

**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 *Withdraw* changes the status of the application to Withdrawn and removes the app from the evaluation process.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](#)

**27194 - FY16 Region/CVB Marketing Plan - Final Application**

**29240 - FY16 West Yellowstone CVB Marketing Plan  
DOC Office of Tourism**

Status: Under Review  
Original Submitted Date: 05/07/2015 10:18 AM  
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**Organization Information**

Name: \* West Yellowstone Chamber of Commerce  
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**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 Clean air and water, abundant wildlife, scenic beauty and historical reference all have made West Yellowstone a national and international destination.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. Visitors can fish blue ribbon trout streams, hike in pristine wilderness, experience real western horseback riding, go whitewater rafting or mountain bike on hundreds of miles of single track and forest service roads. In the winter months there are over 35km of groomed ski trails for cross country skiing and over 400 miles of groomed snowmobile trails for recreation.

Those looking for fun, family activities can visit the Yellowstone Giant Screen Theater, presenting a six-story high screen with stereo surround sound or the Grizzly & Wolf Discovery Center, open 365 days a year, offering an educational experience and viewing area for visitors to watch live grizzly bears, wolves, and raptors in their own natural habitat. Many nights during the summer season, visitors can enjoy live theater at the Playmill, free concerts in the park, and authentic rodeos, featuring the "Calif Scramble," just for kids. The 4th of July Community Celebration and Annual Rod Run are events not to be missed.

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

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.
- We are seen by some visitors as synonymous with Yellowstone Park and can effectively market ourselves as "Yellowstone Plus."
- Close proximity to Teton National Park and situated on the primary corridor between Glacier and Grand Teton/Yellowstone National Park.
- Outstanding natural assets such as mountains, lakes.
- A nationally recognized, well-developed system of winter trails.
- International recognition among groups and individuals.
- Ideal family vacation spot - affordable, fun, educational, clean, with a variety of activities.
- Seasonal airport served by a regional carrier (now offering jet service).
- Home of the Yellowstone Historic District.
- A host of year-round events.
- Additional community marketing resources. Town of West Yellowstone Marketing & Promotions grant fund, West Yellowstone Tourism Business Improvement District, West Yellowstone Economic Development Council, West Yellowstone Foundation, etc.
- Potential tourism partners – Gallatin County, chambers, regions, Yellowstone Teton Territory (ID), and Visit Utah.

### Challenges:

- The perception that West Yellowstone is only a gateway into the Park and not a destination.
- The considerable distance and lack of easy access from major population centers.
- Bridge repair and road construction in Yellowstone Park and around West Yellowstone.
- 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, infectious diseases, and natural disasters impact tourism.
- The negative press generated on issues such as the wildlife, climate and natural events.
- Perception of lack of restaurants, nightly entertainment & family friendly activities/events.
- Managing the increasing number of international visitors.
- Access to campgrounds, trails, and public lands in the national forests.
- Public policy decisions (budget cuts, work visas) demand immediate response and resources but ultimately we may not be able to impact.

### 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 gateway 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](#)

[FY16\\_Competer Chart.pdf](#)

## 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 international travelers. With limited resources, we use our marketing funds to focus mainly on the first three, but have some interesting opportunities with area partners to further penetrate the international market this coming year.

### 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.

**International Travelers:**

- Fastest growing segment for West Yellowstone. We recorded over 45 different countries of origin during the summer of 2014.
- Chinese visitation to the U.S. is expected to increase to 4.9 million by 2019—positioning China as the top U.S. overseas inbound travel market in five-year's time. The recent news on increased visa validity (up to 10 years) will likely have a significant impact on increased visitation from 2015 onwards.
- Canada continues to lead and outgrow all other countries in both travel volume and spending in the United States and are projected to continue to grow two to three percent per year.
- Mexico is the second-largest inbound travel market. Mexican visitation is expected to increase by three to five percent per year for the next five years.
- Many times international travelers include several generations of a family.
- These visitors expect quality experiences. Often, this is a trip they have saved all of their lives for.

**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). Our summer jet service and new flights to Texas increase our travelers.
- 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, internet presence, and regional partnerships 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 a continued increase in Chinese visitors.

Another market we are watching closely is the millennials. This is one of the fastest growing consumer segments and will play a major role in our online and mobile marketing strategies in the near future.

**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 attached*. 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 interesting characteristics across all three groups:

- the number of people using the internet as their primary and most important trip planning tool remains in the forefront
- the group mix is changing as the percentage of immediate family seems to be leveling off and couples are increasing (could be correlated to the increase in return visitors)
- 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 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
- No east coast states were represented in the top 5 states of origin in any of the three travel groups. TX jumped into the top 5, possibly due to direct flights. UT (which is a major drive market) was at the top in 2013, but dropped back down in 2014.

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

- 54% of our online visitors are male
- 26% of our visitors are ages 55-64
- Interests include:
  - Outdoor Enthusiasts
  - Food & Drinks/ Cooking & Recipe/ Soups & Stews
  - Arts & Entertainment/Celebrities & Entertainment
  - Travel/Tourist Destinations/Regional Parks & Gardens

Optional: Include attachment here.

[FY16\\_VisitorComparison.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.
- o Increase visitation in shoulder seasons.
- o Brand ourselves as a destination location in every season.
- o 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. [FY16\\_Measurable Objectives.pdf](#)

**5. Joint Venture Opportunities**

**a. In what types of Joint Ventures with MTOT would you like to participate?**

We would like to continue participating in co-op programs with MTOT as our budget allows, and explore any other opportunities that pertain to our activities and amenities.

We find online to be more advantageous for West Yellowstone, because it can hit a much larger 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 Joint Ventures 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, options are sometimes limited.

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.

We are always open to new joint venture opportunities, with our own local businesses and marketing fund partners, and those that are emerging in surrounding states incorporating the Yellowstone Loop including Idaho, Wyoming and Utah.

**c. What types of Joint Ventures 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.

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. [FY16\\_PieCharts.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
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. We are also researching other shows that fit our target markets, and we make our materials available to all of our partners and members to take to shows they attend.</p>	<p>The 2014 Boston show had over 10,000 attendees:</p> <ul style="list-style-type: none"> <li>• 6,000 – existing AARP members</li> <li>• 1,000 – non-members</li> <li>• 1,000 – staff, guests, support</li> <li>• 2,000 – exhibitors</li> </ul> <p>50% of attendees were from Massachusetts. The other top states in attendance were NY, NH, CT, CA, PA and NJ, but we registered attendees from nearly all of the lower 48.</p> <p>The location of this show allowed us to reach potential travelers from the NE, Mid-Atlantic, and SE states, as well as eastern Canada. With the increase in direct flights (Newark, NJ direct to Bozeman), this was timely opportunity to put West Yellowstone out in front.</p> <p>The West Yellowstone TBID and WYCC Accommodations also sponsored the cost SWAP technology to capture leads directly onto mobile devices of individuals coming to the West Yellowstone booth. These leads were captured directly onto mobile devices, then downloaded and collated into one list. 415 leads and 135 qualified leads with email information were compiled into a database for TBID members. Email leads were also updated into the WYCC</p>	<p>Looking at our demographics from ITRR reports, our largest group of visitors to West Yellowstone continues to be 45-55+, with annual household incomes of 100,000+, with average stays of 3-5 nights. This demographic tends to visit in the shoulder seasons, and values quality over quantity in their vacation. A presence at the AARP show allows us exclusive access to that market and one-on-one interaction, increasing their likelihood 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</li> </ul>	<p>Measurable Objectives:</p> <ul style="list-style-type: none"> <li>• 2% increase (from July 2015 through June 2016) in West Yellowstone Resort Tax Collections over the previous year (July 2014 through June 2015).</li> <li>• 1% increase in occupied room nights (from July 2015 through June 2016) over the previous year (July 2014 through June 2015) as reported by West Yellowstone TBID collections.</li> <li>• 0.5% 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>• 2% gain (July</li> </ul>		\$100.00	No	

				<p>newsletter database. These names were included as part of the summer quarterly e-newsletter. The e-newsletter had a 23% open rate.</p> <p>We also noticed an increase in the number of website visitors from the NE states after the show.</p>	<p>marketing potential by participating in partnerships with other tourism organizations.</p>	<p>2015 - June 2016) over the prior year (July 2014 - June 2015) for four website metrics: amount of sessions, number 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>• 5% increase in social media followers (July 2015 - June 2016) over the prior year (July 2014 - June 2015).</li> <li>• Participation with one or more of the local marketing funds (TBID, MAP, WYED, WY Foundation), private sector and public agencies in at least three projects.</li> <li>• Obtain atleast 300 new email leads for future communications.</li> </ul>			
Consumer	Print Advertising	Yes	<p>We plan to use traditional advertising media in combination with new digital and mobile options to gain the best ROI for our efforts.</p> <p>We will continue to use print, but include an accompanying web component whenever possible.</p> <p>Print advertising components could include:</p> <ul style="list-style-type: none"> <li>• <b>Newsprint and magazine ads</b> are utilized in conjunction with online advertising editorial to promote West Yellowstone ad year-round, family-friendly destination while 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, Yellowstone Trail Run, 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 publications including National Parks Traveler, Horizon Travel Magazine Canada and Outdoors NW.</li> <li>• <b>Out-of-home window or airport display.</b> We would like to expand the collaborative project that was started as a pilot during the 2014-15 winter season to cross-promote the seasons in West Yellowstone. Window wraps were produced for businesses who usually close during the winter to show shoulder and summer activities to entice visitors to return during another season. Three private sector businesses participated last season, two who are planning to do more windows in their own businesses, and our goal for FY16 is five additional businesses.</li> </ul> <p>Many times we will promote several events and activities in one ad to extend our marketing budget.</p>	<p>While ROI from print advertising is hard to track, we feel that it is an important component of a strong multi-media campaign.</p> <p>For shoulder seasons, we used Yellowstone as a base, but emphasized the opportunities West of the Park as well. For our winter campaigns, we changed to format from event driven advertising to emphasize a destination message. Our Ski Committee saw the greatest benefit from this, commenting that they had their best season in years.</p> <p>We added sled dog races to our winter marketing segments in 2014-15, with an online CTR of up to .32% (higher than any other segment). The first race of the season nearly doubled the number of racers and more spectators came to each race. This element also allowed us to cross promote with other winter activities, adding to our destination theme.</p> <p>During several events including Nordic Ski Races, Annual Snowmobile Expo and KidsNSnow, we had participants and/or spectators tell us that they saw our ad in newspapers, etc.</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 committed to expanding the marketing of these seasons, while also adding to and enhancing our existing winter marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <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% increase (from July 2015 through June 2016) in West Yellowstone Resort Tax Collections over the previous year (July 2014 through June 2015).</li> <li>• 1% increase in occupied room nights (from July 2015 through June 2016) over the previous year (July 2014 through June 2015) as reported by West Yellowstone TBID collections.</li> <li>• 0.5% 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>• 2% gain (July 2015 - June 2016) over the prior year (July 2014 - June 2015) for four website metrics: amount of sessions, number of page views, an increase in the average number of pages viewed, and an increase in average time on the website.</li> <li>• 5% increase in social media followers (July 2015 - June 2016) over the prior year (July 2014 - June 2015).</li> <li>• Participation with one or more of the local marketing funds (TBID, MAP, WYED, WY Foundation), private sector and public agencies in at least three projects.</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 Winter Events</li> <li>• Increase visitation during</li> </ul>	\$21,500.00	Yes	



			<p>situation (e.g., Instagram, Snapchat, and others).</p> <ul style="list-style-type: none"> <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><b>Fishing Tournament</b> Facebook - 482 followers</p> <ul style="list-style-type: none"> <li><b>Rendezvous Ski Trails</b> Facebook - 1006 followers</li> <li><b>West Yellowstone Sled Dog Races</b> Facebook – 404 likes (NEW, but had 99 new likes in one week)</li> <li><b>West Yellowstone Sled Dog Races</b> Twitter – 35 followers (NEW)</li> <li><b>@WYellowstoneMT</b> Twitter- 4,727 followers</li> <li><b>@KidsNSnow</b> Twitter- 42 followers</li> <li><b>"West Yellowstone Montana Visitor Center"</b> Pinterest – 691 followers</li> </ul>	<p>Facebook, Twitter and Pinterest accounts area already created and maintained for the WY 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. In FY15, we helped create and maintain new Facebook and Twitter pages for the West Yellowstone Sled Dog Races.</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>Yellowstone Resort Tax Collections over the previous year (July 2014 through June 2015).</p> <ul style="list-style-type: none"> <li>1% increase in occupied room nights (from July 2015 through June 2016) over the previous year (July 2014 through June 2015) as reported by West Yellowstone TBID collections.</li> <li>0.5% 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 destination event marketing:</p> <ul style="list-style-type: none"> <li>Increase event participation by 2% over previous year.</li> <li>Increase awareness of the West Yellowstone community and activities.</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 have given presentations in the past. 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>In FY16, we would like to create templates for each list we maintain, as well as our weekly and monthly e-blasts to create a consistent look and feel across our communications.</p> <p>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 11,117 contacts, and we are adding to that regularly through online advertising buys that incorporate lead retention. Visitors who sign in at the visitor information center who request further information, are also added to our quarterly communications list.</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>Measurable objectives:</p> <ul style="list-style-type: none"> <li>2% gain (July 2015 - June 2016) over the prior year (July 2014 - June 2015) for four website metrics: amount of sessions, number of page views, an increase in the average number of pages viewed, and an increase in average time on the website.</li> <li>5% increase in social media followers (July 2015 - June 2016) over the prior year (July 2014 - June 2015).</li> <li>2% increase (from July 2015 through June 2016) in West Yellowstone Resort Tax Collections over the previous year (July 2014 through June 2015).</li> <li>1% increase in occupied room nights (from July 2015 through June 2016) over the previous year (July 2014 through June 2015) 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 participation by 2% over previous year.</li> </ul>	\$2,000.00	No	
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>In the past we have funded radio and TV spots for KidsNSnow, Snowmobile EXPO Ice Fishing events.</p>	<p>While TV and radio advertising is hard to track ROI, West Yellowstone still believes that it is an important component in our multi-media campaigns and with the knowledge that video and viral content is increasing in popularity in marketing, we will continue to incorporate it into our marketing as funds allow, and requests meet our preset criteria.</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> </ul>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>Participation with one or more of the local marketing funds (TBID, MAP, WYED, WY Foundation), private sector and public agencies in at least three projects.</li> <li>2% increase (from July 2015 through June 2016) in West</li> </ul>	\$500.00	No	



				level of engagement for photos over text)	arrives in West Yellowstone and spends significant dollars during the visit.				
Consumer	Joint Ventures	Yes	<p>We try to take advantage of joint venture marketing programs with the Office of Tourism when our budget allows. In the past these projects have included reprint of the Geo-Tourism Map, advertising buys, online campaigns and more.</p> <p>Other joint venture opportunities may come about as community projects and events, or with other marketing regions and organizations in neighboring states.</p> <p>West Yellowstone is allocating funds because we feel that being able to work with other private and public entities strengthens our community message and allows us to stretch our marketing funds to reach larger markets.</p> <p>Another pilot program that launched in FY15 was the Winter Windo Wrap Project, that displayed landscape, wildlife and activities during the fall/winter season to promote the warm season. Businesses that are traditionally closed during the winter season and historically have put boards over their windows or paper, now wrapped the interior and exterior windows with colorful scenes representing what is unique to West Yellowstone. This out-of-home approach to marketing created a buzz with visitors and on social media to entice winter visitors to comeback in another season. This project may also fall under our comeback/cross-season campaign under consumer marketing as well.</p>	<p>West Yellowstone is in a good position, both physically and logistically to partner with many different entities to promote our community and state. Being located at the West Entrance to Yellowstone National Park is a great benefit that brings many opportunities our way.</p> <p>Yellowstone National Park is at the top of international travelers lists, and many of those travelers come into the West Coast or Salt Lake City and travel through Idaho to reach the West Gate. These are the visitors we want to capture. With the ever-increasing number of international travelers (our fastest growing market), we need to figure out creative and cost efficient ways to market. That is where partnerships come in.</p> <p>We have found that by partnering with organizations like Yellowstone Teton Territories in Idaho, the benefits are exponential, including additional print and online presence. We are also represented at meetings and consumer shows in the region and beyond. Things we could not achieve with our smaller budget. Organizations like this that have an small base of 400,000 subscribers extends our reach.</p> <p>We have recently been approached by Visit Utah to become a partner of the Yellowstone Loop marketing group, that will also include other Park Gateway communities and those along the travel route between Salt Lake and Yellowstone. For a small investment, the partners will be able to market to international and domestic markets online and in print. They will also be represented during consumer shows and fam/press tours.</p> <p>These larger groups have asked us to give presentations and provide information about our area and Yellowstone Park for meetings and publications, as well as websites.</p> <p>These partnerships will become increasingly important as our funding structure changes and demographics of our visitors change. Marketing to international markets is expensive and labor intensive. With multiple partners combining efforts, funds and materials the opportunities increase to reach these markets.</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>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>• Participation with one or more of the local marketing funds (TBID, MAP, WYED, WY Foundation), private sector and public agencies in at least three projects.</li> <li>• 2% increase (from July 2015 through June 2016) in West Yellowstone Resort Tax Collections over the previous year (July 2014 through June 2015).</li> <li>• 1% increase in occupied room nights (from July 2015 through June 2016) over the previous year (July 2014 through June 2015) as reported by West Yellowstone TBID collections.</li> <li>• 0.5% 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>• 2% gain (July 2015 - June 2016) over the prior year (July 2014 - June 2015) for four website metrics: amount of sessions, number of page views, an increase in the average number of pages viewed, and an increase in average time on the website.</li> <li>• 5% increase in social media followers (July 2015 - June 2016) over the prior year (July 2014 - June 2015).</li> </ul>	\$7,500.00	Yes	



				<p>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>by participating in partnerships with other tourism organizations.</p>	<p>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.</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						\$100.00	No	
Marketing Support	Website/Internet Development/Updates	Yes	<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> <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</p>	<p>Comparing our metrics to date to the same time period in the prior fiscal year, we have increased our website visits by 18% 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 7% 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>Our website, 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 2015 - June 2016) over the prior year (July 2014 - June 2015) for four website metrics: amount of sessions, number of page views, an increase in the average number of pages viewed, and an increase in average time on the website.</li> <li>5% increase in social media followers (July 2015 - June 2016) over the prior year (July 2014 - June 2015).</li> </ul>	\$30,500.00	No	

			<p>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 our current staff to be able to produce and introduce podcasts.</li> <li>• Website Technology Enhancements:</li> <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., Instagram, Snapchat 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 FY15 many of our online campaigns returned results with click thru rates as high as 20-32%, much above the industry average.</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 2015 - June 2016) over the prior year (July 2014 - June 2015) for four website metrics: amount of sessions, number of page views, an increase in the average number of pages viewed, and an increase in average time on the website.</li> <li>• 5% increase in social media followers (July 2015 - June 2016) over the prior year (July 2014 - June 2015).</li> </ul>	\$2,500.00	No
Marketing Support	VIC Funding/Staffing /Signage	Yes	<p>With recent restructure of the Montana Office of Tourism VIC model and funding has created the need for West Yellowstone to seek out new and additional 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 importance of the tourism industry in the local area, region, and state. We will also educate the staff about the multitude and vast variety of experiences available.</p> <p>The staff will receive training on how to use our marketing tools (website, electronic, and traditional resources) to best leverage all avenues of communications and promotions.</p> <p>We are also pursuing the use of additional components and tools for the Visitor Center including (but not limited to): electronic desktop and free-standing kiosks with multi-language capabilities, maps and business listings that can also integrate with our website; printed materials translated into other languages; and ipad applications like We Chat that help communicate with our international visitors.</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 114,000.</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>Measurable objectives include:</p> <ul style="list-style-type: none"> <li>• 2% increase (from July 2015 through June 2016) in West Yellowstone Resort Tax Collections over the previous year (July 2014 through June 2015).</li> <li>• 1% increase in occupied room nights (from July 2015 through June 2016) over the previous year (July 2014 through June 2015) as reported by West Yellowstone TBID collections.</li> <li>• 0.5% 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>• 2% gain (July 2015 - June 2016) over the prior year (July 2014 - June 2015) for four website metrics: amount of sessions, number of page views, an increase in the average number of pages viewed, and an increase in average time on the website.</li> <li>• 5% increase in social media</li> </ul>	\$15,000.00	No





