

Travel Portland

April 20, 2009

Jeff Eastman

President & CEO

- 30 years in the hospitality industry
- Formed Trends, Analysis, Projections, LLC (2004)
- Sheraton Washington Hotel DOS
- Sheraton Chicago Hotel DOS
- Westin Crown Center DOS
- Kansas City CVB Senior VP Sales
- Lead campaign to expand KC Convention Center

TAP Convention Bureau Clients

- Atlanta
- Austin
- Albuquerque
- Arlington
- Baltimore
- Charlotte
- Chicago
- Cincinnati
- Cleveland
- Dallas
- Denver
- Fort Lauderdale
- Fort Worth
- Grand Rapids
- Hampton*
- Houston
- Indianapolis
- Jacksonville
- Kansas City
- Lexington
- Los Angeles*
- Louisville
- Madison
- Memphis
- Milwaukee
- Minneapolis
- Mobile
- Montreal
- Nashville
- Omaha
- Orlando
- Overland Park
- Philadelphia
- Phoenix
- Pittsburgh
- **Portland**
- Puerto Rico*
- Reno
- **Sacramento**
- San Antonio
- San Francisco
- **San Jose**
- **Seattle**
- **Spokane**
- Tampa
- Toronto
- Vancouver
- Virginia Beach
- Washington DC

* Bureaus in start up phase

4/21/2009

Portland

April 20, 2009

- Industry Trends
- CVB/CC/Hotels Strategic Alignment
- Portland TAP Report Package
- Pace vs. Demand Conversion Analysis
- Peer Set Benchmarking TAP Report
- Market Segment Analysis

Travel Portland

Convention Industry Trends

Current Industry Trends

April 20, 2009

- Convention Supply Increase/Economic Recession
- Transient Segments Down
- Nationally Significant 2009 Concern
- Will Definite Group Bookings Hold?
- 30 City Survey – 700,000 R/N Cancelled
- Las Vegas – 410 Meetings/Orlando – 111 Meetings
- Corporate Segment???
- Strategic Market Segment Shift
- Larger Cities Stealing Share From Smaller Cities
- Aggressive CVB's "Buying" Conventions

The TAP Report _ Convention Bureau 2008-2009 Booking Goal Survey Date: 3/09/09

City Name	Fiscal Year	2008 R/N Goal	2008 R/N Actual	2009 R/N Goal	2009 R/N Projection
Albuquerque	Jul/Jun	53,000	57,837	57,000	36,000
Atlanta	Jan/Dec	2,127,000	2,012,674	2,014,000	2,014,000
Austin TX	Oct/Sep	400,000	411,056	420,000	392,596
Baltimore	July - June	400,000	451,608	475,000	475,000
Charlotte, NC	Jul/Jun	320,000	427,293	320,000	380,000
Cincinnati	Jan/Dec	205,300	187,887	193,800	193,800
Denver	Jan/Jan	700,000	704,783	675,000	Estimated 600,000
Fort Worth	Oct/Sept	250,000	258,230	300,000	300,000+
Hampton, VA	Jul/Jun	98,000	100,742	83,000	83,000
Houston	Jul/Jun	650,000	584,228	650,000	525,000-550,000
Indianapolis	Jan/Dec	645,000	685,643	650,000	650,000
Kansas City	Jan/Dec	405,000	438,521	375,000	345,000
Louisville	July/June	500,000	554,687	510,000	625,000
Minneapolis	Jan/Dec	400,000	408,122	420,000	420,000
Nashville	July/June	575,000	640,219	700,000	550,000
Omaha	Jan/Dec	85,000	73,610	85,000	73,000
Orlando	Jan-Dec	1,750,000	1,700,979	1,800,000	make goal?
Philadelphia	JULY-JUNE	740,000	768,000	810,000	810,000
Pittsburgh	Jan/Dec	275,474	265,830	267,210	267,210
Portland, OR	July/June	236,000	237,426	245,000	240,000
Reno	Jul/Jun	410,500	308,440	364,100	196,000
Sacramento	July/June	156,000	159,000	165,000	150,000
San Antonio	Oct/Sep	803,000	811,000	830,000	830,000
San Francisco	July-June	2,160,500	2,366,842	1,750,000*	1,875,000*
San Jose, CA	Jul/June	274,700	255,412	255,000	237,000
Seattle	Calendar	585,000	589,695	575,000	575,000
Tampa	Oct/Sep	408,000	430,491	390,000	390,000
Toronto	Jan-Dec	495,070	513,621	530,000	530,000
Vancouver	Jan-Dec	325,000	253,199	225,000	225,000
Washington, DC	Oct/Sep	1,327,190	1,256,956	1,367,000	1,367,000

Travel Portland

Convention Bureau, Convention Center, Hotels Strategic Alignment

Hotels

Convention Bureau

Convention Center

2015 Convention Client

Convention Bureaus

“High Demand Convention Year”

- Large number of city wide conventions
- Booked several years in advance
- Fill in around large groups
- Smaller, higher rated, groups/transient travelers
- Market segment mix

Convention Centers

- Balance between public events and conventions
- Public events more profitable
- Most cities have booking policies in place
- Review booking policies regularly
- Sales strategies aligned with Convention bureau

Hotel Chains

- “Wall Street” mentality/Revenue Management
- Infatuation with individual traveler
- Easier to forecast
- Pays higher rates
- Group room allotments/strong & weak periods
- Hotel chain sales managers’ incentive plans



Convention Bureau

Hotels

July 2015 Potential Client



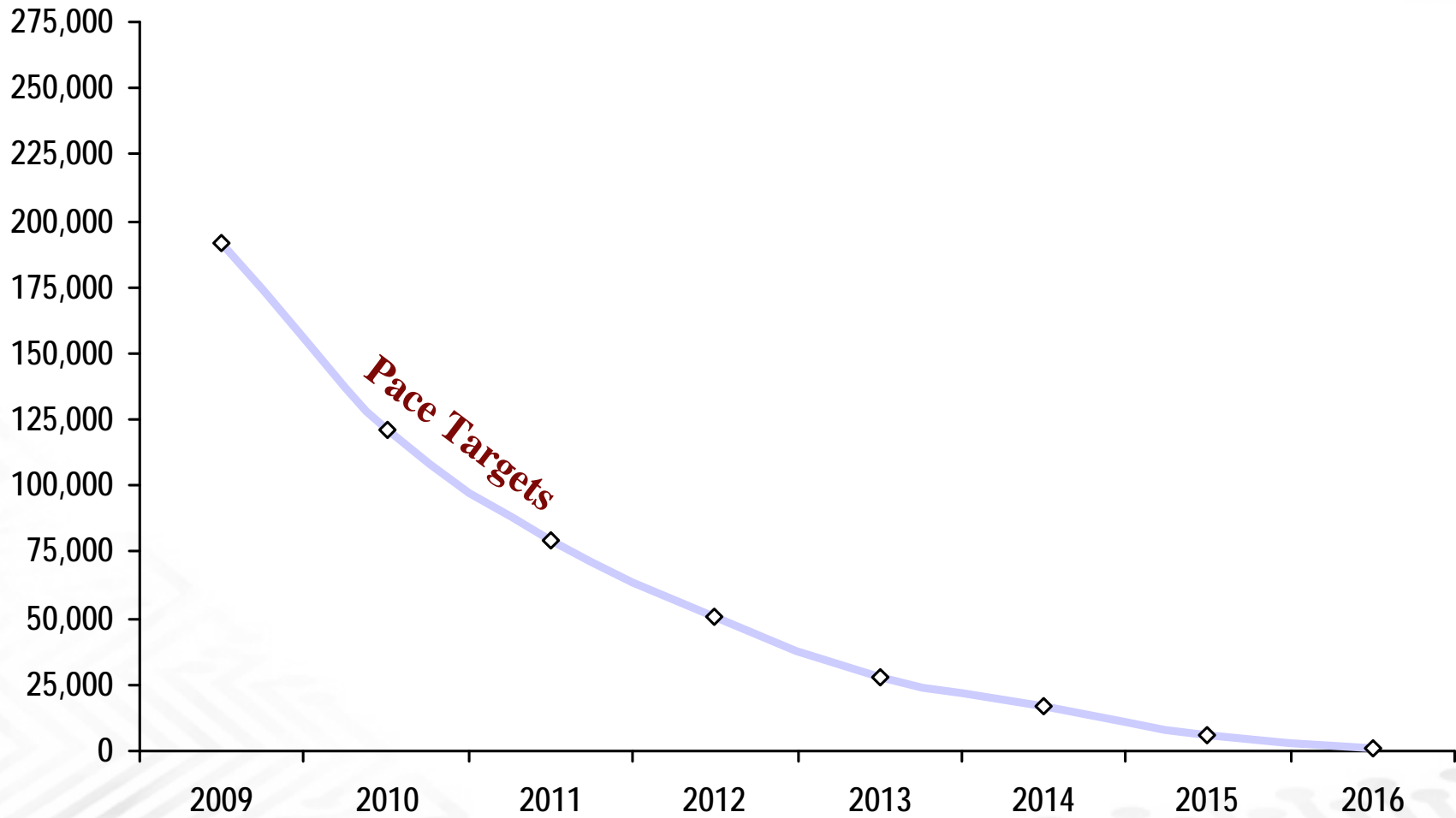
Convention Center



Travel Portland

Portland TAP Report Eight Year Pace Report

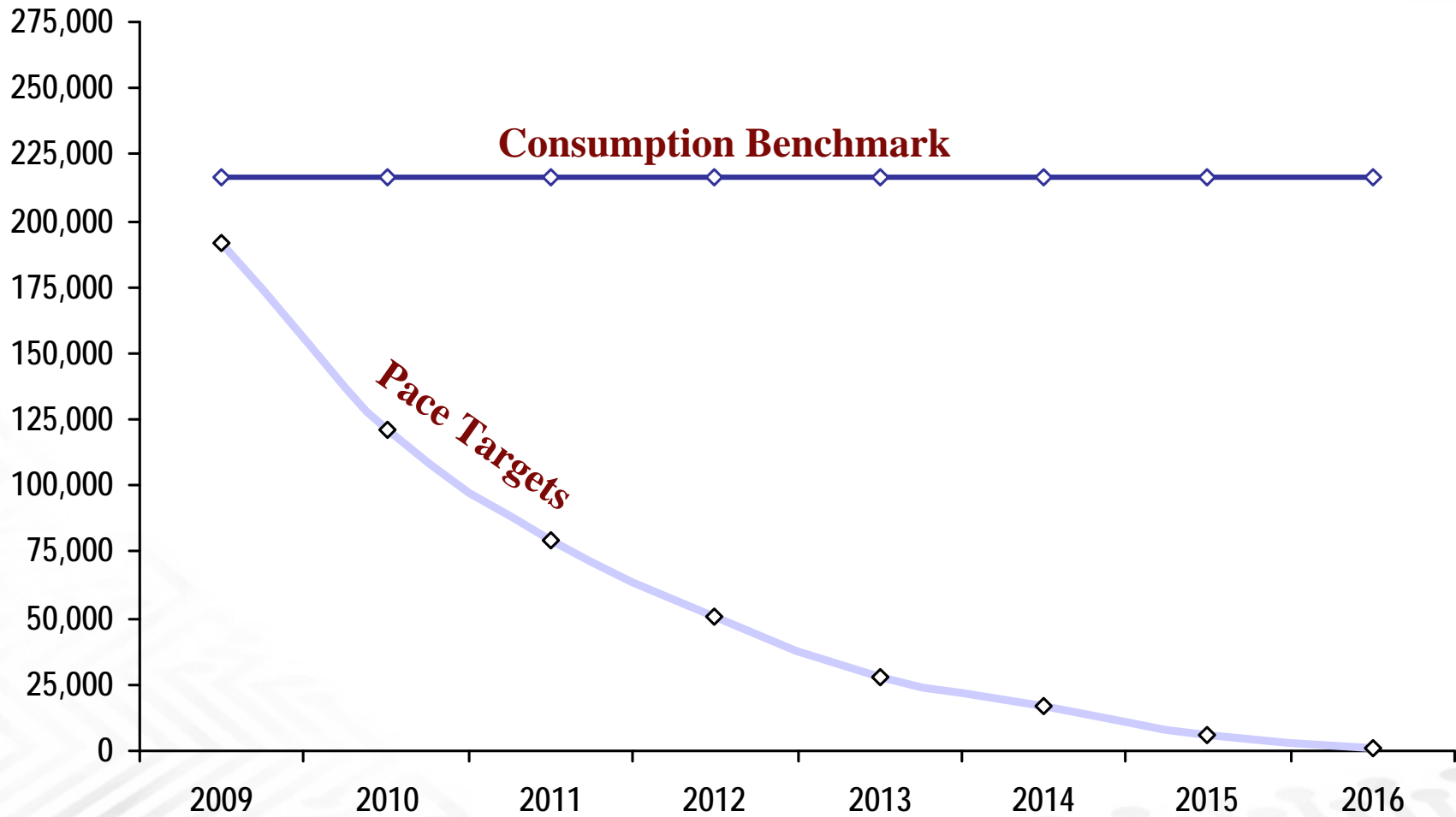
Portland Eight Year Pace Report (4/1/09)



4/21/2009

◆ Pace Targets

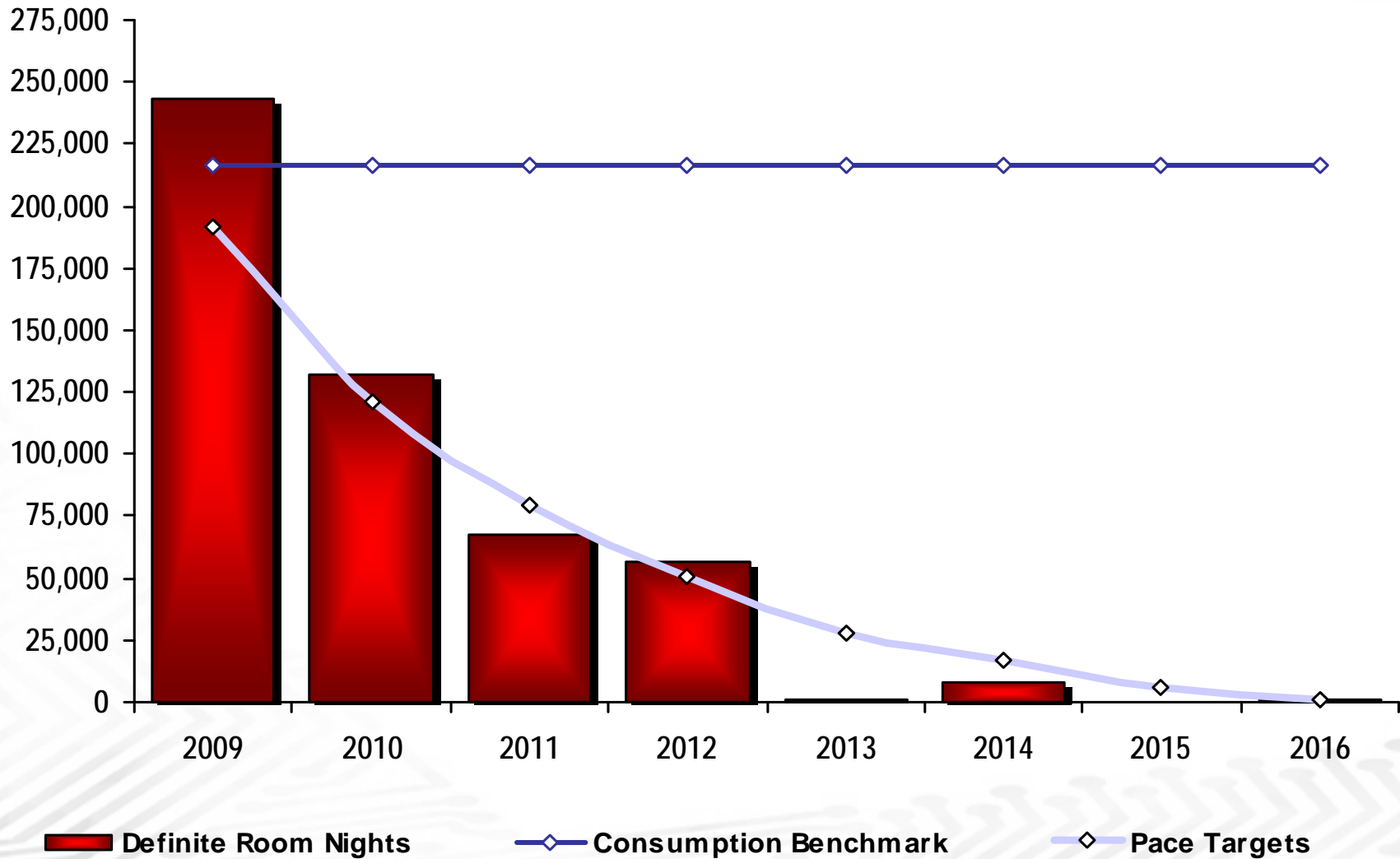
Portland Eight Year Pace Report (4/1/09)



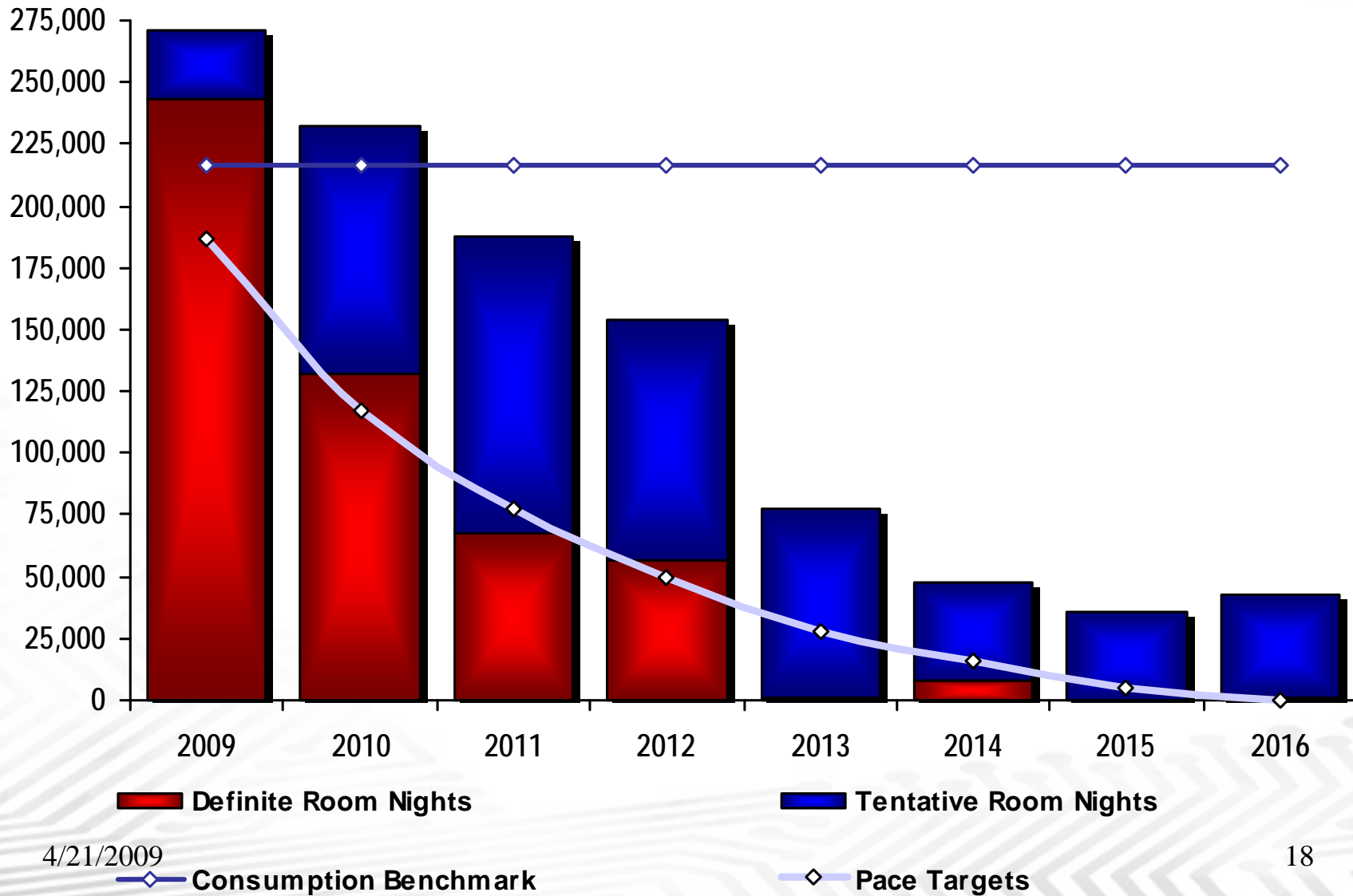
4/21/2009 Consumption Benchmark

Pace Targets

Portland Eight Year Pace Report (4/1/09)



Portland Eight Year Pace Report (4/1/09)



4/21/2009

Portland Eight Year Pace Report

April 1, 2009

	2009	2010	2011	2012	2013	2014	2015	2016	Total
Definite R/N	243,196	132,099	67,037	56,434	1,410	7,517	0	1,410	509,103
Pace Targets	191,655	121,104	79,648	50,238	28,267	16,590	5,575	571	493,648
Variance	51,541	10,995	(12,611)	6,196	(26,857)	(9,073)	(5,575)	839	15,455
Pace Percentage	127%	109%	84%	112%	5%	45%	0%	247%	103%
Tentative R/N	27,757	99,849	120,557	97,789	75,900	39,785	35,475	41,509	538,621
Consumption Benchmark	216,504	216,504	216,504	216,504	216,504	216,504	216,504	216,504	1,732,032

Portland 2009 Pace Report

April 1, 2009

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
4/1/09 Definite Room Nights	5,112	4,176	18,336	19,766	18,347	39,212	37,534	10,867	19,731	34,021	35,704	390	243,196
4/1/09 Pace Targets	8,127	8,261	17,076	16,647	17,879	23,203	35,199	19,187	14,298	18,246	12,597	935	191,655
Variance	(3,015)	(4,085)	1,260	3,119	468	16,009	2,335	(8,320)	5,433	15,775	23,107	(545)	51,541
Pace Percentage	63%	51%	107%	119%	103%	169%	107%	57%	138%	186%	283%	42%	127%
Tentative Room Nights	0	0	0	460	272	1,040	4,158	11,555	665	4,985	2,937	1,685	27,757
Consumption Benchmark	8,127	8,261	17,076	17,257	19,187	25,648	39,939	22,635	17,431	23,110	16,547	1,287	216,505

Portland 2011 Pace Report

April 1, 2009

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
4/1/09 Definite Room Nights	0	7,930	182	3,413	19,240	11,659	13,804	1,400	7,023	2,386	0	0	67,037
4/1/09 Pace Targets	3,611	3,631	7,133	7,027	7,504	9,594	14,314	7,930	5,843	7,617	5,063	381	79,648
Variance	(3,611)	4,299	(6,951)	(3,614)	11,736	2,065	(510)	(6,530)	1,180	(5,231)	(5,063)	(381)	(12,611)
Pace Percentage	0%	218%	3%	49%	256%	122%	96%	18%	120%	31%	0%	0%	84%
Tentative Room Nights	2,650	2,190	16,345	8,572	7,370	21,461	18,694	19,303	10,950	11,782	590	650	120,557
Consumption Benchmark	8,127	8,261	17,076	17,257	19,187	25,648	39,939	22,635	17,431	23,110	16,547	1,287	216,505

Travel Portland

Sample Eight Year Pace Report Pace vs. Demand Conversion Comparison

Portland Eight Year Pace Report

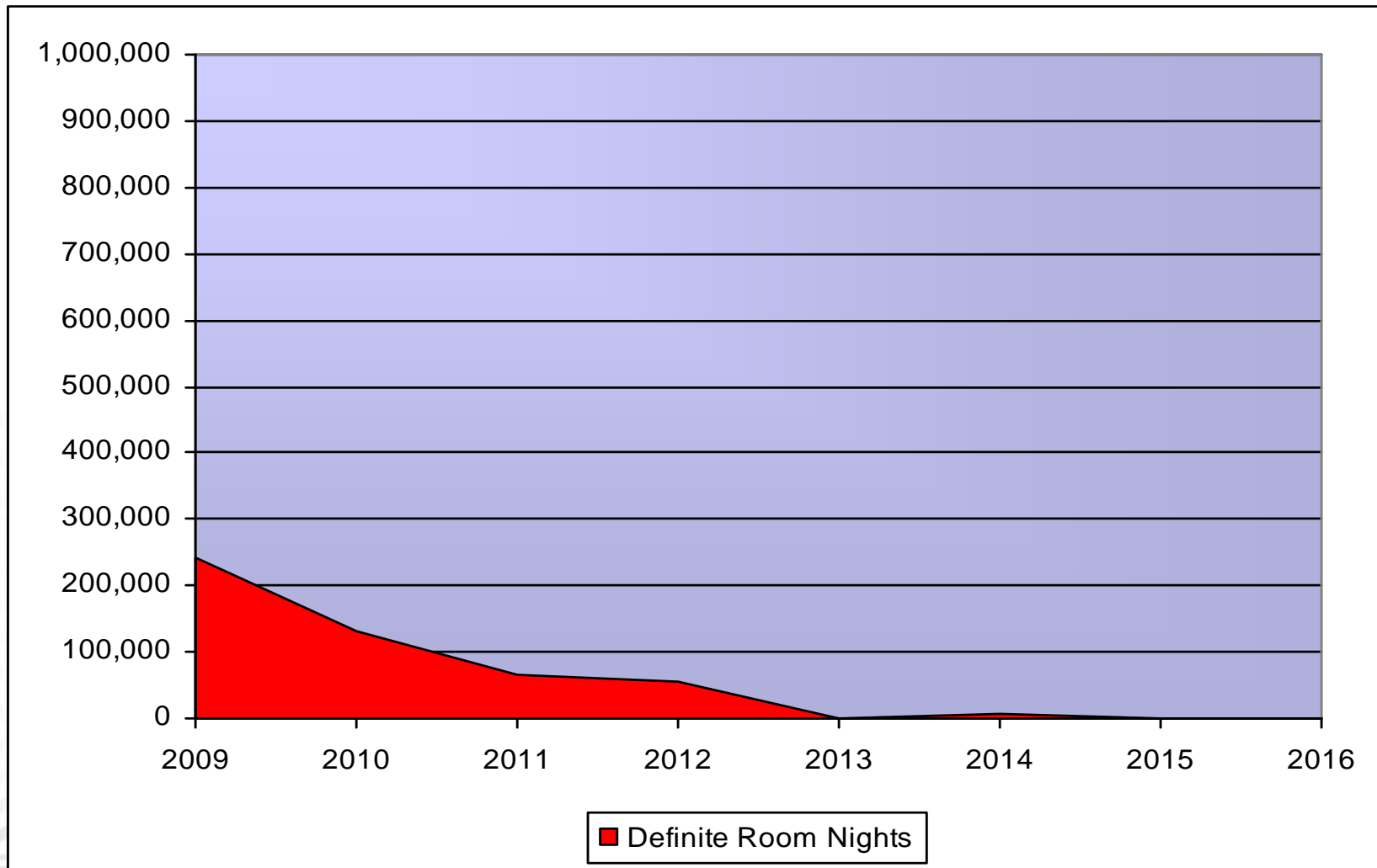
April 1, 2009

Pace vs. Demand Conversion Analysis

	2009	2010	2011	2012	2013	2014	2015	2016	Total
Definite R/N	243,196	132,099	67,037	56,434	1,410	7,517	0	1,410	509,103
Pace Targets	191,655	121,104	79,648	50,238	28,267	16,590	5,575	571	493,648
Pace %	127%	109%	84%	112%	5%	45%	0%	247%	103%
Total Demand R/N	1,042,959	764,269	535,263	311,353	142,638	40,262	36,731	11,345	2,884,820
Lost R/N	799,763	632,170	468,226	254,919	141,228	32,745	36,731	9,935	2,375,717
Conversion Percentage	23%	17%	13%	18%	1%	19%	0%	12%	18%

Portland Demand Analysis

4/1/09

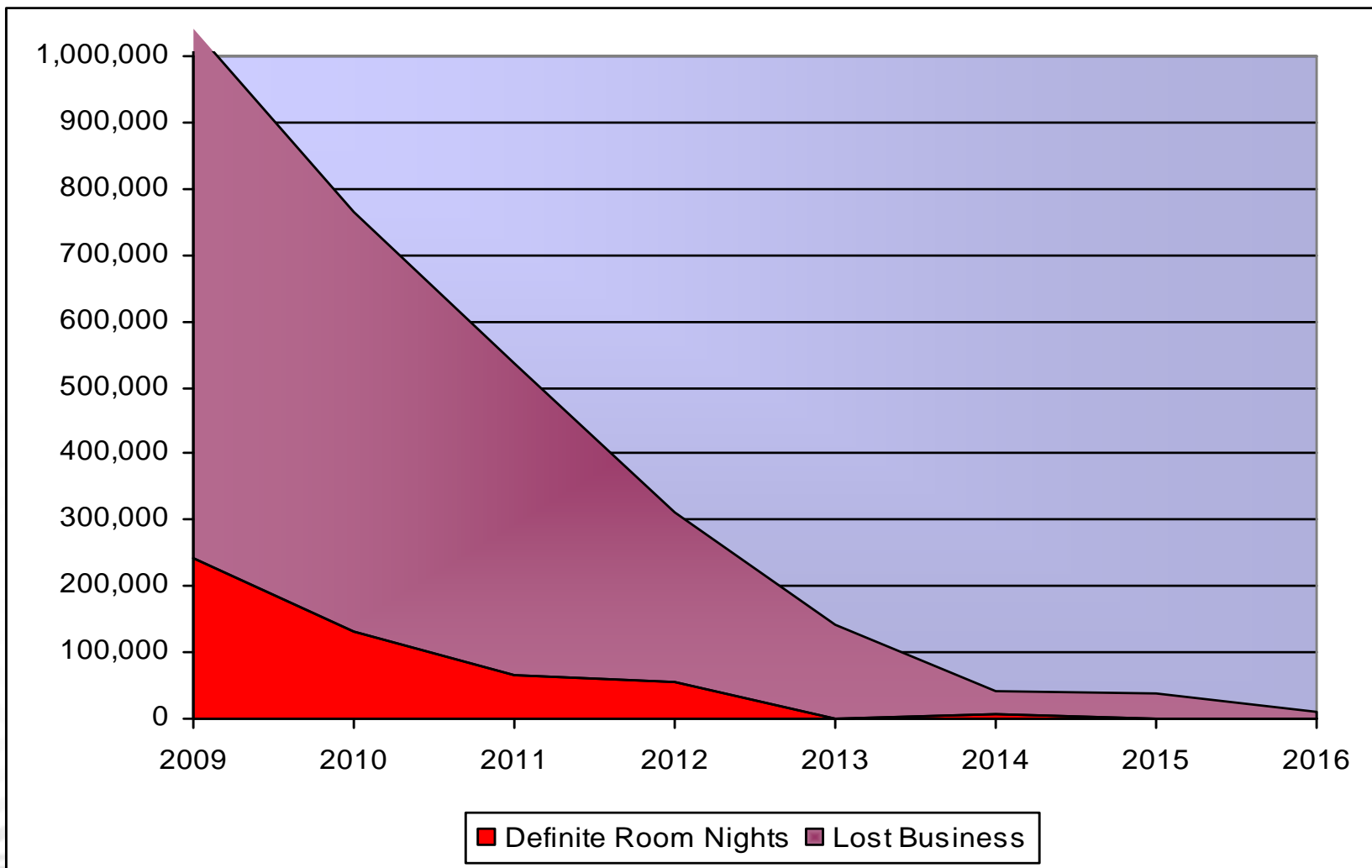


4/21/2009

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Portland Demand Analysis

4/1/09



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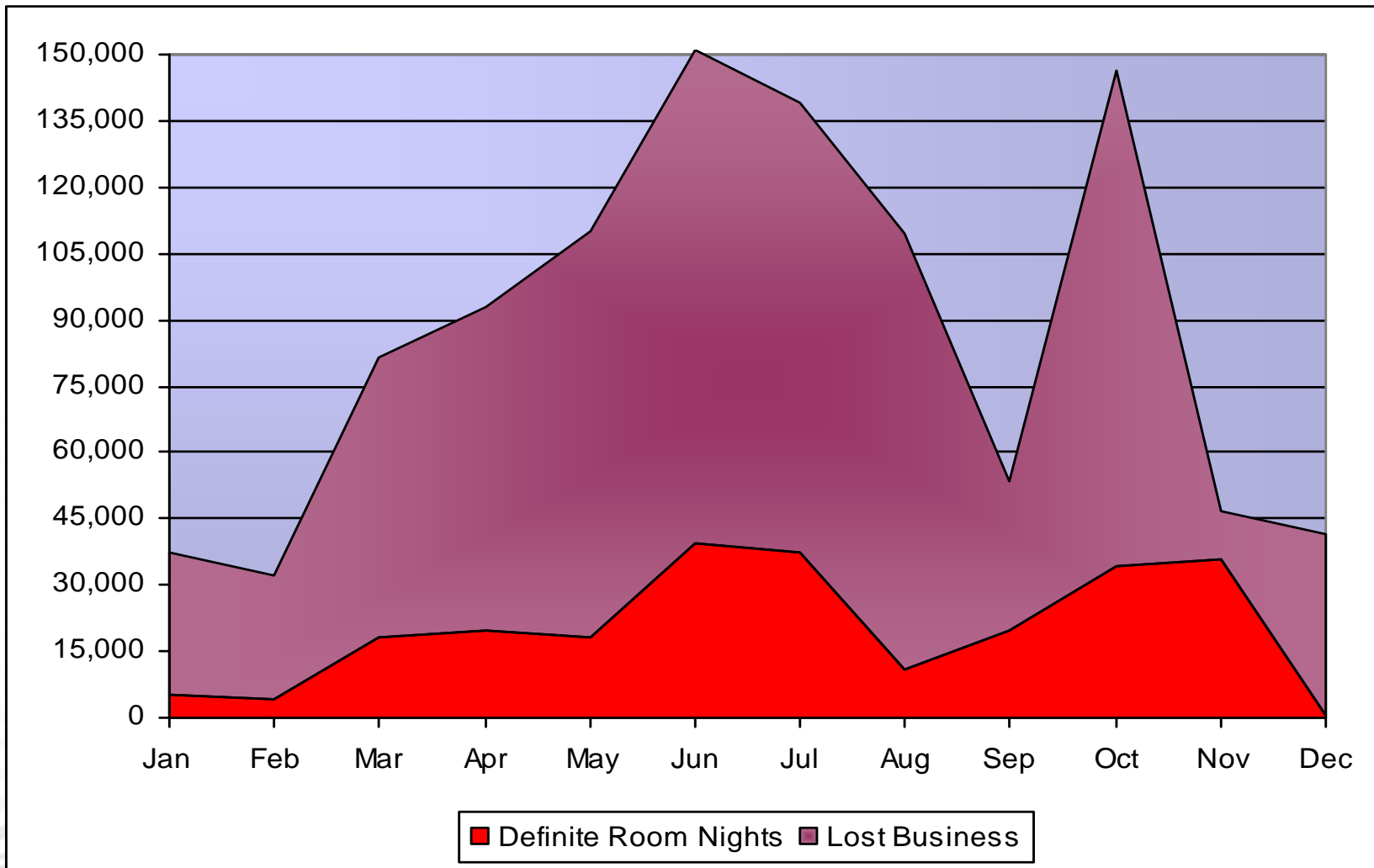
Portland 2009 Pace Report

Pace vs. Demand Comparison (4/1/09)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
4/1/09 Definite Room Nights	5,112	4,176	18,336	19,766	18,347	39,212	37,534	10,867	19,731	34,021	35,704	390	243,196
Pace Targets	8,127	8,261	17,076	16,647	17,879	23,203	35,199	19,187	14,298	18,246	12,597	935	191,655
Pace Percentage	63%	51%	107%	119%	103%	169%	107%	57%	138%	186%	283%	42%	127%
Total Demand Room Nights	37,388	32,349	81,470	92,890	110,270	151,036	139,310	109,772	53,573	146,614	46,896	41,391	1,042,959
Lost Room Nights	32,276	28,173	63,134	73,124	91,923	111,824	101,776	98,905	33,842	112,593	11,192	41,001	799,763
Conversion Percentage	14%	13%	23%	21%	17%	26%	27%	10%	37%	23%	76%	1%	23%

Portland Demand Analysis 2009

4/1/09



4/21/2009

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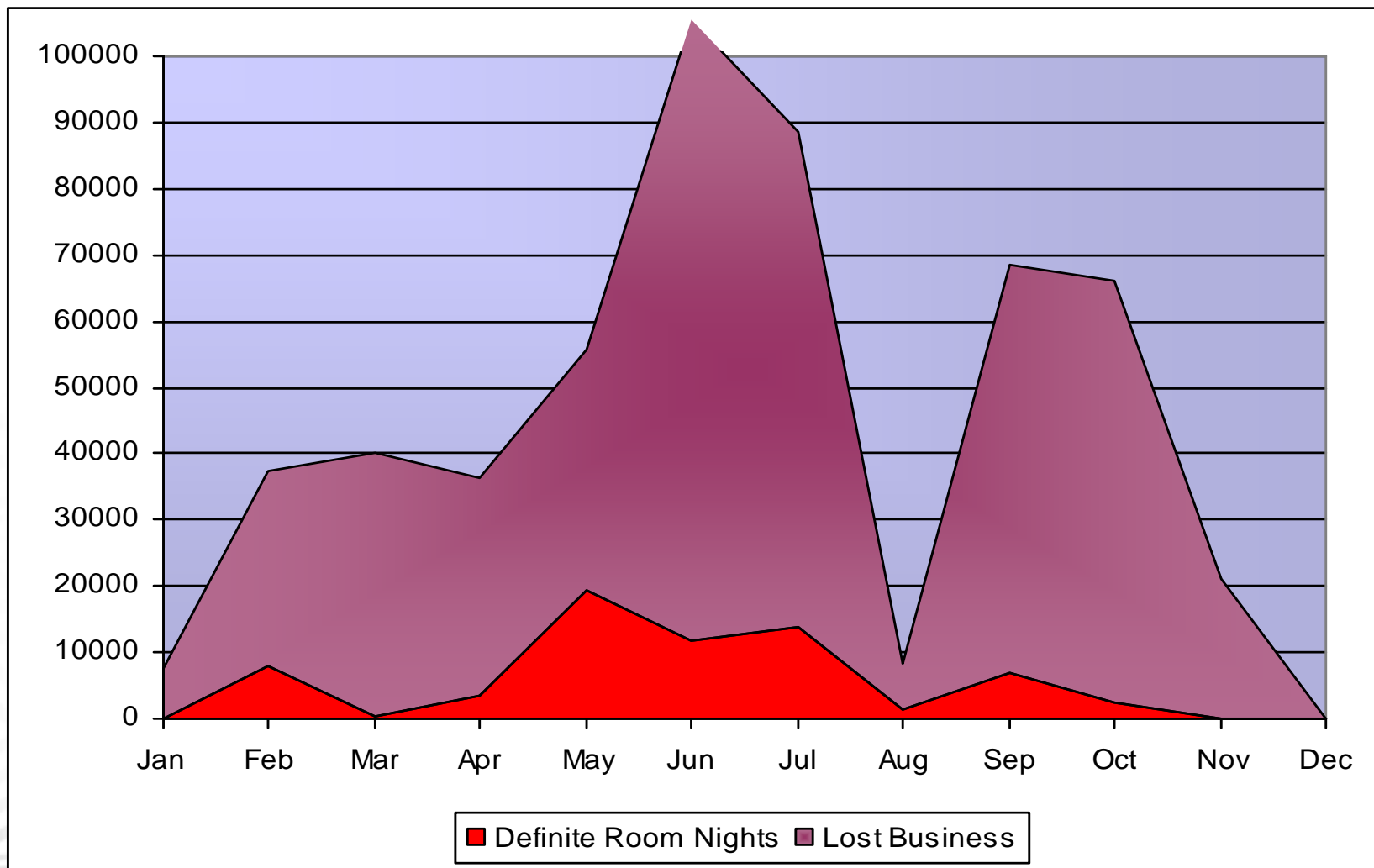
Portland 2011 Pace Report

Pace vs. Demand Comparison (4/1/09)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
4/1/09 Definite Room Nights	0	7,930	182	3,413	19,240	11,659	13,804	1,400	7,023	2,386	0	0	67,037
Pace Targets	3,611	3,631	7,133	7,027	7,504	9,594	14,314	7,930	5,843	7,617	5,063	381	79,648
Pace Percentage	0%	218%	3%	49%	256%	122%	96%	18%	120%	31%	0%	0%	84%
Total Demand Room Nights	7,505	37,341	39,973	36,408	55,711	105,625	88,679	8,291	68,382	66,232	21,116	0	535,263
Lost Room Nights	7,505	29,411	39,791	32,995	36,471	93,966	74,875	6,891	61,359	63,846	21,116	0	468,226
Conversion Percentage	0%	21%	0%	9%	35%	11%	16%	17%	10%	4%	0%	0%	13%

Portland Demand Analysis 2011

4/1/09



4/21/2009

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Travel Portland

Peer Set Benchmarking TAP Reports

Report City: Portland

April 1, 2009

Portland Data	2009	2010	2011	2012	2013	2014	2015	2016	Total
Definite R/N	243,196	132,099	67,037	56,434	1,410	7,517	0	1,410	509,103
Pace Targets	191,655	121,104	79,648	50,238	28,267	16,590	5,575	571	493,648
Pace Percentage	127%	109%	84%	112%	5%	45%	0%	247%	103%
Total Demand RN	1,042,959	764,269	535,263	311,353	142,638	40,262	36,731	11,345	2,884,820
Lost R/N	799,763	632,170	468,226	254,919	141,228	32,745	36,731	9,935	2,375,717
Conversion Percentage	23%	17%	13%	18%	1%	19%	0%	12%	18%
Tentative R/N	27,757	99,849	120,557	97,789	75,900	39,785	35,475	41,509	538,621

Peer Set Data: Portland, Sacramento, San Jose, Seattle, Spokane

Definite R/N	1,056,276	770,421	498,061	292,480	242,349	75,997	102,311	36,132	3,074,027
Pace Targets	1,124,778	807,888	600,663	442,946	296,049	175,074	78,828	20,121	3,546,347
Pace Percentage	94%	95%	83%	66%	82%	43%	130%	180%	87%
Total Demand R/N	4,192,096	3,198,097	2,239,693	1,580,986	752,690	374,699	351,932	86,881	12,777,074
Lost R/N	3,135,820	2,427,676	1,741,632	1,288,506	510,341	298,702	249,621	50,749	9,703,047
Conversion Percentage	25%	24%	22%	18%	32%	20%	29%	42%	24%

Peer Set Benchmark Data

Definite R/N Share %	23%	17%	13%	19%	1%	10%	0%	4%	17%
Demand R/N Share %	25%	24%	24%	20%	19%	11%	10%	13%	23%
Pace Index	135	114	102	170	6	104	0	138	119
Pace Index Rank	1 of 5	2 of 5	2 of 5	2 of 5	5 of 5	3 of 5	4 of 5	2 of 5	1 of 5
Conversion Index	93	72	56	98	3	92	0	30	73
Conversion Index Rank	3 of 5	5 of 5	5 of 5	4 of 5	5 of 5	3 of 5	4 of 5	3 of 5	5 of 5

Report City: Portland

April 1, 2009

Portland 2009	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Definite R/N	5,112	4,176	18,336	19,766	18,347	39,212	37,534	10,867	19,731	34,021	35,704	390	243,196
Pace Targets	8,127	8,261	17,076	16,647	17,879	23,203	35,199	19,187	14,298	18,246	12,597	935	191,655
Pace Percentage	63%	51%	107%	119%	103%	169%	107%	57%	138%	186%	283%	42%	127%
Total Demand R/N	37,388	32,349	81,470	92,890	110,270	151,036	139,310	109,772	53,573	146,614	46,896	41,391	1,042,959
Lost R/N	32,276	28,173	63,134	73,124	91,923	111,824	101,776	98,905	33,842	112,593	11,192	41,001	799,763
Conversion Percentage	14%	13%	23%	21%	17%	26%	27%	10%	37%	23%	76%	1%	23%
Tentative R/N	0	0	0	460	272	1,040	4,158	11,555	665	4,985	2,937	1,685	27,757

Peer Set Data: Portland, Sacramento, San Jose, Seattle, Spokane

Definite R/N	57,272	97,558	105,515	112,182	120,740	140,746	139,764	41,965	61,879	91,223	79,109	8,323	1,056,276
Pace Targets	81,761	86,722	119,129	104,331	116,333	127,817	141,605	77,681	81,026	103,933	67,257	17,183	1,124,778
Pace Percentage	70%	112%	89%	108%	104%	110%	99%	54%	76%	88%	118%	48%	94%
Total Demand R/N	194,516	359,701	373,230	333,045	401,324	533,069	544,990	359,094	283,838	506,759	219,769	82,761	4,192,096
Lost R/N	137,244	262,143	267,715	220,863	280,584	392,323	405,226	317,129	221,959	415,536	140,660	74,438	3,135,820
Conversion Percentage	29%	27%	28%	34%	30%	26%	26%	12%	22%	18%	36%	10%	25%

Peer Set Benchmark Data

Definite R/N Share %	9%	4%	17%	18%	15%	28%	27%	26%	32%	37%	45%	5%	23%
Demand R/N Share %	19%	9%	22%	28%	27%	28%	26%	31%	19%	29%	21%	50%	25%
Pace Index	90	46	120	110	99	154	108	106	182	211	240	88	135
Conversion Index	48	48	82	62	57	100	104	83	168	128	211	10	93

Report City: Portland

April 1, 2009

Portland 2009	MAR	APR	JUN	AUG	SEP	OCT	TOTAL
Definite R/N	18,336	19,766	39,212	10,867	19,731	34,021	243,196
Pace Targets	17,076	16,647	23,203	19,187	14,298	18,246	191,655
Pace Percentage	107%	119%	169%	57%	138%	186%	127%
Total Demand R/N	81,470	92,890	151,036	109,772	53,573	146,614	1,042,959
Lost R/N	63,134	73,124	111,824	98,905	33,842	112,593	799,763
Conversion Percentage	23%	21%	26%	10%	37%	23%	23%
Tentative R/N	0	460	1,040	11,555	665	4,985	27,757

Peer Set Data: Portland, Sacramento, San Jose, Seattle, Spokane

Definite R/N	105,515	112,182	140,746	41,965	61,879	91,223	1,056,276
Pace Targets	119,129	104,331	127,817	77,681	81,026	103,933	1,124,778
Pace Percentage	89%	108%	110%	54%	76%	88%	94%
Total Demand R/N	373,230	333,045	533,069	359,094	283,838	506,759	4,192,096
Lost R/N	267,715	220,863	392,323	317,129	221,959	415,536	3,135,820
Conversion Percentage	28%	34%	26%	12%	22%	18%	25%

Peer Set Benchmark Data

Definite R/N Share %	17%	18%	28%	26%	32%	37%	23%
Demand R/N Share %	22%	28%	28%	31%	19%	29%	25%
Pace Index	120	110	154	106	182	211	135
Conversion Index	82	62	100	83	168	128	93

Report City: Portland April 1, 2009

Portland 2011	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Definite R/N	0	7,930	182	3,413	19,240	11,659	13,804	1,400	7,023	2,386	0	0	67,037
Pace Targets	3,611	3,631	7,133	7,027	7,504	9,594	14,314	7,930	5,843	7,617	5,063	381	79,648
Pace Percentage	0%	218%	3%	49%	256%	122%	96%	18%	120%	31%	0%	0%	84%
Total Demand R/N	7,505	37,341	39,973	36,408	55,711	105,625	88,679	8,291	68,382	66,232	21,116	0	535,263
Lost R/N	7,505	29,411	39,791	32,995	36,471	93,966	74,875	6,891	61,359	63,846	21,116	0	468,226
Conversion Percentage	0%	21%	0%	9%	35%	11%	16%	17%	10%	4%	0%	0%	13%
Tentative R/N	2,650	2,190	16,345	8,572	7,370	21,461	18,694	19,303	10,950	11,782	590	650	120,557

Peer Set Data: Portland, Sacramento, San Jose, Seattle, Spokane

Definite R/N	24,636	24,146	48,202	37,135	45,269	106,789	75,825	11,095	40,530	11,466	59,402	13,566	498,061
Pace Targets	44,691	45,626	62,148	55,778	62,875	69,069	73,463	40,728	44,156	56,539	36,914	8,676	600,663
Pace Percentage	55%	53%	78%	67%	72%	155%	103%	27%	92%	20%	161%	156%	83%
Total Demand R/N	112,202	143,535	150,828	189,484	255,470	350,891	291,353	152,178	213,440	221,791	133,245	25,276	2,239,693
Lost R/N	87,566	119,389	102,626	152,349	210,201	244,102	215,528	141,083	172,910	210,325	73,843	11,710	1,741,632
Conversion Percentage	22%	17%	32%	20%	18%	30%	26%	7%	19%	5%	45%	54%	22%

Peer Set Benchmark Data

Definite R/N Share %	0%	33%	0%	9%	43%	11%	18%	13%	17%	21%	0%	0%	13%
Demand R/N Share %	7%	26%	27%	19%	22%	30%	30%	5%	32%	30%	16%	0%	24%
Pace Index	0	411	4	73	356	79	93	67	130	155	0	0	102
Conversion Index	0	124	0	45	194	37	62	243	53	80	0	0	56

Report City: Portland

April 1, 2009

Portland 2011	FEB	MAR	APR	MAY	JUN	AUG	OCT	TOTAL
Definite R/N	7,930	182	3,413	19,240	11,659	1,400	2,386	67,037
Pace Targets	3,631	7,133	7,027	7,504	9,594	7,930	7,617	79,648
Pace Percentage	218%	3%	49%	256%	122%	18%	31%	84%
Total Demand R/N	37,341	39,973	36,408	55,711	105,625	8,291	66,232	535,263
Lost R/N	29,411	39,791	32,995	36,471	93,966	6,891	63,846	468,226
Conversion Percentage	21%	0%	9%	35%	11%	17%	4%	13%
Tentative R/N	2,190	16,345	8,572	7,370	21,461	19,303	11,782	120,557

Peer Set Data: Portland, Sacramento, San Jose, Seattle, Spokane

Definite R/N	24,146	48,202	37,135	45,269	106,789	11,095	11,466	498,061
Pace Targets	45,626	62,148	55,778	62,875	69,069	40,728	56,539	600,663
Pace Percentage	53%	78%	67%	72%	155%	27%	20%	83%
Total Demand R/N	143,535	150,828	189,484	255,470	350,891	152,178	221,791	2,239,693
Lost R/N	119,389	102,626	152,349	210,201	244,102	141,083	210,325	1,741,632
Conversion Percentage	17%	32%	20%	18%	30%	7%	5%	22%

Peer Set Benchmark Data

Definite R/N Share %	33%	0%	9%	43%	11%	13%	21%	13%
Demand R/N Share %	26%	27%	19%	22%	30%	5%	30%	24%
Pace Index	411	4	73	356	79	67	155	102
Conversion Index	124	0	45	194	37	243	80	56

Portland

Market Segment Analysis April 2009

Portland Market Segment Analysis

Total All Market Segments

	2005	2006	2007	2008	Total	Average
Demand R/N	1,053,756	1,176,114	1,009,960	1,267,872	4,507,702	1,126,926
Definite R/N	235,264	197,657	215,258	242,763	890,942	222,736
Conversion %	22%	17%	21%	19%	20%	20%
Demand # Events	666	740	724	872	3,002	751
Definite # Events	318	369	361	431	1,479	370
Conversion %	48%	50%	50%	49%	49%	49%

	2009	2010	2011	2012	2013	2014	2015+	Total
Demand R/N	1,042,959	764,269	535,263	311,353	142,638	40,262	50,899	2,887,643
Definite R/N	243,196	132,099	67,037	56,434	1,410	7,517	1,908	509,601
Conversion %	23%	17%	13%	18%	1%	19%	4%	18%
Tentative R/N	27,757	99,849	120,557	97,789	75,900	39,785	90,474	552,111

Portland Market Segment Analysis

Business/Trade Market Segment

	2005	2006	2007	2008	Total	Average
Demand R/N	185,226	163,315	175,002	213,697	737,240	184,310
Definite R/N	29,519	26,896	39,453	43,576	139,444	34,861
Conversion %	16%	16%	23%	20%	19%	19%
Demand # Events	136	113	139	174	562	141
Definite # Events	57	51	75	85	268	67
Conversion %	42%	45%	54%	49%	48%	48%

	2009	2010	2011	2012	2013	2014	2015+	Total
Demand R/N	150,221	128,750	100,057	26,583	11,835	17,571	0	435,017
Definite R/N	28,339	13,586	4,861	11,559	0	6,019	0	64,364
Conversion %	19%	11%	5%	43%	0%	34%	0%	15%
Tentative R/N	4,023	11,862	22,748	8,060	7,420	1,800	21,545	77,458

Portland Market Segment Analysis

Education Market Segment

	2005	2006	2007	2008	Total	Average
Demand R/N	90,807	141,285	91,155	94,995	418,242	104,561
Definite R/N	14,953	18,099	10,901	27,387	71,340	17,835
Conversion %	16%	13%	12%	29%	17%	17%
Demand # Events	56	72	50	76	254	64
Definite # Events	28	34	26	35	123	31
Conversion %	50%	47%	52%	46%	48%	48%

	2009	2010	2011	2012	2013	2014	2015+	Total
Demand R/N	112,326	85,940	35,604	45,466	43,160	0	10,075	332,571
Definite R/N	22,965	25,183	4,863	11,833	0	0	0	64,844
Conversion %	20%	29%	14%	26%	0%	0%	0%	19%
Tentative R/N	560	2,848	2,155	10,325	8,915	0	0	24,803

Portland Market Segment Analysis Scientific/Engineering

	2005	2006	2007	2008	Total	Average
Demand R/N	191,516	204,159	147,032	159,922	702,629	175,657
Definite R/N	33,126	30,239	15,475	35,550	114,390	28,598
Conversion %	17%	15%	11%	22%	16%	16%
Demand # Events	89	98	83	98	368	92
Definite # Events	35	51	35	50	171	43
Conversion %	39%	52%	42%	51%	46%	46%

	2009	2010	2011	2012	2013	2014	2015+	Total
Demand R/N	201,340	157,503	123,005	111,610	16,585	498	7,693	618,234
Definite R/N	76,724	48,577	29,894	14,636	1,410	498	1,908	173,647
Conversion %	38%	31%	24%	13%	9%	100%	25%	28%
Tentative R/N	1,648	7,386	20,687	15,588	2,556	3,600	0	51,465

Portland Market Segment Analysis Medical Segment

	2005	2006	2007	2008	Total	Average
Demand R/N	135,353	179,438	128,795	115,556	559,142	139,786
Definite R/N	8,989	13,532	21,434	9,458	53,413	13,353
Conversion %	7%	8%	17%	8%	10%	10%
Demand # Events	82	83	83	79	327	82
Definite # Events	27	35	34	29	125	31
Conversion %	33%	42%	41%	37%	38%	38%

	2009	2010	2011	2012	2013	2014	2015+	Total
Demand R/N	123,014	76,986	104,524	42,200	6,533	18,620	0	371,877
Definite R/N	17,103	15,083	8,665	0	0	1,000	0	41,851
Conversion %	14%	20%	8%	0%	0%	5%	0%	11%
Tentative R/N	404	8,914	11,077	11,401	10,347	5,620	2,650	50,413

Portland Market Segment Analysis 2005-2008

Market Segment	Annual Average Room Nights Demand	Annual Average Room Nights Definite	Conversion Percentage	Segment Mix % Of Definites
Business-Trade	184,310	34,861	19%	16%
Corporate	123,128	35,631	29%	16%
Education	104,561	17,835	17%	8%
Eng-Sci	175,657	28,598	16%	13%
Frat-Social	91,205	19,470	21%	9%
Government	164,283	24,975	15%	11%
Medical	139,786	13,353	10%	6%
Multi-Cultural	8,536	841	10%	0%
Religious	85,320	21,550	25%	10%
Sports	33,350	9,728	29%	4%
State Association	16,791	15,894	95%	7%
Total	1,126,926	222,736	20%	100%

Portland Market Segment Analysis 2009 - 2015+

Market Segment	Total Room Night Demand	Total Definite Room Nights	Conversion Percentage	Segment Mix % Of Definites	Total Pending Tentative Room Nights
Business-Trade	435,017	64,364	15%	13%	77,458
Corporate	106,625	20,043	19%	4%	84,472
Education	332,571	64,844	19%	13%	24,803
Eng-Sci	618,234	173,647	28%	34%	51,465
Frat-Social	261,579	51,356	20%	10%	35,783
Government	394,571	52,468	13%	10%	55,387
Medical	371,877	41,851	11%	8%	50,413
Multi-Cultural	64,778	2,341	4%	0%	27,463
Religious	192,766	26,175	14%	5%	49,072
Sports	102,229	6,923	7%	1%	10,448
State Association	7,396	5,589	76%	1%	85,347
Total	2,887,643	509,601	18%	100%	552,111

Portland Segment Mix Analysis 2005-2015+

Market Segment	4 Year Average Definite R/N 2003-2006	Market Mix Percentage	Future Total Definite R/N 2007-2013+	Market Mix Percentage
Business-Trade	34,861	16%	64,364	13%
Corporate	35,631	16%	20,043	4%
Education	17,835	8%	64,844	13%
Eng-Sci	28,598	13%	173,647	34%
Frat-Social	19,470	9%	51,356	10%
Government	24,975	11%	52,468	10%
Medical	13,353	6%	41,851	8%
Multi-Cultural	841	0%	2,341	0%
Religious	21,550	10%	26,175	5%
Sports	9,728	4%	6,923	1%
State Association	15,894	7%	5,589	1%
Total	222,736	100%	509,601	100%

Summary

April 20, 2009

- Determine parameters for weak/strong months
- Identify weak/strong months compared to Peer Set
- Hotels compare these months to their pace reports
- Arrive at consensus on at least 2 weak months/next 8 years
- Arrive at consensus on at least 2 strong months/next 8 years
- Develop goals for each of those months
- Develop strategic action plan to support monthly goals
- Market Segment data
- Concessions/rebates/commissions/convention fund?

The TAP Report

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