



GROWTHSERVICESGROUP

# Market Feasibility Study

## Marceline, Mo.



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## Scope and Purpose

The following Market Feasibility Report will review the proposed development of a hotel project in Marceline, Missouri. At the time of this report the size of the proposed hotel would be approximately 40-50 guest rooms. The proposed site (site A) for the hotel is located at the intersection of US Hwy 5 and Old Airport Road in Marceline, Missouri. This site is an ideal location to provide the best visibility for travelers entering into the community from both major highways.

Growth Services Group, LLC (GSG) was contracted to provide a Market Feasibility Report for the Marceline, Missouri market area. This Market Study provides a demographic and economic overview of the subject area to determine the overall feasibility of a new Greenfield hotel development. The purpose of this Market Study is to estimate the perceived demand and to estimate financial performance of a new hotel in Marceline, Missouri.

GSG has analyzed market conditions, economic and demographic factors, and site conditions to determine their impact on the proposed project. GSG has utilized both primary and secondary data sources that are assumed to be correct to analyze the subject area's demand for additional rooms. Research also included local interviews with area representatives from a variety of public and private sector organizations. The Report includes primary data and input regarding the overall feasibility of the project today and analyzes the potential for future growth in demand in the subject area.

The GSG Market Feasibility Study Report addresses the estimated operating performance of the project and provides recommendations as to size and scope of the development. The Report provides owners, investors, operators and lenders with a snapshot of the overall feasibility of the project based on market conditions at the time of the survey and is for discussion purposes only. Future macroeconomic events affecting travel and the economy cannot be predicted and may impact the development and performance of this project. GSG makes no representations regarding the development or possible investments. Potential developers and investors should rely on their own due diligence when making investment decisions.

In addition estimated financial performance projections have been prepared based on current operating performance in the market area as determined through a competitive analysis and review of industry data. Occupancy, Average Daily Room Rate, and Sales Revenue projections for the hotel were based upon a detailed review of comparable sales, field research data, and surveys. Recommendations as to the property type, property size, services, and amenities were included. These projections and recommendations were based upon the market demand research for the proposed facility at the time and are included as a suggestion only.

This Market Study represents compiled data from the most up-to-date sources available to GSG at the time the report was completed and GSG cannot be held responsible for updates or changes to data that occurred after each data source was accessed.

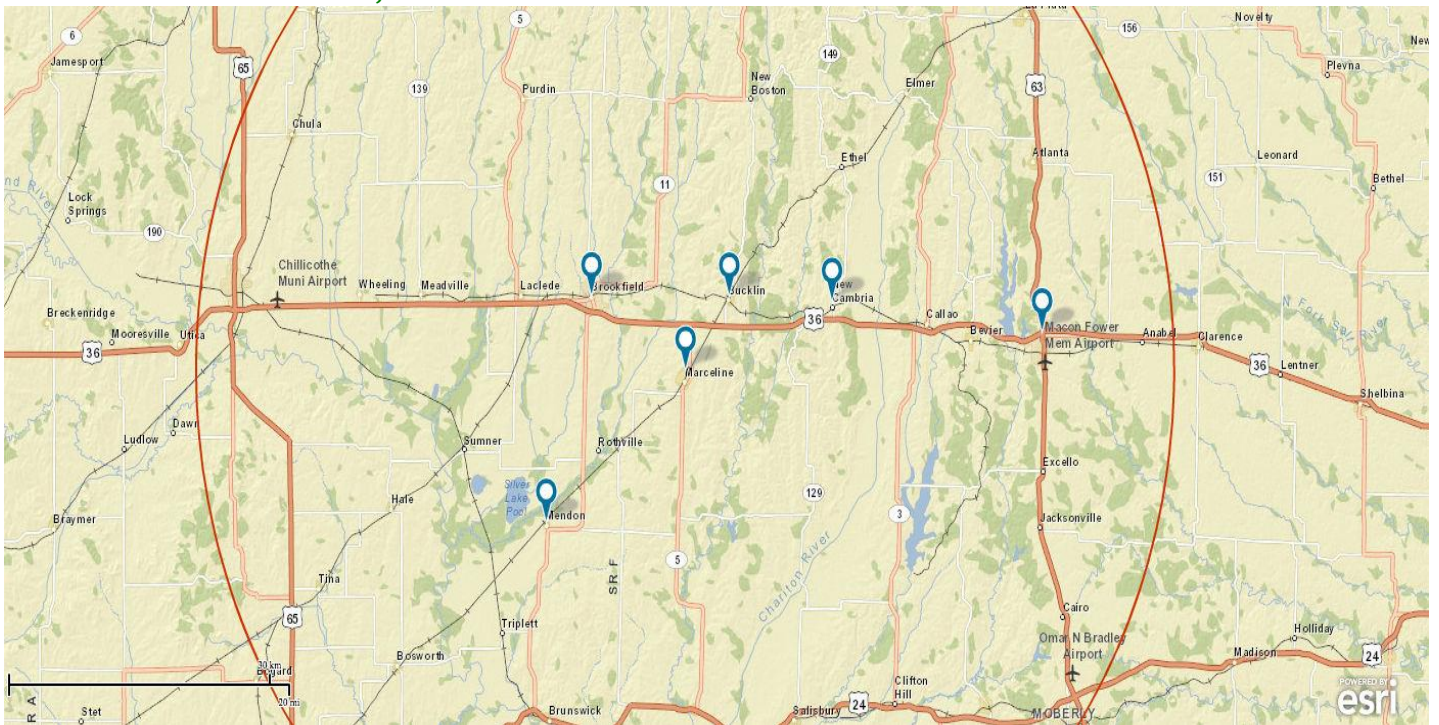
## Area Analysis

### Proposed Location

The general market for this hotel is Marceline, Missouri. However, this market is broader than just Marceline and includes areas within Linn County. Marceline, Mo is located in North Central Missouri, surrounded by several smaller communities within short driving distance. These cities offer a variety of local support for retail, dining, and community events. The nearest city with a population of 50,000+: Columbia, Mo (81.2 miles, pop. 115,276). The nearest city with a population 1,000,000+: Chicago, IL (392.36 miles, pop. 2,896,016).

### Geographic Information Systems (GIS) Analysis of Market Area:

#### Small towns near Marceline, Missouri

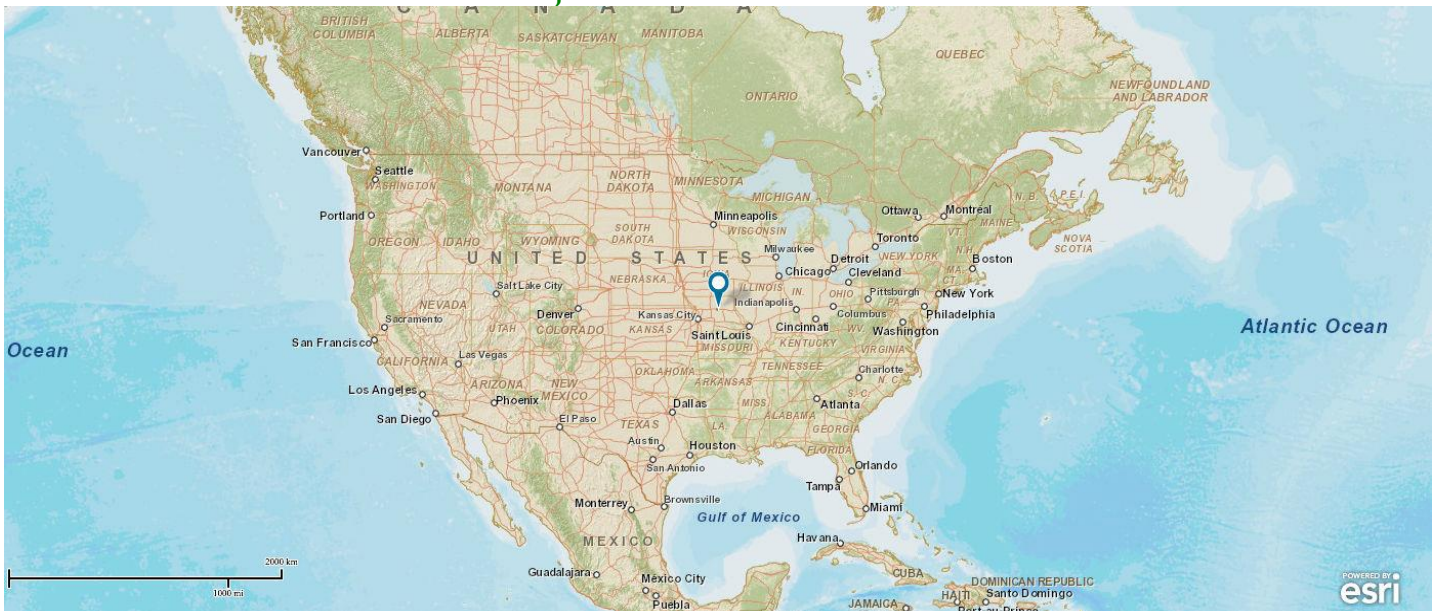




## Major Markets near Marceline, Mo

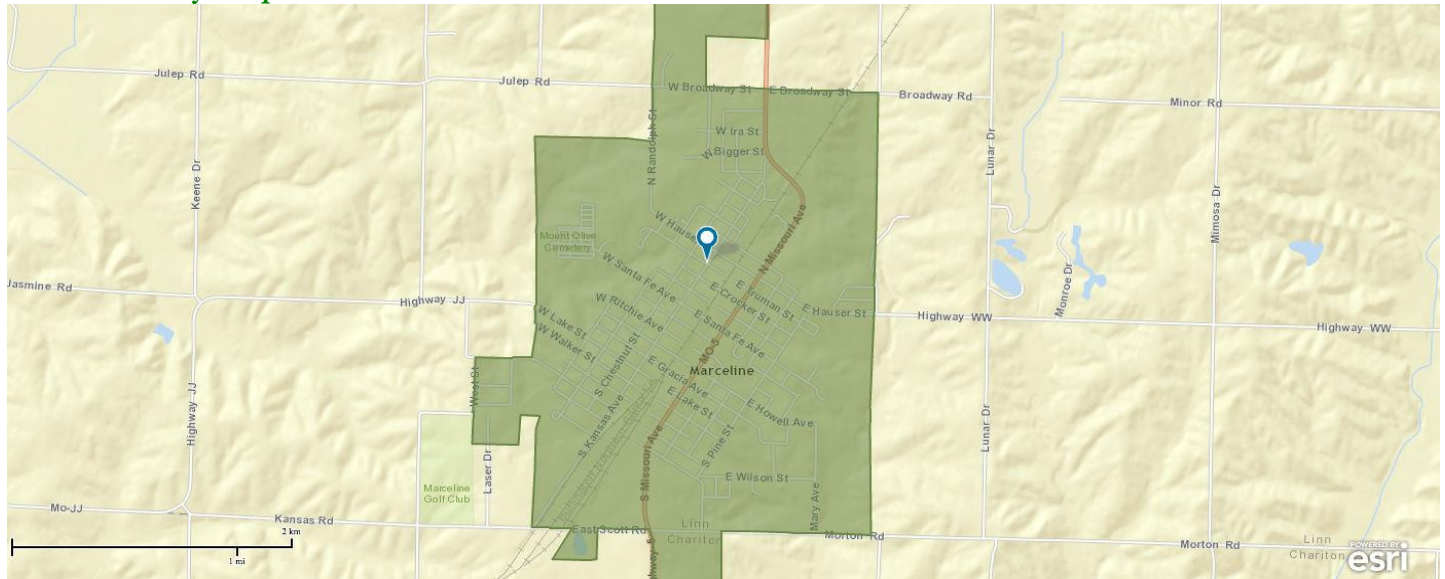


## Marceline location in relation to U.S. Major Cities

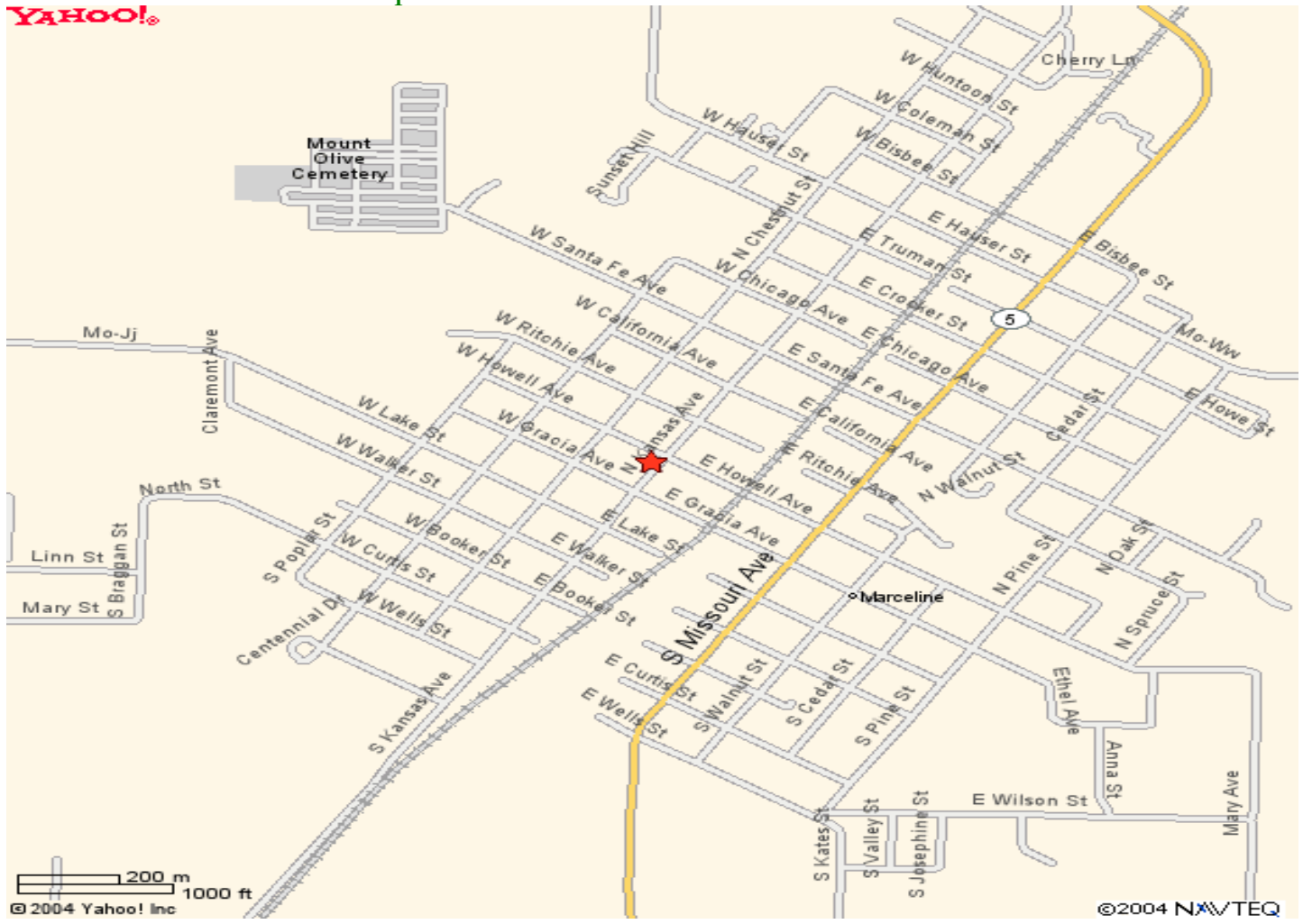




## Marceline City Proper



## Marceline Downtown Street Map



## Site Analysis

The proposed site is located at the intersection of Highway 5 and Old Airport Road. This site offers the highest traffic count traveling through the City of Marceline, a tourist destination that is the boyhood home of Walt Disney. It is located in the cities industrial park that is prepped and ready for build with all utilities.

Marceline has small but vibrant local retail district supported by the Marceline Chamber of Commerce. Local government and private businesses continue to make investment in the area to ensure diversity, stability and continued growth in the local economy.

Public Meetings were held on February 12<sup>th</sup> & 26<sup>th</sup> of 2015 at the Walsworth Community Center titled: “Community Planning for a United Vision”. Approximately 35-45 members of the public attended each session that was hosted by the Green Hills Regional Planning Council. Attendees represented a broad range of the community to include high school students, business owners, industry professionals, farmers, and property owners.

With a population of 2,233, Marceline has unique issues and concerns not shared by larger metropolitan areas with a higher population and diverse demographics, such as crime, transportation, infrastructure, etc. Therefore, the Strategic Planning process for Marceline is more simplistic, addressing the top three concerns that were identified during the public meetings, through goals and objectives that can be accomplished within the next five years.

### GOAL 1:

**Enhancement and revitalization of the Downtown Business District with new, vibrant business activity**

### GOAL 2:

**Increase employment opportunities and marketable job skills in the City and the Region**

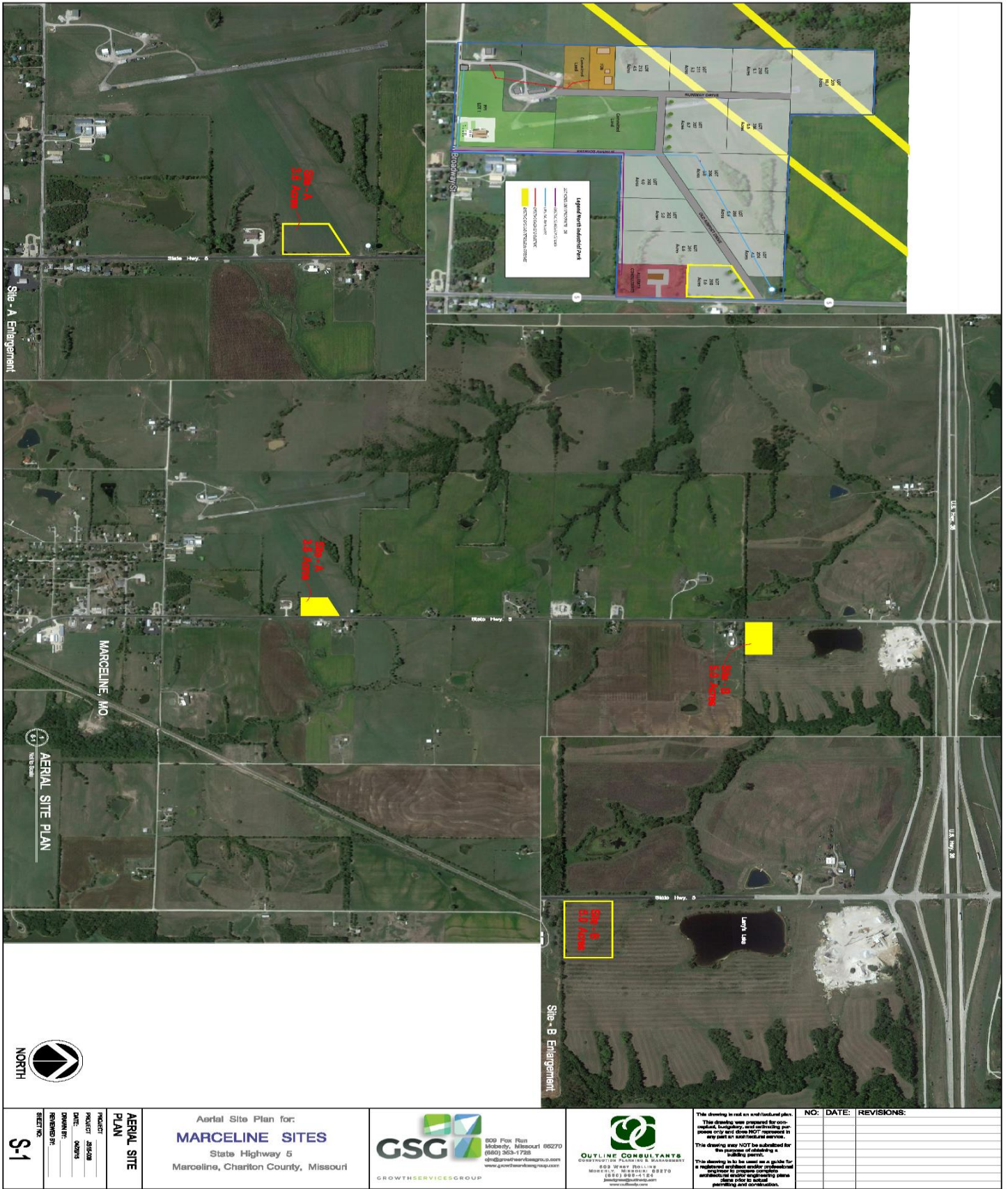
### GOAL 3:

**Promote the City, its events and amenities, and support local businesses through increased marketing and promotions**



The City, its residents and visitors will benefit from the successful implementation of this Strategic Plan through job creation, business openings & expansions, increased tourism, and population increase.





 NORTH	S-1
	REVISIONS:
	DATE:
	NO.:

Aerial Site Plan for:  
**MARCELINE SITES**  
 State Highway 5  
 Marceline, Chariton County, Missouri



809 Fox Run  
 Moberly, Missouri 65270  
 (660) 353-1728  
[www.growtherservicesgroup.com](http://www.growtherservicesgroup.com)



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This drawing is not an architectural plan. This drawing was prepared for conceptual, budgetary and marketing purposes only and does NOT represent a final plan or construction document. This drawing may NOT be submitted for the purpose of obtaining a permit. This drawing is to be used as a guide for a registered architect and/or professional engineer to create complete construction documents. No liability shall be assumed for errors, omissions, or omissions in this drawing or any other drawing, plan, specification, or contract.

NO.	DATE	REVISIONS:



## Subject Site Evaluation

Accessibility	Fair	Good	Excellent
Availability of Utilities	Fair	Good	Excellent
Land Cost	Fair	Good	Excellent
Site Prep	Fair	Good	Excellent
Visibility	Fair	Good	Excellent
Zoning	Fair	Good	Excellent
Overall Location Rating	Fair	Good	Excellent

Site A is rated overall as good to excellent. This rating was determined due to maximum visibility for highway travelers, current business environment, and development potential for this proposed hotel.

### Utilities

- Electricity/Power
- Water/Sewer
- Telephone/Internet
- Cable
- Gas/Propane

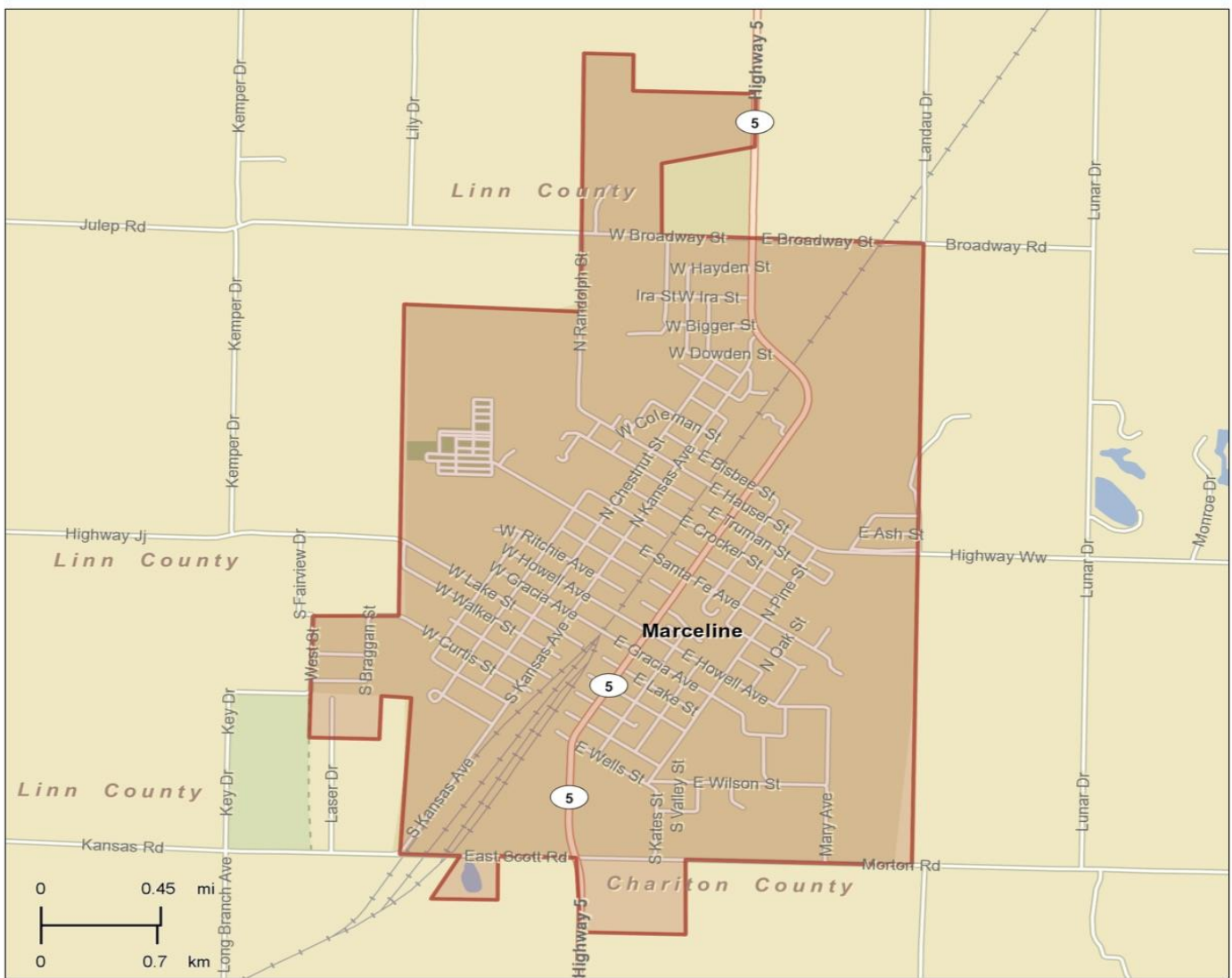
# Marceline City Traffic Count



## Traffic Count Map

Marceline, MO  
 2945866 (Marceline city)  
 Geography: Popular places

Prepared by The Growth Services Group



- Average Daily Traffic Volume**
- ▲ Up to 6,000 vehicles per day
  - ▲ 6,001 - 15,000
  - ▲ 15,001 - 30,000
  - ▲ 30,001 - 50,000
  - ▲ 50,001 - 100,000
  - ▲ More than 100,000 per day



Source: ©2012 Market Planning Solutions, Inc.

May 05, 2015

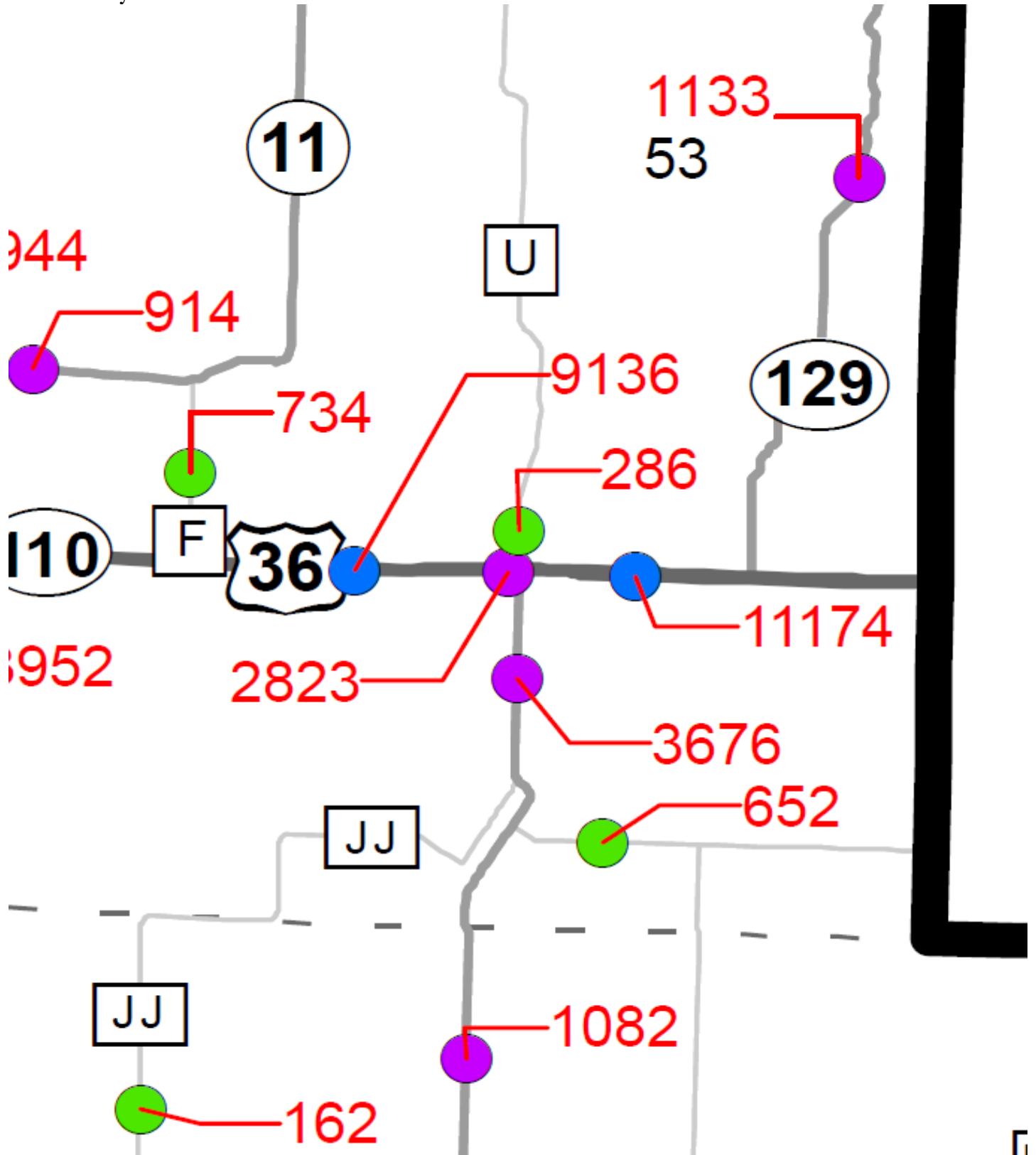
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Page 1 of 1




Linn County Traffic Count



# Economic Analysis

## Marceline, MO Census Profile

		<b>2010 Census Profile</b>		
		Marceline, MO	Prepared by The Growth Services Group	
		Marceline city, MO (2945866)		
		Place		
		<b>2000</b>	<b>2010</b>	<b>2000 - 2010 Annual Rate</b>
Population		2,508	2,233	- 1.16%
Households		1,057	970	- 0.86%
Housing Units		1,221	1,151	- 0.59%
<b>Population by Race</b>			<b>Number</b>	<b>Percent</b>
Total			2,233	100.0%
Population Reporting One Race			2,205	98.7%
White			2,188	98.0%
Black			6	0.3%
American Indian			3	0.1%
Asian			3	0.1%
Pacific Islander			0	0.0%
Some Other Race			5	0.2%
Population Reporting Two or More Races			28	1.3%
Total Hispanic Population			31	1.4%
<b>Population by Sex</b>				
Male			1,041	46.6%
Female			1,192	53.4%
<b>Population by Age</b>				
Total			2,233	100.0%
Age 0 - 4			164	7.3%
Age 5 - 9			144	6.4%
Age 10 - 14			141	6.3%
Age 15 - 19			173	7.7%
Age 20 - 24			114	5.1%
Age 25 - 29			136	6.1%
Age 30 - 34			117	5.2%
Age 35 - 39			132	5.9%
Age 40 - 44			124	5.6%
Age 45 - 49			154	6.9%
Age 50 - 54			153	6.9%
Age 55 - 59			147	6.6%
Age 60 - 64			125	5.6%
Age 65 - 69			120	5.4%
Age 70 - 74			118	5.3%
Age 75 - 79			72	3.2%
Age 80 - 84			45	2.0%
Age 85+			54	2.4%
Age 18+			1,672	74.9%
Age 65+			409	18.3%
<b>Median Age by Sex and Race/Hispanic Origin</b>				
Total Population			39.8	
Male			38.1	
Female			41.6	
White Alone			40.2	
Black Alone			13.3	
American Indian Alone			12.5	
Asian Alone			68.8	
Pacific Islander Alone			0.0	
Some Other Race Alone			37.5	
Two or More Races			22.5	
Hispanic Population			17.5	
<b>Data Note:</b> Hispanic population can be of any race. Census 2010 medians are computed from reported data distributions. <b>Source:</b> U.S. Census Bureau, Census 2010 Summary File 1. Esri converted Census 2000 data into 2010 geography.				





## 2010 Census Profile

Marceline, MO  
 Marceline city, MO (2945866)  
 Place

Prepared by The Growth Services Group

### Households by Type

Total	970	100.0%
Households with 1 Person	330	34.0%
Households with 2+ People	640	66.0%
Family Households	606	62.5%
Husband- wife Families	469	48.4%
With Own Children	184	19.0%
Other Family (No Spouse Present)	137	14.1%
With Own Children	84	8.7%
Nonfamily Households	34	3.5%
All Households with Children	296	30.5%
Multigenerational Households	20	2.1%
Unmarried Partner Households	56	5.8%
Male- female	55	5.7%
Same- sex	1	0.1%
Average Household Size	2.30	

### Family Households by Size

Total	606	100.0%
2 People	290	47.9%
3 People	131	21.6%
4 People	112	18.5%
5 People	47	7.8%
6 People	17	2.8%
7+ People	9	1.5%
Average Family Size	2.94	

### Nonfamily Households by Size

Total	364	100.0%
1 Person	330	90.7%
2 People	26	7.1%
3 People	8	2.2%
4 People	0	0.0%
5 People	0	0.0%
6 People	0	0.0%
7+ People	0	0.0%
Average Nonfamily Size	1.12	

### Population by Relationship and Household Type

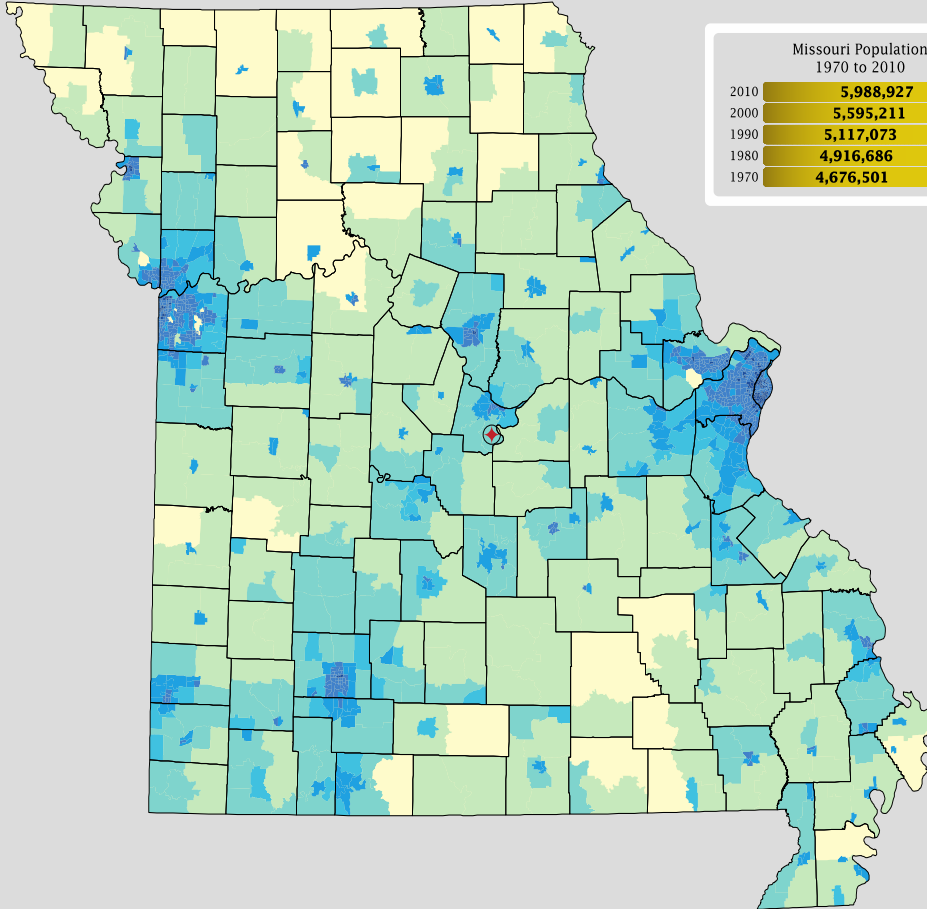
Total	2,233	100.0%
In Households	2,233	100.0%
In Family Households	1,827	81.8%
Householder	606	27.1%
Spouse	469	21.0%
Child	663	29.7%
Other relative	42	1.9%
Nonrelative	47	2.1%
In Nonfamily Households	406	18.2%
In Group Quarters	0	0.0%
Institutionalized Population	0	0.0%
Noninstitutionalized Population	0	0.0%

**Data Note:** **Households with children** include any households with people under age 18, related or not. **Multigenerational households** are families with 3 or more parent-child relationships. **Unmarried partner households** are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography. **Average family size** excludes nonrelatives.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1.

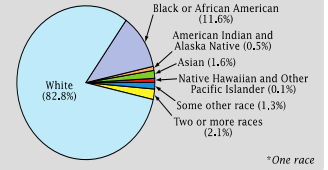
# 2010 Census: Missouri Profile

## Population Density by Census Tract



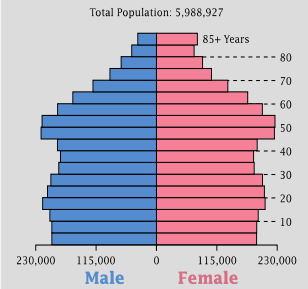
Missouri Population 1970 to 2010	
2010	<b>5,988,927</b>
2000	<b>5,595,211</b>
1990	<b>5,117,073</b>
1980	<b>4,916,686</b>
1970	<b>4,676,501</b>

## State Race\* Breakdown

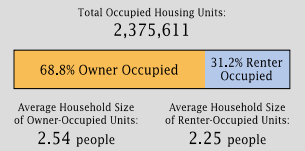


Hispanic or Latino (of any race) makes up **3.5%** of the state population.

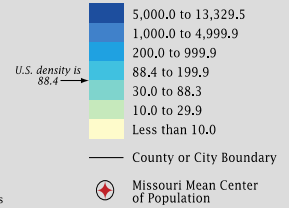
## Population by Sex and Age



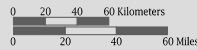
## Housing Tenure



## People per Square Mile by Census Tract



U.S. Department of Commerce Economics and Statistics Administration U.S. CENSUS BUREAU





# Missouri

## BASIC INFORMATION

2010 Census Population:	5,988,927 (18 <sup>th</sup> )	Bordering States:	Arkansas, Illinois, Iowa, Kansas, Kentucky, Nebraska, Oklahoma, Tennessee
Land Area:	68,741.5 square miles (18 <sup>th</sup> )	Abbreviation:	MO
Density:	87.1 persons per square mile (28 <sup>th</sup> )	ANSI/FIPS Code:	29
Capital:	Jefferson City		
Became a State:	August 10, 1821 (24 <sup>th</sup> )		

## HISTORY

The United States acquired the area of Missouri from France as part of the Louisiana Purchase in 1803. Missouri Territory was organized on June 4, 1812, from Louisiana Territory, and included all of the present-day states of Arkansas, Iowa, Kansas, Missouri, Nebraska, and Oklahoma and parts of Colorado, Minnesota, Montana, Nebraska, New Mexico, North Dakota, South Dakota, Texas, and Wyoming. The territory was reduced by conclusion of a treaty with Spain in 1819 that removed the portion of Texas that was in the territory and part of present-day Colorado, Kansas, and Wyoming. That same year, Missouri Territory was further reduced by the organization of Arkansas Territory. Missouri was admitted to the Union on March 2, 1821, as the 24<sup>th</sup> state from a small part of Missouri Territory. With the Platte Purchase of 1836, Missouri added territory in the northwest, west to the Missouri River, to assume generally the same boundary as the present state. (Missouri Territory—the portion not included in the state of Missouri—continued to exist as a separate area until the organization of Nebraska Territory in 1854, although reduced after a large part of the northern area was annexed to Michigan Territory in 1834. Some statutes refer to this Missouri Territory as Indian Country or Indian Territory.)

Although the territory had not yet been legally established, census data for Missouri are available beginning with the 1810 census. The 1810 and 1820 populations are for the present-day area of the state of Missouri.

Data for the legally established state of Missouri are available beginning with the 1830 census.

## METROPOLITAN AND MICROPOLITAN STATISTICAL AREAS AND RELATED STATISTICAL AREAS

Missouri has 9 metropolitan statistical areas, 19 micropolitan statistical areas, and 3 combined statistical areas.

## COUNTIES

There are 115 counties and equivalent in Missouri.

## COUNTY SUBDIVISIONS

Missouri has 1,395 county subdivisions known as minor civil divisions (MCDs). There are 311 MCDs in 22 counties with active, functioning governments, each governed by a trustee and board of directors, while the remaining townships are nonfunctioning nongovernmental entities. St. Louis city is independent of any township and serves as a county subdivision.

## PLACES

Missouri has 1,032 places; 959 incorporated places and 73 census designated places (CDPs). The incorporated places consist of 637 cities, 110 towns, and 212 villages.

Geographic Entities	2010 Census	Census 2000
Block Groups	4,506	4,540
Census Blocks	343,565	241,532
Census Tracts	1,393	1,320
Congressional Districts (108th - 112th)	9	9
Counties and Equivalents	115	115
County Subdivisions	1,395	1,379
Elementary School District	73	73
Places	1,032	972
State Legislative Districts (Lower)	163	163
State Legislative Districts (Upper)	34	34
Unified School Districts	448	450
Voting Districts	4,813	3,960

Features	2010 Census
Address Range- Feature Names	1,438,944
Address Ranges	1,152,134
Area Landmarks	5,347
Area Water	152,048
Edges	2,714,988
Feature Names	2,466,418
Linear Water	253,868
Point Landmarks	19,195
Primary and Secondary Roads	7,660
Roads	707,211
Topological Faces	839,817
Topological Faces- Area Hydrography	216,142
Topological Faces- Area Landmark	11,581

Visit: <http://www.census.gov/geo/www/2010census/> E-mail: [geo.geography@census.gov](mailto:geo.geography@census.gov)

Call: (301) 763-1128



## Local Restaurants and Dining (Partial List)



**Casey's General Store** (\$)   
Bodega, Pizza • Menu Available   
1601 N Missouri Ave, Marceline   
(660) 376-2237



**Sonic Drive-In** (\$)   
Burgers, Desserts, Hot Dogs   
1400 N Kansas Ave, Marceline   
(660) 376-2026



**Ma Vic's Corner Cafe** (\$\$)   
American   
122 Kansas Ave, Marceline   
(660) 376-3773



**Sweet Tunes** (\$)   
Desserts   
115 South Main St, Marceline   
(660) 376-2597

## Household Income



### Household Income Profile

Marceline, MO  
Marceline city, MO (2945866)  
Place

Prepared by The Growth Services

Summary	2015	2020	2015-2020	
			Change	Annual Rate
Population	2,090	1,996	-94	-0.92%
Households	910	871	-39	-0.87%
Median Age	40.3	40.3	0.0	0.00%
Average Household Size	2.30	2.29	-0.01	-0.09%

Households by Income	2015		2020	
	Number	Percent	Number	Percent
Household	910	100%	872	100%
<\$15,000	186	20.4%	164	18.8%
\$15,000-\$24,999	134	14.7%	98	11.2%
\$25,000-\$34,999	115	12.6%	100	11.5%
\$35,000-\$49,999	136	14.9%	129	14.8%
\$50,000-\$74,999	146	16.0%	172	19.7%
\$75,000-\$99,999	150	16.5%	163	18.7%
\$100,000-\$149,999	28	3.1%	30	3.4%
\$150,000-\$199,999	8	0.9%	9	1.0%
\$200,000+	7	0.8%	7	0.8%
Median Household Income	\$36,629		\$42,398	
Average Household Income	\$46,755		\$53,297	
Per Capita Income	\$20,122		\$23,028	

2015 Households by Income and Age of Householder							
	<25	25-34	35-44	45-54	55-64	65-74	75+
HH Income Base	48	126	128	157	170	143	143
<\$15,000	13	21	19	29	36	27	41
\$15,000-\$24,999	8	16	18	8	19	28	39
\$25,000-\$34,999	6	13	15	24	21	18	20
\$35,000-\$49,999	9	14	14	22	27	32	18
\$50,000-\$74,999	7	27	33	31	23	20	5
\$75,000-\$99,999	4	26	25	34	30	15	16
\$100,000-\$149,999	0	7	2	5	11	3	1
\$150,000-\$199,999	1	2	1	1	1	0	2
\$200,000+	0	0	1	3	2	0	1
Median HH Income	\$29,270	\$48,618	\$47,295	\$46,114	\$38,914	\$33,926	\$21,861
Average HH Income	\$35,092	\$52,657	\$51,380	\$54,767	\$49,557	\$39,436	\$34,886

Percent Distribution							
	<25	25-34	35-44	45-54	55-64	65-74	75+
HH Income Base	100%	100%	100%	100%	100%	100%	100%
<\$15,000	27.1%	16.7%	14.8%	18.5%	21.2%	18.9%	28.7%
\$15,000-\$24,999	16.7%	12.7%	14.1%	5.1%	11.2%	19.6%	27.3%
\$25,000-\$34,999	12.5%	10.3%	11.7%	15.3%	12.4%	12.6%	14.0%
\$35,000-\$49,999	18.8%	11.1%	10.9%	14.0%	15.9%	22.4%	12.6%
\$50,000-\$74,999	14.6%	21.4%	25.8%	19.7%	13.5%	14.0%	3.5%
\$75,000-\$99,999	8.3%	20.6%	19.5%	21.7%	17.6%	10.5%	11.2%
\$100,000-\$149,999	0.0%	5.6%	1.6%	3.2%	6.5%	2.1%	0.7%
\$150,000-\$199,999	2.1%	1.6%	0.8%	0.6%	0.6%	0.0%	1.4%
\$200,000+	0.0%	0.0%	0.8%	1.9%	1.2%	0.0%	0.7%



## Retail Spending



### Retail Goods and Services Expenditures

Marceline City, MO  
Marceline city, MO (2945866)  
Place

Prepared by The Growth Services

Top Tapestry Segments	Perce	Demographic Summary	2015	2020
Heartland Communities (6F)	80.8%	Population	2,090	1,996
Prairie Living (6D)	19.2%	Households	910	871
Top Tier (1A)	0.0%	Families	577	549
Professional Pride (1B)	0.0%	Median Age	40.3	40.3
Boomburbs (1C)	0.0%	Median Household Income	\$36,629	\$42,398
		Spending Potential Index	Average Amount Spent	Total
<b>Apparel and Services</b>		59	\$1,373.17	\$1,249,586
Men's		59	\$254.81	\$231,880
Women's		60	\$483.77	\$440,233
Children's		60	\$225.13	\$204,864
Footwear		62	\$281.34	\$256,015
Watches & Jewelry		51	\$74.10	\$67,434
Apparel Products and Services (1)		55	\$54.02	\$49,160
<b>Computer</b>				
Computers and Hardware for Home Use		60	\$128.97	\$117,364
Portable Memory		56	\$2.99	\$2,718
Computer Software		47	\$9.61	\$8,742
Computer Accessories		61	\$11.62	\$10,575
<b>Entertainment &amp; Recreation</b>		66	\$2,198.50	\$2,000,634
Fees and Admissions		48	\$308.52	\$280,755
Membership Fees for Clubs (2)		47	\$80.43	\$73,192
Fees for Participant Sports, excl. Trips		45	\$54.40	\$49,503
Admission to Movie/Theatre/Opera/Ballet		48	\$78.82	\$71,728
Admission to Sporting Events, excl. Trips		59	\$38.95	\$35,440
Fees for Recreational Lessons		45	\$55.57	\$50,567
Dating Services		60	\$0.36	\$324
TV/Video/Audio		66	\$863.35	\$785,644
Cable and Satellite Television Services		70	\$626.37	\$569,995
Televisions		60	\$88.25	\$80,309
Satellite Dishes		71	\$1.11	\$1,011
VCRs, Video Cameras, and DVD Players		62	\$6.85	\$6,232
Miscellaneous Video Equipment		41	\$4.44	\$4,040
Video Cassettes and DVDs		62	\$19.81	\$18,030
Video Game Hardware/Accessories		64	\$14.81	\$13,479
Video Game Software		61	\$16.68	\$15,183
Streaming/Downloaded Video		44	\$2.55	\$2,325
Rental of Video Cassettes and DVDs		62	\$14.61	\$13,296
Installation of Televisions		37	\$0.42	\$385
Audio (3)		52	\$63.63	\$57,903
Rental and Repair of TV/Radio/Sound Equipment		71	\$3.80	\$3,456
Pets		82	\$463.90	\$422,153
Toys and Games (4)		66	\$81.56	\$74,217
Recreational Vehicles and Fees (5)		89	\$193.18	\$175,793
Sports/Recreation/Exercise Equipment (6)		72	\$137.01	\$124,682
Photo Equipment and Supplies (7)		52	\$42.62	\$38,780
Reading (8)		65	\$98.67	\$89,786
Catered Affairs (9)		41	\$9.70	\$8,823
<b>Food</b>		65	\$5,544.56	\$5,045,553
Food at Home		68	\$3,553.94	\$3,234,083
Bakery and Cereal Products		69	\$506.72	\$461,115
Meats, Poultry, Fish, and Eggs		67	\$771.93	\$702,458
Dairy Products		70	\$395.62	\$360,014
Fruits and Vegetables		64	\$627.20	\$570,751
Snacks and Other Food at Home (10)		70	\$1,252.47	\$1,139,745
Food Away from Home		61	\$1,990.63	\$1,811,470
Alcoholic Beverages		53	\$295.37	\$268,788
Nonalcoholic Beverages at Home		70	\$349.22	\$317,790

**Data Note:** The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

**Source:** Esri forecasts for 2015 and 2020; Consumer Spending data are derived from the 2011 and 2012 Consumer Expenditure Surveys, Bureau of Labor Statistics.



## Retail Goods and Services Expenditures

Marceline City, MO  
 Marceline city, MO (2945866)  
 Place

Prepared by The Growth Services

	Spending Potential Index	Average Amount Spent	Total
<b>Financial</b>			
Investments	73	\$2,010.54	\$1,829,590
Vehicle Loans	66	\$2,799.17	\$2,547,246
<b>Health</b>			
Nonprescription Drugs	79	\$101.82	\$92,658
Prescription Drugs	80	\$399.63	\$363,661
Eyeglasses and Contact Lenses	74	\$66.67	\$60,667
<b>Home</b>			
Mortgage Payment and Basics (11)	57	\$5,382.13	\$4,897,741
Maintenance and Remodeling Services	66	\$1,121.19	\$1,020,280
Maintenance and Remodeling Materials (12)	96	\$289.33	\$263,288
Utilities, Fuel, and Public Services	69	\$3,500.21	\$3,185,190
<b>Household Furnishings and Equipment</b>			
Household Textiles (13)	61	\$59.75	\$54,375
Furniture	59	\$304.82	\$277,384
Rugs	66	\$16.32	\$14,847
Major Appliances (14)	69	\$184.93	\$168,290
Housewares (15)	63	\$45.14	\$41,079
Small Appliances	69	\$31.46	\$28,629
Luggage	48	\$4.41	\$4,017
Telephones and Accessories	76	\$37.92	\$34,507
<b>Household Operations</b>			
Child Care	48	\$216.08	\$196,631
Lawn and Garden (16)	74	\$320.68	\$291,822
Moving/Storage/Freight Express	47	\$34.74	\$31,612
Housekeeping Supplies (17)	70	\$505.71	\$460,194
<b>Insurance</b>			
Owners and Renters Insurance	74	\$372.62	\$339,085
Vehicle Insurance	63	\$762.12	\$693,530
Life/Other Insurance	72	\$330.19	\$300,474
Health Insurance	73	\$1,925.84	\$1,752,510
Personal Care Products (18)	63	\$295.33	\$268,750
School Books and Supplies (19)	61	\$110.58	\$100,628
Smoking Products	89	\$414.08	\$376,815
<b>Transportation</b>			
Vehicle Purchases (Net Outlay) (20)	73	\$2,953.90	\$2,688,047
Gasoline and Motor Oil	72	\$2,531.15	\$2,303,347
Vehicle Maintenance and Repairs	64	\$713.10	\$648,918
<b>Travel</b>			
Airline Fares	45	\$217.01	\$197,482
Lodging on Trips	59	\$265.55	\$241,646
Auto/Truck/Van Rental on Trips	40	\$13.62	\$12,392
Food and Drink on Trips	60	\$278.39	\$253,338

**Data Note:** The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.  
**Source:** Esri forecasts for 2015 and 2020; Consumer Spending data are derived from the 2011 and 2012 Consumer Expenditure Surveys, Bureau of Labor Statistics.



## Retail Goods and Services Expenditures

Marceline City, MO  
 Marceline city, MO (2945866)  
 Place

Prepared by The Growth Services

- (1) **Apparel Products and Services** includes material for making clothes, sewing patterns and notions, shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) **Membership Fees for Clubs** includes membership fees for social, recreational, and civic clubs.
- (3) **Audio** includes satellite radio service, sound components and systems, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, tape recorders, radios, musical instruments and accessories, and rental and repair of musical instruments.
- (4) **Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, and online entertainment and games.
- (5) **Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, purchase and rental of RVs or boats, and camp fees.
- (6) **Sports/Recreation/Exercise Equipment** includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.
- (7) **Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) **Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers..
- (9) **Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) **Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fat, oil, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) **Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent.
- (12) **Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for hard surface flooring, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) **Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers, decorative pillows, and materials for slipcovers and curtains.
- (14) **Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) **Housewares** includes plastic dinnerware, china, flatware, glassware, serving pieces, nonelectric cookware, and tableware.
- (16) **Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) **Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) **Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, and personal care appliances.
- (19) **School Books and Supplies** includes school books and supplies for College, Elementary school, High school, Vocational/Technical School, Preschool/Other Schools, and Other School Supplies.
- (20) **Vehicle Purchases (Net Outlay)** includes net outlay for new and used cars, trucks, vans, motorcycles, and motor scooters.

**Data Note:** The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.  
**Source:** Esri forecasts for 2015 and 2020; Consumer Spending data are derived from the 2011 and 2012 Consumer Expenditure Surveys, Bureau of Labor Statistics.



# Retail Leakage Factor



## Retail MarketPlace Profile

Marceline City, MO  
 Marceline city, MO (2945866)  
 Geography: Place

Prepared by The Growth Services Group

### Summary Demographics

2015 Population	2,090
2015 Households	910
2015 Median Disposable Income	\$30,204
2015 Per Capita Income	\$20,122

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$19,832,080	\$15,201,058	\$4,631,022	13.2	21
Total Retail Trade	44-45	\$18,057,393	\$14,772,121	\$3,285,272	10.0	19
Total Food & Drink	722	\$1,774,687	\$428,937	\$1,345,750	61.1	2

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$3,906,616	\$8,725,917	-\$4,819,301	-38.1	5
Automobile Dealers	4411	\$3,367,509	\$8,581,309	-\$5,213,800	-43.6	3
Other Motor Vehicle Dealers	4412	\$297,729	\$0	\$297,729	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$241,378	\$144,608	\$96,770	25.1	2
Furniture & Home Furnishings Stores	442	\$337,076	\$0	\$337,076	100.0	0
Furniture Stores	4421	\$189,088	\$0	\$189,088	100.0	0
Home Furnishings Stores	4422	\$147,988	\$0	\$147,988	100.0	0
Electronics & Appliance Stores	443	\$450,363	\$0	\$450,363	100.0	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$686,198	\$97,397	\$588,801	75.1	1
Bldg Material & Supplies Dealers	4441	\$530,419	\$97,397	\$433,022	69.0	1
Lawn & Garden Equip & Supply Stores	4442	\$155,779	\$0	\$155,779	100.0	0
Food & Beverage Stores	445	\$2,389,453	\$4,519,707	-\$2,130,254	-30.8	2
Grocery Stores	4451	\$2,253,575	\$4,519,707	-\$2,266,132	-33.5	2
Specialty Food Stores	4452	\$50,707	\$0	\$50,707	100.0	0
Beer, Wine & Liquor Stores	4453	\$85,171	\$0	\$85,171	100.0	0
Health & Personal Care Stores	446,4461	\$1,565,779	\$35,622	\$1,530,157	95.6	1
Gasoline Stations	447,4471	\$2,097,950	\$0	\$2,097,950	100.0	0
Clothing & Clothing Accessories Stores	448	\$859,033	\$15,950	\$707,083	69.9	1
Clothing Stores	4481	\$604,464	\$0	\$604,464	100.0	0
Shoe Stores	4482	\$137,039	\$0	\$137,039	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$117,530	\$15,950	-\$34,420	-12.8	1
Sporting Goods, Hobby, Book & Music Stores	451	\$290,120	\$94,103	\$196,017	51.0	1
Sporting Goods/Hobby/Musical Instr Stores	4511	\$271,495	\$94,103	\$177,392	48.5	1
Book, Periodical & Music Stores	4512	\$18,625	\$0	\$18,625	100.0	0
General Merchandise Stores	452	\$3,720,779	\$75,496	\$2,969,283	66.4	1
Department Stores Excluding Leased Depts.	4521	\$1,197,186	\$75,496	\$445,690	22.9	1
Other General Merchandise Stores	4529	\$2,523,593	\$0	\$2,523,593	100.0	0
Miscellaneous Store Retailers	453	\$608,120	\$353,711	\$254,409	26.5	6
Florists	4531	\$21,572	\$52,663	-\$31,091	-41.9	1
Office Supplies, Stationery & Gift Stores	4532	\$161,155	\$31,117	\$130,038	67.6	1
Used Merchandise Stores	4533	\$29,704	\$118,561	-\$88,857	-59.9	2
Other Miscellaneous Store Retailers	4539	\$395,689	\$15,1370	\$244,319	44.7	2
Nonstore Retailers	454	\$1,145,906	\$42,218	\$1,103,688	92.9	1
Electronic Shopping & Mail-Order Houses	4541	\$861,593	\$0	\$861,593	100.0	0
Vending Machine Operators	4542	\$53,882	\$0	\$53,882	100.0	0
Direct Selling Establishments	4543	\$230,431	\$42,218	\$188,213	69.0	1
Food Services & Drinking Places	722	\$1,774,687	\$428,937	\$1,345,750	61.1	2
Full-Service Restaurants	7221	\$667,206	\$0	\$667,206	100.0	0
Limited-Service Eating Places	7222	\$891,875	\$229,448	\$662,427	59.1	1
Special Food Services	7223	\$82,877	\$0	\$82,877	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$132,729	\$199,489	-\$66,760	-20.1	1

**Data Note:** Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

**Source:** Esri and Dun & Bradstreet. Copyright 2015 Dun & Bradstreet, Inc. All rights reserved.

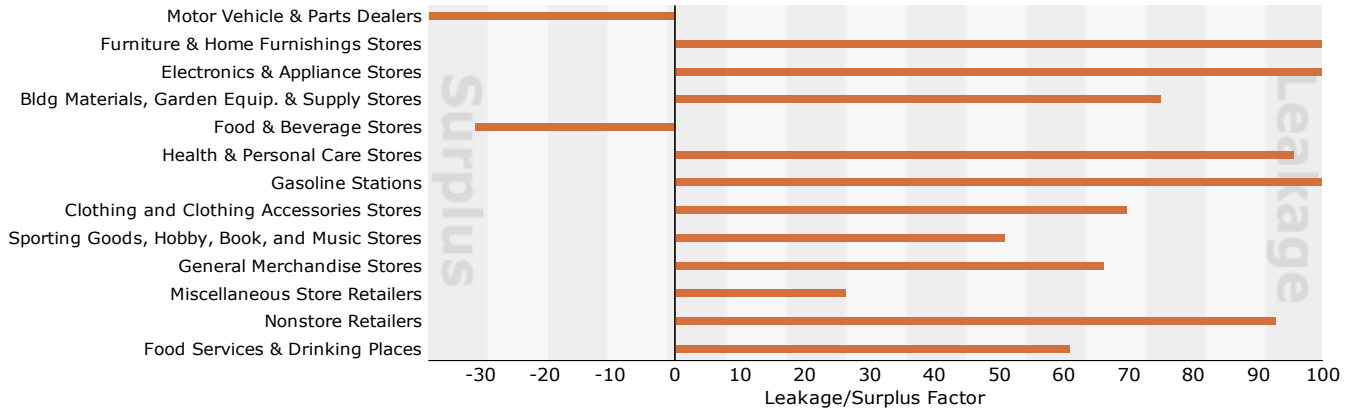


## Retail MarketPlace Profile

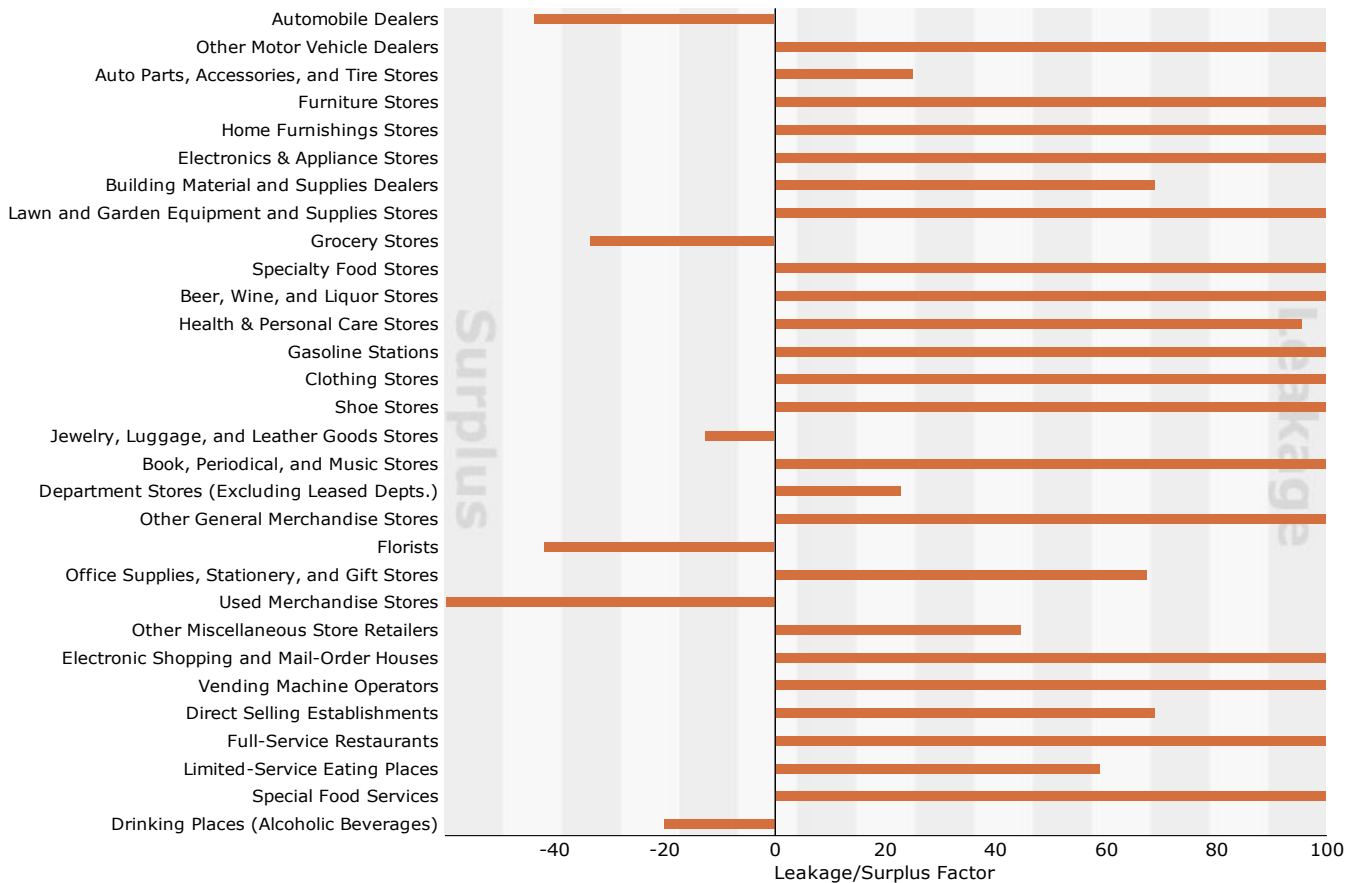
Marceline City, MO  
 Marceline city, MO (2945866)  
 Geography: Place

Prepared by The Growth Services Group

### Leakage/Surplus Factor by Industry Subsector




### Leakage/Surplus Factor by Industry Group



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## Business Summary

		Business Summary			
		Marceline City, MO Marceline city, MO (2945866) Geography: Place		Prepared by The Growth Services Group	
<b>Data for all businesses in area</b>		<b>Marceline city, ...</b>			
Total Businesses:				120	
Total Employees:				831	
Total Residential Population:				2,090	
Employee/Residential Population Ratio:				0.4:1	
by SIC Codes		Number	Percent	Number	Percent
Agriculture & Mining		2	17%	5	0.6%
Construction		5	4.2%	19	2.3%
Manufacturing		6	5.0%	72	8.7%
Transportation		3	2.5%	34	4.1%
Communication		1	0.8%	4	0.5%
Utility		2	1.7%	12	1.4%
Wholesale Trade		0	0.0%	0	0.0%
<b>Retail Trade Summary</b>		26	21.7%	183	22.0%
Home Improvement		4	3.3%	20	2.4%
General Merchandise Stores		1	0.8%	6	0.7%
Food Stores		2	1.7%	36	4.3%
Auto Dealers, Gas Stations, Auto Aftermarket		4	3.3%	23	2.8%
Apparel & Accessory Stores		0	0.0%	0	0.0%
Furniture & Home Furnishings		0	0.0%	0	0.0%
Eating & Drinking Places		7	5.8%	71	8.5%
Miscellaneous Retail		8	6.7%	27	3.2%
<b>Finance, Insurance, Real Estate Summary</b>		21	17.5%	71	8.5%
Banks, Savings & Lending Institutions		8	6.7%	27	3.2%
Securities Brokers		2	1.7%	8	1.0%
Insurance Carriers & Agents		6	5.0%	11	1.3%
Real Estate, Holding, Other Investment Offices		5	4.2%	25	3.0%
<b>Services Summary</b>		47	39.2%	380	45.7%
Hotels & Lodging		1	0.8%	1	0.1%
Automotive Services		3	2.5%	13	1.6%
Motion Pictures & Amusements		1	0.8%	6	0.7%
Health Services		8	6.7%	103	12.4%
Legal Services		1	0.8%	2	0.2%
Education Institutions & Libraries		6	5.0%	119	14.3%
Other Services		27	22.5%	136	16.4%
Government		7	5.8%	51	6.1%
Unclassified Establishments		0	0.0%	0	0.0%
<b>Totals</b>		120	100.0%	831	100.0%
<b>Source:</b> Copyright 2015 Info group, Inc. All rights reserved. Esri Total Residential Population forecasts for 2015.					
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## Business Summary

Marceline City, MO

Prepared by The Growth Services Group

Marceline city, MO (2945866)

Geography: Place

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	1	0.8%	3	0.4%
Mining	0	0.0%	0	0.0%
Utilities	2	1.7%	12	14%
Construction	5	4.2%	19	2.3%
Manufacturing	3	2.5%	57	6.9%
Wholesale Trade	0	0.0%	0	0.0%
Retail Trade	19	15.8%	112	13.5%
Motor Vehicle & Parts Dealers	3	2.5%	17	2.0%
Furniture & Home Furnishings Stores	0	0.0%	0	0.0%
Electronics & Appliance Stores	0	0.0%	0	0.0%
Bldg Material & Garden Equipment & Supplies Dealers	4	3.3%	20	2.4%
Food & Beverage Stores	2	1.7%	36	4.3%
Health & Personal Care Stores	1	0.8%	5	0.6%
Gasoline Stations	1	0.8%	6	0.7%
Clothing & Clothing Accessories Stores	1	0.8%	2	0.2%
Sport Goods, Hobby, Book, & Music Stores	1	0.8%	2	0.2%
General Merchandise Stores	1	0.8%	6	0.7%
Miscellaneous Store Retailers	5	4.2%	18	2.2%
Nonstore Retailers	0	0.0%	0	0.0%
Transportation & Warehousing	3	2.5%	34	4.1%
Information	6	5.0%	27	3.2%
Finance & Insurance	17	14.2%	49	5.9%
Central Bank/Credit Intermediation & Related Activities	8	6.7%	27	3.2%
Securities, Commodity Contracts & Other Financial	3	2.5%	11	1.3%
Insurance Carriers & Related Activities; Funds, Trusts &	6	5.0%	11	1.3%
Real Estate, Rental & Leasing	3	2.5%	20	2.4%
Professional, Scientific & Tech Services	6	5.0%	17	2.0%
Legal Services	1	0.8%	2	0.2%
Management of Companies & Enterprises	1	0.8%	2	0.2%
Administrative & Support & Waste Management &	0	0.0%	0	0.0%
Educational Services	5	4.2%	117	14.1%
Health Care & Social Assistance	13	10.8%	116	14.0%
Arts, Entertainment & Recreation	1	0.8%	1	0.1%
Accommodation & Food Services	8	6.7%	72	8.7%
Accommodation	1	0.8%	1	0.1%
Food Services & Drinking Places	7	5.8%	71	8.5%
Other Services (except Public Administration)	20	16.7%	122	14.7%
Automotive Repair & Maintenance	3	2.5%	13	1.6%
Public Administration	7	5.8%	51	6.1%
Unclassified Establishments	0	0.0%	0	0.0%
<b>Total</b>	<b>120</b>	<b>100.0%</b>	<b>831</b>	<b>100.0%</b>

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June 04, 2015

Prepared by Esri

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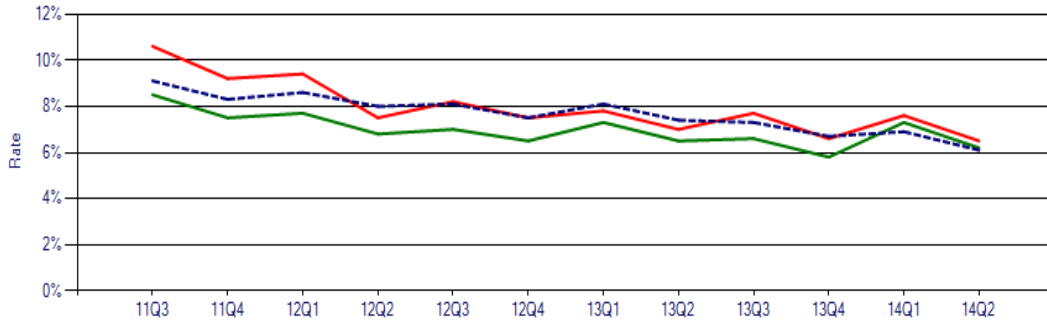
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# Workforce Analysis

## Unemployment Rate

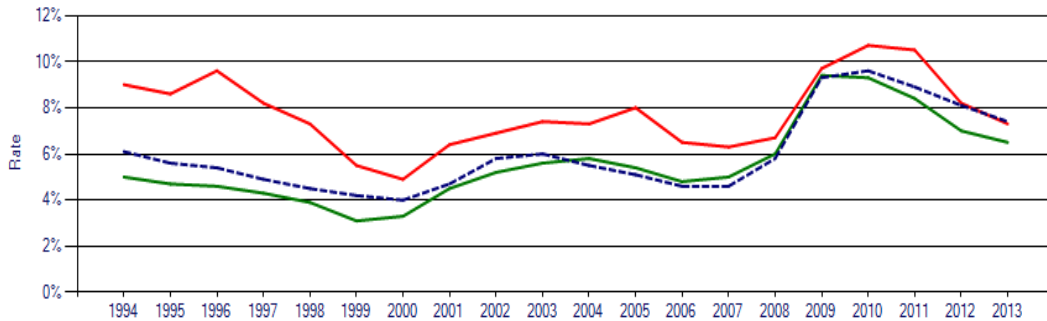
Unemployment Rate, Linn County, MO



	11Q3	11Q4	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2
United States (NSA)	9.1%	8.3%	8.6%	8.0%	8.1%	7.5%	8.1%	7.4%	7.3%	6.7%	6.9%	6.1%
Missouri (NSA)	8.5%	7.5%	7.7%	6.8%	7.0%	6.5%	7.3%	6.5%	6.6%	5.8%	7.3%	6.2%
Linn County (NSA)	10.6%	9.2%	9.4%	7.5%	8.2%	7.5%	7.8%	7.0%	7.7%	6.6%	7.6%	6.5%

SA = Seasonally Adjusted, NSA = Not Seasonally Adjusted  
 Source: Bureau of Labor Statistics (Haver Analytics) Data Updated 8/18/2014

Unemployment Rate, Linn County, MO



	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
United States (NSA)	6.1%	5.6%	5.4%	4.9%	4.5%	4.2%	4.0%	4.7%	5.8%	6.0%	5.5%	5.1%	4.6%	4.6%	5.8%	9.3%	9.6%	8.9%	8.1%	7.4%
Missouri (NSA)	5.0%	4.7%	4.6%	4.3%	3.9%	3.1%	3.3%	4.5%	5.2%	5.6%	5.8%	5.4%	4.8%	5.0%	6.0%	9.4%	9.3%	8.4%	7.0%	6.5%
Linn County (NSA)	9.0%	8.6%	9.6%	8.2%	7.3%	5.5%	4.9%	6.4%	6.9%	7.4%	7.3%	8.0%	6.5%	6.3%	6.7%	9.7%	10.7%	10.5%	8.2%	7.3%

SA = Seasonally Adjusted, NSA = Not Seasonally Adjusted  
 Source: Bureau of Labor Statistics (Haver Analytics) Data Updated 8/18/2014 Recessions: 3/01 - 11/01 and 12/07 - 6/09.

## Labor Force And Population

LABOR FORCE AND POPULATION											
	2011	2012	2013	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2
<b>United States</b>											
<b>Labor Force (000)</b>	153,616.7	154,974.7	155,389.2	155,618.3	155,212.3	154,678.7	155,853.7	156,234.3	154,790.0	155,011.7	155,894.7
% Chg Year Ago	-0.2%	0.9%	0.3%	0.8%	1.0%	0.5%	0.5%	0.4%	-0.3%	0.2%	0.0%
Employed	139,869.3	142,469.1	143,929.3	143,005.7	143,549.3	142,180.0	144,332.3	144,757.7	144,447.3	144,250.0	146,423.0
% Chg Year Ago	0.6%	1.9%	1.0%	1.9%	1.9%	1.1%	1.2%	1.2%	0.6%	1.5%	1.4%
Unemployed	13,747.4	12,505.6	11,459.8	12,612.7	11,663.0	12,498.7	11,521.3	11,476.7	10,342.7	10,761.7	9,471.7
% Chg Year Ago	-7.3%	-9.0%	-8.4%	-9.8%	-8.9%	-6.0%	-7.5%	-9.0%	-11.3%	-13.9%	-17.8%
Unemployment Rate	9.0%	8.1%	7.4%	8.1%	7.5%	8.1%	7.4%	7.3%	6.7%	6.9%	6.1%
<b>Population (000)</b>	311,583.0	313,874.0	316,129.0								
% Chg Year Ago	0.7%	0.7%	0.7%								
<b>Missouri</b>											
<b>Labor Force (000)</b>	3,016.5	2,996.8	3,018.1	3,002.3	2,995.9	2,989.0	3,041.4	3,034.9	3,007.0	3,018.7	3,047.0
% Chg Year Ago	-0.6%	-0.7%	0.7%	-0.6%	-0.2%	0.4%	1.0%	1.1%	0.4%	1.0%	0.2%
Employed	2,761.6	2,787.5	2,820.7	2,791.8	2,802.4	2,772.0	2,843.5	2,834.3	2,833.2	2,799.3	2,857.6
% Chg Year Ago	0.4%	0.9%	1.2%	0.9%	1.0%	0.8%	1.3%	1.5%	1.1%	1.0%	0.5%
Unemployed	254.9	209.3	197.3	210.5	193.5	217.0	197.9	200.6	173.8	219.4	189.3
% Chg Year Ago	-10.0%	-17.9%	-5.7%	-17.8%	-14.0%	-5.4%	-3.0%	-4.7%	-10.2%	1.1%	-4.3%
Unemployment Rate	8.4%	7.0%	6.6%	7.0%	6.5%	7.3%	6.5%	6.6%	5.8%	7.3%	6.2%
<b>Population (000)</b>	6,010.1	6,024.5	6,044.2								
% Chg Year Ago	0.2%	0.2%	0.3%								
<b>Linn County</b>											
<b>Labor Force (000)</b>	5.9	5.8	6.1	5.8	5.9	6.1	6.1	6.1	6.2	6.2	6.2
% Chg Year Ago	-2.9%	-1.7%	4.9%	-1.4%	-0.6%	5.4%	5.1%	4.8%	4.4%	1.5%	1.0%
Employed	5.3	5.3	5.7	5.3	5.5	5.6	5.7	5.6	5.8	5.7	5.8
% Chg Year Ago	-2.6%	0.8%	5.9%	1.3%	1.2%	7.3%	5.6%	5.4%	5.4%	1.7%	1.5%
Unemployed	0.6	0.5	0.4	0.5	0.4	0.5	0.4	0.5	0.4	0.5	0.4
% Chg Year Ago	-5.3%	-23.6%	-6.2%	-23.8%	-19.0%	-13.1%	-1.1%	-1.4%	-7.8%	-1.2%	-6.3%
Unemployment Rate	10.5%	8.2%	7.3%	8.2%	7.5%	7.8%	7.0%	7.7%	6.6%	7.6%	6.5%
<b>Population (000)</b>	12.6	12.5	12.4								
% Chg Year Ago	-1.5%	-0.6%	-1.0%								

Data is not Seasonally Adjusted;

The MSA description for this table reflects new 2010 Census changes. However, the MSA data may still be based on 2000 census geography, if the primary data source has not yet adopted 2010 geography changes.

Source: Bureau of Labor Statistics (Haver Analytics)




Data Updated 7/30/2014

## Major Employers

- Walsworth Publishing
- Hurtt Fabrication
- The Moore Company
- Power Process and Industrial

## Transportation

### Major highways

-  U.S. Route 36
-  Route 5
-  Route 11

## Air Transportation

North Central Missouri Regional Airport 4.5 Miles



28540 Jetway Road, P.O. Box 283  
Brookfield, MO 64628  
Phone: 1.660.258.7317 - Fax: 1.660.258.2151  
info@ncmrairport.com  
Manager: Ted Stockwell 660.734.

The North Central Missouri Regional Airport is located between Marceline and Brookfield Missouri 4.5 miles from downtown Marceline. The Airport offers access for executive jet travel to and from the area.



## Columbia Regional Airport 82 Miles



The Columbia Regional Airport is owned and operated by the City of Columbia, Missouri and is a division of the Columbia Public Works Department.

American Airlines offers round trips between Chicago O'Hare International Airport (ORD), Dallas/Fort Worth International Airport (DFW), and Columbia Regional Airport (COU). Jet service is provided on 50-seat Embraer ERJ-145 regional jets.

Chicago O'Hare International Airport is one of America's best-connected airports and for many years was the busiest airport in the US. Over 70 million travelers a year pass through Chicago O'Hare International Airport which was voted "Best Airport in North America" in 2000 by international travelers surveyed in Business Travelers Magazine. In 2009, Chicago O'Hare received the Global Traveler Award for "Best Airport in North America" for the tenth consecutive year. O'Hare is located 20 miles northwest of downtown Chicago and provides superior connections to cities in the United States and countries around the world. When Chicago is your destination, you can take advantage of excellent transport links into Chicago by public transit such as CTA's Blue Line or Metra Rail, taxi service or shuttle service.

Dallas Fort Worth International Airport is the main hub for American Airlines. DFW offers nearly 1,900 flights per day and serves over 57 million travelers every year. Ranked as the third busiest airport in the world, DFW was rated as "Best Customer Service in North America" by an Airports Council International survey in 2006 and 2007. Dallas/Fort Worth provides non-stop service to 135 domestic and 38 international destinations worldwide.

American Eagle operates over 1,500 daily flights to nearly 160 cities throughout the United States, Canada, the Bahamas, Mexico and the Caribbean on behalf of American Airlines. American, American Eagle and American Connection serve 250 cities in 40 countries with, on average, more than 3,400 flights daily.

## Kirksville Regional Airport 51 Miles



27161 David Hall Trail (Highway 63 South)  
Kirksville, MO 63501  
Phone: (660) 665-5020  
Fax: (660) 627-3815

They offer a full service FBO and make every effort to keep their fuel prices below regional markets. They also offer volume discounts on all aircraft fuel. Please call for details.

Located four miles south of Kirksville on the west side of US Highway 63, the Kirksville Regional Airport has been an important part of Kirksville and Adair County since the early 1930s when it was created as a backup military airport. Federal grants and fuel sales currently provide the funding for operations of the airport.

Flights to and from Kirksville

Cape Air provides three flights a day, seven days a week, from Kirksville to Lambert-St. Louis International Airport. Connect to the world with fast, affordable daily flights to St. Louis. Enjoy convenient baggage check-thru, free airport parking at the Kirksville Regional Airport and reach your destination in just over an hour.

## Local Incentives

Generous incentives are available from local, state and federal governments to encourage new investment in the region. Incentives are based on capital investment, new jobs created and level of employee compensation. The following are incentive programs that may be available **FOR QUALIFYING PROJECTS**.

- I. Tax Relief
  - A. Property Tax Abatement - Real Property
  - B. Property Tax Abatement - Personal Property
  - C. Sales Tax/Use Tax Abatements
  
- II. Land Acquisition and Assembly
  - A. City/County Contribution/Subsidy
  - B. City/County Acquisition/Lease-Back
  - C. Tax Increment Financing (TIF)
  - D. Eminent Domain
  
- III. Building Construction (Build to Suit)/Financing
  - A. NID Bonds
  - B. Qualified Small Issue IDB
  - C. General Obligation Bonds
  - D. Capitalized Tax Abatement
  - E. Purchase-Lease-Back
  - F. USDA/SBA Loan Guarantees
  
- IV. Infrastructure Assistance
  - A. Community Development Block Grants (CDBG)
  - B. Community Improvement District (CID)
  - C. Transportation Development District (TDD)
  - D. Capitalized Tax Abatement
  - E. Tax Increment Financing (TIF)
  - F. Amortized Utility Installation Costs

## Supply and Demand Analysis

### Missouri Travel Analysis

April 2015 Report

*(Data available as of 05/11/15)*

The Missouri Division of Tourism research team analyzes a range of tourism research metrics in order to provide the Missouri travel industry with a monthly *Missouri Travel Barometer*. Updated monthly, the barometer shows key travel indicators that - at a glance - illustrate various measurements that affect Missouri's tourism industry and are indicators of its health.

#### Lodging Statistics: 2015 Calendar Year to Date through March

According to Smith Travel Research, Missouri's statewide lodging demand, occupancy and revenue have shown positive growth compared to the same time period last year. When compared to our surrounding, competitive states, Missouri has shown stronger growth in Occupancy and Demand while other states are showing stronger growth in ADR and RevPAR.

#### Missouri Lodging:

**Demand up 4.8% -- Occupancy up 4.1% -- ADR up 4.6% -- RevPAR up 8.8%**

#### SIC Tourism business sales and tax collections: 2015 Calendar Year to Date through February

- For FY14, a 4.9% (\$539.3 million) sales revenue increase is indicated by preliminary tourism 17 SIC codes reports
- In CY14, a 5.2% increase (\$587.0 million) is indicated from preliminary reports on 17 SICs for Jan-Dec
- For CYTD15, a 7.9% (\$128.6 million) sales revenue increase is indicated by preliminary reports on 17 SICs for Jan-Feb

#### Responses to MDT advertising (requests for travel guide via phone, website, email, etc. or sign up for a newsletter that is emailed based on travel interests): 2015 Calendar Year to Date through April

- 60,190 responses for 2015 YTD – an increase of 92.1%
- For the month of April compared to last April, there was a 151% increase (the bulk of this growth was RSL responses)


#### nSight-Searches and Bookings on third-party travel websites

- Conversion for travel (Booking) to Missouri across third-party sites was up 51.2% YOY for April
- Bookings from Atlanta were up 45.2%, Chicago up 41.5%. Denver up 69.6%, Seattle up 38.2% by YOY comparisons for April
- Volume for third-party travel site searches for May 1 – June 29 shows 10.55 million searches for Missouri

*Sources: MO Dept. of Revenue, Google Analytics, MDT databases, Federal Bureau of Transportation, STR, Inc., and nSight*



## Marceline Travel Potential

		Retail Market Potential		
		Marceline, MO	Prepared by The Growth Services	
		Marceline city, MO (2945866)		
		Place		
Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI	
<b>Travel (Adults)</b>				
Domestic travel in last 12 months	742	46.4%	92	
Took 3+ domestic non- business trips in last 12 months	220	13.8%	111	
Spent on domestic vacations in last 12 months: <\$1,000	185	11.6%	103	
Spent on domestic vacations in last 12 months: \$1,000-\$1,499	65	4.1%	68	
Spent on domestic vacations in last 12 months: \$1,500-\$1,999	61	3.8%	108	
Spent on domestic vacations in last 12 months: \$2,000-\$2,999	40	2.5%	65	
Spent on domestic vacations in last 12 months: \$3,000+	107	6.7%	123	
Domestic travel in the 12 months: used general travel website	85	5.3%	76	
Foreign travel in last 3 years	232	14.5%	61	
Took 3+ foreign trips by plane in last 3 years	32	2.0%	46	
Spent on foreign vacations in last 12 months: <\$1,000	41	2.6%	61	
Spent on foreign vacations in last 12 months: \$1,000-\$2,999	37	2.3%	76	
Spent on foreign vacations in last 12 months: \$3,000+	47	2.9%	60	
Foreign travel in last 3 years: used general travel website	33	2.1%	38	
Nights spent in hotel/motel in last 12 months: any	657	41.1%	100	
Took cruise of more than one day in last 3 years	82	5.1%	59	
Member of any frequent flyer program	131	8.2%	49	
Member of any hotel rewards program	146	9.1%	65	
<b>Data Note:</b> An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer				

## About Marceline

Late in the 19th century, the Atchison, Topeka and Santa Fe Railway decided to take action to build a one-company line connecting Chicago to Kansas City and on to the west coast. The 351 mile section between Chicago and Kansas City was begun on January 24, 1887. Traffic began on the line in the spring of 1888.

Hiram Long helped secure land for the railroad-owned Santa Fe Town and Land Company. C.A. Sias then mapped out the town; one of many created along the line at regular intervals for the purposes of refueling, crew changes and water.

Marceline's name is most frequently said to come from the name of the wife of a director on the railroad's board, Marcelina. Two other similar claims have been circulated. One comes from the Santa Fe records which attribute the name to the daughter of C.A. Sias; the other comes in recent years from descendants of Marceline Siva don, one of the first residents and property owners of the town.

Regardless of the source of the name, the City of Marceline was incorporated on March 6, 1888. Businesses began, churches were built and plans for a school were all part of that same year. A civic improvement campaign which started in 1898 with Mayor Walter Cash included the Santa Fe donating 10 lots for a park. By 1902, Ripley Square was a part of Marceline.

Fires were a serious threat in the early years of the city. Until 1900, there was no organized fire department, no fire truck and no hoses. In March 1900, businessmen called a mass meeting to discuss fire protection and soon thereafter a bond was passed that allowed the city to buy its first fire engine and equipment.

With the beginning of the 20th century, only twelve years after its beginning, the census showed the town had grown to 2,638 residents. By 1910, the population had shot to over 3,900. This trend slowed and then reversed itself by 1920. It was during the booming years that the young Walt Disney moved to town with his family in 1906. After only four years, with a lifetime of memories collected, Walt's family moved to Kansas City. Later he would model Main Street U.S.A. in Disneyland after those memories.

The first Post Office, built in 1888, was located on E. California Avenue. It was moved five times until 1936, when E. Ritchie Street became the permanent location. In September 1968, Marceline was chosen to host the first issue of the Walt Disney Stamp. A parade was scheduled with Mrs. Disney, her daughters and their families, and Roy Disney and his family taking part.

On May 21, 1917 the Andrew Carnegie Foundation notified the City Council that \$12,500 would be allocated to the city for a public library. In February 1919, an architect was chosen and ground was broken for the structure in 1920. A book drive throughout the area was conducted and 744 books were obtained and on November 1, 1920 the library was opened to the public. Marceline is the smallest community to have a Carnegie Library.

The early 1920s saw considerable development in the city. Dr. Ola Putman announced his proposal for a new \$25,000 hospital April 21, 1922; businessmen on Main Street collected donations to put street lights in the downtown district; the Masonic Temple was constructed, and in February 1924, dedicated.

Marceline pulled together during World War I and held together after the stock market crash in 1929.

Walsworth Brothers, a partnership of Don, Bill and Ed Walsworth, began in 1937 and flourished during this time period. The Marceline Industrial Development Corporation (IDC) was formed in 1946, bringing in additional industry. In the late 1940s the IDC enticed the Moore Company to move to Marceline. Originally a Kansas City firm, the company moved to this city in 1947, initially offering employment to 50 people. The company manufactures industrial fans and louvers. During the late 1940s and the 1950s, Marceline grew into an industrial center for north Missouri.

After World War II great strides in civic progress were made. In 1953 the first city manager was appointed, replacing the original mayor and alderman system.

The IDC also assisted Hurtt Fabricating, a structural steel firm, and Cimarron Lumber Company, a screen door and window manufacturer, locate in Marceline. Later it oversaw construction of an industrial building in southeast Marceline to be used to attract more industry.

Marceline's relationship with Walt Disney was reopened in 1956 when the city named its new swimming pool and recreation center after him. For the first time since 1910, when they left Marceline with their family, Walt and Roy Disney returned to the city to dedicate the new recreation facilities adjacent to the Country Club Lake.

In 1959 the Marceline Board of Education decided to build a new elementary school building, the construction of which in 1960 led to Disney's next visit to Marceline. The school board named the school for Walt Disney. Disney showed his gratitude by sending an artist from his studio to decorate the building. Famous Disney cartoon characters were drawn. Today they are still on display in the gymnasium and in the entrance hallway. Disney also donated playground equipment and a flag pole that had flown flags at Squaw Valley during the Olympic Games. He also gave the school a Disneyland flag to fly. Walt Disney Elementary is the only place authorized to fly this flag outside of Disneyland. Disney returned to Marceline October 13, 1960 to dedicate the new school building.

With tourism thriving from the revitalization of Walt Disney, the Santa Fe Railroad continues to this day to be vital to the Marceline area as a major employment center.

Walsworth Publishing is the largest employer with over 1400 employees. Since taking over as president and C.E.O., Don Walsworth and his son Don Walsworth Jr. have upgraded their pre-press and printing plants to one of the most modern facilities in the world. Because of their modernization, several smaller binderies and publishing companies have located in Marceline, either to work with them, or compete, thus making Marceline the "Publishing Mecca of the Midwest".

In addition The Moore Company, Hurtt Fabricating and Power Process and Industrial are strong and vital employers doing business on a national and international basis. Currently not a single building on Marceline's main street is empty.

## Community Attractions and Events

### Walt Disney Hometown Museum

120 E. Santa Fe Street

(660) 376-3343

email: [waltdisneymuseum@att.net](mailto:waltdisneymuseum@att.net)

Website: [www.waltdisneymuseum.org](http://www.waltdisneymuseum.org)

Walt first came to Marceline by train when he was five years old. The Santa Fe train arrived at the depot that preceded the present-day one, which was rebuilt in 1913.

When Walt returned to Marceline for the first time in 1946, the depot evoked his first memories of pulling into Marceline. So it is fitting that the museum dedicated to one of the most influential persons of the last century is housed in this restored Santa Fe Depot.

Our mission:

Ensuring that that the world will never forget that Walt Disney was a simple farm boy from Marceline who grew up to become the keeper of childhood magic.

The Walt Disney Hometown museum is the recipient of a unique collection of family effects, never seen anywhere else in the world. Here are just a few features visitors to the museum are treated to:

- Interpretive exhibits that focus on the Disney family and tell the story of Walt's childhood, family, friends and associates who supported him in his creative adventures
- Hundreds of personal letters written between family members
- The only ride ever to leave and be operated outside of Disneyland
- Artifacts, effects & personal belongings from Disney family members

Walt Disney's Hometown Museum is quickly becoming regarded as the place to get closest to the man who has influenced so many of us personally. While perusing this special museum, you'll feel transported to a simpler time and unlike the hustle and bustle of the Disney Theme Parks, you'll feel closeness and get an intimate understanding of Walt Disney and his amazing life history & family.

And the Museum isn't all. So much history of Walt is throughout the town. After you've seen the museum, you'll want to visit the Dreaming Tree and Walt's Happy Place at the old family farm, spend some time in Ripley Park, take a stroll around the lake at the Walt Disney Park Complex and watch the sun set, go antiquing down Main Street USA or just sit and watch the trains go by just outside the Museum or from a viewing window in the baggage room (we guarantee you won't have to wait long with more than 70 trains passing through Marceline each day). We also offer several special tours. Whether you are a die-hard Disney fan, love the Disney Parks & Movies or just want to know more about Walt Disney, we want you as part of our family.





## Disney Attractions



### Walt Disney Hometown Museum

120 W Santa Fe

(660) 376-3343

[www.WaltDisneyMuseum.org](http://www.WaltDisneyMuseum.org)

Visit the Walt Disney Hometown Museum to view our interpretive exhibits telling the Disney family story focusing on Walt's childhood in Marceline. Our unique collection of family artifacts is found nowhere else in the world. Gift Shop on premise. Open April 1-Oct 31. Closed Mondays, admission charged.

### Disney Farm

200 W. Broadway Street

(660) 376-3343

You are welcome to visit the Disney farm but please be respectful as it is private property. The Disney home is not open to the public.



### The Dreaming Tree

Though worn by time, the large cottonwood tree trunk still stands where Walt and his sister Ruth played. Daydreaming under its branches a young Walt would observe the whole of nature surrounding him. Calling these adventures "belly botany," Walt drew from these memories for his Mickey Mouse and Silly Symphony cartoons. In 2004 Walt's grandson planted a sapling grown from a seed from the Dreaming Tree close to the original. "Son of Dreaming Tree" grows proudly on the Disney Farm. Open daily sunrise to sunset.

### Walt's Barn

The barn in Marceline was the setting for Walt's first venture as a showman. He dressed some of his pets and farm animals in costumes and announced the "Disney Circus" to neighborhood kids charging 10 cents for admission. His audience left unimpressed and Walt's mother made him refund the admission fees. Walt learned a valuable lesson: "Give the audience more than they expect and they'll be happy customers." Walt's barn came home again in 2001 during a 3 day old-fashioned barn raising. Guests from all over the world have left their message to Walt on the interior walls of the barn. Open daily sunrise to sunset.



### Disney Farm Arboretum

In 2002, a Disney Farm tradition began when ToonFest Headliners planted the arboretum's first trees. Donated by American Forest Historic Tree Nursery, the trees come from historic properties all over the world and have a tie to Disney. For example, Walt was an admirer of Abraham Lincoln and there are trees from Lincoln's property. Open daily sunrise to sunset.

### Walt Disney United States Post Office Building

120 E. Ritchie Street

(660) 376-3300

Following Walt Disney's death in 1966, the citizens of Marceline lobbied the US Postal Service to issue a commemorative stamp in his honor. The stamp was issued from Marceline, October 16, 1968. In 2003, the Marceline US Post Office building was renamed the Walt Disney Post Office Building, making it the only federal building named for Walt Disney.

Stop by the post office and have your letter hand cancelled with Marceline's one-of-a-kind Disney cancellation.

### Walt Disney Elementary School

420 E. California

(660) 376-2166

In 1960 Walt Disney cancelled an around-the-world trip to attend the dedication of Walt Disney Elementary School. Speaking at the dedication, Walt commented, "You know I'm not a funny guy, I'm just a farm boy from Marceline who hides behind a duck and a mouse."

Walt directed the Disney studios to produce a unique mural for the school interior. He also furnished a flag pole from the Squaw Valley Olympics and two special Disney flags.



### Walt Disney Complex, Swimming Pool

700 S. Kansas

(660) 376-3528 (City Hall)

In 1956, the year after Disneyland opened, Walt and Roy Disney returned with their wives to Marceline to dedicate the Walt Disney swimming pool. The brothers relished the chance to visit old friends and relive memories. At the dedication, Walt told the children of Marceline: "My best memories are the years I spent here. You children are lucky to live here." Open Memorial Day–Labor Day, admission charged.

### Walt Disney Complex, Santa Fe Lake

700 S. Kansas

(660) 376-3528 (City Hall)

Built in 1912 as a private club, the lake is now owned by the city. The lake and grounds are open to the public and feature a picnic area, playground and fishing.

### **North Missouri Arts Council (NOMO)**

111 S Main Street USA

Located on Main Street USA, this charming gallery hosts several new shows each year featuring regional and nationally known artists. Shows include watercolor, oil, pastels, photography, fiber and ceramics.

### **Magnolia Antiques and Tourist Center**

209 N. Main Street USA

(660) 376-2332

In the heart of downtown Marceline since 1990, Magnolia Antiques offers 5,000 square feet of antiques, collectibles, memorabilia and useful items of all kinds. Need area information? Give us a call.

### **Marceline Carnegie Library**

119 E. California

(660) 376-3223

[www.marcelinelibrary.org](http://www.marcelinelibrary.org)

Built in 1920 and one of only 22 Carnegie libraries still in existence in Missouri, this small charmer houses approximately 25,000 volumes, a significant genealogical collection and original art depicting Marceline's past.

### **Marceline Chamber of Commerce**

209 N Main Street USA

(660) 376-3347

[www.marceline.com](http://www.marceline.com)

Marceline's business community invites you to visit Downtown Marceline. We are proud to be a charter member of the Missouri Highway 36 Heritage Alliance and a new member of Missouri Main Street Connection and National Trust for Historic Preservation.

### **Marceline Golf Club**

32812 Key Drive

(660) 376-3174

Nine-hole golf course stretching over 80 acres with beautiful fairways, three ponds, and both men's and lady's tees. This course is one of the best nine-hole courses in the area. Pro shop is open from March 1-October 31. Green fees are \$15 for an eighteen-hole round of golf. Cart rental is also available.

### **Circle O Lodge and Tree Farm**

29783 Morton Rd

(972) 527-2801

Situated on 60 acres of mixed terrain and featuring hardwood forests, open grasslands and a 2.5 acre fishing pond, the Circle O Lodge is a rustic but modern family lodge perfect for families and small groups.

### **ToonFest**

ToonFest will be celebrating its 17th year. From the humble beginnings with a cartoonist drawing in the park as a few curious locals walked by... today the event attracts visitors from all over the world. Annually A-List celebrities headline the event in support of Disney. Not only does the public have the opportunity to participate in a full day of activities in E.P. Ripley Park, but also to enjoy the Cartoonist Symposiums at the historic Uptown Theatre and the International Cartoon show at the Masonic Temple. The day kicks off with a parade that features bands, floats, Princesses, Pirates, Grand Marshalls, and more. It continues with live entertainment, craft booths, great food, and fun for the whole family. ToonFest is truly a wonderful

celebration that should not be missed. ToonFest draws in thousands adding to the rich tourism of this area and bringing revenue to the city that supports the local economy.

## Community Interviews

### 1. Local Retail:

Organization sees a need for hotel accommodations for weddings, funerals, graduations and family events at least monthly. Respondent also cited the 10-12 large special events hosted in the community each year plus the visitors to the Disney Museum. Respondent indicated that people currently use the Brookfield option to meet overnight needs. Respondent sees an unmet need with meeting/banquet space for groups from 50 – 150 or 20 or less as the community center is not a good fit in these areas. No practical conference/meeting space in the market. Respondent mentioned the need for a quality restaurant for dinners and the need for a weekend brunch. Respondent also cited the large hunting population with people coming to the area from all over the country. Respondent rates location at the maximum importance of 10 while rating brand at a 5 indicating that the community has a great need for any accommodations that are good quality and clean. Respondent rated the current Marceline option at 2-3 and the other markets at 9. Respondent added that a new hotel would be a great asset to the community for those who travel to the community for funerals, weddings, family reunions and holidays. Respondent feels that amenities like a pool would be important to attract guests traveling with smaller children etc. Respondent reiterated the large number of special events hosted in the community with 10-12 weekends per year; alumni, ToonFest, Railroad, and Gun show. Respondent added that the community hosts a very large 4<sup>th</sup> of July celebration with a week-long carnival that many families use for family reunions etc. Respondent indicated that they feel the hotel would be booked completely during the large events each month.

### 2. Local Tourism:

Organization has need for hotel accommodations for a large number of events each year including 6-7 large shows (craft, gun, train etc.) with 200-300 people for 1-2 nights as well as 15-20 wedding receptions each year. Currently the organization sends visitors to Brookfield until the hotel is filled and then to Macon. Respondent added that the organization is limited to one day shows at this point since there are no hotel accommodations in Marceline. Respondent indicated that a quality restaurant would be a great asset for Marceline and that the community currently has issues with the municipal pool. Respondent indicated that a partnership to accommodate hotel guests and community members at a hotel pool could allow people to work together to meet the need. Organization is currently using the Marceline, Brookfield and Macon options. The organization offers meeting/banquet space with kitchen appliances etc. with a room to hold up to 50 people and another room (gym) to hold up to 600. Respondent rated location important at an 8 while rating brand lower at a 5 and adding that a good, clean hotel would be an asset but it doesn't need to be a Hilton. Respondent rates the current Marceline option a 3 while rating the Brookfield and Macon options a 4-5. The organization does reserve blocks of rooms for events at a reduced rate. Respondent sees the addition of a hotel as an asset and a way to bring business back to town with visitors purchasing their gas, groceries and food in Marceline and supporting the local merchants. Respondent reiterated that the organization's ability to host events is currently restricted to one day events due to lack of accommodations. Respondent looks forward to the development materializing as respondent is retiring very soon and plans to spend more time attracting events to the organization. Respondent added that organization recently applied for a MO Health Foundation Grant that will allow the organization to serve a 30 mile radius to bring awareness of health issues which will increase traffic to the area.



### 3. Local Financial Institution:

Organization has need for accommodations twice per year, one time including 2 people for 3-4 nights and the other 12-15 people for one week. (12-15 may be on 18 month cycle depending on performance) Respondent sees a great need for a good evening restaurant to enhance the community and keep dollars in the community. Respondent indicated a concern that even with a quality hotel visitors may continue to stay in Brookfield or Macon due to better restaurant choices. Respondent currently uses hotel accommodations in Brookfield and Macon to meet needs. Respondent sees a need for meeting space with technology for 50-100 people. Perhaps a split room scenario would be beneficial. The community center offers the gym for large groups and a small space option but nothing in between. Location ranks important at 7 while brand does not seem to be a concern at a 5 or lower. Respondent indicated that a clean, quality hotel would be well received with any flag. Respondent rated the current Marceline option low at a 3 while indicating that the Brookfield and Macon options rank at a 6-7 and meet the current needs. Respondent does not have a corporate rate. Respondent feels that a new hotel would be an asset for the community and a positive if it can remain solvent. Respondent sees a definite need for a hotel in the community as long as the demand is consistent enough to make the facility profitable. Respondent reiterated the need for a quality restaurant.

### 4. Local Financial Institution:

Organization has need for accommodations twice per year. One time per year: 2 people for 3-4 nights and 3-4 people for one week. (3-4 may be on 18 month schedules depending on performance) Organization brings in employees from other communities for training several times per year for 1-2 nights. Respondent reiterated community need for hotel spaces with special events 10-12 times per year with gun show, model train show, alumni weekend, ToonFest etc. Respondent indicated that there is a real need for a quality restaurant in the community and indicated that the organization uses accommodations in Brookfield, Macon and Chillicothe to meet needs. Respondent indicated that a need exists for meeting space for 50-100 with catering opportunities. Respondent also mentioned that the community currently misses out on the opportunity to host Missouri Bankers Association meetings or Farm Service Agency meetings due to the lack of hotel accommodations. Respondent ranked location very high at a 9 adding that locating the facility near the 36/5 junction would increase visibility and draw people from the 4-lane highway. Respondent reiterated that 4-lane US Highway 36 is carrying a lot more traffic now due to the issues with Interstate 70 and that it will continue to increase as work begins on I70. Respondent feels that locating the hotel too close to town will cause a loss of traffic from the highway if people had to drive 2-3 miles. Respondent felt like brand was not as important rating it a 6-7 and added that it could be a “mom & pop” if it was clean and nice. Respondent rated the current Marceline option at a 3-4 and the outside market options in Brookfield and Macon at 7-8. The organization does not have a corporate rate. Respondent feels a new hotel would be a great asset to the community and would give people an option to stay in the community when attending events etc. and keep that money for overnight stays, food and shopping in the local economy.

### 5. Local Commercial Business:

Respondent often has potential guests that inquire for overnight lodging which the organization does not offer. Respondent added local businesses are sorely lacking accommodation for the vendors that service their accounts and have to spend the night. Respondent's guests need for accommodations range between 3 days to 2 weeks. Respondent added, given the fact that Marceline has a substandard municipal pool a hotel with pool would be a benefit to families visiting Marceline with small children. Other amenities should include business center, meeting rooms, and Audio/Video and conferencing system, restaurant that could serve not only the guests but community as well. A workout facility is a plus but only if it is properly outfitted and has more than one machine for each type of exercise. Respondent personally uses Marriott, Hyatt, Hilton, Marriott Spring Hill, and Hampton Inn for business travel and does not like Econo Lodge. Banquet space

and meeting space is a requisite. A banquet room would offer the prospects for wedding receptions etc. and not be so dependent on the community center which is very nice but has the appearance of HS gym. Respondent rates location high at a 10 while brand rates at a 5 based on the market. Respondent rates the current Marceline option at zero and added that there is no quality hotel in the market while adding that the Brookfield option rates a 5 at best. Respondent does see a hotel as a tremendous asset to the community. Currently the community has approximately 12,000 visitors annually to the local museum that come from as far away as China and Europe. Once they visit the museum it is a bummer because the community lacks restaurant and hotel accommodations. A considerable number of that population would overnight in Marceline, pay their accommodation, maybe have a meal there, and spend money in the community. In addition the hotel would attract business people coming to Marceline to call on local industry, and with the work that will be taking place on Interstate 70, that traffic will be routed to Historic Highway 36 hence more traffic. If you ever travel 36 from west to east you will appreciate a hotel in Marceline because that stretch just covered is very tedious!

#### 6. Local Health Care Provider:

Organization has need for accommodations for business related visits 15-20 times per year with average stays from 1-2 nights typically. Respondent indicated that the quality of the hotel is more important than amenities adding that a pool is not important for business travelers but added that brand may be important as it sets a certain expectation for visitors where a local unknown hotel/motel causes visitors to be hesitant. Respondent indicated that the organization uses the local Marceline option sometimes but that some people have a preference to stay in Macon. Organization rarely has need for meeting space but needs to accommodate 10-15 from time to time. Respondent rates location high at a 7 and rates brand at the maximum 10 reiterating that brand brings a certain expectation. Respondent rates the current Marceline option at a 5 while the Macon option rates an 8. Respondent does not have a corporate rate. Respondent indicated a new hotel would absolutely be an asset to the community and provide some needed competition to raise the quality of the accommodations. A hotel would attract more visitors for events like ToonFest, Train Show and other regional activities. Community is currently losing people and money to other communities due to a lack of competitive accommodations. Respondent added that the hotel would also provide needed job creation. Respondent feels the hotel should be located near the 36/5 junction as there is currently nothing at the exit and nothing to draw people to the community. No one knows there is a town off that exit. The hotel may also spur additional development in the area near the intersection.

#### 7. Local Public Administrator:

Organization has need for accommodations several times per year for multiple events, tournaments and award ceremonies with the average stay 2-3 nights. Respondent also mentioned the option to host state meetings if the community offered hotel accommodations. Organization is currently using an option in Brookfield to meet needs but does not have a corporate rate. Organization has no need for meeting space. Respondent ranks location at an 8 responding that location is a "big deal" while brand ranks at 5 and does not matter as the community needs an option. Respondent rates the current Marceline option at a 1 while rating the current Brookfield market at a 6. Respondent added that a hotel near the 36/5 junction could also lead to additional development like a convenience store, truck stop and truck wash. Respondent indicated that many people are changing their travel patterns to include Highway 36 more than I70 and indicated that a family member who is a truck driver has confirmed that shift in his industry. Respondent feels the timing is right for a hotel development and it would be a great benefit to both the community and the developer.

#### 8. Local Industry:

Organization does have need for accommodations for customers and vendors six times per year for a 1-2 night stay. Amenities are not as important as clean, quality and price. Organization is currently using the Brookfield option. Organization has need for meeting space to accommodate over 120 people 1 time per year and uses the community center. Respondent rates location as a 7 indicating that visitors would support a new Marceline option over Brookfield if it was available and if the community also had better restaurants. Respondent rates brand at 5 indicating that the main thing is that the hotel have a brand. Hilton or Best Western, it doesn't really matter but a brand allows for certain expectations. Respondent rates the current Marceline option at 3 while Brookfield a 7 and the organization does not have a corporate rate. Respondent feels a new hotel would be an asset to the community but that doesn't mean the community can sustain the hotel. The new hotel would be neutral for the organization but more convenient to other businesses. Respondent added that the Marceline hotel would be less convenient to restaurants in other markets.

#### 9. Local Tourism:

Organization has need for accommodations for several events throughout the year including the Paint Marceline event which brings in artists from across the country and offers the largest single day payout in the Midwest with most guests staying 1-2 nights. Respondent indicated that a business center would be an important amenity in the new hotel as well as conference/meeting rooms. ToonFest, National Cartoon Convention, Train Heritage Show and Historical group need meeting space with perhaps a split room that could hold from 50-100. Organization currently uses the Marceline, Brookfield, Macon and Chillicothe options to meet overnight needs. Respondent rated location at the maximum 10 while also rating brand high at a 7-8 indicating that in Respondent's own personal travel brand doesn't matter but when traveling for business it makes a difference on cleanliness etc. Respondent rated the Marceline option at a 3 while rating outside options at 8. Respondent feels a new hotel would be an asset to the community and help to pull traffic from Highway 36 to town. The hotel would be an important part of the future growth of the community.

#### 10. Local Industry:

Organization has need for accommodations with 4-6 rooms per week resulting in 1-2 night stays. Respondent indicated that organization has no need for meeting/banquet space as they have meeting space and a dining hall on site. Organization is currently using the Brookfield option to meet the need for accommodations and respondent did not have an opinion on hotel amenities. Respondent rated location high at an 8 while also rating brand high at the maximum 10 indicating that it is important for the community to have a quality hotel. Respondent did not rate the current Marceline option as they do not use the facility at all but did indicate that the organization is satisfied with the Brookfield option. Respondent was not entirely sure but felt like the organization did have a corporate rate. Respondent believes a new hotel would be an asset to the commuting by adding new jobs and indicated that a quality hotel would have use.

#### 11. Local Tourism/Local Retail (2 Respondents):

Organization receives 12,000 visitors per year. The museum facility is open 7 months of the year and in 2014 welcomed visitors from 49 states and 13 countries. The facility is the only Museum listed on the official MODOT Missouri Highway Map. The Organization is in the process of hiring for a development position that will concentrate on attracting more events and visitors as well as fundraising. Respondents indicated that the community offers quality sports complexes that could host multiple tournaments per year if a local hotel was developed. Respondents discussed the annual 4<sup>th</sup> of July event which brings hundreds of visitors to the community and includes a 7 day carnival; many community members also combine the community celebration with family reunions etc. Respondent indicates that the community hosts 10-12 large community

events each year which require overnight stays and bring thousands of people to the community for 2-3 nights and that local organizations are kept from expanding tourism events due to the lack of hotel accommodations. One of these events, ToonFest, includes A-list Artists from around the world who come to the boyhood home of Walt Disney to give demonstrations and host informational seminars. The event includes a full day of family activities including outstanding music, great food, crafts and exhibits of all kinds. Currently the community is featured as a part of the Highway 36, The Way of the American Genius marketing efforts as well including the Missouri Highway 36 Official Visitors Guide. The community is also home to a quality quilt shop and is centrally located on the Quilting Trail through Missouri which includes 15 shops in 14 communities. The community currently hosts 6-10 Bus Tours per year but once again is limited in its ability to increase that number by the lack of hotel accommodations Respondents added that the only hotel option to host tour busses is the Chillicothe option as even the Brookfield option has less than the requisite 52 rooms to support busses. Respondents indicated that a new restaurant is a huge need as well as meeting space for 50-100 that includes technology. The community's location is near the center of the state on Highway 36 and Respondents feel this location combined with conference/meeting space would allow for additional state meetings to be hosted in the community. Respondents indicated that the community currently uses the Marceline, Brookfield, Macon and Chillicothe options to meet the need for the community events and reiterated that events could increase if hotel accommodations were available. Respondents indicated that location is important raking at 7 and brand was important as well as it provides security for visitors with certain expectations. Respondents believe it would be helpful of the proposed hotel had the "feel" of Marceline holding to the Disney or Railroad culture of the community. Respondents indicated that the community is working on a possible Amtrak stop. Currently people arrive by Amtrak in LaPlata, rent a car and travel to Marceline. Respondents rated the Marceline option as a 2 but did indicate that the current owners have remodeled, added new bedding and transformed to a non-smoking facility. Respondents also rated the Brookfield option at 8 adding that people seem to comment positively about the breakfast and rated the Macon/Chillicothe options at the maximum 10. Respondents added that many visitors like the "local feel" and during ToonFest they offer a corporate rate at the Marceline option. Respondents feel a new hotel would be a big asset for the community and offer the opportunity for more tourism while spurring additional development. Respondents added that the community is working to transform the former hospital to a VA Home. If this occurs, the community will host numerous visitors each year as family and friends visit residents.

#### 12. Local Public Administrator:

Organization has occasional need for overnight accommodations and could benefit from the use of conference facilities for 50-100 people. Respondent sees a need for a restaurant as well. Organization is currently using the Marceline option to meet needs. Respondent rates location very high at a 9 while rating the current options in the market at a 5. Respondent sees a potential hotel development as an asset for the community and is aware that several larger industries in the City fly in clientele and put them up in hotels not in Marceline, therefore losing potential revenue. In addition, a hotel would enhance the tourism industry, allowing for visitors to stay longer and spend money in the community.

#### 13. Local Commercial Business:

Organization has need for accommodations for vendors 6-12 times per year with 1-2 night stays. Respondent also mentioned the need for accommodations for numerous agency people like Community Development Block Grant, USDA, SBA and EDA working with their organization on construction projects in the area. Respondent also mentioned the need to accommodate overnight stays for school events, traveling softball/baseball/ teams, hunters and fishing tournaments. Respondent indicated that numerous baseball and softball tournaments are held in the community with 25-35 teams traveling to the community to compete.

Respondent also mentioned that a quality restaurant is a necessity for the community. Respondent is currently using the Marceline option as well as the Brookfield option to meet the needs. Respondent sees a need for conference/banquet space for 50-100 people. Respondent also mentioned that the organization routinely offers its meeting space for local meetings as there is not a real good place for meetings in the community. Respondent also mentioned that some of the other meeting space requires participants to meet someone to access a key to the facility as people are not regularly on site to assist. Respondent rates location high at 8 citing the importance of convenience when making a decision on hotel accommodations. Respondent rated brand high at a 7 and mentioned that a brand affiliation allows for certain expectations for customers. Respondent rated the local option at a 5 indicating that the facility has traditionally been very clean/nice but a bit dated while rating the outside market options at a 7. Respondent added that camp sites are a need in the area as well and felt that a hotel that might also offer RV sites with hookups for nightly rent would be of value to the area. Respondent feels a new hotel would be an asset to the community and help pull traffic from Highway 36 into the community. Respondent also mentioned that a larger local option would allow more ball teams and other guests to have an option to stay overnight in the community rather than traveling to surrounding communities.



## Lodging Rate and Supply

Existing Hotel Occupancy & Rates by Competitor					
Competing Property:	Rate Information:				Average Rate
	KING	DOUBLE	WEEKEND	CORP	
Comfort Inn & Suites Chillicothe	\$129	\$119	\$119	\$105	\$118.00
Econo Lodge Inn & Suites Chillicothe	\$55	\$50	\$50	N/A	\$51.66
Days Inn Chillicothe	\$85	\$75	\$75	\$68	\$75.75
Super 8 Chillicothe	\$75	\$65	\$65	\$60	\$66.25
Martin House	\$55	\$50	\$50	\$45	\$38.75
Best Western Brookfield	\$105	\$95	\$95	\$90	\$96.25
<b>MARCELINE AVERAGE DAILY ROOM RATE:</b>					<b>\$74.44</b>
Existing Hotel Room Capacity					
					Number of Rooms
Comfort Inn & Suites Chillicothe					62
Econo Lodge Inn & Suites Chillicothe					57
Days Inn Chillicothe					60
Super 8 Chillicothe					55
Martin House					24
Best Western Brookfield					31
<b>Total Available Rooms:</b>					<b>289</b>

ADR listed above may include some discounting from social/leisure/group rates that may be discounted on weekends for special events or group rates for 10 or more rooms utilized. However, with a high level of corporate/commercial demand the ADR in the market remains strong. The market includes a strong tourism base as compared to similar size markets regionally and nationally. Based on local interviews, it is clear that unaccommodated lodging demand exists in the local market due to a lack of adequate lodging options.

A new hotel in the market that would exceed the current status of the six closest existing competitors and include the desired amenities could recognize a higher ADR similar to options now being regularly utilized in the Brookfield, Macon, and Chillicothe, MO markets. A number of respondents indicated the importance of location and their desire to house guests in the Marceline market given an acceptable new alternative.

# Marceline Area (Expanded Market) Hotel Trend Analysis

## Data by Measure

Marceline Area Market Hotel Trend Analysis

Job Number: 678695\_SADIM Staff: SS Created: May 15, 2015

Occupancy (%)														Total Year	Mar YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2009	38.7	46.1	51.1	57.1	60.3	64.3	67.3	66.0	68.7	64.8	53.4	39.7	56.5	45.3	
2010	33.3	38.7	52.4	54.8	57.9	68.2	63.0	58.4	65.1	65.3	56.9	35.8	54.3	41.7	
2011	31.1	40.8	51.0	52.7	56.0	64.7	61.9	57.6	60.1	59.2	55.4	37.3	52.4	41.0	
2012	33.9	40.7	48.5	55.1	60.6	59.3	61.9	57.0	56.8	57.8	54.4	34.5	51.7	41.0	
2013	33.5	40.1	45.1	56.2	61.2	64.2	63.3	60.3	62.1	60.1	59.0	39.7	53.8	39.6	
2014	41.9	46.1	55.9	59.7	63.4	65.2	63.9	59.0	60.3	60.5	53.7	37.1	55.6	48.0	
2015	34.8	39.9	50.7											41.9	
Avg	35.3	41.7	50.7	55.9	59.9	64.3	63.5	59.7	62.1	61.3	55.5	37.3	54.0	42.6	

ADR (\$)														Total Year	Mar YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2009	59.47	62.00	61.91	62.17	64.65	63.43	61.17	60.26	61.66	61.02	61.86	61.04	61.78	61.22	
2010	61.60	61.08	62.77	62.07	64.51	64.13	65.26	64.57	64.90	65.51	66.24	62.70	64.06	61.96	
2011	61.54	63.85	64.48	66.72	68.35	66.82	67.69	67.28	68.49	66.80	66.21	65.72	66.48	63.52	
2012	66.06	65.54	66.19	66.22	68.49	66.95	61.43	63.54	69.39	68.02	68.49	68.17	66.49	65.95	
2013	66.22	65.84	68.76	68.00	69.56	67.81	67.39	67.48	68.68	68.84	68.11	65.66	67.87	67.10	
2014	66.52	67.93	67.35	68.97	71.77	71.38	72.13	72.26	72.79	73.24	74.03	72.81	71.07	67.27	
2015	73.01	72.97	73.59											73.24	
Avg	65.01	65.62	66.42	65.75	67.97	66.77	65.86	65.86	67.52	67.20	67.53	65.99	66.32	65.77	

RevPAR (\$)														Total Year	Mar YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2009	23.02	28.57	31.61	35.49	38.97	40.79	41.16	39.78	42.39	39.52	33.02	24.25	34.90	27.70	
2010	20.49	23.64	32.87	34.04	37.35	43.76	41.10	37.74	42.28	42.81	37.68	22.42	34.78	25.83	
2011	19.16	26.06	32.90	35.18	38.27	43.25	41.91	38.73	41.17	39.58	36.66	24.53	34.81	26.04	
2012	22.38	26.66	32.08	36.47	41.47	39.71	38.01	36.22	39.41	39.29	37.24	23.51	34.39	27.06	
2013	22.21	26.41	31.02	38.21	42.59	43.51	42.69	40.66	42.63	41.39	40.19	26.07	36.50	26.56	
2014	27.85	31.28	37.63	41.18	45.50	46.57	46.07	42.66	43.89	44.34	39.74	27.02	39.51	32.29	
2015	25.44	29.14	37.31											30.68	
Avg	22.95	27.39	33.65	36.77	40.71	42.95	41.83	39.29	41.96	41.17	37.46	24.64	35.82	28.03	

Supply														Total Year	Mar YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2009	33,666	30,408	33,666	32,580	33,666	32,580	33,666	33,666	32,580	33,666	32,580	33,666	396,390	97,740	
2010	33,666	32,144	35,588	34,440	35,557	34,410	35,557	35,557	34,410	35,557	34,410	35,557	416,853	101,398	
2011	35,557	32,116	35,557	34,410	35,557	34,410	35,557	35,557	34,410	35,557	34,410	35,557	418,655	103,230	
2012	35,557	32,116	35,557	34,410	35,557	34,410	35,557	35,557	34,410	35,557	34,410	35,557	418,655	103,230	
2013	35,557	32,116	35,557	34,410	35,557	34,410	35,557	35,557	34,410	35,557	34,410	35,557	418,655	103,230	
2014	35,557	32,116	35,557	34,410	35,557	34,410	35,557	35,495	34,350	35,495	34,350	35,495	418,349	103,230	
2015	35,495	32,060	35,495											103,050	
Avg	35,008	31,868	35,282	34,110	35,242	34,105	35,242	35,232	34,095	35,232	34,095	35,232	414,593	102,158	

Demand														Total Year	Mar YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2009	13,029	14,012	17,189	18,598	20,296	20,951	22,652	22,223	22,395	21,807	17,393	13,375	223,920	44,230	
2010	11,198	12,440	18,634	18,884	20,587	23,476	22,396	20,782	22,416	23,233	19,574	12,715	226,335	42,272	
2011	11,068	13,106	18,143	18,144	19,910	22,274	22,016	20,467	20,687	21,067	19,051	13,271	219,204	42,317	
2012	12,048	13,065	17,236	18,954	21,532	20,408	22,002	20,267	19,542	20,536	18,709	12,260	216,559	42,349	
2013	11,929	12,884	16,043	19,336	21,772	22,080	22,525	21,426	21,360	21,381	20,304	14,119	225,159	40,856	
2014	14,886	14,790	19,866	20,546	22,543	22,449	22,711	20,958	20,712	21,486	18,442	13,172	232,561	49,542	
2015	12,369	12,805	17,995											43,169	
Avg	12,361	13,300	17,872	19,077	21,107	21,940	22,384	21,021	21,185	21,585	18,912	13,152	223,956	43,534	

Revenue (\$)														Total Year	Mar YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2009	774,875	868,676	1,064,170	1,156,256	1,312,116	1,328,916	1,385,691	1,339,172	1,380,968	1,330,627	1,075,881	816,458	13,833,806	2,707,721	
2010	689,765	759,818	1,169,723	1,172,170	1,327,983	1,505,624	1,461,517	1,341,819	1,454,801	1,522,072	1,296,506	797,238	14,499,036	2,619,306	
2011	681,163	836,829	1,169,930	1,210,559	1,360,785	1,488,239	1,490,245	1,377,105	1,416,751	1,407,265	1,261,358	872,106	14,572,335	2,687,922	
2012	795,872	856,325	1,140,813	1,255,077	1,474,670	1,366,371	1,351,499	1,287,747	1,356,008	1,396,946	1,281,407	835,820	14,398,555	2,793,010	
2013	789,896	848,341	1,103,114	1,314,805	1,514,440	1,497,342	1,517,891	1,445,814	1,466,998	1,471,784	1,382,996	927,111	15,280,532	2,741,351	
2014	990,169	1,004,693	1,338,012	1,416,975	1,617,801	1,602,384	1,638,181	1,514,376	1,507,583	1,573,733	1,365,174	959,064	16,528,145	3,332,874	
2015	903,012	934,331	1,324,206											3,161,549	
Avg	803,536	872,716	1,187,138	1,254,307	1,434,633	1,464,813	1,474,171	1,384,339	1,430,518	1,450,405	1,277,220	867,966	14,852,068	2,863,390	

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## % Change by Measure

Marceline Area Market Hotel Trend Analysis

Job Number: 678695\_SADIM Staff: SS Created: May 15, 2015

Occupancy														
	January	February	March	April	May	June	July	August	September	October	November	December	Total Year	Mar YTD
2010	-14.1	-16.0	2.6	-3.9	-4.0	6.1	-6.4	-11.5	-5.2	0.9	6.6	-10.0	-3.9	-7.9
2011	-6.4	5.4	-2.6	-3.8	-3.3	-5.1	-1.7	-1.5	-7.7	-9.3	-2.7	4.4	-3.6	-1.7
2012	8.9	-0.3	-5.0	4.5	8.1	-8.4	-0.1	-1.0	-5.5	-2.5	-1.8	-7.6	-1.2	0.1
2013	-1.0	-1.4	-6.9	2.0	1.1	8.2	2.4	5.7	9.3	4.1	8.5	15.2	4.0	-3.5
2014	24.8	14.8	23.8	6.3	3.5	1.7	0.8	-2.0	-2.9	0.7	-9.0	-6.5	3.4	21.3
2015	-16.8	-13.3	-9.3											-12.7
Avg	-0.8	-1.8	0.4	1.0	1.1	0.5	-1.0	-2.0	-2.4	-1.2	0.3	-0.9	-0.3	-0.7

ADR														
	January	February	March	April	May	June	July	August	September	October	November	December	Total Year	Mar YTD
2010	3.6	-1.5	1.4	-0.2	-0.2	1.1	6.7	7.1	5.2	7.4	7.1	2.7	3.7	1.2
2011	-0.1	4.5	2.7	7.5	6.0	4.2	3.7	4.2	5.5	2.0	-0.0	4.8	3.8	2.5
2012	7.3	2.7	2.6	-0.8	0.2	0.2	-9.3	-5.6	1.3	1.8	3.4	3.7	0.0	3.8
2013	0.2	0.5	3.9	2.7	1.6	1.3	9.7	6.2	-1.0	1.2	-0.6	-3.7	2.1	1.7
2014	0.5	3.2	-2.0	1.4	3.2	5.3	7.0	7.1	6.0	6.4	8.7	10.9	4.7	0.3
2015	9.8	7.4	9.3											8.9
Avg	3.5	2.8	3.0	2.1	2.1	2.4	3.6	3.8	3.4	3.8	3.7	3.7	2.9	3.1

RevPAR														
	January	February	March	April	May	June	July	August	September	October	November	December	Total Year	Mar YTD
2010	-11.0	-17.3	4.0	-4.1	-4.2	7.3	-0.1	-5.1	-0.3	8.3	14.1	-7.5	-0.3	-6.8
2011	-6.5	10.2	0.1	3.4	2.5	-1.2	2.0	2.6	-2.6	-7.5	-2.7	9.4	0.1	0.8
2012	16.8	2.3	-2.5	3.7	8.4	-8.2	-9.3	-6.5	-4.3	-0.7	1.6	-4.2	-1.2	3.9
2013	-0.8	-0.9	-3.3	4.8	2.7	9.6	12.3	12.3	8.2	5.4	7.9	10.9	6.1	-1.8
2014	25.4	18.4	21.3	7.8	6.8	7.0	7.9	4.9	2.9	7.1	-1.1	3.6	8.2	21.6
2015	-8.6	-6.8	-0.9											-5.0
Avg	2.6	1.0	3.1	3.1	3.2	2.9	2.6	1.6	0.8	2.5	4.0	2.4	2.6	2.1

Supply														
	January	February	March	April	May	June	July	August	September	October	November	December	Total Year	Mar YTD
2010	0.0	5.7	5.7	5.7	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.2	3.7
2011	5.6	-0.1	-0.1	-0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.4	1.8
2012	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2013	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2014	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.2	-0.2	-0.2	-0.2	-0.2	-0.1	0.0
2015	-0.2	-0.2	-0.2											-0.2
Avg	0.9	0.9	0.9	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	0.9

Demand														
	January	February	March	April	May	June	July	August	September	October	November	December	Total Year	Mar YTD
2010	-14.1	-11.2	8.4	1.5	1.4	12.1	-1.1	-6.5	0.1	6.5	12.5	-4.9	1.1	-4.4
2011	-1.2	5.4	-2.6	-3.9	-3.3	-5.1	-1.7	-1.5	-7.7	-9.3	-2.7	4.4	-3.2	0.1
2012	8.9	-0.3	-5.0	4.5	8.1	-8.4	-0.1	-1.0	-5.5	-2.5	-1.8	-7.6	-1.2	0.1
2013	-1.0	-1.4	-6.9	2.0	1.1	8.2	2.4	5.7	9.3	4.1	8.5	15.2	4.0	-3.5
2014	24.8	14.8	23.8	6.3	3.5	1.7	0.8	-2.2	-3.0	0.5	-9.2	-6.7	3.3	21.3
2015	-16.9	-13.4	-9.4											-12.9
Avg	0.1	-1.0	1.4	2.1	2.2	1.7	0.1	-1.1	-1.4	-0.1	1.5	0.1	0.8	0.1

Revenue														
	January	February	March	April	May	June	July	August	September	October	November	December	Total Year	Mar YTD
2010	-11.0	-12.5	9.9	1.4	1.2	13.3	5.5	0.2	5.3	14.4	20.5	-2.4	4.8	-3.3
2011	-1.2	10.1	0.0	3.3	2.5	-1.2	2.0	2.6	-2.6	-7.5	-2.7	9.4	0.5	2.6
2012	16.8	2.3	-2.5	3.7	8.4	-8.2	-9.3	-6.5	-4.3	-0.7	1.6	-4.2	-1.2	3.9
2013	-0.8	-0.9	-3.3	4.8	2.7	9.6	12.3	12.3	8.2	5.4	7.9	10.9	6.1	-1.8
2014	25.4	18.4	21.3	7.8	6.8	7.0	7.9	4.7	2.8	6.9	-1.3	3.4	8.2	21.6
2015	-8.8	-7.0	-1.0											-5.1
Avg	3.4	1.7	4.1	4.2	4.3	4.1	3.7	2.7	1.9	3.7	5.2	3.4	3.7	3.0

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## % Change by Year

Marceline Area Market Hotel Trend Analysis

Job Number: 678695\_SADIM Staff: SS Created: May 15, 2015

	Jan 10	Feb 10	Mar 10	Apr 10	May 10	Jun 10	Jul 10	Aug 10	Sep 10	Oct 10	Nov 10	Dec 10	Total Year	Mar YTD
Occ	-14.1	-16.0	2.6	-3.9	-4.0	6.1	-6.4	-11.5	-5.2	0.9	6.6	-10.0	-3.9	-7.9
ADR	3.6	-1.5	1.4	-0.2	-0.2	1.1	6.7	7.1	5.2	7.4	7.1	2.7	3.7	1.2
RevPAR	-11.0	-17.3	4.0	-4.1	-4.2	7.3	-0.1	-5.1	-0.3	8.3	14.1	-7.5	-0.3	-6.8
Supply	0.0	5.7	5.7	5.7	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.2	3.7
Demand	-14.1	-11.2	8.4	1.5	1.4	12.1	-1.1	-6.5	0.1	6.5	12.5	-4.9	1.1	-4.4
Revenue	-11.0	-12.5	9.9	1.4	1.2	13.3	5.5	0.2	5.3	14.4	20.5	-2.4	4.8	-3.3

	Jan 11	Feb 11	Mar 11	Apr 11	May 11	Jun 11	Jul 11	Aug 11	Sep 11	Oct 11	Nov 11	Dec 11	Total Year	Mar YTD
Occ	-6.4	5.4	-2.6	-3.8	-3.3	-5.1	-1.7	-1.5	-7.7	-9.3	-2.7	4.4	-3.6	-1.7
ADR	-0.1	4.5	2.7	7.5	6.0	4.2	3.7	4.2	5.5	2.0	-0.0	4.8	3.8	2.5
RevPAR	-6.5	10.2	0.1	3.4	2.5	-1.2	2.0	2.6	-2.6	-7.5	-2.7	9.4	0.1	0.8
Supply	5.6	-0.1	-0.1	-0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.4	1.8
Demand	-1.2	5.4	-2.6	-3.9	-3.3	-5.1	-1.7	-1.5	-7.7	-9.3	-2.7	4.4	-3.2	0.1
Revenue	-1.2	10.1	0.0	3.3	2.5	-1.2	2.0	2.6	-2.6	-7.5	-2.7	9.4	0.5	2.6

	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov 12	Dec 12	Total Year	Mar YTD
Occ	8.9	-0.3	-5.0	4.5	8.1	-8.4	-0.1	-1.0	-5.5	-2.5	-1.8	-7.6	-1.2	0.1
ADR	7.3	2.7	2.6	-0.8	0.2	0.2	-9.3	-5.6	1.3	1.8	3.4	3.7	0.0	3.8
RevPAR	16.8	2.3	-2.5	3.7	8.4	-8.2	-9.3	-6.5	-4.3	-0.7	1.6	-4.2	-1.2	3.9
Supply	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Demand	8.9	-0.3	-5.0	4.5	8.1	-8.4	-0.1	-1.0	-5.5	-2.5	-1.8	-7.6	-1.2	0.1
Revenue	16.8	2.3	-2.5	3.7	8.4	-8.2	-9.3	-6.5	-4.3	-0.7	1.6	-4.2	-1.2	3.9

	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Total Year	Mar YTD
Occ	-1.0	-1.4	-6.9	2.0	1.1	8.2	2.4	5.7	9.3	4.1	8.5	15.2	4.0	-3.5
ADR	0.2	0.5	3.9	2.7	1.6	1.3	9.7	6.2	-1.0	1.2	-0.6	-3.7	2.1	1.7
RevPAR	-0.8	-0.9	-3.3	4.8	2.7	9.6	12.3	12.3	8.2	5.4	7.9	10.9	6.1	-1.8
Supply	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Demand	-1.0	-1.4	-6.9	2.0	1.1	8.2	2.4	5.7	9.3	4.1	8.5	15.2	4.0	-3.5
Revenue	-0.8	-0.9	-3.3	4.8	2.7	9.6	12.3	12.3	8.2	5.4	7.9	10.9	6.1	-1.8

	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Total Year	Mar YTD
Occ	24.8	14.8	23.8	6.3	3.5	1.7	0.8	-2.0	-2.9	0.7	-9.0	-6.5	3.4	21.3
ADR	0.5	3.2	-2.0	1.4	3.2	5.3	7.0	7.1	6.0	6.4	8.7	10.9	4.7	0.3
RevPAR	25.4	18.4	21.3	7.8	6.8	7.0	7.9	4.9	2.9	7.1	-1.1	3.6	8.2	21.6
Supply	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.2	-0.2	-0.2	-0.2	-0.2	-0.1	0.0
Demand	24.8	14.8	23.8	6.3	3.5	1.7	0.8	-2.2	-3.0	0.5	-9.2	-6.7	3.3	21.3
Revenue	25.4	18.4	21.3	7.8	6.8	7.0	7.9	4.7	2.8	6.9	-1.3	3.4	8.2	21.6

	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	Total Year	Mar YTD
Occ	-16.8	-13.3	-9.3											-12.7
ADR	9.8	7.4	9.3											8.9
RevPAR	-8.6	-6.8	-0.9											-5.0
Supply	-0.2	-0.2	-0.2											-0.2
Demand	-16.9	-13.4	-9.4											-12.9
Revenue	-8.8	-7.0	-1.0											-5.1

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# Raw Data

Marceline Area Market Hotel Trend Analysis  
 Job Number: 678695\_SADIM Staff: SS Created: May 15, 2015

Date	Occupancy		ADR		RevPar		Supply		Demand		Revenue		Census & Sample %		
	This Year	% Chg	This Year	% Chg	This Year	% Chg	This Year	% Chg	This Year	% Chg	This Year	% Chg	Census Props	Census Rooms	% Rooms STAR Participants
Jan 09	38.7		59.47		23.02		33,666		13,029		774,875		21	1,086	77.2
Feb 09	46.1		62.00		28.57		30,408		14,012		868,676		21	1,086	77.2
Mar 09	51.1		61.91		31.61		33,666		17,189		1,064,170		21	1,086	77.2
Apr 09	57.1		62.17		35.49		32,580		18,598		1,156,256		21	1,086	77.2
May 09	60.3		64.65		38.97		33,666		20,296		1,312,116		21	1,086	77.2
Jun 09	64.3		63.43		40.79		32,580		20,951		1,328,916		21	1,086	71.8
Jul 09	67.3		61.17		41.16		33,666		22,652		1,385,691		21	1,086	71.8
Aug 09	66.0		60.26		39.78		33,666		22,223		1,339,172		21	1,086	71.8
Sep 09	68.7		61.66		42.39		32,580		22,395		1,380,968		21	1,086	71.8
Oct 09	64.8		61.02		39.52		33,666		21,807		1,330,627		21	1,086	71.8
Nov 09	53.4		61.86		33.02		32,580		17,393		1,075,881		21	1,086	71.8
Dec 09	39.7		61.04		24.25		33,666		13,375		816,458		21	1,086	71.8
Mar YTD 2009	45.3		61.22		27.70		97,740		44,230		2,707,721				
Total 2009	56.5		61.78		34.90		396,390		223,920		13,833,806				
Jan 10	33.3	-14.1	61.60	3.6	20.49	-11.0	33,666	0.0	11,198	-14.1	689,765	-11.0	21	1,086	71.8
Feb 10	38.7	-16.0	61.08	-1.5	23.64	-17.3	32,144	5.7	12,440	-11.2	759,818	-12.5	22	1,148	73.3
Mar 10	52.4	2.6	62.77	1.4	32.87	4.0	35,588	5.7	18,634	8.4	1,169,723	9.9	22	1,148	73.3
Apr 10	54.8	-3.9	62.07	-0.2	34.04	-4.1	34,440	5.7	18,884	1.5	1,172,170	1.4	22	1,148	73.3
May 10	57.9	-4.0	64.51	-0.2	37.35	-4.2	35,557	5.6	20,587	1.4	1,327,983	1.2	22	1,147	73.4
Jun 10	68.2	6.1	64.13	1.1	43.76	7.3	34,410	5.6	23,476	12.1	1,505,624	13.3	22	1,147	73.4
Jul 10	63.0	-6.4	65.26	6.7	41.10	-0.1	35,557	5.6	22,396	-1.1	1,461,517	5.5	22	1,147	78.4
Aug 10	58.4	-11.5	64.57	7.1	37.74	-5.1	35,557	5.6	20,782	-6.5	1,341,819	0.2	22	1,147	78.4
Sep 10	65.1	-5.2	64.90	5.2	42.28	-0.3	34,410	5.6	22,416	0.1	1,454,801	5.3	22	1,147	78.4
Oct 10	65.3	0.9	65.51	7.4	42.81	8.3	35,557	5.6	23,233	6.5	1,522,072	14.4	22	1,147	78.4
Nov 10	56.9	6.6	66.24	7.1	37.68	14.1	34,410	5.6	19,574	12.5	1,296,506	20.5	22	1,147	78.4
Dec 10	35.8	-10.0	62.70	2.7	22.42	-7.5	35,557	5.6	12,715	-4.9	797,238	-2.4	22	1,147	78.4
Mar YTD 2010	41.7	-7.9	61.96	1.2	25.83	-6.8	101,398	3.7	42,272	-4.4	2,619,306	-3.3			
Total 2010	54.3	-3.9	64.06	3.7	34.78	-0.3	418,853	5.2	226,335	1.1	14,499,036	4.8			
Jan 11	31.1	-6.4	61.54	-0.1	19.16	-6.5	35,557	5.6	11,068	-1.2	681,163	-1.2	22	1,147	78.4
Feb 11	40.8	5.4	63.85	4.5	26.06	10.2	32,116	-0.1	13,106	5.4	836,829	10.1	22	1,147	78.4
Mar 11	51.0	-2.6	64.48	2.7	32.90	0.1	35,557	-0.1	18,143	-2.6	1,169,930	0.0	22	1,147	78.4
Apr 11	52.7	-3.8	66.72	7.5	35.18	3.4	34,410	-0.1	18,144	-3.9	1,210,559	3.3	22	1,147	78.4
May 11	56.0	-3.3	68.35	6.0	38.27	2.5	35,557	0.0	19,910	-3.3	1,360,785	2.5	22	1,147	78.4
Jun 11	64.7	-5.1	66.82	4.2	43.25	-1.2	34,410	0.0	22,274	-5.1	1,488,239	-1.2	22	1,147	78.4
Jul 11	61.9	-1.7	67.69	3.7	41.91	2.0	35,557	0.0	22,016	-1.7	1,490,245	2.0	22	1,147	78.4
Aug 11	57.6	-1.5	67.28	4.2	38.73	2.6	35,557	0.0	20,467	-1.5	1,377,105	2.6	22	1,147	78.4
Sep 11	60.1	-7.7	68.49	5.5	41.17	-2.6	34,410	0.0	20,687	-7.7	1,416,751	-2.6	22	1,147	78.4
Oct 11	59.2	-9.3	66.80	2.0	39.58	-7.5	35,557	0.0	21,067	-9.3	1,407,265	-7.5	22	1,147	78.4
Nov 11	55.4	-2.7	66.21	-0.0	36.66	-2.7	34,410	0.0	19,051	-2.7	1,261,358	-2.7	22	1,147	78.4
Dec 11	37.3	4.4	65.72	4.8	24.53	9.4	35,557	0.0	13,271	4.4	872,106	9.4	22	1,147	83.6
Mar YTD 2011	41.0	-1.7	63.52	2.5	26.04	0.8	103,230	1.8	42,317	0.1	2,687,922	2.6			
Total 2011	52.4	-3.6	66.48	3.8	34.81	0.1	418,655	0.4	219,204	-3.2	14,572,335	0.5			
Jan 12	33.9	8.9	66.06	7.3	22.38	16.8	35,557	0.0	12,048	8.9	795,872	16.8	22	1,147	83.6
Feb 12	40.7	-0.3	65.54	2.7	26.66	2.3	32,116	0.0	13,065	-0.3	856,325	2.3	22	1,147	83.6
Mar 12	48.5	-5.0	66.19	2.6	32.08	-2.5	35,557	0.0	17,236	-5.0	1,140,813	-2.5	22	1,147	87.6
Apr 12	55.1	4.5	66.22	-0.8	36.47	3.7	34,410	0.0	18,954	4.5	1,255,077	3.7	22	1,147	83.6
May 12	60.6	8.1	68.49	0.2	41.47	8.4	35,557	0.0	21,532	8.1	1,474,670	8.4	22	1,147	83.6
Jun 12	59.3	-8.4	66.95	0.2	39.71	-8.2	34,410	0.0	20,408	-8.4	1,366,371	-8.2	22	1,147	83.6
Jul 12	61.9	-0.1	61.43	-9.3	38.01	-9.3	35,557	0.0	22,002	-0.1	1,351,499	-9.3	22	1,147	83.6
Aug 12	57.0	-1.0	63.54	-5.6	36.22	-6.5	35,557	0.0	20,267	-1.0	1,287,747	-6.5	22	1,147	83.6
Sep 12	56.8	-5.5	69.39	1.3	39.41	-4.3	34,410	0.0	19,542	-5.5	1,356,008	-4.3	22	1,147	83.6
Oct 12	57.8	-2.5	68.02	1.8	39.29	-0.7	35,557	0.0	20,536	-2.5	1,396,946	-0.7	22	1,147	83.6
Nov 12	54.4	-1.8	68.49	3.4	37.24	1.6	34,410	0.0	18,709	-1.8	1,281,407	1.6	22	1,147	83.6
Dec 12	34.5	-7.6	68.17	3.7	23.51	-4.2	35,557	0.0	12,260	-7.6	835,820	-4.2	22	1,147	83.6
Mar YTD 2012	41.0	0.1	65.95	3.8	27.06	3.9	103,230	0.0	42,349	0.1	2,793,010	3.9			
Total 2012	51.7	-1.2	66.49	0.0	34.39	-1.2	418,655	0.0	216,559	-1.2	14,398,555	-1.2			
Jan 13	33.5	-1.0	66.22	0.2	22.21	-0.8	35,557	0.0	11,929	-1.0	789,896	-0.8	22	1,147	83.6
Feb 13	40.1	-1.4	65.84	0.5	26.41	-0.9	32,116	0.0	12,884	-1.4	848,341	-0.9	22	1,147	75.1
Mar 13	45.1	-6.9	68.76	3.9	31.02	-3.3	35,557	0.0	16,043	-6.9	1,103,114	-3.3	22	1,147	75.1
Apr 13	56.2	2.0	68.00	2.7	38.21	4.8	34,410	0.0	19,336	2.0	1,314,805	4.8	22	1,147	75.1
May 13	61.2	1.1	69.56	1.6	42.59	2.7	35,557	0.0	21,772	1.1	1,514,440	2.7	22	1,147	75.1
Jun 13	64.2	8.2	67.81	1.3	43.51	9.6	34,410	0.0	22,080	8.2	1,497,342	9.6	22	1,147	75.1
Jul 13	63.3	2.4	67.39	9.7	42.69	12.3	35,557	0.0	22,525	2.4	1,517,891	12.3	22	1,147	75.1
Aug 13	60.3	5.7	67.48	6.2	40.66	12.3	35,557	0.0	21,426	5.7	1,445,814	12.3	22	1,147	75.1
Sep 13	62.1	9.3	68.68	-1.0	42.63	8.2	34,410	0.0	21,360	9.3	1,466,998	8.2	22	1,147	75.1
Oct 13	60.1	4.1	68.84	1.2	41.39	5.4	35,557	0.0	21,381	4.1	1,471,784	5.4	22	1,147	75.1
Nov 13	59.0	8.5	68.11	-0.6	40.19	7.9	34,410	0.0	20,304	8.5	1,382,996	7.9	22	1,147	75.1
Dec 13	39.7	15.2	65.66	-3.7	26.07	10.9	35,557	0.0	14,119	15.2	927,111	10.9	22	1,147	75.1
Mar YTD 2013	39.6	-3.5	67.10	1.7	26.56	-1.8	103,230	0.0	40,856	-3.5	2,741,351	-1.8			
Total 2013	53.8	4.0	67.87	2.1	36.50	6.1	418,655	0.0	225,159	4.0	15,280,532	6.1			
Jan 14	41.9	24.8	66.52	0.5	27.85	25.4	35,557	0.0	14,886	24.8	990,169	25.4	22	1,147	75.1
Feb 14	46.1	14.8	67.93	3.2	31.28	18.4	32,116	0.0	14,790	14.8	1,004,693	18.4	22	1,147	75.1
Mar 14	55.9	23.8	67.35	-2.0	37.63	21.3	35,557	0.0	19,866	23.8	1,338,012	21.3	22	1,147	75.1
Apr 14	59.7	6.3	68.97	1.4	41.18	7.8	34,410	0.0	20,546	6.3	1,416,975	7.8	22	1,147	75.1
May 14	63.4	3.5	71.77	3.2	45.50	6.8	35,557	0.0	22,543	3.5	1,617,801	6.8	22	1,147	75.1
Jun 14	65.2	1.7	71.38	5.3	46.57	7.0	34,410	0.0	22,449	1.7	1,602,384	7.0	22	1,147	75.1
Jul 14	63.9	0.8	72.13	7.0	46.07	7.9	35,557	0.0	22,711	0.8	1,638,181	7.9	22	1,147	75.1
Aug 14	59.0	-2.0	72.26	7.1	42.66	4.9	35,495	-0.2	20,958	-2.2	1,514,376	4.7	22	1,145	75.0
Sep 14	60.3	-2.9	72.79	6.0	43.89	2.9	34,350	-0.2	20,712	-3.0	1,507,583	2.8	22	1,145	75.0
Oct 14	60.5	0.7	73.24	6.4	44.34	7.1	35,495	-0.2	21,486	0.5	1,573,733	6.9	22	1,145	75.0
Nov 14	53.7	-9.0	74.03	8.7	39.74	-1.1	34,350	-0.2	18,442	-9.2	1,365,174	-1.3	22	1,145	75.0
Dec 14	37.1	-6.5	72.81												





# STR Marceline Area Market Hotel Trend Analysis

## Methodology

While virtually every chain in the United States provides STR with data on almost all of their properties, there are still some hotels that don't submit data.

Every year we examine guidebook listings and hotel directories for information on hotels that don't provide us with data. We don't stop there. We call each hotel in our database every year to obtain "published" rates for multiple categories. Based on this information we group all hotels - those that report data and those that don't - into groupings based off of price level and geographic proximity. We then estimate the non-respondents based off of nearby hotels with similar price levels.

Similarly, we sometimes obtain monthly data from a property, but not daily data. We use a similar process. We take the monthly data that the property has provided, and distribute it to the individual days based on the revenue and demand distribution patterns of similar hotels in the same location.

We believe it imperative to perform this analysis in order to provide interested parties with our best estimate of total lodging demand and room revenue on their areas of interest. Armed with this information a more informed decision can be made.

## Glossary

### ADR (Average Daily Rate)

Room revenue divided by rooms sold, displayed as the average rental rate for a single room.

### Affiliation Date

Date the property affiliated with current chain/flag

### Census (Properties and Rooms)

The number of properties and rooms that exist within the selected property set or segment.

### Change in Rooms

Indicator of whether or not an individual hotel has added or removed rooms from their inventory.

### Exchange Rate

The factor used to convert revenue from U.S. Dollars to the local currency. The exchange rate data is obtained from Oanda.com. Any aggregated number in the report (YTD, Running 3 month, Running 12 month) uses the exchange rate of each relative month when calculating the data.

### Extended Historical Trend

Data on selected properties or segments starting in 2000.

### Demand (Rooms Sold)

The number of rooms sold (excludes complimentary rooms).

### Full Historical Trend

Data on selected properties or segments starting in 1987.

### Occupancy

Rooms sold divided by rooms available. Occupancy is always displayed as a percentage of rooms occupied.

### Open Date

Date the property opened as a lodging establishment.

### Percent Change

Amount of growth, up, flat, or down from the same period last year (month, ytd, three months, twelve months). Calculated as  $((TY-LY)/LY) * "100"$ .

### Revenue (Room Revenue)

Total room revenue generated from the sale or rental of rooms.

### RevPAR (Revenue Per Available Room)

Room revenue divided by rooms available

### Sample % (Rooms)

The % of rooms from which STR receives data. Calculated as  $(\text{Sample Rooms}/\text{Census Rooms}) * "100"$ .

### Standard Historical Trend

Data on selected properties or segments starting in 2005.

### STR Code

Smith Travel Research's proprietary numbering system. Each hotel in the lodging census has a unique STR code.

### Supply (Rooms Available)

The number of rooms times the number of days in the period.

### Twelve Month Moving Average

The value of any given month is computed by taking the value of that month and the values of the eleven preceding months, adding them together and dividing by twelve.

### Year to Date

Average or sum of values starting January 1 of the given year.

## Marceline Local Competitors

### **The Lamplighter – Marceline**

101 W Ira St, Marceline, MO 64658

Number of rooms: 13



### **Best Western – Brookfield**

28622 Highway 11, Brookfield, MO 64628

Number of rooms: 31



### **Travelier – Macon**

201 E. Briggs Dr. - Jct. Hwy 36 & 63

Macon, Missouri

Number of rooms: 38



### **Super 8 – Macon**

203 East Briggs Road, Jct Hwy 36 and 63

Macon, MO

Number of rooms: 59



### **Comfort Inn and Suites – Macon**

1821 Missouri Highway 63 North

Macon, MO 63552

Number of rooms: 62



## Recommendations

After extensive research it is GSG's conclusion that a hotel project would be ideally located at the intersection of Highway 5 and Old Airport Road (site A). This site has all needed utilities, offers the best visibility, and would provide the best ROI (return on investment). Review of demographics and community interviews suggest that a mid-level hotel would be ideal and provide the amenities to meet the communities' needs. This type of hotel would be well received and provide a new tier to effectively draw guests back to Marceline from the nearby Chillicothe, Brookfield, and Macon, Mo markets.

The community, as well as surrounding smaller communities in the region, offer a number of hotel demand generators including tourism, industry, and pass through travel. Nearly every local entity interviewed is regularly sending overnight guests out of the Marceline market. A new hotel development would assist the City, local merchants and restaurateurs with recapturing lost hotel stays and subsequent guest spending by redirecting that economic impact back to the community. It should be noted that the Lamplighter Motel is adding 6-8 double bed rooms as well as a small conference space and fitness room. They also have plans to renovate the old Allen Hotel in early May. In light of this a smaller floor plan than originally researched is recommended.

### Property Recommendations:

Size:	40-45 Rooms
Amenities:	Business Center, Banquet space to accommodate >25, Hot Breakfast, Bar/Lounge area, Fitness Room, and Pool
Rate:	Within 25-40% of ADR average of \$74.44 (This avg. is low because of compared hotels), Recommended Rate Range: \$92-\$105

National brand name affiliation was important for overall perceived quality and stability while specific brand affiliation was not a major factor in decisions for the businesses interviewed. Two of the three competitors are national brands. It is recommended that a mid to upper-mid scale branded hotel be considered to suit community needs.

It is GSG's conclusion that a hotel project could be successful using the aforementioned recommendation as a starting point. GSG prepared these recommendations using the most up to date information available at the time this study was conducted and all information is assumed to be accurate. GSG assumes no liability in the accuracy of publicly available data, or the recommendation to move forward with a proposed hotel project at this site. The information contained in this report is for discussion purposes only. Potential developers and investors should rely on their own due diligence regarding the project.



## *Disclaimer*

Thank you for the opportunity to provide this GSG Market Feasibility Study for the proposed hotel development project in Marceline, MO. This Market Study provides a demographic and economic overview of the subject area to determine the overall feasibility of a new Greenfield hotel development. The written report is provided based on research and analysis of the variables that may impact the new development project.

GSG has analyzed market conditions, economic and demographic factors, and site conditions to determine their impact on the proposed project. GSG has utilized both primary and secondary data sources that are assumed to be correct to analyze the subject area's demand for additional rooms. Research also included local interviews with area representatives from a variety of public and private sector organizations. The Report includes primary data and input regarding the overall feasibility of the project today and analyzes the potential for future growth in demand in the subject area.

The GSG Market Feasibility Study Report addresses the estimated operating performance of the project and provides recommendations as to size and scope of the development. The Report provides owners, investors, operators and lenders with a snapshot of the overall feasibility of the project based on market conditions at the time of the survey. Future macroeconomic events affecting travel and the economy cannot be predicted and may impact the development and performance of this project. GSG makes no representations regarding the development or possible investments. Potential developers and investors should rely on their own due diligence when making investment decisions.

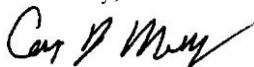
GSG hereby certifies that we have no undisclosed interest in the property nor is our compensation dependent upon the report's findings. As with all studies of this type, the results are based on competent management and assume no material change in the lodging industry in the immediate area from the set forth in this report. GSG has no control over construction costs or timing of construction and opening.

GSG makes no express representations or warranty that the contents of this report are accurate, reasonable or free from errors, omissions or other defects of any kind or nature. Those who rely on this report do so solely at their own risk and GSG disclaims all liability, damages or loss with respect to such reliance.

While the terms of this engagement do not require GSG to revise this report to reflect changing conditions in the market subsequent to the date of completion of our fieldwork, we are available to discuss the need to revisit the report due to changing market conditions in the future.

Please feel free to contact our office should you have any questions or comments.

Sincerely,



Corey J. Mehaffy  
CEO

## Appendix: Financial Projections

### Proposed Hotel Estimated Costs Marceline, MO

Building Specifications: **41 unit**, two (2) story, center load, Hotel with pool, expanded guest wine & beer bar, standard (king & queen/queen) rooms, three (3) extended stay rooms, meeting room space, free hot breakfast for guests, guest convenience store, guest fitness room, and guest laundry room.

		<b>41 Rooms with pool</b>
<b><u>Land (with Site Improvements &amp; Community Fees)</u></b>		<b>\$130,000</b>
Raw Land (approx. 4 acres)		\$20,000
Site Utility & Grading Allow. (grading/sewer/water/gas/all electrical)		\$100,000
Community Fee Allow (permits/impact fees/tap fees/water rights/etc.)		\$10,000
		\$3,171/room
 <b><u>Building Construction</u></b>		 <b>\$2,386,000</b>
		\$58,195/room
 <b><u>Fixtures, Furnishings and Equipment</u></b>		 <b>\$628,000</b>
		\$15,317/room
 <b><u>Indirect Costs</u></b>		
Appraisal		\$5,000
Architectural / Engineering		\$80,000
Franchise Fee		\$30,000
Surveys		\$5,000
Development Services		\$200,000
Pre-Opening Expenses		\$40,000
Working Capital		\$150,000
Legal and Accounting Fees		\$10,000
Construction Period Interest / Loan Fees / Closing		\$80,000
Insurance & Taxes during Construction		\$20,000
Project Contingency		\$150,000
<b>Total</b>		<b>\$770,000</b>
		\$18,780/room
 <b><u>Total Projected Costs</u></b>		 <b>\$3,914,000</b>
		\$95,463/room
 Anticipated Loan Amount:	\$2,314,000	59.12% Loan to Value
Suggested Cash Injection:	\$1,600,000	40.88% Capital Position
Loan Terms: 20 Year Fixed @ 4.75	Debt Service: \$180,502	

\*Pricing noted above valid for 90 days from document date shown and subject to verification.

## Financial Statements

Projected numbers compared to similar markets for a hotel with the following rooms:													Rooms: 41
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Lodging Rooms Available	1271	1148	1271	1230	1271	1230	1271	1271	1230	1271	1230	1271	14965
Lodging Occupancy %	40.2	59.9	59.7	66.7	69.8	74.1	72.6	74.2	73.7	67.8	68.3	64	65.9
Total Occupied Rooms	512	688	759	821	888	912	923	944	907	863	841	814	9872
Average Daily Rate (ADR)	92	92	92	92	92	92	92	92	92	92	92	92	92
<b>REVENUE</b>	<b>\$47,104</b>	<b>\$63,296</b>	<b>\$69,828</b>	<b>\$75,532</b>	<b>\$81,696</b>	<b>\$83,904</b>	<b>\$84,916</b>	<b>\$86,848</b>	<b>\$83,444</b>	<b>\$79,396</b>	<b>\$77,372</b>	<b>\$74,888</b>	<b>\$908,224</b>

Payroll Expense Year 1 by Month	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12	Total
Manager	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$43,200
Housekeeping	\$4,600	\$4,800	\$5,000	\$5,300	\$5,600	\$5,800	\$5,900	\$6,000	\$5,600	\$5,300	\$5,000	\$4,800	\$63,700
Maintenance	\$2,000	\$2,100	\$2,200	\$2,300	\$2,400	\$2,400	\$2,400	\$2,500	\$2,300	\$2,100	\$2,000	\$2,000	\$26,700
Front Desk	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$66,000
<b>Total</b>	<b>\$15,700</b>	<b>\$16,000</b>	<b>\$16,300</b>	<b>\$16,700</b>	<b>\$17,100</b>	<b>\$17,300</b>	<b>\$17,400</b>	<b>\$17,600</b>	<b>\$17,000</b>	<b>\$16,500</b>	<b>\$16,100</b>	<b>\$15,900</b>	<b>\$199,600</b>

Payroll Expense by Year	Year 1	Year 2	Year 3	Year 4	Year 5
Manager	\$43,200	\$44,496	\$45,828	\$47,208	\$48,624
Housekeeping	\$63,700	\$64,500	\$65,320	\$66,752	\$68,749
Maintenance	\$26,700	\$27,000	\$27,500	\$28,000	\$29,500
Front Desk	\$66,000	\$67,980	\$70,020	\$72,120	\$74,280
<b>Total</b>	<b>\$199,600</b>	<b>\$203,976</b>	<b>\$208,668</b>	<b>\$214,080</b>	<b>\$221,153</b>

Year 1	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
<b>Hotel Operating Expenses</b>												
Salary	\$15,700	\$16,000	\$16,300	\$16,700	\$17,100	\$17,300	\$17,400	\$17,600	\$17,000	\$16,500	\$16,100	\$15,900
Employee Related Expenses	\$2,669	\$2,720	\$2,771	\$2,839	\$2,907	\$2,941	\$2,958	\$2,992	\$2,890	\$2,805	\$2,737	\$2,703
Marketing & Promotions	\$306	\$412	\$453	\$491	\$531	\$546	\$552	\$564	\$543	\$516	\$503	\$486
Laundry	\$330	\$443	\$489	\$528	\$572	\$588	\$594	\$608	\$584	\$556	\$541	\$525
Utilities	\$2,355	\$3,165	\$3,491	\$3,777	\$4,085	\$4,195	\$4,246	\$4,342	\$4,172	\$3,970	\$3,869	\$3,744
Cleaning Supplies	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260
Linens	\$377	\$506	\$559	\$604	\$654	\$671	\$679	\$695	\$668	\$635	\$619	\$599
Guest Supplies	\$283	\$379	\$419	\$454	\$490	\$503	\$510	\$521	\$500	\$477	\$464	\$449
Operating Supplies	\$367	\$494	\$545	\$589	\$637	\$655	\$662	\$677	\$651	\$620	\$603	\$584
Repairs and Maintenance	\$438	\$438	\$438	\$438	\$438	\$438	\$438	\$438	\$438	\$438	\$438	\$438
Groundskeeping	\$283	\$379	\$419	\$454	\$490	\$503	\$510	\$521	\$500	\$477	\$464	\$449
Property Management System	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
Complimentary Breakfast	\$1,766	\$2,374	\$2,619	\$2,832	\$3,064	\$3,146	\$3,184	\$3,257	\$3,129	\$2,978	\$2,901	\$2,808
Travel Agent Fees	\$221	\$298	\$328	\$355	\$384	\$394	\$399	\$409	\$392	\$373	\$364	\$352
Reservations	\$259	\$348	\$384	\$416	\$449	\$461	\$468	\$477	\$459	\$437	\$425	\$412
Vending / Bar	\$424	\$570	\$628	\$680	\$735	\$755	\$764	\$782	\$751	\$715	\$696	\$674
Office Supplies	\$283	\$379	\$419	\$454	\$490	\$503	\$510	\$521	\$500	\$477	\$464	\$449
Swimming Pool	\$283	\$379	\$419	\$454	\$490	\$503	\$510	\$521	\$500	\$477	\$464	\$449
Telephone	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375
Cable / Internet	\$377	\$506	\$559	\$604	\$654	\$671	\$679	\$695	\$668	\$635	\$619	\$599
Waste Removal	\$165	\$221	\$245	\$264	\$286	\$294	\$297	\$304	\$292	\$278	\$271	\$262
Dues / Subscriptions	\$71	\$95	\$104	\$114	\$122	\$126	\$127	\$131	\$125	\$119	\$116	\$112
Licenses / Permits	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125
Credit Card Fees	\$1,295	\$1,741	\$1,920	\$2,077	\$2,247	\$2,307	\$2,336	\$2,388	\$2,295	\$2,183	\$2,128	\$2,059
Franchise Fee	\$2,305	\$2,650	\$2,724	\$2,744	\$2,805	\$3,018	\$3,086	\$3,042	\$2,998	\$2,842	\$2,776	\$2,681
Miscellaneous	\$320	\$431	\$475	\$513	\$556	\$570	\$578	\$590	\$568	\$540	\$526	\$509
Accounting Fees	\$236	\$316	\$349	\$378	\$408	\$420	\$424	\$435	\$417	\$397	\$387	\$374
Professional Services Fees	\$94	\$127	\$139	\$152	\$163	\$168	\$170	\$173	\$167	\$159	\$155	\$149
Insurance	\$589	\$791	\$873	\$944	\$1,021	\$1,049	\$1,061	\$1,086	\$1,043	\$993	\$967	\$936
R.E./P.P. Taxes	\$4,896	\$4,896	\$4,896	\$4,896	\$4,896	\$4,896	\$4,896	\$4,896	\$4,896	\$4,896	\$4,896	\$4,896
Management Fee	\$2,826	\$3,798	\$4,190	\$4,532	\$4,901	\$5,035	\$5,095	\$5,210	\$5,007	\$4,764	\$4,642	\$4,493
<b>Total Operating Expenses</b>	<b>\$40,578</b>	<b>\$45,916</b>	<b>\$48,215</b>	<b>\$50,343</b>	<b>\$52,635</b>	<b>\$53,716</b>	<b>\$54,193</b>	<b>\$54,935</b>	<b>\$53,213</b>	<b>\$51,317</b>	<b>\$50,195</b>	<b>\$49,151</b>
<b>Operating Income</b>	<b>\$6,526</b>	<b>\$17,380</b>	<b>\$21,613</b>	<b>\$25,189</b>	<b>\$29,061</b>	<b>\$30,188</b>	<b>\$30,723</b>	<b>\$31,913</b>	<b>\$30,231</b>	<b>\$28,079</b>	<b>\$27,177</b>	<b>\$25,737</b>
Reserves for Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$0	\$9,160	\$9,137	\$9,114	\$9,091	\$9,067	\$9,044	\$9,021	\$8,997	\$8,974	\$8,950	\$8,926
<b>Net Profit</b>	<b>\$5,221</b>	<b>\$6,576</b>	<b>\$9,981</b>	<b>\$12,860</b>	<b>\$15,976</b>	<b>\$16,896</b>	<b>\$17,344</b>	<b>\$18,313</b>	<b>\$16,987</b>	<b>\$15,284</b>	<b>\$14,582</b>	<b>\$13,449</b>
<b>Net Profit / Sales</b>	<b>2%</b>	<b>4%</b>	<b>5%</b>	<b>6%</b>	<b>8%</b>	<b>8%</b>	<b>9%</b>	<b>9%</b>	<b>8%</b>	<b>8%</b>	<b>6%</b>	<b>6%</b>

## Appendix - 2 GSG©

### 5 Year Revenue Projections (41 Rooms)

	Year 1	Year 2	Year 3	Year 4	Year 5
Lodging Rooms Available	14965	14965	14965	14965	14965
Lodging Occupancy %	64.3	68.4	72.7	77	80.1
Total Occupied Rooms	9626	10233	10885	11526	11994
Average Daily Rate	92	92	92	92	92
<b>Revenue</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Guest Rooms	\$885,526	\$941,383	\$1,001,398	\$1,060,396	\$1,103,425
Telephone/Misc	\$3,150	\$3,287	\$3,467	\$3,872	\$4,139
Vending/Bar	\$19,548	\$21,054	\$26,547	\$27,496	\$29,464
<b>Total</b>	<b>\$908,224</b>	<b>\$965,724</b>	<b>\$1,031,412</b>	<b>\$1,091,764</b>	<b>\$1,137,028</b>
Gross Margin	\$908,224	\$965,724	\$1,031,412	\$1,091,764	\$1,137,028
<b>Gross Margin %</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Operating Expenses</b>					
Salary	\$199,600	\$203,976	\$208,668	\$214,080	\$221,153
Employee Related Expenses	\$33,932	\$34,671	\$35,471	\$36,400	\$37,594
Marketing & Promotions	\$5,903	\$6,277	\$6,704	\$7,096	\$7,391
Laundry	\$6,358	\$6,760	\$7,220	\$7,642	\$7,959
Utilities	\$45,411	\$48,286	\$51,571	\$54,588	\$56,851
Cleaning Supplies	\$3,120	\$3,435	\$3,642	\$3,821	\$4,045
Linens	\$7,266	\$7,726	\$8,251	\$8,734	\$9,096
Guest Supplies	\$5,449	\$5,794	\$6,188	\$6,551	\$6,822
Operating Supplies	\$7,084	\$7,533	\$8,045	\$8,516	\$8,869
Repairs and Maintenance	\$5,256	\$5,500	\$5,840	\$6,100	\$6,250
Grounds-keeping	\$5,449	\$5,794	\$6,188	\$6,551	\$6,822
Property Management System	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Complimentary Breakfast	\$34,058	\$36,215	\$38,678	\$40,941	\$42,639
Travel Agent Fees	\$4,269	\$4,539	\$4,848	\$5,131	\$5,344
Reservations	\$4,995	\$5,311	\$5,673	\$6,005	\$6,254
Vending / Bar	\$8,174	\$8,692	\$9,283	\$9,826	\$10,233
Office Supplies	\$5,449	\$5,794	\$6,188	\$6,551	\$6,822
Swimming Pool	\$5,449	\$5,794	\$6,188	\$6,551	\$6,822
Telephone	\$4,500	\$4,600	\$4,700	\$4,800	\$4,900
Cable / Internet	\$7,266	\$7,726	\$8,251	\$8,734	\$9,096
Waste Removal	\$3,179	\$3,380	\$3,610	\$3,821	\$3,980
Dues / Subscriptions	\$1,362	\$1,449	\$1,547	\$1,638	\$1,706
Licenses / Permits	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Credit Card Fees	\$24,976	\$26,557	\$28,364	\$30,024	\$31,268
Franchise Fee	\$33,671	\$33,671	\$33,671	\$33,671	\$33,671
Miscellaneous	\$6,176	\$6,567	\$7,014	\$7,424	\$7,732
Accounting Fees	\$4,541	\$4,829	\$5,157	\$5,459	\$5,685
Professional Services Fees	\$1,816	\$1,931	\$2,063	\$2,184	\$2,274
Insurance	\$11,353	\$12,072	\$12,893	\$13,647	\$14,213
R.E./P.P. Taxes	\$58,752	\$58,752	\$58,752	\$58,752	\$58,752
Management Fee	\$54,493	\$57,943	\$61,885	\$65,506	\$68,222
<b>Total Operating Expenses</b>	<b>\$604,407</b>	<b>\$626,674</b>	<b>\$651,653</b>	<b>\$675,844</b>	<b>\$697,565</b>
<b>Operating Income</b>	<b>\$303,817</b>	<b>\$339,050</b>	<b>\$379,759</b>	<b>\$415,920</b>	<b>\$439,463</b>
Reserves for Replacement	\$0	\$19,314	\$30,942	\$43,670	\$45,481
Debt Service	\$180,502	\$180,502	\$180,502	\$180,502	\$180,502
Income Taxes	\$40,867	\$46,765	\$55,627	\$63,615	\$69,117
<b>Total Expenses</b>	<b>\$825,776</b>	<b>\$873,255</b>	<b>\$918,724</b>	<b>\$963,631</b>	<b>\$992,665</b>
<b>Net Profit</b>	<b>82,448</b>	<b>68,128</b>	<b>82,674</b>	<b>128,133</b>	<b>144,363</b>
<b>Net Profit/Sales</b>	<b>9%</b>	<b>7%</b>	<b>5%</b>	<b>8%</b>	<b>9%</b>
<b>Cash on Cash Return</b>	<b>5.00%</b>	<b>4.25%</b>	<b>8.30%</b>	<b>8.10%</b>	<b>9.00%</b>

<b>5 Year Break-Even Analysis (41 Rooms)</b>										
	<b>Year 1</b>	<b>%</b>	<b>Year 2</b>	<b>%</b>	<b>Year 3</b>	<b>%</b>	<b>Year 4</b>	<b>%</b>	<b>Year 5</b>	<b>%</b>
Lodging Rooms Available	14965		14965		14965		14965		14965	
Lodging Occupancy %	49.8		51.9		53.5		55.1		56.6	
Total Occupied Rooms	7456		7772		8019		8256		8475	
Average Daily Rate	92		92		92		92		92	
	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
<b>Revenue</b>	<b>\$685,988</b>	<b>100.0%</b>	<b>\$715,008</b>	<b>100.0%</b>	<b>\$737,746</b>	<b>100.0%</b>	<b>\$759,593</b>	<b>100.0%</b>	<b>\$779,740</b>	<b>100.0%</b>
Gross Margin	\$825,074		\$859,851		\$885,414		\$901,382		\$913,413	
<b>Gross Margin %</b>	<b>100%</b>		<b>100%</b>		<b>100%</b>		<b>100%</b>		<b>100%</b>	
<b>Hotel Payroll Expense</b>										
Manager	\$43,200	6.3%	\$44,496	6.2%	\$45,828	6.2%	\$47,208	6.2%	\$48,624	6.2%
Housekeeping	\$63,700	9.3%	\$64,500	9.0%	\$65,320	8.9%	\$66,752	8.8%	\$68,749	8.8%
Maintenance	\$26,700	3.9%	\$27,000	3.8%	\$27,500	3.7%	\$28,000	3.7%	\$29,500	3.8%
Front Desk	\$66,000	9.6%	\$67,980	9.5%	\$70,020	9.5%	\$72,120	9.5%	\$74,280	9.5%
<b>Total Payroll Expense</b>	<b>\$199,600</b>	<b>29.1%</b>	<b>\$203,976</b>	<b>28.5%</b>	<b>\$208,668</b>	<b>28.3%</b>	<b>\$214,080</b>	<b>28.2%</b>	<b>\$221,153</b>	<b>28.4%</b>
<b>Operating Expenses</b>										
Employee Related Expenses	\$33,932	4.9%	\$34,671	4.8%	\$35,471	4.8%	\$36,400	4.8%	\$37,594	4.8%
Marketing & Promotions	\$1,621	0.2%	\$1,865	0.3%	\$2,145	0.3%	\$2,459	0.3%	\$2,687	0.3%
Laundry	\$3,624	0.5%	\$3,897	0.5%	\$4,087	0.6%	\$4,125	0.5%	\$4,178	0.5%
Utilities	\$36,984	5.4%	\$38,456	5.4%	\$40,129	5.4%	\$42,589	5.6%	\$44,125	5.7%
Cleaning Supplies	\$1,689	0.2%	\$1,799	0.3%	\$1,845	0.3%	\$1,912	0.3%	\$2,074	0.3%
Linens	\$4,974	0.7%	\$5,098	0.7%	\$5,179	0.7%	\$5,247	0.7%	\$5,367	0.7%
Guest Supplies	\$4,120	0.6%	\$4,258	0.6%	\$4,397	0.6%	\$4,477	0.6%	\$4,522	0.6%
Operating Supplies	\$4,589	0.7%	\$4,698	0.7%	\$4,788	0.6%	\$4,821	0.6%	\$4,897	0.6%
Repairs and Maintenance	\$4,824	0.7%	\$5,039	0.7%	\$5,417	0.7%	\$5,587	0.7%	\$5,687	0.7%
Grounds-keeping	\$4,632	0.7%	\$4,893	0.7%	\$4,945	0.7%	\$5,078	0.7%	\$5,153	0.7%
Property Management System	\$3,600	0.5%	\$3,600	0.5%	\$3,600	0.5%	\$3,600	0.5%	\$3,600	0.5%
Complimentary Breakfast	\$21,896	3.2%	\$23,589	3.3%	\$24,781	3.4%	\$25,632	3.4%	\$26,744	3.4%
Travel Agent Fees	\$2,862	0.4%	\$2,945	0.4%	\$2,987	0.4%	\$3,010	0.4%	\$3,174	0.4%
Reservations	\$2,874	0.4%	\$3,047	0.4%	\$3,087	0.4%	\$3,122	0.4%	\$3,187	0.4%
Vending / Bar	\$3,941	0.6%	\$4,111	0.5%	\$4,125	0.6%	\$4,478	0.6%	\$4,874	0.6%
Office Supplies	\$3,468	0.5%	\$3,547	0.5%	\$3,687	0.5%	\$3,566	0.5%	\$3,874	0.5%
Swimming Pool	\$5,449	0.8%	\$5,794	0.8%	\$6,188	0.8%	\$6,551	0.9%	\$6,822	0.9%
Telephone	\$4,500	0.7%	\$4,600	0.6%	\$4,700	0.6%	\$4,800	0.6%	\$4,900	0.6%
Cable / Internet	\$7,266	1.1%	\$7,726	1.1%	\$8,251	1.1%	\$8,734	1.1%	\$9,096	1.2%
Waste Removal	\$3,179	0.5%	\$3,380	0.5%	\$3,610	0.5%	\$3,821	0.5%	\$3,980	0.5%
Dues / Subscriptions	\$1,362	0.2%	\$1,449	0.2%	\$1,547	0.2%	\$1,638	0.2%	\$1,706	0.2%
Licenses / Permits	\$1,500	0.2%	\$1,500	0.2%	\$1,500	0.2%	\$1,500	0.2%	\$1,500	0.2%
Credit Card Fees	\$14,587	2.1%	\$15,878	2.2%	\$16,745	2.3%	\$17,489	2.3%	\$18,745	2.4%
Franchise Fee	\$33,671	4.9%	\$33,671	4.7%	\$33,671	4.6%	\$33,671	4.4%	\$33,671	4.3%
Miscellaneous	\$3,941	0.6%	\$4,005	0.6%	\$4,197	0.6%	\$4,199	0.6%	\$4,287	0.5%
Accounting Fees	\$4,541	0.7%	\$4,829	0.7%	\$5,157	0.7%	\$5,459	0.7%	\$5,685	0.7%
Professional Services Fees	\$1,816	0.3%	\$1,931	0.3%	\$2,063	0.3%	\$2,184	0.3%	\$2,274	0.3%
Insurance	\$11,353	1.7%	\$12,072	1.7%	\$12,893	1.7%	\$13,647	1.8%	\$14,213	1.8%
R.E./P.P. Taxes	\$58,752	8.6%	\$58,752	8.2%	\$58,752	8.0%	\$58,752	7.7%	\$58,752	7.5%
Management Fee	\$54,493	7.9%	\$57,943	8.1%	\$61,885	8.4%	\$65,506	8.6%	\$68,222	8.7%
<b>Total Operating Expenses</b>	<b>\$346,040</b>	<b>50.4%</b>	<b>\$359,043</b>	<b>50.2%</b>	<b>\$371,829</b>	<b>50.4%</b>	<b>\$384,054</b>	<b>50.6%</b>	<b>\$395,590</b>	<b>50.7%</b>
<b>Operating Income</b>	<b>\$303,817</b>	<b>44.3%</b>	<b>\$339,050</b>	<b>47.4%</b>	<b>\$379,759</b>	<b>51.5%</b>	<b>\$415,920</b>	<b>54.8%</b>	<b>\$439,463</b>	<b>56.4%</b>
Reserves for Replacement		0.0%	14300	2.0%	22132	3.0%	30384	4.0%	31189	4.0%
Debt Service	\$99,481	14.5%	\$105,224	14.7%	\$101,622	13.8%	\$97,844	12.9%	\$93,880	12.0%
Income Taxes	\$40,867	6.0%	\$46,765	6.5%	\$55,627	7.5%	\$63,615	8.4%	\$69,117	8.9%
<b>Total Expenses</b>	<b>\$685,988</b>	<b>100.0%</b>	<b>\$715,008</b>	<b>100.0%</b>	<b>\$737,746</b>	<b>100.0%</b>	<b>\$759,593</b>	<b>100.0%</b>	<b>\$779,740</b>	<b>100.0%</b>

Appendix - 4  
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\* All financial projections are forward looking and estimated based on current economic indicators. GSG forecasts are compiled using information available at the time of the study and are not to be used as final numbers for any project. All financial projections are estimates and are not guaranteed by GSG and are subject to change and market fluctuation.