

# BEND<sup>OR</sup>



## BUSINESS + MARKETING PLAN

FISCAL YEAR  
2023 (DRAFT)

VISIT BEND

[VISITBEND.COM](https://www.visitbend.com)

A scenic view of a river flowing through a forest. The river is in the foreground, with white water rapids. The forest is dense with green trees, but some trees in the foreground and middle ground have turned yellow and orange, indicating autumn. The sky is overcast with grey clouds. The text is overlaid on a white-bordered box in the center of the image.

# 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.*

# INTRODUCTION

Dear Tourism Stakeholders, Community Members, and Guests of Bend,

Bend's tourism industry faces the biggest challenges in history following two years of COVID-19. Fiscal Year 2023 will bring with it Visit Bend's renewed focus on the community's recovery from the lockdowns and labor issues as there is still work to do. We have many reasons to be hopeful and excited about the year ahead of us. At the time of building this plan, Bend's hospitality industry is nearing a full recovery. Visit Bend exists primarily to promote economic development, but we believe it is more important than ever to take a balanced, sustainable approach to our FY 2023 business and marketing plan.

That's not to say it's business as usual. Guided by data, we know destinations like Bend remain attractive as gas prices and inflation takes hold on our country. As Visit Bend resumes its marketing efforts, we must carefully weigh the desire to impact our local economy against the challenges our growing community faces. This is why thought leadership and emotional intelligence will play an even larger role in Visit Bend's most important business plan since our inception in 2002.

It begins with a constant challenge of the norms, where innovation is key. It begins with new roles and responsibilities for an industry that's often slow to adapt. It begins with recognizing the primary reason people choose to visit, play, and live here is our unparalleled access to wild places. We are proud to be one of the first destination management and marketing organizations in the country to successfully launch a sustainability-focused grant program investing in the very places which support the local tourism economy and benefits locals alike, granting out \$840,000 in FY22 to projects important to Bend's economy.

As an organization inspired by data, we will continue to welcome guests back to our community by focusing first on repeat visitors who account for 65% of annual tourist volume. We will be granular in our targeting efforts, compassionate in our creative building, and steadfast in our desire to retain the qualities that make Bend special.

On the heels of a new five year contract, we've been given a tremendous opportunity to reshape Bend's tourism economy in a thoughtful, sustainable way. Last year, tourism generated more than eight million dollars for the City of Bend's general fund, supporting the city's general fund and crucial services like police and fire. 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 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 in recovery. The core Visit Bend team has worked together for 12 years, navigating challenges that include a recession and its aftermath. Through adaptability, perseverance, creativity, and ingenuity, the team is confident in our ability to navigate our rebound from the COVID-19 pandemic.

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	Todd Montgomery Board Chair Program Lead, Business & Hospitality Management Oregon State University - Cascades	Matt Williams Board Vice Chair President/Owner Birch Lake Hospitality	Noelle Fredland Treasurer	Alan Dietrich Board Member CEO Crater Lake Spirits	Courtney Braun Board Member Owner Wanderlust Tours
John McLeod Board Member President/GM Mt. Bachelor	Josie Norris Board Member Program Director Conservation Alliance	Erick Trachsel Board Member Director of Sales Riverhouse on the Deschutes	Diana Spring Board Member Owner A Stone's Throw Bungalow	Takara Reynolds Board Member Barista Bellatazza + Lone Pine	Daniel Elder Board Member GM Campfire Hotel

*Fiscal year 2023 brings fresh opportunities for Visit Bend to achieve a new level of adaptability and excellence as a destination marketing and management organization. We're optimistically forecasting an eight percent growth in room tax collections as we continue to closely monitor economic indicators that will guide our actions in the coming year. Striking this balance will allow Visit Bend to continue prioritizing the needs of both the industry and the community in the coming year.*

*-Kevney Dugan*

*President/CEO - Visit Bend*

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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 Destination Marketing Organization in the United States.

## VALUES

- We operate with honesty and integrity at all times
- We are committed to the highest level of fiscal responsibility
- We will be respectful and 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



# THE YEAR AHEAD - A SUSTAINABLE OUTLOOK

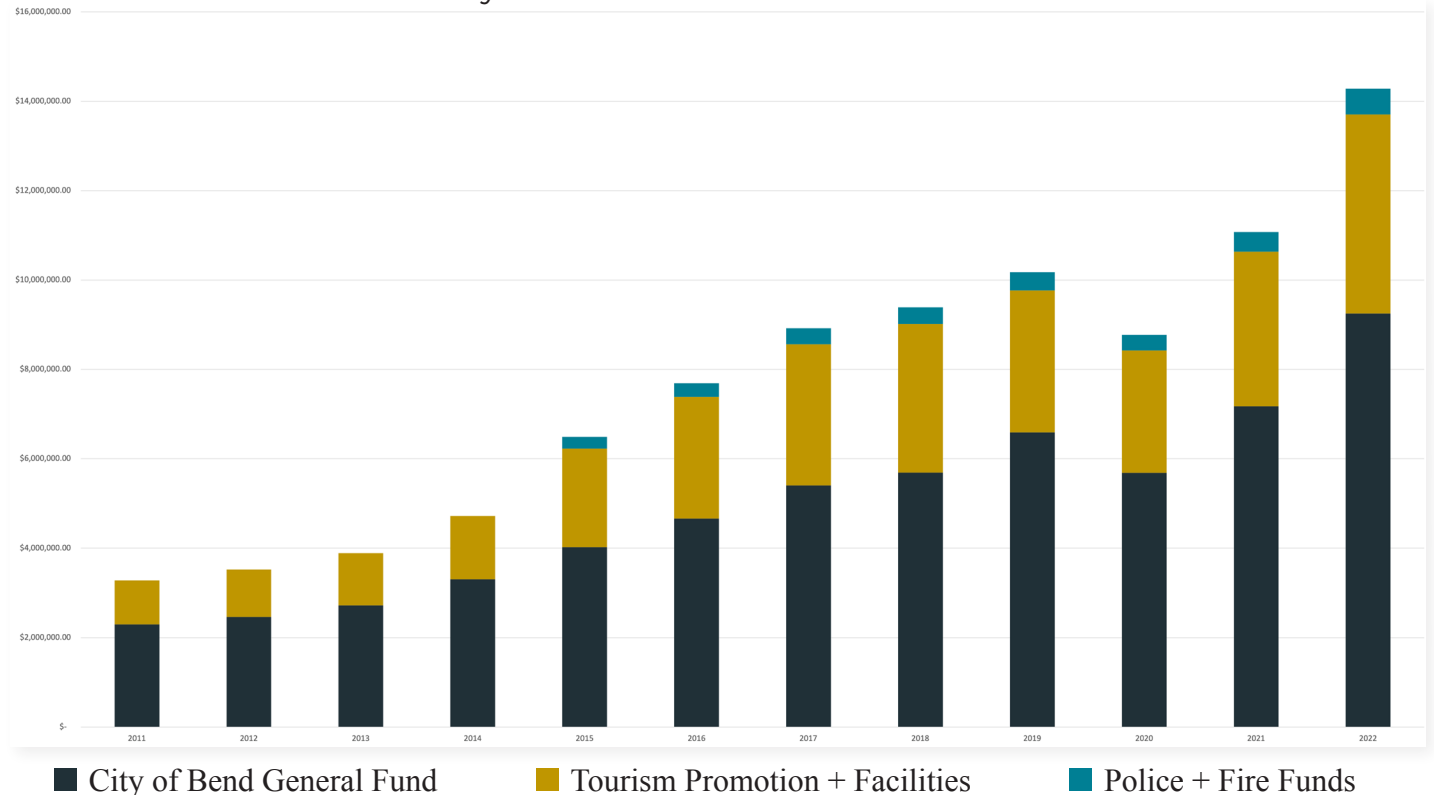
There's no doubt the COVID-19 pandemic disproportionately affected certain business sectors over others. This holds especially true for the hospitality and tourism industry around the world, across our country, and right here in the middle of Oregon. The way in which a majority of workers generate income has fundamentally changed while the pandemic continues to cause economic disruptions around the world and here in Central Oregon. While the demand for travel is nearing, and is in some cases even exceeding pre-pandemic levels, employment and wage issues are causing an artificial ceiling that is leading to service disruptions. Working alongside several other organizations, Visit Bend is committed to finding solutions to these issues in the year ahead, and will be investing in the industry's first ever workforce development director to help ease these pains.

This is all to say that as an economic development organization whose focus must be balanced between destination marketing and destination management, a full recovery in employment in the hospitality industry must remain a top-level goal. The Central Oregon region saw record room tax revenue and visitor spending last year, but employment in the industry lagged. While jobs and hiring have started to rebound, throughout the pandemic, hospitality workers have found successes in other industries leading to a workforce drought in our region. Bend hotels are still 10.9% off from pre-pandemic (2019) employment levels, and 9.7% off for the greater hospitality industry.

However, as we continue on our path of recovery we remain optimistic. At the same time, Visit Bend is prepared should a recession begin to set in. A fully-funded rainy day fund is available should the needs exist. Economic indicators such as inflation, consumer sentiment, and GDP show signs of a pending recession, and history tells us that Bend's tourism economy has the potential to soften the economic blowbacks related to any potential recession.

Visit Bend's sustainable plan for FY 2023 aims to continue driving returns to the city's general fund, focus on workforce development, sustainable tourism-related projects, and arts and culture. With record growth still occurring within our community, it is paramount to increase the unrestricted dollars allocated to the city's general fund to meet unprecedented needs.

Historical City of Bend TRT Collections and Allocations



A scenic mountain landscape at sunset. The sky is filled with soft, golden light, and the mountain peaks are illuminated with a warm glow. The foreground is a lush green meadow with vibrant purple and blue wildflowers. A dense forest of evergreen trees covers the lower slopes of the mountain. The text "FISCAL YEAR 2023 BUSINESS PLAN + BUDGET" is overlaid in the center in a white, sans-serif font, enclosed in a white rectangular border.

FISCAL YEAR 2023  
BUSINESS  
PLAN + BUDGET



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# FISCAL YEAR 2023 STRATEGIC PLAN

As Fiscal Year 2023 approaches on the heels of a global pandemic, Bend’s tourism industry faces the biggest challenges in history. The year ahead will be difficult, but will also allow our community to shine in new ways as we build for the future. Visit Bend exists primarily to promote economic development, but we believe it is more important than ever to take a balanced, sustainable approach to our FY 23 business and marketing plan.

Visit Bend has always conducted business with the best available data used to make decisions and strategic plans. While the focus of the organization this year is rooted in sustainable growth, that data becomes even more important. As the industry and partners like the City of Bend struggle to keep up with demand in a place like Bend, there is no time like the present to question and challenge what has been done in the past in order to make the future one which balances the quality of life for visitors, locals, and the wildlife around us.

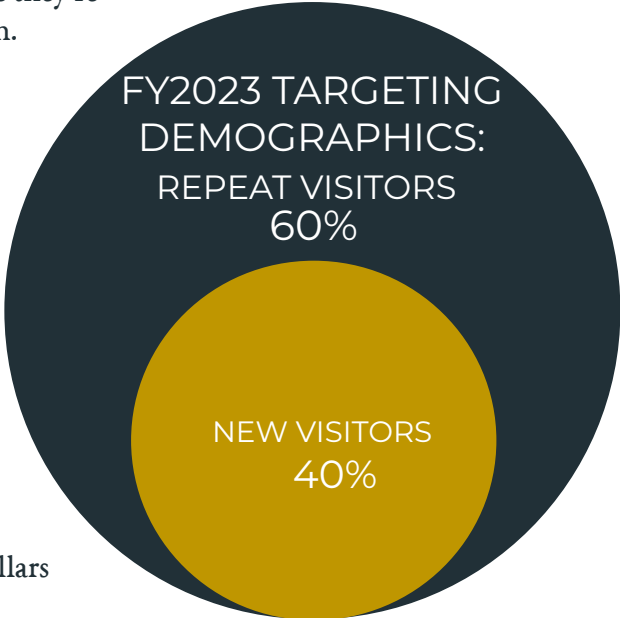
Visit Bend’s strategic plan is driven by years of data, which allows us to implement marketing campaigns using data-inspired targeting techniques. Launching a new campaign this summer will introduce a new customer journey, which when paired with effective analytics and creative assets, will deliver the appropriate message to prospective visitors at the right time. Relationships and messaging from partners throughout the region will ensure that our marketing efforts remain rooted in sustainable practices, with an outcome sure to prioritize the longevity of our natural places.

A digitally-driven and content-forward marketing strategy will allow optimized targeting and ad placements when and where they are deemed most effective and appropriate at the time. Our nimble production services squad will allow the creative team to produce and deliver assets precisely when needed, and our in-house media buying group will ensure they’re properly placed in front of (primarily repeat) visitors throughout the PNW who are craving a Bend vacation.

That’s a large reason why in Fiscal Year 2023, Visit Bend is increasing the amount budgeted to the Bend Sustainability Fund and Bend Cultural Tourism Fund in order to preserve our tourism-related facilities and increase the cultural draw of our community.

In Fiscal Year 2022, Visit Bend took a responsible and slow-to-resume approach to destination marketing, which led to an anticipated surplus in its budget. As Visit Bend implements its FY23 plan; however, the organization fully intends to hit a budgetary high-water mark for marketing activities at the same time. This year, the Bend Sustainability Fund and the Bend Cultural Tourism Fund will both grant out the largest amounts in the organization’s history.

We’ve been given a tremendous opportunity to reshape Bend’s tourism economy in a thoughtful, sustainable way. Last year, tourism generated nearly 8 million dollars for the City of Bend, supporting the city’s general fund and crucial services like police and fire. 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.



# FISCAL YEAR 2023 BUDGET

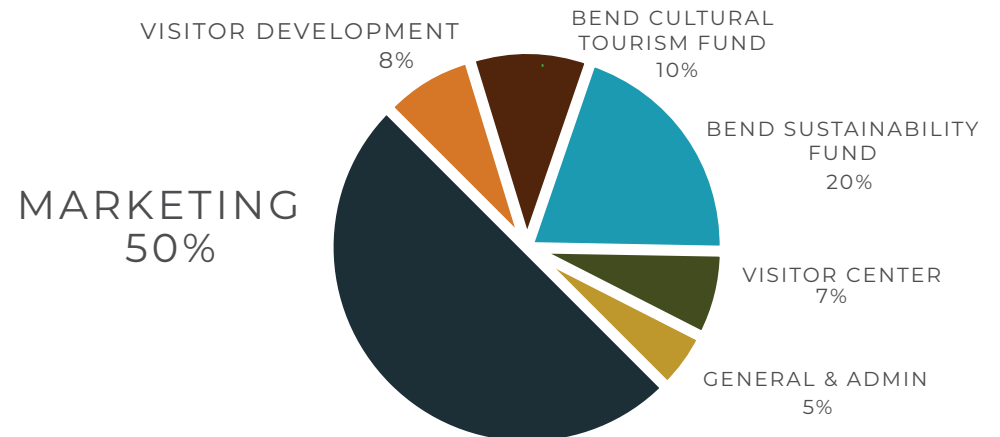
## YEAR TO YEAR COMPARISON

REVENUE	FY 2022	FY 2023	VARIANCE	
			\$	%
City Funding	3,625,934	5,411,011	1,785,076	49.2%
City Funding - Prior Years	1,084,300	709,637	(374,663)	-34.6%
Retail Sales	50,000	86,549	36,549	73.1%
Advertising	180,000	74,340	(105,660)	-58.7%
<b>Total</b>	<b>4,940,234</b>	<b>6,281,537</b>	<b>1,341,303</b>	<b>27.2%</b>

EXPENSES	FY 2022	FY 2023	\$	%
Marketing	2,485,292	3,158,790	673,498	27.1%
Visitor Development	244,280	514,213	269,933	110.5%
Cultural Tourism Fund	363,768	622,565	258,797	71.1%
Bend Sustainability Fund	775,517	1,230,130	454,612	58.6%
Visitor Center	402,881	470,668	67,786	16.8%
General & Administration	241,977	284,546	42,568	17.6%
<b>Total</b>	<b>4,513,715</b>	<b>6,280,911</b>	<b>1,767,196</b>	<b>39.2%</b>

<b>NET INCOME (LOSS)</b>	<b>426,519</b>	<b>627</b>	<b>(425,892)</b>	<b>(99.9%)</b>
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## PRIMARY BUDGET ALLOCATIONS FY 2023



	TOTAL \$	VARIANCE
REVENUE		
City Funding - Current Year	5,411,011	1,785,076
City Funding - Prior Years	709,637	(374,663)
Retail Sales	86,549	36,549
Advertising Sales	74,340	(105,660)
TOTAL	\$6,281,537	

PERSONNEL EXPENSES		
Base Pay	869,530	179,615
Incentive Pay	52,250	12,750
Payroll Taxes	72,268	15,081
Employee Benefits	155,594	34,471
TOTAL	\$1,149,641	

GRANT PROGRAMS		
Cultural Tourism Fund	622,565	258,797
Bend Sustainability Fund	1,230,130	454,612
TOTAL	\$1,852,694	

SALES & MARKETING EXPENSES		
Visitor Development Fund	430,000	250,000
Online Marketing	875,400	273,000
Outdoor	55,000	(15,000)
Photo	96,000	23,800
Print	95,000	20,000
Production	360,000	156,000
Audio	60,000	(60,000)
Visual	90,000	(120,000)
Collateral	36,000	-
Brochure Distribution	33,000	2,000
Postage	21,000	-
Public Relations	149,500	57,000
Promotions	106,000	(47,500)
Research	184,400	99,000
Web Development	290,650	156,000
Travel & Meals	24,000	(10,000)
Retail Purchasing	60,000	-
TOTAL	\$2,965,950	

	TOTAL \$	VARIANCE
OVERHEAD EXPENSES		
Building Lease	66,323	2,543
Building Maintenance	18,600	3,600
Equipment Lease & Maintenance	5,335	-
Professional Fees	88,075	23,575
Office Supplies	12,000	-
Utilities	13,200	700
Bank Fees	5,001	1
Dues & Subscriptions	36,280	(22,610)
Insurance	6,900	-
Licenses & Permits	3,600	1,400
Education & Training	4,800	4,800
Network & Telco	30,000	16,800
Non-Capital IT	12,312	-
Depreciation & Amortization	17,400	-
Interest Expense	(7,200)	(3,240)
TOTAL	\$312,626	

TOTAL EXPENSES  
\$ 6,280,911

TOTAL SURPLUS  
\$627

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# FISCAL YEAR 2023 FRAMEWORK

Visit Bend is faced with unprecedented challenges going into Fiscal Year 2023. In order to meet these challenges, Visit Bend must remain strategic, focused, and nimble. With sustainable economic growth being our over-arching goal, Visit Bend's framework will have economic, environmental, and social components.

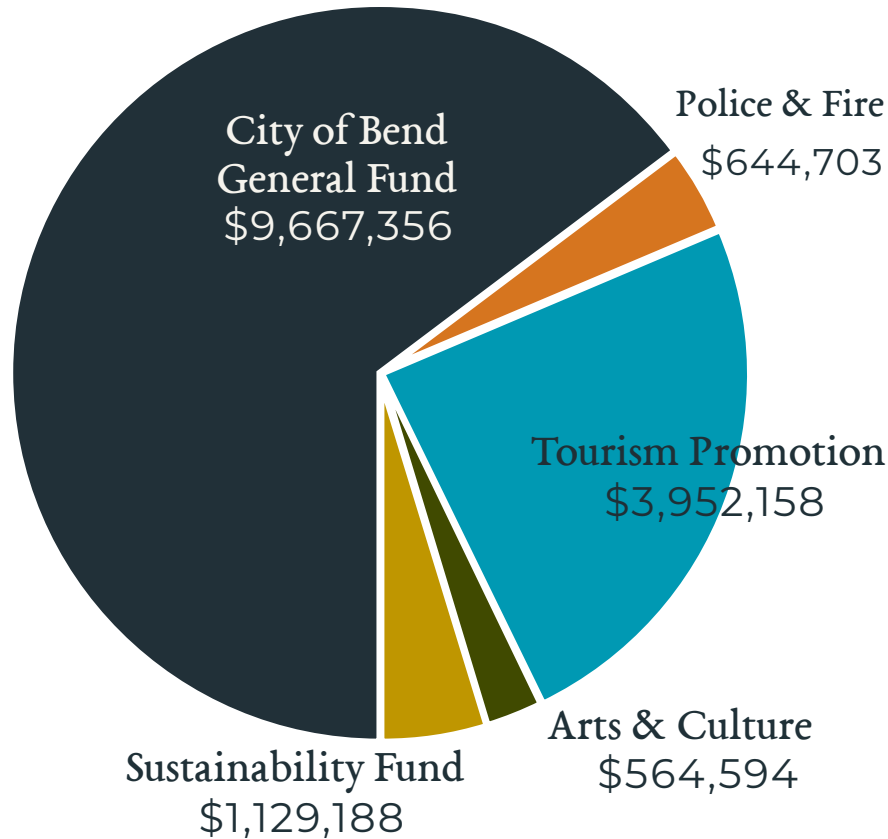
Visit Bend's primary marketing strategies will ensure that Bend as a destination is well-positioned as a sustainable destination. As the organization tasked with leading the efforts, Visit Bend is up to the task.

Listed below are a few primary strategies which will be deployed during FY 2023, driving economic development and recovery.

- **Economic:** Visit Bend is largely focused on tourism-related issues stemming from the COVID-19 pandemic. During the pandemic, thousands of hospitality workers permanently left the industry. From restaurants to hotels, businesses, struggling to regain lost revenue, is also finding difficulty hiring and retaining staff necessary for recovery. It is through this filter that Visit Bend is committed to a 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. Visit Bend will hone in on its expertise as storytellers, creating engaging and inspirational content that will continue to position Bend as an ideal destination. In a direct response to the leisure and hospitality worker shortage, Visit Bend and Visit Central Oregon are investing in an all-new workforce development direct responsible for creating a stronger pipeline for employment.
- **Environmental:** Despite inflation and record gas prices, Bend remains a popular destination for travelers in the Pacific Northwest. This demand requires a robust platform encouraging sustainability and responsible behavior among all users while also investing in our wild places. Through engagement in Pledge for the Wild, Visit Bend's sustainability efforts have been modeled by more than 15 similar mountain towns around the country, providing a toolkit and forum for a new generation of destination management organizations. In the second year of the Bend Sustainability Fund, investments nearing one million dollars ensure sustainability and stewardship will play a vital role in Visit Bend's strategy.
- **Social:** As one of the fastest growing cities in the country, it has never been more important to foster a community which welcomes everyone with open arms. In Fiscal Year 2023, Visit Bend will invest more time and energy into the important social issues facing our community. Through increased training, community engagement and grant programs like those below, Visit Bend is dedicated to a future where everyone feels welcome in Bend regardless of their path.
- **Grant Programs:** In 2015, Visit Bend began distributing cultural marketing grants through the Bend Cultural Tourism Fund (BCTF). These dollars, originating from an increase in TRT, give vital funds to cultural organizations and events which help to further diversify Bend's tourism offerings. New this year is the introduction and launch of the Bend Sustainability Fund. Funded by a portion of TRT dedicated to tourism-related facilities, the Bend Sustainability Fund (BSF) provides much needed support to our tourism-related facilities that serve as the primary driver of Bend's Tourism industry. The Bend Sustainability Fund is operated as a grant program similar to the BCTF, using 20% of Visit Bend's TRT funding.

# FISCAL YEAR 2023 GOALS + OBJECTIVES

PROJECTED FY 2023  
TOTAL TRT COLLECTIONS  
\$15,958,000



## ECONOMIC

- Marketing Priorities:
  - Prioritize asset and content production to reflect the community we desire, creating a library of photos and a minimum of 12 videos to distribute across social, web, and advertising.
  - Launch two Visit Bend branded subscription content channels.
  - Establish expertise as Bend storytellers through engaging content on visitbend.com, social media platforms, advertising, and creative collateral, driving 1.5 million visits from 1.2 million users to visitbend.com in FY23
  - Leverage 25 strategically-selected influencer partnerships that align with our core values and message goals to expand the reach of Bend's storytelling.
  - Identify and influence potential visitors in the Awareness, Research and Planning phases of their travel journey.
- Fund Visit Bend's group sales strategy
- Invest 10% of FY22 TRT revenue into 2023 BCTF and 20% into 2023 BSF
- Industry goals/indicators:
  - Increase length of stay
  - Increase ADR
  - Regain industry job levels to pre-pandemic levels

## SOCIAL

- Commitment to Community:
  - 25% of models will reflect the diverse demographics of our target market
  - Hire and retain local contractors with a focus on diversity
  - Ensure hiring practices follow DEI best practices in recruitment
  - Financially support organizations working in this space to create a more welcoming community
- Increase and or support responsible recreation messaging
- Ensure BSF & BCTF have equity built into grant programs
- Consistently monitor Visit Bend to ensure it is following best practices

## ENVIRONMENTAL

- Invest 20% of FY22 TRT revenue into 2023 Bend Sustainability Fund
- Increase collaboration with land managers, non-profits and local organizations whose mission is to protect, restore or enhance natural spaces
- Financially support organization working on environmental-related threats to Bend

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# 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 collective list from Visit Bend of the Bend tourism industry's STRENGTHS, WEAKNESSES, OPPORTUNITIES, and THREATS.

## STRENGTHS

- Unparalleled access to recreation and natural landscapes
- Extraordinary culinary and craft beverage offerings
- Growing arts and cultural attractions and events
- Strong collaboration between the City of Bend and Visit Bend
- Balanced new and repeat visitor demographic

## WEAKNESSES

- Low tourism volume during shoulder seasons and winter months
- Over-reliance on outdoor recreation to drive tourism
- Dwindling labor pool in leisure and hospitality industry
- Cost of living and housing for workforce

## OPPORTUNITIES

- Desire of community to be a more welcoming destination
- Increase tourism during shoulder season and winter months
- Diversify tourism offerings
- Enhance and protect recreational amenities and natural attractions

## THREATS

- Negative media coverage
- Climate change
- Economic instability
- Increased competition from other destinations



# 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 2021 with collections exceeding \$11,000,000 for the first time in the city’s history and are on pace to raise the bar even higher in FY2022. The chart below provides TRT collections from fiscal year 2017 through March 2022 (actual).

## CITY OF BEND TRT REVENUE

Reported to Visit Bend by City of Bend Finance Department

### CITY OF BEND - TRT COLLECTION

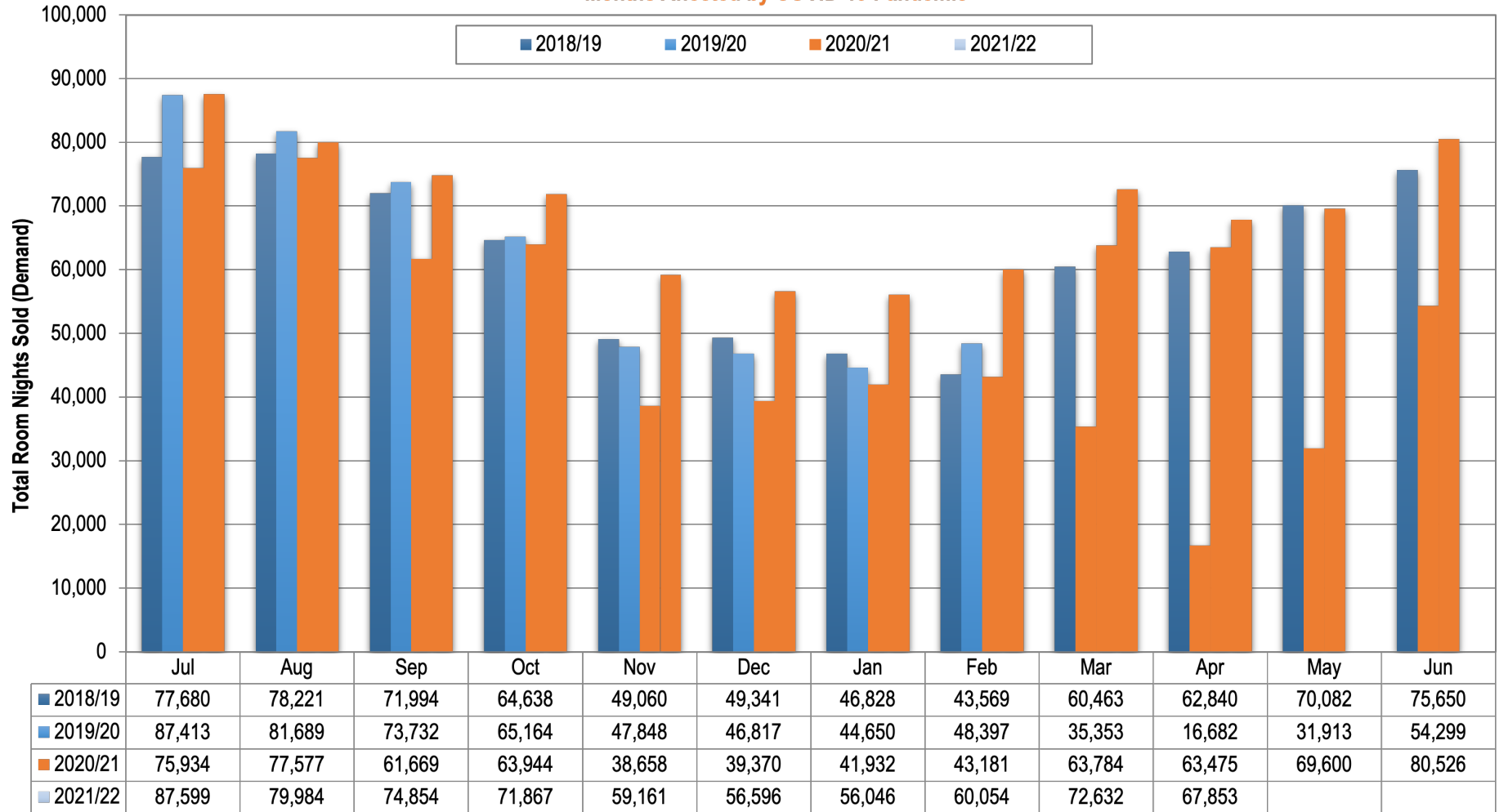
	FY16/17	CHANGE	FY17/18	CHANGE	FY18/19	CHANGE	FY19/20	CHANGE	FY20/21	CHANGE	FY21/22	CHANGE
JUL	\$ 1,253,078	7.3%	\$ 1,415,547	13.0%	\$ 1,392,621	-1.6%	\$ 1,577,435	13.3%	\$ 1,236,038	-21.6%	\$ 2,103,826	70.2%
AUG	\$ 1,109,525	8.6%	\$ 1,347,492	21.4%	\$ 1,343,926	-0.3%	\$ 1,458,091	8.5%	\$ 1,324,905	-9.1%	\$ 1,750,688	32.1%
SEP	\$ 839,649	13.6%	\$ 820,801	-2.2%	\$ 945,580	15.2%	\$ 1,021,681	8.0%	\$ 883,269	-13.5%	\$ 1,285,760	45.6%
OCT	\$ 664,833	25.4%	\$ 650,738	-2.1%	\$ 734,036	12.8%	\$ 795,824	8.4%	\$ 901,163	13.2%	\$ 1,018,894	13.1%
NOV	\$ 458,649	28.3%	\$ 426,303	-7.1%	\$ 495,457	16.2%	\$ 539,082	8.8%	\$ 489,540	-9.2%	\$ 764,235	56.1%
DEC	\$ 541,672	24.8%	\$ 506,919	-6.4%	\$ 567,940	12.0%	\$ 592,581	4.3%	\$ 524,108	-11.6%	\$ 774,609	47.8%
JAN	\$ 467,385	17.0%	\$ 475,959	1.8%	\$ 554,007	16.4%	\$ 595,797	7.5%	\$ 626,991	5.2%	\$ 853,586	36.1%
FEB	\$ 475,558	11.0%	\$ 499,784	5.1%	\$ 533,904	6.8%	\$ 656,403	22.9%	\$ 635,546	-3.2%	\$ 904,324	42.3%
MAR	\$ 686,690	26.6%	\$ 673,381	-1.9%	\$ 741,513	10.1%	\$ 335,846	-54.7%	\$ 967,399	188.0%	\$ 1,128,321	16.6%
APR	\$ 635,713	11.3%	\$ 690,587	8.6%	\$ 737,773	6.8%	\$ 120,155	-83.7%	\$ 953,833	693.8%		-100.0%
MAY	\$ 766,845	24.7%	\$ 803,357	4.8%	\$ 915,959	14.0%	\$ 311,063	-66.0%	\$ 1,050,833	237.8%		-100.0%
JUN	\$ 1,021,403	15.1%	\$ 1,081,683	5.9%	\$ 1,210,933	11.9%	\$ 770,499	-36.4%	\$ 1,481,491	92.3%		-100.0%
FYTD	\$ 6,497,038	15.6%	\$ 6,816,924	4.9%	\$ 7,308,984	7.2%	\$ 7,572,740	3.6%	\$ 7,588,959	0.2%	\$ 10,584,243	39.5%
FY End	\$ 8,920,998	15.9%	\$ 9,392,551	5.3%	\$ 10,173,649	8.3%	\$ 8,774,457	-13.8%	\$ 11,075,116	26.2%	\$ 10,584,243	-4.4%

Record Collection Month  
 Month Affected by COVID-19

# APPENDIX B - TRADITIONAL LODGING DEMAND

## Bend Lodging Demand: July 2017 - April 2022

\* Months Affected by COVID-19 Pandemic

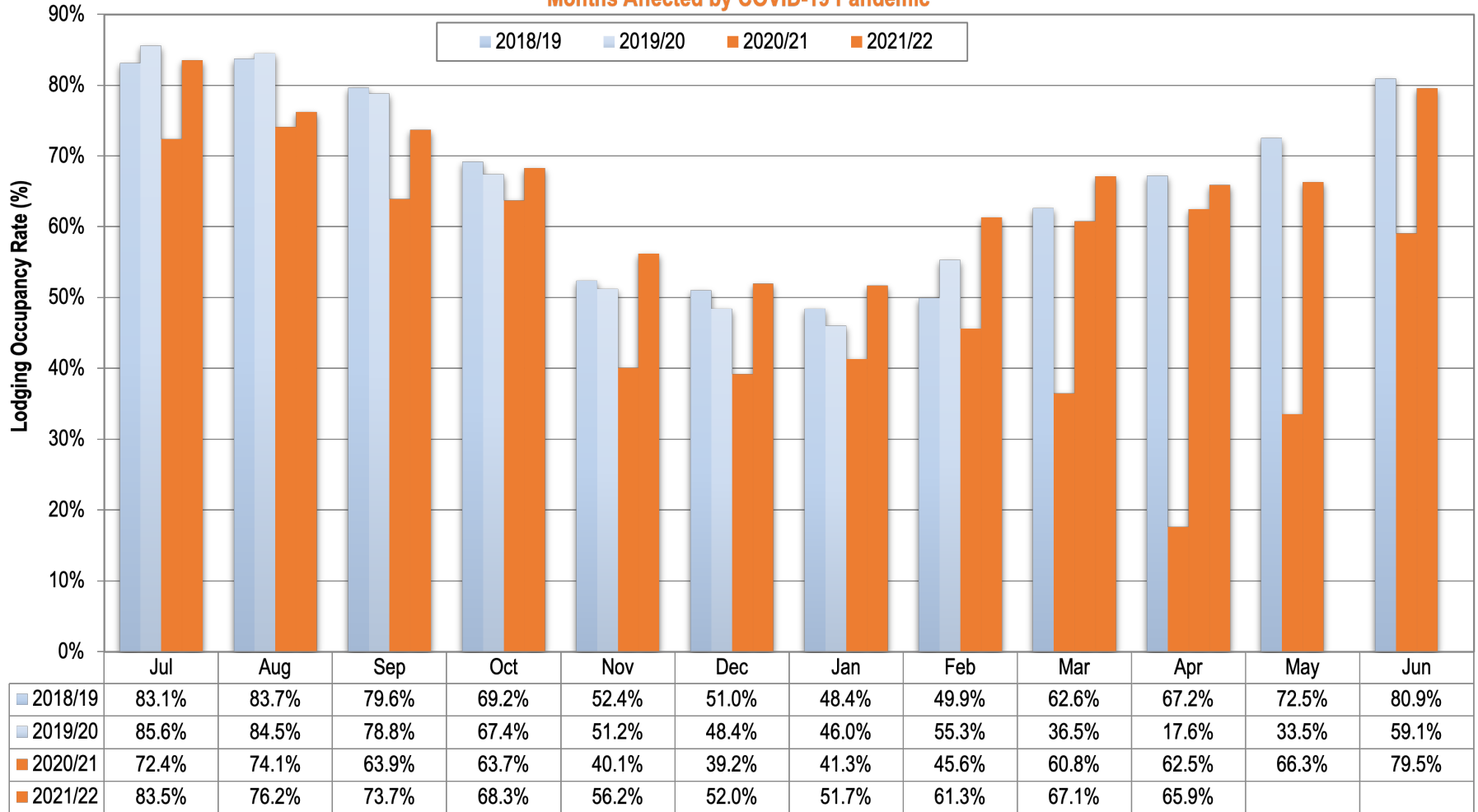




# APPENDIX C - TRADITIONAL LODGING OCCUPANCY

## Bend Lodging Occupancy Rates: July 2017 - April 2022

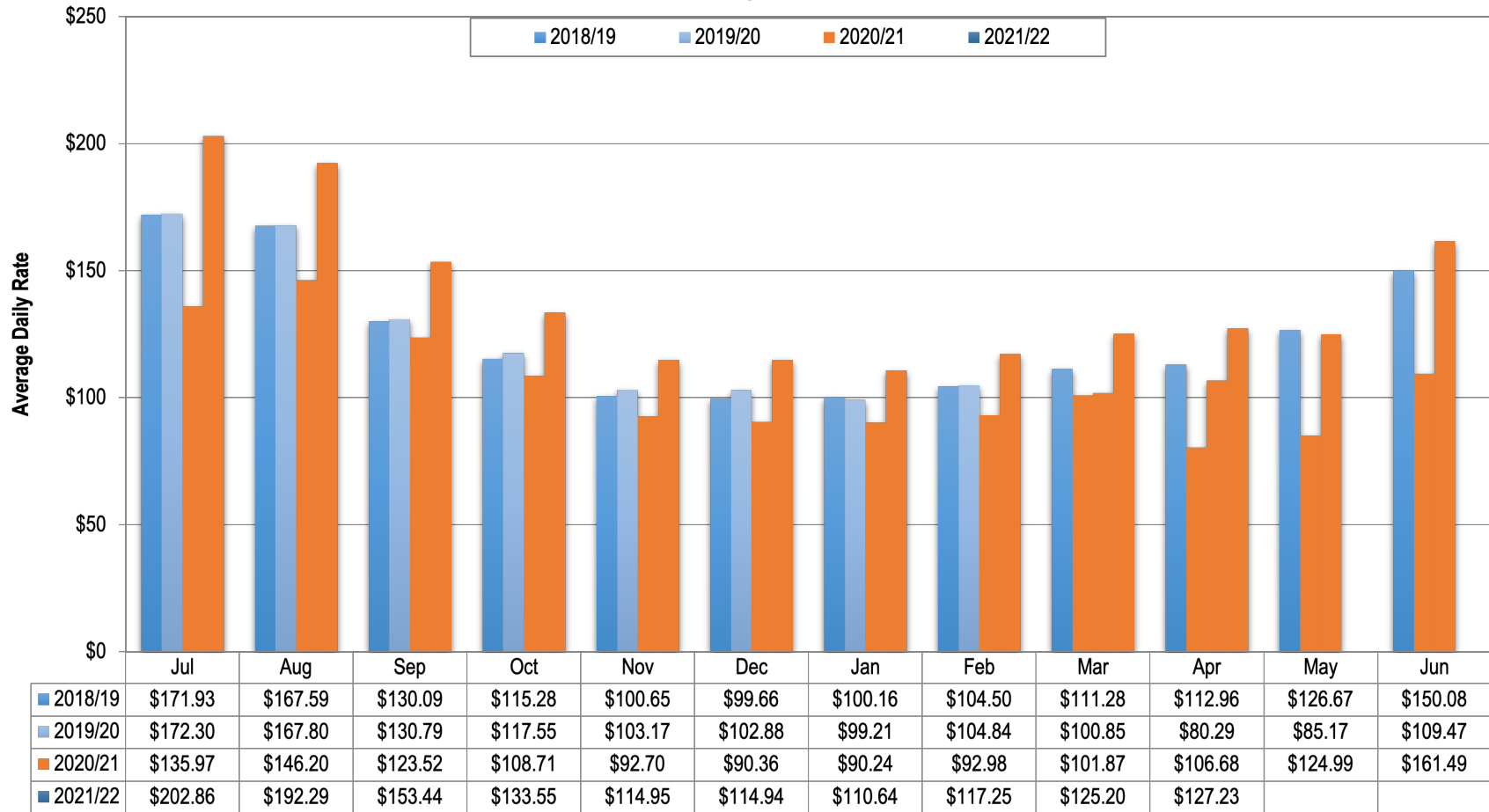
\* Months Affected by COVID-19 Pandemic



# APPENDIX D - TRADITIONAL LODGING AVERAGE DAILY RATE

## Bend Lodging Average Daily Rates: July 2017- April 2022

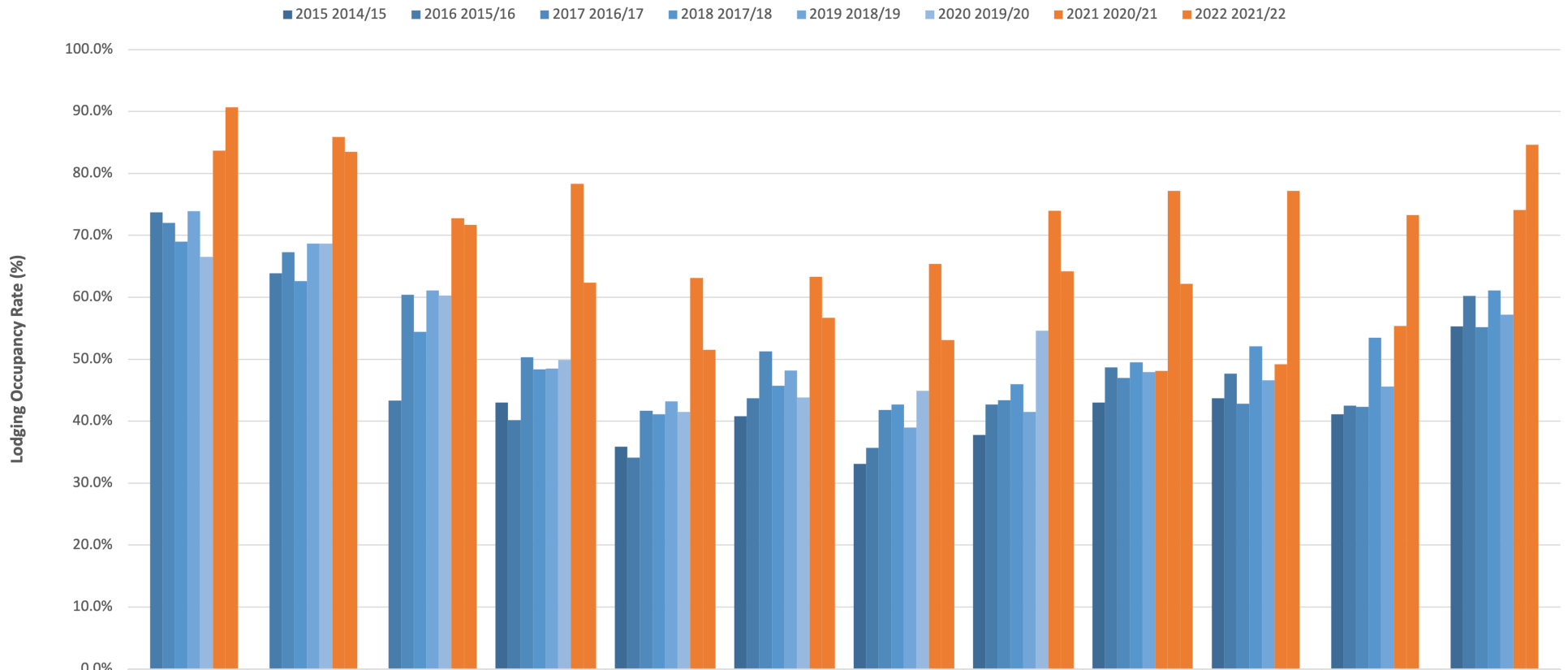
\* Months Affected by COVID-19 Pandemic



# APPENDIX E - SHORT TERM LODGING OCCUPANCY

## Bend Airbnb Vacation Rental Occupancy Rates - Entire Place Listings

\*Months Affected by COVID-19 Pandemic



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2015 2014/15				43.0%	35.9%	40.8%	33.1%	37.8%	43.0%	43.7%	41.1%	55.3%
2016 2015/16	73.7%	63.9%	43.3%	40.2%	34.1%	43.7%	35.7%	42.7%	48.7%	47.7%	42.5%	60.2%
2017 2016/17	72.0%	67.3%	60.4%	50.3%	41.7%	51.3%	41.8%	43.4%	47.0%	42.8%	42.3%	55.2%
2018 2017/18	69.0%	62.6%	54.4%	48.4%	41.1%	45.7%	42.7%	46.0%	49.5%	52.1%	53.5%	61.1%
2019 2018/19	73.9%	68.7%	61.1%	48.5%	43.2%	48.2%	39.0%	41.5%	47.9%	46.6%	45.6%	57.2%
2020 2019/20	66.5%	68.7%	60.3%	49.9%	41.5%	43.8%	44.9%	54.6%	48.1%	49.2%	55.4%	74.1%
2021 2020/21	83.7%	85.9%	72.8%	78.3%	63.1%	63.3%	65.4%	74.0%	77.2%	77.2%	73.3%	84.6%
2022 2021/22	90.7%	83.5%	71.7%	62.4%	51.5%	56.7%	53.1%	64.2%	62.2%			

# VISIT BEND

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