



## A G E N D A

### Board of Directors Meeting

January 16, 2018 – 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. November 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 November 2017
    - ii. Occupancy data through November 2017
      1. STR & AirDNA
- IV. Reserve Fund (5 minutes)
  - a. Kevney will brief the board on update
- V. Operation of Board Meetings (5 minutes)
- VI. Call for Visit Bend Board Members (5 minutes)
  - a. 2 open slots as of March 1, 2018
  - b. Timeline with Visit Bend exec team
- VII. Public Relations and Social Media Update (5 minutes)
  - a. Tawna will update the board on PR and social media activity.
- VIII. Marketing Update (10 Minutes)
  - a. Nate will brief the board on current marketing efforts, website updates, and other marketing related projects.
- IX. Group Sales Updates (5 minutes)
  - a. Hank will brief the board on group sales activity.
- X. Board Roundtable (10 minutes)
- XI. Public Comment (10 minutes)



## **Visit Bend Board of Directors Meeting Minutes November 14, 2017**

**Location:** Bend Visitor Center

**Present:** Kevney Dugan, Valerie Warren, Nate Wyeth, Hank Therien, Tawna Fenske, Lisa Sidor, Dave Nissen, Jodie Barram, Matt Williams, Alan Dietrich, Michelle Mercer, Erick Trachsel  
**Absent:** Ben Perle, Brent McLean, John McLeod, Scott Greenstone

**Guests:** Wes Price, Heather, McKeekin, Ashley Mitchell, Carolyn Eagan, Joe Ditzler, Eric Rock

### **Call to Order**

Kevney Dugan called the meeting to order at 8:04 a.m. Introduction of guests followed.

### **Meeting Minutes Approval**

Jodie Barram moved to approve the minutes from the September Board Meeting. Alan Dietrich seconded. The minutes were approved unanimously.

### **Annual Financial Review**

Wes Price and Heather McKeekin of Price, Fronk & Co. attended the meeting. Wes Price presented the results of the annual review. He stated that a review is different from an audit and that they are looking for material accuracy when conducting a review. It is common practice among trade organizations such as Visit Bend to seek a review rather than a full audit. Wes stated that Price, Fronk & Co. is issuing a clean report. The statements of financial position showed minor improvements as did the statements of activities and statements of cash flow - which is the intention, as Visit Bend operates as a non-profit organization with the target of ending each fiscal year with a break-even budget.

Dave Nissen moved to approve the results of the annual financial review. Matt Williams seconded. The review was approved unanimously.

### **Reserve Fund**

Kevney discussed the creation of a reserve fund, in addition to the current \$65,000 held in a separate account as wind-down funds. The topic of a reserve fund has been in discussion at recent BEDAB meetings, and notes are included in the Board Packet. There are questions around how much additional funding is appropriate/necessary, where the funds should be housed, and what would be the criteria for using the funds. Wes Price added that he believes it is good that BEDAB is discussing the reserve fund as there can be open conversation around potential solutions. He stated that it is responsible to have a

rainy day fund that is not a shutdown fund. He thinks the fund should be housed at Visit Bend so that it can be deployed quickly and effectively when needed. Further discussion on the reserve fund will take place and the intention is to include it as part of the Fiscal Year 2019 Business Plan.

### **Financial Report**

As Scott Greenstone was absent, Kevney pointed out some highlights from the financial information included in the Board Packet.

Revenue is currently over budget by 5% for the current month and by 12% year-to-date.

Personnel and overhead expenses are on budget.

Marketing expenses are under budget due to timing variances.

The current cash position is high but will decrease as the winter marketing campaigns launch.

Matt Williams moved to approve the financial report. Michelle Mercer seconded. The financial report was approved unanimously.

### **Tourism Industry Briefing**

Kevney stated that as of October, the run of historic growth in TRT has ended. Fires seemed to affect the September numbers and the market may also be softening a bit.

Kevney discussed some preliminary results of the Summer 2017 RRC Associates Visitor Intercept Survey.

- Average age is up
- There is an increase in affluence
- There is growth in the number of repeat visitors
- Word of mouth continues to be important
- The average length of stay is up slightly

Visit Bend also continues to receive and analyze data from AirDNA. Currently only Airbnb is covered in this data, but HomeAway is expected to be added in the near future.

### **Marketing Update**

Nate Wyeth stated that, when September occupancy numbers started to dip, he was able to use a small amount of extra funds to implement additional marketing. This is an example of when funds from a reserve fund might be used.

The winter campaign is underway. Approximately \$900,000 will be spent this year, which is slightly less than last year. More focus will be placed on online/digital media to follow consumer trends.

The Bend Ale Trail Month campaign is 2/3 to completion. Related website traffic is up 4% year-over-year. Total Bend Ale trail completions to date are approximately 31,500. There were 78 Bend Ale Trail redemptions in the Visitor Center this past Sunday alone.

Participating 10<sup>th</sup> Month events showed increases in attendance, as well as out of town attendance.

Visit Bend has started an Instagram influencer program, with prominent influencers coming from one of the main target markets once per month. A Seattle-based influencer came in September, and a cultural and culinary-focused influencer was here in October.

Nate will show highlights from the fall campaign video shoots after the Board Meeting. The Share Bend campaign is 3/4 done filming.

The new Visit Bend website project continues.

#### **Public Relations and Social Media Update**

Tawna Fenske showed some recent media highlights. Upcoming media coverage will appear in *The Seattle Times*, the *Denver Post*, and Tastemade.

Tawna also showed some recent Facebook posts that performed well.

#### **Group Sales Updates**

Hank Therien said that the Bend Ale Run - which happened this past weekend - showed higher registration numbers than in previous years. 80% of the participants were from out of the area.

The Halloween Cross Crusades showed strong participation - the highest of any of the Cross Crusades stops.

The USA Climbing Bouldering Nationals are in negotiations and will hopefully be official soon.

Cotopaxi's Questival is scheduled to happen in late March 2018, as part of Women's March.

#### **Board Roundtable**

Dave Nissen said that Wanderlust Tours' business was up in October.

Michelle Mercer stated that Mt. Bachelor will open this Saturday. New websites are in the works for both Mt. Bachelor and for Sun Country Tours.

Jodie Barram stated that the Tower Theatre has a year-end campaign to fund their education fund.

Jodie will be leaving the Tower Theatre as of this Thursday. She will also be leaving the Visit Bend Board of Directors and the BCTF Commission.

Erick Trachsel said the Riverhouse is working on the 2019 Gala. They are also expecting group sales to be up next year.

Alan Dietrich said that their business is going well. The distilling business is getting more competitive as new companies enter the market.

#### **Public Comment**

Ashley Mitchell stated that a remodel of the Fairfield Inn will begin and should be completed by April.

Carolyn Eagan said that the City of Bend is focusing on urban renewal and the airport master plan.

Eric Rock said that the Doubletree Hotel is budgeting for a slight increase in sales next year.

The meeting was adjourned at 9:22 a.m.

Notes by: Valerie Warren  
November 14, 2017

**Visit Bend**  
**Financial Performance Analysis**  
 For the period ended December 31, 2017

1) Operating Analysis

a) Revenue:	Dec17 Revenue was under budget by +\$10.9K (-5.8%) overall. This variance consisted of a City Funding - Current Year underage of -\$16.9K (-11.4%), a Retail Sales underage of -\$1.6K (-4.4%) and an Advertising overage of +\$7.5K (+164.5%). Year to Date FY 2018 Revenue was over budget by +\$72.7K (+3.8%) overall. This variance consisted of a City Funding - Current Year overage of +\$54.9K (+3.1%), a Retail Sales underage of -\$7.1K (-6.7%) and an Advertising overage of +\$24.7K (+45.3%).
b) Personnel Expenses:	Dec17 Personnel Expenses were under budget by -\$1.9K (-3.5%). Year to Date FY 2018 Personnel Expenses were under budget by -\$2.1K (-0.7%).
c) Sales & Marketing Expenses:	Dec17 Sales & Marketing expenses were under budget by -\$5.4K (-21.3%), primarily due to timing differences between budgeted actual expenses in several categories. These variances are expected to true up by year end. Year to Date FY 2018 Sales & Marketing expenses were under budget by -\$361.4K (-25.7%), primarily due to timing differences between budgeted and actual expenses. These variances are expected to true up by year end.
d) Overhead Expenses:	Dec17 Overhead expenses were over budget by +\$2.6K (+14.8%) overall, due to various small variances. Year to Date FY 2018 Overhead expenses were under budget by -\$14.3K (-12.4%) overall, due to various small variances.
e) Surplus (Deficit):	Dec17 Deficit of -\$100.0K (-56.7%) was under budgeted Deficit of -\$143.7K (-76.7%) by +\$43.7K (+20.0% profitability points) primarily due to under budget Sales & Marketing offset by under budget Revenue. Year to Date FY 2018 Surplus of \$563.2K (+28.3%) was over budgeted Surplus of \$112.8K (5.9%) by +\$450.4K (+22.4% profitability points) primarily due to under budget Revenue Sales & Marketing and over budget Revenue.

2) Cash Flow & Balance Sheet Analysis

a) Cash Flow Summary:	In Dec17, Cash decreased by -\$51.0K to a month-end balance of \$881.7K. Year to Date FY 2018 Cash increased by +\$460.0K to a period end balance of \$881.7K.
b) Balance Sheet:	The Balance Sheet remained healthy as of Nov17, in terms of both "liquidity" (Current Ratio of 4.7) 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 December 31, 2017

	Current Month				Year-to-Date			
	Actual	Budget	Variance	Var. %	Actual	Budget	Variance	Var. %
<b>Revenue</b>								
City Funding - Current Year	130,520	147,373	(16,853)	(11.4%)	1,814,202	1,759,329	54,873	3.1%
City Funding - Prior Years	-	-	-	0.0%	-	-	-	0.0%
Retail Sales	33,852	35,410	(1,558)	(4.4%)	99,542	106,644	(7,101)	(6.7%)
Advertising	12,034	4,550	7,484	164.5%	79,318	54,589	24,729	45.3%
Event Revenue	-	-	-	100.0%	168	-	168	100.0%
Other Revenue	-	-	-	0.0%	-	-	-	0.0%
<b>Total</b>	<b>176,406</b>	<b>187,333</b>	<b>(10,927)</b>	<b>(5.8%)</b>	<b>1,993,230</b>	<b>1,920,562</b>	<b>72,668</b>	<b>3.8%</b>
<b>Personnel Expenses</b>								
Base Pay	34,753	38,504	(3,750)	(9.7%)	226,650	230,805	(4,155)	(1.8%)
Overtime	-	60	(60)	(100.0%)	-	360	(360)	(100.0%)
Incentive Pay	7,776	6,500	1,276	19.6%	8,446	6,500	1,946	29.9%
Payroll Taxes	3,375	3,263	113	3.5%	18,073	17,207	866	5.0%
Employee Benefits	5,497	4,935	562	11.4%	29,252	29,609	(358)	(1.2%)
<b>Total</b>	<b>51,402</b>	<b>53,261</b>	<b>(1,859)</b>	<b>(3.5%)</b>	<b>282,421</b>	<b>284,481</b>	<b>(2,061)</b>	<b>(0.7%)</b>
<b>Sales &amp; Marketing Expenses</b>								
Cultural Tourism Fund	10,489	11,703	(1,214)	(10.4%)	140,265	129,245	11,020	8.5%
Visitor Development Fund	5,000	12,000	(7,000)	(58.3%)	101,743	88,500	13,243	15.0%
Online Mktg	95,320	47,567	47,754	100.4%	217,080	212,649	4,432	2.1%
Photo	1,100	1,600	(500)	(31.3%)	9,920	10,000	(80)	(0.8%)
Print	5,345	17,250	(11,905)	(69.0%)	44,306	79,250	(34,944)	(44.1%)
Production	1,805	20,250	(18,445)	(91.1%)	66,936	142,250	(75,314)	(52.9%)
Radio	20,702	34,500	(13,798)	(40.0%)	71,197	138,500	(67,303)	(48.6%)
Trade Shows	-	-	-	0.0%	195	979	(784)	(80.1%)
TV	41,996	51,750	(9,754)	(18.8%)	77,579	185,250	(107,671)	(58.1%)
Collateral	831	7,000	(6,169)	(88.1%)	71,719	42,000	29,719	70.8%
Postage	1,090	3,500	(2,410)	(68.8%)	10,017	21,000	(10,983)	(52.3%)
Public Relations	299	12,500	(12,201)	(97.6%)	1,503	14,250	(12,747)	(89.5%)
Promotions	6,445	11,500	(5,055)	(44.0%)	57,917	98,000	(40,083)	(40.9%)
Research	140	-	140	0.0%	32,460	32,500	(40)	(0.1%)
Web. Dev.	390	2,800	(2,410)	(86.1%)	33,614	80,050	(46,436)	(58.0%)
Travel & Meals	3,822	2,500	1,322	52.9%	12,239	13,500	(1,261)	(9.3%)
Retail Purchasing	9,901	23,810	(13,909)	(58.4%)	73,388	78,646	(5,258)	(6.7%)
<b>Total</b>	<b>204,835</b>	<b>260,229</b>	<b>(55,395)</b>	<b>(21.3%)</b>	<b>1,047,158</b>	<b>1,408,569</b>	<b>(361,411)</b>	<b>(25.7%)</b>
<b>Overhead Expenses</b>								
Building Lease	4,500	4,599	(99)	(2.2%)	26,850	27,441	(591)	(2.2%)
Building Maintenance	897	1,125	(228)	(20.3%)	5,379	6,800	(1,421)	(20.9%)
Equipment Lease & Maint.	277	450	(173)	(38.4%)	1,778	2,700	(922)	(34.1%)
Professional Fees	6,188	4,000	2,188	54.7%	31,896	30,000	1,896	6.3%
Office Supplies	1,548	1,500	48	3.2%	3,539	9,000	(5,461)	(60.7%)
Utilities	1,495	1,042	453	43.5%	7,409	6,250	1,159	18.5%
Bank Fees	351	417	(66)	(15.8%)	2,371	2,500	(129)	(5.2%)
Dues & Subscriptions	-	1,810	(1,810)	(100.0%)	3,465	14,160	(10,695)	(75.5%)
Insurance	2,831	575	2,256	392.4%	6,230	3,450	2,780	80.6%
Licenses & Permits	494	183	311	169.5%	1,024	1,100	(76)	(6.9%)
Education & Training	205	100	105	105.0%	205	600	(395)	(65.8%)
Network & Telco	590	1,000	(410)	(41.0%)	5,456	6,000	(544)	(9.1%)
Non-Capital IT	-	-	-	0.0%	-	-	-	0.0%
Depreciation & Amort.	800	800	-	0.0%	4,800	4,800	-	0.0%
Interest Expense	(5)	(17)	11	(68.6%)	(33)	(100)	67	(67.2%)
<b>Total</b>	<b>20,181</b>	<b>17,584</b>	<b>2,597</b>	<b>14.8%</b>	<b>100,424</b>	<b>114,701</b>	<b>(14,277)</b>	<b>(12.4%)</b>
<b>Total Expenses</b>	<b>276,417</b>	<b>331,074</b>	<b>(54,657)</b>	<b>(16.5%)</b>	<b>1,430,002</b>	<b>1,807,751</b>	<b>(377,748)</b>	<b>(20.9%)</b>
<b>Surplus (Deficit)</b>	<b>(100,010)</b>	<b>(143,741)</b>	<b>43,731</b>	<b>(30.4%)</b>	<b>563,228</b>	<b>112,811</b>	<b>450,417</b>	<b>399.3%</b>
<b>Surplus (Deficit) %</b>	<b>(56.7%)</b>	<b>(76.7%)</b>	<b>20.0%</b>		<b>28.3%</b>	<b>5.9%</b>	<b>22.4%</b>	

No assurance is provided

ROOM TAX COLLECTIONS

2:18 PM 1/9/18

DESCHUTES COUNTY - TRT COLLECTION

	FY09/10	CHANGE	FY10/11	CHANGE	FY11/12	CHANGE	FY12/13	CHANGE	FY13/14	CHANGE	FY14/15	CHANGE	FY15/16	CHANGE	FY16/17	CHANGE	FY17/18	CHANGE
JUL	\$ 625,711	-18.3%	\$ 675,977	8.0%	\$ 762,447	12.8%	\$ 818,812	7.4%	\$ 915,363	11.8%	\$ 1,188,765	29.9%	\$ 1,271,350	6.9%	\$ 1,430,995	12.6%	\$ 1,514,978	5.9%
AUG	\$ 672,341	-6.7%	\$ 674,385	0.3%	\$ 640,605	-5.0%	\$ 735,633	14.8%	\$ 906,575	23.2%	\$ 1,115,119	23.0%	\$ 1,169,306	4.9%	\$ 1,216,868	4.1%	\$ 1,468,425	20.7%
SEP	\$ 291,042	7.8%	\$ 315,140	8.3%	\$ 313,722	-0.4%	\$ 327,777	4.5%	\$ 403,810	23.2%	\$ 430,477	6.6%	\$ 614,663	42.8%	\$ 574,496	-6.5%	\$ 529,022	-7.9%
OCT	\$ 137,059	-12.0%	\$ 110,719	-19.2%	\$ 129,320	16.8%	\$ 128,948	-1.8%	\$ 139,234	9.7%	\$ 175,403	26.0%	\$ 240,295	37.0%	\$ 282,936	17.7%	\$ 394,256	39.3%
NOV	\$ 103,767	-11.7%	\$ 112,113	8.0%	\$ 101,784	-9.2%	\$ 105,795	3.9%	\$ 131,451	24.3%	\$ 195,905	49.0%	\$ 213,017	8.7%	\$ 228,833	7.4%	\$ 266,930	16.6%
DEC	\$ 188,621	-14.2%	\$ 199,866	6.0%	\$ 221,146	10.6%	\$ 252,290	14.1%	\$ 319,538	26.7%	\$ 360,655	12.9%	\$ 396,621	10.0%	\$ 453,353	14.3%		-100.0%
JAN	\$ 118,337	-18.5%	\$ 153,670	29.9%	\$ 125,545	-18.3%	\$ 180,588	43.8%	\$ 180,382	-0.1%	\$ 230,003	27.5%	\$ 278,939	21.3%	\$ 272,394	-2.3%		-100.0%
FEB	\$ 121,654	14.8%	\$ 119,788	-1.5%	\$ 143,076	19.4%	\$ 154,062	7.7%	\$ 155,023	0.6%	\$ 189,704	22.4%	\$ 255,899	34.9%	\$ 259,411	1.4%		-100.0%
MAR	\$ 147,374	11.9%	\$ 148,310	0.6%	\$ 151,221	2.0%	\$ 194,809	28.8%	\$ 224,459	15.2%	\$ 276,134	23.0%	\$ 302,367	9.5%	\$ 354,899	17.4%		-100.0%
APR	\$ 90,000	7.0%	\$ 105,941	17.7%	\$ 121,015	14.2%	\$ 130,428	7.8%	\$ 181,695	39.3%	\$ 189,582	4.3%	\$ 216,213	14.0%	\$ 236,091	9.2%		-100.0%
MAY	\$ 143,816	-11.5%	\$ 199,961	32.8%	\$ 202,628	6.1%	\$ 219,254	8.2%	\$ 258,725	18.0%	\$ 292,303	13.0%	\$ 354,123	21.1%	\$ 390,661	10.3%		-100.0%
JUN	\$ 332,197	3.8%	\$ 345,103	3.9%	\$ 445,126	29.0%	\$ 449,607	1.0%	\$ 462,519	2.9%	\$ 625,431	35.2%	\$ 755,305	20.8%	\$ 883,013	17.0%		-100.0%
FYTD	\$ 1,726,153	-9.8%	\$ 1,776,221	2.9%	\$ 1,846,054	3.9%	\$ 2,009,170	8.6%	\$ 2,364,982	17.7%	\$ 2,909,764	23.0%	\$ 3,285,614	13.3%	\$ 3,505,295	6.4%	\$ 4,173,611	19.1%
FY END	\$ 2,971,919	-7.1%	\$ 3,151,973	6.1%	\$ 3,357,635	6.5%	\$ 3,695,963	10.1%	\$ 4,278,774	15.8%	\$ 5,269,481	23.2%	\$ 6,068,098	15.2%	\$ 6,383,950	5.2%	\$ 4,173,611	-34.6%

CITY OF BEND - TRT COLLECTION

	FY09/10	CHANGE	FY10/11	CHANGE	FY11/12	CHANGE	FY12/13	CHANGE	FY13/14	CHANGE	FY14/15	CHANGE	FY15/16	CHANGE	FY16/17	CHANGE	FY17/18	CHANGE
JUL	\$ 433,489	-3.5%	\$ 489,662	13.0%	\$ 544,668	11.2%	\$ 543,438	-0.2%	\$ 586,376	7.9%	\$ 881,867	50.4%	\$ 1,167,521	32.4%	\$ 1,253,078	7.3%	\$ 1,421,078	13.4%
AUG	\$ 384,731	-11.9%	\$ 444,130	15.4%	\$ 480,388	8.2%	\$ 534,186	11.2%	\$ 610,702	14.3%	\$ 870,733	42.6%	\$ 1,021,591	17.3%	\$ 1,109,525	8.6%	\$ 1,347,255	21.4%
SEP	\$ 284,892	-11.4%	\$ 328,306	15.2%	\$ 377,773	15.1%	\$ 395,722	4.8%	\$ 462,399	16.8%	\$ 565,927	22.4%	\$ 739,451	30.7%	\$ 839,649	13.6%	\$ 819,113	-2.4%
OCT	\$ 224,398	-7.5%	\$ 250,959	11.8%	\$ 229,891	-8.4%	\$ 280,250	21.9%	\$ 345,402	23.2%	\$ 440,768	27.6%	\$ 530,277	20.3%	\$ 684,833	25.4%	\$ 649,885	-2.2%
NOV	\$ 144,153	-5.6%	\$ 152,274	5.6%	\$ 166,215	9.2%	\$ 178,469	7.4%	\$ 215,766	20.9%	\$ 295,095	36.8%	\$ 357,600	21.2%	\$ 458,649	28.3%	\$ 424,064	-7.5%
DEC	\$ 185,489	22.8%	\$ 216,038	17.5%	\$ 205,601	-5.7%	\$ 228,195	11.0%	\$ 289,908	26.6%	\$ 380,893	31.8%	\$ 434,108	14.0%	\$ 541,872	24.8%		-100.0%
JAN	\$ 143,102	0.4%	\$ 153,692	7.4%	\$ 158,458	3.1%	\$ 183,934	16.1%	\$ 228,564	24.3%	\$ 328,896	43.9%	\$ 399,620	21.5%	\$ 467,385	17.0%		-100.0%
FEB	\$ 165,234	3.2%	\$ 181,006	9.5%	\$ 191,409	5.7%	\$ 205,060	7.1%	\$ 262,821	28.2%	\$ 377,576	43.7%	\$ 428,240	13.4%	\$ 475,558	11.0%		-100.0%
MAR	\$ 198,289	18.5%	\$ 207,918	4.9%	\$ 225,231	8.3%	\$ 260,039	15.5%	\$ 356,557	37.1%	\$ 492,377	38.1%	\$ 542,242	10.1%	\$ 686,690	26.6%		-100.0%
APR	\$ 201,723	12.1%	\$ 215,623	6.9%	\$ 233,926	8.5%	\$ 273,645	17.0%	\$ 329,826	20.5%	\$ 474,418	43.8%	\$ 571,271	20.4%	\$ 635,713	11.3%		-100.0%
MAY	\$ 256,714	7.1%	\$ 290,647	13.2%	\$ 304,522	4.8%	\$ 358,299	17.7%	\$ 431,931	20.6%	\$ 567,528	30.6%	\$ 614,788	4.6%	\$ 766,845	24.7%		-100.0%
JUN	\$ 337,885	14.6%	\$ 348,207	3.1%	\$ 405,876	16.6%	\$ 446,842	10.1%	\$ 601,113	34.5%	\$ 794,235	32.1%	\$ 887,415	11.7%	\$ 1,021,403	15.1%		-100.0%
FY END	\$ 1,471,663	-8.2%	\$ 1,665,331	13.2%	\$ 1,798,935	8.0%	\$ 1,932,065	7.4%	\$ 2,220,645	14.9%	\$ 3,054,391	37.5%	\$ 3,816,441	24.9%	\$ 4,325,732	13.3%	\$ 4,661,395	7.8%
FY END	\$ 2,960,098	0.8%	\$ 3,280,461	10.8%	\$ 3,523,958	7.4%	\$ 3,888,070	10.3%	\$ 4,720,365	21.4%	\$ 6,490,413	37.5%	\$ 7,694,125	18.5%	\$ 8,920,998	15.9%	\$ 4,661,395	-47.7%

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

4% 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%)

Indicates Historical High For That Specific Month



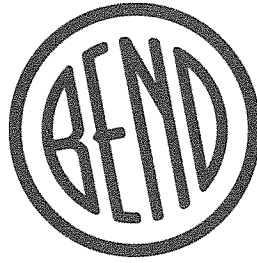




# Bend Airbnb Vacation Rental Occupancy Rates - Entire Place Listings







VISIT BEND

## Reserve Fund Proposal

**Cash Reserve Policy:** Visit Bend will maintain two separate reserve funds as outlined below.

1. A **Wind Down** reserve fund consisting of restricted cash reserve fund in a money market account equal to an estimate of three months of operating costs. In the event that Visit Bend is dissolved, the Board of Directors, may approve accessing cash reserve funds to finance a three month phase-out of Visit Bend operations. Currently this cash reserve is set at **\$100,000**.
2. A second reserve fund that may be used for:
  - a. **Unbudgeted marketing or operational opportunities:** The Board may approve accessing cash reserve funds to participate in special unbudgeted marketing or operational opportunities.
  - b. **Unbudgeted capital expenditures:** The Board may approve accessing cash reserve funds to finance unbudgeted capital expenditures.

This cash reserve fund will be funded over several years until the balance reaches **\$750,000**.

Each year, as the annual Business Plan is prepared, the fiscal year-to-date transient room tax collections will be reviewed. When it is anticipated that the TRT collected by the current fiscal year end will be 103% of the current year's budgeted amount, Visit Bend will allocate 5% of the upcoming fiscal year's overall budget to this reserve fund. This will be included in the Business Plan proposed to BEDAB and City Council.

Use of cash reserve funds requires a majority vote from the Board of Directors. In all instances, Board approval to spend cash reserve funds must be accompanied by a written plan and specific timeline to replace those funds within a time period and strategy deemed reasonable by a majority vote of the Board of Directors.

Visit Bend reserves the right to review and to make changes to the Reserve Fund policy on an annual basis, as long as policy changes are approved by a majority vote of the Board of Directors.

**Visit Bend  
Tourism Reserve Fund Financial Analysis  
Long Range Budget Forecast**

	Actual FY 2016	Forecast FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Forecast FY 2023	Forecast FY 2024	Forecast FY 2025	Forecast FY 2026	Forecast FY 2027
TRF Collections	7,694,124	8,686,368	9,381,278	9,568,903	9,568,903	9,760,281	10,150,693	10,759,734	11,512,916	12,433,949	13,677,344	15,181,852
<b>Revenue</b>												
City Funding - 9.0%	2,036,339	2,012,688	2,045,840	2,086,757	2,086,757	2,128,492	2,213,632	2,346,450	2,510,701	2,711,557	2,982,713	3,310,812
City Funding - 1.0%	527,940	521,808	631,432	644,061	644,061	656,942	683,220	724,213	774,908	836,900	920,590	1,021,855
City Funding - 0.4%	211,176	208,722	252,573	257,624	257,624	262,777	273,288	289,685	309,963	334,760	368,236	408,742
City Funding - 10.4%	2,775,454	2,743,219	2,929,845	2,988,442	2,988,442	3,048,211	3,170,139	3,360,348	3,595,572	3,883,218	4,271,540	4,741,409
Less City Overhead	(52,200)	(54,000)	(55,890)	(57,846)	(59,871)	(61,966)	(64,135)	(66,380)	(68,703)	(71,108)	(73,596)	(76,172)
City Funding Revenue - Current Year	2,723,254	2,689,219	2,873,955	2,930,596	2,928,571	2,986,245	3,106,004	3,293,968	3,526,869	3,812,110	4,197,943	4,665,237
City Funding Revenue - Prior Year(s)	-	416,000	259,876	-	-	-	-	-	-	-	-	-
City Funding Revenue - Total	<b>2,723,254</b>	<b>3,105,219</b>	<b>3,133,831</b>	<b>2,930,596</b>	<b>2,928,571</b>	<b>2,986,245</b>	<b>3,106,004</b>	<b>3,293,968</b>	<b>3,526,869</b>	<b>3,812,110</b>	<b>4,197,943</b>	<b>4,665,237</b>
<u>Current Balance + 5% of Budget Growth (Loss) from Previous Year</u>			65,000	211,530	357,958	507,271	662,571	827,269	1,003,613	1,194,218	1,404,115	1,637,377
<u>Current Balance + 3% of Budget Growth (Loss) from Previous Year</u>			65,000	146,530	146,429	149,312	155,300	164,698	176,343	190,606	209,897	233,262
			65,000	152,918	240,775	330,362	423,542	522,362	628,168	742,531	868,469	1,008,426
			87,918	87,857	87,857	89,587	93,180	98,819	105,806	114,363	125,938	139,957



## Public Relations Updates: January 16, 2018

### Press coverage from recent months

- TripAdvisor named Bend their list of 10 “Travelers’ choice destinations on the rise,” which reveals the top trending travel spots for 2018. This piece was also covered on the *Today* show, *Business Insider*, and many other publications: <http://prn.to/2D2GNct>
- Marmot included Bend in their online newsletter in an article about 7 places that have mastered the art of three sports in a day: <http://bit.ly/2D6dve0>
- *Reader’s Digest* featured Bend in an article titled, “11 epic vacation destinations for adrenaline junkies.” <http://bit.ly/2mtTC63>
- *Tasting Table* included Bend in their overview of the country’s best underrated ski towns: <http://bit.ly/2CRLant>
- BuzzFeed did a roundup of the best new restaurant in every state, according to Yelp, and Bend’s Bos Taurus was it for Oregon: <http://bzfd.it/2ASR6ut>
- *Leisure Group Travel* focused on winter mountain biking in Bend in their recent article about snow-based activities for group travelers: <http://bit.ly/2D3JyLz>
- We hosted freelancer Cathy McDonald in late-October, and were very pleased with the piece she did for the *Seattle Times* on winter activities in Bend (specifically focusing on ideas for non-skiers): <http://bit.ly/2mk8DXp>
- Alaska Airlines featured Bend in several of their most recent in-flight magazines, including spotlights on the Bend Ale Trail and Mt. Bachelor, along with a profile of Olympics-bound athletes (featuring one from Bend).
- *Northwest Travel & Life* spotlighted sled dog rides at Mt. Bachelor in their February 2018 issue.
- *Eugene* magazine featured several Bend locations in their winter 2017-18 issue for an article on winter camping.

(over)

### **Upcoming coverage and other PR initiatives**

- *Triathlete* magazine has a Bend travel piece coming up in their February issue.
- *Via* magazine will be featuring Bend in an upcoming issue. The piece will focus on winter travel, Mt. Bachelor, and Elk Lake.
- January 31-February 2, we're teaming up with COVA and Mt. Bachelor to host a FAM trip with of outdoor-focused journalists who will be coming out to ski, dine, and enjoy all sorts of outdoor and indoor activities in Bend. Thank you to The Oxford for helping us host them.

### **What's happening on Facebook**

- Most of our top-performing posts over the last two months have been video. It doesn't have to be professionally-shot (and in fact, somewhat shaky iPhone footage often outperforms sleek, edited footage).
- Discussion in our comment trail continues to be a key factor in keeping engagement up. Answering questions, bantering with readers, or writing copy that prompts readers to answer questions like "which photo do you prefer?" or "guess the mountain" or "what animal made these tracks?" or "what would you name the High Desert Museum's new fox?"
- We've touched on this before, but any sort of discussion in the comments fuels engagement, and sometimes we're okay with allowing a touch of negativity to stand. When we shared this Widgi Creek shot initially, they'd misidentified the cats as lynx instead of bobcat. Commenters quickly jumped in to correct that, and the resultant discussion kept things going long after the original post had been edited.
- As always, there's no substitute for the reach we get from beautifully-shot, professional images. The photographer contributor program Nate started continues to be a terrific source of top-notch imagery for us.



## MARKETING UPDATES: JAN 2018

### WINTER ADVERTISING CAMPAIGN

- Visit Bend's wintertime family campaign is in full swing, and the friends portion of the campaign, already underway, will be at full steam by mid-next week. Here's a mid-campaign report.
  - Overall, since October 16, our advertising campaign has delivered 414,065 visits to various landing pages on visitbend.com made up from over 9,079,268 impressions delivered by our digital advertising partners.
  - Top performers include Pandora, driving nearly 44,000 clicks, and BidTelect, driving over 17,640 clicks. Pandora continues to be a strong performer for the Visit Bend message.
  - Of the multiple sub-campaigns being run right now, the family winter message is resonating best, followed by Bend Ale Trail, then wintertime friends, and our hot deals campaign.

### BEND ALE TRAIL MONTH REPORT

Visit Bend's Bend Ale Trail Month campaign launched on October 16 and ran through November 25 in PDX, SFO, SEA, and SAC.

- Total Impressions: 10,969,976, leading to 107,444 visits.
  - Pandora: 3,482,047 impressions leading to 43,859 clicks.
  - BidTelect delivered 2,168,980 impressions and 8,359 clicks.
- Other partners and efforts driving the remainder of clicks included OPB, Entercom, Comcast, Weekend Sherpa, KPTV, Hubbard Radio Group and several other partners; in addition to social.
- There were 536 completions during Bend Ale Trail Month this year, up slightly over 2016.
  - A total of 1,228 room nights were reported, with a lodging spend totaling \$124,768.
  - \$43,378 was reported to be spent on food and drinks, and \$12,532 on shopping while at the breweries.
  - Word of mouth was reported as the number one way of discovering Bend Ale Trail Month at 32%, website at 30%, Facebook and other social at 21%, and advertising at 12%. Others reported seeing the BAT sign, or seeing someone with the map or app.



## **TRIPADVISOR DMO PARTNERSHIP**

Visit Bend's TripAdvisor Partnership means that Bend related pages are seeing a growth in visitor-ship and an increase in content quality.

- Over the past 14 months, Bend-related pages represented through Visit Bend's sponsorship have seen 433,945 visits. Preliminary YOY numbers show this to be a 142% increase.
- More importantly, the tourism-specific pages have seen a 695% increase in traffic, and Visit Bend controls all content on these pages. This is another way for Visit Bend to tell the story of Bend to an active and engaged group of travelers and potential visitors.

## **VISIT BEND INFLUENCER PROGRAM**

Visit Bend's influencer program has continued to hum along since its beginning in October has garnered Visit Bend over 4,000 new organic followers. Visit Bend's engagement hovers between 4-5% which is considered slightly above average in the Instagram world. We just hosted a skier this past weekend out of PDX.

## **NEW CREATIVE + WEBSITE**

Wintertime filming is now underway, we're just waiting on snow for the bulk of it. Our spring TV commercial is 98% complete, we're just mastering audio and completing color grading.

Heavy lifting on the website begins next week, with a full manual move of content on the new website. This will be a monumental undertaking but is paramount for the new site to perform optimally and deliver the best experience. We're aiming for a March 1 launch, and hope to present the new site in all of its glory at the March meeting.

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

- Total visits: 1,372,341 // Total unique visits: 944980 // Pageviews: 3,068,451
- Geo: PDX (27.46%), BND (21.71%), SEA (13.88%), SFO (6.11%)

## **BEND ALE TRAIL**

To date, over 33,200 people have completed the Bend Ale Trail. A new atlas is currently being printed to update several changes in Bend's ever-evolving brewery world, which we take delivery on this Thursday.

## **SOCIAL MEDIA SINCE – PAST SIX MONTHS**

- **Facebook:** 14,905,721 impressions, 303,232 post engagements, 44,082 link clicks to visitbend.com.
- **Instagram:** 40,691 followers, 126,917 engagements.

####



## Visit Bend Sales Update – 1.16.2018

### Key Updates

1. USA Climbing Bouldering Nationals – 1200 athletes, February 2019-2020
  - a. 99.9% sure that this event is coming 2019-2020 but won't receive the final.01% of confidence until February probably.
2. Fly Fishing National Championships – June 2018
3. Cotopaxi Questival – March 23-24, 2018, 500+ participants
  - a. Working on finding community partners now to host challenges
  - b. Start/Finish and checkpoint venues being sought
4. We have been supportive of David Marchi and Crowsfeet bringing the 2018 Single Speed World Championship mountain bike race to Bend in mid-late October. More details to come. October 2018 - 1500 international cyclists.
5. Cascade Cycling Classic update - Kevney

### Key Groups/Events we are actively pursuing

1. USA Track & Field Club Cross-Country Nationals – December 2020, 1,300 athletes
2. World of Wrestling Western Worlds – May or November 2018, 3,000 athletes
3. International Snow Science Workshop – 900+ attendees, October, 2022
4. USA Weightlifting American Open Series – 900+ athletes, September or December 2019
5. National Wild Turkey Federation's Women in the Outdoors – March 2018, 150+ women
6. USA Cycling Cyclocross National Championships – December 2022, 1,200 athletes
7. Oregon Athletic Directors Association Annual Conference – 300 ADs, April 2019
8. NAIA Men's Golf Nationals – May 2010-21 – 550 athletes and family
9. NAIA Women's Golf Nationals – May 2010-21 – 400 athletes and family
10. NAIA Cross-Country National Championships – Nov. 2020 – 2021 - 640 runners
11. NAIA Wrestling Nationals – March 2020 & 2021 – 300 Athletes
12. NAIA Men's Division II Basketball Championships – March 2020 – 2021, 700 athletes
13. National Bicycle Tourism Conference – November 2022, 250+ bicycle tour operators
14. USA Ultimate Club Sectional Championships – September 2018, 350 athletes + fans
15. USA Ultimate Club Regional Championships – September 2019, 900+ athletes & fans
16. American Academy of Advertising Annual Conference – Spring 2021, 200+ attendees
17. American Cribbage Congress Grand Nationals – 600 participants, October 2020
18. USA BMX Fall Grand Nationals – 1,000 Athletes, October 2018