



Oregon's Mt. Hood Territory Main Streets Make the Willamette River Their Home

Mt. Hood Territory's main streets don't just overlook the Willamette River — they connect you to it! Each has its own take on shopping and dining just blocks from the river, which offers recreation opportunities galore along its 187-mile Willamette River Water Trail tying them all together.

MILWAUKIE MAIN STREET: New Access and Reasons to Visit

Milwaukie's Main Street has experienced a boom in restaurants, retail and access. The MAX Orange Line Light Rail offers easy transit to or from Portland, and the Trolley Trail makes biking or walking between Gladstone and Milwaukie a beautiful, sculpture-filled breeze.

Arriving from either, a vibrant wall-sized mural welcomes you, signaling you've made it to **restaurants**, Milwaukie Station Food Cart Pod and, across the street, Decibel Sound & Drink, recognized as a top cocktail bar in the Portland area. For French-Asian fusion, visit



Ovation Bistro, or head north for the Beer Store, offering more than its name, including Impossiburgers. And pick up a locally made memory from Made in Milwaukie.

One block west of Main Street, **Milwaukie Bay Park** anchors downtown, complete with boat launch and an amphitheater-style lawn for picnics and performances.

Mt. Hood Territory Virtual FAM Tour - Shared screen with spe



bravotopchef
Portland, Oregon



bravotopchef Pack your knives and go...to Portland! **#TopChef's** Season 18 is going where it's never gone before. (Port) LAND yourself at our link in bio to chew on some more info about the new season.

Tourism & Cultural Affairs

2021-2022 BUDGET PRESENTATION



2020 Major Accomplishments

AREA	DESCRIPTION
Leadership	Improved organizational resiliency by increasing contingency using carryover from FY19-20 after effective changes in staffing and programs to address impacts of pandemic.
Leadership	Developed strategy to add program capacity in FY20-21. Rehired two staff positions
Communications	Pivoted communications to focus on local support for local businesses. Supported the food and beverage sector by promoting Tap and Wine Trail along with local restaurant offerings.
Communications	Provided visitors with quick access to safety information with alert pages and Know Now content. Adapted website, social channels, and newsletters to address visitor information needs during the pandemic and wildfires.
Development & Community Relations	Advised local stakeholders on tourism grant opportunities and assisted with request development. Shared current information, funding opportunities and resources with local operators through regular communications.
Development & Community Relations	Created a virtual familiarization tour for frontline staff highlighting COVID appropriate experiences throughout the county to highlight what attractions are open and how to visit safely.
Regional Cooperative Tourism Program	Secured Mt. Hood Territory and Mt. Hood/Gorge inclusion in episodes and media for Top Chef Portland through regional partnerships.
Regional Cooperative Tourism Program	Advocated for local tourism stakeholder needs and leveraged partnerships through participation in regional taskforces and committees on pandemic, social justice and wildfire response. Focused on resiliency and economic recovery.

Performance Clackamas

Results Measures (Examples)

Line of Business/Program	Results Measure		FY 19-20 Actual	FY 20-21 Target	FY 20-21 Projected Performance	FY 21-22 Target
Leadership	Annual collection of revenues resulting from the TRT tax collections - County		\$3.7 M	\$1.18M	\$2.9M	\$3.3M
Leadership	Annual destination spending in Clackamas County as calculated by Dean Runyan & Associates for Travel Oregon (reported calendar year)		Available June 2021	No Target Set for FY20-21	No data at this time	\$384M (70% of FY18-19)

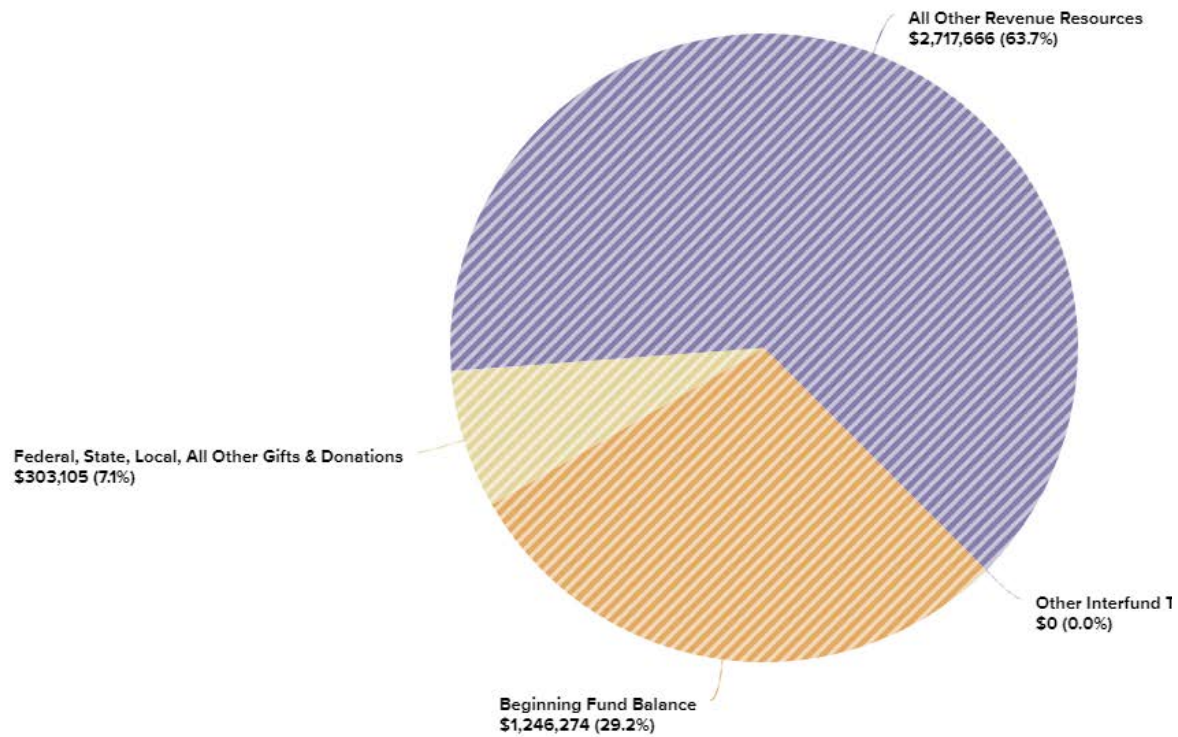
Program Profiles: 2021-22 Summary

Line of Business	Program	Total Funds (\$ millions)	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Tourism & Cultural Affairs	Leadership & Admin	\$2.76M	0	0	N	0	*
	Destination Development & Community Relations	\$0.4M	0	0	N	0	*
	Marketing & Communications	\$0.8M	0	0	N	0	*
	Regional Cooperative Tourism Program	\$0.3M	0	0	N	0	*

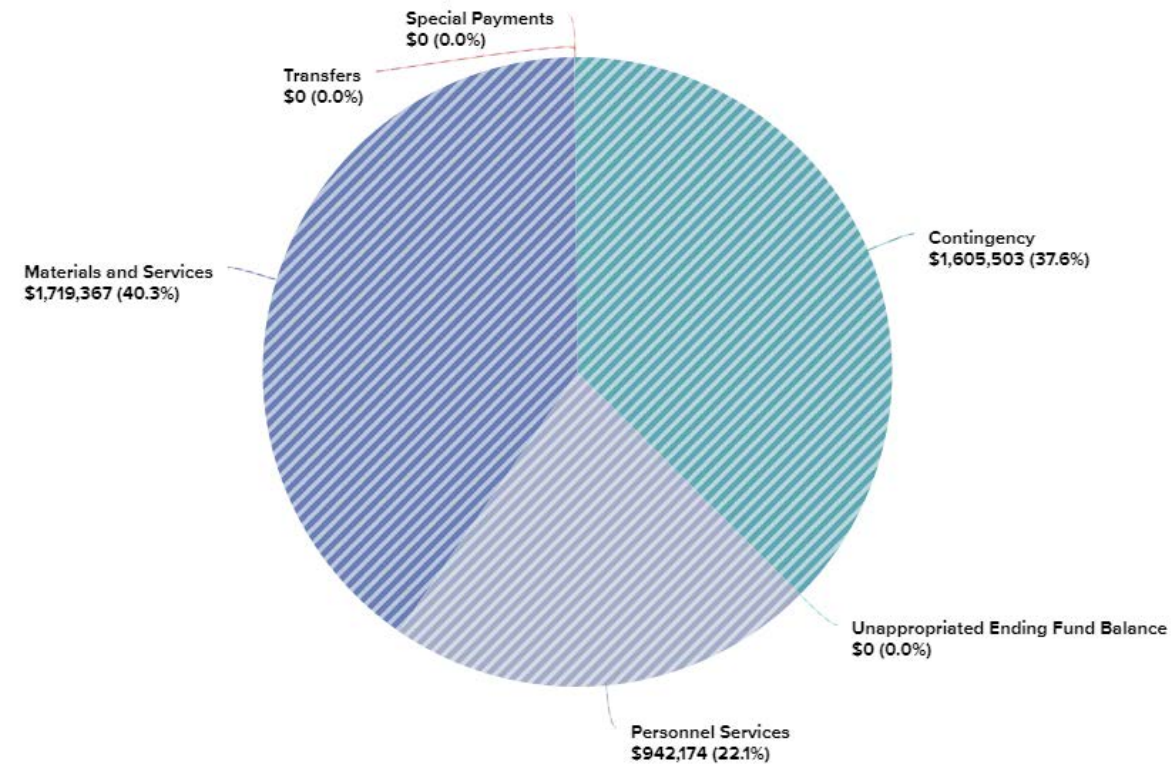
* In FY20-21, Tourism & Cultural Affairs did not have a Performance Clackamas – Measuring for Results (MFR) plan. An MFR will be in place in FY21-22.

2021/22 Revenue and Expenses

Revenue



Expense



Summary of Revenue & Expenses

County Administration - Tourism (12) Summary of Revenue and Expense

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	808,542	461,493	882	729,354	1,246,274	1,245,392	141200.9%
Federal, State, Local, All Other Gifts & Donations	479,583	444,677	424,340	441,030	303,105	(121,235)	-28.6%
All Other Revenue Resources	66,530	69,665	-	-	2,717,666	2,717,666	-
Other Interfund Transfers	4,341,028	3,132,216	646,591	1,800,000	-	(646,591)	-100.0%
General Fund Support	299,359	299,359	254,455	254,455	-	(254,455)	-100.0%
Operating Revenue	5,186,500	3,945,917	1,325,386	2,495,485	3,020,771	1,695,385	127.9%
Total Revenue	5,995,042	4,407,410	1,326,268	3,224,839	4,267,045	2,940,777	221.7%
Personnel Services	1,824,460	1,723,273	407,184	603,285	942,175	534,991	131.4%
Materials and Services	2,813,938	1,454,280	514,629	1,120,825	1,719,367	1,204,738	234.1%
Operating Expense	4,638,398	3,177,553	921,813	1,724,110	2,661,542	1,739,729	188.7%
Special Payments	895,152	488,016	254,455	254,455	-	(254,455)	-100.0%
Transfers	-	12,487	-	-	-	-	-
Contingency	-	-	150,000	-	1,605,503	1,455,503	970.3%
Unappropriated Ending Fund Balance	-	-	-	0	-	-	-
Total Expense	5,533,550	3,678,056	1,326,268	1,978,565	4,267,045	3,195,232	221.7%
Revenues Less Expenses	461,492	729,354	-	1,246,274	-	-	-
Full Time Equiv Positions (FTE) Budgeted	14.0	2.0	4.0	4.0	6.5	2.5	62.5%

Department Summary by Fund

County Administration (12) Tourism & Cultural Affairs



Department Budget Summary by Fund

<i>Line of Business</i>	FY 21/22	FY 21/22	FY 21/22	FY 21/22
<i>Program</i>	FTE	Tourism Development	Total Proposed Budget	General Fund Support Included in Proposed Budget**
Tourism & Cultural Affairs				
Leadership & Administration	6.5	2,762,478	2,762,478	
Destination Development & Community Relations		443,402	443,402	
Region Cooperative Tourism Program		303,105	303,105	
Marketing & Communication		758,060	758,060	
TOTAL	6.5	4,267,045	4,267,045	
FY 20/21 Budget	4.0	1,326,268	1,326,268	254,455
\$ Increase (Decrease)	2.5	2,940,777	2,940,777	-254,455
% Increase (Decrease)	62.5%	221.7%	221.7%	-100.0%

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

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
Transient Room Tax Revenue is anticipated to be 70% of FY18-19 but significantly higher than budgeted in FY20-21	Tourism staff and programs are reduced from FY18-19 levels but increased from FY20-21. Implementation of the Tourism Master Plan is ongoing.
Budget supports the Tourism Development Council priorities:	
<ul style="list-style-type: none">• Optimize organizational resiliency	Increased contingency budget to mitigate impacts of future revenue disruptions
<ul style="list-style-type: none">• Prioritize marketing and communications based on stakeholder feedback	Funding for marketing and communication programs prioritized as revenue returns
<ul style="list-style-type: none">• Flexibility is critical to address pandemic impacts	Supports ability to respond to opportunities by budgeting for special projects
<ul style="list-style-type: none">• Additional capacity needed to deliver programs	Budget increases staffing by 3.5 FTE and includes contracting for additional professional services

End of Presentation

Thank you



Department Mission

This is the main operating fund for all tourism programs, guided and directed by the Clackamas County Tourism Development Council (TDC) and is delivered by Clackamas County Tourism & Cultural Affairs (CCTCA). The Tourism Development Fund was established in accordance with the Transient Room Tax Ordinance (TRT). The ordinance specifies that, after an allotment to the Clackamas County Fair and a 2% administrative fee taken by the Finance Department are transferred out, "The balance shall be placed with the County Treasurer for deposit until transferred to the TDC monthly to pay expenditures authorized." This fund has become the repository for those transfers from the Transient Room Tax Fund. The remaining Tourism revenue is interest, miscellaneous fees and sales, reimbursements, and monies carried forward from the prior fiscal year.

Travel Oregon administers the Regional Cooperative Tourism Program (RCTP) and contracts with CCTCA to serve as the fiscal administrator of a portion of their regional funds collected through the State 1.8% TRT, thus these are a pass through for the Mt. Hood/Gorge and Portland Region's program of work.

CCTCA works in partnership with the Clackamas County Arts Alliance and the Regional Arts and Cultural Council, serving only as the pass through agent for their share of General Funds.

Tourism	
Samara Phelps, Director	
FTE 6.5	
Total Proposed	4,267,045
General Fund Support	-

Tourism & Cultural Affairs	
Samara Phelps	
TDC Proposed	
\$4,267,045	
Gen Fund	\$ 254,455

Leadership & Administration	
FTE 6.5	
Total Proposed	
\$2,762,478	
Gen Fund	

Destination Development & Community Relations	
FTE	
Total Proposed	
\$443,402	
Gen Fund	

Region Cooperative Tourism Program	
FTE	
Total Proposed	
\$303,105	
Gen Fund	

Marketing & Communication	
FTE	
Total Proposed	
\$758,060	
Gen Fund	\$ -



County Administration (12)

Tourism & Cultural Affairs

Department Budget Summary by Fund

<i>Line of Business</i>		FY 21/22	FY 21/22	FY 21/22	FY 21/22
<i>Program</i>	<i>Prog#</i>	<i>FTE</i>	<i>Tourism Development</i>	<i>Total Proposed Budget</i>	<i>General Fund Support Included in Proposed Budget**</i>
Tourism & Cultural Affairs					
Leadership & Administration	120201	6.5	2,762,478	2,762,478	
Destination Development & Community Relations	120202		443,402	443,402	
Region Cooperative Tourism Program	120203		303,105	303,105	
Marketing & Communication	120204		758,060	758,060	
TOTAL		6.5	4,267,045	4,267,045	
FY 20/21 Budget		4.0	1,326,268	1,326,268	254,455
\$ Increase (Decrease)		2.5	2,940,777	2,940,777	-254,455
% Increase (Decrease)		62.5%	221.7%	221.7%	-100.0%

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



Tourism & Cultural Affairs

Leadership & Administration

Purpose Statement

MISSION-Enhance the quality of life for residents by optimizing the economic impacts of the tourism industry derived from the County's Transient Room Tax.

VISION-

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

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

Performance Narrative Statement

Tourism's overall measurements of success are based off of following industry best practices for performance measurement. These include: Transient Room Tax (TRT) monthly revenue collections; Oregon Travel Impacts Report compiled by Dean Runyan & Associates for Travel Oregon annually to report key indicators of the performance of tourism, including travel spending, tax revenue, and jobs supported; and Smith Travel Research (STR) monthly reports of key metrics from the lodging industry including occupancy, average daily rate, and revenue per available room.

Key Performance Measures

	FY 18-19 Actuals	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$4.7M	\$3.7M	\$1.18M	\$1.5M	\$3.3M
Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$548.7M	***	***	***	\$348M
***These figures are unavailable at this time as they are obtained from Dean Runyan in May/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



Tourism & Cultural Affairs

Leadership & Administration

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	808,542	461,493	882	729,354	1,246,274	1,245,392	141200.9%
Federal, State, Local, All Other Gifts & Donations	479,583	444,677	-	441,030	-	-	-
All Other Revenue Resources	66,530	69,665	-	-	1,516,204	1,516,204	-
Other Interfund Transfers	4,640,387	3,431,575	901,046	2,054,455	(901,046)	(901,046)	-100.0%
Operating Revenue	5,186,500	3,945,917	901,046	2,495,485	1,516,204	615,158	68.3%
Total Revenue	5,995,042	4,407,410	901,928	3,224,839	2,762,478	1,860,550	206.3%
Personnel Services	1,824,460	1,723,273	407,184	603,285	942,174	534,990	131.4%
Materials & Services	2,813,938	1,454,280	182,289	1,120,825	424,800	242,511	133.0%
Operating Expense	4,638,398	3,177,553	589,473	1,724,110	1,366,974	777,501	131.9%
Special Payments	895,152	488,016	254,455	254,455	-	(254,455)	-100.0%
Transfers	-	12,487	-	-	-	-	-
Contingency			150,000	-	1,395,503	1,245,503	830.3%
Total Expense	5,533,550	3,678,056	993,928	1,978,565	2,762,477	1,768,549	-46.2%
Revenues Less Expenses	461,492	729,354	-92,000	1,246,274	-	92,000	

Significant Issues and Changes

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

A review of our forecasts in FY19-20 revealed over projections in prior years. The FY19-20 budget was adapted based on revised forecasts. FY20-21 budget forecast reflected the deep impacts of the pandemic on tourism and the high degree of uncertainty around revenue. FY20-21 performed better than anticipated. FY21-22 Revenue forecast is based on data and trends from Tourism Economics sourced by the state of Oregon in February of 2021.



Tourism & Cultural Affairs

Marketing & Communication

Purpose Statement

The purpose of the Marketing & Promotion program is to provide inspiration and trip planning information services to visitors so their experience is positive and benefits the community

Performance Narrative Statement

Tourism's overall measurements of success are based on following industry best practices for performance measurement. These include: Transient Room Tax (TRT) monthly revenue collections; Oregon Travel Impacts Report compiled by Dean Runyan & Associates for Travel Oregon annually to report key indicators of the performance of tourism, including travel spending, tax revenue, and jobs supported; and Smith Travel Research (STR) monthly reports of key metrics from the lodging industry including occupancy, average daily rate, and revenue per available room.

Key Performance Measures

	FY 18-19 Actuals	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$4.7M	\$3.7M	\$1.18M	\$1.5M	\$3.3M
Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$548.7M	***	***	***	\$348M
***These figures are unavailable at this time as they are obtained from Dean Runyan in May/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



Tourism & Cultural Affairs
Marketing & Communication

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
All Other Revenue Resources					758,060	758,060	-
Operating Revenue	-	-	-	-	758,060	758,060	-
Total Revenue	-	-	-	-	758,060	758,060	-
Personnel Services						-	-
Materials & Services					758,060	758,060	-
Operating Expense	-	-	-	-	758,060	758,060	-
Total Expense	-	-	-	-	758,060	758,060	-
Revenues Less Expenses	-	-	-	-	-	-	

Significant Issues and Changes

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

No marketing was budgeted in FY20-21 due to the pandemic that resulted in a reduction of program funds and capacity. These activities were included in Leadership & Administration. Budget as well as staff capacity return in FY21-22 reflecting the Tourism Program and industry recovering from the pandemic impacts.



Tourism & Cultural Affairs

Region Cooperative Tourism Program

Purpose Statement

We inspire travel that drives economic development. Through innovation and partnerships, we share the stories of Oregon's people and places, deliver world-class experiences, strengthen the industry and ensure the preservation of Oregon's way of life and its natural places. We maximize the benefits to Oregon's economy from the statewide lodging tax; comply with the requirements of HB 2267, HB 4146 and all other applicable law; encourage multi-regional and targeted niche marketing; foster management of regional tourism resources; formalize simple, straightforward RCTP procedure; maximize benefits from RCTP funds to the regions; leverage Travel Oregon programs; deliver consistent messages, outstanding experiences, and efficient use of resources and minimize RCTP-related administrative workload on Travel Oregon and the regions.

Performance Narrative Statement

Travel Oregon's Regional Cooperative Tourism Program (RCTP) funds are generated through the statewide 1.5% TLT. Tourism receives a portion of those 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. .75 FTE has staffing offset costs serving as the Mt. Hood/Gorge RDMO regional program coordinator, in addition to funds for project and tactical implementation as administered and approved by Travel Oregon.

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 18-19 Actuals	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 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	1	1	1	1	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



Regional Tourism Cooperative Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations			424,340		303,105	(121,235)	-28.6%
Operating Revenue	-	-	424,340	-	303,105	(121,235)	-28.6%
Total Revenue	-	-	424,340	-	303,105	(121,235)	-28.6%
Materials & Services	-	-	332,340	-	303,105	(29,235)	-8.8%
Operating Expense	-	-	332,340	-	303,105	(29,235)	-8.8%
Total Expense	-	-	332,340	-	303,105	(29,235)	-8.8%
Revenues Less Expenses	-	-	92,000	-	-	(92,000)	

Significant Issues and Changes

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



Tourism & Cultural Affairs

Destination Development and Community Relations

Purpose Statement

The purpose of the Destination Development, Community Relations & Advocacy program is to provide development, enhancement,

Performance Narrative

Tourism's overall measurements of success are based on following industry best practices for performance measurement. These include: Transient Room Tax (TRT) monthly revenue collections; Oregon Travel Impacts Report compiled by Dean Runyan & Associates for Travel Oregon annually to report key indicators of the performance of tourism, including travel spending, tax revenue, and jobs supported; and Smith Travel Research (STR) monthly reports of key metrics from the lodging industry including occupancy, average daily rate, and revenue per available room.

Key Performance Measures

	FY 18-19 Actuals	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$4.7M	\$3.7M	\$1.18M	\$1.5M	\$3.3M
Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$548.7M	***	***	***	\$348M
***These figures are unavailable at this time as they are obtained from Dean Runyan in May/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)



Tourism & Cultural Affairs

Destination Development and Community Relations

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
All Other Revenue Resources					443,402	443,402	-
Operating Revenue	-	-	-	-	443,402	443,402	
Total Revenue	-	-	-	-	443,402	443,402	-
Materials & Services					233,402	233,402	-
Operating Expense	-	-	-	-	233,402	233,402	-
Contingency	-	-	-	-	210,000	210,000	-
Total Expense	-	-	-	-	443,402	443,402	-
Revenues Less Expenses	-	-	-	-	-	-	

Significant Issues and Changes

No development was budgeted in FY20-21 due to the pandemic that resulted in a reduction of program funds and capacity. These activities were included in Leadership & Administration. Budget as well as staff capacity return in FY21-22 reflecting the Tourism Program and industry recovering from the pandemic impacts.