



Visit Bend

YOUR ADVENTURE BEGINS

AT VISITBEND.COM

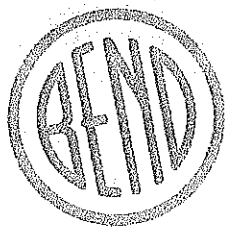
AGENDA

Board of Directors Meeting

September 16, 2014 – 8:00 a.m. at the Bend Visitor Center
(Downtown Bend on the corner of Lava and Oregon)

- I. Approval of minutes from previous board meeting
- II. Financial Report (10 minutes)
 - a. Scott Greenstone & Doug will brief the Board on FY15 YTD finances.
- III. Tourism Metrics Update (5 minutes)
 - a. Doug will update the Board on key tourism metrics including TRT collections, website analytics, citywide occupancy, Visitor Center traffic, and social media engagement.
- IV. 2014/2015 Winter Marketing (20 minutes)
 - a. Presentation of winter marketing strategy, 2014/2015 winter media plan, and new winter creative campaign
- V. Group Sales Updates (10 minutes)
 - a. Kevney will brief the Board on current bids, leads, and upcoming group activity.
- VI. Miscellaneous Updates (5 minutes)
 - a. Bend Cultural Tourism Fund – Commission Meeting #2 in October
 - b. Contract restructuring with the City
- VII. Board Roundtable (15 minutes)
- VIII. Public Comment (15 minutes)
 - a. Anyone from the public who wishes to address the Board is welcome and encouraged to do so at this time.

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Visit Bend Board of Directors Meeting Minutes July 15, 2014

Location: Bend Visitor Center

Present: Doug LaPlaca, Tawna Fenske, Valerie Warren, Kevney Dugan, Nate Wyeth, Noelle Fredland, Jodie Barram, Carolyn Eagan, La Dona Canavero, Alan Dietrich, Dave Nissen, Brent McLean, Ben Perle, Scott Greenstone, Lisa Sidor, Hank Therien.

Guests: Wendy Puller, Rachel Rees, Chuck Arnold, Joelle Brown, Rocky Adrianson, Andy Goggins.

Call to Order

Doug La Placa called the meeting to order at 8:05am. Introduction of guests followed.

Financial Report

The preliminary financial statements for the fiscal year ended June 20, 2014. Doug LaPlaca stated it was a very good year from a financial standpoint. The year ended with revenue 20% over budget and a positive net income. Scott Greenstone noted that Harrigan, Price & Fronk will conduct an independent financial review that will result in some minor changes to the fiscal year end. Scott pointed out some of the highlights: record revenue, significantly in excess of the already-aggressive budget; the revenue resulted in incremental sales and marketing expenses; and other expenses finished the year very close to budget. The financial health ratios are solid. The cash position is good. July, the first month of the current fiscal year is also expected to show surplus revenue. Doug also said that starting next month the City revenue will be broken out to show the new, incremental revenue that will result from the ballot measure passage separate from the already-existing 9% TRT revenue. Doug also stated that the detailed budgeting worksheets (z-sheets) are available to any board member who would like to review them.

Tourism Metrics Updates

Doug noted that the City of Bend room tax collections for the first 11 months of the fiscal year were over \$4 million.

The site traffic on VisitBend.com was up significantly. Over 1 million visitors viewed the site during the past fiscal year. The average time on the site went down slightly. The events calendar is the most visited page on the website, which could be connected to the decrease in time spent on the Visit Bend site. Mobile use continues to increase. Doug also stated that the website analytics are very important in influencing how Visit Bend does business. As noted in the analytics, Visit Bend tracks the geographic origin of ISPs visiting the website.

Social media metrics show that Visit Bend's Facebook engagement continues to be high. The reach is around 150,000 to 200,000 people per week. Comments also show trip planning and sharing happening via Facebook.

Doug said that citywide occupancy would be updated next week.

Public Relations Updates

engagement. Some of the publications include: *Where to Retire*, *Better Homes and Gardens*, *Washington Trails*, *Travel + Leisure*, and *Westworld* (Canadian equivalent of AAA). There are also several upcoming media visits.

Tawna also showed recent Facebook post highlights, including an experiment comparing photo posts to video posts.

Marketing Updates

Nate Wyeth noted that the summer advertising campaign is in full swing. This campaign will include over 7,000 TV spots. Radio is also a major part of the summer campaign.

Nate also showed the recent advertising spread and mountain biking insert in *Mountain Magazine*.

The website, as noted during the tourism metrics discussion, continue to perform well.

The Bend Ale Trail continues to show a great deal of growth. There will also be a "Drinkable Detours" component launched to showcase other types of craft beverage manufacturers such as wine, cider, distilleries, and kombucha.

Nate stated that since June 19, 2013, Visit Bend's Facebook likes have gone from 4,663 to 80,454 likes one year later.

Instagram following has doubled during the past month.

The Winter 2014/2015 creative campaign is underway, with one commercial spot already very close to completion.

Group Sales Updates

Kevney Dugan stated that the Cyclocross Nationals bid is coming together. The letters of support include world-class athletes from outside of the area.

New bids include NAIA Baseball Nationals and NAIA Cross Country Nationals.

The Oregon Lacrosse Classic is a first-year event being held later this month with teams coming from all over the country.

The Oregon Senior Games event was held in June and a recap sheet is included in the Board Packet. Over 500 athletes from 13 states competed. The economic impact coming from participants from outside of the area was just under \$500,000. The participants rated the event very favorably.

Board Roundtable

Brent McLean, new Board Member, noted that Visit Bend is one of the highest drivers of traffic to the Brasada website.

Carolyn Eagan said that she would like to give Kevney a briefing on upcoming road improvements in Bend. She also said that City Council and Visit Bend are working on revising the contract with Visit Bend. Meeting times between Visit Bend and City Council will be confirmed for the end of the month.

Jodie Barram noted that the recent fire west of Bend displaced some in-town meetings.

Public Comment

Chuck Arnold said that is has been a great summer for Downtown Bend and the occupancy rate is at 98%. Close to 75,000 people came Downtown for Summer Fest this past weekend.

The meeting adjourned at 9:47am.

Notes By: Valerie Warren

July 15, 2014

Visit Bend

Budget-to-Actual P&L Analysis

For the month ended August 31, 2014

	Current Month				Year-to-Date			
	Actual	Budget	Variance	Var. %	Actual	Budget	Variance	Var. %
Revenue								
City Funding - 9.0%	226,809	184,874	41,935	22.7%	381,645	319,373	62,272	19.5%
City Funding - 1.0%	58,802	47,930	10,872	22.7%	98,945	82,800	16,145	19.5%
Retail Sales	15,616	12,225	3,391	27.7%	29,828	26,424	3,404	12.9%
Advertising	4,886	3,417	1,469	43.0%	8,434	7,485	950	12.7%
Event Revenue	-	-	-	0.0%	171	-	171	0.0%
Other Revenue	230	3,333	(3,103)	(93.1%)	230	6,667	(6,437)	(96.6%)
Total	306,343	251,779	54,564	21.7%	519,254	442,749	76,505	17.3%
Personnel Expenses								
Base Pay	34,367	37,970	(3,603)	(9.5%)	69,576	74,477	(4,902)	(6.6%)
Incentive Pay	-	-	-	0.0%	4,500	4,500	-	0.0%
Payroll Taxes	2,561	3,038	(476)	(15.7%)	4,973	6,318	(1,345)	(21.3%)
Employee Benefits	4,490	4,754	(264)	(5.6%)	9,096	9,508	(412)	(4.3%)
Total	41,418	45,762	(4,344)	(9.5%)	88,145	94,803	(6,658)	(7.0%)
Sales & Marketing Expenses								
Cultural Tourism Fund	21,421	17,460	3,961	22.7%	36,044	30,163	5,881	19.5%
Visitor Development Fund	3,294	-	3,294	0.0%	6,380	500	5,880	1,176.1%
Online Mktg	4,512	7,400	(2,888)	(39.0%)	29,077	24,800	4,277	17.2%
Photo	800	2,700	(1,900)	(70.4%)	1,150	4,550	(3,400)	(74.7%)
Print	24,935	27,700	(2,765)	(10.0%)	46,979	49,000	(2,021)	(4.1%)
Production	1,973	6,000	(4,027)	(67.1%)	4,183	12,250	(8,067)	(65.9%)
Radio	10,738	10,000	738	7.4%	20,229	25,000	(4,771)	(19.1%)
Trade Shows	1,000	-	1,000	0.0%	1,000	-	1,000	0.0%
TV	25,057	30,000	(4,943)	(16.5%)	50,585	60,000	(9,415)	(15.7%)
Collateral	9,326	8,000	1,326	16.6%	19,245	16,000	3,245	20.3%
Postage	1,355	3,500	(2,145)	(61.3%)	4,825	7,000	(2,175)	(31.1%)
Promotions	8,211	6,500	1,711	26.3%	10,885	9,500	1,385	14.6%
Research	-	600	(600)	(100.0%)	750	600	150	25.0%
Web. Dev.	2,000	4,300	(2,300)	(53.5%)	2,375	4,750	(2,375)	(50.0%)
Travel & Meals	301	1,900	(1,599)	(84.2%)	1,308	2,800	(1,492)	(53.3%)
Retail Purchasing	12,803	7,397	5,406	73.1%	28,909	18,732	10,176	54.3%
Total	127,724	133,457	(5,733)	(4.3%)	263,925	265,645	(1,721)	(0.6%)
Overhead Expenses								
Building Lease	4,139	4,139	-	0.0%	7,972	7,972	-	0.0%
Building Maintenance	641	691	(50)	(7.2%)	1,438	1,382	56	4.1%
Equipment Lease & Maint.	344	368	(24)	(6.6%)	646	736	(90)	(12.3%)
Professional Fees	3,397	3,000	397	13.2%	6,097	6,000	97	1.6%
Office Supplies	724	958	(234)	(24.4%)	1,699	1,917	(217)	(11.3%)
Utilities	597	500	97	19.5%	1,306	1,000	306	30.6%
Bank Fees	29	33	(5)	(14.4%)	59	67	(8)	(11.7%)
Dues & Subscriptions	143	1,425	(1,282)	(90.0%)	403	3,430	(3,027)	(88.2%)
Insurance	319	333	(14)	(4.2%)	639	667	(28)	(4.2%)
Licenses & Permits	-	167	(167)	(100.0%)	50	333	(283)	(85.0%)
Education & Training	-	50	(50)	(100.0%)	-	100	(100)	(100.0%)
Network & Telco	1,025	833	191	23.0%	1,722	1,667	56	3.3%
Non-Capital IT	-	42	(42)	(100.0%)	-	83	(83)	(100.0%)
Depreciation & Amort.	800	800	-	0.0%	1,600	1,600	-	0.0%
Interest Expense	32	(17)	49	(292.8%)	48	(33)	82	(244.7%)
Total	12,189	13,323	(1,134)	(8.5%)	23,708	26,919	(3,211)	(11.9%)
Total Expenses	181,332	192,542	(11,211)	(5.8%)	375,778	387,368	(11,590)	(3.0%)
Net Income	125,011	59,237	65,774	111.0%	143,476	55,381	88,095	159.1%
Net Income %	40.8%	23.5%	17.3%		27.6%	12.5%	15.1%	
<i>edit check</i>								

**Visit Bend
Financial Performance Analysis**
For the month ended August 31, 2014

1) Operating Analysis

<p>a) Revenue:</p>	<p>Aug14 Revenue was over budget by +\$54.6K (+21.7%) overall. This variance consisted primarily of a City Funding - 9.0% overage of +\$41.9K (+22.7%), a City Funding - 1.0% overage of +\$10.9K (+22.7%), a Retail Sales overage of +\$3.4K (+27.7%) and an Advertising overage of +\$1.5K (+43.0%), offset by an Other Revenue underage of -\$3.1K (-93.1%). Year to date Revenue was over budget by +\$76.5K (+17.3%) overall. This variance consisted primarily of a City Funding - 9.0% overage of +\$62.3K (+19.5%), a City Funding - 1.0% overage of +\$16.1K (+19.5%), a Retail Sales overage of +\$3.4K (+12.9%) and an Advertising overage of +\$1.0K (+12.7%), offset by an Other Revenue underage of -\$6.4K (-96.6%).</p>
<p>b) Personnel Expenses:</p>	<p>Aug14 Personnel Expenses were under budget by -\$4.3K (-9.5%). Year to date Personnel Expenses were under budget by -\$6.7K (-7.0%)</p>
<p>c) Sales & Marketing Expenses:</p>	<p>Aug14 Sales & Marketing expenses were under budget by -\$5.7K (-4.3%) overall primarily due to timing differences between budgeted and actual results that are expected to true up at FY15 progresses. Year to date Sales & Marketing expenses were under budget by -\$1.7K (-0.6%) overall, primarily due to timing differences between budgeted and actual results that are expected to true up at FY15 progresses. <i>Note: The Sales & Marketing Budget is static. Year to date Revenue is over budget. Excess revenue will be used for additional Sales & Marketing expenses, primarily during FY15. As such, FY 15 Sales and Marketing expenses are expected to be over budget as FY 15 progresses, to the extent that Revenue remains over budget.</i></p>
<p>d) Overhead Expenses:</p>	<p>Aug14 Overhead expenses were under budget by -\$1.1K (-8.5%) overall, primarily due to timing differences between budgeted and actual results that are expected to true up at FY15 progresses. Year to date Overhead expenses were under budget by -\$3.2K (-11.9%) overall, primarily due to timing differences between budgeted and actual results that are expected to true up at FY15 progresses.</p>
<p>e) Net Income (Loss):</p>	<p>Aug14 Net Income of \$125.0K (40.8%) was over budgeted Net Income of \$59.2K (23.5%) by +\$65.8K (+17.3% - profitability points), primarily due to over budget City Funding Revenue. Year to Date Net Income of \$143.5K (27.6%) was over budgeted Net Income of \$55.4K (12.5%) by +\$88.1K (+15.1% - profitability points), primarily due to over budget City Funding Revenue.</p>

2) Cash Flow & Balance Sheet Analysis

<p>a) Cash Flow Summary:</p>	<p>In Aug14, Cash increased by +\$50.7K to a month-end balance of \$153.5K. Year to date, Cash increased by +\$51.0K to a month-end balance of \$153.5K.</p>
<p>b) Balance Sheet:</p>	<p>The Balance Sheet remained healthy as of Aug14, in terms of both "liquidity" (Current Ratio of 3.0 at Aug14) and "leverage" (Debt to Equity Ratio of 0.4). Visit Bend has excellent financial systems and discipline, so GFR fully expects Visit Bend to remain a financially stable organization in FY 2015 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 Tourism Metrics

last updated: September 15, 2014

Visit Bend uses a variety of metrics to measure the ebbs and flows of Bend's tourism industry. The data below reflects a summary of the primary and tertiary metrics Visit Bend uses to approximate the state of Bend's tourism industry.

Additional tourism metrics are posted online monthly at www.visitbend.com.

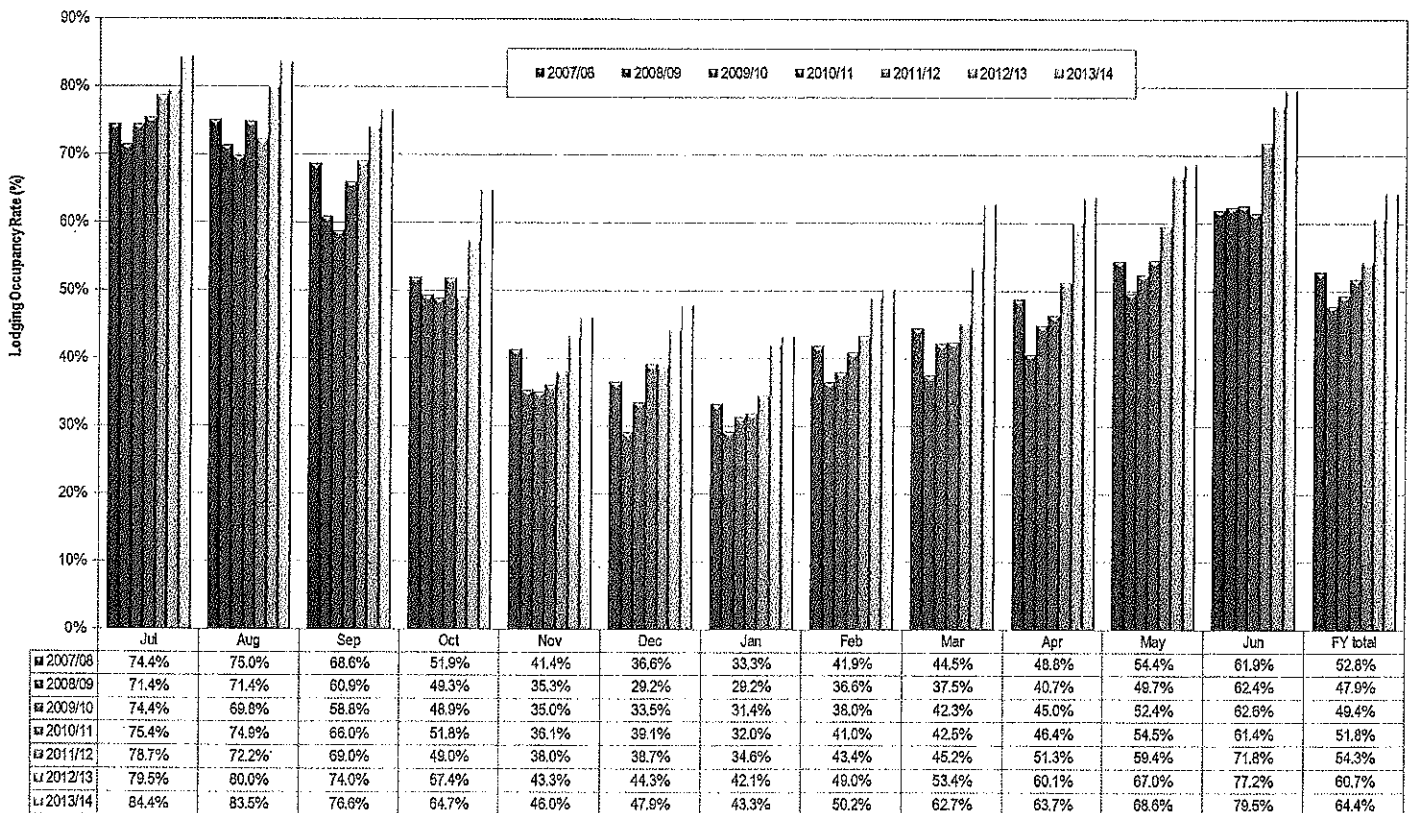
Transient Room Tax Collections & Citywide Gross Lodging Revenue

- For the month of July, Bend's TRT collections equaled \$849,480. This is a +45% increase over July 2013 and represents Bend's largest month of collections ever.
- Since the year-over-year TRT comparison does not account for the 1% TRT rate increase that went into effect June 1st, citywide gross lodging revenue provides a more accurate approximation of the year-over-year growth in Bend's tourism industry.
 - For the month of July, Bend's gross lodging revenue grew 29% year-over-year. For the month of June (when the TRT rate increase went into effect), Bend's gross lodging revenue grew by +27% YOY.
- By all metrics to date, this was a third consecutive record summer for Bend's tourism industry. We will have a more complete picture when August collections are reported and STR provides updated citywide lodging occupancy data.

Citywide Lodging Occupancy (STR)

- Each of the 12 months of fiscal year 2014 posted historical occupancy highs for that specific month.

Bend Lodging Occupancy Rates: July 2007 - June 2014






























Web Site Traffic to www.visitbend.com

- www.visitbend.com hosted 336,528 visits during July and August. This is a 43% increase over the same time period last year.
- Most Visited Pages in July & August 2014 (768,971 total pageviews):
 - Event Calendar (+53.19% YOY), Home Page (+29.65% YOY), What to do (+20.99% YOY), Bend Ale Trail (+74.9% YOY), Summer Fun (+19.42% YOY), Where to Stay (+41.71% YOY), Hiking (+63.07% YOY), Hotels & Motels (+26.14% YOY), Campgrounds & RV Parks (+85.69% YOY), Hot Deals (+286.45% YOY).
- www.visitbend.com is on pace to exceed 1.6 million visit in FY15

Social Media Metrics

- Facebook: Visit Bend Page, 101,242 followers (up 14,004 from July board meeting);
- Facebook: Bend Ale Trail Page, 3,0577 followers (up 127 from March Board Meeting);
- YouTube Video Views: 206,285 views (up 13,140).
- Twitter:
 - @VisitBendOR 7,394 followers (up 341)
 - @BendAleTrail 1,855 followers (up 124)
- Instagram: @visitbend 3,347 followers (up 1,183)
- Consumer engagement on Facebook continues to grow (see below)

Page	Total Page Likes	New Page Likes	Posts This Week	Engagement This Week
1  Visit California	812.8K 	0% from last week	11	6.9K 
2  Travel Oregon	283.1K 	▲0.5% from last week	13	12.1K 
3  Visit Oregon's Washingt...	161.1K 	▲2.2% from last week	13	8.1K 
4  Travel Portland	117.8K 	▲0.3% from last week	5	5.2K 
5  Visit Bend Oregon	101.2K 	▲0.9% from last week	21	13.9K 
6  Mt Bachelor	69.1K 	▲0.1% from last week	9	191 
7  Sunriver Resort	28.1K 	▲0.2% from last week	6	768 
8  Central Oregon Visitors ...	27.2K 	▲0.1% from last week	6	289 
9  Downtown Bend, Oregon	21.3K 	▲0.5% from last week	6	173 

ROOM TAX COLLECTIONS

10:25 AM 9/15/2014

DESCHUTES COUNTY - TRT COLLECTION

	FY06/07	CHANGE	FY07/08	CHANGE	FY08/09	CHANGE	FY09/10	CHANGE	FY10/11	CHANGE	FY11/12	CHANGE	FY12/13	CHANGE	FY13/14	CHANGE	FY14/15	CHANGE
JUL	\$ 716,888	0.4%	\$ 731,434	2.0%	\$ 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%
AUG	\$ 662,652	1.8%	\$ 780,750	17.8%	\$ 720,864	-7.7%	\$ 672,341	-6.7%	\$ 674,385	0.3%	\$ 640,605	-5.0%	\$ 735,633	14.8%	\$ 906,575	23.2%		-100.0%
SEP	\$ 315,666	15.4%	\$ 298,386	-5.5%	\$ 270,059	-9.5%	\$ 291,042	7.8%	\$ 315,140	8.3%	\$ 313,722	-0.4%	\$ 327,777	4.5%	\$ 403,810	23.2%		-100.0%
OCT	\$ 134,276	7.7%	\$ 146,570	9.2%	\$ 155,739	6.3%	\$ 137,059	-12.0%	\$ 110,719	-19.2%	\$ 129,320	16.8%	\$ 126,948	-1.8%	\$ 139,234	9.7%		-100.0%
NOV	\$ 96,011	-13.6%	\$ 108,402	12.9%	\$ 117,513	8.4%	\$ 103,767	-11.7%	\$ 112,113	8.0%	\$ 101,784	-9.2%	\$ 105,795	3.9%	\$ 131,451	24.3%		-100.0%
DEC	\$ 255,358	3.0%	\$ 270,022	5.7%	\$ 219,848	-18.6%	\$ 188,621	-14.2%	\$ 199,866	6.0%	\$ 221,146	10.6%	\$ 252,250	14.1%	\$ 319,538	26.7%		-100.0%
JAN	\$ 145,706	-5.1%	\$ 174,971	20.1%	\$ 145,233	-17.0%	\$ 118,337	-18.5%	\$ 153,670	29.9%	\$ 125,545	-18.3%	\$ 180,588	43.8%	\$ 180,382	-0.1%		-100.0%
FEB	\$ 146,283	-3.6%	\$ 156,683	7.1%	\$ 105,982	-32.4%	\$ 121,654	14.8%	\$ 119,788	-1.5%	\$ 143,076	19.4%	\$ 154,062	7.7%	\$ 155,023	0.6%		-100.0%
MAR	\$ 162,468	5.9%	\$ 170,332	4.84%	\$ 131,707	-22.7%	\$ 147,374	11.9%	\$ 148,310	0.6%	\$ 151,221	2.0%	\$ 194,809	28.8%	\$ 224,459	15.2%		-100.0%
APR	\$ 120,642	-17.0%	\$ 119,878	-0.63%	\$ 84,134	-29.8%	\$ 90,000	7.0%	\$ 105,941	17.7%	\$ 121,015	14.2%	\$ 130,428	7.8%	\$ 181,695	39.3%		-100.0%
MAY	\$ 189,005	0.6%	\$ 187,974	-0.55%	\$ 162,566	-13.5%	\$ 143,816	-11.5%	\$ 190,961	32.8%	\$ 202,628	6.1%	\$ 219,254	8.2%	\$ 258,725	18.0%		-100.0%
JUN	\$ 365,547	1.7%	\$ 389,907	6.66%	\$ 319,914	-18.0%	\$ 332,197	3.8%	\$ 345,103	3.9%	\$ 445,126	29.0%	\$ 449,607	1.0%	\$ 462,519	2.9%		-100.0%
FYTD	\$ 716,888	0.4%	\$ 731,434	2.0%	\$ 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%
FY END	\$ 3,310,502	1.1%	\$ 3,535,309	6.8%	\$ 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%	\$ -	-100.0%

CITY OF BEND - TRT COLLECTION

	FY06/07	CHANGE	FY07/08	CHANGE	FY08/09	CHANGE	FY09/10	CHANGE	FY10/11	CHANGE	FY11/12	CHANGE	FY12/13	CHANGE	FY13/14	CHANGE	FY14/15	CHANGE
JUL	\$ 456,235	-2.3%	\$ 499,668	9.5%	\$ 449,316	-10.1%	\$ 433,489	-3.5%	\$ 489,662	13.0%	\$ 544,668	11.2%	\$ 543,438	-0.2%	\$ 586,376	7.9%	\$ 849,480	44.9%
AUG	\$ 405,012	7.0%	\$ 484,001	19.5%	\$ 436,886	-9.7%	\$ 384,731	-11.9%	\$ 444,130	15.4%	\$ 480,388	8.2%	\$ 534,186	11.2%	\$ 610,702	14.3%		-100.0%
SEP	\$ 304,640	7.8%	\$ 348,769	14.5%	\$ 321,460	-7.8%	\$ 284,892	-11.4%	\$ 328,306	15.2%	\$ 377,773	15.1%	\$ 395,722	4.8%	\$ 462,399	16.8%		-100.0%
OCT	\$ 242,044	6.9%	\$ 244,869	1.2%	\$ 242,479	-1.0%	\$ 224,398	-7.5%	\$ 250,959	11.8%	\$ 229,891	-8.4%	\$ 280,250	21.9%	\$ 338,624	20.8%		-100.0%
NOV	\$ 170,102	2.4%	\$ 182,718	7.4%	\$ 152,624	-16.5%	\$ 144,153	-5.6%	\$ 152,274	5.6%	\$ 166,215	9.2%	\$ 178,469	7.4%	\$ 211,531	18.5%		-100.0%
DEC	\$ 225,518	14.3%	\$ 206,565	-8.4%	\$ 151,022	-26.9%	\$ 185,489	22.8%	\$ 218,038	17.5%	\$ 205,601	-5.7%	\$ 228,195	11.0%	\$ 283,238	24.1%		-100.0%
JAN	\$ 169,128	-1.6%	\$ 169,935	0.5%	\$ 142,493	-16.1%	\$ 143,102	0.4%	\$ 153,692	7.4%	\$ 158,458	3.1%	\$ 183,934	16.1%	\$ 224,078	21.8%		-100.0%
FEB	\$ 198,207	9.6%	\$ 204,187	3.0%	\$ 160,038	-21.6%	\$ 165,234	3.2%	\$ 181,006	9.5%	\$ 191,409	5.7%	\$ 205,050	7.1%	\$ 257,662	25.7%		-100.0%
MAR	\$ 246,378	11.5%	\$ 232,424	-5.7%	\$ 167,398	-23.0%	\$ 198,289	18.5%	\$ 207,918	4.9%	\$ 225,231	8.3%	\$ 260,039	15.5%	\$ 349,559	34.4%		-100.0%
APR	\$ 232,178	7.8%	\$ 230,194	-0.9%	\$ 179,874	-21.9%	\$ 201,723	12.1%	\$ 215,623	6.9%	\$ 233,926	8.5%	\$ 273,645	17.0%	\$ 323,352	18.2%		-100.0%
MAY	\$ 289,413	7.5%	\$ 285,294	-1.4%	\$ 239,638	-16.0%	\$ 256,714	7.1%	\$ 290,647	13.2%	\$ 304,522	4.8%	\$ 358,299	17.7%	\$ 423,454	18.2%		-100.0%
JUN	\$ 363,435	9.6%	\$ 338,901	-6.8%	\$ 294,814	-13.0%	\$ 337,885	14.6%	\$ 348,207	3.1%	\$ 405,876	16.6%	\$ 446,842	10.1%	\$ 589,315	31.9%		-100.0%
FYTD	\$ 456,235	-2.3%	\$ 499,668	9.5%	\$ 449,316	-10.1%	\$ 433,489	-3.5%	\$ 489,662	13.0%	\$ 544,668	11.2%	\$ 543,438	-0.2%	\$ 586,376	7.9%	\$ 849,480	44.9%
FY End	\$ 3,302,290	6.3%	\$ 3,427,525	3.8%	\$ 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%	\$ 4,660,291	19.9%	\$ -	-100.0%

Indicates Historical High For That Specific Month



2014/2015

Winter and Shoulder Season Marketing Plan

Goals & Objectives

- Increase shoulder season citywide lodging occupancy 3% year-over-year (Oct-Nov, April-May)
- Increase shoulder season transient room tax (TRT) collections (adjusted) 12% year-over-year (Oct-Nov, April-May)
- Increase winter citywide lodging occupancy 4% year-over-year (December-March)
- Increase winter TRT collections 16% adjusted year-over-year (December – March)

Strategies

- Expand reach of winter and shoulder season advertising campaign to include all of Oregon and greater Seattle DMA (northern California to be added in 2015/2016)
- Expand and enhance winter and shoulder season creative campaigns to cater to a wider range of networks and audiences
- Promote the Bend winter brand through select targeted national advertising opportunities (SKI Magazine, MOUNTAIN Magazine, Travel Oregon)
- Diversify tourism offerings to appeal to a broader cross-section of winter travelers (Bend Ale Trail, cultural tourists, culinary travelers, outdoor recreation)
- Seek and aggressively recruit winter and shoulder season group business (2017/2018 Cyclocross National Championships, 2016/2017 Cross Country National Championships, 2016/2017 Duathlon Nationals, etc.)
- Support regional partners in their efforts to attract winter groups (Mt. Bachelor ski group transportation fund, Mountain Travel Symposium, Mt. B "In The Bag sponsorships, MTS VIP Ski Group Dinner)
- Launch Bend Cultural Tourism Fund marketing grant program
- Support industry partners in their efforts to generate shoulder season and winter tourism (Travel Oregon, Mt. Bachelor, Central Oregon Brewers Guild, Downtown Bend Business Association, Old Mill District, COVA, etc).

Tactics

- Destination Brand Advertising: Implement the largest and most comprehensive winter and shoulder season advertising campaign in Visit Bend's history
 - 95% reach with a 7.5 frequency in Portland and Eugene markets, adults 25 to 64
 - 78% reach with a 5.5 frequency in Seattle DMA, adults 25 to 64
- Distribution of winter mini-guide throughout Pacific Northwest through targeted magazines.
 - Promotions: aggressive added-value promotional schedule with all media partners to include trip sweepstakes, snow reports, live remotes, social media promotions, on-air giveaways, etc.

- Public Relations
 - Pitching of winter and shoulder season story ideas through VOCUS
 - Supporting regional partners with their media visits (Travel Oregon, COVA, Mt. Bachelor)
- Social Media
 - Continue to grow audience through all social media outlets
 - Continue to grow engagements through all outlets
 - Continually find new ways through social media to promote the destination
- Bend Ale Trail
 - Implement first BAT dedicated advertising campaign
 - Implement Bend Ale Trail Month promotion in November
 - Continue to promote Bend Ale trail through creative PR pitches
- Bend Cultural Tourism Fund
 - Implement first year of Bend Cultural Tourism Fun to cultivate the cultural tourism opportunities in Bend and further their marketing reach.
- Expand targeted winter and shoulder season collateral distribution
 - Winter Visitor Guide – Portland and Seattle distribution plans (corporate headquarters and visitor centers)
 - Bend Ale Trail – Portland and Seattle distribution plans (corporate headquarters and visitor centers)
 - Winter Mini Guides – Pacific Northwest and national distribution plans
- Leverage marketing partnerships and support regional partners in the winter and shoulder season marketing efforts.
- Consumer Ski Shows and Mountain Travel Symposium: Partner with Mt. Bachelor to establish strong Bend presence at Portland and Seattle Consumer Ski Shows, and host VIP dinner for Mt. Bachelor and Bend lodging partner's key ski group leaders at Mountain Travel Symposium.

#



Bend, OR

A black and white photograph of a car driving on a road at night. The car's headlights are on, illuminating the road ahead. In the background, there is a large, dark archway structure, possibly a tunnel entrance or a bridge. The sky is dark with some stars visible.

BEND
OREGON

WINTER VACATION
DONE RIGHT

www.visitbend.com



Visit Bend

YOUR ADVENTURE BEGINS
AT VISITBEND.COM

Group Sales Update September 16, 2014

- **USA Cycling Cyclocross Nationals – Bid Submitted**
 - January 2017 & 2018
 - 1200 Competitors
 - Winter

- **USA Track & Field Cross Country Nationals – Bid Submitted**
 - February 2016 & 2017
 - 600 Athletes
 - Winter

- **USA Triathlon Duathlon Nationals - Bid has been submitted, site visit end of month**
 - October 2016 & 2017
 - 800 Athletes
 - Fall

- **USA Track & Field Club Cross Country Nationals**
 - December 2017
 - 1200 Athletes
 - Winter

- **EAGALA Conference (Equestrian Event)**
 - March 2017
 - 600 Attendees
 - Winter

- **NAIA Cross Country Nationals**
 - November 2017 & 2018
 - 600 Runners
 - Late Fall

- **USSA Junior Cross Country Skiing Nationals**
 - March 2017 or 2018
 - 800 Skiers
 - Winter

Updates

1. USA Cycling Promoters Summit
 - a. November
2. Group Sales Leads to All Properties
 - a. 3 leads sent out weekly
 - b. Always open for feedback!
3. Leadman Tri this weekend
 - a. Possibly Leadmans last year

2014 Confirmed Groups

Group	Month	Year	Total RN's
Oregon Senior Games	June	2014	1000
Leadman Tri	Sept	2014	1000
Cross Crusade Halloween	October	2014	1000
Deschutes Brewery Cup	Dec.	2014	500
Rush Soccer	Aug.	2014	4000
Oregon Lacrosse Classic	July	2014	2500
Triple Crown Tournament	May	2014	3000
Ultimate Frisbee Sectionals	Sept	2014	200
USAC Promoters Summit	November	2014	400
		Total	14,100

2015 Confirmed Groups

Group	Month	Year	Total RN's
Oregon Senior Games	June	2015	1000
Cross Crusade Halloween	October	2015	1000
Deschutes Brewery Cup	Dec.	2015	500
Rush Soccer	Aug.	2015	4000
Oregon Lacrosse Classic	July	2015	2500
Triple Crown Tournament	May	2015	3000
USAC MTB Nationals	July	2015	3000
		Total	16,000

2016 Confirmed Groups

Group	Month	Year	Total RN's
Oregon Senior Games	June	2016	1000
Cross Crusade Halloween	October	2016	1000
Deschutes Brewery Cup	Dec.	2016	500
Rush Soccer	Aug.	2016	4000
Oregon Lacrosse Classic	July	2016	2500
Triple Crown Tournament	May	2016	3000
USAC MTB Nationals	July	2016	2000
WSHNA	May	2016	500
		Total	16,500

Tentative Groups –

2015

Group	Month	Year	Total RN's
USATF – MT Running Nats	July	2015	500

2016

Group	Month	Year	Total RN's
USAT&F – XC Nats	February	2016	2000
USAT - Duathlon Nationals	October	2016	1500

2017

Group	Month	Year	Total RN's
USAT&F – Club XC Nats	February	2017	2000
USAT - Duathlon Nationals	October	2017	1500
USAC – Cyclocross Nationals	January	2017	3000

2018

Group	Month	Year	Total RN's
USAC – Cyclocross Nationals	January	2018	3000