



NOTICE OF PUBLIC MEETING

TLT AD HOC ADVISORY COMMITTEE
City Hall, Municipal Court Room
Wednesday, May 25, 2016
5:00-7:00 p.m.

AGENDA

1. CALL TO ORDER
2. ROLL CALL
3. SCHEDULED BUSINESS
 - a. Business from the Public
 - b. Presentation – TLT Recipient: Albany Visitors Association (including presentations from Todd Davidson, Travel Oregon; and Joel Pomerantz, Oregon Restaurant and Lodging Association). [Pages 2-68] (Jimmie Lucht)
Action: _____
 - c. Staff updates and issues. [Verbal] (Porsche)
Action: _____
4. BUSINESS FROM THE COMMITTEE
5. NEXT MEETING DATE: *June 8, 2016; 3:00-5:00 p.m., City Hall Santiam Room*
6. ADJOURNMENT

City of Albany Web site: www.cityofalbany.net

The location of the meeting/hearing is accessible to the disabled. If you have a disability that requires accommodation, advance notice is requested by notifying the City Manager's Office at 541-917-7508, 541-704-2307, or 541-917-7519.



Albany Visitors Association

Business Plan

110 3rd Ave SE, Albany, OR 97321

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AVA's Mission "To grow economic impact of tourism through enriching local experiences."

Albany Visitors Association (AVA) is the "marketing arm of Albany." We place advertising in publications, on the internet, and in venues that will inspire and entice visitors to come to the community, stay in our lodging properties, eat at local restaurants, and shop at local stores.

Historic Context: The City of Albany Council decided to transition the responsibilities of the City of Albany Tour and Visitors Commission to a non-City entity in the mid-1980s. The Albany Convention and Visitors Commission, later to be incorporated as the Albany Visitors Association, assumed the work program of promoting the community, providing support to events, and assisting in the promotion and development of the community's historic resources under 100% funding from the City's Transient Lodging Tax.

Promotional Media: AVA continues to produce and distribute a number of brochures and flyers throughout the year. The reach of brochures given to visitors has dropped, but this is consistent with an industry-wide trend as more travelers are looking for information online. The number of page views (See AVA website section of spreadsheet attached) is an indicator of how those numbers have risen over this period last year. More than half of the AVA website users accessed it from a mobile device (phone or tablet), which suggests they are traveling or are already local when they are looking for attractions and accommodations.

- **Electronic Media:** AVA has worked for several years to reposition itself on the web and in social media. AVA's revised website experienced a 42% increase in Page views during calendar year 2015 over 2014. A "Book Now" Button was added to the lodging page website and resulted in 2000 site visitors exiting AVA's site to the local lodging properties booking sites. AVA has over 5000 FaceBook followers.
- The *See Albany, Discover Oregon* brochure is Albany's official magazine. Each year, AVA writes articles and provides photos (mostly from our annual photo contest) to produce this beautiful marketing piece. Each year 25,000 are printed solely through the sale of advertisements and are distributed to visitors and travelers interested in our region.
- One of the most requested publications is the *Seems Like Old Times*. This newspaper piece contains the self-guided tour of Albany's Historic districts with descriptions of the various styles of architecture. It also includes the often requested Covered Bridge loop located just east of Albany.
- **Earned Media:** AVA engages regularly with writers, publishers, bloggers and influencers in order to generate coverage of our community's attractions and events, and encourage travel to our area.

Conference and Event Sales: AVA has worked hard at identifying and preparing bids for conferences and events that would fit our community. We successfully hosted the Travel Oregon Commission meeting (February 2016), and look forward to holding Spotlight on the NW (September 2016); and post conference tours for the international FoodWorx Conference in spring of 2017. AVA continues to work toward landing the NW Tandem Bike Rally (July 2018), Travel & Words Conference in the spring of 2017 or 2018 and the Oregon Governors Conference on Tourism (April 2018).

- AVA has been working on a Packaged Travel program for the last three years. This is an effort to bring tour groups to the local area.

It is 4-10 times easier and cheaper to keep an existing customer than it is to find a new customer. An equally significant aspect of the work AVA accomplished has been to work closely with planners to ensure that their event has what is needed to be successful. This can be as simple as a few phone calls and a few brochures, or as complex as hosting meetings, work parties, working on projects, providing welcome tables, even creating and guiding tours. AVA is dedicated to keeping Albany's existing events and event planners happy so they want to return to our community year after year.

Significant Accomplishments 2014/15;

- *AVA's website user numbers were up 150% over the same period last year*
- *Over 2000 web users exited the AVA website to lodging properties pages*
- *About 2/3 of AVA's web visitors used mobile devices to access information and download brochures*
- *According to the STR, Inc. Report Albany and Linn County room demand, room rate and revenue per unit all continued on a long rising trend*
- *Albany's TLT income hit an all-time high at nearly \$1,000,000*
- *30 volunteers donated over 500 hours during this period at a value of over \$11,000 to the Albany community*
- *AVA's PR efforts resulted in 21 articles with a marketing value (not cost) to the community of \$260,000*
- *AVA's Packaged Travel efforts result in 104 touroperator appointments at travel trade shows, AVA continues throughout the year to work these contacts*
- *One Packaged Travel Group (consisting of 2 buses) spent two nights in Albany resulting in 104 room nights sold and 198 meals sold*
- *Held a series of meetings with the local lodging owners/managers to build relationships and identify issues and concerns which resulted in:*
 - *RV dumpsite flyer noting locations, times and cost*
 - *Addressed issues with homeless persons by inviting APD safety officer to share recommendations and best practices*
 - *Suggested revisions to AVA's website*

Please see Attachments 3 A-F, 2015 Semi Annual Report for additional results and measurements

STRATEGIC PLAN

Our Mission: *The mission of the Albany Visitors Association is to grow the economic impact of tourism through enriching local experiences.*

Our Key Objectives: The Albany Visitors Association carries out our mission by -

- Encouraging overnight stays and visitor expenditures
- Seeking new tourism opportunities
- Promoting the surrounding area
- Assisting visitors in discovering enriching experiences
- Supporting events, attractions, and facilities
- Honoring our history
- Celebrating culture
- Building community identity and involvement
- Maintaining a positive quality of life
- Developing and strengthening partnerships

Our Vision: Acknowledging that there are many forces, factors, and trends that will impact how effective the Albany Visitors Association (AVA) is in achieving its key objectives, the preferred future of the AVA will have the following characteristics -

- **Group Travel Focus:** Additional hours will be invested in group travel development, county wide tourism marketing, and grant writing to create a positive impact on Albany and Linn County. These results will be measurable and reportable to policy makers. This positive impact has driven the economy of the area up, increasing Transient Room Taxes (TRT) collected by the City and improving local business health. Overall, economic impact on the local community from the AVA's visitor development efforts will be positive.
- **Support Local Events, Attractions, and Facilities:** The area's variety of events, attractions, and facilities meets customer demands. An expanded group travel effort has created year-round activity for area facilities resulting in an increase of visitor stays in periods of previously lower-occupancy. Area tourism activities and events will be clarified so that it is easier for visitors to discover them.
- **Community Value:** Visitors will perceive the area as desirable place to visit and the area will increasingly become known for authentic, high-quality, experiences. This positive image translates into the business development and recruitment efforts of the region. A positive feeling has also grown in the community, working to build local pride and support for further visitor development efforts. Tourism efforts are viewed as having respected local values, honored our history and celebrated culture while maintaining a positive quality of life.
- **Funding:** The funding base for Albany Visitors Association will be linked directly to transient room tax (TRT) which allows AVA to maintain its visibility within the community while supporting events throughout the area. We envision that through these marketing efforts TRT will continue to increase due to rising number of room nights booked.

Our Values: To achieve our desired future, Albany Visitor Association will work toward its mission and key objectives while holding to a base set of values that articulate how AVA does its business. The primary values of AVA include:

- **Quality Customer Service:** AVA will continue to provide exemplary service consistent with its long-standing statewide reputation. Courtesy, responsiveness, and quality will permeate all levels of the organization and its efforts.

- **Active Human Resources – Board, Staff, and Volunteers:** AVA will encourage and foster the involvement and development of AVA's Board, staff, and volunteers. AVA will help them grow in their understanding and appreciation of the tourism industry both locally and state wide. This will help them function better in their various roles within the organization as well as in the community and develop advocates for the tourism industry.

- **Visionary Business Practices – Finances, Marketing, and Partnerships:** AVA will seek ways to increase funding, while operating in a cost effective manner in order to direct more focus on marketing the community and its amenities, events, and attractions. Some of the ways this will be reflected include:
 - Utilizing budgeted funds in a cognizant manner
 - Looking for ways to maximize budget dollars through partnerships with other visitor bureaus, regional destination marketing organizations, and local businesses.
 - Demonstrating effectiveness of programs to capture additional grant funding.
 - Implementing best practices for all financial endeavors, and creating checks and balances where possible.

- **Showcasing Abundant and Sustainable Resources - Attractions, Events, & Facilities:** AVA will work within the community to maintain and develop historic resources, museums, gardens, community events, culinary tourism and other attractions.

- AVA will look for opportunities to showcase the local meeting and event venues to groups and work to bring those groups to the Albany area.

- The organization will market to both local residence and visiting tourists. The visiting tourist live outside of the Albany/Linn County area, travels to the area, and would be expected to stay at a local lodging property a minimum of one night. The local resident is someone who lives in Albany or the surrounding area and needs information to become engaged with local events and attractions.

Our Goals:

- Create a positive economic impact
- Provide marketing and outreach that attains our objectives
- Promote a variety of quality, genuine, experiences
- Improve community pride and identity
- Operate an excellent organization

Measuring Our Success: While most of the impacts of tourism development are difficult to trace in Oregon (due to lack of a sales tax that can be used to track expenditure changes) the Albany Visitors Association is able to track and report on the following economic indicators:

- Transient Room Tax Receipts: Monthly comparables, annual comparables
- Direct and Indirect Expenditures: Utilizing the State-recognized methodology for calculating visitor impacts, the AVA can project impacts from group and special event activities and extrapolate it's portion of impacts within Linn County's visitor statistics
- Event Attendance
- Placement of Advertisements: Printings placed, resulting number of impressions

While equally important, other evaluative criteria have proven to be un-measurable. However, coverage in the local press and the attitude of community leaders are expected to be good indicators of how the organization is doing on efforts to improve community pride, develop community identity, and to operate as an excellent organization.

Please see Attachment 1 A&B for STR, Inc. Report

Please see Attachments 2 A-D for Annual End of Years 2012-2013 to 2014-2015 and Beginning 2015-2016 Reports

Environmental Scan: The following summarizes key opportunities, constraints, and barriers that are expected to impact AVA's effectiveness in achieving its objectives in the near-term.

Strengths that will contribute to AVA's success include:

- Staff's smiles and welcoming tone
- Developing strong relationships with cities outside of Albany
- Location-Location-Location!
- Very supportive Lodging Properties
- Strong industry partnerships
- Good community support
- Dedicated staff and creative staff members
- Active and supportive Board
- Closer working relationship with Linn County Fair and Expo
- Strong support from City of Albany Mayor and Council
- Drive traffic market remains strong despite rising gas prices
- Diverse community assets – historic inventory, meeting spaces, entertainment venues and attractions

Weaknesses that may impact AVA's success include:

- Unknown future funding levels
- Mass transit system does not meet visitor and event needs
- Many events are sponsored by AVA instead of other community organizations
- Can be difficult for travelers to find AVA office and RV/trailer parking can be difficult
- Lack of understanding/support for tourism as an economic development tool
- Businesses don't capture full potential of visitor impact due to limited business hours
- Overload of staff is causing burnout and does not allow adequate planning and follow-through
- Lack of budget to carry out a consistent ongoing marketing strategy
- Lack of time for staff education so knowledge base falls behind norms
- Limited number of freeway on/off ramps and signage

Opportunities that could improve AVA's success include:

- Improve understanding of tourism impact with local governments
- Continue to build relationships with venues and facilities
- Use Board more at committee level and through full-Board activities
- Continue to be proactive in group travel and promotion
- Improve collaboration with other Linn County communities
- Expand night life
- Changes in group travel due to fuel prices
- Central Albany Revitalization Area (CARA) is improving the face of Downtown Albany
- Area-wide growth, with new businesses and industries locating in Albany
- Historic Carousel project coming on-line

Perceived/real threats to AVA's success include:

- Rising cost of travel
- AVA is asked to provide more services but lacks funding to do sufficient job
- Other organizations are requesting local tourism dollars
- Venues in other areas and their marketing programs

Our Strategic Initiatives and Plan of Action

Strategic Initiatives: While there are a variety of approaches that could be pursued under AVA's mission and objectives, the Board has elected to focus on achieving those initiatives that most strategically reach the organization's goals given limited resources and expecting maximum impact in the short-term. To be most effective, the Action Plan for potential strategic initiatives has been broken into three phases of implementation:

- ♦ Immediate: To be implemented within the 2009-2010 fiscal year
- ♦ Near-Term: To be implemented in the 2009-2011 timeframe based on future Board recommendations
- ♦ For Further Evaluation: To be considered during annual planning based on current opportunities and constraints

It is expected that, after their initial start-up, many of these strategies will become ongoing efforts while others will become obsolete and will be phased out.

Roles: In addition to achieving the strategies identified in this Action Plan, it is expected that the organization will continue its prior efforts (festivals, grants to museums, and event start-ups, I-5 Visitor Kiosk, Albany Visitors Center, etc.) which require a significant amount of staff and volunteer time. Therefore, the Board has committed to a higher-level of participation in order to meet the strategic opportunities identified in the Action Plan. The Strategies for Immediate Implementation call for the establishment of a:

- ♦ Marketing Committee (to include the new Group Travel Coordinator, Executive Director, and Board members)
- ♦ CD/DVD Task Force (Board members and staff)
- ♦ Top Finds (Board members and staff) include "150 Things to Do in Albany"
- ♦ This implementation plan also calls for ongoing support from the Executive Director and, in a large part, on a Group Travel Coordinator.

Evaluation: The Board will create a standing Strategic Plan Committee that will be responsible for reviewing progress and reporting back to the Board at least quarterly if not more often.

Strategies for Immediate Implementation

Strategic Initiative	Timeframe	Lead Implementer	Assistance Required	Additional Resources Required
Develop Business Plan incorporating – - Strategic Action Plan - Marketing Plan - Financial Plan	- Ongoing & annual	AVA Board & Exec Dir:	Requires approval -AVA E-Board - Full Board	None – Board-driven
Implement an enhanced marketing effort/campaign in coordination with Group Travel effort	- Ongoing	Exec. Dir., Group Travel Coord.	May draw on assistance from AVA Board	None – Board-driven
Establish a focused program on group sales including – - Hire Group Travel Coordinator - Develop Marketing Plan for Group Travel - Conduct direct mail campaign to industry/govt./other groups - Coordinate a Co-promotion marketing program w Fair/Expo - Promote at conferences/conventions/association meetings/etc. - Create DVD for group sales in coordination with CD/DVD effort	- Ongoing	Executive Director & Group Travel Coord.	Executive Board AVA Board, if needed Marketing Committee, CD/DVD Task Force	Included in Budget None – Staff, Board Potential professional development fees
Create video products: - For use in touring Albany (e.g., Seems Like Old Times) - For in-Albany viewing - Sales and marketing (e.g., See Albany, Discover Oregon)	-Ongoing	Staff	Staff & Board	Production costs, potential professional development fees
Develop a variety of “Top Things to Do,” publish, place in rooms – 150 Things to do in Albany	- Ongoing	Staff	Executive Director & Staff	Board-driven
Organize a photo library and identify images missing from the collection and arrange to add them (including an annual photo contest)	- Ongoing	Staff		None - Organizational
Link with merchant groups to improve event-related promotions, hours – “Charms promotion”	- Hold	Staff	AVA Board to assist	None - Organizational
Create support for a “Brand Albany” effort – through the Main St. Program	- Hold	Staff	AVA Board to promote	None - Organizational

Secure annual funding base from Transient Room Tax - Gather data on economic impacts - Establish and implement City liaison effort - Report results to Budget Committee and Council	- Ongoing - Ongoing	AVA Board & Staff Staff & Board	Executive Board	

Implementation Plan (listed by priority)

Create a positive economic impact:

- Partner with ADA and the Chamber to link with merchants and encourage their support of event-related promotions including revised hours of operation if prudent (requires ongoing focused effort)
- Improve ability of visitors to reach eating/drinking and shopping areas through signage, maps, van/trolley use
- Provide a coupon book (coordinated with ADA, the Chamber, Heritage Mall, etc.) that promotes local eating/drinking and shopping venues to visitors

Operate an excellent organization: (Board, staff, policy, planning, finances)

- Continue to improve a Business Plan that details AVA's marketing and financial plan will require monthly evaluation and annual update
- Continue to monitor and evaluate the Strategic Plan to insure implementation
- Seek stable, multi-year funding base from Transient Room Tax
- Foster understanding throughout the community of the economic impact from tourism and generate support for tourism as part of economic development strategy
- Gather data showing economic impact of tourism on region and relay to government agencies
- Report to City Council on activity, funding use, and results
- Follow the organizations policies and procedures as outlined in the organizations documents (i.e. Employee hand book, bylaws, etc.)
- Promote AVA and its mission during Downtown Twice Around parades and events in the area

Provide marketing and outreach efforts: (including image, identity, promotion, responses, marketing and informational materials)

- Continue and expand marketing-related partnerships
- Market Albany as "economical alternative" to groups and events
- Continue to build a photo library, including photo contest photos
- Direct mail to government and industry needing meeting and conference space
- Co-promote Linn County Fair and Expo Center to meeting and event planners
- Continue efforts to cross-promote with the coast, eastern Oregon, southern Oregon, and Portland
- Continue to develop niche marketing opportunities such as:
 - Outdoor recreation
 - Culinary tourism
 - Agritourism
 - Cultural Experiences
 - Arts
 - Theater

- History – Architecture
 - Historic events and museums
- Conventions and meetings
- Groups
- Sports and tournaments
- Travel to conventions, conferences, and association meetings
- Support and Partner with Visit Linn Coalition

Promote a variety of quality, genuine, experiences:

- Develop and promote packages to leisure travelers
- Promote the use of the trolley to move visitors around during events as part of their experience
- Promote guided tours
 - Create video for use in touring the community
 - Historic Districts walking tour guide
 - Introduction to community
 - Covered bridges tour loop
 - Themed tours (i.e., haunted homes)
- Provide “Greeters” to interact with the public during events
- Promote culinary tourism niche
- Promote the Carousel and Dentzel American Carousel Museum development
- “Brand” Albany Visitors Association

Strategies for Future Consideration:

Strategies identified as “on hold” for the future consideration of the Board are:

- Consider a membership structure to provide additional funding
- Re-look at partnerships
- Pass the baskets at River Rhythms – AVA staff and Board



Oregon Tourism Commission
 dba Travel Oregon
 250 Church St. SE, Suite 100
 Salem, Oregon 97301
 503-967-1560

OREGON LODGING STATISTICS
 December 2014 (YTD)

Region	Occupancy		Room Rate		RevPar		Room Supply		Room Demand		Room Revenue	
	Year	% Chg	Year	% Chg	Year	% Chg	This Year	% Chg	This Year	% Chg	This Year	% Chg
United States	64.4	3.6	115.32	4.6	74.28	8.3	1,796,494,433	0.9	1,157,169,559	4.5	133,443,593,409	9.2
Pacific	71.5	3.0	142.44	6.5	101.85	9.7	264,505,396	0.5	189,129,957	3.6	26,940,228,429	10.3
Statewide	63.6	3.9	103.85	5.5	66.04	9.5	22,754,464	0.1	14,469,119	4.0	1,502,614,083	9.7
Eastern	53.4	3.2	73.18	2.2	39.10	5.4	1,685,506	-1.0	900,542	2.1	65,903,116	4.4
Central	58.4	5.3	115.68	5.4	67.60	11.0	1,902,686	1.0	1,111,887	6.3	128,624,716	12.1
Southern	59.7	4.7	82.86	4.4	49.47	9.3	2,996,792	-0.4	1,788,986	4.3	148,237,726	8.8
Willamette Valley	61.6	4.9	91.74	5.8	56.52	10.9	3,578,906	-1.0	2,205,018	3.8	202,281,640	9.8
Mt Hood/Gorge	16.8	7.0	92.16	3.8	56.76	11.1	741,670	2.9	456,817	10.1	42,100,739	14.3
Portland Metro	73.7	2.7	118.77	8.4	87.55	11.3	7,926,156	0.9	5,842,755	3.6	693,931,771	12.3
Coast	55.6	3.8	102.01	-1.2	56.72	2.6	3,982,546	0.0	2,214,389	3.8	225,880,775	2.6

Source: STR, Inc.

OREGON LODGING STATISTICS
 December 2014 (month)

Region	Occupancy		Room Rate		RevPar		Room Supply		Room Demand		Room Revenue	
	Year	% Chg	Year	% Chg	Year	% Chg	This Year	% Chg	This Year	% Chg	This Year	% Chg
United States	52.6	4.8	113.42	4.3	59.62	9.3	152,242,612	0.9	80,030,639	5.8	9,076,869,073	10.4
Pacific	60.3	4.5	139.65	8.3	84.22	13.2	22,473,915	0.7	13,554,496	5.3	1,892,838,371	14.0
Statewide	47.3	5.7	93.33	5.1	44.10	11.1	1,941,220	0.9	917,254	6.6	85,607,157	12.1
Eastern	36.9	9.6	66.67	-3.2	24.58	6.1	143,096	-0.1	52,755	9.5	3,517,089	6.0
Central	42.5	7.8	103.35	0.5	43.87	8.3	164,548	2.8	69,856	10.8	7,219,299	11.3
Southern	43.4	3.5	73.22	3.6	31.75	7.2	253,022	0.3	109,695	3.8	8,032,380	7.6
Willamette Valley	43.0	-1.5	79.06	3.1	34.02	1.6	305,443	-0.5	131,426	-2.0	10,390,679	1.1
Mt Hood/Gorge	43.2	11.4	84.28	0.0	36.42	11.4	64,170	4.8	27,729	16.7	2,336,968	16.8
Portland Metro	60.4	6.8	108.02	8.8	65.28	16.1	677,753	1.5	409,610	8.4	44,246,835	17.9
Coast	35.4	8.2	84.54	-1.9	29.97	6.1	338,272	0.0	119,901	8.2	10,136,677	6.1

Source: STR, Inc.

Travel Oregon
 For the month of: December 2014

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	Current Month - December 2014 vs December 2013												Year to Date - December 2014 vs December 2013												Participation			
	Occ %		ADR		RevPAR		Percent Change from December 2013						Occ %		ADR		RevPAR		Percent Change from YTD 2013						Properties		Rooms	
	2014	2013	2014	2013	2014	2013	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold	2014	2013	2014	2013	2014	2013	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold	Census	Sample	Census	Sample
United States	52.6	50.2	113.42	108.70	59.62	54.53	4.8	4.3	9.3	10.4	0.9	5.8	64.4	62.2	115.32	110.30	74.28	68.58	3.6	4.6	8.3	9.2	0.9	4.5	52048	30818	4911052	3573937
Pacific	60.3	57.7	139.65	128.96	84.22	74.42	4.5	8.3	13.2	14.0	0.7	5.3	71.5	69.4	142.44	133.75	101.85	92.83	3.0	6.5	9.7	10.3	0.5	3.6	7869	4216	724965	555634
Linn County, OR	38.0	36.0	68.69	66.84	26.10	24.06	5.6	2.8	8.5	8.6	0.1	5.7	56.2	53.1	78.17	75.06	43.94	39.87	5.8	4.2	10.2	10.3	0.0	5.9	15	9	843	633

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Source 2015 STR, Inc.

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ALBANY VISITORS ASSOCIATION
Budget vs. Actuals: 2012-13 - FY13 P&L
 July 2012 - June 2013

	<u>Total</u>	
	<u>Actual</u>	<u>Budget</u>
Income		
5000 Revenue	357,833.15	353,901.00
5399 Merchandise Sales	196.12	
5600 Special Projects	6,670.86	3,900.00
Total Income	\$ 364,700.13	\$ 357,801.00
Gross Profit	\$ 364,700.13	\$ 357,801.00
Expenses		
6100 Personnel Services	68,246.17	69,350.00
7100 Office Operations	71,332.07	64,395.00
8100 Historic Resources Programs	39,609.37	40,420.00
8200 Industry Trade	6,326.92	5,700.00
8300 Marketing & Promotions	72,646.91	81,757.00
8400 Events	6,377.58	1,500.00
8500 Visitor Services	24,893.39	25,550.00
8600 Group Market Coordinator	43,977.12	46,430.00
8700 Tools	2,851.86	1,200.00
8800 Conventions/Travel/Memberships	3,210.86	2,500.00
8900 Group/Niche Marketing Campaign	13,830.04	16,190.00
Total Expenses	\$ 353,302.29	\$ 354,992.00
Net Operating Income	\$ 11,397.84	\$ 2,809.00
Other Income		

ALBANY VISITORS ASSOCIATION
Budget vs. Actuals YTD Collapsed
 July 2013 - June 2014

	Total	
	Actual	Budget
Income		
5000 Revenue	386,080.66	378,611.00
5399 Merchandise Sales	353.12	
5600 Special Projects	32,668.27	32,520.00
Services	585.00	
Total Income	\$ 419,687.05	\$ 411,131.00
Gross Profit	\$ 419,687.05	\$ 411,131.00
Expenses		
6100 Personnel Services	68,657.79	67,870.00
7100 Office Operations	65,687.20	64,395.00
8100 Historic Resources Programs	40,756.96	39,860.00
8200 Industry Trade	9,183.60	5,700.00
8300 Marketing & Promotions	84,097.16	90,956.00
8400 Events	4,437.87	3,500.00
8500 Visitor Services	23,691.56	25,700.00
8600 Group Market Coordinator	80,129.02	73,858.00
8700 Tools	1,054.73	1,200.00
8800 Conventions/Travel/Memberships	4,518.83	2,500.00
8900 Group/Niche Marketing Campaign	35,948.32	33,810.00
Total Expenses	\$ 418,163.04	\$ 409,349.00

Tuesday, Jul 08, 2014 01:20:54 PM PDT GMT-7 - Cash Basis

ALBANY VISITORS ASSOCIATION
Budget vs. Actuals YTD Collapsed
 July 2014 - June 2015

	Total	
	Actual	Budget
Income		
5000 Revenue	379,262.46	397,100.00
5399 Merchandise Sales	544.87	300.00
5416 Historic Albany Tour	102.00	
5600 Special Projects	35,785.77	41,830.00
Total Income	\$ 415,695.10	\$ 439,230.00
Gross Profit	\$ 415,695.10	\$ 439,230.00
Expenses		
6100 Personnel Services	66,228.46	68,750.00
7100 Office Operations	60,365.95	59,075.00
8100 Historic Resources Programs	40,895.23	45,265.00
8200 Industry Trade	5,729.18	8,500.00
8300 Marketing & Promotions	87,556.79	78,123.00
8400 Events	3,421.07	2,375.00
8500 Visitor Services	23,527.26	23,844.00
8600 Group Market Coordinator	108,837.74	109,330.00
8700 Tools	260.12	500.00
8800 Conventions/Travel/Memberships	335.00	3,800.00
8900 Group/Niche Marketing Campaign	34,206.51	39,230.00
Total Expenses	\$ 431,363.31	\$ 438,792.00

Wednesday, Jul 08, 2015 03:38:36 PM PDT GMT-7 - Cash Basis

ALBANY VISITORS ASSOCIATION
Budget vs. Actuals YTD All Accounts
 July 2015 - April 2016

	Total	
	Actual	Budget
Income		
5000 Revenue		
5300 Miscellaneous Revenue	6,543.16	1,660.00
5400 TRT	308,667.00	308,650.00
5415 Kiosk Revenue	5,850.60	7,250.00
5500 Event Revenue		
5540 Nosh (ANT) Revenue	1,243.58	1,250.00
5550 Summer Passport Program	550.00	830.00
5560 Photo Contest	506.00	410.00
5570 Ticket Sales Income	241.00	
Total 5500 Event Revenue	\$ 2,540.58	\$ 2,490.00
Total 5000 Revenue	\$ 323,601.34	\$ 320,050.00
5399 Merchandise Sales	515.32	410.00
5416 Historic Albany Tour	1,385.00	830.00
5600 Special Projects		
5603 Parks Pass	1,705.00	1,830.00
5607 Brownsville Chamber Services	1,980.00	3,250.00
5609 WVVA Reimbursement	17,546.90	30,080.00
5610 Misc Projects		1,250.00
5611 Geocaching Income	130.00	
Total 5600 Special Projects	\$ 21,361.90	\$ 36,410.00
Total Income	\$ 346,863.56	\$ 357,700.00
Gross Profit	\$ 346,863.56	\$ 357,700.00
Expenses		
6100 Personnel Services		
6110 Payroll	51,181.48	51,660.00
6120 Payroll Taxes	4,341.52	4,580.00
6140 Mileage	902.05	1,250.00
6150 Education		160.00
6560 QuickBooks Fees	323.55	330.00
Total 6100 Personnel Services	\$ 56,748.60	\$ 57,980.00
7100 Office Operations		
7110 Operational Expenses		80.00
7115 Rent	13,000.00	14,040.00
7120 Materials & Supplies	14,058.09	11,660.00
7125 Equipment Lease	1,864.72	250.00
7126 Office Equipment Purchases	267.02	830.00
7130 Telephone	2,832.75	2,330.00
7135 Internet	106.00	
7137 Interest Expense	173.57	190.00

7140 Postage	4,039.89	8,330.00
7160 Insurance	2,603.52	2,080.00
7165 Computer Repairs/Upgrades	297.99	410.00
7170 Accounting	6,405.38	5,830.00
7185 Non-Profit Corp Fees	50.00	
7191 Parking - Staff	1,700.00	1,750.00
7192 Bank Fees	405.19	
7193 Website Maintenance	281.40	580.00
7194 Meetings Expense	221.70	250.00
7197 Park Pass Expense	1,885.00	1,660.00
Total 7100 Office Operations	\$ 50,192.22	\$ 50,270.00
8100 Historic Resources Programs		
8110 Payroll	27,227.74	28,660.00
8120 Payroll taxes	2,698.33	2,910.00
8140 Mileage		120.00
8150 Nighttime Magic	334.45	410.00
8156 Black Plaque Program	70.00	80.00
8158 Monteith Payroll Expense	1,766.75	1,660.00
8170 Montieith Society	1,080.83	1,250.00
Total 8100 Historic Resources Programs	\$ 33,178.10	\$ 35,090.00
8200 Industry Trade		
8255 Memberships & Subscriptions	4,802.70	2,500.00
8270 Conferences & Seminars	1,910.00	1,660.00
8276 Trade Shows		410.00
8280 Travel Expenses	888.87	410.00
Total 8200 Industry Trade	\$ 7,601.57	\$ 4,980.00
8300 Marketing & Promotions		
8301 Payroll	26,565.12	27,080.00
8302 Payroll Taxes	2,523.25	2,750.00
8310 Advertising - General	38,505.22	34,160.00
8315 Promotional Materials		1,250.00
8390 WVVA	3,000.00	2,500.00
8392 Printing	774.00	1,250.00
8395 Public Relations	882.56	410.00
8396 Special Projects	397.00	410.00
8398 Miscellaneous	299.00	
8399 Merchandise Sales	153.48	410.00
Total 8300 Marketing & Promotions	\$ 73,099.63	\$ 70,220.00
8400 Events		
8405 Nosh (ANT)	566.00	290.00
8410 Home Tour	650.25	250.00
8435 Summer Passport Program	610.96	410.00
8440 Photo Contest	383.45	500.00
8445 Geocaching Expense	1,427.50	2,080.00
Total 8400 Events	\$ 3,638.16	\$ 3,530.00
8500 Visitor Services		
8510 Payroll	14,706.76	14,750.00

8520 Payroll Taxes	1,383.57	1,660.00
8560 Kiosk Expense	4,146.84	4,500.00
8570 Miscellaneous	60.00	
Total 8500 Visitor Services	\$ 20,297.17	\$ 20,910.00
8600 Group Market Coordinator		
8601 Salaries	38,305.89	38,330.00
8602 Payroll Taxes	3,481.61	3,580.00
8607 Brownsville Services Personnel	3,145.97	3,000.00
8608 Brownsville Payroll taxes	284.36	280.00
8609 Brownsville Travel	112.45	250.00
8610 Packaged Travel Program	31,023.31	35,000.00
8611 CW2CB Expense	370.30	
Total 8610 Packaged Travel Program	\$ 31,393.61	\$ 35,000.00
Total 8600 Group Market Coordinator	\$ 76,723.89	\$ 80,440.00
8700 Tools		
8701 Promotional		370.00
Total 8700 Tools	\$ 0.00	\$ 370.00
8800 Conventions/Travel/Memberships		
8801 Conventions	56.00	410.00
8802 Travel	100.00	410.00
Total 8800 Conventions/Travel/Memberships	\$ 156.00	\$ 820.00
8900 Group/Niche Marketing Campaign		
8901 Group Advertising		1,660.00
8902 Niche Market Advertising	4,502.00	1,160.00
8906 WVVA Payroll	20,275.93	23,330.00
8910 WVVA Payroll Tax	1,836.51	2,160.00
8911 WVVA Mileage	405.09	410.00
8912 WVVA Supplies	20.00	410.00
8913 WVVA Conference & Travel	734.22	830.00
8914 WVVA Advertising	425.23	2,910.00
Total 8900 Group/Niche Marketing Campaign	\$ 28,198.98	\$ 32,870.00
Total Expenses	\$ 349,834.32	\$ 357,480.00

Thursday, May 05, 2016 03:15:22 PM PDT GMT-7 - Cash Basis

Albany Visitors Association

Measuring Results for Fiscal Year 2015/2016

1st Half July-December

AVA's Mission: "To grow economic impact of tourism through enriching local experiences."

Regional Tourism

	Year Results Dec STR report	% Previous Year Same Period	Half Year Results	% Previous Year Same Period	Total for fiscal year 2015/2016	Notes	Directional Baseline
State Wide						STR report is on an annual basis, numbers shown in this section are taken directly from that report and are on a calendar year	Directional Baseline numbers are the % change in the same period for calendar year 2014
Occupancy	66.0%	4.0%			Up		3.9%
Room Rate	\$112.33	8.0%			Up		5.5%
RevPar	\$74.15	12.3%			Up		9.5%
Willamette Valley							
Occupancy	64.1%	4.1%			Up		4.9%
Room Rate	\$96.51	6.0%			Up		5.8%
RevPar	\$61.83	10.4%			Up		10.9%
Linn County						Note: Albany represents about 85% of the numbers reported under Linn County. The Travelodge Pioneer Villa was the ONLY property outside of Albany reporting during the first half of this fiscal year, however, it is expected that Best Western Premier Boulder Falls will be reporting in the second half of the year.	
Occupancy	58.60%	4.2%			Up		56.3%
Room Rate	\$83.72	7%			Up		78.5%
RevPar	\$49.10	11.1%			Up		44.2%

Visitors Center

Mid Year Results	% Previous Year Same Period	Second Half Year Results	% Previous Year Same Period	Total for fiscal year 2015/2016	Notes	Directional Baseline
------------------	--------------------------------	--------------------------	-----------------------------------	------------------------------------	-------	----------------------

	July 1, 2016 to December 31, 2016		January 1, 2016 to June 30, 2016			FY 2014/2015
Visitor Center						
Visitors	2,899	92%			2,899	6,057
Phone Inquiries	1,967	84%			1,967	4,205

Santiarn Rest Stop Kiosk

	Mid Year Results	% Previous Year Same Period	Second Half Year Results	% Previous Year Same Period	Total for fiscal year 2015/2016	Notes	Directional Baseline
	July 1, 2015 to December 31, 2015		January 1, 2016 to June 30, 2016				FY 2014/2015
Kiosk							
Visitors	6,492	70%			6,492		16,133

Volunteer Staff

	Mid Year Results	% Previous Year Same Period	Second Half Year Results	% Previous Year Same Period	Total for fiscal year 2015/2016	Notes	Directional Baseline
	July 1, 2015 to December 31, 2015		January 1, 2016 to June 30, 2016				FY 2014/2015
Volunteer Hours							
Number of Volunteers	30	1.11%			30		27
Hours Donated	503	1.32%			503		1,344 hrs.

Volunteer Value	\$11,604	1.32%			\$11,604	Volunteer hourly worth calculated at \$23.07 per hour specified by Independent Sector who sets this value for non profits nationally	\$31,006.00
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Photo Contest							
Photographers	0					The AVA Photo Contest happens early in the last half of each year.	27
Photos Donated	0					Photo contest photos are available for use for marketing. If purchased this photo gallery would be worth \$XXX (Assuming each photo is worth \$100, a conservative estimate)	305

Website Statistics

	Mid Year Results	% Previous Year Same Period	Second Half Year Results	% Previous Year Same Period	Total for fiscal year 2015/2016	Notes	Directional Baseline
	July 1, 2015 to December 31, 2015		January 1, 2016 to June 30, 2016				
AVA Website							
Unique Visitors	42,502	156%			42,502		55,091

Total Page Views	107,509	127%		107,509		167,837
Ave. Page Views Per Session	2.02	87%		2:02		2.315
Time On Site	1:50	Dn 57 sec		1:50		2:075 min.
Bounce Rate	54.8%	3.74%		55%		51.1%
Viewed AVA Lodging Page	1,012	38%		1,012		5,707
Exited To A Lodging Property Site	1,408	72%		1,408	This means that 1408 visitors exited AVA's site to one of the lodging properties booking pages	3,703
Device - Desktop	20,947	-		20,947	Not previously reported	
Device - Mobile & Tablet	31,538	-		31,538	Not previously reported	

Social Media

	Mid Year Results July 1, 2015 to December 31, 2015	% Previous Year Same Period	Second Half Year Results January 1, 2016 to June 30, 2016	% Previous Year Same Period	Total for fiscal year 2015/2016	Notes	Directional Baseline FY 2014/2015
Facebook Fans	4965	101%			4,965		9,751
Twitter Followers	232	124%			232		390
Instagram Followers	326	-			326	Not previously reported this period	300

Niche and Group Marketing

	Mid Year Results July 1, 2015 to December 31, 2015	% Previous Year Same Period	Second Half Year Results January 1, 2016 to June 30, 2016	% Previous Year Same Period	Total for fiscal year 2015/2016	Notes	Directional Baseline FY 2014/2015
Events							
Direct Support to Event Planners	35 New & existing events	194%			35		43
Attendees	9,245	-			9,245	Not previously tracked or reported	
Rooms Nights/RV Spaces	Cannot be tracked						
Meals	Cannot be tracked						
Raffle Baskets/Prizes	6	Not Reported			6	Not previously tracked	
VIP Bags	300	Not Reported			300	Not previously tracked	
Event tours	8	Not Reported			8	Not previously tracked	
Welcome Tables at Events							
Tables	7	Not Reported			7	Not previously tracked	
Days	10	Not Reported			10	Not previously tracked	

Packaged Travel

					AVA attended the tradeshhows in the 2nd half of the year and will be contacting operators multiple times over the year.	
Tour Operators Reached	0	0%				221
Visiting Tour Groups	1			1		2 Day trips
Room nights	104			104		
Meals	198			198		90

Paid Advertising

	Mid Year Results July 1, 2015 to December 31, 2015	% Previous Year Same Period	Second Half Year Results January 1, 2016 to June 30, 2016	% Previous Year Same Period	Total for fiscal year 2015/2016	Notes	Directional Baseline FY 2014/2015
Print							
Publications	9	113%			9		15
Placements	18	100%			19		33
Impressions	990,000	95%			990,000		2,835,682
Average Cost Per Impression	\$0.012	100%			\$0.012		\$ 0.0075

Electronic Media

Placements	6	120%			6		10
Cost For Period	\$2,369.00	77%			\$ 2,369.00		\$5,924.00

Display Board

Placements	1	100%			100%	Factory Outlet Display	1
Cost For Period	\$100.00	33%			Total Spend \$100	Program ended in August, 2015 by Factory Outlet Mall	\$600.00
Impressions	666,667	33%			Total Impressions 666,667	Program ended August, 2015	4,000,000
Cost per impression	0.00015	100%					\$0.00015

Group and Niche Marketing

Publications	10	200%			10		7
Placements	13	Not Tracked			13		Not Tracked
Impressions	1,245,800	238%			1,245,800		529,800
Cost For Period	\$14,399.50	192%			\$14,399.50		\$8,509.00
Cost Per Impression	\$0.012	85%			\$0.012		\$0.016

Earned Media

	Mid Year Results July 1, 2015 to December 31, 2015	% Previous Year Same Period	Second Half Year Results January 1, 2016 to June 30, 2016	% Previous Year Same Period	Total for fiscal year 2015/2016	Notes	Directional Baseline FY 2014/2015
Articles Published	21	131%				These articles are the direct result of AVA's PR outreach to editors, writers and bloggers.	26
Total Circulation	2,098,178	253%					1,171,822
Ad Value	\$263,346.00	675%					\$78,893.00

Events

	Mid Year Results July 1, 2015 to December 31, 2015	% Previous Year Same Period	Second Half Year Results January 1, 2016 to June 30, 2016	% Previous Year Same Period	Total for fiscal year 2015/2016	Notes	Directional Baseline FY 2014/2015
Geocaching							
A&A Challenge 5, Sponsored by AVA	-						112 teams
Participants	-						267
Meals Consumed During event	-					Assuming \$10/meal = \$4340 spent	434
Room Nights Generated	-					Assuming \$100/room = \$440	44
Average Age	-					83 participants were between 40 and 54 years old, and 83 were over 55 years old.	40 +
Historic Home Tours							
Participants	700				700		1150
Kids Passport Program							
Participants	370	110%			370	This summer prog. directs kids and families around town to participate a variety of experiences	338

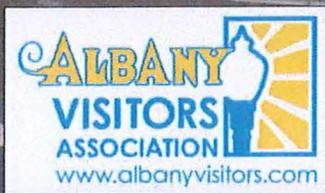
Brochures

See Albany, Discover Oregon							
Printed	-		-			Albany's official guide	25,000
Distributed	9,549	81%					
Albany Brochures Viewed On Line	244	Not Reported			YTD 244	Not previously tracked or reported	No Standard
Albany Brochures Downloaded	130	Not Reported			YTD 130	Not previously tracked or reported	No Standard
Seems Like Old Times							
Printed	-					Self guided tours of historic districts and covered bridges	5000 in 2014

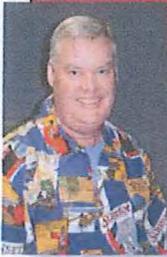
Albany

Oregon

& The Surrounding Area



2015 Report



From the Director

Albany Visitors Association (AVA) focused on website improvements, Packaged Travel, and industry relations this year. The results being growing web stats, additional tour groups contacted and local partner concerns were addressed.

AVA held a series of meetings with local lodging partners to identify concerns. Those identified included - lack of RV dump stations, homeless issues and a booking engine on AVA's website. AVA took the following actions to address these issues and the results are as follows:

RV Dump Stations: AVA located two existing stations, created a handout with addresses, hours and cost for use. This handout was delivered to all of the lodging properties. Also, discussed issue with Council liaison who is looking into creating additional sites with city staff.

Homeless: AVA arranged for APD Safety Officer to meet with the group, answer questions and offer suggestions. Followed up by distributing APD safety handouts to all lodging properties.

Booking Engine: AVA researched out to Oregon partners, few still use a booking engine on their site. Made the click through function on AVA's site more intuitive. Result nearly quadruple visitors exiting to lodging partners booking sites.

Jimmie Lucht, Executive Director

Electronic Media

The organization made changes to the website, started new social media programs and began publishing a quarterly newsletter in 2015.

Website: AVA's website had 189,872 page views during the year. That is an increase of over 80,000 views above previous year.

Unique visitors to the site were up 66,135, approximately twice what was recorded the previous year. AVA also added a "Book Now" button to the lodging properties' listings resulting in over 2,000 website visitors exited the site directly to local lodging properties' booking pages (540 clicks in 2014).

Social Media: The number of FaceBook fans have continued to increase topping out at about 5000 fans this year. That is an increase of more than 250 fans over the previous year.



AVA began a quarterly E-Newsletter this year and at present has 286 "opt in" subscribers.

Visitors Services

Industry wide is seeing a trend in dropping numbers at visitors centers. Visitors are accessing mobile websites more frequently and downloading the information required from those sites (see "Electronic Media" at left). That trend is reflected here in Albany.

There were 5,739 visits to the Visitor Center, down about 800 visitors over 2014. The center received 3,841 tourism related calls, that number is down about 300 calls from the previous year.

The number of visitors who stopped at the Kiosk located in the south bound Santiam Rest Stop was 13,310, down about 3,000 from the previous year.

Group Travel

It is said that, "It is six to seven times cheaper to keep an old customer than to get a new one." To that end, in 2015 AVA staff worked closely with 81 groups to ensure their event was successful. Those events represent about 30,000 visitors to Albany representing thousands of dollars in lodging, dinning and other spending.



Packaged Travel

Albany Visitors Association (AVA) has been working to bring packaged travel (Tour Groups) to the Albany area. 2015 marks the 2nd year of this program and AVA's attendance at packaged travel trade shows. This industry, like all tourism events, plans their schedules 2-4 years out. So AVA is still working to be included in their catalogues.

Albany representatives were at three shows in 2015. The American Bus Association (ABA), National Bus Association (NTA) and Go West. At these trade shows we are given a particular number of appointments, an appointment lasts for 7 to 10 minutes (depending on the show). Attendees have that length of time to find their next appointment (see photo at left of Go West), introduce yourself and tell the tour operator what sets your destination apart from others, why they should come to your area and what their customers can experience at your location or attraction.

At the ABA Marketplace AVA had 26 appointments in 2015, the first year Albany attend. AVA also placed Albany's profile sheets in an additional 41 tour operator mail boxes. The average number of appointments for a Destination Marketing Organization like Albany is 30. (Albany had 52 appointments in 2016 of which 33 were buyer requested)

AVA sent two representatives to the NTA Travel Exchange and had 40 appointments. AVA placed 59 more profile sheets in tour operators mail boxes at the 2015 show. (1 representative and 26 appointments in 2016)

Go West is mostly Asian markets which is a quickly growing segment of US travel. In 2015 AVA had 27 appointments with tour operators and travel specialists. (AVA did not attend this show in 2016)

The result of AVA's efforts have been numerous day long bus trips to the area which include the carousel (and a donation), Monteith House (and a donation), and lunches. There was a tour group who came for a reception, dinner, stayed the night, went north, came back on their way south and had dinner, stayed the night. This one group can be credited with about 180 meals in our local restaurants and approximately 100 room nights. This is what AVA is working to repeat on a regular basis.

Travel Trends

Dean Runyan's reports are provided by Travel Oregon (these are 2014 numbers, 2015 will be out in July '16) "Visitor's Spending at Destination" in Linn County hit an all time high of \$117.2 million dollars (+3% over 2013). Tourism and hospitality were credited with 1,629 jobs here and earnings were at \$29.7 million.

A Longwood study for Travel Oregon reports the various travel segments for the state and the Willamette Valley Region. Those segments compare as shown:

	Oregon	Willamette Valley
Visiting Friends and Relatives	33%	56%
Marketable/Leisure travel	59%	36%
Business	8%	8%

The "Star" (STR) reports on local lodging by aggregating all lodging data collected from local lodging properties. Here in Linn County there are 16 lodging properties, ten participate in the STR report and all but one are Albany properties. The 2015 report shows all numbers are up over 2014 here in Albany/Linn Co. What is more, the Albany/Linn Co. numbers surpass the Willamette Valley Region's numbers in every category and surpasses many of the state's numbers as well.

2015 STR Report for Linn Co.

Occupancy: up 4.2%
 Average Daily Rate: up 6.7%
 Revenue Per Unit: up 11.1%
 Room Revenue: up 18.6%
 Room Availability: up 6.8%
 Rooms Sold: up 11.2%

Willamette Valley

Travel Oregon provides Destination Marketing Organizations with research that has been collected. One study reports the effect of Oregon's Scenic Bikeways. Albany is the mid-point of the Willamette Valley Scenic Bikeway which was the first scenic bikeway in the nation. (Dean Runyan, study released in June of 2015).

There were over 18,000 riders on the Willamette Valley Scenic Bikeway in one year. That is over 6,000 more riders than any other bikeway. Less than half of these riders were day riders. The rest spent at least one night out, many in lodging properties. \$2.8 million in spending is attributed to these overnight riders.

The Willamette Valley Scenic Bikeway riders (day trip and overnight) spent more than \$3 million, twice what was spent on the next highest trail (McKenzie Pass Scenic Bikeway).

Scenic Bikeway riders are attributed with 42 jobs and \$878,000 worth of earnings generated by these riders.

2015 AVA Board of Directors

President: Pam Silbernagel
President Elect: Jody Kruse
Past President: Gordon Kirbey
Secretary: Janet Westley
Treasurer: Connie Harpole

Aimee Addison, At Large
Christy Luchring, Business/Tourism
Karen Novak, Business/Tourism
Beth Walker, Business/Tourism
Rene Sadae, Historic Albany
Randy Joss, Business/Tourism

Albany Visitors Association Staff

Jimmie Lucht, Executive Director
Becca Barnhart
Rebecca Bond
Cathy Bradford
Sherri Pagliari
Don Vance
And many volunteers

Photos courtesy of the
AVA Photo Contest
Front cover by O. J. Anderson
Back cover by O. J. Anderson

ALBANY VISITORS ASSOCIATION

TLT AD HOC ADVISORY COMMITTEE

1



SEE
ALBANY
DISCOVER
OREGON



www.albanyvisitors.com

The logo consists of a square frame containing a stylized sun with rays on the right and a lighthouse tower on the left. The text 'SEE ALBANY DISCOVER OREGON' is arranged to the left of the logo, and the website URL is below it.

2



ALBANY TOURISM – WHY TOURISTS VISIT

- **SHOPPING - #1**
- **HISTORY AND CULTURE – 4 HISTORIC DISTRICTS AND OVER 800 HISTORIC, MONTEITH HOUSE & REGIONAL MUSEUMS, CAROUSEL, COVERED BRIDGES, THOMPSON MILL**
- **CULINARY EXPERIENCES – RESTAURANTS, FARMERS MARKETS, YOU PICK, WINERIES, BREWERIES, DISTILLERIES**
- **OUTDOOR ACTIVITIES – BOATING (PADDLE OREGON), HIKING, BIKING (WILLAMETTE VALLEY SCENIC BIKEWAY)**
- **EVENTS - NW ART & AIR FESTIVAL, RIVER RHYTHMS, ANTIQUES IN THE STREETS, THE MOTHER EARTH FAIR, DOG SHOWS, HORSE SHOWS**
- **SPORTING EVENTS – WRESTLING TOURNAMENT, SOFTBALL, SOCCER**

Longwoods International: Oregon 2013, Willamette Valley

3

WHO IS VISITING

- **OVERNIGHT TRIPS**
 - **OREGON – 30.6 MILLION**
 - **WILLAMETTE VALLEY – 5.2 MILLION**
 - **LINN COUNTY – 1.8 MILLION**
- **57% WOMEN**
- **MOST ARE OVER 45 YEARS OLD**
- **65% MARRIED**
- **64% HAVE NO CHILDREN UNDER 18**
- **60% HAVE A COLLEGE DEGREE**
- **51% RETIRED**



Longwoods International: Oregon 2013, Willamette Valley

4

WHY ARE THEY VISITING

- **56% VISITING FRIENDS AND RELATIVES**
- **37% MARKETABLE (CAN AFFECT THEIR TRAVEL DECISIONS)**
- **7% BUSINESS**

Longwoods International: Oregon 2013, Willamette Valley

5

OVERNIGHT VISITOR SPENDING

- **LODGING \$183 M**
- **RESTAURANT/FOOD/BEVERAGE \$166 M**
- **RETAIL \$124 M**
- **TRANSPORTATION \$95 M**
- **RECREATION \$53 M**



Longwoods International: Oregon 2013, Willamette Valley

6

VISITOR SPENDING – LINN COUNTY

- VISITOR SPENDING AT DESTINATION \$117.2 M
- DIRECT EMPLOYMENT 1629 JOBS
 - DIRECT EARNINGS \$29.7 M
- DIRECT TAX RECEIPTS \$5.1M

Dean Runyan & Associates: Linn County, 2014

7

ALBANY'S VISITOR CENTER

- LOCATED AT 110 3RD AVE SE
- TEN YEAR LEASE
- RENEW IN 2022



8

ALBANY'S VISITOR CENTER

WHAT VISITORS SAY ABOUT AVA

- **"AWESOME CENTER"**
- **"THANKS, VERY HELPFUL AND FRIENDLY"**
- **"INTERESTING CENTER, GREAT RESOURCE"**

9

HISTORY

- **BEGAN AS "ALBANY CONVENTION & VISITORS COMMISSION" – A CITY ENTITY**
- **INCORPORATED AS "ALBANY VISITORS ASSOCIATION" – 1990**
- **BECAME A 501 (C) 6 NON-PROFIT AGENCY**
- **FUNDING IS 99% TRANSIENT LODGING TAX**
 - **AVA IS NOT A MEMBERSHIP ORGANIZATION**

10

STAFF – FULL TIME

3 FULL TIME STAFF MEMBERS

- EXECUTIVE DIRECTOR
- EXECUTIVE ASSISTANT/FRONT DESK
- MARKETING SPECIALIST/PROGRAM COORDINATOR
 - .1 FTE BROWNSVILLE CHAMBER – WEBSITE MAINT, ADVERTISING
 - .3 FTE ALBANY VISITORS ASSOCIATION – WEBSITE MAINT, FACEBOOK, NEWSLETTER
 - .6 FTE WILLAMETTE VALLEY VISITORS ASSOCIATION - WEBSITE MAINT, FACEBOOK, NEWSLETTER, FAM TOURS, ETC.

11

AVA STAFF – PART TIME

- .8 FTE – GROUP TRAVEL COORDINATOR
- .6 FTE - FRONT DESK/VOLUNTEER COORDINATOR
- .6 FTE – HISTORIC RESOURCES COORDINATOR

- CONTRACTED: 1 PT – GROUP & PACKAGED TRAVEL

12

AVA OVERSITE

BOARD OF DIRECTORS

- **CURRENTLY 10 BOARD MEMBERS**
- **BOARD MAKEUP**
 - **NO LESS THAN 9 AND NO MORE THAN 15 BOARD MEMBERS**
 - **3 MEMBERS FROM BUSINESS OR TOURISM**
 - **3 MEMBERS FROM HISTORIC COMMUNITY**
 - **3+ MEMBERS AT LARGE**

13

AVA VOLUNTEERS

- **27 VOLUNTEERS**
- **1344 VOLUNTEER HOURS**
- **\$31,000 VALUE ***
- *** VOLUNTEER VALUE IS CALCULATED AT \$23.07 PER HOUR AS DETERMINED BY THE INDEPENDENT SECTOR WHO SETS THE VALUE FOR NON-PROFITS NATIONALLY**
- **NUMBERS SHOWN FOR 2014/2015**

14

PROGRAMS – VISITOR CENTER

- **6,057 VISITORS IN 2014/2015**
- **4,205 PHONE INQUIRIES IN 2014/2015**

15

PROGRAMS – VISITOR CENTER

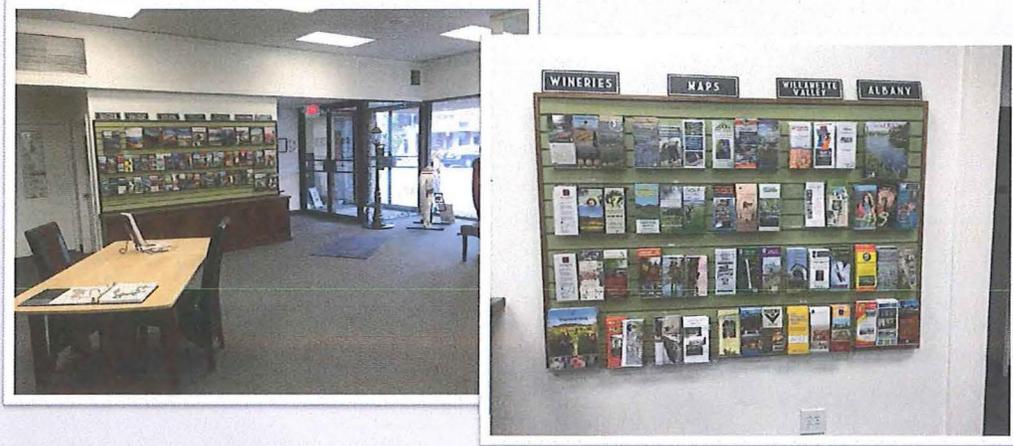
WHAT AVA DOES

- **WE GIVE DIRECTIONS ...**
- **TELL PEOPLE WHAT TO SEE AND DO**
- **WHERE TO EAT**
- **WHAT EVENTS ARE HAPPENING**
- **HELP FIND PLACES TO STAY**



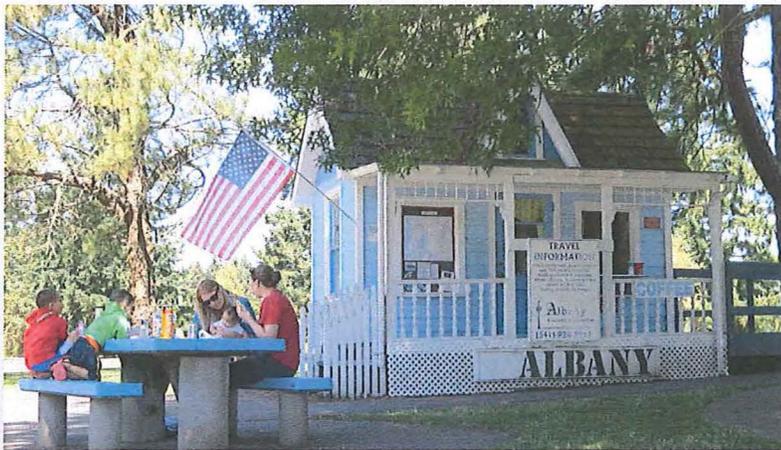
16

PROGRAMS – VISITOR CENTER



17

PROGRAMS – KIOSK



18

PROGRAMS – KIOSK

- **16,133 VISITORS**
 - **LOCAL AND STATE-WIDE BROCHURES & MAPS**
 - **COFFEE & SNACKS**
- **\$9,229 IN DONATIONS**
- **\$5,450 IN OPERATING AND MAINTENANCE COSTS**
 - **COFFEE WILL ADD \$1,600 TO COSTS**

Numbers are for 2014/2015

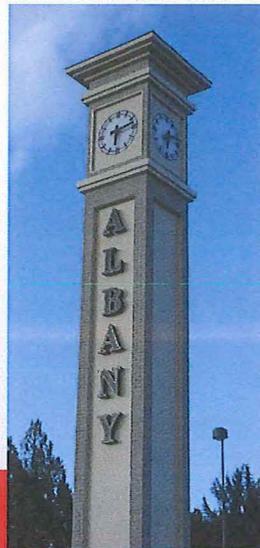
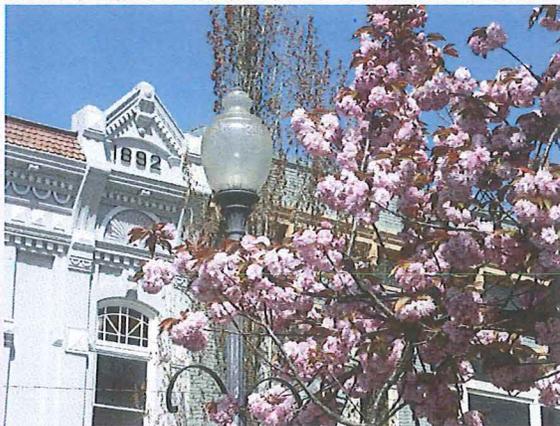
19

PROGRAMS – KIOSK

- **VISITOR'S COMMENTS**
 - **"NEED MORE OF THESE"**
 - **"PRETTY LITTLE HOUSE, NICE PEOPLE, LIFE SAVER!"**
 - **"THANK YOU FOR BEING HERE, I WAS REALLY TIRED AND THE COFFEE HELPED ME!"**

20

PROGRAMS – HISTORIC ALBANY, OREGON



21

PROGRAMS – HISTORIC ALBANY, OREGON



Cultural Heritage Tourism

- **Definition: Traveling to historic and cultural attractions and sites to learn about the past in an enjoyable way.**

22

PROGRAMS – HISTORIC ALBANY, OREGON

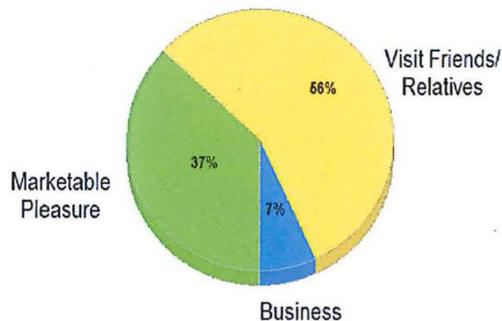
Why promote Cultural Heritage Tourism in Albany?

- Trips including cultural and heritage activities comprise one of the most popular and significant segments of the travel industry, accounting for about 25% of all domestic trips.
- On average, this group spends more, stays longer and is more likely to use hotels, motels and resorts than travelers who do not participate in historic and cultural activities.

23

PROGRAMS – HISTORIC ALBANY, OREGON

Overnight Visitors to Linn County 1.8 million



24

PROGRAMS – HISTORIC ALBANY, OREGON

Cultural Heritage Tourism Is...

“...protecting the places that people care about; sparking a renewed sense of community pride; bringing new investment, new jobs and new economic vitality to historic commercial areas; keeping our history alive and close at hand so we can live with it, learn from it and be inspired by it.”

Richard Moe, President,
National Trust for Historic Preservation

25

PROGRAMS – HISTORIC ALBANY, OREGON

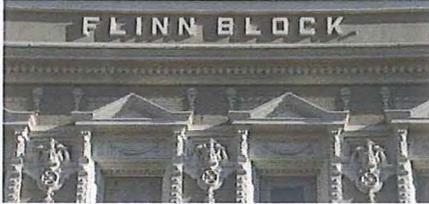
Five Principles for Successful and Sustainable Cultural Heritage Tourism

The Heritage Tourism Program of the National Trust for Historic Preservation has developed five principles that are based on successful cultural tourism programs.

- 1. Collaborate.**
Collaboration goes beyond building local support. It's also about sharing resources and knowledge.

26

PROGRAMS – HISTORIC ALBANY, OREGON



2. Find the Fit appropriate, involving, unique extension of the community experience that benefits residents and visitors.



27

PROGRAMS – HISTORIC ALBANY, OREGON

3. Make Sites and Programs Come Alive



On average, visitors will remember:

- 10% of what they hear,
- 30% of what they read,
- 50% of what they see,
- 90% of what they do.



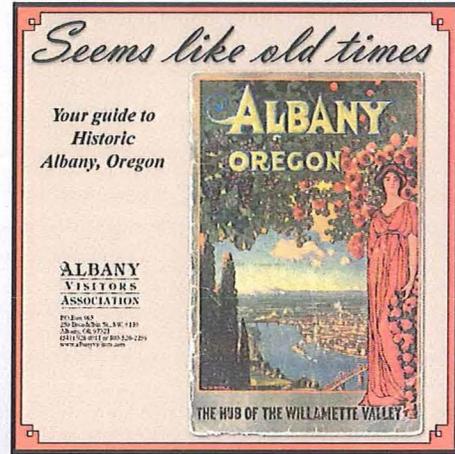
Today's travelers want to participate, creating special memories

28

PROGRAMS – HISTORIC ALBANY, OREGON

4. Focus on Quality and Authenticity

Seems Like Old Times is an award winning publication because the contents are helpful, useful to the visitor and focused on the authenticity of Albany's Historic Districts and unique history.



29

PROGRAMS – HISTORIC ALBANY, OREGON



Unmatched Variety of Style

Thirteen Architectural Styles from the Pioneer to the Queen Anne and Craftsman Bungalow are represented in Albany's districts.

30

PROGRAMS – HISTORIC ALBANY, OREGON



5. Preserve and Protect

Albany hasn't lost sight of what makes us special. By protecting the buildings, special places and qualities that attract visitors, we are safeguarding our future.

Albany is a leader in Oregon's historic preservation

Albany is known as having one of the best examples of architectural styles popular from the 1850's through the 1920's in Oregon

31

PROGRAMS – HISTORIC ALBANY, OREGON

In Historic Albany, times change...

"Glimpsing east on First Avenue from Broadalbin Street SW.

The Blain Clothing Company is at the right, c. 1902." Robert Potts Remembering When Volume I photo #115. Photo courtesy of the Albany Regional Museum historic photo collection.



32

PROGRAMS – HISTORIC ALBANY, OREGON



...Buildings Remain.

The Cusick Bank building another restoration project is one of many that used CARA funds.



33

PROGRAMS – HISTORIC ALBANY, OREGON

Let's Tout About it...

Visitors Line Up from near and far. They come in droves to experience Albany, Oregon.

**Watch your step,
No pushing or shoving.**



34

PROGRAMS – HISTORIC ALBANY, OREGON

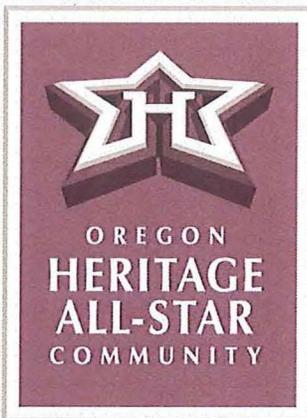
Historic Plaque Program

Visitors to Albany enjoy touring the historic districts throughout the year with over 800 historic buildings in the four districts



35

PROGRAMS – HISTORIC ALBANY, OREGON



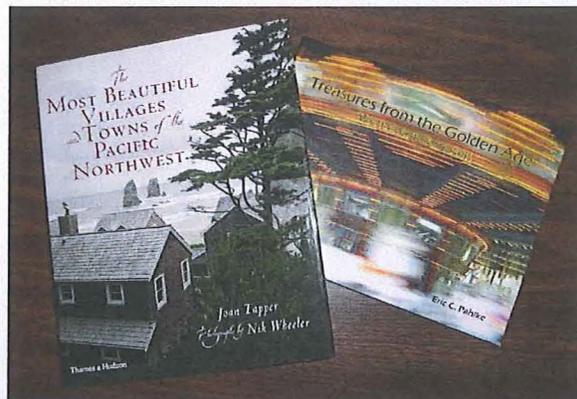
Albany, Oregon's First
Heritage All Star Community

MAIN STREET



NATIONAL TRUST
for HISTORIC PRESERVATION

Downtown Albany, Oregon
Performing Main Street
Reestablished 2008



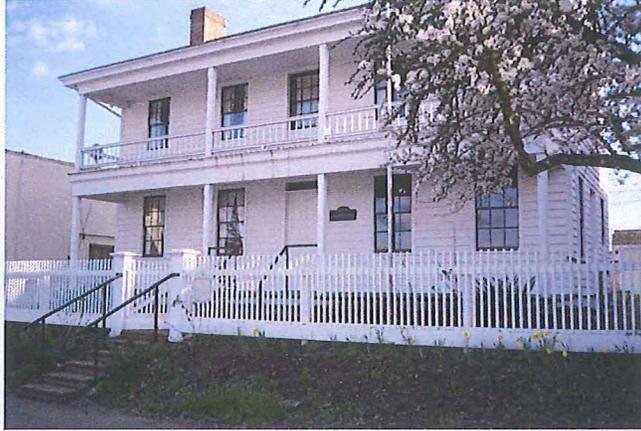
Albany's historic community in the Most Beautiful... and
West Coast Carousels Books

36

PROGRAMS – HISTORIC ALBANY, OREGON

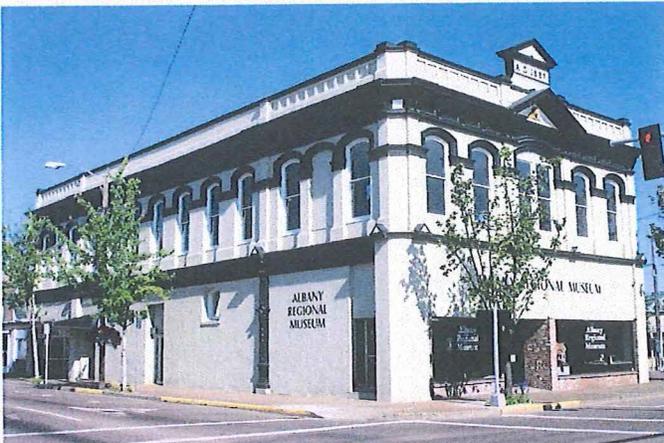
Monteith House Museum

The Monteith House Museum, 1849 is considered the most authentically restored Pioneer era house in the State of Oregon and is on the National Register of Historic Places. It is open for visitors seasonally mid June through mid September, during special events and by appointment.



37

PROGRAMS – HISTORIC ALBANY, OREGON

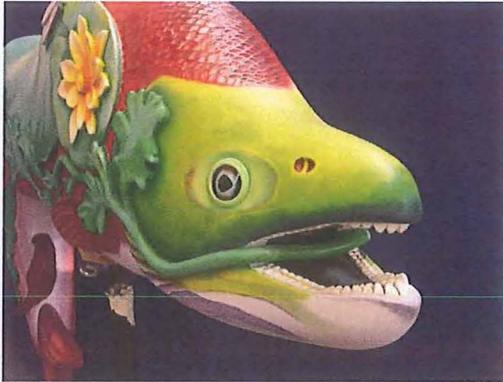


Albany Regional Museum

Open all year, Monday through Saturday, Nearly 600 members & 5,000 visitors annually, they hold several events throughout the year most are free of charge.

38

PROGRAMS – HISTORIC ALBANY, OREGON



Chinook the Sockeye salmon is one of 52+ animals that will be completed. The Carousel Art Studio is open for visitors at Two Rivers Market while their building is being constructed at 503 First W. Ave.

Historic Carousel and Museum

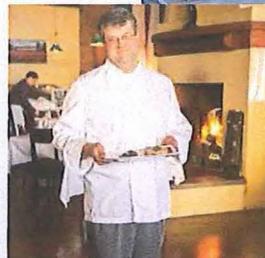


The American Dentzel Carousel Museum opened in 2005. The collection has a variety of carousel artifacts from the Dentzel Family and others.

39

PROGRAMS – HISTORIC ALBANY, OREGON

Local restaurants have the atmosphere and cuisine culture seekers are after.



Sybaris is an award winning restaurant specializing in Northwest Cuisine.

Photo of Matt Bennett, Owner and Chef of Sybaris taken by *David H. Collier* for *Via Magazine: Albany, Ore.: 5 Things We Love*. May/June 2013.

40

PROGRAMS – HISTORIC ALBANY, OREGON

Historic Downtown Albany is known for antique and specialty shops.

Special events held throughout the year cater to ...



... shoppers

and collectors.

Crazy Days mid-July;

Antiques in the Streets the Saturday after Labor Day.



41

PROGRAMS – HISTORIC ALBANY, OREGON

Monteith River Park

River Rhythms Annual Music Series celebrates 30 years in 2013. Thousands of music lovers claim a spot on the grass to enjoy a variety of musical artists and styles.



42

PROGRAMS – HISTORIC ALBANY, OREGON



Albany has a long-standing reputation for the largest Veteran's Day Parade on the west coast. In 2012 the 60th Annual celebration took place.

"When events become tradition they stand the test of time. They can serve as a bridge between generations; an opportunity to celebrate who we are and where we came from. To appreciate our diversity, honor those who secure this precious freedom, cherish those who came before us and preserve our heritage for those who will follow."



Rebecca

43

PROGRAMS – HISTORIC ALBANY, OREGON



and the Natural Gourmet

Albany's Farmers' Market is held every Saturday mid April through November featuring local produce, plants, cut flowers and homemade treats.

44

PROGRAMS – HISTORIC ALBANY, OREGON



Historic Albany, Oregon; recognizing that preserving our past...

Picture: photo circa 1903, courtesy of the Monteith Historical Society shows people sitting on the front porch of the Monteith House, Albany's first frame house c 1849, holding a "This Place Matters" sign.

45

PROGRAMS – HISTORIC ALBANY, OREGON



...is helping to sustain our future.

Chamber of Commerce Izzy's Youth Leadership Class, 2010.

46

PROGRAMS – HISTORIC ALBANY, OREGON



47

PROGRAMS – MARKETING, WEBSITE

- **55,000+ UNIQUE VISITORS (2015 FIRST HALF 42,500)**
- **167,000+ PAGE VIEWS (2015 FIRST HALF 107,500)**
- **5700 VIEWED LODGING PROPERTY'S SITES**
- **3700 EXITED TO LODGING BOOKING SITES**
- **DEVICE**
 - **21,000 DESKTOP**
 - **31,500 MOBILE**

Numbers are for 2014/2015

48

PROGRAMS – MARKETING, SOCIAL

- **FACEBOOK – 5,000+ FANS**
- **TWITTER – 390 FOLLOWERS**
- **INSTAGRAM – 400 + FOLLOWERS**



Numbers are for 2014/2015

49

PROGRAMS – MARKETING, PAID ADVERTISING

PRINT

- **PUBLICATIONS LIKE NW TRAVEL, SUNSET, 1859, ETC**
 - **33 PLACEMENTS**
 - **2,835,700 IMPRESSIONS**
 - **\$0.0075 PER IMPRESSION**

Numbers are for 2014/2015

50

PROGRAMS – MARKETING, NICHE

- PUBLICATIONS LIKE FOOD TRAVELER, TAKE ROOT, OREGON WINE GUIDE, OREGON RV RESOURCE GUIDE
 - 530,000 IMPRESSIONS
 - COST PER IMPRESSION \$0.016



Numbers are for 2014/2015

51

PROGRAMS – MARKETING, EARNED MEDIA

- 26 ARTICLES PUBLISHED
 - 1,172,000 TOTAL CIRCULATION
 - AD VALUE \$78,900

Numbers are for 2014/2015

52

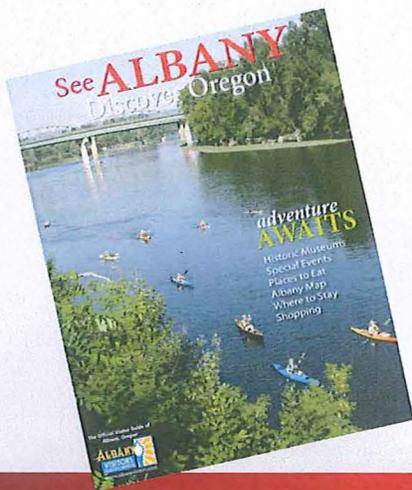
PROGRAMS – MARKETING, EVENTS

- **DIRECT SUPPORT FOR 43 NEW AND EXISTING EVENTS**
 - **PROVIDED STAFFED WELCOME TABLES, WELCOME BAGS**
 - **PROVIDED PRINTING, MAILING, MEETING SERVICES**
 - **CREATED AND CONDUCTED TOURS**
 - **ARRANGED FOR SERVICES – TROLLEY, ENTERTAINMENT**
 - **... “WHAT EVER IT TAKES!”**

Numbers are for 2014/2015

53

PROGRAMS – MARKETING, BROCHURES



- **25,000 produced**
 - **“No TLT was sacrificed for this publication”**
 - **Paid for through advertising**
 - **Represents Albany and surrounding area**
- **Annual Photo Contest**
 - **100+ photographers**
 - **300+ photos**
- **Distributed through Visitor and Welcome Centers across Oregon**
 - **Local hotels**
 - **The Carousel**

Numbers are for 2014/2015

54

PROGRAMS – MARKETING, PACKAGED TRAVEL

- **WHAT IS PACKAGED TRAVEL**
 - **HOW TO REACH THIS MARKET**
 - **TRADESHOWS AVA ATTENDS**
 - **WORKING THE LEADS**



55

PROGRAMS – MARKETING, PACKAGED TRAVEL

WHAT RESULTS LOOK LIKE

- **DAY TRIPS – VISIT ATTRACTIONS, HAVE LUNCH, MORE ATTRACTIONS**
- **OVERNIGHT TRIPS - VISIT ATTRACTIONS, HAVE MEALS, SHOP, SPEND A NIGHT OR TWO**
 - **EXAMPLE – JOY HOLIDAY - 1 GROUP, 2 BUSES, 2 NIGHTS, 2 MEALS, SHOPPING**
 - **HOTEL - \$10,400**
 - **RESTAURANTS - \$3000**
 - **SHOPPING, BI MART, FRED MEYERS, HERITAGE MALL - ???**
 - **FUEL - ???**

56

PROGRAMS – MARKETING, CONFERENCE & GROUP

WHAT AVA IS DOING FOR THIS NICHE

- **CONFERENCES – THE BID PROCESS**
 - **RECENT SUCCESSES**
 - **OREGON HERITAGE CONFERENCE**
 - **OTTA BOARD RETREAT**
 - **TRAVEL OREGON COMMISSION**
 - **SPOTLIGHT ON THE NW**
 - **FOODWORX POST CONFERENCE TOURS**

57

PROGRAMS – MARKETING, CONFERENCE & GROUP

WHAT AVA IS DOING FOR THIS NICHE

- **CONFERENCES –**
 - **IN PROGRESS**
 - **TRAVEL AND WORDS CONFERENCE**
 - **NORTHWEST TANDEM BIKE RALLY**
 - **OREGON GOVERNORS CONFERENCE ON TOURISM**

58

PROGRAMS – MARKETING, FREQUENT INDEPENDENT TRAVELER - FIT

ALBANY'S 7 WONDROUS JOURNEYS FOR THE FIT

- **COMPLETED ITINERARY SUGGESTIONS**
- **PLANS FOR PROGRAM EXPANSION**
 - **BROCHURE**
 - **WEB PRESENCE**

59

INDUSTRY PARTNERS

- **TRAVEL OREGON**
 - **REGIONAL DESTINATION MARKETING ORGANIZATIONS (RDMO)**
- **WILLAMETTE VALLEY VISITORS ASSOCIATION (WVVA) – CURRENT PRESIDENT**
- **VISIT LINN COALITION (VLC) – MEMBER**
- **LINN COUNTY CULTURAL COALITION- BOARD MEMBER**
- **OREGON TOUR AND TRAVEL ALLIANCE (OTTA) – BOARD MEMBER, MEMBERSHIP AND MARKETING COMMITTEES**
- **STATE HISTORIC PRESERVATION OFFICE**
- **OREGON DESTINATION MARKETING ORGANIZATIONS (ODMO) – BOARD MEMBER**

60

STATS - 15-14

OREGON LODGING STATISTICS												
December 2015 (Actual)												
Region	Occupancy		Room Rate		RevPar		Room Supply		Room Demand		Room Revenue	
	Year	% Chg	Year	% Chg	Year	% Chg	This Year	% Chg	This Year	% Chg	This Year	% Chg
United States	65.6	1.7	120.01	4.4	78.67	6.3	1,818,807,057	11	1,888,440,378	5.9	1,658,872,051	7.1
Pacific	73.3	2.7	150.79	6.3	110.54	9.1	252,348,790	0.2	265,017,287	5.3	224,102,415	9.3
Statewide	66.0	4.0	112.33	8.0	74.15	12.3	22,955,005	0.9	15,329,214	4.8	17,264,000	12.2
Eastern	56.0	4.6	77.30	5.6	43.29	10.5	1,503,174	-0.3	93,409	4.4	71,230,298	19.0
Central	60.9	4.9	120.89	6.2	73.66	11.4	1,810,697	2.1	1,824,000	7.1	144,498,757	15.8
Southern	61.6	3.2	88.10	6.3	54.23	9.7	3,901,604	0.4	1,824,722	3.0	152,283,771	12.0
Willamette Valley	64.1	4.1	96.51	6.0	61.83	10.4	3,046,698	1.1	2,317,042	7.0	29,158,026	11.8
Mt Hood/Gorge	65.1	6.2	98.38	6.5	64.00	13.1	70,800	-5	220,190	2.1	22,208,000	15.3
Portland Metro	76.0	3.2	131.02	10.2	99.60	13.8	8,002,404	1.1	6,101,814	4.4	79,312,571	12.1
Coast	58.3	5.2	110.43	5.7	64.36	11.2	1,973,199	0.1	2,212,621	5.2	257,681,289	11.3

OREGON LODGING STATISTICS												
December 2015 (Actual)												
Region	Occupancy		Room Rate		RevPar		Room Supply		Room Demand		Room Revenue	
	Year	% Chg	Year	% Chg	Year	% Chg	This Year	% Chg	This Year	% Chg	This Year	% Chg
United States	65.6	0.8	118.81	2.7	81.71	3.2	1,818,807,057	1.5	6,667,410	2.3	6,460,377,057	7.7
Pacific	61.9	2.8	142.12	2.3	87.85	5.1	21,602,028	0.2	13,202,819	2.7	1,858,281,544	5.7
Statewide	49.1	2.0	20.00	7.8	49.78	9.9	1,953,422	0.7	2,254,022	5.6	2,720,667	10.7
Eastern	38.2	-0.2	71.54	7.2	25.92	0.5	2,143.0	0.0	51,795	-0.5	3,064,129	0.2
Central	44.0	4.0	105.61	3.4	48.44	8.3	1,505,600	0.1	732,000	4.9	7,739,405	0.4
Southern	46.7	2.5	77.50	6.1	38.20	14.3	233,600	1.0	116,000	0.9	5,200,000	15.5
Willamette Valley	47.2	11.0	83.23	2.8	39.44	-0.1	2,079,000	0.0	1,454,000	-1.6	12,143,413	-7.3
Mt Hood/Gorge	51.2	19.0	90.54	7.1	48.34	27.2	65,435	-1.1	16,389	-0.0	3,021,504	27.3
Portland Metro	61.7	2.3	132.94	5.6	70.32	7.7	6,810,001	1.1	2,234,000	3.3	25,245,570	0.9
Coast	38.5	4.0	86.70	2.9	32.00	7.0	337,404	0.0	24,262	4.0	11,005,123	7.0

Data from STR 2015

61

STATS - 2015

Region	Occupancy		Room Rate		RevPar	
	Year	% Chg	Year	% Chg	Year	% Chg
United States	65.6	1.7	120.01	4.4	78.67	6.3
Pacific	73.3	2.7	150.79	6.3	110.54	9.1
Statewide	66.0	4.0	112.33	8.0	74.15	12.3
Eastern	56.0	4.6	77.30	5.6	43.29	10.5
Central	60.9	4.9	120.89	6.2	73.66	11.4
Southern	61.6	3.2	88.10	6.3	54.23	9.7
Willamette Valley	64.1	4.1	96.51	6.0	61.83	10.4
Mt Hood/Gorge	65.1	6.2	98.38	6.5	64.00	13.1
Portland Metro	76.0	3.2	131.02	10.2	99.60	13.8
Coast	58.3	5.2	110.43	5.7	64.36	11.2

Source: STR

Data from STR 2015

62

STATS – 2015-2014

Travel Oregon
For the month of December 2015

	Current Month - December 2015 vs December 2014												Year to Date - December 2015 vs December 2014									Participation						
	Occ %		ADR		RevPAR		Percent Change from December 2014						Occ %		ADR		RevPAR		Percent Change from YTD 2014			Properties		Rooms				
	2015	2014	2015	2014	2015	2014	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold	2015	2014	2015	2014	2015	2014	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold	Census	Sample	Census	Sample
United States	53.0	52.6	115.81	113.15	61.41	59.51	0.8	2.4	3.2	4.7	1.5	2.3	65.6	64.4	120.01	114.92	78.67	74.04	1.7	4.4	6.3	7.4	1.1	2.9	52503	31414	4969058	3637968
Pacific	61.9	60.2	142.19	139.01	87.98	83.71	2.8	2.3	5.1	5.7	0.6	3.4	73.3	71.4	150.79	141.90	110.54	101.32	2.7	6.3	9.1	9.8	0.6	3.3	7892	4237	729098	556882
Linn County, OR	42.0	38.0	76.32	69.03	32.06	26.23	10.6	10.6	22.3	34.4	10.0	21.6	58.6	56.3	83.72	78.49	49.10	44.19	4.2	6.7	11.1	18.6	6.8	11.2	16	10	927	717

Data from STR 2015

63

STATS – 15 VS 14

	Year to Date - December 2015 vs December 2014											
	Occ %		ADR		RevPAR		Percent Change from YTD 2014					
	2015	2014	2015	2014	2015	2014	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold
United States	65.6	64.4	120.01	114.92	78.67	74.04	1.7	4.4	6.3	7.4	1.1	2.9
Pacific	73.3	71.4	150.79	141.90	110.54	101.32	2.7	6.3	9.1	9.8	0.6	3.3
Linn County, OR	58.6	56.3	83.72	78.49	49.10	44.19	4.2	6.7	11.1	18.6	6.8	11.2

Data from STR 2015

64

WISH LIST

- **EMPLOYEE RECRUITMENT AND RETENTION**
 - STAFF HEALTH INSURANCE
 - STAFF RETIREMENT
 - MINIMUM WAGE INCREASE
- **MARKETING**
 - WEB SITE UPDATE, SEARCH ENGINE MAXIMIZATION
 - SOCIAL MEDIA MARKETING (PAY TO PLAY)
 - TELEVISION, TARGETED WEB ADVERTISING
 - ADDITIONAL PROMOTIONAL MATERIALS FOR WELCOME BAGS
 - MORE WELCOME CENTER BROCHURE DISTRIBUTION SITES (7+ PDX)
- **PACKAGED TRAVEL**
 - ADDITIONAL SHOWS
 - ADDITIONAL REPRESENTATIVES TO SHOWS
- **HOSPITALITY & COMMUNITY DEVELOPMENT**
 - SCHOLARSHIPS FOR ORLA'S "TRAIN THE TRAINER" CUSTOMER SERVICE
 - HOST TRAINING SESSIONS FOR LODGING, RETAIL, RESTAURANT, ETC.
 - YEAR AROUND MONTEITH DOCENT
 - REINSTATE HERITAGE GRANTS
 - VISITORS CENTER SEASONAL STAFFING
- **EQUIPMENT REPLACEMENT**
 - COPY MACHINE

65

OPPORTUNITIES

- **HIRE MARKETING PERSON TO FILL EXPO & OTHER FACILITIES IN THE AREA**
- **SPONSOR RURAL TOURISM STUDIO, AGRI-TOURISM WORKSHOP**
- **UNIQUE LODGING EXPERIENCE**

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THANK YOU

FOR YOUR TIME AND ATTENTION!

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