
Tourism

Budget Presentation
FY24-25





County Administration - Tourism (12)

Department Budget Summary by Fund

Line of Business Name	Program	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		Transient Lodging Tax Fund (255)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Tourism & Cultural Affairs Services	Leadership & Administration	8,039,070	8,039,070	-	-	3.3	3.3	-
	Destination Development & Community Relations	1,362,304	1,362,304	-	-	2.0	2.0	-
	Region Cooperative Tourism Program	530,000	530,000	-	-	0.8	0.8	-
	Marketing & Communication	2,310,750	2,310,750	-	-	3.7	3.7	-
	TOTAL	12,242,125	12,242,125	-	-	9.7	9.7	0.0
	FY23-24 Budget (Amended)	12,061,560	12,061,560	-	-	9.7	9.7	0.0
	\$ Increase (Decrease)	180,565	180,565	-	-	0.0	0.0	0.0
	% Increase (Decrease)	1%	1%	-	-	0%	0%	-

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).

12-County Administration / 255-Transient Lodging Tax Fund

Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
Beginning Fund Balance	3,181,798	6,376,481	7,126,829	7,402,015	6,712,125	(414,704)	-6%	5,653,431	19%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	471,150	556,018	424,000	424,000	530,000	106,000	25%	483,723	10%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	4,814,107	5,157,931	4,510,731	4,510,731	5,000,000	489,269	11%	4,827,590	4%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	5,285,257	5,713,949	4,934,731	4,934,731	5,530,000	595,269	12%	5,311,312	4%
Total Revenue	8,467,055	12,090,430	12,061,560	12,336,746	12,242,125	180,565	1%	10,964,744	12%
Personnel Services	990,589	1,264,816	1,516,984	1,526,154	1,636,299	119,315	8%	1,260,520	30%
Materials and Services	1,099,986	3,328,812	4,781,835	2,987,047	5,105,826	323,992	7%	2,471,948	107%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	2,090,575	4,593,628	6,298,818	4,513,201	6,742,125	443,307	7%	3,732,468	81%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	147,553	700,000	911,420	500,000	(200,000)	-29%	352,991	42%
Transfers	-	-	200,000	200,000	-	(200,000)	-100%	66,667	-100%
Contingency	-	-	4,862,742	-	5,000,000	137,258	3%	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	2,090,575	4,741,181	12,061,560	5,624,621	12,242,125	180,565	1%	4,152,125	195%
Revenues Less Expenses	6,376,481	7,349,249	-	6,712,125	-			6,812,618	

Significant
Changes
from
FY23-24
Budget

Program	Changes
Fund 255	Revenue forecasted to equal FY22-23 actuals.
Leadership & Administration	Contingency remains the equivalent to one-year Transient Lodging Tax revenue
Leadership & Administration	The professional services increase is the result of prior year carryover during COVID recovery when revenue exceeded forecasts. Carryover is programmed for high impact one-time projects to keep the ongoing budget sustainable.
Marketing & Communications	Program budget increase is a result of increase in advertising expenses and programming prior year carryover
Development	FY24/25 budget reflects the sustainable level. FY23/24 pass through funds were higher than normal.



County Administration - Tourism (12)

Department Budget Summary by Fund

Line of Business Name	Program	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **			
		Transient Lodging Tax Fund (255)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant	
Tourism & Cultural Affairs Services	Leadership & Administration	8,039,070	8,039,070	-	-	3.3	3.3	-	
	Destination Development & Community Relations	1,362,304	1,362,304	-	-	2.0	2.0	-	
	Region Cooperative Tourism Program	530,000	530,000	-	-	0.8	0.8	-	
	Marketing & Communication	2,310,750	2,310,750	-	-	3.7	3.7	-	
TOTAL		12,242,125	12,242,125	-	-	9.7	9.7	0.0	
		<i>FY23-24 Budget (Amended)</i>	12,061,560	12,061,560	-	-	9.7	9.7	0.0
		<i>\$ Increase (Decrease)</i>	180,565	180,565	-	-	0.0	0.0	0.0
		<i>% Increase (Decrease)</i>	1%	1%	-	-	0%	0%	-

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



Purpose Statement

The purpose of Tourism is to provide sustainable countywide tourism services so stakeholders experience economic benefit from the optimized application of the County Transient Room Tax (TRT). Tourism is guided by the Tourism Development Council (TDC) as defined by the County TRT ordinance. Leadership works with the TDC to ensure programs align with the Tourism Master Plan and with identified strategic priorities and outcomes.

Performance Narrative Statement

Tourism's overall measurements of success are based on industry best practices for performance measurement. Transient Room Tax (TRT) collection and visitor spending in Clackamas County are the key performance measures to support the County's priority to support a vibrant economy. Leadership also supports building public trust through good government. 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 program prior year carryover through high impact projects under professional services.

Key Performance Measures

	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/22	FY 24-25 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$5.4M	\$5.7M	\$4.5M	\$4.15M	\$5.8M
Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year)	\$494M (year 2022)	\$510M (year 2023)	\$549M	***	\$555M

***These figures are unavailable at this time as they are obtained from Dean Runyan in June each year.

Program includes:

Mandated Services

Shared Services

Grant Funding

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



120201-Leadership & Administration
 BCC Priority Alignment: Vibrant Economy

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
Beginning Fund Balance	3,181,798	6,635,868	5,893,420	5,874,179	6,712,125	818,705	14%	5,230,615	28%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	15,900	-	-	-	-	-	5,300	-100%
All Other Revenue Resources	4,754,503	458,732	2,186,213	2,026,263	1,326,945	(859,268)	-39%	2,413,166	-45%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	4,754,503	474,632	2,186,213	2,026,263	1,326,945	(859,268)	-39%	2,418,466	-45%
Total Revenue	7,936,302	7,110,500	8,079,633	7,900,442	8,039,070	(40,563)	-1%	7,649,081	5%
Personnel Services	990,589	515,605	539,125	540,527	612,327	73,201	14%	682,240	-10%
Materials and Services	309,845	764,880	2,477,766	447,790	2,426,744	(51,022)	-2%	507,505	378%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	1,300,434	1,280,485	3,016,891	988,317	3,039,070	22,179	1%	1,189,745	155%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	200,000	200,000	-	(200,000)	-100%	66,667	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	4,862,742	-	5,000,000	137,258	3%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
Total Expense	1,300,434	1,280,485	8,079,633	1,188,317	8,039,070	(40,563)	-1%	1,256,412	540%
Revenues Less Expenses	6,635,868	5,830,015	-	6,712,125	-	-	-	6,392,669	-

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 budgeted at continuation of service level with the exception of the strategic investment program which is returned to sustainable levels after a one time increase in FY23/24. 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 vibrant economy priority.

Key Performance Measures

	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/22	FY 24-25 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$5.4M	\$5.7M	\$4.5M	\$4.15M	\$5.8M
Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year)	\$494M (year 2022)	\$510M (year 2023)	\$549M	***	\$555M

***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



120202-Destination Development & Community Relations
 BCC Priority Alignment: Vibrant Economy

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
Beginning Fund Balance	-	(49,695)	620,221	831,641	-	(620,221)	-100%	260,649	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	1,590,558	846,317	886,317	1,362,304	515,987	61%	825,625	65%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	-	1,590,558	846,317	886,317	1,362,304	515,987	61%	825,625	65%
Total Revenue	-	1,540,863	1,466,538	1,717,958	1,362,304	(104,234)	-7%	1,086,274	25%
Personnel Services	-	268,077	284,988	286,584	299,354	14,366	5%	184,887	62%
Materials and Services	49,695	293,592	481,550	519,954	562,950	81,400	17%	287,747	96%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	49,695	561,669	766,538	806,538	862,304	95,766	12%	472,634	82%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	147,553	700,000	911,420	500,000	(200,000)	-29%	352,991	42%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
Total Expense	49,695	709,222	1,466,538	1,717,958	1,362,304	(104,234)	-7%	825,625	65%
Revenues Less Expenses	(49,695)	831,641	-	-	-	-	-	260,649	-

Notes:
 No significant change.



Region Cooperative Tourism Program

Purpose Statement

The purpose of the Regional Cooperative Tourism Program is to provide regional destination management through marketing, public relations, global sales, destination development, and partnership services and opportunities to local stakeholders in each region. 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

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. The program delivers destination management leadership to regional stakeholders and supports the County's vibrant economy priority.

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 21-22 Actuals	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 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	0	0	1

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



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

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
Beginning Fund Balance	-	141,825	-	83,007	-	-	-	74,944	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	471,150	556,018	424,000	424,000	530,000	106,000	25%	483,723	10%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	49,783	17,500	-	-	-	-	-	22,428	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	520,933	573,518	424,000	424,000	530,000	106,000	25%	506,150	5%
Total Revenue	520,933	715,343	424,000	507,007	530,000	106,000	25%	581,094	-9%
Personnel Services	-	105,312	117,881	122,316	126,768	8,886	8%	75,876	67%
Materials and Services	379,107	535,627	306,119	384,691	403,233	97,114	32%	433,142	-7%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	379,107	640,938	424,000	507,007	530,000	106,000	25%	509,018	4%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
Total Expense	379,107	640,938	424,000	507,007	530,000	106,000	25%	509,018	4%
Revenues Less Expenses	141,825	74,405	-	-	-	-	-	72,077	-

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 and a couple one time projects programed from department carryover. 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 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/22	FY 24-25 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$5.4M	\$5.7M	\$4.5M	\$4.15M	\$5.8M
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Program includes:

Mandated Services

Shared Services

Grant Funding

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

Explanation



120204-Marketing & Communication
 BCC Priority Alignment: Vibrant Economy

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
Beginning Fund Balance	-	(351,517)	613,188	613,188	-	(613,188)	-100%	87,224	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	9,821	3,075,240	1,478,201	1,598,151	2,310,751	832,550	56%	1,561,071	48%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	9,821	3,075,240	1,478,201	1,598,151	2,310,751	832,550	56%	1,561,071	48%
Total Revenue	9,821	2,723,724	2,091,389	2,211,339	2,310,751	219,362	10%	1,648,295	40%
Personnel Services	-	375,822	574,989	576,727	597,850	22,861	4%	317,516	88%
Materials and Services	361,338	1,734,713	1,516,400	1,634,612	1,712,900	196,500	13%	1,243,554	38%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	361,338	2,110,536	2,091,389	2,211,339	2,310,750	219,361	10%	1,561,071	48%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
Total Expense	361,338	2,110,536	2,091,389	2,211,339	2,310,750	219,361	10%	1,561,071	48%
Revenues Less Expenses	(351,517)	613,188	-	-	-	-	-	87,224	-

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