

### AGENDA

## **Board of Directors Meeting**

February 16, 2016 – 8:00 a.m. at the Bend Visitor Center

- I. Approval of minutes from previous board meeting
- II. Financial Report (5 minutes)
  - a. Scott Greenstone & Doug will brief the Board on FY16 YTD finances.
- III. Tourism industry briefing (10 minutes)
  - a. Doug will brief the board on tourism industry news and metrics.
  - b. FY17 Planning Schedule (budgets, business plan, key collateral projects)
- IV. Marketing Update (15 Minutes)
  - a. Nate will brief the board on the winter marketing campaign, website updates, and other marketing related projects.
- V. Public Relations and Social Media Update (10 minutes)
  - a. Tawna will update the board on PR and social media activity.
- VI. Group Sales Updates (10 minutes)
  - a. Kevney will brief the board on group sales activity.
- VII. Board Roundtable (10 minutes)
- VIII. Public Comment (10 minutes)

# # #

Visit Bend
Budget-to-Actual P&L Analysis
For the month ended January 31, 2016

Revenue         City Funding - 9.0%         103,777         103,278         499         0.5%         1,321,543         1,103,606         217,937         19.7%           City Funding - 1.0%         26,905         26,776         129         0.5%         342,622         286,120         56,502         19.7%           City Funding - 0.4%         10,762         10,710         52         0.5%         137,049         114,448         22,601         19.7%           Retail Sales         7,862         4,705         3,157         67.1%         119,257         99,648         19,609         19.7%           Advertising         3,607         21,403         (17,796)         (83.1%)         47,725         47,141         584         1.2%           Event Revenue         10,774         -         10,774         100.0%         33,660         6,000         27,660         461.0%           Other Revenue         10,000         3,000         7,000         233.3%         10,190         21,000         (10,810)         (51.5%			Current	Month			Year-to	n-Date	
Revenue   City Funding - 9.0%   103,777   103,278   499   0.5%   1,321,543   1,103,606   217,037   19,776   City Funding - 1.0%   22,905   28,776   129   0.5%   312,042   286,120   55,602   19,7%   City Funding - 9.4%   10,770   10,770   10,770   10,770   119,257		Actual			Var. %	Actual			Var. %
City Funding - 1-0%         26,950         28,776         129         0.5%         312,082         28,162         56,602         19,776           City Funding - 0.4%         10,762         1,1776         3,157         67,11%         119,237         39,608         19,009         19,776           Adverlising         3,607         2,1403         (17,706)         (31,4%)         47,725         47,141         641,000           Other Revenue         10,000         3,000         7,000         233,34%         10,100         21,000         27,660         461,0%           Other Revenue         110,000         3,000         7,000         233,34%         10,100         21,000         10,610         (61,610)           Total         17,368         169,872         3,816         2,2%         2012,046         1,677,962         334,083         19,8%           Personnel Expenses         3,820         3,765         35         0,0%         334         -         331         0,0%           Reack Payer         -         -         0,0%         6,849         6,500         3,40         5,5%           Payor ITawes         3,200         3,765         35         0,9%         191,99         21,11         2	Revenue	·							
City Funding - 0.44%         10,762         10,710         52         0.55%         137,099         114,248         22,601         19,758         Relail Salos         7,862         4,705         3,157         67,174         119,257         89,648         19,009         19,734         Advortising         3,807         21,403         (17,744)         10,004         33,808         6,000         27,600         40,100         Chrost Rownuo         10,000         3,000         7,000         233,386         10,100         21,000         (10,810)         (51,8%           Total         173,688         189,872         3,316         2,2%         2,012,046         1,677,964         334,083         19,9%           Porsonnel Expenses           Base Pay         41,743         41,434         310         0.7%         237,402         267,000         6,312         2.4%           Cventime         -         -         -         0.0%         331         -         331         0.0%           Incortine         -         -         -         0.0%         331         -         331         0.0%           Ease Pay         -         -         0.0%         335         0.9%         19,100         2,111 </td <td>City Funding - 9.0%</td> <td>103,777</td> <td>103,278</td> <td>499</td> <td>0.5%</td> <td>1,321,543</td> <td>1,103,606</td> <td>217,937</td> <td>19.7%</td>	City Funding - 9.0%	103,777	103,278	499	0.5%	1,321,543	1,103,606	217,937	19.7%
Retail Sales		26,905	26,776	129	0.5%	342,622	286,120	56,502	19.7%
Advertising 3,807 21,403 (17,796) (83,1%) 47,725 47,41 544 12% Event Revenue 10,774 - 10,774 100% 33,680 6,000 27,660 461,000 clother Revenue 10,000 3,000 7,000 233,3% 10,100 21,000 (10,810) (51,8% 17,84 12% 10,100 12,100 12,100 (10,810) (51,8% 17,84 12% 12,100 12,100 12,100 (10,810) (51,8% 17,94 12,100 13,100 12,100 12,100 13,100 12,100 13,10	City Funding - 0.4%	10,762	10,710		0.5%	137,049	114,448	22,601	19.7%
Event Revenue	Retail Sales	7,862		3,157	67.1%	119,257	99,648	19,609	19.7%
Debate Revenue	Advertising	3,607	21,403	(17,796)	(83.1%)	47,725	47,141	584	1.2%
Porsonnel Expenses   Base Pay	Event Revenue	10,774	₩	10,774	100.0%	33,660	6,000	27,660	461.0%
Personnel Expenses   Base Pay	Other Revenue	10,000	3,000	7,000	233.3%	10,190	21,000	(10,810)	(51.5%)
Base Pay	Total	173,688	169,872	3,816	2.2%	2,012,046	1,677,964	334,083	19.9%
Base Pay	5 15					•			
Description   Country	<u>-</u>	44 740	44.40.4	040	0.70/	070 100	207.000	2.242	0.407
Payroll Taxes	•	41,743	41,434			,	267,090		
Payroll Taxes		-	-						
Employee Benefits		0.000							
Total   S1,332   S9,367   964   1,9%   335,351   330,943   4,408   1,3%   Sales & Marketing Expenses   Cultural Tourism Fund   11,158   11,107   51   0.5%   138,941   116,663   22,278   19,1%   Visitor Devolopment Fund   12,300   17,500   (5,200   (29,7%)   75,648   50,800   24,848   48,9%   Online Mktg   6,524   5,750   774   13,5%   51,107   42,250   8,667   21,0%   Photo   699   950   (251)   (26,4%)   4,023   11,300   (7,277)   (64,4%)   Finit   36,320   33,500   2,820   8,4%   34,971   157,000   192,971   122,9%   Production   19,180   6,250   12,930   266,9%   66,305   49,250   17,055   34,6%   Radio   31,048   55,000   (23,952)   (43,5%)   108,836   41,000   (1,64)   (1,164)   (1,164)   (1,174)   (1,144)   (	•	-	•						
Sales & Marketing Expenses           Cultural Tourism Fund         11,158         11,107         5f         0.5%         138,941         118,663         22,278         19,1%           Visitor Development Fund         12,300         17,500         (5,200)         (29,7%)         75,648         50,800         24,848         48,9%           Online Mix         6,524         5,750         774         13,5%         51,107         42,250         8,857         21,0%           Photo         699         950         (251)         (26,4%)         4,023         11,300         (7,277)         (64,4%)           Print         36,320         33,500         2,820         8,4%         349,911         157,000         122,997           Production         19,180         6,250         12,930         206,9%         66,305         49,280         17,055         34,6%           Radio         31,048         55,000         (23,952)         (43,5%)         108,835         110,000         (1,164)         (1,149)           Trade Shows         -         -         -         0.0%         1,114         4,164         (3,040)         (4,513)         (1,193)           Trade Shows         -         - <td></td> <td></td> <td></td> <td></td> <td></td> <td>· · · · · · · · · · · · · · · · · · ·</td> <td></td> <td></td> <td></td>						· · · · · · · · · · · · · · · · · · ·			
Culturiar Tourism Fund         11,168         11,170         51         0.5%         138,941         116,663         22,278         19,1%           Visitor Development Fund         12,300         17,500         (5,200)         (29,7%)         75,648         50,800         24,848         48,9%           Online Mktg         6,524         5,750         774         13,5%         51,107         42,250         8,857         21,0%           Photo         699         950         (251)         (26,4%)         4,023         11,300         (7,277)         (64,4%)           Print         36,820         33,500         2,820         8,4%         34,911         157,000         192,971         122,99%           Production         19,180         6,250         12,930         206,9%         66,305         49,250         17,055         34,6%           Radio         31,048         55,000         (23,952)         (40,5%)         108,836         110,000         (1,164)         (1,11%           Trade Shows         -         -         -         0,0%         31,14         4,164         (3,040)         (1,136)         (1,393)         38,38         235,487         240,000         (4,151)         (1,994) <td< td=""><td>i otal</td><td>51,332</td><td>50,367</td><td>964</td><td>1.9%</td><td>335,351</td><td>330,943</td><td>4,408</td><td>1.3%</td></td<>	i otal	51,332	50,367	964	1.9%	335,351	330,943	4,408	1.3%
Culturiar Tourism Fund         11,168         11,170         51         0.5%         138,941         116,663         22,278         19,1%           Visitor Development Fund         12,300         17,500         (5,200)         (29,7%)         75,648         50,800         24,848         48,9%           Online Mktg         6,524         5,750         774         13,5%         51,107         42,250         8,857         21,0%           Photo         699         950         (251)         (26,4%)         4,023         11,300         (7,277)         (64,4%)           Print         36,820         33,500         2,820         8,4%         34,911         157,000         192,971         122,99%           Production         19,180         6,250         12,930         206,9%         66,305         49,250         17,055         34,6%           Radio         31,048         55,000         (23,952)         (40,5%)         108,836         110,000         (1,164)         (1,11%           Trade Shows         -         -         -         0,0%         31,14         4,164         (3,040)         (1,136)         (1,393)         38,38         235,487         240,000         (4,151)         (1,994) <td< td=""><td>Sales &amp; Marketing Evnene</td><td>96</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>	Sales & Marketing Evnene	96							
Visitor Development Fund   12,300   17,500   (5,200)   (29,7%)   75,648   50,800   24,848   48,9%   Anniholis Miktg   6,524   5,750   774   13,5%   51,107   42,250   8,857   21,0%   Photo   699   950   (2811) (284%)   4,023   11,300   (7,277)   (64,4%)   4,023   11,300   (7,277)   (64,4%)   4,023   11,300   (7,277)   (64,4%)   4,023   11,300   (7,277)   (64,4%)   4,023   11,300   (7,277)   (64,4%)   4,023   11,300   (7,277)   (64,4%)   4,023   11,300   (7,277)   (84,4%)   4,024   4,024   4,024   4,024   4,024   4,025	<b>.</b>		11 107	51	0.5%	138 0//1	116 663	22 278	10 1%
Online Mktg         6,524         5,750         774         13.5%         51,107         42,250         8,857         21.0%           Photo         699         950         (251)         (26.4%)         4,023         11,300         (7,277)         (64.4%)           Print         36,320         33,500         2,820         8.4%         34,971         157,000         192,971         122,9%           Production         19,180         6,250         12,930         206,9%         66,305         49,250         17,055         34.6%           Radio         31,048         55,000         (23,952)         (43.5%)         108,836         110,000         (1,164)         (1,1%)           Trade Shows         -         -         -         0.0%         1,114         4,164         (3,040)         (73,2%)           TV         107,180         77,500         (5,851)         (83,6%)         38,725         49,000         (4,513)         (1,9%)           Collateral         1,149         7,000         (5,851)         (83,6%)         38,725         49,000         (4,513)         (1,9%)           Postage         2,195         3,500         (1,305)         (37,3%)         14,838         24,500 <td></td> <td></td> <td>,</td> <td></td> <td></td> <td></td> <td></td> <td>•</td> <td></td>			,					•	
Print	•	,							
Print         36,320         33,500         2,820         8.4%         349,971         157,000         192,971         22,9%           Production         19,180         6,250         12,930         206,9%         66,305         49,250         17,053         34,6%           Radio         31,048         55,000         (23,952)         (43,5%)         100,836         110,000         (1,164)         (1,1%)           Trade Shows         -         -         -         0.0%         1,114         4,154         (3,040)         (73,2%)           TV         107,180         77,500         29,680         38,3%         235,487         240,000         (4,513)         (1,9%)           Collateral         1,149         7,000         (6,851)         (83,3%)         33,725         49,000         (10,275)         (21,9%)           Postage         2,195         3,500         (1,305)         (37,3%)         14,836         24,500         (9,664)         (39,4%)           Public Relations         -         350         (350)         (10,0%)         265         13,100         (12,835)         (98,0%)           Research         204         2,100         (1,896)         (90,3%)         14,524	-								
Production									
Radio         31,048         55,000         (23,952)         (43.5%)         108,836         110,000         (1,164)         (1,13%)           Trade Shows         """         """         """         """         0.0%         1,114         4,154         (3,040)         (73.2%)           TV         107,180         77,500         29,680         38.3%         235,487         240,000         (4,613)         (1,9%)           Collateral         1,149         7,000         (5,851)         (83.6%)         38,725         49,000         (10,275)         (21.0%)           Postage         2,195         3,500         (13,05)         (37.3%)         14,836         24,500         (96.64)         (39.4%)           Public Relations         """>""">""">""""""""""""""""""""""""							•		
Trade Shows         -         -         -         0.0%         1,114         4,154         (3,040)         (73.2%)           TV         107,180         77,500         29,680         38.3%         235,487         240,000         (4,513)         (1,95)           Collateral         1,149         7,000         (5,851)         (83.6%)         38,725         49,000         (10,275)         (21.0%)           Postage         2,195         3,500         (1,305)         (37.3%)         14,836         24,500         (9,664)         (39.4%)           Public Relations         -         350         (350)         (100.0%)         265         13,100         (12,835)         (98.0%)           Promotions         221         2,250         (2,029)         (90.2%)         39,362         256,500         (17,138)         (30.3%)           Research         204         2,100         (1,886)         (90.3%)         14,524         4,800         9,724         20.26%           Web. Dev.         156         -         156         0.0%         5,971         11,350         (5,379)         (47.4%)           Travel & Meals         1,452         3,500         (2,048)         (58.5%)         17,153								•	
Total		31,040		(23,952)				• • •	
Collateral 1,149 7,000 (5,851) (83.6%) 38,725 49,000 (10,275) (21.0%) Postage 2,195 3,500 (1,305) (37.3%) 14,836 24,500 (9,664) (39.4%) Public Relations - 350 (350) (100.2%) 39,362 56,500 (17,138) (30.3%) Research 204 2,100 (1,896) (90.2%) 39,362 56,500 (17,138) (30.3%) Research 204 2,100 (1,896) (90.3%) 14,524 4,800 9,724 202.6% Web. Dev. 156 - 156 0.0% 5,971 111,350 (5,379) (47.4%) Retail Purchasing 34,620 24,168 10,452 43.2% 111,304 79,732 31,572 39.6% Total 264,405 250,425 13,980 5.6% 1,273,573 1,036,099 235,474 22.7%    Overhead Expenses Building Lease 5,072 4,292 780 18.2% 30,673 29,894 780 2.6% Building Maintenance 603 691 (87) (12.6%) 5,266 4,836 391 8.1% Equipment Lease & Maint. 349 368 (19) (5.3%) 2,549 2,576 (27) (1.0%) Professional Fees 5,563 5,250 313 6.0% 29,838 35,750 (5,912) (16.5%) Office Supplies 1,160 1,243 (83) (6.7%) 9,088 8,701 337 4,5% Equipment Lease 1,428 600 828 138.0% 8,667 4,200 4,467 106.4% Bank Fees 928 33 895 2,683.8% 4,396 233 4,162 1,783.9% Dues & Subscriptions 2,088 975 1,113 114,1% 7,030 8,325 (1,295) (15.6%) Insurance 1,946 400 1,546 386.6% 4,826 2,800 2,026 72.4% Education & Training - 100 (100) (100.0%) 1,043 700 343 49.0% Network & Telco 470 1,000 (530) (530) (530) (530) (5,000 - 0.0% Network & Telco 470 1,000 (530) (530) (530) (5,000 - 0.0% Interest Expense (6) (17) 11 (66.5%) (33) (117) 83 (71.4%) Total		407 400				·			,
Postage			-	•					
Public Relations Promotions 221 2,250 (2,029) (90.2%) 39,362 56,500 (17,138) (30.3%) Promotions 221 2,250 (2,029) (90.2%) 39,362 56,500 (17,138) (30.3%) Research 204 2,100 (1,896) (90.3%) 14,524 4,800 9,724 202.6% Web. Dev. 156 - 156 0.0% 5,971 11,350 (5,379) (47,4%) Travel & Meals 1,452 3,500 (2,048) (58.5%) 17,153 17,700 (547) (3.1%) Retail Purchasing 34,620 24,168 10,452 43.2% 1111,304 79,732 31,572 39.6% Total 264,405 250,425 13,980 5.6% 1,273,573 1,038,099 235,474 22.7%  Overhead Expenses Building Lease Building Maintenance 603 691 (87) (12.6%) 5,226 4,836 391 8.1% Equipment Lease & Maint. 349 368 (19) (5.3%) 2,549 2,576 (27) (1.0%) Professional Fees 5,563 5,250 313 6.0% 29,838 35,750 (5,912) (16.5%) Office Supplies 1,160 1,243 (83) (6.7%) 9,088 8,701 387 4.5% Utilities 1,428 600 828 138.0% 8,667 4,200 4,467 106.4% Bank Fees 928 33 895 2,683.8% 4,396 233 4,162 1,783.9% Dues & Subscriptions 2,088 975 1,113 114.1% 7,030 8,325 (1,295) (15.6%) Dissurance 1,946 400 1,546 386.6% 4,826 2,800 2,026 72.4% Licenses & Permits - 167 (167) (100.0%) 1,418 1,167 251 21.5% Education & Training - 100 (100) (100.0%) 1,043 700 343 49.0% Network & Telco 470 1,000 (530) (53.0%) 4,674 7,000 (2,326) (33.2%) Non-Capital IT 0.0% Network & Telco 470 1,000 (530) (53.0%) 4,674 7,000 (2,326) (33.2%) Non-Capital IT 0.0% Network & Telco (6) (17) 11 (66.5%) (33) (117) 83 (71.4%) Total 20,412 15,903 4,509 28.4% 115,017 111,665 3,353 3.0%		•							
Promotions   221   2,250   (2,029)   (90.2%)   39,362   56,500   (17,139)   (30.3%)	•	2,195		,	• •		•		, ,
Research         204         2,100         (1,896)         (90.3%)         14,524         4,800         9,724         202.6%           Web. Dev.         156         -         156         0.0%         5,971         11,350         (5,379)         (47.4%)           Travel & Meals         1,452         3,500         (2,048)         (58.5%)         17,153         17,700         (547)         (3.1%)           Retail Purchasing         34,620         24,168         10,452         43.2%         111,304         79,732         31,572         39.6%           Total         264,405         250,425         13,980         5.6%         1,273,573         1,038,099         235,474         22.7%           Overhead Expenses           Building Lease         5,072         4,292         780         18.2%         30,673         29,894         780         2.6%           Building Maintenance         603         691         (87)         (12.6%)         5,266         4,836         391         8.1%           Equipment Lease & Maint.         349         368         (19)         (5.3%)         2,549         2,576         (27)         (1.0%)           Professional Fees         5,563         5,250		- 204			, ,				
Web. Dev.         156         -         156         0.0%         5,971         11,350         (5,379)         (47.4%)           Travel & Meals         1,452         3,500         (2,048)         (58.5%)         17,153         17,700         (547)         (3.1%)           Retail Purchasing         34,620         24,168         10,452         43.2%         111,304         79,732         31,572         39.6%           Total         264,405         250,425         13,980         5.6%         1,273,573         1,038,099         235,474         22.7%           Overhead Expenses           Building Lease         5,072         4,292         780         18.2%         30,673         29,894         780         2.6%           Building Maintenance         603         691         (87)         (12.6%)         5,226         4,836         391         8.1%           Equipment Lease & Maint.         349         368         (19)         (5.3%)         2,549         2,576         (27)         (1.0%)           Professional Fees         5,563         5,250         313         6.0%         29,838         35,750         (5,912)         (16.5%)           Office Supplies         1,1428 <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>									
Travel & Meals         1,452         3,500         (2,048)         (58.5%)         17,153         17,700         (547)         (3.1%)           Retal! Purchasing         34,620         24,168         10,462         43.2%         111,304         79,732         31,572         39.6%           Total         264,405         250,425         13,980         5.6%         1,273,573         1,038,099         235,474         22.7%           Overhead Expenses           Building Lease         5,072         4,292         780         18.2%         30,673         29,894         780         2.6%           Building Maintenance         603         691         (87)         (12.6%)         5,226         4,836         391         8.1%           Equipment Lease & Maint.         349         368         (19)         (5.3%)         2,549         2,576         (27)         (1.0%)           Professional Fees         5,563         5,250         313         6.0%         29,838         35,750         (5,912)         (16.5%)           Office Supplies         1,160         1,243         (83)         (6.7%)         9,088         8,701         387         4,5%           Utilities         1,428 <t< td=""><td></td><td></td><td>2,100</td><td></td><td></td><td></td><td></td><td>•</td><td></td></t<>			2,100					•	
Retail Purchasing         34,620         24,168         10,452         43.2%         111,304         79,732         31,572         39.6%           Total         264,405         250,425         13,980         5.6%         1,273,573         1,038,099         235,474         22.7%           Overhead Expenses           Building Lease         5,072         4,292         780         18.2%         30,673         29,894         780         2.6%           Building Maintenance         603         691         (87)         (12.6%)         5,226         4,836         391         8.1%           Equipment Lease & Maint.         349         368         (19)         (5.3%)         2,549         2,576         (27)         (1.0%)           Professional Fees         5,563         5,250         313         6.0%         29,838         35,750         (5,912)         (16.5%)           Office Supplies         1,160         1,243         (83)         (6.7%)         9,088         8,701         387         4,5%           Utilities         1,428         600         828         138.0%         8,667         4,200         4,467         106.4%           Bank Fees         928         33									
Overhead Expenses         Solution of the process			•	• • •	, ,				
Overhead Expenses         Building Lease         5,072         4,292         780         18.2%         30,673         29,894         780         2.6%           Building Maintenance         603         691         (87)         (12.6%)         5,226         4,836         391         8.1%           Equipment Lease & Maint.         349         368         (19)         (5.3%)         2,549         2,576         (27)         (1.0%)           Professional Fees         5,563         5,250         313         6.0%         29,838         35,750         (5,912)         (16.5%)           Office Supplies         1,160         1,243         (83)         (6.7%)         9,088         8,701         387         4,5%           Utilities         1,428         600         828         138.0%         8,667         4,200         4,467         106.4%           Bank Fees         928         33         895         2,683.8%         4,396         233         4,162         1,783.9%           Dues & Subscriptions         2,088         975         1,113         114.1%         7,030         8,325         (1,295)         (15.6%)           Insurance         1,946         400         1,546         386.6%									
Building Lease         5,072         4,292         780         18.2%         30,673         29,894         780         2.6%           Building Maintenance         603         691         (87)         (12.6%)         5,226         4,836         391         8.1%           Equipment Lease & Maint.         349         368         (19)         (5.3%)         2,549         2,576         (27)         (1.0%)           Professional Fees         5,563         5,250         313         6.0%         29,838         35,750         (5,912)         (16.5%)           Office Supplies         1,160         1,243         (83)         (6.7%)         9,088         8,701         387         4.5%           Utilities         1,428         600         828         138.0%         8,667         4,200         4,467         106.4%           Bank Fees         928         33         895         2,683.8%         4,396         233         4,162         1,783.9%           Dues & Subscriptions         2,088         975         1,113         114.1%         7,030         8,325         (1,295)         (15.6%)           Insurance         1,946         400         1,546         386.6%         4,826         2	ı otai _	264,405	250,425	13,980	5.6%	1,2/3,5/3	1,038,099	235,474	22.7%
Building Lease         5,072         4,292         780         18.2%         30,673         29,894         780         2.6%           Building Maintenance         603         691         (87)         (12.6%)         5,226         4,836         391         8.1%           Equipment Lease & Maint.         349         368         (19)         (5.3%)         2,549         2,576         (27)         (1.0%)           Professional Fees         5,563         5,250         313         6.0%         29,838         35,750         (5,912)         (16.5%)           Office Supplies         1,160         1,243         (83)         (6.7%)         9,088         8,701         387         4.5%           Utilities         1,428         600         828         138.0%         8,667         4,200         4,467         106.4%           Bank Fees         928         33         895         2,683.8%         4,396         233         4,162         1,783.9%           Dues & Subscriptions         2,088         975         1,113         114.1%         7,030         8,325         (1,295)         (15.6%)           Insurance         1,946         400         1,546         386.6%         4,826         2	Overhead Expenses								
Building Maintenance         603         691         (87)         (12.6%)         5,226         4,836         391         8.1%           Equipment Lease & Maint.         349         368         (19)         (5.3%)         2,549         2,576         (27)         (1.0%)           Professional Fees         5,563         5,250         313         6.0%         29,838         35,750         (5,912)         (16.5%)           Office Supplies         1,160         1,243         (83)         (6.7%)         9,088         8,701         387         4.5%           Utilities         1,428         600         828         138.0%         8,667         4,200         4,467         106.4%           Bank Fees         928         33         895         2,683.8%         4,396         233         4,162         1,783.9%           Dues & Subscriptions         2,088         975         1,113         114.1%         7,030         8,325         (1,295)         (15.6%)           Insurance         1,946         400         1,546         386.6%         4,826         2,800         2,026         72.4%           Licenses & Permits         -         167         (167)         (100.0%)         1,418         <	•	5.072	4 292	780	18 2%	30 673	20 804	780	2.6%
Equipment Lease & Maint.         349         368         (19)         (5.3%)         2,549         2,576         (27)         (1.0%)           Professional Fees         5,563         5,250         313         6.0%         29,838         35,750         (5,912)         (16.5%)           Office Supplies         1,160         1,243         (83)         (6.7%)         9,088         8,701         387         4.5%           Utilities         1,428         600         828         138.0%         8,667         4,200         4,467         106.4%           Bank Fees         928         33         895         2,683.8%         4,396         233         4,162         1,783.9%           Dues & Subscriptions         2,088         975         1,113         114.1%         7,030         8,325         (1,295)         (15.6%)           Insurance         1,946         400         1,546         386.6%         4,826         2,800         2,026         72.4%           Licenses & Permits         -         167         (167)         (100.0%)         1,418         1,167         251         21.5%           Education & Training         -         100         (100)         (100.0%)         1,644	_		-						
Professional Fees         5,563         5,250         313         6.0%         29,838         35,750         (5,912)         (16.5%)           Office Supplies         1,160         1,243         (83)         (6.7%)         9,088         8,701         387         4.5%           Utilities         1,428         600         828         138.0%         8,667         4,200         4,467         106.4%           Bank Fees         928         33         895         2,683.8%         4,396         233         4,162         1,783.9%           Dues & Subscriptions         2,088         975         1,113         114.1%         7,030         8,325         (1,295)         (15.6%)           Insurance         1,946         400         1,546         386.6%         4,826         2,800         2,026         72.4%           Licenses & Permits         -         167         (167)         (100.0%)         1,418         1,167         251         21.5%           Education & Training         -         100         (100)         (100.0%)         1,043         700         343         49.0%           Network & Telco         470         1,000         (530)         (53.0%)         4,674         7,000	<del>_</del>								
Office Supplies         1,160         1,243         (83)         (6.7%)         9,088         8,701         387         4.5%           Utilities         1,428         600         828         138.0%         8,667         4,200         4,467         106.4%           Bank Fees         928         33         895         2,683.8%         4,396         233         4,162         1,783.9%           Dues & Subscriptions         2,088         975         1,113         114.1%         7,030         8,325         (1,295)         (15.6%)           Insurance         1,946         400         1,546         386.6%         4,826         2,800         2,026         72.4%           Licenses & Permits         -         167         (167)         (100.0%)         1,418         1,167         251         21.5%           Education & Training         -         100         (100)         (100.0%)         1,043         700         343         49.0%           Network & Telco         470         1,000         (530)         (53.0%)         4,674         7,000         (2,326)         (33.2%)           Non-Capital IT         -         -         -         0.0%         -         -         - <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>									
Utilities         1,428         600         828         138.0%         8,667         4,200         4,467         106.4%           Bank Fees         928         33         895         2,683.8%         4,396         233         4,162         1,783.9%           Dues & Subscriptions         2,088         975         1,113         114.1%         7,030         8,325         (1,295)         (15.6%)           Insurance         1,946         400         1,546         386.6%         4,826         2,800         2,026         72.4%           Licenses & Permits         -         167         (167)         (100.0%)         1,418         1,167         251         21.5%           Education & Training         -         100         (100)         (100.0%)         1,043         700         343         49.0%           Network & Telco         470         1,000         (530)         (53.0%)         4,674         7,000         (2,326)         (33.2%)           Non-Capital IT         -         -         -         0.0%         -         -         -         0.0%           Depreciation & Amort.         800         800         -         0.0%         5,600         5,600         -	0.40 0 "								
Bank Fees         928         33         895         2,683.8%         4,396         233         4,162         1,783.9%           Dues & Subscriptions         2,088         975         1,113         114.1%         7,030         8,325         (1,295)         (15.6%)           Insurance         1,946         400         1,546         386.6%         4,826         2,800         2,026         72.4%           Licenses & Permits         -         167         (167)         (100.0%)         1,418         1,167         251         21.5%           Education & Training         -         100         (100)         (100.0%)         1,043         700         343         49.0%           Network & Telco         470         1,000         (530)         (53.0%)         4,674         7,000         (2,326)         (33.2%)           Non-Capital IT         -         -         -         0.0%         -         -         -         0.0%           Depreciation & Amort.         800         800         -         0.0%         5,600         5,600         -         0.0%           Interest Expense         (6)         (17)         11         (66.5%)         (33)         (117)         111,665 <td>• •</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>	• •								
Dues & Subscriptions         2,088         975         1,113         114.1%         7,030         8,325         (1,295)         (15.6%)           Insurance         1,946         400         1,546         386.6%         4,826         2,800         2,026         72.4%           Licenses & Permits         -         167         (167)         (100.0%)         1,418         1,167         251         21.5%           Education & Training         -         100         (100)         (100.0%)         1,043         700         343         49.0%           Network & Telco         470         1,000         (530)         (53.0%)         4,674         7,000         (2,326)         (33.2%)           Non-Capital IT         -         -         -         0.0%         -         -         -         0.0%           Depreciation & Amort.         800         800         -         0.0%         5,600         5,600         -         0.0%           Interest Expense         (6)         (17)         11         (66.5%)         (33)         (117)         83         (71.4%)           Total         20,412         15,903         4,509         28.4%         115,017         111,665         3,353 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>									
Insurance         1,946         400         1,546         386.6%         4,826         2,800         2,026         72,4%           Licenses & Permits         -         167         (167)         (100.0%)         1,418         1,167         251         21.5%           Education & Training         -         100         (100)         (100.0%)         1,043         700         343         49.0%           Network & Telco         470         1,000         (530)         (53.0%)         4,674         7,000         (2,326)         (33.2%)           Non-Capital IT         -         -         -         0.0%         -         -         -         0.0%           Depreciation & Amort.         800         800         -         0.0%         5,600         5,600         -         0.0%           Interest Expense         (6)         (17)         11         (66.5%)         (33)         (117)         83         (71.4%)           Total         20,412         15,903         4,509         28.4%         115,017         111,665         3,353         3.0%									
Licenses & Permits         -         167         (167)         (100.0%)         1,418         1,167         251         21.5%           Education & Training         -         100         (100)         (100.0%)         1,043         700         343         49.0%           Network & Telco         470         1,000         (530)         (53.0%)         4,674         7,000         (2,326)         (33.2%)           Non-Capital IT         -         -         -         0.0%         -         -         -         0.0%           Depreciation & Amort.         800         800         -         0.0%         5,600         5,600         -         0.0%           Interest Expense         (6)         (17)         11         (66.5%)         (33)         (117)         83         (71.4%)           Total         20,412         15,903         4,509         28.4%         115,017         111,665         3,353         3.0%									
Education & Training         -         100         (100)         (100,0%)         1,043         700         343         49.0%           Network & Telco         470         1,000         (530)         (53.0%)         4,674         7,000         (2,326)         (33.2%)           Non-Capital IT         -         -         -         0.0%         -         -         -         0.0%           Depreciation & Amort.         800         800         -         0.0%         5,600         5,600         -         0.0%           Interest Expense         (6)         (17)         11         (66.5%)         (33)         (117)         83         (71.4%)           Total         20,412         15,903         4,509         28.4%         115,017         111,665         3,353         3.0%									
Network & Telco         470         1,000         (530)         (53.0%)         4,674         7,000         (2,326)         (33.2%)           Non-Capital IT         -         -         -         0.0%         -         -         -         0.0%           Depreciation & Amort.         800         800         -         0.0%         5,600         5,600         -         0.0%           Interest Expense         (6)         (17)         11         (66.5%)         (33)         (117)         83         (71.4%)           Total         20,412         15,903         4,509         28.4%         115,017         111,665         3,353         3.0%									
Non-Capital IT         -         -         0.0%         -         -         0.0%           Depreciation & Amort.         800         800         -         0.0%         5,600         5,600         -         0.0%           Interest Expense         (6)         (17)         11         (66.5%)         (33)         (117)         83         (71.4%)           Total         20,412         15,903         4,509         28.4%         115,017         111,665         3,353         3.0%	<u> </u>								
Deprectation & Armort.         800         800         -         0.0%         5,600         5,600         -         0.0%           Interest Expense         (6)         (17)         11         (66.5%)         (33)         (117)         83         (71.4%)           Total         20,412         15,903         4,509         28.4%         115,017         111,665         3,353         3.0%			1,000	(556)			7,000	(2,320)	
Interest Expense (6) (17) 11 (66.5%) (33) (117) 83 (71.4%) Total 20,412 15,903 4,509 28.4% 115,017 111,665 3,353 3.0%			800 -	_			5 600	<u>-</u>	
Total 20,412 15,903 4,509 28.4% 115,017 111,665 3,353 3.0%				- 11				გვ -	
		20 412							
Total Expenses 336,149 316,695 19,454 6.1% 1,723,941 1,480,707 243,234 16.4%		AUITIA	10,000	7,000	20.770	110,011	111,000	0,000	0,070
	Total Expenses	336,149	316,695	19,454	6.1%	1,723,941	1,480,707	243,234	16.4%
Net Income (162,461) (146,823) (15,638) 10.7% 288,105 197,257 90,848 46.1%	Net Income	(162,461)	(146.823)	(15,638)	10.7%	288.105	197.257	90.848	46.1%
Net Income % (93.5%) (86.4%) -7.1% 14.3% 11.8% 2.6%								<u>-</u>	

### Visit Bend Financial Performance Analysis

For the month ended January 31, 2016

#### 1) Operating Analysis

b) Balance Sheet:

a) Revenue:	Jan16 Revenue was over budget by +\$3.8K (+2.2%) overall. This variance consisted of a City Funding - 9.0% overage of +\$0.5K (+0.5%), a City Funding 1.0% overage of +\$0.1K (+0.5%), a City Funding - 0.4% overage of +\$0.1K (+0.5%), a Retail Sales overage of +\$3.2K (+67.1%), an Event Revenue overage of +\$10.8K (+100%) and an Other Revenue overage of +\$3.0K (+233.3%), offset by an Advertising underage of -\$17.8K (-83.1%). Year to Date FY 2016 Revenue was over budget by +\$334.1K (+19.9%) overall. This variance consisted of a City Funding - 9.0% overage of +\$217.9K (+19.7%), a City Funding - 1.0% overage of +\$56.5K (+19.7%), a City Funding - 0.4% overage of +\$22.6K (+19.7%), a Retail Sales overage of +\$19.6K (+19.7%), at Advertising overage of +\$0.6K (+1.2%) and an Event Revenue overage of +\$27.7K (+461.0%), offset by an Other Revenue underage of -\$10.8K (-51.5%).
b) Personnel Expenses:	Jan16 Personnel Expenses were over budget by +\$1.0K (+1.9%). Year to Date FY 2016 Personnel Expenses were over budget by +\$4.4K (+1.3%).
c) Sales & Marketing Expenses:	Jan16 Sales & Marketing expenses were over budget by +\$14.0K (+5.6%), due to a combination of deliberate over budget spending of some of the year to dark surplus revenue as well as due to timing differences between budgeted and actual results. Year to Date FY 2016 Sales & Marketing expenses were over budget by +\$235.5K (+22.7%), due to a combination of deliberate over budget spending of some of the year to date surplus revenue as well as due to timing differences between budgeted and actual results.
d) Overhead Expenses:	Jan16 Overhead expenses were over budget by +\$4.5K (+28.4%) overall, primarily due to timing differences between budgeted and actual results. Year to Date FY 2016 Overhead expenses were over budget by +\$3.4K (+3.0%) overall, primarily due to timing differences between budgeted and actual results.
e) Net Income (Loss):	Jan16 Net Loss of -\$162.5K (-93.5%) was over budgeted Net Loss of -\$146.8k (-86.4%) by -\$15.6K (-7.1% - profitability points) primarily due to over budget Sales & Marketing expenses, partially offset by over budget Revenue. Year to Date FY 2016 Net Income of \$288.1K (14.3%) was over budgeted Net Income of \$197.3K (11.8%) by +\$90.8K (+2.6% - profitability points) primarily due to over budget Revenue partially offset by over budget Sales & Marketing expenses.
Cash Flow & Balance Sheet Analysis	
a) Cash Flow Summary:	In Jan16, Cash decreased by -\$143.3K to a month-end balance of \$608.0K. Year to Date FY 2016 Cash increased by +\$362.7K to a period-end balance of \$608.0K. This high cash position at Jan16 primarily represents a temporary situation caused by the Net Income referenced above combined with accrued expenses, that include 2015 BCTF grants that will be paid in FY 2016 as well as FY 2016 BCTF grants that will be substantially paid out before the end FY 2016.

The Balance Sheet remained very healthy as of Jan16, in terms of both "liquidity" (Current Ratio of 2.4) and "leverage" (Debt to Equity Ratio of 0.6). Visit Bend has excellent financial systems and discipline, so GFR fully expects Visit Bend to remain a financially stable organization in FY 2016 and beyond, since it will operate the organization well within its financial means and will be proactive in making necessary course corrections on discretionary spending in

response to fluctuations in its revenue, in relation to Budget.

#### **DESCHUTES COUNTY - TRT COLLECTION**

		Y/07/08	CHAN	GE .	FY08/09	ORANGE	FY0	/40	CHANGE	FY/10	liff	CHANGE		FY161/12	CHANCE	FY12/13	@#ANGE		5Y18/14	CHANGE	F	Y44/15	CHANCE		FY15/16	CHANGE
JUL	\$	731,434	2.0%	0 5	765,97	7 <b>4.7</b> %	\$	625,711	-18.3%	\$ 67	5,977	8.0%	\$	762,447	12.8%	\$ 818,812	7.4%	\$	915,363	11.8%	\$ 1,	188,765	29.9%	\$	1,271,350	6.9%
AUG	\$	780,750	17,8	<i>l</i> o 9	720,864	4 27.7%	\$	672,341	-6.7%	\$ 67	4,385	0.3%	\$	640,605	-5.0%	\$ 735,633	14.8%	\$	906,575	23.2%	\$ 1,	115,119	23.09	\$	1,169,306	4.9%
SEP	\$	298,386	-5.5	6 8	270,059	9 -9.5%	\$	291,042	7.8%	\$ 31	5,140	8.3%	\$	313,722	-0.4%	\$ 327,777	4.5%	\$	403,810	23.2%	\$	430,477	6.69	\$	614,663	42.8%
OCT	\$	146,570	9.29		155,739	∃ <b>6.3%</b>	\$	137,059	-12.0%	\$ 110	0,719	-19.2%	\$	129,320	16.8%	\$ 126,948	-1.8%	\$	139,234	9.7%	\$	175,403	26.0%	\$	240,295	37.0%
NOV	\$	108,402	12.9	6	117,51	3 <b>8.4%</b>	\$	103,767	-11.7%	\$ 11:	2,113	8.0%	\$	101,784	-9.2%	\$ 105,795	3.9%	\$	131,451	24.3%	\$	195,905	49.0%	<b>\$</b>	213,017	8.7%
DEC	\$	270,022	5.79	6	219,848	3 <b>-18.6%</b>	\$	188,621	-14.2%	\$ 199	9,866	6.0%	\$	221,146	10.6%	\$ 252,250	14.1%	\$	319,538	26.7%	\$	360,655	12.9%	\$	396,621	10.0%
JAN	\$	174,971	20.1	6 3	145,23	3 <b>-17.0%</b>	\$	118,337	-18.5%	\$ 15	3,670	29.9%	\$	125,545	-18.3%	\$ 180,588	43.8%	\$	-180,382	-0.1%	\$	230,003	27.5%	6		-100.0%
FEB	\$	156,683	7.19	9	105,982	2 - 32.4%	\$	121,654	14.8%	\$ 119	9,788	-1.5%	\$	143,076	19.4%	\$ 154,062	7.7%	\$	155,023	0.6%	\$	189,704	22,4%	8		-100.0%
MAR	\$	170,332	4.84	6 3	131,70	7 -22.7%	\$	147,374	11.9%	\$ 148	8,310	0.6%	\$	151,221	2.0%	\$ 194,809	28.8%	\$	224,459	15.2%	\$ :	276,134	23.09	ő		-100.0%
APR	\$	119,878	-40.6%	/6 S	84,134	4 -29.8%	\$	90,000	7.0%	\$ 10	5,941	17.7%	\$	121,015	14.2%	\$ 130,428	7.8%	\$	181,695	39.3%	\$	189,582	4.3%	ő		-100.0%
MAY	\$	187,974	-0.55	% 3	162,566	6 <b>-13.5</b> %	\$	143,816	-11.5%	\$ 190	0,961	32.8%	\$	202,628	6.1%	\$ 219,254	8.2%	\$	258,725	18.0%	\$	292,303	13.0%	ð		-100.0%
JUN	\$	389,907	6.66	6	319,91	4 -18.0%	\$	332,197	3.8%	\$ 34	5,103	3.9%	\$	445,126	29.0%	\$ 449,607	1.0%	\$	462,519	2.9%	\$	625,431	35.2%			-100.0%
FYTD	\$ 2	,335,564	7.1%	\$ \$	2,250,00	3.7%	\$	2,018,541	-10.3%	\$ 2,08	8,200	3.5%	<b>.</b> \$	2,169,024	3.9%	\$ 2,367,215	9.1%	\$ 2	815,971	19.0%	\$ 3,	466,324	23.19	6 <b>S</b>	3,905,252	12.7%
FY END	\$ 3	,535,309	6.89	9	3,199,530	6 -9.5%	\$	2,971,919	-7.1%	\$ 3,15°	1,973	6.1%	\$	3,357,635	6.5%	\$ 3,695,963	10.1%	\$ 4	,278,774	15.8%	\$ 5,	269,481	23.2%	\$	3,905,252	-25.9%

#### **CITY OF BEND - TRT COLLECTION**

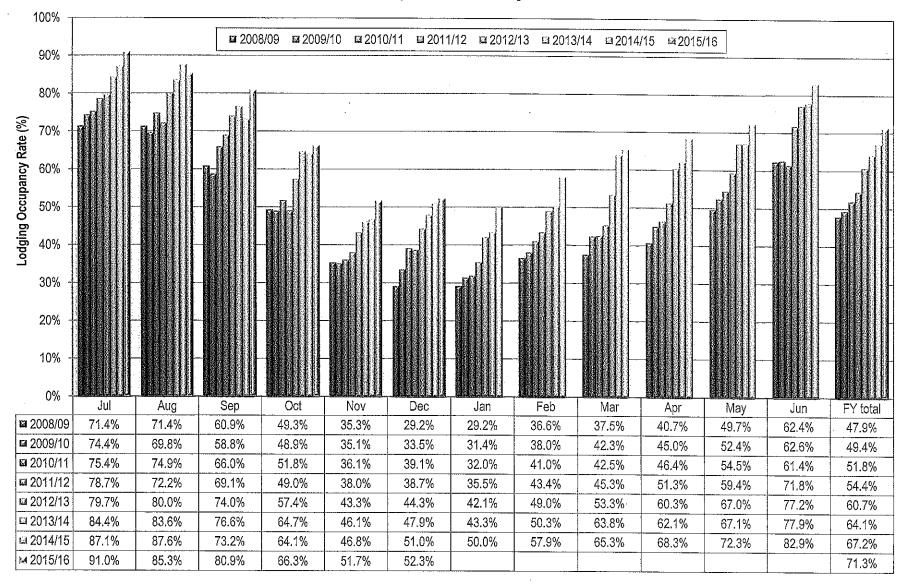
		FY'07/08		CHANGE		J5Y08/0	9	CHAN	GE FY	(09/10		CHANG	E (	FY10/11	C	CHANGE		FY11/12	CHANGE		FY12/13	CHANGE		FY13/14	CHANGE	FY14	/15	CHANGE	F۱	Y15/16	CHANGE	Normalized
JUL	\$	499,66	38	9.5%	\$	449	316	-10.1	96 \$	433	3,489	-3.	<i>5</i> 9% \$	489,66	32	13.0%	8	544,668	11.2	\$	543,438	-0.29	ð \$	586,376	7.9%	\$ 864	4,560	47.4%	\$ 1	167,426	35.0%	30%
AUG	\$	484,00	01	19.5%	\$	436	886	-9.7	5 \$	384	4,731	-11.	9% \$	444,13	30	15.4%	\$	480,388	8.2	% \$	534,186	11.29	\$	610,702	14.3%	\$ 853	3,644	39,8%	\$ 1	020,894	19.6%	15%
SEP	\$	348,76	39	14.5%	\$	321	460	-7.8	6 \$	284	4,892	-11.	\$	328,30	)6	15.2%		377,773	15.1	\$	395,722	4.8%	6 \$	462,399	16.8%	\$ 554	4,820	20.0%	\$	739,089	33.2%	28%
OCT	\$	244,86	39	1.2%	\$	242	479	-1.09	5 \$	224	4,398	-7.	<i>3</i> % \$	250,95	9	11.8%	\$	229,891	-8.4	<b>6</b> \$	280,250	21.9%	<i>6</i> \$	338,624	20.8%	\$ 432	2,117	27.6%	\$:	530,033	22.7%	18%
NOV	\$	182,7	18	7.4%	\$	152	624	-16.5	% \$	144	4,153	-5.	3 <b>%</b> 6 \$	152,27	<b>′</b> 4	5.6%	5	166,215	9.2	\$	178,469	7.49	ð \$	211,531	18.5%	\$ 289	9,304	36.8%	\$	341,259	18.0%	13%
DEC	\$	206,56	35	-8.4%	\$	151	022	-26.9	% \$	185	5,489	22.	39% \$	218,03	38	17.5%	8	205,601	-5.7	\$	228,195	11.09	ð \$	283,238	24.1%	\$ 373	3,418	31.8%	\$	411.047	10.1%	6%
JAN	\$	169,93	35	0.5%	\$	142	493	-16.1	% \$	143	3,102	0.	\$	153,69	2	7.4%	\$	158,458	3.1	% \$	183,934	16.19	\$	224,078	21.8%	\$ 322	2,539	43.9%	42		-100.0%	-100%
FEB	\$	204,18	37	3.0%	\$	160	,038	-21.6	\$	165	5,234	3.	29% \$	181,00	)6	9.5%	\$	191,409	5.7	<b>%</b> \$	205,050	7.1%	\$	257,662	25.7%	\$ : 370	),166	43.7%			-100.0%	-100%
MAR	\$	232,42	24	-5.7%	\$	167	398	-28.0	\$	198	8,289	18.	<i>5</i> 76 \$	207,91	18	4.9%		225,231	8.3	8	260,039	15.5%	3 \$	349,559	34.4%	.\$482	2,7:13:	38.1%	3		-100.0%	-100%
APR	\$	230,19	94	-0.9%	\$	179	874	-21.9	% \$	201	1,723	12.	176 \$	215,62	23	6.9%		233,926	8.5	<b>%</b> \$	273,645	17.0%	ō \$	323,352	Victoria de la Companya de la Compan	\$ : 46	411.	Yell Charles State Charles			-100.0%	-100%
MAY	\$	285,29	94	-1.4%	8398			-16.0	9509869		3,714	100000000000000000000000000000000000000	19/6 \$	290,64	192	13.2%		304,522	4.8		358,299	SSUN SSECTION AND AND AND AND AND AND AND AND AND AN		423,454		\$ : 57			22		-100.0%	-100%
JUN	<u> </u>	338,90	1896	-6.8%	#355			-13.0	30000000		7,885	STATES STATES OF THE	39/ \$	,	568	3.19	200	405,876	16.6	111583 ·	446,842	Grade Hericher (1903)	90	589,315	446400000000000000000000000000000000000	:\$∷782		FLES CHECKELONIES STANDY	23		-100.0%	-100%
ΕΥΠΟ	REAL PROPERTY.	1,966,5	CONTRACTOR SOUN	9.0%	20000 4000034240	17/53	Commissions	SERVINOS PROPERTO	Automatica (SCIO)	1.65	460.00000000000000000000000000000000000	Mark Mark Mark	100000 CIVE	1,688,36	60:275 A	13.7%	COLUMN TO SERVE		plantitions/statements	NAMES SECOND	2,160,260	er mercennelmerkellenbedeutsbeleigtbeleit	tenes internative	2,492,869	NO SENSELLARISES NA VISA STRUCT	\$ 3,36	200 A 100 S // A 100 S	CONTRACTOR STATE OF THE STATE O	ne anne anno anno	209,748	SANGAN MANAGANAN	20%
FY End	\$ 3	3,427,52	25	3.8%	\$	2,938	,041	-14.3	\$	2,960	0,098	0.	\$	3,280,46	31	10.8%	<b>3</b> \$	3,523,958	7.4	\$	3,888,070	10.39	<b>4</b> \$ 4	4,660,291	19.9%	\$ 6,360	5,564	36,6%	\$ 4,	,209,748	-33.9%	

Indicates Historical High For That Specific Month

<sup>1%</sup> TRT rate increase implemented in June 2014 in City of Bend (9% to 10%)

<sup>.4%</sup> TRT rate increase implemented in June 2015 in City of Bend (10% to 10.4%) 1% TRT rate increase implemented for Deschutes County on July 1, 2014 (7% to 8%)

# Bend Lodging Occupancy Rates: July 2008 - December 2015



fatteri ortio	y(%)													
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY total
2009	2008/09	71.4%	71.4%	60.9%	49.3%	35,3%	29.2%	29.2%	36.6%	37,5%	40.7%	49.7%	62.4%	47.9%
2010	2009/10	74.4%	69.8%	58.8%	48.9%	35.1%	33.5%	31.4%	38.0%	42:3%	45,0%	52.4%	62.6%	49.4%
2011	2010/11	75.4%	74.9%	66.0%	51.8%	36,1%	39.1%	32.0%	41.0%	42.5%	46.4%	54.5%	61.4%	51.8%
2012 2013	2011/12 2012/13	78.7% 79.7%	72,2% 80.0%	69,1% 74.0%	49.0%	38.0% 43.3%	38.7%	35.5%	43.4%	45.3%	51,3%	59.4% 67.0%	71.8%	54.4%
2013	2013/14	84.4%	83.6%	76,6%	57,4% 64,7%	43.3% 46.1%	44.3% 47.9%	42.1%	49.0% 50.3%	53.3%	60,3%	67.0%	77.2%	60.7%
2015	2014/15	87.1%	87.6%	73.2%	64.1%	46.178	51.0%	43.3% 50.0%	57.9%	63.8% 65.3%	62.1%	67.1% 72.3%	77.9%	64.1%
2016	2015/16	91.0%	85.3%	80.9%	66,3%	51.7%	51.0% 52.3%	30.0%	37.9%	- 05.3%	68.3%	72.3%	82.9%	67.2%
, 2010	2010/10	4,4%	-2.6%	10.6%	3.4%	10.4%	2.5%	-100.0%	-100.0%	-100.0%	-100.0%	-100,0%	-100.0%	71.3%
ADR (S)								10000		100.070	100.070	-100,070	-100,076	
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY total
2009	2008/09	\$105.81	\$104.45	\$89.77	\$84.91	\$77.16	\$82,18	\$80.43	\$82.43	\$81.30	\$82.06	\$86.51	\$88.86	\$89.66
2010	2009/10	\$99.31	\$96.60	\$87.29	\$81,40	\$76.67	\$80,28	\$78.22	\$79,92	\$80,52	\$83.60	\$86.58	\$95,12	\$87.46
2011	2010/11	\$109.15	\$100.43	\$88,78	\$87.54	\$81.69	\$85.23	\$82,41	\$84.60	\$82.94	\$85,54	\$92,57 \$94.01	\$99.72	\$92,16
2012	2011/12	\$111.58	\$107.55	\$98.27	\$88.37	\$85.33	\$86,66	\$84.33	\$84.98	\$86.58	\$86.60	\$94.01	\$101.07	\$95.34
2013	2012/13	\$115.13	\$113.49	\$100.46	\$89.95	\$86.49	\$88.41	\$88.10	\$91.06	\$91.09	\$94.95	\$100,72 \$108,56	\$110.75	\$99.78
2014 2015	2013/14 2014/15	\$122.35	\$125.34 \$138,48	\$111.51	\$99.82	\$94.40	\$97.30	\$94,37	\$97.58	\$96,73 \$106,56	\$97.35	\$108.56	\$120.30	\$107.76
2016	2014/16	\$136,89 \$149,60	\$146.10	\$114.06 \$121.78	\$106.02 \$113.37	\$97,03	\$98.13	\$97.62	\$100.60	\$106,56	\$104,88	\$113.39	\$128.96	\$114.56
2016	2010/10	9.3%	5,5%	6,8%	\$113.37 6.9%	\$96.70 -0.3%	\$98.57 0.4%	-100.0%	-100.0%	-100,0%	400.00	400.004	400.000	\$125,51
RevPAR (	Transaction of the	9.376	3,576	0,070	0.970	-0.376	0.4%	-100,0%	-100.0%	-100,0%	-100.0%	-100.0%	-100.0%	ida interior de la company
Series Constitution of Constit	A MATERIAL PROPERTY AND IN	Jul	Aug	Sep_	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY total
2009	2008/09	\$75.57	\$74,55	\$54,65	\$41.88	\$27.27	\$23,99	\$23,50	\$30.15	\$30,51	\$33,36	\$42.99	\$55.42	\$42.91
2010	2009/10	\$73.87	\$67.42 \$75.19	\$51.32	\$39.84	\$26,87	\$26.91	\$24.58	\$30,39	\$34.06	\$37.60	\$45,40	\$59,50	\$43.19
2011	2010/11;	\$82.25	\$75.19	\$58.58	\$45.34	\$29.51	\$33,31	\$26.35	\$34.73	\$35.27	\$39.69	\$50.44	\$61.25	\$47.77
2012	2011/12	\$87.77	\$77.65	\$67,87	\$43,34	\$32.45	\$33.55	\$29.96	\$36.88	\$39.19	\$44.42	\$55.87	\$72.54	\$51.89
2013	2012/13	\$91.77	\$90.81	\$74.38	\$51.63	\$37,45	\$39:16	\$37.06	\$44.60	\$48,59	\$57,25	\$67.47	\$85.46	\$60.57
2014	2013/14	\$103.26	\$104.73	\$85.45	\$64.57	\$43.47	\$46.65	\$40,90	\$49.04	\$61.70	\$60.50	\$72.85	\$93,68	\$69.07
2015	2014/15	\$119.30	\$121.37	\$83.45	\$67.96	\$45,42	\$50,06	\$48.80	\$58,27	\$69,60	\$71.65	\$81.95	\$106.94	\$76,93
2016	2015/16	\$136.11	\$124.66 2.7%	\$98.52	\$75,18	\$49.96	\$51.55						i	\$89.49
		14.1%	2 7%	18,1%	10.6%	10.0%	3.0%	400.00/	-100.0%	-100.0%	400.00/	400.00/	400.000	
The second second	Maria Constitution of the	Addition and the second of the second	issidesidames view	10,170	POLICIO PO	TOTO 70	Wikes Amilia establish	-100.0%	-100.076	-100.070	-100.0%	-100.0%	-100.0%	
Supply														
	2008/09	July	August	September	October	November	December	January	February		April		June)	Total Year
2009	2008/09 2009/10	July 82,925	August 82,925	September 80,250	October 82,925	November 80,250	December 82,925	January 83 390	February 75,320	March 83,390	April 80,700		June) 80,700	Total Year 979,090
2009 2010	2009/10	July 82,925 83,390	August 82,925 83,390	September 80,250 80,700	October 82,925 83,390	November 80,250 80,700	December 82,925 83,390	January 83 390	February 75,320 76,972	March 83,390	April 80,700 82,470	May 83,390 85,219	June) 80,700 82,470	Total Year 979,090 992,529
2009	2008/09 2009/10 2010/11 2011/12	July 82,925	August 82,925 83,390 85,219	September 80,250 80,700 82,470	October 82,925 83,390 85,219 85,219	November 80,250 80,700 82,470	December   82,925   83,390   85,219   85,219	January 83 390	February 75,320 76,972 76,972	March 83,390 85,219 85,219	April 80,700 82,470 82,470	May 83,390 85,219	June] 80,700 82,470 82,470	Total Year 979,090 992,529 1,003,385
2009 2010 2011 2012 2013	2009/10 2010/11 2011/12 2012/13	July 82,925 83,390 85,219 85,219 85,064	August 82,925 83,390 85,219 85,219 85,064	September 80,250 80,700 82,470 82,470 82,320	October 82,925 83,390 85,219 85,219 85,064	November 80,250 80,700	December 82,925 83,390 85,219 85,219 85,064	January	February 75,320 76,972	March 83,390 85,219 85,219 84,971 85,064	April 80,700 82,470 82,470 82,320	May 83,390 85,219 85,219 86,064	June   80,700   82,470   82,470   82,320	Total Year 979,090 992,529 1,003,385
2009 2010 2011 2012	2009/10 2010/11 2011/12 2012/13 2013/14	July 82,925 83,390 85,219 85,219	August 62,925 63,390 65,219 65,219 85,064 85,064	September 80,250 80,700 82,470 82,470	October 82,925 83,390 85,219 85,219 85,064 85,064	November 80,250 80,700 82,470 82,470	December 82,925 83,390 85,219 85,219 85,064 85,033	January 83,390 85,219 85,219 85,219	February 75,320 76,972 76,972 76,972	March 83,390 85,219 85,219 84,971 85,064	April 80,700 82,470 82,470 82,320 82,320	May 83,390 85,219 85,219 86,064	June   80,700   82,470   82,470   82,320	Total Year 979,090 992,529 1,003,385 1,002,682 1,001,560
2009 2010 2011 2012 2013 2014 2015	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15	July 82,925 83,390 85,219 85,219 85,064 86,064 86,583	August 82,925 83,390 85,219 85,219 85,064 85,064 88,583	September 80,250 80,700 82,470 82,470 82,320 82,320 87,210	October 82,925 83,390 85,219 85,219 85,064 85,064 90,117	November 80,250 80,700 82,470 82,470 82,320 82,320 87,210	December 82,925 83,390 85,219 85,219 85,064 85,033 90,117	January 83,390 85,219 85,219 85,219 85,064	February 75,320 76,972 76,972 76,972 76,832	March 83,390 85,219 85,219	April 80,700 82,470 82,470 82,320	May 83,390 85,219 85,219 85,064 85,064 86,583	June   80,700   82,470   82,470   82,320   82,320   83,790	Total Year 979,090 992,529 1,003,385 1,002,682 1,001,560
2009 2010 2011 2012 2013 2014	2009/10 2010/11 2011/12 2012/13 2013/14	July 82,925 83,390 85,219 85,219 85,064 85,064	August 62,925 63,390 65,219 65,219 85,064 85,064	September 80,250 80,700 82,470 82,470 82,320 82,320	October 82,925 83,390 85,219 85,219 85,064 85,064	November 80,250 80,700 82,470 82,470 82,320 82,320	December 82,925 83,390 85,219 85,219 85,064	January 83,390 85,219 85,219 85,219 85,064 85,033	February 75,320 76,972 76,972 76,972 76,832 76,804	March 83,390 85,219 85,219 84,971 85,064 86,033	April 80,700 82,470 82,470 82,320 82,320 83,790	May 83,390 85,219 85,219 86,064	June   80,700   82,470   82,470   82,320	Total Year 979,090 992,529 1,003,385 1,002,682 1,001,560 1,005,898 1,053,987
2009 2010 2011 2011 2012 2013 2014 2015 2016	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16	July 82,925 83,390 85,219 85,219 85,064 86,064 86,583	August 82,925 83,390 85,219 85,219 85,064 85,064 88,583	September 80,250 80,700 82,470 82,470 82,320 82,320 87,210	October 82,925 83,390 85,219 85,219 85,064 85,064 90,117	November 80,250 80,700 82,470 82,470 82,320 82,320 87,210	December 82,925 83,390 85,219 85,219 85,064 85,033 90,117	January 83,390 85,219 85,219 85,219 85,064 85,033	February 75,320 76,972 76,972 76,972 76,832 76,804	March 83,390 85,219 85,219 84,971 85,064 86,033	April 80,700 82,470 82,470 82,320 82,320 83,790	May 83,390 85,219 85,219 85,064 85,064 86,583	June   80,700   82,470   82,470   82,320   82,320   83,790	Total Year 979,090 992,529 1,003,385 1,002,682 1,001,560
2009 2010 2011 2012 2013 2014 2015	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15	July 82,925 83,390 85,219 85,219 85,064 85,064 86,583 90,117	August 82,925 83,390 85,219 85,219 85,064 85,064 86,583 90,117	September 80,250 80,700 82,470 82,470 82,320 82,320 67,210 87,210	October 82,925 83,390 85,219 85,219 85,064 85,064 90,117 90,117	November 80,250 80,700 82,470 82,470 82,320 87,210 87,210	December 82,925 83,390 85,219 85,219 85,064 85,033 90,117 90,117	January 83,390 85,219 85,219 85,219 85,064 85,033 90,117	February 75,320 76,972 76,972 76,972 76,832 76,804 81,396	March 83,390 85,219 85,219 84,971 85,064 86,033 90,117	April 80,700 82,470 82,470 82,320 82,320 83,790 87,210	May 83,390 85,219 85,219 85,019 85,064 85,064 86,583 90,117	June 80,700 82,470 82,470 82,320 82,320 83,790 87,210	Total Year 979,090 992,529 1,003,385 1,002,682 1,001,560 1,005,898 1,053,987 534,888
2009 2010 2011 2012 2013 2014 2015 2016	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16	July 82,925 83,390 85,219 85,219 85,064 86,583 90,117	August 82,925 83,390 85,219 85,219 85,084 85,084 86,583 90,117	September 80,250 80,700 82,470 82,470 82,320 87,210 87,210 September	October 82,925 83,390 85,219 85,219 85,064 85,064 90,117 90,117	November 80,250 80,700 82,470 82,470 82,320 82,320 87,210 87,210	December   82,925   83,390   85,219   85,219   85,064   85,003   90,117   90,117	January 83,390 85,219 85,219 85,219 85,064 85,033 90,117	February 75,320 76,972 76,972 76,972 76,832 76,804 81,398	March 83,329 85,219 85,219 84,971 85,064 85,033 90,117	April 80,700 82,470 82,470 82,320 82,320 83,790 87,210	May 83,390 85,219 85,219 85,064 85,064 86,583 90,117	June 80,700 82,470 82,470 82,320 82,320 83,790 87,210	Total Year 979,090 992,529 1,003,385 1,002,682 1,001,560 1,005,898 1,053,987 534,888
2009 2010 2011 2012 2013 2014 2015 2016	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16	July 82,925 83,390 85,219 85,064 85,064 86,583 90,117	August 82,925 63,390 85,219 85,219 85,064 85,064 86,563 90,117	September 80,250 80,700 82,470 82,470 82,320 82,320 87,210 87,210	October 82,925 83,390 85,219 85,219 85,064 85,064 90,117 90,117	November 80,250 80,700 82,470 82,470 82,320 87,210 87,210 November 25,362	December 82,925 83,390 85,219 85,084 85,033 90,117 90,117	January 83,390 85,219 85,219 85,064 85,033 90,117 January 24,363	February 75,320 76,972 76,972 76,972 76,832 76,804 81,396	March 83,390 85,219 85,219 84,971 85,064 86,033 90,117	April 80,700 82,470 82,470 82,320 82,320 83,790 87,210 April 32,610	May 83,390 85,219 85,219 85,219 85,064 86,583 90,117	June; 90,700 82,470 82,470 82,470 82,320 83,790 87,210  June; 50,332	Total Year 979,090 992,529 1,003,385 1,002,682 1,001,560 1,005,898 1,053,987 534,888
2009 2010 2011 2012 2013 2014 2015 2016	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16	July 82,925 83,390 85,219 85,219 85,064 86,583 90,117  July 59,230 62,031	August 82,925 83,390 85,219 85,064 85,064 86,563 90,117 August 59,189 53,197	September 80,250 80,700 82,470 82,470 82,320 82,320 87,210 87,210 September 48,857 47,448	October 82,925 83,390 85,219 85,064 85,064 90,117 90,117 October 40,904 40,811	November 80,250 80,700 82,470 82,470 82,320 82,320 87,210 87,210 November 28,362 28,287	December 82,925 83,390 85,219 85,094 85,033 90,117 90,117 December 24,207 27,952	January 83,390 85,219 85,219 85,064 85,033 90,117 January 24,363 26,783	February 75,320 76,972 76,972 76,972 76,832 76,804 81,396 February 27,546 29,269	March 83,390 85,219 85,219 84,971 85,064 86,033 90,117	April 82,470 82,320 83,790 87,210 April 22,810 37,097	May 83,390 85,219 85,219 85,219 85,064 86,583 90,117	June 80,700 82,470 82,470 82,470 82,320 83,790 87,210 June 50,332 51,586	Total Year 979,090 992,529 1,003,385 1,002,682 1,001,560 1,005,888 1,053,987 534,888
2009 2010 2011 2012 2013 2014 2015 2016 2009 2010 2011	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2008/09 2009/10 2010/11	July 82,925 83,390 85,219 85,064 85,064 86,663 90,117 July 59,230 62,031 64,220	August 82,925 83,390 85,219 85,219 85,064 86,563 90,117 August 59,189 58,197 83,798	September 80,250 80,700 82,470 82,470 82,320 82,320 87,210 87,210 September 48,867 47,448 54,412	October 82,925 83,390 85,219 85,064 85,064 85,064 90,117 90,117 October 40,904 40,811 44,133	November 80,250 80,700 82,470 82,820 82,320 87,210 87,210 November 26,362 28,287 29,795	December 82,925 83,390 85,219 85,031 85,033 90,117 90,117 December 24,207 27,952 33,311	January 83,390 85,219 85,219 85,064 85,033 90,117 January 24,363 26,783 27,252	February 75,320 76,972 76,972 76,972 76,832 76,804 81,396 February 27,546 29,269 31,597	March 83,390 85,219 85,219 84,971 85,064 86,033 90,117 March 31,298 36,047 36,244	April 80,700 92,470 92,470 92,320 82,320 83,790 87,210 April 32,610 37,097 38,261	May 83,390 85,219 85,219 85,219 85,064 86,583 90,117	June 80,700 82,470 82,470 82,320 82,320 83,790 87,210 June 50,332 50,654	Total Year 979,090 992,529 1,003,385 1,002,682 1,001,560 1,005,888 1,053,987 Total Year 488,536 490,192 520,110
2009 2010 2011 2012 2013 2014 2015 2016 2016 2009 2010 2011 2011	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2008/09 2009/10 2010/11 2011/12	July 82,925 83,390 85,219 85,064 85,064 86,583 90,117 July 59,230 62,031 64,220 67,038	August 82,925 83,390 85,219 85,219 85,064 86,583 90,117 August 59,189 58,197 63,798 61,532	September 80,250 80,700 82,470 82,470 82,320 87,210 87,210 September 48,857 47,448 54,412 56,961	October 82,925 83,390 85,219 85,064 85,064 85,064 90,117 October 40,804 40,811 44,133 41,781	November 80,250 80,700 82,470 82,470 82,320 87,210 87,210 November 28,362 28,287 29,795 31,380	December 82,925 83,390 85,219 85,084 85,033 90,117 90,117 December 24,207 27,962 33,311 32,988	January 83,390 85,219 85,219 85,064 85,033 90,117 January 24,363 26,783 27,252 30,275	February 75,320 76,972 76,972 76,972 76,832 76,804 81,398 February 27,546 29,269 31,597 33,409	March 83,390 85,219 85,219 84,971 85,064 85,033 90,117 March 31,298 36,047 36,244 38,458	April 80,700 82,470 82,470 82,320 82,320 83,790 87,210 April 32,810 37,097 82,219	May 83,390 85,219 85,219 85,219 85,064 86,583 90,117	June 9,700 82,470 82,470 82,470 82,320 83,790 87,210 June 50,332 51,588 50,654 59,084	Total Year 979,090 992,529 1,003,385 1,002,682 1,001,560 1,005,898 1,053,987 534,888 2440,192 520,110 545,670
2009 2010 2011 2012 2013 2014 2015 2016 2009 2010 2011 2012 2012 2012	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2008/09 2009/10 2010/11 2011/12 2012/13	July 82,925-83,390-85,219-85,064-86,583-90,117-95,230-62,031-64,220-67,038-67,802	August 82,925 83,390 85,219 85,064 85,563 90,117 August 59,189 63,798 61,632 68,069	September 80,250 80,700 82,470 82,470 82,320 82,320 87,210 87,210 87,210 September 48,857 47,448 54,412 56,961 60,955	October 82,925 83,390 85,219 85,064 85,064 90,117 90,117 October 40,904 40,811 44,133 41,791 48,828	November 80,250 80,700 82,470 82,470 82,320 87,210 87,210 November 26,362 28,287 29,795 31,380 35,642	December 82,925 83,390 85,219 85,084 85,033 90,117 90,117 December 24,207 27,962 33,311 32,988	January 83,390 85,219 85,219 85,064 85,033 90,117 January 24,363 26,783 27,252 30,275 35,787	February 75,320 76,972 76,972 76,972 76,804 81,396  February 27,546 29,269 31,597 33,409 37,636	March 83,390 85,219 85,219 85,219 84,971 85,064 85,033 90,117 March 31,298 36,047 36,244 38,458 45,380	April 80,700 82,470 82,470 82,320 83,790 87,210 April 22,810 37,097 38,261 42,219 49,634	May May 83,390 85,219 85,219 85,064 85,064 86,583 90,117 May 41,438 44,684 46,433 50,555 56,979	June: 0,700 82,470 82,470 82,470 82,320 83,790 87,210  June: 50,332 51,586 50,654 69,084 63,523	Total Year 979,080 992,529 1,003,385 1,002,682 1,001,588 1,053,987 534,888 Total Year 468,536 490,192 520,110 545,670 607,917
2009 2010 2011 2012 2013 2014 2015 2016 2016 2019 2010 2011 2012 2013 2013 2014	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2008/09 2009/10 2010/11 2011/12 2012/13 2013/14	July 82,925 83,399 85,219 85,064 86,563 90,117 July 59,230 62,031 64,220 67,038 67,802 71,788	August 82,925 83,390 85,219 85,219 85,084 86,563 90,117 August 59,189 58,197 63,798 61,532 68,069 71,076	September 80,250 80,700 82,470 82,470 82,320 82,320 87,210 87,210 September 48,857 47,448 54,412 56,961 60,955 63,079	October 82,925 83,390 85,219 85,064 85,064 80,117 90,117 October 40,904 40,810 41,731 41,731 48,828 55,026	November 80,250 80,700 82,470 82,820 82,920 87,210 87,210 87,210 November 28,362 28,287 29,795 31,360 35,642 37,910	December 82,925 83,390 85,219 85,219 85,033 90,117 90,117 December 24,207 27,952 33,311 32,988 37,682 40,765	January 83,390 85,219 85,219 85,064 85,033 90,117 January 24,363 27,252 30,275 35,787 38,855	February 75,320 76,972 76,972 76,972 76,832 76,804 81,396 February 27,546 29,269 31,597 33,409 37,636 38,599	March 83,390 85,219 84,971 85,064 86,033 90,117 March 31,298 36,047 36,244 38,458 45,380 54,238	April 80,700 92,470 92,470 92,320 82,320 83,790 97,210 April 32,810 37,097 35,261 42,219 49,634 52,075	May 83,390 85,219 85,219 86,064 85,064 86,683 90,117 May 41,438 44,684 46,433 50,555 56,979 58,107	June 80,700 82,470 82,470 82,320 82,320 83,790 87,210 June 50,332 51,586 50,654 50,084 63,523 65,248	Total Year 979,090 992,529 1,003,385 1,002,682 1,001,560 1,005,888 1,053,987 Total Year 488,536 490,192 520,110 545,670 607,917 644,766
2009 2010 2011 2012 2013 2014 2015 2016 2009 2010 2011 2012 2012 2012	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2008/09 2009/10 2010/11 2011/12 2012/13	July 82,256,83,390,85,219,85,219,85,064,86,583,90,117	August 82,925 83,390 85,219 85,064 85,563 90,117 August 59,189 63,798 61,632 68,069	September 80,250 80,700 82,470 82,470 82,320 87,210 87,210 September 48,857 47,448 54,412 56,961 60,955 60,959 63,807	October 82,925 83,390 85,219 85,064 85,064 85,064 90,117 90,117 October 40,904 40,811 44,133 41,791 48,828 55,026 57,767	November 80,250 80,700 82,470 82,470 82,320 87,210 87,210 November 28,362 28,287 29,795 31,360 35,642 37,910 40,819	December 82,925 83,390 85,219 85,064 85,033 90,117 90,117 December 24,207 27,952 33,311 32,988 37,682,40,765 45,971	January 83,390 85,219 85,219 85,064 85,033 90,117 January 24,363 26,783 27,252 30,275 35,787	February 75,320 76,972 76,972 76,972 76,804 81,396  February 27,546 29,269 31,597 33,409 37,636	March 83,390 85,219 85,219 85,219 84,971 85,064 85,033 90,117 March 31,298 36,047 36,244 38,458 45,380	April 80,700 82,470 82,470 82,320 83,790 87,210 April 22,810 37,097 38,261 42,219 49,634	May May 83,390 85,219 85,219 85,064 85,064 86,583 90,117 May 41,438 44,684 46,433 50,555 56,979	June: 0,700 82,470 82,470 82,470 82,320 83,790 87,210  June: 50,332 51,586 50,654 69,084 63,523	Total Year 979,090 992,529 1,003,385 1,002,682 1,001,560 1,005,898 1,053,987 534,888 Total Year 468,536 490,192 520,110 545,670 607,917 644,768 707,789
2009 2010 2011 2012 2013 2014 2015 2016 2010 2011 2012 2013 2014 2015 2014 2015 2016	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2008/09 2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16	July 82,925 83,399 85,219 85,064 86,563 90,117 July 59,230 62,031 64,220 67,038 67,802 71,788	August 82,925 83,390 85,219 85,219 85,064 85,064 86,583 90,117 August 59,189 53,197 63,798 61,632 68,069 71,076 75,885	September 80,250 80,700 82,470 82,470 82,320 82,320 87,210 87,210 September 48,857 47,448 54,412 56,961 60,955 63,079	October 82,925 83,390 85,219 85,064 85,064 80,117 90,117 October 40,904 40,810 41,731 41,731 48,828 55,026	November 80,250 80,700 82,470 82,820 82,920 87,210 87,210 87,210 November 28,362 28,287 29,795 31,360 35,642 37,910	December 82,925 83,390 85,219 85,219 85,033 90,117 90,117 December 24,207 27,952 33,311 32,988 37,682 40,765	January 83,390 85,219 85,219 85,064 85,033 90,117 January 24,363 27,252 30,275 35,787 38,855	February 75,320 76,972 76,972 76,972 76,832 76,804 81,396 February 27,546 29,269 31,597 33,409 37,636 38,599	March 83,390 85,219 84,971 85,064 86,033 90,117 March 31,298 36,047 36,244 38,458 45,380 54,238	April 80,700 92,470 92,470 92,320 82,320 83,790 97,210 April 32,810 37,097 35,261 42,219 49,634 52,075	May 83,390 85,219 85,219 86,064 85,064 86,683 90,117 May 41,438 44,684 46,433 50,555 56,979 58,107	June 80,700 82,470 82,470 82,320 82,320 83,790 87,210 June 50,332 51,586 50,654 50,084 63,523 65,248	Total Year 979,090 992,529 1,003,385 1,002,682 1,005,898 1,053,987 Total Year 468,536 490,192 520,110 545,670 607,917 644,766
2009 2010 2011 2012 2013 2014 2015 2016 2009 2010 2011 2012 2013 2014 2014 2014 2015	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2008/09 2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16	July 82_25_83_390_85_219_85_219_85_064_86_683_90_117_  July 59_230_62_031_64_220_67_038_67_802_71_788_75_453_81_991	August 82,925 83,390 85,219 85,064 86,583 90,117 August 59,189 58,197 83,798 61,532 68,069 71,076 75,885 76,893	September 80,250 80,700 82,470 82,470 82,320 87,210 87,210  September 48,857 47,448 54,412 56,961 60,955 63,077 70,554	October 82,925 83,390 85,219 85,064 85,064 85,064 90,117 90,117 October 40,904 40,811 44,133 41,791 48,828 55,026 57,767 59,769	November 80,250 80,700 82,470 82,470 82,320 87,210 87,210 November 28,362 28,287 29,795 31,360 35,642 37,910 40,819 45,058	December 82,925 83,390 85,219 85,064 85,033 90,117 90,117 December 24,207 27,952 33,311 32,988 37,682 40,765 45,971 47,127	January 83,390 85,219 85,219 85,064 85,033 90,117 January 24,363 26,783 27,252 30,275 35,787 36,855 45,048	February 75,320 76,972 76,972 76,872 76,832 76,804 81,396 February 27,546 29,269 31,597 33,409 37,636 38,599 47,146	March 83,390 85,219 85,219 84,971 85,064 86,033 90,117 March 31,298 36,047 36,244 38,458 45,380 54,238 58,864	April 80,700 82,470 82,470 82,320 83,790 87,210 April 32,810 37,097 82,261 42,219 49,634 52,075 59,582	May May 83,390 85,219 85,219 85,064 85,064 86,583 90,117 May 41,438 44,684 46,433 50,555 56,979 58,107 65,128	June 80,700 82,470 82,470 82,220 83,320 83,790 87,210 June 50,332 51,585 50,654 59,084 63,523 62,248 72,319	Total Year 979,090 992,529 1,003,385 1,002,682 1,001,560 1,005,898 1,053,987 534,888 Total Year 468,536 490,192 520,110 545,670 607,917 644,768 707,789 381,382
2009 2010 2011 2012 2013 2014 2015 2016  2009 2010 2011 2012 2013 2014 2015 2016  REVENUES	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 S)	July 82,925,83,390,85,219,85,064,85,064,86,583,90,117	August 82,925 83,390 85,219 85,219 85,064 86,563 90,117 August 59,189 58,197 63,798 61,532 68,069 71,076 75,885 76,893	September 80,250 80,700 82,470 82,320 82,320 87,210 87,210  September 48,857 47,448 54,412 56,961 60,955 63,079 63,807 70,554	October 82,925 83,390 85,219 85,064 85,064 85,064 90,117 90,117 October 40,804 40,811 44,133 41,791 48,828 55,026 57,767 59,759	November 80,250 80,700 82,470 82,2470 82,320 87,210 87,210 87,210 November 26,362 28,287 29,795 31,360 35,642 37,910 40,819 45,058	December 82,925 83,390 85,219 85,219 85,064 85,033 90,117 90,117 December 24,207 27,952 33,311 32,988 37,682 40,765 45,571 47,127	January 83,390 85,219 85,219 85,064 85,033 90,117 January 24,363 26,783 27,252 30,275 35,787 36,855 45,048	February 75,320 76,972 76,972 76,972 76,832 76,804 81,398  February 27,546 29,269 31,597 33,409 37,636 38,599 47,146	March 83,390 85,219 85,219 84,971 85,064 85,033 90,117 March 31,298 36,047 36,244 38,458 45,380 54,238 58,864	April 22,470 82,470 82,470 82,470 82,320 83,790 87,210  April 32,610 37,097 38,261 42,219 49,634 52,075 59,682	May	June:	Total Year 979,080 992,529 1,003,385 1,002,682 1,001,588 1,053,987 534,888 Total Year 468,539 520,110 545,670 607,917 644,768 707,789 381,382
2009 2010 2011 2012 2013 2014 2015 2016  Demand  2009 2010 2011 2012 2013 2014 2015 2016	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2008/09 2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2016/16 S)	July 82,925,83,390,85,219,85,219,85,064,86,563,90,117	August 82,925 83,390 85,219 85,219 85,064 86,563 90,117 August 59,189 63,798 61,532 68,069 71,076 75,885 76,893	September 80,250 80,700 82,470 82,320 82,320 87,210 87,210  September 48,857 47,448 54,412 56,961 60,955 63,079 63,807 70,554	October 82,925 83,390 85,219 85,064 85,064 80,117 90,117 October 40,904 40,811 44,133 41,791 48,828 55,028 57,767 59,769	November 80,250 80,700 82,470 82,2470 82,320 87,210 87,210 87,210 November 26,362 28,287 29,795 31,360 35,642 37,910 40,819 45,058	December 82,925 83,390 85,219 85,219 85,033 90,117 90,117 December 24,207 27,952 33,311 32,988 37,682 40,765 45,971 47,127	January 83,390 85,219 85,219 85,219 85,048 85,033 90,117 January 24,363 27,252 30,275 35,787 38,855 45,048	February 75,320 76,972 76,972 76,972 76,832 76,804 81,396 February 27,546 29,269 31,597 33,409 37,636 38,599 47,146	March 83,390 85,219 85,219 84,971 85,064 86,033 90,117  March 31,298 36,047 36,244 38,458 45,380 54,238 58,864	April 82,470 82,470 82,470 82,320 83,790 87,210 April 32,810 37,097 38,261 42,219 49,634 52,075 59,582 April \$2,692,373	May 83,380 85,219 85,219 86,064 85,064 86,683 90,117 May 41,438 44,884 46,433 50,555 56,979 55,107 65,128	June: 0,700 82,470 82,470 82,470 82,320 83,790 87,210  June: 50,332 51,586 50,654 59,084 72,319  June: \$4,472,478	Total Year 979,080 992,529 1,003,385 1,002,682 1,001,588 1,053,987 534,888 Total Year 468,539 520,110 545,670 607,917 644,768 707,789 381,382
2009 2010 2011 2012 2013 2014 2015 2016  Dentation  2009 2010 2011 2012 2013 2014 2015 2016  Revenues  2009 2010	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2008/09 2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 S)	July 82,925,83,390,85,219,85,219,85,064,86,563,90,117	August 82,925 83,390 85,219 85,064 86,563 90,117 August 59,199 58,197 63,798 61,532 68,069 71,076 75,885 76,993	September 80,250 80,700 82,470 82,320 82,320 87,210 87,210  September 48,857 47,448 54,412 56,961 60,955 63,079 63,807 70,554	October 82,925 83,390 85,219 85,064 85,064 80,0117 90,117 October 40,904 40,811 44,133 41,791 48,828 55,026 67,787 59,769 October \$3,473,041	November 80,250 80,700 82,470 82,2470 82,320 87,210 87,210 87,210 November 26,362 28,287 29,795 31,360 35,642 37,910 40,819 45,058	December 82,925 83,390 85,219 85,064 85,033 90,117 90,117 December 24,207 27,952 33,311 32,988 37,682 40,765 45,971 47,127	January 83,390 85,219 85,219 85,064 85,033 90,117 January 24,363 26,783 27,252 30,275 35,787 36,855 45,048	February 75,320 76,972 76,972 76,872 76,832 76,804 81,396 February 27,546 29,269 31,597 33,409 37,636 38,599 47,146	March 83,390 85,219 84,971 85,064 85,033 90,117  March 31,298 36,047 36,244 38,458 45,380 54,238 54,238 54,244 98,244,490	April 32,010 April 32,010 April 32,010 April 32,010 April 32,010 April 32,010 April 42,219 April 52,075 59,582 April \$2,692,373 April 32,010 April 32,010	May 83,390 85,219 85,064 85,064 86,683 90,117 May 41,438 44,684 46,433 50,555 56,979 58,107 65,128	June 80,700 82,470 82,470 82,470 82,320 82,320 83,790 87,210  June 50,332 51,586 50,654 59,084 63,523 65,248 72,319  June \$4,472,478 \$4,906,975	Total Year 979,080 992,529 1,003,385 1,002,682 1,001,588 1,053,987 534,888 Total Year 468,539 520,110 545,670 607,917 644,768 707,789 381,382
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2009 2010 2011 2012 2013 2014 2015 2016  2009 2010 2011 2012 2013 2014 2015 2016  REVENUE (  2009 2010 2011 2012 2013 2014 2015 2016	2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2008/09 2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 S)	July 82,925,83,390,85,219,85,064,85,064,86,563,90,117	August 82,925 83,390 85,219 85,219 85,064 86,563 90,117 August 59,189 63,798 61,532 68,069 71,076 75,885 76,893 August \$6,182,282 \$5,621,873 \$6,407,222 \$6,007,223	September 80,250 80,700 82,470 82,320 82,320 87,210 87,210  September 48,857 47,448 54,412 56,961 60,955 63,079 63,807 70,554	October 82,925 83,390 85,219 85,219 85,064 85,064 85,064 90,117 90,117 October 40,904 40,811 44,133 41,791 48,828 55,028 57,767 59,769 October \$3,473,041 \$3,863,617 \$3,653,279	November 80,250 80,700 82,470 82,2470 82,320 87,210 87,210 87,210 November 26,362 28,287 29,795 31,360 35,642 37,910 40,819 45,058	December 82,925 83,390 85,219 85,219 85,033 90,117 90,117 December 24,207 27,952 33,311 32,988 37,682 40,765 45,971 47,127	January 83,390 85,219 85,219 85,219 85,064 85,033 90,117 January 24,363 26,783 27,252 30,275 35,787 36,855 45,048 January \$1,959,607 \$2,094,901 \$2,245,894 \$2,552,947	February 75,320 76,972 76,972 76,972 76,832 76,804 81,396 February 27,546 29,269 31,597 33,409 37,636 38,599 47,146	March 83,390 85,219 85,219 84,971 85,064 86,033 90,117  March 31,298 36,047 36,244 38,458 45,380 54,238 58,864  March \$2,544,490 \$2,902,624 \$3,006,020	April 32,010 April 32,010 April 32,010 April 32,010 April 32,010 April 32,010 April 42,219 April 52,075 59,582 April \$2,692,373 April 32,010 April 32,010	May	June 80,700 82,470 82,470 82,470 82,320 83,790 87,210 June 60,332 51,586 50,654 59,084 59,084 59,084 51,586 50,584 59,084	Total Year 979,090 992,529 1,003,385 1,002,682 1,001,588 1,053,987 534,888 Total Year 468,536 490,192 520,110 545,670 607,917 644,766 707,789 381,382
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#### **MARKETING UPDATES: FEBRUARY 2016**

#### WINTER AND SHOULDER SEASON ADVERTISING CAMPAIGNS

- □ Visit Bend's winter advertising campaign has been running since November 2, 2015 in the Bay Area, Seattle, and nearly all of Oregon.
  - Television: Through January, 4,526 television ads have run in Portland, Eugene, Seattle, San Francisco, and Sacramento DMAs.
    - Key partners included Comcast, KGW (Portland), KOMO (Seattle), and KTVU (Bay Area).
    - Digital Video: Visit Bend continues to be an industry leader in the delivery of advertising. This winter, we will be running our video ads not only on TV, but also on Facebook, Instagram, Pandora, and the Google Ad network (Youtube pre-roll). Several million impressions have been served across our digital campaign.
  - Radio: Visit Bend has been running traditional radio ads on the top ranked radio stations in Portland and Seattle DMAs. We're also running live-read ads on OPB, which are mirrored on streaming. Radio delivery in SFO will be in the form of Pandora. 1,346 terrestrial radio spots have run, while over 100,000 digital spots have aired.
  - Print: This year, Visit Bend has reached nearly 1.75 million readers through our print outreach. Our newly updated winter mini guide has been inserted in Sunset, Mountain, Portland Monthly, Seattle Met, OnTrak, and NW Travel magazines. In all instances, the guide inserts were supplemented by two page spreads. Over 750,000 winter mini-guides were printed and distributed during this campaign. We were also present in the Sunday travel section of four different issues of the San Francisco Chronicle.

#### VISIT BEND'S SHOULDER SEASON CAMPAIGN - SPRING

Proposals for our spring shoulder season campaign are being reviewed right
now with buys to be in place by the end of the month. The spring campaign wil
be activated on television with Comcast, and on radio/digital with Pandora, in
order to maximize traffic to the website.

**WEBSITE** – Year over year traffic – past 365 days:

- □ Traffic to <u>www.visitbend.com</u> was up 29.53% YOY□ Unique visitors up 29.84% YOY
- □ Blog traffic is up 154.68% YOY, with uniques up 95%
- □ Pageviews are also up 22.14% year over year, surpassing the 3.6 million mark

#### **Most Visited Pages**

1. Events Calendar 6. Where to Stav 2. Home Page 7. Summer Fun 3. Bend Ale Trail 8. Winter Fun 4. What To Do 9. Hotels and Motels 5. Hiking 10. Family Fun **BEND ALE TRAIL** □ Over 20,346 people have now completed the Bend Ale Trail. ☐ The Bend Ale Trail App has over 5,000 downloads since its launch in June on iOS and Android Devices During Bend Ale Trail Month, completions were up from the inaugural event by 17%, with 394 total completions. Survey respondents reported spending over \$18,615 on food and drinks, \$10,287 shopping, and stayed for an average of 3.1 ☐ Traffic to the Bend Ale Trail page during the month of November was up 165% vear over vear. **SOCIAL MEDIA** ☐ Facebook: Visit Bend - 166,148 (up 10,592 from Nov. board meeting). Engagement and reach continues to outpace Travel Oregon, Travel Portland, and Visit California, among other DMOs. Traffic from Facebook to visitbend.com is up 235.10% year over year. ☐ Facebook: Bend Ale Trail 4,760 likes □ YouTube Video Views: 576,597 views. □ Vimeo Views: 6.719 views ☐ Twitter: @VisitBendOR 9,834 followers o @BendAleTrail 2,352 followers □ Instagram: @visitbend 20,078 followers (up 6,640) Visit Bend began advertising on IG this winter, with calls to action

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☐ Visit Bend continues to utilize other platforms, including Pinterest and Google+ in a strategic manner to focus on SEO performance and increasing blog traffic.

pertaining to Bend Winter Fun.



# Public Relations Updates: February 16, 2016

# Press coverage from recent months

	We hosted <i>Washington Post</i> travel writer Dina Mishev last fall for an article she was writing on learning to like beer in the beer mecca of the universe. The piece turned out perfect (extra copies are circulating if you want to take one and read it later): http://wapo.st/1mvwXDv
	Bend was featured prominently in a recent release of <i>Chevy New Roads</i> magazine (which goes out to 6.5 million Chevrolet owners 3x per year).
	Sip Northwest magazine did a fabulous piece on 8 essential watering holes in Bend, casting a great spotlight on Bend's culinary and alt beverage scene.
	The Red Bulletin (one of the largest international men's active lifestyle magazines, with a monthly circulation of 2.3 million) featured Bend trail running and the Bend Ale Trail on their list of 20 things to do before you die.
	We hosted journalist Patti Burness in September, and one of several pieces she's writing about Bend just appeared in <i>Marina Times</i> (a San Francisco-based magazine): http://bit.ly/1Tfi8TI
	The Outdoor Project (one of the fastest-growing online resources for outdoor adventure planning, with an estimated 720,000 unique monthly visits) posted a roundup of the 30 best hikes near Bend: http://bit.ly/1SKJDou
	Travel + Leisure included Bend in a roundup of the best winter getaways from Portland: http://tandl.me/1WgGHO6
	Men's Health featured the Bend Ale Trail in a recent article.
	The journalist we hosted in December from Trekaroo (America's most popular family-friendly travel site) posted fabulous articles about The Riverhouse, Jackson's Corner, Mt. Bachelor's Snowblast Tubing Park, Wanderlust Tours, Rec Robin. Thanks to all for the team effort in making her stay amazing!
Media	pitches, upcoming coverage, and other PR initiatives
	Where to Retire magazine will feature Bend in the March issue. We hosted the journalist in November.
	Range magazine (based in Jackson Hole) is working on a piece on shopping in Bend. We've been supplying them with photos and info.
	Bend was a finalist in <i>USA Today's</i> recent reader poll to determine the best ski town in the country. We'll have final results in the next day or two.

(over)

# Facebook highlights

Here are some examples of Facebook posts from the last couple months that capture the imagery, strategy, and messaging of our recent Facebook efforts:

One of our runaway best performing posts in the last few months was a photo of Nate's back deck. This was posted after 9 p.m. on the Tuesday night before Thanksgiving. Not a high-traffic slot, and not a stunning landscape photo, but it's a tremendous case study in how those in-the-moment posts (and Visit Bend's around-the-clock social media strategy) really resonates with page fans.
This was another post that surprised us with its popularity. While video has
been performing really well for us, "sharing" a video (as opposed to directly
uploading the video to Facebook) did not perform well for us in the past. Not
only that, but this share happened at 9:30 on a Thursday night, which is about two hours later than our normal peak in readership.
·
This shared article about an incoming snowstorm is further indication that
shared posts are unexpectedly performing well for us right now. You'll also see that we continue to engage in the comments and make sure we're getting maximum marketing value from this powerful social media tool.
This one is a fairly recent post worth sharing because the copy is an example of the humor we try to inject into many of our posts. You'll also see we're
engaging with readers in the comments. These strategies are one of the things
setting us apart from a lot of DMOs who rely more heavily on scenic photos
meant to speak for themselves.
And of course, spectacular sunrise/sunset posts continue to be our bread and
butter, and we can always count on Nate's photos to rack up some of our
highest levels of engagement.



# Visit Bend Sales Update - 2.16.2016

### **Key Updates**

- 1. USATF XC Nationals February 7<sup>th</sup> 2016 & 2017 600 plus Athletes Big Success
- 2. USA Triathlon Duathlon Nationals June, 25<sup>th</sup> 2016 800 athletes
- 3. Western State Hostage Negotiators Annual Meeting April 24-27 2016 300 Attendees
- 4. USA Hop Growers Convention January 2017 500 attendees
- 5. Middle School State Basketball Tournament First 2 weekends in March. More teams.
- 6. Bend Marathon April 24 Registration pacing above last year.
- 7. Triple Crown Baseball Tournament Memorial Day Weekend
- 8. Future Farmers of America 2017 & 2018 March/April 2,000 Participants
- 9. Snowshoe Nationals March 2017 300 Athletes

### Key Groups/Events we are actively pursuing

- 1. NAIA Cross Country Nationals 400 athletes, November
- 2. Nike XC Northwest Regionals 600 athletes, November
- 3. USA Wrestling Northwest Regional 700 athletes, March/April
- 4. USATF XC Events 1,000 athletes, Fall/Winter
- 5. NAIA Women's Golf Nationals May 2017 400 Athletes and Family
- 6. NAIA Wrestling Nationals March 2017 & 2018 300 Athletes
- 7. American Cribbage Congress Grand Nationals 600 participants, October 2020
- 8. USAC Collegiate Road Nationals 400 Athletes, May 2017 & 2018 (Bid Submitted)
- 9. USA BMX Fall Grand Nationals 1,000 Athletes, October 2016
- 10. Golden Gloves Nationals May 2017 300 boxers/3000 room nights.
- 11. American Endurance Riders Conference February 2017 200 Attendees
- 12. NW Fish Cultures Annual Conference December 2018 400 Attendees
- 13. American Tree Farm National Leadership Conference Fall 2018
- 14. Biodiversity With Out Borders Conference April 2018

### **Oregon Senior Games**

1. Thursday June 9th – Sunday June 12<sup>th</sup>. 300 Athletes, 7 States represented so far.

# **Additional Updates**

- 1. Advertising sales continue to grow, especially online where we are seeing a direct correlation in the traffic to Visitbend.com resulting in a similar growth in click-thru rates to our advertisers.
- 2. Regional Sports Facility University of Oregon Study is going well.