



DESTINATION
Missoula

2019 - 2020
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 Destination Missoula's advantage. As a staff, we keep our eyes open to inevitable challenges and work toward solving them efficiently and effectively. And we do it all with a foundation of pure gratitude that we get to live in and tout such an exceptional place.



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.

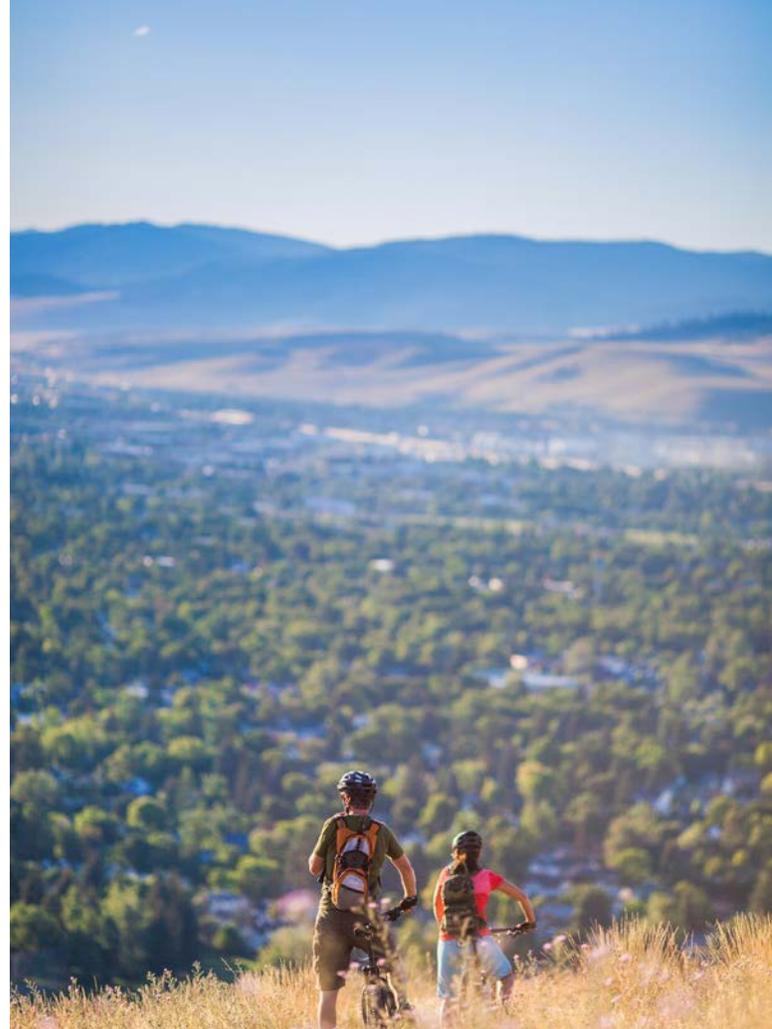
Missoula is the second-largest city in Montana, but to those visitors from large urban areas, Missoula is a vibrant, eclectic and authentic small town bursting with charm and personality, perfectly situated halfway between Montana’s two awe-inspiring treasures—Glacier and Yellowstone national parks.

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

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

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

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



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.



STRENGTHS

ARTS AND CULTURE

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

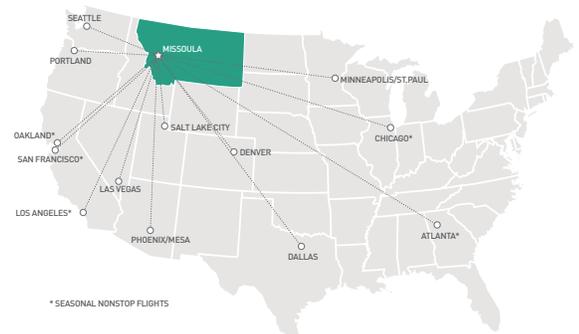
IMMEDIACY OF ACCESS

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

REGIONAL HUB

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

NON-STOP FLIGHTS TO MISSOULA





SPORTS AND ADVENTURE

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



MISSOULA MARATHON. GAMEFACE MEDIA

#1 - BUCKET LIST DESTINATION MARATHONS

Runner's World, 2018

» STRENGTHS

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

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



Stadium Journey Magazine ranked Washington Grizzly Stadium No. 1 of all FCS stadiums in January of 2019.



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



TRAMPLED BY TURTLES AT BIG SKY BREWING

MUSIC, ENTERTAINMENT AND NIGHTLIFE

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



OPPORTUNITIES

TRANSPORTATION

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

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

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



MISSOULA INTERNATIONAL AIRPORT:
**HANDLED 848,444
PASSENGERS IN 2018,
A 9.8% INCREASE**

ECONOMIC UPTURN

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

INFRASTRUCTURE

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



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

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

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

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

20 GAME-CHANGING PLACES TO LIVE

Sunset, March 2019

» OPPORTUNITIES

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

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

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

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



CULINARY AND SPIRITS TOURISM

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



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

- Skift.com.

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

-Greg Oates.

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

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

-DCS - Bon Appetit: The Rise of the Culinary Traveler

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

Missoula’s continued growth in this sector sets us up solidly as a food travel destination. From Missoula’s locally sourced restaurants to 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.

RETAIN TRANSIENT VISITORS

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

TOURISM MASTER PLAN

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





CHALLENGES

AIR ACCESS

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





SEASONALITY

Although Missoula has a more balanced annual visitation than most Montana cities, the vast majority is within the months of April through October, leaving an average of \$20,996,139 (down from \$22 million in 2017), in vacant room nights during the months of November through March. Since Missoula is not a major winter destination, Destination Missoula will continue to center marketing efforts to bolster Missoula’s shoulder seasons through group and tour travel, sporting and cultural events, and meetings and conventions. This marketing strategy is having an effect as Missoula’s annual occupancy numbers have risen from 55.8% six years ago to 64.5% in 2017-18.

CLIMATE CONCERNS

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

LOW CONVERSION OF TRANSIENT TRAVEL

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

2018 TOP 100 BEST PLACES TO LIVE

Liveability, March 2018



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

LACK OF TOURISM INFRASTRUCTURE

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

TIMELINE OF IMPLEMENTATION AND FUNDING FOR WAYFINDING

Although the Missoula Wayfinding project is through the planning stages, the time needed for fundraising a million-dollar project and the staged implementation of the system means a full completion of the system may be many years down the road. Destination Missoula is working with city and county government and leading organizations across the city to implement 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 restaurants—and new employment opportunities, parking in downtown Missoula continues to be an issue until new parking facilities are built. Limited parking reduces access to the wonderful amenities that can be found in downtown Missoula. Luckily, Mountain Line bus does offer Park and Ride options for large events, providing much-needed access when parking is at its most limited.

ORGANIZATIONAL FUNDING

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

LACK OF COMMUNITY-WIDE STRATEGIC ORGANIZATION

Although Missoula is seeing progress in this realm, due to a lack of communication and a comprehensive event strategic plan, Missoula does not have cohesion and lacks strategic community organization of citywide events. It is difficult to maximize economic opportunities and enhance visitor experiences around events with the lack of cohesion.

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

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



THREE PHASE TRAVEL

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

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

With the understanding that video is the new language of brand communication, especially in inspiring millennial and Generation Z travelers, Destination Missoula entered into a unique partnership opportunity with Matador Network to develop a Missoula branding video: <http://matadornetwork.com/tv/missoula-river-runs>. This video rapidly went viral with more than 1 million views and with reactions, shares and positive comments beyond what Matador has ever experienced with other DMO partnerships. Due to the overwhelming success of the first video, Missoula shot a second video with Matador Network highlighting our music, art, recreation and dining, titled “Where Music and River Flow.” This video was highly received and was widely circulated on social media. Destination Missoula, in partnership with Yakima, Patagonia, and 10 Barrel Brewing Company, sponsored the video, “Off Season Montana”. This video was filmed and produced by Flyfish Journal and featured incredible footage of fly fishing in the Missoula area. This is a great collaboration and opportunity to promote Missoula in the off season. These three videos serve to inspire visitors to visit our town.

INSPIRATION, ORIENTATION *and* FACILITATION





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

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



TARGET MARKETS

GEOGRAPHIC

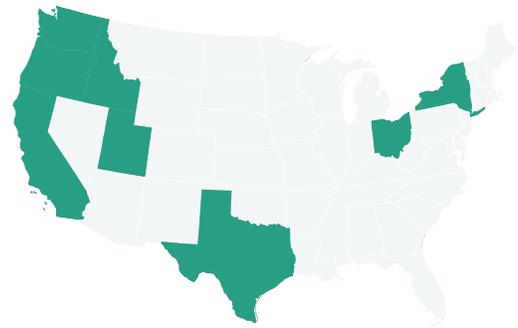
The strategy of targeting a particular type of traveler can be enhanced by also targeting a particular geographic area. It is most effective to market to those who are predisposed to come to this area.

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. Destination Missoula will be concentrating on more “niche” marketing this year, particularly direct flight and drive markets. Direct flight markets include Seattle, Salt Lake City, Las Vegas, Minneapolis, Chicago, Denver, Portland, Los Angeles, San Francisco, Oakland, Atlanta, Dallas and Phoenix. Destination Missoula will also direct 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.

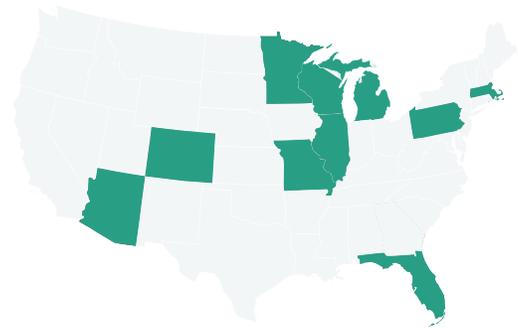
To ensure the most effective use of marketing funds and energies, markets will be pursued in the following order:

- 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, Michigan, Wisconsin, Missouri.
- The states immediately surrounding Montana and Canada.
- Non-stop 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



NON-STOP 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, food and spirits, leisure and family travel. The average visitor to Missoula is 56 years of age with an income of \$75,000 – \$150,000 and 79% are either traveling alone or as a couple. Groups of 3 – 6 travelers represent 19% of Missoula visitors, and family travel is heaviest during the summer months. The demographic markets are described on the following page.



THE AVERAGE VISITOR TO MISSOULA IS **56** 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
- Birders
- Sustainability travelers
- Wellness 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, opportunities to economically benefit from this sector continues to grow. Because of our belief in the importance of this segment of the tourism industry, Destination Missoula and the Missoula TBID have a full time sports sales person on staff.



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

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

Demographics are as follows:

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

GROUP TRAVELERS AND EVENT RECRUITMENT

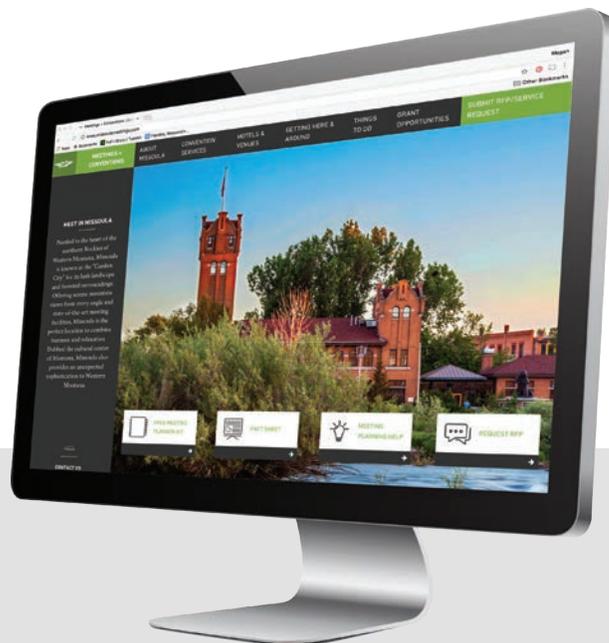
Group travelers are looking toward small communities to provide the homey atmosphere, which implies safety and personal care. They want a high-touch experience in a high-tech world. To get what they want, they personally spend more in an area than individual travelers, and 43% – 60% of their total package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

MEETINGS AND CONVENTIONS

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

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

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



EMERGING MARKETS

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

MUSIC AND ENTERTAINMENT

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

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

FLIGHT MARKETS

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

CULINARY

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. Destination Missoula advertised in Food and Travel Magazine in their Tasteful Towns feature. This opportunity included a full page ad plus a full page of advertorial to showcase some of the great restaurants in Missoula. There were also social and digital components and Destination Missoula was featured on their homepage for 90 days and featured in their newsletter. This unique opportunity gave Missoula's unique food scene some great exposure. Destination Missoula will be looking for more opportunities to reach travelers in FY20. Food and travel will have a major focus in the digital magazine and those features will be incorporated into Destination Missoula's social and digital message. Exposure to the food scene will also be a priority when bringing in press writers.



39 MILLION

TRAVELERS IDENTIFY
THEMSELVES AS
CULINARY TRAVELERS.



Top Travel Pick

Northwest Travel & Life, February 2018



CANADIAN TRAVEL

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

LGBTQIA

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

YOUTH SPORTS – SPORTS AND EVENTS

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

MOTORCYCLE

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

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

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

25 BEST TOWNS EVER

Outside Magazine, July 2017



INTERNATIONAL

As stated earlier, the current figures by the U.S. Department of Commerce will not be available until sometime in June of 2019, therefore exact impacts on travel this year are unknown at this time. Early speculation, taking into account the Government shutdown and trade wars, is that final figures will show a significant impact to U.S. travel. The uncertainties of attractions and national parks being understaffed or completely shutdown, long airport waits and delays, inadequate TSA and border patrol staffing became a formula for a ruined vacation or business trip. There is also a concern around the decline in favorability ratings for the U.S. which have dropped significantly over the past two years: Canada -26%, Mexico -34%, UK -11%, Japan -5%, Germany - 27% and China -8.2%. Mandala Research predicted in January of 2019 that these factors could have an overall impact of a 9-10% decline in international travel.

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

UNIVERSITY OF MONTANA FAMILY AND RECRUITS

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

SUSTAINABILITY

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

BIRDING

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

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

HISTORY AND CULTURE

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

25 BEST TOWNS EVER

Outside Magazine, July 2018



SUPPORTING RESEARCH

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

- Montana Office of Tourism and Business Development – General Travel Statistics
- STR Reports – Missoula-Specific Hotel Statistics and competitive market analysis
- U.S. Travel Association – U.S. Travel Answer Sheet – (<https://www.ustravel.org/answersheet>)
- Destination Analysts - America’s Tourism Challenge - The Trump Slump Update - (<http://www.destinationanalysts.com/americas-tourism-challenge-the-trump-slump-update/>)
- Destination Analysts - Welcome to 2019: The American Traveler Sentiment Weakens - (<http://www.destinationanalysts.com/welcome-to-2019-american-traveler-sentiment-weakens/>)
- Canadian Government Travel Statistics (<http://www.statcan.gc.ca/start-debut-eng.html>)
- U.S. Department of Commerce, Office of Travel & Tourism Industries – Canadian Travel Statistics (http://travel.trade.gov/outreachpages/inbound.general_information.inbound_overview.html)
- Institute of Tourism and Recreation Research (<http://www.itrr.umt.edu/nonres/2018DomCanInterExpend.pdf>)
- University of Minnesota Tourism Research Reports – Sustainable Tourism (<http://www.tourism.umn.edu/ResearchReports/MarketSegments/Sustainable>)
- Hoteliers – Hotel, Travel & Hospitality News – Report: More Affluent Travelers, More Women Setting Travel Trends (<http://www.4hoteliers.com/features/article/8196>)
- GutsyTraveler.com – Women Travel Statistics – 80% of All Travel Decisions Made by Women (<http://gutsytraveler.com/women-travel-statistics>)
- National Association of Sports Commissions – 2017 Sports Tourism: A State of the Industry Report (www.sportscommissions.org)
- 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>)
- Skift.Com - The New Era of Food Tourism Trends and Best Practices for Stakeholders (research.skift.com/reports/the-new-era-of-food-tourism-trends-and-best-practices-for-stakeholders/)
- U.S. Travel – Comprehensive Culinary Travel Survey Provides Insights on Food and Wine Travelers (<http://www.ustravel.org/news/press-releases/comprehensive-culinary-travel-survey-provides-insightsfood-and-wine-travelers>)
- Skift – Megatrends Defining Travel in 2019, Yearbook/Issue:01
- About Tourism – Destination Marketing and the “FOOD” Element: A Market Overview (<https://abouttourism.wordpress.com/tag/culinary-tourism>)
- Kaplan University – Mapping the Study of Motorcycle Tourism (www.kaplanuniversity.edu)
- Motorcycle Tourism – Motorcyclists the PURE Tourist (<http://www.slideshare.net/alig8r/motorcycle-tourism>)
- ITRR - Motorcycle Touring in Montana: A Market Analysis
- USA Today – Women Help Rev Up Motorcycle Industry (<https://www.usatoday.com/story/money/business/2017/09/01/women-help-rev-up-motorcycle-industry/573631001/>)
- CMI Community Marketing & Insights – 23rd Annual LGBT Tourism and Hospitality Survey (<http://www.communitymarketinginc.com>)
- Travel Weekly – Music Tourism Has Potential, But Industry Must Pick Up The Tempo – <http://www.travelweekly.com/orth-America-Travel/Music-tourism-has-potential-but-industry-must-pick-up-the-tempo>



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, draw attendees to stay overnight in Missoula hotels.
- Via the Missoula Sports Committee and direct sales efforts, recruit, grow and retain sports events in the Missoula area and continue to expand visibility of Missoula as a premier athletic destination, especially in the youth sports market.
- Gain national and international media exposure for Missoula’s diverse attractions, natural environment, rich history and unique personality to further educate and facilitate understanding of the Missoula product.
- Support and contribute to the enrichment of Missoula’s multicultural, performing and visual arts, historic, recreation, education, sports, business and entertainment communities.
- Welcome all visitors, regardless of age, sex, sexual orientation, race, color, national origin, religion, marital status, veteran status or disability.
- Through strong community outreach and with recognized expertise in the tourism industry, actively participate in and contribute to the overall strategic planning for the growth and sustainability of the tourism industry in Missoula.
- To educate and bring awareness to the community of the importance of tourism to Missoula’s economic health and the preservation of its residents lifestyle.
- Actively seek cooperative community partners to assist Destination Missoula and the Missoula Tourism Business Improvement District in meeting the above goals.

TOP FITNESS-
FRIENDLY CITIES

Smart Asset December, 2018

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.

Our Summer Lineup

MUMFORD & SONS • FOREIGNER • REBELLION • SLIGHTLY STOOPID • NORAH JONES • TRAMPED BY TURTLES
 LORD HURON • SHANEY GRAVES • PORTUGAL THE MAN • IMPHIRE'S MCREE • JOHN BUTLER TRIO • GARY CLARK JR
 JOE RUSSO'S ALMOST DEAD • BAIN • A TRIBUTE TO THE BEATLES • JIM JAMES • THE CLAYPOOL LEONOW DELIRIUM
 GREENSKY BLUEGRASS • ANDREW MCMAHON IN THE WILDERNESS • IRATION • PEPPER • PORTLAND CELLO PROJECT
 JACKSON BROWNE • GEORGE THOROGOOD & THE DESTROYERS • BELA FLECK & THE FLECKTONES • CHROMED
 AARON LEWIS • WHISKEY MIERS • THE STRUITS • MITTY GRITTY DIRT BAND • LEE BRICE • BRAD PAISLEY
 STEVE MILLER BAND AND MARTY STORM • B-52'S • BERLIN • ON BLOSSOMS • FLOODING MOLLY
 K-FLAY • SOCIAL DISTORTION • RIVERCITY ROOTS FESTIVAL

MORE TO BE ANNOUNCED AT MISSOULA.LIVE

DESTINATION Missoula MONTANA

Call 1.800.526.3465 or VISIT MISSOULA.LIVE FOR MORE INFORMATION

There's this place where ADVENTURE FINDS YOU

Order a free travel planner: DESTINATIONMISSOULA.ORG/BACKPACKER
1.800.526.3465

100 MILES OF TRAILS THROUGH DOWNTOWN

There's this place where, if you had a mind to, you could open your front door for lunch your tent, set out on foot, and end up in Glacier National Park roughly four days later (give or take, depending on how many huckleberry patches and lazy river bends you save along the way). Missoula, Montana is a sublime example of Mother Nature's bounty. Three rivers and seven wilderness areas meet here in this transcendent mountain town. It's ecstasy for the outdoorsy, and pulsates with arts, culture, food, drink, rich roots and the best people around.

It's a no-brainer base camp for short hikes, day trips and backcountry pack trips. Missoula is 300 degrees of blue-sky splendor and an astonishingly vast network of hiking trails. Pace yourself according to elevation gain and distance, with diverse paths around every corner, along sparkling waterways and at the base of any mountain or saddle. You'll rewarded with views of snow-capped peaks, the shape of the river as it carves through town, profusions of wildflowers, maybe even an elk sighting. Hug the edge of a hillside and zigzag switchbacks. Catch the sunrise from any peak, and watch the valley take its morning bath in mesmerizing early light. The bridges and down-sloped grasses make it all worthwhile. Missoula has a path with your name on it. Many, actually. You could spend a lifetime exploring the hills and mountains in and around our town, and maybe you should.

Nurtured by nature, culture is alive and well in Missoula. Once you've climbed mountains and braved streams, keep your senses turned on for some city-sized entertainment. With a setting as inspiring as ours, a thriving cultural scene is inevitable. Take in live music, good eats and a local craft brew by the river's edge. Missoula's ability to give on that front has grown immensely just this year. You can feast the Blackfoot River, hop out onto the firewalk and catch a national act in the new Kettlehouse 4,000-seat amphitheater. Kettlehouse Brewery is a Missoula town best known for its award-winning Cold Smoker® Scotch Ale and their new venue has given a hearty boost to Missoula's emerging national music scene. Another local favorite—Big Sky Brewing—is also opening a new amphitheater just year. This "backyard music festival" is yet another symbol of community pride and our fierce dedication to being well.

Don't just settle for a mere taste of Missoula. Devour it.

THERE'S THIS PLACE where MORE THAN RIVERS MEET

START PLANNING YOUR MISSOULA, MT MEETING →

KETTLEHOUSE AMPHITHEATER giveaway

WIN FOUR PREMIUM BOX TICKETS TO GREENSKY BLUEGRASS ON AUG 10 AND TRAVEL PACKAGE TO MISSOULA

ENTER TO WIN →

DESTINATION Missoula MONTANA

DESTINATION Missoula

START PLANNING YOUR MISSOULA, MONTANA MEETING →

KETTLEHOUSE AMPHITHEATER giveaway

WIN FOUR PREMIUM BOX TICKETS TO GREENSKY BLUEGRASS ON AUG 10 AND TRAVEL PACKAGE TO MISSOULA

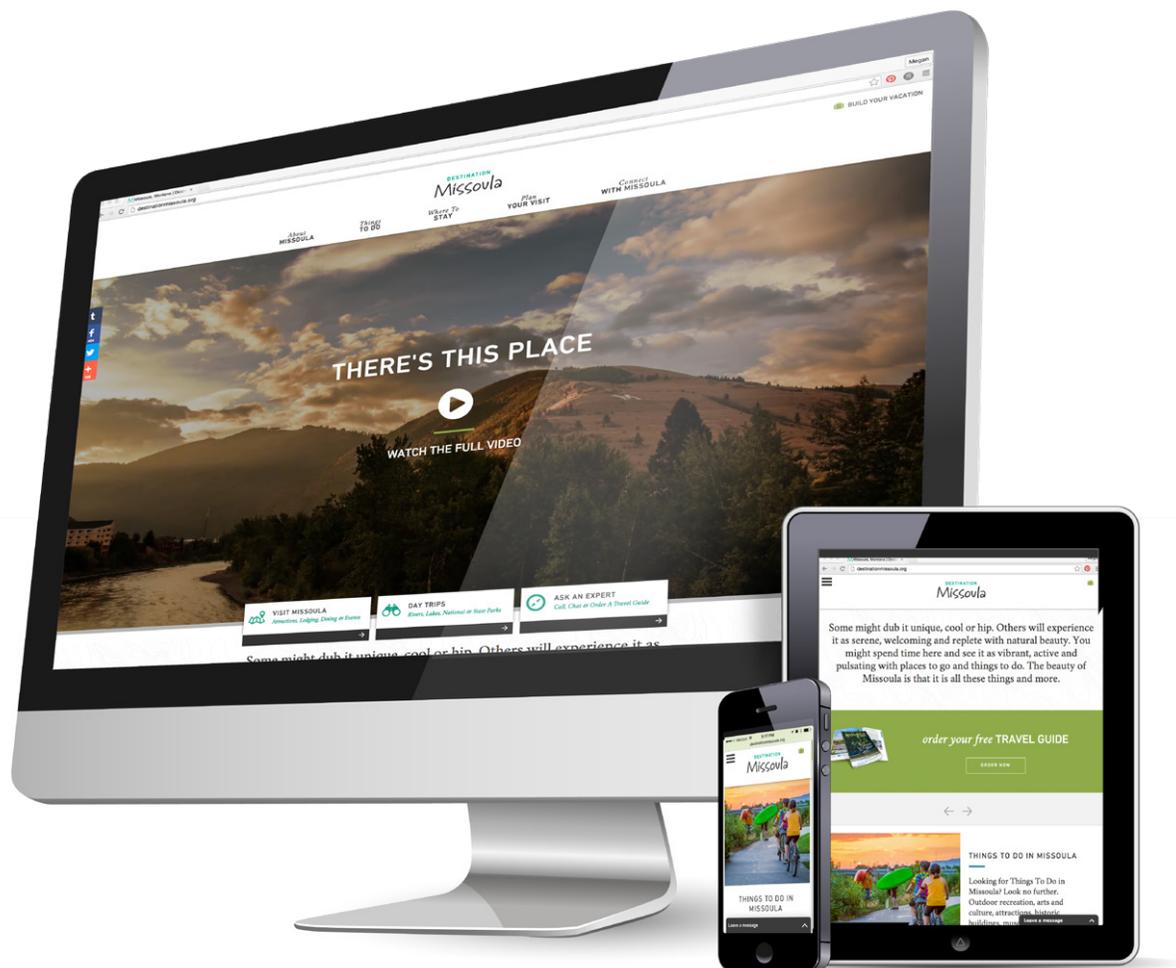
ENTER TO WIN →

DESTINATION Missoula MONTANA

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. Destination Missoula's overall target is to acquire 5% inquiry growth over prior-year total inquiries (200,000) and web visitation numbers (1,037,366) via print and digital media placements. Individual digital display ads will aim to perform above a .30% CTR. National average is closer to .08% CTR.



WEBSITE MARKETING, OPTIMIZATION, DEVELOPMENT AND MAINTENANCE

Destination Missoula is planning a complete redesign of destinationmissoula.org for FY19. The site will be a completely responsive, state-of-the-art website featuring itinerary builders, large photos and integrated social media, including blogs, Facebook, Twitter, Instagram and Pinterest. Destination Missoula continued to grow visitation to the current site each year by adding fresh content, videos and photos to inspire travelers. Last year Destination Missoula created missoula.live to promote the music scene in Missoula, including information on upcoming events, venues, music education and music shops, which will be a huge asset moving forward for marketing Missoula as a premier music destination in the Rocky Mountain West. Destination Missoula will also incorporate its current meetings site and sports site into the redesign of our main website. Destination Missoula will continue to leverage the latest digital audience tools and products. Destination Missoula will grow the number of visitors to the search via search engines and other non-display ad digital media marketing by 8% over prior year. (FY19 1,037,366 unique visits)

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.

TRAVEL GUIDE ONLINE

The online travel guide provides us with an opportunity to reach international travelers, last-minute travelers and digital-friendly travelers, with an expanded amount of travel information at a much lower cost than the printed, mailed version of the travel guide. The online version can be viewed online or downloaded as a PDF and printed or viewed on a mobile device. Destination Missoula will continue to provide updates of the online guide and maintain the latest technologies for readers. Destination Missoula will also offer video and website jumps to the digital layout. Destination Missoula's goal is to grow visibility and usage of the print edition guide with the digital-friendly version by 7% over prior year. (FY18 - 52,004 views)

DAILY UPDATES

We know that fresh content is key to providing organic SEO for destinationmissoula.org. Destination Missoula will stay on top of this by providing daily or weekly updates to events, attractions and all other trip-planning resources as needed. Destination Missoula will also make frequent social posts to ensure that Missoula is top of mind with followers on all social channels. Destination Missoula's overall goal is visitor growth to the website and related digital resources. This strategy ties into our website marketing, optimization and maintenance and has the same 8% growth target via search and SEO strategies. (FY18 560,261 visits)

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. Destination Missoula's overall goal is visitor growth to the website and related digital resources. This strategy ties into our website marketing, optimization and maintenance, and has the same 8% growth target via search and SEO strategies. (FY18 560,261 visits)

SEARCH ENGINE MARKETING

Keywords will be purchased in Google to promote destinationmissoula.org as an online tourism resource for Montana. Destination Missoula will also pursue content marketing, SEO-friendly opportunities with major marketing partners such as Madden Media, Matador, TripAdvisor and others. Destination Missoula's overall goal is visitor growth to the website and related digital resources. This strategy ties into our website marketing, optimization and maintenance and has the same 8% growth target via search and SEO strategies. (See attached Appendix A for complete keyword list.) FY18 saw rapid organic search traffic, which grew 58% over FY17, and Destination Missoula hopes to see a 20% growth in FY19 for organic search results. (FY18 560,261 visits)

Success will be measured for the websites by visitor and page views; SEM – keyword-directed visitors to the website; SEO – visitors, search visitors, non-traditional web visitors, organic placement on Google and other search engines. Destination Missoula would expect to see a 7% growth in website visitation and to add 40,000 new names to our lead database over the marketing year. (FY18 - 1,037,366 unique visits)



24 COOLEST TOWNS IN THE USA

Matador Network, March 2017



PHOTO AND VIDEO LIBRARY

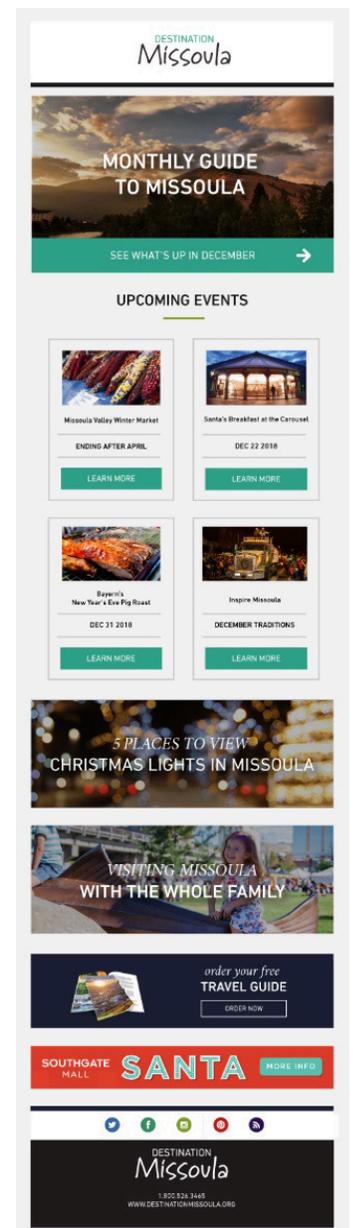
Destination Missoula will continue to develop and maintain its photo and video library used for all media. The goal with photography is to tell the story about the uniqueness of Missoula and the surrounding area with imagery that authentically speaks to the nature of this exceptional place. The photography used will draw visitors in by showcasing the natural beauty and the abundance of recreational opportunities, arts and culture, and food and drink options you would expect to find in a much larger city. Destination Missoula will purchase high-quality, all-season photographs and videos and will encourage non-professional photographers to submit their favorite area photo for potential use by DM in marketing Missoula. New and updated photos being used on the website will help to bolster the goal of 8% growth in searches. In FY17, Destination Missoula worked with Windfall and Matador Network to produce the “There’s This Place” video promoting Missoula in the fall shoulder-season, which reached more than 1,300,000 viewers. Destination Missoula and Windfall once again partnered with Matador to create another Missoula video, which was released in August of 2018, and features Missoula’s music, entertainment, recreation, food and art scene. This video has been viewed over 400,000 times and received over 1 million impressions.

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. In FY18 the open rate was 21.6%. Destination Missoula’s goal is a 15% open rate overall on the four email blasts and adding an additional 10,000 recipients to the email marketing list. Destination Missoula will focus on growing our overall open rate by 2% and the click-through rate from the email messaging by 5% during the marketing year.

PLANNING CONTENT

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



PUBLICITY

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

METHODS

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 independently or in partnership with Glacier Country Tourism and/or the Montana Office of Tourism and Business Development other tourism organizations, local organizations and/or private businesses. Success will be measured through participation rate and amount of resulting earned media. This year Destination Missoula will be offering a post conference excursion with TBEX.

PRESS PROMOTIONS

Destination Missoula and the Missoula Tourism Business Improvement District have 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 drive and direct flight markets. These storylines are directed to appropriate writers and publications to bolster paid media endeavors and meet the goal of driving shoulder season business. Destination Missoula will produce press boxes that will be sent directly to niche influencers who Destination Missoula wants to attract. These boxes serve as a unique and fun introduction to Missoula and the PR team. Destination Missoula is partnering with the music venues in Missoula to help promote the emerging live- music scene. Destination Missoula 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. Last year, Destination Missoula partnered with Glacier Country Tourism on a press tour to Dallas to promote the new American Airlines direct flight into Missoula. This event was highly successful and well attended garnering continuing interest in the Missoula area from writers. Destination Missoula is looking forward to additional partnership opportunities with Montana regions and CVBs.

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



**BEST CITIES
FOR BEER
DRINKERS**

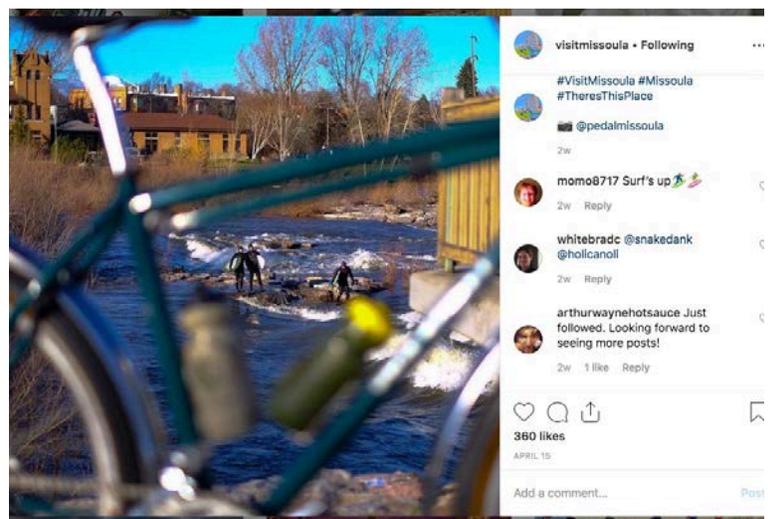
Smart Asset December, 2017

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 steady growth in Facebook followers. Destination Missoula currently has 57,911 followers, and is on pace to meet the goal of 60,000 followers. For FY20, Destination Missoula’s goal is 72,000 followers, which would be a continued increase of 20%. In addition, Destination Missoula saw growth in Twitter, Instagram and Pinterest followers. The FY20 goal for Instagram is 15,000 followers (a little more than a 30% increase from the current 11,530); Twitter is 7,000 followers (a 10% increase from the current 6,509 followers); and Pinterest is 1,087 followers (a 20% increase from the current 906 followers).

LIVE CHAT

The LiveChat feature on the Destination Missoula website allows for quick, easy, personalized access to information through the use of online chatting. Visitors can easily reach a Missoula representative online and ask questions. This appeals to the visitor who is not likely to make a phone call or might feel that their question is not large enough to warrant a call. There were 6,438 live chat conversations in the past 12 months.





GROUP MARKETING

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

METHODS

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. Destination Missoula will be replacing missoulameetings.com and playmissoula.org with integrated pages within the new website.

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

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. Destination Missoula 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 independently or in partnership with Glacier Country Tourism and/or the Montana Office of Tourism, other tourism organizations, local organizations and/or private businesses. Success will be measured through participation rate, amount of resulting earned media and bookings.

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 the goal is to perform above .15% CTR. National average is about .08% CTR. Overall this will help us achieve 10% overall group meeting website traffic to prior year. In FY18 the website received 182,709 clicks to website driven by our online digital advertising campaigns.

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.

Destination Missoula's overall goal is a 3% inquiry growth over prior year total inquiries (200,000) and web visitation numbers (1,037,366) via print and digital media placements. Individual digital display ads will aim to perform above a .20% CTR. National average is closer to .08% CTR. Unique URLs used in the ads will help contribute to the 10% growth, as well as a goal of direct inquiries to Group Marketing staff position.

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. Destination Missoula released a Snapchat geofilter. When Snapchat users are in the area, the Missoula-specific geofilter becomes available. Destination Missoula's FY20 is 70,000 Facebook likes (20% increase), 15,000 Instagram followers (30% increase), 7,000 Twitter followers (10% increase) and 1,087 Pinterest followers (20% increase).



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 the 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 Destination Missoula's trade show booth as necessary and production of sales materials.
- Increase sales staff industry knowledge through attendance at key industry conferences, such as National Association of Sports Commissions and Destination Marketing Association International continuing education.
- Collaborate with the Destination Missoula Sports 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 the resulting events on the community. Last year, the Destination Missoula sales staff attended seven trade shows generating 488 direct contacts and combined with direct sales produced 51 leads for a potential economic impact of \$8,619,000. 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.

MARKETING SUPPORT

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

ADMINISTRATION

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

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 is measured by increased knowledge, efficiency and creativity of the staff and their ability to pass that on to the community and visitors.

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, fax, mail and reader response cards.
- Provide targeted extension numbers for better tracking of print media, as well as special URLs for web response measurement. Destination Missoula has also boosted capabilities to provide additional website tracking of visitors who order visitor guides to help provide even more tracking about where inquiries are coming from.
- Provide a customizable database to 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 backup the data daily for protection.
- Provide storage and local and national distribution of the guides via call center and local tourism business requests for guides.
- Integrate call center with web 2.0 opportunities to place questions and answers and other valuable dialog with consumers online to assist website-based travel planners.
- Provide social media content support and tracking information—Facebook, Twitter, Pinterest. A major share of the travel guides will come into and be distributed by the call center/fulfillment center. More than 60,000 travel guides will be sent from the call center to direct inquiries from print, digital, social media and related travel guide requests. The call center will ship the travel guides using the latest requirements with the U.S. Postal Service. They will ship guides to the United States and Canada, but will restrict guides requested outside those areas to only special mailing circumstances approved by the director. In those cases, Destination Missoula pushes visitors, when possible, to the online guide version. Destination Missoula's overall goal is to improve by 5% the number of inquiries handled at the call center. In FY18 inquiries reached over 200,000 inquiries.

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 crisis, 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.



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

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

- 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 a professional CRM system to inventory and track our brochure usage.
- Maintaining the VIC area.
- Conceiving and developing area-wide tours and support materials for tours.
- Serving as support staff for the Montana visitor information website.
- Maintaining VIC scheduling.
- Producing training and other familiarization activities with all the attractions in area for frontline staff in order to give the visitor a more personal and knowledgeable view of what Missoula has to offer.
- Maintaining a thorough knowledge of the content of all Montana guides and brochures, which the VIC has in its racks, and area-wide special events in order to intelligently converse with visitors of all ages. VIC staff should know road conditions, any construction areas and suggested alternate routes. Staff should also be aware of alternative things to do in case of weather conditions. DM will also hire staff during peak visitor seasons to cover the VIC during non-office hours: Staff will assist visitors for two hours after building closing time, Monday through Friday, and for eight hours Saturday and five hours Sunday, from July 1 through the end of September 2019, and May 1 through June 30, 2020. Staff will be given a training period with full-time staff present and also have an additional 120 hours that may be used throughout the year to cover during large events with busy visitation and for full-time staff vacations.
- 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. Destination Missoula wants 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 the official visitor information centers with a 1.2% increase over the previous year. The downtown VIC had more than 4,015 visitors from all U.S. states, the U.K. and the following top four countries: Canada, Australia, Germany and France. Destination Missoula continues to partner with the Missoula International Airport with a visitor information center at the airport. This VIC services thousands of visitors annually. Destination Missoula will create highly visible signage for the outside of our main visitor center, and signage within the visitor center to help direct visitors to the information they are looking for. Success will be measured by the increase in the length of visitor stays and satisfaction, brand awareness, increased visitation to VICs and public education of Missoula as a travel destination.



DIGITAL ASSET MANAGEMENT/ACQUISITION

Destination Missoula uses Simpleview software. This enables the Visitor Services staff to track visitors with greater accuracy and generate much more detailed visitor reports. The software creates a simple form that visitors can type their information into on an iPad. The information is automatically inputted into the database, thereby saving staff time with data entry. The Simpleview software also has an inventory module, so staff can track brochures and guides and know when to order more.

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 2018 – 19 through the DMAI Economic Impact Calculator. During 2017 – 18 DM was able to establish over \$1,016,000 in economic impact from 5 funded events throughout the year. Missoula will also be creating a new, updated campaign to bring awareness to the community of the impact of such events on the community.
- DM will continue with its implementation web trends and survey tools to measure inquiries, actual visitations, visitor satisfaction and feedback in order to identify marketing successes, areas needing improvement or misperceptions about Missoula and the surrounding 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 and the Missoula TBID initiate a Tourism Master Plan for Missoula. The initial months of the planning process will encompass extensive research on Missoula visitors and the perception of tourism's impact on the community and its resources. This research will be specific to Missoula and the surrounding areas and provide up-to-date information on visitors to the community. It will also help Destination Missoula to evaluate its current messaging and align it with the most effective geographic and demographic targets.

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 Destination Missoula can individually. The types of co-ops that Destination Missoula would like to participate in alongside the Montana Office of Tourism and Business Development are:

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



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

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

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

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

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



2019 - 2020 BUDGET

MTOT Projection @ 95%	\$294,457
Uncommitted Funds @ Audit (under budget line items)	\$0
Rollover @ MTOT (unanticipated revenue)	\$0
FY 2018 Project Monies moved to FY 2019	\$24,359
TOTAL PROJECTED BUDGET FY 2019-2020	\$318,816

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% (\$14,723) Destination Missoula would reduce Opportunity as necessary.

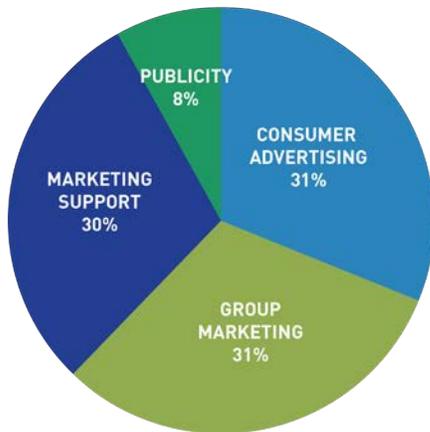
If you choose to reserve funds for future years, please identify purpose, anticipated project budget and amount of funds to be reserved this year.

Destination Missoula will hold no funds in reserve this year.

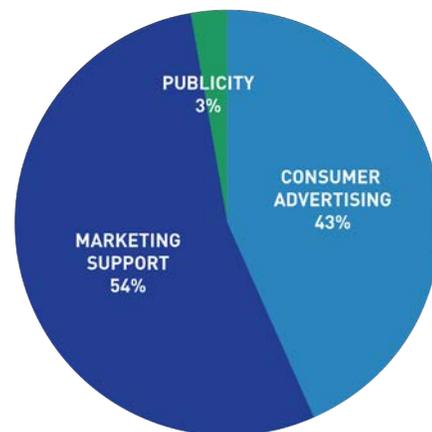
	BED TAX	OTHER	TOTAL
CONSUMER ADVERTISING	\$138,166	\$233,900	\$372,066
Photo / Video Library	10,000	yes	
Online / Digital Advertising	17,000	yes	
Search Engine Optimization	7,000	yes	
Opportunity	18,366	yes	
Search Engine Marketing	-	yes	
Website Internet Development / Updates	-	yes	
Social Media Management	-	yes	
Joint Venture	15,800	-	
Print Advertising	49,000	-	
Electronic Adv. / Newsletters, E-Blasts	21,000	-	
Targeted Music – Print & Digital	-	yes	
GROUP MARKETING		\$369,785	\$368,785
Meeting Specific SEO	-	yes	
Fam Trips	-	yes	
Print Advertising	-	yes	
Travel / Trade Shows	-	yes	
Group Marketing Support / Personnel	-	yes	
Sales Materials	-	yes	
MARKETING SUPPORT	\$172,150	\$181,075	\$353,225
Administration	58,891	yes	
Fulfillment / Telemarketing	54,856	yes	
DMAI	6,000	yes	
TAC / Governor’s Conference	2,000	yes	
VIC Funding / Staff / Signage	42,200	yes	
Crisis Management	100	-	
Research (Tourism Master Plan)	5,663	yes	
Marketing Support Services	-	yes	
Digital Asset Management / Acquisition	2,440	yes	
PUBLICITY	\$ 8,500	\$ 85,500	\$ 94,000
Publicity Support	-	yes	
Press Promotion / Media Outreach	8,500	yes	
Press Trips	-	yes	
Fam Trips	-	yes	
PR Shows & Conferences	-	yes	
TOTAL 2019/2020 BED TAX BUDGET	\$318,816		



COMBINED FUNDING



BED TAX



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 | |

