



Grant Details

80683 - FY20 Region/CVB Marketing Plan

86688 - FY20 West Yellowstone Montana Chamber/CVB Marketing Plan

DOC Office of Tourism

Grant Title: FY20 West Yellowstone Montana Chamber/CVB Marketing Plan
Grant Number: 20-51-023
Grant Status: Underway
Comments:
Applicant Organization: West Yellowstone Chamber of Commerce
Grantee Contact: Wendy Swenson
Award Year: 2019
Program Area: DOC Office of Tourism
Amounts:
Contract Dates: Contract Sent 06/13/2019 Contract Received 07/01/2019 Contract Executed 06/30/2020
Project Dates: Proposal Date 06/13/2019 Project Start 07/01/2019 Project End 06/30/2020
Grant Administrator: Barb Sanem
Contract Number: 20-51-023
Award Year: 2019
Contract Dates:

Contract Sent Contract Received Contract Executed Contract Legal

Project Dates 07/01/2019

06/30/2020

Project Start Project End

Comments

Amendment 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?

As the closest entrance to Old Faithful and other popular Yellowstone National Park attractions, West Yellowstone has identified itself as the central location for exploring the Park. Sharing a border with Yellowstone and surrounded on all other sides by the Custer-Gallatin National Forest, the town has become the center for an amazing array of activities. Clean air and water, abundant wildlife, scenic

beauty, geothermal wonders and historical reference all have made West Yellowstone a national and international destination.

West Yellowstone offers visitors an amenities-rich, safe platform (love this!!) for breathtaking experiences. Visitors can fish blue ribbon trout streams, hike in pristine wilderness, experience real western horseback riding, go whitewater rafting or mountain bike on hundreds of miles of single track ,forest service roads. In the winter months there are over 50km of groomed ski trails for Nordic skiing and over 400 miles of groomed snowmobile trails for recreation, including snowshoeing and sled dog rides and races.

Those looking for fun, family activities can visit the Yellowstone Giant Screen Theater, presenting a six-story high screen with stereo surround sound or the Grizzly & Wolf Discovery Center, open 365 days a year, offering an educational experience and viewing area for visitors to watch live grizzly bears, wolves, and raptors, new in 2019 the riparian exhibit with river otters and other native wetland species in their own natural habitat. Many nights during the summer season, visitors can enjoy live theater, free concerts in the park, and authentic rodeos. The 4th of July Community Celebration, Annual Rod Run (the largest event of its kind West of the Mississippi), and regional Cowboy Mounted Shooting Competition are events that enhance any visitor's experience.

The Yellowstone Historic Center, located in the original Union Pacific Depot, features the history of visitation and transportation to our nation's first national park. Open daily from the middle of May through the middle of October. Visitors can also experience early West Yellowstone through the free, self-guided historic walking tour. Nearby attractions include the 1959 Madison River Canyon Earthquake Area & Visitor Center, Nevada and Virginia Cities, and the Nez Perce Trail.

Having the west entrance to Yellowstone National Park mere blocks from downtown funnels over two million visitors through West Yellowstone. Unfortunately, our challenge is enticing these travelers to stop and enjoy the amenities our town has to offer, before moving on to other locations.

As a gateway to Yellowstone Park, West Yellowstone is subject to public policy and the economic ups and downs triggered by off-seasons that create a cascade of challenges including cash flow problems and difficulty in maintaining a stable employment base and housing.

Strengths:

- West Entrance to Yellowstone National Park.
- We are seen by some visitors as synonymous with Yellowstone Park and can effectively market ourselves as —Yellowstone Plus!
- Close proximity to Teton National Park and situated on the primary corridor between Glacier and Grand Teton/Yellowstone National Park.
- Outstanding natural assets such as mountains, lakes, and National Forest access.
- Internationally and nationally recognized, well-developed systems of winter trails.
- Ideal family vacation spot -affordable, fun, educational, clean, safe with a variety of activities.
- Seasonal airport served by a regional carrier offering daily jet service mid-May through mid-October (extended in 2019).
- Home of the Yellowstone Historic District.
- A host of year-round events.
- Central location to area downhill ski resorts.
- Additional community marketing resources. Town of West Yellowstone Marketing & Promotions grant fund, West Yellowstone Tourism Business Improvement District, West Yellowstone Economic Development Council, West Yellowstone Foundation, etc. Potential tourism partners – Gallatin County, chambers, regions, Yellowstone Teton Territory (ID), and Visit Utah.

Challenges:

- The perception that West Yellowstone is only a gateway into the Park and not a destination.
- The considerable distance and lack of easy access from major population centers.
- National and world events including terrorism, infectious diseases, and natural disasters that impact tourism.
- Negative press generated on issues such as the wildlife, climate, natural events and Park access.
- Perception of lack of restaurants, nightly entertainment & family friendly activities/events.
- Managing the increasing number of visitors and traffic flow.
- Access to campgrounds, trails, and public lands in the national forests.
- Public policy decisions (budget cuts, work visas) demand immediate response and resources but ultimately we may not be able to affect them.
- Effective means of communicating with visitors passing through.
- Increased price in lodging
- Fewer RV space and services
- Non-resident ownership and partnership that limits community involvement.
- Lack of public transportation regionally and through the Park
- Limited food options and availability (fast food and convenience)
- Developing competitors in neighboring communities like Island Park

Competitor Analysis

The attached chart outlines both direct competitors and an emerging area of competition: routes that either totally by-pass the west entrance/West Yellowstone or routes that move one or more nights that would have been spent in West Yellowstone to another community or state.

Integration with Montana's Brand Platform

You could say that West Yellowstone IS the brand pillars:

With Yellowstone Park in our "backyard" and our "front yard" composed of three national forests, *we can offer* more spectacular unspoiled nature than anywhere else in the lower 48. As the west entrance to Yellowstone National Park and geographically located adjacent to the National Forests, just two miles from Wyoming and 12 miles from Idaho, we are uniquely positioned to be a vibrant and charming small town that serves as a gateways to natural wonders.

Our messaging is similar to the guidelines laid out by Destination Analysts: honest and genuine, focusing on adventure and activity-based niches, unique experiences and access to unspoiled nature with modern comforts.

We differentiate our value proposition by featuring direct access to the First National Park and a wide range of activities in every season to offer breathtaking experiences by day, relaxing hospitality at night.

Describe your destination.

While all phases of the decision making process are key for West Yellowstone, we incorporate imaging of Yellowstone National Park and unique activities, both warm and winter seasons, during the Inspiration Phase. We often include images and messaging in our marketing, because the sights and sounds of Yellowstone are easily recognized by potential visitors to our area.

During the Orientation Phase we try to incorporate a destination message to distinguish West Yellowstone as a location outside of Yellowstone Park, yet an important gateway, with unique amenities and experiences of its own. We use maps and directions regarding our location to transportation hubs and distance from major landmarks to accomplish this.

Our Visitor Information Center and Website are our greatest tools for Facilitation. They allow potential and in market visitors to plan routes, lodging and activities, either online or with one-on-one assistance.

Optional: Include attachments here

FY20_Competitor Chart.pdf

a. Define your target markets (demographic, geographic and psychographic).

In West Yellowstone, we strive to target the best markets that will drive sufficient volume year-round to fill over 2,300 hotel and motel rooms, cabins, condos, and vacation rentals.

As a result of the Destination Analysts Study, and others we have recently received specific to West Yellowstone, we learned that the Geo-Traveler spans multiple generations and characteristics, and has now morphed into a general profile of the high potential visitor, with high-value niches.

Further research has shown us that our demographics are relatively split between male and female, skewing slightly depending on the season, average ages of 35-64. While our overarching group descriptors are Family Travelers, International and Active Mature, we are able to break these down even further to Bucket Listers, Experience Seekers, Dream Trippers, Adventure Seekers and Go For It Families (source: NSight)

We use our marketing funds to focus mainly on the family travelers and winter enthusiasts, incorporating niche messaging into our shoulder season campaigns. With our public/private partnerships, we are also able to penetrate some international markets including China, UK, Germany, Europe and India.

ADVENTURE SEEKER

- 25-35 years old
- Moving up in their career
- No family or very young family
- HHI @ 100K+
- 6+ trips per year, 2-3 trips around authentic experiences
- Frequently travels with other individual travelers
- Active on social media, spends time and money on interests

- Desired experience: Culture and adventure; Motivation

EXPERIENCE SEEKER

- 36-50 years old
- Professionals, established in career
- Double income, no kids
- HHI \$200K+, high disposable income
- 6+ trips per year
- Immersive travel experiences
- Looks at reviews, recommendations from experts and friends
- Desired experience: Leisure and culture; MeTime

DREAM TRIPPER

- 51-65 years old
- HHI @ \$150K+
- Couples traveling together; sometimes with friends
- Lots of planning, includes tours and package options
- 8+ trips per year, 2 big vacations and 6 getaways including visiting family
- Not highly engaged in social media, loyal to associations
- Desired Experience: Leisure and culture; story telling

BUCKET LISTER

- 66+ years old
- HHI @ \$100K+
- High percentage of income is fixed, tied to investments
- 5+ trips per year with longer stay periods
- Longer lead times, lots of research
- 2+ trips per year tied to visiting family
- Engaged in hobbies and interests
- Desired Experience: Culture; breath-taking

GO FOR IT FAMILY

- 36-50 years old

- HHI @ \$200K+
- Kids are older and can engage at the parents' level
- Mom makes decisions
- 7+ trips per year, 2 big vacations and 5 getaways
- Lots of travel centered on activities
- Unique experiences, higher end activities, creating memories matters most
- Desired experience: Leisure, culture, and adventure; excitement

Target Geographic Markets

West Yellowstone's primary geographic target markets have historically included:

- *summer* visitors who come from Idaho, Utah, Colorado, Washington, California, and Oregon
- *winter* visitors who come primarily from Pennsylvania, Montana, Minnesota, Michigan, Wisconsin, Illinois, Utah, Idaho, Washington, Georgia, and Florida
- *top countries*: Canada, UK, France, Germany, Australia, India, Netherlands, China and Italy

b. What are your emerging markets?

West Yellowstone's emerging geographic target markets include:

- Feeder markets to our local airports: Regional jet service with direct flights from Salt Lake City, UT to West Yellowstone May-June, and new direct flights into Yellowstone Bozeman International Airport, make for easier access from southern states like Texas, the Midwest, California and the East Coast.
- Domestically, we are seeing more East Coast markets climbing in our website traffic and visitation including Pennsylvania, Boston and New York. These tend to be repeat, niche markets for snowmobiling, Nordic ski and fly fishing. Internationally, Mexico and Spain are also increasing online traffic and visitation.
- Regional drive markets including ID, UT, WA, OR, CA, and WY for destination events.
- Through public relation efforts, internet presence, and regional partnerships we also want to continue to reach more domestic and international markets including Germany, Canada, India and China. (These campaigns tend to emphasize shoulder season travel.)

Optional: Include attachments here.

c. What research supports your target marketing?

We have increased our research and reporting to verify our markets. These include Visa Vue, NSight, Destination Think Sentiment Report, ITRR and reports in conjunction with MOTBD including Destination Analysts and Arrivalist. We have been able to track visitors who travel to and through our area, and also see how much they are spending and what they are spending it on. We were excited to see that the findings by Destination Analysts, NSight and Destination Think reinforced our niche markets and activity based groups. The experiences they are having are positive. We also fully recognize the importance of the high potential visitor. We see a higher volume of international and retirees than other areas of Montana, so we also try to take those markets into consideration when evaluating potential campaigns.

ITRR statistics provide us this info regarding visitors who stayed at least 1 night in West Yellowstone:

- Top 5 Attractions: Yellowstone/Glacier National Park, Mountains/Forests, Snowmobile, Fishing
- Top Niche Activities: Snowmobiling, Fishing, Wildlife Watching, History & Culture
- The majority entered MT through West Yellowstone by motor vehicle.
- WY Visitor Center welcomed over ? guests in 2018 (?% increase over 2017).
- VIC = 61% use internet for trip planning, 28% recommendations from previous visitors, 16% mobile apps, and once here 32% used Visitor Information Center staff
- Visitor Breakout = 60% are repeat visitors, 25% first-time, 15% mixed; and 70% plan to return within 2 years
- Average age is 57. Average household income \$75,000-\$100,000.

- Average group size was 2.66 (couples and families).
- Top five activities include scenic drives, wildlife, photography, day hiking, RV/camping
- Average night stay 5.95 nights in MT (spent at least one night in W. Yell).
- Top 5 States: CA, WA, UT, TX, ID
- Top 5 Countries: Germany, Great Britain, Canada, Australia, Spain

Google Analytics from destinationyellowstone.com show us interesting statistics for our website traffic:

- 51% of our online visitors are male.
- Primary age group 55-64, with 35-44 just behind.
- Interests include: Travel, Outdoor Enthusiasts, News/Weather, Food & Dining, Real Estate, Home & Garden

1. *Attract visitors by communicating an image consistent with our long-term vision as a vacation destination and one that places high value on existing assets, amenities and natural resources of the region.*

- Focus on the fact that we are THE closest gateway to Old Faithful, the most convenient for experiencing Yellowstone, especially targeting drive market population centers in a 5-10 hour radius (Utah, Idaho, Wyoming, Washington, Oregon, North and South Dakota, as well as southern Canada) and for some limited and targeted campaigns, Montana.
- Focus on our traditional niche activities especially in winter and shoulder seasons. Increase focus on activities that match events such as biking (Old Faithful Cycle Tour), cross country skiing (Yellowstone Ski Festival and Rendezvous Race), fishing (North American Ice Fishing Circuit), and snowmobiling (media Snow Shoot and Annual Snowmobile EXPO, Power Sports & Races).
- Retain our traditional markets while focusing on expanding markets that apply to us including those identified through research. Offer destination events such as Kids'N'Snow that appeal to these markets.
- Increase our image as having historic and cultural sites by promoting the 1959 Madison Canyon Earthquake informational drive and site, the Nez Perce and Bannock trails; as well as honoring our historic past with support of events/activities of the Yellowstone Historic Center, Historic Walking Tour and partnering with the Hebgen Lake District of the USFS to promote these sites.
- Increase visitation in shoulder and winter seasons.
- Brand ourselves as a year-round destination, emphasizing our numerous outdoor adventure niches, and central location to Park and area attractions.
- Foster a positive picture of our community, in touch with environmental concerns.

2. *Continue to expand our marketing effectiveness by joining our efforts with those of marketing partners. Incorporate the Montana brand pillars and initiatives whenever possible.*

As much as our defined budget allows we will continue to partner with MOTBD, Yellowstone Country, and other entities as we carry on toward fulfilling the goals of the MOTBD strategic plans. We will also draw upon our private sector marketing partners. We understand the value of participating in joint ventures that help stretch marketing dollars in new ways and reduce duplication where possible.

3. *Continue to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West Yellowstone, and spends significant dollars.*

We will use a variety of proven marketing efforts and track those efforts, while integrating new progressive marketing techniques. Across every season we will appeal to our identified audiences and markets.

This plan supports Montana's Tourism and Recreation Strategic Plan.

Measurable Objectives are attached.

a. In what types of co-ops with MTOT would you like to participate?

We would like to continue participating in Joint Ventures with MOTBD as our budget allows, and explore any other opportunities that pertain to our activities and amenities.

We find online to be more advantageous for West Yellowstone, because it can hit a much larger, yet targeted audience, and provides clear ROI tracking.

We do not have the budget to participate in large print campaigns with the repetition needed to be successful, but if package promotions including print, digital, social, etc were presented, we would be interested.

We are always open to new joint venture opportunities, incorporating public/private partnerships with MOTBD, our tourism regions and other state organizations with like-minded goals.

Optional: Include attachment here.

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

We would love to participate in more Joint Ventures including Region/CVB, as budgets allow.

Some Joint Ventures programs do not include activities and amenities that West Yellowstone offers. Because our region is so diverse, many joint venture opportunities focus on specific markets that do not match our niche activities.

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

In the recent past we have taken advantage of Joint Venture marketing programs MOTBD including Visa Vue and LiveIntent. We felt these were both beneficial for us. Research and online targeted campaigns were very beneficial and performed well, and were successful in incorporating the Montana Brand to drive potential visitors to our specific area.

We also participated in Joint Ventures programs with Yellowstone Country including TripAdvisor Pages, combined winter print co-op, and spring programmatic digital campaign. These have all done well, and are over-performing and producing qualified leads.

The other Joint Venture program of which we are pleased to be a partner in, has been the Yellowstone Loop Partnership with Visit Utah promoting a route from Salt Lake through Grand Teton and Yellowstone Parks highlighting gateways communities and locations off the beaten path. Through this partnership, we were asked to host one of the 50 International Journalists in 50 US locations through Brand USA, and were the only Montana location included in the program.

We consider these Joint Ventures to be successful avenues of marketing and will continue to participate as our budget allows.

Optional: Include attachments here. [FY20_Measurable ObjectivesFinal.pdf](#)

Optional: Include attachments here.

Optional: Include attachment here:

Marketing Segment, Method & Budget

Marketing Segment	Marketing Method	Describe your method.	Provide supporting research/statistics.	How do you plan to measure success?	Provide a brief rationale for this method.	Estimated budget for method.	Marketing Method Evaluation	Add'l Attchmnt
		<p>In the past, the West Yellowstone Chamber worked with WY TBID, members, Yellowstone National Park, USFS, and West Yellowstone organizations to most effectively promote our community and area assets and unique destination qualities at Travel and Niche shows like the Duluth MN Ice Fishing & Winter Recreation Show, Morris Murdock Travel Show in UT, recreation, snowmobile and ski shows.</p> <p>Partners:</p> <ul style="list-style-type: none"> Distributed literature for lodging properties 	<p>Feedback from marketing partners and committees who attended shows in 2018 was that they saw consistent attendance. We have also learned of some new recreation and travel shows that partners have attended that we feel</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. 	<p>West Yellowstone has recognized that our biggest area of growth are the winter and shoulder seasons (Spring/Fall), therefore we are committed to enhancing and expanding the marketing of these seasons, while also adding to and enhancing our existing marketing campaigns.</p> <p>A presence at consumer travel shows allows us exclusive access to potential markets and one-on-one interaction, increasing their</p>			

<p>Consumer</p>	<p>Travel/Trade Shows</p>	<ul style="list-style-type: none"> Distributed the West Yellowstone Guidebook Distributed information provided by Yellowstone National Park and the Gallatin National Forest emphasizing the wide array of activities available to destination travelers based in West Yellowstone Distributed the "Comeback to West Yellowstone " calendar print piece with winter activities and events Played existing video's profiling West Yellowstone as a family friendly, soft adventure destination in all seasons. <p>If the opportunity presents itself again and if funding allows, we would again like to attend shows in FY20.</p> <p>Costs included in attending consumer/trade shows can include, but is not limited to: printed materials, banners, supplies, travel, booth rental, and shipping/postage.</p>	<p>may be a good fit for West Yellowstone, including Denver and Portland. Utah remains a great market for us with high ROI, but we are also considering a larger demographic in our growing markets like San Diego or Philadelphia.</p> <p>Shows also give us an opportunity to gather qualified leads for our email communications. From recent shows we have garnered over 2000 new leads. Through materials handed out including specials with codes specific to the shows, we are also able to track the spikes in website traffic.</p>	<p>Create baseline for extended timeframe.</p> <ul style="list-style-type: none"> 8% increase over the previous fiscal year for online campaign landing page as entry point. 10% increase in mobile traffic over the previous fiscal year. 8% increase in social media followers over the previous fiscal year. 2% increase in social engagements over the previous fiscal year. Increase subscribers by 10%. Local emails (B2B): Increasing open rates to 35%, CTR to 20%. General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%. 	<p>likeliness to travel to our area.</p> <p>The exposure that we gain by attending regional and national shows and advanced direct marketing is invaluable. One we could not afford with our limited budget.</p> <p>Attending the show aligns with our goals of:</p> <ul style="list-style-type: none"> Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. Continuing to expand our marketing potential by participating in partnerships with other tourism organizations. 	<p>\$10,000.00</p>	
<p>Consumer</p>	<p>Print Advertising</p>	<p>We plan to use traditional advertising media in combination with digital and mobile options to gain the best ROI for our efforts. Additionally, many print publications are also available online, so it is becoming more of a two-for-one buy. We seek to gain editorial content as part of our buys, making them even more valuable. We will continue to use print to reinforce top of mind awareness, but include an accompanying web component whenever possible.</p> <p>Print advertising components could include, but are not limited to:</p> <ul style="list-style-type: none"> Newsprint and magazine ads are utilized in conjunction with online advertising editorial to promote West Yellowstone as a year-round, family-friendly destination while emphasizing our winter and shoulder season events including the Rendezvous Ski Race, Yellowstone Ski Festival, Annual Snowmobile EXPO, Kids'N'Snow, Spam Cup races, Old Faithful Cycle Tour, NAIFC Ice Fishing Tournament, Music in the Park, etc. Print advertising in our regional drive area includes ID, MT, ND, SD, and UT, but we increase our target markets for our shoulder season campaigns, utilizing opportunities in publications including National Parks Traveler, NW Travel & Leisure and Outdoors NW. Many times, we do joint buys with our local TBID or Yellowstone Country region for larger or extended national ad buys including Better Homes 	<p>While ROI from print advertising is hard to track, we feel that print remains an integral component of a strong multi-media campaign. For shoulder seasons, we use Yellowstone as a base, but emphasize the opportunities West of the Park as well. For our winter campaigns, we changed the format from event driven advertising to include a destination message. This element also allowed us to cross-promote with other winter activities, adding to our destination theme. During several events including Nordic Ski Races, Annual Snowmobile Expo and Kids'N'Snow, we had participants and/or spectators tell us that they saw our ad in newspapers, etc. We ran one ad in January 2019 as a wrap on a UT newspaper featuring all of our winter events, and the morning it ran, a father called to inquire about our Kids'N'Snow events.</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. 8% increase over the previous fiscal year for online campaign landing page as entry point. 10% increase in mobile traffic over the previous fiscal year. 8% increase in social media followers over the previous fiscal year. 2% increase in social engagements over the previous fiscal year. Increase email 	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones. West Yellowstone has recognized that our biggest area of growth are the shoulder seasons (Spring/Fall), therefore we are committed to expanding the marketing of these seasons, while also adding to and enhancing our existing winter marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only 	<p>\$48,000.00</p>	

		<p>& Gardens, Midwest Living, Texas Monthly and niche publications.</p> <ul style="list-style-type: none"> • Out-of-home window or airport display. This could include continuation of our Window Wrap Program cross-promoting seasons and activities; joint ventures with our entities for airport or national displays. 		<p>subscribers by 10%.</p> <ul style="list-style-type: none"> • General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%. <p>Print specific goal:</p> <ul style="list-style-type: none"> • Four or more anecdotal stories telling of consumer awareness of our ads. 	<p>requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</p> <ul style="list-style-type: none"> • Continuing to expand our marketing potential by participating in partnerships with other tourism partners. 			
Consumer	Online/Digital Advertising	<p>All of our marketing campaigns are multi-media and include some online/digital component. Some campaigns rely more heavily on digital assets and advertising, due to the fact that their fans are more active online (as in the case of snowmobile and ice fishing).</p> <p>Online/digital advertising is especially effective in the shoulder seasons, when our campaigns can be weather dependent and need to be changed mid-campaign. Mobile campaigns are becoming increasingly important as 70% of visitors are utilizing their smartphones and devices.</p> <p>All of our printed maps, calendars and vacation planners are provided in pdf format for potential visitors to download/print from DestinationYellowstone.com. Our snowmobile, OHV and ski maps are available on mobile apps that can be used offline as well.</p> <p>Potential Online Marketing includes, but is not limited to:</p> <ul style="list-style-type: none"> • Pay per click, SEM & SEO campaigns on Google, Yahoo, Bing, etc • National and Regional publication websites in conjunction with print campaigns • Banner and mobile ads in conjunction with other methods on sites like KSL.com, Salt Lake, Seattletimes.com, NW Travel & Leisure, NW Outdoors network, TripAdvisor, Out there Colorado, visitusaparks.com, Rec in Utah, and retargeting campaigns • Nordic Ski: skinnyski.com, fasterskier.com, nordicskiracer.com, skitrax.com, skipost.com, crosscountryskiassociationofamerica.com • NAIFC Ice Fishing Tournament: banner ads and links on specific ice fishing/winter fishing informational websites, ice fishing equipment sponsors, ice fishing/winter fishing forums/blogs, iceshanty.com, ice-fishing-central.com, www.bigfishackle.com, icefishing247.com,icefishingchat.com • Snowmobile: SnoWest.com, SnowGoer, American Snowmobiler and regional association websites. 	<p>The last several years we have increased the amount of online advertising we incorporate into our overall advertising campaigns, including MOTBD and Yellowstone Country joint venture programs, with above average ROI. Our digital campaigns that ran throughout FY19 returned above industry average results. Mobile and online banners saw CTR up to 4.8%. Our independent event websites, including SkiRunBikeMT.com, Snowmobile Expo, and West Yellowstone Ice Fishing, recorded increased traffic during campaigns as well. Registrations through the KidsNSnow.org website were full weeks before the actual event weekend, sometimes within 24 hours of registration opening.</p> <p>Advantages of using digital marketing:</p> <ul style="list-style-type: none"> • With the use of programmatic digital campaigns we have been able to target our geographic and demographic markets, reaching those potential visitors who are most likely to convert. • We can repurpose digital content across multiple platforms <p>Digital marketing can have greater reach, higher engagement and lower cost per impression.</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> • 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. • 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. • 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. • 8% increase over the previous fiscal year for online campaign landing page as entry point. • 10% increase in mobile traffic over the previous fiscal year. • 8% increase in social media followers over the previous fiscal year. • 2% increase in social engagements over the previous fiscal year. • Increase email subscribers by 10%. • Local emails (B2B): Increasing open rates to 35%, CTR to 20%. • General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%. 	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones. We plan to continue to expand our shoulder season marketing campaigns, while also trying new avenues to enhance our existing winter marketing campaigns.</p> <p>Online/Digital advertising is a cost effective way to reach out to new markets and reach those potential visitors quicker. We can monitor response to messages and images and change them accordingly during the campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> • Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. • Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit. • Continuing to expand our marketing potential by participating in partnerships with other tourism partners. 	\$58,000.00		

Consumer	Social Media	<p>We utilize Social Media marketing to expand our virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. We plan to continue to further develop the West Yellowstone Chamber Facebook, Twitter, Pinterest and Instagram accounts to distribute information and publicize events. We constantly work to enhance content, photo, and video on social media and other travel-related sites such as Trip Advisor and Google, as well as web-based event calendars and publications. Working as a community, we can dramatically raise the visibility and content of West Yellowstone on the internet.</p> <p>The past three years we have held photo contests for visitors to enter to win swag so we could accumulate user generated content. We are continuing to work on a strategy to create selfie stations so that visitors can take advantage of our activities and scenery to create their own memories, while also promoting West Yellowstone through photos and video.</p> <p>We also offer to train our members through workshops to better understand and utilize their social platforms, and encourage them to follow and share our content.</p> <p>As content creation, distribution and management has become more time consuming, we have recognized the need to add personnel to assist with website, social media and e-news content management. We have added a part-time staffer to assist in these components, giving our Marketing Director the necessary time to focus on placements and new media that will serve our needs in the best possible way. This position may also be funded from administration, social media and website line items as it will incorporate all facets.</p> <p>Social Media Strategies</p>	<p>The FY19 objective was a 8% increase in social media followers over the previous year including Facebook and Twitter pages. Our records indicate that we will meet and exceed that objective, as well as demonstrate a consistent, year-over-year growth in our social media influence. By cross promoting on our multiple channels, we have a combined following on Facebook of over 90,000, with an extremely large reach and nearly 50% engagement on many posts. While organic reach on some platforms has decreased, ours remains high, confirming that we are posting relevant content that our followers wanted to receive and with which they interacted. It also continues to remain one of the top referral sources for our website.</p> <p>Our overall increase for social media followers is currently at 12.5%. Breaking down as:</p> <ul style="list-style-type: none"> • Twitter = 0% increase (platform did a sweep of bots - beneficial) • Facebook = 9% increase • Instagram = 37% increase • Pinterest – 4% increase <p>Below are our current social media statistics:</p> <ul style="list-style-type: none"> • “West Yellowstone Chamber” Facebook – 10,631 followers 	<p>Measurable objectives:</p> <ul style="list-style-type: none"> • 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. • 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. • 2% increase in airline arrivals to the West Yellowstone Airport from May 25–Sept. 30. Create baseline for extended timeframe. • 8% increase over the previous fiscal year for online campaign landing page as entry point. • 10% increase in mobile traffic over the previous fiscal year. • 8% increase in social media followers over the previous fiscal year. 	<p>West Yellowstone has realized that the power of social media is so much more than traffic to our website. It is brand awareness, an information source during crisis management and builds economic vitality. It plays a huge factor in marketing our destination events, and in addition to our general followers, it is also a way to target specific niches with pay per click advertising. West Yellowstone will continue to enhance our content for our social media channels, utilizing a content calendar focusing on important dates like the opening and closing dates of Yellowstone Park, and promoting our destination events and information related to these events. Whenever possible, we include links back to DestinationYellowstone.com or event websites, which increases our ability to track our ROI. Facebook, Twitter and Pinterest accounts are already created and maintained for the WY Chamber, Kids'N'Snow, Snowmobile Events and Ice Fishing. Rendezvous Ski Trails and events have created their own social media channels and we regularly share content from these sources.</p> <p>We have been researching and working with community partners to develop a WeChat strategy and presence for our Pacific Rim and eventually other countries like India, Europe and Africa who utilize this platform as their main form of online communications and information service. We will continue to pursue this option in FY20.</p> <p>In 2017 our board of directors recognized a need to communicate more effectively with our community and our on-site visitors. It became one of our goals to create an electronic text push service and we have been diligent in pursuing this concept. This service works off of an opt-in subscriber base much like emails and utilizes an established cloud software subscription that allows us to set up predefined numbers and keywords whereby visitors and incoming travelers may text a request for information. Those keywords will pull content from our website and push it back out to the travelers so they know</p>	\$10,000.00	
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		<ul style="list-style-type: none"> Continue to expand and encourage a networked virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. Further develop the West Yellowstone Facebook, Twitter, Instagram and Pinterest accounts to promote our West Yellowstone website, distribute information and publicize events. Use of new social media avenues as they become applicable to a business or tourism situation. Enhance content and photo offerings on travel-related and events-information sites such as Trip Advisor, Google Maps, Google Places, and Yelp. Continue to seek training in and implementation of cutting-edge social media 	<ul style="list-style-type: none"> "Visit West Yellowstone" TBID Facebook – 59,439 followers "West Yellowstone Montana Visitor Center" Pinterest – 886 followers @destination.yellowstone Instagram: 739 followers @DestYellowstone Twitter- 5,938 followers "West Yellowstone Snowmobiling" Facebook – 9,592 followers "Snowmobile EXPO" Facebook – 2,529 followers "Kids'N'Snow" Facebook- 599 followers Rendezvous SkiTrails Facebook – 3,062 followers 	<ul style="list-style-type: none"> 2% increase in social engagements over the previous fiscal year. Increase email subscribers by 10%. Have texting program launched and being utilized by our businesses. Set a baseline for tracking. 	<p>current weather and road information, lodging and restaurants that are open, and a host of other materialWe can also push out information like road delays or wildfire information to subscribers. We soft launched the pilot program in December of 2018, and were pleased with initial acceptance and implementation by our local businesses. We are editing and expanding this program in 2019, with full implementation for our summer season. Part of this method could also be funded from electronic advertising and website line items as it will incorporate all facets.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit. Continuing to expand our marketing potential by participating in partnerships with other tourism partners. 			
		<p>West Yellowstone plans to continue to utilize our growing email database by sending out regular e-newsletters promoting our lodging and amenities, plus sending out timely e-blasts for specific events and news. In the past we have utilized our emails for our destination events including the Annual Snowmobile Expo, Kids'N'Snow and Cross Country Ski Races. These blasts can be targeted at either participants or spectators. We utilize Constant Contact to manage and create our email database. The emails always have an opt-out option, and adhere to current legal requirements for security. They also contain direct links back to landing pages on DestinationYellowstone.com and event websites. We have created and update templates for each list we maintain, as well as our weekly and monthly e-blasts to create a consistent look and feel across our communications.</p> <p>In 2017 our board of directors recognized a need</p>	<p>We are able to track our ROI for e-newsletters and e-blasts with our subscription to Constant Contact. Our emails have a combined open rate over 30% and high CTR.</p> <p>Every month, our subscriber base continues to grow, with the majority of subscribers being organic through our website and visitor</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal 	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing inter generational niche. And, while it</p>			

Consumer	Electronic Adv - Newsletter, E-blast	<p>to communicate more effectively with our community and visitors. It had become one of our goals is to create an electronic text push service. This service works off of an opt-in subscriber base much like emails and will utilize an established cloud software subscription that allows us to set up predefined numbers and keywords that visitors and incoming travelers text a request for information. That information will pull content from our website and push it back out to the travelers so they know current weather and road information, lodging and restaurants that are open, etc. We can also push out information like road delays or wildfire information to subscribers. We soft launched the pilot program in December of 2018, and were pleased with initial acceptance and implementation by our local businesses. We are editing and expanding this program in 2019, with full implementation for our summer season. Part of this method will also be funded from social media and website line items as it will incorporate all facets.</p> <p>As content creation, distribution and management has become more time consuming, we have recognized the need to add personnel to assist with website, social media and e-news content management. We have added a part-time staffer to assist in these components, giving our Marketing Director the necessary time to focus on placements and new media that will serve our needs in the best possible way. This position could also be funded from administration, social media and website line items as it will incorporate all facets.</p> <p>Our strategy includes, but is not limited to:</p> <ul style="list-style-type: none"> Continuing to collect emails and collate them into an online database: This will be done in conjunction with our electronic newsletters. Sending out electronic newsletters profiling upcoming events, specific specials and "hot deals". We share this list with TBID and coordinate regularly scheduled e-blasts to our general leads as well as event/campaign specific lists. Pushing out information to our local businesses and organizations so they are better prepared to exceed our visitor's expectations. Providing current and pertinent information to travelers while en-route and once they arrive. 	<p>center registrations. Our current active subscriber list is over 27,000. Hubspot.com recently released email marketing stats for 2019, showing the importance of incorporating this method into multi-media campaigns. Highlights of list include:</p> <ul style="list-style-type: none"> Email generates \$38 for every \$1 spent, which is an astounding 3,800% ROI 73 percent of millennials prefer communications from businesses to come via email. More than 50 percent of U.S. respondents check their personal email account more than 10 times a day, and it is by far their preferred way to receive updates from brands. 59% of respondents say marketing emails influence their purchase decisions. The most opened emails relate to hobbies, with an open rate of 27.35 percent. Email subscribers are 3x more likely to share content on social media than leads who came through another channel, according to QuickSprout. When a prospect or customer who opens an email on a mobile device opens that same email again on another device, they are 65% more likely to click-through to your site/offering. 	<p>year.</p> <ul style="list-style-type: none"> 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. 8% increase over the previous fiscal year for online campaign landing page as entry point. 10% increase in mobile traffic over the previous fiscal year. 8% increase in social media followers over the previous fiscal year. 2% increase in social engagements over the previous fiscal year. Increase subscribers by 10%. Local emails (B2B): Increasing open rates to 35%, CTR to 20%. General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%. 	<p>is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones. West Yellowstone has recognized that our biggest area of growth are the shoulder seasons (Spring/Fall), therefore we are allocating funds to increase the marketing of these seasons, while also adding to and enhancing our existing winter marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit. Continuing to expand our marketing potential by participating in partnerships with other tourism partners. 	\$12,000.00	
		With a limited budget, we seldom use Lodging		<p>Measurable objectives:</p> <ul style="list-style-type: none"> 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. 1% increase in occupied room nights over the previous fiscal year, as 	West Yellowstone recognizes that used for the right circumstances and regional context that radio and TV can be an important component to our multi-media campaigns. Many regional radio or TV stations offer spots as part of a larger package with digital and social components.		

Consumer	Radio & Television Advertising	<p>Facilities Use Tax Funds for radio or TV, but if the opportunity arises that we can partner with other funding sources or organizations to promote West Yellowstone and destination events, we would like to be able to participate if funds allow.</p> <p>In the past we have funded radio and TV spots for Kids'N'Snow, Snowmobile EXPO and Ice Fishing events. Other options may include regional radio or TV stations who offer spots as part of a larger package with digital and social components.</p> <p>Expenses could include, but are not limited to content development, production, activity fees, and other ancillary costs related directly to completing the segment.</p>	<p>While TV and radio advertising is hard to track ROI, West Yellowstone still believes that it is an important component in our multi-media campaigns. With the knowledge that video and viral content is increasing in popularity in marketing, we will continue to incorporate it into our marketing as funds allow, and requests meet our preset criteria. Consideration for participation and placements would include geographic demographics, audience, and coverage area.</p>	<p>reported by West Yellowstone TBID collections.</p> <ul style="list-style-type: none"> • 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. • 8% increase over the previous fiscal year for online campaign landing page as entry point. • 10% increase in mobile traffic over the previous fiscal year. • 8% increase in social media followers over the previous fiscal year. • 2% increase in social engagements over the previous fiscal year. • Increase email subscribers by 10%. 	<p>Aligns with our goals of:</p> <ul style="list-style-type: none"> • Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. • Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit. • Continuing to expand our marketing potential by participating in partnerships with other tourism partners. 	\$3,500.00		
		<p>Because our website is one of our most important marketing tools, we feel this is one of our most important, if not the most important method, to maintain our market share.</p> <p>West Yellowstone is adopting a new strategy for our website to be more flexible with the ever-changing ways in which visitors interact online. While our strategy will continue to use maintenance, content development and integration of mobile and web cam applications to stay competitive in the market, we are moving forward with a Growth Driven Design (GDD) concept.</p> <p>Basically, the what/when/where of websites and doing overhauls every few years is obsolete. DMO websites need to be about the moments and facilitating the dream and inspiration into a potential traveler's planning phase. In a mobile-first world, DMO websites need to be quick, responsive and useful.</p> <p>GDD focuses on prioritized planning with development sprints (blocks of projects), instead of major overhauls. GDD allows us to spread out our budget instead of huge up-front investments. We can make on-going, adaptive, changes to better respond to current trends and demands. This process could also include regular usability studies with third parties to maintain currency of content and resources on our website.</p> <p>GDD will require a new RFP process and format which will integrate with the MOTBD RFP requirements. We plan to go out with a new RFP in FY20 to implement the GDD concept. Our action plan will include, but is not limited to existing strategies, and GDD will allow us the</p>						

<p>Consumer</p>	<p>Website/Internet Development/Updates</p>	<p>flexibility to respond to emerging trends, update/create more interactive landing pages for campaigns, integrate maps with our database, and increase usability.</p> <p>We will be able to better measure our visitors' behavior and customize our content to what they want. It allows for better integration with our marketing campaigns. Our decisions will be based more on data, allowing for quicker results with less risk.</p> <p>In this method, we have also included the maintenance, updates and content development for some of our segment sites including Kids'N'Snow and Snowmobile Expo. Content creation and updates for these sites, creates consistency across our marketing campaigns and increases referral traffic to DestinationYellowstone.com.</p> <p>As content creation, distribution and management has become more time consuming, we have added a part-time staffer to assist with website, social media and e-news content management. This has given our Marketing Director the necessary time to focus on placements and new media that will serve our needs in the best possible way. This position could also be funded from admin, social media and electronic advertising line items as it will incorporate all facets.</p> <p>Maintenance Tasks</p> <ul style="list-style-type: none"> • Ensure that the website is on-line and functioning. • Daily - refresh cache and check that the website is on-line • Working navigation to key pages (eat, sleep, play, etc.). • Verify search functions working for lodging and campgrounds. • Monthly - check that links to all pdf's (maps, information sheets, etc.) and embedded text links are functioning. • Test contact form, pdf download, e-newsletter links and auto responses are working. • Check on links to webcams. • Check that snowmobile and cross country ski trail reports are loading (seasonal). • Check Trip Planner is functioning and send a test email to check auto-response. • Check all external linking from the website. • Check all links to social media platforms and ensure that Tweets are loading and updating appropriately. • Responsible to assure that WYCC business listings and descriptions are kept updated(Google Docs and website). • Responsible for approving new/ revised WYCC business listings and descriptions. • Responsible for approving new/ revised calendar of event submissions. • Assist in approving new/ revised 	<p>Comparing our metrics to date to the same time period in the prior fiscal year, we have increased our website sessions, time on site and traffic to landing pages, while decreasing bounce rate. Our mobile traffic is also tracking ahead of this time last year.</p> <p>According to the Annual ITRR report of visitors who spent at least one night in West Yellowstone, online resources, including websites, apps, maps and trail reports remain high on the items used by visitors both planning their trip and while here.</p> <p>According to a recent DMA West report DMO websites remain an ever important resource throughout travelers' journeys – from the inspiration to take a trip to the essential details of their itineraries. In fact, in January 2017, well over one-third of American leisure travelers reported having used a DMO website in the past year to research and/or plan travel—a figure that is up nearly 10 percent from July 2009. <i>The report also showed that these sites are</i></p>	<ul style="list-style-type: none"> • 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. • 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. • 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. • 8% increase over the previous fiscal year for online campaign landing page as entry point. • 10% increase in mobile traffic over the previous fiscal year. • 8% increase in social media followers over the previous fiscal year. • 2% increase in social engagements over 	<p>Potential visitors are planning their vacations online more than ever. Our website, www.DestinationYellowstone.com is our primary marketing tool for distributing information to prospective and on-site travelers. In order to stay competitive, we need to maintain, update and develop new content and technology integrated with our website, including responsive designs, web cams and other applications. We will do this through routine maintenance, development and integrating mobile and web cam applications.</p> <p>All of our segment sites including westyellowstonemicefishing.com, snowmobileexpo.com, kidsnsnow.org and skirunbiketm.com are hosted independently, but are the highest ranking referral sites for DestinationYellowstone.com. We feel, by incorporating updates and content creation for these sites into our overall campaigns, helps to enhance all sites, contribute to our overall goals and create consistency across campaigns.</p> <p>We have been researching and working with community partners to develop a WeChat strategy and presence for our Pacific Rim and eventually other countries like India, Europe and Africa who utilize this platform as their main form of online communications and information service. We will continue to research this and possibly create an account for this in FY20.</p> <p>In 2017 our board of directors recognized a need to communicate more effectively with our community and visitors. One of our goals became the creation of an electronic text push service. This service works off an opt-in subscriber base much like emails and will utilize an established cloud software subscription that allows us to set up predefined numbers and keywords that visitors and incoming travelers may text a request for information. That information will pull content from</p>	<p>\$40,000.00</p>	
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- specials/coupons.
- Responsible for web site content creation and upload.
- Add new content as available (news, calendar ,new play categories, etc.) to existing sections.
- Review content for keyword density (within first 200 characters and no more than 5% density).
- Add new secondary pages for play section as needed.
- Update content with new or revised keywords/keyword phrases.
- Add new attachments (maps, etc.).
- Work with TBID administrator as needed for website maintenance and enhancements.
- Work with WYCC snowmobile events committee for website content creation, schedule updates, maintenance and enhancements of www.snowmobileexpo.com.
- Responsible for photo, video, and imaging website updates.
- Change photo sequencing (monthly).
- Add new photos (seasonal) or to enhance existing listings (calendar, secondary pages, news stories).
- Alt tags should be loaded with all new images.
- Upload video clips.
- Training: work with WYCC members (existing and new inquiries) on how to complete forms (business listing and specials).
- Work with WYCC members and community on how to complete the event submission form.
- Train VIC staff on website (where & what information, links, attachments, etc.). Train staff on responding to the contact form (scripts for standard responses) and audit as needed. Train staff on updating snowmobile and cross country ski reports.
- Work with Marketing on Google Analytics (reports to run) and tracking.
- Work with Marketing on development of meta- and alt-tags (initial and then revisions).
- Work with Marketing on linking strategy (developing/correcting in-bound links, embedded website links, external links from the website).
- Run organic search checks on Google, Bing, and Yahoo for keywords/long-tail phrases and document standing.
- Website Analytics and Marketing Interface.

Development: Identify possible new applications and technology integrations and incorporate these into our website. This could include:

- Design, develop and implement additional buttons and/or pages to our web site as promotions and opportunities

amongst the most trusted and valued resources after travelers' direct contact with their own friends and family.

International visitors are extremely reliant on internet and smart device access while traveling. In 2015, smart device access finally overtook desktop access. Therefore, making sure our website is fast loading and continually responsive is important.

the previous fiscal year.

- Increase social subscribers by 10%. (change in all locations?)
- Local emails (B2B): Increasing open rates to 35%, CTR to 20%.
- General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%.
- Establish a base-line of texting service use.

our website and push it back out to the travelers so they know current weather and road information, lodging and restaurants that are open, etc. We can also push out information like road delays or wildfire information to subscribers. We soft launched the pilot program in December of 2018, and were pleased with initial acceptance and implementation by our local businesses. We are editing and expanding this program in 2019, with full implementation for our summer season. Part of this method will also be funded from social media and website line items as it will incorporate all facets.

This method aligns with our goals of:

- Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

		<p>arise.</p> <ul style="list-style-type: none"> • Maps • Itineraries <p>Technology Enhancements:</p> <ul style="list-style-type: none"> • Update the pdf of our Destination Guidebook and other resources on our website, enable RSS feeds, upload podcasts, and additional YouTube videos • Creating and enhancing more mobile-friendly resources on the website • Incorporating the SMS Text Messaging Service <p>Web Cam: Our webcam (located at the trailhead for the Rendezvous Ski Trail) has a dedicated transmission connection. Our strategy includes monthly maintenance and hosting costs. We are also exploring partnerships with local businesses for further webcam development and placements.</p>					
Consumer	Photo/Video Library	<p>It is important to represent our destination through vivid, eye-catching images. It is also very important to have current images for niche activities like ski, snowmobile and fishing where clothing and products continue to change and become outdated after 2-3 years. This requires continuously adding new images so we are always rotating new images in for old ones. To do this, the West Yellowstone Chamber/CVB plans to utilize the network of local photographers and partners who graciously allow us to use their photographs and videos at no or low cost for marketing purposes including print, online, website and social media.</p> <p>The West Yellowstone Chamber/CVB would also like to have funds to hire a photographer/videographer for more specific photo opportunities including 360 video, seasonal and niche activity/event footage.</p> <p>Every so often, we have requests from niche shows that film in the area; many times it is only for assistance in locations and communications with members. Other times they request production funding, and in return, we request B roll footage and links to all airings to use for social media and visitor center screens.</p>	<p>Because people respond visually to content, simply adding a relevant photo to your print, online and social media campaigns can grab someone's attention. Brilliant images can increase engagement and traffic to the website. Videos have an even higher rate of engagement.</p> <p>These images need to be current and relevant to the destination, therefore replacing and updating images on a regular basis is important to the marketing of a location like West Yellowstone.</p> <p>Research has shown that including images and video in marketing is important for some of the following reasons:</p> <ul style="list-style-type: none"> • Web content containing visuals like images or videos perform better — on average, receiving up to 94 percent more views. • Email marketing campaigns that include images have a higher click-through rate than campaigns without. • Infographics can increase website traffic by 12 percent. • Tweets with images or videos get, on average, a 35 percent or 28 percent increase in retweets, respectively. • Images on Facebook receive 20% more engagement than videos and 352% more engagement than links. • Reading just words is insufficient; content with 	<p>Measurable objectives:</p> <ul style="list-style-type: none"> • 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. • 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. • 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. • 8% increase over the previous fiscal year for online campaign landing page as entry point. • 10% increase in mobile traffic over the previous fiscal year. • 8% increase in social media followers over the previous fiscal year. • 2% increase in social engagements over the previous fiscal year. • Increase email subscribers by 10%. • Local emails (B2B): Increasing open rates 	<p>For West Yellowstone, it is important to set our destination apart from other parts of the state and even the country. We plan to have some photos and videos set up so that our mountains and other unique natural features are prominent in the images. Other images may pertain to activities and events that only happen in West Yellowstone.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> • Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. • Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit. 	\$13,384.00	

			<p>visuals (i.e., photos) are easier to remember and are remembered more often.</p> <ul style="list-style-type: none"> • Visuals create connections. • Visuals generate more organic visibility. • Visuals help capture short attention spans. <p>(Source: searchenginejournal.com, www.mdgadvertising.com)</p>	<p>to 35%, CTR to 20%.</p> <ul style="list-style-type: none"> • General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%. 				
Consumer	Joint Ventures	<p>As much as our budget allows, we try to take advantage of joint venture marketing programs with MOTBD, Yellowstone Country and community partners as much as our budget allows. In the past, these projects have included print and online advertising buys and research.</p> <p>Starting in FY16, we partnered with Visit Utah to become a part of the Yellowstone Loop marketing group, that also includes other Park Gateway communities and those along the travel route between Salt Lake and Yellowstone. For a small investment, the partners are able to market to international and domestic markets online and in print. Representatives were sent to the two largest consumer shows in the world in Europe as well as IPW, and we participated and hosted FAM tours that included receptives and partners from the areas included in the marketing campaign, including Canada, Germany, UK, China and US. Digital campaigns are currently running in all markets. At this time we would like to continue with this program and build on the return we are already seeing. We also heard from contacts, partners and lodging facilities that bookings were made from these FAMs.</p> <p>Other joint venture opportunities may come about as community projects and events, or with other marketing regions and organizations in neighboring states. West Yellowstone is allocating funds because we feel that being able to work with other private and public entities strengthens our community message and allows us to stretch our marketing funds to reach larger markets.</p>	<p>West Yellowstone is in a good position, both physically and logistically to partner with many different entities to promote our community and state. Being located at the West Entrance to Yellowstone National Park is a great benefit that brings many opportunities our way. Yellowstone National Park is at the top of international travelers' lists, and many of those travelers come into the West Coast or Salt Lake City and travel through Idaho to reach the West Gate. These are the visitors we want to capture. With the ever-increasing number of international travelers, we need to figure out creative and cost efficient ways to market to these areas. That is where partnerships come in.</p> <p>We have found that by partnering with organizations like Utah, Yellowstone Country and MOTBD, the benefits are exponential, including additional print and online presence. We are also represented at meetings and consumer shows in the region and beyond. Things we would be unable to achieve with our smaller budget.</p> <p>Recent research projects with MOTBD and Yellowstone Country, including Visa Vue and NSight, help us confirm our niche markets, geographic and demographic markets. Working with Yellowstone Country to own our TripAdvisor Page has proven invaluable in providing potential visitors with current and correct information about our destination, and also serving up ads to those people. Campaign reports show high reach and impressions, while achieving our goals of engagements and clicks to our website landing pages.</p> <p>These partnerships will become increasingly important as our funding structure could alter - and demographics of our visitors change. Marketing to international</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> • 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. • 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. • 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. • 8% increase over the previous fiscal year for online campaign landing page as entry point. • 10% increase in mobile traffic over the previous fiscal year. • 8% increase in social media followers over the previous fiscal year. • 2% increase in social engagements over the previous fiscal year. • Increase subscribers by 10%. • Local emails (B2B):- Raise open rates to 35%, CTR to 20% from our current 15%. • General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%. 	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> • Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. • Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit. • Continuing to expand our marketing potentially participating in partnerships with other tourism partners. 	\$20,000.00		

			markets is expensive and labor intensive. With multiple partners combining efforts, funds and materials, the opportunities increase to reach these markets.					
Consumer	Printed Material	<p>We plan to use traditional printed materials in combination with new digital and mobile options to gain the best ROI for our efforts. We find that printed materials are good for brand recognition and support for our overall marketing campaigns, especially those for events. These materials are used daily by our Visitor Center staff as resources for visitors. The Visitor Center is the main source of distribution for these materials as well. Additionally, all printed maps and materials are made available electronically on our website DestinationYellowstone.com and via email to our network. Any pieces that may be sent to businesses, etc. will include postage and shipping.</p> <p>Printed materials, many of which are printed by other public and private partners, could include, but are not limited to:</p> <ul style="list-style-type: none"> • Winter & Warm Season Calendars: Up to 2,500 Calendar of events fold-over flyer or rack card (4"x9") formats, glossy stock as well as 11"x17" single sided posters for winter. Up to 150 11"x17" single sided posters for spring/summer events. Online versions will be available on our website and partner sites as well. • Posters and flyers: 8 ½" X 11" and 11"X17" single sided color flyers displayed in bathroom stall holders featuring activities and events throughout upcoming (or alternate) seasons (e.g., Rendezvous Race, Yellowstone Ski Festival, Annual Snowmobile EXPO, Kids'N'Snow, Yellowstone Rendezvous Race, Old Faithful Cycle Tour, etc.). 24" X 36" posters with foam backing with fall and winter activity images printed on gloss as needed. • Trail Maps: Including OHV/ATV, All season ski/snowshoe/hike/bike, disc golf and Snowmobile. Sizes vary slightly, but fold down into approx. 5.5"x8.5". Distributed primarily through our private sector and our Visitors Center, per email, and some will also be distributed to area snowmobile/ski/bike shops and taken to consumer shows. We will also convert the maps to an electronic .pdf and upload to websites and make available for download. • "West of Yellowstone Park" Map: This map features scenic driving routes outside of Yellowstone National Park near West Yellowstone where visitors can view various species of wildlife in the spring and fall. We will update and print an 11 X 17" full color two side's tear-off map, along with an electronic (.pdf) version. We try to print enough to last two 	<p>While ROI from print is hard to track, we feel that it is an important component of a strong multi-media campaign. We keep a monthly count of materials handed out, giving us average use over the fiscal year. Many of our visitors ask for materials once they land, and we receive requests from those planning their trips daily. For shoulder seasons, we use Yellowstone as a base, but emphasize the opportunities "West of the Park" as well. For our winter campaigns, we incorporate event driven advertising with a destination message. Many of our local businesses take our printed materials to consumer shows that they attend throughout the year, emphasizing West Yellowstone as a year-round destination with a multitude of amenities, activities and events.</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> • 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. • 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. • 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. • 8% increase over the previous fiscal year for online campaign landing page as entry point. • 10% increase in mobile traffic over the previous fiscal year. • 8% increase in social media followers over the previous fiscal year. • 2% increase in social engagements over the previous fiscal year. • Increase subscribers by 10%. • Local emails (B2B): Increasing open rates to 35%, CTR to 20%. • General/niche emails 	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments and enhance existing ones.</p> <p>West Yellowstone's biggest area of growth still remains the shoulder seasons (Spring/Fall) and Winter, therefore we try to continue to expand the marketing of these seasons, while also adding to and enhancing our existing marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> • Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. • Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit. • Continuing to expand our 	\$4,500.00		

		<p>years.</p> <ul style="list-style-type: none"> • Postcards, Flyers, Mailers for contests and lead follow-up. These are standard sizes 6"x4" and 8.5"x11". • Flyers, Posters, Table Tents, Cards for our texting program. These materials will be of standard size – 8.5x11, 11x17, 3.5x2, 4.25x5.5. Quantities will vary depending on business requests, but will average 150 posters, 250 table tents and 1000 cards for front counters. Files will be made available to businesses to reproduce as needed. • Out-of-home window or airport display. This could include continuation of our Window Wrap Program cross-promoting seasons and activities; joint ventures with our entities for airport or national displays. In the past, this has covered production costs, and partners have paid for installation. 		(B2C): Increasing open rates to 20%, CTR to 7.5%.	marketing potentially participating in partnerships with other tourism partners.			
Consumer	Opportunity Marketing	<p>Marketing opportunities that might not be recognized at the time of submitting our FY20 Marketing Plan, may become available or may be necessary due to unforeseen circumstances like natural disasters or government policies out of our control.</p> <p>This line item allows us to allocate funds that can be available as these opportunities present themselves.</p>	<p>In the past, we have utilized opportunity funds for consumer shows with partners including TBID, to assist with travel and production expenses for celebrities and press to cover local niche events, promote new events, and create out-of-home multi-media campaigns.</p> <p>Many of these campaigns and events proved successful and even continue to this day as part of our annual plan.</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> • 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. • 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. • 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. • 8% increase over the previous fiscal year for online campaign landing page as entry point. • 10% increase in mobile traffic over the previous fiscal year. • 8% increase in social media followers over the previous fiscal year. • 2% increase in social engagements over the previous fiscal year. • Increase email subscribers by 10%. • Local emails (B2B): Increasing open rates to 35%, CTR to 20%. • General/niche emails (B2C): Increasing 	<p>Aligns with our goals of:</p> <ul style="list-style-type: none"> • Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. • Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit. • Continuing to expand our marketing potential by participating in partnerships with other tourism partners. 	\$500.00		

				<p>open rates to 20%, CTR to 7.5%.</p> <ul style="list-style-type: none"> • Have texting program launched and being utilized by our businesses. Set a baseline for tracking. 				
Marketing Support	Research	<p>We plan to use several sources of research to aid us to plan and strategize our promotion efforts. We measure and analyze data from our past and current efforts as well as look to professional individuals and organizations such as Montana Institute for Tourism and Recreation Research, Destination Marketing Association West, Destination Think, NSight, Visa Vue, Google and others.</p>	<p>Data-driven decision making is the name of the game in destination marketing. It is imperative to know our target markets and demographics, to ensure the content we are creating is resonating with our potential visitors.</p> <p>According to careertrend.com, marketing research allows tourism organizations and businesses to gather and consolidate information reflecting customer satisfaction, wants and needs. In addition it can also provide statistics on customer's number of visits, profiles and characteristics. The research can also measure which facilities and activities are very popular among the tourists and which areas of offered services need improvement. DMOs are also able to know how effective advertising strategies are in attracting visitors.</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> • 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. • 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. • 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. • 8% increase over the previous fiscal year for online campaign landing page as entry point. • 10% increase in mobile traffic over the previous fiscal year. • 8% increase in social media followers over the previous fiscal year. • 2% increase in social engagements over the previous fiscal year. • Increase subscribers by 10%. • Local emails (B2B): Increasing open rates to 35%, CTR to 20%. • General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%. 	<p>Research plays a major role in confirming that our planning efforts are on target and analyzing how our campaigns are performing. It can also show new areas to explore. Making sure we have the right data, statistics, and tools is important to West Yellowstone's continued success.</p> <p>Our accomplishment depends on the success of the tourism industry in Montana as a whole and solid research, statistics and reports help us stay on track.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> • The information we glean is integral to future strategies and methods. • Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. • Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit. • Continuing to expand our marketing potential by participating in partnerships with other tourism partners. 	\$5,000.00		
		<p>One of our primary marketing strategies is to</p>		<p>Measurable objectives:</p> <ul style="list-style-type: none"> • 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. • 1% increase in occupied room nights over the previous fiscal year, as 				

Marketing Support	Administration	<p>promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones. West Yellowstone has recognized that our biggest area of growth are the shoulder seasons (Spring/Fall), therefore we are committed to expanding the marketing of these seasons, while also adding to and enhancing our existing winter marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> • Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. • Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit. • Continuing to expand our marketing potential by participating in partnerships with other tourism partners. 	<p>Supporting research and statistics are provided in the individual methods/segments. Administrative costs support/enhance all of the methods per the Rules and Regulations.</p>	<p>reported by West Yellowstone TBID collections.</p> <ul style="list-style-type: none"> • 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. • 8% increase over the previous fiscal year for online campaign landing page as entry point. • 10% increase in mobile traffic over the previous fiscal year. • 8% increase in social media followers over the previous fiscal year. • 2% increase in social engagements over the previous fiscal year. • Increase subscribers by 10%. • Local emails (B2B): Increasing open rates to 35%, CTR to 20%. • General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%. • Have texting program launched and being utilized by our businesses. Set a baseline for tracking. 	<p>Administrative funds are utilized to cover costs incurred in the implementation of the individual marketing methods/segments within our plan, as outlined by the Rules and Regulations. These can include, but are not limited to:</p> <ul style="list-style-type: none"> • Equipment • Registration fees for development/trainings • Office supplies and rent • Travel expenses • Utilities • Bank and accounting fees • Reference materials • Postage and shipping • Other costs that aid in the completion of methods • Training • Hourly wages and taxes for personnel to assist in implementation of the plan. 	\$51,108.00		
		<p>Attendance at TAC is a requirement. Governor's Conference and Partner Meetings help to foster excellence in our marketing efforts. Aligns with our goals of:</p> <ul style="list-style-type: none"> • Attracting visitors to West Yellowstone by 	<p>Attendance ensures that participating organizations are aware of current events, changes to rules and regulations, new funding opportunities and yearly approval of required Marketing Plans and</p>	<ul style="list-style-type: none"> • 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. • 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. • 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. • 8% increase over the previous fiscal year for online campaign landing page as entry point. • 10% increase in mobile traffic over the previous fiscal year. 	<p>Approved organizations are required to have one paid staff or board member at each Tourism Advisory Council meeting,</p>			

Marketing Support	TAC/Governor's Conference meetings	<p>communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</p> <ul style="list-style-type: none"> Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit. Continuing to expand our marketing potential by participating in partnerships with other tourism partners. 	<p>budget.</p> <p>During meetings, we also have the opportunity to network with other organizations. We can compare success stories and challenges, and brainstorm new ideas. At the Yellowstone Country level we can remain apprised of directions and opportunities to piggy-back on their methods.</p> <p>It is also an opportunity to educate each other and our Tourism Advisory Council members about our regions and destinations.</p>	<ul style="list-style-type: none"> 8% increase in social media followers over the previous fiscal year. 2% increase in social engagements over the previous fiscal year. Increase email subscribers by 10%. Local emails (B2B): Increasing open rates to 35%, CTR to 20%. General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%. Have texting program launched and being utilized by our businesses. Set a baseline for tracking. <p>Additional objectives:</p> <ul style="list-style-type: none"> Attend all of the Council meetings, unless excused pre-meeting, for acceptable work or weather reasons. Attend partner meetings or trainings when offered. 	<p>preferably the representative who works most closely with the Department.</p> <p>Within Yellowstone Country, our region and CVB representatives also try to have seasonal meetings where we address regional issues and opportunities to work more cohesively. As well, we attend Yellowstone Country meetings as frequently as resources allow.</p>	\$3,000.00		
		<p>This method encompasses the cost of distribution of the West Yellowstone Vacation Planner through shipping directly from our printer, Fed Ex,</p>	<p>The Annual ITRR reports show Visitor Guide use still ranks high in the pre-trip planning process and even higher once visitors arrive. DMA West released a report from a study done in conjunction with Destination Analysts regarding DMO Visitor Guides that support this information as well. Some of the highlights follow:</p> <p>Reasons for Ordering Guides:</p> <ul style="list-style-type: none"> to help plan their vacation (53.4%), to review information about the destination (47.8%) to have a guide to take on their trip (44.6%). Just under 30% ordered the guide specifically for trip inspiration. <p>Usage & Trip Behavior:</p> <ul style="list-style-type: none"> Nearly 70% of potential visitors actually travel to the destination after receiving the DMO visitor guide The majority of visitor guide requestors initially learn about the DMO's visitor 	<p>Measurable objectives:</p> <ul style="list-style-type: none"> 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal 	<p>Demand for West Yellowstone's Vacation Planner by Visitors Centers around the area remains</p>			

Marketing Support	Fulfillment/Telemarketing/Call Center	<p>drive distribution and mail from direct referrals.</p> <p>It is our plan to have the following Centers included in this distribution of our Vacation Planner. Others may be included as calls are received and supplies warrant.</p> <ul style="list-style-type: none"> • Montana: Anaconda, Dillon, Big Fork, Hardin, Miles City, Big Sky, Billings, Hamilton, Boulder, Bozeman, Butte, Chinook, Cooke City, Culbertson, Ennis, Fort Benton, Gardiner, Great Falls, Havre, Hardin, Helena, Kalispell, Lewistown, Libby, Livingston, Lolo, Miles City, Missoula, Philipsburg, Red Lodge, Shelby, Columbus, Three Forks, Whitefish, Virginia & Nevada Cities, Belgrade & Wibaux • Idaho: Coeur d' Alene, Twin Falls, Malad City, Idaho Falls, Teton Valley, Ashton, Rexburg, St. Anthony, Pocatello, Bonners Fairy, Lava Hot Springs, Stanley, Driggs, Twin Falls & MHAFB • Wyoming: Buffalo, Cody, Jackson, Dubois, Kaycee, Sheridan, Pinedale, Thermopolis • Utah: Salt Lake (multiple locations), Bear Lake Visitor Center, Bear Lake State Park, Cache Valley Visitors Bureau, Forest Service - Logan • Colorado: Grand Junction • South Dakota: Keystone 	<p>guide on the DMO's website or through search engine results and ads, versus it being a habit to order visitor guides.</p> <ul style="list-style-type: none"> • These trips are largely vacations in which the visitor stays in a hotel • 70% of these visitors characterize their trip as a vacation and 68.8 stay in a hotel. • One in five visitor guide users had not yet made their destination decision when they requested the guide. • Of those that are subject to influence by the guide, nearly 90% ultimately decide to visit the destination because of the DMO's visitor guide. • 28% of those that had already made the destination decision when they requested the DMO visitor guide said the guide ultimately influenced the number of days they spent in the destination. Of this group, 70.8 percent reported having increased their intended length of stay in the city by 1.9 days on average. • 80% said they used the visitor guide as a trip planning resource before arriving in the destination and said 74.9% they used it in-market • The guides are largely used to select attractions and restaurants in the destination, as well as review maps. • 21% use these guides to select a hotel. <p>Content Consumed:</p> <ul style="list-style-type: none"> • attractions (72.7%) • maps (66.4%) • travel tips (55.3%) • events (53.5%) • dining (52.2%) • articles and features (50.2%) 	<p>year.</p> <ul style="list-style-type: none"> • 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. • 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. • 8% increase over the previous fiscal year for online campaign landing page as entry point. • 10% increase in mobile traffic over the previous fiscal year. • 8% increase in social media followers over the previous fiscal year. • 2% increase in social engagements over the previous fiscal year. • Increase email subscribers by 10%. 	<p>high. In 2018, we printed 40,000 copies and had very few left. Several out of state distribution points ran out and requested more as well. We consider providing information for these guests bound for West Yellowstone as an important part of our marketing efforts. We also increase our level of respect and cooperation because we build relationships with other Chambers and CVB's and we enhance their ability to help guests by providing the requested information.</p> <p>This helps us meet our goals of:</p> <ul style="list-style-type: none"> • Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. • Continuing to expand our marketing potential by participating in partnerships with other tourism organizations. 	\$5,000.00	
				<p>Measurable objectives:</p> <ul style="list-style-type: none"> • 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. 	<p>The VIC staff is our most critical</p>		

Marketing Support	VIC Funding/Staffing/Signage	<p>The Lodging Facilities Use Tax Fund has, for a number of years, allocated a percentage of the budget to VIC support and will continue to do so. The WY Chamber/CVB also receives funding from Yellowstone Country Regional Tourism, The Town of West Yellowstone and the West Yellowstone Tourism Improvement District (TBID). The West Yellowstone Chamber/CVB provides the required high speed internet access, workers comp, the building and building maintenance. The Town of West Yellowstone supplies restroom maintenance and supplies, lawn and parking lot maintenance, as well as the noted support of staffing.</p> <p>We will work with our partners (state, region, and local) to continue to educate our VIC staff on the social and economic importance of the tourism industry in the local area, region, and state. We will also educate the staff about the multitude and vast variety of experiences available.</p> <p>The staff will receive training on how to use our marketing tools (website, electronic resources, Vacation Planner, and new texting program) to best leverage all avenues of communications and promotions.</p>	<p>The number of travelers stopping at the West Yellowstone Visitor Center is significant: the door count for FY18 was 185,417 visitors (2.0% increase over previous year); and current FY to date the Visitor Center has serviced just over 130,000 visitors. Visitors were recorded from over 45 countries and all 50 states. The VIC staff also answers phone calls and email requests for information.</p> <p>By having the interaction with visitors we, many times a day, increase the quality of guests' experience (i.e., an activity they hadn't known of or planned), length of stay and the potential for a return visit to the West Yellowstone area and, as well, visits by their friends and family.</p>	<ul style="list-style-type: none"> 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. 8% increase over the previous fiscal year for online campaign landing page as entry point. 10% increase in mobile traffic over the previous fiscal year. 8% increase in social media followers over the previous fiscal year. 2% increase in social engagements over the previous fiscal year. Increase email subscribers by 10%. Local emails (B2B): Increasing open rates to 35%, CTR to 20%. General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%. Have texting program launched and being utilized by our businesses. Set a baseline for tracking. 	<p>marketing product "on the ground" here in West Yellowstone. The annual ITRR report shows that the Visitor Center is utilized by the majority of visitors once they reach West Yellowstone. Our destination marketing efforts bring visitors to or through West Yellowstone via Yellowstone Park. However, our VIC staff has the ability to impact length of stay and quality of experience many times, each and every day. The Visitors Center also acquires email addresses from many of those who sign in enabling future communications about the area and upcoming events.</p> <p>This aligns with our goals of:</p> <ul style="list-style-type: none"> Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a family-friendly vacation destination in all seasons. Expanding our marketing potential by participating in partnerships with private businesses and with other tourism organizations. Targeting our market as accurately as possible 	\$25,000.00	
		<p>The West Yellowstone Chamber/CVB has had a marketing and public relations position for nearly 15 years. We have found this position to be very efficient and cost effective. The value of the local knowledge of the community and of situations cannot be overstated. This position has critical marketing and public relations responsibilities including, but not limited to:</p> <ul style="list-style-type: none"> Creation, administration, and execution of the annual marketing plan, projects and budgets for Lodging Facilities Use Tax (Bed Tax) funding. 		<p>Measurable objectives:</p> <ul style="list-style-type: none"> 3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year. 1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections. 0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling 	<p>With our budget, West Yellowstone can best maximize dollars with local staff to manage our marketing and public relations projects. Often this position is required to communicate directly with our committees and boards to take advantage of marketing opportunities which arise with quick turnaround and deadlines. This person is also able to react quickly when crisis management is needed.</p> <p>The Marketing Director position was designed to spearhead projects so as to ensure consistent progress and message, create strong private and public sector partnerships to expand our marketing resources,</p>		

Marketing Support

Marketing/Publicity Personnel

- Work closely with other marketing organizations (local, regional, MOTBD) for grants and additional funding options, as well as co-operative advertising opportunities.
- Determine and sustain new markets that diversify shoulder seasons -.
- Determine social media marketing strategies, management (including content creation and placement) for social media platforms. Create, execute and oversee social media marketing advertising campaigns.
- Drive internet marketing programs including SEO and SEM, website optimization, and online advertising campaigns. Content creation, content and imaging library management, for the website, social media, and other on-line programs.
- Raise the level of marketing awareness and participation within our community through workshops and seminars, weekly marketing 'blasts,' bi-monthly marketing reports at Chamber (CVB) meetings, and quarterly meetings of the Chamber Marketing Committee. Work to promote MOTBD, Yellowstone Country and West Yellowstone brand messaging.
- Coordination of publicity efforts including content creation and response as needed for news releases, PSA's, radio and television interviews, as well as on-line event calendars, blogs, and promotions. Organize resources and participation in media and familiarization tours.
- Create and implement crisis management plans with unified public relations and community wide updates to ensure accurate, timely, and continually updated information is sent to area businesses, residents, and visitors.
- Works with and directs any required professional agencies for high quality production and development of projects that require unique skills, such as developing our internet and social media framework.
- Work towards integration and all aspects of funding sources available for West Yellowstone marketing.
- Continued education on the newest and upcoming trends, tools, resources and information to keep Montana and West Yellowstone at the forefront of potential travelers' minds.

See Job Description with duties and responsibilities attached.

Because the Marketing/PR position is held by someone who lives and works in West Yellowstone, they have a deeper knowledge of the community and its needs. They can react quickly on short deadlines and when communications are needed immediately for crisis situations. They know the members of other community partners and funding organizations and feel comfortable working on projects with multiple groups and no further intermediary is needed.

Other advantages to having in-house marketing/PR personnel:

- Increase and monitor value vs. cost
- Implementation of a consistent marketing strategy
- Maximization of the community's image
- Enhanced quality control of the brand

- average of west entrance visitation as reported by the National Park Service.
- 10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.
- 2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.
- 8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.
- **E-news goals:**
 - Increase subscribers by 5%
 - Local emails (B2B): Increasing open rates to 35%, CTR to 20% and subscribers by 5%.
 - General/niche emails (B2C): Increasing open rates to 30%, CTR to 20%
- **Electronic Advertising (E-blasts):**
 - Increase subscribers by 5%
 - Local emails (B2B): Increasing open rates to 35%, CTR to 20% and subscribers by 5%.
 - General/niche emails (B2C): Increasing open rates to 30%, CTR to 20%
- **Texting/Chat Program:**
 - 50% of our local lodging partners displaying and utilizing program materials provided.

explore potential niche markets. This position is ideally filled by someone who lives in our community, understands its dynamics and that of surrounding areas, and can act as a 'quick response unit' when needed for unanticipated marketing and publicity challenges requiring immediate and proactive action. Synergistic coordination with other local and regional marketing funds, events, and projects is also key. The position is encouraged to know the community and seek out new opportunities, strategies and projects that have strong potential to increase visitation.

This position is also responsible for publicity and media communications, development and distribution of on-line press and information releases; development of a media (print) database and distribution of information to these sources on a regular basis; development, placement and maintenance of a social networking marketing strategy that focus on web-based travel sites, social networking sites, personal information/blogs sites, web-based event and calendar sites, and community workshops.

We also expect this person to continue education and training to develop on-going knowledge, skills and networks to do the job efficiently and relay and demonstrate new resources, tools and opportunities to our constituents.

This helps us reach our goals of:

- Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continuing to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars.
- Continuing to expand our marketing potential by participating in partnerships with other tourism organizations.

\$63,262.00

JD - WYCC Marketing Director.pdf

<p>Marketing Support</p>	<p>Crisis Management</p>	<p>We, like every community, can be - confronted by unanticipated challenges including natural disasters that require crisis management. Events beyond our control including government -shut downs, road construction and wildfires have caused us to create and distribute accurate information through press releases, documents with alternative routes and activities for our front desk staff. We also make every effort to spread the word throughout our region and the state.</p> <p>In the advent of any of these unexpected situations, we need to proactively implement a crisis management process that we have created and successfully used in the past. This could include additional unanticipated expenditures including increasing hours of marketing publication relations and other support staff during the crisis. We may also need to hire additional staff for the Visitor Information Center to distribute bulletins to local businesses.</p> <p>Our crisis management plan includes, but is not limited to these components:</p> <ul style="list-style-type: none"> • Coordination with all agencies to have effective input in all press releases. • Update relevant website content, including highlighted stories in the "new sections" of the home page on our own website, Chamber Facebook and Twitter accounts, as well as updates in relevant trip blogs such as Trip Advisor. <i>Note: it is critical to have updates in place early in the morning and throughout the day as situations are updated or changed.</i> • Issue news releases if needed. • Website content and news releases could contain the following: <ul style="list-style-type: none"> ◦ Overview related to visitors ◦ Specific information on the incident (location, size, containment, closures, evacuations, air quality) ◦ Information on major road closures, alternative routes, major roads that are still open ◦ Areas, attractions, and activities that are still available ◦ Phone numbers and websites for additional information • Coordination with Yellowstone Park, the USFS, Yellowstone concessionaires, and other partners to have an effective communication channel for all Yellowstone guests. • Aid with organizing and conducting public meetings. • Create and distribute notices to local and area businesses to better assist with their guests. • Distribute appropriate information to key tourism contacts including MOTBD, Wyoming Travel, Idaho Tourism, Yellowstone Country, other appropriate 	<p>As evidenced with the Yellowstone River Closure in 2016 and wildfires in Glacier Country in 2017, and even the winter road closures due to storms, we need to be able to react quickly when faced with the unexpected</p> <p>The chance to take advantage of a limited window of opportunity, increasing our possibility of retaining visitors and potential visitors when things happens that are out of our control including natural disasters like wildfires, or government inflicted budget cuts or shut downs.</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> • 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. • 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. • 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. • 8% increase over the previous fiscal year for online campaign landing page as entry point. • 10% increase in mobile traffic over the previous fiscal year. • 8% increase in social media followers over the previous fiscal year. • 2% increase in social engagements over the previous fiscal year. • Increase email subscribers by 10%. • Local emails (B2B): Increasing open rates to 35%, CTR to 20%. • General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%. 	<p>Time is something that is in very short supply when a crisis breaks. As a result of unexpected and unanticipated events, both natural and man-made West Yellowstone recognizes that we may quickly face challenges in convincing the traveling public that our destination continues to be value-based and that we remain a top destination for travelers to Yellowstone Park and southwestern Montana.</p> <p>This aligns with our goals of:</p> <ul style="list-style-type: none"> • Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a family-friendly vacation destination in all seasons. • Expanding our marketing potential by participating in partnerships with private businesses and with other tourism organizations. • Targeting our market as accurately as possible 	<p>\$100.00</p>		
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Marketing Support	Outreach	<p>As a small, rural community who relies on tourism as our number one, and nearly only, industry, it is important to provide our businesses with current and relevant information regarding the travel industry to help them maximize their efforts and success which then strongly contributes to the health and well being of the community as a whole.</p> <p>Previously, MOTBD provided communities with front-line customer service training workshops, which the Chamber previously enhanced. Since a change in the program, the VIC, Chamber and TBID staff have offered a half day Frontline Training seminar in conjunction with the Host Week program West Yellowstone shares with Big Sky. This has been one of the most highly attended workshops in West Yellowstone. Businesses find it necessary for their changing seasonal staff and those new to our community.</p> <p>The Chamber also offers Learning Workshops throughout the winter season including customer service, marketing and other tourism related topics. In 2018, we partnered with a private business and the Yellowstone Historic Center to bring in a nationally recognized business consultant and speaker for our businesses, who also did one-on-one meetings. This was well attended, with full appointments. Many attendees implemented learnings right away, others asked about future workshops.</p> <p>For the 2019 Frontline training, we partnered with Flathead Community College to bring in the Customer Service Training similar to the previous Superhost program.</p> <p>These are just a few examples of what this method may help fund, and other opportunities may arise in which we would-desire to participate.</p>	<p>In past years, over 100 participants have come to the Local Front-line training offered each spring. The Chamber's learning workshops have also had 20-30 participants. Customer service and front-line training are important to our local businesses. Our small business owners cannot afford to travel, and often the time of formal training workshops, therefore rely on the information we can provide them.</p> <p>Currently our Marketing Director assures that a weekly email with community information and/or current marketing trends and tips is sent out. These experience an open rate of over 30%. Along with TBID, we have provided a time for local information in conjunction with the Frontline training, which employers find valuable for their summer staff.</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> • 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. • 1% increase in occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections. • 2% increase in airline arrivals to the - Yellowstone Airport from May 25-Sept. 30. Create baseline for the new extended timeframe of service to our airport.. • Local emails (B2B): Increasing open rates to 35%, CTR to 20%. 	<p>As with our Visitor Information Center staff, our front-line employees are essentially guides for our visitors when they arrive. The more information these employees can provide to their guests about local services and activities, the more comfortable our guests will feel and the potential for a longer stay emerges. In turn, good customer service leads to good reviews and word-of-mouth marketing, which leads to more potential visitors and return visitors.</p> <p>This helps us meet our goals of:</p> <ul style="list-style-type: none"> • Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. • Continuing to expand our marketing potential by participating in partnerships with other tourism organizations. 	\$2,000.00		
		<p>Public relations are a key role in maintaining West Yellowstone's position as a top destination for travelers to Yellowstone Park and southwestern Montana. Public relations challenges for FY20 will derive from known factors and possibly unanticipated ones as well. We are allocating funds to help aid in our communications with these potential visitors and those who already planning their trip to West Yellowstone should the need arise.</p> <p>We will incorporate press promotions/releases into our overall marketing plan to enhance and</p>	<p>In the past we have supported MOTBD, Yellowstone Country Region and other trips. These operators and press have provided West Yellowstone with opportunities to put our best foot forward and make important networking connections. We know that these trips and tours can be</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> • 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year. • 1% increase in 	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing intergenerational niche. And, while it is critical to market to our</p>			

Publicity	Fam Trips	<p>support traditional methods. This may include paid press release distribution to increase our market reach on a national and international scale.</p> <p>We consistently receive requests from tour companies/operators, media, independent film companies, Yellowstone Country, and MOTBD for support of Press/FAM Trips. Many of these are related to Yellowstone National Park and others are looking for unique and off the beaten path ideas for itineraries. We evaluate each request to -discover if there is a direct benefit for West Yellowstone and if the requester meets our criteria. We would like to allocate some funds for when appropriate opportunities present themselves. Part of the partnership with Visit Utah includes a FAM/press trip component, so we would like to have a budget to accommodate that, as it directly benefits West Yellowstone. We are also fortunate to be included in post-FAMs for TBEX.</p> <p>We created an application potential media and influencers must fill out to meet pre-determined criteria. This also gives us insights into the writer's reach and strong platforms. It helps to weed out those with committed assignments from those who just want a free trip to Yellowstone. We ask that all media and FAM participants utilize our social platforms with hashtags and tagging our pages. As articles and blogs are published, they are required to provide samples, links and stats to help us determine ROI.</p> <p>Funds will also allow us to create accurate and complete press kits for participants.</p>	<p>very beneficial for West Yellowstone and Montana. Digital and social media has made it easier to track ROI. With the growth in international travel and even some regions in our area like Northern Utah, having professional and reliable representation by operators and media will be beneficial to our town and area. Digital FAM and influencer trips have become popular and beneficial to DMO's, so we may pursue this avenue in the near future.</p> <p>Benefits of influencers and bloggers include:</p> <ul style="list-style-type: none"> • These established writers already have opt-in audiences • Their audiences find them as trustworthy references and value their reviews, tips and insights • Allows for niche marketing • Boosts SEO through credible back links and increased traffic • Generates relevant leads • Aids in content strategy with a flow of fresh content 	<p>occupied room nights over the previous fiscal year, as reported by West Yellowstone TBID collections.</p> <ul style="list-style-type: none"> • 2% increase in airline arrivals to the West Yellowstone Airport from May 25-Sept. 30. Create baseline for extended timeframe. • 8% increase over the previous fiscal year for online campaign landing page as entry point. • 10% increase in mobile traffic over the previous fiscal year. • 8% increase in social media followers over the previous fiscal year. • 2% increase in social engagements over the previous fiscal year. • Increase email subscribers by 10%. 	<p>historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> • Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. • Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit. • Continuing to expand our marketing potentially participating in partnerships with other tourism partners. 	\$7,500.00	
\$381,854.00							

Marketing Method Evaluation Attachments

- Attachment 1
- Attachment 2
- Attachment 3
- Attachment 4
- Attachment 5
- Attachment 6
- Attachment 7
- Attachment 8
- Attachment 9
- Attachment 10

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Print Advertising	\$50,000.00	\$10,000.00
Consumer	Online/Digital Advertising	\$60,000.00	\$10,000.00
Consumer	Social Media	\$10,000.00	\$2,500.00
Consumer	Electronic Adv - Newsletter, E-blast	\$12,000.00	\$5,000.00
Consumer	Radio & Television Advertising	\$2,500.00	\$1,000.00
Consumer	Photo/Video Library	\$15,000.00	\$10,000.00
Consumer	Joint Ventures	\$20,000.00	\$10,000.00
Consumer	Printed Material	\$4,500.00	\$3,000.00
Consumer	Website/Internet Development/Updates	\$40,000.00	\$2,500.00
Consumer	Travel/Trade Shows	\$12,500.00	\$5,000.00
Consumer	Opportunity Marketing	\$4,462.29	\$0.00
		\$230,962.29	\$59,000.00
Marketing Support	Outreach	\$2,000.00	\$0.00
Marketing Support	Administration	\$51,577.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$2,500.00	\$0.00
Marketing Support	Marketing/Publicity Personnel	\$63,262.00	\$0.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$4,500.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$25,000.00	\$40,000.00
Marketing Support	Crisis Management	\$100.00	\$0.00
Marketing Support	Research	\$13,776.17	\$2,500.00
		\$162,715.17	\$42,500.00
Publicity	Fam Trips	\$7,500.00	\$5,000.00
		\$7,500.00	\$5,000.00
		\$401,177.46	\$106,500.00

Miscellaneous Attachments

Description	File Name	File Size
FY20 Budget Pie Charts	FY20 Pie Charts.pdf	458 KB
Marketing Assistant Responsibilities	FY20_Marketing Assistant Roles and Responsibilities.pdf	362 KB

Reg/CVB Required Documents

Description	File Name	File Size
FY20 Required Documents	RequiredDocumentsFY20Signed.pdf	888 KB

Reg/CVB Required Documents

Description	File Name	File Size
FY20 Required Documents	RequiredDocumentsFY20Signed.pdf	888 KB

