



Grant Details

108656 - FY22 Region/CVB Marketing Plan

113977 - Livingston CVB FY21/22 Marketing Plan

DOC Office of Tourism

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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?

Status of COVID-19 in Livingston, Montana

At the time of this marketing plan submission, the pandemic is still playing a significant role in Livingston's travel market. Park County currently retains mandates for indoor masking, distancing, and reduced event capacity. Vaccination rates have hit a plateau in Park County and concern about COVID-19 variations and the significant reduction of visitor and local mask use and distancing contribute to uncertainty about the pace of economic and industry recovery and public health stability. The pandemic has also contributed to workforce shortages, amplified by the ballooning local affordable housing deficit, which impacts local hospitality businesses' capacity.

Livingston Tourism Response

We are monitoring the coronavirus situation closely and communicate regularly with the Park County Health Department, state and national health and travel organizations, and local hospitality businesses. Our marketing plan will be reviewed regularly and responsive to changes and needs in our community and the travel industry.

Current lodging occupancy rates, strong summer reservations numbers, and earlier than normal visitor traffic indicates a very busy summer tourism season. Our marketing is honed to educate a new pandemic traveler; less familiar with outdoor recreation safety measures, with messaging across platforms to recreate and travel responsibly, plan in advance, and know that services and hours may be limited or already booked. As the historic Gateway to Yellowstone National Park, Livingston hosts many travelers on their way to or from the Park. Anecdotally, and from stories from State and National Park staff, indicate a pandemic-era traveler less savvy about wildlife and wild places. "This new breed of domestic park visitor was—though not all—culturally ignorant and sometimes ideologically defiant of appropriate or even safe behavior in the park." <https://mountainjournal.org/yellowstone-got-crushed-by-tourists-in-2020>. A recent study from the Institute for Tourism and Recreation Research at the University of Montana has found that compared to years past, "Montanans deemed visitors to be slightly less polite, less patient, less environmentally responsible and less sensitive to the 'Montana way of life'." <https://www.outdoornews.com/2021/01/05/survey-montana-outdoors-surge-due-to-pandemic-not-always-a-good-thing/>

About Livingston, Montana, as defined by the Livingston Convention & Visitors Bureau

The City of Livingston is more than the traditional gateway to Yellowstone National Park, it is a unique and desirable destination for international and national travelers with a wide range of interests that go beyond Yellowstone including the wedding and film industry; history, recreation and arts enthusiasts; luxury destination retreat seekers; Western lifestyle enthusiasts, and the regional drive market. Livingston mixes casual small-town charm and world-class amenities with a twist of historic quirkiness and offers an impressive array of arts, history, culinary, event, and recreation adventure amenities. We have rebranded Livingston with the taglines "Rustic. Refined. Legendary." and "Experience Epic."

Livingston is the county seat of Park County and is situated in the middle of four stunning mountain ranges (Absaroka Beartooth Mountains, Crazy Mountains, Bangtail Mountains and the Bridger Mountains) and is nestled along Yellowstone River - the longest, free-flowing river in the lower 48 states. We offer an incredible array of outdoor recreation opportunities and have preserved one of Montana's most visually appealing and historic downtowns. Livingston is the original and year-round entrance into Yellowstone Park, offering year-round appeal, and is conveniently located between the airline hub cities of Bozeman and Billings. Our town of approximately 8,000 residents has richly layered distinctive cultures: railroad and pioneer history; gateway to Yellowstone; fly fishing mecca; recreation hub; historically preserved downtown; rustic and luxury destination lodging and dining; more artists and writers per capita than anywhere in the state; thriving theatre, arts, culinary, and night life scenes; and serves a wide range of demographics from ranchers, to eco-conscious outdoor enthusiasts, to movie stars and music icons.

Livingston Exemplifies the Montana Brand

More spectacular unspoiled nature: Livingston's location among four mountain ranges, alongside the Yellowstone River and adjacent to Paradise Valley and the north entrance to Yellowstone Park as well as easy access to state parks, hundreds of miles of trails, fishing access sites make us an ideal getaway for lovers of nature.

Vibrant and charming small town: Livingston's famous downtown is among the most vibrant and charming in Montana. The preserved historic businesses with vintage neon and building signage make it an attraction to film crews, photographers, and visitors. The niche and boutique shops, restaurants, breweries and bars offer a mix of traditional and contemporary products and experiences.

Breathtaking experiences by day, relaxing hospitality at night: between fishing, river sports, hiking, hunting, rock climbing, skiing, or enjoying horseback riding, dog sledding, and guided outdoor experiences, in Livingston there are so many breathtaking adventures to choose from. At night, there are culinary options for every taste, live indoor and outdoor music venues, a vibrant theatre scene, hot springs to star watch from, two breweries, and casual or raucous bars as memorialized in the Jimmy Buffet song "Livingston Saturday Night."

OUR STRENGTHS:

- Strong collaborations, communications, and partnerships between the Convention & Visitors Bureau and the Livingston Tourism Business Improvement District, Downtown Business Improvement District, Yellowstone Country, City of Livingston, Park County, Montana Downtown Directors, Montana Tourism Matters, Montana Department of Transportation, Montana Office of Tourism and Business Development, Bozeman Trail Regional Group, Livingston's Historic Preservation Commission, Urban Renewal District, Business Owners for Community Health, Park Local Development Corp., and a wide range of local organizations addressing everything from passenger rail, public arts, Livingston Growth Policy, Parks and Trails, and Livingston's designation in the Montana Main Street Program, among others.
- Historic Gateway to Yellowstone National Park - 55 miles away and the only year-round entrance to Yellowstone National Park.
- On the banks of the Yellowstone River - with blue-ribbon fishing, white water rafting, scenic floating, kayaking, and paddleboarding with robust rental and guide services.
- Recreation hub - with hundreds of miles of trails for hiking at all skill levels, camping, rock climbing, mountain biking, cross country and backcountry skiing. Access eight state parks, fourteen fishing access sites, several dozen trailheads, and Bridger Bowl ski resort; all under an hour drive from Livingston.
- Strong recreation amenity infrastructure - rent bikes, snowshoes, cross country and backcountry skis, kayaks, rafts, and stand-up paddleboards and book guides for fly fishing, white water

rafting, horseback riding, dog sledding, and hunting.

- Location - at the intersection of Interstate Highway 90 between Bozeman and Billings and Highway 89 to Yellowstone National Park through legendary Paradise Valley.
- Historic downtown – preserved buildings and an Old West movie set esthetic including many vintage neon signs and 'ghost signs' historic ads painted on buildings; attracting visitor photography and social media posts, and film scouts.
- Destination lodging, retreats and hot springs - in addition to rustic, historic and family-friending lodging in Livingston, Park County is home to a wide range of unique short-term rentals, Sage Lodge, Chico Hot Springs, Mountain Sky Guest Ranch, Yellowstone Hot Springs, and a numerous smaller dude ranches. These attract destination weddings, honeymooners, family reunions, corporate retreats and other group travelers.
- Exit 333 – the majority of national chain hotels and fast food are at this exit to Yellowstone Park, but it also boasts: a large grocery store with pharmacy, laundromat, local meat shop and two ethnic eateries, gas stations, car wash, veterinarian, dog boarding, urgent care center, physical therapist, liquor store, smoke shop, casinos, and bus stops for both free Livingston transport and an events bus to Paradise Valley music venues.
- Destination Weddings – offering a range of scenic wedding venues, caterers, lodging, photographers and videographers, and florists.
- Film Location – Downtown Livingston's intact historic visage has attracted commercials, television and movies for decades, the new Yellowstone Film Ranch has extensive sets, Paradise Valley and various Park County vistas are scenic year-round, and Livingston is home to many set scouts, set designers, makeup artists, set photographers, actors, musicians and prop resources. Livingston was named the 2020 Film Friendly Community of the Year at the Montana Tourism Awards.
- Shopping – downtown has no chain stores, and a wealth of unique and boutique shops; handicrafts, records, books, art center and galleries, photography and ceramic studios, handmade chocolate shop, new-age boutiques, home goods, kitchen store, souvenirs, gifts, toys, antiques, resale and thrift stores, vintage fashion, outdoor gear and western wear. Visitors enjoy small-town, friendly service; often the owner of the business will wait on customers.
- Arts hub - home to three museums with history, train, and fishing exhibits, numerous art galleries, vintage movie house, several live theatres and art centers, outdoor and indoor live music venues, and literary events.
- Agritourism – access farm to table fare at restaurants, the hospital cafeteria, Farmer's Markets, local food markets and caterers, local aquaponic growers, farms and ranches, and the Livingston Food Resource Center bakery and deli, which bakes bread for every food pantry in Montana.
- Foodie paradise - vegan, fine dining, ethnic foods, rustic steakhouses, sushi and seafood, vintage burger joints, traditional and breakfast cafés, European style bakeries, numerous quirky coffee shops, diverse bars, two breweries, two gourmet wine shops, and a regional craft beer store. Come hungry, and thirsty!
- Year-round events - catering to a wide range of interests and tastes; rodeos, parades, auto show, artwalks, music, beer and film festivals, fun runs, sporting events, and more.
- Family-friendly amenities – playgrounds, outdoor pool, skating rink, skateboard park, ceramic painting studio, youth activities at museums, free public transport, historic bus tours, golf course, dog parks, and trails and parks throughout town.

Challenges

- The WIND! The average wind speed as measured at the airport is 15.2 mph, more than 3 mph windier than Great Falls. Livingston's severe crosswinds frequently shut down Interstate 90, and semis and train cars have blown over.
- The perception that Livingston is a gateway into Yellowstone National Park and not a destination to spend more time in before or after visiting the Park.
- COVID19 related issues including public health wellness and difficulty in enforcing safety guidelines, business closure or limitations, staffing shortages and lack of J-1 visas, no lodging or camping vacancies, lack of rental cars, and overbooking overflow from Yellowstone Park and surrounding communities.
- Seasonality of tourism with overcrowding in the summer months and less tourist traffic in the shoulder seasons from September to May makes keeping businesses open and staff year-round a challenge.
- Increasing use of local housing as short-term rentals and the last year's spike in home sales to telecommuters has made affordable workforce housing the biggest challenge for Park County's service and tourism industries. Short-term rentals also distort the occupancy and average daily room rates at traditional lodging properties.
- Way Finding Signs – Livingston lacks comprehensive wayfinding signs at our three exits, our freeway tourism billboards are overdue for an update and are damaged, and in-town wayfinding signs are not visible, rudimentary, or non-existent.
- National and world events including terrorism, infectious diseases, climate change (effecting water temps on our much loved and over-fished Yellowstone River) and natural disasters (floods and wildfires) all impact tourism.
- Recent Montana State legislative initiatives have led to negative national press and perception of Montana as an undesirable destination due to legislation impacting trans youth, women, county health departments and public health, and expansion of open carry laws.
- Managing greater numbers of visitors and traffic flow negatively impacts County and City infrastructure. In 2019, another local option tax was introduced to the Montana Legislature, which would have allowed citizens to decide whether to impose a sales tax in Park County in order to pay for specific projects. The legislation would have given power to local voters, stressing it could be a way to lower local property taxes and raise more money from tourists who use local infrastructure but do not financially support it.
- There is no convention center in Livingston, or in Park County, to bring visitors to the area, create and sustain jobs, and generate direct and indirect spending and increase tax revenue.
- Lack of public transportation to and through YNP and increased tourist traffic to and from Yellowstone limit tourism and levy added burdens on local resources.

Describe your destination.

The overall goal of our second year as the Livingston CVB is to expand our reach and educational messaging to address the pandemic-related new travel demographic and challenges, clarify why Livingston is a unique destination, how to access our many amenities and assets, and address queries and engage travelers more directly.

Inspiration: By employing authentic, positive and effective multi-media communication and outreach, the Livingston CVB will leverage Montana branding guidelines with a selection of inspiring imagery (in the past year we've developed relationships with photographers, videographers and travel professionals) and creative content in order to increase the desire to visit Livingston. The Montana Office of Tourism and Business Development (MOTBD) has ideal marketing content with going beyond Yellowstone National Park messaging; Livingston is well positioned to exemplify the many wonders beyond Yellowstone and a natural jumping off point to explore the Yellowstone Country region. We are nearing completion of the expansion of the initial CVB website created last year www.explorelivingstonmt.com. We have completed new branding logos for Explore Livingston and with taglines: Rustic. Refined. Legendary. and Experience Epic. "Stay, Play, Seize the Day" is our structure for visitor information on our website, social media, and print media outreach. We will continue to update our Montana Aware and Travel and Recreate Responsibly marketing in conjunction with MOTBD campaigns across multimedia platforms.

Orientation: Our first year as the new CVB was largely focused on Montana Aware marketing, Travel Responsibly videos, delivery of signage, masks, hand sanitizer stations, Safe & Local campaigns, Travel Responsibly banners, local tourism business support, and weekly involvement in local and statewide meetings and campaigns. Our second year campaigns will respond to changing pandemic and travel issues focusing on Know Before You Go, Recreate and Travel Responsibly and seasonal and recreational updates about limited services, hotel vacancies, auto rental scarcities, wilderness education, and area event updates during the summer season. Due to limited hospitality capacity and resources during the busy summer season, much of our 2021/2022 fiscal year destination marketing will focus on shoulder season amenities and attractions, working with Yellowstone Country and MOTBD tools to help visitors plan multiple day vacations in our area, including regional road trips with insider tips on highlights and hidden gems. In addition to attracting repeat regional visitors who love Livingston, our goal is to make any visitor's experience an optimal one so that they too will become repeat visitors and recommend Livingston as a destination to others.

Facilitation: Through strategic partnerships with regional tourism destinations, including West Yellowstone, Gardiner and Big Sky, and our updated branding outreach in online and print media, we will direct visitors to book extra days in Livingston, highlighting our unique region, location, and amenities with attractive opportunities for travelers to experience epic as they stay, stay, and size the day. While we lack a convention center for large groups, Livingston will still be marketed to mid-sized parties as an idyllic destination for weddings, retreats, family reunions, films, cultural, sporting events and more. We foresee that the following fiscal year after the pandemic uncertainty has abated, our marketing facilitation will involve more direct destination marketing to target travel states and the international market.

Optional: Include attachments here

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

Demographic: Livingston provides a plethora of outdoor exploration activities mixed with historic downtown shopping, cultural and dining experiences that appeal to a very wide demographic. In a *New York Times Style Magazine* article, author Natalie Storey summarized, "With Yellowstone National Park just an hour's drive away, Livingston is a perfect base camp for hikers, and the town's fishing guides make it their business to know every curve of the Yellowstone River. But the park's mountains, streams and forests also play an integral role in the wild, eclectic art found in the community's myriad galleries and boutiques. Considering Livingston's lively restaurants, Old West architecture and three charming, well-stocked bookstores, visitors could be forgiven for opting to stay firmly within the town limits."

Traditional tourism marketing in the area has focused on one-time visitors, often (1) families, on their way to Yellowstone. While that will continue to be a key group to target, in our first year our goal was to expand that reach to bring more regional and repeat visitors, which was amplified by pandemic travelers. Livingston has been a (2) fly-fishing mecca for nearly a century and while it remains a multi-million-dollar industry and employs many in the region, the Yellowstone is becoming overfished and housing developments are further putting pressure on the river's health. Fly fishing fans often return annually and we'll continue to welcome them but would like to expand our (3) river sports (kayaking, stand up paddleboarding, floating, white water rafting) and outdoor enthusiast (hikers, campers, climbers, bikers) markets; highlighting the lesser-known trails, areas, and corners of the County where people can enjoy a more solitary connection with nature. All early predictors are that Yellowstone (and Glacier) will be very crowded this summer, making less traveled wilderness that much more appealing. (4) Ecotourism is a growing niche and as many businesses in our area are aware of their carbon footprint and environmental impact, we can highlight those options, including farm to table groceries and restaurants, purchasing supplies from bulk bins and other low-waste packaging options, our two electric vehicle charging stations, free public transportation weekdays in Livingston, two-wheel transport including bikes and e-bikes, Livingston's robust recycling program, and programs that give back, such as shopping at the Livingston Community Bakery, which supports food pantries around the state, or sourcing supplies and upcycled souvenirs from the Community and Curated Closet, whose profits are donated to Park County charities. We will target (5) winter sports enthusiasts who enjoy cross country, backcountry, and nearby downhill skiing, snowshoeing, sled dog rides, hot springs, and day trips to Yellowstone as well as cozy winter dining, shopping and holiday events. Those who enjoy the (6) arts; from theatre, to music, to literature, to fine art are also a demographic that can be targeted more with literary tourism, art access and events, theatre and dining packages, and music or live theatre getaways. (7) Hunting and related sportsmen are another distinct demographic who will require targeted outreach and amenities. (8) Destination weddings are an increasing demographic and Park County has an abundance of beautiful locations for weddings and caterers, florists and photographers able to make the occasion exceptional. While Livingston can be an excellent budget-friendly choice, we also have amenities that appeal to those with (9) higher-end budgets and enjoy luxury spa experiences, gourmet picnics and wines, fine dining, shopping for bespoke fashion, original art and rare antiques or books. Finally, the (10) Western mystique of dude ranch experiences to create lasting memories for the whole family is another demographic that can be successfully targeted and matched with area resources. There is some overlap with the above demographics but younger, professionals looking for a getaway are drawn to Livingston's outdoor recreation, microbreweries, on-trend restaurants, record store, tattoo parlors, live music and stylish boutiques. Families are drawn to the many interactive youth experiences and amenities

and Livingston's affordability relative to other gateway communities. Mature couples enjoy Livingston's pioneer and train history, traditional Western eateries and shops, bookstores, and easy access to wilderness, wildlife and photography opportunities.

Geographic: Many people living in Montana and the greater Yellowstone area love the laid-back, quiet and quirky aspects that the region has long embodied. But as Montana communities become busier, more populated, or are not thriving, many long for an authentic experience where they will still be blown away by nature but have easy access to modern and erudite amenities. Livingston is that rare place. Repeat and regional visitors are more likely to visit in shoulder seasons, return to favorite shops, eateries and hotels and form connections and relationships in the area, creating a more stable income stream for Livingston and Park County year-round.

A similar but wider geographic target is surrounding states; especially those with urban centers, that are within driving distance. As the world recovers from the coronavirus epidemic there will be a greater desire to avoid airports, crowded urban areas and attractions, and more desire to take lower-cost regional vacations where social distancing is built into the environment, as it is in our area.

As social media and online access has automatically made much marketing national and international, we can target some of our outreach budget to that world-wide demographic in the future as we track travel trends in the coming year. This year, we would like to research national print media and markets for more micro-targeting of the above demographic niches.

Core Geographic Markets

Summer: New York, Minnesota, Texas, Georgia, Idaho, Wisconsin, Washington, Oregon, North Dakota, Iowa, Colorado, South Dakota, and Alberta and Ontario, Canada (when the border opens). Germany and the United Kingdom were the primary travelers from overseas.

Winter: regional drive market and North Dakota, Minnesota, Washington, New York, South Dakota, Missouri, Nebraska, Arizona, Georgia, New Hampshire, and as the border reopens, Ontario and Alberta Canada.

Psychographic: The target demographics and geographic areas discussed above will be segmented with the intention to appeal to, and manage expectations and satisfaction with, that demographic's experience exploring Livingston. In some cases that segmentation will be messaging and language, others with resources and assets listed and others through the specific medium and intended audience. As we continue to expand our website, it will include category portals tailored to specific demographics and/or the types of vacations/visits people are seeking. Internally, we will utilize individual 'personas' to represent each demographic to help aim our messaging to each segment.

Overall, however, our perspective will be that we want visitors to feel welcome, at home, relaxed, well cared for and have such a great time that they want to return. We will also include the perspective that this is our home and we have great respect for wilderness, wild animals, rural values, a clean environment and civil behavior and expect visitors to share and respect those values. Public health is still a concern and we will emphasize the practical measures in place that support both visitor's and local's wellness.

OUR TARGET MARKET

- Urban (fueled by a desire to escape crowds)
- Couples
- Mature adults and seniors
- Families
- Well-educated, Affluent
- Younger, likely working remotely so able to travel while working
- Frequent travelers
- Likely repeat visitors
- Outdoor-oriented travelers

The High Potential Visitor.

Distinct from traditional Yellowstone National Park visitors, this group is attracted to Montana and Livingston compared to the regional competition. They are:

Middle to upper class (in terms of disposable income)

Active, outdoor recreational oriented, frequent travelers

Desire to experience things for themselves

Interested in outdoor activities, the arts, literature, history & culture, foodies

Environmentally conscious, adventurous spirit, enjoys, nature, and are technology savvy; relying on mobile devices in all stages of planning and travel.

Our website analytics platform will lend insights into our target markets as we develop and expand our website and understanding of our target markets. Source: Livingston and Yellowstone Country Nonresident Visitors: ITRR interactive data report 2019. We rely on ongoing updates and information from the U of M Institute for Tourism and Recreation Research

b. What are your emerging markets?

Emerging markets we will pursue as we emerge from a pandemic year include the drive market, overflow from other gateway communities, and targeted destination marketing with an emphasis on the shoulder season and markets that don't put added pressure on hospitality amenities at capacity. These markets include, but are not limited to:

- Destination weddings, coordinating with local venues and vendors.
- Water sports fans in addition to fishing - stand up paddle boarders, kayakers, floaters and white-water rafters.
- Year-round outdoor enthusiasts (cross country, back country and downhill skiers, snowshoers, Yellowstone winter visitors, hikers, campers, climbers, bikers) with access to rental equipment and locals' adventure recommendations.
- Foodie and farm-to-table visitors – to educate and excite visitors about our restaurants, boutique health markets, farmer's markets and farm-to-table programs (school, hospital, food pantry, local ranchers, aquaponic and greenhouse producers).
- Eco-tourists focused on footprint reduction (including local public transport and bike rentals) and healthy food choices (some overlap with food conscious marketing).
- Arts packages pairing theatre, film festivals, music festivals, art walks, readings with restaurant and hotel stays. Many of these events have been cancelled this summer but we hope by Fall there will be many arts event opportunities again.
- A subset of the arts marketing is literary tourism with book store visits, readings, a tour and information about Livingston's noted writers, with overlapping movie and music ties.
- Those seeking luxury amenities, including spa experiences, gourmet picnics and wines, fine dining, shopping for bespoke fashion, original art and rare antiques or books.

- Two Wheel travelers including motorcyclists, ebikers, mountain and road bicyclists attracted to the many trails in Park County and route from Livingston to Yellowstone National Park through Paradise Valley, expansion of the bicycle trail to Paradise Valley is planned. Livingston has an active Bike Club and Dan Bailey's Outdoor Co. has bike rentals, trail condition updates, and does free group summer trail rides.

Optional: Include attachments here.

c. What research supports your target marketing?

Montana Office of Tourism and Business Development research Website analysis

Consumer marketing market analysis

Institute for Tourism & Recreation Research

Smith Travel Reports (STR)

Bed tax revenue

The overall goal of our second year as the Livingston CVB is to expand our reach and educational messaging to address the pandemic-related new travel demographic and challenges, clarify why Livingston is a unique destination, how to access our many amenities and assets, and address queries and engage travelers more directly including:

- 1) Inform and educate travelers, especially the new pandemic-related travel demographic, about safe and responsible travel best practices, current guidelines and relevant news about closures, weather events, capacity issues and other factors affecting their visit to our area.
- 2) Inspire travelers to book visits to Livingston by showcasing our unique and plentiful attractions.
- 3) Increase visitor travel to Livingston in the winter and shoulder season.
- 4) Grow our digital presence and social media engagement and expand our website information portals for segmented markets and target demographics.

- 5) Strengthen our partnerships and collaborations with local, regional and state stakeholders to leverage resources and increase visitor travel.
- 6) Build awareness within our community about the economic benefits of tourism and address negative attitudes about tourism by sharing our marketing message encouraging visitors to respect local wilderness, wildlife, public safety, and local culture. The collaboration of the Livingston Convention & Visitors Bureau, downtown Livingston Business Improvement District, and Tourism Improvement District creates a comprehensive and interactive communication system/ The coordinated Explore Livingston, Montana Aware, and Recreate Responsibly marketing is also seen by locals on social media, targeted emails, print ads, downtown banners, promotions, radio, and television messaging. Perhaps our strongest outreach about the value of tourism to our community is based on small-town, in-person interactions as we deliver supplies, tourism print assets, posters, and promotional materials, interact about community event and support grant opportunities, banner programs, and share information about tourism trends, Montana Department of Commerce Resources, statistics and respond to queries. Every week we have many meaningful conversations about the benefits and challenges of tourism and strengthen our relationships and authority as a reliable resource by listening, offering statistical information, and up to date resources.
- 7) Develop more robust tracking and reporting metrics for both tourist traffic and our marketing plan targets.
- 8) Increase Montana's tourism economy by quality of visitor and not just quantity; targeting low impact, high-value visitors.

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

Summer visitor education with Recreate Responsibly and Montana Aware joint venture campaigns are immediate priorities with Yellowstone Country and MOTBD.

Optional: Include attachment here.

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

+When the Livingston Area Chamber of Commerce was the past designated CVB for Livingston, they participated in a variety of joint ventures/cooperative projects that included press trips, media events, trade shows such as IMEX and marketing campaigns. As post-pandemic opportunities open up again, we look forward to continued partnerships and will actively seek further appropriate opportunities.

We will continue to expand our relationship with Yellowstone Country and regional CVBs to target the drive market and inspire extended stays in Livingston. We have campaigns underway in conjunction with West Yellowstone Chamber of Commerce's *Destination Yellowstone* magazine. Our winter campaigns include ads in *Visit Big Sky Magazine*, and an ad in the *Art Council of Big Sky Program* and will have recurring outreach in the Gardiner Chamber newsletter. We welcome further joint venture shoulder season marketing opportunities. This year our goal is to strengthen our relationships with CVBs in Bozeman, Gardiner, Cooke City, Silvergate, Red Lodge, Billings, West Yellowstone, and Big Sky for referrals and possible joint ventures targeting both the drive market and destination travelers.

Other co-op opportunities that would be important to pursue would include the neighboring communities of Park County, those that might not necessarily have the hotel room capacity to serve all of our visitors, but offer additional opportunities and unique characteristics that summon people to stay in Livingston as their home base and venture to the nearby communities during the day. Northern Park County communities of Wilsall and Clyde Park are nestled in the Shields River Valley which is part of the original "YG - Bee Line" Route to Glacier National Park from YNP. Clyde Park is the only other incorporated community in Park County and Wilsall is the northernmost community in the County, located approximately 30 miles from Livingston. The Crazy Mountains and the Bridger Range surrounding these two ranching communities provide unbeatable views and multiple outdoor recreation amenities, popular for fishing, hiking, snowmobiling and cross-country skiing. They also offer rustic dining and bar experiences to further flavor the day trip but lack the lodging amenities that Livingston has.

Another popular destination easily reached from Livingston is the award-winning Tippet Rise arts center outside of Fishtail with few lodging options but offering tours (bus or bike) of their many miles of outdoor sculptures and breathtaking views of the Beartooth Mountains and plains.

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

In our first year as the Livingston CVB we worked with Yellowstone Country and MOTB on the Montana Aware campaign and the CVB had a CARES grant to provide information and COVID-19

prevention supplies and campaigns and we partnered with the Livingston Business Improvement District, which also had a CARES grant, to provide a robust and thorough campaign. We delivered (in two versions) 500 Yellowstone Country Montana Aware posters, 1,500 individual hand sanitizers units and bison masks to 160 Livingston businesses. With our CARES grant joint ventures we produced and displayed 32 Travel Responsibly banners with four designs (will remain up through summer), 200 window decals, 200 flyers, 42 standing hand sanitizer dispensers in public locations with heavy tourist traffic (refills and maintenance are being done at the present through an additional grant from the Park County Community Foundation), delivered 25,000 disposable masks, 200 reusable cotton masks from MOTB Made in Montana and 500 custom buffs and reusable face masks, and 200 Montana Aware postcards for lodging and hospitality venues to give to visitors. We commissioned three Travel Responsibly videos from three travel videography specialists, which included blogs and social media assets that reached both our and their combined 200,000+ social media followers and created a Youtube Chanel with these and other Livingston area videos, sent multiple eblast and did 16 website messaging updates, hundreds of social media posts on our new Explore Livingston pages, with engagement and followers going from zero to over 1,000 in our first 10 months as the CVB. We created two local campaigns rewarding visitors (and encouraging locals to mask up) who practice social distancing, hand sanitizing, and masking with gift cards and souvenir swag with our Masked Heroes program and over the Christmas season, Shop Safe & Local program, giving over \$15,000 worth of local business gift cards and safety swag and souvenirs which were publicized with table tents (still visible in many businesses), newspaper ads, flyers, and a ABC TV news story. The pandemic led to the creation of a local Business Owners Coalition for Community Health, and we continue to work closely with them including sign and window cling distribution, social media messaging, webpage, and the Pledge to practice COVID-19 prevention measures taken by over 100 businesses. Our reliability and responsiveness by personally delivering these supplies and messaging have strengthened our relationships with local hospitality businesses, supply vendors, creatives, and multi-media outlets, especially television news reporters, which will make future ventures easier and more successful.

We anticipate a similar process and success with a summer Recreate Responsibly Joint Venture.

Optional: Include attachments here.

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Marketing Segment, Method & Budget

Marketing Segment	Marketing Method	Describe your method.	Provide supporting research/statistics.	Describe the quantifiable measurements for success including Regulations requirements.	Estimated budget for method.	Marketing Method Evaluation	Add'l Attchmnt
Consumer	Social Media	We utilize Social Media marketing to expand our virtual community of Explore Livingston visitors and hospitality businesses using a range of social networking outreach and linkages. We'll continue to further develop our Facebook and Instagram accounts to distribute information, spark inspiration and publicize events. We will expand our use of Stories on these platforms, as an increasingly powerful tool. This comprehensive plan can dramatically raise the visibility and engagement for Livingston travelers. As content creation, distribution & management has become more time consuming, we will continue to	Social Media is a global, powerful and growing medium to reach travelers. "More than half of the world, 53.6% of the world's population uses social media. The average daily usage is 2 hours and 25 minutes. There are 490 million more active social media users. From January 2020 to January 2021, there was a 13.2% increase." https://www.smartinsights.com/social-media-marketing/social-media-strategy/new-global-social-media-research/ "Our analysis shows that the number of global social media users has more than doubled since January 2016, while more than 1 billion new users have been added to the global total in the past 3 years alone. Despite significant changes in digital behaviors due to COVID-19, people say that they're spending roughly the same amount of time each day on social media today as they did this time last year." https://datareportal.com/reports/digital-	Social media tracking and success is easy to measure and we also use consistent handles across our accounts (@ExploreLivingstonMT) and use hashtags (#ExploreLivingstonMt) to track engagement overall or by campaign. Since creating our social media accounts in July 2020, to date we have 1,500 followers, this baseline metric will be used to measure FY 21/22 and we will add reach and engagement metrics. A detailed social media report will be provided. Success will be measured by the number of social media posts, and 20% increase	\$3,000.00		social-media-mobile-users.png

		contract with a travel social media specialist when possible.	2021-global-overview-report	in social media followers over the previous fiscal year, and 10% increase in social engagement over the previous fiscal year.			
Consumer	Radio & Television Advertising	Our initial foray into radio is to target 1) the regional drive market in the shoulder season and 2) this summer focus on educating regional travelers about Recreate and Travel Responsibly messaging and that capacity and availability of services, rentals, lodging etc. may be limited. Our shoulder season marketing includes marketing Livingston as an arts, culinary, shopping, and recreation hub in which to book lodging. We have chosen YPR because it targets our shoulder season demographic and is heard throughout Montana and Northern Wyoming. We will have an ongoing campaign on Yellowstone Public Radio (YPR) an NPR affiliate, in conjunction with "Fifty-Six Counties" whose host travels to every county in Montana and interviews key players plus Potluck (2-3 spots randomly per week) to reach our target demographics. Although not advertising, we have close relationships with ABC affiliate reporters and frequently collaborate on stories highlighting Livingston's assets at no cost.	YPR listeners: "Are 65% more likely to have taken more than 3 vacations/personal trips in the past year. 130% more likely to attend one or more live theater performances each month. Are 226% more likely to have post-graduate degrees. Are 54% more likely to purchase organic foods. (targeting our arts and foodie markets) Also, 80% of public radio listeners say they have a positive impression of a company that supports public radio, 86% of listeners consider NPR "personally important to them" and 77 % of listeners take action in response to a NPR sponsorship." (Sources, YPR research & 2012 NPR Audience Profile, see details in attachment.)	Success will be measured by running at least 2 different seasonal underwriting campaigns, using YPR's listenership to measure reach. Our television story success will be measured by at least 2 stories in the fiscal year.	\$2,000.00		YPR Media Kit updated11.25.19.pdf
Consumer	Print Advertising	We have done little print advertising in our first 10 months as the new CVB beyond COVID-19 education and are still determining the best venues for our demographic. We'll advertise in regional tourism, statewide, and niche market (i.e. local food) magazines with editorial content in addition to eye catching photography and clear messaging. Our plan is to work with Explore Yellowstone, Destination Big Sky, Distinctly Montana, and Edible Bozeman as a measurement baseline. We will combine traditional advertising materials with digital advertising as part of a comprehensive and cohesive marketing plan.	"Print usage in travel planning has risen close to 50% of American leisure travelers. According to the State of the American Traveler, an independent research report by Miles Partnership, print has consistently shown strength and even slow growth in print usage over the last five years." https://www.milespartnership.com/state-american-traveler	Success will be measured by a minimum of 2 print ads in publications reaching our target market and staying within budget. We will report on magazine distribution numbers and QR code engagement from ads.	\$4,500.00		DestinationYellowstoneAdsread.pdf
		Marketing opportunities not yet	Last year opportunity marketing arose with resources more than tripling our budget, allowing us to create video, web,	As these opportunities have not yet arisen, we			

Consumer	Opportunity Marketing	identified or that are necessary due to disasters, policy changes, and other events outside of our control. We'll be able to respond to opportunities and needs as they arise.	social media, print and products reaching hundreds of visitors in person and thousands online we wouldn't have reached otherwise. As the coming fiscal year's opportunities and needs have not yet arisen, we here refer to those statistics and research listed in our print advertising, social media, digital, web & email marketing components.	do not yet know the appropriate measurements. Metrics will be provided when specific activities are identified.	\$3,000.00		
Consumer	Photo/Video Library	As the new CVB, we are just building our all-important photo and video library to represent our destination's unique beauty and historic character. We will build out our shoulder season images including winter sports and events and Autumn/Winter scenic images. We'll build on our existing relationships with Livingston's wealth of photographers and videographers and travel professionals who use these mediums. We'll use these assets for marketing including print, online, website, YouTube, and social media.	<p>People respond positively to visual content and images are the foundation of all of our marketing. The more eye-catching the image or video, the greater the engagement and traffic.</p> <p>Research has shown that including images and video make a difference: "The pandemic has overwhelmingly increased the amount of online video people watch. 91% of marketers feel the pandemic has made video more important for brands. 87% of video marketers reported that video gives them a positive ROI — a world away from the lowly 33% who felt that way in 2015." https://blog.hubspot.com/marketing/state-of-video-marketing-new-data</p> <p>Information retention: "Only 10% of audio information is retained 3 days later but relevant images paired with that same information, people retained 65% of the information three days later. Using the word "video" in an email subject line boosts open rates by 19% and click through rates by 65%. Studies show internet readers pay close attention to information carrying images and when the images are relevant, readers spend more time looking at the images than they do reading text on the page." (https://blog.hubspot.com/marketing/visual-content-marketing-strategy)</p> <p>"97% of marketers claim that videos help customers understand products. Over 80% of all traffic will consist of video by 2021. Live video will account for 13 % of traffic by 2021" https://techblog.comsoc.org/2017/06/10/cisco-increased-use-of-web-video-to-be-82-of-all-internet-traffic-by-2021/</p>	Success of this component will include ownership of nonexclusive marketing use rights to 10-20 high quality images, and 1-3 video reels or custom videos.	\$3,000.00		Cisco_global_internet_video_traffic_01.png
Consumer	Online/Digital Advertising	Our website https://www.explorelivingstonmt.com/ was launched summer 2020 meeting basic requirements and Montana Aware messaging but requires more robust content to be a true visitor engagement tool. We are nearing completion of a redesign of the website with greatly expanded content, inspired by great websites of other CVBs and regions and MDOT. The objective is to provide an online presence that promotes Livingston as a year-round destination inspiring international, national and regional travelers and a useful resource helping plan travel and access relevant information once in the area. Web visitors will be encouraged to sign up for our	<p>"66.4% of travelers rely on the opinions of in-person and/or through direct contact (email, text, etc.) for travel inspiration. The majority of travelers are now using the internet to plan, book, and research their vacations. Having a well-rounded web presence is essential to marketing a destination." https://www.destinationanalysts.com/insights-updates/</p> <p>"The average traveler spends 13% of their time online conducting travel-related activities" https://www.thinkwithgoogle.com/feature/travel-customer-journey-in-2020</p>	Success will be measured by the completion of the website redesign and expansion, increasing the content by tenfold. Our goal is a 10% increase in traffic to the homepage, and 5% increase in mobile traffic over the previous fiscal year as a quantifiable	\$3,000.00		The Changing Impact of the Internet on Travel Planning Behavior (1).pdf

		<p>newsletter, which will eventually highlight seasonal opportunities, news, insider tips, and events. We currently do not have enough email addresses of interested travelers for a reasonable ROI for tourism newsletters. We will also have segmented email campaigns communicating relevant information to local lodging and hospitality businesses and share this resource with the TBID. Our social media, and print ads (with QR codes) will direct traffic to the website. We are also investing in Google Analytics and SEO to boost our relevancy in searches.</p>	<p>"The Internet has grown to be one of the most effective means for trip planning and recent research shows that that the nature and extent of travel planning behavior has evolved over time." https://scholarworks.umass.edu/cgi/viewcontent.cgi?article=1592&context=tra</p>	<p>KPI for our consumer advertising methods. To enable newsletter marketing, we want to capture a minimum of 100 new email addresses in the coming fiscal year.</p>			
Marketing Support	TAC/Governor's Conference meetings	<p>To be in compliance with Rules and Regulation governing bed tax dollars' attendance at TAC meetings and the Governor's Conference on Tourism is mandatory. This is the budget place holder for attendance at these events.</p>	<p>This is an operational method employed by the organization in order to adhere to the governing rules and regulations. While it may not be directly supported by specific research, past experience has demonstrated that the organization's operations and successful marketing relies on participation of the executive director at quarterly Tourism Advisory Council Meetings whereby pertinent information is shared and action is taken.</p> <p>Past experience from peers attending the Montana Governor's Conference on Tourism and Recreation has also shown to be beneficial as a networking, training and education event. This will be our first year attending the Governor's Conference but we have attended all TAC meetings via Zoom since becoming the new CVB.</p>	<p>We will attend all four of the TAC meetings and the Governor's Conference. Our benchmark will be to take a minimum of two strategy or statistical data research tools from the meetings and conference to incorporate in our marketing plan and implementation strategy.</p>	\$900.00		
Marketing Support	Administration	<p>Admin fees - \$4,358; bookkeeping/accounting - \$800; insurance - \$300; rent - \$200; office supplies - \$100; telephone/internet - \$600</p>	<p>This is an operational method employed by the organization in order to adhere to the governing rules and regulations. The CVB has used Administration funds every year since becoming a CVB. While it may not be directly supported by specific research, past experience has demonstrated that the organization's operations and successful marketing rely on administrative funds. The Administration funds budget is added combined with other administrative funds provided by the joint operations of the CVB, Livingston Business Improvement District, and Tourism Business Improvement District. Without these funds, it would not be economical or feasible to have permanent staff, albeit part-time, administering the CVB.</p>	<p>Per the TAC Rules and Regulations, we are allowed up to, but not exceeding, 20% of the organization's new annual revenue to cover administrative expenses. The intent of the administrative budget is to cover costs incurred in the implementation of approved marketing methods/funded by the lodging facility use tax and success is measured by the successful implementation of this marketing plan; staying within budget and meeting or exceeding marketing goals.</p>	\$6,358.00		
		<p>As the new CVB with a history of primarily responding to the pandemic we need to develop an initial</p>					

Marketing Support	Marketing Plan Development	marketing plan to reach our goals and to set a baseline for comparison. Analysis of past and similar campaigns, research of trends, determining strategies, setting goals, assigning task implementation and timelines, and creating robust review and measurement systems are needed. The plan will include detailed marketing strategies and consistent messaging across media platforms, address both the CVB marketing budget and funding partnerships with TBID and the LBID, and take into account additional funding options, grants, and cooperative opportunities. We will work with marketing specialists, implement CVB Board goals, respond to any changing conditions or crisis, and coordinate the plan to reflect TAC requirements.	Other CVBs and travel industry peers have seen success in planning and executing marketing tactics by having a marketing plan to better reach the goals and objectives set forth by the TAC and the CVB Council. A marketing plan will allow us to set up metrics to measure the tactics and compare year to year, enabling us to make adjustments and improve outcomes in years to come.	Success will be measured by the completion of a comprehensive marketing plan and meeting or exceeding our marketing goals as outlined in this marketing plan.	\$4,036.00		
Marketing Support	Marketing/Publicity Personnel	Our part time Executive Director needs marketing and design professional assistance to polish our marketing campaign design, content, and to help strategize messaging. We will work with Eubank Creative, a graphic artist and art director, who has done our logo rebranding and first color ad, on design and marketing. When the budget allows, we work with Wandering Road Communications, LLC. on social media marketing and strategies. We are dedicated to working with local professionals to strengthen local economic development by the tourism industry.	The strategy of hiring pros is well known by anyone who's tried to do design work on their own and ends up spending a lot of time on an inferior product. We've found that working with a design pro and marketing specialist: saved time, saved money, created marketing assets we are proud to use, brought a fresh perspective, and led to superior products that are timeless, memorable, communicate our brand clearly, attract travelers, and makes us stand out from the crowd. Citations: https://dotmarketingsd.com/professional-graphic-designer/ https://www.yadonia.com/blog/5-reasons-why-you-should-hire-a-graphic-design-professional/	Design of a minimum of three print ads, creation of a shoulder season marketing campaign strategy, and niche market campaign (i.e. drive market foodies).	\$2,000.00		Explore Livingston.png
					\$31,794.00		

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget
Consumer	Print Advertising	\$4,500.00
Consumer	Radio & Television Advertising	\$2,000.00
Consumer	Social Media	\$3,000.00
Consumer	Photo/Video Library	\$3,000.00
Consumer	Opportunity Marketing	\$3,000.00
Consumer	Digital Asset Management/Aquisition	\$3,000.00
		\$18,500.00
Marketing Support	Marketing/Publicity Personnel	\$4,036.00

Marketing Support	Administration	\$6,358.00
Marketing Support	Marketing Support/Customer Service Training	\$900.00
		\$11,294.00
Publicity	Marketing/Publicity Personnel	\$2,000.00
		\$2,000.00
		\$31,794.00

Miscellaneous Attachments

Description	File Name	File Size
Marketing Method and Segment Pie Charts FY21.22 Livingston CVB	Livingston CVB Marketing Method and Segment Pie Charts FY21.22.pdf	90 KB

Reg/CVB Required Documents

Description	File Name	File Size
LBID CVB FY22 Application for CVB Lodging Tax Funds	LBID CVB App for Lodging Tax Revenue FY22.pdf	46 KB
LBID CVB FY22 Certificate of Compliance	LBID CVB Certificate of Compliance FY22.pdf	60 KB
LBID CVB FY22 Pledge of Compliance and Understanding	LBID CVB Pledge of Understanding and Compliance FY22.pdf	52 KB

