

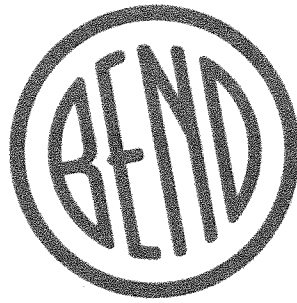
VISIT BEND

## A G E N D A

### Board of Directors Meeting

March 19, 2019 – 8:00 a.m. at the Bend Visitor Center - 750 NW Lava Road, Bend, OR, 97703

- I. Approval of Minutes from Previous Board Meeting
  - a. January minutes
  
- II. Financial Report (5 minutes)
  - a. Scott Greenstone will brief the board on FY19 YTD finances
  
- III. Tourism Industry Briefing (5 minutes)
  - a. Kevney will brief the board on tourism industry news
    - i. TRT through January 2019
    - ii. Lodging data through February 2019
    - iii. Business Plan presentation timeline
  
- IV. Proposed Mission/Vision/Values Discussion (10 Minutes)
  - a. Kevney will update the board on a proposed set of language changes to guide the organization moving forward
  
- V. Marketing Update (10 Minutes)
  - a. Nate & Kelli will brief the board on winter marketing efforts, website updates, social media, and other marketing related projects
  
- VI. Public Relations Update (5 minutes)
  - a. Tawna will update the board on PR activity
  
- VII. BCTF Update (5 Minutes)
  - a. Valerie will brief the board on the Bend Cultural Tourism Fund
  - b. Meeting with BCTF Executive Team and Visit Bend Board of Directors
  
- VIII. Group Sales Updates (5 minutes)
  - a. Kevney will brief the board on group sales activity
  
- IX. Board Roundtable (10 minutes)
  
- X. Public Comment (10 minutes)



## VISIT BEND

### Visit Bend Board of Directors Meeting Minutes January 22, 2019

**Location:** Bend Visitor Center

**Present:** Kevney Dugan, Valerie Warren, Nate Wyeth, Tawna Fenske, Kelli Carrow, Michelle Mercer, Paige Robinson, Erick Trachsel, Matt Williams, Brent McLean, Reese Thedford for John McLeod, Alan Dietrich, Noelle Fredland, Jason Lusk, Lisa Sidor, Scott Greenstone

**Absent:** None

**Guests:** Olivia Evers, Bobby Evers, Raul Ainardi, Carolyn Eagan, Wendy Puller, Julia Theisen, Dave Nissen

#### **Call to Order**

Chair Noelle Fredland called the meeting to order at 8:01 a.m. Introductions followed.

#### **Meeting Minutes Approval**

Matt Williams moved to approve the minutes from the most recent board meeting. Paige Robinson seconded. The minutes were unanimously approved.

#### **Financial Report**

Scott Greenstone reported on highlights from the recent financial statements, focusing on the Profit & Loss Analysis through the first half of the fiscal year. Revenue is slightly ahead of budget, by about 2%; personnel expenses are very slightly over budget; marketing is close to budget; overhead expenses are slightly under budget. Most of the categories will true up by the end of the fiscal year.

The Balance Sheet is in good shape. Right now, Visit Bend is in the point of the year when the cash position tends to be the highest

The "Rainy Day" cash reserve account has been receiving 5% each month. The balance will exceed \$100,000 as of this month.

BCTF - The fund is on track to have approximately \$190,000 - \$200,000 to grant this cycle.

Brent McLean moved to approve the financial report. Alan Dietrich seconded. The financial report was unanimously approved.

#### **Tourism Industry Briefing**

Kevney Dugan presented the most recent TRT collections. Currently, TRT is 3.1% up year-over-year. The projected increase was 2%.

According to STR reports, November was up and December was down a bit. Calendar year 2018 was up very slightly.

AirDNA showed strong months as well.

More information is available in the Board Packet.

A recent survey collected information around perceptions of tourism in the community - specifically on the value of tourism. This research will be finalized in the near future. The sample size was around 230.

The Visit Bend Staff is doing a team retreat on Friday to discuss mission and values, and share information between areas of the business.

#### **Marketing Update**

Nate Wyeth stated that Visit Bend is in the middle of the biggest media buy of the year. Some of the partners are Google, Facebook, Comcast, Hulu, Pandora.

The primary markets continue to be Portland, Seattle, and Northern California.

Nate presented highlights from a recent digital campaign that will be available in Seattle and Northern California.

Focus will be shifting to spring break and Bend Women's March.

Bend Ale Trail Month was successful. TRT collections were up over November 2017. The website saw over 100,000 visits during the month of November. This was the first year that Bend Ale Trail Month was promoted in the Bay Area. Nate also reported on data collected from surveys completed by those redeeming their passports in the Visitor Center.

The Instagram Influencer campaign continues to show strong results.

Nate showed the most recent new 30-second winter commercial in the Share Bend campaign.

The website analytics include 917,091 users over the past year. Organic search is the number one way people find the website. Because of this, SEO remains a focus. The top visited pages during the January include Winter Fun, Bend Ale Trail, Six Traditions Blog Post, Resilience Fest, Event Calendar.

Facebook continues to show a decline of post engagements. The Instagram following and engagement is growing.

Kelli Carrow presented updates on third-party platforms such as Google and TripAdvisor. Google posts are a good way to show updates of what is happening in Bend. There have already been over 800,000 views through Google's new DMO program. TripAdvisor has made some recent changes to its destination marketing program. Nate showed the new Bend page on TripAdvisor. The new algorithm is in beta.

More information is available in the Board Packet.

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

Tawna presented highlights from recent media coverage. More information is available in the Board Packet. Recent FAM trips have resulted in good media coverage.

#### **Bend Cultural Tourism Fund Update**

Valerie Warren announced that the grant applications went live as of January 11, 2019. The application will be open until April 12<sup>th</sup>. The next BCTF Commission meeting is on March 5<sup>th</sup> at 1:00 p.m. - location TBD and posted on the BCTF area of the Visit Bend website. The grant review meeting is scheduled for May 1<sup>st</sup>.

One Commission seat, the Creative Community Representative is currently open. Michelle Mercer completed her term in December 2018 and Valerie is taking over as the non-voting representative of the Visit Bend Board/Staff.

Kevney thanked Noelle and Michelle for their service on the Commission.

#### **Group Sales Updates**

Kevney is now handling the Group Sales area. The USA Climbing Bouldering Nationals are coming up in February. ESPN will be live streaming the event on ESPN 2 and 3.

The Bend Marathon will be on April 20<sup>th</sup>.

Two new gravel bike races will be happening this year.

Travel Oregon will be hosting its Outdoor Recreation Summit at the Riverhouse in May.

More information is available in the Board Packet.

Kevney will also be taking over advertising sales.

#### **Board Roundtable**

Alan Dietrich said that sprints have become a competitive environment and the recent Black Butte Whiskey release was a success.

Brent McLean said that 2018 was a great year. Brasada will see some changes including a new pool, food carts, a fire pit, and a grassy area for events. The fitness center will be remodeled. There will also be a new golf simulator for winter golfing. The resort had its best year last year - especially with groups. The real estate market is changing.

Paige Robinson stated that she is seeing companies with around 35-50 homes are selling to aggregators. Bluebird is carving out a niche. She said that the quality of inventory in the market seems to be on a decline. Bookings for summer are 5-15% higher than last summer.

Eric Trachsel hosted a Gala for Bend Habitat for Humanity last night. The spa will open on March 1<sup>st</sup>.

Reese Thedford reported that Mt. Bachelor had a strong holiday break. MLK Jr. weekend was very strong as well. Winter PrideFest is next weekend. They will be opening up more event and banquet services for summer.

Michelle Mercer is anticipating the summer season.

Matt Williams said that the STR reports showed that 2018 was flat or slightly down. There is a lot of new inventory in the area.

Noelle Fredland stated that they announced their first concert of the season, The Avett Brothers. BrewFest will also happen in August. They are investing in some ADA improvements. The retail businesses are reporting a mixed January. Boxwood Kitchen recently opened. Free Spirit has also opened next to Athleta. There is another new business coming in May.

#### **Public Comment**

Dave Nissen is continuing art and nature. They are doing a special Bend Camerata event for A Cappella festival on Sunday, February 10<sup>th</sup>.

They recently filmed with Pete Alport for their snow camping tours.

The meeting was adjourned at 9:16 a.m.

Notes by: Valerie Warren  
January 22, 2019

## Visit Bend

### Financial Performance Analysis

For the period ended February 28, 2019

#### 1) Operating Analysis

a) Revenue:	Feb19 Revenue was over budget by +\$67.5K (+44.5%) overall. This variance consisted primarily of an expected City Funding - Current Year overage of +\$46.8K (+32.2%), a Retail Sales underage of -\$1.4K (-23.0%) and an Advertising overage of +\$22.1K (+237.8%). YTD FY 2019 Revenue was over budget by +\$111.0K (+4.9%) overall. This variance consisted primarily of a City Funding - Current Year overage of +\$104.9K (+5.0%), a Retail Sales underage of -\$12.6K (-11.3%) and an Advertising overage of +\$16.9K (+18.2%).
b) Personnel Expenses:	Feb19 Personnel Expenses were under budget by -\$8.1K (-15.1%). YTD FY 2019 Personnel Expenses were under budget by -\$7.2K (-1.7%).
c) Sales & Marketing Expenses:	Feb19 Sales & Marketing expenses were over budget by +\$12.5K (+7.2%), due to a combination of timing differences between budgeted actual expenses in several categories. YTD FY 2019 Sales & Marketing expenses were over budget by +\$20.0K (+1.3%), due to a combination of timing differences between budgeted actual expenses in several categories.
d) Overhead Expenses:	Feb19 Overhead expenses were under budget by -\$2.0K (-11.7%) overall, due to various variances caused by timing differences. YTD FY 2019 Overhead expenses were under budget by -\$9.8K (-6.3%) overall, due to various variances caused by timing differences.
e) Surplus (Deficit):	Feb19 Deficit of -\$27.5K (-12.5%) was over budgeted Deficit of -\$92.6K (-61.0%) by +\$65.1K (+48.5% profitability points) primarily due to over budget Revenue. YTD FY 2019 Surplus of \$243.7K (10.4%) was over budgeted Surplus of \$135.7K (6.0%) by +\$108.0K (+4.3% profitability points) primarily due to over budget Revenue.

#### 2) Cash Flow & Balance Sheet Analysis

a) Cash Flow Summary:	In Feb19, Cash decreased by -\$22.7K to a month-end balance of \$604.2K. YTD 2019 Cash increased by +\$448.4K to a period-end balance of \$604.2K.
b) Balance Sheet:	The Balance Sheet remained healthy as of Feb19, in terms of both "liquidity" (Current Ratio of 2.2) and "leverage" (Debt to Equity Ratio of 0.8). Visit Bend has excellent financial systems and discipline, so GFR fully expects Visit Bend to remain a financially stable organization in FY 2019 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.

# Visit Bend

## Budget-to-Actual P&L Analysis

For the period ended February 28, 2019

	Current Month				Year-to-Date			
	Actual	Budget	Variance	Var. %	Actual	Budget	Variance	Var. %
<b>Revenue</b>								
City Funding - Current Year	192,330	145,522	46,808	32.2%	2,213,308	2,108,386	104,921	5.0%
City Funding - Prior Years	(8,775)	(8,775)	0	(0.0%)	(70,200)	(70,203)	3	(0.0%)
Retail Sales	4,521	5,874	(1,353)	(23.0%)	99,460	112,083	(12,623)	(11.3%)
Advertising	31,368	9,287	22,081	237.8%	109,835	92,939	16,897	18.2%
Event Revenue	-	-	-	100.0%	1,500	-	1,500	100.0%
Other Revenue	-	-	-	0.0%	260	-	260	0.0%
<b>Total</b>	<b>219,444</b>	<b>151,908</b>	<b>67,536</b>	<b>44.5%</b>	<b>2,354,163</b>	<b>2,243,204</b>	<b>110,959</b>	<b>4.9%</b>
<b>Personnel Expenses</b>								
Base Pay	36,173	44,112	(7,939)	(18.0%)	328,735	348,143	(19,408)	(5.6%)
Overtime	-	-	-	0.0%	171	-	171	0.0%
Incentive Pay	-	-	-	0.0%	15,024	10,200	4,824	47.3%
Payroll Taxes	3,168	3,194	(26)	(0.8%)	28,106	25,944	2,162	8.3%
Employee Benefits	6,227	6,344	(117)	(1.9%)	55,780	50,755	5,025	9.9%
<b>Total</b>	<b>45,568</b>	<b>53,650</b>	<b>(8,082)</b>	<b>(15.1%)</b>	<b>427,816</b>	<b>435,043</b>	<b>(7,227)</b>	<b>(1.7%)</b>
<b>Sales &amp; Marketing Expenses</b>								
Cultural Tourism Fund	14,517	11,006	3,511	31.9%	166,733	158,864	7,870	5.0%
Visitor Development Fund	1,248	-	1,248	0.0%	98,155	88,500	9,655	10.9%
Online Mktg	44,402	46,925	(2,523)	(5.4%)	361,579	351,695	9,884	2.8%
Outdoor	-	-	-	0.0%	68,374	58,000	10,374	17.9%
Photo	600	1,200	(600)	(50.0%)	5,408	12,400	(6,992)	(56.4%)
Print	5,100	5,000	100	2.0%	22,650	35,000	(12,350)	(35.3%)
Production	8,855	4,604	4,251	92.3%	52,829	50,833	1,996	3.9%
Radio	33,595	32,375	1,220	3.8%	169,620	176,878	(7,258)	(4.1%)
Trade Shows	-	-	-	0.0%	4,250	8,500	(4,250)	(50.0%)
TV	53,845	58,803	(4,958)	(8.4%)	265,998	275,212	(9,214)	(3.3%)
Collateral	2,714	5,000	(2,286)	(45.7%)	28,485	40,000	(11,515)	(28.8%)
Brochure Distribution	145	1,158	(1,013)	(87.5%)	16,412	9,264	7,148	77.2%
Postage	2,023	2,000	23	1.1%	11,324	16,000	(4,676)	(29.2%)
Public Relations	2,000	500	1,500	300.0%	7,232	4,000	3,232	80.8%
Promotions	2,453	1,000	1,453	145.3%	55,142	49,500	5,642	11.4%
Research	1,590	-	1,590	0.0%	8,990	9,810	(820)	(8.4%)
Web. Dev.	5,000	1,800	3,200	177.8%	66,093	34,850	31,243	89.7%
Special Projects	2,000	-	2,000	0.0%	20,000	6,000	14,000	233.3%
Travel & Meals	2,740	1,500	1,240	82.7%	13,931	15,000	(1,069)	(7.1%)
Retail Purchasing	3,101	551	2,549	462.5%	94,488	117,364	(22,876)	(19.5%)
<b>Total</b>	<b>185,927</b>	<b>173,423</b>	<b>12,505</b>	<b>7.2%</b>	<b>1,537,694</b>	<b>1,517,670</b>	<b>20,024</b>	<b>1.3%</b>
<b>Overhead Expenses</b>								
Building Lease	4,800	4,906	(106)	(2.2%)	38,100	38,938	(838)	(2.2%)
Building Maintenance	1,009	1,000	9	0.9%	9,415	8,000	1,415	17.7%
Equipment Lease & Maint.	371	385	(14)	(3.5%)	2,476	3,535	(1,059)	(30.0%)
Professional Fees	4,625	4,250	375	8.8%	46,662	40,000	6,662	16.7%
Office Supplies	684	1,000	(316)	(31.6%)	7,454	8,000	(546)	(6.8%)
Utilities	795	1,042	(247)	(23.7%)	7,430	8,333	(903)	(10.8%)
Bank Fees	270	417	(147)	(35.3%)	3,577	3,333	244	7.3%
Dues & Subscriptions	408	1,810	(1,402)	(77.4%)	9,876	23,530	(13,654)	(58.0%)
Insurance	489	575	(86)	(15.0%)	1,836	4,600	(2,764)	(60.1%)
Licenses & Permits	-	183	(183)	(100.0%)	1,415	1,467	(52)	(3.5%)
Education & Training	-	100	(100)	(100.0%)	860	800	60	7.5%
Network & Telco	1,275	1,000	275	27.5%	10,248	8,000	2,248	28.1%
Non-Capital IT	-	-	-	0.0%	-	-	-	0.0%
Depreciation & Amort.	800	800	-	0.0%	6,400	6,400	-	0.0%
Interest Expense	(109)	(17)	(92)	554.5%	(816)	(133)	(682)	511.6%
<b>Total</b>	<b>15,417</b>	<b>17,451</b>	<b>(2,033)</b>	<b>(11.7%)</b>	<b>144,977</b>	<b>154,803</b>	<b>(9,826)</b>	<b>(6.3%)</b>
<b>Total Expenses</b>	<b>246,913</b>	<b>244,523</b>	<b>2,389</b>	<b>1.0%</b>	<b>2,110,487</b>	<b>2,107,516</b>	<b>2,971</b>	<b>0.1%</b>
<b>Surplus (Deficit)</b>	<b>(27,469)</b>	<b>(92,616)</b>	<b>65,147</b>	<b>(70.3%)</b>	<b>243,676</b>	<b>135,688</b>	<b>107,988</b>	<b>79.6%</b>
<b>Surplus (Deficit) %</b>	<b>(12.5%)</b>	<b>(61.0%)</b>	<b>48.5%</b>		<b>10.4%</b>	<b>6.0%</b>	<b>4.3%</b>	

## Visit Bend Summary of Cash Reserve Funds and Bank Accounts

### "Rainy Day" Cash Reserve Fund

	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Beginning Balance	-	16,752	38,539	62,543	78,266	90,290	98,971	106,999	-
PLUS Receipts									
5% of Revenue	16,752	21,786	23,991	15,682	11,965	8,610	7,949	10,972	-
Interest Income	-	0	14	40	59	71	79	78	-
Other	-	-	-	-	-	-	-	-	-
Total Receipts	16,752	21,787	24,005	15,722	12,024	8,681	8,028	11,050	-
MINUS Disbursements									
Down Cycle Tourism Promotion	-	-	-	-	-	-	-	-	-
Bank Fees	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Disbursements	-	-	-	-	-	-	-	-	-
<b>= Ending Balance</b>	<b>16,752</b>	<b>38,539</b>	<b>62,543</b>	<b>78,266</b>	<b>90,290</b>	<b>98,971</b>	<b>106,999</b>	<b>118,049</b>	-

### "Wind Down" Cash Reserve Fund

Beginning Balance	65,878	100,892	100,908	100,976	101,067	101,150	101,236	101,322	-
PLUS Receipts									
Interest Income	14	16	68	91	83	86	86	31	-
Other	35,000	-	-	-	-	-	-	-	-
Total Receipts	35,014	16	68	91	83	86	86	31	-
MINUS Disbursements									
Bank Fees	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Disbursements	-	-	-	-	-	-	-	-	-
<b>= Ending Balance</b>	<b>100,892</b>	<b>100,908</b>	<b>100,976</b>	<b>101,067</b>	<b>101,150</b>	<b>101,236</b>	<b>101,322</b>	<b>101,353</b>	-

### Bank Account Summary

First Interstate - Operating Checking Account	142,490	211,104	400,080	749,068	601,738	665,894	418,226	394,404	-
First Interstate - Rainy Day Reserve MM Account	16,752	38,539	62,543	78,265	90,289	98,971	106,999	118,049	-
First Interstate - Wind Down Cash Reserve CD	-	-	-	-	-	-	-	100,000	-
First Interstate - Wind Down Cash Reserve MM Account	65,892	100,908	100,976	101,067	101,150	101,236	101,322	1,353	-
Petty Cash	400	400	400	400	400	400	400	400	-
<b>Total Cash</b>	<b>225,534</b>	<b>350,950</b>	<b>563,998</b>	<b>928,800</b>	<b>793,577</b>	<b>866,501</b>	<b>626,946</b>	<b>604,206</b>	-

No assurance is provided

**Bend Cultural Tourism Fund  
Budget-to-Actual P&L Analysis**  
For the period ended February 28, 2019

	Current Month			Year-to-Date			
	Actual	Budget	Variance	Actual	Budget	Variance	Var. %
<b>Revenue *</b>							
City Funding - Current Year	14,425	10,914	3,511	165,998	158,129	7,869	5.0%
City Funding - Prior Years	(658)	(658)	0	(5,265)	(5,265)	0	(0.0%)
Other Revenue	750	750	-	6,000	6,000	-	0.0%
<b>Total</b>	<b>14,517</b>	<b>11,006</b>	<b>3,511</b>	<b>166,733</b>	<b>158,864</b>	<b>7,869</b>	<b>5.0%</b>
<b>Operating Expenses</b>							
Grant Administrator: Contract & Travel	-	2,000	(2,000)	9,801	16,000	(6,199)	(38.7%)
Grants Management System Subscription	-	625	(625)	190	5,000	(4,810)	(96.2%)
Professional Fees	750	750	-	6,000	6,000	-	0.0%
Marketing & Communications	-	100	(100)	-	800	(800)	(100.0%)
Meeting Expenses & Office Supplies	-	50	(50)	70	400	(330)	(82.6%)
Travel Expenses	-	83	(83)	-	667	(667)	(100.0%)
Other Expenses	-	17	(17)	-	133	(133)	(100.0%)
<b>Total</b>	<b>750</b>	<b>3,625</b>	<b>(2,875)</b>	<b>16,061</b>	<b>29,000</b>	<b>(12,939)</b>	<b>(44.6%)</b>
<b>Surplus (Deficit)</b>	<b>13,767</b>	<b>7,381</b>	<b>6,386</b>	<b>150,672</b>	<b>129,864</b>	<b>20,808</b>	<b>16.0%</b>
<b>Fund Balance - Before Grants</b>				<b>348,843</b>	<b>123,693</b>	<b>225,150</b>	<b>182.0%</b>
<b>Cultural Tourism Fund Grants</b>				<b>188,671</b>	<b>205,000</b>	<b>(16,329)</b>	<b>(8.0%)</b>
<b>Fund Balance - After Grants</b>				<b>160,172</b>	<b>123,693</b>	<b>36,479</b>	<b>29.5%</b>

\* 7.5% of Total Visit Bend City Funding Revenue

No assurance is provided



# Bend Cultural Tourism Fund Financial Performance Summary

For the period ended February 28, 2019

<b>a) Revenue:</b>	Feb19 Revenue of \$14.5K was over budget of \$11.0K by +\$3.5K (+31.9%). Year to date FY 2019 Revenue of \$166.7K was over budget of \$158.9K by +\$7.9K (+5.0%)
<b>b) Operating Expenses</b>	Feb19 Operating Expenses of \$0.8K were under budget of \$3.6K by -\$2.9K (-79.3%). Year to date FY 2019 Operating Expenses of \$16.1K were under budget of \$29.0K by -\$12.9K (-44.6%).
<b>c) Cultural Tourism Fund Grants</b>	For the FY 2018 Grants Cycle, \$205K of Grants were pledged in Jun18, and through Feb19 \$167.3K of these Grants were paid out, leaving a pledged but unpaid FY 2018 grants of \$37.7K as of Feb19.
<b>d) Fund Balance - After Grants</b>	As of Feb19, Fund Balance - After Grants was \$160.2K.
<b>e) Available Funds to Grant in FY 2019</b>	The FY 2019 Budget is for \$185K and there should be no less than a \$195K FY 2019 available to grant at end of FY 2019.

ROOM TAX COLLECTIONS

11:55 AM 3/18/19

DESCHUTES COUNTY - TRT COLLECTION

	FY13/14	CHANGE	FY14/15	CHANGE	FY15/16	CHANGE	FY16/17	CHANGE	FY17/18	CHANGE	FY18/19	CHANGE
JUL	\$ 915,363	11.8%	\$ 1,188,765	29.9%	\$ 1,271,350	6.9%	\$ 1,430,995	12.6%	\$ 1,514,978	5.9%	\$ 1,667,996	10.1%
AUG	\$ 906,575	23.2%	\$ 1,115,119	23.0%	\$ 1,169,306	4.9%	\$ 1,216,868	4.1%	\$ 1,468,425	20.7%	\$ 1,413,522	-3.7%
SEP	\$ 403,810	23.2%	\$ 430,477	6.6%	\$ 614,663	42.8%	\$ 574,496	-6.5%	\$ 529,022	-7.9%	\$ 610,968	15.5%
OCT	\$ 139,234	9.7%	\$ 175,403	26.0%	\$ 240,295	37.0%	\$ 282,936	17.7%	\$ 394,256	39.3%	\$ 364,516	-7.5%
NOV	\$ 131,451	24.3%	\$ 195,905	49.0%	\$ 213,017	8.7%	\$ 228,833	7.4%	\$ 266,930	16.6%	\$ 286,147	7.2%
DEC	\$ 319,538	26.7%	\$ 360,655	12.9%	\$ 396,621	10.0%	\$ 453,353	14.3%	\$ 421,618	-7.0%	\$ 472,507	12.1%
JAN	\$ 180,382	-0.1%	\$ 230,003	27.5%	\$ 278,939	21.3%	\$ 272,394	-2.3%	\$ 315,236	15.7%	\$ 315,236	-100.0%
FEB	\$ 155,023	0.6%	\$ 189,704	22.4%	\$ 255,899	34.9%	\$ 259,411	1.4%	\$ 277,310	6.9%	\$ 277,310	-100.0%
MAR	\$ 224,459	15.2%	\$ 276,134	23.0%	\$ 302,367	9.5%	\$ 354,899	17.4%	\$ 407,138	14.7%	\$ 407,138	-100.0%
APR	\$ 181,695	39.3%	\$ 189,582	4.3%	\$ 216,213	14.0%	\$ 236,091	9.2%	\$ 272,934	15.6%	\$ 272,934	-100.0%
MAY	\$ 258,725	18.0%	\$ 292,303	13.0%	\$ 354,123	21.1%	\$ 390,661	10.3%	\$ 406,280	4.0%	\$ 406,280	-100.0%
JUN	\$ 462,519	2.9%	\$ 625,431	35.2%	\$ 755,305	20.8%	\$ 683,013	-9.6%	\$ 781,871	14.5%	\$ 781,871	-100.0%
FYTD	\$ 2,815,971	19.0%	\$ 3,466,324	23.1%	\$ 3,905,252	12.7%	\$ 4,187,481	7.2%	\$ 4,595,229	9.7%	\$ 4,815,656	4.8%
FY END	\$ 4,278,774	15.8%	\$ 5,269,481	23.2%	\$ 6,068,098	15.2%	\$ 6,383,950	5.2%	\$ 7,055,998	10.5%	\$ 4,815,656	-31.8%

CITY OF BEND - TRT COLLECTION

	FY13/14	CHANGE	FY14/15	CHANGE	FY15/16	CHANGE	FY16/17	CHANGE	FY17/18	CHANGE	FY18/19	CHANGE
JUL	\$ 586,376	7.9%	\$ 881,867	50.4%	\$ 1,167,521	32.4%	\$ 1,253,078	7.3%	\$ 1,415,547	13.0%	\$ 1,391,877	-1.7%
AUG	\$ 610,702	14.3%	\$ 870,733	42.6%	\$ 1,021,591	17.3%	\$ 1,109,525	8.6%	\$ 1,347,492	21.4%	\$ 1,345,481	-0.1%
SEP	\$ 462,399	16.8%	\$ 565,927	22.4%	\$ 739,451	30.7%	\$ 839,649	13.6%	\$ 820,801	-2.2%	\$ 909,113	10.8%
OCT	\$ 345,402	23.2%	\$ 440,768	27.6%	\$ 530,277	20.3%	\$ 664,833	25.4%	\$ 650,738	-2.1%	\$ 706,760	8.6%
NOV	\$ 215,766	20.9%	\$ 295,095	36.8%	\$ 357,600	21.2%	\$ 458,649	28.3%	\$ 426,303	-7.1%	\$ 478,401	12.2%
DEC	\$ 288,908	26.6%	\$ 360,893	31.8%	\$ 434,108	14.0%	\$ 541,672	24.8%	\$ 506,919	-6.4%	\$ 552,683	9.0%
JAN	\$ 228,564	24.3%	\$ 328,996	43.9%	\$ 399,620	21.5%	\$ 467,385	17.0%	\$ 475,959	1.8%	\$ 542,665	14.0%
FEB	\$ 262,821	28.2%	\$ 377,576	43.7%	\$ 428,240	13.4%	\$ 475,558	11.0%	\$ 499,784	5.1%	\$ 499,784	-100.0%
MAR	\$ 356,557	37.1%	\$ 492,377	38.1%	\$ 542,242	10.1%	\$ 686,690	26.6%	\$ 673,381	-1.9%	\$ 673,381	-100.0%
APR	\$ 329,826	20.5%	\$ 474,418	43.8%	\$ 571,271	20.4%	\$ 635,713	11.3%	\$ 690,587	8.6%	\$ 690,587	-100.0%
MAY	\$ 431,931	20.6%	\$ 587,528	36.0%	\$ 614,788	4.6%	\$ 766,845	24.7%	\$ 793,600	3.5%	\$ 793,600	-100.0%
JUN	\$ 601,113	34.5%	\$ 794,235	32.1%	\$ 887,415	11.7%	\$ 1,021,403	15.1%	\$ 1,041,741	2.0%	\$ 1,041,741	-100.0%
FY END	\$ 2,738,117	16.8%	\$ 3,764,280	37.5%	\$ 4,650,169	23.5%	\$ 5,334,790	14.7%	\$ 5,643,759	5.8%	\$ 5,926,980	5.0%
FY END	\$ 4,720,365	21.4%	\$ 6,490,413	37.5%	\$ 7,694,125	18.5%	\$ 8,920,998	15.9%	\$ 9,342,852	4.7%	\$ 5,926,980	-36.6%

Indicates Historical High For That Specific Month



### AIRDNA Occupancy Report

Occupancy (%)		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY total
2015	2014/15	73.7%	64.0%	43.5%	42.9%	36.0%	40.9%	32.5%	38.1%	43.2%	44.2%	41.7%	55.6%	41.8%
2016	2015/16	40.3%	40.3%	44.2%	44.2%	40.9%	44.2%	36.5%	43.3%	48.9%	47.7%	42.5%	60.2%	47.3%
2017	2016/17	71.8%	67.5%	59.9%	50.3%	41.7%	50.9%	39.9%	46.8%	49.8%	47.9%	45.5%	62.4%	53.0%
2018	2017/18	74.4%	64.9%	55.5%	50.7%	43.7%	47.7%	43.5%	47.9%	52.2%	53.4%	52.3%	64.8%	54.9%
2019	2018/19	76.4%	71.3%	63.4%	51.6%	44.5%	49.5%	39.9%	44.0%	52.2%	53.4%	52.3%	64.8%	54.9%
ADR (\$)		2.7%	9.9%	14.0%	1.8%	1.8%	3.8%	-8.3%	-8.1%	-100.0%	-100.0%	-100.0%	-100.0%	
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY total
2015	2014/15	\$169.46	\$171.05	\$163.49	\$138.59	\$139.06	\$148.19	\$141.56	\$137.53	\$143.59	\$138.50	\$152.82	\$159.44	\$144.36
2016	2015/16	\$223.09	\$220.57	\$215.48	\$186.31	\$184.36	\$207.60	\$188.56	\$192.85	\$201.28	\$199.69	\$202.85	\$212.72	\$185.56
2017	2016/17	\$248.40	\$280.04	\$230.68	\$192.33	\$209.69	\$227.14	\$191.09	\$190.23	\$194.17	\$200.06	\$205.32	\$224.13	\$208.84
2018	2017/18	\$237.98	\$227.80	\$194.64	\$178.23	\$191.66	\$212.71	\$192.27	\$195.25	\$194.17	\$181.90	\$201.66	\$215.57	\$213.58
2019	2018/19	\$237.98	\$227.80	\$194.64	\$178.23	\$191.66	\$212.71	\$192.27	\$195.25	\$194.17	\$181.90	\$201.66	\$215.57	\$213.58
RevPAR (\$)		-4.2%	-18.7%	-15.6%	-7.3%	-8.6%	-6.4%	0.6%	2.6%	-100.0%	-100.0%	-100.0%	-100.0%	
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY total
2015	2014/15	\$124.92	\$109.50	\$71.18	\$59.45	\$50.10	\$60.61	\$45.95	\$52.39	\$62.10	\$61.21	\$63.78	\$88.57	\$60.46
2016	2015/16	\$160.08	\$148.95	\$93.67	\$61.95	\$63.88	\$91.80	\$68.85	\$83.43	\$96.75	\$86.97	\$86.31	\$127.99	\$89.46
2017	2016/17	\$184.81	\$181.79	\$128.25	\$97.44	\$91.54	\$119.40	\$81.27	\$94.13	\$99.44	\$95.77	\$93.45	\$139.76	\$111.26
2018	2017/18	\$181.73	\$162.43	\$123.37	\$91.95	\$85.34	\$108.41	\$83.16	\$91.03	\$101.43	\$97.06	\$105.46	\$139.71	\$117.51
2019	2018/19	\$181.73	\$162.43	\$123.37	\$91.95	\$85.34	\$108.41	\$83.16	\$91.03	\$101.43	\$97.06	\$105.46	\$139.71	\$117.51
Supply - Listing Nights		-1.7%	-10.6%	-3.8%	-5.6%	-6.8%	-2.9%	-7.8%	-5.6%	-100.0%	-100.0%	-100.0%	-100.0%	
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total Year
2015	2014/15	3,196	3,618	3,452	2,422	2,498	2,924	2,896	2,344	2,872	2,421	3,024	2,945	24,346
2016	2015/16	8,271	8,284	8,177	7,401	7,664	6,149	6,628	6,262	6,505	6,104	7,745	7,745	66,565
2017	2016/17	14,059	17,549	14,105	12,222	11,756	15,251	12,167	11,506	12,857	12,261	11,109	11,586	106,223
2018	2017/18	17,121	17,764	15,838	15,792	13,225	16,446	18,020	17,173	12,857	12,261	14,567	15,136	163,436
2019	2018/19	17,121	17,764	15,838	15,792	13,225	16,446	18,020	17,173	12,857	12,261	14,567	15,136	163,436
Booked - Listing Nights		July	August	September	October	November	December	January	February	March	April	May	June	Total Year
2015	2014/15	2,356	2,316	1,503	1,039	900	1,196	940	893	1,242	1,070	1,262	1,636	10,178
2016	2015/16	5,935	5,594	4,898	3,721	3,194	4,747	2,420	2,709	3,184	2,910	3,419	4,660	31,487
2017	2016/17	10,460	11,392	7,842	6,192	5,132	7,279	3,479	3,468	4,586	4,345	5,060	7,225	56,252
2018	2017/18	13,074	12,667	10,039	8,147	5,899	8,136	5,295	5,506	6,716	6,542	7,618	9,810	89,784
2019	2018/19	13,074	12,667	10,039	8,147	5,899	8,136	5,295	5,506	6,716	6,542	7,618	9,810	89,784
Revenue (\$)		July	August	September	October	November	December	January	February	March	April	May	June	Total Year
2015	2014/15	\$399,248	\$396,152	\$245,725	\$143,995	\$125,154	\$177,235	\$133,066	\$122,814	\$178,339	\$148,195	\$192,859	\$260,844	\$1,482,501.40
2016	2015/16	\$1,324,039	\$1,233,869	\$1,055,421	\$693,627	\$631,708	\$864,464	\$456,315	\$522,431	\$629,381	\$530,871	\$693,514	\$991,275	\$5,988,642.65
2017	2016/17	\$2,598,264	\$3,190,216	\$1,808,993	\$1,190,907	\$1,076,129	\$1,653,352	\$1,011,822	\$1,047,406	\$1,304,046	\$1,189,990	\$1,536,246	\$2,114,742	\$11,882,530.91
2018	2017/18	\$3,111,351	\$2,885,543	\$1,953,991	\$1,452,040	\$1,128,686	\$1,730,609	\$1,381,268	\$1,475,114	\$0	\$0	\$0	\$0	\$15,118,599.88
2019	2018/19	\$3,111,351	\$2,885,543	\$1,953,991	\$1,452,040	\$1,128,686	\$1,730,609	\$1,381,268	\$1,475,114	\$0	\$0	\$0	\$0	\$15,118,599.88





# WHAT GUIDES VISIT BEND

## MISSION

As a primary caretaker of Bend's brand, Visit Bend is dedicated to enhancing Bend's economy by attracting visitors and encouraging them to connect with our rich culture and diverse local businesses. Visit Bend's strategic, creative, and thoughtful initiatives promote the area with a focus on community, sustainability, and respect for Bend's natural resources and way of life.

## GUIDING PRINCIPLES

**Economic development:** We responsibly promote tourism to help local businesses flourish, generate tax revenue for the city, and enhance the city's year-round livability for guests and residents alike.

**Brand development:** We establish and support a brand reflective of Bend's values, maintaining the vision of our community for both visitors and locals.

**Stewardship:** We acknowledge, maintain, and partner with non-profits and land managers to ensure a responsible and sustainable vision for our wild places.

## VISION

To become the most effective, respected, responsive, and conscientious DMO in the United States.

## VALUES

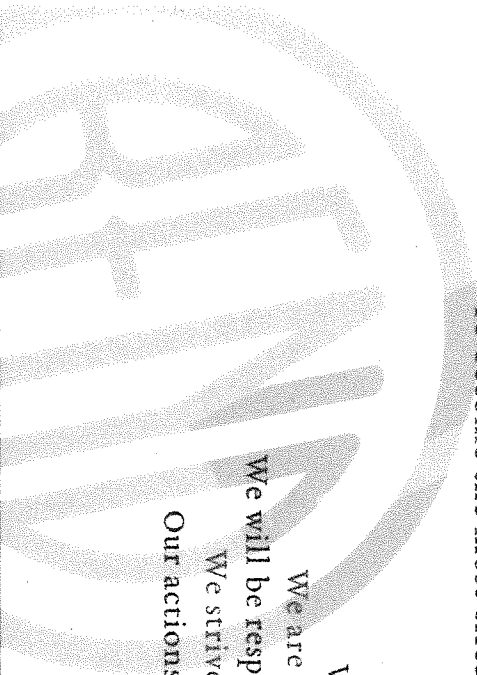
We operate with honesty & integrity at all times

We are committed to the highest level of fiscal responsibility

We will be respectful & compassionate to our community and our wild places

We strive to be courageous, creative, and innovative in all we do

Our actions enhance the quality of life for visitors and residents alike





VISIT BEND

## MARKETING UPDATES: MAR 2019

### Winter Media Buy

- There is about one month left in Visit Bend's winter media buy, all creative is transitioning to more of a spring message.
  - Primary digital partners include Google, Facebook, Sojern, Comcast, Hulu, Spotify, Pandora, and SF Gate.
  - Terrestrial Radio Partners include OPB, KEXP, KQED, KUOW, and several Entercom stations.
  - Broadcast TV partners include KNTV, KATU, KGW, KPTV, KOIN, and KOMO. Cable partner is Comcast.
  - Geographically, the campaign targets PDX, SEA, and SFO DMAs.
- A full recap presentation of this year's buy will be presented at the May board meeting.

### Spring Break Campaign (Family):

- Digital campaign (supplemented by our Share Bend – Spring TV commercial on TV channels):
  - Run dates: 3/4-3/29 (Oregon and California) 3/4-4/5 (Washington)
  - Platform: Facebook and Instagram and Facebook ad network
  - Audience: Parents 28-54 with children ages 6-18
  - Targeting categories (mutually exclusive): REI, alpine skiing, Nordic skiing, camping, snowshoeing, snowboarding, outdoors, breweries
  - Markets: Portland DMA and I-5 corridor, San Francisco DMA, and Seattle DMA
  - Potential reach: 320,000

### Bend Women's March Campaign

- This year's Bend Women's March campaign was implemented through social and included Facebook ads, a heavy influencer campaign, and supplemental social posts across FB, IG, Posts with Google, blog posts, Pinterest, and Tripadvisor.
  - The Facebook ad campaign ran from Feb 25 through Mar 17, reach 126,952 people through 325,000 impressions, driving 1,956 landing page visits to BendWomensMarch.com.
  - Four different influencers were hired this year to represent various events and aspects of Bend Women's March to have a more targeted and effective reach. Awareness and event registration were goals here.

- A freelance videographer was hired this year and is spending the month to create one longer length, and several shorter length videos for assets in coming years.

## Website

- High-level website analytics (past 365 days):
  - Total visits: 1,342,288 // Total users: 923,742 // Pageviews: 3,054,862 // New Users: 925,720
  - Geo: PDX (27.21%), BND (18.26%), SEA (12.15%), SFO (9.09%)
  - Top visited pages last month:
    - Winter Fun
    - Home
    - Events
    - Things to Do
    - Where to Stay
    - Food + Drink
    - Bend Ale Trail
    - Winter Getaway (Contest)
    - Bend Marathon
    - 8 Winter Hikes (Blog post)
    - Bend Women's March
- Work has begun on a re-skin of visitbend.com in order to provide the best possible user experience in the DMO world.

## Email Marketing

February's consumer email newsletter saw a 21.05% (unique) open rate with a 10.85% clickthru rate. The email highlighted several Bend Women's March-related events and articles, and included a Bend Pledge call to action.

## Social Media (Past six months)

- **Facebook:** 17.5 million impressions, 130,107 post engagements, 66.1k link clicks to visitbend.com.
- **Instagram:** 1.15 million impressions, 49,340 followers, 68.8k engagements.



## MARKETING UPDATES – PART 2: MAR 2019

### SOCIAL MEDIA (since January 15, 2019)

- Facebook:
  - Messaging: Focus on increasing engagement with video, scenic imagery, giveaways
  - Top performing posts: Instagram roundup (series of 4, in-real-time scenic images), user generated content (photographer partnerships)
- Instagram:
  - Messaging: Focus on high quality, in-real time imagery
- Blog Posts - most viewed:
  - 10 Things You Must Do On A Bend Vacation (April 2016)
  - 15 Spots For Great Brunch In Bend (March 2019)
  - 8 Inspiring Winter Hikes in Central Oregon (January 2019)
  - Tawna's Roundup of Top Bend Events for 2019 (January 2019)

### TRIPADVISOR

- DMO Page:
  - Starting to see an up-tick in engagement and views (consistent with time of year)
  - Will be switching over to spring content by the end of March
- Profile Page:
  - TA is still in testing stages for new platform, continually making updates based on feedback, and changes are still being rolled out (TBD)
  - Increase posting strategy to hopefully garner increase in engagement and views

### GOOGLE DMO PROGRAM

- Since October, Bend has seen over 1.32m views on 70 posts
- Posts can live up to 14 days on Google
- Strategy:
  - Consistency is key
  - Post relevant, in-real-time content (i.e. blogs, seasonal articles, events)
- Top performing posts: articles tend to have a much higher reach and engagement rate





VISIT BEND

## Public Relations Updates: March 19, 2019

### Press coverage from recent months:

- We were extremely pleased with the coverage we got from travel influencers Rachel and Brittany, who visited in January to write about the ultimate girls' weekend in Bend. Rachel's post is here: <http://bit.ly/2O6BZ99> and Brittany's is here: <http://bit.ly/2T5TPdh>. Rachel's Instagram stories post alone got more than 18,000 views, and engagement is still high several weeks later.
- We also hosted Jessica Kay of Passion and a Passport (thank you to our friends at LOGE Entrada for her lodging). Her coverage provided some great spotlights for winter travel to Bend: <http://bit.ly/2O2V3oT>
- The Matador Network did a terrific piece on fun things to do in Bend for all four seasons: <http://bit.ly/2JcXxlN>
- *Cosmopolitan* included Bend in a roundup of 15 trips every woman should take with her friends: <http://bit.ly/2XXjwjY>
- While its impact on tourism is questionable, we got tons of national and even international coverage about having the last Blockbuster in the world.
- Adventure Sports Network named Bend one of the five best cold-weather spring break destinations: <http://bit.ly/2JcYhaz>
- *Backpacker* included Tumalo Mountain (and Bend) in their roundup of the 15 best backcountry ski zones for beginners: <http://bit.ly/2TI9o09>  
MSN Travel spotlighted Mt. Bachelor and Bend in their piece featuring the best ski resorts in the United States (specifically calling out The Oxford, Deschutes Brewery and Crux): <http://bit.ly/2T6CqRU>
- Swirled included Bend in a recent piece on 4 underrated ski towns in the US: <http://bit.ly/2Hiusnj>
- Ciao Bambino did a nice piece on winter fun for families in Bend: <http://bit.ly/2T7qkYG>

### Upcoming coverage and other PR initiatives

- Last week, we hosted Dino Vournas who was here on assignment for *Bay Area News* and several other media outlets. He split his stay between Lucas House and LOGE Entrada, and spent time exploring with Wanderlust Tours and the Bend Brew Bus as well as skiing at Mt. Bachelor.
- Tracy Beard (a journalist on assignment for *Wander with Wonder*, an online publication with more than 300k visitors per month) will visit Bend in early-April. She's be snowshoeing with Wanderlust and checking out everything else the city has to offer.



VISIT BEND

## **Group Sales Update**

### **Key Updates**

1. 2019 USA Climbing Bouldering National Championships – February 1-3 & 8-10 2019. 750+ participants plus families and support staff.
2. Bend Marathon - April 20, 2019
3. Cascade Gravel Grinder Bike Race – April 26-28, 2019
4. Rotary District 5100 – 400 Attendees
5. Travel Oregon Outdoor Recreation Summit – May 13 & 14, 2019
6. Triple Crown Sports Baseball Tournament – May 25-27, 2019
7. Oregon Trail Gravel Grinder Bike Race – June 19-23, 2019

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

1. USA Track & Field Club Cross-Country Nationals – December 2020, 1,300 athletes
2. Chef Cycle – June 2020, 300 participants
3. USA Cycling Cyclocross National Championships – December 2022, 1,500 athletes
4. American Cribbage Congress Grand Nationals – October 2020, 600 participants
5. USA BMX Fall Grand Nationals – October 2021, 1,000 Athletes