

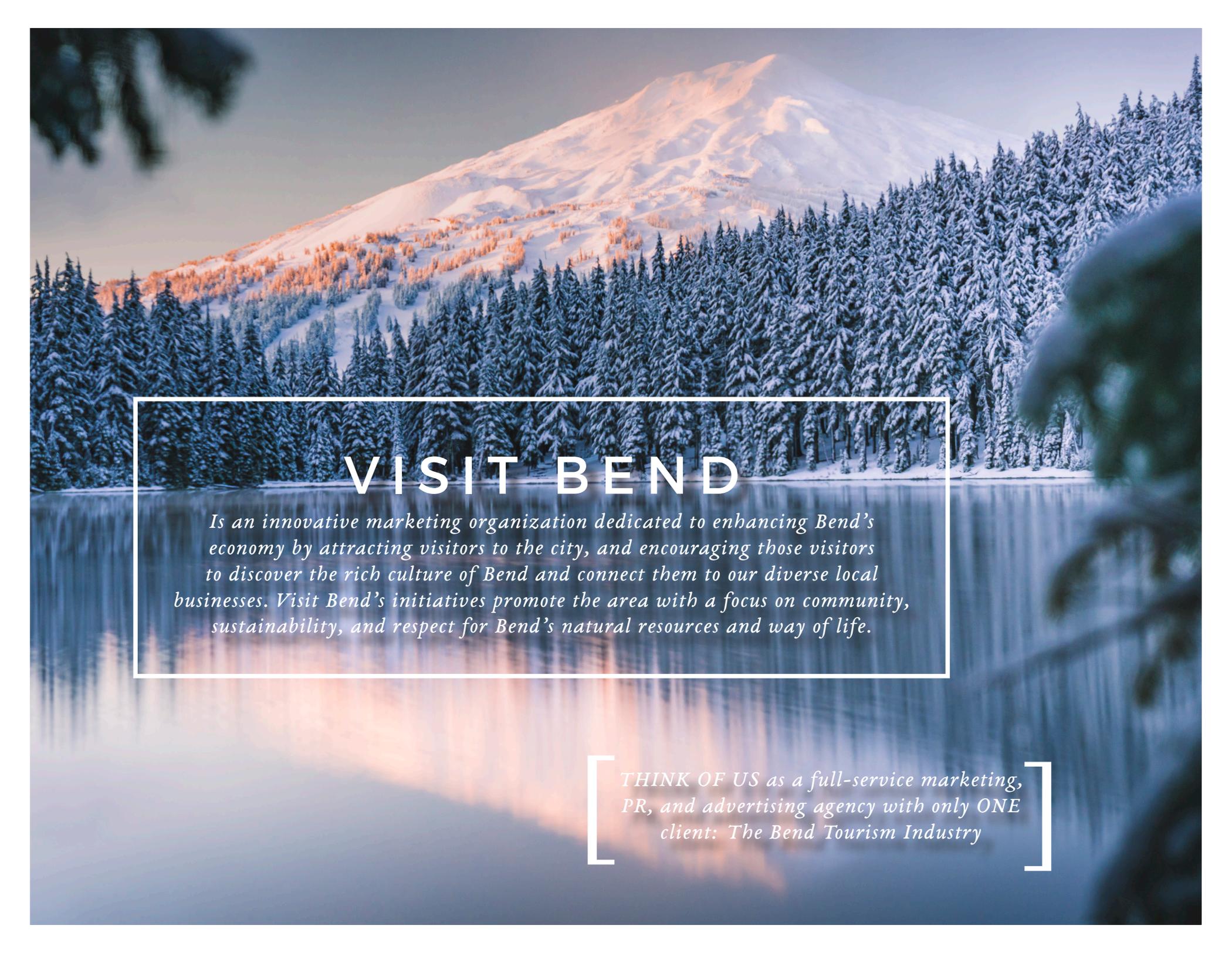
VISIT BEND

Business + Marketing Plan

FY 2019

visitbend.com





VISIT BEND

Is an innovative marketing organization dedicated to enhancing Bend's economy by attracting visitors to the city, and encouraging those visitors to discover the rich culture of Bend and connect them to our diverse local businesses. Visit Bend's initiatives promote the area with a focus on community, sustainability, and respect for Bend's natural resources and way of life.

THINK OF US as a full-service marketing, PR, and advertising agency with only ONE client: The Bend Tourism Industry

INTRODUCTION

Dear Tourism Stakeholder,

As Fiscal Year 2019 approaches, Bend's tourism industry is thriving, evolving, and on pace to achieve a sixth consecutive record year.

Bend's transient room tax collections (TRT) and citywide lodging occupancy continued to be strong in Fiscal Year 2018 (see pages 20-22). In Fiscal Year 2019, total TRT collections are projected to generate over 9 million dollars, with nearly 6.2 million dollars going directly to the City of Bend.

Despite the sustained growth in Bend's tourism industry, Visit Bend is committed to focusing on tourism's beneficial economic impacts on the community, all while investing in new programs aimed at encouraging responsible use and behaviors as well as environmental sustainability.

The Business Plan presented on the following pages will present the many benefits the City and tourism stakeholders continue to receive because of Visit Bend's work. With a much lower than average operating cost, Visit Bend outperforms other destinations throughout the West, establishing Bend as a premiere destination with ever-evolving and further-diversified tourism offerings. This plan will demonstrate Visit Bend's ability to stay ahead of industry trends while ensuring the City receives the largest possible return on investment from its tourism bureau.

In an effort to provide an understanding of Visit Bend, as well as a clear presentation of the strategic plan for the year ahead, we have organized the following plan into two sections. The first section (pages 1-11) represents an organizational overview of Visit Bend. The second section (pages 12-19) represents the strategic plan and budget for Fiscal Year 2019.

As the team tasked with the City of Bend's tourism development program, we look forward to working with the community to achieve continued success for Bend's economy.

Sincerely,

The Visit Bend Board of Directors

Kevney Dugan
President/CEO
Visit Bend

Dave Nissen
Board Chairman
Founder/Co-Owner
Wanderlust Tours

Matt Williams
Board Vice Chair
President/Owner
Pine Ridge Inn & Suites

Alan Dietrich
Treasurer
CEO
Bendistillery

Paige Robinson
Board Member
Owner/CEO
Bluebird Day Vacation Rentals

John McLeod
Board Member
President/GM
Mt. Bachelor

Noelle Fredland
Board Member
Marketing Director
Old Mill District

Brent McLean
Board Member
VP, Sales & Marketing
Northview Oregon Resorts

Erick Trachsel
Board Member
Director, Sales & Marketing
Riverhouse on the Deschutes

Michelle Mercer
Board Member
Marketing Director
Sun Country Tours



2130%

INCREASE IN GENERAL
FUND CONTRIBUTIONS
FROM TRT COLLECTIONS
SINCE FISCAL YEAR
2009.

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VISIT BEND'S GUIDING PRINCIPALS

MISSION

Visit Bend's mission is to enhance the economic vitality of our community by promoting Bend as a year-round visitor, convention, and event destination by maximizing collaborative partnerships, efficiently activating transient room tax revenue into effective sales and marketing programs, and cultivating a world-class visitor experience.

VISION

Visit Bend's vision is to be the most effective Destination Marketing Organization (DMO) in the State of Oregon, to provide the best delivery of tourism service and information to Bend visitors, to be the tourism marketing resource of choice for businesses in Bend, and to be the industry leader in financial management and stewardship of public funds.

PURPOSE

Visit Bend is an economic development organization whose function is to create an effective mix of marketing, sales, and service programs which are designed to produce a positive economic impact of visitor spending in Bend.

Developing and implementing these programs results in enhancing the city's livability by providing year-round employment. Visit Bend sells the entire city and works in good partnership with all sectors of the Bend and Central Oregon visitor and convention industry.

VALUES

Excellence in Stewardship of Public Funds

Optimum Trust and Relationship with the Citizens of Bend and Bend City Council

Innovation, Creativity, and Excellence in All That We Do

Collaboration with Key Partners

Highest Level of Ethical Standards

Reflect the Warmth, Friendliness, and Welcoming Nature of the Community

PROGRAMS + RESULTS

VISITBEND.COM
BEND BUZZ BLOG
VISIT LIKE A LOCAL
ADVERTISING
PUBLIC RELATIONS
MEDIA PITCHES
BEND ALE TRAIL
SCENIC BIKEWAY

ROUNDBOUT ART ROUTE
THE BEND PLEDGE
TIN PAN ALLEY
ART COLLECTION
BEND CULTURAL
TOURISM FUND
NATIONAL CHAMPIONSHIP
ATHLETIC EVENTS

12,387 JOBS

IN CENTRAL OREGON
BECAUSE OF TOURISM
(STATE OF OREGON)



VISIT BEND

213% INCREASE

IN COLLECTIONS TO THE
CITY'S GENERAL FUND SINCE FY
2009(PROJECTED)

\$6.02 MILLION

TRT CONTRIBUTION TO THE CITY'S GENERAL
FUND IN FY2018(PROJECTED)

\$206,434

DEDICATED VISIT BEND FUNDING
FOR PUBLIC ARTS AND CULTURE
IN FY18

THE ECONOMIC DEVELOPMENT ENGINE

Virtually everything Visit Bend does is designed to drive traffic to Bend and to VISITBEND.COM. Visit Bend's marketing model is founded on the fundamental strategy of generating customers through a comprehensive mix of **MARKETING, SALES, and PUBLIC RELATIONS** programs, then driving those customers to VISITBEND.COM where they are connected to Bend's tourism stakeholders.

As a non-membership, publicly-funded organization, Visit Bend offers free listings on visitbend.com to tourism stakeholders to ensure transient room tax dollars benefit the entire tourism industry.

The premise is, we attract visitors to Bend and provide opportunities for local businesses to convert those visitors to customers.

VISIT BEND'S WEBSITE IS THE ENGINE THAT CONVERTS VISIT BEND'S MARKETING EFFORTS TO REVENUE FOR THE CITY OF BEND AND FOR LOCAL BUSINESSES.

NUMBER 1

VISIT BEND IS A LEADING REFERRER OF WEBSITE TRAFFIC TO MOST BEND TOURISM BUSINESSES

(CHECK YOUR ANALYTICS!)

THE VISIT BEND TEAM

Visit Bend's staff and board of directors take great pride in the organization's efficiency. Visit Bend continues to operate to a higher standard than other DMOs while focusing on driving economic development for the City of Bend and tourism stakeholders at a level of competency and efficiency which is setting a new bar.

Visit Bend further increases efficiency by conducting most marketing services in-house, including creative production, graphic design, copywriting, blog production, public relations, sales, social media, collateral development, and event management. This makes marketing much less expensive and much more effective.

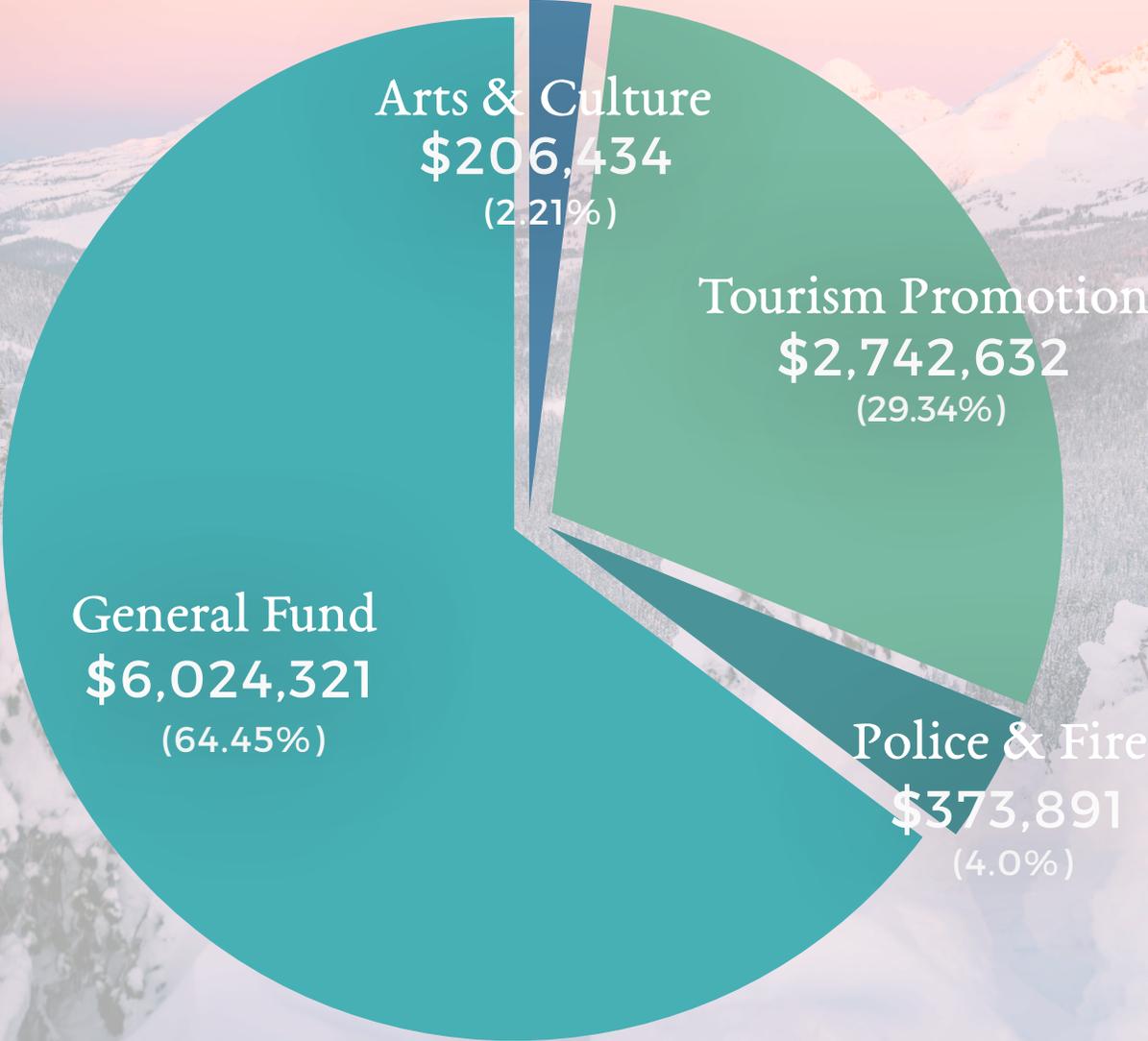
As stewards of public funds, the staff and board of directors continually look for new ways to ensure Visit Bend operates efficiently.



TOURISM CONTRIBUTIONS TO THE GENERAL FUND

PROJECTED FY 2018 TOTAL TRT COLLECTIONS

\$9,210,146



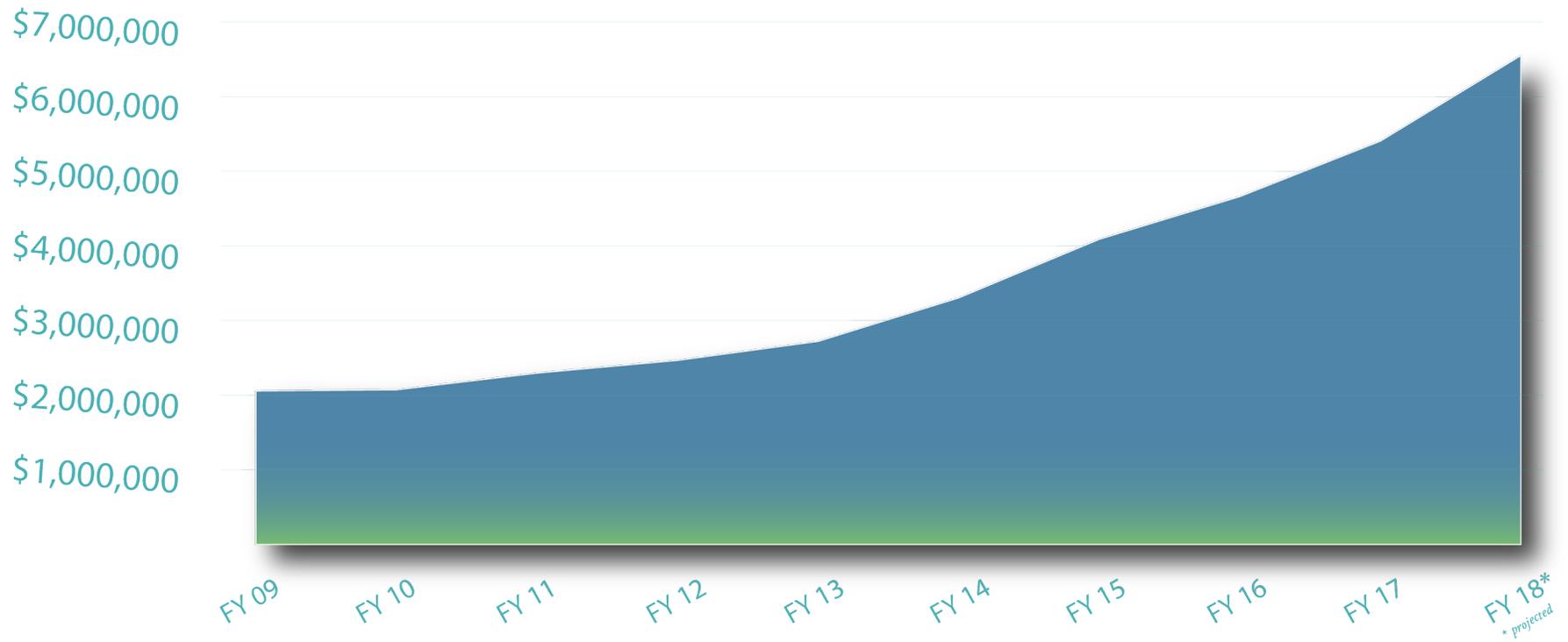
FY 2018 TAX CONTRIBUTIONS TO GENERAL FUND PER YEAR, PER ROOM, BY ROOM TYPE

HOTEL ROOM:
\$2,285

VACATION RENTAL:
\$3,071

TRT CONTRIBUTIONS TO THE GENERAL FUND SINCE FISCAL YEAR '09

A 213% Increase



A night photograph of a road winding through a forest. The sky is dark and filled with stars, with the Milky Way galaxy visible in the upper half. The road has a yellow double line in the center and white lines on the sides. The trees are dark and silhouetted against the night sky.

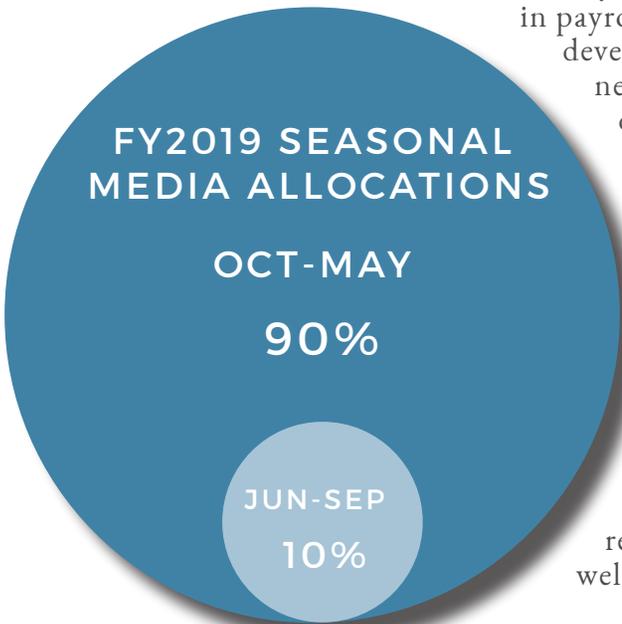
**FISCAL YEAR 2019
BUSINESS PLAN
+ BUDGET**

FISCAL YEAR 2019 STRATEGIC PLAN

Following five consecutive record years, Bend's tourism industry will have to be creative and innovative to sustain growth in Fiscal Year 2019 as we face a slowing of the tourism industry. Visit Bend's 2019 Business Plan is designed to maintain the effective marketing model that has been developed over the past nine years, while continuing to position the Bend brand as one built on sustainability and responsible use from visitors and residents alike.

Having a deep understanding of the unique challenges that the Bend tourism industry faces allows Visit Bend to pivot and adapt its marketing plan to best meet the needs of visitors and the stakeholders who serve them. Three years ago, Visit Bend made a strategic effort to shift marketing funds previously earmarked for summer months in to the winter and shoulder season months bookending winter. Since Visit Bend began promoting non-summer months, Visit Bend has seen a trend whereby summer occupancy has remained flat over the past two years, while non-summer months continue to show growth when it's needed most. This led to an annual increase of 2.6% YOY in FY2017.

Visit Bend's primary role in this community is to increase economic development among tourism stakeholders. Prioritizing Visit Bend's resources to focus on months with the most growth potential affords stakeholders a higher level of growth throughout the year, stabilizing their businesses and leading to a higher employment rate year round. Over the past four quarters, the tourism industry averaged 12,397 people employed in Deschutes County, with payrolls totalling over 264 million dollars, showing a strong growth in hiring and wages in an industry often faulted for having low wages. This 3.4% YOY growth in employment, and 9% growth in payrolls within the tourism industry demonstrates Visit Bend's effectiveness as an economic development agency. When looking deeper, the Arts, Entertainment, and Recreation sector grew at nearly three times that of the overall Leisure and Hospitality sector at a pace of 9.5%. Additional data shows that the majority of the jobs (80%) and wages (99%) created within this sector are within the City of Bend.



Visit Bend's strategic plan for FY2019 is to continue to focus efforts on programs that have the highest quality growth potential. Reinvesting tourism dollars into programs that target and attract visitors who will leave a positive impact on the community will be Visit Bend's number one priority, focusing on quality over quantity.

As a part of this strategy, and in addition to specifically targeted advertising campaigns running across mediums ranging from television and radio to print and digital, Visit Bend will continue to invest in sustainable tourism through its Visit Like a Local and Bend Pledge campaigns. As a result, Bend will become recognized as a premier destination, reinventing what it means to be a sustainable and responsible community, while continuing to welcome tourists who invested more than 1.1 billion dollars in the region.

FISCAL YEAR 2019 BUDGET

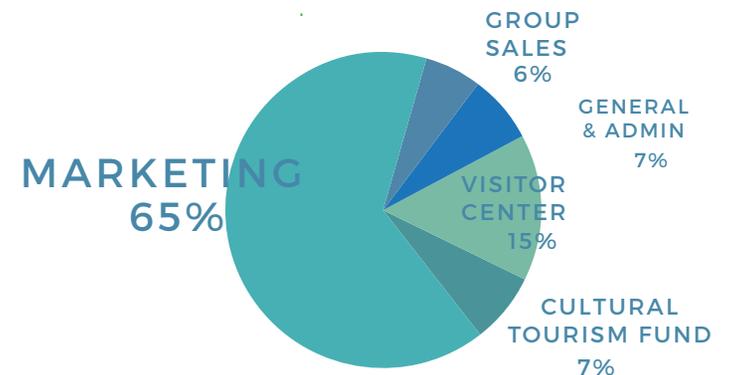
YEAR TO YEAR COMPARISON

REVENUE	FY 2018	FY 2019	VARIANCE	
			\$	%
City Funding - 9.0%	2,136,806	2,136,871	65	0.0%
City Funding - 1.0%	614,418	626,706	12,288	2.0%
City Funding - 0.4%	245,767	250,683	4,915	2.0%
City Funding - Prior Years	-	(105,305)	(105,305)	100.0%
Retail Sales	138,083	138,083	-	0.0%
Advertising	125,214	125,214	-	0.0%
Events	1,168	-	(1,168)	(100.0%)
Total	3,261,457	3,172,252	(89,205)	(2.7%)

EXPENSES	FY 2018	FY 2019	VARIANCE	
			\$	%
Marketing	1,996,009	1,947,689	(48,320)	(2.4%)
Group Sales	341,172	189,621	(151,551)	(44.4%)
Cultural Tourism Fund	244,610	219,286	(25,324)	(10.4%)
Visitor Center	426,155	455,374	29,219	6.9%
General & Administration	149,216	201,670	52,453	35.2%
Total	3,157,162	3,013,639	(143,523)	(4.5%)

NET INCOME (LOSS)	104,295	158,613	54,318	52.1%
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PRIMARY BUDGET ALLOCATIONS FY 2019



REVENUE

City Funding - 9.0%	2,136,871
City Funding - 1.0%	626,706
City Funding - 0.4%	250,683
City Funding - Prior Year	(105,305)
Retail Sales	138,083
Advertising Sale	125,214
Event Revenue	-
Other Revenue	-
TOTAL	\$ 3,172,252

PERSONNEL EXPENSES

Base Pay	525,592
Incentive Pay	38,200
Payroll Taxes	40,819
Employee Benefits	68,310
TOTAL	\$ 672,921

SALES & MARKETING EXPENSES

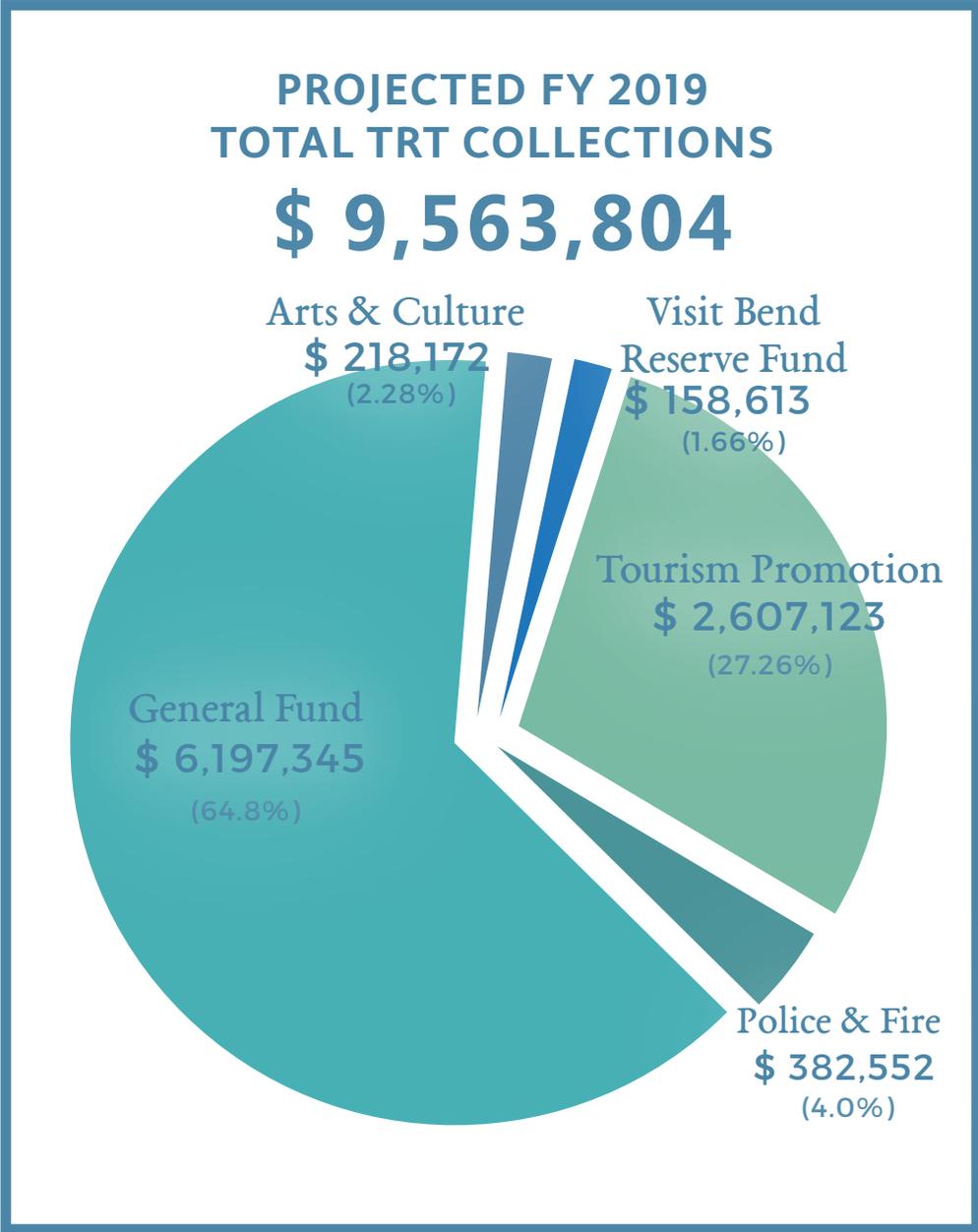
Cultural Tourism Fund	219,286
Visitor Development Fund	70,500
Online Mktg	407,338
Outdoor	55,000
Photo	17,200
Print	40,305
Production	134,249
Radio	257,113
Trade Shows	7,500
TV	357,104
Collateral	84,000
Brochure Distribution	13,896
Postage	42,000
Public Relations	18,500
Promotions	82,500
Research	9,810
Web. Dev.	75,350
Special Projects	50,000
Travel & Meals	22,000
Retail Purchasing	154,948

TOTAL \$ 2,118,599**TOTAL \$****OVERHEAD EXPENSES**

Building Lease	55,035
Building Maintenance	13,550
Equipment Lease & Maint.	5,335
Professional Fees	54,050
Office Supplies	18,000
Utilities	12,500
Bank Fees	5,000
Dues & Subscriptions	26,950
Insurance	6,900
Licenses & Permits	2,200
Education & Training	1,200
Network & Telco	12,000
Depreciation & Amort.	9,600
Interest (Income) Expense	(200)
TOTAL	\$ 222,120

TOTAL \$**TOTAL EXPENSES****\$ 3,013,639****TOTAL RESERVE FUND CONTRIBUTION****\$ 158,613**

FISCAL YEAR 2019 GOALS + OBJECTIVES



- Achieve an +2% year-over-year growth in TRT collections.
- Maintain FY18 citywide lodging occupancy (traditional+short term) rate as well as ADR.
- Exceed industry averages for marketing-related metrics including social media engagement, website traffic, and impressions.
- Establish a reserve fund of \$158,613.
- Distribute \$200,000 in grants through the Bend Cultural Tourism Fund.
- Establish Bend as a leader in sustainable tourism, achieving 50,000 pageviews on visitbendlikealocal.com, and reach 20,000 Bend Pledge submissions.

OTHER NOTABLE GOALS + OBJECTIVES:

- Promote new, industry-leading website that will be beneficial to both visitors and locals.
- Support the Ride Bend shuttle through advertising buy promoting The Bend Pledge to visitors over the summer.
- Launch new, season-specific video campaign aligning with website loves tool.
- Continue collaboration with key partners to further diversify Bend’s tourism offerings creating a stronger level of economic development.

FISCAL YEAR 2019 PRIMARY STRATEGIES

Visit Bend is firmly focused on achieving the FY2019 goals and objectives reflected on the previous page. The following FIVE KEY STRATEGIES provide a summary of Visit Bend's primary strategies that will be employed to achieve the stated objectives. Each of these strategies will be monitored and fine-tuned throughout the year to ensure efficient and effective execution of the Business Plan.

DESTINATION BRANDING

Advertising the Bend brand through strategically, targeted media represents Visit Bend's largest driver of traffic to visitbend.com. FY2019 will see a continuation of Visit Bend's Oregon, Washington, and California marketing campaigns. As was the case in FY2018, Visit Bend will continue to focus this primary strategy on growth in the shoulder seasons, spending approximately 90% of marketing dollars in non-summer months. This marketing plan includes a multi-media approach including TV, radio, print, online, social media, and a strategic partnership with TripAdvisor - the world's largest online travel planning website which saw over 400,000 visits to Bend-related pages last year.

CITYWIDE EVENTS, CONVENTIONS, & CONFERENCES

Courting citywide group business is an important part of improving Bend's winter and shoulder season tourism economy. In Fiscal Year 2018 Visit Bend saw exciting growth in its group sales and sports commission programs. Visit Bend will play host to the 2019+2020 Bouldering National Championships with USA Climbing and the Single Speed Cyclocross World Championships in the fall of 2018. Visit Bend's robust public relations and group sales efforts will further diversify group events, focusing on attracting large groups during times of opportunity for tourism stakeholders.

DIVERSIFICATION OF TOURISM OFFERINGS

Outdoor recreation is the foundation of Bend's tourism appeal. However, an over-reliance on outdoor recreation limits Bend's pool of potential visitors, jeopardizes access to due to overuse, and exposes the tourism industry to risk with the potential of natural disasters. As part of Visit Bend's continued effort to diversify Bend's tourism offerings, Fiscal Year 2019 will include cultivation of Bend's non-outdoor recreation tourism offerings, including the Bend Cultural Tourism Fund, the Tin Pan Alley Art Collection, the Roundabout Art Route, and the Pillars of Art program. Additionally, Fiscal Year 2018 saw the continuation of 10th Month, a month-long marketing campaign focusing on increasing business for like-minded, independent cultural events happening during the month of October. Fiscal Year 2018 also saw the introduction of Bend Women's March, a month-long celebration of cultural, business, and outdoor events for women.

PUBLIC RELATIONS

Pitching story ideas to journalists is an effective and efficient way to generate national promotion for Bend. Fiscal Year 2019 will include a continuation of Visit Bend's proactive and innovative public relations program.

SUSTAINABLE TOURISM MESSAGING

Bend remains a hotbed for outdoor recreation, and as such, requires a robust platform encouraging sustainability and responsible behavior among all users. Visit Bend's Visit Like a Local Program was launched in 2017 to increase messaging and awareness, encouraging Bend visitors to leave Bend better than they found it. 2018 saw The Bend Pledge introduced, receiving over 5,000 entries in just the first quarter.

BEND TOURISM SWOT ANALYSIS

Despite the current momentum of Bend's tourism industry, there remain many opportunities for improvement that will help ensure long-term growth for Bend's economy. Below is a list of a few of the Bend tourism industry's STRENGTHS, WEAKNESSES, OPPORTUNITIES, and THREATS.

STRENGTHS

- A beautiful and inspiring landscape
- Hip and charming business districts
- Unparalleled outdoor recreation
- Sunshine!
- Extraordinary craft beer culture and the Bend Ale Trail
- Emerging arts and cultural attractions
- Genuinely friendly community
- Parks, trails, open spaces, and pristine rivers and lakes
- Events, events, events!
- A state-of-the-art convention center on the river
- Strong collaboration between the City of Bend and Visit Bend

WEAKNESSES

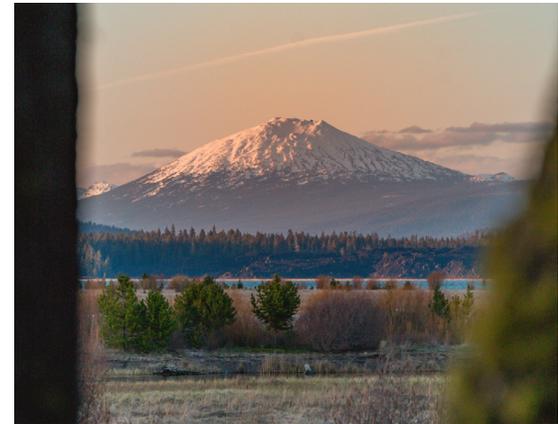
- Low tourism volume during shoulder seasons and winter months
- Over-reliance on outdoor recreation to drive tourism

OPPORTUNITIES

- Increase tourism during shoulder season and winter months
- Diversify tourism offerings by continuing to support 10th Month + Bend Women's March
- Enhance recreational amenities (sports fields, trails, etc.)
- New and updated lodging facilities

THREATS

- Increase in regional marketing from competitive destinations
- Large scale forest fire and drought
- Weather-related impacts



CALENDAR YEAR 2017 KEY PERFORMANCE INDICATORS

VISITBEND.COM is the foundation of Visit Bend's marketing model. Virtually everything Visit Bend does is designed to drive traffic to visitbend.com where Visit Bend's marketing efforts are converted to revenue for local businesses. Due to the significant role of Visit Bend's website, we track the performance of the website closely. Listed below is a summary of visitbend.com's primary metrics from calendar year 2017.

TOTAL SITE TRAFFIC

- 1,389,087 Visits
 - Average of 115,757 visits per month
 - Average of 3,805 visits per day
- 3,070,056 pageviews
- Average time on site - 1:59
 - Percentage of new visits - 82.14%
- Pages per visit - 2.2

GEOGRAPHIC ORIGIN OF WEBSITE VISITORS

- Portland, OR - 359,641 Visits
- Bend, OR - 285,347 Visits
- Seattle, WA - 181,702 Visits
- San Francisco, CA - 80,370 Visits
- Los Angeles, CA - 42,731 Visits
- Eugene, OR - 33,843 Visits
- Sacramento, CA - 22,371 Visits
- Medford, OR - 14,968 Visits
- New York, NY - 12,971 Visits
- Boise, ID - 12,544 Visits

BROCHURE DISTRIBUTION

- 34,222 Visitor Guides Distributed
- 690 Roundabout Art Route Brochures Distributed
- 39,371 Bend Ale Trail Atlases Distributed

VISITOR CENTER VISITS

- Visitor Center Visits - 26,069
- Bend Ale Trail Completions - 9,042
- Visitor Maps Distributed - 39,958

GROUP BUSINESS

- Future Farmers of America - 3,500 Participants
- Bend Marathon - 1,500 Runners
- Cyclocross Crusades - 1,000 Cyclists
- Duathlon National Championships - 600 Athletes
- Bend Ale Run - 600 Runners
- USATF XC National Championships - 550 Athletes

APPENDIX A - TRANSIENT ROOM TAX COLLECTIONS

Transient Room Tax collections (TRT) serve as the primary metric Visit Bend uses to measure the ebbs and flows of Bend’s tourism industry. Due to the demand-driven nature of lodging pricing (the higher the demand, the higher the lodging rates), TRT collections provide a BLENDED METRIC of rate and occupancy, effectively approximating the overall demand for a destination’s lodging inventory.

Bend’s TRT collections set a historic high in fiscal year 2017 and are on pace to raise the bar even higher in 2018. The chart below provides TRT collections from fiscal year 2011 through March 2017 (preliminary) for the City of Bend.

CITY OF BEND TRT REVENUE

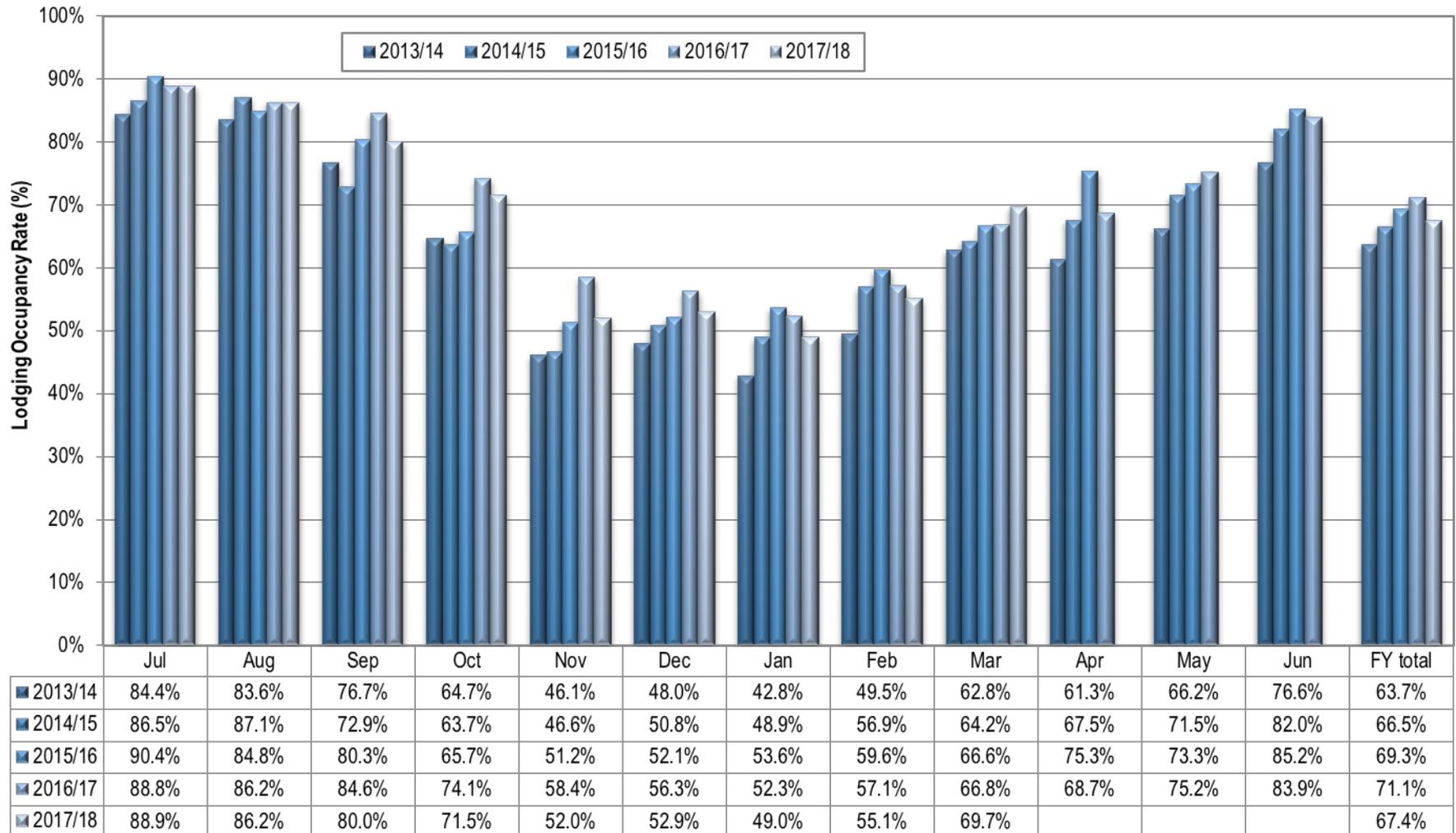
Reported to Visit Bend by City of Bend Finance Department

	FY12/14	CHANGE	FY13/14	CHANGE	FY14/15	CHANGE	FY15/16	CHANGE	FY16/17	CHANGE	FY17/18	CHANGE
JUL	\$543,438	0%	\$586,376	8%	\$881,867	50%	\$1,167,521	32%	\$1,253,078	7%	\$1,415,327	13%
AUG	\$534,186	11%	\$610,702	14%	\$870,733	43%	\$1,021,591	17%	\$1,109,525	9%	\$1,346,841	21%
SEP	\$395,722	5%	\$462,399	17%	\$565,927	22%	\$739,451	31%	\$839,649	14%	\$821,475	-2%
OCT	\$280,250	22%	\$345,402	23%	\$440,768	28%	\$530,277	20%	\$664,833	25%	\$650,738	-2%
NOV	\$178,469	7%	\$215,766	21%	\$295,095	37%	\$357,600	21%	\$458,649	28%	\$426,219	-7%
DEC	\$228,195	11%	\$288,908	27%	\$380,893	32%	\$434,108	14%	\$541,672	25%	\$506,086	-7%
JAN	\$183,934	16%	\$228,564	24%	\$328,996	44%	\$399,620	21%	\$467,385	17%	\$475,598	2%
FEB	\$205,050	7%	\$262,821	28%	\$377,576	44%	\$428,240	13%	\$475,558	11%	\$498,918	5%
MAR	\$260,039	15%	\$356,557	37%	\$492,377	38%	\$542,242	10%	\$686,690	27%	\$671,972	-2%
APR	\$273,645	17%	\$329,826	21%	\$474,418	44%	\$571,271	20%	\$635,713	11%		-100%
MAY	\$358,299	18%	\$431,931	21%	\$587,528	36%	\$614,788	5%	\$766,845	25%		-100%
JUN	\$446,842	10%	\$601,113	35%	\$794,235	32%	\$887,415	12%	\$1,021,403	15%		-100%
FYTD	\$2,809,283	9%	\$3,357,495	20%	\$4,634,233	38%	\$5,620,652	21%	\$6,497,038	16%	\$6,813,174	5%
FY END	\$3,888,070	10%	\$4,720,365	21%	\$6,490,413	37%	\$7,694,125	19%	\$8,920,998	16%	\$6,813,174	-24%

= Record Month

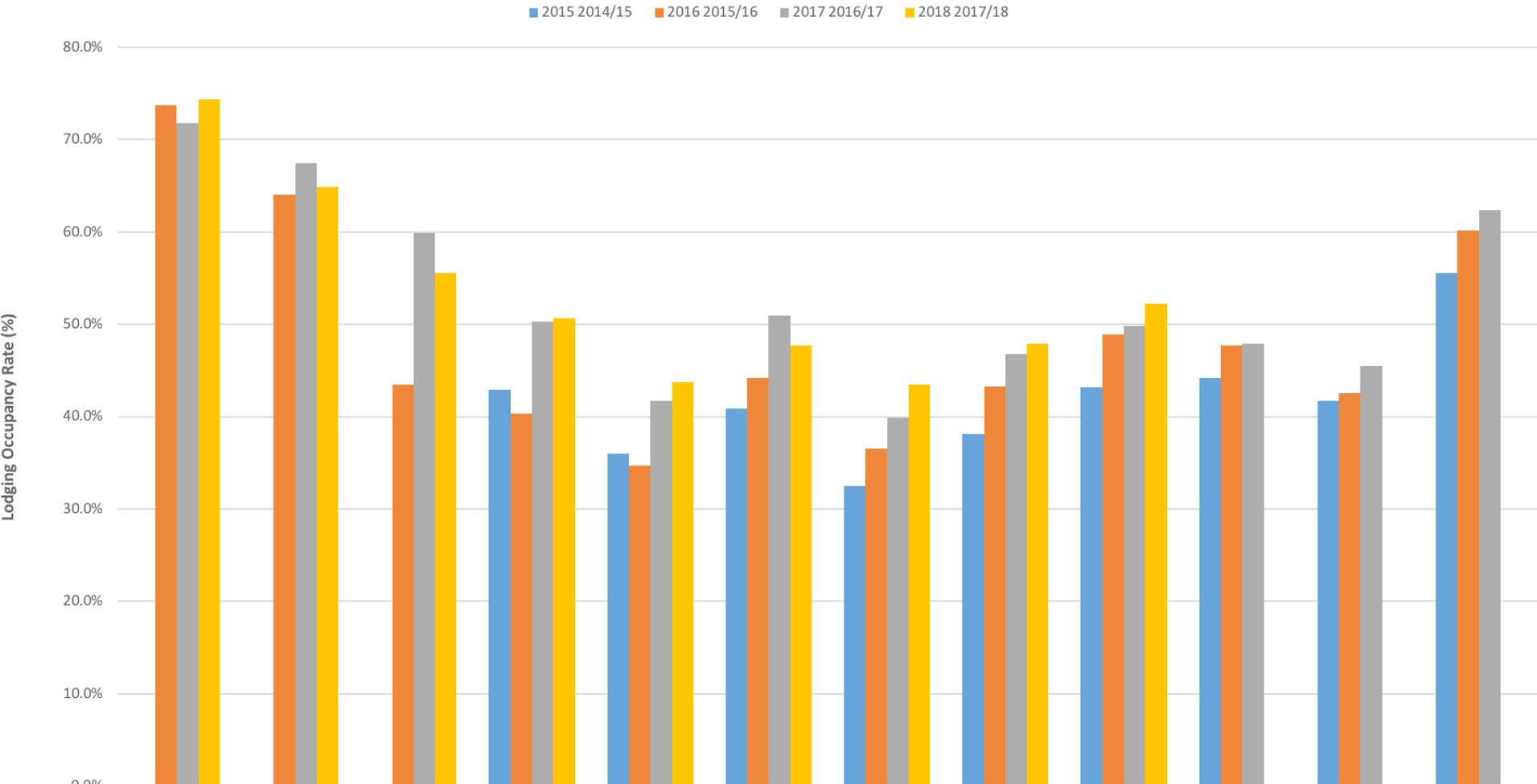
APPENDIX B - TRADITIONAL LODGING OCCUPANCY

Bend Lodging Occupancy Rates: July 2013 - Mar 2018



APPENDIX C - SHORT TERM LODGING OCCUPANCY

Bend Airbnb Vacation Rental Occupancy Rates - Entire Place Listings



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
■ 2015 2014/15				42.9%	36.0%	40.9%	32.5%	38.1%	43.2%	44.2%	41.7%	55.6%
■ 2016 2015/16	73.7%	64.0%	43.5%	40.3%	34.7%	44.2%	36.5%	43.3%	48.9%	47.7%	42.5%	60.2%
■ 2017 2016/17	71.8%	67.5%	59.9%	50.3%	41.7%	50.9%	39.9%	46.8%	49.8%	47.9%	45.5%	62.4%
■ 2018 2017/18	74.4%	64.9%	55.6%	50.7%	43.7%	47.7%	43.5%	47.9%	52.2%			

VISIT BEND

750 NW LAVA RD., STE. 160, BEND, OR 97703

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