



## **2011 MARKETING PLAN**

**SUBMITTED BY**

**THE WEST YELLOWSTONE CHAMBER OF COMMERCE**

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## CURRENT MARKET POSITION

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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 entrance to Yellowstone National Park, West Yellowstone has identified itself as the perfect location for exploring the Park. Sharing a border with Yellowstone and surrounded on all other sides by the Gallatin National Forest, 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 Clean air, abundant wildlife, scenic beauty and historical reference all have made West Yellowstone a national and international destination.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 for 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 Theatre, the Yellowstone Historic District and Museum, and 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 West Yellowstone when entering or departing 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. Three years ago, and again for the winter of 2009/2010, 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 2010/2011 winter season will again have limited snowmobile access (318 per day park-wide). An extensive EIS process is underway, whose purpose is to establish a long range Yellowstone winter access. Without completion of this EIS prior to the 2011/2012 season, there is no rule in place for winter access. In the interim, controversy and inaccurate information continues creating confusion and uncertainty in the public and negatively impacting winter bookings.

EXISTING OPPORTUNITIES FOR SUCCESS  
*Understanding who we are and our best capabilities is essential for creating the most effective and successful marketing identity, strategies, and campaigns.*

- ***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 optimal base location for the “3-night” Yellowstone Park destination visitor.
- ***The 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. Yellowstone Park offers one of the best values in affordable attractions with a seven-day pass for a carload for just \$25.00. Families also want a “value” in their experience. They are seeking 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 is highlighted on the 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 individual 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 has been included in the Yellowstone-Grand Teton Loop of “Top Ten Northwest Scenic Drives” website and map guides.
- ***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*** among international travel groups and foreign independent travelers.

- **An ideal family vacation spot-** affordable, fun, educational, safe, clean, and offers a variety of activities. West Yellowstone is also perceived as a primary return destination for parents and baby boomers, as well as a place to create memories for families and affinity groups. Close proximity to Yellowstone Park and surrounding recreational activities and assets appeal to small groups of like interests: schools, family reunions, home-schoolers, weddings.
- **A cache of experienced and knowledgeable interpretive guides** and guide services.
- **A community of entrepreneurs** with their determination, spirit and energy and a seasoned core of volunteers with a history of successful events.
- **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 is scheduled to complete in 2010 with plantings, signage, and other features.
- **A host of events**, some that have been on the calendar for years, those that are in their fourth year (such as our Music in the Park) and those that celebrate special times. Summer 2010 will bring a celebration of the 75<sup>th</sup> Anniversary of Air Service to West Yellowstone with special events, a new exhibit at the Historic Center Museum, and fly-in scheduled for June 12-13<sup>th</sup>, 2010. Additionally, the Federation of Fly Fisherman will hold its annual conclave and fair in West Yellowstone from August 26-28<sup>th</sup> providing an opportunity for visibility with this key activity market.
- **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 provided market research and subsequent development of a market strategy for the airport in 2010.
- **Three additional community marketing resources.** The Three Bear Lodge Marketing Fund is a contribution to the community for marketing at \$20,000 per year for its final 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) has been implemented and will be a strategic partner in shared marketing strategies and tactics.
- **New lodging business ownership** and subsequently strengthened Chamber relations and participation with companies such as Delaware North.
- **New community partnerships** with the formation in 2009 of a Joint Task Force with representatives from the Chamber, WYED, TBID, WYSEF, Yellowstone Historic Center, Town of West Yellowstone, the City Council, USFS, local schools working together to move forward on communications, partnering programs, and marketing synergies.
- **Potential tourism partners** with Island Park, Big Sky, Bozeman, and other gateway communities and Chambers, and Yellowstone Country Tourism.
- **Marketing tools that utilize technology** including an updated web site (incorporating electronic downloads), our promotional DVD, and on-line media kit that ties our website and DVD, and a growing social media presence.

## **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, Jackson, and Red Lodge. Billings, Bozeman and Idaho Falls, although much farther away, are also laying that claim.
- **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). While lowered snowmobile access limits have already been established for the winter of 2010/2011, there is an on-going EIS process for determining Yellowstone winter access for the 2011/2012 Winter Season and beyond 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 September 1<sup>st</sup>, 2010. 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 2009 continues into 2010 and potentially into 2011. The U.S. Travel Association has revised its forecast projecting that the travel industry will recover only 2.0 percent in 2010 with no real gains until 2011. Montana’s ITRR/Montana Office of Tourism (MTOT) is also predicting a minimal increase in visitation for 2010.
- **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 and 2009, 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”.
  - Increases in the price of gas and fuels restricting drive vacations or increasing prices associated with flights and rental vehicles.
  - Airline access issues with only summer service available in the community. Global impact on airlines from natural events such as the most recent volcanic activity in Iceland. 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 by some that West Yellowstone lacks sophistication, culture, art, sufficient family friendly activities and events.
- **Limited marketing and advertising budget.**
- **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 and increased safety concerns along the U.S./Mexican border. Increased reliance on foreign workers results in communication barriers. English is not their first language.
- **National and world events like** fires, earthquakes, hurricanes, volcanoes, 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. There is a rapidly increasing potential for forest fires due to insect infestation and large amounts of dead timber.
- **The negative press** generated on issues such as the bison and winter use, and natural events such as earthquake swarms, forest fires, 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 and can be adverse to change.

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## COMPETITOR ANALYSIS

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### **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. 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 is 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. Billings and Bozeman passed TBID's in 2009/2010 that coupled with their existing CVB's will make powerful marketing organizations with increased funding options.

**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" accessible and affordable during winter months, through the west entrance, is a continuing challenge. These competitors can include commercial theme parks and other state/national parks.

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## GOALS

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1. *Attract visitors by communicating an image consistent with our long-term vision as a vacation destination and one that places high value on existing assets, amenities and natural resources of the region.*
  - Focus on the fact that we are THE closest gateway to Yellowstone, the most convenient for experiencing Yellowstone, especially targeting drive market population centers in a 5-10 hour radius 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. Increase focus on activities that match events such as biking (Yellowstone Cycle Tour) or fishing (FFF Conclave and Fair).
  - Devote more resources in niche markets that have been largely missed opportunities such as private pilots, history and 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 Montana Office of Tourism (MTOT) 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 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:

- 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 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 2010 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 Yellowstone 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.

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## PLAN SUPPORTS THE 5-YEAR STATEWIDE TOURISM STRATEGIC PLAN

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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.

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## TARGET AUDIENCE

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### **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.

Analysis of VIC's throughout Yellowstone Country during the summer of 2009 revealed significant geographic market shifts when compared to prior years. The number of visitors from the states of Montana, Minnesota, Wyoming, Wisconsin, Colorado, Arizona, North Dakota, and South Dakota had the most dramatic DECREASES. The states with the greatest increases were Texas, Idaho, Illinois, and Florida. Other states showing increases were California, Washington, Utah, and the country of Canada.

This data, in combination with the modest (2%) recovery in travel forecasted for 2010 (USTA), confirms our marketing strategy to continue to focus on regional drive markets in all seasons and the state of Texas as a key emerging market.

### **TARGET PSYCHODEMOGRAPHICS:**

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 IN ORDER OF PRIORITY:**

1. Family Travelers
2. Active Mature Travelers
3. Geotourists
4. Business Conventions, Group Leaders and Tour Operators

#### **Family Travelers (#1 target segment)**

A30-45

HHI \$40-60K

With children (typically ages 6-17); *(Note: we are not including families with children under age 6 due to lack of activities, child care assistance, etc.)*

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.

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 shared adventures. Individually, people come to places like Yellowstone for the rejuvenation and restoration of soul and spirit.

This group also includes a subset of 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 (#2 target segment)**

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.
- Inter-generational travel (grandparents with grandchildren) is a new and rapidly influential subset of this group as baby boomers retire and have the time and willingness to take grandchildren on vacations while busy parents work. This subset is most interested in revisiting personal travel experiences and memories, such as a visit to a National Park or participating in a small town event such as a 4<sup>th</sup> of July celebration.

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. 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. This group, according to recent USTA data, is also the market segment most likely to curtail spending in 2010, looking for the best ‘economical value’ in every aspect of travel. As a generation that saw the growth of environmental awareness from vision to practicality, most would consider themselves to be geotourists.

Additionally, boomers are responsible for creation of a new subset of travelers, the intergenerational travelers. Intergenerational travel focuses on the idea of families traveling together utilizing itineraries designed to appeal to family members of all ages, including children. This could be an extended family unit or grandparents and grandchildren. Grandparents (especially newly retired boomers) have the time, resources, and interest in traveling that parents may not. Tours and programs (such as *Elderhostel*) are now

incorporating intergenerational travel focus into their products. West Yellowstone is perfectly positioned to meet the needs of intergenerational travelers.

### **Geotourists ((#3 target segment)**

*Note: We have identified our best geotraveler segment as that comprised of younger, often single, individual or group travelers. This complements the two preceding targeted segments.*

HHI – 50K%

Education – Bachelors Degree+

Geo-travelers are defined by these interests:

- Travel is an important part of their life, taking 3+ air trips/year.
- The ability to customize their experiences and create personal connections while traveling.
- The use of technology to plan their travels and explore their destinations before they arrive.
- An interest in immersing themselves in the culture.
- The ability to get off the beaten path and capacity to get out of their comfort zone.
- Their desire to live on a healthy planet.

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.

### **Business Conventions and Group Leaders and Tour Operators**

*After a significant decline in bus vehicle traffic through the west entrance to Yellowstone in summer 2009 (down 28%), we anticipate some positive recovery in summer 2010, with real gains not being captured until summer 2011. While this has been a traditional market segment for West Yellowstone, historically we have left marketing of this segment to private sector business; primarily those involved with tour operators and FIT travelers. Our Chamber marketing efforts will continue to promote this segment through content on our website, FAM/Media participation, and social media tools. West Yellowstone businesses will continue their individual marketing campaigns for 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 recent 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.

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## MEASUREABLE OBJECTIVES

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Our Marketing Plan for 2009/2010 incorporated both historical and new indicators. These included:

1. Reverse the previous year decreases in resort cities tax collections with a 2% recovery.

*We did not meet our objective. In comparing the available nine month totals to date, resort collections from July of 2008 through March 2009 were \$2,036,853.00. Collections from July of 2009 through March 2010 were \$1,984,733.00, a reduction of 2.6%. We believe that continuing recession and reduced visitor expenditures, coupled with reduced winter access and accompanying public uncertainty were the reasons for the reduction.*

*There were three specific incidents that impacted our visitor patterns last year. First, the nightly closure of Yellowstone's interior roadway from Norris to Madison impacted travel routes to West Yellowstone and length of stay. This nightly closure was a complete closure from August 15-November 3, 2010. Visitors routed around the west entrance or split their stay between West Yellowstone and another section of the park.*

*Second, the Arnica fire in late summer closed the only other route from the east entrance to West Yellowstone. While the closure was short lived, it impacted our regional drive market volume and long distance travelers who eliminated Yellowstone Park from their plans altogether.*

*Third, the reduction of snowmobiles (318 park wide) had a significant negative impact on our winter visitors, especially in longer-stay fly market travelers. Large groups could not access enough snowmobiles for Yellowstone snowmobile tours due to reduced inventory levels at tour operators.*

2. Increase length of stay measured by those who register at the Visitors Center by one hour over 2008/2009.

*We met this objective in 2009/2010. According to the sign in sheets at the West Yellowstone Visitor Information Center, from July 1, 2009 through March 2010 guests stayed an average of 3.66 days. In that same period of 2008-09, the stay was 3.47 days. That difference amounts to an increase in stay of 4.56 hours. Regrettably we do not know what that converts to in average expenditures.*

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.)*

*In comparing the available data (July 1<sup>st</sup>, 2008 through March 31<sup>st</sup>, 2009 versus July 1<sup>st</sup>, 2009 through March 31<sup>st</sup>, 2010), we did meet the objective for increased web site visitation. Our visits were up 15.30% and pageviews were up 2.63%. However, we did not meet the objective of increased time on the website. We experienced a decline of 13 seconds (-6.2%) average time per visitor. We feel this is directly related to the huge increase in social media websites such as Facebook and Twitter, as well as blogging, where consumers are going first to get information.*

4. Private sector and public agency participation in at least two projects.

*We accomplished this objective by working on the National Geographic Yellowstone map and website. This project partnered the National Geographic Society with numerous state and regional travel groups within Montana, Idaho, and Wyoming. We also worked with local businesses and organizations to include their listings and content.*

*Throughout the year, we also worked directly with the Town of West Yellowstone MAP fund (Marketing and Promotion Fund) for promoting national events such as the annual World Snowmobile EXPO and Snow Shoot snowmobile media event, as well as community projects such as the new S'mores and Sleddin' event, held monthly throughout the winter.*

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

*We participated with the Three Bear Lodge Marketing Fund (a local grant program through the West Yellowstone Economic Development group) in several projects included film production for Sled 24/7, featuring West Yellowstone as a featured snowmobile destination location. We also participated with this same fund on our annual World Snowmobile EXPO.*

*Additionally, we participated with the new West Yellowstone (Tourism Business Improvement District) in combined funding for advertising related to our annual World Snowmobile EXPO, Snow*

*Shoot (a media event sponsored by the four major snowmobile manufacturers); and winter and spring advertising efforts.*

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.

*This objective was met when comparing the Grizzly & Wolf Discovery Center and Yellowstone Historic Center Museum (the Yellowstone IMAX Theatre results were not available). There was a 11.3% increase in admissions when comparing September 15<sup>th</sup>, 2008 through November 1<sup>st</sup>, 2009 against the same time span in 2009. There was also an increase in the spring timeframe with an 11.4% increase when comparing May 1<sup>st</sup>, 2008 to June 15<sup>th</sup>, 2008 against the same time period in 2009.*

7. Begin using a new quantifiable metric for measuring visitor impact and use this measurement (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.)*

*We began tracking metric sewer flows in order to gain a clearer picture of what was happening on a monthly and yearly basis. We knew that local resort and state bed tax collections can be impacted by delinquent payments. We are also knew that without any manufacturing businesses in West Yellowstone, and extremely limited residential growth, that a metric sewer flow measurement was the cleanest and most consistent performance metric available.*

*In comparing the available nine month totals to date, metric sewer totals from July of 2008 through March 2009 were 85,615,900 gallons whereas from July of 2009 through March 2010 were 82,346,000 or a reduction of 3.9% compared to the prior year.*

**Our Marketing Plan 2010-2011 uses some of our previous indicators (which we have re-listed) and also redefine others due to the continuing economic anticipated for 2010/2011:**

1. Even with modest increases of 2% forecast in visitor travel for 2010, expenditures per visitor will not increase. Additionally, limited snowmobile access to Yellowstone during the winter season and accompanying public uncertainty fueled by the EIS process will continue to negatively impact winter visitation. Our objective is to maintain the same level of West Yellowstone Resort Tax

- Collections as the previous year (July 2009 through June 2010). We will measure the West Yellowstone resort cities tax collections with the objective at sustaining 2009/2010 levels. We will cross reference this measurement against the Yellowstone west entrance visitation numbers for additional analysis.
2. Use metric sewer flow as a third point of reference for visitation. We will base this on a rolling 5-year average to reduce the impact of one-time events such as a fire or natural disaster event. Our objective will be to maintain the same sewer flow levels as a rolling average over the previous 5 years. *Note: the majority of our properties have already instituted water conservation efforts eliminating most variance from this type of change.*
  3. We believe that we can continue to drive increased web traffic to our Chamber website and have set an objective of 3% increased website visitation.
  4. We will establish metrics for measuring our social media presence including the number of Facebook fans and Twitter followers. Our objective is a 15% increase (baseline counts established on July 1, 2010). We have already established these social media tools and have experienced significant growth in the past year.
  5. Private sector and public agency participation in at least two projects.
  6. Participation with one or both of the local marketing funds in at least three projects.

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## ADVERTISING MEDIUMS TO BE USED

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### **Print Advertising**

We will continue to use this medium in projects such as “Yellowstone is Open,” “Backyard Campaign,” “Cross Country Ski,” or “Snowmobile” Multimedia campaigns when it proves to be cost-effective.

### **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 the shoulder season “Backyard” and/or winter “Yellowstone is Open” campaigns.

### **Printed Materials**

This medium will be used as needed in specific projects. Possible projects could include posters, information sheets, calendar of events, etc.

### **Electronic Marketing**

In 2010, 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**

WYM relied on out-of-area resources (lacking local options) to aid in the development of our marketing plan and see many of our projects to fruition. While we felt we made extensive progress in those years, we increasingly felt hampered. Through our time constraints and theirs, we experienced critical delays in distributing urgent and time-sensitive information, updating our website and communications and dealing with the media. Likewise, our marketing plans struggled through many versions as we attempted to guide an agency in understanding who we were and how the various stake holders worked together.

In 2007 we took the step of including a half-time staff person within our marketing plan to spearhead projects so as to ensure consistent progress and message, create strong private and public sector partnerships to expand our marketing resources, explore potential niche markets such as railroad buffs and, as well, market to groups, meetings & conventions. This position was ideally filled by someone who lived in our community, understood its dynamics and that of surrounding areas, and could act as a ‘quick response unit’ when needed for unanticipated marketing and publicity challenges requiring immediate and proactive action. Coordination and partnering 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) was also considered relevant to the position.

Regretfully, at that time we were not able to offer enough hours and the position became vacant. It remained so for nearly a year that included the first half of FY 2009.

In that year we expanded the position and in December we were again able to retain the services of the same individual. All previous defined responsibilities were resumed and others were added to include more publicity and media communications, development and distribution of on-line press and information releases; development of a media (print) database and distribution of information to these sources on a regular basis; development and maintenance of a social networking marketing strategy that focused on web-based travel sites, social networking sites, personal information/blogs sites, and community workshops.

Now, for 2011, the marketing director position will be responsible for the majority of professional services previously outsourced outside our community and, at times, our state. We have found this position to be very cost effective when creating and distributing our own publicity information, creating or updating our internet site and social networking tools, doing our own media buys (saving in markups), making our own basic in-house creative, shopping for the "best deals, and marketing communications with the community (e.g., "Weekly Marketing Blasts").

A recent example of effectiveness in just one situation might be useful. This year when we realized that an urgent press release was required for the Yellowstone Park winter access scoping process comment period, 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.

Lest, however, we give the impression that "we can do it all", there will be times when we will turn to outside professional services and these will be delineated within a given project. These projects will be under the direction of our marketing director.

### **Web Based Marketing**

Web-based marketing, including our Chamber website, will provide the backbone of our marketing efforts. It will also complement and enhance other advertising media. Here we will include:

- Web Page updates: In-House and page/button designs by agency
- Web Marketing: Search engine optimization, electronic newsletters research, analytics, and market research.

- Web cameras: We need to replace existing cameras that have poor quality images and do not function well in our demanding weather conditions with improved equipment and enhanced broadcasting abilities.
- Website Technology Enhancements: Update the .pdf of our 2010/2011 Travel Planner on our website, enable RSS feeds, and continue to upload videos.
- Web Social Marketing Tools: Continue to expand our 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, photo, and video on social media and other travel-related sites such as Trip Advisor and Google Maps, as well as web-based event calendars and publications. Working as a community, we can dramatically raise the visibility and content of West Yellowstone on the internet.

### **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. We will also seek opportunities to support other marketing efforts and events such as an expansion of our “S’mores & Sleddin” program.

### **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.
- Consultation with the public and private sector 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 knowledge these people have 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 so our visitors are inspired to return again to West Yellowstone with their families and friends.*

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.

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

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

Reduce Opportunity by:	\$ 4,500
Reduce Joint Venture by:	\$ 5,000
Reduce Backyard Campaign by:	\$ 2,500

**West Yellowstone Chamber of Commerce  
Accommodation Tax Marketing Budget: Fiscal Year 2010/2011**

<b>Income</b>	<b>Totals</b>
WYM estimate bed tax revenue: 95% of estimated collection	118,519.00
WYM estimated funds not expended from FY 2009	21,500.00
WYM estimated additional earnings beyond estimate above	109,000.00
	249,019.00

<b>Project Description/Category</b>	<b>PROJECTED 2010/2011</b>
<b>Marketing Support</b>	
Administrative (up to 20% of 95% of estimated collection)	23,704.00
Opportunity Marketing (up to 10% of 95% of estimated collection)	3,613.00
Cooperative Marketing (up to 20% of 95% of estimated collection)	0
TAC Meetings/Gov Conf/Partners Marketing	1,700.00
Marketing and Professional Services Position	45,437.00
Guide distribution	3,300.00
Joint Venture:	
Montana NTA Support	100.00
Other	300.00
Madden Media Fall (or other projects to be determined)	15,000.00
* Support Top 10 Scenic Drives	5,000.00
* Market Development: West Yellowstone Airport	5,000.00
Crisis Management	4,400.00
<b>Consumer Advertising</b>	
Snowmobile Multi-Media Marketing	14,000.00
"Yellowstone is Open" Multi-Media Winter Campaign	3,500.00
"Backyard" Multi-Media Campaign	15,000.00
Cross-country Ski Multi-Media Marketing	14,000.00
"Comeback" Campaign and Community Outreach Program	6,500.00
"Fly Fisher" Cable Television Segments	15,000.00
Marketing Support to FFF Conclave & Fair	3,000.00
Branding Initiative Community Project	10,000.00
<b>Web and Social Media</b>	
Web Maintenance, Updates and Technology (including web cameras)	20,265.00
Web marketing	10,100.00
Future Web Site Development	30,100.00
	249,019.00

*\* Previously submitted and accepted as a final project*

# Application for projects over \$500

Approval Requested

  X   Final

       Preliminary

**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** MARKETING SUPPORT:  
FULL-TIME MARKETING/PUBLIC RELATIONS PERSONNEL

**Application Completed by:** MARYSUE COSTELLO

**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 has had a part-time marketing and public relations position continuously for the past year and a half. We have found this position to be very efficient and cost effective. The value of the local knowledge of the community and of situations cannot be overstated. During this time, 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 19<sup>th</sup> 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.
- been integral in formulating and updating our annual marketing plan, goals, objectives, and specific projects. In addition to creating the plan, this position has been responsible for the execution of its strategies across all advertising campaigns and in our web presence.
- 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
- been 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”), and can be totally attentive to press on a one-to-one basis, etc.

- has presented and promoted 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 5,500 '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.

As internet web content and social media have bloomed and hybridized the time demand is far greater than we had anticipated. Additionally, we have determined that we will be better served when all of our press releases and press relations are handled internally. Thus, we are requesting to expand this position to a full-time, year-round marketing/public relations position.

While not exhaustive (nor is it intended to be), the detail page attached provides the job description in a graphic form.

### **Objectives**

1. Maintain the same level of West Yellowstone Resort Tax Collections as the previous year (July 2009 through June 2010). We will cross reference this measurement against the Yellowstone west entrance visitation numbers for additional analysis.
2. Maintain the same sewer flow levels as a rolling average over the previous 5 years.
3. Increase web traffic to our website by 3% over the previous year.
4. A 15% increase (baseline counts established on July1, 2010) in our Facebook 'fan' and Twitter followers.
5. Private sector and public agency participation in at least two projects.
6. Participation with one or both of the local marketing funds in at least three 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 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**

**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** MARKETING SUPPORT:  
FULL-TIME MARKETING/PUBLIC RELATIONS PERSONNEL

**Detail Page**

This graph of duties is not an exhaustive listing (nor is it intended to be) of the position. Emerging situations, media changes, and response to opportunities will result in the need for adaptation.

	Advertising	Publicity and Public Relations	Outreach	Web and Social Media
<b>Roles and Responsibilities</b>				
Strategic planning (including annual marketing plan), development, implementation and evaluation with administrative staff and marketing team	X	X	X	X
Research travel trends, traveler perceptions, marketing technologies and methods of implementation	X	X	X	X
Plan and manage resources according to approved budgets	X	X	X	X
Analysis and reports on approved budget items	X	X	X	X
Establish contracts	X	X		X
Produce relevant content and basic creative	X	X	X	X
Work proactively with Montana Office of Tourism and other tourism partners, both public and private, to maximize impact and reach	X	X	X	X
Work with administrative staff and marketing team for crisis communications		X	X	X
Create and manage media database program	X	X	X	X
Monitor and add content		X		X

**WEST YELLOWSTONE CHAMBER OF COMMERCE  
MARKETING SUPPORT: FULL-TIME MARKETING/PR POSITION**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$0</b>			<b>=</b>	<b>\$0</b>
<b>MARKETING/ADVERTISING:</b>					
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>+</b>		<b>=</b>	<b>\$0</b>
<b>TRAVEL:</b>					
Personal Car	\$ 200	+		=	\$ 200
Commercial Transportation	\$ 300	+		=	\$ 300
Meals	\$ 100	+		=	\$ 100
Lodging	\$ 300	+		=	\$ 300
Vehicle Rental	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$ 900</b>	<b>+</b>		<b>=</b>	<b>\$ 900</b>
<b>OTHER:</b>					
Full-Time Position	\$44,037	+		=	\$44,037
Training, classes, workshops	\$ 500	+		=	\$ 500
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$44,537</b>			<b>=</b>	<b>\$44,537</b>
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$45,437</b>	<b>+</b>		<b>=</b>	<b>\$45,437</b>

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:** MARYSUE COSTELLO

**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 our planner
2. Maintain the same level of West Yellowstone Resort Tax Collections as the previous year (July 2009 through June 2010).
3. Maintain the same sewer flow levels as a rolling average over the previous 5 years.

### 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 Vacation Planner. Others may be included as calls are received and supplies warrant.*

#### **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  
Utah Office of Tourism

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

	State Tourism Funds	Other Funds	Total
<b>PROFESSIONALSERVICES:</b>			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>MARKETING/ADVERTISING:</b>			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TRAVEL:</b>			
Personal Car	\$0 +	\$0 =	\$0
Commercial Transportation	\$0 +	\$0 =	\$0
Meals	\$0 +	\$0 =	\$0
Lodging	\$0 +	\$0 =	\$0
Vehicle Rental	\$0 +	\$0 =	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>OTHER:</b>			
US Postal/FedEx & UPS Ground	\$3,300 +	\$0 =	\$3,300
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
<b>TOTAL</b>	<b>\$3,300</b>	<b>\$0</b>	<b>\$3,300</b>
<hr/> <hr/>			
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$3,300 +</b>	<b>\$0 =</b>	<b>\$3,300</b>

**West Yellowstone Chamber of Commerce  
Joint Venture: Top Ten Scenic Drives of Northwest**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$0</b>			<b>=</b>	<b>\$0</b>
<b>MARKETING/ADVERTISING:</b>					
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>+</b>		<b>=</b>	<b>\$0</b>
<b>TRAVEL:</b>					
Personal Car	\$0	+		=	\$0
Commercial Transportation	\$0	+		=	\$0
Meals	\$0	+		=	\$0
Lodging	\$0	+		=	\$0
Vehicle Rental	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>+</b>		<b>=</b>	<b>\$0</b>
<b>OTHER:</b>					
Joint Venture with MTOT: Top Ten Scenic Drives of the Northwest	\$5,000	+		=	\$5,000
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$5,000</b>			<b>=</b>	<b>\$5,000</b>
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$5,000</b>	<b>+</b>		<b>=</b>	<b>\$5,000</b>

## 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
<b>PROFESSIONALSERVICES:</b>					
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$0</b>			<b>=</b>	<b>\$0</b>
<b>MARKETING/ADVERTISING:</b>					
Media placement	\$3,000	+		=	\$3,000
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$3,000</b>	<b>+</b>		<b>=</b>	<b>\$3,000</b>
<b>TRAVEL:</b>					
Personal Car	\$0	+		=	\$0
Commercial Transportation	\$0	+		=	\$0
Meals	\$0	+		=	\$0
Lodging	\$0	+		=	\$0
Vehicle Rental	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>+</b>		<b>=</b>	<b>\$0</b>
<b>OTHER:</b>					
Support of research	\$2,000	+		=	\$2,000
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$0</b>			<b>=</b>	<b>\$0</b>
<hr/>					
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$5,000</b>	<b>+</b>		<b>=</b>	<b>\$5,000</b>

## 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 27<sup>th</sup>, 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 and other support staff during the crisis. 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.

Our crisis management plan would include these components:

- Coordination with all agencies to have effective input in all press releases.
- Update relevant website content (including our "Breaking News" and "Roads Information" pages on our own website, Chamber Facebook and Twitter accounts, as well as updates in relevant trip blogs such as Trip Advisor. *Note: it is critical to have updates in place early in the morning and throughout the day as situations are updated or changed.*
- Issue news releases if needed.

- Website content and news releases could contain the following:
  - Overview related to visitors
  - Specific information on the incident (location, size, containment, closures, evacuations, air quality)
  - Information on major road closures, alternative routes, major roads that are still open
  - Areas, attractions, and activities that are still available
  - Phone numbers and websites for additional information
- Update Yellowstone fire-specific pages on Facebook and Twitter that have already been established. These are specific social media accounts setup just for fire or other incidents that can be accessed by travelers. If needed, we can begin using these immediately, send it to existing followers, promote on our existing web pages and other social media accounts, and use to alert media and local business partners.
- Coordination with Yellowstone Park concessionaires to have an effective communication channel for all Yellowstone guests.
- Create and distribute notices to local and area businesses to better assist with their guests.
- Distribute appropriate information to key tourism contacts including MTOT, Wyoming Travel, Idaho Tourism, Yellowstone Country, other appropriate countries, appropriate Chambers and CVB's including organizations in neighboring states of Idaho and Wyoming, and the Salt Lake Utah area.
- Coordination with media including radio and television, news services. Coordination of radio Public Service Announcements if needed (PSA's).

**Objectives**

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

1. Maintain the same level of West Yellowstone Resort Tax Collections as the previous year (July 2009 through June 2010).
2. Maintain the same sewer flow levels as a rolling average over the previous 5 years.
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
<b>PROFESSIONALSERVICES:</b>					
Coordination/management (including interagency media participation, web site updates, distribution of information, labor, fax and emails)	\$4,000	+		=	\$4,000
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$4,000</b>			<b>=</b>	<b>\$4,000</b>
<b>MARKETING/ADVERTISING:</b>					
Internet news releases, radio PSA's	\$400	+		=	\$400
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$400</b>			<b>=</b>	<b>\$400</b>
<b>TRAVEL:</b>					
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$0</b>			<b>=</b>	<b>\$0</b>
<b>OTHER:</b>					
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$0</b>			<b>=</b>	<b>\$0</b>
<hr/>					
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$4,400</b>			<b>=</b>	<b>\$4,400</b>

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.**

West Yellowstone has created significant product development in the snowmobile market over nearly 40 years with nationally-recognized trails, grooming programs, annual events, and advertising. Snowmobilers, seasoned riders as well as first time adventurers, continue to be a significant target market for our winter economy. Historically, we have pulled from niche markets across the snow-belt and in key drive markets. In more recent years, we have seen growth in new markets primarily mid-Atlantic and southern states (North Carolina, Florida, Alabama, Louisiana, and Texas).

However, in a challenging economy and increasingly competitive winter destination travel market, we need to increase our visibility to broader markets and audiences. The marketing challenge for this activity segment is to attract people that make spontaneous decisions to come for a day or stay overnight as well as extended (4+ nights) winter vacationers. For both groups, we need to drive longer length of stay by combining snowmobiling with small family-friendly community events such as *S'mores & Sleddin'* or larger repeatable, marketing events such as our annual World Snowmobile EXPO. Additionally, we need to couple other activities such as Yellowstone Park winter tours, cross country skiing or snow shoeing, and taking advantage of other local attractions

We 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.

### Objectives

1. Maintain the same level of West Yellowstone Resort Tax Collections as the previous year (July 2009 through June 2010).
2. Maintain the same sewer flow levels as a rolling average over the previous 5 years.
3. Increase web traffic to our website by 3% over the previous year.
4. Participation with one or both of the local marketing funds in at least three projects.

5. Private sector and public agency participation in at least two projects.
6. Increase EXPO 2011 gate attendance by 1% over EXPO 2010.

**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: Implement highly targeted consumer advertising/promotion campaigns.

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.

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

**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*  
*Idaho Falls Post Register*  
*Spokane Review*  
*Magic Valley (Twin Falls, ID)*  
*Other regional newspapers and magazines*

#### **Potential Online Marketing**

*SnoWest*  
*Snow Week*  
*SnoGoer*  
*Snowmobile associations and clubs*  
Facebook and other social networking sites  
Other snowmobile websites

#### **Potential Radio or Television Marketing**

Idaho drive market including Twin Falls and Boise  
Salt Lake, Wasatch front, and other Utah drive markets  
Jackson Hole and other 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
<b>PROFESSIONALSERVICES:</b>					
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
<b>TOTAL</b>	<b>\$1,000</b>				<b>\$1,000</b>
<b>MARKETING/ADVERTISING:</b>					
Media placement including web	\$13,000	+			\$13,000
	\$0	+			\$0
	\$0	+			\$0
<b>TOTAL</b>	<b>\$13,000</b>	<b>+</b>			<b>\$13,000</b>
<b>TRAVEL:</b>					
Personal Car	\$0	+			\$0
Commercial Transportation	\$0	+			\$0
Meals	\$0	+			\$0
Lodging	\$0	+			\$0
Vehicle Rental	\$0	+			\$0
<b>TOTAL</b>	<b>\$0</b>	<b>+</b>			<b>\$0</b>
<b>OTHER:</b>					
	\$0	+			\$0
	\$0	+			\$0
	\$0	+			\$0
	\$0	+			\$0
<b>TOTAL</b>	<b>\$0</b>				<b>\$0</b>
<hr style="border-top: 3px double #000;"/>					
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$14,000</b>	<b>+</b>			<b>\$14,000</b>

Approval Requested

  X   Final

       Preliminary

## Application for projects over \$500

**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** "YELLOWSTONE IS OPEN" 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. The continuing process to determine Yellowstone winter access, almost annually, 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).

While lowered snowmobile access limits are already established for the winter of 2010/2011, there is an on-going EIS process for determining Yellowstone winter access for the 2011/2012 and beyond with resulting media controversy, public opinion, and misinformation about winter access

Once again, projecting accurate and timely information and updates to winter groups will be critical, especially during fall and early winter reservation booking periods. We will need to emphasize that Yellowstone Park will be open for over snow access through the west entrance via snowmobile and snowcoach. 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, and social networking tools) to inform and educate the public and our potential visitors.

We plan to center our promotion and publicity efforts on the December 15<sup>th</sup>, 2010 west entrance winter opening. This will primarily be an on-line campaign and we plan to use the internet components of snowmobile publications, regional newspapers and our own Facebook and Twitter accounts, along with proactive blogging. In addition to the opening gate event, we will also promote our well-groomed system of trails, great powder riding and our annual 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. Maintain the same level of West Yellowstone Resort Tax Collections as the previous year (July 2009 through June 2010).
2. Maintain the same sewer flow levels as a rolling average over the previous 5 years.
3. Increase web traffic to our website by 3% over the previous year.
4. A 15% increase (baseline counts established on July1, 2010) in our Facebook 'fan' and Twitter followers.

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

#### **Potential newspapers/tabloids:**

Due to budget constraints, we will not be purchasing print ads for this project. Instead, we will distribute news releases and work with media representatives for coverage. This will include regional papers within targeted drive markets including Idaho, western Washington, Wyoming, and Utah (especially Salt Lake City and adjoining markets). These publications could include: Idaho Falls Post Register, Rexburg Standard Journal, Idaho State Journal, Idaho Press Tribune, Island Park News, and Idaho Statesman.

**Potential Billboard: This would only be considered if there were additional marketing partners on this project.**

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

#### **Potential Online Marketing:**

- Web advertising campaigns to match regional newsprint coverage for specific publications as outlined above.
- On-line advertising on snowmobiles associations or clubs (Utah, Washington, California, Oregon, Canada, New York, and Minnesota).
- On-line advertising with snowmobile manufacturer sites such as SnoGoer.
- *NOTE: We will also review MTOT and Yellowstone Country consumer marketing efforts for possible synergies and broader exposure.*

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

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Design & Layout of print, online ads, and electronic newsletters	\$ 500	+	\$0	=	\$500
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$ 500</b>		<b>\$0</b>		<b>\$ 500</b>
<b>MARKETING/ADVERTISING:</b>					
Media placement including web	\$3,000	+	\$0	=	\$3,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$3,000</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$3,000</b>
<b>TRAVEL:</b>					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$0</b>
<b>OTHER:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<hr style="border-top: 3px double #000;"/>					
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$3,500</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$3,500</b>

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 and western Idaho/eastern Washington areas are prime markets for West Yellowstone. Just 5 to 7 hours distant, these are our nearest large population bases. 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.

Additionally, with Glacier Park’s Centennial Celebration, we have the opportunity to enhance the “dual-park” mentality for late summer season travelers –in these drive markets.

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 - several 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.

This project provides an excellent opportunity for various marketing organizations to come together in either cooperative or leveraged advertising. We will also 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. Maintain the same level of West Yellowstone Resort Tax Collections as the previous year (July 2009 through June 2010).
2. Maintain the same sewer flow levels as a rolling average over the previous 5 years.

3. Increase web traffic to our website by 3% over the previous year.
4. A 15% increase (baseline counts established on July1, 2010) in our Facebook 'fan' and Twitter followers.
5. Participation with one or both of the local marketing funds in at least three 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.
- 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, eastern Washington, Utah, and (especially Salt Lake City and adjoining markets). These publications could include: the St. George Spectrum, Idaho Falls Post Register, Idaho State Journal, Idaho Press Tribune, Idaho Statesman, Magic Valley News, etc.

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**

- Facebook and other social networking sites
- Travel websites geared to our targeted market segments (family, multi- or inter-generational family travel, active matures, geotravelers).
- Electronic newsletters
- Web advertising campaigns to match newsprint ads for specific publications as outlined above.

#### **Potential Radio Marketing**

- Web or cable national markets for specific interest shows such as travel, value travel, or those with a focus on Yellowstone Park including Yellowstone National Public Radio.

- With enough funding, we would also place radio ads in these drive markets that could also include Utah (Salt Lake City and Utah valleys), eastern Idaho (Pocatello, Idaho Falls) and western Idaho (Twin Falls and Boise).

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

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Design & Layout of print, billboards, ads	\$2,000	+		=	\$2,000
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$2,000</b>			<b>=</b>	<b>\$2,000</b>
<b>MARKETING/ADVERTISING:</b>					
Media placement including print, billboard, advertising, radio	\$13,000	+		=	\$13,000
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$13,000</b>			<b>=</b>	<b>\$13,000</b>
<b>TRAVEL:</b>					
Personal Car	\$0	+		=	\$0
Commercial Transportation	\$0	+		=	\$0
Meals	\$0	+		=	\$0
Lodging	\$0	+		=	\$0
Vehicle Rental	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$0</b>			<b>=</b>	<b>\$0</b>
<b>OTHER:</b>					
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
	\$0	+		=	\$0
<b>TOTAL</b>	<b>\$0</b>			<b>=</b>	<b>\$0</b>
<hr/> <hr/>					
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$15,000</b>			<b>=</b>	<b>\$15,000</b>

<p style="text-align: center;"><b>Approval Requested</b></p> <p style="text-align: center;"><u>  X  </u> Final</p> <p style="text-align: center;"><u>      </u> Preliminary</p>
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## Application for projects over \$500

**ORGANIZATION NAME:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**PROJECT NAME:** CONSUMER MARKETING  
CROSS-COUNTRY SKI MULTI-MEDIA MARKETING

**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 continued to prove itself over the last several years and we see no reason at this time to make any alterations. The Town of West Yellowstone Resort Tax Collection showed a slight increase for November 2009 compared to November 2008. This can only be attributed to increased cross country ski visitors and their families here for the Yellowstone Ski Festival as Yellowstone Park is closed and there are no other major events. The March 2010 Rendezvous Ski Race was up 100 participants over the previous year and the Rendezvous Ski Trail system (Gallatin National Forest) had a 25% increase in usage over the prior year.

Our winter season consumer advertising campaign targeting cross-country skiers will again emphasize both -- our Yellowstone Ski Festival and the Rendezvous Ski Race -- as well as a new West Yellowstone Educational Ski Foundation goal: *inviting back skiers and their families for another same season visit to West Yellowstone.*

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 various multi-media options primarily focused on web promotion in conjunction with print, as well a publicity (press release) component.

### **Objectives**

1. Maintain the same level of West Yellowstone Resort Tax Collections as the previous year (July 2009 through June 2010).
2. Maintain the same sewer flow levels as a rolling average over the previous 5 years.
3. Increase event participation with a 2% increase over 2009/2010 in registrations for the Yellowstone Ski Festival and Rendezvous Ski Race.
4. Private sector and public agency participation in at least two projects.
5. 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: Implement highly targeted consumer advertising/promotion campaigns.

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.

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

**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 MULTI-MEDIA MARKETING  
**APPLICATION COMPLETED BY:** JAN STODDARD & SARA HOOVLER

**Detail Page**

**Potential Print Publications:**

- *Cross Country Skier*
- *Faster Skier*
- *Silent Sportsman*
- *Utah Nordic Alliance Newsletter (TUNA)*
- *Master Skier*
- *SkyWest/United Express In-Flight Magazine (event highlight)*
- *“Community” (Print publication for Zion’s Bank customers in UT, ID, NV)*
- *“Inside Pocatello” and “Inside Twin Falls” (Idaho regional magazines with advertorial options)*

**Potential Online Marketing:**

- *FasterSkier.com (web banner, on-line news releases and profile articles, e-newsletter ads and content to subscribers, paid links)*
- *SkinnySki.com FasterSkier.com (web banner, on-line news releases and profile articles, e-newsletter ads and content to subscribers, paid links)*
- *NordicSkiRacer.com (web ads, paid links)*
- *Other emerging Cross Country Ski websites*

*NOTE: We will also review MTOT and Yellowstone Country consumer marketing efforts for possible synergies and broader exposure.*

**Potential Radio or Television Marketing:**

- Idaho drive market including Twin Falls and Boise
- Web or cable national markets including Yellowstone Public Radio

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET  
CROSS COUNTRY SKI MULTI-MEDIA PROJECT**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
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
<b>TOTAL</b>	<b>\$0</b>		<b>\$1,700</b>		<b>\$1,700</b>

<b>MARKETING/ADVERTISING:</b>					
Media placement including web	\$14,000	+	\$0	=	\$14,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$14,000</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$14,000</b>

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

<b>OTHER:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>

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<b>REGION/CVB PROJECT TOTAL</b>	<b>\$14,000</b>	<b>+</b>	<b>\$1,700</b>	<b>=</b>	<b>\$15,700</b>
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Approval Requested

  X   Final

       Preliminary

## Application for projects over \$500

**ORGANIZATION NAME:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**PROJECT NAME:** CONSUMER MARKETING  
"COMEBACK CAMPAIGN" & COMMUNITY OUTREACH PROGRAM

**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.**

West Yellowstone is fortunate to have two very positive attributes. First, as the busiest entrance to Yellowstone Park, we have significantly more people traveling through our community than other gateway communities (over 1.33 million in 2009). Our Visitor Information Center (VIC) is also the busiest of any location in Montana handling over 106,000 visitors in 2009.

The second positive attribute is that West Yellowstone has developed, through years of hard work and massive volunteer efforts, a number of repeatable, marketable events. These events attract individuals, families, and groups interested in cross country skiing, snowmobiles and racing, mini-triathlons, and biking. This could range from a major event such as the Rendezvous Ski Race or World Annual EXPO to the annual Old Faithful Cycle Tour.

This project is designed to take advantage of these two positive attributes.

First, there is a substantial challenge in bringing these Yellowstone pass-thru visitors and activity-based groups back to West Yellowstone again, either in the same season or a following year. In the past, we have recognized the opportunity to market a return visit to these groups, but not created specific strategies to accomplish this.

In November of 2009, we created a small flyer for the Yellowstone Ski Festival participants. This flyer, distributed by team coaches and sponsors, promoted returning to West Yellowstone to try cross country skiing in Yellowstone using drop-off services and tours from West Yellowstone concessionaires. The business community offered special rates and packages for this flyer. While we did not have a specific tool to track response, we did hear a number of anecdotal success stories. That inspired this undertaking.

The first part of this project is to distribute information targeted to these groups through flyers distributed at specific events, and displaying information about upcoming events through plastic displays in public rest areas. We would also provide bathroom displays at two local businesses (who have volunteered) and test any response.

Event flyers would include incentives to return the same or next season offered by local businesses. Additionally, we would advertise giveaways or other promotions (sign up through our Chamber Facebook account) on this flyer. All materials would “invite” visitors back for more of the same activity or to experience West Yellowstone in a different season – inviting summer visitors to come back in winter.

Information on the flyers would also be promoted through our Facebook and Twitter pages for the Chamber with a link back to an incentive page created to track responses to the Comeback Campaign.

Second, we need to assure that we “capture” a greater number of the Yellowstone-bound visitors, getting them to stay a little longer in our community. A significant challenge to success in this area is within our own West Yellowstone employee workforce. Many front-line employees lack knowledge or training when it comes to West Yellowstone events and activities. These employees offer the greatest opportunity to inform and influence the visitor experience. Yet, these same employees can negatively impact length of stay or expenditure by simply not being informed.

Therefore, the second half of this project includes a community outreach program to educate and inform front-line employees about upcoming events and activities, as well as promoting alternative seasons. This would be based on information sheets, created and distributed on a regular basis throughout the year, and interactive training sessions.

### **Objectives**

1. Maintain the same level of West Yellowstone Resort Tax Collections as the previous year (July 2009 through June 2010).
2. Maintain the same sewer flow levels as a rolling average over the previous 5 years.
3. Distribute “Comeback” flyers at a minimum of six events
4. Training sessions with 20 front-line employees.

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

**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**

#### **“Comeback Campaign”**

*½ page (5 ½ X 8 ½”) two-sided flyers with incentives to return distributed at a minimum of 6 targeted events throughout the year (e.g., Rendezvous Race, Yellowstone Ski Festival, Annual World Snowmobile EXPO, Snowmobile SnowShoot, Pine Needle Stampede, Old Faithful Cycle Tour)*

*Same information posted on-line through Facebook and Twitter*

*Web page (separate from existing Monthly Specials page) with specific offers information for additional tracking and gathering email addresses*

#### **“Community Outreach Program”**

*Internal education pieces featuring a folded multiple page sheet featuring different areas of information on each sheet such as: activities and attractions for different markets (families, geotravellers, seniors) , a seasonal calendar, restaurant and retail options, general area and trip planning information.*

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET  
COMEBACK CAMPAIGN & COMMUNITY OUTREACH PROJECT**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Design & Layout of event flyers, bathroom dispensers, and internal education pieces. Flyer distribution. Web page creation. Training sessions.	\$3,100	+	\$0	=	\$3,100
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$3,100</b>		<b>\$0</b>		<b>\$3,100</b>
<b>MARKETING/ADVERTISING:</b>					
Print flyers, email response, bathroom flyers, and ed pieces.	\$3,100	+	\$0	=	\$3,100
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$3,100</b>	+	<b>\$0</b>	=	<b>\$3,100</b>
<b>TRAVEL:</b>					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>	+	<b>\$0</b>	=	<b>\$0</b>
<b>OTHER:</b>					
Bathroom display holders for flyers.	\$300	+	\$0	=	\$300
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$300</b>		<b>\$0</b>		<b>\$300</b>
<hr/> <hr/>					
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$6,500</b>	+	<b>\$0</b>	=	<b>\$6,500</b>

## Application for projects over \$500

**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** CONSUMER MARKETING  
THE NEW FLY FISHER PRODUCTION/PBS

**Application Completed by:** JAN STODDARD AND MARYSUE COSTELLO

**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.**

This project will draw together two important elements that support our long-term vision of West Yellowstone as a vacation destination. A very significant niche in West Yellowstone's tourism mix is fly fishers (as a matter of fact, the Federation of Fly Fishers will be holding its annual Conclave and Fair here in late August of this year!). WYM also has an incredibly underutilized resource in Hebgen Lake located just eight miles north of town.

WYM now has the opportunity to bring *The New Fly Fisher* a high quality television production that is targeted toward PBS broadcasts, primarily in the US, to West Yellowstone in August of 2011. *The New Fly Fisher* focuses on ecological education as well as on the activity and the personalities of the sport and WYM has worked with them in the past.

Two different shows in and around West Yellowstone and we are still hoping to find a partner from another Montana location to shoot at least one other show. Our plan for WYM is to have one production features "gulper" fishing on Hebgen Lake and the other to feature fishing the Madison just where it enters Hebgen Lake.

WYM will receive:

**•Footage**

- Dubs of all camera original tapes shot in HD (tapes are HDCAM, DVCPRO HD in 1080i 16 x 9 format). These tapes will be provided to West Yellowstone with a legal letter of release allowing use of the footage for promotional and advertising uses as they see fit. This will provide **full rights of use** for all stock footage.
- Taping of appropriate scenic footage within the local region for promotional purposes within the episode and for re-purposing for other advertising opportunities West Yellowstone may have.
- One additional filming day(in addition to show content) to capture content that also shows West Yellowstone area tourism opportunities. This footage would be integrated in part into the show content and copies of this HD footage would be provided to West Yellowstone.

**•Television Exposure**

- An average of 90 viewings over a three year period.
- WYM local spokespeople extolling the regional tourism and cultural benefits in addition to sports fishing drawing potential visitors to other regional attractions
- Provide credit and banner placement on completed episode for West Yellowstone and other key funding partners along with credit to specific outfitter/guide and any other local businesses involved with or supporting the production.

**•Web**

- Provide “Click Through” information from *The New Fly Fisher* website on a quarterly basis detailing the time, location, pages browsed, visit length and the number of visits to measure the ongoing success of our partnership. Web specific contests can also be utilized to provide a focused measurement of viewer numbers, location and participation.
- Provide Mpeg version of each completed episode for insertion into specific regional tourism websites. This footage can also be utilized for other web mediums such as YouTube.
- Cross promotion on *The New Fly Fisher* website for a period of no less than 2 years as a resource to viewers wishing to know more about specific regions we supported providing links and banners to West Yellowstone, along with episode specific guides/outfitters and accommodation providers.

**Objectives**

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

- To have two separate 30-minute shows produced in and around Hebgen Lake
- To use the footage provided for at least two other purposes within the first year
- To secure at least one additional partner for the project.

**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.
- To increase visitation to our web site page devoted to

**How does this project support the Strategic Plan?**

Goal 1.2 Promote Montana to target groups

Goal 1.1.a. Collaborate with tourism marketing partners to plan/implement priority marketing efforts.

**Detail pages attached** Yes  No

**Budget page must be attached for approval.**

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

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Production costs	\$15,000	+	\$0	=	\$15,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$15,000</b>		<b>\$0</b>		<b>\$15,000</b>

<b>MARKETING/ADVERTISING:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>

<b>TRAVEL: to be expended from Administration or interest</b>					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$ 300	+	\$0	=	\$ 300
Lodging	\$2,310	+	\$0	=	\$2,310
Vehicle Rental	\$ 800	+	\$0	=	\$ 800
<b>TOTAL</b>	<b>\$3,410</b>		<b>\$0</b>		<b>\$3,410</b>

<b>OTHER: to be expended from Administration or interest</b>					
USFS filming permit for 2 days	\$ 300	+	\$0	=	\$ 300
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$ 300</b>		<b>\$0</b>		<b>\$ 300</b>

<b>REGION/CVB PROJECT TOTAL</b>	<b>\$18,710*</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$18,710</b>
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\*Of this sum, \$3,710 will come from administration dollars or from interest

Approval Requested

  X   Final

       Preliminary

## Application for projects over \$500

**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** CONSUMER MARKETING: MARKETING SUPPORT  
FEDERATION OF FLY FISHERS CONCLAVE AND FAIR

**Application Completed by:** MARYSUE COSTELLO AND 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.**

Fly fishers are a very integral part of West Yellowstone's tourism market. The Federation of Fly Fishers will be holding their annual Conclave and Fair here in August. To encourage regional participation in this event WYM wishes to buy area newspaper and radio media placement. The Federation will provide design and production.

### Objectives

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

1. In conjunction with the Federation, create and craft a multi-media strategy for attracting the largest regional draw at the most effective prices possible.
2. Increase regional attendance at the Fair through a capture of zip codes at entrance.

### 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 partners

### How does this project support the Strategic Plan?

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: MARKETING SUPPORT  
FEDERATION OF FLY FISHERS CONCLAVE AND FAIR

**Application Completed by:** MARYSUE COSTELLO AND JAN STODDARD

### **DETAILS PAGE**

It is our plan to collaborate with the Federation of Fly Fishers to create and craft a multi-media strategy for attracting the largest possible regional draw at the most effective prices possible. To that end, we may implement many media methods, including and not limited to:

#### **Web**

Facebook

Twitter

#### **Idaho Media**

##### **Idaho Falls and/or Pocatello**

Radio

Television

Newspaper

Billboard

#### **Wyoming**

##### **Cody and/or Jackson**

Radio

Newspaper

#### **Montana**

##### **Bozeman**

Radio

Newspaper

**West Yellowstone Chamber of Commerce  
Consumer Advertising: Market Support Federation of Fly Fishers Conclave & Fair**

	State Tourism Funds	Other Funds		Total
<b>PROFESSIONALSERVICES:</b>				
	\$0	+	\$0	=
				\$0
	\$0	+	\$0	=
				\$0
	\$0	+	\$0	=
				\$0
	\$0	+	\$0	=
				\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>	<b>=</b>
				<b>\$0</b>
<b>MARKETING/ADVERTISING:</b>				
Media purchase/placement	\$3,000	+	\$0	=
				\$3,000
	\$0	+	\$0	=
				\$0
	\$0	+	\$0	=
				\$0
<b>TOTAL</b>	<b>\$3,000</b>		<b>\$0</b>	<b>=</b>
				<b>\$3,000</b>
<b>TRAVEL:</b>				
Personal Car	\$0	+	\$0	=
				\$0
Commercial Transportation	\$0	+	\$0	=
				\$0
Meals	\$0	+	\$0	=
				\$0
Lodging	\$0	+	\$0	=
				\$0
Vehicle Rental	\$0	+	\$0	=
				\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>	<b>=</b>
				<b>\$0</b>
<b>OTHER:</b>				
	\$0	+	\$0	=
				\$0
	\$0	+	\$0	=
				\$0
	\$0	+	\$0	=
				\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>	<b>=</b>
				<b>\$0</b>
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$3,000</b>	<b>+</b>	<b>\$0</b>	<b>=</b>
				<b>\$3,000</b>

Approval Requested

Final

Preliminary

## Application for projects over \$500

**ORGANIZATION NAME:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**PROJECT NAME:** CONSUMER MARKETING  
BRANDING INITIATIVE COMMUNITY PROJECT

**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.**

As we observed the branding process and initiative undertaken by the Montana Office and Tourism (MTOT), as well as the subsequent results, we see a similar initiative as important for West Yellowstone. At the annual West Yellowstone Chamber Board of Directors planning meeting, one of the most important objectives for 2010 was to begin an branding initiative.

A successful branding initiative will require community participation and support, both financially and intellectually. Previous branding attempts for West Yellowstone have failed in the past either due to a lack of understanding of what a “brand” is or because the process needed to be facilitated by a third party with expertise in branding, tourism, and smaller communities.

We have adopted the same brand definition as used by MTOT:

- A brand is an essential attribute that distinguishes us from our competitors.
- It is the direct or indirect experience that visitors have within our community.
- It is the public perception of those who visit or live in West Yellowstone.
- It is a strategic roadmap for advertising, marketing, and promotion (but not a slogan).
- It holds true over time and does not change from year to year.

While the existing three pillars of the Montana brand accurately describe West Yellowstone, we need to find out what “West Yellowstone” means specifically in the context of the Montana brand.

We may also need additional market research to better understand how our customers perceive us within the broader Montana brand. Are there particular icons for attributes that are specific for West Yellowstone? What (and what represents) our specialties and differentiators? And, how can we take these findings and incorporate them into practical applications for the Chamber, as well as other West Yellowstone businesses and organizations.

We are in the process of meeting with various organizations and stakeholders to discuss this branding initiative, gather additional funding commitments, and willing participants. We know that this project will require more funding and wider commitment before it can move forward. Once funding has been committed, we will follow a Request for Proposal process and submit a final project proposal.

**Objectives**

1. Reaching general agreement across diverse groups on the West Yellowstone “brand” and a plan for integration across organizations and private business
2. Private sector and public agency participation in at least two projects.
3. 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: Implement highly targeted consumer advertising/promotion campaigns.

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

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.**

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET**  
**Branding Initiative Community Project**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Contracted services for brand research, conceptualization, and presentation	\$9,000	+	\$0	=	\$9,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$9,000</b>
<b>MARKETING/ADVERTISING:</b>					
Conceptual pieces demonstrating brand integration (advertising, web, etc.)	\$1,000	+	\$0	=	\$1,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$1,000</b>		<b>\$0</b>		<b>\$1,000</b>
<b>TRAVEL:</b>					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<b>OTHER:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$10,000</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$10,000</b>

Approval Requested

  X   Final  
       Preliminary

## 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.**

The internet has forever changed the travel and tourism industry. It is now no longer just the primary tool for obtaining information, it is also the tool of choice for most consumers when it comes to travel decisions and purchasing travel products.

Two years ago, you could compete with a content-rich, user-friendly website. In today's web world, you need a compelling web presence that extends beyond a primary website into social media components such as Facebook, Twitter, blogs, and others. The challenge is in developing market strategies for each of these components. The complexity comes from incorporating new technologies into existing components, as well as using the best technology to link them together. Layered on all of this is a third element, web advertising which must successfully direct web visitors to your website and tools, develop customer loyalty and retention through return, and inspire a call to action.

This project addresses these key aspects of web site management and technology enhancement, social media tools and strategies, and web advertising.

**First**, a total web marketing strategy requires web site upgrades and improvements, web site maintenance, and future website development. We consider this our **website vitality**.

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.

Now, in nearly its fifth year, the West Yellowstone website is quickly approaching its end-of-life cycle. It was created on technology and a platform that is now nearing obsolescence maintained by software that was acquired by a much larger company, not committed to maintaining it in the future. As a result we need to begin the process of developing a new website. We intend to begin this process in the coming year.

**Second**, as social media websites and tools continue to increase in popularity and importance, so does their integration into a web marketing strategy and project. We first developed a Facebook page in 2009 which grew rapidly to over 4,000 fans in less than one year. We used our Facebook page to attract anyone interested in Yellowstone and West Yellowstone, visitors coming to the area both immediately and in the future, and also as a way to promote our community events and activities. We also created a Twitter account that focused on very niche groups that focused on specific activities (or occupations) such as fly fishing, snowmobiling, cross country skiing, Yellowstone adventure, travel planners and agents, and tour operators.

Both the Facebook and Twitter accounts were designed to drive more traffic to our West Yellowstone website, especially secondary pages and activity pages. Over the past year, we have been able to track significant increases in visitors to our website directly from these social media sites. In fact, if you combine the monthly referrals from Facebook and Twitter, they regularly outperform paid and organic searches.

**Third**, is web based information gathering and outgoing targeted web based content. This enables us to evaluate all our web based efforts and to market directly to those who respond to us.

### **Objectives**

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

1. Maintain the same level of West Yellowstone Resort Tax Collections as the previous year (July 2009 through June 2010).
2. Maintain the same sewer flow levels as a rolling average over the previous 5 years.
3. Increase web traffic to our website by 3% over the previous year.
4. A 15% increase (baseline counts established on July1, 2010) in our Facebook 'fan' and Twitter followers.

### **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?**

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:** TOTAL WEB

**Application Completed by:** MARYSUE COSTELLO & JAN STODDARD

## Detail Page

### Web Vitality Strategies

- Design, develop and implement additional buttons and/or pages to our web site as promotions and opportunities arise.
- 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.
- Website Technology Enhancements: Update the .pdf of our Travel Planner on our website, enable RSS feeds, upload podcasts, and additional YouTube/Vimeo videos
- Replace the current website cameras with improved equipment and connections. We have struggled for the past three years with incorporating streaming web camera information in our website. Currently, only one of two cameras is operational and viewable from our website (located at the trailhead for the Rendezvous Ski Trail) and we regularly received concerns about its poor image and updating. With new equipment, and new options for a more responsive service provider, we can resolve the problems with the Rendezvous Ski camera and also obtain a view that covers the west entrance to Yellowstone Park.
- Our web camera page is consistently in the top 3 pages visited by all of our website visitors
- 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.
- 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. X
- 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.
- 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 a new West Yellowstone website
  - Move to new Content-Management System (CMS) based technology which provides much easier updating and expansion, as well as integration with databases (our lodging charts and user databases).
  - This is a large project and thus will require a scoping process and formal Request for Proposal, reviews, and project awards. We intend to begin the process in the coming budget year, but allow ourselves enough flexibility and time to ensure an appropriate RFP to meet both our existing, and future, needs.

### **Social Media Strategies**

- Continue to expand and encourage a networked virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. Further development the West Yellowstone Facebook and Twitter accounts to promote our West Yellowstone website, distribute information and publicize events.
- Use of new social media avenues as they become applicable to a business or tourism situation (e.g., LinkedIn).
- Enhance content and photo offerings on travel-related and events-information sites such as Trip Advisor and Google Maps.

### **Information Gathering and Outgoing Targeted Web Based Content Strategies**

- 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.
- 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.
- 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.

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

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Strategy Sessions & Training	\$3,500	+	\$0	=	\$3,500
Database Management	\$250	+	\$0	=	\$250
SEO	\$605	+	\$0	=	\$605
Analytics	\$200	+	\$0	=	\$200
New website development	\$30,100	+	\$0	=	\$30,100
<b>TOTAL</b>	<b>\$34,655</b>		<b>\$0</b>		<b>\$34,655</b>
<b>MARKETING/ADVERTISING:</b>					
Media placement ad and web links, banners, etc.	\$10,100	+	\$0	=	\$10,100
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$10,100</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$10,100</b>
<b>TRAVEL:</b>					
Personal Car	\$400	+	\$0	=	\$400
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$260	+	\$0	=	\$260
Lodging	\$400	+	\$0	=	\$400
Vehicle Rental	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$1,060</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$1,060</b>
<b>OTHER:</b>					
Newsletter creation & distribution	\$950	+	\$0	=	\$950
Software/technology purchase & upgrades, including new web cameras, installation, and transmission to website	\$5,500	+	\$0	=	\$5,500
Part-time year-round time of staff trained in the maintenance and using Dream Weaver programming	\$8,200	+	\$0	=	\$8,200
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$14,650</b>		<b>\$0</b>		<b>\$14,650</b>
<hr/>					
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$60,465</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$60,465</b>