



Board of Directors Meeting
January 16, 2024



January 16, 2024 Visit Bend Board Meeting - Agenda

- I. Introductions (*Todd*)
- II. Approval of Prior Meeting Minutes - November 2023
- III. Financial Report for FY 24 Year-to-Date (*Wanda*)
- IV. Approve Finalized Annual Review
- V. Tourism Industry Briefing (*Kevney*)
 - A. TRT through December 2023
 - B. STR (hotel) + AirDNA (vacation rental) lodging data
- VI. Marketing + Communications
 - A. Website Launch (*Nate + Laurel*)
 - B. Winter LNT (*Nate + Serena*)
 - C. Paid Media and Influencer Updates (*Kelli*)
 - D. Content + Production Updates (*Nate + Elena*)
 - E. Social/UGC + Owned (*Justin*)
 - F. Public Relations + Communications Update (*Jen*)
- VII. Program Updates
 - A. Bend Cultural Tourism Fund (*Valerie*)
 - B. Bend Sustainability Fund/General Updates (*Serena*)
- VIII. President/CEO Search Process (*Todd*)
- IX. Thank You (*Kevney*)
- X. Board Roundtable (*Todd*)
- XI. Community Roundtable (*Todd*)





Financial Report

Wanda Tigard, Perfect Balance Accounting, LLC





- December 2023 Revenue was right at budget. City Funding was down by \$8.4K but Retail Sales more than offset that with the holiday increase in sales. Total Revenue year-to-date is close to budget at \$14K less than budget, mainly due to City Funding.
- December 2023 Personnel expenditures were \$6.2K less than budget, with year-to-date expenditures at \$50K less than budget. Director incentive pay was moved to prior fiscal year, resulting in a budget variance for the time being.
- Grant Programs were less than budget by only \$1.8K for December 2023, and \$3.1K less than budget for year-to-date. This reflects the increased City Funding receipts in July & August and decreased receipts in the following months, of which a percentage is passed on to the grant programs.
- Sales & Marketing expenditures were \$56.2K less than budget for December 2023, due to savings in several line items. Year-to-date shows \$177K less than budget. There are savings in several line items, many of which reflect timing issues and will be expended as the year progresses, while others are deliberate savings planned to offset the lower than budgeted TRT receipts.
- December 2023 Overhead expenses came in at \$2.1K less than budget, due to savings in several line items, with year-to-date coming in right at budget.
- December 2023 came in with a Net Deficit of \$188K, which was \$54K better than budget for the month, due to lower than budgeted City Funding receipts offset by the lower than anticipated Marketing expenditures. Year-to-date Net Surplus is \$186K better than budget, largely due to the savings in Marketing expenditures discussed above.





Visit Bend									
Budget-to-Actual P&L Analysis									
For the period ended December 31, 2023									
		December 2023				Year-to-Date thru 12/31/2023			
		Actual	Budget	Variance	Var. %	Actual	Budget	Variance	Var. %
TOTAL REVENUE									
		276,006	274,300	1,706	0.6%	3,186,889	3,201,000	(14,111)	(0.44%)
EXPENDITURES									
	Total Personnel	127,284	133,486	(6,202)	(4.6%)	711,297	760,916	(49,619)	(6.52%)
	Total Grant Programs	57,880	59,700	(1,820)	(3.0%)	705,262	708,400	(3,138)	(0.44%)
	Total Visitor Development	31,962	17,500	14,462	82.6%	122,460	93,000	29,460	31.68%
	Total Sales & Marketing	214,991	271,200	(56,209)	(20.7%)	1,094,554	1,271,334	(176,780)	(13.91%)
	Total Overhead	31,677	33,740	(2,063)	(6.1%)	153,093	153,200	(107)	(0.07%)
TOTAL EXPENDITURES									
		463,794	515,626	(51,832)	(10.1%)	2,786,666	2,986,850	(200,184)	(6.70%)
NET SURPLUS (DEFICIT)									
		(187,788)	(241,326)	53,538	(22.2%)	400,223	214,150	186,073	86.89%



Bend Sustainability Fund

Budget vs Actual P&L Activity

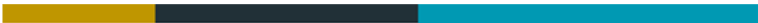
For the period ended December 31, 2023

	December 2023				Year-to-Date thru 12/31/2023			
	Actual	Budget	Variance	Var. %	Actual	Budget	Variance	Var. %
Total Revenue	\$ 39,721	\$ 40,200	\$ (479)	(1.2%)	\$ 474,990	\$ 474,700	\$ 290	0.1%
Total Operating Expenditures	\$ 300	\$ 3,100	\$ (300)	(9.7%)	\$ 12,741	\$ 17,300	\$ (1,298)	(7.5%)
Net Surplus (Deficit)	\$ 39,421	\$ 37,100	\$ (179)	(0.5%)	\$ 462,249	\$ 457,400	\$ 1,587	0.3%
Fund Balance - Before Grants					\$ 1,360,145	\$ 1,210,659	\$ 149,486	12.3%
Bend Sustainability Fund Grants Paid in FY					\$ 379,996	\$ 565,000	(185,004)	(32.7%)
Fund Balance - After Grants					\$ 980,149	\$ 645,659	\$ 334,490	51.8%

* Budgeted at 15% of Total Visit Bend City Funding revenue for FY 2024



Bend Cultural Tourism Fund									
Budget vs Actual P&L Activity									
For the period ended December 31, 2023									
	December 2023				Year-to-Date thru 12/31/2023				
	Actual	Budget	Variance	Var. %	Actual	Budget	Variance	Var. %	
Total Revenue	\$ 19,293	\$ 19,900	\$ (607)	(3.0%)	\$ 234,947	\$ 236,100	\$ (1,153)	(0.5%)	
Total Operating Expenditures	\$ 1,360	\$ 12,650	\$ (11,290)	(89.2%)	\$ 18,676	\$ 33,400	\$ (14,724)	(44.1%)	
Net Surplus (Deficit)	\$ 17,933	\$ 7,250	\$ 10,683	147.4%	\$ 216,271	\$ 202,700	\$ 13,571	6.7%	
Fund Balance - Before Grants					\$ 605,868	\$ 599,786	\$ 6,082	1.0%	
Cultural Tourism Fund Grants Paid in FY					\$ 338,625	\$ 300,000	38,625	12.9%	
Fund Balance - After Grants					\$ 267,243	\$ 299,786	\$ (32,543)	(10.9%)	
* Budgeted at 7.5% of Total Visit Bend City Funding revenue for FY 2024									





Operating Account

\$756,178

Bend Sustainability Fund

\$831,818

Bend Cultural Tourism Fund

\$239,200

Rainy Day Fund

\$486,899

*\$300,000 moved into 7-month CD - interest rate = 4.25%

Wind Down Fund

\$107,459

*\$100,000 moved into 7-month CD - interest rate = 4.25%





FY23 Financial Review

Valerie Wilson, VP of Operations + Policy





Tourism Industry Briefing

Kevney Dugan, President / CEO





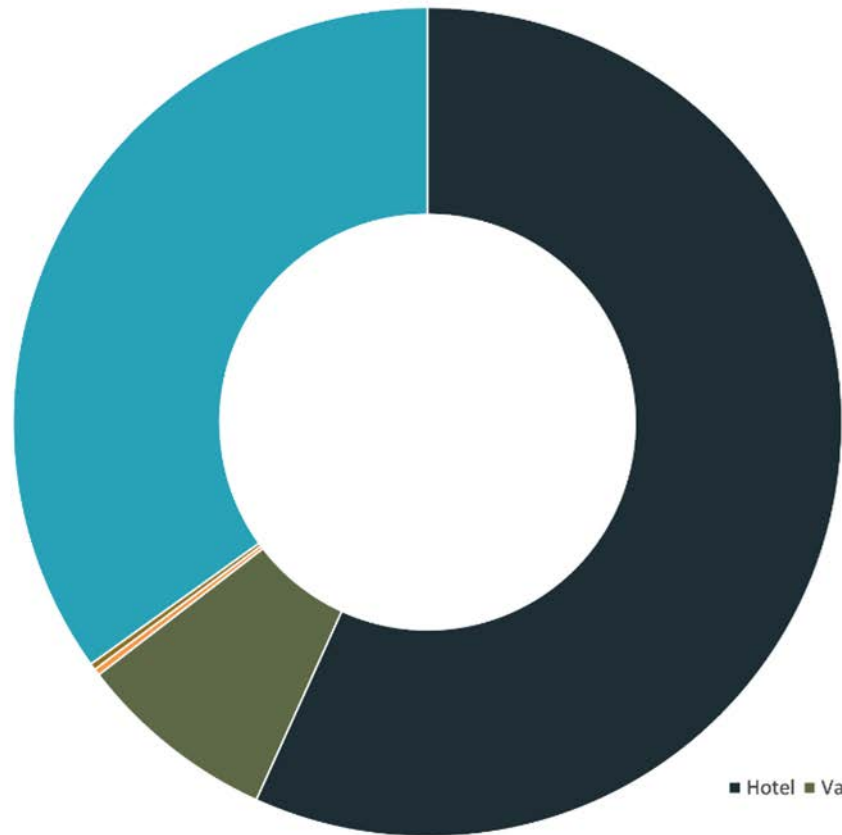
Tourism Industry Briefing - TRT Through 11.2023

DESCHUTES COUNTY - TRT COLLECTION

	FY17/18	CHANGE	FY 18/19	CHANGE	FY19/20	CHANGE	FY20/21	CHANGE	FY21/22	CHANGE	FY22/23	CHANGE	FY23/24	CHANGE
JUL	\$ 1,514,978	5.9%	\$ 1,667,996	10.1%	\$ 1,748,181	4.8%	\$ 1,690,203	-3.3%	\$ 2,295,727	35.8%	\$ 2,586,540	12.7%	\$ 2,565,305	-0.8%
AUG	\$ 1,468,425	20.7%	\$ 1,413,522	-3.7%	\$ 1,555,799	10.1%	\$ 1,719,672	10.5%	\$ 2,090,076	21.5%	\$ 2,099,469	0.4%	\$ 2,087,111	-0.6%
SEP	\$ 529,022	-7.9%	\$ 610,968	15.5%	\$ 793,230	29.8%	\$ 843,768	6.4%	\$ 1,031,327	22.2%	\$ 1,051,435	1.9%	\$ 1,041,361	-1.0%
OCT	\$ 394,256	39.3%	\$ 364,516	-7.5%	\$ 354,406	-2.8%	\$ 863,986	143.8%	\$ 612,353	-29.1%	\$ 661,739	8.1%	\$ 594,840	-10.1%
NOV	\$ 266,930	16.6%	\$ 286,147	7.2%	\$ 297,571	4.0%	\$ 447,254	50.3%	\$ 537,384	20.2%	\$ 497,445	-7.4%	\$ 488,910	-1.7%
DEC	\$ 421,618	-7.0%	\$ 472,507	12.1%	\$ 554,419	17.3%	\$ 705,084	27.2%	\$ 826,847	17.3%	\$ 759,709	-8.1%		-100.0%
JAN	\$ 315,236	15.7%	\$ 414,665	31.5%	\$ 471,140	13.6%	\$ 761,842	61.7%	\$ 784,606	3.0%	\$ 722,508	-7.9%		-100.0%
FEB	\$ 277,310	6.9%	\$ 351,432	26.7%	\$ 362,855	3.3%	\$ 686,770	89.3%	\$ 690,582	0.6%	\$ 629,911	-8.8%		-100.0%
MAR	\$ 407,138	14.7%	\$ 343,289	-15.7%	\$ 159,828	-53.4%	\$ 792,257	395.7%	\$ 952,317	20.2%	\$ 648,993	-31.9%		-100.0%
APR	\$ 272,934	15.6%	\$ 406,383	48.9%	\$ 33,029	-91.9%	\$ 699,039	2016.4%	\$ 959,041	37.2%	\$ 699,744	-27.0%		-100.0%
MAY	\$ 406,280	4.0%	\$ 524,883	29.2%	\$ 224,100	-57.3%	\$ 853,148	280.7%	\$ 775,228	-9.1%	\$ 755,425	-2.6%		-100.0%
JUN	\$ 761,871	11.5%	\$ 973,143	27.7%	\$ 1,006,259	3.4%	\$ 1,422,603	41.4%	\$ 1,540,542	8.3%	\$ 1,465,786	-4.9%		-100.0%
FYTD	\$ 4,173,611	11.8%	\$ 4,343,149	4.1%	\$ 4,749,187	9.3%	\$ 5,564,883	17.2%	\$ 6,566,867	18.0%	\$ 6,896,628	5.0%	\$ 6,777,528	-1.7%
FY END	\$ 7,035,998	10.2%	\$ 7,829,451	11.3%	\$ 7,560,817	-3.4%	\$ 11,485,626	51.9%	\$ 13,096,030	14.0%	\$ 12,578,704	-4.0%	\$ 6,777,528	-46.1%

CITY OF BEND - TRT COLLECTION

	FY17/18	CHANGE	FY18/19	CHANGE	FY19/20	CHANGE	FY20/21	CHANGE	FY21/22	CHANGE	FY22/23	CHANGE	FY23/24	CHANGE
JUL	\$ 1,415,547	13.0%	\$ 1,392,621	-1.6%	\$ 1,577,435	13.3%	\$ 1,236,038	-21.6%	\$ 2,103,826	70.2%	\$ 2,171,219	3.2%	\$ 2,284,275	5.2%
AUG	\$ 1,347,492	21.4%	\$ 1,343,926	-0.3%	\$ 1,458,091	8.5%	\$ 1,324,905	-9.1%	\$ 1,750,688	32.1%	\$ 1,934,363	10.5%	\$ 1,827,146	-5.5%
SEP	\$ 820,801	-2.2%	\$ 945,580	15.2%	\$ 1,021,681	8.0%	\$ 883,269	-13.5%	\$ 1,286,021	45.6%	\$ 1,476,579	14.8%	\$ 1,404,640	-4.9%
OCT	\$ 650,738	-2.1%	\$ 734,036	12.8%	\$ 795,824	8.4%	\$ 901,163	13.2%	\$ 1,019,624	13.1%	\$ 1,068,055	4.7%	\$ 1,037,823	-2.8%
NOV	\$ 426,303	-7.1%	\$ 495,457	16.2%	\$ 539,082	8.8%	\$ 489,540	-9.2%	\$ 765,636	56.4%	\$ 695,613	-9.1%	\$ 667,351	-4.1%
DEC	\$ 506,919	-6.4%	\$ 567,940	12.0%	\$ 592,581	4.3%	\$ 524,108	-11.6%	\$ 775,699	48.0%	\$ 772,035	-0.5%		-100.0%
JAN	\$ 475,959	1.8%	\$ 554,007	16.4%	\$ 595,797	7.5%	\$ 626,991	5.2%	\$ 853,484	36.1%	\$ 808,091	-5.3%		-100.0%
FEB	\$ 499,784	5.1%	\$ 533,904	6.8%	\$ 656,403	22.9%	\$ 635,546	-3.2%	\$ 912,789	43.6%	\$ 795,392	-12.9%		-100.0%
MAR	\$ 673,381	-1.9%	\$ 741,513	10.1%	\$ 335,846	-54.7%	\$ 967,399	188.0%	\$ 1,130,033	16.8%	\$ 965,623	-14.5%		-100.0%
APR	\$ 690,587	8.6%	\$ 737,773	6.8%	\$ 120,155	-83.7%	\$ 953,833	693.8%	\$ 1,202,511	26.1%	\$ 995,855	-17.2%		-100.0%
MAY	\$ 803,357	4.8%	\$ 915,959	14.0%	\$ 311,063	-66.0%	\$ 1,050,833	237.8%	\$ 1,235,754	17.6%	\$ 1,229,384	-0.5%		-100.0%
JUN	\$ 1,081,683	5.9%	\$ 1,210,933	11.9%	\$ 770,499	-36.4%	\$ 1,481,491	92.3%	\$ 1,544,686	4.3%	\$ 1,778,528	15.1%		-100.0%
FYTD	\$ 4,660,881	7.7%	\$ 4,911,620	5.4%	\$ 5,392,113	9.8%	\$ 4,834,915	-10.3%	\$ 6,925,795	43.2%	\$ 7,345,829	6.1%	\$ 7,221,235	-1.7%
FY End	\$ 9,392,551	5.3%	\$ 10,173,649	8.3%	\$ 8,774,457	-13.8%	\$ 11,075,116	26.2%	\$ 14,580,751	31.7%	\$ 14,690,737	0.8%	\$ 7,221,235	-50.8%



Total Collections: \$741,509

Hotel: \$503,278

Vacation Rental: \$83,516

B&B: \$820

RV Park: \$2,268

Airbnb: \$151,626

■ Hotel ■ Vacation Rental ■ B&B ■ RV Park ■ Airbnb



STR Demand (Dec '23)

45,678

-7.8% YOY

STR ADR (Dec '23)

\$106.18

-1.3% YOY

AirDNA Demand (Nov '23)

11,474

-15.9% YOY

AirDNA ADR (Nov '23)

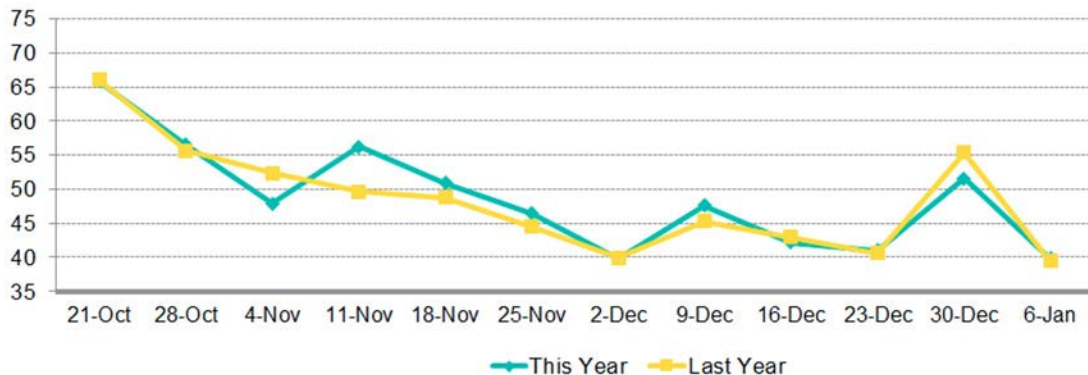
\$235.84

+3.1% YOY

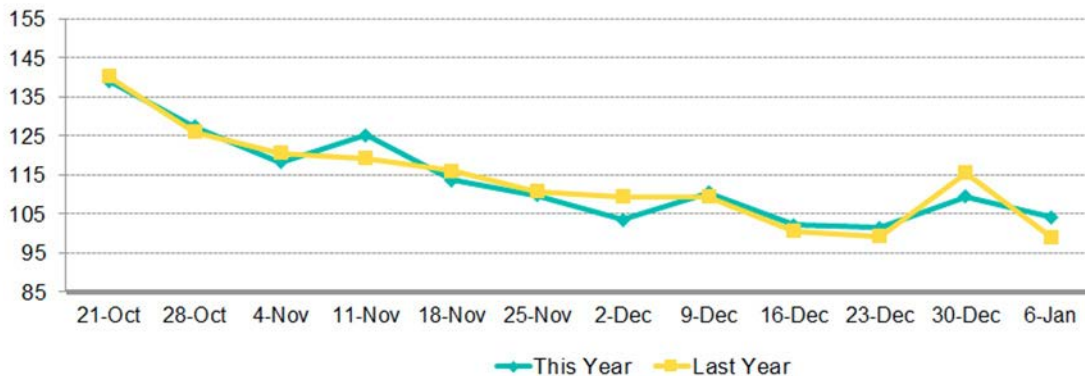




Weekly Occ (%) - Oct 21, 2023 to Jan 06, 2024

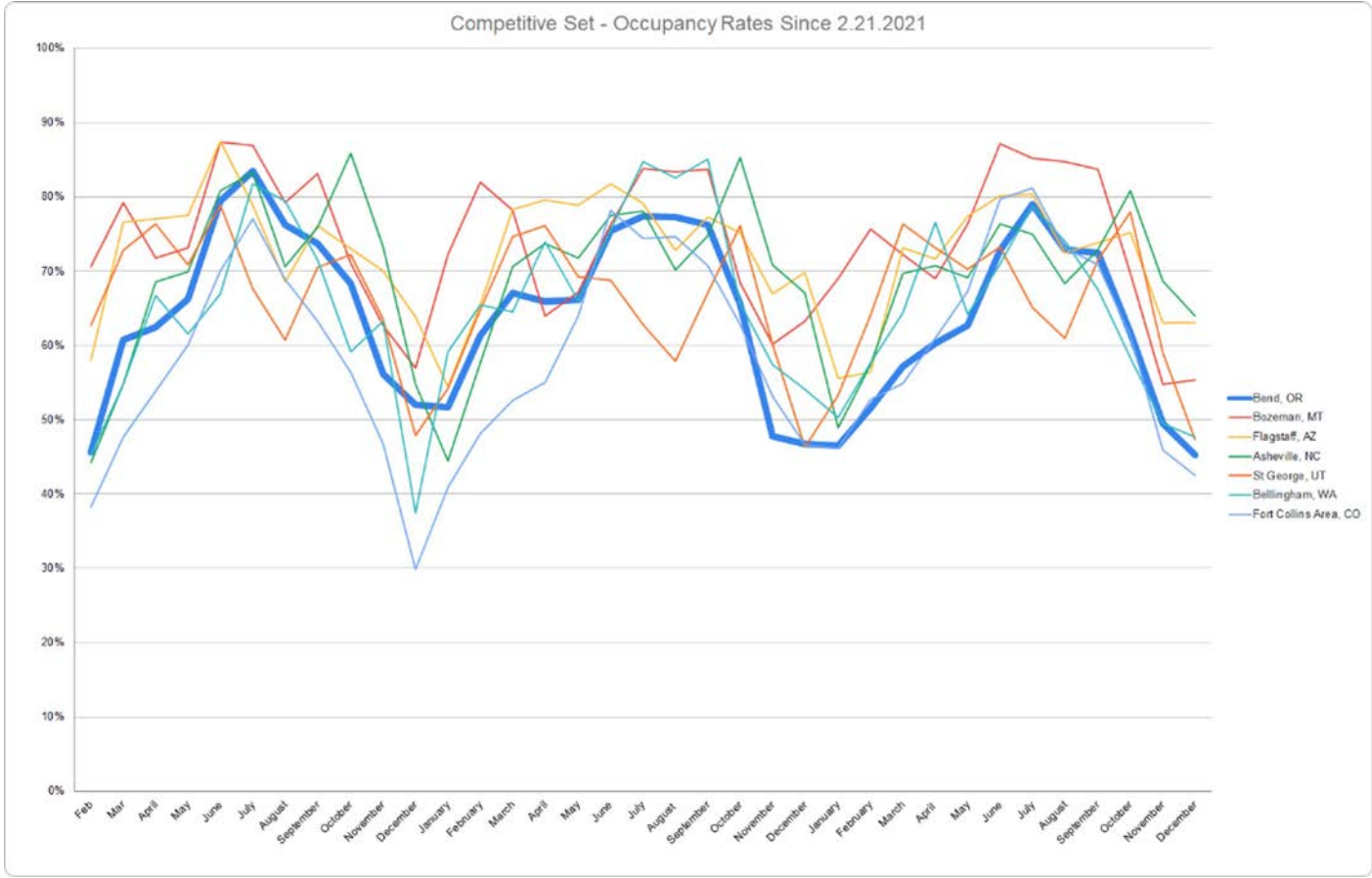


Weekly ADR - Oct 21, 2023 to Jan 06, 2024



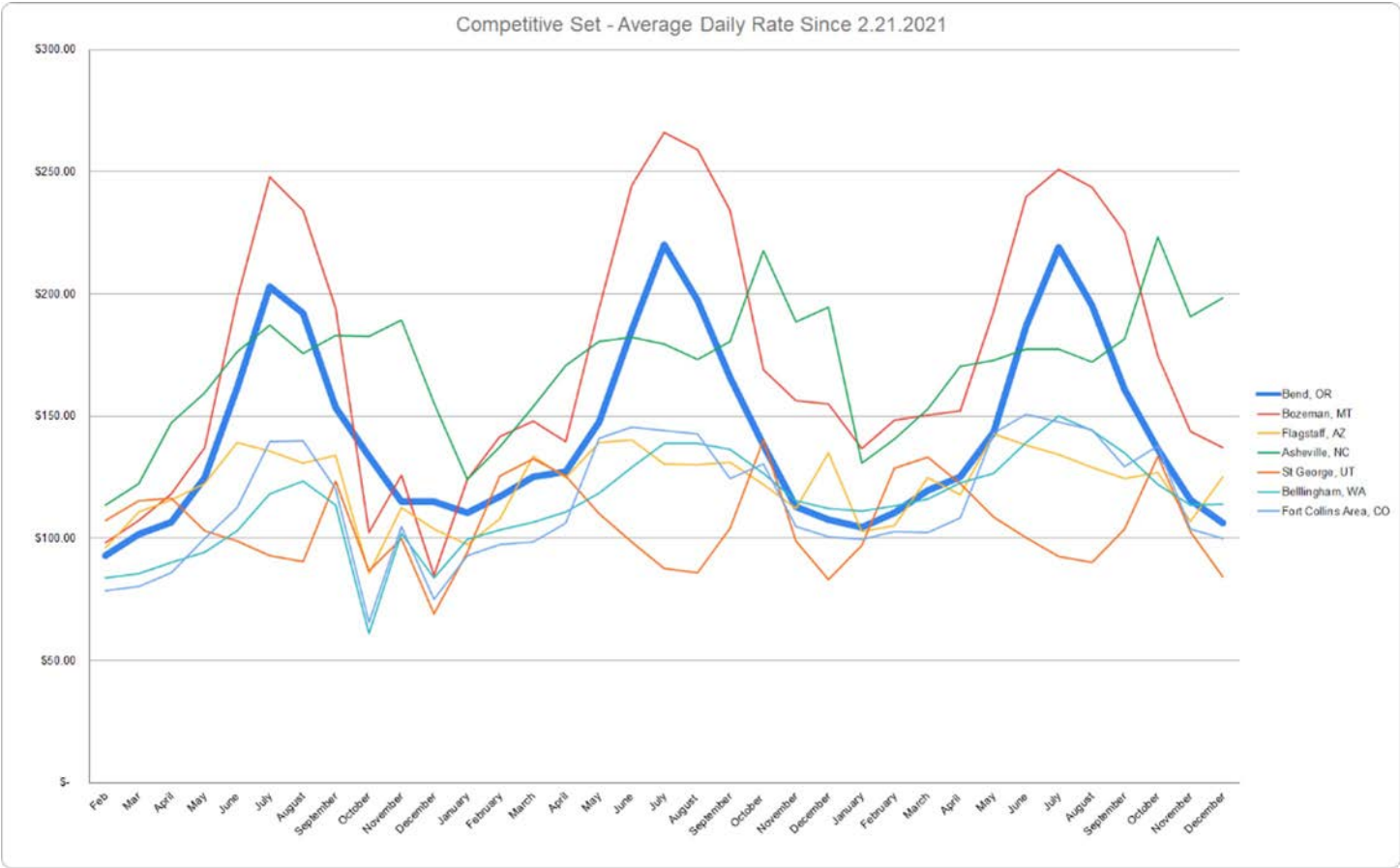


Tourism Industry Briefing - Comp Set Occupancy Rates





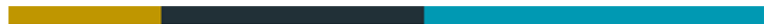
Tourism Industry Briefing - Comp Set ADR





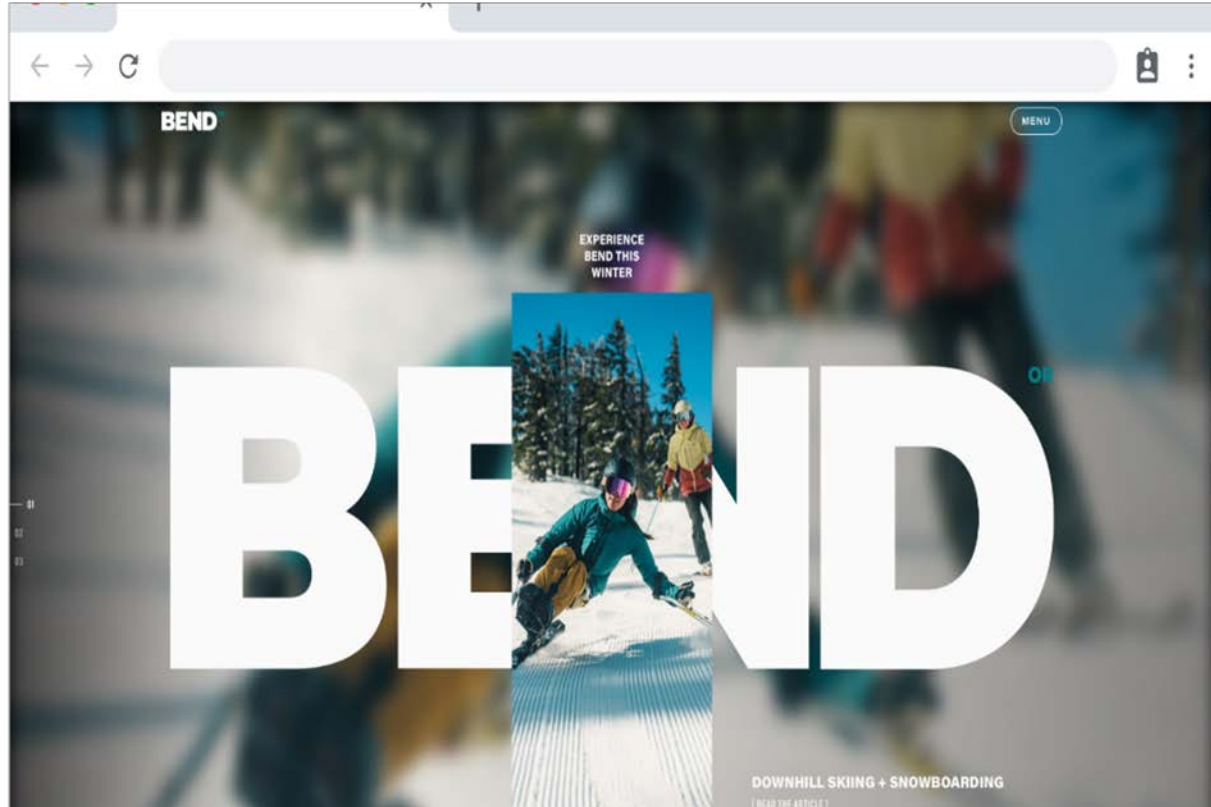
Marketing Updates

Visit Bend Marketing Team





Visit Bend Marketing - [New Website Launching Thursday](#)





Leave No Trace - Winter Update

New Winter LNT Principles

- Winter-specific principles developed alongside local land managers and LNT
- Pocket guides being printed and will be distributed regionally
- Toolkit being developed to share widely
- Already on display in Bend Visitor Center and ready on new website





Marketing: In-House Production Updates

Production in December

- McKays Cottage
- Smith Rock Rebolting with High Desert Climbers Alliance (BSF)
- Bend Endurance Academy (BSF)
- Skyliner Lift Grand Re-Opening
- Loge Hotel
- Holiday Tree Lighting & Downtown (BCTF)
- Winter Advertisements

Working on now - January

- Mt Bachelor Nordic Skiing
- Trail Running Smith Rock
- Downtown Snowy Couple
- Midtown Ballroom Concert (BCTF)
- Family Sledding at Wanoga
- Leave No Trace Nordic Skiing
- XC Skiing Family Swamp Hut
- Mt Bachelor Sled Dog to Elk Lake
- Spring Advertisements







Marketing: In The Moment Content





Past Two Months

Facebook

Audience Reach: 1,760,699

Page Visits: 13,545

Link Clicks: 22,709

Instagram

Audience Reach: 477,328

Page Visits: 20,988

Link Clicks: 7,500

Tik Tok

Video Views: 108,909 | Audience Reach: 88,461

Profile Visits: 777

YouTube*

Video Views: 115.3K | New Subscribers: 14

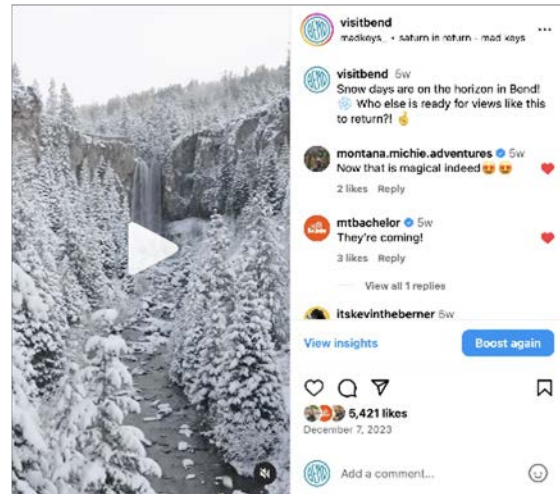
Watch Time (hrs): 938.1

* Includes current ad campaign + organic

Marketing Update - Social Highlights



112,753 Reach
4,931 Content Interaction



[\(LINK\)](#)
90,639 Plays
Watch Time 3 Days 8 Hours

Marketing Update - UGC Efforts + Performance





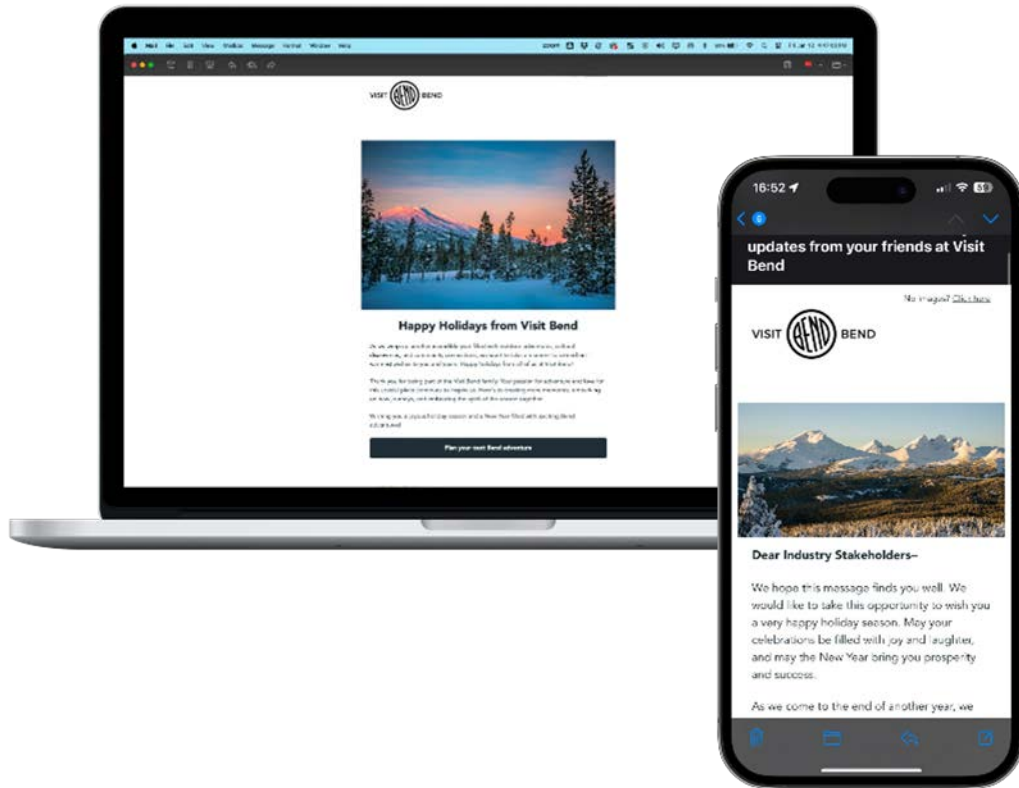
Consumer Newsletter

Audience Size: 9,619
Average Open Rate: 50.1%
Average Link Click Percentage: 2.8%

Industry Newsletter

Audience Size: 307
Average Open Rate: 45.2%
Average Link Click Percentage: 3.6%

Marketing Update - Email Marketing





Last 3 Months

Impressions

16.8 million

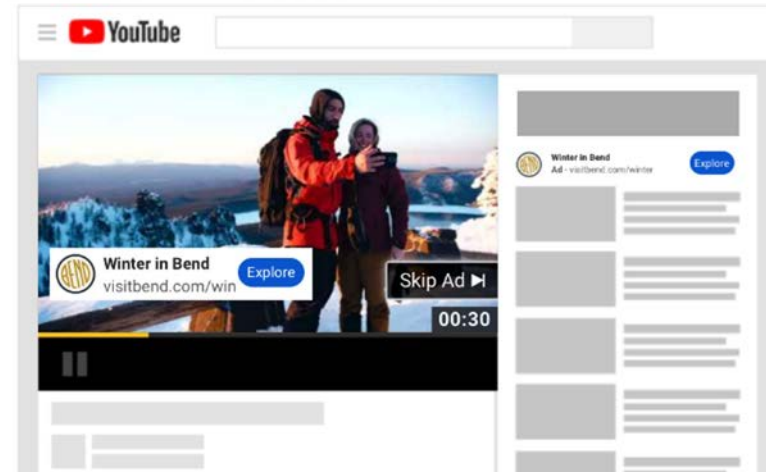
Clicks

31,289

Video Views

3 million

Visit Bend Marketing - [Winter Media Placements](#)



Marketing Update - Winter TV + CTV Campaign





Fiscal Year to Date

Reach

6.9 million

EMV

\$8.6 million


Engagements

662,600

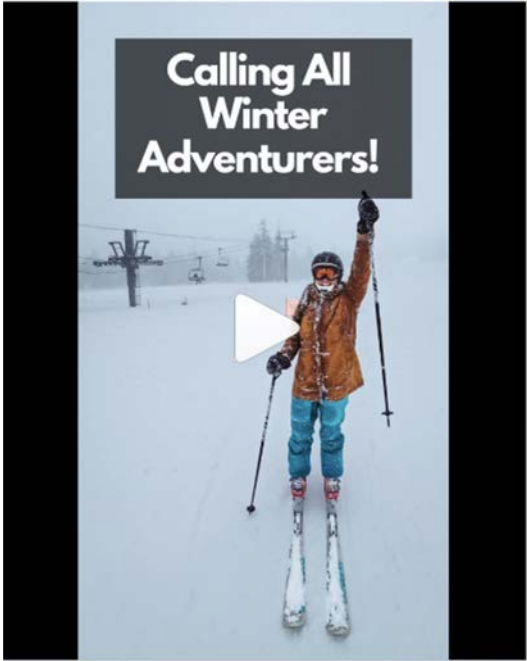
Posts

372


Marketing Update - Influencer Program

**laurensbigadventure** Original audio

[View profile](#)



[View more on Instagram](#)

**LAUREN GASTINEAU** PNW Hiking + Adventure 74 12/06/23

visitbend awaits you in its snowy splendor [sponsored!] Share this post with someone you'd love to experience this Winter Wonderland with and let the adventure begin! As you visit Bend, remember to embrace the 7 principles of Leave No Trace. These guidelines ensure a minimal environmental impact and can be applied anywhere, fostering a sustainable outdoor experience for all—from remote wilderness to local parks Know before you go Camp responsibly Pack it out Leave it as you find it Be fire informed Keep wildlife wild Stick to the trail & respect other users #VisitBend #RoamBetterBend #WinterWonderland #MtBachelor #MtBachelorStoked #PNWAdventures #SkiGirls

[Show less](#)

4.9K

5.3K

223

103

4

Verified

This Is Bend

Mentioned campaign's tracked keywords

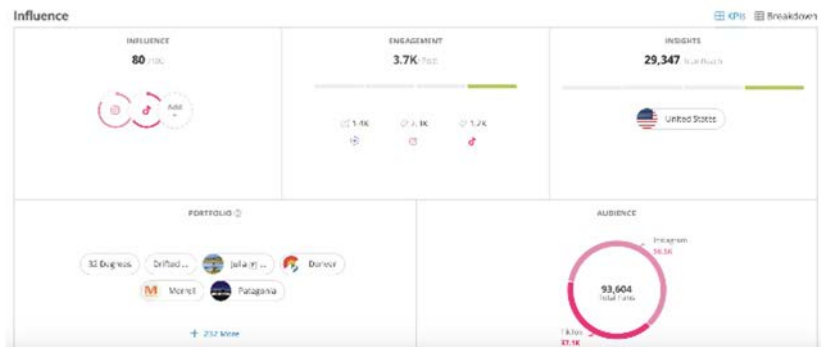
Reach	4.9K
ER	0.61%
EMV	\$10.4K

[VIDEO LINK](#)



Marketing Update - Upcoming Influencers

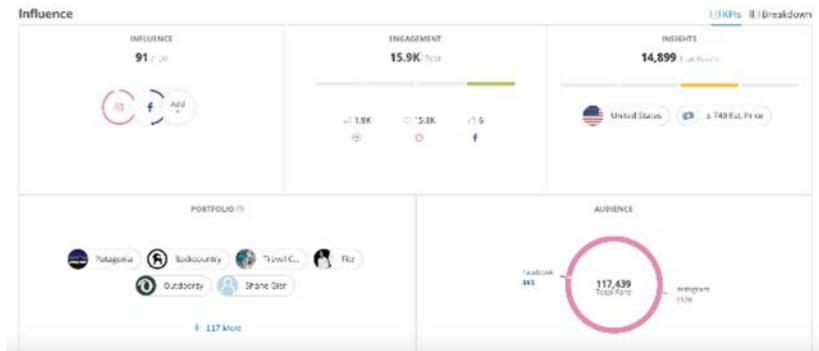
julia | Colorado-Based Adventure ...
Hi I'm a Colorado-based content creator always looking for the next adventure. My free time is often spent hiking, traveling, or doing anything that ...
This is Biond
Add to Campaigns
\$80-\$275
Overview Content Demographics Network Manage



@juliatakesahike

Jan 26-29 | Snowmobile Tour |
Dogsledding

Isabel & Sentry Kelly | Adventure + Va...
Hi We are Isabel and Sentry, an adventure loving couple who live part time in our self converted camper van and part time in South Lake Tahoe, CA ...
This is Biond
Add to Campaigns
Overview Content Demographics Network Manage



@operation.adventure

Feb 6-9 | Snowboarding |
Oregon Desert Trail



Marketing: Ineffable Vol. V





Public Relations

Jen Hinsley, JLH Media





Community Public Relations - Update

SATURDAY • December 23, 2023

Serving Central Oregon since 1903 • \$2



Visit Bend program gets national praise

Agency honored for work in promoting community projects

BY SUZANNE ROIG
The Bulletin

Visit Bend has been recognized for its work supporting community projects by the Leave No Trace nonprofit and was named Destination of the Year on Friday.

The award recognizes a tourism destination marketing agency that supports, leads, promotes and educates responsible recreation practices, according to a press statement by the national nonprofit.

"Receiving the Leave No Trace award is a testament to the impactful strides we've made in communicating the principles on a local, regional, and national level," said Serena Bishop Gordon, Visit Bend's Sustainability Fund director. This recognition serves as third-party validation of the dedicated work the Visit Bend team has undertaken."



Surfers, spectators, and people floating in tubes and other inflatables fill the Deschutes River at the Bend White-water Park this past summer.
Joe Kline/The Bulletin

Since 2021, the Bend Sustainability Fund has supported 17 projects and uses room tax dollars paid by visitors to support tourism related facilities.

The fund was designed to support the impact created by visitors on the natural environment. Nearly 90% of tourists visiting Bend participate in

outdoor activities that occur across all three counties in Central Oregon, said Kevney Dugan, Visit Bend CEO.

About 1.4 million visitors come to Bend, a number that swells to 4.5 million visitors a year for Central Oregon as a whole, said Dugan.

"Our efforts have not only resonated locally but have cast a broader impact on a national scale," Bishop Gordon

said. "Through innovative messaging strategies, such as our influencer program, we've successfully shared Bend-specific principles with a diverse audience. This extends beyond visitors to include residents and anyone spending time in Bend and Central Oregon."

Leave No Trace is a nonprofit that works with communities around the globe to steward projects that protect through restoration and education. In 2022, the group completed 11 restoration and education projects in the United States.

Todd Montgomery, a hospitality instructor at Oregon State University-Cascades and member of the Visit Bend board of directors, said the recognition reinforces their funding program.

"This is a great honor for Visit Bend," Montgomery said. "It really highlights the great work the Visit Bend staff does around sustainable tourism to support the community and visitor experience."

Reporter: 541.633.2317, sroig@bendbulletin.com

Local PR Overview

In the last month, local press initiatives have seen a reach of over 2.2 million, with the recent Leave No Trace award leading the charge.

The AVE (Ad Value Equivalency) just in the past month is sitting at \$18,500 with all coverage rated as positive.

10.8 Million Local Impressions
(past 12 months, mostly positive)



Bend Cultural Tourism Fund

Valerie Wilson, VP of Operations + Policy





CULTURAL TOURISM
FUND
A Visit Bend Project

Bend Cultural Tourism Fund - Important Dates

1.16.2024

The next application period for the Bend Cultural Tourism Fund will open on January 16, 2024.

A press release will be sent.

03.07.2024

Applications are due by 5:00 p.m. on March 7, 2024.





Bend Sustainability Initiatives

Serena Gordon, Sustainability Director





Visit Bend - Sustainability and DEI Partnership Updates



Recent Visit Bend Sustainability Initiatives



Bend Endurance Academy -
Project Complete: Holds, volumes &
pads installed



High Desert Climber Alliance -
Route rebolting underway



The Catalyst -
Construction permit obtained and work
underway on the Pine Shed



Recent **Bend** Sustainability Fund Updates



President/CEO Search Process

Todd Montgomery, Visit Bend Board Chair





Thank You

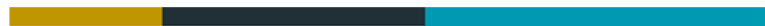
Kevney Dugan, Former President/CEO





Board Roundtable

Visit Bend Board of Directors





Community + Public Comment

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