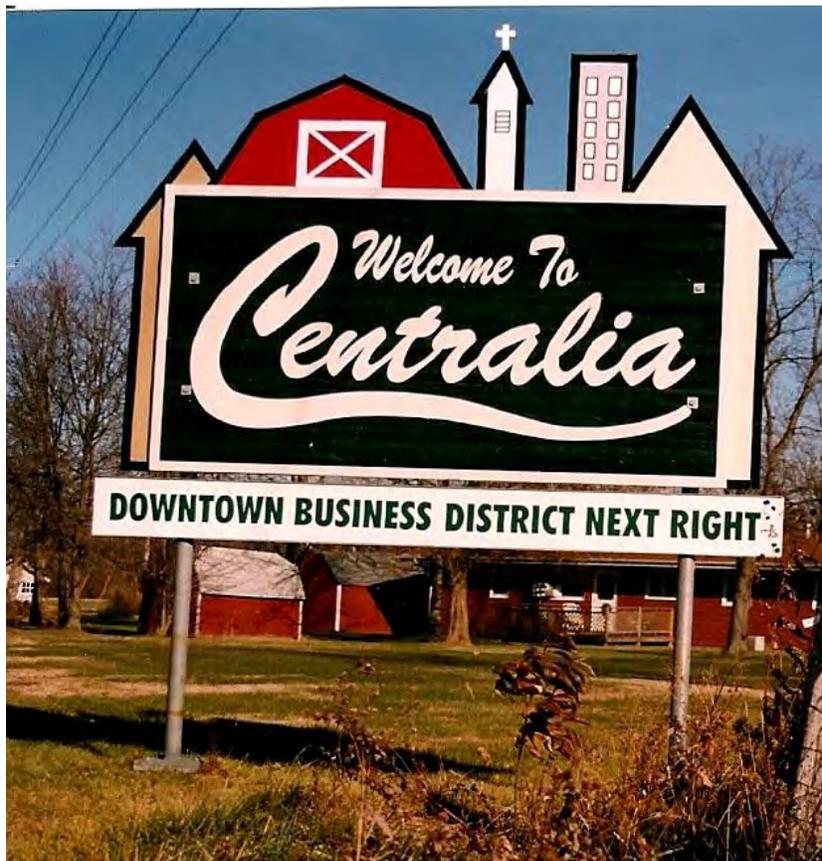




Market Feasibility Study Centralia, MO.



Growth Services Group, LLC

660.353.1726

cjm@growthservicesgroup.com

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Scope and Purpose

The following Market Feasibility Study will review the proposed development of a hotel project in Centralia, Missouri. At the time of this report the size of the proposed hotel would be 33 guest rooms. The proposed site (site A) for the hotel is located at the intersection of Hwy 22 and Hwy 151 in Centralia, Missouri. This site is an ideal location to provide the best visibility for travelers entering into the community from both major highways.

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

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

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

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

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

Area Analysis

Proposed Location

The general market for this hotel is Centralia, MO. However, this market is broader than just Centralia and includes areas within Boone County. Centralia, MO is located in central Missouri, about 22 miles northeast of Columbia, MO, which offers a variety of local support for retail, dining, and community events. The nearest city with a population of 100,000+: St. Louis, MO (131.22 miles, population 317,419). The nearest city (proper) with a population 1,000,000+: Chicago, IL (370.60 miles, population 2,722,389).

About Centralia

Centralia is a city in Audrain and Boone counties in the U.S. state of Missouri. The population was 4,027 at the 2010 census, with an estimated population of 4,138 in 2016.

The Boone County portion of Centralia (by far the majority of the city) is part of the Columbia Metropolitan Statistical Area, while the Audrain County portion is part of the Mexico Micropolitan Statistical Area.

Centralia was laid out in 1857. It was named from its central location on the North Missouri Railroad from St. Louis to Ottumwa, Iowa, and from the fact that it was located near the center of a vast prairie between Mexico and Huntsville, and between Columbia and Paris.



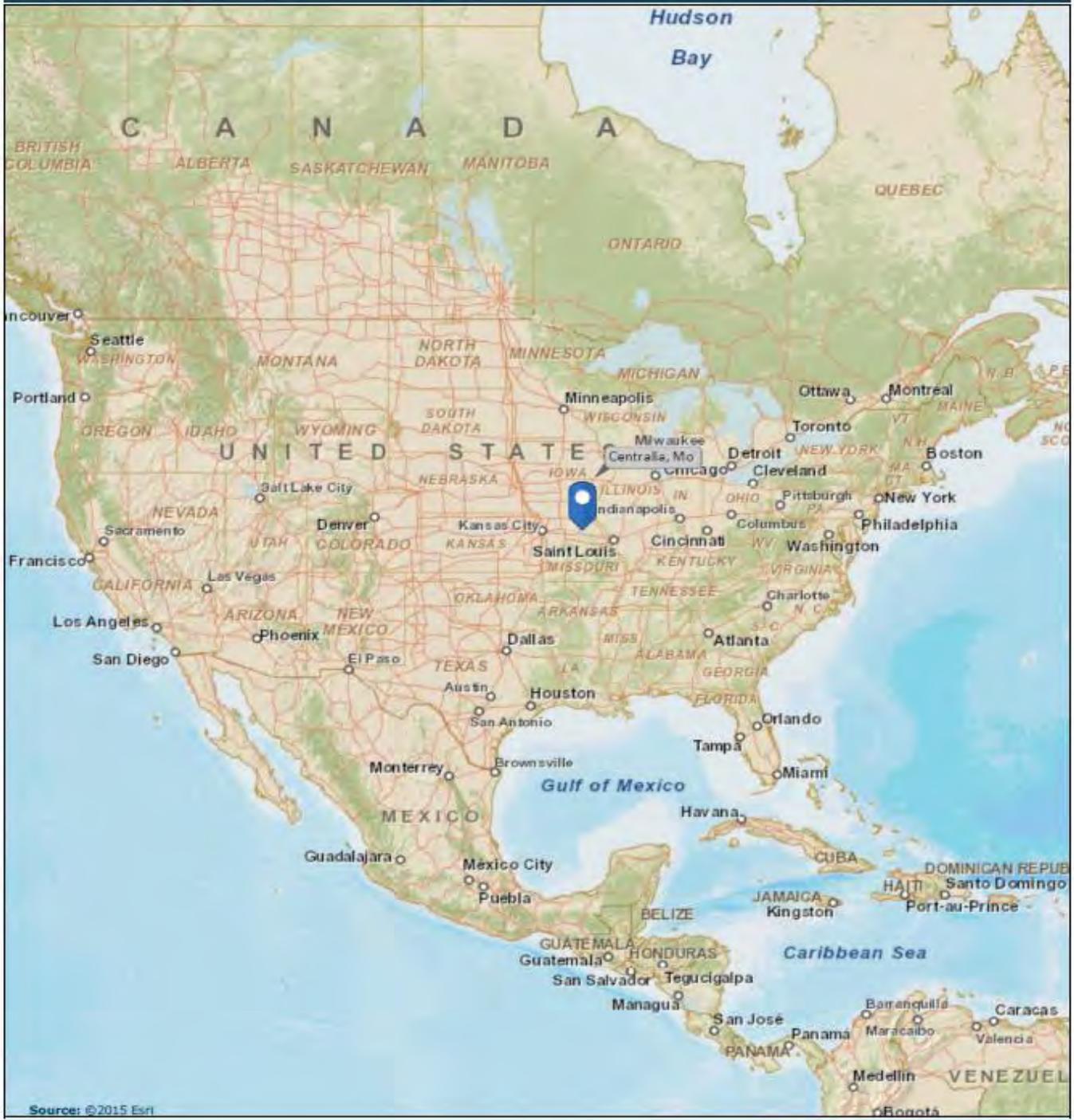
Historical population

Census	Pop.	%±
1880	703	—
1890	1,275	81.4%
1900	1,722	35.1%
1910	2,116	22.9%
1920	2,071	-2.1%
1930	2,009	-3.0%
1940	1,996	-0.6%
1950	2,460	23.2%
1960	3,200	30.1%
1970	3,623	13.2%
1980	3,537	-2.4%
1990	3,414	-3.5%
2000	3,774	10.5%
2010	4,027	6.7%
Est. 2016	4,183	3.7%

Geographic Information Systems (GIS) Analysis of Market Area:



Centralia, Mo. location in U.S.



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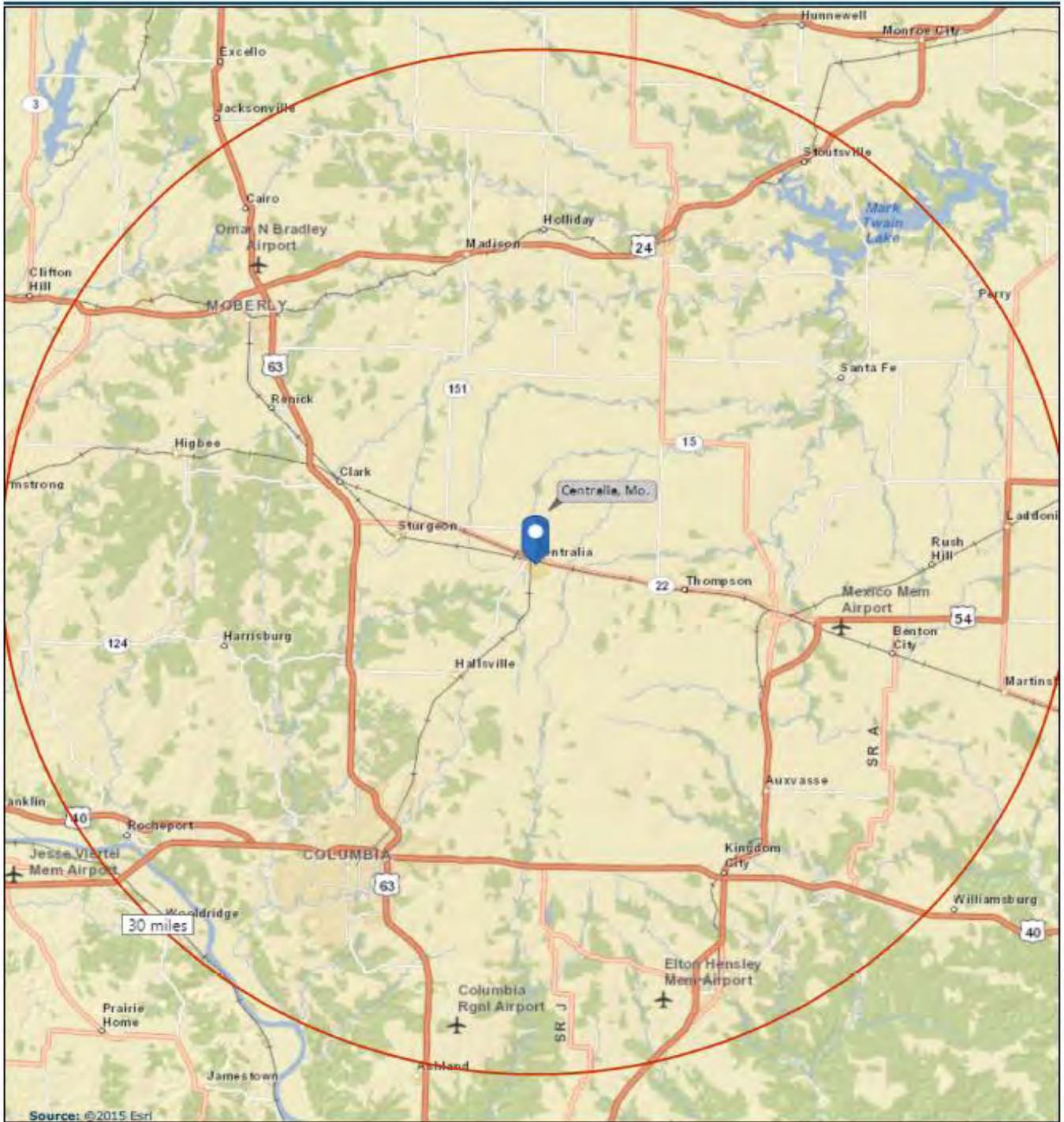


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Small towns near Centralia, Mo.

30 Mile Radius



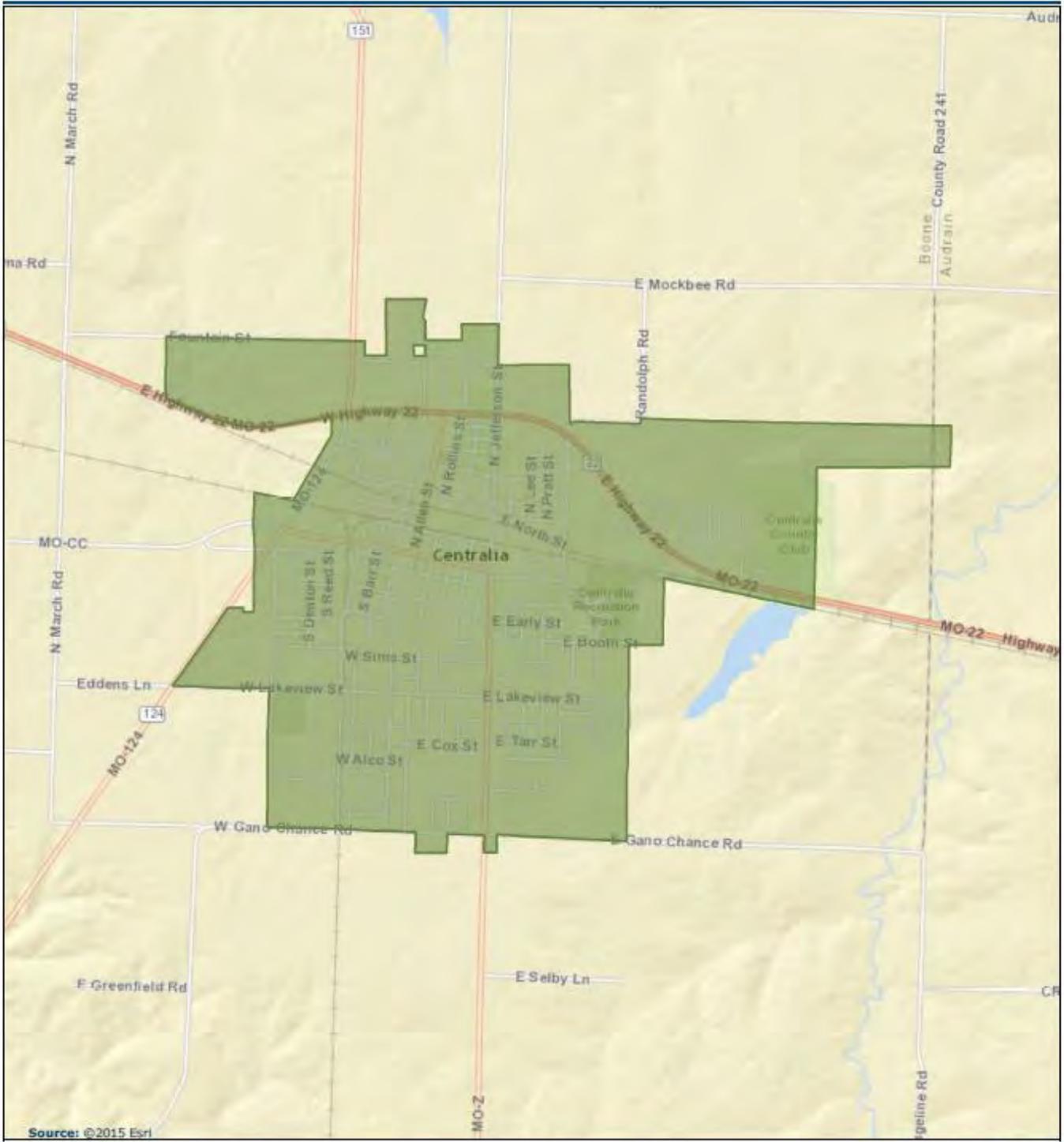
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Centralia, Mo. City Boundaries (Proper)



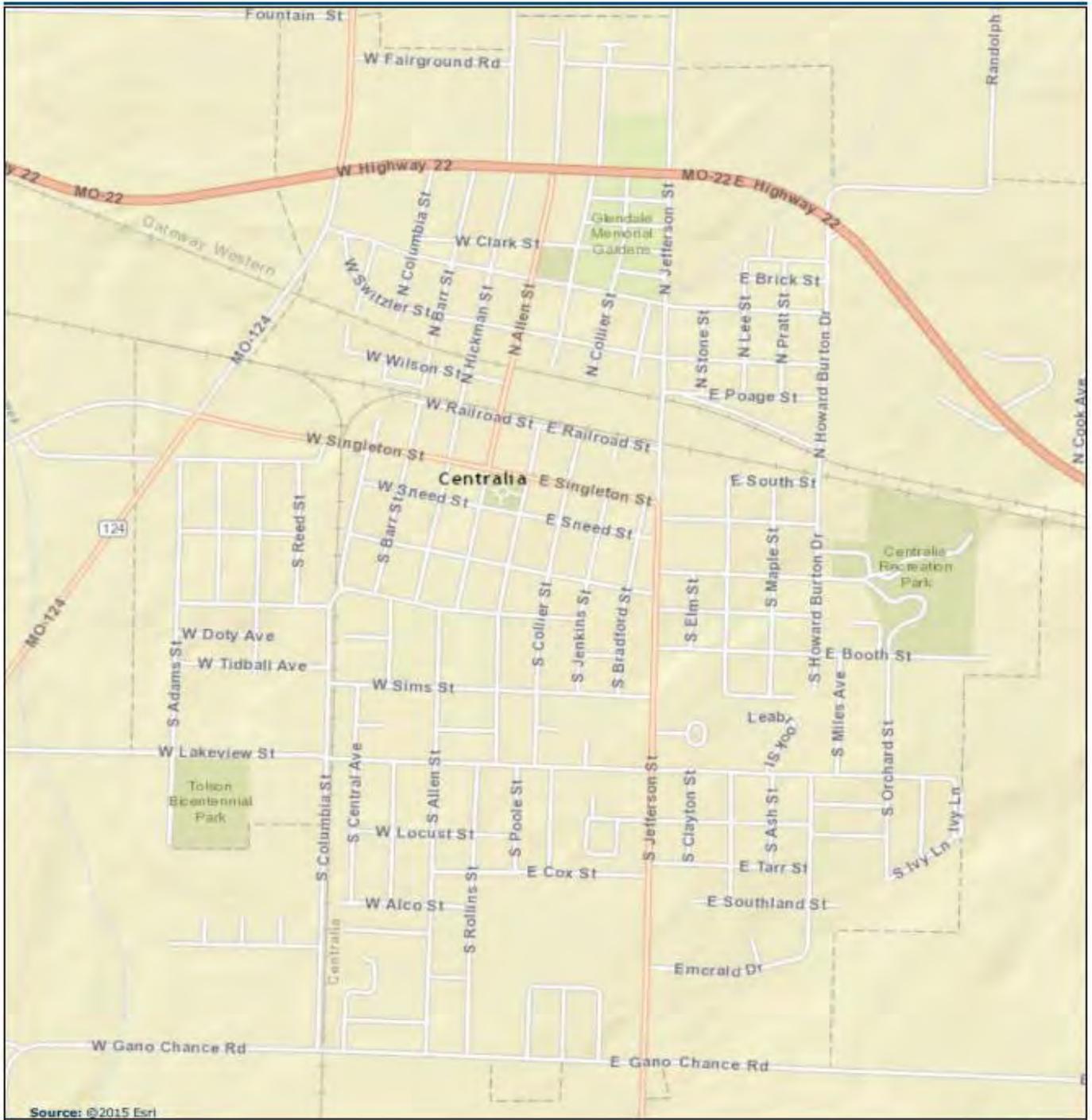
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Downtown Street Map



Source: ©2015 Esri

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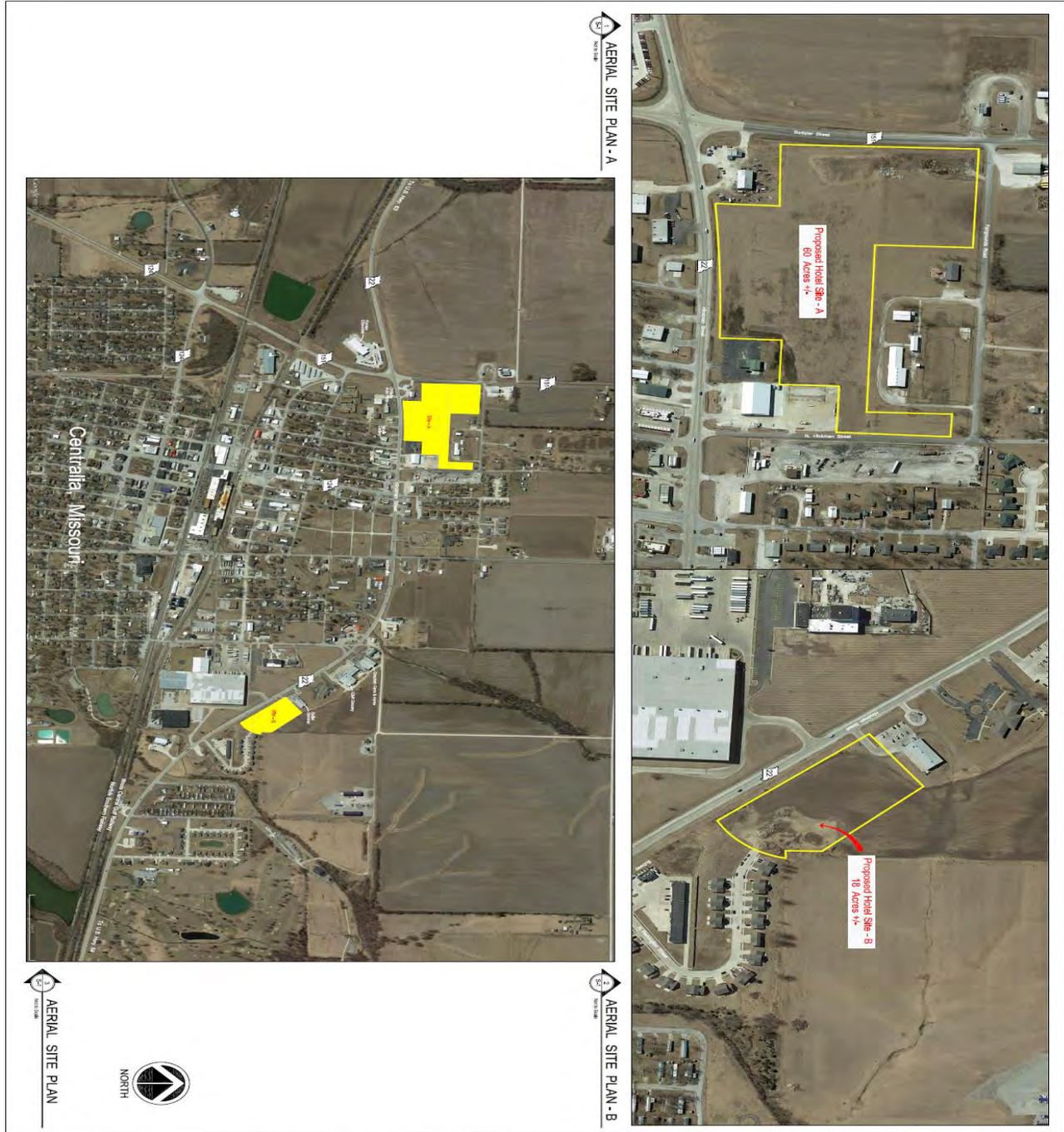
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Site Analysis

The proposed site is located at the intersection of Hwy 22 and Hwy 151. This site offers one of the highest traffic counts traveling through the City of Centralia.

Proposed Site Aerial View



Aerial Site Plan for:
CENTRALIA, MO. SITES
 State Hwy. 22
 Centralia, Boone County, Missouri

CSG
 GROWTHSERVICESGROUP

CONYER & McHAPPY
 CONSULTANTS
 222 N. MAIN ST.
 CENTRALIA, MO 65270
 (660) 353-1726

THESE DRAWINGS REPRESENT A PRELIMINARY SET OF DRAWINGS AND ARE TO BE USED AS A GUIDE TO THE DESIGN AND CONSTRUCTION OF THE PROJECT. THIS SET OF DRAWINGS IS NOT TO BE USED FOR ANY OTHER PURPOSE. ALL INFORMATION IS TO BE VERIFIED BY THE CLIENT. THE CLIENT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND FOR OBTAINING THE APPLICABLE REGULATORY AGENCIES' APPROVALS. THE CLIENT IS RESPONSIBLE FOR OBTAINING THE APPLICABLE REGULATORY AGENCIES' APPROVALS.

NO.	DATE	DESCRIPTION
1	10/15/2020	ISSUED FOR PERMITTING
2	10/15/2020	ISSUED FOR PERMITTING
3	10/15/2020	ISSUED FOR PERMITTING
4	10/15/2020	ISSUED FOR PERMITTING
5	10/15/2020	ISSUED FOR PERMITTING
6	10/15/2020	ISSUED FOR PERMITTING
7	10/15/2020	ISSUED FOR PERMITTING
8	10/15/2020	ISSUED FOR PERMITTING
9	10/15/2020	ISSUED FOR PERMITTING
10	10/15/2020	ISSUED FOR PERMITTING

S-1
 AERIAL SITE PLAN

Proposed Subject Site Evaluation

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

Site A is rated overall as between good and excellent. This rating was determined due to maximum visibility and accessibility for potential customers, a growing business environment, and very good development potential for this proposed hotel site.

Utilities

Electric

The electric rate for ALL customers within the City limits is as follows:

- \$.097 per kWh
- \$8.91 base fee

Water

Rate for ALL customers within the City limits is as follows:

- For the first 2,000 gallons - \$3.17 per 1,000 gallons
- For the next 10,000 gallons - \$2.92 per 1,000 gallons
- For all usage over 12,000 gallons - \$2.78 per 1,000 gallons

In addition to the rates listed above, a meter fee based on the size of meter is assessed as follows:

- 3/4 inch meter - \$3.20 per month
- 1 inch meter - \$6.45 per month
- 1 1/2 inch meter - \$9.35 per month
- 2 inch meter - \$15.50 per month
- 3 inch meter - \$46.00 per month
- 4 inch meter - \$77.00 per month

The minimum charge for water is \$3.17 plus the base meter fee

Sewer

The sewer rate is based on water usage.

- \$.063 per 100 gallons of water used
- \$6.76 base fee added to calculated total

Other Charges

*Commercial rates vary depending on the size of the water meter.

Tax

1.75% for residential (County Tax only)

7.975% for business inside City limits (City, County and State Tax)

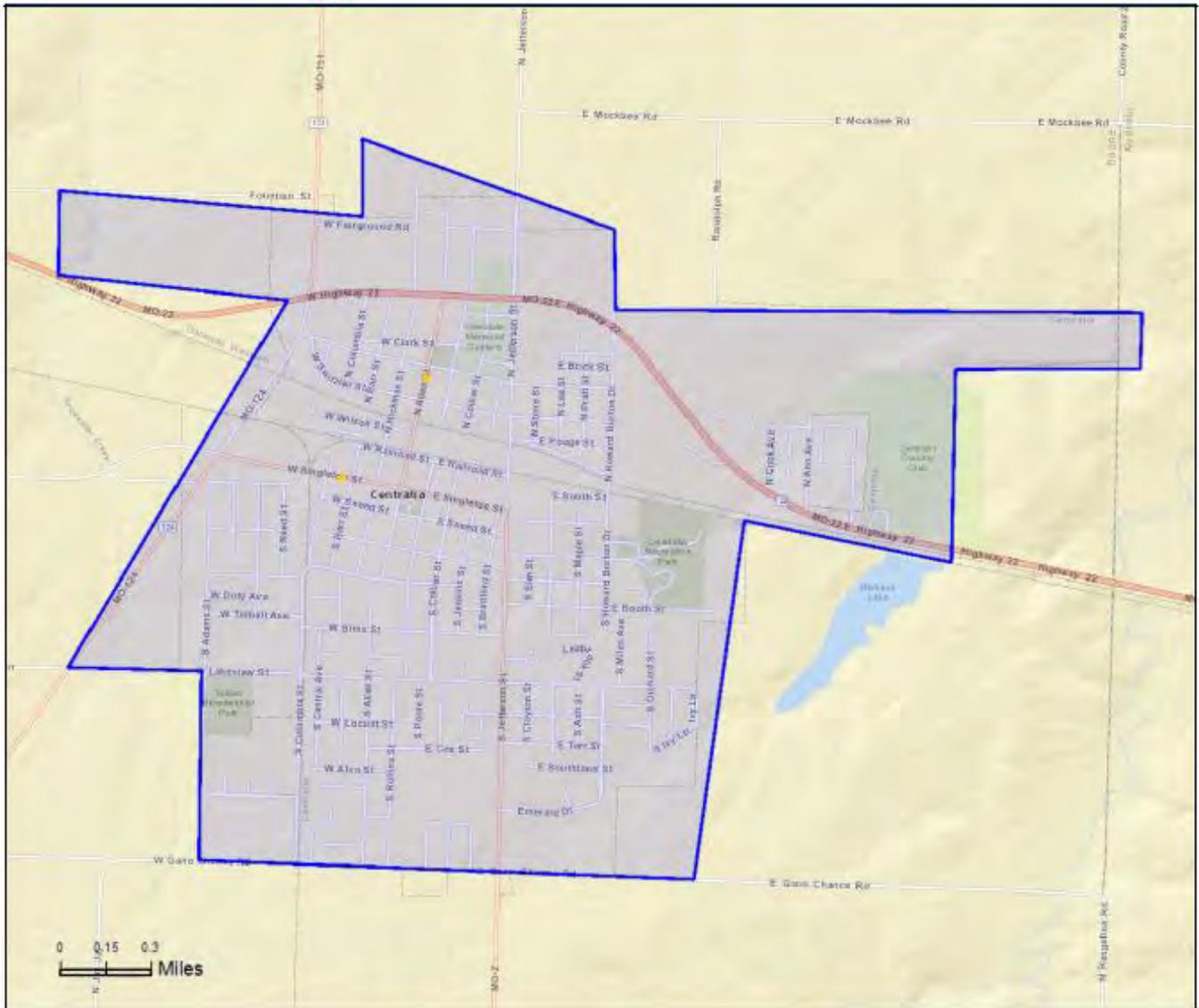
5.975% for business outside City limits (County and State Tax)



Traffic Count Map

Centralia City, MO
 Centralia city, MO (2912898)
 Place

Prepared by The Growth Services Group



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



Source: ©2015 Market Planning Solutions, Inc.

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Economic Analysis



2010 Census Profile

Centralia City, MO
 Centralia city, MO (2912898)
 Place

Prepared by The Growth Services Group

	2000	2010	2000-2010 Annual Rate
Population	3,858	4,027	0.43%
Households	1,530	1,601	0.46%
Housing Units	1,666	1,755	0.52%
Population by Race			
		Number	Percent
Total		4,027	100.0%
Population Reporting One Race		3,973	98.7%
White		3,888	96.5%
Black		41	1.0%
American Indian		16	0.4%
Asian		8	0.2%
Pacific Islander		0	0.0%
Some Other Race		20	0.5%
Population Reporting Two or More Races		54	1.3%
Total Hispanic Population		65	1.6%
Population by Sex			
Male		1,873	46.5%
Female		2,154	53.5%
Population by Age			
Total		4,027	100.0%
Age 0 - 4		273	6.8%
Age 5 - 9		298	7.4%
Age 10 - 14		324	8.0%
Age 15 - 19		270	6.7%
Age 20 - 24		201	5.0%
Age 25 - 29		275	6.8%
Age 30 - 34		230	5.7%
Age 35 - 39		253	6.3%
Age 40 - 44		269	6.7%
Age 45 - 49		261	6.5%
Age 50 - 54		250	6.2%
Age 55 - 59		232	5.8%
Age 60 - 64		180	4.5%
Age 65 - 69		191	4.7%
Age 70 - 74		151	3.8%
Age 75 - 79		153	3.8%
Age 80 - 84		95	2.4%
Age 85+		121	3.0%
Age 18+		2,956	73.4%
Age 65+		711	17.7%
Median Age by Sex and Race/Hispanic Origin			
Total Population		37.8	
Male		35.7	
Female		39.7	
White Alone		38.2	
Black Alone		38.8	
American Indian Alone		52.5	
Asian Alone		40.0	
Pacific Islander Alone		0.0	
Some Other Race Alone		18.8	
Two or More Races		14.4	
Hispanic Population		23.1	

Data Note: Hispanic population can be of any race. Census 2010 medians are computed from reported data distributions.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri converted Census 2000 data into 2010 geography.

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10/18/15 Esri

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2010 Census Profile

Centralia City, MO
 Centralia city, MO (2912898)
 Place

Prepared by The Growth Services Group

Households by Type

Total	1,601	100.0%
Households with 1 Person	453	28.3%
Households with 2+ People	1,148	71.7%
Family Households	1,063	66.4%
Husband-wife Families	775	48.4%
With Own Children	326	20.4%
Other Family (No Spouse Present)	288	18.0%
With Own Children	190	11.9%
Nonfamily Households	85	5.3%
All Households with Children	576	36.0%
Multigenerational Households	56	3.5%
Unmarried Partner Households	120	7.5%
Male-female	105	6.6%
Same-sex	15	0.9%
Average Household Size	2.47	

Family Households by Size

Total	1,063	100.0%
2 People	453	42.6%
3 People	270	25.4%
4 People	206	19.4%
5 People	80	7.5%
6 People	34	3.2%
7+ People	20	1.9%
Average Family Size	3.01	

Nonfamily Households by Size

Total	538	100.0%
1 Person	453	84.2%
2 People	68	12.6%
3 People	7	1.3%
4 People	6	1.1%
5 People	3	0.6%
6 People	0	0.0%
7+ People	1	0.2%
Average Nonfamily Size	1.22	

Population by Relationship and Household Type

Total	4,027	100.0%
In Households	3,959	98.3%
In Family Households	3,303	82.0%
Householder	1,063	26.4%
Spouse	775	19.2%
Child	1,276	31.7%
Other relative	83	2.1%
Nonrelative	106	2.6%
In Nonfamily Households	656	16.3%
In Group Quarters	68	1.7%
Institutionalized Population	68	1.7%
Noninstitutionalized Population	0	0.0%

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

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

October 18, 2015



2010 Census Profile

Centralia City, MO
 Centralia city, MO (2912898)
 Place

Prepared by The Growth Services Group

Family Households by Age of Householder

Total	1,063	100.0%
Householder Age 15 - 44	476	44.8%
Householder Age 45 - 54	205	19.3%
Householder Age 55 - 64	152	14.3%
Householder Age 65 - 74	129	12.1%
Householder Age 75+	101	9.5%

Nonfamily Households by Age of Householder

Total	538	100.0%
Householder Age 15 - 44	128	23.8%
Householder Age 45 - 54	94	17.5%
Householder Age 55 - 64	84	15.6%
Householder Age 65 - 74	87	16.2%
Householder Age 75+	145	27.0%

Households by Race of Householder

Total	1,601	100.0%
Householder is White Alone	1,559	97.4%
Householder is Black Alone	13	0.8%
Householder is American Indian Alone	7	0.4%
Householder is Asian Alone	2	0.1%
Householder is Pacific Islander Alone	0	0.0%
Householder is Some Other Race Alone	4	0.3%
Householder is Two or More Races	16	1.0%
Households with Hispanic Householder	21	1.3%

Husband-wife Families by Race of Householder

Total	775	100.0%
Householder is White Alone	764	98.6%
Householder is Black Alone	1	0.1%
Householder is American Indian Alone	2	0.3%
Householder is Asian Alone	0	0.0%
Householder is Pacific Islander Alone	0	0.0%
Householder is Some Other Race Alone	1	0.1%
Householder is Two or More Races	7	0.9%
Husband-wife Families with Hispanic Householder	8	1.0%

Other Families (No Spouse) by Race of Householder

Total	288	100.0%
Householder is White Alone	276	95.8%
Householder is Black Alone	6	2.1%
Householder is American Indian Alone	0	0.0%
Householder is Asian Alone	0	0.0%
Householder is Pacific Islander Alone	0	0.0%
Householder is Some Other Race Alone	2	0.7%
Householder is Two or More Races	4	1.4%
Other Families with Hispanic Householder	8	2.8%

Nonfamily Households by Race of Householder

Total	538	100.0%
Householder is White Alone	519	96.5%
Householder is Black Alone	6	1.1%
Householder is American Indian Alone	5	0.9%
Householder is Asian Alone	2	0.4%
Householder is Pacific Islander Alone	0	0.0%
Householder is Some Other Race Alone	1	0.2%
Householder is Two or More Races	5	0.9%
Nonfamily Households with Hispanic Householder	5	0.9%

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

October 19, 2015



2010 Census Profile

Centralia City, MO
 Centralia city, MO (2912898)
 Place

Prepared by The Growth Services Group

Total Housing Units by Occupancy

Total	1,755	100.0%
Occupied Housing Units	1,601	91.2%
Vacant Housing Units		
For Rent	37	2.1%
Rented, not Occupied	15	0.9%
For Sale Only	40	2.3%
Sold, not Occupied	10	0.6%
For Seasonal/Recreational/Occasional Use	9	0.5%
For Migrant Workers	0	0.0%
Other Vacant	43	2.5%
Total Vacancy Rate	8.8%	

Households by Tenure and Mortgage Status

Total	1,601	100.0%
Owner Occupied	1,079	67.4%
Owned with a Mortgage/Loan	733	45.8%
Owned Free and Clear	346	21.6%
Average Household Size	2.57	
Renter Occupied	522	32.6%
Average Household Size	2.26	

Owner-occupied Housing Units by Race of Householder

Total	1,079	100.0%
Householder is White Alone	1,056	97.9%
Householder is Black Alone	5	0.5%
Householder is American Indian Alone	6	0.6%
Householder is Asian Alone	2	0.2%
Householder is Pacific Islander Alone	0	0.0%
Householder is Some Other Race Alone	1	0.1%
Householder is Two or More Races	9	0.8%
Owner-occupied Housing Units with Hispanic Householder	11	1.0%

Renter-occupied Housing Units by Race of Householder

Total	522	100.0%
Householder is White Alone	503	96.4%
Householder is Black Alone	8	1.5%
Householder is American Indian Alone	1	0.2%
Householder is Asian Alone	0	0.0%
Householder is Pacific Islander Alone	0	0.0%
Householder is Some Other Race Alone	3	0.6%
Householder is Two or More Races	7	1.3%
Renter-occupied Housing Units with Hispanic Householder	10	1.9%

Average Household Size by Race/Hispanic Origin of Householder

Householder is White Alone	2.47
Householder is Black Alone	2.77
Householder is American Indian Alone	1.57
Householder is Asian Alone	1.50
Householder is Pacific Islander Alone	0.00
Householder is Some Other Race Alone	3.75
Householder is Two or More Races	2.75
Householder is Hispanic	2.67

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

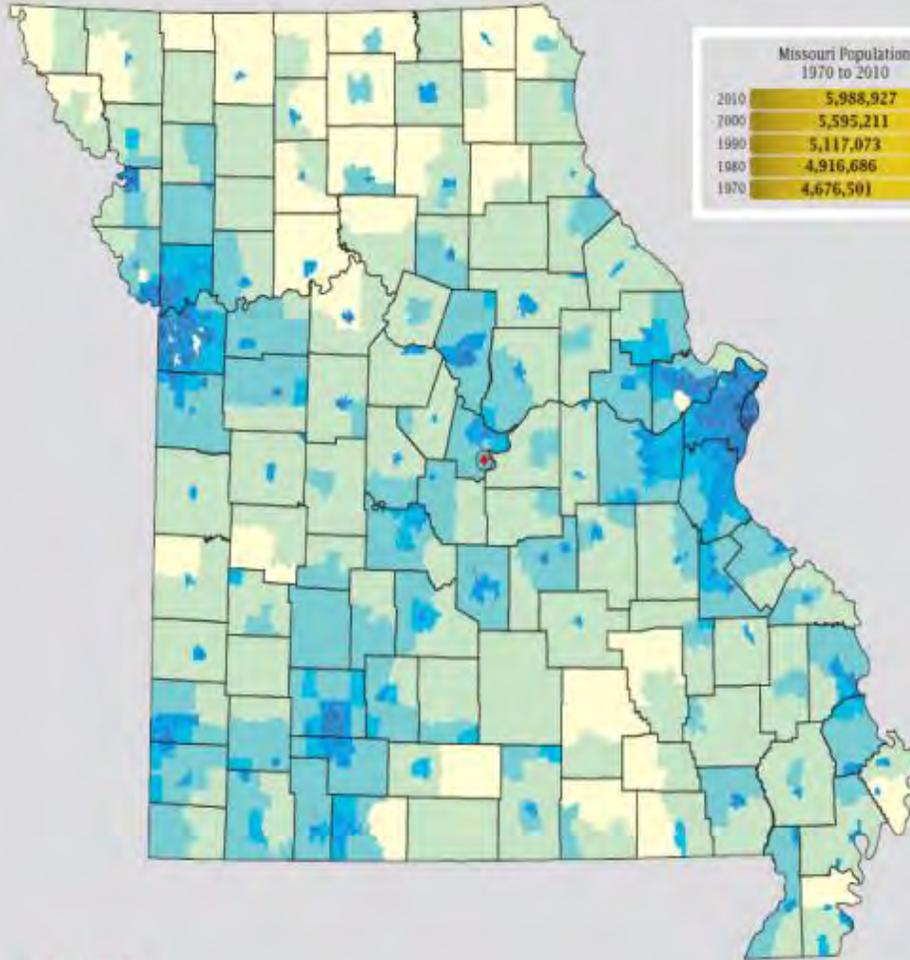
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2010 Census: Missouri Profile

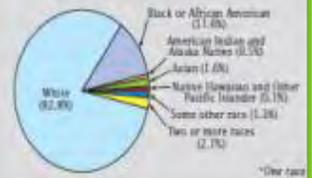
Population Density by Census Tract



Missouri Population 1970 to 2010

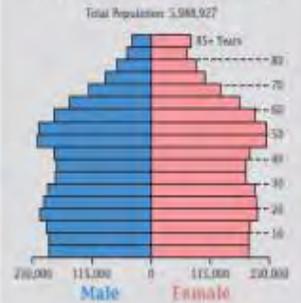
2010	5,988,927
2000	5,595,211
1990	5,117,073
1980	4,916,686
1970	4,676,501

State Race⁴ Breakdown

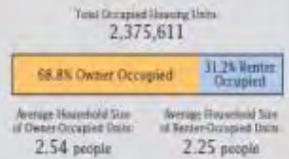


Hispanic or Latino (of any race) makes up 3.5% of the state population.

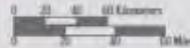
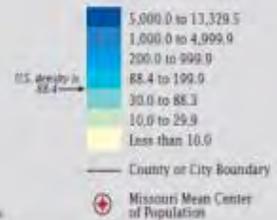
Population by Sex and Age



Housing Tenure



People per Square Mile by Census Tract



Missouri

BASIC INFORMATION

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

HISTORY

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

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

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

METROPOLITAN AND MICROPOLITAN STATISTICAL AREAS AND RELATED STATISTICAL AREAS

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

COUNTIES

There are 115 counties and equivalent in Missouri.

COUNTY SUBDIVISIONS

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

PLACES

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

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

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

Visit: <http://www.census.gov/geo/www/2010census/> E-mail: geo.geography@census.gov

Call: (301) 763-1128



Local Restaurants and Dining (Partial List)



Casey's General Store (\$)
 208 W. Highway 22, Centralia
 (573) 682-2423



China King (\$\$)
 420 Highway 22, Centralia
 (573) 682-5888



Dos Arcos Mexican Restaurant (\$\$)
 150 W. Highway 22, Centralia
 (573) 682-2363



Extreme Mart (Prenger's) (\$)
 327 E. Singleton St, Centralia
 (573) 682-2228



LC Billiards (\$\$)
 121 N. Hickman St, Centralia
 (573) 682-9505



Grinder's Bakery (\$\$)
 106 W. Railroad St., Centralia
 (573) 682-1182



J.R.'s Diner (\$\$)
 104 N. Allen St, Centralia
 (573) 682-1020



McDonald's (\$)
 500 E. Highway 22, Centralia
 (573) 682-2683



Penguin Place Frozen Desserts (\$)
 945 Highway 22, Centralia
 (573) 682-1552



Pizza Hut (\$)
 600 E. Highway 22, Centralia
 (573) 682-5541



Roscoe's Ice Cream Parlor (Kincaid Pharmacy)
 105 S. Allen St., Centralia
 (573) 682-2155



Round Table Family Restaurant (\$)
 937 Highway 22, Centralia
 (573) 682-1367



Sonic Drive-In (\$)
 304 W. Highway 22, Centralia
 (573) 682-2695



Subway Sandwiches & Salads (\$)
 201 W. Switzler St, Centralia
 (573) 682-1888



Tex Red's Solo Cup BBQ (\$\$)
890 E. Highway 22, Centralia
(573) 682-1575



Household Income Profile

Centralia City, MO
Centralia city, MO (2912898)
Place

Prepared by The Growth Services Group

Summary	2015	2020	2015-2020 Change	2015-2020 Annual Rate
Population	4,238	4,482	244	1.13%
Households	1,693	1,796	103	1.19%
Median Age	39.2	39.3	0.1	0.05%
Average Household Size	2.47	2.46	-0.01	-0.08%

Households by Income	2015		2020	
	Number	Percent	Number	Percent
Household	1,695	100%	1,796	100%
<\$15,000	160	9.4%	165	9.2%
\$15,000-\$24,999	269	15.9%	217	12.1%
\$25,000-\$34,999	212	12.5%	191	10.6%
\$35,000-\$49,999	352	20.8%	365	20.3%
\$50,000-\$74,999	323	19.1%	349	19.4%
\$75,000-\$99,999	236	13.9%	313	17.4%
\$100,000-\$149,999	116	6.8%	161	9.0%
\$150,000-\$199,999	18	1.1%	23	1.3%
\$200,000+	9	0.5%	12	0.7%
Median Household Income	\$42,382		\$47,759	
Average Household Income	\$51,799		\$58,352	
Per Capita Income	\$20,827		\$23,478	

2015 Households by Income and Age of Householder							
	<25	25-34	35-44	45-54	55-64	65-74	75+
HH Income Base	86	253	262	316	298	234	243
<\$15,000	10	13	13	25	28	35	36
\$15,000-\$24,999	27	39	22	34	39	36	72
\$25,000-\$34,999	10	27	24	36	30	40	45
\$35,000-\$49,999	21	59	60	61	62	50	38
\$50,000-\$74,999	10	56	67	71	67	40	12
\$75,000-\$99,999	7	32	31	64	45	26	30
\$100,000-\$149,999	1	20	39	19	25	6	5
\$150,000-\$199,999	0	5	2	5	1	0	4
\$200,000+	0	2	4	1	1	1	1
Median HH Income	\$30,308	\$46,060	\$52,892	\$50,437	\$46,751	\$36,217	\$27,284
Average HH Income	\$36,830	\$56,917	\$63,530	\$56,482	\$53,630	\$43,494	\$39,425
Percent Distribution							
	<25	25-34	35-44	45-54	55-64	65-74	75+
HH Income Base	100%	100%	100%	100%	100%	100%	100%
<\$15,000	11.6%	5.1%	5.0%	7.9%	9.4%	15.0%	14.8%
\$15,000-\$24,999	31.4%	15.4%	8.4%	10.8%	13.1%	15.4%	29.6%
\$25,000-\$34,999	11.6%	10.7%	9.2%	11.4%	10.1%	17.1%	18.5%
\$35,000-\$49,999	24.4%	23.3%	22.9%	19.3%	20.8%	21.4%	15.6%
\$50,000-\$74,999	11.6%	22.1%	25.6%	22.5%	22.5%	17.1%	4.9%
\$75,000-\$99,999	8.1%	12.6%	11.8%	20.3%	15.1%	11.1%	12.3%
\$100,000-\$149,999	1.2%	7.9%	14.9%	6.0%	8.4%	2.6%	2.1%
\$150,000-\$199,999	0.0%	2.0%	0.8%	1.6%	0.3%	0.0%	1.6%
\$200,000+	0.0%	0.8%	1.5%	0.3%	0.3%	0.4%	0.4%

Data Note: Income reported for July 1, 2020 represents annual income for the preceding year, expressed in current (2018) dollars, including an adjustment for inflation.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri Forecasts for 2015 and 2020.

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Retail Goods and Services Expenditures

Centralia City, MO
Centralia city, MO (2912898)
Place

Prepared by The Growth Services Group

Top Tapestry Segments	Percent	Demographic Summary	2015	2020
Traditional Living (12B)	29.8%	Population	4,238	4,482
Small Town Simplicity (12C)	29.5%	Households	1,693	1,796
Salt of the Earth (6B)	22.6%	Families	1,144	1,211
Rustbelt Traditions (5D)	18.1%	Median Age	39.2	39.3
Top Tier (1A)	0.0%	Median Household Income	\$42,382	\$47,759
		Spending Potential Index	Average Amount Spent	Total
Apparel and Services		67	\$1,559.58	\$2,640,362
Men's		67	\$288.88	\$489,082
Women's		69	\$552.81	\$935,901
Children's		68	\$253.25	\$428,746
Footwear		68	\$310.97	\$526,469
Watches & Jewelry		64	\$92.32	\$156,301
Apparel Products and Services (1)		63	\$61.35	\$103,863
Computer				
Computers and Hardware for Home Use		67	\$144.65	\$244,887
Portable Memory		70	\$3.77	\$6,388
Computer Software		58	\$11.79	\$19,964
Computer Accessories		67	\$12.89	\$21,825
Entertainment & Recreation		71	\$2,343.34	\$3,967,271
Fees and Admissions		63	\$408.08	\$690,881
Membership Fees for Clubs (2)		64	\$109.43	\$185,272
Fees for Participant Sports, excl. Trips		62	\$74.47	\$126,076
Admission to Movie/Theatre/Opera/Ballet		61	\$100.09	\$169,446
Admission to Sporting Events, excl. Trips		73	\$48.60	\$82,274
Fees for Recreational Lessons		61	\$75.01	\$126,989
Dating Services		82	\$0.49	\$824
TV/Video/Audio		73	\$960.29	\$1,625,772
Cable and Satellite Television Services		76	\$676.44	\$1,145,218
Televisions		71	\$105.35	\$178,365
Satellite Dishes		76	\$1.20	\$2,029
VCRs, Video Cameras, and DVD Players		73	\$7.97	\$13,495
Miscellaneous Video Equipment		62	\$6.62	\$11,215
Video Cassettes and DVDs		71	\$22.83	\$38,644
Video Game Hardware/Accessories		74	\$17.14	\$29,022
Video Game Software		75	\$20.56	\$34,802
Streaming/Downloaded Video		57	\$3.28	\$5,557
Rental of Video Cassettes and DVDs		69	\$16.34	\$27,664
Installation of Televisions		62	\$0.69	\$1,162
Audio (3)		64	\$78.36	\$132,657
Rental and Repair of TV/Radio/Sound Equipment		65	\$3.51	\$5,940
Pets		75	\$426.79	\$722,561
Toys and Games (4)		74	\$90.76	\$153,660
Recreational Vehicles and Fees (5)		71	\$154.81	\$262,089
Sports/Recreation/Exercise Equipment (6)		68	\$128.32	\$217,252
Photo Equipment and Supplies (7)		65	\$52.69	\$89,211
Reading (8)		71	\$107.94	\$182,739
Catered Affairs (9)		57	\$13.65	\$23,107
Food		71	\$6,018.88	\$10,189,966
Food at Home		72	\$3,784.10	\$6,406,480
Bakery and Cereal Products		74	\$538.38	\$911,476
Meats, Poultry, Fish, and Eggs		72	\$824.47	\$1,395,827
Dairy Products		72	\$407.51	\$689,909
Fruits and Vegetables		70	\$689.92	\$1,168,038
Snacks and Other Food at Home (10)		74	\$1,323.82	\$2,241,229
Food Away from Home		68	\$2,234.78	\$3,783,486
Alcoholic Beverages		64	\$358.06	\$606,196
Nonalcoholic Beverages at Home		74	\$368.76	\$624,316

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

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

October 19, 2015



Retail Goods and Services Expenditures

Centralia City, MO
 Centralia city, MO (2912898)
 Place

Prepared by The Growth Services Group

	Spending Potential Index	Average Amount Spent	Total
Financial			
Investments	49	\$1,361.59	\$2,305,173
Vehicle Loans	73	\$3,078.79	\$5,212,389
Health			
Nonprescription Drugs	75	\$97.07	\$164,343
Prescription Drugs	80	\$398.56	\$674,767
Eyeglasses and Contact Lenses	76	\$68.29	\$115,619
Home			
Mortgage Payment and Basics (11)	67	\$6,259.57	\$10,597,444
Maintenance and Remodeling Services	69	\$1,168.83	\$1,978,821
Maintenance and Remodeling Materials (12)	82	\$244.81	\$414,458
Utilities, Fuel, and Public Services	75	\$3,789.23	\$6,415,160
Household Furnishings and Equipment			
Household Textiles (13)	70	\$68.65	\$116,226
Furniture	70	\$359.30	\$608,290
Rugs	75	\$18.41	\$31,171
Major Appliances (14)	73	\$195.03	\$330,191
Housewares (15)	70	\$50.18	\$84,957
Small Appliances	73	\$33.25	\$56,289
Luggage	58	\$5.32	\$9,004
Telephones and Accessories	70	\$34.86	\$59,025
Household Operations			
Child Care	63	\$280.35	\$474,632
Lawn and Garden (16)	73	\$316.56	\$535,932
Moving/Storage/Freight Express	59	\$43.66	\$73,924
Housekeeping Supplies (17)	72	\$522.32	\$884,292
Insurance			
Owners and Renters Insurance	76	\$383.39	\$649,078
Vehicle Insurance	70	\$855.19	\$1,447,830
Life/Other Insurance	73	\$338.66	\$573,345
Health Insurance	76	\$2,017.30	\$3,415,284
Personal Care Products (18)	69	\$320.74	\$543,020
School Books and Supplies (19)	70	\$126.25	\$213,735
Smoking Products	86	\$402.38	\$681,230
Transportation			
Vehicle Purchases (Net Outlay) (20)	75	\$3,040.61	\$5,147,747
Gasoline and Motor Oil	76	\$2,650.99	\$4,488,119
Vehicle Maintenance and Repairs	70	\$785.10	\$1,329,171
Travel			
Airline Fares	59	\$281.71	\$476,934
Lodging on Trips	65	\$294.06	\$497,838
Auto/Truck/Van Rental on Trips	57	\$19.29	\$32,652
Food and Drink on Trips	66	\$307.75	\$521,022

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

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

October 19, 2015



Retail Goods and Services Expenditures

Centralia City, MO
Centralia city, MO (2912898)
Place

Prepared by The Growth Services Group

(1) Apparel Products and Services Includes material for making clothes, sewing patterns and notions, shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.

(2) Membership Fees for Clubs Includes membership fees for social, recreational, and civic clubs.

(3) Audio Includes satellite radio service, sound components and systems, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, tape recorders, radios, musical instruments and accessories, and rental and repair of musical instruments.

(4) Toys and Games Includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, and online entertainment and games.

(5) Recreational Vehicles & Fees Includes docking and landing fees for boats and planes, purchase and rental of RVs or boats, and camp fees.

(6) Sports/Recreation/Exercise Equipment Includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.

(7) Photo Equipment and Supplies Includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.

(8) Reading Includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers.

(9) Catered Affairs Includes expenses associated with live entertainment and rental of party supplies.

(10) Snacks and Other Food at Home Includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fat, oil, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.

(11) Mortgage Payment and Basics Includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent.

(12) Maintenance and Remodeling Materials Includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for hard surface flooring, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.

(13) Household Textiles Includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers, decorative pillows, and materials for slipcovers and curtains.

(14) Major Appliances Includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.

(15) Housewares Includes plastic dinnerware, china, flatware, glassware, serving pieces, nonelectric cookware, and tableware.

(16) Lawn and Garden Includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.

(17) Housekeeping Supplies Includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.

(18) Personal Care Products Includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, and personal care appliances.

(19) School Books and Supplies Includes school books and supplies for College, Elementary school, High school, Vocational/Technical School, Preschool/Other Schools, and Other School Supplies.

(20) Vehicle Purchases (Net Outlay) Includes net outlay for new and used cars, trucks, vans, motorcycles, and motor scooters.

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

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

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Retail MarketPlace Profile

Centralia City, MO
 Centralia city, MO (2912898)
 Geography: Place

Prepared by The Growth Services Group

Summary Demographics

2015 Population	4,238
2015 Households	1,693
2015 Median Disposable Income	\$35,304
2015 Per Capita Income	\$20,827

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$35,886,377	\$62,801,489	-\$26,915,112	-27.3	31
Total Retail Trade	44-45	\$32,426,535	\$58,735,730	-\$26,309,195	-28.9	24
Total Food & Drink	722	\$3,459,842	\$4,065,759	-\$605,917	-8.1	7

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$6,831,666	\$23,226,709	-\$16,395,043	-54.5	3
Automobile Dealers	4411	\$5,930,644	\$22,870,834	-\$16,940,190	-58.8	2
Other Motor Vehicle Dealers	4412	\$429,648	\$0	\$429,648	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$471,374	\$355,875	\$115,499	14.0	1
Furniture & Home Furnishings Stores	442	\$672,707	\$0	\$672,707	100.0	0
Furniture Stores	4421	\$379,906	\$0	\$379,906	100.0	0
Home Furnishings Stores	4422	\$292,801	\$0	\$292,801	100.0	0
Electronics & Appliance Stores	443	\$874,877	\$0	\$874,877	100.0	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$1,136,163	\$1,920,590	-\$784,427	-25.7	4
Bldg Material & Supplies Dealers	4441	\$894,467	\$783,346	\$111,121	6.6	3
Lawn & Garden Equip & Supply Stores	4442	\$241,696	\$1,137,244	-\$895,548	-64.9	1
Food & Beverage Stores	445	\$4,317,043	\$6,115,404	-\$1,798,361	-17.2	4
Grocery Stores	4451	\$4,061,033	\$6,115,404	-\$2,054,371	-20.2	4
Specialty Food Stores	4452	\$91,942	\$0	\$91,942	100.0	0
Beer, Wine & Liquor Stores	4453	\$164,068	\$0	\$164,068	100.0	0
Health & Personal Care Stores	446,4461	\$2,717,782	\$2,940,002	-\$222,220	-3.9	1
Gasoline Stations	447,4471	\$3,705,413	\$10,722,682	-\$7,017,269	-48.6	2
Clothing & Clothing Accessories Stores	448	\$1,760,045	\$527,213	\$1,232,832	53.9	2
Clothing Stores	4481	\$1,240,683	\$403,162	\$837,521	50.9	1
Shoe Stores	4482	\$266,865	\$0	\$266,869	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$252,493	\$124,051	\$128,442	34.1	1
Sporting Goods, Hobby, Book & Music Stores	451	\$521,237	\$0	\$521,237	100.0	0
Sporting Goods/Hobby/Musical Instr Stores	4511	\$483,335	\$0	\$483,335	100.0	0
Book, Periodical & Music Stores	4512	\$37,902	\$0	\$37,902	100.0	0
General Merchandise Stores	452	\$6,799,112	\$1,331,026	\$5,468,086	67.3	1
Department Stores Excluding Leased Depts.	4521	\$2,277,347	\$1,331,026	\$946,321	26.2	1
Other General Merchandise Stores	4529	\$4,521,765	\$0	\$4,521,765	100.0	0
Miscellaneous Store Retailers	453	\$1,030,491	\$11,565,055	-\$10,534,564	-83.6	4
Florists	4531	\$38,511	\$0	\$38,511	100.0	0
Office Supplies, Stationery & Gift Stores	4532	\$292,954	\$0	\$292,954	100.0	0
Used Merchandise Stores	4533	\$58,134	\$0	\$58,134	100.0	0
Other Miscellaneous Store Retailers	4539	\$640,892	\$11,565,055	-\$10,924,163	-89.5	4
Nonstore Retailers	454	\$2,059,999	\$387,049	\$1,672,950	68.4	3
Electronic Shopping & Mail-Order Houses	4541	\$1,627,585	\$0	\$1,627,585	100.0	0
Vending Machine Operators	4542	\$97,874	\$0	\$97,874	100.0	0
Direct Selling Establishments	4543	\$334,540	\$387,049	-\$52,509	-7.3	3
Food Services & Drinking Places	722	\$3,459,842	\$4,065,759	-\$605,917	-8.1	7
Full-Service Restaurants	7221	\$1,292,528	\$1,230,325	\$62,203	2.5	3
Limited-Service Eating Places	7222	\$1,706,224	\$2,787,265	-\$1,081,041	-24.1	3
Special Food Services	7223	\$160,318	\$48,169	\$112,149	53.8	1
Drinking Places - Alcoholic Beverages	7224	\$300,772	\$0	\$300,772	100.0	0

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

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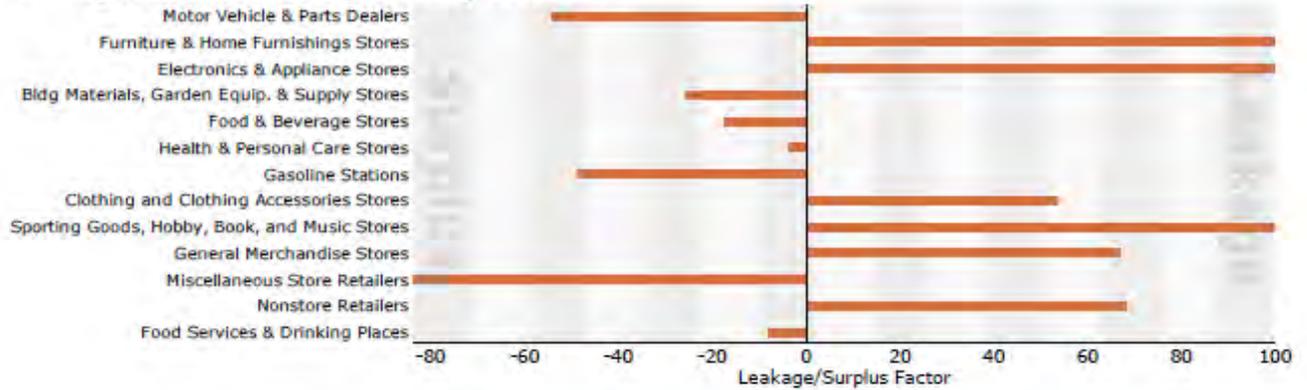


Retail MarketPlace Profile

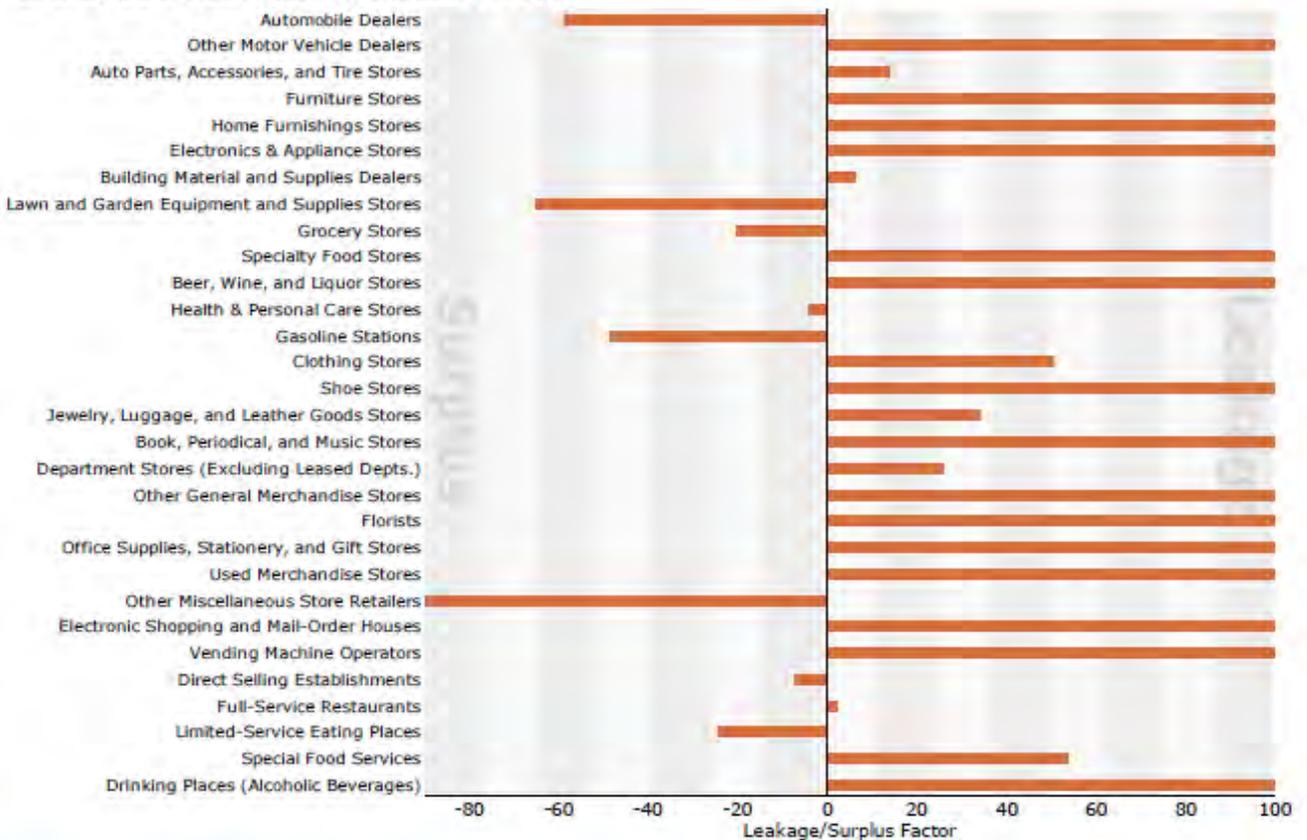
Centralia City, MO
 Centralia city, MO (2912898)
 Geography: Place

Prepared by The Growth Services Group

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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Workforce Analysis



Business Summary

Centralia City, MO
 Centralia city, MO (2912898)
 Geography: Place

Prepared by The Growth Services Group

Data for all businesses in area		Centralia city, ...					
Total Businesses:		202					
Total Employees:		2,000					
Total Residential Population:		4,238					
Employee/Residential Population Ratio:		0.47:1					
by SIC Codes		Number		Percent		Employees	
Agriculture & Mining		4	2.0%	36	1.8%		
Construction		10	5.0%	89	4.5%		
Manufacturing		6	3.0%	537	26.9%		
Transportation		6	3.0%	40	2.0%		
Communication		2	1.0%	14	0.7%		
Utility		1	0.5%	5	0.3%		
Wholesale Trade		13	6.4%	79	4.0%		
Retail Trade Summary		43	21.3%	507	25.4%		
Home Improvement		2	1.0%	11	0.6%		
General Merchandise Stores		1	0.5%	9	0.5%		
Food Stores		8	4.0%	142	7.1%		
Auto Dealers, Gas Stations, Auto Aftermarket		7	3.5%	88	4.4%		
Apparel & Accessory Stores		1	0.5%	4	0.2%		
Furniture & Home Furnishings		2	1.0%	26	1.3%		
Eating & Drinking Places		14	6.9%	184	9.2%		
Miscellaneous Retail		8	4.0%	43	2.1%		
Finance, Insurance, Real Estate Summary		29	14.4%	73	3.6%		
Banks, Savings & Lending Institutions		14	6.9%	26	1.3%		
Securities Brokers		1	0.5%	2	0.1%		
Insurance Carriers & Agents		6	3.0%	18	0.9%		
Real Estate, Holding, Other Investment Offices		8	4.0%	27	1.4%		
Services Summary		75	37.1%	538	26.9%		
Hotels & Lodging		0	0.0%	0	0.0%		
Automotive Services		4	2.0%	8	0.4%		
Motion Pictures & Amusements		5	2.5%	23	1.1%		
Health Services		6	3.0%	33	1.6%		
Legal Services		4	2.0%	9	0.5%		
Education Institutions & Libraries		11	5.4%	265	13.3%		
Other Services		45	22.3%	200	10.0%		
Government		9	4.5%	79	4.0%		
Unclassified Establishments		4	2.0%	3	0.1%		
Totals		202	100.0%	2,000	100.0%		

Source: Copyright 2015 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2015.

October 19, 2015



Business Summary

Centralia City, MO
 Centralia city, MO (2912898)
 Geography: Place

Prepared by The Growth Services Group

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	2	1.0%	27	1.4%
Mining	0	0.0%	0	0.0%
Utilities	1	0.5%	5	0.3%
Construction	10	5.0%	89	4.5%
Manufacturing	6	3.0%	537	26.9%
Wholesale Trade	13	6.4%	79	4.0%
Retail Trade	29	14.4%	323	16.1%
Motor Vehicle & Parts Dealers	7	3.5%	88	4.4%
Furniture & Home Furnishings Stores	1	0.5%	3	0.1%
Electronics & Appliance Stores	1	0.5%	23	1.1%
Bldg Material & Garden Equipment & Supplies Dealers	2	1.0%	11	0.6%
Food & Beverage Stores	8	4.0%	142	7.1%
Health & Personal Care Stores	2	1.0%	30	1.5%
Gasoline Stations	0	0.0%	0	0.0%
Clothing & Clothing Accessories Stores	2	1.0%	5	0.3%
Sport Goods, Hobby, Book, & Music Stores	1	0.5%	6	0.3%
General Merchandise Stores	1	0.5%	9	0.5%
Miscellaneous Store Retailers	3	1.5%	5	0.3%
Nonstore Retailers	1	0.5%	1	0.1%
Transportation & Warehousing	3	1.5%	23	1.1%
Information	4	2.0%	23	1.1%
Finance & Insurance	21	10.4%	46	2.3%
Central Bank/Credit Intermediation & Related Activities	14	6.9%	26	1.3%
Securities, Commodity Contracts & Other Financial	1	0.5%	2	0.1%
Insurance Carriers & Related Activities; Funds, Trusts &	6	3.0%	18	0.9%
Real Estate, Rental & Leasing	11	5.4%	35	1.8%
Professional, Scientific & Tech Services	14	6.9%	36	1.8%
Legal Services	4	2.0%	9	0.5%
Management of Companies & Enterprises	0	0.0%	0	0.0%
Administrative & Support & Waste Management & Remediation	3	1.5%	11	0.6%
Educational Services	11	5.4%	262	13.1%
Health Care & Social Assistance	13	6.4%	140	7.0%
Arts, Entertainment & Recreation	5	2.5%	21	1.1%
Accommodation & Food Services	14	6.9%	184	9.2%
Accommodation	0	0.0%	0	0.0%
Food Services & Drinking Places	14	6.9%	184	9.2%
Other Services (except Public Administration)	29	14.4%	77	3.9%
Automotive Repair & Maintenance	3	1.5%	4	0.2%
Public Administration	9	4.5%	79	4.0%
Unclassified Establishments	4	2.0%	3	0.1%
Total	202	100.0%	2,000	100.0%

Source: Copyright 2015 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2015.

October 19, 2015

Unemployment Rate for Boone County

2015

Month	Labor Force	Employment	Unemployment	Rate
January	97,647	93,758	3,889	4%
February	101,289	97,154	4,135	4.1%
March	100,703	96,522	4,181	4.2%
April	101,139	97,422	3,717	3.7%
May	101,060	96,931	4,129	4.1%
June	98,536	94,176	4,360	4.4%
July	99,053	94,772	4,281	4.3%
August	97,934	94,350	3,584	3.7%

2014

Month	Labor Force	Employment	Unemployment	Rate
January	95,089	90,717	4,372	4.6%
February	97,674	92,718	4,956	5.1%
March	98,499	93,802	4,697	4.8%
April	98,141	94,441	3,700	3.8%
May	98,779	94,686	4,093	4.1%
June	96,667	92,084	4,583	4.7%
July	97,453	92,902	4,551	4.7%
August	96,453	92,285	4,168	4.3%
September	98,957	95,250	3,707	3.7%
October	99,929	96,686	3,243	3.2%
November	100,608	97,186	3,422	3.4%
December	100,333	97,109	3,224	3.2%
Annual Averages	98,216	94,156	4,060	4.1%

*Source – Missouri Economic Research and Information Center

REGIONAL WORKFORCE

	BOONE COUNTY	AUDRAIN COUNTY	CALLAWAY COUNTY	RANDOLPH COUNTY
Population	168,535	25,621	44,305	25,330
Per Capita Income	\$36,269	\$31,764	\$27,941	\$29,213
Civilian Labor Force	92,072	12,099	22,002	12,729
Employed	87,714	11,312	20,636	11,811
Unemployed	4,358	787	1,366	918

* Source CREDI

Top Employers in Centralia

Business Name
Hubbell Power Systems Inc.
Centralia Public Schools
Chance Elementary School
Heritage Hall Nursing Center
Centralia R-Vi High School
McDonald's
Prenger's Foods
Atkinson Electronics Inc.
Economy Metals Inc.
Panhandle Eastern Pipe Line Co.
C & R Markets
Pizza Hut
Reinhardt Construction Co
Stuart House
Show Me Fishing Lure Innovation
Central Missouri Commodities
Alliance Foam Technologies
RadioShack
Spirit Machinery LLC
Sunnydale Academy Registrar
Sunnydale Industries Inc.
MFA AGRI Service
China King
Centralia Fire Department

*Source – A to Z Databases, some are estimates and can be up to 3 years old.

Education in Centralia

Colleges/universities with over 2000 students nearest to Centralia:

	SIZE	PROXIMITY (MILES)	DEGREE PROGRAMS
University of Missouri- Columbia	33,805 	23 (Columbia, MO)	Bachelors Graduate 9 Departments
Columbia College	1,224 	23 (Columbia, MO)	Bachelors Graduate 13 Departments
Stephens College	783 	23 (Columbia, MO)	Bachelor's Graduate 5 Departments
Westminster College	1,124 	37 (Fulton, MO)	Bachelors 4 Departments
William Woods University	1,036 	37 (Fulton, MO)	Bachelors Graduate 9 Departments
Moberly Area Community College	5,669 	26 (Moberly MO)	Associates Technical Career 5 Departments
Truman State University	6,100 	82 (Kirksville, MO)	Bachelors Graduate 7 Departments

* Source CREDI



Public high schools in Centralia:

- Centralia High School (Students: 399; Location: 849 S Jefferson; Grades: 9-12)

Private high schools in Centralia:

- Sunnydale Adventist Academy (Students: 106; Location: 6818 Audrain Rd. 9139; Grades: 9-12)

Public elementary/middle schools in Centralia:

- Chance Elementary School (Students: 309; Location: 510 S Rollins; Grades: PK-2)
- Chester Boren Middle School (Students: 344; Location: 110 N Jefferson; Grades: 6-8)
- Centralia Intermediate School (Students: 309, Location: 550 W. Lakeview, Grades: 3-5)

Private elementary/middle school in Centralia:

- Sunnydale SDA Elementary School (Students: 24; Location: 6979 Adrain Rd 9139; Grades: 2-8)

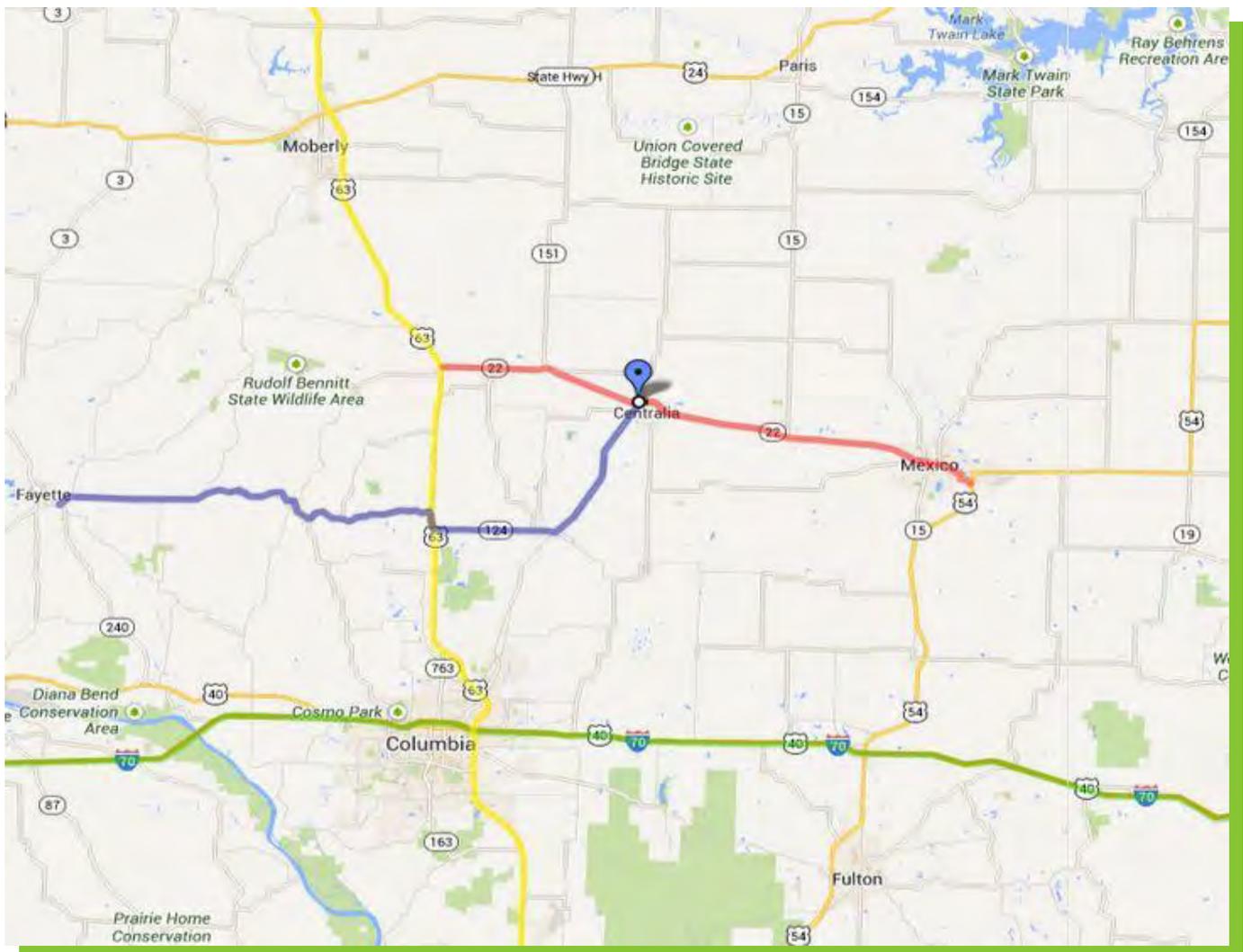
Transportation & Industrial Infrastructure

Interstates and Highways:

- State Highway 22: E/W
- State Highway 124: N/S
- Highway 63: N/S 20 miles
- Interstate 70: 25 miles

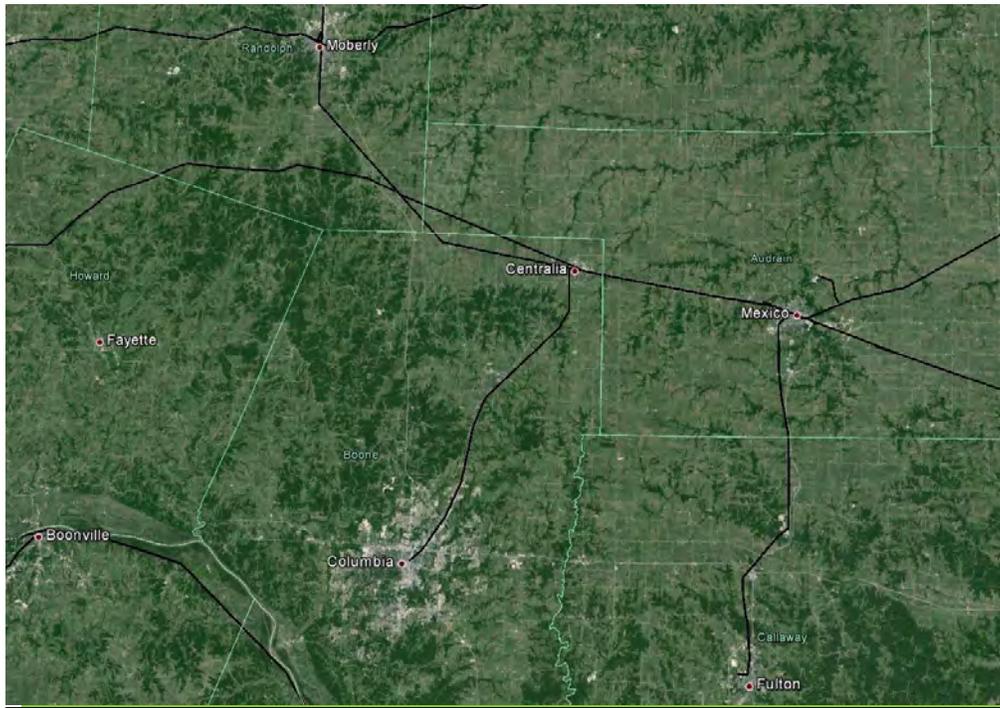
Major Road Central Missouri

- Highway 63
Stretches from Benoit, Wisconsin to Ruston, Louisiana.
- Interstate 70
Stretches from Cave Park, Utah to Baltimore, Maryland.
- Centralia, MO
- Highway 22
27.3 mi - about 38 mins
- Highway 124
35.0 mi - about 44 mins



Rail:

- Kansas City Southern Railway (E/W)
- Norfolk Southern Railroad (N/S)



Air:

- Mexico Memorial Airport: 20 miles
- Columbia Regional Airport: 28 miles
- St. Louis Lambert National Airport: 130 miles

NPIAS Airports

- ✈ Primary
- ▲ Commercial Service
- ★ Reliever
- General Aviation



Columbia Regional Airport 28 Miles



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

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

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

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

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

Local Incentives

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

Industrial Attributes	Retail Attributes
<ul style="list-style-type: none"> ✓ Chapter 100 bonds ✓ State incentive programs ✓ Job training through MACC ✓ Skilled workforce ✓ Rail access ✓ 25 miles from Interstate 70 ✓ 20 miles from Hwy 63 ✓ Competitive utilities ✓ City can react quickly to business needs ✓ Water and sewer capacity ✓ High speed internet available ✓ Schools rated with distinction in performance ✓ New state of the art school ✓ Recreational opportunities ✓ Missouri Enhanced Enterprise Zone 	<ul style="list-style-type: none"> ✓ Available buildings ✓ Downtown business district ✓ Hwy business district ✓ Three county trade area ✓ Growing population ✓ Available workforce ✓ Competitive utilities ✓ Excellent quality of life

Supply and Demand Analysis

Missouri Travel Analysis

August 2015 Report

(Data available as of 09/11/15)

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

Lodging Statistics: 2015 Calendar Year to Date through July

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

Missouri Lodging:

Demand up 3.6% -- Occupancy up 2.9% -- ADR up 4.4% -- RevPAR up 7.4%

SIC Tourism Business Sales and Tax Collections: 2015 Calendar Year to Date through June

- For FY14, a 4.9% (\$549.9 million) sales revenue increase is indicated by tourism 17 SIC codes reports
- In FY15, a 6.2% increase (\$725.3 million) is indicated from preliminary reports on 17 SICs
- For CYTD15, a 6.8% (\$391.0 million) sales revenue increase is indicated by preliminary reports on 17 SICs for Jan-June

Website Visits: 2015 Calendar Year to Date through August

- Total web visits (main site and mobile visits) were up 18.6% for August CYTD compared to the same period in 2014
- Total web visits (main site and mobile visits) were down 15.9% for August 2015 compared to August 2014
- Blog web visits were up 784.3% for August CYTD compared to the same period in 2014

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

- 137,266 responses for 2015 YTD – an increase of 48.7%
- Expansion Markets are showing the largest percentage of growth—197% YTD

Welcome Center Visits: 2015 Calendar Year to Date through August

- For CY 2015 the centers are down 16.2% for August CYTD compared to the same period in 2014
- For the month of August only compared to last August, there was a 14.1% decrease

Commercial Airport De-Planements: 2015 Calendar Year to Date

- Columbia up 26.3% for Jan – Aug 2015
- Springfield up 5.8% for Jan - July 2015
- All airports up 3.7% for Jan – May 2015

nSight-Searches and Bookings on Third-Party Travel Websites

- Conversion for travel (Booking) to Missouri across third-party sites was down 9.28% for August YOY
- Top booking cities for August YOY were Chicago, Dallas, Minneapolis, and Omaha
- Top 5 booking international cities were Toronto, Berlin, Buenos Aires, London and Lisbon
- Volume for third-party travel site searches for Sept 1 – Oct 30 FY14 shows 13.21 million searches for Missouri

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

CY = Calendar Year

FY = Fiscal Year

CYTD= Calendar Year to Date

FYTD = Fiscal Year to Date

YOY = Year over Year

ADR = Average Daily Rate

RevPAR = Revenue per Available Room

RSL = Regional Screening Level

Centralia Travel Potential



Retail Market Potential

Centralia City, MO
 Centralia city, MO (2912898)
 Place

Prepared by The Growth Services Group

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
Restaurants (Adults)			
Went to family restaurant/steak house in last 6 months	2,403	74.9%	99
Went to family restaurant/steak house: 4+ times a month	904	28.2%	98
Went to fast food/drive-in restaurant in last 6 months	2,957	92.1%	102
Went to fast food/drive-in restaurant 9+ times/mo	1,320	41.1%	102
Fast food/drive-in last 6 months: eat in	1,213	37.8%	104
Fast food/drive-in last 6 months: home delivery	236	7.4%	94
Fast food/drive-in last 6 months: take-out/drive-thru	1,598	49.8%	106
Fast food/drive-in last 6 months: take-out/walk-in	576	17.9%	92
Travel (Adults)			
Domestic travel in last 12 months	1,347	42.0%	84
Took 3+ domestic non-business trips in last 12 months	258	8.0%	65
Spent on domestic vacations in last 12 months: <\$1,000	341	10.6%	95
Spent on domestic vacations in last 12 months: \$1,000-\$1,499	131	4.1%	68
Spent on domestic vacations in last 12 months: \$1,500-\$1,999	89	2.8%	79
Spent on domestic vacations in last 12 months: \$2,000-\$2,999	83	2.6%	68
Spent on domestic vacations in last 12 months: \$3,000+	116	3.6%	66
Domestic travel in the 12 months: used general travel website	161	5.0%	71
Foreign travel in last 3 years	385	12.0%	50
Took 3+ foreign trips by plane in last 3 years	44	1.4%	31
Spent on foreign vacations in last 12 months: <\$1,000	77	2.4%	57
Spent on foreign vacations in last 12 months: \$1,000-\$2,999	48	1.5%	49
Spent on foreign vacations in last 12 months: \$3,000+	65	2.0%	41
Foreign travel in last 3 years: used general travel website	79	2.5%	45
Nights spent in hotel/motel in last 12 months: any	1,084	33.8%	82
Took cruise of more than one day in last 3 years	161	5.0%	57
Member of any frequent flyer program	227	7.1%	42
Member of any hotel rewards program	286	8.9%	63

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2015 and 2020.

October 19, 2015

About Centralia

Centralia

Centralia, Missouri is the second largest community in Boone County. Centrally located, it provides access to major highways. Centralia is also serviced by Norfolk Southern and Kansas City Southern railways.

Centralia is a community rich in history. Founded in 1857 as a station on a new railroad from St. Louis to Ottumwa, Iowa, the city's economics, street patterns and lifestyles were substantially influenced by this transportation. In 1864, a guerilla band ambushed a train carrying Union soldiers. The massacre and subsequent direct battle resulted in more than 100 deaths. Markers commemorating these events are on Railroad Street, the City Square, and the battlefield itself which is open to the public. The battlefield is located 2 miles southeast of Centralia.



In Centralia, quality of life is very evident with 4 recreation parks, annual events like the Centralia Anchor Festival, schools accredited with Distinction in Performance and an extremely civic minded population. The Anchor Festival is a spring event that includes family style stage entertainment, contests, demonstrations, arts and crafts and a street carnival in the downtown City Square park area.

Centralia is the corporate headquarters for A.B. Chance/Hubbell Power Systems, an international company specializing in the manufacture of apparatus, construction materials and tools for power and telephone utilities. The facility employs professionals in engineering, manufacturing and marketing.

The community boasts a pro-business attitude with involvement from all sectors of the community helping Centralia grow and prosper.

Community Attractions and Events

Amish Community

The Clark Amish Community began in 1953 and is one of Missouri's largest Amish settlements. It has more than 195 families spread over more than 15 square miles. Stores are open Monday through Saturday but closed Sundays and Christian holidays. Clark is only a few miles north of Centralia, MO.

Amish have no electricity or phone lines so credit or debit cards are not accepted. Cash and checks are welcome.

There are many homes selling sorghum, eggs, popcorn, candy and produce in season. Watch for signs posted to locate these places.

Merchants in the Amish Community Area

Carrie's Antiques

Located in a red farm barn along Hwy 63

The Grape Arbor

Highway D

- Burgers
- Hand-breaded tenderloins
- Pizza
- Salads
- Homemade pie & more

Daily lunch specials and all day breakfast

106 N. Ogden

Sturgeon, MO

Highway HH

- Jam, jelly and pumpkin butter
- Amish souvenirs
- Handmade candles
- Gift baskets
- Draft horse calendar
- Scripture teas and flavored coffee
- Christmas ornaments and decorations
- Horse and buggy toys
- Bittersweet vine and everlastings



Centralia Massacre and Battle Re-enactment

Centralia in 1864 had small hotels and a Most of the 60 or so sympathizers.

Morning: On September William Anderson and rode into Centralia to the whereabouts of the area. Looting and well as heavy drinking. Columbia arrived in Boone County Sheriff, Congressman James S. four others. They were



men and questioned about their identity. The men on the stage refused to give their true names in fear of being killed. A train whistle interrupted their questioning, which probably saved the lives of the stage

about a dozen homes, 2 couple of general stores. citizens were Southern

27, 1864, Captain T. about 80 of his men obtain information to Federal troops in the robbing took place, as Later a stage from Centralia with the James Waugh, and Rollins on board, plus robbed by Anderson's

passengers. It was a train from the east coming through Centralia. The passengers on the train were robbed and 23 furloughed Federal soldiers from the 1st Iowa Calvary were taken off the train and all but one Sergeant was shot.

Noon: Anderson's men returned to camp 3 1/2 miles southeast of Centralia, along Young's Creek.

Mid-Afternoon: Major A.V.E. Johnston with a company of 155 Federal troops of the 39th Missouri Mounted Infantry observed the smoke from the depot that was set fire by Anderson's men. Upon arriving in Centralia, Johnston saw the dead Federal soldiers still lying on the ground and became outraged. The citizens tried to persuade Johnston not to engage Anderson's men because they outnumbered them three to one. Johnston paid no attention to their warning. Anderson, hearing of the Federal troops in Centralia, sent a small number of scouts to act as decoys to lead Johnston and his newly recruited troops into an ambush.

Later that afternoon: Major Johnston left 35 of his men in Centralia and the rest followed the decoys to Anderson's encampment. Major Johnston saw Anderson and about 80 or so of his men at the bottom of a hill. To Anderson's back was a horseshoe shape wooded area, giving cover to both his right and left. Johnston had every fifth man hold four horses, so that the other men could dismount and take the line with their single shot muzzle loader Enfield's. This was standard procedure for Mounted Infantry of the day. Anderson, seeing the Federals dismount, gave the command to attack. Firing their six-shooters they rode through the dismounted soldiers, right on through to the men holding the horses. On Anderson's right flank were Thraikill and T. Todd. On his left were Gordon and G. Todd. Each commanded about 50 men. After Anderson's men had ridden through Johnston's dismounted infantry the others attacked from both sides. Within three minutes it was all but over. Those of the Federals that were able to mount and flee were chased by Anderson's men all the way to Centralia. Many were shot along the way. When Anderson's men arrived in Centralia most of the Federals were looking for a place to hide, or get away if they could. When it was all over it was uncertain as to how many of the 39th Missouri Mounted Infantry lived. The record shows that Major Johnston died that day along with 122 other Federal soldiers, not counting the 22 from the train. Anderson lost only three of his men.

Casualties of the 39th Mo. Inf. Vol. in the Centralia Battle September 27, 1864

- 155 men arrived in Centralia
- 35 men were left in town
- 120 men went to the battlefield
- 107 were killed on battlefield
- 16 men were killed in town
- 123 men of the 39th were killed
- 19 men in town lived
- 13 from the battlefield lived
- Total of 32 men of the 39th lived
- Only 3 of Anderson's approximately were killed from the Centralia Battle
- Records from Col. Kutzner 39th Mo. Inf. Vol.

The battlefield is open to the public and contains a picnic area and 2 Civil War markers.

Anchor Festival

The Anchor Festival was started in 1987 by the Centralia Chamber of Commerce to honor the A.B. Chance Co. and its employees. Chance is one of the largest industrial employers in Boone County and is internationally known as the world's premier manufacturer and marketer of earth anchors, used to stabilize utility poles and structures.



SPECIAL EVENTS

PARADE

Friday Evening



ANTIQUE TRACTOR SHOW

Saturday Morning



ANCHOR DRIVING CONTEST

Saturday Morning



FUN RUN

Saturday Morning

3-ON-3 BASKETBALL

Saturday Morning and Afternoon

CAR SHOW

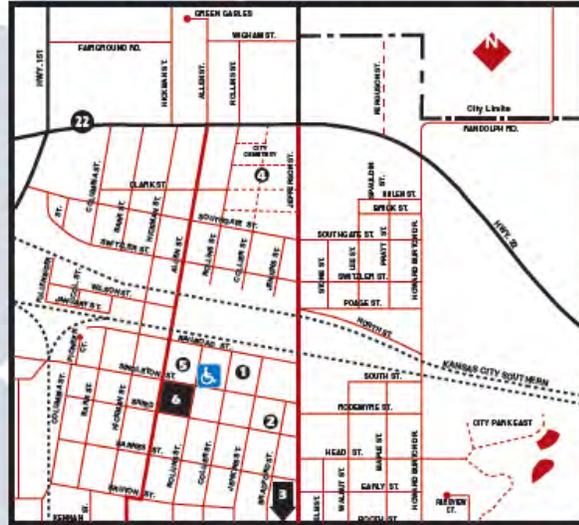
Sunday Morning to Afternoon

AND SO MUCH MORE

Carnival
Craft Area
Concessions
Softball Tournament



MAP OF LOCATIONS



KEY:

- | | |
|---|-------------------------------------|
| 1. First Baptist Church Parking Lot | 5. Singleton Street - Street Dances |
| 3 on 3 Basketball | Fun Run Start |
| 2. Centralia Museum | Antique Tractor Show |
| Chance Gardens | Car Show |
| 3. Parade Lineup at Centralia High School | |
| 4. Avenue Of Flags | 6. All other entertainment |
| | Carnival & Craft Booth |

Accessible Parking Available at Friendship Place, corner of Rollins & Singleton

Event:	Sponsor:	Telephone Contact:
Parade	Chamber of Commerce	Ginny Zoellers- 682-2272
Fun Run	Centralia Rotary Club	Lynn Fichman- 682-0575
Tractor Show	Centralia Young Farmers	Fritz Schnarre- 819-4250
3-on-3 Basketball *	Friends of the Park	Heather Russell - 682-7267
Anchor Driving	Kiwanis & Hubbell	Chamber Office- 682-2272
Car Show *	Chamber of Commerce	Ginny Zoellers- 682-2272 Eric Dawson- 682-4079

*Registration fee applies to these marked events

Entry blanks for most events are available at Chamber of Commerce Office - 682-2272

Carnival rides and concession of Tinsley's Amusements will be operating throughout the 3-day Anchor Festival.

Anchor City Cook Off



FRIDAY, OCT. 11TH

9:00 AM BBQ Registration Begins / Meat Inspection
 11:00 AM Vendors Open for Business
 (DJ - Music, Commercials, and Announcements)
 Noon Knights of Columbus Pumpkin Fest Begins
 5:00 PM Chefs Meeting at Friendship Place
 7:00 PM Schuyler Prenger and The Dirt Road Junkies
ENTERTAINMENT

SATURDAY, OCT. 12TH

All Day Knights of Columbus Pumpkin Fest
 All Day City Wide Garage Sales
 8:00 AM 5K Harvest Run/Walk Registration - Sponsored by Material Girls
 8:30 AM 5K Harvest Run/Walk Begins
 9:00 AM Downtown Shopping
 9:00 AM Vendors Open
 10:00 AM Friends of the Library Book Sale & Bake Sale
 (DJ - Music, Commercials, and Announcements)
 12:30 PM Mojo Roots ENTERTAINMENT - Diverse Blues
 1:00-3:00 FFA Petting Zoo & Hayrides
 1:00-3:00 Youth Sidewalk Chalk Art (Register in front of the Chamber - Ages 10 and under)
 3:00 PM Awards for KCBS Sanctioned BBQ Contest, Pie Contest, Kids Que (Sazabo)
 3:30 PM Raffle Winner Announcement
 4:30 PM Awards for Backyard BBQ Contest (Sazabo)

ENTERTAINMENT

DIRT ROAD JUNKIES
Schuyler Prenger and The Dirt Road Junkies - Friday

MOJO ROOTS - Saturday

RAFFLE

Makes sure to purchase a raffle ticket for a chance at winning the **Anchor City Kamado Grill**

Raffle proceeds: CHS Dual Credit and Traditional Scholarships

TURN-IN TIMES

ONE BITE WONDERS

7:00 PM All Entries
Friday, October 19 at Carlans Restaurant

KIDS QUE

11:00 AM Hamburger
All Ages at Friendship Place

PIE CONTEST

Noon - 12:30 All Pie Entries - 2 Categories: Fruit and Nut
Community Room at City Hall

SANCTIONED BBQ

Noon Chicken
 12:30 PM Pork Ribs
 1:00 PM Pork
 1:30 PM Beef Brisket

BACKYARD BBQ

2:00 PM Chicken
 2:30 PM Beef
 3:00 PM Pork Ribs
 3:30 PM Chef's Choice

LIVE ENTERTAINMENT AND MUCH MORE FUN ACTIVITIES FOR ALL AGES!

- COOK-OFFS
- FFA HAYRIDES
- 5K HARVEST RUN
- FFA PETTING ZOO
- RAFFLES
- FFA SCARECROW DISPLAY
- K of C PUMPKIN FEST
- DOWNTOWN SALES

Community Interviews

1. Local Business Owner and Team Sporting Event Coordinator:

This organization has a need for overnight accommodations. Respondent has a large need for accommodations for 2-3 teams from 20-25 communities multiple times per year. Visitors are currently staying over 30 minutes away in Columbia, Mo. The primary need is for lodging, but other amenities like a breakfast bar, pool, and ample parking would be beneficial. While meeting space is not important for the respondents business, he understands there is a big need in the community for quality meeting rooms. Respondent finds location to be a very important factor in the decision process ranking at 10/10 while specific brand affiliation is not as important giving it a 4/10 rating. The respondent did note that while a specific brand was not important, online reviews of the current hotel offerings weigh heavily on recommendations given to teams requesting information. It is most important to have a clean, well-run facility in a convenience location. Respondent rated the current hotel/motel options in Centralia as a 0/10 and outer markets a 6/10. Respondent feels that the proposed hotel would be a benefit, especially since the hotel could be booked to capacity multiple times per year for these sporting events.

2. Large Local Employer:

This organization has a need for hotel accommodations frequently for both overnight stays and meetings. Currently numerous meetings are held in or near the community and business partners stay on a regular basis. Most of these partners regularly complain about the quality of the local options and choose to stay over 35 minutes away in Columbia. These stays range from 3-4 nights. Respondent has need for meeting space to accommodate 30-40 people several times per year and feels that a quality hotel could spur additional meetings being held in the area that would require additional overnight stays. Respondent said amenities such as a fitness room, pool, business center, breakfast, and lounge are needed. Respondent ranks the importance of location very high at a 9-10/10 with no current “acceptable” options while ranking the hotel brand low at a 3/10. Respondent feels that brand does not matter as long as the hotel is clean and well run. Respondent rates the current options very low at a 2/10 while indicating that the outside market options in Columbia provide a variety of options and price points more suited to their guests’ needs, however they are 25-30 minutes away. Respondent feels the proposed hotel would “absolutely” be a huge asset to the city of Centralia citing multiple events.

3. Local Employer:

This organization has a minimal need for overnight accommodations with two visitors approximately 5-6 times per year. The visitors are currently staying as a guest in the respondent’s home, or in Columbia. Respondent sees a definite need for meeting space with Wi-Fi and audio/visual equipment. Current options exist but are either not clean or not easily accessible. Respondent also has a need for banquet space that is more convenient and closer to where the guests are actually staying. Respondent indicated that banquet space is needed for wedding receptions as well. Respondent feels that location is at the top of the list when considering accommodations especially for social gatherings and meetings ranking it 10/10. Respondent feels that branding is not as important as long as the facility is appointed nicely and well kept giving branding a 2/10. Respondent did add that a national brand would likely show up in more online searches and could be of benefit to the community as far as sales and increasing the tax base of the community. Respondent also mentioned reward programs as important to many travelers stating that they do not use a corporate rate in town, but rather out of town in Columbia. Respondent indicated that the current options in Centralia are very poor while rating the options in the Columbia market high.

4. Local Business Owner:

This respondent sees a huge need for overnight accommodations and banquet space. Currently, their partners stay in Columbia causing the community to lose revenue and tax dollars for lodging, entertainment, and food services. Respondent indicated that many of their visitors stay 4-5 nights during the week and some weekends throughout the year. Respondent indicated that many of the local businesses have visitors in town for meetings and that there is currently not enough good meeting spaces for use and no good quality accommodations. Respondent sees a need for banquet space to accommodate 100 people citing current reception guest lists are kept low due to space issues. Respondent rates location a 7-8/10 and brand affiliation a 5/10. Respondent rates the current options in Centralia at a 1/10. The respondent rated the options in Columbia a 7/10 since many options exist and there are more dining and entertainment options to choose from. Respondent sees the proposed hotel as a huge asset to the community. Respondent indicated that visitors tell him that they have trouble finding things to do in the community and the proposed hotel could help with that as well as spur other business opportunities in the community by capturing more visitors and increasing traffic in the community.

5. Local Administrator:

This Respondent cited several events that take place in Centralia bringing hundreds of people into the community on several different occasions. Respondent sees a need for meeting space with high tech equipment available for presentations and community meetings. Respondent also added that the hotel should have a continental breakfast option for business travelers. Respondent added that the majority of travelers and guests are using overnight options in Columbia. Respondent rates location the highest at 10/10 indicating a quality option is highly needed in Centralia; driving to Columbia is unacceptable. The current other options have consistently provided less than stellar service and cleanliness. Respondent rated brand affiliation very low at 2/10 and indicated that reputation is the most important thing to guests and that the hotel should meet certain basic standards and expectations. Respondent rated the current options a 1/10 while adding that the outside markets rate 7/10, and would rate higher if guests did not have to drive so far (30 minutes away). Respondent sees the proposed hotel as a huge asset to the community for multiple reasons including capturing more tax dollars for the city, sales for the merchants in the community, adding employment for the citizens, and as a more favorable experience for visitors to town by eliminating the need to drive to other markets for more upscale overnight accommodations.

6. Local Administrator:

This respondent indicated that a hotel would be a huge asset to the community. Respondent indicated that the current offerings are sub-par. It was emphasized that cleanliness and service is a problem that is echoed throughout the business community regarding the current hotels. There was a local hotel operated by a couple that was clean, but it is not in business anymore. Guest used to stay here but now they go to Columbia. Respondent indicated that location is vitally important, rating it a high 10/10. Respondent rated branding fairly important at a 7/10, but added that if a nice private hotel existed that branding would not matter as people would choose the local option. Respondent ranked the current Centralia and Columbia options a 5/10 (combined). Respondent sees the proposed hotel as a huge advantage for the community as a way to keep revenue in town that is currently being spent in other communities.

7. Local Large Business Manager:

This respondent said they have 6,000-8,000 visitors annually for a large festival, some coming from long distances. Respondent also mentioned that they host 3-4 large events annually with a need for overnight accommodations. Respondent indicated that most visitors are staying in Columbia. Respondent rated location at the highest level of 10/10 and indicated that brand is not as important rating it 2/10. Respondent rated the current Centralia options at a 0/10 while rating the Columbia market at the highest possible 10/10 adding that almost any option exists to satisfy needs. Respondent sees the proposed hotel as a huge asset to the community with service people coming to town. Respondent sees the hotel project as a huge community impact that will bring in more visitors and events.

8. Local Administrator:

This organization does not have a regular need for accommodations but does see workers, contractors and other travelers needing accommodations from time to time for 2-3 nights. Respondent added that it would be nice to have a place that visitors could have a more modern and upscale place to stay in town. Respondent indicated that current visitors are staying at the Super 8 in Columbia, but many choose to stay at higher end hotels in Columbia because of more amenities and dining options. The organization has a need for meeting/banquet space 2-3 times per year for 20-35 people or more. Respondent rated location as the highest 10/10 adding that convenience is the key. Respondent rated brand at a 2/10 but added that a clean hotel would be welcomed by visitors regardless. Respondent rated the current Centralia options at a 0/10 while rating the outside options in Columbia high at 9/10 adding that all types of hotels exist for any needs. Respondent sees a hotel as an asset to the community and to other major employers in the county region. Respondent added that the project would be positive for the community as no good option exists in the community.

9. Local Major Employer:

This respondent hosts visitors on a regular basis. Stays average from 1 night to 2 weeks. Guests are currently using Hilton Garden Inn or Candlewood in Columbia. Respondent does have a need for banquet space 2-4 times per year for 25-30 people. Respondent rated location high at 9/10 and added that most of the time visitors are tired when meetings get out and they would like to stay locally as opposed to driving to Columbia or other markets that are 15-20 miles or more. Respondent also added that some visitors may prefer to drive to Columbia for more restaurant and shopping options in the evenings, etc. Respondent added that brand is not important however the first stay is critical for guests as there is an unknown. A good experience on the first stay will overcome lack of brand if the hotel is clean and well run, etc. Respondent rated the current Centralia options low at a 1/10 while rating the outside markets high at 9/10.

10. Local Employer:

This organization does not have a significant need for accommodations with typically 1-2 visits per year for 1-2 day time frames with most guests staying in Columbia at the Drury Inn. Respondent added that internet capabilities are the most important amenity for business travelers, and another restaurant would be great for the community. The organization has a need for banquet space 3-4 times per year for 20+ people. Respondent rated location high at a 8/10 while rating brand at a 3/10 indicating that it would not be important. Respondent rated the current Centralia options low at a 2/10 while rating the outside markets much higher at 9/10. Respondent sees the potential hotel project as an asset however, from the company's perspective, they would not see a huge benefit other than a better local option. Respondent added that

meeting space and a restaurant would be utilized by the community and would be positive. Respondent added that some guests may prefer to stay in Columbia because of more restaurants and shopping, etc. Some concern was expressed that even with another hotel option in Centralia that some people may still choose to stay in Columbia where there is more nightlife.

11. Local Small Business Owner:

This organization has an occasional need for overnight accommodations or meeting space. Typically their needs are less than 10-15 guests annually for 5-6 nights. Respondent added that most people would be interested in meeting rooms and banquet space at the proposed hotel. Currently visitors are staying at the Drury or Holiday Inn in Columbia, but have complaints regularly about the drive. Respondent rated location high at a 9/10 while rating brand at a 6/10. Respondent rated the current Centralia options at a 1/10 adding that outside options rate much higher at 9/10. Respondent would see the proposed hotel as an asset for Centralia as it would accommodate more guests that are looking for something newer and nicer.

12. Local Realtor:

This respondent has recommended hotels to many guests throughout the years and stated that there is a significant need for hotel accommodations recommending hotels to many guests throughout the year. Respondent sees a large need for banquet space for receptions etc. where alcohol is permitted and feels that the space would need to hold at least a hundred people. Respondent rated location high at a 7/10 reiterating visitors desire to stay local, while rating brand low at a 4/10. Respondent sees the service and cleanliness as a much bigger issue than brand recognition. Respondent rated the current options in Centralia at 1/10 while rating the outside market only at an 8/10. Respondent feels that a nicer hotel would benefit the community even though the community is smaller, the community would then have all the amenities of larger communities. Respondent feels that a hotel will be a boost for other businesses expanding and starting in the community. There are a lot of activities in Centralia that could benefit from having a local hotel.

Lodging Rate and Supply

Existing Hotel Occupancy & Rates by Competitor (Based on Proximity and Amenities)					
Competing Property:	Rate Information:				Average Rate
	KING	DOUBLE	LOWEST	CORP	
Days Inn Mexico 14.1 Miles	\$82.99	\$76.99	\$65.45	Y	\$75.14
Best Western Mexico 14.1 Miles	\$99.99	\$89.99	\$75.99	Y	\$88.65
Country Hearth Inn Mexico 14.5 Miles	\$109.99	\$59.99	\$54.99	N	\$74.99
Hilton Garden Inn Columbia 18.2 Miles	\$129.00	\$139.00	\$118.00	Y	\$128.66
Super 8 Columbia 18.3 Miles	\$96.99	\$74.99	\$59.49	Y	\$77.15
Holiday Inn Columbia East 18.5 Miles	\$139.99	\$104.99	\$77.99	Y	\$107.65
Candlewood Suites Columbia 18.7 Miles	\$174.99	\$136.99	\$129.99	Y	\$147.32
Residence Inn Columbia 18.9 Miles	\$134.99	\$109.99	\$89.99	Y	\$111.65
Fairfield Inn & Suites Columbia 18.9 Miles	\$134.99	\$109.99	\$89.99	Y	\$111.65
Hampton Inn Columbia 18.9 Miles	\$139.99	\$129.99	\$116.99	Y	\$128.99
MARKET AVERAGE DAILY ROOM RATE:					\$105.19
Existing Hotel Room Capacity					
	Number of Rooms				
Days Inn Mexico 14.1 Miles	39				
Best Western Mexico 14.1 Miles	48				
Country Hearth Inn Mexico 14.5 Miles	61				
Hilton Garden Inn Columbia 18.2 Miles	151				
Super 8 Columbia 18.3 Miles	56				
Holiday Inn Columbia East 18.5 Miles	126				
Candlewood Suites Columbia 18.7 Miles	96				
Residence Inn Columbia 18.9 Miles	80				
Fairfield Inn & Suites Columbia 18.9 Miles	91				
Hampton Inn Columbia 18.9 Miles	120				
Total Available Rooms:	868				

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

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

Centralia Area (Expanded Market) Hotel Trend Analysis

Data by Measure

Centralia MO Hotel Market Analysis
 Job Number: 720676_SADIM Staff: CW Created: October 22, 2015

Occupancy (%)														Total Year	Sep YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2009	31.8	43.9	47.8	47.0	47.6	54.3	54.4	49.8	52.8	54.4	44.1	33.0	46.7	47.7	
2010	32.6	45.2	52.8	53.0	51.9	60.5	57.1	52.9	52.8	54.0	44.8	34.3	49.3	51.0	
2011	33.8	45.1	52.1	53.8	53.1	64.4	60.2	55.0	56.4	58.9	48.0	36.3	51.4	52.7	
2012	36.3	49.7	54.9	56.4	56.5	61.8	57.4	53.2	60.5	61.4	51.6	39.1	53.2	54.0	
2013	40.3	50.7	56.1	63.0	62.1	66.0	64.2	62.8	59.6	60.3	56.0	40.6	56.8	58.3	
2014	41.9	52.4	56.8	57.5	62.5	65.5	63.7	57.7	58.7	64.1	53.3	38.3	56.1	57.5	
2015	39.2	48.2	56.6	57.0	61.3	64.8	64.1	58.0	61.4					56.8	
Avg	36.6	47.9	53.9	55.5	56.6	62.6	60.3	55.7	57.6	59.0	49.7	37.0	52.3	54.1	

ADR (\$)														Total Year	Sep YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2009	64.99	73.40	72.21	72.95	71.32	68.26	70.43	65.10	71.90	75.12	70.74	62.35	70.22	70.15	
2010	63.73	70.71	72.56	71.22	72.31	69.89	72.37	71.49	75.96	77.46	70.74	64.34	71.57	71.48	
2011	65.64	72.05	71.84	71.92	71.90	70.78	72.17	68.95	74.11	77.13	72.91	64.71	71.56	71.25	
2012	65.84	72.99	72.97	71.65	74.21	73.06	73.05	69.63	79.92	82.02	69.57	64.57	73.03	72.93	
2013	65.88	71.50	74.00	74.88	76.36	72.11	74.35	73.28	81.23	82.60	78.81	68.65	74.89	74.06	
2014	70.00	77.60	77.89	81.68	82.61	78.79	79.72	78.09	87.94	90.35	81.73	72.24	80.51	79.75	
2015	74.46	81.71	80.98	83.69	89.47	82.57	83.78	78.89	89.63					83.24	
Avg	67.55	74.46	74.86	75.75	77.59	74.03	75.53	72.60	80.64	81.22	74.49	66.40	73.91	75.08	

RevPAR (\$)														Total Year	Sep YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2009	20.66	32.22	34.50	34.31	33.93	37.05	38.31	32.43	37.99	40.85	31.21	20.60	32.82	33.46	
2010	20.77	31.94	38.29	37.72	37.51	42.29	41.30	37.84	40.08	41.85	31.66	22.06	35.27	36.46	
2011	22.21	32.51	37.43	38.66	38.16	45.60	43.42	37.90	41.78	45.45	35.01	23.51	36.79	37.52	
2012	23.87	36.25	40.05	40.41	41.90	45.14	41.90	37.03	48.35	50.36	35.88	25.25	38.85	39.41	
2013	26.52	36.22	41.49	47.18	47.42	47.56	47.73	46.00	48.43	49.79	44.14	27.90	42.54	43.20	
2014	29.32	40.66	44.21	46.94	51.61	51.61	50.75	45.09	51.61	57.94	43.53	27.67	45.15	45.88	
2015	29.16	39.35	45.87	47.71	54.88	53.50	53.74	45.77	55.01					47.32	
Avg	24.75	35.68	40.38	42.02	43.92	46.33	45.52	40.45	46.42	47.89	37.04	24.57	38.69	40.64	

Supply														Total Year	Sep YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2009	120,652	108,976	120,652	116,760	120,652	116,760	120,652	120,652	114,960	118,792	114,960	118,792	1,413,260	1,060,716	
2010	118,792	107,296	118,792	114,960	118,792	114,960	120,652	124,558	120,540	124,558	120,540	124,558	1,428,998	1,059,342	
2011	124,589	112,532	124,589	120,570	124,589	120,570	124,589	124,558	120,540	126,480	122,400	126,480	1,472,486	1,097,126	
2012	126,480	114,240	126,480	122,400	126,449	122,370	126,449	126,418	122,340	126,449	122,310	126,387	1,488,772	1,113,626	
2013	126,387	114,156	126,387	122,310	126,387	122,310	126,387	126,387	122,310	126,387	122,310	126,387	1,488,105	1,113,021	
2014	126,294	114,072	129,828	125,640	129,828	129,240	133,548	133,548	129,240	133,548	129,240	133,548	1,547,574	1,151,238	
2015	133,548	120,624	133,548	132,120	136,524	132,120	136,524	136,524	132,120					1,193,652	
Avg	125,249	113,128	125,754	122,109	126,174	122,619	126,972	127,521	123,150	126,036	121,960	126,025	1,473,199	1,112,674	

Demand														Total Year	Sep YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2009	38,357	47,839	57,640	54,920	57,395	63,385	65,617	60,107	60,746	64,596	50,725	39,246	660,573	506,006	
2010	38,714	48,460	62,687	60,881	61,631	69,562	68,853	65,933	63,594	67,298	53,948	42,701	704,262	540,315	
2011	42,161	50,771	64,924	64,811	66,125	77,679	74,951	68,463	67,955	74,537	58,778	45,946	757,101	577,840	
2012	45,857	56,733	69,424	69,026	71,395	75,610	72,522	67,221	74,019	77,639	63,072	49,416	791,934	601,807	
2013	50,872	57,830	70,859	77,061	78,493	80,669	81,138	79,333	72,926	76,180	68,506	51,366	845,233	649,181	
2014	52,906	59,775	73,688	72,206	81,103	84,652	85,012	77,110	75,857	85,643	68,827	51,151	867,930	662,309	
2015	52,305	58,088	75,643	75,317	83,746	85,609	87,576	79,202	81,089					678,575	
Avg	45,882	54,214	67,838	67,746	71,413	76,738	76,524	71,053	70,884	74,316	60,643	46,638	771,172	602,290	

Revenue (\$)														Total Year	Sep YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2009	2,492,652	3,511,245	4,162,076	4,006,493	4,093,477	4,326,459	4,621,597	3,912,961	4,367,850	4,852,548	3,588,107	2,447,121	46,382,586	35,494,810	
2010	2,467,392	3,426,775	4,548,623	4,336,168	4,456,284	4,861,347	4,983,189	4,713,669	4,830,716	5,213,070	3,816,271	2,747,207	50,400,711	38,624,163	
2011	2,767,402	3,658,114	4,663,954	4,661,423	4,754,194	5,498,129	5,409,116	4,720,495	5,036,385	5,749,082	4,285,450	2,973,032	54,176,776	41,169,212	
2012	3,019,412	4,141,067	5,065,745	4,945,894	5,298,140	5,523,967	5,297,889	4,680,691	5,915,457	6,368,026	4,388,156	3,191,016	57,835,460	43,888,262	
2013	3,351,536	4,135,096	5,243,827	5,770,148	5,993,893	5,817,181	6,032,501	5,813,203	5,923,778	6,292,421	5,398,846	3,526,328	63,298,758	48,081,163	
2014	3,703,475	4,638,501	5,739,548	5,898,033	6,699,837	6,670,127	6,777,366	6,021,523	6,670,554	7,738,236	5,625,379	3,695,178	69,877,757	52,818,964	
2015	3,894,845	4,746,230	6,125,252	6,303,058	7,492,778	7,068,672	7,336,762	6,248,106	7,267,850					56,483,553	
Avg	3,099,531	4,036,718	5,078,432	5,131,602	5,541,229	5,680,840	5,779,774	5,158,664	5,716,084	6,035,564	4,517,035	3,096,647	56,995,341	45,222,875	

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% Change by Measure

Centralia MO Hotel Market Analysis
Job Number: 720676_SADIM Staff: CW Created: October 22, 2015

Occupancy														Total Year	Sep YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2010	2.5	2.9	10.5	12.6	9.1	11.5	4.9	6.3	-0.2	-0.6	1.4	3.8	5.4	6.9	
2011	3.8	-0.1	-1.3	1.5	2.3	6.5	5.4	3.8	6.9	9.1	7.3	6.0	4.3	3.3	
2012	7.1	10.1	5.3	4.9	6.4	-4.1	-4.7	-3.3	7.3	4.2	7.4	7.6	3.5	2.6	
2013	11.0	2.0	2.1	11.7	10.0	6.7	11.9	18.0	-1.5	-1.8	8.6	3.9	6.8	7.9	
2014	4.1	3.4	1.2	-8.8	0.6	-0.7	-0.8	-8.0	-1.6	6.4	-4.9	-5.8	-1.3	-1.4	
2015	-6.5	-8.1	-0.2	-0.8	-1.8	-1.1	0.8	0.5	4.6					-1.2	
Avg	3.7	1.7	3.0	3.5	4.4	3.1	2.9	2.9	2.6	3.4	4.0	3.1	3.7	3.0	

ADR														Total Year	Sep YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2010	-1.9	-3.7	0.5	-2.4	1.4	2.4	2.8	9.8	5.6	3.1	0.0	3.2	1.9	1.9	
2011	3.0	1.9	-1.0	1.0	-0.6	1.3	-0.3	-3.6	-2.4	-0.4	3.1	0.6	-0.0	-0.3	
2012	0.3	1.3	1.6	-0.4	3.2	3.2	1.2	1.0	7.8	6.3	-4.6	-0.2	2.1	2.4	
2013	0.1	-2.0	1.4	4.5	2.9	-1.3	1.8	5.2	1.6	0.7	13.3	6.3	2.5	1.6	
2014	6.3	8.5	5.3	9.1	8.2	9.3	7.2	6.6	8.3	9.4	3.7	5.2	7.5	7.7	
2015	6.4	5.3	4.0	2.5	8.3	4.8	5.1	1.0	1.9					4.4	
Avg	2.3	1.9	1.9	2.4	3.9	3.3	3.0	3.3	3.8	3.8	3.1	3.0	2.8	2.9	

RevPAR														Total Year	Sep YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2010	0.5	-0.9	11.0	9.9	10.6	14.1	7.8	16.7	5.5	2.5	1.4	7.1	7.5	9.0	
2011	6.9	1.8	-2.2	2.5	1.7	7.8	5.1	0.1	4.3	8.6	10.6	6.6	4.3	2.9	
2012	7.5	11.5	7.0	4.5	9.8	-1.0	-3.5	-2.3	15.7	10.8	2.5	7.4	5.6	5.0	
2013	11.1	-0.1	3.6	16.8	13.2	5.4	13.9	24.2	0.2	-1.1	23.0	10.5	9.5	9.6	
2014	10.6	12.3	6.6	-0.5	8.8	8.5	6.3	-2.0	6.6	16.4	-1.4	-0.8	6.2	6.2	
2015	-0.5	-3.2	3.7	1.6	6.4	3.7	5.9	1.5	6.6					3.1	
Avg	6.0	3.6	4.9	5.8	8.4	6.4	5.9	6.4	6.5	7.4	7.2	6.1	6.6	6.0	

Supply														Total Year	Sep YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2010	-1.5	-1.5	-1.5	-1.5	-1.5	-1.5	0.0	3.2	4.9	4.9	4.9	4.9	1.1	-0.1	
2011	4.9	4.9	4.9	4.9	4.9	4.9	3.3	0.0	0.0	1.5	1.5	1.5	3.0	3.6	
2012	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	-0.0	-0.1	-0.1	1.1	1.5	
2013	-0.1	-0.1	-0.1	-0.1	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0	0.0	0.0	-0.0	-0.1	
2014	-0.1	-0.1	2.7	2.7	2.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	4.0	3.4	
2015	5.7	5.7	2.9	5.2	5.2	2.2	2.2	2.2	2.2					3.7	
Avg	1.7	1.7	1.7	2.1	2.1	2.1	2.1	2.1	2.4	2.4	2.4	2.4	1.8	2.0	

Demand														Total Year	Sep YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2010	0.9	1.3	8.8	10.9	7.4	9.7	4.9	9.7	4.7	4.2	6.4	8.8	6.6	6.8	
2011	8.9	4.8	3.6	6.5	7.3	11.7	8.9	3.8	6.9	10.8	9.0	7.6	7.5	6.9	
2012	8.8	11.7	6.9	6.5	8.0	-2.7	-3.2	-1.8	8.9	4.2	7.3	7.6	4.6	4.1	
2013	10.9	1.9	2.1	11.6	9.9	6.7	11.9	18.0	-1.5	-1.9	8.6	3.9	6.7	7.9	
2014	4.0	3.4	4.0	-6.3	3.3	4.9	4.8	-2.8	4.0	12.4	0.5	-0.4	2.7	2.0	
2015	-1.1	-2.8	2.7	4.3	3.3	1.1	3.0	2.7	6.9					2.5	
Avg	5.4	3.4	4.7	5.6	6.5	5.3	5.0	4.9	5.0	5.9	6.3	5.5	5.6	5.0	

Revenue														Total Year	Sep YTD
	January	February	March	April	May	June	July	August	September	October	November	December			
2010	-1.0	-2.4	9.3	8.2	8.9	12.4	7.8	20.5	10.6	7.4	6.4	12.3	8.7	8.8	
2011	12.2	6.8	2.5	7.5	6.7	13.1	8.5	0.1	4.3	10.3	12.3	8.2	7.5	6.6	
2012	9.1	13.2	8.6	6.1	11.4	0.5	-2.1	-0.8	17.5	10.8	2.4	7.3	6.8	6.6	
2013	11.0	-0.1	3.5	16.7	13.1	5.3	13.9	24.2	0.1	-1.2	23.0	10.5	9.4	9.6	
2014	10.5	12.2	9.5	2.2	11.8	14.7	12.3	3.6	12.6	23.0	4.2	4.8	10.4	9.9	
2015	5.2	2.3	6.7	6.9	11.8	6.0	8.3	3.8	9.0					6.9	
Avg	7.8	5.3	6.7	7.9	10.6	8.6	8.1	8.6	9.0	10.1	9.7	8.6	8.5	8.1	

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% Change by Year

Centralia MO Hotel Market Analysis

Job Number: 720676_SADIM Staff: CW Created: October 22, 2015

	Jan 10	Feb 10	Mar 10	Apr 10	May 10	Jun 10	Jul 10	Aug 10	Sep 10	Oct 10	Nov 10	Dec 10	Total Year	Sep YTD
Occ	2.5	2.9	10.5	12.6	9.1	11.5	4.9	6.3	-0.2	-0.6	1.4	3.8	5.4	6.9
ADR	-1.9	-3.7	0.5	-2.4	1.4	2.4	2.8	9.8	5.6	3.1	0.0	3.2	1.9	1.9
RevPAR	0.5	-0.9	11.0	9.9	10.6	14.1	7.8	16.7	5.5	2.5	1.4	7.1	7.5	9.0
Supply	-1.5	-1.5	-1.5	-1.5	-1.5	-1.5	0.0	3.2	4.9	4.9	4.9	4.9	1.1	-0.1
Demand	0.9	1.3	8.8	10.9	7.4	9.7	4.9	9.7	4.7	4.2	6.4	8.8	6.6	6.8
Revenue	-1.0	-2.4	9.3	8.2	8.9	12.4	7.8	20.5	10.6	7.4	6.4	12.3	8.7	8.8

	Jan 11	Feb 11	Mar 11	Apr 11	May 11	Jun 11	Jul 11	Aug 11	Sep 11	Oct 11	Nov 11	Dec 11	Total Year	Sep YTD
Occ	3.8	-0.1	-1.3	1.5	2.3	6.5	5.4	3.8	6.9	9.1	7.3	6.0	4.3	3.3
ADR	3.0	1.9	-1.0	1.0	-0.6	1.3	-0.3	-3.6	-2.4	-0.4	3.1	0.6	-0.0	-0.3
RevPAR	6.9	1.8	-2.2	2.5	1.7	7.8	5.1	0.1	4.3	8.6	10.6	6.6	4.3	2.9
Supply	4.9	4.9	4.9	4.9	4.9	4.9	3.3	0.0	0.0	1.5	1.5	1.5	3.0	3.6
Demand	8.9	4.8	3.6	6.5	7.3	11.7	8.9	3.8	6.9	10.8	9.0	7.6	7.5	6.9
Revenue	12.2	6.8	2.5	7.5	6.7	13.1	8.5	0.1	4.3	10.3	12.3	8.2	7.5	6.6

	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov 12	Dec 12	Total Year	Sep YTD
Occ	7.1	10.1	5.3	4.9	6.4	-4.1	-4.7	-3.3	7.3	4.2	7.4	7.6	3.5	2.6
ADR	0.3	1.3	1.6	-0.4	3.2	3.2	1.2	1.0	7.8	6.3	-4.6	-0.2	2.1	2.4
RevPAR	7.5	11.5	7.0	4.5	9.8	-1.0	-3.5	-2.3	15.7	10.8	2.5	7.4	5.6	5.0
Supply	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	-0.0	-0.1	-0.1	1.1	1.5
Demand	8.8	11.7	6.9	6.5	8.0	-2.7	-3.2	-1.8	8.9	4.2	7.3	7.6	4.6	4.1
Revenue	9.1	13.2	8.6	6.1	11.4	0.5	-2.1	-0.8	17.5	10.8	2.4	7.3	6.8	6.6

	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Total Year	Sep YTD
Occ	11.0	2.0	2.1	11.7	10.0	6.7	11.9	18.0	-1.5	-1.8	8.6	3.9	6.8	7.9
ADR	0.1	-2.0	1.4	4.5	2.9	-1.3	1.8	5.2	1.6	0.7	13.3	6.3	2.5	1.6
RevPAR	11.1	-0.1	3.6	16.8	13.2	5.4	13.9	24.2	0.2	-1.1	23.0	10.5	9.5	9.6
Supply	-0.1	-0.1	-0.1	-0.1	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0	0.0	0.0	-0.0	-0.1
Demand	10.9	1.9	2.1	11.6	9.9	6.7	11.9	18.0	-1.5	-1.9	8.6	3.9	6.7	7.9
Revenue	11.0	-0.1	3.5	16.7	13.1	5.3	13.9	24.2	0.1	-1.2	23.0	10.5	9.4	9.6

	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Total Year	Sep YTD
Occ	4.1	3.4	1.2	-8.8	0.6	-0.7	-0.8	-8.0	-1.6	6.4	-4.9	-5.8	-1.3	-1.4
ADR	6.3	8.5	5.3	9.1	8.2	9.3	7.2	6.6	8.3	9.4	3.7	5.2	7.5	7.7
RevPAR	10.6	12.3	6.6	-0.5	8.8	8.5	6.3	-2.0	6.6	16.4	-1.4	-0.8	6.2	6.2
Supply	-0.1	-0.1	2.7	2.7	2.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	4.0	3.4
Demand	4.0	3.4	4.0	-6.3	3.3	4.9	4.8	-2.8	4.0	12.4	0.5	-0.4	2.7	2.0
Revenue	10.5	12.2	9.5	2.2	11.8	14.7	12.3	3.6	12.6	23.0	4.2	4.8	10.4	9.9

	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	Total Year	Sep YTD
Occ	-6.5	-8.1	-0.2	-0.8	-1.8	-1.1	0.8	0.5	4.6					-1.2
ADR	6.4	5.3	4.0	2.5	8.3	4.8	5.1	1.0	1.9					4.4
RevPAR	-0.5	-3.2	3.7	1.6	6.4	3.7	5.9	1.5	6.6					3.1
Supply	5.7	5.7	2.9	5.2	5.2	2.2	2.2	2.2	2.2					3.7
Demand	-1.1	-2.8	2.7	4.3	3.3	1.1	3.0	2.7	6.9					2.5
Revenue	5.2	2.3	6.7	6.9	11.8	6.0	8.3	3.8	9.0					6.9

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Day of the Week Analysis

Centralia MO Hotel Market Analysis

Job Number: 720676_SADIM Staff: CW Created: October 22, 2015

Occupancy (%)								Total Month
Sun	Mon	Tue	Wed	Thu	Fri	Sat		
Oct - 14	43.5	57.2	64.6	63.1	59.7	77.1	81.8	64.1
Nov - 14	32.6	47.7	53.7	57.8	58.8	67.3	58.6	53.3
Dec - 14	26.4	37.6	40.3	40.1	39.5	43.1	40.4	38.3
Jan - 15	25.8	38.8	45.5	45.6	40.3	41.1	36.8	39.2
Feb - 15	28.8	42.1	50.9	54.8	53.2	56.9	50.4	48.2
Mar - 15	36.8	52.0	57.2	60.4	65.0	69.7	61.3	56.6
Apr - 15	32.1	50.2	55.9	59.4	60.1	71.7	68.2	57.0
May - 15	40.3	50.0	59.8	59.1	64.1	81.3	72.3	61.3
Jun - 15	44.6	61.0	65.5	68.9	66.3	71.5	76.6	64.8
Jul - 15	46.7	63.5	69.6	65.9	60.4	70.2	71.7	64.1
Aug - 15	41.0	57.4	66.4	65.1	56.8	58.2	64.1	58.0
Sep - 15	43.6	53.2	61.4	62.9	56.4	73.7	78.0	61.4
Total Year	37.0	51.0	57.5	58.6	56.6	65.4	63.0	55.6

Three Year Occupancy (%)								Total Year
Sun	Mon	Tue	Wed	Thu	Fri	Sat		
Oct 12 - Sep 1:	37.7	52.3	57.3	58.1	57.7	66.7	65.1	56.4
Oct 13 - Sep 1:	37.4	51.6	58.0	58.1	57.0	66.7	65.0	56.2
Oct 14 - Sep 1:	37.0	51.0	57.5	58.6	56.6	65.4	63.0	55.6
Total 3 Yr	37.3	51.6	57.6	58.3	57.1	66.2	64.3	56.1

ADR								Total Month
Sun	Mon	Tue	Wed	Thu	Fri	Sat		
Oct - 14	74.23	76.84	80.16	79.88	80.09	109.77	113.04	90.35
Nov - 14	70.06	75.05	76.60	79.77	82.53	87.45	92.01	81.73
Dec - 14	66.39	70.61	73.21	73.02	73.23	74.96	71.91	72.24
Jan - 15	69.39	74.34	77.00	77.82	74.37	73.67	72.56	74.46
Feb - 15	68.23	77.60	81.33	83.62	86.33	87.26	80.00	81.71
Mar - 15	75.52	77.46	79.67	79.62	81.73	86.31	84.79	80.98
Apr - 15	71.61	76.79	79.93	81.87	84.66	90.79	90.98	83.69
May - 15	78.72	78.66	81.72	81.77	84.50	101.70	101.37	89.47
Jun - 15	77.04	80.57	81.18	81.58	80.91	86.84	87.61	82.57
Jul - 15	77.53	80.44	81.94	79.82	78.24	90.41	94.86	83.78
Aug - 15	73.53	78.17	81.39	80.58	76.30	78.44	81.68	78.89
Sep - 15	77.42	80.19	81.14	81.31	78.75	107.84	110.29	89.63
Total Year	74.07	77.57	79.89	80.24	80.46	91.82	92.29	83.17

Three Year ADR								Total Year
Sun	Mon	Tue	Wed	Thu	Fri	Sat		
Oct 12 - Sep 1:	66.66	69.69	71.15	71.18	71.17	81.12	81.43	73.90
Oct 13 - Sep 1:	71.09	74.20	75.94	76.58	76.04	86.93	88.38	79.26
Oct 14 - Sep 1:	74.07	77.57	79.89	80.24	80.46	91.82	92.29	83.17
Total 3 Yr	70.66	73.85	75.76	76.14	75.96	86.71	87.43	78.86

RevPAR								Total Month
Sun	Mon	Tue	Wed	Thu	Fri	Sat		
Oct - 14	32.30	43.94	51.81	50.44	47.78	84.64	92.44	57.94
Nov - 14	22.86	35.82	41.13	46.15	48.54	58.87	53.88	43.53
Dec - 14	17.52	26.53	29.47	29.30	28.91	32.33	29.05	27.67
Jan - 15	17.91	28.88	35.07	35.46	29.96	30.31	26.70	29.16
Feb - 15	19.68	32.64	41.40	45.83	45.90	49.68	40.30	39.35
Mar - 15	27.78	40.28	45.59	48.07	53.15	60.18	52.00	45.87
Apr - 15	23.01	38.57	44.69	48.62	50.89	65.12	62.03	47.71
May - 15	31.76	39.30	48.86	48.34	54.14	82.66	73.34	54.88
Jun - 15	34.34	49.13	53.15	56.17	53.66	62.10	67.15	53.50
Jul - 15	36.22	51.07	57.07	52.60	47.25	63.43	68.00	53.74
Aug - 15	30.18	44.87	54.04	52.42	43.34	45.63	52.37	45.77
Sep - 15	33.76	42.65	49.84	51.17	44.39	79.44	86.06	55.01
Total Year	27.39	39.58	45.95	47.04	45.57	60.05	58.17	46.25

Three Year RevPAR								Total Year
Sun	Mon	Tue	Wed	Thu	Fri	Sat		
Oct 12 - Sep 1:	25.11	36.45	40.78	41.32	41.10	54.11	53.00	41.68
Oct 13 - Sep 1:	26.56	38.31	44.02	44.46	43.31	57.97	57.43	44.58
Oct 14 - Sep 1:	27.39	39.58	45.95	47.04	45.57	60.05	58.17	46.25
Total 3 Yr	26.38	38.14	43.64	44.36	43.37	57.44	56.25	44.22

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Methodology

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

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

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

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

Glossary

ADR (Average Daily Rate)

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

Affiliation Date

Date the property affiliated with current chain/flag

Census (Properties and Rooms)

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

Change in Rooms

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

Exchange Rate

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

Extended Historical Trend

Data on selected properties or segments starting in 2000.

Demand (Rooms Sold)

The number of rooms sold (excludes complimentary rooms).

Full Historical Trend

Data on selected properties or segments starting in 1987.

Occupancy

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

Open Date

Date the property opened as a lodging establishment.

Percent Change

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

Revenue (Room Revenue)

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

RevPAR (Revenue Per Available Room)

Room revenue divided by rooms available

Sample % (Rooms)

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

Standard Historical Trend

Data on selected properties or segments starting in 2005.

STR Code

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

Supply (Rooms Available)

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

Twelve Month Moving Average

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

Year to Date

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

*Source: STR Inc.

Centralia Local Competitors

Days Inn Mexico, MO.



Trip Advisor Traveler Rating
3/5

Excellent - 11
Very good - 20
Average - 28
Poor - 13
Terrible - 9

39 room hotel with all interior rooms offering free high-speed wireless internet, fitness room with sauna, free breakfast, in-room coffee, guest laundry, and much more. The Days Inn is located minutes from downtown Mexico and area restaurants and shopping, the Missouri Military Academy, and a short drive to The Missouri State Capital, Winston Churchill Memorial and the Lake of the Ozarks. The Days Inn offers truck, bus and RV parking. Rollaway beds are an additional 10 USD per day.

Best Western Teal Lake Inn Mexico, MO.



Trip Advisor Traveler Rating
3.5/5

Excellent - 27
Very good - 31
Average - 16
Poor - 8
Terrible - 8

The Best Western Teal Lake Inn Mexico offers easy access to area attractions, small town charm and many amenities. It is located a short drive from Presser Performing Arts Center, Downtown Square and Graceland Museum. Miss Missouri, an official preliminary of Miss America, is also located near the Best Western Teal Lake Inn located in Mexico, MO. The amenities include clean rooms, cable or satellite television, a refrigerator, a microwave, a coffee maker, free wireless internet and more. The hotel offers a complimentary full breakfast each day. The hotel offers an indoor heated pool, a hot tub, a 24-hour exercise facility, and a 24-hour business center.

Country Hearth Inn Mexico, MO.



Trip Advisor Traveler Rating
3/5

Excellent - 8
Very good - 5
Average - 7
Poor - 9
Terrible - 7

Country Hearth Inns and Suites Mexico offers clean spacious rooms, a 24-hour front desk, free deluxe continental breakfast, and free wireless internet throughout the property. All guest rooms include microwaves, mini-fridges, coffeemakers, hairdryers, irons, ironing boards, and cable television. The hotel offers extended stay rates as well as direct billing options. Pets are welcome, restrictions and charges apply. The hotel is located on Vance Road- and is near local attractions such as The Landing Water Park- Winston Churchill Memorial- and the Mark Twain Lake and Recreational Area.

Hilton Garden Inn Columbia, MO.



Trip Advisor Traveler Rating
4/5

Excellent - 148
Very good - 101
Average - 25
Poor - 16
Terrible - 22

The Hilton Garden Inn hotel is located in north Columbia at Hwy 63 and I-70. The hotel is close to the Bass Pro Shop Missouri and the Industrial Area. It is located near many restaurants, including Ruby Tuesday and Lone Star Steakhouse, which are within walking distance of the hotel. The Hilton Garden Inn Columbia hotel features 12,000 sqft. of flexible conference space, 151 guestrooms equipped with a work desk, voicemail, and wireless high-speed internet access. A hospitality center in each room includes a microwave refrigerator, coffeemaker iron/ironing board, and hair dryer. The Hilton Garden Inn hotel has a business center that is complimentary to guests and accessible 24-hours a day. The restaurant serves breakfast and dinner. The Hilton Garden Inn also has an indoor pool with a hot tub.

Super 8 East Columbia, MO.



Trip Advisor Traveler Rating
3.5/5

Excellent - 63
Very good - 75
Average - 45
Poor - 21
Terrible - 10

The Super 8 in Columbia is located off of I-70, exit 131 just minutes away from The University of Missouri. Other attractions include Boone County Fairgrounds, Area Hospitals, the District - known for its shopping and dining, Les Bourgeois Vineyard, Bistro, and A-Frame, The Katy Trails, and MKT trails. The hotel offers continental breakfast, satellite television, business center, indoor pool, and free parking.

Holiday Inn East Columbia, MO.



Trip Advisor Traveler Rating
4.5/5

Excellent - 41
Very good - 13
Average - 1
Poor - 0
Terrible - 5

The Holiday Inn is only six miles from the University of Missouri and the unique downtown area known as The District. The hotel offers free wired and wireless internet access and a 24-hour business center. The hotel has three meeting rooms, a heated, indoor pool and whirlpool, and a 24-hour fitness center. The hotel also boasts a full-service restaurant.

Candlewood Suites Columbia, MO.



Trip Advisor Traveler Rating
5/5

Excellent - 33
Very good - 5
Average - 1
Poor - 0
Terrible - 0

Candlewood Suites Extended Stay Hotel Columbia, Missouri is located near many area attractions to include the University of Missouri, University of Missouri Women & Children's Hospital, Boone Hospital Center, Ellis Fischel Cancer Center, the Downtown District, the Broadway Shops, and more. The hotel suite's amenities include free high-speed internet access, movie rental library, 42-inch TV, fully equipped kitchen, and snack cupboard.

Residence Inn Columbia, MO.



Trip Advisor Traveler Rating
4/5

Excellent - 41
Very good - 27
Average - 22
Poor - 15
Terrible - 4

Residence Inn by Marriott in Columbia offers convenient access to the University of Missouri, sporting events, hospitals, and shopping. The Residence Inn by Marriott has just completed a renovation of all guest rooms and public spaces. Amenities include free wireless internet, hot breakfast, hair dryer, ironing board and iron, fitness center, pool, and well lit parking.

Fairfield Inn Columbia, MO.



Trip Advisor Traveler Rating
3.5/5

Excellent - 31
Very good - 32
Average - 18
Poor - 11
Terrible - 8

Fairfield Inn & Suites Columbia, MO hotel combines comfort, style, and functionality. The hotel offers complimentary hot breakfast, complimentary high-speed wireless internet service, 24 hour fitness room, and an indoor pool with hot tub. The hotel recently added a new guest laundry area, as well as "The Market" center for snacks.

Hampton Inn Columbia, MO.



Trip Advisor Traveler Rating
4.5/5

Excellent - 226
Very good - 92
Average - 19
Poor - 8
Terrible - 1

The Hampton Inn I-70 Columbia hotel is located at Exit 128A off Missouri Interstate 70 at the intersection of Highway 63. The hotel is located near the University of Missouri, historic downtown Columbia, Columbia Regional Airport, and Columbia Regional Hospital. Restaurants within walking distance of this hotel include Cracker Barrel, Golden Corral, Burger King, KFC, Pizza Hut, Taco Bell, China Garden, and McDonalds. The hotel features 121 rooms that include a coffeemaker, refrigerator, hair dryer, iron, and ironing board as well as complimentary high-speed internet access and a 27-inch cable TV with HBO. Hotel guests can request rooms with a whirlpool, a king bed, or two double beds as well as connecting rooms and cribs. Other amenities include complimentary hot breakfast buffet, exercise room, indoor pool, and whirlpool. Also included are freshly baked cookies each evening with coffee and tea in the hotel lobby.

Recommendations

After extensive research it is GSG's conclusion that a hotel project would be ideally located at the intersection of Hwy 22 and Hwy 151. This site has all needed utilities, offers the best visibility, and would provide the best ROI (return on investment) of the sites evaluated. Review of demographics and community interviews suggest that a mid-level hotel would be ideal and provide the amenities to meet the community's needs. This type of hotel would be well received and provide a new tier to effectively draw guests back to Centralia from the nearby Mexico and Columbia markets.

The community, as well as surrounding smaller communities in the region, offer a number of hotel demand generators including tourism, industry, and pass through travel. Nearly every local entity interviewed is regularly sending overnight guests out of the Centralia market. A new hotel development would assist the City, local merchants and restaurateurs with recapturing lost hotel stays and subsequent guest spending by redirecting that economic impact back to the community.

Property Recommendations:

Size:	33 Rooms
Amenities:	Business center, banquet space to accommodate >25, hot breakfast, bar/lounge area, fitness room, and pool
Rate:	Within 15% of ADR average of \$105.19 Recommended rate range: \$109.99-\$120.99

Specific brand affiliation did not appear to be important, but branding of some sort appeared to be somewhat important during the community interviews. It is suggested that any hotel development should include a quality regional or national brand name.

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



Disclaimer

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

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

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

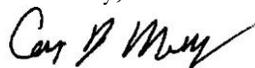
GSG hereby certifies that we have no undisclosed interest in the property nor is our compensation dependent upon the report's findings. As with all studies of this type, the results are based on competent management and assume no material change in the lodging industry in the immediate area from the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

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

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

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

Sincerely,



Corey J. Mehaffy
CEO

Financial Projections*

Proposed Hotel Costs Centralia, MO 12/31/2015

Building Specifications: **33 unit**, two (2) story, center load, Hotel & Suites with indoor pool, guest wine & beer bar, standard (king & queen/queen) rooms, extended stay rooms, free hot breakfast for guests, guest fitness room, and guest laundry room.

		33 Rooms
<u>Land (with Site Improvements & Community Fees)</u>		\$250,000
Raw Land (approx. 4 acres)		\$80,000
Site Utility & Grading Allow. (grading/sewer/water/gas/all electrical)		\$150,000
Community Fee Allow. (permits/impact fees/tap fees/water rights/etc.)		\$20,000
		\$7,576/room
 <u>Building Construction</u>		 \$2,276,000
		\$68,970/room
 <u>Fixtures, Furnishings and Equipment</u>		 \$482,000
		\$14,606/room
 <u>Indirect Costs</u>		
Appraisal		\$5,000
Architectural / Engineering		\$70,000
Franchise Fee		\$30,000
Surveys		\$10,000
Development Services		\$180,000
Pre-Opening Expenses		\$40,000
Working Capital		\$150,000
Legal and Accounting Fees		\$5,000
Construction Period Interest / Loan Fees / Closing		\$80,000
Insurance & Taxes During Construction		\$20,000
Project Contingency		\$150,000
	Total	\$740,000
		\$22,424/room
 <u>Total Projected Costs</u>		 \$3,748,000
		\$113,576 /room
Anticipated Loan Amount:	\$2,248,000	59.98% Loan to Value
Suggested Cash Injection:	\$1,500,000	40.02% Capital Position

Loan Terms: 20 Year Fixed @ 5.75% Debt Service: \$189,395

*Pricing noted above valid for 90 days from 12/31/15 and subject to verification.

Financial Projections:

Projected numbers compared to similar markets for a hotel with the following rooms: **Rooms: 33**

	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12	Total
Lodging Rooms Available	1023	924	1023	990	1023	990	1023	1023	990	1023	990	1023	12045
Lodging Occupancy %	37.5	45.6	44.5	50	79.3	74	70.7	78.4	74.8	67.2	63.9	70.5	63.2
Total Occupied Rooms	384	422	456	495	812	733	724	803	741	688	633	722	7613
Average Daily Rate (ADR)	112.22	113.44	112.88	112.52	113.11	114.3	114.14	113.89	113.13	112.71	113.18	114.45	113.33

Hotel Revenue by Source	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12	Total
Room Revenue	\$43,092	\$47,872	\$51,473	\$55,717	\$91,845	\$83,782	\$82,565	\$91,454	\$83,903	\$77,544	\$71,580	\$82,633	\$863,460
Telephone/Misc.	\$220	\$233	\$241	\$244	\$252	\$255	\$312	\$302	\$344	\$299	\$306	\$353	\$3,361
Vending/Bar Sales	\$1,124	\$1,228	\$1,484	\$1,497	\$1,676	\$1,826	\$2,273	\$2,357	\$2,402	\$2,398	\$2,127	\$2,009	\$22,401
Total Revenue	\$44,436	\$49,333	\$53,198	\$57,458	\$93,773	\$85,863	\$85,150	\$94,113	\$86,649	\$80,241	\$74,013	\$84,995	\$889,222

Payroll Expense Year 1 by Month	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12	Total
Manager	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$42,000
Housekeeping	\$4,100	\$4,200	\$4,250	\$4,800	\$4,900	\$5,050	\$5,150	\$5,200	\$4,900	\$4,700	\$4,550	\$4,400	\$56,200
Maintenance	\$1,700	\$1,825	\$1,950	\$2,000	\$2,100	\$2,125	\$2,250	\$2,300	\$2,200	\$2,100	\$2,000	\$2,000	\$24,550
Front Desk	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$63,000
Total	\$14,550	\$14,775	\$14,950	\$15,550	\$15,750	\$15,925	\$16,150	\$16,250	\$15,850	\$15,550	\$15,300	\$15,150	\$185,750

Payroll Expense by Year	Year 1	Year 2	Year 3	Year 4	Year 5
Manager	\$42,000	\$43,050	\$44,126	\$45,229	\$46,360
Housekeeping	\$56,200	\$59,700	\$61,890	\$62,930	\$66,420
Maintenance	\$24,550	\$25,000	\$26,500	\$27,000	\$28,500
Front Desk	\$63,000	\$64,260	\$65,545	\$66,856	\$68,193
Total	\$185,750	\$192,010	\$198,061	\$202,015	\$209,473

Operating Expenses Year 1 by Month	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12	Total
Salary	\$14,550	\$14,775	\$14,950	\$15,550	\$15,750	\$15,925	\$16,150	\$16,250	\$15,850	\$15,550	\$15,300	\$15,150	\$185,750
Employee Related Expenses	\$2,183	\$2,216	\$2,243	\$2,333	\$2,363	\$2,389	\$2,423	\$2,438	\$2,378	\$2,333	\$2,295	\$2,273	\$27,867
Marketing & Promotions	\$156	\$173	\$186	\$201	\$328	\$301	\$298	\$329	\$303	\$281	\$259	\$297	\$3,112
Laundry	\$231	\$257	\$277	\$299	\$488	\$446	\$443	\$489	\$451	\$417	\$385	\$442	\$4,625
Utilities	\$1,733	\$1,924	\$2,075	\$2,241	\$3,657	\$3,349	\$3,321	\$3,670	\$3,379	\$3,129	\$2,887	\$3,315	\$34,680
Cleaning Supplies	\$89	\$99	\$106	\$115	\$188	\$172	\$170	\$188	\$173	\$160	\$148	\$170	\$1,778
Linens	\$258	\$286	\$309	\$333	\$544	\$498	\$494	\$546	\$503	\$465	\$429	\$493	\$5,158
Guest Supplies	\$227	\$252	\$271	\$293	\$478	\$438	\$434	\$480	\$442	\$409	\$377	\$433	\$4,534
Operating Supplies	\$196	\$217	\$234	\$253	\$413	\$378	\$375	\$414	\$381	\$353	\$326	\$374	\$3,914
Repairs and Maintenance	\$438	\$438	\$438	\$438	\$438	\$438	\$438	\$438	\$438	\$438	\$438	\$438	\$5,256
Groundskeeping	\$258	\$286	\$309	\$333	\$544	\$498	\$494	\$546	\$503	\$465	\$429	\$493	\$5,158
Property Management System	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Complimentary Breakfast	\$1,889	\$2,097	\$2,261	\$2,442	\$3,985	\$3,649	\$3,619	\$4,000	\$3,683	\$3,410	\$3,146	\$3,612	\$37,793
Travel Agent Fees	\$133	\$148	\$160	\$172	\$281	\$258	\$255	\$282	\$260	\$241	\$222	\$255	\$2,667
Reservations	\$218	\$242	\$261	\$282	\$459	\$421	\$417	\$461	\$425	\$393	\$363	\$416	\$4,358
Vending / Bar	\$400	\$444	\$479	\$517	\$844	\$773	\$766	\$847	\$780	\$722	\$666	\$765	\$8,003
Office Supplies	\$231	\$257	\$277	\$299	\$488	\$446	\$443	\$489	\$451	\$417	\$385	\$442	\$4,625
Swimming Pool	\$378	\$419	\$452	\$488	\$797	\$730	\$724	\$800	\$737	\$682	\$629	\$722	\$7,558
Telephone	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$4,500
Cable / Internet	\$258	\$286	\$309	\$333	\$544	\$498	\$494	\$546	\$503	\$465	\$429	\$493	\$5,158
Waste Removal	\$156	\$173	\$186	\$201	\$328	\$301	\$298	\$329	\$303	\$281	\$259	\$297	\$3,112
Dues / Subscriptions	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$720
Licenses / Permits	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$1,500
Credit Card Fees	\$1,111	\$1,233	\$1,330	\$1,436	\$2,344	\$2,147	\$2,129	\$2,353	\$2,166	\$2,006	\$1,850	\$2,125	\$22,230
Franchise Fee	\$3,263	\$3,263	\$3,263	\$3,263	\$3,263	\$3,263	\$3,263	\$3,263	\$3,263	\$3,263	\$3,263	\$3,263	\$39,156
Miscellaneous	\$124	\$138	\$149	\$161	\$263	\$240	\$238	\$264	\$243	\$225	\$207	\$238	\$2,490
Accounting Fees	\$178	\$197	\$213	\$230	\$375	\$343	\$341	\$376	\$347	\$321	\$296	\$340	\$3,557
Professional Services Fees	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,100
Insurance	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$9,600
R.E./P.P. Taxes	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$51,000
Management Fee	\$2,666	\$2,960	\$3,192	\$3,447	\$5,626	\$5,152	\$5,109	\$5,647	\$5,199	\$4,814	\$4,441	\$5,100	\$53,353
Debt Service		\$15,783	\$15,783	\$15,783	\$15,783	\$15,783	\$15,783	\$15,783	\$15,783	\$15,783	\$15,783	\$15,783	\$173,613
Reserves for Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$37,334	\$54,573	\$55,723	\$57,453	\$66,581	\$64,846	\$64,929	\$67,238	\$64,954	\$63,033	\$61,222	\$63,639	\$721,525
Operating Income	\$6,877	(\$5,486)	(\$2,822)	(\$294)	\$26,857	\$20,652	\$19,766	\$26,404	\$21,215	\$16,728	\$12,366	\$20,954	\$163,217
Income Taxes	\$1,238	(\$988)	(\$250)	\$0	\$4,524	\$3,717	\$3,558	\$4,753	\$3,818	\$3,011	\$2,226	\$3,772	\$29,379
Total Expenses	\$38,797	\$53,831	\$55,770	\$57,752	\$71,440	\$68,928	\$68,942	\$72,462	\$69,252	\$66,524	\$63,873	\$67,813	\$755,384
Net Profit	\$5,639	(\$4,498)	(\$2,572)	(\$294)	\$22,333	\$16,935	\$16,208	\$21,651	\$17,397	\$13,717	\$10,140	\$17,182	\$133,838
Net Profit / Sales	13%	-9%	-5%	-1%	24%	20%	19%	23%	20%	17%	14%	20%	13%

5 Year Revenue Projections (33 Rooms)										
	Year 1	%	Year 2	%	Year 3	%	Year 4	%	Year 5	%
Lodging Rooms Available	12045		12045		12045		12045		12045	
Lodging Occupancy %	63.2		64.6		68.9		70.6		74.2	
Total Occupied Rooms	7613		7785		8301		8512		8947	
Average Daily Rate	113.33		113.88		114.22		115.02		115.76	
Revenue	Year 1	%	Year 2	%	Year 3	%	Year 4	%	Year 5	%
Guest Rooms	\$863,466	97.1%	\$886,556	97.0%	\$948,140	96.9%	\$979,050	96.8%	\$1,035,705	96.8%
Telephone/Misc	\$3,361	0.4%	\$3,477	0.4%	\$3,602	0.4%	\$3,777	0.4%	\$3,941	0.4%
Vending/Bar Sales	\$22,401	2.5%	\$24,410	2.7%	\$26,846	2.7%	\$28,454	2.8%	\$29,833	2.8%
Total	\$889,228	100.0%	\$914,443	100.0%	\$978,588	100.0%	\$1,011,281	100.0%	\$1,069,479	100.0%
Direct Costs	\$4,480		\$4,882		\$5,369		\$5,691		\$5,967	
Gross Margin	\$884,748	99.5%	\$909,561	99.5%	\$973,219	99.5%	\$1,005,590	99.4%	\$1,063,512	99.4%
Operating Expenses	Year 1	%	Year 2	%	Year 3	%	Year 4	%	Year 5	%
Salary	\$185,750	20.9%	\$192,010	21.0%	\$198,061	20.2%	\$202,015	20.0%	\$209,473	19.6%
Employee Related Expenses	\$27,863	3.1%	\$28,802	3.1%	\$29,709	3.0%	\$30,302	3.0%	\$31,421	2.9%
Marketing & Promotions	\$3,112	0.3%	\$3,201	0.4%	\$3,425	0.3%	\$3,539	0.3%	\$3,743	0.3%
Laundry	\$4,624	0.5%	\$4,755	0.5%	\$5,089	0.5%	\$5,259	0.5%	\$5,561	0.5%
Utilities	\$34,680	3.9%	\$35,663	3.9%	\$38,165	3.9%	\$39,440	3.9%	\$41,710	3.9%
Cleaning Supplies	\$1,778	0.2%	\$1,829	0.2%	\$1,957	0.2%	\$2,023	0.2%	\$2,139	0.2%
Linens	\$5,158	0.6%	\$5,304	0.6%	\$5,676	0.6%	\$5,865	0.6%	\$6,203	0.6%
Guest Supplies	\$4,535	0.5%	\$4,664	0.5%	\$4,991	0.5%	\$5,158	0.5%	\$5,454	0.5%
Operating Supplies	\$3,913	0.4%	\$4,024	0.4%	\$4,306	0.4%	\$4,450	0.4%	\$4,706	0.4%
Repairs and Maintenance	\$5,256	0.6%	\$5,399	0.6%	\$5,547	0.6%	\$5,783	0.6%	\$6,228	0.6%
Grounds-keeping	\$5,158	0.6%	\$5,304	0.6%	\$5,676	0.6%	\$5,865	0.6%	\$6,203	0.6%
Property Management System	\$3,600	0.4%	\$3,600	0.4%	\$3,600	0.4%	\$3,600	0.4%	\$3,600	0.3%
Complimentary Breakfast	\$37,792	4.2%	\$38,864	4.3%	\$41,590	4.3%	\$42,979	4.2%	\$45,453	4.3%
Travel Agent Fees	\$2,668	0.3%	\$2,743	0.3%	\$2,936	0.3%	\$3,034	0.3%	\$3,208	0.3%
Reservations	\$4,357	0.5%	\$4,481	0.5%	\$4,795	0.5%	\$4,955	0.5%	\$5,240	0.5%
Vending / Bar	\$8,003	0.9%	\$8,230	0.9%	\$8,807	0.9%	\$9,102	0.9%	\$9,625	0.9%
Office Supplies	\$4,624	0.5%	\$4,755	0.5%	\$5,089	0.5%	\$5,259	0.5%	\$5,561	0.5%
Swimming Pool	\$7,558	0.8%	\$7,773	0.9%	\$8,318	0.9%	\$8,596	0.9%	\$9,091	0.9%
Telephone	\$4,500	0.5%	\$4,575	0.5%	\$4,625	0.5%	\$4,750	0.5%	\$4,800	0.4%
Cable / Internet	\$5,158	0.6%	\$5,304	0.6%	\$5,676	0.6%	\$5,865	0.6%	\$6,203	0.6%
Waste Removal	\$3,112	0.3%	\$3,201	0.4%	\$3,425	0.3%	\$3,539	0.3%	\$3,743	0.3%
Dues / Subscriptions	\$720	0.1%	\$720	0.1%	\$720	0.1%	\$720	0.1%	\$720	0.1%
Licenses / Permits	\$1,500	0.2%	\$1,500	0.2%	\$1,500	0.2%	\$1,500	0.1%	\$1,500	0.1%
Credit Card Fees	\$22,231	2.5%	\$22,861	2.5%	\$24,465	2.5%	\$25,282	2.5%	\$26,737	2.5%
Franchise Fee	\$39,156	4.4%	\$39,156	4.3%	\$39,156	4.0%	\$39,156	3.9%	\$39,156	3.7%
Miscellaneous	\$2,490	0.3%	\$2,560	0.3%	\$2,740	0.3%	\$2,832	0.3%	\$2,995	0.3%
Accounting Fees	\$3,557	0.4%	\$3,658	0.4%	\$3,914	0.4%	\$4,045	0.4%	\$4,278	0.4%
Professional Services Fees	\$1,100	0.1%	\$1,200	0.1%	\$1,200	0.1%	\$1,200	0.1%	\$1,200	0.1%
Insurance	\$9,600	1.1%	\$10,200	1.1%	\$10,800	1.1%	\$11,000	1.1%	\$11,250	1.1%
R.E./P.P. Taxes	\$51,000	5.7%	\$52,800	5.8%	\$53,650	5.5%	\$54,265	5.4%	\$56,333	5.3%
Management Fee	\$53,354	6.0%	\$54,867	6.0%	\$58,715	6.0%	\$60,677	6.0%	\$64,169	6.0%
Debt Service	\$173,613	19.5%	\$189,396	20.7%	\$189,396	19.4%	\$189,396	18.7%	\$189,396	17.7%
Reserves for Replacement	\$0	0.0%	\$23,874	2.0%	\$28,777	2.9%	\$39,554	3.9%	\$41,772	3.9%
Total Operating Expenses	\$721,520	81.1%	\$753,399	82.4%	\$777,719	79.5%	\$791,451	78.3%	\$817,099	76.4%
Operating Income	\$163,228	18.4%	\$156,162	17.1%	\$195,500	20.0%	\$214,139	21.2%	\$246,413	23.0%
Income Taxes	\$29,379	3.3%	\$28,109	3.1%	\$35,190	3.6%	\$38,545	3.8%	\$44,355	4.1%
Total Expenses	\$755,379	84.9%	\$786,390	86.0%	\$818,278	83.6%	\$835,687	82.6%	\$867,421	81.1%
Net Profit	133,849	15.1%	128,053	14.0%	160,310	16.4%	175,594	17.4%	202,058	18.9%
Cash on Cash Return	8.92%		8.53%		10.68%		11.70%		13.47%	

5 Year Break-Even Analysis (33 Rooms)										
	Year 1	%	Year 2	%	Year 3	%	Year 4	%	Year 5	%
Lodging Rooms Available	12045		12045		12045		12045		12045	
Lodging Occupancy %	49.1		52.7		54.9		56.6		57.9	
Total Occupied Rooms	5925		6349		6620		6821		6977	
Average Daily Rate	113.33		113.88		114.22		115.02		115.76	
Revenue	Year 1	%	Year 2	%	Year 3	%	Year 4	%	Year 5	%
Room Revenue	\$671,530	96.2%	\$723,108	96.3%	\$756,294	96.4%	\$784,558	96.5%	\$807,722	69.7%
Total Revenue	\$698,057	100.0%	\$750,892	100.0%	\$784,538	100.0%	\$813,014	100.0%	\$835,287	100.0%
Hotel Payroll Expense	Year 1	%	Year 2	%	Year 3	%	Year 4	%	Year 5	%
Manager	\$40,000	5.7%	\$41,250	5.5%	\$42,500	5.4%	\$43,750	5.4%	\$44,250	5.3%
Housekeeping	\$48,000	6.9%	\$49,250	6.6%	\$50,280	6.4%	\$52,260	6.4%	\$54,640	6.5%
Maintenance	\$22,500	3.2%	\$24,250	3.2%	\$25,750	3.3%	\$26,200	3.2%	\$27,250	3.3%
Front Desk	\$57,000	8.2%	\$58,480	7.8%	\$60,120	7.7%	\$61,840	7.6%	\$62,660	7.5%
Total Payroll Expense	\$167,500	24.0%	\$173,230	23.1%	\$178,650	22.8%	\$184,050	22.6%	\$188,800	22.6%
Operating Expenses	Year 1	%	Year 2	%	Year 3	%	Year 4	%	Year 5	%
Employee Related Expenses	\$27,863	4.0%	\$28,802	3.8%	\$29,709	3.8%	\$30,302	3.7%	\$31,421	3.8%
Marketing & Promotions	\$2,500	0.4%	\$2,625	0.3%	\$2,750	0.4%	\$2,875	0.4%	\$3,000	0.4%
Laundry	\$3,824	0.5%	\$3,641	0.5%	\$4,108	0.5%	\$4,294	0.5%	\$4,785	0.6%
Utilities	\$27,478	3.9%	\$28,733	3.8%	\$29,741	3.8%	\$32,999	4.1%	\$34,781	4.2%
Cleaning Supplies	\$1,500	0.2%	\$1,611	0.2%	\$1,712	0.2%	\$1,845	0.2%	\$1,943	0.2%
Linens	\$3,800	0.5%	\$3,972	0.5%	\$4,044	0.5%	\$4,185	0.5%	\$4,230	0.5%
Guest Supplies	\$3,687	0.5%	\$3,747	0.5%	\$4,176	0.5%	\$4,221	0.5%	\$4,554	0.5%
Operating Supplies	\$3,412	0.5%	\$3,554	0.5%	\$3,843	0.5%	\$3,911	0.5%	\$4,193	0.5%
Repairs and Maintenance	\$4,476	0.6%	\$4,512	0.6%	\$5,101	0.7%	\$5,374	0.7%	\$5,827	0.7%
Grounds-keeping	\$4,215	0.6%	\$4,612	0.6%	\$5,208	0.7%	\$5,322	0.7%	\$5,483	0.7%
Property Management System	\$3,600	0.5%	\$3,600	0.5%	\$3,600	0.5%	\$3,600	0.4%	\$3,600	0.4%
Complimentary Breakfast	\$33,000	4.7%	\$34,112	4.5%	\$35,878	4.6%	\$36,874	4.5%	\$37,458	4.5%
Travel Agent Fees	\$2,400	0.3%	\$2,522	0.3%	\$2,788	0.4%	\$2,812	0.3%	\$2,896	0.3%
Reservations	\$3,800	0.5%	\$4,001	0.5%	\$4,284	0.5%	\$4,454	0.5%	\$4,763	0.6%
Vending / Bar	\$7,158	1.0%	\$7,245	1.0%	\$7,548	1.0%	\$7,841	1.0%	\$8,461	1.0%
Office Supplies	\$3,322	0.5%	\$3,766	0.5%	\$3,943	0.5%	\$4,122	0.5%	\$4,247	0.5%
Swimming Pool	\$7,412	1.1%	\$7,625	1.0%	\$7,750	1.0%	\$8,150	1.0%	\$8,300	1.0%
Telephone	\$4,500	0.6%	\$4,575	0.6%	\$4,625	0.6%	\$4,750	0.6%	\$4,800	0.6%
Cable / Internet	\$5,158	0.7%	\$5,304	0.7%	\$5,676	0.7%	\$5,865	0.7%	\$6,203	0.7%
Waste Removal	\$2,475	0.4%	\$2,678	0.4%	\$2,749	0.4%	\$2,987	0.4%	\$3,157	0.4%
Dues / Subscriptions	\$720	0.1%	\$720	0.1%	\$720	0.1%	\$720	0.1%	\$720	0.1%
Licenses / Permits	\$1,500	0.2%	\$1,500	0.2%	\$1,500	0.2%	\$1,500	0.2%	\$1,500	0.2%
Credit Card Fees	\$16,221	2.3%	\$17,774	2.4%	\$19,874	2.5%	\$20,431	2.5%	\$21,745	2.6%
Franchise Fee	\$39,156	5.6%	\$39,156	5.2%	\$39,156	5.0%	\$39,156	4.8%	\$39,156	4.7%
Miscellaneous	\$2,000	0.3%	\$2,100	0.3%	\$2,212	0.3%	\$2,345	0.3%	\$2,455	0.3%
Accounting Fees	\$3,500	0.5%	\$3,550	0.5%	\$3,625	0.5%	\$3,755	0.5%	\$3,915	0.5%
Professional Services Fees	\$1,100	0.2%	\$1,200	0.2%	\$1,200	0.2%	\$1,200	0.1%	\$1,200	0.1%
Insurance	\$9,600	1.4%	\$10,200	1.4%	\$10,800	1.4%	\$11,000	1.4%	\$11,250	1.3%
R.E./P.P. Taxes	\$51,000	7.3%	\$52,800	7.0%	\$53,650	6.8%	\$54,265	6.7%	\$56,333	6.7%
Management Fee	\$41,689	6.0%	\$45,167	6.0%	\$46,905	6.0%	\$49,047	6.0%	\$50,014	6.0%
Debt Service	\$173,613	24.9%	\$189,396	25.2%	\$189,396	24.1%	\$189,396	23.3%	\$189,396	22.7%
Reserves for Replacement	\$0	0.0%	\$15,088	2.0%	\$23,489	3.0%	\$32,487	4.0%	\$33,447	4.0%
Total Operating Expenses	\$495,679	71.0%	\$539,888	71.9%	\$561,760	71.6%	\$582,085	71.6%	\$595,233	71.3%
Income Taxes	\$34,878	5.0%	\$37,774	5.0%	\$44,128	5.6%	\$46,879	5.8%	\$51,254	6.1%
Payroll Expenses	\$167,500	23.3%	\$173,230	22.5%	\$178,650	22.1%	\$184,050	21.7%	\$188,800	21.5%
Total Expenses	\$698,057	100.0%	\$750,892	100.0%	\$784,538	100.0%	\$813,014	100.0%	\$835,287	100.0%

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