

# Application Summary

**Application:** FY25 DMO Plan

**Applicant:** Livingston CVB

**Funding opportunity:** FY25 DMO Plan

## Application Responses

**Organization Name:** Livingston DMO/CVB

**First Name:** Kris

**Last Name:** King

**Street Address 1:** 124 South Main Street, Suite 210

**Street Address 2:**

**City:** Livingston

**State:** MONTANA (MT)

**Zip:** 59047

**Funding Opportunity:** FY25 DMO Plan

**Amount Requested:** 66,109

## General Description Information

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

### **1a. Destination:**

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 just over 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; more movies were filmed in our area than anywhere in Montana in 2023 and the nearby Yellowstone Film Ranch offers tours as well as a popular filming location; we're home to 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.

## **1b. Strengths:**

### **Our Strengths**

**Strong Collaborations, Communications, and Partnerships:** Livingston DMO, 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 consistently 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., Prospera, and a wide range of local organizations addressing everything from disaster response and recovery, passenger rail, public arts, local festivals, and museum exhibits. We also 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 conveniently located 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 our public art sculptures, murals, ghost and neon signs and will expand our #LivingstonMuralTrail campaign to include these historic assets with a #LivingstonSnapShot campaign.

**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 four 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.

### **1c. Opportunities:**

#### **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:** we have over 50 eateries and specialty markets including 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, a community art center, three museums with history, train, and art exhibits, over a dozen art galleries, a vintage movie house, a dozen live music venues, and literary events at several of our four 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, our warm season Farmer's Market was voted Best in Montana the past two years, 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 and has been named Film Community of the Year by the Department of Commerce three times, most recently in 2024.

**Family-Friendly Amenities:** Playgrounds, outdoor pool, splash park, tennis courts, Dino Dig Park, bowling alley, 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.

## **1d. Potential Challenges:**

### **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 rental, lack of inventory, 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. We will be participating with our partners on a "Housing Heros" campaign celebrating local efforts to offer workforce housing through ADU units and turning VRBO/AirBnB back into rental units for local workers,

**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.

The lack of snowfall this winter led to a 70% decrease in ski sales at local shops, decrease in cross country skiing and dog sled visitors, and we anticipate the low snowfall will contribute to wildfires and low river levels in the coming year.

**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. Last year we received an increasing number of direct communications from travelers who canceled their visits to Montana due to recent legislative actions, and we are concerned that our "All Are Welcome" message may be increasingly inaccurate. This is difficult to measure, but is exacerbated by recent white supremacy and anti-LGBTQ activity in Livingston.

**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.

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**2. Briefly describe how your destination aligns with the Montana brand or describe the Brand strategy for your DMO.:**

**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 four 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.

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**Destination Marketing:**

**Destination Management:**

**Destination Stewardship:**

**Destination Development:**

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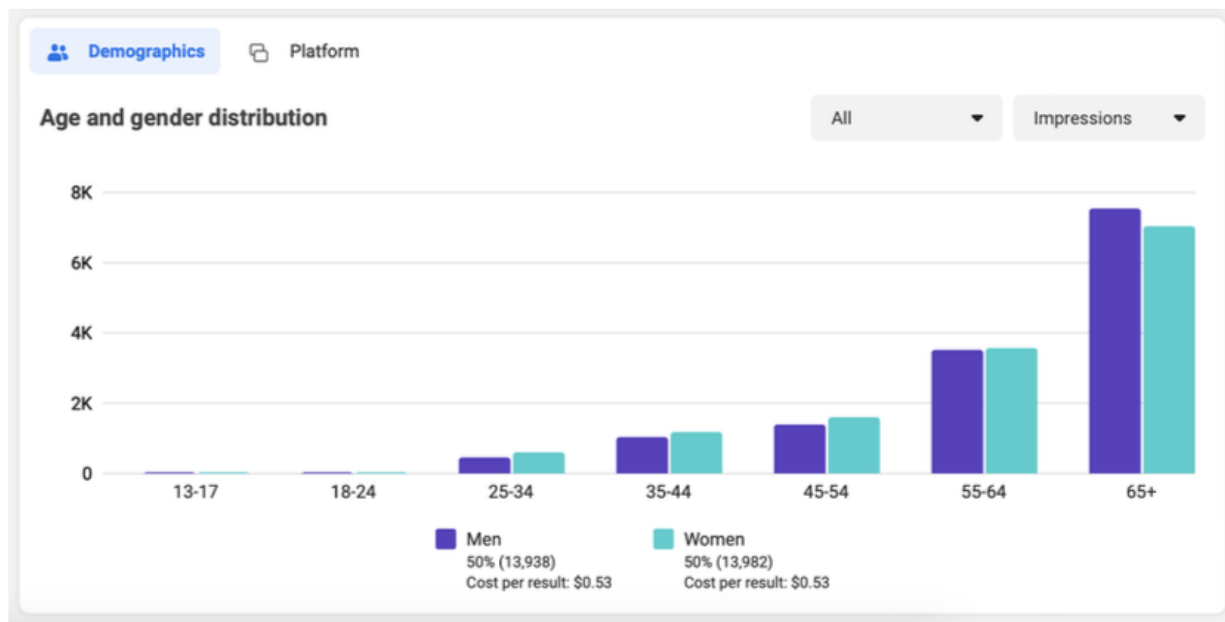
### **3a. Define your audience(s) (demographic, geographic and psycho-graphic):**

**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.

### **Findings from FY23 and FY24 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. In FY24 we built on the success of that campaign. Results from our FY24 winter marketing campaign showed that we were most successful in reaching women and men, ages 65+ in our digital campaigns. Below is a snapshot of the age and gender distribution from this campaign. (see attachment). We will use this and other data to inform how to best target our messages and creative for FY25.



### **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 and FY24 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
- + We don't focus on marketing to Foreign Independent Travelers (FIT) because we don't have an extensive budget to effectively target them. However, we do see indicators (largely reporting from individual hospitality businesses, again we don't have the budget to target or track detailed demographics for this population) that FITs visit our area and we welcome an increase in visitation from these demographics.

#### 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 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**

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 and have been closely involved in the Downtown Master Plan, which will be unveiled late Spring of 2024.

#### **3b. What research supports your DMO strategy? :**

We use multiple sources to support our strategy including data from the following:

Sources: Explore Livingston Marketing Campaign and Website Analytics

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

Consumer Marketing Market Analysis

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

Institute for Tourism and Recreation Research (ITRR)

<https://itrr.umt.edu/interactive-data/default.php>

Bed Tax Revenue

<https://brand.mt.gov/Programs/Office-Of-Tourism/Lodging-Facility-Use-Tax>

Yellowstone National Park Visitation

[http://www.tourismresearchmt.org/index.php?option=com\\_traveltrends&view=traveltrends&Itemid=108](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](http://www.tourismresearchmt.org/index.php?option=com_traveltrends&view=traveltrends&Itemid=106)

Also see infographics below:

#### EXPLORE LIVINGSTON FY23 MARKETING CAMPAIGN ANALYTICS

Nov 1, 2022 through April 1, 2023

This chart captures the results from our FY23 paid social advertising campaign showing that those who live in Montana and our greater region - including Colorado and Minnesota - engaged most frequently in this marketing campaign.



Campaign name	Region	Results	Reach	Impressions	Cost per result	Amount spent
Path to Winter Paradise	All	9,488 Link clicks	444,970	1,327,997	\$0.41 Link Click	\$3,934.04
	Montana	3,071 [2] Link clicks	66,566	337,227	\$0.34 [2] Link Click	\$1,051.63
	Wyoming	1,509 [2] Link clicks	64,262	240,675	\$0.40 [2] Link Click	\$598.34
	Colorado	1,132 [2] Link clicks	93,193	191,164	\$0.51 [2] Link Click	\$581.76
	Minnesota	969 [2] Link clicks	76,679	165,814	\$0.53 [2] Link Click	\$517.48
	Utah	972 [2] Link clicks	57,861	140,661	\$0.44 [2] Link Click	\$422.99
	Idaho	731 [2] Link clicks	41,092	105,537	\$0.45 [2] Link Click	\$331.68
	Washington	781 [2] Link clicks	32,131	100,648	\$0.39 [2] Link Click	\$308.41
	North Dakota	299 [2] Link clicks	11,265	42,416	\$0.37 [2] Link Click	\$109.76
	Wisconsin	23 [2] Link clicks	1,920	3,843	\$0.52 [2] Link Click	\$11.98
	Unknown ⓘ	1 [2] Link Click	—	12	\$0.02 [2] Link Click	\$0.02

## EXPLORE LIVINGSTON FY24 MARKETING CAMPAIGN ANALYTICS

Oct 1, 2023 through March 1, 2024

This chart captures the results from our FY24 paid social advertising campaign showing that those who live in Montana and our greater region - including Colorado and Minnesota - engaged most frequently in this marketing campaign.

Campaign name	Region	Amount spent	Impressions	Reach	Results	Cost per result	Frequency
WINTER '24	All	\$3,418.94	754,108	231,376	10,870 Link clicks	\$0.31 Link Click	3.26
	Montana	\$1,212.91	275,430	54,784	3,771 [2] Link clicks	\$0.32 [2] Link Click	5.03
	Colorado	\$523.38	104,424	43,443	1,778 [2] Link clicks	\$0.29 [2] Link Click	2.40
	Minnesota	\$498.17	107,110	44,212	1,608 [2] Link clicks	\$0.31 [2] Link Click	2.42
	Wyoming	\$420.94	105,640	27,937	1,259 [2] Link clicks	\$0.33 [2] Link Click	3.78
	Idaho	\$255.98	52,406	18,390	835 [2] Link clicks	\$0.31 [2] Link Click	2.85
	Washington	\$238.62	48,276	16,467	777 [2] Link clicks	\$0.31 [2] Link Click	2.93
	Utah	\$181.99	40,862	19,735	562 [2] Link clicks	\$0.32 [2] Link Click	2.07
	North Dakota	\$75.27	17,436	5,767	239 [2] Link clicks	\$0.31 [2] Link Click	3.02
	Wisconsin	\$11.68	2,523	641	41 [2] Link clicks	\$0.28 [2] Link Click	3.94

## EXPLORE LIVINGSTON FY23 WEBSITE ANALYTICS

Nov 1, 2022 through April 1, 2023

These website analytics capture our success in increasing our website traffic during our FY23 marketing campaign.

Site sessions  
17,155 ↑ 211%

Unique visitors  
14,646 ↑ 208%

Avg. session duration  
2m 43s ↓ 14%

### Sessions over time



## EXPLORE LIVINGSTON FY24 WEBSITE ANALYTICS

Oct 1, 2023 through March 1, 2024

These website analytics capture our success in increasing our website traffic during our FY24 marketing campaign.

Site sessions  
22,664 ↑ 202%

Unique visitors  
18,260 ↑ 186%

### Sessions over time



[See Full Report](#)

BED TAX REVENUE: LIVINGSTON DMO/CVB

This chart shows the amount of bed tax revenue collected since 2017, a possible indicator to the success of the marketing campaigns.

2023	514,063
2022	500,491
2021	519,818
2020	221,836
2019	270,735
2018	270,776
2017	297,629

Source: Montana Department of Commerce, Office of Tourism, as of April 2024

#### YELLOWSTONE NATIONAL PARK VISITATION

Although the Livingston DMO/CVB cannot take credit for visitation to Yellowstone National Park, we do track year-over-year visitation numbers to understand the greater trends in the area.

2023	4,467,285
2022	3,290,242
2021	4,860,242
2020	3,806,306
2019	4,020,288
2018	4,115,000
2017	4,116,524

Source: National Park Service Public Use Statistics Office

#### AIRPORT DEBOARDINGS (BOZEMAN YELLOWSTONE AIRPORT)

Although the Livingston DMO/CVB cannot take credit for airport deboardings at the Bozeman Yellowstone Airport, we do track year-over-year deboardings to understand the greater trends in the area.

2023	1,064,950
2022	1,129,016
2021	966,492
2020	443,466
2019	788,154
2018	671,367
2017	599,176

Source: Montana Department of Transportation

### **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). Livingston's Campione Restaurant was the only restaurant in Montana (or the region) to be named on the 2023 *New York Times* top 50 restaurants in U.S. and our culinary scene is an increasing attraction to both the regional drive market and visitors from around the world.

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.

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

**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 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 and FY24 cool season marketing campaigns, 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 on social media 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:** Educate visitors to encourage them to embrace high-value/low-impact behavior in support of our sustainable tourism challenges.

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

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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**5. Define and describe your overall objectives. Objectives are formed from your goals. They are logical, attainable steps to achieve the goals and are able to be measured.:**

**Objectives/Metrics/Evaluation:**

OBJECTIVES	MEASURABLE METRICS FOR SUCCESS
<p>Increase year-over-year lodging tax collections.</p>	<p>Increase lodging tax collections for the Livingston DMO/CVB by 3% and occupancy levels for the Livingston Tourism Business Improvement District (TBID) by 10%. Note: 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. There is a new hotel opening June 2024 so we have projected an approximate 10% increase in TBID assessments due to that new property. As of May 2024, lodging tax collections DMO/CVB bed tax collections are up 3% over 2022 and at nearly the same levels of 2021.</p> <p><a href="https://marketmt.com/Programs/Industry-Services-and-Outreach/Lodging-Facility-Use-Tax">https://marketmt.com/Programs/Industry-Services-and-Outreach/Lodging-Facility-Use-Tax</a></p>
<p>Increase year-over-year traffic to Explore Livingston’s website and social media platforms.</p> <p>Incorporate “Livingston Like A Local” content into website and ongoing social media posts and highlight “Livingston Like A Local” in email newsletters.</p>	<p>As of April 2024, the Explore Livingston website had seen 22,644 site sessions between Oct 2023 and March 2024. A 10% increase during FY25 would result in a total of 25,288 site sessions during the same time period. As of April 2024, we have 6k Instagram followers and 3.6k Facebook followers. A 10% increase during FY 25 would result in 6.6k Instagram and 4k Facebook followers. We will use website and social media metrics to measure year over year traffic and include engagement statistics.</p> <p>Livingston Like a Local campaign:</p> <ul style="list-style-type: none"> <li>• Livingston Like a Local social media posts, minimum of 25 posts throughout FY25.</li> <li>• Livingston Like a Local content in email newsletters, up to 4 Livingston Like a Local mentions throughout FY25.</li> </ul>
<p>Secure input from community members via stakeholder engagement, survey and listening sessions to</p>	<p>Will use findings from initial survey.</p> <p><a href="https://www.explorelivingstonmt.com/files/ugd/cc5041_50637180935241a0a1b693f99aacf66a.pdf">https://www.explorelivingstonmt.com/files/ugd/cc5041_50637180935241a0a1b693f99aacf66a.pdf</a></p> <p>(completed pre-2022 floods) as reference for groundwork in Stewardship plan. We will track engagement with a minimum of 100+ community members and stakeholders and conduct, at a minimum, one public listening session. Will incorporate research and data from at least two other area entities doing similar work in order to save DMO funds and reduce duplication efforts, including Park County Community Foundation's annual “We Will” survey and report, and Yellowstone Country's Regional Tourism Resilience Plan and Resiliency Committee findings.</p>

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 we completed in year one as a baseline to compare with surveys and studies from regional partners to complete the process by 2027, remaining responsive and flexible to ongoing situations. Part of our reliance planning includes highlighting the arts and events as destination assets available even when weather events such

Additionally, we will work closely with the Park County Community Foundation's brand new Park County Arts Council on their findings about arts opportunities, investments, and engagement.

as floods, fire, etc. impact visitors' access to outdoor recreation.	

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**Budget Form:** Livingston DMO FY25 budget.xlsx

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**DMO Budget:**  
**DMO: Livingston**

Allowable Method	Amount Budgeted	% Budgeted	Amend +/-	Updated Budget	% Budgeted
Administration	\$13,222.00	20.00%	\$0.00	\$13,222.00	20.00%
Agency Services	\$7,000.00	10.59%	\$0.00	\$7,000.00	10.59%
Earned Media/Tourism Sales	\$2,000.00	3.03%	\$0.00	\$2,000.00	3.03%
Education/Outreach	\$1,500.00	2.27%	\$0.00	\$1,500.00	2.27%
Joint Ventures	\$5,500.00	8.32%	\$0.00	\$5,500.00	8.32%
Marketing Resources	\$500.00	0.76%	\$0.00	\$500.00	0.76%
Opportunity Marketing	\$6,387.00	9.66%	\$0.00	\$6,387.00	9.66%
Paid Media	\$10,500.00	15.88%	\$0.00	\$10,500.00	15.88%
Marketing Personnel	\$11,000.00	16.64%	\$0.00	\$11,000.00	16.64%
Website Development (Online, Website, Mobile)	\$8,500.00	12.86%	\$0.00	\$8,500.00	12.86%
		0.00%	\$0.00	\$0.00	0.00%
		0.00%	\$0.00	\$0.00	0.00%
		0.00%	\$0.00	\$0.00	0.00%
		0.00%	\$0.00	\$0.00	0.00%
		0.00%	\$0.00	\$0.00	0.00%
<b>TOTAL BUDGET</b>	<b>\$66,109.00</b>	<b>100.00%</b>	<b>\$0.00</b>	<b>\$66,109.00</b>	<b>100.00%</b>

Revenue Projection	\$66,109.00
Funds not spent during previous fiscal year	\$0.00
Rollover Funds at Commerce	\$0.00



Allocated Following Audit

\$0.00

**Budget increase total**

\$66,109.00

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**Narrative Evaluation:**