest in protecting and engaging with our heritage endowment.

### Economic Value of Heritage Organizations and Traditions Not Captured by Economic Contributions


We measured the economic footprint of heritage organizations and heritage traditions because when people visit these places they spend money, which is a measurable outcome. But the amount someone spends on heritage activities represents only part of their economic value. Here are some of the other economic benefits that arise from heritage activities:

- When people purchase a ticket for admission for \$2 but would have been willing to spend \$5, the difference reflects **consumer surplus value**. It is not picked up in the transaction itself but is a measure of the full value of the experience to the visitor. Added up across all visitors, this amount is sizeable and could be larger than the actual spending—especially because often admission to heritage museums, libraries, and some traditions is small compared to other types of entertainment or free/by donation.



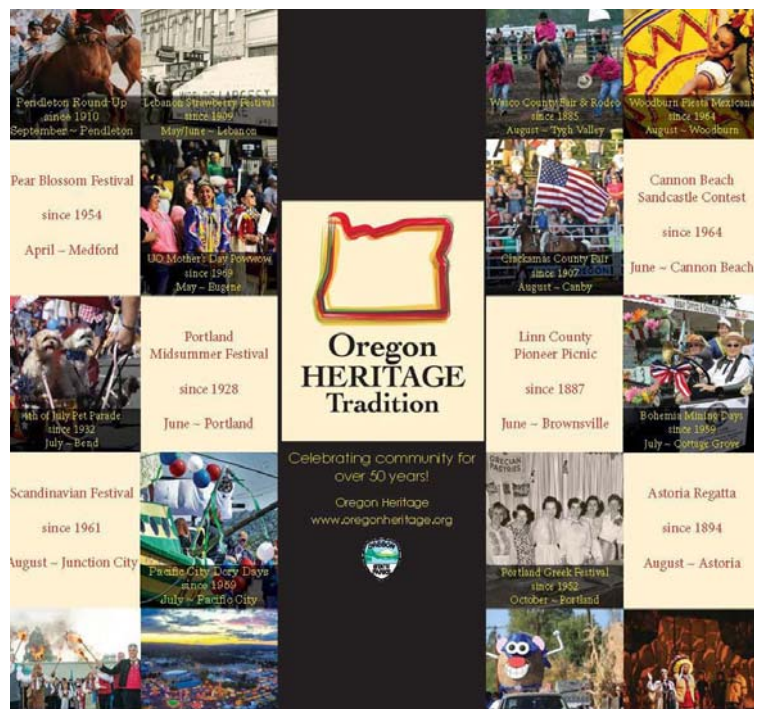
- Heritage organizations and traditions bring people together in shared purpose and identity, serving as institutional and networking “glue” that binds communities together (known as **social capital**). This “glue” is difficult to measure in economic terms, but our communities would not be the same without it.
- Some people may have participated in a tradition or visited an organization once and are willing to pay for future visitors to have a similar experience. Or maybe they read about the tradition and learned something new. Or they’ve never been but wish to participate someday. These sources of value represent **option value, existence value, and bequest value** and are often expressions of **spiritual value, historic value, education value, and social value** that people have (see the box on page 10). Sometimes these values motivate people to spend real money—perhaps as a donation to the organization—or use their time to volunteer. But often this value is uncaptured in monetary terms.
- Sometimes an organization or tradition’s physical asset produces value for the community directly. Historic structures and open spaces that house organizations and traditions—and may not exist but for the stewardship of the organization—produce economic value for the surrounding community. They may elevate nearby **property values**, and generate **aesthetic value** that contribute to sense of place.

While these values are challenging (in some cases impossible or inappropriate—see inset) to measure in economic terms, they are legitimate sources of economic value that likely far outweigh the economic value measured in the economic activity that these organizations and traditions produce.



### Cultural, Spiritual, and Tribal Heritage Values

Traditional monetary measures of economic importance can be inappropriate to describe the value of cultural, spiritual, or tribal values. Monetization implies substitutability (i.e., that monetary compensation at some level can make whole the loss of the service, because equivalent services may be purchased). For example, archaeological values, such as burial grounds and ceremonial sites, are non-renewable and have no substitutes. Given that many, if not all, cultural values for tribes are defined by place, tradition, and continuity of use and practice, no alternative resource could provide a sufficient substitute for the resources in question. Although they are not appropriate to monetize in economic terms, cultural and heritage values of tribes are of significant importance.



## Heritage Tradition Spotlight: University of Oregon Mother's Day Powwow (1969)



The Powwow came out of the Indian Relocation Act of 1956, when the U.S. Government compelled Native Americans to leave reservations and traditional lands for cities. While many of the promises the U.S. Government made in exchange for relocation (jobs, training, moving expenses) did not materialize, this migration led many Native Americans—displaced from their traditional lands across the country—to seek each other out. This took the form of intercultural exchange through the Powwow, which in turn led to intertribal organizing throughout the 1960s. The Mother's Day Powwow, held at the University of Oregon, is Oregon's oldest documented Powwow. It features connection, dancing, recognition of accomplishments, honoring mothers, and sharing of food through a Salmon Bake.

The nature of the event, which brings tribal members and non-tribal members together from across the country, is associated with visitation and related spending. This economic footprint, however, is a relatively small indication of the economic value the event creates. The Powwow is a perfect example of **social capital** in action: building and reinforcing connections between people, year after year, with tangible outcomes that improve quality of life.

The modern Powwow in the 1950s led to broader organizing among tribes and movement toward greater recognition and justice for Native Americans. The Mother's Day Powwow is open to everyone and showcases the heritage and culture of many Native Americans, including the people who originally inhabited the land we today know as Oregon. The land the Powwow takes place on at the University of Oregon is the traditional indigenous homeland of the Kalapuya people. It also reinforces **cultural value** through intergenerational and intercultural transmission of traditions, which is instrumental in preserving heritage for future generations.



## Collection Organization Spotlight:



Four Rivers Cultural Center (FRCC) located in Ontario (Malheur County) offers a broad range of events and programming that intersects with Oregon's heritage in many ways. The FRCC stewards history by preserving, sharing and celebrating diverse stories, cultural heritage, and artifacts. The museum holds more than a century of history and offers opportunities for free museum admission so all members of the community can experience these artifacts.

With a busy events schedule that includes theater performances, rotating heritage art and museum exhibits, and community education and activity classes, many people visit FRCC each year. Much of their programming has a cost of admission or participation. These measurable economic transactions are reflected in the analysis.

However, these underestimate FRCC's full economic value. The wide range of programming provides **educational value** to many people, who may come for a Zumba class or literacy night and leave with a broader understanding of the history of mining in Eastern Oregon or life in the World War II Relocation Authority's Minidoka Internment Camp. The FRCC also encourages community participation in the creative expression of Oregon heritage, for example by sponsoring a cultural heritage song-writing contest. By serving as an active space that preserves heritage and supports the community through active engagement, it creates **social capital**. This "glue" is difficult to measure but shows up whenever the community comes together in common purpose.



### Collection Organization Spotlight:

# OREGON BLACK PIONEERS

Oregon Black Pioneers (OBP) is dedicated to preserving and presenting the contributions of African Americans to Oregon's heritage. Its work "illuminates the seldom-told history of Black Oregonians who have faced hardship and discrimination to make a life in Oregon over the past 400 years." This organization does not have a physical home open to the public, so its impact is not reflected directly in visitation and heritage spending estimates reported elsewhere in this research. However, it has built a virtual presence with online exhibits and creates and loans physical exhibits to other museums throughout Oregon, which are captured in the economic contribution estimates. For example, its exhibits have been featured at the University of Oregon Museum of Natural and Cultural History Oregon Historical Society, and Pittock Mansion.

In addition to creating its own programming, it works with other museums throughout the Pacific Northwest to incorporate the stories of African Americans into new and existing exhibitions. It collaborated with the City of Salem to place a stone marker at the Pioneer Cemetery



honoring African Americans interned in marked and unmarked graves. OBP also provides historic consultation to government agencies and rural historical societies, including consultancy to other museums like the Linn County Historical Museum and End of the Trail Museum

Through its research, storytelling, and advocacy online and in collaboration with other heritage organizations Oregon Black Pioneers reaches many people and generates economic value well beyond any impacts measured through spending and visitation. With online content delivery, its reach is potentially far greater than through physical exhibits alone. Elevating stories of Oregon's lesser-known heritage expands awareness to inequities still present today. This has **educational value** with the potential for making meaningful impact in the lives of current and future Oregonians.

### Value of Other Heritage Organizations and Heritage Preservation Efforts in Oregon

In addition to heritage organizations and heritage traditions that are the focus of this research effort, the Oregon Heritage supports heritage in other ways, including recognizing and protecting historic cemeteries and historic

Main Streets. It also helps communities enhance and generate value from their heritage resources through programs like the Oregon Heritage All-Star Community and the Certified Local Government Program. The maps below show how widespread these designations are and reflect the significant investment Oregon's communities make in historic preservation and celebrating cultural heritage.

## Historic Cemeteries

There are over a thousand historic cemeteries<sup>2</sup> that preserve the memory and physical legacy of previous generations of Oregonians. Hundreds of these are publicly accessible. These cemeteries are important records of Oregon's heritage and contribute economic value in other ways as well. Cemeteries are protected open spaces that often function like parks: they provide **amenity value**, **recreation value**, and in some cases **valuable habitat for wildlife** that otherwise would not be available.



### Cemetery Spotlight:

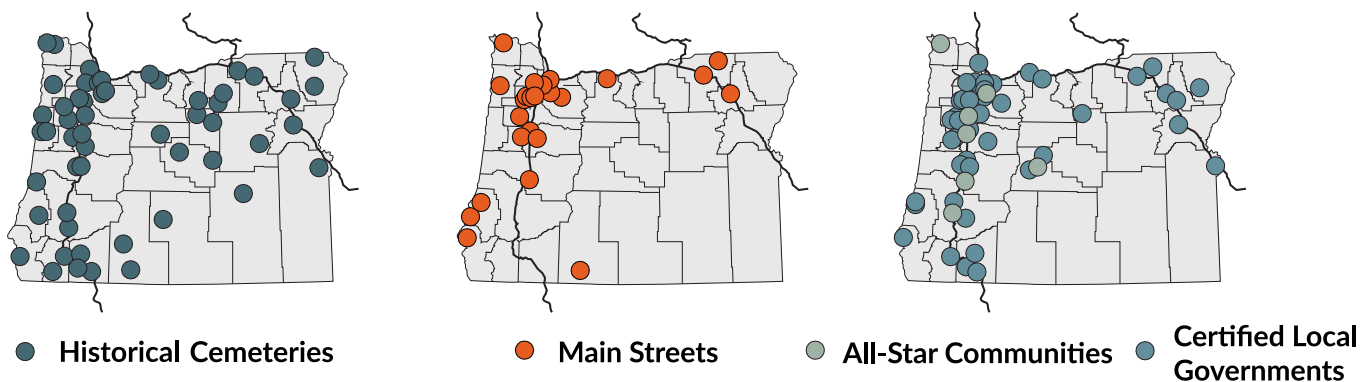
#### LONE FIR PIONEER CEMETERY, PORTLAND

One of Oregon's older historic cemeteries located in the heart of Portland, this site's graves are towered over by a forest canopy and intertwined with trails and paths. It is one of 14 historic cemeteries that Metro manages across Multnomah County. These sites protect the historic and sacred values of the graves within their boundaries, but their full value to the people of Oregon includes the entire landscape: as a trail network, an arboretum, a park, and a curiosity. It is widely accessible to thousands of people in the surrounding neighborhoods alone and visited by thousands more each year for recreation, understanding history, and experiencing a part of Oregon's heritage.

"At the intersection of the past and present, you'll find groves of tall trees, epic views of river valleys, quiet corners amidst a beautiful city. Each cemetery offers its own sense of place and peace."

— Metro Historic Cemeteries

Figure 7. Distribution of Other Heritage Resources in Oregon



<sup>1</sup> Historic cemeteries must include the burial of at least one person who died 75 years before the current date to be eligible for designation.

## Designated Main Streets

The Oregon Main Street program assists Oregon communities with their downtown revitalization and preservation efforts. It is based on a national model and approach (Main Street America) that provides technical assistance, training, and access to grants to fund physical improvements. This organizational infrastructure and investments catalyze economic development in Oregon's communities, which produces a stream of economic benefits for years to come.

A study of Washington's Main Street Program documented its economic impacts across eight categories that demonstrate the potential reach of historic main street investments. Among the larger of the impacts identified were festivals and events and business attraction and retention. The look and feel of historic main streets provide a setting that often attracts people and encourages them to stay longer, ultimately spending more money.

Quantifying the full range of economic impacts of Oregon's Main Street Program was beyond the scope of this research effort, however, at the time of this report a separate analysis is being conducted to quantify the economic impact of Oregon's Main Street program. Many designated heritage traditions quantified here (see the list on page 12) take place within a designated main street downtown and illustrate one of the more substantial ways that Designated Main Streets generate value.

These impacts reflect the quantifiable economic impacts of Main Street investments (both direct financial investment and technical support). Main Streets also contribute to and reinforce **social capital** by creating spaces for people to connect, building community institutions, and protecting **aesthetic and heritage values** that define sense of place and community identity.





### Main Street Spotlight: HISTORIC DOWNTOWN ASTORIA

The **Astoria Downtown Historic District Association (ADHDA)** describes itself as a nonprofit organization with a mission to “preserve and advance historic downtown Astoria’s culture and character through inspired partnerships and community engagement.” The ADHDA hosts several events throughout the year within the main street area, which generate economic activity for local businesses. For example, the monthly 2nd Saturday Art Walk is an event in which people can discover local art as they follow along with a map provided by ADHDA, which outlines a path to participating local art galleries and boutiques in the area. There is also a weekly Sunday Market that includes local produce, arts & crafts, food, music, and more.

The ADHDA also hosts seasonal and annual events. In the fall, their Oktoberfest event helps bring the community together downtown and draw attention to local brewing companies. Near Halloween, the Downtown Trick-or Treating event allows families

to discover local shops, as participating businesses pass out candy to children in costume. In the winter, there are several holiday events focused on local shopping, holiday lighting, and business window decoration contests. In addition to recurring events, the ADHDA also hosts fundraising events, such as the Jane Barnes Revue, which draws on and celebrates Astoria’s colorful history in an evening party and fashion show. The ADHDA invests proceeds from fundraisers in the betterment of downtown. Past investments include signs that highlight the National Register Historic District and make downtown more pedestrian and tourist friendly.

The **Astoria Regatta** is a designated heritage tradition that takes place within and is enhanced by the Astoria Historic Downtown main street area. Through parades, festivals, sailboat races, fun runs, picnics, and more, the Astoria Regatta fulfills its goal of celebrating Northwest maritime history and future. Astoria’s historic downtown is an example of historic preservation, cultural heritage activities, and heritage tourism creating synergies that attract economic activity and increase the value of people’s experience Oregon’s heritage.

### All-Star Communities and Certified Local Governments

Finally, so many of the economic contributions and benefits described in this report would not happen without collaborations and partnerships that leverage heritage preservation as a community.

The Oregon Heritage All-Star Community designation is available to communities that engage in a wide spectrum of

cultural heritage activities. The program goals are to educate communities about the many different ways they can invest in cultural heritage, from preservation of historic buildings to compilation of oral histories; encourage participation and local coordination in cultural heritage; and recognize and incentivize efforts through official designation.

The Certified Local Government program is a federal program administered by the Oregon State Historic Preservation Office that supports local governments in historic preservation. CLGs have implemented ordinances

to address historic preservation, established a historic preservation commission, agreed to enforce state historic preservation laws, and participate in the listing process for National Register of Historic Places. Once certified, local governments have access to financial and technical support to actively facilitate local participation in historic preservation.

These programs help local governments and organizations build **social capital** and invest in **human capital** resources that broadly support cultural heritage and historic preservation activities. Building local government capacity can help leverage private and non-profit heritage efforts, ultimately **expanding the stream of economic activity and economic benefits** that come from preserving Oregon's heritage for current and future generations.

### Salem:



The Oregon Heritage All-Star Community program helps communities make the most of their historic resources through education about the spectrum of cultural heritage activities available to their community, encouragement to participate in and coordinate cultural heritage activities, and recognition of communities that reach an exemplary level of participation in cultural heritage events. From an economic perspective, communities supported through the Heritage All-Star program

leverage their historic resources to drive economic activity to local businesses and create experiences that people value in a variety of ways.

The Heritage All-Star program designated Salem, Oregon as an All-Star Community in 2013, recognizing the city's past and the work of individuals and organizations within the city who preserved Salem's history and culture. Salem does the work of historical preservation through its Heritage Days, which take place during a week in the summer. Salem collaborates with several local businesses, organizations, social service agencies, and public agencies to host events throughout the week and to provide musical entertainment. Salem also has Ancestry Days, in which residents can participate in lectures, tours, research opportunities, and other informational programs to learn more about their ancestral and immigrant connections to Salem.

Other events focused more on local businesses include the Salem Food Truck and Craft Beer festival and the seasonal Salem Haunted Happenings event that takes place around Halloween. These events help promote local food truck vendors, breweries, restaurants, gift shops, and services in the area and also help facilitate community connections.

# TECHNICAL APPENDIX

This technical appendix serves as a thorough, but not exhaustive, summary of the data sources and methods we used to generate the gross economic contributions estimates presented in the body of this report. The appendix is segmented into two sections. The first section details the data sources used and the methodology employed to estimate the economic footprint of heritage organizations.

## Economic Footprint of Heritage Organizations: Data Sources and Methodology

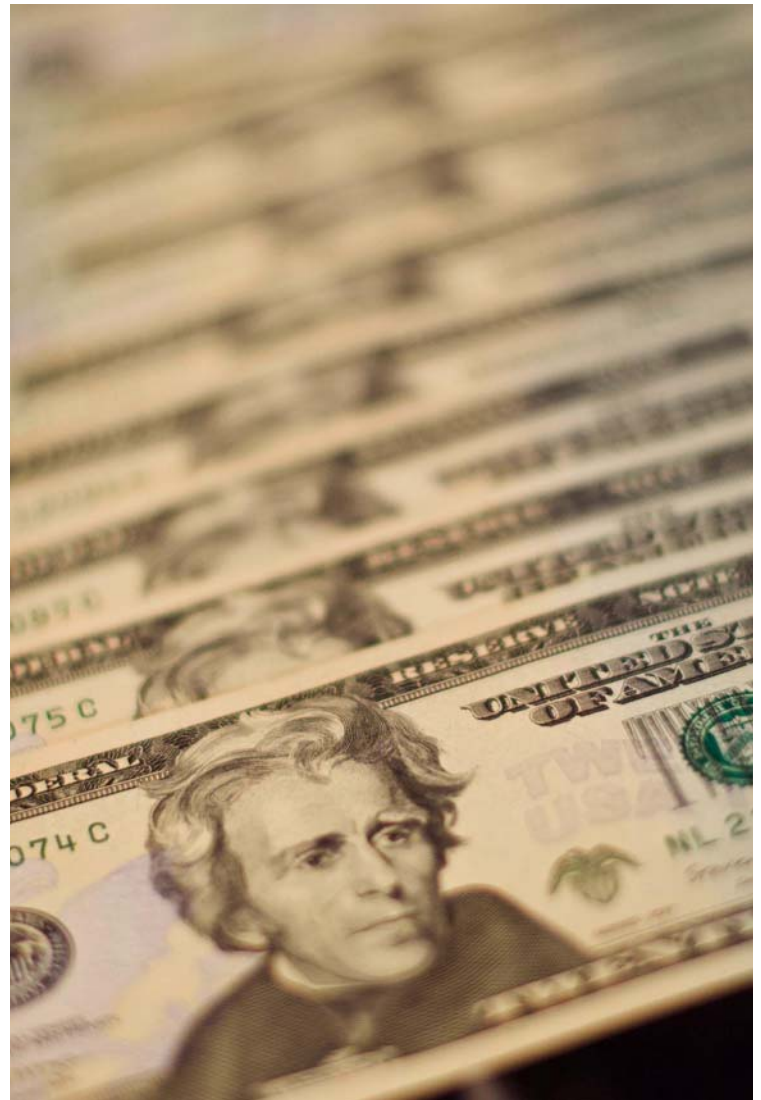
This section details the data source underlying our economic footprint of heritage organizations analysis, and how we used it to formulate our model inputs.

### Data Source

The **Internal Revenue Service (IRS)** provides easy access to filings for tax-exempt organizations via the IRS's tax-exempt organization search tool.<sup>3</sup> Non-profit organizations must file one of four 990 form types with the IRS annually. The standard 990 form is filed by organizations who had at least \$200,000 in gross receipts, or at least \$500,000 in total assets in a given filing year. The 990-EZ is filed by organizations who earned less than \$200,000 in gross receipts and held less than \$500,000 in total assets in a given filing year.<sup>4</sup>

Only the standard 990 and the 990-EZ provided us the financial data needed for modeling. However, there are two other 990 form types a tax-exempt organization can

file, the 990-PF and the 990-N. Both form types were excluded from our analysis for different reasons. The 990-PF form only pertains to private foundations. The 990-N is only filed if an organization earned at most \$50,000 in gross receipts in a given filing year. Unfortunately, no financial information is immediately available for organizations that file a 990-N; as a result, they were excluded from our analysis.



<sup>3</sup> The IRS tax exempt organization search tool can be accessed at the following address:

<https://www.irs.gov/charities-non-profits/tax-exempt-organization-search>

<sup>4</sup> IRS, Form 990 Series Which Forms Do Exempt Organizations File Filing Phase In. Information accessed on June 21, 2022:

<https://www.irs.gov/charities-non-profits/form-990-series-which-forms-do-exempt-organizations-file-filing-phase-in>

## Methodology

This section provides a thorough methodology of how we arrived at the final economic contributions estimates for heritage organizations in Oregon in 2019.

### Researching the 990 Forms of Heritage Organizations

To estimate the gross economic footprint of heritage sites across Oregon, ECONorthwest extracted several financial and employment data points from the standard 990 and 990-EZ forms. No Employee Identification Numbers (EINs) were provided with the heritage organization dataset we received, so the first analytical step consisted of researching and collecting the EIN for each of the 282 total heritage organizations, where available. Through the EIN and 990 collection process, we made several findings:

- Of the entire dataset, 106 organizations (or, 38 percent) had 990 form data for modeling.
- Approximately 28 percent of heritage organizations earned less than \$50,000 in 2019 (i.e., the organization filed a 990-N). As a result, we could not extract financial data to include these organizations in our analysis.
- Fifteen percent of heritage organizations were a part of a larger institution and thus, had no individual 990 forms available. Examples of this include university and public libraries (e.g., Knight Library at University of Oregon), museums operated by state or federal agencies (e.g., the Thomas Condon Paleontology Center, operated by the National Park Service), and many museums that were operated by local agencies or universities (e.g., Fort Klamath operated by Klamath County).
- About seven percent of organizations in the dataset were duplicative. For example, the Baker Heritage Museum and the Oregon Trail Regional Museum are

the same entity, but they each have their own row in the dataset. Where duplication occurred, we only included 990 data once, assuming the information was available.

Figure 8 provides a summary of the 990 research conducted for the full list of heritage organizations.

Figure 8:  
Summary Findings of 990 Form Data for Heritage Organizations, 2022

990 Form Research Finding	Count	% Share of Total
<b>Useable Data</b>	<b>106</b>	<b>38%</b>
Standard 990	63	22%
990-EZ	43	15%
<b>Un-useable Data</b>	<b>176</b>	<b>62%</b>
990-N	79	28%
990-PF	1	0%
Auto-Revocation List	9	3%
Duplicative	19	7%
Unable to Locate EIN	26	9%
Cannot untangle from other institution	42	15%
<b>Total State and Local Tax</b>	<b>282</b>	<b>100%</b>

Source: ECONorthwest research; IRS.



## Extracting Economic Model Inputs from the 990s

The standard 990 form asks filing organizations for detailed financial data, like spending, investments, and revenues. It also includes information about an organization’s directors, the number of persons who worked either for pay or as volunteers at any time during the filing period, and a detailed accounting of the organization’s balance sheet. The 990-EZ form, on the other hand, asks filers for similar financial data like the standard 990; however, it does not ask about an organization’s employees nor its volunteers, and it provides an abbreviated balance sheet section.

Data from 63 standard 990 forms and 43 990-EZ forms formed the basis of our model inputs. Of particular importance were the operating expenditures and net capital expenditures of these organizations, as these inputs directly affect the calculations IMPLAN uses to ascertain the overall economic impact on Oregon’s economy.

Net capital expenditures were estimated, as purchases of depreciable assets are not uniformly reported on the 990 forms. The estimates were computed by subtracting from

year-end capital assets the beginning of year capital assets and depreciation taken during the filing year. The result is an approximation because it is possible that some non-profits may have disposed of capital assets during the year. In the case of some museums, additions to their exhibits may appear as capital assets, possible appreciating capital assets, which also may distort the estimate. From our research and review, these exceptions appear uncommon.

Employment estimates created challenges for the analysis. The standard 990 forms reveal that 13 of the 57 non-profits with annual revenue exceeding \$50,000 had no paid employees. They operated using volunteers and work done through paid service providers, such as accountants. It is likely that nearly all 990-EZ non-profits were entirely run by volunteers. Since volunteers are not paid, from the standpoint of an economic impact analysis, these unpaid workers have no economic impacts on the rest of the economy that arises from labor income. When reviewing the IRS data, one should consider the amount of work time put into the non-profits that cannot be captured by an economic impact model.

Figure 9 shows a summary of the financial data retrieved from the organizations that filed a 990 or 990-EZ in 2019.

Figure 9: Summary of 990 and 990-EZ Inputs for Economic Footprint Analysis, 2019

Income/Expense Category	Standard 990	990-EZ	Output
Revenue	\$94,853,000	\$2,666,000	\$97,519,000
Payroll Costs	\$46,211,000	\$514,000	\$46,725,000
Non-Payroll Expenses	\$48,569,000	\$1,591,000	\$50,160,000
Net Revenue	\$73,000	\$560,000	\$633,000
Employment *	1,580	20	1,600

Source: IRS, 2019 tax-exempt organization filings; ECONorthwest calculations.

Note: Employment estimates for 990-EZ filers are estimated based on employment numbers reported by heritage organizations that filed a standard 990.

## Heritage Tourism: Data Sources and Methodology

Like the section prior, this section details the data source underlying our heritage tourism analysis, and how we used it to formulate our model inputs.

### Data Sources

The estimates for our economic contributions of heritage tourism analysis relied primarily upon two data sources: travel impact estimates from Dean Runyan Associates and visit estimates from Placer.ai.

- **Dean Runyan Associates** is a Portland-based research firm that specializes in quantifying the economic impacts of travel and tourism. Every year, they publish a report that analyzes and articulates the economic impact of tourism in Oregon. For this analysis, we relied upon Dean Runyan’s 2019 report for several data elements at the tourism region level.<sup>5</sup> The data elements include overnight visitor volume by accommodation type (hotel, motel, STVR; private homes; and other overnight), visitor spending by commodity purchased (e.g., accommodations, food services, retail sales), and average per person night expenditures by accommodation type.

The methodology section below details the assumptions we used from Dean Runyan’s report to produce our heritage tourism estimates.

- **Placer.ai** is a proprietary artificial intelligence software platform that estimates foot traffic trends via anonymized cellular location data. To generate their visit estimates, Placer.ai relies upon a panel dataset of over 30 million unique monthly users. These panel visits

are normalized and then extrapolated via a proprietary extrapolation algorithm to generate skew-corrected visit estimates at a specified location in the U.S.

A visit is triggered when a panel cellphone scans for a Bluetooth or WiFi signal two consecutive times in a five- to fifteen-minute period. The period between scans depends on the user phone’s Operating System (OS). For example, an Android OS will scan for a WiFi signal every three to seven minutes. Several salient caveats to be mindful of when interpreting Placer.ai’s visit estimates are as follows:

- Placer.ai counts only one visit per person per day to a “Place of Interest” (POI). If a visitor happens to make multiple visits to the same POI, Placer.ai groups them into one daily visit.
  - A POI can be any physical location, like a retail business, a park, or a city’s downtown area, for example. For purposes of our analysis, each POI is an individual heritage site.
  - Placer.ai cannot account for verticality in its estimates, nor can it attribute visits to a single entity if the space is being shared with another (e.g., a two-story building with retail on the ground floor and offices above would return a single visit value in Placer.ai, with no data disaggregation by floor or business).
  - Placer.ai attributes a single visit to a POI when the dwell time at that POI exceeds seven minutes. This excludes short visits, or visits with dwell times that are at least one minute long and shorter than seven minutes.
  - If a POI has fewer than 50 individuals represented from its panel dataset in a specified time frame (e.g., in the full year of 2019), then Placer.ai will not report any POI

<sup>5</sup> Dean Runyan Associates. (April 2020). *Oregon Travel Impacts, 1992-2019p*. Portland, OR. Retrieved from: <https://industry.traveloregon.com/wp-content/uploads/2020/04/ORImp19.pdf>

visit estimates to the user. This is to ensure the privacy of individuals in less populated areas.

- Placer.ai, by default, filters out employee counts from visit estimates. They determine a visit to be an employee based on the following criteria: 1) long visits (at least four hours are spent at a POI), 2) daytime visits (the visits take place between 5 AM to 10 PM), and 3) multiple visits (visit repetition, either daily or weekly).
- Placer.ai’s mobile device panel is created exclusively from U.S.-based phone applications. It is unlikely that their panel dataset represents international tourists.



Figure 10: Visits to Heritage Sites and Traditions, by Oregon Tourism Region, 2019

Dean Runyan Tourism Region	Primary Heritage Site Visits			Heritage Tradition Visits			All Heritage Visits		
	Day Visits	Overnight Visits	All Visits	Day Visits	Overnight Visits	All Visits	Day Visits	Overnight Visits	All Visits
Central	8,960	93,287	162,914	1,200	5,544	19,214	10,160	98,831	182,128
Central Coast	5,773	6,666	47,340	6,507	30,824	63,792	12,280	37,490	111,132
Eastern	3,715	19,557	100,018	9,301	40,249	89,263	13,016	59,806	189,281
Mt. Hood/Gorge	9,171	18,405	52,413	0	0	0	9,171	18,405	52,413
North Coast	67,342	144,866	273,027	6,085	10,246	22,866	73,427	155,113	295,893
Portland Region	17,024	124,617	686,646	5,491	23,145	172,681	22,515	147,762	859,327
South Coast	5,735	20,473	56,461	0	0	0	5,735	20,473	56,461
Southern	8,749	51,457	207,926	1,001	1,759	18,342	9,750	53,216	226,268
Willamette Valley	19,391	109,075	365,790	50,625	60,856	638,181	70,016	169,931	1,003,971
<b>Statewide Total</b>	<b>145,860</b>	<b>588,404</b>	<b>1,952,535</b>	<b>80,209</b>	<b>172,624</b>	<b>1,024,339</b>	<b>226,069</b>	<b>761,028</b>	<b>2,976,874</b>

Source: ECONorthwest calculations; Placer.ai; Dean Runyan Associates (2020).

## Methodology

This section provides a thorough methodology of how we arrived at the final economic contributions estimates for heritage tourism in Oregon in 2019.

## Estimating Visits

First, we segmented the total number of visits at each primary heritage site and heritage tradition into day trips and overnight trips. We assumed that visits from persons who traveled between 50 and 99 miles constitute a day trip. Visitors who traveled more than 100 miles to a site were assumed to be an overnight trip.

Using Placer.ai, we calculated that there were 1.95 million primary heritage site visits in 2019, and an additional 1.02 million heritage tradition visits. In total, this amounts to nearly 2.98 million heritage visits in 2019. Figure 10 shows the primary heritage site and heritage tradition visits aggregated by Dean Runyan tourism region.

## Deriving regional commodity spending patterns

The trip type assumptions (day and overnight) then allowed us to use Dean Runyan’s 2019 expenditure estimates to produce many of our model inputs. Dean Runyan only publishes per person day trip expenditures at the state-level. Thus, we used their statewide estimates for all day trip visits to heritage sites. For overnight trips, we used three key data elements from their region-level travel impact summaries,<sup>6</sup> which include:

- Overnight visitor volume by accommodation type (hotel, motel, STVR; private homes; and other overnight),
- Visitor spending by commodity purchased (e.g., accommodations, food services, retail sales), and
- Average per person night expenditures by accommodation type.

Figure 11 shows the originally reported Dean Runyan expenditure values we used as the basis to generate our IMPLAN model inputs for overnight visits.

For day travel expenditures, we used two of Dean Runyan’s reported values, which we converted from a per party estimate to a per person estimate. We used their “outdoor activity” for primary heritage site day travel estimates, and their “cultural” activity for heritage tradition day travel estimates. In nominal terms, our assumptions were about \$49.90 per person for primary heritage site visits and about \$79.40 for heritage tradition visits.

Figure 11:  
Per Person Overnight Expenditures by Overnight Accommodation Type and Tourism Region, 2019

Dean Runyan Tourism Region	Per Person Overnight Expenditure (Original Values Reported by Dean Runyan)			All Overnight (Average)
	Hotel, Motel, STVR	Private Home	Other Overnight	
Central	\$165.0	\$46.0	\$34.0	\$84.0
Central Coast	\$145.0	\$35.0	\$40.0	\$89.0
Eastern	\$104.0	\$29.0	\$36.0	\$57.0
Mt. Hood/Gorge	\$140.0	\$34.0	\$37.0	\$79.0
North Coast	\$130.0	\$29.0	\$36.0	\$81.0
Portland Region	\$244.0	\$64.0	\$41.0	\$132.0
South Coast	\$114.0	\$36.0	\$42.0	\$68.0
Southern	\$130.0	\$42.0	\$36.0	\$67.0
Willamette Valley	\$140.0	\$38.0	\$40.0	\$63.0

Source: Dean Runyan Associates (2020); ECONorthwest calculations.

<sup>6</sup> Regions are comprised of Oregon counties. Please refer to page 16 of Dean Runyan Associates’ 2019 Travel Impacts Report for a map of their regions. <https://industry.traveloregon.com/wp-content/uploads/2020/04/ORImp19.pdf>



## Mapping heritage visits to regional visitor spending commodity patterns

With the regional-level commodity patterns generated, the following calculations were undertaken for overnight visits:

1. Multiply total overnight visits by the distribution of visitor volume by accommodation type. This resulted in primary heritage site visit counts by accommodation type and region.
2. Multiply the accommodation type per person overnight expenditure value by the overnight visitors by accommodation type. This resulted in an aggregate spend amount by accommodation type.
3. The aggregate expenditures (by accommodation type) were then distributed along the 2019 visitor spending by commodity purchased. This resulted in expenditures by NAICS industry, which were then cross walked to IMPLAN industry codes to generate




industry-level model inputs.

The day visit computations followed a similar framework to overnight visits for each region, albeit with fewer steps:

1. Multiply the total day visits by the 2019 statewide per person day visit expenditure for outdoor activities (primary heritage site visits) and cultural activities (heritage tradition visits).
2. The total expenditures were then distributed along the 2019 visitor spending by commodity purchased. Like overnight visits, this step resulted in expenditures by industry for day visits, which we subsequently cross walked to IMPLAN industry codes to generate model inputs. The key difference here is that we assumed zero dollars were spent on accommodations and visitor air transportation for day visits.

After expenditure estimates were calculated for both day and overnight visits, we summed both values together by region to create an array of industry-level IMPLAN inputs. Figure 12 details, at a high-level, the statewide inputs used in IMPLAN to generate the results. In

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CULTURE AND HERITAGE  
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- Crossroads Carnegie Art Center
- National Historic Oregon Trail Interpretive Center
- Eastern Oregon Museum
- Sumpter Municipal Museum
- Sumpter Valley Railroad
- Pine Valley Museum
- Huntington Museum



This project is supported by a grant from the Oregon Heritage Commission and the Oregon Parks and Recreation Department.

# TECHNICAL APPENDIX

Figure 12: Commodity Group Summary of Heritage Tourism Model Inputs (in thousands of dollars), by Dean Runyan Tourism Region, 2019

Commodity Group	Central Oregon	Eastern Oregon	Mt. Hood/Gorge	Portland Region	Southern Oregon	Willamette Valley	North Coast	Central Coast	South Coast	Statewide
Accommodations	\$2,384	\$790	\$356	\$4,618	\$684	\$1,792	\$3,055	\$850	\$297	\$14,826
Food Services	\$2,415	\$1,197	\$566	\$4,901	\$1,148	\$4,466	\$4,977	\$1,212	\$486	\$21,368
Food Stores	\$670	\$452	\$146	\$784	\$373	\$1,464	\$1,384	\$383	\$170	\$5,827
Local Transportation & Gas	\$942	\$535	\$248	\$2,958	\$608	\$2,151	\$1,892	\$423	\$218	\$9,975
Arts, Entertainment & Recreation	\$989	\$761	\$271	\$1,393	\$575	\$3,164	\$2,468	\$644	\$271	\$10,537
Retail Sales	\$979	\$549	\$324	\$2,252	\$541	\$2,314	\$2,535	\$611	\$213	\$10,318
Visitor Air Transportation	\$404	\$10	\$0	\$3,782	\$182	\$347	\$0	\$0	\$11	\$4,735
<b>Total</b>	<b>\$8,783</b>	<b>\$4,294</b>	<b>\$1,911</b>	<b>\$20,688</b>	<b>\$4,111</b>	<b>\$15,698</b>	<b>\$16,311</b>	<b>\$4,123</b>	<b>\$1,666</b>	<b>\$77,586</b>

Source: ECONorthwest calculations; Placer.ai; Dean Runyan Associates (2020).

Figure 13: Commodity Spend Detail Summary of Heritage Tourism Model Inputs (in thousands of dollars), by Dean Runyan. Tourism Region, 2019

Commodity Group	IMPLAN Commodity Code	IMPLAN Industry Code	Central Oregon	Eastern Oregon	Mt. Hood/Gorge	Portland Region	Southern Oregon	Willamette Valley	North Coast	Central Coast	South Coast	Statewide
Accommodations	3507	507	\$2,258	\$737	\$271	\$3,830	\$613	\$1,605	\$2,736	\$792	\$277	\$13,119
Accommodations	3508	508	\$126	\$53	\$85	\$788	\$71	\$187	\$318	\$57	\$20	\$1,707
Food Service	3509	509	\$1,089	\$734	\$246	\$1,753	\$722	\$2,811	\$3,133	\$743	\$212	\$11,444
Food Service	3510	510	\$937	\$295	\$197	\$2,311	\$239	\$929	\$1,036	\$298	\$205	\$6,449
Food Service	3511	511	\$390	\$168	\$123	\$836	\$186	\$726	\$809	\$170	\$68	\$3,476
Arts, Entertainment & Rec	3496	496	\$32	\$61	\$2	\$141	\$38	\$212	\$165	\$52	\$3	\$706
Arts, Entertainment & Rec	3497	497	\$17	\$0	\$8	\$1	\$0	\$0	\$0	\$0	\$0	\$27
Arts, Entertainment & Rec	3498	498	\$5	\$1	\$0	\$23	\$0	\$1	\$1	\$0	\$16	\$47
Arts, Entertainment & Rec	3499	499	\$50	\$18	\$33	\$131	\$40	\$218	\$170	\$15	\$33	\$707
Arts, Entertainment & Rec	3500	500	\$132	\$55	\$33	\$112	\$23	\$126	\$98	\$46	\$0	\$625
Arts, Entertainment & Rec	3501	501	\$27	\$121	\$3	\$52	\$29	\$157	\$123	\$102	\$9	\$622
Arts, Entertainment & Rec	3502	502	\$6	\$16	\$1	\$3	\$30	\$168	\$131	\$14	\$0	\$370
Arts, Entertainment & Rec	3503	503	\$230	\$347	\$32	\$318	\$278	\$1,531	\$1,194	\$294	\$117	\$4,341
Arts, Entertainment & Rec	3504	504	\$283	\$47	\$111	\$224	\$53	\$291	\$227	\$40	\$26	\$1,301
Arts, Entertainment & Rec	3505	505	\$79	\$27	\$28	\$98	\$12	\$68	\$53	\$23	\$12	\$402
Arts, Entertainment & Rec	3505	506	\$38	\$24	\$8	\$35	\$25	\$135	\$105	\$21	\$4	\$394
Arts, Entertainment & Rec	3506	420	\$89	\$44	\$11	\$258	\$47	\$257	\$200	\$37	\$51	\$994
Food Stores	3406	406	\$670	\$452	\$146	\$784	\$373	\$1,464	\$1,384	\$383	\$170	\$5,827
Retail Sales	3409	409	\$167	\$208	\$44	\$260	\$105	\$449	\$492	\$231	\$20	\$1,976
Retail Sales	3410	410	\$172	\$33	\$41	\$201	\$50	\$214	\$234	\$36	\$15	\$997
Retail Sales	3411	411	\$425	\$181	\$183	\$1,361	\$272	\$1,162	\$1,273	\$201	\$133	\$5,190
Retail Sales	3412	412	\$215	\$128	\$56	\$430	\$114	\$489	\$535	\$142	\$45	\$2,154
Local Transportation & Gas	3408	408	\$279	\$115	\$64	\$1,733	\$276	\$977	\$859	\$91	\$55	\$4,449
Local Transportation & Gas	3418	418	\$112	\$104	\$90	\$648	\$59	\$210	\$185	\$82	\$51	\$1,544
Local Transportation & Gas	3450	450	\$230	\$47	\$47	\$95	\$51	\$180	\$158	\$37	\$24	\$869
Local Transportation & Gas	3520	520	\$182	\$36	\$27	\$178	\$75	\$264	\$232	\$29	\$51	\$1,074
Local Transportation & Gas	3474	474	\$39	\$192	\$4	\$85	\$35	\$124	\$109	\$152	\$4	\$744
Local Transportation & Gas	3478	478	\$99	\$40	\$16	\$217	\$112	\$397	\$349	\$32	\$34	\$1,295
Visitor Air Transportation	3414	414	\$191	\$2	\$0	\$579	\$76	\$144	\$0	\$0	\$7	\$998
Visitor Air Transportation	3420	420	\$155	\$1	\$0	\$369	\$44	\$83	\$0	\$0	\$3	\$656
Visitor Air Transportation	3474	474	\$57	\$6	\$0	\$2,835	\$63	\$120	\$0	\$0	\$0	\$2,081
<b>Total</b>			<b>\$8,783</b>	<b>\$4,294</b>	<b>\$1,911</b>	<b>\$20,690</b>	<b>\$4,111</b>	<b>\$15,699</b>	<b>\$16,310</b>	<b>\$4,122</b>	<b>\$1,665</b>	<b>\$77,586</b>

Source: ECONorthwest calculations; Placer.ai; Dean Runyan Associates (2020).

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February 23, 2023

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TO: Cultural Trust Board Members  
FROM: Raissa Fleming, Trust Administrative Assistant  
SUBJ: Campaign Results 2022

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### Campaign Results

For calendar year 2022, the Trust raised \$5,228,258 with 10,839 gifts. This compares to \$5,553,057 in calendar year 2021 with 10,612 gifts. Calendar year 2022 saw a decrease of \$324,799 but gifts were up by 227. It is important to consider that we received a bequest of \$270,120 in 2021. If we take the generous bequest out of the equation, then we are down by \$54,678.

The Trust's top 10 counties for total dollars donated included:

1. Multnomah	\$2,115,854
2. Lane	\$730,417
3. Washington	\$629,793
4. Clackamas	\$382,526
5. Jackson	\$311,503
6. Benton	\$231,704
7. Marion	\$224,403
8. Deschutes	\$144,638
9. Yamhill	\$109,461
10. Lincoln	\$81,179

The Trust's top 10 cities for total dollars donated were:

1. Portland	\$1,802,214
2. Eugene	\$632,206
3. Salem	\$226,404
4. Corvallis	\$215,776
5. Ashland	\$178,214
6. Beaverton	\$145,221
7. Lake Oswego	\$141,524
8. Bend	\$120,694
9. Medford	\$83,532

The Trust received 1,155 new donor households in 2022, which is approximately 1,452 new donors.

We had another nice year with Willamette Week's Give!Guide. Final numbers raised were \$590,686 with a total of 2,585 gifts. We received 527 new donors from Give!Guide.

**How our donors donated:**

- Online credit card donations: 4,745 at \$2,603,288
- Credit card donations phoned in or mailed: 376 at \$205,846
- Check donations: 2,916 at \$1,715,987
- Stock: 39 stock donations at \$40,800
- EFT or direct deposit from Benevity: 168 donations at \$71,243. \*Note this includes transaction fees.

**Other donation facts:**

- Individual donors: 4,020 individuals made 4,639 donations at \$1,340,437
- Joint or couple: 5,384 households made 5,997 donations at \$3,706,653
- Corporate: 23 donations at \$31,222. Two new companies donated in 2022.
- Matching gifts: 97 totaling \$50,800
- 30 companies gave matching gifts in 2022. Intel was the largest with 37 at \$19,264 followed by Nike with 14 at \$13,273. We added 5 new matching gift companies in 2022. Our new matching gift companies in 2022 were Mastercard, Palo Alto Networks, Synopsis, Tillamook, and Zoom Video Communication.
- Grants from charitable giving funds/accounts: 57 totaling \$61,086

**Trust Board, Staff and Partner Giving:**

- 100% giving from Trust Staff
- 100% giving from Trust Board
- 100% giving from Oregon Arts Commission Staff
- 40% giving from Partner Executive Directors.

**Requested Action:**

Informational only     For board input/discussion     For board action



February 23, 2023

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**TO:** Cultural Trust Board Members  
**FROM:** Carrie Kikel, Communications Manager  
**SUBJ:** Brand Audit Update

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As soon as the 2022 campaign ended, Watson Creative moved into Phase Two of their contract work - an audit of the Cultural Trust brand.

Much of the work has been behind the scenes, with their careful analysis of campaign strategies and results. They have reviewed all of our creative and campaign investments, including media buys, and recently delivered a set of recommendations (attached). The recommendations - which include simplifying creative and specific campaign messages for each audience, as well as website improvements and developing key performance indicators for media placements - will be strongly considered as we plan the 2023 campaign.

The brand audit work has also included significant research, including internal interviews, two workshops (thanks to Board Members who participated!), an audit of fundraising partners, quantitative (external) and qualitative (internal) surveys and two group interviews/focus groups.

We will hear results of the audit at a “pitchback” meeting scheduled for March 3. Following that meeting, Watson will move into development of new creative and recommended campaign strategies for the 2023 campaign.

Given the quality of Watson’s work to-date, we are very excited about the potential and hope to have them present their findings at the next board meeting!

**Requested Action:**

Informational only     For board input/discussion     For board action

## Fall Campaign 2022 Recommendations

Hello Carrie,

We promised to follow-up our discussion of the Oregon Cultural Trust's 2022 Fall Campaign with a brief overview highlighting our suggestions moving forward. You'll find those highlights below in the manner they were discussed and in line with the requirements of our Scope of Work.

Our discussion centered on the process, performance, and creative deliverables with the aim to explore areas for improvement and provide recommendations for future campaign activities.

As always, please reach out with questions or comments.

—

### I. Process Recommendations

- A. Continue with weekly agenda format to drive/monitor campaign progress
- B. Consider the use of master schedule in weekly meetings
  - 1. Start the campaign earlier - plan & key assets
  - 2. Discuss metrics achieved throughout campaign
  - 3. Show campaign assets (as appropriate) in weekly meeting
- C. Consider a central repository for all campaign assets, schedules, results, and plans for reference & review by all participants

### II. Performance - Digital Marketing Highlights

- A. Google and Meta campaigns brought 19K visits between December 6th - 31st with a \$13.7K investment, whereas Here is Oregon and The Oregonian together brought 3K visits from August 15th - December 31st with a \$25K investment.
- B. The Oregonian and Here is Oregon generated an overall good performance and engagement metrics, meaning the campaign was successful from an awareness and reach point of view.
- C. The total audience reach on both these platforms (Here is Oregon and The Oregonian) was 18,386,577 meaning that it cost on average \$735 to reach 1M impressions on these platforms.
- D. The campaigns were above the platform's average; people that were exposed to the ads clicked because they were interested; however, the campaign seemed to not drive donations. These are the possible reasons why this happened:
  - 1. Website errors, incorrect tagging, no conversion funnel set.
  - 2. The Ads needed to be more consistent with the content people found on the page.

- 3. A landing page differs from a regular page; the one we used was more like a regular page to fill all donations needs. It must be optimized for conversion and by the audience.
- E. Run different campaigns per persona: Cold traffic, warm traffic, and donors. Cold traffic requires additional information to convert, so awareness, nurturing and remarketing campaigns could help increase conversions.
- F. With the correct data, we can make informed decisions. However, the website has errors that prevent adequate measurement. Optimizing the website must be prioritized to obtain the expected results in 2023.

### III. Performance - Digital Marketing Recommendations

- A. For the 2023 strategy, the Campaign Goals should be set before each campaign to have the appropriate KPIs to measure the results for each media platform.
  - 1. Brand Awareness: Impressions and Reach
  - 2. Consideration and Engagement: Visits, Time on Page, Actions
  - 3. Conversions: Donations
- B. Have a creative message for each campaign goal and personas.
- C. Review the digital ad campaign results on a monthly basis in order to optimize, instead of waiting until the end of the campaign.
- D. Final and approved creative assets should be received at least two weeks prior to launching the campaign.

### IV. Creative - Recommendations

- 1. Simplify. Simplify. Simplify.
- 2. Have a point of view
- 3. Know your audience & journey
  - a) Know when to be emotional
  - b) Know when to be tactical
- 4. Build out specific campaign landing pages
- 5. Ensure proper CTA's
- 6. Quiz is powerful, but the CTA and experience is lost on users





February 23, 2023

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TO: Cultural Trust Board Members  
FROM: Aili Schreiner, Trust Manager  
SUBJ: Cultural Trust Planning Update: Strategic & DEIA Plans

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### Strategic Planning Committee

The Trust's Planning Committee is a working group of Board members, including Gayle Yamasaki, Chris Van Dyke and Sean Andries. The committee's charge is to support the development and implementation, along with Trust staff, of a five-year strategic plan (FY2024-FY2029). The Planning Committee continues to meet quarterly to discuss and draft the plan, ultimately to be finalized and approved by the full board by the end of FY2023.

The committee met on January 25 and worked on three key goal areas, outlining specific actions to achieve these goals that include:

1. **Advancement:** "To enrich the lives of Oregonians by increasing access to cultural opportunities." Advancement goals will be achieved by improving awareness of the Oregon Cultural Trust to increase community engagement, legislative support and maximize funding and capacity support for the cultural sector statewide. Objectives include:
  - a. Developing legislative advocates
  - b. Increasing awareness of the Trust across the state
  - c. Cultivating strategic partnerships.
2. **Capacity:** "To strengthen and grow Oregon's arts, heritage and humanities sector through increased capacity and access to resources." Capacity goals will be achieved by increasing access to funding, media and technological resources for Oregon's cultural nonprofits. Strategic internal and external investments will expand community impact and preserve Oregon's diverse cultural resources. Objectives include:
  - a. Maximizing the capacity of the Trust to serve Oregonians
  - b. Strengthening Trust grant programs to support the cultural sector
  - c. Increasing annual funding for culture
  - d. Fortifying Oregon's cultural network
3. **Resources:** "To empower Oregon's arts, heritage and humanities sector to reach its potential." Objectives include:
  - a. Modernizing Trust donor and grant resources

- b. Inform and connect Oregonians with the impact of the Trust and the Cultural Tax Credit

Goal area 3, "Resources," describes many actions that could be included in the "Capacity" goal. Staff will work to synthesize these two areas before the next committee meeting.

The committee will meet again on April 12 to review a second draft of the plan. Prior to that meeting, Trust staff will walk through the draft plan and its actions. Our goal is to have both a public facing and working version of the strategic plan for approval by the full board in July 2023.

### DEIA Committee

The Trust's DEIA Committee is a working group made up of Board and Coalition members, including Sean Andries, Myong-Hui Murphy, Liz Woody (Museum at Warm Springs) and Taj Armstrong (Multnomah County Cultural Coalition). The committee's charge is to support the development and implementation, along with staff, of the Trust's DEIA goals. This work will be integrated into the Trust's strategic plan.

The Committee met on February 3. Taking inspiration from their DEIA guiding statement, "The Oregon Cultural Trust supports a future where Oregonians express, celebrate and pass on the diverse lived experiences of their cultures and histories in ways significant to them," the committee focused on five key areas for ongoing and future DEIA initiatives:

1. **Grant Programs:** Specifically issues of access, funding types, processes and understanding who we are serving
2. **Data Collection and Analysis:** Specifically in sharing data with the field, administrative barriers in collecting data and best practices in collecting data, and what "success" looks like
3. **Fundraising:** Specifically in creating a culture of inclusivity that values all the ways communities support/fund culture, increasing transparency in use of Trust funds and how the Trust impacts communities with the organizations it serves and opportunities for greater impact
4. **Partnerships:** Specifically in navigating the Trust's roles and responsibilities with organizations whose capacities are bigger, equal or smaller than that of the Trust. With the size and diversity of "partners," helping to prioritize time and efforts towards the Trust's mission and DEIA goals
5. **Role as state agency:** Specifically the impact of DEIA initiatives within state government by making the case for "culture" writ large and our unique and shared approaches towards that end

Committee members meet again on March 24 to review a draft plan that will incorporate goals and actions from earlier drafts and subsequent committee contributions. The DEIA Committee will continue to meet over the next five months, concurrent with the strategic planning timeline, to ultimately finalize and approve a plan by the end of FY2023. Discussions on ways to integrate both plans will begin as each plan comes into focus.

Requested Action:

- Informational only  For board input/discussion  For board action



February 23, 2023

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TO: Cultural Trust Board Members  
FROM: Aili Schreiner, Trust Manager  
SUBJ: 2023 Conversations with Funders, Grant Program Updates

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Thanks to the Trust Partner's Cooperative pool of funds, this year's "Conversations with Funders and Partners" will be hosted virtually and in seven communities across the state Feb. 28 through March 16.

Participating with the Cultural Trust will be representatives from four Statewide Partners - the Oregon Arts Commission, Oregon Heritage, Oregon Humanities and the Oregon State Historic Preservation Office - as well as counterparts from the Oregon Community Foundation, the James F. and Marion L. Miller Foundation, The Collins Foundation, The Autzen Foundation, Spirit Mountain Community Fund, The Roundhouse Foundation, Lane Arts, the Wildhorse Foundation, the M.J. Murdock Charitable Trust, the Bend Cultural Tourism Fund and Portland's Regional Arts and Culture Council (Portland only); among others. Participants are encouraged, but not required, to sign up for their location of choice. Registration is required for the March 1 virtual event.

Representatives from the Cultural Trust's County Cultural Coalitions, who receive Trust funding for local grant programs, also will participate.

We are thrilled at the number and diversity of participating funders this year! In addition, most funders will have a five-minute, pre-recorded organization overview video (with ASL interpretation) which will be posted on event and organization websites. We have received many positive reviews for having accessible videos that help applicants navigate funders.

Organizations encouraged to attend "Conversations with Funders" include community development organizations, libraries, arts organizations, museums, cultural centers, parks and trails groups, historical societies, arts alliances, literary groups and heritage organizations. All cultural nonprofit organizations are welcome.

"Conversations with Funders" begin Tuesday, Feb. 28, in Portland and conclude in Redmond on Thursday, March 16. **Registration is encouraged using the location Eventbrite links below.**

The full schedule is:

1. [Portland](#): 2:30-5:30 p.m., Tuesday, Feb. 28, Cheatham Hall, World Forestry Center, 4033 SW Canyon Road, Portland
2. [Virtual](#): 2:30-5:30 p.m., Wednesday, March 1, Zoom
3. [Astoria](#): 2:30-5:30 p.m., Thursday, March 2, The Loft at the Red Building, 20 Basin St., Astoria
4. [Eugene](#): 2:30-5:30 p.m., Monday, March 6, WOW Hall, 291 West 8<sup>th</sup> Ave., Eugene
5. [Coos Bay](#): 2:30-5:30 p.m., Wednesday, March 8, Myrtlewood Room, Coos Bay Library, 525 Anderson Ave., Coos Bay
6. [Medford](#): 9 a.m.-12 p.m., Friday, March 10, Large Conference Room, Medford Public Library, 205 S. Central Ave., Medford
7. [Pendleton](#): 2:30-5:30 p.m., Tuesday, March 14, Pendleton Center for the Arts, 214 N. Main St., Pendleton
8. [Redmond](#): 2:30-5:30 p.m., Thursday, March 16, High Desert Music Hall, 818 SW Forest Ave, Redmond

I am setting up times in each location to meet with Coalition leadership to check in and share updates from the Trust on its Legislative asks, strategic plan and DEIA work.

### **Cultural Development Grants**

The majority of FY2023 CDV grant award payments have been issued. FY2024 guidelines will be posted in February 2023 with a May 5 application deadline. While we anticipate making changes to the program once the Trust's Strategic and DEIA plans are adopted, no major changes to the program are planned for FY2024.

Grant Panel interest forms will be posted to the Trust website shortly, and it's not too early to sign up as a Panel Chair!

This year's panel dates are:

1. Preservation: June 13, 9 am - 4 pm
2. Access: June 15, 9 am - 4 pm
3. Creativity: June 20, 9 am - 4 pm
4. Capacity: June 22, 9 am - 4 pm

### **Cultural Participation Grants**

The majority of FY2023 CPT grant award payments have been issued. Coalitions are in the process of submitting their FY2022 grant reports. Coalitions continue their work in recruiting new members, updating their cultural plans and, in some cases, registering as 501c3 nonprofits. A few Coalitions did not have the capacity to make grants during periods of the pandemic (e.g., Jefferson and Wheeler counties); I am working with their leadership to reinstate their programs.

The Trust is now hosting quarterly "meet ups" for Coalition members to discuss shared topics and exchange experiences and ideas. The next meet-up is scheduled at noon on April 7 and topics will include legislative updates, fiscal sponsorships, updating cultural plans, leadership transitions, DEIA in grantmaking and organizational goals.

## Cultural Partner Grants

All FY2023 direct Partner grant awards have been paid. Each year, the Trust Partners invest in statewide cultural projects using Cooperative Funds. The FY2023 award was \$171,137; combined with a balance of \$10,767 the total budget for FY2023 is \$181,904.

Funds already committed in FY2023 include:

- \$40k, Oregon Poet Laureate program
- \$35k, Travel Information Council, Oregon Trail Interpretive Signage
- Up to \$22k for Conversations with Funders expenses
- \$40k, Organizational & Professional Development Grants (OPD), including:

Organizational Development grants to:

1. Rogue Valley Wind Ensemble: \$2,000 for Strategic Planning
2. Oregon Coast School of Art: \$2,000 for Strategic Planning
3. Push/FOLD: \$1,900 for Fundraising Strategy
4. Columbia Gorge Orchestra Association: \$2,000 for a DEI Consultant
5. DanceWire: \$2,000 for Digital Marketing Consultant
6. Gold Beach Main Street: \$1,800 for Strategic Planning
7. Samoa Pacific Development Corporation: \$2,000 for Native Americans Western Region Trainings
8. Yamhill County Historical Society & Museum: \$2,000 for Strategic Planning
9. Lane Arts: \$2,000 for Strategic Planning
10. Hellenic-American Cultural Center & Museum: \$900 for a Digital Marketing Consultant
11. Lord & Schryver Conservancy: \$2,000 for Strategic Planning
12. Umatilla County Historical Society: \$2,000 for Strategic Planning
13. Anima Mundi Productions: \$2,000 for Audience Development and Marketing
14. Central Coast Chorale: \$2,000 for Media Training
15. Oregon Coast Youth Symphony Festival: \$2,000 for Marketing Planning
16. Oregon Contemporary: \$2,000 for Social Media Plan
17. Portland Revels: \$2,000 for IDEA Training
18. Restore Oregon: \$2,000 for Strategic Planning
19. Scalehouse: \$2,000 for Fundraising Consultant
20. Southern Oregon Repertory Singers: \$1,750 for DEI Training

Professional Development grants to:

1. All Classical Portland: \$750 for participation in the Public Media Diversity Leaders Initiative
2. Hillsboro Downtown Partnership: \$750 for participation in Leadership Hillsboro Conference

As of February 14, the OPD grant budget has reached \$39,850.

The Partners will meet soon to allocate the FY2023 remaining balance of \$40,904.

Requested Action:

Informational only  For board input/discussion  For board action



February 23, 2023

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**TO:** Cultural Trust Board Members  
**FROM:** Brian Rogers, Executive Director  
**SUBJ:** Executive Director Report

---

The Legislative session for the 2023-2025 biennium is well underway. I gave an overview of the Cultural Trust for the House Committee on Economic Development and Small Business on Jan. 20. The presentation outlined the history, placement, reach of grants, tax credit and concluded with economic impact. Representative Janelle Bynum, chair of the committee, wanted the rest of the members to have knowledge of the Cultural Trust as they are reviewing some of the bills and asks.

**Summary of Legislative requests 2023-2025:**

1. HB2498 - \$200m Lottery Bonds in Long-term Funding for the Corpus of the Oregon Cultural Trust.
2. HB2459 - \$50m General Fund for Additional Recovery for the Arts and Culture Sector.
3. HB2911 - \$20m transfer from the Administrative Services Economic Development Fund to the Business Oregon's Industry Competitions Fund for arts and culture sector. This bill is in the process of being merged with HB2459.
4. Investment in Cultural Capital Projects (no bill at this point), list of projects is attached.
5. Legislative Concept for Trust admin restriction of \$400k removal. (LC 356)
6. Policy Option Package for \$10m Arts Commission General Fund increase

Attached is the Cultural Advocacy Coalition of Oregon's 2023 legislative priority list with more information. This is by far the CACO's most ambitious request.

There is an additional bill, House Bill 2029, which would extend the sunset of the Tax Credit from 2026 to 2028. Tax credits are typically active for six years. There are several tax credits in Oregon, and all seem to be included in the bill.

**Caucus**

The Arts and Culture Caucus has had two meetings so far. The main topic was to review the current bills and asks. The first in-person event is scheduled for Monday, Feb. 27, at 5:30. The event will be at Elsinore Theatre in Salem; Thomas Lauderdale and Hunter Novack will perform along with the trumpet quintet from the Salem-Keizer School District and Charro/Mexican Horseman Antonio Huerta.

The Caucus members are: Rep. Rob Noose (D-Portland); Sen. Dick Anderson (R-Lincoln City); Rep. Janelle Bynum (D-Clackamas); Rep. Maxine Dexter (D-Portland); Rep. David Gomberg (D-Otis); Sen. Bill Hansell (R-Athena); new member Rep. Annessa Hartman (D-Gladstone); Rep. John Lively (D-

Springfield); Rep. Pam Marsh (D-Ashland); and Sen. Deb Patterson (D-Salem). Caucus membership is expected to expand.

**Budget**

Attached is our current budget for reference. As we get closer to the start of the next biennium, we will begin developing a draft of the budget for the fiscal year. We will need to have final donation accounting and projected license plate revenue.

Also attached is our current Oregon Intermediate Term Pool summary. OITP manages our permanent fund.

**Requested Action:**

Informational only     For board input/discussion     For board action



## 2023-25 Legislative Priorities

Members of the Cultural Advocacy Coalition of Oregon (CACO) stand for ensuring that all Oregonians have the opportunity to access arts and culture in their communities. We advocate for policies and funding that will create a thriving environment for arts, culture, history, heritage, and humanities across Oregon. Volunteers serve on our Board of Directors and include representatives from a membership of over 350 organizations across the state including tribes and cultural partners, to

best represent the diverse mix of Oregon's cultural community. We have these critical priorities for 2023:

- 1. HB 2459: \$50 million in recovery funding for the arts and cultural sector.** Oregon experienced some of the longest pandemic-related shutdowns and the arts and culture sector felt that deeply. Impacts have included fewer people willing to attend in-person events, lower concessions sales at performances, cancelled performances due to COVID impacting the performers, and a drop-off in long-time, regular attendees who due to age are highly vulnerable populations unlikely to return to live events. Some of our major venues are seeing ticket sales at 18% of what they were before the pandemic. The need is great.

This bill provides \$50 million in general funds to be distributed through direct allocations to larger arts/culture entities, plus a list of independent venues, with remaining funds (roughly half) distributed by the county and tribal coalitions through a grant program modeled on the CARES process that worked so well.

- 2. Cultural Resource Economic Funds (CREF) Capital Projects.** A strong arts and culture sector impacts livability, economic activity and social attachment to communities. Expanding access to the arts is crucial for our state's continued growth and community development. The economic impacts are significant including jobs, spending by arts and culture organizations, local and state gov't revenues and an average of \$42.59 being spent per person per event outside of ticket price (meals, lodging and transportation).

CACO conducts a statewide RFP process to prioritize the projects most ready for state capital investment. Projects go through an intensive peer review which we have just completed. This is the largest slate of projects we have proposed but with a funding level commensurate with what the legislature has allocated in the past biennium. The 2023-35 project slate proposes 17 projects totaling \$11.9 million representing large and small organizations, locations all over the state, and all kinds of arts, culture, historic preservation, and heritage sites. The amount requested is similar to what was appropriated last session but includes 7 more projects ranging for \$72,000 in need to \$3 million.

- 3. HB 2498: \$200 million In long-term funding for the corpus of the Oregon Cultural Trust.** The original concept of the Oregon Cultural Trust was that in addition to a tax credit for Oregonians who give to it, the sale of public lands would fill its coffers. No public land has been sold yet Oregonians have contributed nearly \$30 million to date through the cultural trust tax credit.

This bill allocates \$200 million to be invested through lottery bonding with earnings spent for grants to the 1600 eligible arts and culture nonprofits in Oregon. This will provide a sustainable future for the sector and move Oregon into the top national rankings for state



support to arts, culture, heritage and humanities offering for all Oregonians. We call it Oregon's Culture Promise.

4. **\$10 million increase in Oregon Arts Commission grants budget for operations grants.** This is a priority of the OAC and was approved by the previous Governor. Oregon continues to lag other states in the support it gives to arts organizations and yet these organizations generate economic and social return for our residents that shapes community livability and prosperity,
5. **Replacing OCT Administrative Cap with Percentage of Earnings.** This is a priority of the Oregon Cultural Trust and was approved by the previous Governor. The cap on administrative costs has not grown with the needs to support grants distribution and management. Course correction is needed to match the realities of a growing and more complex arts and culture field.



## 2023-25 Cultural Resource Economic Funds (CREF) Endorsed Capital Projects

The Cultural Advocacy Coalition of Oregon received over 35 applications for 2023-25 CREF funding for arts and culture capital projects across the state. We evaluated each of these applications in a peer review process led by CACO Board members and with expertise from staff of the Oregon Arts Commission and the Oregon Cultural Trust. Using specific criteria from economic impact to expanding access to the arts, we saw many exciting projects under development across the state.

Successful projects were selected largely because of their impact and their level of readiness for state investment. We are confident that state funds will support well-developed and viable projects on the endorsed slate.

- 1. Black United Fund (\$900,000).** *Building United Futures Complex.*  
A comprehensive razing, rebuild and renaissance of the physical space of the Black United Fund on Alberta Street in North Portland to showcase and shelter local Black and BIPOC artists and arts organizations, among other mission-aligned organizations focused on economic development, education, and more. Increases capacity of BUF by 200% resulting in 4,000 people directly served and nearly 40,000 indirectly served each year.
- 2. Clatsop County Historical Society (\$1,000,000).** *Expanding the Oregon Film Museum.*  
To increase space to facilitate appreciation of the art of media making and careers in film by better accommodating 40,000+ visitors a year in Astoria.
- 3. Friends of the Oregon Caves & Chateau (\$455,690).** *Restoring the Oregon Caves Chateau.*  
For restoration and repair of historic doors and their related hardware dating back to 1933-34 when the Chateau was built in Cave Junction. One of only two National Historic Landmark Lodges in Oregon. Currently 120,000 people visit each year and with completion of the Chateau's restoration, this is expected to grow to 200,000.
- 4. Literary Arts (\$1,000,000).** *Building New Community Space/Headquarters of Literary Arts.*  
To build a community space and permanent headquarters in Portland's Central Eastside by quadrupling Literary's Arts current capacity with added classrooms, seminar and event spaces. Helping people to tell their story as a form of artistic self-expression, empowerment and community building, Literary Arts currently serves over 20,000 event attendees, over 700 readers and writers who take classes, 581 fellowship applicants, 4,000 youth per year, and over half a million radio show and podcast listeners.
- 5. Columbia County Museum Association (\$400,000).** *Relocation and Improved Accessibility of the Columbia County Museum.*  
To move the Museum to the historic John. Gumm School in St. Helens expanding and improving access to the collection which chronicles the people, places, things and events that shaped Columbia County's history and culture. In 2019, visitors to Columbia County spent \$4.4 million on arts, entertainment, and recreation, including museums and historical/cultural preservation activities.

- 6. Josephine Community Library Foundation (\$424,603).** *Acquisition of land for a New Josephine County Library and Community Commons.*  
Acquisition of land to construct a new, two-story library and community gathering space in central downtown Grants Pass. Over 20,000 people annually attend library events with an additional 15,000 patrons using public computers and 75,000 connecting to library wi-fi.
- 7. Native Arts and Culture Foundation (\$3,000,000).** *Creation of the Center for Native Arts and Cultures.*  
To renovate and retrofit the Yale Union Building in Southeast Portland to provide cultural resources to rural and urban Native constituents across the state of Oregon as well as serve as a national, Oregon-based arts and cultures destination. From supporting direct grants and fellowships to artists and culture-bearers, to supporting community organizations, and hosting convenings, NACF is positioned to serve 6.8 m. people in this country who identify as Native Americans, Alaska Natives, and Native Hawaiians.
- 8. High Desert Museum (\$2,000,000).** *Construction of a New Wing of the High Desert Museum.*  
To construct new exhibit space at the Museum in Bend and renovate the permanent exhibition on the Indigenous Plateau. The Museum has a \$20 m. impact on the central Oregon region annually. This project will double the Museum's educational programming capacity, increase events with revenue of over \$1 m., and increase attendance by a minimum of 10% a year, with 150,000 visitors coming from outside of the region.
- 9. Southern Oregon Historical Society (\$500,000).** *Creation of an Event Center and New Southern Oregon Historical Society Museum.*  
To fund renovation of the J.C. Penney building in Medford to house new event space which will facilitate establishing a new exhibit space as well as a mobile museum for the collections showcasing the history of Jackson County and Southern Oregon.
- 10. PAM CUT // Center for an Untold Tomorrow (\$250,000).** *Creation of the Tomorrow Theater.*  
Renovation of the former Oregon Theater, a 1925 vaudeville theater in Southeast Portland to provide multi-media performance space focused on immersive cinematic experiences of all kinds. Audiences of over 88,000 are expected by the Theater's third year, along with support for over 5,000 artists and 30+ community partnerships.
- 11. Painted Sky Center for Arts and Culture (\$500,000).** *Acquisition of Building for Painted Sky Center for Arts and Culture.*  
To acquire a multi-use permanent space in John Day to serve all Grant County residents and visitors with arts and culture offerings. Located next to the Kam Wah Chung State Heritage Site, this facility will provide year-round livability and economic benefits to the region.
- 12. Very Little Theatre (\$350,000).** *Renovate and Remodel Existing Building for the Very Little Theatre.*  
To expand the scene shop and storage capacity of this community theatre in Eugene in order for more community groups to use the facility and strengthen economic impact.
- 13. Rainier Oregon Historical Museum (\$500,000).** *Building Construction for the Rainier Oregon Historical Museum.*

Currently operating out of one-room in the City Hall, this expansion on land already owned by the Museum will allow for designated space for collection display and community events serving the 2000 residents and numerous visitors to Rainier.

**14. Portland Institute for Contemporary Art (\$150,000).** *Capital Repairs and Upgrades to PICA Building.*

For critical building repairs and to expand accessibility to support the continued delivery of contemporary art and artistic exhibitions, programs, and productions in the North Portland area. Improvements will include external lighting, security upgrades, and ADA compliance updates needed to operate safely to the benefit of community groups, staff and artists who utilize the space.

**15. Sisters Folk Festival (\$72,000).** *Capital Upgrades to Sisters Art Work Venue.*

For upgrades to the venue space in Sisters including adding shading, storage space, and increasing electrical and lighting resources for expanded use. Outdoor music and middle school youth camps have strong outreach into the community in Deschutes County.

**16. Salem Parks Foundation (\$150,000).** *Eco-Earth Globe Restoration in Riverfront Park.*

Repair of this historic attraction created by volunteers upon the acid ball used to process wood pulp at the former Boise Cascade operation now home to Riverfront Park. This monument is need of significant renewal attention to match the growing vibrancy of Salem's riverfront park.

**17. Portland Playhouse (\$300,000).** *Acquisition of Portland Playhouse Building and Property.*

To purchase the home of Portland Playhouse in the King neighborhood in North Portland, reaching over 13,000 people a year in audience size plus serving 500 students annually with in-school residencies.

**TOTAL 2023-25 REQUEST                      \$11,952,293**

# Oregon Cultural Trust - Spending Plans

(Multi-year schedule has been recast from prior annual expenditure plans presented to the CT Board)

	FY21		FY22		FY23	
	% of Allocation	\$	% of Allocation	\$	% of Allocation	\$
<b>Contributions and Earnings</b>						
Revenue from Annual Contributions (from PY)		4,581,623		5,114,935.51		5,709,928.00
Interest & Investment Earnings (from PY)		596,776		1,068,150.66		822,435.00
<b>Grand Total Contributions and Earnings</b>		<b>5,178,399</b>		<b>6,183,086.17</b>		<b>6,532,363.00</b>
<b>Allocations</b>						
Permanent Fund Allocation	40%	2,071,360	40%	2,473,234.47	40%	2,612,945.20
Disbursement (Grants and Administration)	60%	3,107,039	60%	3,709,851.70	60%	3,919,417.80
<b>Grand Total Allocations</b>	<b>100%</b>	<b>5,178,399</b>	<b>100%</b>	<b>6,183,086.17</b>	<b>100%</b>	<b>6,532,363.00</b>
<b>Disbursement Detail</b>						
Disbursement for Trust Administration		400,000		455,411.00		496,670.00
Disbursement for Competitive Grants, Partners and Coalitions		2,707,039		3,254,440.70		3,422,747.80
<b>Total:</b>		<b>3,107,039</b>		<b>3,709,851.70</b>		<b>3,919,417.80</b>
<b>Competitive Grants, Partners and Coalitions Detail</b>						
Cultural Development Grants	50%	1,353,520	50%	1,627,220.35	50%	1,711,373.90
Cultural Participation Grants (Coalitions)	25%	676,760	25%	813,610.18	25%	855,686.95
Cultural Partner Grants	25%	676,760	25%	813,610.18	25%	855,686.95
<b>Total:</b>	<b>100%</b>	<b>2,707,039</b>	<b>100%</b>	<b>3,254,440.70</b>	<b>100%</b>	<b>3,422,747.80</b>
<b>Partner Grants - Detail (Percentages Set by Statute)</b>						
Cooperative Partner Projects	20.0%	135,352	20.0%	162,722.04	20.0%	171,137.39
Oregon Arts Commission	26.7%	180,469	26.7%	216,962.71	26.7%	228,183.19
Oregon Council for the Humanities	26.7%	180,469	26.7%	216,962.71	26.7%	228,183.19
Oregon Heritage Commission	8.9%	60,156	8.9%	72,320.90	8.9%	76,061.06
Oregon Historical Society	8.9%	60,156	8.9%	72,320.90	8.9%	76,061.06
State Historic Preservation Office	8.9%	60,156	8.9%	72,320.90	8.9%	76,061.06



OITP - Oregon  
 PLAN ACCOUNTING REPORT  
 January 1, 2023 to January 31, 2023

Trust Name: OITP - Oregon

Entity Name: OREGON CULTURAL TRUST  
 Entity Type: Plan  
 Entity Number: OCT

Beginning Ratio: 0.100690385  
 Beginning Price: 1248.100580812

	<u>Amount</u>	<u>Units</u>	<u>YTD Amount</u>
Beginning Balance:	30,361,009.81	24,325.77	30,814,238.27
Amort/Accretion Income	10,149.05		17,716.36
Dividend Income	0.00		0.00
Interest Income	104,109.02		664,064.85
Commission Recapture	0.00		0.00
Stock Loan Income	0.00		990.36
Other Income	88.91		0.00
Investment Manager Expense	(1,315.98)		(9,179.85)
Tax Withholding Expenses	0.00		0.00
Other Expenses	0.00		(2,316.16)
Transfers In	1,143,528.72		12,609,662.77
Transfers Out	(1,228,391.37)		(12,853,155.11)
Asset Transfers - In	84,862.65		243,492.33
Units Purchased/Sold Asset Transfers	0.00		0.00
Capital Gains	0.00		0.00
Other Capital	0.00		0.00
Realized Gain Loss	117,612.56		(961,353.99)
Margin Variation	0.00		0.00
Unrealized Gain Loss - Security	411,483.88		478,977.42
Ending Balance:	31,003,137.25	24,325.77	31,003,137.25
Net Change	642,127.44	0.00	188,898.98
Ending Ratio:	0.100690385		
Ending Price:	1274.497582968		

# Oregon Intermediate Term Pool

December 31, 2022



OREGON  
STATE  
TREASURY

## Fund Characteristics

Net Asset Value	\$301,528,391
Number of Securities	96
Duration (Years)	3-93
Yield-to-Maturity	4.98%
Effective Credit Rating	AA
Inception Date	8/1/2010

## Fund objectives

The investment objective of the Oregon Intermediate Term Pool ("OITP") is to maximize total return (i.e., principal and income) within stipulated risk parameters. OITP is not appropriate for funds needed to cover short-term (less than 1 year) needs. The portfolio seeks to meet or outperform the total return of the Bloomberg US Intermediate Government/Credit Index.

## Top 10 Issuers

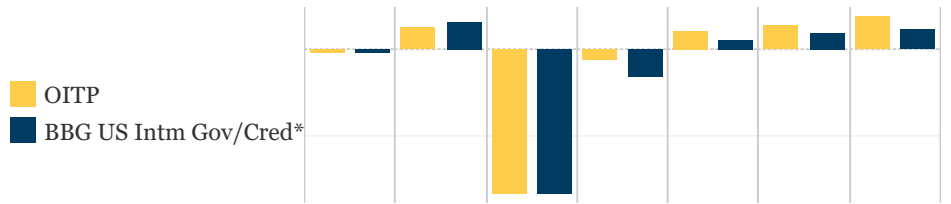
UNITED STATES TREASURY	53.9%
SPRINT SPECTRUM CO LLC	2.9%
OSCAR US FUNDING TRUST	2.8%
F&G GLOBAL FUNDING	2.6%
FORD CRED AUTO OWNER TRUST_22-C	2.0%
TRP LLC TRP_21-2	1.9%
AGREE LP	1.8%
OCI NV	1.7%
FORD CRED AUTO OWNER TRUST_22-B	1.7%
FAIRFAX (US) INC	1.5%
Total	72.8%

## Fund Strategy

The Oregon Intermediate Term Pool ("OITP") is actively managed to maintain an intermediate duration through a diversified portfolio of investment grade quality fixed income investments as prescribed in the portfolio guidelines. Oregon State Treasury investment staff will achieve the investment objectives through active management of the portfolio with the objective of meeting or exceeding the Bloomberg Intermediate US Government/Credit Index.

## Fund Performance

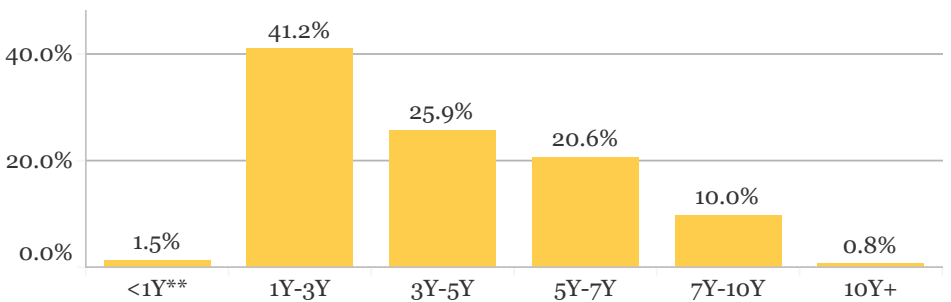
Name	Mth	Qtr	1 Yr	3 Yr	5 Yr	7 Yr	Incep.
OITP	-0.23%	1.29%	-8.27%	-0.57%	1.05%	1.36%	1.87%
BBG US Intm Gov/Cred*	-0.18%	1.54%	-8.24%	-1.58%	0.50%	0.89%	1.18%



\*From 8/1/2010 to 8/31/2013, benchmark was BAML 1-5 Yrs US Corp/Gov A Rated & Above. From 9/1/2013 to 5/31/2015 the benchmark was BAML 1-5 Year Domestic Master. From 6/1/2015 to 12/31/2020, the benchmark was Bloomberg 3-5 Year US Aggregate Index. From 1/1/2021 onward, the benchmark is Bloomberg US Intermediate Government/Credit Index.

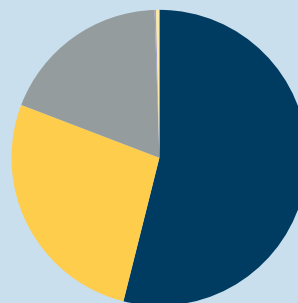
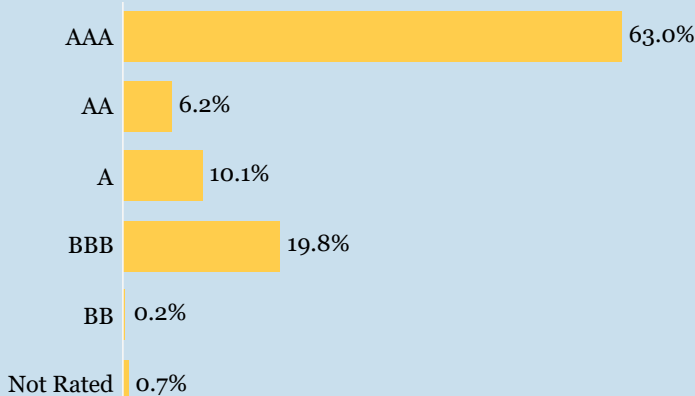
-Performance quoted represents past performance and is no guarantee of future results.  
-Performance is net of investment management fees.  
-Performance reported for periods greater than 1 year is annualized.

## Maturity Breakdown



## Credit Quality Distribution

## Sector Allocations



Treasuries	53.9%
Corporates	26.9%
Securitized	18.7%
Municipals	0.2%
Cash Securities**	0.4%

\*\*Includes the Oregon Short Term Fund  
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# Oregon Intermediate Term Pool

December 31, 2022



OREGON  
STATE  
TREASURY

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