

The Economic Impact on Dolores, Colorado of the Dolores River Festival, 2017



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Executive Summary

Greater Dolores Action group requested an economic impact study to be completed on June 10, 2017 by Fort Lewis College students in order to better understand the economic impact created by the annual Dolores River Festival on the town of Dolores, Colorado. The study surveyed 164 attendee groups and 29 professional¹ groups, which accounted for 485 and 137 people respectively. These data were used to estimate where the attendees, professionals, and organizers spent their money during the 2017 Festival. In order to determine the economic impact of the Festival, four different assumptions were made. These different assumptions were made to give four different estimates of the true economic impact of the Festival on the town of Dolores.

There were four different assumptions made in describing the total economic impact of the Festival:

Assumption One: It is assumed that all the money spent at the Festival by the organizer, professionals, and attendees, the town of Dolores, and GDA would not have been spent in Dolores if the Festival had not taken place. Therefore, all spending in Dolores related to the Festival is included in the economic impact.

- The Festival generated \$85,008.62 in income for the town of Dolores.
- The Festival generated \$1,384.56 in sales tax revenue for the town of Dolores.

Assumption Two: It is assumed that all the money spent at the Festival by the organizer, professionals, attendees, the town of Dolores, and GDA would not have been spent in Dolores if the Festival had not taken place. The audience members who were surveyed (and their group members) who answered “no” to being in Dolores specifically for the Festival would have been in Dolores even if the Festival would not have taken place and therefore would have spent their money in Dolores anyway. These attendees are not included in the economic impact. This assumption does include both locals and non-locals who said they were there specifically for the Festival.

- The Festival generated \$72,737.95 in income for the town of Dolores.
- The Festival generated \$1,142.51 in sales tax revenue for the town of Dolores.

Assumption Three: It is assumed that all the money spent at the Festival by the local organizer, the local professionals, the local attendees, and the town of Dolores would have been spent locally with or without the Festival. Therefore, that spending is not included in the economic impact.

- The Festival generated \$33,530.76 in income for the town of Dolores.
- The Festival generated \$1,103.19 in sales tax revenue for the town of Dolores.

¹ Professionals include vendors, performers, exhibitors, and sponsors.

Assumption Four: It is assumed that all the money spent at the Festival by the local organizer, the local professionals, and local attendees, and the town of Dolores would have been spent locally with or without the Festival. Therefore, that spending is not included in the economic impact. In addition, “casuals” are taken out of the audience spending of the impact.² It is also assumed that all casual spending done by non-local audience spenders would have taken place in Dolores even if the Festival had not taken place, resulting in this spending not being counted in the economic impact.

- **The Festival generated \$27,375.85 in income for the town of Dolores.**

- **The Festival generated \$895.03 in sales tax revenue for the town of Dolores.**

In comparing the four assumptions, the true impact most likely lies in between the results of the analyses using Assumption One and Assumption Four.

² Casuals are defined by Crompton (2006) as “visitors who are already in the community, attracted by other features, and who elected to go to a particular tourism attraction instead of doing something else”. The theory is that casuals who attend events do not create an additional economic impact, as they were already planning on spending time and money in the local area. Crompton, John L. (August 2006). “Economic Impact Studies: Instruments for Political Shenanigans?” *Journal of Travel Research*, Vol 45, 67-82.

Introduction

Purpose of the Study

This study was commissioned by Greater Dolores Action (GDA) and conducted by Fort Lewis College students to determine the impact of the Dolores River Festival on the local economy. For the purpose of the study, the local economy is defined as within the postal code for Dolores, CO, 81323. This study uses anonymous, random survey data from Festival attendees to provide a closer look at consumer behavior during the Festival. Surveys were taken the day of the event by fifteen students from 10 AM to 10 PM in order to provide a cross-section of demographics. Students surveyed Festival professionals and the organizer to collect additional data on spending to allow a thorough analysis of the economic impact.

About the Dolores River Festival

Dolores is located in Montezuma County in the Southwest corner of Colorado. The Dolores River runs through Colorado just west of the San Juan Mountains and continues into Utah for approximately 241 miles³. Since the River flows directly through the town, people from all over come to enjoy the Dolores River Festival. Dolores is a town with a population of 997 people.⁴ Every year this small community comes together to put on a recreational event centered around the River.



Graphic from the Dolores River Festival webpage

Colorado Highway 145 crosses through Dolores, giving people easy access to the Festival. River festivals are a common attraction during the summers in Colorado. The Dolores River Festival has been hosted for the past 14 years. Since the Festival started in 2003 it has been a one-day event. Each year the Festival organizers invite different bands representing a variety of styles and genres. One main purpose for the Festival is to generate funding for GDA's river related projects.

³ The Dolores River Boating Advocates documents the Dolores River being approximately 230 miles in length. Accessed from <http://doloresriverboating.org>

⁴ The U.S. Census Bureau estimates the 2016 population at 997 determined from 2010 Census data. Accessed from https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml?src=bkmk

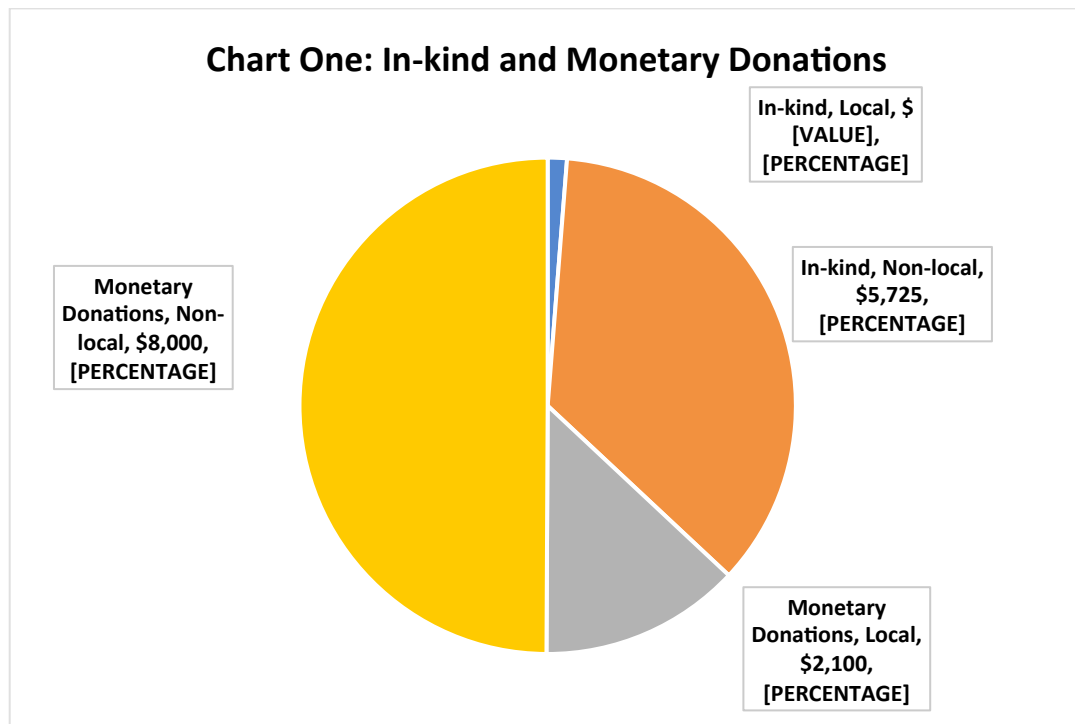
Organizer Data



This section holds information provided by Greater Dolores Action regarding the expenses the organization undertook to organize, advertise, and put on the Festival; as well as the revenues and donations they received due to the Festival.

In-kind and Monetary Donations

In-kind donations are goods and services that a business provides. In-kind donations from non-locals made up 36% of all donations, and 1% were from Dolores. A monetary donation is money given to the Festival to be used wherever is seen fit. Non-local monetary donations made up 50% of all donations, while local monetary donations made up 13%. See Chart One.



Organizer Spending

GDA reported spending a total of \$41,528.11 to stage the Festival. An amount of \$31,953.12 (77%) was spent outside the town of Dolores. The remaining \$9,574.99 (23%) was spent within the town of Dolores. See Chart Two.

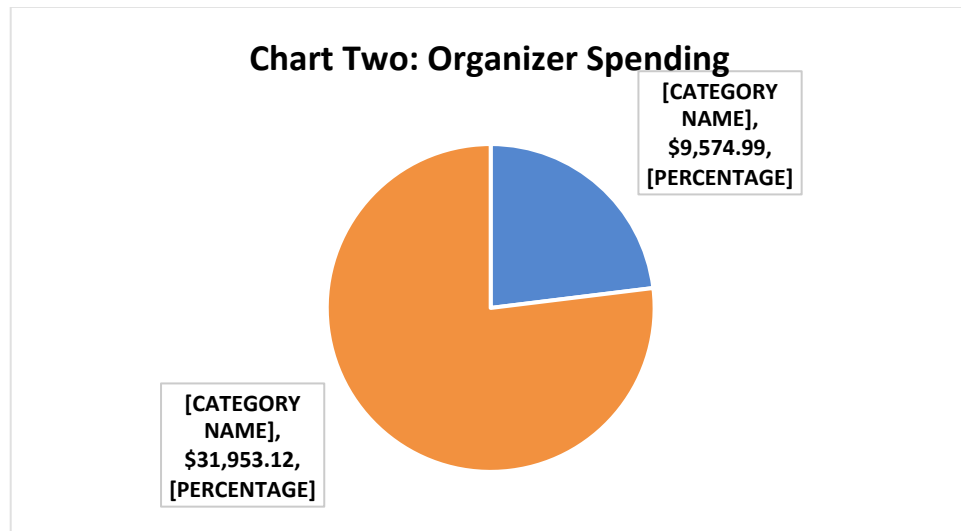
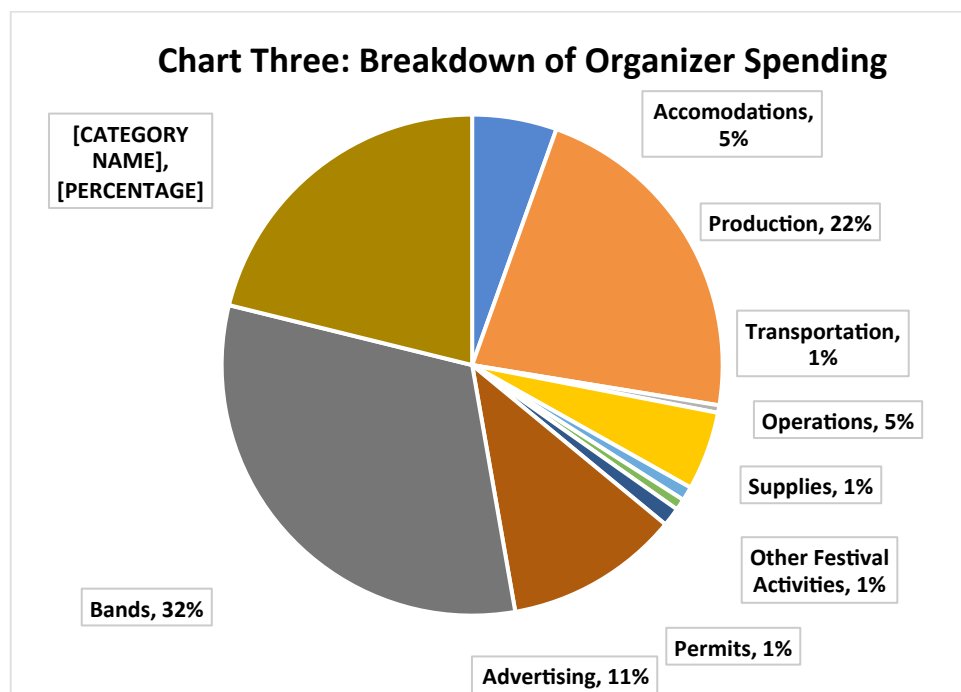
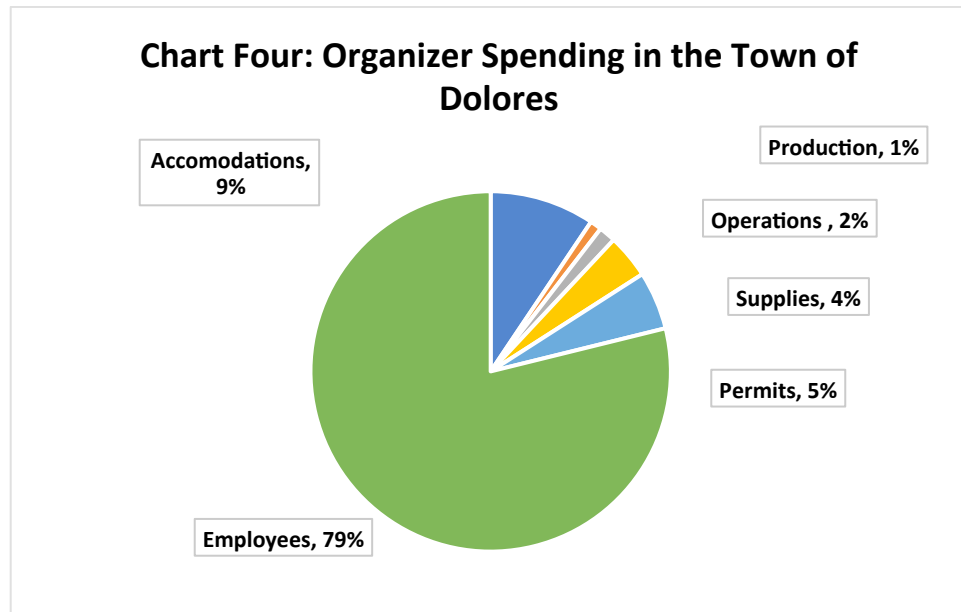


Chart Three shows that the largest portion of organizer spending went toward hiring the bands (32%). Production expenses made up the second largest portion of organizer spending (22%); therefore, the production of music at the Festival made up the majority of organizer expenditures (54%).

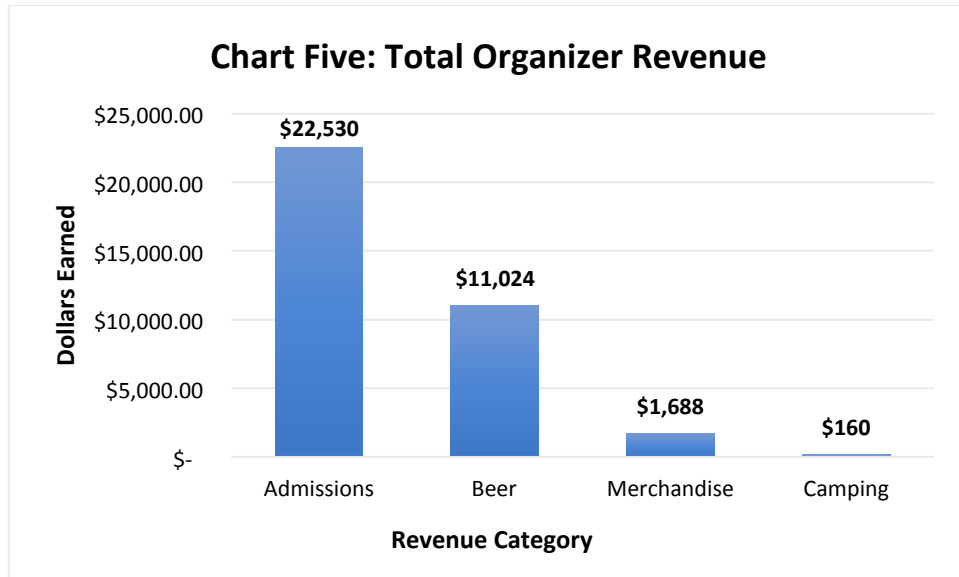


Employee salaries were the largest local expenditure undertaken by the organizer. Of all spending done locally by the organizer, 79% of the local expenses were dedicated to employees. See Chart Four.



Organizer Revenue

The total organizer revenue earned at the Festival was \$35,402. Admission fees were the highest revenue category at 64%. Beer accounted for 31% of revenue earned. Merchandise sales were 5%. Onsite Camping drew the smallest percentage of revenue (0.5%). See Chart Five.



Attendee Data



In order to determine how much Festival attendees were spending, random guests were surveyed during all hours of the Festival on June 10. Surveyors asked the Festival attendees a series of questions.⁵ Based on previous attendance, the study used a population size of 2,300 people to determine the number of surveys needed for the results to be statistically significant.⁶ At the end of the Festival, a sample population of 485 attendees was represented by the survey. After the Festival, the organizer reported an attendee population of 1,700. The confidence interval for a sample population of 485 out of 1,700 is 99%, with a margin of error of 4.95%. This means that the results from the attendee surveys will reside within plus or minus 4.95% of any calculations with 99% certainty.

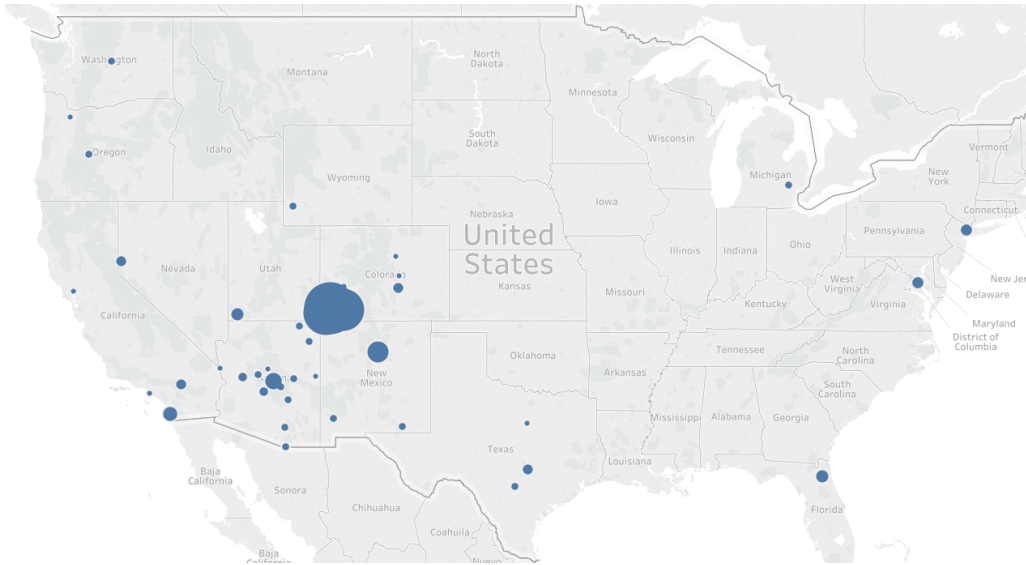
⁵ See Appendix D for the attendee survey.

⁶ With a population estimate of 2,300, the study required a sample population of 330 people in order to obtain a 95% confidence interval; this was the lowest level of confidence the study authors were willing to accept.

Attendee Origin Locations

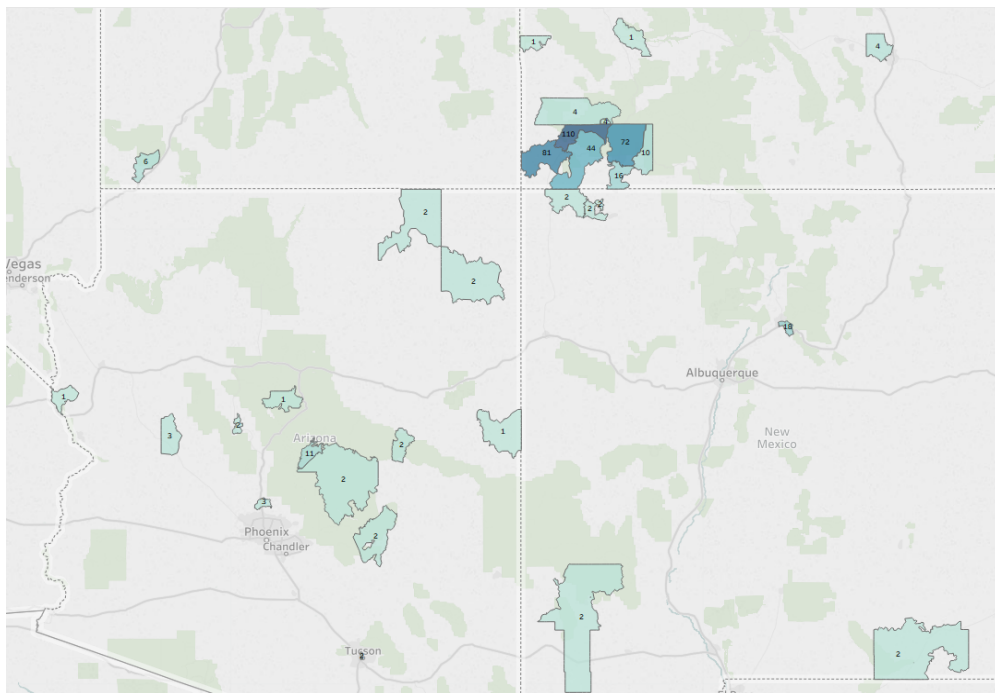
Map One depicts the nationwide residence of attendees at the Dolores River Festival. Most attendees were from the Western United States.

Map One



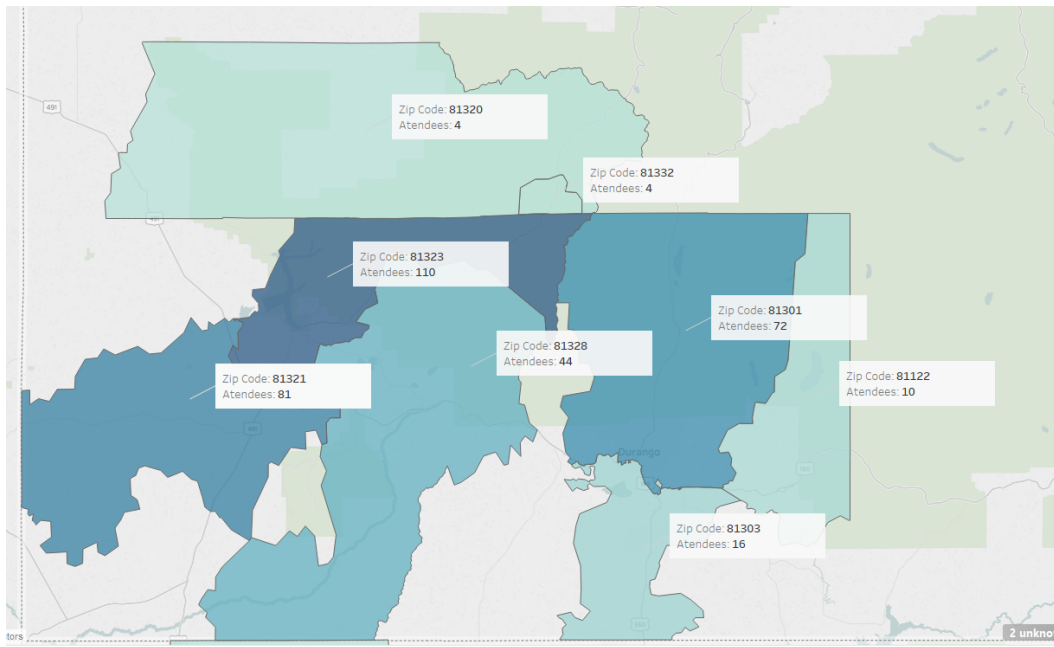
Map Two shows a heavy concentration in the Four Corners area. The highlighted areas represent postal code regions.

Map Two

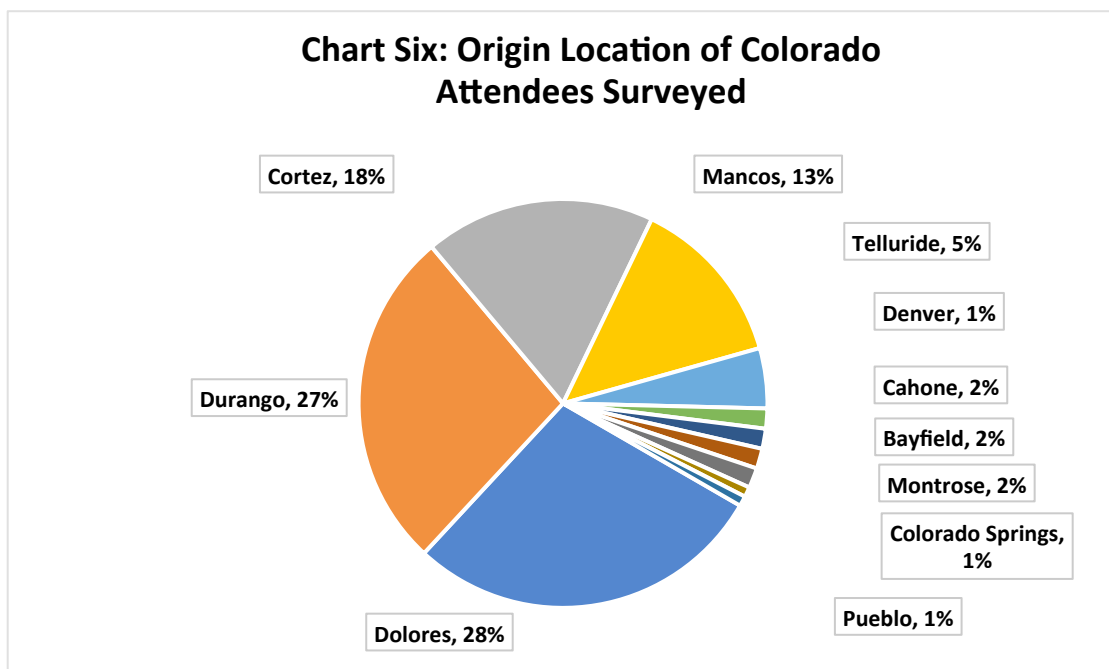


Map Three gives a closer look at Southwestern Colorado, where the majority of attendees were from.

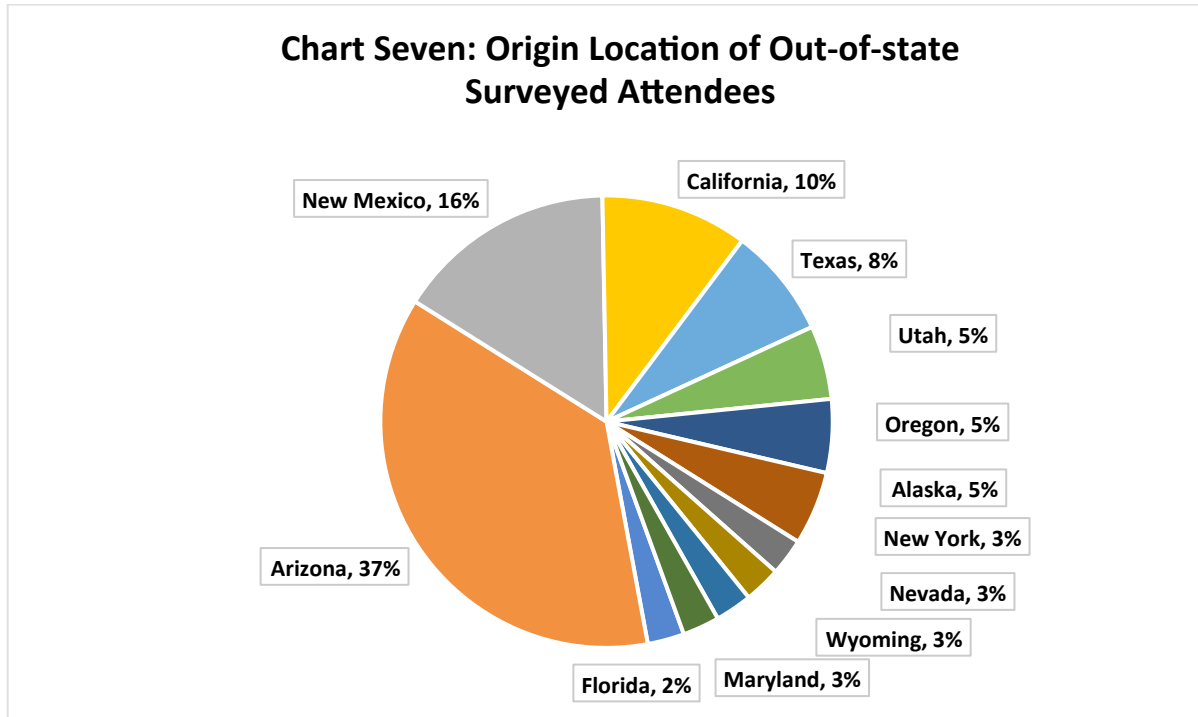
Map Three



Attendees from Colorado made up the largest percentage (77%) of those surveyed. As Chart Six shows, the largest proportion (28%) of attendees from Colorado came from Dolores, with Durango supplying a close second of 27%.

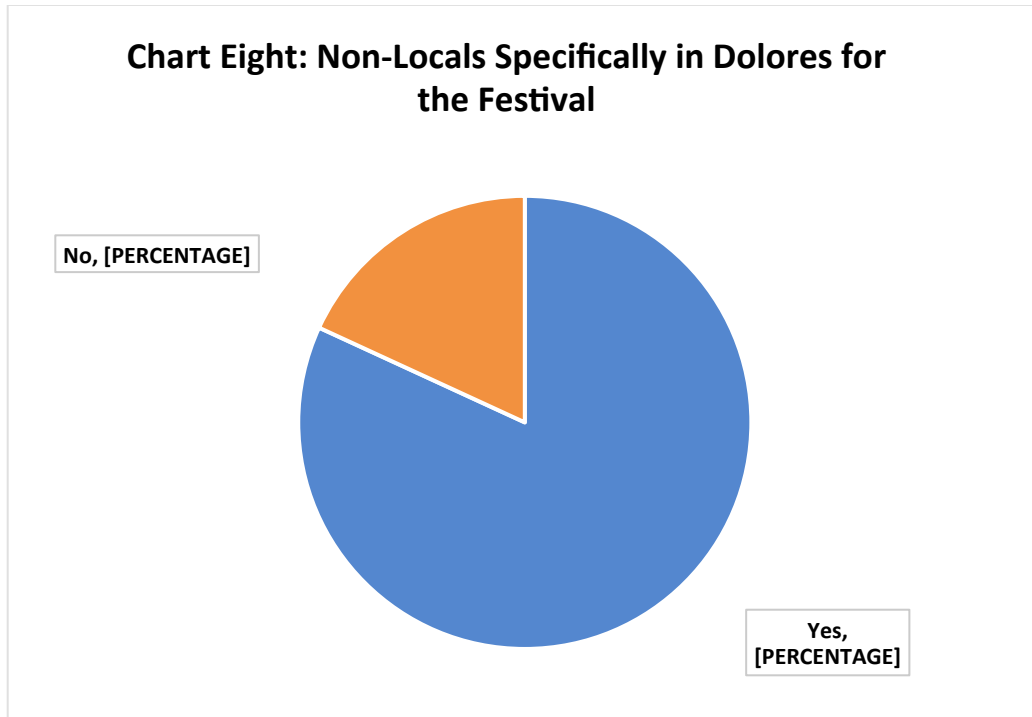


Of the out-of-state attendees surveyed, the largest percentage traveled from Arizona (37%). New Mexico accounted for the second largest group of out-of-state attendees surveyed (16%). See Chart Seven.



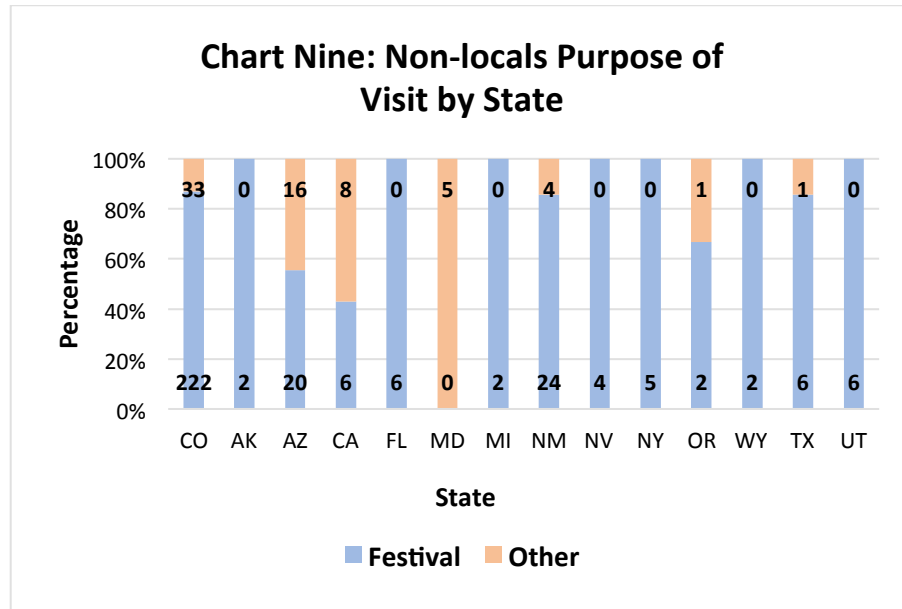
Non-Locals Specifically in Dolores for the Festival

Out of the sample population of 375 non-locals, 82% came to Dolores specifically to attend the Festival. The remaining 18% of non-locals that attended the Festival came to Dolores for other reasons. This latter group are identified as casuals. See Chart Eight.



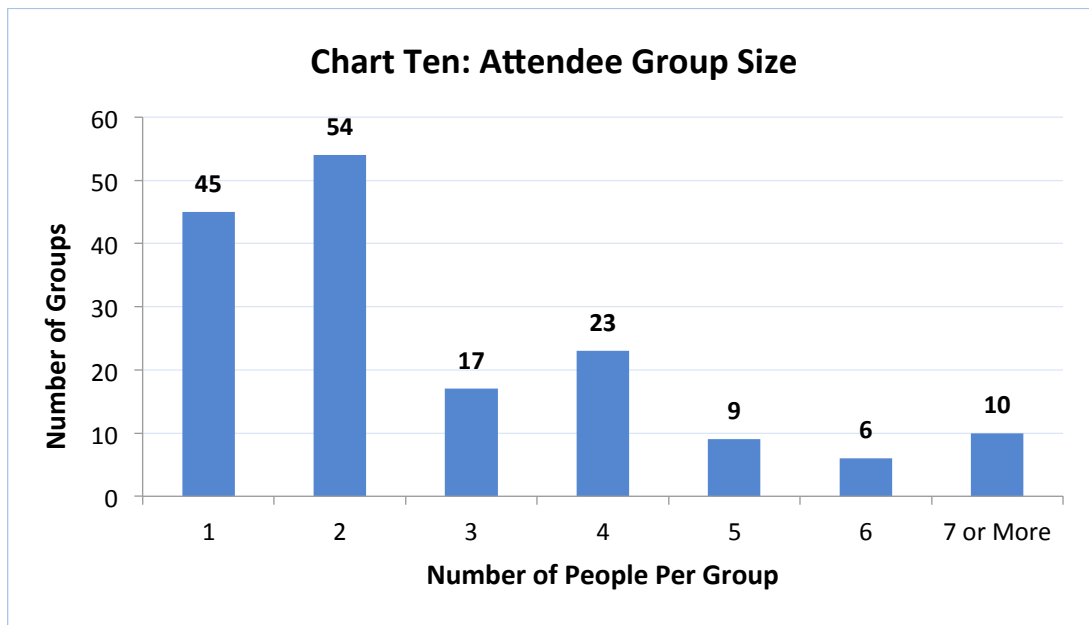
Non-Locals by State

Non-locals that attended the Festival in Dolores came from a wide variety of locations. Of all non-locals attending the Festival, the majority (68%) were from Colorado. Of the Coloradans, 87% came to Dolores specifically to attend the Festival. The next largest group of non-locals came from Arizona (10%); 56% came specifically for the Festival. New Mexico had the third largest non-local contingent with 8% of the total population of non-locals, 86% of whom came specifically to attend the Festival. See Chart Nine.



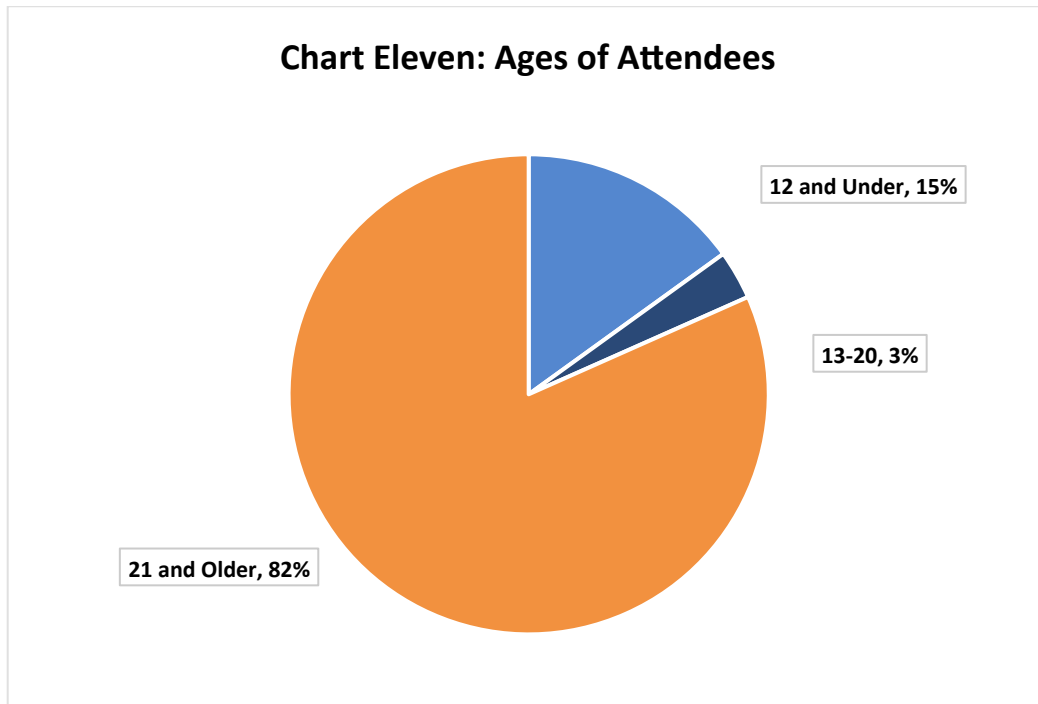
Attendee Group Size

The data show that most people attended the Festival with one additional person, which accounted for 33% of attendee groups. People who came to the Festival alone accounted for 27% of the surveyed attendees. The third largest group consisted of groups of four people and accounted for 14% of Festival attendee groups. See Chart Ten.



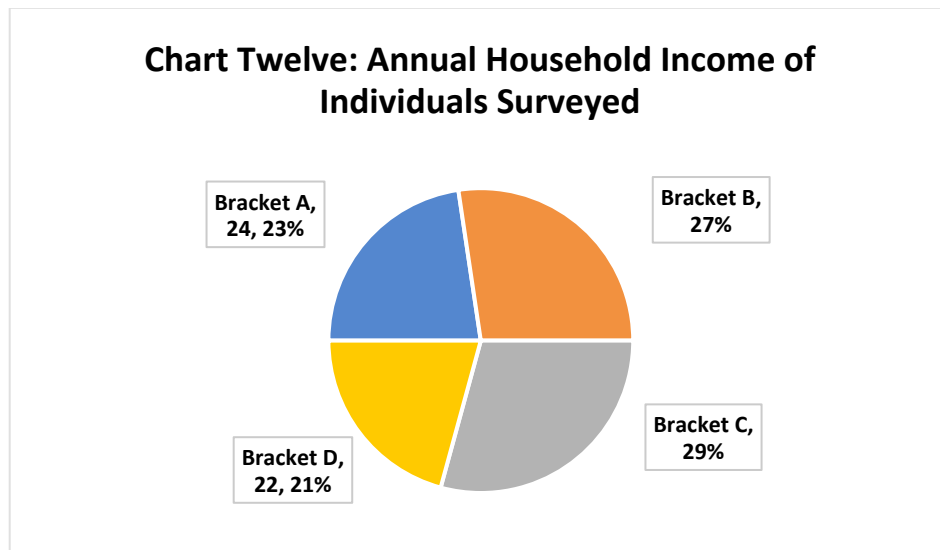
Ages of Attendees

The majority of the sample population were the age of 21 and older (82%). Children of the ages 12 and under made up 15% of the Festival sample population. The remaining 3% were those between the ages of 13 and 20. See Chart Eleven.



Annual Household Income of Attendees

The survey divided attendees into four annual household income brackets. Bracket A represents people who earned less than \$30,000. Bracket B represents people who earned more than \$30,000, but less than \$60,000. Bracket C represents people who earned more than \$60,000, but less than \$100,000. Bracket D represents people who earned more than \$100,000. The Festival's largest socio-economic demographic⁷ were those in Bracket C (29%). The second largest socio-economic demographic were those in Bracket B (27%). See Chart Twelve.

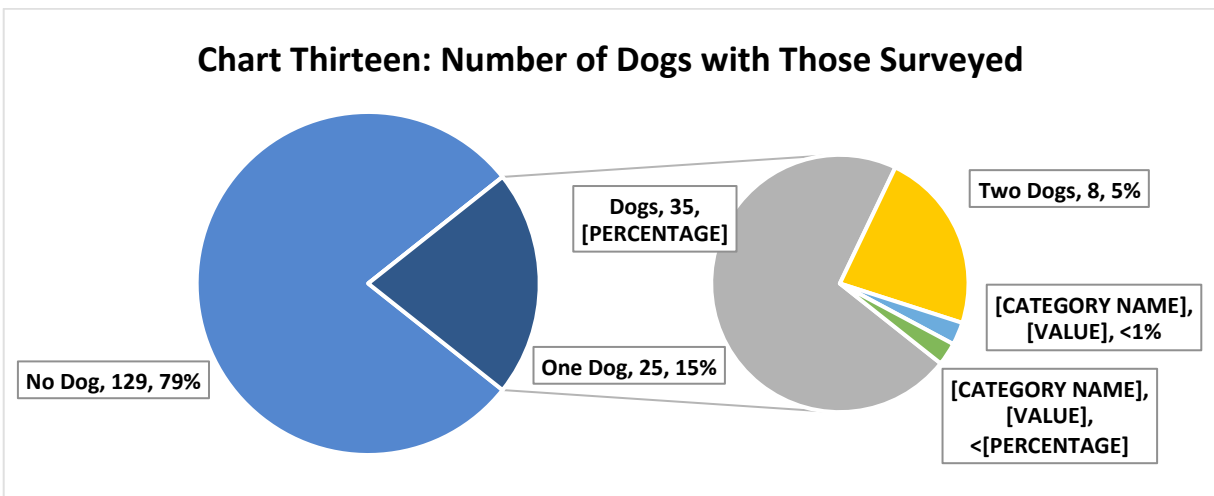


⁷ The data used for Chart Twelve includes responses from 106 surveys, omitting the 58 surveys that did not provide answers to this question. The reasons for the lack of responses were either the individual being surveyed did not wish to share this information or they were not asked this question.

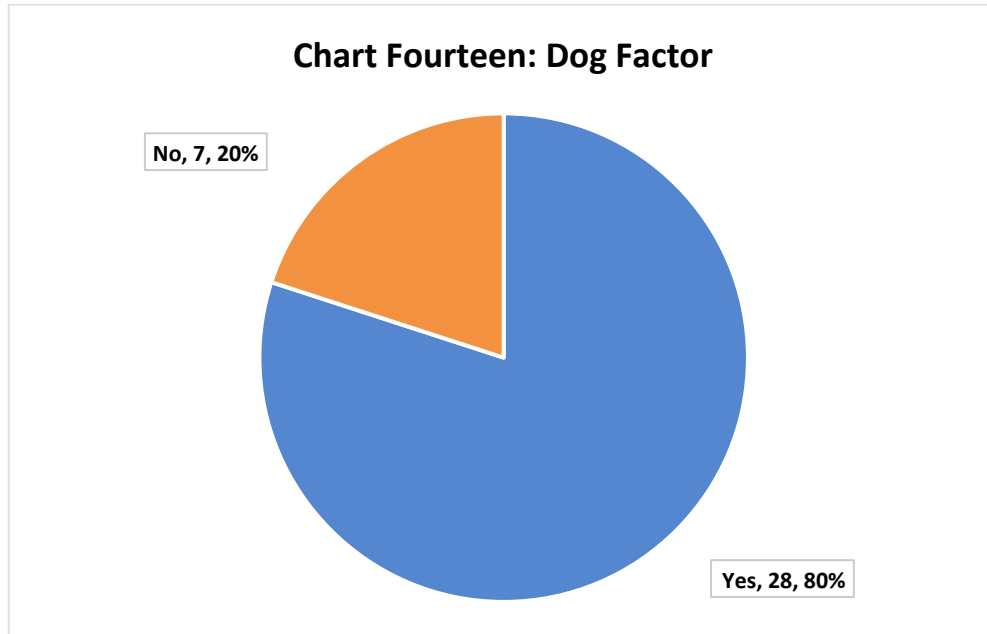
Dog Demographics



Out of those surveyed, 129 groups (79%) had zero dogs, 25 (15%) had one dog, eight (5%) had two dogs, one (<1%) had three dogs, and one (<1%) had four dogs. See Chart Thirteen.



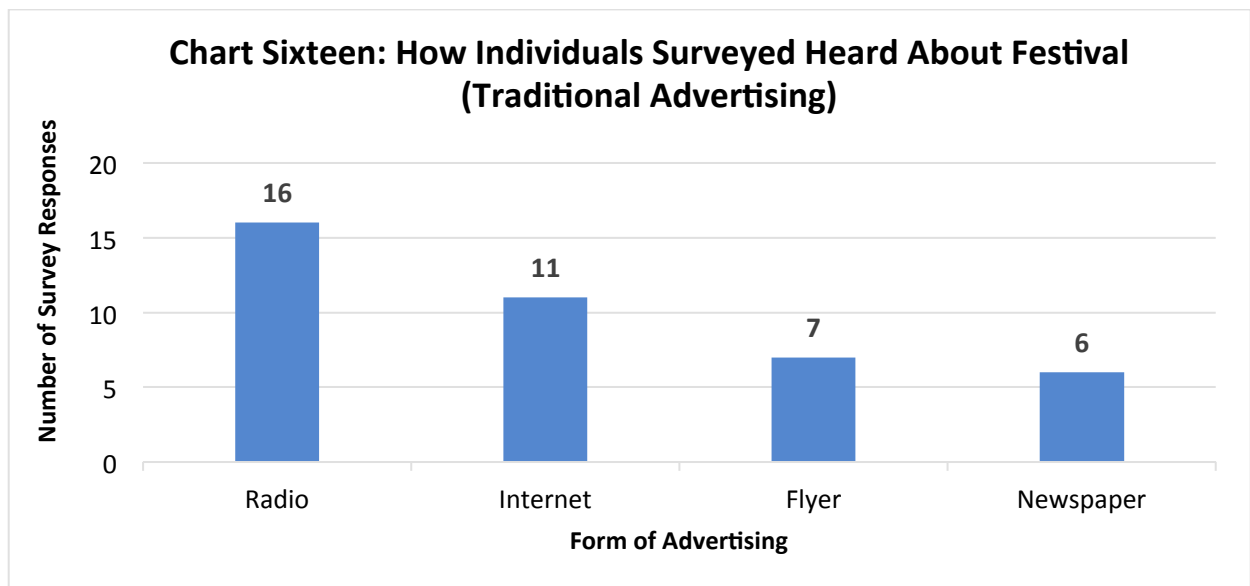
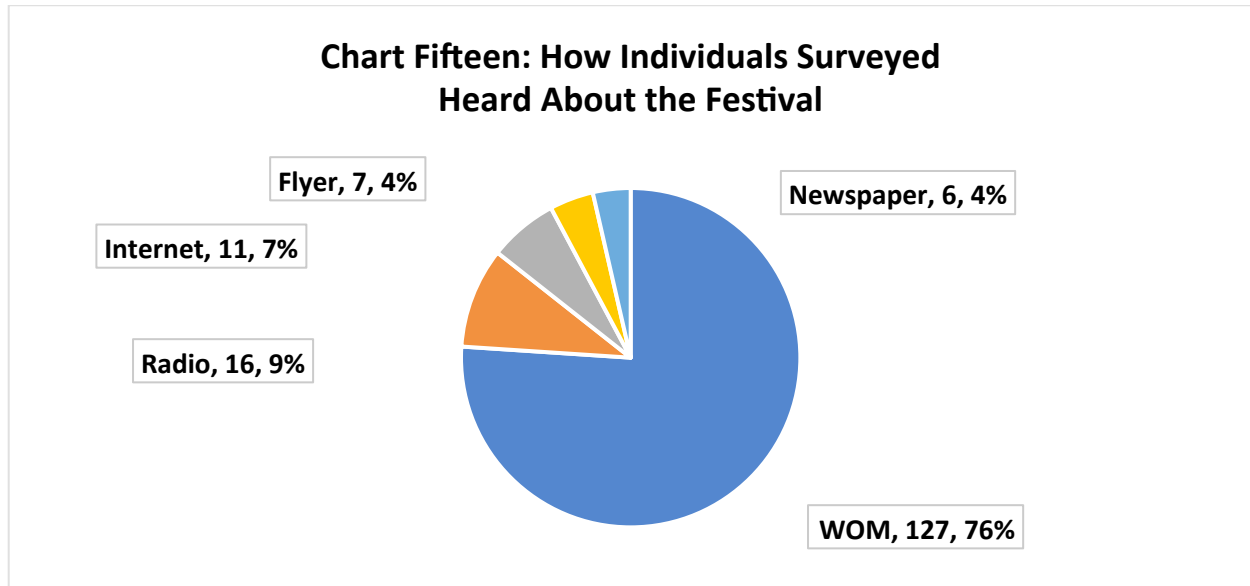
Of the 35 groups with dogs, 28 (80%) stated that being able to bring their dog to the Festival was a factor in their decision to attend, with 7 (20%) saying it was not an important factor in their decision to attend the Festival.⁸ See Chart Fourteen.



⁸ Due to survey error, data from 53 surveys were not included. These 53 attendees were asked the question, “Was the fact you could bring a dog a factor in your decision to come?” even though they did not have a dog. Nine responded “yes” and 44 responded “no”. When those who were incorrectly asked the question were included in the data set, the responses were 37 (42%) “yes”, and 51 (58%) “no”, for a total of 88 responses. However, the question was only supposed to have been asked of the attendees that did in fact bring a dog. As such, the 53 who responded to the question, but did not have a dog, were not included in the data set.

Advertising Exposure

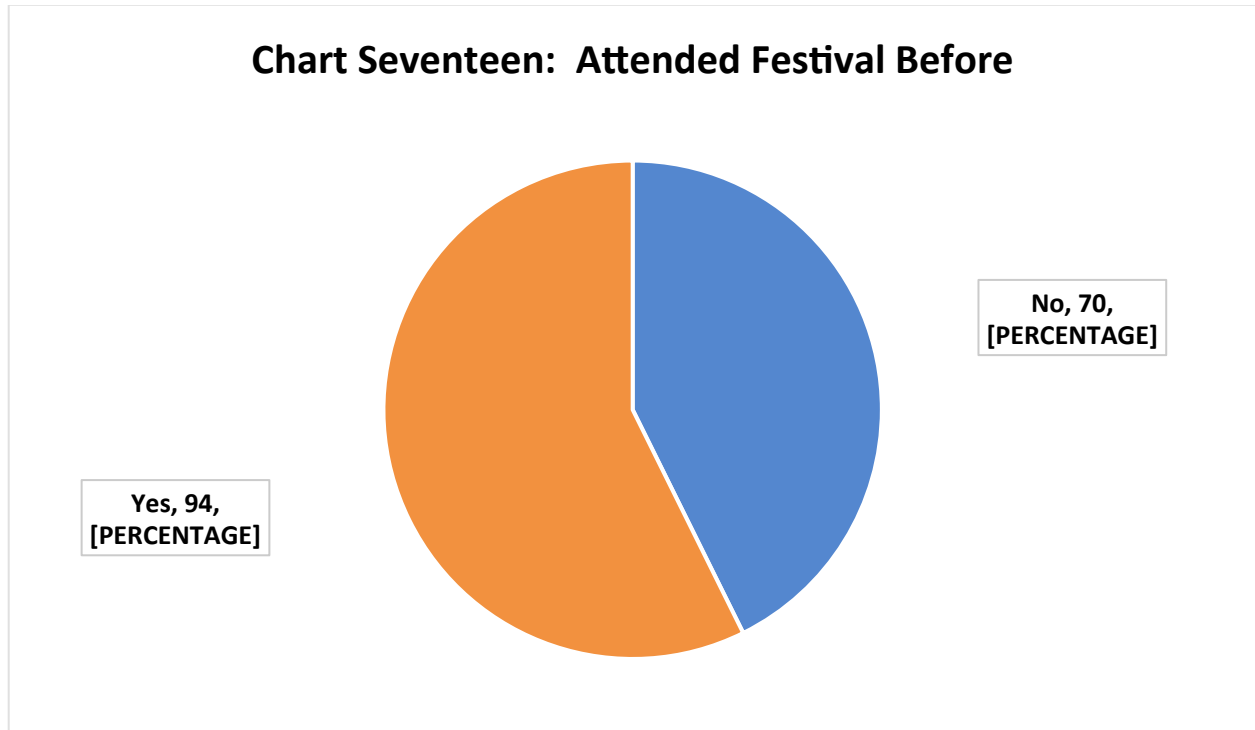
Most surveyed individuals (76%) heard about the Festival through word of mouth (WOM).⁹ Radio had the next largest reach (9%) to surveyed individuals. Internet advertising accounted for 7% of the responses, and the remaining 8% discovered the Festival through flyers and newspapers. See Chart Fifteen. Chart Sixteen shows a more detailed comparison of traditional forms of advertising. Radio accounted for 40% of traditional advertising success.



⁹ Many of WOM responses came from repeat attendees who could not recall how they originally heard about the Festival.

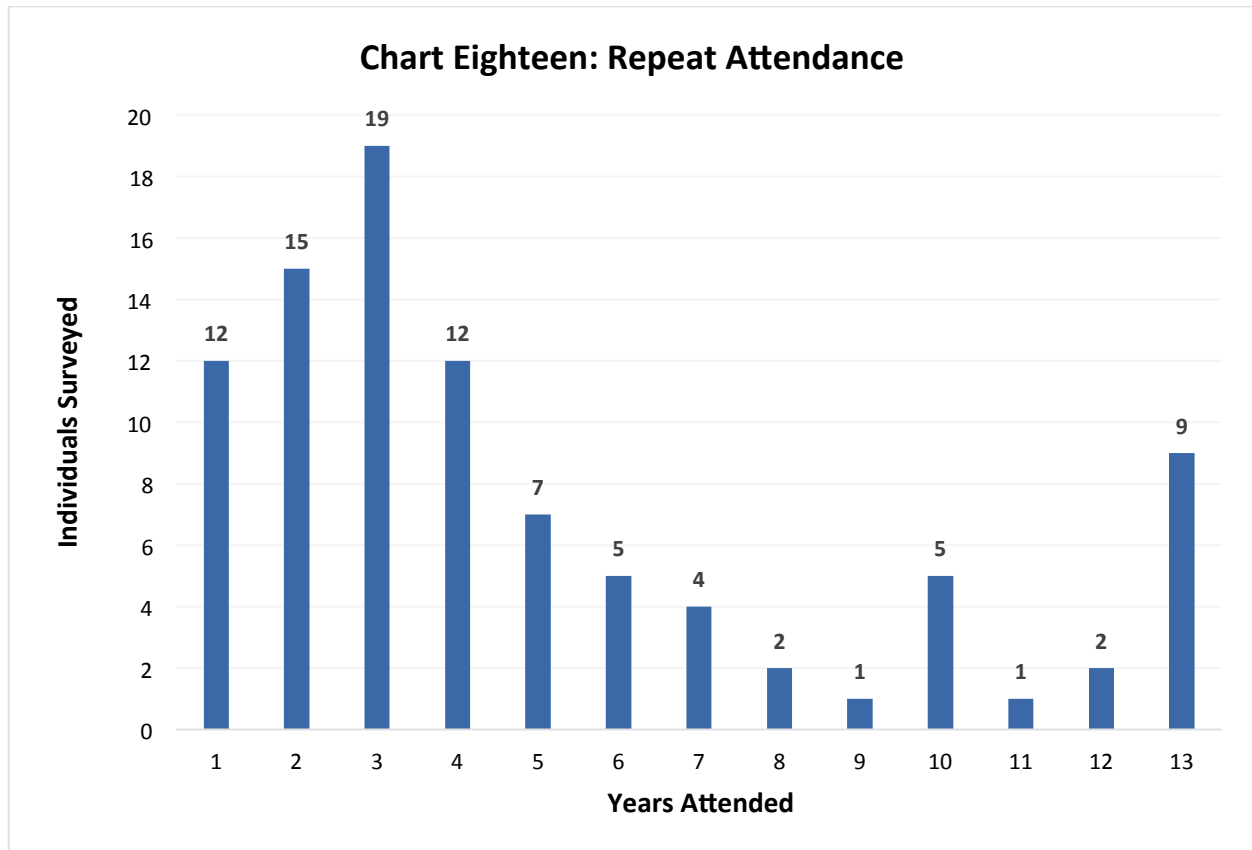
Attended Festival Before

Of those surveyed, a majority (57%) of attendees had attended the Festival prior to 2017. The remaining 43% of attendees were new to the Festival. See Chart Seventeen.



Returning Attendees

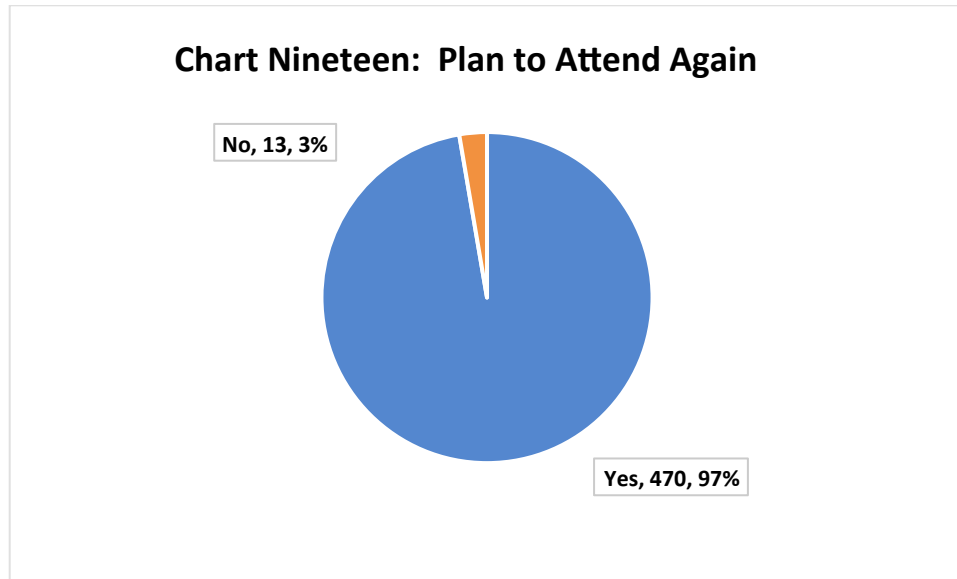
Twenty percent of those who had attended the Festival before had attended three Festivals (19 responses). Fifteen returning attendees had attended two Festivals (16%). See Chart Eighteen.¹⁰



¹⁰ Due to survey error, attendees who answered that they had attended every year were recorded as attending for 14 years. However, because this was the 14th annual Festival, it was only possible for attendees to have attended 13 previous Festivals. Those that were recorded as having attended 14 previous Festivals (8 respondents) were included in the group that had attended 13 previous Festivals.

Future Attendance

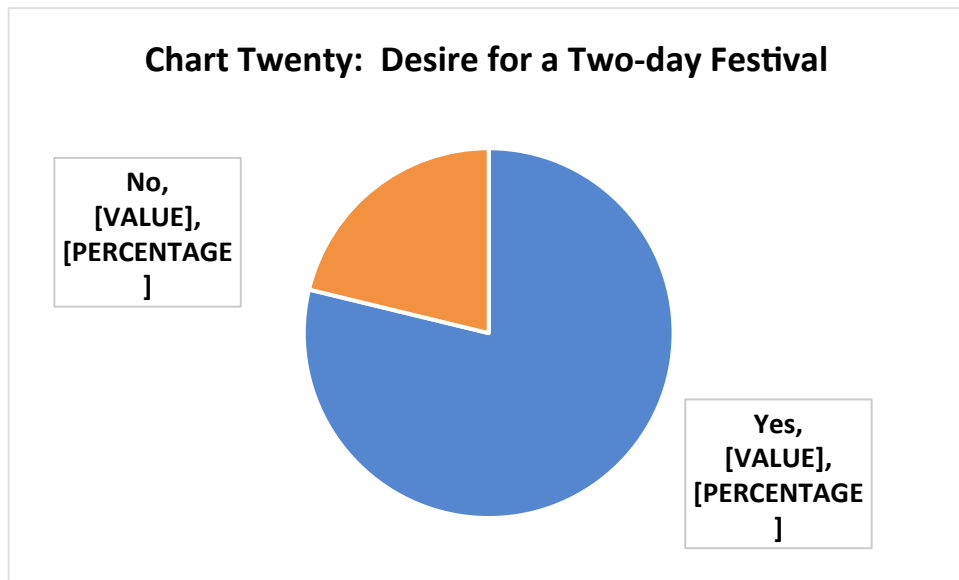
Out of the sample population of 483 participants,¹¹ 470 (97%) planned to attend the Festival again. Only 13 participants (3%) said they did not plan to attend the Festival again. See Chart Nineteen.



¹¹ Two people surveyed were unsure if they would attend in the future and therefore could not provide an answer. This is why the number in the sample population for this question is 483 instead of 485.

Desire for a Two-day Festival

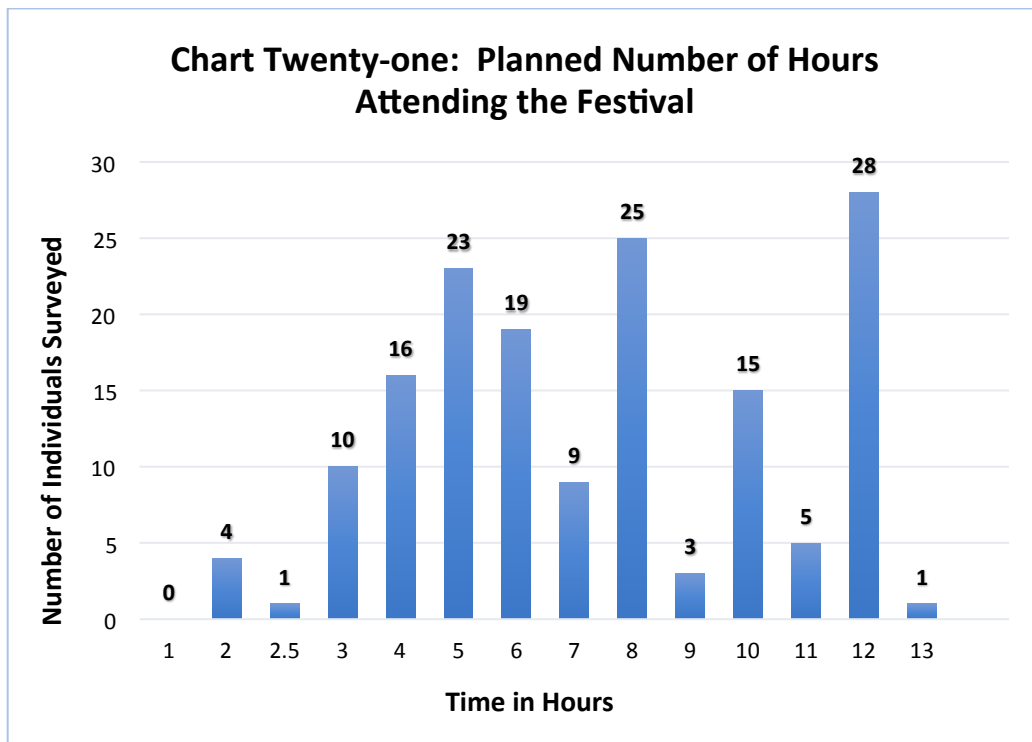
Seventy-nine percent (364 participants) of those in the sample population who planned to attend the Festival again were interested in attending a two-day Festival.¹² The remaining twenty-one percent (98 participants) who planned to attend the Festival again said they were not interested in going to a two-day Festival. See Chart Twenty.



¹² Eight people surveyed were unsure if they would attend a second day of the Festival and therefore could not provide an answer. This is why the number in the sample population for this question is 462 instead of 470.

Hours Attended

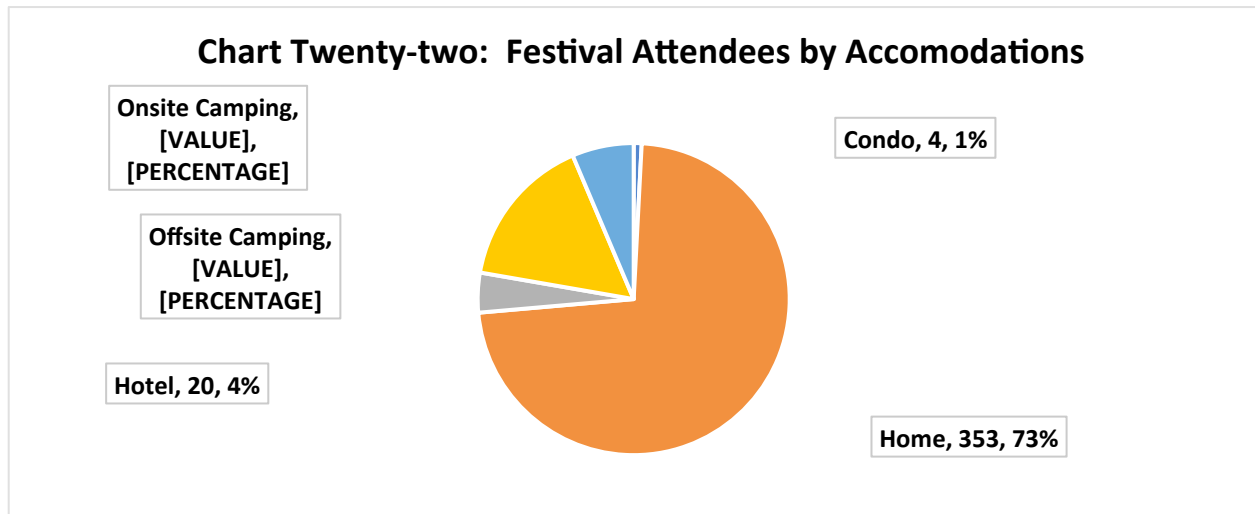
Twenty-eight of those surveyed (18%) planned to spend twelve hours at the Festival.¹³ The next largest cluster planned to spend eight hours (16%) at the Festival. Twenty-three of those surveyed (14%) planned to spend five hours at the Festival. The average amount of time that those surveyed planned to spend at the Festival was 7.5 hours. See Chart Twenty-one.



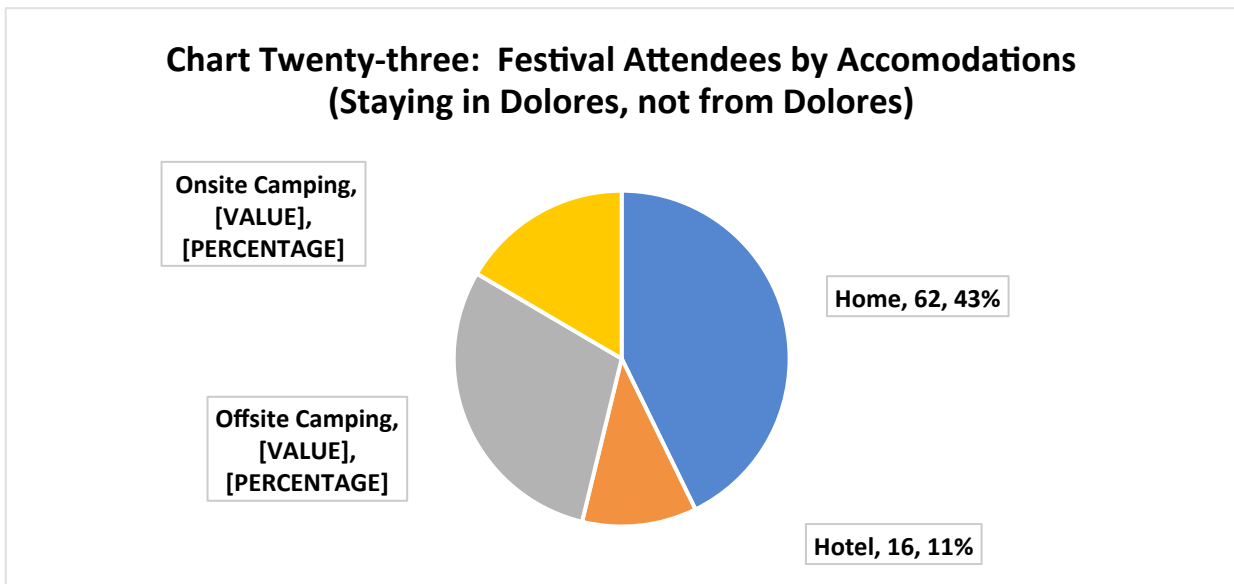
¹³ The Festival ran from 10 am to 11 pm, 13 hours. One individual answered this question by saying they planned to spend 20 hours on the grounds as a volunteer, including setting up and breaking down the event. Because this person was an outlier and exceeded the Festival hours, this person's response was removed from the data. Furthermore, four people surveyed were not sure about how long they were going to stay at the Festival and therefore could not provide an answer. This is why the data used for this question includes 159 surveys instead of 164.

Travel and Accommodations

The majority (73%) of attendees lodged at their own home or that of friends or family during the Festival. The next most common form of lodging was off-site camping, comprising 16% of the sample size. Relatively few people stayed in condos or hotels (5% combined). The remaining 6% stayed at onsite campgrounds at the Festival. See Chart Twenty-two.

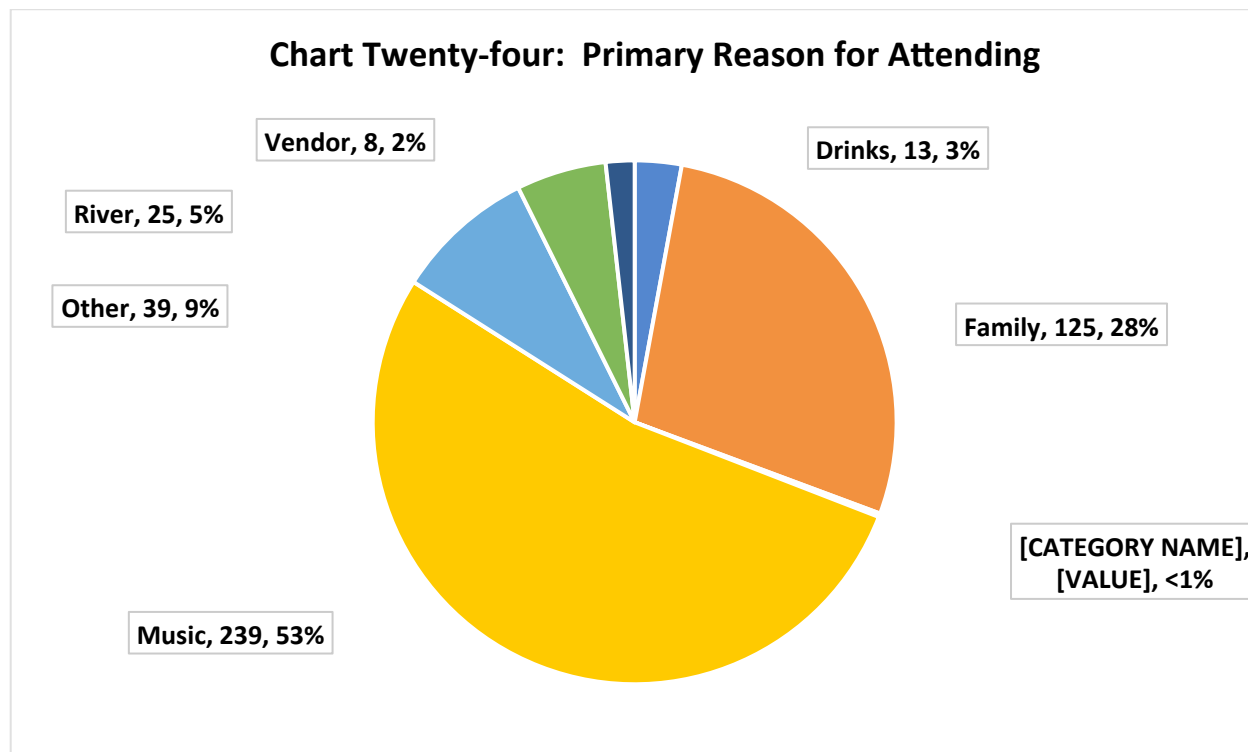


A more focused look at the non-local Festival attendees' accommodations shows that over half (57%) of the visitors staying in Dolores stayed at either a hotel or a campsite. See Chart Twenty-three.



Primary Reason for Attending

Each group was asked to choose the primary reason¹⁴ they decided to attend the Festival from the following list of activities: Family Activities, Music, Food, Drinks,¹⁵ River Activities,¹⁶ Vendors, or Other (Please Specify).¹⁷ Music (53%) was by far the most popular reason that people from the sample population chose to attend the Festival. The second largest attraction was Family Activities (28%). See Chart Twenty-four.



¹⁴ Due to surveyor error, data from 35 individuals were not included. These 35 attendees gave multiple primary reasons for attending; the other 450 individuals were not given this opportunity. A mixed category was not created to include these answers because: a) the other 450 individuals were not given the opportunity to answer this way, b) a mixed category would only represent the individuals that were allowed to answer this way, and as such the data would not give an accurate representation of the population as a whole, but would also distort the proportions for the other answers, and c) the question asked was the *primary* reason for attendance. Consequently, that data was not included. This reduced the population of this question from 485 to 450.

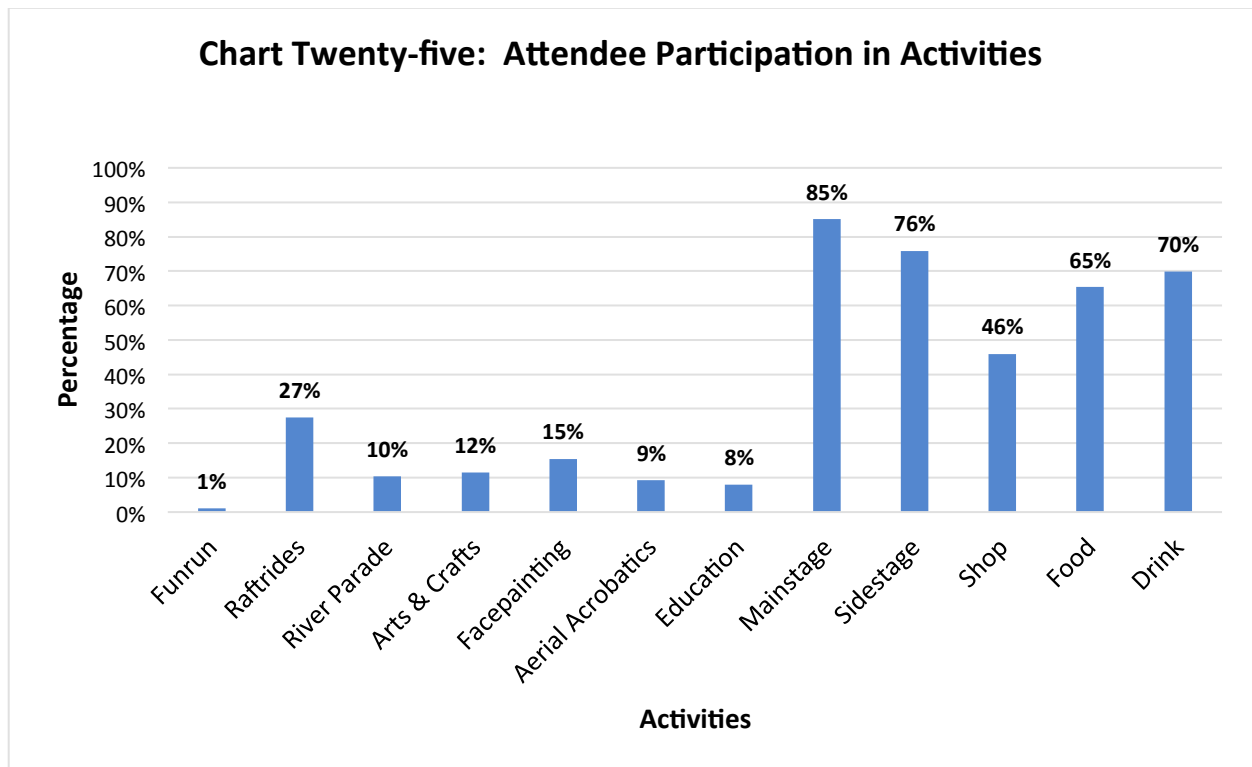
¹⁵ The Drinks category is comprised of answers "Beer" and "Drinks".

¹⁶ The River category includes the answers; "Support the river" (3), "Boating" (2), and "River Activities" (20).

¹⁷ The Other category is comprised of the following answers: "Volunteer" (6), "Fun" (5), "Community" (4), "Won Tickets" (4), "Girls" (3), "Other No Specification" (3), "Atmosphere" (2), "Class" (2), "Event of the Year" (2), "Heard About It" (2), "Media" (2), "Social" (2), "Relax" (1), "Work" (1). These answers were all included in the Other Misc. category because a) these answers came from a small number of groups, and b) these answers represent less than a maximum of 1.5% of the population when standing alone. The Food category was included because it was listed as an option, even though only one individual chose it as their primary reason for attending.

Attendee Participation in Activities

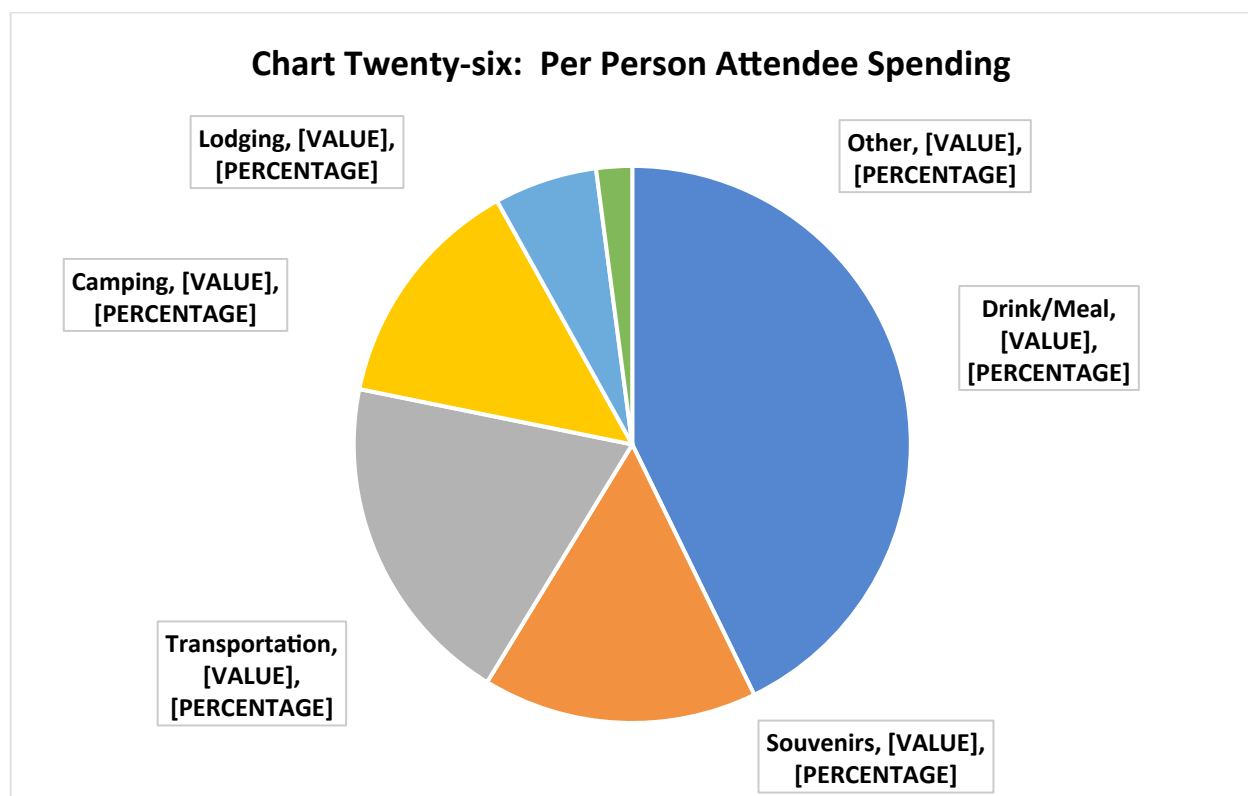
Attendees at the Festival had a myriad of activities in which to participate.¹⁸ Engaging in Main Stage activities was the most popular choice of the attendees: eighty-five percent said they planned to engage in this activity. Participating in the Side Stage activities was the second most popular choice (76%), while Drinking (70%), Food (65%), and Shopping (46%) rounded out the top five activities chosen by the attendees. Out of the remaining activities, only Raft Rides was the activity chosen by more than a quarter of the sample population (27%). See Chart Twenty-five.



¹⁸ Attendees had the ability to select any number of events listed on the survey. The data assume that individuals within a group took part in activities together.

Attendee Spending

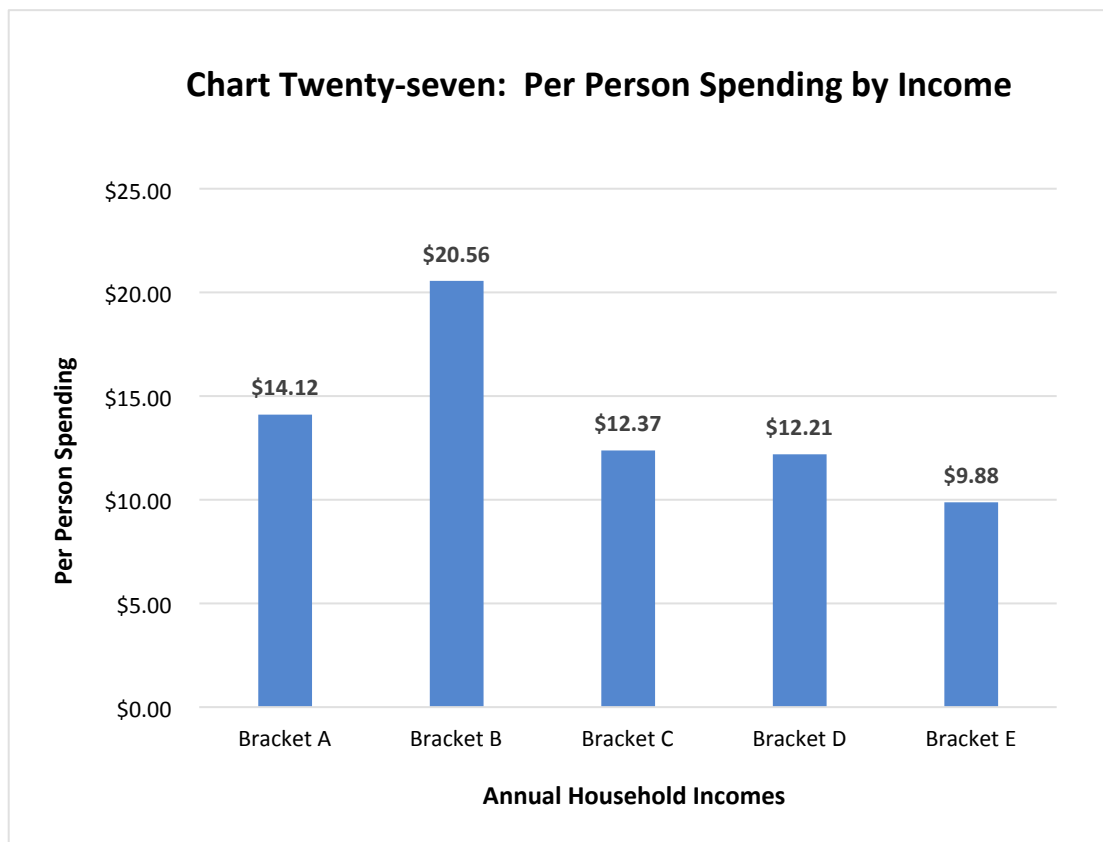
On average, each attendee spent \$13.04 while in Dolores for the Festival.¹⁹ Forty-three percent of this was spent on drinking and eating (\$5.58). The attendees spent \$2.54 per person on transportation (19%) and \$2.08 per person on shopping (16%). The remainder of each person's spending was on camping, lodging and other items. See Chart Twenty-six.



¹⁹ Per person attendee spending was calculated by dividing the total amount spent by attendees surveyed by the number of attendees in the sample population (485) surveyed, then extrapolating that number by the number of total attendees (1,700), then subtracting out sales taxes and spending done with local vendors. Therefore, this per person attendee spending is the spending used for the economic impact on the town of Dolores. More specifically, the actual per person spending numbers were reduced due to several assumptions. Numbers were reduced by a sales tax of 6.4% on Meals and Drinks, Souvenirs, and the Other category of spending. These spending categories were also reduced by 63.2% because 63.2% of Vendors were non-local. The category Overnight was split into three subcategories: Lodging, which consisted of all hotels and motels in Dolores; Onsite Camping, which consisted of the venue camping site; and Offsite Camping, which consisted of all attendee spending on local campsites not at the Festival venue. The Lodging category was reduced by 8.3% as hotels also collected an additional 1.9% lodgers tax over and above the 6.4% sales tax. Non-local hotels were excluded from the data altogether. Onsite camping, along with Entrance Fees, were removed from this data set to prevent them from being double counted as these funds went directly to the organizer and were included in the organizer spending. Finally, there were no taxes subtracted from spending on camping because camping grounds tend to be tax exempt.

Attendee Spending by Annual Income

The survey divided attendees into four annual household income brackets. Bracket A represents people who earned less than \$30,000. Bracket B represents people who earned more than \$30,000, but less than \$60,000. Bracket C represents people who earned more than \$60,000, but less than \$100,000. Bracket D represents people who earned more than \$100,000. Bracket E represents people who did not provide a response to the income question but did provide responses regarding their spending during the Festival. The highest per person spending by groups in the sample population was undertaken by those attendees in Bracket B (\$20.56). Per person spending by attendees in Bracket A (\$14.12) was the second highest.²⁰ See Chart Twenty-seven.



²⁰ Per person attendee spending for this analysis was calculated after spending with non-local vendors, sales taxes and entrance fees were subtracted from attendee spending. This per person attendee spending is the average used for the economic impact calculations.

Festival Attendee Data: Analysis

General Analysis of the Data

- Out of the sample population of 375 non-locals, 82% came to Dolores specifically to attend the Festival. The remaining 18% of non-locals that attended the Festival came to Dolores for other reasons (casuals). A majority of the non-locals were from surrounding Colorado communities (87%), such as Cortez (15%), Durango (13%), and Mancos (12%). The low percentage of casuals suggests that the Festival is a significant and local event that those in the surrounding region deliberately plan to attend.
- The overwhelming majority of the sample population were 21 or older (82%). Seventy percent participated in the activity of drinking, although only 4% of the groups surveyed listed it as their primary reason of attendance. This would suggest that while attendees are not planning to attend the Festival specifically to drink, most groups do plan to drink at the Festival.
- Most people came to the Festival to listen to the music provided by the bands on both the main stage and the side stage. This conclusion comes from analyzing the data regarding the primary activity the attendees came to the Festival for the following reasons: Main Stage (85%), Side Stage (76%), Drinking (70%), Food (65%), and Shopping (46%). While eating, drinking, and shopping are all activities that families can participate in together, only 18% of those surveyed were below 21 years of age. This might explain why other activities, such as face painting and the river parade, were not as popular with attendees.
- Analyzing the total sample population, the vast majority (73%) of attendees stayed at a home after the Festival. This means that they either traveled to the Festival as a day trip, or stayed at the home of friends or family near the Festival. Given that roughly half of attendees live within Montezuma County, and that most others live within a few hours of driving, this makes sense. Only sixteen percent of the sample population camped somewhere besides the Festival grounds. This small percentage, as well as the small number of attendees who stayed in hotels, might have been due to the limited availability of hotel options and camping spaces in Dolores.

Previous Attendance Analysis

- Those attendees who said they plan to return to the Festival might not mean that they plan to attend in 2018. This conclusion follows from the data which show 40% of this year's attendees were new, while only 60% were returning attendees; and a third of the returning attendee groups surveyed (58 of 164), stated that they had attended between 1-4 years previously.
- On average, attendees that came specifically to Dolores to attend the Festival had attended the Festival three times before. Those attendees who did not come to Dolores specifically to attend the Festival had attended the Festival an average of 2.4 times before. This is not a very significant difference. People who came to Dolores for a different reason other than the Festival might have stumbled upon it and, since they had attended before, decided to attend again. See Charts Twenty-eight (a) and Twenty-eight (b).

Chart Twenty-eight (a): Not for Festival - Previous Attendance

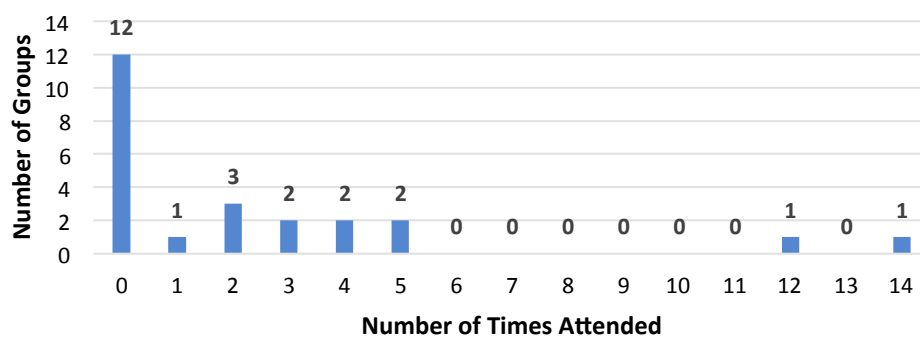
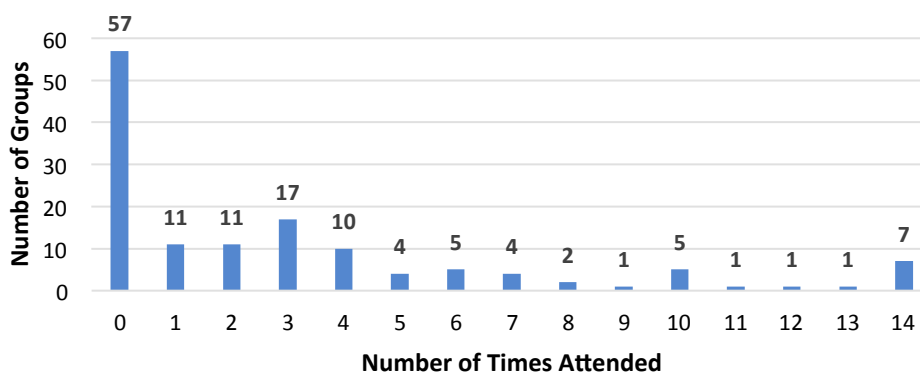
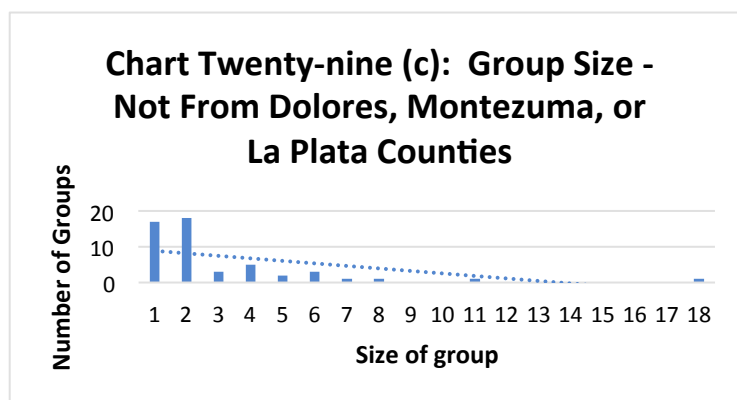
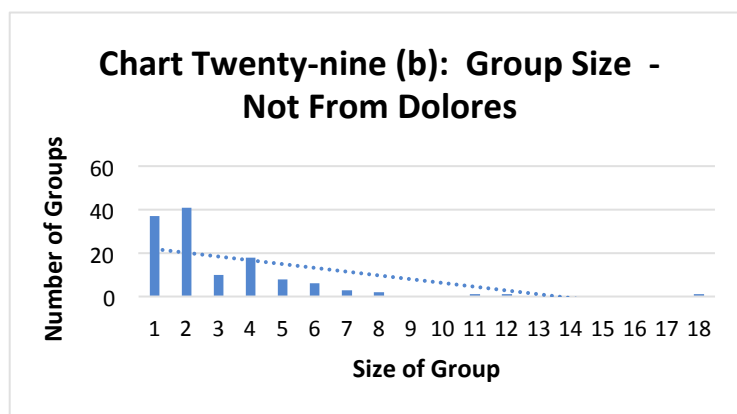
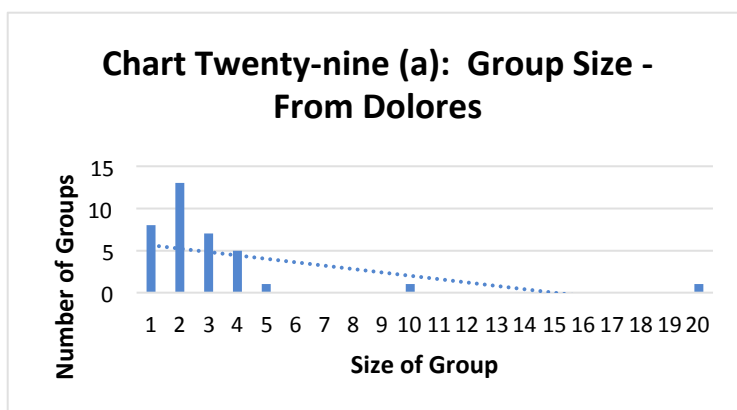


Chart Twenty-eight (b): Here for Festival - Previous Attendance



Group Size Analysis

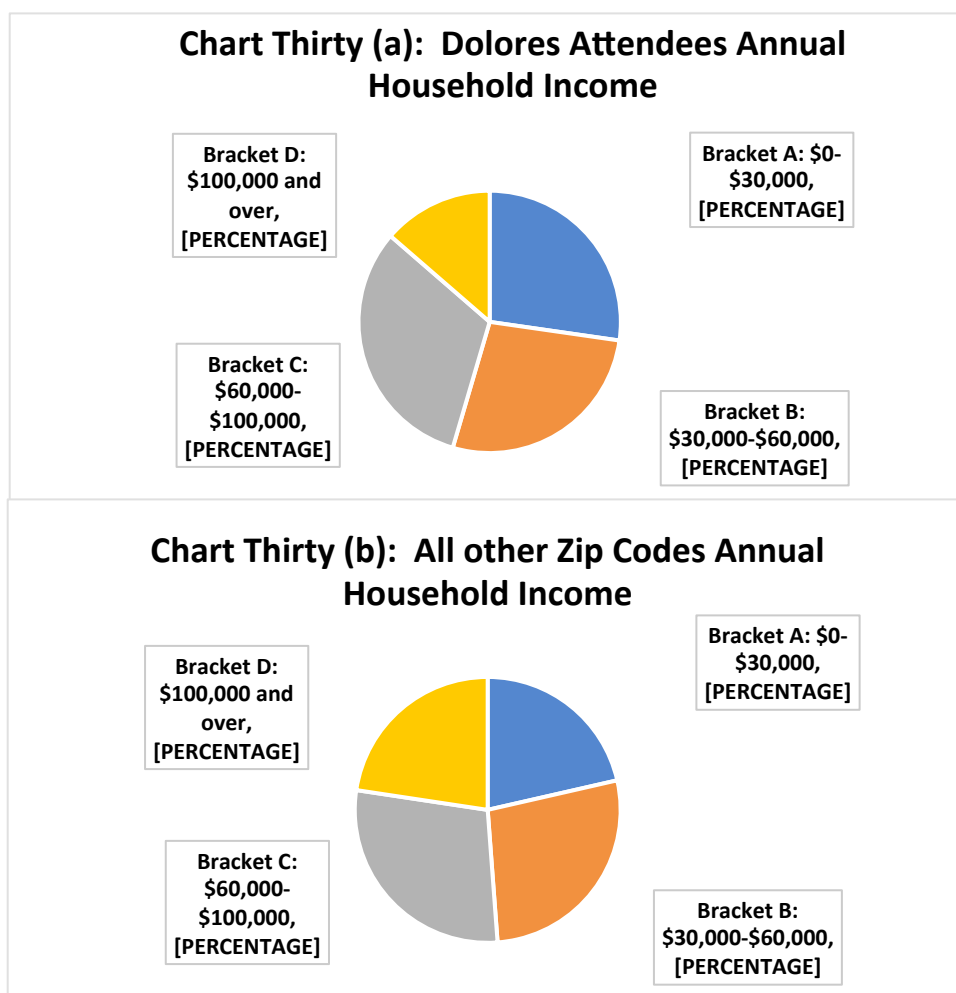
The average group size of those attendees who were from Dolores was 3.05, while the mode for this group was two.²¹ The average group size for non-locals was 2.92, with two being the mode. The average group size for non-locals subtracting out any zip code in Montezuma or La Plata County (Southwest Colorado) was 2.96. The mode here was also two. The average group size was relatively consistent independent of where groups came from. See Charts Twenty-nine (a), Twenty-nine (b), and Twenty-nine (c).



²¹ The mode of a set of data values is the value that appears most often.

Income Analysis

The average annual household income in 2015 in the state of Colorado was \$66,596.²² However, the annual household income of Dolores was \$30,417 (as of 2010).²³ Out of those surveyed at the Festival, 32% of those from Dolores answered that their annual household income was between \$60,000 and \$100,000. Similarly, 29% of non-locals responded that they were in the same bracket, \$60,000 to \$100,000. To put this into perspective, if it is assumed everyone was at the bottom of his or her reported income bracket (i.e. a household in the bracket of \$30,000 - \$60,000 would make \$30,000), the average annual household income would be \$40,900 for locals, and the non-local average annual household income would be \$50,000. This indicates that local attendees tend to be wealthier than the average Dolores resident. Additionally, non-local attendees were even wealthier than local attendees. See Charts Thirty (a) and Thirty (b).

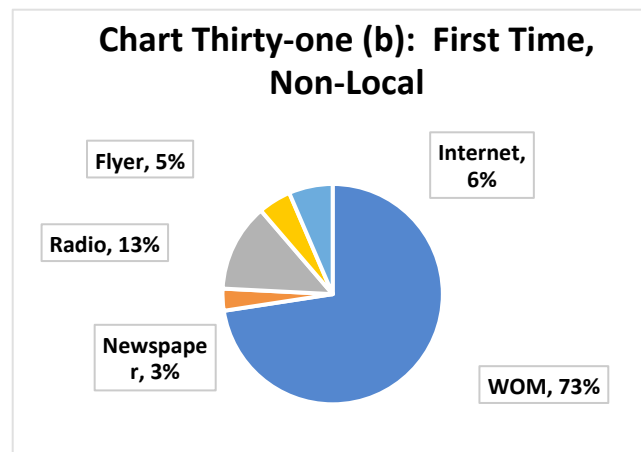
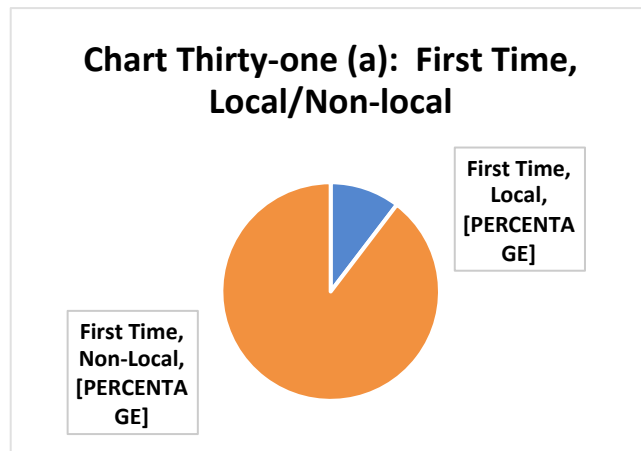


²² United States Census Bureau. Retrieved from factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk

²³ United States Census Bureau. Retrieved from <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>

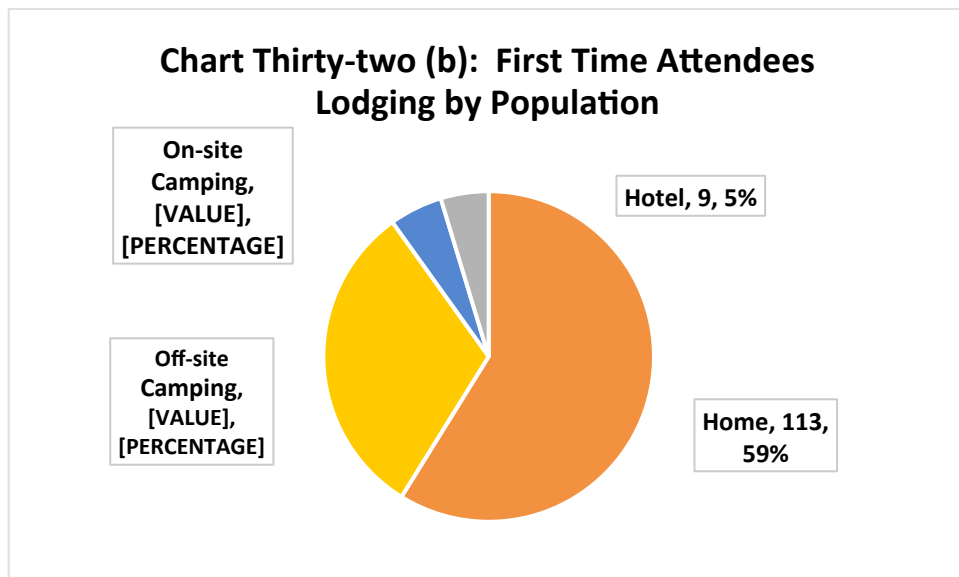
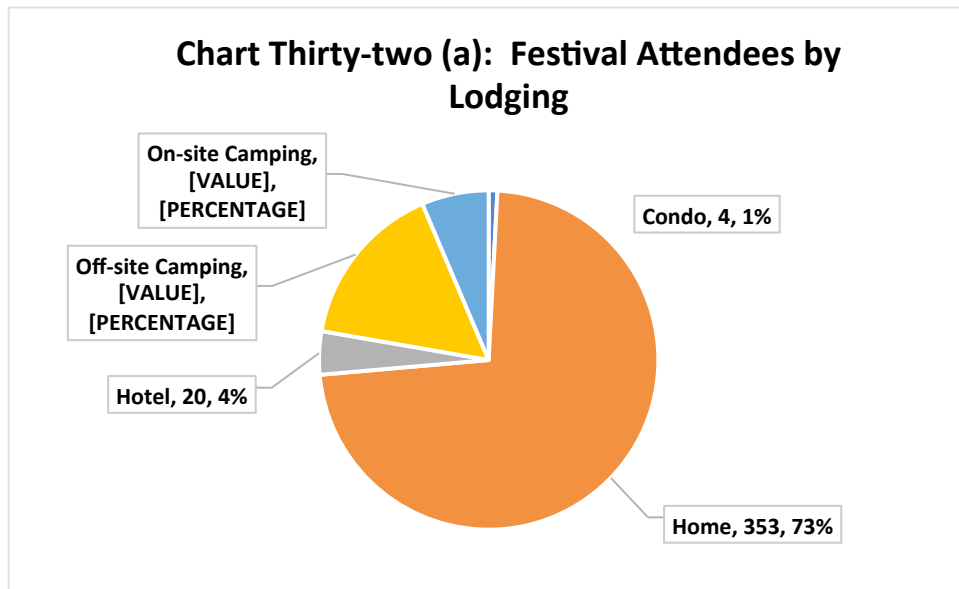
First-Time Attendee Analysis

There were seventy groups in the sample population that attended the Festival for the first time. Of the seventy, there were sixty-two (89%) first-time, non-local attendees. Forty-five of those (73%) heard about the Festival through word of mouth, while eight (13%) heard about the Festival on the radio. All eight (100%) of first-time locals heard about the event through Word of Mouth. This was the strongest form of advertising the Festival had for attracting new attendees. It attests to the Festival's regional nature and the non-commercialization of the event. See Charts Thirty-one (a) and Thirty-one (b).



Attendee Lodging Analysis

First-time attendees comprised the majority of off-site campers (78%). Only 16% of the sample population as a whole chose to camp off-site, whereas 31% of first-time attendees camped off-site. Given the high percentage of newcomers who were non-local, this suggests that the perceived experience of the Festival includes camping. This could also be linked to the lack of chain hotels in Dolores that would be familiar to non-locals. See Charts Thirty-two (a) and Thirty-two (b).



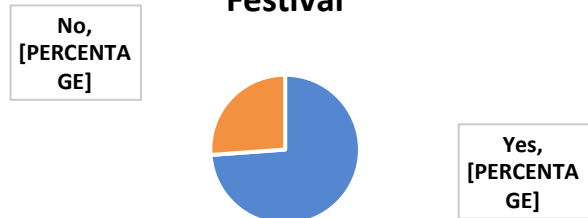
Two-Day Festival Analysis

While favorable with both locals and non-locals, locals were more likely to desire a two-day festival than non-locals (81% compared to 71% respectively). See Charts Thirty-three (a) and (b). Both first-time attendees and returning attendees had a similar desire for a two-day festival (74% and 75%). See Charts Thirty-three (c) and (d). Analyzing the data collected from 10 am to 4 pm compared to data collected from 4 pm to 11 pm, desire for a two-day festival rose from 75% to 85%. It was clear that the evening attendees had a greater desire for a two-day festival. See Charts Thirty-three (e) and (f).

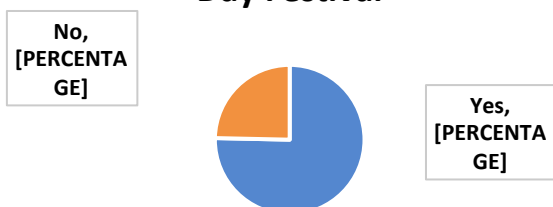
**Chart Thirty-three (a): Non-Local
Desire for Two-Day Festival**



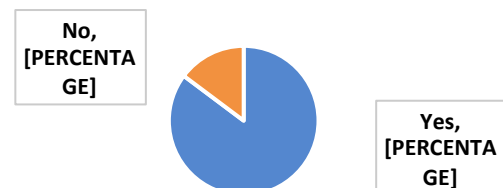
**Chart Thirty-three (c): First-Time
Attendees Desire for Two-Day
Festival**



**Chart Thirty-three (e): 10 AM - 4
PM Attendees Desire for Two-
Day Festival**



**Chart Thirty-three (f): 4 PM - 11
PM Attendees Desire for Two-
Day Festival**



Professionals: Vendor, Performer and Sponsor Data

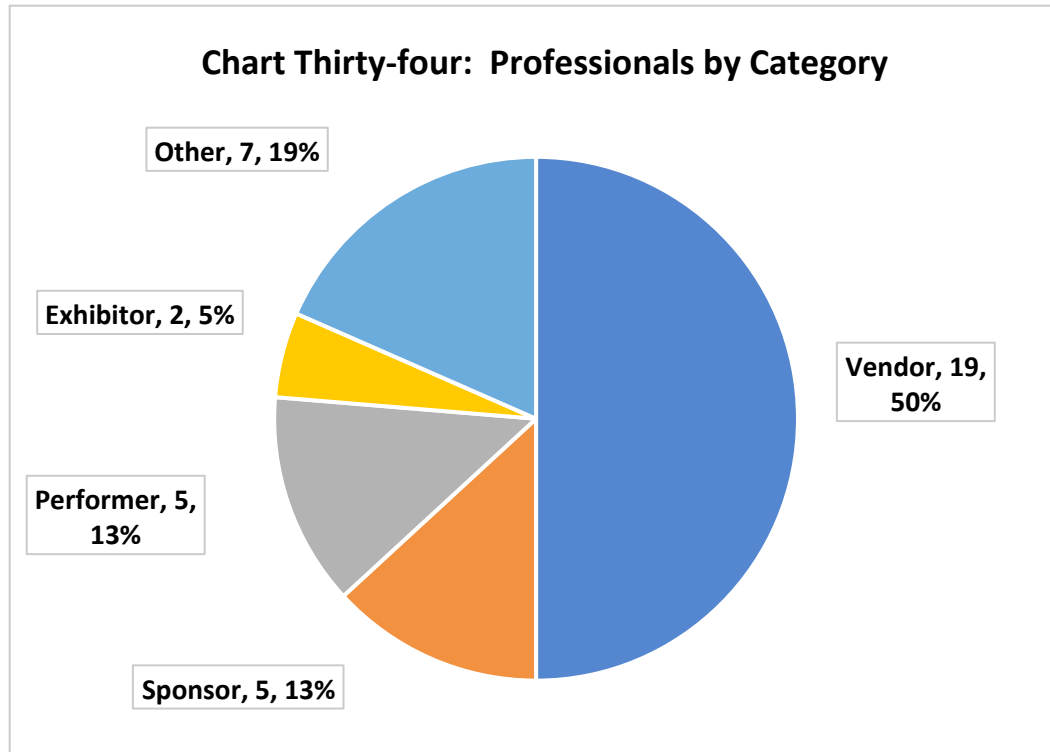


There were a total of 190 vendors, performers, and sponsors²⁴ at the Festival. Twenty-nine professional groups returned completed surveys, which represented a sample population of 137 people.

²⁴ This includes all of the people that were with the vendors, performers, and sponsors. See Appendix D for the vendor survey. Number of professionals provided by the organizer of the Festival.

Professionals by Category

Most professionals (50%) identified themselves as vendors.²⁵ Performers accounted for 13% of the responses. Sponsors also made up 13% of those who completed surveys. The remainder of those who responded include exhibitors (5%) and professionals that gave other responses²⁶ (19%). See Chart Thirty-four.

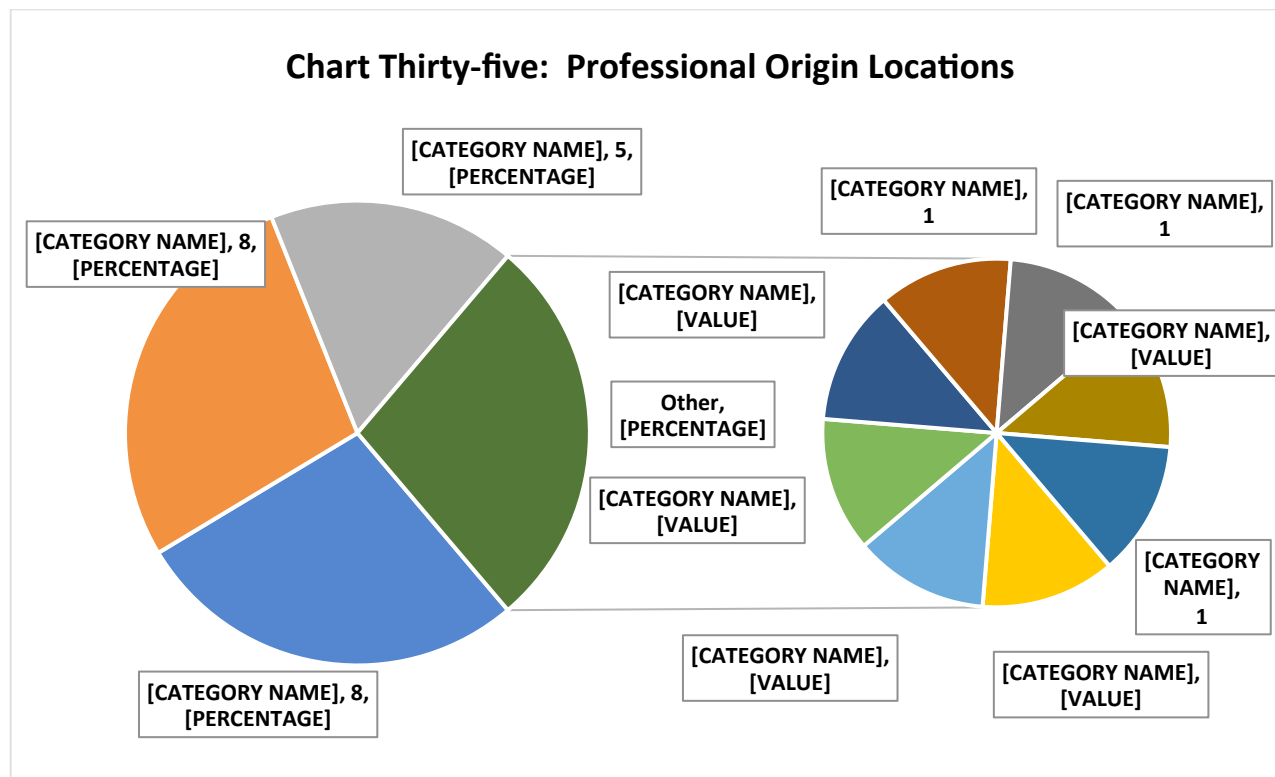


²⁵ Although there were 29 surveys acquired from the professionals, four professionals selected multiple categories. Therefore, the data represent 29 surveys and 38 selections.

²⁶ The Other responses that were given consists of, "Search & Rescue", "Kid Zone Activates", "Dong Dones of Products", "Boat Demo", Non-Profit Ministry", "Non-Profit", and "Chair of Board of Directors GDA".

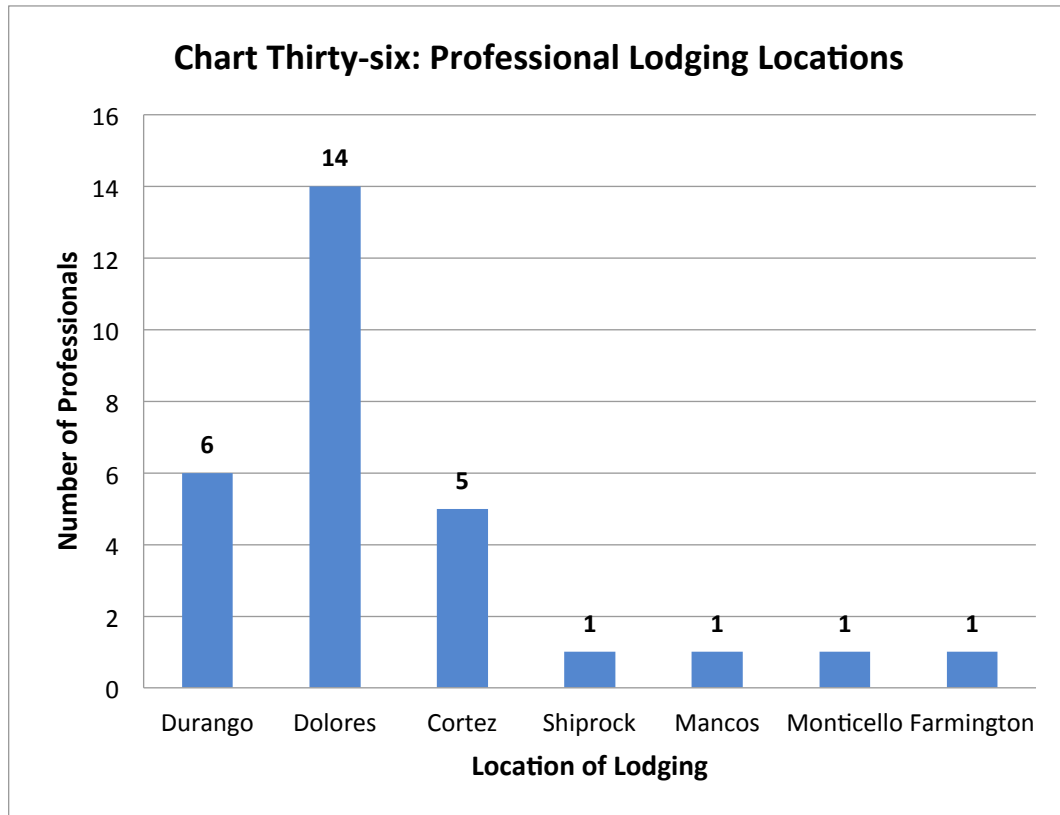
Professional Origin Locations

The majority (73%) of the professionals came from Dolores, Cortez, or Durango. An additional 20% were also from the Four Corners area. The remaining professionals came from Huntington Beach, CA and Cornelia, GA. See Chart Thirty-five.



Professional Lodging Locations

Of the 28 professional groups surveyed,²⁷ 48% stayed in Dolores. The other 52% left Dolores and lodged in various locations. Twenty-one percent stayed in Durango, while 17% stayed in Cortez. See Chart Thirty-six.

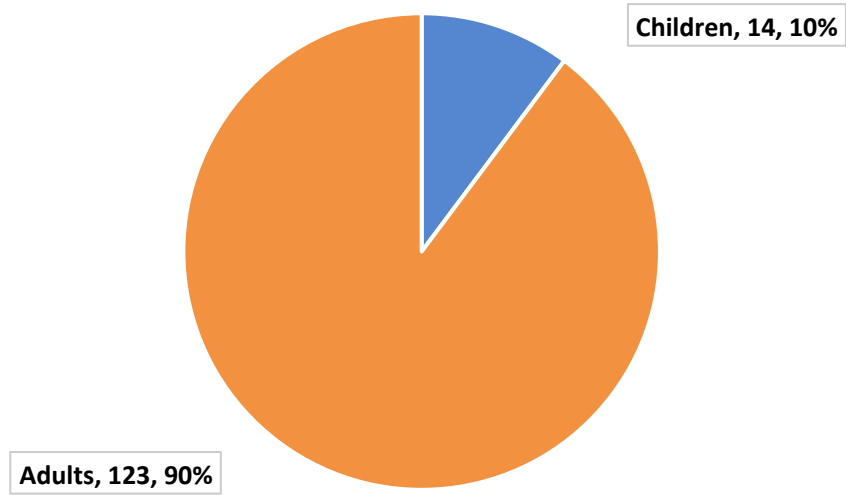


Professional Attendance by Age

Of the sample population of 137 people, 90% of professionals were adults. Only 10% of the sample population of professionals were under the age of 12. See Chart Thirty-seven.

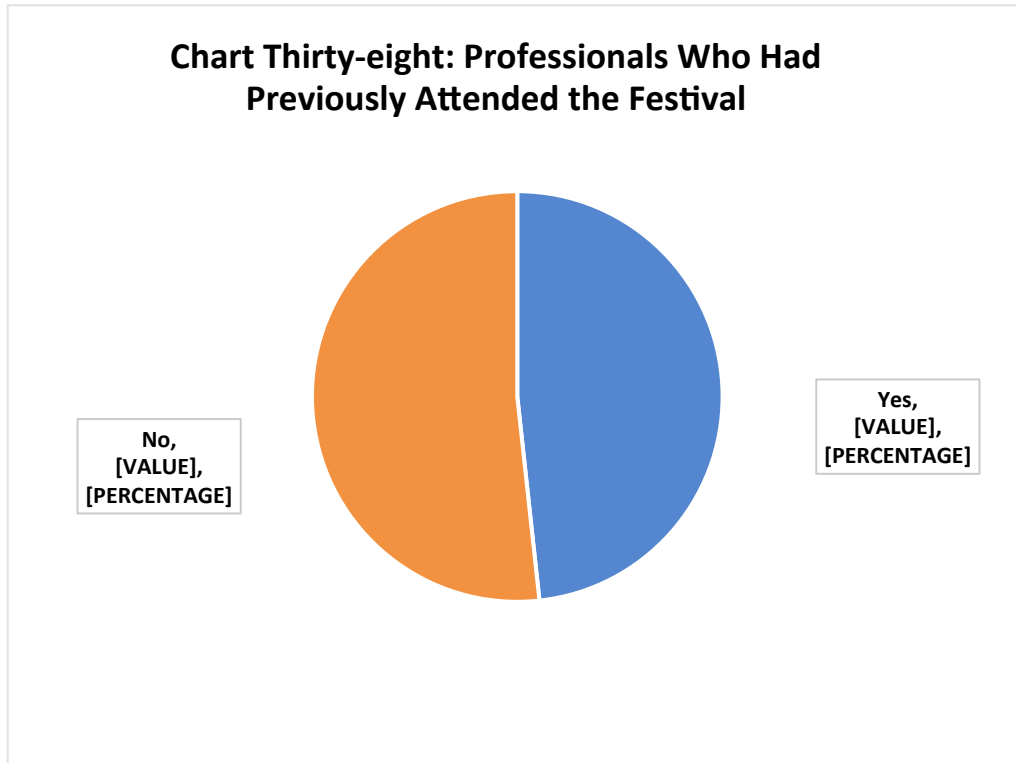
²⁷ Although there were 29 surveys acquired from the professionals, one professional surveyed did not answer this question. One professional said they stayed in two locations and both locations were counted in the data. Therefore, the data represent 28 surveys and 29 locations.

Chart Thirty-seven: Professional Attendance by Age



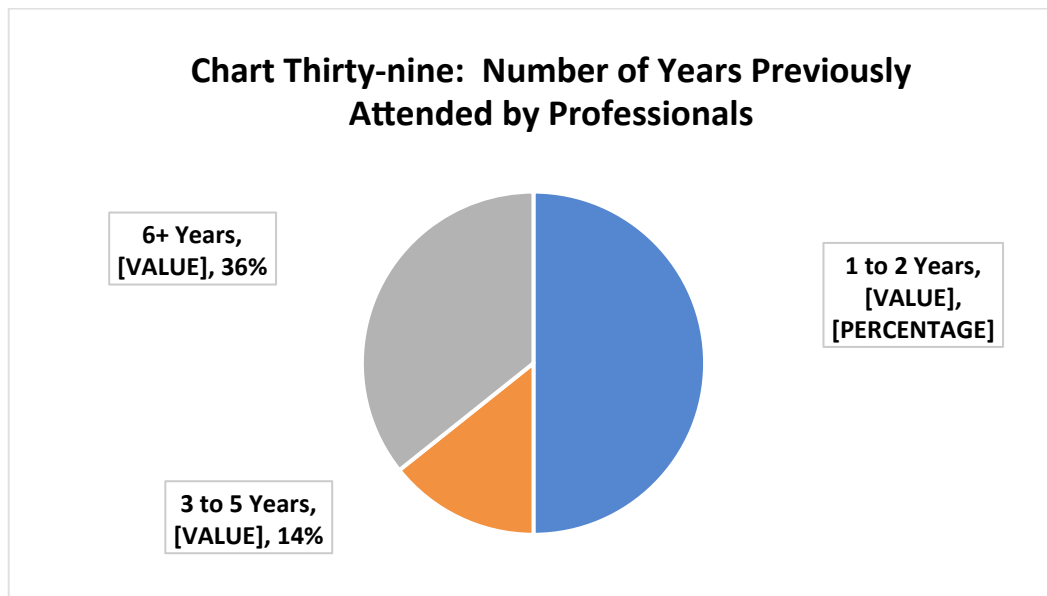
Previous Attendance by Professionals

Of the 29 surveys completed by professionals, over half of the respondents (52%) had previously attended, while the remaining 48% were new to the Festival. See Chart Thirty-eight.



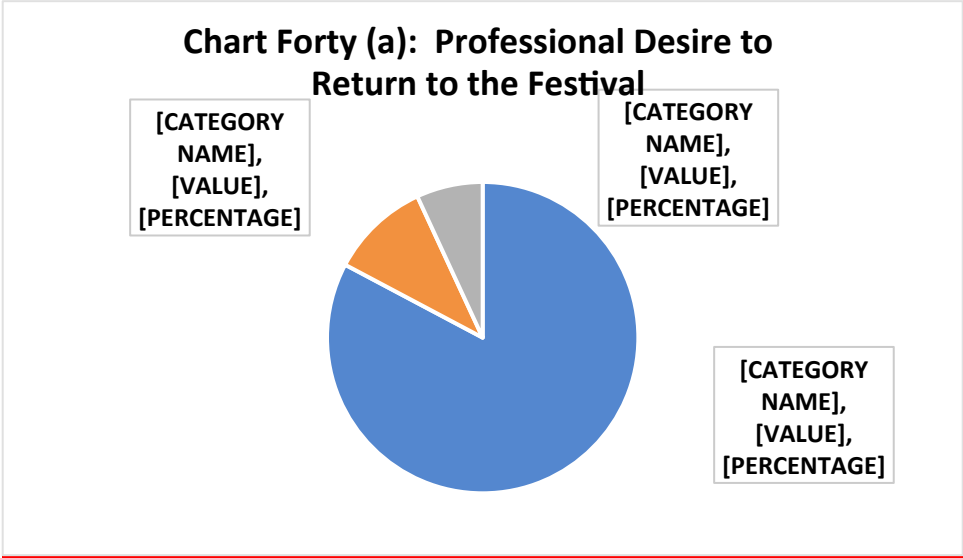
Number of Years Previously Attended by Professionals

Of the surveyed professionals that responded “yes” to having been to the Festival before, fifty percent had been to the Festival one or two times. Five professionals (36%) had attended six times or more. Two professionals (14%) had attended the Festival three to five times. See Chart Thirty-nine.

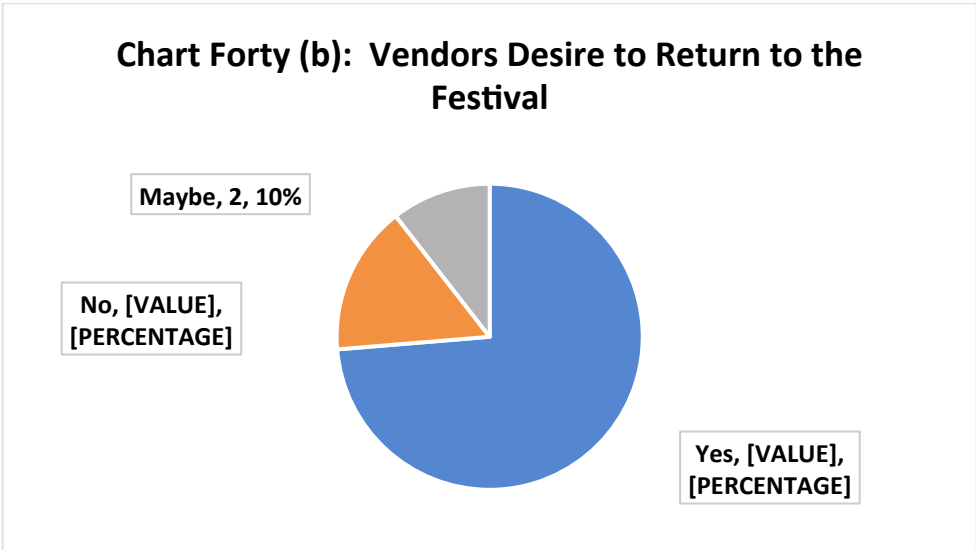


Professional Desire to Return to the Festival

Of the professionals surveyed, 83% responded that they would be interested in returning to the Festival in the future; 10% did not want to return in the future; and 7% were unsure of their plans regarding returning to the Festival. All five bands surveyed responded “yes” to wanting to return to the Festival. Two of these bands had participated in the Festival before. See Chart Forty (a).

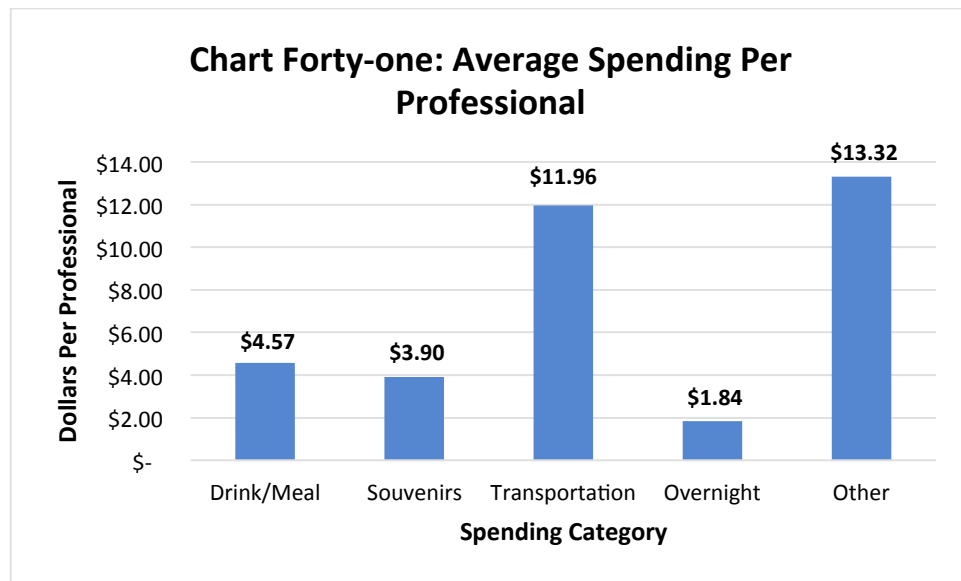


Nineteen vendors provided answers to the survey. Of these nineteen, fourteen responded “yes” to wanting to return to the Festival. The remaining five vendors responded either “no” or “maybe” to wanting to return. All of the five vendors that responded “no” or “maybe” were first-time vendors at the Festival. See Chart Forty (b).



Professional Spending

On average, professionals spent \$35.59 in Dolores.²⁸ The Other category drew the most spending by professionals (\$13.32, 37%). The second largest expenditure was on Transportation at \$11.96 per professional (34%). See Chart Forty-one.²⁹



²⁸ A group of 22 professionals stated they spent \$230 on Hotel lodging. This was included in camping lodging because it was assumed that 22 people cannot stay in a hotel for \$230.

²⁹ The Other category included "rental fee", "supplies", "materials for event", "paint, weed", "hired members", and "donations".

Festival Professional Data: Analysis

- On average, each professional group came to the Festival with 4 to 5 people. Fourteen (48%) of the professional groups surveyed lodged in Dolores during the Festival. Of those that did stay in Dolores, two groups reported having overnight expenses totaling \$252. The other 12 groups were locals most likely staying at their own homes. This suggests that professionals approach the Festival as a business opportunity, not a vacation. They likely choose to stay at home (if within driving distance) in order to minimize costs.
- The vast majority of the vendors surveyed said they wanted to return to the Festival. Only three vendors said they did not want to return to the Festival, and all three of these vendors were new to the Festival. All three also had relatively low travel costs from Dolores, Durango, and Cortez respectively. They did not give their reason for not wanting to return to the Festival. The fact that 74% of the vendors wanted to return speaks well for the Festival's ability to attract both vendors and customers. They most likely would not have planned to return if they did not consider their presence at the Festival to be beneficial for their business.

The Economic Impact

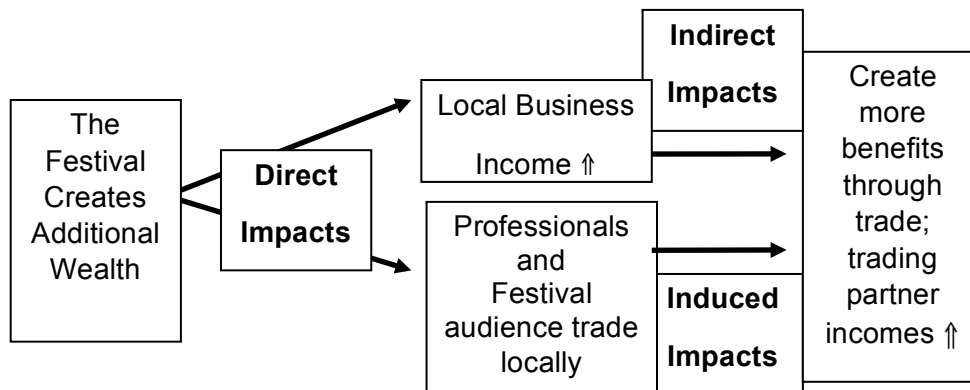


Direct, Indirect, and Induced Effects of the Dolores River Festival 2017

Direct, indirect, and induced effects occurred as the Festival created additional wealth for those in the economy by offering a valuable event that people wanted to attend. Direct economic effects occurred when the Festival organizer bought goods and services from local businesses in order to create the Festival. The increased economic activity of the Festival creates a “ripple” effect throughout the local economy. The ripple effect is due to the indirect and induced effects, which further generate income.

Indirect effects include the increase in income that is created when local businesses receive revenue from conducting business with the Festival, and in turn make purchases from others within the local economy. Induced effects occur when Festival performers, vendors, sponsors and audience participants spend money on goods and services that would not have been purchased had they not attended the Festival. See Diagram One.

Diagram One



Economists typically estimate indirect and induced impacts by using a “multiplier”. Multipliers are used to represent the ripple effects of money throughout the economy, which occurs as money is traded multiple times generating income and individual benefits (through the benefits of trade). The multiplier used for the economic impact study of the Festival has been calculated at 1.3666.³⁰ This signifies that for every dollar that the organizer, attendees, and professionals of the Festival spent, an extra \$0.36 in additional economic value is generated in other local industries. When determining the multiplier for an area it is imperative to account for the variety of purchases made within the local region. Due to the small size and rural nature of Dolores, the organizers, professionals, and attendees may purchase goods and services from outside the local economy, thereby reducing the multiplier effect. The multiplier used in this study was obtained from the Bureau of Economic Analysis (BEA).

³⁰ This multiplier was provided by the Bureau of Economic Analysis, Regional Input-Output Models System (RIMS II). The multiplier is for Region 9 (includes La Plata, Montezuma, Archuleta, Dolores and San Juan counties) for “other amusement and recreation industries” (NAICS Code 7139). Regional multiplier data is from the year 2013 – the most recent data available.

Results of Economic Impact Study—Dolores River Festival

In order to provide a better estimate of the overall economic impact of the Dolores River Festival, the impact was estimated four times, using four different assumptions:

Assumption One

In the calculations in Table One, it is assumed that all the money spent at the Festival by the organizer, professionals, and attendees, the town of Dolores, and GDA would not have been spent in Dolores if the Festival had not taken place. Therefore, all spending in Dolores related to the Festival is included in the economic impact.³¹ This is the upper limit of the economic impact because it assumes all local related spending was a direct result of the Festival.

Table One

Festival Organizer budgetary expenditures in Dolores ³²	\$8,962.19
Festival Professional expenditures in Dolores ³³	\$6,762.32
Festival Attendee expenditures in Dolores ³⁴	\$22,186.59
Greater Dolores Action expenditures of revenue raised by Festival ³⁵	\$21,237.84
Town of Dolores expenditures of taxes raised by Festival ³⁶	\$3,055.52
Direct and Induced Economic Impact	\$62,204.46
Multiplier	1.3666
Total Estimated Economic Impact	\$85,008.62

The calculations in Table One show that the direct and induced economic impacts were \$62,204.46; the sum of the organizer, professional, attendee, Town and GDA expenditures. Note that about 36% of the direct and induced economic impact of the Festival was the result of the

³¹ See all Assumptions made in Appendix A. It is assumed that none of the spending by Dolores residents would have happened if the Festival had not taken place in Dolores.

³² All local expense categories by the organizer minus sales taxes are included. See Appendix A for all assumptions made.

³³ It is assumed that all of the booth fees that were paid by the professionals were paid directly to the organizer and were spent by the organizer, and therefore are not included in the category of professional expenditures to avoid being counted twice. See Appendix A for further assumptions.

³⁴ This number was calculated by multiplying average expenditures of surveyed attendees and volunteers at the Festival by the attendee and volunteer population provided by the organizers. It is assumed that all of the entrance fees that were paid by the professionals were paid directly to the organizer and were spent by the organizer, and therefore are not included in the category of attendee expenditures to avoid being counted twice. See Appendix A for further assumptions.

³⁵ It is assumed that all of the revenue generated from the Festival will be spent by GDA locally (in Dolores). See Appendix A for further assumptions.

³⁶ Since sales taxes (6.4%) were eliminated from all of the expenditures for the Festival, 3.5% of this amount goes to the town of Dolores and it is assumed the Town will spend the money locally. The remaining 2.9% is collected by the state of Colorado and is not counted in local expenditures.

attendees' direct expenditures. Including the multiplier effect, the Festival's total estimated economic impact under Assumption One was **\$85,008.62**.³⁷ Some perspective may be gained by recognizing that this event generated about 0.28% of the gross annual personal income in Dolores.³⁸

³⁷ Based on the sample size of the study in comparison to the population of the Festival, the results are 99% accurate with a 4.95% margin of error. This means that the researchers are 99% sure that the answer will be within plus or minus 4.95% of the answers found – given the assumptions made.

³⁸ Gross annual personal income calculated using population and income data sourced from U.S. Census Bureau. Retrieved from <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>

Assumption Two

In the calculations in Table Two it is assumed that all the money spent at the Festival by the organizer, professionals, attendees, the town of Dolores, and GDA would not have been spent in Dolores if the Festival had not taken place. The audience members who were surveyed and answered “no” to being in Dolores specifically for the Festival would have been in Dolores even if the Festival had not taken place. They most likely would have spent a similar amount of money in Dolores anyway. These attendees are not included in the economic impact. This assumption does include both locals and non-locals who said they were there specifically for the Festival.

Table Two

Festival Organizer budgetary expenditures in Dolores ³⁹	\$8,962.19
Festival Professional expenditures in Dolores ⁴⁰	\$6,762.32
Festival Attendee expenditures in Dolores ⁴¹	\$17,124.03
Greater Dolores Action expenditures of revenue raised by Festival ⁴²	\$17,652.87
Town of Dolores expenditures of taxes raised by Festival ⁴³	\$2,724.08
Direct and Induced Economic Impact	\$53,225.49
Multiplier	1.3666
Total Estimated Economic Impact	\$72,737.95

The calculations in Table Two show that the direct and induced economic impacts were \$53,225.49; the sum of the organizer, professional, attendee, Town and GDA expenditures. Note that about 32% of the direct and induced economic impact of the Festival was the result of the attendees’ direct expenditures, while 33% were a result of spending of the revenue earned by the GDA. Including the multiplier effect, the Festival’s total estimated economic impact under

³⁹ All local expense categories by the organizer minus sales taxes are included. See Appendix A for all assumptions made.

⁴⁰ It is assumed that all of the booth fees that were paid by the professionals were paid directly to the organizer and were spent by the organizer, and therefore are not included in the category of professional expenditures to avoid being counted twice (see Appendix A).

⁴¹ This number was calculated by multiplying average expenditures of surveyed attendees and volunteers at the Festival by the attendee and volunteer population provided by the organizers. It is assumed that all of the entrance fees that were paid by the professionals were paid directly to the organizer and were spent by the organizer, and therefore are not included in the category of attendee expenditures to avoid being counted twice. Furthermore, for this assumption, the expenditures were reduced by the percent of the sample population that responded “no” to whether they were there that day specifically for the Festival. See Appendix A for further assumptions.

⁴² It is assumed that all of the revenue generated from the Festival will be spent by GDA locally (in Dolores).

⁴³ It is assumed that all of the tax revenue generated from the Festival will be spent by the town of Dolores locally (in Dolores).

Assumption Two was **\$72,737.95**.⁴⁴ Some perspective may be gained by recognizing that this event generated about 0.24% of the gross annual personal income in Dolores.⁴⁵

⁴⁴ Based on the sample size of the study in comparison to the population of the Festival, the results are 99% accurate with a 4.95% margin of error. This means that the researchers are 99% sure that the answer will be within plus or minus 4.95% of the answers found.

⁴⁵ Gross annual personal income calculated using population and income data sourced from U.S. Census Bureau. Retrieved from <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>

Assumption Three

In the calculations in Table Three, it is assumed that all the money spent at the Festival by the local organizer, the local professionals, the local attendees, and the town of Dolores would have been spent locally with or without the Festival. Therefore, that spending is not included in the economic impact. This assumption only includes local spending by non-locals.

Table Three

Festival Organizer budgetary expenditures in Dolores ⁴⁶	\$0.00
Non-local Festival Professional expenditures in Dolores ⁴⁷	\$4,226.44
Non-local Festival Attendee expenditures in Dolores ⁴⁸	\$18,837.72
Greater Dolores Action expenditures of revenue raised by Festival ⁴⁹	\$0.00
Town of Dolores expenditures of taxes raised by Festival ⁵⁰	\$1,471.74
Direct and Induced Economic Impact	\$24,535.90
Multiplier	1.3666
Total Estimated Economic Impact	\$33,530.76

The calculations in Table Three show that the direct and induced economic impacts were \$24,535.90, the sum of the organizer, professional, attendee, Town and GDA expenditures. Note that about 77% of the direct and induced economic impact of the Festival was the result of the attendees' direct expenditures. Including the multiplier effect, the Festival's total estimated economic impact was **\$33,530.76**.⁵¹ Some perspective may be gained by recognizing that this event generated about 0.11% of the gross annual personal income in Dolores.⁵²

⁴⁶ Expenditures by the organizer are not included since they are local.

⁴⁷ This spending includes spending by non-local professionals.

⁴⁸ This number was calculated by multiplying average expenditures of surveyed attendees and volunteers at the Festival by the attendee and volunteer population provided by the organizers. It is assumed that all of the entrance fees that were paid by the professionals were paid directly to the organizer and were spent by the organizer, and therefore are not included in the category of attendee expenditures to avoid being counted twice. Furthermore, for this assumption, the expenditures were reduced by the percent of the sample population that responded that they were from zip code 81323.

⁴⁹ Expenditures by GDA are not included since they are local.

⁵⁰ Taxes raised by the town of Dolores from non-local spending are included in this impact.

⁵¹ Based on the sample size of the study in comparison to the population of the Festival, the results are 99% accurate with a 4.95% margin of error. This means that the researchers are 99% sure that the answer will be within plus or minus 4.95% of the answers found.

⁵² Gross annual personal income calculated using population and income data sourced from U.S. Census Bureau. Retrieved from <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>

Assumption Four

As in Assumption Three, the calculations in Table Four assume that all the money spent at the Festival by the local organizer, the local professionals, local attendees, and the town of Dolores would have been spent locally with or without the Festival. Therefore, that spending is not included in the economic impact. In addition, “casuals” are taken out of the audience spending of the impact. It is also assumed that all casual spending done by non-local audience spenders would have taken place in Dolores even if the Festival had not taken place, resulting in this spending not being counted in the economic impact. This is the lower limit of the economic impact; it removes all spending that may have taken place in Dolores without the Festival and focuses only on local spending by non-locals specifically in Dolores for the Festival.

Table Four

Festival Organizer budgetary expenditures in Dolores ⁵³	\$00.00
Non-local Festival Professional expenditures in Dolores ⁵⁴	\$4,226.44
Non-local Festival Attendee (minus casuals) expenditures in Dolores ⁵⁵	\$14,485.91
Greater Dolores Action expenditures of revenue raised by Festival ⁵⁶	\$00.00
Town of Dolores expenditures of taxes raised by Festival ⁵⁷	\$1,319.74
Direct and Induced Economic Impact	\$20,032.09
Multiplier	1.3666
Total Estimated Economic Impact	\$27,375.85

Given the new assumption regarding spending by casuals, the numbers in Table Four show that the direct and induced economic impacts were \$20,032.09; the sum of the non-local professional, non-local attendee, and Town tax expenditures. Note that 72% of the direct and induced economic impact of the Festival was the result of the attendees’ direct expenditures. Including the multiplier effect, the Festival’s total estimated economic impact was **\$27,375.85**.⁵⁸ Some perspective may be gained by recognizing that this event generated about 0.09% of the gross annual personal income in Dolores.⁵⁹

⁵³ Expenditures by the organizer are not included since they are local.

⁵⁴ This spending includes spending by non-local professionals.

⁵⁵ Out of the sample population of 375 non-locals, 82% came to Dolores specifically to attend the Festival. The remaining 18% of non-locals that attended the Festival came to Dolores for other reasons – and are “casuals”.

⁵⁶ Expenditures by the GDA are not included since they are local.

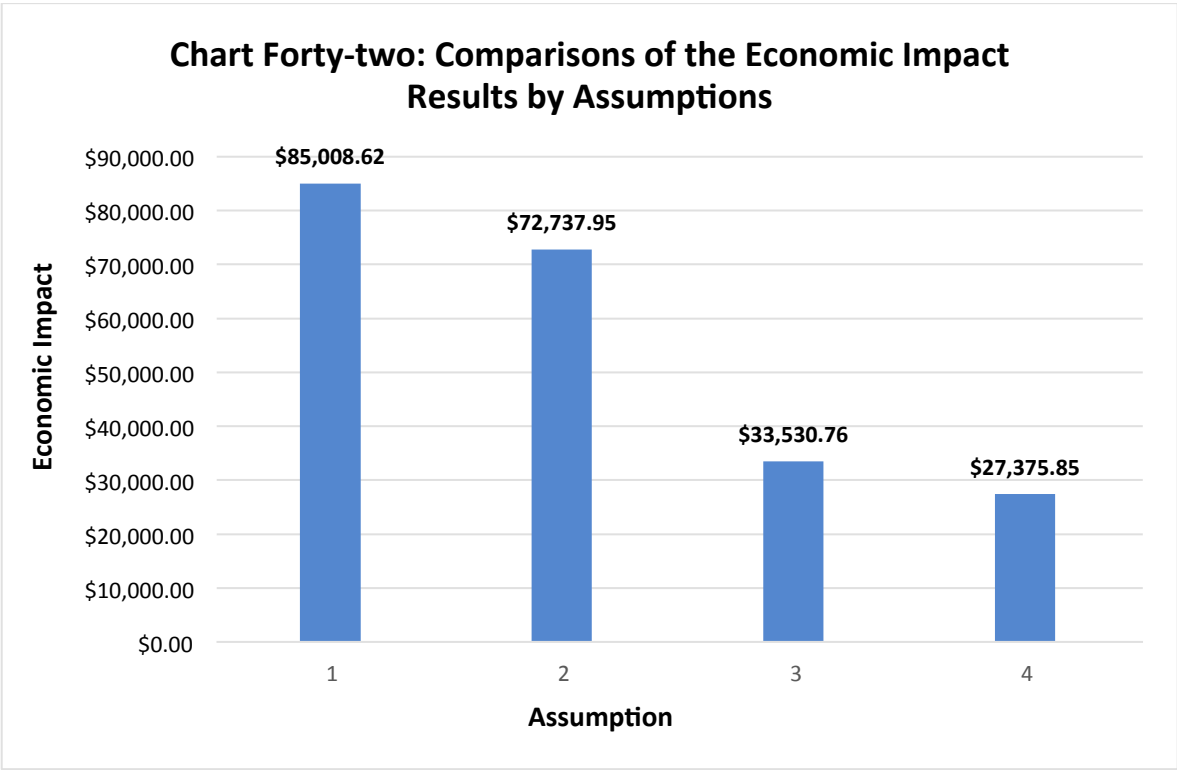
⁵⁷ Taxes raised by the town of Dolores from non-locals (who were not casuals) spending are included in this impact.

⁵⁸ Based on the sample size of the study in comparison to the population of the Festival, the results are 99% accurate with a 4.95% margin of error. This means that the researchers are 99% sure that the answer will be within plus or minus 4.95% of the answers found.

⁵⁹ Gross annual personal income calculated using population and income data sourced from U.S. Census Bureau. Retrieved from <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>

Comparison of the Four Assumptions on the Results of the Economic Impact

In comparing the four estimates of economic impact (Table One, Table Two, Table Three, and Table Four), the actual impact most likely lies somewhere in between the numbers generated when using Assumption One and Assumption Four. As Chart Forty-two shows, under Assumption One the economic impact from the Festival on the town of Dolores was **\$85,008.62**. Under Assumption Two, the economic impact from the Festival on the town of Dolores was **\$72,737.95**. Under Assumption Three, the economic impact from the Festival on the town of Dolores was **\$33,530.76**. Finally, under Assumption Four the economic impact from the Festival on the town of Dolores was **\$27,375.85**. The differences between the impact numbers stem from the assumptions made in each calculation. Most economic impact studies do not include expenditures by local residents due to the reasonable assumption that these individuals would have spent the money locally without the event taking place. However, in a small town like Dolores, there is a high probability that locals would have spent the money elsewhere. The calculations in this study were completed with every intention of finding the true impact of the Dolores River Festival on the local economy.



Tax Revenue Impacts from the Festival⁶⁰

Assumption One

Festival-Related Activities Subject to Tax		Sales Tax Rate	Estimated Sales Tax
Direct Expenditures	\$28,948.91	3.5%	\$1,013.21
Multiplier Expenditure	\$10,612.67	3.5%	\$371.44
TOTAL Sales Tax Revenue Estimate			\$1,384.66

Group	% of Tax Revenue
Attendee	77%
Professional	23%

The direct and induced expenditures for the Festival not including expenditures by the town of Dolores were estimated at \$28,948.91, producing a city sales tax of \$1,013.21. Using the multiplier effect of 1.3666, an additional \$10,612.67 was added to the expenditures predicting an additional \$371.44 of sales tax, totaling \$1,384.66 of city tax revenue.

Assumption Two

Festival-Related Activities Subject to Tax		Sales Tax Rate	Estimated Sales Tax
Direct Expenditures	\$23,886.35	3.5%	\$836.02
Multiplier Expenditure	\$8,756.74	3.5%	\$306.49
TOTAL Sales Tax Revenue Estimate			\$1,142.51

Group	% of Tax Revenue
Attendee	72%
Vendor	28%

The direct and induced expenditures for the Festival were estimated at \$23,886.35, producing a city sales tax of \$836.02. Using the multiplier effect of 1.366, an additional \$8,756.74 was added to the expenditures predicting an additional \$306.49 of sales tax, totaling \$1,142.51 of city tax revenue.

⁶⁰ Organizer and GDA expenditures do not produce any sales tax, as they are not-for-profit organizations.

Assumption Three

Festival-Related Activities Subject to Tax		Sales Tax Rate	Estimated Sales Tax
Direct Expenditures	\$23,064.16	3.5%	\$807.25
Multiplier Expenditure	\$8,455.32	3.5%	\$295.94
TOTAL Sales Tax Revenue Estimate			\$1,103.19

Group	% of Tax Revenue
Attendee	82%
Vendor	18%

The direct and induced expenditures for the Festival were estimated at \$23,064.16, producing a city sales tax of \$807.25. Using the multiplier effect of 1.366, an additional \$8,455.32 was added to the expenditures predicting an additional \$295.94 of sales tax, totaling \$1,103.19 of city tax revenue.

Assumption Four

Festival-Related Activities Subject to Tax		Sales Tax Rate	Estimated Sales Tax
Direct Expenditures	\$18,712.35	3.5%	\$654.93
Multiplier Expenditure	\$6,859.95	3.5%	\$240.10
TOTAL Sales Tax Revenue Estimate			\$895.03

Group	% of Tax Revenue
Attendee	77%
Vendor	23%

The direct and induced expenditures for the Festival were estimated at \$18,712.35, producing a city sales tax of \$654.93. Using the multiplier effect of 1.3666, an additional \$6,859.95 was added to the expenditures predicting an additional \$240.10 of sales tax, totaling \$895.03 of city tax revenue.

Unseen Costs and Other Issues

Unfortunately, an economic impact study does not include the costs that can be associated with putting on a Festival. Some of these costs are obvious and direct, such as clean-up costs or costs associated with security at the Festival. Other costs, however, are unseen and not as obvious. These costs are the opportunity costs⁶¹ that always occur when scarce resources (i.e. resources limited with respect to wants) are expended in the production of an event. These costs include what could have been produced with the resources used by the Festival organizers, attendees, performers, vendors, etc. if the Festival had not taken place. It is difficult to place a monetary value on opportunity costs as alternative opportunities by definition do not actually occur. The below list of questions consider some of the possible opportunities forgone due to the Festival.

Direct Costs

- Cleaning costs: How much extra work did the town of Dolores do to dispose of all the waste generated?
- Park upkeep: Will the grass need extra water or fertilizer to recover from the Festival? Were any sprinklers, fences, etc. damaged?
- Security: What were the costs of making sure the Festival was safe? Were there additional costs to the taxpayers of Dolores or other towns to pay for police officers?



Opportunity Costs

- Money spent at the Festival by attendees: Without the Festival, where would attendees have spent their money? Would visitors who might have come to Dolores anyway have spent their money at local businesses?

⁶¹ Opportunity Cost is defined as the highest valued alternative foregone. This is essentially the next best option, i.e. the opportunity that was sacrificed because resources were used elsewhere.

- Money spent at the Festival by professionals: How might the professionals at the Festival spent their money if they had not been at the Festival?
- Money spent at the Festival by organizers: What would the organizers have used their funds for if they had not put on the Festival?
- Resources of the sponsors: What would sponsors have used their resources for if they had not sponsored the Festival?
- Charitable donations: Where would the money donated to GDA otherwise been spent if it had not been donated? Would it have gone to a different non-profit, or would it have been spent? What other ways could GDA have used their funds?
- Volunteer hours: What else would volunteers have been doing? How else could those volunteer hours been used? Would a river clean up or town beautification project have been more beneficial for the town of Dolores?
- Displacement costs: Did the Festival prevent anyone from visiting Dolores? If the Festival had not taken place, would there still have been visitors from out of town spending money in Dolores and creating an economic impact?

Comparison of the 2017 Study with the 2011 Study

June 2011 Study

- **Two main assumptions** were made in the analysis of the economic impact of the Festival in June of 2011:
Assumption One: It was assumed that all the money spent at the Festival by local organizers, professionals, and attendees in the town of Dolores would not have been spent in Dolores if the Festival had not taken place. Therefore, that spending is included in the economic impact.
Assumption Two: It was assumed that all the money spent at the Festival by local organizers, professionals, and attendees in Dolores would have been spent in Dolores with or without the Festival. Therefore, that spending is not included in the economic impact.
- **Number of Attendees** – 91 surveys were completed for a sample population of 223 people. The estimated total attendance by the organizer was 2,225 people.
- **Number of Professionals** – 14 surveys were completed. The total number of vendors was 50.
- **Tax Rate** – 3.5%
- **Multiplier** - 1.542747

June 2017 Study

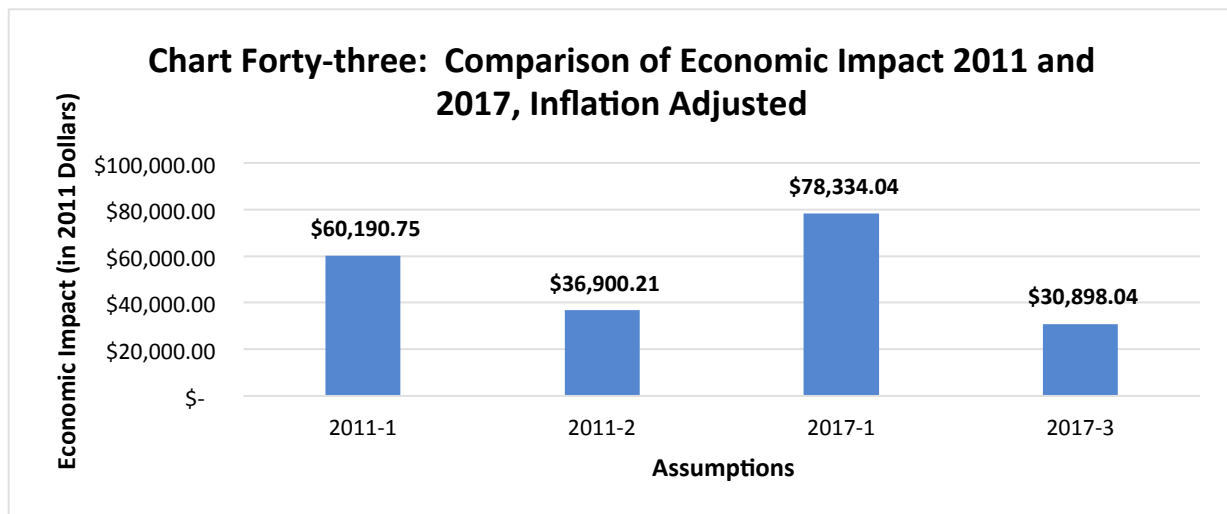
- **Four main assumptions** were made in the analysis of the economic impact of the Festival in June of 2017:
Assumption One: It was assumed that all the money spent at the Festival by the organizer, professionals, and attendees, the town of Dolores, and GDA would not have been spent in Dolores if the Festival had not taken place. Therefore, all spending in Dolores related to the Festival is included in the economic impact. **This is the same as Assumption One in the 2011 study.**
Assumption Two: It was assumed that all the money spent at the Festival by the organizer, professionals, attendees, the town of Dolores, and GDA would not have been spent in Dolores if the Festival had not taken place. The audience members who were surveyed (and their group members) who answered “no” to being in Dolores specifically for the Festival would have been in Dolores even if the Festival would not have taken place and therefore would have spent their money in Dolores anyway. These attendees are not included in the economic impact. This assumption does include both locals and non-locals who said they were there specifically for the Festival.
Assumption Three: it is assumed that all the money spent at the Festival by the local organizer, the local professionals, the local attendees, and the town of Dolores would have been spent locally with or without the Festival. Therefore, that spending is not included in the economic impact. **This is the same as Assumption Two in the 2011 study.**

Assumption Four: it is assumed that all the money spent at the Festival by the local organizer, the local professionals, and local attendees, and the town of Dolores would have been spent locally with or without the Festival. This spending is not included in the economic impact. In addition, “casuals” are taken out of the audience spending of the impact. It is also assumed that all casual spending done by non-local audience spenders would have taken place in Dolores even if the Festival had not taken place, resulting in this spending not being counted in the economic impact.

- **Number of Attendees** – 164 surveys were completed for a sample population of 485 people. The estimated total attendance by the organizer was 1,700 people (more surveys were taken in 2017, providing for a lower margin of error. There were fewer attendees at the Festival in 2017 than in 2011)
- **Number of Professionals** – 29 surveys were completed for a sample population of 137 people. The total number of professionals (including vendors, etc.) was estimated at 190 by the organizers (there were more professionals at the 2017 Festival than at the 2011 Festival)
- **Tax Rate** – 3.5% (same as in 2011. The study in 2011 did not take out taxes from the spending and then add the town of Dolores spending back in to the impact. The 2017 study did.)
- **Multiplier** – 1.3666 (lower multiplier than the 2011 study)

Comparison of the Economic Impact – Similar Assumptions

Chart Forty-three shows the difference between the two studies using similar assumptions. Assumption One was the same in both studies. Assumption Two in the 2011 study is equivalent to Assumption Three in the 2017 study. There was a greater impact in 2017 using Assumption One, while a smaller impact in 2017 under Assumption Three (2011 Assumption Two). Along with other differences (including a lower multiplier in 2017), it should be noted that the study in 2011 did not add in the revenue earned at the Festival as future local expenditures by GDA. This change in the analysis created an extra \$29,023.63 in the economic impact in 2017. Without this difference, the economic impact in 2017 would have been \$55,984.99. In 2011 dollars, this would have been an impact of \$51,588.33, 14.3% lower than the estimated economic impact in 2011 under the same Assumption One. Given that there were 23.6% fewer attendees in 2017 than in 2011, this is not necessarily surprising.



Takeaways from Attendee Survey Comments

- **Signage/Communication**
Many of the comments were about the physical layout of the Festival. People thought the entrance to the Festival was hard to navigate. Visitors recommended signs or a map to help people find what they want to go. Other comments focused on the Festival website-- some technical things, but also inaccuracy and tough to use.
- **Food/Drink**
A majority of the comments about the food and drinks at the Festival mentioned more alcoholic beverage choices. People wanted more variety in the beer vendors. The ability to buy hard alcohol was also suggested by some of the attendees. Another popular suggestion was more food vendors overall. People wanted more options.
- **Activities**
The most often seen suggestions regarding activities were more yard games, water games, kids' activities and evening activities for adults. There was a suggestion to bring back the dog river contest.
- **Music**
Attendees wanted more genres and variety in band selection. They thought the music lacked diversity.
- **Other**
Attendees desired more shade. Many people liked the idea of a two-day festival, possibly splitting it up into a "family day" and "adult day". People also wanted a convenient ATM since some of the vendors only took cash.

Comments and Ideas for Improvement

General Ideas for Improvement

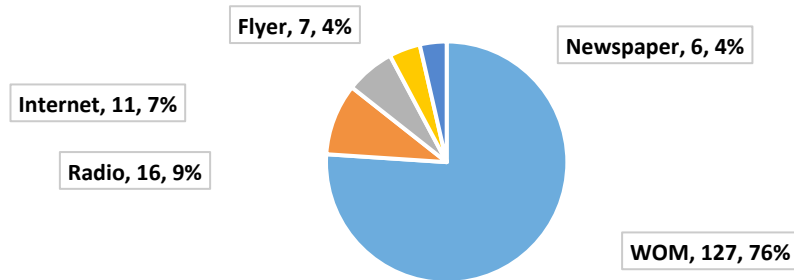
- Post more signs, distribute a schedule of events as well as a map of booth locations. This will help increase the number of participants in different events and will help reduce confusion.
- Making the layout of the Festival more simplistic instead of separating the entrance, the music, the food and beverage into different sections. Putting all three into one big open space will cause less confusion and allow for easy access to all activities.
- Try to increase attendee's time in Dolores outside of the Festival by teaming up with hotels/motels/restaurants/camping to offer deals after/during the Festival
- Encourage attendees to not drink and drive with signs and a larger push to stay at the campsite, or at a local hotel instead of driving home.
- Create group rates and packages. Including camping, discounts on a certain number of tickets or other benefits to increase the number of people attending as a group.
- Think about having a recommended cut-off time for children (around dusk), making the Festival more adult-oriented in the evening.
- Water station for both the attendees and their dogs clearly marked or in multiple locations. Including water bowls and pet waste bags for the pets should be located at the Festival. Include more dog-related activities during the Festival.
- Include shade and a visible first-aid tent. This will help assist with any minor medical problems that could occur, as well as keep people cool and safe.
- Around dusk, turn on some lights in order to keep the party going.

Marketing Ideas

The majority of attendees surveyed responded they heard about the Festival by Word of Mouth. Out of the five options, both newspaper and magazine advertisements did not provide a good return on investment⁶² in terms of new attendees attracted to the Festival. See Chart Fifteen.

⁶² Given that 16 of 485 of the sample population heard of the Festival through a newspaper or magazine, approximately 56 people total were brought in through this method of advertising. Using our average per person spending of \$13.04, this yields a revenue of \$730.24. Assuming that the organizer spending on Ballantine Communications and Elevation Outdoors spending (\$1,402.50) was for newspaper or magazine advertisements, this resulted in a loss of \$672.26, or a return on investment of -48%.

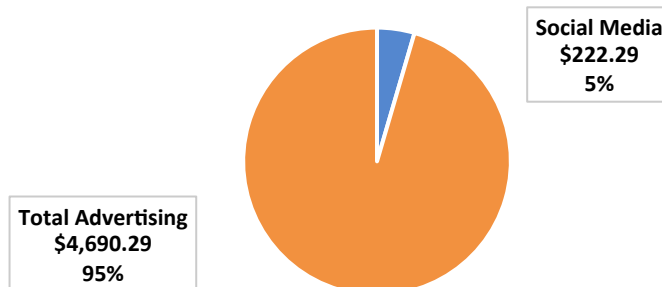
Chart Fifteen: How Individuals Surveyed Heard About the Festival



Social Media Presence

Social media can be more effective than the other means of marketing to potential Festival attendees. Communication with target markets can happen on a large scale through a variety of social media platforms.⁶³ Facebook costs between per click \$1.00 to \$0.16.⁶⁴ Given that the organizer spent \$222.29 on Facebook advertising, they most likely received between 222 to 1,389 clicks on Facebook. Word of mouth can be conflated with internet advertising due to the intermixing of social media and everyday interpersonal interactions. The results of the survey indicate that perhaps the budget for print advertising should be reallocated more towards social media. See Chart Forty-four.

Chart Forty-four: Social Media Presence Compared to Total Advertising Budget



⁶³ Examples of social media platforms are Instagram, Facebook, Twitter, and Snapchat.

⁶⁴ Marsan, J. (2016). How much does Facebook advertising cost? FitSmallBusiness.com. Retrieved from fit-small-business.com/how-much-does-facebook-advertising-cost/

The Dolores River Festival currently has one dedicated informational website⁶⁵ and utilizes three social media platforms: Facebook, Twitter and Instagram.⁶⁶ The Festival Facebook page has the largest engagement by number of followers and likes with the public.⁶⁷ This may be due to Facebook having a much larger user base and greater participation across a wide range of demographics. There is no presence on the platform known as Snapchat, which could be utilized to create brand loyalty with younger demographics. An article in *Advertising Age* by George Slefo predicts that Instagram will be used by 72% of the companies that use social-media-advertising in 2017. Furthermore, experts forecast that Instagram will surpass Facebook by 2018 as the most widely used advertising platform.⁶⁸ Instagram's increased use could possibly result in wider recognition for the Festival and could lead to extended sponsorships and a greater abundance of vendor submissions and performer requests.

Strategic Social Media Marketing

Social media can help enhance the Festival's brand awareness in target markets. It is easier to target specific markets that are otherwise unexposed to the event. See below for a suggested market segmentation.

Segment 1: Attract new non-local customers

- Targeting specific markets that are otherwise unexposed to the event
 - Boosted advertisements target specific demographics like age groups, genders, locations and by interests
 - Go live on Social media to show the event in real time
 - Interviews with performers, vendors, sponsors and attendees

Segment 2: Attract the next generation

- Target younger demographics through social media platforms such as Instagram and Snapchat
 - Pictures and videos are highly encouraged to create more engagement and followers

Segment 3: Attract new local customers

- Promoting local sponsors and businesses on the Festival social media pages
 - One business per week engages the business and the public through the Festival page

Segment 4: Retention of existing local customers

- Post 3-5 times per week during off-season. Post more frequently during the Festival and make follow-up posts on all social media platforms
 - Contests and giveaways

⁶⁵ <http://www.doloresriverfestival.org/>

⁶⁶ <https://www.facebook.com/doloresriverfestival/>
<https://twitter.com/search?q=dolores%20river%20festival&src=typd&lang=en>
<https://www.instagram.com/doloresriverfestival/>

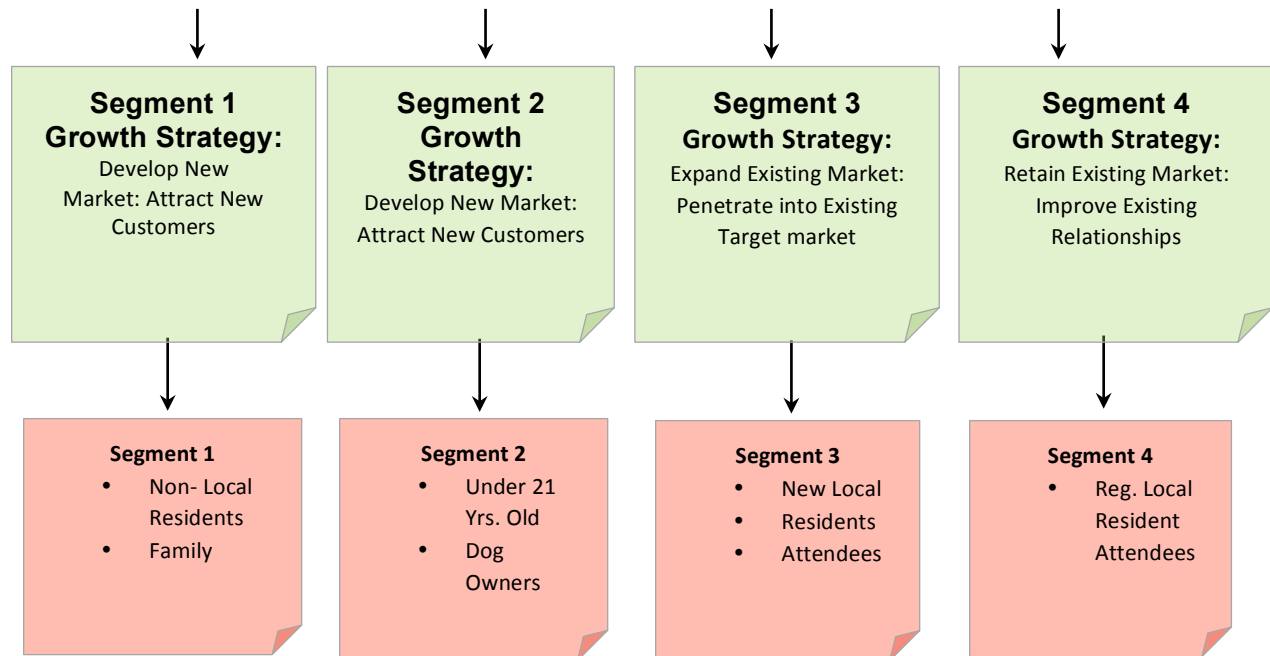
⁶⁷ Dolores River Festival Facebook page: Total Likes: 785, Followers: 787.

⁶⁸ Slefo, G. (2015). Marketers Look to Diversify Their Online Spending, Survey Finds. *Advertising Age*. Retrieved from <http://adage.com/article/digital/digital-advertising-survey/300809/>

Dolores River Festival Strategic Plan

Dolores River Festival Mission Statement

Dolores River Festival is to design events that bring people together to celebrate the Dolores River and to the many ways it connects us to each other, the environment, and our resources.



Objectives

Focus Advertising on Non-Locals and Family with Children and Dog Owners. Build on Retuning Attendees.

Appendices

Appendix A: Assumptions Used in the Economic Impact Study and Tax Analysis

General Assumptions Used in the Economic Impact Analysis

Assumption One: It is assumed that all the money spent at the Festival by the organizer, professionals, and attendees, the town of Dolores, and GDA would not have been spent in Dolores if the Festival had not taken place. Therefore, all spending in Dolores related to the Festival is included in the economic impact.

Assumption Two: It is assumed that all the money spent at the Festival by the organizer, professionals, attendees, the town of Dolores, and GDA would not have been spent in Dolores if the Festival had not taken place. The audience members who were surveyed (and their group members) who answered “no” to being in Dolores specifically for the Festival would have been in Dolores even if the Festival would not have taken place and therefore would have spent their money in Dolores anyway. These attendees are not included in the economic impact. This assumption does include both locals and non-locals who said they were there specifically for the Festival.

Assumption Three: It is assumed that all the money spent at the Festival by the local organizer, the local professionals, the local attendees, and the town of Dolores would have been spent locally with or without the Festival. Therefore, that spending is not included in the economic impact.

Assumption Four: It is assumed that all the money spent at the Festival by the local organizer, the local professionals, and local attendees, and the town of Dolores would have been spent locally with or without the Festival. Therefore, that spending is not included in the economic impact. In addition, “casuals” are taken out of the audience spending of the impact. It is also assumed that all casual spending done by non-local audience spenders would have taken place in Dolores even if the Festival had not taken place, resulting in this spending not being counted in the economic impact.

Assumptions Regarding Spending by the Festival Organizers/GDA

- Local expense categories with sales tax taken out are included in organizer expenditures.
- Booth fees that were paid by the professionals were paid directly to the organizer and were spent by the organizer, and therefore are not included in the category of professional expenditures to avoid being counted twice.
- All entrance fees that were paid by attendees and professionals were paid directly to the organizer and were spent by the organizer, and therefore are not included in other expenditure categories to avoid being counted twice.
- The Festival’s expenses were paid out of revenue from previous fundraising. Revenue generated from the Festival will be spent by GDA locally as per information from GDA.

Assumptions Regarding Spending by Attendees

- Local vendors comprised only 36.8% of the total population of vendors. Attendee spending at the Festival was equally distributed between all vendors, so spending in the categories of Food/Drink, Souvenirs, and Other was reduced by 63.2%.
- Entrance fees and onsite camping fees that were paid by attendees were paid directly to the organizer and were spent by the organizer, and therefore are not included in the category of attendee expenditures to avoid being counted twice.
- Attendees were asked to provide information on their spending specifically within Dolores, so reported numbers are taken at face value. Attendees that reported spending \$5 or less on transportation likely made an estimate of their fuel costs and did not actually spend such a small amount on fuel in Dolores, so their transportation spending was not counted.
- Attendees who reported spending money on Lodging but stayed in a town other than Dolores for the Festival misinterpreted the question. Their Lodging expenditures are not included in economic impact.
- Lodgers' tax of 1.9% was deducted from attendee expenditure where applicable. This tax was paid to Montezuma County and does not contribute to the economic impact.

Assumptions Regarding Spending by Professionals

- The organizer of the Festival received 100% of the professional booth fees, therefore none of this was counted in the spending by professionals to avoid double counting since that revenue was counted in the spending undertaken by GDA.
- Professionals were asked to provide information on their spending specifically within Dolores, so reported numbers are taken at face value.
- Local vendors comprised only 36.8% of the total population of vendors. Professional spending at the Festival was equally distributed among vendors, so spending in the categories of Food/Drink and Souvenirs was reduced by 63.2%.
- Professionals who reported spending money on Lodging but stayed in a town other than Dolores for the Festival misinterpreted the question. Their Lodging expenditures do not contribute to the economic impact.

Assumptions Regarding Tax Analysis

- Sales taxes (6.4%) were eliminated from all of the expenditures for the Festival. Dolores collects a 3.5% sales tax, which is spent locally. The remaining 2.9% is collected by the state of Colorado and is not counted in local expenditures.
- Attendee expenditures on camping in Dolores were not included in sales tax calculations. Many campgrounds in the area are public, and campsite fees are not taxed.

- Lodgers' tax of 1.9% was deducted from attendee expenditure where applicable. This tax was paid to Montezuma County and does not contribute to the economic impact.

Appendix B: Attendee Comments

All the audience comments and free responses were compiled from the survey conducted at the 2017 Dolores River Festival. The comments have been sorted into the following six categories; *Signage/Communication, Food/Drink, Activities, Music, Policies, Complaints, and Other.*

A number in parentheses following a comment indicates the total number of people who made the same or very similar comment.

Signage/Communication

- Website was not user friendly.
- Website would not allow me to get early bird deal. Even after trying multiple times.
- Clearer entrance to festival.
- Easier layout of festival.
- Layout should not have band in the sun while sun is setting. (3)
- Need sign saying who is currently on stage.
- Events map.
- Campsite is confusing, need campsite host. (2)
- More organization.
- More planning for stage.
- More organization with boat parade.
- Needed more pre-planning with volunteers.
- Poor signage.
- Sign for the river parade.
- Web schedule was not accurate.

Food/Drink

- Gluten free and dairy free options.
- More Beer. (5)
- Wine.
- More Food Vendors. (5)
- More Breweries. (2)
- More drink choices. (2)
- Ice cream.
- Bacon.
- More snacks and drinks.
- Full bar.
- Vegetarian food options.

- Bloody Mary's.

Activities

- Slack line.
- Adult playground.
- More kids' activities. (2)
- Longer hours for face painting station.
- More evening activities for adults. (2)
- Fire.
- Have river dogs be the first event.
- Slip 'n' slide/ water games. (4)
- Flag football.
- Games/yard games. (8)
- More activities.
- Playground should be part of festival.
- More river events.
- Henna.
- More local vendors.
- Yoga.
- Pool table.
- Water dog event.
- Bike race.

Music

- Musicians of color.
- More genres of music. (2)
- Bands should do continuous sets.
- Better speakers.
- Country bands.
- More well-known bands.(2)
- A violin act.
- Music workshop.
- Requesting Rage Against the Machine.
- Single stage.

Policies

- Allow rafting for children age 3 or 4.
- Lower ticket prices. (1)
- More emphasis on the river. (1)

- Rafting fee is too high.
- No dogs.
- Don't section off kids' area. (2)
- Shuttles from Cortez/Mancos.
- Recycling options. (2)
- More vendors. (5)
- Keep it a manageable size.

Complaints

- Too many dogs.
- Sound needs to be improved.
- Didn't like dirt dance floor.

Other

- Two-day festival. (5)
- More people.
- More shade. (6)
- Expand festival.
- Fireworks.
- Rain.
- Request ATM (2)
- Palisade and Pagosa Springs have festivals at the same time.
- Water station. (2)

Appendix C: Sponsors of the Festival

Sponsors could choose from four different packages: Big Drop, High Water, White Water, or Wave Train. Big Drop was a donation of \$1,000 + and included four Festival tickets, two shirts, social media mentions, four drink and food vouchers, a logo on the website, Festival booth space, two Festival posters, M.C. company spotlight, back stage passes, their logo on the Festival t-shirts, and their logo on promotional material. The High Water package was a \$750 contribution and included four tickets, two Festival shirts, social media mentions, two beverage and food vouchers, the sponsor's logo on the website, Festival booth space, two Festival posters, and M.C. company spotlight. The White Water was a donation of \$500 and included two Festival tickets, two shirts, social media mentions, two drink and food vouchers, a logo on the website, and Festival booth space. Finally, the Wave Train was a \$250 donation and provided two Festival tickets, two shirts, and social media mentions.⁶⁹

Big Drop



Dolores
River
Boating
Advocates
doloresriverboating.org



⁶⁹ Retrieved from
<http://www.doloresriverfestival.org>

High Water



White Water



Wave Train



Appendix D: Surveys Used in the Study

Dolores River Festival – Audience Survey



Welcome to the Dolores River Festival! Several students from Fort Lewis College are conducting an economic impact study of the Festival. We would appreciate a few moments of your time to complete this survey. This information is very important to the accuracy and effectiveness of the study and will be used to improve future events.

1. What is the zip code at your home address?
2. How did you hear about this Festival?
 - a. Word of Mouth
 - b. Newspaper/Magazine Story/Ad
 - c. Flyer or Poster
 - d. Internet/Email
 - e. Radio
3. If you are not from Dolores, did you come to Dolores specifically to attend the Festival?
Yes or No
4. How many people are attending this Festival with you (including yourself)?
 - a. # of 12 and Under
 - b. # 13-20
 - c. # over 20
 - d. # of dogs
5. If you brought a dog, was the ability to bring your dog a factor in your decision to attend the Festival? Yes or No
6. How many days will you be staying in the area for the Festival?
7. How many hours total do you plan to be at the Festival? _____
8. Is this your first time attending the Festival? Yes or No.

If no, how many times have you attended the Festival?
9. Do you plan to attend again? Yes or No.
10. If yes, would you attend for two days if offered? Yes or No

11. Where are you staying during the Festival?
- At home or with family/friends
 - Hotel/Motel/Bed & Breakfast
 - Campground/RV not on site
 - Condo or Timeshare
 - Onsite camping
12. In what city/town are you staying?
- Dolores
 - Cortez
 - Mancos
 - Durango
 - Rico
 - Other (Please specify) _____
13. Generally speaking, what was your **primary** reason for attending?
- Family activities
 - Music
 - Food
 - Drinks/Beer
 - River Activities
 - Vendors/Shopping
 - Other (please specify) _____
14. Which of the following Festival activities have you participated in today (or plan to participate in)? Check all that apply.
- Fun Run
 - Raft Rides
 - River Parade
 - Arts & Crafts
 - Face Painting
 - Aerial Acrobatics
 - Educational Activities
 - Music - Main Stage
 - Music – Side Stage
 - Vendor Shopping
 - Food Concessions
 - Beverage Booth
15. Please list the amount that **you or your group have** spent or plan to spend **in Dolores specifically as a result of your attendance at this event. Remember to include money spent before, during, and after this event if you came to Dolores specifically for the Festival (do not include this if that is not the case).** This includes money spent in Dolores but not at the Festival (local restaurant, gas station, etc.).
- Entrance Fee \$_____.
 - Food, drinks, and meals \$_____.
 - Items purchased at the event (clothing, gear, souvenirs, gifts, etc.) \$_____.
 - Transportation (gas, parking meters, etc.) \$_____.

- e. Overnight accommodations \$_____.
- f. Other (please specify) \$_____.

16. What is your annual household income (this question is **only for the person answering the survey** – not for the group)?
- a. \$0 – 30,000
 - b. \$30,000 – 60,000
 - c. \$60,000 – 100,000
 - d. Over \$100,000
 - e. Prefer not to answer
17. Is there anything that you would like to see added to the Festival next year?
18. Do you have any suggestions or comments? Hand the comment form to the person if they want to fill it out and return it to the booth. Otherwise, write comment on tally sheet.

Thank you for your time. Enjoy the Festival!

Dolores River Festival – Professional’s Survey



Welcome vendors, sponsors, performers and exhibitors. Please take the time to complete this survey. Several students from Fort Lewis College are conducting an economic impact study of the Dolores River Festival and this information is very important to the accuracy of the study. It will only take a few minutes to complete.

1. What is your zip code? _____

2. Are you a:

___ Vendor

___ Sponsor

___ Exhibitor

___ Performer/Entertainer

___ Other (please specify) _____

3. In what city/town are you staying while at the Festival?

a. Dolores

b. Cortez

c. Mancos

d. Durango

e. Rico

f. Other (Please specify) _____

4. Please list below the amount that **you and your party** have spent or plan to spend in the Dolores area **specifically as a result of your participation at the Dolores River Festival.** Remember to include money spent before, during, and after the Festival.

A. Booth fee \$ _____

B. Refreshments and/or snacks purchased \$ _____

C. Meals purchased \$ _____

D. Souvenirs/equipment purchased

(clothing, equipment, books, gifts, etc.) \$ _____

E. Transportation \$ _____

(gasoline, plane tickets, rental cars, etc.)

F. Overnight Accommodations \$_____

G. Other (Please Specify) _____ \$_____

5. How many people are attending the Festival with you (please include yourself)?

_____ # of adults _____ # of children (12 and under)

6. Have you participated in the Festival before? YES NO

If yes, how many years have you attended the Festival? _____

7. Do you plan to return next year? YES NO

Please return this survey to your survey taker. They will stop by your booth the day of the Festival. If we miss you, we will send you an email after the Festival. Thank you for your time!!

Dolores River Festival – Organizer Survey

1. About Your Organization

Organization Name: _____

Mailing Address: _____

City, State, Zip: _____

Telephone Number: _____

Organization E-Mail: _____

Name of Contact Person : _____

Email of Contact Person: _____

2. Please provide the itemized expenditures that your organization made in order to organize the Dolores River Festival

Overhead, Operating, Advertising, etc.

Please itemize your expenses here or attach a sheet with itemized expenses. Note: Please break down paid employee and advertising expenditures as to the type of advertising the money was spent on.

A. Total **expenses spent outside** of the Town of Dolores \$_____

B. Total **expenses spent in** the Town of Dolores \$_____

Total expenses (A + B) \$_____

C. Of these total expenses, how much was spent on paid employees? \$_____

Of these expenses, please tell us:

Payments to Employees who live in the Town of Dolores \$_____

Please provide zip codes of the home addresses of all paid employees:

D. Total advertising/marketing Expenditures \$_____

Please break down how this money was spent:

Radio Ads: \$ _____

Newspaper Ads: \$ _____

Magazine Ads: \$ _____

Flyers/Posters: \$ _____

Signs: \$ _____

Other: \$ _____ (please specify): _____

3. Revenues Generated for your Organization (from the Dolores River Festival)

A. Entrance Fees (Total) \$ _____

If possible, please break this total down into:

Early Bird Fees \$ _____

At the Gate Fees \$ _____

Other (please specify): _____ \$ _____

B. Booth Fees paid by vendors (Total) \$ _____

C. Other Revenues Generated (please specify/itemize here or attach another sheet)

\$ _____

D. Monetary Donations to your organization from those who reside in Dolores, Colorado

\$ _____

E. Monetary Donations to your organization from those who do not reside in Dolores, Colorado

\$ _____

4. In-Kind Contributions to Your Organization

Please provide the estimated dollar values of the in-kind contributions that your organization received as a result of the Dolores River Festival. In-kind contributions are non-monetary donations such as materials, facilities and services. Note: local means Dolores, Colorado.

- | | |
|--|---------|
| A. From local (city of Dolores) businesses | \$_____ |
| B. From non-local businesses | \$_____ |
| C. From local (city of Dolores) government | \$_____ |
| D. From non-local (other city, county, state, etc.) government | \$_____ |
| E. From local (city of Dolores) non-profit organizations | \$_____ |
| F. From non-local non-profit organizations | \$_____ |
| G. From local individuals | \$_____ |
| H. From non-local individuals | \$_____ |
| I. Other (Please Specify) _____ | \$_____ |
| J. Total In-kind contributions | \$_____ |

5. Volunteer Hours Dedicated to Your Organization

Please provide the total hours volunteered to your organization in order to put on the Dolores River Festival.

- A. Total Volunteer hour's (this includes volunteer hours of those who worked at the Festival, permanent organizational staff and board members who worked before and after the Festival, etc.). #hrs_____
- Note: If a breakdown of volunteer hours is available, please provide this to us.

6. Donations made from your organization due to revenue generated from the Dolores River Festival

- A. Please, list the organizations (with their zip codes) and dollar amounts given or attach another sheet.

Thank You!
