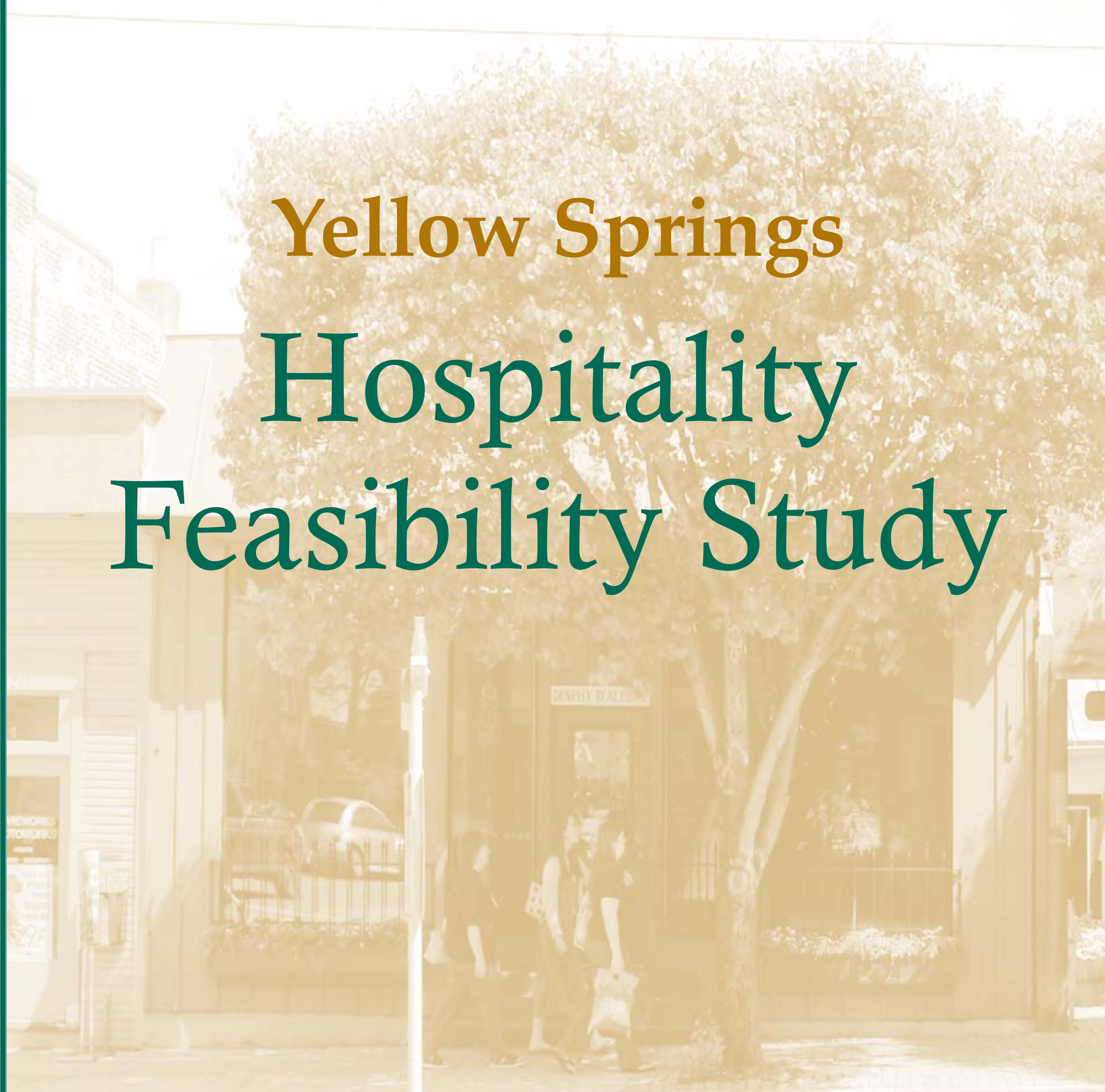
2005

Yellow Springs

Hospitality Feasibility Study



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Western Ohio Research Consortium
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The Center for Urban and Public Affairs (CUPA) at Wright State University (WSU) is one of eight centers of excellence comprising the Ohio Urban University Program (UUP). The UUP links the resources of member universities to improve the state's urban regions. This 25-year partnership is unique in the nation. The State of Ohio through the Ohio Board of Regents' (OBOR) programs funds UUP institutions. State funds received by WSU are matched 3-to-1 by WSU resources and through contract research.

The Center for Urban and Public Affairs (CUPA) would like to thank the following students for their efforts and contributions making it possible to complete this research:

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Executive Summary

Purpose

The purpose of this report is to assess the demand for lodging space and conference facilities in Yellow Springs. It is also intended to supplement the business plan for an existing business or provide sufficient information to companies seeking to construct a new facility requiring an analysis of local market conditions.

Method

In order to report on the feasibility of providing hotel and meeting accommodations the following steps were taken:

1. The Center for Urban and Public Affairs (CUPA) collected and analyzed secondary data from such sources as the United States Census Bureau (Census), the Greene County Convention and Visitors Bureau, the Yellow Springs Chamber of Commerce, local and regional planning organizations, and national databases such as InfoUSA's Powerfinder Database and the Harris InfoSource. This information was then provided to Hotel Consultants, TR Mandigo & Company of Elmhurst, Illinois to assess project viability.

   Key findings are:

   The Dayton market is currently exhibiting below national average occupancy levels due to general travel trends, the impact of military activity on the local market, declines in convention activity and an increasingly competitive convention market, and a significant new supply diluting the overall performance of area properties.

   A project developed within this market would require one to three years to achieve a stabilized occupancy and rate performance.

   Economic incentives would be required to induce development of the property.

2. CUPA also collected and analyzed primary data from Yellow Springs businesses. Two Yellow Springs overnight facilities were interviewed to assess local supply and demand for accommodations. In addition, forty-nine Yellow Springs businesses were surveyed and eleven were personally interviewed to further assess the unmet business community demand.

   Key findings are:

   The Yellow Springs area is a pocket market within the overall Dayton metropolitan area with unique market characteristics including a distinctive downtown, several businesses generating local demand for accommodations, educational institutions, area festivals and activities, and area attractions. Yellow

Springs area businesses estimate over 20,000[1] people visit their establishments on average per week. (Please refer to the table on pages 22 and 23 for a list of Major Demand Generators.)

Yellow Springs is home to two facilities which provide overnight accommodations — one bed and breakfast that operates at an average 60% occupancy rate featuring six rooms at $95 per night and one motel that operates at an average yearly occupancy rate of 52.5% featuring twelve rooms which range from $45-$65 per night.

Overnight Accommodations[2]

Nineteen businesses report a monthly average of 582 overnight visitors to Yellow Springs per month. Most of the time, visitors can find accommodations in Yellow Springs. Furthermore, four of the businesses representing 370[3] monthly overnight visitors report that *there are times that they cannot find hotel rooms for their visitors* and five of the businesses representing 165 monthly overnight visitors report that they use accommodations outside of the Yellow Springs area exclusively.

Most overnight visitors to Yellow Springs (407) stay one or two nights in the Village of Yellow Springs, but one company representing 150 monthly overnight visitors reports that their visitors stay five nights per month outside the Village of Yellow Springs.

Meeting/Banquet Space

Fifteen businesses require meeting or banquet space for special functions they do not have the capacity to host in-house.

On a monthly basis, businesses require space to host functions they do not have the capacity to host in-house. Three businesses require space monthly for 20-80 people per meeting and three businesses need space to host 50-100 people. Two to three times per month two businesses require meeting space to accommodate 12-20 people.

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[1] The four largest Yellow Springs demand generators report 36,814 to 41,814 visitors and average per week – Young's Dairy (20,000-25,000), Clifton Gorge (9,355), John Bryan State Park (4,988), and the Glen Helen Nature Preserve (2,471).

[2] Where the number of overnight visitors was provided by the survey respondent as a yearly figure only, the number expressed is divided by 12 to obtain a monthly visitor figure. Where the number of overnight visitors was provided in a range, the lower of the two values was used to estimate the number of visitors. Where both the number of monthly visitors and yearly visitors were provided by the respondent, the monthly figure was used.

[3] One entity representing 350 monthly overnight visitors has its own rustic dormitory on the premises which is primarily for school students and weekend visitors visiting the center. This entity is looking to "upgrade the facilities to accommodate more groups and turn it into a retreat center."

Conclusion

Based on data collected from businesses in Yellow Springs, market conditions in the Yellow Springs area favor an increase in the local lodging market proximate to the major business generators and on the main access route through the community. The Yellow Springs market could potentially absorb an addition of 30 to 50 guest units and meeting facilities with meeting room capacity for 40 to 60 persons, divisible into two smaller meeting rooms. These could be provided as an addition of new rooms to either of the current lodging establishments or a new construction property with a national brand identity of a mid-scale positioning and a price point from $75 to $95 achieved average daily rate (ADR).

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Hotel/Motel Market Analysis

This report is intended to assess the demand for lodging space and conference facilities in Yellow Springs. It will provide an overview of the general health, diversity, and potential for an expansion or development of lodging and/or conferencing space in the Yellow Springs community. It is also intended to supplement the business plan for an existing business or provide sufficient information to companies seeking to construct a new facility requiring an analysis of local market conditions.

The Center for Urban and Public Affairs (CUPA) collected and analyzed secondary data from such sources as the United State Census Bureau (Census), the Greene County Convention and Visitors Bureau, the Yellow Springs Chamber of Commerce, local and regional planning organizations, and national databases such as InfoUSA's Powerfinder Database and the Harris InfoSource. This information was then provided to Hotel Consultants, TR Mandigo & Company of Elmhurst, Illinois to assess project viability.

Based on data collected from businesses in Yellow Springs, market conditions in the Yellow Springs area favor an increase in the local lodging market. The Yellow Springs market could potentially absorb an addition of 30 to 50 guest units. These could be provided as an addition of new rooms to either of the current lodging establishments or a new construction property. This report examines:

- What trends are occurring in Yellow Springs and the Dayton area lodging industry?
- Are local economic and visitation trends favorable?
- What are the potential lodging market segments in the Yellow Springs area?
- What is the occupancy and average room rate in the Dayton area?
- Area Characteristics
- Competition

Hospitality Industry Trends

According to the Dayton Business Journal, the September 11, 2001 attacks led to the nation's hotel industry experiencing a sharp decrease in occupancy that lingered for months. An examination of statistics provided by the United States Bureau of Economic Analysis reveals that national travel trends indicate an overall 11.7% increase in direct sales for all travel related industries since 2001(refer to the Figures 1 & 2). Although all sectors experienced an increase in sales, the largest increase since 2001 was experienced by Food Services and Drinking Establishments (a 19.3% increase), closely followed by the Recreation and Entertainment industries at 18.8%. Traveler Accommodations (up 10.1%) and Shopping (up 11.4%) exhibited slower growth.

Tourism Goods and Services Group	2001	2002	2003	2004
Traveler accommodations	81,246.40	81,126.40	81,781.90	89,451.30
Passenger air transportation	87,259.40	82,631.40	86,395.30	92,535.30
All other transportation-related goods and services	101,470.00	100,125.10	103,934.80	109,395.60
Food services and drinking places	83,730.30	87,943.60	91,804.50	99,909.60
Recreation and entertainment	60,591.60	64,336.40	67,216.40	71,955.80
Shopping	77,794.30	77,891.80	81,090.10	86,634.30
All tourism goods and services	*492,091.80*	*494,054.70*	*512,222.80*	*549,882.10*

Figure 1: U.S. Direct Tourism Sales of Tourism Goods and Services Trends, Sales (Millions of Dollars)

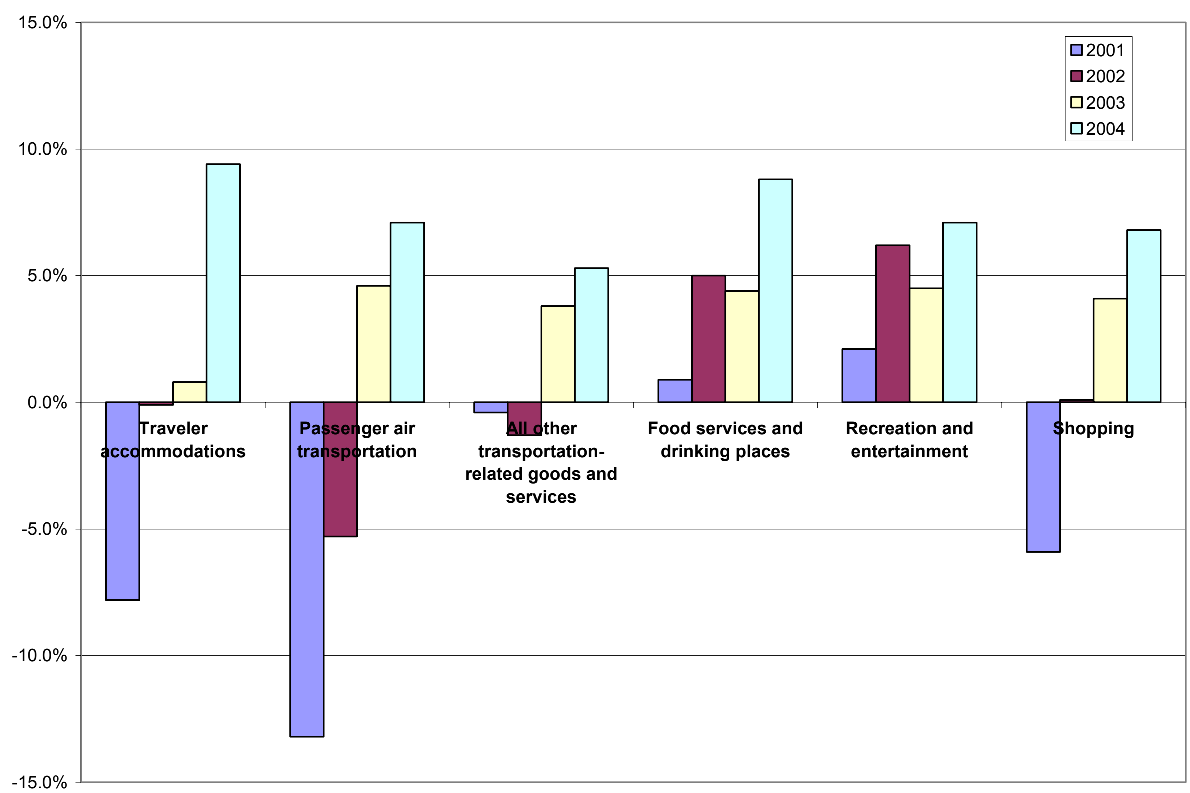

Figure 2: National Travel Trends, 2001-2004

According to the Ohio Division of Travel and Tourism[4] (ODTT) in 2004, 162.9 million trips were taken within Ohio. Approximately 21% (33.5 million) of these trips were overnight trips. ODTT also reports that 51% of these trips were to visit friends or relatives, while 31% of the trips to/within Ohio were marketable pleasure[5] trips and 18% of the trips to Ohio were for business.

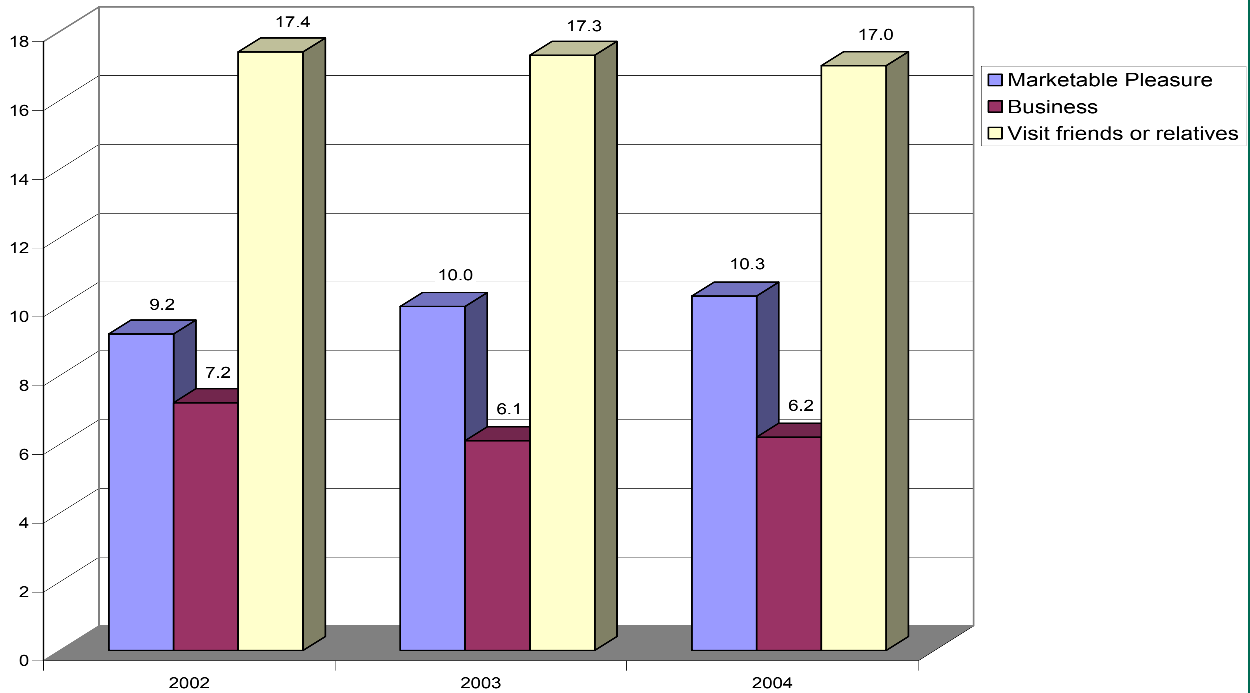

Figure 3: Overnight trips (in millions), 2004[6]

Total direct traveler spending in 2004 is estimated at $30.7 billion, but 9% ($2.8 billion) of the dollars spent by travelers was spent on lodging. The restaurant sector netted the most in sales by capturing 33% ($10.1 billion) of direct traveler spending. Retail captured almost one-quarter (23%) of the direct spending dollars spent by travelers, while recreation accounts for 15% of direct traveler spending in 2004.

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[4] Source: Ohio Department of Travel and Tourism, *Travel Barometer*, 2004, 2003, 2002.

[5] Marketable pleasure: discretionary leisure trips that can be influenced by marketing. (ODTT)

[6] Source: Ohio Department of Travel and Tourism, *Travel Barometer*, 2004, 2003, 2002.

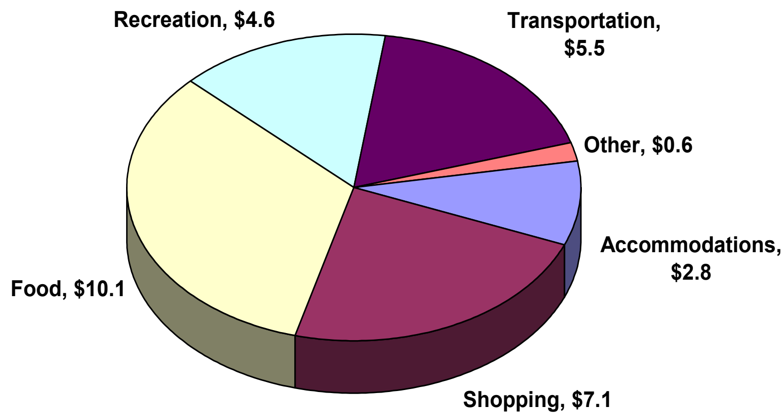

Figure 4: Ohio Traveler Direct Spending, 2004

The Ohio Division of Travel and Tourism reports that thirty-six percent of all overnight trips originated in Ohio and this remained constant over the last three years. Surrounding states; Michigan, Indiana, Kentucky, West Virginia, and Pennsylvania collectively also account for just over one-third (34%, down from 38% in 2002) of the travelers to Ohio and the remaining 30% travel from beyond Ohio and its neighbors.

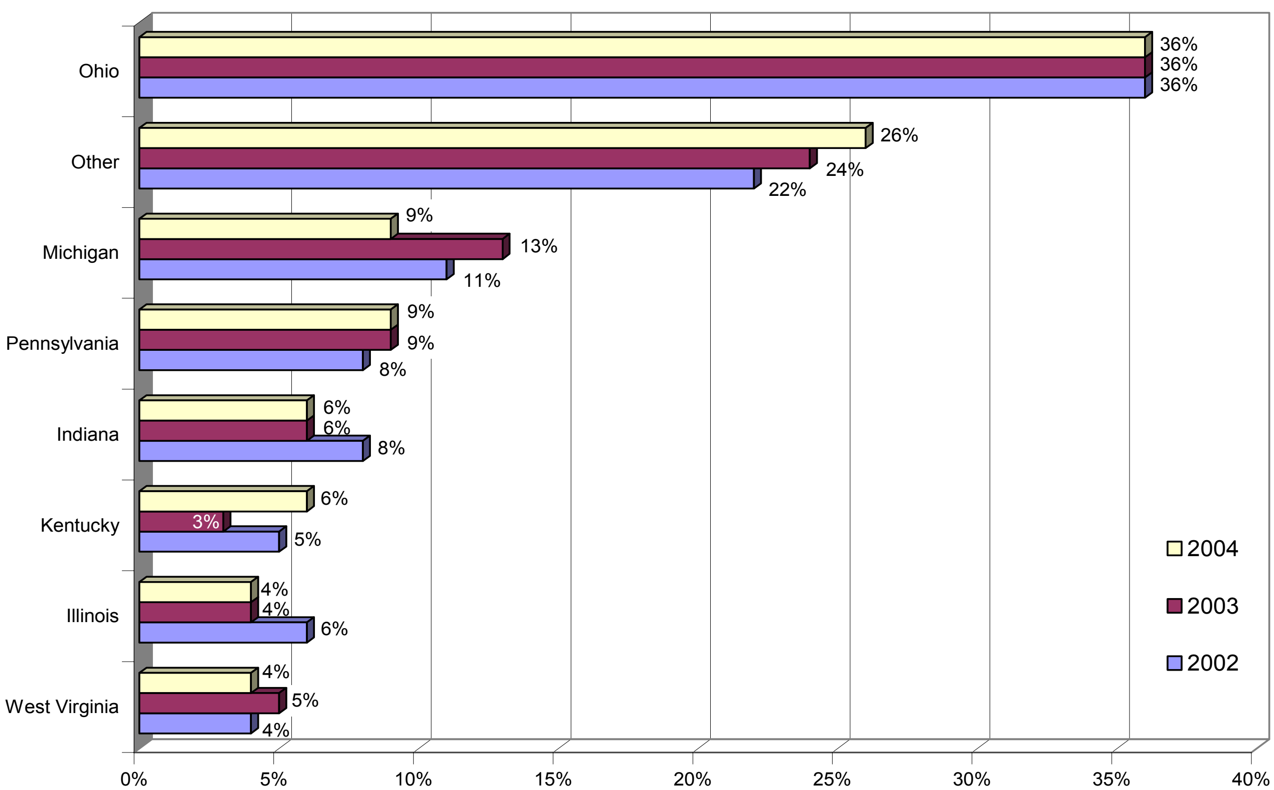

Figure 5: Overnight Traveler Origination, 2002-2004[7]

[7] Source: Ohio Department of Travel and Tourism, Travel Barometer, 2004, 2003, 2002.

According to the Bureau of Economic Analysis (BEA), employment in the Tourism Industries does not show the same level growth as sales. Nationally in all Tourism Sectors, employment is down 2.9%, since 2001. Recreation and Entertainment and Food Services and Drinking Establishments exhibited the only growth in direct employment, 1.1% and 4.8% respectively. Traveler Accommodations and Shopping did not fair as well, both suffering direct employment losses for the period. Traveler Accommodations lost 42,000 (-3.1%) and Shopping lost 38,000 (-6.7%) employees nationally.

Hotel employment trends in the Dayton area do not mimic the national trends. Rather the Dayton Area saw a 35.0% increase in employment in the hotel sector from 2001 to 2004.

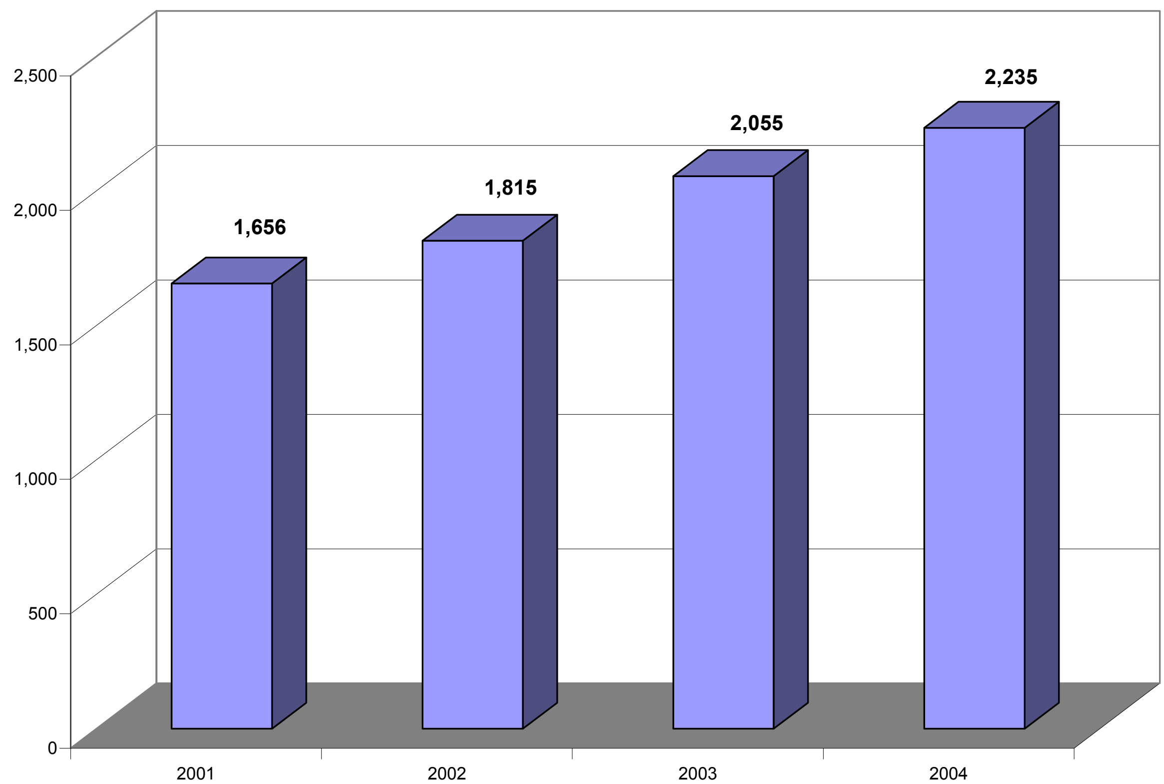

Figure 6: Four-year Dayton Area Hotel Employment Trends[8]

Site Analysis (Locale)

Because location affects any business' ability to draw customers, it is important that the location be visible, accessible, convenient and attractive to the area market, but because no location has been chosen for possible development and the intent of this report is

[8] Source: Harris InfoSource.

to also supplement the business expansion plan of existing hospitality facilities in Yellow Springs, no specific site will be discussed. Instead the community will be discussed in general terms and provide the reader with a locale rather than a location.

This study assumes that appropriate zoning, permits, and licensing for any potential property expansion or new construction recommended can be obtained.

Description of Immediate Area

Yellow Springs, Ohio is a small town with a population of slightly under 4,000 people. It is home to the Antioch Campus which houses Antioch College, Antioch University McGregor, and Antioch University, but is also known for its recreational attractions, eclectic assortment of shops, and uncommon restaurants. The community is culturally diverse and represents a wide range of political and social views.

According to the United States Census[9], the population of the Village of Yellow Springs was 3,761 in 2000 — continuing the trend for population decline since 1970. Overall the Village has witnessed an 18.7% decline in population since 1970, but a 5.3% decline since 1990. This decline in population can partially be attributed to the decline in household size and a drastic drop in group quarters population between the 1970 and 1980 Census counts.

While the number of households increased from 1970 to 2000 (1,415 to 1,587, respectively), the average household size decreased. In 1970 the average household size was 2.84 persons per household, but by 2000 the average household size had decreased to 2.11, a 25.7% decline in size. This equates to approximately 666 fewer individuals residing in households, a 14.4% decrease in household population.

In addition, the U.S. Census reports a total population of 609 individuals residing in group quarters (i.e., college housing and/or nursing facilities) in 1970, but by 1980 the population had decreased to 335 individuals residing in group quarters. The group quarters population increased to 409 individuals living in college housing or nursing homes by 2000, a net loss of 200 individuals or 32.8% of the group quarters population for the 30 year period from 1970 to 2000.

The population of Yellow Springs is also aging in place. The population under the age of 25 has steadily declined, while the population 55 years and older has steadily increased.[10] The median age nearly doubled — a significant change over thirty years. The median age has increased over the last thirty plus years, from 22.7 years of age in 1970 to 41.4.

[9] Source: All Census Population Figures are referenced from : US Census Bureau, 1970, 1980, 1990, 2000 Decennial Census Materials

[10] Source: US Census Bureau, 1970, 1980, 1990, 2000

The population of Yellow Springs is quite diverse. According to the 2000 Census, nearly 24% of the population is reported to be people of color, just slightly less than the national average.[11]

The population of Yellow Springs is also highly educated. Nearly sixty percent (58.9%) of the population holds at least a four-year college degree, more than twice what the national average is, 24.4%.[12]

The United State Census Bureau reports median household income for residents of Yellow Springs as $51,984 in 1999, well above both the National ($41,994) and State ($40,956) median household incomes. Since 1970, the median household income has decreased from $61,181[*] to $51,984, a total of 15.0%. The per capita income has increased from $17,128[*] to $27,062, a total 58.0%.[13]

Business Climate

Hotels and motels that primarily serve business travelers usually rely on the strength of the local business community. The size, stability and diversity of major local employers are important factors that have been researched and included in this section. Plans for future business development are also discussed.

Commercial Profile

As illustrated in the following figure, land use in Yellow Springs is primarily residential. The central business district (highlighted in orange) is home to live theatre groups, a chamber music series, and over fifty small interesting galleries and storefronts which offer spices and herbs, health foods, hand-crafted jewelry and gifts, pottery, shoes, stained glass, books, bicycles, imported clothing and a variety of dining choices. In addition to the amenities offered in the town of Yellow Springs, Yellow Springs is also within minutes of Young's Jersey Dairy, Clifton Mill, Antioch College's Glen Helen Nature Preserve, and John Bryan State Park.

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[11] Source: US Census Bureau, 1970, 1980, 1990, 2000

[12] Source: US Census Bureau, 1970, 1980, 1990, 2000

[13] Source: US Census Bureau, 1970, 1980, 1990, 2000

* Expressed in 1999 dollars. Calculated using the Bureau of Labor Statistics Consumer Price Index Inflation Calculator, http://data.bls.gov/cgi-bin/cpicalc.pl

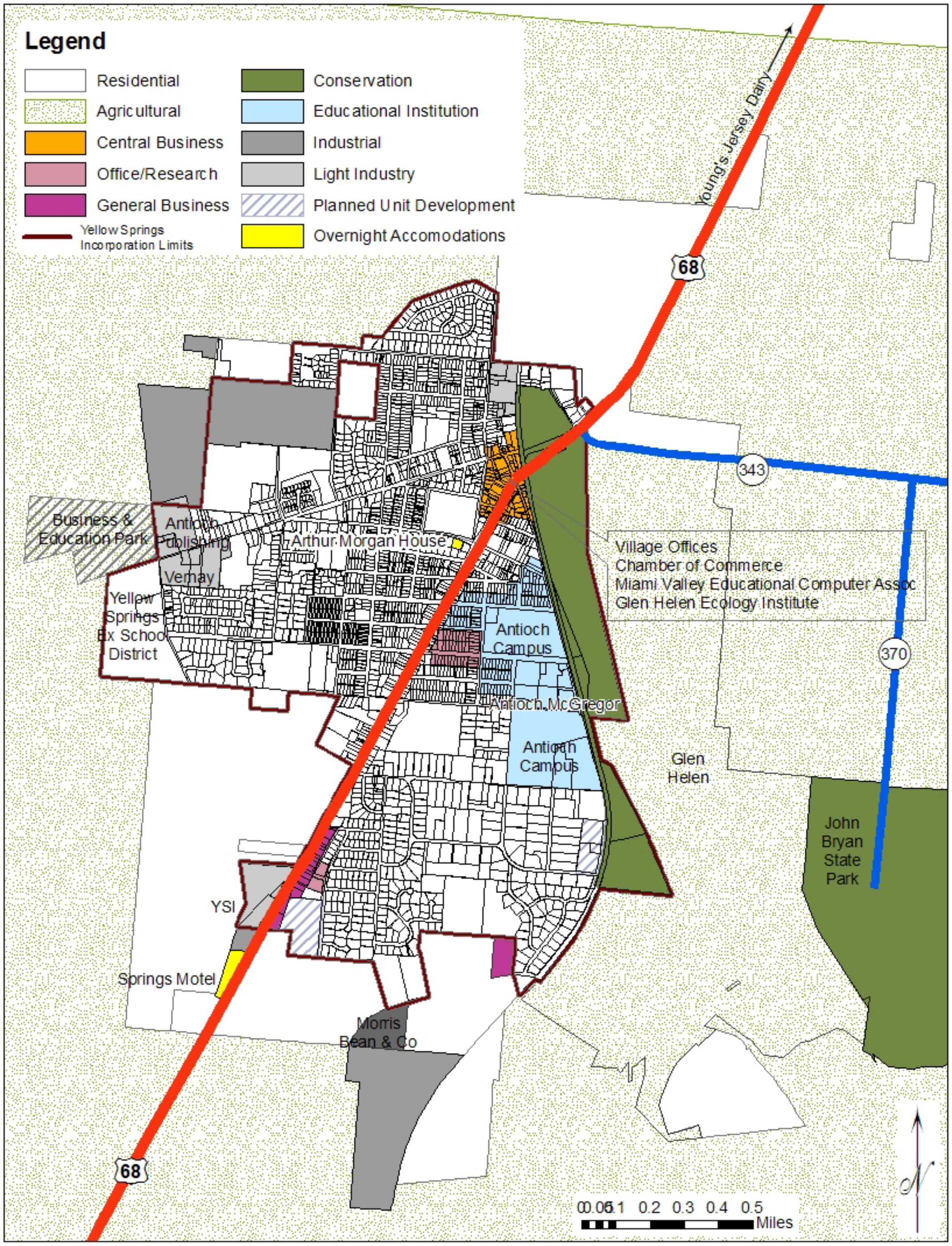

Figure 7: Yellow Springs – Nearby Services[14]

[14] Village of Yellow Springs & Greene County

There are 250 businesses in or around the Village of Yellow Springs. Business in Yellow Springs is primarily service oriented. Service establishments account for over half of the business base and retail establishments account for over one-quarter (27.2%) of the businesses, while manufacturing accounts for 6.0% of the businesses in the Yellow Springs area. Considering the number of people employed, however, indicates the significance of the manufacturing and service industries. A summary of existing businesses by industry that serve the Yellow Springs community is presented in the following figures.

SIC Division	Total	Employees				
		1 to 49	50 to 99	100 to 249	250 to 499	Un-known
Division A: Agriculture, Forestry, And Fishing	6	6	0	0	0	0
Division B: Mining	0	0	0	0	0	0
Division C: Construction	8	8	0	0	0	0
Division D: Manufacturing	15	11	0	3	1	0
Division E: Transportation, Communications, Electric, Gas, And Sanitary Services	5	5	0	0	0	0
Division F: Wholesale Trade	3	3	0	0	0	0
Division G: Retail Trade	68	66	1	0	1	0
Division H: Finance, Insurance, And Real Estate	8	8	0	0	0	0
Division I: Services	126	122	1	2	1	0
Division J: Public Administration	5	3	0	0	0	2
Division K: Nonclassifiable Establishments (not mapped)	6	1	0	0	0	5
Total	250	233	2	5	3	7

Figure 8: Yellow Springs Businesses by Industry, 2005[15]

[15] PowerFinder. InfoUSA, Government Edition. 2005.

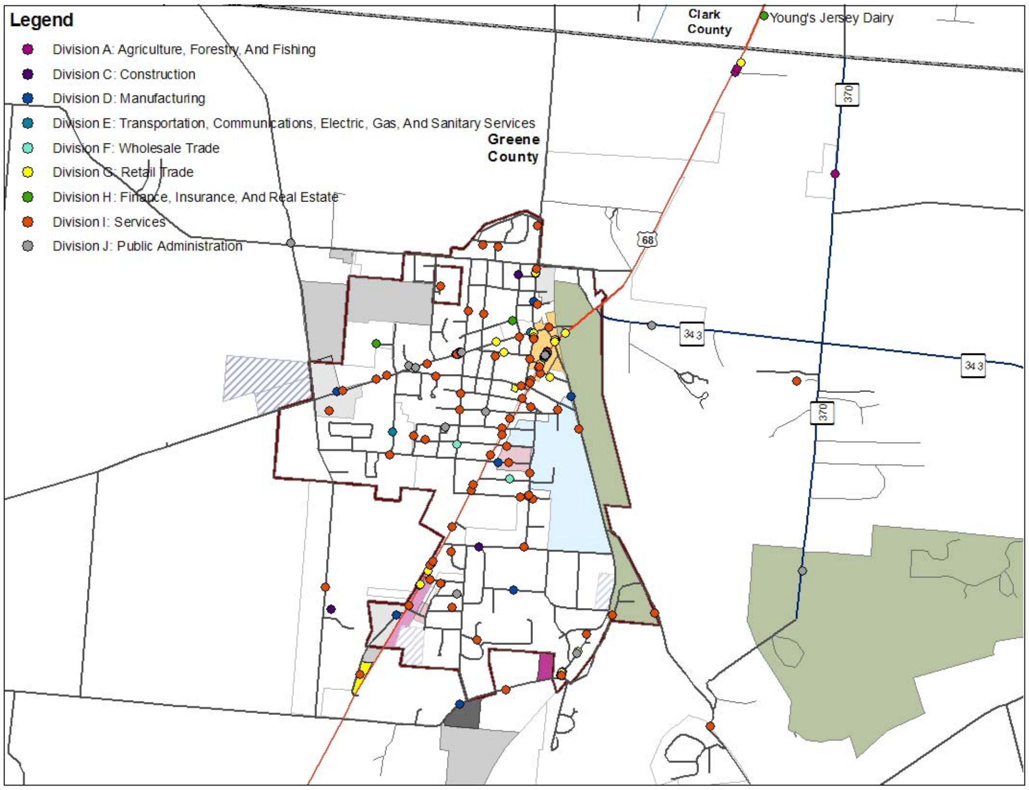

Figure 9: Map of Yellow Springs Businesses by Industry, 2005

According to the U.S. Census, there were 146 businesses in the 45387 zip code (Yellow Springs is the primary population center for this zip code) in 2003. The majority of businesses in Yellow Springs were small businesses employing fewer than twenty employees. Over half (56.2%, 82 businesses) of the businesses in Yellow Springs (zip code 45387) had 1 to 4 employees, 21.2% (31) had 5 to 9 employees, 11.9% had 10 to 19 employees, and 3.4% of the business reported 20 to 49 employees. The remaining 7.6% employed 50 or more employees.

This study also utilizes the PowerFinder Midwest States database of records of individual companies with information on location, employment, sales, and six-digit SIC industry classification, which is based on Yellow and Business White Page telephone directories; annual reports, 10-K's and other SEC information; federal, state, and municipal government data; Chamber of Commerce information; various business publications; and postal service information. The PowerFinder database is a comprehensive administrative database created by infoUSA using the above public sources to provide the business community with pertinent business and consumer information. Data on employment, sales, and number of establishments was aggregated for the Village of Yellow Springs.

When the Census figures were cross checked with the PowerFinder Business Directory a large discrepancy was found. A total of 250 businesses were listed by PowerFinder in the Yellow Springs area — a difference of 104 businesses. The difference in the number of companies in the two listings primarily stems from the fact that independent contractors, insurance companies, real estate offices, and other home-based businesses do not necessarily maintain a business license, but rather file self-employment taxes. Similar to the Census figures, 93.2% of the businesses listed by PowerFinder in 2005 were small businesses, 1 to 49 employees. The remaining 6.8% of the businesses listed reported 50 or greater employees and three reported 250 employees or more. For a complete breakdown of businesses by employment range, refer to the following figure.

		Frequency	Percent	Valid Percent
Valid	1 to 49	233	93.2	93.0
	50 to 99	2	.8	.7
	100 to 249	5	2.0	2.2
	250 to 499	3	1.2	1.1
	Unknown	7	2.8	3.0
	Total	250	100.0	100.0

Figure 10: Yellow Springs Employment (by range), 2005

In the Yellow Springs area the majority (75.2%) of the businesses report sales under $5 million dollars and no information was obtainable for nearly one-quarter of the businesses pulled. For a complete breakdown of businesses by sales volume range, refer to the following figure.

		Frequency	Percent	Valid Percent
Valid	Less than $5 million	188	75.2	74.4
	$5 to 10 million	4	1.6	1.1
	$10 to 20 million	2	.8	.7
	$20 to 50 million	3	1.2	1.1
	$50 to 100 million	1	.4	.4
	Unknown	52	20.8	22.2
	Total	250	100.0	100.0

Figure 11: Yellow Springs Sales Volume (by range), 2005

The service industry accounts for 126 of the businesses in the area. Nearly all (122) of these are small businesses with less than 50 employees, which account for 48.8% of all the small business in the Yellow Springs area. The service industries that support travel and tourism (Recreation and Overnight accommodation) account for 12.6% of the total Service Industry in Yellow Springs. Overnight accommodations account for 2.4% (3) of the service industry in the area and one of these listed was a membership organization's camp. Amusement and recreation account for 7.9% (10) of the Service Industry in the Yellow Springs area and Motion Pictures account for 2.4% (3).

Retail establishments make up approximately one-quarter of the business population (68 businesses) in the Yellow Springs area. Sixty-six of these are small establishments with less than 50 employees and report sales less than $5 million per year. Sixteen of these are eating and drinking establishments. Fourteen report that they are small establishments and15 report yearly sales less than $5 million. One establishment reports total employment in excess of 250 employees (one of the three largest businesses in Yellow Springs) and sales greater than $10 million per year.

According to the Dayton Business Journal, the village lost at least 250 jobs in 2002 when Vernay moved most of its manufacturing jobs to some of its other facilities. "Officials had been working on initiatives to grow and attract jobs to the Yellow Springs area prior to Vernay's pullout after seeing several small companies start in their village to move elsewhere when it came time to expand. The Yellow Springs and Miami Township Community Improvement Corp., backed by village money and a local foundation grant, plans to develop a commerce park on 46 acres of farmland it recently purchased for $400,000 from Vernay Industries Inc. Antioch University (McGregor) plans to occupy 10 of the 46 acres and increase its student population from 750 to 1,000 students when the campus expands to this location."[16] "Campus West will anchor the Center for Business and Education, a new economic development project in Yellow Springs that will accommodate office and business incubators. The 60,000-square-foot building will be two- and three-stories tall and will include a central three-story library and reading room."[17]

[16] Dayton Business Journal, Dayton, OH. July 23, 2004.

[17] Dayton Business Journal, Dayton, OH. October 18, 2004.

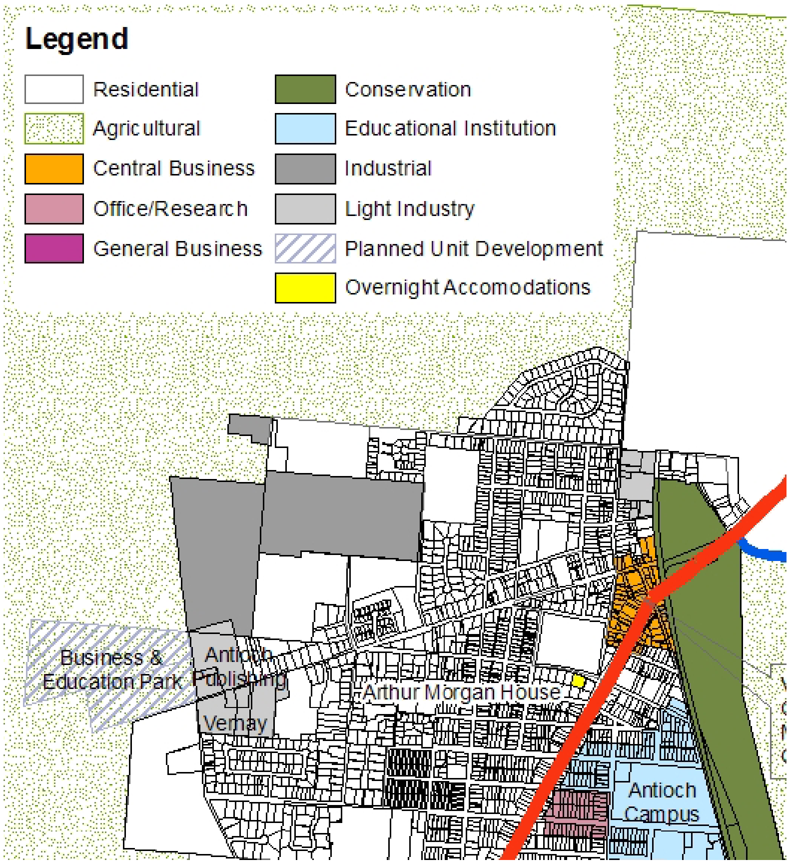

Figure 12: Planned Expansion of the Antioch McGregor Institute and Education Park

Traffic to and through the Village of Yellow Springs indicates a total average daily traffic (ADT) count of 18,620.[18] The ADT on Xenia Avenue (US68) through the center of the central business district is 7,490 vehicles. According to the Ohio Department of Transportation (ODOT), the average daily traffic on US State Route 68 away from/into town tapers off slightly and is witnessed at 6,560 north (to/from Springfield) and 4,770 south (to/from Xenia). Also at the intersection of Ohio State Route 343 (to/from Glen Helen, John Bryan State Park, and Clifton) the average daily traffic count is 2,190.

In addition, the Miami Valley Regional Planning Commission collects data on the regional major collectors and the average daily traffic counts for Dayton-Yellow Springs Road (Dayton Rd. inside the Yellow Springs Corporation limits) is 5,100.[19]

[18] Average Daily Traffic Counts total calculated combining Ohio Department of Transportation, 2004 + Miami Valley Regional Planning Commissions, 2003.

[19] Source: Miami Valley Regional Planning Commission, *2003 Traffic Counts/Volume Maps.*

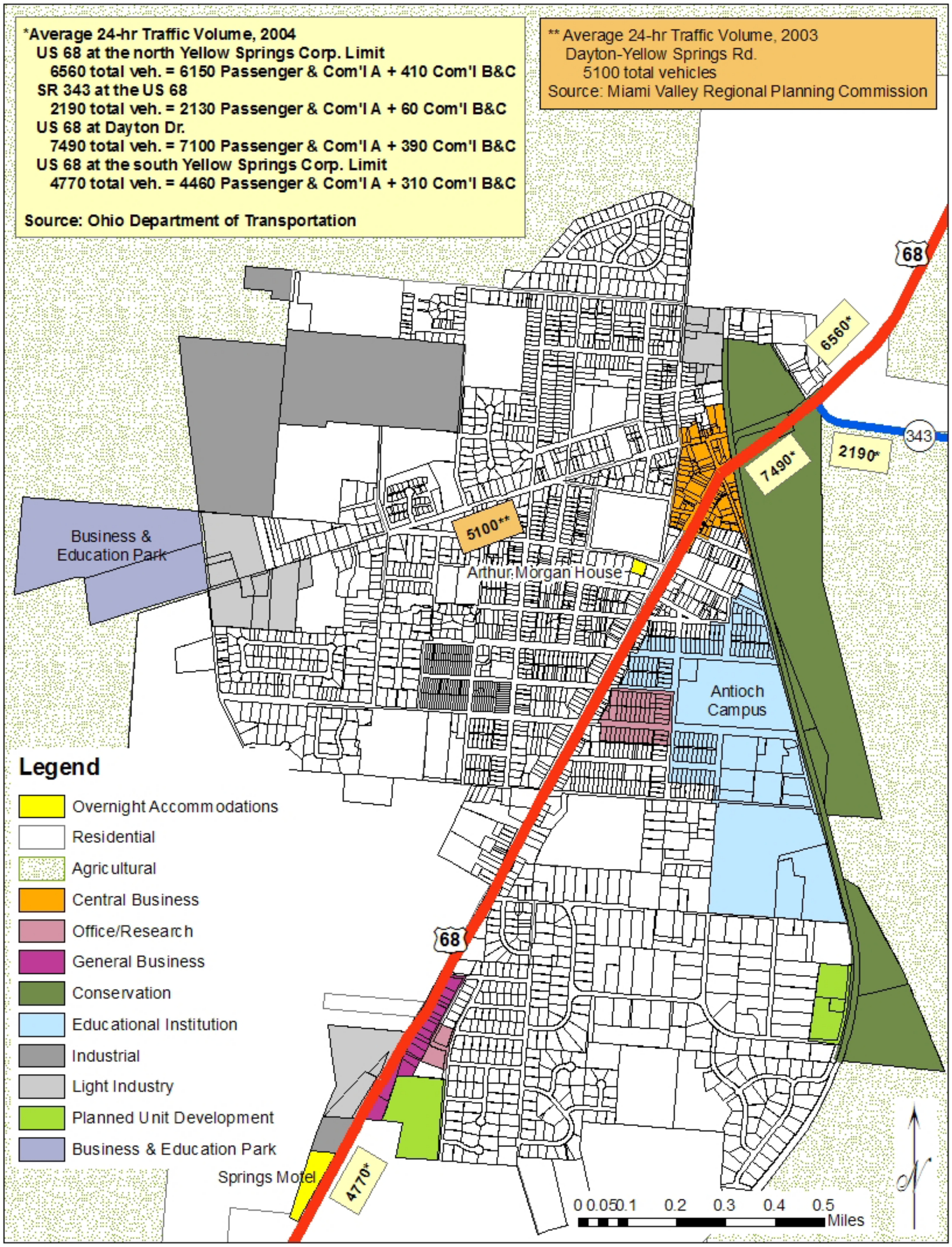

Figure 13: Map of Average Daily Travel into Yellow Springs

Based on the traffic counts collected, US68 north of Yellow Springs is the principal point of entrance to the Village of Yellow Springs. Traffic on the major regional collector Dayton-Yellow Springs Rd. (to/from Fairborn) is also a major source of travel into the Village. It is also important to note though that traffic counts at Xenia Avenue (US68), where all of the major arterials collect, is 7,490.

Access Route at the Yellow Springs Corporation Limits	(Count) Percent of Traffic	
From the north on US State Route 68	(6,560)	35.2%
From the east on Ohio State Route 343	(2,190)	11.8%
From the south on US State Route 68	(4,770)	25.6%
From the west on Dayton-Yellow Springs Rd	(5,100)	27.4%

Figure 14: Point of Access Average Daily Traffic Counts

It is also important to note here that according to the 2000 U.S. Census, 1,542 persons per day commute from outside jurisdictions to their place of employment in Yellow Springs and 1,150 residents commute from Yellow Springs outside the jurisdiction to their place of employment, possibly contributing as many as 5,384 vehicle trips, 28.9% of the total ADT for the Yellow Springs area.

The following chart illustrates the ten-year trend in average daily traffic volumes into the Village of Yellow Springs. As shown, traffic into Yellow Springs has steadily tapered off since 1994 with one exception, traffic to/from John Bryan State Park. Traffic from this demand generator has increased 63% (in 2004, n=440 vehicles) percent since 1994, while traffic into the Village of Yellow Springs on all other major arterials has decreased collectively 15.3%. According to the Ohio Department of Transportation, no major improvements are scheduled for the U.S. 68 corridor between Xenia and Springfield, so little change in traffic volume due to infrastructure improvements can be expected for the Yellow Springs area.

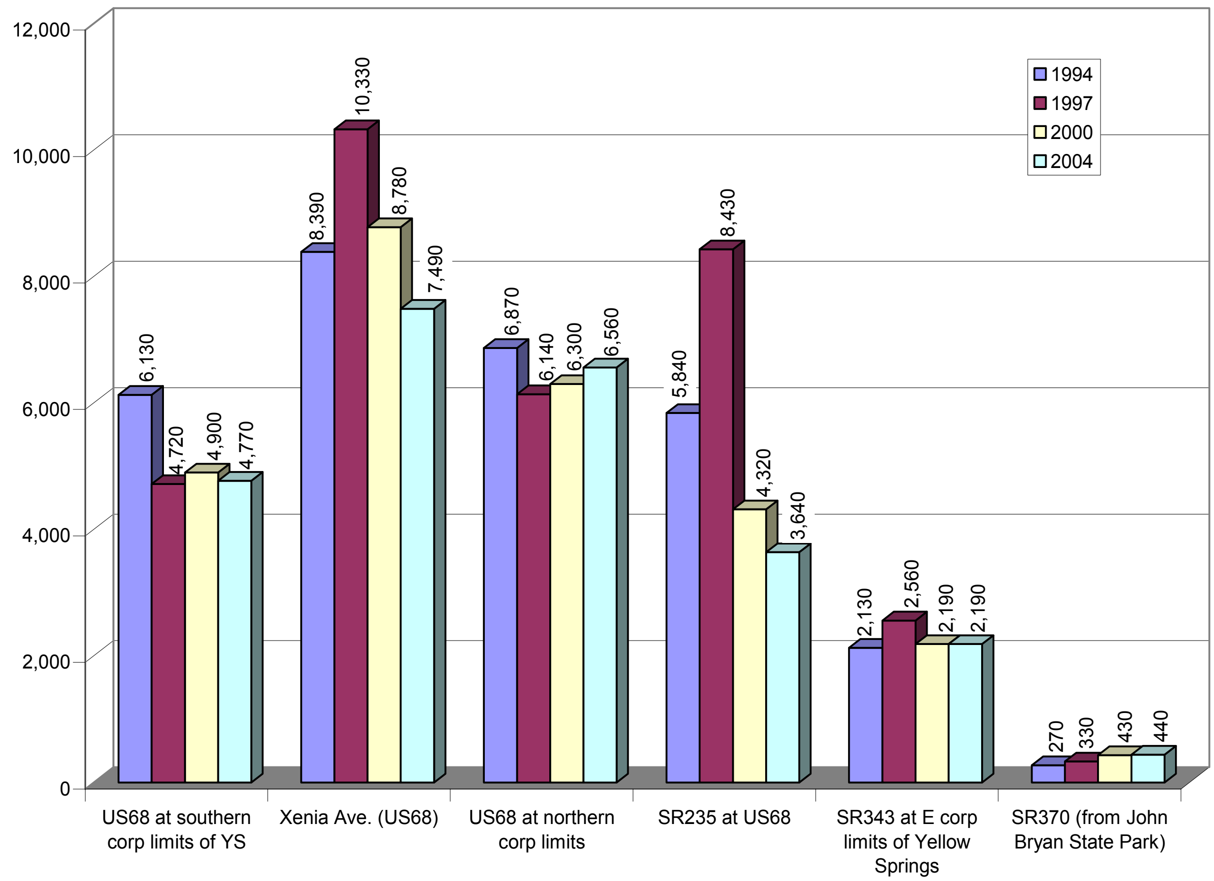

Figure 15: Historical 10-year Trend Average Daily Traffic Volume, 2004[20]

According to the Dayton Business Journal, Young's Jersey Dairy, just across the Clark County border off US68N, is consistently the number one attraction of the five largest Dayton area tourist attractions based on attendance figures.[21] A new addition in 2003 from the Yellow Springs area was John Bryan State Park, ranked #5. Below is a list of potential demand generators, which contribute to hotel utilization levels as reported by the Yellow Springs Chamber of Commerce, Yellow Springs business community, Ohio Department of Transportation, and the Miami Valley Regional Planning Surveys.

[20] Average Daily Traffic Counts total calculated combining Ohio Department of Transportation, 2004 + Miami Valley Regional Planning Commissions, 2003.

[21] Dayton Business Journal, *Largest Dayton Area Tourist Attractions*. December 23, 2003; March 1, 2002; February 23, 2001; March 3, 2000.

Traffic and Demand Generator Considerations	Potential Demand Generator	Volume
Traffic Volume & Direction	Highway Corridor Average 24-hour Traffic Volume[22],[23]	US68 south bound into YS 6,560 US68 north bound into YS 4,770 SR343 westbound into YS 2,190
Traffic Volume & Direction	Dayton Street Corridor Average 24-hour Traffic Volume[24],[25]	east bound into YS 5,100
Visibility, Accessibility & Parking	Central business district & residential street parking, lots located at government center and east of business district	Refer to traffic counts listed above
Pedestrian Volume	No data available	
Major Demand Generators	Educational Institutions	Antioch College/Univ - 310 Emp, 500 traditional students & 15 clients per week Antioch McGregor – 70 Emp, 750 non-traditional weekend college students and 25 Independent & Liberal Studies Students (report twice during Master's Program), 100 students for single day workshops Greene Co Edu Ser Ctr - 180 Emp

[22] Source: Ohio Department of Transportation, 2004.

[23] It is important to note that 1,542 persons were reported to work in Yellow Springs from outside jurisdictions in 2000. Another 1,150 persons reported travel from Yellow Springs to outside jurisdictions to work. The figures may possibly account for 5,384 vehicles per day included in the Average 24-hour Traffic Volume provided by the State of Ohio Department of Transportation.

[24] Source: Miami Valley Regional Planning, 2003.

[25] See footnote #24.

Traffic and Demand Generator Considerations	Potential Demand Generator	Volume
		Yellow Springs Schools – 87 Emp, 696 students, & 200 visitors per week
Major Demand Generators	Businesses	YSI, Inc. - 300 Emp & 50 clients Antioch Company -180 Emp and 4-5 clients per week Morris Bean & Company - 135 Emp & 30 clients per week Yellow Springs News – 7 emp, but an estimated 150 visitors per week Young's Jersey Dairy – 140 Emp & 20,000-25,000 customers per week Village of Yellow Springs – 35 Emp & 300 visitors per week
Seasonal Trends	Yellow Springs Street Fair – June and October Clifton Gorge State Nature Preserve John Bryan State Park Glen Helen Nature Preserve High School Graduation Antioch College "move-in"	8-10,000 visitors & 105 outside vendors 486,469 visitors in 2003[26] 259,387 visitors in 2004[27] 128,500 visitors annually Families visiting approx. 50 students 500 students and their families

Figure 16: Potential Demand Generators

Yellow Springs is an attractive community offering a variety of eclectic "destination" operations. These operations give the community its unique identity and charm. Additional seasonal demand generators can be found in the following table. However, exact figures regarding the numbers of visitors to some of the attractions near Yellow Springs, which include Clifton Mill and the shops and restaurants, could not be obtained.

[26] Electronic interview with Kathy Smith, Executive Secretary, Ohio Department of Natural Resources, Division of Natural Areas & Preserves, 09/26/2005.

[27] The Ohio Department of Natural Resources. Ohio State Parks Annual Report Series, 2004.

Event Generators	Month
Antioch College Graduation	April
Yellow Springs High School Graduation	May
Antioch College Reunion	June
Spring Art Stroll	June
Strawberry Festival	June
Yellow Springs Kids Playhouse	June
Writer's Workshop	July
Antioch Area Theatre	July
YSO Music Festival	July
Art on the Lawn	August
Yellow Springs Kids Playhouse	August
AACW Blues Fest	September
Annual Conference on Peak Oil & Community Solutions	September
Clifton Days Festival	September
Chamber Music Concert	October
Yellow Springs Artist Studio Tour	October

Figure 17: Additional Potential Demand Generators

Local Market Area

Overnight accommodations in Yellow Springs are provided by the Arthur Morgan House Bed and Breakfast and the Springs Motel. The annual supply of rooms (based on information provided by Yellow Springs proprietors) is 6,570 room nights. The occupancy rate for the area is 55% and nets over $250,000 in sales per year.[28]

The Arthur Morgan House Bed and Breakfast which features six smoke-free guest rooms, each with private bath and either one king, one queen, or two twin beds. Free wireless internet is available throughout the house. However, rooms do not have telephones or televisions; free calls within the lower 48 states are permitted from the house phone. This facility is within three blocks of the central business district and the Antioch College campus. The average daily rate to rent a room at the bed and breakfast (B&B) is $95 per night ($32 or 34.1% higher than the Dayton-Springfield average daily room rate of $62.60).

Peak months of business, when the Arthur Morgan House Bed and Breakfast experiences the highest occupancy rate are June, July, and August. The proprietor of Arthur Morgan also reports that two yoga workshops which meet for a week, the street fairs in June and October, Antioch University events, Antioch Publishing Company meetings, and high school graduation are all demand generators for the facility. The owner estimates the facility currently operates at an average 60% yearly

[28] $124,206 (2,190 (6 rooms * 365 nights) room nights Arthur Morgan*59.7%)($95) + $126,473 (4,380 room nights Springs Motel*52.5%)(mid range value $55) = $250,679.

occupancy rate (3.1% higher the Dayton Area in 2004) and the number of overnight visitors to the establishment is 2,620 yearly and the average monthly occupancy rate is 59.7%[29] or 218 visitors in any given month and the typical length of stay is two nights. She also reports that there are six weeks out of the year when the Arthur Morgan House and the Springs Motel are not adequate to accommodate visitors to Yellow Springs.

The Arthur Morgan House reports the demographic makeup of the travelers is diverse. The B&B rents to vacationers, mid-management and upper level executives, sales people, and individuals attending training classes.

The B&B also reports that the facility has no need to host in-house meetings or training meetings because most of the guests arrive to attend these functions at local area businesses.

Just outside the Village of Yellow Springs, but within 1.5 miles south of the central business district on US Route 68, visitors to Yellow Springs can also find lodging at the Springs Motel. This facility is a twelve room facility and rates range from $45 to $65 per room and all with many of the amenities found in larger motels/hotels. This facility is not handicap accessible, but does provide either a single queen bed, a single double bed, two twin beds or double with twin or futon combination. All rooms include a breakfast basket, small fridge, a/c, small desk, TV with broadcast stations, phone with dataport, WiFi (wireless internet access), clock radio, hairdryer with nightlight and more. The facility may also be rented in its entirety for family reunions, class reunions, and other friends and family affairs or organizational retreats for $449 per night.

Peak months of business, when the Springs Motel experiences the highest occupancy rate are June, July, and August and the hotel is busiest two days out of the week on the weekend. The owner estimates the facility currently operates at an average 52.5% yearly occupancy rate (3.1% higher than the Dayton Area) and the number of overnight visitors to the establishment is 2,300 yearly and the average monthly occupancy rate is 53.4% or 195 visitors in any given month and the typical length of stay is two nights. He reports that there are 64 days out of the year when the motel operates at 100% capacity and he must refer patrons to other locations for overnight accommodations.

The Springs Motel reports the demographic makeup of the travelers is primarily executive and overnight visitors traveling for personal reasons.

The Motel also estimates that the facility has requests to host small in-house meetings or training meetings twice a month and because the hotel does not have these facilities on site, refers these groups to the Bryan Community Center in Yellow Springs.

[29] Based on the figure provided by the proprietor, 218 monthly visitors/(6 rooms)(2 persons per room)(365 days year/12 months)=59.7%.

Competitive Supply of Hotel and Bed & Breakfasts

Ohio Statistics

According to the Ohio Division of Travel and Tourism, 162.9 million trips were taken to or within Ohio in 2004 and 33.5 million trips were overnight travel. Eighteen percent of overnight trips were for business travel. Forty percent of all overnight travel in Ohio (2004) occurs between July and September. This is an increase of two percent from 2003. Seventeen percent of all overnight visitors to the State of Ohio report that accommodations are provided by friends or relatives and 30% reported shopping during their trip.

Greene County Statistics

The Greene County Convention and Visitors' Bureau (GCCVB) reports that it generates 25,000 to 35,000 room nights annually and that hotel room rates average $60.00 for the county (2004) and the strongest market segments are Society, Military, Educational, Religious, and Fraternal organizations (SMERF), government, and corporate groups. Occupancy runs lowest in December and January around 34% then rises into the 40% mark in March and April. June through September occupancy hits the 70% to 80% range and then starts to taper off for the remainder of the season.[30] In 2003, the GCCVB reports that traveler direct sales totaled $395.7 million.[31] Over half (59%) or approximately $233,463,000 of visitor spending was on food and shopping[32] and eleven percent was spent on lodging[33]. Please refer to the chart below for a complete breakdown of visitor spending in 2003.

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[30] John Abel, Greene County Convention and Visitors Bureau. Interview September 4, 2004.

[31] Source: Greene County Convention and Visitors Bureau. Press release *Travel Writers discover Yellow Springs, the best long weekend in Ohio.* May 6, 2004. http://www.greenecountyohio.org/media.html.

[32] Source: Greene County Convention and Visitors Bureau. Press release *Study shows visitors to Greene County in 2003 stayed longer, spent more.* September 1, 2004. http://www.greenecountyohio.org/media.html.

[33] Rovelstad & Associates and Longwoods, International. *The Economic Impact, Performance and Profile of the Greene County, Ohio, Travel and Tourism Industry.* Commissioned by the Ohio Division of Travel and Tourism. July 2004.

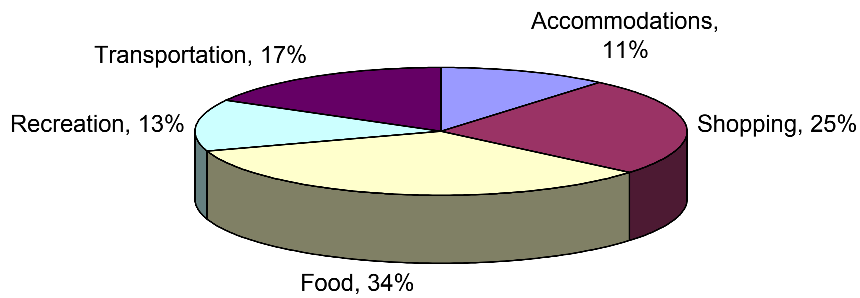

Figure 18: Greene County Tourism Expenditures, 2003

According to the GCCVB visitors to Greene County, "in 2003 stayed longer and spent more than in previous years."[34] The average stay in Greene County is 3.7 nights, up 27% from 2000. GCCVB also reports tourism-related wages of over $200 million (a 24% increase from 2000), an increase of 11,200 tourism-related jobs, five new hotels, and lodging tax revenues of $709,000 (22% increase from 2000) in 2003.

In a study conducted by Rovelstad & Associates and Longwoods, International in 2004, it is reported that taxes generated by tourism in Greene County in 2003 amounted to $37.8 million in state taxes and $22.7 million in local taxes. Please refer to the table below for a synopsis of tourism-related impacts in 2003.

[34] Source: Greene County Convention and Visitors Bureau. Press release *Study shows visitors to Greene County in 2003 stayed longer, spent more.* September 1, 2004. http://www.greenecountyohio.org/media.html.

	Direct Impacts	Indirect Impacts	Total Impacts
Traveler expenditures in Greene County ($ millions)	395.7		
Employment (thousands, FTE)	7.5	3.7	11.2
Wages ($ millions)	126.0	103.4	229.4
Taxes ($ millions)			
State	20.2	17.6	37.8
Local	8.0	14.7	22.7

Figure 19: Economic Impact of Tourism in Greene County, 2003[35]

Competitive hotels and bed & breakfasts in the region (within a 15-mile radius — distance calculated & rounded from 888 Dayton St. Yellow Springs, OH, 45387) were identified and occupancy data for the Dayton-Springfield Metropolitan Area were analyzed. The largest of these facilities are eleven miles from the center of the study area — the Hope Hotel and Conference Center and the Visiting Officers Quarters/Visiting Enlisted Quarters on Wright Patterson Air Force Base. According to the Greene County Commissioners, the Hope Hotel generates approximately $100,000 per year in lodging tax revenues, but tax revenues slipped off just a little from $100,472 in 2002 to $97,919 in 2003, a 2.54% decrease.[36] Both of these facilities reported that the facilities have not been filled to capacity and have been underutilized for years. Information about all of the establishments identified within the 15-mile radius is presented in the table and map that follow:

[35] Rovelstad & Associates and Longwoods, International. *The Economic Impact, Performance and Profile of the Greene County, Ohio, Travel and Tourism Industry.* Commissioned by the Ohio Division of Travel and Tourism. July 2004.

[36] *Lodging Revenue Comparison Report,* Greene County, Ohio Commissioners, April 1, 2004.

Hotel Establishments

Hotel Establishments[37]	City[38]	Type[39]	Distance[40]	AAA Rating[41]	Cost[42]	Guest Rooms[43]	Meeting Rooms[44]
Adobe Motel	Donnelsville	Hotel/Motel	8 Miles				
Allendale Inn/ Knights Inn	Xenia	Hotel/Motel	9 Miles	2	$51		
Alpha House B & B	Alpha	B&B					
Arthur Morgan House B & B	Yellow Springs	B&B	0 Miles		$95-$105		
Barrett House B & B	Spring Valley	B&B	16 Miles				
Beatty Motel	Springfield	Hotel/Motel	7 Miles				
Best Inn	Dayton	Hotel/Motel	11 Miles				
Best Western Wright Patterson	Fairborn	Hotel/Motel	6 Miles	3	$55	149	3
Blackberry Lane B & B	Springfield	B&B	9 Miles				
Candlelite Inn	New Carlisle	Hotel/Motel	11 Miles				
Comfort Inn	Dayton	Hotel/Motel	11 Miles		$80-$90		
Comfort Inn	Fairborn	Hotel/Motel	6 Miles	3	$80-$100	90	1
Comfort Suites	Springfield	Hotel/Motel	8 Miles	3	$84-$119	78	1
Command Motel & Apartments	Fairborn	Hotel/Motel	7 Miles				
Country Inn & Suites-Carlson	Springfield	Hotel/Motel	10 Miles	3	$65-$90	63	
Courtyard-Dayton North	Dayton	Hotel/Motel	8 Miles	3	$99-$115	94	
Days Inn	Dayton	Hotel/Motel	12 Miles	2	$65		
Days Inn	Huber Heights	Hotel/Motel	13 Miles	2	$59		
Days Inn	Springfield	Hotel/Motel	8 Miles	2	$50	98	
Delux Inn	Springfield	Hotel/Motel	9 Miles				
Econo Lodge	Alpha	Hotel/Motel	9 Miles	2	$50-$65		
Executive Inn	Springfield	Hotel/Motel	10 Miles		$65-$90	73	2
Fairfax Motel	Springfield	Hotel/Motel	11 Miles		$40		
Fairfield Inn	Fairborn	Hotel/Motel	8 Miles	2	$66-$73	63	1
Fairfield Inn	Springfield	Hotel/Motel	10 Miles	2	$65-$90	63	1
Fairfield Lodging	New Carlisle	Hotel/Motel	10 Miles				
Falcon Inn	Fairborn	Hotel/Motel	7 Miles		$35		
Hampton Inn	Fairborn	Hotel/Motel	8 Miles	3	$80-$84	62	
Hampton Inn	Springfield	Hotel/Motel	8 Miles	3	$77-$83	100	1

[37] Source: InfoUSA PowerFinder Government Edition, 2004.

[38] Source: InfoUSA PowerFinder Government Edition, 2004.

[39] Source: InfoUSA PowerFinder Government Edition, 2004.

[40] Source: InfoUSA PowerFinder Government Edition, 2004 using Yellow Springs Government Center as point of reference.

[41] Source: American Automobile Association, www.aaa.com.

[42] Source: American Automobile Association, www.aaa.com and MeetingForce, www.meetingforce.com.

[43] Source: MeetingForce, www.meetingforce.com.

[44] Source: MeetingForce, www.meetingforce.com.

Hotel Establishments[37]	City[38]	Type[39]	Distance[40]	AAA Rating[41]	Cost[42]	Guest Rooms[43]	Meeting Rooms[44]
Harmony Motel	Springfield	Hotel/Motel	13 Miles		$37		
Harvester Inn	Springfield	Hotel/Motel	12 Miles				
Hawthorn Inn & Suites	Fairborn	Hotel/Motel	6 Miles	3	$80-$95	68	1
Hearthstone Inn & Suites	Cedarville	B&B	7 Miles				
Holiday Inn Conference Center Dayton/Fairborn	Fairborn	Hotel/Motel	8 Miles	3	$69-$129	204	13
Holiday Inn Dayton-North	Dayton	Hotel/Motel	15 Miles	3	$94-$99		
Holiday Inn Express Dayton	Dayton	Hotel/Motel	13 Miles		$76-$144		
Holiday Inn Springfield-South	Springfield	Hotel/Motel	8 Miles	3	$99	150	7
Holiday Inn Xenia	Xenia	Hotel/Motel	8 Miles	3	$79-$99		
Homewood Suites	Fairborn	Hotel/Motel	8 Miles	3	$89-$149	128	3
Hope Hotel & Conference Center[45]	WPAFB	Hotel/Motel	11 Miles		$65	266	
Houstonia Bed & Breakfast	South Charleston	B&B	15 Miles				
Knights Inn	Springfield	Hotel/Motel	9 Miles	1	$41-$60	39	
Love 'N' Blooms Garden B & B	Xenia	B&B	18 Miles				
Meadows Restaurant & Motel	Springfield	Hotel/Motel	12 Miles				
Microtel Inns & Suites	Beavercreek	Hotel/Motel	12 Miles	1	$37		
Mill Pond Acre	Fairborn	B&B	6 Miles		$59-$89		
Natty's Bed & Breakfast & Gift	Spring Valley	B&B	14 Miles				
Ohio Barn B & B	Yellow Springs	B&B	8 Miles		$95-$125		
Paradise Motel	Beavercreek	Hotel/Motel	11 Miles				
Ramada Inn	Fairborn	Hotel/Motel	9 Miles	3	$72-$110	56	
Ramada Inn	Springfield	Hotel/Motel	8 Miles	2	$49-$99	47	
Red Roof Inn	Fairborn	Hotel/Motel	9 Miles	2	$58-$69	109	
Red Roof Inn	Springfield	Hotel/Motel	8 Miles	2	$54-$99	58	
Red Roof Inn	Springfield	Hotel/Motel	11 Miles				
Regency Xenia	Xenia	Hotel/Motel	9 Miles	2	$45-$70		
Residence Inn-Dayton	Beavercreek	Hotel/Motel	8 Miles	3	$109-$149	100	
Springfield Inn	Springfield	Hotel/Motel	10 Miles	3	$79-$129	123	12
Springfield Motel	Springfield	Hotel/Motel	12 Miles	3	$35		
Springs Motel	Yellow Springs	Hotel/Motel	2 Miles		$45-$55		
Studio Plus	Fairborn	Extended Stay		2	$53-$90		
Sunset Inn	Fairborn	Hotel/Motel	7 Miles		$36		
Super 8 Motel	Dayton	Hotel/Motel	13 Miles	2	$65		
Super 8 Motel	Springfield	Hotel/Motel	8 Miles		$43-$49		

[45] Source: Hope Hotel and Conference Center, http://www.hopehotel.com.

Hotel Establishments[37]	City[38]	Type[39]	Distance[40]	AAA Rating[41]	Cost[42]	Guest Rooms[43]	Meeting Rooms[44]
Tecumseh Motel	Xenia	Hotel/Motel	5 Miles		$40		
Town House Motor Lodge	Springfield	Hotel/Motel	11 Miles		$36	38	
Travelodge	Dayton	Hotel/Motel	11 Miles				
Victoria's Bed & Breakfast	Xenia	B&B	8 Miles		$89-		
VOQ/VAQ[46]	WPAFB	Hotel/Motel	11 Miles	N/A		461	
Wetlands B & B	Fairborn	B&B	8 Miles		$75-$149		
Wright Motel	Fairborn	Hotel/Motel	7 Miles		$29		

Figure 20: Competitive Overnight Accommodations within a 15-mile radius of Yellow Springs

[46] Source: Wright Patterson Air Force Base VOQ/VAQ. The Wright-Patterson Inn consists of eight buildings. Facilities include 217 single rooms with private bathrooms and 204 suites with private bathrooms, and 1 guest cottage. Of the 204 suites, 31 are designated as DVQ's. All rooms are air conditioned and have televisions and telephones. Evening transportation to the Officers' Club, Enlisted Club and the Base Exchange is provided by the Wright-Patterson Inn van. Transient Living Facilities (TLF), Bldg. 1230 - 1233, Kittyhawk, offers 40 mini efficiency apartments for military on a temporary basis. These facilities are available for military families PCSing out or in.

According to the Department of Defense Manual 4165.63-M Instruction 1015.12, *Lodging Program Resource Management*, "temporary duty personnel must use on-base lodging when adequate and available." When space is not available, reservations for the Hope Hotel, a privately owned contract hotel in Area A, are also processed through military lodging. While the Hope Hotel does its own bookings for conferences, lodging handles all of the billing and paperwork through the liaison office.

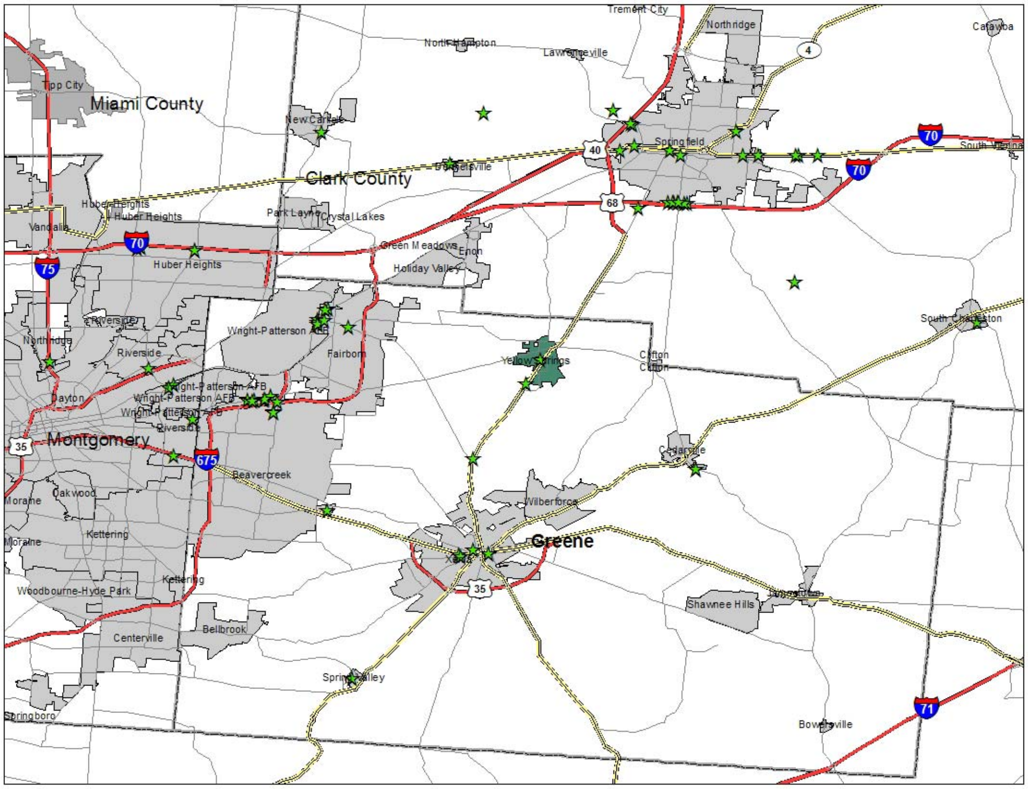

Figure 21: Map of Competitive Overnight Accommodations within a 15-mile Radius of Yellow Springs

An important measure when analyzing the Dayton-Springfield Metropolitan Area competition is the estimation of the occupancy rate of all travel accommodation facilities in the area. As illustrated in the chart below, the average occupancy rate in the Dayton Area has dropped significantly since 1998, from 62.4% to 56.9% total occupancy. For further discussion into the declining occupancy rates, please refer to the explanation of supply and demand which follows the graph below.

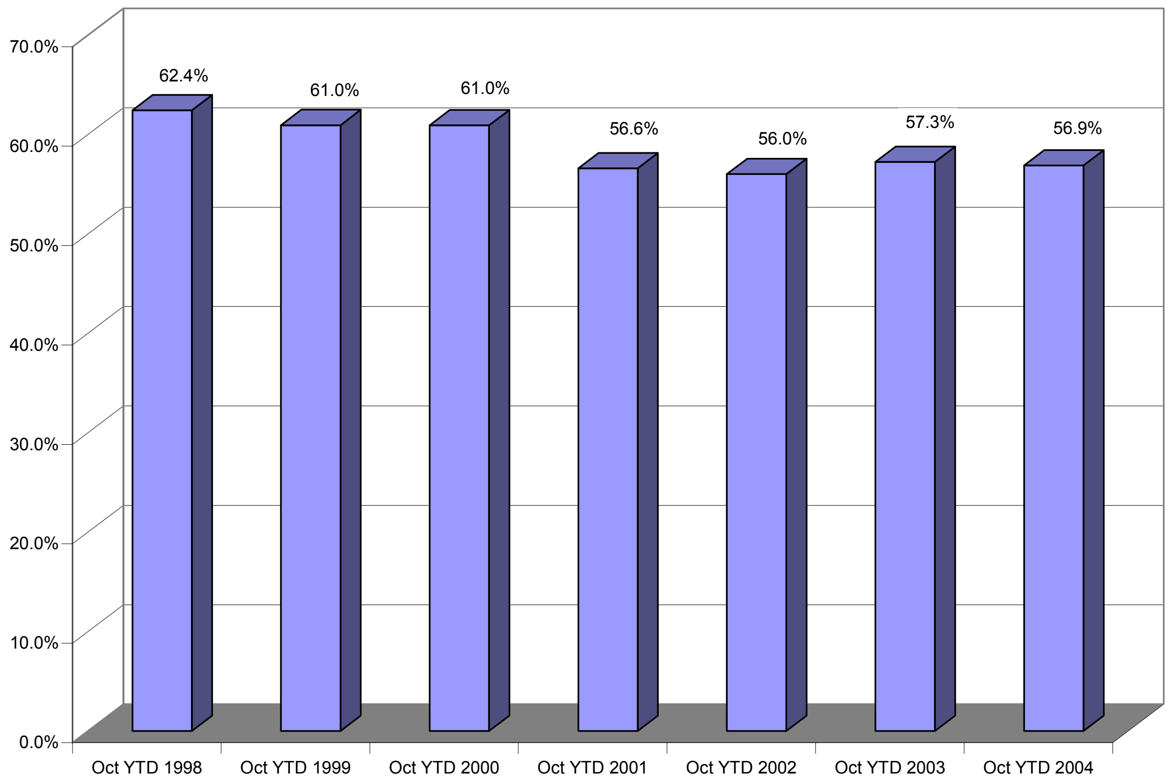

Figure 22: Average Occupancy Rate, October Year-to-date[47]

Dayton Area hotels report that over the last three years occupancy has not fluctuated much during the week. The heaviest occupancy period during the week is Tuesday and Wednesday and tapers off slightly on Thursday. Weekend travel also picks up to approximately 60% again on Friday and Saturday, and as expected drops off dramatically on Sunday, indicating that most leisure travel activity is conducted as weekend trips, short two-day excursions. Refer to the table below.

Three Year Occupancy (%)							
	Sun	**Mon**	**Tue**	**Wed**	**Thu**	**Fri**	**Sat**
Nov 01 - Oct 02	36.8	52.3	58.5	58.5	54.0	57.6	60.6
Nov 02 - Oct 03	36.9	51.5	58.6	59.6	56.3	58.7	61.1
Nov 03 - Oct 04	37.3	52.5	59.2	60.3	55.4	58.0	60.4
3 Yr Avg	**37.0**	**52.1**	**58.8**	**59.5**	**55.2**	**58.1**	**60.7**

Figure 23: Dayton-Springfield Metropolitan Region Three-Year Occupancy Rates

[47] Smith Travel Research, *Dayton-Springfield, OH, All Properties, Starting In 1998*, prepared for the Center for Urban & Public Affairs, 2004).

Travel in the Dayton Area is also more frequent during the summer months of June, July, and August when the occupancy rate climbs into the upper sixty and low seventy percentages. The highest occupancy rate achieved in the Dayton Area occurred in July 2003, when the rate capped at 71.3%.

As can be witnessed in the graph below, the annual supply of rooms in the Dayton-Springfield Metropolitan Area has increased steadily since 1998, from 2,978,568 available rooms to 3,497,120 — a 17.4% increase. (Supply is calculated by multiplying the number of rooms available times the number of days in the period and is based on October Year-to-date total counts.) During this same period, demand began to rise, but fell off in 2001. This drop in sales has been attributed to the terrorist attacks on the World Trade Center on September 11, 2001, but the hotel industry steadily recovered by 2004. However, while the supply of rooms in the Dayton-Springfield Area increased 17.4% (from 2,978,568 In 1998 to 3,497,120 in 2004) the demand for these rooms increased 7.0% (from 1,859,999In 1998 to 1,989,630 in 2004) - a total difference of 1,507,490[48] vacancies in 2004.

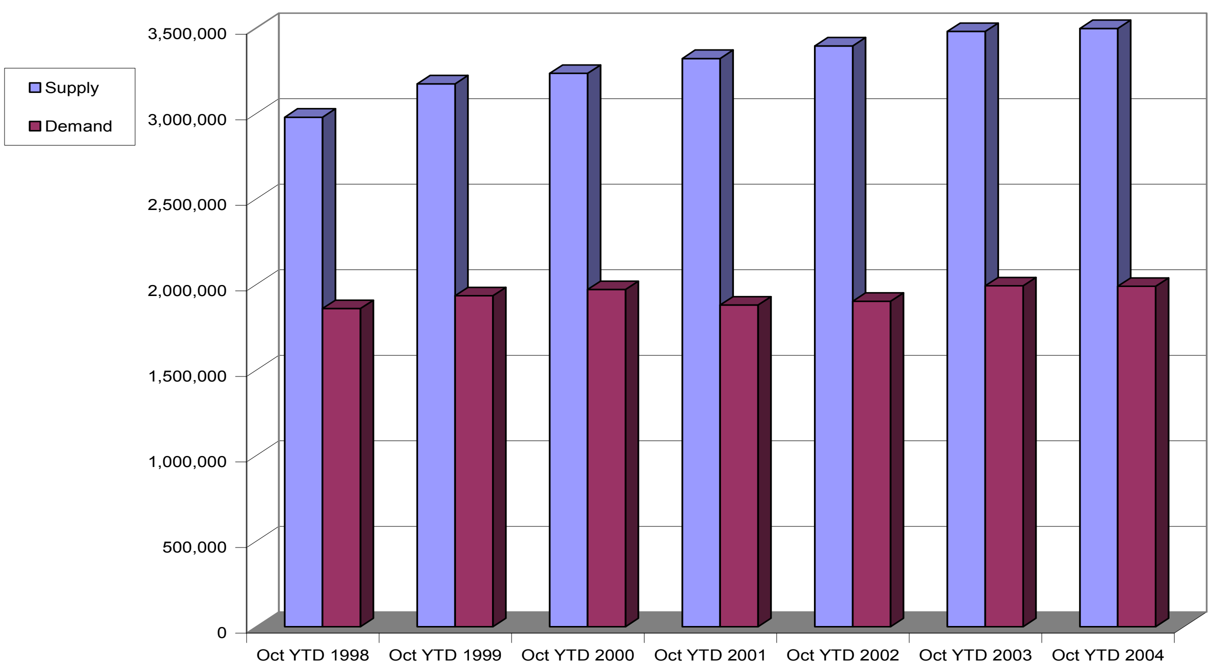

Figure 24: Supply[49] Compared to Demand (Rooms), October year-to-date[50]

[48] Vacancy is calculated by multiplying the number of rooms available times the number of days in the period and is based on October Year-to-date total counts.

[49] Supply is calculated by multiplying the number of rooms available times the number of days in the period and is based on October Year-to-date total counts.

The average daily room rate (ADR) is defined as the ratio of total room revenue divided by the number of rooms sold. This figure is important because it provides yet another picture of the overall desirability to travelers in the area. When supply exceeds demand, hotels are frequently forced to bid for consumers' attentions; it becomes a buyer's market. Take into consideration the average daily room rate in 1998 was $57.83. After adjusting for inflation, we would expect to pay at least $67.02 in 2004. However, the ADR in 2004 was $62.60, 6.6% or $4.42 less than expected—further support that supply exceeds demand in the Dayton market area.

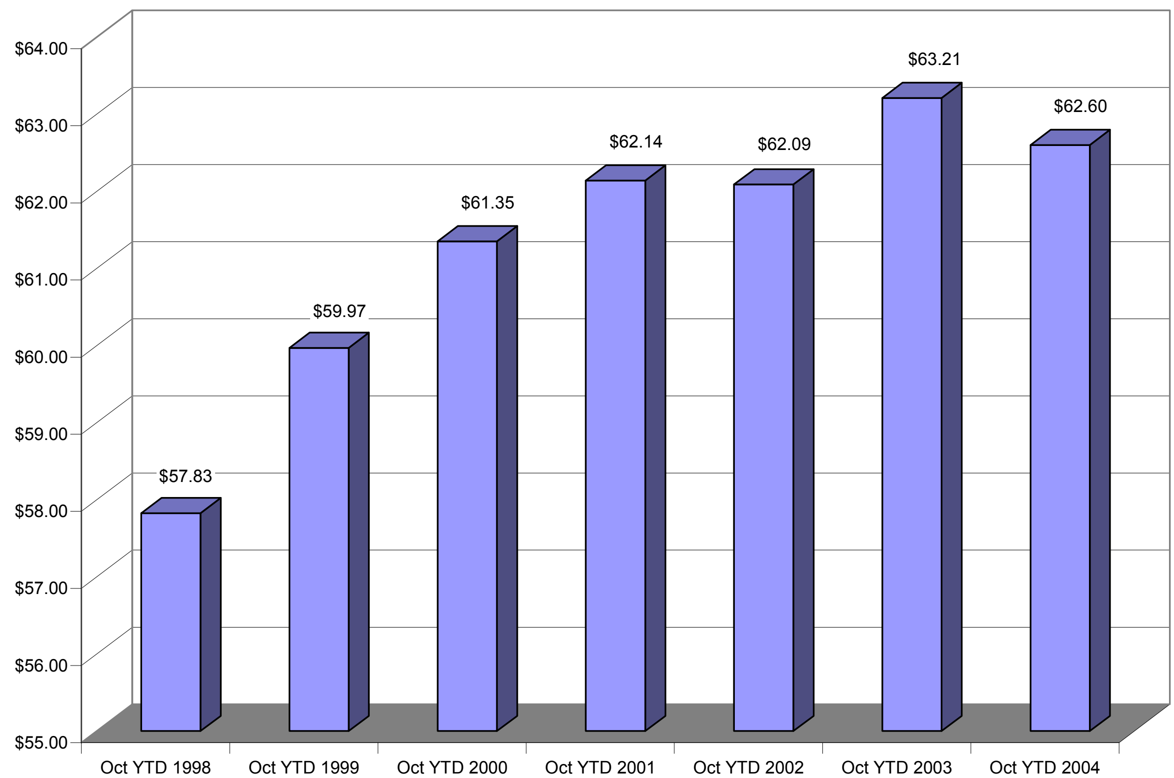

Figure 25: Average Daily Room Rate, October Year-to-date[51]

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[50] Smith Travel Research, *Dayton-Springfield, OH, All Properties, Starting In 1998*, prepared for the Center for Urban & Public Affairs, 2004.

[51] Smith Travel Research, *Dayton-Springfield, OH, All Properties, Starting In 1998*, prepared for the Center for Urban & Public Affairs, 2004.

Business Lodging Demand

Interviews with local business representatives can be the most effective way to estimate how many room nights they might generate. The Yellow Springs Business Community Perception Survey of Hospitality Services was intended to evaluate the interest in and market for additional facilities for and/or meeting or conference space. The study also assessed the adequacy of existing overnight facilities in and around the Village of Yellow Springs. The reader should note that this study is only one group's views about hospitality needs. Other than businesses, the general public and certainly potential users may have different perspectives.

To assess business lodging demand in Yellow Springs, surveys were mailed to over one-hundred Yellow Springs businesses and the Center for Urban and Public Affairs attempted to conduct twelve interviews with major demand generators in Yellow Springs. This list was compiled jointly with Community Resources. Forty-nine Yellow Springs businesses were surveyed of which eleven were personally interviewed to assess the unmet business community demand. Personal interviews were conducted in the summer and into the fall of 2005 to assess the opinions of the major demand generating businesses (MDG) for overnight accommodations and their need for conferencing facilities. The organizations that participated in these interviews consisted of five manufacturing firms, four educational institutions, the local government, and the Chamber of Commerce. Questions asked include: type of visitors, frequency of visits, length of stay, where most visitors tend to stay, and what room rate range is acceptable.

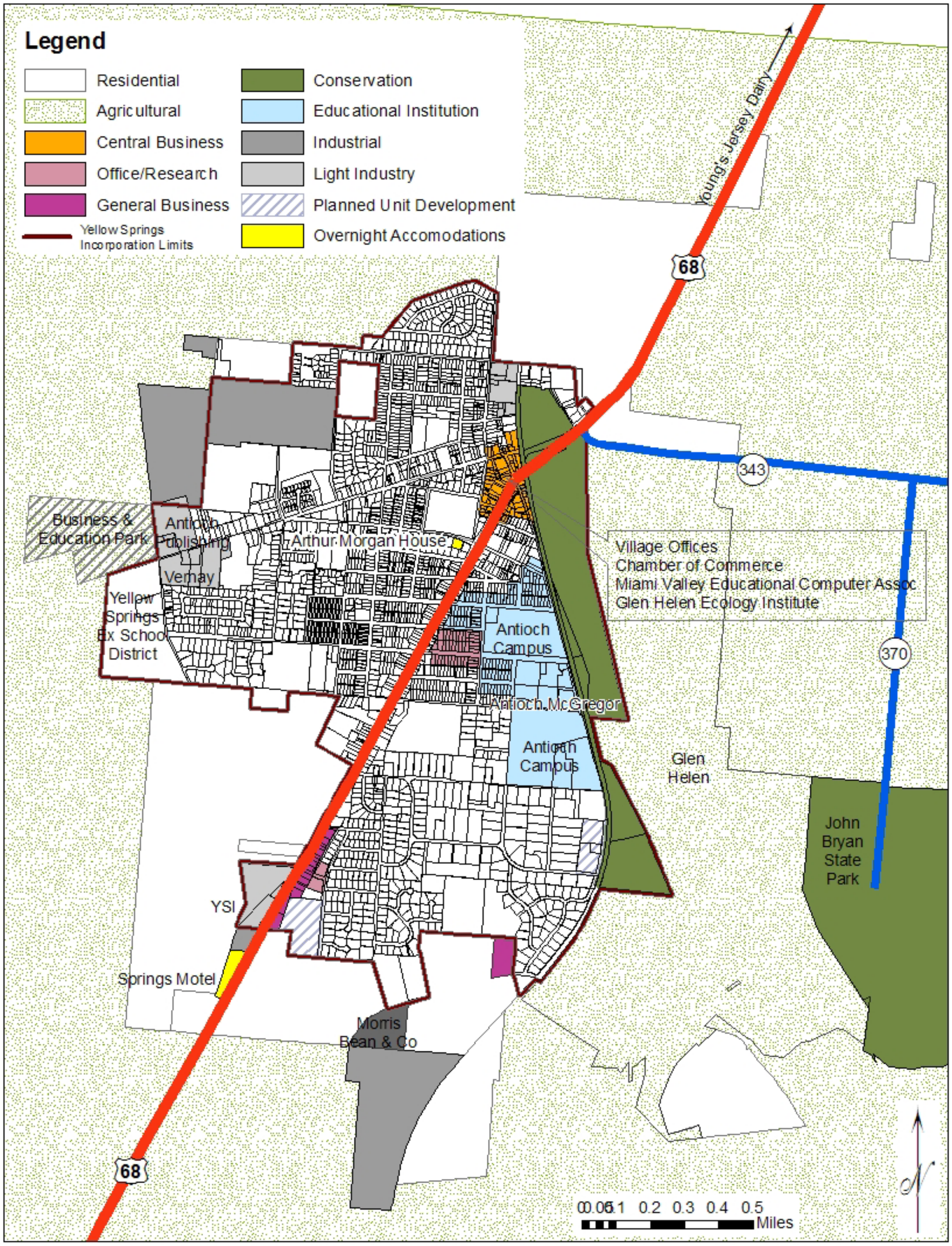

Figure 26: Yellow Springs Major Demand Generators

Generally, forty-nine companies representing 1,244 employees and on average, 582 overnight visitors to Yellow Springs per month are represented in the analysis. However in many cases, companies gave no response to many questions and this affects the total number of companies and/or employees reported and discussed in each analysis.

Overnight Accommodations[52]

According to business representatives in Yellow Springs, half of businesses (12 of 24) responding to *what overnight facilities businesses currently use*, report that they use facilities in Yellow Springs. Two-thirds (twelve of eighteen) respondents also report that they can always find hotel rooms for their visitors. Furthermore, more than half (14 businesses) report that they are *satisfied with the location of the lodging facilities, which provide overnight accommodations in/around Yellow Springs.* Additionally, nine of eleven business respondents report that they pay $50-$99 for accommodations and they are satisfied with these rates. However, over half of the businesses (19 of 24) report that *additional lodging in Yellow Springs would be useful.*

Nineteen businesses discussing their needs for overnight accommodations, report that on average 582.33 individuals stay in the area for business reasons on a monthly basis. Most of the time, visitors can find accommodations in Yellow Springs. However, four of the businesses representing 370[53] monthly overnight visitors report that *there are times that they cannot find hotel rooms for their visitors* and five of the businesses representing 165 monthly overnight visitors report that they use accommodations outside of the Yellow Springs area exclusively and their visitors tend to stay for five days. For a complete breakdown of the locations where overnight visitors stay and the length of their visit, please refer to the following table.

[52]Where the number of overnight visitors was provided by the survey respondent as a yearly figure only, that numbered expressed is divided by 12 to obtain a monthly visitor figure. Where the number of overnight visitors was provided in a range, the lower of the two values was used to estimate the number of visitors. Where both the number of monthly visitors and yearly visitors were provided by the respondent, the monthly figure was used.

[53] One entity representing 350 monthly overnight visitors has its own rustic dormitory on the premises which is primarily for school students and weekend visitors visiting the center. This entity is looking to "upgrade the facilities to accommodate more groups and turn it into a retreat center."

	Hotels/Bed & Breakfasts in Yellow Springs	Hotels outside of Yellow Springs	Other	None	Hotels both inside and outside of Yellow Springs	Total
One Night	30.83	4.34			3.75	38.92
Two Nights	16.67				1.66	18.33
Three Nights		10	350[54]			360.00
Five nights		150	2.5		8.33	160.83
More than One Week				0.25		0.25
Other or Not Specified			4			4.00
Total	47.50	164.34	356.50	0.25	13.74	582.33

Figure 27: Average Number of Overnight Visitors per Month and Their Choice in Accommodations by Visitor Length of Stay

Meeting/Banquet Space

Businesses were also asked to discuss their meeting space requirements and over half (22 of 41) of the businesses report that they do not require any meeting space. In addition, only nine of twenty-eight respondents feel that *additional meeting or small conference facilities would be useful.*

However, fifteen businesses do require meeting or banquet space for special functions that they do not have the capacity to host in-house. On a monthly basis, businesses require space to host functions that they cannot accommodate in-house. Three businesses require space monthly for 20-80 people per meeting and three businesses need space to host 50-100 people. Additionally, two of these businesses also require meeting space to accommodate 12-20 people two to three times per month. For a complete breakdown of the type and frequency of the events and the number of people typically in attendance, please refer to the following chart.

[54] This business entity representing 350 monthly visitors has its own dormitory on the premises which is primarily for school students and weekend visitors visiting the center. This business is looking to "upgrade the facilities to accommodate more groups and turn it into a retreat center."

What events do you host that you do not have the capacity to host in-house?	Business Frequency	How often do you host events that you do not have the capacity to host in-house?	How many people usually attend?
Meetings *(Total 6)*	1	Yearly	30
	1	2 or 3 times per year	not specified
	2	Monthly	20-80
	2	2 or 3 times per month	12-20
Training Meetings	1	2 or 3 times per year	not specified
Conferences	1	Monthly	50-100
Banquets *(Total 3)*	1	Yearly	20
	1	2 or 3 times per year	not specified
	1	Monthly	50
Other *(Total 7)*			
Function not specified	1	Not specified	Not specified
Christmas Party	1	Yearly	Not specified
Classes or speakers	1	2-3 times per year	5-20
Elementary School Production - Theatre Space	1	2-3 times per year	800
Residencies	1	Weekly	30
Retreats	1	Monthly	30
Yoga Workshops	1	Monthly	50-100

Figure 28: Meeting and Special Event Space Requirements

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Recommendations[55]

Based on the market analysis, reports of peak occupancy periods, overflow outward referrals to the Dayton and Fairborn areas, and displaced transient accommodations (because of a lack of nationally branded facilities in the Yellow Springs area) the Yellow Springs market could potentially absorb an addition of 30 to 50 guest units. These could be provided as an addition of new rooms to either of the current lodging establishments or a new construction property.

The success level of the addition or new construction rooms will be highly dependent on the following factors:

- Location of the property within the community. The property should be proximate to the major business generators and on the main access route through the community.
- Identity of the property. The property would require a national brand identity of a mid-scale positioning and a price point of from $75 to $95 achieved average daily rate (ADR).
- Marketing of the facilities to the surrounding industry and residential community.
- Facilities and amenities provided. The property must include the range of amenities already provided by the two lodging facilities and as expected in new development hotel properties in the current market, including: wireless internet access; HD TV with cable access and pay-per-view movies; coffee makers, iron and ironing board, and hair dryers in the room; pillow top mattresses; complimentary toiletries; multi-line phones with data port; and working desk top and chair with adequate lighting.
- The property should include 3 to 4 suite type rooms with microwave and refrigerators.
- All units should have large baths accommodating marble or granite countertops for the lavatory and high quality plumbing and fixtures, consistent with current trends in the industry.
- Meeting facilities should be provided (two room bays) meeting room for 40 to 60 person capacity, divisible into two smaller meeting rooms.
- A breakfast/guest convenience area with TV and lounge seating as well as breakfast seating.

[55] Project Viability was assessed by Hotel Consultant Ted Mandigo, T.R. Mandigo & Co., 338 North Highland Elmhurst, IL 60126.

- ❒ An indoor pool and Jacuzzi.
- ❒ Exercise room.

Based on the local transient accommodation market performance and the Dayton metropolitan area hotel statistics, we conclude that the overall Dayton market is currently exhibiting below national average occupancy levels due to general travel trends, the impact of military activity on the local market, declines in convention activity, and an increasingly competitive convention market, and a significant new supply diluting the overall performance of area properties.

The Yellow Springs area is a pocket market within the overall Dayton metropolitan area with unique market characteristics including a distinctive downtown, several businesses generating local demand for accommodations, educational institutions, area festivals and activities, and area attractions.

A project developed within this market would require one to three years to achieve a stabilized occupancy and rate performance, necessitating reserves for operating and/or debt service shortfalls during the initial year of operations.

This means that economic incentives would be required to induce development of the property. These could take the form of short-term real estate tax abatement; rebating a portion or all of the room tax collected if available through legislation; infrastructure assistance in curb cuts, utility services, retention areas; signage directing traffic to the property; including the property in local marketing and promotional information, etc.

We forecast the potential performance of a nationally branded transient lodging facility at 60 to 65 percent occupancy on stabilization.

The projected occupancy and ADR for such a property is set forth in the following table:

Year	Occupancy	ADR	RevPAR
Stabilized Performance	65%	$85.00*	$55.25
Year 1	58%	$90.00**	$52.20
Year 2	62%	$92.75	$57.51
Year 3	65%	$95.50	$62.08
Year 4	65%	$98.50	$64.03
Year 5	65%	$101.50	$65.98

*Stated in current value dollars
** Assumes two-year development and construction period.
RevPAR: Revenue per available room
Source: TR Mandigo & Co.

Figure 29: Potential Performance of a Nationally Branded Transient Lodging Facility

Appendix A: Survey Instrument

Letter to Businesses

April 28, 2005

Dear Yellow Springs Business Owner/Operator/Manager:

Yellow Springs Community Resources, Inc., with technical assistance provided by the Center for Urban & Public Affairs staff at Wright State University, is conducting a survey to find out how Yellow Springs businesses feel about visitor accommodations and transportation services. The business survey is an important piece of the downtown market analysis and will help assess the gap between services and needs.

Enclosed you will find a survey that is being sent to every business in or near the Village. This survey asks questions about how the Village should handle hospitality needs and transportation concerns. Some questions deal with the need for accommodations and meeting space. Other questions deal with transportation issues. To provide useful information for parking management the survey asks businesses where their customers typically park when they drive to downtown.

Input from these surveys will be used by Yellow Springs Community Resources, Inc. to help guide decision making when planning for the future. Please complete the enclosed survey and return it in the attached business reply envelope no later than **May 12, 2005**. Please know that your answers will remain completely anonymous and no information that identifies you or your business will ever be used.

For more information on this downtown market analysis or if you have any questions about completing the survey, please contact Carol Hooker at Wright State University's Center for Urban and Public Affairs at (937) 775-3725. If you have any questions about any of the terminology used in the survey please refer to the half-sheet of definitions included with the survey or please contact Carol at the number listed above.

Thank you for your participation and for helping guide the direction of the Village of Yellow Springs.

Sincerely,

Carol M. Hooker
Research/GIS Data Analyst
Wright State University
Center for Urban and Public Affairs

Contact Information

Business ____
Address ____
Phone _______________________ FAX _______________________
Contact Person ____

Tell Us About Your Company

1. What is your total number of full time equivalent (FTE) employees? ______
2. Please estimate the number of your employees that live in Yellow Springs. _____
3. What are your hours of operation? ____________
4. What is your busiest day of the week? _____________________
5. What is your busiest time of day? ___________________
6. How many customers/clients visit your business (on average) per week? _______
7. What community events increase your foot traffic or sales volume? __________
   ____
8. Which downtown businesses complement your business the most? __________
   ____
9. What types of businesses would you most like to see attracted to downtown? __
   ____
10. Which community assets, if developed would most benefit your business? _____
    ____
11. Do you have plans to expand or reduce operations in Yellow Springs? _________
12. What is your primary NAICS/SIC Code? _______________________________
13. How long have you been in operation at this location? _______________ Years
14. Do you have your own in-house meeting/conference facilities?
    ❒ Yes ❒ No
15. Does your business own or rent its space? _______________________
16. Where do your customers typically park? ______________________________
17. Where do your employees typically park? ______________________________

Hospitality Needs and Opportunities Assessment

18. What kind of facilities or services do you require for meeting space? ___________
____

19. How often do you have out of town or overnight visitors coming to Yellow Springs to meet at your organization?

❒ Weekly ❒ Semi-annually

❒ Monthly ❒ Annually

❒ Other, please specify

❒ Never, ***if never please skip to question 29.***

20. What over-night facilities do you use now? __________________________

21. Can you estimate the number of overnight visitors (consultants, businesses partners, etc.) that come to your organization in a given:

month _______ or year ____________

22. Are these? *Please check all that apply.*

❒ Executives ❒ Sales people ❒ Other, __________

❒ Mid-management ❒ Training classes

23. What mode of travel do your visitors use to come to Yellow Springs? __________
____

24. How satisfied are you with the location of businesses that provide over-night stay in Yellow Springs?

❒ Very satisfied ❒ Satisfied ❒ dissatisfied ❒ very unsatisfied

25. How long do they usually stay?

❒ One night ❒ Four nights

❒ Two nights ❒ Five nights

❒ Three nights ❒ More than one week

26. What rates do you usually pay for hotel rooms in this area? $_________________

27. Are you satisfied with the rates? ❒ Yes ❒ No

28. Are there times when you can't find hotel rooms? ❒ Yes ❒ No

29. Do you hold functions that you do not have the capacity to host in-house? *Please check all that apply.*
    - ❒ Meetings How often? ____________________
    - ❒ Conferences How often? ____________________
    - ❒ Training meetings How often? ____________________
    - ❒ Banquets or other functions How often? ____________________
    - ❒ Other, please specify How often? ____________________
30. How many people usually attend?
    - ❒ Meetings _____________
    - ❒ Conferences ________________
    - ❒ Training meetings _________________
    - ❒ Banquets or other functions _______________
    - ❒ Other, please specify _______________
31. On a scale from 1 to 4, one being very useful and 4 being not at all useful, how useful would additional lodging in Yellow Springs be to your business?

Very useful	1	2	3	4	*Not at all useful*	Not Applicable
	❒	❒	❒	❒		❒

32. On a scale from 1 to 4, one being very useful and 4 being not at all useful, how useful would meeting or small conference related services be to your organization if provided by the lodging facility?

Very useful	1	2	3	4	*Not at all useful*	Not Applicable
	❒	❒	❒	❒		❒

33. Would you use or take advantage of these facilities? ❒ Yes ❒ No
34. What other comments or suggestions about lodging in Yellow Springs would like to make? ____
    ____
35. Who else would have demand for or insight into lodging needs in Yellow Springs?
    ____
    ____

Appendix B: Survey Frequencies

Frequency Tables

Survey Method

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Interview	11	22.4	22.4	22.4
	Mail Survey	38	77.6	77.6	100.0
	Total	49	100.0	100.0	

1. What is your total number of full time equivalent (FTE) employees?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.0	7	14.3	14.6	14.6
	1.0	8	16.3	16.7	31.3
	1.5	1	2.0	2.1	33.3
	2.0	5	10.2	10.4	43.8
	3.0	1	2.0	2.1	45.8
	3.5	1	2.0	2.1	47.9
	4.0	3	6.1	6.3	54.2
	5.0	3	6.1	6.3	60.4
	7.0	2	4.1	4.2	64.6
	8.0	3	6.1	6.3	70.8
	9.0	2	4.1	4.2	75.0
	11.0	1	2.0	2.1	77.1
	16.0	1	2.0	2.1	79.2
	18.0	1	2.0	2.1	81.3
	35.0	1	2.0	2.1	83.3
	40.0	1	2.0	2.1	85.4
	70.0	1	2.0	2.1	87.5
	85.7	1	2.0	2.1	89.6
	100.0	1	2.0	2.1	91.7
	120.0	1	2.0	2.1	93.7
	150.0	1	2.0	2.1	95.8
	180.0	1	2.0	2.1	97.9
	310.0	1	2.0	2.1	100.0
	Total	48	98.0	100.0	
Missing	System	1	2.0		
Total		49	100.0		

2. Please estimate the number of your employees that live in Yellow Springs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	5	10.2	11.1	11.1
	1	10	20.4	22.2	33.3
	2	8	16.3	17.8	51.1
	3	3	6.1	6.7	57.8
	4	3	6.1	6.7	64.4
	5	1	2.0	2.2	66.7
	7	2	4.1	4.4	71.1
	8	1	2.0	2.2	73.3
	10	3	6.1	6.7	80.0
	11	2	4.1	4.4	84.4
	12	2	4.1	4.4	88.9
	15	1	2.0	2.2	91.1
	17	1	2.0	2.2	93.3
	18	1	2.0	2.2	95.6
	35	1	2.0	2.2	97.8
	42	1	2.0	2.2	100.0
	Total	45	91.8	100.0	
Missing	System	4	8.2		
Total		49	100.0		

3. What are your hours of operation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business hours between 7-5	19	38.8	39.6	39.6
	Business hours and weekends	9	18.4	18.8	58.3
	Extended hours or additional shifts	9	18.4	18.8	77.1
	24 hours	5	10.2	10.4	87.5
	By appointment	1	2.0	2.1	89.6
	Not sure/ Varies/not applicable	5	10.2	10.4	100.0
	Total	48	98.0	100.0	
Missing	System	1	2.0		
Total		49	100.0		

4. What is your busiest day of the week?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Weekends	17	34.7	37.8	37.8
	During the week	15	30.6	33.3	71.1
	Other	2	4.1	4.4	75.6
	Not sure/ Varies	6	12.2	13.3	88.9
	Not applicable	5	10.2	11.1	100.0
	Total	45	91.8	100.0	
Missing	Refused	4	8.2		
Total		49	100.0		

5. What is your busiest time of day?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mornings	7	14.3	15.6	15.6
	Afternoons	14	28.6	31.1	46.7
	Evenings	4	8.2	8.9	55.6
	Weekends	2	4.1	4.4	60.0
	Other	3	6.1	6.7	66.7
	Consistent traffic all day	3	6.1	6.7	73.3
	Not sure/ Varies	6	12.2	13.3	86.7
	Not applicable	6	12.2	13.3	100.0
	Total	45	91.8	100.0	
Missing	Refused	4	8.2		
Total		49	100.0		

6. How many customers/clients visit your business (on average) per week?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	6	12.2	14.6	14.6
	1	2	4.1	4.9	19.5
	2	1	2.0	2.4	22.0
	5	1	2.0	2.4	24.4
	7	1	2.0	2.4	26.8
	10	4	8.2	9.8	36.6
	15	1	2.0	2.4	39.0
	30	3	6.1	7.3	46.3
	45	1	2.0	2.4	48.8
	50	2	4.1	4.9	53.7
	60	1	2.0	2.4	56.1
	75	1	2.0	2.4	58.5
	100	1	2.0	2.4	61.0
	125	1	2.0	2.4	63.4
	150	1	2.0	2.4	65.9
	200	5	10.2	12.2	78.0
	300	2	4.1	4.9	82.9
	350	1	2.0	2.4	85.4
	500	1	2.0	2.4	87.8
	750	1	2.0	2.4	90.2
	1,000	1	2.0	2.4	92.7
	2,471	1	2.0	2.4	95.1
	6,000	1	2.0	2.4	97.6
	22,500	1	2.0	2.4	100.0
	Total	41	83.7	100.0	
Missing	System	8	16.3		
Total		49	100.0		

7. What community events increase your foot traffic or sales volume? Yoga Workshops

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	5	10.0	100.0	100.0
Missing	System	45	90.0		
Total		50	100.0		

7. What community events increase your foot traffic or sales volume? Art stroll

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	18.0	100.0	100.0
Missing	System	41	82.0		
Total		50	100.0		

7. What community events increase your foot traffic or sales volume? Street Fair

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	15	30.0	100.0	100.0
Missing	System	35	70.0		
Total		50	100.0		

7. What community events increase your foot traffic or sales volume? Studio Tour

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	5	10.0	100.0	100.0
Missing	System	45	90.0		
Total		50	100.0		

7. What community events increase your foot traffic or sales volume? Writer Workshops

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	14.0	100.0	100.0
Missing	System	43	86.0		
Total		50	100.0		

7. What community events increase your foot traffic or sales volume? Graduations, reunions, and other academic events

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	14.0	100.0	100.0
Missing	System	43	86.0		
Total		50	100.0		

7. What community events increase your foot traffic or sales volume? Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	8	16.0	100.0	100.0
Missing	System	42	84.0		
Total		50	100.0		

8. Which downtown businesses complement your business the most? Retail stores

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	36.0	100.0	100.0
Missing	System	32	64.0		
Total		50	100.0		

8. Which downtown businesses complement your business the most? Restaurants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	20	40.0	100.0	100.0
Missing	System	30	60.0		
Total		50	100.0		

8. Which downtown businesses complement your business the most? Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	17	34.0	100.0	100.0
Missing	System	33	66.0		
Total		50	100.0		

8. Which downtown businesses complement your business the most? None

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	8.0	100.0	100.0
Missing	System	46	92.0		
Total		50	100.0		

9. What types of businesses would you most like to see attracted to downtown? Retail stores

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	32.0	100.0	100.0
Missing	System	34	68.0		
Total		50	100.0		

9. What types of businesses would you most like to see attracted to downtown? Restaurants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	14	28.0	100.0	100.0
Missing	System	36	72.0		
Total		50	100.0		

9. What types of businesses would you most like to see attracted to downtown? Professional offices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	14.0	100.0	100.0
Missing	System	43	86.0		
Total		50	100.0		

9. What types of businesses would you most like to see attracted to downtown? Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	17	34.0	100.0	100.0
Missing	System	33	66.0		
Total		50	100.0		

9. What types of businesses would you most like to see attracted to downtown? Not sure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	2.0	100.0	100.0
Missing	System	49	98.0		
Total		50	100.0		

10. Which community assets, if developed would most benefit your business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Commerce Park	1	2.0	3.2	3.2
	Any business	4	8.0	12.9	16.1
	Housing	7	14.0	22.6	38.7
	Other	17	34.0	54.8	93.5
	Unsure or no opinion	2	4.0	6.5	100.0
	Total	31	62.0	100.0	
Missing	System	19	38.0		
Total		50	100.0		

11. Do you have plans to expand or reduce operations in Yellow Springs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Expand	10	20.4	23.8	23.8
	Maintain	32	65.3	76.2	100.0
	Total	42	85.7	100.0	
Missing	Refused	7	14.3		
Total		49	100.0		

What is your primary NAICS/SIC Code?

Primary NAICS/SIC Code		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Construction	1	2.0	2.0	2.0
	Manufacturing	3	6.1	6.1	8.2
	Wholesale	3	6.1	6.1	14.3
	Retail	11	22.4	22.4	36.7
	Information	1	2.0	2.0	38.8
	Finance & Insurance	1	2.0	2.0	40.8
	Real Estate	1	2.0	2.0	42.9
	Professional, Scientific & Technical Services	1	2.0	2.0	44.9
	Educational Services	7	14.3	14.3	59.2
	Health Care & Social Assistance	2	4.1	4.1	63.3
	Arts, Entertainment & Recreation	1	2.0	2.0	65.3
	Food Service	4	8.2	8.2	73.5
	Other Services (except Public Administration)	11	22.4	22.4	95.9
	Public Administration	1	2.0	2.0	98.0
	Religious Organizations	1	2.0	2.0	100.0
	Total	49	100.0	100.0	

13. How long have you been in operation at this location?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-4 years	7	14.3	14.6	14.6
	5-9 years	8	16.3	16.7	31.3
	10-24 years	14	28.6	29.2	60.4
	25-49 years	10	20.4	20.8	81.3
	50-99 years	7	14.3	14.6	95.8
	100 or more years	2	4.1	4.2	100.0
	Total	48	98.0	100.0	
Missing	Refused	1	2.0		
Total		49	100.0		

15. Does your business own or rent its space?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Own	25	51.0	54.3	54.3
	Rent	21	42.9	45.7	100.0
	Total	46	93.9	100.0	
Missing	Refused	3	6.1		
Total		49	100.0		

16. Where do your customers typically park?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	On our property parking lot	24	49.0	53.3	53.3
	Downtown Parking Lot	9	18.4	20.0	73.3
	Street	7	14.3	15.6	88.9
	Other	5	10.2	11.1	100.0
	Total	45	91.8	100.0	
Missing	Refused	4	8.2		
Total		49	100.0		

17. Where do your employees typically park?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	On our property parking lot	26	53.1	55.3	55.3
	Downtown Parking Lot	11	22.4	23.4	78.7
	Street	5	10.2	10.6	89.4
	Other	2	4.1	4.3	93.6
	Not applicable	3	6.1	6.4	100.0
	Total	47	95.9	100.0	
Missing	Refused	2	4.1		
Total		49	100.0		

19. How often do you have out of town or overnight visitors coming to Yellow Springs to meet at your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	19	38.8	42.2	42.2
	Daily	3	6.1	6.7	48.9
	Weekly	4	8.2	8.9	57.8
	Monthly	4	8.2	8.9	66.7
	Semi-annually	5	10.2	11.1	77.8
	Annually	3	6.1	6.7	84.4
	Other	7	14.3	15.6	100.0
	Total	45	91.8	100.0	
Missing	Refused	4	8.2		
Total		49	100.0		

20. What over-night facilities do you use now?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hotels/Bed & Breakfasts in Yellow Springs	6	12.2	25.0	25.0
	Hotels outside of Yellow Springs	6	12.2	25.0	50.0
	Other	3	6.1	12.5	62.5
	None	3	6.1	12.5	75.0
	Hotels both inside and outside of Yellow Springs	6	12.2	25.0	100.0
	Total	24	49.0	100.0	
Missing	Instructed to skip	19	38.8		
	Not applicable	1	2.0		
	Refused	5	10.2		
	Total	25	51.0		
Total		49	100.0		

21. Can you estimate the number of overnight visitors that come to your organization in a given: Month (recoded)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-9	2	4.1	28.6	28.6
	10-24	2	4.1	28.6	57.1
	25-49	1	2.0	14.3	71.4
	250-500	1	2.0	14.3	85.7
	750-999	1	2.0	14.3	100.0
	Total	7	14.3	100.0	
Missing	Instructed to skip	19	38.8		
	Not applicable	2	4.1		
	Refused	12	24.5		
	System	9	18.4		
	Total	42	85.7		
Total		49	100.0		

21. Can you estimate the number of overnight visitors that come to your organization in a given: Year (recoded)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-9	8	16.3	50.0	50.0
	10-24	1	2.0	6.3	56.3
	25-49	1	2.0	6.3	62.5
	50-99	1	2.0	6.3	68.8
	100-249	2	4.1	12.5	81.3
	250-500	1	2.0	6.3	87.5
	1000-2000	1	2.0	6.3	93.8
	Over 2000	1	2.0	6.3	100.0
	Total	16	32.7	100.0	
Missing	Instructed to skip	19	38.8		
	Not applicable	3	6.1		
	Refused	10	20.4		
	System	1	2.0		
	Total	33	67.3		
Total		49	100.0		

22. Are these: Executives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1	2.0	7.1	7.1
	Yes	13	26.5	92.9	100.0
	Total	14	28.6	100.0	
Missing	Instructed to skip	19	38.8		
	Not applicable	11	22.4		
	Refused	4	8.2		
	System	1	2.0		
	Total	35	71.4		
Total		49	100.0		

22. Are these: Mid-management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	2	4.1	20.0	20.0
	Yes	8	16.3	80.0	100.0
	Total	10	20.4	100.0	
Missing	Instructed to skip	19	38.8		
	Not applicable	15	30.6		
	Refused	4	8.2		
	System	1	2.0		
	Total	39	79.6		
Total		49	100.0		

22. Are these: Sales people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	2	4.1	22.2	22.2
	Yes	7	14.3	77.8	100.0
	Total	9	18.4	100.0	
Missing	Instructed to skip	19	38.8		
	Not applicable	16	32.7		
	Refused	4	8.2		
	System	1	2.0		
	Total	40	81.6		
Total		49	100.0		

22. Are these: Training classes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1	2.0	8.3	8.3
	Yes	11	22.4	91.7	100.0
	Total	12	24.5	100.0	
Missing	Instructed to skip	19	38.8		
	Not applicable	14	28.6		
	Refused	4	8.2		
	Total	37	75.5		
Total		49	100.0		

22. Are these: Other (Please refer to open-ended comments)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1	2.0	7.7	7.7
	Yes	12	24.5	92.3	100.0
	Total	13	26.5	100.0	
Missing	Instructed to skip	19	38.8		
	Not applicable	11	22.4		
	Refused	4	8.2		
	System	2	4.1		
	Total	36	73.5		
Total		49	100.0		

23. What mode of travel do your visitors use to come to Yellow Springs? Plane

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1	2.0	11.1	11.1
	Yes	8	16.3	88.9	100.0
	Total	9	18.4	100.0	
Missing	Instructed to skip	19	38.8		
	Not applicable	16	32.7		
	Refused	4	8.2		
	System	1	2.0		
	Total	40	81.6		
Total		49	100.0		

23. What mode of travel do your visitors use to come to Yellow Springs? Car

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1	2.0	4.3	4.3
	Yes	22	44.9	95.7	100.0
	Total	23	46.9	100.0	
Missing	Instructed to skip	19	38.8		
	Not applicable	2	4.1		
	Refused	4	8.2		
	System	1	2.0		
	Total	26	53.1		
Total		49	100.0		

23. What mode of travel do your visitors use to come to Yellow Springs? Bike

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1	2.0	20.0	20.0
	Yes	4	8.2	80.0	100.0
	Total	5	10.2	100.0	
Missing	Instructed to skip	18	36.7		
	Not applicable	21	42.9		
	Refused	4	8.2		
	System	1	2.0		
	Total	44	89.8		
Total		49	100.0		

23. What mode of travel do your visitors use to come to Yellow Springs? Bus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1	2.0	50.0	50.0
	Yes	1	2.0	50.0	100.0
	Total	2	4.1	100.0	
Missing	Instructed to skip	19	38.8		
	Not applicable	23	46.9		
	Refused	4	8.2		
	System	1	2.0		
	Total	47	95.9		
Total		49	100.0		

24. How satisfied are you with the location of businesses that provide over-night stay in Yellow Springs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	6	12.2	25.0	25.0
	Satisfied	8	16.3	33.3	58.3
	Dissatisfied	6	12.2	25.0	83.3
	Very unsatisfied	4	8.2	16.7	100.0
	Total	24	49.0	100.0	
Missing	Instructed to skip	17	34.7		
	Refused	7	14.3		
	System	1	2.0		
	Total	25	51.0		
Total		49	100.0		

25. How long do they usually stay?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	One night	9	18.4	40.9	40.9
	Two nights	6	12.2	27.3	68.2
	Three nights	3	6.1	13.6	81.8
	Five nights	3	6.1	13.6	95.5
	More than one week	1	2.0	4.5	100.0
	Total	22	44.9	100.0	
Missing	Not applicable	1	2.0		
	Refused	7	14.3		
	Instructed to skip	19	38.8		
	Total	27	55.1		
Total		49	100.0		

27. Are you satisfied with the rates?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1	2.0	6.7	6.7
	Yes	14	28.6	93.3	100.0
	Total	15	30.6	100.0	
Missing	Instructed to skip	19	38.8		
	Not applicable	3	6.1		
	Refused	12	24.5		
	Total	34	69.4		
Total		49	100.0		

28. Are there times when you can't find hotel rooms?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	12	24.5	66.7	66.7
	Yes	6	12.2	33.3	100.0
	Total	18	36.7	100.0	
Missing	Instructed to skip	19	38.8		
	Not applicable	3	6.1		
	Refused	9	18.4		
	Total	31	63.3		
Total		49	100.0		

29. Do you hold functions that you do not have the capacity to host in-house? Meetings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	37	75.5	84.1	84.1
	Yes	7	14.3	15.9	100.0
	Total	44	89.8	100.0	
Missing	Refused	5	10.2		
Total		49	100.0		

29. Do you hold functions that you do not have the capacity to host in-house? Conferences

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	41	83.7	93.2	93.2
	Yes	3	6.1	6.8	100.0
	Total	44	89.8	100.0	
Missing	Refused	5	10.2		
Total		49	100.0		

29. Do you hold functions that you do not have the capacity to host in-house? Training meetings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	41	83.7	93.2	93.2
	Yes	3	6.1	6.8	100.0
	Total	44	89.8	100.0	
Missing	Refused	5	10.2		
Total		49	100.0		

29. Do you hold functions that you do not have the capacity to host in-house? Banquets or other functions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	39	79.6	90.7	90.7
	Yes	4	8.2	9.3	100.0
	Total	43	87.8	100.0	
Missing	Refused	5	10.2		
	System	1	2.0		
	Total	6	12.2		
Total		49	100.0		

29. Do you hold functions that you do not have the capacity to host in-house? Other (recoded)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	37	75.5	84.1	84.1
	Yes	7	14.3	15.9	100.0
	Total	44	89.8	100.0	
Missing	Refused	5	10.2		
Total		49	100.0		

31. On a scale from 1 to 5, one being very useful and 5 being not at all useful, how useful would additional lodging in Yellow Springs be to your business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very useful	13	26.5	38.2	38.2
	Somewhat useful	6	12.2	17.6	55.9
	Not Sure	1	2.0	2.9	58.8
	Not very useful	4	8.2	11.8	70.6
	Not at all useful	10	20.4	29.4	100.0
	Total	34	69.4	100.0	
Missing	Not applicable	13	26.5		
	Refused	2	4.1		
	Total	15	30.6		
Total		49	100.0		

32. On a scale from 1 to 5, one being very useful and 5 being not at all useful, how useful would meeting or small conference related services be to your organization if provided by the lodging facility?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very useful	4	8.2	14.3	14.3
	Somewhat useful	5	10.2	17.9	32.1
	Not Sure	4	8.2	14.3	46.4
	Not very useful	3	6.1	10.7	57.1
	Not at all useful	12	24.5	42.9	100.0
	Total	28	57.1	100.0	
Missing	Not applicable	19	38.8		
	Refused	2	4.1		
	Total	21	42.9		
Total		49	100.0		

33. Would you use or take advantage of these facilities?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	24	49.0	61.5	61.5
	Yes	15	30.6	38.5	100.0
	Total	39	79.6	100.0	
Missing	Refused	10	20.4		
Total		49	100.0		

Appendix C: Open Ended Responses

Hospitality Needs and Opportunities Assessment

18. What kind of facilities or services do you require for meeting space?

- 0
- 20 sq. ft.
- Conference
- Conference - style seating for 40 plus catering for breakfasts and lunches
- Food and beverage
- Food and beverage services, larger space, and smaller place to have smaller meetings. No technology necessary.
- Gyms or multipurpose space, and conference rooms
- I have what I need
- Large room with lots of chairs and at times work tables
- Meeting space, audio/visual equipment, computer, technology, but the facilities we have are equipped.
- More time
- N/A (4)
- None (7)
- Not much, but it would be nice to have.
- Occasionally, annually at the Bryan Center or the Library
- Open-space with hard floors - Bryan Center gym works well
- Overnight housing living (20% students stay) in Xenia
- Quiet and private
- Room for 20 - 50 people to meet with wall space for easel charts
- Sometimes spaces that accommodate more than 100 people
- Space for 15 to 20 people
- Theatre/gym/open space/multi-purpose
- We have adequate facilities for our own use (i.e. training center)
- We use the meeting room at the library

22. Are these? Please check all that apply. Other

- Customers (3)
- Looking to relocate
- Meditation
- School kids
- Students
- Students and their parents

- Travel writers or media personalities
- Visiting
- Volunteer
- Yoga workshops

26. What rates do you usually pay for hotel rooms in this area?

- $50
- $70
- $75
- $90
- $48/night
- $50-$100
- $50-75
- $52-$85
- $80-$100
- $80/night
- ~$100.00
- Corporate negotiated
- Don't know (5)
- N/A
- They pay
- Use my home
- Varies

29. Do you hold functions that you do not have the capacity to host in-house? Please check all that apply.

Meetings

- Yearly
- 2 to 3 times per year
- Monthly (2)
- 2 or 3 times per month (2)

Conferences

- Monthly

Training Meetings

- 2 or 3 times per year

Banquets or other functions

- Yearly
- 2 or 3 times per year
- Monthly

Other, please specify

- Function not specified, not specified
- Christmas Party, yearly
- Classes or speakers, 2-3 times per year
- Elementary School Production - Theatre Space, 2-3 times per year
- Residencies, weekly
- Retreats, monthly
- Yoga Workshops, monthly

30. How many people usually attend?

Meetings

- 30
- 20-80
- 12-20

Conferences

- 50-100

Banquets or other functions

- 20
- 50

Other, please specify

- 5-20
- 800
- 30 (2)
- 50-100

34. What other comments or suggestions about lodging in Yellow Springs would like to make?

- A conference center for residential retreats would be very helpful but the cost would have to be low.
- A healthy Antioch Inn would be nice.
- Across the street from Commerce Park cottage style lodging would benefit businesses and fits with community character.
- Additional lodging located downtown would benefit all businesses in Yellow Springs, as well as a Village housing co-op.
- An additional bed and breakfast
- B&B and small motel adequate - what we now have
- Capturing an overnight visitor would greatly multiply the impact of day trippers on our economy.
- I appreciate Eric's Springs Motel and the effort he has made with it. However, I see it as more of a hostel for younger people - a specific target audience.
- I like small town atmosphere. Please don't turn us into another Fairborn or Xenia.
- My company would use a quiet upscale restaurant space as a place to conduct business at times.
- N/A
- Need to be able to accommodate seasoned business travelers
- Special workshops help. Regarding bike paths, I can see conducting state-regional workshops.
- Springs Motel is just wonderful and underutilized
- That is all.
- The closer to downtown the better. Antioch College used to have an inn for overnight visitors and a restaurant. Perhaps they should use this inn again or contract out to some other firm. We should use the structures we have before building new. College also has the extra dorm space they could use or lease to a hotel firm.
- There are not enough businesses or activities that would require expansion (larger scale) for lodging
- We (Y.S.) could definitely use more temporary lodging (hotel/motel/bed & breakfast) because of all the colleges nearby and it would stimulate economy.

- Whatever lodging that comes to Yellow Springs should fit the community. The design should match the green space and community (i.e., Holiday Inn Express)
- Would be nice to attract more people to stay in our town.
- Would like something other than a Bed and Breakfast or Springs Motel. Not necessarily a chain, but something more upscale than the Springs Motel. Bed and Breakfast not for everyone.

35. Who else would have demand for or insight into lodging needs in Yellow Springs?

- ?
- Antioch College McGregor
- Antioch College, Yellow Springs Instrument Company (YSI), the Antioch Company
- Antioch College, YSI, Bookplate, Friends Care
- Antioch students who have family visit.
- Antioch University
- Antioch, YSI, Antioch Company
- Area colleges/universities, John Bryan State Park, Glen Helen, Antioch Company, YSI, Village Walkers, Volksmarch, bike path, and related biking enthusiasts. Oh - and street Fair organizers, Art Stroll, Art Studio Tour, and Young's Jersey Dairy! Antioch Company and YSI could be "hosts" for their sister plants worldwide - sponsor conferences and summits at their parent companies/home.
- Better restaurants
- Colleges; a number of local training programs, seminars, workshops
- Conducting workshops on land preservation and trails - Tecumseh Land Trust…, etc.
- Individuals planning family reunions or weddings, Community Service, Inc., 767-2161. Host a forum or workshop annually.
- Not sure
- Occasionally a job candidate
- Other Restaurant or Taverns
- President's Office: Nancy Wilburn (College) or Deena Hummel (McGregor)

- Residents who have out of town guests. Antioch University, YSI, Antioch Bookplate, the Glen.
- Seasonal event attendees
- Some of the larger businesses YSI, Antioch Publishing, and Antioch
- There are plenty or facilities nearby.
- Unknown
- Would benefit all shops, art stores, etc. as people may come and enjoy a weekend in Yellow Springs with the Glen and all. The different shops Yellow Springs has to offer that are not readily available in other areas.
- Writers Workshop - Terry Whirley Pyles, Community Services - Faith Morgan
- Young's Dairy - Village Artisans for their gallery tours - Antioch College for alumni reunions, graduations, and Writers Workshops, Chamber of Commerce if they put shop/dine/day packages together as we were voted best day trip by a Cincinnati magazine. How about an overnight stay? Need merchants to be open...not closing down by 6:00pm on a weekend!
- YSI & Antioch Company

64. Do you have any additional comments?

- A facility capable of breaking out into smaller break out sessions would be useful for many groups. Believe there is a niche for new age feel for workshops and conferences. The YS personality would be a great marketing tool.
- Adding more foot traffic and biking does not increase my business. Bringing clients to Yellow Springs makes a difference when restaurants are quiet, clean, some good food, shops are open, clean and organized, sales persons are attentive and pleasant. What reflects on my business is the tenor of the town. Also having easy access by car around the downtown (such as from Xenia Ave. across to Limestone/Walnut to Dayton St. with Short St as an option- is very important to my easy of doing banking and other business with other in town venders.
- Biggest issue is housing management space providing in new facility
- Bikes are not allowed to be ridden on the sidewalks downtown. Bikers ride on the street through town but it is a hassle when traffic is heavy. This town is small and I see no use for a shuttle
- Call me at 767-6110 for any further elaboration

- Hope this produces some micro transportation in Yellow Springs and bike racks
- I love the small town atmosphere of Yellow Springs. It is a treasure; we need to keep it rural, friendly and free from chain motels, restaurants, stores. This is what makes our town so special. I think Yellow Springs doesn't have much but surrounding area do. Would not want chain motel to locate in Yellow Springs. There are enough facilities nearby
- I think our infrastructure needs to be updated. In doing that special consider should be given to making it bike friendly and add more parking. Kids at schools may also use shuttle. This town is pretty senior friendly and coordinating transportation with other communities would be advantageous
- I want our downtown to serve (1) local residents basic needs- conveniently, (2) visitors- pleasant day trip shopping and meal. Except for very well attended special events-shuttle a waster of money and polluting in addition
- It terms of conference facilities, I'd rather utilize Antioch College/McGregor facilities before investing in new ones
- Major street fair events should be scheduled over 2 day weekend-giving more audience to a high effort event, that has been very popular by not suffers from over crowding
- Parking for downtown businesses are Xenia Ave, Dayton St and Corry streets are very limited especially during summer higher traffic time. I suggest we make the parking behind Keith's Alley on Corry Street into a combination parking area and picnic area.
- Parking is problem as people park on our lot and shop for extended periods in downtown Yellow Springs. More hotel/accommodations would be nice to attract more visitors. Shuttle system on fixed schedule that stops one side streets not main street "Xenia Ave", as to not block traffic would possibly eliminate a lot of cars in downtown and help make town more accessible for all
- Since most people arrive in Yellow Springs by car, why would public transportation be necessary for visitors? Perhaps local seniors would benefit perhaps students. Are senior transportation services available subsidized? Should college provide transportation for students? Not sure transit community benefit great enough to warrant subsidizing.
- Sorry, but not every business is retail or office oriented. My tax money detests being spent on just solving problems for other matches; there is no

space for non-office commercial or non-retail in the village. Good luck, but don't forget about us services and construction providers!

- Thank you for taking the time and energy to care about and work on making our community better as a whole
- The whole downtown is only 5 blocks, Survey is another big waste of public money
- We all live out of town and drive to work. Our office is located downtown
- We appreciate your efforts; however we wonder why the planning of our village is being conducted through a private non profit organization vs. our elected officials, and public process. We would like to see effort and resources going towards revitalizing our Downtown. Using existing infrastructure, "filling in" and creating a dense vibrant energetic downtown, which ultimately will attract innovative young families to Yellow springs, to buy homes, send children to school and start their own businesses
- We have residents at the Dharma Center who take advantage of Antioch's bike sharing. We support use of more biking and walking. We have participants who walk into town to have tea after Saturday and Sunday morning meditation sessions. These walks are pleasant.
- We need to keep our village a viable, sustainable eco-friendly and affordable community for families and people of all ages
- Yes, if there is a need for a shuttle, it would be to the Glen, John Bryan, Clifton Gorge, etc. There is no need for a community shuttle outside those locations. The community is walkable