



Application

55917 - FY18 Region/CVB Marketing Plan - Final Application

58104 - FY18 Helena CVB Marketing Plan
DOC Office of Tourism

Status: Under Review

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Applicant Information

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Organization Information

Name:* Helena Area Chamber of Commerce CVB

Organization Type: Non-Profit Organization

Organization Website:

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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?

Helena, Montana, is much more than just the state capital; it is a vibrant community bordering some of the best recreation opportunities in Montana. Nestled against the Rocky Mountains and built by gold mining, Montana's capital city strikes a unique balance between having a rich history and being a lively arts and culture town. Surrounded by pristine mountain scenery, numerous rivers and lakes, clean fresh air, and an abundance of wildlife, Helena is a unique travel destination.

Identity of Helena - as identified by the Helena CVB:

As a tourist destination, Helena offers the following strengths and resources:

- Arts and culture, such as Grandstreet Theatre, Montana Shakespeare Company, Great Northern Carousel, Holter Museum of Art, Myrna Loy Center for the Performing and Media Arts, Archie Bray Foundation for the Ceramic Arts, ExplorationWorks, Clay Arts Guild of Helena, Cathedral of Saint Helena, Carroll College, Queen City Ballet, TangoHelena, Helena Symphony Orchestra and Chorale, and Civic Center events.
- Helena has received several designations that make it desirable to visitors, including International Mountain Bicycling Association Ride Center, Rand McNally Best of the Road for Geocaching, *USA Today's* 10th Best State Capital Worth Visiting, and many more.
- Helena is central to Montana history with historical attractions such as Montana Heritage Center Museum, "Montana's Most Historic Mile" Last Chance Gulch, Original Governor's Mansion, Historic Mansion District, Reeder's Alley, nearby ghost towns, Gates of the Mountains, Lewis and Clark Trail, Montana Military Museum, Montana's State Capitol Building, and the Last Chance Tour Train.
- Outdoor recreation abounds with fishing, hunting, hiking, camping, boating, rafting, downhill and cross-country skiing, snowmobiling, mountain biking, golfing, and horseback riding. Visitors can enjoy Gates of the Mountains, the mighty Missouri River, Holter Lake, Canyon Ferry Lake, Hauser Lake, Spring Meadow Lake, Great Divide Ski Area, Montana WILD, and over 80 miles of trails on readily accessible public lands.
- Conveniently and centrally located, Helena is a perfect stop for activities and overnight stays for those traveling between Glacier and Yellowstone National Parks and for Canadians and snowbirds heading south.
- Special events and festivals throughout the year, including the Last Chance Stampede and Rodeo, Governor's Cup Race, Komen Race for the Cure, Trail Rider, Farmers' Market, Downtown Helena's Art Walks and Wednesday's Alive at Five, Symphony Under the Stars, Mondays at the Myrna Loy Center, Made in Montana Trade Show, Montana Mucker, state sports tournaments, and many other regional events.
- Helena has the most nonprofits per capita than any other population center in Montana. This focus on civic involvement and social service creates an inviting community.

Helena's marketing efforts are often challenged by the following weaknesses and critical issues identified by the CVB:

- - Limited public transportation, both from outside and inside the city of Helena

- o Limited large-scale convention and event facilities
- o Limited signage directing visitors to Helena attractions on interstate highways and within the city
 - Signage is a project included in the Helena Downtown Master Plan
- o Helena events are seeing increased competition from other Montana towns' events
 - After losing several state sports tournaments, Helena created a sports council and has worked to bring back large tournaments to Helena
- o Lack of extended store, shopping, and attraction hours to accommodate tourists
 - While still an issue, store owner education and downtown events have made headway into resolving this challenge
- o The cost of airfare and flexibility of connections is a concern for travelers
 - While still an issue, Alaska Airlines is increasing flights with a possible Helena/Portland flight in the works

Montana's Brand Pillars perfectly match with Helena and what it offers visitors.

More spectacular unspoiled nature than anywhere else in the lower 48.

Its location, nestled against the Rocky Mountains and opening into a lush valley, highlights the spectacular unspoiled nature that can be found just outside the city limits. Helena is surrounded by pristine mountains, rivers, and lakes. With over 80 miles of trails on Helena's South Hills, nearby public land, and Gates of the Mountains, visitors can escape into an outdoors that is still very much like it was when Lewis and Clark first set eyes on it.

Vibrant and charming small towns that serve as gateways to natural wonders.

Named one of the Best Small Arts Towns, Helena has all the amenities of a big city but with a small town feel. In addition to its rich history and culture, visitors will find biking and hiking trails, blue-ribbon fishing, and water recreation opportunities just outside city limits.

Breathtaking experiences by day, relaxing hospitality at night.

Whether it is the panoramic views from atop MacDonald Pass or watching a resident artist create their next piece at Archie Bray, Helena offers visitors unique and breathtaking experiences that can't be found elsewhere. Stroll along the walking mall to explore the many local shops. Or relax and enjoy some Helena flavor at a local restaurant, brewery, or distillery. At night, visitors can choose from historic bed and breakfasts or established hotels offering hometown Montana hospitality.

Optional: Include attachments here

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

The Helena CVB marketing plan addresses the three phase decision process across its marketing plan with various tactics implemented to provide a smooth process throughout the target's travel planning.

Inspiration

In the Inspiration phase, the target audience will be made aware of Helena's attributes, inspiring a desire to visit Helena. Select tactics in the marketing plan address this phase by featuring information about Helena, promoting key attributes that interest target markets, and through vivid high-quality imagery. The tactics involved in the marketing plan that are part of the Inspiration phase include

- Consumer Advertising: The Helena CVB will develop a strategic media plan that utilizes MOTBD co-ops, Wendt-facilitated co-ops, and placement within publications that reach the target markets. Ads will highlight activities with a strong call to action and vivid images.
- Internet Advertising: The Helena CVB will develop a strategic media plan that targets markets with interest in the attributes of Helena. Ads will include eye-catching images with links to specific pages and relevant information within Helenamt.com.
- Public Relations: The Helena CVB will seek out opportunities with national and regional publications as well as freelance writers/photographers to help generate stories about Helena. This will be accomplished by reaching out to magazine editors, responding to media inquiries, creating news releases, and pitching of special events or new opportunities for visitors to Helena.
- Pinterest: The Helena CVB utilizes its social channels to promote Helena's attributes and keep followers up to date with news and events. Within Pinterest, strong images and descriptive captions inspire users and are used to build intent to visit Helena.
- Photo Library: The Helena CVB has a photo library that includes hero shots and photos highlighting activities in and around Helena. It is used for advertising, media inquiries, news releases, and social media.
- Video: Helena has two videos: one highlights the opportunities for travelers in Helena and the second is specific to family travelers. The videos include a strong call to action to visit Helena. They are being used for advertising, public relations, and social media.

Orientation

In the Orientation phase, the target begins researching the details of their trip, including the route and mode of transportation. Select tactics in the marketing plan address this phase by highlighting Helena's convenient location both within the state and between Glacier National Park and Yellowstone National Park. The tactics in the marketing plan that are part of the Orientation phase include

- Helenamt.com – The Helena CVB will continue to work with the Helena TBID to maintain a website that provides travelers with access to information they need to plan their trip from beginning to end. The website includes maps and a call out to Helena's convenient location between the parks, service and attraction directories, an event calendar, sample itineraries, and much more.
- Consumer Advertising – Beyond a strategic media plan, the ads all feature a call out to Helena's convenient location between the parks.
- Visitor Guide – The Helena Travel Guide is an important piece in developing the traveler's intent to visit Helena. The travel guide is used in response to media inquiries and consumer advertising inquiries. It is distributed regionally and locally. The travel guide consists of maps, suggested routes, main attractions, and a calendar of events.

Facilitation

In the Facilitation phase, the traveler is looking for things to see and do in Helena and along the way. Select tactics in the marketing plan address this phase by providing sample itineraries, day trips, and activities broken into easy-to-use categories. The tactics in the marketing plan that are part of the Facilitation phase include

- Helenamt.com – The Helena CVB will continue to partner with the Helena TBID to maintain the site to include up-to-date sample itineraries, easy-to-navigate activities, and must-see landmarks.
- Pinterest – Boards on the Pinterest page include Helena Food and Drink, Stay in Helena, and Things to Do, which highlight what to do while visiting Helena. The pins include captions with calls to action and links to learn more.
- Brochures – The Helena CVB developed a rack card brochure that highlights Helena's convenient location and main attractions. The brochure features hero shots and narrative copy about Helena and the surrounding area. The brochures are distributed along the travel corridor for visitors to Glacier and Yellowstone National Parks and to inform visitors about what Helena has to offer and why it's a perfect stop.
- Tear-Off Map – Helena CVB annually produces a tear-off map of Helena that is available at visitor centers and local businesses. The map is not only a road map but also highlights major landmarks and attractions.

- Visitor Center – The visitor center features knowledgeable staff and printed materials about what to see and do in Helena.

Optional: Include attachments here.

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

Target Geographic Markets

Based on inquiries from our marketing and advertising efforts, visitors to the Helena Chamber of Commerce Visitor Centers, direct flights to Helena Regional Airport, and the Destination Analysis report, the Helena CVB will target the following states and provinces: Washington, Idaho, Utah, California, Texas, Arizona, Florida, Oregon, Illinois, Colorado, Minnesota, Alberta, and Saskatchewan.

Target Demographics

A) Travelers Visiting Family and Friends: The most popular leisure travel purpose in Montana and nationally is visiting friends and relatives. These are adults 35+ years of age, traveling with or without children. They have a household income of \$60,000+, participate in scenic trips, photography, camping and hiking, wildlife viewing, skiing, and snowmobiling. These travelers enjoy outdoor activities, hands-on experiences, and tend to visit state parks, museums, historic trails, and nature areas.

B) Leisure Travelers: Adults 35+. They have a household income of \$60,000+ and travel with or without children in the summer months. They participate in shopping, attend social/family events, outdoor activities, rural sightseeing, and visit historic places and museums.

- Family Travelers: Affluent households with children under the age of 18
- History Buffs: Travelers who rate “historic attractions” as an extremely important attribute in selecting travel destinations

C) Adventure Travelers: Adults 30+ years of age, traveling with or without children. They have a household income of \$60,000+. They enjoy and participate in outdoor activities, such as mountain biking, fishing, hiking/backpacking, camping, water recreation, skiing, and snowmobiling.

E) Business Travelers/Meeting & Convention Planners: Business travelers often include leisure activities during at least one of their trips, and many take family or friends on those trips. Meeting and convention planners who seek to book small- to medium-sized conventions and meetings in an area offering unique western hospitality with a variety of local historic, cultural, and recreational activities.

b. What are your emerging markets?

Helena has two main emerging markets. We will reach these markets through our planned tactics included in our marketing plan and through our creative execution.

Mountain Bikers – With the slogan “a singletrack at the end of every street,” Helena has become a destination for mountain bikers. In 2013, the International Mountain Bicycling Association gave the mountain bike trails in and around Helena their highest trail rating by designating Helena a Ride Center. Helena will continue to focus on this market because we have the infrastructure and tools (more than 80 miles of trails, Bikehelena.com, Trail Rider shuttle service, ride events, Vigilante Bike Park) in place to reach mountain bikers and provide an unmatched experience.

Geocachers – Led by the Helena TBID, the Helena GeoTour was created, touting handmade tokens and several caches that are perfect for families as well as the seasoned geocacher. Helena was named the #1 Town in America for Geocaching in Rand McNally's Best of the Road competition in 2013. The success of Helena as a geocaching destination has been continued through FAM trip writers and events specifically designed around the Helena GeoTour. While this is a niche group, it is made up of dedicated travelers.

c. What research supports your target marketing?

The Helena CVB utilizes ITRR to refine its target audiences, including why visitors are attracted to Montana. This year the Helena CVB is also using the research provided by Destination Analysis about Montana's potential high-value visitors and strategic messaging to create targets and messaging. Visits to the Helenamt.com site also help define the geographic targets outlined in the marketing plan.

Optional: Include attachment here. Target markets Research.docx

Overall Goals

Fiscal Year 17/18 Goals

- 1) Increase arrivals, length of stay, and expenditures of Helena visitors by raising their overall level of awareness of Helena as a must-stop destination within Montana due to its recreational, cultural, and historical attractions and activities.
- 2) Seek appropriate marketing opportunities and partnerships with other tourism organizations, events, and activities. This includes the TBID, Downtown Helena, Helena Airport, Southwest Montana Tourism Region, and Montana Office of Tourism and Business Development.
- 3) Increase awareness of Helena as a destination and encourage visitors to Glacier and Yellowstone National Parks to take advantage of Helena as a travel destination due to its convenient geographical location.
- 4) Increase awareness of Helena's historic, cultural, and recreational attractions among meeting and convention planners, helping them view Helena as a "see-and-do" destination.
- 5) Enhance and encourage visitor experiences while in Helena through Visitor Center orientation and informational materials.

Fiscal Year 17/18 Measurable Objectives

- Target travel media to increase visibility of Montana and Helena as a leisure travel destination.
- Promote existing historic/cultural assets for the enjoyment of residents and visitors.
- Enhance funding for region and CVB marketing efforts.
- Expand partnerships with tourism businesses/attractions and TBID as co-op partners.
- Create public/private/tribal partnerships for cooperative project implementation.
- Increase the number of user sessions by 10% per year on the CVB/TBID/Chamber website.
- Increase productivity of the Helena CVB's administration, project development, and overall marketing efforts.
- Develop a cohesive, effective marketing plan to be approved by the Tourism Advisory Council. Our plan will increase arrivals, length of stay, and expenditures of Helena visitors by raising the overall level of awareness of Helena's historic, cultural, and recreational attractions and activities.
- Enhance tracking/reporting and ROI from CVB advertising.

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Provide a brief rationale.	Plan to measure success?	Marketing Method Evaluation	Estimated budget for each method.	Non bed tax funds?	Add'l Attchmnts
Consumer	Photo/Video Library	Yes	Opportunities arise throughout the year when specific photography/videography needs to be purchased to create niche marketing campaigns and fulfill request from publications, writers and for online media.	High-quality images and video that captures the activities, attractions and spirit of Helena make Helena's marketing efforts more powerful by showing what there is to experience in Montana's Capital City.	The Helena CVB has a large photo library that is utilized for everything from social media to print ads and public relations opportunities. Photos have to be acquired for special circumstances. The Helena CVB relies on the photo library to keep its production costs low and respond to all promotional opportunities with high-quality images. The CVB recognizes the availability of MTOT photography as well as the availability of area photography. Helena has produced two videos in FY17. In FY18 the Helena CVB will be looking to increase footage of Helena events and additional seasons including fall and winter visitor activities.	This projects success will be determined by tracking the amount of use of the photographs and video for public relations, marketing, website and social media efforts by the Helena CVB.		\$1,400.00	No	
Consumer	Online/Digital Advertising	Yes	As a primary component of the FY17/18 marketing plan, the Helena CVB will	Today, more and more people are starting their trip planning	As more travel planning is done online,	Effectiveness of this project will be		\$57,000.00	No	

			<p>develop an online marketing campaign to introduce Helena to the target markets and as a method of educating and producing click-throughs to the Helena website from potential visitors. Specific media vehicles and timing will be determined after July 1, 2017.</p>	<p>online. This trend is only increasing as people receive their information through smartphones and tablets. 2013 was a success, reaching 2,165,590 impressions and 2,053 click-throughs for a cost of \$4,900, including production. In 2014, this success was continued using three HTML emails to reach 4,252,720 impressions and 6,494 click-throughs for a cost of \$7,750, including production. The FY15/16 campaign saw 2,395,519 impressions and 5,299 click-throughs for a cost of \$6,869, including production. The FY16/17 campaign will be evaluated before the planning for FY18 begins.</p>	<p>the Helena CVB would like to take advantage of the affordable options available to reach potential travelers. The digital campaign will be designed to fit within our geographic and demographic targets with tactics that have shown past success and any co-op opportunities through MOTBD or third parties.</p>	<p>measured by tracking inquiries, impressions, clicks, and click-through rates generated, and by calculating the cost per thousand, per click, and per inquiry. The Helena CVB will also be monitoring usage statistics from CVB's website Helenamt.com. The Helena CVB will respond to inquiries with the Helena Travel Planner produced with private sector dollars.</p>			
Consumer	Print Advertising	Yes	<p>The Helena CVB will develop a consumer marketing campaign as a method of building awareness of Helena's outdoor recreation opportunities, arts and culture, historical attractions, special events, and convenient location between the parks with our target audiences.</p>	<p>Helena has seen great success in driving inquiries and traffic to the website with past consumer marketing campaigns. In 2016, Helena's ads reached 5,040,600 people. In 2016, Helena fulfilled 9,372 inquiries with travel planners. While the Consumer Marketing Plan was active, the Helena website and 800 number also saw a marked increase in activity.</p>	<p>This campaign will inspire travelers to plan a trip to Helena through high-quality images and attention-grabbing copy. It will meet the needs of travelers by educating them about all Helena offers, as well as connecting them to the website or travel planner, which both contain trip suggestions and tools to help with their vacation planning. The campaign will also produce inquiries from potential</p>	<p>Effectiveness of this project will be measured by tracking inquiries generated and by calculating the cost per inquiry. The Helena CVB will also be monitoring usage statistics from the website Helenamt.com. The Helena CVB will respond to inquiries with the Helena Travel Planner produced with private sector dollars. Our objective is to increase inquiries by 5% and increase the number of</p>		\$9,600.00	No

					vacation travelers through the inclusion of the Helena 800 number and website on materials, as well as reader service when available. The campaign will be designed to fit within our geographic and demographic targets. In order to increase effectiveness of the consumer marketing campaign, editorial calendars will be evaluated to find stories related to Helena's identity and travel product. The FY16/17 campaign currently in progress will be evaluated prior to planning the FY18 media plan.	user sessions by 10% per year on the Helena CVB website.			
Consumer	Social Media	Yes	The Helena CVB has a successful Pinterest page that highlights all Helena has to offer through a variety of high-quality visual pins. Boards have been set up to promote new activities such as geocaching and to announce and promote events such as Symphony Under the Stars, Last Chance Stampede and Fair, Last Chance Community Pow Wow, Governor's Cup Race, and many more.	Pinterest gives Helena access to more than 150 million active users. Currently, the Helena Pinterest page has 16 boards, 1,119 pins, and has grown to reach 1,056 followers. The most popular board is "At Home in Helena," which features recommendations from locals.	Pinterest is a very popular social media vehicle for those in the inspiration and planning stages of trip planning. Pinterest allows users to create boards where they are able to pin ideas, destinations, and useful information for planning	The success of this project is measured through followers of the Helena Pinterest page, repins, and through website visits gained through Pinterest.	\$2,000.00	No	

					<p>purposes. By utilizing Pinterest, Helena is able to provide a visual travel guide to all things Helena. From a board about dining options to one specifically about mountain biking, followers can visually see what Helena has to offer. Many of these pins also link back to the Helena website where they can find more in-depth information on planning their trip to Helena.</p>				
Marketing Support	Marketing Plan Development	Yes	<p>The Helena CVB annually revisits its marketing position and works to develop a strong, focused marketing plan. This project encompasses the marketing support provided by Wendt in the form of preparation for, and the subsequent development and writing of, the FY18/19 Marketing Plan for submission to the Tourism Advisory Council.</p>	<p>The Helena CVB has seen success in planning and executing marketing tactics that reach the goals and objectives set forth by TAC and the CVB Council. A marketing plan also allows us to set up metrics to measure the tactics and compare year to year allowing us to fine tune what is successful and what has not worked.</p>	<p>Our overall objective is to develop a cohesive, effective marketing plan to be approved by the Tourism Advisory Council. Our plan will increase arrivals, length of stay, and expenditures of Helena visitors by raising the overall level of awareness of Helena's historic, cultural, and recreational attractions and activities. All tactics will address the travel decision process.</p>	<p>Our success will be measured in reaching and exceeding the objectives set forth in the FY17/18 marketing plan, including increasing inquiries and increasing overnight stays among those already traveling to Montana.</p>	\$2,000.00	No	

Marketing Support	Research	Yes	Smith Travel Research produces a monthly "Star Report." This report is the hotel industry standard of benchmarking and provides useful data such as occupancy, demand, revpar and supply to the Helena CVB.	The Smith Travel Report provides the research necessary to see trends and opportunities in the lodging industry and across Montana.	With this report the Helena CVB will be able to see fluctuations in occupancy and demand while deciding what months and seasons the CVB may need to market differently. This research will not only provide us with a benchmark for success in our sales efforts, but will be a destination management tool as we look at the quantity of rooms and evaluate our occupancies in our high, low and shoulder seasons.	Effectiveness of this project will be measured as we track trends in occupancy and revenue collected by local hotels. From that we will be able to see the impact we are making with our advertising dollars. This information will be distributed to the hotel/motel association and other entities interested in information.		\$2,000.00	No	
Marketing Support	Printed Material	Yes	Helena prints a tear-off map that gives travelers information about how to get around Helena and easy ways to find various landmarks and attractions. A local printer that has previously printed the maps will be used, thus avoiding additional costs such as set-up fees charged by other printers.	Each year, businesses run out of the tear-off maps because they are so useful to visitors. The maps are helpful when local businesses are giving directions or recommending places to visit in Helena.	Helena can be a tricky city for visitors to navigate, even with GPS, and they may be unfamiliar with Helena's can't-miss attractions. The map is given to local businesses such as hotels, museums, and other tourist locations to be handed out to travelers and those who need help finding their way around Helena. This	Success of this project is based on how many maps are given out and feedback from the businesses that have them.		\$2,000.00	No	

					not only increases visitors' awareness of all Helena has to offer but makes their experience stress-free.					
Marketing Support	TAC/Governor's Conference meetings	Yes						\$1,500.00	No	
Marketing Support	Administration	Yes						\$22,000.00	No	
Marketing Support	Joint Ventures	Yes						\$5,000.00	No	
Marketing Support	Fulfillment/Telemarketing	Yes						\$4,500.00	No	
Marketing Support	Opportunity Marketing	Yes	The Helena CVB would like to assign a project and budget for opportunities that may occur during the FY17/18 marketing year. When project opportunities arise, the CVB will submit details of the project to the TAC.	Projects, events and marketing opportunities that come up during the year have provided Helena considerable press and earned media in the past.	Opportunity projects will allow the Helena CVB to be prepared if opportunities arise in FY17/18.	Metrics for success will be determined when an opportunity project is submitted to the TAC.		\$1,000.00	No	
								\$110,000.00		

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Print Advertising	\$9,600.00	\$0.00
Consumer	Online/Digital Advertising	\$57,000.00	\$0.00
Consumer	Photo/Video Library	\$1,400.00	\$0.00
Consumer	Social Media	\$2,000.00	\$0.00
		\$70,000.00	\$0.00
Marketing Support	Printed Material	\$2,000.00	\$0.00
Marketing Support	Administration	\$22,000.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$1,500.00	\$0.00
Marketing Support	Marketing Plan Development	\$2,000.00	\$0.00

Marketing Support	Research	\$2,000.00	\$0.00
Marketing Support	Opportunity Marketing	\$1,000.00	\$0.00
Marketing Support	Joint Ventures	\$5,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$4,500.00	\$0.00
		\$40,000.00	\$0.00
		\$110,000.00	\$0.00

Miscellaneous Attachments

Reg/CVB Required Documents

File Name	Description	File Size
Chamber Board CVB Marketing Plan & Budget Approval.doc (26 KB)	FY 14/15 Marketing Plan & Budget Approval	26 KB
Chamber Board CVB Marketing Plan and Budget Approval.docx (14 KB)	FY 16/17 Marketing Plan & Budget Approval	14 KB
Chamber Board CVB Marketing Plan and Budget Approval.docx (13 KB)	FY 17/18 Helena CVB Required Documents	13 KB
Helena CVB Required Documents (2).pdf (766 KB)	FY 17/18 Helena CVB Required Documents	766 KB
Helena CVB Required Documents.pdf (1.3 MB)	FY 15/16 Helena CVB Required Documents	1.3 MB
Helena CVB Required Documents.pdf (725 KB)	FY 16/17 CVB Required Documents	725 KB
