



DESTINATION  
*Missoula*

*2018 - 2019*  
**MARKETING PLAN**

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# THERE'S THIS PLACE



## INTRODUCTION

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

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



# IDENTITY

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

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

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

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

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

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



DESTINATION  
*Missoula*

## MISSION STATEMENT

*Marketing Missoula and surrounding areas as a premiere travel destination, thereby creating vibrant growth in the economy and enhancing quality of life.*



**ARTS AND CULTURE**

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

**TOP 40 ARTS VIBRANT COMMUNITIES**

*NCAR, April 2017*

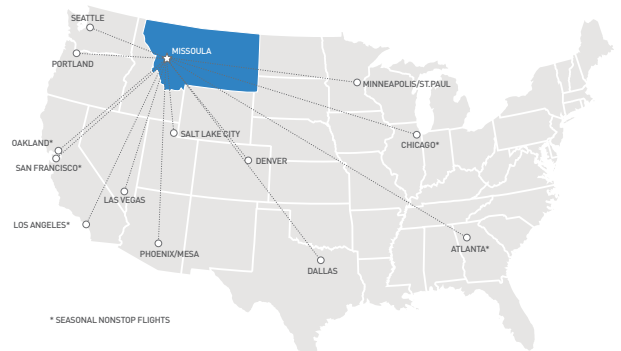
**IMMEDIACY OF ACCESS**

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

**REGIONAL HUB**

Missoula is a regional center for retail, health care, education, forestry, ecology, transportation and culture. People come from across the state and region to shop in our historic downtown boutiques and at Southgate Mall—Western Montana’s largest mall. The preeminent health care provided by renowned physicians and hospitals makes Missoula a center for Western Montana’s health care. Home to the University of Montana, Missoula hosts students from around the world who seek an education that is highly valued and recognized on a campus that is one of the country’s most picturesque. This level of education also produces a population of “top in the field” professionals who work in and serve our community. In order to support these industries, Missoula must also be a transportation hub. Missoula can be reached by two major highways—U.S. Highway 93 and State Highway 200—and Interstate Highway 90. Missoula International Airport hosts six major air carriers and has direct flights to Portland, Seattle, San Francisco, Oakland, Los Angeles, Phoenix, Las Vegas, Denver, Atlanta, Minneapolis, Dallas and Chicago.

**DIRECT FLIGHTS TO MISSOULA**





MISSOULA MARATHON. GAMEFACE MEDIA

### SPORTS AND ADVENTURE

In Missoula, we play long after the game is over because our outfield is endless. Our proximity to three pristine rivers and seven wilderness areas, and within 100 miles of five ski areas, means adventure is virtually limitless here. We're a recreation hot spot where play is revered and where teams come together for the love of sport and play nurtured by natural beauty and fresh mountain air. Missoula is also home to a professional baseball team, semi-professional hockey and the world-famous Missoula Marathon. This Boston qualifying race was named #1 in the *Runner's World* 10 Bucket List Marathons to Run in 2018 list, and named #1 marathon in the U.S. by BibRave. "The love and passion that runners had for the Missoula Marathon during the nomination and voting process absolutely blew us away. So it's no surprise that, after being named Best Marathon by *Runner's World* back in 2010, Missoula is back on top and was voted the best Marathon in America for the BibRave 100!" (*Runner's World* 2018). Having also hosted such events as the U.S. Freestyle Kayak Championships and USA Cycling Pro XCT, Missoula has a proven track record for hosting major recreation-based events.



## #1 - BUCKET LIST DESTINATION MARATHONS

*Runner's World, 2018*

Missoula proudly hosted the 2017 USA Cycling Collegiate Mountain Bike National Championships and is excited to welcome the 2018 Champions in October. Destination Missoula and the Missoula Tourism Business Improvement District have worked for a number of years in close collaboration with the USAC to bring this opportunity into Montana. Through a close partnership with the biking community in Missoula and our proven track record with Missoula XC, we were able to submit a successful bid and are proud to welcome these athletes and upcoming professional racers to our state. The 2017 races were a success, with many lessons learned about how to think on our feet and, as a result, provide even better services for the upcoming 2018 races.

Missoula is also proud to be the host city for University of Montana athletics, where Montana Grizzly pride runs deep. Grizzly athletics brings people from across the region to enjoy our unwavering tradition of college sports. In January of 2016, *Stadium Journey Magazine* ranked all the FCS stadiums across the country, and Washington Grizzly Stadium came in No. 1 in the nation. Stadiums were ranked on food and beverage inside the stadium, overall atmosphere, neighborhood where the stadium resides, the fans, access to and inside the stadium, overall return on investment and unique features not covered in other categories. Not only was Washington Grizzly Stadium hands down No. 1, its overall score of 4.4 would rank it No. 11 in the FBS stadium rankings with the likes of Bobby Bowden Field at Doak Campbell Stadium (Florida State), Ben Hill Griffin Stadium (Florida) and Jordan-Hare Stadium (Auburn).



*Missoula’s Washington-Grizzly Stadium was named one of the Best FCS College Football Stadium Experiences in January 2016.*



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

Also of special note is the expansion of the amazing 18 km Seeley Creek Nordic Ski Trails in Seeley Lake, just east of Missoula. This trail system was designed by Jon Elliott, instrumental in the design of many of the trails in Kincaid Park, Anchorage, Alaska, widely regarded as one of the finest Nordic ski facilities in North America. With the creation of Seeley Lake ROCKS (Regional Outdoor Center for Kinetic Sports), Seeley Lake has an eye on eventually expanding their trail system to encompass a world-class homologated Nordic skiing and training events center. It would be one of only a handful of homologated Nordic ski areas in the United States and could be used by world-class athletes for training and also to hold national and international events.



KETTLEHOUSE AMPHITHEATER. LOGJAM

### MUSIC, ENTERTAINMENT AND NIGHTLIFE

Part of our charm is that we march to the beat of our own drum here in Missoula, and we wholeheartedly celebrate the mountain sound and the rhythm the rivers afford. Missoula's music scene is broad, running the gamut from orchestral to bluegrass and country to hip hop, and the city has hosted such icons as The Rolling Stones, Elton John, Sir Paul McCartney, Pearl Jam, Luke Bryan, Snoop Dogg, Macklemore and Ben Harper. Missoula's outdoor venues steal the scene during the summer. Osprey Stadium is a go-to for summer entertainment, and new last summer 2017 are two outdoor amphitheaters. Big Sky Brewing upgraded their concert facilities to feature an amphitheater next to the brewery, and Logjam Presents and Kettlehouse Brewing opened the 4,000 seat Kettlehouse Amphitheater in Bonner (7 miles from Missoula) along the banks of the beautiful Blackfoot River. With a vast and seemingly endless array of arts and entertainment events and an abundance of restaurants, cafés, coffee houses, breweries, wine bars and distilleries, having fun off the trail is just as easy to do here.





# OPPORTUNITIES

## TRANSPORTATION

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

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

Missoula International Airport had another record-setting year, with increased enplanements of 388,028, up from 2016's 379,532. Overall load factors for 2017 was 86.3%—the highest in the state. With the addition of American Airlines and the direct flight to Dallas, Missoula is serviced by six airlines and 13 nonstop flight destinations, which makes it comparable to much larger cities. It is anticipated that in 2018 – 2019 there will be more than 500,000 available seats in our market, an 11.8% increase over 2017.



MISSOULA INTERNATIONAL AIRPORT:  
OVERALL LOAD FACTORS  
FOR 2017 WAS **86.3%**—THE  
HIGHEST IN THE STATE.

### ECONOMIC UPTURN

With the upturn in our economy, Missoula is beginning to see new growth in sectors that directly relate to tourism. Many new retail stores have opened or are slated to open in Missoula in all three of our shopping districts. Southgate Mall's expansion will create even more opportunities from economic growth. Missoula will also see new hotels opening, two new breweries and multiple restaurants.

### INFRASTRUCTURE

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



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



**MISSOULA COLLEGE** – The new Missoula College by the University of Montana opened its doors to students in the fall of 2017. The new facility accommodates 2,600 students, supplying them with state-of-the-art equipment and technology. The school features three culinary kitchens, a math center, a new stand-alone Associate of Science Nursing Program, a cadaver lab, a pharmacy technology lab and a significantly expanded library. The college campus is located on East Broadway Street fronting the Clark Fork River, right across the river from the main university campus, making it easy for students to work between campuses. The new school also has multilevel event space that is open to the public for events, conferences and meetings.

**DOWNTOWN STUDENT HOUSING PROJECT** – The new \$38 million, 164-unit, 488-bed downtown student housing project is almost complete and is slated to open by the end of 2018. The building will feature two levels of parking, providing 300 spaces and space for ground-floor retail. Each student will have a private bath and bedroom, common living space, access to multiple study lounges, a yoga studio, ski and bike-tuning rooms, outdoor gear storage rooms, music practice rooms and an entertainment lounge.

**RESIDENCE INN BY MARRIOTT** – This project is located at the site of the old Missoula Mercantile building. This year saw the deconstruction of the old building and construction of a new 154-room Residence Inn by Marriott is well underway. This \$35 million project will be five stories with 24,000 square feet of main-level retail space and 3,000 square feet of meeting space. In keeping with the historic nature of the site, developers have designed a public connector through the building connecting Pattee Street and Higgins Avenue, which will feature the Missoula Mews and honor the incredible history of the site. The hotel will create 100 new hotel jobs, 200 retail jobs, have a \$6 million/year wage impact, create \$13 million in new revenue and provide \$8 million in new taxes over 10 years.

## 21 COOLEST SKI TOWNS IN NORTH AMERICA

*Matador Network, October 2017*



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

**STOCKMAN'S BANK** – This new six-story, 65,000-square-foot, \$29 million project is one of the most environmentally sustainable buildings in the state of Montana and the only building with a Leed Platinum V4 rating. The first and second floors are occupied by the bank. The third, fourth and fifth floors

will be rented to tenants, and the top floor is half community room and half outdoor terrace overlooking the Clark Fork River.

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

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



### RETAIN TRANSIENT VISITORS

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



## BEST BEER COUNTIES IN THE USA

Expedia, February 2018

### CULINARY AND SPIRITS TOURISM

Two of the hottest trends in travel right now are culinary trips and spirits trips, and Missoula is the perfect place for both. In 2012, culinary travel was estimated to generate a \$201 billion industry and 39 million people identifying themselves as culinary travelers.

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

*“Food tourism is nothing new, but its exponential growth is remaking how destinations position themselves in the global tourism market.”* -Greg Oates.

With the opening of many new ethnic restaurants, breweries and gastro-pubs, and the restaurant at the new Missoula College facility, Missoula’s continued growth in this sector sets us up solidly as a food travel destination. From our locally sourcing restaurants to our food trucks, breweries, distilleries, cider house and wineries, Missoula has the unique experiences these travelers expect. Destination Missoula will market directly to this niche.

### COOPERATIVE COMMUNITY PR

Over the last few years, national PR regarding Missoula has given Missoula the opportunity to come together to create a cooperative positive PR campaign about this extraordinary community and the exceptional people who live here. Destination Missoula and its many partners, including the University of Montana, are leading the effort to create digital and social media campaigns with consistent positive messaging to be distributed through their news and social media outlets to tell the story of Missoula from the eyes of the people who know and love it.



## CHALLENGES

### AIR ACCESS

Missoula air service expansion is limited by our terminal facilities. Missoula International Airport will be starting work on a major facilities expansion. The facilities will grow from four gates to eight and will be easily expandable for future growth. It will be intuitive and efficient to navigate and will have all the amenities passengers desire in a modern terminal while still maintaining the uniqueness that one would expect from a Montana airport. Destination Missoula works closely in partnership with the Missoula International Airport to continually investigate and expand service and new direct flights into Missoula. The Missoula Tourism Business Improvement is also a major sponsor for flight guaranty funds to help initiate new direct flights. Towards this end, Destination Missoula is working in partnership with the Missoula International Airport, Missoula Economic Partnership and other private and public entities in Missoula to form a coalition of funding partners for new flights in order to remain competitive.

### SEASONALITY

Although Missoula has a more balanced annual visitation than most Montana cities, the vast majority is within the months of April through October, leaving an average of \$22 million in vacant room nights during the months of November through March. Since Missoula is not a major winter destination, we will continue to center our marketing to bolster our shoulder seasons through group and tour travel, sporting and cultural events, and meetings and conventions. This marketing strategy is having an effect as Missoula's annual occupancy numbers have risen from 55.8% five years ago to 62.5% in 2016 -17. 2017 saw an overall increase of 3.3%





### GROUP AND TOUR TRAVEL

Although Destination Missoula, through our sales department, will continue to focus efforts on increasing and broadening our group and tour travel, it will definitely be another year of uncertainty in this sector. Given the current political policies and climate, it is unclear at this point how our international travel market will be affected. After 9-11, the tourism industry in the United States suffered what is commonly called the “lost decade.” There is fear that the current policies will create a similar situation. Working in cooperation with the Montana Office of Tourism and Business Development and Glacier Country Tourism, Destination Missoula will attend trade shows directly targeting these markets and looking to increase our awareness in International markets, specifically Canada, China and Western Europe. The U.S. Department of Commerce reports that international travel to the U.S. dropped 3.8% in 2017 from 77.3 million visitors to 75.1 million for a loss of \$4.6 billion to our economy. This trend is worrisome when looking at the top countries/regions that visit the U.S.—Canada (25.5%), Mexico (24.8%), U.K. (12.2%), Japan (9.5%) and China (7.9%). According to Department of Commerce statistics, U.K. visitation dropped moderately, but visitation from the Middle East dropped 40.3%, Africa 32.1%, Caribbean 22.3%, Central America 18.8%, Eastern Europe 17.1%, South America 15.5% and Mexico 7.5%. Although exact figures are not in right now, it looks as if numbers from both China and India are also declining.

### LOW CONVERSION OF TRANSIENT TRAVEL

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

## 2018 TOP 100 BEST PLACES TO LIVE

*Liveability, March 2018*



### LACK OF TOURISM INFRASTRUCTURE

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

### TIMELINE OF IMPLEMENTATION AND FUNDING FOR WAYFINDING

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

### PARKING

With all of the new projects in downtown Missoula—especially new hotels—and new employment opportunities, parking in downtown Missoula can be an issue until completion of new parking facilities is completed.

### ORGANIZATIONAL FUNDING

With constantly trying to find new and innovative ways to raise private funding, Missoula’s lack of full participation in our Tourism Business Improvement District, and the constant uncertainty of bed tax funding, stable funding for Destination Missoula is always an issue and a priority. Destination Missoula, in partnership with other tourism industry organizations, works on a continual basis to educate our legislators and citizens on the importance of tourism to a healthy state economy and to work towards preserving and enhancing our bed tax funding. We also work in partnership with the Missoula Tourism Business Improvement District to expand participation in our TBID and private partnership in Destination Missoula. We will be working this year toward a renewal and expansion of our TBID.

### LACK OF COMMUNITY-WIDE STRATEGIC ORGANIZATION

Although Missoula is seeing progress in this realm, due to a lack of communication and a comprehensive event strategic plan, Missoula does not have cohesion and lacks strategic community organization of citywide events. It is difficult to maximize economic opportunities and enhance visitor experiences around events with the lack of cohesion. Destination Missoula will continue to work to pull the community together for dialogue and awareness of the need for cohesion. Destination Missoula initiated a partnership with the Missoula Chamber of Commerce to produce a single Missoula Visitor and Relocation Guide and to add cohesion to the look, feel and functionality of the chamber website to interface with the Destination Missoula website, giving visitors and locals alike a better, more unified experience. This is a three-year project and the first year met with a successful partnership on both sides.

## THREE PHASE TRAVEL

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

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

With the understanding that video is the new language of brand communication, especially in inspiring millennial and Generation Z travelers, Destination Missoula entered into a unique partnership opportunity with Matador Network to develop a Missoula branding video: <http://matadornetwork.com/tv/missoula-river-runs>. This video rapidly went viral with more than 1 million views and with reactions, shares and positive comments beyond what Matador has ever experienced with other DMO partnerships. Due to the overwhelming success of the first video, Missoula shot a second video with Matador Network highlighting our music, art, recreation and dining, to be released in the next few months.

# INSPIRATION, ORIENTATION *and* FACILITATION



The Destination Missoula video reached over  
**1,300,000 PEOPLE.**





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

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



# TARGET MARKETS

## GEOGRAPHIC

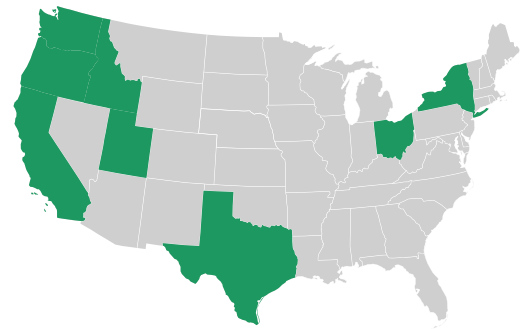
The strategy of targeting a particular type of traveler can be enhanced by also targeting a particular geographic area. It is most effective to market to those who are predisposed to come to this area.

Destination Missoula will market to geographic areas that are also targeted by Glacier Country and Montana Office of Tourism and Business Development and whose residents have shown a history of traveling to Missoula in order to maximize efficiency and cost-effectiveness. We will be concentrating on more “niche” marketing this year, particularly our direct flight and drive markets. Our direct flight markets include Seattle, Salt Lake City, Las Vegas, Minneapolis, Chicago, Denver, Portland, Los Angeles, San Francisco, Oakland, Atlanta, Dallas and Phoenix. We will also direct our outreach to our drive markets, which includes an approximate 200 – 300-mile radius from Missoula: Spokane, Washington; Coeur d’Alene, Sandpoint, Lewiston, Boise, Salmon and Idaho Falls, Idaho; and Yellowstone Park, Bozeman, Butte, Great Falls, Glacier National Park, Kalispell, Montana; and Alberta, Canada.

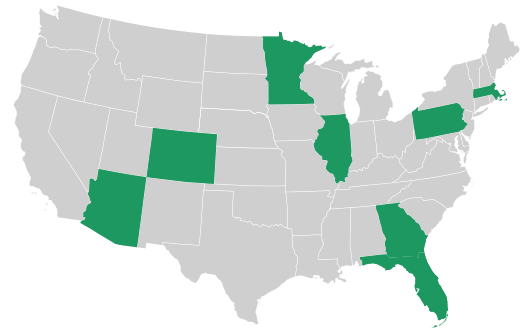
To ensure the most effective use of marketing funds and energies, markets will be pursued in the following order:

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

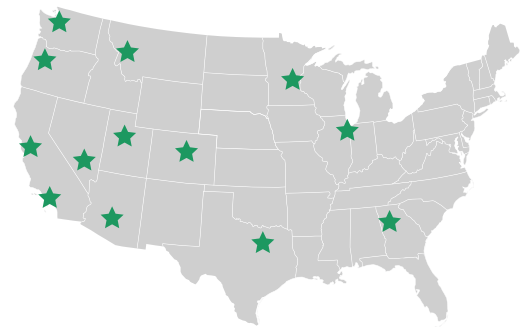
PRIMARY STATES WITH MOST INQUIRES



SECONDARY STATES WITH MOST INQUIRES



DIRECT FLIGHT MARKETS



## DEMOGRAPHIC

In addition to the geographic target markets, there are four primary demographic markets Destination Missoula will target with tourism promotion and marketing. Each of these markets represents a strong and growing segment of the tourism marketplace. Destination Missoula will pay particular attention through this marketing plan to niche marketing for destination weddings and reunions, small and mid-size market meetings, sporting events, signature events, arts and culture, music and entertainment, leisure and family travel. The average visitor to Missoula is 59 years of age with an income of \$50,000 – \$100,000 and 78% are either traveling alone or as a couple. Groups of 3 – 5 travelers represent 21% of Missoula visitors, and family travel is heaviest during the summer months. The demographic markets are described on the following page.



THE AVERAGE VISITOR TO MISSOULA IS **59** YEARS OLD



## INDIVIDUAL TRAVELERS

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

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

## MOST FITNESS-FRIENDLY PLACES IN THE U.S 2018

*Smart Asset, January 2018*

## SPORTS TRAVELERS

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



During the 2016 – 17 fiscal year, Missoula saw a \$3.14 million economic impact from six sporting events that received grants from the DM Sports Commission/Missoula TBID.

Demographics are as follows:

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



### GROUP TRAVELERS AND EVENT RECRUITMENT

Group travelers are looking toward small communities to provide the homey atmosphere, which implies safety and personal care. They want a high-touch experience in a high-tech world. To get what they want, they personally spend more in an area than individual travelers, and 43% – 60% of their total package cost stays in the destination's economy. Niche markets that Missoula will be specifically targeting in group travel are destination weddings, motorcycle rallies, bicycle races and new-event recruitment.

## MEETINGS AND CONVENTIONS

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

Meetings have many of the same needs as group gatherings and produce similar economic benefit to an area. Missoula is very well suited for small to large meetings where ideas are inspired by nature and nurtured by unexpected sophistication, and where hospitality, technology and amenities are top notch. This small town has big offerings delivered by Missoula's service industry, which is second to none in terms of professionalism and warm hospitality. Missoula lets people come together in a world-class meeting place for corporate events, retreats, conferences and conventions.

Destination Missoula's meetings and conventions website—[missoulameetings.com](http://missoulameetings.com)—provides advanced functionality and ease of use to meeting planners. We feel a targeted print and online campaign is one of the most cost-effective means of reaching our target audience this year. This niche marketing will target industry-specific associations in our drive and direct fly markets, such as Spokane, Seattle, Portland, Minneapolis, Chicago and now Dallas, with the addition of American Airlines service this year. Since Montana as a whole does not have a large presence at the meeting and convention shows, it is hard to make an impact against states and destinations that do have a large presence and offer better pricing. Through a print, online and social media campaign, plus attendance at specific trade shows, we can work with niche markets spreading what is unique about Missoula and the surrounding area that makes it worth the extra expense to hold a meeting here. From attendance at industry-specific trade shows during 2016 – 17, Destination Missoula staff has had direct meetings with 145 meeting planners, garnered 12 RFPs from 25 leads, and met future prospects. Missoula also hosted one meeting planner FAM with four meeting planners from across the country who generate several hundred RFPs annually.



## EMERGING MARKETS

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

### MUSIC AND ENTERTAINMENT

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

### FLIGHT MARKETS

Missoula International Airport continues to set records for enplanements with 388,028 in 2017 (an increase from 379,532 in 2016). Our overall load factor for 2017 was the highest in the state at 86.3%, helping to add capacity to our market. In 2018, we will have 502,530 available seats in our market—an 11.8% increase over 2017. With the addition of American Airlines and new flights to Dallas, Texas, Missoula will be serviced by six airlines and 13 nonstop destinations, which makes it comparable to much larger cities. Missoula International Airport had a total economic impact of \$537,927,000 in 2016, the second-largest in the state. As Missoula is constantly looking for opportunities to bring new service into our city, it is vitally important that we market to any new service areas, as well as our existing direct flight markets to make sure our existing flights remain viable and service only continues to expand.



**39 MILLION**  
TRAVELERS IDENTIFY  
THEMSELVES AS  
CULINARY TRAVELERS.



### CULINARY

We currently see 39 million travelers identify themselves as culinary travelers. Annually, they created a \$201 billion economic impact. On average, they spend \$1,194 per trip with up to 50% spent directly on food and food-related activities. It is currently one of the fastest-growing sectors in tourism worldwide.

They tend to be a younger, more affluent and better educated traveler. Millennials, having become the largest traveling demographic in the U.S., list culinary experiences as very important. They feel it is the best way to get to “know the story” of a place. Trends are moving from the most expensive dining experience to the most authentic. The culinary traveler is looking for a unique experience and likes packages based around cooking classes, farmers markets, gourmet food shopping, winery, brewery and distillery tours and festivals. Culinary travelers tend to plan ahead using both print and online media sources. With Missoula’s exciting and varied food scene from fine dining and cafés, to farm-to-table sustainability, food trucks, breweries, wineries and distilleries, culinary tourism is a perfect niche. Our culinary scene was highlighted to readers of *Food Travelist* and *The Guardian* newspaper from the U.K. Destination Missoula hosted writers from both publications. *Food Travelist* is a select group of 60+ travel writers, bloggers and photographers who have 6.5 million social media followers. The group’s collective exponential influence is 30+ million potential impacts and 3+ million potential reach per week. *The Guardian*’s audience reach is 25.4 million.

# Top Travel Pick

*Northwest Travel & Life, February 2018*



## CANADIAN TRAVEL

Canadian travel to Montana last year saw a drop from 612,000 visitors to 562,000 visitors, creating 1,992,000 room nights and spending \$203 million in our state. They are staying longer but spending less. They stay an average of 3.8 nights per visit, and their main interests are shopping, museums and galleries, cultural events, festivals and fairs and sporting events. Although our overall visitation is down, our travel inquiries for Missoula are up.

## LGBTQIA

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

## YOUTH SPORTS – SPORTS AND EVENTS

The youth sports travel sector is now a \$9 billion travel industry. The youth sports industry in the U.S. has ballooned to a \$15.3 billion business. There has been more than 55% growth since 2010. It is estimated that more than 35 million kids between the ages of 5 and 18 currently play at least one organized sport each year in the U.S. and 21 million are involved in non-school youth sports. Youth sports also generate family and multigenerational travel. 41% of children with a household income of \$100,000 or more participate in team sports and 19% of children with household incomes of \$25,000 or less participate. In 2016, American families spent \$10 billion on the road for what are now being called “tournaments.”

## MOTORCYCLE

Motorcycle travel is one of the fastest growing segments in tourism. In 2014, 8.4 million bikes were registered in the U.S. With the Canadian and U.S. markets, it is a \$34 billion industry with over 11 million riders. The demographic trend has been older and more affluent as more baby boomer professionals become interested in motorcycle travel. The average HHI is \$85,000+ with 84% having attended college and 16% with postgraduate degrees. However, now you are starting to see more millennial riders. Women are becoming the fastest growing segment. Gen X women are three times more likely to own and regularly ride their bikes, and women motorcycle tour businesses are starting to thrive. An average trip lasts 10– 14 days, spending \$3,100 per trip. They also love to attend related events averaging three events per year spending an average of \$400 per weekend event attended. Ten percent of all visitors enter Montana on motorcycles and 4% spend one or more nights in Missoula.

Missoula is on a major route for riders coming from the West Coast and those wanting to see Glacier National Park. We will be doing specific niche marketing and website itineraries to market to these riders. More specifically, Missoula will be targeting women motorcycle riders.

## INTERNATIONAL

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

# 25 BEST TOWNS EVER

*Outside Magazine, July 2017*



## SUSTAINABILITY

These travelers tend to be highly educated, mature, affluent, well-traveled, environmentally aware and sensitive to the social and cultural traditions, systems and mores of the destination they visit. They are similar to, and in many cases crossover, the culinary traveler.

## BIRDING

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

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



## SUPPORTING RESEARCH

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

- Montana Office of Tourism and Business Development – General Travel Statistics
- STR Reports – Missoula-Specific Hotel Statistics
- U.S. Travel Association – U.S. Travel Answer Sheet – <https://www.ustravel.org/answersheet>
- International Trade Administration – U.S. Commerce Department Forecasts Continued Strong Growth for International Travel to the United States, 2014 – 2019 (<http://travel.trade.gov/tinews/archive/tinews2014/20140407.html>)
- U.S. Travel Industry Fears a ‘Lost Decade’ Under Trump, [www.bloomberg.com/news/articles/2017-03-27/u-s-travel-industry-fears-a-lost-decade-under-trump](http://www.bloomberg.com/news/articles/2017-03-27/u-s-travel-industry-fears-a-lost-decade-under-trump)
- Travel Weekly – New Data Show U.S. Inbound Travel Slumping Badly – <http://www.travelweekly.com/North-America-Travel/New-dtat-show-US-inbound-travel-slumping-badly>
- Canadian Government Travel Statistics (<http://www.statcan.gc.ca/start-debut-eng.html>)
- U.S. Department of Commerce, Office of Travel & Tourism Industries – Canadian Travel Statistics ([http://travel.trade.gov/outreachpages/inbound.general\\_information.inbound\\_overview.html](http://travel.trade.gov/outreachpages/inbound.general_information.inbound_overview.html))
- Institute of Tourism and Recreation Research (<http://www.itrr.umt.edu/nonres/2017DomCanInterExpend.pdf>)
- 2016 Economic Outlook – Tourism & Recreation Trends & Outlook: Montana’s Varied Traveler: A Look into Quarterly Differences [[www.bber.umt.edu](http://www.bber.umt.edu)]
- Expedia Media Solutions – White Paper: Destination Selection During the Traveler’s Path to Purchase
- University of Minnesota Tourism Research Reports – Sustainable Tourism (<http://www.tourism.umn.edu/ResearchReports/MarketSegments/Sustainable>)
- Hoteliers – Hotel, Travel & Hospitality News – Report: More Affluent Travelers, More Women Setting Travel Trends (<http://www.4hoteliers.com/features/article/8196>)
- GutsyTraveler.com – Women Travel Statistics – 80% of All Travel Decisions Made by Women (<http://gutsytraveler.com/women-travel-statistics>)
- National Association of Sports Commissions – 2016 Sports Tourism: A State of the Industry Report ([www.sportscommissions.org](http://www.sportscommissions.org))
- Sports Business – Spending Big On Kids’ Sports? You’re Not Alone – [www.cnn.com/2014/01/13/youth-sports-is-a-7-billion-industry-and-growing.html](http://www.cnn.com/2014/01/13/youth-sports-is-a-7-billion-industry-and-growing.html)
- Sports Tourism: Sleeping Giant of the Tourism Market, Lavonne Wittmann
- Forbes. Com - Youth Sports Tourism Keeps Booming, But How Deep Do Its Dollars Go In Communities - <https://www.forbes.com/sites/bobcook/2017/08/25/youth-sports-tourism-keeps-booming-but-how-deep-do-its-dollars-go-in-communities/#5e2a2d3755d4>
- Mandala Research, LLC – The American Culinary Travelers 2013 ([http://mandalaresearch.com/index.php/purchase-reports/view\\_document/75-the-american-culinarytraveler-study-?tmpl=component](http://mandalaresearch.com/index.php/purchase-reports/view_document/75-the-american-culinarytraveler-study-?tmpl=component))
- Ontario Culinary Tourism Alliance and Skift – The Rise of Food Tourism, 2015 Special Report, ([www.skift.com](http://www.skift.com))
- U.S. Travel – Comprehensive Culinary Travel Survey Provides Insights on Food and Wine Travelers (<http://www.ustravel.org/news/press-releases/comprehensive-culinary-travel-survey-provides-insightsfood-and-wine-travelers>);
- Destination Analysts – The State of the American Traveler – Vol. 17, Jan 2015
- Skift – Megatrends Defining Travel in 2018, Yearbook/Issue:01
- About Tourism – Destination Marketing and the “FOOD” Element: A Market Overview (<https://abouttourism.wordpress.com/tag/culinary-tourism>)
- Lynn University College of Hospitality Management – Best Practices in Culinary Tourism Development: Models and Applications Domestic and Abroad ([www.lynn.edu](http://www.lynn.edu))
- Kaplan University – Mapping the Study of Motorcycle Tourism ([www.kaplanuniversity.edu](http://www.kaplanuniversity.edu))
- Motorcycle Tourism – Motorcyclists the PURE Tourist (<http://www.slideshare.net/alig8r/motorcycle-tourism>)
- USA Today – Women Help Rev Up Motorcycle Industry (<https://www.usatoday.com/story/money/business/2017/09/01/women-help-rev-up-motorcycle-industry/573631001/>)
- CMI Community Marketing & Insights – 18th Annual LGBT Travel Study (<http://www.communitymarketinginc.com>)
- Travel Weekly – Music Tourism Has Potential, But Industry Must Pick Up The Tempo – <http://www.travelweekly.com/orth-America-Travel/Music-tourism-has-potential-but-industry-must-pick-up-the-tempo>



## GOALS

- Increase the demand in Missoula for hotel rooms, attraction visits, concert and festival attendees, package tours, retail sales, restaurant receipts, local transportation and other events and activities that positively affect the economic impact of the local tourism industry.
- Boost the demand for and usage of venues in Missoula for groups and special events that, in turn, draws attendees to stay overnight in Missoula hotels.
- Via the Missoula Sports Commission, recruit, grow and retain sports events in the Missoula area and continue to expand visibility of Missoula as a premier athletic destination, especially in the youth sports market.
- Gain national and international media exposure for Missoula’s diverse attractions, natural environment, rich history and unique personality to further education an understanding of the Missoula product.
- Support and contribute to the enrichment of Missoula’s multicultural, performing and visual arts, historic, recreation, education, sports, business and entertainment communities.
- Welcome all visitors, regardless of age, sex, sexual orientation, race, color, national origin, religion, marital status, veteran status or disability.
- Through strong community outreach and with recognized expertise in the tourism industry, actively participate in and contribute to the overall strategic planning for the growth and sustainability of the visitor industry in Missoula.
- Actively seek cooperative community partners to assist Destination Missoula and the Missoula Tourism Business District in meeting the above goals.

AMERICA'S LEAST STRESSED CITIES

*Smart Asset August, 2016*

# STRATEGIES

## CONSUMER ADVERTISING

Destination Missoula will use various mediums to promote Missoula as a premiere and unique travel destination, reaching diverse geographic and demographic markets with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.

**DESTINATION Missoula MONTANA**

*Our Summer Music Lineup*

PEARL JAM • PIXIES • DEGENERISTS • CHRIS STAPLETON • SHERYL CROW • BONNIE BLONDIJE • DEATH CAB FOR CUTIE • NATHANIEL RATELIFF & THE NIGHTSWEATS • THE FLAMING LIPS • BARENAKED LADIES • SHAKY GRAVES • ANDREW BIRD • RAINBOW KITTEN SURPRISE • PETER FRAMPTON • ALL TIME LOW • SLIGHTLY STOOPID • DIPLO • PRIMUS • ALICE COOPER • TRAMPLED BY TURTLES • BRETT ELDRIDGE • THE GLITCH MOB • JUSTIN MOORE • REBELUTION • NEW ORLEANS • CHRIS YOUNG • TRICENTENAL FEATURING TROMBONE SHORTY • BELA FLECK & THE FLECKTONES • STEELY DAN & THE DOOBIE BROTHERS • AVETT BROTHERS • THE HEAD AND THE HEART

MORE TO BE ANNOUNCED

Three rivers and seven wilderness areas converge in Missoula, Montana, a small town with enormous personality. It's a wonderland for wanderlust, pulsating with arts and culture, food and drink, rich roots, outdoor recreation and an impressive music scene. Montana's endless sky means infinite exploration, so get out into the great wide open (under them skies of blue) and experience the sights and sounds of Missoula for yourself.

Call 1.800.526.3445 or VISIT MISSOULA.LIVE FOR MORE INFORMATION

**LITTLE TOWN + BIG-TIME VENUES**

**BIG SKY BREWING COMPANY AMPHITHEATER**  
This newly redesigned outdoor venue attracts national acts to its state-of-the-art stage. Catching a show here is the perfect way to spend a quintessential Missoula summer evening against the backdrop of the big sky that gave this popular spot its name.

**KETTLEHOUSE AMPHITHEATER**  
Savor the sounds and sip local brews on the banks of the Blackfoot River—famous for world-class fly-fishing, and now music. This new stage draws national performers, happy listeners, rafters in the right place at the right time, and the occasional wildlife.

**THE WILMA**  
Retro elegance meets true talent at this historic downtown theatre on the Clark Fork River's edge, with all the amenities artists and concertgoers expect in a modern venue, plus one of the best sound systems in the Northwest.

**TOP HAT LOUNGE**  
An intimate venue perfect for getting up close with national favorites and local celebrities, the Top Hat has become the center of the Missoula cultural scene and also has a pretty great food menu to boot.

**ADAMS CENTER/WASHINGTON-GRIZZLY STADIUM**  
Sir Paul McCartney and The Rolling Stones have rocked Missoula to the tops of the mountains and back at Washington-Grizzly Stadium, and the Adams Center has hosted big-name artists like Florida Georgia Line and Elton John.

**OREN PARK ALLEGIANCE FIELD**  
At the Osprey Stadium, the sounds of local and national performers envelope the night air and keep time with the Clark Fork River's synecgation as it rolls on past.

**THERE'S THIS PLACE**  
where  
**THE MUSIC AND THE RIVER FLOW**

**MISSOULA MAGIC + MOUNTAIN SOUNDS**

The beauty of this little mountain town isn't just the beauty. It's the infectious charm and the ease of access to unrivaled adventures like world-class recreation and whimsical wandering, an alpine arts scene and live music, food trucks, cafes and fine dining, award-winning microbrews and wild whisky infused with the spirit of a place so magical it'll change you.

Missoula is undeniably a music mecca, which comes as no surprise given the soul in its name. It may be assumed that everything here plays second fiddle to nature, but you'd be pleasantly surprised by the tunes that vibrate through this eclectic, glacial-carved valley. It's an orchestra of rivers and trails, arts and culture, mountains and meadows.

The sounds of local singers and songwriters, bona fide rock stars and famous musicians swell into the streets and rise up through Missoula's rolling foothills and snowcapped peaks on any given night. There's country, bluegrass, reggae and rock. There's jazz, folk, funk, punk and pop. And there's everything in between. Lineups include internationally known performers along with up-and-coming artists, indie favorites with cult followings and local bands making their mark on the world. Missoula's music scene is considered the best in Montana and is gaining notoriety throughout the West. That's because there's never a bad seat in the house.

Where else can you catch a wave, a trout and a show on the same block? Or savor the uniquely Montana experience of watching a live concert staged on the banks of the Blackfoot River? Two new outdoor amphitheaters combine a few of Missoula's favorite things—the outdoors, live music and local beer, and indoor venues provide an exciting mix of stadium-style concerts and intimate shows with local vibes, excellent eats and foot-stomping fun.

Festivals throughout the summer—like the River City Roots Festival, Celtic Festival and Traveler's Rest Fest—take over Missoula's downtown streets, city blocks, parks and community spaces, bringing the whole town together—a truly transcendent town that really does have a river running through it, along with a whole lotta good sounds.

Big shows are on Missoula's horizon for 2018. Make your Montana experience an adventure in listening.

**THE WILMA**      **THE ADAMS CENTER**

**VISIT MISSOULA.LIVE TO START PLANNING YOUR MUSIC GETAWAY**

**THERE'S THIS PLACE**  
where  
**MORE THAN RIVERS MEET**

**START PLANNING YOUR MISSOULA, MT MEETING** ➔

**THERE'S THIS PLACE**  
where  
**THE GREAT OUTDOORS ARE RIGHT OUTSIDE YOUR DOOR**

**FREE TRAVEL GUIDE** ➔

**DESTINATION Missoula**

**DESTINATION Missoula**

**START PLANNING YOUR MISSOULA MONTANA MEETING** ➔

# METHODS

## PRINT AND DIGITAL ADS

Destination Missoula will place print advertising in a variety of publications and will place online digital ads targeting diverse geographic and demographic markets showing what is unique about the Missoula area with an emphasis on off-peak and shoulder seasons. Our overall target is to acquire 5% inquiry growth over prior-year total inquiry and web visitation numbers via print and digital media placements. Individual digital display ads will aim to perform above a .30% CTR. National average is closer to .08% CTR.

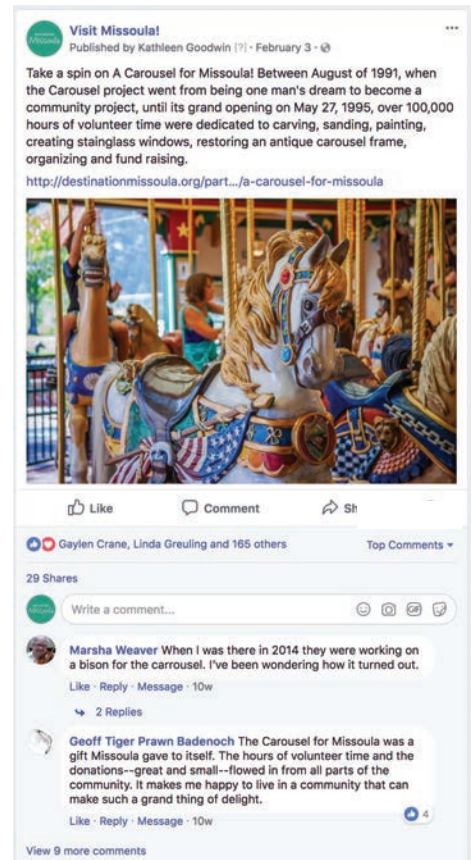


## WEBSITE MARKETING, OPTIMIZATION, DEVELOPMENT AND MAINTENANCE

Destination Missoula is planning a complete redesign of [destinationmissoula.org](http://destinationmissoula.org) for FY19. The site will be a completely responsive, state-of-the-art website featuring itinerary builders, large photos and integrated social media, including blogs, Facebook, Twitter, Instagram and Pinterest. We have continued to grow visitation to the current site each year by adding fresh content and photos to maintain our main site to inspire travelers. This year Destination Missoula created [missoula.live](http://missoula.live) to promote the music scene in Missoula, including information on upcoming events, venues, music education and music shops, which we believe will be a huge asset moving forward for marketing Missoula as a premier music destination in the Rocky Mountain West.

## PLANNING CONTENT

[Destinationmissoula.org](http://destinationmissoula.org) will continue to receive additional content pages targeted on search trends we monitor online, frequently asked questions of the call center staff, and topics that will assist with tourism partnerships and opportunities as they arise. Destination Missoula has also created a subsection of our blog called INSPIRE Missoula, a monthly series where prominent, inspirational members or groups in the community are interviewed about what makes this place so special. Additionally, content for the [destinationmissoula.org](http://destinationmissoula.org) blog is updated on a weekly basis, keeping content relevant, fresh and pertinent. Another monthly series is the “Your Monthly Guide to Missoula” posts, which highlight big events and recurring events each month in town. Lastly, Destination Missoula is creating a digital magazine to take advantage of the growing e-mag trend and to continue to deliver content in the most sophisticated and technological way.



### TRAVEL GUIDE ONLINE

The online travel guide provides us with an opportunity to reach international travelers, last-minute travelers and digital-friendly travelers, with an expanded amount of travel information at a much lower cost than the printed, mailed version of the travel guide. The online version can be viewed online or downloaded as a PDF and printed or viewed on a mobile device. We will continue to provide updates of the online guide and maintain the latest technologies for readers. We will also offer video and website jumps to the digital layout. Our goal is to grow visibility and usage of the print edition guide with the digital-friendly version by 7% over prior year.

### DAILY UPDATES

We know that fresh content is key to providing organic SEO for [destinationmissoula.org](http://destinationmissoula.org). We will stay on top of this by providing daily or weekly updates to events, attractions and all other trip-planning resources as needed by Destination Missoula. We will also make frequent social posts to ensure that Missoula is top of mind with followers on all social channels. Our overall goal is visitor growth to the website and related digital resources. This strategy ties into our website marketing, optimization and maintenance and has the same 8% growth target via search and SEO strategies.

### SEARCH ENGINE OPTIMIZATION

Destination Missoula will aggressively optimize and modify website source code meta tags to ensure best possible placement on major search engines and to promote organic SEO. Our overall goal is visitor growth to the website and related digital resources. This strategy ties into our website marketing, optimization and maintenance, and has the same 8% growth target via search and SEO strategies.

### SEARCH ENGINE MARKETING

Keywords will be purchased in Google to promote [destinationmissoula.org](http://destinationmissoula.org) as an online tourism resource for Montana. We will also pursue content marketing, SEO-friendly opportunities with major marketing partners such as Madden Media, Matador, TripAdvisor and others. Our overall goal is visitor growth to the website and related digital resources. This strategy ties into our website marketing, optimization and maintenance and has the same 8% growth target via search and SEO strategies. (See attached Appendix A for complete keyword list.) FY18 saw rapid organic search traffic, which grew 58% over FY17, and we hope to see a 20% growth in FY19 for organic search results.

Success will be measured for the websites by visitor and page views; SEM – keyword-directed visitors to the website; SEO – visitors, search visitors, non-traditional web visitors, organic placement on Google and other search engines. We would expect to see a 7% growth in website visitation and to add 40,000 new names to our lead database over the marketing year.



## 24 COOLEST TOWNS IN THE USA

Matador Network, March 2017



### WEBSITE MARKETING, OPTIMIZATION AND MAINTENANCE

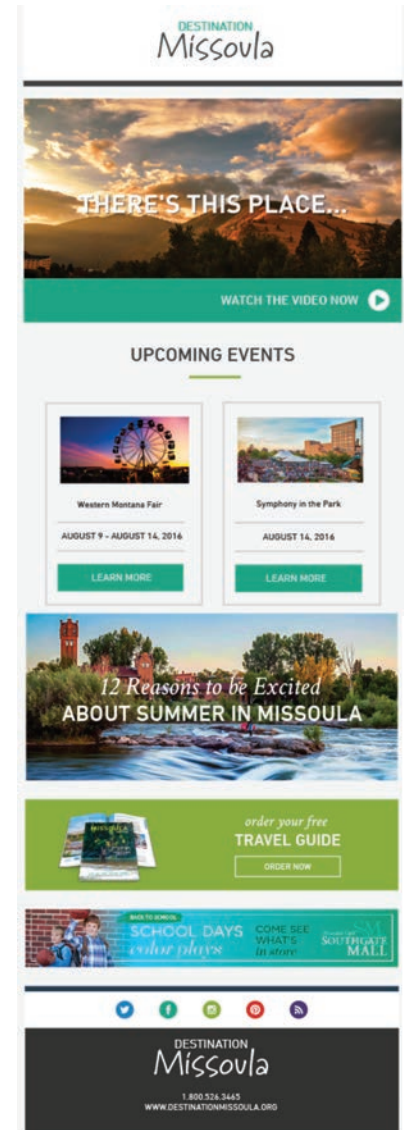
Our overall goal is to grow visitors to the website and related digital resources by optimizing the primary website for search engine searches, maintain weekly monitoring of trending hot keywords and search phrases among the major search engines and maintain the website with fresh content—including text, video and photography—to drive page rank and user access. We will continue to leverage the latest digital audience tools and products. [Destinationmissoula.org](http://Destinationmissoula.org) received 21% more unique viewers in FY18 than previous year’s visitation. We are hoping to grow the number of visitors to the search via search engines and other non-display ad digital media marketing by 8% over prior year.

### PHOTO AND VIDEO LIBRARY

Destination Missoula will continue to develop and maintain its photo and video library used for all media. Our goal with photography is to tell our story about the uniqueness of Missoula and the surrounding area with imagery that authentically speaks to the nature of this exceptional place. The photography we use will draw visitors in by showcasing the natural beauty and the abundance of recreational opportunities, arts and cultural possibilities and food and drink options you would expect to find in a much larger city. Destination Missoula will purchase high-quality, all-season photographs and videos and will encourage non-professional photographers to submit their favorite area photo for potential use by DM in marketing Missoula. New and updated photos being used on the website will help to bolster the goal of 8% growth in searches. In FY17, Destination Missoula worked with Windfall and Matador Network to produce our “There’s This Place” video promoting Missoula in the fall shoulder-season, which reached more than 1,300,000 viewers. Destination Missoula and Windfall once again partnered with Matador to create another Missoula highlights video, which will be released early summer 2018, concentrating on our music and entertainment, recreation, food and art, and we are hoping for similar results in quality and viewership.

### ELECTRONIC ADS/EBLASTS

Four targeted seasonal electronic email campaigns will remind previous website visitors to visit Missoula and to revisit the website for new content on the latest activities and attractions. Email mini-eblasts will focus on major events and happenings in Missoula to our loyal marketing database of contacts. Our goal is a 15% open rate overall on the four email blasts and add to the email marketing list an additional 10,000 recipients. We will focus on growing our overall open rate by 2% and the click-through rate from the email messaging by 5% during the marketing year.



## PUBLICITY

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Destination Missoula will use the latest social media in combination with traditional media to increase brand exposure with proactive strategic messaging.

## METHODS

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### FAMS

Destination Missoula will arrange a minimum of one (1) FAM trip highlighting arts and culture, recreational opportunities and food and beverage. The trip will be designed to draw attention to what is truly unique about Missoula, specifically during off-peak and shoulder seasons. This trip may be arranged solely or in partnership with Glacier Country Tourism and/or the Montana Office of Tourism and Business Development other tourism organizations, local organizations and private businesses. Success will be measured through participation rate and amount of resulting earned media. FY18 produced an exciting photo FAM trip in partnership with Glacier Country, Southwest Montana, Southeast Montana, Montana's Yellowstone Country and Missouri River Country Tourism groups. This multi-region trip is scheduled for June 2018, and Destination Missoula is excited to see the results of this co-op trip.

### PRESS PROMOTIONS

Destination Missoula and the Missoula Tourism Business Improvement District has contracted and partnered with Windfall for public relations services. These services include production of a media/press kit to include interchangeable information on sports, group travel, events and conference planning, press releases and story pitches to appropriate publications in our drive and direct flight markets. These storylines will be directed to appropriate writers and publications to bolster our paid media endeavors and meet our goal of driving shoulder season business. Missoula will produce press boxes that will be sent directly to niche influencers who we want to attract to Missoula. These boxes will serve as a unique and fun introduction to Missoula and our PR team. Destination Missoula is partnering with the music venues in Missoula to help promote our emerging live-music scene. We will arrange and execute a press trip with music-focused travel writers to help get the word out about music in Missoula and to entice music lovers to travel to Missoula to experience it for themselves. Success will be measured by participation rate and amount of earned media.

Destination Missoula will also work in partnership with the Montana Office of Tourism and Business Development, Glacier Country Tourism and other industry partners to directly promote Montana and Missoula to media partners throughout the Northwest. This year, Destination Missoula partnered with Glacier Country Tourism on a press tour to Dallas to promote the new American Airlines direct flight into Missoula. We hope that this event will be highly successful and well attended garnering continuing interest in our area from writers. We are looking forward to additional partnership opportunities with Montana regions and CVBs.

Our digital influencer recruitment strategy will be boosted by the use of Meltwater for prospecting, social media planning and earned media tracking.



TOP CITIES  
FOR BEER  
DRINKERS

*Smart Asset January, 2016*

### SOCIAL MEDIA

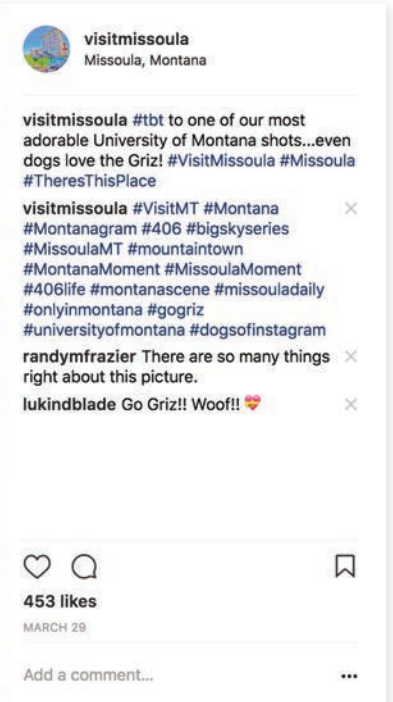
Destination Missoula will continue to create a social media marketing strategy with a unified voice and message across all social media platforms. In FY19, Destination Missoula saw huge growth in Facebook likes at 41% from 35,747 followers to 50,000 followers. Our goal is 60,000 likes, which would be a continued increase of 20%. In addition, we saw growth of our Twitter, Instagram and Pinterest followers. Our goal for Instagram is for 11,800 followers (a 30% increase from the current 9,053), our goal for Twitter is for 6,900 followers (a 10% increase from the current 6,305 followers), and our goal for Pinterest is 915 followers (a 10% increase from the current 832 followers).

### CRISIS MANAGEMENT

Destination Missoula will actively participate with the Tourism Advisory Council, Montana Office of Tourism and Business Development, Glacier Country Tourism and other tourism organizations in educational programs and crisis management issues related to the promotion of tourism. Success measurements will vary greatly based on the crisis. Destination Missoula will be proactive in helping to resolve the crises, will maintain an updated crisis communication plan to meet all needs, will provide rapid communication via the call center, social media, website and with the media.

### REDESIGN OF MEETING WEBSITE

Our meeting planner website—[missoulameetings.com](http://missoulameetings.com)—has continued to be a huge asset for Missoula. The site has seen more than 65,320 visitors in FY18. The success of the site is credited to the more cohesive design, layout, functionality and consistent branding with our main site, [destinationmissoula.org](http://destinationmissoula.org) as well as the work of our sales team to promote Missoula as a meeting destination.



### SPORTS WEBSITE

Destination Missoula will redesign and relaunch our sports and event planner website—[playmissoula.org](http://playmissoula.org). The new site will be more cohesive in design, layout, functionality and brand with our main site—[destinationmissoula.org](http://destinationmissoula.org). Success will be measured by an increase in optimization, visitation and use by sports and events planners.

### MUSIC WEBSITE

Destination Missoula will continue to promote and grow content for [missoula.live](http://missoula.live) including interviews with local musicians, coverage and promotional efforts for events like festivals and concerts, and will create a Missoula playlist featuring music from upcoming performers in Missoula.





## GROUP MARKETING

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Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.

## METHODS

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### ELECTRONIC ADS/EBLASTS

Destination Missoula will send out two meeting and one sports e-blast to targeted meeting planners and sports and event planners reminding them why Missoula is a unique destination for meetings and events. We will continue to develop and maintain our main site, as well as our newly redesigned [missoulameetings.com](http://missoulameetings.com) and [playmissoula.org](http://playmissoula.org) to increase the perception of the Missoula area as a primary tourist and meetings destination. We will redesign [playmissoula.org](http://playmissoula.org) this year.

- Two meeting blasts will have a goal of 12% open rates.
- One sports blast will have a goal of 12% open rate.

Our goal last year was 10% webpage traffic growth over prior year average visitor numbers for both [missoulameetings.com](http://missoulameetings.com) and [playmissoula.org](http://playmissoula.org). Prior to the redesign, [missoulameetings.com](http://missoulameetings.com) was averaging about 8,696 visitors annually. This year we have received 42,911 visitors as of March 31, 2017. Our goal is to continue this growth phase. We would like to increase 15% of current numbers.

### IN-STATE CAMPAIGN

Destination Missoula and the Missoula TBID will create a 30-second video spot to highlight what is truly unique about Missoula as a meeting destination and, in particular, a sporting event destination. We will promote the new venues and the enjoyable opportunities available outside of scheduled event times.

### FAMS

Destination Missoula will arrange a minimum of one FAM trip specifically targeting meeting planners. The trip will be designed to highlight what is truly unique about Missoula as a meeting destination specifically during off peak and shoulder seasons. This trip may be arranged solely or in partnership with Glacier Country Tourism and/or the Montana Office of Tourism, other tourism organizations, local organizations and private businesses. Success will be measured through participation rate, amount of resulting earned media and bookings.

## ➤ GROUP MARKETING & METHODS

### ONLINE DIGITAL ADS

Destination Missoula will place online digital ads targeting diverse geographic and demographic group travel markets showing what is unique about the Missoula area with an emphasis on off-peak and shoulder seasons. For this niche group our goal is to perform above .15% CTR. National average is about .08% CTR. Overall this will help us achieve 10% overall group meeting website traffic to prior year.

### PRINT ADS

Destination Missoula will place print advertising in a variety of publications targeting diverse geographic and demographic group travel markets, meeting planners and event coordinators showing what is unique about the Missoula area with an emphasis on warm season and off-peak and shoulder seasons.

Our overall goal is a 3% inquiry growth over prior year total inquiry and web visitation numbers via print and digital media placements. Individual digital display ads will aim to perform above a .20% CTR. National average is closer to .08% CTR. Unique URLs used in the ads will help contribute to the 10% growth, as well as a goal of direct inquiries to Group Marketing staff position.

### SOCIAL MEDIA

Destination Missoula will continue to create a social media marketing strategy with a unified voice and message across all social media platforms, which can be used to specifically target group travelers, meeting and event planners. Success will be measured by social media engagement, including followers, likes, shares and web visitation from social media. Last year Destination Missoula released a Snapchat geofilter. When Snapchat users are in the area, the Missoula-specific geofilter becomes available. In FY17-18 DM's social media efforts generated 43,665 visitors to the website over 17,085 in FY15. Our goal is 60,000 Facebook likes (20% increase), 11,800 Instagram followers (30% increase), 6,900 Twitter followers (10% increase) and 915 Pinterest followers (10% increase).

### TRADE SHOWS

Destination Missoula, in partnership with the Missoula Tourism Business Improvement District, will attend a variety of meeting and convention, sports and event, and tour and group travel shows to increase exposure of Missoula as a group travel destination. Success will be measured through number of qualified leads and RFPs resulting from attendance at said trade shows.

### GROUP MARKETING SUPPORT/PERSONNEL

- Provide sales support through research, maintaining and enhancing our trade show booth as necessary and production of sales materials.
- Increase sales staff industry knowledge through attendance at key industry conferences, such as National Association of Sports Commissions and Destination Marketing Association International continuing education.
- Collaborate with the Destination Missoula Sports Commission in spreading awareness of Missoula Tourism Business Improvement District grant funding for new and existing events and application assistance.
- Work to create or support new events in the Missoula area.

Success will be measured by an increased brand awareness in the group market, an increase in the number of meetings and events held in Missoula annually, the number of new leads produced from direct sales, campaigns and show attendance and the number of grants applied for and the economic impact of those events on the community. Last year, our sales staff attended seven trade shows generating 488 direct contacts and combined with direct sales produced 51 leads for a potential economic impact of \$8,619,000 million. The Missoula Tourism Business Improvement District provided grants to five cultural and sporting events providing a total economic impact to Missoula of \$1,016,000 million.



## MARKETING SUPPORT

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Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.

## METHODS

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### ADMINISTRATION

Funding for operations, key personnel and services is necessary in order to provide the best experience for visitors to our community, and highly trained staff that is knowledgeable on industry trends and how to implement them to the advantage of the Missoula market. Success will be measured through visitor center contacts, materials distributed, attendance at educational conferences, annual reviews and evaluations.

### DMAI

Staff attendance at DMAI niche and annual conferences will keep staff abreast of industry trends and how to incorporate them in our market. Success will be measured by conferences successfully attended.

### FULFILLMENT/TELEMARKETING

Destination Missoula will provide the following services through our fulfillment company:

- Provide potential visitors with information they have requested five days a week (24/7 ordering capabilities provided), including expanded hours for peak inquiry periods and large-scale campaigns.
- Execute a central clearing house for management, fulfillment and tracking of all inquiries via email, telephone, livechat helper, fax, mail and reader response cards.
- Provide targeted extension numbers for better tracking of print media, as well as special URLs for web response measurement. We have also boosted our capabilities to provide additional website tracking of visitors who order visitor guides to help us provide even more tracking on where inquiries are coming from.
- Provide a customizable database to track additional traveler interest and preferences. Utilize the database to provide sample callbacks to ensure guide arrived timely for consumers.
- Provide timely fulfillment of travel guides and electronic mail responses.
- Provide additional travel planning assistance to visitors needing help with directions, weather conditions and attraction and lodging details.
- Maintain quality data in the consumer database and back up the data daily for protection.
- Provide storage and local and national distribution of the guides via call center and local tourism business requests for guides.
- Integrate call center with web 2.0 opportunities to place questions and answers and other valuable dialog with consumers online to assist website-based travel planners.
- Provide social media content support and tracking information—Facebook, Twitter, Pinterest. A major share of the travel guides will come into and be distributed by the call center/fulfillment center. More than 60,000 travel guides will be sent from the call center to direct inquiries from print, digital, social media and related travel guide requests. The call center will ship the travel guides using the latest requirements with the U.S. Postal Service. They will ship guides to the United States and Canada, but will restrict guides requested outside those areas to only special mailing circumstances approved by the director. In those cases, we push visitors, when possible, to the online guide version. Our overall goal is to improve by 5% the number of inquiries handled at the call center. Call center inquiries increased 15% in FY17 over previous year's inquiries.



### OPPORTUNITY

Destination Missoula will set aside funds to participate in marketing opportunities that come up throughout the year that were not available at the time this marketing plan was written. Success measures will vary depending on the segment of the projects participated in.

### JOINT VENTURES

Destination Missoula will set aside funds to continue participation in joint venture opportunities with the Montana Office of Tourism and Business Development and Glacier Country Tourism and seek out opportunities with other CVBs/regions that come up throughout the year. Success measures will vary depending on the segment of the project participated in.

### TAC/GOVERNOR'S CONFERENCE/MEETINGS

Destination Missoula will set aside funds for key personnel to attend TAC meetings and the annual Governor's Conference on Tourism & Recreation in order to stay abreast of industry rules, regulations and trends. Success will be measured by meeting and conference attendance and incorporation of new rules, regulations and trends in daily operations of Destination Missoula.

### VIC FUNDING/STAFFING/SIGNAGE

DM will maintain a full-time, year-round travel counselor for our VIC during regular office hours, whose responsibilities may include but are not limited to:

- Responding to tourism inquiries in person, via phone, email, fax and letter.
- Compiling and inputting data into the computer regarding information on visitation, calendar of events, local hotels and other related tourism businesses. Destination Missoula will use a professional CRM system to track this information.
- Making lists of businesses to contact about tourism concerns.
- Researching information for guests. Ordering, storing and stocking brochures and maps from attractions, hotels, and other tourism-related businesses. Destination Missoula will use professional CRM system to inventory and track our brochure usage.
- Maintaining the VIC area.
- Conceiving and developing area-wide tours and support materials for tours.
- Serving as support staff for the Montana visitor information website.
- Maintaining VIC scheduling and payroll.
- Producing training and other familiarization activities with all the attractions in their area for frontline staff in order to give the visitor a more personal and knowledgeable view of what Missoula has to offer.
- Maintaining a thorough knowledge of the content of all Montana guides and brochures, which the VIC has in our racks, and area-wide special events and be able to intelligently converse with visitors of all ages. VIC staff should know road conditions, any construction areas and suggested alternate routes. Staff should also be aware of alternative things to do in case of weather conditions. DM will also hire staff during peak visitor seasons to cover our VIC during non-office hours: Staff will assist visitors for two hours after building closing time, Monday through Friday, and for eight hours Saturday and five hours Sunday, from July 1 through the end of September 2018, and May 1 through June 30, 2019. Staff will be given a training period with full-time staff present and also have an additional 120 hours that may be used throughout the year to cover during large events with busy visitation and for full-time staff vacations.
- Keeping statistics about how many visitors requested information and home states of visitors.
- Keeping track of the number of bulk requests filled.
- Packaging visitor packets for bulk requests from conventions, meetings and other groups. These hours are not covered by the Destination Missoula regular staff. We want to be sure visitors feel welcome and know what is available to them, even if they arrive outside our regular hours.



Destination Missoula has seen steady increases in visitor use of our official visitor information centers with a 1.2% increase over 2016/17. The downtown VIC had more than 4,015 visitors from all U.S. states, the U.K. and the following top four countries: Canada, Australia, Germany and France. We continue to partner with the Missoula International Airport with a visitor information center at the airport. This VIC services thousands of visitors annually. Destination Missoula will create highly visible signage for the outside of our main visitor center, and signage within the visitor center to help direct visitors to the information they are looking for. Success will be measured by the increase in the length of visitor stays and satisfaction, brand awareness, increased visitation to VICs and public education of Missoula as a travel destination.

### RESEARCH

In order to track Missoula's occupancy rates and understand the results of key marketing campaigns, including advertising and event promotion, and our conversion rates, Destination Missoula will use the following tools:

- DM will continue to purchase appropriate Smith Travel Reports in order to track Missoula city occupancy rates, average daily rates, averages and changes in the Missoula hotel market. This will aid DM in understanding the Missoula market, to identify times of need, and to develop niche marketing opportunities to increase occupancy.
- DM will work with major event and conference planners, organizations and individuals to establish the economic impact of such events and conferences during 2017 – 18 through the DMAI Economic Impact Calculator. During 2016 – 17, DM was able to establish over \$5 million in economic impact from funded events throughout the year. Missoula will also be creating a new, updated campaign to bring awareness to the community of the impact of such events on our community.
- DM will continue with its implementation web trends and survey tools to measure inquiries, actual visitations, visitor satisfaction and feedback in order to identify marketing successes, areas needing improvement or misperceptions about Missoula and the surrounding area, and to raise community awareness of tourism as an economic driver. DM will create a short survey to be filled out with the guest book at DM VICs.
- DM, in partnership with TBID, will hire a research company to look at visitation trends, rates and conversion rates specific to Missoula. This year DM worked with local researchers to have surveyors at some of the largest events in Missoula in order to better understand what is bringing people to town, what they like to do in Missoula, and where they are spending their money. We will not have full statistics on these numbers until after this report is submitted, but will have them for our annual report and annual meeting.

Success will be measured by awareness of industry and specific community trends, ability to specifically define and increase target markets, and conversion rates.

### COOPERATIVE OPPORTUNITIES

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

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



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

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

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

- Destination Missoula has participated in the Glacier Country summer and winter co-ops for a number of years and started a new co-op opportunity with Yellowstone Country for their winter campaign. Glacier Country co-ops have been highly successful, generating close to 25,000 fresh leads annually. The Yellowstone Country Winter Co-op developed 8,310 leads in the first year.
- Destination Missoula also participated in State joint ventures in the digital campaigns for *Family Fun* magazine, *Sojourners*, and *National Geographic*.

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



## 2018 - 2019 BUDGET

MTOT Projection @ 95%	\$277,000
Uncommitted Funds @ Audit (under budget line items)	\$0
Rollover @ MTOT (unanticipated revenue)	\$0
FY 2017 Project Monies moved to FY 2018	\$14,122
<b>TOTAL PROJECTED BUDGET FY 2018-19</b>	<b>\$291,122</b>

2017 BEST CITIES  
FOR AN ACTIVE  
RETIREMENT

*Smart Asset, March 2017*

Please identify projects and amounts you would eliminate or reduce if revenue decreases by 10%. Budget is already at 95%. If revenue should drop another 5% (\$14,556) Destination Missoula would reduce opportunity as necessary.

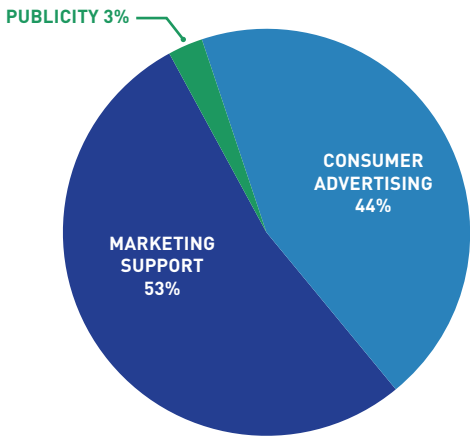
If you choose to reserve funds for future years, please identify purpose, anticipated project budget and amount of funds to be reserved this year.

Destination Missoula will hold no funds in reserve this year.

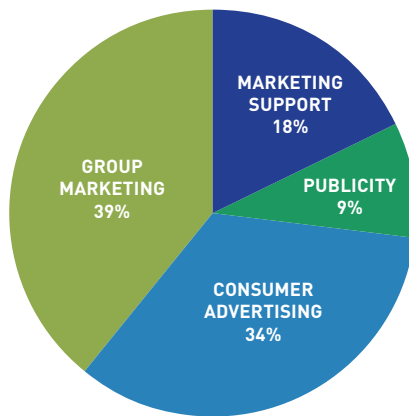
	BED TAX	OTHER	TOTAL
<b>CONSUMER ADVERTISING</b>	<b>\$128,166</b>	<b>\$297,400</b>	<b>\$425,566</b>
Photo / Video Library	6,000	yes	
Online / Digital Advertising	12,000	yes	
Search Engine Optimization	6,000	yes	
Opportunity	18,366	yes	
Search Engine Marketing	-	yes	
Website Internet Development / Updates	-	yes	
Social Media Management	-	yes	
Joint Venture	15,800	-	
Print Advertising	49,000	-	
Electronic Adv. / Newsletters, E-Blasts	21,000	--	
Targeted Music – Print & Digital	-	yes	
<b>GROUP MARKETING</b>		<b>\$341,938</b>	<b>\$341,938</b>
Meeting Specific SEO	-	yes	
Fam Trips	-	yes	
Print Advertising	-	yes	
Travel / Trade Shows	-	yes	
Group Marketing Support / Personnel	-	yes	
Sales Materials	-	yes	
<b>MARKETING SUPPORT</b>	<b>\$154,456</b>	<b>\$154,373</b>	<b>\$308,829</b>
Administration	51,400	yes	
Fulfillment / Telemarketing	54,856	yes	
DMAI	7,000	yes	
TAC / Governor’s Conference	2,000	yes	
VIC Funding / Staff / Signage	36,660	yes	
Crisis Management	100	-	
Research (large research project)	-	yes	
Marketing Support Services	-	yes	
Digital Asset Management / Acquisition	2,440	yes	
<b>PUBLICITY</b>	<b>\$ 8,500</b>	<b>\$ 75,000</b>	<b>\$ 83,500</b>
Publicity Support	-	yes	
Press Promotion / Media Outreach	8,500	yes	
Press Trips	-	yes	
Fam Trips	-	yes	
PR Shows & Conferences	-	yes	
<b>TOTAL 2018/2019 BED TAX BUDGET</b>	<b>\$291,122</b>		



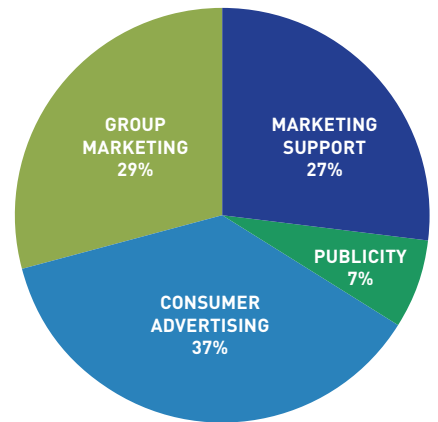
**BED TAX**



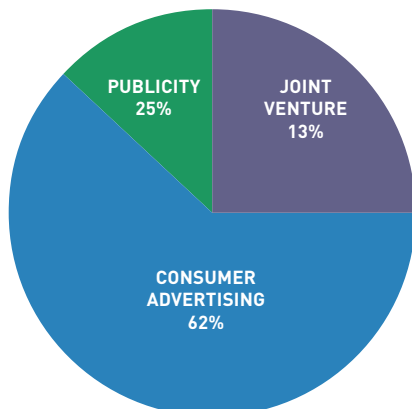
**OTHER FUNDING**



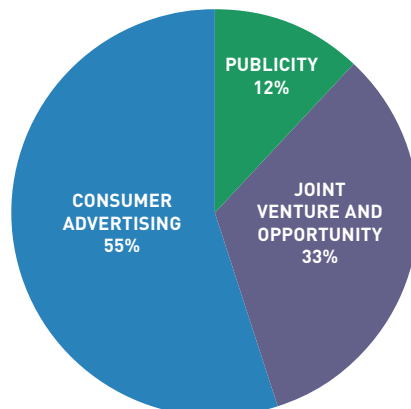
**COMBINED FUNDING**



**COOP FUNDING**



**POTENTIAL COOP FUNDING**





## APPENDIX A

Destination Missoula Keyword Targets (actual words used will vary based on cost of keywords at time of seasonal purchase) - This is the general list we will modify add and remove based on search trending:

- |                                   |                               |                              |
|-----------------------------------|-------------------------------|------------------------------|
| Missoula                          | Missoula Water Activities     | Missoula Fishing             |
| Missoula Events                   | Missoula Music                | Missoula Byways              |
| Missoula Montana                  | Missoula Hotels               | Montana Byways               |
| Missoula MT                       | Bars in Missoula MT           | Clark Fork River             |
| Missoula Airport                  | Missoula Distillery           | Blackfoot River              |
| Shopping in Missoula              | Glacier National Park         | Missoula Mercantile          |
| Missoula Restaurants              | Yellowstone National Park     | Big Sky Brewery              |
| Visit Missoula                    | Missoula Pictures             | Missoula Summer Concerts     |
| Lewis and Clark                   | Missoula Lodging              | Missoula Fall Colors         |
| Missoula Weather                  | Hot Springs in Montana        | Montana Travel Deals         |
| Missoula Farmers Market           | Missoula Hot Springs          | Missoula Travel Assistance   |
| Lake Missoula                     | Missoula Art Museum           | Missoula Visitor Guide       |
| Glacial Lake Missoula             | Missoula Parks                | Missoula Visitor Information |
| Things To Do in Missoula          | Hotels in Missoula MT         | Missoula Trip Planning       |
| Things To Do in Missoula Montana  | Camping in Missoula           | Bitterroot Valley Montana    |
| A River Runs Through It           | Camping in Montana            | Seeley Lake Montana          |
| Missoula Map                      | RV Camping Montana            | Girlfriend Getaways Missoula |
| Missoula Breweries                | Tent Camping Montana          | Missoula Fishing Trip        |
| Missoula Winery                   | Missoula Cycling              | Missoula Cultural Activities |
| Missoula Concerts                 | Missoula Bike Celebration     | University of Montana        |
| Missoula Fly Fishing              | Missoula Marathon             | Montana University           |
| Missoula Stand Up Paddle Boarding | Missoula Ballet Competition   | Missoula College             |
| Downtown Missoula                 | Vibe Missoula                 | Missoula Festivals           |
| Montana Wildlife Montana          | Bitterroot Trail Montana      | Missoula Sports              |
| Montana Vacation                  | Missoula Pet Friendly         | Missoula Venues              |
| Vacation in Montana               | Missoula Kid Friendly         | Missoula Weddings            |
| Missoula Tourism                  | Missoula Vacation Deals       | Missoula Meetings            |
| Missoula Activities               | Montana Vacation Deals        | Missoula Convention          |
| Breweries in Missoula             | Montana Shopping              | Missoula Churches            |
| Caras Park Missoula               | Missoula Shopping             | Missoula Markets             |
| Missoula Camping                  | Missoula Visual Art Galleries | Lolo Montana                 |
| University of Montana             | Missoula Museums              |                              |
| Missoula Museum                   | Missoula Flyfishing           |                              |

