



2010 MARKETING PLAN

SUBMITTED BY

THE WEST YELLOWSTONE CHAMBER OF COMMERCE

CURRENT MARKET POSITION

Tourism is not only the foundation of the West Yellowstone economy it is THE economy. For more than a century this community has been helping travelers experience the world's first national park.

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 Clean air, abundant wildlife, scenic beauty and historical reference all have made West Yellowstone a national and international destination.

West Yellowstone offers visitors an amenities rich, safe platform to remarkable experiences, including wildlife viewing, photography, miles of groomed trails for cross-country skiing and snowmobiling, hiking and biking; fishing, rafting, kayaking and boating to name just a few. There are also a variety of family oriented and culturally rich locations such as the Yellowstone IMAX Theatre, Playmill Theater, Yellowstone Historic District, the Grizzly & Wolf Discovery Center all located in West Yellowstone, and those nearby such as the 1959 Madison River Canyon Earthquake Area, the Nez Perce Trail and Nevada and Virginia Cities.

National Parks are the most popular tourist destinations in the United States. Having the west entrance to Yellowstone National Park a couple blocks from downtown funnels many visitors through West Yellowstone. Unfortunately, many simply pass through and head straight for the Park.

As a gateway to Yellowstone Park, West Yellowstone is subject to the economic ups and downs triggered by off seasons that create a cascade of challenges including cash flow problems and difficulty in maintaining a stable employment base. Two years ago, the number of snowmobiles allowed in the Park was drastically reduced and has impacted the town's winter tourism. 75% of business in the winter is generated by snowmobile, snowcoach and cross-country skiing business.

Winter access to Yellowstone Park for the 2009/2010 winter season is again in question. Due to legal maneuvering and special interest groups, another process is underway to reach a mutually agreed upon solution by all parties. In the interim, controversy and inaccurate information continues creating confusion and uncertainty in the public and negatively impacting winter bookings.

EXISTING OPPORTUNITIES FOR SUCCESS

- West Entrance to Yellowstone National Park. As the closest and most convenient gateway community for exploring all of Yellowstone National Park, West Yellowstone is also increasingly recognized as the most complete gateway offering products and services in an authentic setting.
- We are seen by some visitors as synonymous with Yellowstone Park and can effectively market ourselves as “Yellowstone Plus.”West Yellowstone is the perfect fit for the “3-night” Yellowstone Park destination visitor.
- West Yellowstone is a perfect fit for the “value-conscious” traveler seeking the best financial value without compromising on quality of experience. During these challenging economic times, visitors are looking for the best “value” financially. West Yellowstone offers affordable lodging, restaurants, and attractions. Additionally, Yellowstone Park offers one of the most values in attractions with a seven-day pass for a carload for just \$25.00. These families also want a “value” in their experience. They want a quality experience, to create memories and family traditions, and to satisfy the spirit of adventure that comes from shared experience. Individually, people come to places like Yellowstone for the rejuvenation and restoration of soul and spirit.
- Outstanding natural assets such as mountains, lakes and rivers that allow visitors to escape from the city. Opportunity for greater exposure of these key geo-tourism assets as highlighted on the recently released Greater Yellowstone GeoTourism map. Ideally suited for the geo-tourist with adventure and outdoor recreation such as: camping, fishing, wildlife viewing, photography, geocaching, cross-country skiing, snowmobiling, snowcoach tours, hiking and biking, rafting, kayaking and boating and much more. Also, an authentic mountain lifestyle – main street Montana and friendly people with our own unique curb appeal.
- Close proximity to Teton National Park and being situated on the primary corridor between Glacier and Grand Teton/Yellowstone National Park. And, a scenic drive destination. West Yellowstone will also be included on the upcoming “Top Ten Northwest Scenic Drives” project.
- Home of the Yellowstone Historic District with four original Union Pacific Railroad Structures, Yellowstone IMAX Theater, the Grizzly & Wolf Discovery Center, The Nez Perce Trail, Virginia and Nevada cities, and the Madison River Canyon Earthquake Area.
- A nationally recognized, well-developed system of winter trails. Increasing recognition and popularity of multi-sport diversification by high value, low impact visitors.
- Growing international recognition.
- An ideal family vacation spot- affordable, fun, educational, safe, clean, and offers a variety of activities as identified by the Brigham Young University 2007 Research project. West Yellowstone is also perceived as a primary return destination for parents and baby boomers, as well as a place to create memories for families and affinity groups. Close proximity to Yellowstone Park

and surrounding recreational activities and assets appeal to small groups of like interests: schools, family reunions, home-schoolers, weddings.

- A cache of experienced and knowledgeable interpretive guide and guide services.
- A community of entrepreneurs with their determination, spirit and energy and a seasoned core of volunteers with a history of successful events.
- Equipped with a conference and convention center to accommodate businesses, trade and other association meetings.
- The West Yellowstone Downtown Beautification Project was initiated in the summer of 2008 and will complete in 2009 with plantings, lighting, and other features.
- A host of events, some that have been on the calendar for years, those that are in their third year (such as our Music in the Park) and those that celebrate special times. Summer 2009 brings the final year of the 3-year Painted Buffalo Roam Project with events through summer culminating in a public auction and West Yellowstone Regional Art Show on August 28-29th, 2009. Additionally, a week of activities is planned in August to commemorate the 50th Anniversary of the Hebgen Lake earthquake.
- Seasonal airport served by a regional carrier and with a Fixed Wing Base Operator for private planes. New improvements, equipment, and ability to build hangars at airport will attract more private pilots. A 2009 Department of Transportation grant includes market research and subsequent development of a market strategy for the airport.
- Three additional marketing funds. The Three Bear Lodge Marketing Fund is a contribution to the community for marketing at \$20,000 per year for one more year and the Marketing and Promotion Fund, secured from the local Resort Cities Tax, will generate an estimated \$54,000 per year for promotion of West Yellowstone. Additionally, the West Yellowstone Tourism Improvement District (TBID) will be implemented (5/1/09) and we plan to work closely with their efforts to leverage shared marketing strategies and tactics.
- New and existing partnerships with Island Park, Big Sky, Bozeman, and other gateway communities.
- Marketing tools that utilize technology including an updated web site (incorporating electronic downloads), a new promotional DVD, and media kit that ties to our website and DVD.

CHALLENGES WITH ADDITIONAL OPPORTUNITIES FOR SUCCESS

Although the following may provide challenges, it is an opportunity for us to accentuate the positive and promote our unique attributes mitigating possible adverse effects.

- The perception that West Yellowstone is only a gateway into the Park and not a destination. Stepped up competition from more distant communities attempting to present themselves as preferred gateways to Yellowstone such as Cody, Red Lodge, Billings (enhanced by TBID funding) and Idaho Falls even though they are much further away.

- We need to further research and develop our 'geo-tourism' model including mapping the accommodations, activities, and attractions sought by these travelers against what is available in West Yellowstone. We need to match our resources to what these travelers desire and promote this accordingly.
- The continuing process to determine Yellowstone winter access has created public uncertainty and confusion as to whether Yellowstone is open in the winter and by what means. Massive (and potentially expensive) marketing and publicity efforts are required to educate the public that "Yellowstone is Open" in the winter (national and international markets). There will be a new process for determining Yellowstone winter access again in 2009 for the 2009/2010 Winter Season with resulting media controversy, public opinion, and misinformation about winter access. One of the greatest challenges will be if an accepted regulation can be resolved in sufficient time for the fall marketing and trade show schedules critical to booking winter packages.
- Road construction in the highways leading to West Yellowstone (e.g., the Gallatin Canyon project) and the multi-year construction project of a key section of Yellowstone interior loop road (Tufts Cliff to Artist Paint Pots). This project will entail nightly closures and 30-minute daytime delays and nightly closures through August 16th, 2009 (and through the summer of 2010) plus complete closure of this section of the road from August 17th, 2009 until the park re-opens for over the snow travel in December 2009. This will impact visitor routing, the ability of local concessionaires to offer tours within Yellowstone Park, and negatively impact the perception of West Yellowstone as the easiest 'base camp' location for Yellowstone Park vacations.
- The sudden economic downturn and recessionary impact of 2008 continues into 2009 and potentially into 2010. The U.S. Travel Association has revised its forecast projecting that U.S. domestic leisure and business/convention travel will decline 3.5 percent and 5.6 percent, respectively. RevPar in 2009 is projected to be down as much as 6 percent (Smith Travel Research) to as much as 11% (PKF Hospitality). Montana's ITRR/Travel Montana is also predicting a 2% decline in visitors over 2008.
- The daily Yellowstone snowcoach and snowmobile tour winter business, along with daily snowmobile rentals, are particularly susceptible to occupancy levels in Big Sky. In years, such as 2008, where Big Sky business was not full, West Yellowstone receives significantly less day business from our number one winter daily drive market.
- The considerable distance and lack of easy access from major population centers.
 - Trends of travelers toward more frequent, shorter duration trips.
 - Travel decisions being made more "spur of the moment".
 - Cost for gas
 - Airline access issues with only summer service available in the community. Continued bankruptcies or consolidation within the airline industry resulting in fewer flights and fewer seats
- Lack of community knowledge including a rotating and unknowledgeable front line staff that limits the selling of West Yellowstone as the most complete and

- convenient solution for visitors. Customer-facing employees are usually seasonal and often lack prior experience in hospitality and are first-timers to West Yellowstone and the area. Many service staff display a limited knowledge of and appreciation for activities beyond “touring” the park.
- Lack of restaurants and nightly entertainment. The perception that West Yellowstone lacks sophistication, culture, art, sufficient family friendly activities and events.
 - Limited marketing and advertising budget.
 - Increased remote ownership that is not frequently involved with the Chamber or community initiatives.
 - Seasonal employment and lack of employee housing that makes it difficult to recruit and house seasonal employees. Current Homeland Security measures that create barriers for visas for foreign employees. Increased reliance on foreign workers results in communication barriers. English is not their first language. *These issues may be tempered by that fact that more U.S. employees will be available for seasonal work due to the current economical conditions and rising unemployment rates.*
 - National and world events like fires, earthquakes, hurricanes and tsunamis that impact tourism. Additionally, local weather and seasonal conditions (including forest fires, earthquakes, droughts, and floods) that impact traveler routes and length of stay.
 - The negative press generated on issues such as the bison and winter use, and natural events such as earthquake swarms and supervolcano concerns in Yellowstone and Teton National Parks.
 - A community of entrepreneurs, all with their own ideas and who find it less easy to work as a team.

COMPETITOR ANALYSIS

Direct Competitors:

Cody, Wyoming

Website: <http://www.codychamber.org/>

Target Audience: Families, Actives, Matures

Slogan: The Man, The Town, The Legend.

Messaging: Cody is what America was, a place where the cowboy culture continues to thrive.

Competitive Advantage: Cody, Wyoming, the eastern gateway to Yellowstone National Park, is a small western town with a big city attitude. They are the only gateway community with two entrances to Yellowstone National Park, and are also the hub for several loop tour drives that access five different Scenic Byways. Cody (historically) also has significantly more available marketing funds. Due to economic concerns, the Cody Chamber is also seeking additional funding from

Park County to bolster its marketing programs in 2009. This is in addition to the \$995,000.00 in additional funding that Wyoming Tourism received for 2009 (above budget).

The land is wild, the people are friendly and there are great opportunities for outdoor adventure, recreation, education and entertainment. Cody offers varied lodging opportunities, fine dining, world-class museums and western activities.

Jackson Hole, Wyoming “Cowboy Chic”

Website: <http://www.jacksonholechamber.com/>

Target Audience: Families, Matures, Actives, Couples, Affluent

Messaging: A grand playground for all seasons.

Competitive Advantage: Jackson is a popular tourism destination because of its proximity to Yellowstone & Grand Teton National Parks, its unmatched scenic beauty, the world-class skiing, and its authentic Old West feel. Jackson holds numerous Arts Festivals, has a heavy concentration of resort destinations and offers a wide variety of restaurants and bars, from authentic western casual to elegant fine dining.

Moab, Utah

Website: <http://www.utah.com/moab/index.htm>

Target Audience: Families, Actives, Couples, Matures

Messaging: From scenic parks to adventure, Moab, Utah offers something for everyone.

Competitor Advantage: Even though Moab is surrounded by Arches National Park and Canyonlands National Park, the biggest draw are the millions of acres of beautiful, craggy, red cliff desert lands managed by the BLM.

Moab is known as the adventure capitol of Utah - offering activities such as mountain biking on Slickrock, off-road trails and the Moab Jeep safari, whitewater rafting down the Cataract Canyon section of the Colorado River, rock climbing challenges and hiking to Delicate Arch.

Moab itself has been converted from a uranium-mining town sporting several hotels and eateries in the 1970s to a town of more than many overnight accommodations with an equal amount of dining opportunities.

Coopetitive Partner Relationships: *Communities that are both competitors and potential cooperative partners,*

Billings, Bozeman and Red Lodge, Montana; and Idaho Falls, Idaho

Target Audience: Same as West Yellowstone's

Messaging: All of these communities are beginning to position themselves as gateways to Yellowstone National Park.

Competitor Advantage: These communities all have greater variety in lodging, dining and shopping opportunities. Most have more dollars to spend on getting their message out than does West Yellowstone. Red Lodge offers the Beartooth Highway as an officially recognized All American Road.

Indirect Competitors:

The single biggest indirect competitor to West Yellowstone is lack of awareness. With numerous travel destination competitors and limited marketing resources, West Yellowstone must position themselves as a unique, memorable and identifiable destination and as THE closest gateway to Yellowstone.

Additionally, getting the word out that "Yellowstone is Open" and accessible during winter months, through the west entrance, is a continuing challenge. These competitors can include commercial theme parks and other state/national parks.

GOALS

1. *Attract visitors by communicating an image consistent with our long-term vision as a vacation destination and one that places high value on existing assets, amenities and natural resources of the region.*
 - Focus on the fact that we are THE closest gateway to Yellowstone, the most convenient for touring and playing in Yellowstone especially targeting drive market population centers in a 5-10 hour radius in Utah, Idaho, Wyoming, and Washington, and for some targeted campaigns, Montana. We need to stress the message, "You're closer than you think!" to these markets.
 - Focus on our traditional niche activities especially in winter and shoulder seasons
 - Devote more resources in niche markets that have been largely missed opportunities such as private pilots, railroad buffs and bird watchers.
 - Increase image as having historic and cultural sites
 - Increase visitation in shoulder seasons
 - Expand a destination image
 - Foster a positive picture of our community, in touch with environmental concerns
 - Retain our traditional markets
2. *Continue to expand our marketing effectiveness by joining our efforts with those of marketing partners.*

As much as our limited budget allows we will continue to partner with Travel Montana and other tourism organizations and entities as we carry on toward fulfilling the goals of the State's 2008-2012 strategic plan. We will draw upon our private sector marketing partners, too. We understand the value of participating in cooperative activities that help stretch our marketing dollars in new ways and reduce duplication where possible.

We feel we have been somewhat successful this past year in collaborating with tourism partners and cite as examples:

- Teaming with the Yellowstone Country Region Tourism Board, the Three Bear Lodge Marketing Fund and the Town of West Yellowstone Marketing and Promotions Fund (MAP) to mount an extensive, 60-day "Yellowstone is Open" winter publicity and advertising campaign. Additionally, we teamed with the Three Bear Lodge Marketing Fund to for the spring multi-media "Backyard Campaign" in Utah drive markets during an economically challenging time. On a regional level, we assisted and contributed funding to the new Greater Yellowstone Geo-Tourism Map and the "Top Ten Northwest Scenic Drives" project.

We will be working with WYED/Painted Buffalo Events Committee in planning and publicity of the culminating projects during the summer of 2009. And, we look forward to the opportunity to partner with the Gallatin National Forest Service for the 50th Anniversary Earthquake Lake commemoration. Additionally, we will be working with the new TBID initiative, although the specifics of this partnering have yet to be determined.

- We have committed marketing funds to the West Yellowstone Regional Airport to support its marketing assessment and development. A U.S. Department of Transportation grant program was awarded in 2008 and continuing through 2009 addresses this.
3. *Continue to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars.*

We will use a variety of proven marketing efforts and track those efforts. As always we will promote our close and convenient proximity to Yellowstone, our superb national forest trails for cross-country skiing and snowmobiling in winter; our pristine waters for fly fishers, and our surrounding natural landscape for such outdoor enthusiasts as birders, hikers, and bikers in the warmer seasons. In every season we will appeal to our targeted audiences and markets.

PLAN SUPPORTS THE 5-YEAR STATEWIDE TOURISM STRATEGIC PLAN

This marketing plan aligns with the state's 2008-2012 Strategic Plan. Each project application form included with this plan details specific strategic plan items addressed by that project. Projects for this year in general support the following 5-year Strategic Plan items either directly or indirectly:

- Goal 1: Increase four-season tourism revenues through effective marketing and promotions, focusing on high-value, low-impact visitors.
- Goal 4: Enhance and preserve Montana's culture and history
- Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.
- Goal 7: Improve Montana's transportation system for both residents and visitors.

TARGET AUDIENCE

TARGET GEOGRAPHIC MARKETS:

West Yellowstone's primary geographic target markets include *summer* visitors who come from Montana, Idaho, Utah, Colorado, Washington, California, Arizona, Nevada, and Oregon; and *winter* visitors who come primarily from Pennsylvania, Montana, Minnesota, Michigan, Wisconsin, Illinois, Utah, Idaho, Washington, Georgia, Alabama, and Florida. If time and money permits, begin to experiment in some of our emerging markets such as Las Vegas and Texas. Through the Public Relation efforts and building our Internet presence, we also want to reach more domestic and international markets.

TARGET PSYCHIC DEMOGRAPHICS:

By creating an emphasis on our abundant natural beauty and its proximity for activities at every level, we intend to develop the creative aspect of our marketing efforts to attract those who value Montana's values. We need to create an allure for those willing to commit their time and resources to less accessible locations and who tend to be high-value, low-impact visitors. These also tend to be environmentally aware consumers—"Sustainable Tourists" or "Geotourists."

TARGET AUDIENCE DEMOGRAPHICS:

1. Family Travelers
2. Active Mature Travelers
3. Geotourists (Geo-savvy segment)
4. Business Conventions, Group Leaders and Tour Operators

Family Travelers

A30-45

HHI \$40-60K

With children (typically ages 6-17)

Visits mountain destinations in the winter and summer

- More likely to travel during holiday, spring break or summer time periods
- Looking for soft adventure
- Enjoy outdoor activities, hands on experience and tend to visit national and state parks, historic trails, museums and nature areas.
- Looking for a 'value' in their experience not only economically, but also emotionally and spiritually.

Traditional Family travelers are motivated by several emotions – with guilt being the number one. They work so hard, and there never seems to be enough time to spend with their family. They see a vacation to West Yellowstone as an opportunity to make up lost time; to experience things with their kids and spouse that become defining chapters in their family story. They think theme parks are a bit too plastic and way too expensive. They like the natural aspect of Montana, the educational component, the fresh air, but most of all they're looking for moments; small interactions within the family that define their commitment and love for each other.

During these challenging economic times, these families are also looking for the best "value" financially. West Yellowstone offers affordable lodging, restaurants, and attractions. Additionally, Yellowstone Park & Grand Teton National Park offer one of the greatest values in attractions with a seven-day pass (for a carload) at just \$25.00. These families also want a "value" in their experience. They want a quality experience, to create memories and family traditions, and to satisfy the spirit of adventure that comes from shared experience. Individually, people come to places like Yellowstone for the rejuvenation and restoration of soul and spirit.

Non-traditional Family travelers such as those who are home-schooled, those families with children in year-round school, and then, too, those whose families are under school age.

Active Mature Travelers

Adults 55-64

High net worth

Travels 5+ times per year

- Youthful and exuberant lifestyles
- Spend more on travel
- Not hindered by children
- Take longer and more vacations
- Often seek alternative lodging choices such as Bed & Breakfasts, Lodges and Vacation Rentals.

These travelers enjoy visiting historic sites and soft adventures. They travel in shoulder seasons and are drawn to safe communities. They participate primarily in sightseeing, photography, and wildlife viewing. Currently, the majority of leisure travelers are boomers and matures. Boomers started turning 60 in 2006, and thirty-four percent of boomers are already grandparents. Just as this generation is poised to change health care and retirement, they are also changing the way older Americans spend their vacation time. As this generation prides themselves on being more youthful than their parents, this results in matures spending more travel money, engaging in outdoor activities, and taking longer vacations. As a generation that saw the growth of environmental awareness from vision to practicality, most would consider themselves to be geotourists.

Geotourists (Focusing on the “Geo-savvy” subset)

A18-49 (54% women; 8% students)

HHI - 88% (6.1 million households) have annual incomes over \$75,000; 17% of households earn \$100,000+.

Travel 5.5 times or more per year for pleasure (44% with 7.9 annual trips).

Participate in outdoor recreation more than any other segment.

More than 25% reside in the nearby Pacific region, and 10% live in the Mountain region;

Half (51%) live in large cities or urban areas, 22% live in a city of 500,000 to 2 million.

The Geo-traveler is concerned with preserving a destination’s geographic character– the entire combination of natural and human attributes that make one place distinct from another. They are interested in both the cultural and environmental and their individual economies and lifestyles. These travelers can be described as: creative, curious, connected, engaged, and adventurous.

Geo-travelers:

- Are looking for experiences that allow for connection and exchange and aim for quality and not quantity.
- Have a travel 'manifesto' typified by these values: immerse yourself in the culture, go off the beaten path, get out of your comfort zone, allow for spontaneity, take a risk, pay attention, "Go Now."
- Seek out businesses that emphasize the character of the locale. Are driven by respect and support.
- Get beyond the surface and have rich, life-changing travel experiences.

Business Conventions and Group Leaders and Tour Operators

Note: This has been a traditional market segment for West Yellowstone.

However, due to both domestic and international economic concerns, we anticipate a decline in both business and personal tour business in 2009.

Due to a reduced marketing budget, we will not be able to focus resources or funds on this segment.

- **Business and Organizational Conventions:** participants tend to spend more money and stay longer than the average visitor and they frequently combine business with pleasure by bringing family and friends with them. Additionally, they tend to select more "off-peak" times to be able to contract the best rates and that benefits our shoulder and winter seasons.
- **Group Leaders:** Especially those within our local area (Montana, Wyoming, Idaho and Utah) are those who influence others' travel decisions. Their ability to provide "word-of-mouth" advertising within their own organizations and disseminate information is prime reason for attracting them. Our new DVD of West Yellowstone contains a section for group trip planning and has been positively received.
- **Tour Operators:** Especially those who specialize in International FIT and those who have clientele with an interest in nature and outdoor-related tours and the Rocky Mountain West.

MEASUREABLE OBJECTIVES

Our Marketing Plan for 2008-2009 measured its success by the following indicators:

1. Resort tax collections increase at a greater percentage than Yellowstone gate figures. This would indicate success in creating West Yellowstone as a destination in its own right.

For the nine months of tracking available, the rate of increases in resort tax collections surpassed the increase in traffic at the West gate increases of 16% from 7/1/07 – 9/30/07; 6% from 10/1/07– 12/31/07; 2% from 1/1/08 – 3/31/08, and 34% from 4/1/08 – 6/30/08. These numbers were impacted by the addition of a new Wyndham interval ownership property of 125 units and the temporary loss of approximately 65 units of Three Bear Lodge (due to fire) beginning in February 2008.

2. Increase length of stay measured by those who register at the Visitors Center by two hours.

Records indicated that the average stay decreased by less than 2.4 minutes. We feel that this is due in large part to rapidly escalating gas prices through spring and early summer in 2009. Visitors eliminated an additional day of stay in lieu of managing their transportation costs. Additionally, we need to note that our Visitors Center was under construction through 2008 and while door counts remained strong, we only had one location for guests to register as opposed to the previous two.

3. Increase resort cities taxes by 2% in our shoulder and winter seasons and by 4% overall.

We experienced a 6% increase in the 2007 fall shoulder season and 34% in the spring 2008 shoulder season.

4. An increase in the total number of businesses paying resort cities taxes by .5%

During the course of the year, ten businesses were lost that would have paid resort taxes. However, nine new businesses took their place. Please note that the measurement is just a broad swipe because both the outgoing and incoming businesses could differ significantly in collections based on the number of months and the months themselves that the business was open. Overall, given such challenging economic conditions, we felt this was a positive result.

5. Increase use of our web site in the number of visitors and length of visit by 30% and in time by another half-minute.

There was a 26% decrease in the total number of visitors to the website in 2008 when compared to 2007. However, there was a 31% increase in the time that visitors spent on the web site in

2008 (4:34) versus 2007 (2:46). This is indicative that while we may not be attracting as many visitors, we are attracting a “quality” visitor. In 2007, we found a high bounce rate and low average time on the website. We believe this is because many visitors assumed our West Yellowstone site was the Yellowstone National Park website or the website for Xanterra, the in-park concessionaire during organic searches on the web.

6. Private sector participation in at least two of the projects.

For the “Yellowstone is Open” winter marketing campaign, we developed a “February Specials” strategy using print and web advertising to promote winter specials. All local winter businesses were invited to participate.

For the Spring Backyard Marketing Campaign, we continued to promote ‘value’ by featuring monthly specials on our website and using press releases and web links to direct web traffic to this page. All businesses were invited to participate (email, radio, and newspaper article announcements.) As a result, we had participation from a wide variety of businesses including hotels, motels, cabins, vacation rentals, restaurants, retail merchants, and attractions. In both campaigns, we can track specific web traffic to these special’s web pages.

7. Participation with one or both of the new marketing funds in at least two of the projects.

We partnered with the Town of West Yellowstone Marketing & Promotions Fund and the Three Bear Marketing Fund on the “Yellowstone is Open” winter campaign. We also partnered with both organizations for the 19th Annual World Snowmobile EXPO. And, we are partnering with Three Bear Marketing Fund on our “Backyard” spring drive market campaign.

Our Marketing Plan 2009-2010 will use some of our previous indicators (which we have re-listed) and also redefine others due to the projected challenges of the economic conditions and reduction in travel anticipated for 2009/2010:

1. Reverse the previous year decreases in resort cities tax collections with a 2% recovery.
2. Increase length of stay measured by those who register at the Visitors Center by one hour over 2008/2009.
3. Reverse the negative trends for travel websites with a 3% recovery in the number of visitors and raising the average length of time on the site by an additional 20 seconds over 2008. *(Note: Web metrics are critical components. However, we converted from one web analytics program to an improved one after six months in 2008. This will skew our data results until we can have a full year on the*

same program. We kept in this measurement because we will continue to use it in the future.)

4. Private sector and public agency participation in at least two projects.
5. Participation with one or both of the local marketing funds in at least three projects.
6. Increase in visitors during the shoulder seasons at our major attractions: the Yellowstone IMAX Theatre, the Grizzly & Wolf Discovery Center and the Yellowstone Historic Center Museum.
7. Begin using a new quantifiable metric for measuring visitor impact and use this metric (metric sewer flow) in a year-over-year comparison. *(Note: West Yellowstone's only business is tourism creating this direct correlation between sewer flow and visitation.)*

ADVERTISING MEDIUMS TO BE USED

Print Advertising

We will use continue to use this medium in our "Backyard Marketing" project and in the Winter Campaign when it proves to be cost-effective. This medium may also be used in our cooperative work with the Painted Buffalo Roam and 50th Anniversary Earthquake Lake projects.

Distribution

This will be used to assure that our Vacation Guide remains stocked at visitors' centers throughout the region.

Billboards

We could utilize strategic billboard placement for our both the shoulder season "Backyard" and winter "Yellowstone is Open" campaigns.

Printed Materials

This medium will be used to reprint our cross-country ski map/guide that was designed two-years ago and will be expanded to include the new Boundary Trail. Other possible projects including posters, information sheets, etc.

Electronic Marketing

In 2008, we produced a DVD promoting West Yellowstone. The DVD was created using technologies that enable changes and updates. In spring of 2008, we added new footage featuring winter activities and family travel. We will continue to promote the DVD through physical distribution, as well as making the DVD/specific chapters available on our website. A new Media/Presentation Kit was completed to feature the DVD. The Kit included three versions with wording specific to photographers/writers, media, and the general public.

In 2009, we plan to purchase web technology that will enable us to post

sections of the DVD and supplemental footage in a variety of ways on different web-based media including our website, YouTube, Facebook and other related websites and social networking sites.

Marketing Personnel

In 2007 we hired a half-time staff person to spearhead projects and ensure consistent progress and message, create strong private and public sector partnerships to expand our marketing resources, explore potential niche markets such as railroad buffs and, as well, market to groups and meetings & conventions. This position was to be ideally filled by someone who lives in our community, understands the dynamics of the community and surrounding areas, and could act as a 'quick response unit' when needed for unanticipated marketing and publicity challenges requiring immediate and proactive response. Previously, when working with out-of-area resources, we would experience time-critical delays in distributing critical information, updating our website and communications, and dealing with the media.

Additionally, this position was designed to work in partnership with two other marketing funds (Three Bear Lodge Marketing Fund and the Town of West Yellowstone's Marketing and Promotion Fund from Resort Tax collections). Regretfully, we were not able to retain an individual in this position and it remained vacant for the first half of the marketing plan year.

The position was re-filled in December of 2008 and will be assuming all previously defined responsibilities. The position will also be expanded to include publicity and media communications, development and distribution of on-line press release and information releases; development of a media (print) database and distribution of information to these sources on a regular basis; development and maintenance of a social networking marketing strategy that may included, but not be limited to, web-based travel sites, social networking sites, personal information/blogs sites, and community workshops.

The marketing director position will be responsible for professional services previously outsourced outside our community and, at times, our state. We have found this position is very cost effective when creating and distributing our own publicity information, creating or updating our internet sites and social networking tools, doing our own media buys (avoiding subsequent markups), making our own basic in-house creative, shopping for the "best deals, marketing communications with the community (e.g., "Weekly Marketing Blasts"). For example, when an urgent press release was required in response to the rapidly changing comment period on Yellowstone Park winter access, we were able to craft and distribute a release in less than 24 hours (versus two weeks for an agency) and at less than ten percent of the agency cost.

Web Based Marketing

This medium has been selected because of its increasing populist use and will enhance all of our other marketing efforts. Here we will include:

- Web Page updates: In-House and page/button designs by agency
- Web Marketing: Search engine optimization, electronic newsletters, research done by interns, analytics,
- Website Technology Enhancements: Put a .pdf of our Travel Planner on our website, enable RSS feeds, and upload podcasts and YouTube videos.
- Web Social Marketing Tools: Create and encourage a networked virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. Further develop the West Yellowstone Chamber Facebook and Twitter accounts to distribute information and publicize events. Enhance content and photo offerings on travel-related sites such as Trip Advisor and Google Maps. Working as a community, we can dramatically raise the visibility and content of West Yellowstone on the internet. Using passionate individuals and businesses within a community to promote a shared social media strategy creates “passion-centric communities.” *(As defined by Scott Gatz, CEO of GayCities.com)*

This was proven by the initial efforts to add content and photos, business reviews and insider tips to the West Yellowstone section on Trip Advisor. The amount and quality of this content and the involvement of local subject matter experts was instrumental in the obtaining the Trip Advisors rating of the #13 (of 25) most popular destinations in the United States in 2008 (and #78 out of 100 in the world).

Market Development

We continue to work with a number of partners on the West Yellowstone airport grant program designed to raise the awareness about the airport to both consumers and private pilots.

Public Relations

Several items that have proven effective in the past are included in this medium

- Development/distribution of up to four or more press releases annually.
- Consultations on matters of opportunity or crises management

In addition to external publicity efforts, we plan to formalize an Outreach Publicity and Education Program within the community of West Yellowstone. We realize that our best advertising advocates are employees and businesses that have daily, face-to-face interaction with visitors. The more knowledgeable these people are about events, attractions and activities, and other seasons the more they can “sell” for us. *Our goal is to help create the most positive visitor experience possible.*

We will use various tools in this Community Outreach program, including but not limited to:

- “Just for Today” a regular updating of events and activities distributed throughout the community
- Publicize and promote use of the website “Calendar of Events,” mass faxes, and information sheets.
- “Breaking News” reports providing information on important concerns or issues distributed through the website, mass fax, and door-to-door distribution
- Creation of “scripts” that can be used by front desk staff on various topics ranging from road construction in Yellowstone Park, winter access process and updates, and upcoming events and highlights. Other scripts could include market knowledge for niche markets such as geotourists, specific activity interests, etc. (for example, hiking trails by season).
- Work with business owners to help their employees become more knowledgeable and facilitate broader employee orientation programs using existing resources and services and highlighting area attractions. This could include one-on-one contact with local business owners and staff.
- Work with business owners and their employees to further a virtual community of West Yellowstone businesses using a variety of social networking and travel-related websites.
- This program would cover both warm and winter seasons.

**IDENTIFICATION OF PROJECTS AND AMOUNTS
TO ELIMINATE OR REDUCE SHOULD REVENUES
DECREASE BY 10%**

Based on the budget on the following page, West Yellowstone would plan to eliminate and/or reduce the following projects:

Reduce the Backyard Campaign by:	\$3,500
Reduce Crisis Management by:	\$1,550
Reduce Creative/PR Retained by:	\$1,100
Eliminate the "99 Things to Do" ad:	\$3,500

**West Yellowstone Chamber of Commerce
Accommodation Tax Marketing Budget: Fiscal Year 2009/2010**

Income	Totals
WYM estimate bed tax revenue: 95% of estimated collection	95,506.00
WYM estimated funds not expended from FY 2009	49,100
WYM estimated additional earnings beyond estimate above	0
	144,606.00

Project Description/Category	PROJECTED 2009/2010
Marketing Support	
Administrative (up to 20% of 95% of estimated collection)	18,146
Opportunity Marketing (up to 10% of 95% of estimated collection)	500
Cooperative Marketing (up to 20% of 95% of estimated collection)	0
Tourism Advisory Council Meetings	1,700
Marketing and Professional Services Position (3/4 time)	32,000
Guide distribution	2,700
Joint Venture:	
Montana Night	300
Other	100
Madden Media Fall 2008 (includes updated i-brochure)	8,000
Support Top 10 Scenic Drives	5,000
Crisis Management	1,400
Consumer Advertising	
Snowmobile Multi-Media Marketing	7,000
"Yellowstone is Open"/Winter Campaign	12,200
Backyard Campaign	5,660
Cross-country Ski Multi-Media Marketing	6,900
Market Development: West Yellowstone Airport	5,000
"99 things to do in Yellowstone"	3,500
Web page and web marketing	
Web Maintenance, Updates and Technology	18,800
Web marketing	8,100
Future Web Site Development	100
Publications / Printed Materials	
Reprint of cross-country ski map	4,500
Creative & PR Agency	
Creative & PR Agency (retainer)	3,000
	144,606

Approval Requested

 X Final

 Preliminary

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: MARKETING SUPPORT:
PART-TIME MARKETING/PUBLIC RELATIONS PERSONNEL

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

WYM needs a part-time, year-round marketing/public relations staff person at an average of six hours per day (30 hours per week), whose responsibilities may include but are not limited to:

- With the Marketing Committee of WYM, other interested local representatives and in consultation with the two other local marketing funds (Three Bear Lodge Marketing Fund, the Town of West Yellowstone Marketing & Promotion Fund, and new TBID fund) to conceive and develop strategies for marketing WYM as a destination.
- Write annual marketing plan
- Develop a network with tourism marketing partners to maximize the dollars available for marketing.
- Supervise and/or implement the marketing strategies and projects
- Research and maintain demographic and geographic data in order to most effectively market WYM
- Attend consumer/meeting and convention trade shows.
- Work with area meeting and convention facilities, Travel Montana, Yellowstone Country and other interested parties to partner to market WYM and the surrounding area.
- Maintain relationships with area press and public information officers, write press releases
- Assist with any crises management strategies that may need to be implemented.
- Develop and implement strategies to enhance our web presence.
- Organize and accompany any FAM tours.
- Marketing communications with the community (e.g. "Weekly Marketing Blasts").
- Additionally, in 2009/2010, this position will be responsible for professional services previously outsourced outside our community and, at times, our state. We have found this position is very cost effective when creating and distributing our own publicity information, creating or updating our internet sites and social networking tools, doing our own media buys (avoiding subsequent markups), making our own basic in-house creative.

This position was created in 2007 as a half-time position. Regretfully, we were not able to retain an individual in this position and it remained vacant for the first half of the marketing plan year. The position was re-filled in December of 2008 and has been a success proving extremely beneficial to the Chamber and the community. (Please see the accompanying Detail Page that follows.)

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Reverse the previous year decreases in resort cities tax collections with a 2% recovery.
2. Increase length of stay measured by those who register at the Visitors Center by one hour over 2008/2009.
3. Reverse the negative trends for travel websites with a 3% recovery in the number of visitors and raising the average length of time on the site by an additional 20 seconds over 2008.
4. Private sector and public agency participation in at least two projects.
5. Participation with one or both of the local marketing funds in at least three projects.
6. Increase in visitors during the shoulder seasons at our major attractions: the Yellowstone IMAX Theatre, the Grizzly & Wolf Discovery Center and the Yellowstone Historic Center Museum.
7. Create a new quantifiable metric for measuring visitor impact and use this metric (metric sewer flow) in a year-over-year comparison.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations.

How does this project support the Strategic Plan?

WYM believes that this position actually has the potential to support all aspects of the strategic plan. Though specifically we would say:

- Goal 1.1: Implement highly targeted consumer advertising/promotion campaigns
- Goal 1.3: Collaborate with tourism marketing partners to plan/implement priority marketing efforts
- Goal 2.1 Attain public policy and citizen support for sustainable tourism and recreation.

Detail pages attached Yes No

Budget page must be attached for approval.

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: MARKETING SUPPORT:
PART-TIME MARKETING/PUBLIC RELATIONS PERSONNEL

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Detail Page

This position has been critical at pulling together resources and funding for a number of projects over the past year. The critical “Yellowstone Is Open” crisis management program and the 19th Annual World Snowmobile EXPO are just two examples of marketing campaigns that were managed through this position. These campaigns were more effective due to a combination of funding through multiple sources and public and private sector participation. By doing our own media placement, we saved over \$5,500.00 in placement costs we would have paid to an agency.

This position has also raised the level of marketing awareness and participation within our community. Weekly marketing ‘blasts,’ consistent marketing reports at Chamber (CVB) meetings, and monthly marketing meetings are ‘raising the bar’ when it comes to marketing knowledge and application. Additionally, public workshops and specific public meetings and presentations (e.g., the 2010 Accommodations Marketing Plan) give the community a chance to become involved in the process required to formulate and implement a successful marketing program. It has saved the dollars that would have been devoted to a marketing plan retreat and development of the plan by an agency.

We have also found this position is very cost effective when creating and distributing our own publicity information, creating or updating our internet sites and social networking tools, doing our own media buys (avoiding subsequent markups), making our own basic in-house creative, shopping for the “best deals, marketing communications with the community (e.g., “Weekly Marketing Blasts”), can be totally attentive to press on a one-to-one basis, etc. .”

For example, when an urgent press release was required in response to the rapidly changing comment period on Yellowstone Park winter access, we were able to craft and distribute a release in less than 24 hours (versus two weeks for an agency) and at less than ten percent of the agency cost. The value of the local knowledge of the community and the situations cannot be overstated.

Additionally, this position can promote and present examples of new marketing tools such as social networking. The West Yellowstone Chamber Facebook and EXPO events pages now have a combined following of almost 1,500 ‘friends’. Both pages continue to grow exponentially each week as friends refer their friends and relatives to us. We have received numerous follow-up emails requesting travel information, winter access updates, and event RSVP’s.

**WEST YELLOWSTONE CHAMBER OF COMMERCE
MARKETING SUPPORT: PART-TIME MARKETING POSITION**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0

TRAVEL:					
Personal Car	\$200	+	\$0	=	\$200
Commercial Transportation	\$300	+	\$0	=	\$300
Meals	\$100	+	\$0	=	\$100
Lodging	\$300	+	\$0	=	\$300
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$900	+	\$0		\$900

OTHER:					
Salary & taxes	\$30,600	+	\$0	=	\$30,600
Training, classes, workshops	\$500	+	\$0	=	\$500
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	
TOTAL	\$31,100		\$0		\$31,100

REGION/CVB PROJECT TOTAL	\$32,000	+	\$0	=	\$32,000
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Approval Requested

 X Final

 Preliminary

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: MARKETING SUPPORT:
DISTRIBUTION OF VACATION PLANNERS

Application Completed by: JAN STODDARD

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Demand for West Yellowstone's Vacation Planner by Visitors Centers around the area remains high. We consider providing information for these guests bound for West Yellowstone as an important part of our marketing efforts. We also increase our level of respect and cooperation because we build relationships with other Chambers and CVB's and we enhance their ability to help guests by providing the requested information.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Distribute all 10,000 copies of the planner
2. Increase resort tax collections at a greater rate, at least one percent, than Yellowstone gate figures. This would indicate success in creating West Yellowstone as a destination in its own right.
3. Increase length of stay measured by those who register at the Visitors Center by two hours.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations.

How does this project support the Strategic Plan?

Goal 1.3: Collaborate with tourism marketing partners to plan/implement priority marketing efforts.

Goal 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.

Detail pages attached Yes No

Budget page must be attached for approval.

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: MARKETING SUPPORT:
DISTRIBUTION OF VACATION PLANNERS

Application Completed by: JAN STODDARD

DETAILS PAGE

It is our plan to have the following Centers included in this distribution of 10,000 copies of our Visitors Guide. Others may be included as calls are received.

Idaho

Coeur d' Alene
Twin Falls
Malad City

Montana

Big Timber
Big Horn Historic Center
Billings
Broadus
Culbertson
Dillon
Hardin
Red Lodge
Shelby
St. Regis
Wibaux

Wyoming

Buffalo
Cody
Jackson

Utah

Salt Lake downtown
Tremonton
Cove Fort

**West Yellowstone Chamber of Commerce
Marketing Support: Distribution of Vacation Planners**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0
TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0
OTHER:					
US Postal/FedEx & UPS Ground	\$2,700	+	\$0	=	\$2,700
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$2,700		\$0		\$2,700
<hr/> <hr/>					
REGION/CVB PROJECT TOTAL	\$2,700	+	\$0	=	\$2,700

West Yellowstone Chamber of Commerce
Joint Venture: Madden Media Pre-Print Opportunity

	State Tourism Funds	Other Funds	Total
PROFESSIONALSERVICES:			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$0	\$0	\$0
MARKETING/ADVERTISING:			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$0 +	\$0 =	\$0
TRAVEL:			
Personal Car	\$0 +	\$0 =	\$0
Commercial Transportation	\$0 +	\$0 =	\$0
Meals	\$0 +	\$0 =	\$0
Lodging	\$0 +	\$0 =	\$0
Vehicle Rental	\$0 +	\$0 =	\$0
TOTAL	\$0 +	\$0	\$0
OTHER:			
Joint Venture with Travel			
Montana: Madden Media Pre-Print			
Fall Opportunity including i-Brochure	\$8,000 +	\$0 =	\$8,000
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$8,000	\$0	\$8,000
REGION/CVB PROJECT TOTAL	\$8,000 +	\$0 =	\$8,000

Approval Requested

 X Final

_____ Preliminary

Application for projects over \$500

ORGANIZATION NAME: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

PROJECT NAME: MARKETING SUPPORT: CRISIS MANAGEMENT

APPLICATION COMPLETED BY: MARYSUE COSTELLO & JAN STODDARD

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Public relations is a key role in maintaining West Yellowstone's position as a top destination for travelers to Yellowstone Park and southwestern Montana. Public relations challenges for 2009-2010 will derive from known factors and possibly unanticipated ones as well.

A primary challenge will be the economic downturn and convincing the traveling public that our destination is value-based. The public's perception of Yellowstone Winter access will also continue until a mutual resolution is achieved. In the light of a negative decision or delayed winter access, this situation could escalate into crisis status for our community.

Additionally, we are often confronted by unanticipated challenges including natural disasters that required crisis management. On Wednesday, June 27th, 2006 a fire erupted on the Madison Arm of Hebgen Lake just two miles north of West Yellowstone and six miles west of Yellowstone Park. An immediate information campaign was required to ensure accurate, timely, and continually updated information was sent to area businesses, residents, and visitors. A crisis management plan with unified public relations and community wide updates was immediately implemented.

This plan included additional unanticipated expenditures including increasing hours of marketing publication relations staff during the crisis, coordination with all agencies to have effective input in all press releases, coordination with Yellowstone Park concessionaires to have an effective communication channel for all Yellowstone guests, coordinate notices to all businesses to better assist their guests, coordination with media including radio and television crews and news services. Additionally, we hired additional staff to man the VIC and distribute bulletins to local businesses.

If another crisis situation would arise, we would immediately implement a similar crisis management plan.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Reverse the previous year decreases in resort cities tax collections with a 2% recovery.
2. Increase length of stay measured by those who register at the Visitors Center by one hour over 2008/2009.
3. Private sector and public agency participation in at least two projects.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations.

How does this project support the Strategic Plan?

Goal 1.3: Collaborate with tourism marketing partners to plan/implement priority marketing efforts.

Goal 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.

Detail pages attached Yes No

Budget page must be attached for approval.

**WEST YELLOWSTONE CHAMBER OF COMMERCE
CONSUMER SUPPORT: CRISIS MANAGEMENT**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Coordination/management (including distribution of information, labor, fax and emails)	\$1,400	+	\$0	=	\$1,400
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$1,400		\$0		\$1,400
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
<hr/> <hr/>					
REGION/CVB PROJECT TOTAL	\$1,400	+	\$0	=	\$1,400

Approval Requested

 X Final

 Preliminary

Application for projects over \$500

ORGANIZATION NAME: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

PROJECT NAME: CONSUMER MARKETING
SNOWMOBILE MULTI-MEDIA MARKETING

APPLICATION COMPLETED BY: JAN STODDARD

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

WYM knows that snowmobilers continue to be a significant niche market across the snow belt and in key drive markets. WYM will use snowmobile publications, regional newspapers and electronic newsletters, and other multi-media opportunities to focus on our well-groomed system of trails, great powder riding, the annual World Snowmobile EXPO, and other winter events. Online marketing selected would drive people to the winter landing pages on our web site and other related sites.

As well, we may need to develop at least two press releases to inform this market about what is happening in terms of Yellowstone winter access (process and updates) and how it may affect their visit. Additionally, we will want to be prepared to respond with press releases should the winter access decision in any way impact Yellowstone Winter Use in the late fall/early winter.

Objectives

1. Reverse the previous year decreases in resort cities tax collections with a 2% recovery.
2. Increase length of stay measured by those who register at the Visitors Center by one hour over 2008/2009.
3. Reverse the negative trends for travel websites with a 3% recovery in the number of visitors and raising the average length of time on the site by an additional 20 seconds over 2008.
4. Participation with one or both of the local marketing funds in at least three projects.

Identify the portions of your marketing plan which support this project.

- ◆ Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- ◆ Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

How does this project support the Strategic Plan?

Goal 1.1.a Expand partnerships with tourism businesses/attractions as co-op partners.

Goal 1.1.b Continue winter marketing, promoting Montana as a superb winter destination.

Detail pages attached **Yes** **No**

Budget page must be attached for approval.

ORGANIZATION NAME: WEST YELLOWSTONE CHAMBER OF COMMERCE
PROJECT NAME: CONSUMER MARKETING
SNOWMOBILE MULTI-MEDIA MARKETING
APPLICATION COMPLETED BY: JAN STODDARD

Detail Page

Potential Newspaper and Magazine Insertions

SnoWest Magazine
Snow Week
Minnesota United Snowmobile Association Paper
Supertrax
SledHeads
Slednecks
Salt Lake Tribune
Salt Lake Deseret News
Boise Idaho Statesman
Idaho Falls Post Register
Spokane Review
Minneapolis/St. Paul Star & Tribune
Other regional newspapers and magazines

Potential Online Marketing

Yahoo
Google
SnoWest
Snow Week
SledHeads
Slednecks
SnoGoer Salt Lake Tribune and Desert News
Snowmobile associations and clubs
Facebook and other social networking sites
Other snowmobile websites
Electronic newsletters

Potential Radio Marketing

Idaho drive market
Salt Lake, Wasatch front, and other Utah drive markets
Wyoming drive markets
Web or cable national markets

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET
SNOWMOBILE MULTI-MEDIA MARKETING**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Design & Layout of print, online ads, and electronic newsletters	\$1,000	+			\$1,000
	\$0	+			\$0
	\$0	+			\$0
	\$0	+			\$0
	\$0	+			\$0
	\$0	+			\$0
	\$0	+			\$0
TOTAL	\$1,000				\$1,000
MARKETING/ADVERTISING:					
Media placement including web	\$6,000	+			\$6,000
	\$0	+			\$0
	\$0	+			\$0
TOTAL	\$6,000	+			\$6,000
TRAVEL:					
Personal Car	\$0	+			\$0
Commercial Transportation	\$0	+			\$0
Meals	\$0	+			\$0
Lodging	\$0	+			\$0
Vehicle Rental	\$0	+			\$0
TOTAL	\$0	+			\$0
OTHER:					
	\$0	+			\$0
	\$0	+			\$0
	\$0	+			\$0
	\$0	+			\$0
TOTAL	\$0				\$0
<hr/> <hr/>					
REGION/CVB PROJECT TOTAL	\$7,000	+			\$7,000

Approval Requested

 X Final

_____ Preliminary

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: YELLOWSTONE IS OPEN/WINTER CAMPAIGN

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

WYM knows that establishing West Yellowstone as a winter destination is critical to maintaining a healthy year-round economy in our town. Winter access to Yellowstone Park for the 2009/2010 winter season is again in question. Due to legal maneuvering and special interest groups, another process is underway to reach a mutually agreed upon solution by all parties. In the interim, controversy and inaccurate information continues creating confusion and uncertainty in the public and negatively impacting winter bookings. We will continue to work closely with Yellowstone National Park Service and tourism organizations to acquire and distribution accurate information.

Projecting accurate and timely information and updates to winter groups will be critical, especially during fall and early winter reservation booking periods. We will use press releases and media contacts through the internet, print, and other media avenues (radio or television, public news sources, snowmobile associations and clubs, snowmobile media, winter sports organizations, social networking tools) to inform and educate the public and our potential visitors.

Once a decision has been reached, we will use this same strategy to promote Yellowstone's opening dates and season, Yellowstone Park winter activities, Yellowstone Park activity and lodging packages, etc.

Additionally, WYM will use snowmobile publications, social marketing tools, regional newspapers and electronic newsletters focusing on our well-groomed system of trails, great powder riding and our World Snowmobile EXPO. We would also focus on other niche winter market activities (cross country skiing, snow shoeing) and other winter events (Dog Sled Races, Winter Stroll, etc.) to promote West Yellowstone as a winter destination and the variety of winter activities outside the park. Online marketing selected would drive people to the winter landing pages on our web site.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Reverse the previous year decreases in resort cities tax collections with a 2% recovery.
2. Increase length of stay measured by those who register at the Visitors Center by one hour over 2008/2009.
3. Private sector and public agency participation in at least two projects.

4. Create a new quantifiable metric for measuring visitor impact and use this metric (metric sewer flow) in a year-over-year comparison.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars.
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations.

How does this project support the Strategic Plan?

WYM believes that this position actually has the potential to support all aspects of the strategic plan. Though specifically we would say:

Goal 1.1: Implement highly targeted consumer advertising/promotion campaigns

Goal 1.1.b Continue winter marketing, promoting Montana as a superb winter destination

Goal 1.2.b Work with local sports groups to attract sport events in off-peak.

Goal 1.3: Collaborate with tourism marketing partners to plan/implement priority marketing efforts

Goal 2.1 Attain public policy and citizen support for sustainable tourism and recreation.

Detail pages attached **Yes** **No**

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: YELLOWSTONE IS OPEN/WINTER CAMPAIGN

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Detail Page

Calendar of event press releases

Timed to potentially match the print ad placement (media and/or internet placement)

Print ads: Potential newspapers/tabloids (printed and/or on-line advertising) and/or print

Regional papers within targeted drive markets including Idaho, western Washington, Wyoming, and Utah (especially Salt Lake City and adjoining markets). These publications could include: The Salt Lake Tribune, The Deseret News, the St. George Spectrum, Idaho Falls Post Register, Rexburg Standard Journal, Idaho State Journal, Idaho Press Tribune, Island Park News, Idaho Statesman, Jackson Hole News.

Publications that target market segments such as winter sports enthusiasts, snowmobilers, skiers, and winter destination travelers. These publications could include regional newspapers or magazines: Minnesota Snowmobiler, Wisconsin Snowmobile News, Illinois Snowmobiler, SkyWest Magazine, The Bismarck Tribune, Grand Forks Herald, Jamestown Sun, Rapid City Journal, Duluth News Tribune, and Minneapolis Star Tribune.

Printed pieces that could include:

- Poster, 8 ½ X 11" 4/color, one side, 4,000 quantity.
- Brochure, 8 ½ X 11" that tri-folds to 3 ½ x 8", full color on both sides, 5,000 to 10,000 quantity

We will seek to garner advertorial in papers/tabloids selected.

Potential Billboard:

Salt Lake City or along the Wasatch front along I-15, I-80 or I-215

Potential Online Marketing

- Yahoo
- Google
- Facebook and other social networking sites
- Electronic newsletters targeted to our winter visitors
- Web advertising campaigns to match newsprint ads for specific publications as outlined above.

- On-line advertising on snowmobiles associations or clubs (Utah, Wisconsin, Pennsylvania, Michigan, Washington, California, New York, and Minnesota).
- On-line advertising with snowmobile manufacturer sites such as SnoGoer.

Potential Radio Marketing

- We will use a mix of spots targeted for prime listener times (traffic or weather reports) or other high traffic streaming hours and place this with a group such as Gap Communications, Citadel Broadcasting, or Clear Channel that can offer a mix of types of stations with primary market position in the Salt Lake/Utah markets.
- Call-in interview segment on KNRS or similar radio travel talk shows with market penetration throughout our targeted markets.

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET
"YELLOWSTONE IS OPEN"/WINTER CAMPAIGN**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Design & Layout of print, online ads, and electronic newsletters	\$1,000	+	\$0	=	\$1,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$1,000		\$0		\$1,000
MARKETING/ADVERTISING:					
Media placement including web	\$11,200	+	\$0	=	\$11,200
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$11,200	+	\$0	=	\$11,200
TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
<hr/> <hr/>					
REGION/CVB					
PROJECT TOTAL	\$12,200	+	\$0	=	\$12,200

Approval Requested

 X Final

 Preliminary

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: CONSUMER ADVERTISING: BACKYARD CAMPAIGN

Application Completed by: JAN STODDARD

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The greater Salt Lake City area is an absolute prime market for West Yellowstone. Just 5 to 7 hours distant, it is our nearest large population base. We need to be able to continue to capitalize on the growing trend of visitors taking shorter trips closer to home and develop "front of mind" awareness in this market.

To that end, we intend to again develop a "backyard campaign" for the shoulder seasons, fall, winter and/or spring. Our spring backyard campaigns over the past two years have demonstrated positive results. We want to continue to leverage on that visibility and continuity to promote and support the concept of West Yellowstone as a shoulder season destination.

We will again use as many mediums as possible including, but not limited to, press releases, billboard, print and web advertising, and radio. This synergistic campaign is designed to capitalize on meshing this media to increase the probability of response. The number of partners we are able to include will determine the final depth of the campaign.

As well, we will continue to encourage our private sector to develop special packages that we can promote and will display on our website

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Reverse the previous year decreases in resort cities tax collections with a 2% recovery.
2. Increase length of stay measured by those who register at the Visitors Center by one hour over 2008/2009.
3. Reverse the negative trends for travel websites with a 3% recovery in the number of visitors and raising the average length of time on the site by an additional 20 seconds over 2008.
4. Participation with one or both of the local marketing funds in at least three projects.
5. Increase in visitors during the shoulder seasons at our major attractions: the Yellowstone IMAX Theatre, the Grizzly & Wolf Discovery Center and the Yellowstone Historic Center Museum.
6. Begin using a new quantifiable metric for measuring visitor impact and use this metric (metric sewer flow) in a year-over-year comparison.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Expand our marketing potential by participating in partnerships with private businesses and with other tourism organizations.
- Target our market as accurately as possible

How does this project support the Strategic Plan?

Goal 1.1: Implement highly targeted consumer advertising/promotion campaigns.

Goal 1.2: Promote Montana to target groups/events, emphasizing off-peak season activities.

Goal 1.3: Collaborate with tourism marketing partners to plan/implement priority marketing efforts.

Detail pages attached **Yes** **No**

Budget page must be attached for approval.

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: CONSUMER MARKETING
BACKYARD CAMPAIGN

Application Completed by: JAN STODDARD

Detail Page

Calendar of event press releases

Timed to potentially match the print ad placement (media and/or internet placement). Will include both free events planners and highlights in publications such as SkyWest Magazine.

Print ads: Potential newspapers/tabloids/magazines (printed and/or on-line advertising)

Regional papers within targeted drive markets including Idaho, western Washington, Wyoming, and Utah (especially Salt Lake City and adjoining markets). These publications could include: The Salt Lake Tribune, The Deseret News, the St. George Spectrum, Idaho Falls Post Register, Rexburg Standard Journal, Idaho State Journal, Idaho Press Tribune, Island Park News, Idaho Statesman, Jackson Hole News.

We will seek to garner advertorial in papers/tabloids selected.

Potential Billboard:

Salt Lake City or along the Wasatch front along I-15, I-80 or I-215 for up to one month

Potential Online Marketing

- Yahoo
- Google
- Facebook and other social networking sites
- Electronic newsletters
- Web advertising campaigns to match newsprint ads for specific publications as outlined above.

Potential Radio Marketing

- We will place radio spots with a variety of stations targeted for prime drive markets or other high traffic streaming hours and through a group such as Gap Communications, Citadel Broadcasting, or Clear Channel that can offer

a mix of types of stations with primary market position in the Salt Lake/Utah markets.

- Call-in interview segment on KNRS or similar radio travel talk shows with market penetration throughout our targeted markets.
- With enough funding, we would also place radio ads in other drive markets that could also include: Riverbend Communications (Idaho Falls, ID), Citadel Broadcasting (Boise, ID).
- Web or cable national markets for specific interest shows such as travel, value travel, or those with a focus on Yellowstone Park.

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET
BACKYARD CAMPAIGN**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Design & Layout of print, billboards, ads	\$600	+		=	\$600
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
TOTAL	\$600			=	\$600
MARKETING/ADVERTISING:					
Media placement including print, billboard, advertising, radio	\$5,060	+		=	\$5,060
	\$0	+		=	\$0
	\$0	+		=	\$0
TOTAL	\$5,060			=	\$5,060
TRAVEL:					
Personal Car	\$0	+		=	\$0
Commercial Transportation	\$0	+		=	\$0
Meals	\$0	+		=	\$0
Lodging	\$0	+		=	\$0
Vehicle Rental	\$0	+		=	\$0
TOTAL	\$0			=	\$0
OTHER:					
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
TOTAL	\$0			=	\$0
REGION/CVB PROJECT TOTAL	\$5,660			=	\$5,660

Approval Requested
<u> X </u> Final
<u> </u> Preliminary

Application for projects over \$500

ORGANIZATION NAME: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

PROJECT NAME: CONSUMER MARKETING
CROSS-COUNTRY SKI PRINT AND WEB LINKS & ADS

APPLICATION COMPLETED BY: JAN STODDARD & SARA HOOVLER

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

This campaign has proven itself over the last several years and we see no reason at this time to make any alterations. Our winter season consumer print advertising campaign targeting cross-country skiers will again emphasize both our Yellowstone Ski Festival and the Rendezvous Ski Race. The campaign is seen by the Chamber's Cross-Country Ski Committee as important to keeping West Yellowstone as a destination in the minds of the US ski community.

Creative will be developed with private-sector dollars and placement will be paid for using accommodation tax funds. This project will employ both print ads and web promotion.

Objectives

1. Reverse the previous year decreases in resort cities tax collections with a 2% recovery.
2. Reverse the negative trends for travel websites with a 3% recovery in the number of visitors and raising the average length of time on the site by an additional 20 seconds over 2008.
3. Work with local sports groups and organizations to promote winter activities.

Identify the portions of your marketing plan which support this project.

- ◆ Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- ◆ Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

How does this project support the Strategic Plan?

Goal 1.1.a: Expand partnerships with tourism businesses/attractions as c-op partners

Goal 1.1.b: Continue winter marketing, promoting Montana as a superb winter destination.

Goal 1.2.b: Work with local sports groups to attract sport events in off-peak seasons.

Detail pages attached Yes No

Budget page must be attached for approval.

ORGANIZATION NAME: WEST YELLOWSTONE CHAMBER OF COMMERCE
PROJECT NAME: CONSUMER MARKETING
CROSS-COUNTRY SKI PRINT AND WEB LINKS & ADS
APPLICATION COMPLETED BY: JAN STODDARD & SARA HOOVLER

Detail Pages

Print Plan may include

Yellowstone Ski Festival:

- Master Skier
- ¼ page color Early Season issue
 - Cost: \$650

Rendezvous Marathon Ski Race:

- Master Skier
- ¼ page color ad Mid Season issue
 - ¼ page color ad Race Season issue
 - Total cost: \$1300
- Cross Country Skier – CCS Racer
- ¼ page b&w ad January/February issue
 - Cost: \$625
- Utah Nordic Alliance Newsletter
- ½ page B&W ad (3 @ \$100.00 each)
 - Cost: \$300

Web plan can include:

Yellowstone Ski Festival:

- FasterSkier.com
- Run YSF Logo Ad on Faster Skier homepage: June - November
- YSF banner ad in Faster Skier's banner ad rotation which appears on all article pages. Faster Skier rotates up to 15 banner ads that appear on 95% of the sites pages. One ad appears on each page. The ad does not change until the viewer moves on to another page.
- Press releases posted as featured articles—up to three per month
- Link to YSF website in all emails sent to Faster Skier's mailing list...
- Skinnyski.com

- 8 weeks of front page sticker ads plus three feature articles
 - July: Front page sticker ad (2 weeks), plus feature article on the festival.
 - Fall Campaign: September & October
 - Front page sticker ad (1 week)
 - Feature article on festival (1 week)
 - Front page small banner ad (3 weeks)
 - Feature article on festival (1 week)
 - Front page small banner ad (2 weeks)

Rendezvous Marathon Ski Race:

- FasterSkier.com
- Run RR Logo Ad on Faster Skier homepage: June - November
- RR banner ad in Faster Skier's banner ad rotation which appears on all article pages. Faster Skier rotates up to 15 banner ads that appear on 95% of the sites pages. One ad appears on each page. The ad does not change until the viewer moves on to another page.
- Press releases posted as featured articles—up to three per month
- Link to RR website in all emails sent to Faster Skier's mailing list.

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET
CONSUMER ADVERTISING: CROSS COUNTRY SKI PRINT AND WEB LINKS & ADS**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Design & Layout of print, billboards, ads	\$0	+	\$1,700	=	\$1,700
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$1,700		\$1,700
MARKETING/ADVERTISING:					
Print placement	\$2,875	+	\$0	=	\$2,875
Web placement	\$4,025	+	\$0	=	\$4,025
	\$0	+	\$0	=	\$0
TOTAL	\$6,900	+	\$0	=	\$6,900
TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0		\$0
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
<hr/>					
REGION/CVB PROJECT TOTAL	\$6,900	+	\$1,700	=	\$8,600

Application for projects over \$500

Approval Requested
<input checked="" type="checkbox"/> Final
<input type="checkbox"/> Preliminary

Organization Name: WEST YELLOWSTONE CHAMBER OF COMMERCE

Project Name: MARKET DEVELOPMENT
WEST YELLOWSTONE AIRPORT

Application Completed by: JAN STODDARD

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The Yellowstone Airport, located two miles north of West Yellowstone, is the closest airport to Yellowstone National Park. It is served seasonally, under the Essential Air Service Act, by SkyWest Airlines with 35 passenger aircraft two to three times a day from June 10 through September 30. Yellowstone Airport (WYS) is the eighth largest commercial airport in the state, with full amenities and two car rental companies. Yet, only about half of one percent of visitors to the park utilizes the airport.

A strong partnership has developed with the ultimate goal to have this airport open twelve months a year. This project is a beginning step and is designed to have interim benefit while moving ahead toward the final goal. As we create greater awareness of the airport, small groups, meetings, conferences and conventions can more readily consider West Yellowstone as an option. We are particularly excited about this prospect for June and the last ten days of August.

Major partners to date are:

- The Town of West Yellowstone Airport Advisory Committee
- Montana Aeronautics Division of MDT
- West Yellowstone Chamber of Commerce
- West Yellowstone Economic Development Council
- SkyWest Airlines
- Additionally there is support from the communities and businesses in Big Sky and Ennis, Montana and Island Park, ID.

The West Yellowstone airport is one of two in Montana that received grant money from a federal program designed to help communities respond to their air transportation needs. The \$105,000.00 grant is designed to increase ridership and will include market research and marketing of the airport directed at both private pilots and commercial passengers. We believe this to be an excellent project for accommodation tax dollars.

We will be working closely with Great Falls-based advertising, research and public relations firm Banik Communications who is partnering with aviation consultant Boyd Group International of Evergreen, Colorado, for the analysis of air traffic data.

Throughout the summer and fall, marketing strategies will be drafted and await research to confirm targets so that by winter the final media plan can be put into play

through a jointly agreed-upon marketing plan by all the partners. Banik will carry out this plan as determined by the partners including the Town of West Yellowstone, The West Yellowstone Airport, and the West Yellowstone Chamber.

Objectives

1. Reverse the previous year decreases in resort cities tax collections with a 2% recovery.
2. Reverse the negative trends for travel websites with a 3% recovery in the number of visitors and raising the average length of time on the site by an additional 20 seconds over 2008.
3. Private sector and public agency participation in at least two projects.
4. Participation with one or both of the local marketing funds in at least three projects.

Identify the portions of your marketing plan which support this project.

- ◆ One of our strengths is our seasonal airport. Increasing its visibility and use will respond to our overall goals.
- ◆ Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- ◆ Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

How does this project support the Strategic Plan?

Goal 1.1.a: Expand partnerships with tourism businesses/attractions as co-op partners.

Goal 1.2.a: Amplify targeted marketing to attract groups, meetings and conferences.

Goal 2.4: Address policy issues of note through collaborative efforts with stakeholders.

Goal 7: Improve Montana's transportation system for both residents and visitors.

Detail pages attached Yes No

Budget page must be attached for approval.

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET
MARKET DEVELOPMENT: WEST YELLOWSTONE AIRPORT**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

MARKETING/ADVERTISING:					
Media placement	\$3,000	+	\$0	=	\$3,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$3,000	+	\$0	=	\$3,000

TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0

OTHER:					
Support of research	\$2,000	+	\$0	=	\$2,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

REGION/CVB PROJECT TOTAL	\$5,000	+	\$0	=	\$5,000
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Application for projects over \$500

Approval Requested

Final

Preliminary

ORGANIZATION NAME: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

PROJECT NAME: CONSUMER MARKETING:
'99 THINGS TO DO IN YELLOWSTONE COUNTRY

APPLICATION COMPLETED BY: JAN STODDARD

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

This is a repeat of an '08 project with Yellowstone International/Yellowstone Journal/YellowstonePark.com. This project has two components: One-quarter page ad in the *'99 Things to do in Yellowstone Country*. The circulation of this book within the region is impressive and it is the desire of WYM to continue to participate. We believe that with the distribution we can affect travelers who are already in the region to spend an additional night and to spend it in West Yellowstone to enjoy our attractions and adventures.

As well, we will have the opportunity to affect travelers before they leave home because the entire magazine is also posted to their very popular, award-winning YellowstonePark.com website. YellowstonePark.com has been voted the world's No 1 tourism site in 2009, with 4 million page views, and 2 million unique visits annually.

With the ad insertion we also receive 600 words of advertorial in the magazine adjacent to the ad. From this page there are several hyperlink opportunities.

Placing this ad ensures a continued "West Yellowstone" section within the magazine and on the website. We will be working cooperatively with local businesses and attractions to fill an entire ad page and requesting assistance from other marketing funding sources.

Conversion research performed by Yellowstone International indicates that in excess of 50% of those who request the trip planning information actually come to the Yellowstone area.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Reverse the previous year decreases in resort cities tax collections with a 2% recovery.
2. Increase length of stay measured by those who register at the Visitors Center by one hour over 2008/2009.
3. Reverse the negative trends for travel websites with a 3% recovery in the number of visitors and raising the average length of time on the site by an additional 20 seconds over 2008.
4. Private sector and public agency participation in at least two projects.

5. Participation with one or both of the local marketing funds in at least three projects.

Identify the portions of your marketing plan which support this project.

This project is supported by:

- ◆ Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- ◆ Expand our marketing potential by participating in partnerships.
- ◆ Target our market as accurately as possible.
- ◆ Increase our web presence.

Does this project support the Strategic Plan? Yes No

Detail pages attached Yes No

Budget page must be attached for approval.

ORGANIZATION NAME: WEST YELLOWSTONE CHAMBER OF COMMERCE

PROJECT NAME: CONSUMER MARKETING:
'99 THINGS TO DO IN YELLOWSTONE COUNTRY

APPLICATION COMPLETED BY: JAN STODDARD

Detail Page

'99 Things to do in Yellowstone Country

Not less than a four color, one-quarter page ad (approximately 5 ½ X 5 1/2 inch) in the magazine. The remainder of the page will be available to other West Yellowstone businesses and attractions.

With this ad come approximately 600 words of editorial content and additional hyperlinks from that copy on the website.

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET
"99 THINGS TO DO IN YELLOWSTONE"**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Design & Layout of ads	\$500	+	\$0	=	\$500
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$500		\$0		\$500

MARKETING/ADVERTISING:					
Media placement ad and web links	\$3,000	+	\$0	=	\$3,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$3,000	+	\$0	=	\$3,000

TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0

OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

REGION/CVB PROJECT TOTAL	\$3,500	+	\$0	=	\$3,500
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Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: TOTAL WEB

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

As we all know, in today's world, the need to have a great website is paralleled by the need to encourage visitation of that site. This project addresses encouragement of visitation to the site. We will do this through several means and thus raise the probability that West Yellowstone will be at least one location selected as part of a Yellowstone vacation.

A total web marketing strategy requires web based marketing, web site upgrades and improvements, web site maintenance, and future website development.

Our web based marketing is based on, but not limited to, the following elements:

- Search engine optimization
- Continue to collect emails and collate them into an online database
- Send out electronic newsletters profiling upcoming events, specific specials and "hot deals"
- Seek a partnership with a college to have interns conduct web research specific to our needs
- Perform analytics on a regular basis
- Development of podcasts and use of streaming video
- Website Technology Enhancements: Put a .pdf of our Travel Planner on our website, enable RSS feeds, upload podcasts and YouTube videos
- Create and encourage a networked virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages.
- Further develop the West Yellowstone Chamber Facebook and Twitter accounts to distribute information and publicize events.
- Enhance content and photo offerings on travel-related sites such as Trip Advisor and Google Maps.

Site maintenance and development is an integral component to website viability and continued market competitiveness. With regular changes and updates to the web site we will maintain current, accurate information for both visitors and residents (who are then better able to be our outside sales force!). We will encourage search engines to return to the site, thus maximizing our limited resources. This also involves our ability to make changes that respond to the ever changing alterations in the methods that search engines employ. We propose to do this in a possible number of ways:

- Design, develop and implement additional buttons and/or pages to our web site as promotions and opportunities arise.
- Daily maintenance in-house with our own trained staff. WYM has been delighted with the increased ability to keep information up to date. Private sector will still contribute to these costs. We know there is a substantial ability to extend our dollars and our service through this project. Response time for making changes is hours instead of days or weeks.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Reverse the negative trends for travel websites with a 3% recovery in the number of visitors and raising the average length of time on the site by an additional 20 seconds over 2008.
2. Reverse the previous year decreases in resort cities tax collections with a 2% recovery.
3. Increase length of stay measured by those who register at the Visitors Center by one hour over 2008/2009.
4. Increase in visitors during the shoulder seasons at our major attractions.
5. Begin using a new quantifiable metric for measuring visitor impact and use this metric (metric sewer flow) in a year-over-year comparison.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars
- Expand our marketing potential by participating in partnerships with other tourism organizations both public and private.

How does this project support the Strategic Plan?

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions.

Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets

Detail pages attached Yes No

Budget page must be attached for approval.

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: WEB BASED MARKETING

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Detail Page for Web Based Marketing

Search engine optimization

Hire a firm to conduct to submit our tags on a quarterly basis.

Through our project: web maintenance and development to continue to attract search engines.

Continue to collect emails and collate them into an online database

This will be done in conjunction with our electronic newsletters.

Send out electronic newsletters profiling upcoming events, specific specials and “hot deals”

Currently we plan this as a quarterly offering and then will increase that for our shoulder seasons, funds permitting.

Seek a partnership with a college to have interns conduct web research specific to our needs

We believe we will be able to attract a nearby college program to assist us with our desire to gain research into our current users as market segments and, as well, to enhance our website in areas that need development to attract additional markets.

Perform analytics

This will give us information we need to have in making future decisions on development and expansion of pages within our site. As well it will direct future web based marketing.

Development of podcasts and use of streaming video

We know that this can increase visitation to our site. We will work with both our agency of record to strategize, and, as well work with the company that produced our DVD to reproduce all footage from that project so that we have it readily accessible. Additionally, we may use local web experts to export and place this footage on our website and other social networking sites. This will also involve purchase of software and some training of our current staff to be able to produce and introduce podcasts.

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET
TOTAL WEB**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Strategy Sessions & Training	\$5,500	+	\$0	=	\$5,500
Database Management	\$950	+	\$0	=	\$950
SEO	\$640	+	\$0	=	\$640
Analytics	\$900	+	\$0	=	\$900
	\$0	+	\$0	=	\$0
TOTAL	\$7,990		\$0		\$7,990

MARKETING/ADVERTISING:					
Media placement ad and web links, banners, etc.	\$8,300	+	\$0	=	\$8,300
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$8,300	+	\$0	=	\$8,300

TRAVEL:					
Personal Car	\$400	+	\$0	=	\$400
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$260	+	\$0	=	\$260
Lodging	\$400	+	\$0	=	\$400
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$1,060	+	\$0	=	\$1,060

OTHER:					
Newsletter creation & distribution	\$950	+	\$0	=	\$950
Software/technology purchase & upgrades	\$500	+	\$0	=	\$500
Part-time year-round time of staff trained in the maintenance and using Dream Weaver programming	\$8,200	+	\$0	=	\$8,200
	\$0	+	\$0	=	
TOTAL	\$9,650		\$0		\$9,650

REGION/CVB PROJECT TOTAL	\$27,000	+	\$0	=	\$27,000
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Approval Requested

 X Final

 Preliminary

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: PRINTED MATERIAL: REPRINT CROSS-COUNTRY SKI MAP

Application Completed by: JAN STODDARD

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Our Cross-country ski brochure has been a real asset both in terms of establishing West Yellowstone as a premier cross-country ski destination and as a guide for visitors who arrive to ski. We printed this map three years ago and we want to be able to reprint it with a few, though important updates and corrections. This would include the new Boundary Ski Trail. This new trail parallels Yellowstone's western border through Gallatin National Forest and is the only groomed and well marked trail in the area where dogs are allowed.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Reverse the previous year decreases in resort cities tax collections with a 2% recovery.
2. Increase length of stay measured by those who register at the Visitors Center by one hour over 2008/2009.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars

How does this project support the Strategic Plan?

Goal 1.1b Continue winter marketing, promoting Montana as a superb winter destination

While not listed as a goal, this project will continue to enhance our relationship with both the USDA Forest Service and the US Park Service. The trails covered by this map are the result of long-time cooperation and commitment from both of these public agencies.

Detail pages attached Yes No

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: PRINTED MATERIAL: REPRINT CROSS-COUNTRY SKI MAP

Application Completed by: JAN STODDARD

Detail Page

Quantity: 15,000 although this number may change by the time of printing, depending on cost at time of printing.

Size: 18.25 x 13 and folds to 3.69 x 6 to fit in clothing pockets.

Stock: white 80# House Dull Text, recycled paper

Ink: Four color and 2 sided

Distribution: Primarily through our private sector and our Visitors Center although some will also be distributed to area ski shops and taken to consumer shows.

**West Yellowstone Chamber of Commerce
REPRINT CROSS COUNTRY SKI BROCHURE**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Updates and corrections	\$1,000	+		=	\$1,000
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
TOTAL	\$1,000			=	\$1,000
MARKETING/ADVERTISING:					
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
TOTAL	\$0			=	\$0
TRAVEL:					
Personal Car	\$0	+		=	\$0
Commercial Transportation	\$0	+		=	\$0
Meals	\$0	+		=	\$0
Lodging	\$0	+		=	\$0
Vehicle Rental	\$0	+		=	\$0
TOTAL	\$0			=	\$0
OTHER:					
Printing per detail page	\$3,500	+		=	\$3,500
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
TOTAL	\$3,500			=	\$3,500
REGION/CVB PROJECT TOTAL	\$4,500		+		\$0 = \$4,500

Approval Requested

 X Final

 Preliminary

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: PUBLIC RELATIONS: RETAINER

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

We will primarily use our agency to:

- Be available for counsel on issues that require a very short turnaround time (such as fires or a lawsuit that might affect the winter opening of Yellowstone).
- Be available for counsel on campaigns to determine the best mediums to be used
- Consult/produce/distribute/minimally track up to two press releases annually

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

1. increase resort tax collections at a greater rate, at least one percent, than Yellowstone gate figures. This would indicate success in creating West Yellowstone as a destination in its own right.
2. increase length of stay measured by those who register at the Visitors Center by two hours.
3. increase resort cities taxes by 2% in our shoulder and winter seasons and by 4% overall.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars

How does this project support the Strategic Plan?

A.2 Conduct strategic promotions to attract top priority markets

Detail pages attached Yes No

Budget page must be attached for approval.

**West Yellowstone Chamber of Commerce
PUBLIC RELATIONS RETAINER**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Consultation time and assistance with campaign implementation and press releases	\$3,000	+	\$0	=	\$3,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$3,000		\$0		\$3,000
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		0
<hr style="border-top: 3px double #000;"/>					
REGION/CVB PROJECT TOTAL	\$3,000		\$0		\$3,000