



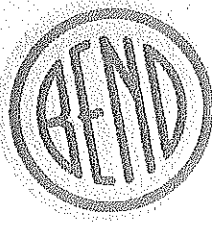
A G E N D A

Board of Directors Meeting

September 20, 2016 – 8:00 a.m. at the Bend Visitor Center - 750 NW Lava Road, Bend, OR, 97701

- I. Approval of minutes from previous board meeting
 - a. Need approval on April minutes and June minutes.
- II. Financial Report (5 minutes)
 - a. Scott Greenstone & Kevney will brief the Board on FY17 YTD finances.
- III. Tourism industry briefing (5 minutes)
 - a. Kevney will brief the board on tourism industry news.
- IV. Marketing Update (5 Minutes)
 - a. Nate will brief the board on current marketing efforts, website updates, and other marketing related projects.
- V. Porter Co. Presentation on Winter Media Plan (15 Minutes)
 - a. Porter Co. & Nate will brief the board on the winter media plan.
- 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. Hank will brief the board on group sales activity.
- VIII. Board Roundtable (10 minutes)
- IX. Public Comment (10 minutes)

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Visit Bend

YOUR ADVENTURE BEGINS

AT VISITBEND.COM

**Visit Bend Board of Directors Meeting Minutes
April 19, 2016**

Location: Meeting Room at The Oxford Hotel

Present: Doug La Placa, Valerie Warren, Hank Therien, Nate Wyeth, Tawna Fenske, Ben Perle, Brent McLean, Dave Nissen, Jodie Barram, Erick Trachsel, Ben Perle, Lisa Sidor, Linda Orcelletto.

Guests: Stephen Hamway, Wendy Kelley, Wendy Puller, Noelle Fredland, Annie Goldner, Ashley Mitchell, Rod Porsche, Dennis Oliphant, Bill Bernardy, Samuel Johnson, John Flannery, David Kingston, Wendy Kelley, Gretchen Palmer, Raul Ainardi, Belinda Liskh, Carolyn Eagan, Tom Rowley, Joey Hamilton.

Call to Order

Doug La Placa called the meeting to order at 8:04am. Introduction of guests followed.

Meeting Minutes

Jodie Barram moved to approve the minutes from the February Board Meeting. Dave Nissen seconded. The minutes were unanimously approved with no changes.

Financial Review

Doug La Placa discussed the recently completed financial review by Price, Fronk & Co. They have issued a clean review. Wes Price will be present for comments at the next meeting.

Financial Report

Doug stated that the City of Bend is currently holding back approximately \$300,000 to \$500,000 in funds accordance with the City's contract with Visit Bend. Because of this, some of the incremental marketing programs have been decreased for the remaining portion of the fiscal year.

Visit Bend is expecting to end the year with a zero net income. There are no additional variances of significance.

Tourism Industry Briefing

Room tax collections continue to show a strong upwards trend. The room tax collections report is included in the Board Packet. There may also be tagging collections not yet reflected in the report.

The Business Plan and Budget have been submitted to the Board and to BEDAB. BEDAB is currently reviewing the plan.

The Visitor Guide will be send to print by the middle of May.

The next edition Bend Ale Trail Atlas is currently in production.

Porter Co. will be in Bend next week to discuss fall media planning.

Marketing Update

Nate Wyeth stated that the spring marketing campaign has started. The Bend Ale Trail will be marketed on Pandora. TV commercials will run in the I-5 corridor.

Traffic to Visit Bend is up over 20% year-over-year. The 1.5 million visit mark has been reached. Additional metrics are listed in the Board Packet.

Visit Bend has close to 175,000 followers on Facebook. Instagram continues to grow and is being used as a vacation planning tool. Visit Bend was one of the first DMOs to start advertising on Instagram earlier this year.

The summer campaign will be restricted to Oregon.

A new destination video should be completed by June.

Public Relations and Social Media Update

Tawna Fenske discussed recent PR highlights including pieces in *Range*, *USA Today*, *Where to Retire*, *Men's Health*, *The Health Medicine Network*, and *VacationIdeas.com*.

Shares on Facebook are on the rise.

There are several writers scheduled during the new few months.

United in-flight magazine has an upcoming feature on Oregon and Bend.

There are very slightly fewer inquiries about beer, but culinary interest remains strong. Family travel is a trend.

Group Sales Updates

Hank Therien pointed out some of the key group sales updates. There are several upcoming groups listed in the Group Sales Updates included in the Board Packet.

Kevney Dugan and Hank have just returned from NASC in Michigan and had some good discussion with potential sporting event groups.

Oregon Senior Games is coming up in June. Currently there are over 450 registrants.

The Regional Sports Complex planning continues to progress.

Board Roundtable

The City of Bend has proposed to change the funding to Visit Bend. The City hosted a public meeting to discuss how to fund the estimated \$1.3 million needed for road repair during the next fiscal year.

The City is looking into the legality of reducing the 30% of the first 9% of the transient room tax to 25.2%, as was in place in 2003.

In 2003, the City of Bend adopted a code to increase the percentage allocated to tourism from 25.2% to 30% in 2009, a situation which is covered by Oregon tourism law.

Carolyn Eagan from the City of Bend discussed that street funding in Bend relies on state fuel tax, grants, and system development charges (which are restricted as far as use). There is no other local funding for streets. The funds from the state fuel tax continue to decline.

The City is reviewing all potential funding sources including transient room tax collections. Carolyn discussed the mechanics of the TRT. Approximately \$.65 of every tourism tax dollar goes to the City's general fund.

The City Council has received feedback from ORLA and Bill Smith.

Carolyn asked for feedback on how to proceed from the Board.

Ben Perle asked, with the large amount of growth of TRT, a large portion of which does go into the general fund, where the surplus has gone. Carolyn stated that this surplus has gone largely into police and fire services. Potentially in the future, more of these funds may be able to be allocated to streets, but the City does not want to lower current police funding and a rural fire funding contract is in place.

Carolyn said that surplus money from TRT funds that is coming into the general fund is being put toward roads.

Doug stated that the reduction from 30% to 25.2% would not cause a decrease in current marketing. The Visit Bend Board discussed that they were in favor of the reduced funding, as long as it was in line with state tourism law.

Jodie Barram asked if the Board would commit to continuing to fund the Bend Cultural Tourism Fund at the \$150,000 level.

Doug stated that the BCTF is funded by 7% of total City funding to Visit Bend, so a decrease in funding from the City would also lead to a decrease in the funds available to the BCTF.

Doug stated that Visit Bend would not oppose the City of Bend. Other industry stakeholders, such as ORLA, are closely monitoring the situation, and potential legal action may come from them as a separate organization.

Carolyn stated that the state law allows for use of tourism funds for tourism promotion and facilities. Current Bend City law only allows tourism funds to be used specifically tourism promotion.

Doug stated that in other areas of the state, street funding with tourism money has not been allowed. Doug also stated that funding of facilities has generally be allowed as long as it can be demonstrated that over 50% of the use is by tourists.

Ben Perle asked about Bend Parks and Recreation as a potential source of funding. Carolyn said that this has not been discussed and Bend Parks and Recreation has not been contacted.

Jodie Barram stated that street maintenance funding has been a City issue since she started on the City Council in 2008.

Dave Nissen said the fuel tax proposal seemed rushed in the recent election. He still believes that this is a good long-term solution and should be revisited.

Dave also stated that he believes the additional surplus tourism funds being withheld by the City should be given to Visit Bend, and not potentially used for other tourism groups.

Doug stated that according to Visit Bend's current contract with the City, the surplus funding would not be given to other groups, but that Visit Bend would have to present a revised budget to BEDAB to receive the funds.

Brent McLean said that discussing reducing the percentage allocated to tourism to provide a short-term solution is a dangerous position.

Carolyn stated that a first step would be for the City of Bend to change its local ordinance first, to allow use of tourism funds for facilities.

Brent McLean stated that the City of Bend should contact ORLA directly.

Carolyn said the forecasted funds for next fiscal year are higher than Visit Bend has requested in the Business Plan. She asked if Visit Bend is planning to come to BEDAB with a revised budget.

Doug said that Visit Bend submitted a plan forecasting 11% growth in TRT funds. For any increase of up and including 21%, Visit Bend would have not to request these additional funds, per the contract with the City. For increases over that, Visit Bend would have to request the funds with a revised budget.

Carolyn committed to contacting ORLA. City Council will also work on a specific proposal for funding changes which will be presented to the Visit Bend Board.

Public Comment

David Kingston asked about the rainy day fund.

Doug stated that a few months ago the Board discussed potentially creating a rainy day fund and proposal was put together and presented to the Board. Currently a rainy day fund has not been created and that the current business model is to deploy all the funds that come in. The proposal has not been presented in a formal way to the City Council. It is also not determined if the money would be held by the City or by Visit Bend.

The meeting was adjourned at 9:57 a.m.

Notes by: Valerie Warren
April 19, 2016



Visit Bend

YOUR ADVENTURE BEGINS

AT VISITBEND.COM

Visit Bend Board of Directors Meeting Minutes June 21, 2016

Location: Bend Visitor Center

Present: Doug La Placa, Kevney Dugan, Valerie Warren, Hank Therien, Nate Wyeth, Tawna Fenske, Brent McLean, Michelle Mercer, Jodie Barram, Erick Trachsel, Alan Dietrich, Ben Perle, Matt Williams, Scott Greenstone, Lisa Sidor, Linda Orcelletto.

Guests: Wes Price, Bette Fraser, Raul Ainardi, Noelle Fredland, Cassandra Schindler, Stephen Hamway, Pete Alport, Dave Fox, Rod Porsche, René Mitchell.

Call to Order

Doug La Placa called the meeting to order at 8:03 a.m. Introduction of guests followed.

Fiscal Year 2015 Financial Review

Wes Price stated that Visit Bend has reached a point of financial stability that didn't exist a decade ago. Wes discussed the differences between a financial review, which Price, Fronk & Co. performs each year, and an audit. A financial review is an outside view of the work Scott Greenstone of Greenstone Financial Reporting does for Visit Bend. Many other trade organizations such as EDCO and the Bend Chamber of Commerce use the same procedure.

The most recent review report shows a clean report, indicating that the financials are in good order. Wes went through the review report included in the Board Packet, pointing out some highlights. The cash position is good; revenue continues to increase; the fact that Visit Bend has virtually no debt is positive.

Wes also commented that he would like to move up the dates of the financial review process to the October timeframe.

Wes stated that there should be a recognition of the economic driver that Visit Bend has been.

Financial Report

Scott Greenstone presented highlights from the current financials as the end of the fiscal year approaches. Total revenue is over budget by close to \$500,000. The Fiscal Year 2016 budget was built on a combination of actuals and estimates. The actual revenue from the City of Bend/TRT collections ended up being much higher than anticipated. Scott stated that there has been deliberate efforts to deploy this additional revenue and not to build up cash too high.

Sales and Marketing expenses are over budget almost to the same extent as revenue. Scott expects that Visit Bend will end the year within one percentage point of where net income was budgeted to be - which should be close to zero.

Scott noted that the biggest challenge for creating a budget for Visit Bend is to account for the fluctuations in revenue that happen throughout the year as funding levels change.

Doug stated that the City of Bend is still holding about \$600,000 in tourism funds that may be allocated to Visit Bend. Doug also said that there are no surprises in the current fiscal year financials, and that everything looks good.

Ben Perle asked if there has been any indication as to what the City of Bend will do with the additional funds they are holding. Doug stated that their intention is to make a decision at the July 21st meeting following the end of the fiscal year.

Doug covered recent numbers from the Room Tax Collections report, which is included in the Board Packet.

Visit Bend Leadership Transition Briefing

Doug went through the items that have been accomplished on transition objectives document which had been circulated to the Board. This document is also included in the Board Packet.

Marketing Update

Nate Wyeth said that the summer marketing campaign, which focuses on Oregon only, started on Memorial Day weekend. On the digital side, there is a slightly expanded market. Radio is targeting the I-5 corridor.

The next Visitor Guide is on track to be out within the next 4 weeks. The new, redesigned Bend Ale Trail Atlas should be out within the next couple of weeks.

Approximately 90% of the advertising budget for the upcoming fiscal year will be spent on non-summer months.

Website traffic continues to increase. Specific details are available in the Board Packet.

The Bend Ale Trail completions continue to increase as do app downloads.

Social media is outpacing several other destinations and engagement is high.

Kevney stated that Porter Co's initial year performance was impressive and Visit Bend looks forward to increasing work with them.

Public Relations and Social Media Update

Tawna Fenske discussed recent PR highlights including a large Oregon piece in United's inflight magazine and *Where to Retire*. Mountain biking and culinary appears to be trends.

Tawna has been turning down requests for media visits during the summer - except those looking to write about the off season.

Tawna showed some high-performing Facebook posts.

Group Sales Updates

Hank Therien shared some key updates of upcoming groups/events, listed in the Board Packet.

Hank stated that Visit Bend is bidding to host the NAIA Cascade Conference Championships as well as several other groups.

The third Oregon Senior Games just wrapped up. Registration numbers were up as well as out of area participants.

The consultants performing analysis for a potential regional sports facility are in town this week working with Kevney.

Board Roundtable

Matt Williams, Michelle Mercer, Brent McLean and Erick Trachsel stated that business is good and that they are busy.

Alan Dietrich is waiting on permits from the City of Bend, and business is good.

of the Tower Theatre. They have \$15,000 left to go in their fundraising campaign.

Doug stated that the Bend Cultural Tourism Fund awarded their annual grants last week, totaling around \$180,000.

Ben Perle said that the Oxford Hotel continues to be successful.

Doug finished the meeting by saying thank you to the Board and several other guests and acknowledged the photos and videography of Pete Alport.

Doug thanked Scott Greenstone for his work and contributions to the organization.

Public Comment

Cassandra Schindler thanked Doug, the Visit Bend team, and the Board of Directors for their work.

Dave Fox said that Visit Bend has helped expand the reach of Art in the High Desert.

Lisa Sidor said that Visit Bend has evolved into an art town.

Linda Orcelletto stated that visitors are grateful for the information they receive from the Visitor Center.

The meeting was adjourned at 9:07 a.m.

Notes by: Valerie Warren
June 21, 2016

Visit Bend
Financial Performance Analysis
For the period ended August 31, 2016

1) Operating Analysis

| | |
|---|---|
| <p>City Funding Revenue - IMPORTANT ACCOUNTING NOTE</p> | <p>Due to a change in City Funding methodology and timing, made effective for FY 2017; Jul16 City Funding Revenue was recognized on an estimated basis, and thus equaled budgeted City Funding Revenue, resulting in no variance. This was a one-time occurrence for Jul16 only, due to this funding timing change. Effective Aug16 and beyond, City Funding Revenue recognized by Visit Bend will consist of the current month's budgeted revenue (i.e. Aug16 Budgeted City Funding Revenue in Aug16), plus or minus the difference between the prior month's budgeted City Funding (i.e. Jul16 in the case of Aug16 revenue recognition) and the amount due to Visit Bend from City based upon actual TRT reported to the City by lodging properties. In short, this revenue recognition methodology adheres to the same basic methodology that has been in place since before 2010. However, previously the City was making an estimated payment based upon the City's budgeted TRT amount, plus or minus any differences between budgeted and actual TRT collections for the prior month. Effective for FY 2017, the city is waiting an extra month, until the TRT reporting for a given month is complete, and then remitting City Funding to Visit Bend based upon actual reported TRT. As such, Visit Bend's share of Jul16 TRT is will be remitted in early Sep16 (i.e. about 45 days after month end). The only alternative revenue recognition methodology would be to hold Visit Bend's books open for about 45 days after each month end, which is deemed to be an inferior approach since it is impractical for financial reporting and financial management purposes. While this alternative method would provide a slightly more accurate reflection of City Funding Revenue (i.e. association of TRT month with Visit Bend's City Funding Revenue Month), it will be result in an immaterial difference for each annual budget cycle.</p> |
| <p>a) Revenue:</p> | <p>Aug16 Revenue was over budget by +\$154.6K (+31.7%) overall. This variance consisted of a City Funding overage of +\$146.1K (+31.9%), (due to Jul16 City Funding received of \$456.4K exceeding budget of \$310.3K), a Retail Sales underage of -\$3.2K (-17.8%), an Advertising overage of +\$6.7K (+77.9%), and an Other Revenue overage of +\$5.0K (+250.0%). Year to Date FY 2017 Revenue was over budget by +\$160.5K (+19.4%) overall. This variance consisted of a City Funding overage of +\$146.1K (+19.0%), a Retail Sales underage of -\$11.7K (-28.1%), an Advertising overage of +\$20.7K (+191.4%), and an Other Revenue overage of +\$3.0K (+75.0%).</p> |
| <p>b) Personnel Expenses:</p> | <p>Aug16 Personnel Expenses were over budget by +\$1.7K (+3.7%). Year to Date FY 2017 Personnel Expenses were over budget by +\$6.5K (+7.2%).</p> |
| <p>c) Sales & Marketing Expenses:</p> | <p>Aug16 Sales & Marketing expenses were under budget by -\$15.7K (-10.9%), primarily due to timing differences between budgeted actual expenses. Year to Date FY 2017 Sales & Marketing expenses were under budget by -\$35.5K (-11.2%), primarily due to timing differences between budgeted and actual expenses.</p> |
| <p>d) Overhead Expenses:</p> | <p>Aug16 Overhead expenses were over budget by +\$1.0K (+6.7%) overall, due to various small variances. Year to Date FY 2017 Overhead expenses were under budget by -\$0.3K (-0.9%) overall, primarily due to various expense categories.</p> |
| <p>e) Net Income (Loss):</p> | <p>Aug16 Net Income of +\$449.4K (+70.0%) was over budgeted Net Income of +\$281.8K (+57.9%) by +\$167.6K (+12.2% profitability points) primarily due to over budget Revenue. Year to Date FY 2017 Net Income of \$574.8K (58.3%) was over budgeted Net Income of +\$385.1K (+46.7%) by +\$189.7K (+11.6% profitability points) primarily due to over budget Revenue offset by over budget Sales & Marketing expenses.</p> |

2) Cash Flow & Balance Sheet Analysis

| | |
|------------------------------|---|
| <p>a) Cash Flow Summary:</p> | <p>In Aug16, Cash decreased by -\$166.1K to a month-end balance of \$129.6K. Year to Date FY 2017 Cash decreased by -\$194.7K to a period-end balance of \$129.6K.</p> |
| <p>b) Balance Sheet:</p> | <p>The Balance Sheet remained healthy as of Aug16, 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 2017 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.</p> |

Visit Bend

Budget-to-Actual P&L Analysis

For the period ended August 31, 2016

| | Current Month | | | | Year-to-Date | | | |
|---------------------------------------|----------------|----------------|-----------------|----------------|----------------|----------------|-----------------|----------------|
| | Actual | Budget | Variance | Var. % | Actual | Budget | Variance | Var. % |
| Revenue | | | | | | | | |
| City Funding - Current Year | 604,667 | 458,592 | 146,075 | 31.9% | 914,975 | 768,901 | 146,074 | 19.0% |
| Retail Sales | 14,654 | 17,827 | (3,173) | (17.8%) | 29,856 | 41,522 | (11,666) | (28.1%) |
| Advertising | 15,384 | 8,647 | 6,736 | 77.9% | 31,489 | 10,806 | 20,683 | 191.4% |
| Event Revenue | - | - | - | 100.0% | 2,416 | - | 2,416 | 0.0% |
| Other Revenue | 7,000 | 2,000 | 5,000 | 250.0% | 7,000 | 4,000 | 3,000 | 75.0% |
| Total | 641,704 | 487,066 | 154,638 | 31.7% | 985,735 | 825,229 | 160,507 | 19.4% |
| Personnel Expenses | | | | | | | | |
| Base Pay | 39,903 | 37,495 | 2,408 | 6.4% | 79,843 | 73,748 | 6,095 | 8.3% |
| Overtime | - | 60 | (60) | (100.0%) | - | 120 | (120) | (100.0%) |
| Incentive Pay | - | - | - | 0.0% | - | - | - | 0.0% |
| Payroll Taxes | 3,330 | 2,719 | 611 | 22.5% | 6,746 | 5,348 | 1,398 | 26.1% |
| Employee Benefits | 4,375 | 5,642 | (1,267) | (22.5%) | 10,437 | 11,283 | (846) | (7.5%) |
| Total | 47,608 | 45,915 | 1,693 | 3.7% | 97,026 | 90,499 | 6,527 | 7.2% |
| Sales & Marketing Expenses | | | | | | | | |
| Cultural Tourism Fund | 46,000 | 26,650 | 19,350 | 72.6% | 69,923 | 50,573 | 19,350 | 38.3% |
| Visitor Development Fund | 11,650 | 10,000 | 1,650 | 16.5% | 29,944 | 12,500 | 17,444 | 139.6% |
| Online Mktg | 5,310 | 10,450 | (5,140) | (49.2%) | 11,920 | 20,900 | (8,980) | (43.0%) |
| Photo | 1,100 | 1,450 | (350) | (24.1%) | 1,100 | 2,050 | (950) | (46.3%) |
| Print | 681 | - | 681 | 0.0% | 14,447 | 15,000 | (553) | (3.7%) |
| Production | 3,975 | 7,500 | (3,525) | (47.0%) | 10,425 | 15,250 | (4,825) | (31.6%) |
| Radio | 8,520 | 10,000 | (1,480) | (14.8%) | 16,684 | 25,000 | (8,316) | (33.3%) |
| Trade Shows | - | - | - | 0.0% | - | - | - | 0.0% |
| TV | 17,354 | 30,000 | (12,646) | (42.2%) | 31,304 | 60,000 | (28,696) | (47.8%) |
| Collateral | 8,601 | 7,000 | 1,601 | 22.9% | 11,091 | 14,000 | (2,909) | (20.8%) |
| Postage | 1,602 | 3,500 | (1,898) | (54.2%) | 2,984 | 7,000 | (4,016) | (57.4%) |
| Public Relations | 490 | 350 | 140 | 39.9% | 490 | 700 | (210) | (30.1%) |
| Promotions | 9,636 | 15,000 | (5,364) | (35.8%) | 48,817 | 43,500 | 5,317 | 12.2% |
| Research | 5,621 | 600 | 5,021 | 836.9% | 9,996 | 15,600 | (5,604) | (35.9%) |
| Web. Dev. | 66 | 4,300 | (4,234) | (98.5%) | 66 | 4,750 | (4,684) | (98.6%) |
| Travel & Meals | 13 | 3,200 | (3,187) | (99.6%) | 192 | 4,100 | (3,908) | (95.3%) |
| Retail Purchasing | 7,595 | 13,924 | (6,329) | (45.5%) | 21,863 | 25,780 | (3,917) | (15.2%) |
| Total | 128,215 | 143,924 | (15,709) | (10.9%) | 281,247 | 316,703 | (35,456) | (11.2%) |
| Overhead Expenses | | | | | | | | |
| Building Lease | 4,590 | 4,446 | 144 | 3.2% | 9,272 | 8,738 | 533 | 6.1% |
| Building Maintenance | 1,008 | 825 | 183 | 22.2% | 1,833 | 1,650 | 183 | 11.1% |
| Equipment Lease & Maint. | 575 | 385 | 190 | 49.4% | 963 | 770 | 193 | 25.0% |
| Professional Fees | 3,750 | 3,750 | - | 0.0% | 8,238 | 7,500 | 738 | 9.8% |
| Office Supplies | 1,754 | 1,300 | 454 | 34.9% | 3,843 | 2,600 | 1,243 | 47.8% |
| Utilities | 1,318 | 1,042 | 276 | 26.5% | 2,490 | 2,083 | 407 | 19.5% |
| Bank Fees | 512 | 417 | 96 | 23.0% | 974 | 833 | 141 | 16.9% |
| Dues & Subscriptions | 125 | 625 | (500) | (80.0%) | 164 | 3,450 | (3,286) | (95.3%) |
| Insurance | 459 | 575 | (116) | (20.2%) | 918 | 1,150 | (232) | (20.2%) |
| Licenses & Permits | - | 183 | (183) | (100.0%) | - | 367 | (367) | (100.0%) |
| Education & Training | - | 100 | (100) | (100.0%) | - | 200 | (200) | (100.0%) |
| Network & Telco | 1,586 | 1,000 | 586 | 58.6% | 2,269 | 2,000 | 269 | 13.5% |
| Non-Capital IT | - | - | - | 0.0% | - | - | - | 0.0% |
| Depreciation & Amort. | 800 | 800 | - | 0.0% | 1,600 | 1,600 | - | 0.0% |
| Interest Expense | (6) | (17) | 11 | (66.5%) | (11) | (33) | 22 | (66.5%) |
| Total | 16,472 | 15,431 | 1,041 | 6.7% | 32,618 | 32,908 | (290) | (0.9%) |
| Total Expenses | 192,295 | 205,270 | (12,976) | (6.3%) | 410,891 | 440,110 | (29,219) | (6.6%) |
| Net Income | 449,410 | 281,796 | 167,613 | 59.5% | 574,845 | 385,119 | 189,726 | 49.3% |
| Net Income % | 70.0% | 57.9% | 12.2% | | 58.3% | 46.7% | 11.6% | |

ROOM TAX COLLECTIONS

DESCHUTES COUNTY - TRT COLLECTION

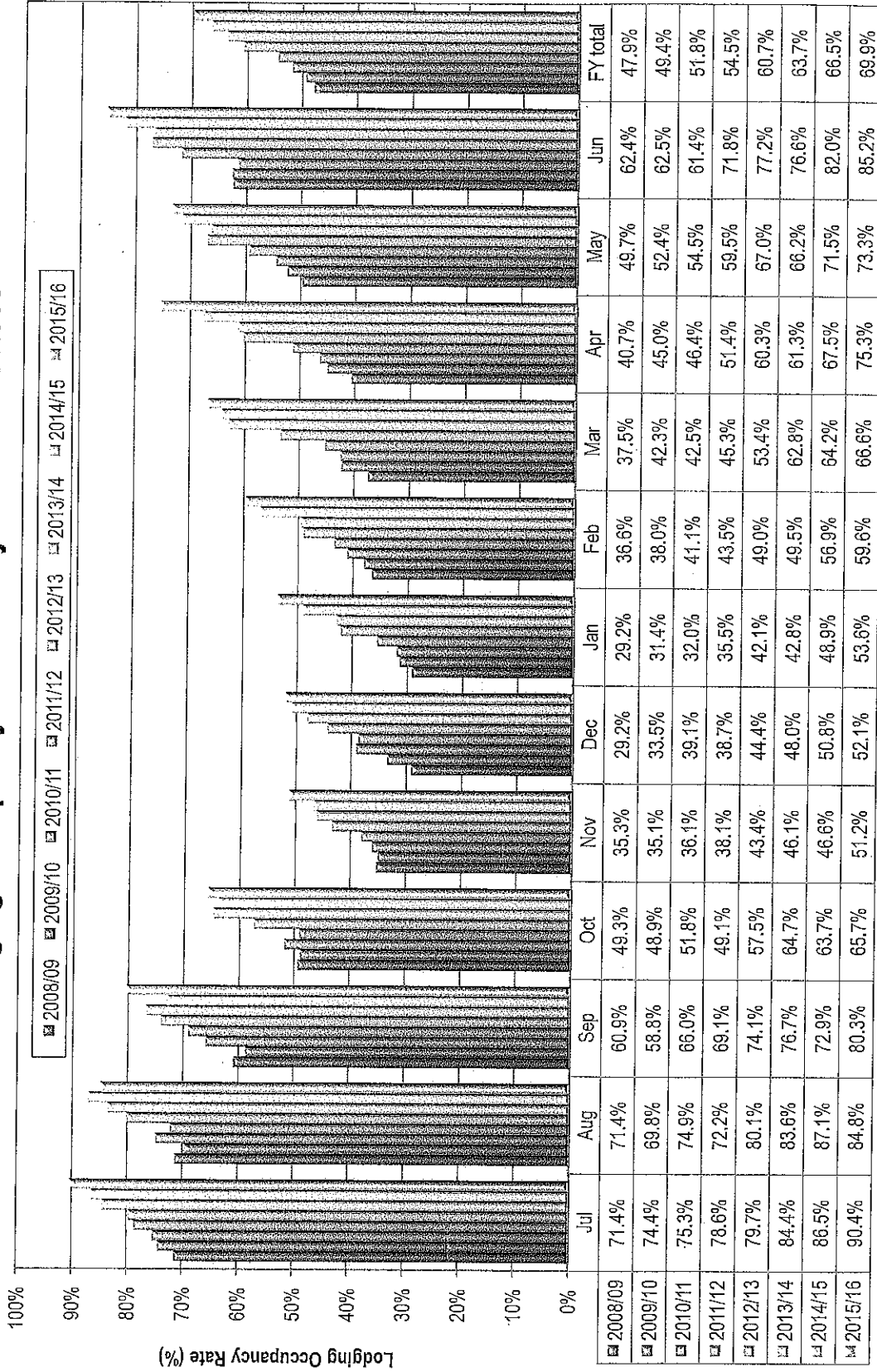
| | FY0910 | CHANGE | FY1011 | CHANGE | FY1112 | CHANGE | FY1213 | CHANGE | FY1314 | CHANGE | FY1415 | CHANGE | FY1516 | CHANGE | FY1617 | CHANGE |
|--------|--------------|--------|--------------|--------|--------------|--------|--------------|--------|--------------|--------|--------------|--------|--------------|--------|--------------|---------|
| 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% |
| 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% | | -100.0% |
| 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% | | -100.0% |
| OCT | \$ 137,059 | -12.0% | \$ 110,719 | -19.2% | \$ 129,920 | 16.8% | \$ 126,948 | -1.8% | \$ 139,234 | 9.7% | \$ 175,403 | 26.0% | \$ 240,295 | 37.0% | | -100.0% |
| 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 | 10.0% | | -100.0% |
| DEC | \$ 188,621 | -14.2% | \$ 199,866 | 6.0% | \$ 221,146 | 10.6% | \$ 232,250 | 4.4% | \$ 319,538 | 26.7% | \$ 360,655 | 12.9% | \$ 396,621 | 10.0% | | -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% | | -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% | | -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% | | -100.0% |
| APR | \$ 90,000 | 7.0% | \$ 105,941 | 17.7% | \$ 121,015 | 14.2% | \$ 130,428 | 7.8% | \$ 181,995 | 39.3% | \$ 189,582 | 4.3% | \$ 216,213 | 14.0% | | -100.0% |
| MAY | \$ 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% | | -100.0% |
| JUN | \$ 332,197 | 3.8% | \$ 345,103 | 3.9% | \$ 445,126 | 29.0% | \$ 449,607 | 1.0% | \$ 482,519 | 2.9% | \$ 625,431 | 35.2% | \$ 755,305 | 20.8% | | -100.0% |
| FYTD | \$ 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% |
| 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% | \$ 5,269,451 | 23.2% | \$ 6,068,098 | 15.2% | \$ 1,430,995 | -76.4% |

CITY OF BEND - TRT COLLECTION

| | FY0910 | CHANGE | FY1011 | CHANGE | FY1112 | CHANGE | FY1213 | CHANGE | FY1314 | CHANGE | FY1415 | CHANGE | FY1516 | CHANGE | FY1617 | CHANGE |
|--------|--------------|--------|--------------|--------|--------------|--------|--------------|--------|--------------|--------|--------------|--------|--------------|--------|--------------|---------|
| JUL | \$ 433,489 | -3.5% | \$ 489,662 | 13.0% | \$ 544,668 | 11.2% | \$ 543,438 | -0.2% | \$ 586,376 | 7.9% | \$ 881,967 | 50.4% | \$ 1,167,521 | 32.4% | \$ 1,181,335 | 1.2% |
| AUG | \$ 394,731 | -11.9% | \$ 444,130 | 15.4% | \$ 480,368 | 8.2% | \$ 534,186 | 11.2% | \$ 610,702 | 14.9% | \$ 870,733 | 42.6% | \$ 1,021,591 | 17.3% | | -100.0% |
| 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% | | -100.0% |
| 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% | | -100.0% |
| 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% | | -100.0% |
| DEC | \$ 185,489 | 22.8% | \$ 218,038 | 17.8% | \$ 205,601 | -5.7% | \$ 228,195 | 11.0% | \$ 288,908 | 26.6% | \$ 380,893 | 31.9% | \$ 434,108 | 14.0% | | -100.0% |
| JAN | \$ 143,102 | 0.4% | \$ 153,692 | 7.4% | \$ 158,458 | 3.1% | \$ 183,934 | 16.1% | \$ 228,564 | 24.3% | \$ 328,986 | 43.9% | \$ 399,620 | 21.5% | | -100.0% |
| FEB | \$ 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% | | -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 | 10.7% | | -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% | | -100.0% |
| MAY | \$ 286,714 | 7.1% | \$ 290,647 | 1.4% | \$ 304,522 | 4.8% | \$ 358,299 | 17.7% | \$ 431,931 | 20.6% | \$ 587,528 | 36.0% | \$ 614,788 | 4.6% | | -100.0% |
| JUN | \$ 337,865 | 14.6% | \$ 348,207 | 3.1% | \$ 405,876 | 16.9% | \$ 446,842 | 10.1% | \$ 601,113 | 34.5% | \$ 794,235 | 32.1% | \$ 887,415 | 11.7% | | -100.0% |
| FYTD | \$ 433,489 | -3.5% | \$ 489,662 | 13.0% | \$ 544,668 | 11.2% | \$ 543,438 | -0.2% | \$ 586,376 | 7.9% | \$ 881,967 | 50.4% | \$ 1,167,521 | 32.4% | \$ 1,181,335 | 1.2% |
| 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% | \$ 1,181,335 | -84.6% |

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%)

Bend Lodging Occupancy Rates: July 2008 - June 2016





MARKETING UPDATES: SEP 2016

SUMMER SEASON ADVERTISING CAMPAIGN WRAP

- Visit Bend's summer campaign kicked off Memorial Day weekend, and continued through Labor Day weekend.
 - **Television:** 4,566 commercials aired in PDX and Eugene, with nearly 5 million impressions (4.86million). The TV campaign was accompanied by 400,000 online impressions (pre-roll, in-stream).
 - We aired 187 commercials specifically during the Rio 2016 Olympic Games.
 - Key partners included Comcast, DirectTV, and Dish Network
 - **Digital Video:** Visit Bend continues to be an industry leader in the delivery of advertising. This summer, ran our video ads not only on TV, but also on Facebook, Instagram, and the Xfinity (Comcast) in-stream programming. Several million impressions have been served across our digital campaign.
 - **Radio:** Visit Bend's radio buy this summer targeted the Portland and I-5 DMA, airing over 600 (70 of them were added value) on-air ads. The ad rotation will be matched with an equal number of streaming ads, accompanied by clickable banner ads.
 - **Print:** Visitor Guide is wrapped, and will be sent off to print by week's end.
 - The Bend Ale Trail Atlas is also complete!

VISIT BEND'S SHOULDER SEASON & WINTER CAMPAIGN PLANNING

- Tenth Month – Visit Bend's first October advertising campaign has officially kicked off and launched in the Portland DMA – having a heavy digital component on Pandora (Mobile Audio, banners), Oregonlive.com (banners, homepage takeover), and OPB (banners, on-air, and promotional piece). It will be supplemented by a targeted, paid social push, accompanied by a growing Tumblr blog.
- PorterCo's recommended buy will be supplemented, in-house, by strategic, paid social campaigns on Instagram, facebook, and other networks.

WEBSITE – Year over year traffic – past 365 days:

- Traffic to www.visitbend.com was up 14.24% YOY (1,511,177 visits)
- Unique visitors up 16.52% YOY
- Pageviews are also up 8.83% year over year, surpassing the 3.68 million mark

Most Visited Pages During the Past Month

1. Events Calendar
2. Home Page
3. What to Do
4. Floating the River
5. Hiking
6. Summer Fun
7. Bend Ale Trail
8. Where to Stay
9. Family Fun
10. Camping

BEND ALE TRAIL

- New Bend Ale Trail Atlas is here
- Nearly 25,000 people have now completed the Bend Ale Trail.
- The app will also be updated, as will our Drinkable Diversions program, adding a passport option for the Drinkable Diversions on the app. We're awaiting initial approval in the Apple App Store®, currently.

SOCIAL MEDIA

- Facebook: Visit Bend** - 176,267 - Engagement and reach continues to outpace Travel Oregon, Travel Portland, and Visit California, among other DMOs. Traffic from Facebook to visitbend.com is up 164% year over year.
- Facebook: Bend Ale Trail** 5,462 likes
- YouTube Video Views:** 738,128 views.
- Vimeo Views:** 8,736 views
- Twitter:**
 - o @VisitBendOR 10.6k followers
 - o @BendAleTrail 2,422 followers
- Instagram:** @visitbend 30.5K followers
- Visit Bend continues to utilize other platforms, including Pinterest and Google+ in a strategic manner to focus on SEO performance and increasing blog traffic.

VISIT LIKE A LOCAL

- Visit Like a Local campaign has been out for about a month now
- The primary objective is to create and implement a sustainable and responsible tourism campaign inspiring positive behavior among Bend's visitors and locals alike when they're out enjoying Bend's abundance of recreational and cultural assets.
- Landing page has been built – visitbend.com/visitlikealocal and has seen nearly 2,000 visits in the past month. We'll continue to monitor for growth here, as this will be a primary metric.
- Visit Bend continues to explore strategic ways to involve other organizations, trade associations, and businesses who will be vital to this program's success.
- The initial launch, since the website has been built out, will be taking place on facebook and instagram. The upcoming visitor guide has a full-page Visit Like a Local ad in it, a CTA slider button has been added to visitbend.com, and we will be producing a series of smaller handouts specific to certain activities. A lot of other plans are on paper, but implementation must be done well to see success.

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Public Relations Updates: September 20, 2016

Press coverage from recent months

In an effort to conserve paper and not distract attendees with a bunch of magazines, we're trying something different. I'll tell you about some of our recent press coverage, and if anyone has any questions or wants to see the article, email tawna@visitbend.com and I'll send a link!

- AirfareWatchdog.com featured Bend in a recent article on "The 10 best outdoor towns in America." <http://bit.ly/2cYF9NE>. We're mentioned in a lot of pieces like this, and one trend I've noticed recently is that beer and the Bend Ale Trail are rarely the focus anymore. They might get mentioned, but this piece, for example, spent 95% of its word count on SUPing, climbing, fishing, scenic landscapes, and the arts scene at the Tower Theatre.
- Bend was included in a Yahoo Finance piece on "4 ski towns to visit during shoulder season" <http://yhoo.it/2cD3Sq7>
- We were also featured in a *Golf Advisor* article headlined, "Golf that won't break the bank" <http://bit.ly/2c6rgHa>
- Matador Network included us in a piece on the 10 best craft beer towns in America: <http://bit.ly/2cKoqsU>
- We were spotlighted in a feature in *National Geographic Traveler's* July issue about Bend travel.
- KGW in Portland did a terrific broadcast and online piece about planning a trip to Bend: <http://bit.ly/2cD7jxk>
- The Alaska Airlines in-flight magazine spotlighted Bend in their August issue (2.06 million travelers monthly).

Media pitches, upcoming coverage, and other PR initiatives

- We intentionally hosted very few media representatives over the summer, preferring to redirect requests to fall and winter season. One of our few exceptions was Heather Brown of *Points North* magazine. She came in August for a culinary feature on Bend that will run in October, with a cover shot devoted to Bend's dining scene (and shot by our own Nate Wyeth).
- The press release for 10th Month went out the first week in September.

(over)

Facebook highlights

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

- Stunning sunset and sunrise images continue to be our bread and butter. While multi-photo posts have been trending downward in terms of reach/engagement, this one had a reach of more than 304,000 people. It's also worth noting this was an in-the-moment post put up on a Sunday afternoon by weekend staff. This is a crucial part of our Facebook strategy, ensuring we have a good mix of scheduled and non-scheduled posts.
- We've been working to integrate the #VisitLikeALocal message into our Facebook posts. Clearly this post about navigating roundabouts has a lower reach, but it's an important part of our messaging to help visitors (and locals!) understand something that's a potential source of confusion.
- Another post in the same vein, but without the #VisitLikeALocal hashtag. This is a much more subtle way of accomplishing the same thing—a small reminder about not crushing wildflowers, coupled with the sort of stunning image we're already known for sharing.
- As always, we continue to share blog links on Facebook to connect the two platforms and expand our reach. Here's an example of another subtle way of lacing a safety-focused, sustainable tourism message into fun, fresh, flirty content. This came in the wake of a series of SAR missions and news about lost hikers. The post spotlights Nate's outdoorsy essentials (map, illumination, extra food, etc.) along with Tawna's lazier ones (a good book, cute slip-ons, beverages in reusable containers, tickets to something artsy).
- Of course, our chief focus continues to be stunning imagery of the Central Oregon region. Nate recently spearheaded a program to have a handful of local photographers on retainer, and to have each of them focused on a specific "assignment" like lifestyle photos or food images. This ensures a reliable stockpile of quality images, and allows us to compensate the artists for their work. Jill Rosell is one of the photographers currently shooting for us in this program, and this photo performed nicely for us in a Saturday morning slot.



Visit Bend Sales Update – 9.13.2016

Key Updates

1. USATF XC Nationals – February 2017 – 600 plus Athletes
2. USA Triathlon – Duathlon Nationals June, 17th 2017 – 800 athletes
3. USA Hop Growers Convention – January 2017 – 500 attendees
4. Middle School State Basketball Tournament – First 2 weekends in March. 300+ Teams
5. Future Farmers of America 2017 & 2018 – March/April 2,000 Participants
6. Snowshoe Nationals – March 2017 – 300 Athletes
7. Lava Lanes hosting new events – 3 separate shoulder season events, 400+ bowlers
8. Bend Ale Run – November 2016 – 1,500 runners expected

Key Groups/Events we are actively pursuing

1. NJCAA Cross Country Championships – 600 athletes, November
2. Nike XC Northwest Regionals – 600 athletes, November
3. USA Bouldering Nationals – 1200 athletes, January
4. USA Wrestling Northwest Regional – 700 athletes, March/April
5. Oregon Athletic Directors Association Annual Conference – 300 ADs, April 2019
6. International Snow Science Workshop – 900+ attendees, October, 2022
7. USATF XC Events – 1,000 athletes, Fall/Winter
8. NAIA Women's Golf Nationals – May 2017 – 400 Athletes and Family
9. NAIA Wrestling Nationals – March 2017 & 2018 – 300 Athletes
10. American Cribbage Congress Grand Nationals – 600 participants, October 2020
11. USAC Cyclo-Cross Nationals – 1,800 Athletes, January 2019 & 2020
12. USA BMX Fall Grand Nationals – 1,000 Athletes, October 2016
13. Golden Gloves Nationals – May 2017 – 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