



Grant Details

125123 - FY24 DMO Plan

128729 - FY24 Glendive DMO Plan

DOC Office of Tourism

Grant Title: FY24 Glendive DMO Plan
Grant Number: 24-52-OOT-DMO-016
Grant Status: Underway
Comments:
Applicant Organization: Glendive Area Chamber of Commerce & Agriculture
Grantee Contact: Terra Burman
Award Year: FY24
Program Area: DOC Office of Tourism
Amounts:
Contract Dates:

Contract Sent	Contract Received	Contract Executed
06/13/2023	07/01/2023	06/30/2024
Proposal Date	Project Start	Project End

Grant Administrator: Barb Sanem
Contract Number 24-52-OOT-DMO-016
Award Year FY24
Contract Dates

Contract Sent	Contract Received	Contract Executed	Contract Legal
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Project Dates 07/01/2023
 06/30/2024

Project Start	Project End
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Comments
Amendment Comments

DMO Plan Narrative

1. Describe Your Destination

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

Glendive MT is nestled in the heart of the Badlands and the entrance point to Montana's largest State Park, Makoshika State Park. We see upwards of 100,000 visitors to Makoshika State Park annually. Makoshika State Park finished as runner up for the Montana Tourism Destination of the year award which shows that our tourism partners recognize the value in Glendive as a tourism/visitor destination. The community is starting to see the true value in the visitor and the economic impact they have in our summer months. Agriculture leads our economy (like the rest of Montana), but our community also relies on the yearly travelers, hunters and anglers.

We see our greatest strength is that Glendive has an incredible amount of riches in natural beauty and landscape. Glendive is located on the edge of the Eastern Montana Badlands, on the banks of the Yellowstone River, and home to Montana's largest State Park, Makoshika. As a community, Glendive residents and businesses are just beginning to awaken to the reality that our community truly has the amenities and services to welcome visitors and promote tourism. Glendive has great transportation options as a town just off I-94, regional air service with Cape Air from Billings, and a crossroad stop for travelers on the North-Southeastern Montana Corridor.

We have just begun to see the data and analytics from our 2023 visitor season, but we know that Makoshika State Park remains the main hub of Glendive's visitor attractions. Glendive offers 20 of 24 desired tourism activities. Glendive gives tourists many reasons to visit. Glendive enjoys an embarrassment of riches with our many sightseeing and activity options. We are right along the Yellowstone River. Glendive has our historic Bell Street bridge which is lit up nightly. We have two stops on the Dinosaur Trail and give visitors the option of digging for dino fossils via two different dino adventure style groups. We have an OHV area with signage along the interstate on where to exit. This remains another outdoor enthusiast point of interest. Makoshika State Park offers spectacular views, camping and hiking opportunities.

We continue to use Data from 2016 Destination Analysts as our 2023 data is not complete. However, we believe our pillars remain strong and in line with what our visitors desire. Our pillars include 1) recreation (outdoor adventurer), 2) dinosaur/paleontology, and 3) history (buff) with agritourism being an emerging market we intend to develop into a pillar. We believe our pillars are strengths that we will market to potential visitors. We have many opportunities for new tourism activities and events. The Yellowstone River to Montana's largest state park (Makoshika) we believe the opportunities for tourism minded businesses are endless. Horseback riding, river boat history tours, extreme activities, and other outfitted or guided tours are just a few of the options.

Last year we saw the growth of a second "fossil" dig/dino dig as well as Yellowstone River Adventures which feature guided Yellowstone River boat tours. There continues to be work on the beginning stages of a hiking trail between Makoshika State Park and Medora in North Dakota.

We continue to strive to educate our residents and see this as one of our largest opportunities. We want to help the business owners understand the importance of tourism and visitation to our beautiful area. We believe tourism will only continue to enhance our economy and become a staple for our retailers. We still have challenges with prioritizing tourism projects and changing the cultural outlook on tourism. We believe shining a light on tourism and the positive impacts will only help our case and create a new flow of tourism businesses. We believe that if we foster tourism growth there will be meaningful growth in our community that can be sustained for generations.

We see our potential in the emerging market of Agritourism. We can make this more of a focus in our Guide to Glendive and reach out to our local agritourism locations. We also see the potential in the Fall tourist market. Research shows that visitors are wanting to travel into the fall season to beat the crowds while taking advantage of mild temperatures. We believe our fall visitor is a large audience that we have yet to tap into.

We see our largest potential challenge as our lack of camping locations. Our largest state park simply doesn't have the number of campsites needed for the visitation received. It also lacks the amenities that travelers have come to expect... Especially those traveling with small children. However, if people are looking for a true rustic camping experience where the views are breathtaking yet easy to get to Makoshika State Park has that to offer. We see some of the camping needs as an opportunity for local businesses to step in. We will continue to work with the park and local economic development to help fill this need for our visitors. Other challenges we face are Glendive's lack of cohesive identity. The lack of identity can create issues in outside marketing or branding that is projected from businesses and organizations.

2. Align with Montana Brand

Briefly describe how your destination aligns with the Montana Brand.

Our destination aligns with the Montana Brand because we preserve and promote the genuine character of Montana. We welcome our unspoiled views of the badlands and encourage others to recreate responsibly. We understand that we have a gem that we wish to share with our neighbors and the world.

We enjoy spectacular unspoiled nature with outdoor landscapes, trails, fishing access sites, hunting opportunities, and more. We meet this in multiple ways with Makoshika State Park not only being the largest state park but also the 2017 USA Today's Voted #1 Montana Attraction in Montana and just recently was part of Montana's Dinosaur Trail Cultural Heritage award and finished runner-up for Montana Tourism Destination of the Year award. We also sit on the banks of the Yellowstone River providing great fishing, and agate hunting, and we are known as the Paddlefish Capital of the World, proudly producing some of the world's finest caviar. Day hikes are the number one activity attraction for High-Profile Visitors (HPV) as noted in the 2016 Montana Destination Brand Research Study. Makoshika has almost 20 miles of trails with varying degrees of difficulty, and all are day hikes. Add this with camping, and numerous outdoor activities. Glendive meets the outdoor-orientated psychographic profile of travelers identified as target markets for Montana.

With visitation numbers growing, Makoshika State Park gives us many opportunities for economic growth. In order to get to Montana's largest state park, you have to drive directly through our charming historic downtown. Our entrepreneurs are keenly aware of the opportunities our visitors bring to our area.

Vibrant and charming small towns that serve as gateways to our natural wonders: Glendive has a vibrant entrepreneurial spirit and multiple local shops provide unique and artistic shopping experiences. From great spots to meet for coffee and wonderful galleries and museums, we boast more than charm, we promote history, dinosaurs/paleontology, and community events. In the 2016 MT Destination study, 47% also identified seeking to explore small towns and villages, 43% visiting State Parks and/or recreation areas, 47% visiting geology/dinosaur-related historical sites, and 37% canoeing, kayaking, or boating. All these activities are available for the HPV guest with access located conveniently within or on the edge of town. We are also working with the City of Glendive on a plan for an RV dump location.

Breathtaking experiences by day, and relaxing hospitality at night: Glendive has just under 500 beautiful rooms to rest your head after a day of exploration and adventure. Multiple dining options and a homegrown brewery for added experience. We provide opportunities to enjoy sensational sunrises and sunsets while you venture at your own pace. Visitors are welcomed in the community, and no one is a stranger unless they want to be.

We collaborate with Makoshika State Park and Visit Southeast Montana as well as our economic development entities to ensure lasting relationships and help economic growth around tourism. We do this through local events to help drive visitation during slower times. We also work to create content with our partners to expand our reach and make outside visitors aware of our beauty. This also aids in improving and maintaining an asset library to help us create more diverse marketing material. We strive to create inclusive content that embraces all cultures, backgrounds and ideals.

Dawson county saw a population decrease by 1.31% in the last 5 years which means our economic growth depends even more on visitors to our area and their economic impact.

3. What is the strategic role of your DMO?

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

Destination Marketing

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

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

Our target markets fall into these categories and our four tourism pillars support the categories.

We provide many exploration opportunities for the following demographics: families, outdoor-orientated visitors, regional reoccurring travelers, and well-educated travelers. These align with the Montana research on target audiences we should be marketing to.

1) Outdoor-orientated: Those who are looking for outdoor experiences from fishing, hunting, camping, hiking, fishing, ATV riding, and more.

Glendive sees a large number of anglers and hunters for upland birds, deer, and antelope. These niche demographics help extend our visitor season well into the fall and attract early-season visitors each year with the unique experience of paddle fishing.

2) Family travelers. We have a number of free or low-cost attractions to engage the family. Families can take in everything from day hunting for dinosaur fossils to the local splash park. Glendive also provides niche opportunities for the historic buff with our three museums, historical homes, and National Historical Register Dion block downtown and we also have a Clark on the Yellowstone tri-kiosk for the Lewis and Clark historians.

3) Those planning travel that takes them through Glendive, we are less than a half days drive from Regina and Rapid City. We are just a day's drive from Minneapolis and that is our number one out-of-state visitor as Minnesota consistently ranks as the number one non-resident traveler in Makoshika State Park. Other than our home county of Dawson County, Gallatin County in Montana is the number one county visitor that takes in Makoshika State Park. We are currently marketing in Bozeman and Belgrade, MT. Makoshika is now seeing close to 150,000 visitors per year.

3b. What research supports your DMO strategy?

Our DMO has been dependent on Destination Analysts, ITTR, and MOTBD tourism data. We respect these tourism partners and trust the data including the 2016 Destination survey, ITTR's annual survey data, and MOTBD information. Our FY 23 plan implemented a strategy to help define not just what the visitors in Montana want but as our own DMO, we want data on Glendive and Dawson County that is current. We have been able to collect limited data from these three entities and are currently under contract with DATAFY to focus on the Glendive area.

Makoshika State Park also tracks non-resident and visitation data. This data along with MOTBD, ITTR, and Destination Analysts is valuable to our region and Glendive. Four of our three pillars of tourism are listed in the 2016 DA survey and this information supports keeping our pillars of recreation, dinosaurs, history, and agritourism since the community is so strong in agriculture.

3c. What are your emerging markets?

There is emerging activity in surrounding states is ATV rallies and an increase in ATV/OHV use. We happen to be the home of the Short Pines OHV area managed by the Bureau of Land Management. With close to 3,000 acres the trail system consistently is receiving increased visitation. It was brought to the attention of BLM the increase used and in 2020 BLM installed a counter so now we will have better visitation data for years to come.

Agritourism can be a major contributor to the Glendive and Dawson County economies. The agritourism market has been steadily on the increase but Glendive has not been able to take advantage of the agritourism opportunities. We keep educating our community about what agritourism can do for them and our community and we hope more agritourism activities will prevail in the near future.

Our emerging market remains in Fall are travellers and hunters as interest in Fall travel has increased. We will focus more on what our fall visitors bring and help them find adventure in our milder temperatures. We can focus on this market by targeted marketing ads and working with our museums to stay open later into the season. With our research starting with DATAFY we hope to track the upward trend in Fall visitation to help in encourage expanded engagement from museums, local destinations, and businesses.

We house a great community college and continue to look at ways to welcome and support not only the students but their families as they spend time in Glendive. These are collaboration opportunities to build lifelong visitors to our community.

4. Define and describe your overall goals.

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

1) Continue our current plans and branding. We will continue to create sustainability, education, and enact marketing plans set forth in previous years adjusting them as needed as market research assists in defining our goals. The goal is to sustain and build upon a solid foundation of our pillars.

2) To increase awareness of what our community has to offer the visitor and send a consistent engaging invitation to come during all four seasons.

3) To build awareness in our own community and surrounding area that we have an emerging tourism market right here at home and how they can all be ambassadors for Glendive by inviting visitors themselves and welcoming all who come.

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

Glendive received a Mainstreet grant, and a brand was created for Glendive, this brand was not adopted by the local government. However, resources and information gathered from the grant will help once our current research agreement is complete to better gauge the current atmosphere of visitors and their tourism interests in Glendive. We hope to utilize this data to build a solid understanding to shape upcoming budgetary needs.

Until our tourism research is complete, our team will keep focusing on our pillars by continuing to serve and market our visitors with paid media, joint ventures, and creating new partnerships. to strengthen our tourism destination of Glendive, MT. One potential partnership includes working with RV parks to alleviate Makoshika's capacity issues and to measure their occupancy for lodging tax purposes.

The administration budget will support the part-time work of the tourism director and help with any administrative supplies. In the future, if the budget allows, we could add funds to the marketing personnel to support the position.

Agency Services will not be used in the FY24 budget.

Cooperative Marketing is set will help support our work with local organizations such as Friends of Makoshika and Makoshika State Park and their ongoing projects to bring in and service more visitors to the area.

Earned Media/Tourism Sales will not be used and not be budgeted for FY24.

Education Outreach is budgeted to support staff taking in TAC meetings and the Governor's Conference on Tourism and Recreation.

The joint Venture budget will be used to work with Visit Southeast Montana and Makoshika State Park. We hope to replace aging banners outside of Makoshika State Park in conjunction with Makoshika State Park.

Marketing Resources is earmarked in case our research firm or consultant needs us to subscribe to an online support service we will have the budget to do so.

Opportunity Marketing is earmarked for any opportunity projects that may arise in the near future.

Paid Media has a budget that will help support the new billboard lease and fees, annual print ads, and social media posts and ads promoting our four pillars.

Marketing Personnel will be utilized to secure contracts for photo and videography services to enhance and build our repository of local photos and video resources for marketing purposes.

Product Development does not have a budget for FY24. Once the research is completed, we can then start looking at some product development.

Research does not have a budget for FY24 as we have contracted with DATAFY to conduct market research in FY23.

Travel/Trade Shows are set aside to create swag and promotional items for Glendive.

Visitor Services will be used for the printing of a new Visit Glendive brochure. The brochure will be designed in-house so there is no need for design funds.

Website Development has a budget that will be used to support updates and maintenance fees to the Visit Glendive website.

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Objectives/Metrics/Evaluation

Objectives	Measurable Metrics for Success	Report the Metric Achieved	Evaluation of Measurable Metrics for Success
Increase awareness to bring more people to enjoy and experience what Glendive has to offer. Our goal	Our metric we wish to measure is our research data and increase of stays.	TBD	TBD

<p>is to increase hotel stays by 3%. We will do this by highlighting experiences in Makoshika State Park, Yellowstone River, Historic Downtown, Dino Experiences. We will use new content and create earned media ads with each respective tourism attraction and then will follow up with visitation collection totals at the end of the peak season and calendar year. We will utilize our DATAFY research to better understand where visitors are going and how long they are staying.</p>	<p>We will measure this through paid and earned media, Google analytics, DATAFY and META insights. We will measure hotel stays by bed tax data increase.</p>		
<p>Our goal is to increase visitation and camping to Makoshika State Park by 3%. We will work with the Makoshika Park Manager and the FWP Marketing Director in creating and posting more paid media ads focusing on taking in the park's unique experiences including camping in the wagon and tipi. We will receive a visitation count at the end of peak season along with the annual visitation total and compare it to previous years' visitation totals to ensure levels were maintained.</p>	<p>Our measurable metric will be to work with Makoshika State Park and see where our visitation numbers lie at the end of the year. We can do that via the parks counting system. Our goal is to maintain visitation due to the fact that Makoshika State Park is "full" and the campground availability is at capacity. We cannot increase stays at this time but we wish to maintain current at capacity levels. However, we can increase the number of visitors to the park.</p>	TBD	TBD
<p>We will focus on a DINO trip. Will use the new content to create paid media ads for Baisch's Dinosaur Digs, Dino Dave and the Dinosaur Trail to encompass a dino experience. Will compare visitation numbers from previous years when season concludes.</p>	<p>We will evaluate numbers from previous years to this year to determine the rate of increase. Success will look like Baisch's Dino Digs being booked to capacity as they have been in previous years. We will report how Dino Dave grows over the course of the season compared to last year. We will gather visitor information from Makoshika State Park and Frontier Gateway Museum to see if they had an increase of those involved in the trail. We can reach out to the Montana Dinosaur Trail to see if passport completions have increased.</p>	TBD	TBD
<p>Our goal is to have one FAM Trip this year. Work with Visit Southeast Montana and Makoshika State Park to create joint venture opportunities.</p>	<p>Our metric will be to complete one FAM trip and will be having successfully completed one cooperative marketing venture.</p>		
<p>Increase website visitation to VisitGlendive.com by further developing the websites SEO and Google listing. These increased visitation will help potential visitors discover opportunities for engagement with our destinations, services, and experiences.</p>	<p>Using website analytics from Google and our webhosting we can gauge the visitation to the website by time spent on site, bounce rates, and click through rate.</p>	TBD	TBD
<p>Create a baseline for future marketing plans by capturing visitor and spending data in the Glendive geographical area including West Glendive,</p>	<p>We will measure this utilizing the research data from DATAFY in</p>	TBD	TBD

Glendive, Makoshika State Park, and Short Pine OHV. This will provide past (2018) and present visitor and spending data from which we can formulate better marketing plans, provide community education on spending, and show potential future increases.	conjunction with data from Makoshika State Park.		
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DMO Budget

Allowable Methods	Amount Budgeted	% of Budget Allocated	Amount Expended	% of Budget Expended
Administration	\$5,730.60	20.0	\$0.00	0
Cooperative Marketing	\$500.00	2.0	\$0.00	0
Education/Outreach	\$1,432.65	5.0	\$0.00	0
Joint Venture	\$1,432.65	5.0	\$0.00	0
Marketing Resources	\$286.53	1.0	\$0.00	0
Opportunity Marketing	\$1,719.18	6.0	\$0.00	0
Paid Media	\$12,034.26	42.0	\$0.00	0
Marketing Personnel	\$2,292.24	8.0	\$0.00	0
Travel/Trade Shows	\$573.06	2.0	\$0.00	0
Visitor Services	\$1,719.18	6.0	\$0.00	0
Website Development (Online, Website, Mobile)	\$932.65	3.0	\$0.00	0
	\$28,653.00	100.00	\$0.00	0.00

Narrative Evaluation

Team

DMO Plan Attachments

Description

File Name

File Size

Reg/CVB Required Documents

Description	File Name	File Size
Board Minutes Glendive DMO April 2023	Glendive DMO Board Minutes April 14 2023.odt	12 KB

