



AGENDA

Board of Directors Meeting
November 17, 2015 – 8:00 a.m. at the Bend Visitor Center

- I. Approval of minutes from previous board meeting
- II. Financial Report (5 minutes)
 - a. Scott Greenstone & Doug will brief the Board on FY16 YTD finances.
- III. Reserve "Rainy Day" Fund (30 minutes)
 - a. Presentation of Rainy Day Fund modelling and options
 - b. Board conversation on the merits of creating a "rainy day fund" to implement marketing efforts during Bend's next recession
- IV. Tourism industry briefing (10 minutes)
 - a. Doug will brief the board on tourism industry news and metrics.
- V. Marketing Update (15 Minutes)
 - a. Nate will brief the board on the winter marketing campaign, website updates, and other marketing related projects.
 - b. Nate will present a summary of the FY2016 shoulder season and winter marketing plans.
- VI. Public Relations and Social Media Update (10 minutes)
 - a. Tawna will update the board on PR and social media activity.
- VII. Group Sales Updates (10 minutes)
 - a. Kevney will brief the board on group sales activity.
- VIII. Board Roundtable (10 minutes)
- IX. Public Comment (10 minutes)

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Visit Bend

YOUR ADVENTURE BEGINS

AT VISITBEND.COM

Visit Bend Board of Directors Meeting Minutes September 15, 2015

Location: Bend Visitor Center

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

Guests: Jessica Earls, Wendy Kelley, Noelle Fredland, Jack Newkirk, James Wood, Ashley Mitchell, Ann Cook, Stephen Hamway, Leslie Martin, Joey Hamilton

Call to Order

Doug La Placa called the meeting to order at 8:10am. Introduction of guests followed.

The minutes from the June board meeting were approved with no changes. Matt Williams moved to approve the minutes. Michelle Mercer seconded. The minutes were unanimously accepted.

Financial Report

Scott Greenstone presented a summary of the first two months of the fiscal year. Revenue is over budget by 27% due to TRT exceeding budget - despite the budget being set at an aggressive level of growth. This will provide additional funding for tourism promotion. Most expenses are tracking close to budget. Sales and marketing expenses are slightly over due to timing variances.

Due to the additional revenue, the cash position is high. These funds will be spent on programs as the year progresses.

Doug La Placa addressed the agenda item discussing the creation of a "rainy day" fund. Visit Bend does maintain a reserve fund for a potential wind-down - representing about 3 months of operating expenses.

Scott stated that in order to maintain a steady stream of funding for marketing expenses, a significant level of reserves - well into six figures - would be required.

Doug said that Visit Bend would propose some options for this fund that will be presented to the board, and a decision will be made at the next board meeting.

The annual year-end financial review will begin soon.

Tourism Industry Briefing

Doug referred to several items included in the board packet.

Room tax collections ended at a record level of over \$6.3 million. This represented a 37% year-over-year increase (23% normalized). Deschutes County also experienced growth.

Over \$1.1 million in TRT was collected during July - the first month of the current fiscal year.

ADR at fiscal year-end showed growth as well.

blog is continuing to grow.

Marketing Update

Nate Wyeth presented highlights from the summer advertising campaign detailed in the board packet.

The website traffic is up year-over-year. Visits to the blog represent about 10% of visits to the website.

The most visited pages continue to be the Events Calendar, Where to Stay, What to Do.

Nearly 20,000 people have completed the Bend Ale Trail. The Drinkable Detours program is off to a successful start.

The Facebook fan base is up to almost 150,000. Weekly engagement rivals organizations with budgets several times the size of Visit Bend's.

The Instagram audience continues to grow.

The new Visitor Guide became available during the first week of August. It is being distributed throughout Oregon, the Seattle area, and Northern California.

A new Bend Ale Trail TV spot is almost complete, and winter radio is in production.

A new Roundabout Art Route brochure will be distributed later this year.

Shoulder season and winter campaign marketing will begin at the end of September.

Over 750,000 copies of the winter mini-guide will be distributed as part of a print advertising campaign in *Sunset*, *Mountain*, and *OnTrak* magazines.

Public Relations Updates

Tawna Fenske said that summer interest in media FAM trips to Bend was very busy, and she has been encouraging fall visits.

Tawna presented several examples of media coverage including Alaska Airlines' in-flight magazine, *Men's Health*, *Mountain*, and *USA Today*.

Kendall Jones who writes for *USA Today* and Dina Mishev of *The Washington Post* were here recently. Several other journalists have fall trips planned.

Tawna showed some recent popular Facebook posts.

Group Sales Updates

Kevney Dugan covered key updates in the group sales area. Halloween Cross Crusades is coming up at the end of October, USATF XC is coming to Bend in February, the Deschutes Brewery Cup will happen in December, and there are several other groups during the next few months.

Key groups Visit Bend is actively pursuing are listed in the board packet.

Oregon Senior Games will be moved up a week in 2016.

Advertising sales have been continuing to grow.

Board Roundtable

Doug welcomed Erick Trachsel and Jodie Barram to the board.

Matt Williams asked if Visit Bend would announce that the Colorado Bridge closure will be on the website. Nate responded that there will be links on the website as well as a Facebook announcement.

Alan Dietrich said that Bendistillery had a strong summer.

Dave Nissen stated that Bend has an amazing buzz going. During a trip to California he spoke with several people who recognized Bend.

Ben Perle said they have been hosting several high-end bike groups this summer. They have been experiencing some public misinformation about parking issues and are working to clear this up.

Erick Trachsel said that they have been working on some upgrades as well as a pool remodel at The Riverhouse. The remodel will continue through the winter.

Michelle Mercer stated that they had a busy season and thanked Visit Bend for the website traffic.

Brent McLean said they are working on several improvements, and the hundredth home at Brasada Ranch was just started.

Brent asked about Visit Bend position on cannabis. Doug stated that cannabis will not be officially incorporated into any of Visit Bend's marketing but businesses will be supported in an auxiliary manner.

Public Comment

There were no public comments.

The meeting was adjourned at 9:12a.m.

Notes By: Valerie Warren
September 15, 2015

Visit Bend
Budget-to-Actual P&L Analysis
For the month ended October 31, 2015

	Current Month				Year-to-Date			
	Actual	Budget	Variance	Var. %	Actual	Budget	Variance	Var. %
Revenue								
City Funding - 9.0%	240,649	154,507	86,142	55.8%	997,962	797,804	200,158	25.1%
City Funding - 1.0%	62,391	40,057	22,333	55.8%	258,731	206,838	51,893	25.1%
City Funding - 0.4%	24,956	16,023	8,933	55.8%	103,492	82,735	20,757	25.1%
Retail Sales	11,128	10,214	914	8.9%	60,638	54,626	6,012	11.0%
Advertising	13,706	6,745	6,962	103.2%	32,678	17,514	15,164	86.6%
Event Revenue	-	-	-	0.0%	12,000	6,000	6,000	100.0%
Other Revenue	190	3,000	(2,810)	(93.7%)	190	12,000	(11,810)	(98.4%)
Total	353,020	230,546	122,474	53.1%	1,465,691	1,177,516	288,174	24.5%
Personnel Expenses								
Base Pay	39,024	37,946	1,078	2.8%	151,061	147,375	3,686	2.5%
Overtime	-	-	-	0.0%	152	-	152	0.0%
Incentive Pay	-	-	-	0.0%	-	-	-	0.0%
Payroll Taxes	2,433	2,823	(391)	(13.8%)	9,096	10,965	(1,869)	(17.0%)
Employee Benefits	5,271	5,149	122	2.4%	19,607	20,596	(989)	(4.8%)
Total	46,727	45,918	809	1.8%	179,916	178,935	981	0.5%
Sales & Marketing Expenses								
Cultural Tourism Fund	25,150	16,344	8,806	53.9%	104,214	83,753	20,461	24.4%
Visitor Development Fund	3,096	8,500	(5,404)	(63.6%)	50,867	29,000	21,867	75.4%
Online Mktg	13,541	6,750	6,791	100.6%	37,356	24,000	13,356	55.7%
Photo	1,250	750	500	66.7%	2,174	7,150	(4,976)	(69.6%)
Print	29,289	33,500	(4,211)	(12.6%)	82,515	83,500	(985)	(1.2%)
Production	4,505	6,250	(1,745)	(27.9%)	39,180	31,000	8,180	26.4%
Radio	15,000	15,000	-	0.0%	40,156	40,000	156	0.4%
Trade Shows	22	750	(728)	(97.1%)	1,022	3,979	(2,957)	(74.3%)
TV	-	-	-	0.0%	83,666	85,000	(1,334)	(1.6%)
Collateral	3,774	7,000	(3,226)	(46.1%)	33,253	28,000	5,253	18.8%
Postage	1,755	3,500	(1,745)	(49.8%)	10,062	14,000	(3,938)	(28.1%)
Public Relations	-	350	(350)	(100.0%)	265	1,400	(1,135)	(81.1%)
Promotions	22,300	12,000	10,300	85.8%	35,488	29,250	6,238	21.3%
Research	5,545	600	4,945	824.2%	5,545	1,200	4,345	362.1%
Web. Dev.	156	-	156	0.0%	5,776	5,050	726	14.4%
Travel & Meals	2,170	3,500	(1,330)	(38.0%)	7,748	10,300	(2,552)	(24.8%)
Retail Purchasing	8,925	9,969	(1,043)	(10.5%)	46,920	42,212	4,708	11.2%
Total	136,478	124,763	11,715	9.4%	586,207	518,794	67,413	13.0%
Overhead Expenses								
Building Lease	4,292	4,292	-	0.0%	17,016	17,016	-	0.0%
Building Maintenance	603	691	(87)	(12.6%)	2,782	2,763	19	0.7%
Equipment Lease & Maint.	350	368	(18)	(4.8%)	1,514	1,472	42	2.8%
Professional Fees	5,450	3,250	2,200	67.7%	17,075	13,000	4,075	31.3%
Office Supplies	2,083	1,243	840	67.6%	5,932	4,972	960	19.3%
Utilities	1,196	600	596	99.3%	4,104	2,400	1,704	71.0%
Bank Fees	302	33	269	806.9%	2,802	133	2,669	2,001.7%
Dues & Subscriptions	544	725	(181)	(25.0%)	2,542	4,500	(1,958)	(43.5%)
Insurance	480	400	80	20.0%	1,920	1,600	320	20.0%
Licenses & Permits	50	167	(117)	(70.0%)	764	667	97	14.6%
Education & Training	188	100	88	88.0%	813	400	413	103.3%
Network & Telco	473	1,000	(527)	(52.7%)	3,522	4,000	(478)	(12.0%)
Non-Capital IT	-	-	-	0.0%	-	-	-	0.0%
Depreciation & Amort.	800	800	-	0.0%	3,200	3,200	-	0.0%
Interest Expense	(6)	(17)	11	(65.9%)	(22)	(67)	44	(66.4%)
Total	16,807	13,653	3,155	23.1%	63,974	56,057	7,917	14.1%
Total Expenses	200,013	184,333	15,679	8.5%	830,097	753,786	76,311	10.1%
Net Income	153,008	46,213	106,795	231.1%	635,593	423,730	211,863	50.0%
Net Income %	43.3%	20.0%	23.3%		43.4%	36.0%	7.4%	

Visit Bend
Financial Performance Analysis
For the month ended October 31, 2015

1) Operating Analysis

a) Revenue:	Oct15 Revenue was over budget by +\$122.5K (+1.8%) overall. This variance consisted primarily of a City Funding - 9.0% overage of +\$86.1K (+55.8%), a City Funding - 1.0% overage of +\$22.3K (+55.8%), a City Funding - 0.4% overage of +\$8.9K (+55.8%), an Advertising overage of +\$7.0K (+103.2%) and a Retail Sales overage of +\$0.9K (+8.9%), offset by an Other Revenue underage of -\$2.8K (-93.7%). Year to Date FY 2016 Revenue was over budget by +\$288.2K (+24.5%) overall. This variance consisted primarily of a City Funding - 9.0% overage of +\$200.2K (+25.1%), a City Funding - 1.0% overage of +\$51.9K (+25.1%), a City Funding - 0.4% overage of +\$20.7K (+25.1%), a Retail Sales overage of +\$6.0K (+11.0%), an Advertising overage of +\$15.2K (+86.6%) and an Event Revenue overage of +\$6.0K (+100.0%), offset by an Other Revenue underage of -\$11.8K (-98.4%).
b) Personnel Expenses:	Oct15 Personnel Expenses were under budget by +\$0.8K (+1.8%). Year to Date FY 2016 Personnel Expenses were over budget by +\$1.0K (+0.5%).
c) Sales & Marketing Expenses:	Oct15 Sales & Marketing expenses were over budget by +\$11.7K (+9.4%), primarily due to timing differences between budgeted and actual results. Year to Date FY 2016 Sales & Marketing expenses were over budget by +\$67.4K (+13.0%), primarily due to timing differences between budgeted and actual results.
d) Overhead Expenses:	Oct15 Overhead expenses were over budget by +\$3.2K (+23.1%) overall, primarily due to timing differences between budgeted and actual results. Year to Date FY 2016 Overhead expenses were over budget by +\$7.9K (+14.1%) overall, primarily due to timing differences between budgeted and actual results.
e) Net Income (Loss):	Oct15 Net Income of \$153.0K (43.3%) was over budgeted Net Income of \$46.2K (20.0%) by +\$106.8K (+23.3% - profitability points) primarily due to over budget Revenue, partially offset by over budget Sales & Marketing and Overhead expenses. Year to Date FY 2016 Net Income of \$635.6K (43.4%) was over budgeted Net Income of \$423.7K (36.0%) by +\$211.9K (+7.4% - profitability points) primarily due to over budget Revenue partially offset by over budget Sales & Marketing expenses.

2) Cash Flow & Balance Sheet Analysis

a) Cash Flow Summary:	In Oct15, Cash increased by +\$25.2K to a month-end balance of \$854.4K. Year to Date FY 2016 Cash increased by +\$609.1K to a period-end balance of \$854.4K. This highest ever month-end cash position at Oct15 primarily represents a temporary situation caused by the Net Income referenced above combined with accrued expenses and FY 2015 BCTF grants that will be paid in the first half of FY 2016.
b) Balance Sheet:	The Balance Sheet remained very healthy as of Oct15, in terms of both "liquidity" (Current Ratio of 4.1) and "leverage" (Debt to Equity Ratio of 0.3). Visit Bend has excellent financial systems and discipline, so GFR fully expects Visit Bend to remain a financially stable organization in FY 2016 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.



**Rainy Day Fund Analysis
Presented to Board of Directors
November 17, 2015**

Developed and Presented By



GREENSTONE | FINANCIAL REPORTING

Bend Oregon
TRT Collections Data by Month/Year
FY 2003 - FY 2016 (August)

Actual TRT Collections

MONTH	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
JUL	301,217	332,358	358,564	467,069	456,235	499,668	449,316	433,489	489,662	544,668	543,438	586,376	864,560	1,112,703
AUG	282,880	314,638	366,940	378,543	405,012	484,001	436,886	384,731	444,130	480,388	534,186	610,702	853,644	1,009,678
SEP	206,137	228,063	266,496	282,477	304,640	348,769	321,460	284,892	328,306	377,773	395,722	467,389	554,820	
OCT	158,034	188,561	197,479	226,409	242,044	244,869	242,479	224,398	250,959	229,891	280,250	338,624	432,117	
NOV	103,125	120,458	149,208	166,085	170,102	182,718	152,624	144,153	152,274	166,215	178,469	211,531	289,304	
DEC	130,968	162,862	191,358	197,354	225,518	206,565	151,022	185,489	218,038	205,601	228,195	283,238	373,418	
JAN	112,926	130,620	153,529	171,943	169,128	169,935	142,493	143,102	153,692	158,458	183,934	224,078	322,539	
FEB	124,517	159,365	158,822	180,794	198,207	204,187	160,038	165,234	181,006	191,409	205,050	257,662	370,166	
MAR	143,668	186,863	196,932	221,063	246,378	232,424	167,398	198,289	207,918	225,231	260,039	349,559	482,713	
APR	154,107	180,634	199,523	215,365	232,178	230,194	179,874	201,723	215,623	233,926	273,645	323,352	465,107	
MAY	193,081	207,528	241,798	269,203	289,413	285,294	239,638	256,714	290,647	304,522	358,299	423,454	575,753	
JUN	228,641	273,343	296,198	331,535	363,435	338,901	294,814	337,885	348,207	405,876	446,842	589,315	782,422	
Total	2,139,301	2,485,293	2,776,847	3,107,841	3,302,290	3,427,525	2,938,041	2,960,098	3,280,461	3,523,958	3,888,070	4,660,291	6,366,564	2,122,381

TRT Rate	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	10.0%	10.4%
Normalization Factor	0.865385	0.865385	0.865385	0.865385	0.865385	0.865385	0.865385	0.865385	0.865385	0.865385	0.865385	0.865385	0.865385	0.961538	-

Normalized TRT Collections *

MONTH	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
JUL	348,073	384,058	414,341	539,724	527,205	577,394	519,210	500,921	565,831	629,394	627,973	677,580	899,442	1,112,703
AUG	326,884	363,582	424,020	437,428	468,014	559,290	504,846	444,578	513,216	555,115	617,282	705,700	887,789	1,009,678
SEP	238,203	263,539	307,951	326,418	352,028	403,022	371,465	329,209	379,376	436,538	457,279	534,328	577,013	
OCT	182,617	217,893	228,198	261,628	279,692	279,692	280,197	259,304	289,997	265,652	323,844	391,298	449,402	
NOV	119,167	139,196	172,418	191,920	196,562	211,141	176,366	166,577	175,961	192,071	206,231	244,436	300,876	
DEC	151,341	188,196	221,125	228,054	260,599	238,697	174,514	214,343	251,955	237,583	263,692	327,297	388,354	
JAN	130,492	150,939	177,411	198,690	195,437	196,369	164,659	165,362	177,600	183,107	212,546	258,935	335,441	
FEB	143,887	184,155	185,527	208,918	229,039	235,949	184,932	190,937	209,162	221,184	236,947	297,743	384,972	
MAR	166,016	215,931	227,565	255,451	284,703	268,579	193,437	198,337	229,134	240,261	300,489	403,935	502,022	
APR	178,079	208,733	230,560	248,866	268,295	266,002	207,854	233,102	249,164	270,314	316,212	373,652	483,712	
MAY	223,116	239,810	279,411	311,079	334,433	329,673	276,915	296,647	335,859	351,892	414,035	489,325	598,783	
JUN	264,207	313,863	342,273	383,107	419,969	391,619	340,674	390,444	402,372	469,012	516,351	680,986	813,719	
Total	2,472,061	2,871,894	3,208,801	3,591,283	3,815,980	3,960,666	3,395,069	3,420,557	3,790,755	4,072,129	4,492,880	5,385,225	6,621,226	2,122,381
Year over Year Change %	n/a	16.2%	11.7%	11.9%	6.3%	3.8%	-14.3%	0.8%	10.8%	7.4%	10.3%	19.9%	23.0%	n/a

* In order to make all years comparable, FY 2003 - FY 2015 have been normalized to make it as though the TRT rate was 10.4% for the entire date range.

Bend Oregon

TRT Collections Forecast

FY 2016 - FY 2025

-3.00%	0.00%	3.00%
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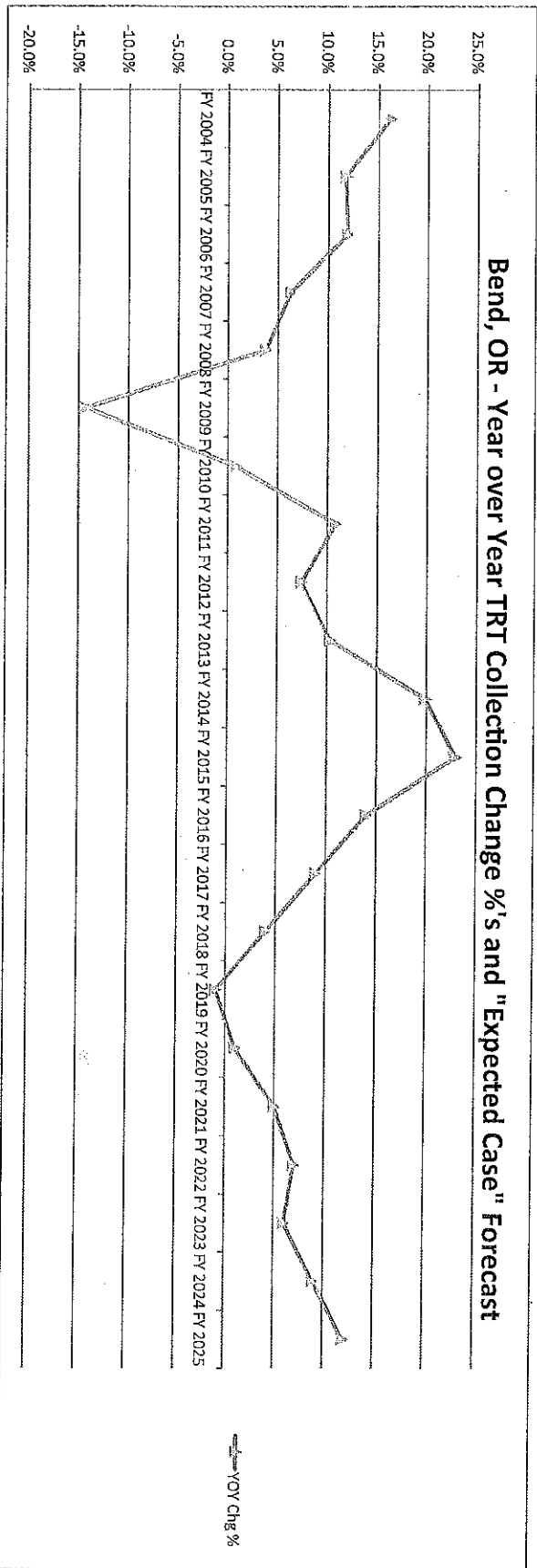
Status	Fiscal Year	Normalized TRT Collections ("Expected Case")		YOY Chg \$	YOY Chg %	Forecast -		
		Case(")	Case(")			Low Case	Expected Case	High Case
Actual	FY 2003	2,472,081	n/a	n/a		n/a	n/a	n/a
Actual	FY 2004	2,871,894	399,813	16.2%	n/a	n/a	n/a	n/a
Actual	FY 2005	3,208,801	336,907	11.7%	n/a	n/a	n/a	n/a
Actual	FY 2006	3,591,283	382,482	11.9%	n/a	n/a	n/a	n/a
Actual	FY 2007	3,815,980	224,697	6.3%	n/a	n/a	n/a	n/a
Actual	FY 2008	3,960,696	144,716	3.8%	n/a	n/a	n/a	n/a
Actual	FY 2009	3,395,069	(565,626)	-14.3%	n/a	n/a	n/a	n/a
Actual	FY 2010	3,420,557	25,488	0.8%	n/a	n/a	n/a	n/a
Actual	FY 2011	3,790,755	370,198	10.8%	n/a	n/a	n/a	n/a
Actual	FY 2012	4,072,129	281,374	7.4%	n/a	n/a	n/a	n/a
Actual	FY 2013	4,492,880	420,751	10.3%	n/a	n/a	n/a	n/a
Actual	FY 2014	5,385,225	892,345	19.9%	n/a	n/a	n/a	n/a
Actual	FY 2015	6,621,226	1,236,001	23.0%	n/a	n/a	n/a	n/a
Forecast	FY 2016	7,548,198	926,972	14.0%	11.0%	14.0%	17.0%	
Forecast	FY 2017	8,227,536	679,338	9.0%	6.0%	9.0%	12.0%	
Forecast	FY 2018	8,556,637	329,101	4.0%	1.0%	4.0%	7.0%	
Forecast	FY 2019	8,471,071	(85,566)	-1.0%	-4.0%	-1.0%	2.0%	
Forecast	FY 2020	8,555,781	84,711	1.0%	-2.0%	1.0%	4.0%	
Forecast	FY 2021	8,983,571	427,789	5.0%	2.0%	5.0%	8.0%	
Forecast	FY 2022	9,612,420	628,850	7.0%	4.0%	7.0%	10.0%	
Forecast	FY 2023	10,189,166	576,745	6.0%	3.0%	6.0%	9.0%	
Forecast	FY 2024	11,106,191	917,025	9.0%	6.0%	9.0%	12.0%	
Forecast	FY 2025	12,438,933	1,332,743	12.0%	9.0%	12.0%	15.0%	

Bend Oregon

TRT Collections Graph of Year over Year Change %'s

Historical: FY 2004 - FY 2015

Forecast: FY 2016 - FY 2025



Visit Bend Rainy Day Fund Financial Analysis Long Range Financial Forecast

	Assumption Notes									
	Forecast FY 2016	Forecast FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Forecast FY 2023	Forecast FY 2024	Forecast FY 2025
Revenue										
City Funding Revenue	2,618,701	2,857,255	2,971,815	2,939,581	2,967,530	3,116,805	3,337,151	3,538,984	3,861,145	4,330,326
Retail Sales	129,694	141,509	147,183	145,586	146,970	154,364	165,276	175,272	191,228	214,465
Advertising	70,943	77,405	80,509	79,635	80,393	84,437	90,406	95,874	104,601	117,312
Event Revenue	116,000	126,567	131,642	130,214	131,452	138,064	147,825	156,766	171,036	191,819
Other Revenue	36,000	39,279	40,854	40,411	40,795	42,848	45,877	48,651	53,080	59,530
Total	2,971,338	3,242,016	3,372,003	3,335,428	3,367,140	3,536,517	3,786,535	4,015,547	4,381,091	4,913,452
YOY Change %	22.5%	9.1%	4.0%	-1.1%	1.0%	5.0%	7.1%	6.0%	9.1%	12.2%

Expenses										
Marketing	1,493,151	1,795,762	1,865,845	2,279,350	2,253,388	2,152,000	2,222,303	2,370,428	2,541,043	2,762,903
Group Sales	458,945	481,892	505,987	531,286	557,850	585,743	615,030	645,782	678,071	711,974
Cultural Tourism Fund	222,850	243,151	252,900	250,157	252,536	265,239	283,990	301,166	328,582	368,509
Welcome Center	332,320	348,936	366,383	384,702	403,937	424,134	445,340	467,607	490,988	515,537
General & Administrative	164,071	172,275	180,889	189,933	199,430	209,401	219,871	230,865	242,408	254,528
Rainy Day Fund	300,000	200,000	200,000	(300,000)	(300,000)	(100,000)	-	-	100,000	300,000
Total	2,971,337	3,242,016	3,372,003	3,335,428	3,367,140	3,536,516	3,786,535	4,015,548	4,381,091	4,913,451

Surplus (Deficit)	0	(0)	(0)	(0)	(0)	0	0	(0)	(0)	0
Rainy Day Fund Balance	300,000	500,000	700,000	400,000	100,000	-	-	-	100,000	400,000

Expenses	YOY Change %
Marketing	20.3%
Group Sales	5.0%
Cultural Tourism Fund	9.1%
Welcome Center	5.0%
General & Administrative	5.0%
Rainy Day Fund	-33.3%
Total	9.1%

Marketing	3.9%	22.2%	-1.1%	-4.5%	3.3%	6.7%	7.2%	8.7%
Group Sales	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Cultural Tourism Fund	4.0%	-1.1%	1.0%	5.0%	7.1%	6.0%	9.1%	12.2%
Welcome Center	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
General & Administrative	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Rainy Day Fund	0.0%	-250.0%	0.0%	-66.7%	-100.0%	#DIV/0!	#DIV/0!	200.0%
Total	4.0%	-1.1%	1.0%	5.0%	7.1%	6.0%	9.1%	12.2%

ROOM TAX COLLECTIONS

DESCHUTES COUNTY - TRT COLLECTION

	FY07/08	CHANGE	FY08/09	CHANGE	FY09/10	CHANGE	FY10/11	CHANGE	FY11/12	CHANGE	FY12/13	CHANGE	FY13/14	CHANGE	FY14/15	CHANGE	FY15/16	CHANGE
JUL	\$ 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%	\$ 1,271,350	6.9%
AUG	\$ 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%	\$ 1,115,119	23.0%	\$ 1,169,306	4.9%
SEP	\$ 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%	\$ 430,477	6.6%	\$ 614,663	42.8%
OCT	\$ 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%	\$ 175,403	26.0%		-100.0%
NOV	\$ 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%	\$ 195,905	49.0%		-100.0%
DEC	\$ 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%	\$ 360,655	12.9%		-100.0%
JAN	\$ 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%	\$ 230,003	27.5%		-100.0%
FEB	\$ 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%	\$ 189,704	22.4%		-100.0%
MAR	\$ 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%	\$ 276,134	23.0%		-100.0%
APR	\$ 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%	\$ 189,582	4.3%		-100.0%
MAY	\$ 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%	\$ 292,303	13.0%		-100.0%
JUN	\$ 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%	\$ 625,431	35.2%		-100.0%
FYTD	\$ 1,810,570	6.8%	\$ 1,756,900	-3.0%	\$ 1,589,094	-9.6%	\$ 1,665,502	4.8%	\$ 1,716,774	3.1%	\$ 1,882,222	9.6%	\$ 2,225,748	18.3%	\$ 2,734,361	22.9%	\$ 3,055,319	11.7%
FY END	\$ 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%	\$ 5,269,481	23.2%	\$ 3,055,319	-42.0%

CITY OF BEND - TRT COLLECTION

	FY07/08	CHANGE	FY08/09	CHANGE	FY09/10	CHANGE	FY10/11	CHANGE	FY11/12	CHANGE	FY12/13	CHANGE	FY13/14	CHANGE	FY14/15	CHANGE	FY15/16	CHANGE	Normalized
JUL	\$ 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%	\$ 864,560	47.4%	\$ 1,112,952	28.7%	24%
AUG	\$ 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%	\$ 853,644	39.8%	\$ 1,020,115	19.5%	15%
SEP	\$ 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%	\$ 554,820	20.0%	\$ 735,900	32.6%	28%
OCT	\$ 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%	\$ 432,117	27.6%		-100.0%	-100%
NOV	\$ 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%	\$ 289,304	36.8%		-100.0%	-100%
DEC	\$ 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%	\$ 373,418	31.8%		-100.0%	-100%
JAN	\$ 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%	\$ 322,539	43.9%		-100.0%	-100%
FEB	\$ 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%	\$ 370,166	43.7%		-100.0%	-100%
MAR	\$ 232,424	-5.7%	\$ 167,398	-28.0%	\$ 198,289	18.5%	\$ 207,918	4.9%	\$ 225,231	8.3%	\$ 260,039	15.5%	\$ 349,559	34.4%	\$ 482,713	38.1%		-100.0%	-100%
APR	\$ 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%	\$ 465,107	43.8%		-100.0%	-100%
MAY	\$ 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%	\$ 575,753	36.0%		-100.0%	-100%
JUN	\$ 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%	\$ 782,422	32.8%		-100.0%	-100%
FYTD	\$ 1,332,438	14.3%	\$ 1,207,662	-9.4%	\$ 1,103,112	-8.7%	\$ 1,262,097	14.4%	\$ 1,402,829	11.2%	\$ 1,473,346	5.0%	\$ 1,659,477	12.6%	\$ 2,273,024	37.0%	\$ 2,868,967	26.2%	21%
FY End	\$ 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%	\$ 6,366,564	36.6%	\$ 2,868,967	-54.9%	

Indicates Historical High For That Specific Month

1% TRT rate increase implemented in June 2014 in City of Bend (9% to 10%)

.4% TRT rate increase implemented in June 2015 in City of Bend (10% to 10.4%)

1% TRT rate increase implemented for Deschutes County on July 1, 2014 (7% to 8%)



MARKETING UPDATES: NOVEMBER 2015

WINTER AND SHOULDER SEASON ADVERTISING CAMPAIGNS

- Visit Bend's shoulder season and winter advertising efforts officially launched in October, and by the end of December, will be in full swing up and down the West Coast.
 - **Television:** Over 7,100 Visit Bend TV commercials will air in Portland, Seattle, San Francisco, and Sacramento DMAs.
 - Key partners included Comcast, KGW (Portland), KOMO (Seattle), and KTVU (Bay Area)
 - **Digital Video:** Visit Bend continues to be an industry leader in the delivery of advertising. This winter, we will be running our video ads not only on TV, but also on Facebook, Instagram, Pandora, and the Google Ad network (Youtube pre-roll)
 - **Radio:** Visit Bend will be running traditional radio ads on the top ranked radio stations in Portland and Seattle DMAs. We'll also be running live-read ads on OPB. Radio delivery in SFO will be in the form of Pandora.
 - **Print:** This year, Visit Bend will have a reach of nearly 1.75 million issues through our print outreach. Our newly updated winter mini guide will be inserted in *Sunset*, *Mountain*, *Portland Monthly*, *Seattle Met*, and *NW Travel* magazines. In all instances, the guide inserts will be supplemented by a two-page spread

VISIT BEND'S SHOULDER SEASON CAMPAIGN

- Visit Bend's fall shoulder season campaign is focusing on Bend Ale Trail Month, happening this month (November). All advertising efforts are driving traffic to bendaletrail.com, and the results so far are astounding. Since October 1, traffic to the site overall is up 44.58%, with uniques up over 50%. During the same timeframe, traffic to the BAT page is up 95.56%. To ensure that our advertising efforts are effective, consider this (from Oct 1 – Nov 15):
 - Traffic from the San Francisco DMA is up 210.14% YOY
 - Traffic from Seattle is up 136.66% YOY
 - Traffic from the Sacramento DMA is up 109.9%

WEBSITE – Year over year traffic – past 365 days:

- Traffic to www.visitbend.com was up 30.64% YOY
- Unique visitors up 29.76% YOY
- Blog traffic is up 154.22% YOY, with uniques up 95%
- Pageviews are also up 20% year over year, surpassing the 3.5 million mark

Most Visited Pages

1. Events Calendar
2. Home Page
3. Bend Ale Trail
4. What To Do
5. Hiking
6. Where to Stay
7. Summer Fun
8. Camping
9. Hotels and Motels
10. Breweries

BEND ALE TRAIL

- Over 20,000 people have now completed the Bend Ale Trail.
- The Bend Ale Trail App has over 5,000 downloads since its launch in June on iOS and Android Devices
- 15 Days in to November, Ale Trail completions are on pace to nearly double last November's numbers.
- Bend Ale Trail was mentioned in the "*The New Brewer*," quoting Doug and highlighting the new app design.
- A complete wrap-up on Bend Ale Trail Month will be presented at the January board meeting.

SOCIAL MEDIA

- **Facebook: Visit Bend** - 155,556 (up 7,499 from Sept. board meeting). Engagement and reach continues to outpace Travel Oregon, Travel Portland, and Visit California, among other DMOs. Traffic from Facebook to visitbend.com is up 207.76% year over year.
- **Facebook: Bend Ale Trail** 4,535 likes
- **YouTube Video Views:** 439,538views.
- **Vimeo Views:** 6,804 views
- **Twitter:**
 - @VisitBendOR 9,493 followers
 - @BendAleTrail 2,290 followers
- **Instagram:** @visitbend 13,438 followers (up 3,790)
 - Last month, Visit Bend began advertising on IG, with calls to action pertaining to Bend Ale Trail Month and Winter Fun.
- Visit Bend continues to utilize other platforms, including Pinterest and Google+ in a strategic manner to focus on SEO performance and increasing blog traffic.

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Public Relations Updates: November 17, 2017

Press coverage from recent months

- In September, *USA Today* named Bend to their list of America's 10 best destinations for outdoor enthusiasts.
- National Geographic* recently spotlighted Bend as one of America's 10 best mountain biking towns.
- The Oregonian* did a nice piece on the top outdoor adventures in Central Oregon, and a second piece featuring trails and peaks of Central and Eastern Oregon.
- Daily Burn* included Bend's Twin Bridges Loop in their piece on the 15 most incredible bike trails in the U.S.
- We worked with *Men's Journal* for a piece that ran last week spotlighting Mt. Bachelor.
- The Idaho Statesman* had a great piece on Bend's bike/beer scene (which we learned when a visitor brought it in and said it's part of what drew him here).
- Paste* magazine did a hilarious piece titled, "Going on a Bender: 8 places to drink in Bend, Oregon."
- The January issue of *Triathlete* magazine (not on shelves yet, but we got a sneak peek) features Bend in a piece on the best places to live for triathletes.

Media pitches, upcoming coverage, and other PR initiatives

- Dina Mischev (a journalist we hosted over the summer) has an article coming out November 22 in the *Washington Post* featuring her experiences along the Bend Ale Trail.
- We've been working with *Men's Health* magazine for a Bend feature coming up in the next couple months.
- We hosted journalist Janet Fullwood last week for a piece she's writing in *Where to Retire* magazine.
- Sip* magazine will be featuring the Bend Ale Trail in an upcoming issue.
- We have a family-focused writer from Trekaroo coming December 4-6 to write about a fall adventure in Bend for families.
- Boaz Frankel of the Pedal-Powered Talk Show is coming in December to profile Bend adventures.

(over)

Facebook highlights

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

- Video continues to be one of our most popular, powerful tools on Facebook, and Nate's drone footage from Drake Park blew us (and our page fans!) away. The reach of 104,038 was one of the highest we've seen on any post for months, and a still photo we posted from the same series was also our top-ranked photo post in this time period.
- Sunset and sunrise shots continue to be our bread and butter, and we're constantly on the lookout for new and unique approaches to that (which we got in this "moonrise" shot from Extreme Oregon). Incidentally, this photographer has developed an almost cult-like following on our Facebook page.
- Fall color photos were among our most popular over the last couple months, and this was one of our top performers not only because it's a great shot, but because of those lines in the sky. Anytime we post a shot like that, we're bound to spark an argument in the comment trail about "chemtrails." While we'll never start that argument ourselves or even participate in it, it's great for engagement!
- This was another top-performing photo from the last couple months. October 1 was the date of the shooting in Roseburg, and while we opted not to comment on it directly, the copy and the ethereal tone of this image were deliberate choices to prompt discussion and positive commentary.
- Instagram roundups continue to be one of our other most popular kinds of posts, and it's a great way to drive traffic to other social media channels. We also do this with blog posts and pages on our website.



Visit Bend Sales Update – 11.17.2015

Key Updates

1. USATF XC Nationals coming to Bend in February 7th 2016 & 2017 – 600 plus Athletes
2. USA Triathlon – Duathlon Nationals June, 25th 2016 & 2017 – 800 plus athletes
3. USA Hop Growers Convention – January 2017 – 500 attendees
4. Western Enlisted Association Winter Meeting coming to Bend January 2016 -100 people
5. Western State Hostage Negotiators Annual Meeting – April 24-27 2016 – 300 Attendees
6. Middle School State Basketball Tournament – First 2 weekends in March.
7. Bend Marathon – April 24 – Already have 13 states represented.

Key Groups/Events we are actively pursuing

1. NAIA Cross Country Nationals – 400 athletes, November
2. Nike XC Northwest Regionals – 600 athletes, November
3. USA Wrestling Northwest Regional – 700 athletes, March/April
4. USATF XC Events – 1,000 athletes, Fall/Winter
5. NAIA Women's Golf Nationals – May 2017 – 400 Athletes and Family
6. NAIA Wrestling Nationals – March 2017 & 2018 – 300 Athletes
7. American Cribbage Congress Grand Nationals – 600 participants, October 2020
8. Snowshoe Nationals – 300 Athletes, March 2017
9. USAC Collegiate Road Nationals – 400 Athletes, May 2017 & 2018 (Bid Submitted)
10. USA BMX Fall Grand Nationals – 1,000 Athletes, October 2016
11. Golden Gloves Nationals – May 2017 – 300 boxers/3000 room nights.
12. American Endurance Riders Conference – February 2017 – 200 Attendees
13. NW Fish Cultures Annual Conference – December 2018 – 400 Attendees
14. American Tree Farm National Leadership Conference – Fall 2018
15. Biodiversity With Out Borders Conference – April 2018

Oregon Senior Games

1. New Dates: Thursday June 9th – Sunday June 12th.

Additional Updates

1. Advertising sales continue to grow, especially online where we are seeing a direct correlation in the traffic to Visitbend.com resulting in a similar growth in click-thru rates to our advertisers.
2. Regional Sports Facility – Deschutes County Fair and Expo Center