

# COMPREHENSIVE HOTEL MARKET FEASIBILITY STUDY



## PREPARED FOR

# BARNEVELD, WISCONSIN

## PREPARED BY

Core Distinction Group, LLC

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Offices in Wisconsin

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Community Overview  
Executive Summary  
Economic Overview  
Lodging Demand  
Lodging Supply  
Lodging/Competitive Data  
Regional Data  
Room Share Overview  
Economic Impact  
Conclusion



TAKING THE FIRST STEP TO DEVELOP A NEW HOTEL

**Date** Monday, April 8, 2024

**Attn:** Larry Bierke - Iowa County, WI

**Address** 222 N Iowa Street

**City, State, Zip** Dodgeville, WI 53533

In accordance with our agreement, Core Distinction Group, LLC. has completed a Comprehensive Hotel Market Feasibility Study to determine if Barneveld, WI has the potential to support a new hotel. In addition, the aforementioned study includes a complete Pro Forma based on construction costs and operating costs provided by the brand(s) requested by you.

As in all studies of this type, the estimated results are based upon competent and efficient management and an effective marketing program and presume no significant change in the competitive position of the hotel industry from that set forth in this report. We have no responsibility to update this report for events and circumstances occurring after completion of our research conducted in February & March 2024. These projections are based upon estimates, assumptions and other information developed from our research and we do not warrant that they will be attained. We do not consider the legal and regulatory requirements applicable to this project, including zoning, permits, licenses and other state and local government regulations.

This report has been prepared for your use and guidance in determining whether hotel development should be pursued in your community and to share with developers, hotel franchise companies, and potential lenders/investors. Neither our name nor the material submitted may be used in any prospectus or used in offerings or representations in connection with the sale of securities or participation interests without our express written permission.

Please do not hesitate to call if Core Distinction Group can be of any further assistance in the interpretation and application of our findings, recommendations and conclusions. We appreciate the cooperation you extended to us during the course of our agreement and look forward to working with you again in the future.

Sincerely,

Jessica Junker  
Partner



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## Introduction

The following Comprehensive Lodging Feasibility Study Report will review the potential development of a hotel in Barneveld, WI.

Intended Use - This report is to be used by the Client for determining feasibility and attracting a new hotel.

Intended User - Iowa County, WI is the only intended user for this report.

Core Distinction Group LLC (CDG) has been engaged to provide this Comprehensive Lodging Feasibility Study Report for the Barneveld, WI market area. This Lodging Feasibility Study provides an overview of information concerning the market area and the factors that would affect the possible development of a hotel facility in this community.

The consultant from Core Distinction Group LLC met with representatives of the community and the surrounding area to gather information pertinent to hotel development. Comprehensive research was performed and reviewed regarding the community's economic indicators, competitive lodging supply, and lodging demand generators. CDG performed field research to determine the relationship between the community and its lodging need. Economic indicators were studied to determine the stability and future growth potential of the general market. The research was conducted as a macro and micro market analysis of the Barneveld, WI and the areas immediately surrounding area to determine their viability to support the potential of a hotel development.

This report will present projections for stabilized hotel operation based upon current operating performance in the market area. Occupancy, Average Daily Room Rate, and Sales Revenue projections for the hotel were based upon a detailed review of the field research data. Also, recommendations as to the property type, suggested property size, services, and amenities were included. These projections and recommendations were based upon the market demand research for a potential lodging facility.

This report provides statistical and highlighted narratives to support the conclusions regarding the market area and its ability to support potential hotel development.

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## Introduction (continued)

General Assumptions - For the purpose of this assignment, we assumed the proposed property will be operated as an upper-mid scaled to upper scaled, franchised hotel with a central reservations system that is fully-integrated with a recognized marketing platform. If this or any of the following are not followed, it could affect the overall feasibility of subject property.

Operational Assumptions - For the purpose of this assignment, we assume the subject property would be managed by a professional hotel management company at an industry standard fee between five and seven percent.

Franchise Fees - For the purpose of this assignment, we assume the subject property would pay franchise fees quoted to Core Distinction Group, LLC by either the developer or franchise representative. In the event that Core Distinction Group is not able to receive a quote, fees will be based on the franchise's registered Franchise Disclosure Document.



# COMMUNITY OVERVIEW

For the purpose of this Comprehensive Hotel Market Feasibility Study, Core Distinction Group, LLC representatives gathered information and history about the market to give users of this report a brief summary of the community. This section offers that Community Overview.



TAKING THE FIRST STEP TO DEVELOP A NEW HOTEL



## Community Overview and History

Barneveld, Wisconsin, is a quaint and charming village nestled in the rolling hills of Iowa County. With a population that embodies the essence of small-town America, Barneveld offers a unique blend of community spirit, natural beauty, and a tranquil lifestyle that is increasingly rare in today's fast-paced world. This community, though small in size, is rich in character and history.

The history of Barneveld is a tapestry of agricultural heritage, resilient community rebuilding, and a deep sense of place. Founded in the 19th century, the village was predominantly an agricultural community, with farms dotting the surrounding landscapes. Geographically, Barneveld benefits from its location amidst the serene beauty of southwestern Wisconsin's Driftless Area. The natural surroundings offer an outdoor enthusiast's paradise, with hiking, biking, and fishing opportunities abound. Blue Mounds State Park, located just a short drive from Barneveld, provides stunning scenic views and trails that attract nature lovers from across the region.

Community life in Barneveld is tightly knit, with residents often coming together to celebrate local traditions, support local businesses, and engage in community service. The village hosts various events throughout the year, which serve not only as entertainment but also as a means to strengthen the bonds among neighbors. From seasonal festivals to local farmers' markets, these gatherings reflect the small-town values and camaraderie that are central to Barneveld's way of life.

Economically, Barneveld has maintained a balance between preserving its rural charm and fostering a conducive environment for business and innovation. While agriculture remains a cornerstone of the local economy, the village has also attracted small businesses and entrepreneurs who contribute to a vibrant local economy. These enterprises benefit from Barneveld's strategic location, close to major highways and within easy commuting distance of Madison, providing access to larger markets while retaining the village's peaceful character.

In conclusion, Barneveld, Wisconsin, is a community where history, nature, and the warmth of a close-knit community intertwine to create a living environment that is both enriching and peaceful. Its resilience, natural beauty, and strong community spirit make it a special place for those who call it home and an inviting destination for those who come to visit. Barneveld exemplifies the enduring appeal of small-town America, where the values of community, nature, and a simpler way of life are preserved and celebrated.





# EXECUTIVE SUMMARY

For the purpose of this Comprehensive Hotel Market Feasibility Study, an executive summary will provide an overview of the document to follow. The Executive Summary will contain the following information:

- Methodology
- Current Hotel Segment Recommendations for Market Studied
- Current Hotel Size Recommendations for Market Studied
- Current Hotel Room Configuration Recommendations for Market Studied
- Current Economic Impact of Hotel in Market Studied

Further detailed information on findings from research analysis conducted will be highlighted throughout this report. Further detail on the projections and conclusions can be found in the Projections section of this report.

## Executive Summary

It is the opinion of Core Distinction Group, that at the time of this study, the community of Barneveld, Wisconsin and the immediate surrounding areas within Iowa County, WI offer the current and future demand to support the proposed hotel development in this Comprehensive Hotel Market Feasibility Study . The conclusion and recommendations within this Comprehensive Hotel Market Feasibility Study was based on but not limited to the following criteria:

-  Overall Economic Condition of Community
-  Overall Market Demand Areas
-  Location of Proposed Property
-  Local Demand Generator Need
-  Lodging Demand in Community
-  Lodging Supply in Community
-  Trending Lodging Data of Current Lodging Supply
-  Impact of New Hotel Development on Current Lodging Supply
-  Cost of Construction of New Hotel Development
-  Potential Revenue of New Hotel Development
-  Cost of Operation of New Hotel Development



## Executive Summary (continued)

Based on the information provided to Core Distinction Group at the time of researching the subject community, the following recommendations are made:

**Property segment recommended** for the potential development of a hotel is an Upper Midscale hotel. This type of hotel would allow the property to be positioned properly at the subject site. It is anticipated that a new hotel would capture displaced Lodging Demand currently staying in markets surrounding Barneveld, WI. Additionally, the newness of the hotel should be well received in the marketplace. It's location will be ideal to serve Barneveld and regional markets. This type of hotel would also be capable of adjusting rates to best fit the demand in the market and the seasonality of the area.

**Property size recommendation** of a newly developed hotel was researched to be between 40-50 guestrooms in this report. This would position it to be smaller in size to the average room size of 76 noted by the competitive set surveyed. The size would assist the property in achieving the Occupancy projections listed in this report. It is not advisable to over-build in this market at this time. Expansion of the hotel in future years could be considered as the market's Lodging Demand grows. Adjusting the room count will modify Performance.

**The recommended Sleeping Room Configuration** should be compatible with the overall Market Segmentation of the area. The property should offer a comparable selection of guestrooms with both single occupancy king bedded rooms to double occupancy double queen bedded guestrooms.



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## Executive Summary (continued)

**Economic Impact Potential:** There are multiple economic impacts of building and developing a new hotel in a community. Some direct impact drivers include projected hotel revenue including all room revenues, meeting room revenue, as well as vending/bar revenue. On average, this size property will create 8-12 full time equivalent jobs. Indirect impact includes all jobs and income generated by businesses that supply goods and services to the hotel. Below you will find a summary of the total Estimated Economic Impact of the potential new hotel project over the first five years open:

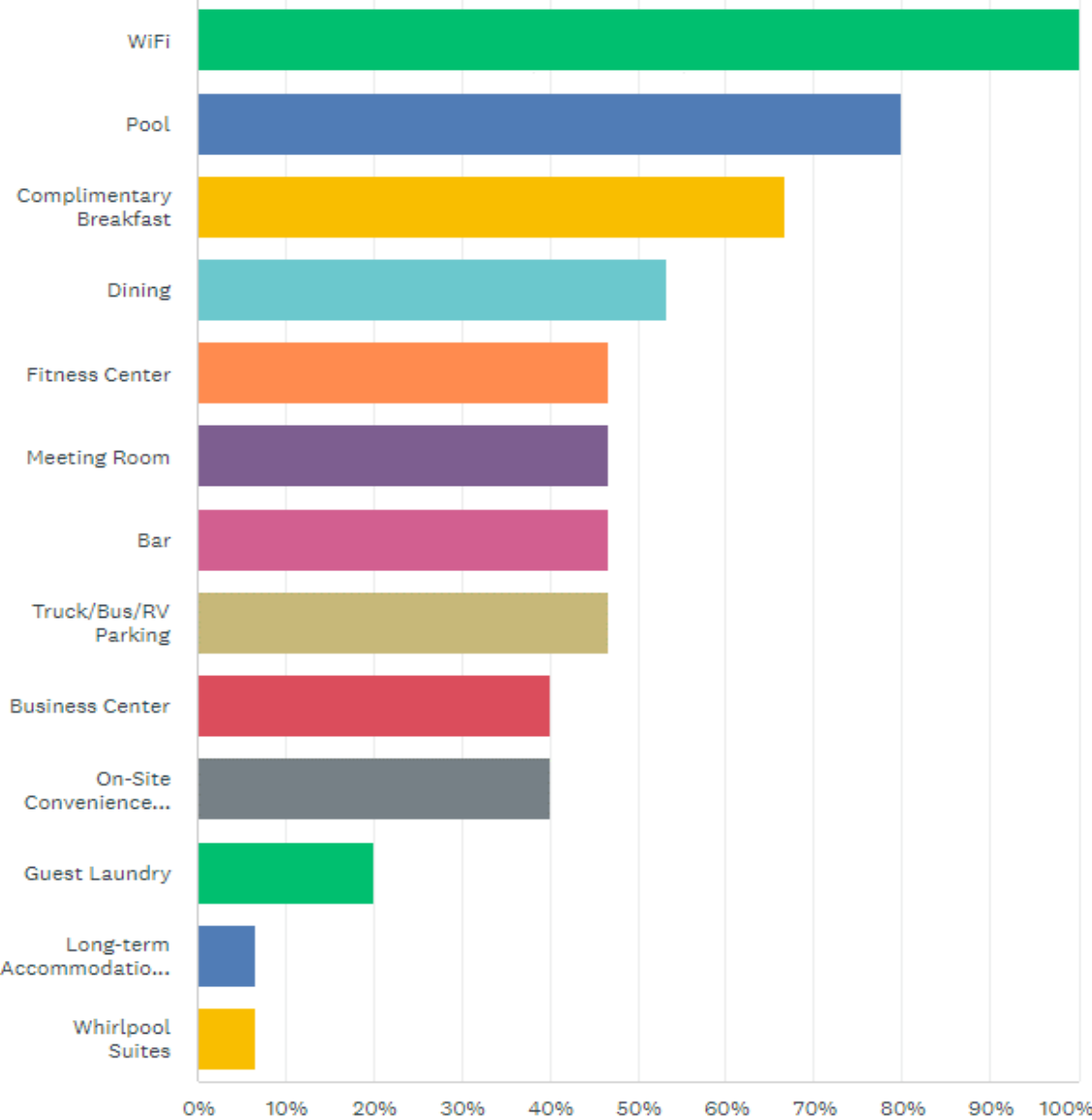
<b>Estimated Increase in Sales Tax</b>	<b>\$478,979</b>
<b>Estimated Increase in Lodging Tax</b>	<b>\$465,310</b>
<b>Estimated Increase in Real Estate Tax</b>	<b>\$467,786</b>
<b>Estimated Increase in Restaurant Sales Revenue</b>	<b>\$2,541,195</b>
<b>Estimated Increase in Entertainment Revenue</b>	<b>\$2,541,195</b>
<b>Estimated Increase in Alcohol Sales Revenue</b>	<b>\$1,185,891</b>
<b>Estimated Increase in Tips Revenue</b>	<b>\$677,652</b>
<b>Total Estimated Increase in Economic Impact</b>	<b>\$8,358,009</b>

\*Details found in Economic Impact Summary



### Executive Summary (continued)

Property features, amenities, and services of the hotel should satisfy the market it is attempting to attract. Standard features and amenities required for a proposed hotel in this market should include:



# ECONOMIC OVERVIEW

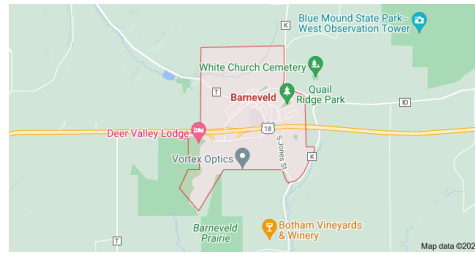
For the purpose of this Comprehensive Hotel Market Feasibility Study, an Economic Overview will provide an overview of the economic condition of the market studied. In most cases, the data shown in this section of the report is not pertinent to the overall demand for lodging but can be taken into consideration. The Economic Overview will contain the following information:

- Daytime Employment
  - Business Employment by Type
- Demographic Detail Report
  - Population by Radius
  - Population by Age
  - Population by Race
  - Population by Occupation
  - Households by Marital Status
  - Population by Education
  - Population by Occupation
  - Worker Travel Time to Job
  - Households
  - Households by Income
  - Occupied Housing
  - Housing Units
  - Housing Value
  - Housing Units

**Daytime Employment Report**

**1 Mile Radius**

**Barneveld, WI 53507**

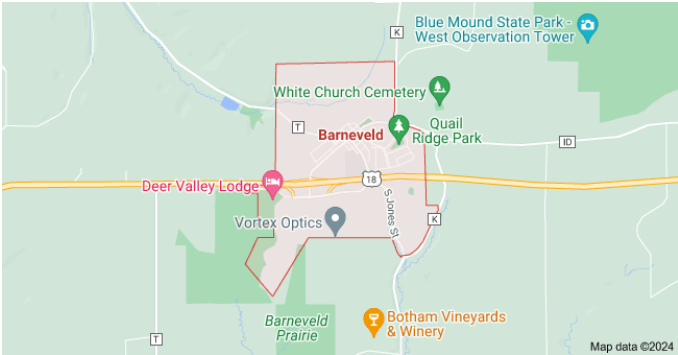


<b>Business Employment by Type</b>	<b># of Businesses</b>	<b># Employees</b>	<b>#Emp/Bus</b>
<b>Total Businesses</b>	<b>69</b>	<b>563</b>	<b>8</b>
Retail & Wholesale Trade	14	171	12
Hospitality & Food Service	4	40	10
Real Estate, Renting, Leasing	2	5	3
Finance & Insurance	6	34	6
Information	1	4	4
Scientific & Technology Services	2	13	7
Management of Companies	0	0	0
Health Care & Social Assistance	10	20	2
Educational Services	3	91	30
Public Administration & Sales	5	39	8
Arts, Entertainment, Recreation	3	48	16
Utilities & Waste Management	1	2	2
Construction	7	17	2
Manufacturing	1	35	35
Agriculture, Mining, Fishing	0	0	0
Other Services	10	44	4



**Demographic Detail Report**

**Barneveld, WI 53507**



Radius	1 Mile	5 Mile	10 Mile
<b>Population</b>			
2028 Projection	1,330	4,172	16,651
2023 Estimate	1,318	4,138	16,376
2010 Census	1,278	4,064	15,531
Growth 2023 - 2028	0.91%	0.82%	1.68%
Growth 2010 - 2023	3.13%	1.82%	5.44%
<b>2023 Population by Age</b>			
	<b>1,318</b>	<b>4,138</b>	<b>16,376</b>
Age 0 - 4	69 5.24%	198 4.78%	809 4.94%
Age 5 - 9	77 5.84%	210 5.07%	842 5.14%
Age 10 - 14	94 7.13%	253 6.11%	1,010 6.17%
Age 15 - 19	91 6.90%	267 6.45%	1,167 7.13%
Age 20 - 24	73 5.54%	264 6.38%	1,375 8.40%
Age 25 - 29	66 5.01%	232 5.61%	1,141 6.97%
Age 30 - 34	72 5.46%	217 5.24%	916 5.59%
Age 35 - 39	88 6.68%	236 5.70%	909 5.55%
Age 40 - 44	94 7.13%	246 5.94%	954 5.83%
Age 45 - 49	89 6.75%	246 5.94%	955 5.83%
Age 50 - 54	89 6.75%	268 6.48%	1,017 6.21%
Age 55 - 59	97 7.36%	314 7.59%	1,120 6.84%
Age 60 - 64	95 7.21%	329 7.95%	1,130 6.90%
Age 65 - 69	81 6.15%	301 7.27%	1,023 6.25%
Age 70 - 74	63 4.78%	246 5.94%	844 5.15%
Age 75 - 79	40 3.03%	157 3.79%	551 3.36%
Age 80 - 84	22 1.67%	87 2.10%	319 1.95%
Age 85+	17 1.29%	67 1.62%	294 1.80%
Age 65+	223 16.92%	858 20.73%	3,031 18.51%
<b>Median Age</b>	<b>41.50</b>	<b>43.90</b>	<b>40.10</b>
<b>Average Age</b>	<b>40.10</b>	<b>42.20</b>	<b>40.30</b>





## Demographic Detail Report

Barneveld, WI 53507						
Radius	1 Mile		5 Mile		10 Mile	
<b>2023 Population By Race</b>	<b>1,318</b>		<b>4,138</b>		<b>16,376</b>	
White	1,272	96.51%	4,028	97.34%	15,803	96.50%
Black	15	1.14%	30	0.72%	140	0.85%
Am. Indian & Alaskan	2	0.15%	9	0.22%	49	0.30%
Asian	6	0.46%	18	0.43%	114	0.70%
Hawaiian & Pacific Island	2	0.15%	3	0.07%	5	0.03%
Other	20	1.52%	50	1.21%	266	1.62%
<b>Population by Hispanic Origin</b>	<b>1,318</b>		<b>4,138</b>		<b>16,376</b>	
Non-Hispanic Origin	1,295	98.25%	4,047	97.80%	16,038	97.94%
Hispanic Origin	23	1.75%	91	2.20%	338	2.06%
<b>2023 Median Age, Male</b>	<b>41.10</b>		<b>43.40</b>		<b>39.10</b>	
<b>2023 Average Age, Male</b>	<b>39.80</b>		<b>41.90</b>		<b>39.70</b>	
<b>2023 Median Age, Female</b>	<b>41.80</b>		<b>44.30</b>		<b>41.10</b>	
<b>2023 Average Age, Female</b>	<b>40.40</b>		<b>42.40</b>		<b>40.90</b>	
<b>2023 Population by Occupation Classification</b>	<b>1,059</b>		<b>3,423</b>		<b>13,479</b>	
Civilian Employed	776	73.28%	2,298	67.13%	9,622	71.39%
Civilian Unemployed	17	1.61%	62	1.81%	179	1.33%
Civilian Non-Labor Force	266	25.12%	1,063	31.05%	3,653	27.10%
Armed Forces	0	0.00%	0	0.00%	25	0.19%
<b>Households by Marital Status</b>						
Married	321		1,026		3,862	
Married No Children	169		601		2,103	
Married w/Children	152		425		1,759	
<b>2023 Population by Education</b>	<b>940</b>		<b>3,054</b>		<b>11,791</b>	
Some High School, No Diploma	27	2.87%	109	3.57%	323	2.74%
High School Grad (Incl Equivalency)	261	27.77%	871	28.52%	2,760	23.41%
Some College, No Degree	330	35.11%	983	32.19%	3,509	29.76%
Associate Degree	27	2.87%	108	3.54%	617	5.23%
Bachelor Degree	189	20.11%	662	21.68%	3,256	27.61%
Advanced Degree	106	11.28%	321	10.51%	1,326	11.25%



## Demographic Detail Report

Barneveld, WI 53507						
Radius	1 Mile		5 Mile		10 Mile	
<b>2023 Population by Occupation</b>	<b>1,457</b>		<b>4,272</b>		<b>17,680</b>	
Real Estate & Finance	69	4.74%	180	4.21%	673	3.81%
Professional & Management	383	26.29%	1,111	26.01%	5,297	29.96%
Public Administration	59	4.05%	128	3.00%	444	2.51%
Education & Health	205	14.07%	545	12.76%	2,424	13.71%
Services	111	7.62%	322	7.54%	1,307	7.39%
Information	20	1.37%	57	1.33%	170	0.96%
Sales	125	8.58%	422	9.88%	1,967	11.13%
Transportation	0	0.00%	3	0.07%	10	0.06%
Retail	68	4.67%	256	5.99%	1,119	6.33%
Wholesale	33	2.26%	81	1.90%	194	1.10%
Manufacturing	71	4.87%	233	5.45%	1,065	6.02%
Production	77	5.28%	275	6.44%	1,035	5.85%
Construction	100	6.86%	279	6.53%	936	5.29%
Utilities	26	1.78%	90	2.11%	280	1.58%
Agriculture & Mining	47	3.23%	146	3.42%	366	2.07%
Farming, Fishing, Forestry	26	1.78%	53	1.24%	123	0.70%
Other Services	37	2.54%	91	2.13%	270	1.53%
<b>2023 Worker Travel Time to Job</b>	<b>733</b>		<b>2,140</b>		<b>9,047</b>	
<30 Minutes	322	43.93%	1,014	47.38%	4,666	51.58%
30-60 Minutes	371	50.61%	998	46.64%	3,966	43.84%
60+ Minutes	40	5.46%	128	5.98%	415	4.59%
<b>2010 Households by HH Size</b>	<b>473</b>		<b>1,564</b>		<b>5,993</b>	
1-Person Households	92	19.45%	318	20.33%	1,310	21.86%
2-Person Households	160	33.83%	592	37.85%	2,199	36.69%
3-Person Households	88	18.60%	262	16.75%	999	16.67%
4-Person Households	89	18.82%	256	16.37%	935	15.60%
5-Person Households	29	6.13%	93	5.95%	404	6.74%
6-Person Households	12	2.54%	32	2.05%	103	1.72%
7 or more Person Households	3	0.63%	11	0.70%	43	0.72%
<b>2023 Average Household Size</b>	<b>2.70</b>		<b>2.60</b>		<b>2.60</b>	
<b>Households</b>						
2028 Projection	497		1,616		6,501	
2023 Estimate	492		1,601		6,382	
2010 Census	473		1,564		5,993	
Growth 2023 - 2028	1.02%		0.94%		1.86%	
Growth 2010 - 2023	4.02%		2.37%		6.49%	



## Demographic Detail Report

Barneveld, WI 53507						
Radius	1 Mile		5 Mile		10 Mile	
<b>2023 Households by HH Income</b>	<b>492</b>		<b>1,602</b>		<b>6,381</b>	
<\$25,000	53	10.77%	132	8.24%	452	7.08%
\$25,000 - \$50,000	52	10.57%	441	27.53%	1,487	23.30%
\$50,000 - \$75,000	63	12.80%	214	13.36%	937	14.68%
\$75,000 - \$100,000	98	19.92%	230	14.36%	884	13.85%
\$100,000 - \$125,000	60	12.20%	163	10.17%	937	14.68%
\$125,000 - \$150,000	44	8.94%	119	7.43%	598	9.37%
\$150,000 - \$200,000	79	16.06%	172	10.74%	529	8.29%
\$200,000+	43	8.74%	131	8.18%	557	8.73%
<b>2023 Avg Household Income</b>	<b>\$112,232</b>		<b>\$99,883</b>		<b>\$102,837</b>	
<b>2023 Med Household Income</b>	<b>\$94,897</b>		<b>\$76,522</b>		<b>\$83,894</b>	
<b>2023 Occupied Housing</b>	<b>492</b>		<b>1,601</b>		<b>6,381</b>	
Owner Occupied	399	81.10%	1,340	83.70%	4,836	75.79%
Renter Occupied	93	18.90%	261	16.30%	1,545	24.21%
<b>2010 Housing Units</b>	<b>525</b>		<b>1,672</b>		<b>6,803</b>	
1 Unit	472	89.90%	1,547	92.52%	5,686	83.58%
2 - 4 Units	21	4.00%	55	3.29%	543	7.98%
5 - 19 Units	32	6.10%	70	4.19%	500	7.35%
20+ Units	0	0.00%	0	0.00%	74	1.09%
<b>2023 Housing Value</b>	<b>398</b>		<b>1,340</b>		<b>4,835</b>	
<\$100,000	7	1.76%	56	4.18%	126	2.61%
\$100,000 - \$200,000	104	26.13%	437	32.61%	989	20.46%
\$200,000 - \$300,000	100	25.13%	258	19.25%	1,280	26.47%
\$300,000 - \$400,000	82	20.60%	242	18.06%	1,374	28.42%
\$400,000 - \$500,000	54	13.57%	145	10.82%	545	11.27%
\$500,000 - \$1,000,000	31	7.79%	141	10.52%	386	7.98%
\$1,000,000+	20	5.03%	61	4.55%	135	2.79%
<b>2023 Median Home Value</b>	<b>\$287,999</b>		<b>\$268,604</b>		<b>\$301,638</b>	
<b>2023 Housing Units by Yr Built</b>	<b>531</b>		<b>1,764</b>		<b>6,987</b>	
Built 2010+	31	5.84%	79	4.48%	564	8.07%
Built 2000 - 2010	77	14.50%	218	12.36%	1,014	14.51%
Built 1990 - 1999	133	25.05%	437	24.77%	1,643	23.52%
Built 1980 - 1989	100	18.83%	235	13.32%	717	10.26%
Built 1970 - 1979	42	7.91%	179	10.15%	770	11.02%
Built 1960 - 1969	20	3.77%	65	3.68%	346	4.95%
Built 1950 - 1959	12	2.26%	66	3.74%	242	3.46%
Built <1949	116	21.85%	485	27.49%	1,691	24.20%
<b>2023 Median Year Built</b>	<b>1987</b>		<b>1983</b>		<b>1985</b>	

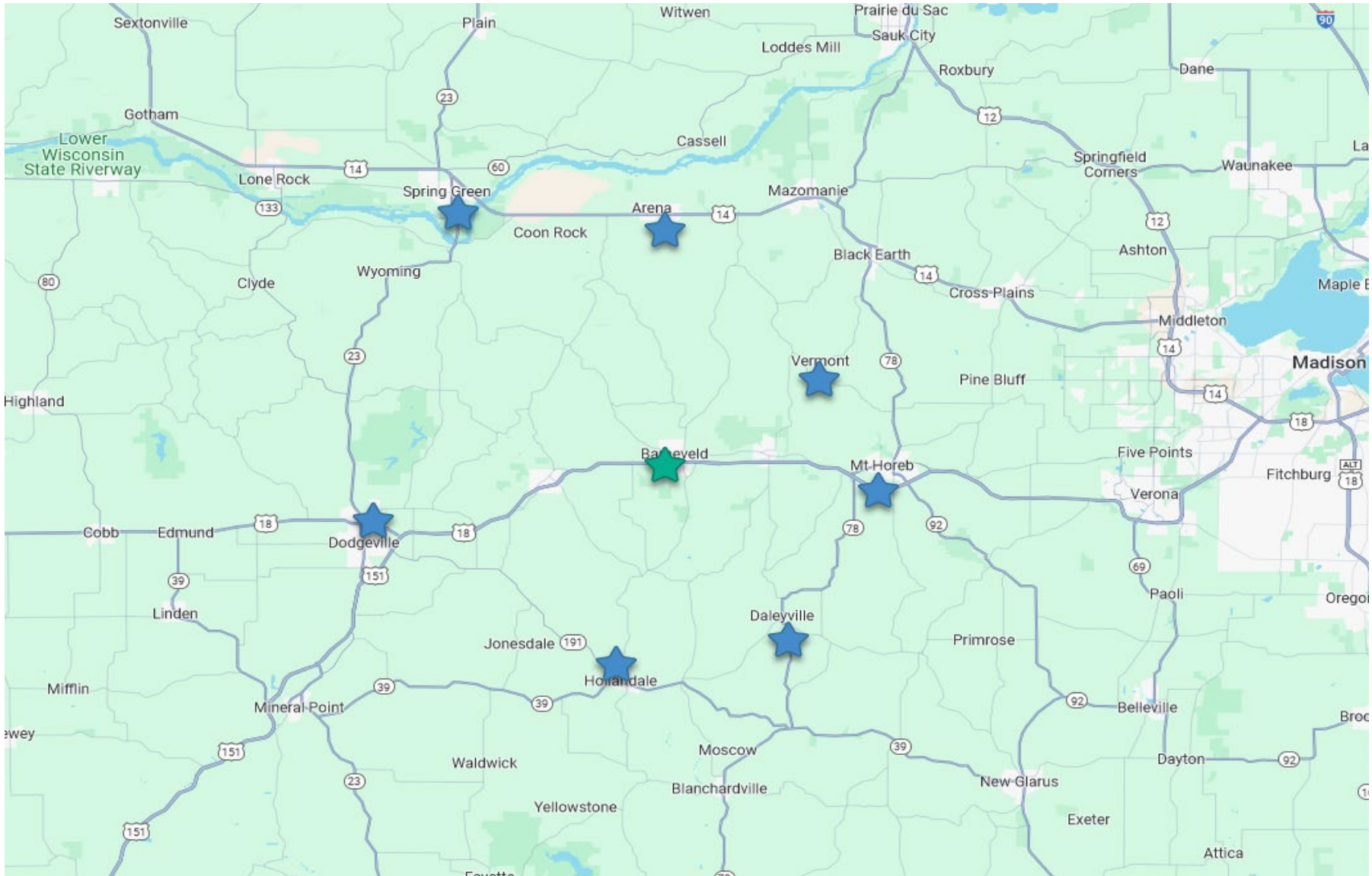


# MARKET DEMAND AREAS

The economic vitality of the market and the surrounding markets or feeder markets, is an important consideration in forecasting lodging demand and future revenue potential. The market lodging demand area for a lodging facility is the geographical region where the sources of demand and the competitive supply are located. In the following document you will find a map of the estimated market lodging demand area for the subject market.

- Market Demand Area Map
- Feeder Market Community Overviews

## Market Lodging Demand Area: (Focus Area of Sales Efforts of Additional Lodging)



★ Immediate Feeder Market      ★ Secondary Feeder Market  
\*\* Feeder Market = Outlying Community that feeds travelers into desired market (Sales Focus Area)  
Source: Google Maps; Core Distinction Group, LLC.

## Feeder Market Community Overviews

**Mt. Horeb, Wisconsin:** Often referred to as the "Troll Capital of the World," is a charming town located in Dane County. It is renowned for its unique downtown area, where troll statues and carvings line the streets, creating a whimsical atmosphere that attracts visitors from all over. The town is home to the Duluth Trading Company Headquarters. The headquarters offers over 100,000 square feet, including training space for up to 300 people. For outdoor enthusiasts, the Military Ridge State Trail offers miles of scenic biking and hiking paths that traverse the beautiful landscapes surrounding the town. Mt. Horeb's blend of cultural uniqueness and outdoor attractions makes it a fascinating destination for tourists..

**Vermont, Wisconsin:** A small, unincorporated community nestled in the rolling hills of Dane County. Known for its picturesque landscapes and serene environment, Vermont is a haven for nature lovers and those seeking a peaceful retreat. While it may not boast large tourist attractions like some of its neighbors, Vermont is surrounded by natural beauty, including extensive trails and parks ideal for hiking, bird watching, and enjoying the tranquility of the countryside. The area is also known for its organic farms and artisanal producers, offering visitors a taste of local flavors and sustainable living.

**Arena, Wisconsin:** A small village located in Iowa County. It serves as a gateway to the Wisconsin River, making it a popular spot for fishing, boating, and water sports. One of the larger attractions nearby is the Arena Pines and Sand Barrens State Natural Area, offering unique ecological features with its combination of sand barrens and pine woodlands, ideal for nature walks and bird watching. Arena's proximity to the river and natural areas makes it a draw for those looking to escape the hustle and bustle of city life and immerse themselves in outdoor recreational activities.

**Spring Green, Wisconsin:** Internationally recognized for its association with Frank Lloyd Wright, one of America's most famous architects. The town is home to Wright's Taliesin East, a sprawling estate that includes his home, studio, and architectural school. This UNESCO World Heritage Site attracts architecture enthusiasts and tourists from around the globe. Additionally, Spring Green is known for the American Players Theatre, an outdoor theater that offers high-quality productions of classic plays in a beautiful woodland setting. The town's artistic vibe is complemented by its scenic beauty, making Spring Green a cultural and natural gem in Wisconsin's tourism landscape.

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## Feeder Market Community Overviews (continued)

**Dodgeville, Wisconsin:** The largest city in Iowa County and serves as the county seat. It is home to the headquarters of Lands' End, a well-known clothing retailer, which attracts visitors to its flagship store and outlet. Nearby, the Governor Dodge State Park is a major tourist attraction, offering over 5,000 acres of recreational space with trails for hiking, horseback riding, and biking, as well as lakes for fishing and swimming. The park's scenic beauty, including waterfalls and panoramic views, makes Dodgeville a popular destination for outdoor enthusiasts and families looking for a nature getaway.

**Hollandale, Wisconsin:** A small village in Iowa County, characterized by its peaceful rural setting and strong sense of community. While it might not feature large tourist attractions, Hollandale is situated near some of the area's natural beauties, including the Pecatonica State Trail for biking and hiking enthusiasts. The village's location makes it a quiet spot for those looking to explore the countryside, with easy access to the surrounding natural attractions and the rich agricultural landscape of southwestern Wisconsin.

**Daleyville, Wisconsin:** A small unincorporated community in Dane County. It's a quaint and quiet locale, known for its scenic beauty and agricultural surroundings. Daleyville itself may not host large tourist attractions, but its proximity to other notable destinations in the region makes it a peaceful base for exploring the area. Nearby, visitors can find a variety of outdoor activities, artisanal cheese factories, and local farms that welcome guests for tours and tastings, offering a glimpse into Wisconsin's dairy culture and rural life.



# SITE/S ANALYSIS

For the purposes of this Comprehensive Hotel Market Feasibility Study, a representative with Core Distinction Group LLC evaluated all sites requested by the client. The potential location/s are detailed in the following pages including analysis of each site.

- Site Rating
  - Visibility
  - Accessibility
  - Traffic Counts
  - Site Prep
  - Major Utilities
  - Zoning
  - Area Support Services
  - Demand
  - Generators
  - Competition Position
- Location
- Land Area
- Frontage
- Drainage
- Environmental Hazards
- Ground Stability
- Utilities
- Parking
- Easement, Encroachments, Restrictions

It is important to analyze the site with respect to regional and local transportation routes and demand generators, including ease of access. A detail of traffic information will follow the individual site information in this report.

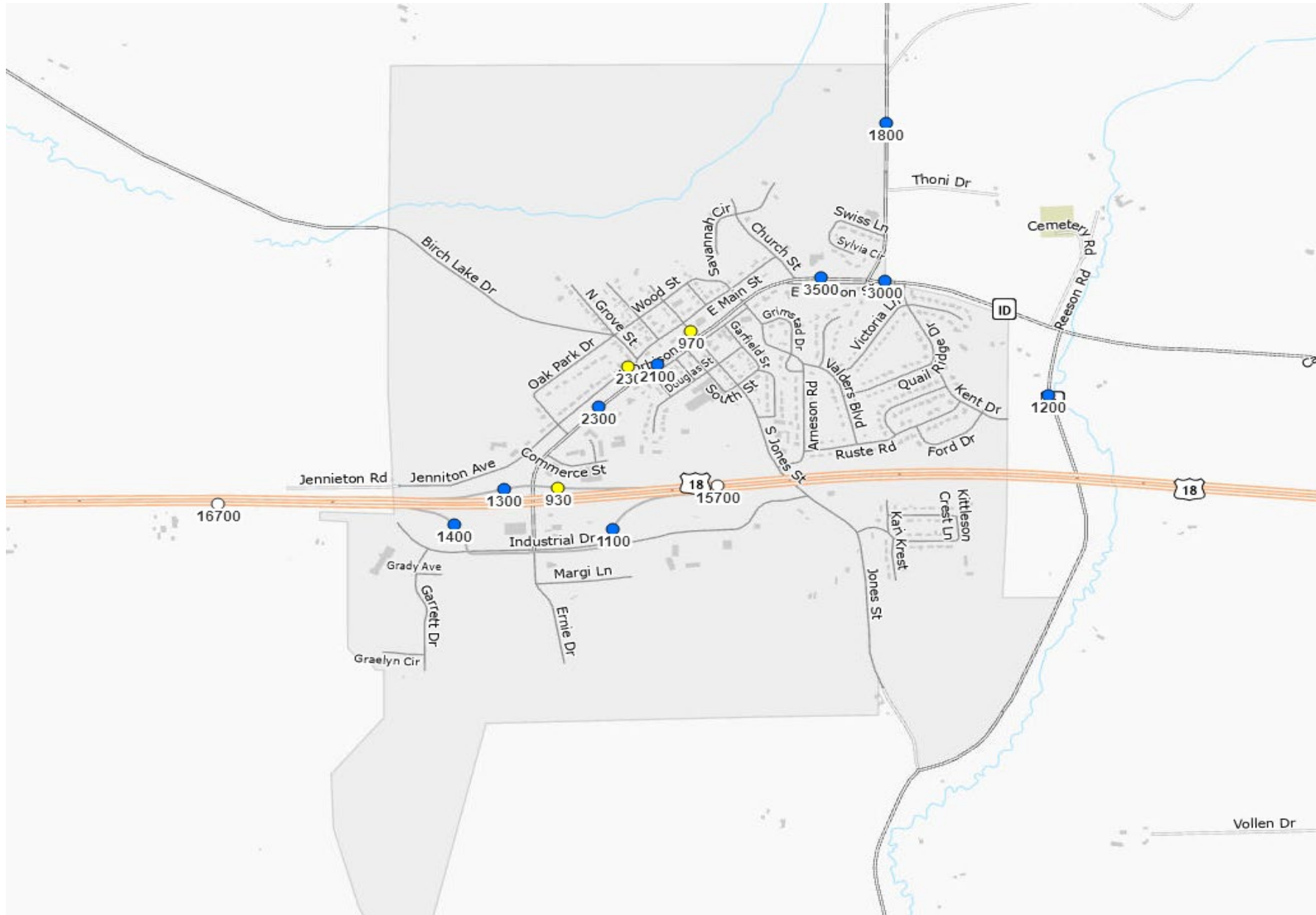


Vicinity of the Intersection of Highway 151 and Industrial Drive					
Visibility	1	2	3	4	5
Accessibility	1	2	3	4	5
Traffic Counts	1	2	3	4	5
Site Prep	1	2	3	4	5
Major Utilities	1	2	3	4	5
Zoning	1	2	3	4	5
Area Support Services	1	2	3	4	5
Demand Generator Position	1	2	3	4	5
Competition Position	1	2	3	4	5
<b>Overall Result</b>			<b>93%</b>	<b>42</b>	<b>45</b>
<b>Location</b>	Located in the vicinity of the intersection of Highway 151 and Industrial Drive Barneveld, Wisconsin.				
<b>Land Area</b>	The site size for proposed location would be two to three acres.				
<b>Frontage</b>	This proposed property should offer high visibility and/or frontage to Highway 151.				
<b>Topography</b>	The area offers many options with very little issues. The topography does not appear to have development issues at this time.				
<b>Drainage</b>	No drainage issues were observed at the time of visit and none were disclosed to Core Distinction Group at the time of Site Visit.				
<b>Environmental Hazards</b>	An environmental assessment report was not provided for review. However, these issues are out of Core Distinction Group's scope of work and expertise. It is assumed that property is not adversely affected by these				
<b>Ground Stability</b>	A soil report was not provided for review. However, these issues are out of Core Distinction Group's scope of work and expertise. It is assumed that property is not adversely affected by these hazards.				
<b>Utilities</b>	It is to the understanding of Core Distinction Group that water, electricity and sewer are available in the general area.				
<b>Parking</b>	This area is assumed to offer a site that will be able to accommodate the appropriate number of parking spaces.				
<b>Easements, Encroachments and Restrictions</b>	Core Distinction Group was not provided a title report on said site and was not made aware of any easements, encroachments or restrictions that would affect this site.				





## Traffic Counts



# COMMUNITY INTERVIEWS

A representative with Core Distinction Group LLC met with representatives of the community and the surrounding area to gather information pertinent to hotel development. In addition, Core Distinction Group, LLC conducted an online survey to better understand the overall market need. The research was conducted as a macro and micro market analysis of the market and areas immediately surrounding the area to determine their viability to support the potential of a hotel development. The following key points were discussed and analyzed for the purpose of this Comprehensive Hotel Market Feasibility Study:

- Current and Potential Future Need for Lodging in the Market Studied
- Current Hotel Being Utilized by Interviewee
- Current Essential Amenities Being Utilized by Interviewee
- Scale or Quality Preferences of Interviewee

## Community Interview Summary

During the research phase of this Comprehensive Hotel Market Feasibility Study, Core Distinction Group asked demand generators and leaders within the community all or some of the following \*questions:



Does your business or organization have a need for overnight accommodations?



If yes, what is the approximate weekly or monthly need?



Does your business or organization have a need for long-term or extended stay overnight accommodations?



If yes, what is the approximate length of stay and how many guests per month/year?



Where do you currently recommend these individuals to stay?



In your opinion, do you believe the community in question would benefit from a new, branded hotel?



If yes or no, please help us understand your stance on a new hotel. Why you do or do not feel it would benefit the community.



In your opinion, what amenities does this hotel offer that are important to your clients?



Do you have additional comments or contacts you would recommend we speak to?

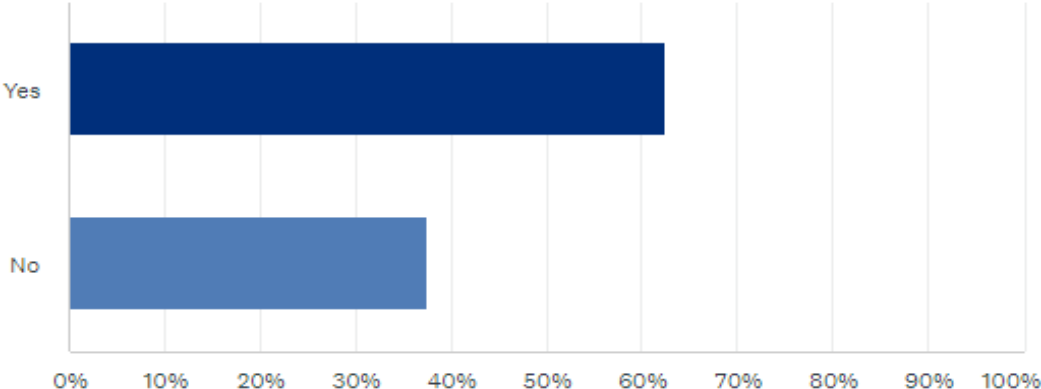
*\*Questions are not limited to the above questions. Representatives from Core Distinction Group look to expand on each question, if needed, to identify all lodging needs in the community.*



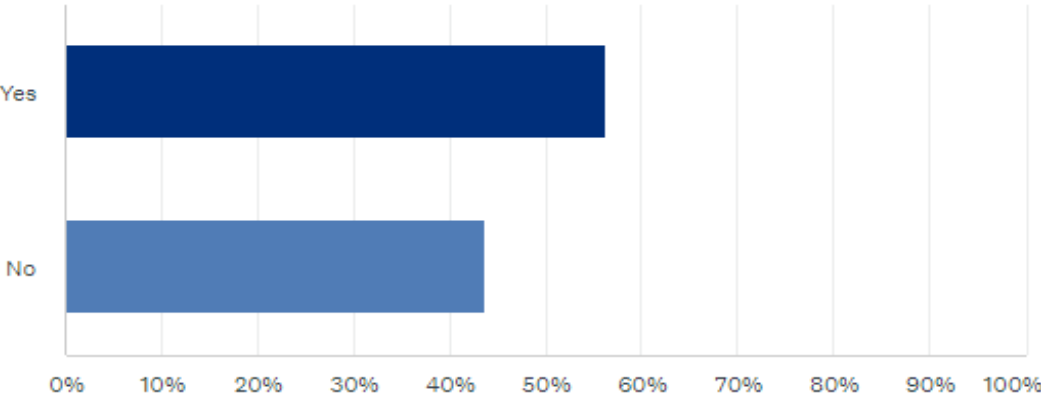
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## Community Interviews Overall Key Responses

When Core Distinction Group asked individual businesses in the area if they had a need for new, quality accommodations in the community, 63% identified a specific need:



When Core Distinction Group asked individuals and businesses in the area if there is a need in Barneveld, WI for a new hotel, nearly 56% stated yes:



# LODGING DEMAND OVERVIEW

For the purposes of this Comprehensive Hotel Market Feasibility Study, it is important to understand the overall demand of lodging in the market as well as surrounding markets.

This section reviews need in the areas based on the following market segments:

- Market Segmentation Projections
  - SMERF Demand
  - Corporate Demand
  - Area Events & Attractions
  - Transient/Walk-In Demand
- Employer/Local Economy Overview
- Demand Generators and Attractions

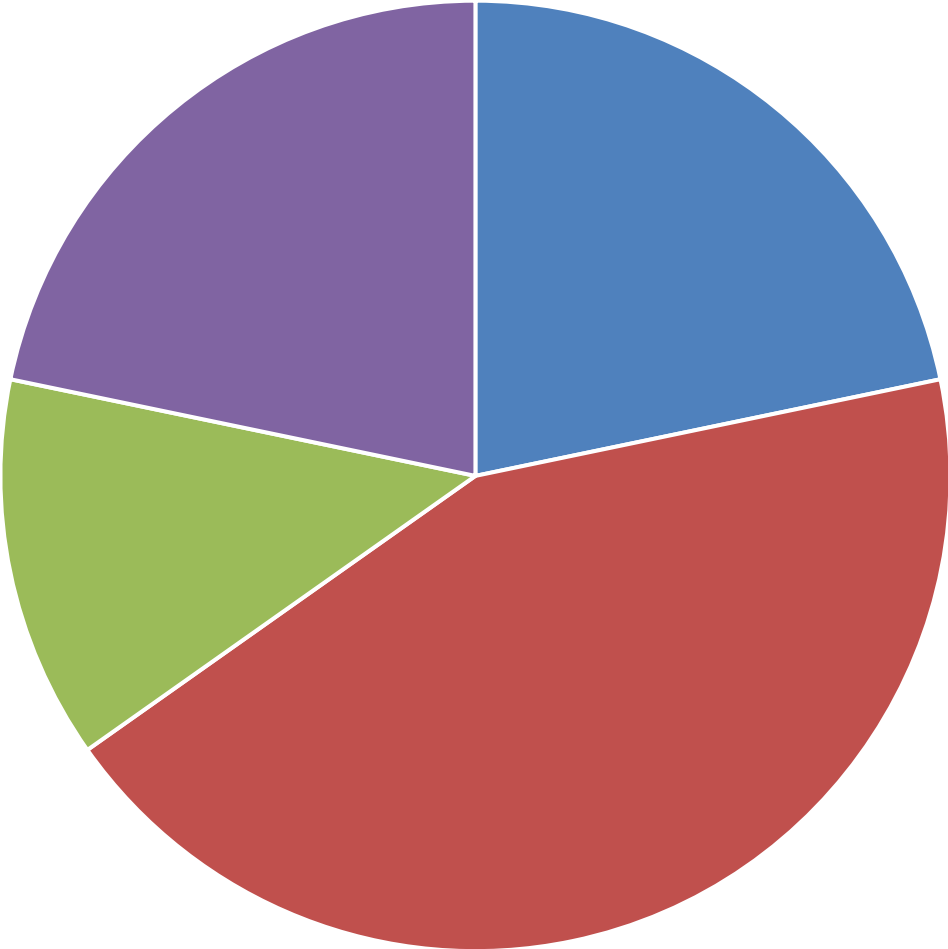
In addition to a breakdown and overview of the market's lodging demand segmentation, this sections also details the sources of said lodging demand and in some cases, identifies when the demand peaks.

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Market Segmentation Projection for Barneveld, WI are as follows:

Local Business / Corporate Demand:	50%
Area Events & Attractions:	25%
SMERF Demand:	15%
Transient:	10%
Total Need:	100%

### Demand Driver Share





**SMERF Demand:** SMERF stands for social, military, education, religious and fraternal meetings. In communities where corporate meetings and business travelers keep hotels occupied on weekdays, SMERF business, which is predominantly weekend business, can fill rooms Friday through Sunday.

**Corporate Demand:** Corporate demand consists mainly of individual businesspeople passing through the subject market or visiting area businesses, in addition to high-volume corporate accounts generated by local firms. Brand loyalty (particularly frequent-traveler programs), as well as location and convenience with respect to businesses and amenities, influence lodging choices in this segment. Companies typically designate hotels as “preferred” accommodations in return for more favorable rates, which are discounted in proportion to the number of room nights produced by a commercial client. Corporate demand is strongest Monday through Thursday nights, declines significantly on Friday and Saturday, and increases somewhat on Sunday night. It is relatively constant throughout the year, with marginal declines in late December and during other holiday periods.

**Area Events & Attractions/Leisure Demand:** Leisure demand consists of individuals and families spending time in an area or passing through en route to other destinations. Travel purposes include sightseeing, recreation, or visiting friends and relatives. Leisure demand also includes room nights booked through Internet sites such as Expedia, Hotels.com, and Priceline; however, leisure may not be the purpose of the stay. This demand may also include business travelers and group and convention attendees who use these channels to take advantage of any discounts that may be available on these sites. Leisure demand is strongest on Friday and Saturday nights and all week during holiday periods and the summer months. These peak periods represent the inverse of commercial visitation trends, underscoring the stabilizing effect of capturing weekend and summer tourist travel.

**Transient/Walk-In Demand:** This demand can peak during any day of the week depending on the market. transient/walk-in demand is based on many factors including traffic through the area and potential overflow from feeder markets. This demand may include business and leisure travelers.

**Identifying which segments have the potential to produce 80 percent of your hotel’s revenue is imperative to the success of developing these segments to ensure hotel is achieving fair market share. This starts with understanding the market in which any given hotel operates. A fundamental understanding of the competitive environment, key economic drivers and historical trends are essential to understanding which market segments are relevant. At this time, the proposed hotel should experience the same Market Segmentation as the overall market. The proposed hotel in Barneveld, WI would be the newest hotel in the immediate regional area and would be positioned to serve a wide variety of Lodging Demand. Also, as a proposed upper midscale hotel, it would be able to flex rates and services to accommodate a full range of Lodging Demand.**

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## Employer/Economy Overview:

The economy of Barneveld, Wisconsin, is a vibrant tapestry that weaves together traditional agriculture, innovative small businesses, and impactful large employers. This blend creates a stable economic environment that supports the community's growth while maintaining its cherished small-town character. The village's strategic location, nestled in the beautiful landscapes of Iowa County, not only offers scenic beauty but also provides a conducive setting for a diverse economic base that includes manufacturing, education, and services, highlighting the adaptability and resilience of this community.

One of the keystones of Barneveld's economy is its agricultural roots, which continue to play a significant role. The surrounding farmlands produce a variety of crops and livestock, supporting both local consumption and broader markets. Beyond agriculture, Barneveld has attracted a number of large employers that are pivotal to its economic landscape. Among these, manufacturing firms stand out, providing a substantial number of jobs to the local workforce. These companies benefit from Barneveld's geographical location, which offers easy access to major transportation routes, facilitating the distribution of products both regionally and nationally. The presence of these firms not only bolsters the village's economy through employment but also through their engagement in community development initiatives, reinforcing a symbiotic relationship between business and community well-being.

The education sector, led by the Barneveld School District, is another significant contributor to the local economy. As one of the largest employers in the area, the school district not only offers educational services but also provides employment opportunities in teaching, administration, and support roles. The school's role extends beyond education and employment; it acts as a community center, bringing together residents for various events and activities. This integration of education into the fabric of community life underscores the multifaceted impact of the school district on Barneveld's economic and social landscape.

Small businesses and entrepreneurs also play a crucial role in Barneveld's economy, injecting vitality and innovation into the community. From local retail shops and restaurants to service providers and home-based businesses, these enterprises contribute to the diversity of the local economy. They offer unique products and services, cater to the needs of residents, and attract visitors, creating a dynamic economic environment. The success of these businesses is supported by a community that values local commerce and the personal touch that these enterprises bring to the marketplace.

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## **Employer/Economy Overview:**

The village's economy is further enriched by its proximity to larger urban centers, particularly Madison and Verona. This proximity allows for a beneficial exchange where residents can access broader employment opportunities, while businesses can tap into a larger workforce and customer base. This dynamic creates a commuter economy, with residents working in or around Madison but living in Barneveld, enjoying the quality of life the village offers. This relationship enhances Barneveld's economic diversity, making it an attractive place for both residents and businesses.

In conclusion, Barneveld, Wisconsin, boasts an economy that is diverse, marked by a harmonious blend of agriculture, manufacturing, education, and small businesses. The presence of large employers provides stability and growth opportunities, while the entrepreneurial spirit keeps the local economy dynamic and innovative. Supported by a community that values hard work, resilience, and collaboration, Barneveld's economy reflects the strength and character of its people. As the village looks to the future, it stands on a solid economic foundation that promises continued prosperity and a high quality of life for its residents.



### **Attractions & Demand Generators:**

**Memorial Park** was dedicated on June 8th, 1986, by the Barneveld Village Board on "Barneveld Appreciation Day." In 2024 new additions to the park are expected to be completed. These include a splash pad, new playground and multi-sport game court. The second phase is expected to offer a pavilion, restroom, performance area, picnic tables and more.

**Birch Lake** is located North of the Village on Hwy T. Birch Lake was built in 1965 and is in the Trout Creek Watershed. The park offers two shelters with electricity, two sand volleyball courts, a softball field, and children's play equipment. Birch Lake is open from May 1st to September 30th each year. The park's shelter can be reserved for events.

**Kittleson Krest Park** is located in the Kittleson Krest Subdivision. The park offers a basketball court, swing set and children's play equipment.

**Quail Ridge Park** is located in the Quail Ridge Subdivision. The park offers a swing set and children's play equipment.

**Pocket Park** is located on Highway ID between Robust Tools and Shenanigan's Sports Bar. The park offers a table and a bench to sit on and enjoy the view.

**Trout Creek State Fishery Area**, located near Barneveld, Wisconsin, is a pristine natural haven that draws anglers and nature enthusiasts alike. This fishery area is particularly celebrated for its excellent trout fishing opportunities, thanks to the carefully managed streams that provide an ideal habitat for trout populations. The area encompasses a variety of habitats, including upland woods, wetlands, and meadows, offering not just fishing but also beautiful trails for hiking and wildlife observation. The conservation efforts ensure the preservation of this natural resource, making it a serene escape for those looking to connect with nature and enjoy the tranquility of outdoor Wisconsin.

**Blue Mound State Park**, positioned atop the highest point in southern Wisconsin, offers breathtaking panoramic views of the surrounding countryside. This state park is a year-round destination, featuring a range of activities from hiking and biking on its extensive trail network during the warmer months to cross-country skiing and snowshoeing in the winter. The park is also home to unique Native American burial mounds, adding a historical aspect to its natural beauty. With its scenic overlooks, diverse ecosystems, and recreational facilities, Blue Mound State Park is a key attraction for both outdoor enthusiasts and families looking for a day out in nature.

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## Attractions & Demand Generators:

**Deer Valley Golf Course** in Barneveld, Wisconsin, is a golfer's delight, offering a challenging yet enjoyable golfing experience amidst the stunning natural landscape of the region. This 27-hole golf course is known for its well-maintained fairways, strategic bunkers, and scenic beauty, providing a memorable round for golfers of all skill levels. In addition to the excellent golfing conditions, Deer Valley Golf Course features a clubhouse with dining facilities, making it an ideal venue for golf outings, league play, and social gatherings. Its reputation for friendly service and a welcoming atmosphere ensures a pleasant visit for everyone who comes through its doors.

**Botham Vineyards & Winery**, nestled in the rolling hills of Iowa County near Barneveld, is a testament to Wisconsin's rich winemaking tradition. This family-owned winery, set in a restored barn over a century old, offers a picturesque setting for tasting award-winning wines. Visitors can enjoy a relaxed atmosphere while savoring a variety of red, white, and specialty wines, all produced from locally grown grapes. The vineyard's beautiful grounds and terrace provide the perfect backdrop for wine tastings, tours, and special events, making Botham Vineyards & Winery a beloved destination for wine lovers and those seeking a tranquil retreat into Wisconsin's wine country.

**The Barneveld School District** is at the heart of the community in Barneveld, Wisconsin, providing comprehensive education from kindergarten through twelfth grade. This district is characterized by its commitment to academic excellence, innovative teaching methods, and a supportive environment that fosters personal and intellectual growth among students. With a range of extracurricular activities, sports programs, and community engagement initiatives, the Barneveld School District plays a pivotal role in shaping the future of its students while being a central hub of community activity and pride.

**Vortex Optics**, headquartered in Barneveld, Wisconsin, is a leading manufacturer of optical equipment for hunting, bird watching, wildlife watching, outdoor recreational sports, and law enforcement. The company is renowned for producing high-quality binoculars, riflescopes, spotting scopes, and other optical accessories. The presence of Vortex Optics in Barneveld not only contributes significantly to the local economy but also brings a sense of pride to the community, knowing that a world-class manufacturer calls Barneveld home. The company also engages in community events and initiatives, further solidifying its integral role in the area's social and economic fabric.

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# LODGING SUMMARY-PRIMARY

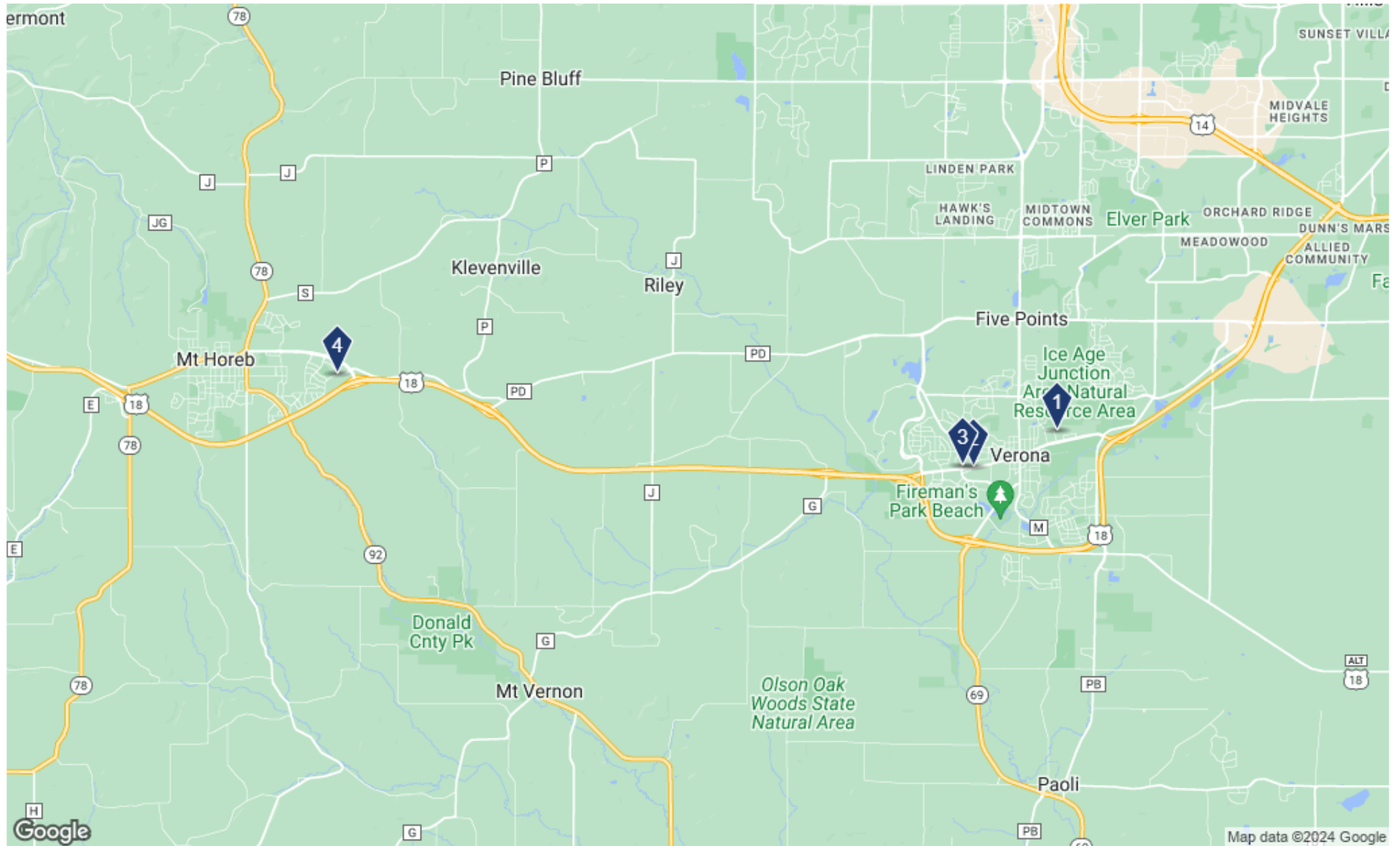
For the purposes of this Comprehensive Hotel Market Feasibility Study, the competitive set includes properties that were determined to be competitive with the proposed hotel based on either their location, brand affiliation, facilities and amenities offered, rate structure, community surveys, and/or market orientation. There are many instances where independent and/or economy hotels do not report to the reporting agency.

In some cases, Core Distinction Group must access data from surrounding or Secondary market hotels to obtain a Smith Travel Research (STR)/CoStar report. This can also include a Secondary Competitive Set. The following information will be presented in Lodging Supply:

- Competitive Set Property Map
- Smith Travel Research (STR)/CoStar Data by Measure
- Smith Travel Research (STR)/CoStar Data 12 Month Average
- Primary Competitive Set Listed Rates
- Primary Competitive Set Listed Hotel Trends and Projections

Data can be found in Appendix.

# Property Map Overview



# Property Summary Report

## Super 8 Verona/Madison

131 Horizon Dr  
Verona, WI 53593 - Madison West Submarket

Economy  
Class



### HOSPITALITY

Brand	Super 8
Hotel Opened	Jun 1997
Operation Type	Franchise
Operation Status	Open

### BUILDING

Type	Hotel
Year Built	1997
Year Renov	2006
Rooms	43
Location	Suburban
Stories	2
Primary Corridors	Interior
Meeting Space	400 SF

### LAND

Land Acres	1.53 AC
Zoning	Suburban Office
Parcels	0608-151-7255-9

### PARKING

Spaces	48 Surface
Ratio	1.12/Room

### BUILDING AMENITIES

- Business Center
- Fitness Center
- Pool

### SALE

For Sale	\$2,300,000 (\$53,488/Room)
Sale Type	Investment
Status	Active

### Last Sale

Sold Price	\$1,670,000 (\$38,837/Room)
Date	Dec 2011
Sale Type	Investment
Financing	1st Mortgage: State Bank of Cross Plains Bal/Pmt: \$1,336,000/-

### TRANSPORTATION

Parking	48 available (Surface);Ratio of 1.12/Room
Airport	30 min drive to Dane County Regional Airport
Walk Score	Somewhat Walkable (57)





# Property Summary Report

## Holiday Inn Express & Suites Madison-Verona

515 W Verona Ave  
Verona, WI 53593 - Madison West Submarket

Upper Midscale  
Class



### HOSPITALITY

Brand	Holiday Inn Express
Hotel Opened	May 2008
Operation Type	Franchise
Operation Status	Open

### BUILDING

Type	Hotel
Year Built	May 2008
Year Renov	2016
Rooms	109
Location	Suburban
Stories	3
Primary Corridors	Interior
Meeting Space	1,184 SF

### LAND

Land Acres	2.16 AC
Zoning	G2
Parcels	0608-164-9801-2

### PARKING

Spaces	108 Surface
Ratio	0.99/Room

### BUILDING AMENITIES

- Business Center
- Hot Tub
- Pool
- Smoke-Free
- Fitness Center
- Meeting Event Space
- Public Access Wifi

### TRANSPORTATION

Parking	108 available (Surface);Ratio of 0.99/Room
Airport	33 min drive to Dane County Regional Airport
Walk Score	Somewhat Walkable (52)

### PROPERTY CONTACTS

True Owner	Verona Hotel Group 230 W Verona Ave Verona, WI 53593 (608) 497-4500 (p)
Previous True Owner	Fischl Construction 230 Horizon Dr Verona, WI 53593 (608) 848-9800 (p)
Parent Company	IHG Hotels & Resorts

Recorded Owner	Verona Hotel Group LLC 515 W Verona Ave Verona, WI 53593
Architect	Fischl Construction Corp



# Property Summary Report

## Fairfield Inn & Suites Madison Verona

613 W Verona Ave  
Verona, WI 53593 - Madison West Submarket

Upper Midscale  
Class



### HOSPITALITY

Brand	Fairfield Inn
Hotel Opened	Jan 2016
Operation Type	Franchise
Operation Status	Open

### BUILDING

Type	Hotel
Year Built	Jan 2016
Rooms	90
Location	Suburban
Stories	3
Primary Corridors	Interior
Meeting Space	660 SF

### LAND

Land Acres	1.13 AC
Zoning	G2
Parcels	0608-164-9732-2

### PARKING

Spaces	54 Surface
Ratio	0.60/Room

### BUILDING AMENITIES

- Business Center
- Meeting Event Space
- Public Access Wifi
- Fitness Center
- Pool
- Smoke-Free

### TRANSPORTATION

Parking	54 available (Surface);Ratio of 0.60/Room
Airport	34 min drive to Dane County Regional Airport
Walk Score	Car-Dependent (46)

### PROPERTY CONTACTS

True Owner	Nine Mound Hospitality, LLC
Previous True Owner	Lee Fischl 230 Horizon Dr Verona, WI 53593 (608) 848-2217 (p)
Parent Company	Marriott International

Recorded Owner	Nine Mound Dev Llc 230 Horizon Dr Verona, WI 53593
Previous True Owner	Fischl Construction 230 Horizon Dr Verona, WI 53593 (608) 848-9800 (p)



# Property Summary Report

## GrandStay Hotel & Suites Mount Horeb

175 Lillehammer Ln  
Mount Horeb, WI 53572 - Madison West Submarket

Upper Midscale  
Class



### HOSPITALITY

Brand	GrandStay Hotels
Hotel Opened	May 2015
Operation Type	Franchise
Operation Status	Open

### BUILDING

Type	Hotel
Year Built	May 2015
Rooms	60
Location	Suburban
Stories	3
Primary Corridors	Interior
Meeting Space	764 SF

### LAND

Land Acres	3.00 AC
Zoning	Commercial
Parcels	0607-074-4100-1

### PARKING

Spaces	63 Surface
Ratio	1.05/Room

### BUILDING AMENITIES

- Business Center
- Fitness Center
- Hot Tub
- Meeting Event Space
- Pool
- Public Access Wifi
- Smoke-Free

### TRANSPORTATION

Parking	63 available (Surface);Ratio of 1.05/Room
Airport	42 min drive to Dane County Regional Airport
Walk Score	Car-Dependent (17)

### PROPERTY CONTACTS

True Owner	Mt Horeb Hotel Partners LLC 175 Lillehammer Ln Mount Horeb, WI 53572	Recorded Owner	Mt Horeb Hotel Partners Llc 1424 N High Point Rd Middleton, WI 53562
Parent Company	GrandStay Hospitality, LLC		



**STR Global - CoStar - Data by Measure - Primary Comp Set**

Occupancy (%)													
YR.	January	February	March	April	May	June	July	August	September	October	November	December	YTD
2020	42.2%	51.6%	30.0%	11.0%	15.8%	23.8%	30.7%	32.4%	30.0%	27.9%	21.9%	22.7%	28.3%
2021	24.3%	27.9%	33.7%	33.4%	42.2%	53.7%	60.1%	56.4%	49.4%	52.6%	39.5%	31.6%	42.2%
2022	27.1%	37.8%	44.7%	52.5%	60.5%	67.8%	69.6%	74.5%	63.8%	64.8%	48.1%	39.7%	54.3%
2023	37.3%	44.5%	54.5%	57.7%	62.6%	68.7%	64.9%	71.9%	64.2%	70.7%	53.8%	44.2%	58.0%
2024	40.2%												40.2%
Avg	31.2%	39.1%	36.1%	32.3%	39.5%	48.4%	53.5%	54.4%	47.7%	48.4%	36.5%	31.3%	41.6%

ADR (\$)													
YR.	January	February	March	April	May	June	July	August	September	October	November	December	YTD
2020	\$97.94	\$101.75	\$96.53	\$63.41	\$63.67	\$69.12	\$73.46	\$69.82	\$69.58	\$67.32	\$61.90	\$59.71	\$74.52
2021	\$60.48	\$61.74	\$64.05	\$66.16	\$74.48	\$81.63	\$98.81	\$111.97	\$112.12	\$115.17	\$96.33	\$85.33	\$90.48
2022	\$86.65	\$90.62	\$92.40	\$106.31	\$115.31	\$102.14	\$105.56	\$138.25	\$120.00	\$126.08	\$106.05	\$96.08	\$110.40
2023	\$96.71	\$99.02	\$99.76	\$106.98	\$137.84	\$112.20	\$114.19	\$145.31	\$120.30	\$139.88	\$108.02	\$94.55	\$117.33
2024	\$90.15												\$90.15
Avg	\$81.69	\$84.70	\$84.33	\$78.63	\$84.49	\$84.30	\$92.61	\$106.68	\$100.57	\$102.86	\$88.09	\$80.37	\$91.80

RevPAR (\$)													
YR.	January	February	March	April	May	June	July	August	September	October	November	December	YTD
2020	\$41.37	\$52.50	\$28.94	\$7.01	\$10.04	\$16.48	\$22.55	\$22.63	\$20.84	\$18.77	\$13.53	\$13.53	\$22.35
2021	\$14.69	\$17.25	\$21.59	\$22.11	\$31.43	\$43.80	\$59.35	\$63.10	\$55.40	\$60.55	\$38.07	\$26.97	\$39.03
2022	\$23.52	\$34.24	\$41.31	\$55.76	\$69.79	\$69.28	\$73.48	\$102.99	\$76.53	\$81.65	\$50.99	\$38.14	\$59.98
2023	\$36.10	\$44.02	\$54.32	\$61.74	\$86.30	\$77.07	\$74.07	\$104.41	\$77.22	\$98.91	\$58.08	\$41.82	\$68.03
2024	\$36.27												\$36.27
Avg	\$26.53	\$34.66	\$30.61	\$28.29	\$37.09	\$43.19	\$51.79	\$62.91	\$50.92	\$53.66	\$34.20	\$26.21	\$40.45

Revenue (\$)													
YR.	January	February	March	April	May	June	July	August	September	October	November	December	YTD
2020	\$387,349	\$443,945	\$270,961	\$63,471	\$93,984	\$149,302	\$211,132	\$211,897	\$188,844	\$175,714	\$122,559	\$126,651	\$2,445,809
2021	\$137,536	\$145,888	\$202,154	\$200,330	\$294,283	\$396,865	\$555,621	\$590,780	\$501,956	\$566,858	\$344,943	\$252,501	\$4,189,715
2022	\$220,171	\$289,531	\$386,700	\$505,184	\$653,332	\$627,656	\$687,947	\$964,149	\$693,381	\$764,412	\$461,935	\$357,038	\$6,611,436
2023	\$337,989	\$372,220	\$508,579	\$559,394	\$807,900	\$698,220	\$693,489	\$977,471	\$699,571	\$926,017	\$526,163	\$391,517	\$7,498,530
2024	\$339,587												\$339,587
Avg	\$262,443	\$294,917	\$236,558	\$131,901	\$194,134	\$273,084	\$383,377	\$401,339	\$345,400	\$371,286	\$233,751	\$189,576	\$3,317,762

STR Global - CoStar - 12 Month Moving Average - Primary Comp Set

Occupancy (%)												
YR.	January	February	March	April	May	June	July	August	September	October	November	December
2020	62.3%	61.8%	59.0%	54.9%	50.8%	46.6%	43.3%	39.8%	36.6%	32.7%	30.0%	28.2%
2021	26.7%	24.9%	25.2%	27.0%	29.3%	31.7%	34.2%	36.2%	37.8%	39.9%	41.4%	42.2%
2022	58.9%	43.2%	44.1%	45.7%	47.2%	48.4%	49.2%	50.7%	51.9%	52.9%	53.6%	54.3%
2023	55.2%	55.7%	56.5%	57.0%	57.1%	57.2%	56.8%	56.6%	56.6%	57.1%	57.6%	58.0%
2024	58.2%											
Avg	44.5%	43.4%	42.1%	41.0%	40.1%	39.2%	38.8%	38.0%	37.2%	36.3%	35.7%	35.2%

ADR (\$)												
YR.	January	February	March	April	May	June	July	August	September	October	November	December
2020	\$115.26	\$115.05	\$114.93	\$114.01	\$111.47	\$109.48	\$106.77	\$99.73	\$94.62	\$86.94	\$82.63	\$78.65
2021	\$74.66	\$69.23	\$65.88	\$65.99	\$67.14	\$69.03	\$73.13	\$78.51	\$82.70	\$87.24	\$89.05	\$90.16
2022	\$91.41	\$92.83	\$94.66	\$97.48	\$101.16	\$103.06	\$103.80	\$107.32	\$108.23	\$109.50	\$110.04	\$110.40
2023	\$110.60	\$110.93	\$111.26	\$111.28	\$113.39	\$114.37	\$115.27	\$115.94	\$115.97	\$117.51	\$117.57	\$117.33
2024	\$116.85											
Avg	\$94.96	\$92.14	\$90.41	\$90.00	\$89.31	\$89.26	\$89.95	\$89.12	\$88.66	\$87.09	\$85.84	\$84.41

RevPAR (\$)												
YR.	January	February	March	April	May	June	July	August	September	October	November	December
2020	\$71.86	\$71.11	\$67.77	\$62.55	\$56.64	\$51.06	\$46.24	\$39.71	\$34.66	\$28.42	\$24.80	\$22.19
2021	\$19.92	\$17.22	\$16.59	\$17.84	\$19.65	\$21.90	\$25.02	\$28.46	\$31.30	\$34.85	\$36.87	\$38.01
2022	\$38.76	\$40.06	\$41.74	\$44.50	\$47.76	\$49.85	\$51.05	\$54.44	\$56.18	\$57.97	\$59.03	\$59.98
2023	\$61.05	\$61.80	\$62.90	\$63.40	\$64.80	\$65.44	\$65.49	\$65.61	\$65.66	\$67.13	\$67.71	\$68.03
2024	\$68.04											
Avg	\$45.89	\$44.17	\$42.18	\$40.20	\$38.15	\$36.48	\$35.63	\$34.09	\$32.98	\$31.64	\$30.84	\$30.10

Revenue (\$)												
YR.	January	February	March	April	May	June	July	August	September	October	November	December
2020	\$7,921,571	\$7,838,434	\$7,470,319	\$6,895,359	\$6,243,877	\$5,628,345	\$5,096,606	\$4,377,182	\$3,820,212	\$3,132,782	\$2,734,049	\$2,445,810
2021	\$2,195,997	\$1,897,940	\$1,829,133	\$1,965,992	\$2,166,291	\$2,413,854	\$2,758,342	\$3,137,225	\$3,450,337	\$3,841,481	\$4,063,865	\$4,189,715
2022	\$4,272,350	\$4,415,993	\$4,600,539	\$4,905,393	\$5,264,442	\$5,495,233	\$5,627,559	\$6,000,928	\$6,192,352	\$6,389,907	\$6,506,898	\$6,611,435
2023	\$6,729,254	\$6,811,942	\$6,933,821	\$6,988,032	\$7,142,600	\$7,213,164	\$7,218,706	\$7,232,028	\$7,238,218	\$7,399,823	\$7,464,051	\$7,498,529
2024	\$7,500,127											
Avg	\$5,058,784	\$4,868,187	\$4,649,726	\$4,430,676	\$4,205,084	\$4,021,100	\$3,927,474	\$3,757,204	\$3,635,275	\$3,487,132	\$3,398,957	\$3,317,763

**Primary Competitive Hotel Properties Data Summary**

<b>Primary Competitive Set</b>			
<b>Property Name</b>	<b>Industry Segment</b>	<b>Open Date</b>	<b>Room Count</b>
Super 8 Verona - Madison	Economy	1997	43
Holiday Inn Express Verona - Madison	Upper Midscale	2008	109
Fairfield Inn & Suites Verona - Madison	Upper Midscale	2016	90
GrandStay Hotel & Suites Mount Horeb	Upper Midscale	2015	60
<b>Primary Competitive Set Room Count Average</b>			76
<i>Source: CoStar/STR Core Distinction Group, LLC</i>			



## Primary Competitive Hotel Properties Data Summary

Primary Competitive Set Current			
Time Frame	Occupancy	Average Daily Rate	Revenue Per Available Room
YTD	40.2%	\$90.16	\$36.27
3 Month Average	46.0%	\$98.39	\$45.25
12 Month Average	58.2%	\$116.85	\$68.04

*Source: CoStar/STR Core Distinction Group, LLC*

Primary Competitive Set Prior Year			
Time Frame	Occupancy	Average Daily Rate	Revenue Per Available Room
12 Month Average	55.1%	\$111.00	\$61.00

*Source: CoStar/STR Core Distinction Group, LLC*

Primary Competitive Set Year Over Year Percentage Change			
Time Frame	Occupancy	Average Daily Rate	Revenue Per Available Room
Percent of Change	5.8%	5.7%	11.8%

*Source: CoStar/STR Core Distinction Group, LLC*



### Primary Competitive Hotel Rate Shops

Primary Competitive Set Listed Rates - Weekday				
Property Name	MAR	JUN	SEP	DEC
Super 8 Verona - Madison	\$70	\$70	\$80	-
Holiday Inn Express Verona - Madison	\$140	\$160	\$160	\$180
Fairfield Inn & Suites Verona - Madison	\$130	\$155	\$170	\$175
GrandStay Hotel & Suites Mount Horeb	\$85	\$125	\$140	\$120
Local Hotel: Deer Valley Lodge (COMP)	\$130	\$130	\$130	-
Primary Competitive Set Average	\$111	\$128	\$136	\$158
Primary Competitive Set Rate Average				\$133
<i>Source: CoStar/STR Core Distinction Group, LLC</i>				

Primary Competitive Set Listed Rates - Weekend				
Property Name	MAR	JUN	SEP	DEC
Super 8 Verona - Madison	\$75	\$95	\$135	-
Holiday Inn Express Verona - Madison	\$100	\$160	\$175	\$145
Fairfield Inn & Suites Verona - Madison	\$100	\$165	\$180	\$155
GrandStay Hotel & Suites Mount Horeb	\$110	\$185	\$180	\$150
Local Hotel: Deer Valley Lodge (COMP)	\$120	\$165	\$155	-
Primary Competitive Set Average	\$101	\$154	\$165	\$150
Primary Competitive Set Rate Average				\$143
<i>Source: CoStar/STR Core Distinction Group, LLC</i>				





## Primary Competitive Hotel Trends & Projections

Primary Competitive Set Trend			
Time Frame	Occupancy	Average Daily Rate	Revenue Per Available Room
YTD	40.2%	\$90.16	\$36.27
3 Month Average	46.0%	\$98.39	\$45.25
12 Month Average	58.2%	\$116.85	\$68.04

*Source: CoStar/STR Core Distinction Group, LLC*

Projected Primary Competitive Set Rates	
Time Frame	Average Daily Rate
3 Month Average	\$98.39
12 Month Average	\$116.85
Future Quoted Rate Average	\$133.33
Projected Average Daily Rates	\$116.19

*Source: Google Travel/ CoStar/STR Core Distinction Group, LLC*



# REGIONAL INDUSTRY DATA OVERVIEW

For the purposes of this Comprehensive Hotel Market Feasibility Study, Core Distinction Group reviewed Regional/Market/Submarket data to help gain knowledge of the market and surrounding areas. The following information will be analyzed in Regional Industry Overview Data:

- Regional Competitive Hotel Properties Data Summary
- Market Overview
- Performance Data
- Past Construction Data
- Under Construction Data
- Sales Data
- Economy Data
- Submarket Data

Data can be found in Appendix.

## Regional Competitive Hotel Properties Data Summary Madison West Area

Regional Submarket Competitive Set Performance			
Time Frame	Occupancy	Average Daily Rate	Revenue Per Available Room
YTD	39.0%	\$90.21	\$35.17
3 Month Average	45.7%	\$98.32	\$44.92
12 Month Average	59.1%	\$115.13	\$68.00

*Source: CoStar/STR Core Distinction Group, LLC*

Regional Submarket Performance by Class (Running 12 Months)			
Time Frame	Occupancy	Average Daily Rate	Revenue Per Available Room
Upscale & Upper Midscale	58.8%	\$124.68	\$73.26
Midscale & Economy	61.7%	\$90.65	\$55.94

*Source: CoStar/STR Core Distinction Group, LLC*



# ECONOMIC IMPACT SUMMARY

In this section of the report, Core Distinction Group has compiled a summary of what the potential direct and indirect economic impact could be for the proposed hotel development. This projection offers revenue and job creation information based on this hotel's recommendations stated throughout this report, as well as the occupancy and average rate projected.

- Direct Economic Impact
  - City Sales Tax Revenue
  - Lodging/Bed Tax Revenue
  - Real Estate Tax Revenue
- Indirect Economic Impact
  - Rooms Sold
  - Average Indirect Food Revenue and Jobs Needed
  - Average Indirect Entertainment/Activities Revenue and Jobs Needed
  - Average Indirect Alcoholic Beverages Revenue and Jobs Needed

## Direct Economic Impact

When considering the potential Direct Economic Impact of a new hotel in the community, you look at the direct tax revenue the community is gaining from the project. This takes into consideration Lodging/Bed Taxes when applicable, Sales Taxes and Real Estate Taxes. Below you will find the estimated tax revenue of this project broken down in each category:

Sales Tax Revenue Per Year	
Year	Sales Tax
Year One	\$86,223
Year Two	\$91,375
Year Three	\$95,930
Year Four	\$100,714
Year Five	\$104,737
<b>First Five Years Total:</b>	<b>\$478,979</b>

*Based on the minimum combined 2023 sales tax rate for Barneveld, Wisconsin is 5.5%. This is the total of state, county, and city tax rates.*

Lodging/Bed Tax Revenue Per Year	
Year	Lodging/Bed Tax
Year One	\$83,006
Year Two	\$88,061
Year Three	\$95,930
Year Four	\$97,198
Year Five	\$101,115
<b>First Five Years Total:</b>	<b>\$465,310</b>

*Based on a current 5.5% Average Transient Lodging Tax in Iowa County, WI.*

Real Estate Tax Revenue Per Year (Based on Estimates)	
Year	Real Estate Tax
Year One	\$93,557
Year Two	\$93,557
Year Three	\$93,557
Year Four	\$93,557
Year Five	\$93,557
<b>First Five Years Total:</b>	<b>\$467,786</b>

This information does not account for the collateral economic impact as well. There are many collateral economic impacts that can be accounted for. Additional revenue (and usage) from your sewer, water, trash disposal, utilities and so on all noted in the Pro Forma. The construction period can also promote additional economic growth. All of these add up and vary.



### Indirect Economic Impact Estimates

When considering the potential Indirect Economic Impact of a new hotel in the community, you look at the spending of the guest within the community. For the purpose of this summary, we have identified the potential spending on food/dining. This does not take into consideration any taxes increased by said purchases. Below you will find the average rooms sold each year for the potential hotel project:

Rooms Sold Per Year Average		
Year	Occupancy	Rooms Sold
Year One	64.8%	10,637
Year Two	66.7%	10,956
Year Three	68.7%	11,284
Year Four	70.8%	11,623
Year Five	72.9%	11,972

Taking this into consideration, the estimates of rooms sold each day can be found below:

Average Rooms Per Night Sold	
Year One	29
Year Two	30
Year Three	31
Year Four	32
Year Five	33



**Indirect Economic Impact Estimates (continued)**

The average cost of food in the United States of America is \$45 per day. Based on the spending habits of previous travelers, when dining out an average meal in the United States of America should cost around \$18 per person. Breakfast prices are usually a little cheaper than lunch or dinner. The price of food in sit-down restaurants in the United States of America is often higher than fast food prices or street food prices. The total estimated indirect food revenue in your community is estimated\* to be around:

<b>Average Indirect Food Revenue Per Day</b>	
<b>Year One</b>	\$1,311
<b>Year Two</b>	\$1,351
<b>Year Three</b>	\$1,391
<b>Year Four</b>	\$1,433
<b>Year Five</b>	\$1,476

<b>Average Indirect Food Revenue Per Year</b>	
<b>Year One</b>	\$478,646
<b>Year Two</b>	\$493,005
<b>Year Three</b>	\$507,795
<b>Year Four</b>	\$523,029
<b>Year Five</b>	\$538,720
<b>First Five Years Total:</b>	<b>\$2,541,195</b>

\* Based on the assumption of one person per room night sold.

Based on this information, it can be assumed this additional revenue will also create indirect food service jobs. When considering the additional food revenue into your community, industry standards states that around 30% of revenue goes towards labor. Based on the amount of additional revenue, this would bring in the following amount of full-time equivalent jobs\*:

<b>Average Indirect Food Service Jobs Needed</b>	
<b>Year One</b>	7.8
<b>Year Two</b>	8.0
<b>Year Three</b>	8.2
<b>Year Four</b>	8.5
<b>Year Five</b>	8.7

\* Based on 32 hours a week and the median average base hourly rate of Food Service Workers of \$11.12 per hour, at the time of this report according to [www.payscale.com](http://www.payscale.com).



## Indirect Economic Impact Estimates (continued)

Entertainment and activities in the United States of America typically cost an average of \$45 per person, per day. This includes fees paid for admission tickets to museums and attractions, day tours, and other sightseeing expense.

Average Indirect Entertainment/Activities Revenue Per Day	
Year One	\$1,311
Year Two	\$1,351
Year Three	\$1,391
Year Four	\$1,433
Year Five	\$1,476

Average Indirect Entertainment/Activities Revenue Per Year	
Year One	\$478,646
Year Two	\$493,005
Year Three	\$507,795
Year Four	\$523,029
Year Five	\$538,720
<b>First Five Years Total:</b>	<b>\$2,541,195</b>

*\* Based on the assumption of one person per room night sold.*

Based on this information, it can be assumed this additional revenue will also create indirect tour guide or tourism industry jobs. When considering the additional food revenue into your community, industry standards states that around 25% of revenue goes towards labor. Based on the amount of additional revenue, this would bring in the following amount of full-time equivalent jobs\*:

Average Indirect Entertainment/Activities Jobs Needed	
Year One	4.8
Year Two	4.9
Year Three	5.1
Year Four	5.2
Year Five	5.4

*\* Based on 32 hours a week and the median average base hourly rate of Tour Guide of \$15 per hour, at the time of this report according to [www.salary.com](http://www.salary.com).*





**Indirect Economic Impact Estimates (continued)**

The average person spends about \$21 on alcoholic beverages in the United States of America per day.

<b>Average Indirect Alcoholic Beverages Revenue Per Day</b>	
<b>Year One</b>	\$612
<b>Year Two</b>	\$630
<b>Year Three</b>	\$649
<b>Year Four</b>	\$669
<b>Year Five</b>	\$689

<b>Average Indirect Alcoholic Beverages Revenue Per Year</b>	
<b>Year One</b>	\$223,368
<b>Year Two</b>	\$230,069
<b>Year Three</b>	\$236,971
<b>Year Four</b>	\$244,080
<b>Year Five</b>	\$251,403
<b>First Five Years Total:</b>	<b>\$1,185,891</b>

*\* Based on the assumption of one person per room night sold.*

Based on this information, it can be assumed this additional revenue will also create indirect bartender jobs. When considering the additional alcoholic beverage revenue into your community, industry standards states that around 30% of revenue goes towards labor. Based on the amount of additional revenue, this would bring in the following amount of full-time equivalent jobs\*:

<b>Average Indirect Bartender Jobs Needed</b>	
<b>Year One</b>	3.7
<b>Year Two</b>	3.8
<b>Year Three</b>	3.9
<b>Year Four</b>	4.0
<b>Year Five</b>	4.1

*\* Based on 32 hours a week and the median average base hourly rate of a bartender of \$11 per hour, at the time of this report according to [www.salary.com](http://www.salary.com).*



**Indirect Economic Impact Estimates (continued)**

The average price for Tips and Handouts in the United States of America is \$12 per day. The usual amount for a tip in the United States of America is 10% - 20%.

Average Indirect Tips/Handouts Revenue Per Day	
Year One	\$350
Year Two	\$360
Year Three	\$371
Year Four	\$382
Year Five	\$394

Average Indirect Tips/Handouts Revenue Per Year	
Year One	\$127,639
Year Two	\$131,468
Year Three	\$135,412
Year Four	\$139,474
Year Five	\$143,659
<b>First Five Years Total:</b>	<b>\$677,652</b>

*\* Based on the assumption of one person per room night sold.*

Based on this additional revenue being paid, the increase in both food, beverage, and entertainment/activity, service worker's hourly wage would increase substantially in the market.

*Source: BudgetYourTravel.com*



# CONCLUSION

For the purposes of this Comprehensive Hotel Market Feasibility Study, Core Distinction Group LLC offers an overview and overall description of the conclusion and recommendations found through its research and analysis. This section will contain:

- Recommended Hotel Segment Recommendations for Market Studied
- Recommended Sleeping Room Configuration Recommendations for Market Studied
- Expected Economic Impact of Hotel in Market Studied



### Conclusion and Recommendations

Property segment recommended for the potential development of a hotel is an Upper Midscale hotel. This type of hotel would allow the property to be positioned properly at the subject site. It is anticipated that a new hotel would capture displaced Lodging Demand currently staying in markets surrounding Barneveld, WI. Additionally, the newness of the hotel should be well received in the marketplace. It's location will be ideal to serve Barneveld and regional markets. This type of hotel would also be capable of adjusting rates to best fit the demand in the market and the seasonality of the area.

Property size recommendation of a newly developed hotel was researched to be between 40-50 guestrooms in this report. This would position it to be smaller in size to the average room size of 76 noted by the competitive set surveyed. The size would assist the property in achieving the Occupancy projections listed in this report. It is not advisable to over-build in this market at this time. Expansion of the hotel in future years could be considered as the market's Lodging Demand grows. Adjusting the room count will modify Performance.

The recommended Sleeping Room Configuration should be compatible with the overall Market Segmentation of the area. The property should offer a comparable selection of guestrooms with both single occupancy king bedded rooms to double occupancy double queen bedded guestrooms.

Economic Impact Potential: There are multiple economic impacts of building and developing a new hotel in a community. Some direct impact drivers include projected hotel revenue including all room revenues, meeting room revenue, as well as vending/bar revenue. On average, this size property will create 8-12 full time equivalent jobs. Indirect impact includes all jobs and income generated by businesses that supply goods and services to the hotel. Below you will find a summary of the total Estimated Economic Impact of the potential new hotel project over the first five years open:

Estimated Increase in Real Estate Tax	\$478,979
Estimated Increase in Restaurant Sales Revenue	\$465,310
Estimated Increase in Entertainment Revenue	\$467,786
Estimated Increase in Alcohol Sales Revenue	\$2,541,195
Estimated Increase in Tips Revenue	\$2,541,195
Total Estimated Increase in Economic Impact	\$1,185,891
*Details found in Economic Impact Summary	\$677,652
<b>Total Estimated Increase in Economic Impact</b>	<b>\$8,358,009</b>



# UNDERSTANDING THE TERMS

For the purposes of this Comprehensive Hotel Market Feasibility Study, Core Distinction Group, LLC has taken the time to offer detailed definitions of words and terms highlighted throughout this report. This section contains the information to help readers navigate industry terms.



TAKING THE FIRST STEP TO DEVELOP A NEW HOTEL



## **Understanding Terms:**

Below you will find definitions of industry terms used throughout this report to help the reader gain an understanding of certain phrases and indicators:

### **Average Daily Rate (ADR)**

A measure of the average rate paid for rooms sold, calculated by dividing room revenue by rooms sold.  $ADR = \text{Room Revenue} / \text{Rooms Sold}$

### **Chain Scale**

Chain Scale segments are grouped primarily according to actual average room rates. An independent hotel, regardless of average room rate, is included as a separate Chain Scale category. The Chain Scale segments are: Luxury, Upper Upscale, Upscale, Upper Midscale, Midscale, Economy and Independent.

### **Competitive Set (Comp Set)**

A peer group of hotels that competes for business and is selected to benchmark the subject property's performance.

### **Date-To-Date Comparison**

Comparison of daily performance by actual calendar date (1st of January this year vs. 1st of January last year).

### **Day-To-Day Comparison**

Comparison of daily performance by day of week (Monday this year vs. Monday last year).

### **Demand**

The number of rooms sold in a specified time period (excludes complimentary rooms).

### **Group Rooms**

Typically defined as 10 or more rooms per night sold, pursuant to a signed agreement. Refer to Data Reporting Guidelines for more specific application.



## Understanding Terms (Continued):

### Index

Measures a hotel's performance relative to an aggregated grouping of hotels (i.e., competitive set, market or submarket). We utilize indexes to measure performance in three key areas: Occupancy, ADR and RevPAR. An index of 100 means a hotel is capturing a fair share compared to the aggregated group of hotels. An index greater than 100 represents more than a fair share of the aggregated group's performance. Conversely, an index below 100 reflects less than a fair share of the aggregated group's performance.

### Occupancy (OCC)

Percentage of available rooms sold during a specified time period.

Occupancy is calculated by dividing the number of rooms sold by rooms available.  $\text{Occupancy} = \text{Rooms Sold} / \text{Rooms Available}$

### Revenue Per Available Room (RevPAR)

Total room revenue divided by the total number of available rooms.  $\text{Room Revenue} / \text{Rooms Available} = \text{RevPAR}$

### Total Revenue

Revenue from all hotel operations - including rooms, Food and Beverage, other revenue departments (i.e., spa, golf, parking) and miscellaneous revenue (i.e., rentals, leases, resort fees and cancellation fees).

### Year to Date

Period starting at the beginning of the current year and ending on the current date.



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## Understanding Terms (Continued):

**Hotel Types - Hotel classifications are driven primarily by building structure and, secondarily, by service level. Hotel types include:**



All-Inclusive: Property with rooms sold only as a complete package, bundling overnight accommodations and value-added amenities and services (i.e., food, beverage, activities and gratuities, etc.)



All-Suite: Property with guestroom inventory that exclusively consists of rooms offering more space and furniture than a typical hotel room, including a designated living area or multiple rooms.



B&B/Inn: Independently owned and operated properties that typically include breakfast in the room rates, 20 rooms or fewer and a resident/owner innkeeper.



Boutique: Hotel that appeals to guests because of its atypical amenity and room configurations. Boutiques are normally independent (with fewer than 200 rooms), have a high average rate and offer high levels of service. Boutique hotels often provide authentic cultural, historic experiences and interesting guest services.



Condo: Individually and wholly-owned condominium units. Inventory is included in a rental pool operated and serviced by a management company.



Conference Center: Lodging hotel with a major focus on conference facilities.



Convention Center: Property with a minimum of 300 rooms and large meeting facilities (minimum of 20,000 square feet).



Destination Resort: Property that appeals to leisure travelers, typically located in resort markets, and considered a destination in and of themselves with extensive amenity offerings. These properties are typically larger and full-service.



Extended Stay: Properties typically focused on attracting guests for extended periods. These properties quote weekly rates. The typical length of stay average for guests is four to seven nights.



Full Service Hotel: Typically Upscale, Upper Upscale and Luxury properties with a wide variety of onsite amenities, such as restaurants, meeting spaces, exercise rooms or spas.



Gaming/Casino: Property with a major focus on casino operations.





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## Understanding Terms (Continued):

**Hotel Types - Hotel classifications are driven primarily by building structure and, secondarily, by service level. Hotel types include:**



**Golf:** Property that includes a golf course amenity as part of its operations. A property does not qualify if it only has privileges on a nearby course.



**Hotel/Motel:** Standard hotel or motel operation.



**Limited Service:** Property that offers limited facilities and amenities, typically without a full-service restaurant. These hotels are often in the Economy, Midscale or Upper Midscale class.



**Lifestyle Brand:** Group of hotels operating under the same brand that is adapted to reflect current trends.



**New Build:** Property built from the ground up, not a conversion of a building that was not previously a hotel.



**Ski:** Property with onsite access to ski slopes.



**Soft Brand:** Collection of hotels that allows owners and operators to affiliate with a major chain while retaining their unique name, design and orientation.



**Spa:** Property with an onsite spa facility and full-time staff offering spa treatments.



**Timeshare:** Property that typically is a resort condominium unit, in which multiple parties hold property use rights, and each timeshare owner is allotted a period of time when the property may be used.



**Waterpark:** An indoor or outdoor waterpark resort with a lodging establishment containing an aquatic facility.

# LEADERSHIP

## LISA PENNAU

Mrs. Pennau offers more than 25 years of hospitality industry experience. She began in the industry as a rental car agent at the airport in Oshkosh, Wisconsin where she worked while completing her degrees in both hospitality management and sales & marketing at the local college. Lisa moved on to work as a manager in training for Super 8 hotels in Wichita, Kansas and quickly was promoted to general manager of a Super 8 in Omaha, Nebraska. She was recruited by Baymont to become a traveling manager and served several distressed Midwest properties until moving on to work for Hilton as a General Manager at a Hampton Inn Minnetonka, MN. When that hotel sold, Lisa was promoted by the new owners to Regional Director of Operations for Pillar Hotels overseeing 25+ Midwest hotels, in both rural and metropolitan markets, including Minnesota, Wisconsin, Illinois, Iowa, North Dakota, and South Dakota. During her 10 years as Regional Director of Operations, Lisa oversaw multiple brands such as: Choice, Hilton, Hyatt, IHG, and Marriott. In her final year with Pillar she received the highest honor of Regional Director of the Year for Highest Performing Hotels in all capacities including, revenue, operations, guest service score, turnover, etc.



## JESSICA JUNKER

Miss Junker offers more than 18 years of hospitality industry experience. From her beginning in the industry as a banquet server at a full-service hotel in downtown Green Bay, Wisconsin, to overseeing that very property as the manager in only a couple of years. Jessica moved on to work as a Director of Sales at a Residence Inn by Marriott, Area Director of Sales with Interstate Hotels, and Regional Director of Sales and Marketing with Pillar Hotels working on Sales, Marketing, and Revenue Management of anywhere between 15 and 52 hotels with every major and not so major brand in the country. After learning everything she needed about running a hotel, she set her sights on what happens before a hotel is built. She worked in many separate executive roles within an up-and-coming hotel franchise. Miss Junker offers hands-on expert knowledge in hotel operations, sales, marketing, training, contracting, development, construction, really all things hotels. She gained this knowledge from industry leaders like Marriott, Hilton, InterContinental Hotels Group, Choice Hotels, TMI Hospitality, Interstate Hotels, Pillar Hotels & Resorts, Cobblestone Hotels, Wyndham Hotels & Resorts, and many more.



# SCOPE OF WORK

Core Distinction Group takes immense pride in the work we do. Throughout each phase of our projects we communicate with our clients regularly. This ensures everyone involved in the project is up-to-date on the progress. We also keep a very tight timeline on our projects. Each phase is well thoughtout and followed consistently. The objective of our studies are to identify and determine the need for lodging in the community, the loss of lodging to the area due to lack of quality or amount of lodging, as well as determine if there is enough need to justify a new hotel. A new hotel that makes good business sense. Below you will find each part and its timing in the process:

## RESEARCH & COMMUNITY OUTREACH

This phase involves speaking with community leaders to compile a list of potential demand generators in the local and regional community. Research and Community Outreach is conducted within the first one to two weeks following receipt of the retainer.

## SITE VISIT & COMMUNITY INTERVIEWS

This phase involves an in-depth local tour given by community leaders to help Core Distinction understand said community and need for lodging. The tour also includes a detailed analysis of potential sites for the project.

## COMMUNITY INTERVIEWS

This phase involves conducting online and phone interviews with potential demand generators gathered during the Research and Community Outreach of the study process. This phase will take place in the first two weeks of the study process.

## DATA COMPILATION

This phase of the process involves compiling all the data gathered during our visit to gain the overall picture of what is needed for the community. This phase is conducted in the two weeks following our community visit completion.

## \*DATA RECEIVING & REPORTING

Once all the demand generator information is gathered, Core Distinction Group begins pulling industry data for target market as well as industry trends to help us gain a better understanding of the local and regional opportunity areas.

## COST GATHERING

This involves all things cost. Core Distinction Group gathers actual cost for the development, construction, financing, taxes, and all other ongoing costs associated with the specific project.

## PROJECT PRO FORMA

Immediately following Development and Operational Cost Gathering, Core Distinction Group will construct a project, brand, market, and scale specific Pro Forma that is bank, investor, brand and developer friendly.

## DRAFT COMPLETION/SUBMITTAL

After Core Distinction has conducted all previous phases, we complete a draft of the study and financial pro forma and submit it for review by the contracted entity. Changes to the study may be made at this point but are limited to spelling and grammar updates.

## FINAL

After all requested changes are made and final payment is received, Core Distinction Group will submit a final draft of the Hotel Market Feasibility Study and Brand Specific Pro Forma to the community for distribution.

\*If at this point, Core Distinction Group does not feel there is enough need for lodging to merit the costs of a new build hotel, we will stop the process, communicate with the community and offer alternative options for accommodations. If this happens, the contracted entity is not responsible for the remaining study costs highlighted in (Cost) and will receive a report indicating the reasoning behind the decision.



## DISCLAIMER

Thank you for the opportunity to complete this market and feasibility study for the proposed hotel project located in Barneveld, WI. We have studied the market area for additional demand for a lodging facility and the results of our fieldwork and analysis are presented in this report. We have also made recommendations for the scope of the proposed project, including general site location, size of hotel, and brand segment.

We hereby certify that we have no undisclosed interest in the property and our employment and compensation are not contingent upon our findings. This study is subject to the comments made throughout this report and to all assumptions and limiting conditions set forth herein.

The conclusions presented in this report are based upon the information available and received at the time the report was filed. Core Distinction Group, LLC (CDG) has taken every possible precaution to evaluate this information for its complete accuracy and reliability. Parts of this report were prepared or arranged by third-party contributors, as indicated throughout the document. While third-party contributions have been reviewed by CDG for reasonableness and consistency to be included in this report, third-party information has not been fully audited or sought to be verified by CDG. CDG does not provide financial advice.

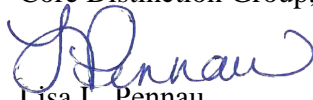
It should be understood that economic and marketplace conditions are in constant change. The results presented in this report are the professional opinion of CDG and are based on information available at the time of the report preparation. These opinions infer that market conditions do not change the information received upon which those opinions have been based. CDG assumes no responsibility for changes in the marketplace. CDG assumes no responsibility for information that becomes outdated once this report is written; nor are we responsible for keeping this information current after the date of the final document presentation.

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

It is presumed that those reading this report understand the contents and recommendations. If this reader is unclear of understanding the contents, clarification can be received directly from a representative of CDG. While the terms of CDG's engagement do not require that revisions be made to this report to reflect events or conditions which occur subsequent to the date of completion of fieldwork, we are available to discuss the necessity for revisions in view of changes in the economic climate or market factors affecting the proposed hotel project.

Please do not hesitate to call should you have any comments or questions.

Sincerely,  
Core Distinction Group, LLC



Lisa L. Pennau  
Owner



# APPENDICES

For the purpose of this Comprehensive Hotel Market Feasibility Study, large amounts of data was collected. The Appendices hold the detailed information of each data set collected. This section contains the following information:

- Detailed Community Survey Responses
- Primary Competitive Set Analytics
- Secondary Competitive Set Analytics
- Regional Lodging Industry Submarket Report

# APPENDIX ONE

# COMMUNITY INTERVIEWS DETAIL REPORT



TAKING THE FIRST STEP TO DEVELOP A NEW HOTEL



**Q3 What do you expect your organization's lodging need will be in 2024 and beyond? PLEASE KEEP IN MIND, A NEW HOTEL MAY TAKE TWO OR MORE YEARS TO DEVELOP AND BUILD. Please be as specific as possible. Example 1: My company typically has 5 rooms a month. The guest usually stays Tuesday or Wednesday night for 2 nights. Example 2: We have soccer tournaments three times during the Summer Months. These tournaments are held Friday and Saturday and have 10 to 25 teams of 10.**

#	RESPONSES	DATE
1	0	2/25/2024 12:14 PM
2	We routinely have outside sales associates fly into WI and stay in the area for business related purposes. At least 1 individual monthly, but often more than 1. In addition we host annual team meetings for a week at a time with 15-20 individuals where we are forced to supply accommodations nearer Madison due to lack of quality hotel availability. We also desire a conference area for holding monthly and quarterly business meetings, as our facility isn't secure and large enough to do so. We would happily hold these in a Barneveld location should it be available.	2/23/2024 9:28 AM
3	Our company typically has a first 1/month staying during the week for 2-3 days. As well has once a quarter up to 5 guest staying Sunday- Friday.	2/23/2024 7:14 AM
4	Our business typically needs 1 room 4 nights per week per month. In addition, we need approximately 15 rooms for 4 nights one time per year. Then I would say an additional need for about 30 rooms throughout the year.	2/22/2024 1:21 PM
5	We are a tourist destination that has over 100,000 visitors a year. Many of our visitors are outside the area and looking to spend some time nearby.	2/21/2024 10:56 AM
6	One night per week for doing remote assessments	2/21/2024 10:43 AM
7	I could see this being of a benefit to Vortex, Epic, and more. There is also park land dedicated to the Village in the new Graelyn Subdivision that I would like to see made into soccer fields as the sort continues to grow in our area and we could host tournaments.	2/20/2024 10:17 PM
8	NA	2/20/2024 8:48 PM
9	Guest stay one to two nights maybe twice a year. Meeting Rooms a couples times a year.	2/20/2024 3:00 PM
10	None	2/20/2024 1:01 PM
11	We don't use hotels very often for candidates or new hires. Maybe 1 time a month for a few nights.	2/20/2024 12:53 PM
12	My company does not use overnight lodging	2/20/2024 12:20 PM
13	We may occasionally have library presenters that need overnight accommodations. Generally, we try to have presenters mid-week on Wednesday or Thursday in the early evening (around 6-7 p.m), so they would most likely require a late afternoon or early evening check-in time.	2/20/2024 12:02 PM
14	We host events throughout our 'prime season,' roughly May 1 to November 30 that draw visitors from across the state and throughout the Midwest. These events typically occur on weekends. I don't know how many rooms our guests typically use, but I imagine at least 5 on weekends of the larger events. We are also hosting more and more weddings and I expect having additional overnight accommodations would be good for wedding guests and those in the bridal party.	2/20/2024 11:50 AM



Q5 If yes, what is the approximate length of stay and how many guests per month/year? Please be as specific as possible. Example 1: We offer accommodation for new hire employees that can range from 2 weeks to 3 months.

#	RESPONSES	DATE
1	We often resist scheduling extended visits for more than a week due to the hassle of arranging transportation from distant hotels.	2/23/2024 9:28 AM
2	I have been on projects that required 4 nights per week	2/21/2024 10:43 AM
3	NA	2/20/2024 8:48 PM
4	NA	2/20/2024 1:01 PM
5	maybe 2 times a year for a week or so.	2/20/2024 12:53 PM





## Q6 Where do you currently recommend these individuals to stay? Please be as specific as possible.

#	RESPONSES	DATE
1	Deer Valley if I were to ever need it	2/25/2024 12:14 PM
2	We usually have our personnel stay at the Hyatt in Verona due to lack of other quality hotels nearby.	2/23/2024 9:28 AM
3	Grand Stay in Mt. Horeb	2/23/2024 7:14 AM
4	Hyatt Place in Verona	2/22/2024 1:21 PM
5	GrandStay Hotel in Mount Horeb.	2/21/2024 10:56 AM
6	We negotiate a best rate with chains because we only use Sunday night thru Thursday night. We avoid peak nights	2/21/2024 10:43 AM
7	Deer Valley Lodge Grand Stay Mt Horeb Fairfield Verona Holiday Inn Verona	2/20/2024 10:17 PM
8	Deer Valley or Mt. Horeb (if they need to be in town or near by)	2/20/2024 8:48 PM
9	Wherever it is cheap and clean	2/20/2024 3:30 PM
10	Middleton Hilton Garden Inn	2/20/2024 3:00 PM
11	Deer Vally Lodge	2/20/2024 1:01 PM
12	Extended Stay, Mount Horeb	2/20/2024 12:53 PM
13	Deer Valley Lodge	2/20/2024 12:20 PM
14	We haven't had any presenters who needed overnight accomodations in the last 5 years, but we would likely recommend Deer Valley Lodge in Barneveld because it is close.	2/20/2024 12:02 PM
15	We send guests to Deer Valley Lodge (Barneveld), Sunniva Inn and Grand Stay (Mount Horeb), Brigham Farmhouse (Blue Mounds) and sometimes House On The Rock Inn and hotels in Dodgeville.	2/20/2024 11:50 AM



## Q7 Do you have a second choice?

#	RESPONSES	DATE
1	no	2/25/2024 12:14 PM
2	Any other Madison-area hotel if needed.	2/23/2024 9:28 AM
3	Verona/Madison	2/23/2024 7:14 AM
4	The GrandStay Mt. Horeb	2/22/2024 1:21 PM
5	Deer Valley Lodge. Brigham Farmhouse (Air BnB), Sunniva (BnB), and House on the Rock Inn.	2/21/2024 10:56 AM
6	No	2/21/2024 10:43 AM
7	Verona, if they have transportation and the hotels are much nicer compared to Mt. Horeb.	2/20/2024 8:48 PM
8	Fairfield Inn and Suites	2/20/2024 3:00 PM
9	Deer Valley Lodge, Barneveld	2/20/2024 12:53 PM
10	Dodgeville or Mount Horeb	2/20/2024 12:20 PM
11	I know there may be less-expensive hotel accomodations in Dodgeville or possibly at The Little Village Motel in Mount Horeb.	2/20/2024 12:02 PM
12	See above.	2/20/2024 11:50 AM



## Q9 If yes or no, please help us understand your stance on a new hotel. Why you do or do not feel it would benefit the community.

#	RESPONSES	DATE
1	We already have a large hotel at this time. It appears to be slow during the week as it is.	2/25/2024 12:14 PM
2	The current hotel available in this area is unsuitable for our business. An updated facility would bring visitors to Barneveld and provide income to area businesses, spurring growth and employment opportunities. We would likely host more on-site events should Barneveld be able to accommodate thier stays.	2/23/2024 9:28 AM
3	Either a new hotel or upgrade the current hotel.	2/22/2024 1:21 PM
4	So many people visit us here. Plus the many weddings in the area are looking for a place to stay. I think the community would benefit as it brings more visitors to the area.	2/21/2024 10:56 AM
5	We have competitive businesses needing overnight lodging. Vortex, Epic, Quantum Devices	2/21/2024 10:43 AM
6	With the Military Ridge Trail, Blue Mounds State Park, the growing businesses in Barneveld, and the effort the Village is putting into improving it's parks with a splash pad, ADA compliant playground, and pickleball courts. Barneveld is quickly becoming a destination for a reasonably priced weekend trip.	2/20/2024 10:17 PM
7	We currently have Deer Valley which doesn't seem to be at max capacity, yet also has issues with staffing. Is another hotel truly needed?	2/20/2024 8:48 PM
8	The current hotel is not a branded hotel and is run down and not kept up well. They allow use of the pool by community members but charge astronomical rates for a sub-par pool. We also have very little event space in the area. The current hotel has a space, but it has not been updated since the facility was built 18 years ago and again, rental fees are high for what you get.	2/20/2024 6:43 PM
9	jobs	2/20/2024 3:00 PM
10	No need. Deer Valley is sufficient to our needs.	2/20/2024 1:01 PM
11	I am indifferent too it. We currently don't have any issues with our arrangements.	2/20/2024 12:53 PM
12	I am not sure of the needs in Barneveld for a facility when we have Deer Valley Lodge	2/20/2024 12:20 PM
13	A cost-effective hotel (such as a Super 8) for a comfortable overnight stay would be appreciated. Our local Kwik Trip has a great deal of over-the-road truck traffic and travelers on their way to other destinations along Highway 18/151. The current hotel in Barneveld, The Deer Valley Lodge, has a golf course and waterslide and seems to be geared to stays of several days not to travelers on HWY 18/151 who are looking for an overnight stay, and quick continental breakfast before heading out on day trips in the area.	2/20/2024 12:02 PM
14	I think it would be very difficult to keep an additional hotel full year-round, particularly during the week. There isn't enough business travel in this area to accommodate weekday traffic and even weekends, especially during the winter months, are also unlikely to see enough regular visitors to sustain an additional hotel.	2/20/2024 11:50 AM



ANSWER CHOICES	RESPONSES	
WiFi	100.00%	15
Pool	80.00%	12
Complimentary Breakfast	66.67%	10
Dining	53.33%	8
Fitness Center	46.67%	7
Meeting Room	46.67%	7
Bar	46.67%	7
Truck/Bus/RV Parking	46.67%	7
Business Center	40.00%	6
On-Site Convenience Store	40.00%	6
Guest Laundry	20.00%	3
Long-term Accommodations (rooms with kitchenettes)	6.67%	1
Whirlpool Suites	6.67%	1
Total Respondents: 15		

#	OTHER (PLEASE SPECIFY)	DATE
1	Many of the accommodations in the area are great but if there was a place nearby where people could host conventions that aren't in Madison would be nice. Especially with the area blossoming, there is more need for a place to host meetings and conventions.	2/21/2024 10:56 AM
2	A nice place to host parties / showers, etc. Party room with kitchen access, plenty of seating.	2/20/2024 8:48 PM
3	Event space	2/20/2024 6:43 PM



## Q11 Please take a moment to tell us what you feel are the benefits of living or working in this community.

#	RESPONSES	DATE
1	The people within the community typically know each other and are willing to help each other if needed.	2/25/2024 12:14 PM
2	Access to major highway, access to Madison and surrounding cities, small town feel and feeling of community is important to our culture as a business.	2/23/2024 9:28 AM
3	It's a small community where everyone knows everyone. It's a Midwest Wisconsin way-supportive.	2/23/2024 7:14 AM
4	On a main road, proximity to Madison and Dane Co. Airport	2/22/2024 1:21 PM
5	For us, this draws more people to the community and gives them a chance to explore this magnificent area. Living in the area, it would benefit me for a place for my family to stay when there are larger family gatherings.	2/21/2024 10:56 AM
6	Rural setting near 4 parks- 2 local and 2 state park in Blue Mounds and one state park in Dodgeville	2/21/2024 10:43 AM
7	Barneveld has a very strong sense of community and its residents are willing to invest in its success.	2/20/2024 10:17 PM
8	Quiet town, friendly people, lovely green space, upcoming new park, near the bike trail, and a great school with a supportive community.	2/20/2024 8:48 PM
9	The school district is great, the people in town are really a community and everything is close by.	2/20/2024 6:43 PM
10	It's close knit	2/20/2024 3:30 PM
11	Barneveld is a wonderful community with a beautiful option for lodging, golf, school district, and short commute to the Madison Area.	2/20/2024 1:01 PM
12	small niche community that is supportive	2/20/2024 12:53 PM
13	I like being in a small town	2/20/2024 12:20 PM
14	The community is very friendly. The school district is excellent, and the community and school offer many sports and recreational opportunities for children.	2/20/2024 12:02 PM
15	It's located in the Driftless region of Wisconsin -- the prettiest area in all of the state -- and Barneveld has a lovely library and the benefit of Vortex being headquartered here. There isn't much else to talk about in this sleepy little community except of course, for proximity to one of Wisconsin's most established vineyard & winery business, Botham Vineyards. This business draws thousands of visitors to our community every year, but there is little else to offer those visitors after they leave the vineyard. Beautiful parks, Cave of the Mounds, Taliesin ... but nothing more in Barneveld or Brigham township.	2/20/2024 11:50 AM



## Q12 Please take a moment to tell us what you feel are the challenges of living or working in this community.

#	RESPONSES	DATE
1	People in the community typically know each other and are in each others business	2/25/2024 12:14 PM
2	Access to dining and entertainment can be a challenge in recruiting staff, however Barneveld has come a long way to provide options in the recent past.	2/23/2024 9:28 AM
3	It's small, everyone knows everyone's business and they don't like change. In the verge of possibly loosing their school because of a tax increase. Adding another TIF might not come across well.	2/23/2024 7:14 AM
4	Meeting room and room accommodations closer would be helpful.	2/22/2024 1:21 PM
5	Construction would disrupt the local community (me, who lives in Barneveld) but I don't think it would affect our business.	2/21/2024 10:56 AM
6	This is a growth area. Also tourism attractions are near- House on the Rock, Cave of the Mounds,	2/21/2024 10:43 AM
7	Limited food delivery	2/20/2024 10:17 PM
8	There is very little to do (which isnt bad as we are able to drive elsewhere, but could be hard for those stuck in town without transportation) and there are not many businesses in town to generate revenue, which yields to high property taxes.	2/20/2024 8:48 PM
9	There is no grocery store in town and we don't have a down-town area to attract locals or tourists.	2/20/2024 6:43 PM
10	No grocery store. Poor	2/20/2024 3:30 PM
11	limited affordable housing, no grocery store, limited dinning options	2/20/2024 3:00 PM
12	lack of local resources at times, but would bring a whole different group of people to the area.	2/20/2024 12:53 PM
13	Its a small town so it will not have the same amenity's as a bigger community	2/20/2024 12:20 PM
14	Barneveld has no retail district. The local Kwik Trip functions as our only local source of food and grocery items, and the nearest retail stores are a 10+ mile drive to Mt. Horeb or Dodgeville. We have one restaurant (mid price range), a small breakfast cafe, and a drink shop as the only dining establishments. Barneveld is essentially a bedroom community for the Madison area, and while it is convenient centerpoint for trips to other area attractions, there is very little of interest for visitors to see and do in Barneveld.	2/20/2024 12:02 PM
15	For all of its progress in the last decade, it is still a relatively 'closed' community that eyes newcomers with skepticism and is largely run by the same families who have lived and worked here for multiple generations. That standoff-ish attitude is off-putting, even to those of us who have been here 50 or 60 years. Additionally, unless you have children in school here, it is difficult to meet people because almost the only other place to do that is in a bar or in church.	2/20/2024 11:50 AM



**Q13 Please list the top five or more things you wish your community had to offer you or visitors. Examples would include but not be limited to; Recreations Center, Sit-down Restaurant, Fast Food Restaurant, Convenience Store, Community Pool, and so on.**

#	RESPONSES	DATE
1	Fast food restaurant on the highway corridor	2/25/2024 12:14 PM
2	Ideally a few fast-food spots as well as a fine dining option/supperclub. A pool/pickleball/outdoor activities area would be great for our youth.	2/23/2024 9:28 AM
3	Recreation space for everyone that is open year round. More eating options.	2/23/2024 7:14 AM
4	Restaurant, meeting rooms	2/22/2024 1:21 PM
5	Grocery Store. Fast Food. Coffee Shop. Dog Park. Gym.	2/21/2024 10:56 AM
6	Restaurant would be used along the busy Hwy 18-151	2/21/2024 10:43 AM
7	1. Rec center/athletic complex 2. Sit down restaurant 3. Refresh Birch Lake Park with hiking and mountain biking trails 4. Small businesses 5. Higher end multifamily residential/condo targeting 55+	2/20/2024 10:17 PM
8	Need: Coffee shop, small cafe for breakfast or lunch (meet friends or work from if wanted too), convenience store or ice cream shop, community pool. Avoid - chain restaurants, Dollar Trees / Generals, etc. Dollar stores especially, as they truly have a bad connotation with be more poor :rural towns	2/20/2024 8:48 PM
9	Recreation center (better softball/baseball fields), grocery store, sit-down restaurant that isn't a primarily a bar, community pool, sub restaurant or other fast but not awful for you food	2/20/2024 6:43 PM
10	Grocery store, clean, cheap lodging, kids activities, more gas stations	2/20/2024 3:30 PM
11	affordable housing, fast food restaurants, sit down restaurants grocery store	2/20/2024 3:00 PM
12	NA	2/20/2024 1:01 PM
13	fast food restaurant or a Walgreens or something with additional options outside of the Kwik Trip.	2/20/2024 12:53 PM
14	Apartments, Grocery Store, Fast Food,	2/20/2024 12:20 PM
15	1. retail establishments 2. recreational and community spaces and activites for mid-age to older adults. 3. sandwich shop/deli 4. farmers market or other reoccurring attractions/festivals 5. community indoor pool	2/20/2024 12:02 PM
16	Community pool that's more than a splash pad. Grocery store. Hot yoga.	2/20/2024 11:50 AM



## Q15 Additional Comments or Contacts you'd recommend us speaking to?

#	RESPONSES	DATE
1	Thank you for taking the time to consider this opportunity to grow the community.	2/23/2024 9:28 AM
2	Come talk to the Village Board. Contact the Village Clerk/Treasurer to get on the agenda, even if it's closed session: barneveld@mhtc.net	2/20/2024 10:17 PM
3	Please avoid long term accommodations and lodging for truckers / etc. this happened in Mt. Horeb and the hotel became a place of drugs, home for many near homeless and low income housing, and much more. This is not a good option for the community, and I greatly oppose this option. Once the Karakahl hotel had a fire and closed, they moved residents to the Grand Stay, which started as a nice hotel and has gone down hill. We need to ensure this doesn't happen in our community.	2/20/2024 8:48 PM
4	Would use mainly as a meeting and training room	2/20/2024 3:00 PM
5	I would like to see Iowa County focus on supporting the communities' Emergency Management needs and providing competitive salaries for employees, rather than the time/effort spent to research hotel accommodations	2/20/2024 1:01 PM
6	Since we don't have a strong need for hotel services at the library, most opinions I have expressed here are my own as someone who grew up in the Barneveld area, and has lived here in town for the past 5 years.	2/20/2024 12:02 PM





# APPENDIX TWO

# PRIMARY COMPETITIVE SET ANALYTICS



TAKING THE FIRST STEP TO DEVELOP A NEW HOTEL



## Search Analytics

INVENTORY ROOMS <b>302</b> <span>+0%</span> Prior Period 302	UNDER CONSTRUCTION ROOMS <b>0</b> <span>-</span> Prior Period 0	12 MO OCC RATE <b>58.2%</b> <span>+5.8%</span> Prior Period 55.1%	12 MO ADR <b>\$117</b> <span>+5.7%</span> Prior Period \$111	12 MO REVPAR <b>\$68</b> <span>+11.8%</span> Prior Period \$61	MARKET SALE PRICE/ROOM <b>\$80.9K</b> <span>+9.1%</span> Prior Period \$74.2K	MARKET CAP RATE <b>10.4%</b> <span>+0.7%</span> Prior Period 9.7%
--	---	---	--	--	---	---

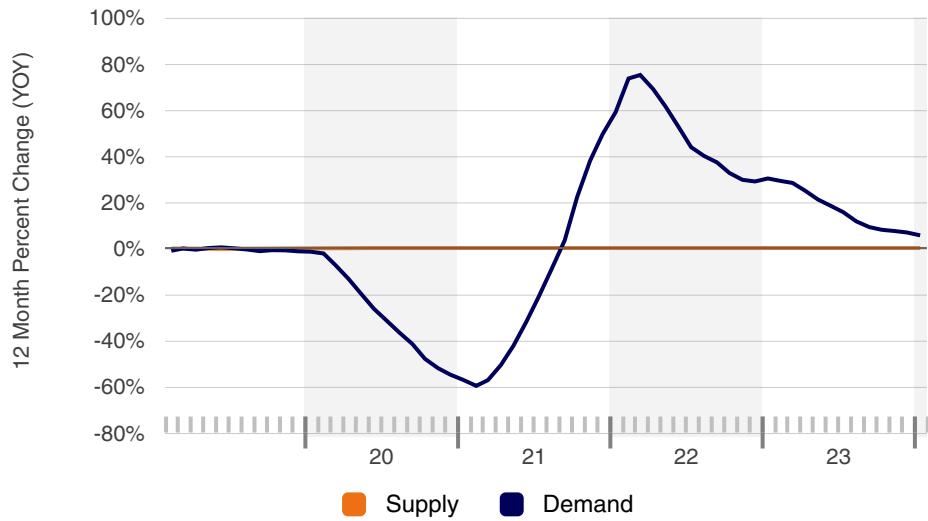
## Key Metrics

Inventory		Sales Past Year	
Existing Properties	4 <span>↕</span>	Sales Volume	\$0 <span>↕</span>
12 Mo Delivered Rooms	0 <span>↕</span>	Properties Sold	0 <span>↕</span>
12 Mo Delivered Properties	0 <span>↕</span>	Months to Sale	-
12 Mo Recently Opened Rooms	0 <span>↕</span>	Average Price Per Building	-
12 Mo Recently Opened Properties	0 <span>↕</span>	Market Price Per Room	\$80.9K <span>↑</span>
Under Construction Properties	0 <span>↕</span>	Market Cap Rate	10.4% <span>↑</span>

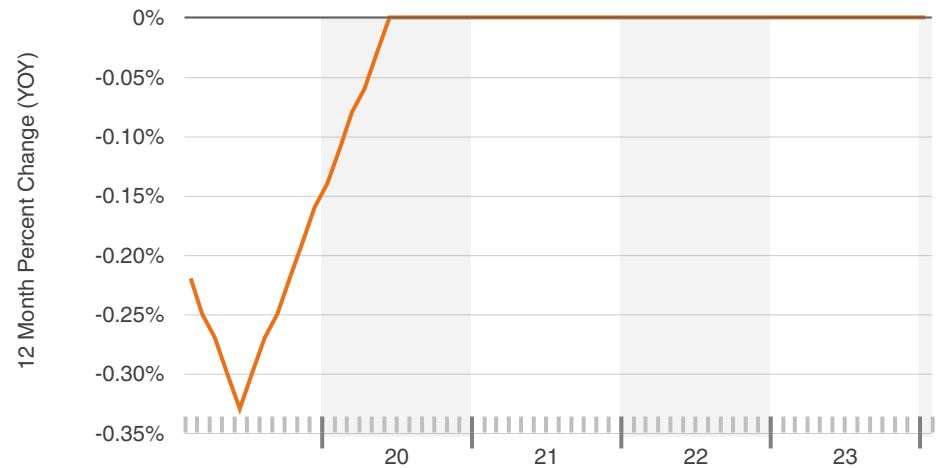
Performance Trend	
Occupancy Rate	40.2% <span>↑</span>
Average Daily Rate	\$90.15 <span>↓</span>
Revenue Per Available Room	\$36.27 <span>↑</span>
YTD Occupancy Rate	40.2% <span>↑</span>
YTD Average Daily Rate	\$90.15 <span>↓</span>
YTD RevPAR	\$36.27 <span>↑</span>
3 Mo Occupancy Rate	46.0% <span>↑</span>
3 Mo Average Daily Rate	\$98.39 <span>↓</span>
3 Mo RevPAR	\$45.25 <span>↑</span>
12 Mo Occupancy Rate	58.2% <span>↑</span>
12 Mo Average Daily Rate	\$116.85 <span>↑</span>
12 Mo RevPAR	\$68.04 <span>↑</span>

# Search Analytics

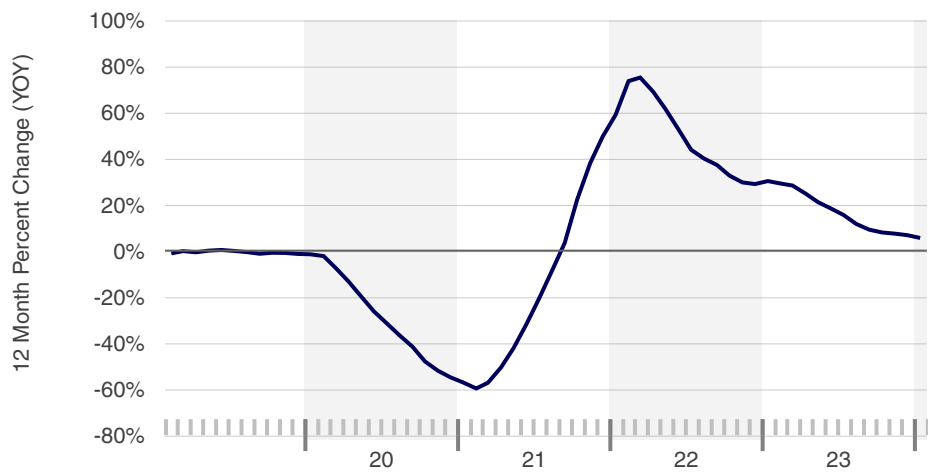
### Supply & Demand Change



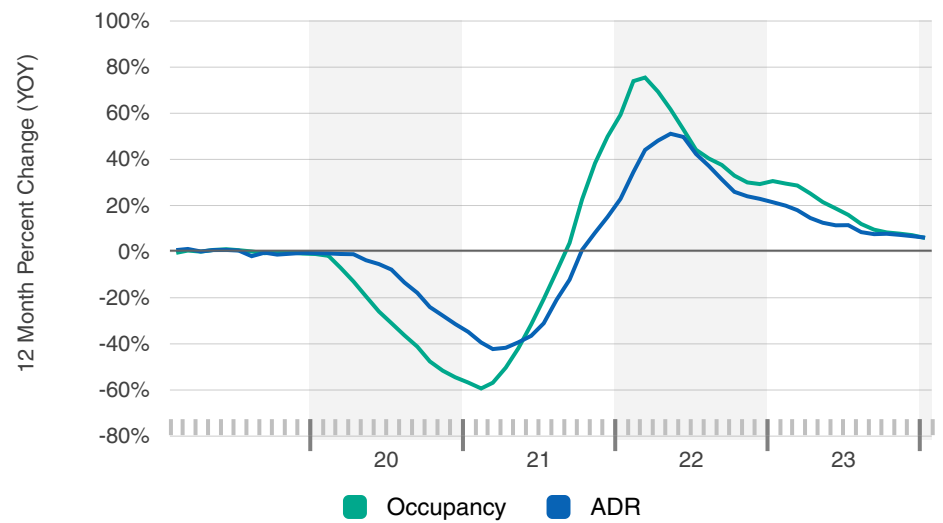
### Supply Change



### Demand Change

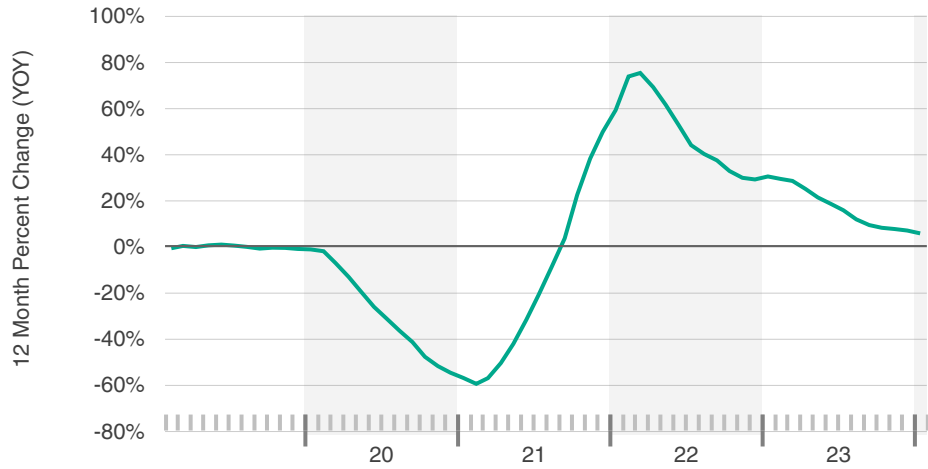


### Occupancy & ADR Change

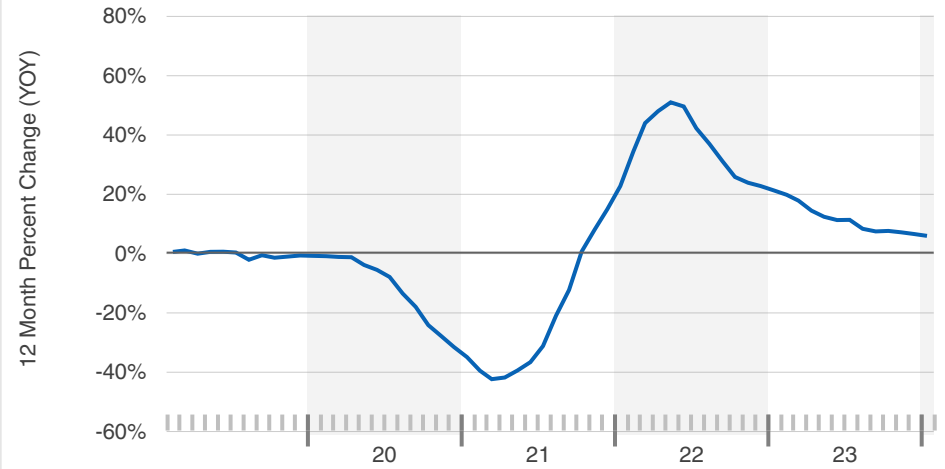


# Search Analytics

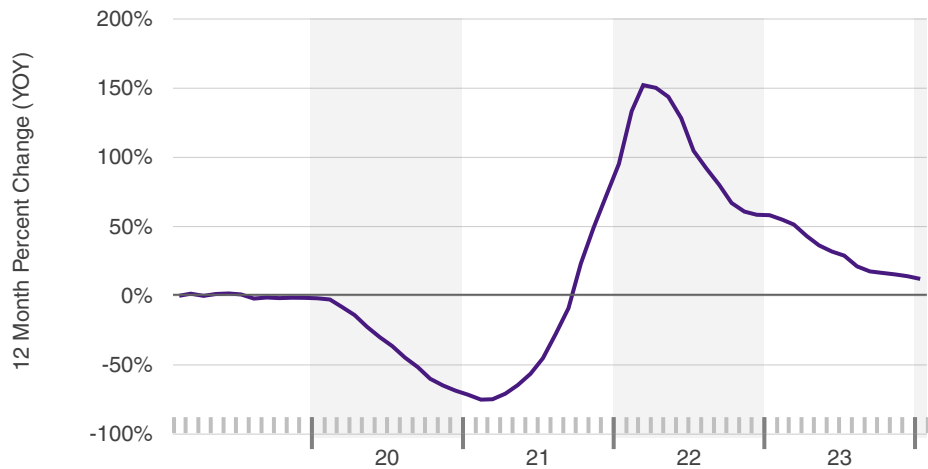
### Occupancy Change



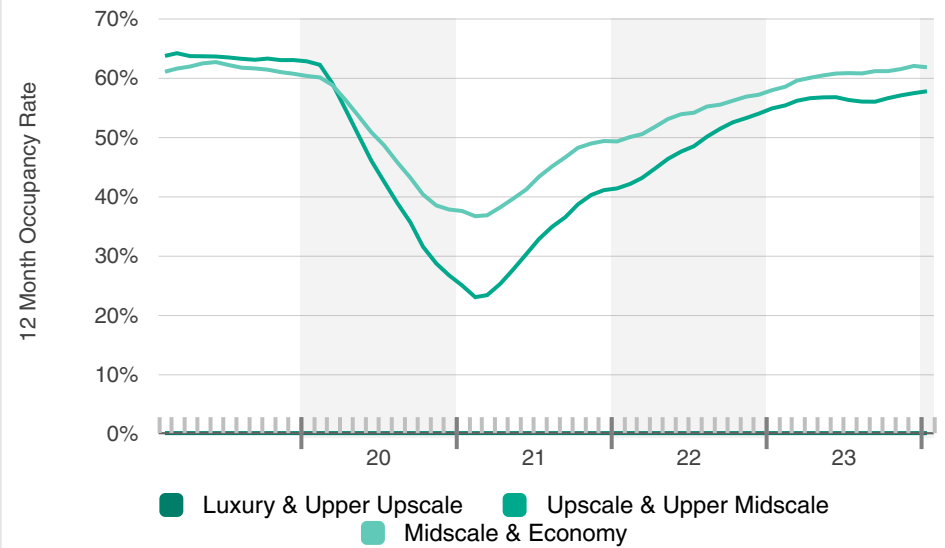
### ADR Change



### RevPAR Change

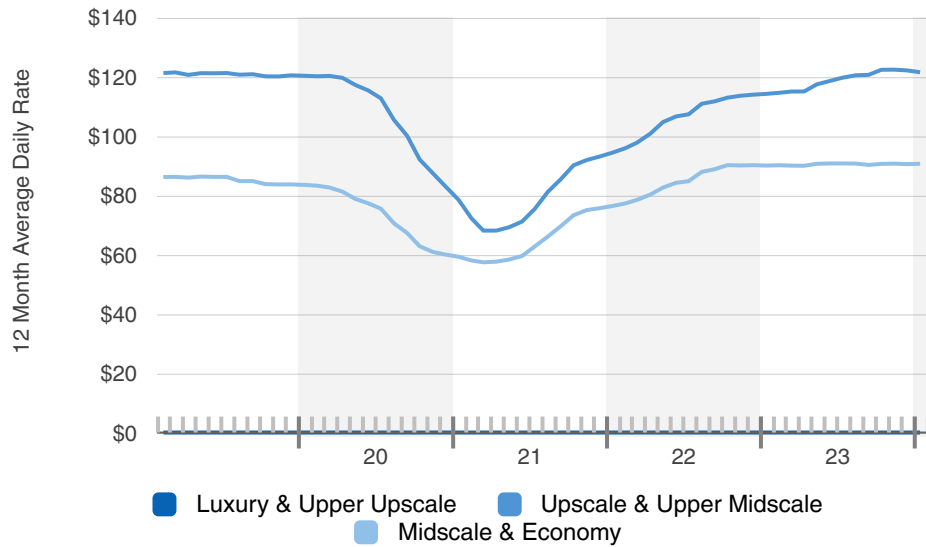


### Occupancy By Class

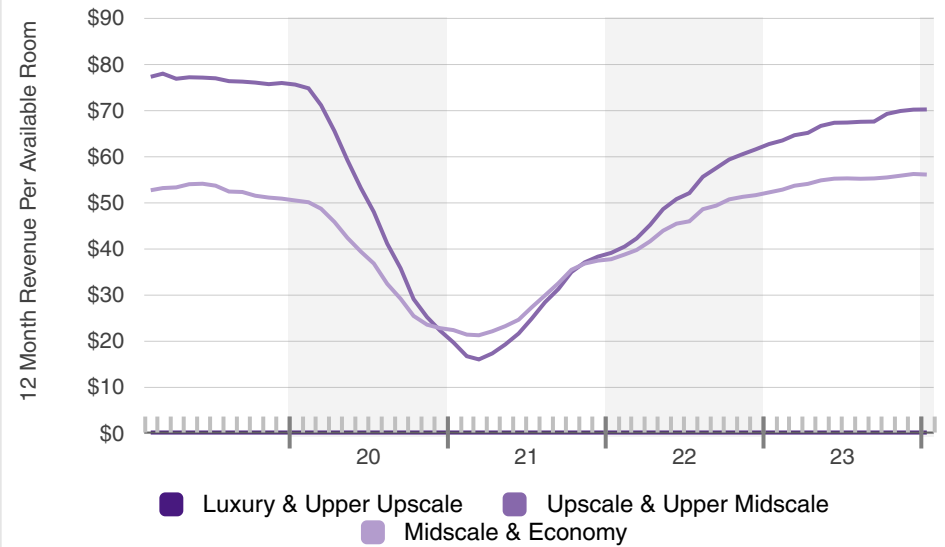


# Search Analytics

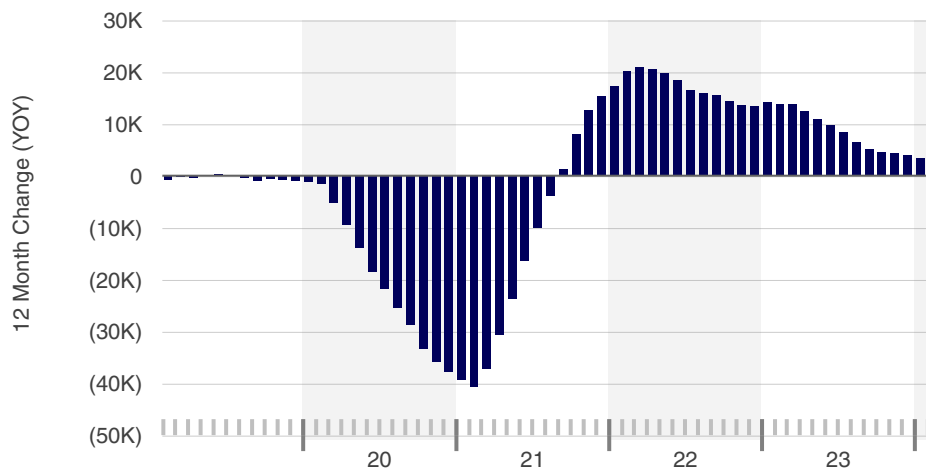
### ADR By Class



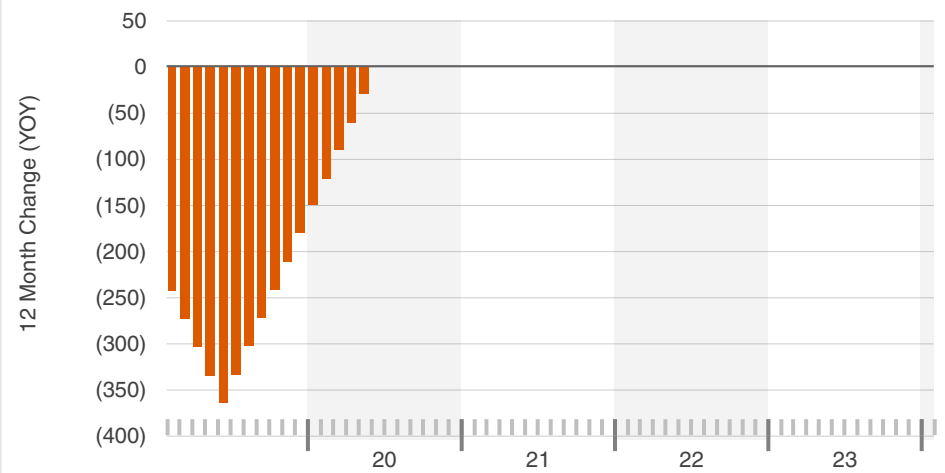
### RevPAR By Class



### Demand Change

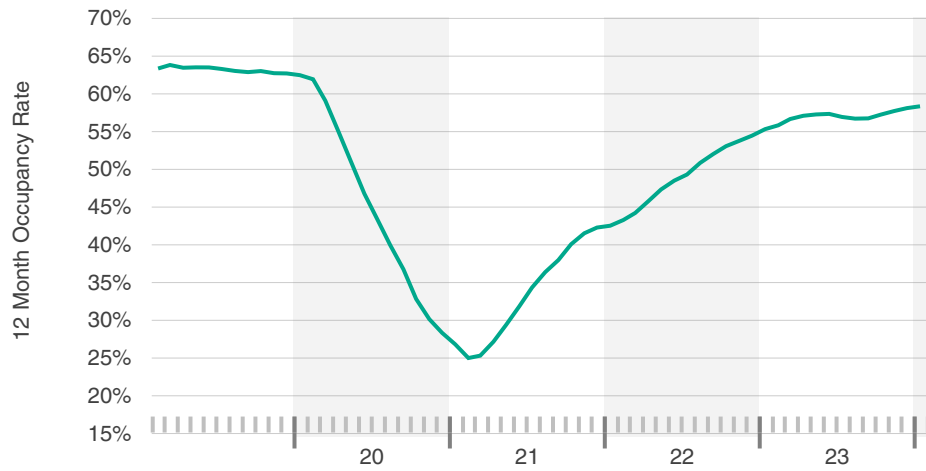


### Supply Change

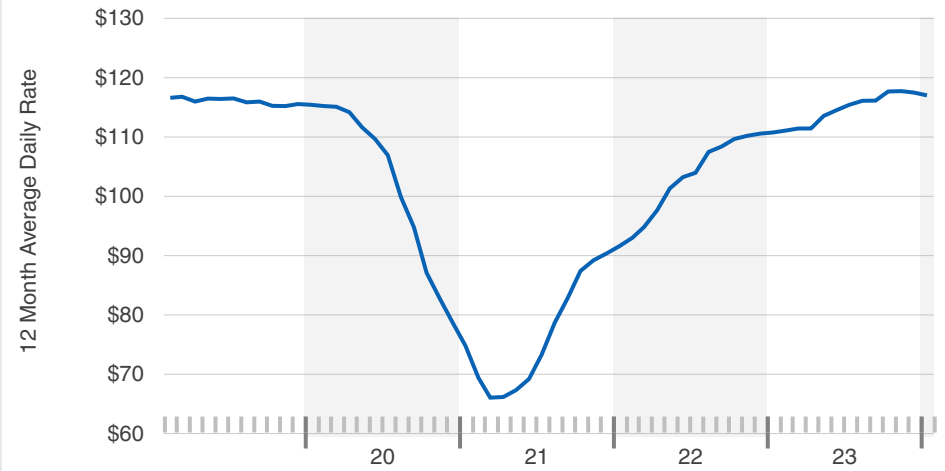


# Search Analytics

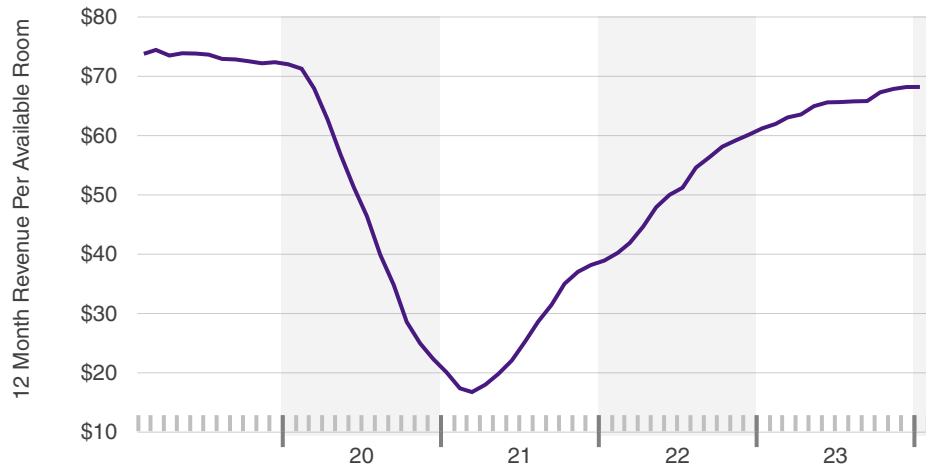
## Occupancy



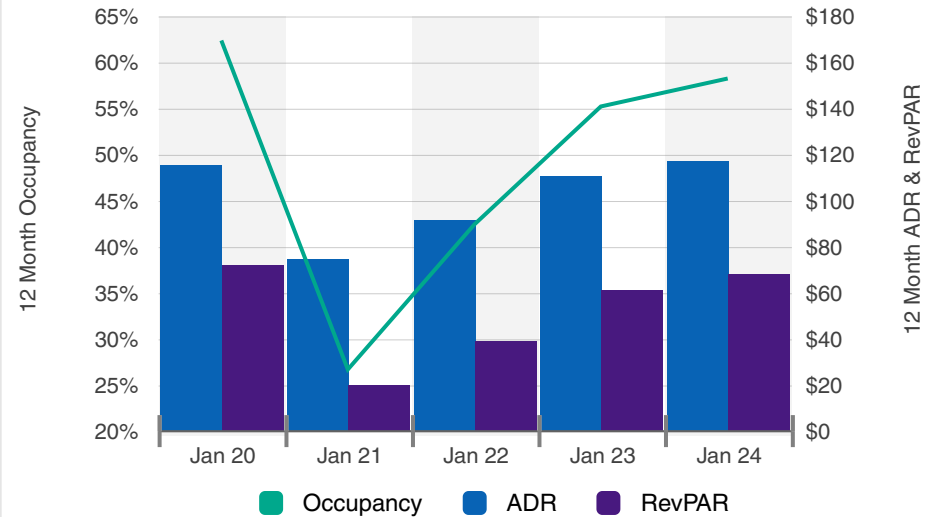
## ADR



## RevPAR

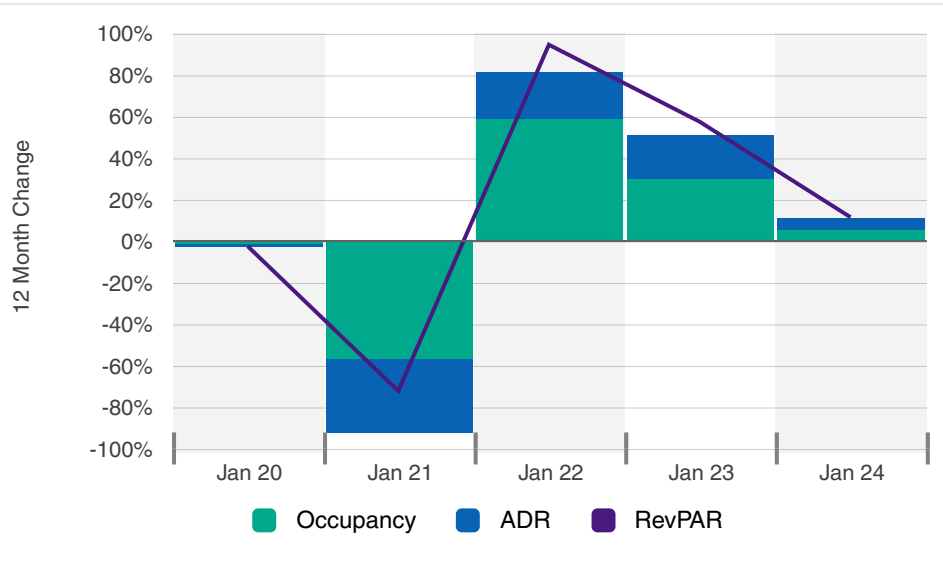


## Occupancy, ADR & RevPAR

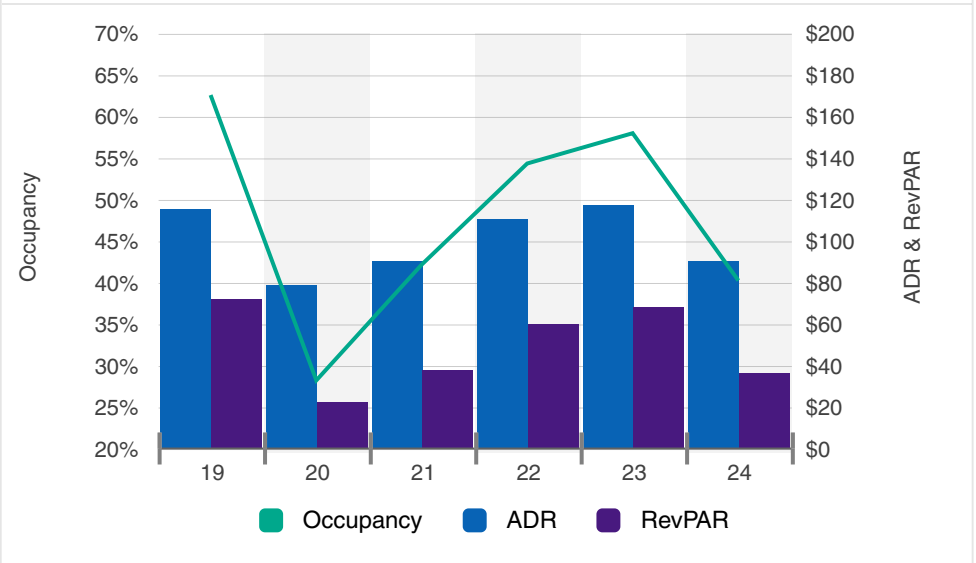


# Search Analytics

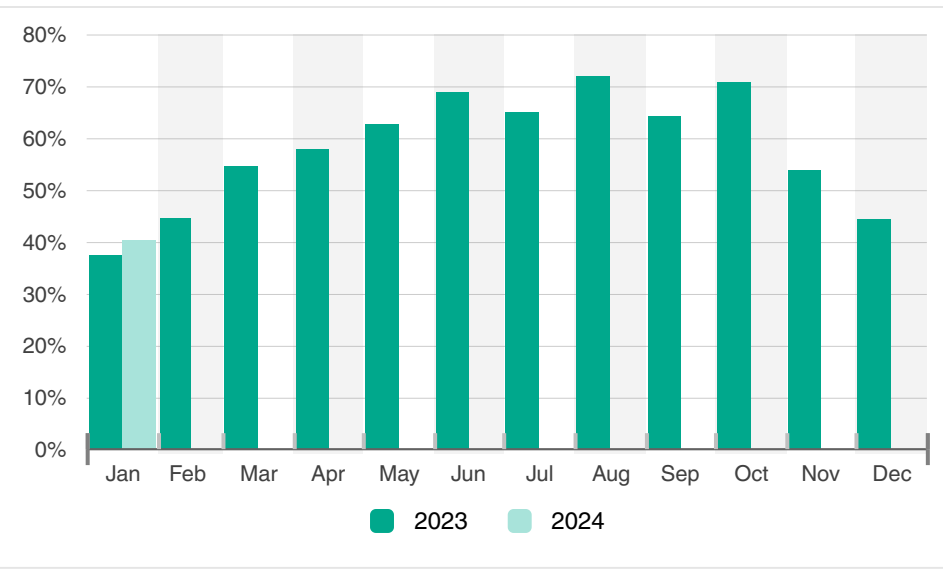
### RevPAR Growth Composition



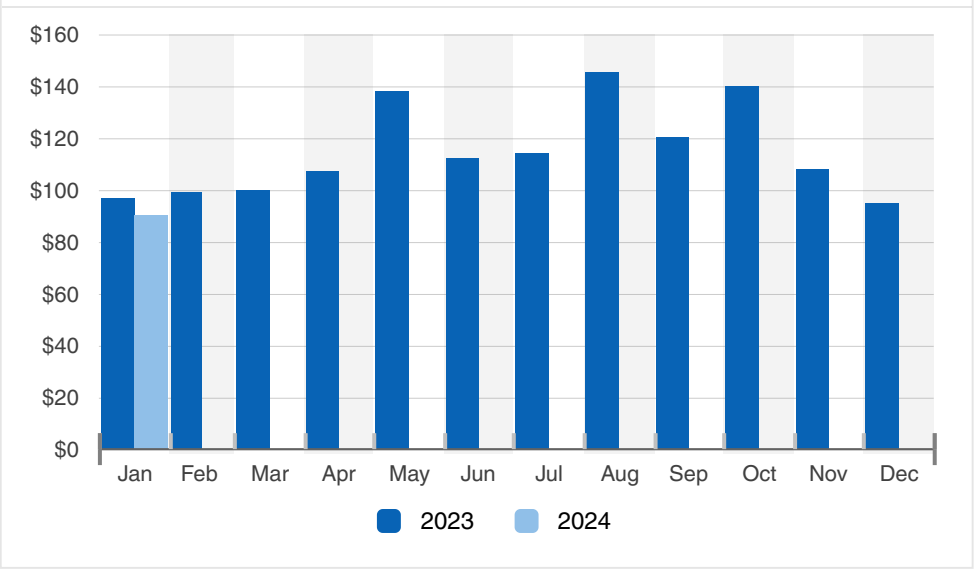
### Occupancy, ADR & RevPAR Annualized vs YTD



### Occupancy Monthly

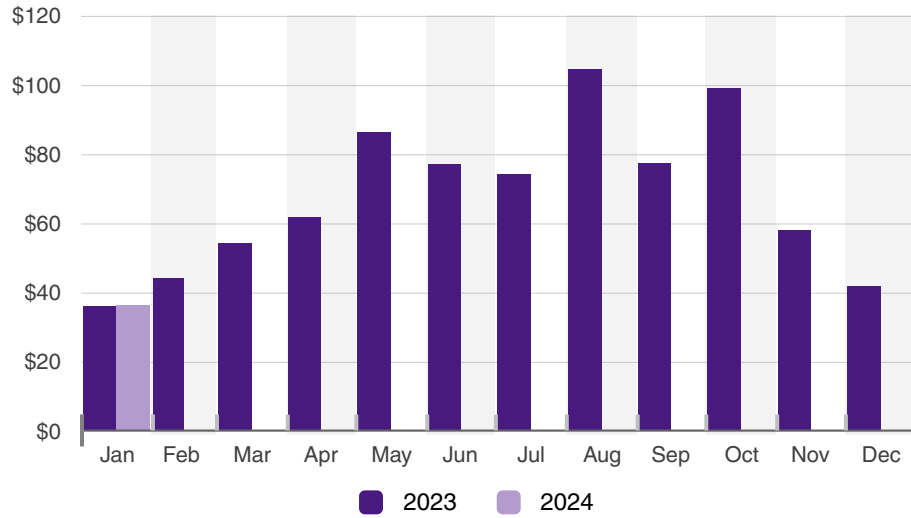


### ADR Monthly



# Search Analytics

## RevPAR Monthly



## Rooms Delivered

No Data Available



No data available for the past 5 years

## Rooms Under Construction

No Data Available



No data available for the past 5 years

## Delivered, Demolished & Net Delivered Rooms

No Data Available



No data available for the past 5 years



# Search Analytics

## Rooms Delivered By Class

No Data Available



No data available for the past 5 years

## Demolished Rooms

No Data Available



No data available for the past 5 years

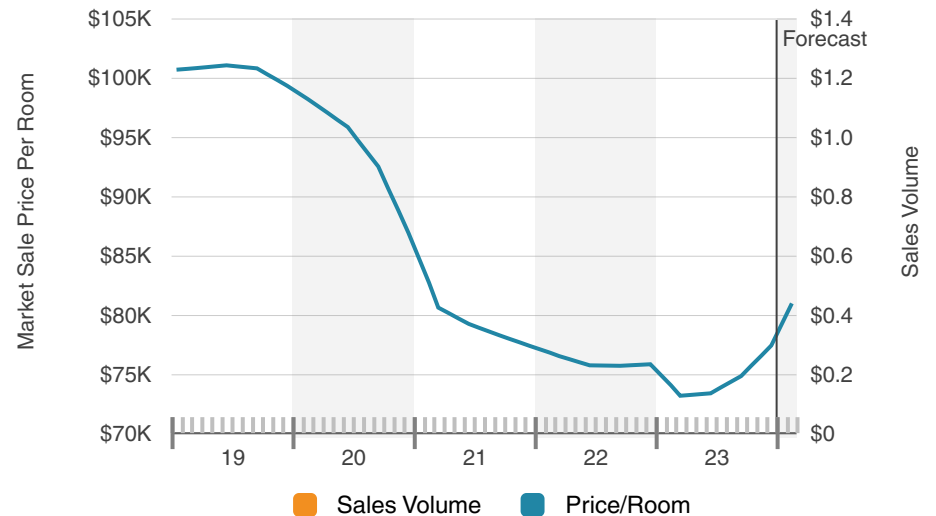
## Rooms Under Construction % of Inventory

No Data Available



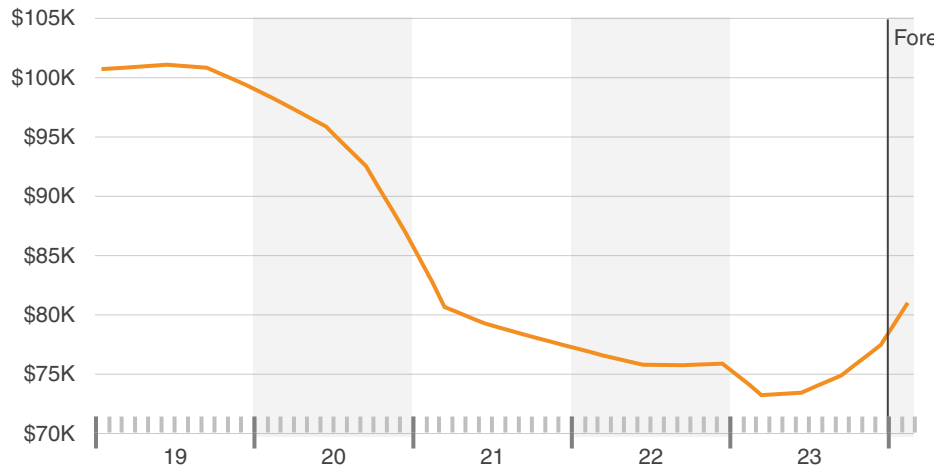
No data available for the past 5 years

## Sales Volume & Market Sale Price Per Room



# Search Analytics

### Market Sale Price Per Room



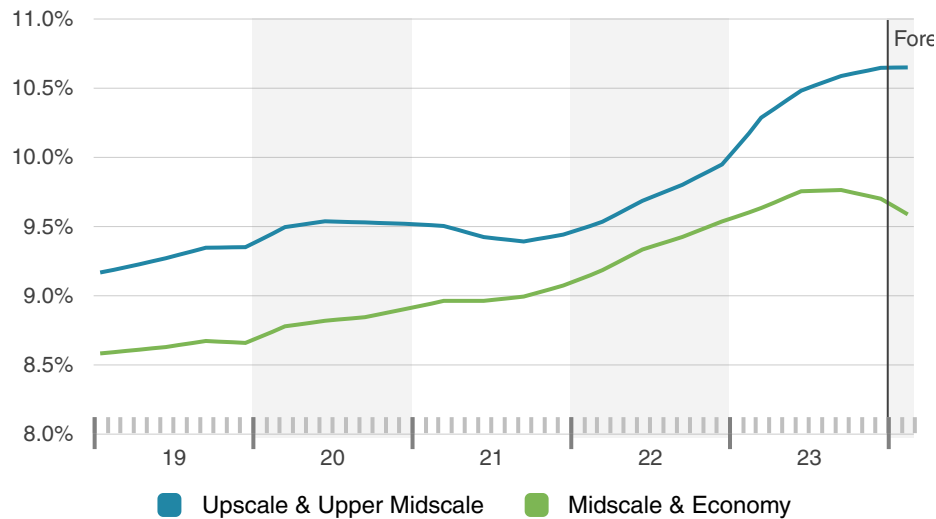
### Sales Volume

No Data Available

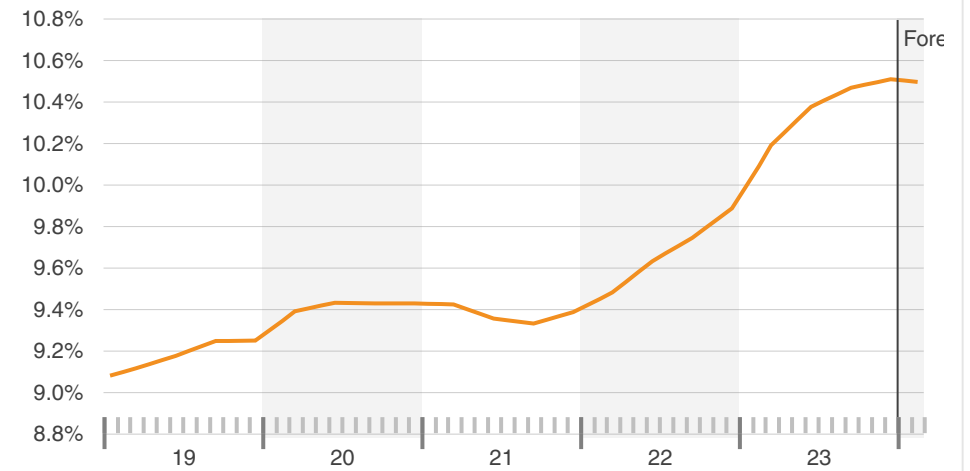


No data available for the past 5 years

### Market Cap Rate By Class



### Market Cap Rate



# APPENDIX FOUR

# REGIONAL LODGING INDUSTRY SUBMARKET REPORT



TAKING THE FIRST STEP TO DEVELOP A NEW HOTEL



# Overview

## Madison West Hospitality

12 Mo Occupancy

**59.1%**

12 Mo ADR

**\$115.13**

12 Mo RevPAR

**\$68**

12 Mo Supply

**1.2M**

12 Mo Demand

**720.3K**

Madison West is smaller than the typical U.S. hotel submarket, and contains around 3,200 rooms spread over 32 properties. That adds up to about a third of the Madison market's hotel inventory. Like the market, Madison West is characterized by hotels that are somewhat larger than the national norm. The average hotel in the submarket has 101 rooms, right around the market average, and a bit above the national norm of about 90 rooms per building.

Trailing 12-month occupancy has recovered to 59.1%, a level that exceeds the market average of 59.2% for the same period.

Twelve-month RevPAR was recently climbing at an exceptionally strong rate: As of January, twelve-month

average RevPAR in the Madison West hotel submarket was up 9.8%, in line with the similarly impressive market-wide average.

Developers are highly active in other parts of the Madison market. About 750 total rooms are underway, representing a market-wide inventory expansion of 7.0%. But Madison West might be less exposed to supply-side pressures, as nothing is under construction in the submarket itself. Moreover, the inventory has contracted over the past three years, as demolition activity has outpaced new construction.

Only two trades closed over the past 12 months, below the recent average in what is already a less actively traded submarket.

### KEY INDICATORS

Class	Rooms	12 Mo Occ	12 Mo ADR	12 Mo RevPAR	12 Mo Delivered	Under Construction
Luxury & Upper Upscale	292				0	0
Upscale & Upper Midscale	1,971	58.8%	\$124.68	\$73.26	0	0
Midscale & Economy	977	61.7%	\$90.65	\$55.94	0	0
<b>Total</b>	<b>3,240</b>	<b>59.1%</b>	<b>\$115.13</b>	<b>\$68.00</b>	<b>0</b>	<b>0</b>

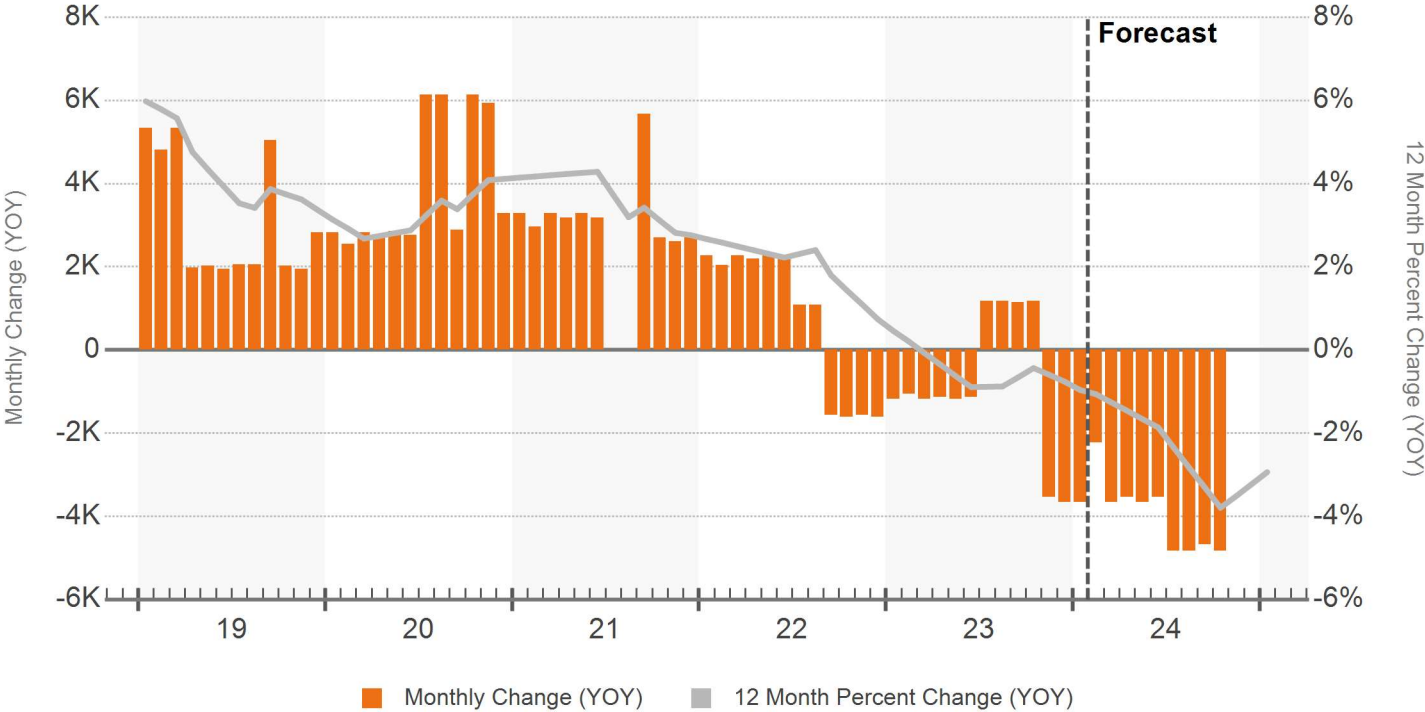
Average Trend	Current	3 Mo	YTD	12 Mo	Historical Average	Forecast Average
Occupancy	39.0%	45.7%	39.0%	59.1%	49.9%	63.0%
Occupancy Change	5.9%	10.4%	5.9%	4.3%	-1.2%	1.6%
ADR	\$90.21	\$98.32	\$90.21	\$115.13	\$104.46	\$119.56
ADR Change	-2.4%	0.9%	-2.4%	5.3%	-0.3%	1.8%
RevPAR	\$35.17	\$44.92	\$35.17	\$68.00	\$52.15	\$75.36
RevPAR Change	3.4%	11.5%	3.4%	9.8%	-1.5%	3.4%



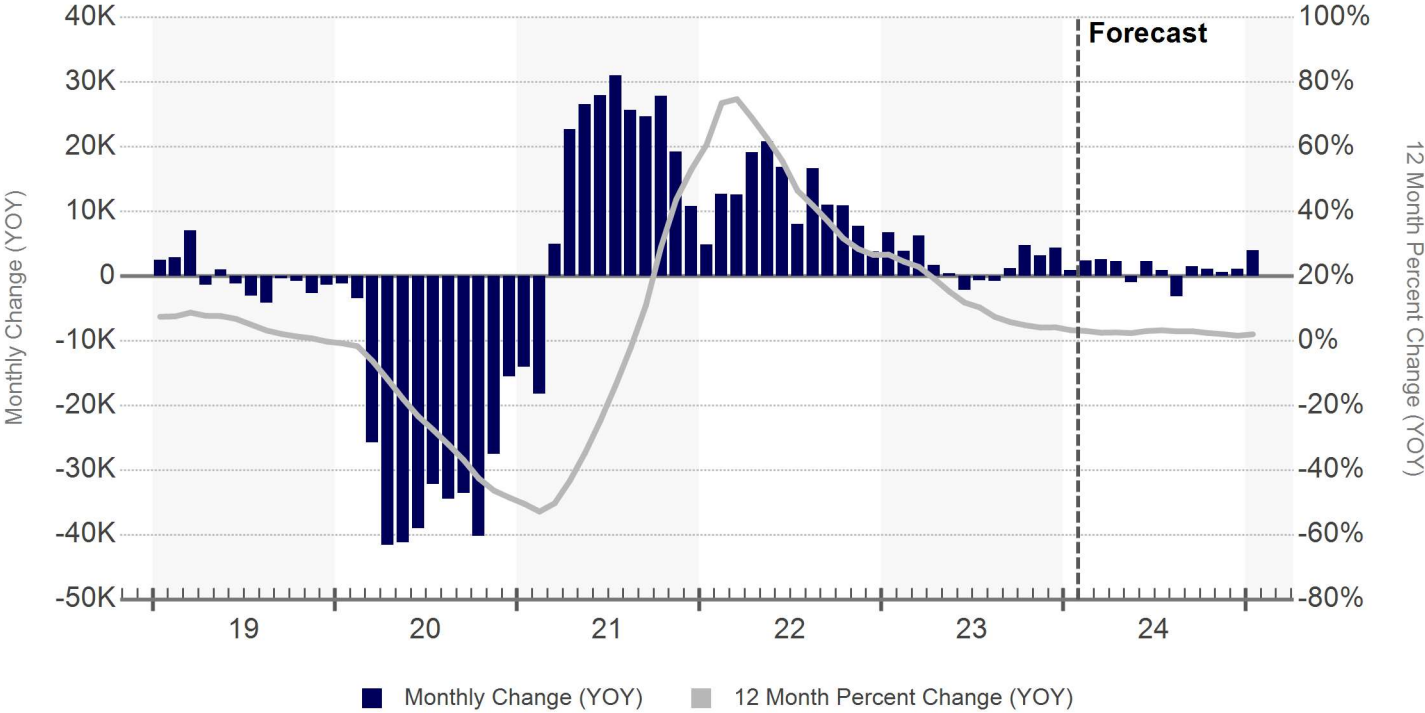
# Performance

## Madison West Hospitality

### SUPPLY CHANGE



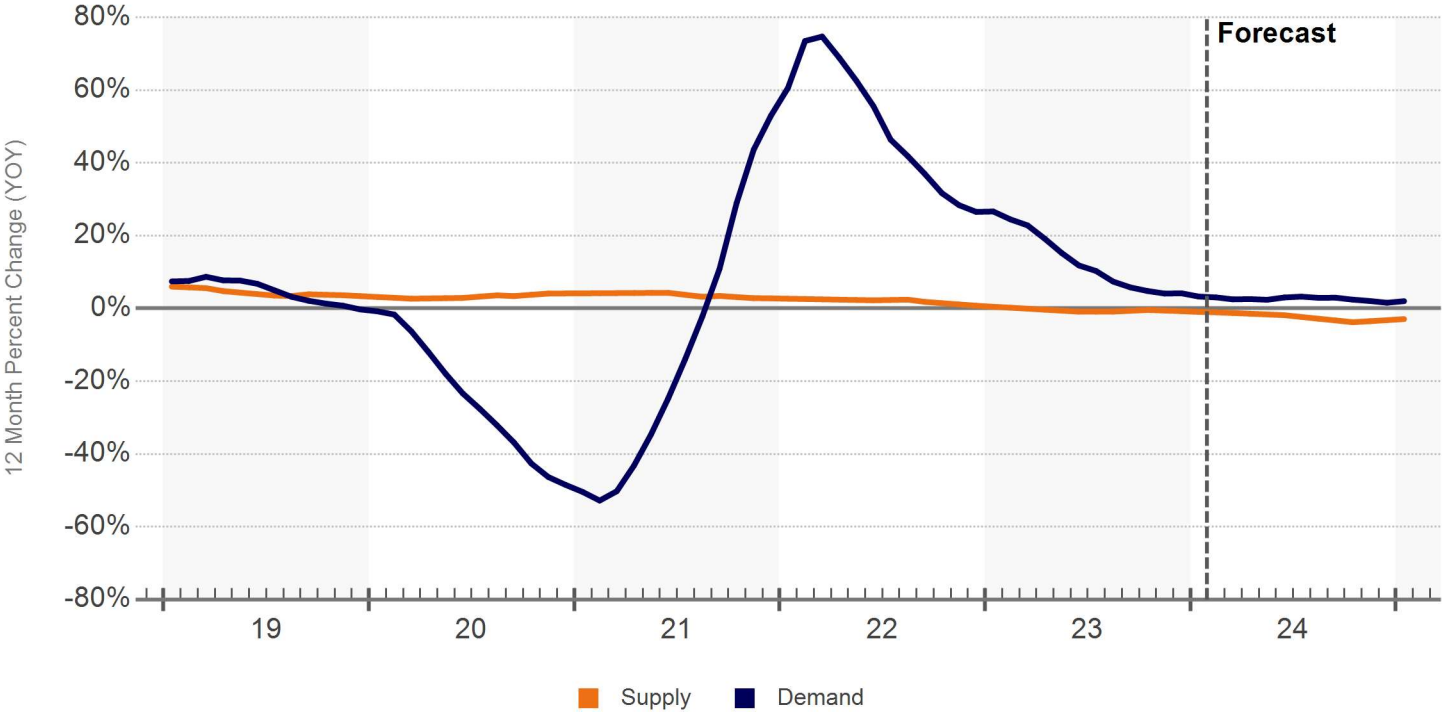
### DEMAND CHANGE



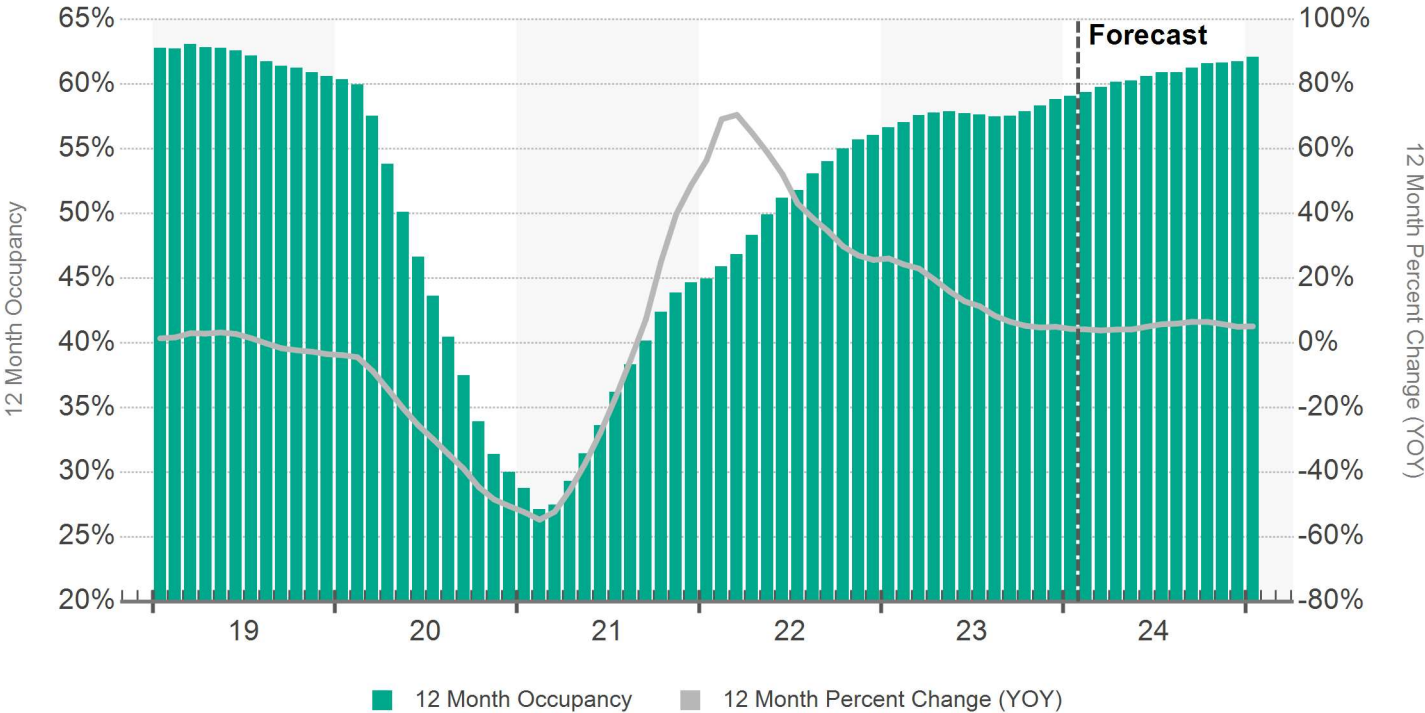
# Performance

## Madison West Hospitality

### SUPPLY & DEMAND CHANGE



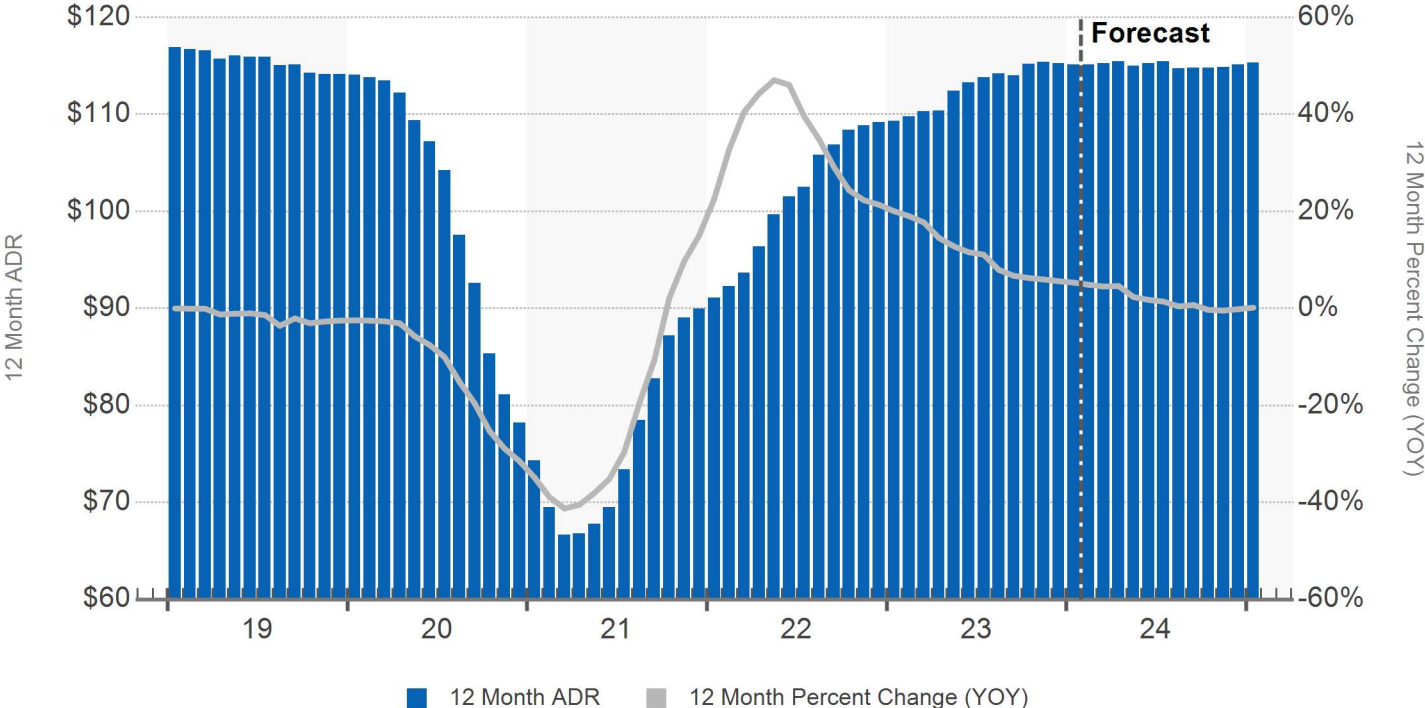
### OCCUPANCY



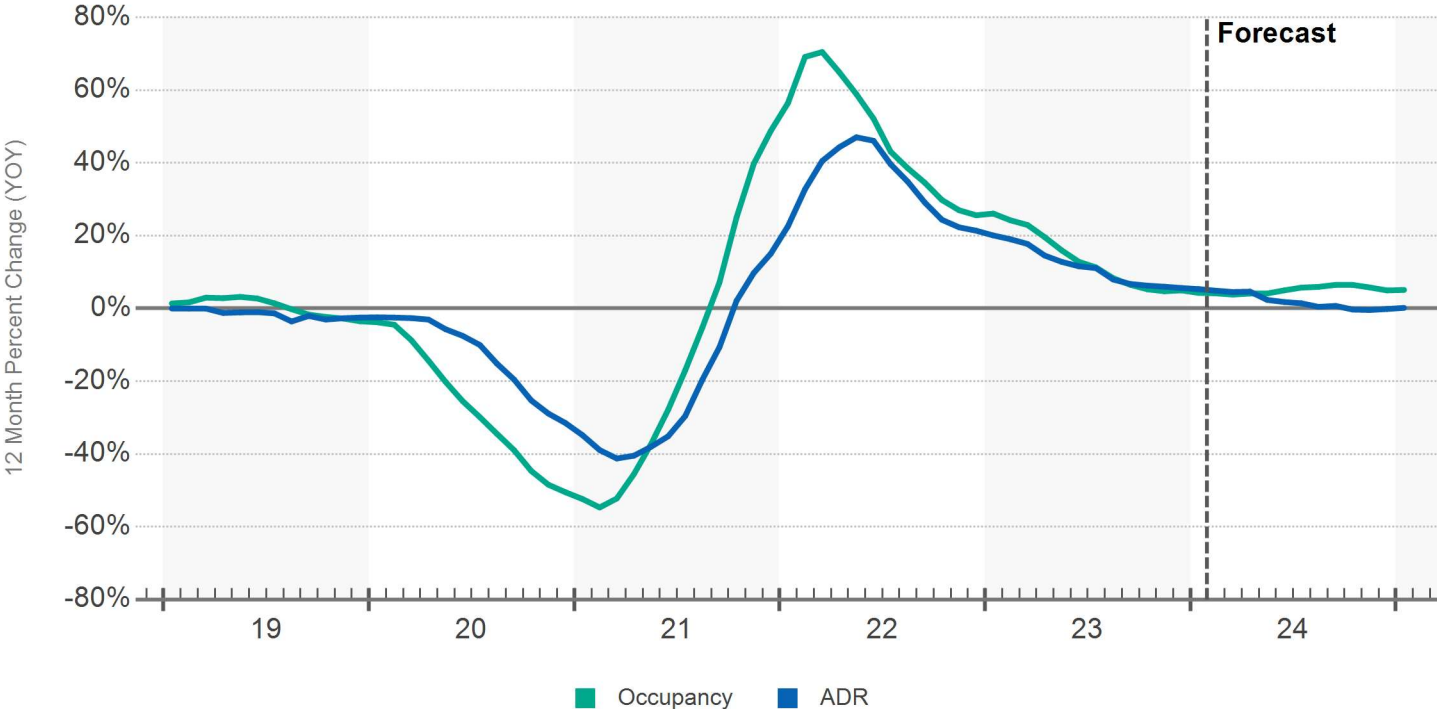
# Performance

## Madison West Hospitality

### ADR



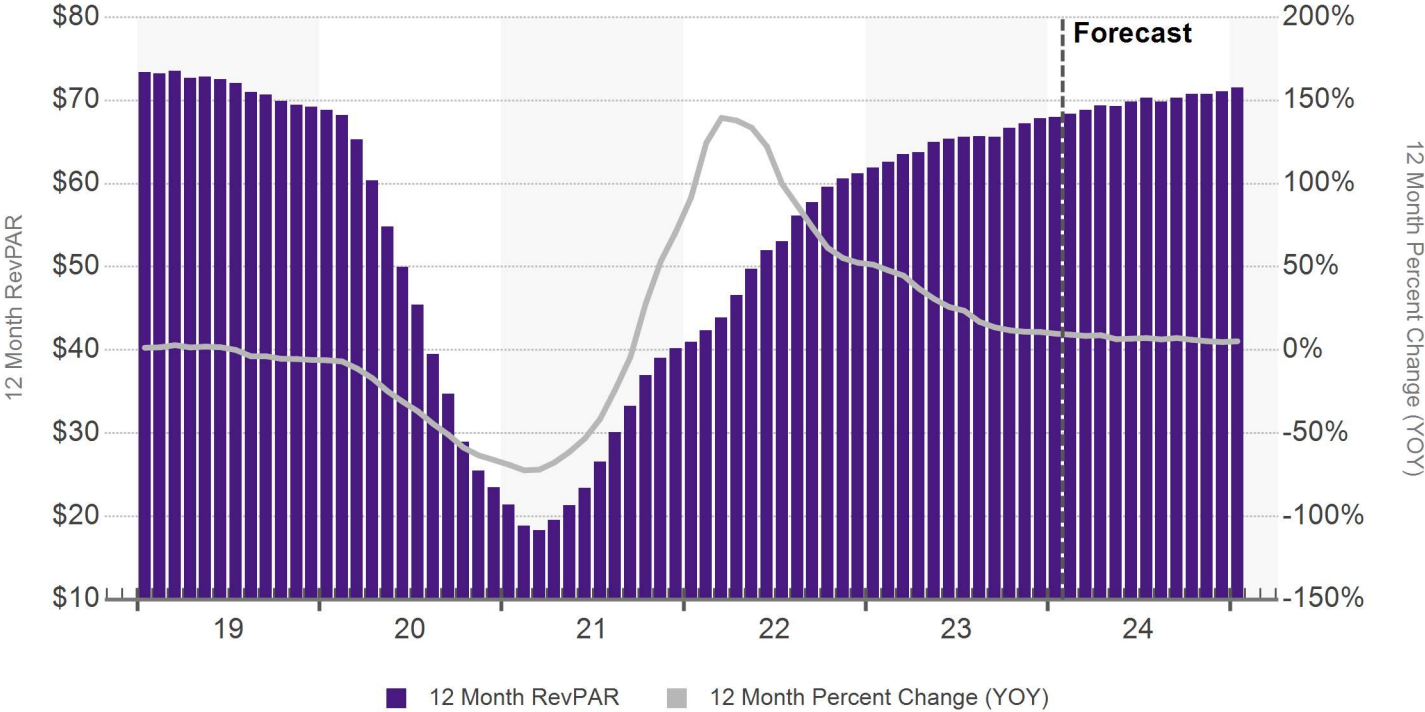
### OCCUPANCY & ADR CHANGE



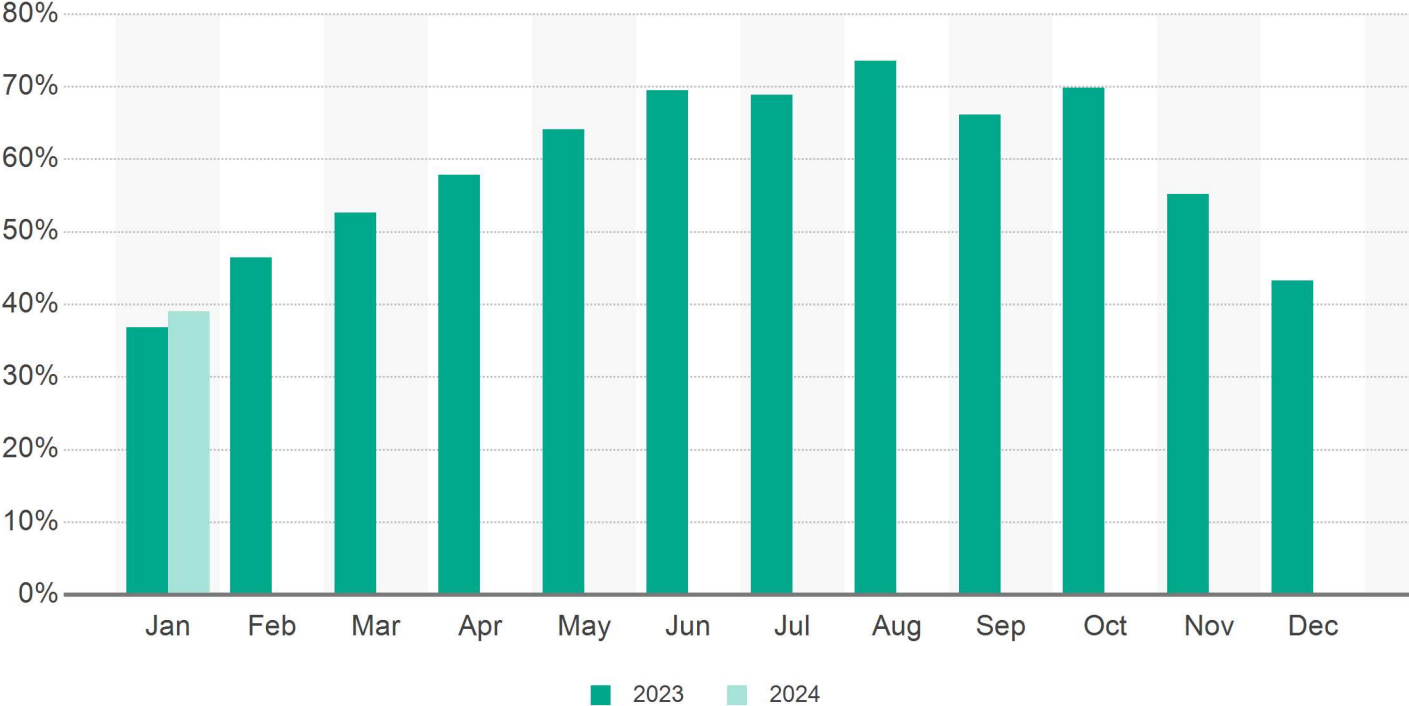
# Performance

## Madison West Hospitality

### REVPAR



### OCCUPANCY MONTHLY

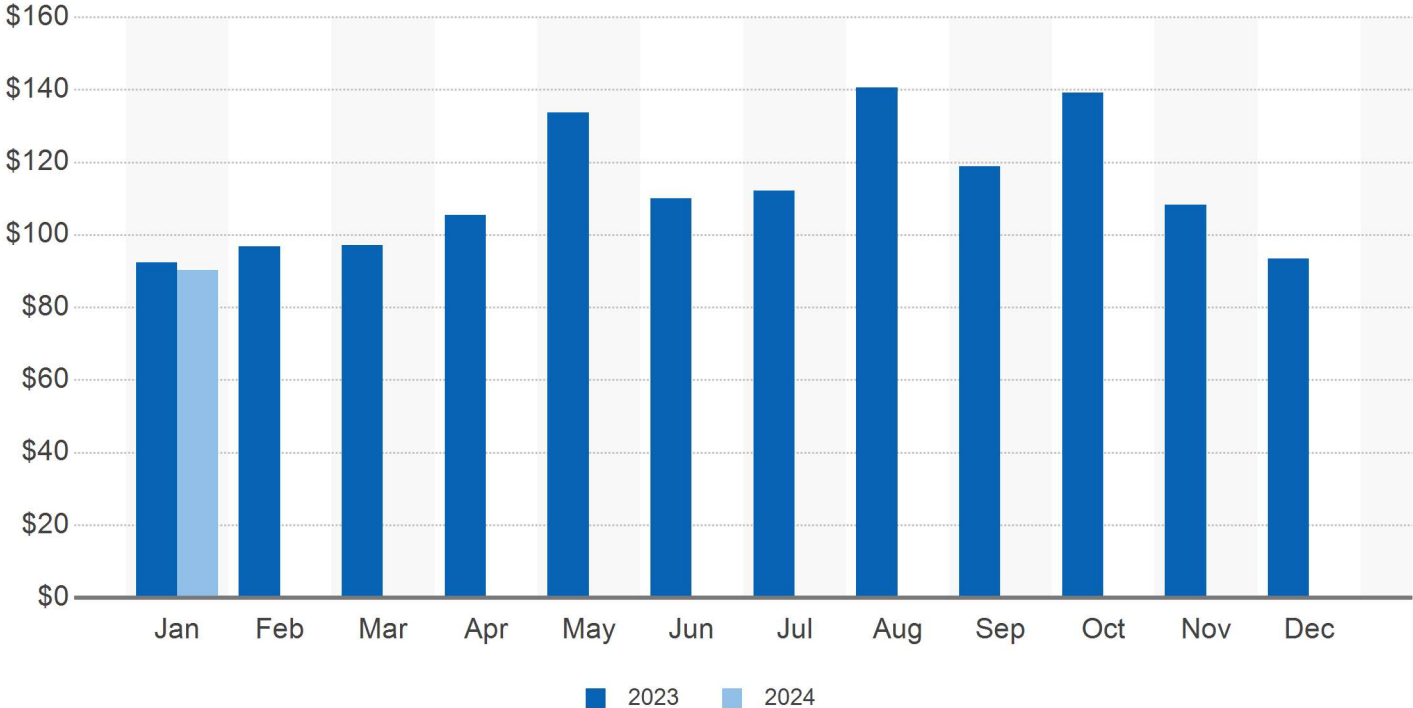




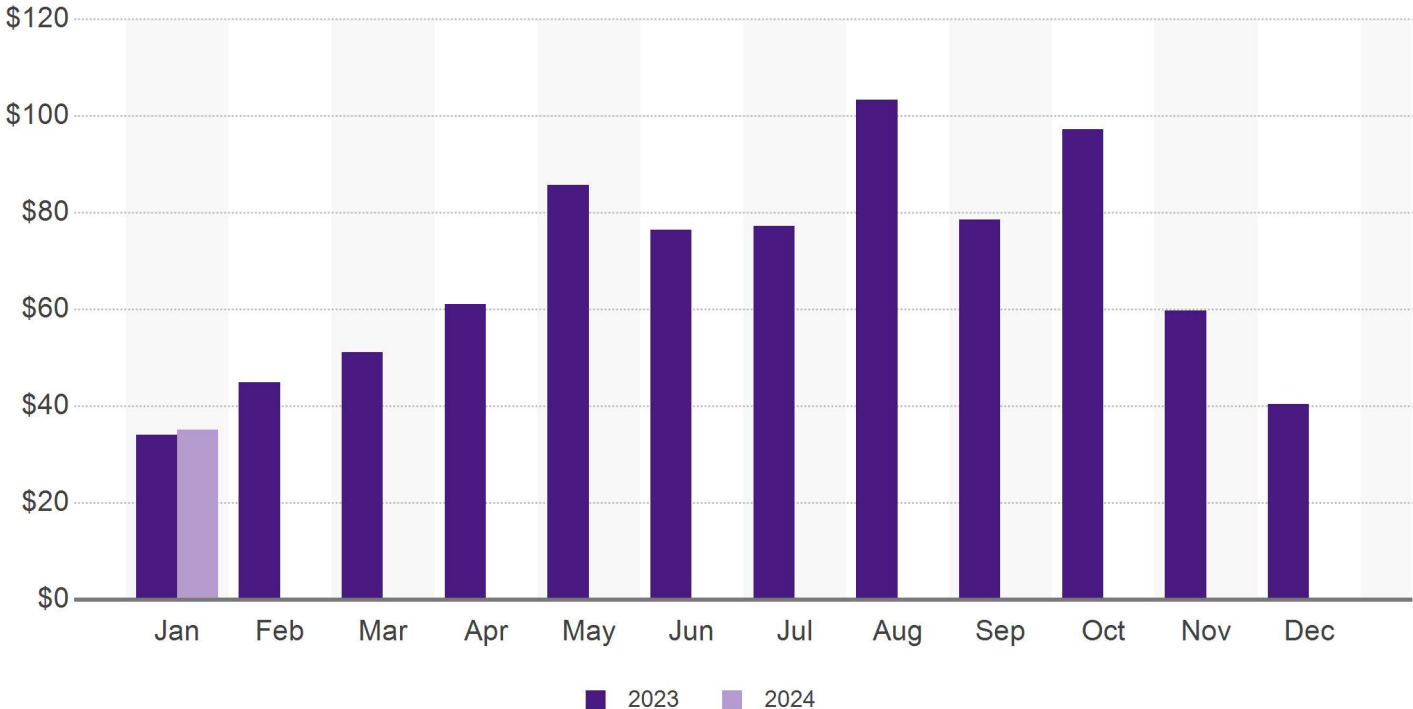
# Performance

## Madison West Hospitality

ADR MONTHLY



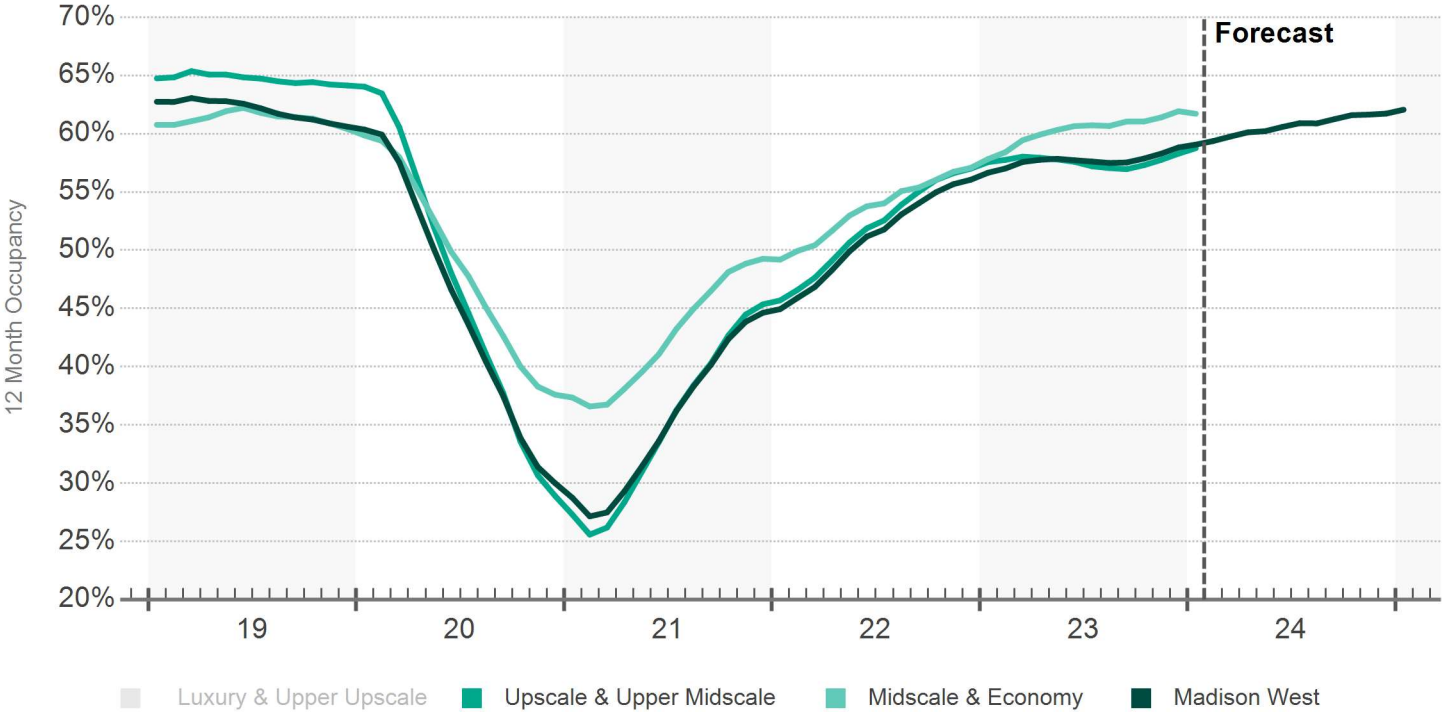
REVPAR MONTHLY



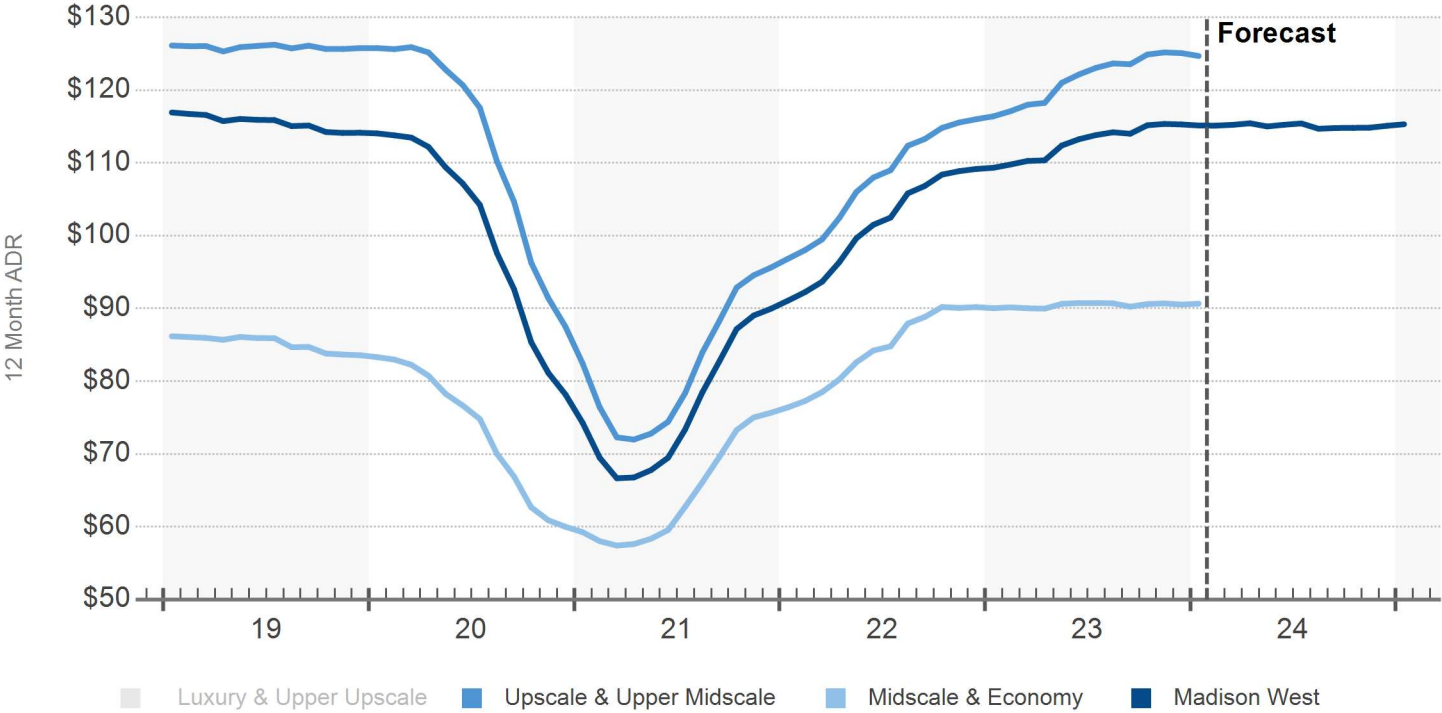
# Performance

## Madison West Hospitality

### OCCUPANCY BY CLASS



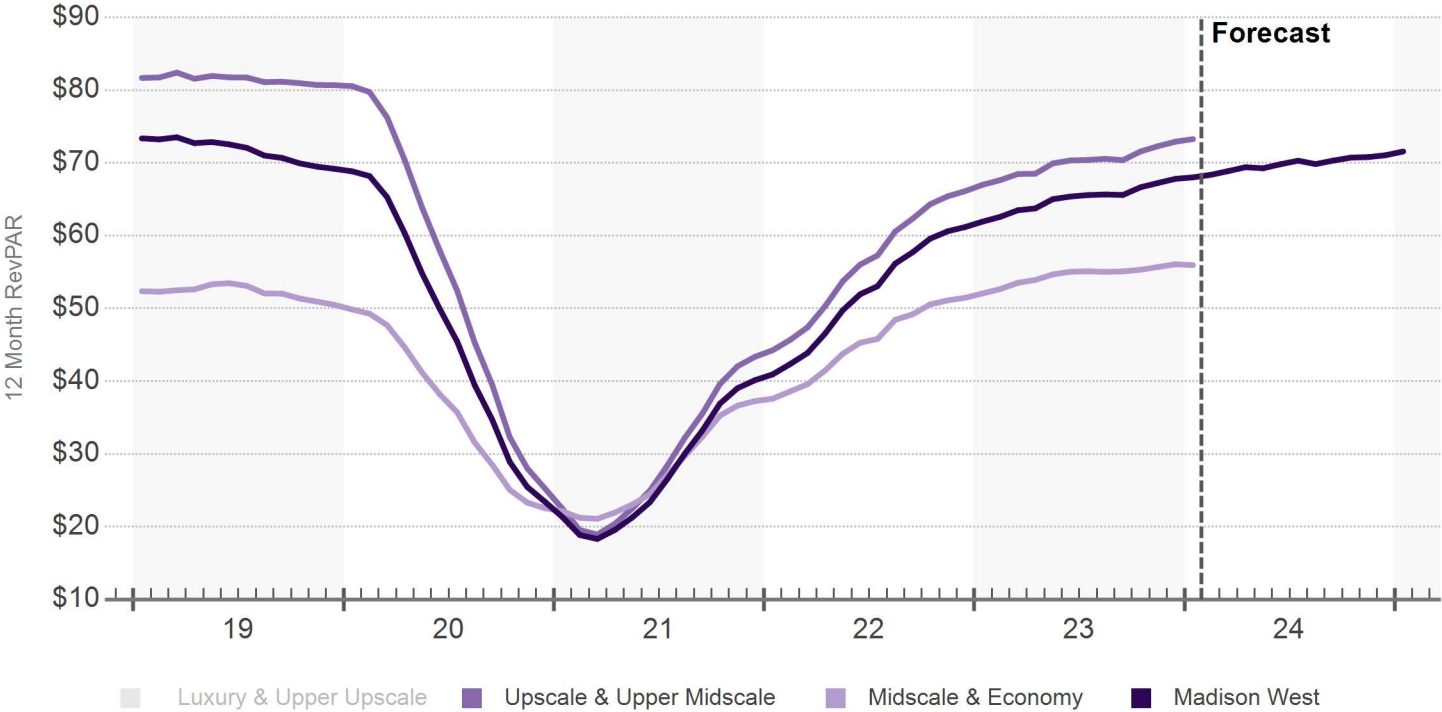
### ADR BY CLASS



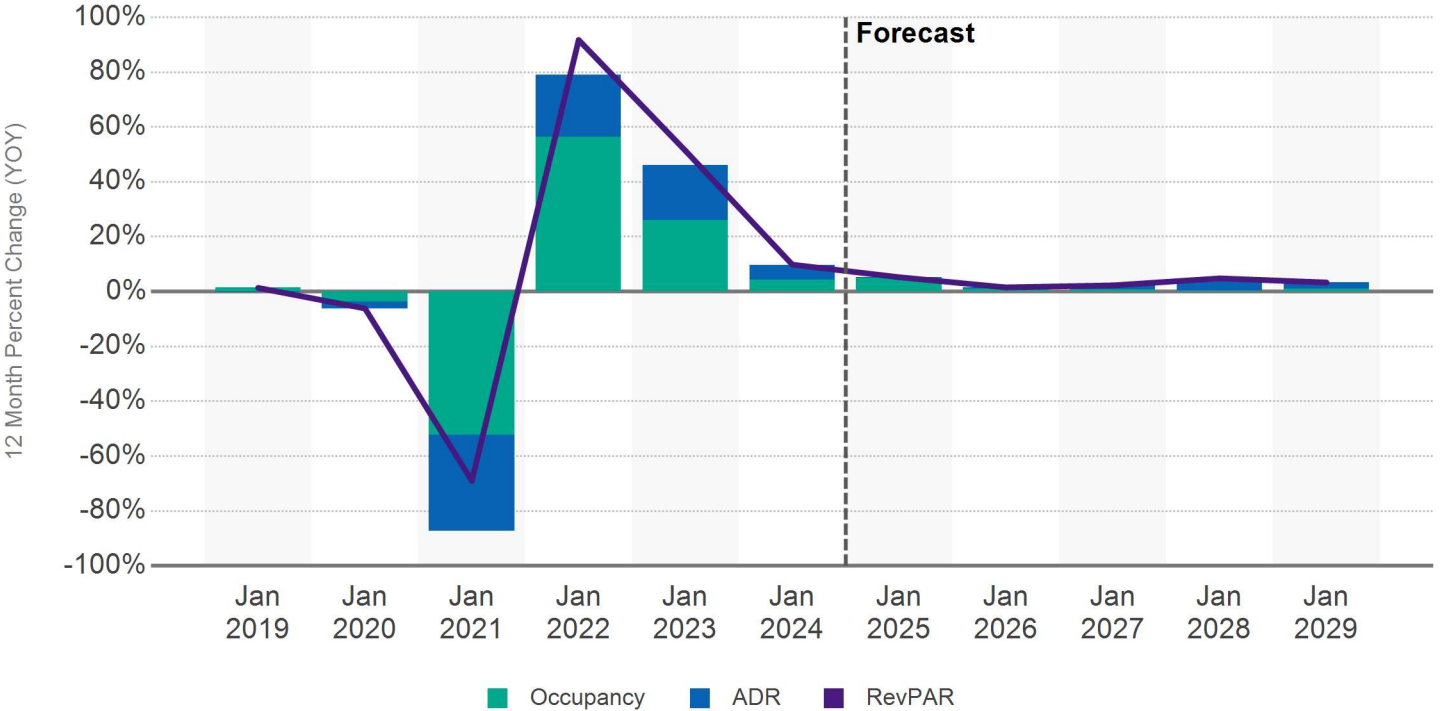
# Performance

## Madison West Hospitality

### REVPAR BY CLASS



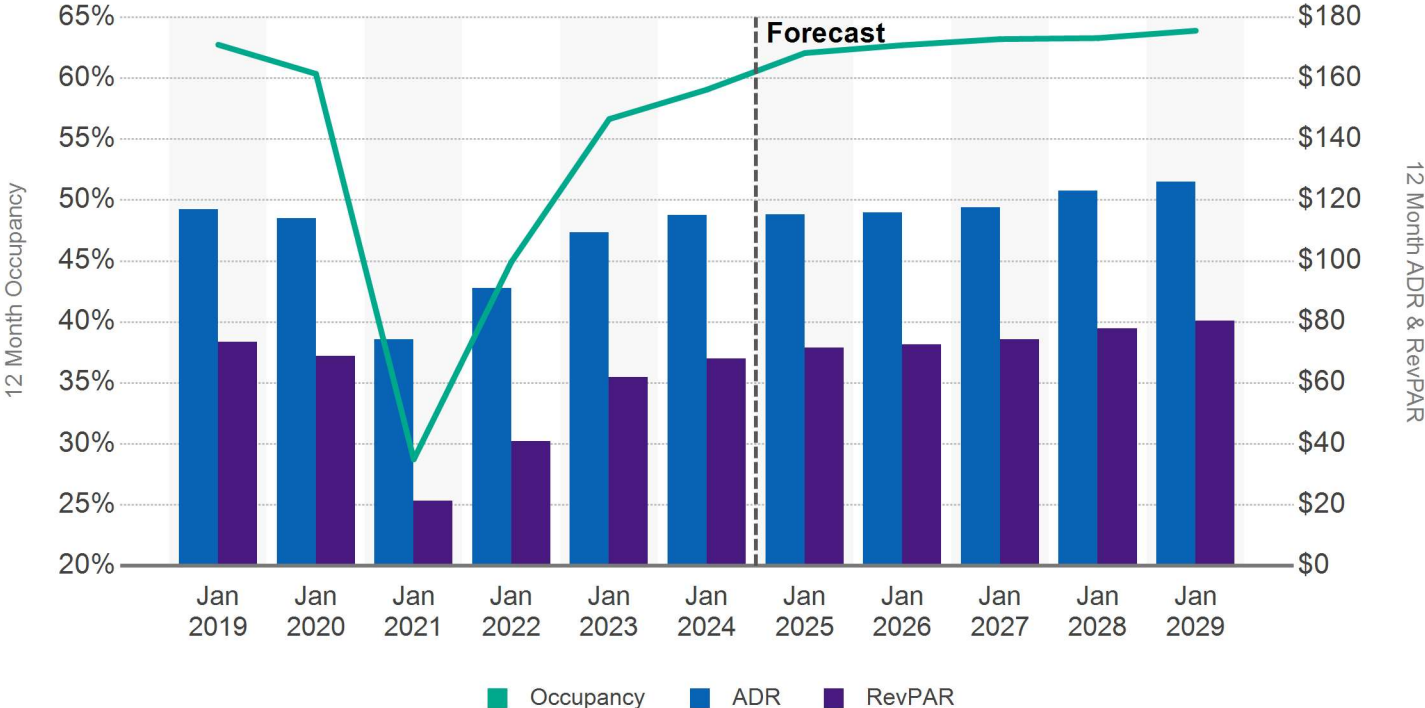
### REVPAR GROWTH COMPOSITION



# Performance

## Madison West Hospitality

### OCCUPANCY, ADR & REVPAR



# Performance

## Madison West Hospitality

### FULL-SERVICE HOTELS PROFITABILITY (ANNUAL)

Market	% of Revenues	2022		2021-2022 % Change	
		PAR	POR	PAR	POR
<b>Revenue</b>					
Rooms					
Food					
Beverage					
Other F&B					
Other Departments					
Miscellaneous Income					
<b>Total Revenue</b>					
<b>Operating Expenses</b>					
Rooms					
Food & Beverage					
Other Departments					
Administrative & General					
Information & Telecommunication Systems					
Sales & Marketing					
Property Operations & Maintenance					
Utilities					
<b>Gross Operating Profit</b>					
Management Fees					
Rent					
Property Taxes					
Insurance					
<b>EBITDA</b>					
<b>Total Labor Costs</b>					

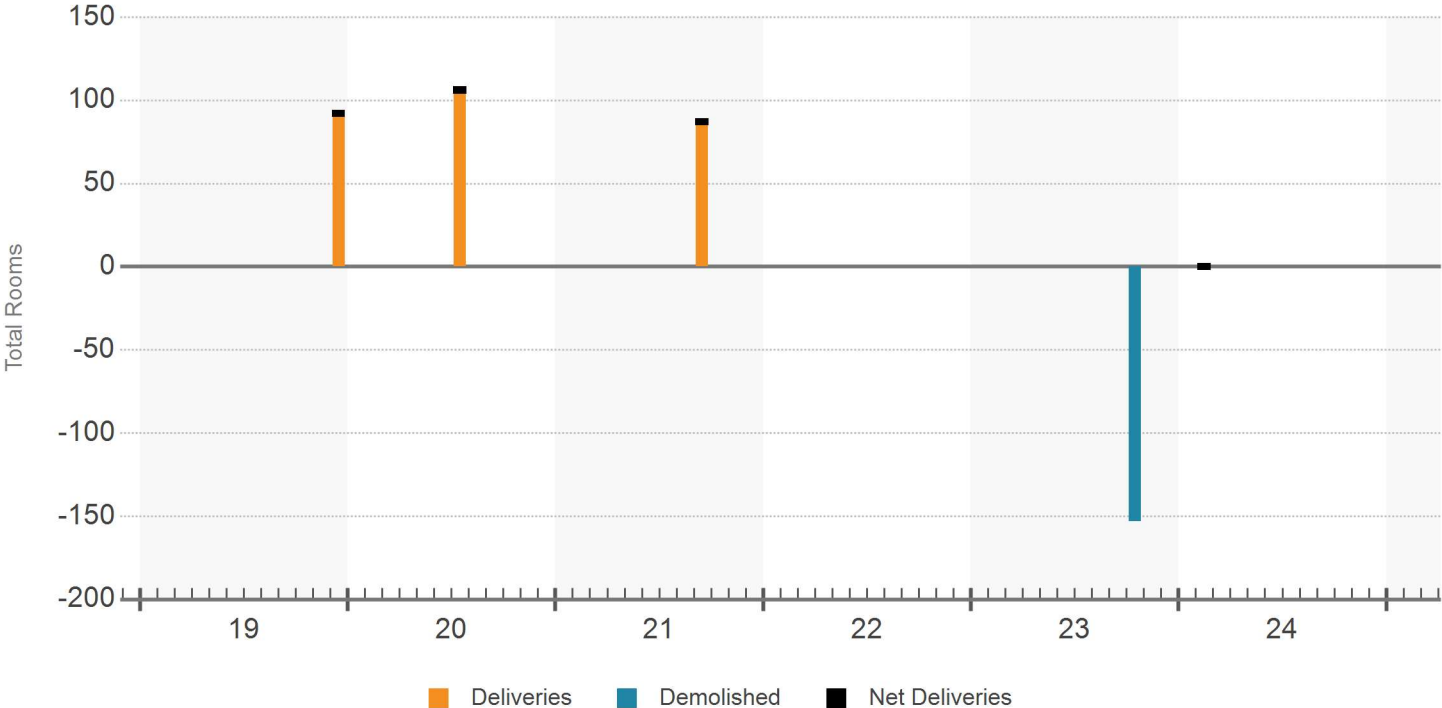
(1) For Annual P&L, the current year exchange rate is used for each year going back in time. This current year exchange rate is the average of all 12 monthly rates for that year.  
 (2) Percentage of Revenues for departmental expenses (Rooms, Food & Beverage, and Other Departments) are based on their respective departmental revenues. All other expense percentages are based on Total Revenue.  
 (3) Labor costs are already included in the operating expenses above. Amounts shown in Total Labor Costs are for additional detail only.



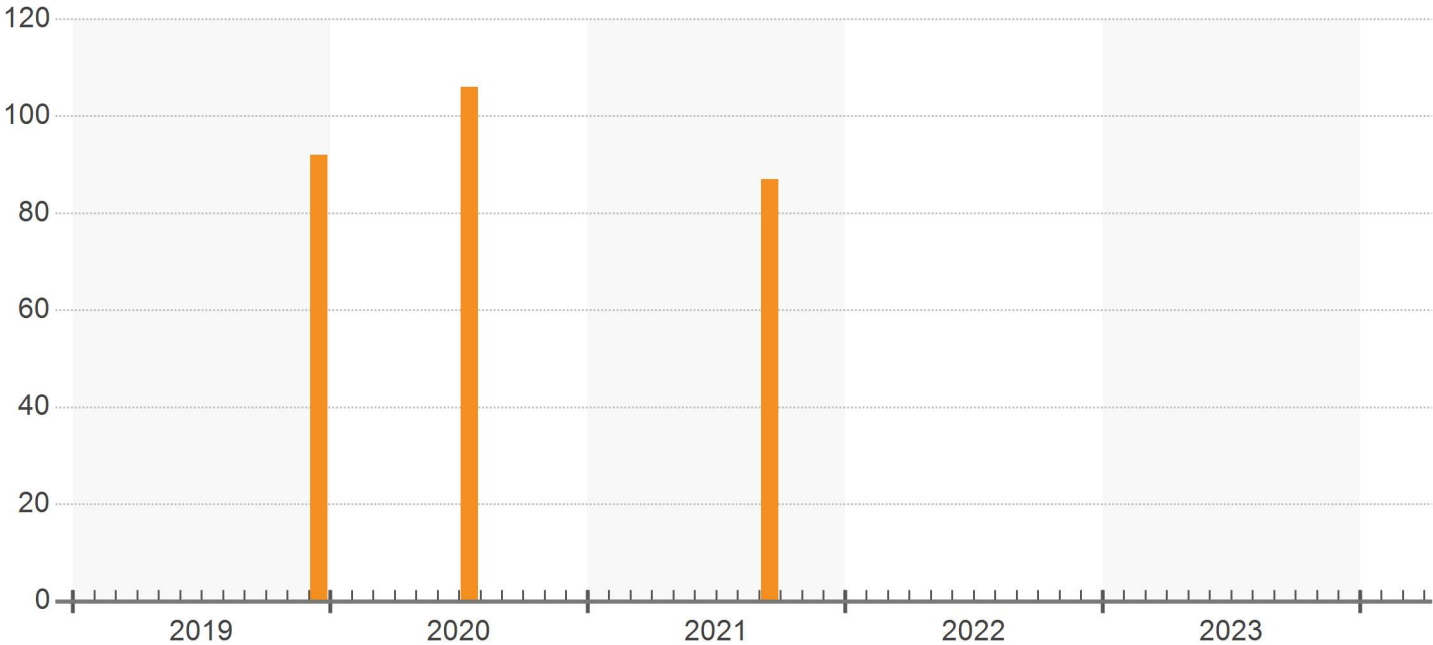
# Construction

## Madison West Hospitality

### DELIVERIES & DEMOLITIONS



### ROOMS DELIVERED

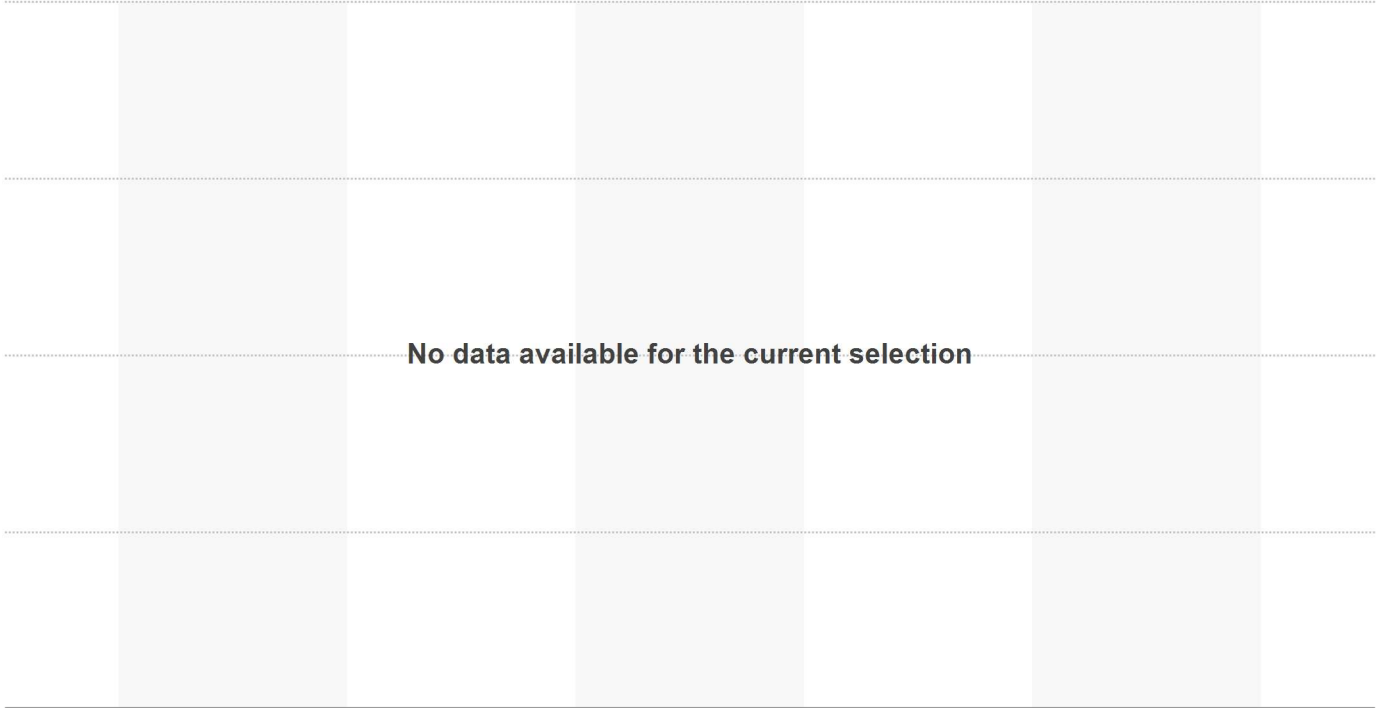




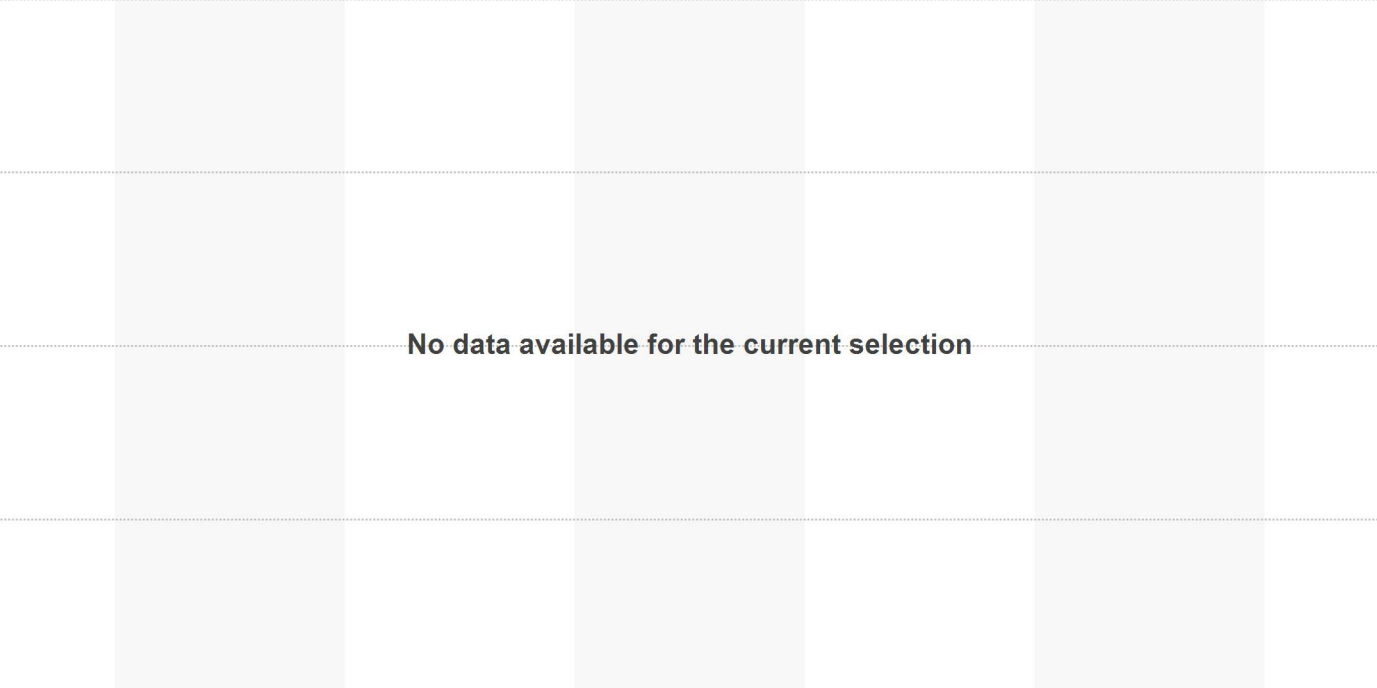
# Construction

## Madison West Hospitality

### TOTAL ROOMS UNDER CONSTRUCTION BY SCALE



### ROOMS UNDER CONSTRUCTION BY SCALE



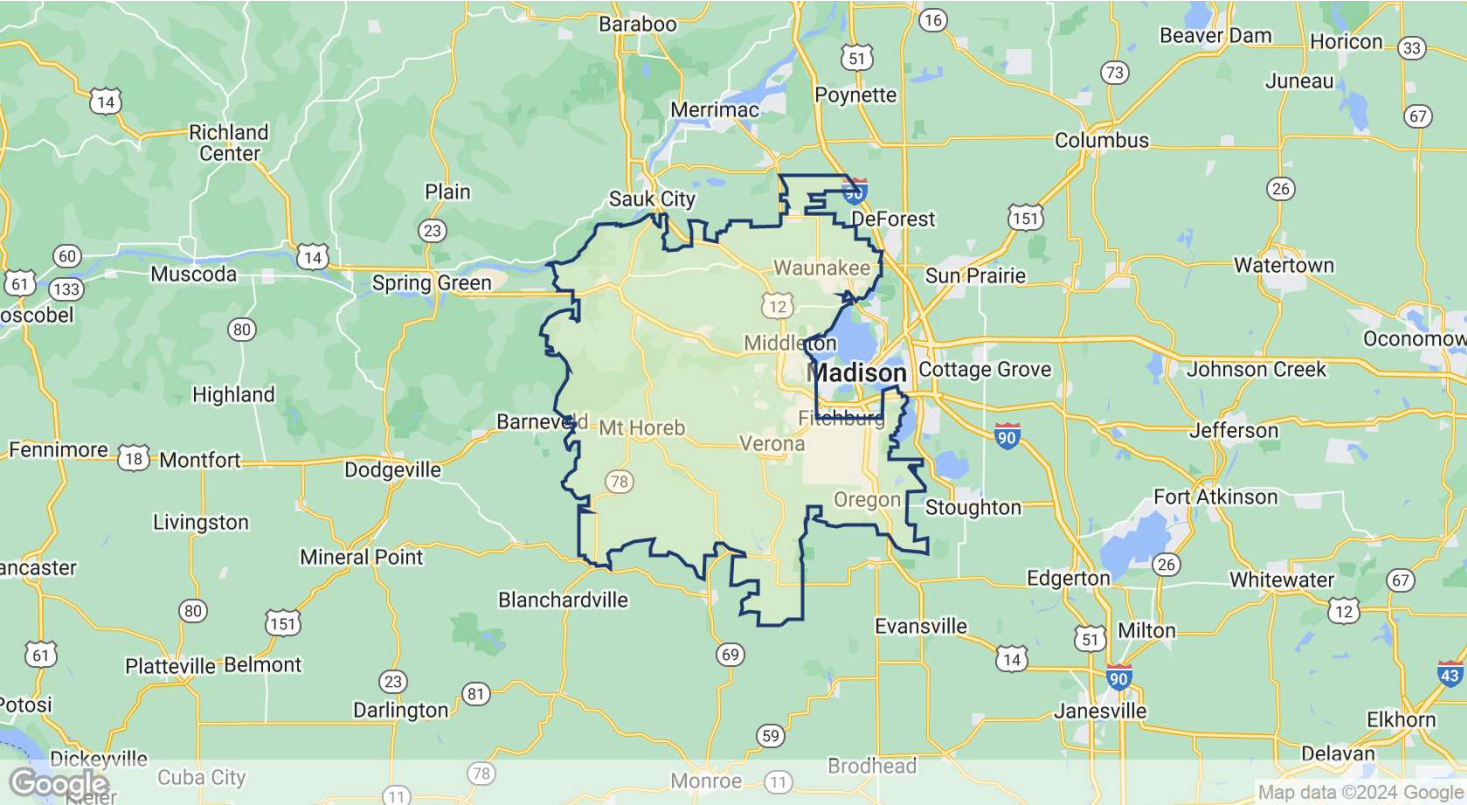


# Under Construction Properties

## Madison West Hospitality

Properties	Rooms	Percent of Inventory	Average Rooms
0	0	-	-

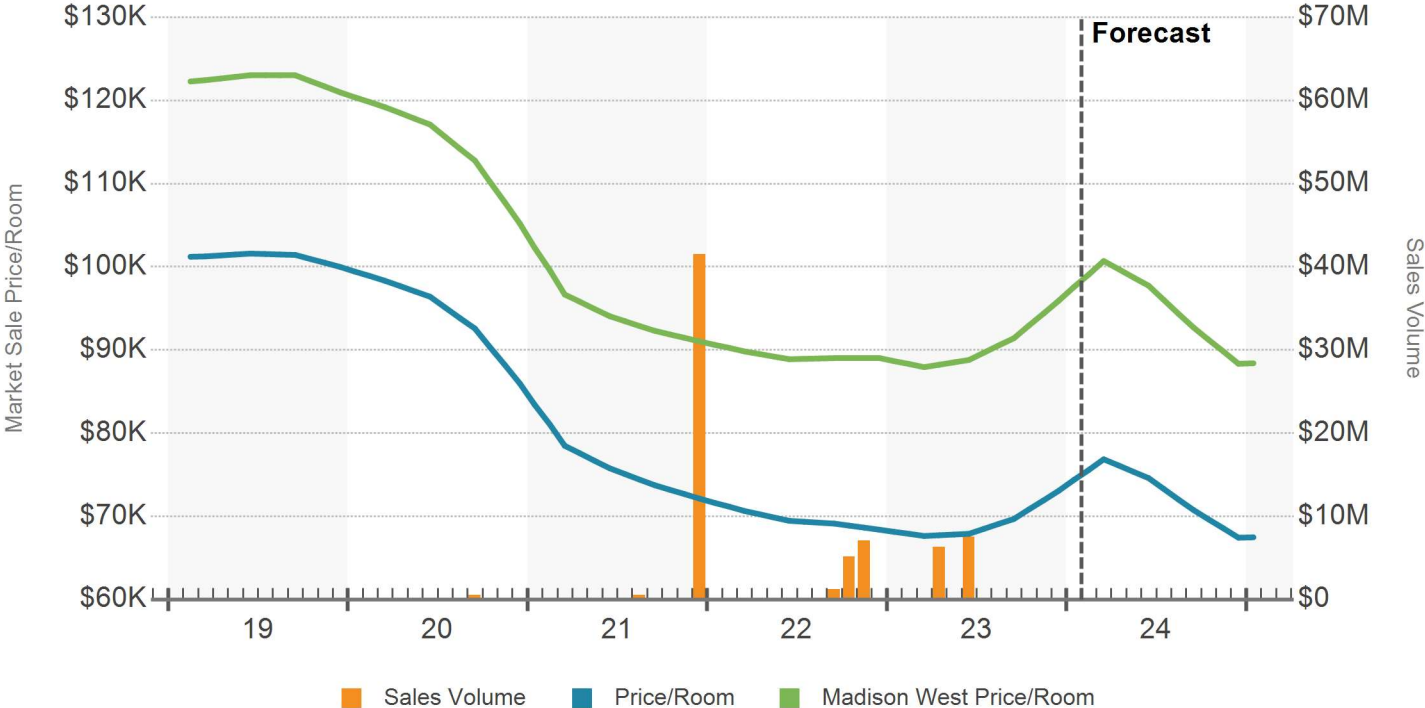
### UNDER CONSTRUCTION PROPERTIES



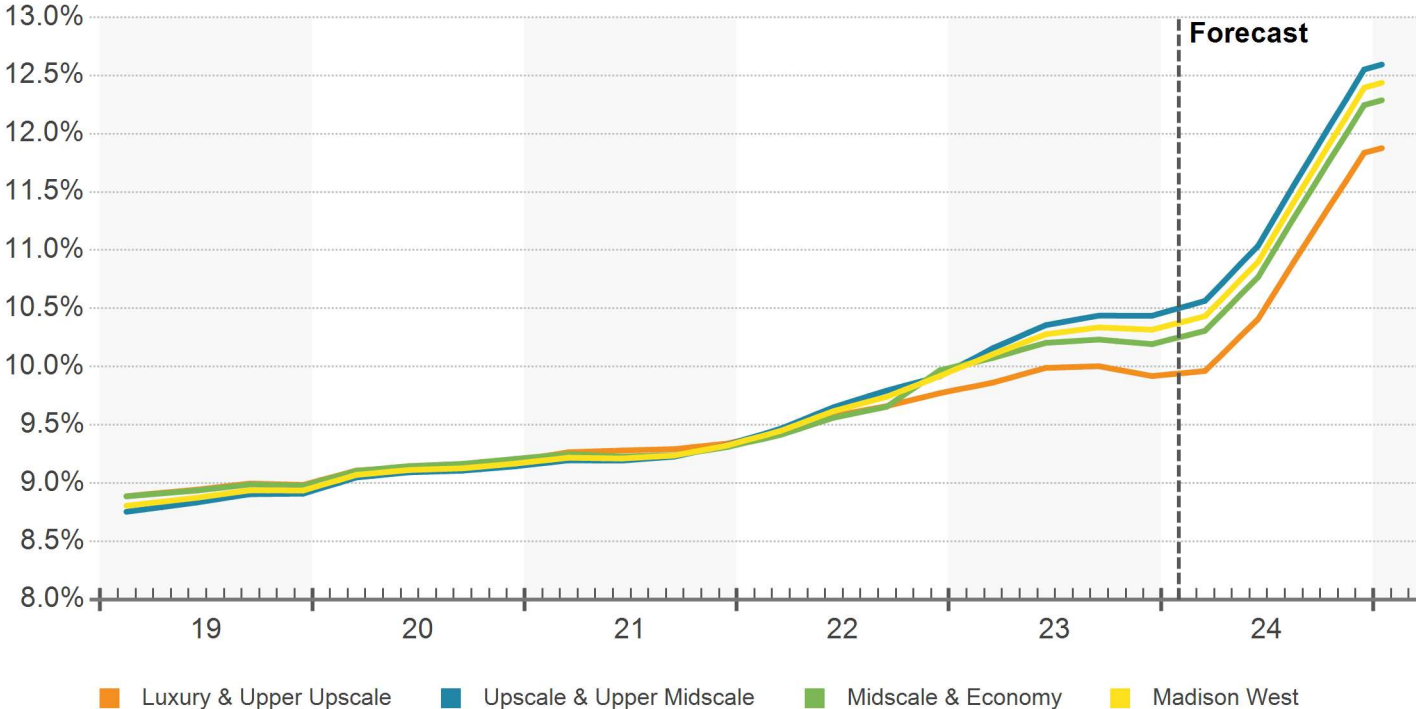
# Sales

## Madison West Hospitality

### SALES VOLUME & MARKET SALE PRICE PER ROOM



### MARKET CAP RATE

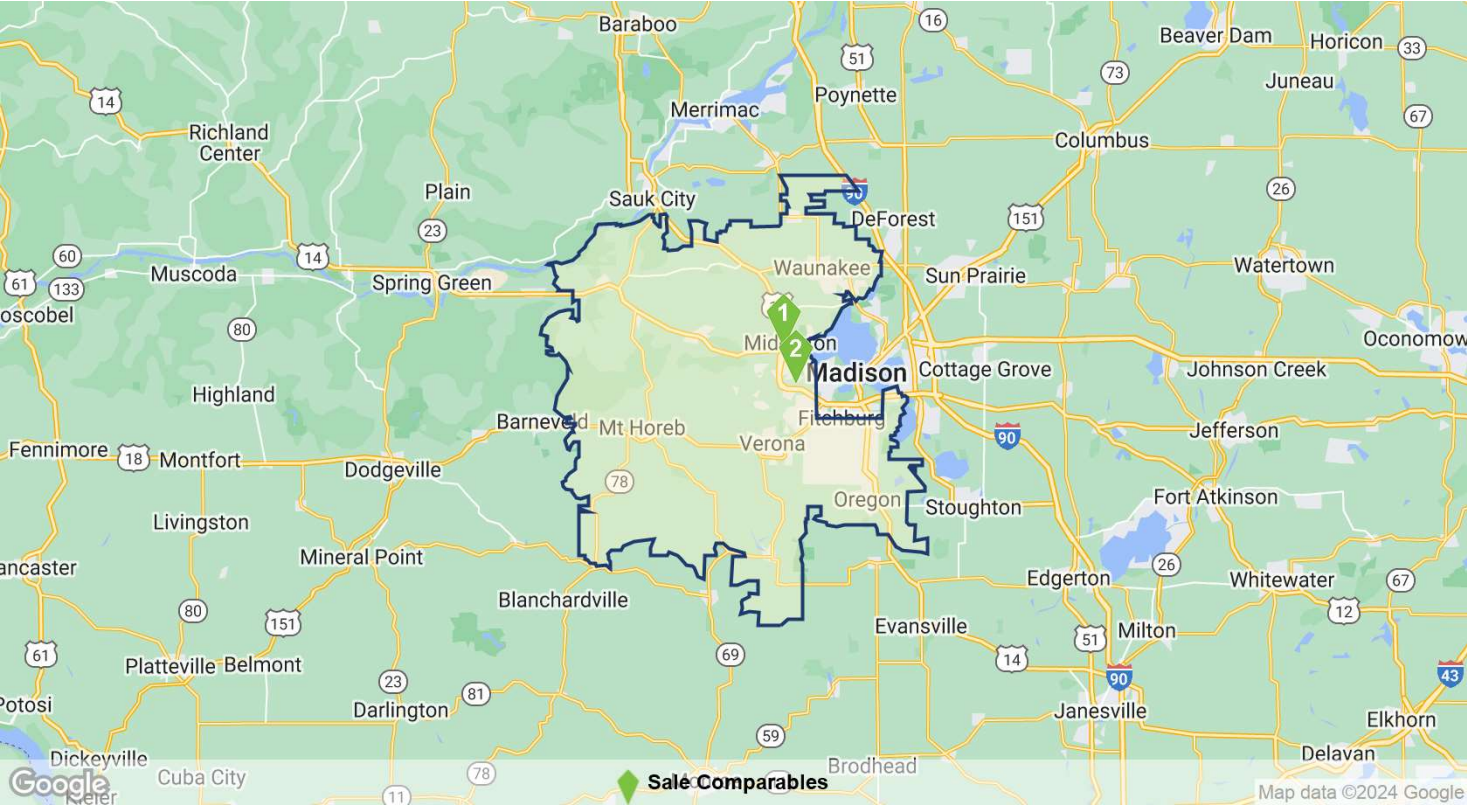


# Sales Past 12 Months

## Madison West Hospitality

Sale Comparables	Average Price/Room	Average Price	Average Cap Rate
<b>2</b>	<b>\$57K</b>	<b>\$6.9M</b>	<b>10.5%</b>

### SALE COMPARABLE LOCATIONS



### SALE COMPARABLES SUMMARY STATISTICS

Sale Attributes	Low	Average	Median	High
Sale Price	\$6,300,000	\$6,900,000	\$6,300,000	\$7,500,000
Price/Room	\$41,176	\$56,557	\$41,176	\$82,418
Cap Rate	10.5%	10.5%	10.5%	10.5%
Time Since Sale in Months	8.0	9.2	8.0	10.4
Property Attributes	Low	Average	Median	High
Property Size in Rooms	91	122	91	153
Number of Floors	2	2	2	3
Total Meeting Space	1,813	4,185	4,185	6,556
Year Built	1985	1994	1985	2003
Class	Upscale	Upscale	Upscale	Upscale



# Sales Past 12 Months

## Madison West Hospitality

RECENT SIGNIFICANT SALES

	Property Name/Address	Property Information			Sale Information			
		Class	Yr Built	Rooms	Brand	Sale Date	Price	Price/Room
1	Staybridge Suites Middleton/Madi... 7790 Elmwood Ave	Upscale	2003	91	Staybridge Suites	6/29/2023	\$7,500,000	\$82,418
2	Radisson Hotel Madison 517 Grand Canyon Dr	Upscale	1985	153	Radisson by Choice	4/17/2023	\$6,300,000	\$41,176



# Appendix

## Madison West Hospitality

### OVERALL SUPPLY & DEMAND

Year	Supply			Demand		
	Available Rooms	Change	% Change	Occupied Rooms	Change	% Change
2028	1,183,669	0	0%	756,160	8,802	1.2%
2027	1,183,669	0	0%	747,358	(1,040)	-0.1%
2026	1,183,669	0	0%	748,398	6,100	0.8%
2025	1,183,669	0	0%	742,298	11,624	1.6%
2024	1,183,669	(39,477)	-3.2%	730,674	11,205	1.6%
YTD	100,440	(3,658)	-3.5%	39,158	846	2.2%
2023	1,223,146	(9,402)	-0.8%	719,469	28,656	4.1%
2022	1,232,548	9,039	0.7%	690,813	144,796	26.5%
2021	1,223,509	32,860	2.8%	546,017	188,921	52.9%
2020	1,190,649	47,052	4.1%	357,096	(336,032)	-48.5%
2019	1,143,597	37,343	3.4%	693,128	(1,907)	-0.3%
2018	1,106,254	64,592	6.2%	695,035	48,224	7.5%
2017	1,041,662	48,497	4.9%	646,811	(10,749)	-1.6%
2016	993,165	40,384	4.2%	657,560	32,369	5.2%
2015	952,781	14,731	1.6%	625,191	(12,140)	-1.9%
2014	938,050	0	0%	637,331	10,556	1.7%

### LUXURY & UPPER UPSCALE SUPPLY & DEMAND

Year	Supply			Demand		
	Available Rooms	Change	% Change	Occupied Rooms	Change	% Change
2028	-	-	-			
2027	-	-	-			
2026	-	-	-			
2025	-	-	-			
2024	-	-	-			
YTD	-	-	-			
2023	-	-	-			
2022	-	-	-			
2021	-	-	-			
2020	-	-	-			
2019	-	-	-			
2018	-	-	-			
2017	-	-	-			
2016	-	-	-			
2015	-	-	-			
2014	-	-	-			



# Appendix

## Madison West Hospitality

### UPSCALE & UPPER MIDSACLE SUPPLY & DEMAND

Year	Supply			Demand		
	Available Rooms	Change	% Change	Occupied Rooms	Change	% Change
2028	-	-	-			
2027	-	-	-			
2026	-	-	-			
2025	-	-	-			
2024	-	-	-			
YTD	61,101	(3,565)	-5.5%	24,696	1,474	6.3%
2023	759,049	(9,219)	-1.2%	442,449	4,539	1.0%
2022	768,268	9,039	1.2%	437,910	93,619	27.2%
2021	759,229	32,860	4.5%	344,291	134,386	64.0%
2020	726,369	16,444	2.3%	209,905	(245,456)	-53.9%
2019	709,925	3,152	0.4%	455,361	(2,827)	-0.6%
2018	706,773	34,368	5.1%	458,188	30,302	7.1%
2017	672,405	48,620	7.8%	427,886	2,947	0.7%
2016	623,785	40,384	6.9%	424,939	29,861	7.6%
2015	583,401	14,731	2.6%	395,078	(1,618)	-0.4%
2014	568,670	0	0%	396,696	12,097	3.1%

### MIDSCALE & ECONOMY SUPPLY & DEMAND

Year	Supply			Demand		
	Available Rooms	Change	% Change	Occupied Rooms	Change	% Change
2028	-	-	-			
2027	-	-	-			
2026	-	-	-			
2025	-	-	-			
2024	-	-	-			
YTD	30,287	(93)	-0.3%	12,053	(834)	-6.5%
2023	357,517	(183)	-0.1%	221,419	17,287	8.5%
2022	357,700	0	0%	204,132	27,926	15.8%
2021	357,700	0	0%	176,206	41,747	31.0%
2020	357,700	30,608	9.4%	134,459	(63,133)	-32.0%
2019	327,092	34,191	11.7%	197,592	19,217	10.8%
2018	292,901	30,224	11.5%	178,375	17,594	10.9%
2017	262,677	(123)	0%	160,781	(9,294)	-5.5%
2016	262,800	0	0%	170,075	302	0.2%
2015	262,800	0	0%	169,773	(8,028)	-4.5%
2014	262,800	0	0%	177,801	(1,815)	-1.0%



# Appendix

## Madison West Hospitality

### OVERALL PERFORMANCE

Year	Occupancy		ADR		RevPAR	
	Percent	% Change	Per Room	% Change	Per Room	% Change
2028	63.9%	1.2%	\$125.83	2.6%	\$80.38	3.8%
2027	63.1%	-0.1%	\$122.64	4.4%	\$77.44	4.3%
2026	63.2%	0.8%	\$117.45	1.6%	\$74.26	2.5%
2025	62.7%	1.6%	\$115.55	0.4%	\$72.46	2.0%
2024	61.7%	4.9%	\$115.09	-0.2%	\$71.05	4.8%
YTD	39.0%	5.9%	\$90.21	-2.3%	\$35.17	3.4%
2023	58.8%	4.9%	\$115.27	5.6%	\$67.81	10.8%
2022	56.0%	25.6%	\$109.16	21.4%	\$61.18	52.4%
2021	44.6%	48.8%	\$89.95	15.1%	\$40.14	71.2%
2020	30.0%	-50.5%	\$78.18	-31.5%	\$23.45	-66.1%
2019	60.6%	-3.5%	\$114.14	-2.5%	\$69.18	-6.0%
2018	62.8%	1.2%	\$117.08	-0.1%	\$73.56	1.1%
2017	62.1%	-6.2%	\$117.23	1.2%	\$72.79	-5.0%
2016	66.2%	0.9%	\$115.78	3.7%	\$76.66	4.6%
2015	65.6%	-3.4%	\$111.66	7.1%	\$73.27	3.4%
2014	67.9%	1.7%	\$104.27	7.1%	\$70.84	8.9%

### LUXURY & UPPER UPSCALE PERFORMANCE

Year	Occupancy		ADR		RevPAR	
	Percent	% Change	Per Room	% Change	Per Room	% Change
2028						
2027						
2026						
2025						
2024						
YTD	-		-		-	
2023						
2022						
2021						
2020						
2019						
2018						
2017						
2016						
2015						
2014						



# Appendix

## Madison West Hospitality

### UPSCALE & UPPER MIDSACLE PERFORMANCE

Year	Occupancy		ADR		RevPAR	
	Percent	% Change	Per Room	% Change	Per Room	% Change
2028						
2027						
2026						
2025						
2024						
YTD	40.4%	12.6%	\$97.74	-5.7%	\$39.50	6.1%
2023	58.3%	2.3%	\$125.08	7.8%	\$72.91	10.3%
2022	57.0%	25.7%	\$115.99	21.3%	\$66.12	52.5%
2021	45.3%	56.9%	\$95.60	9.3%	\$43.35	71.5%
2020	28.9%	-54.9%	\$87.49	-30.4%	\$25.28	-68.7%
2019	64.1%	-1.1%	\$125.77	-0.3%	\$80.67	-1.3%
2018	64.8%	1.9%	\$126.11	-1.0%	\$81.75	0.9%
2017	63.6%	-6.6%	\$127.37	1.2%	\$81.05	-5.5%
2016	68.1%	0.6%	\$125.85	2.9%	\$85.73	3.5%
2015	67.7%	-2.9%	\$122.27	7.3%	\$82.80	4.2%
2014	69.8%	3.1%	\$113.91	5.4%	\$79.46	8.7%

### MIDSCALE & ECONOMY PERFORMANCE

Year	Occupancy		ADR		RevPAR	
	Percent	% Change	Per Room	% Change	Per Room	% Change
2028						
2027						
2026						
2025						
2024						
YTD	39.8%	-6.2%	\$70.07	1.1%	\$27.89	-5.1%
2023	61.9%	8.5%	\$90.52	0.4%	\$56.06	8.9%
2022	57.1%	15.8%	\$90.18	19.2%	\$51.46	38.1%
2021	49.3%	31.0%	\$75.66	26.1%	\$37.27	65.3%
2020	37.6%	-37.8%	\$59.99	-28.2%	\$22.55	-55.3%
2019	60.4%	-0.8%	\$83.57	-3.3%	\$50.48	-4.1%
2018	60.9%	-0.5%	\$86.41	5.5%	\$52.63	5.0%
2017	61.2%	-5.4%	\$81.91	2.5%	\$50.14	-3.1%
2016	64.7%	0.2%	\$79.94	4.9%	\$51.74	5.1%
2015	64.6%	-4.5%	\$76.17	7.3%	\$49.21	2.5%
2014	67.7%	-1.0%	\$70.97	6.6%	\$48.02	5.5%





# Appendix

## Madison West Hospitality

### OVERALL SALES

Year	Completed Transactions (1)						Market Pricing Trends (2)		
	Deals	Volume	Turnover	Avg Price	Avg Price/Room	Avg Cap Rate	Price/Room	Price Index	Cap Rate
2028	-	-	-	-	-	-	\$85,778	203	11.4%
2027	-	-	-	-	-	-	\$82,657	196	11.5%
2026	-	-	-	-	-	-	\$77,033	183	11.9%
2025	-	-	-	-	-	-	\$70,136	166	12.5%
2024	-	-	-	-	-	-	\$67,432	160	12.4%
YTD	-	-	-	-	-	-	\$77,816	184	10.2%
2023	2	\$13.8M	7.5%	\$6,900,000	\$56,557	10.5%	\$73,080	173	10.3%
2022	3	\$13.5M	6.3%	\$4,492,100	\$62,973	-	\$68,399	162	9.9%
2021	4	\$42M	11.9%	\$10,508,592	\$103,789	-	\$72,133	171	9.3%
2020	1	\$550K	0.3%	\$550,000	\$50,000	-	\$85,974	204	9.2%
2019	-	-	-	-	-	-	\$99,985	237	8.9%
2018	1	\$9.5M	2.9%	\$9,525,000	\$104,670	-	\$101,116	240	8.8%
2017	1	\$1.7M	3.2%	\$1,700,000	\$17,708	-	\$97,624	231	8.8%
2016	-	-	-	-	-	-	\$89,294	212	8.9%
2015	1	\$5M	2.6%	\$4,950,000	\$71,739	-	\$82,463	195	8.9%
2014	-	-	-	-	-	-	\$76,347	181	8.8%

(1) Completed transaction data is based on actual arms-length sales transactions and levels are dependent on the mix of what happened to sell in the period.

(2) Market price trends data is based on the estimated price movement of all properties in the market, informed by actual transactions that have occurred.

### LUXURY & UPPER UPSCALE SALES

Year	Completed Transactions (1)						Market Pricing Trends (2)		
	Deals	Volume	Turnover	Avg Price	Avg Price/Room	Avg Cap Rate	Price/Room	Price Index	Cap Rate
2028	-	-	-	-	-	-	\$50,283	242	10.8%
2027	-	-	-	-	-	-	\$48,454	233	11.0%
2026	-	-	-	-	-	-	\$45,157	217	11.4%
2025	-	-	-	-	-	-	\$41,114	198	11.9%
2024	-	-	-	-	-	-	\$39,529	190	11.8%
YTD	-	-	-	-	-	-	\$45,617	219	9.8%
2023	-	-	-	-	-	-	\$42,257	203	9.9%
2022	-	-	-	-	-	-	\$37,381	180	9.8%
2021	-	-	-	-	-	-	\$37,851	182	9.3%
2020	-	-	-	-	-	-	\$44,831	215	9.2%
2019	-	-	-	-	-	-	\$51,770	249	9.0%
2018	-	-	-	-	-	-	\$51,819	249	8.9%
2017	-	-	-	-	-	-	\$49,576	238	8.9%
2016	-	-	-	-	-	-	\$45,272	218	9.1%
2015	-	-	-	-	-	-	\$41,349	199	9.1%
2014	-	-	-	-	-	-	\$37,059	178	9.1%

(1) Completed transaction data is based on actual arms-length sales transactions and levels are dependent on the mix of what happened to sell in the period.

(2) Market price trends data is based on the estimated price movement of all properties in the market, informed by actual transactions that have occurred.



# Appendix

## Madison West Hospitality

### UPSCALE & UPPER MIDSACLE SALES

Year	Completed Transactions (1)						Market Pricing Trends (2)		
	Deals	Volume	Turnover	Avg Price	Avg Price/Room	Avg Cap Rate	Price/Room	Price Index	Cap Rate
2028	-	-	-	-	-	-	\$100,635	199	11.5%
2027	-	-	-	-	-	-	\$96,974	191	11.7%
2026	-	-	-	-	-	-	\$90,376	178	12.1%
2025	-	-	-	-	-	-	\$82,284	162	12.7%
2024	-	-	-	-	-	-	\$79,112	156	12.6%
YTD	-	-	-	-	-	-	\$91,325	180	10.4%
2023	2	\$13.8M	12.4%	\$6,900,000	\$56,557	10.5%	\$85,922	170	10.4%
2022	1	\$5.2M	3.2%	\$5,176,300	\$75,019	-	\$81,883	162	9.9%
2021	4	\$42M	18.9%	\$10,508,592	\$103,789	-	\$85,930	170	9.3%
2020	-	-	-	-	-	-	\$102,793	203	9.1%
2019	-	-	-	-	-	-	\$119,583	236	8.9%
2018	1	\$9.5M	4.7%	\$9,525,000	\$104,670	-	\$121,548	240	8.7%
2017	-	-	-	-	-	-	\$118,179	233	8.7%
2016	-	-	-	-	-	-	\$108,450	214	8.8%
2015	1	\$5M	4.3%	\$4,950,000	\$71,739	-	\$100,594	199	8.7%
2014	-	-	-	-	-	-	\$94,307	186	8.6%

(1) Completed transaction data is based on actual arms-length sales transactions and levels are dependent on the mix of what happened to sell in the period.

(2) Market price trends data is based on the estimated price movement of all properties in the market, informed by actual transactions that have occurred.

### MIDSCALE & ECONOMY SALES

Year	Completed Transactions (1)						Market Pricing Trends (2)		
	Deals	Volume	Turnover	Avg Price	Avg Price/Room	Avg Cap Rate	Price/Room	Price Index	Cap Rate
2028	-	-	-	-	-	-	\$66,192	211	11.2%
2027	-	-	-	-	-	-	\$63,784	203	11.4%
2026	-	-	-	-	-	-	\$59,444	190	11.8%
2025	-	-	-	-	-	-	\$54,122	173	12.3%
2024	-	-	-	-	-	-	\$52,035	166	12.2%
YTD	-	-	-	-	-	-	\$59,985	191	10.1%
2023	-	-	-	-	-	-	\$56,196	179	10.2%
2022	2	\$8.3M	14.8%	\$4,150,000	\$57,241	-	\$50,261	160	10.0%
2021	-	-	-	-	-	-	\$54,343	173	9.3%
2020	1	\$550K	1.1%	\$550,000	\$50,000	-	\$64,094	204	9.2%
2019	-	-	-	-	-	-	\$74,570	238	9.0%
2018	-	-	-	-	-	-	\$74,328	237	8.9%
2017	1	\$1.7M	13.4%	\$1,700,000	\$17,708	-	\$70,207	224	8.9%
2016	-	-	-	-	-	-	\$63,515	203	9.2%
2015	-	-	-	-	-	-	\$57,896	185	9.1%
2014	-	-	-	-	-	-	\$51,578	164	9.2%

(1) Completed transaction data is based on actual arms-length sales transactions and levels are dependent on the mix of what happened to sell in the period.

(2) Market price trends data is based on the estimated price movement of all properties in the market, informed by actual transactions that have occurred.



# Appendix

## Madison West Hospitality

### DELIVERIES & UNDER CONSTRUCTION

Year	Inventory			Deliveries		Net Deliveries		Under Construction	
	Bldgs	Rooms	% Change	Bldgs	Rooms	Bldgs	Rooms	Bldgs	Rooms
YTD	32	3,240	0%	0	0	0	0	0	0
2023	32	3,240	-4.6%	-	-	-	-	-	-
2022	33	3,396	-0.4%	-	-	-	-	-	-
2021	34	3,410	2.6%	1	87	1	87	-	-
2020	33	3,323	3.3%	1	106	1	106	1	87
2019	32	3,217	2.9%	1	92	1	92	1	106
2018	31	3,126	5.8%	1	66	1	66	1	92
2017	29	2,954	8.6%	3	342	3	342	1	66
2016	27	2,721	3.4%	1	90	1	90	3	342
2015	26	2,631	2.4%	1	60	1	60	1	90
2014	25	2,570	0%	-	-	-	-	2	150

