

# VISIT BEND

*Business + Marketing Plan*

FY 2021



# INTRODUCTION

Dear Tourism Stakeholders, Community Members, and Guests of our Mountain Oasis,

As Fiscal Year 2021 approaches, Bend's tourism industry faces the biggest challenges in history. With the COVID-19 crisis halting non-essential travel, hospitality and tourism-based businesses face record unemployment and uncertainty for the future.

But things aren't all grim. Deschutes County has shifted into Phase 1 reopening, and survey data indicates that when non-essential travel is permitted, road trips are high on travelers' bucket lists. Visit Bend has decades of experience marketing to cities within an eight-hour drive radius, and the organization is well-positioned to deliver that message when the time is right.

That's not to say it's business as usual now or anytime soon. Innovation is key, and the Visit Bend team is working tirelessly to develop campaigns that will build upon Visit Bend's targeting expertise and attract repeat visitors who feel a sense of belonging here. With repeat visitors accounting for 66% of Bend travelers, attractions like cave tours, hotel stays, and guided fishing trips are ideal to market to previous Bend visitors emerging from quarantine and eager for new experiences in familiar places.

We have all been given a tremendous opportunity to reshape Bend's tourism economy in a thoughtful, sustainable way. Last year, tourism generated nearly **7 million dollars** for the City of Bend, supporting infrastructure projects and crucial services like police and fire. Now more than ever, we recognize how vital these dollars are, and we're committed to helping this industry thrive for all who depend on it.

As we navigate these challenging and changing times together, rest assured Visit Bend has the community's best interest at heart. The business plan presented on the following pages will outline our plans, goals, and backup plans for an industry that's changing by the day. The core Visit Bend team has worked together for ten years, navigating challenges that include a recession and its aftermath. Through adaptability, perseverance, creativity, and ingenuity, the team is confident in its ability to navigate the COVID crisis and our emergence from it.

We look forward to partnering to achieve continued success for Bend's economy and community. Thank you for entrusting us with this vital piece of Bend.

Sincerely,

The Visit Bend Board of Directors

Kevney Dugan  
President/CEO  
Visit Bend

Noelle Fredland  
Board Chair

Matt Williams  
Board Vice Chair  
President/Owner  
Birch Lake Hospitality

Alan Dietrich  
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Northview Hotel Group

Michelle Mercer  
Board Member  
Marketing Director  
Sun Country Tours

Erick Trachsel  
Board Member  
Regional Director of Sales  
Ambridge Hospitality

Diana Spring  
Board Member  
Owner  
A Stone's Throw Bungalow Vacation  
Rentals

## VISIT BEND

*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.*

*I want to acknowledge and thank the Visit Bend team. They are tirelessly working to adapt to this new landscape. The organization finds itself in a place where it is necessary to flip its core function, discourage travel, slash budgets, and halt out of area marketing, all while being aware of the toll the closure is having on those who depend on tourism to thrive. They have worked diligently to support the city, county, and government agencies to assist with phasing in plans.*

*-Noelle Fredland  
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



# COVID-19 INDUSTRY IMPACTS

We are now squarely in the heart of another recession as the world has been brought to a standstill in order to address the COVID-19 public health crisis. Stay at home orders and other policy decisions to stop the spread of the disease hit some sectors harder than others. Travel, both business and pleasure, were placed on hold for two months and are now only beginning to slowly ramp back up. Restaurants were closed across the nation and those that stayed open only offered limited takeout menus. Although other industries, such as personal care services, health care, and education have seen significant impacts, they do not compare to the disruption we have seen in the leisure and hospitality sector.

Deschutes County posted the third highest share of layoffs as a share of total labor force of Oregon’s 36 counties. Nearly 17,000 residents had a traditional claim for unemployment insurance processed in the first nine weeks of the COVID crisis, representing nearly 18 percent of the total labor force.

Around 25 percent of Deschutes County’s unemployment insurance claims processed in the current crisis were for workers in accommodation and food services, yet the industry only accounts for around 13 percent of total non-farm employment. We know the impact on the leisure and hospitality sector is even more severe than these painful unemployment insurance claim totals show. Many workers have yet to have their claim processed, while others are not eligible for traditional unemployment insurance or have chosen not to file a claim.

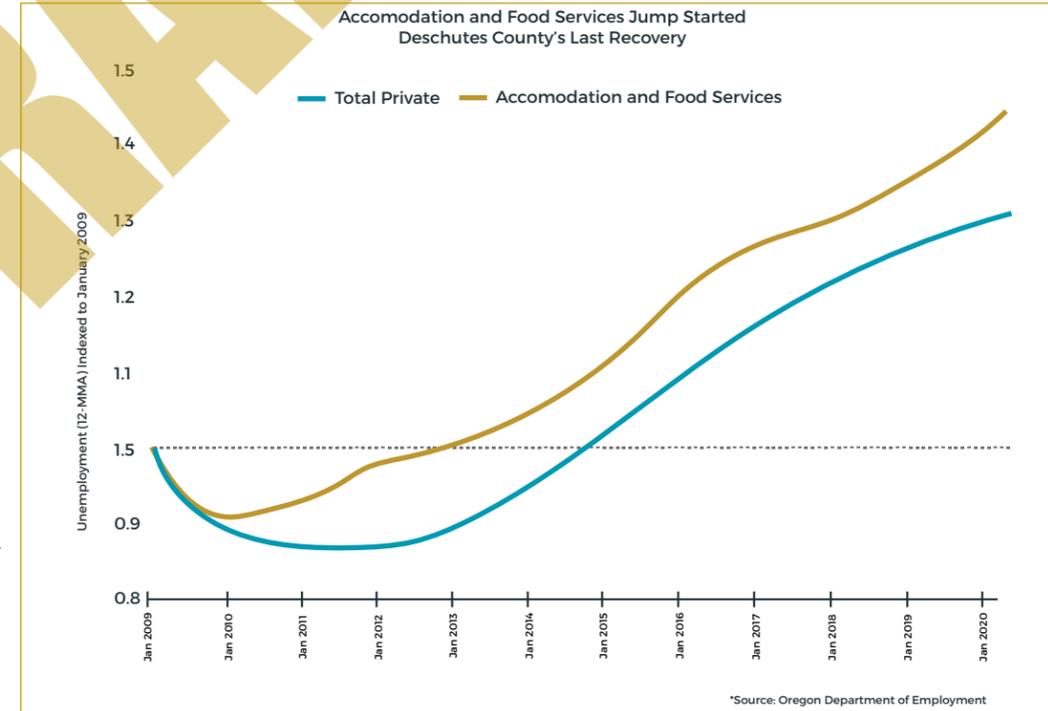
Despite the severity of this current shock, there is some room for optimism. The travel and tourism sector is resilient, particularly here in Central Oregon. Coming out of the Great Recession, the travel and tourism sector began to rebound and add jobs years before any other industry posted notable job gains.

Our leisure and hospitality sector rebounded quickly for two reasons. First, Bend and Central Oregon is primarily a regional tourism destination. During recessions, disposable income drops considerably for many households, limiting their options for vacation. Regional tourism destinations tend to offer a more affordable option as they can avoid expensive airfare and can squeeze the trip into a weekend.

Second, the population of Bend and Central Oregon continued to grow, even during the depths of the last recession. Many are attracted to the region due to the high quality of life. A growing population helps to grow the broad leisure sector as locals enjoy the services provided by these businesses. Tourists aren’t the only people who enjoy skiing at Mt. Bachelor, a barbacoa taco from El Sancho, or floating the river through town.

As we begin to shift our focus toward recovery from the Great Lockdown, we can be confident that once the health crisis is resolved, our local economy and the leisure and hospitality sector will bounce back relatively quickly, just as we have in the past.

- Damon Runberg, Regional Economist for the State of Oregon





FISCAL YEAR 2021  
BUSINESS PLAN  
+ BUDGET

Following seven consecutive record years, Bend’s tourism industry must be creative, innovative, and nimble as we start to recover from the devastating economic damage caused by the COVID-19 pandemic.

Visit Bend’s 2021 Business Plan is designed with a renewed focus not only on economic development, but on ensuring Bend’s recovery is sustainable and focused on protecting our community. Learning from the recession a decade ago, Visit Bend’s staff will continue positioning the Bend brand as one built on responsible use from visitors and residents alike.

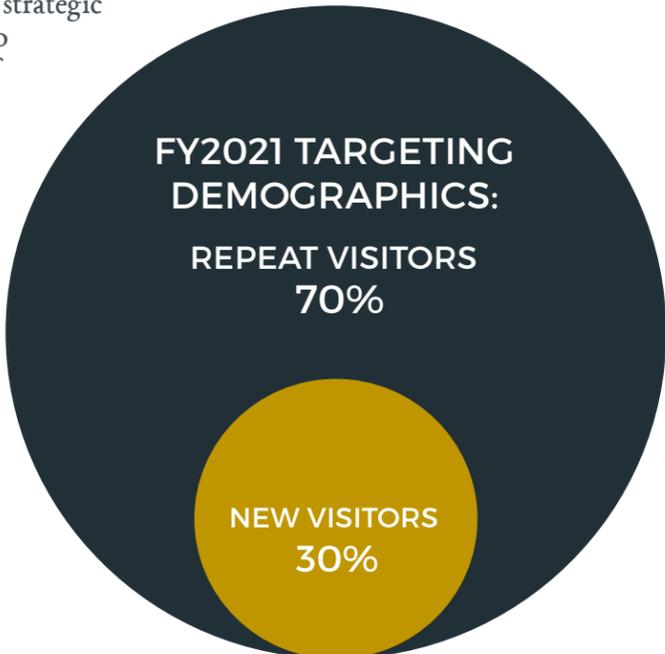
Having a deep understanding of the unique challenges facing the Bend tourism industry allows Visit Bend to pivot and to adapt its marketing plan to meet the need of community members, hospitality stakeholders, and the visitors who contributed more than 1 billion dollars to our regional economy last year.

Visit Bend is facing its own challenges, including significant funding shortages and a lack of access to financial assistance. The organization has responded with layoffs, voluntary pay cuts, and spending freezes to help steady the ship. Because of these immediate actions and a robust rainy day fund put in place at the request of city council, Visit Bend is strategically positioned to lead Bend’s tourism industry through the recovery.

Visit Bend’s strategic plan is driven by years of data from the industry, which allows us to implement strategic marketing campaigns and thoughtfully-timed messaging. Visit Bend is taking a cautious approach to tourism marketing by balancing economic development and recovery with the very real potential of new COVID-19 spikes.

While Visit Bend’s primary role in this community is to increase economic development among tourism stakeholders, the organization feels a sense of responsibility to protect the community and its assets. In FY2021, Visit Bend is projecting a nearly 30% decrease YOY in TRT revenue. Prioritizing Visit Bend’s limited resources to focus on a sustainable recovery will help stabilize businesses and lead to more employees on their payrolls again. Projections indicate this recovery, specifically in the tourism industry, could take at least 18 months.

Visit Bend’s strategic plan for FY2021 is to focus its limited resources on quality, branded destination marketing efforts. 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. We will reinvent what it means to be a sustainable and responsible community, while again welcoming tourists who will leave a positive impact both financially and socially.



# FISCAL YEAR 2021 BUDGET

## YEAR TO YEAR COMPARISON

| REVENUE                    | FY 2020          |                  | FY 2021          |                | VARIANCE |  |
|----------------------------|------------------|------------------|------------------|----------------|----------|--|
|                            |                  |                  | \$               | %              |          |  |
| City Funding - 9.0%        | 2,016,176        | 1,425,324        | (590,852)        | (29.3%)        |          |  |
| City Funding - 1.4%        | 831,552          | 581,437          | (250,116)        | (60.2%)        |          |  |
| City Funding - Prior Years | (70,200)         | -                | 70,200           | (100.0%)       |          |  |
| Retail Sales               | 105,376          | 62,730           | (42,646)         | (40.5%)        |          |  |
| Advertising                | 79,901           | 71,056           | (8,845)          | (11.1%)        |          |  |
| Other Revenue              | 7,576            | -                | (7,576)          | (100.0%)       |          |  |
| <b>Total</b>               | <b>2,970,382</b> | <b>2,140,547</b> | <b>(829,835)</b> | <b>(27.9%)</b> |          |  |

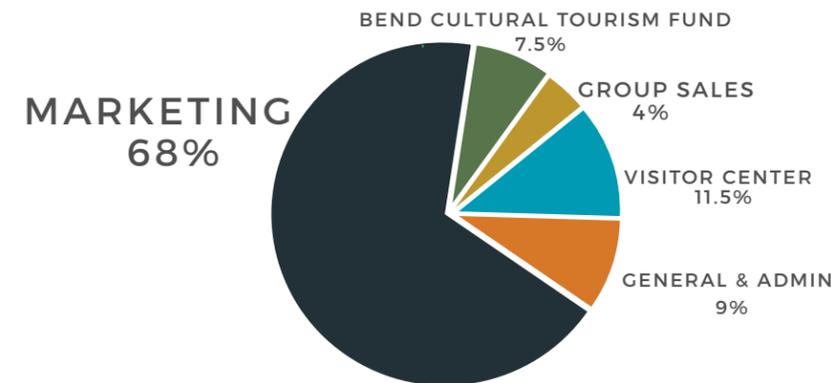
  

| EXPENSES                 | FY 2020          |                  | FY 2021          |                | VARIANCE |  |
|--------------------------|------------------|------------------|------------------|----------------|----------|--|
|                          |                  |                  | \$               | %              |          |  |
| Marketing                | 1,703,353        | 1,516,715        | (186,638)        | (11.0%)        |          |  |
| Group Sales              | 309,118          | 98,370           | (210,748)        | (68.2%)        |          |  |
| Cultural Tourism Fund    | 217,915          | 160,107          | (57,808)         | (26.5%)        |          |  |
| Visitor Center           | 292,879          | 325,016          | 32,137           | 11.0%          |          |  |
| General & Administration | 416,489          | 240,339          | (176,151)        | (42.3%)        |          |  |
| <b>Total</b>             | <b>2,939,754</b> | <b>2,340,546</b> | <b>(599,208)</b> | <b>(20.4%)</b> |          |  |

| NET INCOME (LOSS) | FY 2020 | FY 2021   | \$        | %        |
|-------------------|---------|-----------|-----------|----------|
|                   | 30,628  | (200,000) | (230,627) | (753.0%) |

## PRIMARY BUDGET ALLOCATIONS FY 2021



| REVENUE                    | TOTAL \$            | VARIANCE  |
|----------------------------|---------------------|-----------|
| City Funding - 9.0%        | 1,425,324           | (590,852) |
| City Funding - 1.4%        | 581,437             | (250,116) |
| City Funding - Prior Years | -                   | 70,200    |
| Retail Sales               | 62,730              | (42,646)  |
| Advertising Sales          | 71,056              | (8,845)   |
| Other Revenue              | -                   | (7,576)   |
| <b>TOTAL</b>               | <b>\$ 2,140,547</b> |           |

| PERSONNEL EXPENSES | TOTAL \$          | VARIANCE |
|--------------------|-------------------|----------|
| Base Pay           | 544,579           | 20,532   |
| Incentive Pay      | 32,200            | (2,068)  |
| Payroll Taxes      | 45,219            | (112)    |
| Employee Benefits  | 92,464            | 4,073    |
| <b>TOTAL</b>       | <b>\$ 714,463</b> |          |

| SALES & MARKETING EXPENSES | TOTAL \$            | VARIANCE  |
|----------------------------|---------------------|-----------|
| Cultural Tourism Fund      | 160,107             | (58,466)  |
| Visitor Development Fund   | 40,000              | (105,737) |
| Online Mktg                | 504,823             | 152,876   |
| Outdoor                    | -                   | (54,000)  |
| Photo                      | 16,200              | (37,761)  |
| Print                      | 10,000              | (8,635)   |
| Production                 | 107,122             | (8,857)   |
| Radio                      | 60,000              | (169,546) |
| Trade Shows                | -                   | (452)     |
| TV                         | 140,000             | (188,721) |
| Collateral                 | 36,000              | (51,231)  |
| Brochure Distribution      | 7,050               | (29,199)  |
| Postage                    | 21,000              | 12,252    |
| Public Relations           | 18,500              | (4,618)   |
| Promotions                 | 60,500              | 28,628    |
| Research                   | 38,700              | (2,404)   |
| Web. Dev.                  | 75,950              | (17,584)  |
| Special Projects           | -                   | (24,000)  |
| Travel & Meals             | 18,500              | (4,010)   |
| Retail Purchasing          | 60,000              | (40,448)  |
| <b>TOTAL</b>               | <b>\$ 1,374,452</b> |           |

| OVERHEAD EXPENSES        | TOTAL \$          | VARIANCE |
|--------------------------|-------------------|----------|
| Building Lease           | 60,554            | 1,086    |
| Building Maintenance     | 12,000            | (261)    |
| Equipment Lease & Maint. | 5,335             | 1,750    |
| Professional Fees        | 59,400            | (5,519)  |
| Office Supplies          | 12,000            | (4,195)  |
| Utilities                | 12,500            | 380      |
| Bank Fees                | 5,000             | 575      |
| Dues & Subscriptions     | 27,103            | (688)    |
| Insurance                | 6,900             | 804      |
| Licenses & Permits       | 2,200             | (721)    |
| Education & Training     | -                 | (380)    |
| Network & Telco          | 13,200            | (4,971)  |
| Non-Capital IT           | 22,000            | 4,031    |
| Depreciation & Amort.    | 17,400            | (50)     |
| Interest Expense         | (3,960)           | 567      |
| <b>TOTAL</b>             | <b>\$ 251,632</b> |          |

**TOTAL EXPENSES**  
**\$ 2,340,546**

**TOTAL SURPLUS**  
**-\$ 200,000**

# FISCAL YEAR 2021 PRIMARY STRATEGIES

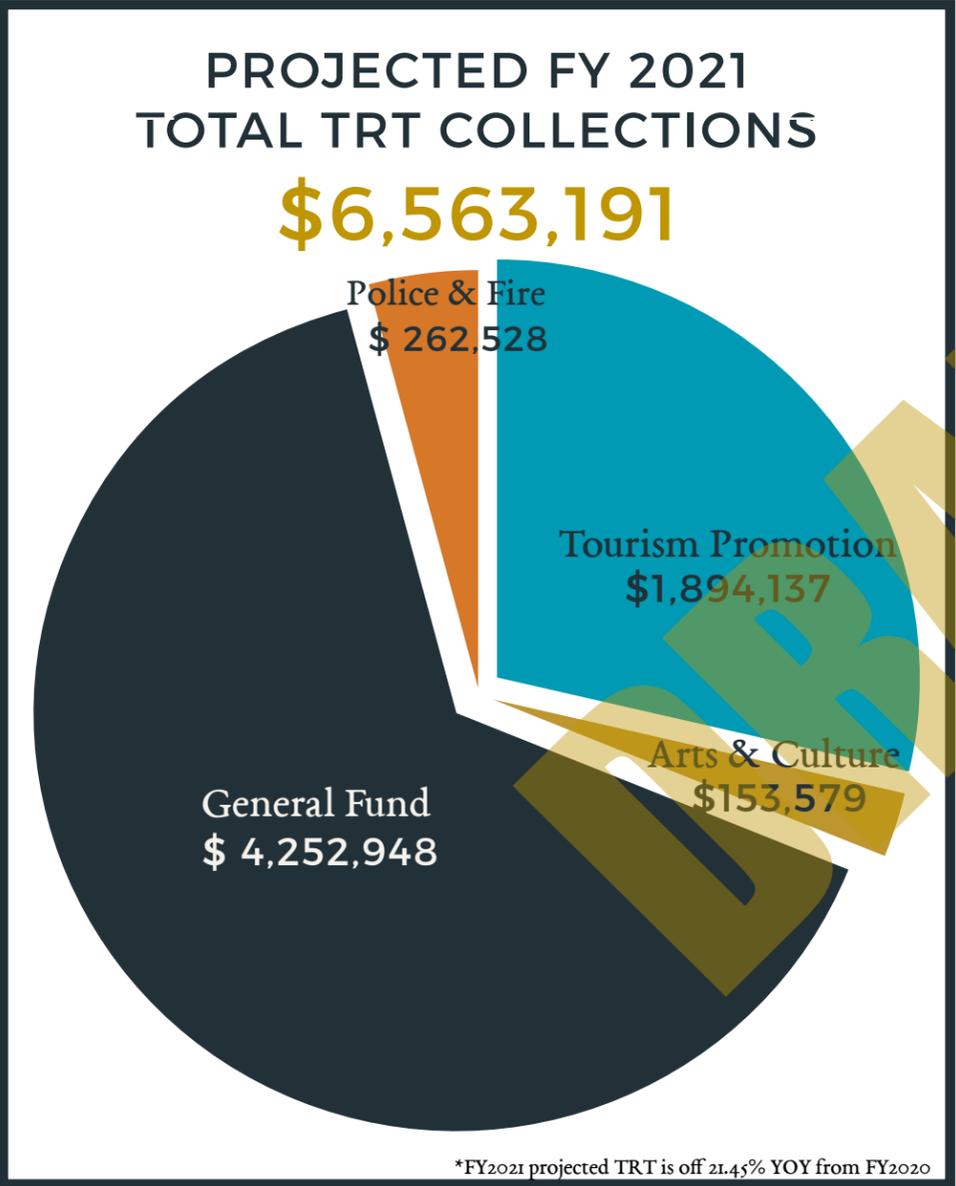
Visit Bend is faced with an unprecedented challenge going into Fiscal Year 2021. With never before seen destruction across the leisure and hospitality industry, it will be crucial to implement strategies which are adaptable and functional while allowing the organization to achieve its goals.

With history as our judge, and with proper public health protocols in place, Visit Bend understands the tourism industry has an opportunity to begin reviving Bend's economy from the economic devastation caused during the COVID-19 pandemic. Bend as a destination is well-positioned to recover ahead of other destinations, and as the organization tasked with leading the efforts, Visit Bend is up to the task.

Listed below are a few primary strategies which will be deployed during FY2021, driving economic development and recovery.

- **Economic Development:** Visit Bend is constantly engaged in dialogue with similar mountain towns experiencing tourism-related issues stemming from the COVID-19 pandemic. It is through this filter that Visit Bend is committed to a marketing plan that will responsibly promote tourism and help local businesses find stable ground as we generate tax revenue for the vital services supported by the city's general fund. Through Visit Bend's conscious branding efforts, the team will develop and implement programs to aid in bringing back living-wage work in the hospitality industry, enhancing the city's year-round livability for guests and residents alike.
- **Stewardship:** Despite the economic downturn related to COVID-19, Bend remains a popular retreat for outdoor recreation. This requires a robust platform encouraging sustainability and responsible behavior among all users. Visit Bend's sustainability efforts have been modeled by more than 20 similar mountain towns around the country, providing a toolkit and roadmap for a new generation of destination management organizations. Sustainability and stewardship will play a vital roll in Visit Bend's COVID-19 recovery strategy.
- **Brand Development:** Advertising the Bend brand through strategically targeted media represents Visit Bend's largest driver of traffic to visitbend.com, which flows qualified traffic to stakeholders throughout the region. In FY2021, Visit Bend will reimagine what it means to be great storytellers, creating content that can be adapted more strategically to target the right audience throughout the long journey to economic recovery. Using research-based media buying, Visit Bend will efficiently spend its significantly-reduced advertising budget while supporting a brand reflective of Bend's values, maintaining the vision of our community for both visitors and locals.
- **Diversification of Tourism Offerings:** Outdoor recreation is the foundation of Bend's tourism appeal, which is helpful for the recovery mission ahead. As part of the continued effort to diversify the city's tourism offerings, Visit Bend will help strengthen Bend's non-outdoor recreation tourism offerings, lending support to Bend's hampered arts + culture industry through the Bend Cultural Tourism Fund and other marketing campaigns. Additionally, Visit Bend-led campaigns including Tenth Month and Bend Ale Trail Month will increase shoulder season visitations and drive the economy during the slowest times of the year.

# FISCAL YEAR 2021 GOALS + OBJECTIVES



### ECONOMIC DEVELOPMENT

- Recover from monthly 85% YOY decreases in TRT collections to a 20% monthly YOY decrease by fiscal year end
- Continue to invest in arts + cultural programs through the BCTF, diversifying Bend's recovering tourism industry
- Wisely invest Visit Bend's reserve fund, created at the suggestion of city council, when the time is right to assist in the economic recovery and development
- Stabilize and grow jobs within the hospitality industry, course-correcting from a loss of nearly 7,000 local tourism-related jobs during the COVID-19 pandemic

### BRAND DEVELOPMENT

- Maintain Visit Bend's position as the most effective and most compassionate DMO in our region, serving as a model for destination marketing and management organizations during the recovery from the COVID-19 pandemic
- Launch This Is Bend signature campaign, providing a sense of pride to locals while effectively and considerately marketing our destination to visitors most likely to leave a positive impact on this community following their vacation

### STEWARDSHIP

- Establish Bend as a leader in sustainable and responsible tourism through effective partnerships and collaborations which contribute to increased protection of our most valuable asset, the outdoors
- Increase reach and frequency of sustainability-related messaging to visitors once they're here, utilizing stronger partnerships and involvement with local land managers and nonprofit organizations

# BEND TOURISM SWOT ANALYSIS

In light of the current pandemic and economic fallout, there remain many opportunities which will help ensure recovery and 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
- Strong collaboration between the City of Bend and Visit Bend
- Robust segment of repeat visitors eager to return to Bend

## WEAKNESSES

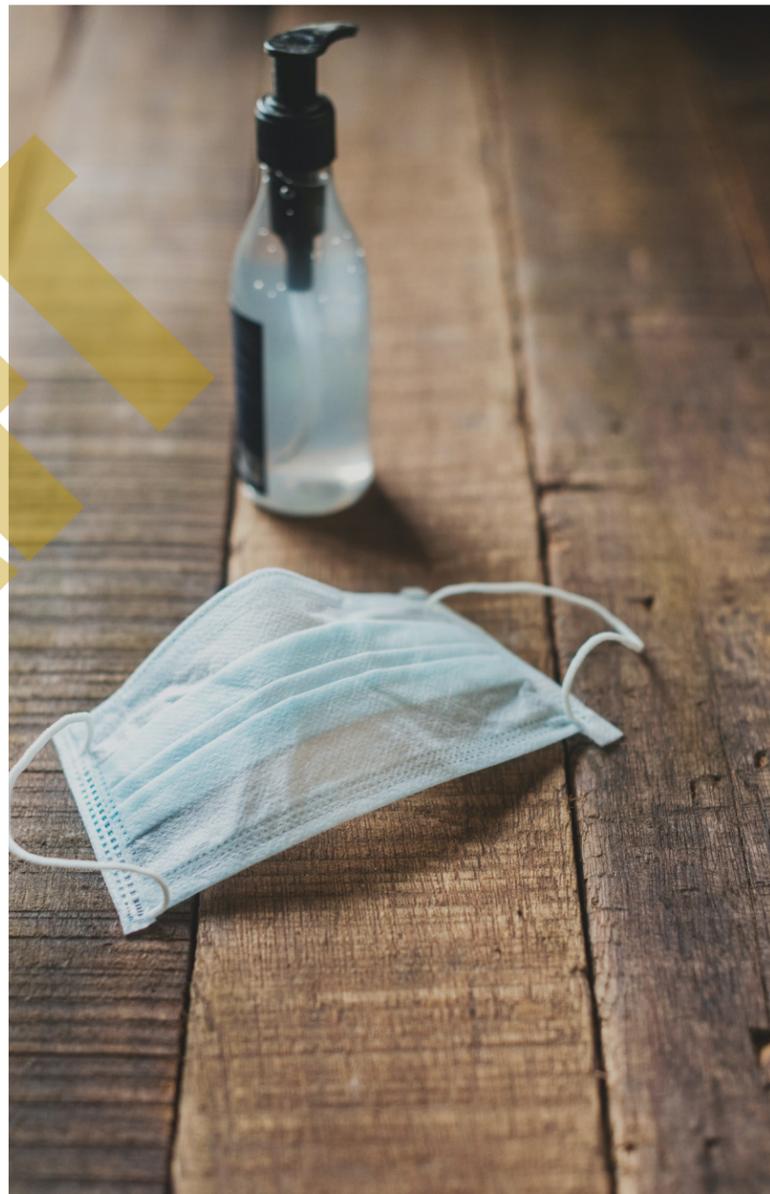
- Low tourism volume during shoulder seasons and winter months
- Over-reliance on outdoor recreation to drive tourism

## OPPORTUNITIES

- Increase tourism during shoulder season and winter months
- Diversify tourism offerings by continuing to support 10th Month + BAT Month
- Enhance recreational amenities (sports fields, trails, etc.)

## THREATS

- Increase in regional marketing from competitive destinations
- Large scale forest fire and drought
- Weather-related impacts
- Pandemic
- Growing anti-tourism, anti-development sentiment within the community



# 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 2019 with collections exceeding \$10,000,000 for the first time in the city's history and were on pace to raise the bar even higher in 2020. With the onset of the coronavirus and precautions enacted to protect our community, room tax numbers for the final four months in FY2020 are forecasted to be off by an average of 70% on a YOY basis. The chart below provides TRT collections from fiscal year 2015 through March 2020 (actual) and projected through the remainder of FY 2020 for the City of Bend.

## CITY OF BEND TRT REVENUE

Reported to Visit Bend by City of Bend Finance Department

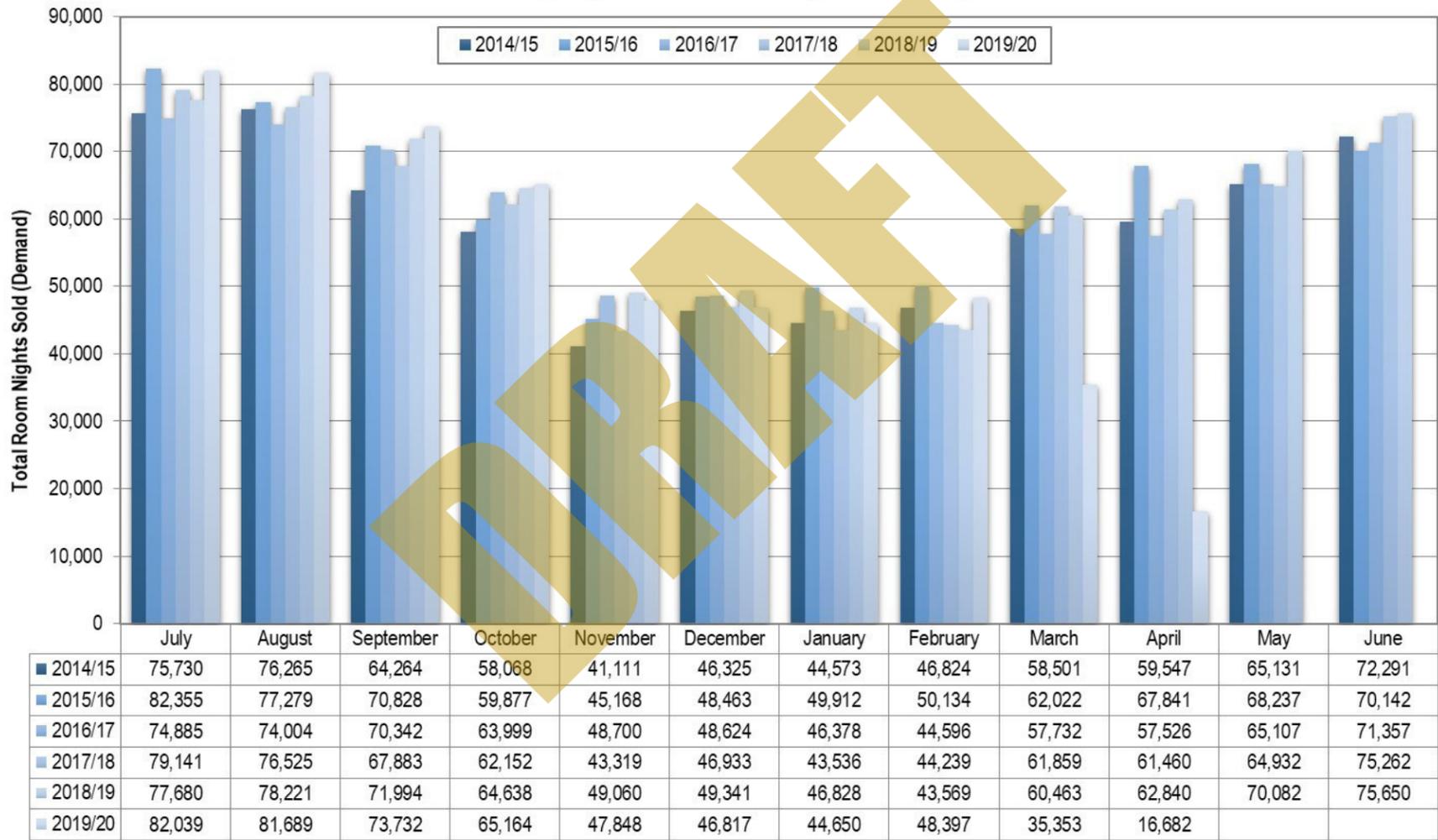
|        | FY14/15     | CHANGE | FY15/16     | CHANGE | FY16/17     | CHANGE | FY17/18     | CHANGE | FY18/19      | CHANGE | FY19/20      | CHANGE |
|--------|-------------|--------|-------------|--------|-------------|--------|-------------|--------|--------------|--------|--------------|--------|
| JUL    | \$881,867   | 50.4%  | \$1,167,521 | 32.4%  | \$1,253,078 | 7.3%   | \$1,415,547 | 13.0%  | \$1,392,621  | -1.6%  | \$1,577,419  | 13.3%  |
| AUG    | \$870,733   | 42.6%  | \$1,021,591 | 17.3%  | \$1,109,525 | 8.6%   | \$1,347,492 | 21.4%  | \$1,343,926  | -0.3%  | \$1,458,091  | 8.5%   |
| SEP    | \$565,927   | 22.4%  | \$739,451   | 30.7%  | \$839,649   | 13.6%  | \$820,801   | -2.2%  | \$945,580    | 15.2%  | \$1,021,424  | 8.0%   |
| OCT    | \$440,768   | 27.6%  | \$530,277   | 20.3%  | \$664,833   | 25.4%  | \$650,738   | -2.1%  | \$734,036    | 12.8%  | \$795,824    | 8.4%   |
| NOV    | \$295,095   | 36.8%  | \$357,600   | 21.2%  | \$458,649   | 28.3%  | \$426,303   | -7.1%  | \$495,457    | 16.2%  | \$539,082    | 8.8%   |
| DEC    | \$380,893   | 31.8%  | \$434,108   | 14.0%  | \$541,672   | 24.8%  | \$506,919   | -6.4%  | \$567,940    | 12.0%  | \$592,304    | 4.3%   |
| JAN    | \$328,996   | 43.9%  | \$399,620   | 21.5%  | \$467,385   | 17.0%  | \$475,959   | 1.8%   | \$554,007    | 16.4%  | \$595,797    | 7.5%   |
| FEB    | \$377,576   | 43.7%  | \$428,240   | 13.4%  | \$475,558   | 11.0%  | \$499,784   | 5.1%   | \$533,904    | 6.8%   | \$654,810    | 22.6%  |
| MAR    | \$492,377   | 38.1%  | \$542,242   | 10.1%  | \$686,690   | 26.6%  | \$673,381   | -1.9%  | \$741,513    | 10.1%  | \$304,024    | -59.0% |
| APR    | \$474,418   | 43.8%  | \$571,271   | 20.4%  | \$635,713   | 11.3%  | \$690,587   | 8.6%   | \$737,773    | 6.8%   | \$103,288    | -86.0% |
| MAY    | \$587,528   | 36.0%  | \$614,788   | 4.6%   | \$766,845   | 24.7%  | \$803,357   | 4.8%   | \$915,959    | 14.0%  | \$228,990    | -75.0% |
| JUN    | \$794,235   | 32.1%  | \$887,415   | 11.7%  | \$1,021,403 | 15.1%  | \$1,081,683 | 5.9%   | \$1,210,933  | 11.9%  | \$484,373    | -60.0% |
| FY END | \$6,490,413 | 37.5%  | \$7,694,125 | 18.5%  | \$8,920,998 | 15.9%  | \$9,392,551 | 5.3%   | \$10,173,649 | 8.3%   | \$8,355,426* | -17.9% |

\*FY20 projected TRT is now off 21.2% from original projections of \$10.6 million

= Record Month  = Projection

# APPENDIX B - TRADITIONAL LODGING DEMAND

## Bend Lodging Demand: July 2014 - April 2020

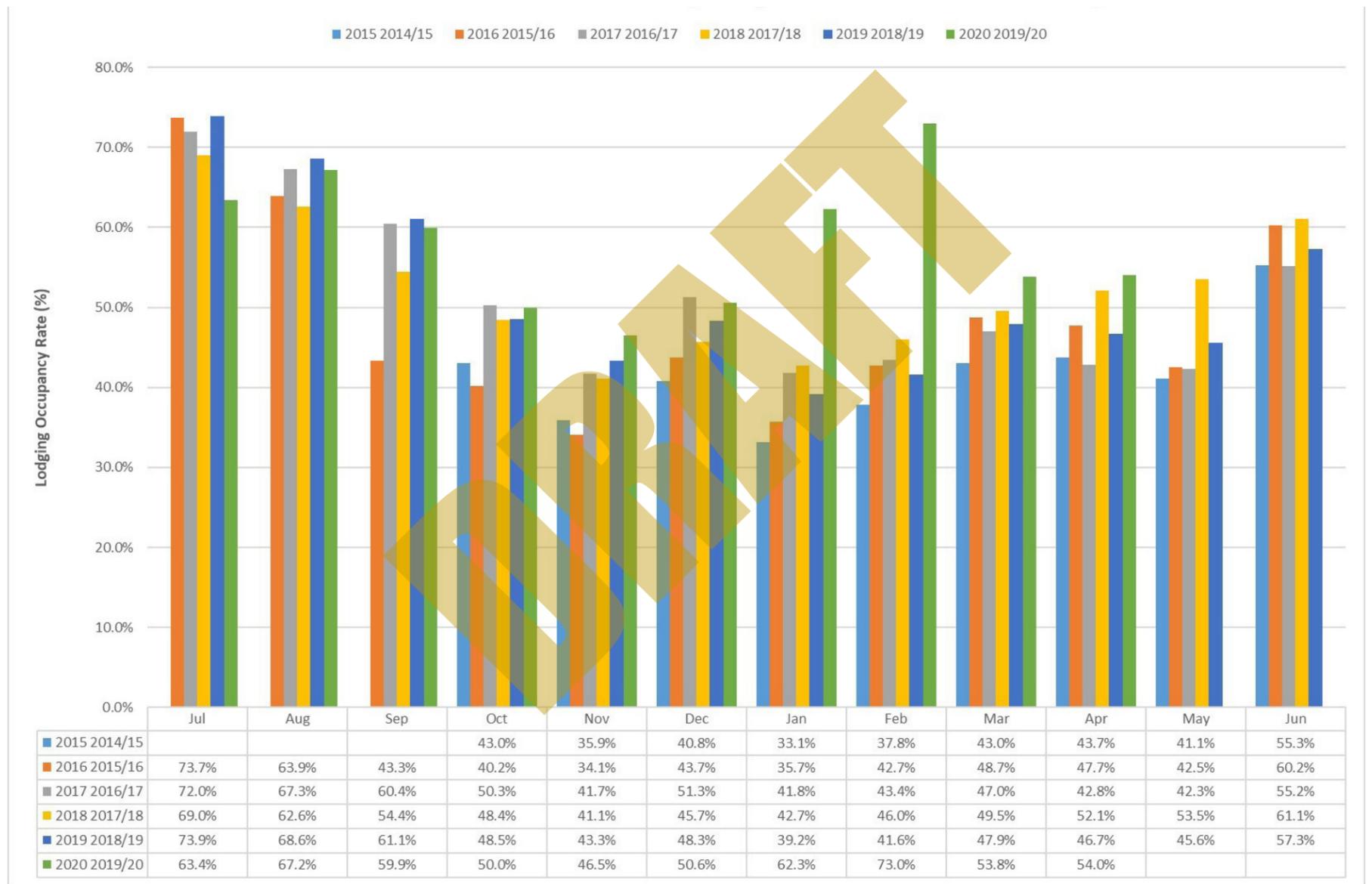


# APPENDIX C - TRADITIONAL LODGING OCCUPANCY

## Bend Lodging Occupancy Rates: July 2014 - April 2020



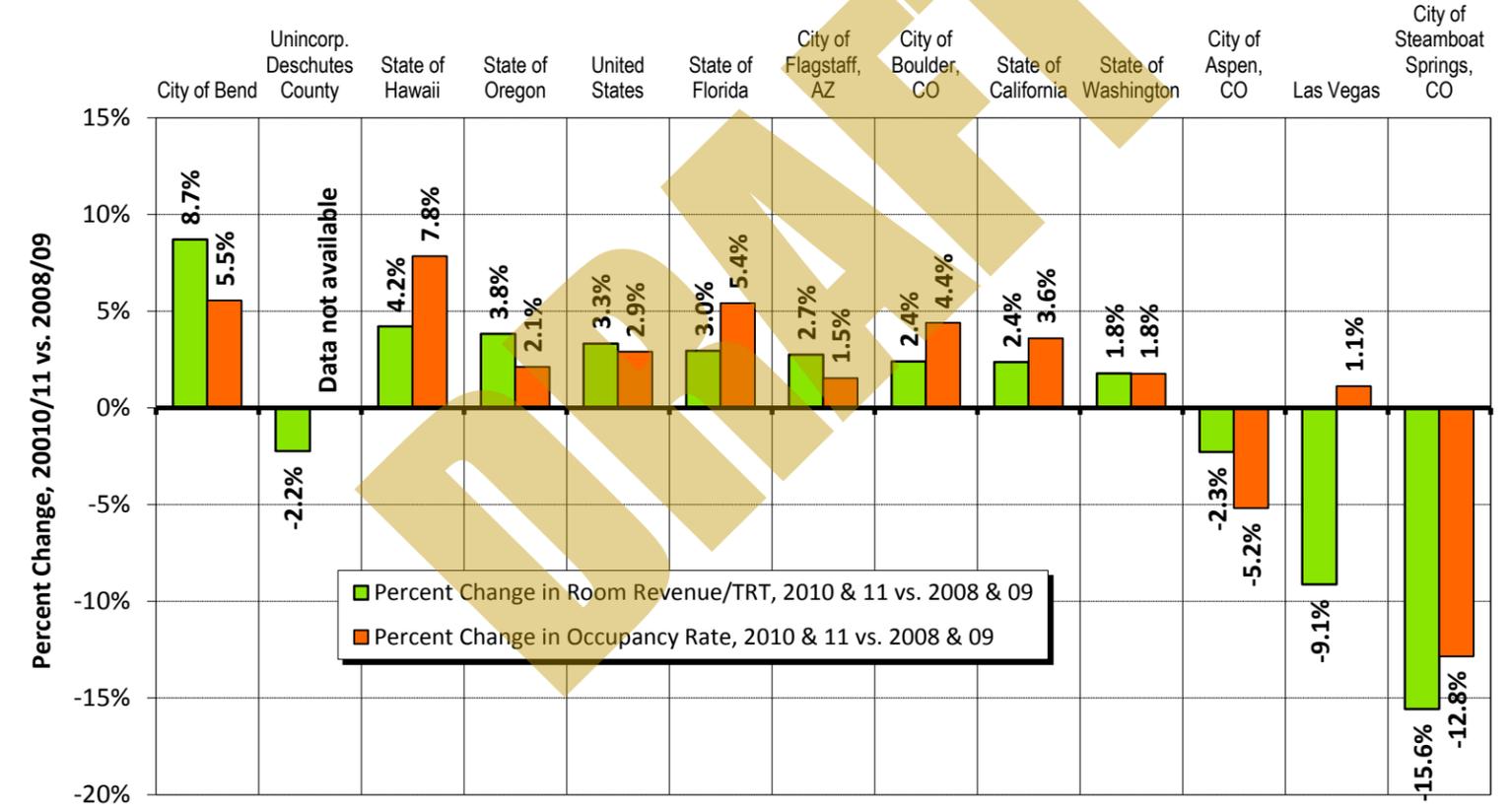
# APPENDIX D - SHORT TERM LODGING OCCUPANCY



# APPENDIX E - RECESSION REBOUND COMPARATIVE ANALYSIS



## Recession Rebound Comparative Analysis Estimated Percent Change in Hotel Room Revenues/TRT and Hotel Occupancy Rates Bend vs. Selected Geographic Areas 2010 & 11 vs. 2008 & 09



Source: STR (room revenue & occupancy); City of Bend (TRT); Deschutes County (TRT); City of Steamboat Springs (TRT); City of Boulder (TRT); City of Aspen (TRT).  
Note: STR estimates of hotel occupancy & room revenue are based on reporting properties representing approximately 70% of U.S. hotel rooms, plus extrapolated estimates for non-reporting properties. STR is widely recognized as the global leader in hotel performance benchmarking.

**DRAFT**

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