

VISIT *Billings*

MONTANA'S  TRAILHEAD



**2019-2020
MARKETING PLAN
AND BUDGET**

VisitBillings.com



TABLE OF CONTENTS

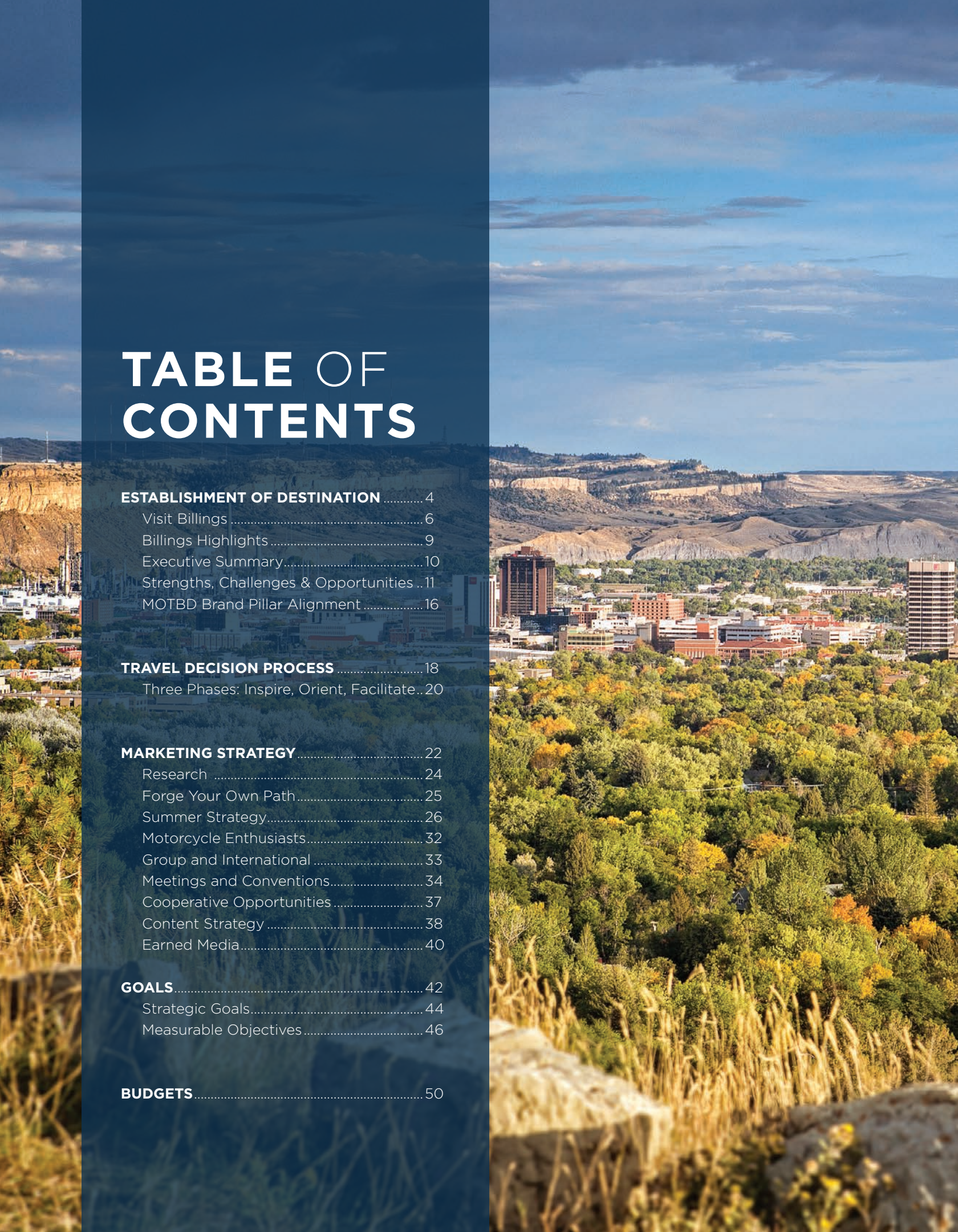
- ESTABLISHMENT OF DESTINATION** 4
 - Visit Billings 6
 - Billings Highlights 9
 - Executive Summary 10
 - Strengths, Challenges & Opportunities ..11
 - MOTBD Brand Pillar Alignment16

- TRAVEL DECISION PROCESS**18
 - Three Phases: Inspire, Orient, Facilitate..20

- MARKETING STRATEGY** 22
 - Research24
 - Forge Your Own Path.....25
 - Summer Strategy.....26
 - Motorcycle Enthusiasts.....32
 - Group and International33
 - Meetings and Conventions.....34
 - Cooperative Opportunities37
 - Content Strategy38
 - Earned Media..... 40

- GOALS**..... 42
 - Strategic Goals.....44
 - Measurable Objectives 46

- BUDGETS**..... 50









ESTABLISHMENT OF DESTINATION



A DESTINATION MARKETING ORGANIZATION

Visit Billings is a leading brand comprised of the Billings Tourism Business Improvement District and the Billings Convention and Visitors Bureau and is managed by the Billings Chamber of Commerce.

Together with the Billings Chamber of Commerce/ Convention and Visitors Bureau (BCC/CVB) and Billings Tourism Business Improvement District (BTBID) Boards, the Visit Billings team is committed to growing visitation at Montana's Trailhead. The staff is an extension of its stakeholders (lodging partners) working to provide sales, services and marketing support to the local hospitality industry.

As a destination marketing organization or DMO, Visit Billings is an organization charged with representing Billings as a destination, helping with the development of the tourism industry and community through travel and tourism promotion, marketing and strategies.

MISSION STATEMENT

The mission of Visit Billings is to generate room nights for lodging facilities in the city of Billings by effectively marketing the region as a preferred travel destination.

VISIT BILLINGS 2027

Together with community, regional and state partners, the Visit Billings team will continue to strategize with local leaders, community associates and stakeholders to ensure a solid foundation of success into the next decade of travel promotion at Montana's Trailhead while working in the here and now to grow visitation in support of local stakeholders.

VISIT BILLINGS FUNDING

Visit Billings is funded primarily through the Billings Tourism Business Improvement District (BTBID) and through a portion of the State Lodging Facility Use Tax.

The BTBID assesses \$2.00 per occupied room night on all hotels and motels in the city of Billings with six (6) or more sleeping rooms. The BTBID funds stay local for promotion of tourism in and around Billings to support and grow business opportunities for the destination and its stakeholders.

Additionally, there are two Montana taxes imposed on users of an overnight lodging facility (such as a hotel, motel, campground, dude ranch and guest ranch), which are collected by the facility and remitted to the Montana Department of Revenue. These two taxes are a 4% Lodging Facility Use and a 3% Lodging Facility Sales, for a combined 7% lodging tax. The Lodging Facility Sales Tax (3%) is deposited into the State's General Fund. The Lodging Facility Use Tax (4%) is allocated to the Department of Commerce for tourism promotion on the state and local levels including Montana's Tourism Regions and Convention and Visitors Bureaus (CVBs), like the Billings CVB.

MONTANA'S TRAILHEAD

Shaped by the Yellowstone River and sheltered by the sandstone Rimrocks, Billings is a place of forever views and forever memories, where urban amenities and modern conveniences meet the edge of the genuine frontier. Where the adventure of the untamed wilderness and history are out your front door.

Conveniently positioned in Southeast Montana as the largest city between Calgary and Denver, Spokane and Minneapolis, Billings proudly serves a trade area serving more than 500,000 residents with diverse shopping, award-winning cuisine, arts and culture.

Warm, genuine people take the time to welcome you and greet you with a smile. Unparalleled access to some of the most breathtaking and historic wonders in the United States including Yellowstone National Park, Beartooth Highway, Bighorn Canyon, Little Bighorn Battle field, and Pompeys Pillar make Billings an idyllic destination for connecting to the best that Montana offers.

VISIT BILLINGS TEAM

★ **JOHN BREWER, CAE**
 President & CEO
 Billings Chamber of Commerce
 john@billingschamber.com

★ **ALEX TYSON, IOM**
 Executive Director
 Visit Billings
 alex@visitbillings.com

★ **ALYSON MURNION**
 Leisure Marketing, Sales
 and Social Media Manager
 alyson@visitbillings.com

★ **STEFAN CATTARIN**
 Meeting and Convention
 Sales Manager
 stefan@visitbillings.com

★ **ALYSSA VOELTZ**
 Visitor Services Manager
 alyssa@visitbillings.com

★ **LUKE ASHMORE**
 Visitor Services Assistant
 luke@visitbillings.com

★ **MEGAN STEVENSON**
 Accountant
 megan@billingschamber.com

815 S. 27th St. Billings, MT 59101
 406.245.4111
 VisitBillings.com
 Email: info@VisitBillings.com

As managed by:



VISIT BILLINGS BOARD LEADERSHIP

Billings TBID Board of Directors:

★ **JOE STUDINER**
 Chairman, Erck Hotels

★ **BRIAN ARNESON**
 Vice Chairman, Quality Inn
 & Suites

★ **RON SPENCE**
 Immediate Past Chairman,
 Billings Hotel and
 Convention Center

★ **SHELLI MANN**
 Boothill Inn & Suites

★ **LORI WALKER**
 Home2 Suites by Hilton

★ **GEORGE MARAGOS**
 Northern Hotel

★ **STEVE WAHRLICH**
 Best Western Plus
 Clocktower Inn

★ **SEAN LYNCH**
 Ex-Officio CoC BOD,
 Pub Station and Yellowstone
 Valley Brewing Co.

Billings Chamber/CVB Executive Committee of the Board of Directors:

★ **BRIAN BROWN**
 Chairman, First
 Interstate Bank

★ **MIKE NELSON**
 Chair Elect,
 Northern Hotel

★ **PATRICE ELLIOTT**
 Immediate Past Chair,
 Stockman Bank

★ **NICHOLE MILES**
 Secretary/Treasurer, St. Vincent
 Healthcare Foundation



ABOUT BILLINGS

Billings, population 110,000, is well-positioned in southeast Montana as a gateway to Bighorn Battlefield National Monument, the northeast entrance to Yellowstone National Park, Pompeys Pillar National Monument and urban amenities on the edge of the genuine frontier. Billings is also situated with great access to some of the key areas in Montana's State Park system including Pictograph Cave and Chief Plenty Coups State Parks. The county seat of Yellowstone County and largest city in the state, "Montana's City" is also the region's economic hub. Major industries including agriculture, energy, healthcare, finance, education and tourism all help drive the local economy.

Popular attractions locally include the Yellowstone Kelly Interpretive Site, walkable Brewery District in Historic Downtown Billings, Montana's only zoo and botanical park, contemporary and western museums, several theaters, music venues, a state-of-the-art public library and a number of outdoor community festivals. Today, Billings offers nearly 50 miles of multi-use trails and 24 miles of bike lanes. From the sandstone Rimrocks to the Yellowstone River, which is the longest free-flowing river in the lower 48, residents of Billings invite visitors to experience the magic of Montana's Trailhead.

Amazing Big Sky summer weather and snowy winters offer ample opportunity for outdoor enthusiasts to experience all four seasons and the accompanying adventures. Nearly 5,000 hotel rooms along with recreational, cultural and adventurous experiences as well as numerous retail and restaurant offerings, plus several hundred thousand square feet of flexible meeting space ready to accommodate any traveler's needs and preferences.



BILLINGS HIGHLIGHTS

TRAVEL BLOG EXCHANGE NORTH AMERICA 2019

In the fall of 2018, the Visit Billings team contracted to host the 2019 Travel Blog Exchange or TBEX. TBEX is the largest conference and networking event for travel bloggers, online journalists, content creators, travel brands, and industry professionals. Approximately 650 TBEX attendees will converge on Billings in September. During their stay, they will experience the historic, cultural, natural, and recreational amenities offered in Billings, southeast Montana, and the state as a whole. Aside from the exposure a convention of this magnitude offers the destination, partnerships between MOTBD, Tourism Regions, other CVBs, and tourism partners across the state have been strengthened.

NON-STOP FLIGHTS AT BIL

FY19 showed continued success with direct, year-round, daily service from Dallas/Fort Worth. Focused marketing efforts in the Dallas market by Visit Billings as well as promotion to Billings, southeast Montana and northern Wyoming residents by the Billings Chamber of Commerce, helped grow and promote the direct service. Low-fare carrier Frontier Airlines will offer new seasonal, non-stop service from Denver beginning May 2019. Visit Billings supports Billings Logan Airport officials in their efforts to grow capacity and strive for a better experience for the traveler.

RECORD ATTENDANCE AT 2019 NAIA WDI CHAMPIONSHIP

In the third of a four year hosting contract, Billings experienced record attendance at the NAIA Women's Division I National Basketball Championship. 19,408 people attended the six day, 31 game tournament at MetraPark. In 2017, 12,993 people turned-out. The community support for this event is rewarding, but the impact the event has on Visit Billings stakeholders as well as the community's economy as a whole, shows the importance of sports tourism and citywide events at the destination. Billings will host this tournament once more in 2020.

BILLINGS TRAIL GUIDES

The visitor experience is the most important part of growing visitation at a destination. Making sure travelers feel welcomed and enjoy their stay at Montana's Trailhead is a major priority for Visit Billings. Launching the Billings Trail Guides program was a major highlight in FY19, but will continue to be a significant strategy in FY20. Shining a light on the importance of visitor orientation and facilitation by developing ways for the hospitality industry, business community, and area residents to get involved as tourism ambassadors, will elevate the city and help champion repeat visitation.

PRESS ACCOLADES:

- ★ **2019 TOP 100 PLACES TO LIVE - LIVABILITY**
- ★ **BEST PLACE TO LIVE IN THE STATE OF MONTANA - MONEY MAGAZINE**
- ★ **2018 MONTANA TOURISM MARKETING CAMPAIGN OF THE YEAR - MONTANA OFFICE OF TOURISM AND BUSINESS DEVELOPMENT**
- ★ **PLATINUM CHOICE AWARD AS A MEETING AND CONVENTION DESTINATION - SMART MEETINGS**
- ★ **READER'S CHOICE AWARD - SPORTSEVENTS MAGAZINE**
- ★ **TOP 7 UNEXPECTED PLACES WITH GREAT COMEDY SCENES - LIVABILITY**
- ★ **TOP 10 CITIES FOR WORKTIREMENT - SMARTASSET**





EXECUTIVE SUMMARY

A recent article asked leaders of organizations to answer this question in one sentence: What does success look like?

**If our stakeholders are successful,
Visit Billings is successful.**

We want our staff to be empowered to support the mission which is to market and promote Billings as a destination in order to generate room nights for our lodging partners. There are varying tactics that lead to success and every employee may define success differently as an individual, but the mission is occupancy and demand – heads in beds. Being focused on what’s important and having the capacity to say ‘no’ when a request is outside of the focus and mission, are integral components to continued success.

That being said, FY20 is no different than previous fiscal years. It’s about the stakeholders. Visit Billings staff work for the local lodging community by marketing and selling the destination. We work to increase regional, national, and international leisure visitation, recruit meetings - big and small, support new and help grow existing sporting events, and we make sure visitors, planners, tour operators, and

tournament directors are supported – this is the means to success for our stakeholders; this is the means to success for our organization. In turn, this success will grow the local economy and foster the tourism industry.

Meanwhile, we have a story to tell. Billings has exceptional historic, natural, cultural, and recreational opportunities to share. The vistas and the varying amenities in town, plus the incredible access to some of the most popular bucket list items in the country are valuable to visitors. We are inviting people to come to Montana, visit Billings, and forge their own paths, make memories, and recharge. We want meeting attendees to be successful in business. We want athletes to celebrate their successes at championship events. Visit Billings works to inspire people to make the destination part of their itineraries, part of their travels, part of their plans, and part of their stories.

Finally, we continuously work to build a greater understanding of the influence the tourism industry has on the community and region. We work to elevate the importance of the visitor experience and how that directly impacts the local economy and workforce, for today and the future. Residents should take pride in the city they call home. Billings is an incredible city and community. People come to Billings for many of the same reasons people live in Billings. We should take pride in this and shout it from the Rimrocks.

STRENGTHS

ACCESSIBILITY TO UNSPOILED NATURE

The most scenic entrance to Yellowstone National Park is via the Beartooth Highway which is a National Scenic Byway and All-American Road, 65 miles from Billings

- › Red Lodge - 60 miles
- › Absaroka-Beartooth Wilderness Mountains - 60 miles
- › Yellowstone National Park NE entrance at Cooke-City/Silver Gate (summer access via vehicle; winter access via snowmobile) - 140 miles

The only physical evidence along the Lewis and Clark Expedition is located at Pompeys Pillar National Monument, 30 miles from Billings

Native American Culture

- › Little Bighorn Battlefield National Monument - 60 miles
- › Bighorn Canyon National Recreation Area - 85 miles
- › Crow Fair at Crow Agency (August) - 80 miles
- › Chief Plenty Coups State Park - 35 miles

Billings scenic and outdoor attractions with accessible walking, hiking and biking trails

- › Rare, sandstone Rimrocks define the city and offer an unexpected backdrop and vantage points of the horizon
- › The longest free flowing river in the lower 48, Yellowstone River, runs just south of town
- › Four Dances Recreation Area offers excellent access to Bureau of Land Management trails and scenic views
- › Pictograph Cave State Park is an amazing place to wander and explore

VIBRANT COMMUNITY APPEAL/ARTS & CULTURE

Historic Downtown Billings and Montana's only Walkable Brewery District, which includes six breweries, two distilleries and one Cider House

- › State-of-the-art-library and museums serving contemporary to western tastes - Yellowstone Art Museum, Western Heritage Center, Yellowstone County Museum

Beautiful galleries showcasing world-renowned artists from the area

Unique food culture with a variety of flavors and farm-to-table offerings

Lively music, theater and nightlife scene - The Pub Station, Magic City Blues events, Alberta Bair Theatre (being renovated), Rimrock Auto Arena and the Babcock Theatre

Specialty boutiques

ACCOMMODATIONS & FACILITIES

Nearly 5,000 hotel rooms in 55 different hotels ranging from brand name chains to local historic properties

Great spaces to meet and gather including convention hotels and MetraPark offering 360,000 square feet of flexible meeting space, along with numerous unique settings including the Historic Billings Depot, Art House, Henry's Garage, and Camelot Ranch

AIRPORT

Billings Logan Airport serves ten (10) cities directly with major airlines: Frontier, Delta, United, American Airlines, Alaska and Allegiant

Cape Air serves northeast Montana with several daily intrastate flights

Airport located conveniently downtown

Non-stop flights are offered daily, weekly and seasonally





SPORTS DESTINATION

Billings is home to Billings Mustangs Baseball, a rookie affiliate team to the Cincinnati Reds, offering competitive entertainment for visitors and locals

Community wide events attract athletes from all over the country

- › NAIA DI Women's Basketball Championship
- › Big Sky State Games - region's largest Olympic style state games
- › Montana Marathon (Boston Marathon qualifier)
- › Montana Women's Run
- › Heart & Sole Run (5k regional qualifier)
- › 406 Duathlon Challenge
- › Big Sky Volleyfest
- › Stockman Bank Magic City Soccer Classic
- › Numerous youth and amateur sporting events
- › Numerous statewide high school sporting events

Sporting venues allow Billings to position itself as a contender in vying for tournaments and competitions

- › Dehler Park - 3,000 seat multi-use baseball stadium
- › Amend Park - soccer, lacrosse and cross-country offerings
- › Stewart Park Softball and Baseball Complex
- › Two universities, four high-schools with full sports facilities and two state-of-the-art middle schools

STRONG ECONOMY & BUSINESS CLIMATE

Supportive local business climate

Two nationally renowned hospitals including one Mayo Clinic Partner, Billings Clinic

Valued partnership and collaboration among Chamber of Commerce, Big Sky Economic Development, Downtown Billings Alliance, Billings Cultural Partners, and the City of Billings

Strong agricultural support for state and region

Oil refineries (Exxon Mobil, Phillips66 & Cenex Harvest States)



CHALLENGES

MEETINGS & CONVENTION FACILITIES

Without a large-capacity convention center located in Billings, existing meeting facilities are spread throughout the city and present challenges in quality of product and proximity to restaurants, entertainment and points of interest.

With Meeting and Convention business representing about 20% of Billings' tourism industry, a new convention center in any Montana city could impact market share from Billings.

COMMUNITY PRIDE

Billings' locals often direct visitors outward, whether to nearby Bozeman, Red Lodge or surrounding regional attractions, giving the perception that there isn't anything worthwhile to do in Billings. Community pride is a major component to a successful campaign and drive in visitation – pride starts within.

SMALL-TOWN DESIGNATION/MOTBD

Billings is a vibrant community and the largest in the state; however, it is not small and charming per the MOTBD brand pillars. Gaining Montana Tourism brand support is important. Visit Billings and MOTBD have a strong relationship and are looking at ways to foster continued tourism growth in eastern Montana. The Eastern Montana Tourism Initiative is important to the region, and Billings, as well.

ARRIVAL EXPERIENCE

Entering Billings via Interstate 90 is especially dreary at nearly half of the city's exits – with sprawling and visible refineries and industrial activities. The exits need improvement in some cases, like berms, wayfinding signage and landscaping that can be more appealing and enticing for visitors contemplating a stopover.

GROUND TRANSPORTATION

With the addition of Uber and Lyft in the Billings market, ground transportation has substantially improved; however, taxicab services continue to be inconsistent and oftentimes are offered as a shuttle service.

HOMELESS POPULATION

Billings has strong programs and services for the homeless community through Montana Rescue Mission among other organizations; however, the existence of these programs impacts a noticeable homeless population as other communities in Montana rely on Billings for these services.

The visible presence of homelessness can impact a visitor's first impression and is a topic that exists in travel reviews and online forums.



OPPORTUNITIES



TBEX NORTH AMERICA 2019

Billings is the proud host of TBEX North America 2019, the largest conference and networking event for travel bloggers, online travel journalists, new media content creators, travel brands and industry professions

TBEX creates an unmatched opportunity to promote the Billings brand through influential social and online engagement with bloggers, journalists, and brands

YELLOWSTONE'S MOST SCENIC ROUTE VIA BEARTOOTH HIGHWAY

The Wyoming Office of Tourism is dedicated to keeping visitors en route to Yellowstone National Park through Wyoming. The state positions itself as “a more desirable entrance to Yellowstone National Park” via Cody and more scenic means of traveling the west from Mount Rushmore instead of taking the Warrior Trail in Southeast Montana

The Montana Office of Tourism and Business Development (MOTBD) invests funds annually in promoting Yellowstone National Park as a tourism pillar

Billings has the opportunity to co-own Yellowstone's Most-Scenic Route, targeting the westbound drive markets and key fly markets through strategies that invite travel into Southeast Montana to experience the most scenic route into Yellowstone National Park via the Beartooth Highway into the northeast entrance at Cooke City/Silvergate in partnership with Red Lodge

AIRPORT

Billings Logan Airport, though offering consistent and strong air capacity, is perceived to have limited connectivity and higher airfare when compared to competitive Montana destinations

Billings Logan, together with community partners including Visit Billings and the Billings Chamber of Commerce, has strongly supported the newest direct flights from Dallas/Fort Worth with American Airlines and direct service to Denver via Frontier Airlines allowing Billings to compete and yield future growth

Billings Logan Airport is currently in the design phase of a three-year Terminal Concourse Expansion Project

BILLINGS TRAIL GUIDES

A brand is only as strong as the local people and businesses that live and breathe it every day

Through the Billings Trail Guides program, local businesses and key local influencers will be empowered as brand ambassadors and visitor resources

Participating businesses and locations will showcase a Trail Guide decal on their storefront, letting locals and visitors know that they are a resource for discovering the destination

COMPETITIVE SPORTS FACILITIES

Billings is a strong sports destination with the potential to recruit significantly more youth, collegiate, and amateur events if sports facility offerings were expanded

A feasibility study conducted by Victus Advisors was completed in 2018 and identifies a multi-court indoor facility, ice arena and competitive swim facility as Billings' most needed facilities, in addition to existing field renovations such as lighting and turf

Visit Billings continues to monitor strides made in this arena

WALKING EXPERIENCES/GATHERING AREAS

Billings' shopping venues like Rimrock Mall, Shiloh Crossing, and the West Park Promenade are strengths, but there are few other offerings that encourage guests to explore town

Visit Billings works closely with its craft brewery partners in promoting the Billings Brew Trail, the only walkable brewery district in Montana

Investments in the Billings trail system, including the Marathon Loop, are top priorities of the Chamber of Commerce's Trails Committee and Billings TrailNet in Montana

REGIONAL PARTNERSHIPS

Known for "Big Sky Country" experiences, Montana ranks high on travel wish lists, however, the more urban experience of Billings, and that of Southeast Montana, varies from the wide-open and unobstructed "Big Sky" perceptions. Many people simply do not have the knowledge that Billings offers great adventure without the sacrifice of a downtown experience.

To build awareness of Southeast Montana, Visit Billings will be establishing partnerships with companion frontier destinations and points east and southeast of Billings to target summer bucket-list travel including an unprecedented list of iconic American sites and attractions from Mount Rushmore to Little Bighorn for the "Great American Road Trip."

HISTORY & WESTERN HERITAGE

With historic people, experiences and destinations like Little Bighorn Battlefield National Monument, Pompeys Pillar National Monument, and the Yellowstone Kelly Interpretive Site, Billings is the centerpiece to a powerful western history and heritage experience. There is an opportunity to package and develop these stories and attractions into a richer and more engaging tourism product.





MOTBD BRAND PILLAR ALIGNMENT



EASTERN MONTANA TOURISM INITIATIVE

During FY20 eastern Montana tourism organizations will work closely with MOTBD as the Eastern Montana Tourism Initiative evolves. This marketing effort led by MOTBD targets geographical zones prompting robust conversations on existing tourism assets and future opportunities in the eastern section of Montana.

MOTBD is investing resources targeted on improving the visitor economy in eastern Montana. Together with tourism partner input and data from Destination Analysts, VisaVue, and Arrivalist, leaders will guide decisions identifying areas of opportunity to better promote Montana to support visitor growth statewide.

STRATEGY 1

COMMUNICATE AND DELIVER MONTANA'S SPECTACULAR UNSPOILED NATURE IN A WAY THAT MAKES IT REAL, TANGIBLE AND ACCESSIBLE TO THE VISITOR.

The Montana "Big Sky" experience ranks high as a wish list destination, but a significant gap exists among those who desire to visit and those who actually travel to Montana, likely due to perceived challenges with accessibility, cost and, perhaps, those who find the desired wilderness experience intimidating. People seek adventure and unspoiled nature, but a majority of travelers also prefer to have the creature comforts of civilization and hospitality. Visit Billings' creative messaging will focus on Billings' proximity to the surrounding unspoiled nature without sacrificing the modern hospitality travelers appreciate.

Positioned as Montana's Trailhead, drive less than an hour in any direction from Billings and you're offered access to iconic attractions like Pompeys Pillar, Bighorn Canyon, Little Bighorn Battlefield and Beartooth Highway. From Billings, visitors can see five mountain ranges - Pryor, Big Horn, Bull, Crazy and Absaroka-Beartooth.

Billings pairs these recognized "Big Sky" attractions with modern hotel amenities, great brunch spots, the Billings



Brew Trail, attractions and dozens of multi-use trails and bike lines, all framed by its own remarkable sandstone Rimrocks and the Yellowstone River.

STRATEGY 2

HIGHLIGHT AND HELP DEVELOP VIBRANT AND CHARMING SMALL TOWNS THROUGHOUT MONTANA.

Billings may boast big city amenities, but it does offer a truly small town feel. Billings offers travelers a destination for shopping, nightlife, dining, accommodations and culture - on the edge of the genuine frontier and near small-town Montana. As the largest community between Calgary and Denver, Spokane and Minneapolis, Billings is a vibrant community with access to small towns via Visit Southeast Montana and Yellowstone Country.

Equally as important to the visitor, the frontier character of its warm and hardworking people is uniquely Montanan

and inherently individual. Visit Billings' marketing initiatives employ Billings' locals as its Trail Guides, inviting visitors to participate in the culture and spirit of the destination and its people, whether connecting with local artists and artisans, discovering historical relevance through the perspective of Yellowstone Kelly, or simply locating the "locals' favorite" trails and burger spots.

STRATEGY 3

INTEGRATE NATURE AND TOWNS TO OFFER AND DELIVER A BALANCE OF "BREATHTAKING EXPERIENCES" AND "RELAXING HOSPITALITY."

Whether visitors seek adrenaline pumping adventure or easy paced experiences, Billings is the perfect place to set up home base. With nearly 5,000 hotel rooms, a wide variety of local attractions, and access to breathtaking views and Montana icons, Billings will surprise and delight visitors from all walks of life.





TRAVEL DECISION PROCESS

THREE PHASES: INSPIRE, ORIENT, FACILITATE

According to the current Montana Tourism and Recreation Strategic Plan, the best way to consider how the potential traveler considers and contemplates trip planning and execution of an itinerary is as follows:

THE PROCESS IS DEFINED BY USE OF THE FOLLOWING TERMINOLOGY AND CORRESPONDING DEFINITIONS:

INSPIRATION - *The process of being mentally stimulated to do or feel something, especially to do something creative.*

ORIENTATION - *The relative physical position or direction of something.*

FACILITATION - *The action of facilitating something to make it easy or easier.*



THE INSPIRATION PHASE is where the traveler is made aware of the general product and develops a desire to visit the destination. The Montana Office of Tourism and Business Development (MOTBD) is responsible for the foundation of this marketing mindset via Montana's brand image, per the strategic plan. MOTBD markets Montana's key tourism pillars to inspire potential visitors to the state with inspirational imagery and copy. MOTBD focuses strategies on Yellowstone and Glacier National Parks as well as mountain adventures. Therefore, in the inspirational phase, Billings must strategize to position our destination as a viable city to include on one's itinerary. Efforts by MOTBD to elevate eastern Montana will assist with this phase for the region. Visit Billings appreciates planning surrounding the Eastern Montana Tourism Initiative which is evolving during the creation of this document.

- Billings is well situated between the historic landmarks of southeast Montana and the awe-inspiring landscapes of Yellowstone Country. Working to compliment MOTBD efforts, Visit Billings will continue to leverage stunning imagery, targeted messaging and compelling calls to action in marketing materials.
- Billings boasts access to the Beartooth Highway which Charles Kuralt called "the most beautiful drive in America." As a destination, Billings offers stunning vistas via the sandstone Rimrocks and access to the Yellowstone River, all reasons to choose southeastern Montana as part of one's route. Wyoming's state tourism office strategizes to keep the drive market in Wyoming by enticing travelers making 'on the road decisions' to access Yellowstone National Park via Cody. Visit Billings hopes to work closely with MOTBD in the future to help ensure potential travelers are inspired to make eastern Montana part of their travels for incredible adventures and ease of access to landmarks and experiences beyond the MOTBD brand pillars.
- Regionally, Billings itself offers a vacation destination to many neighboring communities. Ongoing "weekender" campaigns will inspire and invite the driving audience to explore and enjoy all Billings has to offer in entertainment, outdoor activities, cultural and historic interests and recreation.

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. Per the strategic plan, Montana's visitors have multiple destinations to consider within the state and bordering states. Regions and CVBs provide tools to help the visitor plan a route and encourage a longer stay.

VisitBillings.com

Visit Billings will be launching its newly re-designed VisitBillings.com website May 2019. The site will bring the destination's "Forge Your Own Path" brand to life while addressing critical site design and functionality updates. In today's digital landscape, Destination Marketing websites have to work even harder to engage the consumer. The DMO's traditional role as an information provider, or gatekeeper, has shifted with the overabundance of information available at a consumer's fingertips. While travelers filter through user-generated content (UGC), TripAdvisor reviews, Instagram posts and travel blogs, a destination website should be positioned as a trusted resource for travel inspiration and planning. Content needs to be relevant to the individual needs of a potential traveler. New persona-driven web content was developed to guide prospective History Buffs, Outdoor Enthusiasts, Foodies, Shopaholics and Arts & Culture Aficionados to Billings.

Visit Billings Visitor Guide

The Visit Billings Visitor Guide is available digitally via the website and is mailed at no-charge upon request. The Billings guide focuses on the "Forge Your Own Path" branding and encourages travelers to seek adventure around every corner with the assistance from beautiful imagery, maps, recreational listing, and more. Visit Billings' focus is to provide accessible and authentic information; therefore, no advertising is included in Visit Billings publications.

Billings Logan Airport

Visit Billings continues to highlight direct flights with United and Delta as well as the successful American Airlines' addition into the Billings' market with a daily, direct flights between Dallas/Fort Worth (DFW) and Billings Logan (BIL). In FY20 Visit Billings will also feature non-stop flights from Denver to Billings via Frontier Airlines. Cape Air is an important partner in the regional leisure market serving smaller eastern Montana communities where residents may choose to fly to Billings in order to shop, schedule use of services and enjoy entertainment and activities.

THE FACILITATION PHASE is where the traveler seeks experiences en route to a destination and during a stay.

- Tourism Regions, Convention and Visitors Bureaus (CVBs), communities and organizations must all work together to make visitors aware of the full array of experiences available to guests.
- The Billings Visitor Information Center (VIC) is managed by Visit Billings and housed on the main floor of the Billings Chamber of Commerce office one mile from the Interstate 90 corridor. Nearly 30 part-time volunteers operate the center, which is open Monday through Friday from 8:30 a.m. to 5:00 p.m., with expanded hours on some high-season weekends. The VIC is complete with brochures, maps, guides and retail offerings. The Visit Billings and Chamber teams are knowledgeable, welcoming and on-the-ready in order to facilitate visitor queries. The goal is to foster successful stays and future Montana travels.
- The Visit Billings staff keeps an open dialogue of communication and information flow with tourism partners, area hotels, attractions, businesses and the community in preparation to provide exceptional customer service to expected visitors. This service initiative is spearheaded by the Trailhead Tourism Ambassador (TTA) Program. The TTA mission is to unite and motivate the Billings community in raising the bar and level of service. It provides frontline employees training and support regarding options for visitors in and around Billings and southeast Montana.
- In FY20, Visit Billings will be evolving the TTA Program to include Billings Trail Guides, empowering local businesses and key local influencers to be brand ambassadors, further enhancing the visitor experience.
- Visit Billings continues to foster connectivity within different social media platforms by offering visitors current and relevant content via Facebook, Instagram, Pinterest, Twitter and YouTube. Visitors are invited to engage with the #VisitBillings brand throughout their journey.



BILLINGS TRAIL GUIDE PROGRAM

Research conducted June 2018 presented nearly unanimous support for a program that could enhance the service level delivered by front line employees from across the hospitality industry. Hotel operators felt that more effective delivery of recommendations and routing could result in room night extensions as well as increased word-of-mouth. Several respondents shared stories of this occurring when the time was taken to explain the destination to visitors.

Currently, Visit Billings conducts an in-person familiarization and training program for hospitality industry employees. This program shuttles select members of the industry to key tourism attractions and provides education about the experiences available in and around Billings. BCF research among local stakeholders found that Billings' locals tend to be unfamiliar with many of the local flavors and attractions. In many instances, locals direct visitors away from town.

High turnover within the hospitality industry as well as the cost of conducting familiarization tours suggests the need for a training program with broader reach – one that can accommodate more members of both the hospitality industry and the Billings community-at-large since a considerable number of visitors will learn of Billings through members of friends-and-family networks.

In FY20, Visit Billings staff will continue to officially launch and implement the Billings Trail Guide program. This program aims to build a wider net of knowledgeable Billings' brand enthusiasts within the community. The program incorporates centralized digital resources, email communications, and incentives to inspire the local community to enhance the visitor experience. These brand enthusiasts are dubbed "Trail Guides."





MARKETING STRATEGY



RESEARCH

VISITOR PROFILE RESEARCH

This past fiscal year, Visit Billings completed a comprehensive Visitor Profile research study conducted by Destination Analysts, Inc. Top line survey data collected from in-person intercept surveys of Billings area visitors informed top visitor origin markets, purpose of visit and place of stay, as well as detailed trip characteristics.

The top visitor markets represented in the survey sample were Denver-Boulder (6.7%) and Minneapolis-St. Paul (4.9%). Just under half of those surveyed traveled to Billings primarily for leisure (46%). The most important factors motivating the visit to Billings included a special event or festival, shopping, a good deal on airfare, and nearby friends or family.

A strong indicator of visitor satisfaction, 95.6% of those surveyed reported high likelihood to return to Billings and nearly all (96.3%) were willing to recommend Billings to other travelers.

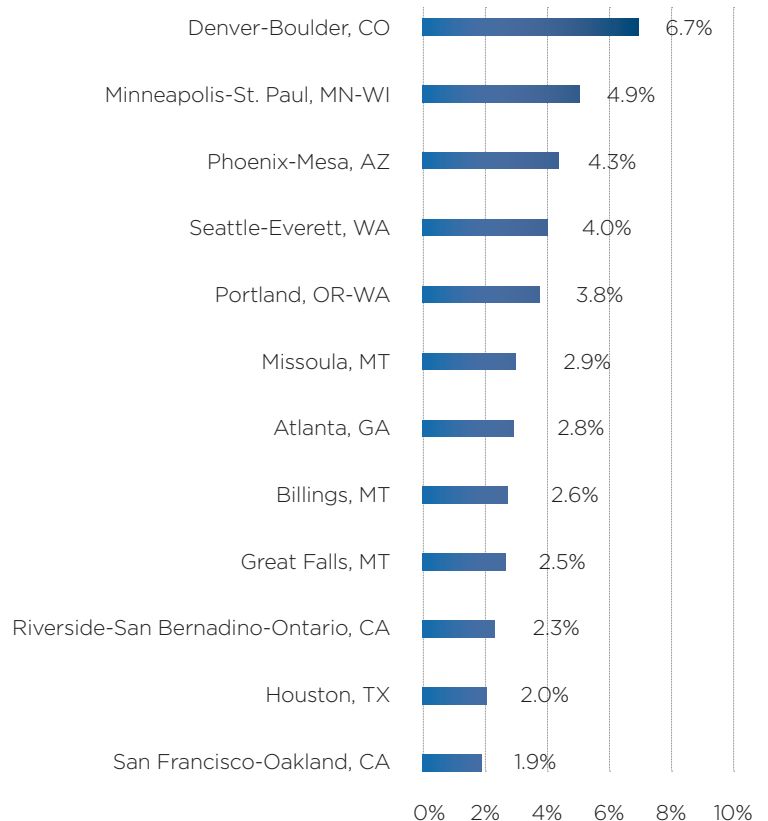
An online survey was also conducted to explore perceptions of the Billings brand from the perspective of the regional traveler, as well as those residing outside of a 500-mile radius from Billings. Billings performed well for outdoor recreation, shopping, craft breweries and nightlife; however, the biggest opportunity for growth is in perception of Billings' scenic beauty, affordability, restaurants, historic sites and iconic attractions. The "Forge Your Own Path" campaign messaging strategically focuses on these opportunity attributes, which are seen as the most important attributes for selecting leisure destinations in the West.

VISAVUE

Through the Montana Office of Tourism and Business Development's Joint Venture program, Visit Billings is able to purchase VisaVue traveler spending data at a reduced rate. The past two years of data have been used to inform the current market strategy. Denver-Boulder and Minneapolis-St. Paul are in the top three originating MSAs by cardholder account over Q3, both showing over 5% growth in spend amount Y/Y.



TOP MSAs OF RESIDENCE



“FORGE YOUR OWN PATH”



Onward pioneers. Today is ours for the taking. And tomorrow too. For we have a vision of something better. Of mightier things to come. New ideas. New inventions. New innovations. The likes of which the world has never seen. Let's forge our own path. Blaze new trails. Find new frontiers. Be guided by the greatness that lies ahead. Let's stoke the re of the pioneer spirit. Call home to a place we've only seen in dreams. Big skies and big things. This is freedom. A city without limits. Born in the shadows of the Rimrocks. Fed on the water of the Yellowstone River. Descendants of the West's greatest heroes. This is Montana's Trailhead. This is only the beginning. Forge your own path. Billings. Montana's Trailhead.

Leveraging Montana's Trailhead, Visit Billings' "Forge Your Own Path," brand invites visitors to be their own pioneers and participate in a memorable journey, authentic to the Big Sky Montana experience yet approachable and unexpected.

"Forge Your Own Path" is built on the pioneer spirit of Billings' culture and its people, from Yellowstone Kelly and William Clark (of Lewis and Clark) to today's makers, innovators, adventurers and artists, representing the strong will, Western humility and the self-made perseverance that embodies the Billings way of life.

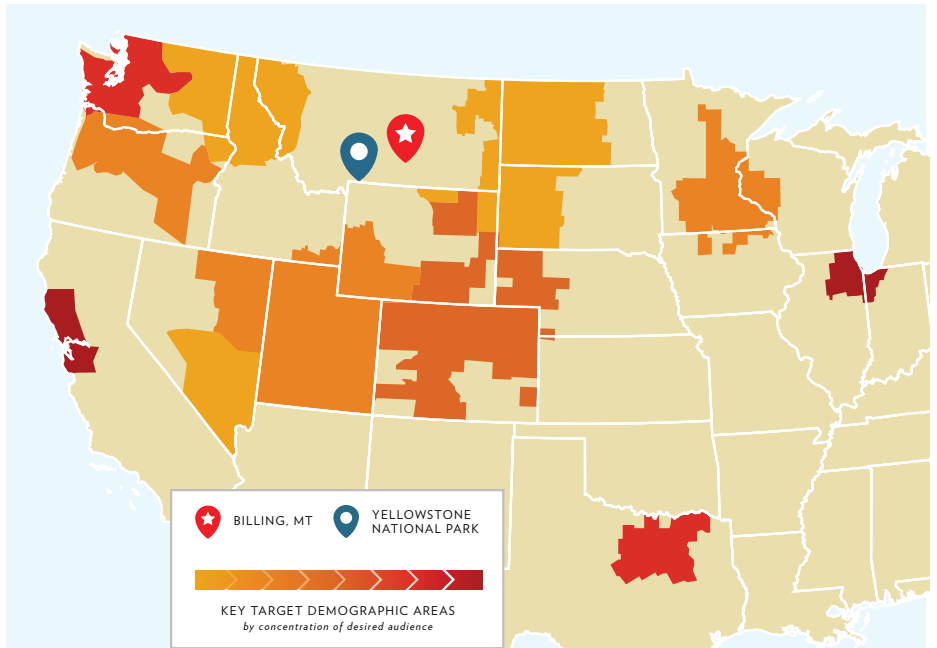


SUMMER STRATEGY

For the summer pioneers, Billings not only rewards their journeys with easy access to the Yellowstone scenic route via Beartooth Highway, but also the inspiring Rimrocks, Pompey’s Pillar, and vast, iconic surrounding areas waiting to be forged right outside of their hotel room.

GOALS

1. Generate awareness of Billings, Montana as the Most Scenic Route into Yellowstone, and proximity to iconic attractions as part of a Great American Road Trip
2. Increase awareness of Billings, Montana as being the place to experience unspoiled adventure without sacrificing the comfort of hospitality
3. Leverage the “Forge Your Own Path” brand position as an invitation for prospective visitors



Summer season marketing strategy will continue to establish ownership of the most scenic route to Yellowstone National Park via Beartooth Highway. Ranked alongside Bryce Canyon and Glacier National Park, among others, Yellowstone is a bucket list family attraction with nearly 4 million annual visitors. Branded as “Billings Yellowstone’s Scenic Route,” messaging will focus on Billings proximity to the surrounding unspoiled nature without sacrificing hospitality, hotel accommodations, great brunch spots and walkable brewery trails, western heritage sites, and even guaranteed opportunities to see and appreciate native animals up close at Montana’s only zoo.

TRAVELING OUTSIDE THE COMFORT ZONE

Travelers express a desire to explore new places, try new experiences and see the sites they have never seen before; however, many are not willing to leave their comfort zone or venture “off the grid” to do so. Pairing Montana’s Big Sky experiences and incredible landscapes with familiar hospitality creature comforts in Downtown Billings makes the journey more accessible for a broader travel audience.



TARGET AUDIENCE

Visit Billings will focus heavily on behavioral targeting around summer vacation planning and booking, with an interest in the outdoors, national parks and western heritage experiences. While family remains an important summer demographic, especially in targeting growth of older Millennial families, the current visitor profile indicates that a majority of visitors to Billings are traveling without children. Creative messaging and media targeting will balance growth of families traveling with children with an equally outsized target of outdoor enthusiasts traveling as couples or as groups of friends. Billings' target audience includes Adults 25-65 with an annual household income of \$75,000 +. According to the Billings' visitor profile, current visitors have an average HHI of \$97k and average age is 50.

Primary: Summer vacationers from key feeder markets (Minneapolis, MN; Denver CO; Seattle, WA) with interest in travel to Montana and the western region of the U.S., including monuments, state and national parks and western heritage. HHI of \$75k+

Secondary: Regional close drive markets, primarily in-state and Wyoming, traveling for events and things to do. Bozeman, MT; Minot-Bismarck-Dickinson, ND; Great Falls, MT; Rapid City, SD; Helena, MT; Missoula, MT; Casper, WY; Cody, WY; Gillette, WY; Billings DMA (excluding city of Billings). HHI \$50k+

To maximize budget, national marketing initiatives will focus on 2-3 key geographic markets with the highest potential for ROI. Visit Billings and BCF conducted a thorough market analysis, including the most recent data available through MOTBD's Joint Venture partnership with VisaVue and Visit Billings' Visitor Profile, to determine the markets most effective for summer visitation growth, especially for new visitors.

DENVER, CO DMA

With a population of over 1.6M ages 25-54, Denver ranks highest in travel behavior that aligns with Billings' destination experience. The "Mile High City" skews high for nature enthusiasts with an active, outdoor lifestyle. Located about 550 miles Southeast of Billings, Denver has affordable daily non-stop flights and is within drive proximity at about an 8-hour trip. Frontier has also added new seasonal non-stop flights between Denver and Billings. The market ranks as the primary feeder market in preliminary visitor profile data.

MINNEAPOLIS-ST. PAUL, MN DMA

Another large feeder market with daily non-stop flights to Billings, Minneapolis is about 840 miles South/Southeast of Billings, about a 12-hour drive or short two-hour flight.



This prime target market sits at an ideal location for the "All American Road Trip." The target population age 25-54 is about 1.7M and skews high for frequent travelers who participate in sightseeing while on domestic vacation. MOTBD has also added Minneapolis/St. Paul as a new test market for its 2019 warm-season campaign.

SEATTLE-TACOMA DMA

With daily non-stop flights into Billings, the Seattle-Tacoma-Bellevue DMA market boasts a population of over 2.2M between the ages of 20-59. Located 860 miles from Billings, visitation is flexible through convenient flight services and by vehicle, tapping into the Road Tripper audience. Seattle visitors reported the highest volume of spend in market behind Billings residents, with a growth of 3.9% YoY from Summer 2017 to Summer 2018. The market also ranks high in unique website visitation to VisitBillings.com.

MEDIA

Visit Billings' Summer 2019 Media Plan will focus on programmatic pre- mid- and post-roll video with online display retargeting. Through a DSP partner, this year's plan will showcase new video assets for the destination. Video continues to lead the storytelling space and is the most powerful way to connect emotionally with an audience.

A new content partnership with RoadTrippers.com, a web and mobile travel-planning platform, will provide custom trip guides with display, email and social promotion.

TripAdvisor's Premium Destination Partnership was renewed for 2019, and the summer plan will include additional placement in Montana, Colorado, North Dakota, South Dakota, Idaho and Wyoming content.

Among paid social, Facebook and Instagram will remain prominent along with testing YouTube and Pinterest with interest and keyword targeting. Creative materials will place emphasis on video placement, Instagram stories and Facebook's Instant Experience.

Paid Search will also continue to play a prominent role in driving qualified traffic to VisitBillings.com.

Visit Billings has allocated resources to participate in MOTBD's Joint Venture programs as opportunities become available in June.

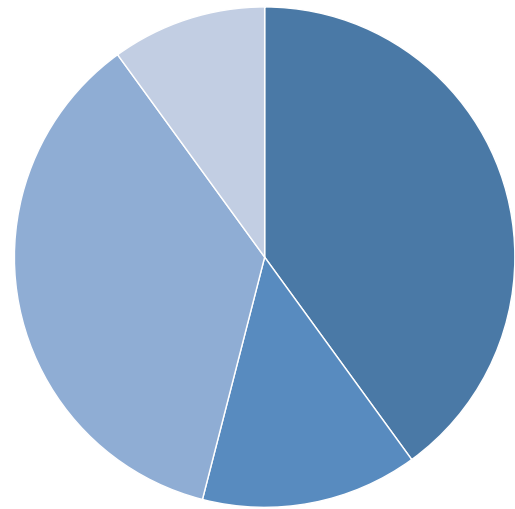
MEDIA KEY PERFORMANCE INDICATORS (KPIs)

To balance quantity and quality of website visitation, we will optimize digital media towards conversion actions, and monitor for an efficient CPC (cost per click) and CTR (click through rate). We will measure 25% of view-through conversions and 100% of click-through conversions. The following engagement actions will be tracked:

- ★ Partner Referrals
- ★ View or Request Visitor Guide
- ★ 3+ Minutes on Site
- ★ eNewsletter Sign-ups

In instances where social ad units direct a user to stay within the platform, social engagement metrics will be monitored and optimized toward. With the ultimate goal of driving visitation, Smith Travel Research data will be reviewed monthly. May through October 2018 average occupancy was 70.6%, with an average ADR of \$101.37 and RevPar of \$71.61.

MEDIA MIX BREAKDOWN



- Digital - **40%**
- Content Partnerships - **14%**
- Social - **36%**
- Search - **10%**

PINTEREST

Pinterest has introduced its Travel Personas to help customize the travel search experience. Almost half of US travel Pinners turn to Pinterest to begin planning their next trip (comScore). They are typically booking within two months of the start of their research. Of those travelers searching on Pinterest, 76% actually make a travel purchase after seeing travel content from brands on Pinterest (GfK, US, Pinterest Path to Purchase Study among Weekly Pinners who use Pinterest in the Category, Nov 2018). These personas assist in leveraging the personality categories presented on the new Visit Billings website and promoting the custom adventure offerings in Billings.

GREAT AMERICAN ROAD TRIP



Visit Billings is Montana's Trailhead to monumental, unexpected adventures. Located in Southeast Montana, Billings neighbors iconic American sites and attractions - from Yellowstone National Park to the Little Bighorn Battlefield. When paired with the Black Hills and Badlands regions of South Dakota, the Great American Road Trip is revealed with an unprecedented bucket list of must-see national parks and monuments in one six-day vacation. Visit Billings is developing partnerships with frontier destinations and lifestyle brands to target road trippers and bucket-list travelers and bring awareness to this untold story.

PERSONALITIES



Arts & Culture Aficionado



Foodie



History Buff



Outdoor Enthusiast



Road Tripper



Shopaholic





REGIONAL YEAR-ROUND STRATEGY

The pioneer spirit of Billings is alive throughout the area, but it's not all big sky, dust and cowboy boots; it's rooted in a cultured, urban foundation unlike any other Montana destination. Regionally, we'll be sharing our unique and wondrous stories with a twist, bringing them to life through both video and still assets that evoke the true "Forge Your Own Path" spirit while offering us the ability to translate these stories across a variety of mediums.

GOALS

1. Increase awareness of "things to do" in Billings for the regional audience
2. Establish a sense of urgency around seasonal events and attractions
3. Leverage the "Forge Your Own Path" brand position as an invitation for prospective visitors

Creative messaging will focus around "things to do," consistently providing potential visitors new reasons to travel to Billings and establishing a sense of urgency around booking for special seasonal features,

such as opening of Beartooth Highway or holiday family ski retreats. Primarily promoted through digital targeting, these travel drivers will be communicated through the brand lens of "Forge Your Own Path." A content calendar will outline key travel-driving events, activities and attractions by season, and map out markets and allocated budgets throughout the year.



TARGET AUDIENCE

Regional focus will remain on target markets with higher awareness and familiarity of Billings. These include markets within 350 miles, primarily in-state as well as Wyoming and South Dakota. For leisure travel, these close-in drive markets have a higher propensity to visit year-round for events, outdoor activities and nearby skiing in the winter, and short getaways for shopping and dining in Montana's biggest city. In some cases, travel may align with extending a necessity visit (i.e. doctor's appointment) overnight to include leisure activities.

Billings' regional target audience includes Adults 25-65 with an annual household income of \$50,000 +. Regional markets include Bozeman, MT; Minot-Bismarck-Dickinson, ND; Great Falls, MT; Rapid City, SD; Helena, MT; Missoula, MT; Casper, WY; Cody, WY; Gillette, WY; Billings DMA (excluding city of Billings).

MEDIA

The Regional Year-Round Media Plan is primarily digital allowing the plan to stay flexible with recurrent changes in creative and messaging.

Online display through a DSP partner provides efficient reach and targeting with the ability to easily adjust creative throughout seasonal flights.

Social and Native placement provides opportunity to promote event-driven content and messaging on Visit Billings' owned channels.

Search is critical for driving site traffic from the regional audience already researching Billings' key events and things to do.

Billboard and Out-of-Home placement is incorporated to maintain front-of-mind brand awareness in surrounding regional markets.

Billings
**BREW
TRAIL**

Visit Billings rebranded its Billings Brew Trail in FY19, Montana's only walkable self-guided brewery tour. Although it continues to grow, the current list includes six breweries, two distilleries and a cider house. The craft brewery community will be hosting its first Billings Craft Brew Week May 2019 with Taproom Cards to earn stamps for prizes, yoga and movie events, and a Beer Run and post-race party.



BITE SIZED TRAVEL

Travelers are forgoing big, extended vacations for more frequent mini-breaks in 2019 and seeking destinations where they can squeeze unique, curated travel experiences into three days. The dated "staycations" are being replaced with "serial short breaks." This trend also correlates with travelers seeking unusual accommodations such as yurts, tree houses and Airstreams. Billings' seasonal attractions, food scene and amenities in proximity to Yellowstone, Little Bighorn Battlefield and Pictograph Cave State Park position the destination well for quick getaways from key regional markets.



MOTORCYCLE ENTHUSIASTS



Aligning with the destination's leisure strategy, building awareness of its proximity to the most scenic route into Yellowstone National Park, Visit Billings will also continue to leverage Beartooth Highway as a key draw for the lucrative two-wheeled market. Among its "Top 10 Motorcycle Rides in the U.S.," National Geographic describes the 68-mile stretch of U.S. Highway 212 as "the perfect definition of what a great bike ride should be."

Motorcyclists in Montana are drawn to Mountains with curvy roads. They enjoy touring vacations, driving long distances and experiencing the journey. National Parks are key drivers of visitation. In 2018, June through Sept., an estimated 394,000 motorcyclists rode in Montana, 4.4% of all non-resident visitors to the state. The target audience is men and women motorcycle enthusiasts 35-64 on any model bike.

Nonresident motorcyclists spent an average of 4.74 nights in a hotel. (Motorcycle Touring in Montana: A Market Analysis 2019, published by the Institute for Tourism & Recreation Research.)

Visit Billings partnered with RoadRUNNER Motorcycle Touring & Travel January 2019 with a 12-page Shamrock Tour spread on Billings, MT. FY20 plans include additional sponsored content development and niche digital targeting of the two-wheel audience. Billings' hospitality amenities and access to surrounding Big Sky Country roads elevate its position with groups like BMW Motorcycle Owners of America, Gold Wing Road Riders Association, Harley Owners Group, and Yamaha Star Motorcycles. Record attendance and success for previously hosted rallies position Billings well for future citywide bookings in the two-wheel markets.

GROUP AND INTERNATIONAL

Yellowstone National Park and Little Bighorn Battlefield, along with the Lewis and Clark Trail, are key attractions positioning Billings as a trailhead to access popular tourism sites from a reliable and group-friendly destination. Billings' proximity to Beartooth Highway, a consistently top ranked scenic drive in North America, and into the northeast entrance to Yellowstone National Park at Cooke City/Silver Gate is a major asset for Group and International markets.

Regional partnerships are critical to the continued growth of Group and International Tour visitation. Visit Billings is fortunate to have a good working relationship with Visit Southeast Montana and the Red Lodge business community. As staff works to monitor the International landscape, Visit Billings will consider marketing opportunities through Brand USA and the MOTBD. Previously, Visit Billings has participated in the American Bus Association (ABA) Annual Marketplace as well as IPW, Go West Summit,

and initiatives through Rocky Mountain International (RMI) like International Roundup, which all market to travel agents and tour operators on the domestic and International fronts. Staff will continue to evaluate the ROI on these programs.

Canada remains a viable International market for Billings, particularly during the warm season when driving conditions permit safe, long distance travel. Creative aimed at capturing travelers en route to Yellowstone National Park is leveraged for this market. Historically, Canadian travel to the U.S. has closely correlated with the U.S./Canadian Dollar exchange rate. While the Canadian Dollar has strengthened since a significant decline in 2016, it is not yet back at parity. Recent research presented by the Institute for Tourism and Recreation Research (ITRR) by the University of Montana, shows Canadian travel habits may be limited to the central corridor of Montana. Visit Billings and BCF Agency will assess the data and make decisions in this market accordingly.





MEETINGS AND CONVENTIONS STRATEGY



Meeting planners often arrive in Billings with a misperception of Montana, drawn to the attraction of Big Sky Country without awareness of the wealth of amenities and resources available for meetings and conventions at the destination. Billings' walkable downtown with dining and entertainment, close proximity to Billings Logan Airport with growing non-stop service, and surrounding regional attractions are strong value propositions for planners. Planners leave a site visit excited about the destination's potential for their attendees.

GOALS

1. Build brand awareness of Billings as a meetings destination
2. Generate new leads and grow Visit Billings' database of qualified Meeting Planners
3. Service groups with high level of customer satisfaction and event execution

TARGET AUDIENCE

A high priority for Visit Billings is booking citywide events as they tend to support all stakeholders. A citywide event is any booking requiring three or more hotels. Recent success with Travel Blog Exchange or TBEX, NAIA WDI Basketball, the Marine Corp League Annual Convention, Gold Wing Road Riders Wing Ding, and BMW Motorcycle Owners of America showcase the destination's track record for larger opportunities. Such events are very important to meeting the mission of generating room nights for lodging facilities.

Other key markets in the meeting and convention recruitment segment include Military Reunions, Association, Corporate, Government, and niche opportunities like historic, cultural, motorcycle touring (2-wheel), and recreation-focused events.

Visit Billings' geographic focus includes the broader Mountain West, as well as Minneapolis, Seattle, and Dallas, due to proximity and a third-party presence. Visit Billings staff primarily target new bookings with 200-500 minimum room nights. The months of April through October all present prime opportunities for group bookings.

Montana's state association business is an important base for recruitment. Visit Billings staff maintain relationships with state planners with participation in the Montana Society of Association Executive (MSEA) and statewide sales missions.

TACTICS

POTENTIAL ATTENDANCE - MEETINGS INDUSTRY CONFERENCES/SHOWS

Connect Marketplace (Aug. 2019)
 Small Marketing Meetings (Sept. 2019)
 Meetings Today Live! West (Sept./Oct. 2019)
 Connect Rockies (March 2020)
 Military Reunion Network (June 2020)

MEETINGS FAMILIARIZATION TOUR

Inviting a planner to experience Billings is the number one opportunity to convert business. In addition to considering individual site visits on a case-by-case basis, Visit Billings will continue to host an annual meeting planner familiarization (FAM) tour.

SPONSORSHIPS

To support Visit Billings' sales initiatives, sponsorships will be considered with a focus on generating leads at select appointment-based shows throughout the year.

LEAD GENERATION

With a focus on generating qualified sales leads for Visit Billings, FY20 marketing will include 1-2 primary lead generation campaigns. Utilizing EmpowerMINT as Visit Billings' list source, a uniquely branded direct mail marketing initiative will be developed to be executed ahead any 2020 meeting planning FAM tour.

WEBSITE AND EMAIL CONTENT

The newly designed VisitBillings.com will launch May 2019. FY20 budget will be reserved to develop new resource materials and information to bolster existing website and email content in this segment.



SPORTS



Billings is a leader in Montana pertaining to sports tourism. Recruiting new, growing existing, and retaining current sporting events at the destination are major priorities in this market as they directly support the stakeholder year-round. However, the opportunities in this segment are vast.

Currently, Visit Billings staff work to support local colleges and universities in bid efforts for respective National Association of Intercollegiate Athletics (NAIA) and the National Collegiate Athletic Association (NCAA) events. Supporting local athletic departments and MetraPark for Montana High School Association and divisional school tournaments is also a priority for Visit Billings. Meantime, youth and amateur tournament directors working hard to execute baseball, softball, soccer, lacrosse, basketball and volleyball events, must have the resources to succeed and Visit Billings staff work closely with them to offer support and guidance to aid in their success. Their events directly impact and drive room nights to stakeholders. Big Sky State Games, the YMCA, and other organizations are key partners in sports tourism as well.

GOALS

1. Continue to elevate Billings and Yellowstone County as a strong sports destination in the region
2. Be a valuable resource to tournament directors and associations in efforts to host and grow competitions that draw athletes and fans from across the region generating room nights for lodging partners
3. Build off of successes with NAIA and NCAA (WDI Basketball and West Region DII Cross Country) to better position Billings in future bid efforts with Rocky Mountain College and Montana State University Billings
4. Monitor conversations surrounding additional sports facilities at the destination in order to prepare for future sports sales for the DMO

Supporting public partners like the City of Billings and MetraPark as well as private investors and sports supporters will be important to Visit Billings staff and the future of this tourism segment. Meanwhile, continuing to foster relationships with MSU Billings, Rocky Mountain College, the Big Sky State Games, YMCA, and youth and amateur tournament directors will be a priority. Relationships are key to maintaining and growing success in this segment.

COOPERATIVE OPPORTUNITIES

MONTANA OFFICE OF TOURISM AND BUSINESS DEVELOPMENT

Visit Billings will continue partnering with the Montana Office of Tourism and Business Development (MOTBD) in marketing and advertising opportunities including print, digital, OOH, and trade shows. There is value in not only leveraging dollars toward increasing audience reach and frequency, but in the association and tie to MOTBD messaging and brand pillars. Digital opportunities that hyper target a qualified audience of travelers have been heavy-lifters for Billings. Accordingly, staff will look first to those opportunities again. In FY19, Visit Billings participated in several of the MOTBD co-op advertising opportunities including *Parents Magazine*, *Sojern* and *TripAdvisor*. Similar placements will be considered in FY20.

LOCAL AND REGIONAL PARTNERSHIPS

Visit Billings would like to participate in the following cooperative opportunities with neighboring regions:

- In the coming year, Visit Billings has plans to partner with Visit Southeast Montana to draw visitors to the area. It's important for the Visit Billings team to maintain a strong alliance with this valued partner.
- Yellowstone Country travel region, particularly the Red Lodge area, is another important region where Visit Billings will continue building relationships. Many wins have been realized through team efforts between Billings and Red

Lodge including the Hot Bike Tour, Outdoor Writers Association of America, BMW MOA Rally and GWRRA Wing Ding 38. Billings is a gateway to the Beartooth Highway (considered part of Yellowstone Country) and Yellowstone National Park via Red Lodge. Billings is also a welcome destination for travelers coming out of the park seeking services, shopping and urban amenities. Visit Billings believes there is value in strengthening the benefits each city offers the other.

- Visit Billings will partner with MOTBD, Montana's tourism regions, and CVBs on relevant consumer trade shows when appropriate. Billings has and will continue to partner with MOTBD and Visit Southeast Montana at the Rocky Mountain International Roundup, U.S. Travel Association's IPW and perhaps the GoWest Summit. These partnerships have proven successful in the past and are expected to be in the future.
- Finally, falling in line with MOTBD's strategic goals, Billings will partner with the City of Billings, Chamber of Commerce, Yellowstone County, Downtown Billings Alliance and local leaders to preserve the assets and quality of life in the community, maintaining productive dialogue around seeking ways to improve Billings area tour products to grow Billings as a year-round destination. The Yellowstone Kelly Interpretive Site renovation at Swords Rimrock Park is a perfect example of community partnership that impacts quality of life as well as Billings as a tourism destination.





CONTENT STRATEGY

Visit Billings' social media, blog and email channels act as storytelling tools, serving content that's as timely and relevant as it is practical and inspirational. Visit Billings social media strategy is focused on sharing the destination's story in a compelling, consistent and editorial manner—thus strengthening the delivery of Billings' culture and heightening its position within the online space and among its competitive set. In turn, engagement tracking will help inform what type of content generates the most interest to continue to grow Visit Billings' social following.

With storytelling as its driving characteristic, this year's content strategy extends Visit Billings' voice into the online space as a persona - the approachable and lighthearted Billings Trail Guide. "Forge Your Own Path" represents the Billings mentality and is rooted in our way of life. We combine a friendly familiarity with a down-to-earth tone, much like how you would interact with a local on the streets in downtown Billings. Our voice reflects the optimism and inspiration that comes from being surrounded by the land of big skies and big dreams. We're driven, but don't take ourselves too seriously. The mix of aspiration and playfulness is the epitome of the Billings voice. Calling all pioneers, who like to sleep in beds.

Visit Billings' owned channels will rely on an integrated editorial content calendar. The content calendar provides the opportunity to plan and prepare content (e.g. copy, photos, videos, etc.) ahead of time, month-by-month—streamlining social content development efforts across all channels and seeing how they all interrelate (i.e. from newsletters to media outreach). It will further facilitate the integration of seasonal messaging, key events, new restaurants, etc. Visit Billings will also increase exposure through the tagging of relevant accounts and hashtags to piggyback on timely industry conversations (i.e. "Travel Tuesday," "Throwback Thursday," "Wanderlust Wednesday," etc.).

Instagrammability

There is no denying social media's impact on travel, introducing the broader population to new, once unknown and now highly desired destination experiences. The hashtag #nationalparks alone reveals 1.4M beautiful Instagram posts. Travel is increasingly driven by a destination's Instagram-ability. Epic landscapes, art-driven experiences and beautiful foodie shots will continue to grow social-media inspired tourism in 2019.



-  > www.Facebook.com/billingsmt
-  > www.Twitter.com/MTsTrailhead
-  > www.YouTube.com/BillingsCVB
-  > www.Pinterest.com/visitbillings
-  > www.Instagram.com/MontanasTrailhead
-  > www.VisitBillings.com/blog
-  > [#VisitBillings](https://www.instagram.com/explore/tags/visitbillings)

FACEBOOK

Facebook serves as a Billings Trail Guide, posting daily and consistent updates and addressing followers' inquiries in a timely manner. Type of content will include information on events, photography/video, details on attractions, closings/openings, what's new, user-generated content, third-party endorsement through press coverage, etc. The Facebook channel will:

- Engage and respond to followers' questions and comments on a daily basis
- Encourage dialogue by asking followers questions
- Include links within posts, when relevant, to help drive traffic to the Billings blog and newly designed website
- Tag relevant hospitality partners, attractions, events and visitors in posts, when applicable, to maximize visibility and reach
- Incorporate paid campaigns aimed at attracting new followers from key markets

INSTAGRAM

Instagram is the inspiration channel for Visit Billings, guiding followers on their dreaming, and ultimately, planning, travel phases through compelling imagery and videos, both branded and consumer-generated. The Instagram channel will:

- Curate and utilize consumer-generated photography and video
- Create editorial photos and video aimed at highlighting destination experiences and offerings in a visually compelling way
- Leverage the existing #VisitBillings hashtag while encouraging visitors and stakeholders to do the same
- Engage with traditional media through the use of designated hashtags generated by publications like *RoadRUNNER*, *National Geographic Traveler* and *Sunset* to aggregate related content and join in on relevant and timely social media conversations

PINTEREST

Nearly a quarter of online travel planners use Pinterest as a resource. With its use as a visual search engine, Visit Billings will be evaluating organic Pinterest content to test this channel in the paid space in FY20. The Pinterest channel will:

- Re-pin content from popular travel bloggers, travel planning sites and other brands to help to establish Visit Billings' Pinterest page

- Develop boards and Pin content by interest, including thoughtful descriptions to keep Pins inspiring and searchable
- Pin Visit Billings website content and blog posts
- Ensure that all Pins link back to relevant and useful information to ensure a positive user experience

EMAIL

Email serves as a valuable and cost-effective marketing channel with which to continue the conversation with potential visitors, and ultimately, inspire travel. In FY20, Visit Billings will be redeveloping Leisure and Meetings email templates to incorporate recent rebranding initiatives. An editorial content calendar will assist in re-aligning email, blog and social content to incorporate consistent destination newsletters. Visit Billings has a goal of increasing its active subscriber list by 10% within the upcoming year.

VISIT BILLINGS BLOG

As part of the VisitBillings.com redesign, the Visit Billings blog received a new look and feel to be launched May 2019. Visit Billings will continue to utilize social and email channels to promote new blog content, featuring experiences that align with the interest-based personas established for the website, from History Buffs to Foodies and Outdoor Enthusiasts. Visit Billings team members; tourism colleagues and stakeholders will have the opportunity to be blog post authors and feature their own unique Billings Trail Guide experiences.





EARNED MEDIA



Visit Billings Public Relations strategy focuses on generating distinct story angles and themes centered around the “Forge Your Own Path” brand-level campaign with an emphasis on elevating awareness of Montana’s Trailhead. Visit Billings partners with the Montana Office of Tourism and Business Development (MOTBD), tourism and hospitality stakeholders and neighboring regions in promoting visitation to Billings through Earned Media initiatives. A few key FY20 tactics include:

MEDIA RELATIONS AND OUTREACH

Visit Billings will continue to build relationships with influencers and journalists that will help grow the brand and mission. Attending events such as Public Relations Society of America Travel and Tourism Conference and North America Travel Blog Exchange has increased our contacts to allow us to build our influencer program. In the year ahead, Visit Billings will focus on incorporating more proactive media and influencer outreach with original, relevant and timely pitches, leveraging the team’s existing media relationships while also building new ones. To impact reach and maximize the level of influence, Visit Billings’ message must be shared across a variety of outlets.

FAMILIARIZATION (FAM) TOURS AND PRESS TRIPS

Ultimately, some of the best media coverage is a result of journalists and influencers visiting the destination. Within the past year, Visit Billings hosted content creators, bloggers and journalists that hit key areas of focus including summer outdoor recreation, Billings' food scene, and establishing Billings as the most scenic route into Yellowstone National Park via Beartooth Highway. Journalists from *RoadRUNNER Magazine* embraced Montana's Trailhead in August as they produced a video and article around four amazing two-wheel road trips in and around Billings, MT.

TBEX

Visit Billings will be hosting the 2019 North America Travel Blog Exchange this September. The event will bring up to 450 travel bloggers, content creators, journalists and influencers to Billings for the conference, in addition to hosting tours of destinations throughout Montana.

PRESS ROOM AND BLOG

The newly designed VisitBillings.com website includes a new press page with featured press hits, story ideas and easily accessible images for press use. Content is an important part of our marketing and earned media efforts. Blog content is produced not only for consumers, but to inspire influencers, journalists and bloggers.

EDITORIAL OPPORTUNITIES

Visit Billings will continue to seek opportunities to partner with publications such as *RoadRUNNER Magazine*, Billings365 and digital influencers to create new and relevant content for potential visitors.







**2019-2020
STRATEGIC GOALS
AND MEASURABLE
OBJECTIVES**

2019-2020 STRATEGIC GOALS AND MEASURABLE OBJECTIVES

FOSTER VISITOR GROWTH

Tourism is a leading industry in Billings, generating economic impact that is crucial to local businesses. Tourism growth sparks investment in hospitality infrastructure and attractions, supports thousands of jobs within Yellowstone County, and enhances the overall quality of life in Billings.

Visit Billings staff work to fulfill the mission to inspire and facilitate travelers and planners in order to grow visitation to the destination. The team is committed to promoting, marketing, and selling the city as a preferred travel destination for leisure, business, and sports itineraries as well as offering orientation and facilitation services that enhance the visitor experience, build brand allegiance to the community, and encourage repeat visitation.

In FY20, Visit Billings staff, together with the Chamber/CVB and BTBID Boards of Directors, Visit Southeast Montana officials, area tourism partners, and the Montana Office of Tourism and Business Development (MOTBD), will continue to foster visitor growth at Montana's Trailhead in order to support stakeholders. If Visit Billings stakeholders (area lodging partners) are successful, the staff is fulfilling the organization's mission. Strong occupancy and room demand reports for the lodging community equate to full restaurants, retailers, and attractions. In turn, the business community strengthens and the local economy thrives. Partnerships are key to success beyond the mission.

The United States Travel Association (USTA) offers great insight regarding the importance of collaboration for both residents and visitors of a community: Collaboration creates attractive communities. The USTA notes in its Travel's Essential Roles report that investing in the improvement of a destination makes it more attractive to visitors, but also to talent. What may begin as an effort to bolster the livability of a place, can turn into an attraction that creates a boost to the tourism economy.

One recent example of this in Billings is the Yellowstone Kelly Interpretive Site (YKIS). This private-public partnership project improved an area of the community that has now become a historic attraction for visitors as well as a sense of pride and enjoyment for residents. So, by collaborating with community partners and elected officials, Visit Billings can play a role in helping create a place where people want to spend their time—whether it be for a weekend, a semester or a lifetime. Meaningful economic development that leads to attracting businesses, talent, and visitors requires cooperative partnerships with all stakeholders in an area: lawmakers, public officials, city planners; the business community; the Billings Chamber of Commerce; and other destination or regional marketing organizations (USTA 2019).

THE VISITOR EXPERIENCE: THE TRAIL GUIDE: FOSTERING A SENSE OF PRIDE AND PLACE

In Billings, research over the past decade obtained by Randall Travel Marketing and BCF, consistently reflects that there is a civic pride weakness among Billings' area residents. As tourism demand continues to increase in a city, the USTA warns that

destination marketing organizations have the added responsibility of engaging with and creating advocates with local residents. This is a major priority for Visit Billings leadership and staff.

Residents can be champions of a destination, but they can also be detractors if they do not see the value in increasing visitor demand and ensuring that visitors have a positive experience. It's important, yet can be difficult for residents to understand the positive impact visitation has on a community.

For instance, on a busy weekend in Billings with a sporting event, it may be frustrating to residents who must deal with added traffic congestion and perhaps wait times at restaurants. However, visitors are traveling between sports venues, retailers, restaurants, and hotels spending money in the community which directly supports the economy and local jobs. This positive impact message can be difficult to convey. Thus, it's important for Visit Billings to have strong relationships with media partners, local civic groups, tourism colleagues, and others to ensure residents realize the importance of visitors having a positive experience in Billings and Yellowstone County.

A positive visitor experience is a significant piece of a successful tourism economy. Residents have the capacity to elevate Billings which can significantly impact visitor growth and the visitor experience. In FY20, the Visitor Experience strategy will continue to be a priority. An influence of community pride will play a significant role in the future of visitor growth at Montana's Trailhead. From launching the Trail Guides program and shining a light on visitor orientation and facilitation best practices to developing ways for the community to get involved as tourism ambassadors, staff will work to inspire residents to become champions of the place they call home.

INCREASE LEISURE VISITATION

Visit Billings positions Billings and the surrounding area as a preferred destination for leisure visitation. Investing in leisure tourism marketing strategies is the highest priority for the organization as it supports all stakeholders. Through strategic marketing and promotional efforts, Visit Billings focuses on driving room nights to area properties by campaigning to regional, national, and in some cases, international travelers. From the regional resident to the international visitor, Billings is an attractive destination. Local amenities like fine dining and the brewery district along with gateway access to national historic, cultural, and natural attractions - help strengthen the destination's brand. Park offering urban amenities on bucket list road trips.

These attractions draw and boost visitation to the destination and the region. The marketing team will assess opportunities in elevating Billings as a destination between Yellowstone National Park and Badlands National Park offering urban amenities on bucket list road trips.

The overall leisure marketing strategy is to increase year-round visitation targeting regional, national and international travelers. During FY20, Visit Billings will continue to build off of successes realized during a strong FY19. FY19 Smith Travel Research Reports reflected consistent gains in occupancy and room demand. In FY17, following BTBID Board driven direction, the Visit Billings staff began the process of assessing and diversifying the organization's leisure marketing after weaknesses in the leisure segment were experienced. Together with the organization's agency of record, BCF Agency, staff will forge ahead to grow leisure visitation. Hosting social media influencers, travel writers and bloggers as well as attending tradeshows focused on leisure travel offerings, are also important component to increasing leisure visitation in Billings.

MEETING/CONVENTION SALES AND SERVICING

The meeting and convention recruitment segment accounts for nearly 20% of annual visitation to Billings. Visit Billings, together with BCF Agency, uses direct sales and marketing efforts such as face to face appointment-based meetings, sales missions, and advertising or sponsorships to secure bookings that grow visitation in this segment at the destination. With six convention hotel properties, additional new, state of the art meeting space projected to be on-line by January of 2020 with Marriott, MetraPark, and numerous other venues that compliment convention space in the community, meeting and convention sales is a prime focus in FY20.

Billings is a desirable meetings destination, for either small or city-wide events. By marketing, promoting, and selling Billings as a meetings destination, Visit Billings can generate room nights and revenue for stakeholders. By inspiring and orienting meeting professionals with thoughtful sales strategies and measurable objectives, this segment can continue to have a strong economic impact on the community.

Meanwhile, the Visit Billings Visitor Services staff can help facilitate this segment by providing planners with assistance and services that benefit and enhance events. Planners often turn to staff for suggestions on how to increase attendance and help ensure a strong welcome for guests. Therefore, from the initial sales process to the actual execution of the meeting or convention, customer service is a top priority for Visit Billings. Servicing staff can help engage the local business community in planning and servicing efforts, assist with site inspections, planning and attendance building for a group, and guarantee proper pre and post meeting tour options for attendees. The Trail Guides program and civic pride efforts are also important to sales and servicing in this segment.

BILLINGS: SPORTS TOURISM

Strong gains in sports tourism continue to position Billings as a sports events destination. Positioning Billings as a sports events destination will remain a priority for Visit Billings in FY20.

In FY19, Visit Billings staff fosters growth in this segment by supporting partners like the Montana High School Association, Montana State University Billings, Rocky Mountain College, area school districts as well as the City of Billings and Yellowstone County. Meanwhile, continuing to build relationships with the National Association of Intercollegiate Athletics (NAIA) and the National Collegiate Athletic Association (NCAA) is a major

priority. Staff also support officials with the Big Sky State Games, YMCA, and several local tournaments. Hosting club and travel sporting events like youth and amateur basketball, volleyball, softball, and baseball tournaments directly helps stakeholders. Also, during FY20, Visit Billings staff will continue to support community efforts to enhance facility options for the city and will assess needs for a sports sales and events manager.

SUPPORT AIRPORT PROGRESSION: BIL

Air service is a direct route to tourism success for Billings. A lack of consistent service, higher fares, or limited airline options can constrict tourism growth. Quality air service and pleasant arrival and departure experiences are essential to growing visitation at Montana's Trailhead.

As the City of Billings and its Aviation and Transit Department work to move the community forward by enhancing the traveler's experience at Logan Airport, the BTBID Board will provide leadership as necessary to support the City's \$47M airport expansion and development project. This is a crucial piece to the tourism growth puzzle in Billings and southeast Montana.

Ahead in FY20, Visit Billings will also continue to assist community partners in fostering relationships with air carriers serving the city including Frontier, United, Delta, American Airlines, Alaska Air, Allegiant, and CapeAir. Together with the Billings Chamber's Air Service Committee, Visit Billings staff, Big Sky Economic Development, and the TBID Board of Directors will monitor growth and expansion opportunities for air service into BIL and will foster relationships with air carrier officials.

THE INTERNATIONAL MARKETPLACE

Visit Billings has a strong relationship with MOTBD, particularly with efforts to grow international travel to the western United States. In recent years, overseas visitors have ranked sightseeing, fine dining, and national parks/monuments as major draws in deciding where to spend time while visiting the United States. These items speak directly to what Billings offers. Therefore, Visit Billings will continue to work with MOTBD and partners like Visit Southeast Montana and Rocky Mountain International to better position eastern Montana for international travel experiences. International familiarization tours remain a priority to help staff and stakeholders build relationships with international tour operators. Staff will also attend International Roundup and IPW in 2020 to grow future travel to Billings in the international market. Finally, Visit Billings, through its Trail Guides program will provide more education to tourism partners and stakeholders to elevate this tourism segment at the destination.



MEASURABLE OBJECTIVES

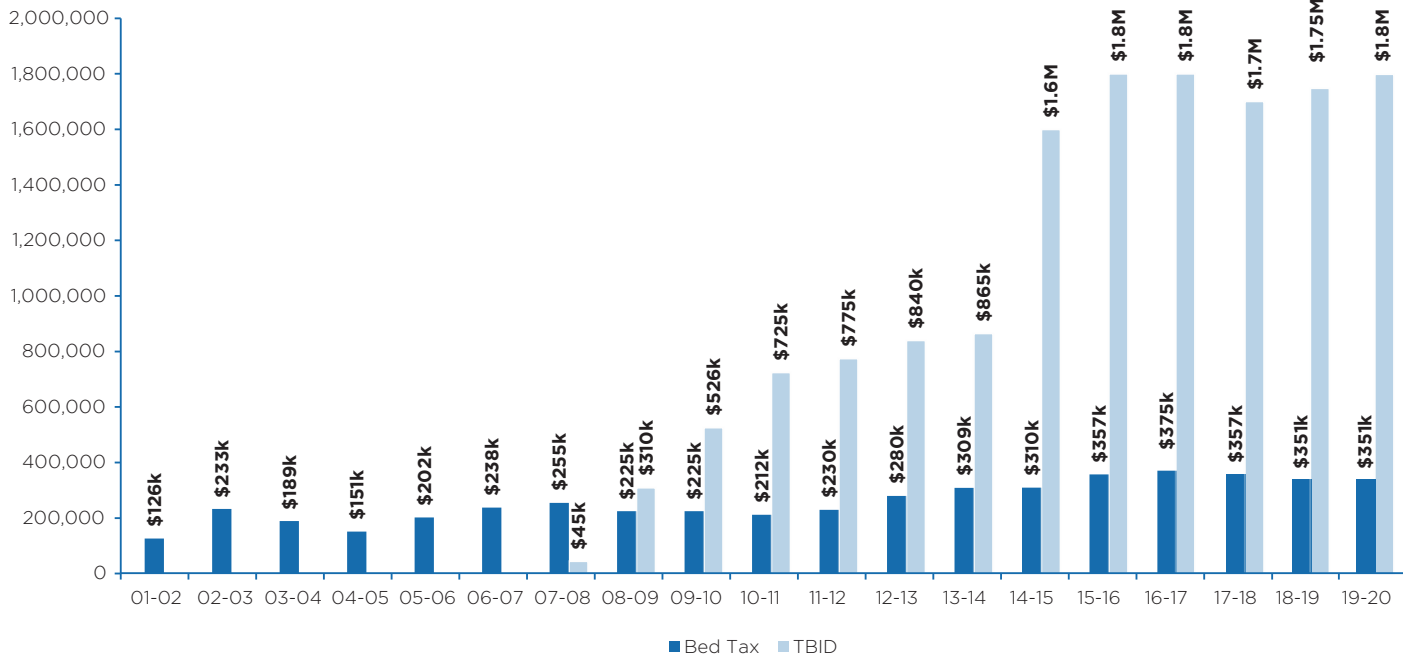
	FY15	FY16	FY17	FY18	FY19 - YTD*
Total Bookings	36	47	45	46	41
Citywide Events	4	4	3	7	7
Meetings & Conventions	20	23	22	26	19
Sports Events	5	10	10	8	10
Citywide Sports Events	7**	10	10	5	5
Total Room Nights	55,164	30,924	42,300	28,183	26,266
Web Visit Sessions	190,759	241,457	158,215	221,801	157,765

* The data for this plan was extracted during the third quarter of FY19. All FY19 information is YTD as of April 1, 2019.

**First official entry for Citywide Sports Events.

ITEM	DEFINITION
Citywide Events	A group utilizing three or more hotels with approximately 400 peak room nights and approximately 8,000 square feet.
Meetings & Conventions	Anything smaller than defined above.
Sports Events	Any athletic event that utilizes hotel rooms and a sports venue in the Billings area.
Citywide Sports Events	A sports group utilizing three or more hotels with approximately 400 peak room nights and approximately 8,000 square feet.
Total Bookings	Citywide Events + Meetings/Conventions + Sports Events
Total Room Nights	Total room nights sold.
Web Visits	Success is measured by total visits to VisitBillings.com. Conversion is considered to be any activity beyond the home page. Google Analytics is used for tracking and monitoring.

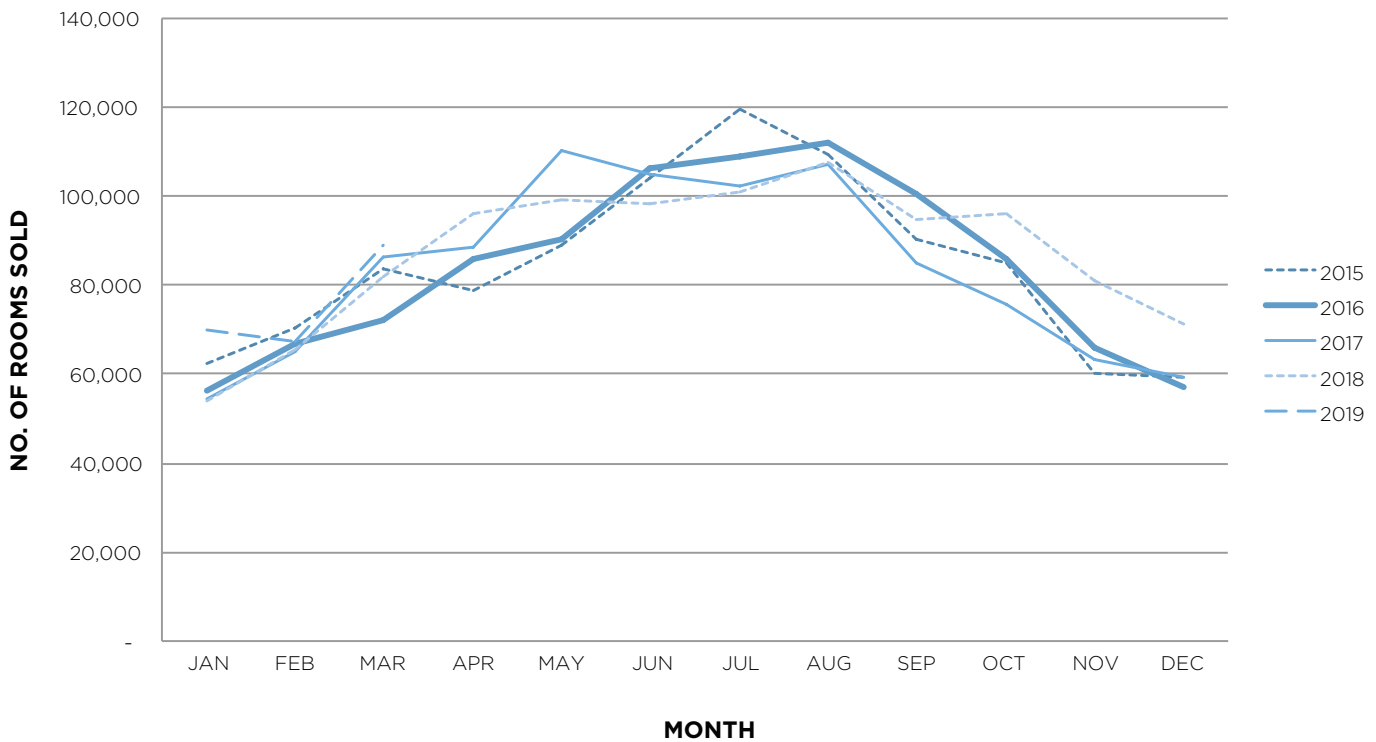
COLLECTIONS 2000-2018





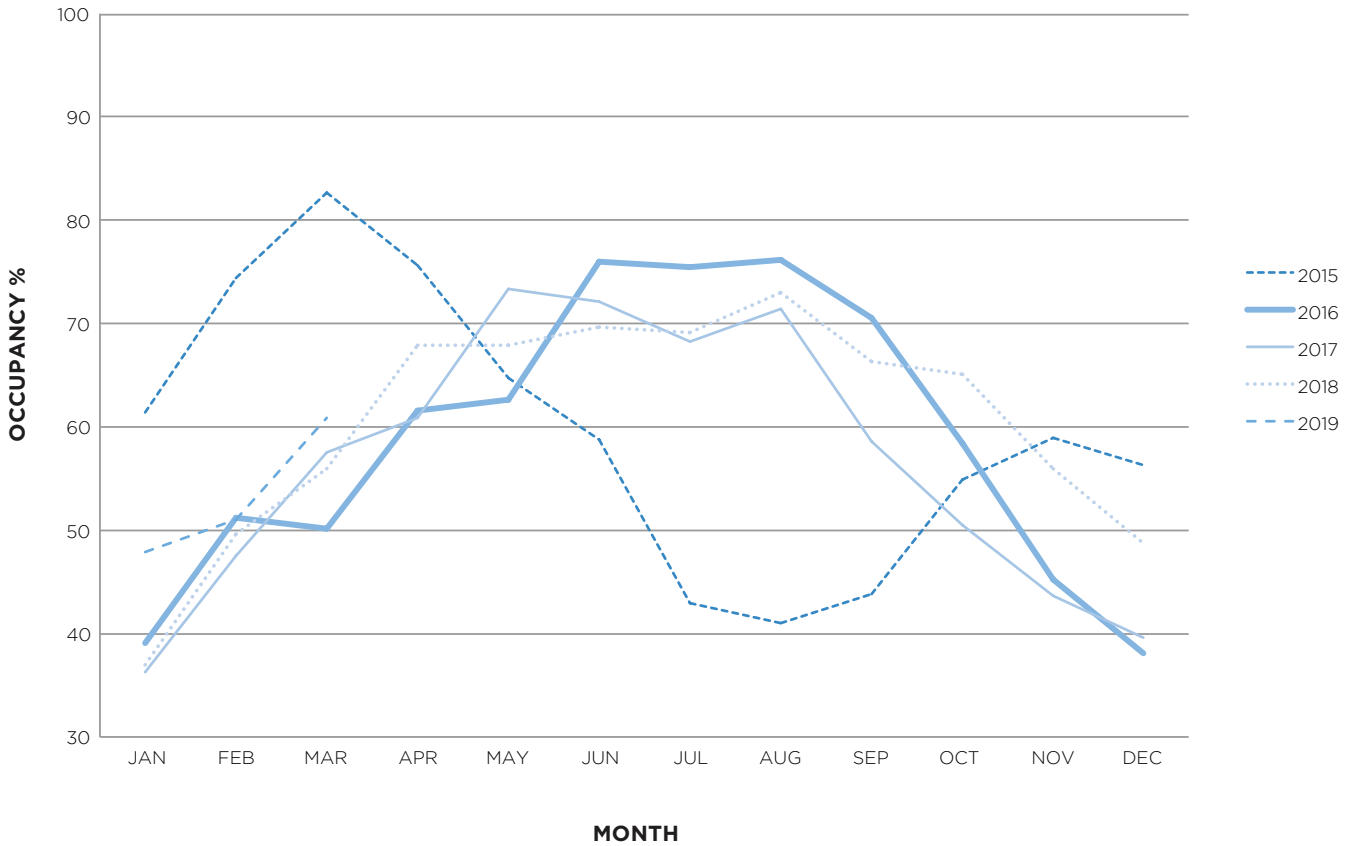
ROOM DEMAND

Demand reflects accurately increased visitation. Where Occupancy is impacted by the number of rooms in inventory, Demand is a true picture of the number of total rooms sold.



ROOM OCCUPANCY

Room Occupancy is $(\text{Rooms Sold}) \div (\text{Rooms Available}) \times (100)$. Occupancy is expressed as a percentage of rooms occupied.



ROOM OCCUPANCY DATA INSIGHT

YEAR	CENSUS PROPERTIES	CENSUS SLEEPING ROOMS
2005	43 hotels	3,759 rooms
2010	45 hotels	3,992 rooms
2015	50 hotels	4,493 rooms
2017	54 hotels	4,840 rooms
2018	58 hotels	4,712 rooms







BUDGET

BUDGETS

STATE LODGING TAX BUDGET (CVB)

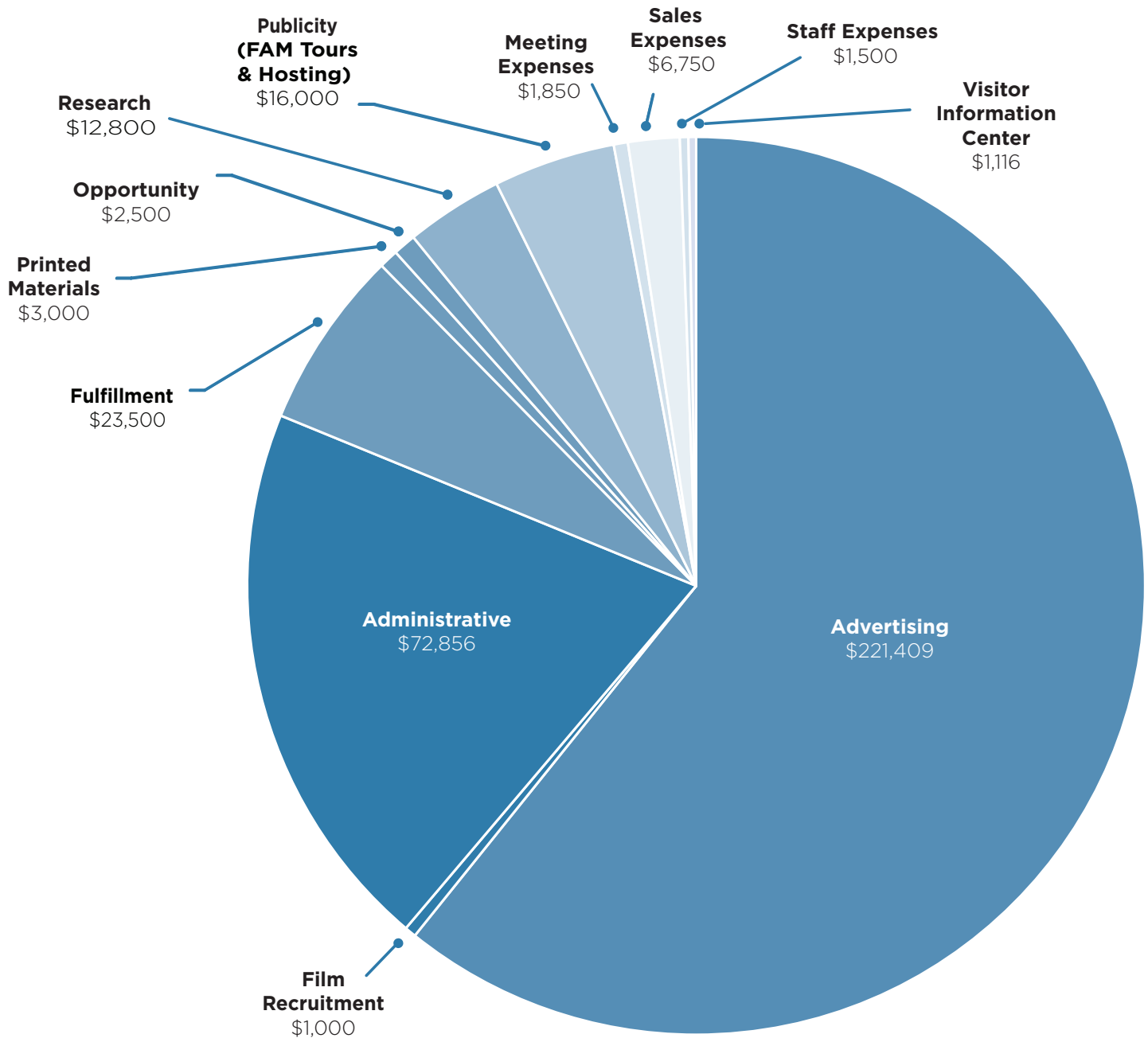
Advertising	\$221,409
Fulfillment	\$23,500
Printed Materials	\$3,000
Sales Expenses	\$6,750
Publicity (FAM Tours & Hosting)	\$16,000
Opportunity	\$2,500
Research (includes STR Reporting & EmpowerMINT program)	\$12,800
Visitor Information Center	\$1,116
Film Recruitment	\$1,000
Staff Expenses	\$1,500
Meeting Expenses	\$1,850
Administrative	\$72,856

TOTAL FY20 BUDGET

\$364,281



STATE LODGING TAX DOLLARS (CVB)



Projected Lodging Tax Income: \$364,281

TOTAL LODGING TAX BUDGET: \$364,281

BILLINGS TOURISM BUSINESS IMPROVEMENT DISTRICT (BTBID) BUDGET

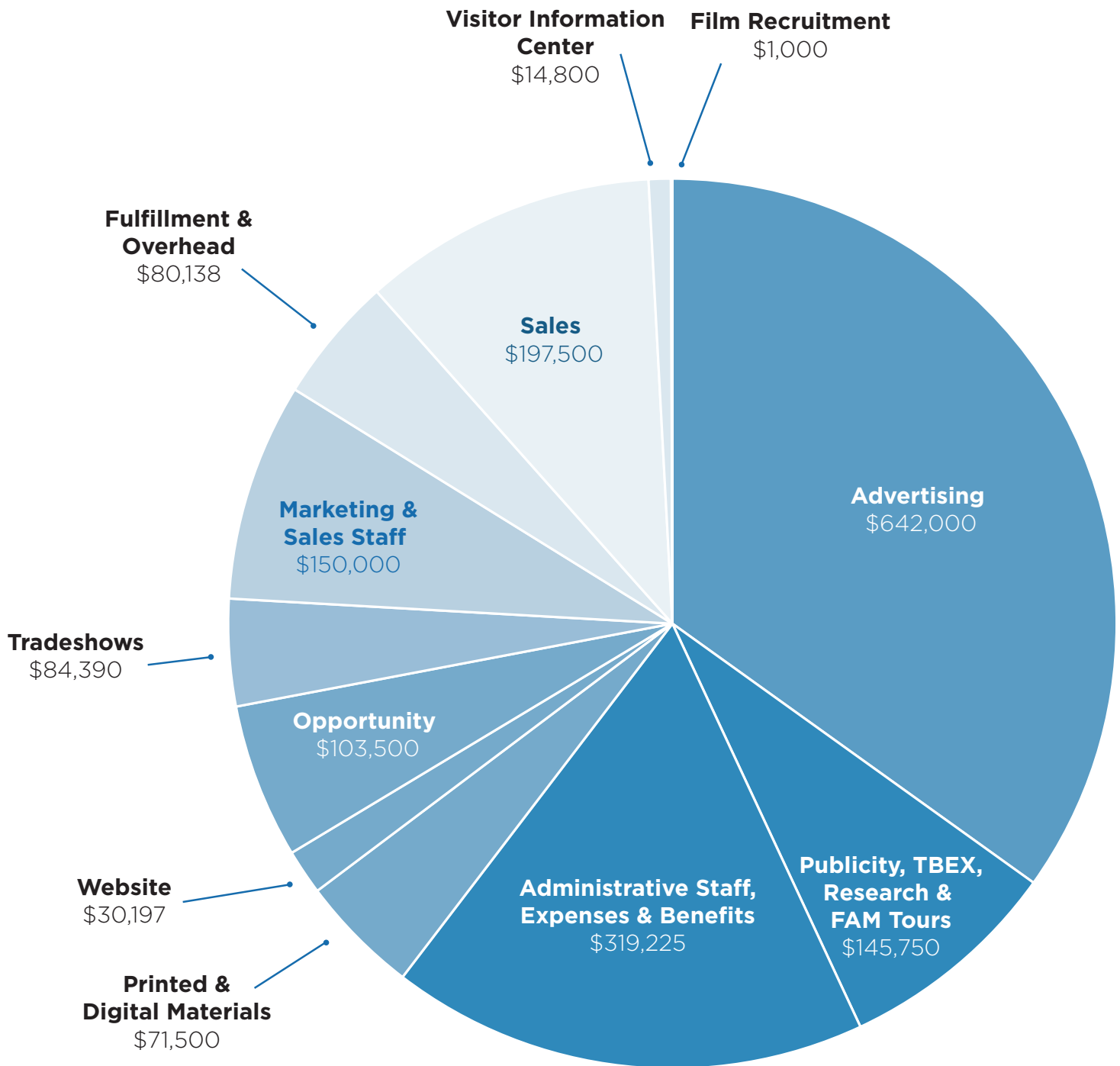
REVENUES TOTAL	\$1,840,000
Collections	\$1,840,000
MARKETING TOTAL	\$1,440,637
Advertising	\$642,000
Opportunity	\$103,500
Printed & Digital Materials	\$71,500
Sales	\$197,500
Tradeshows	\$84,390
Publicity, TBEX, Research & FAM Tours	\$145,750
Website	\$30,197
Film Recruitment	\$1,000
Visitor Information Center	\$14,800
Marketing & Sales Staff	\$150,000
ADMINISTRATIVE TOTAL	\$342,291
Fulfillment & Overhead	\$80,138
Administrative Staff, Expenses & Benefits	\$319,225

BTBID TOTAL EXPENSES **\$1,840,000**

Reserves Total as of July 2019 \$218,000



**BILLINGS TOURISM BUSINESS IMPROVEMENT DISTRICT (BTBID) DOLLARS -
BUDGET FY20**

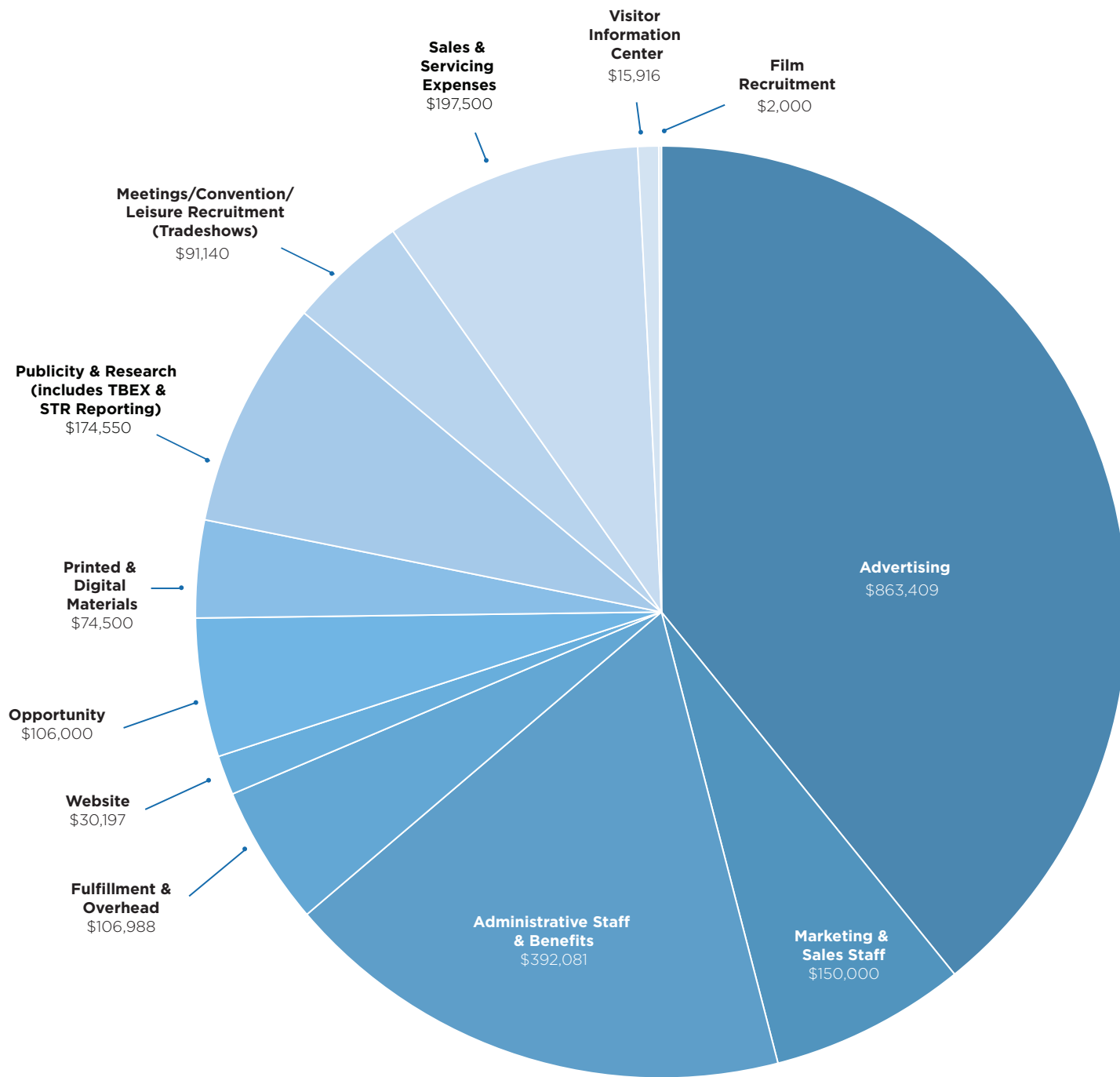


BTBID TOTAL EXPENSES: \$1,840,000

REVENUES TOTAL \$1,840,000



COMBINED TOTAL TOURISM BUDGET ILLUSTRATION (CVB + TBID)



TOTAL VISIT BILLINGS BUDGET: **\$2,204,281**



