



2016 HOTEL & EVENT SPACE MARKET DEMAND ANALYSIS

Prepared by the Jefferson County Economic Development Consortium for the Jefferson County Area in Wisconsin



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SECTION A | OVERVIEW

EXECUTIVE SUMMARY

THE NEED FOR MARKET DEMAND ANALYSIS

Over the last several years several communities in the Jefferson County area have expressed the need for additional accommodation space with the growth of major cultural events, family events, and tourism overall (especially outdoor recreation). As such, the JCEDC has endeavored to do an area-wide hotel and event space demand analysis. Enclosed is the report with the following components:

- Summary and General Information
- Area Demographic and Economic Profile
- Major Factors Influencing Hotel and Event Space Growth
- Hotel Supply & Demand
- Event Space Supply & Demand
- Facility Recommendations
- Community Profiles within Context of Demand

REPORT HIGHLIGHTS

Overall, the Jefferson County area is well poised for the development of one or two hotels within the immediate area. With a number of hotel developers looking at construction, it will be critical for communities to aid potential lodging partners in looking at the area-wide context with major events, employer demand, and the growth of tourism and outdoor recreation. Based on the market overall, it appears a limited-service or select-service mid-sized hotel would be well suited to the area's demand of commercial, meeting/group, and leisure segments.

A boutique hotel in one of the communities' downtowns such as Lake Mills, Fort Atkinson, or Watertown has the potential to be well-received with the increase in tourism traffic overall. Communities best suited for hotel development (in no particular order) are Watertown, Fort Atkinson, and Jefferson with the current and projected weekday and weekend volume. Johnson Creek is perhaps best suited in terms of location on I-94, but lacks both weekday demand and regular major events within the community on weekends. Whitewater also has much potential for hotel development.

Overall, within the next several years multiple communities are looking at hotel and event space development – given the market's recovery post-recession, it is doubtful the area can handle the construction of a few hotels. Market capacity will be driven by proximity to other new hotel construction; ability of the new hotels to serve multiple areas, venues, institutions, and employers; and the growth trajectory of the tourism industry.

SECTION B | AREA PROFILE

JEFFERSON COUNTY AREA PROFILE

OUR BUSINESS IS YOUR BUSINESS

The Jefferson County area leverages the Madwaukee I-94 Corridor's world class status as research and industrial centers, and the area's communities are well positioned to build on local strengths - affordable living, high quality of life, agriculture, food processing, and advance manufacturing. From small start-up businesses to major corporate enterprises the Jefferson County area is the right place to locate. We have a diversified economy with major manufacturing firms like Trek Bicycle to strong service business such as Fort Healthcare. Jefferson County Economic Development Consortium works with entrepreneurs to grow their business while assisting existing businesses in their retention and expansion efforts. Top industries are advanced manufacturing, food processing, healthcare, tourism, agribusiness, and bioenergy.

The University of Wisconsin-Whitewater is located on the southern end of the county, and drive times to U-W Madison (39 minutes) and U-W Milwaukee (56 minutes) are quick. Within Jefferson County we have two locations for Madison Area Technical College in Fort Atkinson and Watertown; in addition the area is served by Blackhawk Technical College on the western portion of the county and Waukesha County Technical College on the eastern portion of the county.

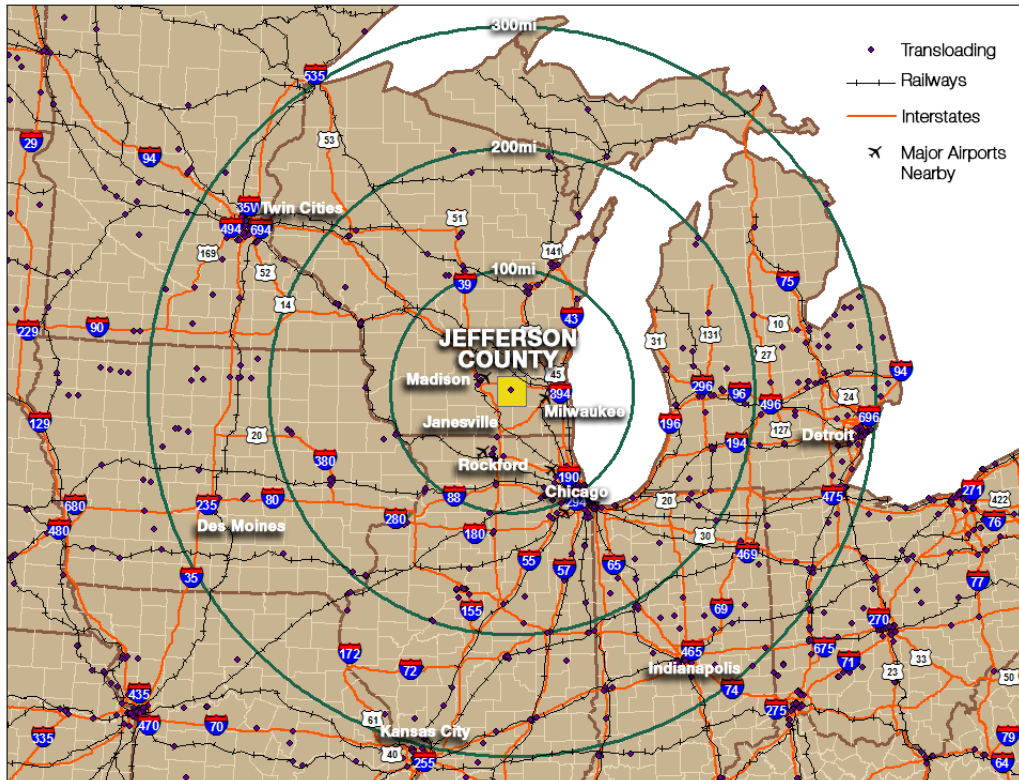
REGIONAL CONTEXT

The Jefferson County Area is located in a special region with proximity to the Great Lakes basin, Wisconsin's "North Woods," and the agricultural production "bread basket" of the United States. We are located in one of the largest metropolitan regions in the entire country. The region is in the population center of greater Chicago-Milwaukee and shares an eight-County regional economic development organization with Madison and Dane County.

The area is physically connected to, and ideally located in, the center of the most diverse and dynamic economic development generation regions in Wisconsin. The communities are positioned to build on strengths such as small town living, agriculture and food processing and advance manufacturing. At the same time, local leaders can leverage and take advantage of this strong linkage to the two adjacent metropolitan areas which have world class status as research and industrial centers.

LOCATION, LOCATION, LOCATION

Fort Atkinson in Jefferson County is located in a truly special region with proximity to the Great Lakes basin, Wisconsin's "North Woods," and the agricultural production "bread basket" of the U.S. The area is located within 12% of the nation's population within a 2-hour driving distance and are in the population center of greater Chicago-Milwaukee. The laborshed area has over 400,000 within a 20-mile drive time. In addition, Madison Airport (a 38 minute drive) and the Milwaukee Airport (a 56 minute drive) are easy access. Finally, the county has a four-lane highway recently completed that cuts through the middle of the county from north to south and intersects with I-94, making commuting times short for most residents of the area and easy access for visitors and tourists alike.



The vibrant economy in the area enhances the area's quality of life. Because of careful planning and a tradition of land preservation the region has balanced growth while maintaining community livability. The area's park system, biking options, water sports, fishing, and cultural sites, to name only a few, all add to the quality of life while contributing to the economy.

- Low cost of living, high quality of life
- Advanced economic development team in place to assist
- Proximity to markets, research & development hubs
- Located along Mad-Waukee corridor
- Corporate presence and diversified economy = available, trained workforce

JEFFERSON COUNTY COMMUNITY DATA

- Population | 83,686
- Median Age | 38.2 years
- Households | 32,117
- Bachelor Degree or Higher | 23.3%
- Number of K-12 Public Schools | 33
- Number of Post-Secondary Schools | 3
- Median Housing Value | \$174,600
- Median rent | \$761

Source: American Community Survey 5-Year Estimate, 2014

DEMOGRAPHIC CHARACTERISTICS							
Population	2000	2015	Five Year Projection				
			1	2	3	4	5
Population by Age Group	76,053	85,419	85,937	86,456	86,975	87,494	88,011
0 to 6 YEARS	6,646	6,856	7,039	7,201	7,41	7,644	7,869
7 to 11 YEARS	5,352	5,545	5,418	5,346	5,211	5,046	4,99
12 to 14 YEARS	3,340	3,303	3,32	3,324	3,394	3,407	3,348
15 to 17 YEARS	3,426	3,386	3,337	3,327	3,305	3,323	3,33
15 to 44 YEARS	33,982	32,614	32,550	32,566	32,621	32,726	32,818
45 to 64 YEARS	13,928	20,662	24,094	20,715	27,977	20,388	28,505
65 YEARS +	9,379	13,053	13,499	13,977	14,467	14,960	15,471
Median Age	36.6	38.5					

POPULATION	2000	2014
Number	28,188	85,599
Median Household Income	46,901	54,522
Household Income Distribution		
Under - \$35,000	9767	3,938
\$35,001 - \$50,000	5392	3,288
\$50,001 - \$75,000	7382	5,110
\$75,001 - Above	5647	9,313

JEFFERSON COUNTY ECONOMIC DATA

- Mean Travel Time to Work | 23.2 minutes
- Residents Working and Living in County | 16,225
- Inbound Commuters | 15,837
- Outbound Commuters | 26,115
- Mean Household Income | \$54,522

Source: American Community Survey 5-Year Estimate, 2014

AREA TOP EMPLOYERS

- Nasco | 1,100
- Generac Power Systems | 1,050
- Trek Bicycle Corporation | 800
- Watertown Regional Medical Center | 800
- Fort Healthcare | 650
- Watertown Unified School District | 500
- Cygnus Business Media | 450
- Jefferson County | 430
- Jones Dairy Farms | 400
- SpaceSaver | 390
- Fort Atkinson School District | 368
- OSI | 340
- Schiller Gounds Care | 300
- Wal-Mart | 300

Source: NETS Database, 2013

COMPANY	STATUS	CITY	JOBS	INDUSTRY
FORT HEALTHCARE INC		FORT ATKINSON	866	General medical and surgical hospitals
NASCO	Global	FORT ATKINSON	465	Custom compound purchased resins
FORT ATKINSON SCHOOL DISTRICT		FORT ATKINSON	434	Public elementary and secondary schools
JONES DAIRY FARM	Global	FORT ATKINSON	400	Sausages, from purchased meat
SPACESAVER CORPORATION		FORT ATKINSON	390	Partitions and fixtures, except wood
OSI		FORT ATKINSON	340	Frozen meats, from purchased meat
FIRESIDE INC		FORT ATKINSON	250	Eating places
FESTIVAL FOODS		FORT ATKINSON	150	Supermarkets, independent
SOUTHCORE INC.		FORT ATKINSON	150	Digital Media
BALL CORPORATION		FORT ATKINSON	145	Aluminum cans
W AND A DISTRIBUTION SVCS INC		FORT ATKINSON	125	Contract haulers
DIGI-STAR		FORT ATKINSON	110	Ag-related tech support and products
MADISON AREA TECHNICAL COLLEGE		FORT ATKINSON	102	Technical College
OPPORTUNITIES INC		FORT ATKINSON	100	Vocational rehabilitation agency
PICK'N SAVE		FORT ATKINSON	90	Grocery stores
JEFFERSON COUNTY		JEFFERSON	500	Executive offices
NESTLE PURINA PETCARE COMPANY		JEFFERSON	230	Canned pet food (except dog and cat)
WAL-MART STORES INC		JEFFERSON	200	Department stores, discount
GENERAC POWER SYSTEMS INC	Regional	JEFFERSON	160	Generator sets: gasoline, diesel, or dual- fuel
VALERO RENEWABLE ENERGY CORPORATION		JEFFERSON	89	Power Plant
MASTER MOLD INC		JOHNSON CREEK	300	Plastics processing
SCHILLER GROUNDS CARE INC		JOHNSON CREEK	181	Turf and grounds equipment
MENARD INC		JOHNSON CREEK	160	Lumber and other building materials
AVON RUBBER & PLASTICS INC		JOHNSON CREEK	145	Molded rubber products
KOHL'S CORPORATION		JOHNSON CREEK	84	Department stores, non-discount
CRYSTAL FARMS	National	LAKE MILLS	200	Cheese
SELJAN COMPANY		LAKE MILLS	200	Engineering Services
FIBERDOME INCORPORATED		LAKE MILLS	75	Fabricated plate work (boiler shop)
AZTALAN ENGINEERING		LAKE MILLS	71	Engineering Services
CHAPTER 2		LAKE MILLS	70	Tool and die
STANDARD PROCESS INC	National	PALMYRA	360	Health foods
A-1 CREATIVE PACKAGING CORP		PALMYRA	100	Packaging and labeling services
TREK BICYCLE CORPORATION	Global	WATERLOO	900	Bicycles and related parts
SHEEHY MAIL CONTRACTORS INC		WATERLOO	210	Mail carriers, contract
SUSSEK MACHINE CORPORATION	Global	WATERLOO	115	Machine shop, jobbing and repair
MC KAY NURSERY CO	National	WATERLOO	70	Nursery, Garden Center, and Farm Supply Stores
WATERTOWN REGIONAL MEDICAL CENTER		WATERTOWN	800	Hospital
WATERTOWN UNIFIED SCHOOL DST		WATERTOWN	500	Elementary and secondary schools
BETHESDA LUTHERAN COMMUNITIES INC	Global	WATERTOWN	445	Residential care
WAL-MART STORES INC		WATERTOWN	300	Department stores, discount
MARQUARDT VILLAGE		WATERTOWN	270	Assisted Living

COMPANY	STATUS	CITY	JOBS	INDUSTRY
FISHER-BARTON BLADES INC		WATERTOWN	200	Lawn and garden equipment
MARANATHA BAPTIST UNIVERSITY	Global	WATERTOWN	200	College, except junior
WIS - PAK INC	National	WATERTOWN	200	Soft drinks: packaged in cans, bottles,
EATON CORPORATION		WATERTOWN	180	Digital displays of process variables
GLORY GLOBAL SOLUTIONS		WATERTOWN	180	Coin counters
REISS INDUSTRIES LLC		WATERTOWN	175	Molding primary plastics
WATERTOWN CITY		WATERTOWN	175	Municipal office
KONECRANES		WATERTOWN	150	Material Handling
UNITED PARCEL SERVICE		WATERTOWN	140	Parcel delivery, vehicular
CLASEN QUALITY COATINGS INC	National	WATERTOWN	120	Sugar and Confectionery Products
SEALED AIR CORPORATION		WATERTOWN	120	HVAC Installation
ADTECH		WATERTOWN	117	Component Painting
JOHNSONVILLE FOODS		WATERTOWN	100	Sausages, from purchased meat
SHOPKO STORES OPERATING CO		WATERTOWN	100	Department stores, discount
SPUNCAST	Global	WATERTOWN	100	Metal Casting
WESTERN INDUSTRIES INC		WATERTOWN	100	Fabricated structural metal
BLAIN'S FARM & FLEET		WATERTOWN	80	Farm Retail
METALTEK		WATERTOWN	80	Casting
LUTHER PREPARATORY SCHOOL		WATERTOWN	70	High school, junior or senior, nec
SYMBOL MATTRESS		WATERTOWN	70	Mattress Manufacturing
GENERAC POWER SYSTEMS INC		WHITEWATER	570	Electrical Industrial Apparatus
UNIVERSAL ELECTRONICS INC		WHITEWATER	300	Printed circuit boards

SECTION C | MAJOR FACTORS INFLUENCING HOTEL DEMAND AND GROWTH

WISCONSIN TOURISM

Wisconsin is one of the nation's premier tourism and outdoor recreation destinations. In 2015, Wisconsin boasted \$11.9B in consumer spending, over 140,000 direct jobs in tourism, \$3.6B in wages and salaries in tourism, and \$844M in state and local tax revenue. Overall the trends look to continue with nearly 5% growth in this industry annually.



Glacial Heritage Trail in Jefferson County, Wisconsin. Photo provided by Jefferson County Parks Department.

JEFFERSON COUNTY AREA TOURISM & OUTDOOR RECREATION

The JCEDC believes the Jefferson County area is and should be viewed as the outdoor recreation epicenter of the Midwest – the premier tourist destination and economic hub for outdoor recreation in the greater region. With this comes a greater need for quality lodging in the area. For Chicago, Rockford, Janesville/Beloit, Madison, and Milwaukee the Glacial Heritage Area is the closest rural outdoor recreation hub that has a collection of charming smaller communities to explore. Some of the key assets in the area supporting the launch of this brand/focus include:

- The Jefferson County area's (also known as the Glacial Heritage Area or GHA) outdoor living is designed to reconnect people to the land through recreation, conservation and tourism. With some of the nation's best trails for biking, hiking and plentiful kayaking and canoeing, fishing, camping, and winter sports, the region has it all.
- The Rock River, a nationally-designated water trail, snakes through the entire area and is a focal point for outdoor activity and to the small towns in the area.

- The area is home to the Fireside Theater, one of Wisconsin's foremost small town cultural experiences.
- The area has seen significant growth within the agritourism industry with the establishment of wineries, distilleries, and breweries.
- The area is home to some of the Midwest's most sought-after indoor-outdoor event spaces (i.e. barns) for graduation parties, weddings, family reunions, and corporate events, often booked full well over a year in advance.
- In line with this, the County fair park in the City of Jefferson is pursuing a significant expansion in coming years so that they may host additional personal occasions, corporate events, and animal shows. This venue has national draw for some of their current events.
- Jefferson County is also home to the international headquarters of Trek Bicycle.

The Jefferson County area is one of the Midwest's best tourism and outdoor recreation hot spots. In 2015, the area generated \$153M in business sales, over 1,600 direct jobs supporting visitors to the area, nearly \$40M in tourism wages and salaries, and \$10.4M in state and local tax revenue. Overall trends look to continue with over 5% annual growth in this industry.

Accordingly, the organization has included in their 5-Year Strategic Initiative a variety of strategies and tactics designed to strengthen the area's outdoor recreation offerings, capitalize on these by attracting and retaining talent predisposed to locate near such opportunities, and nurture the area's tourism and outdoor recreation manufacturing economic sectors. The JCEDC believes that the area's strategic economic location plus the high quality of life that comes with outdoor recreation opportunities can and will add up to a niche economic and tourism brand that will resonate regionally and nationally to strong economic effect and an improved quality of life for all businesses and residents alike. With this focus and growth in tourism and outdoor recreation the area is poised to grow the demand for accommodations significantly in coming years.

LAUNCHING A REGIONAL BRAND CENTERED AROUND OUTDOOR RECREATION & TOURISM

Given the focus of tourism and outdoor recreation growth in the area, the JCEDC has identified a series of supporting activities to see this goal come to fruition. The area brand will raise regional awareness of the area's tourism and economic development assets. The five-year goal for brand penetration for economic development audiences will be the upper Midwest. The following are some of the major activities outlined in the JCEDC \$4.1M 5-year Strategic Initiative to tourism:

Branding Campaign | Develop / implement a regional multi-channel branding and marketing campaign designed to enhance the area's image as an ideal location within the Chicago-Milwaukee IQ Corridor for outdoor recreation and small town living, both for increasing tourism and driving economic development.

- **Communications Committee** | Launch a Communications Committee to oversee the branding campaign
- **Promotions** | Support and promote events that strengthen outdoor recreation brand
- **Website** | Upgrade website and social media platforms to targeted audiences (i.e. site selectors, community leaders, tourists, residents, etc.)
- **Dashboard** | Maintain an online dashboard of key economic, tourism, and community development indicators to track impact of programs to overall goals
- **Materials** | Develop a set of marketing materials for area economic development and tourism; work with regional partners to further the reach of these materials
- **Promotions** | Promote area tourism opportunities in regional and national publications

GLACIAL HERITAGE AREA

By using a “strings and pearls” approach, the Glacial Heritage Area (a formal partnership with the Wisconsin Department of Natural Resources) aims to increase the diversity of recreation opportunities, which includes hiking, biking, wildlife watching, camping, horse riding, hunting, fishing and other activities where people live and work. There are four main focus areas: Conservation Parks; Linking Trails; River- based Conservation Area; and Wildlife Areas. The GHA is uniquely situated between Madison and Milwaukee - within 50 miles (about a one-hour drive) of approximately half the state’s population. The current demand for nature-based activities is already high and continues to increase. Wisconsin’s population is increasingly urban and suburban and is looking for readily accessible places to hike, bike, fish, watch wildlife, camp, hunt, ride horses, cross country ski and other outdoor activities.

ROCK RIVER NATIONAL WATERWAY

The Rock River Trail was established in 2010 to promote recreational use of all 320 miles of the Rock River. Preservation, restoration & appreciation of the natural & historic attributes of the Rock River are the goal of this non-profit organization. The Rock River Trail Initiative is to establish and support a Rock River Water Trail along the 320-mile river course from the headwaters in Fond du Lac County, Wisconsin, to the Mississippi River at Rock Island, Illinois, and a separate Rock River Scenic and Historic Route.

COUNTY PARK SYSTEM

The Jefferson County Parks Department’s purpose is to preserve natural resources for public use and conservation, to operate a parks system with resource-oriented recreation, trails (including bicycling) and special use parks; and to expand the parks system for environmental and land use benefits and the health and enjoyment of its residents and visitors. This growing system of large parks, extensive trails and natural areas give form to Jefferson County communities and rural landscape. The Jefferson County Parks System is fundamental in creating special places to live, vital and distinctive communities and working farms. The parks system provides multiple recreation facilities for all ages and abilities in a way that balances recreation and conservation values.

ESTABLISHING WISCONSIN'S THIRD MEDICAL SCHOOL

Local leaders are working with consultants to establish the state’s third medical college, to be named the Osteopathic Medical College of Wisconsin (OMCoW), in Jefferson, Wisconsin. At the equipoise of one of the most significant healthcare corridors in the country, Jefferson County has the potential to emerge as the State’s Primary Care hub with the creation of the College. And, there is a superb network of regional hospitals with which to affiliate.

What makes this initiative of particular note is the area’s ability to serve as a living laboratory for the College. As a medical school focusing on osteopathic medicine it will aim to fill the shortfall of primary care doctors in Wisconsin (especially within more rural areas) while developing practitioners focusing on the osteopathic tradition (and increasingly the healthcare industry’s focus) of preventative healthcare and well-being. The area’s small-town setting with immense outdoor recreation fits this initiative at its core. When the medical school’s first class is matriculated in 2018, the demand for accommodations from visiting professors, lecturers, staff, and family and friends will increase dramatically.

THE IDEA

There are few new Allopathic Medical Schools coming online in America, but, driven by a “social movement” for Primary Care, there are nearly twenty Osteopathic Colleges in various stages of development. Medical educators view this as “the historic moment” when Primary Care will displace specialization. This is not simply about building new medical schools, it is about changing how medicine is practiced. The idea of a College of Osteopathic Medicine in Wisconsin has been pursued for the last decade, but no one has been able to aggregate the necessary partners. Furthermore, no one has been able to envision a new approach to residency programs, now funded by a worn-out Medicare model. The Osteopathic Medical College of Wisconsin intends to do just that.

THE SCOPE

Collaborating with the American Association of Osteopathic Medical Colleges, the Osteopathic Medical College of Wisconsin will be a best-in-class institution. Its creation will be driven by a funding consortium, modeled on the success at the UW, charged with a goal of \$125 million. The consortium model allows for immediate ownership by the College. It also promotes a wide circle of partners ensuring immediate and ongoing philanthropy to sustain the College. The new College has been incorporated. An initial board has been established and is currently recruiting a wide range of notable leaders.

THE LOCATION

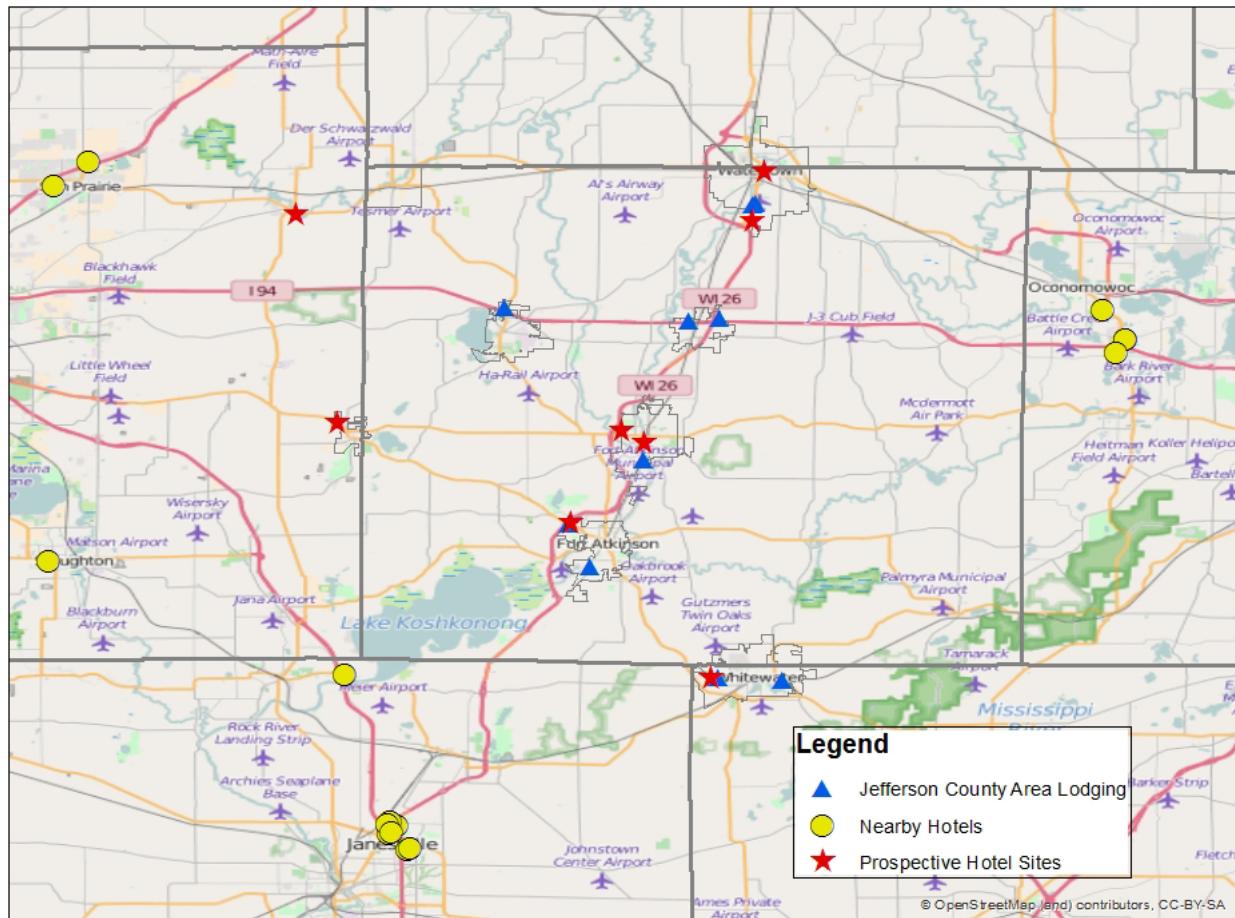
The College will be sited in Jefferson, Wisconsin. The City is wonderfully positioned between Madison and Milwaukee. The support from the City, its Mayor, City Administrator and City Council, as well support from Jefferson County, has been excellent. At the equipoise of one of the most significant healthcare corridors in the country, Jefferson has the potential to emerge as the State’s Primary Care hub with the creation of the College. There is a superb network of regional hospitals with which to affiliate. A larger campus is now being considered, distinct from the earlier, historic St. Coletta campus. The Boldt Company has done Land Due Diligence on the new site and has developed a Conceptual Site Plan.

JEFFERSON COUNTY AREA INDUSTRY GROWTH

Surveying area employers, the Jefferson County Area is set to grow its workforce significantly over the course of the next several years. Of those surveyed alone (around 20 companies), around 1,000 jobs will be added over the course of the next year. The area has a highly dynamic workforce that draws upon over 450,000 employees within 20 miles of Jefferson County. With several local industries announcing the growth of their workforce in 2016 and also the recent announcement of a similar number of layoffs (around about 1,000 workers both for expansion and dislocation – about half of which come from ag/food/beverage) there is a window of opportunity for local employers to grow their employee base at an accelerated pace.

SECTION D | HOTEL MARKET DEMAND ANALYSIS

Enclosed is an overview of the existing hotel market within the immediate Jefferson County area and within the Greater Jefferson County Area. Below is a graphic showing hotels within the immediate area (blue triangles), nearby hotels (yellow circles), and potential or planned hotel development sites in the area (red stars). The planned or potential sites are in a wide-range of stages from preliminary ideation to existing hoteliers in the area owning additional land and exploring additional development.



EXISTING HOTEL MARKET

As seen below, the Jefferson County immediate market (population estimated at 108,000) currently has ten mid-sized accommodation establishments, ranging from 40 to 100 hotel rooms. The average amount of rooms per hotel is 60. This data was received from STR Global.

Name of Establishment	City & State	Zip Code	Class	Aff Date	Open Date	Rooms
Days Inn Johnson Creek	Johnson Creek, WI	53038	Economy Class	Jun 1994	Jun 1994	45
Comfort Suites Johnson Creek	Johnson Creek, WI	53038	Upper Midscale Class	Jun 2012	Sep 2005	100
Holiday Inn Express Watertown	Watertown, WI	53094	Upper Midscale Class	Dec 1996	Dec 1996	79
Super 8 Watertown	Watertown, WI	53094	Economy Class	Nov 1992	Nov 1992	45
Baymont Whitewater	Whitewater, WI	53190	Midscale Class	Nov 2007	Sep 1997	60
Super 8 Whitewater	Whitewater, WI	53190	Economy Class	Mar 2013	Apr 1991	51
Holiday Inn Express & Suites Fort Atkinson	Fort Atkinson, WI	53538	Upper Midscale Class	Jul 2000	Jul 2000	78
Americas Best Value Inn Fort Atkinson	Fort Atkinson, WI	53538	Economy Class	May 2006	Jun 1989	55
Rodeway Inn Jefferson	Jefferson, WI	53549	Economy Class	Jul 1997	Jul 1997	41
Americas Best Value Inn Lake Mills	Lake Mills, WI	53551	Economy Class	Feb 2007	Jun 1993	40
Total Properties:					10	594

REGIONAL HOTEL MARKET

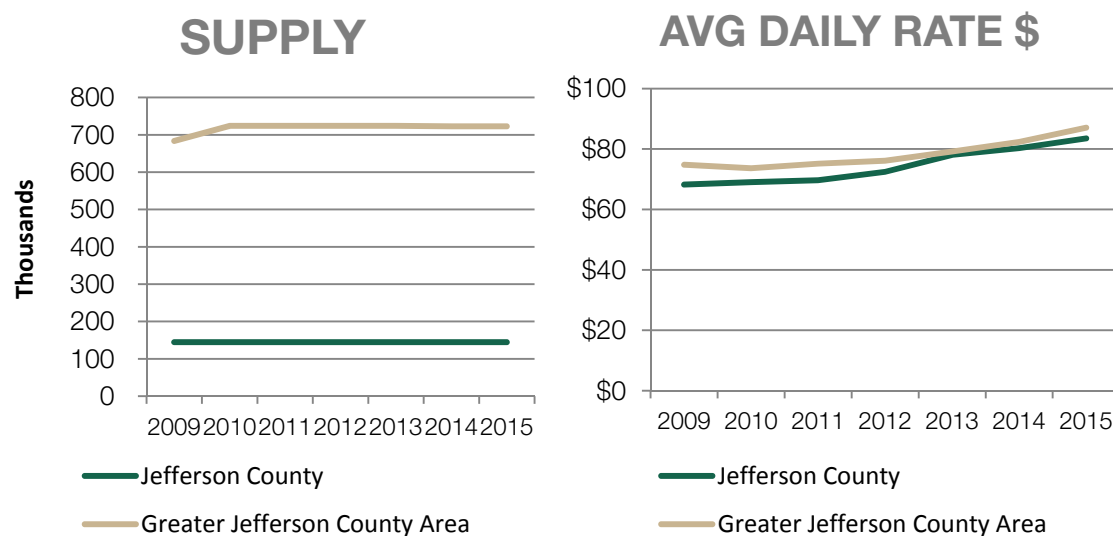
As seen below, the total greater Jefferson County area hotel market (population estimated at 250,000) currently has fifty mid-to large-sized accommodation establishments, ranging from 16 to 255 hotel rooms. This data was also received from STR Global.

Name of Establishment	City & State	Zip Code	Class	Aff Date	Open Date	Rooms
Country Pride Inn	Delafield, WI	53018	Midscale Class	Jun 1988	Jun 1988	57
The Delafield Hotel	Delafield, WI	53018	Luxury Class	Mar 2006	Mar 2006	38
La Quinta Inns & Suites Milwaukee Delafield	Delafield, WI	53018	Midscale Class	Mar 2006	May 1997	97
Holiday Inn Express & Suites Delafield	Delafield, WI	53018	Upper Midscale Class	Aug 2011	May 1997	84
Comfort Suites Johnson Creek	Johnson Creek, WI	53038	Upper Midscale Class	Jun 2012	Sep 2005	100
Days Inn Johnson Creek	Johnson Creek, WI	53038	Economy Class	Jun 1994	Jun 1994	45
Lake Country Inn	Oconomowoc, WI	53066	Economy Class	Jul 1989	Jul 1989	36
Olympia Resort & Conf Center	Oconomowoc, WI	53066	Upper Upscale Class	Jan 1997	Jun 1974	255
Hilton Garden Inn Oconomowoc	Oconomowoc, WI	53066	Upscale Class	May 2007	May 2007	100
Staybridge Suites Milwaukee West Oconomowoc	Oconomowoc, WI	53066	Upscale Class	Apr 2009	Apr 2009	128
Super 8 Watertown	Watertown, WI	53094	Economy Class	Nov 1992	Nov 1992	45
Holiday Inn Express Watertown	Watertown, WI	53094	Upper Midscale Class	Dec 1996	Dec 1996	79
Nite Cap Motel	Watertown, WI	53094	Economy Class			16
Heritage Inn	Watertown, WI	53094	Economy Class	Aug 2007	May 1972	38
Alpine Valley Resort	East Troy, WI	53120	Economy Class	Jun 1964	Jun 1964	123
East Troy Inn & Suites	East Troy, WI	53120	Upper Midscale Class	Jul 2014	Jun 1999	51
Hampton Inn Elkhorn	Elkhorn, WI	53121	Upper Midscale Class	Jun 2009	Jun 2009	64
Crossroads Motel	Elkhorn, WI	53121	Economy Class			23
Baymont Whitewater	Whitewater, WI	53190	Midscale Class	Nov 2007	Sep 1997	60
Super 8 Whitewater	Whitewater, WI	53190	Economy Class	Mar 2013	Apr 1991	51
Coachmans Golf Resort	Edgerton, WI	53534	Economy Class	Jun 1970	Jun 1970	60
Comfort Inn Edgerton	Edgerton, WI	53534	Upper Midscale Class	Jan 1998	Jan 1998	50
Holiday Inn Express & Suites Fort Atkinson	Fort Atkinson, WI	53538	Upper Midscale Class	Jul 2000	Jul 2000	78
Mile A Way Motel	Fort Atkinson, WI	53538	Economy Class	Jun 1960	Jun 1960	16
Villa Inn	Fort Atkinson, WI	53538	Economy Class	Jun 1996	Jun 1996	28
Americas Best Value Inn Fort Atkinson	Fort Atkinson, WI	53538	Economy Class	May 2006	Jun 1989	55
Lannon Stone Motel	Janesville, WI	53545	Economy Class			27
Econo Lodge Janesville	Janesville, WI	53545	Economy Class	Jan 2009	Jun 1975	58
Super 8 Janesville	Janesville, WI	53545	Economy Class	Apr 1985	Apr 1985	48
Redwood Motel	Janesville, WI	53545	Economy Class			23
Ramada Janesville	Janesville, WI	53546	Midscale Class	Jul 2013	Sep 1974	105
Holiday Inn Express Janesville I 90 & Highway 14	Janesville, WI	53546	Upper Midscale Class	Sep 1994	Sep 1994	142
Baymont Janesville	Janesville, WI	53546	Midscale Class	Jan 1995	Jan 1995	105
Motel 6 Janesville	Janesville, WI	53546	Economy Class	Jun 1968	Jun 1968	115
Microtel Inn & Suites by Wyndham Janesville	Janesville, WI	53546	Economy Class	May 1997	May 1997	61
Hampton Inn Janesville	Janesville, WI	53546	Upper Midscale Class	Dec 1992	Dec 1992	98
Hilltop Motel	Jefferson, WI	53549	Economy Class	Jun 1956	Jun 1956	30
Rodeway Inn Jefferson	Jefferson, WI	53549	Economy Class	Jul 1997	Jul 1997	41
Americas Best Value Inn Lake Mills	Lake Mills, WI	53551	Economy Class	Feb 2007	Jun 1993	40
Days Inn Stoughton	Stoughton, WI	53589	Economy Class	Mar 2012	Jun 1989	52
Quality Inn & Suites Stoughton	Stoughton, WI	53589	Midscale Class	May 2011	Mar 1998	50
Super 8 Sun Prairie Madison East Area	Sun Prairie, WI	53590	Economy Class	Jul 1984	Jul 1984	58
McGovern's Motel & Suites	Sun Prairie, WI	53590	Economy Class	Jun 1935	Jun 1935	56
Water Tower Inn	Sun Prairie, WI	53590	Economy Class	Jun 1998		64
Quality Inn Sun Prairie	Sun Prairie, WI	53590	Midscale Class	Apr 2009	Mar 1999	62
Days Inn Madison Southeast	Madison, WI	53716	Economy Class	Apr 1995		64
Sleep Inn & Suites Madison	Madison, WI	53718	Midscale Class	Aug 2009	Aug 2009	89
Magnuson Grand Hotel	Madison, WI	53718	Economy Class	Apr 2009	Jul 1996	102
GrandStay Residential Suites Madison	Madison, WI	53718	Midscale Class	Jul 2003	Jul 2003	53
Americas Best Value Inn Madison	Madison, WI	53718	Economy Class	May 2005	Jun 1973	88
Total Properties:					50	3408

SELECTED ANALYSIS FOR HOTEL DEVELOPMENT SUPPLY

Because the supply and demand balance for the Jefferson County hotel market is dynamic, there is a close connection between the performance of existing area hotels (both positive and negative) and new development and the aggregate performance on the overall accommodations market. Renovations, expansions, change in ownership or management, and economic or infrastructure changes within a community or area could affect any of the area's hotels. When a hotel's portion of the overall supply and demand is gained there is a negative effect on the other hotels in the area with lower occupancy rates.

As seen below, the supply of rooms has remained static in the immediate Jefferson County Area with little new construction or expansion. Similarly the greater area has seen little development in the last five years. However, the average daily rate of the hotel rooms available has grown significantly, with the immediate area commanding nearly the rates of their more urban counterparts in Sun Prairie, Janesville, and Waukesha.



COMMERCIAL SEGMENT: INDUSTRY & MAJOR INSTITUTIONS

The Jefferson County Area is situated between several major metropolitan areas and operates as its own economic engine with a collective of several mid to small-sized communities. Some of the area's employers with the largest need for nearby, regular, quality accommodations include:

- University of Wisconsin-Whitewater (Whitewater)
- Maranatha Baptist University (Watertown)
- Standard Process, Inc. (Palmyra near Whitewater)
- Glory Global Solutions (Watertown)
- Bethesda Lutheran Communities (Watertown)
- Nestle Purina Pet care (Jefferson)
- Sealed Air Corporation (Watertown)
- Luther Prep School (Watertown)
- Watertown Regional Medical Center (Watertown)
- OSI/Redi-Serv (Fort Atkinson)
- Fort Healthcare (Fort Atkinson)
- Southcomm (Fort Atkinson)
- Spacesaver (Fort Atkinson)
- Digi-Star (Fort Atkinson)
- Schiller Grounds Care (Johnson Creek)
- Konecranes (Watertown)
- Crystal Farms Dairy (Lake Mills)
- Valero Renewable Energy (Jefferson)

As seen below, the supply of patrons for area hotels from the commercial segment is drastically different for each community. Communities with the greatest regular monthly demand from major

employers and institutions (generally weekday demand) in relation to their population size are Jefferson, Fort Atkinson, and Watertown.

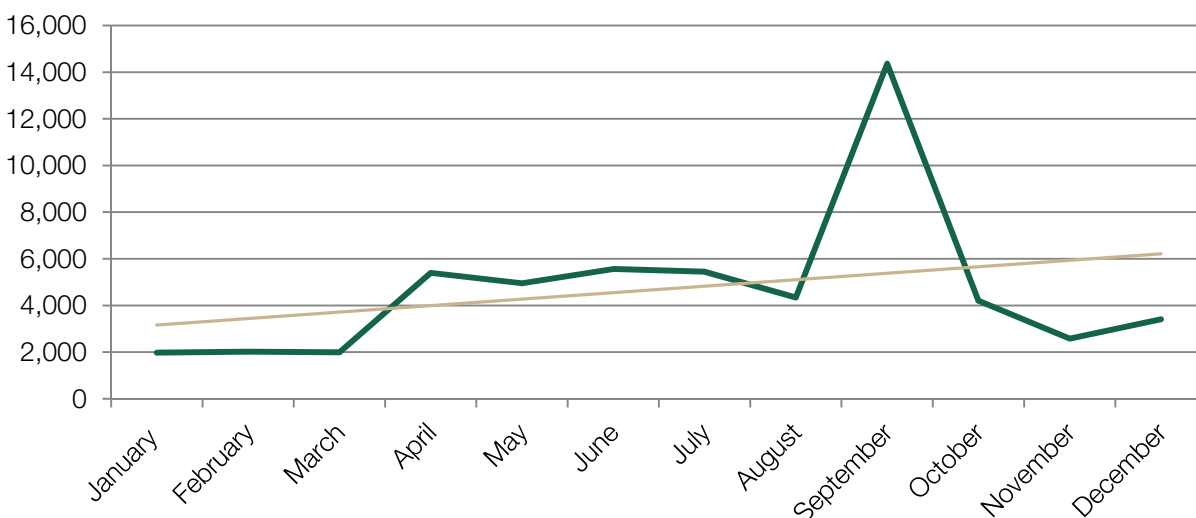
Community	Staff	Avg Visitors /Mo	Pop.	Visitors/Pop.
Cambridge	-	-	1,488	0.0%
Jefferson	1,221	403	7,955	5.1%
Palmyra*	460	90	1,780	5.1%
Fort Atkinson	4,330	337	12,432	2.7%
Watertown	4,961	524	23,891	2.2%
Johnson Creek	991	26	2,871	0.9%
Whitewater/Palmyra	4,330	337	12,432	2.7%
Waterloo	1,325	25	3,345	0.7%
Lake Mills	621	23	5,785	0.4%
Whitewater	870	40	14,390	0.3%

Note: Palmyra, with its small population and being home to Standard Process, has a great need for additional lodging. The closest larger community is Whitewater. Data collected by JCEDC staff through employer survey.

LEISURE SEGMENT: CULTURE/OUTDOOR RECREATION/GLACIAL HERITAGE AREA

With the significant cultural, outdoor recreation, and tourism amenities in the Jefferson County area the leisure segment has provided the largest challenge to meet the area's lodging needs. Below are two graphics outlining the monthly demand from major events in the area. Data was sourced from a local research by JCEDC staff and do not represent exact figures of rooms needed from events per month but instead a best assessment of each event's hotel room needs based on general attendance figures and an understanding of approximate attendees needing lodging. In the line chart below, the green line represents the monthly average demand from major events and the tan line is the trend line overall.

TOTAL HOTEL ROOMS NEEDED FOR MAJOR EVENTS IN AREA



Other than a dramatic spike in September from an annual animal expo, the Jefferson County Area demand from major events for hotel space vacillates between approximately 2,000 rooms in winter months to early 6,000 rooms during the summer months.

Community	Event Name	January	February	March	April	May	June	July	August	September	October	November	December	Total
	Total Hotel Rooms Needed	1,975	2,015	1,985	5,400	4,954	5,560	5,445	4,340	14,360	4,205	2,580	3,410	
Jefferson	Wis. Sheep & Wool Festival				3,000					6,750				9,750
Watertown	Watertown Business Demand	550	550	550	550	550	550	550	550	550	550	550	550	6,600
Fort Atkinson	Fort Atkinson Business Demand	340	340	340	340	340	370	340	340	340	340	340	340	4,110
Watertown	Baseball Tournament - Watertown						1,300	2,500						3,800
Waterloo	Wiener & Kraut Day									3,000				3,000
Watertown	Maranatha College	200	200	200	200	500	200	200	350	200	200	200	200	2,850
Whitewater	Whitewater College Graduation and Cultural Events					1,634								900
														2,534
Jefferson	Xcel Sports Complex				200	600	600	600	200	100				2,300
Fort Atkinson	Fireside Dinner Theatre	150	100	100	40	150	200	200	200	200	200	200	200	1,940
Fort Atkinson	Fireside Dinner Theatre	150	150	150	150	150	150	150	150	150	150	150	150	1,800
Jefferson County	Outdoor Recreation and Events	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Dodge County	Horicon Marsh	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Palmyra	Palmyra Business Demand	90	90	90	90	90	90	90	90	90	90	90	90	1,080
Jefferson	Antique Auction	80	80	80	80	80	80	80	80	80	80	80	80	960
Watertown	Luther Preparatory School					400			200		350			950
Jefferson	Gun Show									500			400	900
Watertown	Bowling Tournament - Watertown										850			850
Jefferson	Jefferson Business Demand	70	70	70	70	70	70	70	70	70	70	70	70	840
Fort Atkinson	Rhythm on the River								800					800
Fort Atkinson	Fort Koshkonong Rendezvous									800				800
Fort Atkinson	Fort Atkinson Baseball Fest/5k						800							800
Waterloo	Annual Trek 100						800							800
Watertown	Riverfest								800					800
Watertown	Rockman Challenge - 5K									750				750
Jefferson	Horse Shows							65	150		500			715
Johnson Creek	The Gobbler Theater	50	50	50	50	50	50	50	50	50	50	50	50	600
Lake Mills	Tyrannena Run 5k											500		500
Jefferson	Mad. Classic Car Show & Swap				300					160				460
Lake Mills	Tyrannena Oktoberfest Bike Ride										400			400
Johnson Creek	Johnson Creek Business Demand	30	30	30	30	30	30	30	30	30	30	30	30	360
Lake Mills	Lake Mills Business Demand	30	30	30	30	30	30	30	30	30	30	30	30	360
Jefferson	Jefferson County Fair							250						250
Whitewater	U-W Whitewater Sporting Events	25	25	25	10	10	10	10	20	20	25	20	50	250
Johnson Creek	Badger Football Game									60	60	60	60	240
Jefferson County	Countywide Construction Projects					20	20	20	20	20	20			120
Waterloo	Waterloo Business Demand	10	10	10	10	10	10	10	10	10	10	10	10	120
Jefferson	Gemuetlichkeit Days									100				100
Jefferson	Dog Shows			60		40								100
Whitewater	Innovation Center									100				100
Jefferson	Dog Show		50											50
Jefferson	Tri-County Rabbit Show				50									50
Lake Mills	Knickerbocker Ice Festival		40											40

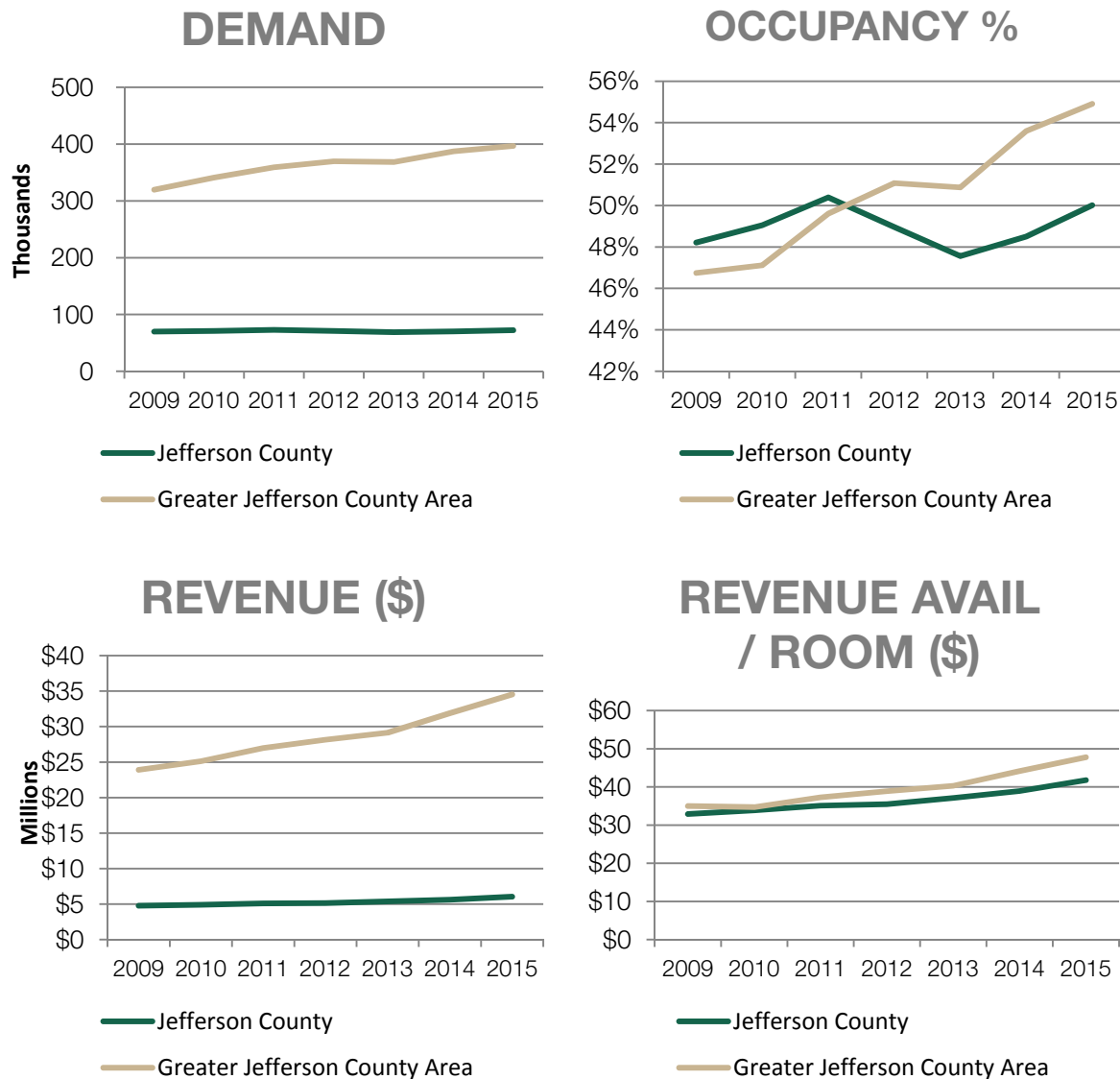
MEETING/GROUP SEGMENT: REUNIONS, WEDDINGS, FUNERALS, AND UNCLASSIFIED VISITATION

Upon a review of the event spaces in the area with a capacity of 100 or more for guests, around 17,000 hotel rooms are annually needed for event spaces around area. The area has seen significant growth in this segment for reunions, weddings, funerals, graduations, etc. with the expansion of barn venues, community centers, and smaller event spaces. Many of the venues with capacity of 150+ are booked solid between May and October over one year in advance – these venues readily draw upon clients seeing a rural, more affordable and laid back experience and are booking the spaces from Chicago, the Twin Cities, Madison, Milwaukee, and beyond.

SELECTED ANALYSIS FOR POTENTIAL HOTEL DEVELOPMENT

DEMAND OF HOTEL DEVELOPMENT IN AREA

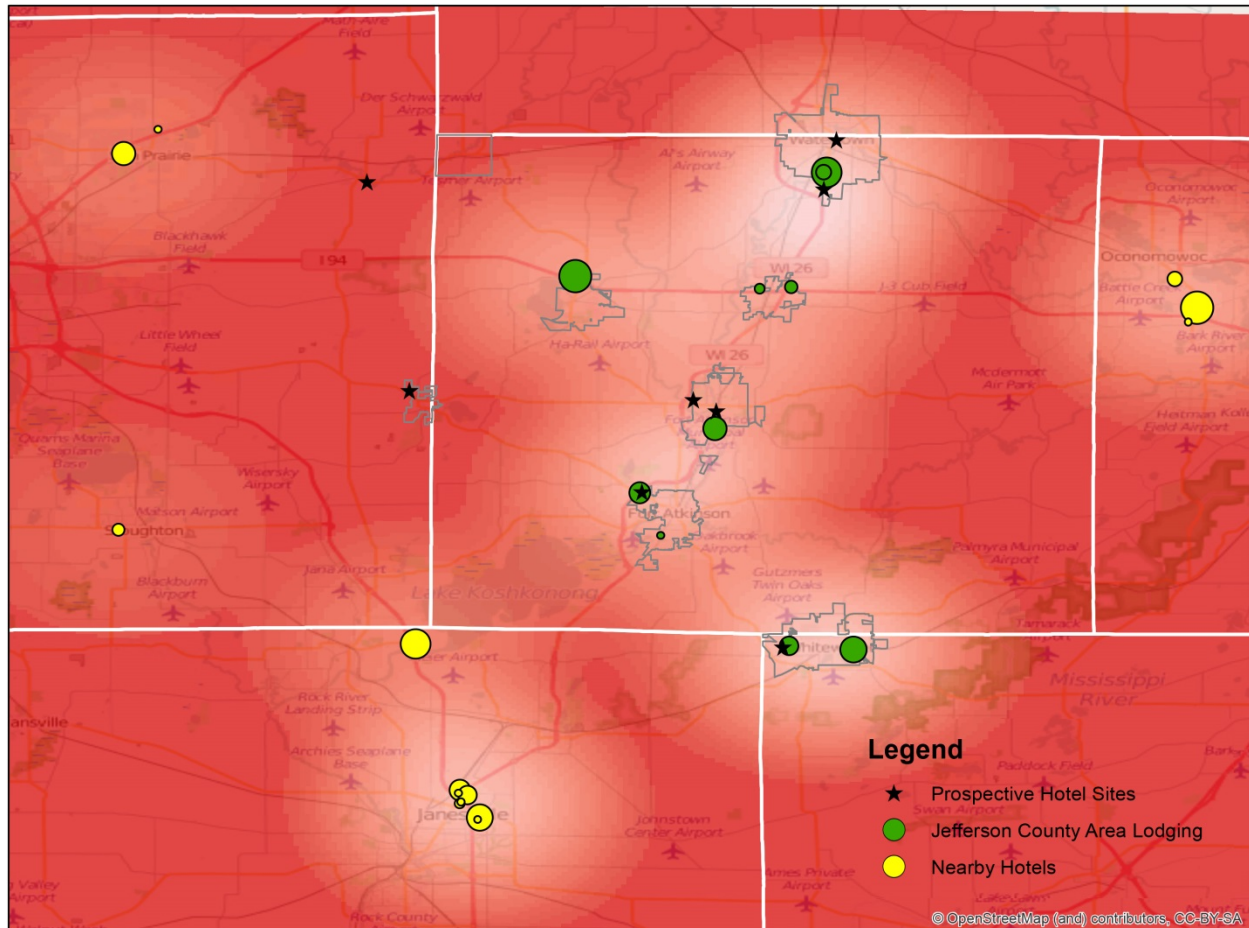
As seen below, the supply and demand for hotels immediately within Jefferson County has been static for the last five years. This being said, with the average daily rate and the occupancy % both on the rise, it appears there is room for growth in the local industry, especially given the context of commercial and industry growth, the growth of major institutions in the area (i.e. Wisconsin's third medical college and the County's fair park), and the growth of the tourism and outdoor recreation industries.



DEMAND OF HOTEL DEVELOPMENT WITHIN REGIONAL CONTEXT

In terms of competitive position, the Jefferson County area is well-positioned for hotel development. On the next page is a map outlining the current occupancy of area hotels in the

context of available rooms. The brighter the white pulse against the red background the greater the occupancy rate. Currently, Whitewater and Watertown have the greatest overall rates in the area, even exceeding that of Janesville (to the Southwest), Sun Prairie (to the Northwest), and Waukesha (to the east). This being said, revenue generated from these nearby areas has increased dramatically while revenue in the immediate Jefferson County area has growth at a much slower rate. The revenue per available rooms, however, has grown at almost an identical rate between the two areas.



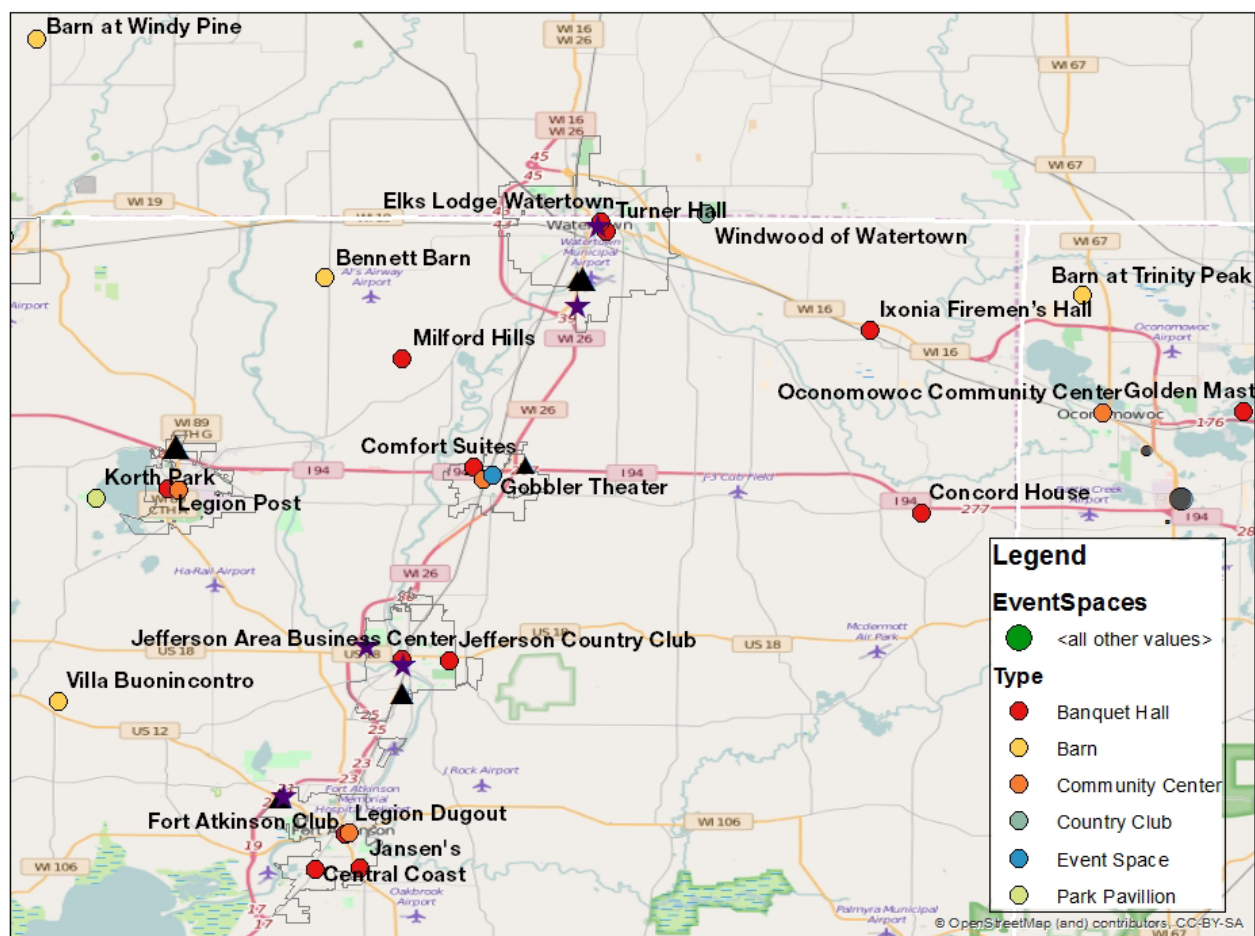
SECTION E | EVENT SPACE MARKET ANALYSIS

EXISTING EVENT SPACE MARKET

Within the Greater Jefferson County Area there is a wide range of available spaces for a wide range of events. As seen below, there are banquet halls, barn venues, community centers, country clubs, event spaces, and park pavilions scattered across the area. As the tourism industry grows, the demand for these spaces will continue to grow.

Several developers in the area are considering the construction of additional event space, in particular the establishment of a venue with the capacity of 300 or more. There is much interest in such a space being built adjacent or very near accommodations space. In particular, there are discussions of the development of a large event venue in downtown Fort Atkinson, west Fort Atkinson, south Fort Atkinson, west Jefferson, east Jefferson, west Whitewater, Waterloo, and Watertown.

According to www.costofwedding.com, the average wedding in the area is over \$25k and has over 100 guests. The average event rental for the area is between \$3k and \$10k, depending on the level of included service and support. Total average expenses for venue, catering, and rentals runs nearly \$10k. While there is a large array of types of no, partial, and full-service venues in the area, there is in particular increasing demand for full service event spaces.



Event Space Name	Community	Type	Rating	No/Full/Partial Service	Capacity	Events Per Yr	Avg PPL Hotels
Milford Hills	Johnson Creek	Banquet Hall	High Budget	Full	150	10	x
Golden Mast	Oconomowoc	Banquet Hall	High Budget	Full	200		x
Schuster's Farm	Deerfield	Barn	High Budget	Partial	200	50	x
Over The Vines	Edgerton	Barn	High Budget	Partial	200	25	x
Villa Buonincontro	Fort Atkinson	Barn	High Budget	Partial	200	15	x
Lake Ripley Country Club	Cambridge	Country Club	High Budget	Full	300		
Legion Dugout	Fort Atkinson	Banquet Hall	Low Budget	Full/Partial	100	12	
Ixonia Firemen's Hall	Ixonia	Banquet Hall	Low Budget	Partial	150		
Legion Post	Lake Mills	Banquet Hall	Low Budget	Full	200	25	
Concord House	Sullivan	Banquet Hall	Low Budget	Full	300		
Turner Hall	Watertown	Banquet Hall	Low Budget	Full	400	20	
Elks Lodge Watertown	Watertown	Banquet Hall	Low Budget	Full	300	20	
James R. Connor University Center	Whitewater	Banquet Hall	Low Budget	Full	175	24	
Fort Atkinson Club	Fort Atkinson	Community Center	Low Budget	Partial Limited	250	50	
Johnson Creek Community Center	Johnson Creek	Community Center	Low Budget	Partial Limited	150		
Lake Mills Community Center	Lake Mills	Community Center	Low Budget	Partial Limited	250		
Korth Park	Lake Mills	Park Pavillion	Low Budget	Partial Limited	150		
Waterloo Fireman's Park	Waterloo	Park Pavillion	Low Budget	Partial Limited	200		
Cambridge Winery	Cambridge	Banquet Hall	Mid Budget	Full no Catering	100		
Central Coast	Fort Atkinson	Banquet Hall	Mid Budget	Full	300		
Jansen's	Fort Atkinson	Banquet Hall	Mid Budget	Full/Partial	425	40	
Jefferson Area Business Center	Jefferson	Banquet Hall	Mid Budget	Full no Catering no Bar	250	12	
Jefferson Country Club	Jefferson	Banquet Hall	Mid Budget	Full	100		
Comfort Suites	Johnson Creek	Banquet Hall	Mid Budget	Full	150	25	x
Club 1848? (Randys)	Whitewater	Banquet Hall	Mid Budget	Full	250	24	
Barn at Trinity Peak	Oconomowoc	Barn	Mid Budget	Partial	200		x
Barn at Windy Pine	Waterloo	Barn	Mid Budget	Partial	250		x
Oconomowoc Community Center	Oconomowoc	Community Center	Mid Budget	Partial Limited	250		
Koshkonong Mounds Country Club	Fort Atkinson	Country Club	Mid Budget	Full	300	30	x
Windwood of Watertown	Watertown	Country Club	Mid Budget	Full	300	30	x
Whitewater Country Club	Whitewater	Country Club	Mid Budget	Full	150	25	
The Gathering Place	Milton	Banquet Hall			150		
Badger Farms LLC	Deerfield	Barn		Partial	200		x
Bennett Barn	Watertown	Barn		Partial	300		x

SECTION F | SELECTED ANALYSIS FOR POTENTIAL HOTEL & EVENT SPACE DEVELOPMENT

Based on the above analysis of overall market supply, demand, and occupancy performance, several types of hotels may be a good fit for the area. These include:

- Boutique hotel development in a downtown location
- Limited-service hotel
- Select-service hotel

BOUTIQUE HOTEL

Smaller in size, boutique hotels are well situated to capitalize on the downtown growth of the area's communities. With several communities boasting riverwalks, regular downtown events, robust access to outdoor recreation, and nightlife, this hotel type would be well suited to capture commercial and leisure demand.

LIMITED-SERVICE HOTEL

Mid-sized, limited service hotels are well situated to capitalize on the tourism and business growth of the area's communities. With several communities boasting riverwalks, regular downtown events, and nightlife, this hotel type would be well suited to capture commercial and leisure demand. Specifically this sector of hotels would be well-suited to support the weekend demand from area cultural events, outdoor recreation enthusiasts, and family/personal events (i.e. weddings, family reunions, and graduation parties). Weekday demand from the larger employers would also be well suited.

PARTIAL-SERVICE HOTEL

Mid-sized, partial-service hotels are well situated to capitalize on the tourism and meeting/group growth of the area's event venues and business needs. With several communities poised for significant economic growth as well as continued increase in the hosting of major events, this hotel type would be well suited to also capture commercial and leisure demand. More specifically, this hotel type would be able to host major events for groups and meetings. Currently there is no hotel with adjacent event venue space in the area capable of hosting occasions with attendance over 300 or 350 comfortably. Weekday demand from the larger employers and corporate events would also be well suited.

PROPOSED SITES FOR HOTEL DEVELOPMENT

There are currently eight sites in the Jefferson County Area being examined for hotel development. They include (in no particular order):

WATERTOWN

Two sites are currently being examined in Watertown – a downtown boutique hotel and a hotel on the south side of the community near the Highway 26 bypass. Watertown currently has significant attendance to sporting and cultural events throughout the summer, and has relatively high weekday demand from their major employers. In addition, as the largest community in the area, they are situated close to many larger event venues in the area. With much support behind downtown revitalization,

much support is being driven by Riverwalk improvements, façade improvements, and other amenities. Watertown currently moderately draws upon accommodation options in Oconomowoc, Johnson Creek, Fort Atkinson, and Sun Prairie when capacity is reached. There appears to be increasing demand in Watertown for leisure, meetings/groups, and commercial segments.

JEFFERSON

One site is currently being examined in Jefferson – a limited service or partial service hotel on the west side of the community near the Highway 26 bypass. Jefferson currently has significant attendance cultural events throughout the summer, and has high weekday demand from their major employers. In addition, as the county seat and in a centralized location, they are situated close to many larger event venues in the area. With much support behind downtown revitalization, support focused on Riverwalk improvements, façade improvements, and revitalizing key large areas including the soon to be shuttered Tyson Plant on the premiere site where the Bark and Rock Rivers merge in downtown. The community is also slated to be home to Wisconsin's third medical school by 2018. In addition, with the County's fair park looking to expand (with possibly convention/meeting/event space) and the adjacent Xcel Sport Complex under construction there is much outdoor activity being generated currently and in the future on the west side. There appears to be increasing demand in Jefferson for meetings/groups and commercial segments.

FORT ATKINSON

Two sites are currently being examined in Fort Atkinson – a west side hotel near the Highway 26 bypass and a hotel on the south side near the community's business park. The site on the west side is also being looked at for conference/event space as well. Fort Atkinson currently has significant attendance to sporting and cultural events (including the Fireside Theater) throughout the year, and has high weekday demand from their major employers. In addition, as the second largest community in the area, they are situated close to many larger event venues in the area. With much support behind downtown revitalization, much support is being driven by Riverwalk improvements, façade improvements, and other amenities. Fort Atkinson currently moderately draws upon accommodation options in Janesville, Johnson Creek, Whitewater, and Watertown when capacity is reached. There appears to be increasing demand in Fort Atkinson for leisure, meetings/groups, and commercial segments.

JOHNSON CREEK

No additional sites are currently being strongly examined in Johnson Creek. However, given its prime location along I-94, it is also home to an outlet mall and has seen the most significant growth in the area in the last decade. Being the most centrally located at the intersection of Highway 26 and I-94, this community serves as accommodation support for major events ranging from Watertown to Janesville and from Waukesha to Sun Prairie. There appears to be increasing demand in Johnson Creek for meetings/groups and leisure.

WHITEWATER

One site is currently being examined in Whitewater – a west side limited or partial service establishment. Whitewater currently has significant attendance to sporting and cultural events throughout the year as it is home to the University of Wisconsin-Whitewater and also the UW Innovation Center, and has moderate weekday demand from their major employers and institutions. Whitewater currently heavily draws upon accommodation options in Janesville. There appears to be increasing demand in Whitewater for leisure and commercial segments.

LAKE MILLS

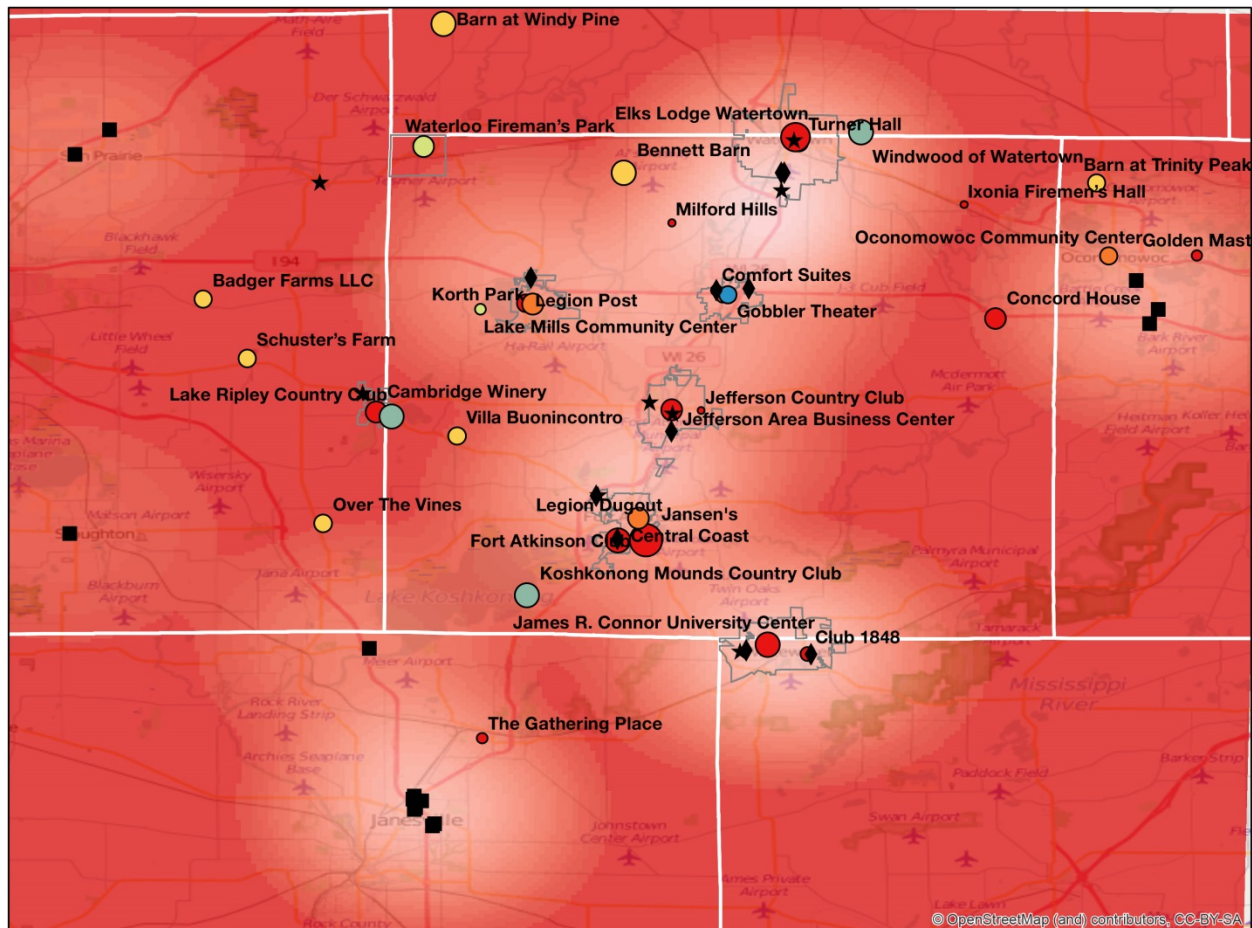
No sites are currently being examined in Lake Mills. However, with its location along I-94, an active and vibrant downtown, and a robust visitor count to Rock Lake this community may look at a boutique hotel in the near future. There appears to be increasing demand in Lake Mills for leisure, and meetings/groups segments.

WATERLOO

No sites are currently being examined in Waterloo. However, in nearby Marshall (to the West in Dane County) there are plans to develop a hotel underway. Trek's International headquarters in Waterloo, while a major employer, does not bring much demand for hotel accommodations. There has been much support for continued downtown revitalization.

CAMBRIDGE

No sites are currently being examined in Cambridge. There has been much support for continued downtown revitalization in Cambridge, and with the establishment of a winery and distillery in town the community is experiencing a rebirth with boutique shopping and dining.



In the graphic above, the size of event icon relates to capacity of venue. The red background layer represents occupancy rate of hotels across the area; the brighter the white pulse the higher average occupancy rate. As seen above, the most dynamic sites for hotel development are in Fort Atkinson, Jefferson, and Watertown considering weekday demand, proximity to event spaces, and proximity to recreation. Whitewater, Lake Mills, and Johnson Creek are also strong contenders for hotel or event space development. Cambridge and Waterloo also have potential for boutique hotel development or more likely additional Bed and Breakfast growth.