

## Application

### Instructions

**Print to PDF** will convert the application plus any PDF attachments into a single PDF file. **Release for Review** will change the status of the application to Under Review and move it on to the evaluation process. **Negotiation** will allow you to unlock one or more sections of the application and route the application back to the applicant for further editing. **Annotations** allow internal staff to add notes that are visible to internal staff only and possibly also reviewers if they have a special security privilege. The applicant cannot see these notes. **Versions** will display all component versions that were created as a result of the negotiation process. **Feedback** allows staff to enter feedback about the application to the applicant. The feedback text will appear at the bottom of the application and will be visible to anyone who has access to the application. **Withdraw** changes the status of the application to Withdrawn and removes the app from the evaluation process.

### Application Details

[Map](#) | [Print to PDF](#) | [Negotiation](#) | [Annotations\(0\)](#) | [Versions](#) | [Feedback](#) | [Withdraw](#)

#### 15254 - FY15 Region/CVB Marketing Plan - Final

#### 16376 - FY15 West Yellowstone CVB Marketing Plan DOC Office of Tourism

<b>Status:</b>	Under Review	<b>Original Submitted Date:</b>	05/01/2014 2:59 PM
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### Applicant Information

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#### Organization Information

**Name:\*** West Yellowstone Chamber of Commerce

**Organization Type:** Non-Profit Organization

**Organization Website:**

**Address:**\* P.O. Box 458

\* West Yellowstone Montana 59758  
City State/Province Postal Code/Zip

**Phone:**\* 406-646-7701

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**Alternate Email**

## Community & Brand Support

### 1. Describe your destination.

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

As the closest entrance to Yellowstone National Park, West Yellowstone has identified itself as the perfect location for exploring the Park. Sharing a border with Yellowstone and surrounded on all other sides by the Gallatin National Forest, the town has become the center for a plethora of activities. Clean air and water, abundant wildlife, scenic beauty and historical reference all have made West Yellowstone a national and international destination.

West Yellowstone offers visitors an amenities-rich, safe platform for remarkable experiences, including wildlife viewing, photography, miles of groomed trails for cross-country skiing and snowmobiling, hiking/ biking; fishing, rafting, kayaking and boating to name just a few.

There are also a variety of family oriented and culturally varied locations such as the Yellowstone IMAX Theatre, Playmill Theatre, the Yellowstone Historic District and Museum, and the Grizzly & Wolf Discovery Center all located in West Yellowstone. Opening this June, is the Yellowstone Aerial Adventure zipline and ropes course. Nearby attractions include the 1959 Madison River Canyon Earthquake Area, the Nez Perce Trail and Nevada and Virginia Cities.

Having the west entrance to Yellowstone National Park mere blocks from downtown funnels many visitors through West Yellowstone. Unfortunately, many simply pass through West Yellowstone when entering or departing the Park en route to other locations and don't take advantage of what we offer.

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

### Strengths:

- **West Entrance to Yellowstone National Park.** As the closest and most convenient gateway community for exploring all of Yellowstone National Park, West Yellowstone is also increasingly recognized as the most complete gateway offering products and services in a setting that embodies a true "sense of place."
- **We are seen by some visitors as synonymous with Yellowstone Park and can effectively market ourselves as "Yellowstone Plus."**
- **Close proximity to Teton National Park and situated on the primary corridor between Glacier and Grand Teton/Yellowstone National Park.** And, a scenic drive destination. West Yellowstone has been included in the Yellowstone-Grand Teton Loop of "Top Ten Northwest Scenic Drives" website and map guides. We are working with other Montana regions and communities to effectively market a "Park-to-Park" product.
- **Outstanding natural assets such as mountains, lakes and rivers that allow visitors to escape from the city.** Opportunity for greater exposure of these key geo-tourism assets is highlighted on the Greater Yellowstone GeoTourism map. Also, an authentic mountain lifestyle – main street Montana and friendly people with our own individual curb appeal.
- **A nationally recognized, well-developed system of winter trails.** Increasing recognition and popularity as winter destination with multi-sport diversification by are target audiences.
- **An ideal family vacation spot** - affordable, fun, educational, clean, with a variety of activities. West Yellowstone is also perceived as a primary return destination for parents and baby boomers, as well as a place to create memories for families and affinity groups. Close proximity to Yellowstone Park and surrounding recreational activities and assets appeal to small groups of like interests: schools, family reunions, home-schoolers, weddings. West Yellowstone also has a reputation as a "safe" location where families can stroll after dark along our main streets with retail and shopping, or picnic and play in multiple locations in our town.
- **The perfect fit for the "value-conscious" traveler seeking the best financial value without compromising on quality of experience.** Yellowstone Park offers one of the best values in affordable attractions with a seven-day pass for a carload for just \$25.00, as well as many fee free entrance days to National Parks. West Yellowstone can offer a full bundle of traveler services that speak to family values and memorable, emotive experiences.
- **Growing international recognition** among international travel groups and foreign independent travelers.
- **Seasonal airport served by a regional carrier** and with a Fixed Wing Base Operator for private planes.
- **Home of the Yellowstone Historic District** with four original Union Pacific Railroad Structures, Yellowstone IMAX Theater, the Grizzly & Wolf Discovery Center, The Nez Perce Trail, Virginia and Nevada

- cities, and the Madison River Canyon Earthquake Area.
- **Equipped with a conference and convention center** to accommodate businesses, trade and other association meetings.
- **Marketing tools that utilize technology** including a website, mobile, and growing social media presence.
- **A cache of experienced and knowledgeable interpretive guides** and guide services.
- **A community of entrepreneurs** with their determination, spirit and energy and a seasoned core of volunteers with a history of successful events.
- **A host of events**, some that have been on the calendar for years as well as those that celebrate special times.
- **Additional community marketing resources.** The Marketing and Promotion Fund, secured from the local Resort Cities Tax; the West Yellowstone Tourism Improvement District (TBID), a strategic partner in shared marketing strategies and tactics, and various other local foundations and organizations; the West Yellowstone Economic Development group and the West Yellowstone Foundation also have grants available for marketing campaigns and event projects.
- **Potential tourism partners** with Big Sky, Bozeman, Gateway communities, Chambers, Yellowstone Country Tourism, and organizations such as Brand USA and the National Parks Promotion Council.

## Challenges

- **The perception that West Yellowstone is only a gateway into** the Park and not a destination. Stepped up competition from more distant communities attempting to present themselves as preferred gateways to Yellowstone. Additionally, creation and designation of "routes" through and around Yellowstone Park that either leave off West Yellowstone or position it as only a "drive through" location.
- **The considerable distance and lack of easy access** from major population centers. Airline access issues with only summer service available in the community.
- **Bridge repair and road construction in Yellowstone Park and the highways leading to West Yellowstone** is again scheduled for the 2014 warm season.
- **The new "traveler frugality"** resulting from the continuing recessionary factors has changed how travelers spend and created a high demand for "value" in every experience.
- **Increases in the price of gas.**
- **The daily Yellowstone snowcoach and snowmobile tour winter business**, along with daily snowmobile rentals, are susceptible to occupancy levels in Big Sky.
- **National and world events including** terrorism, and natural disasters impact tourism. Additionally, local weather and seasonal conditions impact traveler routes and length of stay
- **The negative press** generated on issues such as the bison and winter use, and natural events such as earthquake swarms, forest fires, and super volcano concerns in Yellowstone and Teton National Parks.
- **Seasonal employment and lack of employee** housing that makes it difficult to recruit and house seasonal employees. Increased reliance on foreign workers (ESOL based) causes communication challenges. Current restrictions on the H2B Visa program and lack of J1 student VISA's make it challenging to find sufficient labor for the businesses in West Yellowstone.
- **Lack of community knowledge** including a rotating and unknowledgeable front line staff that limits selling West Yellowstone as the most complete and convenient solution for visitors.
- **Lack of restaurants and nightly entertainment.** The perception by some that West Yellowstone lacks sophistication, culture, art, sufficient family friendly activities and events.
- **A community of entrepreneurs**, all with their own ideas and who find it less easy to work as a team and can be adverse to change.
- **Federal budgets and priorities** have a significant impact on access and services for both the national park system and national forests.
- **Yellowstone winter** access has created public uncertainty and confusion as to whether Yellowstone is open in the winter and by what means. Until final details are announced, we are unable to clearly market to our winter audience.
- **Access to campgrounds, trails, and public lands** in the national forests surrounding West Yellowstone is so important to our activity-based travelers.
- **Other emotionally charged issues** including bison, wolf, and grizzly bear management continue to impact public perception and raise communication challenges.
- **Public policy decisions** demand immediate response and resources but ultimately we may not be able to impact. It is hard to combat misinformation and mis-interpretation especially on national level.

## Competitor Analysis

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

## Integration with Montana's Brand Platform

*You could say that West Yellowstone IS the brand pillars:*

- With our "backyard" being Yellowstone National Park and our "front yard" composed of three national forests, *we can offer* more spectacular unspoiled nature than anywhere else in the lower 48.
- As the west entrance to Yellowstone National Park and geographically located just two miles from Wyoming and 12 miles from Idaho, we are uniquely positioned to be a vibrant and charming small town that serves as a gateways to natural wonders.
- We can differentiate our value proposition by featuring natural assets, destination events, and a wide range of activities in every season to offer breathtaking experiences by day, relaxing hospitality at night.

Optional: [Include attachments here](#)

[1.1\\_Competitor Chart.docx](#)

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

While all phases of the decision making process are key for West Yellowstone, we rely heavily on existing marketing from the Office of Tourism with their higher level marketing to hit the mass markets with imaging of Yellowstone National Park during the Inspiration Phase. We often include images and messaging in our marketing, because the sights and sounds of Yellowstone are easily recognized by potential visitors to our area.

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

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

Optional: [Include attachments here](#).

## 3. Who is your market?

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

In West Yellowstone, we have a challenge of targeting the best markets that will drive in sufficient volume to fill over 2,300 hotel and motel rooms, cabins, condo's, and vacation rentals.

To meet this challenge, we have had to incorporate both Montana's targeted consumer segment - the geo-traveler - along with other specific segments that include family-based groups, active aging adventurers, and groups (tour operators, business groups, destination event groups). Unfortunately, with limited resources, we have only been able to allocate marketing funds to the first three segments, relying on West Yellowstone businesses to focus on the group segment.

#### **Family Based:**

- Age: 30-55 with an average HHI of \$40-60K; with children ages 6-17
- Could be a traditional (parents with children) or 3-generation family unit. Intergenerational travel focuses on the idea of families traveling together utilizing itineraries designed to appeal to family members of all ages, including children. This could be an extended family unit or grandparents and grandchildren. Visits mountain destinations in the winter and summer.
- More likely to travel during holiday, spring break or summer time periods
- Seeks "soft" adventure, but must be a memorable one
- Enjoy outdoor activities, hands on experience and tend to visit national and state parks, historic trails, museums and nature areas.
- Looking for a 'value' in their experience not only economically, but also emotionally and spiritually. They like the natural aspect of Montana, the educational component, the fresh air, but most of all they're looking for moments; small interactions within the family that define their commitment and love for each other.

#### **Active Aging Adventurers:**

- Adults 55-64 with higher net worth enabling travel 5+ times per year. Spend more on travel and have more time to spend traveling; Take longer and more frequent vacations. Are able to take advantage of shoulder seasons. Drawn to safe communities.
- Not hindered by children unless choose to bring along children or grandchildren.
- Participate primarily in sightseeing, photography, and wildlife viewing. Enjoy visiting historic sites and soft adventures
- Often seek alternative lodging choices such as Bed & Breakfasts, lodges, and rentals.
- Most interested in revisiting personal travel experiences and memories, such as a visit to a National Park or participating in a small town event such as a 4<sup>th</sup> of July celebration.
- Programs such as *Elderhostel* are now incorporating intergenerational travel focus into their products. West Yellowstone is perfectly positioned to meet the needs of intergenerational travelers.

#### **Geo-Travelers:**

- Age: 25-45 with average HHI \$50K; Education – Bachelors Degree
- Travel is an important part of their life, taking 3+ air trips/year, however, this is primarily a warm season traveler for our community.
- The ability to customize their experiences and create personal connections while traveling.
- The use of technology to plan their travels and explore their destinations before they arrive.
- The Geo-traveler is concerned with preserving a destination's geographic character – the entire combination of natural and human attributes that make one place distinct from another. They are interested in both the cultural and environmental and their individual economies and lifestyles. These travelers can be described as: creative, curious, connected, engaged, and adventurous. These also tend to be environmentally aware consumers—"Sustainable Tourists" or "Geo-tourists."
- By creating an emphasis on our abundant natural beauty and its proximity for activities at every level, we intend to develop the creative aspect of our marketing efforts to attract those who value Montana's values. We need to create an allure for those willing to commit their time and resources to less accessible locations and who tend to be high-value, low-impact visitors.

#### **Target Geographic Markets**

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

- *summer* visitors who come from Montana, Idaho, Utah, Colorado, Washington, California, and Oregon
- *winter* visitors who come primarily from Pennsylvania, Montana, Minnesota, Michigan, Wisconsin, Illinois, Utah, Idaho, Washington, Georgia, and Florida

#### **b. What are your emerging markets?**

West Yellowstone's emerging geographic target markets include:

- Texas and Nevada (both warm and winter seasons)
- Southern Canadian provinces including British Columbia, Saskatchewan, Alberta and Ontario (primarily for fall and winter season/motor-powered sport segments)
- North and South Dakota with an emphasis on oil field "man camps" and nearby communities
- Pennsylvania, NY and NJ (both warm and winter seasons with direct flights)
- Regional drive markets including ID, UT, WA, WY, ND, SD for specific destination events

Through Public Relation efforts and building our Internet presence, we also want to reach more domestic and international markets, especially China. West Yellowstone began working with MTOT and Chinese tour operators in 2009. Since then, we have seen an continued increase in Chinese visitors.

#### **c. What research supports your target marketing?**

Using the customized report generator from ITRR, we are able to compile data sets specific to West Yellowstone - the complete *comparison chart is in Addendum One*. This data allows us to compare three different data sets against each other and on an annual basis. The psycho-demographic characteristics measured by ITRR also correlate back to our target market segments:

- non-resident travelers who spent at least one night in West Yellowstone
- those who had just driven through West Yellowstone
- those who had driven through Yellowstone National Park

Comparing year-over-year data, there were some significant changes across all three groups:

- a large jump in the number of people using the internet as their primary and most important trip planning tool (up to a 33% increase!)
- the group mix is changing as the percentage of families decreasing while "immediate family" groups increase (intergenerational travel?)
- a change in top five activities as recreational shopping disappeared for all three groups replaced by photography or day hiking (more geo-travelers or aging adventurers?)
- there is still a disproportionate gender split. We need more women as women are the primary destination travel planners and decision makers

Comparing those who stay in West Yellowstone overnight (what we want) versus those who drove through Yellowstone Park or just drove through West Yellowstone & did not stay a night, there were some interesting differences:

- West Yellowstone gets significantly more 65-74 year olds than the Yellowstone group
- West Yellowstone has a good mix of first time visitors, return visitors, and the highest percentage of mixed (first & return) visitor groups.
- West Yellowstone overnights are the most technology-centric of the three groups
  - West Yellowstone overnights included Pennsylvania as an originating state, the only group to have an east-coast market. Unfortunately, Utah (our largest concentrated population in our drive market) is not in the top five originating states for overnights as it is for the two other groups.

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

- 54% of our online visitors are male
- 33% of our visitors are ages 25-34
- Interests include:
  - Sports/ Individual Sports/ Running & Walking/ Cycling
  - Food & Drinks/ Cooking & Recipe/ Soups & Stews
  - Travel/ Tourist Destinations/
  - Historical Sites & Buildings

Optional: [Include attachment here.](#)

[Comparison Charts.pdf](#)

#### 4. Overall Goals

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

- Focus on the fact that we are THE closest gateway to Yellowstone, the most convenient for experiencing Yellowstone, especially targeting drive market population centers in a 5-10 hour radius (Utah, Idaho, Wyoming, Washington, Oregon, North and South Dakota, as well as southern Canada) and for some targeted campaigns, Montana.
- Focus on our traditional niche activities especially in winter and shoulder seasons. Increase focus on activities that match events such as biking (Old Faithful Cycle Tour), cross country skiing (Yellowstone Ski Fest, Yellowstone Youth Ski Festival, Rendezvous Race), or fishing (FFF Conclave and Fair, North American Ice Fishing Circuit), and snowmobiling (media SnowShoot and Annual Snowmobile EXPO & Power Sports Show).
  - Retain our traditional markets while focusing on expanding markets including baby boomers, family destination travel, and inter-generational travel. Offer new destination events such as Kids'N'Snow that appeal to these markets..
  - Increase image as having historic and cultural sites by promoting the Nez Perce and Bannock trails and the 1959 Madison Canyon Earthquake informational drive and site; as well as honoring our historic past with support of events/activities of the Yellowstone Historic Center, Historic Walking Tour and partnering with the Hebgen Lake District of the USFS to promote the Earthquake Lake drive and site.
  - Increase visitation in shoulder seasons.
  - Brand ourselves as a destination location in every season.
  - Foster a positive picture of our community, in touch with environmental concerns.

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

As much as our limited budget allows we will continue to partner with Montana Office of Tourism and entities as we carry on toward fulfilling the goals of the existing and new MTOT strategic plans. We will draw upon our private sector marketing partners, too. We understand the value of participating in cooperative activities that help stretch marketing dollars in new ways and reduce duplication where possible.

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

We will use a variety of proven marketing efforts and track those efforts. Across every season we will appeal to our identified audiences and markets.

This plan supports Montana's 2013-2017 Tourism and Recreation Strategic Plan.

Measurable Objectives are attached.

Optional: Include attachments here.

[1.2\\_Measurable Objectives.docx](#)

**5. Cooperative Opportunities**

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

We would like to continue our co-op of Sled the Rockies with MTOT, and explore any other opportunities that may fit into our limited budget that pertain to our activities and amenities.

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

We do not have the budget to participate in large print campaigns with the repetition needed to be successful.

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

We would love to participate in more co-ops including Region/CVB, but due to our limited budget, most opportunities are not within our capabilities.

Many co-ops do not include activities and amenities that West Yellowstone offers. Because our region is so diverse, many co-ops focus on specific markets that we do not attract.

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

In the past we have taken advantage of co-ops including SledtheRockies.com and Madden Media advertising with MTOT. Both have been successful in incorporating the Montana Brand to drive potential visitors to our specific area.

Sled the Rockies allows us to showcase West Yellowstone as a snowmobiling destination on a higher level. We were able to post images, descriptions, specials and blogs about current conditions and events throughout the winter season, making the marketing timely.

Madden Media allowed us to advertise on media outlets we wouldn't be able to afford on our limited budget. We were able to reach larger markets of potential visitors and obtain leads for direct communications.

We have participated in these co-ops more than once and consider them to be successful avenues of marketing.

Optional: Include attachments here.

Include pie chart here.

[PieChartFinal.pdf](#)

**Marketing Segment, Strategy & Budget**

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Provide a brief rationale.	Plan to measure success?	Marketing Method Evaluation	Estimated budget for each method.	Non bed tax funds?	Add'l Atchmnts
				According to a recent study by AARP Services, Inc. and Focalyst, more than 81 million adults aged 42 and older are planning to travel in the next		Measurable Objectives: <ul style="list-style-type: none"> <li>1.5% increase (from July 2014 through June 2015) in West Yellowstone Resort Tax Collections over the previous year (July 2013</li> </ul>				

Consumer	Travel/Trade Shows	Yes	<p>In 2012 and again in 2014, the West Yellowstone Chamber with the West Yellowstone TBID attended the AARP (American Association of Retired Persons) annual consumer trade shows in New Orleans and Boston. We worked with WY TBID Members, the West Yellowstone Chamber and members, Yellowstone National Park, USFS, and West Yellowstone organizations to most effectively promote our community and area assets and unique destination qualities.</p> <ul style="list-style-type: none"> <li>• Distributed literature for WY TBID properties</li> <li>• Distributed the West Yellowstone Guidebook</li> <li>• Distributed information provided by Yellowstone National Park and the Gallatin National Forest emphasizing the wide array of activities available to destination travelers based in West Yellowstone</li> <li>• Distributed the "Comeback to West Yellowstone " calendar print piece with winter activities and events</li> <li>• Played existing video's profiling West Yellowstone as a family friendly, soft adventure destination in all seasons.</li> </ul> <p>If the opportunity presents itself again and if funding allows, we would like to participate.</p>	<p>year, and collectively they plan to spend \$126 billion on their next trip alone. On average, these families take trips in the largest groups and their spending per trip was highest among all segments. Word-of-mouth marketing is extremely effective in travel marketing—nearly all Boomer and Mature consumers report using word of mouth for travel ideas, making a large consumer shows such as AARP an effective tool for destination marketing.</p> <p>At the 2012 show in New Orleans, we had consistently heavy traffic at the booth throughout all the hours that the trade show was open. Our location was adjacent to a prime corridor that was on the route to food and tables, and the restrooms for the exhibit hall. We would have people asking for information as soon as the trade show floor opened, throughout the day (standing in line waiting), and through the end of the show. On two days, security asked us to please leave because the trade show had closed for the evening.</p> <p>The West Yellowstone TBID sponsored the SWAP technology to capture leads directly onto mobile devices of individuals coming to the West Yellowstone booth. These leads were then downloaded and collated into one list and distributed to TBID members. 385 leads with a mailing address and 315 leads with email information were compiled into a database which was emailed to all TBID members.</p> <p>Any email leads were also updated into the WYCC newsletter database. These names were included as part of a fall eblast promotion with a winter focus but also include subject &amp; link back to those planning for 2013 warm season. The eblast had a 20% read through.</p> <p>The 2014 show in Boston is May 8-10, so at the time of this application, we will not have results for leads and attendance.</p>	<p>One of West Yellowstone's target markets is the Active Mature travelers. A presence at the AARP show allows us exclusive access to that market and one-on-one interaction, increasing their likeliness to travel to our area.</p> <p>The exposure that we gain by attending a national show of this magnitude and advance direct marketing is invaluable. One we could not otherwise afford with our limited budget.</p> <p>Attending the show aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism organizations.</li> </ul>	<p>through June 2014).</p> <ul style="list-style-type: none"> <li>• 1% increase in occupied room nights (from July 2014 through June 2015) over the previous year (July 2013 through June 2014) as reported by West Yellowstone TBID collections.</li> <li>• 0.25% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (January 2014 through December 2014) as reported by the National Park Service.</li> <li>• 2% gain (July 2014 - June 2015) over the prior year (July 2013 - June 2014) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website.</li> <li>• 6% increase in social media followers (July 2013 - June 2014) over the prior year (July 2012 - June 2013).</li> <li>• Participate with one or both of the local marketing funds and/or granting organizations in at least three projects during FY15.</li> <li>• Obtain atleast 300 new email</li> </ul>	\$5,000.00	No
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			<p>emphasizing our winter and shoulder season events including the Rendezvous Ski Race, Yellowstone Ski Festival, Annual World Snowmobile EXPO, Kids'N'Snow, Spam Cup races, Pine Needle Stampede, Old Faithful Cycle Tour, NAIFC Ice Fishing Tournament, Sled Dog Race Series, Music in the Park, etc. The majority of our print advertising is in our regional drive area including ID, MT, ND, SD, and UT, but we increase our target markets for our shoulder season campaigns, utilizing opportunities in publication including National Parks Traveler, Horizon Travel Magazine Canada.</p> <ul style="list-style-type: none"> <li>● <b>Out-of-home window or airport display.</b> Several organizations and private partners in town have started discussing a collaborative project to cross-promote the seasons in West Yellowstone. A pilot program may be started to create window wraps for businesses who usually close during the winter to show shoulder and summer activities to entice visitors to return during another season. The West Yellowstone airport has recently completed some upgrades and increasing space for advertising. This same group may look into creating a mural-type image focused piece to promote winter activities to the more than 10,000 summer visitors who travel through the airport.</li> </ul> <p>Many times we will promote several events and activities in one ad to extend our marketing budget.</p>	<p>Snowmobile Expo and Kids'N'Snow, we had participants and/or spectators tell us that they saw our ad in newspapers, etc.</p>	<p>Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</p> <ul style="list-style-type: none"> <li>● Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>● Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	<p>marketing funds and/or granting organizations in at least three projects during FY15.</p> <ul style="list-style-type: none"> <li>● 1.5% increase (from July 2014 through June 2015) in West Yellowstone Resort Tax Collections over the previous year (July 2013 through June 2014).</li> <li>● 1% increase in occupied room nights (from July 2014 through June 2015) over the previous year (July 2013 through June 2014) as reported by West Yellowstone TBID collections.</li> </ul> <p>Additional objectives for destination event marketing:</p> <ul style="list-style-type: none"> <li>● Increase event participating by 2% over previous year for Yellowstone Ski Festival and Rendezvous Ski Race.</li> <li>● Increase EXPO 2015 gate attendance by 1% over 2014.</li> <li>● 100 team participation for the fourth year of the NAIFC tournament.</li> <li>● offer Kids'N'Snow one weekend each month December-March with new activities</li> </ul>				
						<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>● 2% gain (July 2014 - June 2015) over the</li> </ul>				

Consumer	Online/Digital Advertising	Yes	<p>All of our marketing campaigns are multi-media and include some online/digital component. Some campaigns rely more heavily on digital assets and advertising, due to the fact that their fans are more active online (as in the case of snowmobile and sled dog).</p> <p>All of our printed maps and calendars are provided in pdf format for potential visitors to download/print from destinationyellowstone.com.</p> <p><b>Potential Online Marketing includes:</b></p> <ul style="list-style-type: none"> <li>• Pay per click on Google, Yahoo, Bing, etc</li> <li>• National and Regional publication websites in conjunction with print campaigns</li> <li>• Nordic Ski: skinnyski.com, fasterski.com, nordicskiracer.com, skitraxx.com, skipost.com, crosscountryskiassociationofamerica.com</li> <li>• NAIFC Ice Fishing Tournament: banner ads and links on specific ice fishing/winter fishing informational websites, ice fishing equipment sponsors, ice fishing/winter fishing forums/blogs, fishyspot.com, .iceshanty.com, ice-fishing-central.com, www.bigfishtackle.com, icefishing247.com, icefishingchat.com</li> <li>• Snowmobile: SnoWest.com, Montana Snowmobile Association, Utah Snowmobile Association, WA Snowmobile Association, ID Snowmobile Association</li> <li>• Sled Dog: banner ads and links on specific sled dog racing informational websites</li> </ul>	<p>The last several years we have increased the amount of online advertising we incorporate into our overall advertising campaigns including MTOT cooperative programs with above average ROI. In FY14 our Facebook ads for the Rendezvous Ski Race and Free Trails Day resulted in click thru rates as high as 9-12%, much above the national average.</p> <p>Our current warm season campaign with Madden Media is producing click through rates of .23%</p> <p>Our independent event websites including Rendezvous Ski Trails, Snowmobile Expo, and West Yellowstone Ice Fishing recorded increased traffic during campaigns as well.</p> <p>Registrations through the KidsNSnow.org website were full sometimes weeks before the actual event weekend.</p>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing inter-generational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones.</p> <p>West Yellowstone has recognized that our biggest area of growth are the shoulder seasons (Spring/Fall), therefore we are allocating funds to increase the marketing of these seasons, while also adding to and enhancing our existing winter marketing campaigns.</p> <p>Online/Digital advertising is a cost effective way to reach out to new markets and reach those potential visitors quicker. We can monitor response to messages and images and change them accordingly during the campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> </ul>	<p>prior year (July 2013 - June 2014) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website.</p> <ul style="list-style-type: none"> <li>• private sector and public agency participation in at least two projects during FY15.</li> <li>• participate with one or both of the local marketing funds and/or granting organizations in at least three projects during FY15.</li> <li>• 1.5% increase (from July 2014 through June 2015) in West Yellowstone Resort Tax Collections over the previous year (July 2013 through June 2014).</li> <li>• 1% increase in occupied room nights (from July 2014 through June 2015) over the previous year (July 2013 through June 2014) as reported by West Yellowstone TBID collections.</li> <li>• 0.25% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service</li> </ul> <p>Additional objectives for</p>	\$27,258.00	No
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					<ul style="list-style-type: none"> <li>Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	destination event marketing: <ul style="list-style-type: none"> <li>Increase event participating by 2% over previous year for Yellowstone Ski Festival and Rendezvous Ski Race.</li> <li>Increase EXPO 2015 gate attendance by 1% over 2014.</li> <li>100 team participation for the fourth year of the NAIFC tournament.</li> <li>offer Kids'N'Snow one weekend each month December-March with new activities</li> </ul>				
			We utilize Social Media marketing to expand our virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. We plan to continue to further develop the West Yellowstone Chamber Facebook, Twitter, and Pinterest accounts to distribute information and publicize events. We constantly work to enhance content, photo, and video on social media and other travel-related sites	The FY14 objective was a 4% increase in social media followers over the previous year including Facebook and Twitter pages. Our records indicate that we will meet and exceed that objective, as well as demonstrate a consistent, year-over-year growth in our social media influence.	West Yellowstone has realized that the power of social media is so much more than traffic to our website. It is brand awareness, and information source during crisis management. It plays a huge factor in marketing our destination events, and in addition to our general followers, it is also a way to target specific niches with pay per click advertising.  West Yellowstone will continue to enhance our content for our social media channels, utilizing a content calendar focusing on important dates like the opening and closing dates of Yellowstone Park, and promoting our destination events and information related to these events. Whenever possible, we include links back to destinationyellowstone.com or event websites, which increased our ability to track our ROI.  Facebook, Twitter and Pinterest accounts area already created and maintained for the WY	Measurable objectives: <ul style="list-style-type: none"> <li>6% increase in social media followers (July 2014 - June 2015) over the prior year (July 2013 - June 2014).</li> <li>2% gain (July 2014 - June 2015) over the prior year (July 2013 - June 2014) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website.</li> <li>private sector and public agency participation in at least two projects during FY15.</li> <li>participate with one or both of the local marketing funds and/or granting organizations in at least three</li> </ul>				

Consumer	Social Media	Yes	<p>such as Trip Advisor and Google Maps, as well as web-based event calendars and publications. Working as a community, we can dramatically raise the visibility and content of West Yellowstone on the internet.</p> <p><b>Social Media Strategies</b></p> <ul style="list-style-type: none"> <li>Continue to expand and encourage a networked virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. Further develop the West Yellowstone Facebook, Twitter and Pinterest accounts to promote our West Yellowstone website, distribute information and publicize events.</li> <li>Use of new social media avenues as they become applicable to a business or tourism situation (e.g., LinkedIn, Gowalla, FourSquare or others).</li> <li>Enhance content and photo offerings on travel-related and events-information sites such as Trip Advisor, Google Maps, Google Places, and Yelp.</li> </ul>	<p>Our Twitter accounts have an average increase of 19% over the previous year and our Facebook following has grown 16.5%.</p> <p>Below are our current social media statistics:</p> <ul style="list-style-type: none"> <li><b>"West Yellowstone Snowmobiling"</b> Facebook- 4998 friends +1,501 followers</li> <li><b>"Kids'N'Snow"</b> Facebook- 236 followers</li> <li><b>West Yellowstone Ice Fishing Tournament</b> Facebook - 352 followers</li> <li><b>Rendezvous SkiTrails</b> Facebook - 924 followers</li> <li><b>"West Yellowstone Montana Visitor Center"</b> Pinterest – 592 followers</li> </ul>	<p>Chamber, KidsNSnow, Snowmobile Events and Ice Fishing. Rendezvous Ski Trails and events have created their own social media channels and we regularly share content from these sources.</p> <p>West Yellowstone plans to create and help maintain new Facebook and Twitter pages for the West Yellowstone Sled Dog Races. We know that the mushers are very active online and have established fan bases. Since they are constantly on the move, this is the method they use to communicate within their industry. This gives West Yellowstone another niche market of potential visitors in a market we recognize growth potential.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	<p>projects during FY15.</p> <ul style="list-style-type: none"> <li>1.5% increase (from July 2014 through June 2015) in West Yellowstone Resort Tax Collections over the previous year (July 2013 through June 2014).</li> <li>1% increase in occupied room nights (from July 2014 through June 2015) over the previous year (July 2013 through June 2014) as reported by West Yellowstone TBID collections.</li> </ul> <p>Additional objectives for destination event marketing:</p> <ul style="list-style-type: none"> <li>Increase event participating by 2% over previous year for Yellowstone Ski Festival and Rendezvous Ski Race.</li> <li>Increase EXPO 2015 gate attendance by 1% over 2014.</li> <li>100 team participation for the fourth year of the NAIFC tournament.</li> <li>offer Kids'N'Snow one weekend each month December-March with new activities</li> </ul>	\$3,400.00	No
						<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>2% gain (July 2014 - June 2015) over the prior year (July 2013 - June 2014) for four website metrics: amount of visits, amount of page</li> </ul>		

Consumer	Electronic Adv - Newsletter, E-blast	Yes	<p>West Yellowstone plans to continue to utilize our growing email database by sending out regular e-newsletters promoting our lodging and amenities, plus sending out timely e-blasts for specific events and news.</p> <p>In the past we have utilized our emails for our destination events including the Annual Snowmobile Expo, KidsNSnow and Cross Country Ski Races. We will continue to promote these events, and add e-blast communications for Ice Fishing and Sled Dog Races.</p> <p>These blasts can be targeted at either participants or spectators. The emails always have an opt-out option and contain direct links back to landing pages on destinationyellowstone.com and event websites.</p> <p>Becoming a member of the Yellowstone Teton Territories organization in eastern Idaho (much like our regions) for \$50. We have meetings with several of their members and were asked to give a presentation at their April meeting. They would like to work with West Yellowstone more to promote our corridor. With our membership we are able to submit press releases and event information that will be emailed weekly to their contact list of more than 400,000 subscribers.</p> <p>Our strategy includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>Continuing to collect emails and collate them into an online database: This will be done in conjunction with our electronic newsletters.</li> <li>Sending out electronic newsletters profiling upcoming events, specific specials and "hot deals". Currently we plan this as a quarterly offering and then will increase that for our shoulder seasons, funds permitting.</li> <li>Pushing out information to our local businesses and organizations so they are better prepared to exceed our visitor's expectations.</li> </ul>	<p>We are able to track our ROI for e-newsletters and e-blasts with our subscription to Constant Contact. Our event specific emails have an average open rate of 30-35% (well above the industry average). Quarterly emails average an open rate of 25-30%.</p> <p>With each e-communication we receive several new subscribers. Due to diligent maintenance of our lists, we have few bounces and even fewer opt-outs.</p> <p>Our current email database contains 10,662 contacts, and we are adding to that regularly through online advertising buys that incorporate lead retention.</p>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing inter-generational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones.</p> <p>West Yellowstone has recognized that our biggest area of growth are the shoulder seasons (Spring/Fall), therefore we are allocating funds to increase the marketing of these seasons, while also adding to and enhancing our existing winter marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	<p>views, an increase in the average number of pages viewed, and an increase in average time on the website.</p> <ul style="list-style-type: none"> <li>1.5% increase (from July 2014 through June 2015) in West Yellowstone Resort Tax Collections over the previous year (July 2013 through June 2014).</li> <li>1% increase in occupied room nights (from July 2014 through June 2015) over the previous year (July 2013 through June 2014) as reported by West Yellowstone TBID collections.</li> </ul> <p>Additional objectives for destination event marketing:</p> <ul style="list-style-type: none"> <li>Increase event participating by 2% over previous year for Yellowstone Ski Festival and Rendezvous Ski Race.</li> <li>Increase EXPO 2015 gate attendance by 1% over 2014.</li> <li>100 team participation for the fourth year of the NAIFC tournament.</li> <li>offer Kids'N'Snow one weekend each month December-March with new activities</li> </ul>	\$1,600.00	No		
			Measurable objectives:							
			<ul style="list-style-type: none"> <li>private sector and public agency participation in</li> </ul>							

Consumer	Radio & Television Advertising	Yes	<p>With a limited budget, we seldom use Accommodations Tax Funds for radio or TV, but if the opportunity arises that we can partner with other funding sources or organizations to promote West Yellowstone and destination events, we would like to be able to participate if funds allow.</p> <p>One destination event that we utilize radio and TV is to help with the production costs of the IceMen tournament and destination video produced during the Ice Fishing Tournament weekend. This video is shown on icemen.tv and made available for us to link to from our websites.</p>	<p>While TV and radio advertising in hard to track ROI, West Yellowstone still believes that it is an important component in our multi-media campaigns and with the knowledge that video and viral content is increasing in popularity in marketing, we will continue to incorporate it into our marketing.</p>	<p>Video, in the technology age, has created an increase in viral marketing, and West Yellowstone recognizes that this is an important component to our multi-media campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	<p>at least two projects during FY15.</p> <ul style="list-style-type: none"> <li>• participate with one or both of the local marketing funds and/or granting organizations in at least three projects during FY15.</li> <li>• 1.5% increase (from July 2014 through June 2015) in West Yellowstone Resort Tax Collections over the previous year (July 2013 through June 2014).</li> <li>• 1% increase in occupied room nights (from July 2014 through June 2015) over the previous year (July 2013 through June 2014) as reported by West Yellowstone TBID collections.</li> </ul> <p>Additional objectives for destination event marketing:</p> <ul style="list-style-type: none"> <li>• Increase event participating by 2% over previous year for Yellowstone Ski Festival and Rendezvous Ski Race.</li> <li>• Increase EXPO 2015 gate attendance by 1% over 2014.</li> <li>• 100 team participation for the fourth year of the NAIFC tournament.</li> <li>• offer Kids'N'Snow one weekend each month December-March with new activities</li> </ul>	\$1,000.00	No	
			Web-based marketing, will provide the backbone of			Measurable objectives:			

Consumer	Website/Internet Development/Updates	Yes	<p>our marketing efforts, including the following specific web-based methods:</p> <ul style="list-style-type: none"> <li>• Web Page content and photo updates</li> <li>• Website landing pages to measure specific ad response</li> <li>• Website Development through new technologies</li> <li>• SEO through best available tools and practices</li> <li>• SEM through analytics, marketing research, PPC and PPV programs</li> <li>• Load our events onto web-based calendars such as upcomingyahoo.com, alltrips.com, yelp.com, myeventsguru.com, Eventful.com, whatsonwhen.com, as well as regional on-line newspapers and magazines.</li> </ul> <p>Since 2010-1011, we have taken small community events and added an additional layer of promotions to market these as destination events appealing to regional travelers, and even some long-distance ones through advertising and social media via the Internet. These destination events usually take place during our shoulder or winter seasons at a time when there are fewer visitors to West Yellowstone. By working together with local strategic partners (Yellowstone National Park, USFS Hebgen Lake District, West Yellowstone Ski Education Foundation, local non-profits such as the Grizzly &amp; Wolf Discovery Center, and local businesses), we can offer multi-day events. We can also offer a value component by working with local lodging properties, attractions, and restaurants to offer special promotions or packages. This year, we will continue to offer these events and programs, expanding to new market or target geographies.</p> <p>For several of our events (snowmobile, Kids'N'Snow, cross country ski), we have created or collaborated on individual websites containing event specific information and options to buy tickets and look for lodging information. All of these websites contain links back to destinationyellowstone.com for us to be able to track traffic. Through our other marketing methods, we drive traffic directly to these sites, similar to landing pages on the WY Chamber website.</p> <p>In FY15, our community has chosen to promote our sled dog race series during the winter season in addition to the other winter destination events we have promoted in the past. With a portion of our website funding, we plan to create and update content for the existing wysleddograces.com website including video, social media links, blog/news and photo gallery. If funds allow, we will research incorporating gps/tracking applications to utilize during races.</p> <p>As we have in the past, we will continue to provide content and image updates for snowmobileexpo.com, kidsnsnow.org, and westyellowstoneicefishing.com websites.</p>	<p>Potential visitors are planning their vacations online more than ever. Our kidsnsnow.org website offers online pre-registration for activities offered during those weekends of the program and families start requesting the winter schedule as early as October to book their activities.</p> <p>Westyellowstoneicefishing.com is the community's gateway for ice fishing teams to register for the tournament and then plan their trip by linking to destinationyellowstone.com. The 2014 tournament had a record number of teams (80) register, and nearly 200 children participated in free kids ice fishing camp that was held in conjunction with KidsNSnow.</p> <p>Snowmobileexpo.com has a link to pre-purchase tickets to the event and links back to destinationyellowstone.com for lodging and activities. Many people visit this site for the schedule of events as well.</p> <p>Through public meetings and input, we learned that while the sled dog races are still a growing spectator sport, the mushers and teams are very active online and are the ones that come not only to race, but come to train. The number of participants is growing every year and many extend their stays or return between races to train, contributing to our lodging tax collections. We feel that this is an untapped niche that can result in immediate ROI through lodging tax collections, but also awareness of West Yellowstone as a destination for this sport. Additionally, our local breeder/racer offers sled dog rides to visitors and donates her team and time during our KidsNSnow weekends. Added exposure for the sport and a private partner is exceptional.</p>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing inter-generational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones.</p> <p>West Yellowstone has recognized that our biggest area of growth are the shoulder seasons (Spring/Fall), therefore we are allocating funds to increase the marketing of these seasons, while also adding to and enhancing our existing winter marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	<ul style="list-style-type: none"> <li>• 2% gain (July 2014 - June 2015) over the prior year (July 2013 - June 2014) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website.</li> <li>• private sector and public agency participation in at least two projects during FY15.</li> <li>• participate with one or both of the local marketing funds and/or granting organizations in at least three projects during FY15.</li> <li>• 1.5% increase (from July 2014 through June 2015) in West Yellowstone Resort Tax Collections over the previous year (July 2013 through June 2014).</li> <li>• 1% increase in occupied room nights (from July 2014 through June 2015) over the previous year (July 2013 through June 2014) as reported by West Yellowstone TBID collections.</li> </ul>	\$1,800.00	No	
					For West Yellowstone, it is important to set our destination apart from other parts of the state and even the country. We plan to have some photos and				

Consumer	Photo/Video Library	Yes	<p>It is important to represent our destination through vivid, eye-catching images. To do this, the West Yellowstone CVB plans to utilize the network of local photographers and partners who graciously allow us to use their photographs and videos at no or low cost for marketing purposes including print, online, website and social media.</p> <p>The West Yellowstone CVB would also like to have funds to hire a photographer for more specific photo opportunities including events, shopping, dining and outdoor activities.</p>	<p>Because people respond visually to content, simply adding a relevant photo to your print, online and social media campaigns can grab someone's attention. Brilliant images can increase engagement and traffic to the website.</p> <p>These images need to be current and relevant to the destination, therefore replacing and updating images on a regular basis is important to the marketing of a location like West Yellowstone.</p>	<p>videos set up so that our mountains and other unique natural features are prominent in the images. Other images may pertain to activities and events that only happen in West Yellowstone.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> </ul>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>2% gain (July 2014 - June 2015) over the prior year (July 2013 - June 2014) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website.</li> <li>Add a minimum of 20 new images and 2 videos to our content library</li> </ul>	\$500.00	No
Marketing Support	Administration						\$28,649.00	No
Marketing Support	TAC/Governor's Conference meetings						\$1,668.00	No
Marketing Support	Fulfillment/Telemarketing	Yes	<p>This method encompasses the cost of distribution of the West Yellowstone Visitor Guide through Certified Folder and other third party providers.</p> <p>It is our plan to have the following Centers included in this distribution of our Vacation Planner. Others may be included as calls are received and supplies warrant.</p> <ul style="list-style-type: none"> <li><b>Idaho:</b> Coeur d' Alene, Twin Falls, Malad City, Idaho Falls, Teton Valley, Ashton, Rexburg, St. Anthony Pocatello</li> <li><b>Montana:</b> Big Timber, Big Horn Historic Center, Billings, Broadus, Culbertson, Dillon, Hardin, Red Lodge, Shelby, St. Regis, Wibaux</li> <li><b>Wyoming:</b> Buffalo, Cody, Jackson, Cheyenne, Sundance, Kaycee, Sheridan,</li> </ul>	<p>Two new major studies on the role and effectiveness of Official Visitor Guides have just been released, and the findings are enlightening and insightful. One study, conducted by <b>Temple University Laboratory for Tourism and eCommerce</b>, and the other commissioned by the <b>Western Association of CVB's</b> and conducted by <b>Destination Analysts</b> Both studies included varying budget size DMO's from large to small.</p> <p>One finding consistent in both studies was that the OVG's increased the number of attractions and events people consumed during their trips. The WACVB study actually calculated that the OVG's helped cause visitors to increase their length of stay by an average of 1.9 days.</p> <p>The extra lodging and daily spend put OVG readers in the "high value" category. The WACVB study showed the mean household income of readers to be \$93,030, and the mean age to be 53.3 years. Both studies confirmed that the OVG reader tends to</p>	<p>Demand for West Yellowstone's Guidebook by Visitors Centers around the area remains high. We consider providing information for these guests bound for West Yellowstone as an important part of our marketing efforts. We also increase our level of respect and cooperation because we build relationships with other Chambers and CVB's and we enhance their ability to help guests by providing the requested information.</p> <p>This helps us meet our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image</li> </ul>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>Distribute all 35,000 copies of the West Yellowstone Guidebook.</li> <li>1.5% increase (from July 2014 through June 2015) in West Yellowstone Resort Tax Collections over the previous year (July 2013 through June 2014).</li> <li>1% increase in occupied room nights (from July 2014 through June 2015) over the previous year (July 2013 through June 2014) as reported by West Yellowstone TBID collections.</li> <li>0.25% increase in recreational visitors using</li> </ul>	\$2,450.00	No

		<p>Pinedale, Thermopolis</p> <ul style="list-style-type: none"> <li>• <b>Utah:</b> Salt Lake downtown, Bear Lake Visitor Center, Bear Lake State Park, Bear River Valley Chamber of Commerce, Salt Lake City airport, Tremonton, Cove Fort, Utah Office of Tourism</li> </ul>	<p>be Baby Boomers and older, but Millennials still comprised 20% of the total.</p> <p>The Temple University study showed that more than 50% of people requested their visitor guide more than 5 weeks prior to travel, and while both studies revealed that more than 70% of the readers had already planned to visit prior to ordering, the WACVB study showed that of the ones who were "undecided" prior to ordering the OVG, about 83% were influenced to choose the destination after reviewing the OVG. More than 50% of respondents used the OVG's prior to arrival, and nearly 40% used the OVG's prior to and during their visits.</p>	<p>that is consistent with our long-term vision of West Yellowstone as a vacation destination.</p> <ul style="list-style-type: none"> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism organizations.</li> </ul>	<p>the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (January 2013 through December 2013) as reported by the National Park Service.</p> <p>Additional objectives:</p> <ul style="list-style-type: none"> <li>• Distribute all 35,000 copies of the West Yellowstone Guidebook.</li> </ul>				
Marketing Support	Opportunity Marketing					\$400.00	No		
		<p>Our website/internet development/updates method strategy is to use maintenance, content development and integration of mobile and web cam applications for our current website to stay competitive in the market.</p> <p><b>Maintenance Tasks</b></p> <ul style="list-style-type: none"> <li>• Ensure that the website is up (on-line) and functioning.</li> <li>• Check daily (refresh cache) and that the website is on-line</li> <li>• Working navigation to key pages (eat, sleep, play, etc.).</li> <li>• Verify search functions working for lodging and campgrounds.</li> <li>• On a monthly basis, check that links to all pdf's (maps, information sheets, etc.) and embedded text links are functioning.</li> <li>• Test contact form, pdf download and e-newsletter links (and auto responses) are working.</li> <li>• Check on links to webcams.</li> <li>• Check that snowmobile and cross country ski trail reports are loading (seasonal).</li> <li>• Check Trip Planner is functioning and send a test email to check auto-response.</li> <li>• Check all external linking from the website.</li> <li>• Check all links to social media (Twitter, Pinterest, Facebook) and ensure that Tweets are loading and updating appropriately.</li> <li>• Responsible for updating WYCC business listings and descriptions (Google Docs and website).</li> <li>• Responsible for approving new/revised WYCC business listings and descriptions.</li> <li>• Responsible for approving new/revised calendar of event submissions.</li> <li>• Assist in approving new/revised specials/coupons.</li> <li>• Responsible for web site content creation and upload.</li> </ul>							
				Our website,					

Marketing Support	Website/Internet Development/Updates	Yes	<ul style="list-style-type: none"> <li>Update revised content (business listings).</li> <li>Add new member listings.</li> <li>Add new content as available (news, calendar ,new play categories, etc.) to existing sections.</li> <li>Review content for keyword density (within first 200 characters and no more than 5% density).</li> <li>Add new secondary pages for play section.</li> <li>Update content with new or revised keywords/keyword phrases.</li> <li>Add new attachments (maps, etc.).</li> <li>Work with TBID administrator as needed for website maintenance and enhancements.</li> <li>Work with WYCC snowmobile events committee for website content creation, schedule updates, maintenance and enhancements of www.snowmobileexpo.com.</li> <li>Responsible for photo, video, and imaging website updates.</li> <li>Change photo sequencing (monthly).</li> <li>Add new photos (seasonal) or to enhance existing listings (calendar, secondary pages, news stories).</li> <li>Alt tags should be loaded with all new images.</li> <li>Upload video clips.</li> <li>Training: work with WYCC members (existing and new inquiries) on how to complete forms (business listing and specials).</li> <li>Work with WYCC members and community on how to complete the event submission form.</li> <li>Train VIC staff on website (where &amp; what information, links, attachments, etc.). Train staff on responding to the contact form (scripts for standard responses) and audit as needed. Train staff on updating snowmobile and cross country ski reports.</li> <li>Work with Marketing on Google Analytics (reports to run) and tracking.</li> <li>Work with Marketing on development of meta- and alt-tags (initial and then revisions).</li> <li>Work with Marketing on linking strategy (developing/correcting in-bound links, embedded website links, external links from the website).</li> <li>Run organic search checks on Google, Bing, and Yahoo for keywords/long-tail phrases and document standing.</li> <li>Website Analytics and Marketing Interface.</li> <li>Advertising (if added to website): work with Wendt on pre-designated ad placements and process for inserting furnished ads in acceptable formats and determining rotation; work with Chamber members on ad requirements; approve ads and upload.</li> </ul> <p><b>Development:</b> Identify possible new applications and technology integrations and incorporate these into our new website. This could include:</p> <ul style="list-style-type: none"> <li>Design, develop and implement additional buttons and/or pages to our web site as promotions and opportunities arise.</li> <li>Development of podcasts and use of streaming video. This will also involve purchase of software and some training of</li> </ul>	<p>Comparing our metrics to date to the same time period in the prior fiscal year, we have increased our website visits by 5% and 69% of our visitors are new (increase of 5%). We are tracking slightly below our goal of page views and time on site, but this tends to fluctuate between seasons and even month-to-month.</p> <p>Our social media engagement and following continues to be our biggest growth segment. We take advantage of our beautiful scenery and unique activities primarily through Facebook, Twitter and Pinterest. We integrate these mediums into all of our marketing efforts and push traffic back to our website whenever possible. We are currently tracking at a 16% increase over this time last year.</p> <ul style="list-style-type: none"> <li>Facebook = 5,000 friends +1,441 followers</li> <li>Twitter = 4,110 followers</li> <li>Pinterest = 592 followers</li> </ul>	<p>www.destinationyellowstone.com is our primary marketing tool for distributing information to prospective and on-site travelers. In order to stay competitive, we need to maintain, update and develop new content and technology integrated with our website, including responsive designs, web cams and other applications.</p> <p>We will do this through routine maintenance, development and integrating mobile and web cam applications.</p> <p>This aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> </ul>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>2% gain (July 2014 - June 2015) over the prior year (July 2013 - June 2014) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website.</li> <li>6% increase in social media followers (July 2014 - June 2015) over the prior year (July 2013 - June 2014).</li> </ul>	\$10,000.00	No
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			<p>our current staff to be able to produce and introduce podcasts. Website Technology Enhancements:</p> <ul style="list-style-type: none"> <li>Update the .pdf of our Destination Guidebook on our website, enable RSS feeds, upload podcasts, and additional YouTube/Vimeo videos</li> </ul> <p><b>Web Cam:</b> Our webcam (located at the trailhead for the Rendezvous Ski Trail) has a dedicated transmission connection. Our strategy includes monthly maintenance and hosting costs.</p>						
Marketing Support	Online/Digital Advertising	Yes	<p>In addition to maintaining an optimized website that integrates with social media and the latest technology, and is competitive, it is necessary to promote it. We will do so through online advertising campaigns, which could include MTOT co-operative advertising programs.</p> <p>Strategies include:</p> <ul style="list-style-type: none"> <li>Send out electronic newsletters profiling upcoming events, specific specials and "hot deals". This budget includes our subscription to Constant Contact to maintain our database and manage our e-communications.</li> <li>Continue to collect emails and collate them into an online database: This will be done in conjunction with our electronic newsletters.</li> <li>Promote posts or pay for click ads on Facebook and Twitter driving traffic back to specific landing pages on the website to promote events, news and communication required for last minute and crisis situations.</li> <li>Continue to expand and encourage a networked virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. Further develop the West Yellowstone Facebook, Twitter and Pinterest accounts to promote our West Yellowstone website, distribute information and publicize events.</li> <li>Use of new social media avenues as they become applicable to a business or tourism situation (e.g., LinkedIn, Gowalla, FourSquare or others).</li> <li>Enhance content and photo offerings on travel-related and events-information sites such as Trip Advisor, Google Maps, Google Places, and Yelp.</li> </ul> <p>We will perform analytics that will give us information we need to have in making future decisions on development and expansion of pages within our site. It will also direct future web based marketing.</p>	<p>The last several years we have increased the amount of online advertising we incorporate into our overall advertising campaigns including MTOT cooperative programs with above average ROI. In FY14 many of our online campaigns returned results with click thru rates as high as 9-12%, much above the national average.</p> <p>Our current warm season campaign with Madden Media is producing click through rates of .23%</p> <p>This also related to the increase of engagement through our social media posts. We are consistently gaining followers on Facebook, Twitter and Pinterest with higher than average engagement and traffic directed back to the destinationyellowstone.com website.</p>	<p>West Yellowstone plans to take advantage of online advertising opportunities that may come about through regional/national publications and travel sites, driving traffic to specific landing pages on the destinationyellowstone.com website. We will push this information out to our local businesses and organizations so they are better prepared to exceed our visitor's expectations.</p> <p>This aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> </ul>	<p>Measurable Objectives:</p> <ul style="list-style-type: none"> <li>2% gain (July 2014 - June 2015) over the prior year (July 2013 - June 2014) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website.</li> <li>6% increase in social media followers (July 2014 - June 2015) over the prior year (July 2013 - June 2014).</li> </ul>	\$7,500.00	No	
						<p>Measurable objectives include:</p> <ul style="list-style-type: none"> <li>1.5% increase in West Yellowstone Resort Tax Collections over the previous</li> </ul>			

Marketing Support	VIC Funding/Staffing/Signage	Yes	<p>In 2013, the Montana Office of Tourism re-structured their VIC model and funding depends upon participation in that model. Accordingly, Yellowstone Country Region adjusted the funding for their VICs, causing West Yellowstone to seek out new funding sources.</p> <p>The Accommodations Tax Fund has always allocated a percentage of the budget to VIC support and will continue to do so. The WY Chamber/CVB is also seeking a number of additional funding sources including Yellowstone Country Regional Tourism, the West Yellowstone MAP (Marketing &amp; Promotions Fund), and the West Yellowstone TBID. The West Yellowstone Chamber would provide staffing during winter hours of operation, along with providing the required high speed internet access, workers comp, the building and building maintenance. The Town of West Yellowstone supplies restroom maintenance and supplies, as well as lawn and parking lot maintenance.</p> <p>We will work with our partners (state, region, and local) to continue to educate our VIC staff on the social and economic important of the tourism industry in the local area, region, and state. We will also educate the staff about the multitude and vast variety of experiences available.</p> <p>The staff will receive training on how to use our marketing tools (website, mobile application, and electronic resources) to best leverage all avenues of communications and promotions.</p>	<p>The number of travelers stopping at the West Yellowstone Visitor Center is significant: the door count for this past fiscal year was over 120,000.</p> <p>By having the interaction with visitors we, many times a day, increase the quality of guests' experience (i.e., an activity they hadn't known of or planned), length of stay and the potential for a return visit to the West Yellowstone area and, as well, visits by their friends and family.</p>	<p>The VIC staff is our most critical marketing product "on the ground" here in West Yellowstone. Our destination marketing efforts bring visitors to or through West Yellowstone via Yellowstone Park. However, our VIC staff has the ability to impact length of stay and quality of experience many times, each and every day.</p> <p>This aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a family-friendly vacation destination in all seasons.</li> <li>• Expanding our marketing potential by participating in partnerships with private businesses and with other tourism organizations.</li> <li>• Targeting our market as accurately as possible</li> </ul>	<p>year (July 2013 through June 2014).</p> <ul style="list-style-type: none"> <li>• 1% increase in occupied room nights over the previous year (July 2013 through June 2014) as reported by West Yellowstone TBID collections</li> <li>• 0.25% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2013 through June 2014) as reported by the National Park Service.</li> </ul> <p>Web and social media influence measured by:</p> <ul style="list-style-type: none"> <li>• 2% increase in annual website visitation over the previous year (July 2013 through June 2014)</li> <li>• 6% increase in social media website followers over the previous year including Facebook, Twitter, and Pinterest pages.</li> <li>• Private sector and public agency participation in at least two projects.</li> </ul>	\$2,000.00	No	
			<p>Technology is a very important component to maintaining our communications and marketing channels including website and email advertising.</p> <p>To keep up with the ever-changing technology sector, the West Yellowstone CVB would like to purchase a new laptop for the Marketing Director</p>	<p>Emerging technology makes new tools and services more affordable and allows companies to save. A new computer with more storage capacity and more memory works faster. The computer can be customized with the required software and accessories or bundled for a discount.</p> <p>The current laptop is used on a</p>	<p>Technology is always changing and the wear and tear on hardware like laptops takes it's toll. The marketing laptop is used for all communications with outside vendors and internally with other Chamber Staff.</p> <p>The Marketing/PR personnel creates all electronic communications, print materials, press releases and presentations from this device, requiring a high amount of</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>• Create backup of materials and communications at least once a week onto the external hard drive.</li> <li>• Use the new projector at least once a</li> </ul>			

Marketing Support	Equipment	Yes	<p>to replace the aging equipment we currently use. The estimated cost for this is \$1,200.</p> <p>Other computer accessories or equipment that could be purchased if the budget allows would be an external hard drive for the marketing laptop and a projector.</p>	<p>daily basis to create reports, research, creative, press releases and manage social media and website content.</p> <p>All of the content requires storage and it is safer to store files on an external drive than on the computer's hard drive. In case of a breakdown, the files can be accessed by other devices, and the increased files do not slow down the laptop.</p>	<p>storage space. As it is not a safe practice to save original files to the harddrive, an external drive is required for backup of files.</p> <p>The Chamber/CVB currently borrows a projector from the Park Service or TBID when presentations are made for the public and staff meetings. It would behoove the Chamber/CVB to purchase their own projector that the marketing personell and committees can use.</p>	<p>month for presentations internally or to outside organizations and make it available for other presentations made to chamber committees or at the VIC.</p>	\$2,000.00	No	
Marketing Support	Cultural Tourism	Yes	<p>As part of the on-going Marketing Plan recommendations from the Travel Advisory Council, we all need to help promote Montana's Indian nations &amp; reservations, as well as tribal tourism.</p> <p>In FY13, we created a page on our new website with content, links to state-wide tourism events, and a "Bannock Trail" map from within our tourism organizations and the Montana tribes. In FY15, we will continue to build this web page with additional content and links to relevant Indian tourism events and locations. Our website events calendar coordinator will also add regional events to our Chamber calendar such as the annual Spring MSU Pow Wow. The costs associated with these two actions are covered under the website maintenance project.</p>	<p>Travelling brings people into contact with each other. As cultural tourism has an educational element it can foster understanding between people and cultures and provide cultural exchange between hosts and guests.</p> <p>Pursuing cultural tourism can benefit destinations by increasing the local value-added generated by attractions based on related visitor expenditures. It can be a means of diversification of the tourism experience beyond the traditional products and spread tourism geographically beyond the intinital destination.</p> <p>Cultural tourism provides many benefits including:</p> <ul style="list-style-type: none"> <li>• Diversifying the local economy</li> <li>• Creating opportunities for partnerships</li> <li>• Attracting visitors interested in history and preservation</li> <li>• Preserving local traditions and culture</li> <li>• Building community pride in heritage</li> <li>• Increasing awareness of the site or area's significance</li> </ul>	<p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>• 2% gain (July 2014 - June 2015) over the prior year (July 2013 - June 2014) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website.</li> <li>• private sector and public agency participation in at least two projects during FY15.</li> </ul>	\$100.00	No	
Marketing Support	Joint Ventures						\$4,200.00	No	
			<p>The West Yellowstone Chamber has had a marketing and public relations position for almost</p>		<p>With our limited budget, West Yellowstone could not afford to hire an agency to manage our marketing and public relations projects. Often this position is required to communicate directly with our committees and boards to take advantage of marketing opprotunites which arise with quick turnaround and deadlines. This person is also able to react quickly when crisis management</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>• 1.5% increase (from July 2014 through June 2015) in West</li> </ul>			

Marketing Support	Marketing/Publicity Personnel	Yes	<p>four years. We have found this position to be very efficient and cost effective. The value of the local knowledge of the community and of situations cannot be overstated. This position has critical marketing and public relations responsibilities including:</p> <ul style="list-style-type: none"> <li>• Creation, administration, and execution of the annual marketing plan, projects and budgets for Accommodations funding. Work closely with other marketing organizations (local, regional, MTOT) for grants and additional funding options, as well as co-operative advertising opportunities.</li> <li>• Determine social media marketing strategies, management (including content creation and placement) for social media sites including Facebook, Twitter, Pinterest, FourSquare. Create social media marketing advertising campaigns.</li> <li>• Drive internet marketing programs including SEO and SEM, website optimization, and internet advertising campaigns. Content creation, content and imaging library management, for the website, social media, and other on-line programs.</li> <li>• Raise the level of marketing awareness and participation within our community through workshops and seminars, weekly marketing 'blasts,' monthly marketing reports at Chamber (CVB) meetings, and quarterly meetings of the Chamber Marketing Committee. Work to promote MTOT and West Yellowstone brand messaging.</li> <li>• Coordination of publicity efforts including content creation and response as needed for news releases, PSA's, radio and television interviews, as well as on-line event calendars, blogs, and promotions. Organize resources and participation in media and familiarization tours. Create and implement crisis management plans with unified public relations and community wide updates to ensure accurate, timely, and continually updated information is sent to area businesses, residents, and visitors.</li> <li>• Works with and directs any required professional agencies for high quality production and development of projects that require unique skills, such as developing our internet and social media framework.</li> <li>• Work towards integration and all aspects of funding sources available for West Yellowstone marketing.</li> </ul>	<p>Because the Marketing/PR position is held by someone who lives and works in West Yellowstone, they have a deeper knowledge of the community and its needs. They can react quickly on short deadlines and when communications are needed immediately for crisis situations.</p> <p>They know the members of other community partners and funding organizations and feel comfortable working on projects with multiple groups.</p> <p>Other advantages to having having in-house marketing/PR personnel:</p> <ul style="list-style-type: none"> <li>• Minimization of costs</li> <li>• Implementation of a consistent marketing strategy</li> <li>• Maximization of the community's image</li> <li>• Enhanced quality control of the brand</li> </ul>	<p>is needed.</p> <p>The Marketing Director position was designed to spearhead projects so as to ensure consistent progress and message, create strong private and public sector partnerships to expand our marketing resources, explore potential niche markets. This position is ideally filled by someone who lives in our community, understands its dynamics and that of surrounding areas, and can act as a 'quick response unit' when needed for unanticipated marketing and publicity challenges requiring immediate and proactive action. Synergistic coordination with other local and regional marketing funds, events, and projects is also key.</p> <p>This position is also responsible for publicity and media communications, development and distribution of on-line press and information releases; development of a media (print) database and distribution of information to these sources on a regular basis; development, placement and maintenance of a social networking marketing strategy that focus on web-based travel sites, social networking sites, personal information/blogs sites, web-based event and calendar sites, and community workshops.</p> <p>This helps us reach our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars.</li> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism organizations.</li> </ul>	<p>Yellowstone Resort Tax Collections over the previous year (July 2013 through June 2014).</p> <ul style="list-style-type: none"> <li>• 1% increase in occupied room nights (from July 2014 through June 2015) over the previous year (July 2013 through June 2014) as reported by West Yellowstone TBID collections.</li> <li>• 6% increase in social media followers (July 2014 - June 2015) over the prior year (July 2013 - June 2014).</li> <li>• 0.25% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service</li> <li>• private sector and public agency participation in at least two projects during FY15.</li> <li>• participate with one or both of the local marketing funds and/or granting organizations in at least three projects during FY15.</li> </ul>	\$45,000.00	No	Roles and Responsibilities.docx
			We are often confronted by unanticipated challenges including natural disasters that require crisis management. Most recently the closing of						

Marketing Support	Crisis Management	Yes	<p>National Parks in October 2013, caused us to create access releases and documents with alternative routes and activities for our front desk staff.</p> <p>In the advent of any of these unexpected situations, we need to proactively implement a crisis management process that we have created and successfully used in the past. This could include additional unanticipated expenditures including increasing hours of marketing publication relations and other support staff during the crisis. We may also need to hire additional staff for the Visitor Information Center and distribute bulletins to local businesses.</p> <p>Our crisis management plan would include these components:</p> <ul style="list-style-type: none"> <li>• Coordination with all agencies to have effective input in all press releases.</li> <li>• Update relevant website content, including highlighted stories in the "new sections" of the home page on our own website, Chamber Facebook and Twitter accounts, as well as updates in relevant trip blogs such as Trip Advisor. <i>Note: it is critical to have updates in place early in the morning and throughout the day as situations are updated or changed.</i></li> <li>• Issue news releases if needed.</li> <li>• Website content and news releases could contain the following:             <ul style="list-style-type: none"> <li>◦ Overview related to visitors</li> <li>◦ Specific information on the incident (location, size, containment, closures, evacuations, air quality)</li> <li>◦ Information on major road closures, alternative routes, major roads that are still open</li> <li>◦ Areas, attractions, and activities that are still available</li> <li>◦ Phone numbers and websites for additional information</li> </ul> </li> <li>• Update Yellowstone fire-specific pages on Facebook and Twitter that have already been established. These are specific social media accounts setup just for fire or other incidents that can be accessed by travelers. If needed, we can begin using these immediately, send it to existing followers, promote on our existing web pages and other social media accounts, and use to alert media and local business partners.</li> <li>• Coordination with Yellowstone Park, the USFS, Yellowstone concessionaires, and other partners to have an effective communication channel for all Yellowstone guests.</li> <li>• Create and distribute notices to local and area businesses to better assist with their guests.</li> <li>• Distribute appropriate information to key tourism contacts including MTOT, Wyoming Travel, Idaho Tourism, Yellowstone Country, other appropriate countries, appropriate Chambers and CVB's including organizations in neighboring states of Idaho and Wyoming, and the Salt Lake Utah area.</li> <li>• Coordination with media including radio and</li> </ul>	<p>Time is something that is in very short supply when a crisis breaks. Being able to respond quickly with a well thought-out crisis communications plan gives West Yellowstone a chance to take advantage of a limited window of opportunity, increasing our possibility of retaining visitors and potential visitors when things happens that are out of our control including natural disasters like wild fires, or government inflicted budget cuts or shut downs.</p>	<p>As a result of events including Park closures, access restrictions, delayed openings, sequestrations and budget cuts, West Yellowstone recognizes that we face challenges convincing the traveling public that our destination is value-based and that we remain a top destination for travelers to Yellowstone Park and southwestern Montana.</p> <p>We need to be able to react quickly when faced with the unexpected, e.g., earlier closing of Yellowstone Park to visitors.</p> <p>This aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a family-friendly vacation destination in all seasons.</li> <li>• Expanding our marketing potential by participating in partnerships with private businesses and with other tourism organizations.</li> <li>• Targeting our market as accurately as possible</li> </ul>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>• 0.25% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (January 2013 through December 2013) as reported by the National Park Service.</li> <li>• private sector and public agency participation in at least two projects during FY15.</li> </ul>	\$100.00	No
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			television, news services. Coordination of radio Public Service Announcements if needed (PSA's).							
										\$170,000.00

**Marketing Method Budget**

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Travel/Trade Shows	\$5,000.00	\$0.00
Consumer	Print Advertising	\$25,375.00	\$0.00
Consumer	Online/Digital Advertising	\$27,258.00	\$0.00
Consumer	Social Media	\$3,400.00	\$0.00
Consumer	Electronic Adv - Newsletter, E-blast	\$1,600.00	\$0.00
Consumer	Radio & Television Advertising	\$1,000.00	\$0.00
Consumer	Website/Internet Development/Updates	\$1,800.00	\$0.00
Consumer	Photo/Video Library	\$500.00	\$0.00
		<b>\$65,933.00</b>	<b>\$0.00</b>
Marketing Support	Administration	\$28,649.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$1,668.00	\$0.00
Marketing Support	Marketing/Publicity Personnel	\$45,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$2,450.00	\$0.00
Marketing Support	Opportunity Marketing	\$400.00	\$0.00
Marketing Support	Website/Internet Development/Updates	\$10,000.00	\$0.00
Marketing Support	Online/Digital Advertising	\$7,500.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$2,000.00	\$0.00
Marketing Support	Crisis Management	\$100.00	\$0.00
Marketing Support	Equipment	\$2,000.00	\$0.00
Marketing Support	Joint Ventures	\$4,200.00	\$0.00
Marketing Support	Cultural Tourism	\$100.00	\$0.00
		<b>\$104,067.00</b>	<b>\$0.00</b>
		<b>\$170,000.00</b>	<b>\$0.00</b>

**Miscellaneous Attachments**

**Region/CVB Required Documents**

File Name	Description	File Size
<a href="#">FY15 Signed Docs.pdf (2.4 MB)</a>	Required Documents	2.4 MB

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