



# Tourism

FY23-24 BUDGET PRESENTATION



# FY22-23 Major Accomplishments

AREA	DESCRIPTION
Leadership & Administration	Supported new research and invested in data to better understand and monitor current visitor trends in Clackamas County. This research informs community initiatives and program tactics .
	Department received DMAWest Best Idea Award for interagency collaborative work with Forest Service, ODOT, County Parks and others to provide visitor information during the reopening of Hwy 224. Oregon Destination Association recognized Tourism’s innovative and responsive approach to co-op marketing with businesses as a Great Idea for 2023.
Development & Community Relations	Launched strategic investment program to award funds to partner projects. Awards will be made in June.
	Expanded camping opportunities near Estacada by partnering with the National Forest Foundation to re-open a campground and trail closed by the Riverside Fire in 2020. also worked with Clackamas County Parks to increase camping at Metzler Park
Marketing & Communications	Responded to business and community needs by expanding co-op marketing support for businesses, partnered with Business Recover Centers shop & dine initiatives, secured coverage prior to the Arch Bridge Celebration, highlighted eateries along HWY 26, Heritage Pass promotions and other targeted collaborations.
	Began partnership with Datafy for data driven campaigns developing campaigns to reach audiences with destination priority messages.
Regional Cooperative Tourism Program	Promoted the Mt. Hood & Columbia River Gorge to the spectators and athletes at the World Athletics Championships in Eugene.to build awareness and drive visits.
	Together with Development & Community Relations program provided scholarships for two dozen operators to participate in education and networking opportunities.

Line of Business/Program	Results Measure	FY21-22 Actual	FY22-23 Target	FY22-23 Projected Performance	FY23-24 Target
Tourism	Annual Transient Room Tax collections for the County	\$5.37 M	\$4.7M	\$5.67M	\$5.21M
	Annual visitor spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported on calendar year)	***	\$549M	\$575M	\$575M

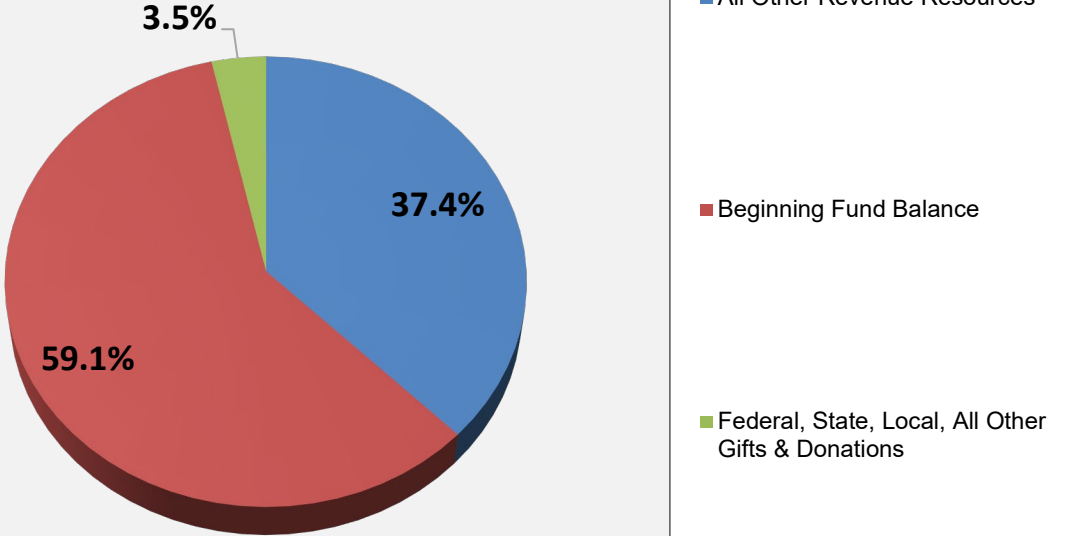
\*\*\*County specific figures released in June of each year. Projected performance is based on statewide numbers available in April.

# Program Profiles: FY23-24 Summary

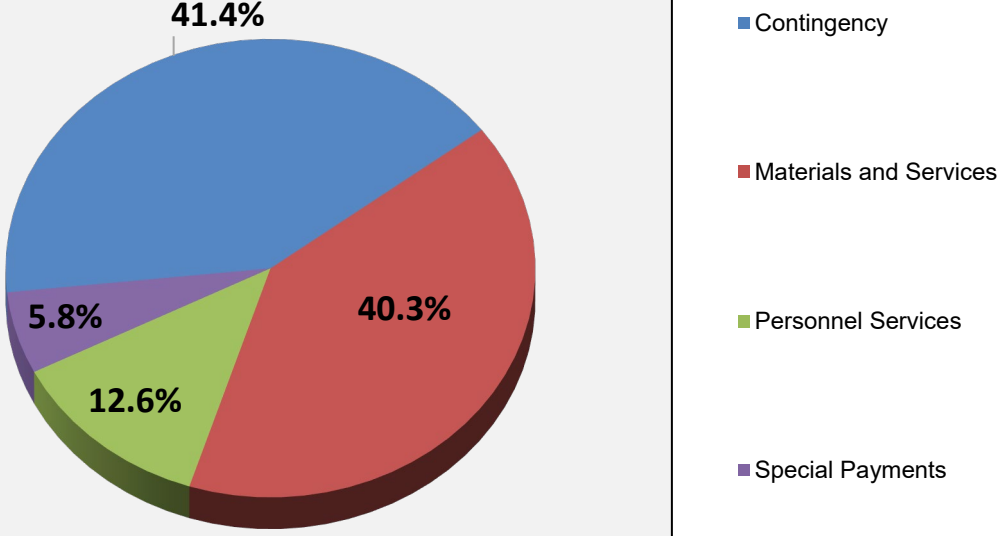
Line of Business	Program Name	BCC Priority	Total Funds	% County General Fund	% Restricted Funds	Mandate: Fed/State/City /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed/Improve
120201	Leadership & Administration	Grow a Vibrant Economy	\$8.1M	0%	62%	County Ordinance	100%	100% Exceed/meet 100% Improved
120202	Development & Community Relations	Grow a Vibrant Economy	\$1.5M	0%	0%	County Ordinance	100%	100% Exceed/meet 100% Improved
120204	Marketing & Communications	Grow a Vibrant Economy	\$2.1M	0%	0%	County Ordinance	100%	100% Exceed/meet 100% Improved
120203	Regional Cooperative Tourism Program	Grow a Vibrant Economy	\$0.4M	0%	0%	None	100%	100% Meet

# FY23-24 Revenue and Expenses

### Revenues



### Expenses



**12-County Administration / 255-Transient Lodging Tax Fund**  
**Summary of Revenue and Expense**

	<b>FY20-21 Actuals</b>	<b>FY21-22 Actuals</b>	<b>FY22-23 Amended Budget</b>	<b>FY22-23 Projected Year-End</b>	<b>FY23-24 Budget</b>	<b>\$ Change from Prior Year Budget</b>	<b>% Change from Prior Year Budget</b>
<b>Beginning Fund Balance</b>	729,354	3,181,798	7,691,007	6,376,481	7,126,829	(564,178)	-7%
Federal, State, Local, All Other Gifts & Donations	377,711	471,150	319,731	319,731	424,000	104,269	33%
All Other Revenue Resources	3,039,485	4,814,107	4,064,195	5,008,591	4,510,731	446,536	11%
Other Interfund Transfers	961,809	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>4,379,005</b>	<b>5,285,257</b>	<b>4,383,926</b>	<b>5,342,822</b>	<b>4,934,731</b>	<b>550,805</b>	<b>13%</b>
<b>Total Revenue</b>	<b>5,108,360</b>	<b>8,467,055</b>	<b>12,074,933</b>	<b>11,719,303</b>	<b>12,061,560</b>	<b>(13,373)</b>	<b>0%</b>
Personnel Services	461,541	990,589	1,421,292	1,421,293	1,516,984	95,692	7%
Materials and Services	479,851	1,099,986	5,767,129	2,756,597	4,856,835	(910,294)	-16%
<b>Operating Expenditure</b>	<b>941,392</b>	<b>2,090,575</b>	<b>7,188,421</b>	<b>4,177,890</b>	<b>6,373,818</b>	<b>(814,603)</b>	<b>-11%</b>
Special Payments	255,815	-	525,000	525,000	700,000	175,000	33%
Transfers	729,354	-	-	-	-	-	-
Contingency	-	-	4,361,512	-	4,987,742	626,230	14%
<b>Total Expense</b>	<b>1,926,561</b>	<b>2,090,575</b>	<b>12,074,933</b>	<b>4,702,890</b>	<b>12,061,560</b>	<b>(13,373)</b>	<b>0%</b>
<b>Revenues Less Expenses</b>	<b>3,181,798</b>	<b>6,376,481</b>	<b>-</b>	<b>7,016,413</b>	<b>-</b>		

*FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.*



# County Administration - Tourism (12)

## Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program</i>	FY 23-24 Transient Lodging Tax Fund (255)	FY 23-24 Total Budget	FY 23-24 General Fund Support in Budget**	FY 23-24 FTE	
Tourism & Cultural Affairs Service	Leadership & Administration	8,079,633	8,079,633	-	3.3	
Tourism & Cultural Affairs Service	Destination Development & Community Relations	1,466,538	1,466,538	-	2.0	
Tourism & Cultural Affairs Service	Region Cooperative Tourism Program	424,000	424,000	-	0.8	
Tourism & Cultural Affairs Service	Marketing & Communication	2,091,389	2,091,389	-	3.7	
<b>TOTAL</b>		12,061,560	12,061,560	-	9.7	
		<i>FY 22-23 Budget (Amended)</i>	12,074,933	12,074,933	-	9.7
		<i>\$ Increase (Decrease)</i>	-13,373	-13,373	-	0.0
		<i>% Increase (Decrease)</i>	-0.1%	-0.1%	-	0.0%

**\*\*General Fund Support is the subsidy, net of any other revenue received by the department.**

# Significant Policy and/or Financial Issues

Description	Impact
<p>Transient Room Tax revenue exceeded pre-pandemic levels in FY22-23 driven by pent up demand for leisure travel.</p>	<p>High demand is a residual impact from the pandemic. With more destinations, including international, available to travelers, inflation and other economic factors FY23-24 projections are lower than current year performance.</p>
<p>Beginning fund balance includes accumulated carryover from revenue exceeding forecast in the last two fiscal years.</p>	<p>Carryover will be spent in FY23-24 with program capacity and demand returning after the pandemic.</p>
<p>Professional services in FY22-23 incorrectly included lost revenue funds. This is corrected in the FY23-24 budget.</p>	<p>Materials and Services budget for FY23-24 shows a decrease of 16%. This change is a budget documentation change and does not impact programming.</p>
<p>Maintains a contingency equal to one year of revenue.</p>	<p>With this level of contingency each fiscal year budget is spending prior year collections instead of forecasted revenue. With a single revenue source, this provides the program greater stability and the ability to adjust to revenue fluctuations.</p>
<p>Budget was approved by the Tourism Development Council.</p>	<p>Budget supports Tourism Development Council priorities informed by industry trends, data and stakeholder feedback.</p>





## County Administration - Tourism (12)

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Tourism & Cultural Affairs Services	Leadership & Administration	8,079,633	8,079,633	-	3.3
Tourism & Cultural Affairs Services	Destination Development & Community Relations	1,466,538	1,466,538	-	2.0
Tourism & Cultural Affairs Services	Region Cooperative Tourism Program	424,000	424,000	-	0.8
Tourism & Cultural Affairs Services	Marketing & Communication	2,091,389	2,091,389	-	3.7
<b>TOTAL</b>		12,061,560	12,061,560	-	9.7
		<i>FY 22-23 Budget (Amended)</i>	12,074,933	-	9.7
		<i>\$ Increase (Decrease)</i>	-13,373	-	0.0
		<i>% Increase (Decrease)</i>	-0.1%	-	0.0%

**\*\*General Fund Support is the subsidy, net of any other revenue received by the department.**

Leadership & Administration



Purpose Statement

The purpose of Leadership & Administration Program is to provide sustainable countywide tourism services so stakeholders experience economic benefit from the optimized application of the County Transient Room Tax (TRT). Leadership & Administration supports the Tourism Development Council (TDC) and ensures program alignment with the Tourism Master Plan along with identified strategic priorities and outcomes of the TDC.

Guiding Principles

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

Strategic Outcomes FY23-24

1. Support tourism industry and asset recovery while responding to evolving conditions.
2. Enhance the experience and awareness of Mt. Hood Territory as a desirable, safe and inclusive destination for visitors and residents.
3. Drive visitors to identified areas as informed by the unique needs of individual tourism assets to optimize positive impacts and mitigate negative impacts.
4. Continue to develop organizational resiliency for effective tourism leadership.

Performance Narrative Statement

The Leadership & Administration budget reflects the TDC's direction to keep a contingency approximately equal to one year of TRT revenue, build an opportunity fund and restore capacity in professional services. Tourism program level budgets include carryover from revenue above projections in prior fiscal years. Tourism's overall measurements of success are based off of industry best practices for performance measurement. Transient Room Tax (TRT) and visitor spending in Clackamas County are the key performance measures to support the County priority to support a vibrant economy.

Key Performance Measures

	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$3.6M	\$5.4M	\$4.7M	\$3.0M	\$5.2M
Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year)	\$450.9M (year 2021)	***	\$549M	***	\$575M
***These figures are unavailable at this time as they are obtained from Dean Runyan in June each year.					

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
<b>Beginning Fund Balance</b>	<b>729,354</b>	<b>3,181,798</b>	<b>5,984,130</b>	<b>4,712,971</b>	<b>5,893,420</b>	<b>(90,710)</b>	<b>-2%</b>
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	377,711	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	14,500	-	-	-
All Other Revenue Resources	3,039,485	4,754,503	2,045,224	2,045,224	2,186,213	140,989	7%
Other Interfund Transfers	961,809	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>4,379,005</b>	<b>4,754,503</b>	<b>2,045,224</b>	<b>2,059,724</b>	<b>2,186,213</b>	<b>140,989</b>	<b>7%</b>
<b>Total Revenue</b>	<b>5,108,360</b>	<b>7,936,302</b>	<b>8,029,354</b>	<b>6,772,695</b>	<b>8,079,633</b>	<b>50,279</b>	<b>1%</b>
Personnel Services	461,541	990,589	472,321	472,321	539,125	66,804	14%
Materials and Services	479,851	309,845	3,195,521	517,371	2,552,766	(642,755)	-20%
Capital Outlay	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>941,392</b>	<b>1,300,434</b>	<b>3,667,842</b>	<b>989,692</b>	<b>3,091,891</b>	<b>(575,951)</b>	<b>-16%</b>
Debt Service	-	-	-	-	-	-	-
Special Payments	255,815	-	-	-	-	-	-
Transfers	729,354	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	4,361,512	-	4,987,742	626,230	14%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,926,561</b>	<b>1,300,434</b>	<b>8,029,354</b>	<b>989,692</b>	<b>8,079,633</b>	<b>50,279</b>	<b>1%</b>
<b>Revenues Less Expenses</b>	<b>3,181,798</b>	<b>6,635,868</b>	<b>-</b>	<b>5,783,004</b>	<b>-</b>		

Notes:  
 Transient Room Tax revenue continues to grow. Aligning with TDC priorities to be resilient and nimble. Contingency is approximately one year of TRT revenue so spending is based on collected TRT instead of anticipated revenues. Additional revenue was added to the opportunity fund to nimbly respond to unforeseen opportunities without taking away from other programs.



## Destination Development & Community Relations

### Purpose Statement

The Destination Development & Community Relations program is responsible for strategies that develop and enhance tourism attractions, facilities and products through engagement and collaborations that contribute to economic development and local vitality.

### Performance Narrative

The Destination Development & Community Relations budget is increased from last fiscal year to include an expanded strategic investment program. This budget includes product development, direct investments in community efforts, staff outreach to partners, convening of stakeholders, support for collaborative projects, trainings, visitor information services, trade and consumer show representation. Development monitors the number and diversity of partners engaged with Tourism program offerings, direct investment, and community involvement helping to achieve strategic outcomes through partnerships and contributes to Tourism's overall measurements of success in Transient Room Tax (TRT) collections and annual visitor spending to support the County's

### Key Performance Measures

	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$3.6M	\$5.4M	\$4.7M	\$3.0M	\$5.2M
Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year)	\$450.9M (year 2021)	***	\$549M	***	\$575M
***These figures are unavailable at this time as they are obtained from Dean Runyan in June each year.					

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation





Region Cooperative Tourism Program

**Purpose Statement**

The purpose of the Regional Cooperative Tourism Program is to provide regional marketing, public relations, global sales, destination development, and partnership services and opportunities to local stakeholders in each region so they can optimize the benefits of these programs in their operations. Tourism leads the Mt. Hood & Columbia River Gorge Region as the Regional Destination Management Organization (RDMO) and collaborates with the designated RDMO in the Portland and Willamette Valley regions.

**Performance Narrative Statement**

The Regional Cooperative Tourism Program's budgeted new revenue increased this year due to a change in Travel Oregon's base distribution for regions. Tourism receives a portion of state transient lodging tax funds as pass through to support the regional efforts for the Mt. Hood/Gorge region and provide program support within our geographic boundaries of the Portland region. This increase in revenue covers higher cost of administering the program. The program delivers destination management leadership to regional stakeholders and supports the County's vibrant economy priority by leveraging regional collaborations.

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

**Key Performance Measures**

	FY 20-21 Actuals	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Quarterly reviews with Travel Oregon program staff	4	4	4	2	4
Annual reports to be completed by the RDMO	1	1	1		1
Biennial regional stakeholder feedback via Travel Oregon's Industry Survey	0	0	1	0	0

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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Explanation



**120203-Region Cooperative Tourism Program**  
 BCC Priority Alignment: Vibrant Economy  
 Budget Summary

	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
<b>Beginning Fund Balance</b>	-	-	115,191	141,825	-	(115,191)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	471,150	319,731	319,731	424,000	104,269	33%
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	49,783	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	520,933	319,731	319,731	424,000	104,269	33%
<b>Total Revenue</b>	-	520,933	434,922	461,556	424,000	(10,922)	-3%
Personnel Services	-	-	105,414	105,414	117,881	12,467	12%
Materials and Services	-	379,107	329,508	356,142	306,119	(23,389)	-7%
Capital Outlay	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	379,107	434,922	461,556	424,000	(10,922)	-3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
<b>Total Expense</b>	-	379,107	434,922	461,556	424,000	(10,922)	-3%
<b>Revenues Less Expenses</b>	-	141,825	-	-	-		

Notes:  
 No significant change in this program.

Marketing & Communication



Purpose Statement

The Marketing & Communication program is responsible for strategies that deepen awareness of the destination and critical messages that support a sustainable destination through advertising, promotions, public relations, sales materials and trip planning tools that facilitate a positive visitor experience that benefits the community.

Performance Narrative Statement

The Marketing & Communication budget is a continuation of service levels from last fiscal year. This budget allows for owned and earned messaging strategies that include staff and contracted expertise and support. Marketing monitors and measures performance for individual campaigns, channels and public relations for effectiveness in achieving strategic outcomes and contributes to Tourism's overall measurements of success in Transient Room Tax (TRT) collections and annual visitor spending to support the County's vibrant economy priority.

Key Performance Measures

	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
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Explanation





	FY20-21 Actuals	FY21-22 Actuals	FY22-23 Amended Budget	FY22-23 Projected Year- End	FY23-24 Budget	Change from Prior Yr Budget	% Change from Prior Yr Budget
<b>Beginning Fund Balance</b>	-	-	1,028,678	1,028,678	613,188	(415,490)	-40%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	9,821	1,319,507	1,776,829	1,478,201	158,694	12%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	9,821	1,319,507	1,776,829	1,478,201	158,694	12%
<b>Total Revenue</b>	-	9,821	2,348,185	2,805,507	2,091,389	(256,796)	-11%
Personnel Services	-	-	569,685	569,685	574,989	5,304	1%
Materials and Services	-	361,338	1,778,500	1,622,633	1,516,400	(262,100)	-15%
Capital Outlay	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	361,338	2,348,185	2,192,318	2,091,389	(256,796)	-11%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
<b>Total Expense</b>	-	361,338	2,348,185	2,192,318	2,091,389	(256,796)	-11%
<b>Revenues Less Expenses</b>	-	(351,517)	-	613,188	-		

Notes:  
 FY 23/24 budget reflects a decrease in expenses because FY22/23 included significant carryover from FY21/22.