



Grant Details

125123 - FY24 DMO Plan

128722 - FY24 Livingston DMO Plan

DOC Office of Tourism

Grant Title: FY24 Livingston DMO Plan
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Applicant Organization: Livingston Business Improvement District
Grantee Contact: Kris King
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Grant Administrator: Barb Sanem
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Contract Dates

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Project Dates 07/01/2023
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Project Start Project End

Comments
Amendment Comments

DMO Plan Narrative

1. Describe Your Destination

Describe your destination (who you are, who you wish to attract and why they would come) addressing your strengths, opportunities, and potential challenges.

Livingston, Montana is an historic train town, the year-round gateway to Yellowstone National Park, and a laidback home base for vibrant arts, epic recreation and an array of unexpectedly sophisticated dining, lodging, shopping and cultural experiences. Livingston is looking to attract travelers who appreciate the welcoming, small-town vibe of a less populated Montana town, and who will recreate responsibly and relish Livingston as if it was their own.

The City of Livingston is more than the traditional gateway to Yellowstone National Park. It is a unique and desirable destination for international and national travelers, plus drive market visitors, with a wide range of interests that go beyond Yellowstone.

Livingston mixes casual small-town charm and world-class amenities with a twist of historic quirkiness and offers an impressive array of arts, culture, history, culinary, events, and recreation adventure amenities. We recently rebranded Livingston with the taglines “Rustic. Refined. Legendary.” and “Experience Epic.”

Livingston is the county seat of Park County and is situated in the middle of four stunning mountain ranges (Absaroka Beartooth Mountains, Crazy Mountains, Bangtail Mountains, and the Bridger Mountains) and is nestled along the Yellowstone River - the longest, free-flowing river in the lower 48 states.

We are interested in attracting high-value, low-impact visitors who appreciate all that Livingston has to offer, throughout all months of the year, but especially the cool weather season, including those visitors who live in Montana.

In addition to offering an incredible array of ways to “Stay. Play. Seize the Day”, we have preserved one of Montana’s most visually appealing and historic downtowns. Livingston is the original and year-round entrance into Yellowstone Park, offering year-round appeal, and is conveniently located 30 minutes from booming Bozeman and its international airport and less than two hours from Billings, Montana’s largest city. We continually attract out-of-state and in-state visitors.

Our town of approximately 8,000 residents has richly layered distinctive cultures: railroad and pioneer history; gateway to Yellowstone; fly fishing mecca; recreation hub; historically preserved downtown; rustic and luxury destination lodging and dining; popular filming location; more artists and writers per capita than anywhere in the state; thriving theatre, arts, culinary, and nightlife scenes for a town of its size; and in addition to tourists, Livingston attracts and serves a wide range of demographics from ranchers, travel influencers, eco-conscious outdoor enthusiasts, retirees and young families, to movie stars, renowned writers, artists, and music icons.

Our Strengths

- **Strong Collaborations, Communications, and Partnerships:** Livingston DMO and the Livingston Tourism Business Improvement District, and Downtown Livingston Business Improvement District work together as the Explore Livingston Coalition, sharing resources and one Executive Director. We partner frequently with Yellowstone Country Region, City of Livingston, Park County, Montana Downtown Directors, Montana Tourism Matters, Voices of Montana Tourism, Montana Department of Transportation, Montana Office of Tourism, the Tourism Advisory Council, Livingston’s Historic Preservation Commission, Gallery Association, Park County Parks and Trails, Urban Renewal District, Park Local Development Corp., Northern Rocky Mountain Economic Development District, Prospera, and a wide range of local organizations addressing everything from disaster response and recovery, passenger rail, public arts, local festivals, history museums, and participate in the Park County Housing Coalition,

Livingston Growth Policy, Upper Yellowstone Watershed Group, Wild Livelihoods Coalition, and Livingston's designation in the Montana Main Street Program and upcoming Downtown Master Plan, among others.

- **Close Proximity to Year-Round National Park Entrance:** Historic gateway to Yellowstone National Park 55 miles away to the year-round entrance that offers year-round recreation and visiting opportunities.
- **Easily Accessible Location:** Conveniently located at the intersection of Interstate Highway 90 and Highway 89 to Yellowstone National Park, 30 minutes east of booming Bozeman and its international airport and less than two hours west of Billings, Montana's largest city. Also between Paradise Valley to the south and Shields River Valley to the north.
- **Destination Lodging, Retreats, and Hot Springs:** In addition to rustic, historic, and family-friending lodging in Livingston, Park County is home to a wide range of unique short-term rentals, Sage Lodge, Chico Hot Springs, Mountain Sky Guest Ranch, Yellowstone Hot Springs, and numerous smaller dude ranches. These attract destination weddings, honeymooners, family reunions, corporate retreats, and other group travelers.
- **Historic Downtown:** Preserved buildings and an Old West movie set aesthetic including many vintage neon signs and 'ghost signs' historic ads painted on brick buildings; attracting visitor photography and social media posts, and film scouts. We promote the #LivingstonMuralTrail.
- **Small Town Shopping:** Downtown has no chain stores and a wealth of unique and boutique shops; handicrafts, records, books, art center and galleries, photography and ceramic studios, new-age boutiques, home goods, kitchen store, souvenirs, gifts, toys, antiques, resale and thrift stores, vintage fashion, outdoor gear, and western wear. We are home to six independently-owned bookstores and a dozen independently-owned coffee shops and kiosks and participate in the #SipLocalCoffee campaign. Visitors enjoy small-town, friendly service; often the owner of the business will wait on customers. Every stop is an opportunity to connect with locals and score unique goods and experiences.
- **Exit 333 Infrastructure:** The majority of national chain hotels and fast food are at this exit to Yellowstone National Park, but it also boasts: a large grocery store with pharmacy and sushi counter, a laundromat (with adjacent horse boarding), local meat shop and two ethnic eateries, gas stations, car wash, veterinarian, dog boarding, urgent care center, physical therapist, liquor store, smoke shop, casino, and bus stops for both free Livingston transport and an events bus to Paradise Valley music venues.

Our Opportunities

- **Still Small Town Feel and Easily Accessible:** Although we've seen increased visitation, we're still less populated and less visited than some other parts of Montana and ideal for those who want to experience casual small-town charm and world-class amenities.
- **Cooler Season Recreation Hub:** Hundreds of miles of trails for cross-country and backcountry skiing. Hiking and biking are accessible during much of the cool season. Livingston now has an indoor ice skating rink that is free, with free skate rental, and skating on the Lagoon when cold enough. Bridger Bowl is 30 miles away, plus access to eight state parks and several dozen trailheads are all under an hour drive from Livingston.
- **Warm Season Recreation Hub:** On the banks of the Yellowstone River with blue-ribbon fishing, whitewater rafting, scenic floating, kayaking, tour boats, and paddleboarding. Hundreds of miles of trails for hiking at all skill levels, camping, rock climbing, and mountain biking. Access fourteen fishing access sites, eight state parks, several dozen trailheads; all under an hour drive from Livingston. There is also a golf course, bowling alley, splash park, swimming pool, shooting range, and horseback riding dude ranches.
- **Year-Round Recreation Infrastructure:** Strong recreation amenity infrastructure with robust rental and guide services: rent bikes, e-bikes, snowshoes, cross country and backcountry skis, kayaks, rafts, and stand-up paddleboards and book guides for fly fishing, white water rafting, horseback riding, and hunting.

- Year-Round Foodie Paradise: Vegan, fine dining, ethnic foods, rustic steakhouses, sushi and seafood, vintage burger joints, traditional and breakfast cafés, European style bakeries, numerous quirky coffee shops, diverse bars, two breweries, and gourmet wine shop. Come hungry, and thirsty!
- Year-Round Arts and Culture Hub: Home to two live theatres and art centers, three museums with history, train, and art exhibits, over a dozen art galleries, a vintage movie house, outdoor and indoor live music venues, and literary events at several of our five bookstores.
- Year-Round Events: Catering to a wide range of interests and tastes; musical and dramatic theatre, arts festivals, art walks, music, beer, and film festivals, fun runs, holiday festivals, soapbox derby, western dance parties, rodeos, parades, auto show, and more.
- Breadth of Other High-Value, Low-Impact Experiences
 - Agritourism: Access farm-to-table fare at restaurants, the farm-to-table hospital cafeteria, Farmer's Market, local food markets and caterers, local aquaponic growers, farms and ranches, and the Livingston Community Bakery and deli, where purchases support the Livingston Food Resource Center.
 - Destination Weddings: offering a range of scenic wedding venues, caterers, lodging, photographers and videographers, and florists.
 - Film Location: Downtown Livingston's intact historic visage has attracted commercials, television and movies for decades, the Yellowstone Film Ranch has extensive sets, Paradise Valley and various Park County vistas are scenic year-round, and Livingston is home to many set scouts, set designers, makeup artists, set photographers, actors, musicians and prop resources. Livingston has hosted more films in recent years than nearly any other community in Montana.
 - Family-Friendly Amenities: Playgrounds, outdoor pool, splash park, tennis courts, Dino Dig Park, skating rink, skateboard park, ceramic painting studio, youth activities at museums and art centers, book readings, free public transport, golf course, winter indoor skating rink, dog parks, and trails and parks throughout town. In the summer, visitors can also enjoy 3 different weekly historic walking tours and Livingston Downtown Historic Bus Tours. The #LivingstonMuralTrail is a great interactive walk to see over a dozen murals and sculptures. https://www.explorelivingstonmt.com/_files/ugd/cc5041_3b64d6fec16744d0a07b69a96886f1a2.pdf

Our Challenges

- Economic Resilience Challenges: Livingston is experiencing increasing and unsustainable tourism, housing, workforce, small business, development, and recreation pressures. Demands outpace current capacity and without a robust plan, our celebrated community character, historic architecture, and fragile recreational and environmental assets are all imperiled. To retain our irreplaceable historic assets and build a sustainable economy we are in a narrow time window to create a strategic foundational plan to forge an achievable, resilient, and sustainable future.
- Seasonality of Tourism: Overcrowding in the warm season months (May through October) and less tourist traffic in the cooler season months (November through April) makes keeping businesses open and staff employed year-round a challenge.
- Housing and Affordability Issues: Increasing use of local housing as short-term rentals and the recent spike in home sales due to telecommuters has made affordable workforce housing the biggest challenge for Park County's service and tourism industries.
- Anticipating the Next Crisis: During the summer of 2022, our greater community was hit with significant flooding and the subsequent impacts that flooding had on tourism and the overall economic health of this area. More than ever, we need to

consider and implement continued plans to be prepared for future crises, whether it be flooding, fires, global pandemics and more.

- Continued Consideration of COVID-19 Related Impacts: Including public health wellness, business closure or limitations, staffing shortages and lack of J-1 visas, no lodging or camping vacancies, lack of rental cars, and overbooking overflow from Yellowstone National Park and surrounding communities.
- Perception of Only a Pass-Through Location: The perception that Livingston is a pass-through into Yellowstone National Park and not a destination in itself to explore.
- Wayfinding Signs: Livingston lacks comprehensive wayfinding signs at our three exits; our freeway tourism billboards are overdue for an update and are damaged; and in-town wayfinding signs are not visible, rudimentary, or non-existent.
- Popularity of Yellowstone Series: The popular Yellowstone series is fictionally set in Paradise Valley, increasing interest in the area by a more general audience who may have false expectations of what the area's experience may be based on what's been portrayed in the series.
- National and World Events: Including fluctuating gas prices, inflation, war, terrorism, infectious diseases, climate change (affecting water temps on our much loved and over-fished Yellowstone River) and natural disasters (floods and wildfires) all impact tourism.
- Negative Perceptions: Recent Montana State legislative initiatives have led to negative national press and perception of Montana as an undesirable destination due to legislation impacting our trans citizens, women, county health departments and public health, and expansion of open carry laws. We are receiving an increasing number of direct communications from travelers who are canceling their visits to Montana due to recent legislative actions and are concerned that our "All Are Welcome" message is not accurate.
- Impacts to Infrastructure and Resources: Managing greater numbers of visitors and traffic flow negatively impacts County and City infrastructure. A stable solution would be a local option tax, which would allow citizens to decide whether to impose a sales tax in Park County in order to pay for specific projects. Legislation would give power to local voters, lower local property taxes and raise more money from tourists who use local infrastructure but do not financially support it.
- Public Transportation Options: Lack of public transportation to and through YNP and increased tourist traffic to and from Yellowstone limit tourism and levy added burdens on local resources.
- The WIND and Its Impacts: The average wind speed as measured at the airport is 15.2 mp, making it among the windiest towns in Montana. Livingston's severe crosswinds frequently shut down Interstate 90, rerouting interstate traffic through town on Park Street, and semis and train cars have blown over.

2. Align with Montana Brand

Briefly describe how your destination aligns with the Montana Brand.

Livingston Exemplifies the Montana Brand

More spectacular unspoiled nature: Livingston's location among four mountain ranges, alongside the Yellowstone River and adjacent to Paradise Valley and the north entrance to Yellowstone Park as well as easy access to state parks, hundreds of miles of trails, and Yellowstone River fishing access sites, make it an ideal getaway for lovers of outdoor experience year-round.

Vibrant and charming small town: Livingston's famous downtown is among the most vibrant and charming in Montana. The preserved historic businesses with vintage neon and "ghost signs" on historic buildings make it an attraction to film crews, photographers, and visitors. In the summer our Yellowstone Gateway Museum conducts various Downtown historic tours, including "Ghosts and Ghost Signs" and "Brothels and Breweries." Livingston is developing a growing "Mural Trail" and actively increasing the number of murals to enhance the experience of both visitors and locals. Our niche and boutique shops, restaurants, museum and arts destinations, breweries, and bars offer a mix of traditional and contemporary products and experiences. Our popular Farmer's Market on the banks of the Yellowstone River includes live music, food, and beer vendors in addition to local agriculture products, arts and crafts, and is one of the many annual events that both attract visitors and improve the quality of life for locals.

Breathtaking experiences by day, relaxing hospitality at night: In Livingston, we have multiple types of breathtaking experiences during the daytime hours - from inspiring museums to extensive recreational pursuits. Livingston has three museums featuring art, train and regional history, and over a dozen local art galleries. We are home to more writers per capita than anywhere in the state with five bookstores; two of which host year-round literary events most weeks. Downtown art walks attract visitors throughout the warm season, and over a dozen art galleries are open year-round. Bars host trivia, bingo, karaoke, open mic, and live music events weekly throughout the year but these community-building events are strongest in the cool season when there is less live music and outdoor events. Livingston also offers unique and boutique shopping with everything from handicrafts to records, local honey, gifts, vintage fashion, antiques, western wear, and regional books.

Livingston is also a home base for river sports, hiking, hunting, rock climbing, skiing, horseback riding, and guided outdoor experiences. Visitors can also take a break to paint pottery with the kids, indulge in a spa treatment, or enjoy a local yoga class. Livingston has free public transport, historic walking tours, bikes for rent, a swimming pool, golf course, bowling alley, skate park, ice skating rink, playgrounds, trails, and parks throughout town.

At night, there are culinary options for every taste, live indoor and outdoor music venues, a vibrant theatre scene, movie theatre, hot springs to star-watch from, two breweries, and casual or raucous bars as memorialized in the Jimmy Buffet song "Livingston Saturday Night." We also host evening music, movie, theatre, and holiday lights festivals.

3. What is the strategic role of your DMO?

Select all that apply: Destination Marketing, Destination Management, Destination Stewardship, Destination Development).

Destination Marketing, Destination Management, Destination Stewardship

Based on the strategic role you serve, provide the following information.

3a. Define your audience(s) (demographic, geographic, and psycho-graphic).

Clarifying the strategic role of our DMO: Destination Marketing Organization: During the cooler season months, November through April, we are focused on marketing the Livingston area as an arts and recreation destination and increasing the number of overnight visitors to our area - including those who live in Montana. Our focus is "high value, low impact" visitors who enjoy non-motorized winter recreation, spending at local small shops and restaurants, taking advantage of our arts and culture, and are informed and respectful of local culture and wild habitats. These visitors include fellow Montanans, as we've been investing in marketing to our neighbors and seeing those marketing efforts result in increased visitation from in-state residents.

Destination Management and Stewardship: During warm season months, May through October, we are focused on improving the visitor and resident experience through destination management and stewardship. Our hospitality business community is often at capacity during these months, and we are looking to develop a multi-stakeholder approach to educate visitors and to maintain the cultural, environmental, economic and aesthetic integrity of our community.

Define our audience:

Findings from FY23 Campaigns and Analytics: Demographic and Geographic Insights

Our successful Pick Your Path to Paradise marketing campaign during FY23 not only significantly increased traffic to our website, but it also helped us to better understand who was interested in Livingston as a tourism destination and where they lived.

Results from our FY23 marketing campaign showed that we were most successful in reaching women, ages 65+ in our digital campaigns. Below is a snapshot of the age and gender distribution from this campaign. (see attachment)

Destination Marketing Audience: High-Value, Low-Impact Cooler Season Visitors

Given our destination marketing organization's goal of attracting high-value, low-impact winter/cooler month visitors to the Livingston area, we are focused on "Experience Seekers," as outlined in the Montana Winter Brand, "Defining the Montana Winter Experience" and confirmed by Destination Analysts, "Montana Profile & Study of the Winter Enthusiast," 2018.

As Montana communities become busier, more populated, or are not thriving, Experience Seekers - whether they are out-of-state or in-state residents - long for an authentic experience where they will experience both nature plus access to modern and erudite amenities. Livingston is that rare place. Repeat and regional visitors are more likely to visit in shoulder seasons, return to favorite shops, eateries, and hotels and form connections and relationships in the area, creating a more stable income stream for Livingston and Park County year-round.

Below are characteristics of the Experience Seekers, based on the Montana Winter Brand audience and the Montana Winter Enthusiast as outlined by Destination Analysts, ITRR data from 2017 through 2022 during Q1 and Q4, plus Livingston's FY23 marketing campaign results and our overall attributes as a vibrant, small-town destination for arts, culture, events, history, food and recreation.

DEMOGRAPHIC

- + Age: 25-75+ (sweet spot of ages 55-65+)
- + HHI: \$50K-\$100K or more
- + Couples (focused on women taking the lead in interactions with our marketing)
- + Bachelor's degree or higher
- + Has taken 2+ domestic vacations in the past 12 months and was active on these trips

GEOGRAPHIC

+ Out-of-State: Wyoming, Colorado (Denver), Minnesota (Minneapolis), North Dakota (Bismarck), Washington (Spokane, Seattle), Utah (Salt Lake City), Idaho (Boise)

+ In-State: Billings, Missoula, Helena, Great Falls

PSYCHOGRAPHICS

Our visitors may often seek one specific outdoor activity but their trip is about much more than one activity. They are unlikely to choose a place that doesn't have good recreational opportunities - skiing, hiking, etc. - but what will excite them about a place is what else they can experience - i.e., hot springs, arts, culture, good food. This should not be mistaken for them wanting to pack in a little of everything; they don't. For each trip they want to do a few big things and they want to experience them fully. They also don't want to be around crowds.

+ Seeks balance between action and reflection

+ Motivated by outdoor recreation—but keeps in mind that outdoor recreation is only one of many activities they enjoy (e.g., wildlife viewing, history, culture, arts, events, food, hot springs)

+ Wants to do multiple activities and experience them fully

+ Feels a unique connection to the natural world that only the cooler season can bring

+ Seeks the authenticity of people and places

+ Doesn't want to be in booming (and more expensive) Bozeman but appreciates the convenience of it and its airport being nearby

Destination Management Audience: Warm Season Visitors

As a destination management organization, our goal is to work collaboratively with other Livingston area entities to educate warm-season visitors to encourage high-value/low-impact behavior. Although we aren't planning on marketing Livingston as a destination to this audience, it is helpful to understand who they are as we determine how to best educate them. According to ITRR data from 2017 through 2022, and confirmed by our website and social media analytics, plus our Pick Your Path to Paradise 2022 summer post-flood campaign results, overnight, out-of-state visitors to Livingston during Q2 and Q3 have the following characteristics.

DEMOGRAPHIC

+ Age: 25-75+ (sweet spot of ages 55-65+)

+ HHI: \$50K-\$200K or more

+ Couples and families (focused on women taking the lead in interactions with our marketing)

GEOGRAPHIC

+ Out-of-State: Minnesota, Wyoming, Washington, Idaho, Colorado, Oregon, California, New York, Florida, Texas, Arizona, Illinois

PSYCHOGRAPHICS

+ Wanting to experience national parks with Visiting Yellowstone National Park with some also making it Glacier National Park
+ Interested in spending time doing outdoor-related activities including: day hiking, camping, fishing, watching wildlife, visiting farmer's markets, biking, and visiting hot springs, plus hiring an outfitter

Destination Stewardship Audience: Livingston Area Organizations

In order for us to achieve our goal of establishing a sustainable economic development and regional resource stewardship strategy, including a strategic vision and plan for the area's tourism and hospitality industry, the Livingston DMO is looking to collaborate with local organizations including, but not limited to the following:

Livingston Tourism Business Improvement District (TBID), Downtown Livingston Business Improvement District (LBID), Yellowstone Country, City of Livingston, Park County Montana, Big Sky Passenger Rail Authority, Urban Renewal Agency, Yellowstone Gateway Museum, Livingston Depot Center, Livingston Gallery Association, Elk River Arts and Lectures, Park County Housing Coalition, HRDC, Park Local Development Corp, Northern Rocky Mountain Economic Development District, Prospera, Park County Community Foundation, Park County Environmental Council, Upper Yellowstone Watershed Group, Wild Livelihoods Business Coalition, Take the Paradise Pledge, and a wide range of other local organizations we interact with weekly.

Other key resources and partners include: Montana Downtown Directors, Montana Tourism Matters, Montana Department of Transportation, Montana Office of Tourism and Business Development, and the Montana Tourism Advisory Council. We are also looking to other DMOs who have seen success increasing visitation during shoulder seasons including Visit Billings.

Although not included within this budget, we are partnering with the City of Livingston as they rebrand their logo and develop wayfinding sign plans.

3b. What research supports your DMO strategy?

Sources: Explore Livingston Marketing Campaign and Website Analytics

<https://www.explorelivingstonmt.com/>

Montana Department of Commerce RIS
VisaVue Card Spending and Zartico Card Spend

Consumer Marketing Market Analysis

<https://marketmt.com/Programs/Marketing/The-Montana-Brand>

Institute for Tourism and Recreation Research (ITRR)

<https://itr.uvm.edu/interactive-data/default.php>

Bed Tax Revenue

<https://marketmt.com/Programs/Industry-Services-and-Outreach/Lodging-Facility-Use-Tax>

Yellowstone National Park Visitation

http://www.tourismresearchmt.org/index.php?option=com_traveltrends&view=traveltrends&Itemid=108

Montana Department of Transportation: Airport Deboardings

http://www.tourismresearchmt.org/index.php?option=com_traveltrends&view=traveltrends&Itemid=106

Also see attachments

3c. What are your emerging markets?

Our destination marketing organization's primary target audience and emerging market is the Experience Seeker; the high-value, low-impact cooler season visitor, that we have outlined in 3a.

Emerging geographical markets for the Experience Seeker, based on ITRR data and our website analytics, include Chicago, New York, and Portland, plus British Columbia; Alberta; and Saskatchewan if budgets allow.

Other emerging segments that we are interested in attracting to Livingston are noted below, all of which either complement or are subsets within the Experience Seeker:

- Arts and culture enthusiasts who appreciate arts pairing theatre, film festivals, music festivals, art walks, and book readings with restaurant and hotel stays. A subset of the arts audience is literary, history, and arts tourism with bookstore and art gallery visits, readings, self-guided or in-person history and walking tours, and information about Livingston's noted writers, with overlapping movie and music ties. Arts attractions have a lower impact on the environment and are less reliant on weather and other occurrences outside our control.
- Year-round outdoor enthusiasts (cross country, backcountry and downhill skiers, snowshoers, Yellowstone winter visitors, hikers, campers, climbers, bikers, e-bikers, ice skaters) with access to rental equipment and locals' adventure recommendations.
- Foodie and farm-to-table visitors who enjoy our restaurants, boutique health markets, farmer's markets, and farm-to-table programs (school, hospital, food pantry, local ranchers, aquaponic and greenhouse producers).
- Eco-tourists focused on footprint reduction (including local public transport and bike rentals, minimizing single plastic use, recycling) and healthy food choices (some overlap with food-conscious marketing).
- Two-wheel travelers including ebikers, mountain and road bicyclists who are attracted to the many trails in Park County, especially during the months of April and November. A bucket list experience is also the brief Yellowstone Park spring bicycling window to enjoy biking on roads without auto traffic.

One other future, emerging market to note is the potential of attracting regional and smaller conferences during the cooler season. Construction of a lodging facility with conference capacity is planned, but not yet under construction, and will eventually provide additional capacity with a restaurant, conference space and additional lodging in one compound to support attracting this potential market.

4. Define and describe your overall goals.

A goal is an idea of the future or desired result that a person or group of people envisions, plans and commits to achieve.

Livingston DMO has three important overall goals in its fourth year, each related to our strategic roles.

- **Destination Marketing:** Continue to attract high-value, low-impact visitors to the Livingston area during the winter/cooler months to address our current seasonality challenges with overcrowding, flooding and/or fire impacts in the warm season months and lack of tourism in the cooler months.
- **Destination Management:** Educate visitors to encourage them to embrace high-value/low-impact behavior in support of our sustainable tourism challenges.
- **Destination Stewardship:** Develop a five-year strategic vision and plan, working with other local organizations to increase the overall resiliency of Livingston's hospitality industry.

4a. Describe proposed tactics and projects as related to overall goals and controlled by the organization in its financial statements.

Destination Marketing Goal: Continue to attract high-value, low-impact visitors to the Livingston area during the winter/cooler months to address our current seasonality challenges with overcrowding, flooding, and/or fire in the warm season months and lack of tourism in the cooler months.

Overall Objective: Increase year-over-year lodging tax collections and visitor spending in the cooler months for the Livingston DMO.

Proposed Tactics and Projects: Develop and execute a cool season marketing campaign, building on the success of the FY23 cool season marketing campaign, highlighting the mixture of small town experiences that includes arts, culture, events, history, food, and recreation, reaching the Experience Seeker target audience through paid, owned and earned media tactics.

Paid media tactics to include: Digital advertising, social media, and print/magazine advertising reaching target audiences; plus TBD joint venture marketing opportunities.

Owned media tactics to include: Content, video, photography, and winter itineraries shared on website, social media platforms and email marketing campaigns.

Earned media tactics to include: Working with influencers, journalists, and photographers to be included in their stories. Livingston DMO is tagged multiple times daily by local and traveler media entities, providing a wide breadth of organic, timely, authentic content at no cost other than social media management time.

Destination Management Goal: Educate visitors to encourage them to embrace high-value/low-impact behavior in support of our sustainable tourism challenges.

Overall Objective: Create awareness of our “Livingston Like A Local” (working title) campaign among visitors, new residents and locals and increase year-over-year website traffic and social engagement.

Proposed Tactics and Projects: Develop and execute a “Livingston Like A Local” (working title) campaign, educating visitors and connecting with locals about Livingston’s unique but imperiled small-town culture and environmental assets. Connect with our warm season visitors both before they arrive through our website, eblasts, and social media platforms and eye-catching visuals throughout the community. Communication includes personal responses to phone calls, emails, and social media contacts, which are increasingly frequent although our DMO is not the Visitors Center in Livingston.

Owned media tactics to include: Content, video, photography, and visuals shared on the website, social media platforms and email marketing campaigns.

Earned media tactics to include: Distributing “Livingston Like A Local” swag. Working with influencers, journalists, and photographers to be included in their stories.

Destination Stewardship Goal: Develop a five-year strategic vision and plan, working with other local organizations to increase the overall resiliency of Livingston’s hospitality businesses.

Overall Objective: Proceed with strategic vision planning to build year-round economic resiliency with input from the Livingston area tourism and hospitality stakeholders.

Proposed Tactics and Projects: Tactics expected to include the following: incorporate key learnings and best practices from other strategic planning and resiliency work being conducted across the state; form a steering committee of stakeholders; review existing ITRR research and other community-wide data; distribute a follow-up survey (first survey was distributed right before the 2022 Flood) to understand and measure Livingston area hospitality and tourism related businesses’ changing thoughts on tourism; conduct listening sessions with community members to gather input; analyze and summarize findings into key takeaways; outline plan and share with stakeholders for review and adoption.

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Objectives/Metrics/Evaluation

Objectives	Measurable Metrics for Success	Report the Metric Achieved	Evaluation of Measurable Metrics for Success
<p>Destination Marketing Objective: Increase year-over-year lodging tax collections and visitor spending in the cooler months for the Livingston DMO.</p> <p>Proposed Tactics and Projects: Develop and execute a cool season marketing campaign, building on the success of the FY23 cool season marketing campaign, highlighting the mixture of small town experiences that includes arts, culture, events, history, food and recreation, reaching the Experience Seeker target audience through paid, owned and earned media tactics.</p>	<p>Destination Marketing: Increase year-over-year lodging tax collections by 5% during Q4 2023 and Q1 2024 vs. Q4 2022 and Q1 2023 for the Livingston CVB.</p> <p>https://marketmt.com/Programs/Industry-Services-and-Outreach/Lodging-Facility-Use-Tax and see attached graph for more details. <i>*Please note that because we are partners with the Livingston Tourism Business Improvement District, we are able to compare and determine increases due to occupancy levels versus increases in lodging rates.</i></p> <p>Destination Marketing: Increase out-of-state and in-state visitor spending in Livingston by 5% between Nov 2023 through March 2024 (vs. Nov 2022 through March 2023). (See Department of Commerce RIS attached page graph.) <i>Spending in Livingston by out-of-state visitors in Q4 2022 and Q1 2023, as measured by Zartioc Affinity Card Spending, equaled \$469,121. A 5% increase during Q4 2023 and Q1 2024 would result in a total of \$492,577 in out-of-state visitor spending.</i></p>	<p>Our metric for year over year lodging tax collections was a 5% increase in the cool season, Q1-4 FY 23/24 over the previous fiscal year. Our increase was 12% year over year in the cool season, when the industry needs the business most. Warm season Q2-3 FY 23/24 was up 50% over the previous fiscal year and is approaching overvisitation conditions.</p> <p>The visitor spending increase objective could not be measured due to inconsistent availability of visitor spending data at the Livingston level. We were unable to access the sources cited when the</p>	<p>Our objective was met, successful, exceeded expectations and we will continue these successful tactics of a cool season marketing campaign, highlighting the mixture of small town experiences that includes arts, seasonal and cultural events, history, food and recreation, reaching the Experience Seeker target audience through paid, owned and earned media tactics. As you can see, our warm weather season is up 50% without paid marketing during this season. We do no paid marketing for the warm season as there are often no hotel vacancies and summer events are often sold out, but offer up to date info on events, hospitality amenities, weather and condition updates, safety, and good visitor behavior to support a quality of experience for visitors.</p> <p>Our small destination does not have the budget to pay for Visitor Spending data so have pivoted to Yellowstone North Entrance data. We have not included Visitor Spending data in our current fiscal year plan and will not do so again until they are readily available at the City, not just county or region, level.</p>

		<p>plan was written so have pivoted to Yellowstone National Park Northgate entrance data by month from YNP as it is consistently and readily available. Cool season visitation from the North Gate Entrance, the only entrance open year round and visitors must go through Livingston to access, was up 12% in the cool season from FY 22/23 to FY 23/24.</p>	
<p>Destination Management Objective: Create awareness of our "Livingston Like A Local"(working title) campaign among visitors, new residents, and locals and increase year-over-year website traffic and social engagement.</p> <p>Proposed Tactics and Projects: Develop and execute a "Livingston</p>	<p>Destination Management: Increase year-over-year traffic to Explore Livingston's website and social media platforms by 10%. As of March 2023, the Explore Livingston website had seen 17,155 site sessions between Nov 2022 and March 2023. A 10% increase during FY24 would result in a total of 18,871 site sessions.</p> <p>Destination Management: Incorporate "Livingston Like A Local" content into website and ongoing social media posts (minimum of 25 posts throughout FY24) and highlight "Livingston Like A Local" in email newsletters (minimum of 4 mentions throughout FY24). Although it's difficult within our budget to measure the multi-faceted behavior of a high-value/low impact visitor, we will continue to look for anecdotal indicators including website traffic and email newsletter open rates.</p>	<p>Our metric was a 10% increase in website traffic FY 22/23 over FY 23/24 year. Our website traffic increase was 28% year over fiscal year for a total of 33,668 site sessions in FY 23/24. Our Facebook and Instagram followers exceeded our 10% increase</p>	<p>Our objective was met, successful and exceeded expectations and we will continue these tactics. Our website traffic continues to grow and we invest significant resources in updating the daily calendar, amenity listings, itineraries, blogs and features so that the website is always an accurate, up to date, and useful tool. Our social media also continues to grow with paid cool season ads, and year round earned media and engagement; we average 12 Instagram posts per week tagging our account (much of it high quality videos and photos from professional photographers and amenity marketers) and 6 tagged posts on our Facebook page, which has fewer followers but higher engagement. See accounts https://www.explorelivingstonmt.com/ https://www.instagram.com/explore_livingston_mt/ and https://www.facebook.com/explorelivingstonmt</p> <p>"Livingston Like A Local" objective was met, successful, and we will expand these tactics including billboards, swag, social media, print ads and website development. See the attached images. Livingston Like a Local will be one of the product outcomes of our Destination Management and Resilient Tourism Strategic Plan underway.</p>

<p>Like A Local" (working title) campaign, educating visitors and connecting with locals about Livingston's unique but imperiled small town culture and environmental assets. Connect with our warm season visitors both before they arrive through our website, eblasts, and social media platforms and eye-catching visuals throughout the community. Communication includes personal responses to phone calls, emails, and social media contacts, which are increasingly frequent although our DMO is not the Visitors Center in Livingston.</p>	<p>Website traffic chart attached.</p>	<p>metric; Facebook Reach was up 49% year over fiscal year, and Instagram Reach was up 41% year over fiscal year.</p> <p>Our "Livingston Like A Local" objective was met with 32 Livingston Like a Local social media posts (including local events, responsible behavior, and opportunities for voluntourism) and Livingston Like a Local was included in four email newsletters.</p>	
<p>Destination Stewardship Goal: Develop a five-year strategic vision and plan, working with other local organizations to increase the overall resiliency of Livingston's hospitality businesses.</p>	<p>Destination Stewardship: Secure input from 100+ community members via stakeholder engagement, survey and listening sessions to develop the five-year strategic vision and plan. We've begun the process of developing the vision and plan and will be using the research groundwork we completed in year one to complete the process by 2027, remaining responsive and flexible to ongoing situations.</p> <p>Findings from initial survey (completed pre-2022 floods) attached as reference for groundwork in Stewardship plan.</p>	<p>Our Destination Stewardship goal of input from 100+ community members via stakeholder engagement and listening sessions were not met in this fiscal year due to the slower RFP process of securing a contractor to</p>	<p>Due to the plan's scope, an RFP for a Strategic Vision planner needed to be put out, advertised widely, applicants reviewed, and a winning bidder chosen. The winning contractor, Maclaren Latta, began the outline, timeline, stakeholder research and met with peer groups to share data from their tourism-related surveys and data to eliminate duplication and share findings. We will continue to work closely with these peers and outreach to stakeholders in the current fiscal year. The RFP, and contract proposal are attached.</p>

Overall Objective: Proceed with strategic vision planning to build year-round economic resiliency with input from the Livingston area tourism and hospitality stakeholders.

Proposed Tactics and Projects: Tactics expected to include the following: incorporate key learnings and best practices from other strategic planning and resiliency work being conducted across the state; form steering committee of stakeholders; review existing ITRR research and other community-wide data; distribute survey to understand and measure Livingston area hospitality and tourism related businesses's evolving thoughts on tourism (our first tourism sentiment survey was conducted right before the Summer 2022 Flood); conduct listening sessions with

undertake this ambitious strategic plan. Livingston DMO has only one staff member who could not implement the plan without an outside contractor and following regulations for an RFP.

community members to gather input; analyze and summarize findings into key takeaways; outline plan to share with stakeholders for review and adoption.			
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DMO Budget

Allowable Methods	Amount Budgeted	% of Budget Allocated	Amount Expended	% of Budget Expended
Administration	\$15,013.00	17.35	\$13,730.00	91.45
Agency Services	\$15,000.00	17.33	\$10,550.00	70.33
Earned Media/Tourism Sales	\$6,000.00	6.93	\$5,469.00	91.15
Education/Outreach	\$1,500.00	1.73	\$1,534.00	102.27
Joint Venture	\$6,500.00	7.51	\$3,000.00	46.15
Marketing Resources	\$500.00	0.58	\$0.00	0
Opportunity Marketing	\$9,865.00	11.4	\$6,000.00	60.82
Paid Media	\$15,160.00	17.52	\$11,106.00	73.26
Marketing Personnel	\$10,000.00	11.56	\$10,000.00	100.0
Website Development (Online, Website, Mobile)	\$7,000.00	8.09	\$10,000.00	142.86
	\$86,538.00	100.00	\$71,389.00	

Narrative Evaluation

DMO FY 23/24

1) Destination Marketing Objective: Increase year-over-year lodging tax collections and visitor spending in the cooler months for the Livingston DMO.

Proposed Tactics and Projects: Develop and execute a cool season marketing campaign, building on the success of the FY23 cool season marketing campaign, highlighting the mixture of small town experiences that includes arts, culture, events, history, food and recreation, reaching the Experience Seeker target audience through paid, owned and earned media tactics.

Destination Marketing: Increase year-over-year lodging tax collections by 5% during Q4 2023 and Q1 2024 vs. Q4 2022 and Q1 2023 for the Livingston CVB.

<https://marketmt.com/Programs/Industry-Services-and-Outreach/Lodging-Facility-Use-Tax> and see attached graph for more details. *Please note that because we are partners with the Livingston Tourism Business Improvement District, we are able to compare and determine increases due to occupancy levels versus increases in lodging rates.

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Our metric for year over year lodging tax collections was a 5% increase in the cool season, Q1-4 FY 23/24 over the previous fiscal year. Or increase was 12% year over year in the cool season, when the industry needs the business most. Warm season Q2-3 FY 23/24 was up 50% over the previous fiscal year and is approaching overvisitation conditions.

The visitor spending increase objective could not be measured due to inconsistent availability of visitor spending data at the Livingston level. We were unable to access the sources cited when the plan was written so have pivoted to Yellowstone National Park Northgate entrance data by month from YNP as it is consistently and readily available. Cool season visitation from the North Gate Entrance, the only entrance open year round and visitors must go through Livingston to access, was up 12% in the cool season from FY 22/23 to FY 23/24.

Our objective was met, successful, exceeded expectations and we will continue these successful tactics of a cool season marketing campaign, highlighting the mixture of small town experiences that includes arts, seasonal and cultural events, history, food and recreation, reaching the Experience Seeker target audience through paid, owned and earned media tactics. As you can see, our warm weather season is up 50% without paid marketing during this season. We do no paid marketing for the warm season as there are often no hotel vacancies and summer events are often sold out, but offer up to date info on events, hospitality amenities, weather and condition updates, safety, and good visitor behavior to support a quality of experience for visitors.

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2) Destination Management Objective: Create awareness of our “Livingston Like A Local” (working title) campaign among visitors, new residents, and locals and increase year-over-year website traffic and social engagement.

Proposed Tactics and Projects: Develop and execute a “Livingston Like A Local” (working title) campaign, educating visitors and connecting with locals about Livingston’s unique but imperiled small town culture and environmental assets. Connect with our warm season visitors both before they arrive through our website, eblasts, and social media platforms and eye-catching visuals throughout the community. Communication includes personal responses to phone calls, emails, and social media contacts, which are increasingly frequent although our DMO is not the Visitors Center in Livingston.

Destination Management: Increase year-over-year traffic to Explore Livingston’s website and social media platforms by 10%. As of March 2023, the Explore Livingston website had seen 17,155 site sessions between Nov 2022 and March 2023. A 10% increase during FY24 would result in a total of 18,871 site sessions.

Destination Management: Incorporate “Livingston Like A Local” content into website and ongoing social media posts (minimum of 25 posts throughout FY24) and highlight “Livingston Like A Local” in email newsletters (minimum of 4 mentions throughout FY24). Although

it's difficult within our budget to measure the multi-faceted behavior of a high-value/low impact visitor, we will continue to look for anecdotal indicators including website traffic and email newsletter open rates. Website traffic chart attached.

Our metric was a 10% increase in website traffic FY 22/23 over FY 23/24 year. Our website traffic increase was 28% year over fiscal year for a total of 33,668 site sessions in FY 23/24. Our Facebook and Instagram followers exceeded our 10% increase metric; Facebook Reach was up 49% year over fiscal year, and Instagram Reach was up 41% year over fiscal year.

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3) Destination Stewardship Goal: Develop a five-year strategic vision and plan, working with other local organizations to increase the overall resiliency of Livingston's hospitality businesses.

Overall Objective: Proceed with strategic vision planning to build year-round economic resiliency with input from the Livingston area tourism and hospitality stakeholders.

Proposed Tactics and Projects: Tactics expected to include the following: incorporate key learnings and best practices from other strategic planning and resiliency work being conducted across the state; form steering committee of stakeholders; review existing ITRR research and other community-wide data; distribute survey to understand and measure Livingston area hospitality and tourism related businesses' evolving thoughts on tourism (our first tourism sentiment survey was conducted right before the Summer 2022 Flood); conduct listening sessions with community members to gather input; analyze and summarize findings into key takeaways; outline plan to share with stakeholders for review and adoption.

Destination Stewardship: Secure input from 100+ community members via stakeholder engagement, survey and listening sessions to develop the five-year strategic vision and plan. We've begun the process of developing the vision and plan and will be using the research groundwork we completed in year one to complete the process by 2027, remaining responsive and flexible to ongoing situations.

Findings from initial survey (completed pre-2022 floods) attached as reference for groundwork in Stewardship plan.

Our Destination Stewardship goal of input from 100+ community members via stakeholder engagement and listening sessions were not met in this fiscal year due to the slower RFP process of securing a contractor to undertake this ambitious strategic plan. Livingston DMO has only one staff member who could not implement the plan without an outside contractor and following regulations for an RFP.

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DMO Plan Attachments

Description	File Name	File Size
Explore Livingston Like a Local graphic 2	4.PNG	253 KB
Explore Livingston Like a Local graphic 2	4.PNG	253 KB
Explore Livingston Like a Local graphic 2	4.PNG	253 KB
Explore Livingston Destination Stewardship and Tourism Resiliency Strategic Plan RFP	Explore Livingston Destination Stewardship and Tourism Resiliency Plan RFP.pdf	109 KB
Explore Livingston Proposal for Destination Stewardship plan Latta	Explore Livingston_Proposal Destination Stewardship plan Latta.pdf	1.3 MB
Explore Livingston Like a Local Graphic	Nashan.PNG	1.0 MB
Explore Livingston Like a Local Graphic	Nashan.PNG	1.0 MB
Explore Livingston Like a Local Graphic	Nashan.PNG	1.0 MB