

# AGENDA

# **Board of Directors Meeting**

September 19, 2017 – 8:00 a.m. at the Bend Visitor Center - 750 NW Lava Road, Bend. OR, 97703

- I. Approval of minutes from previous board meeting a. May minutes.
- II. Financial Report (5 minutes)
  - a. Scott Greenstone will brief the Board on FY18 YTD finances.
- III. Tourism Industry Briefing (10 minutes)
  - a. Kevney will brief the board on tourism industry news.
    - i. TRT through July 2017
    - ii. August STR data
    - iii. State of the Industry
- IV. Visit Bend Business Updates (5 Minutes)
  - a. Financial Review (November Board Meeting)
  - b. EDCO Partnership Success at Outdoor Retailer
  - c. Visit Like a Local
    - i. Ride Bend, Coasters & Bend Pledge
  - d. BCTF meeting September 25, 2017
- V. Marketing Update (15 Minutes)
  - a. Nate will present and show new Bend Visitor Guide
  - b. Nate will brief the board on current marketing efforts, website updates, and other marketing related projects.
  - c. Nate will provide update on winter marketing campaign.
- VI. Public Relations and Social Media Update (5 minutes)
  - a. Tawna will update the board on PR and social media activity.
- VII. Group Sales Updates (5 minutes)
  - a. Kevney will brief the board on group sales activity.
- VIII. Board Roundtable (10 minutes)
- IX. Public Comment (10 minutes)



# Visit Bend Board of Directors Meeting Minutes May 9, 2017

Location: Bend Visitor Center

**Present:** Kevney Dugan, Valerie Warren, Hank Therien, Nate Wyeth, Michelle Mercer, Matt Williams, Alan Dietrich, Dave Nissen, Jodie Barram, Michelle Mercer, Erick Trachsel, Brandon Sirstins for Brent McLean, Scott Greenstone, Linda Orcelletto.

**Guests:** Kathleen McLaughlin, Ashley Mitchell, Olivia Inman, Stephanie McNeil, Joey Hamilton, Ann Cook.

#### Call to Order

Kevney Dugan called the meeting to order at 8:06 a.m. Introduction of guests followed.

#### **Meeting Minutes Approval**

Jodie Barram moved to approve the minutes from the March Board Meeting. Matt Williams seconded. The minutes were approved unanimously.

#### Financial Report

Scott Greenstone stated that revenue is running over budget due to TRT being 7% over budget for the year to date. Event revenue is down. He expects that Visit Bend will end the year very close to budget. Personnel and Sales and Marketing expenses are under budget. Sales and Marketing expenses should run closer to budget as the year progresses. Overhead expenses are slightly over budget. He stated that he has no concerns regarding the financials.

There was some discussion regarding a reserve fund that could be deployed during an economic downturn. This has also been brought up by some of the City Councilors.

Alan Dietrich moved to approve the financial report. Jodie Barram seconded. The financial report was approved unanimously.

#### **Board Position Renewal**

Matt Williams and Brent McLean will both stay on the Board for another term, bringing the new term end date for each to May 2020.

#### **Tourism Industry Briefing**

The estimated TRT collections for the City of Bend for March were up 8.7%. This is not a final number.

April 2016 was a particularly strong month due to the airport closure during May 2016. April 2017 is slightly down from this so far.

Kevney stated that Visit Bend has been continuing to focus on sustainability and feels that there is good movement and dialogue around this issue. Improved transportation is also a focus.

**Business Plan and Contract Amendments** 

In April BEDAB unanimously approved the Business Plan in April. The City Council was also supportive of the Business Plan, and it was approved by the City on Wednesday.

Dave Nissen said that the Visit Like a Local campaign is resonating very well in the community.

Keyney highlighted some of the goals in the Business Plan for fiscal year 2018.

The City of Bend has proposed an amendment to the current contract, extending it to June 30, 2022. There are also changes covering the TRT percentage dedicated to tourism as well as any funds collected that are over 10% over the approved budget.

To date, ORLA has not taken any specific action regarding the City's new interpretation of the percentage of TRT funds that must be dedicated to tourism promotion.

Marketing Update

Nate Wyeth covered the winter campaign that ended last month. The Bend Ale Trail campaign ran October through mid-November. The winter family campaign started after the Bend Ale Trail campaign ended. It targeted women 25-54.

Pandora has quickly become the best return on investment for digital marketing. There were over 5 million digital impressions during the campaign running from December through March.

Several TV and radio spots were also included in the winter campaign.

A billboard in San Francisco was part of the campaign.

Weekend Sherpa was a very successful part of the digital campaign that was added this year.

The Seattle market is more focused on local news than Comcast buys.

Website traffic from October through March was tracked to measure the success of the campaign.

The summer campaign is currently being finalized.

Visit Bend has been working with EDCO on business relocation for the outdoor industries market.

New video spots are in production.

Kevney said that Visit Bend has been working with the Deschutes National Forest and other stakeholders to revise some of the content on the hiking page on the website.

The Bend Ale Trail will be updated in early June. Immersion will be added this year.

More information is available in the Marketing Updates included in the board packet.

#### Public Relations and Social Media Update

Nate covered some of the recent social media highlights. Engagement continues to outpace other destinations.

Travel + Leisure recently featured Crux Fermentation Project in their roundup of the nation's 50 best breweries. Nate also highlighted other recent media coverage.

More information is available in the Public Relations Updates included in the board packet.

#### **Group Sales Updates**

Hank Therien discussed key updates in Group Sales. USA Triathlon - Duathlon Nationals will be held in June.

The FFA Convention, middle school basketball tournament, and Bend Marathon all showed record attendance.

More information is available in the Sales Update included in the board packet.

#### **Board Roundtable**

Dave Nissen said they had a slow, but good April. Wanderlust Tours hosted a cave cleanup this past weekend.

Michelle Mercer said that they are getting ready for their summer float season in Riverbend Park. They will be focusing on educating people and promoting sustainability and Visit Like a Local concepts.

Brandon Sirstins said they had a last-minute push for Memorial Day bookings. They are anticipating a successful summer season.

Alan Dietrich stated that they are working on exposure for Bendistillery's new downtown tasting room.

Jodie Barram said the Tower Theatre is wrapping up the season and is in its membership drive. There will be fewer events during the summer. The Bend Cultural Tourism Fund grant review will be on May  $23^{\rm rd}$ .

#### **Public Comment**

Stephanie McNeil mentioned that TEDx Bend is this weekend.

Ashley Mitchell said that the Marriott hotels are gearing up for the summer.

Ann Cook said that the DoubleTree experienced some damage during the winter and had to replace the roof as well as repair several rooms.

Linda Orcelletto said the Visitor Center had over 100 people on Saturday. There seem to be a lot of international visitors. There continue to be positive comments about the Bend Ale Trail.

The meeting was adjourned at 9:20 a.m.

Notes by: Valerie Warren May 9, 2017

#### Visit Bend

# Financial Performance Analysis For the period ended August 31, 2017

#### 1) Operating Analysis

a) Revenue:	Aug17 Revenue was over budget by +\$2.8K (+0.6%) overall. This variance consisted of a City Funding overage of +\$9.0K (+2.1%), a Retail Sales underage of -\$3.5K (-24.1%) and an Advertising underage of -\$2.6K (-17.2%). Year to Date FY 2018 Revenue was over budget by +\$40.5K (+4.9%) overall. This variance consisted of a City Funding overage of +\$36.2K (+4.7%), a Retail Sales overage of +\$0.8K (+2.5%) and an Advertising overage of +\$3.6K (+11.4%).
b) Personnel Expenses:	Aug17 Personnel Expenses were under budget by -\$0.1K (-0.3%). Year to Date FY 2018 Personnel Expenses were over budget by +\$4.1K (+4.3%).
c) Sales & Marketing Expenses:	Aug17 Sales & Marketing expenses were over budget by +\$60.7K (+45.2%), primarily due to timing differences between budgeted actual expenses. Year to Date FY 2018 Sales & Marketing expenses were under budget by -\$77.8K (-19.4%), primarily due to timing differences between budgeted and actual expenses.
d) Overhead Expenses:	Aug17 Overhead expenses were under budget by -\$1.6K (-8.9%) overall, due to various small variances. Year to Date FY 2018 Overhead expenses were under budget by -\$1.8K (-4.9%) overall, due to various small variances.
e) Surplus (Deficit):	Aug17 Surplus of \$208.6K (+44.6%) was under budgeted Surplus of \$264.9K (57.0%) by -\$56.2K (-12.4% profitability points) primarily due to under budget Sales & Marketing and over budget revenue. Year to Date FY 2018 Surplus of \$407.3K (+47.0%) was over budgeted Surplus of \$291.4K (35.3%) by +\$116.0K (+11.7% profitability points) primarily due to under budget Sales & Marketing and over budget revenue.

#### 2) Cash Flow & Balance Sheet Analysis

a) Cash Flow Summary:	In Aug17, Cash increased by +\$21.9K to a month-end balance of \$394.2K. Year to Date FY 2018 Cash decreased by -\$27.5K to a period end balance of \$394.2K.
b) Balance Sheet:	The Balance Sheet remained healthy as of Aug17, in terms of both "liquidity" (Current Ratio of 4.1) and "leverage" (Debt to Equity Ratio of 0.3). Visit Bend has excellent financial systems and discipline, so GFR fully expects Visit Bend to remain a financially stable organization in FY 2018 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.

# Visit Bend Budget-to-Actual P&L Analysis

For the period ended August 31, 2017

		Current	Month			Year-to	n-Date	
	Actual	Budget	Variance	Vaг. %	Actual	Budget	Variance	Var. %
Revenue								
City Funding - Current Year	443,709	434,724	8,985	2.1%	800,082	763,896	36,186	4.7%
City Funding - Prior Years	<b>-</b>	-	_	0.0%	-	-	-	0.0%
Retail Sales	11,118	14,654	(3,535)	(24.1%)	30,610	29,856	755	2.5%
Advertising	12,741	15,384	(2,643)	(17.2%)	35,075	31,489	3,586	11.4%
Event Revenue	-	-	-	100.0%	-	-	-	100.0%
Other Revenue		-	_	0.0%	-	-	-	0.0%
Total	467,568	464,762	2,806	0.6%	865,767	825,241	40,526	4.9%
Personnel Expenses								
Base Pay	39,741	38,335	1 406	2 70/	00.007	75 400	5 400	7.00/
Overtime	55,141	30,335 60	1,406	3.7%	80,927	75,429	5,498	7.3%
Incentive Pay	-	-	(60)	(100.0%)	-	120	(120)	(100.0%)
Payroll Taxes	3,231	2,780	- 451	0.0% 16.2%	E 904	E 470	4 424	0.0%
Employee Benefits	5,000	6,935	(1,934)	(27.9%)	6,894	5,470	1,424	26.0%
Total	47,973	48,110	(137)	(0.3%)	11,175 98,996	13,870 94,889	(2,695)	(19.4%)
. 5.6.	47,575	40,110	(137)	(0.3%)	90,990	94,009	4,107	4.3%
Sales & Marketing Expenses								
Cultural Tourism Fund	33,978	26,650	7,328	27.5%	61,406	51,988	9,418	18.1%
Visitor Development Fund	33,272	5,000	28,272	565.4%	61,961	37,500	24,461	65.2%
Online Mktg	8,426	18,816	(10,390)	(55.2%)	12,526	31,883	(19,357)	(60.7%)
Photo	2,300	800	1,500	187.5%	5,500	2,100	3,400	161.9%
Print	20,000	_	20,000	0.0%	20,143	15,000	5,143	34.3%
Production	14,341	15,250	(909)	(6.0%)	21,373	50,750	(29,377)	(57.9%)
Radio	9,196	7,500	1,696	22.6%	9,196	15,000	(5,804)	(38.7%)
Trade Shows	-	- 1,525	-,000	0.0%	0,100	10,000	(3,004)	0.0%
TV	7,514	10,000	(2,486)	(24.9%)	11,611	20,000	(8,389)	(41.9%)
Collateral	629	7,000	(6,371)	(91.0%)	16,491	14,000	2,491	17.8%
Postage	1,448	3,500	(2,052)	(58.6%)	4,712	7,000	(2,288)	(32.7%)
Public Relations	.,	350	(350)	(100.0%)	4,712	7,000	(2,200)	(100.0%)
Promotions	30,957	11,000	19,957	181.4%	44,050	63,500	(19,450)	(30.6%)
Research	10,025	5,000	5,025	100.5%	17,750	17,500	250	1.4%
Web. Dev.	2,525	6,800	(4,275)	(62.9%)	2,875	29,750		
Travel & Meals	2,108	2,000	108	5.4%	3,993	3,000	(26,875) 993	(90.3%)
Retail Purchasing	18,315	14,620	3,694	25.3%	30,395	27,069	3,327	33.1%
Total	195,034	134,287	60,747	45.2%	323,981	401,739	(77,758)	12.3% (19.4%)
			50,1 41	70.270	020,301	401,733	(11,130)	(13.470)
Overhead Expenses								
Building Lease	4,500	4,946	(446)	(9.0%)	8,850	9,738	(888)	(9.1%)
Building Maintenance	897	1,175	(278)	(23.7%)	1,793	2,300	(507)	(22.0%)
Equipment Lease & Maint.	363	450	`(87)	(19.3%)	570	900	(330)	(36.6%)
Professional Fees	4,150	4,000	150	3.8%	9,006	8,000	1,006	12.6%
Office Supplies	827	1,000	(173)	(17.3%)	2,632	2,000	632	31.6%
Utilities	1,416	1,042	375	36.0%	2,247	2,083	164	7.9%
Bank Fees	677	417	260	62.4%	1,115	833	282	33.8%
Dues & Subscriptions	1,680	1,810	(130)	(7.2%)	3,430	6,120	(2,690)	(44.0%)
Insurance	153	575	(422)	(73.3%)	1,561	1,150	411	35.8%
Licenses & Permits	-	183	(183)	(100.0%)	50	367	(317)	(86.4%)
Education & Training	-	100	(100)	(100.0%)	-	200	(200)	(100.0%)
Network & Telco	456	1,000	(544)	(54.4%)	2,582	2,000	582	29.1%
Non-Capital IT	-	-	-	0.0%	2,302	-,000	-	0.0%
Depreciation & Amort.	800	800	_	0.0%	1,600	1,600	<u>-</u>	0.0%
Interest Expense	(6)	(17)	11	(66.5%)	(11)	(33)	22	(66.5%)
Total	15,924	17,481	(1,557)	(8.9%)	35,448	37,258	(1,810)	(4.9%)
	17.		1.,55./	(2:070)	30,440	0,,200	(1,010)	(4.370)
Total Expenses	258,931	199,877	59,053	29.5%	458,425	533,886	(75,461)	(14.1%)
-							1.01.701)	(1.1.70)
Surplus (Deficit)	208,637	264,884	(56,247)	(21.2%)	407,342	291,355	115,987	39.8%
Surplus (Deficit) %	44.6%	57.0%	-12.4%		47.0%	35.3%	11.7%	

DESCHUTES COUNTY - TRT COLLECTION

CHANGE		-100.0%	-100,0%	-100.09%	-100.0%	-100.0%	-100.0%	-100 0%	-100 0%	-100 0%	-100.0%	-100 0%	5.9%	-76.3%
FY17/18	1,514,978													1,514,978
THE REAL PROPERTY.	12.6% \$	4 1%	6.5%	7 7%	7.4%	4.3%	-2.3%	1,4%	7.4%	9.2%	0.3%	9.6%	2 6% 5	5.2% \$
CHANGE		88								K			35	20
FY16/17	1,430,995	1,216,868	574,496	282,936	228,833	453,353	272,394	259,411	354,899	236,091	390,661	683,013		6,383,950
	8 %6 9	4.9%	42.8%	37.0%	8.7% \$	10.0%	213% \$	34.9% \$	9.5% \$	14.0% \$	21.1% \$	20.8% \$	6.9% \$	15.2%
	1,271,350	1,169,306	614,663	240,295	213,017	396,621	278,939	255,899	302,367	216,213	354,123	755,305		860'890'9
	29 9% \$	23.0% \$	6.6% \$	26.0% \$	49.0%	12.9% \$	27.5% \$	22 4% \$	23.0% \$	4 3%	13.0% \$	35.2% \$	29.9% \$	23 2% \$
	65	19	77	03	05	55	03	04	34	82	03	31	65	81
FY14/15	\$ 1,188,765	\$ 1,115,1	\$ 430,477	\$ 175,403	\$ 195,905	\$ 360,655	\$ 230,003	\$ 189,704	\$ 276,134	\$ 189,582	\$ 292,303	\$ 625,431	\$ 1,188,76	\$ 5,269,481
	11.8%	23.2%	23.2%	9,7%	24.3%	26.7%	-0 1%	0.6%	15,2%	39.3%	18.0%	2 9%	11.8%	15.8%
FY13/14	915,363	906,575	403,810	139,234	131,451	319,538	180,382	155,023	224,459	181,695	258,725	462,519	915,363	4,278,774
	€9	69	8	49	4	69	69	69	69	4	69	69	un	69
		14.8	45				43.8%		28 8%					10.1
Y12/13 CHANGE	818,812	735,633 14.8	327,777 4 5	126,948 -1.8	105,795 3.9	252,250 14.19	180,588 43.8	154,062	194,809 28.89	130,428	219,254 8 2	449,607 1 08	818.812 7.4%	3,695,963
SE FY12/13 CHANGE	69	5.0% \$ 735,633 14.8	69	\$ 126,948	5	\$ 252,250	\$ 180,588	8	\$ 194,809	69	69	69	% 5 818.812	8
12 CHANGE FY12/13 CHANGE	447 12.8% \$	-5 0%	-0.4% \$	16.8% \$ 126,948	.9.2%	10.6% \$ 252,250	-18.3% \$ 180,588	19.4% \$ 1	2.0% \$ 194,809	14 2% \$	6 1% 5	29.0%		6.6% \$ 3
FV11/12 CHANGE FY12/13 CHANGE	12.8% \$		69	\$ 126,948	5	\$ 252,250	\$ 180,588	\$ 143,076 19.4% \$ 1	\$ 194,809	\$ 121,015 14.2% \$	69	69	% 5 818.812	3,357,635 6.5% \$ 3
FV11/12	447 12.8% \$	-5 0%	-0.4% \$	129,320 16.8% \$ 126,948	.9.2%	221,146 10.6% \$ 252,250	125,545 18 3% \$ 180,588	143,076 19.4% \$ 1	151,221 2.0% \$ 194,809	121,015 14.2% \$ 1	6 1% 5	29.0%	% 5 818.812	6.6% \$ 3
	447 12.8% \$	\$ 640,605 -5.0%	% \$ 313,722 .0 4% \$ 3	\$ 129,320 16.8% \$ 126,948	\$ 101,784 9.2% \$	\$ 221,146 10.6% \$ 252,250	\$ 125,545 -18.3% \$ 180,588	\$ 143,076 19.4% \$ 1	148,310 0.6% \$ 151,221 2.0% \$ 194,809	\$ 121,015 14.2% \$	\$ 202,628 6.1% \$	\$ 445,126 29.0% \$	S 762.447 12.8% S 818.812	3,151,973 61% \$ 3,357,635 6.5% \$ 3
EVIDITI CHANGE FVHI12	8 0% \$ 762,447 12.8% \$	0.3% \$ 640,605 -5.0%	8 3% \$ 313,722 .0 4% \$ 3	19.2% \$ 129,320 16.8% \$ 126,948	8.0% \$ 101,784 9.2% \$	6.0% \$ 221,146 10.6% \$ 252,250	29 9% \$ 125,545 -18 3% \$ 180,588	-15% \$ 143,076 194% \$ 1	0.6% \$ 151,221 2.0% \$ 194,809	17.7% \$ 121,015 14.2% \$ 1	32.8% \$ 202,628 6.1% \$	3.9% \$ 445,126 29.0% \$	S 762.447 12.8% S 818.812	6 1% \$ 3,357,635 6.5% \$ 3
CHANGE FY10/11 CHANGE FV11/12	\$ 675,977 8.0% \$ 762,447 12.8% \$	\$ 674,385 0.3% \$ 640,605 -5.0%	315,140 8 3% \$ 313,722 .0 4% \$ 3	\$ 110,719 -19.2% \$ 129,320 16.8% \$ 126,948	103,767 11,7% \$ 112,113 8.0% \$ 101,784 9.2% \$	188,621 -14.2% \$ 199,866 6.0% \$ 221,146 10.6% \$ 252,250	118,337 18,5% \$ 153,670 29,9% \$ 125,545 18,3% \$ 180,588	121,654 148% \$ 119,788 -15% \$ 143,076 194% \$ 1	\$ 148,310 0.6% \$ 151,221 2.0% \$ 194,809	\$ 105,941 17.7% \$ 121,015 14.2% \$ 1	\$ 190,961 32.8% \$ 202,628 6.1% \$	3.9% \$ 445,126 29.0% \$	\$ 675,977 8.0% \$ 762,447 12.8% \$ 818.812	2,971,919 -7 1% \$ 3,151,973 6 1% \$ 3,357,635 6 5% \$ 3
CHANGE FY10/11 CHANGE FV11/12	-18 3% \$ 675,977 8 0% \$ 762,447 12 8% \$	6.7% \$ 674,385 0.3% \$ 640,605 -5.0%	7 8% \$ 315,140 83% \$ 313,722 .0 4% \$ 3	12 0% \$ 110,719 -19.2% \$ 129,320 16.8% \$ 126,948	-11.7% \$ 112,113 8.0% \$ 101,784 9.2% \$	-14.2% \$ 199,866 6.0% \$ 221,146 10.6% \$ 252,250	% \$ 118,337 18.5% \$ 153,670 29.9% \$ 125,545 18.3% \$ 180,588	\$ 121,654 148% \$ 119,788 15% \$ 143,076 194% \$ 1	\$ 147,374 11.9% \$ 148,310 0.6% \$ 151,221 2.0% \$ 194,809	\$ 90,000 7.0% \$ 105,941 17.7% \$ 121,015 14.2% \$	115% \$ 190,961 32.8% \$ 202,628 6.1% \$	3.8% \$ 345,103 3.9% \$ 445,126 29.0% \$	183% \$ 675,977 80% \$ 762,447 12.8% \$ 818,812	-7 1% \$ 3,151,973 6 1% \$ 3,357,635 6.5% \$ 3
CHANGE FY09/10 CHANGE FY10/11 CHANGE FY11/12	\$ 625,711 -18.3% \$ 675,977 8.0% \$ 762,447 12.8% \$	\$ 672,341 67% \$ 674,385 0.3% \$ 640,605 5.0%	\$ 291,042 7.8% \$ 315,140 8.3% \$ 313,722 .0.4% \$ 3	\$ 137,059 12.0% \$ 110,719 19.2% \$ 129,320 16.8% \$ 126,948	\$ 103,767 -11,7% \$ 112,113 8.0% \$ 101,784 9.2% \$	\$ 188,621 -14.2% \$ 199,866 6.0% \$ 221,146 10.6% \$ 252,250	118,337 18,5% \$ 153,670 29,9% \$ 125,545 18,3% \$ 180,588	121,654 148% \$ 119,788 -15% \$ 143,076 194% \$ 1	11.9% \$ 148,310 0.6% \$ 151,221 2.0% \$ 194,809	7.0% \$ 105,941 17.7% \$ 121,015 14.2% \$ 1	115% \$ 190,961 32.8% \$ 202,628 6.1% \$	% \$ 332,197 3.8% \$ 345,103 3.9% \$ 445,126 29.0% \$ ·	S 625711 .183% S 675977 80% S 762447 128% S 818812	\$ 2,971,919 77 1% \$ 3,151,973 6 1% \$ 3,357,635 6 5% \$ 3
CHANGE FY10/11 CHANGE FV11/12	47% \$ 625,711 -183% \$ 675,977 80% \$ 762,447 128% \$	777% \$ 672,341 -6.7% \$ 674,385 0.3% \$ 640,605 -5.0%	-9.5% \$ 291,042 7.8% \$ 315,140 8.3% \$ 313,722 .0.4% \$ 3	63% \$ 137,059 12.0% \$ 110,719 19.2% \$ 129,320 16.8% \$ 126,948	8 4% \$ 103,767 41,7% \$ 112,113 80% \$ 101,784 49.2% \$	18 6% \$ 188,621 14 2% \$ 199,866 6 0% \$ 221,146 10 6% \$ 252,250	-17.0% \$ 118,337 18.5% \$ 153,670 29.9% \$ 125,545 -18.3% \$ 180,588	32.4% \$ 121,654 14.8% \$ 119,788 -15% \$ 143,076 19.4% \$ 1	-227% \$ 147,374 119% \$ 148,310 06% \$ 151,221 2.0% \$ 194,809	-29.8% \$ 90,000 7.0% \$ 105,941 17.7% \$ 121,015 14.2% \$	\$ 162,566 13 5% \$ 143,816 11 5% \$ 190,961 32 8% \$ 202,628 61% \$	\$ 319,914 (18.0% \$ 332,197 3.8% \$ 345,103 3.9% \$ 445,126 29.0% \$ 4	S 625711 .183% S 675977 80% S 762447 128% S 818812	. 9.5% \$ 2,971,919 -7.1% \$ 3,151,973 6.1% \$ 3,357,635 6.5% \$ 3

# CITY OF BEND - TRT COLLECTION

CHANGE	8.9%	-100 0%	-100 0%	-100.0%	-100.0%	-100.0%	-100 0%	-100.0%	-100.0%	-100 0%	-100 0%	400.00%	8.9%	-84.8%
	1,364,229												1,364,229	1,364,229
	S	. 0	.0	,0	,0	.0	.0	L.O	0,0	, a	200	10		69
CHANGE														
	1,253,078	1,109,525						475,574		П			1,253,078	8,992,079
	32.4% \$	17.3% S						13.4% \$					32.4% \$	18.5% \$
FY15016	1,167,521	1,021,591	739,451					428,240			614,788	887,415	1.167.521	7,694,125
	\$ 9%#	89/6	\$ 9%		10		U.S	\$ %1	266	8% 8	\$ 950	196	8 % p	2%
								43.7%						
Pridens	881,867							377,576				794,235	881,867	6,490,413
	7 9% \$	3%						28.2% \$				\$ %5	\$ %6	4%
CHAN		14												21
FY13/14	586,376	610,702	462,399	345,402	215,766	288,908	228,564	262,821	356,557	329,826	431,931	601,113	586,376	4,720,365
CHANGE	-0.2%	11.2%	4.8%	21.9%	7.4%	11 0%	16.1%	7,1%	15.5%	17.0%	17 7%	10.1%	-0.2%	10.3%
FY12/13	543,438	534,186	395,722	280,250	178,469	228,195	183,934	205,050	260,039	273,645	358,299	446,842	543,438	3,888,070
	\$ %	\$ 9%	8	\$	€	69	<b>€</b> 9	\$ 9/01	\$ %	969	€9	₩ %8	S %	69
CHANGE		3 8 2	151				É	9 9	8	8.5	4.8	16.6	3 112	3
FY11/12	544,668	480,38	377,775	229,891	166,21	205,60	158,458	191,409	225,23	233,926	304,522	405,876	544,66	3,523,958
	69	49	\$	69	69	69	69		69	69	8	69	\$ %	69
CHANGE	13.0	15.4		118			7.4%	Ī		6.9			13.0	10.8
Friedri	489,662	444,130	328,306			218,038	153,692	181,006	207,918	215,623	290,647	348,207	489,662	3,280,461
HANGE	-3.5% \$	-11.9% \$	-11.4% \$	-7.5% S	9	22.8% \$	0.4% \$	3.2% \$	18.5% \$	12.1% \$	7.1% \$	14.6% \$	-3.5% \$	0.8% \$
YOUNG	\$ 433,489	\$ 384,731	\$ 284,892	\$ 224,398	\$ 144,153	\$ 185,489	\$ 143,102	\$ 165,234	\$ 198,289	\$ 201,723	\$ 256,714	\$ 337,885	\$ 433,489	\$ 2,960,098
いたないのは	-10 1%	- 9,7% -	-7.8%	-4.0%	-16.5%	-26.9%	-16.1%	-21,6%	-28.0%	-21.9%	-16.0%	-13.0%	-10.1%	-14,3%
F v08/09	449,316	436,886	321,460	242,479	152,624	151,022	142,493	160,038	167,398	179,874	239,638	294,814	449,316	2,938,041
	69	69	69	69	69	S	69	69	4	49	69	69	S	8
	JUL	AUG	SEP	OCT	NOV	DEC	NAC	FEB	MAR	APR	MAY	NOC	S	FY End

TRT rate increase implemented in June 2014 in City of Bend (9% to 10%)
 A% TRT rate increase implemented in June 2015 in City of Bend (10% to 10.4%)
 TRT rate increase implemented for Deschules County on July 1, 2014 (7% to 8%)

Indicates Historical High For That Specific Month

71.8% 63.7% %9.99 87.8% 82.0% %9.9/ 83.9% 85.2% J L 66.2% 71.5% 73.3% 75.2% May 61.3% 67.5% 75.3% 68.7% Apr %9.99 69.5% 62.8% 64.2% 49.5% 56.9% 29.6% 59.8% Feb ■2013/14 ■2014/15 ■2015/16 ■2016/17 ≥ 2017/18 42.8% 48.9% 53.6% 54.5% 48.0% 52.1% 50.8% 56.4% ည္တ 46.1% 46.6% 51.2% 58.4% <u>8</u> 64.7% 63.7% 65.7% 74.1% ö 76.7% 72.9% 80.3% 84.8% 83.6% 84.8% 86.2% 86.2% 84.4% 86.5% 88.8% 88.9% 90.4% 2015/16 42016/17 2017/18 100% %06 80% %0/ %09 20% 40% 30% 20% 10% %0 **3013/14 2014/15** Lodging Occupancy Rate (%)

Bend Lodging Occupancy Rates: July 2013 - August 2017

49.4%	51.8%	64.5%	24.0%	62.7%	00.7%	90.0%	74.00%	7 0.0%	07.0.70		FY total	\$87.49	\$92.28	\$95.46	\$99,95	\$108.50	\$115.96	\$120.50	\$125.60		FY total	\$43.19	\$47.84	\$51.99	\$69,09	\$77.11	\$83.46	\$90.18	9104.3	Total Year	1000 101	1.015,065	1,014,362	1,013,240	1,017,578	1,086,091	1,019,891	210,011	Total Year	492,830	526,230	615,437	647,944	708,630	732 230	156,575	Total Year	43,118,961	52 733 023	61.512.632	70,302,225	82,174,262	90,650,535	27,265,525
30n 62.5%	61 4%	11 00	71.8%	067.11	0.0.07	82.0%	83.276	8 20 20	1 8%	-1.0 %	uni.	\$95.26	\$99.84	\$101.23	\$110.96	\$121.55	\$130.19	\$138.92	\$147.89	6.5%	Jun	\$59.58	\$61.32	\$72.68	\$93.16	\$106.75	\$112.64	\$118.80	5.5%		June	83,430	83,280	83,280	84,750	90,060	86,280		June	52,183	51,241	64,272	64,954	72,291	70,142	2	June	\$4,970,829	\$5,115,000	57 131 581	\$7,895,023	\$9,411,753	\$9,744,142	\$10,705,573
May 52.4%	54.5%	8,0,40	29.5%	67.0%	82.00 1	20.0% 20.0%	85.57	62.2%	7697	6.0%	May	\$86.88	\$92.68	\$94.16	\$100.90	\$109.87	\$115.13	\$119.19	\$124.22	4.2%	Mav	\$45.45	\$50.50	\$56.00	\$72.73	\$82.30	\$87.40	\$93.35	6.8%		May	86,21	86,056	990'98	87,575	93,062	89,156		May	45,198	45,976	57,685	57,970	65,131	68,237	<b>t</b> 00'50	May	\$3,917,869	\$4,333,622	\$5,820,217	\$6,358,984	\$7,498,569	\$8,133,254	\$8,323,101
Apr 45.0%	45.0%	40.4%	51.4%	60.3%	61.3%	67.5%	75.3%	68.7%	90	-0.6%	Ang	£83 60	\$85.65	KB6 72	\$95,11	\$98.65	\$105.86	\$110.17	\$109.76	-0.4%	Anr	\$37.67	\$39.76	\$44.53	\$57.39	\$71.49	\$82.99	\$75.45	-9.1%		April	83,430	83,280	83,280	84,750	90,060	86,280		April	37,548	38,724	50.248	51,966	59,547	67,841	200	April	\$3,142,510	\$3,317,032	\$3,708,372	\$5,126,475	\$6,303,611	\$7,473,980	\$6,509,802
Mar 42.3%	42.5%	42.5%	45.3%	53.4%	62.8%	64.2%	66.6%	69.5%	790. 7	4.3%	Max	C80.67	583 O	486.60	\$91.23	\$97.85	\$107.96	\$105.15	\$111.64	6.2%	Mar	\$34.10	\$35.33	\$39.29	\$48.70	\$69.32	\$70.08	\$77.57	10.7%		March	86,211	85,963	96,056	86,025	93,062	85,870		March	36,462	36,679	45.943	54,002	58,501	62,022	990'60	March	\$2,939,692	\$3,045,73	\$3,377,636	\$5.283.871	\$6,315,786	\$6,521,415	\$6,661,333
38.0%	30.0%	47.1%	43.5%	49.0%	49.5%	26.9%	59.6%	29.8%	ò	0.3%	Top.	200	\$00.00 \$04.60	604.03	\$91.20	\$98.80	\$102.78	\$101,90	\$104.40	2.5%	Fah	\$30.42	\$34.79	\$37.00	\$44.72	\$58.48	\$60.78	\$62.41	2.7%		February	77,868	77,868	77,728	77,700	82,292	77,560		February	29,611	31,989	38 112	38,439	46,824	50,134	40,304	February	\$2,368,802	\$2,709,142	\$2,880,935	\$3.797.944	\$4,812,662	\$5,108,823	\$4,840,802
Jan 31 4%	8.4.1.0 8.4.1.0	32.0%	35.5%	42.1%	42.8%	48.9%	53.6%	54.5%	1	1.5%		Je 079	20.00	402.02	888.26	\$95.98	\$99.17	\$99.44	\$100.81	1.4%	nej	\$24.60	\$26.40	\$30.01	\$37.17	\$48.52	\$53.34	\$54.99	3.1%		January	86,211	86.211	96,056	86,025	91,109	85,870		January	27,102	27,579	36,245	36,854	44,573	49,912	40,045	January	\$2,120,865	\$2,275,854	\$2,587,012	53,189,043	\$4,420,191	\$4,963,474	\$4,722,344
23 5%	33.5%	39.1%	38.7%	44.4%	48.0%	20.8%	52.1%	56.4%		8.3%	ď	200	900.70	900.00	588 56	\$97.45	\$99,56	\$100.19	\$103.39	3.2%	596	\$26.91	\$33.35	\$33.61	\$39.28	\$50.62	\$52.18	\$58.30	11.7%		December	83,390	86.211	96,056	86,025	91,109	85,870		December	27,952	33,696	33,393	41,282	46,325	48,463	48,419	December	\$2,243,887	\$2,875,384	\$2,897,704	\$3,379,853	\$4,611,935	\$4,855,692	\$5,006,012
Nov 3E 100	35.1%	36.1%	38.1%	43.4%	46.1%	46.6%	51.2%	58.4%	;	14.0%		Nov	10.074	67.106	\$63.43	\$94.55	\$98.23	\$97.57	\$102.54	5.1%	Mess	\$26.87	\$29.55	\$32.52	\$37.56	\$45.80	\$49.98	\$59.89	19.8%		November	80,700	83,430	83,280	83,280	88,170	83,100		November	28,287	30,138	31,754	38,391	41,111	45,168	48,531	November	\$2,168,650	\$2,464,976	\$2,712,739	\$3,127,795	\$4,038,189	\$4,406,885	\$4,976,569
† 00 cc	48.9%	51.8%	49.1%	57.5%	64.7%	63.7%	65.7%	74.1%	į	12.8%		500	381.40	\$87.00	\$60.40	\$90.06	\$107.07	\$111.16	\$114.92	3.4%	70	\$39.84	\$45.42	\$43.44	\$51.76	\$68.24	\$74.99	\$82.51	10.0%		October	83,390	86.211	86,056	86,056	91,109	85,870		October	40,811	44,568	42,329	55,709	58,068	59,877	63,669	October	\$3,322,091	\$3,915,506	\$3,745,303	\$4,453,896	\$6,217,393	\$6,831,969	\$7,316,954
Sep	28.8%	66.0%	69.1%	74.1%	76.7%	72.9%	80.3%	84.8%	i	5.6%		des	62.188	\$88.92	\$96.39	\$100.63	\$115.72	\$123.41	\$128.37	4.0%		\$51.32	\$58.66	\$68.01	\$74.56	\$85.65	\$99.13	\$108.85	9 B		September	80,700	83,430	83,280	83,280	88,170	83,070		September	47,448	55,036	57,671	63,837	64,264	70,828	70,439	September	\$4,141,656	\$4,893,675	\$5,674,075	\$6,209,464	\$7,436,502	\$8,740,665	\$9,042,098
Aug	89.8%	74.9%	72.2%	80.1%	83.6%	87.1%	84.8%	86.2%	86.2%	%0.0		Aug	\$96.60	\$100.55	\$107.68	\$113.69	\$139.80	\$147.86	\$155.43	14.3%		\$67.42	\$75.29	\$77.76	\$91.01	\$121.75	\$125.41	\$133.95	\$153.10		August	83,390	86,211	86,056	86,056	87,575	85,870	89,156	August	58,197	64,554	62,258	71.919	76,265	77,279	74,004	August	\$5,621,873	\$6,490,872	\$6,703,697	\$7,832,142	\$10.661.996	\$11,426,377	\$11,502,123
13° ;	74.4%	75.3%	78.6%	79.7%	84.4%	86.5%	90.4%	88.8%	88.9%	0.1%		- Ju	\$99.31	\$109.35	\$117.70	\$115.31	\$137.93	\$151.10	\$163.54	2.0%		373.87	\$82.39	\$87.84	\$91.94	\$103.46	\$136.58	\$145.27	\$152.72	W	July	83,390	86,211	86,056	86,056	87,575	85,095	89,156	vlul	62,031	64,956	67,800	72.621	75,730	82,355	75,588 79,762	July	\$6,160,237	\$7,102,624	\$7,573,102	\$7,912,298	\$6,903,439	\$12,443,859	\$12,361,999
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18				2009/10	2010/11	2011/12	2012/13	2014/15	2015/16	2016/17	9111107		2009/10	2010/11	2011/12	2012/13	2013/14	2015/16	2016/17	2017/18			2009/10	2010/11	2012/13	2013/14	2014/15	2016/17	2017/18		2009/10	2010/11	2011/12	2013/14	2014/15	2015/16	2016/17 2017/18								2016/17
	2010	2011	2012	2013	2014	2015	2016	2017	2018	ending the second	(3) (3) (3) (3) (3) (3) (3) (3) (3) (3)		2010	2011	2012	2013	2015	2016	2017	91 P3	RevPAR (5)	2010	2011	2012	20-13	2014	2016	2017	2018	Malans		2010	2011	2013	2014	2015	2016	2018	Dimand	2010	2011	2012	2013	2015	2016	2017	GKEINEKS	2010	2011	2012	2013	2014	2016	2017



#### **MARKETING UPDATES: SEP 2017**

#### SUMMER SEASON ADVERTISING CAMPAIGN WRAP

- Visit Bend's summer campaign wrapped up on September 8th, with a total spend of \$30k with Comcast and \$15,502 on Entercom.
  - Heaviest focus on summertime family, driving approx. 65% of spots placed. A heavy digital campaign accompanied the traditional aspects, which included retargeting, fb, and google cpc advertising.
  - Google and Facebook advertising will continue throughout September and in to the launch of our Fall campaign.

## 10<sup>th</sup> MONTH

Visit Bend's 10<sup>th</sup> Month campaign is officially underway and will run through mid-October, when the Bend Ale Trail campaign will launch. Pandora and OPB will be major partners, with an accompanying digital presence on Oregonlive.com. We will also be utilizing our TripAdvisor partnership and PR strength throughout the campaign.

#### SHOULDER SEASON ADVERTISING CAMPAIGN WRAP

- Because of budget restructuring this year, Visit Bend's shoulderseason campaign buy will be proportional to last year. In an increased effort to grow website traffic and deliver qualified visitors to tourism stakeholders, every aspect of this year's campaign will have a heavy digital focus. The total budget will be just over one million dollars.
  - The campaign will break down into three sub campaigns, family, friends, and Bend Ale Trail, which kicks off on 9/26.
  - Main partners will include Comcast/Xfinity, Pandora, Weekend Sherpa, FB, OPB, and AdTaxi.
  - We will have an increased presence around the Olympics as well.

#### **NEW VISITOR GUIDE**

We are very excited to present Visit Bend's completely redesigned Visitor Guide, which encompasses a cleaner, more experiential design. Not only is it the best visitor guide Visit Bend has ever created, but it is also the most environmentally friendly.

The uncoated stock eliminates chemicals used in the gloss process.

- The paper company donates to several organizations including the Nature Conservancy. Last year the donated over 150,000 acres of forest land to TNC.
- Their whole plant is run with renewable energy, including biomass and hydro.
- All paper is made using elemental chlorine-free chemicals.

#### **VISIT BEND INFLUENCER PROGRAM**

September marks the official launch of Visit Bend's influencer program. We are strategically partnering with Instagram influencers in markets like Seattle, PDX, and the Bay Area to bring them to Bend where they'll post images and captions while they're here, and also provide content to us for posting after the trip. We will be sure to update you as these trips happen and we measure the program's success.

#### **NEW CREATIVE**

We wrapped our spring commercial in mid-June, and we are finalizing musical composition and script right now. Happening at the same time is the filming of our summer spot, which has proved challenging with the smoke recently. However, we've been able to capture great footage with a flexible time schedule. Production of the fall spot will begin in a couple of weeks.

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

- Total visits: 1,409,480 // Total unique visits: 969,841 // Pageviews: 3,181,331
- Geo: PDX (27.8%), BND (21.53%), SEA (14.8%), SFO (7.43%)
- Website redesign We just finished site architecture and sitemapping. We now begin the fun part of moving in to design. Stay tuned.

### Most Visited Pages Since Jun 1<sup>st</sup>, 2017

- 1. Events Calendar
- 2. Things to Do
- 3. Home
- 4. Solar Eclipse Blog Post
- 5. Summer Fun

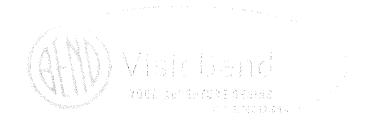
- 6. Hiking
- 7. Where to Stay
- 8. Summer Fun
- 9. Camping
- 10. Family Fun

#### **BEND ALE TRAIL**

Visit Bend printed 40,000 Bend Ale Trail atlases this summer, a half run with one new brewery addition, Immersion Brewery. We are working on several new features with the app and continue fine tuning that as well. Another print run will occur this fall as several breweries make new announcements. Current completions are nearing 30,000 while we prepare for another successful Bend Ale Trail Month in November.

#### **SOCIAL MEDIA SINCE 6/1**

- Facebook: 6.285m impressions, 116,446 post engagements, 25,044 link clicks.
- Instagram: 39,032 followers, 38,649 engagements.



# Public Relations Updates: September 19, 2017

# Press coverage from recent months

- The BendFilm Festival is prominently featured in the fall issue of Eugene magazine.
- Kristin Pope, a freelancer we hosted last fall, has a great article in the October issue of Northwest Travel magazine featuring the Bend Ale Trail and BAT month.
- The Alaska Airlines in-flight magazine featured the 4 Peaks Music Festival in the June issue.
- National Geographic featured Bend in their recent piece spotlighting America's 20 best mountain biking towns. This was a piece that came out of the FAM trip we hosted last spring with Mt. Bachelor and COVA, so it's great to see that teamwork paying off: http://on.natgeo.com/2y1Q7Y0
- Thrillist (which has 25+ million unique website viewers) had a great roundup of things to do in Bend: http://bit.ly/2h3YgrS
- Business Insider ran a fabulous piece in August featuring 18 of the world's best under-the-radar travel destinations: <a href="http://read.bi/2y9qpBC">http://read.bi/2y9qpBC</a>
- Another cool piece from *Business Insider* in July featured 19 places to mend a broken heart (Bend was one of them): http://read.bi/2yaqe9o
- Paste magazine included a beer from Crux in their roundup of the summer's 10 best beers: <a href="http://bit.ly/2y9s9Lf">http://bit.ly/2y9s9Lf</a>

# Upcoming coverage and other PR initiatives

- Last week we hosted the founders of travel blog "Don't Forget to Move," which has a following of more than 200,000 on social media and a monthly audience of more than 30,000 people. Thank you to Bunk + Brew, Wall Street Suites, and Wanderlust Tours for helping us show them a good time.
- In October we're hosting Courtney Elko from Family Vacation Critic (a division of Travelocity, with 1.22 million unique monthly visitors and more than 200,000 opt-in email subscribers). We've arranged an impressive itinerary for her with visits to half-a-dozen local hotels, some cool activities with Wanderlust, the High Desert Museum, and a tour of Worthy Brewing's Hopservatory. Thank you to The Riverhouse for serving as her home base for the trip, which spans October 2-6.

# What's happening on Facebook

- Decline in Facebook reach overall (Facebook tweaking algorithms, people ditching social media during election and not returning)
- Have had to get creative and evolve our approach.
- Using much more video, both live and not live.
  - People hungry to see/experience what's happening in the moment.
  - > Striking a balance between truth in advertising but not wanting to scare people away (eclipse, forest fires, etc.)
  - ➤ Live video helps counter the mistrust factor we've seen popping up more and more ("fake news")
- Giveaways have become a much more crucial part of our strategy.
  - ➤ Help promote businesses that have been hit by the slump these last few weeks (Tumalo Creek Kayak & Canoe, outdoor concerts)
- Can also tie giveaways to educational initiatives like campfire bans.
- Still sharing plenty of feel-good sunsets and sunrises with inspirational quotes, but also tying more to current events. Never political, but we'll make references to "tensions running high in the country" (Charlottesville)



# Visit Bend Sales Update - 9.19.2017

# **Key Updates**

- USA Track & Field Club Cross Country National Championships December 2019\*
   1,700 athletes
- 2. Bend Ale Run registration is open November 2017, 700+ participants
- 3. Halloween Cross Crusade October 28-29, 1,000+ participants
- 4. Fly Fishing National Championships June 2018

# Key Groups/Events we are actively pursuing

- 1. USA Climbing Bouldering Nationals 1200 athletes, February/March 2019-2020\*
- 2. World of Wrestling Western Worlds May or November 2018, 3,000 athletes \*
- 3. International Snow Science Workshop 900+ attendees, October, 2022
- 4. Nike XC Northwest Regionals 600 athletes, November
- 5. USA Weightlifting 2020 Junior National Championships
- 6. USA Wrestling Northwest Regional 700 athletes, March/April
- 7. USA Boxing Northwest Regional Winter 2018
- 8. Oregon Athletic Directors Association Annual Conference 300 ADs, April 2019
- 9. NAIA Women's Golf Nationals May 2019 400 Athletes and Family
- 10. NAIA Wrestling Nationals March 2019 & 2020 300 Athletes
- 11. American Cribbage Congress Grand Nationals 600 participants, October 2020
- 12. USA BMX Fall Grand Nationals 1,000 Athletes, October 2018
- 13. Golden Gloves Nationals May 2019 300 boxers/3000 room nights.
- 14. NW Fish Cultures Annual Conference December 2018 400 Attendees
- 15. American Tree Farm National Leadership Conference Fall 2019
- 16. Biodiversity Without Borders Conference April 2018

Bouldering Nationals – (This event takes place over 2 weekends in Late February/early March. Bend is one of the final three cities being considered to host. We are up against Maddison, WI and Salt Lake City, UT.)

World of Wrestling - (The site visit went very well in July and the tournament directors are sold on hosting at the Deschutes County Fair & Expo. All parties continue to look for the perfect date to ensure long term success.)