

VISIT BEND

Business + Marketing Plan

FY 2020

visitbend.com



VISIT BEND

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



INTRODUCTION

Dear Tourism Stakeholder,

As Fiscal Year 2020 approaches, Bend's tourism industry is thriving, evolving, and on pace to achieve a seventh consecutive record year.

Bend's transient room tax collections (TRT) and citywide lodging occupancy continued to be strong in Fiscal Year 2019 (see pages 21-23). In Fiscal Year 2020, total TRT collections are projected to generate over 10 million dollars, with nearly 7 million dollars going directly to the City of Bend's General Fund.

Despite the sustained growth in Bend's tourism industry, Visit Bend is committed to focusing on tourism's beneficial economic impacts on the community at key periods of time, all while investing in 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 return on investment from its tourism bureau it desires.

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 13-20) represents the strategic plan and budget for Fiscal Year 2020.

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

Sincerely,

The Visit Bend Board of Directors

Kevney Dugan
President/CEO
Visit Bend

Noelle Fredland
Board Chair
Marketing Director
Old Mill District

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

Alan Dietrich
Treasurer
CEO
Bendistillery

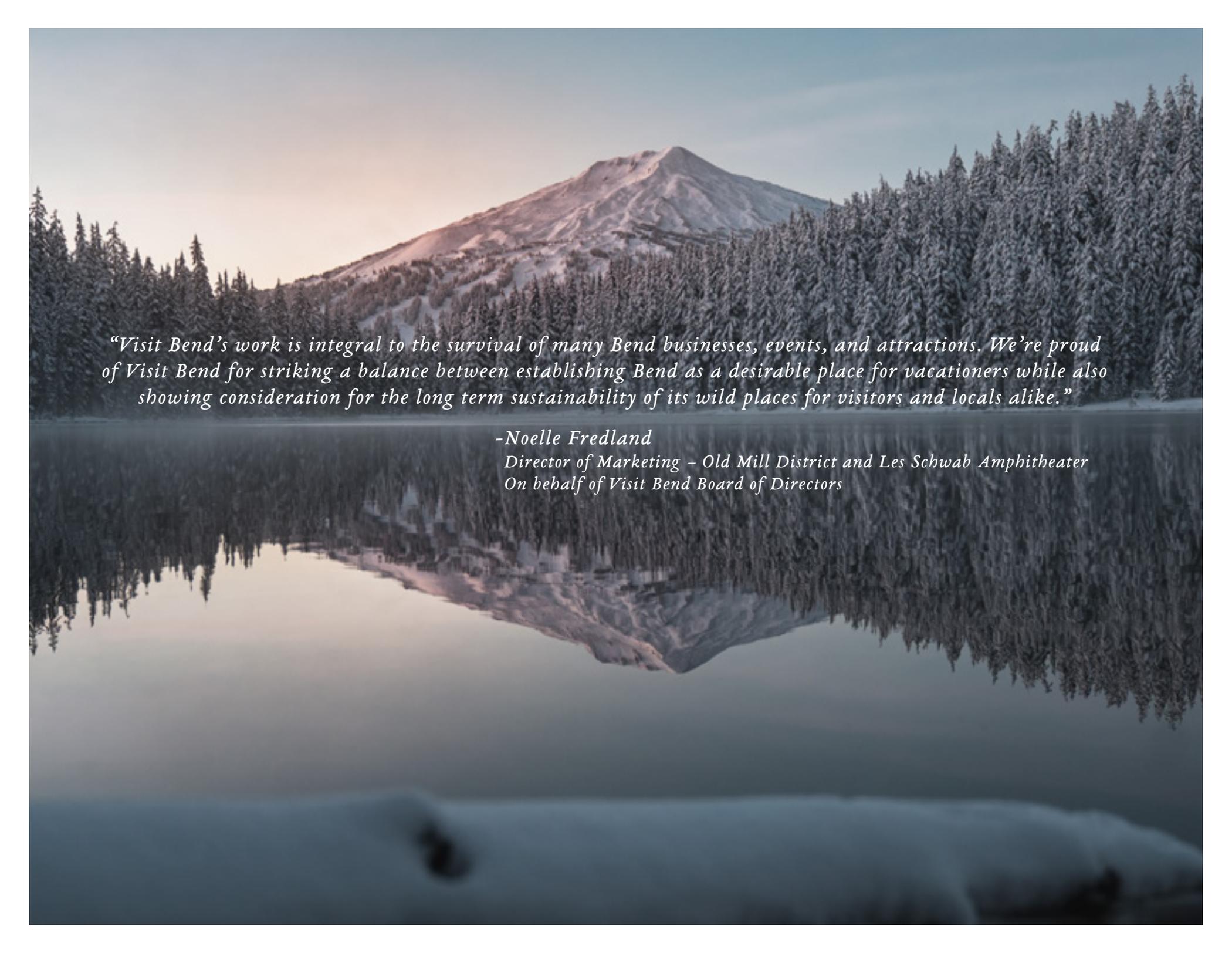
Paige Robinson
Board Member
Owner/CEO
Bluebird Day Vacation Rentals

John McLeod
Board Member
President/GM
Mt. Bachelor

Brent McLean
Board Member
Partner
Northview Hotel Group

Michelle Mercer
Board Member
Marketing Director
Sun Country Tours

Erick Trachsel
Board Member
Regional Director of Sales
Ambridge Hospitality



“Visit Bend’s work is integral to the survival of many Bend businesses, events, and attractions. We’re proud of Visit Bend for striking a balance between establishing Bend as a desirable place for vacationers while also showing consideration for the long term sustainability of its wild places for visitors and locals alike.”

-Noelle Fredland

*Director of Marketing – Old Mill District and Les Schwab Amphitheater
On behalf of Visit Bend Board of Directors*

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WHAT GUIDES VISIT BEND

MISSION

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

GUIDING PRINCIPLES

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

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

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

VISION

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

VALUES

We operate with honesty & integrity at all times
We are committed to the highest level of fiscal responsibility
We will be respectful & compassionate to our community and our wild places
We strive to be courageous, creative, and innovative in all we do
Our actions enhance the quality of life for visitors and residents alike

PROGRAMS + RESULTS

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

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

12,978 JOBS

IN CENTRAL OREGON
BECAUSE OF TOURISM
(STATE OF OREGON)



VISIT BEND

227% INCREASE

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

\$6.7 MILLION

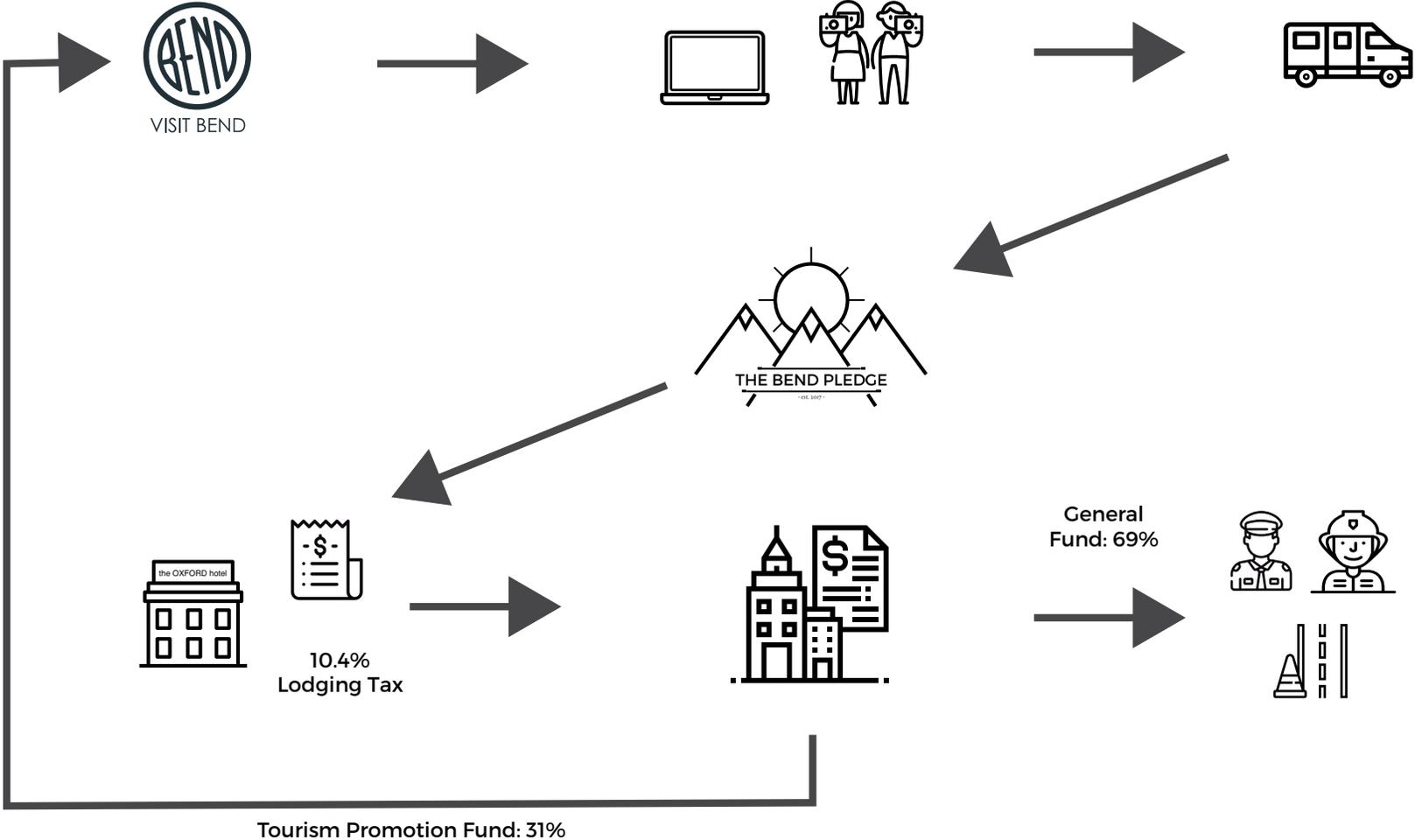
TRT CONTRIBUTION TO THE CITY'S GENERAL
FUND IN FY2019(PROJECTED)

\$229,039

DEDICATED VISIT BEND FUNDING
FOR PUBLIC ARTS AND CULTURE
IN FY19

THE TOURISM AND ECONOMIC DEVELOPMENT CYCLE

Visit Bend programs are implemented in a way to ensure that economic impacts reach far beyond tourism. Through storytelling and marketing efforts, visitors who see Visit Bend advertising are encouraged to begin planning their trip in a sustainable manner. Once they arrive in Bend, their dollars are spent not only at local businesses throughout the region, but also through the lodging taxes they pay for each night spent in a hotel or vacation rental within the city. Those dollars are collected by the city at a 10.4% tax rate from hotels. The city then keeps 68.8% of the dollars to place in the general fund and to dedicate towards police and fire, and distributes the remaining 31.2% to Visit Bend to reinvest in the cycle.



THE VISIT BEND TEAM

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

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, and collateral development. This makes marketing much less expensive and much more innovative and adaptive.

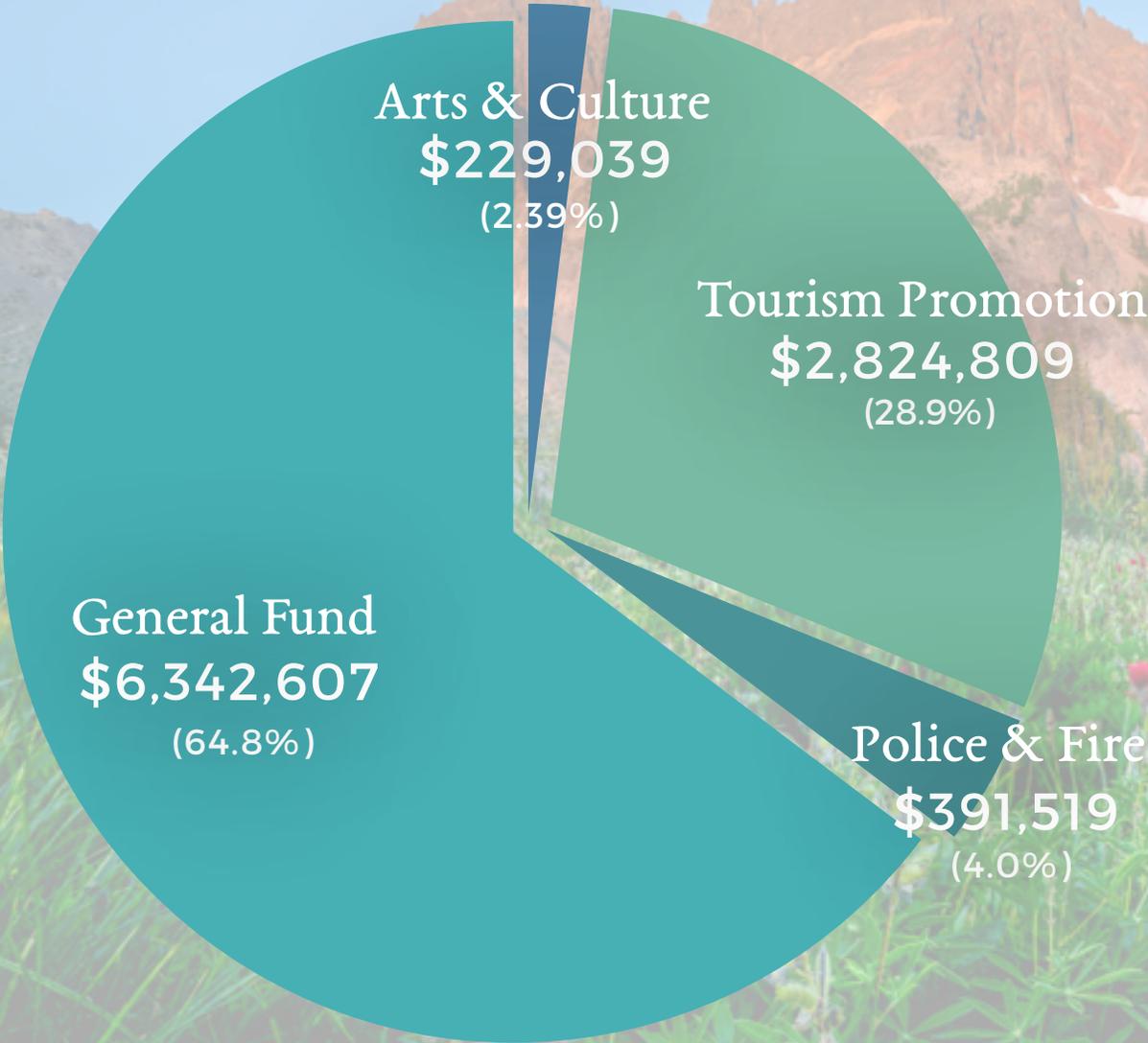
As stewards of public funds, the staff and board of directors continually look for new ways to ensure Visit Bend operates responsibly & efficiently.



TOURISM CONTRIBUTIONS TO THE GENERAL FUND

PROJECTED FY 2019 TOTAL TRT COLLECTIONS

\$9,787,974



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

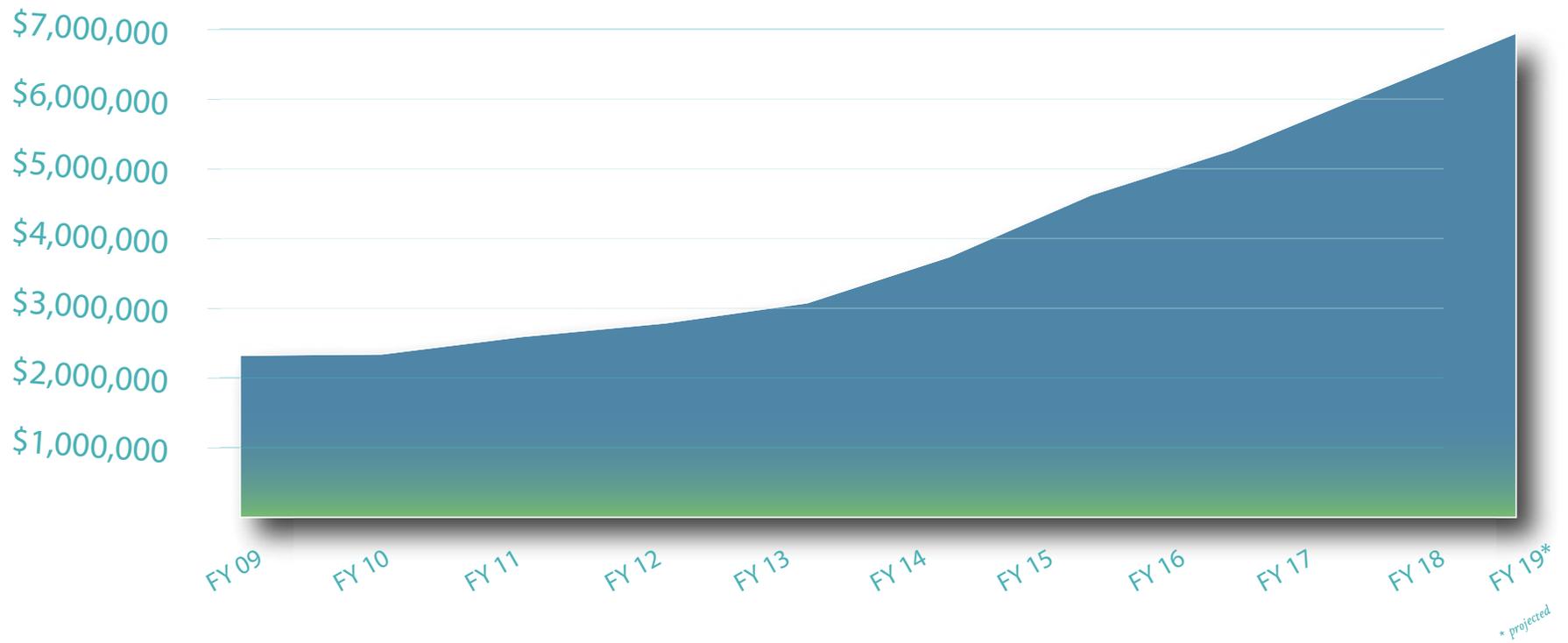
HOTEL ROOM: \$2,323

VACATION RENTAL: \$3,062

TRT CONTRIBUTIONS TO THE GENERAL FUND

SINCE FISCAL YEAR '09

A 227% Increase



An aerial photograph of a coastline. The top half of the image shows clear, turquoise water. The bottom half shows a sandy beach with numerous pieces of driftwood scattered across it. There are some green bushes and small trees on the left side of the beach. A white rectangular box is overlaid on the water, containing the text.

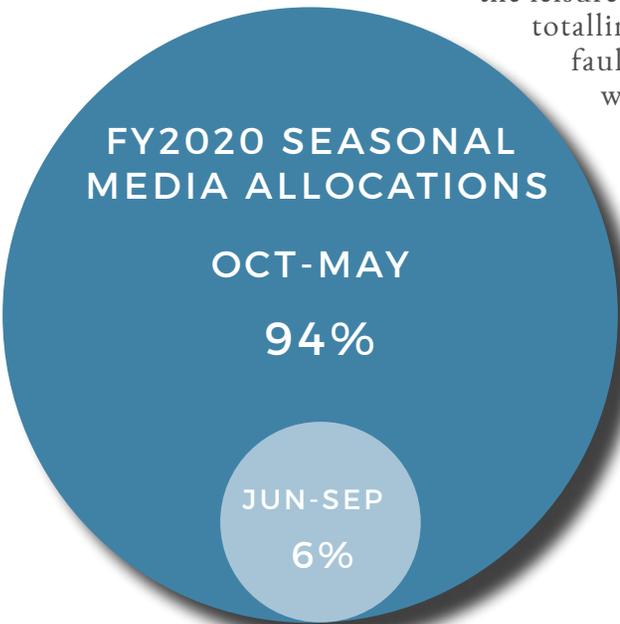
FISCAL YEAR 2020
BUSINESS PLAN
+ BUDGET

FISCAL YEAR 2020 STRATEGIC PLAN

Following six consecutive record years, Bend's tourism industry will have to be creative and innovative to sustain growth in Fiscal Year 2020 as we face a stabilizing of the tourism industry. Visit Bend's 2020 Business Plan is designed to maintain the effective marketing model that has been developed over the past ten 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. Five 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. Visit Bend's strategic plan is driven by years of data from the industry which helps to dictate when and how to implement campaigns. Lodging partners, tour operators, and businesses reliant upon visitor dollars, combined with the aforementioned data, are in agreement that non-summer months are where Visit Bend should continue to focus the bulk of its marketing efforts.

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 leisure and hospitality industry averaged 12,978 people employed in Deschutes County, with payrolls totalling over 293 million dollars, showing a strong growth in hiring and wages in an industry often faulted for having low wages. This 4.7% YOY growth in employment, and 11% growth in payrolls within the industry demonstrates Visit Bend's effectiveness as an economic development agency.



Visit Bend's strategic plan for FY2020 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 2020 BUDGET

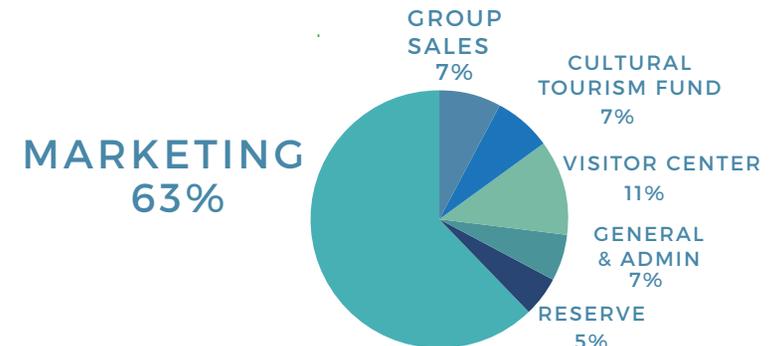
YEAR TO YEAR COMPARISON

REVENUE	FY2019	FY 2020	VARIANCE	
			\$	%
City Funding - 9.0%	2,210,134	2,297,624	87,491	4.0%
City Funding - 1.0%	649,320	675,023	25,703	4.0%
City Funding - 0.4%	259,728	270,009	10,281	4.0%
City Funding - Prior Years	(105,302)	(96,530)	8,772	(8.3%)
Retail Sales	125,460	125,460	-	0.0%
Advertising	142,111	94,646	(47,465)	(33.4%)
Events	1,760	-	(1,760)	(100.0%)
Total	3,283,211	3,366,232	83,021	2.5%

EXPENSES	FY 2019	FY 2020	VARIANCE	
			\$	%
Marketing	1,856,591	2,105,348	248,756	13.4%
Group Sales	351,430	227,151	(124,279)	(35.4%)
Cultural Tourism Fund	235,041	245,559	10,518	4.5%
Visitor Center	362,099	387,063	24,965	6.9%
General & Administration	211,449	232,799	21,349	10.1%
Total	3,016,611	3,197,920	181,310	6.0%

NET INCOME (LOSS)	266,600	168,312	(98,289)	(36.9%)
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PRIMARY BUDGET ALLOCATIONS FY 2020



REVENUE

City Funding - 9.0%	2,297,624
City Funding - 1.0%	675,023
City Funding - 0.4%	270,009
City Funding - Prior Years	(96,530)
Retail Sales	125,460
Advertising Sales	94,646
Other Revenue	-
TOTAL	\$ 3,366,232

PERSONNEL EXPENSES

Base Pay	560,905
Incentive Pay	38,200
Payroll Taxes	46,970
Employee Benefits	92,039
TOTAL	\$ 738,114

SALES & MARKETING EXPENSES

Cultural Tourism Fund	245,559
Visitor Development Fund	119,500
Online Mktg	538,082
Outdoor	58,000
Photo	64,200
Print	45,305
Production	160,154
Radio	165,108
Trade Shows	2,500
TV	299,990
Collateral	60,000
Brochure Distribution	24,000
Postage	24,000
Public Relations	18,500
Promotions	65,500
Research	38,700
Web. Dev.	95,850
Special Projects	24,000
Travel & Meals	21,000
Retail Purchasing	131,435
TOTAL	\$ 2,201,383

TOTAL \$**OVERHEAD EXPENSES**

Building Lease	60,554
Building Maintenance	12,000
Equipment Lease & Maint.	5,335
Professional Fees	59,400
Office Supplies	12,000
Utilities	12,500
Bank Fees	5,000
Dues & Subscriptions	31,435
Insurance	6,900
Licenses & Permits	2,200
Education & Training	1,200
Network & Telco	12,000
Non-Capital IT	22,000
Depreciation & Amort.	17,400
Interest Expense	(1,500)
TOTAL	\$ 258,424

TOTAL \$**TOTAL EXPENSES****\$ 3,197,920****TOTAL RESERVE FUND CONTRIBUTION****\$ 168,312**

FISCAL YEAR 2019 YEAR IN REVIEW

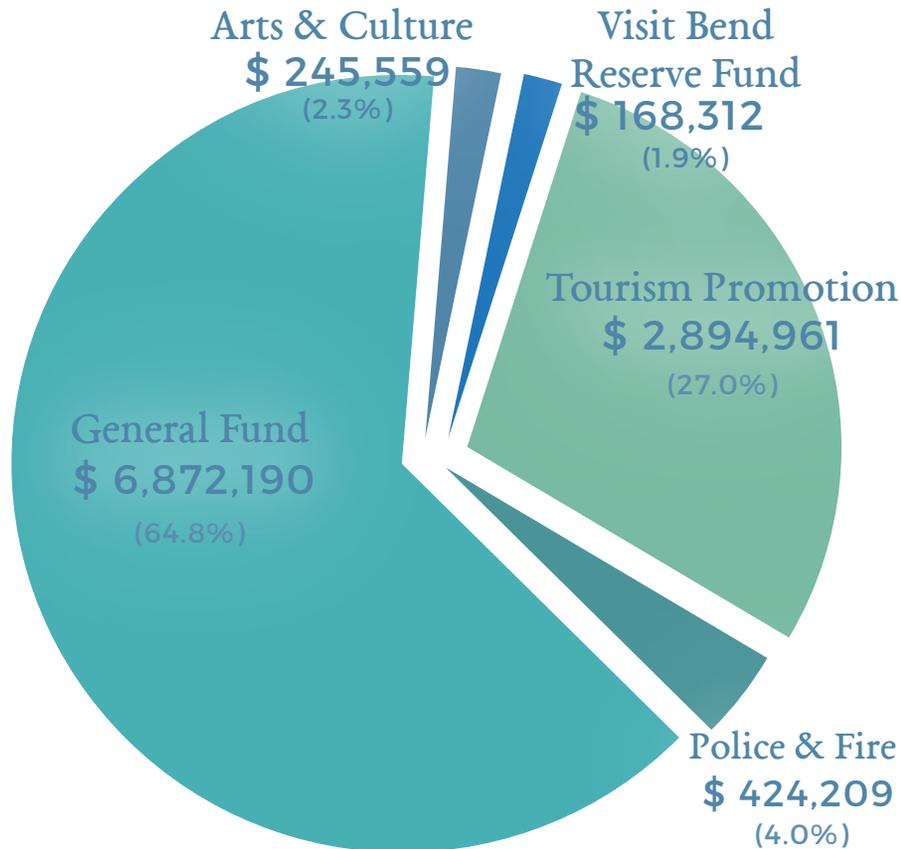
With three months remaining, Fiscal Year 2019 is on track to be a seventh consecutive record year for Bend tourism. Transient room tax collections, citywide lodging occupancy, and citywide average daily rate (ADR) will exceed the historic highs established over the previous four years. Additionally, traffic to visitbend.com will reach all-time highs. Google Analytics from third party websites demonstrated record referrals from VISITBEND.COM.

Listed below are a few tourism highlights from FY2019.

- ✔ Achieve a +2% year-over-year growth in TRT collections.
Transient Room Tax collections for FY2019 are on pace to achieve a 4.8% YOY growth, which exceeds the projected growth for this fiscal year.
- ✔ Maintain citywide occupancy (traditional + short term) rate as well as ADR.
Citywide occupancy and ADR for traditional lodging has remained flat this year. Short term rental citywide lodging occupancy is up slightly, with ADR just off from last year.
- ✔ Exceed industry averages for marketing-related metrics including social media engagement, website traffic, and impressions.
Over the course of FY19, Visit Bend's blended social media engagement metrics averaged 2.2% higher than those in our comp set (from DMA West). Additionally, Visit Bend continually outpaced statewide DMOs (including Travel Oregon) on social media engagement metrics. Using analytics, Visit Bend's website traffic exceed traffic of similar DMOs based on visits, click depth, and referral traffic.
- ✔ Establish a reserve fund of \$158,613
Through March, 2019 Visit Bend's "rainy day" reserve fund is currently sitting at \$118,140 and is on pace to meet or exceed the budgeted balance by fiscal year end.
- ✔ Distribute \$200,000 in grants through the Bend Cultural Tourism Fund.
The BCTF Board granted \$205,000 in FY 2019.
- ✔ Establish Bend as a leader in sustainable tourism, achieving 50,000 pageviews (lifetime) on visitbendlikealocal.com, and reach 20,000 Bend Pledge submissions.
The Visit Like a Local page has seen 64,788 pageviews and the Bend Pledge has received 21,429 submissions.

FISCAL YEAR 2020 GOALS + OBJECTIVES

**PROJECTED FY 2020
TOTAL TRT COLLECTIONS
\$ 10,605,231**



ECONOMIC DEVELOPMENT

- Achieve a +4% year-over-year growth in TRT collections.
- Maintain citywide lodging occupancy (traditional + short term) rate as well as ADR.
- Distribute \$210,000 in grants through the Bend Cultural Tourism Fund.
- Continue to fund “Rainy Day” Reserve Fund at 5% of budget.

BRAND DEVELOPMENT

- Maintain our position as the most effective social media marketers within our DMA West competitive set (Visit Central Oregon, Visit Mesa, Visit SLO, Visit Sedona, Tualitin Valley).
- Produce 3 content video pieces per month placed digitally.

STEWARDSHIP

- Establish Bend as a leader in sustainable tourism, achieving 50,000 new pageviews on visitbendlikealocal.com, and reach 50,000 Bend Pledge submissions.
- Launch Pledge for the Wild in partnership with other notable destinations including Jackson Hole, Steamboat Springs, South Lake Tahoe, and Bozeman.

OTHER NOTABLE OBJECTIVES

- Continue to partner with regional organizations such as EDCO, the Bend Chamber, Visit Central Oregon, and Mt. Bachelor to create a stronger level of economic development.
- Continue to fund research to better understand visitor profiles and behaviors.
- Collaborate with land managers and key non-profits to promote proper and respectful use of the area’s natural resources and wild places.

FISCAL YEAR 2020 PRIMARY STRATEGIES

Visit Bend is firmly focused on achieving the FY2020 goals and objectives reflected on the previous page. The following strategies provide a summary of how Visit Bend's efforts will be employed to achieve the stated objectives. Each of these strategies are aligned with Visit Bend's three core guiding principles, and will be monitored and fine-tuned throughout the year to ensure efficient and effective execution of the Business Plan.

ECONOMIC DEVELOPMENT

Visit Bend is constantly engaged in dialogue with similar mountain towns experiencing a multitude of like issues regarding tourism. It is through this filter that Visit Bend is committed to a marketing plan that will responsibly promote tourism to help local businesses flourish while at the same time generating tax revenue for the city to ensure that vital services are always taken care of. Through Visit Bend's branding efforts, forethought will be given to crafting programs that help to provide living-wage work in the hospitality industry, enhancing the city's year-round livability for guests and residents alike.

BRAND DEVELOPMENT

Advertising the Bend brand through strategically, targeted media represents Visit Bend's largest driver of traffic to visitbend.com. In FY20, Visit Bend will focus on more storytelling and content creation which can be placed and adapted more strategically to target the proper audience. Using research-based media buying, Visit Bend's advertising budget will be more efficiently spent while focus on supporting a brand reflective of Bend's values, maintaining the vision of our community for both visitors and locals.

STEWARDSHIP

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, with now over 20,000 pledges taken since the introduction. This year, the city can expect to see a number of new responsible and sustainable tourism programs launched that will help to ensure a responsible and sustainable future for our city and our wild places.

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 2019 Visit Bend saw exciting events in its group sales and sports commission programs. Visit Bend played host to the USA Climbing Bouldering National Championships as well as the Mountain Bike Single Speed World Championship, among other events. In FY 2020, Visit Bend will continue to focus on driving winter and shoulder season group business utilizing this strategy.

DIVERSIFICATION OF TOURISM OFFERINGS

Outdoor recreation is the foundation of Bend's tourism appeal. As part of Visit Bend's continued effort to diversify Bend's tourism offerings, Fiscal Year 2020 will continue 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, Visit Bend led campaigns including 10th Month, Bend Women's March, and others help to increase shoulder season visitations and drive the economy during the slowest times of the year.

TOURISM ECOSYSTEM

Oregon's tourism ecosystem is set up to ensure that visitors are funneled through the travel planning experience at various levels of geographic and demographic detail. Travel Oregon, the statewide DMO, is responsible for generating interest in the state of Oregon through international and national-level marketing campaigns. Regional DMOs, such as Visit Central Oregon, generate interest in the region through targeted campaigns in direct flight markets, while Visit Bend, the city's DMO, focuses on a "tire-radius" geographic target. Several other differences exist as well in this ecosystem.

TRAVEL OREGON

WHO

Travel Oregon targets one primary demographic, the active adventurer that is defined as:

- A frequent traveler (for leisure)
- HH income of \$100k+
- Ages 25-64

WHERE

Travel Oregon markets both internationally and domestically:

Germany, France, UK, Netherlands, Japan, China, Australia, New Zealand, Mexico, and Canada

Domestically, their markets include Portland, Seattle, and San Francisco.

WHEN

Travel Oregon's campaigns run year round, with specific campaigns focusing on fall, winter, and spring.

VISIT CENTRAL OREGON

WHO

Visit Central Oregon targets demographics with a household income above \$100k, classified as:

- Working professionals, aspirationalists, adventurers, families, and empty nesters.

WHERE

Visit Central Oregon targets markets with non-stop air service, including:

- Los Angeles
- Phoenix
- San Francisco (primary market)
- Seattle

WHEN

Visit Central Oregon campaigns run year-round, with a focus on September - May. Their primary campaign pillars include ski, golf, adventure, and luxury.

VISIT BEND

WHO

Visit Bend targets three primary demographics, in the following order:

- Families with a HH income of \$75k+
- Friends (Adults 25+ traveling without children, individual income \$30K)
- Empty nesters

WHERE

Visit Bend targets travelers within an eight-hour "tire-radius" which includes (but is not limited to) the following DMAs:

- Portland, OR (primary market)
- Eugene, OR
- Seattle, WA
- San Francisco, CA
- Sacramento, CA
- Boise, ID

WHEN

Visit Bend spends approximately 94% of their marketing dollars during non-summer months.

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

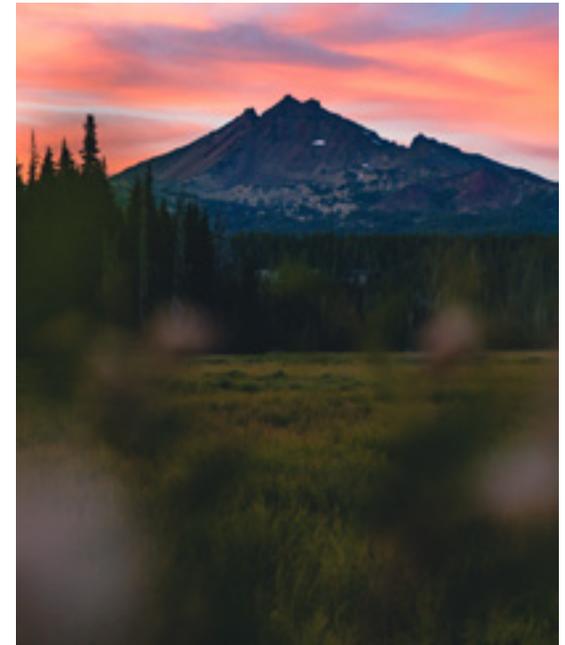
- Low tourism volume during shoulder seasons and winter months
- Over-reliance on outdoor recreation to drive tourism

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.)

THREATS

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



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 2018 and are on pace to raise the bar even higher in 2019. The chart below provides TRT collections from fiscal year 2014 through February 2019 (preliminary) for the City of Bend.

CITY OF BEND TRT REVENUE

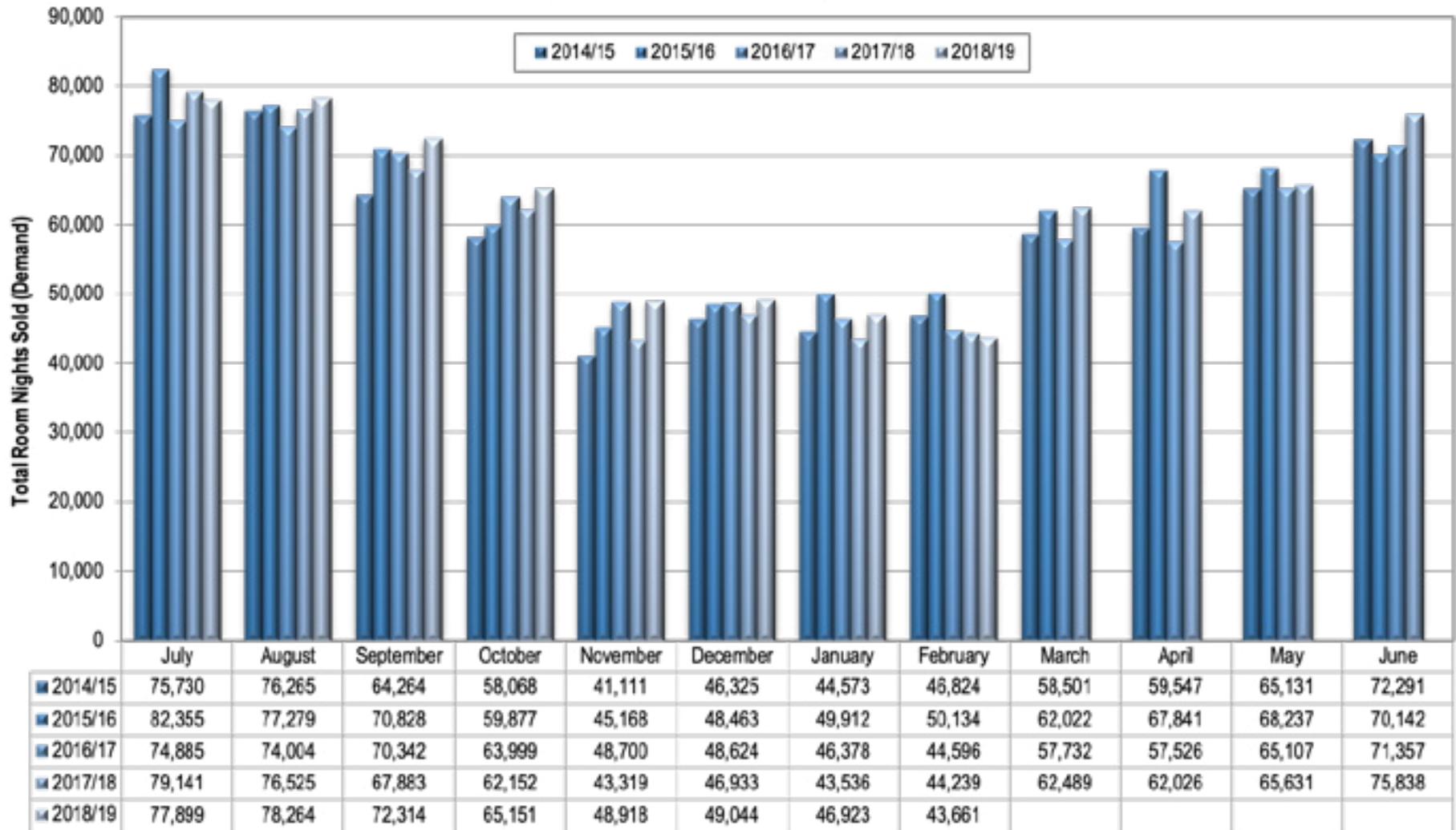
Reported to Visit Bend by City of Bend Finance Department

	FY13/14	CHANGE	FY14/15	CHANGE	FY15/16	CHANGE	FY16/17	CHANGE	FY17/18	CHANGE	FY18/19	CHANGE
JUL	\$586,376	7.9%	\$881,867	50.4%	\$1,167,521	32.4%	\$1,253,078	7.3%	\$1,415,547	13.0%	\$1,392,390	-1.6%
AUG	\$610,702	14.3%	\$870,733	42.6%	\$1,021,591	17.3%	\$1,109,525	8.6%	\$1,347,492	21.4%	\$1,345,318	-0.2%
SEP	\$462,399	16.8%	\$565,927	22.4%	\$739,451	30.7%	\$839,649	13.6%	\$820,801	-2.2%	\$908,895	10.7%
OCT	\$345,402	23.2%	\$440,768	27.6%	\$530,277	20.3%	\$664,833	25.4%	\$650,738	-2.1%	\$706,094	8.5%
NOV	\$215,766	20.9%	\$295,095	36.8%	\$357,600	21.2%	\$458,649	28.3%	\$426,303	-7.1%	\$478,255	12.2%
DEC	\$288,908	26.6%	\$380,893	31.8%	\$434,108	14.0%	\$541,672	24.8%	\$506,919	-6.4%	\$553,272	9.1%
JAN	\$228,564	24.3%	\$328,996	43.9%	\$399,620	21.5%	\$467,385	17.0%	\$475,959	1.8%	\$542,838	14.1%
FEB	\$262,821	28.2%	\$377,576	43.7%	\$428,240	13.4%	\$475,558	11.0%	\$499,784	5.1%	\$533,631	6.8%
MAR	\$356,557	37.1%	\$492,377	38.1%	\$542,242	10.1%	\$686,690	26.6%	\$673,381	-1.9%		-100.0%
APR	\$329,826	20.5%	\$474,418	43.8%	\$571,271	20.4%	\$635,713	11.3%	\$690,587	8.6%		-100.0%
MAY	\$431,931	20.6%	\$587,528	36.0%	\$614,788	4.6%	\$766,845	24.7%	\$793,600	3.5%		-100.0%
JUN	\$601,113	34.5%	\$794,235	32.1%	\$887,415	11.7%	\$1,021,403	15.1%	\$1,041,741	2.0%		-100.0%
FYTD	\$3,000,938	17.7%	\$4,141,856	38.0%	\$5,078,409	22.6%	\$5,810,348	14.4%	\$6,143,543	5.7%	\$6,460,693	5.2%
FY END	\$4,720,365	21.4%	\$6,490,413	37.5%	\$7,694,125	18.5%	\$8,920,998	15.9%	\$9,342,852	4.7%	\$6,460,693	-30.8%

= Record Month

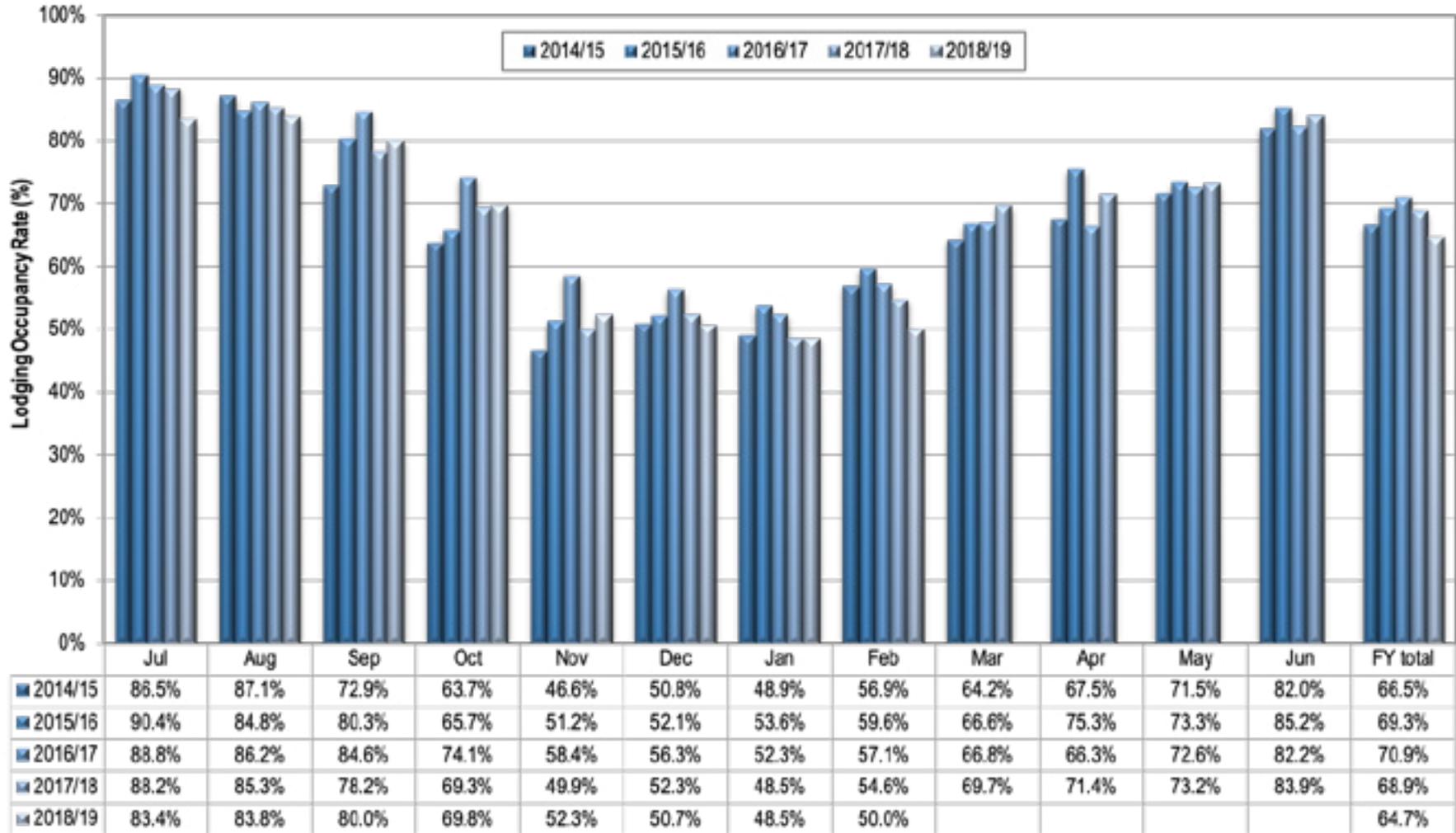
APPENDIX B - TRADITIONAL LODGING DEMAND

Bend Lodging Demand: July 2014 - Feb 2019



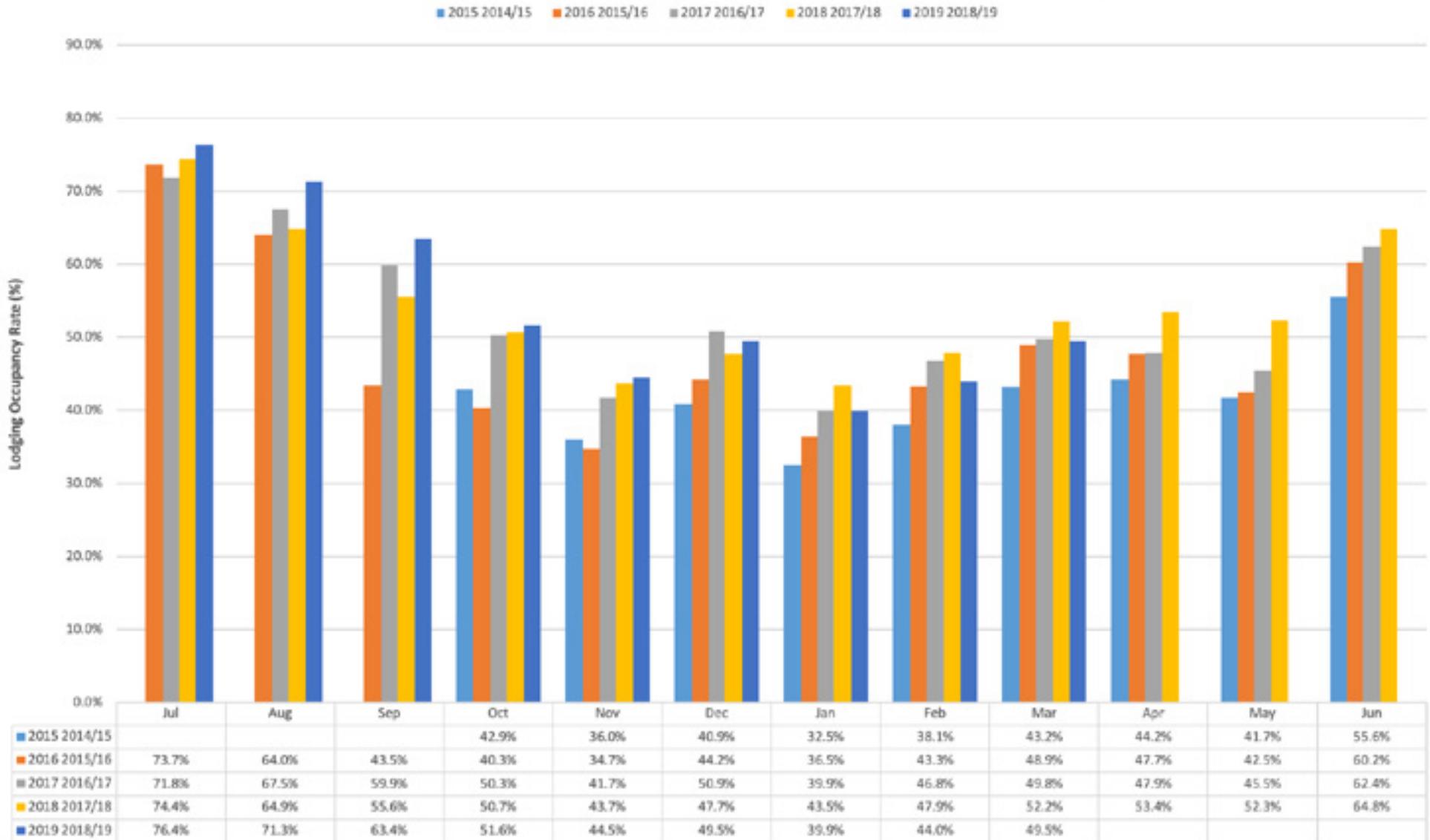
APPENDIX C - TRADITIONAL LODGING OCCUPANCY

Bend Lodging Occupancy Rates: July 2014 - Feb 2019



APPENDIX D - SHORT TERM LODGING OCCUPANCY

Bend Airbnb Vacation Rental Occupancy Rates - Entire Place Listings



DRAFT

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