



A G E N D A

Board of Directors Meeting

November 14, 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. September minutes.
- II. Financial Report (5 minutes)
 - a. Scott Greenstone will brief the board on FY18 YTD finances.
- III. Annual Financial Review (10 Minutes)
 - a. Wes Price from Price/Fronk will present the FY17 annual review.
- IV. Reserve Fund (5 minutes)
 - a. Kevney will brief the board on updates.
- V. Tourism industry briefing (10 minutes)
 - a. Kevney will brief the board on tourism industry news.
 - i. TRT through September 2017
 - ii. Occupancy data through September 2017
- VI. Marketing Update (10 Minutes)
 - a. Nate will brief the board on current marketing efforts, website updates, and other marketing related projects.
- VII. Public Relations and Social Media Update (5 minutes)
 - a. Tawna will update the board on PR and social media activity.
- VIII. Group Sales Updates (5 minutes)
 - a. Hank will brief the board on group sales activity.
- IX. Board Roundtable (10 minutes)
- X. Public Comment (10 minutes)

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Visit Bend Board of Directors Meeting Minutes September 19, 2017

Location: Bend Visitor Center

Present: Kevney Dugan, Valerie Warren, Nate Wyeth, Tawna Fenske, Brent McLean, Dave Nissen, Jodie Barram, Matt Williams, Alan Dietrich, Scott Greenstone

Absent: Erick Trachsel, Michelle Mercer, John McLeod

Guests: Mike Patron, John Maddigan, Lora Haddock, Pat Burrus, Olivia Inman, Kathleen McLaughlin

Call to Order

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

Meeting Minutes Approval

Michelle Mercer was listed twice in the "Present" section of the May 9th Meeting Minutes. This has been corrected. Jodie Barram moved to approve the minutes from the May Board Meeting. Dave Nissen seconded. The minutes were approved unanimously.

Financial Report

Scott Greenstone stated that the fiscal year end ended at approximately a net income of zero, which is according to plan.

For the current fiscal year, there are really no surprises so far. He anticipates a favorable revenue variance. To-date revenue is approximately 5% over budget.

Overall, expenses are running close to budget. There are some timing differences for sales and marketing expenses that led to spending being under budget for the first two months. Web development and production are significantly under budget year-to-date due to large amounts of anticipated cost being paid during the prior fiscal year.

Matt Williams moved to approve the August Financial Report. Jodie Barram seconded. The Financial Report was unanimously approved.

Tourism Industry Briefing

Kevney Dugan stated that TRT continues to grow.

Visit Bend has started to receive Airbnb specific reports from AirDNA.

August was a very good month but did reflect a flat occupancy growth. ADR and RevPAR both showed significant increases. Toward the end of the month and in early September, the smoke from forest fires appears to have negatively impacted occupancy.

Kevney reported that after attending COVA's State of the Industry breakfast, he feels confident that Visit Bend is on the right track with marketing.

~~Visit Bend Business Update~~

Kevney said that the annual financial review is underway and Wes Price from Price, Fronk & Co. should be presenting at the November Board Meeting.

The EDCO partnership continues to be successful and the collaboration at Outdoor Retailer went well.

A series of four coasters were created to promote the Visit Like a Local campaign. The coasters represent four different hot topics and will be distributed to breweries and businesses around town.

Final numbers from the free Ride Bend shuttle have not been reported, but the initial year seems to have been well received.

The Bend Pledge is under development and will be promoted as part of the Visit Like a Local campaign. It should launch in the next couple of weeks.

The BCTF Commission has a meeting on September 25th.

Marketing Update

Nate Wyeth distributed the new Bend Visitor Guide that has been completely redesigned. The design is much more clean and minimalist than previous versions. It is the most environmentally-friendly produced Visit Bend has ever done. The new guide does not have listings but directs people to the website for current information. There will also be a separate hotel listing and map brochure produced. The guide contains a tear out map and Bend Ale Trail passport.

Kevney said that print materials are still valuable but the intent of the new guide is more of an interest piece than a strict business listing catalog. The guide only has full-page ads and the number of ads was reduced.

Nate said that the summer season advertising campaign - which only consisted of a small number of ads in the Portland market - is wrapping up.

The 10th Month campaign is underway. The overall spend will be around \$30,000.

The shoulder season and winter marketing campaign will focus on digital rather than traditional advertising. The three main campaign focuses are Bend Ale Trail, Friends, and Family.

Another new program is the Instagram influencer program where Visit Bend will bring in a different influencer from a major target market each month. The first influencer will be coming at the end of the month from Seattle. This particular influencer is very environmentally focused.

The production of the new summer creative is almost complete.

Website traffic continues to show the strength of the Portland market.

The website redesign is also underway. The new design will be completely different from the current website and will reflect new trends.

The second run of the current version of the Bend Ale Trail Atlas will happen later this year.

As Facebook engagement continues to decline overall, promoted posts will be used.

TripAdvisor traffic continues to be strong.

Public Relations and Social Media Update

Tawna Fenske showed some recent media highlights including *Eugene* magazine, *Northwest Travel* magazine, *National Geographic Traveler*, *Alaska Airlines* magazine and *Business Insider*.

Visit Bend does not host any train trips during the summer, but this fall several journalists may be coming.

Tawna discussed new strategies for Facebook, including video, giveaways, and posts with an educational component.

Group Sales Updates

Kevney stated that the Group Sales updates are included in the Board Packet.

Board Roundtable

Dave Nissen said that the eclipse was a professional and personal highlight. FIT travel is down - mostly due to smoke. Corporate trips begin in September. This demonstrates how important both types of travel are to the industry.

Jodie Barram stated that the Tower Theatre's main season has kicked off.

Matt Williams asked what Visit Bend's role is in the Mt. Bachelor lodging program. Kevney said that Visit Bend is working with Mt. Bachelor on some collaborative marketing programs.

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

Public Comment

Mike Patron stated that the International Association of Golf Tour Operators are here getting ready for their conference next June.

Pat Burrus said that this week is a big week for overflow business for the Shilo Inn as there are some large conferences at the Riverhouse.

The meeting was adjourned at 9:18 a.m.

Notes by: Valerie Warren
September 19, 2017

Visit Bend Financial Performance Analysis

For the period ended October 31, 2017

1) Operating Analysis

a) Revenue:	Oct17 Revenue was over budget by +\$5.3K (+1.7%) overall. This variance consisted of a City Funding - Current Year overage of +\$3.9K (+1.3%), a Retail Sales overage of +\$1.8K (+17.6%) and an Advertising underage of -\$0.5K (-6.4%). Year to Date FY 2018 Revenue was over budget by +\$74.2K (+4.9%) overall. This variance consisted of a City Funding - Current Year overage of +\$58.3K (+4.1%), a Retail Sales underage of -\$0.2K (-0.3%) and an Advertising overage of +\$15.8K (+34.1%).
b) Personnel Expenses:	Oct17 Personnel Expenses were under budget by -\$8.7K (-17.4%). Year to Date FY 2018 Personnel Expenses were under budget by -\$4.1K (+2.1%).
c) Sales & Marketing Expenses:	Oct17 Sales & Marketing expenses were under budget by -\$134.1K (-46.6%), 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 -\$258.4K (-30.0%), primarily due to timing differences between budgeted and actual expenses. These variances are expected to true up by year end.
d) Overhead Expenses:	Oct17 Overhead expenses were over budget by +\$6.9K (+39.8%) overall, due to various small variances. Year to Date FY 2018 Overhead expenses were over budget by +\$1.3K (+1.7%) overall, due to various small variances.
e) Surplus (Deficit):	Oct17 Surplus of \$103.6K (+32.1%) was over budgeted Deficit of -\$37.5K (-11.8%) by +\$141.1K (+43.9% profitibility points) primarily due to over budget Revenue and under budget Sales & Marketing. Year to Date FY 2018 Surplus of \$734.2K (+45.9%) was over budgeted Surplus of \$398.8K (26.1%) by +\$335.4K (+19.7% profitibility points) primarily due to over budget Revenue and under budget Revenue Sales & Marketing.

2) Cash Flow & Balance Sheet Analysis

a) Cash Flow Summary:	In Oct17, Cash increased by +\$189.2K to a month-end balance of \$893.8K. Year to Date FY 2018 Cash increased by +\$472.1K to a period end balance of \$893.8K.
b) Balance Sheet:	The Balance Sheet remained healthy as of Sep17, in terms of both "liquidity" (Current Ratio of 5.0) and "leverage" (Debt to Equity Ratio of 0.2). 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 October 31, 2017

	Current Month				Year-to-Date			
	Actual	Budget	Variance	Var. %	Actual	Budget	Variance	Var. %
Revenue								
City Funding - Current Year	302,541	298,599	3,942	1.3%	1,484,717	1,426,407	58,310	4.1%
City Funding - Prior Years	-	-	-	0.0%	-	-	-	0.0%
Retail Sales	12,191	10,362	1,829	17.6%	53,204	53,356	(152)	(0.3%)
Advertising	7,921	8,465	(544)	(6.4%)	62,275	46,432	15,843	34.1%
Event Revenue	44	-	44	100.0%	168	-	168	100.0%
Other Revenue	-	-	-	0.0%	-	-	-	0.0%
Total	322,697	317,427	5,270	1.7%	1,600,363	1,526,195	74,168	4.9%
Personnel Expenses								
Base Pay	35,571	39,823	(4,252)	(10.7%)	157,196	153,981	3,216	2.1%
Overtime	-	60	(60)	(100.0%)	-	240	(240)	(100.0%)
Incentive Pay	-	-	-	0.0%	-	-	-	0.0%
Payroll Taxes	2,846	2,888	(41)	(1.4%)	13,054	11,166	1,889	16.9%
Employee Benefits	2,644	6,935	(4,291)	(61.9%)	18,817	27,740	(8,923)	(32.2%)
Total	41,061	49,706	(8,645)	(17.4%)	189,068	193,126	(4,058)	(2.1%)
Sales & Marketing Expenses								
Cultural Tourism Fund	23,391	23,045	346	1.5%	114,154	122,467	(8,313)	(6.8%)
Visitor Development Fund	5,125	12,500	(7,375)	(59.0%)	74,671	55,000	19,671	35.8%
Online Mktg	19,781	62,566	(42,786)	(68.4%)	62,339	113,265	(50,927)	(45.0%)
Photo	1,100	2,700	(1,600)	(59.3%)	7,720	6,900	820	11.9%
Print	4,626	17,250	(12,624)	(73.2%)	37,947	37,250	697	1.9%
Production	10,338	10,500	(162)	(1.5%)	45,434	106,750	(61,316)	(57.4%)
Radio	6,982	54,500	(47,518)	(87.2%)	18,486	69,500	(51,014)	(73.4%)
Trade Shows	-	750	(750)	(100.0%)	-	979	(979)	(100.0%)
TV	2,177	51,750	(49,573)	(95.8%)	19,806	81,750	(61,944)	(75.8%)
Collateral	43,953	7,000	36,953	527.9%	62,424	28,000	34,424	122.9%
Postage	3,115	3,500	(385)	(11.0%)	8,861	14,000	(5,139)	(36.7%)
Public Relations	-	350	(350)	(100.0%)	-	1,400	(1,400)	(100.0%)
Promotions	2,100	4,000	(1,900)	(47.5%)	51,272	70,500	(19,228)	(27.3%)
Research	9,375	5,000	4,375	87.5%	32,040	32,500	(460)	(1.4%)
Web. Dev.	1,500	2,500	(1,000)	(40.0%)	6,875	34,750	(27,875)	(80.2%)
Travel & Meals	1,083	5,000	(3,917)	(78.3%)	6,051	9,000	(2,949)	(32.8%)
Retail Purchasing	19,028	9,840	9,189	93.4%	55,326	45,832	9,494	20.7%
Total	153,674	287,751	(134,077)	(46.6%)	603,406	861,843	(258,438)	(30.0%)
Overhead Expenses								
Building Lease	9,000	4,946	4,054	82.0%	22,350	19,630	2,721	13.9%
Building Maintenance	1,793	1,125	668	59.4%	4,483	4,550	(67)	(1.5%)
Equipment Lease & Maint.	207	450	(243)	(53.9%)	1,138	1,800	(662)	(36.8%)
Professional Fees	8,465	4,000	4,465	111.6%	21,659	16,000	5,659	35.4%
Office Supplies	758	1,000	(242)	(24.2%)	4,147	4,000	147	3.7%
Utilities	1,711	1,042	670	64.3%	4,699	4,167	532	12.8%
Bank Fees	113	417	(304)	(73.0%)	1,739	1,667	72	4.3%
Dues & Subscriptions	25	1,810	(1,785)	(98.6%)	3,455	10,040	(6,585)	(65.6%)
Insurance	1,376	575	801	139.3%	3,245	2,300	945	41.1%
Licenses & Permits	-	183	(183)	(100.0%)	530	733	(203)	(27.7%)
Education & Training	-	100	(100)	(100.0%)	-	400	(400)	(100.0%)
Network & Telco	896	1,000	(104)	(10.4%)	3,796	4,000	(204)	(5.1%)
Non-Capital IT	-	-	-	0.0%	-	-	-	0.0%
Depreciation & Amort.	-	800	(800)	(100.0%)	2,400	3,200	(800)	(25.0%)
Interest Expense	-	(17)	17	(100.0%)	(11)	(67)	55	(83.2%)
Total	24,367	17,431	6,936	39.8%	73,673	72,420	1,253	1.7%
Total Expenses	219,102	354,888	(135,786)	(38.3%)	866,146	1,127,389	(261,243)	(23.2%)
Surplus (Deficit)	103,595	(37,461)	141,056	(376.5%)	734,217	398,806	335,411	84.1%
Surplus (Deficit) %	32.1%	(11.8%)	43.9%		45.9%	26.1%	19.7%	

No assurance is provided



ECONOMIC
DEVELOPMENT

M E M O R A N D U M

To: Bend Economic Development Advisory Board

From: Ben Hemson, Business Advocate

Re: Advocacy Subcommittee Recommendations: Visit Bend Reserve Fund

Date: 11/3/2017

Earlier this year the Bend City Council referred a question to the BEDAB: Should Visit Bend, the City's contracted Destination Marketing Organization (DMO), develop a reserve fund?

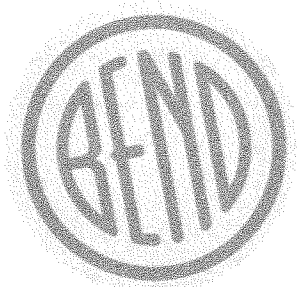
Visit Bend currently maintains a 3-month fund designed to aid in winding down operations should their relationship with the City of Bend end. Visit Bend does not currently place other funds in reserve, they submit an annual business plan for review by the BEDAB and then City Council each Spring.

At the BEDAB's Advocacy Subcommittee meeting on Monday, October 30th the group discussed the proposal with Kevney Dugan, Visit Bend Executive Director, and agreed upon the following points for referral to BEDAB:

1. A proposal to create a reserve fund for Visit Bend would have value.
2. Visit Bend should maintain their existing 3-month "wind-down" fund separate from any new reserve fund.
3. The reserve funds should be housed at Visit Bend. There is sufficient oversight to ensure funds are used as directed. Further, the contract between the City of Bend and Visit Bend ensures these funds would be returned to the City should the current agreement end.
4. The mechanics of reserve fund goals and how to fund any reserves should be outlined during the annual Visit Bend business plan review process.

The BEDAB will take up the discussion at their meeting on Monday, November 6th.

Attachment: Visit Bend Reserve Fund Background & Peer DMO Reserve Fund Practices (2 p.)



Visit Bend Reserve Fund Proposal

Current Reserve Fund policy per contract with City of Bend:

The annual budget shall contain a reserve fund in an amount of at least three months of total operating revenue as defined by Contractor's adopted fiscal policies. The reserve fund may be used in the case actual revenues being less than forecast and in support of activities included in the approved Business Plan. In no case will expenditures exceed actual funds payable under this Agreement. If actual collections are lower than projected, payment is due only up to the percentage owed of the actual amount collected. However, nothing in this section precludes Contractor using funds from sources other than the City in Contractor's complete and total discretion.

Current Cash Reserve Fund Policy per Visit Bend's Financial Policies and Procedures:

Cash Reserve Policy: *Visit Bend will maintain a restricted cash reserve fund in a money market account equal to an estimate of three months of operating costs from the previous fiscal year, minus costs associated with marketing and advertising programs. Currently the cash reserve is set at \$65,000. This cash reserve has been established for three primary purposes, all of which requiring 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.*

- 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.*
- c. **Winding Down:** *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.*

Approximate balance of Current Reserve Fund held in separate account at First Interstate Bank as of October 26, 2017 = \$65,811.

Proposed increase to \$750,000 or 20-25% of budget.

Reserve Fund Practices of Other Destination Marketing Organizations

Ogden

\$1.1 million

Estimated 7 FTE's

25% (3 months) of budget in reserve account for wind down money but no rainy day fund.

BOD majority vote approves use.

Sedona

\$3.8 Million

Estimated 12 FTE's

\$280k or 3 months' worth of obligations in reserve fund but no rainy day fund.

Also have line of credit established they can use if needed.

BOD majority vote approves use.

Park City

\$10.5 million budget

19 FTES

\$500k in rainy day fund + 2.5 month (roughly \$400,000) in reserve fund for wind down money.

BOD majority vote approves use.

Travel Lane County

\$2.6 million in TRT plus other revenue for \$3 million budget.

Estimated 25 FTE's

5% of budget in reserve fund for wind down money.

20% of budget in additional reserve fund for marketing or special projects. (\$600,000)

Funded with dollars when collections are 103% plus of YOY collections.

BOD majority vote approves use.

Tucson

\$9 million budget

Estimate 15+ FTE's

Working towards \$900,000 reserve or 10% of budget. No separation of wind down money vs. marketing rainy day fund.

Board doesn't like that they have it and wants dollars invested in sales and marketing.

Uses private membership or ad revenue dollars to build reserve not public TRT dollars.

BOD majority vote approves use.

Billings

\$2 Million Dollar Budget

5 FTE's

No reserve fund for wind down money. Good cash position.

Reserve fund for projects. Historically funded with \$25,000 per year. Just bumped that to \$50,000 per year with the hopes of growing to \$500,000 by 2027. Recently used some for Air Service Grant.

BOD majority vote approves use.

Occupancy (%)	2010	2011	2012	2013	2014	2015	2016	2017	2018
2010	74.4%	69.8%	58.5%	48.9%	35.1%	33.5%	31.4%	38.0%	42.3%
2011	75.3%	74.9%	66.0%	51.8%	36.1%	39.1%	32.0%	41.1%	42.5%
2012	78.6%	72.2%	69.1%	49.1%	38.1%	38.7%	35.5%	43.5%	45.3%
2013	79.7%	80.1%	76.1%	57.5%	44.4%	44.4%	42.8%	49.0%	53.4%
2014	84.4%	83.6%	76.1%	64.7%	46.1%	48.0%	42.8%	49.5%	62.8%
2015	86.5%	87.1%	80.2%	68.7%	46.6%	50.8%	48.9%	56.9%	64.2%
2016	90.4%	84.8%	72.9%	63.7%	51.2%	52.1%	53.6%	59.6%	75.3%
2017	88.8%	86.2%	80.5%	74.1%	58.4%	56.4%	54.5%	59.8%	69.5%
2018	88.9%	86.2%	80.0%	74.1%	58.4%	56.4%	54.5%	59.8%	69.5%
FY Total	74.4%	69.8%	58.5%	48.9%	35.1%	33.5%	31.4%	38.0%	42.3%

Revenue (\$)	2010	2011	2012	2013	2014	2015	2016	2017	2018
2010	\$99.31	\$96.60	\$87.26	\$81.40	\$76.67	\$80.26	\$78.25	\$80.26	\$80.62
2011	\$109.35	\$100.55	\$88.82	\$88.82	\$81.79	\$85.33	\$82.52	\$84.69	\$83.04
2012	\$117.70	\$107.68	\$98.78	\$86.48	\$85.43	\$86.78	\$84.42	\$85.10	\$86.72
2013	\$115.31	\$113.69	\$100.63	\$90.08	\$86.61	\$86.56	\$86.26	\$87.20	\$85.11
2014	\$122.60	\$125.62	\$111.74	\$99.97	\$94.55	\$97.45	\$95.08	\$98.80	\$97.85
2015	\$137.83	\$132.80	\$115.72	\$107.07	\$98.23	\$99.58	\$99.17	\$102.78	\$107.96
2016	\$151.10	\$147.86	\$123.41	\$111.16	\$97.57	\$100.18	\$99.44	\$101.90	\$110.17
2017	\$155.42	\$154.73	\$128.30	\$114.82	\$102.54	\$103.39	\$100.81	\$104.40	\$105.45
2018	\$171.78	\$177.70	\$130.80	\$114.82	\$102.54	\$103.39	\$100.81	\$104.40	\$111.64
FY Total	\$99.31	\$96.60	\$87.26	\$81.40	\$76.67	\$80.26	\$78.25	\$80.26	\$80.62

Repair (\$)	2010	2011	2012	2013	2014	2015	2016	2017	2018
2010	\$73.87	\$67.42	\$51.32	\$38.94	\$26.87	\$28.91	\$24.60	\$30.42	\$34.10
2011	\$62.39	\$75.29	\$58.66	\$46.42	\$28.95	\$33.35	\$36.40	\$34.79	\$39.76
2012	\$87.84	\$77.76	\$68.01	\$43.44	\$32.52	\$33.61	\$30.01	\$37.00	\$44.53
2013	\$91.76	\$74.56	\$74.56	\$37.17	\$31.56	\$39.28	\$37.17	\$44.72	\$57.39
2014	\$103.46	\$104.98	\$85.63	\$64.72	\$44.80	\$46.62	\$41.12	\$48.88	\$61.42
2015	\$121.75	\$121.75	\$84.94	\$68.24	\$48.52	\$46.52	\$48.52	\$56.48	\$69.32
2016	\$136.58	\$128.41	\$99.13	\$74.98	\$49.89	\$52.18	\$53.94	\$60.78	\$70.08
2017	\$145.27	\$133.95	\$108.61	\$82.51	\$59.89	\$58.30	\$54.99	\$62.41	\$77.57
2018	\$162.72	\$153.10	\$104.69	\$82.51	\$59.89	\$58.30	\$54.99	\$62.41	\$77.57
FY Total	\$73.87	\$67.42	\$51.32	\$38.94	\$26.87	\$28.91	\$24.60	\$30.42	\$34.10

Supply	2010	2011	2012	2013	2014	2015	2016	2017	2018
2010	\$3,390	\$3,390	\$0,700	\$3,390	\$0,700	\$3,390	\$6,211	\$7,868	\$3,430
2011	\$6,211	\$6,211	\$6,211	\$6,211	\$6,211	\$6,211	\$6,211	\$7,868	\$6,211
2012	\$6,211	\$6,211	\$6,211	\$6,211	\$6,211	\$6,211	\$6,211	\$7,868	\$6,211
2013	\$6,056	\$6,056	\$6,280	\$6,056	\$6,056	\$6,056	\$6,056	\$7,728	\$6,056
2014	\$6,056	\$6,056	\$6,280	\$6,056	\$6,056	\$6,056	\$6,056	\$7,728	\$6,056
2015	\$7,575	\$7,575	\$8,170	\$7,575	\$7,575	\$7,575	\$7,575	\$9,109	\$8,170
2016	\$8,109	\$8,109	\$8,170	\$8,109	\$8,109	\$8,109	\$8,109	\$9,062	\$8,109
2017	\$8,095	\$8,870	\$8,070	\$8,095	\$8,095	\$8,095	\$8,095	\$9,062	\$8,095
2018	\$9,156	\$9,156	\$8,280	\$8,095	\$8,095	\$8,095	\$8,095	\$9,062	\$8,095
FY Total	\$3,390	\$3,390	\$0,700	\$3,390	\$0,700	\$3,390	\$6,211	\$7,868	\$3,430

Demand	2010	2011	2012	2013	2014	2015	2016	2017	2018
2010	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910
2011	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910
2012	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910
2013	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910
2014	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910
2015	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910
2016	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910
2017	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910
2018	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910
FY Total	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910	\$2,098,910

Revenue (\$)	2010	2011	2012	2013	2014	2015	2016	2017	2018
2010	\$5,162,237	\$5,162,237	\$4,141,656	\$3,922,091	\$3,468,650	\$3,243,987	\$3,120,865	\$3,289,142	\$3,917,869
2011	\$7,100,524	\$6,490,572	\$4,989,823	\$3,915,596	\$3,468,650	\$3,875,984	\$2,735,954	\$3,709,402	\$3,917,869
2012	\$7,573,102	\$6,703,692	\$5,674,075	\$3,742,303	\$3,272,739	\$3,897,704	\$2,887,012	\$3,880,938	\$3,977,836
2013	\$8,902,459	\$8,902,459	\$7,133,282	\$4,659,888	\$3,979,795	\$3,379,453	\$3,169,043	\$3,475,915	\$4,191,244
2014	\$10,443,679	\$10,443,679	\$8,034,140	\$6,239,464	\$5,399,464	\$3,629,817	\$3,022,541	\$3,571,333	\$3,797,344
2015	\$12,443,658	\$11,426,317	\$7,448,532	\$6,217,383	\$4,038,189	\$4,671,953	\$3,571,333	\$3,872,652	\$4,620,191
2016	\$12,861,889	\$11,502,123	\$8,740,663	\$6,571,969	\$4,086,885	\$4,685,952	\$4,863,474	\$3,108,823	\$4,863,474
2017	\$13,616,652	\$13,616,652	\$9,032,160	\$7,316,954	\$4,976,589	\$5,006,012	\$4,722,344	\$4,840,802	\$6,061,333
2018	\$13,616,652	\$13,616,652	\$9,032,160	\$7,316,954	\$4,976,589	\$5,006,012	\$4,722,344	\$4,840,802	\$6,061,333
FY Total	\$5,162,237	\$5,162,237	\$4,141,656	\$3,922,091	\$3,468,650	\$3,243,987	\$3,120,865	\$3,289,142	\$3,917,869

ROOM TAX COLLECTIONS

DESCHUTES COUNTY - TRT COLLECTION

	FY08/09	CHANGE	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	\$ 765,977	4.7%	\$ 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	\$ 720,864	-7.7%	\$ 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	\$ 270,059	-9.5%	\$ 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	\$ 155,739	6.3%	\$ 137,059	-12.0%	\$ 110,719	-19.2%	\$ 129,320	16.8%	\$ 126,948	-1.8%	\$ 139,234	9.7%	\$ 175,403	26.0%	\$ 240,295	37.0%	\$ 282,936	17.7%		-100.0%
NOV	\$ 117,513	8.4%	\$ 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%		-100.0%
DEC	\$ 219,848	-18.6%	\$ 188,621	-14.2%	\$ 199,866	6.0%	\$ 221,146	10.6%	\$ 252,250	14.1%	\$ 319,538	26.7%	\$ 360,655	12.9%	\$ 396,621	10.0%	\$ 453,353	14.3%		-100.0%
JAN	\$ 145,233	-17.0%	\$ 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	\$ 105,982	-32.4%	\$ 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	\$ 131,707	-22.7%	\$ 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	\$ 84,134	-29.8%	\$ 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	\$ 162,566	-13.5%	\$ 143,816	-11.5%	\$ 190,961	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	\$ 319,914	-18.0%	\$ 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%	\$ 683,013	-9.6%		-100.0%
FYTD	\$ 1,756,900	-3.0%	\$ 1,589,094	-9.6%	\$ 1,665,502	4.8%	\$ 1,716,774	3.1%	\$ 1,882,222	9.6%	\$ 2,225,748	18.3%	\$ 2,734,361	22.9%	\$ 3,055,319	11.7%	\$ 3,222,359	5.5%	\$ 3,512,425	9.0%
FY END	\$ 3,199,536	-9.5%	\$ 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%	\$ 3,512,425	-45.0%

CITY OF BEND - TRT COLLECTION

	FY08/09	CHANGE	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	\$ 449,316	-10.1%	\$ 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%	\$ 1,366,936	9.1%
AUG	\$ 436,886	-9.7%	\$ 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%	\$ 1,343,014	21.0%
SEP	\$ 321,460	-7.8%	\$ 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%	\$ 814,047	-3.0%
OCT	\$ 242,479	-1.0%	\$ 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%	\$ 664,833	25.4%		-100.0%
NOV	\$ 152,624	-16.5%	\$ 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%		-100.0%
DEC	\$ 151,022	-26.9%	\$ 185,489	22.8%	\$ 218,038	17.5%	\$ 205,601	-5.7%	\$ 228,195	11.0%	\$ 288,908	26.6%	\$ 380,893	31.8%	\$ 434,108	14.0%	\$ 541,672	24.8%		-100.0%
JAN	\$ 142,493	-16.1%	\$ 143,102	0.4%	\$ 153,692	7.4%	\$ 158,458	3.1%	\$ 183,934	16.1%	\$ 228,564	24.3%	\$ 328,996	43.9%	\$ 399,620	21.5%	\$ 467,385	17.0%		-100.0%
FEB	\$ 160,038	-21.6%	\$ 165,234	3.2%	\$ 181,006	9.5%	\$ 191,409	5.7%	\$ 205,050	7.1%	\$ 262,821	28.2%	\$ 377,576	43.7%	\$ 428,240	13.4%	\$ 475,558	11.0%		-100.0%
MAR	\$ 167,398	-28.0%	\$ 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	\$ 179,874	-21.9%	\$ 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	\$ 239,638	-16.0%	\$ 256,714	7.1%	\$ 290,647	13.2%	\$ 304,522	4.8%	\$ 358,299	17.7%	\$ 431,931	20.6%	\$ 587,528	36.0%	\$ 614,788	4.6%	\$ 766,845	24.7%		-100.0%
JUN	\$ 294,814	-13.0%	\$ 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%
\$ -	\$ 1,207,662	-9.4%	\$ 1,103,112	-8.7%	\$ 1,262,097	14.4%	\$ 1,402,829	11.2%	\$ 1,473,346	5.0%	\$ 1,659,477	12.6%	\$ 2,318,528	39.7%	\$ 2,928,564	26.3%	\$ 3,202,251	9.3%	\$ 3,523,997	10.0%
FY End	\$ 2,938,041	-14.3%	\$ 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%	\$ 3,523,997	-60.5%

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



MARKETING UPDATES: NOV 2017

SHOULDER SEASON ADVERTISING CAMPAIGN

- Visit Bend's shoulder season campaign kicked off on September 25th with our 10th Month campaign, which ran through mid-October when the Bend Ale Trail Month campaign began. Visit Bend's two winter campaigns, Family, and Friends, kick off on 11/27.
 - Current advertising partners include Comcast, Entercom, OPB, Centro, AdTaxi, and Pandora.
 - Google and Facebook advertising will continue throughout our Fall and winter campaigns, including use of Adwords and Facebook's Canvas feature.
 - Visit Bend will also continue utilizing the TripAdvisor DMO program to drive increased interest in the destination.

10th MONTH WRAP REPORT

Visit Bend's 10th Month utilized an increased partnership with Pandora, and also built upon existing relationships with OPB and Oregonlive.com to maximize the \$30,000 investment.

- Total Impressions: 5,122,190, leading to 4,669 landing page views on tenthmonthbend.com.
 - OPB: 1,694,602 impressions driving 645 clicks
 - Pandora: 1,033,331 impressions driving 1,184 clicks
 - Oregonlive.com: 1,628,477 driving 1,451 clicks
- Other efforts included paid and organic social posts driving another 1,316 clicks; seven specific Tenth Month-related content articles on Visit Bend Blog, and custom content for Visit Bend's TripAdvisor channel.

BEND ALE TRAIL MONTH ADVERTISING CAMPAIGN

- Two-thirds of the way in to our Bend Ale Trail Month campaign, things are trending up over last year. Traffic to both the Bend Ale Trail and Bend Ale Trail Month pages is up about 4% year over year with nearly 16,000 page visits, and visitor center traffic related to Ale Trail redemptions is trending up.
 - Top advertising partners include Centro (4,149 clicks), and Pandora (1,194 clicks). Comcast, NPR and Weekend Sherpa round out the rest of click generators for this campaign.

- Top markets clicks are coming from include Seattle, followed by Portland, San Francisco, Los Angeles, then Sacramento.

VISIT BEND INFLUENCER PROGRAM

Visit Bend has hosted two influencers since the program started up. The first one is a Seattle-Based photographer who donates all of his profits back to environmental causes, and aligned with our Visit Like a Local Initiative. Our second influencer is a Portland-based photographer who focuses on food and culture, and was here during October (Tenth Month) experiencing the non-outdoorsy side of Bend. Both influencers reported engagement rates near 4%, posted several photos tagging Visit Bend, and also posted dozens of stories on Instagram throughout their visits.

NEW CREATIVE + WEBSITE

Ever in the constant state of production, filming has wrapped on the third of four spots currently underway. We're excited to share final versions of all spots this spring.

Major progress is also being made on the new Visit Bend website, which will launch in February 2018. This website is being rebuilt from the ground up to provide a much more visually-pleasing experience intended to increase interest in Bend's tourism offerings and stakeholders.

WEBSITE – Year over year traffic – past 365 days:

- Total visits: 1,387,291 // Total unique visits: 952,539 // Pageviews: 3,116,295
- Geo: PDX (27.5%), BND (21.73%), SEA (13.47%), SFO (6.4%)
- Although it's a small amount of overall traffic, our only new market this year, Sacramento, has delivered a 123.41% increase YOY in traffic.

BEND ALE TRAIL

To date, over 31,500 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. Bend Ale Trail Month final numbers will be presented in January.

SOCIAL MEDIA SINCE 6/1

- **Facebook:** 11.083m impressions, 235,207 post engagements, 36,198 link clicks.
- **Instagram:** 39,833 followers, 82,710 engagements.

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Visit Bend

YOUR ADVENTURE BEGINS

AT VISITBEND.COM

Public Relations Updates: November 14, 2017

Press coverage from recent months

- We hosted Courtney Elko from TripAdvisor (1.22 million unique monthly visitors) in early-October, and have already started seeing coverage from that trip. FlipKey (a division of TripAdvisor) included Bend in their roundup of the 10 best fall getaways out west: <http://bit.ly/2iUwYoM>
- We hosted the founders of popular travel blog “Don’t Forget to Move” in September (200,000+ followers on social media and a monthly audience of more than 30,000 people) and saw some nice coverage from that: <http://bit.ly/2zpd4c5>
- MSN rounded up the top places to vacation in every state, and Bend was their pick for Oregon: <http://bit.ly/2zxSzro>
- The *East Bay Times* spotlighted the Bend Ale Trail in their roundup of things to do in Oregon: <http://bayareane.ws/2hoHKTR>
- *The Oregonian* did a great piece on 20 reasons to love Bend: <http://bit.ly/2jeq65E>
- Nathan Borchelt (a journalist we’ve hosted in the past) included us in a piece for *Jetsetter* on the 9 best mountain towns in America: <http://bit.ly/2jgxA8d>
- *Westways* (the magazine for auto club members) featured Bend and the Deschutes River in their October issue.
- *Alaska Beyond* (the in-flight magazine for Alaska Airlines) spotlighted Bend and Mt. Bachelor in their November issue. It was written by Nancy Bouchard, a Bend-based journalist we’ve worked with quite a lot lately.
- The Huffington Post recently released a “weekend getaway guide” for Bend, spotlighting the Oxford Hotel, the Bend Ale Trail, Wanderlust Tours, Mt. Bachelor, and more: <http://bit.ly/2yMIOEC>
- Popsugar did an excellent piece on why Bend should be your next vacation spot: <http://bit.ly/2yLBeOn>

(over)

Upcoming coverage and other PR initiatives

- Kathy McDonald from the *Seattle Times* was here last week working on a Bend-focused feature that will run later this month.
- *The Denver Post* is working on a winter travel piece that will feature Bend and Mt. Bachelor.
- TasteMade (a food and travel site with more than 200 million followers) is traveling to Bend in Oregon to film footage for a Bend piece that will run early next year. We've been working closely with them on providing suggestions for filming locations and interesting people.
- *Diablo* magazine (targeted at affluent households in the Bay Area) is featuring Bend in their "mountain getaways" section in January.

What's happening on Facebook

- Bright colors, sunsets, fall leaves, etc. all continue to be top performers for us in terms of reach and engagement.
- Shifting toward more winter marketing with frequent posts about snow accumulation and screenshots from the Mt. Bachelor webcams.
- Video remains one of the top-performing types of posts on our page. While we love when we can get our hands on professional-caliber videos like this one from Mt. Bachelor, we also see tremendous performance from simple in-the-moment iPhone videos.
- With Facebook reach declining, we find that engaging regularly in the comments can help boost the reach of posts.
- Submitted photos continue rounding out our content with some nice surprises and strong engagement.



Visit Bend Sales Update – 9.19.2017

Key Updates

1. USA Climbing Bouldering Nationals – 1200 athletes, February/March 2019-2020
2. Fly Fishing National Championships – June 2018
3. Bend Ale Run took place last weekend – 701 registered w/80% from out of area
4. We had another great Halloween Cross Crusade October 28-29 with 1,000+ participants

Key Groups/Events we are actively pursuing

1. World of Wrestling Western Worlds – May or November 2018, 3,000 athletes
2. International Snow Science Workshop – 900+ attendees, October, 2022
3. Cotopaxi Questival – March 24-25, 2018, 500+ participants
4. National Wild Turkey Federation's Women in the Outdoors – March 2018, 150+ women
5. USA Track & Field Club Cross-Country Nationals – December 2020, 1,300 athletes
6. USA Cycling Cyclocross National Championships – December 2022, 1,200 athletes
7. USA Weightlifting – 2019 Junior National Championships, 300 athletes + family
8. Oregon Athletic Directors Association Annual Conference – 300 ADs, April 2019
9. NAIA Men's Golf Nationals – May 2010-21 – 550 athletes and family
10. NAIA Women's Golf Nationals – May 2010-21 – 400 athletes and family
11. NAIA Cross-Country National Championships – Nov. 2020 – 2021 - 640 runners
12. NAIA Wrestling Nationals – March 2020 & 2021 – 300 Athletes
13. NAIA Men's Division II Basketball Championships – March 2020 – 2021, 700 athletes
14. National Academic Advising Association Regional Conference – 500+ spring attendees
15. Air & Waste Management Fall Pac NW Meeting – Oct-Nov. 2021, 400 attendees
16. National Bicycle Tourism Conference – November 2022, 250+ bicycle tour operators
17. USA Ultimate Club Sectional Championships – September 2018, 350 athletes + fans
18. USA Ultimate Club Regional Championships – September 2019, 900+ athletes & fans
19. American Academy of Advertising Annual Conference – Spring 2021, 200+ attendees
20. Oregon Library Association Annual Conference – April 2022, 350 attendees
21. Entomological Society of America's Pacific Meeting – April 2021, 300+ attendees
22. Wind Resource Assessment Workshop – Fall 2022, 300+ attendees
23. American Cribbage Congress Grand Nationals – 600 participants, October 2020
24. USA BMX Fall Grand Nationals – 1,000 Athletes, October 2018
25. Columbia Sportswear Global Distributor Meeting – May 2022, 150+ attendees
26. NW Fish Cultures Annual Conference – December 2018 – 400 attendees
27. American Tree Farm National Leadership Conference – Fall 2019
28. Biodiversity Without Borders Conference – April 2018