



VISIT BEND OR

VISIT BEND FY27 BUSINESS PLAN
PRESENTED TO THE CITY OF BEND
[FY27]

HI THERE! THANKS FOR HAVING US.

VISIT BEND OVERVIEW

High-level overview of how Visit Bend operates within its contract with the City of Bend.

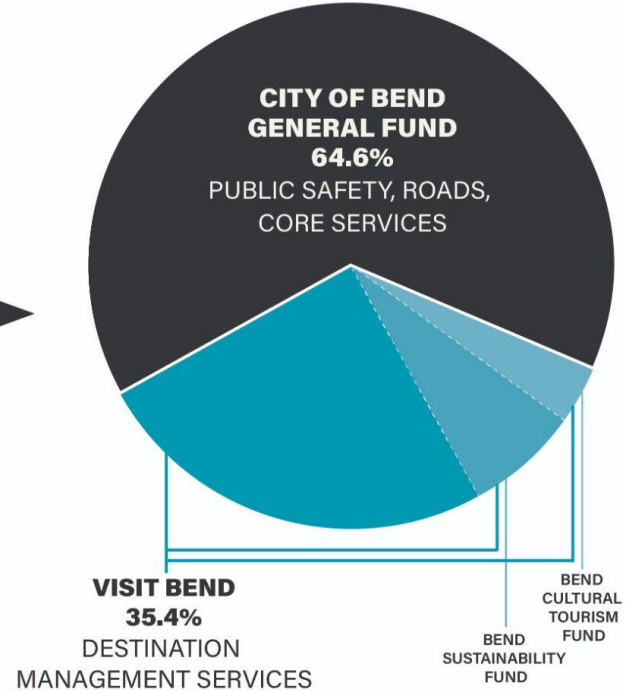
FIVE THINGS TO KNOW ABOUT TOURISM + VISIT BEND

- **Visitors pay more than their fair share.** When someone stays overnight in a Bend hotel or vacation rental, they contribute 4.1 times more per capita to our tax base than a resident. Tourism isn't a burden on this community — it's subsidizing it.
- **\$408 million in economic impact. \$16 million back to the city.** That's what Bend's 2 million annual overnight visitors generate, roughly 5,700 people a day contributing to the tax base that funds roads, public safety, parks, libraries, and schools.
- **Tourism is a jobs story too.** 3,600 Bend residents go to work every day because visitors come here. Direct travel-generated earnings reached \$134 million last year, up 8% from the year before.
- **Visit Bend puts money back into the community directly.** Two competitive grant programs open to community organizations have reinvested nearly \$6.5 million in visitor tax dollars back into Bend, funding projects that make this place better for residents, not just visitors.
- **Residents increasingly recognize the value of tourism.** Visit Bend partners with the OSU Sustainable Tourism Lab to measure resident sentiment. Last year, we saw a 29.5% shift from negative sentiment.



VISITOR ROOM TAX, AKA:

TLT







THE ECONOMIC IMPACT OF TOURISM

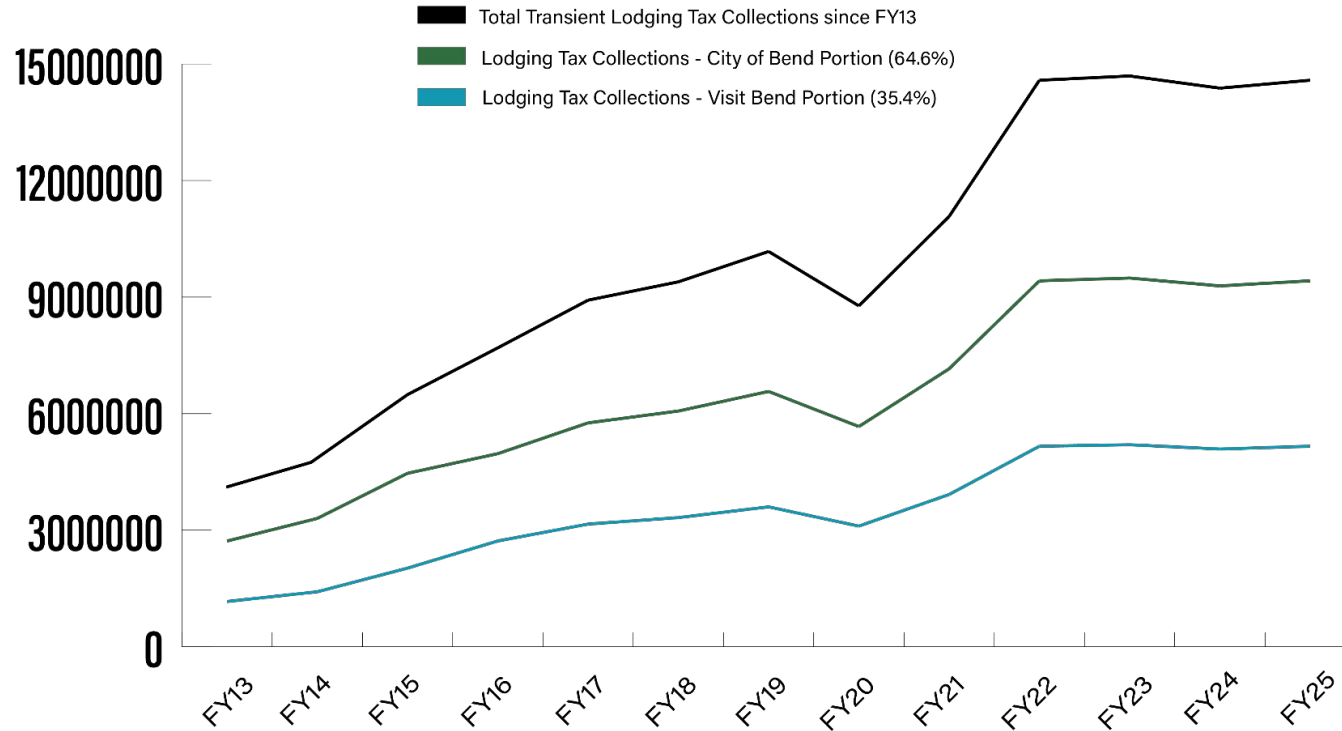
In 2025, the travel economy saw positive growth, employment within the industry experienced an increase, as did the earnings associated with that growth in employment.

- Travel spending in Bend reached \$408.3 million in 2025, a 5.3 percent increase over the prior year.
- Tax receipts generated by travel spending was also up to \$28.5 million, a 7.4% increase from 2024.
- Direct travel-generated employment grew to 3,600 jobs, a 3.2 percent increase over 2023.
- Direct travel-generated earnings increased to \$134 million, a gain of 5.9 percent compared to 2023.

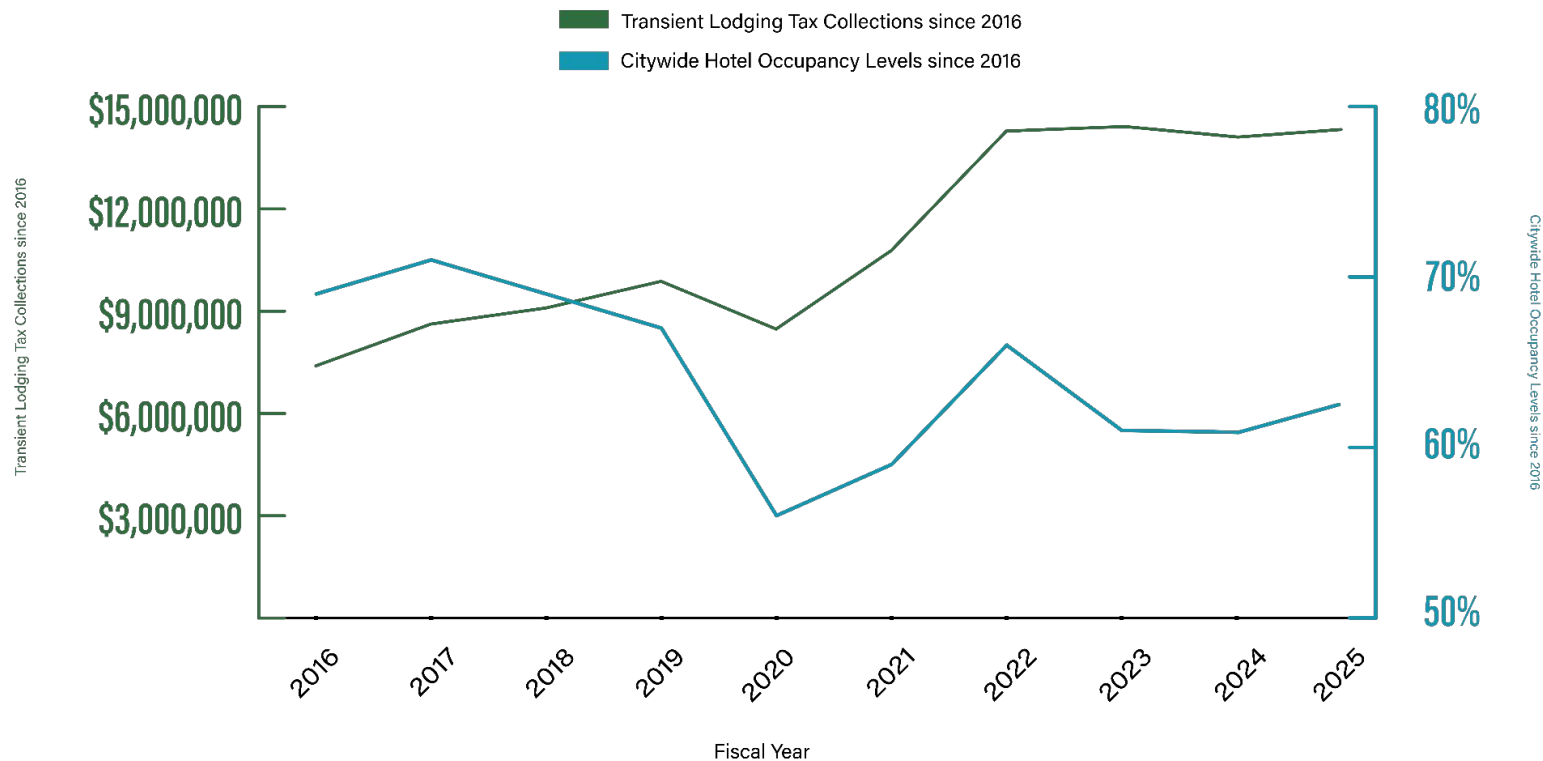
DATA FROM CITY OF BEND, STR, AND AIRDNA

TOURISM INDUSTRY METRICS

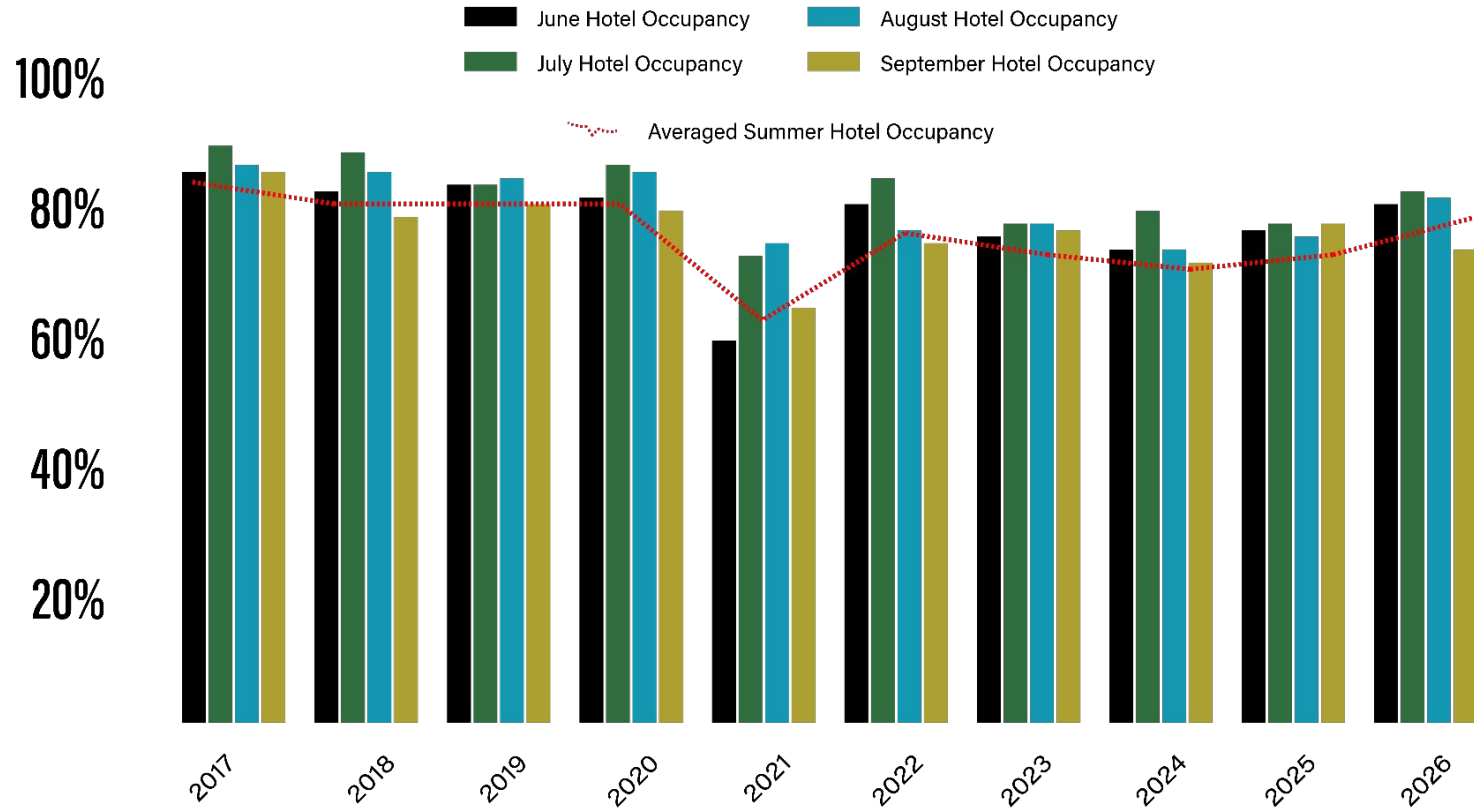
LODGING TAX COLLECTIONS BY YEAR SINCE FISCAL YEAR 2013

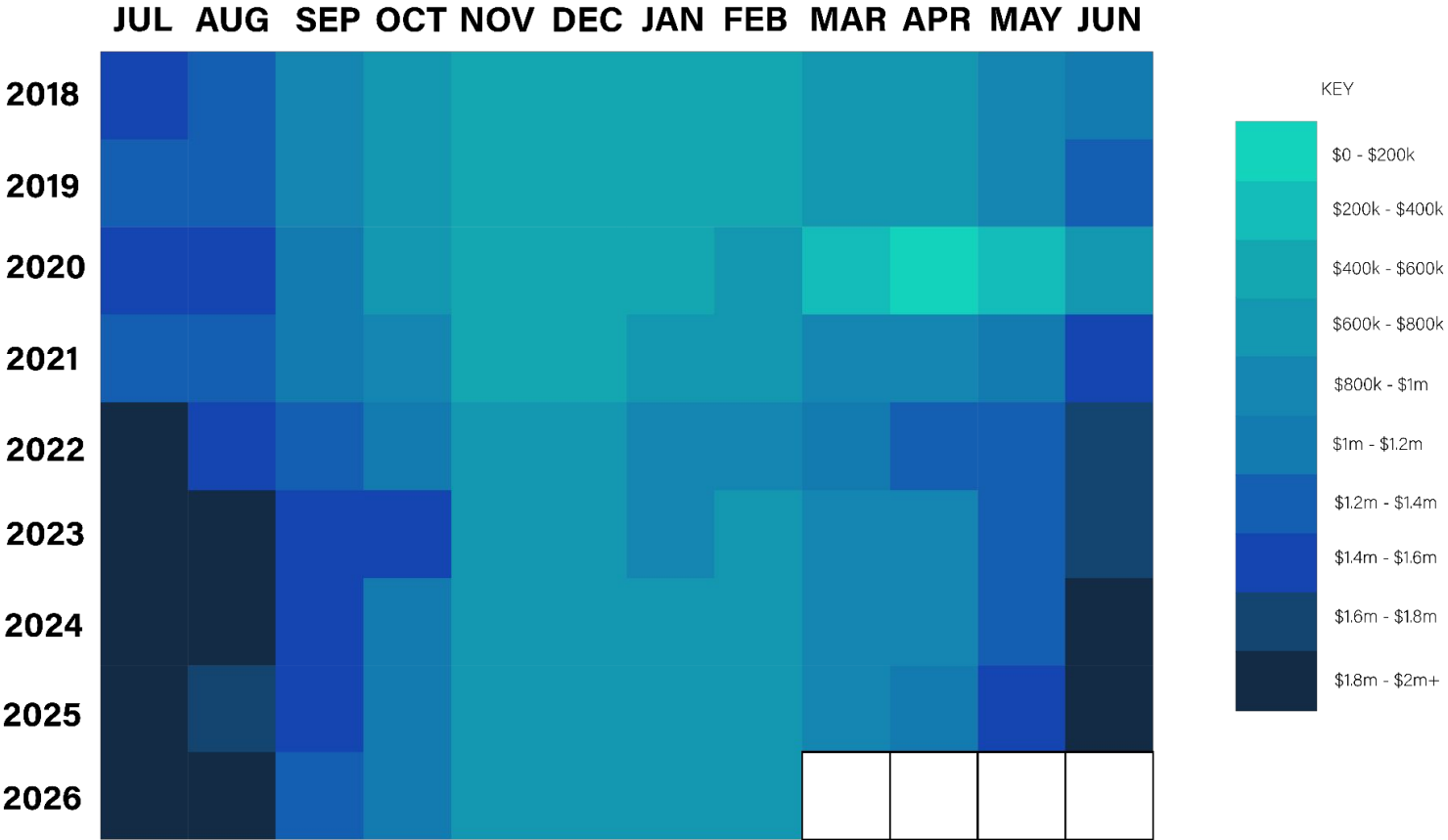


TRANSIENT LODGING TAX COLLECTIONS VS LODGING OCCUPANCY RATES



SUMMER HOTEL OCCUPANCY RATES - CITYWIDE SINCE 2016





INVESTING IN HUMAN CAPITAL AND OUR COMMUNITY TO MAKE THIS PLACE BETTER FOR EVERYONE

DESTINATION STEWARDSHIP



DESTINATION STEWARDSHIP HIGHLIGHTS

In FY26, visitor dollars continued to be reinvested into projects that make Bend a better place to live, not just visit. From revitalizing neighborhoods to enhancing cultural experiences, our grant programs and partnerships turn tourism into long-term community value.

- **Bend Sustainability Fund:** \$500,000 awarded in FY26; over **\$3.88 million reinvested across 42 projects** since inception in 2021.
- **Bend Cultural Tourism Fund:** \$300,000 awarded in FY26; more than **\$2.5 million awarded** to 134 local organizations since 2015.
- **\$90,000 invested** in FY25 into organizations focused on sustainability, inclusion, and community well-being, all whom intersect with our visitors regularly.

RESIDENT SENTIMENT

In FY25, visitor dollars continued to be reinvested into projects that make Bend a better place to live, not just visit. From revitalizing neighborhoods to enhancing cultural experiences, our grant programs and partnerships turn tourism into long-term community value.

- **Sentiment is shifting:** The share of residents who feel tourism's costs outweigh its benefits dropped from 44 percent in 2022 to 31 percent. Nearly 70 percent of residents now hold a positive or neutral view.
- **Residents want economic returns from tourism dollars.** Over half of survey respondents prioritize economic reinvestment: local businesses, workforce, and economic growth. Our investments are aligned. The storytelling needs to say so more clearly.
- **Awareness is growing, but the attribution gap persists.** 50 percent of residents are aware of Visit Bend-funded projects, up from 42 percent, but project-level recognition is declining. Residents support what we do; they just don't know we're doing it.
- **Tax awareness is catching up to tax support.** 83 percent of residents support a lodging tax, and 63 percent now know one already exists, up from 50 percent last year.
- **FY27 closes the gap.** The reinvestment hub, ambassador pilot, and expanded storytelling are all built around one finding: residents support this work when they can see it.



LOOKING AHEAD: LONG-TERM

As Visit Bend plans long-term to continue fostering a vibrant tourism industry in balance with community needs, we're focused on the following:

- Group business feasibility study
- Wildfire messaging x business resiliency
- Alignment with CoB Economic Development Plan (Invest Bend)
- Expanded revenue opportunities to support more diverse community needs (housing, transportation).
- Supplier surveys to better inform Visit Bend investments.
- Grant program evolution and expansion to further serve local organizations and economic development efforts through cultural and sustainable tourism.

LOOKING FORWARD

FY27 PRIORITIES + GOALS

Visit Bend's FY27 priorities align with City Council goals around equity, sustainability, economic development, and livability. Through our Balanced Bend approach, integrating people, place, and economy, we collaborate with city leadership to ensure visitor dollars not only fund essential services but also help build an inclusive, resilient, and future-ready Bend.

Finding balance between destination management and destination marketing, for a better future for all of Bend.

- **ELEVATE + DIVERSIFY VISIT BEND'S MARKETING + CONTENT STRATEGY TO INCREASE TLT COLLECTIONS**
- **MAXIMIZE VISITOR SPENDING IN THE LOCAL ECONOMY**
- **LEVERAGE NEW PARTNERSHIPS THROUGHOUT THE REGION TO GROW ECONOMIC IMPACTS**

- **PROMOTE EQUITY AND ACCESSIBILITY WITHIN BEND'S TOURISM ECOSYSTEM**
- **ENHANCE RESIDENT SENTIMENT AND ENGAGEMENT**
- **STRENGTHEN THE COMMUNITY CONNECTION TO VISIT BEND'S REINVESTMENTS AND CULTURAL PROGRAMS**

- **ENHANCE ENVIRONMENTAL RESILIENCY AND SUSTAINABILITY.**
- **PROMOTE ENGAGEMENT IN OUTDOOR RECREATION, EDUCATION, AND CONSERVATION EFFORTS TO ALL WHO SPEND TIME IN BEND.**
- **SUPPORT AND PARTNER WITH ORGANIZATIONS WORKING TO FIND SOLUTIONS TO THE CHALLENGES BEND FACES AS A SUSTAINABLE DESTINATION.**

VISIT BEND'S PROPOSED BUDGET

VISIT BEND BUDGET

High-level overview of allocations based on revenue projections, and a breakdown of expenses.

YEAR TO YEAR COMPARISON			VARIANCE	
REVENUE	FY27	FY26	\$	%
City Funding - Current Year	5,070,600	4,976,200	94,400	2%
Retail Sales	54,000	50,000	4,000	8%
Advertising	4,800	4,800	-	0%
Interest Income	9,600	10,800	(1,200)	-11%
TOTAL REVENUE	5,139,000	5,041,800	97,200	2%
EXPENSES	FY27	FY26	\$	%
Personnel	2,008,792	1,890,834	117,958	6%
Grant Programs	1,140,900	1,119,700	21,200	2%
Marketing + Visitor Development	1,708,300	1,721,270	(12,970)	-1%
Overhead Expenses	369,219	371,192	(1,973)	-1%
TOTAL	5,227,211	5,102,996	124,215	2%
NET INCOME (LOSS)	(88,211)	(61,196)	(27,015)	

	TOTAL \$
REVENUE	
City Funding - Current Year	5,070,600
Retail Sales	54,000
Advertising Sales	4,800
Interest Income	9,600
TOTAL \$ 5,139,000	
PERSONNEL EXPENSES	
Base Pay	1,417,492
Incentive Pay	109,800
Payroll Taxes	122,100
Employee Benefits	359,400
TOTAL \$ 1,877,946	
GRANT PROGRAMS	
Bend Cultural Tourism Fund	380,200
Bend Sustainability Fund	760,700
TOTAL \$ 1,140,900	
SALES & MARKETING EXPENSES	
Audio Marketing	15,000
Blog	6,000
Brochure Distribution	35,000
Collateral	60,000
Content	110,000
Digital Marketing	140,000
Influencer Marketing	110,000
Marketing Software	28,946
Photo	29,000
Postage	7,200
Print	55,000
Production	97,000
Promotions	57,075
Public Relations	64,300
Research	334,079
Social	102,000
Travel & Meals	6,000
Video Marketing	210,000
Visitor Development	132,500
Website Development & Maint	65,200
Retail Purchasing	44,000
TOTAL \$ 1,708,300	

	TOTAL \$
OVERHEAD EXPENSES	
Bank Fees	7,200
Building Lease	81,600
Building Maintenance	19,200
Depreciation & Amortization	18,000
Dues & Subscriptions	14,500
Education & Training	32,100
Equipment Lease & Maint.	3,600
Hiring Expenses	1,200
Insurance	4,000
Interest Expense	7,692
Licenses & Permits	6,000
Network & Telco	24,600
Office Supplies	15,927
Professional Fees	81,600
Travel & Meals	41,200
Utilities	10,800
TOTAL \$ 369,219	

TOTAL FY27 EXPENSES

\$5,227,211

TOTAL FY27 DEFICIT

-\$88,211

TOTAL RESERVE FUND

\$517,530



THANK YOU