

## October 28, 2014 Tourism Retail Advisory Committee Meeting

### Members:

Brandon	Jim	Marne	Sinny
CJ	Judy Ann	Paul D	Vince
Debbie	Kathy	Paul Z	Rob
Edd	Ken	Rick	
Fletcher	Lance	Scott B	
Greg	Matt	Scott V	

**Meeting start:** 7:00 AM

**Time of adjournment:** 9:00 AM

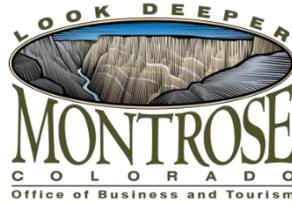
### Agenda:

- Come to Order
- Introduction of Guests and New Members
- Review of 9/9/2014 Meeting Notes
- September Financial Report
- OBT Executive Report – Rob Joseph
- Discussion
  - Data analytics report presentation
  - Special events
  - Tourism display stands for partners
- New Business / Member Ideas
- Old Business
- Adjourn
- Group picture in front of the new outdoor visitor center sign

### Future Meeting Topics

- 2015 Meeting Agenda
- Water Park
- Retail Shopping Habits Survey
- Signage
- Hospitality Summit Post-Event Report





**Tourism Retail Advisory Committee Meeting**  
September 9, 2014 Meeting Notes

**Members:**

Brandon	Judy Ann	Scott B
CJ	Kathy	Scott V
Debbie	Ken	Sinny
Edd	Matt	Steve
Fletcher	Paul D	Vince
Greg	Paul Z	Rob
Jim	Rick	

\* Names in red indicate members who were unable to attend

**Meeting start:** 7:00 AM

**Time of adjournment:** 9:00 AM

**Agenda:**

- Come to Order
- Review of 6/24/2014 Meeting Notes
- July/August Financial Report
- OBT Executive Report – Rob Joseph
- Discussion
  - 2015 Budget Work Sheets
  - 2015 Goals
  - Restaurant Weekend
- New Business / Member Ideas
- Old Business
- Adjourn

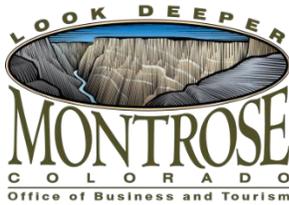


## 9/9/2014 Meeting Notes

- The 6/24 meeting notes were approved, as presented, and will be posted to the OBT Website.
- The July and August expenditure to budget and activity code reports were approved, as presented, and will be posted to the OBT website.
- Rob presented the OBT Executive Report and discussed some of the information in the visitor stats and digital outreach efforts such as how many e-mail campaigns had occurred, how many people had been reached, the number of open rates, how many people had opened the embedded video and how many had viewed it in its entirety, the number of web page opens, how many pages people were opening and how long they were remaining on VisitMontrose.com. He said that advertisers in the Visit Montrose magazine had received a special bonus in that all of the provided website and Facebook page links were active on the digital version and that OBT was tracking how many leads were being sent to which advertisers. He discussed that the Visitor Guide was also installed on the VisitMontrose Facebook page along with a video and that there had been a dramatic increase in the number of likes due to a test campaign. He noted that visitation to Montrose was up significantly. Rob briefly discussed the winter ski 'n play package and was asked to consider including Nordic cross country skiing to the itinerary.
- Announcements
  - October, November and December meeting dates were discussed
    - October meeting was changed from 10/21 to 10/28
    - No meeting in November
    - December meeting was changed to 12/2
  - Special Event Committee meeting was scheduled for Monday 9-22
  - OBT had tickets for the September 20 – 3rd Annual True Blue Affair for the Police Department and Rob asked who wanted to go.
- There was discussion that moving forward, OBT would develop a means by which it would allow businesses contributing to the RSETP funds to have an opportunity to attend the various special events and functions that OBT receives tickets to distribute.
- Rob was asked to provide 5 printed copies of the current meeting packet moving forward.
- There was discussion on having a tourism day in January so OBT could update the public on 2014 activities and 2015 goals. The committee decided that a more effective strategy would be to purchase a half or full page ad in the Montrose Daily Press and list its activities in print.
- The committee decided that holding the inaugural Montrose Learns event in October would conflict with the Hospitality Summit and suggested rescheduling it for later in the year or early 2015.
- The 2015 budget was discussed and approved by the committee. Vince and Ken were thanked for donating their time and providing valuable input to the preparation of the budget. One specific outcome was the suggestion to provide a single comprehensive

sheet outlining all projects and expenditures with percentages. It was decided that since there was a specific competitive sports line item that it would make sense to establish a competitive sports sub-committee to review grant applications. Scott, Sinny and Matt volunteered to assist.

- 2015 Goals – Greg suggested that it was time to engage in a retail shopping habit study. He said it had been several years since the last one and that one should be commissioned as a collaborative effort to include the City/OBT and DDA. The shopping habits survey Greg was referring to was spearheaded by the Montrose Area Merchants Association in 2002. Rob said that there was money budgeted to attend the 2015 International Council of Shopping Centers (a forum providing networking and deal making opportunities for retail professionals). There was concern that engaging in this form of study so early after the tourism data analytics study might not be well-received, especially since there would have been no opportunity to implement the report findings and gauge its effectiveness. Moreover, it was suggested that there may be areas within that study that could help inform the retail need. There was a suggestion that CMU business students may be able to assist. Paul suggested that a secret shopper program might provide insights. Debbie suggested that designating a retail district for downtown would be a positive step in enhancing pedestrian activity and retail sales. Rob said that the city was currently working with the DDA, CMU and the hospital to develop a comprehensive downtown plan that aimed to encourage more walkability by including wider sidewalks, outdoor seating areas and reduced traffic flow. There was a suggestion to start the downtown garage sale up again - an event that the chamber had previously organized. There was conversation about forming a subcommittee so the process would be transparent, comprehensive and inclusive. Rob said he would discuss the suggestion with the city manager and report back to the committee.
- There was conversation to invite the DDA to become a TRAC member and Rob was asked to invite Lance Michaels, the DDA Executive Director, to the next meeting.
- It was suggested that retail sales efforts by the OBT should include a tag line stating that the effort was made possible by contributions from the Montrose Merchants Partnership.



# MEMO

**TO:** Tourism Retail Advisory Committee (TRAC)  
**FROM:** Rob Joseph, OBT Director  
**DATE:** October 16, 2014  
**RE:** OBT Executive Report – September 6 through October 16

- VC
  - Signage: Six directional signs (similar to the one for the electric vehicle recharging stations) have been installed in the downtown area. The additional temporary signs that were placed on the intersection of Main and Cascade are still in place and we continue to place the sandwich board sign at various locations close to the visitor center. The large visitor center sign was installed on the Elks Building monument on the corner of South 1<sup>st</sup> and Cascade on October 15.
  - Since April, OBT staff and volunteers have experienced a busy summer, greeting and assisting more than 3,000 locals and guests from all over the world.
  - There is a call for volunteers so they can be trained during the winter months.
  - The visitor center switched to winter hours (Mon – Sat 10-4) on October 14.
  - The total number of visitors decreased in September. There was a sharp drop in visitation for the week of October 6.

		Tourist	Local
Monday	9/22	9	1
Tuesday	9/23	24	12
Wednesday	9/24	28	9
Thursday	9/25	17	17
Friday	9/26	43	8
Saturday	9/27	12	6
		133	53

Monday	9/29	23	10
Tuesday	9/30	24	21
Wednesday	10/1	23	4
Thursday	10/2	22	9
Friday	10/3	19	7
Saturday	10/4	18	9
		129	60

Monday	10/6	16	7
Tuesday	10/7	22	9
Wednesday	10/8	17	1
Thursday	10/9	9	10

Friday	10/10	6	7
Saturday	10/11	16	6
		86	40

- Special Events

- Members of the two special event committees met on Monday, September 22 to discuss the 2015 special event program guidelines and application process.
- Improvements for 2015 include the introduction of the CI Award, a streamlined and shorter application process, online application completion and submission, improved timeline to accommodate events held earlier in the calendar year and event listings in the annual visitor guide.
- The Special Event Summit was held at the Pavilion on Wednesday, September 24. A morning and afternoon session produced nearly forty attendees. A video of the event was produced and is available on the OBT website so event organizers who were unable to attend can still have access to the information.
- Kate Richardson, the previous competitive sports coordinator resigned in September. She has been replaced by Erica Weeks (started Monday, October 20) who used to work for the county. Erica will have her office at the Black Canyon Golf Course and will also assist the public works department with their grant application efforts.
- The Montrose Learns scheduled for Wednesday, October 15 was canceled per the committee's desire. It will be rescheduled for late this year, or early 2015.
- Holiday events – there will be (2) four page inserts in the Thanksgiving edition of the Daily Press announcing the Montrose Bucks promotion and advertising city-wide retail opportunities; seasonal administration of Santa's Cabin will be outsourced to a local individual or group and will be enhanced from last year; the annual tree lighting will take place from 5:30 until 7 pm on Friday, November 28; the Parade of Lights is scheduled for Saturday, December 6 and this year's theme is "Christmas Stories"; full page season's greetings ad featuring TRAC members scheduled.

- Website / Communication / Collateral

- VisitMontrose.com is now a fully responsive design website.
- Channel 10 is now Channel 191 (and 192).
- FB – zero unlikes for four straight months, nearing 2,000 likes.
- Started tracking Twitter followers in September on stats page.
- Manager fireside chats.
- Beta testing CivicSend – a graphical template-driven e-mail system that allows e-mail, SMS, FB and Twitter messaging in one work flow experience.
- The map continues to be wildly popular and is now in its third printing. (The first printing of the map was a resounding success. 2,500 maps were received shortly after July 4 and another 2,000 were ordered in late August.)
- OBT celebrated its first comprehensive package offering with the Hampton Inn in early October for Oktoberfest with a seamless visitor booking experience.

- Projects
  - A second visitor kiosk, a special event monitor, meeting room scheduling software and hardware and a large outdoor sign were installed at the Pavilion as part of upgrades designed to reposition it as a premier regional event center. The second seating area for the lobby and art for the walls will be in place by the end of October/early November. A pedestrian pathway was constructed connecting the Pavilion and the Botanic Gardens.
  - The holiday Montrose Bucks campaign has been scheduled to run from November 24 until December 20 and limits have been increased to \$200 per person for the promotion. A new Bucks logo, poster and window clings will round out this promotion. The additional marketing material will be provided to businesses for display so consumers and business owners are clear about the program's guidelines.
  - A series of TV commercials were prepared to support the Museum of the Mountain West and Ute Museum's special events and aired on Rocky Mountain PBS.
  - The data analytics report was presented to city council during the August 20 work session.
  - In discussions with the Museum of the Mountain West regarding annexation and being city-owned.
  - Created co-branded water bottle label for Hypoxia – scheduled for March delivery.
  - Installed "*Stay here. Play everywhere.*" decal at Heidi's Deli.
  - Moving forward with job descriptions for continual part-timers and space usage conversations.
  
- Advertising
  - Only 4,000 of the 40,000 visitor guides received in July remain. Work on the 2015 guide has been underway since September and the 2015 Official Montrose Visitor Guide is scheduled for a February release.
  - The OBT committed to two pages for the 2015 State of Colorado Official Vacation Guide instead of four pages. However, in lieu of the two decreased pages it committed to two full page premier advertising positions in the CTO's summer and winter *Alive* magazine along with a significant digital presence on Colorado.com.
  - The data analytics report will inform much of the marketing and advertising effort moving forward.

# New Downtown Visitor Center and Pavilion Signage





# Santa's Cabin Request for Services Ad



## REQUEST FOR SERVICES

The City of Montrose Office of Business and Tourism (OBT) invites local agencies and individuals to submit **PROPOSALS FOR THE OPERATION OF THE ANNUAL COMMUNITY SANTA'S CABIN.**

**S**anta's Cabin is a small building temporarily located at the Uncompahgre Events Plaza (at S. First St. and S. Cascade Ave.) in downtown Montrose.

Open weekends, post-Thanksgiving through Christmas and at selected times at Timberline Bank south of town, Santa's Cabin is part of a multi-day event, offering free photos with Santa, candy canes, and small token gifts to over 1,200 area children.

The OBT has enhanced and updated the Santa's Cabin experience, adding features to ensure safety, comfort, and enjoyment. The OBT welcomes proposals that will:

- ❖ Maintain the foundation of the program
- ❖ Add new elements to enhance event experience
- ❖ Grow attendance by increasing visibility to locals and regional visitors with a target audience of 1200 for multi day event
- ❖ To view the full request for services document, visit [www.CityofMontrose.org/cabin](http://www.CityofMontrose.org/cabin)
- ❖ Proposals are due by October 21 to 107 S. Cascade Ave

**LOOK DEEPER**  
**MONTROSE**  
COLORADO  
Office of Business and Tourism

2021/10/14

Montrose Bucks – A New Look



# VISIT Montrose

THE OFFICIAL MONTROSE VISITOR GUIDE

The most comprehensive visitor guide for Montrose, Colorado will be published in early February 2015. Visit Montrose will be 100 pages featuring stories about local attractions, day trips, events and more. The detailed stories with stunning photos of our area in Visit Montrose are an asset to our community for attracting not only visitors, but attracting new businesses and people to relocate to Montrose. This is a great advertising opportunity for your business or event.

80,000 MAGAZINES  
WILL BE DISTRIBUTED  
THROUGHOUT 2015.

## LOCAL DISTRIBUTION;

10,000 delivered to homes in the Montrose Daily Press footprint. Visit Montrose will be placed in magazine racks throughout the Montrose area in hotels, the Montrose Regional Airport, the Montrose Visitor Center, restaurants, real estate offices, grocery stores, plus other strategic locations.

## OUTSIDE OF OUR MARKET DISTRIBUTION;

The magazine is placed in over 60 visitor centers and chamber of commerce offices throughout the state of Colorado. It is also mailed to individuals who order a copy through strategic advertising and other methods by the Montrose Office of Business and Tourism. A digital version is placed on the Visit Montrose website with a link to the magazine placed on the home page of the Montrose Daily Press.



ADVERTISING SPACE IS LIMITED.

Reservation deadline is  
Friday, December 5th 2014,  
unless space is sold out prior.

Advertising ready to print date is  
Friday, December 28th 2014.

**Full Page \$2,500**

**1/2 page \$1,500**

**1/4 page \$900**

**Premium placement; Inside Cover \$3,000**

**Premium placement; Page three \$3,000**

**Premium placement; Back Cover \$3,600**

**Story sponsorship price \$1,600**

MONTROSE  
**Daily Press**

**Janine Bush**

**252-7082**

**adsales1@montrosepress.com**

**CITY OF MONTROSE**  
**EXPENDITURES WITH COMPARISON TO BUDGET**  
**FOR THE 9 MONTHS ENDING SEPTEMBER 30, 2014**

	SEPTEMBER	YTD	BUDGET	UNEXPENDED	PCNT
<b>RETAIL SALES ENHANCEMENT</b>					
SALARIES & BENEFITS	5,186.34	40,910.29	63,553.00	22,642.71	64.4%
OFFICE SUPPLIES	62.80	463.06	1,500.00	1,036.94	30.9%
POSTAGE	-	2.40	1,500.00	1,497.60	0.2%
PRINTING	2,262.33	4,088.04	10,000.00	5,911.96	40.9%
ADVERTISING	4,610.60	49,325.61	65,000.00	15,674.39	75.9%
DUES/MEMBERSHIP/SUBS	-	397.50	-	(397.50)	
PROFESSIONAL/CONTRACT SERVICES	5,800.50	7,955.51	39,123.00	31,167.49	20.3%
SPECIAL EVENT SUPPORT	3,250.00	17,994.58	40,000.00	22,005.42	45.0%
PROGRAMS	982.99	7,514.70	27,000.00	19,485.30	27.8%
TRAINING/CONFERENCE/TRAVEL	-	2,562.45	3,500.00	937.55	73.2%
MEETING EXPENSE	209.94	920.02	2,500.00	1,579.98	36.8%
BUSINESS DISTRICT SPECIAL PROJ	10,932.16	15,271.16	60,000.00	44,728.84	25.5%
PROJECTS <\$5,000	2,533.24	8,526.54	-	(8,526.54)	
IT INTERFUND LEASE	-	274.68	804.00	529.32	34.2%
<b>TOTAL RETAIL SALES ENHANCEMENT</b>	<b>35,830.90</b>	<b>156,206.54</b>	<b>314,480.00</b>	<b>158,273.46</b>	<b>49.7%</b>
<b>TOURISM PROMOTIONAL</b>					
SALARIES & BENEFITS	5,186.26	40,516.74	63,551.00	23,034.26	63.8%
OFFICE SUPPLIES	120.59	590.51	1,000.00	409.49	59.1%
POSTAGE	470.32	2,968.79	10,000.00	7,031.21	29.7%
PRINTING	3,249.75	26,261.73	30,000.00	3,738.27	87.5%
ADVERTISING	19,870.01	85,150.76	170,000.00	84,849.24	50.1%
DUES/MEMBERSHIP/SUBS	1,775.00	1,775.00	1,850.00	75.00	95.9%
PROFESSIONAL/CONTRACT SERVICES	2,510.50	26,708.34	60,725.00	34,016.66	44.0%
SPECIAL EVENT SUPPORT	3,250.00	18,794.54	40,000.00	21,205.46	47.0%
PROGRAMS	231.13	1,414.09	10,000.00	8,585.91	14.1%
TRAINING/CONFERENCE/TRAVEL	584.20	9,366.66	8,500.00	(866.66)	110.2%
MEETING EXPENSE	243.90	854.61	2,500.00	1,645.39	34.2%
EQUIPMENT/ FURNITURE <\$5,000	1,933.24	7,214.50	-	(7,214.50)	
IT INTERFUND LEASE	-	2,172.92	5,375.00	3,202.08	40.4%
<b>TOTAL TOURISM PROMOTIONAL</b>	<b>39,424.90</b>	<b>223,789.19</b>	<b>403,501.00</b>	<b>179,711.81</b>	<b>55.5%</b>
<b>VISITOR CENTER OPERATIONS</b>					
PRINTING	-	307.30	-	(307.30)	
OPERATING SUPPLIES	131.54	528.62	3,000.00	2,471.38	17.6%
ADVERTISING	-	35.70	-	(35.70)	
CONTRACT/ PROFESSIONAL SERVICE	150.00	7,971.47	-	(7,971.47)	
VOLUNTEER APPRECIATION PROGRAM	-	264.88	15,000.00	14,735.12	1.8%
PROMOTIONAL ITEMS	-	4,592.70	-	(4,592.70)	
BUILDING REPAIRS	-	90.00	-	(90.00)	
MEETING EXPENSE	-	20.62	4,000.00	3,979.38	0.5%
COMMUNITY PROGRAMMING	-	-	10,000.00	10,000.00	0.0%
EQUIPMENT/ FURNITURE <\$5,000	116.92	9,332.69	15,000.00	5,667.31	62.2%
OPERATING EQUIPMENT	-	540.19	-	(540.19)	
CAPITAL IMPROVEMENTS	1,848.00	19,012.00	-	(19,012.00)	
<b>TOTAL VISITOR CENTER OPERATIONS</b>	<b>2,246.46</b>	<b>42,696.17</b>	<b>47,000.00</b>	<b>4,303.83</b>	<b>90.8%</b>
<b>TOTAL TOURISM EXPENDITURES</b>	<b>41,671.36</b>	<b>266,485.36</b>	<b>450,501.00</b>	<b>184,015.64</b>	<b>59.2%</b>

Date	Journal	Reference Number	Payee or Description Comments	Account Number	Debit Amount	Credit Amount	Balance
<b>51</b>							
<b>General Advertising and promotions</b>							
ADVERTISING			08/31/2014 (08/14) Balance	200-6050-331-000			4,794.25
			09/30/2014 (09/14) Period Totals and Balance		.00 *	.00 *	4,794.25
ATDEncumbrance	.00	ATDActual	4,794.25 Total	4,794.25 ATDBudget	15,000.00 Unexpended	10,205.75	
ADVERTISING			08/31/2014 (08/14) Balance	290-6000-331-000			29,927.37
08/14/2014	AP	215	BLACK CANYON JET CENTER **VendorNo: 98305 **Inv. No: 08142014-2 **Desc: Water Btl- shared lable 1/3 of invoice **Inv. Date: 8/14/2014 **PO No: 90690 **Remit Name: BLACK CANYON JET CENTER **Merchant Vendor No: 98305 **Merchant Vendor Name: BLACK CANYON JET CENTER **Invoice Created By: JBates		523.76		
06/28/2014	AP	1253	SPECIALTY PUBLISHING OF MICHIGAN LLC **VendorNo: 21878 **Inv. No: 4038990 **Desc: USA Today National Parks ad Invoice 4038990 **Inv. Date: 6/28/2014 **PO No: 90972 **Remit Name: SPECIALTY PUBLISHING OF MICHIGAN LLC **Merchant Vendor No: 21878 **Merchant Vendor Name: SPECIALTY PUBLISHING OF MICHIGAN LLC **Invoice Created By: jbbates		12,500.00		
			09/30/2014 (09/14) Period Totals and Balance		13,023.76 *	.00 *	42,951.13
ATDEncumbrance	.00	ATDActual	42,951.13 Total	42,951.13 ATDBudget	105,000.00 Unexpended	62,048.87	
PROFESSIONAL/CONTRACT SERVICES			08/31/2014 (08/14) Balance	290-6000-353-000			5,405.00
			09/30/2014 (09/14) Period Totals and Balance		.00 *	.00 *	5,405.00
ATDEncumbrance	.00	ATDActual	5,405.00 Total	5,405.00 ATDBudget	.00 Unexpended	(5,405.00)	
ADVERTISING			08/31/2014 (08/14) Balance	580-7805-331-000			504.00
			09/30/2014 (09/14) Period Totals and Balance		.00 *	.00 *	504.00
ATDEncumbrance	.00	ATDActual	504.00 Total	504.00 ATDBudget	.00 Unexpended	(504.00)	
Total General Advertising and promotions:					13,023.76	.00	53,654.38

Date	Journal	Reference Number	Payee or Description Comments	Account Number	Debit Amount	Credit Amount	Balance
<b>52</b>							
<b>Co-op Advertising</b>							
ADVERTISING			08/31/2014 (08/14) Balance	200-6050-331-000			3,767.82
			09/30/2014 (09/14) Period Totals and Balance		.00 *	.00 *	3,767.82
ATDEncumbrance	.00	ATDActual	3,767.82 Total	3,767.82 ATDBudget	15,000.00 Unexpended	11,232.18	
<hr/>							
ADVERTISING			08/31/2014 (08/14) Balance	290-6000-331-000			20.00
			09/30/2014 (09/14) Period Totals and Balance		.00 *	.00 *	20.00
ATDEncumbrance	.00	ATDActual	20.00 Total	20.00 ATDBudget	30,000.00 Unexpended	29,980.00	
<hr/>							
Total Co-op Advertising:					.00	.00	3,787.82

Date	Journal	Reference Number	Payee or Description Comments	Account Number	Debit Amount	Credit Amount	Balance
<b>53</b>							
<b>Colorado Flights Alliance</b>							
			08/31/2014 (08/14) Balance	200-6050-331-000			17,500.00
			09/30/2014 (09/14) Period Totals and Balance		.00 *	.00 *	17,500.00
ATDEncumbrance	.00	ATDActual	17,500.00 Total	17,500.00 ATDBudget	35,000.00 Unexpended	17,500.00	
<hr/>							
			08/31/2014 (08/14) Balance	290-6000-331-000			17,500.00
			09/30/2014 (09/14) Period Totals and Balance		.00 *	.00 *	17,500.00
ATDEncumbrance	.00	ATDActual	17,500.00 Total	17,500.00 ATDBudget	35,000.00 Unexpended	17,500.00	
<hr/>							
Total Colorado Flights Alliance:					.00	.00	35,000.00

Date	Journal	Reference Number	Payee or Description Comments	Account Number	Debit Amount	Credit Amount	Balance
<b>54</b>							
<b>Videography</b>							
			PROFESSIONAL/CONTRACT SERVICES	200-6050-353-000			712.50
			08/31/2014 (08/14) Balance				
			09/30/2014 (09/14) Period Totals and Balance		.00 *	.00 *	712.50
ATDEncumbrance		.00 ATDActual	712.50 Total	712.50 ATDBudget	.00 Unexpended	(712.50)	
<hr/>							
			PROFESSIONAL/CONTRACT SERVICES	290-6000-353-000			782.50
			08/31/2014 (08/14) Balance				
			09/30/2014 (09/14) Period Totals and Balance		.00 *	.00 *	782.50
ATDEncumbrance		.00 ATDActual	782.50 Total	782.50 ATDBudget	.00 Unexpended	(782.50)	
<hr/>							
Total Videography:					.00	.00	1,495.00

Date	Journal	Reference Number	Payee or Description Comments	Account Number	Debit Amount	Credit Amount	Balance
<b>58</b>							
<b>RSE - Programs - SBRC</b>							
			08/31/2014 (08/14) Balance	200-6050-358-000			5,000.00
			09/30/2014 (09/14) Period Totals and Balance		.00 *	.00 *	5,000.00
ATDEncumbrance		.00 ATDActual	5,000.00 Total	5,000.00 ATDBudget	5,000.00 Unexpended	.00	
Total RSE - Programs - SBRC:					.00	.00	5,000.00

Date	Journal	Reference Number	Payee or Description Comments	Account Number	Debit Amount	Credit Amount	Balance
<b>61</b>							
<b>RSE - Business District - Area 1 - DDA</b>							
			08/31/2014 (08/14) Balance	200-6050-488-000			4,339.00
			09/30/2014 (09/14) Period Totals and Balance		.00 *	.00 *	4,339.00
ATDEncumbrance		.00 ATDActual	4,339.00 Total	4,339.00 ATDBudget	.00 Unexpended	(4,339.00)	
Total RSE - Business District - Area 1 - DDA:					.00	.00	4,339.00

Date	Journal	Reference Number	Payee or Description Comments	Account Number	Debit Amount	Credit Amount	Balance
<b>68</b>							
<b>EVENT SUPPORT - EVENTS</b>							
SEASONAL/INTERN SALARIES							
			08/31/2014 (08/14) Balance	100-5115-113-000			.00
09/05/2014	PC	90	PAYROLL TRANS FOR 8/31/2014 PAY PERIO		102.50		
			09/30/2014 (09/14) Period Totals and Balance		102.50 *	.00 *	102.50
ATDEncumbrance		.00 ATDActual	102.50 Total	102.50 ATDBudget	.00 Unexpended	(102.50)	
FICA CONTRIBUTION							
			08/31/2014 (08/14) Balance	100-5115-141-000			.00
09/05/2014	PB	188	PAYROLL TRANS FOR 8/31/2014 PAY PERIO		3.06		
			09/30/2014 (09/14) Period Totals and Balance		3.06 *	.00 *	3.06
ATDEncumbrance		.00 ATDActual	3.06 Total	3.06 ATDBudget	.00 Unexpended	(3.06)	
PRINTING							
			08/31/2014 (08/14) Balance	200-6050-212-000			737.96
09/03/2014	AP	184	SCOTT'S PRINTING **VendorNo: 21060 **Inv. No: 133250 **Desc: Special Offer Passport: Visitor Dining 2014 Coupon Book (second run) **Inv. Date: 9/3/2014 **PO No: 90727 **Remit Name: SCOTT'S PRINTING **Merchant Vendor No: 21060 **Merchant Vendor Name: SCOTT'S PRINTING **Invoice Created By: JBates		485.16		
			09/30/2014 (09/14) Period Totals and Balance		485.16 *	.00 *	1,223.12
ATDEncumbrance		.00 ATDActual	1,223.12 Total	1,223.12 ATDBudget	.00 Unexpended	(1,223.12)	
ADVERTISING							
			08/31/2014 (08/14) Balance	200-6050-331-000			44.77
			09/30/2014 (09/14) Period Totals and Balance		.00 *	.00 *	44.77
ATDEncumbrance		.00 ATDActual	44.77 Total	44.77 ATDBudget	.00 Unexpended	(44.77)	
SPECIAL EVENT SUPPORT							
			08/31/2014 (08/14) Balance	200-6050-357-000			9,428.83
09/04/2014	AP	671	BRIDGES GOLF CLUB **VendorNo: 3778 **Inv. No: OBT002-13-1 **Desc: 2014 SE Funding - Firefall Concert at The Bridges - 8-29-2014 **Inv. Date: 9/4/2014 **PO No: 90868 **Remit Name: BRIDGES GOLF CLUB **Merchant Vendor No: 3778 **Merchant Vendor Name: BRIDGES GOLF CLUB **Invoice Created By: JBates		3,250.00		
			09/30/2014 (09/14) Period Totals and Balance		3,250.00 *	.00 *	12,678.83
ATDEncumbrance		.00 ATDActual	12,678.83 Total	12,678.83 ATDBudget	20,000.00 Unexpended	7,321.17	
ADVERTISING							
			08/31/2014 (08/14) Balance	290-6000-331-000			119.77
			09/30/2014 (09/14) Period Totals and Balance		.00 *	.00 *	119.77
ATDEncumbrance		.00 ATDActual	119.77 Total	119.77 ATDBudget	.00 Unexpended	(119.77)	
SPECIAL EVENT SUPPORT							
			08/31/2014 (08/14) Balance	290-6000-357-000			9,428.84
09/04/2014	AP	670	BRIDGES GOLF CLUB **VendorNo: 3778 **Inv. No: OBT002-13-1 **Desc: 2014 SE Funding - Firefall Concert at The Bridges - 8-29-2014 **Inv. Date: 9/4/2014 **PO No: 90868 **Remit Name: BRIDGES GOLF CLUB **Merchant Vendor No: 3778 **Merchant Vendor Name: BRIDGES GOLF CLUB **Invoice Created By: JBates		3,250.00		

Date	Journal	Reference Number	Payee or Description Comments	Account Number	Debit Amount	Credit Amount	Balance
09/30/2014 (09/14) Period Totals and Balance					3,250.00 *	.00 *	12,678.84
ATDEncumbrance	.00	ATDActual	12,678.84 Total	12,678.84 ATDBudget	20,000.00 Unexpended	7,321.16	
CONTRACT/ PROFESSIONAL SERVICE							
08/31/2014 (08/14) Balance					290-6005-353-000		65.00
09/30/2014 (09/14) Period Totals and Balance					.00 *	.00 *	65.00
ATDEncumbrance	.00	ATDActual	65.00 Total	65.00 ATDBudget	.00 Unexpended	(65.00)	
Total EVENT SUPPORT - EVENTS:					7,090.72	.00	26,915.89
Number of Transactions: 7 Number of Accounts: 20					Debit	Credit	Proof
Grand Totals:					20,114.48	.00	20,114.48

Report Criteria:

- Actual Amounts
- Activity-to-date Balances
- Accounts With Balances Or Activity
- Summarize Payroll Detail
- Print Period Totals
- Print Grand Totals
- Include All Comments
- Include Accounts: None
- All Segments Tested for Total Breaks
- [Report].Activity Number = 51-69

## 2014 Yearly Stats Consolidated

1474	FB- new likes	FB - unlikes	FB - followers	FB - boosted post reach	Twitter/ Followers	Visitor Count- Tourist	Visitor Count- Locals	Visitor Count - Court	Unique Web Visits - 2014	Unique Web Visits - 2013	VG online unique visitors	VG online page views	VG requests CTO	VG reader card/direct leads- OSVG	Mailed visitor guide request by Abrams leads	EMAIL Blasts/ Newsletters	Encompass	Volunteer Hours- SPE not included unless noted
January	5	5	787	0		79	140	99	2,830	2,499	79	1,671	525	508	0	0		18.00
February	17	0	804	0		36	181	109	2,496	2,242	69	1,723	949	438	30	0		32.25
March	24	2	826	0		56	163	72	5,146	2,043	99	2,152	1,031	579	78	403		27.25
April	34	2	858	40,785		93	136	72	4,087	2,229	60	1,335	1,252	487	43	546		41.75
May	13	1	870	0		84	149	121	4,965	3,742	47	1,084	1,273	410	27	0		78.25
June	12	0	882	0		162	157	93	6,873	5,183	53	1,203	1,196	140	33	0	16	100.50
July	227	0	1,109	48,752		438	227	71	10,061	6,193	336	5,437	926	65	26	55,993	53	76.00
August	296	0	1,405	0		617	241	85	8,096	4,290	757	22,509	681	54	162	63,242	7	102.25
September[1]	310	0	1,715	0	424	560	258	56	5,932	3,172	480	14,092	436	63	45	38,420	47	67.00
October										2,968								
November										2,252								
December										2,566								
2014 EOY	938	10	1,715	40,785		2,125	1,652	778	50,486		1,980	51,206	8,269	2,744	444	158,604	123	543.25
2013 EOY	307	na	782	na		272	990	na		39,379	764	17,590	27,483	na	na	57,744	na	235

50 SPE VC hours included

	EOM YTD Total Tourist	EOM YTD Total Local
Monday	291	237
Tuesday	353	386
Wednesday	343	307
Thursday	414	353
Friday	429	266
Saturday	410	148
	2240	1697

# **Economic Cohorts® Segmentation Analysis**

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City of Montrose Visitor Analysis  
2014



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# Introduction

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For over 20 years, IXI Services, a division of Equifax, has helped the nation's leading consumer marketing firms optimize marketing efforts, identify growth markets, and enhance practice and performance management. IXI solutions enable marketing and sales executives to differentiate and target consumer households based on measures of wealth, income, spending, demographics, credit, investment style, share-of-wallet, and share-of-market.

With the 2007 acquisition of Cohorts, IXI acquired 17 years of proven marketplace experience in successfully deploying household-level segmentation for database marketing. The best of that intelligence was then leveraged in the development of the next generation of consumer segmentation, Economic Cohorts. As a division of Equifax, IXI has further enhanced Economic Cohorts with even more robust measures of credit behavior for a more complete estimated view of household economics.

## Segment Households by a 360° View of a Household's Economics

Economic Cohorts is a breakthrough household segmentation system that leverages IXI's unique and proprietary household economic information to segment households by what matters most - a 360° view of household's likely economics, including a more accurate and complete picture of total income, total discretionary spending, and credit capacity and usage. Economic Cohorts is the first consumer segmentation system to provide marketers with a complete picture of the customer wallet in combination with all of the key demographic, behavioral and lifestyle attributes you expect from a first-class consumer segmentation system.

Plus, Economic Cohorts is designed to meet the unique needs of your firm. Built on our theory of Economic Relativity, Economic Cohorts is flexible enough to ensure that it addresses the specific needs of your marketing departments. It offers unmatched ability to help your firm differentiate consumers, match offers with appropriate visitors and prospects, and then deliver relevant, targeted marketing messages to the right households.

By segmenting visitors and prospects based on measures of household economics (income, ability to pay, spending, and credit capacity), as well as lifestage, demographics, urbanicity, and consumer behaviors, Economic Cohorts incorporates the vital visibility into a household's potential ability to spend that is generally missing from consumer segmentation products, which can hinder those products performance.

Economic Cohorts integrates with your own transactional data, including your transactional-based segmentation systems, as well as all other household-level economic products from IXI.

IXI looks forward to working with your firm to enhance your segmentation and targeting strategies.

## Unlike Any Other Segmentation System

### Money and Spending Matter

Money and spending drive consumer behavior. In any economy, but particularly in our current environment, a view of household economics is essential to understanding how and what to market to whom. Economic Cohorts uniquely segments visitors and prospects based on economic measures first. It differentiates households based on IXI's proprietary measures of total income, spending, ability to pay, and credit capacity in combination with lifestyle, urbanicity, and demographics.

Unlike other segmentation solutions that rely on survey and/or Census-based data as the primary driver of their clustering methodology, Economic Cohorts is built on a foundation of proprietary, economic data derived from multiple sources, including summary factors produced by IXI™ Services' proprietary database of consumer investable assets.

### Key Applications for Economic Cohorts

Economic Cohorts could be used in a range of applications, including your efforts to:

- Profile visitors
- Prospect for new visitors
- Conduct market analyses
- Identify optimal cross-sell, up-sell and reactivation opportunities
- Optimize marketing channels and media placement
- Define product strategy and distribution
- Improve CRM and loyalty efforts
- Target campaigns selectively, including suppression
- Tailor positioning, creative and messaging

# Economic Cohorts Methodology

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## Overview

Economic Cohorts is the state-of-the-art segmentation framework for consumer marketers. It is designed to take account of household economics, making it a particularly powerful segmentation choice for any products and services where economic factors play a major role in the purchase decision. Today, virtually every buying decision includes an economic consideration.

To identify meaningful consumer segments, the standard demographics and lifestage data that are the staple of most current segmentation systems are not entirely comprehensive. Economic Cohorts is the first consumer segmentation system to provide such a robust picture of the customer wallet in combination with all of the key demographic, behavioral and lifestyle attributes traditionally used in consumer segmentation systems. Economic Cohorts leverages IXI's unique direct measured economic database, which provides unmatched assessments of household-level economic situations.

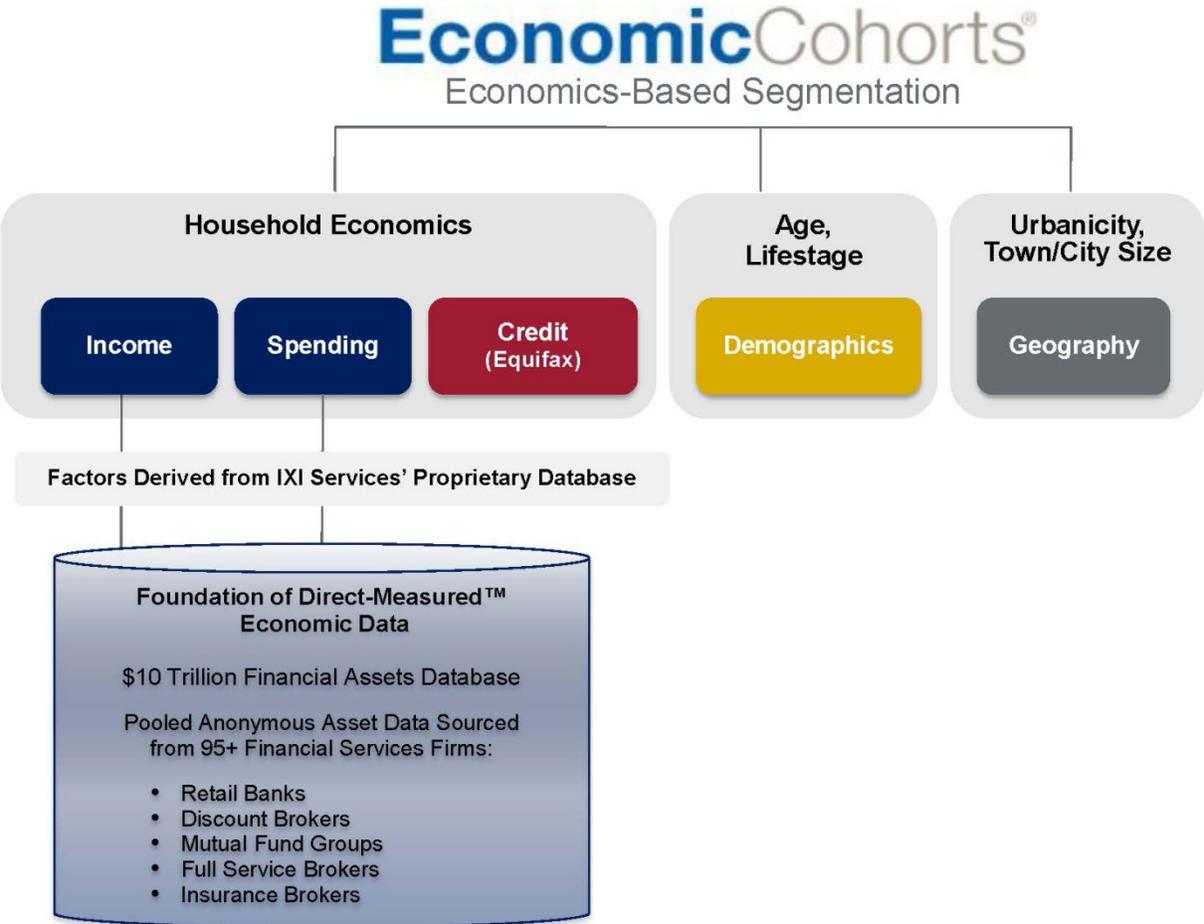
This foundation of direct measured data is the most powerful ingredient that sets Economic Cohorts apart from other segmentation systems. These economic insights, coupled with demographics, lifestage and geographic data, leads to a powerful combination of intelligence for determining and interacting with visitors representing varying levels of strength, weakness and opportunity.

## Household-Level Segmentation

Economic Cohorts is a segmentation system at the household level, consistent with IXI's Cohorts segmentation solution, which pioneered household-level segmentation in the early 1990's. Although IXI receives economic data anonymously at the ZIP+4 level, major statistics are modeled and projected to the household level, based on the demographic characteristics of households in each ZIP+4.

The data sets listed on the next page, are created at different geographies. All source data is modeled to household level based on the known demographic characteristics of households in the ZIP+4. The exception is credit data, which are left at ZIP+4 - in other words, all households in the ZIP+4 have the same credit input.

# Building Blocks and Principal Inputs of Economic Cohorts



Economic Cohorts is built on a unique foundation of economic data derived from multiple sources, including factors derived from IXI's proprietary database of consumer investable assets. This powerful resource serves as one of Economic Cohorts core components -the foundation of the segmentation system.

IXI uses its proprietary estimates of total household income (including income from assets) and discretionary spending to segment households, as well as proprietary geographic factors that estimate population density, land use, cost-of-living and other geographic characteristics. Finally, Economic Cohorts incorporates Equifax's ZIP+4 level aggregated credit data, as well as household demographics and syndicated research from leading data providers.

The following is a summary of the main data sets used in the statistical analysis to create the segmentation framework. The data sets are presented roughly in descending order of importance in the analysis:

The Economic Cohorts clusters are defined using a combination of the following household characteristics:

Data Type	Variable	Source
Economic Capacity	<ul style="list-style-type: none"> <li>Total income</li> <li>Discretionary spending</li> <li>Intersection of income and spending</li> <li>Ability to pay</li> </ul>	<ul style="list-style-type: none"> <li><b>Income360®:</b></li> <li><b>DS\$™</b> (Discretionary Spending Dollars)</li> <li><b>Ability to Pay Index™</b></li> </ul>
Demographics	Mainly lifestage: <ul style="list-style-type: none"> <li>Age, marital status, children</li> <li>Home Ownership &amp; Value</li> </ul>	Multiple sources – 2013 projection of the 2010 Census
Credit	ZIP+4 credit summary: <ul style="list-style-type: none"> <li>Number of credit lines, credit balances</li> <li>Mortgage Data</li> </ul>	Equifax - enhanced building blocks
Geography	Geographic Index Framework: <ul style="list-style-type: none"> <li>Town/city size, population density, neighborhood quality</li> </ul>	IXI Services' proprietary geographic framework

- Income and Spending: Economic Cohorts cluster assignments depend on the intersection of household income and spending. IXI's income model is a unique household-level income estimate that includes both income from wages and income generated from invested assets. IXI's discretionary spending estimate is a modeled dollar amount that a household spends on discretionary items annually after accounting for fixed expenses of life. The intersection of these two measures helps determine cluster allocation.
- Demographics/Age: Clusters are associated with four major age breaks: <35 (Young), 35-54 (Working Years), 55-64 (Pre-Retirement), and 65+ (Retired). Life-cycle/lifestage, marital status and presence of children are also considered.
- Credit Data: Industry-leading credit information from Equifax, anonymized and aggregated, is factored into the cluster construction.
- Geographic Information/Urbanicity: Cluster definitions take level of household urbanicity into account.

### National Coverage

IXI uses a database that represents the national register of all households, and the source data sets are assigned to this framework. Modeled fill-in data is limited to a few demographics; the rest is based on IXI's direct-measured data. This is an important feature of the analysis.

No survey data is used in the construction of Economic Cohorts segments; nor are they used in the subsequent scoring algorithm. Syndicated survey results are used later in the process, to profile the segments and add descriptive information on lifestyle, interests, attitudes, media preferences, etc.

As the complete set of source data is available for every household, it is possible to assign Economic Cohorts codes to any database, visitor or prospect, at any level of geography. The national register is used to obtain market sizing statistics, again, for any geography.

## The Cluster Framework: Economic Groups

The analytic framework was initially divided into a simple 4x4 grid using income and age:

- Income:
- Low (Under \$50,000)
  - Moderate (\$50,000-\$100,000)
  - High (\$100,000-\$200,000)
  - Elite (\$200,000+)

- Age:
- Young (<35),
  - Working Years (35-54)
  - Pre-Retirement (55-64)
  - Retired (65+).

Our exploratory analysis proved that economic behaviors are different in each of these categories. Moreover, marketing messaging and product/service offers should certainly differ across these groups.

This yields a grid of 16 Income-Age analytic sectors, which we shall refer to as groups.

	Low	Moderate	High	Elite
Young (<35)				
Working Years (35-54)				
Pre-Retirement (55-64)				
Retired (65+)				

# Cluster Analysis in the Group Framework

The statistical technique of k-means cluster analysis was used to generate clusters (segments) within the group framework described above. To construct the clusters, IXI included all of the building block data elements described earlier, transforming and scaling many of them to produce the final results. IXI created additional derived and composite variables in the data preparation stage.

The advantage of applying cluster analysis in the group framework is that different variables, with different transformations and different weights can be used in various groups. This enables IXI to optimize the solution by adjusting the weights variables to appropriate levels for each market group.

The cluster analysis produces clusters that discriminate mainly on economic behaviors, although demographic and geographic characteristics also feature prominently in many of the cluster definitions. The number of clusters in each group varies; the decision is based somewhat on the expected applications of the system rather than relying on purely technical considerations.

The clusters all have at least 200,000 households. Indeed, most of the clusters are much larger than this minimum. This is important, because the effects of noise in the source data are minimized when aggregated to clusters of larger sizes.

The analysis yielded 71 clusters across the 16 groups.

	Low	Moderate	High	Elite
Young (<35)	<b>A</b> Clusters 1-6	<b>E</b> Clusters 22-27	<b>I</b> Clusters 43-48	<b>M</b> Cluster 64
Working Years (35-54)	<b>B</b> Clusters 7-12	<b>F</b> Clusters 28-33	<b>J</b> Clusters 49-54	<b>N</b> Clusters 65-67
Pre-Retirement (55-64)	<b>C</b> Clusters 13-17	<b>G</b> Clusters 34-38	<b>K</b> Clusters 55-59	<b>O</b> Clusters 68-69
Retired (65+)	<b>D</b> Clusters 18-21	<b>H</b> Clusters 39-42	<b>L</b> Clusters 60-63	<b>P</b> Clusters 70-71

## Cluster Profiles

IXI scored a number of external databases and data sets with the Economic Cohorts algorithm. These data sets included several syndicated research surveys.

The first purpose of this exercise was to validate the cluster solution. It was determined that information in our cluster descriptions, obtained analytically from the direct-measured data, was consistent with similar data in the self-reported surveys.

Secondly, the survey data aids interpretation of the clusters, by giving insights into additional constructs like attitudes, lifestyle, hobbies and interests, travel, purchase behavior, media preferences, etc. Survey data include:

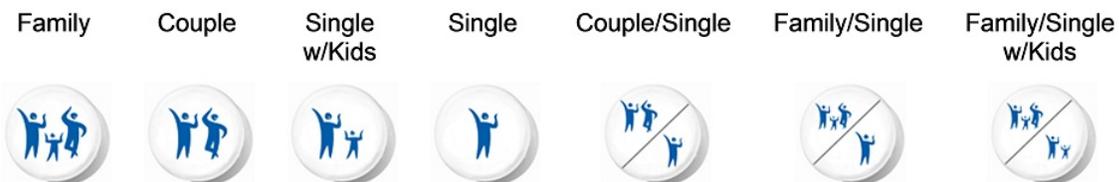
- **Consumer and Media Behaviors and Preferences:** Economic Cohorts ties to syndicated market research in order to provide marketers important information to help them better select marketing channels and strategies that will allow them to effectively reach target clusters. The types of behavioral data considered include magazine and TV preferences, attitudes toward media and advertising, media channel preferences, general media consumption patterns, and shopping habits.
- **Attitudes and Lifestyle:** Economic Cohorts also ties to syndicated market research in order to provide marketers relevant information to help them better understand, speak to, and ultimately appeal to each cluster. Key attitudes and lifestyle information includes general opinions, leisure activities, health and fitness-related attitudes, and travel and entertainment patterns.

The result is a descriptive and actionable segmentation tool that helps marketers reach and interact appropriately with distinct groups of visitors and prospects.

## Economic Cohorts Descriptive Icons

### Lifestage Icons

Lifestage icons represent the dominant lifestage for each cluster and reflect marital status and presence of children.



### Income Icons

Income icons indicate which of the four main Economic Cohorts income breaks each cluster falls within.



### Spending Icons

The spending icons indicate low, medium and high spending levels based on each clusters median dollar amount spent.

Low Spending



Moderate Spending

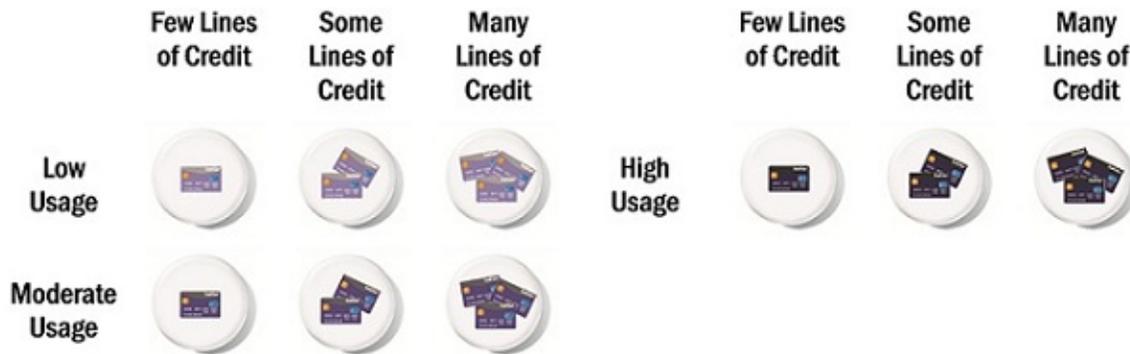


High Spending



### Credit Icons

The credit icons display the relative number of active lines of credit cluster holds, as well as the cluster's relative level of credit reliance. The number of cards displayed in the icon represents the relative quantity of credit lines. The shade of color represents the clusters relative credit reliance. Credit reliance reflects the number of a cluster's active credit or loan accounts that have balances over 75% of the credit limit.



## Validation

The Economic Cohorts system has 71 clusters to cover the disparate needs of large businesses with multiple product lines. When applied to different businesses, products or services, in many industries and markets, the power of Economic Cohorts' granularity in differentiating marketing opportunities in many diverse environments becomes clear.

Economic Cohorts cluster solution was tested using actual customer data from a number of Development Partners. The initial framework was modified where necessary to optimize performance in business areas that are important to potential users.

The validation exercise proved that Economic Cohorts is a high-performing segmentation system that achieves the following:

- Economic Cohorts is very successful in differentiating over a variety of performance metrics (e.g. visitor penetration, value by product line, profitability, transaction channels, etc.)
- Performance indices are very good
- Profiles show that different product lines achieve better results in different Economic Cohorts segments, as would be expected
- Performance profiles in the Economic Cohorts framework are very consistent, i.e., the segments that perform best are consistent with expectations
- Segment descriptors and observed visitor behaviors within segments are meaningful from the business / marketing viewpoint
- Segment descriptions are useful in preparing selections and creative briefs for marketing executions.

INCOME

	LOW ≤\$50K	MODERATE \$50K–100K	HIGH \$100K–200K	ELITE \$200K+
Young (>35)	<p><b>A1:</b> Tough Start: Young Single Parents</p> <p><b>A2:</b> Tough Start: Young Singles</p> <p><b>A3:</b> Starting Small: Small-Town Families</p> <p><b>A4:</b> Starting Small: Small-Town Singles</p> <p><b>A5:</b> Living on Loans: Young Urban Single Parents</p> <p><b>A6:</b> Living on Loans: Young Urban Singles</p>	<p><b>E22:</b> Credit City: Young Families</p> <p><b>E23:</b> Credit City: Young Singles</p> <p><b>E24:</b> Midscale Mainstream: Small-Town Families</p> <p><b>E25:</b> Midscale Mainstream: Small-Town Singles and Couples</p> <p><b>E26:</b> Getting Ahead: Young City Families</p> <p><b>E27:</b> Getting Ahead: Young City Singles</p>	<p><b>I43:</b> Charge-It Champs: Young Suburban Families</p> <p><b>I44:</b> Charge-It Champs: Young Suburban Singles</p> <p><b>I45:</b> Confident Futures: Young City Families</p> <p><b>I46:</b> Confident Futures: Young City Singles and Couples</p> <p><b>I47:</b> Material World: Urban Families</p> <p><b>I48:</b> Material World: Urban Singles</p>	<p><b>M64:</b> Big Shots: Young Upmarket Urbanites</p>
Working Years (35-54)	<p><b>B7:</b> Mid-Life Strugglers: Small-Town Families</p> <p><b>B8:</b> Mid-Life Strugglers: Singles</p> <p><b>B9:</b> Getting By: Small-Town Families</p> <p><b>B10:</b> Getting By: Small-Town Singles and Couples</p> <p><b>B11:</b> Credit Crunched: City Families</p> <p><b>B12:</b> Credit Crunched: City Singles</p>	<p><b>F28:</b> Living Simply: Small-Town Families</p> <p><b>F29:</b> Living Simply: Small-Town Singles and Couples</p> <p><b>F30:</b> Credit Rules: Urban Families</p> <p><b>F31:</b> Credit Rules: Urban Singles</p> <p><b>F32:</b> Suburban Stability: Families</p> <p><b>F33:</b> Suburban Stability: Singles and Couples</p>	<p><b>J49:</b> House of Cards: Suburban Families</p> <p><b>J50:</b> House of Cards: Suburban Singles and Couples</p> <p><b>J51:</b> Prudent Professionals: Suburban Families</p> <p><b>J52:</b> Prudent Professionals: Suburban Singles and Couples</p> <p><b>J53:</b> Suburban Success: Upscale Families</p> <p><b>J54:</b> Suburban Success: Upscale Singles and Couples</p>	<p><b>N65:</b> Careers First: City Singles</p> <p><b>N66:</b> Executive Spenders: Suburban Families</p> <p><b>N67:</b> Executive Spenders: Suburban Couples</p>
Pre-Retirement (55-64)	<p><b>C13:</b> Retiring on Empty: Singles</p> <p><b>C14:</b> Burdened by Debt: Small-Town Singles</p> <p><b>C15:</b> Sensible Spenders: Families</p> <p><b>C16:</b> Sensible Spenders: Small-Town Empty Nesters</p> <p><b>C17:</b> Sensible Spenders: Urban Pre-Retirement Singles</p>	<p><b>G34:</b> Committed to Credit: Small-Town Couples</p> <p><b>G35:</b> Striving for Balance: Urban Pre-Retirement Singles</p> <p><b>G36:</b> Conservative Consumers: Small-Town Empty Nesters</p> <p><b>G37:</b> Conservative Consumers: Suburban Families</p> <p><b>G38:</b> Solid Foundation: Suburban Empty-Nesters</p>	<p><b>K55:</b> Living for Today: Singles and Couples</p> <p><b>K56:</b> Planners and Savers: Suburban Families</p> <p><b>K57:</b> Planners and Savers: Suburban Couples</p> <p><b>K58:</b> Planners and Savers: Urban Singles and Couples</p> <p><b>K59:</b> Country Club Climbers: Suburban Empty-Nesters</p>	<p><b>O68:</b> Corner Offices: Executive Urban Singles and Couples</p> <p><b>O69:</b> Champagne Tastes: Executive Empty-Nesters</p>
Retired (65+)	<p><b>D18:</b> Relying on Aid: Retired Singles</p> <p><b>D19:</b> Rough Retirement: Small-Town and Rural Seniors</p> <p><b>D20:</b> Struggling Elders: Small-Town and Rural Singles</p> <p><b>D21:</b> Modest Means: Urban Retirees</p>	<p><b>H39:</b> Retired on Credit: City Singles and Couples</p> <p><b>H40:</b> Safety Net Seniors: Small-Town Retired Couples</p> <p><b>H41:</b> Nest Egg Elders: Older Retirees</p> <p><b>H42:</b> Comfortable Retirement: Suburban Singles and Couples</p>	<p><b>L60:</b> Comfortable with Credit: Upscale Retirees</p> <p><b>L61:</b> Rewarding Retirement: Affluent Suburbanites</p> <p><b>L62:</b> Affluent Elders: Older Upscale Suburbanites</p> <p><b>L63:</b> Established Wealth: Suburban Retirees</p>	<p><b>P70:</b> Flush Funds: Wealthy Urban Seniors</p> <p><b>P71:</b> Diamonds and Pearls: Wealthiest Retirees</p>

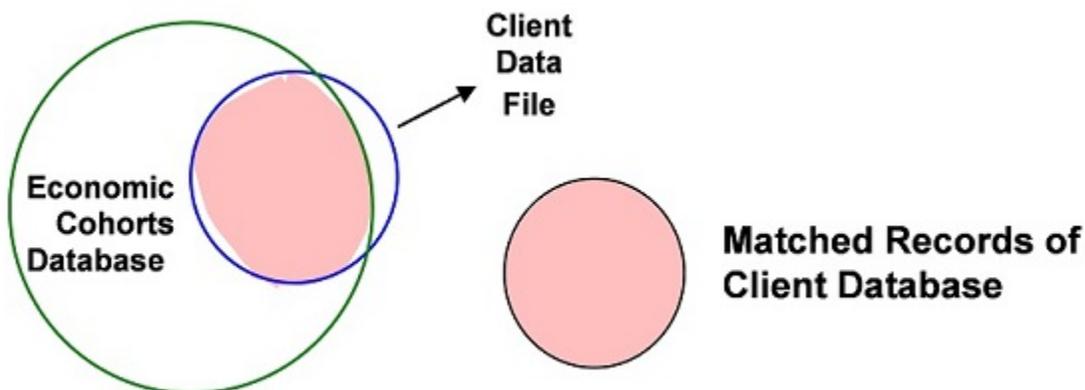
## The Economic Cohorts Segmentation Analysis Process

An Economic Cohorts Segmentation Analysis allows the City of Montrose to understand the composition of its visitor database through the lens of our segmentation solution. It provides insight into which clusters identify your visitors as well as what makes them tick.

The process matches *your* database to the Economic Cohorts database by exact name and address. If either the name or address is missing, the name is not matched.

<u>Economic Cohorts Database</u>	<u>Client Data File</u>
Sandra Crown 34137 Cactus Drive Santa Fe, NM 80277	Arron Alstrom 904 W. Chestnut Way Chattanooga, TN 40722
Allen Early 1438 Franklinton Street Anaheim, CA 92804	Hellen Cobb 712 Mark Wesley Circle Rochester, NY 10117
Beau Giggly 4811 White Rock Road Rock Hill, SC 28837	Sandra Crown 34137 Cactus Drive Santa Fe, NM 80277
Ann Hutchenson 2615 Zenobia Circle Texas City, TX 57732	Beau Giggly 4811 White Rock Road Rock Hill, SC 28837
Dennis O'Donnell 9320 Quay Street White Cloud, MN 37769	Donald Jager 7107 Magnolia Circle Birmingham, AL 45502
Frederick Mansfield 7720 Rolling Springs Court San Mateo, CA 92278	Richard Milstead 1551 Harrison Lane Walla Walla, WA 94722
Leslie Ann Smith 900 St. Mark's Square San Francisco, CA 97738	Dennis O'Donnell 9320 Quay Street White Cloud, MN 37769
Martin Eddowes 56933 Crested Butte Street Salt Lake City, UT 04990	Alison Rose 221 Raleigh Court Bowling Green, KY 30386

The City of Montrose visitor records were provided to create the 2014 Montrose Visitor Analysis. 9,621 names were appended with the appropriate Economic Cohort code and de-duped at the household level.



Now that we have matched all records with the appropriate Economic Cohort, let's take a look at what this means within Montrose's database.

# Your Largest Clusters are Not Necessarily Your Highest-Affinity Visitor Segments

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## Index Values Demonstrate Over- & Under-Representations vs. Your Marketplace

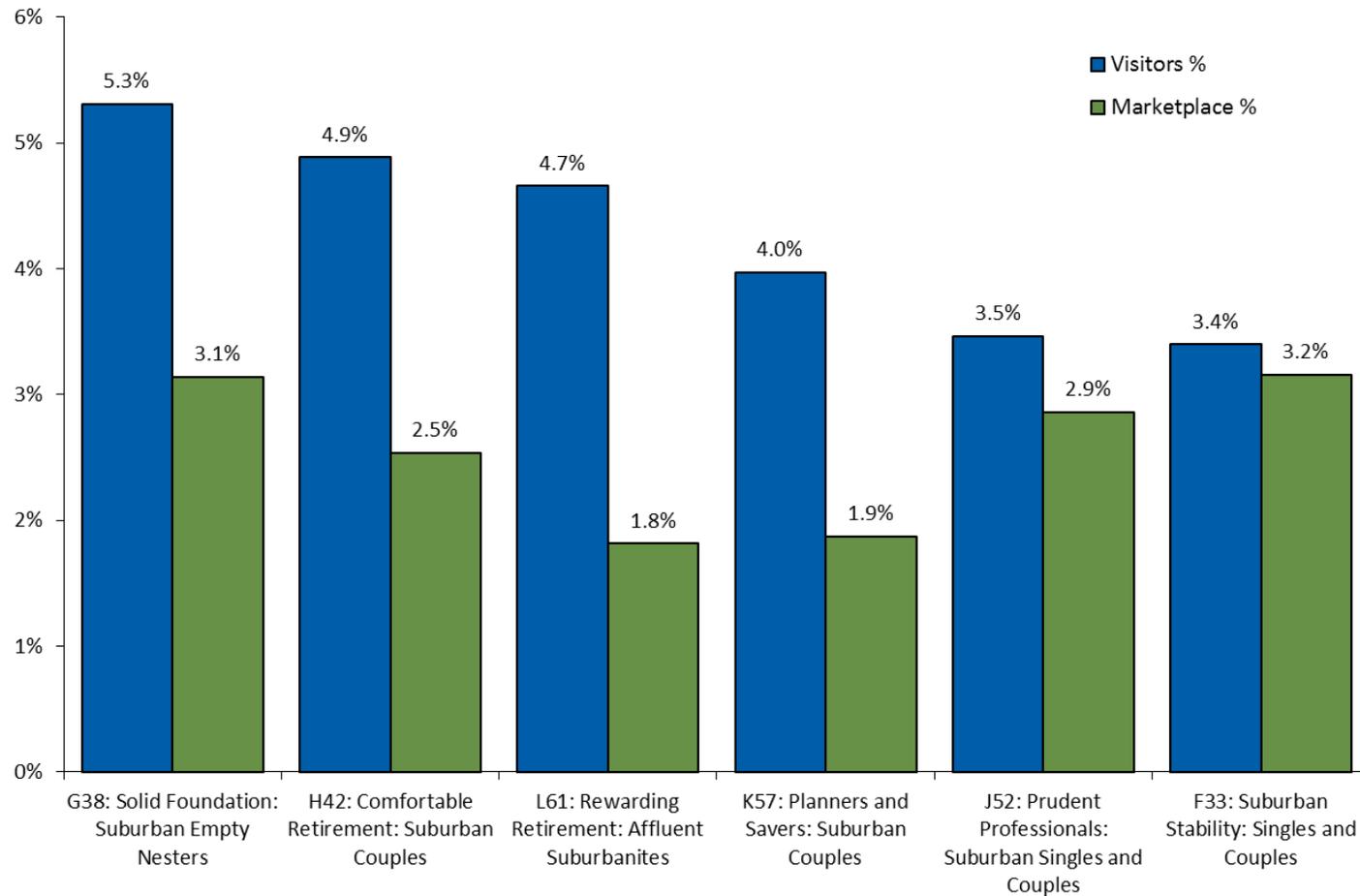
In order to determine which Economic Cohorts demonstrated the highest affinity to be a Montrose visitor, we create index values. Dividing the percentage of each Economic Cohort on your visitor database by the percentage of that same Economic Cohort in your marketplace and multiplying by 100 creates these values. An index of 100 is average, meaning you are neither more nor less likely to have a particular Economic Cohort as a visitor than would be expected, given the distribution of the segments in the marketplace.

As an example, if an Economic Cohort represents 3% of your visitor database and 2% of the marketplace, its index value is 150 ( $3 \div 2 \times 100$ ). So that particular Economic Cohort is 1.5 times more likely to be your visitor than we would expect. Conversely, if an Economic Cohort represents 3% of your visitor database and 6% of the marketplace, its index value is 50. So, that particular Economic Cohort is half as likely to be your visitor based on its size in the marketplace.

**Remember, database analysis is a historic view of what has already occurred. High-indexing Economic Cohorts are very significant to your current business and the way you are currently marketing. Economic Cohort segments with lower index values, however, still offer valuable potential for growth. Currently they do not have a strong affinity with you, but if your marketing messages and programs were versioned to be more relevant to their needs and lifestyles, you could have great opportunities to create stronger relationships with them. Review the attached explorations as well as the consumer behavior portrait to gain a better understanding of how each cluster is interacting with you and preferences they have.**

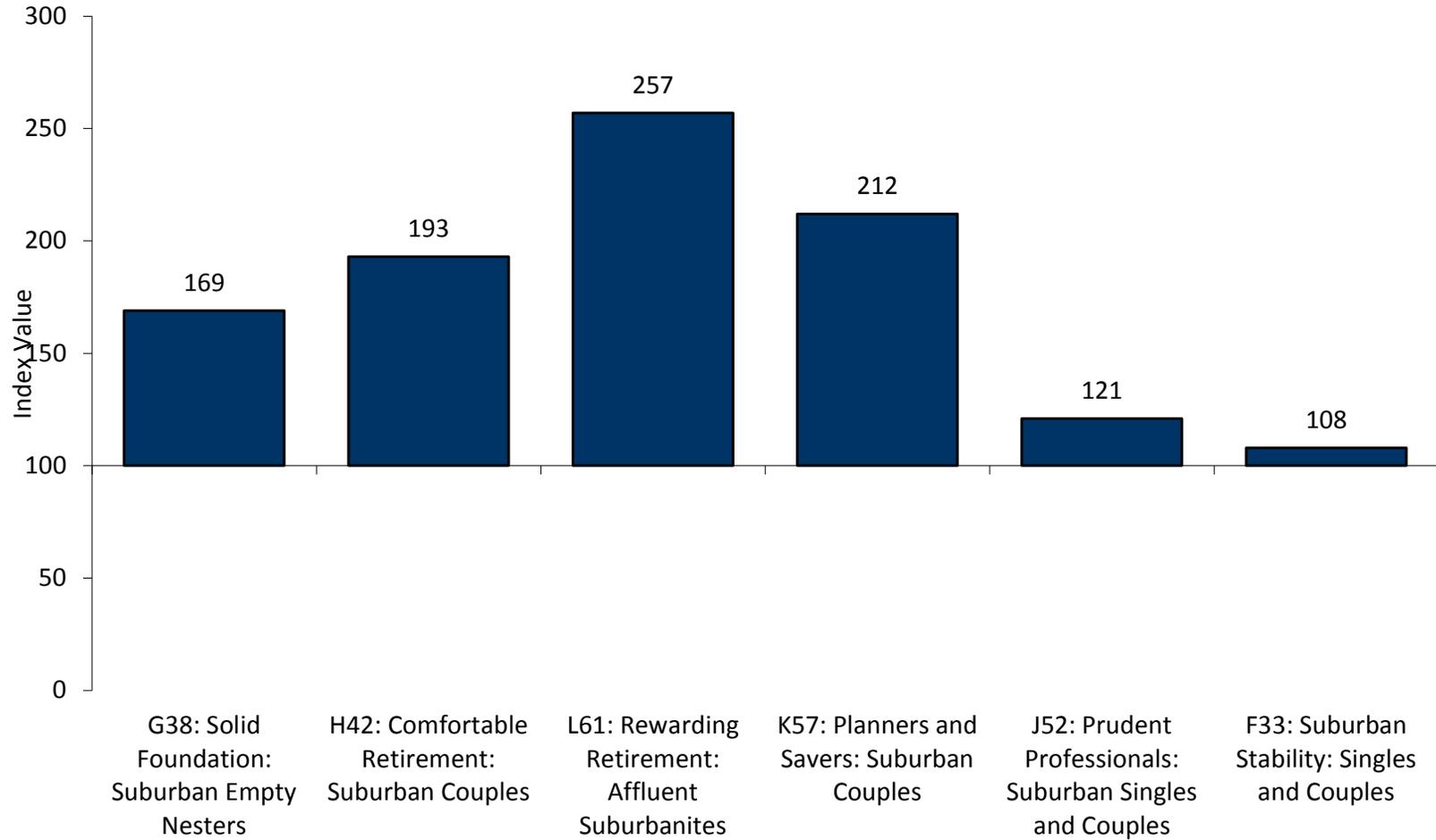
## How Montrose's Largest Visitor Clusters Compare with the Marketplace

Examining the largest Economic Cohorts gives you an overview of who your visitors are, but does not give you sufficient information to guide marketing strategy. It is more helpful to compare your visitors to the visitors within your marketplace. The following chart demonstrates how the distribution of the largest Economic Cohorts compares with the distribution of those same Economic Cohorts within the marketplace.



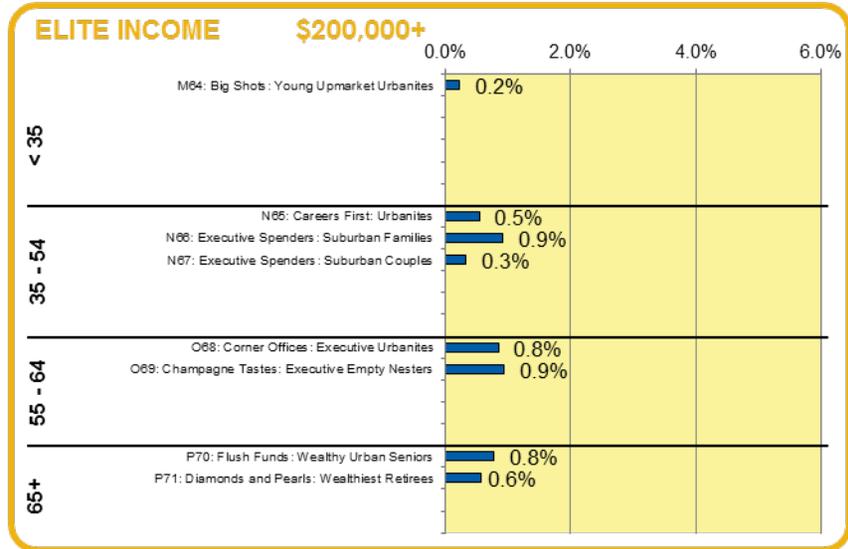
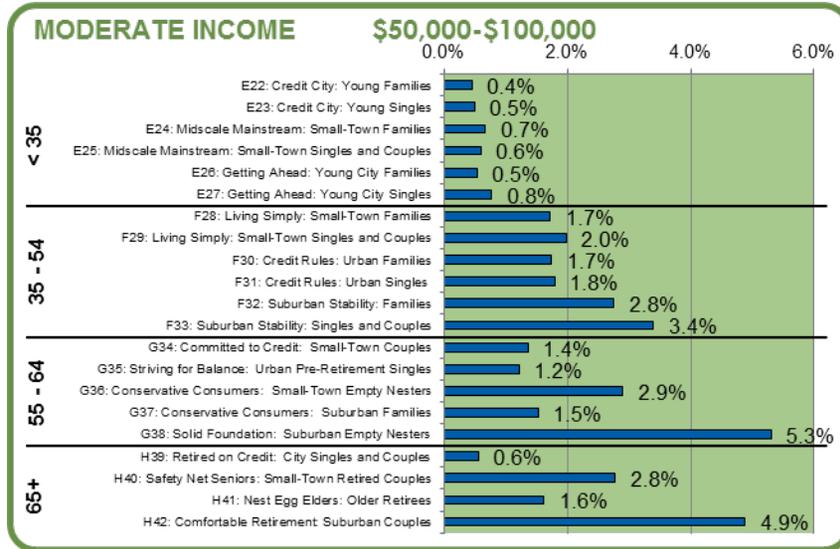
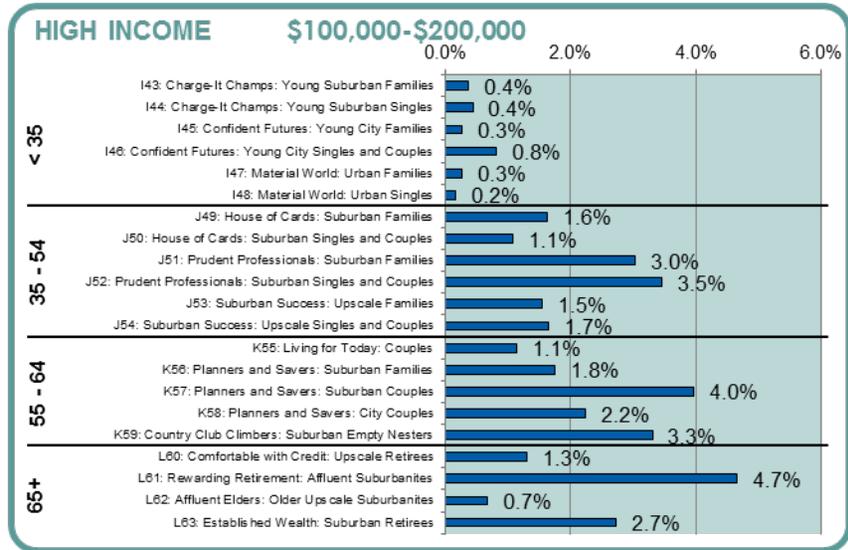
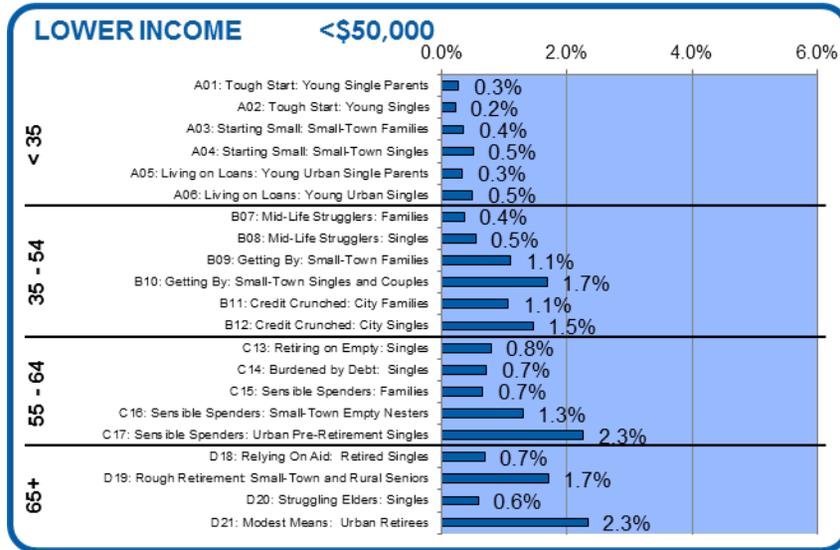
## Montrose's Largest Visitor Clusters Index against the Marketplace

Examining the clusters' index against the marketplace provides a view of whether or not a specific cluster is over or under represented on Montrose's database. For example, L61: Rewarding Retirement: Affluent Suburbanites is 2.57 times more likely to be a Montrose visitor than would be expected by their marketplace household percent.

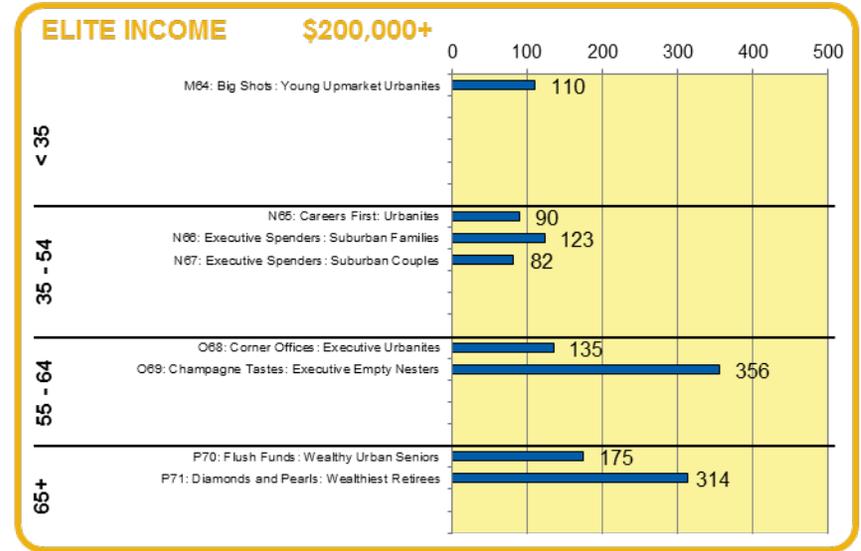
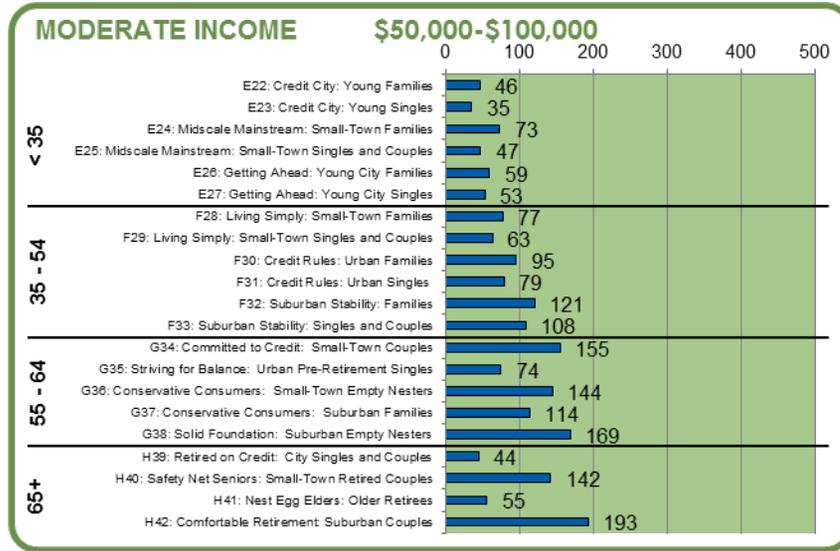
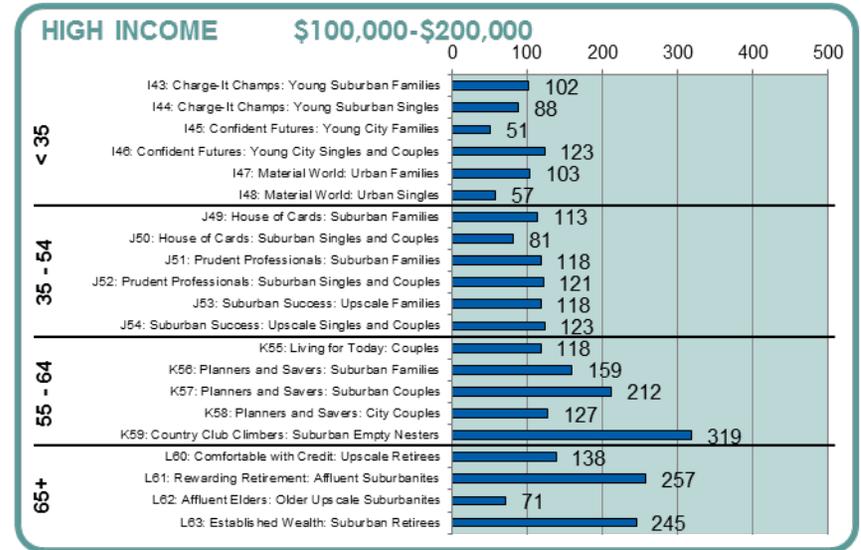
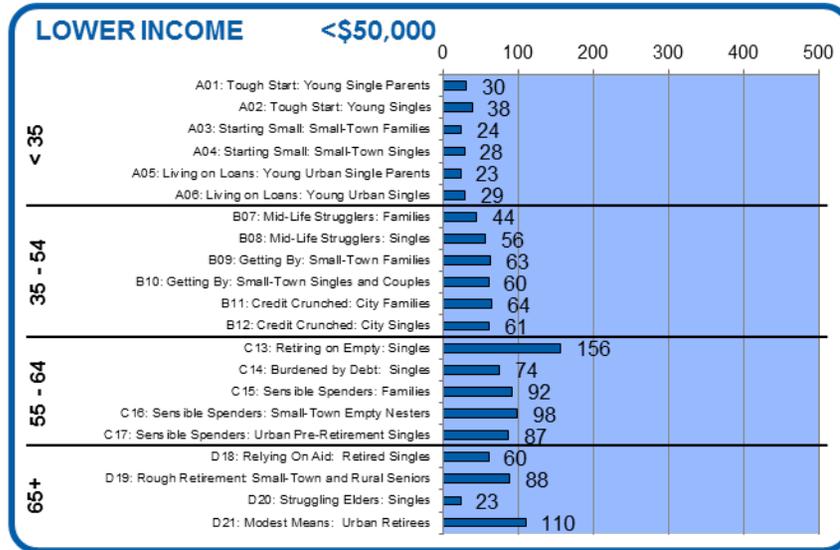




# All Economic Cohorts Percent Distribution - Visitors



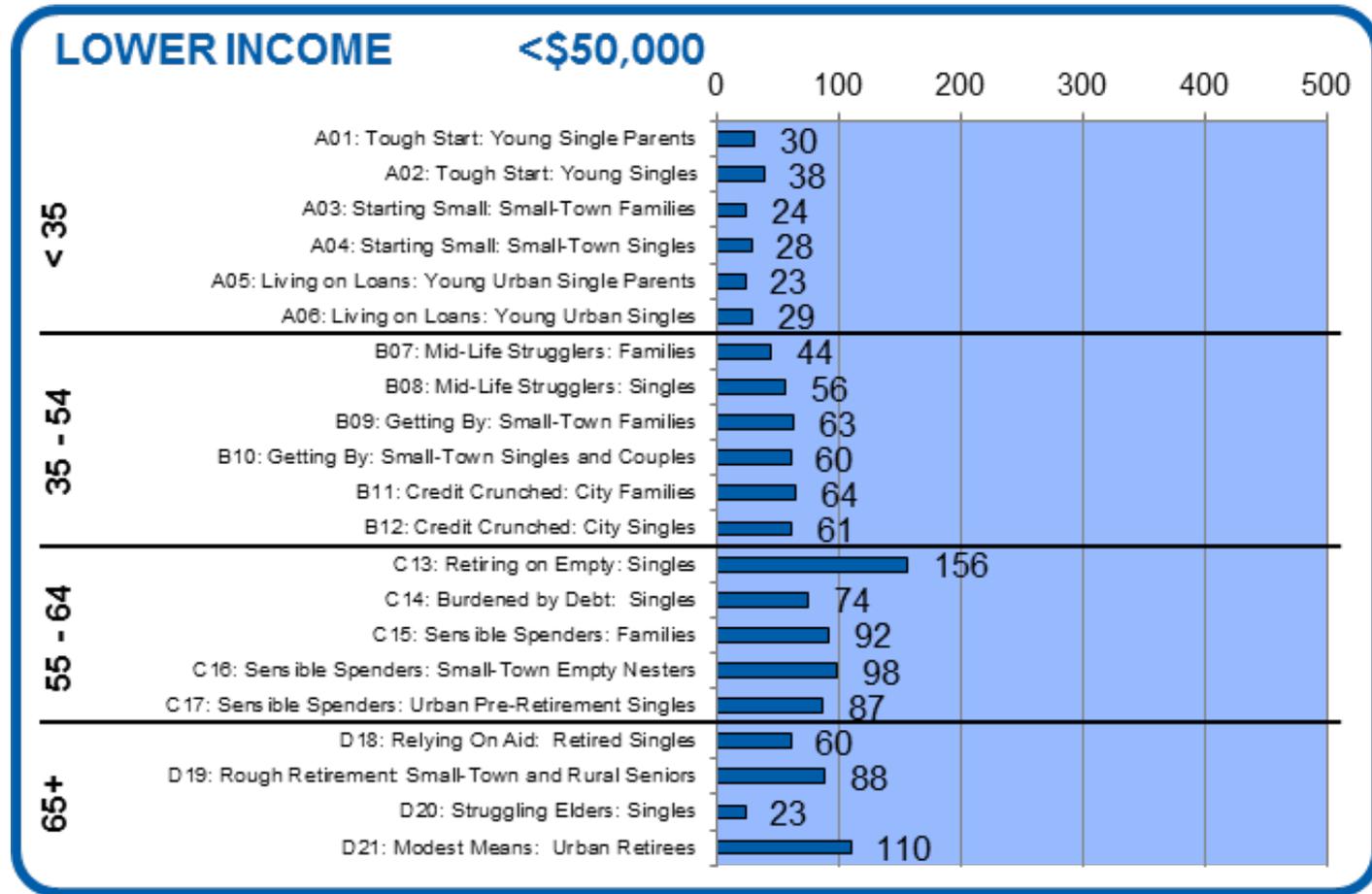
# All Economic Cohorts Penetration Index – Visitors



Penetration index = 100 \* [visitors %] / [mkt. %]

## Penetration Index for Visitors: Low Income <\$50,000

(Index Base = marketplace)



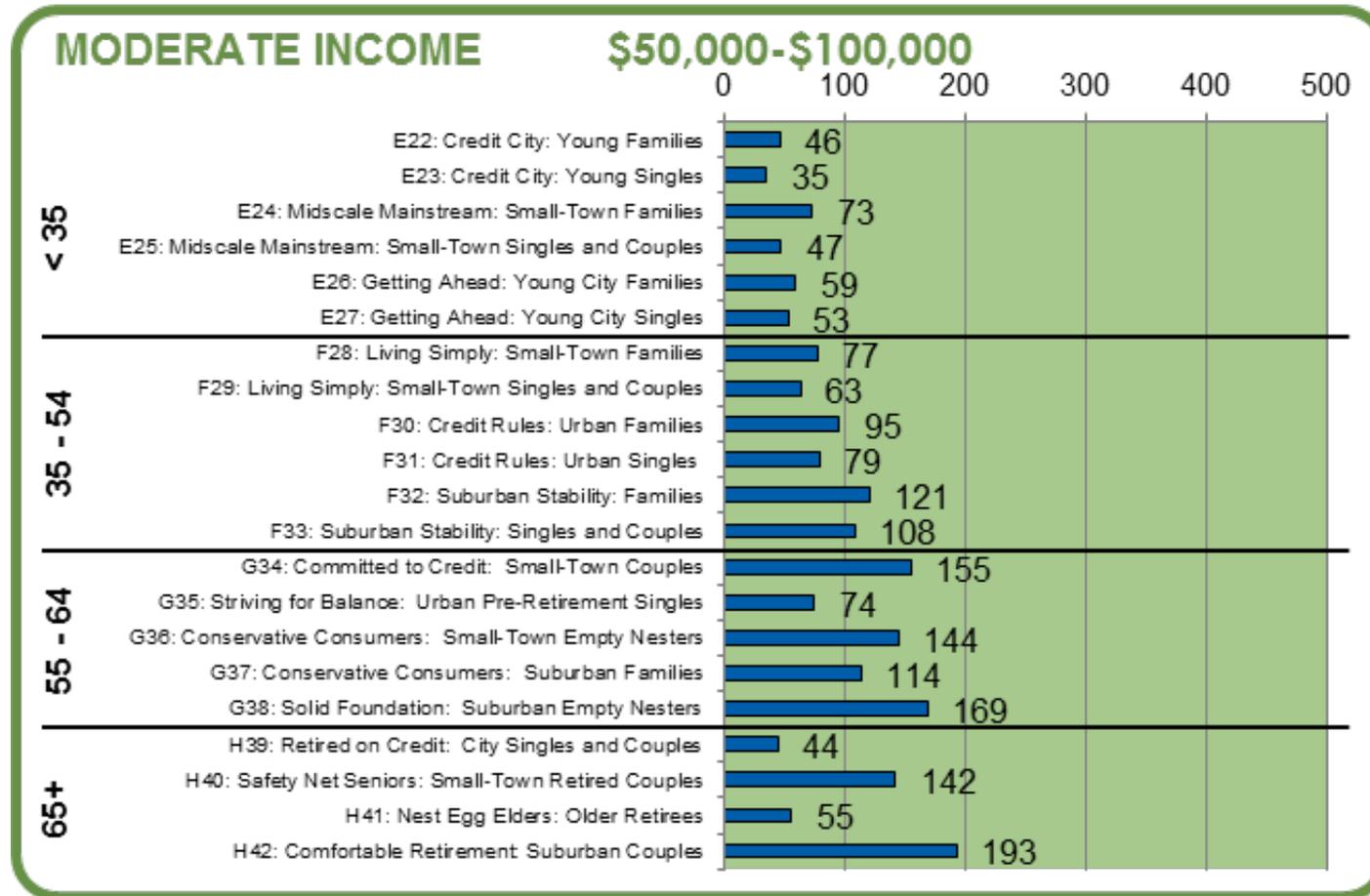
These low income clusters represent 19.4% of visitors and 32.1% of the marketplace.

The majority of low income clusters index below average with the exception of two clusters.

C13: represents only 0.8% of visitors, D21 represents 2.3% of visitors.

## Penetration Index for Visitors: Moderate Income \$50,000 - \$100,000

(Index Base = marketplace)



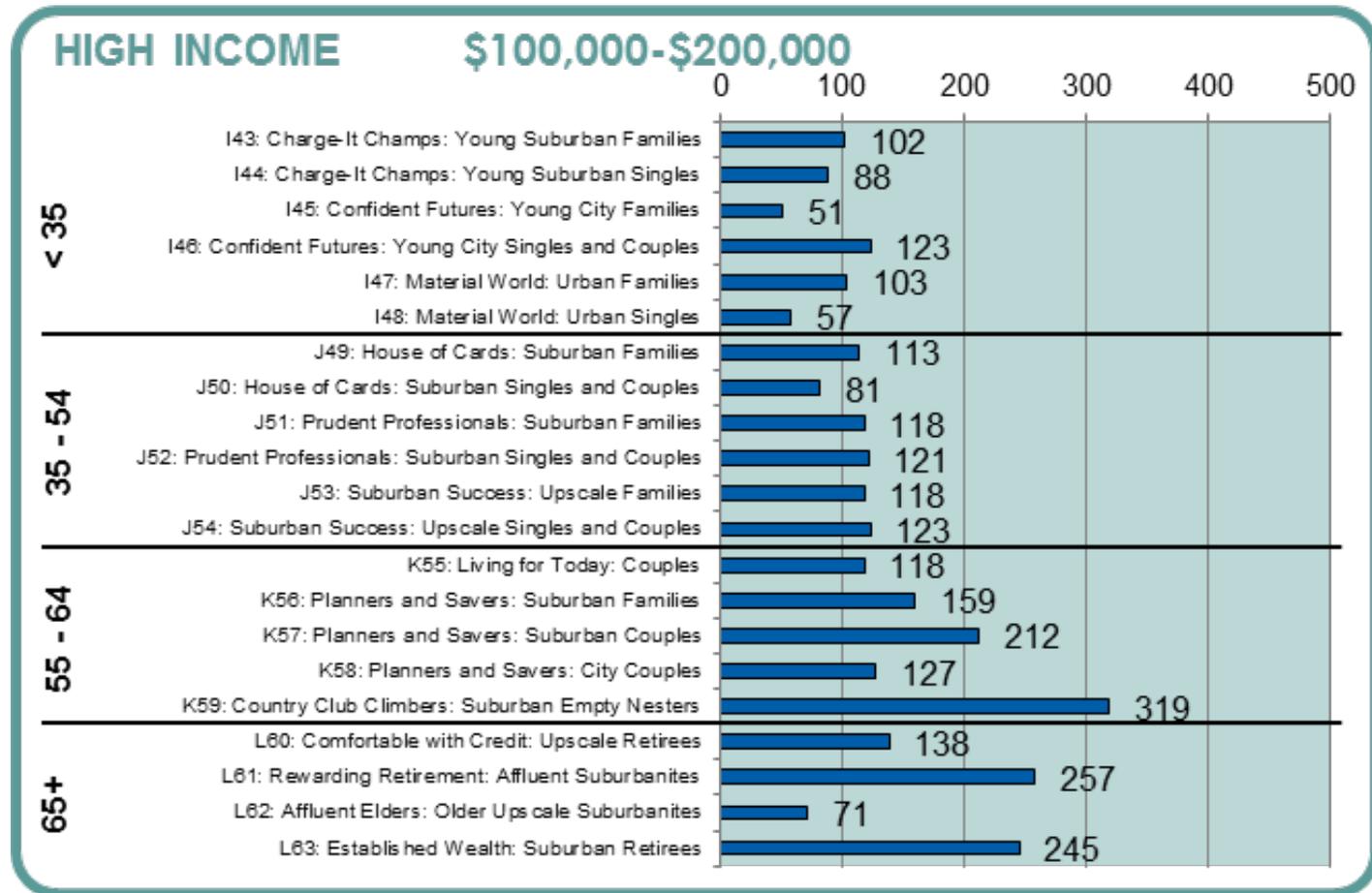
These moderate income clusters represent 39.1% of visitors and 39.5% of the marketplace.

Note that family clusters have a stronger propensity than their corresponding single and/or couple clusters for age bands less than 55.

Generally, as age increases so does affinity.

## Penetration Index for Visitors: High Income \$100,000-\$200,000

(Index Base = marketplace)



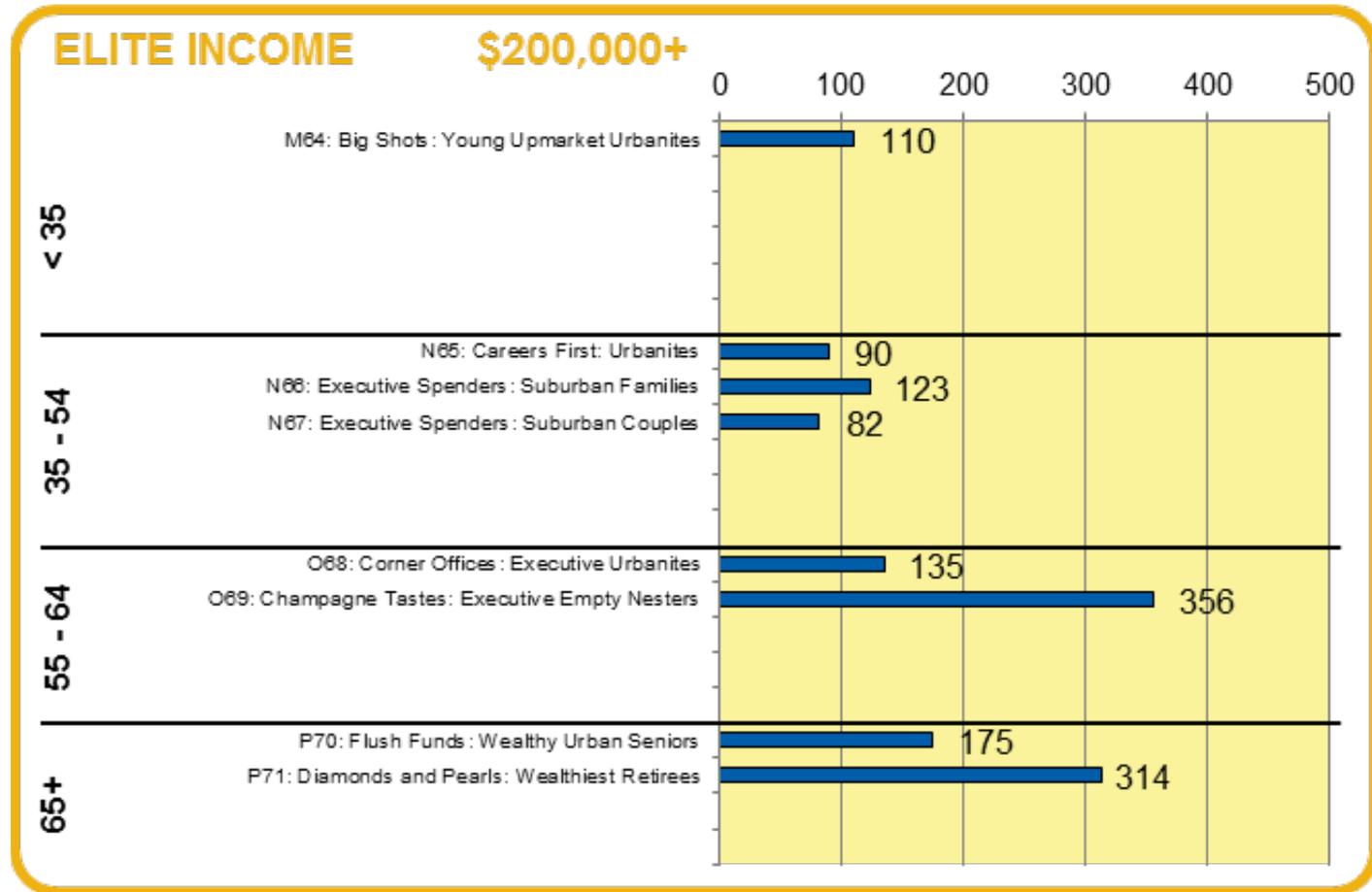
These high income clusters represent 36.5% of visitors and 25.0% of the marketplace.

Only five high income clusters index below average.

K59: Country Club Climbers: Suburban Empty Nesters is the second highest indexing cluster overall and represents 3.3% of visitors.

## Penetration Index for Visitors: Elite Income \$200,000+

(Index Base = marketplace)



These Elite income clusters represent 5.1% of visitors and 3.4% of the marketplace.

All of these elite income clusters represent less than 1.0% of visitors individually.

O69: Champagne Tastes: Executive Empty Nesters is the highest indexing cluster but only represents 0.9% of visitors.

# Market Opportunity Matrix

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## Highest Affinity

The clusters that index greater than or equal to 300 in the marketplace are regarded as the Highest Affinity for Montrose. All of the clusters found in this cell of the Market Opportunity Matrix that follow are at least three times more likely to be a Montrose visitor than we would expect given their occurrence in the marketplace.

## High Potential

Economic Cohorts that index between 200 and 299 are regarded as High Potential for Montrose visitors. With an over-representation of over 100% vs. the marketplace, these are important segments for your consideration in using Economic Cohorts for target marketing.

## Secondary

The clusters that index between 100 and 199 are regarded as Secondary, having shown mixed affinity for your products historically.

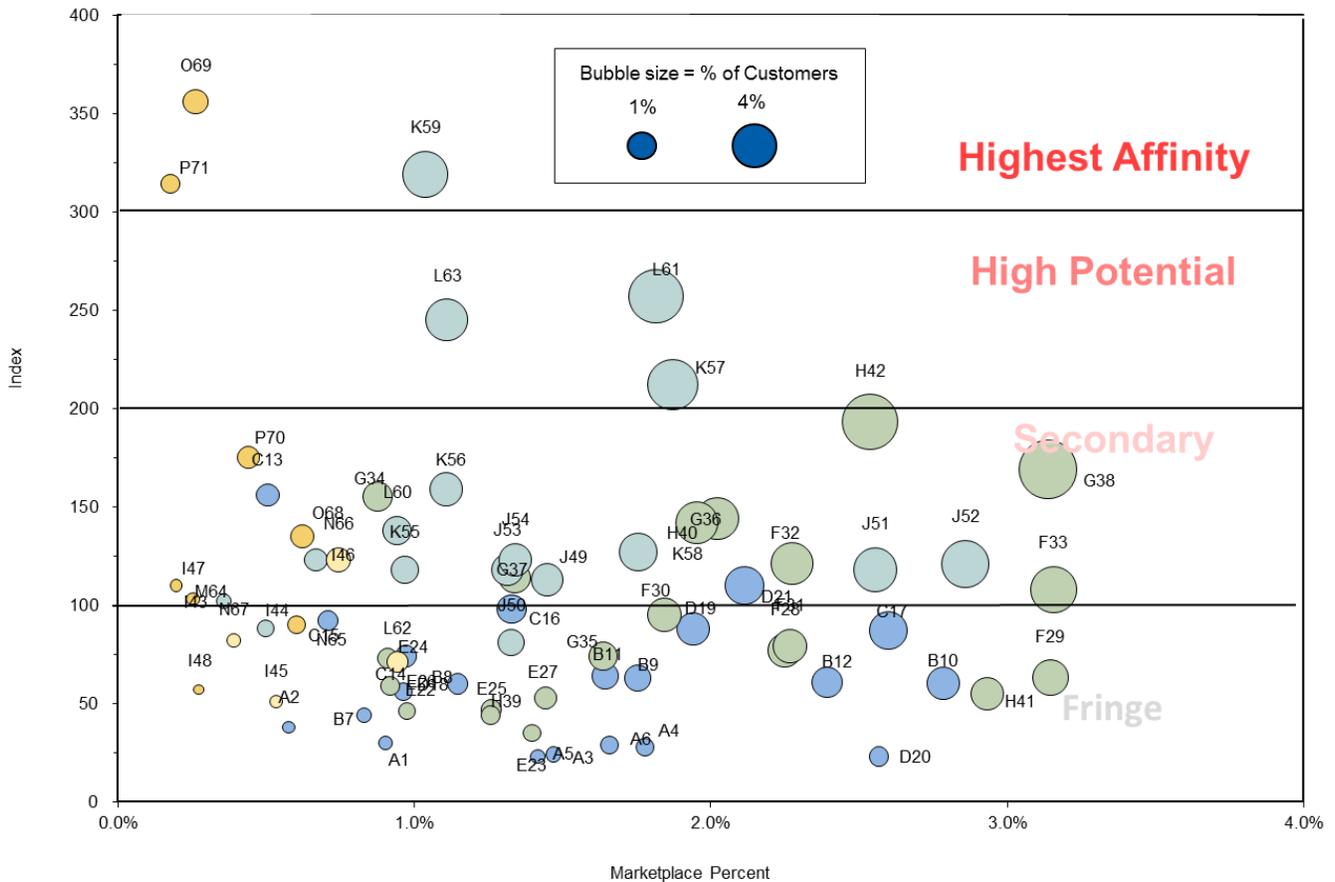
## Fringe

Fringe segments are those that index 100 and below vs. the marketplace population.

## Montrose Market Opportunity Matrix

The Market Opportunity Matrix allows you to consider both the size of an Economic Cohort cluster in the marketplace as well as its affinity for your service. We have plotted Montrose's visitors on the matrix below to see the combination visually - the X-axis represents the marketplace size for each segment, the Y-axis represents each Economic Cohorts propensity to be a Montrose visitor. The bubble size represents the % of the cluster on Montrose's database.

Indices greater than or equal to 300 demonstrate significant opportunity for you, and are classified as Highest Affinity. Indices between 200-299 indicate your mainstay business, or High Potential. Indices of 100-199 are Secondary, and indices 100 or less are Fringe clusters.



## Montrose Economic Cohorts Clusters Ranked on Index

Economic Cohort	Total US		Visitors		
	Count	Percent	Count	Percent	Index
O69: Champagne Tastes: Executive Empty Nesters	311,903	0.3%	90	0.9%	356
K59: Country Club Climbers: Suburban Empty Nesters	1,231,627	1.0%	318	3.3%	319
P71: Diamonds and Pearls: Wealthiest Retirees	212,383	0.2%	54	0.6%	314
L61: Rewarding Retirement: Affluent Suburbanites	2,153,818	1.8%	448	4.7%	257
L63: Established Wealth: Suburban Retirees	1,317,326	1.1%	262	2.7%	245
K57: Planners and Savers: Suburban Couples	2,220,515	1.9%	382	4.0%	212
H42: Comfortable Retirement: Suburban Couples	3,011,222	2.5%	470	4.9%	193
P70: Flush Funds: Wealthy Urban Seniors	521,645	0.4%	74	0.8%	175
G38: Solid Foundation: Suburban Empty Nesters	3,723,750	3.1%	511	5.3%	169
K56: Planners and Savers: Suburban Families	1,314,851	1.1%	169	1.8%	159
C13: Retiring on Empty: Singles	600,257	0.5%	76	0.8%	156
G34: Committed to Credit: Small-Town Couples	1,041,301	0.9%	131	1.4%	155
G36: Conservative Consumers: Small-Town Empty Nesters	2,398,415	2.0%	279	2.9%	144
H40: Safety Net Seniors: Small-Town Retired Couples	2,318,700	2.0%	267	2.8%	142
L60: Comfortable with Credit: Upscale Retirees	1,119,201	0.9%	125	1.3%	138
O68: Corner Offices: Executive Urbanites	737,980	0.6%	81	0.8%	135
K58: Planners and Savers: City Couples	2,083,622	1.8%	215	2.2%	127
J54: Suburban Success: Upscale Singles and Couples	1,592,273	1.3%	159	1.7%	123
N66: Executive Spenders: Suburban Families	883,334	0.7%	88	0.9%	123
I46: Confident Futures: Young City Singles and Couples	793,374	0.7%	79	0.8%	123
J52: Prudent Professionals: Suburban Singles and Couples	3,392,851	2.9%	333	3.5%	121
F32: Suburban Stability: Families	2,700,647	2.3%	265	2.8%	121
J51: Prudent Professionals: Suburban Families	3,032,542	2.6%	291	3.0%	118
J53: Suburban Success: Upscale Families	1,559,456	1.3%	149	1.5%	118
K55: Living for Today: Couples	1,148,465	1.0%	110	1.1%	118
G37: Conservative Consumers: Suburban Families	1,588,341	1.3%	147	1.5%	114
J49: House of Cards: Suburban Families	1,719,406	1.4%	157	1.6%	113
D21: Modest Means: Urban Retirees	2,507,785	2.1%	224	2.3%	110
M64: Big Shots: Young Upmarket Urbanites	234,836	0.2%	21	0.2%	110
F33: Suburban Stability: Singles and Couples	3,746,429	3.2%	327	3.4%	108
I47: Material World: Urban Families	300,603	0.3%	25	0.3%	103
I43: Charge-It Champs: Young Suburban Families	424,588	0.4%	35	0.4%	102

Highest  
Affinity

High  
Potential

Secondary

# Strategic Recommendations & Conclusions

The recommendations that follow relate back to the Market Opportunity Matrix that was created for Montrose earlier in this report. They incorporate market opportunity observations, along with other data from the Exploration reports, to provide Montrose with strategic insights into the groups of visitors driving your business.

## Highest Affinity

Your visitor base has a disproportionately high percentage of these Economic Cohorts compared with the marketplace. This means they are obviously very important to your business. Because the Highest Affinity clusters are your best, you will want to consider spending a significant amount of your marketing dollars in acquisition and retention strategies for them.

**Highest Affinity Acquisition Strategy.** As the strongest affinity clusters, these should be the segments that you prioritize a majority of your marketing expenditures towards, from general advertising to web to direct marketing.

To better fine-tune your acquisition marketing efforts, Montrose might consider targeting those Economic Cohorts in this group that index highest for your targeted service or products, and incorporate copy and imagery that are distinctive to specific groups of clusters. Below are the three clusters comprised in the Highest Affinity group. All of them index well above average to be lodgers and campers. K59 and O69 bring in nearly 17% of revenue as campers and lodgers.

Economic Cohort	U.S.			All Visitors		Lodging		RV		Combined Revenue	
	Percent	Percent	Index	Percent	Index	Percent	Index	Percent	Index	Percent	Index
K59: Country Club Climbers: Suburban Empty Nesters	1.0%	3.3%	319	3.4%	324	3.2%	308	8.0%	773		
O69: Champagne Tastes: Executive Empty Nesters	0.3%	0.9%	356	0.7%	279	1.3%	489	8.5%	3219		
P71: Diamonds and Pearls: Wealthiest Retirees	0.2%	0.6%	314	0.4%	228	0.8%	463	0.6%	331		
Total	100.0%	100.0%	100	100.0%	100	100.0%	100	100.0%	100		

By using the Economic Cohorts User’s Guide, you get access to an in-depth profile for each cluster. For example, all these clusters index high or very high to like outdoor activities. Furthermore, K59 and O69 show the highest affinity for their media preferences through magazines where P71’s, being older, prefer newspapers. All of these clusters have a well above average propensity for either so consider marketing to them through these channels with a focus on the outdoors.

**Highest Affinity Retention Strategy.** By introducing you to the personalities of your visitors, the Economic Cohorts Segmentation Analysis & Exploration information can be used to create customized communications to each of your key Economic Cohort clusters. Each Economic Cohort has different needs and expectations. You will have a better chance of hitting their hot buttons if you speak to each of them distinctively. By customizing messages to current visitors, your chances of retaining them improve dramatically.

Since up-sell marketing efforts can be characterized as retention campaigns, the Highest Affinity clusters may also be your best bet for capturing additional revenue. As we already know, 17% of lodging and camping revenue comes from K59 and O69 and they only represent 4% of visitors.

As your most critical visitors to retain and grow, you can also use the Economic Cohorts User's Guide of detailed profiles to help understand tactical retention vehicles. Understanding more about the Income360 and Discretionary Spending Dollars of your top clusters will allow you to market most effectively with active visitors.

**Highest Affinity Media Placement Strategy.** We provided market research as part of this report to inform your team of consumption patterns across various travel, leisure activities, media and opinions. The Economic Cohorts MRI research provides directional information to make more informed media placement decisions. Also, the Economic Cohorts profiles can be used to create customized messaging in print ads.

**Highest Affinity Reactivation Strategy.** It is often difficult to pinpoint which visitors are worth attempting to communicate with again. If you can identify what your current visitors like and dislike about your offerings, and you make adjustments, your reactivation efforts will also be improved. You should spend the bulk of your reactivation dollars on those visitors who haven't visited in a while on those clusters who most resemble your best visitors - which in Montrose's case might also lend itself to marketing more appropriate services for them.

## High Potential

Your visitor base has a disproportionately high percentage of these Economic Cohorts, compared with the U.S. - 2x more than their concentration in the population as a group. This means they are quite important to your business. These segments should be carefully considered in marketing decision-making. Whereas the Highest Affinity clusters should likely be the emphasis across marketing channels, you may decide that High Potential Economic Cohorts communications primarily emphasize direct marketing communications.

**High Potential Acquisition Strategy.** These clusters should be considerations for direct marketing and/or online marketing campaigns. While their overall rank may not be as high as those regarded as Highest Affinity clusters, you may actually be doing something to create that effect - perhaps your positioning or pricing marketing tactics don't properly speak to these segments.

Consider those that have attractive Income360 and Discretionary Spending Dollars values, indicating that they can afford your services.

**High Potential Retention Strategy.** You can cross-tab your transactional data with the Economic Cohorts (as seen in the Exploration report contained in these analyses) to cultivate loyalty from those that look like your best visitors. Selectively marketing the right service to High Potential clusters to attract and retain them. Even though there are only three clusters in this group, as a whole they represent 11% of visitors. We know that these clusters represent 7% of lodging revenue but actually 11% of camping revenue showing a stronger propensity to camp.

You can consider pairing the clusters with the Highest Affinity clusters - whether by lifestage, age/income levels, affinities for outdoor activities, etc. - to market to them more effectively and encourage them to comeback to Montrose.

**High Potential Media Placement Strategy.** You can choose to include these clusters in your consideration set for media buying, though we would recommend emphasizing your Highest Affinity clusters for planning purposes. Perhaps you build the plan in that manner and then review the research to evaluate if it will also appeal to the clusters in this group.

**High Potential Reactivation Strategy.** Selective reactivation of High Potential visitors who haven't been back for some time would be the wisest course here, using Economic Cohort codes on your database to facilitate precision targeting. Consider lifestage and potential lifetime value of a specific cluster - and the service level most attractive to them historically.

## Secondary

We recommend selective marketing communications treatments for these clusters. Because twenty-six clusters exist amongst this group, consider where they may be grouped with other, higher indexing Economic Cohorts for most-effective communications. Based on the rich profile data we provide, you may find clusters in this category that you do not wish to cultivate, so targeted suppression opportunities exist. Some could potentially be important to your business.

Explore these opportunities more carefully, however. Consider targeting a few specific Economic Cohort groups in this category rather than all of them. Pick the ones that, based on your judgment, are likely to be stronger candidates for particular services that you offer.

**Secondary Market Acquisition Strategy.** We recommend that you try exhausting acquisition vehicles above these clusters in terms of overall rank. Because the Highest Affinity and High Potential groups only contain six overall clusters, you could consider grouping in H42: comfortable Retirement: Suburban Couples, G38: Solid Foundation: Suburban Empty Nesters, G36: Conservative Consumers: Small-Town Empty Nesters and H40: Safety Net Seniors: Small-Town Retired Couples with the High Potential and/or Highest Affinity clusters, two of which happen to be your largest clusters. These clusters are similar in age (55+) and are at least 1.4 times as likely to be a visitor. Furthermore, they contribute 10% of revenue from lodging and camping.

**Secondary Market Retention Strategy.** Look very carefully at those that may become better clusters for Montrose with laser-precision marketing campaign treatments. Just as in online prospecting, looking at the segments based on the visitor metrics of those like them would be the wisest course in choosing who to cultivate and who to ignore in retention marketing programs.

**Secondary Market Media Placement Strategy.** Montrose should fish where the Highest Affinity fish are and focus on that audience to drive media decision-making. If some of these clusters, however, are deemed to be attractive candidates to cultivate, Montrose can look at their media profile to gauge how effectively they are reaching these clusters today based on current media mix and plans.

**Secondary Market Reactivation Strategy.** Reactivation strategies should always start with your Highest Affinity and High Potential clusters. However, consider including Secondary Market clusters - again, in piggy-back fashion with more important clusters. If you can identify what your current visitors like and dislike about your offerings, and you make adjustments, your reactivation efforts will also be improved.

# Visitor Transaction Analysis

## Lodging Spend

### Top Indexing Clusters

When taking a closer look at Montrose's best lodger groups, we see that these seven clusters, 17% of lodgers, represent ¼ of lodging spend. All clusters are 55+ years of age and all except C13: Retiring on Empty: Singles make at least \$100,000 a year.

Economic Cohort	IXI EC Group Description	U.S.	Lodging		Lodging Revenue
		Percent	Percent	Index vs. U.S.	Percent
K59: Country Club Climbers: Suburban Empty Nesters	Age 55-64, \$100-200K	1.0%	3.4%	324	8.5%
O69: Champagne Tastes: Executive Empty Nesters	Age 55-64, >\$200K	0.3%	0.7%	279	9.2%
L63: Established Wealth: Suburban Retirees	Age 65+, \$100-200K	1.1%	2.7%	245	4.1%
P71: Diamonds and Pearls: Wealthiest Retirees	Age 65+, >\$200K	0.2%	0.4%	228	0.6%
K57: Planners and Savers: Suburban Couples	Age 55-64, \$100-200K	1.9%	4.2%	227	0.2%
L61: Rewarding Retirement: Affluent Suburbanites	Age 65+, \$100-200K	1.8%	4.0%	221	2.6%
C13: Retiring on Empty: Singles	Age 55-64, <\$50K	0.5%	1.0%	203	0.0%
		6.8%	16.5%		25.3%

### Top Spending Clusters

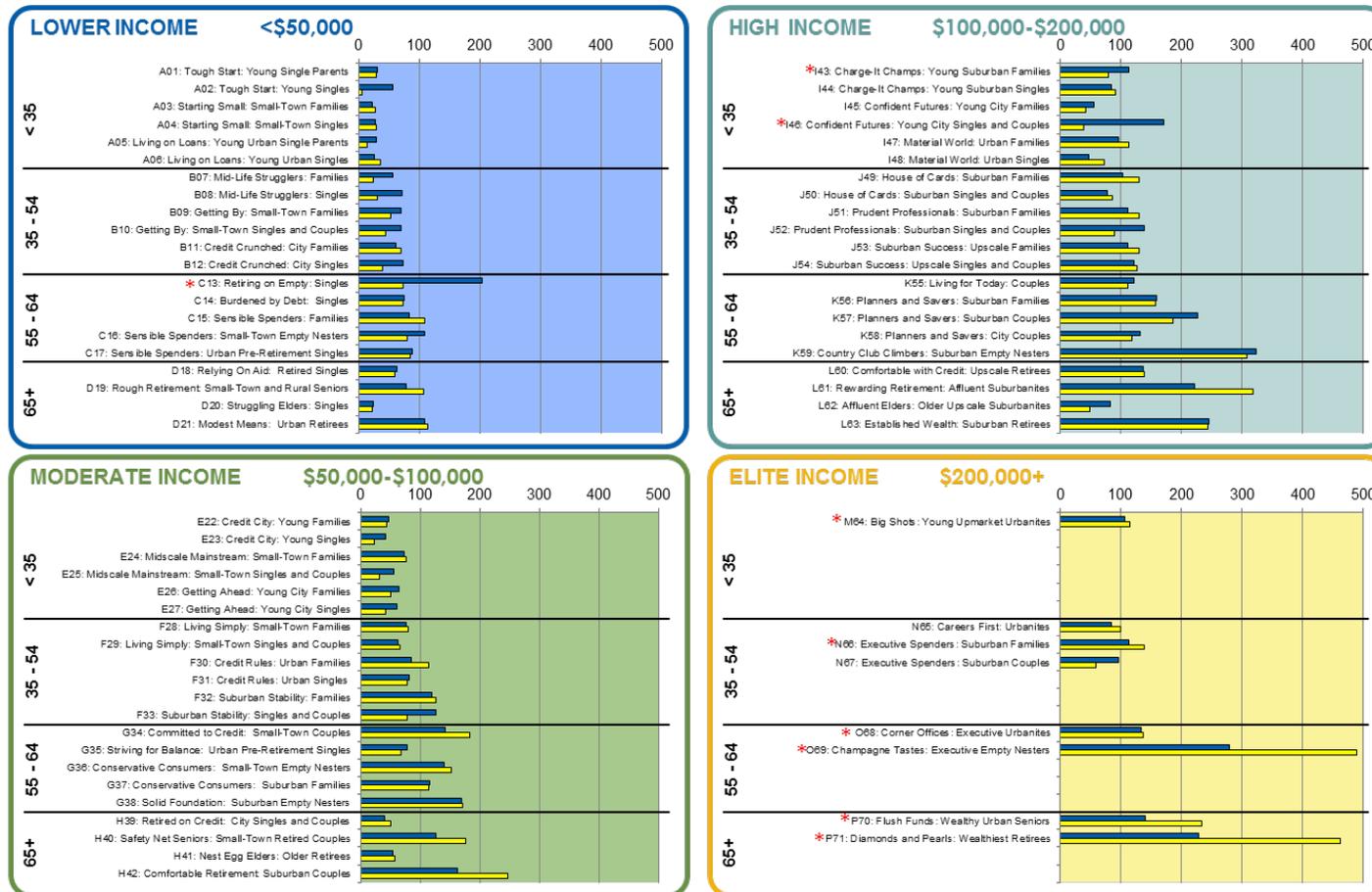
Now sorting the clusters based on the top spenders, the group is comprised of different clusters. While O69: Champagne Tastes: Executive Empty Nesters is the second largest indexing cluster, this one cluster actually represents nearly 1/10 of all lodging spend. Furthermore, G35: Striving for Balance: Urban Pre-Retirement Singles and D18: Relying on Aid: Retired Singles have a below average propensity to lodge in Montrose. But, when they do, these clusters also represent nearly 1/10 of spend meaning when they come they spend.

Economic Cohort	IXI EC Group Description	U.S.	Lodging		Lodging Revenue
		Percent	Percent	Index vs. U.S.	Percent
O69: Champagne Tastes: Executive Empty Nesters	Age 55-64, >\$200K	0.3%	0.7%	279	9.2%
K59: Country Club Climbers: Suburban Empty Nesters	Age 55-64, \$100-200K	1.0%	3.4%	324	8.5%
H40: Safety Net Seniors: Small-Town Retired Couples	Age 65+, \$50-100K	2.0%	2.4%	125	8.3%
H42: Comfortable Retirement: Suburban Couples	Age 65+, \$50-100K	2.5%	4.1%	162	7.2%
G35: Striving for Balance: Urban Pre-Retirement Singles	Age 55-64, \$50-100K	1.6%	1.3%	78	5.3%
J54: Suburban Success: Upscale Singles and Couples	Age 55-64, \$100-200K	1.3%	1.6%	122	4.8%
D18: Relying On Aid: Retired Singles	Age 65+, <\$50K	1.1%	0.7%	63	4.4%
		9.9%	14.3%		47.7%

Key: ■ Lodgers ■ Campers

## Campers and Lodgers

Anywhere the blue bar exceeds the yellow bar, those clusters are more likely to be lodgers. Anywhere the yellow bar exceeds the blue bar, those clusters are more likely to be campers. Those clusters with the greatest preference for camping over lodging (yellow bar greatly exceeds the blue bar) are in the pre-retired and retired age bands, 55+ years of age. For example, P71: Diamonds and Pearls: Wealthiest Retirees indexes 228 to be a lodger but indexes 2x greater, at 463, to be a camper.

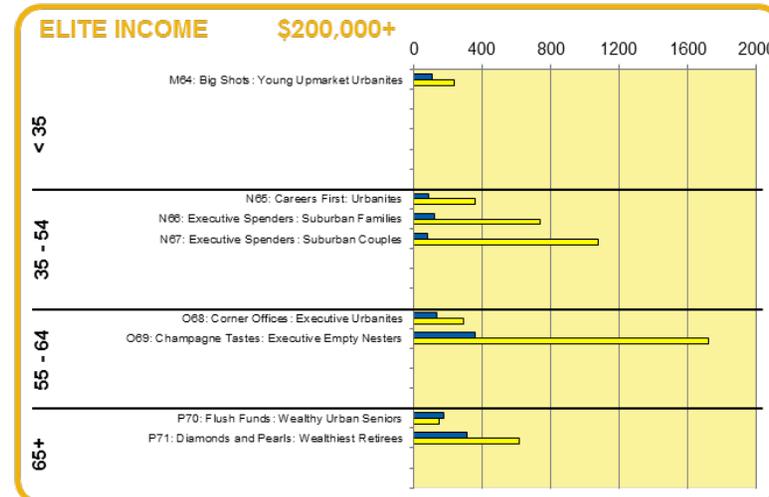
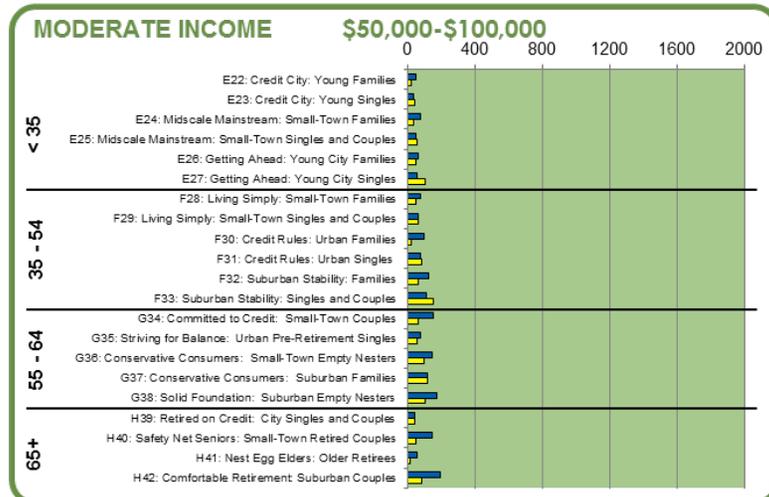
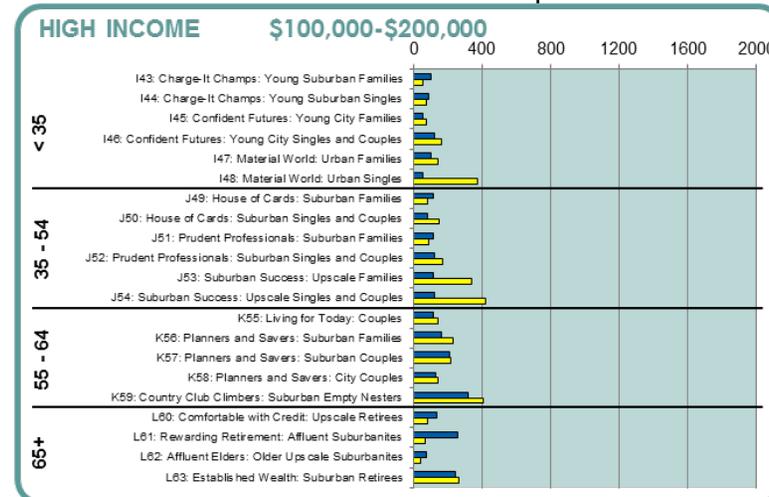
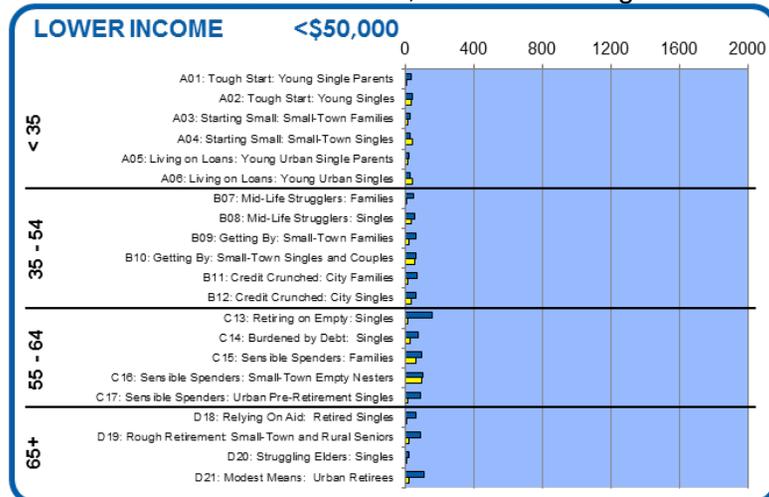


Penetration index = 100 \* [visitors %] / [mkt. %]

Key: ■ Montrose ■ Telluride

## Montrose Visitors vs. Telluride Visitors

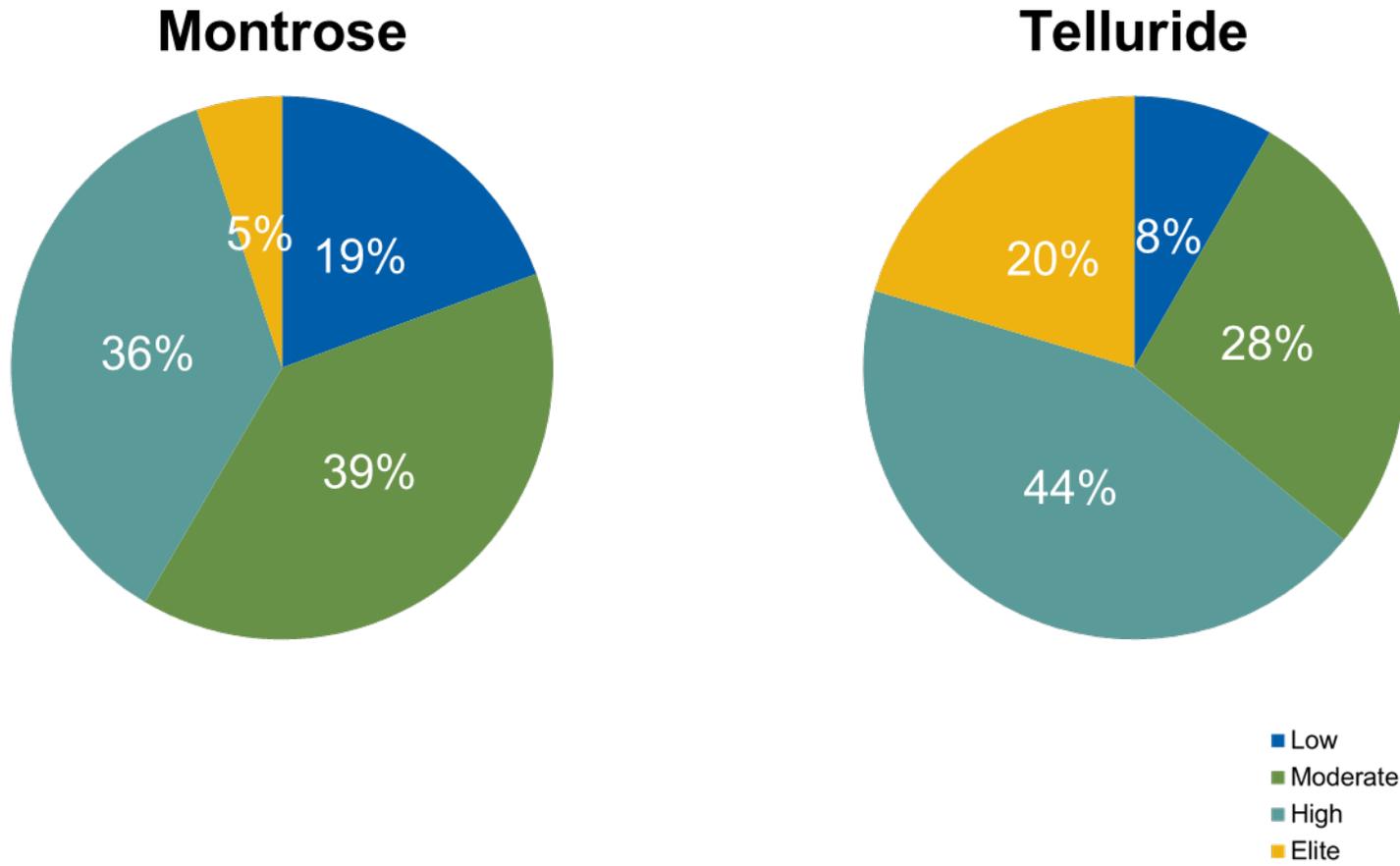
It is very clear that Telluride Visitors have a propensity to be more affluent than those visitors of Montrose. Directionally, the data is similar meaning that the top three indexing visitors of Montrose, index above 400 to be Visitors of Telluride. Some of the top indexing clusters of Montrose are the older, less affluent segments which could be due to the fact that we have captured RV data.



Penetration index = 100 \* [visitors %] / [mkt. %]

### Montrose Visitors vs. Telluride Visitors Income Distribution

It is very clear that Telluride drives more affluent visitors with 65% of households having an income of \$100K or greater. The majority of Montrose visitors have an income between \$50K-\$100K, closely followed by households with an income of \$100K-\$200k per year.



## Geographic Analysis – Top 15 Visitor CBSAs Mapped

Mapped below are the top 15 CBSAs by visitors. Those areas colored in the deepest red have the highest propensity of households visiting Montrose from this area. Those CBSAs in the deepest blues have lower propensities of visitors. The supporting data can be found on the following page.



## Geographic Analysis – Top 15 Visitor CBSAs Table

Below is the list of top 15 CBSAs for visitors. Here, the areas are rank ordered based on index value. Montrose represents the CBSA with the high propensity of visitors living in that area where Los Angeles represents one of the lowest propensities with an index of 44. It is very clear that those CBSAs within Colorado (Montrose, Durango, Grand Junction, etc.) have the highest propensity for visitors which makes sense as they are some of the closest to Montrose.

Visitors	Index
Montrose, CO Micropolitan Statistical Area	23280
Durango, CO Micropolitan Statistical Area	8253
Grand Junction, CO Metropolitan Statistical Area	5580
Colorado Springs, CO Metropolitan Statistical Area	2188
Fort Collins-Loveland, CO Metropolitan Statistical Area	1983
Denver-Aurora-Broomfield, CO Metropolitan Statistical Area	1676
Boulder, CO Metropolitan Statistical Area	1553
Greeley, CO Metropolitan Statistical Area	1418
Albuquerque, NM Metropolitan Statistical Area	428
Salt Lake City, UT Metropolitan Statistical Area	390
Phoenix-Mesa-Glendale, AZ Metropolitan Statistical Area	207
Dallas-Fort Worth-Arlington, TX Metropolitan Statistical Area	85
Houston-Sugar Land-Baytown, TX Metropolitan Statistical Area	71
Chicago-Joliet-Naperville, IL-IN-WI Metropolitan Statistical Area	49
Los Angeles-Long Beach-Santa Ana, CA Metropolitan Statistical Area	44



# Appendix A

Economic Cohort	Total US		Visitors		
	Count	Percent	Count	Percent	Index
O69: Champagne Tastes: Executive Empty Nesters	311,903	0.3%	90	0.9%	356
K59: Country Club Climbers: Suburban Empty Nesters	1,231,627	1.0%	318	3.3%	319
P71: Diamonds and Pearls: Wealthiest Retirees	212,383	0.2%	54	0.6%	314
L61: Rewarding Retirement: Affluent Suburbanites	2,153,818	1.8%	448	4.7%	257
L63: Established Wealth: Suburban Retirees	1,317,326	1.1%	262	2.7%	245
K57: Planners and Savers: Suburban Couples	2,220,515	1.9%	382	4.0%	212
H42: Comfortable Retirement: Suburban Couples	3,011,222	2.5%	470	4.9%	193
P70: Flush Funds: Wealthy Urban Seniors	521,645	0.4%	74	0.8%	175
G38: Solid Foundation: Suburban Empty Nesters	3,723,750	3.1%	511	5.3%	169
K56: Planners and Savers: Suburban Families	1,314,851	1.1%	169	1.8%	159
C13: Retiring on Empty: Singles	600,257	0.5%	76	0.8%	156
G34: Committed to Credit: Small-Town Couples	1,041,301	0.9%	131	1.4%	155
G36: Conservative Consumers: Small-Town Empty Nesters	2,398,415	2.0%	279	2.9%	144
H40: Safety Net Seniors: Small-Town Retired Couples	2,318,700	2.0%	267	2.8%	142
L60: Comfortable with Credit: Upscale Retirees	1,119,201	0.9%	125	1.3%	138
O68: Corner Offices: Executive Urbanites	737,980	0.6%	81	0.8%	135
K58: Planners and Savers: City Couples	2,083,622	1.8%	215	2.2%	127
J54: Suburban Success: Upscale Singles and Couples	1,592,273	1.3%	159	1.7%	123
N66: Executive Spenders: Suburban Families	883,334	0.7%	88	0.9%	123
I46: Confident Futures: Young City Singles and Couples	793,374	0.7%	79	0.8%	123
J52: Prudent Professionals: Suburban Singles and Couples	3,392,851	2.9%	333	3.5%	121
F32: Suburban Stability: Families	2,700,647	2.3%	265	2.8%	121
J51: Prudent Professionals: Suburban Families	3,032,542	2.6%	291	3.0%	118
J53: Suburban Success: Upscale Families	1,559,456	1.3%	149	1.5%	118
K55: Living for Today: Couples	1,148,465	1.0%	110	1.1%	118
G37: Conservative Consumers: Suburban Families	1,588,341	1.3%	147	1.5%	114
J49: House of Cards: Suburban Families	1,719,406	1.4%	157	1.6%	113
D21: Modest Means: Urban Retirees	2,507,785	2.1%	224	2.3%	110
M64: Big Shots: Young Upmarket Urbanites	234,836	0.2%	21	0.2%	110
F33: Suburban Stability: Singles and Couples	3,746,429	3.2%	327	3.4%	108
I47: Material World: Urban Families	300,603	0.3%	25	0.3%	103
I43: Charge-It Champs: Young Suburban Families	424,588	0.4%	35	0.4%	102
C16: Sensible Spenders: Small-Town Empty Nesters	1,576,856	1.3%	125	1.3%	98
F30: Credit Rules: Urban Families	2,187,338	1.8%	168	1.7%	95
C15: Sensible Spenders: Families	841,724	0.7%	63	0.7%	92
N65: Careers First: Urbanites	716,114	0.6%	52	0.5%	90

# Appendix A Continued

Economic Cohort	Total US		Visitors		
	Count	Percent	Count	Percent	Index
N65: Careers First: Urbanites	716,114	0.6%	52	0.5%	90
D19: Rough Retirement: Small-Town and Rural Seniors	2,304,753	1.9%	164	1.7%	88
I44: Charge-It Champs: Young Suburban Singles	590,945	0.5%	42	0.4%	88
C17: Sensible Spenders: Urban Pre-Retirement Singles	3,085,356	2.6%	217	2.3%	87
N67: Executive Spenders: Suburban Couples	463,909	0.4%	31	0.3%	82
J50: House of Cards: Suburban Singles and Couples	1,575,120	1.3%	103	1.1%	81
F31: Credit Rules: Urban Singles	2,692,344	2.3%	173	1.8%	79
F28: Living Simply: Small-Town Families	2,670,831	2.2%	166	1.7%	77
G35: Striving for Balance: Urban Pre-Retirement Singles	1,943,804	1.6%	117	1.2%	74
C14: Burdened by Debt: Singles	1,154,835	1.0%	69	0.7%	74
E24: Midscale Mainstream: Small-Town Families	1,080,246	0.9%	64	0.7%	73
L62: Affluent Elders: Older Upscale Suburbanites	1,119,734	0.9%	64	0.7%	71
B11: Credit Crunched: City Families	1,953,084	1.6%	102	1.1%	64
F29: Living Simply: Small-Town Singles and Couples	3,732,894	3.1%	191	2.0%	63
B09: Getting By: Small-Town Families	2,080,125	1.8%	106	1.1%	63
B12: Credit Crunched: City Singles	2,840,178	2.4%	140	1.5%	61
B10: Getting By: Small-Town Singles and Couples	3,306,062	2.8%	162	1.7%	60
D18: Relying On Aid: Retired Singles	1,361,209	1.1%	66	0.7%	60
E26: Getting Ahead: Young City Families	1,091,246	0.9%	52	0.5%	59
I48: Material World: Urban Singles	324,995	0.3%	15	0.2%	57
B08: Mid-Life Strugglers: Singles	1,143,037	1.0%	52	0.5%	56
H41: Nest Egg Elders: Older Retirees	3,480,146	2.9%	156	1.6%	55
E27: Getting Ahead: Young City Singles	1,713,523	1.4%	74	0.8%	53
I45: Confident Futures: Young City Families	633,383	0.5%	26	0.3%	51
E25: Midscale Mainstream: Small-Town Singles and Couples	1,494,927	1.3%	57	0.6%	47
E22: Credit City: Young Families	1,157,555	1.0%	43	0.4%	46
H39: Retired on Credit: City Singles and Couples	1,493,280	1.3%	53	0.6%	44
B07: Mid-Life Strugglers: Families	985,842	0.8%	35	0.4%	44
A02: Tough Start: Young Singles	684,698	0.6%	21	0.2%	38
E23: Credit City: Young Singles	1,656,995	1.4%	47	0.5%	35
A01: Tough Start: Young Single Parents	1,072,848	0.9%	26	0.3%	30
A06: Living on Loans: Young Urban Singles	1,969,058	1.7%	47	0.5%	29
A04: Starting Small: Small-Town Singles	2,112,179	1.8%	48	0.5%	28
A03: Starting Small: Small-Town Families	1,743,421	1.5%	34	0.4%	24
D20: Struggling Elders: Singles	3,047,892	2.6%	56	0.6%	23
A05: Living on Loans: Young Urban Single Parents	1,680,201	1.4%	32	0.3%	23
Total	118,706,133	100.0%	9,621	100.0%	100

# Appendix B

Economic Cohort	Total US		Visitors		
	Count	Percent	Count	Percent	Index
G38: Solid Foundation: Suburban Empty Nesters	3,723,750	3.1%	511	5.3%	169
H42: Comfortable Retirement: Suburban Couples	3,011,222	2.5%	470	4.9%	193
L61: Rewarding Retirement: Affluent Suburbanites	2,153,818	1.8%	448	4.7%	257
K57: Planners and Savers: Suburban Couples	2,220,515	1.9%	382	4.0%	212
J52: Prudent Professionals: Suburban Singles and Couples	3,392,851	2.9%	333	3.5%	121
F33: Suburban Stability: Singles and Couples	3,746,429	3.2%	327	3.4%	108
K59: Country Club Climbers: Suburban Empty Nesters	1,231,627	1.0%	318	3.3%	319
J51: Prudent Professionals: Suburban Families	3,032,542	2.6%	291	3.0%	118
G36: Conservative Consumers: Small-Town Empty Nesters	2,398,415	2.0%	279	2.9%	144
H40: Safety Net Seniors: Small-Town Retired Couples	2,318,700	2.0%	267	2.8%	142
F32: Suburban Stability: Families	2,700,647	2.3%	265	2.8%	121
L63: Established Wealth: Suburban Retirees	1,317,326	1.1%	262	2.7%	245
D21: Modest Means: Urban Retirees	2,507,785	2.1%	224	2.3%	110
C17: Sensible Spenders: Urban Pre-Retirement Singles	3,085,356	2.6%	217	2.3%	87
K58: Planners and Savers: City Couples	2,083,622	1.8%	215	2.2%	127
F29: Living Simply: Small-Town Singles and Couples	3,732,894	3.1%	191	2.0%	63
F31: Credit Rules: Urban Singles	2,692,344	2.3%	173	1.8%	79
K56: Planners and Savers: Suburban Families	1,314,851	1.1%	169	1.8%	159
F30: Credit Rules: Urban Families	2,187,338	1.8%	168	1.7%	95
F28: Living Simply: Small-Town Families	2,670,831	2.2%	166	1.7%	77
D19: Rough Retirement: Small-Town and Rural Seniors	2,304,753	1.9%	164	1.7%	88
B10: Getting By: Small-Town Singles and Couples	3,306,062	2.8%	162	1.7%	60
J54: Suburban Success: Upscale Singles and Couples	1,592,273	1.3%	159	1.7%	123
J49: House of Cards: Suburban Families	1,719,406	1.4%	157	1.6%	113
H41: Nest Egg Elders: Older Retirees	3,480,146	2.9%	156	1.6%	55
J53: Suburban Success: Upscale Families	1,559,456	1.3%	149	1.5%	118
G37: Conservative Consumers: Suburban Families	1,588,341	1.3%	147	1.5%	114
B12: Credit Crunched: City Singles	2,840,178	2.4%	140	1.5%	61
G34: Committed to Credit: Small-Town Couples	1,041,301	0.9%	131	1.4%	155
L60: Comfortable with Credit: Upscale Retirees	1,119,201	0.9%	125	1.3%	138
C16: Sensible Spenders: Small-Town Empty Nesters	1,576,856	1.3%	125	1.3%	98
G35: Striving for Balance: Urban Pre-Retirement Singles	1,943,804	1.6%	117	1.2%	74
K55: Living for Today: Couples	1,148,465	1.0%	110	1.1%	118
B09: Getting By: Small-Town Families	2,080,125	1.8%	106	1.1%	63
J50: House of Cards: Suburban Singles and Couples	1,575,120	1.3%	103	1.1%	81

# Appendix B Continued

Economic Cohort	Total US		Visitors		
	Count	Percent	Count	Percent	Index
B11: Credit Crunched: City Families	1,953,084	1.6%	102	1.1%	64
O69: Champagne Tastes: Executive Empty Nesters	311,903	0.3%	90	0.9%	356
N66: Executive Spenders: Suburban Families	883,334	0.7%	88	0.9%	123
O68: Corner Offices: Executive Urbanites	737,980	0.6%	81	0.8%	135
I46: Confident Futures: Young City Singles and Couples	793,374	0.7%	79	0.8%	123
C13: Retiring on Empty: Singles	600,257	0.5%	76	0.8%	156
P70: Flush Funds: Wealthy Urban Seniors	521,645	0.4%	74	0.8%	175
E27: Getting Ahead: Young City Singles	1,713,523	1.4%	74	0.8%	53
C14: Burdened by Debt: Singles	1,154,835	1.0%	69	0.7%	74
D18: Relying On Aid: Retired Singles	1,361,209	1.1%	66	0.7%	60
E24: Midscale Mainstream: Small-Town Families	1,080,246	0.9%	64	0.7%	73
L62: Affluent Elders: Older Upscale Suburbanites	1,119,734	0.9%	64	0.7%	71
C15: Sensible Spenders: Families	841,724	0.7%	63	0.7%	92
E25: Midscale Mainstream: Small-Town Singles and Couples	1,494,927	1.3%	57	0.6%	47
D20: Struggling Elders: Singles	3,047,892	2.6%	56	0.6%	23
P71: Diamonds and Pearls: Wealthiest Retirees	212,383	0.2%	54	0.6%	314
H39: Retired on Credit: City Singles and Couples	1,493,280	1.3%	53	0.6%	44
N65: Careers First: Urbanites	716,114	0.6%	52	0.5%	90
E26: Getting Ahead: Young City Families	1,091,246	0.9%	52	0.5%	59
B08: Mid-Life Strugglers: Singles	1,143,037	1.0%	52	0.5%	56
A04: Starting Small: Small-Town Singles	2,112,179	1.8%	48	0.5%	28
E23: Credit City: Young Singles	1,656,995	1.4%	47	0.5%	35
A06: Living on Loans: Young Urban Singles	1,969,058	1.7%	47	0.5%	29
E22: Credit City: Young Families	1,157,555	1.0%	43	0.4%	46
I44: Charge-It Champs: Young Suburban Singles	590,945	0.5%	42	0.4%	88
I43: Charge-It Champs: Young Suburban Families	424,588	0.4%	35	0.4%	102
B07: Mid-Life Strugglers: Families	985,842	0.8%	35	0.4%	44
A03: Starting Small: Small-Town Families	1,743,421	1.5%	34	0.4%	24
A05: Living on Loans: Young Urban Single Parents	1,680,201	1.4%	32	0.3%	23
N67: Executive Spenders: Suburban Couples	463,909	0.4%	31	0.3%	82
I45: Confident Futures: Young City Families	633,383	0.5%	26	0.3%	51
A01: Tough Start: Young Single Parents	1,072,848	0.9%	26	0.3%	30
I47: Material World: Urban Families	300,603	0.3%	25	0.3%	103
M64: Big Shots: Young Upmarket Urbanites	234,836	0.2%	21	0.2%	110
A02: Tough Start: Young Singles	684,698	0.6%	21	0.2%	38
I48: Material World: Urban Singles	324,995	0.3%	15	0.2%	57
Total	118,706,133	100.0%	9,621	100.0%	100

# Visitor Exploration

## Montrose Exploration All Visitors

Economic Cohort	U.S.	All Visitors			Index vs. U.S.	
	Percent	Count	Percent			
A01: Tough Start: Young Single Parents	0.9%	26	0.3%	30	*	
A02: Tough Start: Young Singles	0.6%	21	0.2%	38	*	
A03: Starting Small: Small-Town Families	1.5%	34	0.4%	24	*	
A04: Starting Small: Small-Town Singles	1.8%	48	0.5%	28	*	
A05: Living on Loans: Young Urban Single Parents	1.4%	32	0.3%	23	*	
A06: Living on Loans: Young Urban Singles	1.7%	47	0.5%	29	*	
B07: Mid-Life Strugglers: Families	0.8%	35	0.4%	44	*	
B08: Mid-Life Strugglers: Singles	1.0%	52	0.5%	56		
B09: Getting By: Small-Town Families	1.8%	106	1.1%	63		
B10: Getting By: Small-Town Singles and Couples	2.8%	162	1.7%	60		
B11: Credit Crunched: City Families	1.6%	102	1.1%	64		
B12: Credit Crunched: City Singles	2.4%	140	1.5%	61		
C13: Retiring on Empty: Singles	0.5%	76	0.8%	156		
C14: Burdened by Debt: Singles	1.0%	69	0.7%	74		
C15: Sensible Spenders: Families	0.7%	63	0.7%	92		
C16: Sensible Spenders: Small-Town Empty Nesters	1.3%	125	1.3%	98		
C17: Sensible Spenders: Urban Pre-Retirement Singles	2.6%	217	2.3%	87		
D18: Relying On Aid: Retired Singles	1.1%	66	0.7%	60		
D19: Rough Retirement: Small-Town and Rural Seniors	1.9%	164	1.7%	88		
D20: Struggling Elders: Singles	2.6%	56	0.6%	23		
D21: Modest Means: Urban Retirees	2.1%	224	2.3%	110		
E22: Credit City: Young Families	1.0%	43	0.4%	46	*	
E23: Credit City: Young Singles	1.4%	47	0.5%	35	*	
E24: Midscale Mainstream: Small-Town Families	0.9%	64	0.7%	73		
E25: Midscale Mainstream: Small-Town Singles and Couples	1.3%	57	0.6%	47		
E26: Getting Ahead: Young City Families	0.9%	52	0.5%	59		
E27: Getting Ahead: Young City Singles	1.4%	74	0.8%	53		
F28: Living Simply: Small-Town Families	2.2%	166	1.7%	77		
F29: Living Simply: Small-Town Singles and Couples	3.1%	191	2.0%	63		
F30: Credit Rules: Urban Families	1.8%	168	1.7%	95		
F31: Credit Rules: Urban Singles	2.3%	173	1.8%	79		
F32: Suburban Stability: Families	2.3%	265	2.8%	121		
F33: Suburban Stability: Singles and Couples	3.2%	327	3.4%	108		
G34: Committed to Credit: Small-Town Couples	0.9%	131	1.4%	155		
G35: Striving for Balance: Urban Pre-Retirement Singles	1.6%	117	1.2%	74		
G36: Conservative Consumers: Small-Town Empty Nesters	2.0%	279	2.9%	144		
G37: Conservative Consumers: Suburban Families	1.3%	147	1.5%	114		
G38: Solid Foundation: Suburban Empty Nesters	3.1%	511	5.3%	169		
H39: Retired on Credit: City Singles and Couples	1.3%	53	0.6%	44		
H40: Safety Net Seniors: Small-Town Retired Couples	2.0%	267	2.8%	142		
H41: Nest Egg Elders: Older Retirees	2.9%	156	1.6%	55		
H42: Comfortable Retirement: Suburban Couples	2.5%	470	4.9%	193		

## Montrose Exploration All Visitors

Economic Cohort	U.S.	All Visitors		
	Percent	Count	Percent	Index vs. U.S.
I43: Charge-It Champs: Young Suburban Families	0.4%	35	0.4%	102 *
I44: Charge-It Champs: Young Suburban Singles	0.5%	42	0.4%	88 *
I45: Confident Futures: Young City Families	0.5%	26	0.3%	51 *
I46: Confident Futures: Young City Singles and Couples	0.7%	79	0.8%	123
I47: Material World: Urban Families	0.3%	25	0.3%	103 *
I48: Material World: Urban Singles	0.3%	15	0.2%	57 *
J49: House of Cards: Suburban Families	1.4%	157	1.6%	113
J50: House of Cards: Suburban Singles and Couples	1.3%	103	1.1%	81
J51: Prudent Professionals: Suburban Families	2.6%	291	3.0%	118
J52: Prudent Professionals: Suburban Singles and Couples	2.9%	333	3.5%	121
J53: Suburban Success: Upscale Families	1.3%	149	1.5%	118
J54: Suburban Success: Upscale Singles and Couples	1.3%	159	1.7%	123
K55: Living for Today: Couples	1.0%	110	1.1%	118
K56: Planners and Savers: Suburban Families	1.1%	169	1.8%	159
K57: Planners and Savers: Suburban Couples	1.9%	382	4.0%	212
K58: Planners and Savers: City Couples	1.8%	215	2.2%	127
K59: Country Club Climbers: Suburban Empty Nesters	1.0%	318	3.3%	319
L60: Comfortable with Credit: Upscale Retirees	0.9%	125	1.3%	138
L61: Rewarding Retirement: Affluent Suburbanites	1.8%	448	4.7%	257
L62: Affluent Elders: Older Upscale Suburbanites	0.9%	64	0.7%	71
L63: Established Wealth: Suburban Retirees	1.1%	262	2.7%	245
M64: Big Shots: Young Upmarket Urbanites	0.2%	21	0.2%	110 *
N65: Careers First: Urbanites	0.6%	52	0.5%	90
N66: Executive Spenders: Suburban Families	0.7%	88	0.9%	123
N67: Executive Spenders: Suburban Couples	0.4%	31	0.3%	82 *
O68: Corner Offices: Executive Urbanites	0.6%	81	0.8%	135
O69: Champagne Tastes: Executive Empty Nesters	0.3%	90	0.9%	356
P70: Flush Funds: Wealthy Urban Seniors	0.4%	74	0.8%	175
P71: Diamonds and Pearls: Wealthiest Retirees	0.2%	54	0.6%	314
Total	100.0%	9,621	100.0%	100

100-199	200-299	300+
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## Montrose Exploration Season

Economic Cohort	U.S.	Winter (November - April)			Summer (May-October)				
	Percent	Count	Percent	Index vs. U.S.	*	Count	Percent	Index vs. U.S.	*
A01: Tough Start: Young Single Parents	0.9%	17	0.7%	74	*	15	0.2%	20	*
A02: Tough Start: Young Singles	0.6%	11	0.4%	75	*	10	0.1%	21	*
A03: Starting Small: Small Town Families	1.5%	12	0.5%	32	*	27	0.3%	22	*
A04: Starting Small: Small Town Singles	1.8%	23	0.9%	51	*	32	0.4%	21	*
A05: Living on Loans: Young Urban Single Parents	1.4%	8	0.3%	22	*	28	0.3%	23	*
A06: Living on Loans: Young Urban Singles	1.7%	15	0.6%	36	*	37	0.4%	26	*
B07: Mid-Life Strugglers: Small Town Families	0.8%	12	0.5%	57	*	28	0.3%	40	*
B08: Mid-Life Strugglers: Singles	1.0%	22	0.9%	90	*	36	0.4%	44	*
B09: Getting By: Small Town Families	1.8%	40	1.6%	90	*	86	1.0%	58	
B10: Getting By: Small Town Singles and Couples	2.8%	71	2.8%	101		123	1.5%	52	
B11: Credit Crunched: City Families	1.6%	45	1.8%	108	*	80	0.9%	58	
B12: Credit Crunched: City Singles	2.4%	71	2.8%	117		104	1.2%	52	
C13: Retiring on Empty: Singles	0.5%	29	1.1%	227	*	58	0.7%	136	
C14: Burdened by Debt: Small Town Singles	1.0%	17	0.7%	69	*	55	0.7%	67	
C15: Sensible Spenders: Families	0.7%	16	0.6%	89	*	55	0.7%	92	
C16: Sensible Spenders: Small Town Empty Nesters	1.3%	49	1.9%	146	*	93	1.1%	83	
C17: Sensible Spenders: Urban Pre-Retirement Singles	2.6%	50	2.0%	76		194	2.3%	89	
D18: Relying on Aid: Retired Singles	1.1%	27	1.1%	93	*	54	0.6%	56	
D19: Rough Retirement: Small Town and Rural Seniors	1.9%	22	0.9%	45	*	157	1.9%	96	
D20: Struggling Elders: Small Town and Rural Singles	2.6%	24	0.9%	37	*	46	0.5%	21	*
D21: Little to Live On: Urban Retirees	2.1%	41	1.6%	77	*	211	2.5%	118	
E22: Credit City: Young Families	1.0%	22	0.9%	89	*	29	0.3%	35	*
E23: Credit City: Young Singles	1.4%	21	0.8%	60	*	31	0.4%	26	*
E24: Midscale Mainstream: Small Town Families	0.9%	31	1.2%	135	*	53	0.6%	69	
E25: Midscale Mainstream: Small Town Singles and Couples	1.3%	20	0.8%	63	*	44	0.5%	41	*
E26: Getting Ahead: Young City Families	0.9%	35	1.4%	151	*	33	0.4%	43	*
E27: Getting Ahead: Young City Singles	1.4%	23	0.9%	63	*	54	0.6%	44	
F28: Living Simply: Small Town Families	2.2%	54	2.1%	95		150	1.8%	79	
F29: Living Simply: Small Town Singles and Couples	3.1%	66	2.6%	83		157	1.9%	59	
F30: Credit Rules: Urban Families	1.8%	44	1.7%	94	*	150	1.8%	97	
F31: Credit Rules: Urban Singles and Couples	2.3%	55	2.2%	96		144	1.7%	75	
F32: Suburban Stability: Families	2.3%	84	3.3%	146		219	2.6%	114	
F33: Suburban Stability: Singles and Couples	3.2%	111	4.4%	139		259	3.1%	97	
G34: Committed to Credit: Small Town Couples	0.9%	30	1.2%	135	*	121	1.4%	164	
G35: Striving for Balance: Urban Pre-Retirement Singles	1.6%	24	0.9%	58	*	106	1.3%	77	
G36: Conservative Consumers: Small Town Empty Nesters	2.0%	78	3.1%	153		248	2.9%	146	
G37: Conservative Consumers: Suburban Families	1.3%	30	1.2%	89	*	137	1.6%	121	
G38: Solid Foundation: Suburban Empty Nesters	3.1%	112	4.4%	141		465	5.5%	176	
H39: Retired on Credit : City Singles and Couples	1.3%	15	0.6%	47	*	44	0.5%	41	*
H40: Safety Net Seniors: Small Town Retired Couples	2.0%	48	1.9%	97	*	259	3.1%	157	
H41: Nest Egg Elders: Older Retirees	2.9%	26	1.0%	35	*	148	1.8%	60	

## Montrose Exploration Season

Economic Cohort	U.S.	Winter (November - April)			Summer (May-October)				
	Percent	Count	Percent	Index vs. U.S.	*	Count	Percent	Index vs. U.S.	*
H42: Comfortable Retirement: Suburban Couples	2.5%	72	2.8%	112		454	5.4%	212	
I43: Charge-It Champs: Young Suburban Families	0.4%	17	0.7%	188	*	25	0.3%	83	*
I44: Charge-It Champs: Young Suburban Singles and Couples	0.5%	8	0.3%	64	*	35	0.4%	83	*
I45: Confident Futures: Young City Families	0.5%	7	0.3%	52	*	20	0.2%	44	*
I46: Confident Futures: Young City Singles and Couples	0.7%	29	1.1%	172	*	61	0.7%	108	*
I47: Material World: Urban Families	0.3%	8	0.3%	125	*	23	0.3%	108	*
I48: Material World: Urban Singles	0.3%	5	0.2%	72	*	10	0.1%	43	*
J49: House of Cards: Suburban Families	1.4%	45	1.8%	123	*	137	1.6%	112	
J50: House of Cards: Suburban Singles and Couples	1.3%	27	1.1%	81	*	88	1.0%	79	
J51: Prudent Professionals: Suburban Families	2.6%	81	3.2%	125		241	2.9%	112	
J52: Prudent Professionals: Suburban Singles and Couples	2.9%	98	3.9%	136		282	3.3%	117	
J53: Suburban Success: Upscale Families	1.3%	40	1.6%	120	*	126	1.5%	114	
J54: Suburban Success: Upscale Singles and Couples	1.3%	63	2.5%	186		135	1.6%	119	
K55: Living for Today: Singles and Couples	1.0%	17	0.7%	70	*	102	1.2%	125	
K56: Planners and Savers: Suburban Families	1.1%	37	1.5%	132	*	152	1.8%	163	
K57: Planners and Savers: Suburban Couples	1.9%	94	3.7%	199		347	4.1%	220	
K58: Planners and Savers: Urban Couples	1.8%	37	1.5%	83	*	209	2.5%	141	
K59: Country Club Climbers: Suburban Empty Nesters	1.0%	73	2.9%	278		288	3.4%	329	
L60: Comfortable with Credit: Upscale Retirees	0.9%	27	1.1%	113	*	118	1.4%	148	
L61: Rewarding Retirement: Affluent Suburbanites	1.8%	61	2.4%	133		425	5.0%	278	
L62: Affluent Elders: Older Upscale Suburbanites	0.9%	12	0.5%	50	*	58	0.7%	73	
L63: Established Wealth: Suburban Retirees	1.1%	31	1.2%	111	*	251	3.0%	268	
M64: Big Shots: Young Upmarket Urbanites	0.2%	5	0.2%	100	*	17	0.2%	102	*
N65: Careers First: City Singles	0.6%	11	0.4%	72	*	46	0.5%	90	*
N66: Executive Spenders: Suburban Families	0.7%	12	0.5%	64	*	80	0.9%	127	
N67: Executive Spenders: Suburban Couples	0.4%	5	0.2%	51	*	29	0.3%	88	*
O68: Corner Offices: Executive Urban Couples	0.6%	13	0.5%	83	*	78	0.9%	149	
O69: Champagne Tastes: Executive Empty Nesters	0.3%	19	0.8%	286	*	88	1.0%	397	
P70: Flush Funds: Wealthy Urban Seniors	0.4%	12	0.5%	108	*	74	0.9%	200	
P71: Diamonds and Pearls: Wealthiest Retirees	0.2%	10	0.4%	221	*	54	0.6%	358	
Total	100.0%	2,527	100.0%	100		8,433	100.0%	100	

100-199	200-299	300+
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**Montrose  
Exploration  
Location of Stay**

Economic Cohort	U.S.	Lodging			RV				
	Percent	Count	Percent	Index vs. U.S.	*	Count	Percent	Index vs. U.S.	*
A01: Tough Start: Young Single Parents	0.9%	17	0.3%	31	*	9	0.3%	28	*
A02: Tough Start: Young Singles	0.6%	20	0.3%	57	*	1	0.0%	5	*
A03: Starting Small: Small Town Families	1.5%	20	0.3%	22	*	14	0.4%	27	*
A04: Starting Small: Small Town Singles	1.8%	30	0.5%	27	*	18	0.5%	29	*
A05: Living on Loans: Young Urban Single Parents	1.4%	25	0.4%	29	*	7	0.2%	14	*
A06: Living on Loans: Young Urban Singles	1.7%	26	0.4%	26	*	21	0.6%	36	*
B07: Mid-Life Strugglers: Small Town Families	0.8%	28	0.5%	55	*	7	0.2%	24	*
B08: Mid-Life Strugglers: Singles	1.0%	42	0.7%	71	*	10	0.3%	30	*
B09: Getting By: Small Town Families	1.8%	74	1.2%	69		32	0.9%	52	*
B10: Getting By: Small Town Singles and Couples	2.8%	119	1.9%	70		43	1.2%	44	*
B11: Credit Crunched: City Families	1.6%	62	1.0%	61		40	1.1%	69	*
B12: Credit Crunched: City Singles	2.4%	107	1.7%	73		33	0.9%	39	*
C13: Retiring on Empty: Singles	0.5%	63	1.0%	203		13	0.4%	73	*
C14: Burdened by Debt: Small Town Singles	1.0%	44	0.7%	74	*	25	0.7%	73	*
C15: Sensible Spenders: Families	0.7%	36	0.6%	83	*	27	0.8%	109	*
C16: Sensible Spenders: Small Town Empty Nesters	1.3%	88	1.4%	108		37	1.1%	79	*
C17: Sensible Spenders: Urban Pre-Retirement Singles	2.6%	141	2.3%	88		77	2.2%	85	
D18: Relying on Aid: Retired Singles	1.1%	44	0.7%	63	*	24	0.7%	60	*
D19: Rough Retirement: Small Town and Rural Seniors	1.9%	93	1.5%	78		73	2.1%	107	
D20: Struggling Elders: Small Town and Rural Singles	2.6%	36	0.6%	23	*	20	0.6%	22	*
D21: Little to Live On: Urban Retirees	2.1%	140	2.3%	108		84	2.4%	113	
E22: Credit City: Young Families	1.0%	28	0.5%	47	*	15	0.4%	44	*
E23: Credit City: Young Singles	1.4%	36	0.6%	42	*	11	0.3%	22	*
E24: Midscale Mainstream: Small Town Families	0.9%	40	0.7%	72	*	24	0.7%	75	*
E25: Midscale Mainstream: Small Town Singles and Couples	1.3%	43	0.7%	56	*	14	0.4%	32	*
E26: Getting Ahead: Young City Families	0.9%	36	0.6%	64	*	16	0.5%	50	*
E27: Getting Ahead: Young City Singles	1.4%	53	0.9%	60		21	0.6%	42	*
F28: Living Simply: Small Town Families	2.2%	104	1.7%	75		62	1.8%	79	
F29: Living Simply: Small Town Singles and Couples	3.1%	119	1.9%	62		73	2.1%	66	
F30: Credit Rules: Urban Families	1.8%	95	1.5%	84		73	2.1%	113	
F31: Credit Rules: Urban Singles and Couples	2.3%	112	1.8%	81		61	1.7%	77	
F32: Suburban Stability: Families	2.3%	165	2.7%	118		100	2.9%	125	
F33: Suburban Stability: Singles and Couples	3.2%	243	4.0%	126		85	2.4%	77	
G34: Committed to Credit: Small Town Couples	0.9%	76	1.2%	141		56	1.6%	182	
G35: Striving for Balance: Urban Pre-Retirement Singles	1.6%	78	1.3%	78		39	1.1%	68	*
G36: Conservative Consumers: Small Town Empty Nesters	2.0%	172	2.8%	139		107	3.1%	151	
G37: Conservative Consumers: Suburban Families	1.3%	95	1.5%	116		53	1.5%	113	
G38: Solid Foundation: Suburban Empty Nesters	3.1%	324	5.3%	168		188	5.4%	171	
H39: Retired on Credit : City Singles and Couples	1.3%	31	0.5%	40	*	22	0.6%	50	*
H40: Safety Net Seniors: Small Town Retired Couples	2.0%	150	2.4%	125		120	3.4%	175	
H41: Nest Egg Elders: Older Retirees	2.9%	97	1.6%	54		59	1.7%	57	
H42: Comfortable Retirement: Suburban Couples	2.5%	252	4.1%	162		219	6.3%	246	

**Montrose  
Exploration  
Location of Stay**

Economic Cohort	U.S.	Lodging			RV				
	Percent	Count	Percent	Index vs. U.S.	*	Count	Percent	Index vs. U.S.	*
I43: Charge-It Champs: Young Suburban Families	0.4%	25	0.4%	114	*	10	0.3%	80	*
I44: Charge-It Champs: Young Suburban Singles and Couples	0.5%	26	0.4%	85	*	16	0.5%	92	*
I45: Confident Futures: Young City Families	0.5%	18	0.3%	55	*	8	0.2%	43	*
I46: Confident Futures: Young City Singles and Couples	0.7%	70	1.1%	171		9	0.3%	38	*
I47: Material World: Urban Families	0.3%	15	0.2%	97	*	10	0.3%	113	*
I48: Material World: Urban Singles	0.3%	8	0.1%	48	*	7	0.2%	73	*
J49: House of Cards: Suburban Families	1.4%	91	1.5%	102		66	1.9%	130	
J50: House of Cards: Suburban Singles and Couples	1.3%	63	1.0%	77		40	1.1%	86	*
J51: Prudent Professionals: Suburban Families	2.6%	174	2.8%	111		117	3.3%	131	
J52: Prudent Professionals: Suburban Singles and Couples	2.9%	243	4.0%	139		90	2.6%	90	
J53: Suburban Success: Upscale Families	1.3%	90	1.5%	112		60	1.7%	130	
J54: Suburban Success: Upscale Singles and Couples	1.3%	100	1.6%	122		60	1.7%	128	
K55: Living for Today: Singles and Couples	1.0%	72	1.2%	121		38	1.1%	112	*
K56: Planners and Savers: Suburban Families	1.1%	108	1.8%	159		61	1.7%	157	
K57: Planners and Savers: Suburban Couples	1.9%	260	4.2%	227		122	3.5%	186	
K58: Planners and Savers: Urban Couples	1.8%	143	2.3%	133		73	2.1%	119	
K59: Country Club Climbers: Suburban Empty Nesters	1.0%	206	3.4%	324		112	3.2%	308	
L60: Comfortable with Credit: Upscale Retirees	0.9%	79	1.3%	137		46	1.3%	139	*
L61: Rewarding Retirement: Affluent Suburbanites	1.8%	246	4.0%	221		202	5.8%	318	
L62: Affluent Elders: Older Upscale Suburbanites	0.9%	48	0.8%	83	*	16	0.5%	48	*
L63: Established Wealth: Suburban Retirees	1.1%	167	2.7%	245		95	2.7%	244	
M64: Big Shots: Young Upmarket Urbanites	0.2%	13	0.2%	107	*	8	0.2%	115	*
N65: Careers First: City Singles	0.6%	31	0.5%	84	*	21	0.6%	99	*
N66: Executive Spenders: Suburban Families	0.7%	52	0.8%	114		36	1.0%	138	*
N67: Executive Spenders: Suburban Couples	0.4%	23	0.4%	96	*	8	0.2%	58	*
O68: Corner Offices: Executive Urban Couples	0.6%	51	0.8%	134		30	0.9%	138	*
O69: Champagne Tastes: Executive Empty Nesters	0.3%	45	0.7%	279	*	45	1.3%	489	*
P70: Flush Funds: Wealthy Urban Seniors	0.4%	38	0.6%	141	*	36	1.0%	234	*
P71: Diamonds and Pearls: Wealthiest Retirees	0.2%	25	0.4%	228	*	29	0.8%	463	*
Total	100.0%	6,134	100.0%	100		3,504	100.0%	100	

100-199    200-299    300+

**Montrose  
Exploration  
Visitor Stay Average Spend**

Economic Cohort	U.S.	Lodging Revenue		RV Revenue		Combined Revenue		
	Percent	Mean	Index vs. Mean *	Mean	Index vs. Mean *	Mean	Index vs. Mean *	
A01: Tough Start: Young Single Parents	0.9%	\$ 102	75	\$ 3,320	133	\$ 1,216	123	
A02: Tough Start: Young Singles	0.6%	\$ 66	49 *	\$ 2	0 *	\$ 63	6 *	
A03: Starting Small: Small-Town Families	1.5%	\$ 83	61	\$ 14,785	593	\$ 6,320	638	
A04: Starting Small: Small-Town Singles	1.8%	\$ 174	128	\$ 1,451	58	\$ 653	66	
A05: Living on Loans: Young Urban Single Parents	1.4%	\$ 107	79	\$ 29	1	\$ 90	9	
A06: Living on Loans: Young Urban Singles	1.7%	\$ 127	94	\$ 53	2 *	\$ 94	9 *	
B07: Mid-Life Strugglers: Families	0.8%	\$ 135	100	\$ 6,950	279	\$ 1,498	151	
B08: Mid-Life Strugglers: Singles	1.0%	\$ 91	67 *	\$ 776	31	\$ 222	22	
B09: Getting By: Small-Town Families	1.8%	\$ 118	87	\$ 4,579	184	\$ 1,448	146	
B10: Getting By: Small-Town Singles and Couples	2.8%	\$ 156	115	\$ 5,364	215	\$ 1,573	159	
B11: Credit Crunches: City Families	1.6%	\$ 143	106	\$ 529	21	\$ 295	30	
B12: Credit Crunches: City Singles	2.4%	\$ 130	96	\$ 5,560	223	\$ 1,419	143	
C13: Retiring on Empty: Singles	0.5%	\$ 134	99	\$ 259	10	\$ 156	16	
C14: Burdened by Debt: Singles	1.0%	\$ 167	124	\$ 1,930	77	\$ 790	80	
C15: Sensible Spenders: Families	0.7%	\$ 106	78	\$ 664	27	\$ 345	35	
C16: Sensible Spenders: Small-Town Empty Nesters	1.3%	\$ 142	105	\$ 515	21	\$ 250	25	
C17: Sensible Spenders: Urban Pre-Retirement Singles	2.6%	\$ 128	95	\$ 2,314	93	\$ 911	92	
D18: Relying On Aid: Retired Singles	1.1%	\$ 113	84	\$ 16,358	656	\$ 6,048	611	
D19: Rough Retirement: Small-Town and Rural Seniors	1.9%	\$ 141	104	\$ 1,015	41	\$ 526	53	
D20: Struggling Elders: Singles	2.6%	\$ 155	115	\$ 13,353	535	\$ 5,135	519	
D21: Modest Means: Urban Retirees	2.1%	\$ 145	107	\$ 318	13	\$ 210	21	
E22: Credit City: Young Families	1.0%	\$ 90	67	\$ 3,234	130	\$ 1,187	120	
E23: Credit City: Young Singles	1.4%	\$ 138	102	\$ 1,779	71	\$ 522	53	
E24: Midscale Mainstream: Small-Town Families	0.9%	\$ 125	93	\$ 2,855	114	\$ 1,110	112	
E25: Midscale Mainstream: Small-Town Singles and Couples	1.3%	\$ 132	97 *	\$ 29	1 *	\$ 107	11	
E26: Getting Ahead: Young City Families	0.9%	\$ 147	108	\$ 2,861	115	\$ 982	99	
E27: Getting Ahead: Young City Singles	1.4%	\$ 89	66 *	\$ 226	9	\$ 126	13	
F28: Living Simply: Small-Town Families	2.2%	\$ 180	133	\$ 3,386	136	\$ 1,353	137	
F29: Living Simply: Small-Town Singles and Couples	3.1%	\$ 146	108	\$ 3,403	136	\$ 1,388	140	
F30: Credit Rules: Urban Families	1.8%	\$ 110	81	\$ 613	25	\$ 327	33	
F31: Credit Rules: Urban Singles	2.3%	\$ 127	94	\$ 2,434	98	\$ 932	94	
F32: Suburban Stability: Families	2.3%	\$ 142	105	\$ 186	7	\$ 159	16	
F33: Suburban Stability: Singles and Couples	3.2%	\$ 137	101	\$ 678	27	\$ 279	28	
G34: Committed to Credit: Small-Town Couples	0.9%	\$ 169	125	\$ 2,888	116	\$ 1,321	133	
G35: Striving for Balance: Urban Pre-Retirement Singles	1.6%	\$ 143	106	\$ 11,802	473	\$ 4,030	407	
G36: Conservative Consumers: Small-Town Empty Nesters	2.0%	\$ 176	131	\$ 2,848	114	\$ 1,187	120	
G37: Conservative Consumers: Suburban Families	1.3%	\$ 124	92	\$ 949	38	\$ 423	43	
G38: Solid Foundation: Suburban Empty Nesters	3.1%	\$ 136	101	\$ 1,818	73	\$ 751	76	
H39: Retired on Credit: City Singles and Couples	1.3%	\$ 136	101	\$ 5,055	203	\$ 2,123	214	
H40: Safety Net Seniors: Small-Town Retired Couples	2.0%	\$ 112	83	\$ 6,115	245	\$ 2,774	280	
H41: Nest Egg Elders: Older Retirees	2.9%	\$ 136	101	\$ 1,883	75	\$ 797	80	

**Montrose  
Exploration  
Visitor Stay Average Spend**

Economic Cohort	U.S.	Lodging Revenue		RV Revenue		Combined Revenue		
	Percent	Mean	Index vs. Mean *	Mean	Index vs. Mean *	Mean	Index vs. Mean *	
H42: Comfortable Retirement: Suburban Couples	2.5%	\$ 129	95	\$ 2,833	114	\$ 1,394	141	
I43: Charge-It Champs: Young Suburban Families	0.4%	\$ 117	87	\$ 306	12	\$ 171	17	
I44: Charge-It Champs: Young Suburban Singles	0.5%	\$ 99	73	\$ 122	5	\$ 108	11	
I45: Confident Futures: Young City Families	0.5%	\$ 110	81	\$ 66	3	\$ 97	10	*
I46: Confident Futures: Young City Singles and Couples	0.7%	\$ 125	92	\$ 274	11	\$ 140	14	
I47: Material World: Urban Families	0.3%	\$ 144	107	\$ 429	17	\$ 251	25	
I48: Material World: Urban Singles	0.3%	\$ 102	75	\$ 57	2	\$ 81	8	*
J49: House of Cards: Suburban Families	1.4%	\$ 149	110	\$ 156	6	\$ 152	15	
J50: House of Cards: Suburban Singles and Couples	1.3%	\$ 135	100	\$ 1,376	55	\$ 614	62	
J51: Prudent Professionals: Suburban Families	2.6%	\$ 136	100	\$ 202	8	\$ 162	16	
J52: Prudent Professionals: Suburban Singles and Couples	2.9%	\$ 130	96	\$ 112	4	\$ 125	13	
J53: Suburban Success: Upscale Families	1.3%	\$ 130	96	\$ 127	5	\$ 129	13	
J54: Suburban Success: Upscale Singles and Couples	1.3%	\$ 149	110	\$ 6,953	279	\$ 2,718	274	
K55: Living for Today: Couples	1.0%	\$ 129	95	\$ 183	7	\$ 148	15	
K56: Planners and Savers: Suburban Families	1.1%	\$ 136	100	\$ 900	36	\$ 410	41	
K57: Planners and Savers: Suburban Couples	1.9%	\$ 133	99	\$ 176	7	\$ 147	15	
K58: Planners and Savers: City Couples	1.8%	\$ 149	110	\$ 451	18	\$ 252	25	
K59: Country Club Climbers: Suburban Empty Nesters	1.0%	\$ 130	96	\$ 6,641	266	\$ 2,396	242	
L60: Comfortable with Credit: Upscale Retirees	0.9%	\$ 143	106	\$ 348	14	\$ 219	22	
L61: Rewarding Retirement: Affluent Suburbanites	1.8%	\$ 137	101	\$ 1,112	45	\$ 578	58	
L62: Affluent Elders: Older Upscale Suburbanites	0.9%	\$ 148	109	\$ 213	9	\$ 164	17	
L63: Established Wealth: Suburban Retirees	1.1%	\$ 127	94	\$ 3,841	154	\$ 1,446	146	
M64: Big Shots: Young Upmarket Urbanites	0.2%	\$ 90	67	\$ 73	3	\$ 84	8	*
N65: Careers First: Urbanites	0.6%	\$ 125	92	\$ 859	34	\$ 413	42	
N66: Executive Spenders: Suburban Families	0.7%	\$ 111	82	\$ 3,224	129	\$ 1,384	140	
N67: Executive Spenders: Suburban Couples	0.4%	\$ 113	84	\$ 30	1	\$ 92	9	*
O68: Corner Offices: Executive Urbanites	0.6%	\$ 143	106	\$ 137	5	\$ 140	14	
O69: Champagne Tastes: Executive Empty Nesters	0.3%	\$ 176	130	\$ 17,961	720	\$ 8,969	906	
P70: Flush Funds: Wealthy Urban Seniors	0.4%	\$ 116	86	\$ 191	8	\$ 153	15	
P71: Diamonds and Pearls: Wealthiest Retirees	0.2%	\$ 120	89	\$ 1,960	79	\$ 1,075	109	
Total	100.0%	\$ 135	100	\$ 2,494	100	\$ 990	100	

100-199      200-299      300+

**Montrose  
Exploration  
Visitor Stay Totals**

Economic Cohort	U.S.	Lodging Revenue			RV Revenue			Combined Revenue		
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.
A01: Tough Start: Young Single Parents	0.9%	\$ 1,727	0.2%	23	\$ 29,883	0.3%	38	\$ 31,610	0.3%	37
A02: Tough Start: Young Singles	0.6%	\$ 1,314	0.2%	28	\$ 2	0.0%	0	\$ 1,316	0.0%	2
A03: Starting Small: Small Town Families	1.5%	\$ 1,569	0.2%	13	\$ 206,992	2.4%	164	\$ 208,561	2.2%	150
A04: Starting Small: Small Town Singles	1.8%	\$ 5,205	0.6%	36	\$ 26,124	0.3%	17	\$ 31,329	0.3%	19
A05: Living on Loans: Young Urban Single Parents	1.4%	\$ 2,574	0.3%	22	\$ 205	0.0%	0	\$ 2,779	0.0%	2
A06: Living on Loans: Young Urban Singles	1.7%	\$ 3,290	0.4%	24	\$ 1,105	0.0%	1	\$ 4,395	0.0%	3
B07: Mid-Life Strugglers: Small Town Families	0.8%	\$ 3,770	0.5%	55	\$ 48,652	0.6%	68	\$ 52,422	0.6%	67
B08: Mid-Life Strugglers: Singles	1.0%	\$ 3,807	0.5%	48	\$ 7,762	0.1%	9	\$ 11,569	0.1%	13
B09: Getting By: Small Town Families	1.8%	\$ 8,594	1.0%	60	\$ 141,959	1.6%	94	\$ 150,553	1.6%	91
B10: Getting By: Small Town Singles and Couples	2.8%	\$ 17,914	2.2%	78	\$ 230,637	2.7%	96	\$ 248,550	2.6%	95
B11: Credit Crunched: City Families	1.6%	\$ 8,888	1.1%	66	\$ 21,173	0.2%	15	\$ 30,060	0.3%	19
B12: Credit Crunched: City Singles	2.4%	\$ 13,796	1.7%	70	\$ 183,473	2.1%	89	\$ 197,269	2.1%	87
C13: Retiring on Empty: Singles	0.5%	\$ 8,199	1.0%	197	\$ 3,369	0.0%	8	\$ 11,569	0.1%	24
C14: Burdened by Debt: Small Town Singles	1.0%	\$ 7,362	0.9%	92	\$ 46,332	0.5%	55	\$ 53,694	0.6%	58
C15: Sensible Spenders: Families	0.7%	\$ 3,808	0.5%	65	\$ 17,920	0.2%	29	\$ 21,728	0.2%	32
C16: Sensible Spenders: Small Town Empty Nesters	1.3%	\$ 12,467	1.5%	114	\$ 18,547	0.2%	16	\$ 31,014	0.3%	25
C17: Sensible Spenders: Urban Pre-Retirement Singles	2.6%	\$ 17,778	2.2%	83	\$ 178,151	2.1%	80	\$ 195,929	2.1%	80
D18: Relying on Aid: Retired Singles	1.1%	\$ 4,763	0.6%	50	\$ 376,239	4.4%	381	\$ 381,002	4.0%	352
D19: Rough Retirement: Small Town and Rural Seniors	1.9%	\$ 13,130	1.6%	82	\$ 72,054	0.8%	43	\$ 85,184	0.9%	46
D20: Struggling Elders: Small Town and Rural Singles	2.6%	\$ 5,118	0.6%	24	\$ 267,062	3.1%	121	\$ 272,180	2.9%	112
D21: Little to Live On: Urban Retirees	2.1%	\$ 20,039	2.4%	115	\$ 26,677	0.3%	15	\$ 46,716	0.5%	23
E22: Credit City: Young Families	1.0%	\$ 2,527	0.3%	31	\$ 48,510	0.6%	58	\$ 51,036	0.5%	55
E23: Credit City: Young Singles	1.4%	\$ 4,980	0.6%	43	\$ 19,571	0.2%	16	\$ 24,550	0.3%	19
E24: Midscale Mainstream: Small Town Families	0.9%	\$ 4,886	0.6%	65	\$ 62,805	0.7%	80	\$ 67,691	0.7%	79
E25: Midscale Mainstream: Small Town Singles and Couples	1.3%	\$ 5,665	0.7%	55	\$ 408	0.0%	0	\$ 6,073	0.1%	5
E26: Getting Ahead: Young City Families	0.9%	\$ 5,279	0.6%	70	\$ 45,770	0.5%	58	\$ 51,050	0.5%	59
E27: Getting Ahead: Young City Singles	1.4%	\$ 4,711	0.6%	40	\$ 4,523	0.1%	4	\$ 9,233	0.1%	7
F28: Living Simply: Small Town Families	2.2%	\$ 18,697	2.3%	101	\$ 203,161	2.4%	105	\$ 221,858	2.4%	104
F29: Living Simply: Small Town Singles and Couples	3.1%	\$ 17,269	2.1%	67	\$ 245,043	2.8%	90	\$ 262,311	2.8%	88
F30: Credit Rules: Urban Families	1.8%	\$ 10,457	1.3%	69	\$ 44,100	0.5%	28	\$ 54,557	0.6%	31
F31: Credit Rules: Urban Singles and Couples	2.3%	\$ 13,972	1.7%	75	\$ 143,604	1.7%	73	\$ 157,575	1.7%	74
F32: Suburban Stability: Families	2.3%	\$ 23,246	2.8%	124	\$ 18,461	0.2%	9	\$ 41,707	0.4%	19
F33: Suburban Stability: Singles and Couples	3.2%	\$ 33,008	4.0%	127	\$ 57,602	0.7%	21	\$ 90,610	1.0%	30
G34: Committed to Credit: Small Town Couples	0.9%	\$ 12,854	1.6%	178	\$ 158,837	1.8%	210	\$ 171,692	1.8%	207
G35: Striving for Balance: Urban Pre-Retirement Singles	1.6%	\$ 11,177	1.4%	83	\$ 460,275	5.3%	326	\$ 471,453	5.0%	305
G36: Conservative Consumers: Small Town Empty Nesters	2.0%	\$ 30,175	3.7%	181	\$ 296,141	3.4%	170	\$ 326,316	3.5%	171
G37: Conservative Consumers: Suburban Families	1.3%	\$ 11,808	1.4%	107	\$ 50,309	0.6%	44	\$ 62,117	0.7%	49
G38: Solid Foundation: Suburban Empty Nesters	3.1%	\$ 43,785	5.3%	169	\$ 336,407	3.9%	124	\$ 380,192	4.0%	128
H39: Retired on Credit : City Singles and Couples	1.3%	\$ 4,216	0.5%	41	\$ 106,165	1.2%	98	\$ 110,382	1.2%	93
H40: Safety Net Seniors: Small Town Retired Couples	2.0%	\$ 16,841	2.0%	105	\$ 715,424	8.3%	425	\$ 732,266	7.8%	397
H41: Nest Egg Elders: Older Retirees	2.9%	\$ 13,205	1.6%	55	\$ 111,097	1.3%	44	\$ 124,303	1.3%	45
H42: Comfortable Retirement: Suburban Couples	2.5%	\$ 32,035	3.9%	153	\$ 617,495	7.2%	283	\$ 649,530	6.9%	271

**Montrose  
Exploration  
Visitor Stay Totals**

Economic Cohort	U.S.	Lodging Revenue			RV Revenue			Combined Revenue		
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.
I43: Charge-It Champs: Young Suburban Families	0.4%	\$ 2,927	0.4%	99	\$ 3,064	0.0%	10	\$ 5,990	0.1%	18
I44: Charge-It Champs: Young Suburban Singles and Couples	0.5%	\$ 2,469	0.3%	60	\$ 1,948	0.0%	5	\$ 4,416	0.0%	9
I45: Confident Futures: Young City Families	0.5%	\$ 1,981	0.2%	45	\$ 529	0.0%	1	\$ 2,510	0.0%	5
I46: Confident Futures: Young City Singles and Couples	0.7%	\$ 8,738	1.1%	159	\$ 2,191	0.0%	4	\$ 10,928	0.1%	17
I47: Material World: Urban Families	0.3%	\$ 2,162	0.3%	104	\$ 3,859	0.0%	18	\$ 6,021	0.1%	25
I48: Material World: Urban Singles	0.3%	\$ 813	0.1%	36	\$ 397	0.0%	2	\$ 1,211	0.0%	5
J49: House of Cards: Suburban Families	1.4%	\$ 13,520	1.6%	113	\$ 10,316	0.1%	8	\$ 23,836	0.3%	17
J50: House of Cards: Suburban Singles and Couples	1.3%	\$ 8,367	1.0%	77	\$ 53,667	0.6%	47	\$ 62,034	0.7%	50
J51: Prudent Professionals: Suburban Families	2.6%	\$ 23,321	2.8%	111	\$ 23,003	0.3%	10	\$ 46,325	0.5%	19
J52: Prudent Professionals: Suburban Singles and Couples	2.9%	\$ 31,464	3.8%	134	\$ 9,843	0.1%	4	\$ 41,307	0.4%	15
J53: Suburban Success: Upscale Families	1.3%	\$ 11,661	1.4%	108	\$ 7,503	0.1%	7	\$ 19,165	0.2%	15
J54: Suburban Success: Upscale Singles and Couples	1.3%	\$ 14,882	1.8%	135	\$ 417,208	4.8%	361	\$ 432,091	4.6%	341
K55: Living for Today: Singles and Couples	1.0%	\$ 9,139	1.1%	115	\$ 6,959	0.1%	8	\$ 16,098	0.2%	18
K56: Planners and Savers: Suburban Families	1.1%	\$ 14,524	1.8%	159	\$ 54,013	0.6%	57	\$ 68,538	0.7%	66
K57: Planners and Savers: Suburban Couples	1.9%	\$ 34,557	4.2%	224	\$ 21,178	0.2%	13	\$ 55,735	0.6%	32
K58: Planners and Savers: Urban Couples	1.8%	\$ 21,325	2.6%	147	\$ 32,915	0.4%	22	\$ 54,240	0.6%	33
K59: Country Club Climbers: Suburban Empty Nesters	1.0%	\$ 26,824	3.3%	314	\$ 730,462	8.5%	817	\$ 757,286	8.0%	773
L60: Comfortable with Credit: Upscale Retirees	0.9%	\$ 11,336	1.4%	146	\$ 16,007	0.2%	20	\$ 27,343	0.3%	31
L61: Rewarding Retirement: Affluent Suburbanites	1.8%	\$ 33,509	4.1%	224	\$ 224,693	2.6%	144	\$ 258,202	2.7%	151
L62: Affluent Elders: Older Upscale Suburbanites	0.9%	\$ 7,092	0.9%	91	\$ 3,405	0.0%	4	\$ 10,496	0.1%	12
L63: Established Wealth: Suburban Retirees	1.1%	\$ 21,277	2.6%	233	\$ 353,366	4.1%	370	\$ 374,643	4.0%	358
M64: Big Shots: Young Upmarket Urbanites	0.2%	\$ 1,175	0.1%	72	\$ 586	0.0%	3	\$ 1,762	0.0%	9
N65: Careers First: City Singles	0.6%	\$ 3,861	0.5%	78	\$ 17,187	0.2%	33	\$ 21,048	0.2%	37
N66: Executive Spenders: Suburban Families	0.7%	\$ 5,752	0.7%	94	\$ 116,048	1.3%	181	\$ 121,800	1.3%	173
N67: Executive Spenders: Suburban Couples	0.4%	\$ 2,604	0.3%	81	\$ 242	0.0%	1	\$ 2,846	0.0%	8
O68: Corner Offices: Executive Urban Couples	0.6%	\$ 7,275	0.9%	142	\$ 3,960	0.0%	7	\$ 11,236	0.1%	19
O69: Champagne Tastes: Executive Empty Nesters	0.3%	\$ 7,937	1.0%	367	\$ 790,281	9.2%	3491	\$ 798,218	8.5%	3219
P70: Flush Funds: Wealthy Urban Seniors	0.4%	\$ 4,418	0.5%	122	\$ 6,868	0.1%	18	\$ 11,285	0.1%	27
P71: Diamonds and Pearls: Wealthiest Retirees	0.2%	\$ 3,003	0.4%	204	\$ 52,915	0.6%	343	\$ 55,918	0.6%	331
Total	100.0%	\$823,816	100.0%	100	\$8,614,640	100.0%	100	\$9,438,456	100.0%	100

100-199	200-299	300+
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**Monstrose  
Exploration  
ADR**

Economic Cohort	U.S.	ADR	
	Percent	Mean	Index vs. Mean
A01: Tough Start: Young Single Parents	0.9%	\$ 91	125
A02: Tough Start: Young Singles	0.6%	\$ 57	79
A03: Starting Small: Small-Town Families	1.5%	\$ 99	137
A04: Starting Small: Small-Town Singles	1.8%	\$ 59	82
A05: Living on Loans: Young Urban Single Parents	1.4%	\$ 64	88
A06: Living on Loans: Young Urban Singles	1.7%	\$ 46	64
B07: Mid-Life Strugglers: Families	0.8%	\$ 94	130
B08: Mid-Life Strugglers: Singles	1.0%	\$ 67	93
B09: Getting By: Small-Town Families	1.8%	\$ 75	104
B10: Getting By: Small-Town Singles and Couples	2.8%	\$ 71	99
B11: Credit Crunched: City Families	1.6%	\$ 71	99
B12: Credit Crunched: City Singles	2.4%	\$ 76	106
C13: Retiring on Empty: Singles	0.5%	\$ 69	95
C14: Burdened by Debt: Singles	1.0%	\$ 71	98
C15: Sensible Spenders: Families	0.7%	\$ 62	85
C16: Sensible Spenders: Small-Town Empty Nesters	1.3%	\$ 67	93
C17: Sensible Spenders: Urban Pre-Retirement Singles	2.6%	\$ 73	101
D18: Relying On Aid: Retired Singles	1.1%	\$ 99	137
D19: Rough Retirement: Small-Town and Rural Seniors	1.9%	\$ 80	111
D20: Struggling Elders: Singles	2.6%	\$ 102	141
D21: Modest Means: Urban Retirees	2.1%	\$ 68	94
E22: Credit City: Young Families	1.0%	\$ 83	114
E23: Credit City: Young Singles	1.4%	\$ 74	103
E24: Midscale Mainstream: Small-Town Families	0.9%	\$ 80	112
E25: Midscale Mainstream: Small-Town Singles and Couples	1.3%	\$ 63	87
E26: Getting Ahead: Young City Families	0.9%	\$ 71	99
E27: Getting Ahead: Young City Singles	1.4%	\$ 63	87
F28: Living Simply: Small-Town Families	2.2%	\$ 78	108
F29: Living Simply: Small-Town Singles and Couples	3.1%	\$ 71	99
F30: Credit Rules: Urban Families	1.8%	\$ 62	85
F31: Credit Rules: Urban Singles	2.3%	\$ 68	95
F32: Suburban Stability: Families	2.3%	\$ 64	89
F33: Suburban Stability: Singles and Couples	3.2%	\$ 67	93
G34: Committed to Credit: Small-Town Couples	0.9%	\$ 76	105
G35: Striving for Balance: Urban Pre-Retirement Singles	1.6%	\$ 74	103
G36: Conservative Consumers: Small-Town Empty Nesters	2.0%	\$ 74	102
G37: Conservative Consumers: Suburban Families	1.3%	\$ 75	103
G38: Solid Foundation: Suburban Empty Nesters	3.1%	\$ 73	101
H39: Retired on Credit: City Singles and Couples	1.3%	\$ 63	88
H40: Safety Net Seniors: Small-Town Retired Couples	2.0%	\$ 78	108
H41: Nest Egg Elders: Older Retirees	2.9%	\$ 76	105
H42: Comfortable Retirement: Suburban Couples	2.5%	\$ 74	102

**Monstrose  
Exploration  
ADR**

Economic Cohort	U.S.	ADR	
	Percent	Mean	Index vs. Mean
I43: Charge-It Champs: Young Suburban Families	0.4%	\$ 67	93
I44: Charge-It Champs: Young Suburban Singles	0.5%	\$ 65	90
I45: Confident Futures: Young City Families	0.5%	\$ 64	88
I46: Confident Futures: Young City Singles and Couples	0.7%	\$ 64	88
I47: Material World: Urban Families	0.3%	\$ 66	91
I48: Material World: Urban Singles	0.3%	\$ 52	72
J49: House of Cards: Suburban Families	1.4%	\$ 65	90
J50: House of Cards: Suburban Singles and Couples	1.3%	\$ 81	112
J51: Prudent Professionals: Suburban Families	2.6%	\$ 67	93
J52: Prudent Professionals: Suburban Singles and Couples	2.9%	\$ 63	87
J53: Suburban Success: Upscale Families	1.3%	\$ 67	92
J54: Suburban Success: Upscale Singles and Couples	1.3%	\$ 80	111
K55: Living for Today: Couples	1.0%	\$ 70	97
K56: Planners and Savers: Suburban Families	1.1%	\$ 73	101
K57: Planners and Savers: Suburban Couples	1.9%	\$ 62	86
K58: Planners and Savers: City Couples	1.8%	\$ 72	99
K59: Country Club Climbers: Suburban Empty Nesters	1.0%	\$ 72	100
L60: Comfortable with Credit: Upscale Retirees	0.9%	\$ 69	96
L61: Rewarding Retirement: Affluent Suburbanites	1.8%	\$ 73	101
L62: Affluent Elders: Older Upscale Suburbanites	0.9%	\$ 70	97
L63: Established Wealth: Suburban Retirees	1.1%	\$ 87	121
M64: Big Shots: Young Upmarket Urbanites	0.2%	\$ 54	74
N65: Careers First: Urbanites	0.6%	\$ 70	97
N66: Executive Spenders: Suburban Families	0.7%	\$ 77	107
N67: Executive Spenders: Suburban Couples	0.4%	\$ 66	91
O68: Corner Offices: Executive Urbanites	0.6%	\$ 67	93
O69: Champagne Tastes: Executive Empty Nesters	0.3%	\$ 144	199
P70: Flush Funds: Wealthy Urban Seniors	0.4%	\$ 60	83
P71: Diamonds and Pearls: Wealthiest Retirees	0.2%	\$ 92	127
Total	100.0%	\$ 72	100

100-199	200-299	300+
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**Montrose  
Exploration  
Average Number of Nights**

Economic Cohort	U.S.	Lodging		RV		Combined	
	Percent	Mean	Index vs. Mean	Mean	Index vs. Mean	Mean	Index vs. Mean
A01: Tough Start: Young Single Parents	0.9%	1.7	88	14.9	162	5.9	132
A02: Tough Start: Young Singles	0.6%	1.1	57	2.0	22	1.1	26
A03: Starting Small: Small-Town Families	1.5%	2.1	106	23.9	261	10.7	238
A04: Starting Small: Small-Town Singles	1.8%	2.6	134	17.4	190	8.0	178
A05: Living on Loans: Young Urban Single Parents	1.4%	1.4	70	3.7	41	1.9	42
A06: Living on Loans: Young Urban Singles	1.7%	1.8	95	2.2	24	2.0	44
B07: Mid-Life Strugglers: Families	0.8%	1.8	92	8.7	95	3.2	71
B08: Mid-Life Strugglers: Singles	1.0%	2.3	118	5.6	61	2.9	64
B09: Getting By: Small-Town Families	1.8%	2.5	127	26.6	291	9.1	203
B10: Getting By: Small-Town Singles and Couples	2.8%	2.3	119	26.3	287	8.6	192
B11: Credit Crunched: City Families	1.6%	2.2	113	2.4	26	2.3	51
B12: Credit Crunched: City Singles	2.4%	1.9	97	18.3	200	5.6	125
C13: Retiring on Empty: Singles	0.5%	1.8	93	6.8	75	2.7	60
C14: Burdened by Debt: Singles	1.0%	2.1	107	22.0	240	8.9	199
C15: Sensible Spenders: Families	0.7%	1.6	83	5.1	55	3.0	67
C16: Sensible Spenders: Small-Town Empty Nesters	1.3%	1.9	99	3.3	36	2.3	52
C17: Sensible Spenders: Urban Pre-Retirement Singles	2.6%	1.7	89	7.4	81	3.7	82
D18: Relying On Aid: Retired Singles	1.1%	1.6	82	30.2	330	11.0	246
D19: Rough Retirement: Small-Town and Rural Seniors	1.9%	2.0	105	7.1	77	4.2	95
D20: Struggling Elders: Singles	2.6%	2.3	117	23.8	260	9.5	211
D21: Modest Means: Urban Retirees	2.1%	1.9	98	5.6	61	3.2	72
E22: Credit City: Young Families	1.0%	1.4	70	10.5	115	4.6	102
E23: Credit City: Young Singles	1.4%	2.0	102	3.8	42	2.4	54
E24: Midscale Mainstream: Small-Town Families	0.9%	1.8	94	28.5	311	10.4	233
E25: Midscale Mainstream: Small-Town Singles and Couples	1.3%	1.9	96	2.2	24	1.9	43
E26: Getting Ahead: Young City Families	0.9%	2.4	123	9.1	99	4.4	99
E27: Getting Ahead: Young City Singles	1.4%	1.5	76	4.2	46	2.2	50
F28: Living Simply: Small-Town Families	2.2%	2.5	130	10.1	110	5.1	114
F29: Living Simply: Small-Town Singles and Couples	3.1%	2.0	103	10.1	110	4.9	110
F30: Credit Rules: Urban Families	1.8%	1.6	81	3.8	42	2.5	57
F31: Credit Rules: Urban Singles	2.3%	4.0	205	8.6	94	5.5	123
F32: Suburban Stability: Families	2.3%	2.1	107	12.0	131	5.7	127
F33: Suburban Stability: Singles and Couples	3.2%	1.9	98	6.6	72	3.1	69
G34: Committed to Credit: Small-Town Couples	0.9%	2.4	123	13.8	151	7.0	156
G35: Striving for Balance: Urban Pre-Retirement Singles	1.6%	1.9	96	14.7	160	5.9	132
G36: Conservative Consumers: Small-Town Empty Nesters	2.0%	2.6	134	10.1	110	5.4	121
G37: Conservative Consumers: Suburban Families	1.3%	1.8	95	7.4	81	3.8	85
G38: Solid Foundation: Suburban Empty Nesters	3.1%	1.8	93	10.7	117	5.0	111
H39: Retired on Credit: City Singles and Couples	1.3%	2.1	110	4.6	50	3.2	70
H40: Safety Net Seniors: Small-Town Retired Couples	2.0%	1.6	81	19.7	215	9.3	208
H41: Nest Egg Elders: Older Retirees	2.9%	1.8	93	9.9	108	4.7	106
H42: Comfortable Retirement: Suburban Couples	2.5%	1.7	89	9.9	108	5.5	122

**Montrose  
Exploration  
Average Number of Nights**

Economic Cohort	U.S.	Lodging		RV		Combined	
	Percent	Mean	Index vs. Mean	Mean	Index vs. Mean	Mean	Index vs. Mean
I43: Charge-It Champs: Young Suburban Families	0.4%	2.3	119	3.3	36	2.6	58
I44: Charge-It Champs: Young Suburban Singles	0.5%	1.5	77	2.4	26	1.8	40
I45: Confident Futures: Young City Families	0.5%	1.7	89	1.8	19	1.7	39
I46: Confident Futures: Young City Singles and Couples	0.7%	1.9	96	3.4	38	2.0	46
I47: Material World: Urban Families	0.3%	2.1	106	8.1	89	4.3	97
I48: Material World: Urban Singles	0.3%	1.6	84	1.4	16	1.5	34
J49: House of Cards: Suburban Families	1.4%	2.1	110	2.9	31	2.4	54
J50: House of Cards: Suburban Singles and Couples	1.3%	1.9	98	7.2	78	3.9	87
J51: Prudent Professionals: Suburban Families	2.6%	2.0	105	4.7	51	3.1	69
J52: Prudent Professionals: Suburban Singles and Couples	2.9%	1.8	92	2.8	30	2.0	45
J53: Suburban Success: Upscale Families	1.3%	1.8	92	2.4	27	2.0	46
J54: Suburban Success: Upscale Singles and Couples	1.3%	2.1	108	9.5	104	4.8	108
K55: Living for Today: Couples	1.0%	1.6	82	2.9	31	2.0	45
K56: Planners and Savers: Suburban Families	1.1%	1.8	92	4.4	48	2.7	60
K57: Planners and Savers: Suburban Couples	1.9%	1.9	96	6.7	73	3.4	76
K58: Planners and Savers: City Couples	1.8%	1.9	98	7.0	76	3.6	79
K59: Country Club Climbers: Suburban Empty Nesters	1.0%	1.8	92	9.3	101	4.4	98
L60: Comfortable with Credit: Upscale Retirees	0.9%	2.0	104	3.8	42	2.7	59
L61: Rewarding Retirement: Affluent Suburbanites	1.8%	1.7	89	7.8	86	4.4	99
L62: Affluent Elders: Older Upscale Suburbanites	0.9%	2.0	104	2.6	28	2.2	48
L63: Established Wealth: Suburban Retirees	1.1%	1.7	89	8.9	98	4.2	95
M64: Big Shots: Young Upmarket Urbanites	0.2%	1.3	67	2.0	22	1.6	35
N65: Careers First: Urbanites	0.6%	1.7	86	4.0	44	2.6	59
N66: Executive Spenders: Suburban Families	0.7%	1.4	72	5.4	58	3.0	66
N67: Executive Spenders: Suburban Couples	0.4%	1.5	76	1.8	19	1.5	35
O68: Corner Offices: Executive Urbanites	0.6%	1.8	92	5.4	59	3.1	69
O69: Champagne Tastes: Executive Empty Nesters	0.3%	2.5	128	20.5	224	11.3	253
P70: Flush Funds: Wealthy Urban Seniors	0.4%	1.6	83	3.5	38	2.5	56
P71: Diamonds and Pearls: Wealthiest Retirees	0.2%	1.5	76	25.6	279	14.4	322
Total	100.0%	1.9	100	9.2	100	4.5	100

100-199	200-299	300+
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# **Visitor Group Exploration**

## Montrose Group Exploration All Visitors

Economic Cohort Letter Group	U.S.	All Visitors			
	Percent	Count	Percent	Index vs. U.S.	
A: Age < 35, <\$50K	7.8%	208	2.2%	28	
B: Age 35-54, <\$50K	10.4%	597	6.2%	60	
C: Age 55-64, <\$50K	6.1%	550	5.7%	93	
D: Age 65+, <\$50K	7.8%	510	5.3%	68	
E: Age < 35, \$50-100K	6.9%	337	3.5%	51	
F: Age 35-54, \$50-100K	14.9%	1,290	13.4%	90	
G: Age 55-64, \$50-100K	9.0%	1,185	12.3%	137	
H: Age 65+, \$50-100K	8.7%	946	9.8%	113	
I: Age < 35, \$100-200K	2.6%	222	2.3%	89	
J: Age 35-54, \$100-200K	10.8%	1,192	12.4%	114	
K: Age 55-64, \$100-200K	6.7%	1,194	12.4%	184	
L: Age 65+, \$100-200K	4.8%	899	9.3%	194	
M: Age <35, >\$200K	0.2%	21	0.2%	110	*
N: Age 35-54, >\$200K	1.7%	171	1.8%	102	
O: Age 55-64, >\$200K	0.9%	171	1.8%	201	
P: Age 65+, >\$200K	0.6%	128	1.3%	215	
Total	100.0%	9,621	100.0%	100	

Economic Cohort Income Group	U.S.	All Visitors			
	Percent	Count	Percent	Index vs. U.S.	*
\$0K-\$500K	32.1%	1,865	19.4%	60	
\$50K-\$100K	39.5%	3,758	39.1%	99	
\$100K-\$200K	25.0%	3,507	36.5%	146	
\$200K+	3.4%	491	5.1%	148	
Total	100.0%	9,621	100.0%	100	

Economic Cohort Age Group	U.S.	All Visitors			
	Percent	Count	Percent	Index vs. U.S.	*
Age <35	17.5%	788	8.2%	47	
Age 35-54	37.9%	3,250	33.8%	89	
Age 55-64	22.7%	3,100	32.2%	142	
Age 65+	21.9%	2,483	25.8%	118	
Total	100.0%	9,621	100.0%	100	

100-199    200-299    300+

## Montrose Group Exploration All Visitors

Economic Cohort Family Group	U.S.	All Visitors			
	Percent	Count	Percent	Index vs. U.S.	*
Non- Families	72.5%	7,378	76.7%	106	
Families	27.5%	2,243	23.3%	85	
Total	100.0%	9,621	100.0%	100	

Economic Cohort Credit Group	U.S.	All Visitors			
	Percent	Count	Percent	Index vs. U.S.	*
Very Low	14.9%	2,518	26.2%	176	
Low	24.6%	2,792	29.0%	118	
Moderate	24.3%	2,053	21.3%	88	
High	28.0%	1,922	20.0%	71	
Very High	8.2%	336	3.5%	42	
Total	100.0%	9,621	100.0%	100	

Economic Cohort Geo Group	U.S.	All Visitors			
	Percent	Count	Percent	Index vs. U.S.	*
Major Metro	72.3%	7,639	79.4%	110	
Small Town & Rural	27.7%	1,982	20.6%	74	
Total	100.0%	9,621	100.0%	100	

100-199
200-299
300+

**Montrose Group  
Exploration  
Season**

Economic Cohort Letter Group	U.S.	Winter (November - April)			Summer (May-October)		
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.
A: Age < 35, <\$50K	7.8%	86	3.4%	44	149	1.8%	23
B: Age 35-54, <\$50K	10.4%	261	10.3%	100	457	5.4%	52
C: Age 55-64, <\$50K	6.1%	161	6.4%	104	455	5.4%	88
D: Age 65+, <\$50K	7.8%	114	4.5%	58	468	5.5%	71
E: Age < 35, \$50-100K	6.9%	152	6.0%	87	244	2.9%	42
F: Age 35-54, \$50-100K	14.9%	414	16.4%	110	1,079	12.8%	86
G: Age 55-64, \$50-100K	9.0%	274	10.8%	120	1,077	12.8%	142
H: Age 65+, \$50-100K	8.7%	161	6.4%	73	905	10.7%	124
I: Age < 35, \$100-200K	2.6%	74	2.9%	113	174	2.1%	80
J: Age 35-54, \$100-200K	10.8%	354	14.0%	129	1,009	12.0%	110
K: Age 55-64, \$100-200K	6.7%	258	10.2%	152	1,098	13.0%	193
L: Age 65+, \$100-200K	4.8%	131	5.2%	108	852	10.1%	210
M: Age <35, >\$200K	0.2%	5	0.2%	100	17	0.2%	102
N: Age 35-54, >\$200K	1.7%	28	1.1%	64	155	1.8%	106
O: Age 55-64, >\$200K	0.9%	32	1.3%	143	166	2.0%	223
P: Age 65+, >\$200K	0.6%	22	0.9%	141	128	1.5%	245
Total	100.0%	2,527	100.0%	100	8,433	100.0%	100

Economic Cohort Income Group	U.S.	Winter (November - April)			Summer (May-October)		
	Percent	Count	Percent	Index	Count	Percent	Index vs. U.S.
\$0K-\$500K	32.1%	622	24.6%	77	1,529	18.1%	57
\$50K-\$100K	39.5%	1,001	39.6%	100	3,305	39.2%	99
\$100K-\$200K	25.0%	817	32.3%	129	3,133	37.2%	149
\$200K+	3.4%	87	3.4%	100	466	5.5%	161
Total	100.0%	2,527	100.0%	100	8,433	100.0%	100

Economic Cohort Age Group	U.S.	Winter (November - April)			Summer (May-October)		
	Percent	Count	Percent	Index	Count	Percent	Index vs. U.S.
Age <35	17.5%	317	12.5%	72	584	6.9%	40
Age 35-54	37.9%	1,057	41.8%	110	2,700	32.0%	85
Age 55-64	22.7%	725	28.7%	126	2,796	33.2%	146
Age 65+	21.9%	428	16.9%	77	2,353	27.9%	128
Total	100.0%	2,527	100.0%	100	8,433	100.0%	100

100-199    200-299    300+

**Montrose Group  
Exploration  
Season**

Economic Cohort Family Group	U.S.	Winter (November - April)			Summer (May-October)		
	Percent	Count	Percent	Index	Count	Percent	Index vs. U.S.
Non- Families	72.5%	1,830	72.4%	100	6,539	77.5%	107
Families	27.5%	697	27.6%	100	1,894	22.5%	82
Total	100.0%	2,527	100.0%	100	8,433	100.0%	100

Economic Cohort Credit Group	U.S.	Winter (November - April)			Summer (May-October)		
	Percent	Count	Percent	Index	Count	Percent	Index vs. U.S.
Very Low	14.9%	440	17.4%	117	2,374	28.2%	189
Low	24.6%	695	27.5%	112	2,490	29.5%	120
Moderate	24.3%	645	25.5%	105	1,717	20.4%	84
High	28.0%	612	24.2%	87	1,609	19.1%	68
Very High	8.2%	135	5.3%	65	243	2.9%	35
Total	100.0%	2,527	100.0%	100	8,433	100.0%	100

Economic Cohort Geo Group	U.S.	Winter (November - April)			Summer (May-October)		
	Percent	Count	Percent	Index	Count	Percent	Index vs. U.S.
Major Metro	72.3%	1,926	76.2%	105	6,727	79.8%	110
Small Town & Rural	27.7%	601	23.8%	86	1,706	20.2%	73
Total	100.0%	2,527	100.0%	100	8,433	100.0%	100

100-199	200-299	300+
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**Montrose Group  
Exploration  
Location of Stay**

Economic Cohort Letter Group	U.S.	Lodging			RV		
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.
A: Age < 35, <\$50K	7.8%	138	2.2%	29	70	2.0%	26
B: Age 35-54, <\$50K	10.4%	432	7.0%	68	165	4.7%	45
C: Age 55-64, <\$50K	6.1%	372	6.1%	99	179	5.1%	84
D: Age 65+, <\$50K	7.8%	313	5.1%	66	201	5.7%	74
E: Age < 35, \$50-100K	6.9%	236	3.8%	56	101	2.9%	42
F: Age 35-54, \$50-100K	14.9%	838	13.7%	91	454	13.0%	87
G: Age 55-64, \$50-100K	9.0%	745	12.1%	135	443	12.6%	140
H: Age 65+, \$50-100K	8.7%	530	8.6%	100	420	12.0%	138
I: Age < 35, \$100-200K	2.6%	162	2.6%	102	60	1.7%	66
J: Age 35-54, \$100-200K	10.8%	761	12.4%	114	433	12.4%	114
K: Age 55-64, \$100-200K	6.7%	789	12.9%	191	406	11.6%	172
L: Age 65+, \$100-200K	4.8%	540	8.8%	183	359	10.2%	213
M: Age <35, >\$200K	0.2%	13	0.2%	107	8	0.2%	115
N: Age 35-54, >\$200K	1.7%	106	1.7%	99	65	1.9%	107
O: Age 55-64, >\$200K	0.9%	96	1.6%	177	75	2.1%	242
P: Age 65+, >\$200K	0.6%	63	1.0%	166	65	1.9%	300
Total	100.0%	6,134	100.0%	100	3,504	100.0%	100

Economic Cohort Income Group	U.S.	Lodging			RV		
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.
\$0K-\$500K	32.1%	1,255	20.5%	64	615	17.6%	55
\$50K-\$100K	39.5%	2,349	38.3%	97	1,418	40.5%	102
\$100K-\$200K	25.0%	2,252	36.7%	147	1,258	35.9%	144
\$200K+	3.4%	278	4.5%	132	213	6.1%	177
Total	100.0%	6,134	100.0%	100	3,504	100.0%	100

Economic Cohort Age Group	U.S.	Lodging			RV		
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.
Age <35	17.5%	549	9.0%	51	239	6.8%	39
Age 35-54	37.9%	2,137	34.8%	92	1,117	31.9%	84
Age 55-64	22.7%	2,002	32.6%	143	1,103	31.5%	138
Age 65+	21.9%	1,446	23.6%	108	1,045	29.8%	136
Total	100.0%	6,134	100.0%	100	3,504	100.0%	100

100-199    200-299    **300+**

**Montrose Group  
Exploration  
Location of Stay**

Economic Cohort Family Group	U.S.	Lodging			RV			*
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.	
Non- Families	72.5%	4,736	77.2%	107	2,657	75.8%	105	
Families	27.5%	1,398	22.8%	83	847	24.2%	88	
Total	100.0%	6,134	100.0%	100	3,504	100.0%	100	

Economic Cohort Credit Group	U.S.	Lodging			RV			*
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.	
Very Low	14.9%	1,510	24.6%	165	1,009	28.8%	193	
Low	24.6%	1,765	28.8%	117	1,034	29.5%	120	
Moderate	24.3%	1,380	22.5%	93	680	19.4%	80	
High	28.0%	1,222	19.9%	71	702	20.0%	72	
Very High	8.2%	257	4.2%	51	79	2.3%	27	
Total	100.0%	6,134	100.0%	100	3,504	100.0%	100	

Economic Cohort Geo Group	U.S.	Lodging			RV			*
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.	
Major Metro	72.3%	4,890	79.7%	110	2,759	78.7%	109	
Small Town & Rural	27.7%	1,244	20.3%	73	745	21.3%	77	
Total	100.0%	6,134	100.0%	100	3,504	100.0%	100	

100-199    200-299    **300+**

**Montrose Group  
Exploration  
Visitor Stay Average Spend**

Economic Cohort Letter Group	U.S.	Lodging Revenue		RV Revenue		Combined Revenue	
	Percent	Mean	Index vs. Mean	Mean	Index vs. Mean	Mean	Index vs. Mean
A: Age < 35, <\$50K	7.8%	\$ 115	85	\$ 3,776	151	\$ 1,359	137
B: Age 35-54, <\$50K	10.4%	\$ 133	99	\$ 3,864	155	\$ 1,170	118
C: Age 55-64, <\$50K	6.1%	\$ 135	100	\$ 1,493	60	\$ 577	58
D: Age 65+, <\$50K	7.8%	\$ 141	104	\$ 3,748	150	\$ 1,570	159
E: Age < 35, \$50-100K	6.9%	\$ 119	88	\$ 1,853	74	\$ 630	64
F: Age 35-54, \$50-100K	14.9%	\$ 140	104	\$ 1,593	64	\$ 649	66
G: Age 55-64, \$50-100K	9.0%	\$ 148	109	\$ 2,986	120	\$ 1,202	121
H: Age 65+, \$50-100K	8.7%	\$ 126	93	\$ 3,735	150	\$ 1,723	174
I: Age < 35, \$100-200K	2.6%	\$ 119	88	\$ 207	8	\$ 142	14
J: Age 35-54, \$100-200K	10.8%	\$ 136	101	\$ 1,224	49	\$ 529	53
K: Age 55-64, \$100-200K	6.7%	\$ 135	100	\$ 2,109	85	\$ 803	81
L: Age 65+, \$100-200K	4.8%	\$ 136	100	\$ 1,678	67	\$ 749	76
M: Age <35, >\$200K	0.2%	\$ 90	67	\$ 73	3	\$ 84	8
N: Age 35-54, >\$200K	1.7%	\$ 115	85	\$ 2,086	84	\$ 857	87
O: Age 55-64, >\$200K	0.9%	\$ 158	117	\$ 10,880	436	\$ 4,790	484
P: Age 65+, >\$200K	0.6%	\$ 118	87	\$ 949	38	\$ 533	54
Total	100.0%	\$ 135	100	\$ 2,494	100	\$ 990	100

Economic Cohort Income Group	U.S.	Lodging Revenue		RV Revenue		Combined Revenue	
	Percent	Mean	Index vs. Mean	Mean	Index vs. Mean	Mean	Index vs. Mean
\$0K-\$500K	32.1%	\$ 134	99	\$ 3,127	125	\$ 1,125	114
\$50K-\$100K	39.5%	\$ 137	102	\$ 2,683	108	\$ 1,092	110
\$100K-\$200K	25.0%	\$ 135	100	\$ 1,593	64	\$ 655	66
\$200K+	3.4%	\$ 130	96	\$ 4,750	190	\$ 2,107	213
Total	100.0%	\$ 135	100	\$ 2,494	100	\$ 990	100

Economic Cohort Age Group	U.S.	Lodging Revenue		RV Revenue		Combined Revenue	
	Percent	Mean	Index vs. Mean	Mean	Index vs. Mean	Mean	Index vs. Mean
Age <35	17.5%	\$ 117	87	\$ 1,959	79	\$ 671	68
Age 35-54	37.9%	\$ 136	101	\$ 1,817	73	\$ 711	72
Age 55-64	22.7%	\$ 141	104	\$ 2,949	118	\$ 1,134	115
Age 65+	21.9%	\$ 132	98	\$ 2,858	115	\$ 1,277	129
Total	100.0%	\$ 135	100	\$ 2,494	100	\$ 990	100

100-199	200-299	300+
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**Montrose Group  
Exploration  
Visitor Stay Average Spend**

Economic Cohort Family Group	U.S.	Lodging Revenue		RV Revenue		Combined Revenue	
	Percent	Mean	Index vs. Mean	Mean	Index vs. Mean	Mean	Index vs. Mean
Non- Families	72.5%	\$ 136	101	\$ 2,846	114	\$ 1,108	112
Families	27.5%	\$ 132	98	\$ 1,389	56	\$ 604	61
Total	100.0%	\$ 135	100	\$ 2,494	100	\$ 990	100

Economic Cohort Credit Group	U.S.	Lodging Revenue		RV Revenue		Combined Revenue	
	Percent	Mean	Index vs. Mean	Mean	Index vs. Mean	Mean	Index vs. Mean
Very Low	14.9%	\$ 135	100	\$ 3,655	147	\$ 1,533	155
Low	24.6%	\$ 138	102	\$ 1,880	75	\$ 785	79
Moderate	24.3%	\$ 136	100	\$ 2,014	81	\$ 780	79
High	28.0%	\$ 134	99	\$ 3,117	125	\$ 1,207	122
Very High	8.2%	\$ 118	87	\$ 1,924	77	\$ 631	64
Total	100.0%	\$ 135	100	\$ 2,494	100	\$ 990	100

Economic Cohort Geo Group	U.S.	Lodging Revenue		RV Revenue		Combined Revenue	
	Percent	Mean	Index vs. Mean	Mean	Index vs. Mean	Mean	Index vs. Mean
Major Metro	72.3%	\$ 132	98	\$ 2,322	93	\$ 926	94
Small Town & Rural	27.7%	\$ 145	107	\$ 3,088	124	\$ 1,210	122
Total	100.0%	\$ 135	100	\$ 2,494	100	\$ 990	100

100-199	200-299	300+
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**Montrose Group  
Exploration  
Visitor Stay Totals**

Economic Cohort Letter Group	U.S.	Lodging Revenue			RV Revenue			Combined Revenue		
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.
A: Age < 35, <\$50K	7.8%	\$ 15,678	1.9%	24	\$ 264,311	3.1%	39	\$ 279,990	3.0%	38
B: Age 35-54, <\$50K	10.4%	\$ 56,768	6.9%	66	\$ 633,655	7.4%	71	\$ 690,423	7.3%	71
C: Age 55-64, <\$50K	6.1%	\$ 49,614	6.0%	98	\$ 264,319	3.1%	50	\$ 313,933	3.3%	54
D: Age 65+, <\$50K	7.8%	\$ 43,050	5.2%	67	\$ 742,031	8.6%	111	\$ 785,081	8.3%	107
E: Age < 35, \$50-100K	6.9%	\$ 28,047	3.4%	49	\$ 181,587	2.1%	31	\$ 209,634	2.2%	32
F: Age 35-54, \$50-100K	14.9%	\$ 116,648	14.2%	95	\$ 711,971	8.3%	55	\$ 828,618	8.8%	59
G: Age 55-64, \$50-100K	9.0%	\$ 109,799	13.3%	148	\$ 1,301,969	15.1%	168	\$ 1,411,768	15.0%	166
H: Age 65+, \$50-100K	8.7%	\$ 66,298	8.0%	93	\$ 1,550,182	18.0%	207	\$ 1,616,480	17.1%	197
I: Age < 35, \$100-200K	2.6%	\$ 19,089	2.3%	90	\$ 11,987	0.1%	5	\$ 31,077	0.3%	13
J: Age 35-54, \$100-200K	10.8%	\$ 103,216	12.5%	116	\$ 521,541	6.1%	56	\$ 624,757	6.6%	61
K: Age 55-64, \$100-200K	6.7%	\$ 106,369	12.9%	192	\$ 845,527	9.8%	146	\$ 951,897	10.1%	150
L: Age 65+, \$100-200K	4.8%	\$ 73,214	8.9%	185	\$ 597,471	6.9%	144	\$ 670,685	7.1%	148
M: Age <35, >\$200K	0.2%	\$ 1,175	0.1%	72	\$ 586	0.0%	3	\$ 1,762	0.0%	9
N: Age 35-54, >\$200K	1.7%	\$ 12,217	1.5%	85	\$ 133,478	1.5%	89	\$ 145,695	1.5%	89
O: Age 55-64, >\$200K	0.9%	\$ 15,212	1.8%	209	\$ 794,241	9.2%	1042	\$ 809,454	8.6%	970
P: Age 65+, >\$200K	0.6%	\$ 7,421	0.9%	146	\$ 59,782	0.7%	112	\$ 67,203	0.7%	115
Total	100.0%	\$ 823,816	100.0%	100	\$ 8,614,640	100.0%	100	\$ 9,438,456	100.0%	100

Economic Cohort Income Group	U.S.	Lodging Revenue			RV Revenue			Combined Revenue		
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.
\$0K-\$500K	32.1%	\$ 165,110	20.0%	63	\$ 1,904,316	22.1%	69	\$ 2,069,426	21.9%	68
\$50K-\$100K	39.5%	\$ 320,792	38.9%	99	\$ 3,745,709	43.5%	110	\$ 4,066,501	43.1%	109
\$100K-\$200K	25.0%	\$ 301,889	36.6%	147	\$ 1,976,527	22.9%	92	\$ 2,278,416	24.1%	97
\$200K+	3.4%	\$ 36,025	4.4%	127	\$ 988,087	11.5%	334	\$ 1,024,113	10.9%	316
Total	100.0%	\$ 823,816	100.0%	100	\$ 8,614,640	100.0%	100	\$ 9,438,456	100.0%	100

Economic Cohort Age Group	U.S.	Lodging Revenue			RV Revenue			Combined Revenue		
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.
Age <35	17.5%	\$ 63,990	7.8%	44	\$ 458,472	5.3%	30	\$ 522,462	5.5%	32
Age 35-54	37.9%	\$ 288,848	35.1%	93	\$ 2,000,645	23.2%	61	\$ 2,289,493	24.3%	64
Age 55-64	22.7%	\$ 280,996	34.1%	150	\$ 3,206,056	37.2%	164	\$ 3,487,052	36.9%	162
Age 65+	21.9%	\$ 189,982	23.1%	105	\$ 2,949,467	34.2%	157	\$ 3,139,449	33.3%	152
Total	100.0%	\$ 823,816	100.0%	100	\$ 8,614,640	100.0%	100	\$ 9,438,456	100.0%	100

100-199	200-299	300+
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**Montrose Group  
Exploration  
Visitor Stay Totals**

Economic Cohort Family Group	U.S.	Lodging Revenue			RV Revenue			Combined Revenue		
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.
Non- Families	72.5%	\$ 640,139	77.7%	107	\$ 7,456,403	86.6%	119	\$ 8,096,542	85.8%	118
Families	27.5%	\$ 183,677	22.3%	81	\$ 1,158,237	13.4%	49	\$ 1,341,914	14.2%	52
Total	100.0%	\$ 823,816	100.0%	100	\$ 8,614,640	100.0%	100	\$ 9,438,456	100.0%	100

Economic Cohort Credit Group	U.S.	Lodging Revenue			RV Revenue			Combined Revenue		
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.
Very Low	14.9%	\$ 127,144	15.4%	104	\$ 2,277,289	26.4%	178	\$ 2,404,434	25.5%	171
Low	24.6%	\$ 276,611	33.6%	137	\$ 2,220,847	25.8%	105	\$ 2,497,458	26.5%	108
Moderate	24.3%	\$ 213,749	25.9%	107	\$ 1,645,607	19.1%	79	\$ 1,859,357	19.7%	81
High	28.0%	\$ 174,962	21.2%	76	\$ 2,268,874	26.3%	94	\$ 2,443,836	25.9%	93
Very High	8.2%	\$ 31,349	3.8%	46	\$ 202,022	2.3%	28	\$ 233,371	2.5%	30
Total	100.0%	\$ 823,816	100.0%	100	\$ 8,614,640	100.0%	100	\$ 9,438,456	100.0%	100

Economic Cohort Geo Group	U.S.	Lodging Revenue			RV Revenue			Combined Revenue		
	Percent	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.	Count	Percent	Index vs. U.S.
Major Metro	72.3%	\$ 623,994	75.7%	105	\$ 6,215,330	72.1%	100	\$ 6,839,324	72.5%	100
Small Town & Rural	27.7%	\$ 199,822	24.3%	88	\$ 2,399,310	27.9%	100	\$ 2,599,132	27.5%	99
Total	100.0%	\$ 823,816	100.0%	100	\$ 8,614,640	100.0%	100	\$ 9,438,456	100.0%	100

100-199	200-299	300+
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**Montrose Group  
Exploration  
ADR**

Economic Cohort Letter Group	U.S.	ADR	
	Percent	Mean	Index vs. Mean
A: Age < 35, <\$50K	7.8%	\$ 67	93
B: Age 35-54, <\$50K	10.4%	\$ 74	103
C: Age 55-64, <\$50K	6.1%	\$ 69	96
D: Age 65+, <\$50K	7.8%	\$ 79	109
E: Age < 35, \$50-100K	6.9%	\$ 71	99
F: Age 35-54, \$50-100K	14.9%	\$ 68	94
G: Age 55-64, \$50-100K	9.0%	\$ 74	102
H: Age 65+, \$50-100K	8.7%	\$ 75	103
I: Age < 35, \$100-200K	2.6%	\$ 64	88
J: Age 35-54, \$100-200K	10.8%	\$ 68	95
K: Age 55-64, \$100-200K	6.7%	\$ 69	95
L: Age 65+, \$100-200K	4.8%	\$ 76	106
M: Age <35, >\$200K	0.2%	\$ 54	74
N: Age 35-54, >\$200K	1.7%	\$ 73	101
O: Age 55-64, >\$200K	0.9%	\$ 108	149
P: Age 65+, >\$200K	0.6%	\$ 73	102
Total	100.0%	\$ 72	100

Economic Cohort Income Group	U.S.	ADR	
	Percent	Mean	Index vs. Mean
\$0K-\$500K	32.1%	\$ 73	102
\$50K-\$100K	39.5%	\$ 72	99
\$100K-\$200K	25.0%	\$ 70	97
\$200K+	3.4%	\$ 84	117
Total	100.0%	\$ 72	100

Economic Cohort Age Group	U.S.	ADR	
	Percent	Mean	Index vs. Mean
Age <35	17.5%	\$ 68	94
Age 35-54	37.9%	\$ 69	96
Age 55-64	22.7%	\$ 73	101
Age 65+	21.9%	\$ 76	105
Total	100.0%	\$ 72	100

**Montrose Group  
Exploration  
ADR**

Economic Cohort Family Group	U.S.	ADR	
	Percent	Mean	Index vs. Mean
Non- Families	72.5%	\$ 73	101
Families	27.5%	\$ 71	98
Total	100.0%	\$ 72	100

Economic Cohort Credit Group	U.S.	ADR	
	Percent	Mean	Index vs. Mean
Very Low	14.9%	\$ 79	109
Low	24.6%	\$ 70	98
Moderate	24.3%	\$ 70	97
High	28.0%	\$ 72	100
Very High	8.2%	\$ 71	99
Total	100.0%	\$ 72	100

Economic Cohort Geo Group	U.S.	ADR	
	Percent	Mean	Index vs. Mean
Major Metro	72.3%	\$ 72	100
Small Town & Rural	27.7%	\$ 72	100
Total	100.0%	\$ 72	100

100-199	200-299	300+
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**Montrose Group  
Exploration  
Average Number of Nights**

Economic Cohort Letter Group	U.S.	Lodging		RV		Combined	
	Percent	Mean	Index vs. Mean	Mean	Index vs. Mean	Mean	Index vs. Mean
A: Age < 35, <\$50K	7.8%	1.8	94	12.6	137	5.2	116
B: Age 35-54, <\$50K	10.4%	2.2	112	16.7	182	6.1	135
C: Age 55-64, <\$50K	6.1%	1.8	94	8.2	89	3.8	85
D: Age 65+, <\$50K	7.8%	1.9	100	10.6	116	5.2	117
E: Age < 35, \$50-100K	6.9%	1.8	93	10.6	115	4.3	96
F: Age 35-54, \$50-100K	14.9%	2.3	117	8.6	94	4.4	98
G: Age 55-64, \$50-100K	9.0%	2.1	106	10.9	119	5.2	117
H: Age 65+, \$50-100K	8.7%	1.7	89	12.3	134	6.3	141
I: Age < 35, \$100-200K	2.6%	1.9	96	3.4	37	2.3	51
J: Age 35-54, \$100-200K	10.8%	1.9	100	4.6	51	2.9	64
K: Age 55-64, \$100-200K	6.7%	1.8	94	6.8	74	3.5	77
L: Age 65+, \$100-200K	4.8%	1.8	92	7.4	81	4.0	88
M: Age <35, >\$200K	0.2%	1.3	67	2.0	22	1.6	35
N: Age 35-54, >\$200K	1.7%	1.5	77	4.5	49	2.6	58
O: Age 55-64, >\$200K	0.9%	2.1	109	14.6	159	7.4	166
P: Age 65+, >\$200K	0.6%	1.6	80	13.4	146	7.5	169
Total	100.0%	1.9	100	9.2	100	4.5	100

Economic Cohort Income Group	U.S.	Lodging		RV		Combined	
	Percent	Mean	Index vs. Mean	Mean	Index vs. Mean	Mean	Index vs. Mean
\$0K-\$500K	32.1%	2.0	102	11.8	129	5.1	113
\$50K-\$100K	39.5%	2.0	105	10.6	115	5.1	115
\$100K-\$200K	25.0%	1.9	96	6.1	66	3.3	74
\$200K+	3.4%	1.7	88	10.6	116	5.5	123
Total	100.0%	1.9	100	9.2	100	4.5	100

Economic Cohort Age Group	U.S.	Lodging		RV		Combined	
	Percent	Mean	Index vs. Mean	Mean	Index vs. Mean	Mean	Index vs. Mean
Age <35	17.5%	1.8	94	9.0	98	3.9	87
Age 35-54	37.9%	2.1	108	8.0	88	4.0	90
Age 55-64	22.7%	1.9	99	9.2	100	4.4	99
Age 65+	21.9%	1.8	92	10.4	113	5.3	118
Total	100.0%	1.9	100	9.2	100	4.5	100

100-199	200-299	300+
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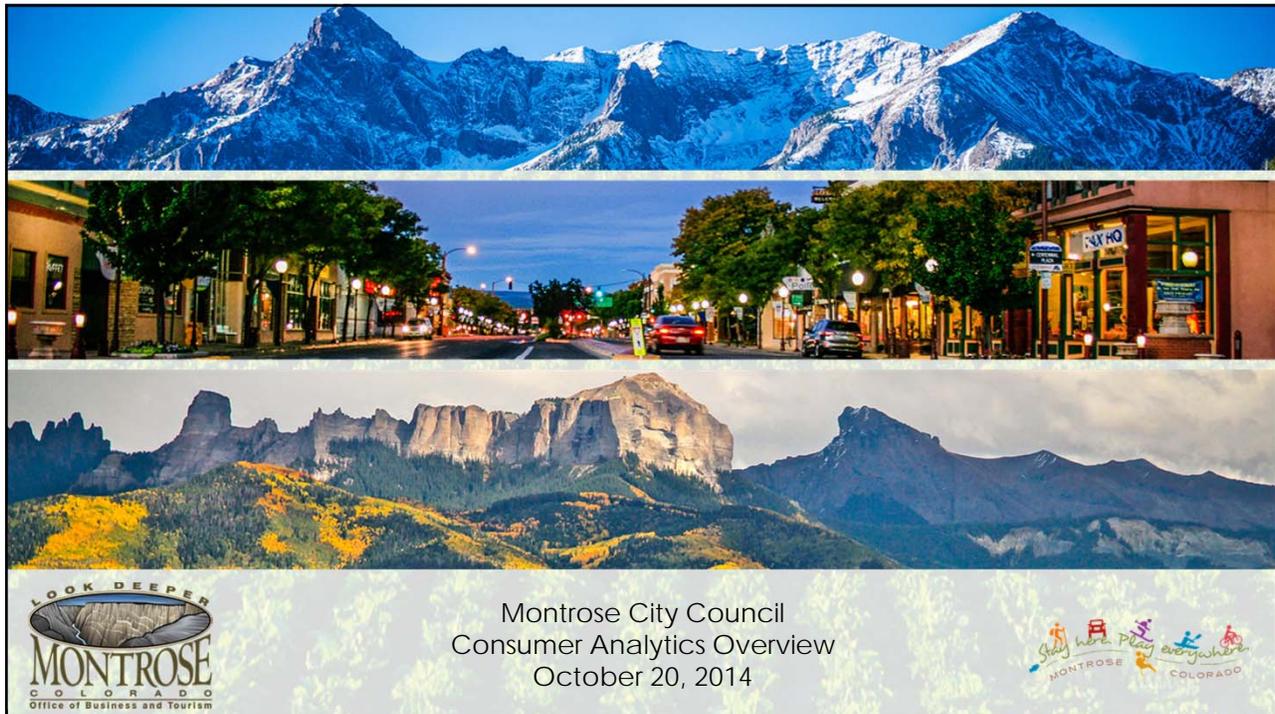
**Montrose Group  
Exploration  
Average Number of Nights**

Economic Cohort Family Group	U.S.	Lodging		RV		Combined	
	Percent	Mean	Index vs. Mean	Mean	Index vs. Mean	Mean	Index vs. Mean
Non- Families	72.5%	1.9	100	9.6	105	4.6	103
Families	27.5%	2.0	101	7.6	83	4.0	90
Total	100.0%	1.9	100	9.2	100	4.5	100

Economic Cohort Credit Group	U.S.	Lodging		RV		Combined	
	Percent	Mean	Index vs. Mean	Mean	Index vs. Mean	Mean	Index vs. Mean
Very Low	14.9%	1.8	92	9.6	105	4.8	108
Low	24.6%	1.9	98	7.7	84	4.0	90
Moderate	24.3%	1.9	99	9.7	106	4.5	100
High	28.0%	2.2	112	10.3	113	5.0	112
Very High	8.2%	1.8	93	10.2	111	4.1	91
Total	100.0%	1.9	100	9.2	100	4.5	100

Economic Cohort Geo Group	U.S.	Lodging		RV		Combined	
	Percent	Mean	Index vs. Mean	Mean	Index vs. Mean	Mean	Index vs. Mean
Major Metro	72.3%	1.9	97	8.1	88	4.1	91
Small Town & Rural	27.7%	2.1	109	12.9	141	5.9	132
Total	100.0%	1.9	100	9.2	100	4.5	100

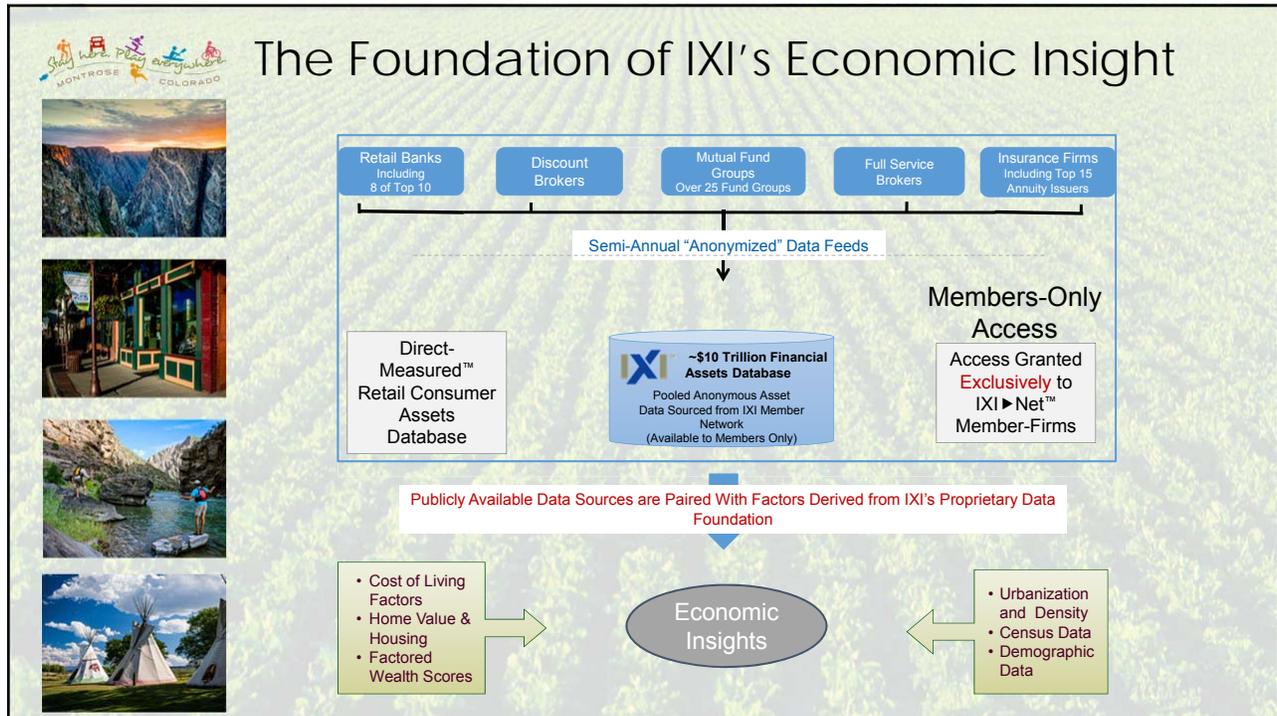
100-199	200-299	300+
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## The Opportunity

### Segmentation Fuels Targeted Marketing Programs

- IXI is a **leader in providing household level segmentation** for marketers in segments including cruise, gaming, timeshare, parks & resorts, DMOs, hotels and land tour operators.
- Segmentation is used to focus on homogenous **groups of consumers driving your business** in a targeted fashion, while allowing you to ignore those who are not core to your target.
- IXI's **proprietary household economic insights** allow for us to reveal true financial wherewithal and embed that into our segmentation.
- The combination of our research database with Montrose visitors will reveal insights into **who is visiting** Montrose.



**Building Blocks and Sources of Data**

Stays here. Play everywhere. MONTROSE COLORADO

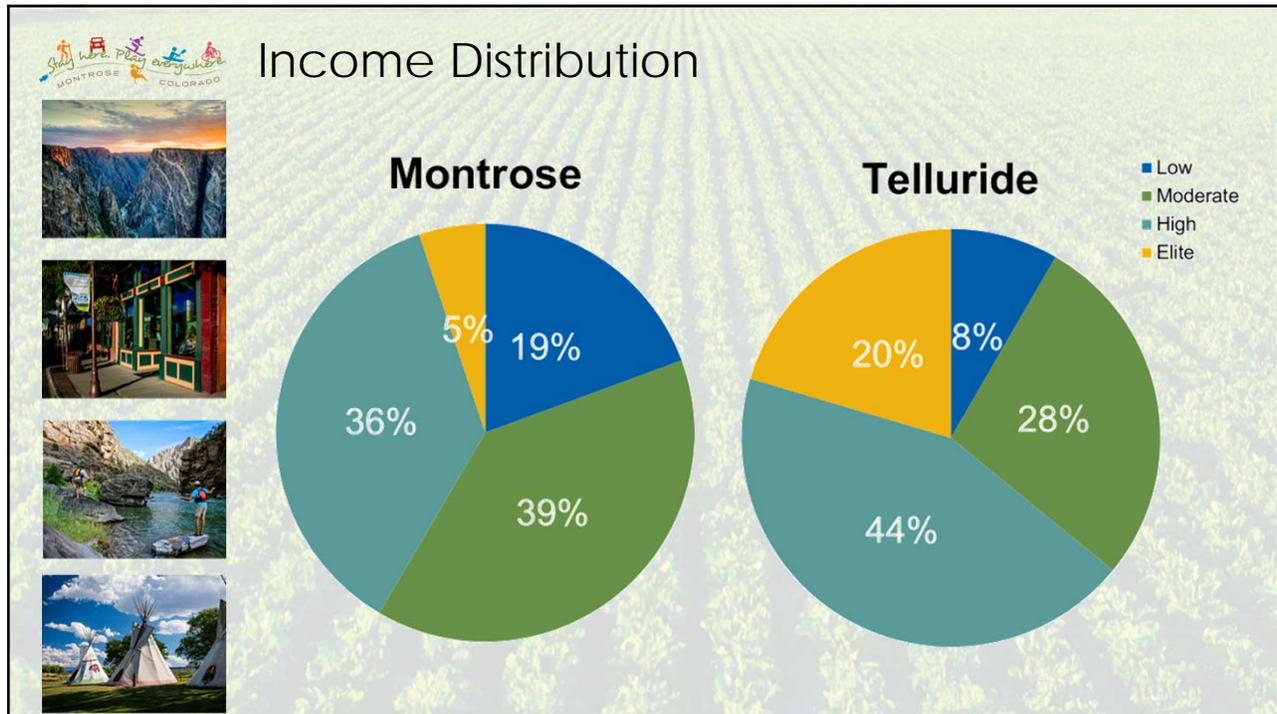
Importance ↑

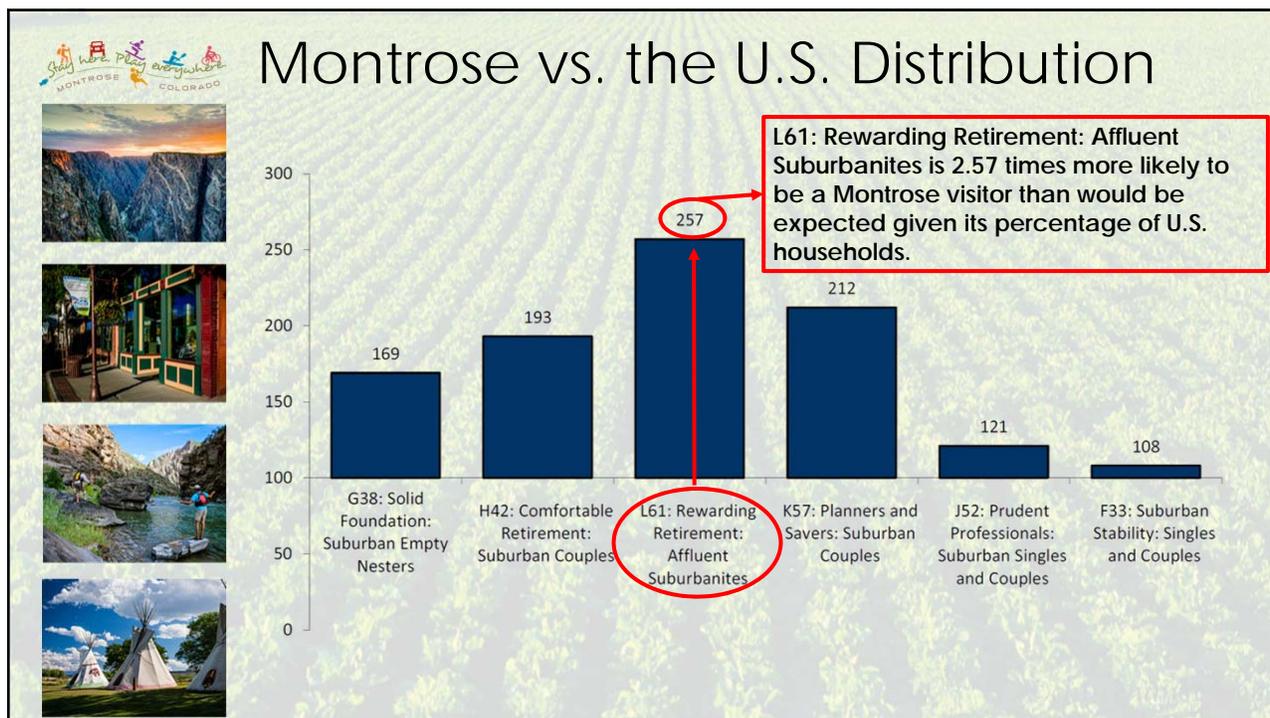
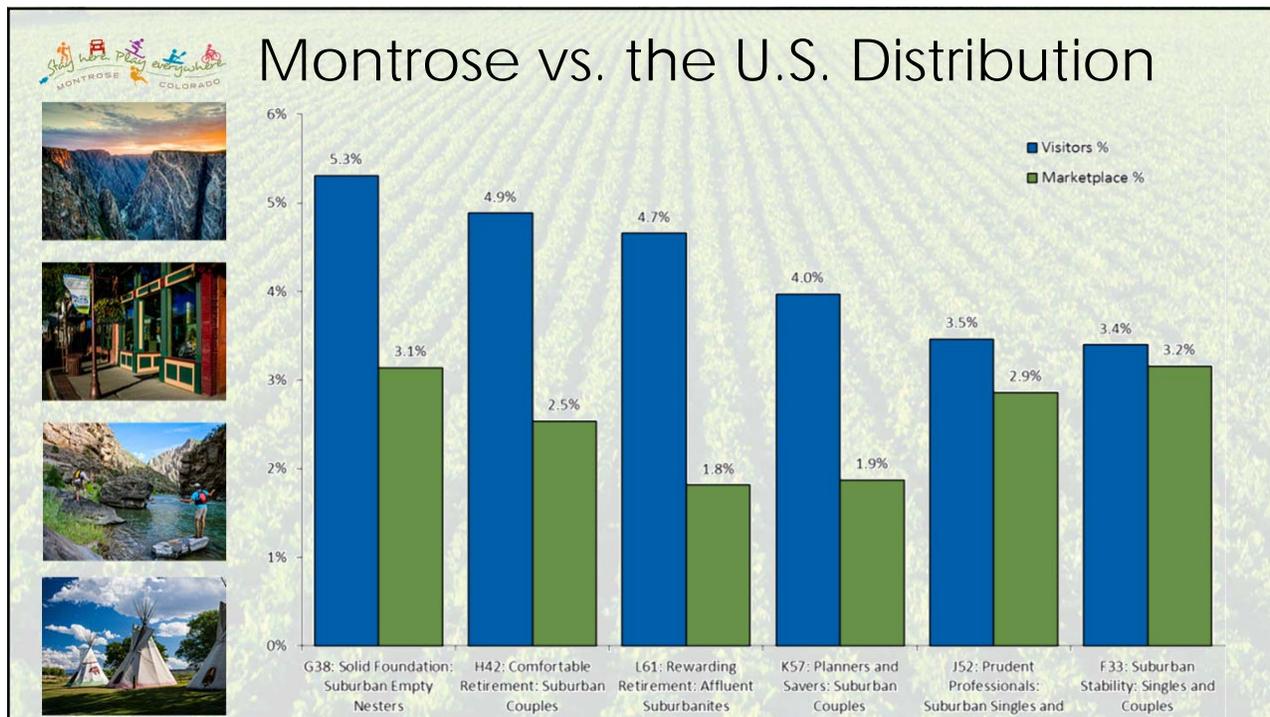
Data Type	Variable	Source
Economic Capacity	<ul style="list-style-type: none"> <li>Total income</li> <li>Discretionary spending</li> <li>Intersection of income and spending</li> </ul>	<ul style="list-style-type: none"> <li><b>Income360®</b>: Estimate of income from wages plus income generated from invested assets</li> <li><b>DS\$™</b> (Discretionary Spending Dollars): Estimate of the amount of money a household spends beyond non-discretionary expenses</li> </ul>
Demographics	Mainly lifestage: <ul style="list-style-type: none"> <li>Age, marital status, children</li> </ul>	Multiple sources
Credit	ZIP+4 credit summary: <ul style="list-style-type: none"> <li>Number of credit lines, credit balances</li> </ul>	<b>EQUIFAX</b>
Geography	Geographic Index Framework: <ul style="list-style-type: none"> <li>Town/city size, population density, neighborhood quality</li> </ul>	IXI proprietary geographic framework

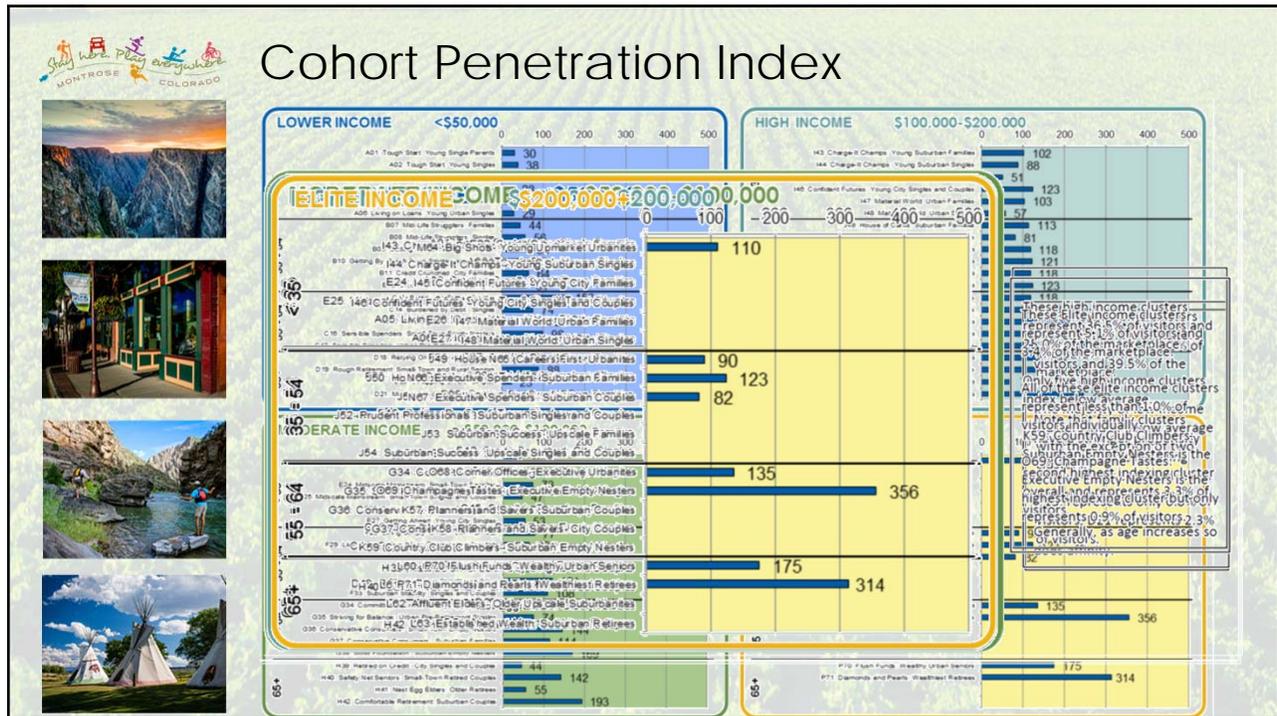
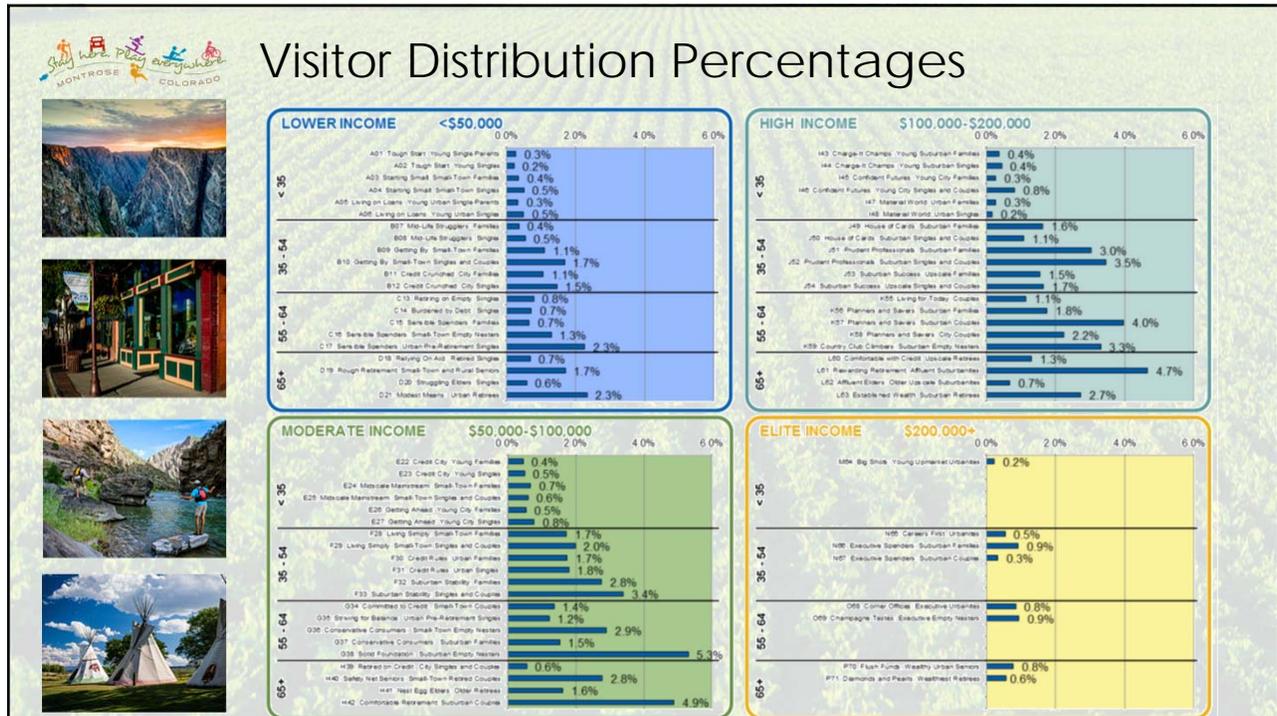
### Visit Telluride Economic Cohorts Scorecard

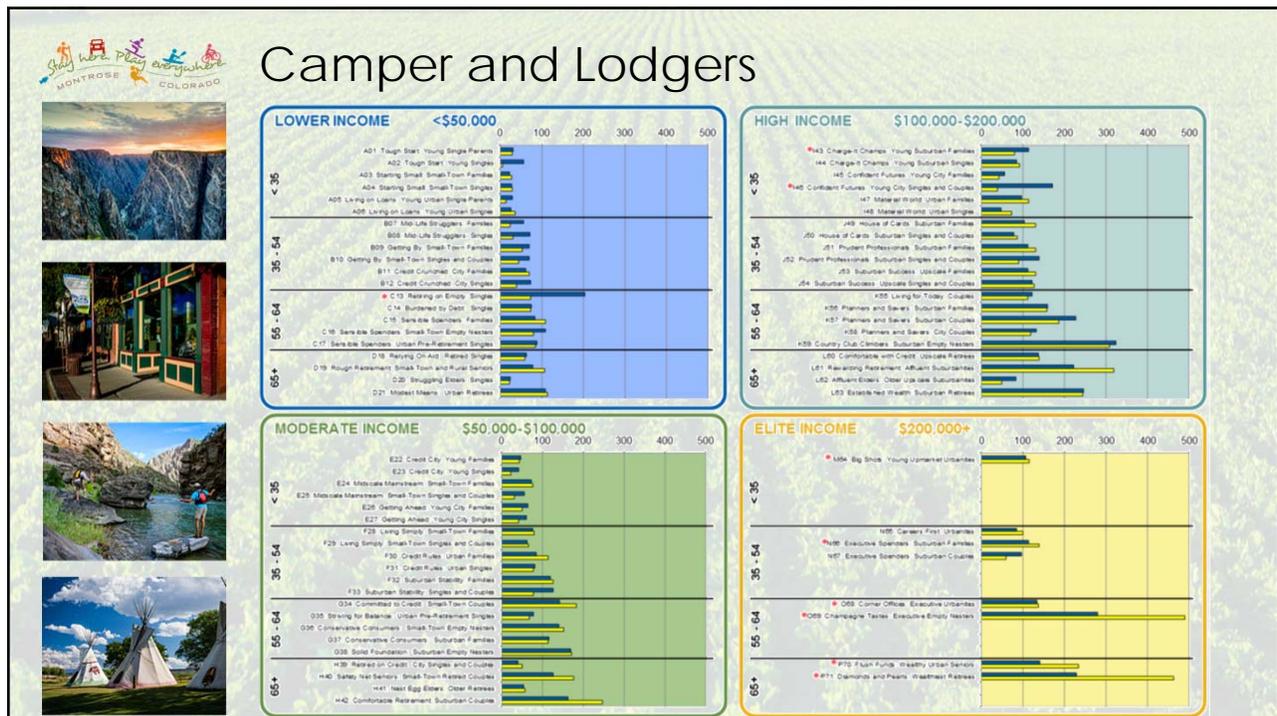
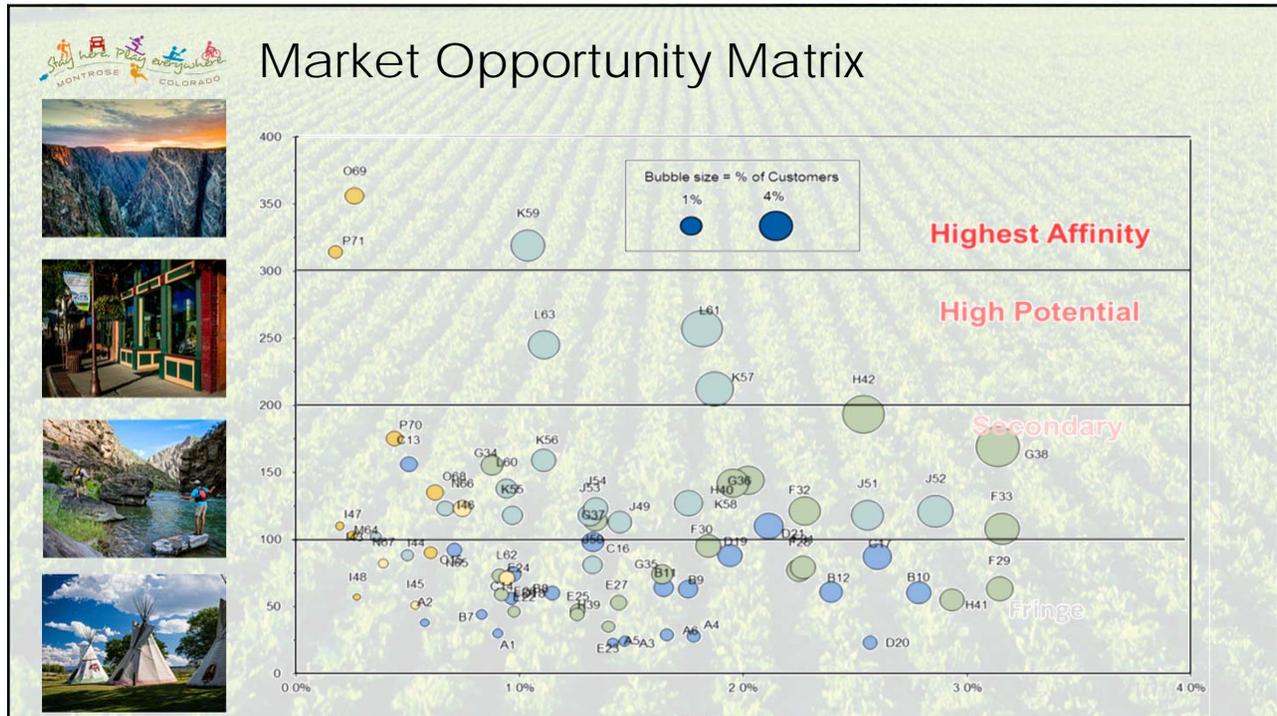
EconomicCohorts

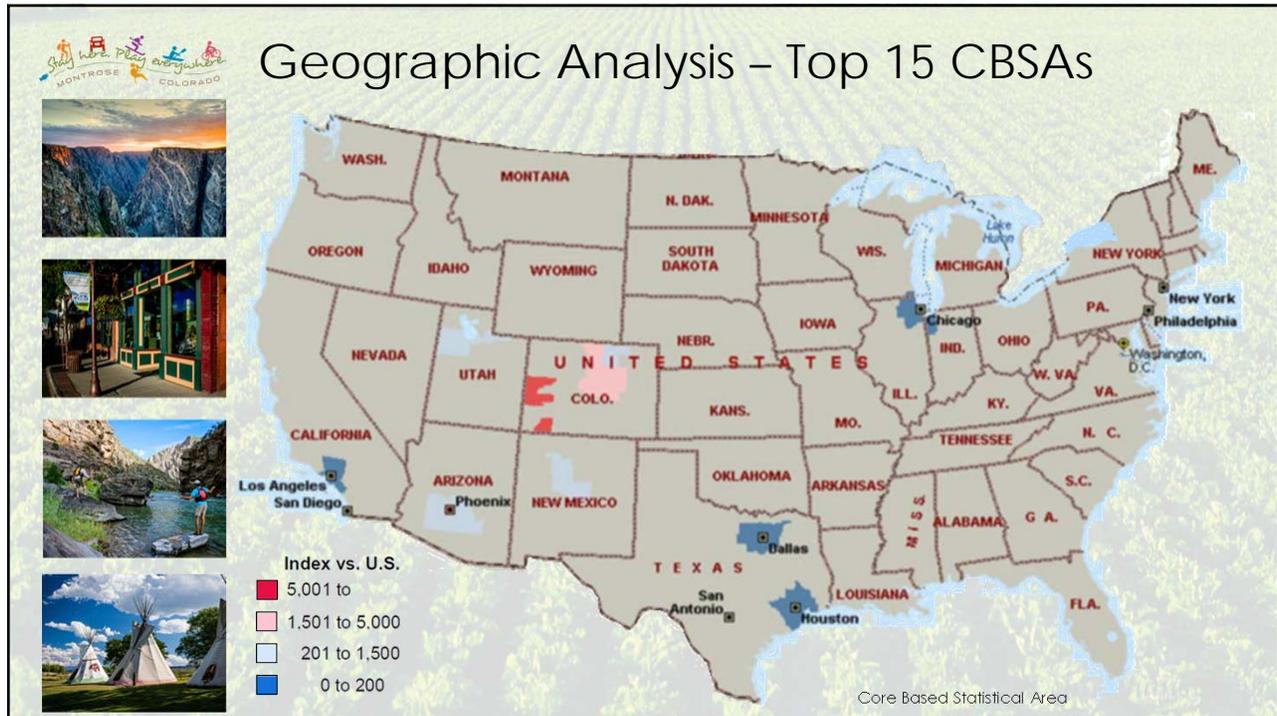
	Low Income (<\$50,000)										Moderate Income (\$50,000-\$100,000)										High Income (\$100,000-\$200,000)										Elite Income (>\$200,000)																																																							
Young (18-24)	Group A		Group B		Group C		Group D		Group E		Group F		Group G		Group H		Group I		Group J		Group K		Group L		Group M		Group N		Group O		Group P		Group Q		Group R		Group S		Group T		Group U		Group V		Group W		Group X		Group Y		Group Z																																			
	Income \$18	Income \$19	Income \$20	Income \$21	Income \$22	Income \$23	Income \$24	Income \$25	Income \$26	Income \$27	Income \$28	Income \$29	Income \$30	Income \$31	Income \$32	Income \$33	Income \$34	Income \$35	Income \$36	Income \$37	Income \$38	Income \$39	Income \$40	Income \$41	Income \$42	Income \$43	Income \$44	Income \$45	Income \$46	Income \$47	Income \$48	Income \$49	Income \$50	Income \$51	Income \$52	Income \$53	Income \$54	Income \$55	Income \$56	Income \$57	Income \$58	Income \$59	Income \$60	Income \$61	Income \$62	Income \$63	Income \$64	Income \$65	Income \$66	Income \$67	Income \$68	Income \$69	Income \$70																																	
	86	85	84	83	82	81	80	79	78	77	76	75	74	73	72	71	70	69	68	67	66	65	64	63	62	61	60	59	58	57	56	55	54	53	52	51	50	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
Working Years (25-54)	Group A		Group B		Group C		Group D		Group E		Group F		Group G		Group H		Group I		Group J		Group K		Group L		Group M		Group N		Group O		Group P		Group Q		Group R		Group S		Group T		Group U		Group V		Group W		Group X		Group Y		Group Z																																			
	Income \$18	Income \$19	Income \$20	Income \$21	Income \$22	Income \$23	Income \$24	Income \$25	Income \$26	Income \$27	Income \$28	Income \$29	Income \$30	Income \$31	Income \$32	Income \$33	Income \$34	Income \$35	Income \$36	Income \$37	Income \$38	Income \$39	Income \$40	Income \$41	Income \$42	Income \$43	Income \$44	Income \$45	Income \$46	Income \$47	Income \$48	Income \$49	Income \$50	Income \$51	Income \$52	Income \$53	Income \$54	Income \$55	Income \$56	Income \$57	Income \$58	Income \$59	Income \$60	Income \$61	Income \$62	Income \$63	Income \$64	Income \$65	Income \$66	Income \$67	Income \$68	Income \$69	Income \$70	Income \$71	Income \$72	Income \$73	Income \$74	Income \$75	Income \$76	Income \$77	Income \$78	Income \$79	Income \$80	Income \$81	Income \$82	Income \$83	Income \$84	Income \$85	Income \$86	Income \$87	Income \$88	Income \$89	Income \$90	Income \$91	Income \$92	Income \$93	Income \$94	Income \$95	Income \$96	Income \$97	Income \$98	Income \$99	Income \$100			
	71	70	69	68	67	66	65	64	63	62	61	60	59	58	57	56	55	54	53	52	51	50	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0														
Pre-Retirement (55-64)	Group A		Group B		Group C		Group D		Group E		Group F		Group G		Group H		Group I		Group J		Group K		Group L		Group M		Group N		Group O		Group P		Group Q		Group R		Group S		Group T		Group U		Group V		Group W		Group X		Group Y		Group Z																																			
	Income \$18	Income \$19	Income \$20	Income \$21	Income \$22	Income \$23	Income \$24	Income \$25	Income \$26	Income \$27	Income \$28	Income \$29	Income \$30	Income \$31	Income \$32	Income \$33	Income \$34	Income \$35	Income \$36	Income \$37	Income \$38	Income \$39	Income \$40	Income \$41	Income \$42	Income \$43	Income \$44	Income \$45	Income \$46	Income \$47	Income \$48	Income \$49	Income \$50	Income \$51	Income \$52	Income \$53	Income \$54	Income \$55	Income \$56	Income \$57	Income \$58	Income \$59	Income \$60	Income \$61	Income \$62	Income \$63	Income \$64	Income \$65	Income \$66	Income \$67	Income \$68	Income \$69	Income \$70	Income \$71	Income \$72	Income \$73	Income \$74	Income \$75	Income \$76	Income \$77	Income \$78	Income \$79	Income \$80	Income \$81	Income \$82	Income \$83	Income \$84	Income \$85	Income \$86	Income \$87	Income \$88	Income \$89	Income \$90	Income \$91	Income \$92	Income \$93	Income \$94	Income \$95	Income \$96	Income \$97	Income \$98	Income \$99	Income \$100			
	71	70	69	68	67	66	65	64	63	62	61	60	59	58	57	56	55	54	53	52	51	50	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0														
Retired (65+)	Group A		Group B		Group C		Group D		Group E		Group F		Group G		Group H		Group I		Group J		Group K		Group L		Group M		Group N		Group O		Group P		Group Q		Group R		Group S		Group T		Group U		Group V		Group W		Group X		Group Y		Group Z																																			
	Income \$18	Income \$19	Income \$20	Income \$21	Income \$22	Income \$23	Income \$24	Income \$25	Income \$26	Income \$27	Income \$28	Income \$29	Income \$30	Income \$31	Income \$32	Income \$33	Income \$34	Income \$35	Income \$36	Income \$37	Income \$38	Income \$39	Income \$40	Income \$41	Income \$42	Income \$43	Income \$44	Income \$45	Income \$46	Income \$47	Income \$48	Income \$49	Income \$50	Income \$51	Income \$52	Income \$53	Income \$54	Income \$55	Income \$56	Income \$57	Income \$58	Income \$59	Income \$60	Income \$61	Income \$62	Income \$63	Income \$64	Income \$65	Income \$66	Income \$67	Income \$68	Income \$69	Income \$70	Income \$71	Income \$72	Income \$73	Income \$74	Income \$75	Income \$76	Income \$77	Income \$78	Income \$79	Income \$80	Income \$81	Income \$82	Income \$83	Income \$84	Income \$85	Income \$86	Income \$87	Income \$88	Income \$89	Income \$90	Income \$91	Income \$92	Income \$93	Income \$94	Income \$95	Income \$96	Income \$97	Income \$98	Income \$99	Income \$100			
	71	70	69	68	67	66	65	64	63	62	61	60	59	58	57	56	55	54	53	52	51	50	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0														











Visitors	Index
Montrose, CO Micropolitan Statistical Area	23280
Durango, CO Micropolitan Statistical Area	8253
Grand Junction, CO Metropolitan Statistical Area	5580
Colorado Springs, CO Metropolitan Statistical Area	2188
Fort Collins-Loveland, CO Metropolitan Statistical Area	1983
Denver-Aurora-Broomfield, CO Metropolitan Statistical Area	1676
Boulder, CO Metropolitan Statistical Area	1553
Greeley, CO Metropolitan Statistical Area	1418
Albuquerque, NM Metropolitan Statistical Area	428
Salt Lake City, UT Metropolitan Statistical Area	390
Phoenix-Mesa-Glendale, AZ Metropolitan Statistical Area	207
Dallas-Fort Worth-Arlington, TX Metropolitan Statistical Area	85
Houston-Sugar Land-Baytown, TX Metropolitan Statistical Area	71
Chicago-Joliet-Naperville, IL-IN-WI Metropolitan Statistical Area	49
Los Angeles-Long Beach-Santa Ana, CA Metropolitan Statistical Area	44

**Profile Snapshot: What's Included?**

This slide illustrates the components of a demographic profile snapshot for a specific cluster. On the left, a vertical column of five images represents the cluster's visual identity: a mountain landscape, a storefront, a river scene, and a teepee. The main content area is divided into two primary sections: a detailed demographic and economic summary on the left, and a detailed economic and lifestyle summary on the right. The left section includes a cluster name, code, and description, followed by demographic and economic summaries with various charts and bar graphs. The right section provides a detailed economic summary, including a migration summary, shopping behaviors, media and communications behaviors, and advertising attitudes. Labels with arrows point to specific elements: 'Cluster Name', 'Cluster Code', 'Cluster Description', 'Demographic Summary', 'Cluster Economic Summary', 'Key Indicators (Lifestage, Income, Spending, and Credit)', 'Economic Behaviors', 'Lifestyle', 'Migration Summary', 'Detailed Demographics', 'Shopping Behaviors', 'Media and Communications Behaviors', 'Advertising Attitudes', and 'Cluster Economics vs. U.S. Averages'.

**Champagne Tastes: Executive Empty Nesters**  
Group 0 - Cluster 69

This slide presents a detailed profile for the 'Champagne Tastes: Executive Empty Nesters' cluster. It features a horizontal bar chart comparing various lifestyle and attitude metrics against national averages. The chart is organized into two main sections: 'Lifestyle' and 'Attitudes'. The 'Lifestyle' section includes metrics such as vehicle ownership, family restaurant visits, fast-food consumption, alcohol consumption, shopping frequency, and travel habits. The 'Attitudes' section covers financial conservatism, brand loyalty, product quality preferences, health consciousness, and technology usage. The chart uses a scale from 'Very Low' to 'Very High' and includes a legend for 'National Average'. The slide also includes the 'Economic Cohorts' logo and the 'EQUIFAX' logo.









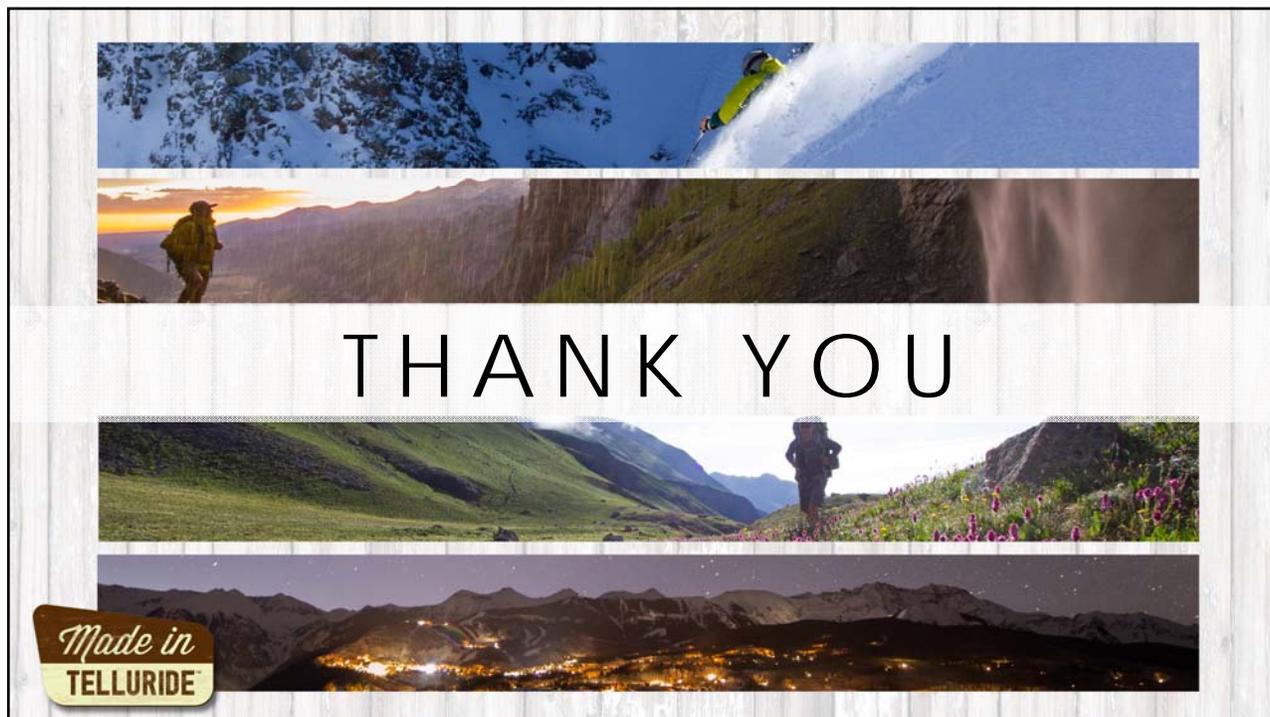


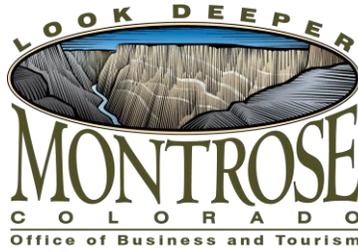
## LEISURE TRAVELER TAKEAWAYS

- The near-term horizon line of demand for travel services is the brightest it's been in seven years, but troubling world events add considerable uncertainty about future.
- Matures are where the money is for leisure travel, but Millennials are the new market makers.
- The incidence of utilization of conventional hotels/resorts is in decline and there is growing preference for alternative lodging.
- "Brand.com" is now challenging the OTAs as the dominant source for "best prices" and "most convenient".
- "Markets of one" represent an under-leveraged opportunity for travel service providers.



MMGY GLOBAL





# City of Montrose Office of Business and Tourism 2015 Special Event Program

Approved by the  
Special Event Committee  
&  
Competitive Sports Committee

October 2014

107 South Cascade Avenue, Montrose, CO 81401  
events@visitmontrose.com  
(970) 240-1402



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## Part I: Grant Application for Arts & Events OR Competitive Sports

(requests over \$500)

### Background

The City of Montrose Office of Business and Tourism (OBT) was established in April 2013 to administer the Retail Sales Enhancement (RSE) and Tourism Promotion (TP) funds and programs. The mission of the OBT is to increase tourism and retail activity. The OBT serves businesses that collect sales and a special lodging excise tax.

TP and RSE funds are designated to promote the City of Montrose (City) (and surrounding region) as a preferred visitor destination with emphasis in the following markets: meetings and conventions, group leisure travel, large special events, cultural activities, and competitive sporting events.

### Priorities

Hospitality and partnership is in the forefront and at the foundation of the OBT's efforts.

The OBT allocates and administers funds from its annual budget through the Arts and Events or Competitive Sports Grants (Grants) to assist groups and organizations that coordinate events. These events must demonstrate a history of visitor impact or significant potential to attract visitors for overnight stays and/or result in increased sales tax collection, thereby positively effecting the commercial lodging industry (hotels/motels, RV parks, campgrounds, and condominiums), and/or restaurants, retail establishments, and other businesses.

Grants are disbursed with recommendations from designated advisory groups including, but not limited to, the Special Event Program Committee/Competitive Sports Committee (Committee) and the Tourism Retail Advisory Committee (TRAC). The number and extent of assistance will be dependent upon the availability of designated funds. Ideally, the funds allocated by the OBT will be returned through increased transient lodging sales, tourist development tax generated from those sales, and increased sales tax collection.

The OBT seeks to be an upstanding and proactive community partner. Community Impact Awards (CI Awards) of up to \$500 are its way of supporting local events and fundraisers that serve residents and enhance the quality of life in the Montrose area, while not necessarily impacting tourism or retail sales activity. Part II of this document provides detailed information about applying for a CI Award.

### Definition

A "special event" is understood as a new or existing organized concert, exhibition, festival, fair, conference, celebration, or attraction which is conducted according to a prearranged schedule and in which general public interest is manifested. The public interest should extend to City residents and visitors who would consider staying overnight to observe or participate.

Direct sales, advertising, or marketing programs that are either supplemental to or in conflict with the OBT or Visit Montrose direct sales, advertising, or marketing programs do not qualify in this context as a special event.

Grants will generally be project/event specific.

### Eligibility

The following criteria must be met for assistance consideration:

1. Timely submission of a complete application:
  - Provided in full, electronically submitted at [www.CityofMontrose.org](http://www.CityofMontrose.org) >Online Services >Form Center> OBT Forms >Grant Application
    - Note: public computers are available for use at the downtown Visitor Center and the Montrose Regional Library.
  - Applications will only be received during the advertised annual cycle.
  - If an application is received outside of the designated submission dates and funds are still available in the budget, the OBT may elect to consider the request following a super majority vote (majority plus one) of the Committee.
2. Event must take place between January 1, 2015, and December 31, 2015.
3. Event must have the potential to bring, or have had past history of bringing, out-of-town visitors and/or generate retail sales.
4. Event must use commercial lodging establishments within the City.
5. Event must comply with the Special Event Strategy (available online at [www.CityofMontrose.org](http://www.CityofMontrose.org)> Document Center> OBT> Events).
6. Organizations may submit multiple grants for separate events.
7. The OBT should not be the sole event sponsor.

Applying organizations must conduct business in the Montrose area without discrimination on the basis of race, gender, sexual orientation, age, disability, national origin, or religious affiliation. Incomplete applications and those not submitted electronically may be disqualified.

### Exclusions

Unallowable expenses may include, but are not limited to, the following:

1. general operating expenses and support, including but not limited to:
  - a. annual funds
  - b. asset appreciation
  - c. building, renovating and/or remodeling expenses
  - d. staffing or permanent equipment purchases
  - e. debt retirement or existing financial obligations
2. support of individuals (including scholarships and financial aid), private events, or social functions
3. religious organizations for sectarian purposes
4. political organizations or campaigns
5. programs which solicit advertising or sponsorships, as assistance cannot be used to garner more assistance and must be put towards an immediate end
6. advertising that only reaches the City and its residents unless the event is intended to promote shopping locally
7. research

### Guidelines

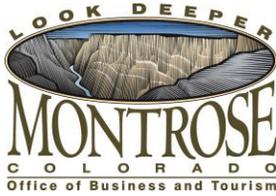
The OBT seeks to be a responsive and proactive community partner, working strategically and creatively to address existing and emerging arts and events or competitive sports opportunities that will enhance overnight stays through the competitive grant program.

The final grant will be based on the Committee's discretion and available funding levels.

1. Funding levels will not exceed 25% of the total event budget.
  - a. Granted funding may be presented as in-kind or monies.
  - b. The OBT will consider post-event remuneration for event organizers and partnering lodgers and retailers, over and above the originally granted amount, for proven/documented overnight stays and/or retail activities. Details will be provided to collaborating organizations, if and after the application is approved for support.
2. Allowable expenses are intended to supplement the sponsoring organization's event budget, and may include, but are not limited to, the following:
  - a. Marketing and promotion (e.g., co-branding, advertising, etc.) and programming expenses
  - b. paid advertising that reaches beyond the City with potential to drive overnight visitation
  - c. media buys, production and technical expenses
  - d. site fees/costs (contract help, rentals, insurance)

- e. rights fees, sanction fees, non-monetary awards (in kind goods or services)
  - f. travel expenses including lodging
  - g. Montrose Bucks
  - h. The OBT may choose to lend assistance or administer funds approved in the form of advertising, public relations, promotions, or research programs through its respective agency of record on behalf of the applicant.
3. Funding is to be granted ***post event*** and provided as reimbursement for approved actual expenditures. To be eligible for payment, a completed post-event report ***must*** be:
- a. Provided in full, within 60 days of the event, and electronically submitted at [www.CityofMontrose.org](http://www.CityofMontrose.org) >Online Services >Form Center> OBT Forms >Post Event Report. (Note: public computers are available for use at the downtown Visitor Center and the Montrose Regional Library.)
  - b. Failure to submit a complete post-event report will result in disqualification for support.
  - c. All printed materials with the OBT or Visit Montrose logos or slogan must be presented with the post-event report. (Failure to include these can be cause for disallowing reimbursement of that portion of the assistance. If the event occurs near the end of the fiscal year, request for reimbursement must be received by December 1, 2014.)
  - d. Any funds granted will be subject to audit by the city auditor.
  - e. Proof of payment must be provided in the form of one of the following:
    - i. a vendor receipt
    - ii. a front and back copy of cleared check
      - 1. If a check is used and intended to show proof of purchase for consideration of reimbursement, a copy of both the front and back of canceled check must be provided.
      - 2. Written confirmation from vendor that an expenditure has been paid in full is necessary, if only a copy of the front of the cleared check is provided.
    - iii. credit card receipts
    - iv. cash receipts may be accepted for reimbursement; however, recipients are strongly encouraged to use a check or credit card
  - f. In rare instances and with written approval, the OBT may elect to pay vendors of certain services directly during or prior to the event
4. The OBT requires approval of any advertisement that displays the OBT logo(s) and/or slogan. Camera-ready logos will be provided online to grant recipients. Visual recognition of the OBT must be included where appropriate:
- a. On all printed material for the event
  - b. Referenced on the organization's web site
  - c. Referred to in public relations activities

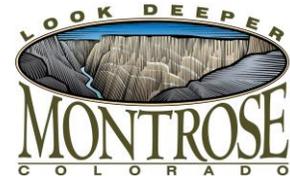
**OBT Logo:**



**Visit Montrose Slogan:**



**Visit Montrose Logo:**



5. Lodging facilities secured for the event must be located within the City. Events occurring outside of the City in neighboring communities may qualify for support by demonstrating the potential to utilize City lodging establishments.
6. While the OBT does not currently limit the number of years it will fund an event, its goal is to support events into self-sufficiency, at which point it can shift to assisting other emerging events that also support the OBT mission. As this program continues to mature, such guidelines may be introduced.

Visitor Tracking

To assess the impact of each event on the City's transient lodging industry, **the importance of tracking the number of overnight stays cannot be overstated.**

At a minimum, the attached Visitor Tracking Form (Appendix B) should be used to capture the data required to complete the post-event report.

Should the event use an electronic or online registration procedure, it is strongly encouraged that the following information is gathered during the registration process:

- participant/group name
- lodging facility used
- number of rooms secured
- number of days
- number of guests staying in each room
- each guest's city and state of residence

Room block reports from lodging facilities are the preferred method of reporting room data. This information will be used to help track the number of visitors attending each event, and can help determine the growth of a particular event. Subsequently, the growth of an event can impact the funding level of the award to the organization.

Following the event, the OBT reserves the right to conduct a post-audit of information presented on the post-event report prior to releasing any approved funds. All lodging accommodations listed will be contacted to confirm the number of room nights generated for the event. **Please note that any misleading, false, or incomplete information presented may adversely affect future awards.**

Criteria

The Committee will score each application on a 75 point scale based on the following:

			Score	Notes
Tourism Development and/or Retail Sales Enhancement	<ul style="list-style-type: none"> <li>• Proposal has potential (or previously proven ability) to generate overnight stays in City commercial lodging facilities</li> <li>• Proposal contributes through event offerings to overall appeal of Montrose as a preferred visitor destination</li> <li>• Proposal explains domestic marketing initiatives and strategies for attracting out of town visitors</li> <li>• Marketing plan - realistic, well-defined, professional, thorough</li> <li>• Event coincides with non-peak or "shoulder seasons"</li> <li>• Proposal describes plans to partner with lodging facilities, restaurants, and retailers to create enticing packages to attract visitors and locals</li> </ul>	25 points		
Event Evaluation	<ul style="list-style-type: none"> <li>• Event supports OBT's missions</li> <li>• Budget – realistic, well-defined, professional, thorough</li> <li>• Degree to which program is likely to attract additional funds, resources, and community support (i.e., OBT is not the sole sponsor)</li> <li>• Funds requested meet criteria of allowable expenses; program details how funding will be used</li> <li>• Proposal includes event goals and objectives</li> <li>• Proposal includes method for documenting and evaluating outcome of event; the degree to which measurable outcomes are used for evaluation</li> <li>• Proposal includes documentation plan for overnight stays</li> </ul>	25 points		
Administrative Evaluation	<ul style="list-style-type: none"> <li>• Application is complete</li> <li>• Application is presented professionally</li> <li>• Application is thoughtful and well considered</li> <li>• Application has been submitted electronically</li> <li>• Reasonable effort was made to work with OBT and to understand the special event process</li> </ul>	25 points		
Total Possible Points:		75		

### Approval Process

The approval process is as follows:

1. Special Event Assistance Application submitted electronically by deadline
2. OBT staff review
3. Special Event Committee review and recommendation
4. OBT final approval
5. Recipients notified of their grant status

### Timeline

	<b><u>Process</u></b>	<b><u>Date</u></b>
1.	Annual Special Event Summit	9/24/2014
2.	Application Cycle Start	10/1/2014
3.	Submittal Deadline	11/10/2014 by 8am
4.	Review	11/20/2014
5.	Review and Final Approval by OBT	Week of 11/24/2014
6.	Funds Available	2-4 weeks following submittal and approval of post-event report

### Submission

Please e-mail the completed application packet (refer to the application checklist for particulars) to [events@VisitMontrose.com](mailto:events@VisitMontrose.com) and submit the original application packet by **8:00am on Monday, November 10, 2014**, to:

City of Montrose Office of Business and Tourism  
Special Event Office  
107 South Cascade Avenue  
Montrose, CO 81402

**For questions or additional information, please contact:**

Stacey Ryan  
Special Events and Public Information Coordinator  
(970) 240-1402  
[sryan@ci.montrose.co.us](mailto:sryan@ci.montrose.co.us)

## Part II: Community Impact Award

(requests up to \$500)

### Guidelines

The OBT seeks to be an upstanding and proactive community partner. Community Impact Awards (CI Awards) are its way of supporting local events and fundraisers that serve residents and enhance the quality of life in the city of Montrose, while not necessarily impacting tourism or retail sales activity.

CI Awards are limited to \$5,000 for 2015 and will be available on a first-come, first-served basis. Once available funding has been exhausted, applications will no longer be accepted during the remainder of the calendar year.

It is the responsibility of the recipient organization to invoice the OBT for the committed amount of funding. Funds may be disbursed up to 30 days prior to the date of the program, event, or project takes place. If the occasion is canceled or postponed, funding must be promptly returned to the OBT.

In determining the merits and priority of a funding application, consideration is given to programs that involve collaborative efforts. If the assistance amount requested exceeds \$500, please apply for the Arts and Events Grant.

CI Awards may be provided in a number of ways and will generally be project/event specific. Examples include:

- Event tickets or event tables
- Sponsorship with clearly defined benefits (e.g. "gold, silver, bronze" structure)
- OBT-branded swag for use at an event (e.g., silent auctions, drawings, etc.)
- In-kind services (e.g., City departmental resources)
- Waiver of applicable event fees (e.g., City permits)
- Montrose Bucks (e.g., for award, prizes, gifts for welcome bags, etc.)

### Eligibility

Preference is to support organizations exempt from federal income taxes under Section 501(c)3 of the Internal Revenue Code, governed by a volunteer board of directors with at least five unrelated members. Applying organizations must:

- be located in the Montrose area
- conduct business without discrimination on the basis of race, gender, sexual orientation, age, disability, national origin, or religious affiliation

### Exclusions

As a rule, the OBT does NOT make grants for:

- General operating expenses and support

- Individuals (scholarships, financial aid, private events, social functions, etc.)
- Religious organizations for sectarian purposes
- Political organizations or campaigns
- Debt retirement or existing financial obligations
- Annual funds
- Research

### Application

Requests should be no longer than two pages (excluding accompanying event-related material) and be submitted on organizational letterhead. Incomplete applications may be disqualified.

Applications must include all of the following items:

1. Name, address, tax ID number, and contact information of the organization
2. Contact information of the person submitting the grant
3. Contact information of the event coordinator/point-of-contact
4. Amount requested
5. Organization's mission
6. Summary and history of the organization
7. Summary, history, and purpose of the program/project for which funds are requested
8. Explanation of how funding this proposal will make a difference to the community at large
9. Application must be signed and dated by the applicant and the board chair/president

### Summary Report

Within 60 days of the event, the organization must furnish the OBT with:

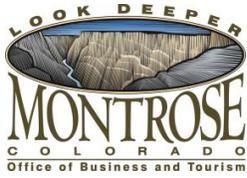
- at least three electronic photographs of the event
- a summary report describing how the funds were spent and the progress made toward the purposes of the award

Subsequent applications for organizations that fail to submit the required reports may not be eligible for consideration.

### Submission

Applications for 2015 will be accepted starting November 1, 2014. Email applications and summary reports to [events@visitmontrose.com](mailto:events@visitmontrose.com). Mail and hand-deliver applications to the downtown Visitor Center at 107 South Cascade Avenue, Montrose, CO 81401.

If hand-delivering, ensure applications are time/date stamped by an OBT staffer.



# Appendix A Certification and Compliance Statement

**APPLICANT:** I hereby certify that the information contained in this application is true and correct to the best of my knowledge and that I have read the Policies and Procedures of the City of Montrose Office of Business and Tourism (OBT) Special Event Program and will abide by all legal, financial, and reporting requirements as a condition of receiving funds from the OBT.

I grant permission to the OBT to investigate the credit history of my organization, if necessary.

I also agree to indemnify the City of Montrose, and all employees, officers, agents, members or representatives thereof (collectively referred to as indemnities) from and against all liability, loss, or damage that indemnities may sustain as a result of claims, demands, costs, or judgments arising from applicant's use of assistance.

I understand that if my event is cancelled for any reason, I am responsible for reimbursing the OBT in entirety for all financial assistance received.

I agree to submit electronically the completed post-event report and all related documentation within 60 days after the last day of the event before I will receive consideration for funding.

I understand that failure to complete and return this report will impact funding decisions for future assistance requests by the organization I represent.

Signatures must be **original** in **blue ink**.

Organization/  
Entity

\_\_\_\_\_  
Please Print or Type

Name:

\_\_\_\_\_  
Event Organizer  
Please Print or Type

Entity/Organization President or Chair

Signature:

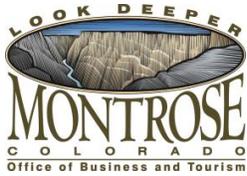
\_\_\_\_\_  
Event Organizer

Entity/Organization President or Chair

Date:

\_\_\_\_\_





## Appendix C Additional Support and Resources

While the OBT is eager for the success of all community events, some may not align with the OBT's Special Events funding criteria. All special events may take advantage of several avenues of non-financial support and a number of local and regional resources.

Here's how the OBT can help promote your event:

1. VisitMontrose.com and Visit Montrose mobile app event listing(s) - Submit event information for consideration using the online form available at [www.visitmontrose.com/eventlisting](http://www.visitmontrose.com/eventlisting). Event information will appear on VisitMontrose.com, the community's official tourism Web site, and the Visit Montrose mobile app. Events must be of at least general interest to the public. Business promotions, such as sales, special offers, and discounts do not qualify as "events".
2. Channel 10 – Montrose cable television subscribers receive Channel 10, the City's government access channel. Event organizers may submit a request to have their event information posted on the community events calendar that displays periodically throughout the day. Specific listing requirements are included with the event submittal form at [www.cityofmontrose.org/channel10](http://www.cityofmontrose.org/channel10).
3. Visitor Center & Electronic Displays - Located right in the heart of downtown at 107 South Cascade Avenue, the community bulletin board and electronic displays in the Center afford an excellent opportunity to promote events to locals and visitors alike. Contact the Visitor Center at (970) 497-8558 to learn more. Additional electronic displays as seen in the Center are presented throughout town at various sites, like the Montrose Pavilion and Montrose Regional Airport, to further highlight special events.
4. Social Media – The OBT will support event efforts through selective postings on Visit Montrose Facebook and Twitter sites.

Other support and resources may be available to help support your event:

1. The Annual Hospitality Summit If you are planning an event, you are in hospitality. The Annual Western Colorado Hospitality Summit held in Montrose in October provides the tools needed to be successful, including seminars, interactive classes, and cover topics such as customer service, branding, and social media, all presented by nationally recognized and respected professionals.
2. The Montrose Community Foundation helps expand the capacity of community organizations by providing grants, networking opportunities, and educational offerings. For more information about capacity-building workshops for nonprofits, partnerships for community initiatives, and grants to nonprofits, please visit [www.montrosecf.com](http://www.montrosecf.com) or call (970) 249-3900.
3. Region 10, through its Small Business Resource Center (SBRC), provides support for small businesses, which may include event planning and support, through educational programs, one-on-one consulting, networking forums and limited financial opportunities. For more information on any question relating to small business, please visit [www.region10.net](http://www.region10.net) or call (970) 249-2436.
4. The Montrose Chamber of Commerce Chamber members may inquire about maximizing member benefits to help publicize their event. Membership benefits include advertising, networking opportunities, and more. The Chamber may be reached at (970) 249-5000 or visit [www.MontroseChamber.com](http://www.MontroseChamber.com).

5. The Montrose Regional Library offers audio-visual equipment, books about event planning, and several meeting rooms that may be reserved. Library staff is available to assist in areas such as grant writing and public relations. Four large display cases in the main lobby also may be reserved. The Library may be reached at (970) 249-9656 or visit [www.MontroseLibrary.org](http://www.MontroseLibrary.org).