



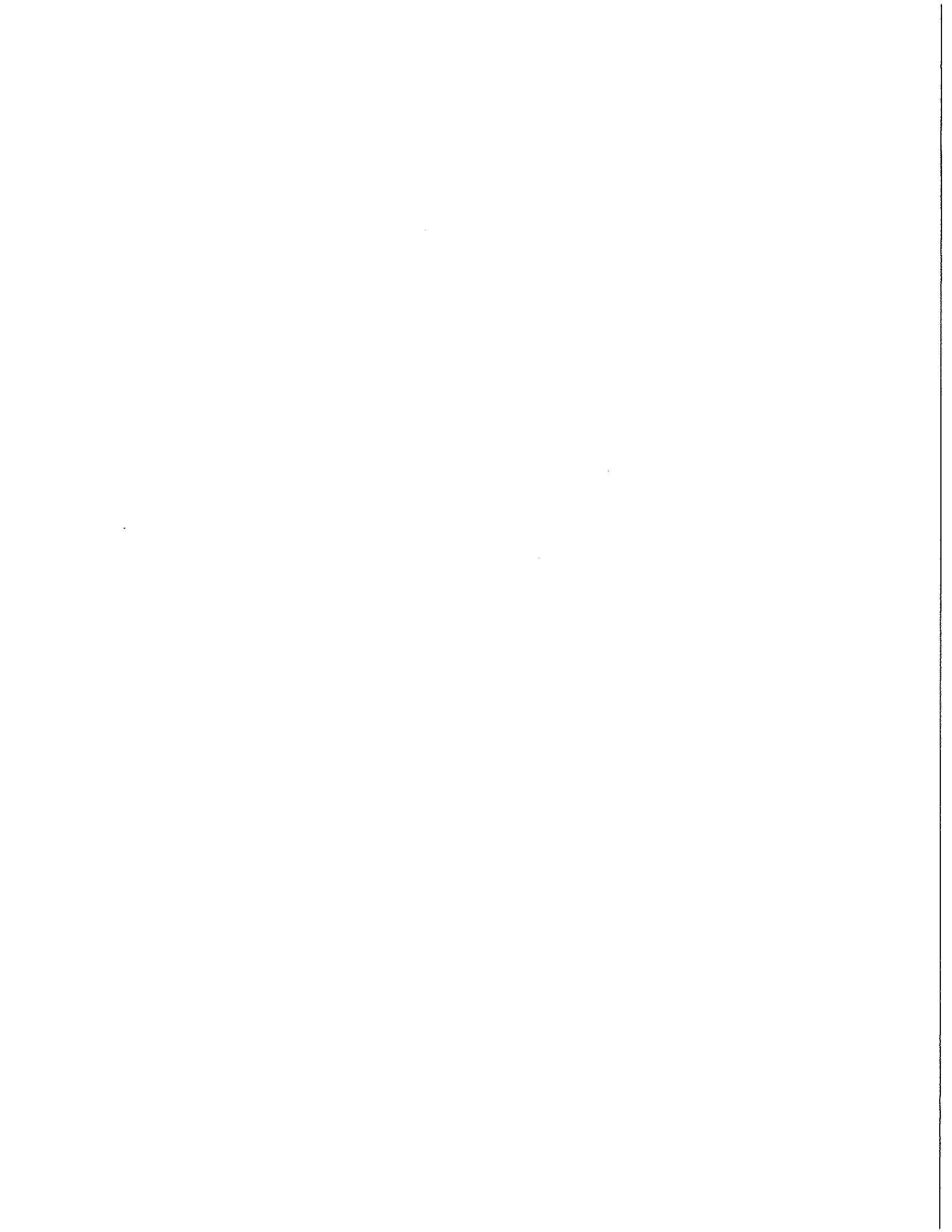
## A G E N D A

### Board of Directors Meeting

November 15, 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. September minutes.
- II. Financial Review (15 Minutes)
  - a. Price, Fronk & CO. will present a financial review of fiscal year 2016
- III. Financial Report (5 minutes)
  - a. Scott Greenstone will brief the Board on FY17 YTD finances.
- IV. Tourism industry briefing (5 minutes)
  - a. Kevney will brief the board on tourism industry news.
- V. Marketing Update (5 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 (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. Bend Cultural Tourism Fund Updates (5 Minutes)
  - a. Valerie will update the board on edits regarding the BCTF
  - b. Approval of new Polices, Grand Guidelines and Catalyst Grant Guidelines
  - c. Approval of Visit Bend BCTF Commission Appointments
- IX. Board Member Recruitment
  - a. Kevney will update the board on timeline
- X. Board Roundtable (10 minutes)
- XI. Public Comment (10 minutes)

# # #





Visit Bend

YOUR ADVENTURE BEGINS

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## Visit Bend Board of Directors Meeting Minutes September 20, 2016

**Location:** Bend Visitor Center

**Present:** Kevney Dugan, Valerie Warren, Hank Therien, Nate Wyeth, Tawna Fenske, Michelle Mercer, Jodie Barram, Alan Dietrich, Matt Williams, Erick Trachsel, Scott Greenstone, Lisa Sidor, Linda Orcelletto.

**Guests:** Lori Porter, Tami Travis, Wendy Puller, Noelle Fredland, Heather Kaur, Ashley Mitchell, Belinda Liskh, John Flannery

### **Call to Order**

Kevney Dugan called the meeting to order at 8:05 a.m. Introduction of guests followed.

### **Meeting Minutes Approval**

April - one minor typo needs to be corrected. Be should be "been."

Matt Williams motioned to approve. Alan Dietrich seconded. The minutes were approved unanimously.

June - Jodie's name needs to be added in the comments section. Jodie Barram moved to approve the minutes. Michelle Mercer seconded. The minutes were approved unanimously.

### **Financial Report**

Scott Greenstone referred to the financial documents included in the Board Packet. City funding has already exceeded budget for the new fiscal year. The revenue is over budget by 19%. Other revenue categories are also ahead of budget.

Expenses are generally in line with budget. Sales and Marketing expenses are running a little off budget due to timing differences. Overhead expenses are close to budget.

Cash position is strong.

Kevney commented on the change in payment schedule where the City of Bend is now remitting payment based on actual TRT receipts rather than estimates. This is further explained in the notes in the Board Packet.

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

### **Tourism Industry Briefing**

Kevney pointed out some highlights from recent tourism metrics. TRT collections hit another record in July. Occupancy rates continue to grow. ADR is higher with a year-end average of \$120.

The Business Plan for additional TRT funds from the City of Bend is in the works and will be presented soon.

Kevney commented that he is working collaboratively with other groups in the community to address some of the current issues and perceptions around tourism.

### **Marketing Update**

Nate Wyeth stated that the transition to year round advertising is now in place. The 10<sup>th</sup> Month campaign to highlight events during the month of October has begun.

Bend Ale Trail month advertising will begin soon.

Social media traffic to the Visit Bend website is growing and strong.

The Visit Like a Local campaign is starting to gain traction and the Visit Bend team has met with several groups in the community to discuss the campaign. There is a new landing page on the Visit Bend website that includes tips.

### **Porter Co. Presentation**

Lori Porter and Tami Travis of Porter Co. presented the upcoming media plan as well as metrics from last year's winter campaign in San Francisco and Northern California.

The strategy from last year involved multi-screening and three distinct campaigns: Bend Ale Trail; Winter Family; and Winter Friends.

The Over Delivery Value from the campaign was 311% with a total media value of just over \$1.1 million on an actual investment of just over \$300,000.

Two successful components were custom content - stories about the Bend experience in *SF Gate* - and multi-screen video.

For this shoulder season and winter season's campaign, Porter Co. will be targeting Portland, Seattle, and San Francisco/Northern California. Lori and Tami have already had several meetings in these markets.

Three main components of the upcoming campaigns in all markets will be: native ads with branded content; a branded Pandora station; and cable spots.

The three markets will also have individualized components.

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

Tawna Fenske presented highlights from recent press coverage and social media posts. Additional details are available in the Board Packet.

### **Group Sales Updates**

Hank Therien stated there are a couple of large bids out right now including USA Cycling for Cyclocross Nationals. USA Track and Field Cross Country National are coming back and the Halloween Cross Crusades are coming up.

### **Board Roundtable**

Matt Williams asked when Visit Bend would hear back from USA Cycling. Hank said that it should be in October.

Michelle Mercer said they had a very busy summer. They are seeing a shift from families during the summer to couples.

Alan Dietrich commented on Bend Distillery's recent award. They are also seeing couples without kids coming in now.

Jodie Barram stated that the Tower Theatre's season has started. They are replacing the lobby carpet. Educational outreach is growing. The a cappella festival is coming back in February.

Erick Trachsel stated that the Riverhouse's jazz series is kicking off next month.

### **Public Comment**

There were no comments from the public.

The meeting was adjourned at 9:14 a.m.

**Visit Bend**  
**Financial Performance Analysis**  
 For the period ended September 30, 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 result in an immaterial difference for each annual budget cycle.</p> |
| <p>a) Revenue:</p>                                      | <p>Sep16 Revenue was under budget by -\$78.6K (-19.6%) overall. This variance consisted of a City Funding underage of -\$78.6K (-20.2%), (due to Sep16 City Funding received of \$382.1K was under August 2016 budget/accrued revenue of \$458.6K), a Retail Sales overage of +\$2.7K (-17.8%), an Advertising underage of -\$2.6K (-28.9%), and an Other Revenue underage of -\$2.0K (-100%). Year to Date FY 2017 Revenue was over budget by +\$82.0K (+8.7%) overall. This variance consisted of a City Funding overage of +\$70.0K (+6.1%), a Retail Sales underage of -\$9.0K (-17.3%), an Advertising overage of +\$18.0K (+90.8%), an Event Revenue overage of +\$2.4K (+100%) and an Other Revenue overage of +\$1.0K (+16.7%).</p>  |
| <p>b) Personnel Expenses:</p>                           | <p>Sep16 Personnel Expenses were under budget by -\$1.6K (-3.3%). Year to Date FY 2017 Personnel Expenses were over budget by +\$5.0K (+3.6%).</p>   |
| <p>c) Sales &amp; Marketing Expenses:</p>               | <p>Sep16 Sales &amp; Marketing expenses were over budget by +\$74.1K (+88.7%), primarily due to timing differences between budgeted actual expenses. Year to Date FY 2017 Sales &amp; Marketing expenses were over budget by +\$38.7K (+9.1%), primarily due to timing differences between budgeted and actual expenses.</p>   |
| <p>d) Overhead Expenses:</p>                            | <p>Sep16 Overhead expenses were under budget by -\$0.6K (-3.7%) overall, due to various small variances. Year to Date FY 2017 Overhead expenses were under budget by -\$0.9K (-1.8%) overall, primarily due to various expense categories.</p>   |
| <p>e) Net Income (Loss):</p>                            | <p>Sep16 Net Income of +\$79.8K (+24.8%) was under budgeted Net Income of +\$230.2K (+67.5%) by -\$150.4K (-32.7% profitability points) primarily due to under budget Revenue and over budget Sales &amp; Marketing Expenses. Year to Date FY 2017 Net Income of \$654.6K (60.1%) was over budgeted Net Income of +\$816.4K (+50.2%) by +\$39.3K (-0.1% - profitability points) primarily due to over budget Revenue offset by over budget Sales &amp; Marketing expenses.</p>   |

2) Cash Flow & Balance Sheet Analysis

|                              |   |
|------------------------------|---|
| <p>a) Cash Flow Summary:</p> | <p>In Sep16, Cash increased by +\$205.7K to a month-end balance of \$335.3K. Year to Date FY 2017 Cash increased by +\$11.0K to a period-end balance of \$335.3K.</p>   |
| <p>b) Balance Sheet:</p>     | <p>The Balance Sheet remained healthy as of Sep16, in terms of both "liquidity" (Current Ratio of 6.2) 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 September 30, 2016

|                                       | Current Month  |                |                  |                | Year-to-Date     |                  |               |               |
|---------------------------------------|----------------|----------------|------------------|----------------|------------------|------------------|---------------|---------------|
|                                       | Actual         | Budget         | Variance         | Var. %         | Actual           | Budget           | Variance      | Var. %        |
| <b>Revenue</b>                        |                |                |                  |                |                  |                  |               |               |
| City Funding - Current Year           | 302,112        | 378,610        | (76,498)         | (20.2%)        | 1,217,087        | 1,147,611        | 69,576        | 6.1%          |
| Retail Sales                          | 13,138         | 10,464         | 2,674            | 25.6%          | 42,994           | 51,985           | (8,992)       | (17.3%)       |
| Advertising                           | 6,479          | 9,114          | (2,635)          | (28.9%)        | 37,967           | 19,920           | 18,047        | 90.6%         |
| Event Revenue                         | -              | -              | -                | 100.0%         | 2,416            | -                | 2,416         | 100.0%        |
| Other Revenue                         | -              | 2,000          | (2,000)          | (100.0%)       | 7,000            | 6,000            | 1,000         | 16.7%         |
| <b>Total</b>                          | <b>321,728</b> | <b>400,187</b> | <b>(78,459)</b>  | <b>(19.6%)</b> | <b>1,307,464</b> | <b>1,225,416</b> | <b>82,047</b> | <b>6.7%</b>   |
| <b>Personnel Expenses</b>             |                |                |                  |                |                  |                  |               |               |
| Base Pay                              | 35,520         | 37,888         | (2,368)          | (6.3%)         | 115,363          | 111,636          | 3,727         | 3.3%          |
| Overtime                              | 372            | 60             | 312              | 519.5%         | 372              | 180              | 192           | 106.5%        |
| Incentive Pay                         | 200            | -              | 200              | 0.0%           | 200              | -                | 200           | 0.0%          |
| Payroll Taxes                         | 2,630          | 2,747          | (117)            | (4.3%)         | 9,376            | 8,095            | 1,280         | 15.8%         |
| Employee Benefits                     | 6,064          | 6,642          | (423)            | (7.5%)         | 16,502           | 16,925           | (423)         | (2.5%)        |
| <b>Total</b>                          | <b>44,786</b>  | <b>46,337</b>  | <b>(1,551)</b>   | <b>(3.3%)</b>  | <b>141,812</b>   | <b>136,836</b>   | <b>4,976</b>  | <b>3.6%</b>   |
| <b>Sales &amp; Marketing Expenses</b> |                |                |                  |                |                  |                  |               |               |
| Cultural Tourism Fund                 | 23,308         | 29,046         | (5,737)          | (19.8%)        | 93,232           | 79,619           | 13,613        | 17.1%         |
| Visitor Development Fund              | 45,280         | -              | 45,280           | 0.0%           | 75,224           | 12,500           | 62,724        | 501.8%        |
| Online Mktg                           | 5,131          | 10,450         | (5,319)          | (50.9%)        | 17,051           | 31,350           | (14,299)      | (45.6%)       |
| Photo                                 | 2,300          | 2,100          | 200              | 9.5%           | 3,400            | 4,150            | (750)         | (18.1%)       |
| Print                                 | 11,682         | 5,000          | 6,682            | 133.6%         | 26,129           | 20,000           | 6,129         | 30.6%         |
| Production                            | 17,178         | 7,750          | 9,428            | 121.7%         | 27,603           | 23,000           | 4,603         | 20.0%         |
| Radio                                 | 990            | -              | 990              | 0.0%           | 17,674           | 25,000           | (7,326)       | (29.3%)       |
| Trade Shows                           | -              | 229            | (229)            | (100.0%)       | -                | 229              | (229)         | (100.0%)      |
| TV                                    | 13,516         | 5,000          | 8,516            | 170.3%         | 44,820           | 65,000           | (20,180)      | (31.0%)       |
| Collateral                            | 369            | 7,000          | (6,631)          | (94.7%)        | 11,460           | 21,000           | (9,540)       | (45.4%)       |
| Postage                               | 2,264          | 3,500          | (1,236)          | (35.3%)        | 5,248            | 10,500           | (5,252)       | (50.0%)       |
| Public Relations                      | 1,712          | 350            | 1,362            | 389.1%         | 2,201            | 1,050            | 1,151         | 109.7%        |
| Promotions                            | 31,323         | 12,000         | 19,323           | 161.0%         | 80,140           | 55,500           | 24,640        | 44.4%         |
| Research                              | 4,375          | 15,000         | (10,625)         | (70.8%)        | 14,371           | 30,900           | (16,229)      | (53.0%)       |
| Web. Dev.                             | 1,969          | 300            | 1,669            | 556.3%         | 2,035            | 5,050            | (3,015)       | (59.7%)       |
| Travel & Meals                        | 1,328          | 1,700          | (372)            | (21.9%)        | 1,520            | 5,800            | (4,280)       | (73.8%)       |
| Retail Purchasing                     | 4,326          | 8,499          | (4,173)          | (49.1%)        | 26,189           | 34,278           | (8,089)       | (23.6%)       |
| <b>Total</b>                          | <b>182,051</b> | <b>107,923</b> | <b>74,128</b>    | <b>68.7%</b>   | <b>463,298</b>   | <b>424,626</b>   | <b>38,672</b> | <b>9.1%</b>   |
| <b>Overhead Expenses</b>              |                |                |                  |                |                  |                  |               |               |
| Building Lease                        | 4,200          | 4,446          | (246)            | (5.5%)         | 13,472           | 13,184           | 288           | 2.2%          |
| Building Maintenance                  | 1,008          | 825            | 183              | 22.2%          | 2,841            | 2,475            | 366           | 14.8%         |
| Equipment Lease & Maint.              | 382            | 385            | (3)              | (0.9%)         | 1,344            | 1,155            | 189           | 16.4%         |
| Professional Fees                     | 4,138          | 3,750          | 388              | 10.3%          | 12,375           | 11,250           | 1,125         | 10.0%         |
| Office Supplies                       | 715            | 1,300          | (585)            | (45.0%)        | 4,558            | 3,900            | 658           | 16.9%         |
| Utilities                             | 1,583          | 1,042          | 541              | 51.9%          | 4,073            | 3,125            | 948           | 30.3%         |
| Bank Fees                             | 755            | 417            | 338              | 81.2%          | 1,729            | 1,250            | 479           | 38.3%         |
| Dues & Subscriptions                  | 33             | 625            | (592)            | (94.7%)        | 197              | 4,075            | (3,878)       | (95.2%)       |
| Insurance                             | 459            | 575            | (116)            | (20.2%)        | 1,377            | 1,725            | (348)         | (20.2%)       |
| Licenses & Permits                    | 480            | 183            | 297              | 161.8%         | 480              | 550              | (70)          | (12.7%)       |
| Education & Training                  | -              | 350            | (350)            | (100.0%)       | -                | 550              | (550)         | (100.0%)      |
| Network & Telco                       | 547            | 1,000          | (453)            | (45.3%)        | 2,816            | 3,000            | (184)         | (6.1%)        |
| Non-Capital IT                        | -              | -              | -                | 0.0%           | -                | -                | -             | 0.0%          |
| Depreciation & Amort.                 | 800            | 800            | -                | 0.0%           | 2,400            | 2,400            | -             | 0.0%          |
| Interest Expense                      | (5)            | (17)           | 11               | (67.5%)        | (17)             | (50)             | 33            | (66.9%)       |
| <b>Total</b>                          | <b>15,093</b>  | <b>15,681</b>  | <b>(588)</b>     | <b>(3.7%)</b>  | <b>47,711</b>    | <b>48,589</b>    | <b>(877)</b>  | <b>(1.8%)</b> |
| <b>Total Expenses</b>                 | <b>241,931</b> | <b>169,941</b> | <b>71,989</b>    | <b>42.4%</b>   | <b>652,822</b>   | <b>610,051</b>   | <b>42,770</b> | <b>7.0%</b>   |
| <b>Net Income</b>                     | <b>79,798</b>  | <b>230,246</b> | <b>(150,448)</b> | <b>(65.3%)</b> | <b>654,642</b>   | <b>615,365</b>   | <b>39,277</b> | <b>6.4%</b>   |
| <b>Net Income %</b>                   | <b>24.8%</b>   | <b>57.5%</b>   | <b>-32.7%</b>    |                | <b>50.1%</b>     | <b>50.2%</b>     | <b>-0.1%</b>  |               |

ROOM TAX COLLECTIONS

DESCHUTES COUNTY - TRT COLLECTION

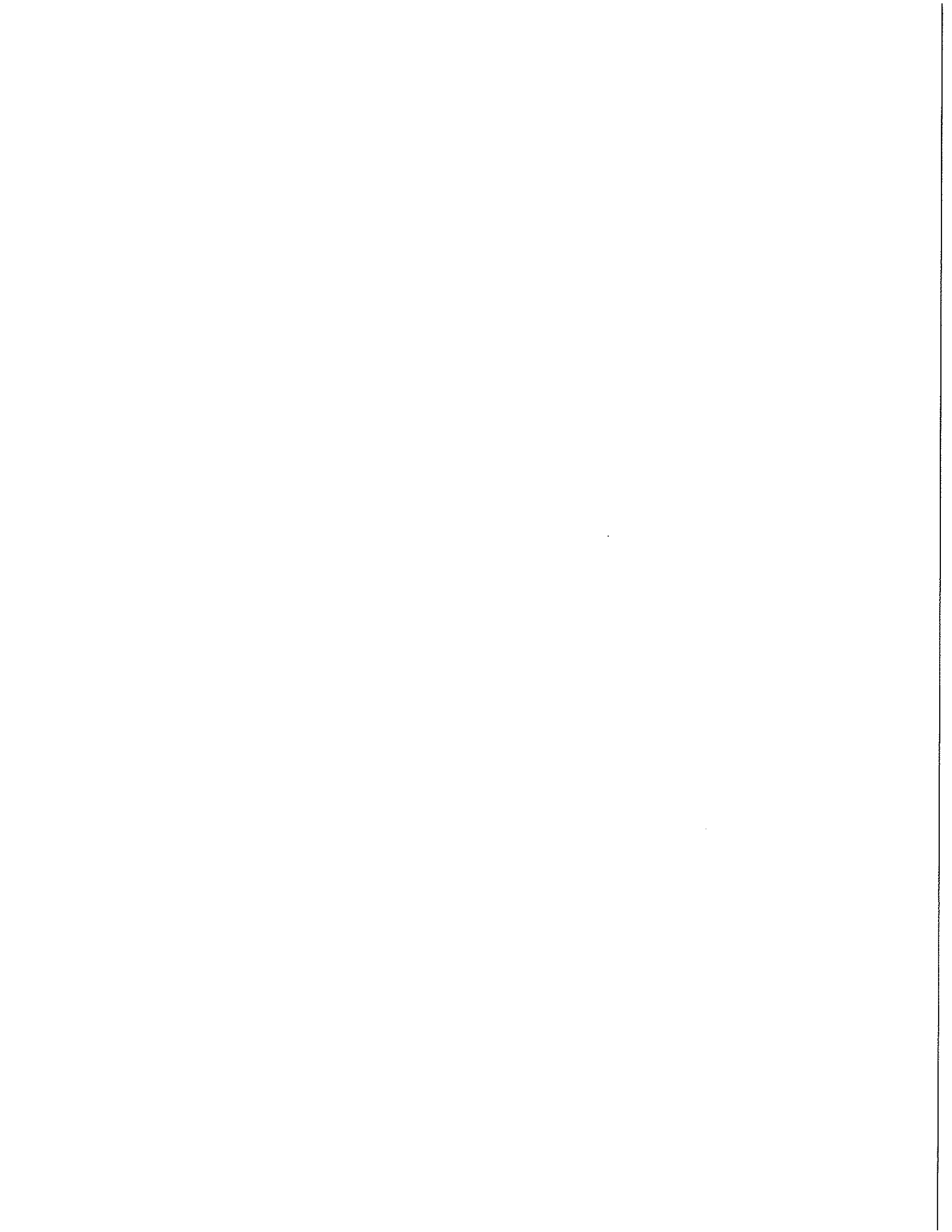
| MONTH | AMOUNT       | CHANGE       | PERCENT | AMOUNT       | CHANGE     | PERCENT | AMOUNT       | CHANGE     | PERCENT | AMOUNT       | CHANGE    | PERCENT | AMOUNT       | CHANGE     | PERCENT | AMOUNT       | CHANGE     | PERCENT |
|-------|--------------|--------------|---------|--------------|------------|---------|--------------|------------|---------|--------------|-----------|---------|--------------|------------|---------|--------------|------------|---------|
| JUL   | \$ 640,068   | \$ 608,412   | 95.0%   | \$ 651,122   | \$ 11,054  | 1.7%    | \$ 716,658   | \$ 65,536  | 9.5%    | \$ 713,591   | \$ -3,067 | -0.4%   | \$ 675,577   | \$ -38,014 | -5.3%   | \$ 619,563   | \$ -56,014 | -9.1%   |
| AUG   | \$ 608,462   | \$ 571,177   | 93.9%   | \$ 620,258   | \$ 19,081  | 3.1%    | \$ 750,024   | \$ 129,766 | 20.9%   | \$ 750,024   | \$ 0      | 0.0%    | \$ 750,024   | \$ 0       | 0.0%    | \$ 750,024   | \$ 0       | 0.0%    |
| SEP   | \$ 551,181   | \$ 523,195   | 94.9%   | \$ 535,664   | \$ -17,531 | -3.3%   | \$ 535,664   | \$ 0       | 0.0%    | \$ 535,664   | \$ 0      | 0.0%    | \$ 535,664   | \$ 0       | 0.0%    | \$ 535,664   | \$ 0       | 0.0%    |
| OCT   | \$ 98,184    | \$ 94,890    | 96.7%   | \$ 104,105   | \$ 9,215   | 9.7%    | \$ 104,105   | \$ 0       | 0.0%    | \$ 104,105   | \$ 0      | 0.0%    | \$ 104,105   | \$ 0       | 0.0%    | \$ 104,105   | \$ 0       | 0.0%    |
| NOV   | \$ 83,864    | \$ 84,150    | 100.2%  | \$ 84,150    | \$ 0       | 0.0%    | \$ 84,150    | \$ 0       | 0.0%    | \$ 84,150    | \$ 0      | 0.0%    | \$ 84,150    | \$ 0       | 0.0%    | \$ 84,150    | \$ 0       | 0.0%    |
| DEC   | \$ 200,278   | \$ 194,072   | 97.0%   | \$ 200,278   | \$ 6,206   | 3.1%    | \$ 200,278   | \$ 0       | 0.0%    | \$ 200,278   | \$ 0      | 0.0%    | \$ 200,278   | \$ 0       | 0.0%    | \$ 200,278   | \$ 0       | 0.0%    |
| JAN   | \$ 190,314   | \$ 187,712   | 98.7%   | \$ 190,314   | \$ 2,602   | 1.4%    | \$ 190,314   | \$ 0       | 0.0%    | \$ 190,314   | \$ 0      | 0.0%    | \$ 190,314   | \$ 0       | 0.0%    | \$ 190,314   | \$ 0       | 0.0%    |
| FEB   | \$ 194,851   | \$ 190,601   | 97.8%   | \$ 194,851   | \$ 4,250   | 2.2%    | \$ 194,851   | \$ 0       | 0.0%    | \$ 194,851   | \$ 0      | 0.0%    | \$ 194,851   | \$ 0       | 0.0%    | \$ 194,851   | \$ 0       | 0.0%    |
| MAR   | \$ 190,458   | \$ 187,712   | 98.6%   | \$ 190,458   | \$ 2,746   | 1.4%    | \$ 190,458   | \$ 0       | 0.0%    | \$ 190,458   | \$ 0      | 0.0%    | \$ 190,458   | \$ 0       | 0.0%    | \$ 190,458   | \$ 0       | 0.0%    |
| APR   | \$ 178,054   | \$ 174,797   | 98.2%   | \$ 178,054   | \$ 3,257   | 1.8%    | \$ 178,054   | \$ 0       | 0.0%    | \$ 178,054   | \$ 0      | 0.0%    | \$ 178,054   | \$ 0       | 0.0%    | \$ 178,054   | \$ 0       | 0.0%    |
| MAY   | \$ 178,054   | \$ 174,797   | 98.2%   | \$ 178,054   | \$ 3,257   | 1.8%    | \$ 178,054   | \$ 0       | 0.0%    | \$ 178,054   | \$ 0      | 0.0%    | \$ 178,054   | \$ 0       | 0.0%    | \$ 178,054   | \$ 0       | 0.0%    |
| JUN   | \$ 178,054   | \$ 174,797   | 98.2%   | \$ 178,054   | \$ 3,257   | 1.8%    | \$ 178,054   | \$ 0       | 0.0%    | \$ 178,054   | \$ 0      | 0.0%    | \$ 178,054   | \$ 0       | 0.0%    | \$ 178,054   | \$ 0       | 0.0%    |
| YTD   | \$ 2,307,871 | \$ 2,215,247 | 96.0%   | \$ 2,307,871 | \$ 92,624  | 4.0%    | \$ 2,307,871 | \$ 0       | 0.0%    | \$ 2,307,871 | \$ 0      | 0.0%    | \$ 2,307,871 | \$ 0       | 0.0%    | \$ 2,307,871 | \$ 0       | 0.0%    |

CITY OF BEND - TRT COLLECTION

| MONTH | AMOUNT       | CHANGE       | PERCENT | AMOUNT       | CHANGE     | PERCENT | AMOUNT       | CHANGE | PERCENT | AMOUNT       | CHANGE | PERCENT | AMOUNT       | CHANGE | PERCENT | AMOUNT       | CHANGE | PERCENT |
|-------|--------------|--------------|---------|--------------|------------|---------|--------------|--------|---------|--------------|--------|---------|--------------|--------|---------|--------------|--------|---------|
| JUL   | \$ 501,217   | \$ 482,158   | 96.2%   | \$ 482,158   | \$ -19,059 | -3.8%   | \$ 482,158   | \$ 0   | 0.0%    | \$ 482,158   | \$ 0   | 0.0%    | \$ 482,158   | \$ 0   | 0.0%    | \$ 482,158   | \$ 0   | 0.0%    |
| AUG   | \$ 202,187   | \$ 194,034   | 96.0%   | \$ 194,034   | \$ -8,153  | -4.0%   | \$ 194,034   | \$ 0   | 0.0%    | \$ 194,034   | \$ 0   | 0.0%    | \$ 194,034   | \$ 0   | 0.0%    | \$ 194,034   | \$ 0   | 0.0%    |
| SEP   | \$ 208,137   | \$ 203,093   | 97.5%   | \$ 203,093   | \$ -5,044  | -2.4%   | \$ 203,093   | \$ 0   | 0.0%    | \$ 203,093   | \$ 0   | 0.0%    | \$ 203,093   | \$ 0   | 0.0%    | \$ 203,093   | \$ 0   | 0.0%    |
| OCT   | \$ 158,084   | \$ 154,591   | 97.8%   | \$ 154,591   | \$ -3,493  | -2.2%   | \$ 154,591   | \$ 0   | 0.0%    | \$ 154,591   | \$ 0   | 0.0%    | \$ 154,591   | \$ 0   | 0.0%    | \$ 154,591   | \$ 0   | 0.0%    |
| NOV   | \$ 150,088   | \$ 149,458   | 99.6%   | \$ 149,458   | \$ -630    | -0.4%   | \$ 149,458   | \$ 0   | 0.0%    | \$ 149,458   | \$ 0   | 0.0%    | \$ 149,458   | \$ 0   | 0.0%    | \$ 149,458   | \$ 0   | 0.0%    |
| DEC   | \$ 112,094   | \$ 109,090   | 97.3%   | \$ 109,090   | \$ -3,004  | -2.7%   | \$ 109,090   | \$ 0   | 0.0%    | \$ 109,090   | \$ 0   | 0.0%    | \$ 109,090   | \$ 0   | 0.0%    | \$ 109,090   | \$ 0   | 0.0%    |
| JAN   | \$ 143,088   | \$ 139,385   | 97.4%   | \$ 139,385   | \$ -3,703  | -2.6%   | \$ 139,385   | \$ 0   | 0.0%    | \$ 139,385   | \$ 0   | 0.0%    | \$ 139,385   | \$ 0   | 0.0%    | \$ 139,385   | \$ 0   | 0.0%    |
| FEB   | \$ 174,671   | \$ 169,385   | 97.0%   | \$ 169,385   | \$ -5,286  | -3.0%   | \$ 169,385   | \$ 0   | 0.0%    | \$ 169,385   | \$ 0   | 0.0%    | \$ 169,385   | \$ 0   | 0.0%    | \$ 169,385   | \$ 0   | 0.0%    |
| MAR   | \$ 143,088   | \$ 139,385   | 97.4%   | \$ 139,385   | \$ -3,703  | -2.6%   | \$ 139,385   | \$ 0   | 0.0%    | \$ 139,385   | \$ 0   | 0.0%    | \$ 139,385   | \$ 0   | 0.0%    | \$ 139,385   | \$ 0   | 0.0%    |
| APR   | \$ 125,187   | \$ 121,588   | 97.1%   | \$ 121,588   | \$ -3,599  | -2.8%   | \$ 121,588   | \$ 0   | 0.0%    | \$ 121,588   | \$ 0   | 0.0%    | \$ 121,588   | \$ 0   | 0.0%    | \$ 121,588   | \$ 0   | 0.0%    |
| MAY   | \$ 125,187   | \$ 121,588   | 97.1%   | \$ 121,588   | \$ -3,599  | -2.8%   | \$ 121,588   | \$ 0   | 0.0%    | \$ 121,588   | \$ 0   | 0.0%    | \$ 121,588   | \$ 0   | 0.0%    | \$ 121,588   | \$ 0   | 0.0%    |
| JUN   | \$ 125,187   | \$ 121,588   | 97.1%   | \$ 121,588   | \$ -3,599  | -2.8%   | \$ 121,588   | \$ 0   | 0.0%    | \$ 121,588   | \$ 0   | 0.0%    | \$ 121,588   | \$ 0   | 0.0%    | \$ 121,588   | \$ 0   | 0.0%    |
| YTD   | \$ 2,139,301 | \$ 2,045,203 | 95.6%   | \$ 2,045,203 | \$ -94,098 | -4.4%   | \$ 2,045,203 | \$ 0   | 0.0%    | \$ 2,045,203 | \$ 0   | 0.0%    | \$ 2,045,203 | \$ 0   | 0.0%    | \$ 2,045,203 | \$ 0   | 0.0%    |

INCENSE HISTORICAL HIGH FOR THAT SPECIFIC MONTH

- 1% TRT rate increase implemented in June 2014 in City of Bend (10% to 8%)
- 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%)











## MARKETING UPDATES: NOV 2016

### SHOULDER SEASON CAMPAIGN UPDATE

- Visit Bend's shoulder season campaign kicked off in September, with a focus on month-specific campaigns leading up to the winter season. October saw a successful 10<sup>th</sup> Month campaign, and this month is seeing a very robust Bend Ale Trail Month Campaign. As advertising technology continues to progress, Visit Bend is committed to staying ahead of advertising trends across all mediums, to deliver a relevant experience to the potential visitor.
  - **Tenth Month** – Media partners included Pandora, OPB/OPB.org, Oregonlive.com, Facebook, Instagram, and Tumblr.
    - The campaign was designed to drive traffic to the tenthmonthbend.com landing page, which ultimately saw nearly 10,000 views over the course of the campaign across 3.5 million impressions.
  - **Bend Ale Trail Month** – Media partners include Comcast, Pandora, Entercom, Hubbard, OPB/OPB.org, SF Gate, Oregonian/Oregonlive.com, KNTV (SFO NBC).
    - Part of the strategy is to use radio personalities this year as digital influencers. During the first weekend of November, six radio personalities came to Bend to experience the Ale Trail, posting their experiences to social media, blogging about it, then following up all month discussing it on the radio. 13 days in, and organic traffic is up 2.7% with referral traffic being up 5.84% overall, seeing 7,269 visits so far.

### VISIT BEND'S UPCOMING WINTER CAMPAIGN

- Visit Bend's winter campaign will officially kick off on November 24<sup>th</sup>, running two campaigns, a primary campaign targeted at family winter travelers, and a secondary campaign focused on driving the friends market. This campaign will run through the end of March, in all three major markets of PDX, SEA, and SFO, on traditional, digital, and social channels.

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

- Traffic to [www.visitbend.com](http://www.visitbend.com) was up 10.14% YOY (1,521,742 visits)
- The most exciting news, however, is that unique visitors, up 11.41%, surpassed the 1 million mark for the first time ever.
- Pageviews are also up 4.83% year over year, surpassing the 3.7 million mark

## Most Visited Pages During the Past Month

1. Events Calendar
2. Home Page
3. Bend Ale Trail
4. What to do
5. Hiking
6. Where to Stay
7. Waterfall Blog Post
8. Tenth Month
9. Winter Fun
10. Hotels and Motels

## BEND ALE TRAIL

- The new Atlas has been very well received.
- Nearly 26,000 people have now completed the Bend Ale Trail.
- Bend Ale Trail Month is underway – with its own advertising campaign and promotions driving traffic to the Bend Ale Trail and Bend Ale Trail month pages.

## SOCIAL MEDIA

- **Facebook: Visit Bend** - 177,422 - Engagement and reach continues to outpace Travel Oregon, Travel Portland, and Visit California, among other DMOs. Traffic from Facebook to visitbend.com is up 24.19% year over year.
- **Facebook: Bend Ale Trail** 5,618 likes
- **YouTube Video Views:** 730,657 views, over 436,597 minutes of viewing our videos.
- **Vimeo Views:** 8,858 views
- **Twitter:**
  - @VisitBendOR 10.9k followers
  - @BendAleTrail 2,431 followers
- **Instagram:** @visitbend 32.5K followers, resulting in a 2,435% increase in referrals to visitbend.com
- 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](http://visitbend.com/visitlikealocal) and has seen nearly 4,210 visits, averaging between 30-50 visits a day. We'll continue to monitor for growth here, as this will be a primary metric.
- Work has begun on a creative campaign around the Visit Like a Local campaign, which will drive traffic to a new page design on [visitbend.com](http://visitbend.com). A specific, redirected URL will drive traffic from [visitbendlikealocal.com](http://visitbendlikealocal.com).

## MISC

- Visit Bend has entered in to a partnership with TripAdvisor to increase our digital presence across a very targeted travel-specific platform.
- A new "This is Bend" video is nearly complete, and we're excited to show it off in January.



## Public Relations Updates: November 15, 2016

### Press coverage from recent months

- In October, *Vogue* included an article on “Why you should land in Portland and then visit Central and Northeast Oregon instead:” <http://bit.ly/2eWNqho>
- We worked with travel writer Erin Gifford for a piece on active girlfriend getaways. It ran on Yahoo, MSN Travel, and USNews.com Travel, and several other sites: <https://yhoo.it/2fGa9Qs>
- TravelingMom.com put out an excellent blog post on Newberry National Volcanic Monument: <http://bit.ly/2fBet2V>
- *Reader’s Digest* featured McMenamins Old St. Francis in their roundup of “14 strange and unusual hotels you’ll want to go out of your way to visit:” <http://rd.com/advice/travel/unusual-hotels/>
- *Travel Age West* released an excellent piece in November on where to sleep, eat, and play in Bend: <http://bit.ly/2eWKmlp>
- We hosted journalist Heather Brown of *Points North* magazine in Atlanta (one of the only media visits we hosted during the summer). She promised a culinary cover story to run in the fall, and we’re very pleased with how it turned out. Check out Nate Wyeth’s cover photo! <http://bit.ly/2fGdwZJ>
- The in-flight magazine for Alaska Airlines has an excellent spotlight on Mt. Bachelor in the November issue.
- There’s a lovely piece on the High Desert Museum in the December issue of *Northwest Travel & Life*.
- *Draft* magazine wrote about the Bend Ale Run and Bend Ale Festival in their November issue: <http://bit.ly/2eGcLv6>
- *Outdoors NW* included the Bend Winterfest in their roundup of winter festivals: <http://bit.ly/2fBkLzv>
- GrindTV.com just ran a piece on why you should visit Bend immediately (November): <http://bit.ly/2enaidd>
- *Women’s Running* just featured Bend in an article about why runners are flocking to Bend: <http://bit.ly/2eWTPsW>
- *Travel + Leisure* featured Bend in a piece on the top brew spots in the country: <http://tandl.me/2fBi80L>
- Yahoo Finance featured Bend in a roundup of 9 underrated winter vacation ideas under \$100: <https://yhoo.it/2eOifal>

(over)

## Media pitches, upcoming coverage, and other PR initiatives

- We've hosted several freelancers over the last couple months, including Kristen Pope and Raymond Navis. We have several more on tap in November and December.
- We have a press release going out momentarily about the open position on Visit Bend's board of directors.

## Facebook highlights

Keeping it short and sweet this time:

- Stunning sunset and sunrise images continue to be our bread and butter. Sometimes we'll see an uptick in commenters sharing their own images when we post images from amateur photographers (which is always great for engagement). Having an in-the-moment element helps a lot, too (i.e. when we can say "last night" or "this morning"). This image from Mike Edwards hits all the notes.
- The "first snow" images and posts always generate a ton of engagement, so we try to make the most of them in early season. This is a terrific example of a video post shot by Nate. Also notice the engagement in the comments with people asking what to wear and what sort of gear to pack. This kind of conversation is a crucial part of our Facebook strategy.
- We work hard to leverage our Instagram and Facebook audiences to drive traffic to each other or to our blog/website. Here's one example of a giveaway using popular hashtags for Election Day.
- And one more election night post (which got a surprising amount of engagement for something that went up just as results began rolling in). Keeping our messaging positive, upbeat, and hopeful was a big part of our overall strategy and supports our #VisitLikeALocal campaign without actually using the hashtag.



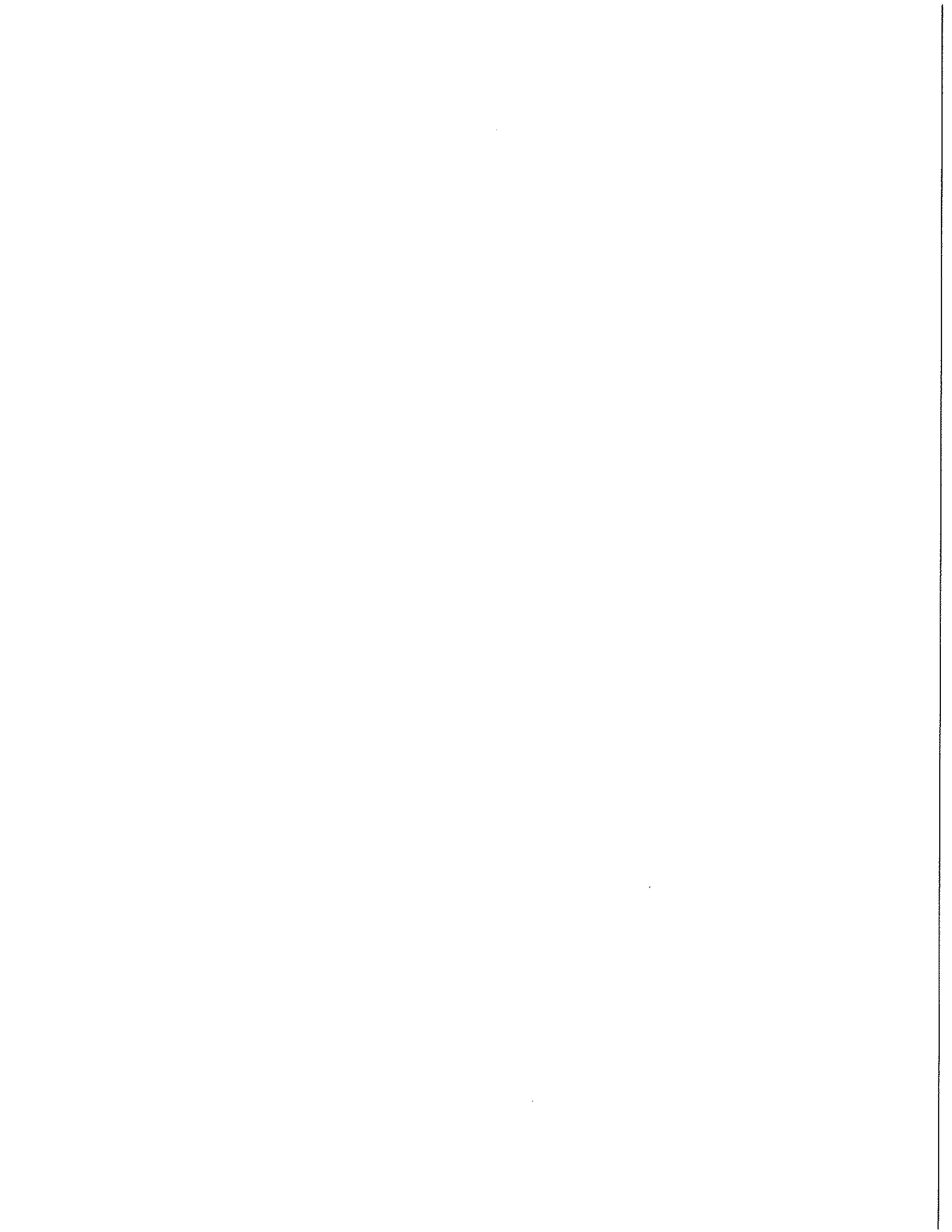
## Visit Bend Sales Update – 11.15.2016

### Key Updates

1. USATF XC Nationals – February 2017 – 600 plus Athletes
  - a. Community 4K & Deschutes 4x1K registration open
2. USA Triathlon – Duathlon Nationals June, 17<sup>th</sup> 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 last weekend – 600+ runners (75% from outside region)
9. Lay it Out Events to take over the Oregon Senior Games moving forward

### 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, February/March
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

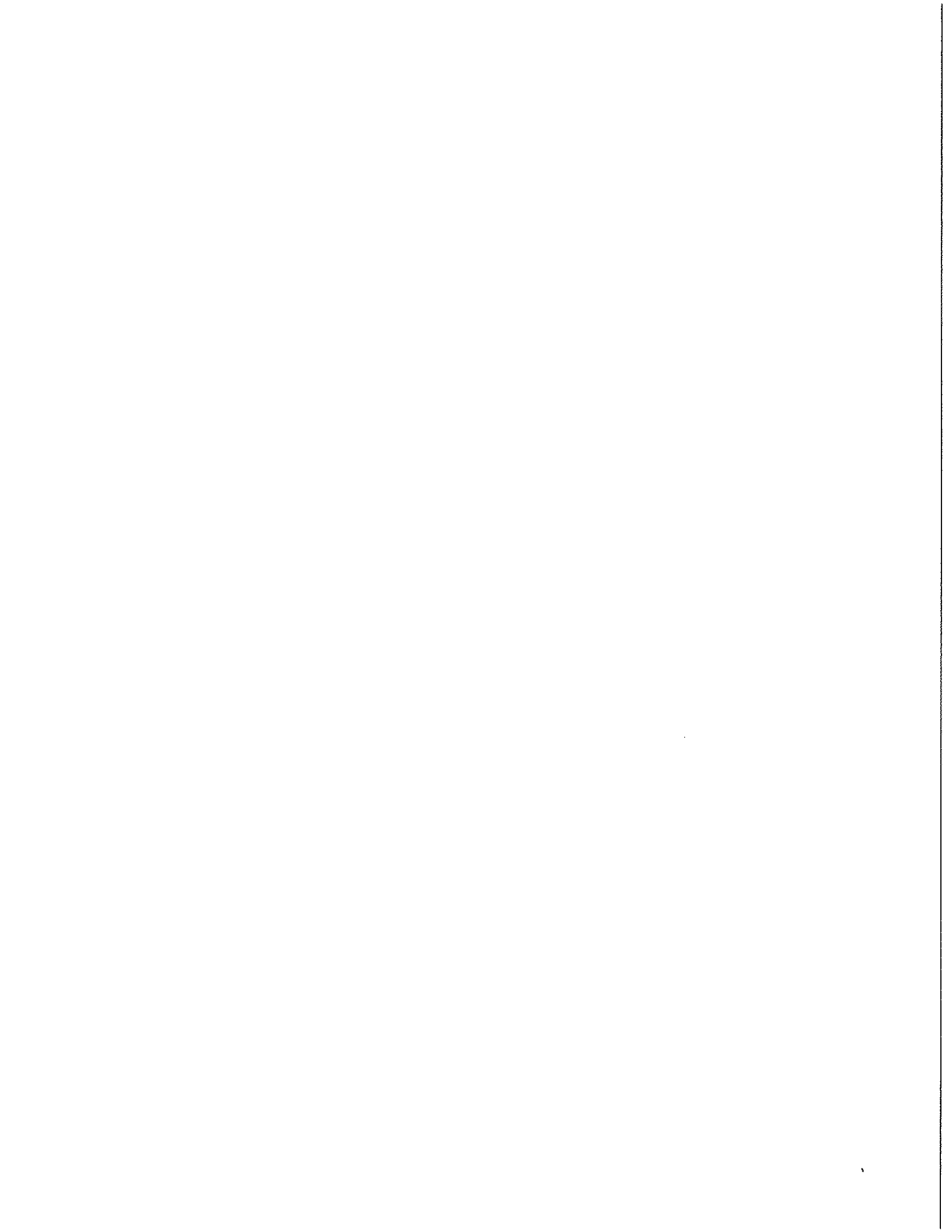




## Bend Cultural Tourism Commission

| Position                                       | First Name | Last Name | Executive Committee | Term Year | Notes   | VB      |
|--|------------|-----------|---------------------|-----------|---|---------|
| 1 Old Mill District                            | Jaime      | Aguirre   |                     | 2016      | appointed by Old Mill District  |         |
| 2 Arts & Culture Alliance                      | Kevin      | Barclay   |                     | 2017      | appointed by ACA board of directors                                   |         |
| 3 Tourism Industry Representative              | John       | Flannery  | Member              | 2017      | appointed by Visit Bend board of directors; can't be VB board members |         |
| 4 Visit Bend Board Member                      | Noelle     | Fredland  | Vice-Chair          | 2016      | appointed by Visit Bend board of directors                            | Appoint |
| 5 Bend Citizen Representatives                 | Julie      | Gregory   |                     | 2017      | appointed by the BCTF Commission                                      |         |
| 6 Performing & Literary Arts Community         |            |           |                     | 2016      | appointed by Visit Bend board of directors                            | Appoint |
| 7 Scalehouse                                   | Rene'      | Mitchell  | Treasurer           | 2017      | appointed by Scalehouse board of directors                            |         |
| 8 Downtown Bend Business Association           | Rod        | Porsche   |                     | 2016      | appointed by Downtown Bend Business Association board of directors    |         |
| 9 City of Bend Arts & Beautification Committee | Vacant     | Vacant    |                     | 2017      | appointed by the Mayor  |         |
| 10 Bend Citizen Representatives                | Cassandra  | Schindler |                     | 2017      | appointed by the BCTF Commission                                      |         |
| 11 Bend Citizen Representatives                | Vacant     | Vacant    |                     | 2018      | appointed by the BCTF Commission                                      |         |
| 12 Tourism Industry Representative             | Aaron      | Switzer   |                     | 2016      | appointed by Visit Bend board of directors; can't be VB board members | Appoint |
| 13 Regional or State Foundation                | Brian      | Wagner    | Chair               | 2016      | appointed by Visit Bend board of directors                            | Appoint |

VB needs to take action





# CULTURAL TOURISM FUND

## Policies and Procedures

### **Purpose of the Bend Cultural Tourism Fund**

The Bend Cultural Tourism Fund (BCTF) is a fund dedicated to enhancing the local economy through the promotion and cultivation of Bend's cultural tourism programs. Funds allocated through the BCTF will support art and culture based activities, projects and programs that attract tourists to the City of Bend.

Visit Bend established the BCTF with the goal of attracting cultural tourists during the shoulder seasons and winter months – a time of year when the city's tourism industry struggles, yet a time when cultural tourism programs are most active.

Through a stable source of funding for cultural tourism program development, expansion, and marketing, the BCTF will:

- Enrich and cultivate Bend's arts and cultural assets
- Establish Bend as a premier cultural tourism destination
- Attract tourists to Bend during the shoulder seasons and winter months
- Diversify Bend's tourism offerings
- Enhance Bend's quality of life
- Increase Bend's appeal to attract new long-term investment into the community

Visit Bend funds the BCTF with 7.5% of Visit Bend's total annual public funding received from the City of Bend. As a tourism development program, the BCTF is managed in strict accordance with Visit Bend's mission, values, purpose, and public accountability. (ORS320.300-320.350) Similar to all Visit Bend programs, the BCTF is subject to the highest standards of public accountability, transparency, and financial management.

### **Leadership, Management, and Community Representation**

The BCTF Commission, a broad and diverse group of 13 appointed leaders manages the BCTF. The Commission is responsible for the long-term success, evolution, and overall leadership of the BCTF. The BCTF Commission has sole authority on application evaluations, grant allocations, and policy changes. The BCTF Commission reports to and is accountable to the Visit Bend board of directors. All Commission appointments are subject to approval by a majority vote of the Visit Bend board of directors.

The composition of the BCTF Commission is based on the following principles and objectives:

- Maximize transparency, fairness, and effectiveness, while mitigating conflicts of interest

- Diversify control of Commission appointments
- Create a diverse and independent leadership group of direct stakeholders
- Weight representation toward tourism industry
- Representation from arts community aggregators, while ensuring representation for all segments of Bend's arts and culture community
- Commissioners serve on behalf of the entire community, not any specific interest or segment of the community

The BCTF Commission will have a minimum of four meetings per year (quarterly). Commission meetings will be open to the public. Any additional meetings that include a majority of BCTF Commissioners will also be open to the public. A quorum of the Commission is one half of the filled positions, plus one. The BCTF will elect an Executive Committee consisting of a Commission Chair, Vice Chair, Treasurer, and one Visit Bend representative. Each Commission member is required to sign a code of ethics and agreement to accept the public responsibilities and expectations associated with their Commission position. Commission members serve two-year terms, with a maximum of three consecutive terms (staggered terms to start). If a Commissioner serves for three (3) consecutive terms, they must take one term off (2 years), prior to being appointed to the Commission again. Additionally, if the Commissioner no longer represents the identified organization either due to an employment or volunteer change, the Commissioner will complete their current BCTF term, unless the appointing organization wishes to make a different appointment.

The composition of the BCTF Commission consists of the following positions:

- 1 member of the City of Bend's Arts & Beautification Committee (appointed by the Mayor)
- 1 Arts & Culture Alliance board member (appointed by ACA board of directors)
- 1 Scalehouse board member (appointed by the Scalehouse board of directors)
- 1 representative of Bend's performing or literary arts community (appointed by the Visit Bend board of directors)
- 1 representative from a regional or state foundation or granting institution (appointed by the Visit Bend board of directors)
- 1 restaurant/shopping/entertainment representative (appointed by the Old Mill District)
- 1 restaurant/shopping/entertainment representative (appointed by the Downtown Bend Business Association board of directors)
- 2 tourism industry representatives (appointed by the Visit Bend board of directors – not Visit Bend board members)
- 3 Bend citizen representatives (appointed by the BCTF Commission, and can be from any segment of the community: education, media, cultural, etc.)
- 1 Visit Bend board member (appointed by the Visit Bend board of directors)

The BCTF Commission will:

- Determine the timing, frequency, and available funds for each granting cycle. Once determined, the Commission will communicate the details to the public
- Meet a minimum of 4 times per year
- Evaluate and score applications based on the specified criteria
- Work closely and support the BCTF grant administrator
- Work with the grant administrator to provide and present an annual ROI analysis to the Visit Bend board of directors
- Confirm executive committee members and (3) Bend Citizen Representatives
- Work with the BCTF financial management contractors to ensure the highest levels of financial management, reporting, and accountability

#### **BCTF Conflict of Interest and Transparency policy**

The BCTF has adopted the following Conflict of Interest policy governing its commissioners, staff, administrators, and all others associated with operations.

- Commissioners, administrators, and staff members associated with an organization submitting a grant application will publicly recuse themselves from the evaluation and commission discussions regarding that grant.
- Commissioners and staff may take part in travel, meetings, conferences, and activities funded by the BCTF only with written approval of the expenses by the BCTF Executive Committee.
- Commission members will declare a conflict of interest and will abstain from voting on grant applications involving organizations with which they or their immediate family members are involved as employees or members of the governing board.
- Grant evaluation scoring will be calculated as an average of all submitted scores. This will eliminate the possibility of an application being disadvantaged as a result of recused votes.
- Commissioners and staff (including relatives and members of the household) may not accept gifts or entertainment from persons associated with a grant application.
- All meetings attended by a majority of the BCTF Commission are open to the public and subject to public meeting laws
- The Commissioners' evaluations and related written comments are matters of public record.

#### **Financial Management/Grant Awards**

Visit Bend's financial management contractor manages and reports the BCTF finances. A complete set of monthly reports for the BCTF are presented to the BCTF Commission, the Visit Bend board of directors, and the City of Bend. The BCTF Commission reviews the finances at their quarterly meetings and circulates the financial reports publicly. Visit Bend pays for the financial management of the BCTF and the Visit Bend board of directors has sole discretion on choosing the independent contractor to manage the BCTF finances.

With consultation from the contracted financial management firm for the BCTF, the Commission will determine and communicate the amount of the annual granting budget, the

timing and pertinent dates of the upcoming granting cycles. The BCTF will conduct at least one granting cycle annually, and may conduct more frequent granting cycles at the Commission's discretion. Each granting cycle will include both large and small grants to enable the BCTF to enhance large-scale cultural tourism programs, and also encourage/stimulate new cultural tourism programs. The BCTF will not maintain a cash reserve of more than \$100,000. Any dollars in the BCTF following a granting cycle above the \$100,000 cash reserve will be transferred to Visit Bend's general marketing budget.

### **Administrative Support**

A paid grant administrator will support the BCTF. The organization or individual contracted to serve as the grant administrator will be paid for with funds from the BCTF and will be hired by the Visit Bend board of directors. The grant administrator will work closely with both the Visit Bend board of directors and the BCTF Commission. The BCTF grant administrator will:

- Produce and circulate grant applications and associated information
- Manage the grant application and review process
- Oversee all communications, marketing, and public relations related to the BCTF
- Coordination and administration of Commission meetings and evaluation process
- Coach and advise applicants
- Receive and manage community input, complaints, media inquiries, etc.
- Serve as the administrative support for the Commissioners
- Prepare an annual report for the BCTF that will include an ROI analysis
- Facilitate tutorials and continuing education regarding cultural tourism and the BCTF
- Serve as a liaison between the BCTF and other state and regional cultural tourism programs



# CULTURAL TOURISM FUND

## Grant Guidelines and Application Questions CULTURAL TOURISM: MARKETING/PROGRAM ENHANCEMENT

Deadline 5:00 pm, March 31, 2017

Grant period: July 1, 2017 – June 30, 2018

The application is completed and submitted online at <http://visitbend.culturegrants.org/>

Applicants may only apply for one grant in this category. Funding resources are limited and not all eligible applications will receive funding. Grant award amounts are determined by the Commission. Review the Policies and Procedures for a full description of the Bend Cultural Tourism Commission.

The Bend Cultural Tourism Fund (BCTF) grant will enhance the local economy through the promotion and cultivation of Bend's cultural tourism programs. Grants allocated through the BCTF support art and culture based activities, projects and programs that attract tourists to the City of Bend, especially during the "off season".

### Grant Objectives

Cultural tourism grants are intended to attract tourists to Bend-based arts and culture based projects, activities or events with a measurable and positive economic impact on the community. Grants may support:

- Programs designed to generate incremental tourism activity in the city of Bend during the shoulder seasons and winter months;
- Targeted marketing for arts and cultural activities designed to attract visitors from outside a 50-mile radius of the city of Bend;
- The development of packages or special promotions for arts or cultural tourism activities;
- Research projects related to existing or potential cultural tourism programs with the intent of increasing cultural tourism activity in the City of Bend; or
- Other forms of tourism promotion that adhere to ORS.320.350

### Eligibility

- For-profit businesses, not-for-profit organizations, government agencies, or individuals engaged in cultural tourism activities that happen in Bend may apply for BCTF funding.
- Recipients of BCTF grants must demonstrate a track record of responsible management, or the resources and expertise to effectively execute the proposed program.
- All BCTF projects must have the ability to measure the project's economic impact.
- Completion of all required steps of the BCTF application process.
- Compliance with prior grant agreements with the BCTF Commission.

### **Matching Requirements**

Matching grants and/or funding will strengthen an application, but are not required to receive a BCTF grant award.

### **Acknowledgement Requirements**

If applicant receives a grant award, all publicity, visual or oral, for this project shall be accompanied by the Bend Cultural Tourism Fund logo and this language: *"This activity is supported in part by a grant from the Bend Cultural Tourism Fund"*, or something similar.

### **Application Process**

The application, including a project budget, must be completed and submitted in **GO!**, no later than 5:00 pm on March 31, 2017. <http://visitbend.culturegrants.org/>

If you have applied before, use the same login. If you need assistance with your login, email the grant administrator.

It is best to prepare your responses in a word processing program, and save it, so that if you lose anything in the application process you do not have to recreate it. Keep in mind that character counts (including spaces) vary from program to program, and it is the count in the online system that applies. You may format within the online system.

Do not delay the application process in case there are technical difficulties. Assistance from the grant administrator is available prior to the application deadline: email [Shannon@PlanchonConsulting.com](mailto:Shannon@PlanchonConsulting.com) or 503-467-8599. You may request a review of your application if you request it at least one week prior to the deadline.

Late applications will not be accepted.

### **Review Process and Criteria**

The grant administrator will review each grant application prior to submission to the BCTF Commission for its full review. This initial review serves as a pre-qualification process to ensure an application meets the general requirements of the BCTF. This initial review is not a qualitative review, but rather an administrative review to ensure the application meets the eligibility requirements and has accomplished all procedural requirements.

Each qualified application will be reviewed and scored with the following criteria. Applications can receive a maximum of 100 points.

### **CRITERIA**

**Quality of Services and Outcomes (25 points):** The proposal's description of a high quality activity, project or program and the possibility of generating incremental tourism revenue for Bend businesses. The potential to attract incremental tourists from outside a 50-mile radius of the City of Bend as measured by increased lodging nights.

**Seasonality of proposal (20 points):** Generating incremental tourism during the shoulder seasons and winter months is a key goal for the BCTF. As a result, each application will be scored on its potential to generate incremental tourism during the targeted months: (January = 20 points, February = 20 points, March = 20 points, April = 20 points, May = 20 points, June 1-15= 10 points, June 16 - August= 0 points, September = 10 points, October = 20 points, November = 20 points, December = 20 points).



**Quality and thoroughness of business and marketing plan (15 points):** Does the quality and thoroughness of the applicant's proposal and plan instill a high degree of confidence it will be executed as promised, and achieve its intended results?

**Organizational Capacity (15 points):** Applicant's ability to initiate, manage, and sustain the proposed activities. What are the key pertinent accomplishments in the applicant's history? What are the applicant's skills, capacity, and resources?

**Return on Investment (ROI) Measurement/Evaluation (15 points):** The degree to which the applicant clearly states the desired ROI outcomes, and communicates the plan to measure the ROI of proposed activity

**Collaboration, Partnerships and Resource Development (10 points):** Amount and quality of resources and/or partnerships that have been developed to support and complete the proposed activity.

### QUESTIONS

#### SEASONALITY OF PROPOSAL [20 points]

1. One goal of this fund is to generate incremental tourism during the shoulder seasons and winter months. Identify only one month, which will have the MOST activity. (Note that these grants are quite competitive):
  - a. January 20 points
  - b. February 20 points
  - c. March 20 points
  - d. April 20 points
  - e. May 20 points
  - f. June 1-15 10 points
  - g. June 16 -August 0 points
  - h. September 10 points
  - i. October 20 points
  - j. November 20 points
  - k. December 20 points

#### QUALITY OF SERVICES AND OUTCOMES [25 points] [3500 characters]

2. Provide a brief summary, including the dates, of the cultural tourism activity you or your organization is proposing.
3. Is this a new activity? [yes or no]
  - a. If no, please describe changes, if any, that are planned for the upcoming year.
  - b. Did you receive a grant from the Bend Cultural Tourism Fund for this activity last year?
4. If applicable, what is the seating capacity of the facility where the event will be held?
5. What has been the participant count in the past? If the event is already at full capacity, how will you accommodate new audience members?
6. Describe how the arts & culture-based activity has or will attract tourists and have measurable economic impact for Bend, e.g. visitors expected, rooms booked, off-season enhancement, etc.

#### ORGANIZATIONAL CAPACITY [15 points] [2500 characters]

7. How is the proposed activity related to mission of your organization or business?
8. Describe your or your organizations' success with similar activities in Bend or elsewhere. If you or your organization does not have a track record of similar activities, explain why you are confident that you will succeed at this activity.
9. Provide a brief biographical summary of key staff and/or volunteers for this project (resumes will be included in your uploads).

Additional Information Required from Applicants (upload into the application):

10. Resume(s) for key management.
11. Brief artistic resumes as necessary to support the application.

**QUALITY AND THOROUGHNESS OF BUSINESS AND MARKETING PLAN [15 points] [2500 characters]**

12. Describe the process or the plan you or your organization will undertake to implement the proposed project.
13. Include a brief marketing plan outlining how you will market/promote your proposed project. Identify new activities, if any.
14. Provide a brief timeline and key indicators that will confirm whether the activity is on track or not.
15. Describe how this activity ties to your current marketing plan for other activities planned for the year. Provide points of intersection as appropriate.

**ROI MEASUREMENT/EVALUATION [15 points] [1500 characters]**

16. Estimate the expected return on investment (ROI) that the BCTF should expect from its investment in the proposed activity - particularly regarding measurable economic impact for Bend, e.g. visitors expected, rooms booked, off-season enhancement, etc.
17. Clearly identify how outcome measures will be taken and reported. Include how you will measure the tourist participation (visitors from outside a 50-mile radius). How do you see the event or program evolving in the future?
18. What is the number of travelers anticipated? How many are visitors and how many are performers/presenters? (Do not count the travelers twice).
19. Briefly describe how you see the event or program evolving in the future.

**COLLABORATION, PARTNERSHIPS, AND RESOURCE DEVELOPMENT [10 points] [1500 characters]**

20. Describe the cash and in-kind resources, partnerships and collaborations that have been developed to support and complete the proposed activity. Briefly describe what the partners will be doing to help the activity succeed. [Mandatory: Upload no more than 2 letters of collaborative or partner support.]

**BUDGET**

Complete the online budget form for the project described. No match is required for the project; however, they will strengthen the application. There is a narrative field that you should use to fully describe the revenue and expenses more fully than the budget form allows.

**SUPPORT MATERIAL**

Documents will be uploaded into the application in GO! Applicants should not send in hard copies of their attachment materials. Optional Supplementary material:

- o Copies of relevant, recent (within two years) press clippings or art reviews.
- o If available, a copy of the business plan and/or marketing plan.
- o Samples of marketing material



# CULTURAL TOURISM FUND

**Grant Guidelines and Application Questions**  
**CULTURAL TOURISM: CATALYST GRANTS - RESEARCH & DEVELOPMENT**  
**Deadline 5:00 pm, March 31, 2017**  
**Grant period: July 1, 2017 – June 30, 2018**

The application is completed and submitted online at <http://visitbend.culturegrants.org/>

The Bend Cultural Tourism Commission has developed the Catalyst Grant as a means for eligible applicants to develop an event or product that will address the grant objectives outlined below. No more than 25% of available grant funds will be allocated to this category in this grant period.

The Bend Cultural Tourism Fund (BCTF) grant will enhance the local economy through the promotion and cultivation of Bend's cultural tourism programs. Grants allocated through the BCTF support art and culture based activities, projects and programs that attract tourists to the City of Bend, especially during the "off season."

Applicants may only apply for one grant in this category. Funding resources are limited and not all eligible applications will receive funding. Grant award amounts are determined by the Commission. Review the Policies and Procedures for a full description of the Bend Cultural Tourism Commission.

## **Grant Objectives**

Cultural tourism grants are intended to attract tourists to Bend-based arts and culture based projects, activities or events with a measurable and positive economic impact on the community. Grants may support:

- Programs designed to generate incremental tourism activity in the city of Bend during the shoulder seasons and winter months.
- Targeted marketing for arts and cultural activities designed to attract visitors from outside a 50-mile radius of the city of Bend;
- The development of packages or special promotions for arts or cultural tourism activities;
- Research projects related to existing or potential cultural tourism programs with the intent of increasing cultural tourism activity in the City of Bend; or
- Other forms of tourism promotion that adhere to ORS.320.350

### **Eligibility**

- For-profit businesses, not-for-profit organizations, government agencies, or individuals engaged in cultural tourism activities may apply for BCTF funding.
- Recipients of BCTF grants must demonstrate a track record of responsible management, or the resources and expertise to effectively execute the proposed program.
- All BCTF projects must have the ability to measure the project's economic impact
- Completion of all required steps of the BCTF application process.
- Compliance with prior grant agreements with the BCTF Commission.

### **Limitations**

Catalyst grant funds will not cover any travel for research or exploration. Travel may be reflected in the budget, but the applicant must demonstrate other funds or means to fulfill the plan.

### **Matching Requirements**

Matching grants and/or funding will strengthen an application, but are not required to receive a BCTF grant award.

### **Acknowledgement Requirements**

If applicant receives a grant award, all publicity, visual or oral, for this project shall be accompanied by the Bend Cultural Tourism Fund logo and this language: *"This activity is supported in part by a grant from the Bend Cultural Tourism Fund"*, or something similar.

### **Reporting Requirements**

Quarterly interim reports will be submitted by grantees. The reports will provide information on status of activities, and identified measures.

### **Application Process**

The application, including a project budget, must be completed and submitted online, no later than 5:00 pm on March 31, 2017. It is best to prepare your responses in a word processing program, and save it, so that if you lose anything in the application process you do not have to recreate it. Keep in mind that character counts (including spaces) vary from program to program, and it is the count in the online system that applies. You may format within the online system. It is best to not delay the application process in case there are technical difficulties. Late applications will not be accepted. Assistance from the grant administrator is available prior to the application deadline: email [Shannon@PlanchonConsulting.com](mailto:Shannon@PlanchonConsulting.com) or 503-467-8599.

### **Review Process and Criteria**

The grant administrator will review each grant application prior to submission to the BCTF Commission for its full review. This initial review serves as a pre-qualification process to ensure an application meets the general requirements of the BCTF. This initial review is not a qualitative review, but rather an administrative review to ensure the application meets the eligibility requirements and has accomplished all procedural requirements.

Each qualified application will be reviewed and scored with the following criteria. Applications can receive a maximum of 100 points.

## CRITERIA

**Quality and thoroughness of Business Plan (45 points):** Does the quality and thoroughness of the applicant's proposal and plan instill a high degree of confidence it will be executed as promised, and achieve its intended results.

**Organizational Capacity (30 points):** Applicant's ability to initiate, manage, and sustain the proposed activities. What are the key pertinent accomplishments in the applicant's history? What are the applicant's skills, capacity, and resources?

**ROI Measurement/Evaluation (15 points):** The degree to which applicant clearly states the desired ROI outcomes, and communicates the plan to measure the ROI of proposed activity

**Collaboration, Partnerships and Resource Development (10 points):** Amount and quality of resources and/or partnerships that have been developed to support and complete the proposed activity.

### QUALITY OF BUSINESS PLAN [45 points]

1. Provide a brief summary of the proposed concept, and what makes it well suited to Bend during the shoulder season.
2. Provide a brief summary of the approach you or your organization will take to developing and testing the concept, including the time frame for doing so.
3. Explain how you see the concept evolving to an actual program or event within the next 1-3 years
4. Tell us how your concept will widen tourist access to cultural activities in Bend.
5. Describe why BCTF should consider funding further development of the concept.

### ORGANIZATIONAL CAPACITY [25 points]

1. How does this concept relate to the mission of your organization or business?
2. Describe your or your organization's success with similar concept development activities in Bend or elsewhere. If you or your organization does not have a track record of similar activities, explain why you are confident that you will succeed at this effort.
3. Provide a brief biographical summary of key staff and/or volunteers for this project (resumes will be included in your uploads).

Additional Information Required from Applicants (upload into the application):

4. Resume(s) for key management

### RETURN ON INVESTMENT (ROI) MEASUREMENT/EVALUATION [15 points]

1. Estimate the return on investment (ROI) that the BCTF should expect from its investment in the proposed concept when implemented - particularly regarding measurable economic impact for Bend, e.g. visitors expected, rooms booked, off-season enhancement, etc.
2. Clearly identify how concept development outcome measures will be taken and reported. Make sure you identify how success will be defined.
3. Briefly describe how you see the event or program evolving in the future.

**COLLABORATION, PARTNERSHIPS, AND RESOURCE DEVELOPMENT [15 points]**

Describe the cash and in-kind resources, partnerships and collaborations that have been developed to support and complete the proposed activity. What is the level of confirmed or anticipated cash and/or in-kind contribution? Who are the creative partners? What is the level of collaboration? What are the likely ongoing benefits of partnerships?

**BUDGET**

Complete the online budget form for the project described. No match is required for the project; however, they will strengthen the application. There is a narrative field that you should use to fully describe the revenue and expenses more fully than the budget form allows.

**SUPPORT MATERIAL**

Documents will be uploaded into the application in Grants Online. Applicants should not send in hard copies of their attachment materials.

Optional Supplementary material:

- o Copies of relevant, recent (within two years) press clippings or art reviews.
- o If available, a copy of the business plan and/or marketing plan.
- o Samples of marketing material

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