



Application

55917 - FY18 Region/CVB Marketing Plan - Final Application

58768 - FY18 Belgrade CVB Marketing Plan
DOC Office of Tourism

Status: Under Review

Original Submitted Date: 05/05/2017 4:23 PM

Last Submitted Date: 06/07/2017 3:45 PM

Applicant Information

Primary Contact:

Name:* Mrs. Debra Youngberg
Salutation First Name Middle Name Last Name

Title:

Email:* dyoungberg@belgradechamber.org

Alternate Email

Address:* 10 E. Main

* Belgrade Montana 59714
City State/Province Postal Code/Zip

Phone:* 406-388-1616 Ext.
Phone ###-###-####

Alternate Phone

Fax:

Comments:

Organization Information

Name:* Belgrade Chamber of Commerce
Organization Type: Non-Profit Organization
Organization Website: www.belgradechamber.org
Address:* 10 E. Main

***** Belgrade Montana 59714
City State/Province Postal Code/Zip

Phone:* 406-388-1616
Ext.
Alternate Phone
Fax:

Email address dyoungberg@belgradechamber.org
Alternate Email dyoungberg@belgradechamber.org
Comments:

Community & Brand Support

Describe your destination (who you are, who you wish to attract and why would they come) addressing your strengths, opportunities, and potential challenges. How does your destination align with Montana's brand pillars?

Belgrade is a quaint, thriving town built on its established service industries and established community. With the growth within the Gallatin Valley, Belgrade supports retail and restaurant businesses along with a booming housing market.

Due to Belgrade's geographic location, settled next to an international airport, at the crossroads of two major highways, and being just 10 miles from Bozeman - Belgrade attracts and supports tourism traffic with its services, beautiful parks and small town hospitality.

The town is easy to navigate when driving, extremely accommodating in its vast services provided, and offers all the amenities travelers seek along with the Montana, local charm tourists enjoy experiencing.

Belgrade is positioned to attract visitors flying in to visit Big Sky and Yellowstone National Park. Many of these visitors rent condos and homes in Big Sky and require supplies, food and beverage before driving the 45 miles to their destination. We are also positioned to attract visitors returning to the airport or traveling from Big Sky and Yellowstone to visit other areas of Montana. Our location is ideal for the stop or a stay when visiting.

Belgrade, Montana's Strengths

Location - Belgrade is positioned at the intersection of two major highways traveled by tourists. Interstate 90, which offers travelers Eastward access towards Billings and Westward access towards Missoula, and other destinations such as Helena and Glacier Country. State highway 191 is the main, and very scenic route to Big Sky and West Yellowstone. There is also easy access to Virginia and Nevada City and Lewis and Clark Caverns. Belgrade is less than one to two hours from some of our most spectacular, unspoiled nature and charming small towns, not to mention Yellowstone National Park. It is also home to Bozeman Yellowstone International Airport, the busiest airport in our state.

Shopping and Dining - Belgrade offers a number of locally owned and chain restaurants, kitschy shops, ranch stores and antique shops that provide an authentic, Montana experience.

Parks & Events - Our small community is home to two major parks and six smaller neighborhood parks. Lewis & Clark Park, located just off of main, has a splash park and picnic shelters. Gallatin Speedway hosts car races every Friday night from Memorial Day to Labor Day. In the winter, we have two ice skating rinks, complete with warming huts.

Travel Services - Bozeman Yellowstone International Airport offers 11 direct flights to Bozeman from major cities and is the busiest airport in Montana. To support the large number of visitors, we have partnered with Bozeman to have a Visitor Information Center at the airport, and the rental car companies have increased their fleets and services. Belgrade is a great first stop when arriving in Montana due to its next-door location to the airport.

Yellowstone National Park - Belgrade is located within 90 miles of Yellowstone National Park, one of the most popular national parks in the United States. The park attracts tourists due to its reputation for wildlife viewing, geysers, hiking, camping, and other tourist attractions in the summer and winter months.

Year Round Recreation - Yellowstone Country Montana offers year round recreation which draws tourists to the area, whether drive or fly traffic. Belgrade is a hub for tourists traveling to Big Sky Resort, fly fishing on the Madison River, white water rafting and kayaking on the Gallatin River, and accessing the extensive trail systems within Yellowstone Country Montana. We are 40 minutes from two major Ski Areas, and access to thousands of miles of snowmobiling, cross country skiing and snowshoeing.

Lodging Establishments - Belgrade houses 311 hotel / motel rooms along with a handful of privately owned vacation rentals to offer a comfortable place to spend the night before heading out to their final destinations or day trips, or even when heading back home via Bozeman Yellowstone International Airport. Our lodging offers many amenities, including laundry services and breakfast.

Belgrade's Opportunities

Belgrade has an opportunity to capitalize on drive traffic from I-90 or travelers who have flown into the Bozeman Yellowstone International Airport. By educating travelers on the services available in Belgrade, the goal is to increase the ease of their travels and offer a Montana experience. Because of its central location, Belgrade is the gateway to some of Montana's finest attractions, most within a hours drive.

Belgrade, Montana's Challenges

Destination Challenges- Belgrade is not a stand-alone Montana destination community for tourist, nor is it very well know. Even the airport, which is located in Belgrade, has the name "Bozeman" and "Yellowstone" included, which drives visitors to those locations. One of the biggest challenges

lies in letting the visitors know that we exist and have amenities to serve their needs. Local car rental companies, Google Maps and even vacation travel sites do not communicate the close proximity and availability of services to our visitors.

Seasonal Traffic - Like many other areas of Montana, Belgrade is affected by seasonal traffic patterns of tourism, which results in above average and low occupancy months.

Belgrade Alignment with Montana Brand Pillars:

More Spectacular, Unspoiled Nature - Belgrade is settled in the heart of the Gallatin Valley. Regardless of the direction one looks, the city is surrounded by mountain ranges - The Bridgers, The Spanish Peaks, and The Tobacco Roots. Belgrade is also on the cusp of wide open farm lands, which offers a different scenery than snowcapped mountains.

Vibrant and Charming Small Towns - Belgrade is a vibrant, charming small town. There are antique shops, parks, picnic areas, farm and ranch stores, recreation, and a quaint downtown. With lovely landscapes and smiles on every corner, the town is warm and welcoming to all travelers and locals alike.

Breathtaking Experiences By Day - Yellowstone Country Montana offers a number of outdoor recreation adventures and historic draws for visitors. Whether it's a day hike to a mountain lake, guided fishing expedition, experiencing a day on the slopes of Bridger Bowl Ski Area or a trip to the Lewis and Clark Caverns - there will never be a dull day when visiting Belgrade, Montana.

Optional: Include attachments here

How will your marketing plan address the three phases of the travel decision process of inspiration, orientation and facilitation?

Throughout all marketing methods outlined, Belgrade will inspire online interactions by speaking to the need of the Montana traveler. From there, the user will be directed to the Visitor's page on the Belgrade Chamber of Commerce's website where they'll be oriented with the town and its services. Pictures on the website and visitor page of the beautiful landscapes surrounding Belgrade will give the visitors a vision of Montana's beautiful mountains and wide open spaces. With clear communications and visual stimulus, we will facilitate the rendering of Belgrade services.

Optional: Include attachments here.

a. Define your target markets (demographic, geographic and psycho-graphic)

Target Market

Demographics

Warm Season

- Ages 35-70
- College graduates
- HHI of \$36K+
- (Source: <http://www.mercurycsc.com/work/montana-office-tourism/>)

Winter (Cold Season)

- Ages 25-54
- College graduates
- HHI of \$60K-\$75K or more
- (Source: Montana Brand Book – Defining the Winter Experience)

Overall*:

- City dwellers, married with children, well-educated, affluent, younger.

Geographics

- Warm Season strongest markets for the high potential visitor*:
 - Denver, Boise, Salt Lake City, Los Angeles, New York City, Edmonton-Calgary
- Winter (Cold Season) strongest markets for the high potential visitor*:
 - Los Angeles, New York City, Chicago, Washington, DC, Denver
- Drive markets include towns and communities in our bordering states:
 - Wyoming, North and South Dakota, Idaho, and even Colorado, Washington, and Canada.

- Markets that offer direct flights to Bozeman Yellowstone International Airport may include (and are sometimes seasonal):
 - Oakland/San Francisco, Los Angeles, New York/Newark, Dallas, Atlanta, Denver, Salt Lake City, Chicago, Minneapolis, Seattle, Las Vegas, Phoenix/Mesa, and Portland.

Psychographic

- Overall*:
 - Our target audience feels that Montana's appeal is broad "but would be especially strong amongst a person with an easy-going, adventurous spirit."
 - High potential visitors identified as likely to visit the Northern Rocky Mountain region in the next 2 years and find visiting the state of Montana for leisure to be an exciting proposition.
 - Also identified as frequent travelers, male oriented, strongly attracted to Montana's tourism offering, familiar with Montana's tourism offering, likely repeat visitors, outdoor-oriented travelers, heavy consumers of recreational activities centered around day hiking and visits to the National Parks.
 - Desired activities on a Montana trip include hiking, visiting Glacier and Yellowstone National Parks, dining out, visiting Lewis and Clark-related historical sites, driving scenic byways, exploring small towns and villages, etc.
- Niche segments include*:
 - Family Travelers and History Buffs (each account for approximately 1/3 of travelers from the states key target markets)
 - Index high on outdoor psychographics, have high incomes and would expect to spend more and stay longer in the state than other travelers.

*(Source: Montana Destination Brand Research Study – October 2016)

We also got the statistics from Bozeman Yellowstone International Airport that will help us to understand where are visitors are coming from.

b. What are your emerging markets?

Emerging Markets

Emerging markets for Belgrade include individuals and families that vacation in Montana and decide to relocate to the area. Gallatin County is growing and Belgrade is maintaining the same growth average as the County at 3.1 percent (source: Bozeman Chronicle/U.S. Census).

Facilitation

We provide helpful tools to visitors so that they can easily find and utilize the services we have in Belgrade. Our website (<https://visitor.belgradechamber.org/>) contains a map and listing of services available which can assist them when arriving in the area and at Bozeman Yellowstone International Airport. There are also two visitor centers available to the traveler – at the airport and downtown Belgrade.

c. What research supports your target marketing?

Supporting Research

Warm Season Traveler Demographics:

<http://www.mercurycsc.com/work/montana-office-tourism/>

Note that this page is no longer on their site, so not sure what to do about that.

Winter/Cold Season Traveler Demographics:

Montana Brand Book - Defining the Winter Experience

http://marketmt.com/Portals/129/shared/docs/pdf/MTOT_WinterExperience091511.pdf

Overall Demographics, Warm Season Geographics, Psychographics, Niche SEgments:

Montana Destination Brand Research Study - October 2016

<http://www.marketmt.com/Portals/129/shared/docs/pdf/Montana%20Brand%20Exploration%20Research%20-%20Final%20Report%20of%20Findings%20V2%20-%20Novme...%20%28004%29.pdf>

The demand for retail and restaurant business to nonresident travelers:

<http://www.itrr.umt.edu/>

Optional: Include attachment here.

Overall Goals

Our Goals:

4. Overall Goals

- Highlight Belgrade as an essential hub when traveling to and from tourism destination locations and the Bozeman Yellowstone International Airport. Promote the local businesses as supportive, knowledgeable, and most of all convenient for travelers.
- Position Belgrade as a convenient exit on I-90 for services needed to support drive traffic.
- Capitalize and support the tourism efforts of Bozeman, Big Sky and West Yellowstone and surrounding areas.
- Continue to improve our marketing with the assistance of the Bed Tax Funds and form a TBID to help with local marketing, signage, and beautification.

Optional: Include attachments here.

a. In what types of Joint Ventures with MTOT would you like to participate?

We have a very small budget but have budgeted a small portion in our opportunity marketing to take advantage of joint ventures that become available. We participated with Yellowstone Country in the Travel Advisor Coop.

b. In what other types of Joint Ventures would you like to participate? (Regions/CVBs, etc.)

We do have money leftover that we will be using in a joint venture with the Belgrade Chamber of Commerce to redo the entire website to make it mobile friendly and easier to navigate. Through Yellowstone Country we are also doing a joint venture with the Bozeman Chamber on the Visitor Information Center at Bozeman Yellowstone International Airport to promote Bozeman, Belgrade, Yellowstone Country and Montana.

Optional: Include attachment here:

c. What types of Joint Ventures have you done in the past? Were they successful - why or why not?

This year was our first Joint Venture with Yellowstone Country with Travel Advisor. We got some decent traffic, but found our information that Travel Advisor has is outdated. With our new marketing person, we are updating our interformation with them. We plan to continue to with this Joint Venture.

Optional: Include attachments here.

Copy of Budget.xlsx

Marketing Segment, Strategy & Budget

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Provide a brief rationale.	Plan to measure success?	Marketing Method Evaluation	Estimated budget for each method.	Non bed tax funds?	Add'l Attchmnts
Consumer	Website/Internet Development/Updates	Yes	The entire site on the Belgrade Chamber of Commerce's website www.belgradechamber.org will be redesigned in order to best communicate the benefits Belgrade businesses can offer travelers. The site is not mobile friendly and cumbersome to navigate. With a fresh new look, to go with the specific Visitor Page (redone the first year), the site will enhance the users experinece. This will allow other marketing efforts to drive traffic to the Belgrade Chamber's website to help achieve the goals set forth in this plan. The Belgrade Chamber of Commerce will also put money	The supporting research in our narrative shows our target market uses technology to plan and explore a destination before they arrive, and are frequesnt and heavy Internet users and mobile devices such as smart phones and tablets. By reaching them before they get off the plane, they will understand that they can stop in Belgrade and get all their supplies before	By updating and making our entire website more user freindly, attractive and informative, the visitor will be able to see what services Belgrade has to offer i.e restuarants, retail stores, gas & convenience stores and lodging. It will also list support services that travelers may be seeking. A list of parks and their amenities	Using the google analytics we can track the traffic on this page, and what types of services they are interested in. We also need to monitor published findings from other resources to discover new opportunities to better manage our website and page content to make the		\$14,000.00	Yes	

			<p>towards this venture. This is not new money, but money that will be left over from 2016. We should have around \$18,000 to \$19,000 left from the last two years. We will use \$14,000 of this for the website redo, as well as \$5,000 from the Belgrade Chamber.</p>	<p>heading out to their destination.</p>	<p>for picnics or a break for the children. Taking in an event when available and making the community look professional and appealing for possible business relocation.</p> <p>Some services may be obtained prior to visiting such as groceries & other supplies needed for condo stays, as well as lodging for those late night flights before making the trek to Big Sky and Yellowstone National Park or vehicle travelers stopping for the night.</p>	<p>visitors trip to the site problem free.</p>			
Consumer	Social Media	Yes	<p>Belgrade will utilize their Facebook page to offer monthly content and creative to solidify the consistency of the online campaign. This will also provide a traffic source to the Belgrade Chamber of Commerce's visitor page on the website. The goal in utilizing social media is</p>	<p>Again, our research has shown our target market uses technology to plan and explore destinations before they arrive and are frequent and heavy Internet users.</p>	<p>Our rationale is with a small budget to get the best bang for our buck. Our advertisements will increase the "likes" to our Facebook page and increase</p>	<p>Analytics for click throughs will be analyzed. We had a fairly successful social media presence. We posted to facebook</p>		\$850.00	No

			to increase fan base, awareness of Belgrade services and increase Belgrade's exposure. The opportunity budget will also help support this marketing method by boosting posts for additional exposure opportunities.	Social Media is an effective internet marketing tool. We have the opportunity to market to large groups of people at a minimum expense, who by their activity have shown interest in Montana and all of the attractions and outdoor activities. We can push more people to our website, where they can learn more information about Belgrade to help them plan their current or future vacations or business trips.	the traffic to our website. Each person who likes our page will be spreading the word. Just like word of mouth is a great advertisement, the same goes for social media.	quite often and share a lot of scenery pictures and events for the area. We plan to do more ad buys this year. With our new marketing person we will accomplish a lot more and it will offer us better exposure. We Plan to meet once a quarter to go over the numbers and make adjustments.			
Consumer	Online/Digital Advertising	Yes	Geotargeted digital advertising will be used to reach our target audience/demographics in the key markets where they reside. The goal is to educate the travelers of the options located at/near the airport when arriving for their Big Sky and/or Yellowstone Park vacation. By geotargeting our message, Belgrade will efficiently maximize the provided budget in a	Montana Brand Book- Defining the Winter Experience; Montana Destination Brand Research Study- October 2016 This target audience are city dwellers, married with children, well-educated, affluent, and younger.	Geotargeted online advertising can best reach our potential customers and travelers in their markets and when they are searching for travel and travel amenities.	We will efficiently maximize the provided budget in a strategic manner which will provide concrete tracking and reporting tools to monitor and adjust the	\$12,000.00	No	

			<p>manner which will also provide concrete tracking and reporting tools to monitor and adjust the campaign(s) as necessary. We will do a main focus on the Winter (Cold Season)markets to bring more business locally during that time, which is the weakest business season for our community. Additionally, we have the services these travelers desire before they commence thier travels to their winter vacation destinatio. In summary, we will target our messages to:</p> <p>Gender: Male; families Age: 25-45 HHI: \$60-75K or more</p> <p>Inten/Contectual Targeting: Winter travel to Big Sky and or Yellowstone in addition to Yellowstone Country in general.</p>	<p>Winter (Cold Season) target markets will be Los Angeles, New Yrok City and surrounding area, Chicago, Washington, DC and Denver.</p>	<p>campaign as necessary.</p>				
Consumer	Ad Agency Services	Yes	<p>The creative side of marketing is very important. You can statigically place ads, but if they don't catch the visitors eye, they don't get results. By having a marketing company that can create great ads that understand the brand and Belgrade, we can get more out of out online presence. The experts know what's hot and the right things to say. The Nest Creative knows the State Brand and what attracts people.</p>	<p>Leave the creative to the experts.</p>	<p>I feel like I am saying the same thing, but it just makes sense that the more eye catching your ads, the more people will click on them.</p>	<p>If we are getting more clicks on our ads, then we will know we were successful at creating great ads.</p>	\$2,875.00	No	

					Once they click on them, then our visitor page will educate them on our services.					
Group Marketing	Online/Digital Advertising	Yes	Yellowstone Country had offered us the opportunity to do a coop with Travel Advisor. We did that with our Opportunity Marketing money last year and it was really good exposure for us. We wanted to budget to do that this year again. Travel Advisor is widely used by travelers. The Nest Collective will be creating new ads and will be overseeing this to make sure we get the right information out.	We received the analytics from Travel Advisor, and the numbers weren't great. After looking at our ads and the information they actually have on Belgrade, we feel that if we change the ads and update our information, we should get better hits. We definitely want to look at some of the other travel sites as well.	Many visitors traveling use some type of visitor assistance site like Travel Advisor. We wanted to participate in a coop and this was reasonably priced. We are still learning what is working and what isn't and changing accordingly. With monitoring by our marketing company, I feel these types of buys get better results.	We will monitor the traffic we get from the Trip Advisor Analytics from Windfall (coop) and all of my hoteliers are on our CVB Committee so we hear from them quarterly what their occupancies are.		\$2,000.00		
Marketing Support	Administration	Yes	We plan to be very frugal with the funds provided for administration. Salary to pay for additional financial reporting, quarterly reports for the Executive Director will be the bulk of the administrative budget, as well as any necessary supplies to carry out these duties. I assure you the	This being our 3rd year, we still are learning about our markets! I take at least 2 to 3 hours each week to share pictures and events from other areas, as well as our own on Facebook.	Our rationale will be to set up a system to help streamline our reporting and monitoring of the funds. It is our hope that proper administration of these funds will	Our numbers have increased each month with our online ads and facebook activity. Our new Visitor Page has		\$5,220.00	No	

20% allotment for administration is appreciated and will be wisely spent.

The time spent on reports, TAC meetings, Governors Conference, and meetings with the marketing firms and our online ad representative. We use all the Chamber equipment, paper and supplies.

increase traffic to our community and increase the amount of Bed Tax Revenue for the State and our community. We also hope that by bringing these young professionals here, they will fall in love with Montana and want to move their business here!

helped to direct visitors to our services we provide. We evaluate at the end each quarter and make adjustments, depending on the numbers. Our hotels continue to see more guest stay and bring more funds to the MTOT and our CVB! The Winter (Cold Season) will be our target for this year, as our hotels feel they are very busy in the summer.

Our results showed that we had more success in some markets, and not so much in others. We will adjust our online marketing to the do more

						in those markets who seen to be the best. We went with the major markets of the airport. This year we have an idea of the numbers of people we are reaching, and we will continue to monitor them and make adjustments.			
Marketing Support	Marketing Plan Development	Yes	Since we aren't in the marketing business, we felt it was important to involve those who were experts in their field. Armstrong Marketing Solutions quit in December of 2016, so we have hired The Nest Collective to helped us put together this marketing plan and deciding the best ways to spend our funds. Kendra Callentine, owner, is very knowledgeable about digital marketing and has many contacts. She was already a member of our CVB Committee so she is familiar with the former Marketing Plan. She worked for Mercury, and assisted in putting	Consulting with other CVB's and Regions, they felt involving a marketing company was a prudent way to spend funds and get the best marketing for the dollar.	We are not experts in the Marketing Field and there is so much out there to choose from. Kendra Callentine has a great reputation and is committed to Belgrade. She has some great ideas for our marketing. In the short time I have worked with her, we felt she gave us an excellent place to start fresh! With Kendra's background with	As we prepare our quarterly reports, we will go over our numbers on social media and our online presence to see if our choices were successful and adjust from there. We came from nothing and have a lot of work to do to get Belgrade's name out there. We	\$1,275.00	No	

			together the State Marketing Plan. She is working on upgrading our SRO and information on other sites. She has been a great help already.		Mercury and the MDOT she is a great fit for us and will create a great niche for our community.	spuddered a bit when Armstrong Marketing quit in December. Our online ads were doing well, after they quit I wasn't able to continue with what they did. We still shared pictures and events from other areas and posted area services, but they have done all the creative and facebook buys for us.				
Marketing Support	Opportunity Marketing	Yes	We used the 10% allowed for Opportunity Marketing method to maintain a small amount of funds that would be available for an unknown opportunity in the marketing method that we are unaware of at this time.	We have budgeted the 10% allowed from our new money we recieved this year.	Our rationale would be to stay within the mission goals of our marketing plan.	Our success will be measure on the individual project by the analitics provided by whatever project we decide to go with.		\$2,500.00	No	
Marketing Support	TAC/Governor's Conference meetings	Yes	As required, we will attend the TAC Meetings and the Governor's Conference on	Personal experience from attendance at this	The rationale behind supporting the	The success will be measured by		\$1,500.00	No	

			<p>Tourism. We find this conference a wealth of information and learn something new each year. The networking with other CVB's, Regions, and tourism related businesses make the experience very valuable. I have taken my Executive Assistant from the Chamber to the Governor's Conference with me the last few years so that she is aware of the tourism industry, and also help her be familiar with what I do for the Bed Tax. I think it is important to have a back up for continuity.</p>	<p>conference has proved to be a very educational conference. We have implemented several programs from information that we received at the conference.</p>	<p>attendance at the meetings is to enhance the ability of any region or CVB to stay compliant with the regulations and to have a greater understanding of what MTOT is undertaking on behalf of the tourism segments in Montana.</p>	<p>the information that the attendee(s) bring back to the CVB and Chamber Board and how that informations was implemented to improve our CVB and marketing efforts & results.</p>					
											\$42,220.00

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Online/Digital Advertising	\$12,000.00	\$0.00
Consumer	Website/Internet Development/Updates	\$14,000.00	\$5,000.00
Consumer	Social Media	\$850.00	\$0.00
Consumer	Ad Agency Services	\$2,875.00	\$0.00
		\$29,725.00	\$5,000.00
Group Marketing	Online/Digital Advertising	\$2,000.00	\$0.00
		\$2,000.00	\$0.00
Marketing Support	Administration	\$5,220.00	\$0.00
Marketing Support	Marketing Plan Development	\$1,275.00	\$0.00
Marketing Support	Opportunity Marketing	\$2,500.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$1,500.00	\$0.00
		\$10,495.00	\$0.00
		\$42,220.00	\$5,000.00

Miscellaneous Attachments

File Name	Description	File Size
BelgradeCVB OnlinePresentation1.pdf (1.9 MB)	Sample of new online ads.	1.9 MB
New Pie Chart.xlsx (13 KB)	Pie Charts	13 KB
Online Ad results.xlsx (17 KB)	The numbers for our online ads.	17 KB
Website Analytics.csv (4 KB)	Hits from Website	4 KB
YCMI_Coop_TA_Belgrade_Dec16_Report.pdf (42 KB)	Travel Advisor Coop	42 KB

Reg/CVB Required Documents

File Name	Description	File Size
Required Documents.pdf (118 KB)	Documents for the 2017-2018 Grant	118 KB
