



## AGENDA

### Board of Directors Meeting

November 19, 2019 – 8:00 a.m. at the Oxford Hotel, 10 NW Minnesota Avenue, Bend, OR 97703

- I. Approval of Minutes from Previous Board Meeting
  - a. September minutes
- II. Annual Financial Review (10 Minutes)
  - a. Wes Price from Price/Fronk Co. will present Visit Bend's FY19 financial annual review
- III. Financial Report (10 minutes)
  - a. Scott Greenstone will brief the board on FY20 YTD finances
- IV. Tourism Industry Briefing (10 minutes)
  - a. Kevney will brief the board on tourism industry news
    - i. TRT through September 2019
    - ii. Lodging data through October 2019
    - iii. Board Member Recruitment
- V. BCTF (10 Minutes)
  - a. Valerie and Kevney will provide an update on BCTF activity
- VI. Marketing Update (10 Minutes)
  - a. Nate & Laurel will brief the board on shoulder season and winter marketing efforts, website updates, social media, and other marketing related projects
- VII. Public Relations Update (5 minutes)
  - a. Tawna will update the board on PR activity
- VIII. Group Sales Updates (5 minutes)
  - a. Bouldering Nationals
  - b. Cyclocross Nationals
  - c. Little League Regionals
- IX. Board Roundtable (10 minutes)
- X. Public Comment (10 minutes)

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## VISIT BEND

### Visit Bend Board of Directors Meeting Minutes September 17, 2019

**Location:** Bend Visitor Center

**Present:** Kevney Dugan, Valerie Warren, Tawna Fenske, Kelli Carrow, Laurel Hunter, Noelle Fredland, Michelle Mercer, Matt Williams, Alan Dietrich, Erick Trachsel, Reese Thedford for John McLeod, Kelli Neumann, Scott Greenstone

**Guests:** Troy Kerr, McKenzie Ballard, Julia Theisen, Olivia Evers, Bobby Evers, Eric Rock, Stephanie McNeil, Raul Ainaradi, Hank Therien

#### **Call to Order**

Chair Noelle Fredland called the meeting to order at 8:04 a.m. Introductions followed.

#### **Approval of Meeting Minutes**

Matt Williams moved that the May meeting minutes be approved. Alan Dietrich seconded. The minutes were unanimously approved.

#### **Financial Report**

Scott Greenstone discussed highlights from the most recent financial reports. Revenue is over budget due to transient room tax collections being over budget. The reason for the overage is that actual TRT collections have exceeded budget, and TRT collections from prior periods were remitted late. Scott also provided an additional analysis to show how timing differences are affecting collections.

As far as budget-to-actual expenses, everything is running close to budget except for a few categories where there are some timing differences.

Scott also discussed the "rainy day" reserve fund, which is now \$213,445.

The BCTF financials reflect the additional revenue as well as that the initial 75% payments have been paid out to all the grant recipients.

Price Fronk & Co. will begin working on the financial review shortly and will present at the November Board Meeting.

#### **Tourism Industry Briefing**

Kevney Dugan stated that July was a strong month. Kevney presented the TRT collections and a breakdown of collections by property type that is provided by the City of Bend. Occupancy data was also discussed. More information is available in the Board Packet.

The City of Bend will be conducting a vacation rental audit in November.

Visit Bend is seeking two new board members. Everyone currently on the board can serve another term. Kevney stated that a press release seeking new board members will be sent out tomorrow.

The Three Sisters Inn and Suites has been purchased by the owner of the Jupiter Hotel in Portland. There will be renovations and updates going on throughout the winter.

#### **BCTF**

Valerie Warren stated that the BCTF executive committee will be meeting tomorrow to discuss feedback from the board and the upcoming grant cycle. The next regular meeting of the BCTF commission will be held in late October or early November.

#### **Marketing Update**

Kevney introduced Laurel Hunter, Visit Bend's new Marketing Director.

Kelli Carrow gave a recap of the summer media buy. The buy was approximately the same as last year - \$55,000 in the Portland market. More detail was purchased in comparison with prior years. The summer e-newsletter campaign performed well.

Laurel Hunter presented website performance metrics. Outbound clicks to partners have increased. Visits are up 13.52%, visitors are up 13.89%, and page views are up 5.76%.

Troy Kerr of DVA presented the plan for the upcoming winter media buy. More digital placement, as well as podcast advertising, will be included. TRT as well as web traffic growth demonstrated success for last year's campaign. The 19-20 media strategy seeks to reinforce the Bend brand leading into key winter travel months. Visit Bend also works with, and attempts to avoid redundancy, with key partners such as Visit Central Oregon and Mt. Bachelor. The markets will remain similar as prior years - Portland, Seattle, and San Francisco.

The podcast partners are Outside In and For the Wild.

More information is available in the Board Packet.

#### **Public Relations Update**

Tawna Fenske said that there were several journalists Visit Bend hosted during the summer months. She also presented highlights of recent press coverage.

More information is available in the Board Packet.

#### **Group Sales Updates**

Kevney reported that Visit Bend is currently bidding on USA Cycling Cyclocross Nationals. The bid is due October 1<sup>st</sup>. This would be for the December 2021 event. Bouldering Nationals is returning in 2020.

Kevney stated that Visit Bend is interested in pursuing incentive travel.

#### **Misc. Updates**

There is an STR Academy being held at the Oxford Hotel on September 25<sup>th</sup>. It is free for anyone in the lodging industry.

October 30<sup>th</sup> is Visit Central Oregon's State of the Industry breakfast.

#### **Board Roundtable**

Reese Thedford said that there are a lot of changes going on at Mt. Bachelor. The Woodward Mountain Park is opening. The Sunrise area will become a more terrain-based learning environment. Season pass sales are tracking as expected. The promotional plan will be launched to the lodging community within the next week.

Noelle Fredland stated that Vampire Weekend was recently announced for August 2020. They are looking at expanding the Les Schwab Amphitheater stage to accommodate larger acts. It would be completed during fall 2020 for the 2021 season. The volleyball courts are moving.

#### **Public Comment**

There was no public comment.

## Visit Bend

### Financial Performance Analysis

For the period ended October, 2019

#### 1) Operating Analysis

<b>a) Revenue:</b>	Oct19 Revenue was over budget by +\$3.6K (+1.1) overall. This variance consisted primarily of a City Funding - Current Year underage of -\$2.3K (-0.7%), a Retail Sales underage of -\$1.8K (-15.9%) and an Advertising overage of +\$7.7K (+167.8%). Year to Date FY 2020 Revenue was over budget by +\$87.3K (+5.4) overall. This variance consisted primarily of a City Funding - Current Year overage of +\$94.6K (+6.0%), a Retail Sales underage of -\$9.9K (-19.4%) and an Advertising overage of +\$2.6 (+10.4%).
<b>b) Personnel Expenses:</b>	Oct19 Personnel Expenses were uner budget by -\$5.0K (-8.5%). Year to Date FY 2020 Personnel Expenses were under budget by -\$14.7K (-6.4%).
<b>c) Sales &amp; Marketing Expenses:</b>	Oct19 Sales & Marketing expenses were over budget by +\$81.6K (+74.3%), due to timing differences between budgeted actual expenses in multiple expense categories. Year to Date FY 2020 Sales & Marketing expenses were over budget by +\$38.9K (+7.3%), due to timing differences between budgeted actual expenses in multiple expense categories.
<b>d) Overhead Expenses:</b>	Oct19 Overhead expenses were over budget by +\$2.0K (+10.5%) overall, due to various variances caused by timing differences. Year to Date FY 2020 Overhead expenses were under budget by -\$7.8K (-8.3%) overall, due to various variances caused by timing differences.
<b>e) Surplus (Deficit):</b>	Oct19 Surplus of \$59.1K (18.1%) was under budgeted of a Surplus of \$134.0K (41.6%) by -\$75.0K (-55.96%) (-23.5% profitability points) due primarily to under budget offset by under budget Sales & Marketing expenses. Year to Date FY 2020 Surplus of \$825.5K (48.6%) was over budgeted of a Surplus of \$754.6K (46.9%) by +\$70.9K (+9.4%) (+1.8% profitability points) due to over budget Revenues and under budget Sales & Marketing expenses.

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

<b>a) Cash Flow Summary:</b>	In Oct19, Cash increased by +\$198K to a month-end balance of \$1.145 million. Year to Date FY 2020 Cash increased by +\$198.3K to a period-end balance of \$1.145 million
<b>b) Balance Sheet:</b>	The Balance Sheet remained healthy as of Oct19, in terms of both "liquidity" (Current Ratio of 6.8) 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 2020 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 October, 2019

	Current Month				Year-to-Date			
	Actual	Budget	Variance	Var. %	Actual	Budget	Variance	Var. %
<b>Revenue</b>								
City Funding - Current Year	313,019	315,282	(2,263)	(0.7%)	1,663,493	1,568,880	94,613	6.0%
City Funding - Prior Years	(8,775)	(8,775)	0	(0.0%)	(35,100)	(35,102)	2	(0.0%)
Retail Sales	9,362	11,132	(1,770)	(15.9%)	41,325	51,265	(9,940)	(19.4%)
Advertising	12,220	4,564	7,656	167.8%	27,783	25,160	2,622	10.4%
Event Revenue	-	-	-	100.0%	-	-	-	100.0%
Other Revenue	-	-	-	0.0%	-	-	-	0.0%
<b>Total</b>	<b>325,826</b>	<b>322,203</b>	<b>3,624</b>	<b>1.1%</b>	<b>1,697,500</b>	<b>1,610,203</b>	<b>87,297</b>	<b>5.4%</b>
<b>Personnel Expenses</b>								
Base Pay	43,446	47,669	(4,223)	(8.9%)	172,961	185,042	(12,081)	(6.5%)
Overtime	-	-	-	0.0%	-	-	-	0.0%
Incentive Pay	-	-	-	0.0%	447	-	447	0.0%
Payroll Taxes	3,512	3,737	(226)	(6.0%)	14,530	14,507	23	0.2%
Employee Benefits	7,092	7,670	(578)	(7.5%)	27,588	30,680	(3,092)	(10.1%)
<b>Total</b>	<b>54,050</b>	<b>59,077</b>	<b>(5,027)</b>	<b>(8.5%)</b>	<b>215,525</b>	<b>230,228</b>	<b>(14,703)</b>	<b>(6.4%)</b>
<b>Sales &amp; Marketing Expenses</b>								
Cultural Tourism Fund	23,618	23,788	(170)	(0.7%)	125,329	118,233	7,096	6.0%
Visitor Development Fund	18,696	5,000	13,696	273.9%	47,218	55,000	(7,782)	(14.1%)
Online Mktg	48,761	48,846	(85)	(0.2%)	84,104	89,583	(5,479)	(6.1%)
Outdoor	-	-	-	0.0%	-	-	-	0.0%
Photo	1,100	1,600	(500)	(31.3%)	3,900	6,400	(2,500)	(39.1%)
Print	7,500	-	7,500	0.0%	7,500	-	7,500	0.0%
Production	1,222	4,900	(3,678)	(75.1%)	35,777	36,113	(336)	(0.9%)
Radio	0	-	0	0.0%	20,804	17,383	3,421	19.7%
Trade Shows	-	-	-	0.0%	-	500	(500)	(100.0%)
TV	(0)	-	(0)	0.0%	16,563	17,383	(820)	(4.7%)
Collateral	51,495	5,000	46,495	929.9%	58,467	20,000	38,467	192.3%
Brochure Distribution	2,926	150	2,776	1,851.0%	26,958	22,800	4,158	18.2%
Postage	472	2,000	(1,528)	(76.4%)	3,311	8,000	(4,689)	(58.6%)
Public Relations	-	500	(500)	(100.0%)	484	2,000	(1,516)	(75.8%)
Promotions	8,353	1,500	6,853	456.8%	18,001	16,500	1,501	9.1%
Research	4,666	-	4,666	0.0%	13,261	7,700	5,561	72.2%
Web. Dev.	9,037	6,200	2,837	45.8%	45,573	45,250	323	0.7%
Special Projects	-	-	-	0.0%	24,000	24,000	-	0.0%
Travel & Meals	346	2,000	(1,654)	(82.7%)	2,153	5,000	(2,847)	(56.9%)
Retail Purchasing	13,233	8,347	4,886	58.5%	36,248	38,877	(2,629)	(6.8%)
<b>Total</b>	<b>191,426</b>	<b>109,831</b>	<b>81,595</b>	<b>74.3%</b>	<b>569,652</b>	<b>530,723</b>	<b>38,930</b>	<b>7.3%</b>
<b>Overhead Expenses</b>								
Building Lease	4,950	5,059	(109)	(2.2%)	19,650	20,082	(432)	(2.2%)
Building Maintenance	1,009	1,000	9	0.9%	4,035	4,000	35	0.9%
Equipment Lease & Maint.	225	450	(225)	(50.0%)	1,069	1,800	(731)	(40.6%)
Professional Fees	4,450	4,450	-	0.0%	18,231	17,800	431	2.4%
Office Supplies	784	1,000	(216)	(21.6%)	7,028	4,000	3,028	75.7%
Utilities	1,208	1,042	166	16.0%	3,332	4,167	(835)	(20.0%)
Bank Fees	460	417	43	10.4%	1,476	1,667	(191)	(11.4%)
Dues & Subscriptions	1,074	1,670	(596)	(35.7%)	5,474	14,405	(8,931)	(62.0%)
Insurance	398	575	(177)	(30.8%)	1,591	2,300	(709)	(30.8%)
Licenses & Permits	1,060	183	877	478.2%	1,310	733	577	78.6%
Education & Training	-	100	(100)	(100.0%)	180	400	(220)	(55.0%)
Network & Telco	4,335	1,000	3,335	333.5%	8,313	4,000	4,313	107.8%
Non-Capital IT	726	1,000	(274)	(27.4%)	10,952	14,000	(3,048)	(21.8%)
Depreciation & Amort.	800	1,450	(650)	(44.8%)	3,200	5,800	(2,600)	(44.8%)
Interest Expense	(184)	(125)	(59)	47.5%	(642)	(500)	(142)	28.4%
<b>Total</b>	<b>21,294</b>	<b>19,271</b>	<b>2,024</b>	<b>10.5%</b>	<b>86,842</b>	<b>94,654</b>	<b>(7,812)</b>	<b>(8.3%)</b>
<b>Total Expenses</b>	<b>266,770</b>	<b>188,178</b>	<b>78,592</b>	<b>41.8%</b>	<b>872,019</b>	<b>855,605</b>	<b>16,414</b>	<b>1.9%</b>
<b>Surplus (Deficit)</b>	<b>59,057</b>	<b>134,025</b>	<b>(74,968)</b>	<b>(55.9%)</b>	<b>825,481</b>	<b>754,598</b>	<b>70,883</b>	<b>9.4%</b>
<b>Surplus (Deficit) %</b>	<b>18.1%</b>	<b>41.6%</b>	<b>-23.5%</b>		<b>48.6%</b>	<b>46.9%</b>	<b>1.8%</b>	

No assurance is provided

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

	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19
<b>"Rally Day" Cash Reserve Fund</b>																
Beginning Balance	-	16,752	38,539	62,543	78,266	90,290	98,971	106,999	118,049	128,483	139,115	150,555	166,418	185,939	213,444	235,456
PLUS Receipts:																
5% of Revenue	16,752	21,786	23,991	15,682	11,965	8,610	7,949	10,972	8,344	12,526	11,325	15,751	19,380	27,261	21,843	16,291
Interest Income	-	0	14	40	59	71	79	78	90	107	115	112	140	145	189	183
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Receipts	16,752	21,787	24,005	15,722	12,024	8,681	8,028	11,050	8,433	12,633	11,440	15,863	19,520	27,506	22,012	16,474
MINUS Disbursements																
Down Cycle Tourism Promotion	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Disbursements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
= Ending Balance	16,752	38,539	62,543	78,266	90,290	98,971	106,999	118,049	128,483	139,115	150,555	166,418	185,939	213,444	235,456	251,931
<b>"Wind Down" Cash Reserve Fund</b>																
Beginning Balance	65,878	100,892	100,908	100,976	101,067	101,150	101,236	101,322	101,353	101,354	101,355	101,357	101,858	101,859	101,860	101,861
PLUS Receipts																
Interest Income	14	16	68	91	83	86	86	86	31	1	1	1	501	1	1	1
Other	35,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Receipts	35,014	16	68	91	83	86	86	86	31	1	1	1	501	1	1	1
MINUS Disbursements																
Bank Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Disbursements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
= Ending Balance	100,892	100,908	100,976	101,067	101,150	101,236	101,322	101,353	101,354	101,355	101,357	101,858	101,859	101,860	101,861	101,863
<b>Bank Account Summary</b>																
First Interstate - Operating Checking Account	142,480	211,104	400,080	749,058	601,738	665,894	418,226	384,404	196,186	101,330	152,564	240,033	98,138	263,814	609,084	791,002
First Interstate - Rally Day Reserve MM Account	16,752	38,539	62,543	78,265	90,289	98,971	106,999	118,049	128,482	139,115	150,555	166,419	185,939	213,445	235,457	251,932
First Interstate - Wind Down Cash Reserve CD	-	-	-	-	-	-	-	100,000	100,000	100,000	100,000	100,500	100,500	100,500	100,500	100,500
First Interstate - Wind Down Cash Reserve MM Account	65,892	100,908	100,976	101,067	101,150	101,236	101,322	1,353	1,354	1,355	1,357	1,358	1,359	1,360	1,361	1,362
Petty Cash	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400
Total Cash	225,534	350,950	563,998	928,800	793,577	865,501	626,948	604,206	424,423	342,201	404,876	508,709	386,335	579,519	946,802	1,145,196

No assurance is provided.

# Visit Bend

## Narrative Summary of Normalized City Funding

Month	Topic	Summary
July 2019	Year over Year Fluctuation	YOY City Funding increased +\$61K (+18.9%). Current Month Lodging collections increased +\$41K (+13.0%). The remainder of the YOY increase was primarily due to increased prior periods TRT collections in July 2019 of +\$19K.
July 2019	Budget vs Actual Variance	City Funding was +\$48K (+14.4%) over budget. Current Month Lodging collections were +\$29K (+8.7%) over budget. The remainder of the favorable budget variance was caused by pruned period TRT collections in July 2019 of +\$19K.
August 2019	Year over Year Fluctuation	YOY City Funding increased +\$121K (+28.7%). Current Month Lodging collections increased +\$63K (+15.0%). The remainder of the YOY increase was primarily due to increased prior periods TRT collections in Aug 2019 of +\$59K.
August 2019	Budget vs Actual Variance	City Funding was +\$104K (+23.8%) over budget. Current Month Lodging collections were +\$46K (+10.6%) over budget. The remainder of the favorable budget variance was caused by prior period TRT collections in July 2019 of +\$58K.
September 2019	Year over Year Fluctuation	YOY City Funding decreased -\$37K (-7.9%). Current Month Lodging collections actually increased +\$20K (+4.8%). However, the overall YOY decrease in City Funding was primarily due to a YOY decrease of prior periods TRT collections in Sep 2019 of -\$56K.
September 2019	Budget vs Actual Variance	City Funding was -\$55K (-11.4%) under budget. Current Month Lodging collections were actually +\$4K (+0.8%) over budget. However, the unfavorable budget variance was caused by prior period TRT collections Sep 2018 of \$56K and only \$0.1K in Sep 2019.
October 2019	Year over Year Fluctuation	YOY City Funding increased +\$10K (+3.2%). Current Month Lodging collections actually increased +\$36K (+12.9%). However, the overall YOY +\$10K (3.2%) increase in City Funding was primarily offset by a YOY decrease of prior periods TRT collections in Oct 2019 of -\$26K.
October 2019	Budget vs Actual Variance	City Funding was -\$2K (-0.7%) under budget. Current Month Lodging collections were actually +\$25K (+8.6%) over budget. However, the unfavorable budget variance was caused by prior period TRT collections Oct 2018 of \$27K and only \$1K in Oct 2019.

# Bend Cultural Tourism Fund Financial Performance Summary

For the period ended October, 2019

a) Revenue:	Oct19 Revenue of \$23.6K was under budget of \$23.8K by -\$0.2K (-0.7%). Year to Date FY 2020 Revenue of \$125.3K was over budget of \$118.2K by +\$7.1K (+6.0%).
b) Operating Expenses	Oct19 Operating Expenses of \$1.85K were under budget of \$3.6K by -\$1.8K (-51.0%). Year to Date FY 2020 Operating Expenses of \$4.5K were under budget of \$14.7K by -\$10.2K (-69.6%).
c) Cultural Tourism Fund Grants	For the FY 2019 Grants Cycle, \$200K were pledged in Jun19, and through Aug18 \$150.0K of the Grants were paid out, leaving a pledged but unpaid balance of \$50.0K as of Oct19. For the FY 2018 Grants Cycle, \$205K of Grants were pledged in Jun18, and through Aug19 \$198.9K of these Grants were paid out, leaving a pledged but unpaid FY 2018 grants of \$6.1K as of Oct19. In total, as of Oct19, \$56.1K in grants were pledged from unpaid.
d) Fund Balance - After Grants	As of Oct19, Fund Balance - After Grants was \$140.7K.
e) Available Funds to Grant in FY 2020	The FY 2020 Grants Budget is \$200K and the budget is for a surplus of \$202K. So far, we appear to be tracking ahead of budget, so more chance for better than budget than worse.



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

	Current Month				Year-to-Date			
	Actual	Budget	Variance	Var. %	Actual	Budget	Variance	Var. %
<b>Revenue *</b>								
City Funding - Current Year	23,476	23,646	(170)	(0.7%)	124,762	117,666	7,096	6.0%
City Funding - Prior Years	(658)	(658)	0	(0.0%)	(2,633)	(2,633)	0	(0.0%)
Other Revenue	800	800	-	0.0%	3,200	3,200	-	0.0%
<b>Total</b>	<b>23,618</b>	<b>23,788</b>	<b>(170)</b>	<b>(0.7%)</b>	<b>125,329</b>	<b>118,233</b>	<b>7,096</b>	<b>6.0%</b>
<b>Operating Expenses</b>								
Grant Administrator: Contract & Travel	773	2,000	(1,228)	(61.4%)	1,035	8,000	(6,965)	(87.1%)
Grants Management System Subscription	-	625	(625)	(100.0%)	-	2,500	(2,500)	(100.0%)
Professional Fees	800	800	-	0.0%	3,200	3,200	-	0.0%
Marketing & Communications	-	100	(100)	(100.0%)	-	400	(400)	(100.0%)
Meeting Expenses & Office Supplies	-	50	(50)	(100.0%)	-	200	(200)	(100.0%)
Travel Expenses	228	83	145	173.8%	228	333	(105)	(31.6%)
Other Expenses	-	17	(17)	(100.0%)	-	67	(67)	(100.0%)
<b>Total</b>	<b>1,801</b>	<b>3,675</b>	<b>(1,874)</b>	<b>(51.0%)</b>	<b>4,463</b>	<b>14,700</b>	<b>(10,237)</b>	<b>(69.6%)</b>
<b>Surplus (Deficit)</b>	<b>21,818</b>	<b>20,113</b>	<b>1,705</b>	<b>8.5%</b>	<b>120,866</b>	<b>103,533</b>	<b>17,333</b>	<b>16.7%</b>
<b>Fund Balance - Before Grants</b>					<b>144,281</b>	<b>-</b>	<b>144,281</b>	<b>0.0%</b>
<b>Cultural Tourism Fund Grants</b>					<b>3,563</b>	<b>-</b>	<b>3,563</b>	<b>0.0%</b>
<b>Fund Balance - After Grants</b>					<b>140,719</b>	<b>-</b>	<b>140,719</b>	<b>0.0%</b>

\* 7.5% of Total Visit Bend City Funding Revenue

No assurance is provided

ROOM TAX COLLECTIONS

DESCHUTES COUNTY - TRT COLLECTION

	FY2013	CHANGE	FY2014	CHANGE	FY2015	CHANGE	FY2016	CHANGE	FY2017	CHANGE	FY2018	CHANGE	FY2019	CHANGE	FY2020	CHANGE
JUL	\$ 918,812	7.4%	\$ 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%	\$ 1,748,181	4.8%
AUG	\$ 725,633	14.8%	\$ 906,675	23.2%	\$ 1,115,119	23.0%	\$ 1,169,306	4.9%	\$ 1,216,868	4.1%	\$ 1,488,425	20.7%	\$ 1,413,522	-3.7%	\$ 1,550,148	9.7%
SEP	\$ 403,777	4.5%	\$ 403,810	23.2%	\$ 430,477	6.6%	\$ 614,966	42.8%	\$ 574,496	-6.5%	\$ 529,022	-7.9%	\$ 610,988	15.5%	\$ 610,988	-100.0%
OCT	\$ 126,948	-1.8%	\$ 139,234	9.7%	\$ 175,403	26.0%	\$ 240,295	37.0%	\$ 282,936	17.7%	\$ 394,256	39.3%	\$ 364,516	-7.5%	\$ 364,516	-100.0%
NOV	\$ 105,795	3.9%	\$ 131,491	24.3%	\$ 195,905	49.0%	\$ 213,017	8.7%	\$ 228,633	7.4%	\$ 256,930	16.6%	\$ 286,147	11.5%	\$ 286,147	-100.0%
DEC	\$ 252,250	14.1%	\$ 319,538	26.7%	\$ 360,655	12.9%	\$ 396,621	10.0%	\$ 453,553	14.3%	\$ 421,618	-7.0%	\$ 472,507	12.1%	\$ 472,507	-100.0%
JAN	\$ 180,588	43.8%	\$ 180,382	-0.1%	\$ 230,003	27.5%	\$ 278,939	21.3%	\$ 272,394	-2.3%	\$ 315,236	15.7%	\$ 414,665	31.5%	\$ 414,665	-100.0%
FEB	\$ 154,062	7.7%	\$ 155,023	0.6%	\$ 189,704	22.4%	\$ 255,899	34.9%	\$ 259,411	1.4%	\$ 277,310	6.9%	\$ 351,432	26.7%	\$ 351,432	-100.0%
MAR	\$ 194,809	28.8%	\$ 224,459	15.2%	\$ 276,134	23.0%	\$ 302,367	9.5%	\$ 364,899	17.4%	\$ 407,138	14.7%	\$ 343,289	-15.7%	\$ 343,289	-100.0%
APR	\$ 130,428	7.8%	\$ 181,695	39.3%	\$ 189,582	4.3%	\$ 216,213	14.0%	\$ 236,091	9.2%	\$ 272,934	15.6%	\$ 406,383	48.9%	\$ 406,383	-100.0%
MAY	\$ 219,254	8.2%	\$ 258,725	18.0%	\$ 292,303	13.0%	\$ 354,123	21.1%	\$ 354,123	0.0%	\$ 406,280	14.4%	\$ 524,883	29.2%	\$ 524,883	-100.0%
JUN	\$ 449,607	1.0%	\$ 462,519	2.9%	\$ 625,431	35.2%	\$ 755,305	20.8%	\$ 683,013	-9.6%	\$ 761,871	11.5%	\$ 973,143	27.7%	\$ 973,143	-100.0%
FYTD	\$ 1,554,445	10.8%	\$ 1,821,938	17.2%	\$ 2,303,884	26.5%	\$ 2,440,656	5.9%	\$ 2,647,863	8.5%	\$ 2,983,403	12.7%	\$ 3,081,518	3.3%	\$ 3,298,329	7.0%
FY END	\$ 3,899,983	10.1%	\$ 4,272,774	15.8%	\$ 5,289,481	23.2%	\$ 6,088,098	15.2%	\$ 6,383,950	5.2%	\$ 7,035,998	10.2%	\$ 7,829,451	11.3%	\$ 8,298,329	-57.9%

CITY OF BEND - TRT COLLECTION

	FY2013	CHANGE	FY2014	CHANGE	FY2015	CHANGE	FY2016	CHANGE	FY2017	CHANGE	FY2018	CHANGE	FY2019	CHANGE	FY2020	CHANGE
JUL	\$ 543,438	-0.2%	\$ 586,376	7.9%	\$ 881,667	50.4%	\$ 1,167,921	32.4%	\$ 1,253,078	7.3%	\$ 1,415,547	13.0%	\$ 1,392,621	-1.6%	\$ 1,577,443	13.3%
AUG	\$ 534,186	11.2%	\$ 610,702	14.3%	\$ 870,733	42.6%	\$ 1,021,591	17.3%	\$ 1,109,525	8.6%	\$ 1,347,492	21.4%	\$ 1,343,926	-0.3%	\$ 1,402,389	4.4%
SEP	\$ 395,722	4.8%	\$ 462,939	16.8%	\$ 565,927	22.4%	\$ 739,451	30.7%	\$ 839,649	13.6%	\$ 820,801	-2.2%	\$ 945,580	15.2%	\$ 1,020,678	7.9%
OCT	\$ 280,250	21.9%	\$ 345,402	23.2%	\$ 440,768	27.6%	\$ 530,277	20.3%	\$ 664,833	25.4%	\$ 650,738	-2.1%	\$ 734,036	12.8%	\$ 734,036	-100.0%
NOV	\$ 178,469	7.4%	\$ 215,766	20.9%	\$ 295,095	36.8%	\$ 357,600	21.2%	\$ 458,649	28.3%	\$ 426,303	-7.1%	\$ 495,457	16.2%	\$ 495,457	-100.0%
DEC	\$ 228,195	11.0%	\$ 288,908	26.6%	\$ 380,893	31.8%	\$ 434,108	14.0%	\$ 541,672	24.8%	\$ 506,919	-6.4%	\$ 567,940	12.0%	\$ 567,940	-100.0%
JAN	\$ 183,934	16.1%	\$ 228,564	24.3%	\$ 328,996	43.9%	\$ 399,620	21.5%	\$ 467,385	17.0%	\$ 475,959	1.8%	\$ 554,007	16.4%	\$ 554,007	-100.0%
FEB	\$ 205,050	7.1%	\$ 262,821	28.2%	\$ 377,576	43.7%	\$ 428,240	13.4%	\$ 475,558	11.0%	\$ 499,784	5.1%	\$ 533,904	6.8%	\$ 533,904	-100.0%
MAR	\$ 280,039	15.5%	\$ 356,957	37.1%	\$ 492,377	38.1%	\$ 542,242	10.1%	\$ 686,590	26.6%	\$ 673,381	-1.9%	\$ 741,513	10.1%	\$ 741,513	-100.0%
APR	\$ 273,645	17.0%	\$ 329,826	20.5%	\$ 474,418	43.8%	\$ 571,271	20.4%	\$ 635,713	11.3%	\$ 690,587	8.6%	\$ 737,773	6.8%	\$ 737,773	-100.0%
MAY	\$ 358,299	17.7%	\$ 431,931	20.6%	\$ 587,528	36.0%	\$ 614,788	4.6%	\$ 766,845	24.7%	\$ 803,357	4.8%	\$ 915,959	14.0%	\$ 915,959	-100.0%
JUN	\$ 446,842	10.1%	\$ 601,113	34.5%	\$ 794,235	32.1%	\$ 887,415	11.7%	\$ 1,021,403	15.1%	\$ 1,081,683	5.9%	\$ 1,210,933	11.9%	\$ 1,210,933	-100.0%
FYTD	\$ 1,473,346	5.0%	\$ 1,659,477	12.6%	\$ 2,318,528	39.7%	\$ 2,928,564	26.3%	\$ 3,202,251	9.3%	\$ 3,583,850	11.9%	\$ 3,692,127	2.7%	\$ 4,000,512	8.6%
FY END	\$ 3,888,070	10.3%	\$ 4,720,965	21.4%	\$ 6,490,413	37.5%	\$ 7,684,125	18.5%	\$ 8,920,998	15.9%	\$ 9,392,551	5.3%	\$ 10,173,649	8.3%	\$ 10,173,649	-60.7%

Indicates Historical High For That Specific Month







Date: November 18, 2019

To: Visit Bend Board of Directors

From: Laurel MacMillan, Bend Cultural Tourism Fund Administrator

Re: Changes to the Bend Cultural Tourism Fund

With the Bend Cultural Tourism Fund (BCTF) in its 5<sup>th</sup> year, The Commissioners recently addressed some of the founding policies of the BCTF and voted on a few changes to the structure and policy of the BCTF in response to the growth and evolving tourism economy in Bend.

### **Commission Structure**

The current structure of the Commission was developed after the bond passed in 2013 and does not currently allow for optimal grant evaluation and awarding. The thirteen-member committee was developed in an arts and cultural landscape that has changed over the years, with many positions assigned to arts groups that no longer existed. Commissioners approved the following changes to the structure:

1. Decrease the thirteen-person Commission to nine to eleven BCTF Commission positions; and, with the exception of the appointed ex-officio non-voting Visit Bend position, all other position titles will now be removed and changed to Representative-at-large. This will happen through attrition as terms expire for Commissioners in December, no one will be asked to leave. Two Commissioners are terming out in December, 2019 after serving three consecutive terms, which will drop the commission to eleven members automatically.

The following change will be voted on at the BCTF December 2, 2019 meeting, after suitable defining language has been drafted:

2. As a Commissioner, you or your organization cannot directly benefit from a grant award (i.e., be the main applicant). This will reduce recusals, perceived conflict of interest, and increase the number of Commissioners available for decision making for funding.

### **Grant Guidelines**

#### **Expand Seasonality**

3. With the same goal of encouraging funding to a variety of projects and events, the Commission voted to change the prohibited months to July and August only. Applicants would receive full 20 points for May, June 15-30, and September, which previously were scored at 10 points.



## MARKETING UPDATES: NOV 2019

### Fall and Winter Media Buy updates

- Visit Bend's shoulder season campaign kicked off on Oct. 1 with our Tenth Month campaign running on digital channels including GDN (Google Display Network), Facebook, and Sojern, limited to the Portland DMA.
- The Bend Ale Trail Month campaign kicked off on 10.21 and ran through Sunday, with a multiscreen strategy with TV and Digital partners, and on the radio with Entercom, KEXP, and OPB in Portland, Seattle, and SFO DMAs.
- Both winter campaigns, "Friends" and "Family" kicked off yesterday and will run through 1/31 before shifting to a spring-focused campaign on 2/1.

### October Media Wrap

- The Tenth Month and Bend Ale Trail Month campaigns during the month of October were largely digital, allowing an in-depth look at performance. Digital campaigns this year outperformed last year's campaigns, with web traffic up year-over-year from organic search and digital ads.
  - Overall, during the month of October, sessions were up over 20%, surpassing 100,000 visits for the first time ever during the month of October. The total number of users were up 25.57% and new users up even higher YOY at 34.20%.
  - Google and Facebook were the primary ad platforms for October where we placed ads for Tenth Month and Bend Ale Trail Month. Facebook continued to prove successful because of the ability to create lookalike audiences and really target potential visitors.
    - Facebook: The Tenth Month campaign saw a very solid 1.51% CTR, served up over 850K impressions and drove 12,811 clicks.
    - Facebook: The Bend Ale Trail Month campaign (only ten days of reporting for Oct) served up 834,634 impressions and drove 3,250 clicks.
    - GDN: The Tenth Month campaign had a lower CTR here, driving 2,170 clicks from 700,000 impressions,
    - GDN: The BAT Month campaign on GDN served up over 1 million impressions and while it drove fewer clicks than Facebook (2,034) the CPC was slightly lower than Facebook. Additionally, we ran Lager Town, our BAT commercial on Youtube, which had a 100% view rate of 20%, and a super low cost per view of only .16 cents.

## Website

It's been about one and a half months since we launched the reworked visitbend.com website with new tools to increase referral traffic. We're happy to report that all our data points are showing that this new functionality is helping.

- Since Oct. 4 when we launched, compared YOY, we've seen a slight increase in time on site, but more importantly we have seen a 6.59% increase in outbound clicks off visitbend.com.
- New tools including BlueConic and Hotjar are allowing us to further improve the user experience on our website as that remains a high priority moving forward. [[Hotjar Screen Recording](#)]
- High-level website analytics (past 365 days):
  - Total visits: 1,514,105 (+14.82% YOY) // Total users: 1,039,535 (+16.33%)  
// Pageviews: 3,189,027 (+5.18) // New Users: 1,039,535 (+16.58%)
  - Geo: PDX (28.46%), BND (18%), SEA (12.97%), SFO (8.25%)
- Top visited pages last two months:
  - Events
  - Home
  - Bend Ale Trail
  - Things to Do
  - Tenth Month
  - Where to Stay
  - Food + Drink
  - Hiking
  - Activities
  - Winter Fun

## Email Marketing

- September Newsletter: 11,595 recipients, 20.08% open rate, 13.27% click rate
- October Newsletter: 11,583 recipients, 19.62% open rate, 8.71% click rate
- November (Ale Trail) Newsletter: 11,533 recipients, 16.39% open rate, 7.81% click rate

## Social Media (Past six months)

- **Facebook:** 9.71 million impressions, 369,574 post engagements, 73,418 clicks.
- **Instagram:** 2.66 million impressions, 55,412 followers, 98.5k engagements.



## Public Relations Updates: November 19, 2019

### Press coverage from recent months:

- We hosted journalist Archana Ram this past spring on assignment with *San Diego* magazine. We're thrilled with the coverage! <http://bit.ly/2qgaySH>
- TripsToDiscover.com included Bend in their roundup of 10 places to see fall foliage without the crowds.
- SnowBrains.com had a lot of great pre-winter coverage, including pieces on top winter getaways and 10 Barrel's Pray for Snow party.
- *Ski Magazine* included Mt. Bachelor in their roundup of the top 20 resorts in the West: <http://bit.ly/355tjqG>
- Outside online included Bend in their roundup of the best Pacific NW road trips: <http://bit.ly/2XdQNYh>
- The *Chicago Tribune* spotlighted Mt. Bachelor's Woodward Park in their roundup of what's new this ski season: <http://bit.ly/33MiUA4>
- Travel writer Lynneah Bennet of *Twins and Coffee* was here in October and produced some lovely content: <http://bit.ly/2NM7LKa>
- We hosted journalist Leslie Kelly last month. She's a freelancer who was on assignment for the *Spokesman Review* out of Spokane, but also produced an awesome piece for Forbes.com featuring Riff: <http://bit.ly/2Xe9vyV>. We expect to see more articles out of this visit.
- We took part in a media visit last spring with freelancer Dino Vournas. The coverage just came out last week, and includes the following pieces, among others:
  - <https://www.eastbaytimes.com/2019/10/27/central-oregon-snowshoe-hikes-snowboards-and-skis/>
  - <https://www.eastbaytimes.com/2019/10/24/inn-escapable-oregon-lodges-for-skiers-hikers-and-adventure-seekers/>
  - <https://www.eastbaytimes.com/2019/10/24/central-oregon-sled-dogs-ski-slopes-and-snowmobile-adventures/>
  - <https://www.mercurynews.com/2019/10/27/central-oregon-snowshoe-hikes-snowboards-and-skis/>
  - <https://www.mercurynews.com/2019/10/24/inn-escapable-oregon-lodges-for-skiers-hikers-and-adventure-seekers/>
  - [Central Oregon: Sled dogs, ski slopes and snowmobile adventures](#)
  -
- Popular travel influencers YTravel visited Bend over the summer and produced some fantastic coverage: <https://www.ytravelblog.com/things-to-do-in-bend-oregon/>
- We brought Catherine Ryan Gregory back for another visit (she's a Portland freelancer who writes for *Glamour*, *Cosmopolitan*, *Parents*, *Women's Health*, and *Scary Mommy* and also has her own social media). We're very happy with her piece on fall travel to Bend: <https://toandfrofam.com/bend-oregon-fall/>

(over)



### Upcoming coverage and recent media visits

- We have a piece coming later this month (November) in *Men's Journal*, which will feature a number of Bend restaurants, Oxford Hotel and The Riverhouse, the Three Sisters Scenic Bikeway, PPP, and more
- Fodors has a piece coming this fall titled "20 Ultimate Experiences in Portland," but it will have a Bend component and mention the Bend Ale Trail.
- In October we partnered with Pronghorn to entertain a group of 8 travel journalists they brought out for a FAM visit. We had a great time introducing them to Bend, and have already seen some story assignments resulting from it (including a beer-centric piece slated to run in *Seattle* magazine in January).
- Last week we hosted freelancers Erick and Karyn Wofford for a five-night trip (thank you to Riverhouse and LOGE for the accommodations!) They had an amazing time, and texted from the airport saying they've already had several pitches picked up. More news to come!
- The Alaska Airlines in-flight magazine will have a Bend piece included in their December issue. It spotlights the Bend Ale Trail, the Roundabout Art Route, and several hiking trails in the area.