



Grant Details

95522 - FY21 Region/CVB Marketing Plan

101289 - FY21 Visit Big Sky CVB Marketing Plan

DOC Office of Tourism

Grant Title:	FY21 Visit Big Sky CVB Marketing Plan
Grant Number:	21-51-012
Grant Status:	Underway
Comments:	
Applicant Organization:	Big Sky Convention of Visitors Bureau
Grantee Contact:	Lori Wetzel
Award Year:	FY21
Program Area:	DOC Office of Tourism
Amounts:	
Contract Dates:	Contract Sent
Project Dates:	06/15/2020
	07/01/2020
	06/30/2021
Grant Administrator:	Proposal Date
Contract Number	Barb Sanem
Award Year	21-51-012
Contract Dates	FY21

Contract Sent Contract Received Contract Executed Contract Legal

Project Dates
07/01/2020

06/30/2021

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?

Big Sky was born a destination ski resort in 1973. Tourism is a part of our DNA and as a result, the visitor economy is the lifeblood that affords our residents the opportunity to live, work and play here, and to have the quality of life they have, much like many Montanans. The negative impact of the COVID-19 public health pandemic, economic downturn, and complete halt to the global tourism industry including that of Montana, and Big Sky in particular, has delivered quite a blow.

Tourism, rooted in Outdoor Recreation, is the #1 industry enabling and driving Big Sky's growth. It is also fueling Montana's \$3.7 billion statewide visitor economy. As of year-end 2019, Big Sky assumed the #2 position in Montana Lodging Facility Use Tax collections behind Billings – the state's largest city, ahead of Bozeman – the fastest growing micropolitan in the U.S., and both Missoula and West Yellowstone.

Not only is outdoor recreation the reason why people choose to visit Big Sky, but it is also why eventually, they choose to come live the dream that is Big Sky. This phenomenon has fueled the growth of the other two industries contributing to the three-legged stool of Big Sky's local economy: development/construction and real estate. Second homeowners who again many times experience Big Sky for the first time as a visitor, purchase property in one of our three, private residential clubs – Moonlight Basin, Spanish Peaks Mountain Club and the Yellowstone Club, and come to call Big Sky "home," for at least part of the year.

Big Sky is known first and foremost as home to Boyne-owned, Big Sky Resort and the *Biggest Skiing in America*® offering 5,800 acres of skiable terrain in winter. In summer, Big Sky is a Gateway Community to Yellowstone – America's First National Park, located just under an hour's scenic drive along the famed Gallatin River from the park. Far-removed from any urban center, Big Sky's location at the junction of U.S. Highway 191 and MT Highway 64 (Lone Mountain Trail) in south-central Montana, is centrally positioned along the ninety mile stretch through the scenic Gallatin Canyon between Bozeman Yellowstone International Airport (BZN) to the north and the most accessed West entrance to Yellowstone to the south. Big Sky itself is situated at the base of iconic Lone Peak, elevation 11,166 feet, and encompasses the "Canyon," "Meadow" and "Mountain" areas, each with its own distinct geography, history, culture and personality.

The myriad of Outdoor Recreation activities accessible in and around Big Sky is what attracts our visitors, residents and second homeowners. Visit Big Sky's role (VBS) as the official Destination Management and Marketing Organization (DMMO) and fiscal sponsor of the state-designated Big Sky Convention & Visitor Bureau (CVB) per *Imagine Big Sky 2023* its board adopted Tourism Master Plan is to develop and promote Big Sky's summer outdoor recreation experience so that it rivals its world class winter reputation.

Public funding sources include the Big Sky Resort Area District (BSRAD) Resort Tax revenues allocated during an annual competitive process combined with Montana Lodging Facility Use Tax (4%) dollars appropriated annually by the state. Additional support comes from private investment from Big Sky tourism stakeholder businesses. To assist potential visitors with advanced trip planning from "touch down to takeoff," VBS operates the Big Sky & Greater Yellowstone Visitor Information Center (VIC) seven days a week, mid-June through Labor Day, and Monday-Friday during winter months, with a full time staffer, two seasonal staffers, a 24-hour lobby, internet connectivity and public restroom facilities. In summer 2019, the VIC had nearly 8,500 guests in the facility.

Our Vision: Big Sky's confluence of nature, culture, people and preservation is so inspiring that one visit makes you want to stay for a lifetime.

Our Mission: As the community's official destination management and marketing organization, Visit Big Sky drives the development and marketing of authentic tourism experiences, through research and stakeholder collaboration to grow Big Sky's economy while balancing the need to sustain quality of life for its residents.

1A: Strengths

Proximity to America's First National Park – Yellowstone (YNP) – Montana's National Parks – specifically Yellowstone and Glacier – are the #1 draw for our non-resident visitors per Destination Analysts' Montana Destination Brand Research Study (October 2016). Further, according to a recent in-depth study, YNP is the fourth most recognized travel destination in the Western United States among international travelers. In 2019, YNP played host to upwards of 4.02 million people. The number of visitors was down slightly year over year from 2018. Of the five gates, the most trafficked was the west entrance located less than an hour's scenic drive from Big Sky along the famed Gallatin River. It witnessed 1.69 million visitors pass through its gate in 2019. This proximity of Big Sky to a world-renown bucket list destination, the spectrum of accommodations it has to offer from affordable to luxurious, along with much more diverse dining options compared to those available in other park entrances, are competitive advantages for the destination as it looks to attract park visitors for the summer and shoulder seasons, April through November. There are also those who come for guided tours into Yellowstone in winter. Collaboration between Yellowstone Country and Glacier Country Tourism Regions to more formally promote travel "Between the Parks" albeit a 962-mile drive will continue to capitalize on the popularity of Montana's national parks.

***Sources:**

<https://irma.nps.gov/>

Outdoor Recreation | Adventure – Big Sky encompasses 120.2 square miles of natural beauty completely encapsulated by public lands, with numerous mountain ranges, the majestic Gallatin River, and diverse wildlife along with year-round recreational activities all right in its backyard. It is ideally suited for both the educated traveler and families in pursuit of adventure and outdoor recreation. Winter attracts visitors in search of the *Biggest Skiing in America*®, with world-class downhill skiing and snowboarding at Boyne-owned Big Sky Resort now also accessible to IKON and Mountain Collective passholders which has introduced the destination to the targeted audience of passionate skiers. Nordic skiing at Lone Mountain Ranch (LMR) – a National Geographic Unique Lodge of the World – with more than 85 km of world-renown trails is also a draw, along with dog sledding, snowshoeing, snowmobiling, blue-ribbon winter fly fishing, and ice-climbing. The Big Sky Skating and Hockey Association's ice rink is open to the public for ice skating and hockey in Big Sky Town Center. LMR's horse-drawn sleigh rides and snow coach dinners at Big Sky Resort round out the destination's winter activities.

Big Sky Resort leads winter marketing efforts in conjunction with Colorado-based Alterra Mountain Co., founders of the IKON Pass, along with the consortium of ski companies behind the Mountain Collective pass, which include some of the world's best ski resorts. Big Sky's greatest opportunity, and the focus of VBS, is to grow the destination's reputation BEYOND world-class winter. Occupancy levels differ by roughly 30-35% between the two seasons, and four months of what we call shoulder season remains between mid-April through mid-June and again from October through late November when many businesses reduce operating hours or close completely to coincide with the closure of Big Sky Resort. Bed tax collections reflect this imbalance with winter earning \$3 for each \$1 in revenue in summer.

The summer recreation experience offered by the Big Sky destination is unparalleled: comprised of 50+ hiking trails including the 6.6-mile round trip Beehive Basin Trail, blue ribbon fly fishing made famous by *A River Runs Through It*, whitewater rafting and kayaking, horseback riding, mountain biking, rock-climbing, bird-watching, camping, golf and zip-lining.

Big Sky Resort's *Basecamp to Yellowstone*® offers activities including the Lone Peak Tram ride up to Montana's highest scenic overlook at 11,166 feet, access to 40+ miles of mountain biking trails, guided hikes, a high ropes course, a climbing wall and paintball. Lake Levinsky Marina situated at its entrance offers pedal boats, canoes and paddle boats. The scenic 18-hole Arnold Palmer-designed public golf course at Big Sky Resort rounds out their offering. Additional mountain golf experiences include the private Jack Nicklaus-designed course The Reserve at Moonlight Basin, and Spanish Peaks Club Golf Course designed by Tom Weiskopf, both are currently accessible to renters of specific property managed units for an additional fee. For the public at-large, Big Sky's 44-acre Community Park with growing amenities and trail expansion, additional mountain biking and hiking trails, is also a draw. Finally, Big Sky has tremendous access to regional outdoor experiences that can be explored as part of any trip including the Custer Gallatin National Forest, Hyalite Canyon, Hebgren Lake, Quake Lake, Cliff and Wade Lakes, the Headwaters of the Missouri, Lewis and Clark Caverns, Ennis and the Madison River, and Virginia City.

Land of Economic Opportunity – Big Sky is a part of the Bozeman Micropolitan Statistical Area which includes all of Gallatin County. For the past three years, it has been the fastest growing micropolitan in the U.S. which means there is a constant influx of new residents for Big Sky to attract.

Source: https://www.bozemandailychronicle.com/news/bozeman-s-economy-ranked-strongest-small-economy-third-year-in/article_4f24393c-55df-5b36-9077-8a916af205ad.html

#1 Airport in the State of Montana – Southwestern Montana's Bozeman Yellowstone International Airport at Gallatin Field (BZN) set a passenger record in 2019 for the tenth consecutive year. It handled more than 1.57 million passengers an 17.3% increase compared to 2018. As the busiest airport in the state since 2013, and the eighth busiest airport in the Pacific Northwest, BZN handles 30% of all air traffic to and from Montana, one third of which is tourism related. BZN is served by Alaska, Allegiant, American Airlines, Delta, Frontier Airlines, JetBlue Airways, and United with year-round and/or seasonal non-stop service to 20 destinations in 14 states across the country. In 2019, there was a 13% overall increase in arriving passengers to BZN with the largest increases on Frontier Airlines; 118%, American Airlines; 32%. Delta Airlines; 22% and United Airlines; 17%. Located approximately an hour's drive north of Big Sky, BZN is a convenient airport for Big Sky travelers with regularly scheduled airport shuttles. A rehabilitation of the main runway in 2018 coupled with the construction of a 1,100 stall multi-use \$30 million parking garage completed in June 2019, have facilitated BZN's continued growth.

Source: <https://bozemanairport.com/reports-and-statistics>

Sense of Arrival in Big Sky – Big Sky, historically has attempted to attract visitors traveling on the US Highway 191 corridor to/from Yellowstone. However, the intersection at Montana Highway 64, the main artery into and out of the destination lacks any visual entry features or arrival sequence that one would expect to find at the main intersection turning into a world-class mountain resort community. As a result, many cars simply drive past the entrance to Big Sky. VBS continues to work with new landlord (summer 2018) of The Corner Property to develop signage and an entryway designation to contribute a sense of welcoming to visitors and residents alike at Big Sky's front door.

First Branded Hotel | Home to One of the Largest Convention Properties in Montana

Big Sky's first branded property, The Wilson Hotel – Residence Inn by Marriott opened in late May 2019 and continues to introduce the destination to the world's largest hotel company's audience of millions of Marriott Bonvoy loyalty club members. As the only lodging property located within the Big Sky Town Center, it will also be an ideal location for both Montana residents and adjacent drive market non-resident visitors due to its proximity to the vibrant weekly and special activities and events that take place right outside its doors on the Town Center Plaza. The Wilson's conference facility accommodates smaller groups and compliments Big Sky Resort's Yellowstone Conference Center which continues to offer state-of-the-art accommodations, with meeting facilities capable of hosting 750 guests. It is one of the largest facilities of its kind in Montana, able to attract national and international corporations and organizations for conferences.

Vibrant Event-driven Destination – Big Sky's full-time resident population is approximately 3,000. But during peak periods but it can swell to be as many as 15,000 people here. Beyond its unparalleled outdoor recreation activities, Big Sky plays host to at least forty major events throughout the year. Unique events, activities and entertainment make Big Sky enticing to both the regional drive market and the out-of-state visitor. The continued development of Big Sky Town Center including the recently relocated Big Sky Events Arena and new Town Center Plaza located adjacent to The Wilson Hotel make it the hub for community events especially in the summer with Music in the Mountains, a free outdoor concert series and multi-day Classical Music Festival, a weekly Farmer's Market with 100+ vendors, Big Sky PBR voted Event of the Year seven times along with a new music festivals Peak to Sky. On the mountain, Big Sky Resort's Craft Beer Festival and Vine & Dine, along with Moonlight Musicfest are additional summer draws. Winter-season events and activities include the Big Sky Christmas Stroll, Big Sky Skiing, and Big Sky Big Grass. Competitive sporting events such as The Rut and Big Sky Kids' Adventure Games, World Free-skiing Tour circuit events, Sam Adams 30 Air & Apres Show, the Big Sky Biggie 50m/30m Mountain Bike Race and new Town to Trails 5k continue to build their reputations and draw participants and spectators from around the globe.

Technology/Research –VBS renewed its three-year contract with DestiMetrics in 2019. The goal of this relationship is to continue to gain market intelligence and lodging metrics for the North American mountain travel industry consisting of 18 mountain resort destinations and the local destination being that VBS has no inventory per say. Big Sky traditional lodging entities and property management companies contribute their confidential data to DestiMetrics. It is then compiled and shared in aggregate via monthly reports outlining lodging performance based on Daily Occupancy Rates, Average Daily Rates, Rev/Par etc. It provides year-over-year data analysis including "booking pace" for the upcoming six months. A Retail Report projecting the next 60 days' occupancy can be shared with the businesses throughout the destination to assist them with staffing levels and inventory purchases. And finally, with each monthly report, DestiMetrics provides a market overview and comparison of the industry encompassing the 18 destinations with broader market conditions and travel trends impacting tourism-dependent communities and businesses. A monthly conference call and quarterly in-person meetings are held to discuss the qualitative impacts contributing to quantitative picture painted by the data.

1B: Potential Challenges

COVID-19 Public Health Pandemic and Economic Crisis

On January 31, 2020 the U.S. Department of Health declared a public health emergency effective January 27 following the Wuhan Municipal Health Commission, China, report of a cluster of cases of pneumonia in Wuhan, Hubei Province which led to the identification of the COVID-19 novel coronavirus. On March 11, the World Health Organization declared it a pandemic. On March 12, Governor Steve Bullock issued Executive Orders 2-2020 and 3-2020 which declared a state of emergency in Montana due to the global outbreak of COVID-19. The first four positive cases for coronavirus in Montana were confirmed the very next day.

The events that followed were unfathomable: closure of Montana's public K-12 schools on March 16, and on March 27 dine-in food service and alcoholic beverage businesses; health clubs, health spas, gyms, aquatic centers, pools and hot springs, indoor facilities at ski areas, climbing gyms, fitness studios and indoor recreational facilities; movie and performance theaters, concert halls, bowling alleys, bingo halls, and music halls. Here in Big Sky, Boyne-owned Big Sky Resort announced on Sunday, March 15 that the Resort was closing effective Monday, March 16.

On March 24, Yellowstone and Teton National Parks announced their closure to visitors until further notice. Big Sky as a Gateway Community to Yellowstone, has as a result seen negative impacts on the upcoming summer season already.

On March 24, Governor Bullock mandated effective March 25 social distancing measures and that non-essential social and recreational gatherings of individuals outside of home or place of residence of greater than 10 people are prohibited if at least 6-feet between individuals could not be maintained.

On March 30, under the state of emergency declaration, the Governor instituted a 14 Self-Quarantine for any persons coming to Montana from another state or country for non-work-related purposes including Montana residents returning home. As a result, lodging properties are required to include the mandatory quarantine for travelers in their communications. This order remains in effect "indefinitely".

As of Monday, April 4, Montana has 455 total confirmed cases of COVID-19 with 146 in Gallatin County where Big Sky mostly resides.

Tourism as a result is at a complete standstill.

Phased Re-Opening of Montana | Yellowstone – Glacier National Parks

On April 22, Governor Bullock announced a plan that outlined the phased reopening of Montana. Effective Sunday, April 26, the "stay-at-home" order for individuals was lifted. Beginning Monday, April 27, Main Street and retail businesses excluding bars and restaurants, were able to become operational with reduced capacity and where strict physical distancing protocols can be maintained. This includes outdoor recreation sites, so long as they adhere to strict physical distancing between groups and exercise frequent sanitation protocols if public facilities are open. Effective May 4, restaurants, bars, breweries, distilleries and casinos can become operational under strict physical distancing and reduced capacity. Gyms, pools and hot tubs as well as movie and performance theaters, concert halls, bowling alleys, bingo halls, and music halls remain closed.

Again, as of March 24, Yellowstone National Park is closed to visitors. An announcement is expected within the next two weeks as to its phased reopening. Concessionaires like Xanterra have already severely limited and delayed the opening of their businesses until June 15 with the caveat that the Governor lifts the 14 day self quarantine.

The U.S. Travel Association issued "Travel in the New Normal" guidance on Monday, May 4th which focused on six main areas.

1. Travel businesses should adapt operations, modify employee practices and/or redesign public spaces to help protect employees and customers.
2. Travel businesses should consider implementing touchless solutions, where practical, to limit the opportunity for virus transmission while also enabling a positive travel experience.
3. Travel businesses should adopt and implement enhanced sanitation procedures specifically designed to combat the transmission of COVID-19.
4. Travel businesses should promote health screening measures for employees and isolate workers with possible COVID-19 symptoms and provide health resources to customers.
5. Travel businesses should establish a set of procedures aligned with CDC guidance should an employee test positive for COVID-19.
6. Travel businesses should follow best practices in food and beverage service to promote health of employees and customers.

Disruption of the Airline Industry | Impact on (BZN)

Nationally, passenger numbers have stabilized at 95% of normal. At BZN May flights are mostly set with daily to Seattle, Salt Lake City, Denver and Dallas, and less than daily to Las Vegas, Phoenix/Mesa and Long Beach. It is expected that May will be down 80-85%. June schedules are starting to come in, but it is still too early to determine the continued impact.

Workforce/Affordable Housing – The Montana Department of Labor and Industry (DLI) for the week of April 20-24 issued over 45,000 Unemployment Insurance payments totaling \$45 million as a result of COVID-19. There 8,587 initial UI claims filed with 66,235 Montanans receiving continued UI claims. Montana ranked 16th highest in the nation with 73,162 unemployment insurance claims filed since March 1st. The federally funded \$600/week pandemic expansion of unemployment insurance provided by the CARES Act coupled with Montana's low wages has made it that many displaced workers are now receiving 120% of their weekly income on unemployment. They do not want to go back to work. This fact, with the lack of a seasonal workforce via the J1 Visa program – international workers – is resulting in a labor shortage for the Big Sky community. Further complicating the matter is that seasonal workers are housed in dormitory style accommodations. New federal regulations require each worker to have her/his own room and bathroom in the event s/he gets sick. This limits the housing available and thus decreases the number of employees a business can hire. YNP and its concessionaires are struggling with the same problem.

Source: <https://dli.mt.gov/>

Source: <https://www.uschamber.com/series/above-the-fold/unemployment-claims-amid-coronavirus-state-state-analysis>

Source: <https://www.nytimes.com/interactive/2020/04/23/business/economy/unemployment-benefits-stimulus-coronavirus.html?smid=li-share>

In addition, 50% percent of Big Sky's workforce commutes in daily per the 2019 Big Sky Housing Assessment and Action Plan Report by WSW Consulting, and this does not include the transient construction trade workforce. In 2019 and 2020 the Bureau of Business and Economic Research (BBER) hosted their state-wide Economic Outlook Series events which focused on *Facing the Challenges of Affordable Housing in Montana and Finding Good Workers* which illustrates how these two issues are impacting not only Big Sky, but all of Montana. However, the housing issue in Big Sky is at crisis proportions with more than 500 units needed just to address current housing needs, compounded by the fact that the Bozeman Metropolitan Statistical Areas which includes all of Gallatin County, is the fastest growing in the U.S. with significant in-migration. The resulting negative impact on businesses and their ability to attract and retain a qualified workforce is undeniable. Recruitment continues to be a major pain point for Big Sky's businesses. Real estate experts are predicting COVID-19 will only exacerbate the already inflated real estate prices in Montana as residents of the hugely impacted urban areas dealing with coronavirus look to move to more remote communities.

Source: <https://bigskymontanahome.com/2019-big-sky-real-estate-market-report/>

Shoulder Seasons/Short Term Rentals – Two "Shoulder Seasons" exist in Big Sky, defined as the time when Big Sky Resort and many local businesses close or dramatically reduce operations, typically mid-April through mid-June, and again from October through Thanksgiving weekend (weather permitting). This is compounded by the fact that the West entrance to YNP in West Yellowstone is closed to vehicular traffic between early member and late April. Only guided snow coach and snowmobiling tours enter in winter months, which is not widely known by first time visitors based on data collection by the state and in the VIC. The Shoulder Seasons are contracting as the community continues to grow and diversify, however unfortunately there are still times when Big Sky is NOT "Open for Business." Another contributing factor to this is that 70% of residences in Big Sky are owned by second homeowners who either choose to let their home sit vacant when they are not here or only have them available as a short-term vacation rental property. The loss of long-term rentals to STRs over the past three years is significant and contributes to the lack of affordable worker housing. Those properties that remain available for long term rental see rents through the roof with individual homeowners being rented out at amounts upwards of \$1,000/month for an individual, pricing out couples and families who cannot afford to pay equivalent amounts for the full unit. If a critical mass amount of people lived and worked in Big Sky year-round, supporting local businesses, there would be less of a Shoulder Season to address.

Natural Events/Economic and Political Environment – SEE COVID-19 Public Health Pandemic and Economic Crisis. Big Sky is a destination rooted in outdoor recreation. Therefore, its tourism-based economy is impacted by natural events such as wildfires, compromised waterways, low levels of snowfall and more. These unpredictable acts of nature can be devastating. Economic factors and political challenges at a national and international level, such as a recession or decreased international visitation due to travel restrictions and political tensions, could negatively affect the number of visitors coming to Big Sky. In addition, there can be no destination branding without locals while at the same time there can be no destination without visitors. Locals need to embrace tourism, or it will not be sustainable in the long term. Recent pressures on community infrastructure from increased winter visitation in peak periods have raised tensions among residents who are left to feel these impacts after travelers return home.

Continued Threat to Funding for CVBs (DMOs)/Increase in MT Lodging Tax – Every Montana Legislative Session, the Montana Lodging Facility Use and Sales Tax becomes a target as a funding mechanism for other state programs from Medicaid expansion to Aquatic Invasive Species prevention, and everything in between, due to the economic driver that is the visitor economy. The instability for the 7 Tourism Regions and 19 CVBs makes it very difficult to focus on our work and plan for the future due to the constant need to defend this attack on and erosion of our tourism development and promotion funding mechanism. Competition for visitors is at an all-time high with the internet leveling the playing field for even the smallest of destinations globally. International visitation to the U.S. has declined as more and more destinations have become a choice for the traveling public. Further, if the trend to increase the MT Lodging Tax continues as was done in the 66th Montana Legislative Session which put it at 8%, our competitive advantage over other, higher priced/taxed destinations could be lost, making us less attractive as a place to come visit. For Big Sky this is even more impactful due to the 3% Resort Tax levied locally. Currently we are at 11% with the potential to be at 12% should the proposed 1% Increase for Infrastructure pass with the May 5th School and Special District Election. Individuals with greater price sensitivity will chose to go elsewhere should this differential become too large.

1C: Opportunities

NEW Legislation: Senate Bill 241 (SB 241)– The ten Resort Tax Areas/Communities within Montana, whose local resident populations are dwarfed by the number of visitors they play host to each year, were successful at the 66th Montana Legislature in getting Senate Bill 241 signed into law. Currently the Big Sky community is bringing the 1% Increase to Resort Tax for Infrastructure to a vote in the May 5th School and Special Election. It will fund specific infrastructure projects to address water, sewer, capacity, water quality and the development of future affordable housing. Much of this infrastructure is needed to support current demand as well as future growth projections so it is necessary. The opportunity to have our visitors help fund these necessary projects through the 1% since the build out is addressing peak capacity not local resident population need, is critical. Our voice is our vote, so hopefully Big Sky will vote YES.

Yellowstone National Park Corridor/Summer Messaging – As was stated in Strengths, Big Sky's position adjacent to Yellowstone National Park is a primary driver for summer visitation and a point of differentiation from other outdoor recreation-based destinations. The opportunity for Big Sky to leverage the fact that 1.69 million visitors enter the Park less than an hour's scenic drive from it remains a strong growth opportunity. Big Sky is a Gateway Community Partner to Yellowstone Forever, YNP's philanthropic arm, and the National Park Service and continues to explore ways to collaborate. The familiarity of the new Superintendent of YNP with the Big Sky destination has proven extremely advantageous in continuing to forge a collaborative working relationship with the Park.

Increased Connectivity and Mobility–BZN announced new air service for Winter 19/20 including American daily to Chicago, Delta seasonal to Detroit and daily to Seattle. For the summer 2020 season beginning June, new seasonal service on Allegiant to Nashville, American Airlines daily service to Los Angeles, and Saturday service to both New York LaGuardia and Philadelphia were announced. Sun Country Airlines also announced new seasonal nonstop service to Minneapolis-St. Paul. In April 2019, work to expand the terminal at BZN began. This \$27 million project will add 70,000 square feet to the west side of the concourse. It will include four new gates, a third restaurant inside security, more retail stores, an outbound baggage handling area, passenger boarding bridges, a larger terminal apron to serve more planes and space for future development. The expansion and addition of new air service, meaning more and easier access to Montana, are key factors contributing to Big Sky's increased visitation.

*Source: <https://bozemanairport.com/article-378>

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COMING 2021: Another NEW Hotel(s) and Second Large Convention Property

The \$400 million ultra-luxury Montage Big Sky at Spanish Peaks announced in September 2018 is currently under construction. Nestled within Big Sky's 3,530-acre Spanish Peaks enclave, it will feature 150 guestrooms and suites, and 12,870 square feet of some of the finest meeting and event space in the greater Rocky Mountain region. The Montage will offer a year-round mountain paradise for luxury adventurers and outdoor enthusiasts alike and again brings with it a loyal following from its other 7 Montage properties and 2 Pendry Hotels. This additional meeting space, coupled with Big Sky Resort's Yellowstone Conference Center, will attract more MICE (Meetings, Incentives, Conventions and Exhibitions) business to Big Sky. Stay tuned, two additional hotels are in the works, first the ultra-luxury One&Only in Moonlight Basin and the other in Big Sky Town Center, however further details have not yet been released.

Big Sky Resort's Big Sky 2025 Development Plan/Winter Messaging– Big Sky Resort's 10-year, \$150 million *Big Sky 2025 Development Plan* includes extensive mountain improvements and additional summer recreation activities; Mountain Village enhancements; increased transportation options; and community engagement, including extensive housing developments. These enhancements will benefit the entire community and strengthen Big Sky's reputation as one of the top mountain resort destinations in the US. On mountain, the central, two-story Mountain Mall reopened with the Winter 19/20 season as the Exchange with the new Vista Hall in place of its old cafeteria. The modern food hall has fireplaces and six different food stations with everything from ramen and crepes to stone-fired pizza cooked in a 6,000-pound wood-fired oven. A new bar serves cocktails and offers proper seating with great views of Lone Peak. On warmer days, an expanded outdoor deck is the place to be, with seating for up to 250 people, more fireplaces, DJ sets, and village views. Replacing M.R. Hummers is the new hot spot Westward Social with friendly games of "ring the bull," stein hosting, and ro-sham-bo to keep all ages entertained. Come spring, garage doors will open to Westward's new deck where the 21-and-over crowd can also partake in games of gelande quaffing which involves sliding beer steins across a table and then chugging them.

Big Sky Resort's Big Idea and VBS Sustainability Committee Births SNO

In July 2019, with the beginning of the new fiscal year, Visit Big Sky convened a board-sanctioned Sustainability Committee to assist VBS in stewarding the Big Sky destination from a social, cultural and environmental perspective. It will research **The Mountain IDEAL: A Destination Certification Standard recognized by the Global Sustainable Tourism Council (GSTC), of which Vail (first accredited GSTC destination) and Jackson Hole have received.** The criteria and indicators within Mountain IDEAL are organized into 4 categories: 1)Sustainable tourism management & monitoring, 2) Destination planning and asset protection, 3)Community engagement, culture, and social equity, and 4) Environmental resources, energy and water conservation, and waste reduction.

Big Sky Resort's announcement on January 21, 2020, of a new sustainability initiative, The Big Picture, with a long-term goal to reach zero carbon emissions by 2030 has the destination moving in the right direction. This net zero goal is shared by all ski and golf resorts in the Boyne Resorts family. The Big Picture prioritizes reducing carbon emissions to net zero through emission reductions and offsets, as well as a focus on reducing waste. This initiative also focuses on preserving the beauty and health of the ecosystems where the company operates.

One of the positive effects of COVID-19, with a ban on non-essential travel and some countries in complete lockdown, has been the ability to witness what happens to the Earth when our impact as humans, is largely absent for the first time. A 2019 Booking.com report found that 70% of global travelers surveyed would be more likely to book an accommodation knowing it was eco-friendly, but 72% were not aware of the existence of eco-labels for vacation accommodations. Research shows that the demand for sustainable travel experiences is growing, but that demand needs to be paired with reliable information to inform travelers' decision-making. Big Sky wants to be ready to welcome these types of visitors to stay true to our values around preservation.

Source: <https://globalnews.booking.com/bookingcom-reveals-key-findings-from-its-2019-sustainable-travel-report>

1D: Brand Pillars

Montana is the fourth largest state by area yet the 44th most populated with just over 1 million residents. From this spring MONTANA's Brand Pillars that illustrate why it is The Last. Best. Place.

- **Spectacular Unspoiled Nature** -Montana's first brand pillar of spectacular unspoiled nature is addressed within all aspects of our marketing efforts. Visit Big Sky's paid and owned media leverage large, vivid imagery to display areas within and around Big Sky and YNP.
- **Vibrant & Charming Small Towns** -The States' second brand pillar is vibrant & charming small towns that serve as gateways to our natural wonders. Visit Big Sky's main goal is to increase brand awareness and immediate visitation from national and regional markets during the summer and winter travel seasons capitalizing on the high visitation and awareness of YNP. VBS co-brands Big Sky with YNP in both winter and summer creatives. Big Sky is located 58 miles north of the west entrance of the park and truly serves as a gateway to those visiting YNP.
- **Breathtaking Experiences** -Montana's last brand pillar emphasizes breathtaking experiences by day and relaxing hospitality at night. We accomplish a seamless use of this brand within our paid and owned media. When allowable, our creative copy within our print, online, social and website contain inspirational descriptions of our recreational, lodging, dining and shopping amenities. Big Sky is a tourism-based economy, so our breathtaking experiences and relaxing hospitality is the base of our marketing message.

Big Sky, situated in southwest Montana exemplifies the MONTANA Brand Pillars, but so do many of the other amazing destinations throughout the state. What makes Big Sky unique? In May 2018 Visit Big Sky's Board of Directors adopted *Imagine Big Sky 2023*, its 5-year Tourism Master Plan developed with Destination Think! It included a Big Sky Place DNA™ Study to uncover what makes Big Sky, Big Sky. The goal was to determine the core identity of this place which is at the epicenter of all experiences and stories generated by this place, in addition to its alignment with the Montana Brand Pillars. The more aligned a destination's projected and perceived reputation, the greater its authenticity and credibility to attract, retain and convert visitors into storytellers on its behalf. And as we are all aware, the internet and social media have given visitors and their word-of-mouth the power to drive future visitation to our destinations.

What we learned about Big Sky is that it tells its story as a place where people integrate their lives with nature like nowhere else. Big Sky is an *R-destination*. It is a **Remote** place where people come to **RECREATE** first and foremost and **Reconnect** with nature and themselves; a place to **Reboot, Reload, Recharge, and Rejuvenate**, with an importance on preservation of place and showing **Respect** for the natural surroundings and the local community.

- **Big Sky is a unique ecosystem that provides diverse OUTDOOR RECREATION opportunities and interaction with nature right in its backyard**
- **Big Sky is changing – it is growing and becoming an economic engine for the regional and the state, with that come impacts on the social and cultural fabric of the community and the environment**
- **Big Sky is about BALANCE.** The essence of Big Sky's DNA is about the way people interact with nature here. Consumption of this beautiful place and its outdoor recreational offerings by visitors and residents alike needs to be done **RESPECTFULLY**, to preserve this special place for future generations. If not managed appropriately, Big Sky's quality of life, the natural beauty that draws people here, and its sustainability are in jeopardy.

VBS continues to operationalize its Tourism Master Plan strategy. It's focus remains on the niche summer outdoor recreation activity of hiking, position as a Gateway community to Yellowstone and the unparalleled accommodations and diverse dining options relative to other Gateway communities. Specific, measurable, achievable, relevant, and time bound (S.M.A.R.T.) goals were developed with corresponding actions based on available funding levels and executed with year-end evaluation of progress measured. VBS, along with 100 other destinations worldwide, participated in the inaugural Tourism Sentiment Index developed by Destination THINK! in October 2018. Market research consistently shows that word of mouth is and always has been the predominant influence on the travel decision-making process. In the world of online and digital communication, peer-to-peer conversations are one of the most trusted sources of information for selecting travel destinations and determining which experiences to try. Capturing the sentiment of word of mouth is a powerful way to monitor the success of a destination.

Source: <https://destinationthink.com/about-tsi/>

Describe your destination.

Inspiration –There can be no destination branding without locals, so an important part of the Big Sky DNA Study process was to engage and excite Big Sky locals in the conversation about tourism and its positive impact on the Big Sky economy and community. Our residents are passionate about this place. They choose to live where others vacation, in an evolving community born a tourist destination. Who better to share Big Sky and inspire others to come visit than our locals?! Taking this one step further, our past and present visitors, through positive word of mouth, also provide this inspiration for future visitors. Finally, VBS will inspire visitors by showcasing the Big Sky destination via its owned and paid media channels: a robust website (visitbigsky.com), social media accounts (Facebook, Instagram, Pinterest, YouTube), email marketing, digital advertising, publications (Official Visitor Guide, Big Sky Hiking Guide), and through personal interaction with guests calling in to or stopping by the Big Sky & Greater Yellowstone Visitor Information Center.

Orientation –As the fourth largest state by area, covering a vast and varied geography, orientation for our visitors is important. Familiarity with Montana as a destination is low as illustrated by the research done for MOTBD by Destination Analysts. It showed that 8 out of 10 people who come to Montana for the first time do so to visit one of the two National Parks – Yellowstone or Glacier. Big Sky located less than an hour's drive from Yellowstone, leverages this in summer marketing communications to orient our visitors. Visitors to the Park do not tend to stay in one place the entire time but move throughout the region so collaboration with Yellowstone Country Tourism Region and our five fellow CVBs (Belgrade, Bozeman, Livingston, Red Lodge and West Yellowstone) allows us to collectively brand a destination experience unlike any other in the country. This "packaged" itinerary, again, helps with visitor orientation. Only 4% of travelers are considering Montana as a winter destination and that is primarily to come and ski. Orientation in winter is done by the name/brand recognition built up by Boyne's Big Sky Resort through highly targeted channels. Joining the IKON and Mountain Collective Pass products this past year also helped orient the passionate skiing audience to the resort and Big Sky. Finally, #FlyBZN is a regional collaboration that VBS participates in dedicated to expanding and obtaining new air service into Bozeman Yellowstone International Airport. Its marketing support orient visitors by communicating direct flight markets into Bozeman/Big Sky. The orientation of guests into within the Big Sky destination itself is done by designating the Canyon – Meadow – Mountain areas and the related outdoor recreation activities in each. The VBS website, OVG and other communications reinforce this lexicon, as does the Wayfinding Signage on US Highway 191 and along MT Highway 64 into and around Big Sky.

Facilitation –Facilitation in tourism marketing is analyzing the needs and wants of prospective travelers, presenting destination options and ideas, and conveying messages to those travelers. Our national, multi-channel marketing campaigns will continue to facilitate information sharing with our consumers throughout the planning and purchase process with a mix of paid, earned and owned media. Further, VBS will continue to work with local tourism stakeholders to present new content as it develops to keep the messaging fresh and connect the potential visitor with their websites for additional information. The Big Sky & Greater Yellowstone VIC, VBS website and downloadable OVG, in addition to the 65,000 hard copy guides distributed throughout Montana and in ID, NV, UT, WY, are touch points and key pieces of communication that assist visitors. Yellowstone Country Tourism Region's guide and regional map are also helpful in facilitating a trip to our area.

Optional: Include attachments here

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

Demographic

For summer:

- Adults 25-65+
- HHI: Over \$75K+
- Well educated: College Degree and Families

For Winter, following MOTBD's Winter Enthusiast Demographics

- Adults 25-54
- Married with kids in the home
- HHI: \$75K+

Geographic:

1. **For SUMMER:** For out-of-state include all 20 direct flight markets that lead to Bozeman Yellowstone International Airport (BZN): Seattle, WA, Portland, OR, San Francisco, CA, Los Angeles, CA, Long Beach, CA, Salt Lake City, UT, Las Vegas, NV, Phoenix, AZ, Denver, CO, Dallas, TX, Houston, TX, Minneapolis, MN, Chicago, IL, Atlanta, GA, New York, NY, Newark, NJ, Nashville, TN, Philadelphia, PA and Boston, MA. Include full state geographies that border Montana and include more than one top 20 DMA (based on Google Analytics and Arrivalist Research). For in-state prioritize delivery in Billings, Great Falls and Missoula markets.

2. **For WINTER:** For out-of-state include all direct flight markets serving winter. In addition, VBS will target past visitors to Big Sky Resort, and IKON and Mountain Collective participating ski resort areas with a focus on those searching for Jackson Hole in particular, being that it is just a four hours' drive from Big Sky. Montana resident skiers are a significant audience as well.

Big Sky's summer and winter target geographies are different due to their specific reason for visiting – Yellowstone or world-class skiing – and the mode of transportation taken to get here. Summer has a heavy in-state as well as drive-in market from not only adjacent states but from throughout the US due to the increase in travel via RVs and sprinter vans. Direct flight markets are key as well with Salt Lake City being one of specific importance due to many international and domestic travelers choosing to fly into it and then drive to the West entrance of Yellowstone from there. During the winter months non-resident visitors are primarily flying into BZN to come to ski, so again direct flight markets are key.

Psychographic – Educated travelers and Families have been identified as the high potential visitors to Big Sky. They live in urban areas, are married, educated affluent millennials who likely have children. Dining out, comfortable lodging and outdoor-focused experiences are part of their ideal vacation. They enjoy learning about local history and cultural sights and have a desire to explore the Rocky Mountains and YNP.

By focusing on Big Sky's unique natural beauty, plethora of both winter and summer activities, its proximity to the America's First National Park with unparalleled accommodations and diverse dining options compared to other Gateway communities, VBS intends to develop the creative aspect of our marketing efforts to portray a sense of comfortable isolation that attracts free-spirited adventurers as well as travelers looking to experience the natural world without sacrificing modern comforts. We will aim to create an allure for travelers willing to commit their time and resources to traveling to our distinctive location, for we are certain if they visit once they will surely return again and again, and maybe even for a lifetime.

b. *What are your emerging markets?*

Emerging Markets – Bozeman Yellowstone International Airport (BZN) announced more seats to more cities from BZN for summer 2020. Overall, non-stop service will be offered to 20 markets (3 more than last year) on 8 airline brands (one more than last year). Available seats for the May-October period are expected to increase approximately 24.4% over the previous record set in summer 2019.

*Source: <https://bozemanairport.com/blog/summer2020>

Optional: Include attachments here.

c. *What research supports your target marketing?*

Research – VBS utilizes research provided by the Montana Office of Tourism and Business Development (MOTBD) including the most recent Winter Enthusiast Report (2018) and the Montana Destination Brand Research Study (2016). Further, it leverages the updated tourism statistics and special reports from Tourism Advisory Council (TAC)-selected research projects provided annually by the Institute for Tourism & Recreation Research (ITRR). The DestMetrics lodging platform utilized by VBS in partnership with nine lodging partners in destination provides up-to-date occupancy and rate data, and this, coupled with website and social media analytics, past marketing campaign effectiveness and visitor information from guests to the Big Sky & Greater Yellowstone Visitor Information Center are all used to inform marketing decisions. VBS also works with agencies to gather market-specific research. Summer visitor experience research was conducted by Destination Analysts in June, July and August of 2019 to uncover pain points on the traveler journey to Big Sky from "touch down to take off," as well as the overall experience after the trip. As mentioned earlier, the Tourism Sentiment Index is a 3-year research project that analyzes the change in word-of-mouth about the destination online from year to year by season and outdoor recreation activity. The second report was produced in October 2019.

Imagine Big Sky 2023, the five-year Tourism Master Plan for VBS was adopted May 2018. In FY19 VBS took its first step to operationalize this strategy into an annual plan. Specific, measurable, achievable, relevant, and time bound (S.M.A.R.T.) goals will be developed with corresponding actions based on available funding levels and executed with year-end evaluation of progress measured.

1. Develop a sustainable SUMMER OUTDOOR RECREATION experience

Goal: By 2023, Big Sky will have grown its product offering into a unique, competitive and sustainable outdoor recreation destination experience.

To develop the experiences that align with our Place DNA™ and adhere to our commitment to sustainability and resident quality of life will require a collective effort lead by VBS. The organization will develop what it promotes and promote what it develops.

Actions:

- Leverage Big Sky's Place DNA™ working collaboratively to infuse it across the destination to create a unique Big Sky experience that is impossible for others to copy.
- Expand the organization's focus from strictly promotion toward the development of a sustainable destination tourism experience.
- Lead and support all stakeholders to create memorable experiences that produce raving fans.
- Monitor the visitor experience to benchmark and strengthen the destination experience.
- Advocate for the protection of Big Sky's natural environment by supporting organizations, policies, standards and guidelines that encourage sustainability.
- Prioritize and measure the attitude of residents towards tourism on an ongoing basis to ensure communication about on-going efforts to maintain the balance between growth and quality of life is effective.

2. Engage in destination promotion to broaden Big Sky's reputation BEYOND WORLD-CLASS WINTER

Goal: By 2023, Big Sky's reputation for sustainable, outdoor recreation beyond The Biggest Skiing in America®, especially in high-value audience segments, will reach beyond that of a ski resort destination.

Actions:

- Identify clusters of products and experiences as a basis for niche audience segmentation.
- Transition away from traditional paid advertising methods, towards more modern, online and digitally focused marketing and promotion, and earned media to segment Big Sky's audience and cost-effectively target the people who will truly connect with the destination. The new and improved Visitbigsky.com website launched in August 2018, and it, as well as VBS' social media channels have played a big role.
- Invest in integrated marketing technology that enables VBS to scale its activities efficiently.
- Identify and address pain points for Big Sky's target audience in the path-to-purchase as well as on the customer journey from touch down to take off.
- Enable and encourage others to share stories about Big Sky's experiences to generate positive word-of-mouth and online advocacy.
- Establish a communication framework to monitor word-of-mouth conversations about Big Sky and to amplify the most aligned stories for maximum reach and impact.
- Develop a set of marketing metrics to measure sentiment from target audiences towards the destination to ensure Big Sky's reputation strengthens over time.
- Conduct research to establish a baseline and continue to do so to ensure on-going efforts are successful.

3. Establish Visit Big Sky as the leader in the tourism collective

Goal: By 2023, Visit Big Sky will have successfully implemented this strategy through leading a collaborative effort of all stakeholders including its industry peers, resulting in a vibrant local economy and a healthy and sustainable community for Big Sky.

The VBS vision is ambitious because VBS is a relatively small player in a highly competitive environment alongside its other seventeen mountain resort destinations which participate in the DestMetrics lodging platform including Jackson Hole, Sun Valley, and Park City just to name a few. Big Sky's competition relies on well-funded destination marketing organizations which employ talented people. Turning a vision into reality requires focused, collective action. VBS must act as the custodian of this strategy. Without this mandate, the leadership required to align all stakeholders and to drive cohesive action does not exist. VBS will put people, partners, systems and processes in place to follow world-class destination marketing practices. It cannot outspend its competition, but it can outsmart them. To continuously build trust with all stakeholders, VBS will put measurements and communication in place to ensure everyone understands how it is progressing as an organization and as a destination.

Actions:

- Develop a stable source of funding that will allow VBS to implement this strategy and continue to lead responsible tourism growth in Big Sky.
- Create a set of benchmarks and key performance indicators (KPIs) to measure the impact of tourism on economic, environmental and quality of life (social/cultural) factors in Big Sky.
- Optimize the organization to ensure that our team and partners have the capacity and capabilities to enable them to deliver on this plan.
- Work closely with the community and the statewide tourism industry to deliver the priorities outlined in this document. This includes regular reviews of this plan to consider new ways of creating value.
- Correlate success indicators to monetary value to provide an indication of the economic impact of our investments.
- Educate and advocate for the tourism industry on a local, state and national level, sharing its economic impact on the health of the local and broader U.S. economy to ensure its future.

4. Preserve the natural assets and social and cultural fabric of the Big Sky community as stewards of the destination

- Form a Sustainability Committee to explore the Global Sustainable Tourism Council's Mountain Ideal Certification program

VBS will track progress by measuring four types of performance

1. Visitor experience: Are visitors satisfied with their visit to the destination?

2. Consumer engagement: Is word-of-mouth promotion improving?

3. Operator effectiveness: Are there opportunities to improve experiences?

4. Corporate transformation: Is the DMO built to adapt to modern marketing?

In the past, VBS performance measures have focused on tracking increases in the following metrics: Montana Lodging Facility Use Tax collections, local Big Sky Resort Tax collections, number of skier visits, number of visitors to Yellowstone National Park **overall and through the** West Entrance specifically, passenger totals into Bozeman Yellowstone International Airport (BZN) and Montana Department of Transportation traffic counts on US Highway 191. Another lesson learned through the Tourism Master Planning process is that MORE is not necessarily better. It is about QUALITY versus QUANTITY of visitors. VBS will continue to monitor these metrics, but its focus will be on attracting the RIGHT type of visitor who will stay longer, spend more and have respect for the destination, local community and its residents, so new metrics as indicated above are needed.

Big Sky cannot thrive as a sustainable tourism destination without an organization to manage the overarching visitor experience and resulting word-of-mouth influencing the overall destination brand, and to engage residents so that they understand and embrace the tourism economy. That requires stable funding. VBS is the organization that was birthed in 2013 to fill this role. To be successful, all stakeholders need to understand and embrace Imagine Big Sky 2023. VBS's Tourism Master Plan. Collectively Big Sky will work to develop authentic tourism experiences, improve its reputation, attract the right visitors, and together with residents, grow its community in a sustainable way to preserve quality of life by leading the community through the plan outlined in this document. VBS will be able to grow tourism responsibly. This approach will mitigate business risk and provide a significant competitive advantage for Big Sky's tourism industry.

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

MOTBD joint ventures related to agency services assistance due to the limited staffing resources here in Big Sky are valuable, for media placement as well as more regional research. Joint public relations efforts, FAM Trips and participation in international travel trade-shows to address international markets can only be done via Joint Venture for Big Sky. In the future, the opportunity to partner on any video production being done by MOTBD in Big Sky would be greatly appreciated.

Optional: Include attachment here.

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

Visit Big Sky/Big Sky CVB will continue to work with organizations, businesses, Yellowstone Country Tourism Region and the six other CVBs within it to combine our marketing efforts in order to increase tourism to the region at large. Joint Ventures have included a regional/local Trip Advisor program, co-op print and digital in winter/skiing publications, a statewide digital campaign and regional FAM Trips. Event sponsorship of lifestyle events in specific drive market mountain resort communities such as Jackson Hole and/or Park City would be a new potential opportunity to partner.

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

In FY20 VBS partnered with MOTBD a few warm and winter season joint ventures: Digital media buy in Parent's Magazine for summer digital ads, Hoffman York for a hiking and hunting marketing campaign execution, and three TBEX FAM trips. Out of each of these joint ventures, we have received exposure in new markets (2 Traveling Dads), furthered our media reach (hiking and hunting campaigns), and received many images and articles that we will absolutely utilize in future marketing efforts. As mentioned above, this partnership allows Big Sky to engage in activities that it might not be able to afford. Yes, they were successful, and we will continue to take advantage of the opportunities put forth by the state and Yellowstone Country.

Optional: Include attachments here.

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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 Attachmt
Consumer	Print Advertising	Visit Big Sky will use a mix of print together with online advertising and social media support during FY21. We will strategically leverage the CVB funds to compliment all marketing efforts of VBS while following all TAC rules and regulations. During FY21, VBS will continue to execute a national and regional key market warm season campaign with a focus on educating potential visitors about our proximity to YNP and highlighting our unique summer outdoor activities, accommodations and dining options.	As VBS continues to increase its online and digital marketing efforts, it will continue to use print advertising as a double edged sword strategy to one be a compliment and two to push traffic to online/digital content. Print also has the power to rise above the heavily concentrated digital scene and leave a lasting impression on consumers with a tangible piece of material. Source: https://www.conlinpress.com/printed-catalogs/#~:text=Printed%20catalogs%20absolutely%20still%20have,webistes%20wish%20they%20could%20achieve	KPI's include a copy of the National Parks ad together with reporting the number of West Yellowstone travel planners printed and viewed online and the West Yellowstone website statistics for the number of page views and sessions.	Print focuses on YNP targeted publications which targets individuals planning a trip to the park within the next year. These ads position Big Sky as a northwest Gateway Community to Yellowstone located within an hour's scenic drive from the West entrance and showcase the destination's own summer outdoor recreation product offering, with an emphasis on hiking. The unparalleled accommodations and dining options available in Big Sky versus other gateway communities in Montana are also highlighted.	\$12,990.00	VBS targets print marketing efforts which emphasize our proximity to Yellowstone National Park. The attached file was placed in the National Parks Trip magazine which focused on our outdoor recreation and exceptional dining options. A full-page advertisement was placed in the West Yellowstone Visitor Guide. Over 45,000 copies of the guide are printed and distributed nationwide along with 2766 downloads of the planner online. The ad is also seen on The Destination Yellowstone website which garners over 1,080,800 page views per year and has 342,062 sessions. This ad does not generate leads, however, with Big Sky being a gateway community to Yellowstone National Park and under an hour's drive from the park's west entrance, placing media in the publication meets our objectives, was successful and is a strategy that will be used again in FY22.	VBS_National_Parks_Mag_Spring_2020.pdf
Consumer	Online/Digital Advertising	Online advertising includes search engine marketing and optimization (SEM/SEO), many types of display advertising (including web banner advertising), and mobile advertising. It provides meaningful scale, cost-efficiency, frequency and the ability to self-optimize. It also intercepts audiences within their core digital environments where consumers are actively looking for information. We can maximize impressions while leveraging targeting platforms to drive greater effectiveness and efficiency.	The Montana Destination Brand Research by Destination Analysts (2016) demonstrated the very low awareness of Montana by potential visitors. Source: https://hoffmanyork.com/work/montana-office-tourism-discover-your-montanamoment	KPI's include copies of the ads and reporting of the number of clicks and impressions for the Google ad campaign.	VBS online digital monies will support the major marketing effort for the Big Sky destination to grow its reputation beyond world-class winter, highlight summer outdoor recreation offerings, its position as a Gateway Community to YNP and the unparalleled accommodations and dining options available. In addition, they are used to reinforce air route development print efforts in educating travelers about how easy it is to get to Big Sky via direct flights. The ease of getting to a destination dramatically impacts visitation. Awareness of Montana is low per Destination Analyst research with potential visitors knowing very little. This allows VBS to provide orientation to those visitors looking at Montana to plan their trip.	\$137,730.34	FY21 online/digital efforts consisted of two projects, a digital advertising campaign with Metric PPR/Google ads and Pocket Outdoor Media digital ad. The Metric PPC/Google ad ran from July 1, 2020 to November 30, 2020 and used retargeting techniques for Yellowstone Park related searches to target Big Sky as a destination for those searching for Yellowstone. The campaign produced 153,000 clicks and 8.17M impressions with a click through rate of 2%. The Pocket Outdoor Media campaign's copy of the digital ad is attached. Because COVID 19 made travel difficult, this method was not as successful as we had hoped in FY21 but this method is budgeted for FY22.	Warren_Miller_Digital_Banners_10_01.pdf
Consumer	Billboards/Out-of-Home	VBS has placed three banners in prominent locations at the Bozeman Airport to guide and orient travelers to our destination.	The banners are a low maintenance marketing tactic that produce high ROI. According to Lamar.com, in May of 2019, a research report revealed 90% of U.S. travelers have noticed OOH advertising during a one-month span, and 80% of people have noticed OOH ads in one week's time span. This research reveals that consumers are interacting with OOH at high levels. This research also found that 46% of surveyed adults had conducted an online search after first seeing the object of their search in an OOH ad. Source: https://www.lamar.com/howtoadvertise/Research/2019-Nielsen-Out-of-Home-Advertising-Study	KPI's will include the increase in passenger traffic and the success of expanded and/or new flight service into Bozeman.	Out-of-home advertising (OOH) is inspirational and is the ideal vehicle to promote the big, colorful messages that VBS has created. The banners also providing orientation to travelers with two indoor banners and one outdoor banner located at the Bozeman airport.	\$900.00	Funding this year was spent for renting the banner space at the Gallatin Yellowstone International Airport. The passenger traffic did not increase in 2020 due to the COVID 19 pandemic with passenger counts decreasing by 43.5%, even so, an eighth airline was added, Sun Country, with seasonal service to Minneapolis/St. Paul. In addition, Alaska Airlines added daily, non-stop service to Los Angeles (LAX) and Allegiant added non-stop service to Nashville. JetBlue added seasonal service to Boston, New York (JFK) and Fort Lauderdale and American added seasonal service to Charlotte, NC. The Bozeman airport also completed the Concourse B expansion adding 4 additional gates, restaurants and restroom facilities. See attachments #3 and #4 for examples of our airport banners. Even though the passenger count was down, this segment was successful due to the flight expansions which will benefit VBS in the coming years by bringing in more passengers who will see our airport banners so this method will be used again in the future.	Airport_Banner_Exterior.pdf
		Today's tech-savvy traveler relies heavily on the internet to dream						

Consumer	Website/Internet Development/Updates	<p>about, plan, book, and share travel experiences. In FY19, a new website was developed for VBS to better showcase the Big Sky destination in comparison to the other 17 mountain resort communities in our competitive set. The goal was to provide a state-of-the-art digital destination resource.</p> <p>The new site updates included: a digital visitor guide with interactive links, leads tracking capabilities, upgraded business listings and event calendar, improved email marketing connectivity, mobile optimization, trip planning resources, an overall improved user interface and site layout to support organic and paid SEO efforts. Local photographers, videographers and bloggers continue to provide new and fresh content that highlights Big Sky's outdoor recreation experience, natural beauty, events, tourism businesses, and amenities. FY21 funding will maintain the optimal functionality of the website and continue to showcase Big Sky.</p>	<p>Online advertising includes search engine marketing (SEM), many types of display advertising (including web banner advertising), and mobile advertising. It provides meaningful scale, cost-efficiency, frequency and has the ability to self-optimize. It also intercepts audiences within their core digital environments where consumers are actively looking for information. We can maximize impressions while leveraging targeting platforms to drive greater effectiveness and the method of planning and booking is becoming heavily skewed toward digital. Digital tools allow for greater analytical monitoring to see what visitors are looking for and did your destination provide that need which will allow for continued improved performance for the future.</p> <p>Source: https://www.mckinsey.com/~media/McKinsey/Business%20Functions/McKinsey%20Digital/Our%20Insights/How%20six%20companies%20are%20using%20technology%20and%20data%20to%20transform%20themselves?The-next-normal-the-recovery-will-be-digital.pdf</p>	<p>KPIs will include the use of Google Analytics to measure the following: number of website visitors, unique visits, time spent on the site, pages viewed per visit, bounce rate, and exit rate. SEO will also be used to measure the website ranking. A screen shot of the home page will also be included.</p>	\$16,700.00	<p>A user-friendly, aesthetically pleasing and trackable website is key in destination branding to get visitors to choose to visit Big Sky. Working with a knowledgeable website development company has ensured that the VBS website is utilizing all the latest technology to keep up with the ever-changing digital landscape and consumer demands. An optimized website draws more traffic to the site, inspires travelers to plan a trip, and its functionality increases time on site and orients the visitor to the destination. Keeping content current gives each visitor the most comprehensive view of activities, events, accommodations, dining and retail that Big Sky has to offer. The use of analytics to monitor and serve up additional information to potential visitors is fundamental and ensures marketing dollars are being maximized.</p> <p>VBS created a new website for our visitors to use in a more user-friendly way than the old website. Additionally, the new site is easier to maintain by VBS staff which allows us to make website changes as they arise, so our visitors have more accurate data to make their vacation choices. With the website transition, we were without a functioning website for part of FY21 which did affect our stats slightly, however, our new website is considered a success based on the following statistics:</p> <ol style="list-style-type: none"> 1. Number of website visitors/website sessions: 338,827 visitors with 416,038 sessions with 87.6% of these being new visits to the site 2. Average session duration: 1 minute and 26 seconds 3. Bounce Rate: 67.20% 4. Pages viewed per visit: 1.62 with 673,679 page views 5. Exit Rate: 61.57% 6. Unique visits: 338,827 7. Website Ranking: 3.7 <p>The top landing pages were: home page; activity finder and Discover Big Sky-Soak up summer for dawn to dusk.</p> <p>According to Google Search Console, the Visit Big Sky website garnered 6.17million impressions and 159K clicks, with a URL click through rate averaging at 2%.</p> <p>We feel we have met our objectives with our new website and this segment was successful. We are going to continue to invest in the method for FY22.</p>	Visit Big Sky Website home page.docx
Consumer	Social Media	<p>VBS will use a variety of social media reporting tools including Sprout Social and the platforms' own analytics to monitor and report across multiple social media channels including Facebook, Instagram, Twitter. Sprout Social provides insights into social media conversations around the VBS brand, allowing us to increase interaction with potential and current visitors. A tool for VBS is Hey Orca, a scheduling app that allows us to create, plan and post to all three of our current social media channels. This increases staff efficiency and campaign effectiveness.</p>	<p>VBS has found great success in sharing the unique offerings of our area on social media. In FY21 we will continue to connect with visitors, influencers and stay current on other destination social platforms and industry trends. Year-over-year we have seen a rise in number of followers, engagements on posts, comments, etc. In FY18 we began adding two hashtags to almost all of our advertising and marketing materials to increase engagements within current followers that we know are already interested in our brand and destination. Below are our current social media statistics:</p> <ul style="list-style-type: none"> • Visit Big Sky Facebook: 21,123 followers - increase of 5% from FY19-FY20 • Visit Big Sky Twitter: 3,056 followers - increase of 3.5% from FY19-FY20 • Visit Big Sky Instagram: 11,368 followers - increase of 13% from FY19-FY20 • #visitbigsky - 13,442 hash tagged posts <p>Source: https://analytics.facebook.com</p>	<p>Success will be measured by following industry standards and specific KPIs including increased likes, follows, engagements and hashtag usage.</p>	\$8,288.00	<p>In today's digital world, word of mouth reigns. The visitor's ability to influence future potential visitor's via social media cannot be denied. Increasing awareness of the VBS brand via social media channels will help extend its reach to potential new visitors. This method connects the destination with influencers contributing to the digital conversation being had online about our destination. Further, user generated content from these channels garnered by VBS help to promote the authenticity of the destination through the eyes of the actual visitors.</p> <p>Visit Big Sky Facebook: fan/follower increase of 1.94% compared to FY20 increasing to 21,136 followers; published posts - 104; impressions - 4,004,277; engagements - 118,023</p> <p>Visit Big Sky Instagram: fan/follower increase of 6.4% compared to FY20 resulting in 11,625 followers; published posts - 71; impressions - 478,358; engagements - 13,365; most used hashtags -</p> <ol style="list-style-type: none"> 1. #visitbigsky-39 2. #montana-32 3. #bigsky-31 4. #bigskycountry-20 <p>Visit Big Sky Twitter: Fan/follower increase of 2% compared to FY20 for a follower base of 3,065; published posts - 43; impressions - 57,925; engagements - 916.</p> <p>VBS monitored its social media efforts by using the social tracking and reporting tool, Sprout Social. With this method reaching the entire global market, we feel this method is a success and this marketing strategy will be used again in the future.</p>	
Consumer	Electronic Adv - Newsletter, E-blast	<p>For FY21, VBS will increase its email marketing programs. Visitors can still sign up on the website for an e-newsletter or to receive our visitor guide on the VBS website thus capturing their contact data. VBS also collects leads through paid advertisements in both digital and print media. VBS will continue to segment and serve up targeted messaging by season and activity. VBS is also in close contact with the local lodging partners to push discounted rates along with messaging around events and other Big Sky related, educational materials to its targeted lists.</p>	<p>Email marketing is one of the most effective channels to help reach potential visitors and convert them to a booked traveler. Monitoring the success of campaigns is very simple and A/B testing can be used to create more effective messaging. Many marketers consider email to be the most effective tool in lead generation. Below is the current number of consumer email leads generated:</p> <ul style="list-style-type: none"> • Yellowstone National Park Targeted Leads - 22,812 Contacts • In-House Leads - 12,010 Contacts • Print Media Leads from JVs - 1,814 Contacts <p>Source: https://www.slingshot.com/explore/blog/the-evolution-of-destination-marketing-part-one</p>	<p>VBS will measure success by the number of total recipients, open rate, click-through rate, bounce rate and unsubscribed rate.</p>	\$5,000.00	<p>For FY20 VBS, just started to dive into an email marketing strategy. While generating leads through both digital and print media, along with in-house leads, VBS created a valuable list of targeted leads that were interested in learning more about Big Sky.</p> <p>VBS sent 23 successful email blasts during FY21 with most of the content being informative regarding COVID19 and the mandates relating to the pandemic and the monthly retail reports distributed to the local community. The number of total recipients were 129,918; the average open rate was 27.2%; the average click through rate was 3.1%; the bounce rate was 11%; and the unsubscribe rate was .01%. From the above statistics, this method was very successful and was budgeted again for FY22.</p>	
Consumer	Digital Asset Management/Aquisition	<p>VBS uses Crowdriff and Media Hub, a user generated content platform and content management system, to source this content, store it, and serve it up easily. It also makes it easy for third party content providers to upload assets into the system for VBS's use</p>	<p>According to Crowdriff, today, visuals have more influence over people's decisions than any other content type. Assets generated through the Crowdriff platform can be used to populate self-optimizing website galleries, email newsletters, ad creative, social media channels, and even live photo displays. By harnessing and showcasing these stories, brands are able to connect with customers in a more authentic and personalized way - lifting engagement, strengthening consumer trust and ultimately driving sales. By utilizing and showcasing user-generated content, we are allowing our most passionate visitors to become our personal brand advocates, sharing their insights on our community, outdoor recreation products, services and more.</p> <p>Source: https://crowdriff.com/</p>	<p>VBS will measure success by the number of assets acquired and engagement in using those assets on its website social media channels.</p>	\$13,300.00	<p>Our product is our place. To represent Big Sky, an ever-changing destination, new content is constantly required and the ability to store acquired and approved assets. Of the custom galleries on specific website pages, the top three galleries were skiing and snowboarding with a 180.7% engagement rate; fishing with a 185.9% engagement rate and Big Sky Weddings with a 157.9% engagement rate. The content acquired from Crowdriff is used for Instagram, Facebook, Twitter posts as well as posters and banners. As in the past, this segment was very successful in FY21 and will be used again in the future.</p>	
				<p>Opportunity marketing funds are just that.</p>			

Consumer	Opportunity Marketing	VBS will use this method to take advantage of any marketing opportunities that arise after this submission.	VBS every year has had opportunities presented to it that it was able to take advantage of due to this pool of funds. This method was not utilized in FY21 due to COVID 19.	This will vary depending on the type of project, but we plan to measure the success according to industry standards and with metrics that are trackable.	These monies allow VBS to take advantage of unforeseen opportunities when they present themselves. This could include any upcoming co-op opportunities with local tourism stakeholders, new strategic partner initiatives or in response to emerging markets, a new product offering or event.	\$10,000.00	Due to COVID 19 and the unforeseen outcomes of the pandemic no marketing opportunities were presented to VBS during FY21, so no funds were spent in this method. This method has been used in the past and once the effects of the pandemic are lessened, it will be used again in the future even though it was not successful in FY21.	
Consumer	Joint Ventures	Dependent upon opportunities provided by MOTBD and Yellowstone Country Tourism Region. Typically, these have included has been digital advertising co-ops, support of ad agency services and regional FAM trips.	In FY21 VBS participated in a winter season joint ventures with Yellowstone Country Tourism Region. These allowed us to extend our marketing efforts both in and out of state. We also participated in a joint venture with other CVBs in our region to increase direct flights into the Gallatin Yellowstone International Airport. Joint venture marketing, which is sometimes referred to as co-marketing or a strategic alliance, allows two companies to combine the strength of their marketing efforts in order to build sales revenue and increase brand recognition Source: https://smallbusiness.chron.com/joint-venture-marketing-30933.html	We consider the opportunity to partner in these joint ventures a success within itself. Specific measurements will be dependent upon the joint venture opportunity. However, past programs measured number of leads generated, ad impressions, and clicks throughs to the website. Joint ventur dollars support air route development efforts in partnership with the #FlyBZN regional collaboration which includes Bozeman Yellowstone International Airport (BZN), private Big Sky businesses, the Bozeman CVB/TBID and Yellowstone Country Tourism Region with placement in market-specific publications. Focus is on supporting expansion of existing service and new direct flight service into BZN.	VBS will work in partnership with MOTBD, Yellowstone Country Tourism Region and the six other CVBs therein to leverage all parties' marketing dollars. As we know, visitors traveling to Montana do not spend their time all in one place generally speaking. Driving scenic byways is one of the Montana brand pillars and speaks to the need to partner beyond the local destination within our region and the state.	\$37,500.00	<p>During FY21, VBS partnered on three total joint venture opportunities, two of which were with Yellowstone Country, one with the Air Route Development Fund.</p> <p>Air Route Development Fund - The overall goal of the monies put towards air route development was to drive traffic through more direct flights to Bozeman to help increase the awareness of Big Sky and influence a visitor's decision to travel to our destination.</p> <p>"This was a joint venture project with Yellowstone Country, the Bozeman CVB, and other partners." Visit Big Sky CVB participates with other CVBs to meet the required marketing commitment by airlines to bring new/expanded/continued air service into Bozeman Yellowstone International Airport.</p> <p>Our objective for participating is to increase air service options for travelers in-bound to the region. The side benefit is the increased travel options for resident travelers.</p> <p>Big Sky CVB provided the following results:</p> <ul style="list-style-type: none"> COVID-19, had a dramatic negative effect on passenger traffic in Bozeman International Airport. The number of passengers decreased by 646,085 (-43.5%) from 2019 to 2020 with a total passenger count of only 889,775. However, the decrease was less than the national average of 60.7% for U.S. airports. Even though traffic was down, one additional airline was added to the lineup along with the number of non-stop and seasonal flights increasing signaling that travel trends will recover and our marketing efforts are successful. New flights include: <p>Sun Country:</p> <ul style="list-style-type: none"> A new airline with seasonal service to Los Angeles (LAX) <p>Alaska:</p> <ul style="list-style-type: none"> Added daily service to Los Angeles (LAX) <p>Allegiant:</p> <ul style="list-style-type: none"> Added non-stop service to Nashville <p>JetBlue</p> <ul style="list-style-type: none"> Added new seasonal service to Boston, New York (JFK) and Fort Lauderdale <p>American</p> <ul style="list-style-type: none"> Added seasonal service to Charlotte, NC <p>Despite COVID 19, the Bozeman Yellowstone International Airport completed several construction projects in 2020. The Concourse B expansion opened in November with 4 additional gates, one more restaurant/bar, a mother's room and a pet relief area. BZN constructed over 3000 linear feet of taxiway to service 18 new private hangers. BZN is the 7th busiest airport in the 7-state Northwest region (Colorado, Utah, Wyoming, Idaho, Montana, Oregon and Washington) and the 100th busiest airport in the nation in terms of passengers.</p> <p>Yellowstone Country:</p> <ul style="list-style-type: none"> Winter Print Co-op - The combined winter print co-op ran from October to December of 2020 with a total print circulation of 700,000. See attached. Lee Enterprise Banners - To help drive traffic and interest to Big Sky events during a local traffic time, VBS created a banner to promote hiking in Big Sky. The banner was during the month of June, garnering 356,775 impressions and 598 clicks, with a total CTR of 0.17%. See attachments #5 below for an example of creative. <p>Even though the effects of COVID were felt, we feel this method has been very successful for our CVB during FY21 so this method will be used again in the future.</p>	YCMJ_Cares Ski Mag20_090920 Windfall writer print co-op.pdf
		VBS will work with photographers and videographers to update our content library of photos and videos to include a more diverse selection of photos and videos to more accurately represent our destination to our potential visitors. These assets will be used to	American travel is indeed definitively on the rise. Seven-in-ten Americans are in a ready-to-travel state of mind and two-thirds say they are highly open to travel inspiration. In the last week, over 75% have actively dreamt and/or planned travel, including the nearly 18% who made a booking or reservation for an upcoming trip. As of this week, nearly 88% have at least tentative leisure trip plans right now and over 71% will be taking at least one trip within the next 3 months. In fact, the typical American traveler is likely to take nearly 2 leisure trips by the time August rolls around.	VBS will measure the number of new assets added to its library and track the success of any of those images or videos used on website pages that feature the new videos or photos.	A usable, trackable and aesthetically pleasing website is key in destination branding to get guests to choose Big Sky to visit. Working with a knowledgeable website development company has ensured that the VBS website will utilize all the latest technology and diversity to keep up with the ever-changing		Two new assets were added to our video library through Karsh Hagan, our agency of record. The two videos were added to our website (see attached and attachment #7) as a result of this method resulting in the following website statistics:	<ol style="list-style-type: none"> Number of website visitors/website sessions: 338,627 visitors with 416,038 sessions with 87.6% of these being new visits to the site Average session duration: 1 minute and 26 seconds Bounce Rate: 67.20%

Consumer	Photo/Video Library	<p>populate the website with updated imagery. The total expenses will include top notch actors for both still photography and videos along with production and other costs. Having new content year over year is vital to stay top of mind with travelers and inspire them by serving up continually new and diverse content.</p>	<p>Source: https://www.destinationanalysts.com/insights-updates/</p> <p>The Internet is extremely important because many travelers get their destination inspiration from these primary digital resources, online media, social media and online video.</p>	<p>Success will be measured through the use of Google Analytics to the site measure the following: number of website visitors, unique visits, time spent on the site, pages viewed per visit and bounce rate.</p>	<p>digital landscape and consumer demands. An optimized website draws more traffic to the site, inspires travelers to plan a trip, and its functionality increases time on site and orients the visitor to the destination. Keeping content current gives each visitor the most up-to-date activities, events and accommodations that Big Sky has to offer.</p>	\$70,000.00	<p>4. Pages viewed per visit: 1.62 with 673,679 page views 5. Exit Rate: 61.57% 6. Unique visits: 338,627 7. Website Ranking: 3.7</p> <p>The top landing pages were: home page; activity finder and Discover Big Sky-Soak up summer for dawn to dusk.</p> <p>According to Google Search Console, the Visit Big Sky website garnered 8.17million impressions and 159K clicks, with a URL click through rate averaging at 2%.</p> <p>This method is considered successful and will be used again in the future.</p>	Find Your Sky.mp4
Group Marketing	Multi-Media Marketing	<p>VBS will have a presence on the Visit the USA website in association with the National Parks and more specifically, YNP as a Gateway Community. The page is translated into multiple foreign languages serving up the Big Sky destination in their native tongue.</p>	<p>Continued growth in international visitation to YNP from China, Japan, India and other countries is an opportunity for Big Sky as a Gateway Community. Travel is the second largest industry export and job creator in the United States. Total domestic and international inbound traveler spending is around \$1.1 trillion in the U.S. which generated a total of \$2.6 trillion in economic output and over 15 million jobs. However, with the slowdown in international visitations to the U.S., and the continued rise in Americans traveling abroad, our travel trade surplus has declined significantly in recent years. After increasing impressively since 2006, the travel trade surplus has been on a decline since 2016.</p> <p>Sources: https://www.ustravel.org/system/files/media_root/document/Research_Fact-Sheet_Travel_and_Trade.pdf https://www.ustravel.org/system/files/media_root/document/Research_Fact-Sheet_US-Travel-Answer-Sheet.pdf</p>	<p>VBS will measure success by clicks to its own landing page on the Visit the USA website.</p>	<p>Big Sky is a Gateway Community to YNP, a world-renowned bucket list destination. Travelers from around the globe come to see America's first National Park. Located only an hour's scenic drive north of the park's West entrance, Big Sky has the opportunity to take advantage of the people coming here. Presence on the Visit the USA website allows VBS to engage these potential visitors in the trip planning process.</p>	\$15,000.00	<p>Because of COVID19 during the entire FY21 timeframe, this method was not used by Visit Big Sky, so this method was not successful for FY21. We have, however, budgeted funds for FY22 with hopes that the international traveler will be coming back to the United States so this method will be used again in the future.</p>	
Group Marketing	Travel/Trade Shows	<p>VBS will continue to build upon its investment in international and domestic travel trade sales by attending IPW and International Round Up (IRU) during FY21. IPW is a joint venture with MOTRO. Expenses include registration fees and travel, meal and lodging.</p>	<p>IPW is produced by the U.S Travel Association, and is the travel industry's premier international marketplace and the largest generator of travel to the U.S. - During three days of intensive, prescheduled business appointments, U.S. travel executives meet with over 1,200 international and domestic buyers from more than 70 countries. Due to COVID-19, IPW which was scheduled to be held in Las Vegas, NV was rescheduled to 2021.</p> <p>IRU: IRU is produced by Rocky Mountain International (RMI), with an intensive structure designed to provide conversations with more than 80 organizations from around the Great American West region comprised of North and South Dakota, Wyoming, Idaho and Montana with nearly 50 international domestic buyers from 10+ countries. Due to COVID-19, IRU which was scheduled to be held in Casper, WY was rescheduled to 2021.</p> <p>Source: https://www.ipw.com/ https://internationalroundup.com/</p>	<p>Measurement will be tracked by number of appointments held during the show, as well as leads generated as a result for local lodging partners.</p>	<p>VBS represents the destination as a whole and connects to prospective travel wholesalers and retailers, both FIT and group, on behalf of small businesses who otherwise would not get exposure.</p>	\$10,500.00	<p>Because of COVID19 during the entire FY21 timeframe, this method was not used by Visit Big Sky, so this method was not successful for FY21. We have, however, budgeted funds for FY22 with hopes that trade shows will be able to have in person attendees so this method will be used again in the future.</p>	
Marketing Support	Administration	<p>The costs associated with administration cover partial salaries for the 0.5 CEO and 0.5 Compliance Manager along with other miscellaneous administrative expenses per the 20% requirement of FY21 projected income.</p>	<p>Within the administrative bucket, VBS employs a 0.5 CEO and a 0.5 Compliance Manager. A CEO is vital to an organization's success providing both a foundation and a vision for the organization to build upon, in addition to ensuring there is a dedicated leader and decision maker working with the Board of Directors. The duties of the CEO include but are not limited to making major corporate decisions, managing the overall operations and resources of the organization, acting as the main point of communication between the board of directors and staff operations, and being the public face of the company.</p>	<p>Visit Big Sky CVB will remain within the 20% budget allowed for administration and will continue to follow Regulations and Procedures when using Lodging Tax Revenue.</p>	<p>Big Sky is a place. VBS promotes the place, and to do so, that requires people.</p>	\$71,400.00	<p>Yes, we met our objective and this method and strategy is successful. We will use this strategy and method again in the future. Visit Big Sky CVB stayed within the 20% allowable budget and continues to follow Rules and Regulations when using Lodging Facility Use Tax Revenue. Required reports are always submitted on time. VBS will continue to use admin funds to maintain our CVB in the future.</p>	
		<p>To perform this job successfully, the VBS Tourism Stakeholder Manager must perform these essential duties satisfactorily:</p> <ul style="list-style-type: none"> Build rapport and relationships with Big Sky tourism stakeholders to assist with execution of the comprehensive annual marketing and communications plan for the destination working directly with the CEO and VBS Senior Marketing Manager, VBS Visitor Services Manager and any third-party agencies to fulfill the vision, mission and goals of the organization. Manage the segmented stakeholders lists and coordinate communications campaigns that build an engaged community of followers using various technology platforms (IDSS, Mailchimp, DestiMetrics). Serve in a support role to the CEO in working with the VBS Membership: 11-member Board of 						

Marketing Support	Marketing/Publicity Personnel	<p>Directors and 10-DestMetrics Lodging Partners. Prepare all VBS monthly Board and DestMetrics meeting materials, manage the meetings calendar for in-person and GoTo meetings and assist with report production.</p> <ul style="list-style-type: none"> Collect & Analyze Google Analytics data, social media and email reports in a timely manner, to provide insight on Marketing and advertising strategies that drive decisions on Tourism trends as it relates to VBS. Manage and direct the consumer marketing efforts for VBS by developing the email marketing campaigns, updating the VBS website and planning social media posts (Instagram, Twitter, LinkedIn). Evaluate and ensure that all VBS internal and external communications adhere to brand standards. Contribute to the production of VBS programs and events (Marketing, Outlook, Luncheon and Annual Members Meeting) as needed at the direction of the VBS Senior Marketing Manager. Develop the corporate communications that speak to tourism stakeholders and the media to effectively set the tone for continued success of tourism in Big Sky. Attend to visitors in the Big Sky & Greater Yellowstone Visitor Information Center to assist the VBS Visitor Services Manager and seasonal staff/Travel Counsellors when necessary. All other duties and responsibilities as assigned. 	<p>VBS serves as the destination management and marketing organization for the Big Sky destination. Therefore, having a specific staff person dedicated solely to engaging with and supporting the hundreds of tourism businesses and community stakeholders that provide the actual Big Sky experience is critical so that VBS can help them develop it per visitor expectations and market it on their behalf. *The link between manpower and company projects is fairly simple: Manpower is proportional to productivity.* Ensuring that VBS has enough staff to properly execute all its projects, duties, contracts, etc. is undeniably important.</p> <p>Source: https://smallbusiness.chron.com/up-employee-satisfaction-22231.html</p>	<p>The VBS Tourism Stakeholder Manager's effectiveness will be determined by how she meets expectations as detailed in the job description together with reporting the number of hours worked during the FY date range of 7/1/2020 - 6/30/2021.</p>	<p>\$47,500.00</p>	<p>Attached is a copy of the VBS Marketing Coordinator's job description and duties as assigned. Our marketing manager worked July and August 2020 for a total of 229 hours, averaging 40 hours per week. While our marketing manager was employed with VBS, she met all the duties as assigned in the job description. This method was successful in FY21. We have budgeted for a full-time position in FY22 so we do feel this position is important and this method will be used again in the future.</p>	<p>FY21_VISIT BIG SKY_Marketing Manager.docx</p>
Marketing Support	VIC Funding/Staffing/Signage	<p>The Big Sky & Greater Yellowstone VIC employees a full-time coordinator and two part time travel counselors to assist visitors. Staff spends an estimated 8-10 minutes per group assisting visitors with directions, outdoor recreation opportunities, accommodations, dining and activities. Travel counselors are committed to giving high</p>	<p>Statistics from the Big Sky VIC during the 2019 calendar year are as follows:</p> <ul style="list-style-type: none"> Total number of visitors: 8,639 Top visiting states: MT, CA, TX, MN, FL, CO, WA, NY Total hours open: 1,560 hrs. Top visiting countries: Canada, Australia, France, UK and Germany <p>The Institute for Tourism & Recreation Research (ITRR) research shows that visitors who use VIC staff as a source of information during their trip spend almost 55% more than that of all visitors and their length of stay is almost 31%</p>	<p>For the Big Sky & Greater Yellowstone VIC this includes tracking the number of visitors and the number of requests for the</p>	<p>\$56,160.00</p>	<p>The Big Sky and Greater Yellowstone Visitor Center employs staff members how are knowledgeable about the Big Sky area to best serve our guests. With the COVID19 pandemic in full force for FY21, our visitor center was closed to the public until June 1, 2021. Our CVB hired a VIC coordinator in April 2021 to set up our center from our relocation in June 2020. She had to unpack all the brochures and organize the center to be useful to our visitors. We do have statistics from June 2021 per the following: June 2021 - total of 961 visitors Top 10 States: Florida, Texas, California, Ohio, Montana, Utah, Colorado, Indiana, Wisconsin, and</p>	

		quality personalized service on a year-round basis to assist visitors as a Gateway Community to YNP in the summer and ever increasingly to those coming to ski in winter.	longer. Source: https://tr.unt.edu/		Official Visitors Guide.	through September. The VIC capitalizes on the lack of cell service driving through Gallatin Canyon and continued south to West Yellowstone on US Highway 191 to be able to assist many visitors stopping to use their phone and the public restroom facilities.	Pennsylvania. Since our VIC manager was hired in April 2021 to 6/30/2021 she had 631 requested for mailed visitor guides and 880 visitor guides downloaded from the VBS website. This method was not as successful as we had hoped due to COVID19, but our center has remained open since June of 2021 because serving our guests is our mission. This method will be used again in the future.	
Marketing Support	DMO Program Participation	Membership dues, registration fees and other related programming costs.	DI's members become connected to a community of 600+ official destination marketing organizations that collectively command more than \$2 billion in annual budgets around the world. DI is the passionate advocate and definitive resource for official destination marketing organizations and professionals worldwide. Source: https://destinationsinternational.org/		VBS plans to continue training with DMAI to further continuing education of its staff and maintain the accreditation of the DMO. Success will be measured by staff participating in said trainings and renewal of the DMAI membership annually.	Destinations International is about serving destination marketing professionals first and foremost. Together with its members and partners, DI represents a powerful forward-thinking, collaborative association exchanging bold ideas, connecting innovative people, and elevating tourism to its highest potential. It supports the profession of destination marketing, provides peer to peer idea exchange, access to research on visitor centers, training for meeting professionals and the travel trade. Big Sky is requesting funding for membership fees and conference registration fees.	\$1,500.00	VBS used its Destination International membership to train and educate its staff. Through the DI blog, case studies, monthly webinars and more, Visit Big Sky was able to stay on top of trends, industry changes and learn about international destinations. Due to COVID 19, no seminars were attended this year however, our dues were paid. VBS has found this method to be a success in the past and will renew its membership again for FY22.
Marketing Support	Printed Material	Printing of the Official Big Sky destination map.	In summer 2019, the Big Sky and Greater Yellowstone Visitor Information Center saw more than 8,000 visitors, all of whom were new to the Big Sky area and in need of a map to find their way. By offering printed maps for our guests we are providing a resource not otherwise available. Google maps is not up to date in our area with many business locations pinging incorrectly on Google, which further reinforces the need for printed maps. Source: https://theconversation.com/why-paper-maps-still-matter-in-the-digital-age-105341		Number of maps printed and distributed at the Big Sky & Greater Yellowstone VIC, as well as by our lodging partners, will measure the success of this method. A printed copy of the map will be retained on file together with a pdf copy attached to the evaluation report.	Montana is the fourth largest state by area. Orientation for our visitors is essential to provide a remarkable experience. VBS prints maps of the destination and the greater Yellowstone Country Tourism Region to assist travelers in finding their way.	\$6,000.00	Because of COVID 19, no funds were spent for this method. The Visit Big Sky CVB had plenty of maps from the previous year when the visitation was at a low point due to COVID. Funding was budgeted for FY22 for this method and new, updated maps will be produced. This method has been very successful in the past and will be used again.
Marketing Support	TAC/Governor's Conference meetings	The Montana Governor's Conference on Tourism and Outdoor Recreation provides an opportunity for the state's entire tourism ecosystem to gather together to network, learn and get inspired to then go back to the representative communities to apply those learnings. The host city changes from year to year which further facilitates learning about destinations throughout the state one destination at a time. Expenses include registration, travel, meals and lodging. The same expenses apply to the TAC meetings normally held in Helena, Montana.	According to MOTBD rules and regulations, VBS is required to send at least one individual to the quarterly TAC meetings as well as to the Annual Governor's Conference.		VBS will measure success by sending one staff member to quarterly TAC meetings and the Annual Governor's Conference per rules and regulations of the MOTBD.	Attending the meetings and conferences are a requirements for being the fiscal sponsor of Montana Lodging Facility Use Tax monies.	\$2,650.00	With COVID19 still prevalent in Montana, all meetings were held virtually so no expenses were incurred to be part of these meetings. This method can still be considered successful even though the meetings were not in person because the virtual meetings distributed the necessary information to each CVB to keep them up to date. This method will be used again in the future but in person meetings depend on the containment of the COVID 19 pandemic.
						The Research segment for FY21 constitutes an annual \$28,810 expenditure for DestMetrics which is a lodging technology platform that allows VBS on a destination level to view daily occupancy and average daily rate for its combined 9 lodging partners. YOY historical data by season, 6-month forward pacing, quarterly booking window information by month, and market data comparison to the 17 other mountain resort communities that utilize this tool as well. Finally a 60-day Retail Report is shared destination wide with all tourism stakeholders detailing occupancy for the upcoming two months. This assists these businesses with making staffing decisions and advance purchases of supplies, product, etc. for retailers and restaurants in particular. Monthly calls with all lodging partners and our DestMetrics account representatives provides		

<p>Marketing Support</p>	<p>Research</p>	<p>In order to grow Big Sky tourism, VBS must continually monitor and measure visitor and resident sentiment. In addition, it is critical for the leader of the tourism collective to understand the dynamics of the local market. Research is the tool that facilitates for VBS. A current example of this is VBS' use of DestMetrics. They are the leading supplier of lodging metrics and market intelligence for the North American mountain travel industry, providing "what you ought to know" about destination-wide metrics, lodging performance, benchmarking and resort intelligence. VBS utilizes DestMetrics' foundational product, Booking Pace Analysis, Reservation Activity Outlook, tracks past and present reservation activity, and sets the stage for measuring performance in the destination. These detailed reports gauge occupancy, key months when nights are booked, Average Daily Rate (ADR) and Revenue Per Available Room (RevPAR) at the destination-level. Moving forward, additional research firms and methods will be employed to assist VBS in this area.</p> <p>Additional summer visitor research including the Tourism Sentiment Index by Destination Analysts and Destination Think!, respectively, will be completed.</p>	<p>According to Tourism e-school "understanding the market in which you operate is essential in creating a robust tourism marketing strategy". "Destinations can leverage research to make sound decisions regarding product development and marketing, to remain competitive in our dynamic tourism industry." Research is the tool to be sure that changes you want to make are what the visitor would like when coming to your destination.</p> <p>Source: https://tourismeschool.com/blog/tourism-research-australia-operators-destinations/</p>	<p>for collaboration to formulate strategies including how to address periods of low occupancy, as well as providing qualitative information to inform what we are seeing quantitatively. The contract term is for 3 years which facilitates a discount on service, and this is year 2/3. For the first three years using DestMetrics which facilitates making decisions based on data, Big Sky Resort was a participant. Unfortunately last summer, due to a bond issuance by their parent company, Boyne Resorts, Big Sky Resort was made to withdraw from participating in spite of their local sales representatives expressing the significant value it provided them in managing their business. The remaining lodging partners feel this tool is invaluable and following confirmation from In/Topia/DestMetrics that the data is statistically valid with more than half of the Montana tourism market. The ability to share this information with businesses and organizations will help garner more support of VBS' mission to increase visitation to Big Sky.</p> <p>Success will be measured by purchasing data and information indicating past, current and future trends in the Montana tourism market. The ability to share this information with businesses and organizations will help garner more support of VBS' mission to increase visitation to Big Sky.</p>	<p>\$62,000.00</p>	<p>One way to extend our research capability is through continuing support for the Voices of Montana Tourism office. Our objective was to engage in statewide outreach efforts to reach an audience in an effective and efficient way that we would not be able to do with our own CVB resources. Per the Voices website, voicesoftourism.com, "Lodging tax dollars allow Montana to have a presence amongst travelers who have many options when it comes to selecting a vacation destination. Despite its proven return, tourism promotion continues to be underestimated by some of our elected state leaders. That's why it's up to us to communicate tourism's value in order to elevate its recognition, respect and support in Montana. We have an opportunity to come together as champions of this industry to ensure that tourism continues to thrive." We feel Voices of Montana Tourism gives us good research tactics and techniques to help us promote our destination.</p> <p>The second research project was the renewal of the DestMetrics contract. VBS was able to sign-on nine lodging partners all located within the Big Sky Resort Area District to be a part of the program. Over the last year we've watched our visitor counts in Big Sky come back into alignment equal to pre-Covid levels. However, in the summer months of 2021 exceeded previous yearly visits. The Trend Analysis compares the last four years and we're seeing similar trends year over year, but Covid has pushed additional visitors into our already busy summer and winter seasons per the attached market analysis data and attachment #6 below.</p> <p>This method has proven to be a success and is a key tool for Visit Big Sky's marketing decisions and email program. This method will be used again in the future.</p>	<p>DMA market analysis.pdf</p>
		<p>From the perspective of a Destination Marketing Organization (DMO), a familiarization (FAM) tour is an opportunity to</p>		<p>Success will be measured by increased articles appearing in the press, on social</p> <p>The ability to familiarize media and influencers</p>			

Publicity	Fam Trips	host meeting planners, event coordinators, tour operators, or travel media and bloggers in Big Sky to create awareness and provide a positive experience. In other words, to familiarize planners, coordinators, operators and/or media -- with our community.	In FY20, VBS partnered with Visit Billings, MOTBD and Yellowstone Country, to support the 2019 Travel Bloggers Exchange or TBEX, in addition to hosting other media reps and influencers from both domestic and international outlets. VBS partners with many MOTBD, Yellowstone Country and local Big Sky businesses to broaden the experiences of FAM participants. By hosting FAM's, VBS is able to frame the experience of the traveler and curate the trip in support of its priorities and marketing campaigns. Source: https://www.wetravel.com/blog/fam-trips/	media channels, on influencer channels such as blogs and via engagements with those posts, in addition to the leads generated for group business from tour operator representatives who participate.	with outdoor recreation opportunities, unique experiences, lodging and dining options in Big Sky, in addition to its proximity to YNP, will help VBS to garner earned media.	\$10,000.00	No FAM trips were held during FY21 due to the COVID pandemic. This method has been very successful to tell the story of Big Sky and will be used again in the future.
Publicity	Press Promotions/Media Outreach	VBS will use funds to develop a media kit including press releases and stock photography for the media.	Developing a media kit for VBS will allow VBS to create a tool to send to all media inquiries and international travel/tour operators who typically ask for the same pieces of information, photos, etc. This will save time for staff members and allow VBS to frame its brand exactly how it would like it to be seen and communicated out. Source: https://www.investopedia.com/terms/i/media-kit.asp Source: https://publicrelationsydney.com.au/media-kits-what-is-a-media-kit/	Success will be measured by developing the said media kit and developing a media list to share new and updated materials with on an annual basis.	Marketing programs are proven successful by integrating messages across multiple channels of content delivery, and effective public relations efforts will multiply the effect of dollars invested in consumer advertising.	\$20,000.00	There were many changes to the Visit Big Sky during FY 21 from COVID 19 to our CEO leaving our company and taking a new position in Arizona. With the departure of our top executive, this method as not used during FY21 because the staff could only take on the necessary and essential duties to keep the Visit Big Sky CVB functioning in the absence of a CEO. This method was not successful during FY21 and was not budgeted for FY22 but the new CEO will be using this method again in the future.
						\$605,018.34	

Marketing Method Evaluation Attachments

- Attachment 1 FY 21 pie chart by segment.xlsx
- Attachment 2 1 West Yellowstone Ad.pdf
- Attachment 3 Airport_Banners_Interior_1.pdf
- Attachment 4 Airport_Banner_Interior_2.pdf
- Attachment 5 Lee Newspaper.docx
- Attachment 6 Trend Analysis.pdf
- Attachment 7 Find Your Sky (1).mp4
- Attachment 8 Visit Big Sky FY21 evaluation budget to actual.xlsx
- Attachment 9
- Attachment 10

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Print Advertising	\$16,000.00	\$45,500.00
Consumer	Online/Digital Advertising	\$132,120.34	\$283,000.00
Consumer	Billboards/Out-of-Home	\$1,500.00	\$7,500.00
Consumer	Website/Internet Development/Updates	\$16,700.00	\$15,000.00
Consumer	Social Media	\$8,288.00	\$6,000.00
Consumer	Electronic Adv - Newsletter, E-blast	\$5,000.00	\$0.00
Consumer	Digital Asset Management/Aquisition	\$13,300.00	\$0.00
Consumer	Opportunity Marketing	\$10,000.00	\$0.00
Consumer	Joint Ventures	\$39,500.00	\$13,700.00
Consumer	Photo/Video Library	\$70,000.00	\$50,000.00
		\$312,408.34	\$420,700.00
Group Marketing	Multi-Media Marketing	\$15,000.00	\$0.00
Group Marketing	Travel/Trade Shows	\$10,500.00	\$22,500.00
		\$25,500.00	\$22,500.00
Marketing Support	Administration	\$71,400.00	\$140,589.00
Marketing Support	Marketing/Publicity Personnel	\$47,500.00	\$12,162.00
Marketing Support	ViC Funding/Staffing/Signage	\$56,160.00	\$10,807.00
Marketing Support	DMO Program Participation	\$1,570.00	\$0.00
Marketing Support	Printed Material	\$5,930.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$2,550.00	\$1,000.00
Marketing Support	Research	\$52,000.00	\$10,000.00
		\$237,110.00	\$174,558.00
Publicity	Fam Trips	\$10,000.00	\$5,000.00
Publicity	Press Promotions/Media Outreach	\$20,000.00	\$0.00
		\$30,000.00	\$5,000.00
		\$605,018.34	\$622,758.00

Miscellaneous Attachments

Description	File Name	File Size
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Reg/CVB Required Documents

Description	File Name	File Size
Required Documents	Required signed documents.pdf	753 KB
Signed Board Approval	Signed Board Minutes.pdf	172 KB
Budget Pie Chart	VBS-CVB FY 21 budget pie chart.xlsx	149 KB

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