

2024-25 BUSINESS PLAN





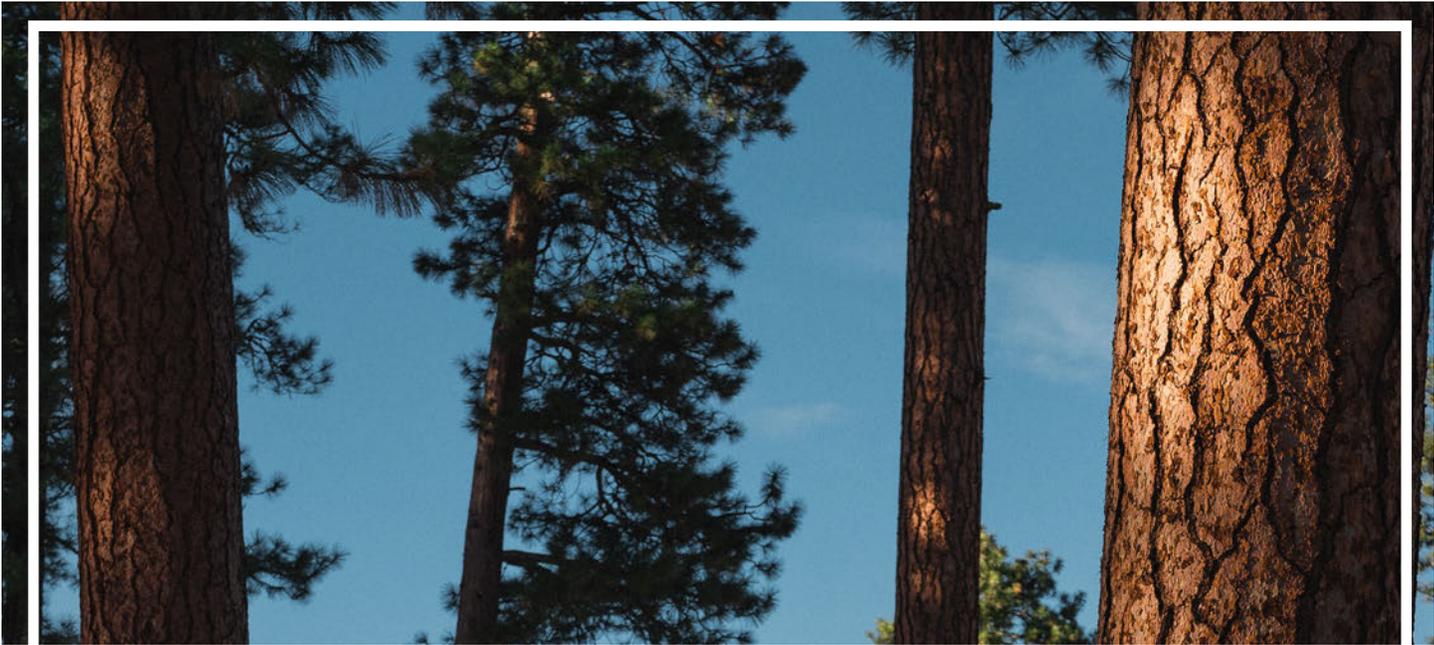
Introduction

Explore Sisters (ES) is a recently formed 501(c)6 nonprofit Destination Management Organization (DMO), which is funded through a portion of the local Transient Lodging Tax. ES strives to increase community livability and economic vitality through the development of intelligent management and stewardship of the Sisters' local community, natural and cultural resources, tourism, and outdoor recreation.

ES incorporated in June 2022, with an initial five-member Board of Directors. ES hired its first Executive Director in December 2022, and has since expanded to a eight-member Board with six voting directors. ES was established to address broader destination needs beyond attracting more visitors in alignment with state statute.

Coming off the heels of a global pandemic and operating in an ever evolving and increasingly competitive tourism industry, ES must be strategic, nimble and able to build partnerships within the local community to be successful. ES' primary strategies will ensure that Sisters is positioned as a sustainable destination that respects the livability of the community balanced with a first-class guest experience.

The goal of the 2024-25 Business Plan is to guide the organization through the next phase of its growth, transitioning from a focus on organizational health and foundational building blocks to an emphasis on fundamental marketing and long-term strategy.



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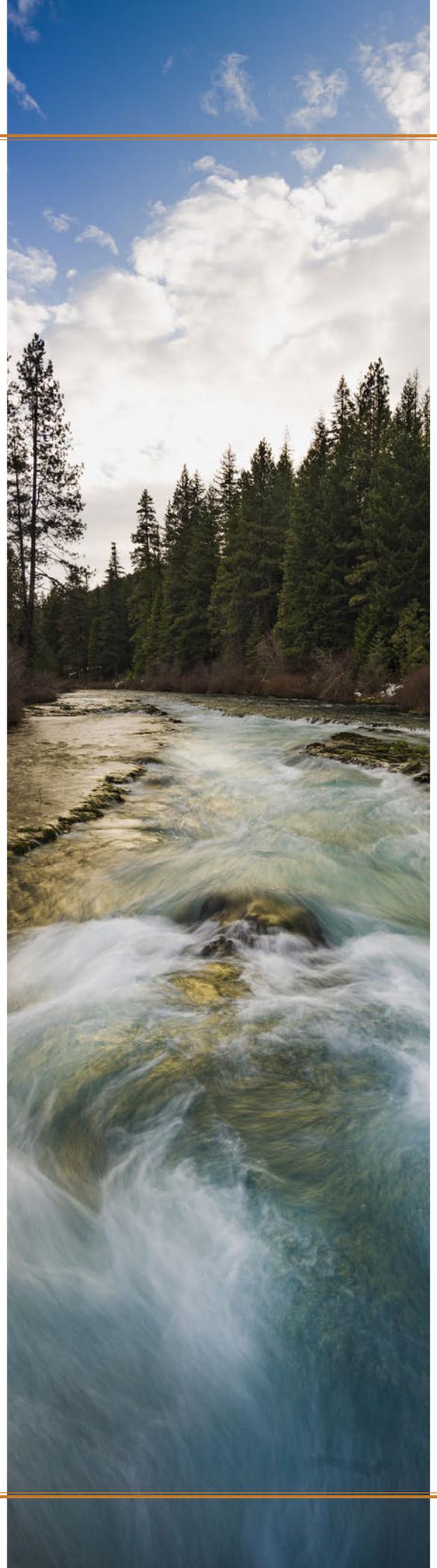
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EXECUTIVE SUMMARY



Executive Summary

ES' vision, mission and values center around the balance of the economic impacts of tourism and local livability. Organizational strategy uses economic, social and environmental lenses to carry out the work that supports the mission.

The roles and responsibilities of ES are primarily focused on economic development, brand stewardship, destination management, and insights and impacts. These responsibilities will be carried out through four key strategic objectives:

1. Destination Marketing
2. Community & Stakeholder Engagement
3. Data & Research
4. Sustainable Operation

Tourism promotion and marketing is the primary objective of ES. Tourism promotion not only enhances the industry's economic impact by increasing visitor spending, it also enhances the total destination experience.

Strategic Objectives are high-level goals that provide direction to ES and its partners in prioritizing work to achieve its mission. Because of the high-level nature of these objectives, they are written to be directional while not being overly prescriptive. Within the sections covering these objectives, success is defined as outcomes that should be achieved, leaving the exact path up to ES to navigate in real time. ES and its stakeholders should measure the organization's success in meeting these Strategic Objectives.

VISION, MISSION & VALUES



Vision, Mission & Values

What guides ES? ES' vision, mission and values must be in alignment with those of the community. These principles will be refined through a strategic planning process, which will include community and stakeholder input. For the purposes of the 2024-25 Business Plan, working statements have been provided.

VISION

A thriving community through a robust tourism industry balanced with local livability.

MISSION

Guide intentional stewardship of the unique character of the greater Sisters area to enhance economic, social and environmental vitality.

VALUES

- Stewardship of our community and natural places
- Nurture collaborative partnerships
- Celebrate equity, inclusion and accessibility
- Embrace innovation and progress
- Operate with honesty, integrity and transparency



BOARD & STAFF



Board of Directors

Chair - Greg Willitts | FivePine Lodge

Vice Chair - Crista Munro | SFF Presents

Treasurer - Casey Muedt | Blazin' Saddles

Secretary - Jesse Durham | Sisters Coffee Co

Board Member - Nancy Connolly | Resident At-large

Board Member - Victoria Graves | Three Creeks Brewing

Board Member - Michael Preedin | Sisters City Council (non-voting)

Board Member - Kerry Prosser | City of Sisters Staff Liaison (non-voting)



Staff



Executive Director - Scott Humpert



ROLES & RESPONSIBILITIES



Roles & Responsibilities

The lenses through which ES executes its work reflect the organization's values and goals while guiding decisions, programming, and actions.

This three-pronged approach seeks to balance and meet the economic, environmental, and social/cultural needs of the destination while working in close partnership with the destination's tourism industry and residents. ES will employ three lenses to guide decisions, programming, and actions:

ECONOMIC - Prosperity and impact contributions of tourism

SOCIAL - Equity and community livability

ENVIRONMENTAL - Sustainability and regenerative tourism

Economic Development

- Nurture a sustainable year-round economy
- Grow Transient Lodging Tax revenue
- Support local workforce
- Expand area assets for guests and locals alike

Brand Stewardship

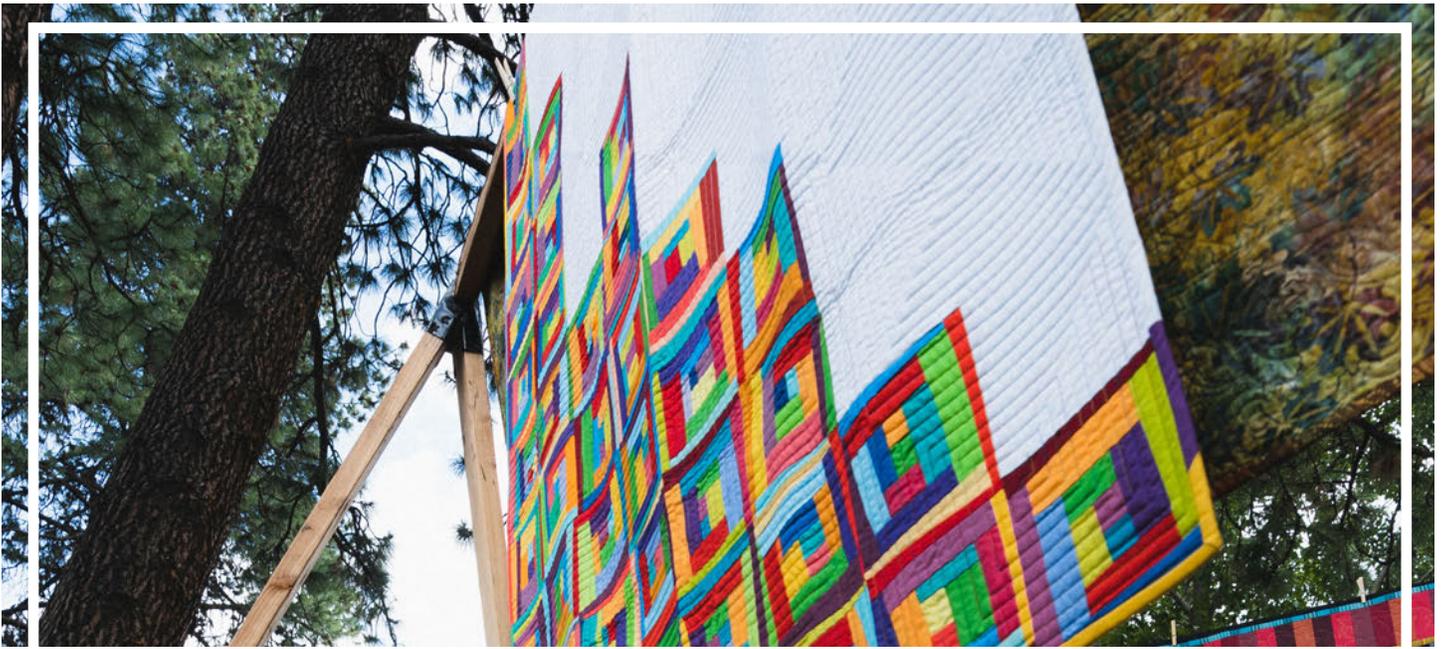
- Reputation and perception management of the Sisters community brand
- Destination marketing promoting Sisters area assets
- Integrated marketing producing content and managing owned media platforms

Destination Management

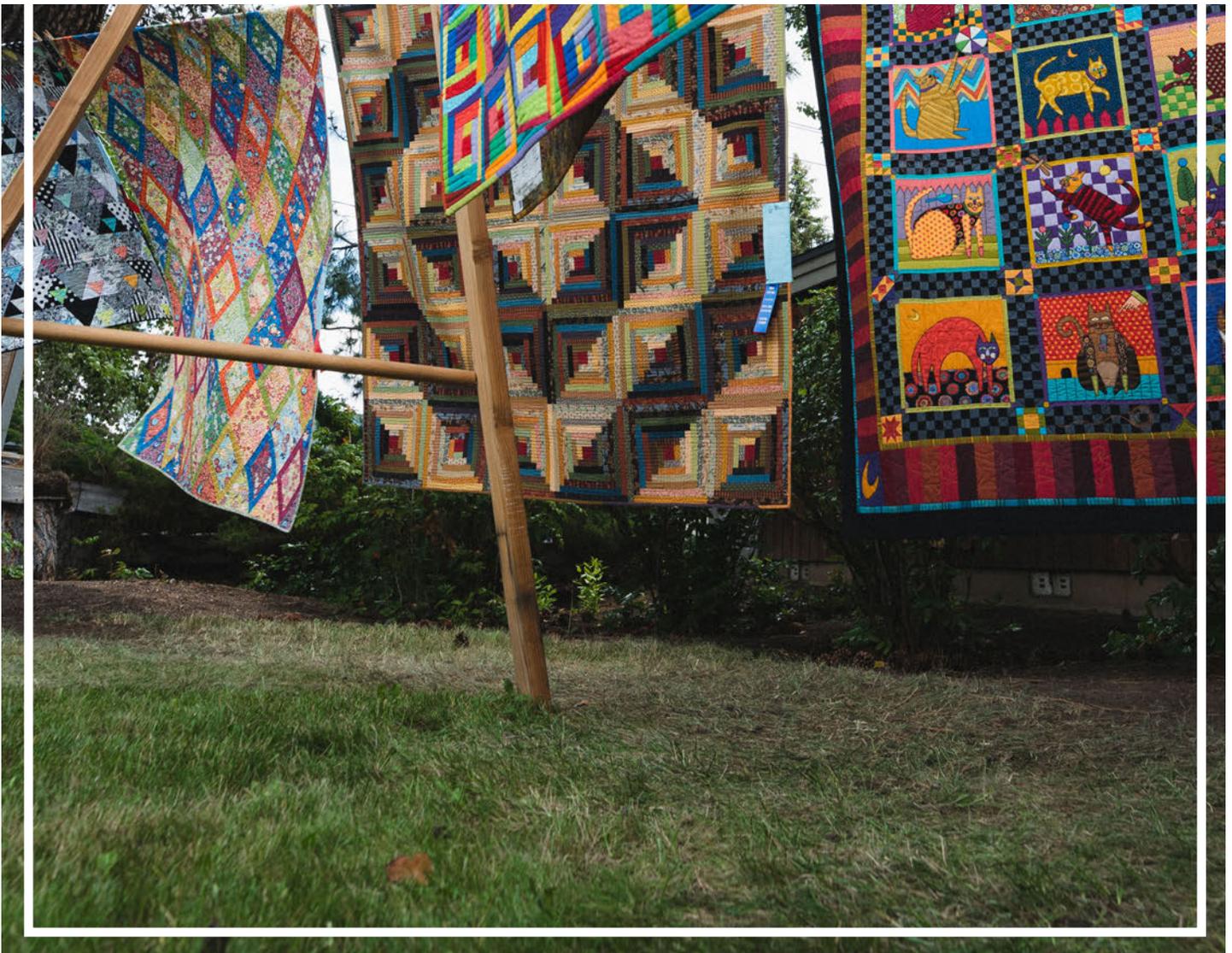
- Foster community livability
- Execute sustainable and regenerative practices
- Embrace diversity, equity, inclusion, and access

Insights & Impacts

- Data and analytics to inform decisions and indicate performance
 - Industry advocacy and engagement
 - Internal and external communications
-



SWOT ANALYSIS



SWOT Analysis

An initial internal SWOT analysis - Strengths, Weaknesses, Opportunities, and Threats - has been prepared to help shape strategic objectives and identify areas to address. The SWOT analysis will be revisited during the long-term strategic planning process.

STRENGTHS

- Stable base TLT funding
- Representational and community minded Board of Directors
- Committed and passionate Executive Director with industry experience
- Community support from key stakeholders
- Desirable tourism product with lots of opportunity

WEAKNESSES

- Small budget for a DMO
- First time Executive Director
- Staff capacity
- Lack of relevant research and data
- Minimal access to content
- Existing marketing assets
- Target markets not yet identified
- Community carrying capacity
- Limited duration TLT contract

OPPORTUNITIES

- Startup organization with a blank slate
- Grow visitation during times of need
- Increase TLT funding
- Diversification of funding
- Focused marketing strategies
- Collect relevant research and data
- Acquire content
- Develop marketing assets
- Community understanding of the role and impact of tourism
- Increase capacity
- Community transition from pit stop to destination
- Collaborative marketing and programs

THREATS

- Resident sentiment regarding tourism and growth
 - Over-tourism
 - Wildfire
 - Economic softening
 - Community understanding of the value of tourism
 - Poor visitor experiences
 - Shifts in political landscapes
 - Tourism impacts to livability
 - DMO scope creep
-



STRATEGIC OBJECTIVES



Strategic Objectives

Stakeholders often have varying ideas regarding the roles and responsibilities of a DMO. These strategic objectives are derived from what ES believes are central themes for local stakeholders, the community and the best interests of the organization.



Strategic Objectives: Outcomes

2023 Performance Measurement

Based on the previous Business Plan, early ES performance and success was to be measured on outcomes more than quantifiable results. The work of DMOs has become increasingly difficult to measure outside of specific marketing activities, but accountability is of utmost importance.

Destination Marketing

Brand Development

ES developed an authentic brand as the foundation for all marketing and promotion activities. The brand inspires visitation, represents the unique positioning of the community and supports key destination assets.

Outcomes:

- Brand guide
- Brand position and language (narrative, voice, headlines, copy)
- Logos (primary, monogram, social avatars, colors, usage rules)
- Secondary elements (color palate, typography, illustrations, patterns)
- Contextual usage examples

Interim Marketing

While ES grows and matures as an organization, it must fulfill its role for the community. While we develop robust, strategic, thoughtful, and intentional marketing plans, ES put temporary marketing strategies into action to support community needs and Sisters' tourism driven economy.

Outcomes:

- Implementation and sunseting of temporary brand
 - Placement of limited paid advertising
 - Launch of social media channels
 - Development of destination website
 - Preparation of platform for email marketing
 - Growth of primary audiences
 - Captured photography and video for content library
-

Strategic Objectives: Outcomes

Destination Marketing (continued)

Marketing Strategy

A data-driven and informed strategy is crucial to the success of ES' marketing programs. During ES' initial operational phase strategic investments were made based on high return, future partnerships and the ability to successfully execute.

Outcomes:

- Implementation of an interim marketing plan
- Development of more comprehensive long-term marketing strategy

Stakeholder & Community Engagement

Communicate

In order to thrive as the Sisters community's Destination Management Organization, ES strongly emphasized communication and engagement with stakeholders by meeting stakeholders where they are.

Outcomes:

- Executive Director participated in 150+ individual and community-based meetings
- Executive Director presented at speaking engagements with City Council, County Commissioners, Forest Service, EDCO, and C4C Community Builders
- Developed master contact list to connect with stakeholders on a regular basis
- Hosted community town hall meeting to introduce ES, staff and board
- Facilitated coverage of ES in The Nugget Newspaper
- Developed industry communication email template for distribution of relevant news and updates



Strategic Objectives: Outcomes

Stakeholder & Community Engagement (continued)

Collaborate

ES collaborates closely with its partners to steward the Sisters brand, align and amplify marketing efforts, address community needs, and enhance the overall destination experience.

Outcomes:

- Partnered with City of Sisters staff and council on strategy, marketing and operations
- Engaged with EDCO for alignment on the intersection of tourism and economic development
- Attended monthly C4C Community Builders meetings to share updates, connect with a variety of community members and identify current and future partnership opportunities
- Formed and collaborated with a Brand Advisory Committee to guide the development process for the ES destination brand
- Provided letters of support to partner organizations for projects that support the community and enhance the destination experience

Convene

A robust visitor industry requires conversations that cross traditional business and geographic and political silos. ES identifies and convenes partners around visitor-related opportunities and assists in facilitating, or securing a seat at the table for larger conversations to benefit the community.

Outcomes:

- Participated in Vision Implementation Team along with key partners to carry out the Sisters Country Vision
 - Recruited as a core member of the Central Oregon Destination Management Studio sponsored by Visit Central Oregon and Travel Oregon to oversee a steering committee which will identify regional tourism issues and create outcomes and solutions to bring back to local communities
 - Collaborated with Visit Central Oregon on customized Leave No Trace messaging to encourage responsible recreation
 - Engaged with Oregon's Dark Sky Learning Community sponsored by Travel Oregon representing Sisters as the state's first Dark Sky Community
-

Strategic Objectives: Outcomes

Data & Research

Visitor Data

Better understanding the Sisters visitor makes marketing efforts more effective. ES researches and monitors evolving visitor data to inform future decision making.

Outcomes:

- Broad understanding of who visits and why through research with Crosscurrent Collective
- Understanding of historical trends in tourism through key metrics and visitor data available from state and regional resources.

Impacts & Insights

Understanding of available data is what makes it useful and actionable. ES educates itself on how to explore the available data for useful decision-making.

Outcomes:

- Working knowledge of current and emerging data sets and sources
- Informs the development of strategic planning
- Advocacy for the impacts of the tourism economy

Access to Data

ES provides easy access to tourism industry data and research to stakeholders and the community to ensure information is available to make decisions.

Outcomes:

- Stakeholders have tools available to them through the ES website to access to data to act on market trends
- ES is a trusted source of reliable and actionable information



Strategic Objectives: Outcomes

Sustainable Operation

Strengthen Governance

The ES Board of Directors is positioned to be a strong leadership body for the organization. Current members are passionate about ES' work and help strengthen governance practices to maximize and perpetuate the organization's leadership to be successful in implementing ES' mission.

Outcomes:

- Developed and adopted Policies & Procedures to ensure appropriate oversight
- Developed and adopted a Business Plan to guide organizational direction in alignment with vision, mission and values
- Prospected additional board members to govern and support vision
- Maintained close partnership with the City of Sisters and mandate in the bylaws to include city staff and council on the board to help ES maintain important connections with City officials and remain up to date with City priorities

Build Financial Stability

ES is exclusively funded through a portion of the Transient Lodging Tax (TLT) managed by the City of Sisters. ES is identifying other potential funding sources to help operations remain stable.

Outcomes:

- Implemented fiscal controls to ensure accountability and best practices are deployed
- Created an operational reserve fund to prepare for potential disruptions
- Strategized diversification of funding
- Explored future grant opportunities

Strategic Objectives: Outcomes

Sustainable Operation (continued)

Staff Capacity

To be most effective ES must expand its staff capacity. ES does not intend to hire additional permanent staff until sustainable funding can be identified to do so. ES will ensure staff has the tools and resources to execute everything the organization is responsible for.

Outcomes:

- Identified areas of need
- Explored partnership with AmeriCorps RARE program
- Hired temporary contractors on a limited duration basis that provided specialized expertise for specific projects

Strategic Planning

ES intends to develop a long-term strategic vision, but needed to plan strategy during the first few years of operation. The previous Business Plan served this purpose as much of the initial work focused on organizational health and foundational building blocks.

Outcomes:

- Developed and executed first year Business Plan
- Partnered with UO Sustainable City Year Program to develop short-term strategic goals and action plan
- Identification of potential long-term strategic planning consultants and outcome needs

Transparency

ES has built and maintains practices that help the community stay informed, ensure the organization is responsive to emerging needs and acts as a good steward of public funds.

Outcomes:

- Developed strong relationships with stakeholders
 - Demonstrated ES is a good steward of TLT funds through strategic investments and thoughtful decision making
-

Strategic Objectives: 2024-25

DESTINATION MARKETING ~

Tourism promotion and marketing is a primary objective of ES. Tourism promotion not only enhances the industry's economic impact by increasing visitor spending, it also enhances the total destination experience. ES will focus on the following outcomes for successful marketing.

Brand Stewardship

Having developed a brand as the foundation for all marketing and promotion activities, it's time to roll it out. The brand will inspire visitation, represent the unique positioning of the community, and support key destination assets.

Outcomes:

- Stewardship of a cohesive brand for the community that is unique, easily identifiable and authentically reflects community voice and experience
- Brand consistency across all of ES' marketing channels and resources
- Trademarking of key brand elements for intellectual property protection
- Expansion of secondary brand elements to meet future needs

Marketing & Promotions

With the destination brand at its core, the ES marketing and promotions efforts must be as comprehensive as possible within available bandwidth. Individual activities will be guided by strategy and delivered to identified target audiences, markets, and interests and deployed at the appropriate time.

Outcomes:

- Launch Phase I of the ES destination website
 - Establish the ES website as the central hub for all marketing activity
 - Develop and integrate Phase II of the ES website offering deeper content and increased functionality
 - Higher rank in search engine results for ES website
 - Execute branded strategic paid advertising campaign utilizing as diversified of media mix as budget allows
 - Develop consumer email marketing and distribute content on a regular basis
 - Delivery of social media content more frequently across all channels and engagement with local partners
 - Growth of the ES photo/video content library
-

Strategic Objectives: 2024-25

DESTINATION MARKETING *(continued)* ~

Communications & Public Relations

Communications and public relations can be useful tools in destination marketing. Leveraging partnerships with the media, influencers, travel writers and other resources can enhance ES' overall marketing programs.

Outcomes:

- Generate earned media highlighting the greater Sisters area
- Amplification of marketing reach
- Develop relationships with media partners
- Support of site visits and familiarization tours

Visitor Services

Visitors require a variety of resources during their planning process and when they arrive in the destination. ES will help potential visitors throughout their trip planning journey from inspiration, to consideration, to planning and booking, and eventually support them during their actual visit.

Outcomes:

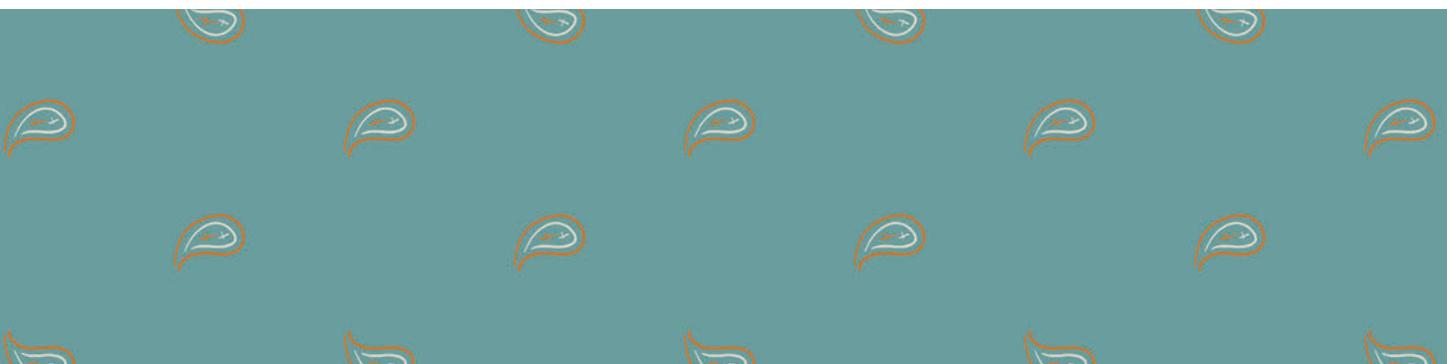
- Visitors can access information via digital resources, phone and traditional mail at all stages of their planning cycle
- In-market visitors have access to a physical information center with resources to enhance their travel experience

Strategy

A data-driven and informed strategy is crucial to the success of ES' marketing programs. Strategic investments will be made based on highest return and will be made at critical times that support a sustainable year-round economy.

Outcomes:

- A targeted, flexible, and data-driven strategy that will be used to demonstrate a positive return on investment of resources



Strategic Objectives: 2024-25

STAKEHOLDER & COMMUNITY ENGAGEMENT ~

By prioritizing community engagement and that of external stakeholders through collaborative partnerships and business opportunities, ES can thrive as a Destination Management Organization. As the primary tourism-focused organization that encompasses the greater community, ES is positioned to assist its partners in building a connected and cohesive tourism industry while aligning with community values and vision.

Communicate

ES will strongly emphasize communication with all stakeholders by utilizing channels that meet stakeholders where they are.

Outcomes:

- Trust in ES from community and stakeholders
- Understanding of ES's role and that of tourism in the community
- Stakeholders will feel concerns and needs are understood

Collaborate

ES will work closely with its partners to steward the Sisters brand, align marketing efforts, address community needs, and enhance the destination experience.

Outcomes:

- Positive economic impact through organizational partnerships
- Amplification of resources and reach of voice
- Unified destination experience

Convene

A robust visitor industry requires conversations that cross traditional business, geographic boundaries and political silos. ES will identify and convene partners around visitor-related opportunities and assist in facilitating, or securing a seat at the table for larger conversations to benefit stakeholders.

Outcomes:

- Help facilitate conversation when multiple interests are at play
 - Fill leadership role in relevant initiatives pertaining to area tourism
 - Champion industry related issues and the value of tourism
-

Strategic Objectives: 2024-25

DATA & RESEARCH ~

Understanding the “why” behind what ES does is critical to its success. Collecting visitor data through traditional, digital, and non-traditional methods will help ES and its stakeholders identify their markets and make informed strategic business decisions.

Visitor Data

Better understanding the Sisters’ visitor makes marketing efforts more effective. ES will research and monitor evolving visitor data to inform future decision making. ES will also assess and select key metrics for visitor data and interpret findings.

Outcomes:

- Understanding of historical trends in tourism
- Broad understanding of who visits and why
- Data and examples of the visitor experience to help make better decisions

Impacts & Insights

The understanding of available data is what makes it useful and actionable. ES will educate itself and its stakeholders on how to explore the available data for useful decision-making and identify missing or unavailable data for future inclusion.

Outcomes:

- Working knowledge of current and emerging data sets and sources
- Stakeholders will have access to educational opportunities and resources

Access to Data

ES will provide easy access to tourism industry data and research to stakeholders and the community to ensure information is available to make decisions.

Outcomes:

- Stakeholders will have tools available to them through the ES website
 - Stakeholders will have access to data to act on market trends
 - ES will be a trusted source of reliable and actionable information
-

Strategic Objectives: 2024-25

SUSTAINABLE OPERATION ~

It's crucial that ES commit itself to continuing to build a strong organization. As important as it is for ES staff and board of directors to focus on this, it will be instrumental for partners to understand that building an organization from scratch is challenging and time-consuming.

Strengthen Governance

The ES Board of Directors will maintain practices to maximize and perpetuate the organization's leadership to be successful in implementing the mission.

Outcomes:

- Organizational direction by utilizing the established mission, vision and values
- Deliberately built Board to match vision
- Alignment of Explore Sisters' work with mission, vision and values

Build Financial Stability

ES intends to utilize Transient Lodging Tax (TLT) as the foundation of its operations and programs through continued partnership with the City of Sisters but also pursue supplemental funding opportunities.

Outcomes:

- Diversification of funding sources
- Ability to grow assets, build organizational capacity and support one-time projects

Staff Capacity

To be most effective, ES must explore options to expand its staff capacity. ES will ensure staff has the tools and resources to execute everything the organization is responsible for within a sustainable budget.

Outcomes:

- Adequate and competent staffing levels to ensure execution of all contracted and expected services
 - Work-life balance for each staff member to avoid burnout
 - Volunteers that serve the needs of the Executive Director and Board of Directors
 - Manage expectations of ES resources
-

Strategic Objectives: 2024-25

SUSTAINABLE OPERATION *(continued)* ~

Strategic Planning

Developing a long-term strategic plan is paramount to ES' success. This plan will be developed with ES' mission and values as its framework and will help the organization stay on track and monitor progress toward achieving its vision. The strategies prioritized in this plan will support organizational objectives and recognize the aspirational work needed to fully attain a community vision. Industry and community partners seated at the table will be key. ES will continue to engage, listen and respond to the needs of its partners, stakeholders and the industry as it develops and implements the specific action plans needed to make strategies a reality.

Outcomes:

- Assessment of destination assets and opportunities
- Engagement with community and its stakeholders
- Strategies and tactics to carry out organizational and community goals and vision

Transparency

As a community-based nonprofit, success is based in part on stakeholder and community sentiment towards the organization. ES will build and maintain practices that help everyone stay informed, ensure the organization is responsive to emerging needs and act as good stewards of TLT funds.

Outcomes:

- Good relationships exist between ES, its stakeholders and funding partners
- Community at-large feels informed and has a basic understanding of ES' role
- ES is trusted as a good steward of TLT funds





BUDGET



Budget

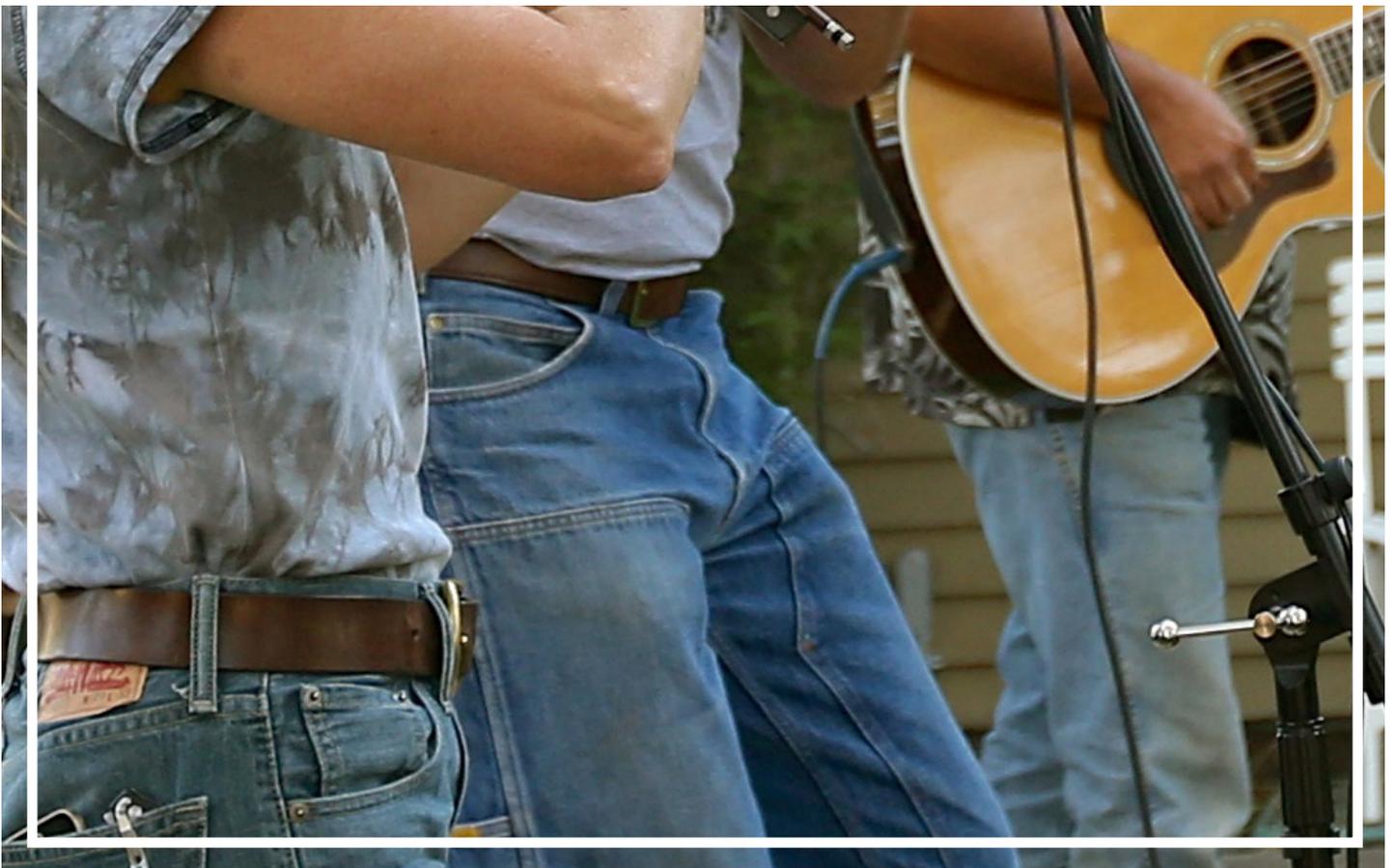
2024 Adopted Budget

	2024 - Budget
Beginning Balance	20,000
Indirect Public Support	350,000
Investment Revenue	2,400
TOTAL INFLOWS	372,400

Operations & Administration		Marketing & Development	
Wages, Taxes & Benefits	127,902	Contractors	
Facilities and Equipment		Branding	3,000
Rent - Facilities	5,050	Website	10,000
Telecommunications	1,740	Marketing Services	30,000
Rent - Equipment	332	Graphic Design	4,000
Sm Furnishings & Equipment	1,000	Content	16,000
Business Expenses		Website Hosting & Maintenance	2,500
Supplies	1,000	Paid Advertising	90,000
Postage & Shipping	100	Email Marketing	500
Software Fees	1,200	Shipping	1,000
Printing and Reproduction	150	Programs	
Dues	2,500	Dev Site / FAM Tours	1,000
Insurance	1,500	Banner Program	10,000
Business Registration Fees	100	Hanging Baskets	3,500
Board - Meetings & Consulting	2,400	Events	
Strategic Planning	10,000	Sponsorship	5,000
Contract Services		Research	10,000
Accounting & Tax Fees	9,800	Opportunity Fund	9,000
Legal Fees	1,000		
Outside Contract Services	500		
Travel and Meeting Expenses		TOTAL MARKETING & DEVELOPMENT	195,500
Travel	500		
Meals & Hospitality	1,500	TOTAL OUTFLOWS	(371,774)
Conference Expenses	8,000		
TOTAL OPERATIONS & ADMINISTRATION	176,274		
		BALANCE	626



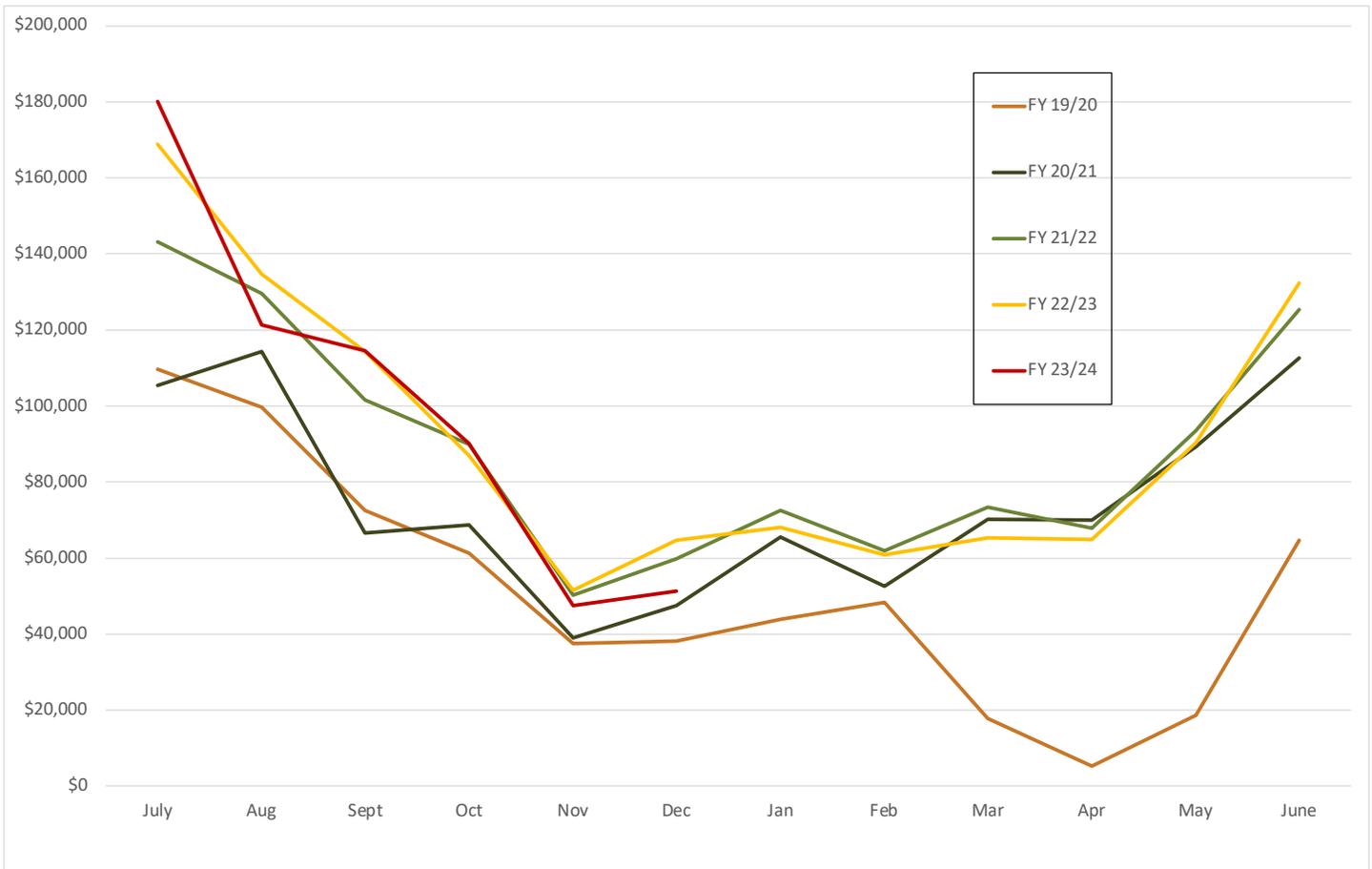
APPENDICES



Tourism Data

SISTERS TLT COLLECTIONS ~

	FY 19/20	Change	FY 20/21	Change	FY 21/22	Change	FY 22/23	Change	FY 23/24	Change
July	\$109,713	15.37%	\$105,511	-3.83%	\$143,086	35.61%	\$168,945	18.07%	\$180,018	6.55%
Aug	\$99,733	11.82%	\$114,254	14.56%	\$129,661	13.48%	\$134,705	3.89%	\$121,391	-9.88%
Sept	\$72,566	0.80%	\$66,519	-8.33%	\$101,686	52.87%	\$114,325	12.43%	\$114,610	0.25%
Oct	\$61,225	21.76%	\$68,623	12.08%	\$89,934	31.06%	\$86,920	-3.35%	\$90,110	3.67%
Nov	\$37,611	15.62%	\$39,006	3.71%	\$50,301	28.96%	\$51,522	2.43%	\$47,462	-7.88%
Dec	\$38,178	7.89%	\$47,512	24.45%	\$59,813	25.89%	\$64,727	8.22%	\$51,226	-20.86%
Jan	\$43,867	22.60%	\$65,459	49.22%	\$72,571	10.86%	\$68,133	-6.12%		
Feb	\$48,335	56.55%	\$52,613	8.85%	\$61,843	17.54%	\$60,936	-1.47%		
Mar	\$17,882	-45.39%	\$70,110	292.07%	\$73,481	4.81%	\$65,279	-11.16%		
Apr	\$5,292	-84.21%	\$69,994	1222.64%	\$67,832	-3.09%	\$64,801	-4.47%		
May	\$18,568	-63.91%	\$89,292	380.89%	\$93,527	4.74%	\$90,285	-3.47%		
June	\$64,744	-18.64%	\$112,609	73.93%	\$125,302	11.27%	\$132,364	5.64%		
FYTD	\$617,714		\$901,502		\$1,069,037		\$1,102,942		\$604,817	
Total	\$617,714	-3.24%	\$901,502	45.94%	\$1,069,037	18.58%	\$1,102,942	3.17%	\$604,817	-2.63%



Tourism Data

VALUE OF TOURISM ~

Central Oregon Region (Deschutes, Jefferson, Crook & So. Wasco Counties)

Report data provided by Dean Runyan Associates via Oregon Tourism Commission



1.73 BILLION

Total Travel Economic Impact for Central Oregon

4.27M

Overnight Visitors

10.3K

Tourism Industry Jobs

\$293

Average Trip Spend

TRAVEL IMPACTS ~

Central Oregon Region (Deschutes, Jefferson, Crook & So. Wasco Counties)

Report data provided by Dean Runyan Associates via Oregon Tourism Commission

\$1.31 BILLION

Total Impact from Travel Expenditures

\$360M

Industry Earnings

\$63.6M

Local & State Taxes

Tourism Data

VISITOR SPENDING ~

Central Oregon Region (Deschutes, Jefferson, Crook & So. Wasco Counties)

Report data provided by Smith Travel Research via Visit Central Oregon



HOTEL, MOTEL & STR - \$732M



PRIVATE HOME - \$163M



OTHER OVERNIGHT - \$138M



DAY TRAVEL - \$166M



ACCOMMODATIONS - \$451M



FOOD & BEVERAGE - \$249M



FOOD STORES - \$107M



AIR & GROUND TRANSPORTATION - \$184M



RECREATION - \$95M



RETAIL SALES - \$113M



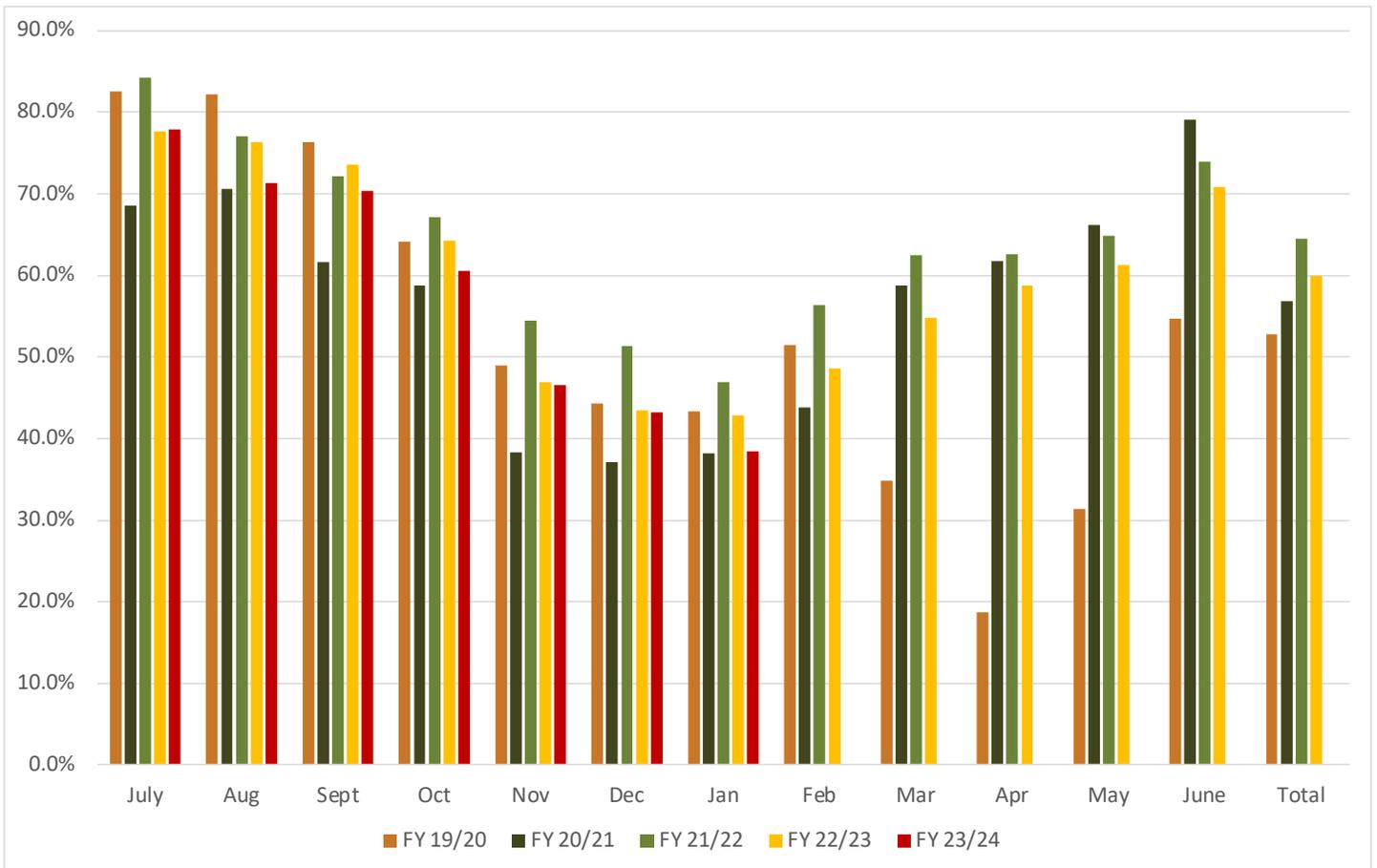
Tourism Data

OCCUPANCY ~

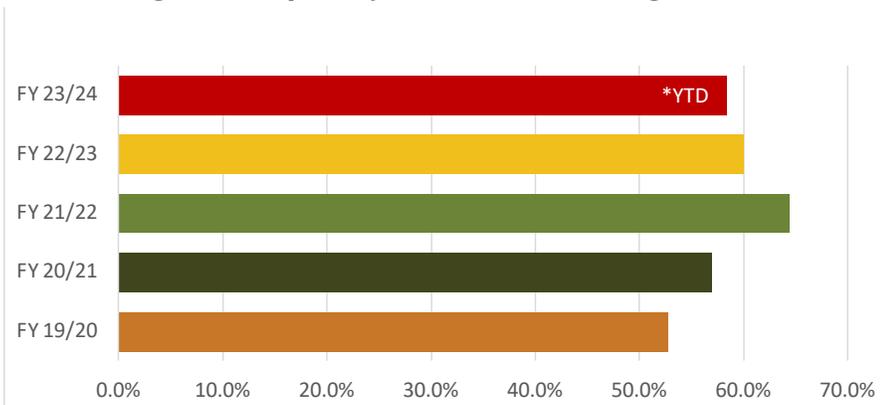
Central Oregon Region (Deschutes, Jefferson, Crook & So. Wasco Counties)

Report data provided by Smith Travel Research via Visit Central Oregon

Occupancy by Month in Central Oregon



Average Occupancy in Central Oregon



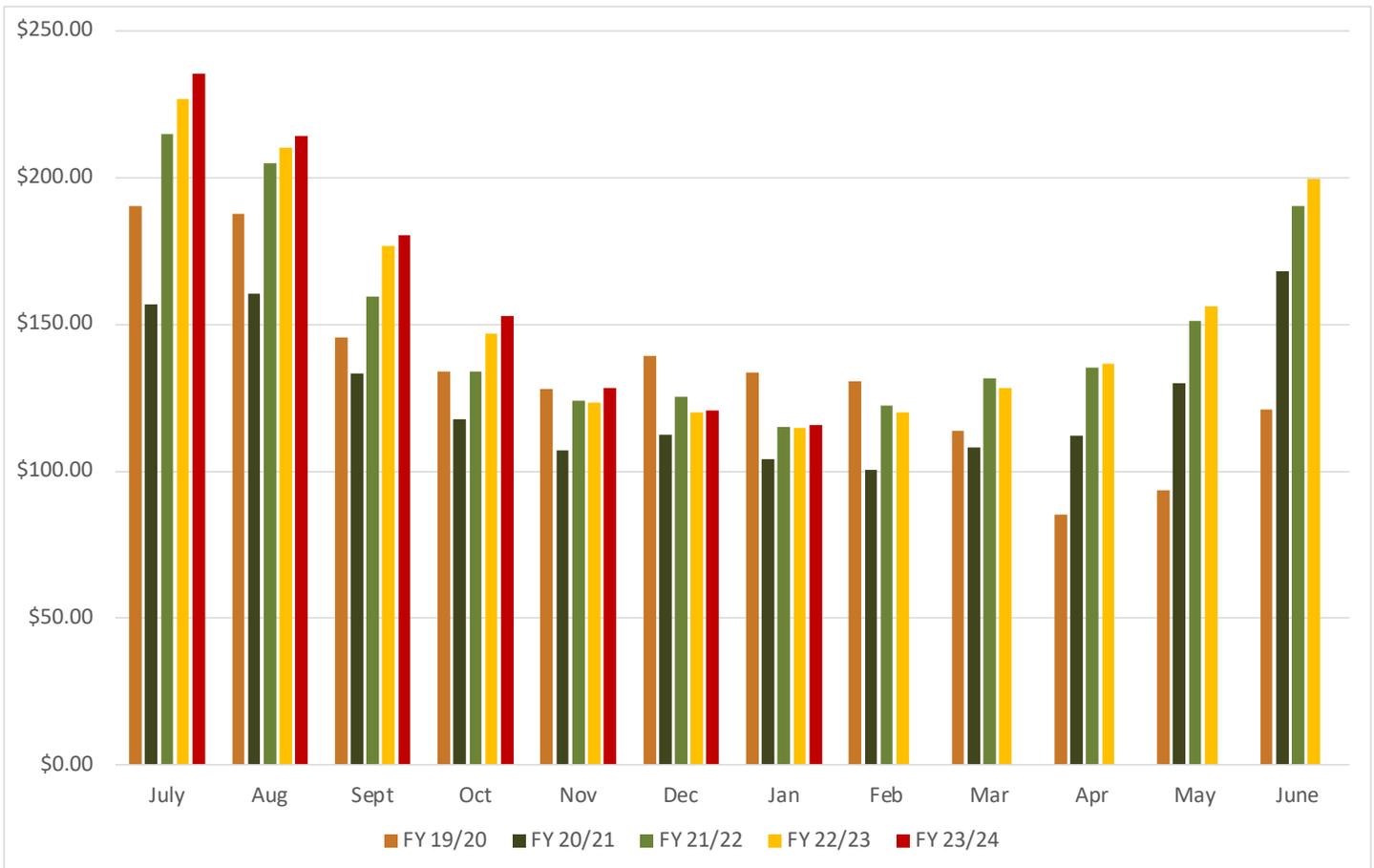
Tourism Data

AVERAGE DAILY RATE (ADR) ~

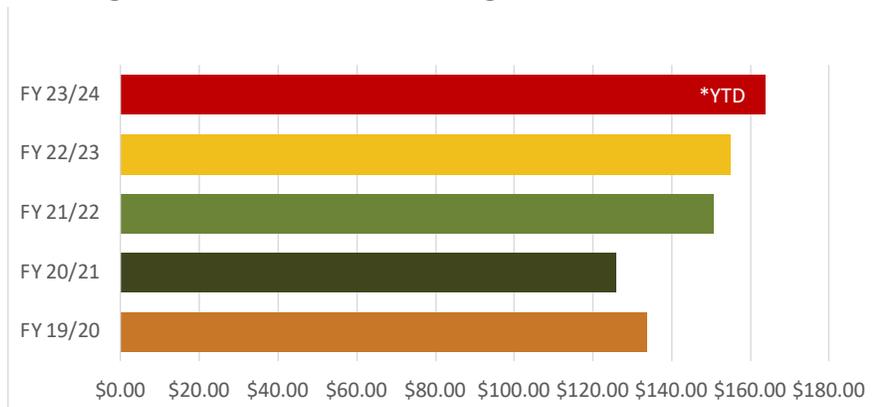
Central Oregon Region (Deschutes, Jefferson, Crook & So. Wasco Counties)

Report data provided by Smith Travel Research via Visit Central Oregon

ADR by Month in Central Oregon



Average ADR in Central Oregon





SISTERS

Oregon

EST. 1901