

GREAT FALLS MONTANA TOURISM
OBJECTIVES, TACTICS, GOALS, & BUDGET

for

July 1, 2023 – June 30, 2024

Adopted: 4-20-2023

VISION
Be THE place in Montana to visit for a genuine experience.

MISSION
Strengthen our economy by promoting the uniqueness of Great Falls, Montana to visitors.

VALUES
Authentic | Innovative | Bold | Accountable | Respectful | Passionate
Results Focused | Trusting | United | Honest

EXECUTIVE SUMMARY

Great Falls Montana Tourism is the destination management organization for Great Falls, Montana. There are 466 incorporated places in the United States that have a population of between 50,000 to 99,999, Great Falls is 1 of them. There are 741 places with 25,000 to 49,999. That is 1,206 options other than Great Falls that offer travel opportunities. Our job is to get Great Falls known and then make people fall in love with our unique opportunities.

In 2022, Great Falls welcomed 1.3 million overnight from 22 States, 4 Canadian Provinces, and 5 Countries. Market room demand was 517,502, highest in Great Falls' history. The biggest impact for room demand in 2022 was contractors working at Calumet on the creation of a renewable diesel production operation. In 2021 we saw record overnight visitation at nearly 1.5 million, which is believed to be the pent-up demand for travel from 2020 and the desire to still be in wide open spaces.

Overnight visitation is captured from the Institute of Tourism and Recreation Research (ITRR) and shows an 11% decrease over 2021. Room Demand is recorded by Smith Travel Research (STR) and showed a 12% increase. These two divergent trends could be explained by the short-term workforce that was staying in Great Falls not being included in intercept survey data.

Great Falls, Montana is the third largest city in Montana with 60,000 residents. The community has 2,300 lodging rooms available across 30 lodging properties. Construction has started or planned on two additional properties that are expected to bring an additional 155 rooms to Great Falls. There are 2 convention spaces: Montana ExpoPark and Mansfield Center. Additional stand-alone meeting space, as well as hotel-based meeting space, is available through Great Falls. The community has direct flights from Seattle on Alaska, Salt Lake City and Minneapolis on Delta, Denver and seasonally Chicago on United, Las Vegas and Phoenix on Allegiant.

For the fiscal year 2024 (FY24), Great Falls Montana Tourism is expecting a bit of a softening of the growth trends experienced over the past 2 years. The biggest component of the Calumet project is complete and demand for travel is starting to shift back into urban areas. To stabilize tourism in Great Falls and develop long-range growth strategies, Great Falls Montana Tourism is leading an effort to develop the first Comprehensive Tourism Strategic Master Plan for Great Falls, Montana. This process is expected to be completed in late 2023/early 2024. Until that plan is completed and there is an implementable road map with 1-, 2-, 3-, 4-, 5-, 10-, 15-, and 20-year planning windows, the nine objectives for Great Falls Montana Tourism in FY24 will be:

1. Generate stays at Great Falls lodging properties.
2. Increase return overnight visits and trip extensions.
3. Increase room demand during Western Art Week.
4. Increase number of mimosas sold during Mimosa Showdown.
5. Create alliances with champion-led efforts.
6. Increase direct flights to Great Falls.
7. Determine Great Falls' competitive advantages to grow tourism and expand the community's opportunities and competitiveness to attract visitors overnight.
8. Increase the number of Convention and Visitors Bureau members.
9. Maintain a highly functioning, accountable, mission focused, organization with educated staff and informed Directors, members, and partners.

Great Falls Montana Tourism will remain flexible to conduct additional research and begin implementation as is necessary.

STRENGTHS

Art

In the broadest sense of the term, Great Falls has art—from statutes and murals on the river's edge trail and downtown, to state parks and museums that capture our history and culture, to restaurants who source local food, to residents who create masterpieces on canvasses or using batik, and our entrepreneurs who create industry changing products. Great Falls is creative, innovative, and full of art.

Landscape

To the west of Great Falls, travelers find themselves surrounded by mountains. To the east of us, the wide-open plains. In Great Falls, we have the best of both worlds. Travelers get the mix of all the landscapes, making this area the most diverse landscape in Montana. Our community is in the river valley, where the Sun River meets the Missouri River. It is surrounded by the Little Belt, Highwood, Big Belt, and Rocky Mountains. We have grasslands, bluffs, buttes, and ag land.

Affordable

Great Falls has a $98.89 average daily rate through summer, ranging 15-48% below its Montana peers.

Uncrowded

Even with unprecedented growth in overnight visitation to Great Falls, the wait lines at trail heads, ski lifts, and restaurants remain non-existent or short and museums, events, trails, and lodging facilities have capacity for more.

WEAKNESS

Flux

Since 2020, there has been inconsistent trends in the return of tourism. Great Falls Montana Tourism secured funding research options for new strategies for tourism growth, however, that plan is estimated to be completed in December 2023.

Impression

Immediate thoughts of Montana include mountains, roaming wildlife, and backpacking adventures, and Great Falls is a modern community on the Missouri River with an industrial history.

Detractors

Great Falls residents hold a low-self image of and are negative about the community being a great place to visit.

OPPORTUNITES

Air Service

United, Delta, Alaska, and Allegiant are great partners, however, there are opportunities to add carriers and direct flights.

In-Market Experience
We are missing the ability to provide easier access to outdoor recreation and to further the culturally historic stories of Great Falls. Great Falls can benefit from easy access equipment rentals, tour guides, facilitated experiences, and review worthy interactions.

THREATS

National Economy
Interest in travel continues to increase since 2020, however, Government spending on the COVID-19 recovery has thoughts of recession looming nationwide, which could result in the cutting of discretionary spending.

Heritage Events
Great Falls has been fortunate to host long-standing signature events, some established over 40 years. As mature events, there is a potential for the end of their lifecycle or for interest to decline, reducing or eliminating overnight visitor attendance.

LEISURE TARGET MARKET

We've trimmed the target markets for FY24 to focus on more interactions per campaign to gain repeated exposure for message retention and recall. How many times do you see an ad once and it doesn't necessarily warrant acting, but then after the fact you think about it and can't find the ad ever again? The target markets and media strategies will be focused on creating more exposures to our messages.

Fly Markets
- Phoenix/Scottsdale
- Chicago
- Los Angeles
- Dallas

Drive Markets
- Spokane
- Boise
- Lethbridge
- Calgary
- Edmonton

Montana Markets
- Billings
- Missoula
- Kalispell

The personas Great Falls Montana Tourism will target within these markets are:
- Active Independent Adventurers, 35-65 years old
- Culture and History Buffs, 50-65 years old
- Event Experiencers, 25-45 years old
- Shop & Diners, 25-65 years old

GROUP TARGET MARKET

Great Falls Montana Tourism wants to work with one person that could bring a group of people to Great Falls. This could be meetings, conventions, trade shows, sporting events, and tours. On the meeting side, Great Falls Montana Tourism will focus on associations west of Mississippi River who host meetings and conventions with 200+ attendees within the following industries:
- Agriculture
- Arts
- Culture
- Outdoor Recreation

Additionally, Great Falls Montana Tourism will target:
- Montana Associations who are open to considering new locations.
- Montana regional sporting events.

We will do research to find our targets for other group markets and determining our competitive advantages.

CREATIVE AND CAMPAIGNS

Great Falls Montana has used a double exposure creative in its campaigns since 2020. We will be staying the course with this creative until the completion of the Tourism Master Plan and an in-depth analysis of Great Falls' marketing efforts. This year, Great Falls Montana Tourism will:

- adjust creative to not have such a polished, refined look and embrace a grittier style, visually, to the double exposure designs, playing into the filter effect we are seeing on social media where people are losing trust that what they see is reality as there are so many filters and social media is moving towards a "highlights reel" of only the filtered, best parts of life.
- shift away from the use of bright colored overlays on double exposures and look at shifting to using more muted, natural tones in overlays with the integration of more food images and messaging.
- QR codes will be added into videos and printed pieces where possible to make access to more info for planning easier for end users.

Great Falls Montana Tourism will move away from the Basecamp and Dam messaging and create campaigns focusing on a This and That effort, that leans into portraying Great Falls for what it truly is and being who we really are and what we really offer, boldly! The campaigns will integrate accessible and affordable tones with images and copy selection. The strategy is to find a classy way to say Great Falls is cheap and easy.

The campaigns will portray all sides of Great Falls from outdoor adventure to art, from fine dining to your go-to burger, from craft cocktails to draft beer, from do it all to do nothing. It will be about having your cake and eating it too with options on things to do, places to stay, dining, drinks, in a focused way.

This strategy plays into the fact that in today's society we are faced with information overload. When so much info is coming our way, we don't retain it all and we can't recall it all. Most people can't recall a full laundry list of things, but are more likely to recall options when given just 2 or 3.

The concept will be to run two campaigns in tandem, one focused on promoting mountain biking our dirt trails along the river combined with burgers and draft beer before seeing the Trailer Park Boys and the other focused on a Broadway show, our museums and grabbing a craft cocktail.

OBJECTIVE 1

Generate stays at Great Falls lodging properties.

TACTICS

Paid Media

Great Falls' paid media strategy will consider social, niche print publications with digital support, video-based placements, native articles, retargeted placements, and opportunities that leverage Glacier and Yellowstone National Park trip planners and visitors. All

placements will take advantage of custom landing pages for tracking. The focus will be on creating more exposures to our messages.

www.VisitGreatFallsMontana.org Website
Great Falls Montana Tourism will maintain a professional website and add micro sites for weddings, meetings, and groups. Detailed scenic drives will be added to the site that highlight noteworthy stops and points of history will be added. The website will be improved through the year with information that is often requested to ensure information is readily accessible for target audiences. Particular attention will be paid to pages within the site that get the most traffic to ensure continual fresh and relevant content is available, especially to the event page where new travel worthy events will be added weekly to increase date specific travel to Great Falls.

Earned Media
Great Falls Montana Tourism will monitor Help a Reporter Out "HARO" listserv for media searching for sources on story topics and provide information that will encourage leisure travel to Great Falls.

Trade Shows
Great Falls Montana Tourism will attend trade shows in target markets with preference given to niche shows and shows that have a large Montana presence to attract leisure travelers to travel to Great Falls. We will consider partnership options for attending larger and longer shows. Specific shows considered include:

- Calgary Outdoor Travel and Adventure Show
- Calgary Women's Show
- Boise Bike Show
- Spokane Bike Show

Facebook
Great Falls Montana Tourism will be the leader in producing original content about Great Falls, using "Glimpse of Great Falls" video segments, "Did you Know/Check this Out" image segments, "This is New" posts, member developed and supplied "Show Me" video segments, "Foodography" posts that highlight Great Falls' foodie scene, "Big Sky View" drone video segments, "Buy Your Friendship" giveaway posts, and new content announcement posts. Members who create Facebook events and add Great Falls Montana Tourism as the co-host will have the co-host request accepted for the event to be added to our page's event section. Shared content will be limited as it produces lower impressions and engagement; however, Great Falls Montana Tourism will post shared content of positive news highlighting the Great Falls' community, current non-political events, and exciting opportunities with the primary objective to make Great Falls, Montana the destination for a leisure traveler. Great Falls Montana Tourism will also manage its Facebook channel by:

- Inviting people who engage with our content and ads to Like our page.
- Responding to comments and messages, both positive and negative, as appropriate.

Instagram
The strategy with this tactic is to leverage user generated images to post breathtaking, emotion invoking photos on our feed of the diverse landscapes and seasonal experiences

in and around an approximate 60-mile radius from Great Falls for leisure travelers to be inspired by. As appropriate, this tactic will also supplement the growth of our photo library by securing the rights and the original high-resolution images to use in other media efforts. Feed posts will include:

- Current brand toned captions.
- Great Falls, Montana as the tagged location, with the specific location added in the comments.
- The hashtags: #VisitGreatFalls #GreatFallsMontana #GreatFallsMT #GreatFalls #Montana.
- Additional trending experience, season, and image specific hashtags to leverage larger feeds.

Great Falls Montana Tourism will create short form videos highlighting activities, events, special features, unique experiences, and beautiful views to be used on reels and shared in stories. Lastly, tagged content, current events, blog post links, podcast episode links, and other relevant content that highlight outdoor adventure and activities in Great Falls will be shared in our stories, as appropriate. Great Falls Montana Tourism will continue to manage this channel by:

- Responding to comments and messages, both positive and negative, as appropriate.
- Finding and following hashtags and creators relevant for our purpose.

YouTube

Great Falls Montana Tourism will use this tactic to launch a "Great Stories of Great Falls" series. This will be long-form documentary style videos produced by Great Falls Montana Tourism that will emotionally connect viewers to Great Falls and provide a deeper reason for leisure travelers to travel to our community. Topics for this series could be:

- Inside and Behind our Five Dams
- The remains of our mining history
- The feisty women of Great Falls and the legacy to see today
- The localist, freshest beer of the world is in Great Falls
- 30 years in the making – River's Edge Trail System
- Where the history of plains Indians is still present in Great Falls

The "What's Up Wednesday" video segment will be resurrected for this tactic and posted weekly, highlighting what can be done in the coming weekend and in two-weeks in Great Falls. Short-form videos will be produced and published furthering the "Montana People of Great Falls" effort, providing business profile videos to connect the viewers to the people of Great Falls that make it a special place to visit. Furthering our people connection, we will produce "Makers of Great Falls" and "Artists of Great Falls" short-form videos. Great Falls Montana Tourism will continue to manage this channel by:

- Responding to comments and messages, both positive and negative, as appropriate.
- Organizing content into Playlists, as appropriate.

LocalHood

This tactic is a Crowdriff platform that is available in partnership with BrandMT. Great Falls Montana Tourism will leverage this tactic to publish itinerary ideas and tips of things leisure travelers can do. As appropriate, this content will be downloaded and shared to Great Falls Montana Tourism's Instagram Reels and YouTube Shorts.

We're No Dam Experts Podcast
Great Falls Montana Tourism will create, produce, and publish a weekly episode on a topic about Great Falls, Montana. These episodes will be supported with a landing page that contains a link to each episode. Each episode will be shared on Facebook and Instagram and published to YouTube.

"Adventure Awaits" Email
A monthly email will be developed using current brand tone and imagery then delivered to our 80,000+ database to encourage travel in the next 60 days using Constant Contact. Additional special editions will be delivered to targeted interests as the need arises. All Adventure Awaits emails will be shared with a Facebook post.

"Get to Know Great Falls" Email
In lieu of mailing printed visitor guides, an email, using Constant Contact, will be sent to inquiries received from paid media placements. If requested from the email, a printed guide will be mailed.

Printed Material
Great Falls Montana Tourism will develop and make available four printed resources to educate and orient travelers about Great Falls, Montana. Those pieces are:

- Montana's Basecamp Magazine – the official visitor guide for Great Falls which contains everything someone needs to know about Great Falls.
- Great Falls Map Pads – tear off sheets for navigating the streets of Great Falls.
- The Falls of Great Falls Map Pads – tear off sheets for navigating to all 5 falls on the Missouri River in Great Falls.
- Highlight Sheet – a one page piece to use with groups to showcase the must dos of Great Falls.

Leverage Connected Audiences/Influencers
This tactic is broad based and will leverage audiences already connected to Great Falls. Great Falls Montana Tourism will consider:

- Creating a printed insert for local businesses to include with their Great Falls made products being sent directly to consumers that invites them to visit.
- Creating window decals for member businesses that includes a QR code taking the viewer directly to a video about Great Falls, Montana.
- Working with the Newberry and other venues to ask traveling talent to tag Great Falls, Montana in posts about upcoming events they are doing in Great Falls. Ask talent to enjoy Great Falls and let us capture video to post to our social channels and tag talent.
- Working with persona based Great Falls residents for them to create specific content that will be posted to their channels where Great Falls Montana Tourism is tagged.
- Working with Great Falls sporting venues: Electric City Speedway, Great Falls Trap and Skeet Club, Voyager Stadium, Montana ExpoPark, Great Falls Ice Plex, and Mclaughlin Center.
- Researching options for travel package donations, filled with Great Falls made products and member experiences, to be auctioned during fundraising events in target markets.

- Sponsorships that will provide marketing opportunities for Great Falls Montana Tourism during sponsored activities targeted to leisure and group travelers. Opportunities most appealing include Great Falls Montana Tourism include video play features, program ads, access to databases for welcome, fill-your-after-hours, and thank you communications, magazine display space, scripted overhead announcements, and social channel takeovers.
- Work with Touro University Montana, Malmstrom Air Force Base, and University of Providence to invite staff, students, and personnel's, family and friends to come visit them in Great Falls.

Blogs

Great Falls Montana Tourism will leverage this website feature to highlight the what's and how's of things to do in Great Falls. The types of content that will be blogs are "Where to Throw Horseshoes", "Where to have motorized fun", "Rodeos and PowWows", "Great Falls' Burger Challenge", "Is the fishing here really worth it?", "What to Hunt and Where". Blogs will be more evergreen and developed and published by both Great Falls Montana Tourism and resident experts throughout the year. Additionally, Great Falls Montana Tourism will develop and publish a less evergreen monthly "Only in Great Falls" blog that will feature activities and events that can only be done in the coming month in Great Falls and shared through a post on Facebook.

Network and Research

This tactic is about leveraging others for the benefit of Great Falls. Great Falls Montana Tourism will:

- Network with leaders at Rotary, Chamber, Montana Society of Association Executives, and other professional functions to find industry associations, passion projects, reunions, and sporting events residents are connected to and ask for referrals to bring the opportunity to Great Falls.
- Work with local venues to develop a comprehensive calendar of projects and leverage the success of those local projects for national opportunities.
- Prospect through LinkedIn to connect with meeting planners and build relationships with them to find opportunities they need destinations for.
- Deliver "Bring it to the Basecamp" presentations to civic organizations and ask for referrals of group opportunities.
- Search MINT+ database for new meeting and convention opportunities by industry and location and send letters of interest to qualified leads.
- Search public event calendars at venues in communities like Great Falls for groups they have secured and solicit group to consider Great Falls.
- Respond to Request for Proposals by providing:
    - partner supplied room rates & availability or agreed upon percentage discount on standard rates on future bookings.
    - information on appliable resources, such as catering, live music, networking events, transportation, and family itineraries.
    - industry specific options for keynote addresses or on-site tours.
    - details on unique attendee experience opportunities to increase attendee interest.
    - connections to community and industry leaders, local service providers, and community engagement opportunities.

- testimonies from previous groups secured through surveys of completed events.

"Get it in Great Falls" Lead Distribution
Great Falls Montana Tourism will search the MINT+ database for meetings of 10-125 attendees and send those leads to Great Falls lodging and venue properties monthly.

LinkedIn
Great Falls Montana Tourism will leverage industry trends and utilize this social platform to:

- highlight networking activities, space, unique opportunities, and successes.
- promote affordability and accessibility.
- showcase landed businesses and successes of getting things done.
- share industry advantages only in Great Falls.

"Bring it to the Basecamp" Email
Great Falls Montana Tourism will leverage industry trends and develop an email with relevant content and distribute to its planner/organizer database, using Constant Contact.

Familiarization Tours
Great Falls Montana Tourism will continue to provide a virtual familiarization tour for planners of group events. In-person tours will be strategically made available throughout the year. These tours will provide planners with the opportunity to see Great Falls, its venues, and experiences in person to better picture what an event in our community could look like.

Targeted Events
Great Falls Montana Tourism will step away from hosted buyer shows for meetings this year and test other areas of the group markets. We will learn a little more about these events from our peers that have attended and visit with BrandMT regarding the deliverables for these events. We will discuss with our local properties what their efforts currently involve and what groups are already coming. Based on findings from these conversations, Great Falls Montana Tourism will consider attending:

- American Bus Association (ABA) Marketplace
- International Roundup (IRU)
- Go West
- Destination West
- American Motorcoach Association (AMA)
- International Inbound Tour Association (IITA) Summit
- National Tour Association (NTA) Travel Exchange
- IPW
- RMI
- ITB
- ESTO

Incentives
Great Falls Montana Tourism will utilize big and small incentives to gain favor with organizers to talk to us or land businesses in Great Falls. Incentives for landed business will provide opportunities for members to benefit from.

Attendance Building
Great Falls Montana Tourism will attend preceding events of meetings/convention landed to build attendance, provide social media assets for organizers to post about Great Falls, and/or distribute communications about Great Falls to potential attendees.

GOALS
Maintain record setting room demand levels of FY23 measured by Smith Travel Research reports and maintain overnight visitation of FY23 measured by Institute for Tourism and Recreation Research. Grow lodging tax collections 2%. Grow LinkedIn Followers 60%. Grow Facebook Followers 15%. Grow Instagram Followers 15%. Grow YouTube Audience 80%. Average 100,000 weekly social media impressions. Produce 6 “Great Stories of Great Falls”. Secure 4 new groups to Great Falls. Aid partners in securing 4 new groups to Great Falls.

OBJECTIVE 2
Increase return overnight visits and trip extensions.

TACTICS
Signage
A sign will be placed on the front door at 15 Overlook Dr to let guests know when humans are available to visit with them and direct them to scan a QR Code to receive a welcome message and details about what to do in Great Falls when we are away enjoying Great Falls (like they should be doing).

City Keyosk
Great Falls Montana Tourism will research the possibility of partnering with the City Keyosk system already in local lodging properties to place content within their system for in-market guests to know what to do in Great Falls.

Interactive Kiosk
A kiosk is planned at 15 Overlook Drive through the Wayfinding Plan and has funding attached to it through a Main Street Grant, which Great Falls Montana Tourism is helping to provide match for. Downtown Great Falls is leading this effort and we will work with them to determine specific kiosk options and consider the option of upgrading at our own expense, if needed.

Guest Services
Great Falls Montana Tourism will provide services to guests coming to 15 Overlook Drive throughout the year, during regular operations, as staff time allows. This would be Monday – Friday between the hours of 9 am and 4 pm, excluding holidays, board meetings, and extenuating circumstances.

- Offer Welcome Booth at event with Great Falls resources to provide attendees information about things to do after conference.
- Develop pre/post conference itineraries for distribution to meeting attendees.

- Provide Family/Partner itineraries to increase add-on attendance.

The Eventory
Great Falls Montana Tourism will create and deliver The Eventory, an inventory listing of events occurring in Great Falls, weekly. The email will be sent, using Constant Contact, to distribution lists that include event industry partners, interested parties, and lodging properties to aid in itinerary fillers for in-market guests, to share what events are coming up with in-market guests, and strategic planning or collaborating on established and new events with other organizers.

Coming Soon Display
Great Falls Montana Tourism will maintain a digital coming soon display visible within and from outside of 15 Overlook Drive.

Invite Them Back
Prior to the start of a large event in Great Falls, Great Falls Montana Tourism will provide to lodging properties and members, details about the next events that guests can be invited back for.

GOAL
Maintain 90% of groups staying overnight in Great Falls are with repeat visitors as measured by Institute for Tourism and Recreation Research.

OBJECTIVE 3
Increase room demand from Wednesday to Sunday night of Western Art Week 2024.
*Great Falls Montana Tourism will focus on attracting the Event Experiencers to Great Falls during Western Art Week and leave the Art Buyer market to the shows to attract. The following tactics are designed for first time and repeat attendees.

TACTICS
www.WesternArtWeek.com Website
Great Falls Montana Tourism will manage the content on this micro-site to list all the shows with links to the show pages where details of events and artists can be found.

Target Market Gallery Pop-Up Show
Great Falls Montana Tourism will partner with select Western Art Week artists from select Drive and Montana Markets and create a mini-Western Art Week experience within those artists community, including a quick finish or quick draw or auction. We will consider leveraging local businesses business after hours events to gain attendance. All attendees will receive an incentive to travel to Great Falls for Western Art Week. The incentive could be:

- Limited Edition Print
- Drawing entry for original art during an opening reception to a show
- VIP Tickets
- Drawing for a free night stay in any Great Falls lodging property

Influencers
Great Falls Montana Tourism will research options to sponsor a creator(s) of influence from select Drive and Montana Markets to attend Western Art Week for their first time and create, or have content created around their experience to post on theirs and Great Falls Montana Tourism's channels.

Paid Media
Great Falls Montana Tourism will leverage the new video assets developed in FY23 for paid placement. Messaging will include notice of rebate for attendees.

Owned Media
Great Falls Montana Tourism will work with show organizers to feature artists and their works on WesternArtWeekGF Facebook page.

VIP Tickets
This tactic will consider the creation of a VIP Ticket that would provide benefits at participating shows that could include:

- Reserved seating at events
- Hosted Hospitality area
- Valet or reserved parking at shows

Rebate
Great Falls Montana Tourism will provide a $50 rebate to Western Art Week attendees who complete a form and provide a folio from a Great Falls lodging property for a completed stay on Wednesday, March 13, 2024.

GOAL
20% increase in total Wednesday to Sunday night room demand over FY23 measured by Smith Travel Research reports.

OBJECTIVE 4
Increase number of mimosas sold during 5th Annual Mimosa Showdown in partnership with Downtown Great Falls.

TACTICS
www.MimosaShowdown.com Website Page
Great Falls Montana Tourism will maintain a page on its website that will have www.MimosaShowdown.com direct to. This will be the landing page used for paid media efforts and highlight the showdown participants and the 2024 showdown contender. Other events planned in conjunction with the Showdown will also be highlighted, such as Sunday brunch or live music.

Paid Media
Great Falls Montana Tourism will leverage previous Mimosa Showdown video assets for paid placement to encourage travel to Great Falls for the event.

Support Materials
Great Falls Montana Tourism will lead the effort to develop printed materials in coordination with Downtown Great Falls that will list all the Showdown participants and text to vote instructions. These materials will be distributed prior to the Showdown for participants to place within their establishment.

Owned Media
Great Falls Montana Tourism will create a Facebook Event and include Downtown Great Falls and Showdown Participants as co-hosts. Great Falls Montana Tourism will create content related to the event and post on its social channels, tagging Downtown Great Falls and specific Showdown participants.

GOAL
1,000 Mimosas sold per establishment measured by establishment feedback.

OBJECTIVE 5
Create alliances with champion-led efforts that enhance Great Falls' competitiveness for overnight visitation and further the mission of Great Falls Montana Tourism.

TACTICS
Partnership Proposals
Great Falls Montana Tourism will accept proposals throughout the year to fund projects that will generate NEW room nights in Great Falls lodging properties. There is no minimum or maximum amount for a request, however; funding decisions will consider the potential revenue Great Falls Montana Tourism will generate and the cost per one thousand impressions of marketing that will be received. There is no set number of proposals that will be awarded in any year. Great Falls Montana Tourism is not a continuous source of funding. There is no set number of grants awarded in any year.

Resource Clearinghouse
Great Falls Montana Tourism will provide bulk printed resources upon request to partners who will be working with guests on our behalf. This tactic also includes inventory management by Great Falls Montana Tourism to ensure materials produced by our organization as well as partner organizations are in-stock and available.

GOAL
Review and act on every opportunity presented.

OBJECTIVE 6
Increase direct flights to Great Falls.

TACTICS
Invest and Support
Great Falls Montana Tourism will support Great Falls International Airport and the Great Falls Chamber Foundation as they lead the Low-Cost Air Initiative and the Small Community Air Service Development (SCASD) effort. In addition to support, Great Falls Montana Tourism has committed $275,000 over three years to help secure and support a low-cost air carrier, to market specific flights to ensure their success. Great Falls Montana

Tourism has invested $50,000 as a match for SCASD. Additionally, Great Falls Montana Tourism devotes portions of its paid media spend in communities that have direct flights and those targeted for potential new direct flights.

GOAL
One new direct flight market added to GTF.

OBJECTIVE 7
Determine Great Falls' competitive advantages to grow tourism and expand the community's opportunities and competitiveness to attract visitors overnight.

TACTICS
Collaborate with Consultants
Great Falls Montana Tourism will work with the consultant team to research and analyze Great Falls and determine strategies for tourism growth for the destination.

GOAL
Adoption of a Comprehensive Tourism Strategic Master Plan for Great Falls, Montana with discovery, research, analysis, and data and an implementable road map with 1-, 2-, 3-, 4- 5-, 10-, 15-, and 20-year planning windows, supported by specific metrics to gauge progress by and methodology to prioritize the resources to achieve the goals and objectives of the plan.

OBJECTIVE 8
Increase the number of Convention and Visitors Bureau members.

TACTICS
1:1 meetings
Great Falls Montana Tourism will target businesses and organizations that will receive value from and help support Tourism's efforts and visit about the benefits of the annual $100 investment.

Referrals
This tactic relies on current members to share their experience with Great Falls Montana Tourism to recruit other businesses to become members. Successful recruiter members will receive a $25 credit on their membership, up to $50 per year.

Marketing Opportunities
Great Falls Montana Tourism will provide non-paid opportunities to members and paid opportunities for members and non-members to leverage our marketing efforts. The non-paid opportunities include:

- Providing materials, discounts and special offers for Great Falls Montana Tourism landed attendees.
- Notice of event sponsorship availability.
- Trade show booth feature.

The paid marketing efforts include:

- "Let Us Welcome You" retargeted offers/discount email and Visitor Magazine QR Code where members and lodging properties provide a discount to be delivered to travelers using a digital pass. Provided on a first come, first served basis.

- "We Want You Here" retargeted email opportunities where the member buys-in for a 100% of voice sponsored content retargeted email served as part of an automated series to a list of people who engaged in an initial Adventure Awaits email. The content will be approved and placed by Great Falls Montana Tourism. $200 for members, $600 for non-members. Provided on a first come, first served basis. Only 1 per month available.
- "Friday Basecamp Sponsor" opportunities beginning on National Tourism Day (May 6, 2022) until the last Friday in September. Members will work with Tourism Staff to design a value-added sponsorship at 15 Overlook Drive on Fridays. Put your t-shirts on our team, provide samples of your food for guests, do a giveaway, provide a special coupon. It's only good for one day – so make the most of it. $25 for members, $250 for non-members. Provided on a first come, first served basis. Only 1 per week available for a total of 21.
- "Give us a Minute" sixty-second sponsored content spot on Montana's #1 Podcast, We're No Dam Experts. The scripted spot will be approved and produced by Great Falls Montana Tourism, in podcast style, and aired at the beginning of the weekly podcast episode as well as listed in the library as its own mini episode. $100 for members, $400 for non-members. Only 1 per week available for a total of 52.

Website
Great Falls Montana Tourism will maintain a membership section on www.VisitGreatFallsMontana.org that includes membership benefits, marketing opportunities and a fillable membership form. This is a more passive tactic, however, has produced new members without staff time.

GOAL
160 total members by 6/30/2024.

OBJECTIVE 9
Maintain a highly functioning, accountable, mission focused, organization with educated staff and informed Directors, members, and partners.

TACTICS
Board, Partner Communication
Great Falls Montana Tourism will create and deliver weekly Tourism Tuesday emails for interested parties and Board of Directors that highlights the team's results and pertinent items that affect Tourism, from the previous week. Great Falls Montana Tourism will maintain a weekly and monthly paid media performance dashboard, a weekly owned media dashboard, and a monthly goal dashboard supported by data of visitation, lodging tax collection, and TBID assessment collection.

Board of Directors Management
The Board of Directors and Executive Committees will meet monthly to monitor financials, review progress towards goals, discuss pressing issues, review strategy, and adopt changes in strategic efforts. Great Falls Montana Tourism will provide Director orientation and opportunities for new Directors to be mentored by more seasoned Directors.

Policy and Procedure Review
Along with the Board of Directors, Great Falls Montana Tourism will review and update policies and procedures and add new governance as needed.

Financial Management
Great Falls Montana Tourism will follow financial management policies in managing the organization's funds. Staff will oversee:

- annual audit of assessment and tax funds.
- coordinate 990 preparations for Great Falls Convention and Visitors Bureau.
- submit annual reports for both Great Falls Tourism Business Improvement District and Great Falls Convention and Visitors Bureau.
- deliver quarterly financial reports for Great Falls Convention and Visitors Bureau.
- complete annual marketing evaluation report for Great Falls Convention and Visitors Bureau.

Professional Development
Staff will be provided with opportunities for continued education within the industry and their area of professional purpose. Staff will take advantage of webinars from Destinations International, DMA West, Rotary, and other industry partners. Trainings and conferences Great Falls Montana Tourism will consider attending:

- Destinations International Annual Convention
- DMA West CEO
- DMA West Tech Summit
- Destinations International Marketing and Communications Summit
- Destinations International Sales & Services summit
- Social West

Customer Management
Great Falls Montana Tourism will track all activity for inquiries, leads, projects, and partners through iDSS customer relationship management system.

Stakeholder Management
Great Falls Montana Tourism will create and deliver quarterly "Basecamp Briefs" for members, lodging properties and community leaders. We will find strategically aligned opportunities to gather stakeholders together for specific purposes to build, educate, and align tourism stakeholders. A joint Tourism Annual Meeting will be held every June.

Project Management
This tactic involves keeping records in iDSS up to date with notes regarding each contact with a project. Great Falls Montana Tourism will also create and deliver progress reports as needed to venues and lodging properties regarding projects lost and secured and known business occurring in Great Falls.

Staff/Volunteer Management
Great Falls Montana Tourism will maintain a year-round staff of an Executive Director, Sales, Director, Content Director, and Guest Services Manager. This team will implement this plan and approved recommendations from the Comprehensive Tourism Strategic Master Plan.

To ensure effective and efficient use of staff time, we will conduct weekly meetings to prioritize for the week, discuss hurdles, and strategize implementation efforts regarding each tactic.

Advocate
Great Falls Montana Tourism will leverage Board of Directors to do most of the advocating, however, staff will be involved in key efforts connected to:

- Increasing awareness of Tourism efforts through civic group presentations.
- Opposing any attempts to reduce or reallocate funds generated through current Tourism Business Improvement District laws.
- Opposing any attempts to change the lodging facility use tax that would negatively impact its ability to be used for tourism promotion and tourism infrastructure.
- Opposing efforts that reduce Great Falls' competitiveness to attract overnight visitors.

GOAL
Clean audit with zero findings. Retain results producing staff.

Great Falls Montana Tourism Budget
July 1, 2023 - June 30, 2024

		CVB	General	TBID	Total		Nat Avg
	Income						
1	Bed Tax	$213,436	$0	$0	$213,436		
2	TBID Assessment	$0	$0	$765,508	$765,508		
3	Reserves	$0	$0	$133,600	$133,600		
4	Membership	$0	$10,000	$0	$10,000		
5	Grant	$0	$0	$0	$0		
6	Advertising	$0	$0	$0	$0		
	Total Income	$213,436	$10,000	$899,108	$1,122,544		
	Expenses						
7	Personnel	$37,187	$0	$239,717	$276,904	25%	42%
	Administration						
8	Rent	$0	$0	$10,500	$10,500		
9	Utilities	$0	$0	$9,200	$9,200		
10	Memberships	$0	$0	$13,000	$13,000		
11	Subscriptions	$0	$0	$18,000	$18,000		
12	Maintenance	$0	$0	$6,500	$6,500		
13	Supplies	$0	$0	$9,000	$9,000		
14	Travel	$0	$0	$1,000	$1,000		
15	Stakeholder Events	$0	$850	$500	$1,350		
16	Postage	$0	$0	$1,200	$1,200		
17	Insurance	$1,500	$0	$3,200	$4,700		
18	Professional Fees	$2,500	$0	$20,000	$22,500		
19	TAC	$1,500	$0	$0	$1,500		
20	Professional Development	$0	$0	$18,000	$18,000		
	Total Admin	$5,500	$850	$110,100	$116,450	10%	11%
21	Leisure Traveler Marketing						
21a	Media Placement	$110,000	$0	$140,000	$250,000		
21b	Management & Production	$34,749	$0	$47,291	$82,040		
22	Groups	$0	$0	$40,000	$40,000		
23	Influencers	$0	$0	$12,000	$12,000		
24	Destination Development	$0	$0	$195,000	$195,000		
25	Digital Kiosks	$0	$0	$15,000	$15,000		
26	Print Resources	$0	$0	$10,000	$10,000		
27	Opportunity	$1,000	$0	$30,000	$31,000		
28	Photo & Video Library	$0	$0	$10,000	$10,000		
29	Visitor Guide	$20,000	$6,000	$0	$26,000		
30	Joint Venture	$5,000	$0	$0	$5,000		
31	Trade Shows	$0	$0	$5,000	$5,000		
32	Website	$0	$0	$20,000	$20,000		
33	Events	$0	$3,150	$25,000	$28,150		
34	Reserves	$0	$0	$0	$0		
	Total Program	$170,749	$9,150	$549,291	$729,190	65%	47%
	Total Expenses	$213,436	$10,000	$899,108	$1,122,544		
	Net Profit	$0	$0	$0	$0		

Great Falls Montana Tourism Budget
FY24 to FY23 Comparison

		CVB FY24	CVB FY23		General FY24	General FY23		TBID FY24	TBID FY23		Total FY24	Total FY23	
	Income												
1	Bed Tax	$213,436	$195,448	9%	$0	$0		$0	$0		$213,436	$195,448	9%
2	TBID Assessment	$0	$0		$0	$0		$765,508	$757,388	1%	$765,508	$757,388	1%
3	Reserves	$0	$0		$0	$0		$133,600	$0	100%	$133,600	$0	100%
4	Membership	$0	$0		$10,000	$15,000	-33%	$0	$0		$10,000	$15,000	-33%
5	Grant	$0	$0		$0	$0		$0	$0		$0	$0	
6	Advertising	$0	$0		$0	$0		$0	$0		$0	$0	
	Total Income	$213,436	$195,448	9%	$10,000	$15,000	-33%	$899,108	$757,388	19%	$1,122,544	$967,836	16%
	Expenses												
7	Personnel	$37,187	$30,391	22%	$0	$0		$239,717	$227,978	5%	$276,904	$258,369	7%
	Administration												
8	Rent	$0			$0			$10,500	$4,500	133%	$10,500	$4,500	133%
9	Utilities	$0			$0			$9,200	$9,200	0%	$9,200	$9,200	0%
10	Memberships	$0			$0			$13,000	$13,000	0%	$13,000	$13,000	0%
11	Subscriptions	$0			$0			$18,000	$16,000	13%	$18,000	$16,000	13%
12	Maintenance	$0			$0			$6,500	$6,000	8%	$6,500	$6,000	8%
13	Supplies	$0			$0			$9,000	$12,000	-25%	$9,000	$12,000	-25%
14	Travel	$0			$0			$1,000	$0	100%	$1,000	$0	100%
15	Stakeholder Events	$0			$850	$0	100%	$500	$0	100%	$1,350	$0	100%
16	Postage	$0			$0			$1,200	$1,000	20%	$1,200	$1,000	20%
17	Insurance	$1,500	$1,459	3%	$0			$3,200	$3,200	0%	$4,700	$4,569	3%
18	Professional Fees	$2,500	$1,850	35%	$0			$20,000	$18,200	10%	$22,500	$5,000	350%
19	TAC	$1,500	$1,500	0%	$0			$0	$0		$1,500	$1,500	0%
20	Professional Development	$0			$0			$18,000	$5,000	260%	$18,000	$5,000	260%
	Total Admin	$5,500	$4,809	14%	$850	$0	100%	$110,100	$88,100	25%	$116,450	$92,909	25%
21	Leisure Traveler Marketing												
21a	Media Placement	$110,000	$87,000	26%	$0			$140,000	$128,000	9%	$250,000	$215,000	16%
21b	Management & Production	$34,749	$27,800	25%	$0			$47,291	$41,310	14%	$82,040	$69,110	19%
22	Groups	$0			$0			$40,000	$25,000	60%	$40,000	$25,000	60%
23	Influencers	$0			$0			$12,000	$0	100%	$12,000	$0	100%
24	Destination Development	$0			$0			$195,000	$22,500	767%	$195,000	$22,500	767%
25	Digital Kiosks	$0			$0			$15,000	$0	100%	$15,000	$0	
26	Print Resources	$0			$0			$10,000	$0	100%	$10,000	$0	
27	Opportunity	$1,000	$20,448	###	$0			$30,000	$87,500	-66%	$31,000	$107,948	-71%
28	Photo & Video Library	$0	$0		$0			$10,000	$10,000	0%	$10,000	$10,000	0%
29	Visitor Guide	$20,000	$20,000	0%	$6,000	$6,500	-8%	$0	$0		$26,000	$26,500	-2%
30	Joint Venture	$5,000	$5,000	0%	$0			$0	$0		$5,000	$5,000	0%
31	Trade Shows	$0	$0		$0			$5,000	$5,000	0%	$5,000	$5,000	0%
32	Website	$0	$0		$0			$20,000	$20,000	0%	$20,000	$20,000	0%
33	Events	$0	$0		$3,150	$3,500	-10%	$25,000	$0	100%	$28,150	$3,500	704%
34	Reserves	$0	$0		$0	$5,000	-100%	$0	$102,000	-100%	$0	$107,000	-100%
	Total Program	$170,749	$160,248	7%	$9,150	$15,000	-39%	$549,291	$441,310	24%	$729,190	$616,558	18%
	Total Expenses	$213,436	$195,448	9%	$10,000	$15,000	-33%	$899,108	$757,388	19%	$1,122,544	$967,836	16%
	Net Profit	$0			$0			$0			$0		

2/6/2023

Results	Current	TARGET	Progress	2023	Weeks to Go 52 # To Target	 Weekly Goal	 Growth
Maintain FY23 Room Demand		276,139	0%	276,139	276,139	5,310	-100%
Increase Lodging Tax Collection 2%		214,200	0%	210,000			-100%
Maintain FY23 Overnight Visitation		1,331,000	0%	1,331,000			-100%
Maintain 90% Repeat Visitation		1,197,900	0%	1,197,900	1,197,900	23,037	-100%
Secure 4 NEW Group Commitments		4	0%	2	4	0	-100%
Partner's Secure 4 NEW Group Commitments		4	0%	NA	4	0	
1 New Direct Flight to GTF		1	0%	NA	1		
Grow W-Su Western Art Week Room Demand by 20%		8,035	0%	6,696			-100%
Sell 1,000 Mimosas during Mimosa Showdown		1,000	0%	750			-100%
Adopt Comprehensive Tourism Strategic Master Plan		Adopt	0%	NA			
Produce 6 Great Stories of Great Falls		6	0%	NA	6		
Generate 100,000 Avg Weekly Social Media Impressions		100,000	0%	86,000			-100%
Grow LinkedIn Folowers by 60%		659	0%	412	659	13	-100%
Grow Facebook Followers by 15%		16,160	0%	14,052	16,160	311	-100%
Grow Instagram Followers by 15%		7,424	0%	6,456	7,424	143	-100%
Grow YouTube Audience by 80%		495	0%	275	495	10	-100%
Secure 160 Members		160	0%	134	160	3	-100%
Zero Audit Findings		0	0%	0			
Retain Results Producing Staff	3	4	75%	3	1	0.0	0%