



# A G E N D A

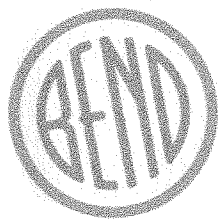
## Board of Directors Meeting

March 21, 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. January minutes.
  
- II. Financial Report (5 minutes)
  - a. Scott Greenstone will brief the Board on FY17 YTD finances.
  
- III. Business Items (10 Minutes)
  - a. Alan Dietrich – Board Position Renewal
  - b. Jason Graham – Bend Cultural Tourism Fund Commission
  - c. Travel Oregon Grants (Valerie)
  - d. RCTP Stakeholder Meeting – April 6<sup>th</sup>
  
- IV. Tourism industry briefing (10 minutes)
  - a. Kevney will brief the board on tourism industry news.
  
- V. Marketing Update (10 Minutes)
  - a. Nate will brief the board on current marketing efforts, website updates, and other marketing related projects.
  
- VI. Public Relations and Social Media Update (10 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)

# # #





Visit Bend

YOUR ADVENTURE BEGINS

AT VISITBEND.COM

## Visit Bend Board of Directors Meeting Minutes January 17, 2017

**Location:** Bend Visitor Center

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

**Guests:** Olivia Inman, Brett Graham, Ann Cook, Wendy Puller, Belinda Liskh, Carolyn Eagan, Joey Hamilton, John Flannery.

### **Call to Order**

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

### **Meeting Minutes Approval**

Jodie Barram made a motion to approve the November Board Meeting Minutes with no changes. Michelle Mercer seconded. The minutes were approved unanimously.

### **Financial Report**

Scott Greenstone reviewed the most recent half-year financials ending December 31, 2016. Everything is tracking closely to budget. Revenue is close to budget - 2% over budget. Personnel expenses are within a percentage point under budget. Sales and marketing expenses are under budget due to timing differences with the billing cycles. Overhead expenses are also close to budget. There is a surplus of \$675,000. This is over budget at this point in the year, but these funds will be spent so that the fiscal year will end with close to a zero net income, as is the plan.

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

### **New Board Member**

John McLeod of Mt. Bachelor has been nominated and selected by the Board of Directors to serve as a member of the Board. Dave Nissen made a motion to approve John McLeod as a member of the Visit Bend Board of Directors. Jodie Barram seconded. The vote was unanimous to approve.

### **Tourism Industry Briefing**

Kevney Dugan discussed recent should and winter season growth in the tourism industry.

Several related documents are included in the Board Packet.

Over the next few months, Visit Bend will be working on transient room tax collections for the next two years.

In 2017 the Springhill Suites will open. The Residence Inn, the Best Western, and the Element will not open until 2018.

Kevney also noted that the City of Bend is looking to change City Code to allow tourism funds to be spent on tourism-related facilities. This would be in line with the state law defining how tourism funds can be spent. Carolyn Eagan stated that a City Council meeting would need to be



Bend during the upcoming state legislative session.

#### **Marketing Update**

Nate Wyeth stated that we are halfway through the winter marketing season during which over \$1.5 million will be spent. This is a complete shift from previous years where much more of the marketing funds were spent during the summer season. Nate discussed some of the highlights from the campaign, included in the Marketing Updates in the Board Packet.

Visit Bend has its own Pandora station. More native content has been used this year. The website continues to see growth. Portland continues to be the number one market and continues to show higher website traffic. The top visited pages are listed in the Board Packet.

Bend Ale Trail Month was the most successful yet. Completions doubled from the previous year. Additional statistics are listed in the Board Packet.

Nate showed a list of other destination marketing organizations and compared social media engagement. Visit Bends continues to have very high engagement levels. Kevney stated that Visit Bend has moved away from buying Facebook "likes" and has moved more toward focusing on content and engagement. Additional social media statistics are included in the Board Packet.

Kevney discussed the new Bend destination video that will replace the video created several years ago. It is approximately 90 seconds long.

At the end of the meeting, Nate showed Visit Bend's new winter TV commercial as well as the new destination video.

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

Tawna Fenske presented examples of several recent media highlights. More details are included in the Board Packet. Tawna also discussed a recent collaborative FAM trip.

Tawna also showed some examples of several successful Facebook posts and discussed how Visit Bend is engaging with feedback from the community.

#### **Group Sales Updates**

Hank Therien is working on the upcoming Cross Country Nationals. The Hop Growers convention starts today. Snowshoe Nationals will happen in March. Hank will be attending NASC this year and focusing on more wintertime events. More information is available in the Board Packet.

Kevney added that the Hop Growers convention is a great example of collaborative work to bring a group to the area.

#### **Misc. Updates**

Kevney said that Visit Bend is working with COVA on changes and plans regarding the RCTP funds from Travel Oregon. The estimated amount is approximately \$680,000 for the region.

Kevney and Nate met with a focus group to look at the current Visit Bend website in anticipation of the upcoming website refresh.

#### **Board Roundtable**

Alan Dietrich said the new Bend distillery downtown Bend tasting room should be open in about a month.

Jodie Barram said the Tower Theatre is doing well. They are adding shows in April. She missed the Friday BCTF Meeting due to illness, but is excited to be on the Commission.

Dave Nissen said that the Christmas break was very successful for Wanderlust Tours. They had a 300-person waitlist for their New Year's Eve Bonfire on the Snow Tours. Dave would like to find a way to increase visitors during the first week of the Christmas break holiday.

Michelle Mercer said they are starting to think about rafting and expect to have a great season.



Matt Williams said they have seen a recent drop in occupancy, probably due to the weather and road conditions.

John McLeod said he agrees that everything during the Christmas holiday break was compressed into the second week. Mt. Bachelor is on pace for the best visitation and snowfall in 10 years. They were at capacity for a couple of days during the break. They had some frustrated visitors and will try to follow up with them and invite them back another time. John said that Bend is different than a traditional destination ski area.

Dave asked what others heard about the long commute coming down from Mt. Bachelor. What other options can be offered - or how can the shuttle transportation be promoted?

John has been working with CET to expand capacity at the Park and Ride and to look at more lodging properties offering shuttle service. They have also created a preferred parking program for those who carpool.

**Public Comment**

Ann Cook of the DoubleTree Hotel said that she is excited to hear conversation around transportation issues. She is also a member of the Bend 2030 committee.

Carolyn Eagan asked that everyone make sure their fire hydrants and storm drains are cleared. She thanked Tawna for sharing how Visit Bend has interacted with criticism and feedback from the community. Carolyn is interested in partnering with ODOT and others to find out how road maintenance can help the traffic issue.

Brett Graham thanked Visit Bend for its work.

The meeting was adjourned at 9:30 a.m.

Notes by: Valerie Warren  
January 17, 2017





**Visit Bend**  
**Financial Performance Analysis**  
For the period ended February 28, 2017

1) Operating Analysis

<p><b>City Funding Revenue - IMPORTANT ACCOUNTING NOTE ABOUT CHANGE FOR FY 2017</b></p>	<p>Due to a change in City Funding methodology and timing, Jul16 City Funding Revenue was \$0 on both a budgeted and actual basis. The City Funding payment received from the City in July was recognized as FY 2016 (Jun16) revenue, as per the normal methodology. There was no City Funding payment received in Aug16. The first check received in FY 2017 was in Sep16 which was recognized as Aug16 revenue. Therefore, there will only be 11 months of City Funding Revenue in FY 2017 as a result of the City shifting the timing back one month.</p>
<p><b>a) Revenue:</b></p>	<p>Feb17 Revenue was under budget by -\$38.4K (-18.5%) overall. This variance consisted of a City Funding overage of +\$1.9K (+1.3%), a Retail Sales underage of -\$8.8K (-59.9%), an Advertising overage of +\$4.0K (+75.1%), an Event Revenue underage of -\$33.5K (-95.8%) [due to USATF Cross Country Nationals] and an Other Revenue underage of -\$2.0K (-100%). Year to Date FY 2017 Revenue was over budget by +\$48.5K (+2.0%) overall. This variance consisted of a City Funding overage of +\$92.4K (+5.2%), a Retail Sales underage of -\$18.6K (-13.3%), an Advertising overage of +\$13.4K (+24.1%), an Event Revenue overage of -\$30.1K (-85.9%) [due to USATF Cross Country Nationals] and an Other Revenue underage of -\$8.6K (-53.9%).</p>
<p><b>b) Personnel Expenses:</b></p>	<p>Feb17 Personnel Expenses were under budget by -\$3.4K (-7.4%). Year to Date FY 2017 Personnel Expenses were under budget by -\$8.1K (-2.2%).</p>
<p><b>c) Sales &amp; Marketing Expenses:</b></p>	<p>Feb17 Sales &amp; Marketing expenses were over budget by +\$166.9K (+55.2%), primarily due to timing differences between budgeted actual expenses. Year to Date FY 2017 Sales &amp; Marketing expenses were under budget by -\$79.6K (-4.1%), primarily due to timing differences between budgeted and actual expenses.</p>
<p><b>d) Overhead Expenses:</b></p>	<p>Feb17 Overhead expenses were under budget by -\$1.7K (-10.4%) overall, due to various small variances. Year to Date FY 2017 Overhead expenses were over budget by +\$4.1K (+2.9%) overall, primarily due to various expense categories.</p>
<p><b>e) Surplus (Deficit):</b></p>	<p>Feb17 Deficit of -\$357.6K (-211.0%) was over budgeted Deficit of -\$157.4K (-75.7%) by -\$200.3K (-135.3% profitability points) primarily due to under budget Sales &amp; Marketing Expenses. Year to Date FY 2017 Surplus of \$133.6K (5.4%) was over budgeted Surplus of +\$1.5K (+0.1%) by +\$132.1K (+5.3% -profitability points) primarily due to under budget Sales &amp; Marketing expenses.</p>

2) Cash Flow & Balance Sheet Analysis

<p><b>a) Cash Flow Summary:</b></p>	<p>In Feb17, Cash decreased by -\$276.3K to a month-end balance of \$443.1K. Year to Date FY 2017 Cash increased by +\$118.8K to a period-end balance of \$443.1K.</p>
<p><b>b) Balance Sheet:</b></p>	<p>The Balance Sheet remained healthy as of Feb17, in terms of both "liquidity" (Current Ratio of 2.7) and "leverage" (Debt to Equity Ratio of 0.5). 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 February 28, 2017

	Current Month				Year-to-Date			
	Actual	Budget	Variance	Var. %	Actual	Budget	Variance	Var. %
<b>Revenue</b>								
City Funding - Current Year	152,845	150,936	1,909	1.3%	1,870,167	1,777,732	92,435	5.2%
City Funding - Prior Years	-	-	-	0.0%	416,000	416,000	-	0.0%
Retail Sales	5,874	14,657	(8,783)	(59.9%)	121,294	139,877	(18,583)	(13.3%)
Advertising	9,287	5,305	3,982	75.1%	68,796	55,416	13,379	24.1%
Event Revenue	1,457	35,000	(33,543)	(95.8%)	4,928	35,000	(30,072)	(85.9%)
Other Revenue	-	2,000	(2,000)	(100.0%)	7,376	16,000	(8,624)	(53.9%)
<b>Total</b>	<b>169,463</b>	<b>207,898</b>	<b>(38,436)</b>	<b>(18.5%)</b>	<b>2,488,561</b>	<b>2,440,026</b>	<b>48,535</b>	<b>2.0%</b>
<b>Personnel Expenses</b>								
Base Pay	34,783	37,874	(3,090)	(8.2%)	291,022	301,328	(10,306)	(3.4%)
Overtime	-	60	(60)	(100.0%)	372	480	(108)	(22.6%)
Incentive Pay	-	-	-	0.0%	6,480	5,100	1,380	27.1%
Payroll Taxes	3,076	2,746	330	12.0%	24,856	22,220	2,636	11.9%
Employee Benefits	5,051	5,642	(591)	(10.5%)	43,426	45,133	(1,707)	(3.8%)
<b>Total</b>	<b>42,910</b>	<b>46,322</b>	<b>(3,412)</b>	<b>(7.4%)</b>	<b>366,156</b>	<b>374,261</b>	<b>(8,105)</b>	<b>(2.2%)</b>
<b>Sales &amp; Marketing Expenses</b>								
Cultural Tourism Fund	12,113	11,970	143	1.2%	176,663	161,993	14,670	9.1%
Visitor Development Fund	22,772	46,000	(23,228)	(50.5%)	165,744	136,500	29,244	21.4%
Online Mktg	60,705	39,683	21,021	53.0%	191,695	227,683	(35,988)	(15.8%)
Photo	600	1,200	(600)	(50.0%)	10,300	11,250	(950)	(8.4%)
Print	46,351	42,750	3,601	8.4%	188,727	236,250	(47,523)	(20.1%)
Production	15	15,000	(14,985)	(99.9%)	57,802	96,000	(38,198)	(39.8%)
Radio	81,335	46,000	35,335	76.8%	284,608	263,000	21,608	8.2%
Trade Shows	-	300	(300)	(100.0%)	-	2,679	(2,679)	(100.0%)
TV	196,953	69,000	127,953	185.4%	413,245	390,000	23,245	6.0%
Collateral	1,647	7,000	(5,353)	(76.5%)	41,335	56,000	(14,665)	(26.2%)
Postage	1,752	3,500	(1,748)	(50.0%)	13,992	28,000	(14,008)	(50.0%)
Public Relations	11,600	350	11,250	3,214.3%	13,876	14,950	(1,074)	(7.2%)
Promotions	2,623	6,000	(3,377)	(56.3%)	87,624	82,000	5,624	6.9%
Research	4,375	1,500	2,875	191.7%	30,474	36,300	(5,826)	(16.1%)
Web. Dev.	1,758	300	1,458	485.8%	5,316	11,650	(6,335)	(54.4%)
Travel & Meals	825	1,500	(675)	(45.0%)	11,338	18,200	(6,862)	(37.7%)
Retail Purchasing	14,948	525	14,423	2,747.3%	105,730	111,776	(6,046)	(5.4%)
<b>Total</b>	<b>469,516</b>	<b>302,579</b>	<b>166,938</b>	<b>55.2%</b>	<b>1,844,649</b>	<b>1,924,231</b>	<b>(79,582)</b>	<b>(4.1%)</b>
<b>Overhead Expenses</b>								
Building Lease	4,350	4,446	(96)	(2.2%)	37,210	35,412	1,798	5.1%
Building Maintenance	858	825	33	4.1%	7,510	6,600	910	13.8%
Equipment Lease & Maint.	521	385	136	35.2%	3,525	3,080	445	14.4%
Professional Fees	3,750	3,750	-	0.0%	41,338	36,650	4,688	12.8%
Office Supplies	517	1,300	(783)	(60.2%)	7,540	10,400	(2,860)	(27.5%)
Utilities	1,091	1,042	49	4.7%	10,299	8,333	1,966	23.6%
Bank Fees	279	417	(138)	(33.1%)	4,192	3,333	859	25.8%
Dues & Subscriptions	1,692	1,575	117	7.4%	14,666	14,850	(184)	(1.2%)
Insurance	413	575	(162)	(28.2%)	3,273	4,600	(1,327)	(28.8%)
Licenses & Permits	-	183	(183)	(100.0%)	960	1,467	(507)	(34.5%)
Education & Training	-	100	(100)	(100.0%)	1,997	1,050	947	90.2%
Network & Telco	416	1,000	(584)	(58.4%)	5,159	8,000	(2,841)	(35.5%)
Non-Capital IT	-	-	-	0.0%	-	-	-	0.0%
Depreciation & Amort.	800	800	-	0.0%	6,400	6,400	-	0.0%
Interest Expense	(5)	(17)	12	(69.8%)	(44)	(133)	90	(67.2%)
<b>Total</b>	<b>14,681</b>	<b>16,381</b>	<b>(1,700)</b>	<b>(10.4%)</b>	<b>144,125</b>	<b>140,042</b>	<b>4,083</b>	<b>2.9%</b>
<b>Total Expenses</b>	<b>527,108</b>	<b>365,281</b>	<b>161,826</b>	<b>44.3%</b>	<b>2,354,929</b>	<b>2,438,534</b>	<b>(83,604)</b>	<b>(3.4%)</b>
<b>Surplus (Deficit)</b>	<b>(357,645)</b>	<b>(157,383)</b>	<b>(200,262)</b>	<b>127.2%</b>	<b>133,631</b>	<b>1,492</b>	<b>132,139</b>	<b>8,857.5%</b>
<b>Surplus (Deficit) %</b>	<b>(211.0%)</b>	<b>(75.7%)</b>	<b>-135.3%</b>		<b>5.4%</b>	<b>0.1%</b>	<b>5.3%</b>	

ROOM TAX COLLECTIONS

DESCHUTES COUNTY - TRT COLLECTION

	FY0809	CHANGE	FY0910	CHANGE	FY1011	CHANGE	FY1112	CHANGE	FY1213	CHANGE	FY1314	CHANGE	FY1415	CHANGE	FY1516	CHANGE	FY1617	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%
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	4.8%	\$ 1,216,868	4.1%
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%	\$ 470,477	16.6%	\$ 614,663	42.8%	\$ 574,496	-6.5%
OCT	\$ 155,739	6.3%	\$ 137,059	-12.0%	\$ 110,719	-19.2%	\$ 129,320	16.8%	\$ 126,948	-1.8%	\$ 139,254	9.7%	\$ 175,403	26.0%	\$ 240,295	37.0%	\$ 282,936	17.7%
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%	\$ 199,905	49.0%	\$ 213,017	8.7%	\$ 228,833	7.4%
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%
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%
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	34.3%	\$ 272,394	-2.3%
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%	\$ 302,367	-0.0%
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%	\$ 216,213	-0.0%
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%	\$ 354,123	-0.0%
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%	\$ 755,305	-0.0%
FYTD	\$ 2,395,233	-4.6%	\$ 2,136,878	-10.8%	\$ 2,241,870	4.9%	\$ 2,294,569	2.4%	\$ 2,547,803	11.0%	\$ 2,986,353	17.6%	\$ 3,696,327	23.4%	\$ 4,184,191	13.2%	\$ 4,459,875	6.6%
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%	\$ 6,459,875	-26.5%

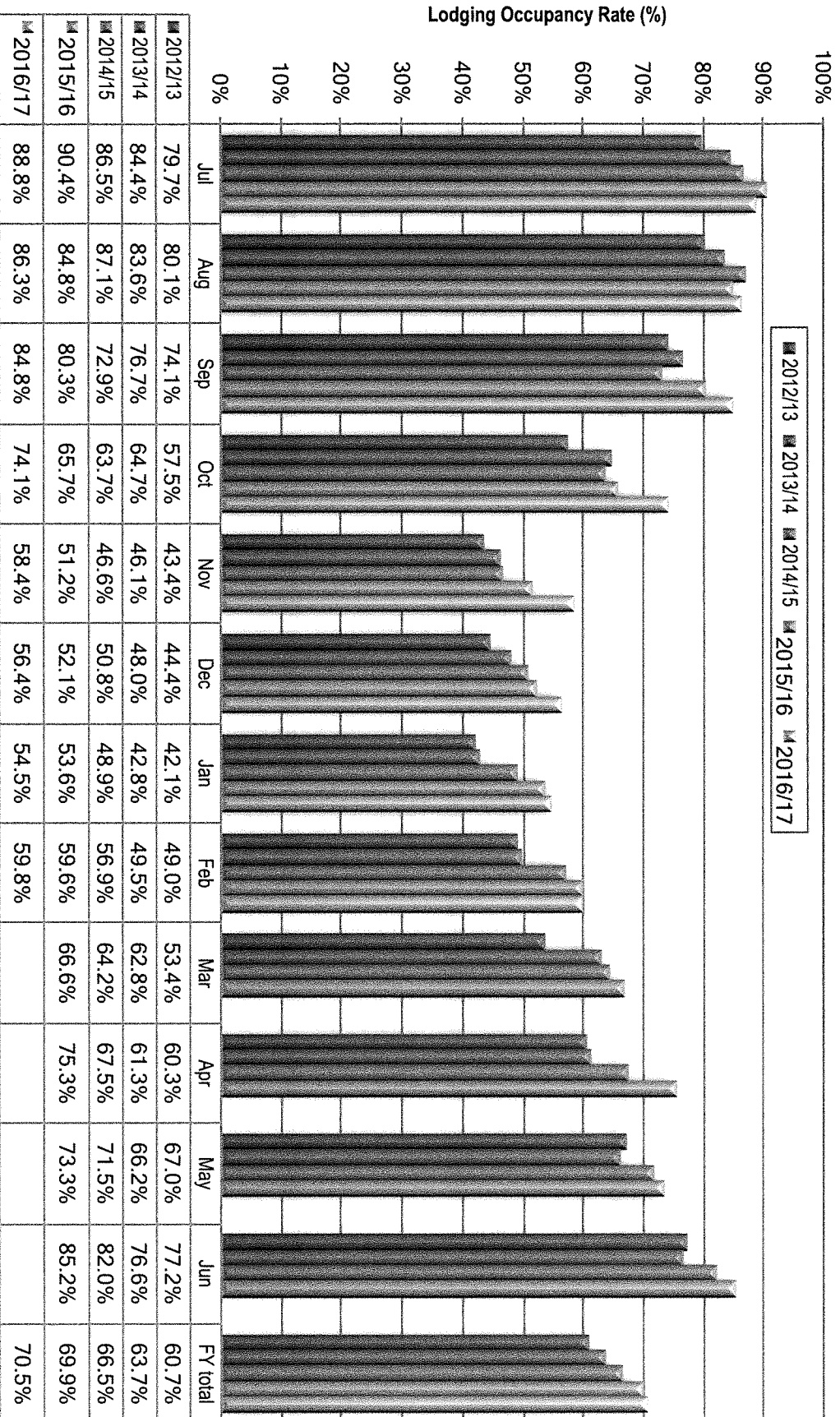
CITY OF BEND - TRT COLLECTION

	FY0809	CHANGE	FY0910	CHANGE	FY1011	CHANGE	FY1112	CHANGE	FY1213	CHANGE	FY1314	CHANGE	FY1415	CHANGE	FY1516	CHANGE	FY1617	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%	\$ 1,262,862	7.3%
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%	\$ 1,109,156	8.6%
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%	\$ 837,165	13.2%
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%
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%	\$ 290,095	36.8%	\$ 357,600	21.2%	\$ 443,328	24.0%
DEC	\$ 151,022	-26.9%	\$ 185,449	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%	\$ 524,117	20.7%
JAN	\$ 142,493	-16.1%	\$ 143,102	0.4%	\$ 153,692	7.4%	\$ 158,458	3.1%	\$ 183,934	16.1%	\$ 228,584	24.3%	\$ 328,996	43.9%	\$ 399,620	21.5%	\$ 430,196	7.7%
FEB	\$ 160,038	-21.6%	\$ 165,234	3.2%	\$ 181,006	9.5%	\$ 191,409	5.7%	\$ 205,050	7.1%	\$ 252,821	28.2%	\$ 377,576	43.7%	\$ 428,240	13.4%	\$ 428,240	-0.0%
MAR	\$ 167,398	-28.0%	\$ 198,289	18.5%	\$ 207,918	4.9%	\$ 225,231	8.5%	\$ 273,645	17.0%	\$ 329,826	20.5%	\$ 474,418	43.8%	\$ 571,271	20.4%	\$ 571,271	-0.0%
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%	\$ 571,271	-0.0%
MAY	\$ 239,638	-16.0%	\$ 261,714	7.1%	\$ 290,647	13.2%	\$ 304,522	4.8%	\$ 358,289	17.7%	\$ 431,931	20.6%	\$ 587,528	36.0%	\$ 614,788	4.6%	\$ 614,788	-0.0%
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%	\$ 887,415	-0.0%
FY END	\$ 1,896,279	-11.2%	\$ 1,800,254	-5.1%	\$ 2,037,061	13.2%	\$ 2,162,994	6.2%	\$ 2,344,194	8.4%	\$ 2,738,117	16.8%	\$ 3,764,280	37.5%	\$ 4,650,169	23.5%	\$ 5,261,657	13.1%
FY END	\$ 2,398,041	-14.3%	\$ 2,980,098	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%	\$ 5,261,657	-31.6%

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 2012 - February 2017





**Occupancy (%)**

Year	2010	2011	2012	2013	2014	2015	2016	2017
July	74.4%	75.3%	74.9%	78.6%	79.7%	84.4%	86.5%	88.6%
Aug	69.8%	74.9%	66.0%	72.2%	80.1%	87.1%	81.1%	86.3%
Sep	58.8%	66.0%	69.1%	74.1%	76.2%	72.9%	80.5%	84.8%
Oct	48.9%	51.8%	49.1%	47.5%	64.7%	63.7%	74.1%	74.1%
Nov	35.1%	38.1%	38.1%	38.1%	43.4%	46.1%	51.2%	58.4%
Dec	33.5%	32.0%	38.7%	44.4%	48.0%	50.8%	52.1%	56.4%
Jan	31.4%	32.0%	35.5%	42.1%	42.8%	48.5%	54.5%	54.5%
Feb	38.0%	41.1%	43.3%	49.0%	49.5%	56.5%	59.5%	59.5%
Mar	42.3%	45.3%	45.3%	53.4%	62.8%	64.2%	66.5%	66.5%
Apr	45.0%	45.4%	51.4%	60.3%	61.5%	67.5%	71.3%	71.3%
May	52.4%	54.5%	59.5%	67.0%	68.2%	71.5%	73.3%	73.3%
Jun	62.5%	61.4%	71.8%	77.2%	76.8%	82.0%	85.2%	85.2%
FY Total	49.4%	51.8%	54.5%	60.7%	63.7%	66.5%	69.9%	70.5%

**ADR (\$)**

Year	2010	2011	2012	2013	2014	2015	2016	2017
July	\$99.31	\$109.35	\$111.70	\$115.31	\$122.60	\$137.93	\$147.66	\$151.10
Aug	\$96.60	\$100.55	\$107.68	\$113.69	\$125.62	\$139.80	\$147.66	\$155.64
Sep	\$87.29	\$88.92	\$96.39	\$100.63	\$111.74	\$115.72	\$123.41	\$128.37
Oct	\$81.40	\$87.86	\$86.48	\$90.08	\$99.97	\$107.07	\$111.16	\$114.92
Nov	\$76.67	\$81.79	\$85.43	\$86.81	\$94.55	\$98.23	\$97.57	\$102.54
Dec	\$80.28	\$85.33	\$86.78	\$88.56	\$97.45	\$99.56	\$100.19	\$103.39
Jan	\$78.25	\$82.52	\$84.42	\$88.28	\$95.17	\$99.44	\$99.44	\$100.81
Feb	\$80.00	\$84.69	\$85.10	\$91.20	\$98.80	\$102.78	\$101.90	\$104.40
Mar	\$80.62	\$83.04	\$86.69	\$91.23	\$97.85	\$107.96	\$105.15	\$110.17
Apr	\$83.69	\$85.66	\$86.72	\$95.11	\$98.65	\$105.86	\$110.17	\$119.19
May	\$86.68	\$92.68	\$94.18	\$100.90	\$109.87	\$115.13	\$119.19	\$141.75
Jun	\$95.26	\$99.84	\$101.23	\$110.96	\$121.55	\$130.19	\$141.75	\$152.95
FY Total	\$87.49	\$92.28	\$95.46	\$108.50	\$115.96	\$120.95	\$126.17	\$128.17

**RevPAR (\$)**

Year	2010	2011	2012	2013	2014	2015	2016	2017
July	\$73.87	\$82.39	\$87.84	\$91.94	\$103.46	\$119.28	\$136.58	\$145.27
Aug	\$67.42	\$75.29	\$77.76	\$81.01	\$94.98	\$121.75	\$123.41	\$134.26
Sep	\$51.32	\$58.66	\$68.01	\$74.56	\$85.65	\$84.34	\$99.13	\$108.85
Oct	\$39.84	\$45.42	\$43.44	\$51.76	\$64.72	\$68.24	\$74.99	\$82.51
Nov	\$26.67	\$29.55	\$32.52	\$37.56	\$43.59	\$43.80	\$49.98	\$58.30
Dec	\$26.91	\$33.35	\$33.61	\$39.28	\$46.76	\$46.62	\$52.18	\$59.39
Jan	\$24.60	\$26.40	\$30.01	\$37.17	\$41.12	\$46.52	\$54.99	\$63.34
Feb	\$30.42	\$34.79	\$37.00	\$44.72	\$48.88	\$56.48	\$60.78	\$62.41
Mar	\$34.10	\$35.33	\$39.29	\$48.70	\$61.42	\$69.32	\$70.08	\$82.99
Apr	\$37.67	\$39.76	\$44.53	\$57.39	\$60.49	\$71.49	\$82.99	\$87.40
May	\$45.45	\$50.50	\$56.00	\$65.63	\$72.73	\$82.30	\$87.40	\$97.11
Jun	\$59.58	\$61.32	\$72.68	\$86.63	\$93.16	\$106.75	\$120.82	\$128.82
FY Total	\$43.19	\$47.84	\$51.99	\$60.71	\$68.09	\$77.11	\$84.51	\$88.94

**Supply**

Year	2010	2011	2012	2013	2014	2015	2016	2017
July	83,390	86,211	86,211	86,211	86,211	86,211	86,211	86,211
Aug	83,390	86,211	86,211	86,211	86,211	86,211	86,211	86,211
Sep	80,700	83,430	83,430	83,430	83,280	83,280	83,280	83,280
Oct	83,390	86,211	86,211	86,211	86,056	86,056	86,056	86,056
Nov	80,700	83,430	83,280	83,280	83,280	83,280	83,280	83,280
Dec	83,390	86,211	86,211	86,056	86,056	86,056	86,056	86,056
Jan	86,211	86,211	86,211	86,056	86,056	86,056	86,056	86,056
Feb	77,868	77,868	77,868	77,728	77,700	77,700	77,700	77,700
Mar	86,211	86,211	86,211	86,056	86,056	86,056	86,056	86,056
Apr	83,430	83,280	83,280	84,750	88,170	88,170	88,170	88,170
May	86,211	86,211	86,211	86,056	86,056	86,056	86,056	86,056
Jun	83,430	83,280	83,280	84,750	88,170	88,170	88,170	88,170
Total Year	998,321	1,015,065	1,014,362	1,017,340	1,017,578	1,065,687	1,066,091	1,066,091

**Demand**

Year	2010	2011	2012	2013	2014	2015	2016	2017
July	62,031	64,956	67,800	68,817	72,621	76,730	82,355	79,388
Aug	58,197	64,654	62,238	68,891	71,919	76,285	77,219	74,049
Sep	47,448	55,036	57,671	61,703	68,891	64,284	70,828	70,439
Oct	40,811	44,668	42,329	49,443	56,099	55,099	59,677	63,669
Nov	28,287	30,138	31,754	36,112	38,391	41,111	45,168	48,531
Dec	27,952	33,969	33,393	38,186	41,282	46,335	48,419	48,419
Jan	27,102	30,643	32,245	38,884	44,573	49,812	48,843	48,843
Feb	29,611	31,989	33,833	38,112	39,424	50,134	46,367	46,367
Mar	36,462	36,679	38,985	45,943	54,002	59,347	62,022	62,022
Apr	37,548	38,724	42,765	50,248	51,986	59,347	67,841	67,841
May	45,198	46,976	51,181	57,665	57,970	65,131	69,237	69,237
Jun	52,183	51,241	59,795	64,272	64,954	72,291	76,785	76,785
Total Year	492,930	526,236	552,407	625,437	647,844	708,530	758,881	758,881

**Revenue (\$)**

Year	2010	2011	2012	2013	2014	2015	2016	2017
July	\$6,160,237	\$7,102,624	\$7,573,102	\$7,912,298	\$8,903,439	\$10,446,675	\$12,443,859	\$12,381,999
Aug	\$5,621,872	\$6,499,872	\$6,703,697	\$7,032,142	\$8,034,140	\$9,438,502	\$11,426,377	\$11,525,059
Sep	\$4,141,656	\$4,989,873	\$5,673,075	\$6,203,464	\$7,132,864	\$8,217,393	\$9,740,665	\$9,042,098
Oct	\$3,322,091	\$3,915,506	\$3,745,303	\$4,453,696	\$5,069,464	\$5,217,393	\$6,831,869	\$7,136,954
Nov	\$2,168,650	\$2,484,876	\$2,712,739	\$3,127,795	\$3,629,877	\$4,038,199	\$4,406,885	\$4,976,589
Dec	\$2,243,882	\$2,826,384	\$2,697,704	\$3,319,853	\$3,829,877	\$4,021,841	\$4,611,935	\$4,655,662
Jan	\$2,120,865	\$2,275,874	\$2,589,012	\$3,199,034	\$3,593,333	\$4,420,191	\$4,983,474	\$4,722,344
Feb	\$2,268,802	\$2,709,142	\$2,880,935	\$3,393,043	\$3,797,944	\$4,612,191	\$5,108,823	\$4,840,802
Mar	\$2,939,692	\$3,045,779	\$3,377,836	\$4,191,241	\$5,288,871	\$6,315,786	\$6,521,415	\$7,472,980
Apr	\$3,142,510	\$3,217,032	\$3,708,372	\$4,779,187	\$5,126,475	\$6,303,611	\$7,472,980	\$8,133,254
May	\$3,917,869	\$4,369,822	\$4,819,047	\$6,020,217	\$6,368,984	\$7,498,569	\$8,133,254	\$10,881,341
Jun	\$4,970,829	\$5,115,868	\$6,053,201	\$7,131,581	\$7,695,023	\$9,411,753	\$10,881,341	\$10,881,341
Total Year	43,118,952	52,733,023	57,302,225	61,512,832	67,714,262	82,174,262	91,787,734	91,787,734



## MARKETING UPDATES: APR 2017

### WINTER SEASON ADVERTISING CAMPAIGN WRAP

- Visit Bend's winter marketing campaign completes at the end of next week, with just over \$1,900,000 spent across all mediums, including TV, radio, print, digital, and social. Campaigns are in full swing in the SEA, PDX, and SFO markets.
  - **A complete wrap of the campaign and its results will be presented at the May 2017 board meeting.**
  - **Primary traffic drivers over the campaign included Pandora and pre-roll videos across various partners, such as Comcast, KIRO (Seattle), and KTVU.**
  - **Banners were the most successful form of digital advertising, driving nearly 18,500 clicks from 15,000 new visitors.**

### NEW CREATIVE

Visit Bend has begun work on a series of new Television commercials aimed at having shoulder season-specific TV ads and pre-roll videos.

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

- Total visits: 1,465,155 // Total unique visits: 987,388.
- Pageviews are also up slightly year over year, totaling 3.53 Million
- Geo visits to the site continue to match what we see in research conducted. In the past year, Portland was the number one market, making up 28% of total website visits. Seattle DMO delivered 13% of visitors, and San Francisco DMO drove 8% of all visitors to visitbend.com.

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

- |                    |                            |
|--------------------|----------------------------|
| 1. Home Page       | 6. Cross Country Nationals |
| 2. Winter Fun      | 7. Vacation Rentals        |
| 3. Events Calendar | 8. What to Do              |
| 4. What to Do      | 9. Hiking                  |
| 5. Bend Ale Trail  | 10. Where to Stay          |

### BEND ALE TRAIL

We are beginning work on an app update, and Atlas update for the next version of the Bend Ale Trail, which will launch in June, 2017. We are currently undergoing a series of meetings with our brewery partners to further integrate our Visit Like a Local campaign within the Bend Ale Trail program, in addition to discussing other improvements to the program in its next year.

## **SOCIAL MEDIA**

- **Facebook: Visit Bend** - 180,238 - Engagement and reach continues to outpace Travel Oregon, Travel Portland, and Visit California, among other DMOs. Facebook drives 86.65% of all social media referral traffic to visitbend.com
- **Facebook: Bend Ale Trail** 5,722 likes
- **YouTube Video Views:** 799,491 views.
- **Vimeo Views:** 13,085 Plays (7,512 of them from visitbend.com embeds)
- **Twitter:**
  - @VisitBendOR 11.3K followers
  - @BendAleTrail 2,434 followers
- **Instagram:** @visitbend 36,199 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.

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## Public Relations Updates: March 21, 2017

### Press coverage from recent months

- *Journey* (the in-flight magazine for Alaska Airlines) had a terrific piece on spring travel to Bend in their March/April issue.
- *Powder* magazine had an excellent feature article on Bend in the January issue. This was one of several that have popped up as a result of the FAM trip we tag-teamed with Mt. Bachelor and COVA.
- *Rad Season* did a piece on Bend as a top spot to ski and mountain bike in the same day: <http://bit.ly/2myFvOH>
- We worked with travel writer Ray Navis last fall, and his piece just appeared in the *Santa Barbara Independent* spotlighting golf, Jackalope Grill, the Doubletree Hilton, and Mt. Bachelor.
- Yahoo! Finance included Bend in a roundup of 9 top cold-weather spring break ideas: <https://yhoo.it/2nKJYdH>
- Paw Culture had a piece on dog-friendly ski towns to check out this winter: <http://bit.ly/2mOGyHH>

### Upcoming coverage and other PR initiatives

- We hosted freelancer Emily Hutto in February. She's a contributing editor at *Craft Beer & Brewing* magazine, and also writes for *Zymurgy*. She was on assignment with a piece for *Travel + Leisure* magazine on beer-centric hotels, and another piece for *Sunset* magazine.
- Dave Wolman is tentatively coming later this month to work on a piece for *Business Insider* on SUPing.
- The success of January's tag-team FAM trip with COVA and Mt. Bachelor led to the planning of another one, which is taking place in late-April. Confirmations are still rolling in, but the invitation list included journalists from *The New York Times*, *Outside*, *National Geographic*, *Hemispheres*, *Forbes*, *Men's Journal*, *Sunset*, *Town & Country*, *Frommer's*, *Backpacker*, and more.
- We're planning another FAM trip in May. Though this one runs close to high season (which is when we stop hosting journalists), we pitched the group to focus on sustainable tourism and Bend's culinary scene. They're excited about the concept, and we're eager to see how this plays out. Invitees include writers from *Outside*, *Men's Journal*, *Backpacker*, *Paste*, and *National Geographic*.

(over)

## Facebook highlights

February and early March are always a bit slower in our Facebook feed, but some of our top-performing posts included:

- Posts touting the sheer volume of snow we've gotten in Central Oregon this season have been very popular, especially when they show it in a scenic way.
- Mountains, moons, sunrises, and sunsets continue to make up the core of our most popular posts.
- Despite the fact that we're often showing photos of the same landmarks over and over again, we work hard to keep our copy fresh and interesting.
- Video continues to perform well for us, and we're always looking to get our hands on new video content (even if it's no-frills iPhone footage).
- We've seen a surprising surge in popularity among some of our article-share posts, which have traditionally not been very highly-viewed posts.



## **Visit Bend Sales Update – 3.21.2017**

### **Key Updates**

1. Future Farmers of America 2017 & 2018 – This weekend 2,000 Participants
2. Snowshoe Nationals – This Weekend – 200 Athletes
3. USA Triathlon – Duathlon Nationals June, 17<sup>th</sup> 2017 – 800 athletes
4. Bend Ale Run registration for 2017 is open – November 2017, 700+ participants
5. Fly Fishing National Championships – June 2018
6. Attending NASC immediately after Snowshoe Nationals to find additional shoulder season events to pursue.

\*The 2017 USATF Cross Country National Championships took place February 4<sup>th</sup> and we hosted 550 runners from across the country.

### **Key Groups/Events we are actively pursuing**

1. Nike XC Northwest Regionals – 600 athletes, November
2. USA Weightlifting – 2020 Junior National Championships
3. USA Bouldering Nationals – 1200 athletes, February/March
4. World of Wrestling tournament – May or November 2018, 3,000 athletes
5. USA Wrestling Northwest Regional – 700 athletes, March/April
6. USA Boxing Northwest Regional – Winter 2018
7. Oregon Athletic Directors Association Annual Conference – 300 ADs, April 2019
8. International Snow Science Workshop – 900+ attendees, October, 2022
9. USATF Club XC Nationals – 1,000 athletes, Winter 2019
10. NAIA Women's Golf Nationals – May 2017 – 400 Athletes and Family
11. NAIA Wrestling Nationals – March 2017 & 2018 – 300 Athletes
12. American Cribbage Congress Grand Nationals – 600 participants, October 2020
13. USA BMX Fall Grand Nationals – 1,000 Athletes, October 2017
14. Golden Gloves Nationals – May 2017 – 300 boxers/3000 room nights.
15. NW Fish Cultures Annual Conference – December 2018 – 400 Attendees
16. American Tree Farm National Leadership Conference – Fall 2019
17. Biodiversity Without Borders Conference – April 2018

