

DMO Plan Narrative

NOTE: The overall goal for our FY23 DMO plan was to simplify and focus our efforts.

1. Describe Your Destination

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

Livingston, Montana is an historic train town, the historic 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.

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.

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

Our Strengths

- **Strong Collaborations, Communications, and Partnerships:** Livingston CVB and the Livingston Tourism Business Improvement District, Downtown Business Improvement

District, Yellowstone Country, City of Livingston, Park County, Montana Downtown Directors, Montana Tourism Matters, Montana Department of Transportation, Montana Office of Tourism and Business Development, Bozeman Trail Regional Group, Livingston's Historic Preservation Commission, Urban Renewal District, Business Owners for Community Health, Park Local Development Corp., and a wide range of local organizations addressing everything from passenger rail, public arts, Livingston Growth Policy, Parks and Trails, and Livingston's designation in the Montana Main Street Program, among others.

- **Close Proximity to Year-Round National Park Entrance:** Historic gateway to Yellowstone National Park 55 miles away to the year-round entrance that offers year-round recreation and visiting opportunities.
- **Easily Accessible Location:** Conveniently located at the intersection of Interstate Highway 90 and Highway 89 to Yellowstone National Park, 30 minutes east of booming Bozeman and its international airport and less than two hours west of Billings, Montana's largest city. Also between Paradise Valley to the south and Shields River Valley to the north.
- **Destination Lodging, Retreats and Hot Springs:** In addition to rustic, historic and family-friending lodging in Livingston, Park County is home to a wide range of unique short-term rentals, Sage Lodge, Chico Hot Springs, Mountain Sky Guest Ranch, Yellowstone Hot Springs, and numerous smaller dude ranches. These attract destination weddings, honeymooners, family reunions, corporate retreats and other group travelers.
- **Historic Downtown:** Preserved buildings and an Old West movie set aesthetic including many vintage neon signs and 'ghost signs' historic ads painted on brick buildings; attracting visitor photography and social media posts, and film scouts.
- **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, handmade chocolate shop, new-age boutiques, home goods, kitchen store, souvenirs, gifts, toys, antiques, resale and thrift stores, vintage fashion, outdoor gear and western wear. 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.
- **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 - Windrider is adding a Friday and Saturday evening shuttle from Exit 333 Hotels to Downtown in summer 2022 - and an events bus to Paradise Valley music venues.

Our Opportunities

- **Still Small Town Feel and Easily Accessible:** Although we've seen increased visitation, we're still less populated and less visited than 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 much of the cool season. New in 2021, Livingston has an indoor ice skating rink, 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, shooting range and many horseback riding dude ranches.
- **Year-Round Recreation Infrastructure:** Strong recreation amenity infrastructure with robust rental and guide services: rent bikes, snowshoes, cross country and backcountry skis, kayaks, rafts, and stand-up paddleboards and book guides for fly fishing, white water rafting, horseback riding, and hunting.
- **Year-Round Foodie Paradise:** Vegan, fine dining, ethnic foods, rustic steakhouses, sushi and seafood, vintage burger joints, traditional and breakfast cafés, European style bakeries, numerous quirky coffee shops, diverse bars, two breweries, a gourmet wine shop and a regional craft beer store. Come hungry, and thirsty!
- **Year-Round Arts and Culture Hub:** Home to two live theatres and art centers, three museums with history, train, and fishing exhibits, over a dozen art galleries, a vintage movie house, outdoor and indoor live music venues, and literary events at several of our five book stores.
- **Year-Round Events:** Catering to a wide range of interests and tastes; rodeos, parades, auto show, artwalks, music, beer and film festivals, fun runs, holiday festivals, and more.
- **Breadth of Other High-Value, Low Impact Experiences**
 - Agritourism: Access farm-to-table fare at restaurants, the farm-to-table hospital cafeteria, Farmer's Market, local food markets and caterers, local aquaponic growers, farms and ranches, and the Livingston Food Resource Center bakery and deli, which bakes bread for every food pantry in Montana.
 - 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 new 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 was named the 2020 Film Friendly Community of the Year at the Montana Tourism Awards and hosted more films in 2021 than any other community in Montana.
 - Family-Friendly Amenities: Playgrounds, outdoor pool, skating rink, skateboard park, ceramic painting studio, youth activities at museums, free public transport, historic bus tours, golf course, winter indoor skating rink, dog parks, and trails and parks throughout town.

Our Challenges

- **Sustainability 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 and sustainable future.

- **Seasonality of Tourism:** Overcrowding in the warm season months (May through October) and less tourist traffic in the cooler season months (November through April) makes keeping businesses open and staff employed year-round a challenge.
- **Housing and Affordability Issues:** Increasing use of local housing as short-term rentals and the recent spike in home sales due to telecommuters has made affordable workforce housing the biggest challenge for Park County's service and tourism industries. Short-term rentals also distort the occupancy and average daily room rates at traditional lodging properties, which also house construction crews, movie crews, and displaced residents.
- **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.
- **COVID-19 Related Impacts:** Including public health wellness, business closure or limitations, staffing shortages and lack of J-1 visas, no lodging or camping vacancies, lack of rental cars, and overbooking overflow from Yellowstone National Park and surrounding communities.
- **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, war, terrorism, infectious diseases, climate change (effecting 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 trans youth, women, county health departments and public health, and expansion of open carry laws.
- **Impacts to Infrastructure and Resources:** Managing greater numbers of visitors and traffic flow negatively impacts County and City infrastructure. In 2019, another local option tax was introduced to the Montana Legislature, which would have allowed citizens to decide whether to impose a sales tax in Park County in order to pay for specific projects. The legislation would have given power to local voters, stressing it could be a way to 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 mph, more than 3 mph windier than Great Falls. Livingston's severe crosswinds frequently shut down Interstate 90, rerouting interstate traffic through town on Park Street, and semis and train cars have blown over.

2. Align with Montana Brand

Briefly describe how your destination aligns with the Montana Brand.

Livingston Exemplifies the Montana Brand

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

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. Downtown is 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.

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 fly fishing, train and regional history and over a dozen local art galleries. We are home to more writers per capita than anywhere in the state with five book stores; 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. We also offer unique and boutique shopping with everything from handicrafts, to records, handmade chocolate, gifts, vintage fashion, antiques, western wear, and regional books.

Livingston is also homebase to fishing, 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 bus tours, bikes for rent, a swimming pool, golf course, bowling alley, skate park, ice skating rink, and playgrounds, trails and parks throughout town.

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

3. What is the strategic role of your DMO?

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

Our Role

The Livingston CVB has multiple strategic roles, often depending on the season.

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. 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.

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.

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

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

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 2021 during Q1 and Q4, plus Livingston's attributes as a vibrant, small town destination for arts, culture, events, history, food and recreation.

DEMOGRAPHIC

- + Age: 25-75+
- + HHI: \$50K-\$100K or more
- + Couples
- + 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, Utah (Salt Lake City), Minnesota (Minneapolis), North Dakota (Bismarck), Colorado (Denver), Washington (Spokane, Seattle), Idaho (Boise)
- + In-State: Billings, Helena, Missoula, Great Falls

PSYCHOGRAPHICS

Our visitors may often seek one specific outdoor activity but their trip is about much more than one activity. They are unlikely to choose a place that doesn't have good recreational opportunities - skiing, hiking, etc. - but what will excite them about a place is what else they can experience - i.e., hot springs, arts, culture, good food. This should not be mistaken for them

wanting to pack in a little of everything; they don't. For each trip they want to do a few big things and they want to experience them fully. They also don't want to be around crowds.

- + Seeks balance between action and reflection
- + Motivated by outdoor recreation—keep in mind 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 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 2021, and confirmed by our website and social media analytics, overnight, out-of-state visitors to Livingston during Q2 and Q3 have the following characteristics.

DEMOGRAPHIC

- + Age: 25-75+
- + HHI: \$50K-\$200K or more
- + Couples and families

GEOGRAPHIC

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

PSYCHOGRAPHICS

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

Destination Stewardship Audience: Livingston Area Organizations

In order for us to achieve our goal of establishing a sustainable economic development and regional resource stewardship strategy, the Livingston CVB is looking to collaborate with local organizations including, but not limited to the following:

Livingston Tourism Business Improvement District, Downtown Livingston Business Improvement District, Yellowstone Country, City of Livingston, Park County, Bozeman Trail Regional Group, Livingston's Historic Preservation Commission, Big Sky Passenger Rail

Authority, Urban Renewal Agency, Yellowstone Gateway Museum, Livingston Depot Center, Livingston Gallery Association, Elk River Arts and Lectures, Park Local Development Corp, Park County Community Foundation, Park County Environmental Council, Wild Livelihoods Business Coalition, Take the Paradise Pledge, and a wide range of other local organizations that we interact with weekly.

Other supporters include: Montana Downtown Directors, Montana Tourism Matters, Montana Department of Transportation, Montana Office of Tourism and Business Development, and the Montana Tourism Advisory Council.

3b. What research supports your DMO strategy?

Montana Office of Tourism and Business Development Research

<https://marketmt.com/Programs/Marketing/Tourism-Research/Contact>

Montana Tourism Data: Card Spend

<https://marketmt.com/Programs/Marketing/Tourism-Research/Tourism-Spending>

Explore Livingston 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://itr.UMT.edu/interactive-data/default.php>

Bed Tax Revenue

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

Yellowstone National Park Visitation

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

Montana Department of Transportation: Airport Deboardings

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

BED TAX REVENUE: LIVINGSTON CVB

2021	478,128
2020	222,072
2019	270,790
2018	270,775
2017	297,629

Source: Montana Department of Commerce, Office of Tourism

YELLOWSTONE NATIONAL PARK VISITATION

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)

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. This will be a new focus for us in FY23, based on our FY23 destination marketing goal.

Emerging geographical markets for the Experience Seeker, based on ITRR data and our website analytics, include: British Columbia; Alberta; and Saskatchewan, depending on COVID-19 restrictions.

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 packages 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 book store and art gallery visits, readings, self guided or in person history tours, bus tours, and information about Livingston's noted writers, with overlapping movie and music ties.
- Year-round outdoor enthusiasts (cross country, backcountry and downhill skiers, snowshoers, Yellowstone winter visitors, hikers, campers, climbers, bikers, ice skaters) with access to rental equipment and locals' adventure recommendations.
- Foodie and farm-to-table visitors who enjoy our restaurants, boutique health markets, farmer's markets and farm-to-table programs (school, hospital, food pantry, local ranchers, aquaponic and greenhouse producers).
- Eco-tourists focused on footprint reduction (including local public transport and bike rentals) 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. Future construction of a lodging facility with a meeting room near the Fairfield is being planned and would support attracting this potential market.

4. Define and describe your overall goals.

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

Livingston CVB has three important goals in its third year, each related to each of its strategic roles.

- Destination Marketing: Attract high-value, low impact visitors to the Livingston area during the winter/cooler months to address our current seasonality challenges with overcrowding in the warm season months and lack of tourism in the cooler months.
- Destination Management: Educate warm season visitors to encourage them to embrace high-value/low impact behavior in support of our sustainable tourism challenges.
- Destination Stewardship: Establish a sustainable tourism strategic plan, working with other local organizations to help direct visitation that both strengthens the local economy and respects resident access to recreation and cultural assets.

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

Destination Marketing Goal: Attract high-value, low impact visitors to the Livingston area during the winter/cooler months to address our current seasonality challenges with overcrowding 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 CVB.

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

Paid media tactics to include: Digital advertising, social media and print/magazine advertising reaching target audiences; plus Yellowstone Public Radio and Montana Public Radio sponsorships, and 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 (to be determined).

Earned media tactics to include: Working with influencers, journalists and photographers to be included in their stories.

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

Overall Objective: Create awareness of our “preserve and protect Livingston” (exact name TBD) campaign among visitors and locals and increase year-over-year website traffic and social engagement.

Proposed Tactics and Projects: Develop and execute a “preserve and protect Livingston” (exact name TBD) 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 and social media platforms and then while they are here through repurposed and strategically placed signage and eye-catching visuals throughout the community.

Paid media tactics to include: Billboards, banners, etc.

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

Earned media tactics to include: Distributing 1,000 free bumper stickers. Working with influencers, journalists and photographers to be included in their stories.

Destination Stewardship Goal: Establish a sustainable tourism strategic plan, working with other local organizations.

Overall Objective: Obtain diverse participation and input to develop key takeaways for the sustainable tourism strategic plan.

Proposed Tactics and Projects: Take the steps needed to create a sustainable tourism strategic plan; including: form steering committee of stakeholders; review existing ITRR research and other community-wide data; distribute survey to understand and measure Livingston area hospitality and tourism related businesses’s 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.