

Billings

MONTANA'S



TRAILHEAD

2013 - 2014

Marketing Plan and Budget

As an individual, I wonder sometimes just what there is about this place. Do I love it because it's beautiful, or is it beautiful because I love it? All I know is, the heart has room to breathe here, and the soul has room to grow. The city has a spirit - both a life and an energy.

Herb Buck

The Billings Commercial Club (Chamber of Commerce), 1951

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Billings

MONTANA'S TRAILHEAD



The Billings identity lies not in what we say, but in what others say:

- A Top Place to Retire 2013 – FORBES
- A City with Lowest Taxes 2013 – Office of Revenue Analysis, U.S. Government - Number six on the list
- Beartooth Highway was ranked as the #1 motorcycle ride in the U.S. - American Motorcycle Assoc. 2011
- Billings is ranked as one of America's best get away Cities – Daily News Entertainment, 2011
- Billings is ranked #2 out of 10 cities with the strongest economies – Parenting Magazine, 2010
- Billings is ranked in the top 20 greatest places to live in the west – American Cowboy, 2010
- Billings is ranked as the 37th most bicycle friendly community in the US – Bicycling Magazine, 2010
- Billings was named in the top 38 cities for unpolluted air – State of Air Report, 2010
- Billings is named in the top 83 must see cities in the west – Old West Destinations, 2010
- Billings is really AWESOME! Robert (age 9) – Billings VIC log book, 2010
- Billings is named the fourth greenest small city in the U.S. – Organic Gardening Magazine, 2008

Purpose: The Billings Chamber of Commerce/Convention & Visitors Bureau/Tourism Business Improvement District 2013-2014 Marketing Plan and Budget is created to offer the reader comprehensive insight and an overview of the fiscal year's strategies, activities, goals, tactics and plans to grow tourism in Billings, Montana's Trailhead. This document provides strategic direction to help guide success for the Billings hospitality community.

The Billings Chamber/CVB/TBID operates on a fiscal year calendar from July one through June thirty. In order to fulfill the mission and objectives of this document, the Billings Chamber/CVB/TBID partners with the Montana Office of Tourism, tourism entities, the City of Billings, Yellowstone County, Downtown Billings Association, Big Sky Economic Development, attractions, private sector businesses and the media as well as regional partners including, but not limited to, Southeast Montana and neighboring communities like Red Lodge.

This plan positions the organization into a leadership role for tourism growth. This includes meetings and conventions recruitment, leisure travel segment, sporting events, and film for the purpose of economic and cultural growth for Billings and the surrounding region.

In pursuit of the missions, the Billings Chamber/CVB/TBID staff will execute and follow this marketing plan and budget in order to generate room nights for lodging facilities in the city of Billings by effectively marketing the city as a preferred travel destination. Through visitor and convention recruitment, Billings' industries and businesses will continue to grow and prosper resulting in a positive economic impact for the city of Billings, county of Yellowstone and state of Montana.



2012-2013 Highlights

- Through April 2013 the Billings team booked more than 28 events, resulting in more than 23,800* room nights. Of those bookings, nine were sporting events and six were new to Billings.
- More than 30 events were serviced by staff and volunteers for an additional 3,628* room nights.
- Successfully launched five leisure marketing campaigns including the first Mingle Bells and Winter Concert Craze promotions.



- Billings' occupancy has been strong in a weaker economy, outperforming the state and other destinations in the Smith Travel Research Report competitive set. Occupancy in Billings grew 3.5% in 2012 over 2011.
- In 2012-2013, 4,000*+ Visitor Guides were requested and mailed out at no charge to those inquiring about traveling to Montana's Trailhead.
- Last year, 111,525* visited www.VisitBillings.com.
- The Visitor Information Center assisted 4,300 walk-in guests.

Billings is Montana's City

Shaped by the Yellowstone River and sheltered by the Rims, Billings is the cradle of progressive regional commerce providing healthcare, transportation, diverse educational opportunities, cuisine, arts and culture. Billings is a place of forever views and forever memories with the adventure of the untamed wilderness and history right out your front door.

Billings connects you to warm, genuine, hardworking people who possess a perspective on life that is uniquely Montanan and inherently individual. People who look you in the eye and take time to welcome you home.

Montana's city connects you to the authentic historical west. Residents and guests can immerse themselves in modern conveniences on the edge of the genuine frontier.

Billings is Montana's Trailhead.

*Numbers are not final.



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Introducing Billings, Montana's Trailhead

Today's traveler has evolved. The industry is no longer all about the product, but about the experience. Billings is the beneficiary of a hand built culture which makes travelers feel good about their experiences in the city and at surrounding attractions in southeast Montana. The Billings Chamber/CVB/TBID Boards and staff realize it is important for strategy to evolve with the habits of travelers. This document helps steer that approach.

Montana's Trailhead is an attractive destination as it's positioned in the region. Sandstone Rimrocks outline and shelter the city while the longest free flowing river in the lower 48 sits to the south of the community practically undeveloped and vying to help define outdoor memories. Air service, lodging and convention accommodations, including a 10,000 seat arena and its proximity to natural wonders and historic sites, help make Billings a choice destination. Retail and corporate opportunities, attractions and amenities allow the tourism industry to be competitive regionally and nationally. Billings' tourism partners invite visitors to enjoy the river to the Rimrocks and everything in between. Billings is fortunate to have natural attractions throughout the community, but there is a "hand-built" aspect to Billings that visitors can also appreciate. From ZooMontana and the DinoLab to the Yellowstone Art Museum and the Audubon Center, a slew of attractions promise to make a visit delightful.

According to Randall Travel Research, two million visitors travel into Billings annually spending \$250 million. One million of those guests stay a night or more. The other one million visitors stop to fill up their gas tanks, grab lunch or stop at a local retailer, to name a few options. For the business traveler en route to the Bakken Oil Field or the leisure traveler heading to the Scenic Beartooth Highway, Billings is often a stop between Point A to Point B by vehicle or plane.

Billings is not only unique as a destination; the community is unique with its tourism authority. Less than 20% of communities in the United States operate jointly as a Chamber of Commerce and a Convention and Visitors Bureau (CVB). In Billings, the tourism industry is supported and promoted not only by the Chamber /CVB, but also by the Tourism Business Improvement District (TBID), plus tourism partners and area businesses. This umbrella organization is unique in that it also includes a tourism region - Southeast Montana. From the volunteers in the Visitor Information Center to the President and CEO, the people who represent the Billings Chamber/CVB/TBID/SEMT work tirelessly for the future of Montana's Trailhead. They are the area's biggest fans working hard to promote the community, grow visitation and lodging demand and help people build #MontanaMoments. The purpose of this document is the CVB/TBID Strategic Direction for 2013-2014.

Prior to the inception of the TBID, there were not enough dollars available to appropriately market the city as a competitive destination. Billings' hotel occupancy in 2007 was 62.2% and tourism was marketed with \$200,000 generated from bed taxes. This amount was well below the \$1.4 million average spent by competitive cities for promotion. During the 2007 session of the Montana Legislature, Billings' lodging representatives, local Chamber/CVB Board members, and staff proposed legislation that would allow communities to create tourism improvement districts. During that session, Montana lawmakers modified existing business district laws to allow formation of tourism districts. Billings was the first to implement a TBID when a \$0.75 per-room per-night tourism district assessment went into effect and generated \$400,000 additional marketing dollars. That year, according to a 2010 study conducted by Randall Travel Marketing, lodging demand increased 4.3% and occupancy increased 3%. Lodging revenue grew from \$62.2 million in 2007 to \$63.18 million in 2008. In 2009, the district assessment was increased to \$1.00 per-room per-night, to generate an estimated \$526,000 in 2009-2010. Today, the budget continues to grow as does

the demand for Billings as a destination. TBID collections must be used for activities and expenditures designed to increase tourism, events, rallies and convention business. The TBID Board of Directors, appointed by the Billings City Council, oversees revenue and expenses. The Chamber/CVB and TBID Board members, stakeholders and staff are committed to continually positioning Billings to appropriately and strategically market the city as a destination and also as a gateway to Yellowstone National Park and historic sites that rest in southeast Montana.

Tourism Means Business in Billings

Visitor Expenditures: \$250 Million/Annually

2 Million Visitors Travel to Billings Annually

(1 million overnight + visitors; 1 million day visitors)

Average Overnight Guest Spends: \$225/Room Night



Research Project: Key Findings

Randall Travel Marketing Recommended Strategies and Strategic Direction (January 2010)

1. Billings enjoys a special designation as the “big city” for Montana’s “Big Sky Country” and the surrounding multi-state region. It is the hub where regional residents come for dining, shopping, events, meetings, and more. Billings has the choice of strategically choosing to retain this designation or to lose it over time to others.

2. Leaders of Billings need to understand the current travel and tourism customer mix, how to meet the needs of each, and how to target segments for growth. The chart to the right displays Billings CVB customer segments.

2008	Category
29.2%	Business
19.9%	Individual business travelers (white collar)
9.3%	Blue collar workers (mineral industry, commercial, construction laborers)
23.6%	Conference/Meeting
6.9%	Government
6.5%	Corporate
3.9%	SMERF
3.4%	Association
1.5%	Medical
1.4%	Motor enthusiasts (Harley-Davidson, RV, motorcycles, cars)
23.1%	Leisure
16.2%	Tourists visiting or passing through as a part of a longer trip
6.9%	Visiting local friends & relatives
12.9%	Transient/Medical/Other
6.3%	Transient: passing through as part of a longer trip
4.0%	Medical: visiting Billings for medical reasons – personal or friends/family
2.6%	Other: (specify)
11.2%	Group
5.7%	Team sports/events (team tournaments, rodeo, BMX, etc.)
3.4%	Group tour/motor coach
2.1%	Weddings/reunions/family events/social events

3. The task of the Chamber/CVB is to promote Billings as a destination to new and repeat visitors. The task of leadership is to drive continued development of the destination as well as continued diversity of the customer base.

4. RTM recommends 20-year strategic development of “core” visitor amenities:

- Conference/meeting/event facilities
- Arts & Entertainment: “The Best Seat in the West”
- Billings/Western Heritage (includes interpreting sites such as Boothill, Yellowstone Kelly Grave, Stockyards, etc.)
- Trails: Linking visiting Billings to the region
 - Driving trails that start in Billings
 - Cowboy Trail: Handmade hats, boots, saddles, etc.
 - Farm-to-Market Trails
- Sports: Facilities and development study
- Downtown: Visual appeal and “people places”

5. Gateways: It is critical to continue creating memorable and impressive gateways along all major routes into Billings, especially interstates.

6. Improve signage and wayfinding: This was the most negative issue reported by visitors to Billings – and can be a serious detriment to increasing economic impact.

7. Provide effective orientation and facilitation for all visitors:

- This means highly effective visitor guides, website, and materials found by visitors at the front line to lead them directly to cash registers.
- This includes technology such as cell phone interpretation that compels visitation to Billings attractions.
- Recruit volunteer information ambassadors for significant events, meetings, and time periods.
- Consider “Billings Visitor Hotline” for calls from visitors.

8. Priority Chamber/CVB marketing initiatives:

- Get visitor guide to each and every visitor – drive them to cash registers, extend their stays.
- Provide tear-off maps (with reverse side listings) at every hotel, restaurant, etc.
- Website for advance trip planning.
- Prospecting and direct sales to recruit new leisure, SMERF, sports, meetings, and events visitors.
- Technologies (social media, database marketing, etc.) to build dynamic relationships with repeat visitors and entice new visitors.
- Develop mobile technologies including emerging technologies for information and interpretation.
- Development of database and E-marketing to frequent repeat visitors to Billings.

9. Initiate “pay as you play” program for additional marketing outreach:

- Waterpark Hotels -- winter regional marketing campaigns
- Great Chefs of Billings -- winter dining campaign
- Spring Birding -- spring campaign targeting birders
- Stay a Day -- campaign to extend stay of meeting attendees

10. Continue partnership in regional tourism (State of Montana, Southeast Montana Tourism, etc.).

11. Recommended Positioning:

Billings, Montana’s Trailhead
The “Big City” in Big Sky Country
Billings is where travelers find the largest regional variety of hotels, dining,
shopping and entertainment. It’s where the trail begins!

In this study RTM asked respondents to answer the question “What makes Billings distinct/different from other destinations?” The significant majority of responses fell into the following categories (these are presented in rank order):

- | | |
|---------------------------|----------------------------|
| • Big City/Size/Selection | • Mountains |
| • Rimrock | • Variety of activities |
| • Shopping/dining | • Western flair |
| • Friendly people | • Oil & Industry |
| • Scenery | • Old feel |
| • Small town feel | • Proximity to Yellowstone |
| • Center of Montana/hub | |

RTM interprets this data to reflect the perception of Billings as a “big city” in Montana, where one finds a rich variety of shopping, dining, and amenities. It is also noteworthy that numerous comments were made about “scenery,” “Rimrock,” “mountains,” “western flair,” etc. This is good evidence for the positioning of Billings as Montana’s Trailhead. It is where one finds the trail, and it is where one finds the supplies and material goods for the adventure. RTM also feels the wording of Montana’s Trailhead reflects accurately the western/mountain flavor that colors the perception of Billings

Key Strengths - At a Glance

As one of the geographically largest trade areas in the country, Billings is a regional hub for the agriculture, energy, education, and healthcare industries. The city's proximity to well-known national attractions and events puts Billings in a great marketing position. Yellowstone National Park, Glacier National Park, the Black Hills, Mount Rushmore, Little Big-

horn Battlefield and Pompey's Pillar National Monument are all assets to a quality visitor experience and are all easily accessible from Billings.

Billings offers true, small town charm with a Big City feel. It embraces historic adventure, western flair, and cosmopolitan touches that make a visitor feel right

at home. The Native American history and culture of the region make the city attractive to a diverse group of visitors.

The partnerships forged with local and regional tourism partners and surrounding states make the Billings CVB/TBID a credible tourism promoter with valuable connections throughout the region.

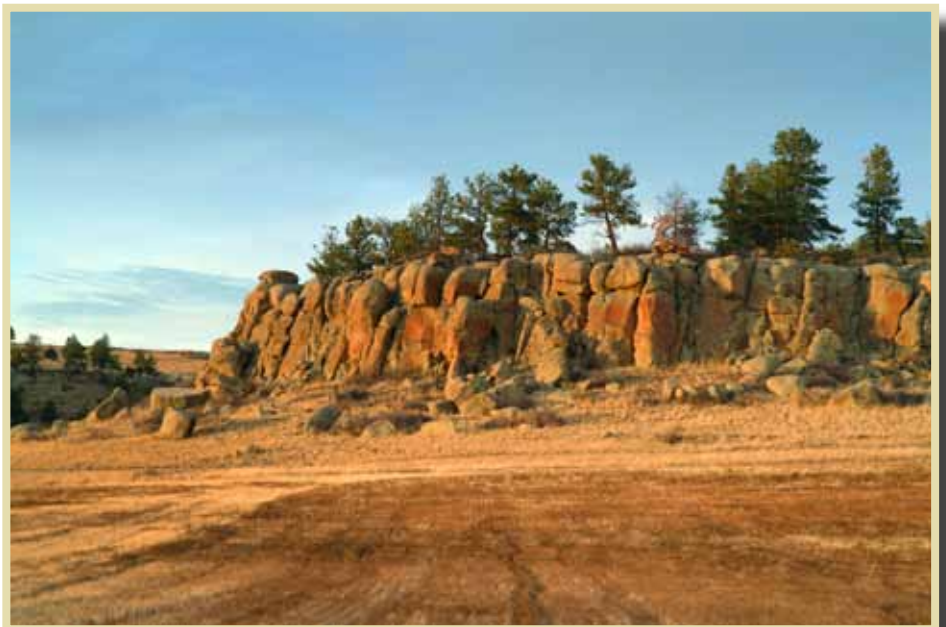
Assets to Billings' Tourism

- More than 4,200 hotel rooms available with more properties coming online in the next 24 months
- 350,000 square feet of flexible meeting space
- Proximity to Southeast Montana (SEMT)
- Proximity to Red Lodge, the Beartooth Highway and Yellowstone National Park (YNP)
- Proximity to the Bakken Oil Patch
- Quality Air Service from Logan International Airport and jet centers serving 8 cities directly
- Vibrant Downtown offering brewery/distillery tour, dozens of shops, restaurants and hotels with meeting space
- Biking, hiking and walking trails from the Rimrocks to the Yellowstone River
- Access to the Yellowstone River
- Phenomenal arts and cultural attractions
- MetraPark facilities including the 10,000 seat Rimrock Auto Arena with no permanent tenant
- Two colleges; four high schools with full sport facilities
- Billings SportsPlex indoor soccer and football field
- Amend Park soccer, lacrosse and X-country fields
- Medical Corridor with nationally renowned hospitals including one Mayo Clinic partner
- Huge shopping Mecca from outdoor gear to boutique shops
- 'Big City' in Big Sky Country
- Oil and Gas industry
- Strong economy
- Urban feel on the edge of the genuine frontier



Key Challenges - At a Glance

- Per capita Billings offers superior air service; in some cases flight times can be inconvenient and priced higher than airports in other metropolitan areas.
- Public transportation to and within the community can be expensive, inconvenient and in some cases a lower standard than in our competitive cities.
- Convention facilities are spread throughout the city and research has found them to be dated or not in convenient locations.
- Billings also offers no structured convention center on a campus setting. Stakeholders are aware of the fact that if any regional competitor builds a center, market share would be affected drastically.
- The city of Billings offers the visitor a vibrant and exciting downtown walking experience. However, research states other areas of town aren't as accommodating to visitors, namely convention attendees, discouraging guests from getting out of their hotel rooms, walking and exploring.
- While brand lift is beginning to change this mentality, there is still a stigma that there is nothing to do in Billings.



Specific Challenges for Billings FY '13 - '14

The fiscal year 2013-2014 high season, will be challenging for Billings' tourism. During the summer of 2013, Billings Logan International Airport will close on six consecutive weekends for runway maintenance. This project bookends concern over the fact that sequestration forced the plowing of the Beartooth Highway, an important piece of Billings' leisure travel segment, well into June. On the dates listed below, the runway will close at 9 a.m. each Friday morning and reopen at 6 p.m. each Sunday evening. This time-frame will allow the early Friday morning flights and later Sunday evening flights to occur as usual, however, capacity will be affected. The closure dates are as follows: July 12 - 14, July 19 - 21, July 26 - 28, August 2 - 4, August 9 - 11, and August 16 - 18.

This runway maintenance is required every 10-15 years, but the closures will no doubt negatively impact high season occupancy in the city of Billings and Yellowstone County. Outside of the box marketing measures, like a summer drive campaign, will be implemented in order to help offset setbacks to stakeholders.

Strategic Goals

Leisure Travel

Consumers value surprise, and yet they experience less and less of it as they become buried in their day to day schedules and interactions. The goal of the current Billings' leisure strategy is to continue to create campaigns that cross over these barriers and reach individuals in a fun and exciting way. Travelers are invited to experience the river to the Rims and everything in between. The overall leisure marketing goal is to increase brand exposure to potential visitors and invite them to stay a night or longer in Billings. This is where the Travel Decision Process comes into play. Once inspired, potential guests will be oriented appropriately via print or online opportunities. The CVB follows through to facilitate their stays once they arrive via front line staff of tourism partners and stakeholders and the Billings Visitor Information Center staff and volunteers. Meantime, as the Billings CVB/TBID works closely with the Montana Office of Tourism, potential visitors who are introduced to Billings will be oriented by CVB/TBID staff and will then be facilitated appropriately by local tourism partners and stakeholders.

Inspiration



Orientation



Facilitation

Noting that Billings has been and continues to be the beneficiary of a hand built culture which makes travelers feel good about their experiences in the city, this year's strategy will continue to focus on being the "Gateway to Yellowstone National Park" while growing brand extensions into tourism markets including grandparent and Baby Boomer travel. Strategies will focus on attracting and engaging with visitors in a multitude of mediums during different travel seasons. Efforts will generate excitement, as well as define the brand essence of Montana's Trailhead. The community's proximity to Southeast Montana attractions, Red Lodge and one of the most beautiful scenic drives in the United States are huge assets as many travelers choose Billings as their beginning and/or end point for western experiences.

The overall goal of the FY 2013-2014 leisure marketing strategy is to continue to search out innovative marketing mediums to reach new and/or existing travelers while supporting their decision to choose Billings as their next vacation destination. Primary targets include:

Regional

- Shopping, Event and Cosmopolitan Messaging
- 2/4 Wheel Drive Market
- Access to Southeast Montana attractions

National/International

- Air Service
- Gateway to Yellowstone National Park Messaging
- Access to Southeast Montana attractions
- Niche promotions (Bikes and Brews, Montana Lifestyle, etc.)



Increase Value Season Visitation

Summer, or high season, is bustling at Montana's Trailhead. Hotels, restaurants and stores are full as people come to town to enjoy Billings' key attractions, the great outdoors, urban amenities, Native American culture and history. Many high season visitors spend time in Billings along their Yellowstone National Park or Southeast Montana adventures. However, during the off or value season traffic, and therefore business, slows tremendously. Thus, value season tourism growth efforts are essential to the health of hoteliers and tourism partners. Value season falls during the city's worst weather months (October - April). However, this time frame can offer the visitor a combination of desirable opportunities which is what the value season tourism campaigns communicate to consumers. During FY 2012-2013, value season growth became an important piece of Billings' tourism marketing. With successful campaigns established like the Mingle Bells Holiday Shopping and Winter Concert Craze promotions, value season growth efforts will continue.

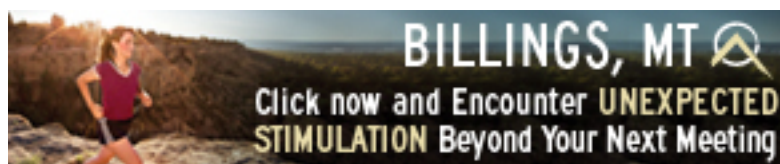


Meetings & Convention Recruitment

On average, CVB's influence one in five room nights booked in the United States. Meetings and events contribute \$106 billion to GDP in the United States alone. In Billings, meetings and convention bookings account for 25% of the local tourism industry. Currently as a meetings and convention destination, Billings offers affordable rooms, flexible meetings space, quality air service as well as scenic beauty and urban amenities on the edge of the genuine frontier. That being said, the two major concerns meeting planners have when looking at booking in Billings is that in some cases flight times can be inconvenient and priced higher than airports in other metropolitan areas. The second top concern is that convention facilities are spread throughout the city and based on research, many are dated or not in convenient locations. Taking it a step further, per research, unless a group is downtown, the city lacks an offering of activities near a hotel or convention space that would encourage guests to get out eat, drink, shop and spend.

In November 2012, Billings' tourism consultant Judy Randall of Randall Travel Marketing, made hoteliers, tourism partners and the general community aware of the fact that if any regional competitor were to build a convention center that is in high-heeled walking distance of a shopping and restaurant district, the community's meetings and conventions market share would be drastically, negatively affected. Billings Tourism Business Improvement District (TBID) Board Members took the conversation seriously and are currently undergoing facility and funding research.

Meantime, during FY 2012-2013, using State Lodging Tax dollars, the Billings CVB staff began a major meetings and conventions marketing campaign. While the sales staff has a history of building strong relationships during a dozen-plus trade shows annually, resulting in bookings, there has been limited brand lift attempts until recently. In other words, the only time meeting planners or the like, are reminded about



the benefits of booking in Billings, is when they see Billings represented at trade shows or conventions. As of spring of 2012, online profiles had been updated with fresh new photographs (Think CVENT) and beautiful, smart creative was placed in numerous meeting and trade publications in print and online (Think Small Market Meetings, Group Travel and Smart Meetings). While the obvious goal for such placement is to help book business, Billings needs to be reintroduced as a meetings destination in this travel segment in some capacity. Again, brand-build and brand lift are the starting points and will continue well into FY 2013-2014. The marketing campaign, again digital and print, invites attendees to 'Encounter unexpected stimulations beyond your next meeting.' A landing page at www.VisitBillings.com and follow up by sales staff, help orient the invitation in hopes of a chance to further facilitate a future booking.

Meetings and convention recruitment target markets: Recruitment efforts in this realm will focus on, but are not limited to, the following segments/industries: energy, agriculture, religious, corporate, military, trails, cycling, general outdoor and recreation, healthcare, not-for-profit, and professional and trade associations.

Position Billings as a Sports Event Hub

Billings is an ideal destination for sporting tournaments and events. Home of the Big Sky State Games, the Montana Women's Run and steady Montana High School Association sanctioned events, Billings is not only well positioned in the region for teams and fans, but lodging and sports facilities help mold it into an ideal sports event hub. The city offers affordable amenities for athletes and their support base to enjoy.

In FY 2012-2013, staff began the process of developing a sports contact database to build future and recurring business in this travel segment. Facilities were assessed and strengths and weaknesses were evaluated. For instance, Billings has solid basketball, volleyball, soccer, lacrosse, X-Country, Roller Derby, baseball and tennis facilities. However, going after swim meets or hockey tournaments would be wasted efforts as the community's pools and ice facilities are in rough condition.

In FY 2013-2014, staff will continue a marketing campaign and relationship building effort to help Billings bubble to the top of the sports industry on state and regional levels. Along with getting to know the who's-who in certain sports, a marketing campaign with Practice. Compete. Celebrate. and also *Billings, Montana's Trailhead is your ideal sports destination* will continue to be the message in creative placed in sports publications (Think Sports Destination Management and Sports Events). Brand lift is a critical element for FY 2013-2014.

From hosting 10,000 high school wrestlers annually to the largest state games in the region, Billings offers a wide range of sporting venues. Couple this with quality air service, a variety of hotel options and team friendly restaurants and retailers, Billings is an ideal sports destination. A destination the CVB/TBID team will continue to develop into a sports event hub with the help of community partners and stakeholders in 2013-2014.

Billings
MONTANA'S TRAILHEAD

...IS YOUR IDEAL SPORTS EVENT DESTINATION

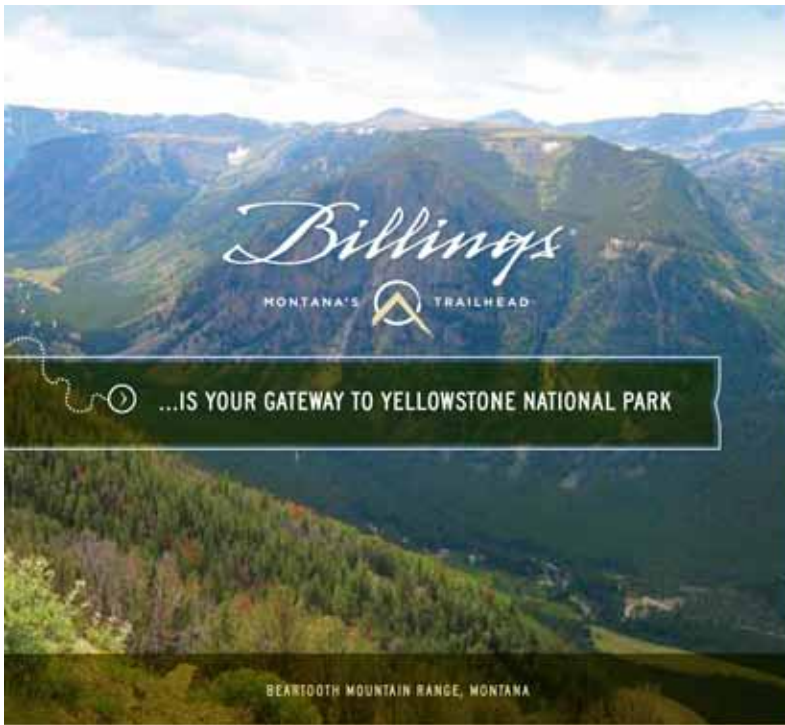
PRACTICE • COMPETE • CELEBRATE

WITH EXCEPTIONAL AIR SERVICE AND ACCESSIBILITY, IT'S EASY TO PLAN YOUR NEXT SPORTS EVENT.

From hosting 10,000 high school wrestlers annually to the largest state games in the region, Billings offers a wide range of venues for virtually any sport. Couple this with exceptional air service, a variety of hotel options, team-friendly restaurants and attractions, and Billings is your ideal sports setting. Host your next sports event in "Montana's City." @Billings, Montana's Trailhead. WHERE YA PLAYIN'?

Scan the QR code & start planning your event.
www.VisitBillings.com/sportsdest

Or contact Alex Tyson with the Billings CVB:
Alex@visitbillings.com • 406.663.3726



WITH EXCEPTIONAL AIR SERVICE AND ACCESSIBILITY, IT'S EASY TO PLAN A YELLOWSTONE ADVENTURE.

Experience Montana's truly local flavor on the back roads and in the open spaces of Big Sky Country. The fresh mountain air and forever views will follow you no matter where you go. Travel to America's first national park via the breathtaking Beartooth Highway. Start your trip in "Montana's City," Billings, Montana's Trailhead.

WHERE YA HEADIN'?

Scan the QR code and start planning your trip.
www.visitbillings.com/usatodayparks



Above: Gateway to Yellowstone leisure ad sample.

Below: Sample energy market ad (left) and sample Montanan Lifestyle leisure ad (right).

Billings
MONTANA'S TRAILHEAD

FOCUS YOUR ENERGY

UNIQUE EVENT SETTINGS promote out-of-the-box thinking and original ideas.

3 THINGS YOU WILL NOT FIND IN BILLINGS: traffic jams, snow days & sales tax.

BILLINGS LOGAN INTERNATIONAL provides non-stop service between 8 MAJOR HUBS.

FOREVER VIEWS · INHERENTLY INDIVIDUAL · AUTHENTIC... WHERE YA HEADIN'?

Visit our website, scan the QR code or call Tom Krause, CVB Sales Manager, at 406.869.3731 to start planning your meeting today.
www.VisitBillings.com/meet

Visit our website or scan the QR code for equipment rental.
www.VisitBillings.com/rental

Billings
MONTANA'S TRAILHEAD

...IS YOUR MONTANA LIFESTYLE

Click to win two airline tickets for your Montana vacation.

Living in Art Montana

In 2012, the Billings TBID Board of Directors voted to support local artist Shawn Abel's Living in Art Montana project. In FY 2013-2014, the TBID Board and staff will continue to collaborate with Mr. Abel (&Abel Art and Design) and the Billings Family YMCA to work toward executing the beginning phases of this visionary, groundbreaking, innovative, and truly original urban beautification and original art display project. This project will create the world's first outdoor urban art gallery. An art gallery that in its entirety will feature roughly 200,000 square feet of museum quality artwork from local and regional Montana artists wrapped on the facades of 18 downtown Billings buildings. Utilizing traffic flow patterns, existing parking structures, and existing arts and culture points of interest in downtown Billings, the 18 buildings and 10 square block section of downtown that they encompass will become a cohesive single unit, making the city itself an art gallery. It will transform our city into an experience that people from across the state, country, and globe will seek out as a destination they long to experience.

The Billings TBID Board believes this project will have a tremendous, positive impact on leisure and business travel to Montana's Trailhead. Initially, for FY 2013-2014, the TBID will offer support as the project's business plan is created and owners of downtown buildings are further introduced to this exciting project. This project will provide a new draw for tourists and convention attendees to Montana by offering a unique arts and culture experience; a true reason to begin or end your Montana adventure at Montana's Trailhead.

The Health of the Tourism Industry

The Billings' community depends upon tourism to build a stronger economy. Tourism is one of the top three industries at Montana's Trailhead along with agriculture and energy. Tourism generates new revenues and consistent jobs that are critical to the health and wealth of Billings and Yellowstone County. At the same time, tourism is a fiercely competitive industry with new competition emerging every day. It is a goal of the Billings CVB/TBID to promote 40+ hotels and motels with 4,200+ sleeping rooms. The Billings CVB/TBID team will work with the Montana Office of Tourism and other tourism supporting entities like Tourism Matters and Voices of Montana to grow and protect the tourism industry on the local, state, and federal levels where/when applicable.





Importance of the Montana Office of Tourism

The Montana Office of Tourism (MTOT) plays an integral part in Billings' tourism success. Leveraging dollars, especially with co-op marketing opportunities, is vital.

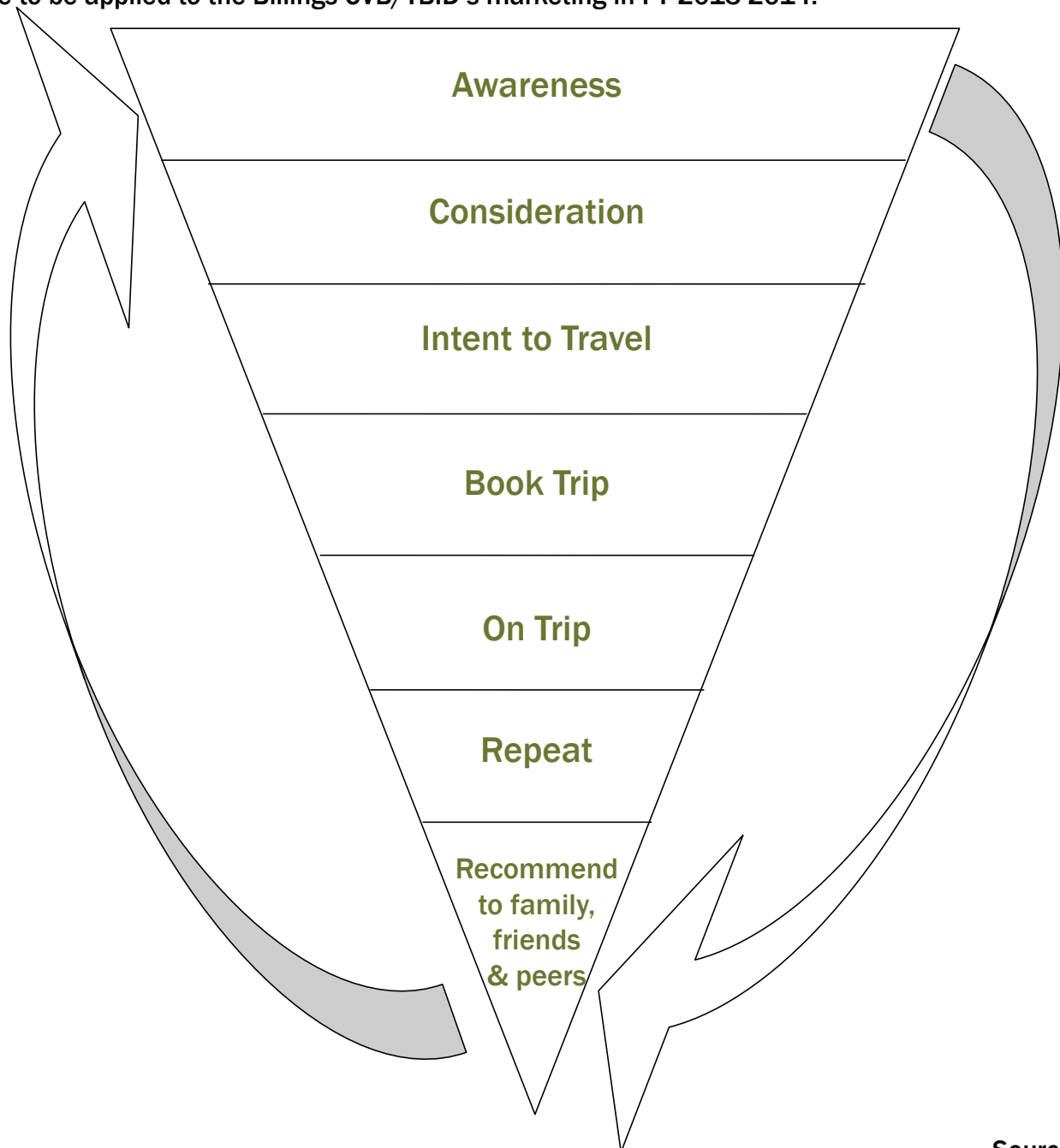
Since the lodging tax was implemented 25 years ago, annual non-resident visits have grown from an estimated 2.9 million annual visitors to 10.8 million annual visitors. At the same time, visitor spending has increased significantly since 1987 with receipts reaching \$3.28 billion in Montana last year (Source: Montana Hospitality & Lodging Association).

This marketing plan supports the Montana Tourism and Recreation Strategic Plan for 2013-2017 through the implementation of the marketing strategies outlined in the full document. As eluded earlier in this plan, a crucial piece to the tourism success puzzle for Montana and its communities is the utilization of the Travel Decision Process model (illustrated on page 10). The typical traveler makes travel decisions in a three-phase process: Inspiration, Orientation, and Facilitation.

The Inspiration phase is the one in which the traveler is made aware of the general product and develops a desire to visit the destination. This phase is masterfully executed by the Montana Office of Tourism, which uses Montana's key tourism draws to bring over 11 million visitors to the state each year. The Orientation phase is where the traveler begins researching the details of his or her trip. This phase focuses on the route the traveler will take to arrive at the chosen destination and the mode of transportation used to get there. The Facilitation phase is where the traveler seeks things to see and do at the destination and on the way to the destination. This may include planning alternate routes and overnight stays to break the travel in to manageable daily distances. The Billings CVB/TBID can maximize on the efforts of the Montana Office of Tourism and Southeast Montana by focusing largely on the Orientation and Facilitation stages. In this way we can target the 'low hanging fruit' already traveling through our region on the way to Yellowstone National Park and other Montana destinations.

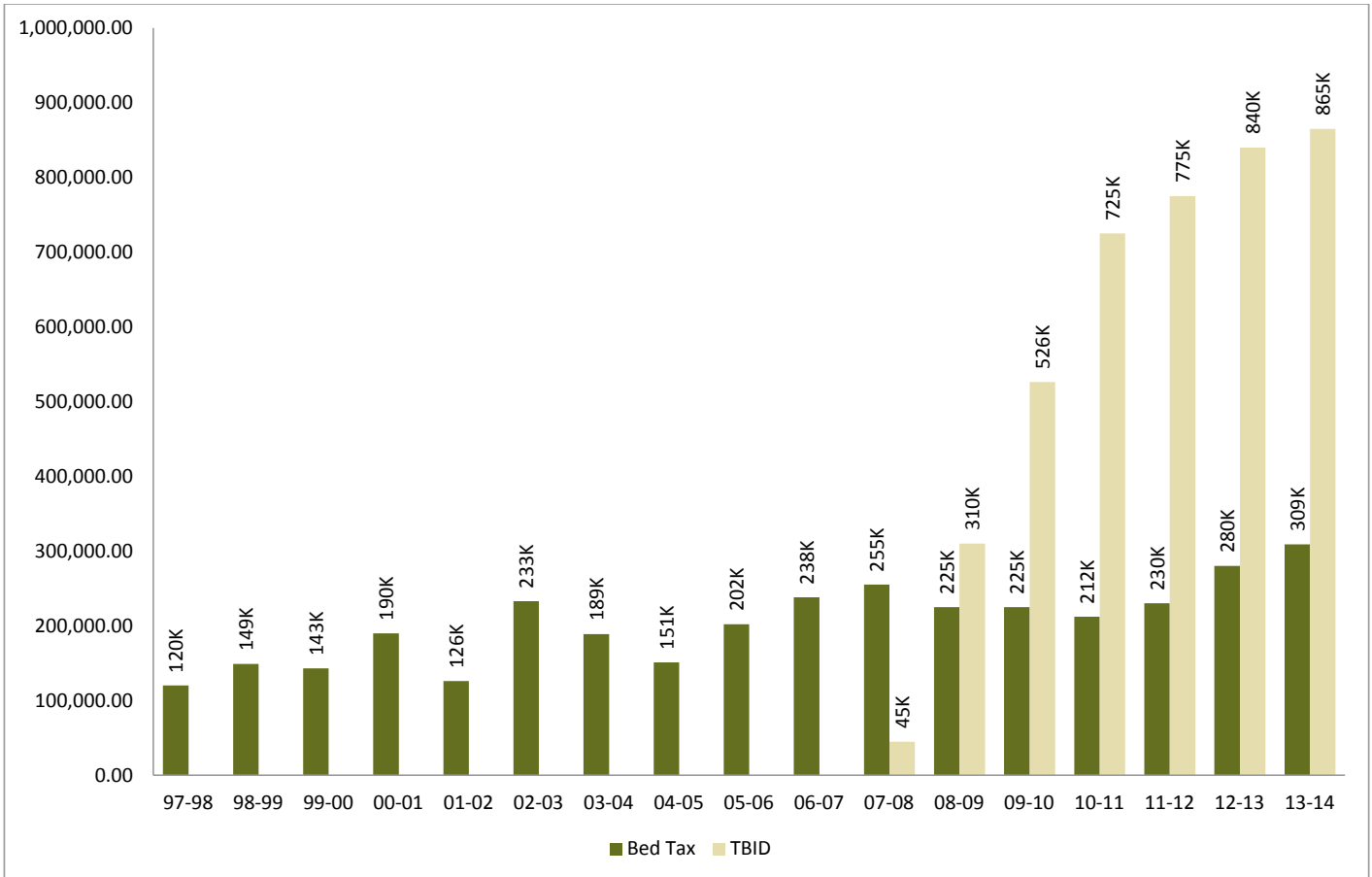
The Social Purchase Funnel

The Billings CVB/TBID team values visitors to the community. It is important guests have an incredible experience for many reasons. One reason includes the knowledge of the Social Purchase Funnel. General market analysis shows that 78% of consumers trust their peers. This trend infiltrates most every level of consumerism, not the least of which is travel. To illustrate, statistics show that 25% of Brits booked a trip or holiday after seeing a friends' Facebook post(s) while on vacation. What's more, every demographic suffers from "time poverty," meaning our society is chronically lacking free time. 41% of Americans say they do not have enough time to travel or take vacations, let alone plan them. Thus, social communication is of even more importance - it can plant the seed, potentially streamline the planning process, and encourage peer sharing. These trends illustrated in the Social Purchase Funnel will continue to be applied to the Billings CVB/TBID's marketing in FY 2013-2014.



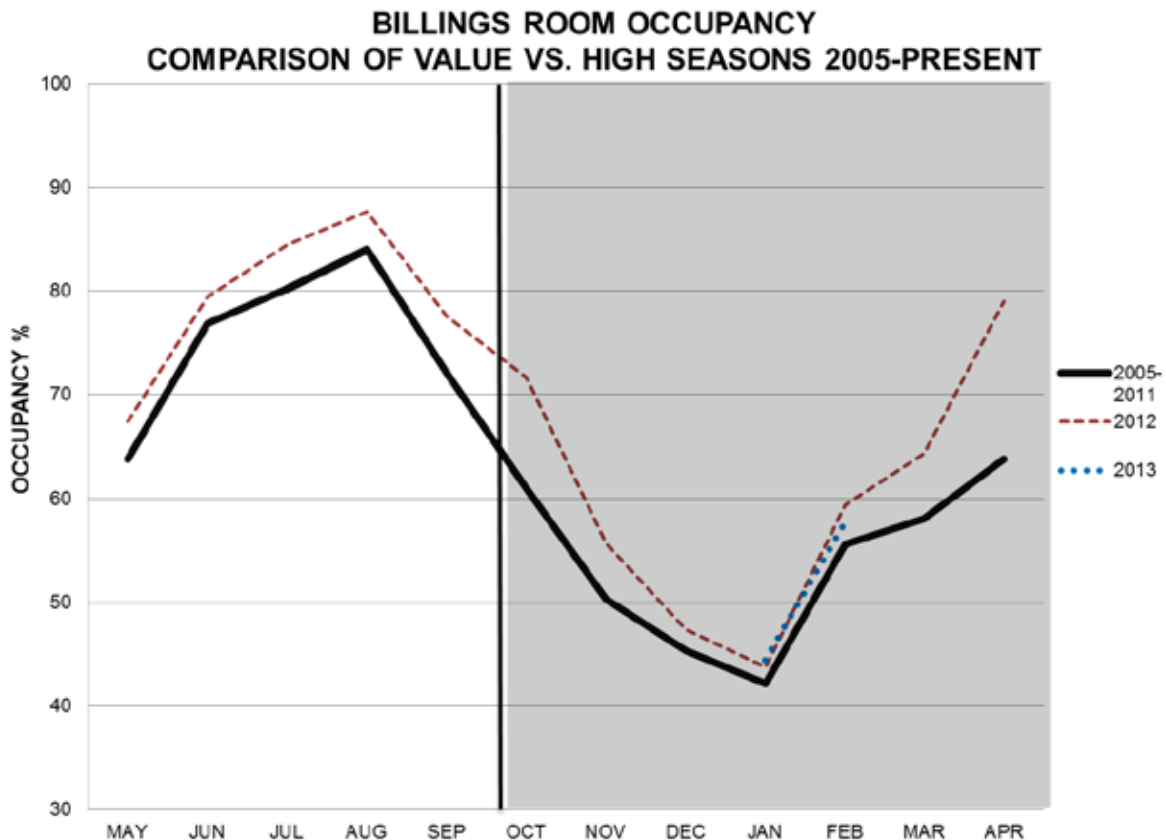
Source: DMAI

Collections Growth



Measurable Objectives

	FY 2010-2011	FY 2011-2012	FY 2012-2013 Goal	FY 2012-2013 *As of 4/1/2013	FY 2013-2014 Goal
Citywide Meetings & Conventions	4 Bookings 7,950 Room Nights	2 Bookings 4,800 Room Nights	8 Bookings 11,000 Room Nights	4 Bookings 12,750 Room Nights	6 Bookings 6,000 Room Nights
Small Bookings	21 Bookings 5,278 Room Nights	21 Bookings 3,149 Room Nights	15 Bookings 4,000 Room Nights	17 Bookings 4,220 Room Nights	22 Bookings 5,000 Room Nights
Sports Events	1 Booking 100 Room Nights	3 Bookings 2,400 Room Nights	4 Bookings 6,000 Room Nights	9 Bookings 6,830 Room Nights	7 Bookings 9,000 Room Nights
Total Bookings	26 Bookings 13,328 Room Nights	26 Bookings 10,349 Room Nights	27 Bookings 21,000 Room Nights	30 Bookings 23,800 Room Nights	35 Bookings 20,000 Room Nights
Web Visits	250,519	300,104	90,000	102,683	110,000
Stakeholder Survey	66% 16 Respondents	83%	85% 20 Respondents	87% 8 Respondents	90% 15 Respondents
Room Occupancy	3.7%	11.2%	N/A	3.5%	Track Only (Smith Travel)
Room Demand	3.7%	11.2%	3%	3.4%	3%
Value Season Occupancy	N/A	N/A	Track Only – See chart below		



Citywide Meetings/Conventions

A group utilizing three or more hotels with approximately 400 peak room nights and approximately 8,000 square feet of meeting space.

Small Group Booking

Anything smaller than a citywide as defined above will be considered a small group booking.

Sports Booking

A sport booking is any athletic event such as basketball, soccer, baseball, hockey, football, wrestling, dance, figure skating, and cheerleading for example. The event must utilize our community's hotel rooms and a sports venue in the immediate area. Sporting events include amateur, k-12, collegiate, semi-pro and pro. Sports meetings and conventions will be accounted for just as any other group segment would under small or citywide meetings and conventions as defined above.

Total Bookings

The grand total of all three segments mentioned above.

Web Visits

Prior to July 2012, many different methods were used to determine the success of the CVB's website. Some tracking mechanisms grossly inflate the number of website visits due to the fact that they are unable to filter out automated web programs called 'bots' which visit websites to collect information. We will now analyze web effectiveness using "Visits" as our primary metric using Google Analytics as our measuring software. Google Analytics is capable of filtering out bots as well as web traffic generated from the Billings Chamber/CVB office giving a much more accurate picture of our website's performance. The data reported for previous years used old measurement tools, thus resulting in a very different picture than the one we will see in the future. Staff will monitor other Google Analytic data for the day to day management and effectiveness of the site.

Stakeholder Survey

This is an annual survey we send to our TBID Stakeholders asking them several questions to evaluate our work. We use their feedback to situate our goals and efforts for the upcoming fiscal year. Goals include a pre-determined number of responses to the survey and a reaching pre-determined grade. The mission of the Billings TBID is to generate room nights for lodging facilities in the city of Billings by effectively marketing our region as a preferred travel destination. Over the past twelve months, how would you grade the Billings TBID in terms of fulfilling its mission? Please note: 100% would be considered an A+, while a 10% would be considered a failing grade.

Room Demand

Growth in citywide room demand based on Smith Travel Research report. Demand reflects accurately increased visitation. Where occupancy is impacted by the number of rooms in inventory (new hotels, etc.), demand is a true picture of the number of total rooms sold.

Room Occupancy

Rooms sold divided by rooms available multiplied by 100. Occupancy is always expressed as a percentage of rooms occupied.

Value Season Occupancy

Emphasis will be placed on increasing occupancy during the value season, or shoulder season, period from October to April. These periods have historically not been a busy time.

Lodging Tax Budget

Advertising Total	\$175,000
Leisure Advertising	\$50,000
Meeting and Convention Advertising	\$40,000
Co-Op Leisure Advertising	\$30,000
Agency Retainer	\$37,000
Trip Advisor	\$18,000

Administrative Expense Total	\$70,600
Administrative Expense	\$61,800
TAC	\$2,000
Governor's Conference	\$1,000
Marketing Plan Development	\$2,800
Professional Training	\$3,000

Fulfillment Expense Total	\$23,100
Fulfillment by Contractor	\$18,500
Postage	\$4,600

Printed Materials Expense Total	\$3,500
2/4 Wheel Map/Brochure	\$3,500

Research Expense Total	\$11,500
Smith Travel Research	\$6,500
EmpowerMINT	\$5,000

Publicity Total	\$9,500
Motorcoach/International FAM	\$2,000
Journalists FAM	\$2,000
National Meeting Planners FAM	\$2,000
Photos	\$3,500

Sales Expense Total	\$9,000
Attendance Building	\$3,000
Site Visit	\$3,000
Incentives-Conventions	\$3,000

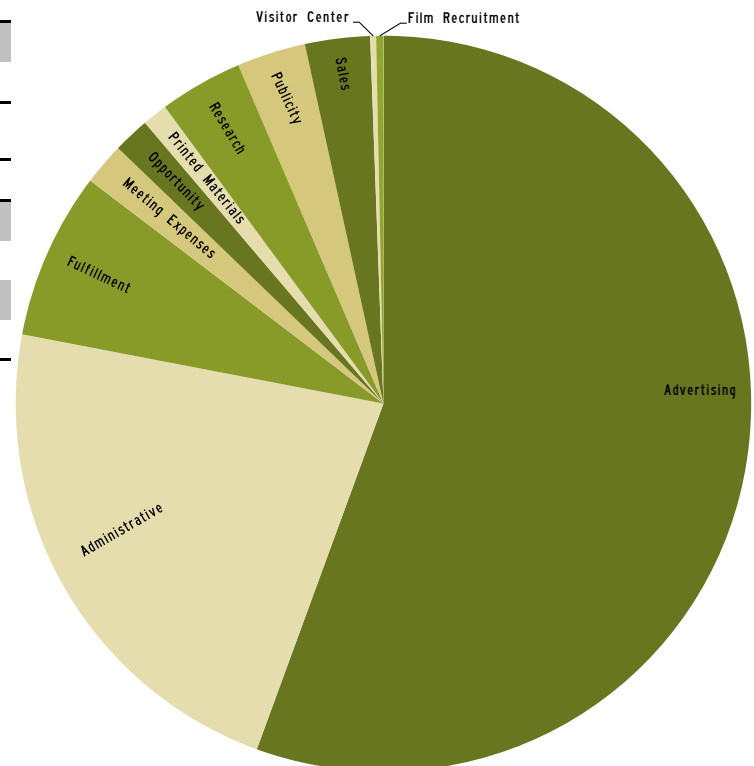
Visitor Information Center Expense Total	\$800
VIC Toll Free Line	\$800

Film Recruitment Expense Total	\$1,000
Film Incentives	\$1,000

Opportunity Expense Total	\$5,000
Opportunity	\$5,000

Projected Lodging Tax Income: \$309,000
Projected Carryover: TBD
Total Lodging Tax Budget: \$309,000

*Should lodging tax revenues decrease, the following categories would be reduced by 10%: Administrative Expenses, Advertising, Opportunity, Printed Materials, and Publicity
 **Figures are projected; final figures to be determined.



Tourism Business Improvement District Budget

Staff Expenses Total	\$239,543
Wages/Benefits	\$239,543

Administrative Expenses Total	\$58,875
Computers/Software	\$7,200
Equipment Supplies	\$3,000
Legal and Accounting	\$9,200
Liability/D&O Insurance	\$2,550
Meeting Expenses	\$8,300
Office Supplies	\$2,925
Postage	\$8,200
Professional Training	\$11,000
Telephone/Wireless Equipment	\$3,000
TBID Stakeholder Newsletter	\$3,500

Advertising Total	\$302,000
Meetings/Conventions/Sports	\$40,000
Leisure Marketing	\$250,000
SEO- Pay Per Click	\$12,000

Opportunity Total	\$88,000
Opportunity	\$20,000
Grants	\$15,000
Reserves	\$25,000
CG	\$20,000
Sports Recruitment	\$8,000

Printed Materials Expense Total	\$53,500
Promotional Materials	\$8,000
Welcome/Recruitment Banners	\$1,500
Visitors Guide	\$30,000
Presentation Materials	\$1,000
Sales Materials	\$5,000
Meeting Planner Incentives	\$2,000
Scenic Drive Program	\$2,500
BITB	\$2,500
TH Envelopes for Mailers	\$1,000

Visitor Information Center Expense Total	\$3,000
Signage/Brochure Racks	\$1,500
Volunteers Expenses	\$1,500

Sales Total	\$114,000
In-State Sales	\$2,000
International/National/Regional	\$5,000
Attendance Building	\$2,500
Site Visits	\$2,500
Incentives/Conventions	\$12,000
Incentives/Sports	\$50,000
Sports Hospitality	\$10,000
Sports Sales	\$30,000

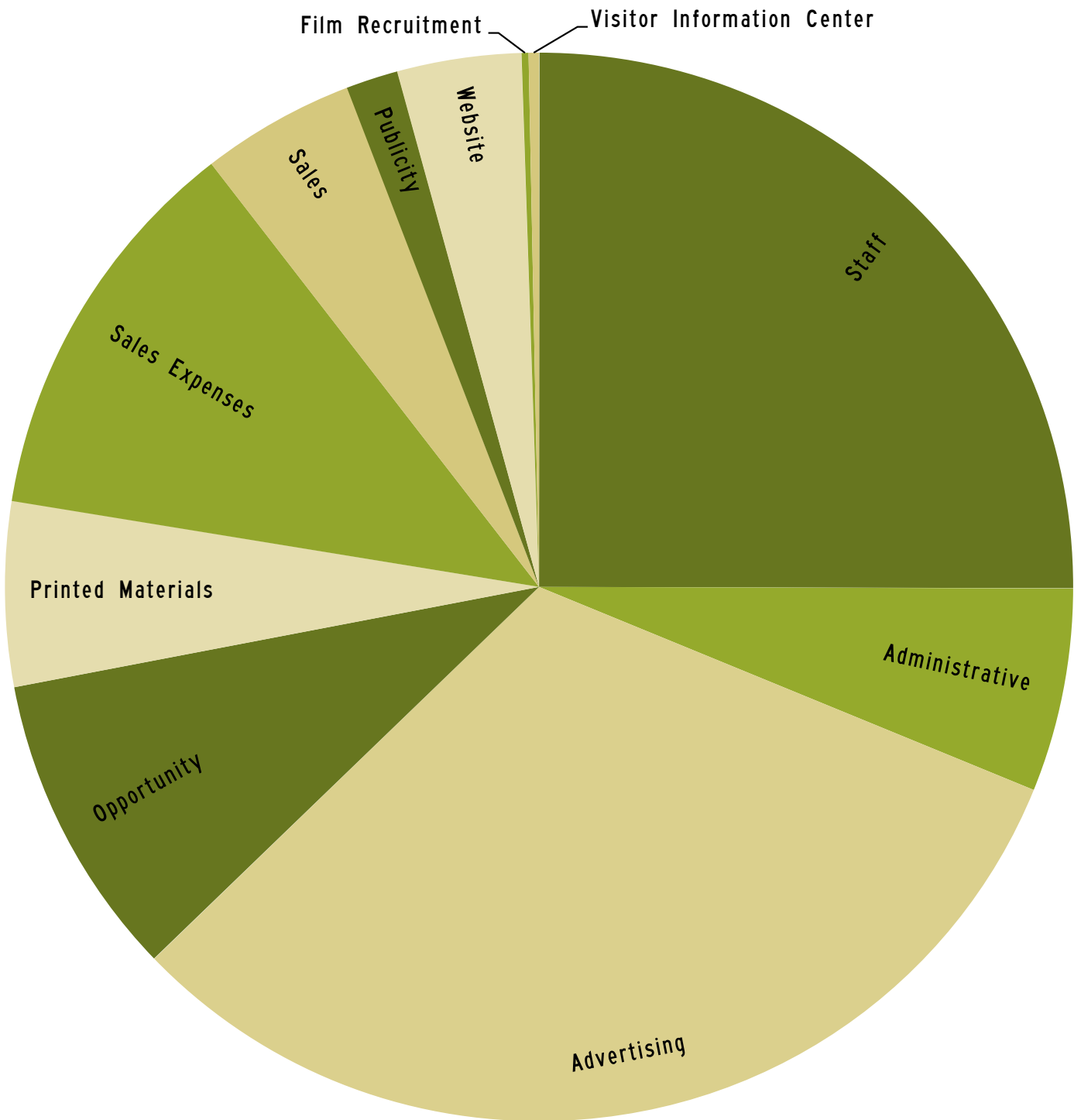
Tradeshows/Conventions Total	\$44,525
NTA Membership	\$675
Meetings Industry Council	\$2,500
Destination Showcase CHI	\$4,000
CONNECT/CONNECT Sports	\$11,000
Rejuvenate	\$6,000
Collaborate	\$4,500
Conference Direct	\$5,000
RMI	\$1,000
MSAE	\$2,000
NASC Show	\$3,000
NASC Membership	\$750
RCMA Membership	\$100
MPI Rocky Mtn. Chapter	\$500
MPI	\$3,500

Publicity Total	\$15,000
Photos	\$2,000
Motorcoach	\$500
Journalists	\$1,000
National Meeting Planners	\$500
Montana Meeting Planners	\$1,000
BITB Gala	\$2,500
TTA Program	\$4,000
National Tourism Week	\$1,500
MLHA PR Campaign	\$2,000

Website Total	\$35,900
Website Maintenance and Improvements	\$25,000
Event e-Calendar	\$10,500
Domain Names and Reg.	\$400

Film Recruitment Expense Total	\$2,000
Film Incentives	\$2,000

Tourism Business Improvement District Budget

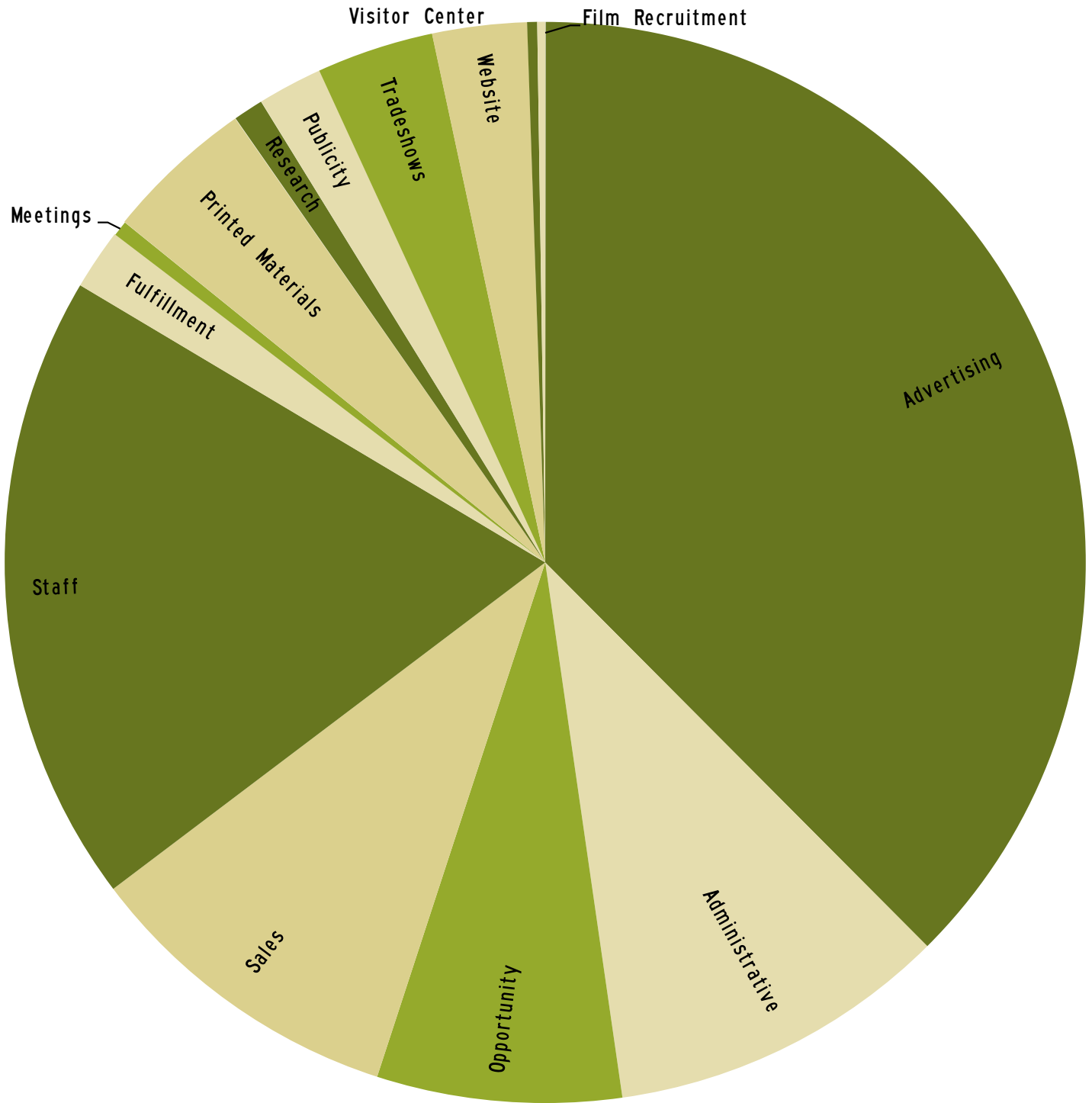


Projected TBID Income: \$865,000
 Projected Carryover: \$91,343
 Total TBID Budget: \$956,343

*Current restricted reserve funds \$100,000.

** Figures are projected; final figures to be determined.

Combined Total Tourism Budget Illustration (CVB & TBID)



Lodging Tax Budget: \$309,000
 TBID Budget: \$956,343
 Total Billings CVB Budget: \$1,265,343

** Figures are projected; final figures to be determined.

Target Geographic Markets

The Billings CVB/TBID will market the city as a premiere year round destination for conventions, meetings, sporting events, leisure travel, and film opportunities. By contemplating the Social Purchase Funnel and the Travel Decision Process, staff will strategically focus marketing efforts toward target audiences that will maximize positive economic impact for stakeholders:

Leisure Recruitment

Regional Drive Market: We will target communities that are at least 150 miles from Billings and are between Billings and the next larger regional markets such as Rapid City, Bismarck, Sheridan, Denver, Calgary and Fargo. Our target geographic area for the regional market will include Wyoming, Washington, Idaho, North Dakota, South Dakota and Canada. These visitors view Billings as a metropolitan area and are interested in shopping, special events, culture, history, nature and entertainment opportunities they cannot find in their hometowns.

Also regionally, using TBID funds, staff will pursue opportunities to place more traditional advertisements in print and radio highlighting what there is to do in Billings: bike, hike, shop, experience ZooMontana, enjoy fine cuisine or Montana's very own walking brewery district, etc. Contemplation will continue regarding what type of campaign this becomes.

National Market: We've known that Billings' geographic location between Glacier, Yellowstone and Grand Teton National Parks and the Black Hills has always made Billings an ideal stopping point for travelers, but this year the Gateway to Yellowstone positioning will be the focus of marketing efforts. Billings will be touted as the trailhead to traveler's national park journey. Billings is an obvious overnight stop for the motor coach industry touring the area National Parks and regional attractions.

Campaigns for both regional and national targets will have year-round elements. However, emphasis will be placed on activities that occur during Billings' value season (shopping, shoulder season events, etc).

Meetings & Conventions Recruitment

The target will be planners concentrated from the west coast through the Rocky Mountain Region and east to Chicago. Other national cities, where association headquarters are located, will also be the focus of sales missions or trade show attendance. Recruitment efforts will target some of the following segments: Energy, agriculture, religious, corporate, military, trails, cycling, general outdoor and recreation, healthcare, not for profit, and professional and trade associations.

In some cases, to discover these planners and build relationships with them, CVB/TBID staff will continue to utilize local residents and local contacts who participate in meetings, conventions and hobby groups that have contacts and are in leadership roles within the community. We will also target meeting planners headquartered in Helena and other key Montana cities. The target markets will include groups, associations and/or clubs that will utilize 400 guest rooms (peak) for at least two nights at a minimum of three properties and utilize a minimum of 8,000 square feet of exhibit or meeting space. Additional emphasis will be placed on national corporate decision makers in the energy field. Emphasis will be placed on groups that meet during Billings' value season.

Staff will also continue to think big. What is the next major event for Billings? Gold Wing (we hosted five

times) or Harley Owners Group-type convention? Staff will work with board members to identify the next big convention that spotlights on Montana's Trailhead, fills hotels rooms, exposes attractions and businesses to greater growth opportunities, and makes residents proud to call Billings home.

Sporting Event Recruitment

Sporting events will continue to be targeted on state, regional and national levels. New efforts, established in the previous fiscal year that help position Billings as a sporting events hub, will continue and multiply. Billings currently hosts a limited number of regional events featuring participants from the Western U.S. and Southern Canada. We will continue to look inside the community and assess facilities to further expand the sports grip. Demographic target markets include: team leaders, team parents, coaches, and tournament managers who are interested in hosting their sporting events in Billings.

Target Demographics

Leisure Demographic

Leisure marketing targets women ages 25-54 as the typical family decision maker. Regional campaigns are geographically placed throughout Montana, northern Wyoming, western North and South Dakota and southern Canada. National campaigns target Montana, Wyoming, North and South Dakota, Washington, Oregon, California, Utah, Idaho, Minnesota and Illinois. Some of the national placements include the Billings team's co-op efforts with the Montana Office of Tourism (MTOT).

Meetings & Conventions Demographic

Target demographics in the meetings and convention recruitment efforts revolve around reaching decision makers. The Billings' sales team will work to reach experienced professionals and meeting planners. Efforts will spotlight on, but will not be limited to, the following segments/industries: Energy, agriculture, religious, corporate, military, trails, cycling, general outdoor and recreation, healthcare, not for profit, and professional and trade associations.

Sporting Event Demographic

The Billings' sales team will continue to work hard to attract state, regional and national sporting events, activities and sports-related business to the area. From national running and rodeo to Montana High School Association sanctioned and collegiate events, staff will focus on building relationships within the sports industry. This includes team leaders, team parents, coaches, and local tournament managers. Sports-related trade shows that offer opportunities to introduce Billings as a sports destination to sports association representatives and sporting event planners will be attended.



Marketing Methods

Leisure Recruitment

As leisure promotion efforts grow, Billings' target markets and diversity of mediums continue to evolve as well. We will continue to produce comprehensive advertising campaigns, informational and promotional e-newsletters, and a comprehensive Billings Visitor Guide. We will pursue appropriate cooperative partnerships and familiarization tours. Additionally, promotion of VisitBillings.com as well as the Scenic Drive App will enhance the visitor experience. Finally, the CVB will seek a variety of ways to develop relationships with leisure travelers and leisure travel promoters, namely by developing relationships with regional AAA offices.

Advertising Campaigns: The Billings CVB will reach further into target markets and continue saturation with the Montana's Trailhead, Gateway to Yellowstone and also value season messaging, to name a few. Use of events and giveaways as visitor lures will continue, which also allows the Billings CVB/TBID to build its e-marketing database.

In keeping with the Social Purchase Funnel, social media efforts will continue to evolve and reach across mediums. Staff will maximize on the efforts of the Montana Office of Tourism nationally by making strategic out-of-home placements in cities like Minneapolis, Salt Lake City, Chicago, and Seattle. These MTOT co-op/national placements, as well as others deemed appropriate, will position Billings as the Gateway to Yellowstone National Park. Lastly, in an effort to pull potential visitors off the interstate and into the community, billboards will be strategically placed along Interstates 90 and 94 and also other gateways to Billings. The purpose of these billboards will be to invite potential visitors to experience Billings by leading them to www.VisitBillings.com. Billboards, may in some cases also promote the Billings Scenic Drive App in hopes of getting people to visit the community or perhaps, stay longer once they arrive.

e-Newsletter: The Billings CVB will continue to distribute a leisure e-newsletter to its database of opt-in subscribers. This newsletter will primarily push last minute deals due to the following industry trends:

- 44% of vacations taken by the affluent traveler are weekend trips. Average lengths of stays are shorter.
- 38% of HHI > \$125K took last minute trips within six days of booking.
- 30% of leisure travelers booked less than seven days from departure.

Additionally, the Billings CVB produces an e-newsletter for tourism partners, allowing additional opportunities for information sharing, education, and tools for finding, winning and keeping leisure travelers.

Visitor Guide: The Billings Guidebook will continue to be produced as a shorter, advertising-free piece directing visitors to VisitBillings.com. The Guidebook is key to orienting the visitor to the Billings community and facilitating their visit. Increased distribution of this piece will continue through Certified Folder.

Cooperative Partnerships: The Billings CVB will continue to partner with Southeast Montana Tourism on consumer travel shows deemed relevant to its market. Shows include but are not limited to: Rocky Mountain International Roundup, National Tour Association, Tourism Alliance Partners, etc. Productive partnerships with other Regions/CVB's will be pursued when appropriate as well.

Familiarization Tours: The Billings CVB will seek more familiarization tour opportunities with the ultimate goal of getting Billings on more travel itineraries and as the topic of more editorial features locally, regionally, nationally and internationally.

Marketing Methods

VisitBillings.com Website: VisitBillings.com will continue to serve as a tool to orient and facilitate visitors from start to finish. The site also works as a booking tool to directly serve our lodging partners through each individual property listing and the availability of deals and savings listed. As the website has become an increasingly valuable visitor tool, search engine optimization will double.

Scenic Drive App: The Scenic Drive Walking Tour App, which highlights many of Billings' best attractions, will be promoted.

Value Season Recruitment

The Billings CVB will increase value season visitation through increased emphasis across markets specifically during the shoulder season of October through April. Leisure promotions will specifically target value season visitors. Meetings, conventions and sporting events that fall within these identified months will be of special emphasis by Billings CVB staff.

Meetings & Conventions Recruitment

One of the primary goals of the Billings CVB/TBID is to increase travel to the state by attracting groups, meetings and conventions. With more than 4,000 affordable rooms, quality meeting and convention space, superior air service and Montana's mystique, staff will work to increase travel to the community by attracting meetings and conventions. Sales will target travelers through third-party meeting planners and other contacts. Tapping into the association and organizational connections of residents, particularly in the energy industry, we will work to book new business. Staff will target planners in the state, as well as the Rocky Mountain Region and national cities where associations are headquartered and located. Additionally, staff will target energy sector decision makers to encourage them to bring their employee trainings, tradeshow, etc. to Billings. The goal is to continue to discover these planners, build relationships with them and continue to utilize local representatives who participate in meetings, annual conventions and hobby groups. The overarching goal is to find business that is a good fit for Billings, win the booking, and keep the event and/or planner coming back.

Bring it to Billings was originally developed as an internal marketing program that encouraged staff to seek out local groups and build relationships with them resulting in the recruitment of the local groups' regional, state or national meeting to Billings. The program continues this fiscal year with the goal of relationship building in general, recognizing the value of a genuine relationship and that people tend to do business with people they know. Sales staff will develop relationships with group representatives on all levels: local, state, regional, national, and international. These contacts will be pursued to bring business to Billings.

Familiarization Tours: The sales team will facilitate familiarization tours for both national meeting planners as well as Montana meeting planners. These tours will further efforts to develop genuine relationships as well as shed positive light on our destination and educate planners on all Billings has to offer.

Incentives and Services: When appropriate, the team offers incentives to bring meeting and convention business to Billings. Additionally, Billings is committed to providing superior convention services to all business we are involved with, leaving a lasting and positive impression on both planners and delegates and thus encouraging repeat visitors.

Marketing Methods

Tradeshows/Sales Missions: Billings CVB/TBID staff has narrowed our tradeshow attendance to those that demonstrate results: Collaborate, Rejuvenate, CONNECT, Destination Showcase CHICAGO, NTA, MIC, Conference Direct, MSEA, and MPI Rocky Mountain Region. These shows primarily consist of a one-on-one meeting format; however, the traditional tradeshow booth format will still be used in some cases. The goal of these shows is to foster relationships with planners expressing an interest in our destination. Additionally, sales missions will take place in cities with a collection of qualified leads; special emphasis will be placed on energy recruitment efforts. Specific sales missions to destinations like Houston and Denver will be made to reach out to potential energy sector leads. Relevant and qualified energy related tradeshows will be attended as well.

Advertising: The Billings team will continue to implement highly targeted advertisements and sponsorships to position the destination as a premier meeting and convention destination. The CVB/TBID will work with the Montana Office of Tourism to advertise the state in general as a “can’t miss” meeting and convention destination.

VisitBillings.com Website: The VisitBillings.com website, with its “Meet Here” page, will continue to serve as a planning tool and resource for meeting and event planners. Features available include Request for Proposal forms, available service listings, meeting space information, etc.

e-Newsletter: The team will communicate news, updates, and general information with its database of meeting and event planners through e-communications. The database consists of qualified meeting representatives.

Promotional and Presentation Materials: Specialty tools will be produced to keep Billings top of mind among general sales leads. Promotional pieces could include Billings, Montana’s Trailhead chapstick, chocolates, notebooks, water bottles, etc. Presentation materials will be specifically tailored to qualified leads and will be used when making a sales pitch to a decision making group.

Sporting Event Recruitment

Sports tourism presents a plethora of opportunities for Billings. As mentioned previously in this document, Billings has always been a major player in the sports realm, particularly for the Rocky Mountain Region, the goal is to better position the community as a sporting event destination to expand this segment of business for Billings’ tourism. With the contract assistance of Chris Frye, Ph.D., more opportunities for booking events will become available to the area. Dr. Frye is a sports marketing and research expert specializing in scouting and facilitating sporting events.

Combined sales team efforts will include:

- Work with local sports groups and clubs to attract state, regional and national sports competitions.
- Leverage existing sports and recreational facilities to create new economic and community value by hosting sporting events at area venues.
- Attend industry trade shows and continue to provide hospitality and group assistance to sporting events. Shows will include CONNECT Sports, TEAMS, NASC, and SportsLink.
- Implement highly targeted consumer advertising and promotional campaigns.

Important to Note

Chamber/CVB Visitor Information Center Key Strategies:

The overall mission of the Billings Visitor Information Center is to introduce and educate visitors about the vast tourism opportunities within Billings and the surrounding area, and to increase the frequency of visits to the area and increase the length of stay of guests.

The Billings VIC staff will continue to play a major role in spreading the message that Billings is the trailhead to a great Montana experience. The VIC is an important piece of visitor facilitation. In order to be sure VIC volunteers are privy to details that need to be shared with guests, a volunteer orientation is hosted and volunteers are encouraged to attend Trailhead Tourism Ambassador (TTA) modules that take front line staff from tourism partners on area tours in order to share details about what there is to do in Billings. The goal of this program is to enlighten residents so they can help build a positive experience for guests whom might, in some cases, choose to lengthen their stay.

Staff and volunteers will also work together to offer various opportunities to meeting, convention and sports attendees. The main goal of Billings' VIC volunteers is to be the ambassadors of the city by welcoming all guests as well as working with all of our local tourism partners to promote their properties and attractions.

Brewery & Distillery Walking Tour in Downtown Billings:

In late FY 2012-2013, in an effort to increase visitation to Billings, staff created and introduced the city's first brewery/distillery walking tour. From a leisure and business traveler perspective, this 1.5 mile loop invites guests to relax, take in the sights of downtown Billings and enjoy some of the best brews, gin and vodka in the region. Billings is proud of this unofficial "brewery district" with five breweries within easy walking distance of each other, plus a gin and vodka distillery. This tour invites visitors to take in each establishment's distinct style.

TBID Grants:

Once again, the Billings TBID will invite local organizations or business to apply for TBID grant monies. The purpose of these funds is to grow the local tourism economy through increased visitor spending in Billings' lodging establishments. Other tourism partners such as retail, restaurant, transportation, and attractions will also benefit from increased visitation. The purpose of these funds must be in keeping with the TBID's mission to generate room nights for lodging facilities in the City of Billings, Montana by effectively marketing our region as a preferred travel destination.

Social Media:



Two staff members take turns posting on the above referenced avenues. Posts are mostly news-focused on such items as area events or reposts from hospitality partners. We work to be sure posts fall within brand and marketing plan standards:

Facebook.com/billingsmt - Billings' tourism focus.

Twitter: @MTsTrailhead and @travel2Billings: focus on Billings' tourism and community information.

Pinterest: Pinleague recently hired to start and manage a Pinterest account. The CVB will be used as a sample managed CVB for Pinleague to share as an example during webinars.

YouTube: While Facebook, Twitter and Pinterest are the primary social networking sites, a presence is also maintained on YouTube.

Applications

Organization Name: Billings Chamber/Convention & Visitors Bureau
Project Name: Advertising; Leisure, Meeting and Convention, Co-Op Leisure,
Agency Retainer, TripAdvisor (FY 13-14)
Application Completed By: Alex Tyson

Approval Requested
 Final (Agency Retainer
Print and Online ad
placement, TripAdvisor)
 Preliminary (Billboards
MTOT Co-Op)

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

The Billings Chamber/CVB Board and staff identified advertising as a key component to the success of Billings as a destination. Advertising efforts will revolve around campaigns that focus on leisure travel and MTOT Co-Op leisure advertising opportunities. Other target markets for FY 2013-2014 will include meeting/convention and sporting event recruitment.

Leisure Advertising: The Billings CVB is allocating approximately 25% of the total budget toward leisure promotion this fiscal year. This category encompasses plans to advertise in the Southeast Montana guide, 2/4 wheel market promotional publications and online offering, as well as national 'out of home' advertising placements that integrate with MTOT's strategy in the geographic markets of Seattle, Salt Lake City, Minneapolis and Chicago. Billings will also look into possible placements in eastern Washington cities. The Billings CVB advertisement in the Southeast Montana guide will highlight Billings to Southeast Montana visitors. The advertisement will align with national and regional advertising campaigns highlighting Billings as a trailhead and gateway to southeast Montana adventures. Due to the continued success of 2/4 wheel marketing campaigns, the Billings CVB plans to continue this project in FY 2013-2014. This market continues to prove itself to be important to the overall success of the local tourism industry. The campaign that focuses on the riding and driving opportunities in the region, initially developed in 2011-2012, will be expanded and refreshed to maintain relevancy to both new and repeat visitors. The campaign will focus on leisure visitors but can also help in the group/event recruitment realm. Meantime, looking at the entire leisure travel segment, to best leverage Montana's national presence, the Billings CVB will work again with MTOT and other regions/CVB's to further the effort being made in the target cities noted above.

Meeting and Convention Advertising: Meeting and convention recruitment is a primary objective for the Billings CVB 2013-2014 Marketing Plan. Opportunities for advertising and sponsorship will be secured that coincide with tradeshow attendance and meeting planner exposure. If print advertisements are used, they will be placed in industry publications or specific tradeshow newsletters and magazines.

MTOT, Southeast Montana Tourism, Regions/CVB Co-op Advertising: It is important to leverage marketing/advertising dollars with MTOT and other lodging tax entities. The Billings CVB will support entities with common interests in promoting tourism within Montana and/or southeast Montana. This program proves successful for Billings' tourism year after year.

Agency Retainer: The Billings CVB will utilize its agency of record, AD Creative Group, for professional services related to advertising and marketing. The services procured under the monthly retainer include ad production, creative development, copy writing, media buying/coordination, advertisement report compilation, social media content generation and miscellaneous agency services.

2013-2014 advertising will consist of components that include, but are not limited to print, radio, online, television, e-publications, social media and billboards.

Advertising developed will be provided by the Billings Chamber/CVB advertising agency of record: AD Creative Group.

Trip Advisor Advertising: Trip Advisor is a prominent travel website with user generated content and a huge and proven audience. With millions of pageviews daily, this placement is ideal for growing Billings' tourism. Year after year, this placement proves successful for the Billings market.

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

1. Book six (6) citywide conventions/meetings in Billings.
2. Generate 20,000 room nights for the lodging facilities of Billings.
3. Book a total of 35 groups (including citywide and sports).
4. Increase room demand by 3% over FY 12-13.
5. Increase visits to www.VisitBillings.com over FY 12-13.
6. Brand building and identity recognition for Billings, Montana's Trailhead

Identify the portions of your marketing plan, which support this project:

Billings CVB energies will focus on strategic goals that utilize the city and the state's assets of scenic beauty, geography, developed attractions, quality air services, convention and room night capacity and historical importance to grow local tourism and the area economy. These efforts support all aspects of the marketing plan.

How does this project support the Strategic Plan?

These marketing efforts and programs support the Montana Office of Tourism's Strategic Plan.

Detail page included: Yes

	State Tourism Funds	Other Funds	Total
Leisure Advertising	\$50,000	\$250,000	\$300,000
Meeting and Convention Advertising	\$40,000	\$40,000	\$80,000
Co-Op Leisure Advertising	\$30,000	\$0	\$30,000
Agency Retainer	\$37,000	\$0	\$37,000
TripAdvisor	\$18,000	\$0	\$18,000
Project Total	\$175,000	\$290,000	\$465,000

Print Advertising

Travel Planners/Guidebooks: MTOT, ND, SD, WY, Rapid City, Red Lodge, Southeast Montana
 Thunder Press
 Quick Throttle
 Soundrider
 American Motorcycle Association
 Discover America
 American Cowboy
 TrueWest
 USA Today Season Travel Guides
 Sports Leisure
 Sports Event Magazine
 AAA Magazine
 VIA
 PNW Sports
 SmartMeetings
 National Geographic Traveler
 Meetings Focus West
 Conference Direct Meetings Mentor

Northern Rockies Rider
 Budget Travel (print and online)
 Sunset Magazine (print and online)
 The Group Travel Leader
 Western Living Magazine (Canadian publication)
 Small Market Meetings
 Meetings Focus
 The Drill – Dickinson
 The Bakken Explorers
 Petroleum News – Bakken
 The Explorers
 Bakken Oil and Gas Directory
 Dakota Business Magazine
 Business in Calgary
 Sports Events
 Seattle Business
 Potato Grower Magazine
 Corn and Soybean Digest
 American Libraries Magazine
 National Gardening Association
 Sports Planning Guide and Directory
 Special Events Magazine
 BizBash
 Meetings and Conventions
 Successful Meetings
 Association News
 Sports Travel
 The Group Travel Leader,
 Bank Travel Management and
 Going On Faith
 Montana Energy Review
 Sports Destination Magazine
 Rocky Mountain Chapter - Meeting Professionals International
 Cvent
 Alaska Airlines
 Horizon Air
 American Marketing Association (AMA)

- Marketing Management
- Marketing News Journal
- B2B Marketing E-newsletter

Southeast Montana Tourism Ad: Full page, 4 color, annual placement.

-For online advertising and e-marketing, the Billings CVB will be posting creative within the online presence of the publications mentioned above as well as placing Google advertisements and Facebook advertisements.

-Billboard locations in the target markets of Seattle, Salt Lake City, Minneapolis and Chicago will be selected and placed to coincide directly with placements made by MTOT as well as other regions and CVB's. Specific locations dependent on MTOT guidance during the fiscal year.

-Meeting and Conventions advertisements and sponsorships may include but are not limited to: sponsorship of convention lanyards, advertisements in tradeshow newsletters and e-publications.

Organization Name: Billings Chamber/Convention & Visitors Bureau
 Project Name: Professional Training: DMAI and DMAP Accreditation (FY 13-14)
 Application Completed By: Alex Tyson

Approval Requested:
 Final
 Preliminary

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

The Billings CVB's Executive Director would appreciate attending the Destination Marketing Association International (DMAI) National Convention to attend training and seminars regarding the tourism industry. Such professional development/training will help better position Billings as an ideal destination in the west for group and leisure travel. Association with DMAI ensures support to DMO's regarding the planning of conferences and group meetings. Attendance also helps keep the Billings CVB staff abreast of tourism marketing trends to help keep the destination competitive.

Since advanced registration is required, that cost would be taken out of 2013-2014, but expenses will be paid for in the 2014-2015 budget.

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

1. Book six (6) citywide conventions/meetings in Billings.
2. Generate 20,000 room nights for the lodging facilities of Billings.
3. Book a total of 35 groups (including citywide and sports).
4. Increase room demand by 3% over FY 12/13.
5. Increase unique visitors to www.visitbillings.com

Identify the portions of your marketing plan, which support this project:

These projects enhance all major priorities in the Billings CVB marketing plan. Education is a tool that will assist staff with recruitment efforts.

How does this project support the Strategic Plan?

Attendance to this convention supports the Montana Office of Tourism's Strategic Plan.

Detail page attached: Yes

Billings CVB Professional Training

	State Tourism Funds	Other Funds	Total
DMAI Convention	\$3,000	\$0	\$3,000
Project Total	\$3,000	\$0	\$3,000

Destination Marketing Association International

Membership	\$1,100
Training	\$250
Convention Registration	\$800
Air Transportation	\$300
Ground Transportation	\$100
Lodging	\$350
Meals	\$100
Project Total	\$3000

Organization Name: Billings Chamber/Convention & Visitors Bureau
 Project Name: Fulfillment; Contractor, Postage (FY 13-14)
 Application Completed By: Alex Tyson

Approval Requested:
 Final
 Preliminary

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

As part of the FY 2013-2014 Marketing Plan for the Billings Convention and Visitors Bureau, the board and staff identified the regional travel audience as the number one target to increase visitation at Montana’s Trailhead. In order to better reach potential visitors, the Billings CVB will continue to contract with Certified Folder to distribute Billings’ Visitor Guides at key market venues. These venues include access along the Yellowstone Park Corridor as well as throughout Eastern Montana, Northern Montana, the western sections of North Dakota and South Dakota and also Northern Wyoming. The Billings CVB is requesting \$18,500 for contract fulfillment with Certified Folder.

In addition to contract fulfillment, the Billings CVB requests \$4,600 for general postage (an additional \$8,200 in private funds will be utilized) to fulfill general tourism responses and a commitment for meeting and event planners to help orient and facilitate attendees.

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

1. Increase room demand by 3% over FY 12/13.
2. Increase visits to www.VisitBillings.com over FY 12/13.
3. Track value season occupancy.

Identify the portions of your marketing plan, which support this project:

This project supports goals in the marketing plan noted as Leisure Recruitment, Value Season Growth, Meeting and Convention Recruitment and Positioning Billings as a Sports Event Hub.

How does this project support the Strategic Plan?

This project/program supports the Montana Office of Tourism’s Strategic Plan.

Detail page attached: Yes

Billings CVB Fulfillment

	State Tourism Funds	Other Funds	Total
Certified Folder Display	\$18,500	\$0	\$18,500
General Postage	\$4,600	\$8,200	\$12,800
Project Total	\$23,100	\$8,200	\$31,300

Organization Name: Billings Chamber/Convention & Visitors Bureau
 Project Name: Printed Material; 2/4 Wheel Brochure/Map Reprint (FY 13-14)
 Application Completed By: Alex Tyson

Approval Requested:
 Final
 Preliminary

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

2/4 Wheel Brochure/Map Reprint: This is a multi-use piece that focuses on the riding and driving experiences that can be found in and around Billings and the surrounding areas. The project consists of a reprint of the colorful and informative brochure featuring maps, stories, laws, pictures and website references for the motorcycle and driving markets that was produced in the FY 11-12. Due to the success of the hard copy version, a reprint is requested.

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

1. Increase room demand by 3% over FY 12/13.
2. Book a total of 35 groups (including citywide and sports) resulting in 20,000 room nights.

Identify the portions of your marketing plan, which support this project:

This project continues to enhance all aspects of the Billings CVB 2013-2014 Marketing Plan. As a gateway community and a popular 2/4 wheel destination, this brochure/map helps facilitate the visitor. It also helps attract the visitor and invite the convention attendee.

How does this project support the Strategic Plan?

This project/program supports the Montana Office of Tourism's Strategic Plan.

Detail page attached: Yes

Billings CVB Printed Material

	State Tourism Funds	Other Funds	Total
2/4 Wheel Brochure/Map	\$3,500	\$0	\$3,500
Project Total	\$3,500	\$0	\$3,500

PRINTED MATERIALS

Project Name: 2/4 Wheel Brochure/Map

Coordination and Design: \$0 (reprint)

Printing: \$3,500

Publication: 2/4 Wheel Brochure/Map Quantity: 5,000

Color: Full Paper Stock: 70# Glossy Text

of Pages or Folds: 14" w x 8.5" h final size when unfolded. It will fold 3 times to create 6 panels with the final size being: 4.6875" w x 4.25" h

Ad Sales (Yes or No): No Percentage: N/A

Distribution Plan (areas & method): Mail fulfillment, Certified Folder Display, VIC, Conventions, Trade Shows, Online and e-mail.

Organization Name: Billings Chamber/Convention & Visitors Bureau
 Project Name: Research: Smith Travel Research (STR Report), EmpowerMINT
 Annual Subscription (FY 13-14)
 Application Completed By: Alex Tyson

Approval Requested:
 Final
 Preliminary

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

Smith Travel Research (STR Report): Smith Travel Research produces a monthly report (STR) that offers stakeholders insight on industry benchmarking while providing key data on monthly and annual occupancy, demand, revenue per available room (RevPar) and supply. This report benchmarks Billings with other competing destinations across the country. In 2012-2013, competitive cities included major Montana cities as well as Boise (ID), Bismarck (ND) and Rapid City (SD), to name a few. This research not only provides data regarding sales efforts, but is also a destination management tool looking at quantity of rooms, number of properties on-line, etc. The Billings' CVB shares this monthly report with tourism partners, Big Sky Economic Development, media, and other public entities.

EmpowerMINT Annual Subscription: The Billings CVB would like to continue its subscription to EmpowerMINT. EmpowerMINT is a portal for meeting planners to search and compare multiple destinations – therefore keeping the Billings CVB competitive with other destinations (possibly larger and/or better known). A planner, in the initial stages of decision making, can be educated on the value of working with a DMO/CVB, find destinations quickly, be influenced by enticing offerings, and connect directly with the local CVB. In today's competitive meetings and convention recruitment environment, a tool like EmpowerMINT helps ensure that a planner has a positive experience with a CVB and that interaction is simple and direct.

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

1. Book six (6) citywide conventions/meetings in Billings.
2. Generate 20,000 room nights for the lodging facilities/stakeholders of Billings.

Identify the portions of your marketing plan, which support this project:

This project supports the meetings and convention recruitment of the Billings CVB Marketing Plan for 2013-2014 and helps with brand building for Billings/Montana as a destination.

How does this support the Strategic Plan?

This project/program supports the Montana Office of Tourism's Strategic Plan.

Detail page attached: Yes

Billings CVB Research

	State Tourism Funds	Other Funds	Total
Smith Travel Research	\$6,500	\$0	\$6,500
EmpowerMINT	\$5,000	\$0	\$5,000
Project Total	\$11,500	\$0	\$11,500

Organization Name: Billings Chamber/Convention & Visitors Bureau
 Project Name: Publicity; Motor Coach/International FAM, Journalist FAM,
 National Meeting Planner FAM, Photography (FY 13-14)
 Application Completed By: Alex Tyson

Approval
 Requested:
 Final (Photography)
 Preliminary (FAMs)

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

Familiarization Tours: Billings CVB will work with MTOT and other tourism regions or entities to host FAM tours. This project is important to the mission because it is the combining of budgets and resources to promote the Billings' region and Montana. Should the opportunity arise to partner with other businesses, all rules and regulations will be followed.

Photo Library: Billings CVB will continue to build a photo library that will be used for advertising of all types, promotion, tourism partners' websites, display in the VIC, CVB website and journalist requests. We will research local/regional/national photographers that feature Billings and regional photos. The photos will be available to tourism organizations and tourism partners at no charge.

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

1. Book six (6) citywide conventions/meetings in Billings.
2. Generate 20,000 room nights for the lodging facilities of Billings.
3. Book a total of 35 groups (including citywide and sports).
4. Increase room demand by 3% over FY 12/13.

Identify the portions of your marketing plan, which support this project:

These projects enhance all major priorities in the marketing plan.

How does this project support the Strategic Plan?

These projects/programs support the Montana Office of Tourism's Strategic Plan.

Detail pages attached: Yes

Billings CVB Publicity

Familiarization Tours	State Tourism Funds	Other Funds	Total
Motor Coach/International	\$2,000	\$500	\$2,500
Journalist	\$2,000	\$1,000	\$3,000
National Meeting Planner	\$2,000	\$500	\$2,500
Total	\$6,000	\$2,000	\$8,000

Photography	State Tourism Funds	Other Funds	Total
Photo Library	\$3,500	\$2,000	\$5,500
Total	\$3,500	\$2,000	\$5,500

Project Total	\$9,500	\$4,000	\$13,500
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Motor Coach/International FAM Tour

Participants: Whether a FAM tour is in conjunction with or independent of MTOT, a list of participants, budget and itinerary will be submitted in advance of the project.

Expenses to be determined per FAM opportunity – Budget pages will be submitted

Journalist FAM Tour

Participants: Whether a FAM tour is in conjunction with or independent of MTOT, a list of participants, budget and itinerary will be submitted in advance of the project.

Expenses to be determined per FAM opportunity – Budget pages will be submitted

National Meeting Planner FAM Tour

Participants: Whether a FAM tour is in conjunction with or independent of MTOT, a list of participants, budget and itinerary will be submitted in advance of the project.

Expenses to be determined per FAM opportunity – Budget pages will be submitted

Organization Name: Billings Chamber/Convention & Visitors Bureau
Project Name: Sales Expenses; Attendance Building, Site Visits, Convention
Incentives (FY 13-14)
Application Completed By: Alex Tyson

Approval
Requested:
 Final
 Preliminary

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

Convention Incentives: The Billings CVB offers incentives to assist conventions and meetings in offsetting costs, which oftentimes is the deciding factor in a planner awarding a booking to Billings. Incentives can be offered in the form of loop transportation during the conference, hospitality room hosting, facility rental, speaker gifts, and sponsorships.

Site Visits: In advance of Billings being chosen as a site for a convention, often times it is necessary to host a site selection team to further showcase Billings and the region. Therefore, funds are requested for lodging, airfare, baggage fees, car rental, meals, parking and also admission fees to museums or venues to accommodate guests and be sure they have the best experience possible.

Attendance Building: The Meetings and Conventions travel segment makes up 25% of Billings' tourism industry. Many of the meetings held at Montana's Trailhead are of a regional and national nature. Convention delegates spend considerably more money per day than the leisure traveler does and can often meet in the value season when occupancy is low. Quality air service, variety of rooms and rates as well as attractions and exhibit space help make Billings a solid choice in the M/C market. Once a convention is awarded to Billings, staff often needs to attend the convention the year before it is held in Billings to help build attendance. Staff will travel to the conference and promote Billings and Montana by staffing an information booth, producing save the date materials, and placing ads in convention programs.

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

1. Book six (6) conventions/meetings in Billings.
2. Generate 20,000 room nights for the lodging facilities of Billings.

Identify the portions of your marketing plan, which support this project:

The goals defined in the marketing plan provide clear and concise direction. The number one goal is to target general and specialized meeting planners who have the ability to bring citywide meetings, conventions or sporting events to Billings, particularly during the value season.

How does this project support the Strategic Plan?

These projects/programs support the Montana Office of Tourism's Strategic Plan.

Detail page attached: Yes

Billings CVB Sales Expenses

	State Tourism Funds	Other Funds	Total
Convention Incentives	\$3,000	\$12,000	\$15,000
Site Visits	\$3,000	\$2,500	\$5,500
Attendance Building	\$3,000	\$2,500	\$5,500
Project Total	\$9,000	\$17,000	\$26,000

Site Visits

- Airfare: \$1,500
- Baggage Fees: \$100
- Lodging: \$1500
- Transportation (car or other means): \$500
- Presentation material: \$300
- Meals individual and group: \$1000
- Excursions/Tours: \$500
- Miscellaneous Expenses: \$100
- Private funds: \$2500

Total: \$5,500

Attendance Building

- Airfare: \$1500
- Baggage Fees: \$100
- Lodging: \$1500
- Transportation (car or other means): \$500
- Presentation material: \$400
- Meals individual and group: \$1000
- Excursions/Tours: \$500
- Miscellaneous Expenses: \$500
- Private funds: \$2500

Total: \$5,500

Organization Name: Billings Chamber/Convention & Visitors Bureau
 Project Name: Visitor Information Center Toll Free Line (FY 13-14)
 Application Completed By: Alex Tyson

Approval Requested:
 Final
 Preliminary

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

VIC Toll Free Telephone Line: Many Billings CVB creative placements, and the Visitor Guide, contain a toll free phone number that rings into the Visitor Information Center (VIC). The number is intended only for visitor questions – not administration or convention recruitment. When dealing with large groups or rallies, the toll free VIC number is printed for general tourism information. Billings’ VIC volunteers are trained to answer myriad tourism questions involving transportation, lodging, attractions and general information to help facilitate the traveler. The toll free number is a necessary and integral part of the operation of the Billings’ VIC and provides a key visitor service.

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

1. This project reflects all the objectives set forth in the Billings CVB’s 2013-2014 Marketing Plan. CVB staff encourages leisure, groups, events, motor coach, and sports participants to utilize all the Billings VIC has to offer.

Identify the portions of your marketing plan, which support this project:

All portions of the marketing plan, specifically leisure and value season visitation growth efforts, support this project.

How does this project support the Strategic Plan?

This project/program supports the Montana Office of Tourism’s Strategic Plan.

Detail pages attached: Yes

Billings CVB Visitor Information Center Toll Free

	State Tourism Funds	Other Funds	Total
Toll Free Line	\$800	\$0	\$800
Project Total	\$800	\$0	\$800

Organization Name: Billings Chamber/Convention & Visitors Bureau
 Project Name: Film Recruitment/Incentives (FY 13-14)
 Application Completed By: Alex Tyson

Approval
 Requested:
 Final
 Preliminary

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

For FY 2013-2014, the Billings CVB requests \$1,000 to partner with the Montana Film Office or independent organizations to offer incentives or services to companies, writers, directors, and photographers whom may be interested in film or similar projects in Montana. An additional \$2,000 in private monies is budgeted to help with potential projects.

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

1. Such project(s) would fall in-line to fulfill goals/objectives within the marketing plan that include leisure, value season visitation growth as well as meetings and convention recruitment as the publicity would help in many realms of tourism growth.
2. If project(s) come to fruition, images from the Billings region would be in the forefront resulting in increased leisure, group, national, and in some cases, international exposure.
3. This item supports the Montana tourism industry.

Identify the portions of your marketing plan, which support this project:

Recruitment and support of the film industry are a secondary focus of the Billings CVB. However, the Billings CVB staff supports and appreciates the efforts of the Montana Film Office. CVB staff will continue to aid MFO staff in order to help this segment grow on the state and local levels.

How does this project support the Strategic Plan?

This project/program supports the Montana Office of Tourism's Strategic Plan.

Detail pages attached: Yes

Billings CVB Film

	State Tourism Funds	Other Funds	Total
Film Incentives	\$1,000	\$2,000	\$3,000
Project Total	\$1,000	\$2,000	\$3,000

Organization Name: Billings Chamber/Convention & Visitors Bureau
 Project Name: Marketing Plan Development (FY 13-14)
 Application Completed By: Alex Tyson

Approval Requested:
 Final
 Preliminary

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

Every fiscal year, the Billings CVB board and staff revisit the organization’s marketing position. Together, projects are reviewed, studied and revised to develop a strong, detailed road map for the organization and local tourism community. This plan drills down to the core of what can grow tourism in Billings. CVB staff will work with AD Creative, the advertising agency of record, to foster the process of planning, preparation for, the facilitation of and implementation of a clear and concise plan for tourism success at Montana’s Trailhead. AD Creative will assist in the writing of the marketing plan for FY 2013-2014.

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

Overall objective to reach or exceed all objectives outlined in Annual Marketing Plan and Budget presented to TAC.

Identify the portions of your marketing plan, which support this project:

All areas of the marketing plan support this project.

How does this project support the Strategic Plan?

This project/program supports the Montana Office of Tourism’s Strategic Plan.

Detail page attached: Yes

Billings CVB Marketing Plan Development

	State Tourism Funds	Other Funds	Total
Marketing Plan Development/Strategic Planning	\$2,800	\$0	\$2,800
Project Total	\$2,800	\$0	\$2,800

Billings

MONTANA'S  TRAILHEAD

