



Grant Details

80683 - FY20 Region/CVB Marketing Plan

86705 - FY20 Destination Missoula Marketing Plan

DOC Office of Tourism

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Community & Brand Support

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

Destination Missoula is committed to upholding the Montana State Tourism brand pillars while promoting Missoula as a unique and transcendent destination where wanderlust is indulged and discovery

is a given.

As we market Missoula, we play to its strengths, of which there are quite a bit. We also think ahead, and take into account opportunities on the horizon that we can use to Destination Missoula's advantage. As a staff, we keep our eyes open to inevitable challenges and work toward solving them efficiently and effectively. And we do it all with a foundation of pure gratitude that we get to live in and tout such an exceptional place.

In a valley that unfolds at the confluence of three rivers and seven wilderness areas, Missoula, Montana is anything but ordinary. Here, nature inspires a philosophy of slowing your pace to mountain time and living out loud, taking it all in. Adventure is always top of mind in this paradise where recreation is second to none and a balanced and full life is priority number one.

Missoula is the second-largest city in Montana, but to those visitors from large urban areas, Missoula is a vibrant, eclectic and authentic small town bursting with charm and personality, perfectly situated halfway between Montana's two awe-inspiring treasures—Glacier and Yellowstone national parks.

Served by Missoula International Airport and three major highways, Missoula is the ideal hub from which to explore the many wonders of Montana. Accessibility to world-class recreation makes Missoula an unparalleled place for outdoor exploration. Where else can you hit up one of the West's best farmers market, kayak or river surf right downtown, and hike or bike an epically scenic trail in 60,000 acres of wilderness (and wash it all down with a finely-crafted Montana beer, good food and friendly conversation at a local brewery) all in the same day?

Missoula is also a regional destination for shopping and dining, featuring three distinct shopping districts and an abundance of eateries and places to drink, like fine dining, authentic steakhouses, food trucks, iconic taco joints, cafés, coffee shops, distilleries and taprooms, with something to fit all budgets and palates.

Missoula is Montana's most cosmopolitan and diverse community and the heart of arts and culture in the state, blending contemporary culture and historical heritage seamlessly. Visitors find this arts and cultural hub brimming with a seemingly endless array of entertainment and events. Think symphony, theater, film festivals, nationally recognized artists live in concert, author readings at independent bookstores, college sports, ballet, opera and even roller derby. And, Missoula proudly live our history, from Native Americans and the Lewis and Clark Expedition to smokejumpers and Glacial Lake Missoula. Missoula is also a regional hub and state leader in commerce, education and health care.

Some might call it unique, cool or hip. Others will experience it as serene, welcoming and replete with natural beauty. Missoula is alive, pulsating with a unique small mountain-town spirit, offering pristine open spaces, places to go, incredible things to see and do and the best people around. Missoula's unique character is shown through marketing efforts, while incorporating brand fonts, colors and stunning, authentic imagery.

STRENGTHS

ARTS AND CULTURE

Nurtured by nature, culture is alive and well in Missoula, home to the most diverse and extensive arts and music community in Montana. From writers to performing artists, from painters to photographers, from historians to museum curators, all are inspired by the beauty, charm and roots of their surroundings. Missoula is fortunate to be home to numerous famous and creative people, who add a dimension and depth to the community that is usually only seen in larger cities. Regionally, nationally and in many cases internationally renowned, Missoula's cultural community creates an essence that urban travelers want but do not expect in Montana, making Missoula a surprisingly unique destination with an allure that draws visitors back again and again.

IMMEDIACY OF ACCESS

In Missoula, the great outdoors really are right outside your door and a river really does run through it. On any given day anglers are gracefully casting in the Clark Fork River. Downstream, kayakers and river surfers perform athletic feats atop the man-made Brennan's wave. Tubing is an alternative form of transportation in the summer as people ride the river right through town, sometimes on their lunch breaks! Off the water, the trail system that crisscrosses the city keeps people grounded, and bicyclists cycle the country's friendliest streets. The surrounding hills and mountains offer a powder paradise for winter lovers, like backcountry and cross-country skiing, plus Montana's Snowbowl, providing downhill adventure right in Missoula's backyard. So, whether you run, ski, paddleboard, river surf, kayak, bike, hunt, fish, hike, backpack, float or camp, you can indulge your passion in and minutes from Missoula.

REGIONAL HUB

Missoula is a regional center for retail, health care, education, forestry, ecology, transportation and culture. People come from across the state and region to shop in Missoula's historic downtown boutiques and at Southgate Mall—Western Montana's largest mall. The preeminent health care provided by renowned physicians and hospitals makes Missoula a center for Western Montana's health care. Home to the University of Montana, Missoula hosts students from around the world who seek an education that is highly valued and recognized on a campus that is one of the country's most picturesque. This level of education also produces a population of "top in the field" professionals who work in and serve our community. In order to support these industries, Missoula must also be a transportation hub. Missoula can be reached by two major highways—U.S. Highway 93 and State Highway 200—and Interstate Highway 90. Missoula International Airport hosts six major air carriers and has non-stop flights to Portland, Seattle, San Francisco, Oakland, Los Angeles, Phoenix, Las Vegas, Denver, Atlanta, Minneapolis, Dallas, Salt Lake City and Chicago. With over 115,000 more seats in the market than last year, Missoula is quickly becoming an accessible and affordable destination hub. The Missoula airport is currently undergoing a massive expansion project and by 2021, there will be more terminals and more flights into Missoula.

SPORTS AND ADVENTURE

In Missoula, we play long after the game is over because our outfield is endless. Our proximity to three pristine rivers and seven wilderness areas, and within 100 miles of five ski areas, means adventure is virtually limitless here. We're a recreation hot spot where play is revered and where teams come together for the love of sport and play nurtured by natural beauty and fresh mountain air. Missoula is also home to a professional baseball team, Griz sporting events and the world-famous Missoula Marathon. This Boston qualifying race was named #1 in the Runner's World 10 Bucket List

Marathons to Run in the 2018 list, and named #1 marathon in the U.S. by BibRave. "The love and passion that runners had for the Missoula Marathon during the nomination and voting process absolutely blew us away. So it's no surprise that, after being named Best Marathon by Runner's World back in 2010, Missoula is back on top for two years in a row and was voted the best Marathon in America for the BibRave 100!" (Runner's World 2018). Having also hosted such events as the U.S. Freestyle Kayak Championships and USA Cycling Pro XCT, Missoula has a proven track record for hosting major recreation-based events.

Missoula successfully hosted the 2017 and 2018 USA Cycling Collegiate Mountain Bike National Championships. Destination Missoula and the Missoula Tourism Business Improvement District worked for a number of years in close collaboration with the USAC to bring this opportunity into Montana. Through a close partnership with the biking community in Missoula and Destination Missoula's proven track record with Missoula XC, Destination Missoula able to bring top collegiate athletes and future Olympians from across the country to compete in Missoula. By successfully hosting these events at the collegiate level, Missoula is now on track to successfully bid for USAC professional racing.

Missoula is also proud to be the host city for University of Montana athletics, where Montana Grizzly pride runs deep. Grizzly athletics brings people from across the region to enjoy Missoula's unwavering tradition of college sports. In January of 2019, Stadium Journey Magazine ranked all the FCS stadiums across the country, and Washington Grizzly Stadium came in No. 1 in the nation. Stadiums were ranked on food and beverage inside the stadium, overall atmosphere, neighborhood where the stadium resides, the fans, access to and inside the stadium, overall return on investment and unique features not covered in other categories. Not only was Washington Grizzly Stadium hands down No. 1, its overall score of 4.4 would rank it No. 11 in the FBS stadium rankings with the likes of Bobby Bowden Field at Doak Campbell Stadium (Florida State), Ben Hill Griffin Stadium (Florida) and Jordan-Hare Stadium (Auburn).

Missoula's much-anticipated Fort Missoula Regional Park made its debut in the spring of 2017, with the opening of the soccer/multiuse fields and facilities at the west end of the park. In June of 2018 the fully completed park was opened to the public. The regional park features a five-field, lighted softball complex with moveable fences, two additional softball fields, nine full-size multiuse fields for soccer, football, lacrosse and rugby, one lighted artificial turf multiuse field, pickleball, basketball and volleyball courts. The addition of these amenities allows Missoula to bid for and host major tournaments that Destination Missoula previously not been able to for lack of infrastructure. These tournaments will have a significant economic impact on Missoula. This new park is the realization of a years-long effort to create a recreation epicenter in Missoula, including walking trails, open space, playgrounds, picnic shelters and pavilions, historic interpretation and more. Since the opening of the Park, Destination Missoula has supported their efforts with 15 leads to TBID hotels for a potential of over 9,030 room nights.

MUSIC, ENTERTAINMENT AND NIGHTLIFE

Part of our charm is that we march to the beat of our own drum here in Missoula, and we wholeheartedly celebrate the mountain sound and the rhythm the rivers afford. Missoula's music scene is broad, running the gamut from orchestral to bluegrass and country to hip hop, and the city has hosted such icons as Pearl Jam, Paul McCartney, The Rolling Stones, Mumford and Sons, Chris Stapleton, Sheryl Crow and many more. Missoula's outdoor venues steal the scene during the summer. Osprey Stadium is a go-to for summer entertainment for crowds up to 10,000 people. Summer 2017 saw two outdoor amphitheatres open. Big Sky Brewing upgraded their concert facilities to feature an amphitheater next to the brewery with a capacity of 5,000. Logjam Presents and Kettlehouse Brewing opened the 4,000 seat Kettlehouse Amphitheater in Bonner (7 miles from Missoula) along the banks of the beautiful Blackfoot River. With a vast and seemingly endless array of arts and entertainment events and an abundance of restaurants, cafés, coffee houses, breweries, wine bars and distilleries, having fun off the trail is just as easy to do. The varied music venues in Missoula are receiving national acclaim with The Top Hat and The Wilma listed in Pollstar's Top 100 Clubs and the Kettlehouse Amphitheater listed in the Top 50 Amphitheatres in the US!

OPPORTUNITIES

TRANSPORTATION

In January 2015, Mountain Line began a three-year Zero-Fare demonstration project with a goal of expanding total ridership by 45%. By the final year of the Zero-Fare demonstration project, the results were phenomenal. Ridership grew from just over 900,000 rides in 2014 to 1.4 million rides in 2016, an increase of more than 50%, and the growth continues today. Zero-Fare bus service improves the quality of life for Missoula's entire community by dramatically increasing ridership. More transit riders means better air quality, less traffic and parking congestion, more students getting to class, more employees getting to work, and more seniors and people with disabilities staying active and mobile. Destination Missoula—with partners from across the community—contribute to make Zero-Fare a reality and feel that it is an example to other Montana communities. It is a huge benefit to visitors, as there is service from the Missoula International Airport to all reaches of town. Mountain Line will be launching six zero-emissions, all electric buses to their fleet in the summer of 2019, marking the beginning of an exciting new chapter in Missoula's public transit story.

In the last two years, Missoula also welcomed UBER and LYFT to the community. These unique app-based services put a ride or a delivery at your fingertips. Since the apps provide the ability for the ride to be cashless, it is a safe way for people to commute. It also provides a new, flexible source of income for Missoulians. Destination Missoula has worked closely with UBER on special events and new ways to market their product in the Missoula area.

Missoula International Airport had another record-setting year in 2018. MSO handled 848,444 passengers, an increase of 75,819 or 9.8% over 2017. With the addition of American Airlines and the direct flight to Dallas, Missoula is served by six airlines to 13 non-stop flight destinations, which makes it comparable to much larger cities. It is anticipated that in 2019 there will be more than 1.1 million available seats in Missoula's market - an 8% increase over 2018.

ECONOMIC UPTURN

With the upturn in our economy, Missoula is beginning to see new growth in sectors that directly relate to tourism. Many new retail stores, restaurants and breweries have opened or are slated to open in Missoula in all three shopping districts. Southgate Mall's expansion will create even more opportunities for economic growth. Missoula will also see new hotels opening, existing hotels renovating, increased private student housing in the city core and has started the complete reconstruction of our airport to accommodate our increasing demand for air service.

INFRASTRUCTURE

The face of Missoula is changing rapidly, all the while preserving the heart of what makes this community one truly extraordinary place. These are a few of the major projects that will be completed

within the next few years:

MID-TOWN GROWTH

SOUTHGATE MALL – The Mall is in the middle of a 70,000-square-foot expansion project bringing new dining, shopping, entertainment, residential housing, retail and office space to the midtown district of Missoula. With more than \$64 million in private investments and additional funding from the City of Missoula, this project has created a new street network in the surrounding neighborhoods to create ease of access for these neighborhoods to surrounding schools and entertainment options, and to enhance livability and raise property values. This multi-year project will create \$320,000 per year in new property taxes, 700 new construction jobs and 375 new permanent jobs, and it will safeguard 1,250 existing jobs. This year has seen the opening of a new dine-in AMC movie theatre and Lucky's Market grocery store. The Mall recently sold from a local ownership group to a large out-of-state investment group.

DOWNTOWN MISSOULA REVITALIZATION

Downtown Missoula has recently seen an influx of new businesses which are adding a fresh new face to the town. Two new brewery/restaurants have opened up in the downtown: Conflux Brewing, located on Main Street and Gild, located in the Hip Strip district. Sweat Studio and Skin Chic provide options for wellness travelers, and Sake Tome has made its home on Front Street serving up fresh sushi in a modern venue. With the opening of projects like Roam Student Housing and the Residence Inn by Marriott in the old Mercantile building featuring retail and restaurant space on the ground levels, downtown Missoula is growing steadily.

DOWNTOWN ROAM STUDENT HOUSING PROJECT – The new \$38 million, 164-unit, 488-bed downtown student housing project is complete and open for residents! The building features two levels of parking, providing 300 spaces and space for ground-floor retail. Each student has a private bath and bedroom, common living space, access to multiple study lounges, a yoga studio, ski and bike-tuning rooms, outdoor gear storage rooms, music practice rooms and an entertainment lounge.

RESIDENCE INN BY MARRIOTT – This project is located at the site of the old Missoula Mercantile building. Last year saw the deconstruction of the old building and construction of a new 174-room Residence Inn by Marriott. The hotel is open for business and provides convenient and central lodging for guests. This \$35 million project is five stories with 24,000 square feet of main-level retail space and 1,500 square feet of meeting space. In keeping with the historic nature of the site, developers have designed a public connector through the building connecting Pattee Street and Higgins Avenue, which features the Missoula Mews and honors the incredible history of the site. The retail space will feature three new restaurants, a spa/cycling studio, clothing store and a Montana gift store - all to be opened by the end of this year. The hotel creates 100 new hotel jobs, 200 retail jobs, has a \$6 million/year wage impact, creates \$13 million in new revenue and provides \$8 million in new taxes over 10 years.

MISSOULA PUBLIC LIBRARY – The Missoula Public Library is the busiest library in the state, with 700,000 visitors annually, 60,000 cardholders and more than 1 million items loaned out per year. The current library is inadequate to meet the growing demand, and the current building is not structurally sound to add more levels. A public bond of \$30 million was passed, and the new building will include \$5.5 million in private investment and an additional \$500,000 investment from the library and its foundation. Construction started this year, with an estimated opening of early 2020. The new library will represent Missoula's core values. It will be a lifelong learning hub for Missoula County, a permanent anchor of downtown Missoula, and a popular cultural destination for Western Montana's many visitors.

- 100,000 to 120,000 square feet: five levels, including increased parking
- Innovative partnerships with Children's Museum Missoula/Families First, UM spectrUM Science Discovery Center, and Missoula Cable Access Television
- Collection growth from 200,000 to 600,000 eventual items
- Increased and improved access to learning tools and resources
- Energy efficiency, and the highest possible LEED certification
- Climate control for preserving Missoula's community history
- Tripled capacity for computer access and faster internet
- More public gathering spaces and meeting room flexibility

RIVERFRONT TRIANGLE FOX HOTEL PROJECT – This \$150 million project will feature a 200+ full-service hotel and 60,000-square-foot conference center. The final project envisions 200 one or two-bedroom units of workforce, market rate and senior rental housing, 50 two or three-bedroom condominium units, 25,000 square feet of anchor retail space, two restaurants with outdoor seating facing the Clark Fork River, 50,000 square feet of office space and two underground parking structures for the conference center and housing and one ground level parking structure providing a total of 800 new parking spaces. Developers also envision partnering with the City of Missoula and development agencies to facilitate a new pedestrian/bike bridge across the river to McCormick Park linking the trail system on both sides of the river.

SAWMILL DISTRICT

Located on the southside of the Clark Fork just outside of downtown, the Sawmill District is a new-construction consisting of condos, restaurants, retail and office space. This year also saw the completion of The Sawyer, another private student housing project. A 57-unit, 218 bedroom pod-style living apartment building. This trendy new neighborhood abuts the Riverfront Trail System, providing easy access to the rest of town, and is in close proximity to Ogren Park, the Missoula Osprey Stadium at Allegiance Field, Silver Park, Currents Aquatic Center, MoBash Skate Park and numerous other recreational opportunities.

MISSOULA INTERNATIONAL AIRPORT

The Missoula International Airport has begun work on its \$110,000,000 expansion project. The project will be completed in two phases and is expected to be completely finished by 2021. Demolition of the west terminal has begun. When complete, the new airport terminal will be approximately 175,000 sq. ft. and three stories with 8 gates over two concourses. The plans also include room for future

expansion of the airport.

RETAIN TRANSIENT VISITORS

Approximately 3 million people pass through Missoula annually, but only 1.5 million spend one or more nights in the community. Destination Missoula will be producing marketing campaigns directed specifically to Canadian visitors and concentrating on park-to-park visitors. Destination Missoula will also be working on initiatives such as wayfinding to entice visitors off the highways and to stay at least one night. Destination Missoula will be producing new visitor center signage that will coordinate and work within the wayfinding system and also more easily identify the visitor center location in the heart of downtown Missoula.

CULINARY AND SPIRITS TOURISM

Two of the hottest trends in travel right now are culinary trips and spirits trips, and Missoula is the perfect place for both. In 2018, culinary travel was estimated to generate a \$268 billion industry and 39 million people identifying themselves as culinary travelers.

"Food has an unmatched ability to communicate a unique sense of place. Local cuisine provides a direct connection to the history of a region, the soul of its people, and the rhythm of daily life." - Skift.com.

"Food tourism is nothing new, but its exponential growth is remaking how destinations position themselves in the global tourism market." –Greg Oates.

"Whereas travelers in past generations may have opted for the five-star hotel restaurant or the gourmet wine and cheese pairing event, culinary travelers are more interested in the local food experiences often usually reserved for the middle and lower-middle class residents of the place travelers visit. Farmers markets, food stalls, food trucks, pubs, and other more native food venues represent a sense of time and place for today's culinary traveler, who is more predisposed to these type of food experiences than those in the fine dining world.

But authenticity is only one part of the equation. Culinary travelers also seek to explore the artistry, traditions, and heritage surrounding the food and beverages of a specific city, country, or region, as well as the people who create the food and drink of a certain place. Chefs, winemakers, brewers, farmers, and other artisans are held in high regard by today's food tourist, and while the gourmet wine tasting might be a thing of the past, a behind-the-scenes demonstration of how the wine and cheese is actually produced is much more appealing to food tourists who desire to know more about the ingredients and processes of the end product." DCS - Bon Appetit: The Rise of the Culinary Traveler

Missoula's food scene has always been strong, but with the introduction of new retail and restaurant space downtown and in the Sawmill District, Missoula is witnessing a cultural food movement. Favorite food trucks like Wally and Buck now have storefronts in downtown, and Conflux and Gild, two new breweries in town, also serve up delicious pub food. Sake Tome, the sushi place overlooking the river, adds a city element to our charming small town.

Missoula's continued growth in this sector sets us up solidly as a food travel destination. From Missoula's locally sourced restaurants to food trucks, breweries, distilleries, cider house and wineries, Missoula has the unique experiences these travelers expect. Destination Missoula will market directly to this niche.

TOURISM MASTER PLAN

Destination Missoula and the Missoula Tourism Business Improvement District will spearhead a Tourism Master Planning process for Missoula and the surrounding. Destination Missoula's goal is to create a community wide discussion based on extensive research regarding tourism's role in Missoula. The plan will assess infrastructure and management needs into the future so that the Missoula community has a roadmap to balance our resources and our quality of life with the economic resources provided by a healthy tourism economy. The plan will encompass partners across our community from city and county government, outdoor recreation interests, the University of Montana, the business community, economic development to bring awareness of the tourism industry and to help guide the final plan. Extensive research will be done with Missoula's visitors and also Missoula's residents to explore the role tourism plays in helping to sustain and advance Missoula's community values and quality of life.

CHALLENGES

AIR ACCESS

Missoula air service expansion is limited by the terminal facilities. Missoula International Airport has begun work on a major facilities expansion. The facilities will grow from four gates to eight and will be easily expandable for future growth. It will be intuitive and efficient to navigate and will have all the amenities passengers desire in a modern terminal while still maintaining the uniqueness that one would expect from a Montana airport. Destination Missoula works closely in partnership with the Missoula International Airport to continually investigate and expand service and new direct flights into Missoula. The Missoula Tourism Business Improvement is also a major sponsor for flight guaranty funds to help initiate new direct flights. Towards this end, Destination Missoula is working in partnership with the Missoula International Airport, Missoula Economic Partnership and other private and public entities in Missoula to form a coalition of funding partners for new flights in order to remain competitive. That being said, until the terminal and gates are expanded, Missoula is limited in its ability to bring new airlines into the market. Destination Missoula will continue to concentrate on expanding seasonal flights to year-round in the routes that make sense.

SEASONALITY

Although Missoula has a more balanced annual visitation than most Montana cities, the vast majority is within the months of April through October, leaving an average of \$20,996,139 (down from \$22 million in 2017), in vacant room nights during the months of November through March. Since Missoula is not a major winter destination, Destination Missoula will continue to center marketing efforts to bolster Missoula's shoulder seasons through group and tour travel, sporting and cultural events, and meetings and conventions. This marketing strategy is having an effect as Missoula's annual

occupancy numbers have risen from 55.8% six years ago to 64.5% in 2017-18.

CLIMATE CONCERNS

Climate change has created unpredictable conditions for tourism, especially in the late spring and early summer seasons. It is hard to say if the river will flood and be too high for floating and fishing in June, or if the coloration will mimic the gorgeous summertime photos that are spread to inspire people to visit. The dry summers have created fire conditions that have impacted travel to Missoula in the past few years, with the summer of 2017 causing much more distressing circumstances than that of 2018. Regardless, the unpredictability caused by climate change is proving a challenging when advising visitors on travel timetables and plans. Winter sports are also impacted by climate change, as it is hard to determine if snowshoeing, cross country skiing, snowmobiling and downhill skiing are activities that can be conducted as late as once was the norm.

INTERNATIONAL TRAVEL

Although Destination Missoula, through our sales department, will continue to focus efforts on increasing and broadening group and tour travel, it will definitely be another year of uncertainty in this sector. Given the current political policies and climate, it is unclear at this point how our international travel market will be affected. Working in cooperation with the Montana Office of Tourism and Business Development and Glacier Country Tourism, Destination Missoula will attend trade shows directly targeting these markets and looking to increase awareness about Missoula in International markets, specifically Canada, China and Western Europe. The U.S. Department of Commerce reports that international travel to the U.S. dropped 3.8% in 2017 from 77.3 million visitors to 75.1 million for a loss of \$4.6 billion to Missoula's economy. This trend is worrisome when looking at the top countries/regions that visit the U.S.—Canada (25.5%), Mexico (24.8%), U.K. (12.2%), Japan (9.5%) and China (7.9%). According to Department of Commerce statistics, U.K. visitation dropped moderately, but visitation from the Middle East dropped 40.3%, Africa 32.1%, Caribbean 22.3%, Central America 18.8%, Eastern Europe 17.1%, South America 15.5% and Mexico 7.5%. At this time there are no current figures for 2018 international travel to the US available through the U.S. Department of Commerce. Figures will not be available until June 2019. Anecdotally, figures are expected to be down due to trade wars implemented this past year.

LOW CONVERSION OF TRANSIENT TRAVEL

As mentioned in Opportunities, Missoula does not convert approximately 1.5 million transient travelers a year, who either drive through or stop shortly for gas and to eat but do not spend the night. It is difficult to pull them off the interstate. Destination Missoula will be continuing marketing campaigns directed specifically to Canadian visitors and concentrating on park-to-park visitor. Destination Missoula will also be working on initiatives such as wayfinding to entice pass-through visitors to stay at least one night. Even though the Canadian dollar is down, Missoula has had a very good response to the campaigns Destination Missoula did in Canada over the last year.

LACK OF TOURISM INFRASTRUCTURE

Although Missoula has many wonderful venues, in order to take the next step in growth, there is a need for infrastructure currently missing in the community. The largest indoor arena is owned by the University of Montana, and although they are willing and accommodating partners, the university's schedule for the arena is paramount. Also, Missoula does not have one facility that can accommodate citywide conferences or conventions. In order to accommodate events of this size, Destination Missoula has to bid them out to a number of venues, which is not ideal to meeting and event planners. As previously mentioned, plans are underway for the new Riverfront Triangle Fox Hotel Project, with a 60,000-square-foot conference center, but the finished center is a number of years in the future.

TIMELINE OF IMPLEMENTATION AND FUNDING FOR WAYFINDING

Although the Missoula Wayfinding project is through the planning stages, the time needed for fundraising a million-dollar project and the staged implementation of the system means a full completion of the system may be many years down the road. Destination Missoula is working with city and county government and leading organizations across the city to implement the Wayfinding system in a well-thought-out phased approach that takes available funding sources and the visitor experience into consideration. Missoula is having difficulty with MDT regulations for ability to place gateway signage at both the Madison Street and Orange Street entrances to town. Both highway entrances are currently undergoing renovations to place roundabouts at those intersections, making it the ideal time to add gateway signage.

PARKING

With all of the new projects in downtown Missoula—especially new hotels and restaurants—and new employment opportunities, parking in downtown Missoula continues to be an issue until new parking facilities are built. Limited parking reduces access to the wonderful amenities that can be found in downtown Missoula. Luckily, Mountain Line bus does offer Park and Ride options for large events, providing much-needed access when parking is at its most limited.

ORGANIZATIONAL FUNDING

With constantly trying to find new and innovative ways to raise private funding, Missoula's lack of full participation in the Tourism Business Improvement District, and the constant uncertainty of bed tax funding, stable funding for Destination Missoula is always an issue and a priority. Destination Missoula, in partnership with other tourism industry organizations, works on a continual basis to educate Missoula and Montana's legislators and citizens on the importance of tourism to a healthy state economy and to work towards preserving and enhancing bed tax funding. Destination Missoula also works in partnership with the Missoula Tourism Business Improvement District to expand participation in the TBID and private partnership in Destination Missoula. Missoula is currently in the process of renewing and expanding the TBID and hope to have that completed by the end of this fiscal year.

LACK OF COMMUNITY-WIDE STRATEGIC ORGANIZATION

Although Missoula is seeing progress in this realm, due to a lack of communication and a comprehensive event strategic plan, Missoula does not have cohesion and lacks strategic community

organization of citywide events. It is difficult to maximize economic opportunities and enhance visitor experiences around events with the lack of cohesion.

Destination Missoula initiated a partnership with the Missoula Chamber of Commerce to produce a single Missoula Visitor and Relocation Guide and to add cohesion to the look, feel and functionality of the chamber website to interface with the Destination Missoula website, giving visitors and locals alike a better, more unified experience. This is a three-year project and due to the success of the partnership, both entities look to renew the partnership for an additional three years.

In the upcoming year, Destination Missoula and the Missoula Tourism Business Improvement District will begin an RFP process for a Tourism Master Plan for Missoula and the surrounding five valleys. It is the intention of the organizations to initiate research on both Missoula's citizens and visitors to help us better understand the optimal balance between Missoula's community and tourism. From that research and understanding and with community-wide input, Destination Missoula will create a vision and direction for tourism growth and infrastructure into the future, and how Destination Missoula's organizations can guide that plan to fruition.

Describe your destination.

In order to convert a person from someone who may be interested in Missoula to an actual visitor to your destination, Destination Missoula must reach them at all three phases of the decision process— Inspiration, Orientation and Facilitation.

Destination Missoula will be following the state brand by using large iconic imagery and brand font in print and digital advertising, on the website and on social media. These images inspire people to visit Missoula and to see what is so utterly captivating and unique about it. Destination Missoula created the "There's This Place..." campaign to enhance this concept.

With the understanding that video is the new language of brand communication, especially in inspiring millennial and Generation Z travelers, Destination Missoula entered into a unique partnership opportunity with Matador Network to develop a Missoula branding video: <http://matadornetwork.com/tv/missoula-river-runs>. This video rapidly went viral with more than 1 million views and with reactions, shares and positive comments beyond what Matador has ever experienced with other DMO partnerships. Due to the overwhelming success of the first video, Missoula shot a second video with Matador Network highlighting Missoula's music, art, recreation and dining, titled "Where Music and River Flow." This video was highly received and was widely circulated on social media.

Destination Missoula, in partnership with Yakima, Patagonia, and 10 Barrel Brewing Company, sponsored the video, "Off Season Montana". This video was filmed and produced by Flyfish Journal and featured incredible footage of fly fishing in the Missoula area. This is a great collaboration and opportunity to promote Missoula in the off season. These three videos serve to inspire visitors to visit our town.

Destination Missoula will implement a number of tools that will help orient to where Missoula in the country, region and state. Destination Missoula's unique official Missoula Area Visitor Guide gives people an overview of our community and what it has to offer, including maps, directions to our visitor centers, numbers to reach our call center, and our website. implemented an itinerary builder on our website. The website is responsive to all devices for ease of use. This gives the visitor the opportunity to plan ahead where they will stay, eat, what attractions and events they want to attend and what loop tours they can take from Missoula to enjoy what this area has to offer. Destination Missoula will also be doing a complete redesign of the site this year to implement the latest technology for our visitors.

Finally, by using the itinerary builder or taking advantage of easy access to the information they need to book their trip, including the ability to talk to a knowledgeable travel expert on the phone (either through the call center or in one of our VICs), or through the chat function of the website, Destination Missoula will help facilitate the final sale and a successful, memorable trip.

Optional: Include attachments here

DM_2019-20 Marketing Plan (1).pdf

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

GEOGRAPHIC

Top 10 States of Inquiry

- Montana
- Washington
- California

- Texas
- Florida
- Illinois
- Pennsylvania
- Michigan
- Wisconsin
- Missouri

The strategy of targeting a particular type of traveler can be enhanced by also targeting a particular geographic area. It is most effective to market to those who are predisposed to come to this area.

Destination Missoula will market to geographic areas that are also targeted by Glacier Country and Montana Office of Tourism and Business Development and whose residents have shown a history of traveling to Missoula in order to maximize efficiency and cost-effectiveness. Destination Missoula will be concentrating on more “niche”

marketing this year, particularly direct flight and drive markets. Direct flight markets include Seattle, Salt Lake City, Las Vegas, Minneapolis, Chicago, Denver, Portland, Los Angeles, San Francisco, Oakland, Atlanta, Dallas and Phoenix. Destination Missoula will also direct outreach to drive markets, which includes an approximate 200 – 300-mile radius from Missoula: Spokane, Washington; Coeur d’Alene, Sandpoint, Lewiston, Boise, Salmon and Idaho Falls, Idaho; and Yellowstone Park, Bozeman, Butte, Great Falls, Glacier National Park, Kalispell, Montana; and Alberta, Canada.

To ensure the most effective use of marketing funds and energies, markets will be pursued in the following order:

- The primary states from which most inquiries come: Washington, California, Texas, Utah, Ohio, Oregon, New York, Idaho.
- The secondary states from which most inquiries come: Colorado, Illinois, Massachusetts, Minnesota, Arizona, Florida, Pennsylvania, Michigan, Wisconsin, Missouri.
- The states immediately surrounding Montana and Canada.
- Direct flight markets including Seattle, Salt Lake City, Las Vegas, Minneapolis, Chicago, Portland, Denver, Los Angeles, San Francisco, Oakland, Atlanta, Dallas and Phoenix.
- Residents from other parts of Montana.

DEMOGRAPHIC

In addition to the geographic target markets, there are four primary demographic markets Destination Missoula will target with tourism promotion and marketing. Each of these markets represents a strong and growing segment of the tourism marketplace. Destination Missoula will pay particular attention through this marketing plan to niche marketing for destination weddings and reunions, small and mid-size market meetings, sporting events, signature events, arts and culture, music and entertainment, food and spirits, leisure and family travel. The average visitor to Missoula is 56 years of age with an income of \$75,000 – \$150,000 and 79% are either traveling alone or as a couple. Groups of 3 – 6 travelers represent 19% of Missoula visitors, and family travel is heaviest during the summer months. The demographic markets are described on the following page.

INDIVIDUAL TRAVELERS

This group includes people traveling alone, adults traveling in small groups, and families. While these travelers may have taken advantage of a travel planner or the internet to facilitate their trip, they do not travel with a group and can be easily accommodated in one or two rooms and at any restaurant. Individual travelers come from all demographics. It is most important for DM to concentrate its marketing efforts on the following:

- Active empty-nesters
- Baby boomers
- Business travelers
- Cultural and historical- experience travelers
- Family travel
- Leisure travelers
- Outdoor enthusiasts
- Motorcyclists
- Recreational vehicle travelers
- Women
- Geo-travelers
- Multigenerational travelers
- Culinary and spirits travelers
- LGBTQIA travelers
- Adaptive travelers
- Music, concert and festival travelers
- Birders
- Sustainability travelers
- Wellness travelers

SPORTS TRAVELERS

The sports industry in the U.S. is a \$90.9 billion business. Over the past five years, 75.3 million U.S. adults attended organized sports events. Two fifths of all U.S. adults are sports travelers. In 2016, these visitors spent more than \$10.47 billion in the communities they visited, a 10% increase over 2015. Between 2012 and 2016, this industry has seen a 26.1% increase. In addition to the sporting event, the sports traveler is looking for the presence of good tourism infrastructure providing accommodations, restaurants, bars, clubs and other various forms of entertainment beyond the event. Just as cities have competed for decades for meetings, conventions and traditional tourist travel, they now compete to host sports events or attract the pursuit of favorite sports activities. Cities have also learned that most of the events take place whether the economy is good or in recession. This element of resistance to economic downturns has brought new cities and suppliers to the industry. As Missoula's sports infrastructure (i.e., Fort Missoula Regional Park) continues to grow, opportunities to economically benefit from this sector continues to grow. Because of our belief in the importance of this segment of the tourism industry, Destination Missoula and the Missoula TBID have a full time sports sales person on staff.

Youth sports has become a very large segment of the sports industry. It is estimated that it generates \$9 billion and is growing by up to 20% annually. The Youth Sports industry provides travel to Missoula from drive markets. Since Missoula is a regional hub for shopping and dining, many families can be inspired to use their youth sports trip to spend time in Missoula. Fort Missoula Regional Park, Glacier Ice Rink and the University of Montana sports facilities are exceptional venues to host youth soccer, baseball and softball, volleyball, football, hockey and more.

During the 2017 – 18 fiscal year, Missoula saw a \$124,318 economic impact from one sporting event that received a grant- from the DM Sports Commission/Missoula TBID. In addition, Destination Missoula's sales staff generated 18 group sports leads, totaling 8,286 potential room nights.

Demographics are as follows:

- Primarily male, 18 – 54 years old, and strong internet users.
- Gender – 68% male, 32% female.
- 84% of all sport event travelers are spectators.
- Sports travelers tend to be affluent, college educated.
- Sports travelers are long-term travelers, travelling long into retirement.
- Willing to travel long distances, spending more time and money at destination.
- 58% of sports travelers will return to destination on family leisure trip.

GROUP TRAVELERS AND EVENT RECRUITMENT

Group travelers are looking toward small communities to provide the homey atmosphere, which implies safety and personal care. They want a high-touch experience in a high-tech world. To get what they want, they personally spend more in an area than individual travelers, and 43% – 60% of their total package cost stays in the destination's economy. Niche markets that Missoula will be specifically targeting in group travel are motorcoach recruitment, motorcycle rallies, bicycle races and new-event recruitment. Missoula saw \$890,405 economic impact from 4 meeting and specialty events that received grant funding from the Destination Missoula/Missoula TBID event grant program.

MEETINGS AND CONVENTIONS

Missoula enjoys the distinction of having urban amenities close to those outdoor opportunities a visitor would expect to find in a resort setting. This combination of attractive features gives Missoula an advantage over strictly urban or strictly resort settings.

Meetings have many of the same needs as group gatherings and produce similar economic benefit to an area. Missoula is very well suited for small to large meetings where ideas are inspired by nature and nurtured by unexpected sophistication, and where hospitality, technology and amenities are top notch. This small town has big offerings delivered by Missoula's service industry, which is second to none in terms of professionalism and warm hospitality. Missoula lets people come together in a world-class meeting place for corporate events, retreats, conferences and conventions. With the addition of new airline service and larger aircraft with additional seats coming into Missoula, the competition naturally decreases prices and Missoula becomes a more competitive flight destination. This will increase Missoula's ability to compete with other markets for large meeting and convention travel.

Destination Missoula's meetings and conventions website—missoulameetings.com—will be integrated into Destination Missoula's new website design and provide advanced functionality. Destination Missoula feels that a targeted print and online campaign is one of the most cost-effective means of reaching our target audience this year. This niche marketing will target industry-specific associations in our drive and direct fly markets, such as Spokane, Seattle, Portland, Minneapolis, Chicago and Dallas, with the addition of American Airlines service. Since Montana as a whole does not have a large presence at the meeting and convention shows, it is hard to make an impact against states and destinations that do have a large presence and offer better pricing. Through a print, online and social media campaign, plus attendance at specific trade shows, Destination Missoula can work with niche markets spreading what is unique about Missoula and the surrounding area that makes it worth the extra expense to hold a meeting here. During 2017 – 18, Destination Missoula staff attended 4 meeting and convention shows and made 215 new contacts with planners. Missoula also hosted one meeting planner FAM with four meeting planners from across the country who generate several hundred RFPs annually. Overall for the year, Destination Missoula's staff generated 32 group meeting and convention leads for a total of 13,182 room night potential in this market segment. Group sales generated 50 leads in all market segments, totaling 21,468 potential room nights for Missoula and attended 7 meeting, consumer and international trade shows making 752 new contacts across all market segments.

b. What are your emerging markets?

The following areas are emerging tourism markets that Destination Missoula feels are a perfect fit for Missoula, and our marketing will be directly tailored to them:

MUSIC AND ENTERTAINMENT

More than 32 million people in the U.S. travel to attend at least one music festival per year. Of those 32 million, 14.7 million are millennials. Missoula's burgeoning music and entertainment scene is the perfect fit for this niche market. With updates to venues such as The Top Hat and The Wilma Theatre, their sound systems, and the addition of two new amphitheatres, Missoula, with its enthusiastic audiences comprised of people as far away as Portland, is going to see the music scene explode over the next few years. Destination Missoula is actively partnering with music venues to market to music writers and media to bring them to Missoula for a full experience. Destination Missoula designed and launched a new music website for Missoula—missoula.live—to give people a comprehensive view of the music and entertainment experiences that Missoula to offer. Destination Missoula also launched a major print and digital music campaign throughout drive and direct flight markets.

Pollstar named Missoula's Logjam Presents as #83 on their list of Top 100 World-Wide Promoters, with venues like The Wilma and Top Hat taking #63 and #99 on their list of Top 100 Clubs. Additionally, the KettleHouse Amphitheater landed in their rankings of the Top 50 Outdoor Amphitheatres.

FLIGHT MARKETS

Missoula International Airport had another record-setting year in 2018, handling 848,444 passengers, an increase of 75,819 or 9.8% over 2017. With the addition of American Airlines and the direct flights to Dallas, Texas, Missoula is serviced by six airlines and 13 nonstop destinations, which makes it comparable to much larger cities. It is anticipated that in 2019 there will be more than 1.1 million available seats in our market, an 8% increase over 2018. Bringing American Airlines into the Missoula market created \$2.7 million in ticket price savings during the third quarter of 2018. Missoula also saw an additional 115,000 seats or a 26% increase during this time. As Missoula is constantly looking for opportunities to bring new service into Missoula, it is vitally important that Destination Missoula markets to any new service areas, as well as our existing direct flight markets to make sure our existing flights remain viable and service only continues to expand. With the \$110,000,000 airport expansion, additional gates, increased capacity, and passenger amenities, Missoula will only continue to grow as a destination for travelers.

CULINARY

In the United States 39 million travelers identify themselves as culinary travelers. Annually, they created a \$268 billion economic impact accounting for 25% of total traveler spending in the U.S.. On average, they spend \$1,194 per trip with up to 50% spent directly on food and food-related activities. It is currently one of the fastest-growing sectors in tourism worldwide.

They tend to be a younger, more affluent and better educated traveler. Millennials, having become the largest traveling demographic in the U.S., list culinary experiences as very important. They feel it is the best way to get to "know the story" of a place. Trends are moving from the most expensive dining experience to the most authentic. The culinary traveler is looking for a unique experience and likes packages based around cooking classes, farmers markets, gourmet food shopping, winery, brewery and distillery tours and festivals. Culinary travelers tend to plan ahead using both print and online media sources. With Missoula's exciting and varied food scene from fine dining and cafés, to farm-to-table sustainability, food trucks, breweries, wineries and distilleries, culinary tourism is a perfect niche. As done in the past with our music scene, Destination Missoula will be paying particular attention to the culinary and spirits tourism niche this year. It is Destination Missoula's intention to create a website and social media presence for this niche telling the rich stories of the people involved from our foods origins to who prepares it and everything between. Destination Missoula wants people to become intimately involved with our rich history of farming and ranching, our methods of sustainability, and how it comes to be the final product they enjoy through the stories of why these people do what they do, where they came from, and why it is uniquely Missoula. Missoula's culinary scene was highlighted to readers of Food Travelist and The Guardian newspaper from the U.K. Destination Missoula hosted writers from both publications. Food Travelist is a select group of 60+ travel writers, bloggers and photographers who have 6.5 million social media followers. The group's collective exponential influence is 30+ million potential impacts and 3+ million potential reach per week. The Guardian's audience reach is 25.4 million.

CANADIAN TRAVEL

Due to the late release of statistics from the U.S. Department of Commerce, Office of Travel and Tourism Industries, Destination Missoula was unable to update these statistics for 2018. The following statistics are from 2017. Canadian travel to Montana last year saw a drop from 612,000 visitors to 562,000 visitors, creating 1,992,000 room nights and spending \$203 million in Montana. They are staying longer but spending less. They stay an average of 3.8 nights per visit, and their main interests are shopping, museums and galleries, cultural events, festivals and fairs and sporting events. Although overall visitation is down, travel inquiries for Missoula are up. Destination Missoula continues to market to Canada for regional drive events and contests and have had success attending the Calgary Outdoor Adventure and Travel Show annually.

LGBTQIA

LGBTQIA travel is a \$211 billion industry in the U.S. These travelers average seven trips annually, four leisure and three business. Their average age is 48 with a household income of \$50,000 and up. They prefer mid-range hotels that understand their needs, and they tend to return to areas they feel do the best job of outreach and are safe and relaxing. LGBTQIA travelers look for culture, arts, food and wine, rest and relaxation, and nature is important to women. Of the 17 top cities they tend to visit, Missoula has direct flights into nine, and given the current political climate, Missoula's open and welcoming environment and status as a cultural hub make it a safe place for LGBTQIA people to visit.

YOUTH SPORTS – SPORTS AND EVENTS

The youth sports travel sector is now a \$9 billion travel industry. The youth sports industry in the U.S. has ballooned to a \$15.3 billion business. There has been more than 55% growth since 2010. It is estimated that more than 35 million kids between the ages of 5 and 18 currently play at least one organized sport each year in the U.S. and 21 million are involved in non-school youth sports. Youth sports also generate family and multigenerational travel. 41% of children with a household income of \$100,000 or more participate in team sports and 19% of children with household incomes of \$25,000 or less participate. In 2016, American families spent \$10 billion on the road for what are now being called "tournications." Missoula continues to see success in our Youth Sports Events market thanks to partners like the Montana High School Association, Missoula Youth Hockey Association and Fort Missoula Regional Park.

MOTORCYCLE

Motorcycle travel is one of the fastest growing segments in tourism. In 2014, 8.4 million bikes were registered in the U.S. With the Canadian and U.S. markets, it is a \$34 billion industry with over 11 million riders. The demographic trend has been older and more affluent as more baby boomer professionals become interested in motorcycle travel. The average HHI is \$85,000+ with 84% having attended college and 16% with postgraduate degrees. However, now you are starting to see more millennial riders. Women are becoming the fastest growing segment. Gen X women are three times more likely to own and regularly ride their bikes, and women motorcycle tour businesses are starting to thrive. An average trip lasts 10– 14 days, spending \$3,100 per trip. They also love to attend related events averaging three events per year spending an average of \$400 per weekend event attended.

A 2019 study released by the Institute of Tourism and Recreation Research, states that in 2018 393,800 nonresident motorcyclists visited the state. They spent approximately \$110/day and stayed an average of 2.45 nights. Total spending in quarters 2 and 3 of 2018 by nonresident motorcyclists was \$80,030,000. Ten percent of all visitors enter Montana on motorcycles and 4% spend one or more nights in Missoula.

Missoula is on a major route for riders coming from the West Coast and those wanting to see Glacier National Park. Destination Missoula will be doing specific niche marketing and website itineraries to market to these riders. More specifically, Missoula will be targeting women motorcycle riders. Destination Missoula is also seeing more interest from international tour operators in motorcycle itineraries for their clients and will create specific itineraries scoped to this market.

INTERNATIONAL

As stated earlier, the current figures by the U.S. Department of Commerce will not be available until sometime in June of 2019, therefore exact impacts on travel this year are unknown at this time.

Early speculation, taking into account the Government shutdown and trade wars, is that final figures will show a significant impact to U.S. travel. The uncertainties of attractions and national parks being understaffed or completely shutdown, long airport waits and delays, inadequate TSA and border patrol staffing became a formula for a ruined vacation or business trip. There is also a concern around the decline in favorability ratings for the U.S. which have dropped significantly over the past two years: Canada -26%, Mexico -34%, UK -11%, Japan -5%, Germany - 27% and China -8.2%. Mandala Research predicted in January of 2019 that these factors could have an overall impact of a 9-10% decline in international travel.

In 2016, the U.S. saw a final count of 75.1 million international visitors, a decline of 3.8% from 2015. These international visitors spent \$245 billion. International visitors spend an average of \$4,360 per trip and stay for 18 nights. Current top markets for the U.S. are Canada, Mexico, the United Kingdom and China. Looking forward through 2021, the fastest growing markets for the U.S. are forecast as China, India, Argentina, South Korea and Taiwan. Given the political climate and policies in the U.S., it is really unknown what will happen to international visitation in the coming years. This year the U.S. incurred a \$4.6 billion loss in international travel, and the trend of a decline of visitation from not only our top markets, but also many of our projected growth markets, is worrisome.

UNIVERSITY OF MONTANA FAMILY AND RECRUITS

The University of Montana is located in Missoula. The university is comprised of students from all over the state, region and country, meaning prospective students and their families will visit Missoula when touring campus. During this time, students will have the opportunity to fall in love with Missoula as a place to live as well as attend school. Once accepted, student families will continue to visit Missoula for events, sports, graduation and general visits. This is a huge benefit to Missoula as it allows a constant influx of visitors. What is more, once these students graduate, many might choose to live in Missoula. Those who do relocate will come back to their old college stomping grounds for decades to come.

SUSTAINABILITY

These travelers tend to be highly educated, mature, affluent, well-traveled, environmentally aware and sensitive to the social and cultural traditions, systems and mores of the destination they visit. They are similar to, and in many cases crossover with, the culinary traveler. Missoula is proud of the many sustainable initiatives that show our commitment to living our values. For example, Logjam Presents has implemented a Zero Waste policy at their venues with compostable cups, plates and cutlery and recycle cans with readily available bins. Mountain Line will be introducing six zero-emissions electric buses to their fleet in the summer of 2019. The Big Sky Documentary Film Festival is striving to be a Zero-Waste event by providing recycling and composting stations at all of their venues, limiting food vendors to those who provide recyclable and compostable silverware, promoting reuse by distributing reusable cups to guests and making the festival walking-friendly. The River City Roots Festival has taken on a similar goal by also providing compost and recycle stations, limiting food vendors, providing reusable cups in the place of single-use plastics and housing the events in a walkable zone. Both the City of Missoula and Missoula County have also recently committed an initiative for 100% clean electricity by 2030

BIRDING

It is estimated that approximately 45 million people in the U.S. are bird-watchers. According to a 2016 National Survey of Fishing, Hunting and Wildlife Associated Recreation produced by the U.S. Fish & Wildlife Service, birders contribute more than \$75 billion to the U.S. economy. A 2011 survey showed that bird-watchers spend nearly \$41 billion annually on trips and equipment and that local economies benefit from the \$14.9 billion bird-watchers spend on food, lodging and transportation. U.S. bird-watchers are usually highly educated, affluent, slightly more women (56%), usually travel solo or with a partner, but not large groups, and, although made up of all age groups, middle-aged and elderly people represent the largest group (40 – 70). They usually will spend 13 –14 days birding away from home.

Situated along pristine rivers offering exceptional riparian zones, Missoula and the Bitterroot Valley are brimming with numerous habitats and a wide variety of bird species. Both areas are havens for bird-watchers. Three of the best known spots in the area are Kelly Island, a 650-acre conservation area comprised of six islands at the confluence of the Bitterroot and Clark Fork rivers; Lee Metcalf National Wildlife Refuge, a 2,700-acre refuge with more than 225 identified species; and the 1,200-acre Teller Wildlife Refuge.

HISTORY AND CULTURE

Missoula proudly lives our history. Evidence of the prehistoric ice age floods and Glacial Lake Missoula are still etched on the mountains surrounding Missoula. The indigenous peoples of the Missoula

valley were members of the Salish Tribes. Over the centuries, Salish, Kootenai, Pend d'Oreille, Nez Perce, Gros Ventre and the Blackfoot Tribes used the Missoula Valley as a travel route to the eastern plains and buffalo. They called the area "Nemissoolatakoo," from which "Missoula" is derived. The word translates roughly to "river of ambush/surprise," a reflection of the inter-tribal fighting common to the area. Their first encounter with non-natives came in 1805, when the Lewis and Clark expedition passed through the Missoula Valley. Missoula and the surrounding five valleys' rich history comes alive in places like Traveler's Rest State Park and the Historical Museum at Fort Missoula. Missoula is full of ways to become immersed in the history and culture - from historic downtown tours, river walks and tours of the Missoula Smokejumper's Center to walking portions of the Lewis and Clark trail, enjoying traditional pow wows and sharing meals from the many diverse cultures that have since made this special place home. Currently, the Downtown Missoula Partnership, has partnered with Historical Research Associates, the city's Historic Preservation Commission and the Historical Museum at Fort Missoula to produce a vision for a comprehensive heritage program in downtown Missoula, including both banks of the Clark Fork River. There are few, if any, communities the size of Missoula that have developed a defined heritage interpretive plan, and it could act as a prototype for other Montana towns to use.

Optional: Include attachments here.

c. What research supports your target marketing?

Research on each of the existing and emerging markets for Missoula is available from the following sources:

- Montana Office of Tourism and Business Development – General Travel Statistics
 - STR Reports – Missoula-Specific Hotel Statistics and competitive market analysis
 - U.S. Travel Association – U.S. Travel Answer Sheet – (<https://www.ustravel.org/answersheet>)
 - Destination Analysts - America's Tourism Challenge - The Trump Slump Update - (<http://www.destinationanalysts.com/americas-tourism-challenge-the-trump-slump-update/>)
 - Destination Analysts - Welcome to 2019: The American Traveler Sentiment Weakens - (<http://www.destinationanalysts.com/welcome-to-2019-american-traveler-sentiment-weakens/>)
 - Canadian Government Travel Statistics (<http://www.statcan.gc.ca/start-debut-eng.html>)
 - U.S. Department of Commerce, Office of Travel & Tourism Industries – Canadian Travel Statistics (http://travel.trade.gov/outreachpages/inbound.general_information.inbound_overview.html)
 - Institute of Tourism and Recreation Research (<http://www.itrr.umt.edu/nonres/2018DomCanInterExpend.pdf>)
 - University of Minnesota Tourism Research Reports – Sustainable Tourism (<http://www.tourism.umn.edu/ResearchReports/MarketSegments/Sustainable>)
 - Hoteliers – Hotel, Travel & Hospitality News – Report: More Affluent Travelers, More Women Setting Travel Trends (<http://www.4hoteliers.com/features/article/8196>)
 - GutsyTraveler.com – Women Travel Statistics – 80% of All Travel Decisions Made by Women (<http://gutsytraveler.com/women-travel-statistics>)
 - National Association of Sports Commissions – 2017 Sports Tourism: A State of the Industry Report (www.sportscommissions.org)
 - SSports Tourism: Sleeping Giant of the Tourism Market, Lavonne Wittmann
 - Forbes. Com - Youth Sports Tourism Keeps Booming, But How Deep Do Its Dollars Go In Communities (<https://www.forbes.com/sites/bobcook/2017/08/25/youth-sports-tourism-keeps-booming-but-how-deep-do-its-dollars-go-in-communities/#5e2a2d3755d4>)
 - Skift.Com - The New Era of Food Tourism Trends and Best Practices for Stakeholders (research.skift.com/reports/the-new-era-of-food-tourism-trends-and-best-practices-for-stakeholders/)
 - U.S. Travel – Comprehensive Culinary Travel Survey Provides Insights on Food and Wine Travelers (<http://www.ustravel.org/news/press-releases/comprehensive-culinary-travel-survey-provides-insightsfood-and-wine-travelers>)
 - Skift – Megatrends Defining Travel in 2019, Yearbook/Issue:01
 - About Tourism – Destination Marketing and the “FOOD” Element: A Market Overview (<https://abouttourism.wordpress.com/tag/culinary-tourism>)
 - Kaplan University – Mapping the Study of Motorcycle Tourism (www.kaplanuniversity.edu)
 - Motorcycle Tourism – Motorcyclists the PURE Tourist (<http://www.slideshare.net/alig8r/motorcycle-tourism>)
 - ITRR - Motorcycle Touring in Montana: A Market Analysis
 - USA Today – Women Help Rev Up Motorcycle Industry (<https://www.usatoday.com/story/money/business/2017/09/01/women-help-rev-up-motorcycle-industry/573631001/>)
 - CMI Community Marketing & Insights – 23rd Annual LGBT Tourism and Hospitality Survey (<http://www.communitymarketinginc.com>)
 - Travel Weekly – Music Tourism Has Potential, But Industry Must Pick Up The Tempo – <http://www.travelweekly.com/orth-America-Travel/Music-tourism-has-potential-but-industry-must-pick-up-the-tempo>
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- Increase the demand in Missoula for hotel rooms, attraction visits, concert and festival attendees, package tours, retail sales, restaurant receipts, local transportation and other events and activities that positively affect the economic impact of the local tourism industry.
 - Boost the demand for and usage of venues in Missoula for groups and special events that, in turn, draw attendees to stay overnight in Missoula hotels.
 - Via the Missoula Sports Committee and direct sales efforts, recruit, grow and retain sports events in the Missoula area and continue to expand visibility of Missoula as a premier athletic destination, especially in the youth sports market.
 - Gain national and international media exposure for Missoula's diverse attractions, natural environment, rich history and unique personality to further educate and facilitate understanding of the Missoula product.
 - Support and contribute to the enrichment of Missoula's multicultural, performing and visual arts, historic, recreation, education, sports, business and entertainment communities.
 - Welcome all visitors, regardless of age, sex, sexual orientation, race, color, national origin, religion, marital status, veteran status or disability.

- Through strong community outreach and with recognized expertise in the tourism industry, actively participate in and contribute to the overall strategic planning for the growth and sustainability of the tourism industry in Missoula.
- To educate and bring awareness to the community of the importance of tourism to Missoula's economic health and the preservation of its residents lifestyle.
- Actively seek cooperative community partners to assist Destination Missoula and the Missoula Tourism Business Improvement District in meeting the above goals.

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

Destination Missoula strongly believes in the value of co-op opportunities with partners in the industry. Many times it is a way to reach markets with a larger message and presence than Destination Missoula can individually. The types of co-ops that Destination Missoula would like to participate in alongside the Montana Office of Tourism and Business Development are:

- Affordable print and digital advertising that includes reader service
- Matching funds programs that hit our target markets
- Shoulder season, outdoor, non-winter specific
- Arts and culture
- Entertainment
- Two Nations
- Mountain bike travel
- International

Optional: Include attachment here.

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

Destination Missoula also would like to participate in cooperative programs with Glacier Country Tourism and the other Regions and CVBs across the state with the following themes in mind:

- Park-to-park travel
- Arts and culture travel
- Canadian and international travel

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

Destination Missoula participated in many cooperative opportunities with industry partners in the past, many of which have been highly successful. Following are some of the more recent co-ops Destination Missoula participated in on all levels:

- Destination Missoula has participated in the Glacier Country summer and winter co-ops for a number of years and started a new co-op opportunity with Yellowstone Country for their winter campaign. Glacier Country co-ops have been highly successful, generating close to 25,000 fresh leads annually.
- Destination Missoula also participated in State joint ventures in the digital campaigns for Parent Magazine, Sojern, and Trip Advisor.

Destination Missoula participated in a co-op with Glacier Country, Kalispell CVB and Whitefish CVB for ad campaigns with nSight and Smart Meetings.

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Marketing Segment, Method & Budget

Marketing Segment	Marketing Method	Describe your method.	Provide supporting research/statistics.	How do you plan to measure success?	Provide a brief rationale for this method.	Estimated budget for method.	Marketing Method Evaluation	Add'l Attchmnt
					<p>WEBSITE MARKETING, OPTIMIZATION, DEVELOPMENT AND MAINTENANCE</p> <p>Destination Missoula is planning a complete redesign of destinationmissoula.org for FY19. The site will be a completely responsive, state-of-the-art website featuring itinerary builders, large photos and integrated social media, including blogs, Facebook, Twitter, Instagram and Pinterest. Destination Missoula continued to grow visitation to the current site each year by adding fresh content, videos and photos to inspire travelers. Last year Destination Missoula created missoula.live to promote the music scene in Missoula, including information on upcoming events, venues, music education and music shops, which will be a huge asset moving forward for marketing Missoula as a premier music destination in the Rocky Mountain West. Destination Missoula will incorporate it's current meetings site and sports site into the redesign of our main website.</p> <p>PLANNING CONTENT</p> <p>Destinationmissoula.org</p>			

will continue to receive additional content pages targeted on search trends that are monitored online, frequently asked questions of the call center staff, and topics that will assist with tourism partnerships and opportunities as they arise. Destination Missoula has also created a subsection of its blog called INSPIRE Missoula, a monthly series where prominent, inspirational members or groups in the community are interviewed about what makes this place so special. Additionally, content for the destinationmissoula.org blog is updated on a weekly basis, keeping content relevant, fresh and pertinent. Another monthly series is the "Your Monthly Guide to Missoula" posts, which highlight big events and recurring events each month in town. Lastly, Destination Missoula is creating a digital magazine to take advantage of the growing e-mag trend and to continue to deliver content in the most sophisticated and technological way. The e-mag will feature a story-telling model that integrates video, mapping, photography and the written word in an interactive, eye-catching and inspiring way. The e-mag will focus on locals: the people who make Missoula what it is and who contribute their ideas, their life's work, their passion, their creativity and their weirdness to this amazing place. This is an exciting opportunity to tell Missoula's story in an honest, thought-provoking way and, in turn, increase interest in Missoula.

Consumer	Website/Internet Development/Updates	<p>Destination Missoula will use various mediums to promote Missoula as a premiere and unique travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors, as well as increasing their length of stay and brand awareness.</p>	<p>WWW.DESTINATIONMISSOULA.ORG generated over 1 million unique visits last year showing it's a highly used tool in visitors' planning process.</p>	<p>Success will be measured for the websites by visitor and page views; SEM – key word directed visitors to the website; SEO – visitors, search visitors, non-traditional web visitors, organic placement on Google and other search engines.</p> <p>Destination Missoula's overall goal is to grow visitors to the website and related digital resources by optimizing the primary website for search engine searches, maintain weekly monitoring of trending hot keywords and search phrases among the major search engines and maintain the website with fresh content—including text, video and photography—to drive page rank and user access. Destination Missoula will continue to leverage the latest digital audience tools and products. Destination Missoula will grow the number of visitors to the search via search engines and other non-display ad digital media marketing by 8% over prior year. (FY18 1,037,366 unique visits)</p>	<p>REDESIGN OF MEETING WEBSITE</p> <p>Destination Missoula's meeting planner website — missoulameetings.com —has continued to be a huge asset for Missoula. The site has seen more than 65,320 visitors in FY18. The success of the site is credited to the more cohesive design, layout, functionality and consistent branding with Destination Missoula's main site, destinationmissoula.org as well as the work of the Destination Missoula sales team to promote Missoula as a meeting destination.</p> <p>SPORTS WEBSITE</p> <p>Destination Missoula will incorporate our sports and event planner website— playmissoula.org into the newly design website. By incorporating this information into our new site will be more cohesive in design, layout, functionality and brand and visitors will be able to see the full picture of what Missoula has to offer. Success will be measured by an increase in optimization, visitation and use by sports and events planners.</p> <p>LIVE CHAT</p> <p>The LiveChat feature on the Destination Missoula website allows for quick, easy, personalized access to information through the use of online chatting. Visitors can easily reach a Missoula representative online and ask questions. This appeals to the visitor who is not likely to make a phone call or might feel that their question is not large enough to warrant</p>	<p>\$0.00</p> <p>Because private funds were used for this segment, it does not fall under the Montana Office of Tourism regulations and procedures reporting requirements.</p> <p>This project was successful and we will continue to use this method, because it helps us achieve our marketing plan goals. Metrics for measuring this method are available upon request.</p>	
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a call. There were 6,438 live chat conversations in the past 12 months

TEAR-OFF MAP

Missoula's tear-off map is a great tool for visitor centers, front desks and other front-line hospitality workers. The maps serve as an opportunity to familiarize visitors with Missoula and expand their interest based on the different places they see near their location. The maps come in a large pad, so hospitality representatives can tear off one for each individual guest and write directions and recommendations directly on the map, better assisting visitors orienting themselves to Missoula and promoting extended stays. Destination Missoula produces 30,000 maps annually.

TRAVEL GUIDE ONLINE

The online travel guide provides us with an opportunity to reach international travelers, last-minute travelers and digital-friendly travelers, with an expanded amount of travel information at a much lower cost than the printed, mailed version of the travel guide. The online version can be viewed online or downloaded as a PDF and printed or viewed on a mobile device. Destination Missoula will continue to provide updates of the online guide and maintain the latest technologies for readers. Destination Missoula will also offer video and website jumps to the digital layout. Destination Missoula's goal is to grow visibility and usage of the print

					<p>edition guide with the digital-friendly version by 7% over prior year (FY18 - 52,004 views).</p> <p>Destination Missoula knows that fresh content is key to providing organic SEO for destinationmissoula.org. Destination Missoula will stay on top of this by providing daily or weekly updates to events, attractions and all other trip-planning resources as needed. Destination Missoula will also make frequent social posts to ensure that Missoula is top of mind with followers on all social channels. Destination Missoula's overall goal is visitor growth to the website and related digital resources. This strategy ties into our website marketing, optimization and maintenance and has the same 8% growth target via search and SEO strategies (FY18 346,201 visits).</p>			
Consumer	Online/Digital Advertising	<p>Destination Missoula will use various mediums to promote Missoula as a premiere and unique travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors, as well as increasing their length of stay and brand awareness.</p>	<p>We have done a series of digital placements including Centro, I-explore, Facebook, TripAdvisor, and a regional newspaper around our Meet Me in Missoula campaigns twice each year. Our year-round sponsorship of the Missoula page on TripAdvisor.com continues to provide effective traffic generation for us but also valuable search engine organic support. We had 182,709 Clicks to website, which is 10% increase over prior year. We had .38 CTR to a goal of .30 CTR. For TripAdvisor.com we were up 1,500 inquiries.</p>	<p>Success for online digital ads will be measured through click through rates and impressions; print ads will be measured through unique URL and call center responses. Our overall target is to acquire 5% inquiry growth over prior year total inquiry and web visitation numbers via print and digital media placements. Individual digital display ads will aim to perform above a .30% CTR. National average is closer to .08% CTR.</p>	<p>Destination Missoula will place online digital ads targeting diverse geographic and demographic group travel markets showing what is unique about the Missoula area with an emphasis on off-peak and shoulder seasons. For this niche group the goal is to perform above .15% CTR. National average is about .08% CTR. Overall this will help us achieve 10% overall group meeting website traffic to prior year. In FY18 the website received 182,709 clicks to website driven by our online digital advertising campaigns.</p>	\$17,000.00	<p>Our objective was met. We had 228,434 clicks to website, which is a 7% increase over prior year. We had .42 CTR to a goal of .30 CTR. <u>We were tracking above 12% prior to the Covid impacts that hit us in March and April primarily.</u></p> <p>Inquiry growth tied to digital media placement grew 11% over prior.</p> <p>We will continue to use this method, because it helps us achieve our marketing plan goals.</p>	

Consumer	Photo/Video Library	<p>Destination Missoula will use various mediums to promote Missoula as a premiere and unique travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. As per research conducted by MOTBD for the Montana brand, we have found that use of large, colorful and unique photography and video creates inspiration for visitors when they are making travel decisions. We use it across all platforms, including web, online, digital and print advertising, and throughout our social media.</p>	<p>Success will be measured by an addition of at least 25 new high quality photographs and one video to the library, and the ability of DM staff to easily catalogue and work with said photo/video. New and updated photos being used on the website will help to bolster the goal of 8% growth in searches.</p>	<p>Destination Missoula will continue to develop and maintain its photo and video library used for all media. The goal with photography is to tell the story about the uniqueness of Missoula and the surrounding area with imagery that authentically speaks to the nature of this exceptional place. The photography used will draw visitors in by showcasing the natural beauty and the abundance of recreational opportunities, arts and culture, and food and drink options you would expect to find in a much larger city. Destination Missoula will purchase high- quality, all-season photographs and videos and will encourage non-professional photographers to submit their favorite area photo for potential use by DM in marketing Missoula. New and updated photos being used on the website will help to bolster the goal of 8% growth in searches. In FY17, Destination Missoula worked with Windfall and Matador Network to produce the "There's This Place" video promoting Missoula in the fall shoulder-season, which reached more than 1,300,000 viewers. Destination Missoula and Windfall once again partnered with Matador to create another Missoula video, which was released in August of 2018, and features Missoula's music,entertainment, recreation, food and art.scene.This video has been viewed over 400,000 times and received over 1 million impressions.</p>	\$10,000.00	<p>This project was cancelled for this year. However, we will continue to use this method in the future, because it helps us achieve our marketing plan goals.</p>	
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Consumer	Search Engine Optimization	<p>Destination Missoula will use various mediums to promote Missoula as a premiere and unique travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. ITRR research shows that 37% of visitors to Missoula use search engines to help plan their trip and 11% use travel websites. Last year total search engine generated traffic on destinationmissoula.org grew from 286,117 in the previous year to 346,201 in FY18. The budget was the same in both years. Our strategy was based on utilizing research from past year performance and research as well as studying digital trends and applying daily search strategy and monitoring to drive traffic to the website. Our goal was to increase 15% over previous year and we were able to increase 19%.</p>	<p>Success will be measured for the websites by visitor and page views; SEO – visitors, search visitors, non-traditional web visitors, organic placement on Google and other search engines. We would expect to see a 3% growth in website visitation and to add 35,000 new names to our lead database. Our overall goal is visitor growth to the website and related digital resources. This ties into our website marketing, optimization and maintenance and has the same 8% growth target via search and SEO strategies.</p>	<p>Destination Missoula will aggressively optimize and modify website source code meta tags to ensure best possible placement on major search engines and to promote organic SEO. Destination Missoula's overall goal is visitor growth to the website and related digital resources. This strategy ties into our website marketing, optimization and maintenance, and has the same 8% growth target via search and SEO strategies. (FY18 346,201 visits)</p>	\$7,000.00	<p>Our objective was met and was successful. Total search engine generated traffic on destinationmissoula.org grew from 412,814 in the previous year to 463,976 in FY20 or 11% overall. Our strategy was based on utilizing research from past year performance and research as well on digital trends and applying daily search strategy and monitoring traffic to the website. We are also focused on not just Google, Yahoo, Bing but fast emerging tools such as Duck Duck Go and related privacy enhanced search engines meeting consumer interest and trending in utilization.</p> <p>Overall web traffic to the site grew 11% and inquiries added to the database grew by 6%. Total names added to the database equaled 199,212. Total was 219,864 before removing duplicates and return inquiries already in the database.</p> <p>We will continue to use this method, because it helps us achieve our marketing plan goals. We modified search terms and optimization strategy in response to Cares Act requirements as well and integrated a wider information strategy.</p>	<p>DESTINATION MISSOULA 2019-2020 keywords .docx</p>
Consumer	Search Engine Marketing	<p>Destination Missoula will use various mediums to promote Missoula as a premiere and unique travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. ITRR research shows that 37% of visitors to Missoula use search engines to help plan their trip and 11% use travel websites. Last year we had 1,161 leads collected from keyword purchases. Google represented 159,354 total referral unique visits to DestinationMissoula.org thus far in the marketing year with two full months to go. Google traffic also spent over 2.32 minutes on the site per visit consuming 3 pages per visit of content. Additional search engine marketing captured another 38,381 unique visitors spending over 3 minutes on average on the site and consuming over 3 pages of content per session. Overall we captured over 6,000 inquiries from Google and related search engine marketing during the campaign year.</p>	<p>Success will be measured for the websites by visitor and page views; SEM – keyword-directed visitors to the website; SEO – visitors, search visitors, non-traditional web visitors, organic placement on Google and other search engines. Destination Missoula would expect to see a 7% growth in website visitation and to add 40,000 new names to our lead database over the marketing year. (FY18 - 1,037,366 unique visits)</p>	<p>Keywords will be purchased in Google to promote destinationmissoula.org as an online tourism resource for Montana. Destination Missoula will also pursue content marketing, SEO-friendly opportunities with major marketing partners such as Madden Media, Matador, TripAdvisor and others. Destination Missoula's overall goal is visitor growth to the website and related digital resources. This strategy ties into our website marketing, optimization and maintenance and has the same 8% growth target via search and SEO strategies. (See attached Appendix A for complete keyword list.) FY18 saw rapid organic search traffic, which grew 58% over FY17, and Destination Missoula hopes to see a</p>	\$0.00	<p>Because private funds were used for this segment, it does not fall under the Montana Office of Tourism regulations and procedures reporting requirements.</p> <p>This project was successful and we will continue to use this method, because it helps us achieve our marketing plan goals. Metrics for measuring this method are available upon request.</p>	

					20% growth in FY19 for organic search results. (FY18 346,201 visits)			
Consumer	Print Advertising	<p>Destination Missoula will use various mediums to promote Missoula as a premiere and unique travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Although conversion on print ads can be hard to estimate, we feel that it is important to have placement in our direct drive and flight markets to stay top of mind as a travel destination. Recent successes for print advertising include:</p> <ul style="list-style-type: none"> • Overall inquiry growth 32% • Print media inquiry response growth 19% • Yellowstone Journal Madden Media Sunset Magazine • Continued strategic focus on Idaho, Eastern Washington generated an additional 6,000 inquiries from those markets (Meet Me in Missoula, holiday shopping, spring and fall travel promotions) • Sunset Magazine performance was strong with over 2,300 additional inquiries • National Geographic Traveler + 1,000 inquiries 	<p>The base for determining the success of a print advertising campaign is to take into consideration the readership of the publication in comparison to the price of the ad. We also take it one step further and create a unique url for each campaign which helps us track success of the campaign through website analytics. We also ask all callers and website inquiries to let us know where they found out about Destination Missoula.</p>	<p>Destination Missoula will place print advertising in a variety of publications and will place online digital ads targeting diverse geographic and demographic markets showing what is unique about the Missoula area with an emphasis on off-peak and shoulder seasons. Destination Missoula's overall target is to acquire 5% inquiry growth over prior-year total inquiries (200,000) and web visitation numbers (1,037,366) via print and digital media placements. Individual digital display ads will aim to perform above a .30% CTR. National average is closer to .08% CTR.</p>	\$59,000.00	<p>Our objective was met. Here are some supporting statistics:</p> <p>NW Travel and Life Cost: \$3,681 Audience: 300,000 Web Inquiries: 1001 Call Center Inquiries: 7909</p> <p>Backpacker Cost: \$9,000 Audience: 1,404,000 Web Inquiries: 808 Call Center Inquiries: 1720</p> <p>Midwest Living Cost: \$6,000 Audience: 2.7 Million Web Inquiries:4004 Call Center Inquiries:1664</p> <p>We will continue to use this method, because it helps us achieve our marketing plan goals.</p>	Consumer Advertising Print Media Fy20.zip
							<p>This method was successful. Our objective for the River City Roots Festival for August 2019 was met. Because this event draws regional and national attendees, becoming a title sponsor of River City Roots Festival was a natural fit for Destination Missoula. 2019 event attendance set a record surpassing the 15,000 attendee goal and ending closer to 20,000 attendees from all over the country and Canada. The website content we hosted for the event generated over 9,300 visits to DestinationMissoula.org as well. Click thru from digital media placements averaged over .62%.</p> <p>As a title sponsor, Destination Missoula received the following:</p> <ul style="list-style-type: none"> • Top billing on posters (200 posters) • Top billing on the website • Top billing on all t-shirts (approximately 1,000 t-shirts) • Logo on festival reusable cups (4,000) • Multiple banners within festival 	

Consumer	Opportunity Marketing	<p>Destination Missoula will use various mediums to promote Missoula as a premiere and unique travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan.</p>	<ul style="list-style-type: none"> For River City Roots Festival, success is measured by the visibility and awareness for Destination Missoula created by attendance at the event by visitors and locals alike. The base for determining the success of a print advertising campaign is to take into consideration the readership of the publication in comparison to the price of the ad. We also take it one step further and create a unique url for each campaign which helps us track success of the campaign through website analytics. We also ask all callers and website inquiries to let us know where they found out about Destination Missoula. 	<p>Destination Missoula will set aside funds to participate in marketing opportunities that come up through-out the year that were not available at the time this Marketing Plan was written.</p>	<p>\$28,030.25</p> <ul style="list-style-type: none"> area <ul style="list-style-type: none"> Recognition in the official festival program (1,500 printed; placed online digitally) Recognition on social media Recognition in announcements on stage Recognition in radio ads (approximately 200 radio ads across multiple local stations) Opportunity to table in the festival area both days of the event Opportunity to introduce one of the bands Opportunity to show the Destination Missoula promotional video both nights prior to the headlining bands <p>Roots Fest was cancelled due to COVID in 2020. We are unsure of the status for 2021. If it comes back, we would most likely sponsor it again because it helps us achieve our marketing plan goals.</p> <p>A 2-page ad was placed in Backpacker Magazine. Backpacker Magazine has a circulation of 353,799. There were 342 inquiries to the Call Center from the ad. Web traffic from key markets served by the ad rose 7.1% March 1st - June 30. We have success with Backpacker buys. We will continue this project, because it helps us achieve our marketing plan goals.</p> <p>Yellowstone Journal \$11,290 investment 115,000 print circulation/distribution 5050 Web inquiries 25,697 Call Center</p> <ul style="list-style-type: none"> Yellowstone Journal <ul style="list-style-type: none"> Half Page Advertisement – see attached screenshot Half Page Custom Content – see attached screenshot Replica Ad & Custom Content – available for purchase in Nook, iPad, Kindle & Zinio YellowstonePark.com <ul style="list-style-type: none"> Online Content Integration – URL Integration into Yellowstone to Glacier itinerary – URL PDF download of ad/edit within online itinerary – URL Yellowstone Road Trip Contest <ul style="list-style-type: none"> 44,327 pageviews of the contest itinerary – URL 13,987 contest entries to 	<p>BedTaxOpportunity.pdf</p>
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							<ul style="list-style-type: none"> serve as leads for you to follow-up to by email, mail or both o Five Boosted/Targeted Facebook Posts <ul style="list-style-type: none"> ■ 39,318 Impressions ■ 393 Engagements ■ 1,737 Clicks • Yellowstone Newsletter <ul style="list-style-type: none"> o Featured on May 21st – URL o Featured on September 10th – URL • Yellowstone Facebook <ul style="list-style-type: none"> o Boosted/Targeted Post 1: February 6th – 3,225 impressions / 31 engagements / 30 clicks o Boosted/Targeted Post 2: May 25th – 4,061 impressions / 21 engagements / 138 clicks • Targeted Leads <ul style="list-style-type: none"> o 15,437 opt in Leads sent between January 1, 2019 – September 30, 2019 including first name, last name, email address, mailing address and time of year they are planning to visit Yellowstone National Park <p>We will continue this project, because it helps us achieve our marketing plan goals.</p>	
Consumer	Electronic Adv - Newsletter, E-blast	Destination Missoula will use various mediums to promote Missoula as a premiere and unique travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length	Last year the open rate of email campaigns dropped from 22.1% in FY17 to 21.6% in FY18. The bounce rate dropped to 2.88%.	Success will be measured through open rates, click through rates, and bounce rates. Destination Missoula will focus on growing our overall open rate by 2% and the click-through rate from the email messaging by 5% during the marketing year.	Four targeted seasonal electronic email campaigns will remind previous website visitors to visit Missoula and to revisit the website for new content on the latest activities and attractions. Email mini-blasts will focus on major events and happenings in Missoula to our loyal marketing database of contacts. In FY18 the open rate was 21.6%. Destination Missoula's goal is a 15% open rate overall on the four email blasts and adding an additional 10,000 recipients to the email marketing list. Destination Missoula will focus on growing our overall open rate by 2%	\$21,000.00	<p>Our objective was met. Open rate of email campaigns grew from 22.3% in FY19 to 23.7% in FY20. The CTR was 8.56%. The bounce rate dropped to 2.11%.</p> <p>We will continue to use this method, because it helps us achieve our marketing plan goals.</p>	Email Blasts FY20 - compressed.zip

		of stay and brand awareness.			and the click-through rate from the email messaging by 5% during the marketing year.			
Consumer	Joint Ventures	Destination Missoula will use various mediums to promote Missoula as a premiere and unique travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan.	<p>Since most joint venture projects are print advertising and/or digital advertising, success will be measured by the following:</p> <p>Print Advertising: The base for determining the success of a print advertising campaign is to take into consideration the readership of the publication in comparison to the price of the ad. We also take it one step further and create a unique url for each campaign which helps us track success of the campaign through website analytics. We also ask all callers and website inquiries to let us know where they found out about Destination Missoula."</p> <p>Digital/Online Advertising: Online digital ads will be measured through click through rates and impressions.</p>	Destination Missoula will set aside funds to continue participation in joint venture opportunities with the Montana Office of Tourism and Business Development and Glacier Country Tourism and seek out opportunities with other CVBs/regions that come up throughout the year. Success measures will vary depending on the segment of the project participated in.	\$15,800.00	<p>Our objective was met and all three joint ventures were successful. Participating in joint ventures is a good way for Destination Missoula to stretch marketing dollars. It is a good use of our resources when opportunities are offered that fit in with our marketing initiatives. In FY 19-20 we participated in Parents Magazine, Sojern and Trip Advisor.</p> <ul style="list-style-type: none"> • Sojern <ul style="list-style-type: none"> ◦ Purchased Impressions: 869,566 ◦ Delivered: 922,662 ◦ Clicks: 1,553 ◦ CTR: .17% • Leisure Travel <ul style="list-style-type: none"> ◦ The online itinerary and video promotion received 35,894 impressions and 25 clicks. • Parents Magazine <ul style="list-style-type: none"> ◦ \$3,398 ◦ Audience: 2,000,000 ◦ 849 Call Center Inquiries ◦ 311 Web Inquiries <p>We will continue to use this method, because it helps us achieve our marketing plan goals. If the same opportunities present themselves, we would participate in everything again with the exception of Parents Magazine.</p>	DM Joint Ventures FY20.zip
Group Marketing	Electronic Adv - Newsletter, E-blast	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	Last year the open rate of email campaigns dropped from 22.1% in FY17 to 21.6% in FY18. The bounce rate dropped to 2.88%.	<p>Success will be measured through open rates, click through rates, and bounce rates.</p> <ul style="list-style-type: none"> • Two meeting blasts will have a goal of 12% open rates. • One sports blast will have a goal of 12% open rate. 	Destination Missoula will send out two meeting and one sports e-blast to targeted meeting planners and sports and event planners reminding them why Missoula is a unique destination for meetings and events. Destination Missoula will be replacing missoulameetings.com and playmissoula.org with integrated pages within the new website.	\$0.00	<p>Because private funds were used for this segment, it does not fall under the Montana Office of Tourism regulations and procedures reporting requirements.</p> <p>This project was successful and we will continue to use this method, because it helps us achieve our marketing plan goals. Metrics for measuring this method are available upon request.</p>	
					Destination Missoula will arrange a minimum of one FAM trip specifically targeting meeting planners. The trip will be			

Group Marketing	Fam Trips	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Familiarization trips give us the ability to work directly with targeted meeting planners to highlight and give them the unique Missoula experience. Having the actual experience of a destination meeting and event planners are much more likely to recommend that destination because they are assured of the experience their clients will receive.	Success will be measured through participation rate, amount of resulting earned media and bookings.	designed to highlight what is truly unique about Missoula as a meeting destination specifically during off peak and shoulder seasons. This trip may be arranged independently or in partnership with Glacier Country Tourism and/or the Montana Office of Tourism, other tourism organizations, local organizations and/or private businesses. Success will be measured through participation rate, amount of resulting earned media and bookings.	\$0.00	Because private funds were used for this segment, it does not fall under the Montana Office of Tourism regulations and procedures reporting requirements. This project was successful and we will continue to use this method, because it helps us achieve our marketing plan goals. Metrics for measuring this method are available upon request.
Group Marketing	Online/Digital Advertising	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	Last year we completed a successful national campaign after success the previous year. In FY18 the website received 182,709 clicks to website driven by our online digital advertising campaigns.	Success for online digital ads will be measured through click through rates and impressions. For this niche group our goal is perform above .15% CTR. National average is about .08% CTR. Overall this will help us achieve 10% overall group meeting website traffic to prior year.	Destination Missoula will place online digital ads targeting diverse geographic and demographic group travel markets showing what is unique about the Missoula area with an emphasis on off-peak and shoulder seasons.	\$0.00	Because private funds were used for this segment, it does not fall under the Montana Office of Tourism regulations and procedures reporting requirements. This project was successful and we will continue to use this method, because it helps us achieve our marketing plan goals. Metrics for measuring this method are available upon request.
Group Marketing	Print Advertising	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	Association News, DMAI Special Issue, Meetings News Northwest 2x, SportsEvents, Sports Destination Management were all part of the print based groups marketing strategy. We also invested in a rewrite and production of group sales materials. We attended Travel and Words in for the last couple of years in a combination leisure travel and group travel marketing outreach, leveraging our marketing spending to also target publicity opportunities.	Destination Missoula's overall goal is a 3% inquiry growth over prior year total inquiries (200,000) and web visitation numbers (1,037,366) via print and digital media placements. Individual digital display ads will aim to perform above a .20% CTR. National average is closer to .08% CTR. Unique URLs used in the ads will help contribute to the 10% growth, as well as a goal of direct inquiries to Group Marketing staff position.	Destination Missoula will place print advertising in a variety of publications targeting diverse geographic and demographic group travel markets, meeting planners and event coordinators showing what is unique about the Missoula area with an emphasis on off-peak and shoulder seasons.	\$0.00	Because private funds were used for this segment, it does not fall under the Montana Office of Tourism regulations and procedures reporting requirements. This project was successful and we will continue to use this method, because it helps us achieve our marketing plan goals. Metrics for measuring this method are available upon request.
		Destination Missoula will		Success will be measured	Destination Missoula will continue to create a social media marketing		

Group Marketing	Social Media	use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	Destination Missoula's FY20 is 70,000 Facebook likes (20% increase), 15,000 Instagram followers (30% increase), 7,000 Twitter followers (10% increase) and 1,087 Pinterest followers (20% increase).	by social media engagement, including followers, likes, shares and web visitation from social media. Destination Missoula released a Snapchat geofilter. When Snapchat users are in the area, the Missoula-specific geofilter becomes available.	strategy with a unified voice and message across all social media platforms which can be used to specifically target group travelers, meeting and event planners.	\$0.00	Because private funds were used for this segment, it does not fall under the Montana Office of Tourism regulations and procedures reporting requirements. This project was successful and we will continue to use this method, because it helps us achieve our marketing plan goals. Metrics for measuring this method are available upon request.	
Group Marketing	Travel/Trade Shows	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Destination Missoula attends seven tradeshows throughout the year, giving our staff the ability to meet directly with meeting and event planners to give them the understanding of what makes Missoula a unique destination for their group. It also gives them the assurance that a highly trained and knowledgeable staff will be able to help them throughout the planning and implementation process for their event. These one-on-one sales sessions are highly effective in obtaining qualified leads.	Success will be measured through the number of qualified leads and RFPs resulting from attendance at said trade shows.	Destination Missoula, in partnership with the Missoula Tourism Business Improvement District, will attend a variety of meeting and convention, sports and event, and tour and group travel shows to increase exposure of Missoula as a group travel destination.	\$0.00	Because private funds were used for this segment, it does not fall under the Montana Office of Tourism regulations and procedures reporting requirements. This project was successful and we will continue to use this method, because it helps us achieve our marketing plan goals. Metrics for measuring this method are available upon request.	
Group Marketing	Group Marketing Personnel	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. It is essential for DMOs to have highly trained group marketing personnel to attend trade shows, work with area venues and community partners, follow-up and stay in communication with meeting and event planners, and to guide and troubleshoot for events when they do come to your destination. It creates an atmosphere of trust in both the community and meeting/event planners and ensures that events are successful.	Success will be measured by an increased brand awareness in the group market, an increase in the number of meetings and events held in Missoula annually, the number of new leads produced from direct sales, campaigns and show attendance and the number of grants applied for and the economic impact of the resulting events on the community. Last year, the Destination Missoula sales staff attended seven trade shows generating 488 direct contacts and combined with direct sales produced 51 leads for a potential economic impact of \$8,619,000 million. The Missoula	<ul style="list-style-type: none"> • Provide sales support through research, maintaining and enhancing Destination Missoula's trade show booth as necessary and production of sales materials. • Increase sales staff industry knowledge through attendance at key industry conferences, such as National Association of Sports Commissions and Destination Marketing Association International continuing education. • Collaborate with the Destination Missoula Sports 	\$0.00	Because private funds were used for this segment, it does not fall under the Montana Office of Tourism regulations and procedures reporting requirements. This project was successful and we will continue to use this method, because it helps us achieve our marketing plan goals. Metrics for measuring this method are available upon request.	

				Tourism Business Improvement District provided grants to five cultural and sporting events providing a total economic impact to Missoula of \$1,016,000 million.	<p>Commission in spreading awareness of Missoula Tourism Business Improvement District grant funding for new and existing events and application assistance.</p> <ul style="list-style-type: none"> • Work to create or support new events in the Missoula area. 			
Marketing Support	Administration	<p>Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan.</p>	<p>Success will be measured by meeting our objective to spend less than 20% of the total marketing budget.</p>	<p>Funding for operations, key personnel and services is necessary in order to provide the best experience for visitors to the Missoula community, and highly trained staff that is knowledgeable on industry trends and how to implement them to the advantage of the Missoula market. Success will be measured through visitor center contacts, materials distributed, attendance at educational conferences, annual reviews and evaluations.</p>	\$62,187.45	<p>We met our objective. Destination Missoula met the objective to spend no more than 20% of the total marketing budget on Administration. A total of \$64,382.00 was spent, which is 20% of the total budget and therefore within the allowable amount per Rules and Regulations. Destination Missoula annually conducts reviews and evaluations.</p> <p>We will continue to use this method, because it helps us achieve our marketing plan goals.</p>	VICNumbersFY_19-20.csv
Marketing Support	DMO Program Participation	<p>Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Professional development in all departments keeps our staff on top of new travel trends and able to be proactive in marketing, instead of reactive. It also gives our staff a chance to network with similar DMO's to learn best practices and make connections across the country. Destinations International also gives our staff access to the latest travel research. A more professional and knowledgeable staff leads to more leads, conversion and ultimately longer, unforgettable stays in your community.</p>	<p>Success will be measured by participation in the organization, attendance at conference and trainings and aquisition of industry materials, information and access to resources provided by membership in Destination International organization.</p>	<p>Staff attendance at Destinations International (formerly DMAI) niche and annual conferences will keep staff abreast of industry trends and how to incorporate them in our market. Success is measured by increased knowledge, efficiency and creativity of the staff and their ability to pass that on to the community and visitors.</p>	\$6,000.00	<p>This method was successful as the objective was met. Aside from the courses and trainings offered, belonging to DI offers a plethora of resources that were acquired and utilized by Destination Missoula in FY20: email newsletters; targeted listservs on DMO issues; and examples of job descriptions and various reporting forms shared by DMO peers. DI is an organization we will continue to utilize for professional development. Unfortunately, due to COVID19 no one attended any in person conferences in FY 19-20, but there are plans to attend in the future.</p> <p>We will continue to use this method, because it helps us achieve our</p>	DI E-Newsletters.pdf

		increasing destination conversion.				marketing plan goals.	
					<p>Destination Missoula will provide the following services through our fulfillment company:</p> <ul style="list-style-type: none">• Provide potential visitors with information they have requested five days a week (24/7 ordering capabilities provided), including expanded hours for peak inquiry periods and large-scale campaigns.• Execute a central clearing house for management, fulfillment and tracking of all inquiries via email, telephone, LiveChat, fax, mail and reader response cards.• Provide targeted extension numbers for better tracking of print media, as well as special URLs for web response measurement. Destination Missoula has also boosted capabilities to provide additional website tracking of visitors who order visitor guides to help provide even more tracking about where inquiries are coming from.• Provide a customizable database to		

Marketing Support	Fulfillment/Telemarketing/Call Center	<p>Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. We produce 115,000 guides each year. The call center distributed 72,000 travel guides to callers, e-mail requests, reader service, Online Guestbook, and social media requests. The call center also delivers guides to trade shows, Southgate Mall, the Missoula International Airport and a dozen other locations throughout the City. The guide is also delivered through Certified Folder from Glacier to Yellowstone Park and west to Spokane. The call center staff also maintain social media content, provide all data entry of guide requests, and detailed travel planning and counseling assistance to potential visitors. Recent studies by Temple University Laboratory for Tourism & eCommerce and Western Association of CVBs shows that use of an official travel guide increases the length of stay by 1.9 days, the average reader's income is \$93,030, with a mean age of 53.3. Although most are baby boomers, a full 20% of readers are millennials.</p>	<p>Our overall goal is to improve by 5% the number of inquiries handled at the call center. In FY 18 inquiries reached over 200,000.</p> <p>A major share of the travel guides will come into and be distributed by the call center/fulfillment center. Over 60,000 travel guides will be sent from the call center to direct inquiries from print, digital, social media, and related travel guide requests. The call center will ship the travel guides using the latest requirements with the US Postal Service. They will ship guides to the United States and Canada but will restrict guides requested outside those areas to only special mailing circumstances approved by the Director. In those cases we push visitors when possible to the online guide version.</p>	<p>track additional traveler interest and preferences. Utilize the database to provide sample callbacks to ensure guide arrived timely for consumers.</p> <ul style="list-style-type: none"> • Provide timely fulfillment of travel guides and electronic mail responses. • Provide additional travel planning assistance to visitors needing help with directions, weather conditions and attraction and lodging details. • Maintain quality data in the consumer database and backup the data daily for protection. • Provide storage and local and national distribution of the guides via call center and local tourism business requests for guides. • Integrate call center with web 2.0 opportunities to place questions and answers and other valuable dialog with consumers online to assist website-based travel planners. • Provide social media content support and tracking information— Facebook, 	\$54,856.00	<p>Our objective was met. Here are some statistics:</p> <ul style="list-style-type: none"> • Call Center beat prior by 23,224 Inquiries (+6%) • 115,000 visitor guides distributed via call center, events, and rack delivery including: <p>Top Ten States of Inquiry Include: CA - TX - IL - WA- NY - FL - UT - OR - ID - CO</p> <p>We will continue to use this method, because it helps us achieve our marketing plan goals.</p>	Telemarketing.zip
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Twitter, Pinterest. A major share of the travel guides will come into and be distributed by the call center/fulfillment center. More than 60,000 travel guides will be sent from the call center to direct inquiries from print, digital, social media and related travel guide requests. The call center will ship the travel guides using the latest requirements with the U.S. Postal Service. They will ship guides to the United States and Canada, but will restrict guides requested outside those areas to only special mailing circumstances approved by the director. In those cases, Destination Missoula pushes visitors, when possible, to the online guide version. Destination Missoula's overall goal is to improve by 5% the number of inquiries handled at the call center. In FY18 inquiries reached over 200,000 inquiries.

Destination Missoula will create and provide essential

Destination Missoula will set aside funds for key

Marketing Support	TAC/Governor's Conference meetings	tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan.	Success will be measured by meeting and conference attendance and incorporation of new rules, regulations and trends in daily operations of Destination Missoula.	personnel to attend TAC meetings and the annual Governor's Conference on Tourism & Recreation in order to stay abreast of industry rules, regulations and trends. Success will be measured by meeting and conference attendance and incorporation of new rules, regulations and trends in daily operations of Destination Missoula.	\$2,000.00	<p>We met our objective. Key personnel attended TAC meetings. They were able to report back to staff and the board on industry rules, regulations and trends to better our organization. Unfortunately, the Governor's Conference on Tourism was cancelled this year due to COVID. We hope to attend next spring.</p> <p>We will continue to use this method, because it helps us achieve our marketing plan goals.</p>	
					<p>Destination Missoula will maintain a full-time, year-round travel counselor for our VIC during regular office hours, whose responsibilities may include but are not limited to:</p> <ul style="list-style-type: none"> • Responding to tourism inquiries in person, via phone, email, fax and letter. • Compiling and inputting data into the computer regarding information on visitation, calendar of events, local hotels and other related tourism businesses. Destination Missoula will use a professional CRM system to track this information. • Making lists of businesses to contact about tourism concerns. • Researching information for guests. Ordering, storing and stocking 			

Destination Missoula will create and provide essential tools and

brochures and maps from attractions, hotels, and other tourism-related businesses. Destination Missoula will use a professional CRM system to inventory and track our brochure usage.

- Maintaining the VIC area.
- Conceiving and developing area-wide tours and support materials for tours.
- Serving as support staff for the Montana visitor information website.
- Maintaining VIC scheduling.
- Producing training and other familiarization activities with all the attractions in area for frontline staff in order to give the visitor a more personal and knowledgeable view of what Missoula has to offer.
- Maintaining a thorough knowledge of the content of all Montana guides and brochures, which the VIC has in its racks, and area-wide special events in order to intelligently converse with visitors of all ages. VIC staff should know road conditions, any construction areas and suggested

Our objective was met. The visitor center was staffed year-round eight hours a day on weekdays from 9 a.m. to 5 p.m. Hours were extended during peak seasons to 9 a.m. to 7 p.m. on weekdays, 9 a.m. to 5 p.m. on Saturdays and 11 a.m. to 4 p.m. on Sundays in July and August 2019. Weekends were staffed in September and October 2019 as needed. Unfortunately, due to COVID extended hours were not offered in May and June of 2020.

There were 1,932 visitors, which is an increase of nearly 400 visitors over last year. This doesn't take into account the visitors that didn't want to sign our guest log or ones that we didn't get the chance to ask to fill out the log when the center was very busy. Visitation to the center increases dramatically during peak travel season. This project will be continued

Marketing Support	VIC Funding/Staffing/Signage	facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. ITRR research shows that 26% of visitors to Missoula used the VIC staff and information and 30% use brochure rack information. Personal interaction with travel counselors increases the ability to tailor a visitor's experience, give them many options of what to see and do in a community that they would not otherwise have known about, and increases the length of their stay.	Success will be measured by staffing the visitor center including extended hours during peak season.	<p>alternate routes. Staff should also be aware of alternative things to do in case of weather conditions. DM will also hire staff during peak visitor seasons to cover the VIC during non-office hours: Staff will assist visitors for two hours after building closing time, Monday through Friday, and for eight hours Saturday and five hours Sunday, from July 1 through the end of September 2019, and May 1 through June 30, 2020. Staff will be given a training period with full-time staff present and also have an additional 120 hours that may be used throughout the year to cover during large events with busy visitation and for full-time staff vacations.</p> <ul style="list-style-type: none"> • Keeping statistics about how many visitors requested information and home states of visitors. • Keeping track of the number of bulk requests filled. • Packaging visitor packets for bulk requests from conventions, meetings and other groups. These hours are not covered by 	\$42,200.00	<p>with staffing year-round because visitors have travel questions that need to be addressed in-person. Additionally, if a visitor stops into a VIC, they are more likely to spend more time in a community.</p> <p>The top ten points of US visitor origin from greatest to least:</p> <p>Montana California Texas Oregon Washington Colorado Arizona Florida North Carolina Minnesota</p> <p>The top five points of foreign visitor origin from greatest to least:</p> <p>United States Canada France Australia Germany</p> <p>Year-round staff also answers phone inquiries. Additionally, they assist with visitors and groups.</p> <p>We will continue to use this method, because it helps us achieve our marketing plan goals.</p>
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					<p>the Destination Missoula regular staff.</p> <p>Destination Missoula wants to be sure visitors feel welcome and know what is available to them, even if they arrive outside our regular hours.</p> <p>Destination Missoula has seen steady increases in visitor use of the official visitor information centers with a 1.2% increase over the previous year. The downtown VIC had more than 4,015 visitors from all U.S. states, the U.K. and the following top four countries: Canada, Australia, Germany and France. Destination Missoula continues to partner with the Missoula International Airport with a visitor information center at the airport. This VIC services thousands of visitors annually. Destination Missoula will create highly visible signage for the outside of our main visitor center, and signage within the visitor center to help direct visitors to the information they are looking for. Success will be measured by the increase in the length of visitor stays and satisfaction, brand awareness, increased visitation to VICs and public education of Missoula as a travel destination.</p>			
					<p>Destination Missoula worked in cooperation with Glacier Country, Whitefish CVB and Kalispell CVB to develop a strategic</p>			

Marketing Support	Crisis Management	<p>Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. The ability to respond quickly to a crisis is of utmost importance. Having a local, regional and state crisis management policy in place and being able to put resources forward immediately to help manage our message, move visitors safely throughout our state and give them up to date information and alternatives has proven to be essential.</p>	<p>Success will be measured by the creation and completion of a unified document (attached) that Destination Missoula, Glacier Country, Kalispell CVB, Whitefish CVB will be able to use in the event of a fire crisis to help guide their communication with partners, stakeholders, and on social media platforms.</p>	<p>communication plan during the difficult fire season of the summer of 2019. The purpose of the plan was to develop guidelines for our own organizations to follow and also share with our partners and stakeholders in the communities we live in. We created a list of do's and don'ts for posting on social media that encouraged responsible posting and transparent communication without exploiting the situation. We know that our communities heavily rely upon tourism, especially in the summer months. Posting photos that make it seem like the entire state is ablaze can cause future visitors to cancel their plans which can have a devastating effect on the community economically. Our communication strategy goal was to refocus potential visitors to safe activities that can be enjoyed indoors or in areas around the community.</p>	\$100.00	<p>We were successful with this method as we completed the project to create a document that was ready if needed to distribute to refocus potential visitors to safe activities that could be enjoyed indoors or in areas around the community. We will continue to use this method, because it helps us achieve our marketing plan goals.</p>	Western MT Fire Season Dos and Donts.docx
					<p>In order to track Missoula's occupancy rates and understand the results of key marketing campaigns, including advertising and event promotion, and our conversion rates, Destination Missoula will use the following tools:</p> <ul style="list-style-type: none"> DM will continue to purchase appropriate Smith Travel Reports in order to track Missoula city occupancy rates, average daily rates, averages and changes in the Missoula hotel market. This will 			

Marketing Support	Research	<p>Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Our use of STR Reports and EmpowerMint are essential tools to assess our market growth from both the leisure and group market standpoints and provide us with benchmarks for our planning process for the following year. It also allows us to give firm statistics of the value of a DMO in a community. We do not feel that we have adequate visitor information at the city level, as our ITRR information for Missoula is very old. We will therefore be commissioning a research company to help Missoula adequately assess our visitors and provide us with the in-depth knowledge that we need to be specific in our target marketing. We will also begin a tourism master planning process this year.</p>	<p>Success will be measured by awareness of industry and specific community trends, ability to specifically define and increase target markets, and conversion rates.</p>	<p>aid DM in understanding the Missoula market, to identify times of need, and to develop niche marketing opportunities to increase occupancy.</p> <ul style="list-style-type: none"> DM will work with major event and conference planners, organizations and individuals to establish the economic impact of such events and conferences during 2018 – 19 through the DMAI Economic Impact Calculator. During 2017 – 18 DM was able to establish over \$1,016,000 in economic impact from 5 funded events throughout the year. Missoula will also be creating a new, updated campaign to bring awareness to the community of the impact of such events on the community. DM will continue with its implementation web trends and survey tools to measure inquiries, actual visitations, visitor satisfaction and feedback in order to identify marketing successes, areas needing improvement or misperceptions about Missoula and the surrounding <p>\$25,663.00</p>	<p>This was a cancelled project. We were developing a plan to get started on a tourism master plan, but things came to a halt to deal with COVID 19 issues that arose.</p> <p>We will continue to use this method, because it helps us achieve our marketing plan goals.</p>	
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					<p>area, and to raise community awareness of tourism as an economic driver. DM will create a short survey to be filled out with the guest book at DM VICs.</p> <p>DM and the Missoula TBID initiate a Tourism Master Plan for Missoula. The initial months of the planning process will encompass extensive research on Missoula visitors and the perception of tourism's impact on the community and it's resources. This research will be specific to Missoula and the surrounding areas and provide up-to-date information on visitors to the community. It will also help Destination Missoula to evaluate its current messaging and align it with the most effective geographic and demographic targets.</p> <p>Success will be measured by awareness of industry and specific community trends, ability to specifically define and increase target markets, and conversion rates.</p>			
Marketing Support	Digital Asset Management/Aquisition	<p>Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. ITRR research shows visitors to Missoula used the Visitor Center informatino as well as use brochure rack information. Personal interaction with travel counselors increases the ability to tailor a visitor's experience, give them many options of what to see and do in a community that they would not otherwise have known about, and increases the length of their stay.</p>	<p>Success will be measured by the increase in accuracy and detailed reporting of travelers visiting the Visitor Center. We'll be able to use the data to further focus our marketing efforts as well. We will track the number of visitors to the Visitor Information Center, the # in the party and where they are from. The Simpleview inventory module streamlines the inventory we have in stock for visitors, including visitor guides and brochures. We will use the</p>	<p>Destination Missoula uses SimpleView software. This enables our Visitor Services staff to track visitors with greater accuracy and an ability to generate much more detailed visitor reports. The software creates a simple form that visitors can type their information into on an iPad. The information is automatically inputted into our database,</p>	\$2,440.00	<p>Our objective was met. The Simpleview software allows us to improve efficiency and accuracy of data collections that results in better inventory control of information distribution in the Visitor Information Center as from visitor requests. The Simpleview inventory module streamlines the inventory we have in stock for visitors, including visitor guides and brochures. It has many reporting functions, so we can pull better data about who our visitors are and how that relates to our marketing efforts. We tracked the number of visitors to the Visitor Information Center, the # in the party and where they are from. See attached reporting.</p>	Digital Assessment Mgmt.zip

		regulations and focus on increasing destination conversion.		data from the reports for this as well as have all contacts to order additional guides and brochures in one easy-to-use system.	thereby saving our staff time with data entry.		We will continue to use this method, because it helps us achieve our marketing plan goals.	
Publicity	Fam Trips	Destination Missoula will use the latest social media in combination with traditional media to increase brand exposure with proactive strategic messaging.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Familiarization trips give us the ability to work directly with targeted writers to highlight and give them the unique Missoula experience. We work closely with Glacier Country Tourism on being an integral part of all press and FAM trips to keep give Missoula national exposure.	Success will be measured through participation rate and amount of resulting earned media.	Destination Missoula will arrange a minimum of one (1) FAM trip highlighting arts and culture, recreational opportunities and food and beverage. The trip will be designed to draw attention to what is truly unique about Missoula, specifically during off-peak and shoulder seasons. This trip may be arranged solely or in partnership with Glacier Country Tourism and/or the Montana Office of Tourism and Business Development other tourism organizations, local organizations and private businesses. Success will be measured through participation rate and amount of resulting earned media. FY18 produced an exciting photo FAM trip in partnership with Glacier Country, Southwest Montana, Southeast Montana, Montana's Yellowstone Country and Missouri River Country Tourism groups. This multi-region trip is scheduled for June 2018, and Destination Missoula is excited to see the results of this co-op trip.	\$0.00	Because private funds were used for this segment, it does not fall under the Montana Office of Tourism regulations and procedures reporting requirements. This project was successful and we will continue to use this method, because it helps us achieve our marketing plan goals. Metrics for measuring this method are available upon request.	
					Destination Missoula and the Missoula Tourism Business Improvement District has contracted and partnered with Windfall for public relations services. These services include production of a media/press kit to include interchangeable information on sports,			

<p>Publicity</p>	<p>Press Promotions/Media Outreach</p>	<p>Destination Missoula will use the latest social media in combination with traditional media to increase brand exposure with proactive strategic messaging.</p>	<p>Destination Missoula used a combination of social influencer outreach and social media targeted posts to create publicity opportunities. Influencer outreach resulted in high value publicity acquisition from publications such as Parade Magazine, New York Times, LA Times, Outside, Backpacker, National Geographic Travel, Northwest Travel, Meetings Northwest, and a host of targeted blogs, social media pages, and emerging social media technologies were impacted such as SnapChat, Facebook Live, and more. We launched the first Montana tourism SnapChat Filter which has generated over 100,000 engagements this fiscal year. We hosted as the primary provider or partnered with Glacier Country and other CVBs to engage over 141 influencers during the fiscal year. We covered influencers on site in Seattle and San Francisco, as well as attended Travel and Words with Northwest Travel Magazine where we engaged journalists and influencers directly in solo interviews. We sent out over 50 media kits to prospective media influencers during the year and utilized Cision to carefully monitor Missoula significant press coverage.</p> <p>We also utilized blog content strategic planning to harness positive publicity about Missoula we were able to identify and witnessed other key stakeholders such as Missoula Economic Partnership, Missoula Area Chamber of Commerce, University of Montana, and even Missoula Parks and Recreation and the City of Missoula re-post, retweet, and share out updates to over 1 million additional potential readers during the year.</p>	<p>Success will be measured by participation/engagement rate and amount of earned media tracked by Cision (media management tool).</p> <p>Our digital influencer recruitment strategy will be boosted by the use of Cision for prospecting, social media planning and earned media tracking.</p>	<p>group travel, events and conference planning, press releases and story pitches to appropriate publications in our drive and direct flight markets. These storylines will be directed to appropriate writers and publications to bolster our paid media endeavors and meet our goal of driving shoulder season business. Missoula will produce press boxes that will be sent directly to niche influencers who we want to attract to Missoula. These boxes will serve as a unique and fun introduction to Missoula and our PR team. Destination Missoula is partnering with the music venues in Missoula to help promote our emerging live-music scene. We will arrange and execute a press trip with music-focused travel writers to help get the word out about music in Missoula and to entice music lovers to travel to Missoula to experience it for themselves. Success will be measured by participation rate and amount of earned media.</p> <p>Destination Missoula will also work in partnership with the Montana Office of Tourism and Business Development, Glacier Country Tourism and other industry partners to directly promote Montana and Missoula to media partners throughout the Northwest. This year, Destination Missoula partnered with Glacier Country Tourism on a press tour to Dallas to promote the new American Airlines direct flight into Missoula. We hope that this event will be highly successful and well attended garnering continuing interest in our area from writers. We</p>	<p>\$8,500.00</p>	<p>No Bed Tax dollars were used to pay for FAMs, travel writers, etc. Bed Tax dollars were used to purchase Cision Software to track the efforts of these initiatives.</p> <p>Press Promotion/Media Outreach—Our objective was met. Here are some statistics:</p> <ul style="list-style-type: none"> • \$1,277,933 in earned media • 6.5 Million impressions • 299,100 Engagements • 1,381,500 Million potential viewers exposed to Destination Missoula • 140 Articles mentioning "Destination Missoula" • Influencers in market included: <ul style="list-style-type: none"> ◦ Ally and Bobby Talley – Traveling Newlyweds ◦ Sue Reddel and Diana Laskaris – Food Travelist ◦ Adeina Anderson ◦ Anna-Marie Walsh ◦ Jessica Pickett ◦ Tianna Gratta <p>We will continue to use this method, because it helps us achieve our marketing plan goals.</p>	
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					are looking forward to additional partnership opportunities with Montana regions and CVBs.			
Publicity	Social Media	<p>Destination Missoula will use the latest social media in combination with traditional media to increase brand exposure with proactive strategic messaging.</p>	<p>36,655 Facebook Likes – They generated over 71,000 clicks to the website in FY17</p> <p>7,500 Instagram Followers</p> <p>5,852 Twitter Followers</p> <p>789 Pinterest Followers</p> <p>12,141 Monthly Blog Unique Visits</p> <p>77 Google+ Followers</p> <p>We delayed our video production with Matador after a massively well received initial video segment last year. We are waiting until June to produce the next video so we can include two new music venues and the completed Fort Missoula Regional Park. The new music venues include the Kettlehouse Amphitheatre in partnership with Logjam presents, and the Big Sky Brewing Amphitheatre in partnership with Knitting Factory Productions. We already have three media influencers scheduled for early visits to June shows at the venues to garner additional publicity.</p>	<p>Success will be measured by social media engagement, including followers, likes, shares and web visitation from social media.</p> <p>Our goal for Instagram is for 11,800 followers (a 30% increase from the current 9,053), our goal for Twitter is for 6,900 followers (a 10% increase from the current 1,342 followers), and our goal for Pinterest is 915 followers (a 10% increase from the current 832 followers).</p>	<p>Destination Missoula will continue to create a social media marketing strategy with a unified voice and message across all social media platforms. In FY18, Destination Missoula saw huge growth in Facebook likes at 41% from 35,747 followers to 50,000 followers.</p>	\$0.00	<p>Because private funds were used for this segment, it does not fall under the Montana Office of Tourism regulations and procedures reporting requirements.</p> <p>This project was successful and we will continue to use this method, because it helps us achieve our marketing plan goals. Metrics for measuring this method are available upon request.</p>	
						\$361,776.70		

Marketing Method Evaluation Attachments

- Attachment 1** PieCharts_FY19-20 updated.xlsx
- Attachment 2** FY20 Missoula CVB Budget to Actual comparison pie chart update.pdf
- Attachment 3**
- Attachment 4**
- Attachment 5**
- Attachment 6**
- Attachment 7**
- Attachment 8**
- Attachment 9**
- Attachment 10**

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Photo/Video Library	\$10,000.00	\$0.00
Consumer	Online/Digital Advertising	\$17,000.00	\$0.00
Consumer	Electronic Adv - Newsletter, E-blast	\$21,000.00	\$0.00
Consumer	Print Advertising	\$59,000.00	\$0.00
Consumer	Search Engine Marketing	\$0.00	\$0.00
Consumer	Search Engine Optimization	\$7,000.00	\$0.00
Consumer	Website/Internet Development/Updates	\$0.00	\$0.00
Consumer	Joint Ventures	\$15,800.00	\$0.00
Consumer	Opportunity Marketing	\$28,030.25	\$0.00
		\$157,830.25	\$0.00
Group Marketing	Electronic Adv - Newsletter, E-blast	\$0.00	\$0.00
Group Marketing	Fam Trips	\$0.00	\$0.00
Group Marketing	Online/Digital Advertising	\$0.00	\$0.00
Group Marketing	Print Advertising	\$0.00	\$0.00
Group Marketing	Social Media	\$0.00	\$0.00
Group Marketing	Travel/Trade Shows	\$0.00	\$0.00
Group Marketing	Group Marketing Personnel	\$0.00	\$0.00
		\$0.00	\$0.00
Marketing Support	Administration	\$64,382.00	\$0.00
Marketing Support	DMO Program Participation	\$6,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$54,856.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$2,000.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$42,200.00	\$0.00
Marketing Support	Crisis Management	\$100.00	\$0.00
Marketing Support	Joint Ventures	\$0.00	\$0.00
Marketing Support	Digital Asset Management/Aquisition	\$2,440.00	\$0.00
Marketing Support	Research	\$25,663.00	\$0.00
		\$197,641.00	\$0.00
Publicity	Fam Trips	\$0.00	\$0.00
Publicity	Press Promotions/Media Outreach	\$8,500.00	\$0.00
Publicity	Social Media	\$0.00	\$0.00
		\$8,500.00	\$0.00
		\$363,971.25	\$0.00

Miscellaneous Attachments

Description	File Name	File Size
Coop Pie Charts	Coop Pie Charts.docx	1.1 MB

Destination Missoula Marketing Plan

DM_2019-20 Marketing Plan (1).pdf

28.4 MB

Reg/CVB Required Documents

Description	File Name	File Size
Signed Required Documents	Required Documents.pdf	571 KB

