



**MISSION** – *To generate room nights for lodging facilities in the city of Billings by effectively marketing our region as a preferred travel destination.*

**TOURISM BUSINESS IMPROVEMENT DISTRICT  
BOARD OF DIRECTORS MEETING  
December 8th, 2016  
BILLINGS CHAMBER BOARD ROOM – 8:30 AM**

*Other than the meeting starting time, any time listed is approximate and agenda items may be rearranged.  
Action may be taken on any item listed on the agenda.*

- I. Call to Order – R. Spence .....8:30
- II. Public Comment on Items Not Included on the Agenda  
(Comments limited to three (3) minutes per speaker)
- III. Approval of November 10th, 2016 Board Minutes – R. Spence - Pages 2.....ACTION
- IV. Approval of November Financial & Variance Reports – M. Stevenson - Pages 3-4.....ACTION
- V. New Business .....8:35-8:50
  - a. 2017 Legislative Session Update – Racene Friede, Tourism Matters/Glacier Country
- VI. Old Business.....8:50-9:20
  - a. Air Service Visits – S. Wahrlich
  - b. Sports Facility Feasibility Study Grant Process Update – A. Tyson
  - c. Mission 2027/Renewal Update – A. Tyson/ K. McCandless
- VII. PACE/Activity Report - Pages 5-14.....9:20-9:40
  - a. VB Team Reports
- VIII. Partner Update – M. Nelson .....9:40-9:45
- IX. Adjournment.....ACTION

**Next Meeting:** Thursday, January 12, 2017

Managed by the Billings Chamber of Commerce



## **BOARD OF DIRECTORS**

### **MINUTES – November 10th, 2016**

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**Board Members Present:** Shelli Mann, Ron Spence, Joe Studiner, Joyce Bratland, Steve Wahrlich

**Board Members Absent:** LaRell Baldwin, Art Westwood

**Ex-Officio member Present:** Mike Nelson

**Staff Present:** Alex Tyson, John Brewer, Kelly McCandless, Alyssa Voeltz, Luke Ashmore, Aly Murnion,

**Others Present:** Kacy Keith with Lexington Inn, Danielle Rossow with Erck Hotels

#### **Call to Order**

Shelli called the meeting to order at 8:30 a.m. in the Billings Chamber of Commerce Board room.

#### **Public Comment**

TBID Board received a Board Appreciation award.

Alex talked to the Board about the TBID Renewal Signup Sheets.

#### **Approval of Board Minutes**

Request for a motion to approve the October 13<sup>th</sup>, 2016 Board Minutes

MOTION: Ron motioned to approve the minutes as amended; Joe seconded; Motion carried

#### **Approval of Financial and Variance Report**

Request for a motion to approve the October Financial and Variance Reports.

MOTION: Steve motioned to approve the financial reports; Joyce seconded; Motion carried.

#### **New Business**

Montana State Parks Foundation: Presentation – Jeff Welch, MSP Foundation Board Member gave a presentation on the importance of MSP, its Foundation and the relationship to the Billings regional tourism industry.

#### **Old Business**

Mission 2027 Launch – K. McCandless/A. Tyson

Leisure Marketing Presentations – Kelly presented to the Board on Regional Campaigns, Current National/International Placements, and the progress of Visit Billings Video and Photo Library.

SEMT Check-In – Brenda updated the Board on upcoming events for SEMT as well as upcoming FAM's.

2016-2017 Air Service Planning – Steve informed the Board of the upcoming meetings with United, Delta, and Alaska.

Billings NOW Meeting Follow up – Board tabled until December meeting

TBID Funding/Legal Expenses – Board tabled until December meeting

#### **Staff Updates**

A. Tyson – NCAA Recap, Sports Update, and NAIA Update

K. McCandless – Fall Leisure Campaign Update, photo Library, and TBID Renewal

A. Hall – Servicing Update

A. Murnion – Social Media & Blog Update

L. Ashmore – App Refresh

#### **Partner Update**

Ron made a motion to adjourn the meeting; Joe seconded. Meeting adjourned at 10:15 a.m.

Submitted by Alyssa Voeltz



## FINANCIAL STATEMENT VARIANCE REPORT

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### TBID Board of Directors As of November 30, 2016

Revenue over expenses is \$36,784 under budget.

Revenue is \$1,049 over budget from interest income & assessments.

Expenses are \$37,833 over budget.

- Staff Expenses are \$1,664 over budget from staffing changes.
- Administrative Expenses are \$3,312 under budget.
  - Postage is under budget \$3,744 from anticipated expenses budgeted for outsourced mailings. Currently, processing the visitor guide requests in-house.
- Marketing Expenses are \$39,481 over budget from the following:
  - Advertising is over budget \$2,816 from National Leisure Marketing.
  - Opportunity is \$38,854 over budget from the following:
    - Gold Wing is over budget \$35,113 for Visit Billings share of comp hotel rooms as well as the Operations Meeting that had to be hosted by the destination per GWRRA contract. Funds originally budgeted for a separate sponsorship project that looks to be cancelled, will be used to offset additional costs.
    - Outdoor Writers is \$2,062 over budget
  - Printed Materials is over budget \$1,447
  - Sales Expense is under budget \$3,069 from instate sales, sales missions and site visits.
  - Tradeshows & Conventions is over budget \$1,174 for Smart Meetings registration fees and airfare (multiple meetings throughout year).
  - Website Maintenance and Development is under budget \$2,604 due to timing of when work is performed and necessary.



**Tourism Business Improvement District  
Profit & Loss  
Budget vs. Actual  
November 2016**

	CURRENT MONTH		YEAR TO DATE			LAST YEAR
	Actual	Budget	November 2016 Actual	November 2016 Budget	2016-17 Annual Budget	November 2015 Actual
<b>Income</b>						
4001100 · TBID Assessments	-	-	948,704	948,126	1,733,000	896,882
4001500 · Miscellaneous Income	94	-	471	-	-	856
Carryover from 2015-2016	-	-	63,953	63,953	63,953	-
<b>Total Income</b>	<b>94</b>	<b>0</b>	<b>1,013,128</b>	<b>1,012,079</b>	<b>1,796,953</b>	<b>897,738</b>
<b>Expense</b>						
<b>5001000 · Staff Expenses</b>						
5007000 · Wages	21,296	20,995	126,025	123,435	270,400	111,333
5007100 · FICA Expense	1,705	1,790	9,092	9,620	22,150	8,317
5007200 · Unemployment Expense	85	375	707	1,875	4,500	1,335
5007400 · Health & Accident Expense	2,543	2,365	12,417	11,805	28,400	12,117
5007500 · Retirement Expense	1,567	1,300	7,291	7,132	16,625	4,234
5007700 · Workers Compensation Expense	145	150	700	750	1,800	768
5007800 · Staff Employment Expense	-	-	50	-	-	-
<b>Total 5001000 · Staff Expenses</b>	<b>27,341</b>	<b>26,975</b>	<b>156,281</b>	<b>154,617</b>	<b>343,875</b>	<b>138,104</b>
<b>5009000 · Administrative Expenses</b>						
5009200 · Computers	245	250	2,870	2,650	7,100	5,075
5009300 · Equipment & Repair Expense	242	250	1,276	1,250	4,500	2,307
5009500 · Liability Insurance	500	550	2,095	2,300	2,300	2,095
5009600 · Meeting Expenses	2,170	1,685	6,578	6,250	11,575	2,028
5009650 · TBID Communications	6,000	1,500	6,081	6,100	6,100	78
5009700 · Office Supplies	30	273	2,692	1,865	3,780	2,051
5009750 · Postage	54	1,125	1,881	5,625	13,500	7,315
5009800 · Professional Training	-	-	1,171	1,050	4,900	7,140
5009850 · Legal and Accounting	75	-	75	550	12,100	3,022
5009900 · Telephone/Wireless Equipment	353	497	2,094	2,485	5,964	2,270
<b>Total 5009000 · Administrative Expenses</b>	<b>9,669</b>	<b>6,130</b>	<b>26,813</b>	<b>30,125</b>	<b>71,819</b>	<b>33,380</b>
<b>5150000 · Marketing Expenses</b>						
5151000 · Advertising	30,309	19,700	265,916	263,100	610,056	367,355
5151500 · Film Recruitment	-	-	-	-	1,000	-
5152000 · Opportunity	34,399	13,000	269,807	230,953	396,453	51,846
5152500 · Printed Materials	6,074	3,950	17,147	15,700	88,500	30,930
5153000 · Publicity	1,099	1,000	17,850	17,250	52,750	19,047
5154000 · Sales Expenses	(1,109)	1,880	20,011	23,080	138,000	97,788
5155000 · Tradeshows/Conventions	6,042	8,350	22,804	21,630	52,500	7,955
5156000 · Visitor Information Center	-	-	14,265	14,000	16,100	732
5156500 · Web Site	810	1,650	6,669	9,275	25,900	5,975
<b>Total 5150000 · Marketing Expenses</b>	<b>77,625</b>	<b>49,530</b>	<b>634,469</b>	<b>594,988</b>	<b>1,381,259</b>	<b>581,627</b>
<b>Total Expense</b>	<b>114,635</b>	<b>82,635</b>	<b>817,563</b>	<b>779,730</b>	<b>1,796,953</b>	<b>753,112</b>
	<b>(114,541)</b>	<b>(82,635)</b>	<b>195,565</b>	<b>232,349</b>	<b>0</b>	<b>144,626</b>

Cash	Current Month	Last Month	Last Year
Unrestricted	195,565	310,106	265,898
Prepaid Revenue	-	-	-
Contract Reserves	-	-	-
BOD Restricted	175,000	175,000	150,000
<b>Total Cash</b>	<b>370,565</b>	<b>485,106</b>	<b>415,898</b>



**GROUP BOOKINGS**

Bookings	Q1	Q2	Q3	Q4	TYTD	FY Goal	% To Goal
<b>Groups</b>	12	8	0	0	20	0	
<b>Room Nights</b>	10,915	4,565			15,480	0	

**VISITS FOR: visitbillings.com**

	J	A	S	O	N	D	J	F	M	A	M	J	Annual
Goal	0	0	0	0	0	0	0	0	0	0	0	0	0
Actual	18,502	21,212	15,718	14,711	10,175								80,318

**SERVICING**

Serviced Events	Q1	Q2	Q3	Q4	TYTD
Actual	19	3	0	0	22

**STAKEHOLDER SURVEY**

2010-2011	2011-2012	2012-2013	2013-2014*	2014-2015*	2015-2016
66%	83%	87%	90%	88%	TBD

\*Goal-actual number unknown

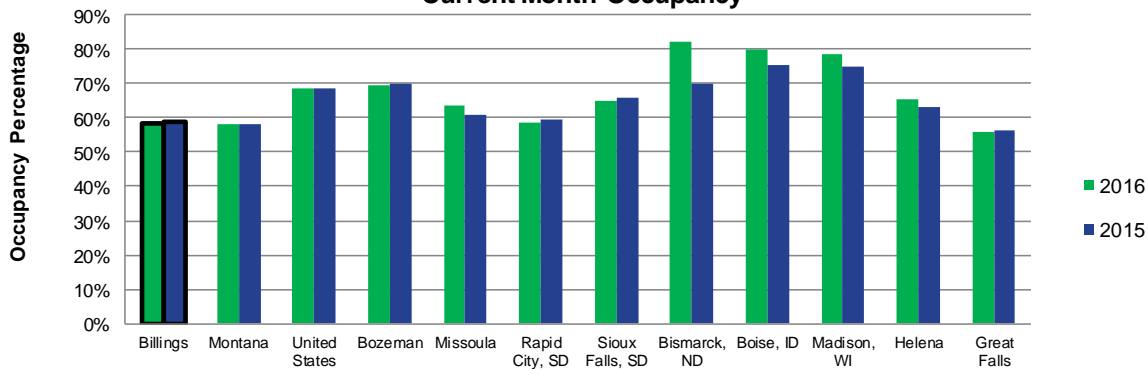
**ROOM DEMAND- REPORTED ON CALENDAR YEAR 2016**

	J	F	M	A	M	J	J	A	S	O	N	D	Annual
Goal	0	0	0	0	0	0	0	0	0	0	0	0	3%
Actual	-11.0	-5.0	-15.0	9.1	1.9	2.3	-8.8	1.0	11.6	1.1	0.0	0.0	-1.3

YTD OCCUPANCY		
PAST 12 MONTHS		
LOCATION	2016	2015
Billings, MT	62.1%	63.2%
Montana	62.0%	62.5%
United States	67.3%	67.3%
Bozeman, MT	73.9%	71.0%
Missoula, MT	66.5%	64.4%
Rapid City, SD	62.6%	62.4%
Sioux Falls, SD	66.1%	65.6%
Bismarck, ND	65.3%	67.6%
Boise, ID	79.1%	74.1%
Madison, WI	69.6%	67.9%
Helena, MT	62.0%	64.4%
Great Falls, MT	60.6%	60.3%

CURRENT MONTH OCCUPANCY		
October		
LOCATION	2016	2015
Billings, MT	58.3%	58.8%
Montana	58.1%	58.1%
United States	68.6%	68.8%
Bozeman, MT	69.5%	69.8%
Missoula, MT	63.8%	60.8%
Rapid City, SD	58.7%	59.4%
Sioux Falls, SD	65.1%	65.9%
Bismarck, ND	82.1%	69.9%
Boise, ID	79.9%	75.6%
Madison, WI	78.4%	75.1%
Helena, MT	65.2%	63.3%
Great Falls, MT	56.0%	56.4%

**Current Month Occupancy**



**ACTIVITY REPORT  
FY JULY 1, 2016- JUNE 30, 2017**

**BOOKED EVENTS**

NAME	ORIGIN	SOURCE	ROOM NIGHTS	DATE	TYPE	LOCATION	ECONOMIC IMPACT	QTR. BOOKED
Fast-Pitch Softball Tournament	LR	CVB	5,000	Jun-16	CWSP	ALL	\$ 1,125,000	Q1
Woman Stepping Forward for AG	LR	CVB	100	7-9 Sep-16	O	BHR	\$ 22,500	Q1
Motor Carriers of Montana 75th Anniversary Convention	LR	CVB-S	(150)	5-Aug-16	O	BHR	\$ (33,750)	Q1
MT Association of Rehabilitation (MAR)	LR	CVB	200	25-27 Oct- 17	O	NH	\$ 45,000	Q1
Rocky Mountain Tribal Leaders Council Judicial Training	LR	CVB	80	27 to 29 Sep - 16	O	NH	\$ 18,000	Q1
AAU Grand Nationals Wrestling	P	CVB	150	Jul-16	SP	NA	\$ 33,750	Q1
NAIA	LR	CVB-P	3500	Mar 17 ,18	CWSP	TBD	\$ 787,500	Q1
Valkyrie Riders Cruisers Club National Rally	NR	CVB	925	25-30 Jun-17	O	RL	\$ 208,125	Q1
LeatherNeck Motorcycle Club Rally	LR	CVB	300	8 to 10 Jun- 17	O	BHR	\$ 67,500	Q1
District 13 Optimists Convention	LR	CVB	100	Aug-16	O	BHR	\$ 22,500	Q1



Confidential Motorcycle Group	NR	CVB	350	15 to 17 Jul- 17	O	BHR,HW,HIS, HIE	\$ 78,750	Q1
National Indian Gaming Commission	RR	CVB	120	17-Apr-17	O	TBD	\$ 27,000	Q1
2016 Rocky Mountain Memorial Festival	LR	CVB	40	17-Dec-16	O	RHB	\$ 9,000	Q1
Lewis and Clark Trail Heritage Foundation National Conference	LR	CVB- P	250	21 to 25 Jul- 17	O	DT	\$ 56,250	Q1
<b>Q1 BOOKED EVENTS</b>			<b>12</b>			<b>Q1 ROOM NIGHTS</b>		<b>10,915</b>
CSG West National 2019	NR	CVB	1400	Jul-19	O	NH, DT	\$ 315,000	Q2
PAC West 2018 Fall Conference	RR	CVB	215	Aug-18	O	TBD	\$ 48,375	Q2
Holiday Classic Basketball Tournament	LR	CVB-P	600	9 to 11Dec-16	CW	ALL	\$ 135,000	Q2
All American Native Basketball Tournament	RR	CVB-P	600	8 to 10 Dec 16	O	TBD	\$ 135,000	Q2
Elks Lodge State Convention	LR	CVB	250	27 to 29 Jul-17	CW	TBD	\$ 56,250	Q2
American Association of Petroleum Geologist	LR	CVB	900		O	DT, NH	\$ 202,500	Q2
MT State Aviation Conference	LR	CVB	575	Mar-17	O	RL	\$ 129,375	Q2
Eagle Rock Tours	RR	CVB-P	25	03-Aug-17	O	TBD	\$ 5,625	Q2
<b>Q2 BOOKED EVENTS</b>			<b>8</b>			<b>Q1 ROOM NIGHTS</b>		<b>4,565</b>



<u>TOTAL BOOKINGS</u>	<u>TOTAL ROOM NIGHTS</u>	<u>TOTAL ECONOMIC IMPACT</u>
12	15,480	\$ 3,483,000

PENDING BIDS/RFP'S								
NAME	ORIGIN	SOURCE	ROOM NIGHTS	DATE	TYPE	LOCATION	ECONOMIC IMPACT	QTR.
IUPA: Int'l Union of Police Assoc.	TS	CVB	160	Sep-16 or 17	O	CP, NH	\$ 36,000	FY14-15 Q1
Nat'l Indian Health Board Consumer Conference	NR	CVB	1180	25 to 29-Sep-18-19-20	O	CP, NH	\$ 265,500	FY14-15 Q2
NSA DaNang Association	NR	CVB	365	1-Apr-17	O	BHCC, CP, BHR, HGI, HIGM	\$ 82,125	FY14-15 Q3
ASR ARS Association	NR	CVB	295	1-Sep-16	O	BHCC, CP, BHR, HGI, HIGM	\$ 66,375	FY14-15 Q3
USS Skagit Association	NR	CVB	295	1-Sep-16	O	BHCC, CP, BHR, HGI, HIGM	\$ 66,375	FY14-15 Q3
NTCA National Telecom. Cooperative Assoc.	NR	CVB	305	15 to 17 or 22 to 24 Oct 17	O	TBD	\$ 68,625	FY 15-16 Q1
NAWEOA-North American Wildlife Enforcement Officers Association	LR	CVB	300	Jul-19	O	TBD	\$ 67,500	FY 15-16 Q3
Geek Tour Nations	LR	CVB	TBD	TBD	O	TBD		FY 15-16 Q3
Women in Travel Summit (WITS)	NR	CVB	1000	2019	O	TBD	\$ 225,000	FY 15-16 Q4





Montana Fire Consortium	LR	CVB	1600	Jun 18,19, 20, 21	O	TBD	\$ 360,000	FY 16-17 Q1
ICBDA Dance Competition	NR	CVB	800	Jun-20	O	RHB	\$ 180,000	FY 16-17 Q1
GNAC Softball Championships	LR	CVB-P	TBD	2018, 2019	CWSP	TBD		FY 16-17 Q1
GNAC Basketball Championships	LR	CVB-P	TBD	2018	CWSP	TBD		FY 16-17 Q1
GNAC Woman' Soccer Championships	LR	CVB-P	TBD	2017, 2018	CWSP	TBD		FY 16-17 Q1
NCAA DII Cross Country Regionals and Nationals	LR	CVB-P	TBD	Nov-18, Nov-19, Nov-20, Nov-21	CWSP	TBD		FY 16-17 Q1
National Junior Angus Association – Leaders Engaged in Angus Development Conference (NJAA LEAD)	NR	CVB	259	2-6 Aug-17	O	TBD	\$ 58,275	FY 16-17 Q1
PAC West 2018 Fall Conference	RR	CVB	215	Aug-18	O	TBD	\$ 48,375	FY 16-17 Q2
National Council of University Research Administrators NCURA-Regional 2018	NR	CVB	600	2018	O	TBD	\$ 135,000	FY 16-17 Q2
Rotary Convention 2018	RR	CVB	600	11 to 16 Sep- 18	O	TBD	\$ 135,000	FY 16-17 Q2

Adventure ELEVATE 2019	NR	CVB-P	550	May/June 2019	O	TBD	\$ 123,750	FY 16-17 Q2
Spirit Leadership Submit	NR	CVB	1272	June 2017	O	TBD	\$ 286,200	FY 16-17 Q2
Juvenile Arthritis WEST 2018	NR	CVB	1285	June/July 2018	O	TBD	\$ 289,125	FY 16-17 Q2
World Clown Association	NR	CVB	340	March 2019	O	TBD	\$ 76,500	FY 16-17 Q2

**CANCELLED/ LOST/ UNDETERMIND BUSINESS**

NAME	REASON	YEAR	LOST TO
National Grazing Lands Coalition	Lost	2017	Reno, NV
Department of Justice	Cancelled	2017	NA
Rocky Mountain International Round Up	Lost	2018	Kalispell, MT
CSG West National 2019	Lost	2019	Could not fit downtown

**SERVICING/ FACILITATION**

NAME	INFORMATION ASSISTANCE <i>ie. Convention Bags or Materials</i>	ON SITE FACILITATION	CUSTOM SERVICES	DATE	LOCATION	QTR. SERVICED
Emily- Family Reunion	30			1-Jul-16		Q1
*CACI	200		Prize Basket	14-Jul-16	CP	Q1



*2M Company Dealer Meeting	125			6-Jul-16		Q1
Family Reunion	30			15-Jul-16		Q1
*OWAA	300		Welcome Party, Billings & SEMT Tour, Transportation	14 to 18 Jul- 16	RHB	Q1
*Shriners	250			1-Aug-16	RL	Q1
Dog Show	50			1-Aug-16		Q1
*Military Order of the World Wars	50			1-Aug-16		Q1
*Motor Carriers of Montana 75th Anniversary Convention	150			5-Aug-16	BHR	Q1
Joanne King-William	400			28-Sep-16		Q1
*Class of '66 Reunion	150			08-Sep-16		Q1
Reunion	50			08-Sep-16	NH	Q1
MSUB- Board of Regents	85			08-Sep-16		Q1
*GWRRA		4500	Ops Meeting, Welcome Party, Facilitation booth	Aug 29 to Sep 3- 16		Q1
*Home Builders Association	100			21-Sep-16	RL	Q1
MSUB- Evan O'Kelly	(18)		Swag Bags	07-Sep-16		Q1
2017 Genealogy Conference	125			23-Sep-16		Q1
Doll Conference	221		Separate Visitor Guide Mailing	12-Sep-16		Q1
*US Cattleman's Association	200				RL	Q1
NILE	(15)		Swag Bags			
<b>Q1 SERVICED EVENTS</b>	<b>19</b>		<b>Q1 WELCOME ASSISTANCE</b>	<b>2,516</b>	<b>Q1 ON SITE FALICITATION</b>	<b>4,500</b>



*Foursquare	600			14-Oct-16		Q2
*MT Farm Bureau	300		Hot Chocolate stands	12-Nov-16	NH, DT	Q2
Rocky Mountain Tribal Council	40				BWKI	Q2
<b>Q2 SERVICED EVENTS</b>	<b>3</b>		<b>Q2 WELCOME ASSISTANCE</b>	<b>940</b>	<b>Q2 ON SITE FALICITATION</b>	<b>-</b>
<b>TOTAL SERVICED</b>		<b>TOTAL INFORMATION ASSISTANCE</b>			<b>TOTAL ON SITE ASSISTANCE</b>	
		<b>i.e. Welcome Packets/Materials</b>				
<b>22</b>		<b>3,456</b>			<b>4,500</b>	

SITE TOURS/FAM TOURS/HOSPITALITY				
NAME	ROOM NIGHTS	DATE	ACTION	QTR. TOURED
Valkyrie Motorcycle Rally	5	Jul 30 - Aug 4-16	Site Visit	Q1
Bill Clevlan	2	Aug- 28 to 29- 16	Journalist	Q1
Vietnam Site Visit	2	Sep 1 to 2- 16	Site Visit	Q1
Bobby Tanzilo	1	Sep- 3- 16	Journalist	Q1
Women in Travel Summit	2	Sep- 23-25	Site Visit	Q1
China FAM	1	Nov-1 to Nov- 2	FAM	Q2

MARKETING INITIATIVES/EXPOSURE/PUBLICITY	
NAME	REASON/RESULTS
Summer Campaign	Life is more summer event line up
Gear Up For Fall	Shop, Share, and Spread Cheer
Fly Billings	Stay and Fly
Holiday Campaign	Shop Share and Spread the Cheer
Winter Regional & National Promotion	Snow much to do
Brewery	Focus on visiting the walkable brewery district



## EVENTS ATTENDED

NAME	LOCATION	STAFF	REASON
Smart Meetings	Phoenix, AZ	SC	Tradeshow
Small Market Meetings	Huntsville, AL	SC	Tradeshow
NAIA Training	Kansas City, MO	AT	Training
TAC	Gardiner, MT	AT, KM	Meeting
Small Market Meetings BiG	Columbus, OH	AV	Tradeshow
Smart Meetings	Dallas, TX	SC	Tradeshow

## KEY

**ORIGIN CATEGORIES:** **TS-** Tradeshow; **LR-** Local Referral; **SR-** State Referral; **RR-** Regional Referral; **NR-** National Referral; **P-** Prospecting

**SOURCE CATEGORIES:** **CVB-** Originated from CVB; **CVB-P-** Partnered with other entity; **CVB-S-** Serviced by the CVB- room nights will be shown in parenthesis

**TYPE CATEGORIES:** **CW-** Citywide Booking; **SP -** Sports Booking; **CWSP-** Citywide Sport Booking; **O-** Other Booking

**PENDING RFPs/Bids:** Date in parenthesis denotes the expected decision date.

**SERVICING/FACILITATION:** Event names that have an asterisk (\*) in front of it indicate the event was previously booked by Visit Billings

**ECONOMIC IMPACT FORMULA:** \$225/Room Night

**PROPERTY KEY:** **RL-** Red Lion Hotel and Convention Center; **BHR-** Bighorn Resort; **DT-** DoubleTree; **HGI-** Hilton Garden Inn; **RHB-** Radisson Hotel Billings; **NH-** Northern Hotel



**FY 2016-2017  
CITY WIDE STR REPORT- BILLINGS ROOM OCCUPANCY  
COMPARISON OF VALUE VS. HIGH SEASONS 2005-PRESENT**

