

Convention & Visitor Bureaus Report FY 2011 Q3

Plan Status 1.0: Turning the Montana Tourism and recreation Vision into reality

Review Status Symbols Legend

First Column:

Strategy Status: ★ Ahead of Plan ○ On Track ⊗ Behind Plan ● Off Track ➡ Change

Tactic Start Status: ○ Started on Time ⊗ Started Late ● Incomplete

Second Column:

Strategy Trend: ↑ Getting Better → Staying the Same ↓ Getting Worse

Tactic Current Status: ○ On Track ⊗ Behind Plan ● Off Track

Third Column:

Strategy Future Concern: L Low Concern M Medium Concern H High Concern

Tactic Final Status: ○ Completed on Time ⊗ Completed Late ● Incomplete

✓ Completed ⏸ On Hold ✕ Cancelled

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.1.8: Big Sky CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Marne Hayes	?	?	?
1.1.1.1.8.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.1.1.9: Billings CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Joan Kronebusch	★	↑	L
1.1.1.1.9.1: Leverage public and private marketing	<i>Tactic</i>	Joan Kronebusch	○	○	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.					
1.1.1.1.9.4: With the creation of the Billings TBID we have more funds for public and private partnerships.	<i>Tactic</i>	Joan Kronebusch	○	○	
1.1.1.1.10: Bozeman CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Cyndy Andrus	○	↑	M
1.1.1.1.11: Butte CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Sara Rowe	?	?	?
1.1.1.1.11.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.1.11.4: Philipsburgh, Gold West and the Butte CVB is cooping on a television campaign to 1.2 mil. households in Spokane, Id, NW Mt and Wash. Arranging the coop and production started in 11/08 with the the ads running 7/09 to 7/10.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.1.11.5: I approached the local attractions about joining forces to sell one ticket to all attractions. It is called the Adventure pass. The att. all offered a discount of at least	<i>Tactic</i>	Sara Rowe			✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
30% and the CVB put it together. printing the passes and marketing them.					
1.1.1.1.12: Flathead CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Diane Medler	○	→	L
1.1.1.1.12.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	Diane Medler	○	○	
1.1.1.1.13: Great Falls CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Miriam Martinson	○	→	M
1.1.1.1.13.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	Miriam Martinson	●	?	
1.1.1.1.14: Helena CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Mike Mergenthaler	?	?	?
1.1.1.1.14.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	Mike Mergenthaler	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.1.15: Miles City CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	John Laney	?	?	?
1.1.1.1.15.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	John Laney	○	?	
1.1.1.1.16: Missoula CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Barbara Ann Neilan	?	?	?
1.1.1.1.16.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.1.1.17: West Yellowstone CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Marysue Costello	?	?	?
1.1.1.1.17.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	Marysue Costello			✓
1.1.1.1.17.2: Expand public-private partnerships for product development and maintenance	<i>Tactic</i>	Marysue Costello	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.1.17.3: Garner private support to maintain & expand cross country ski, snowshoe & snowmobile trail systems.	<i>Tactic</i>	Marysue Costello	○	?	
1.1.1.1.18: Whitefish CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Jan Metzmaker	?	?	?
1.1.1.1.18.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	Jan Metzmaker	○	?	
1.1.1.1.19: Havre CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Debbie A Vandenberg	○	→	M
1.1.1.1.19.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.1.2.8: Big Sky CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".	○	Marne Hayes	?	?	?
1.1.1.2.8.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Marne Hayes	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.2.8.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	<i>Tactic</i>	Marne Hayes			X
1.1.1.2.9: Billings CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".	○	Joan Kronebusch	○	→	L
1.1.1.2.9.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Joan Kronebusch	○	⊗	
1.1.1.2.9.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	<i>Tactic</i>	Joan Kronebusch	○	○	✓
1.1.1.2.10: Bozeman CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".	○	Cyndy Andrus	○	↑	✓
1.1.1.2.10.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Cyndy Andrus	○	○	✓
1.1.1.2.10.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on	<i>Tactic</i>	Cyndy Andrus	●	○	✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
Montana's winter web site: www.wintermt.com.					
1.1.1.2.10.3: Increase nonresident visitation in winter season (Q1) by 15% by 2012.	<i>Tactic</i>	Cyndy Andrus	○	○	✓
1.1.1.2.11: Butte CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".	○	Sara Rowe	?	?	?
1.1.1.2.11.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.2.11.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.2.11.5: Joint Venture with Travel MT with madden winter insert. then market to the leads generated from this insert.	<i>Tactic</i>	Sara Rowe			✓
1.1.1.2.12: Flathead CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".	○	Diane Medler	○	→	✓
1.1.1.2.12.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Diane Medler	○	○	✓
1.1.1.2.12.2: Encourage businesses and communities to create packages/events	<i>Tactic</i>	Diane Medler	○	⊗	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.					
1.1.1.2.13: Great Falls CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".	○	Miriam Martinson	?	?	?
1.1.1.2.13.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.1.2.13.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.1.2.14: Helena CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".	○	Mike Mergenthaler	?	?	?
1.1.1.2.14.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.1.2.14.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.1.2.15: Miles City CVB	○	John Laney	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a “snow experience”.					
1.1.1.2.15.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	John Laney	?	?	
1.1.1.2.15.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana’s winter web site: www.wintermt.com.	<i>Tactic</i>	John Laney	?	?	
1.1.1.2.16: Missoula CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a “snow experience”.	○	Barbara Ann Neilan	?	?	?
1.1.1.2.16.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.1.2.16.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana’s winter web site: www.wintermt.com.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.1.2.17: West Yellowstone CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing,	○	Marysue Costello	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
and families and groups simply seeking a “snow experience”.					
1.1.1.2.17.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Marysue Costello	○	?	
1.1.1.2.17.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana’s winter web site: www.wintermt.com.	<i>Tactic</i>	Marysue Costello	○	?	
1.1.1.2.18: Whitefish CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a “snow experience”.	○	Jan Metzmaker	?	?	?
1.1.1.2.18.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Jan Metzmaker			✓
1.1.1.2.18.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana’s winter web site: www.wintermt.com.	<i>Tactic</i>	Jan Metzmaker			✓
1.1.1.2.19: Havre CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a “snow experience”.	○	Debbie A Vandenberg	➡	➡	✗
1.1.1.2.19.1: Based on market research, accentuate images and messages that appeal to	<i>Tactic</i>	Debbie A Vandenberg	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
each winter target market segment.					
1.1.1.2.19.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.1.3.7: Big Sky CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Marne Hayes	?	?	?
1.1.1.3.7.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.1.3.7.2: Report bookings received by Montana industry participants.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.1.3.8: Billings CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Joan Kronebusch	⊗	→	L
1.1.1.3.8.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	<i>Tactic</i>	Joan Kronebusch			✓
1.1.1.3.8.2: Report bookings received by Montana industry participants.	<i>Tactic</i>	Joan Kronebusch			✗
1.1.1.3.9: Bozeman CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Cyndy Andrus	?	?	✓
1.1.1.3.9.1: Coordinate a Montana presence at shows	<i>Tactic</i>	Cyndy Andrus	●	○	✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
among regions, CVBs, businesses and attractions, and share leads.					
1.1.1.3.9.2: Report bookings received by Montana industry participants.	<i>Tactic</i>	Cyndy Andrus	●	○	✓
1.1.1.3.10: Butte CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Sara Rowe	?	?	?
1.1.1.3.10.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.3.10.2: Report bookings received by Montana industry participants.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.3.11: Flathead CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Diane Medler	○	→	✓
1.1.1.3.11.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	<i>Tactic</i>	Diane Medler	○	○	✓
1.1.1.3.11.2: Report bookings received by Montana industry participants.	<i>Tactic</i>	Diane Medler	●	●	✗
1.1.1.3.12: Great Falls CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Miriam Martinson	➡	→	↻
1.1.1.3.12.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	<i>Tactic</i>	Miriam Martinson			✗

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.3.12.2: Report bookings received by Montana industry participants.	<i>Tactic</i>	Miriam Martinson			X
1.1.1.3.13: Helena CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Mike Mergenthaler	?	?	?
1.1.1.3.13.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.1.3.13.2: Report bookings received by Montana industry participants.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.1.3.14: Miles City CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	John Laney	?	?	?
1.1.1.3.14.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	<i>Tactic</i>	John Laney	?	?	
1.1.1.3.14.2: Report bookings received by Montana industry participants.	<i>Tactic</i>	John Laney	?	?	
1.1.1.3.15: Missoula CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Barbara Ann Neilan	?	?	?
1.1.1.3.15.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.1.3.15.2: Report bookings received by Montana industry participants.	<i>Tactic</i>	Barbara Ann Neilan	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.3.16: West Yellowstone CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Marysue Costello	?	?	?
1.1.1.3.16.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	<i>Tactic</i>	Marysue Costello	○	?	
1.1.1.3.16.2: Report bookings received by Montana industry participants.	<i>Tactic</i>	Marysue Costello	●	?	
1.1.1.3.17: Whitefish CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Jan Metzmaker	?	?	?
1.1.1.3.17.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.1.1.3.17.2: Report bookings received by Montana industry participants.	<i>Tactic</i>	Jan Metzmaker			✘
1.1.1.3.18: Havre CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Debbie A Vandenberg	➡	➡	☺
1.1.1.3.18.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.1.3.18.2: Report bookings received by Montana industry participants.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.1.5.8: Big Sky CVB enhance tracking and reporting of results	○	Marne Hayes	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
and return on investment (ROI) from state, regional, and CVB advertising efforts.					
1.1.1.5.8.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.1.5.8.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.1.5.8.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.1.5.8.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Marne Hayes			✓
1.1.1.5.8.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Marne Hayes			✗
1.1.1.5.9: Billings CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Joan Kronebusch	★	→	L
1.1.1.5.9.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Joan Kronebusch	○	○	
1.1.1.5.9.2: Pool state, region,	<i>Tactic</i>	Joan Kronebusch	○	●	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.					
1.1.1.5.9.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Joan Kronebusch	○	○	
1.1.1.5.9.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Joan Kronebusch	○	○	
1.1.1.5.9.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Joan Kronebusch	○	●	
1.1.1.5.10: Bozeman CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Cyndy Andrus	?	?	?
1.1.1.5.10.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Cyndy Andrus	○	○	✓
1.1.1.5.10.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	Cyndy Andrus	○	○	✓
1.1.1.5.10.3: Obtain monthly	<i>Tactic</i>	Cyndy Andrus	○	●	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.					
1.1.1.5.10.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Cyndy Andrus	○	○	✓
1.1.1.5.10.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Cyndy Andrus	○	○	✓
1.1.1.5.11: Butte CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Sara Rowe	?	?	?
1.1.1.5.11.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.5.11.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.5.11.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.5.11.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Sara Rowe	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.5.11.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.5.12: Flathead CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Diane Medler	○	→	L
1.1.1.5.12.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Diane Medler	○	○	✓
1.1.1.5.12.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	Diane Medler	●	●	✗
1.1.1.5.12.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Diane Medler	●	●	✗
1.1.1.5.12.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Diane Medler	●	●	✗
1.1.1.5.12.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Diane Medler	●	●	✗
1.1.1.5.13: Great Falls CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Miriam Martinson	?	?	?
1.1.1.5.13.1: Respond to consumer inquiries with	<i>Tactic</i>	Miriam Martinson	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
Montana information, and maintain databases of inquiries by date, source code, and interest.					
1.1.1.5.13.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	Miriam Martinson			X
1.1.1.5.13.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Miriam Martinson			X
1.1.1.5.13.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Miriam Martinson	○	?	
1.1.1.5.13.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Miriam Martinson	●	?	
1.1.1.5.14: Helena CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Mike Mergenthaler	?	?	?
1.1.1.5.14.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.1.5.14.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending,	<i>Tactic</i>	Mike Mergenthaler	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.					
1.1.1.5.14.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.1.5.14.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.1.5.14.5: Report results of research to Strategic Plan stakeholders	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.1.5.15: Miles City CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	John Laney	?	?	?
1.1.1.5.15.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	John Laney	?	?	
1.1.1.5.15.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	John Laney	?	?	
1.1.1.5.15.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.5.15.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	John Laney	?	?	
1.1.1.5.15.5: Report results of research to Strategic Plan stakeholders	<i>Tactic</i>	John Laney	?	?	
1.1.1.5.16: Missoula CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Barbara Ann Neilan	?	?	?
1.1.1.5.16.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.1.5.16.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.1.5.16.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.1.5.16.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.1.5.16.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.1.5.17: West Yellowstone CVB enhance tracking and reporting of	○	Marysue Costello	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
results and return on investment (ROI) from state, regional, and CVB advertising efforts.					
1.1.1.5.17.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Marysue Costello	○	?	
1.1.1.5.17.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	Marysue Costello	?	?	
1.1.1.5.17.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Marysue Costello	○	?	
1.1.1.5.17.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Marysue Costello	○	?	
1.1.1.5.17.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Marysue Costello	?	?	
1.1.1.5.18: Whitefish CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Jan Metzmaker	?	?	?
1.1.1.5.18.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Jan Metzmaker			✓
1.1.1.5.18.2: Pool state, region,	<i>Tactic</i>	Jan Metzmaker			✗

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.					
1.1.1.5.18.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Jan Metzmaker			✓
1.1.1.5.18.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Jan Metzmaker			✗
1.1.1.5.18.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Jan Metzmaker			✗
1.1.1.5.19: Havre CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Debbie A Vandenberg	○	→	M
1.1.1.5.19.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.1.5.19.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.1.5.19.3: Obtain monthly	<i>Tactic</i>	Debbie A Vandenberg	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.					
1.1.1.5.19.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.1.5.19.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.2.1.1: Big Sky CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	Marne Hayes	?	?	?
1.1.2.1.1.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.1.1.2: Update appropriate listings on Montanameetings.com.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.1.1.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.1.2: Billings CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	Joan Kronebusch	★	↑	L
1.1.2.1.2.1: Develop/purchase	<i>Tactic</i>	Joan Kronebusch	●	⊗	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.					
1.1.2.1.2.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Joan Kronebusch	○	●	
1.1.2.1.2.3: Continue the 'Invite-a- Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Joan Kronebusch	●	●	
1.1.2.1.3: Bozeman CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	Cyndy Andrus	?	?	?
1.1.2.1.3.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Cyndy Andrus	●	●	
1.1.2.1.3.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Cyndy Andrus			X
1.1.2.1.3.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Cyndy Andrus			X
1.1.2.1.4: Butte CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	Sara Rowe	?	?	?
1.1.2.1.4.1: Develop/purchase lists of targeted nonresident	<i>Tactic</i>	Sara Rowe	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
groups, and implement aggressive sales and bidding efforts.					
1.1.2.1.4.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.2.1.4.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.2.1.5: Flathead CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	Diane Medler	○	→	?
1.1.2.1.5.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Diane Medler	●	⊗	
1.1.2.1.5.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Diane Medler	○	○	✓
1.1.2.1.5.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Diane Medler	●	●	
1.1.2.1.6: Great Falls CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	Miriam Martinson	?	?	?
1.1.2.1.6.1: Develop/purchase lists of targeted nonresident groups, and implement	<i>Tactic</i>	Miriam Martinson	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
aggressive sales and bidding efforts.					
1.1.2.1.6.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.2.1.6.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.2.1.7: Helena CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	Mike Mergenthaler	?	?	?
1.1.2.1.7.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.1.7.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.1.7.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.1.8: Miles City CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	John Laney	?	?	?
1.1.2.1.8.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding	<i>Tactic</i>	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
efforts.					
1.1.2.1.8.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	John Laney	?	?	
1.1.2.1.8.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	John Laney	?	?	
1.1.2.1.9: Missoula CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	Barbara Ann Neilan	?	?	?
1.1.2.1.9.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.1.9.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.1.9.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.1.10: West Yellowstone CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to MT, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	Marysue Costello	?	?	?
1.1.2.1.10.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Marysue Costello	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.2.1.10.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Marysue Costello	○	?	
1.1.2.1.10.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Marysue Costello	●	?	
1.1.2.1.11: Whitefish CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	Jan Metzmaker	?	?	?
1.1.2.1.11.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.1.2.1.11.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Jan Metzmaker			✗
1.1.2.1.11.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Jan Metzmaker			✗
1.1.2.1.12: Havre CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	Debbie A Vandeberg	○	?	☺
1.1.2.1.12.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Debbie A Vandeberg	?	?	
1.1.2.1.12.2: Update	<i>Tactic</i>	Debbie A Vandeberg	?	?	













Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
appropriate listings on montanameetings.com.					
1.1.2.1.12.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.2.2.8: Big Sky CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Marne Hayes	?	?	?
1.1.2.2.8.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.2.8.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.2.9: Billings CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Joan Kronebusch	⊗	↑	H
1.1.2.2.9.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Joan Kronebusch	○	○	
1.1.2.2.9.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Joan Kronebusch	○	○	
1.1.2.2.10: Bozeman CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak	○	Cyndy Andrus	?	?	?









Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
seasons.					
1.1.2.2.10.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Cyndy Andrus	●	?	
1.1.2.2.10.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Cyndy Andrus	●	?	
1.1.2.2.11: Butte CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Sara Rowe	?	?	?
1.1.2.2.11.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Sara Rowe			✓
1.1.2.2.11.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Sara Rowe	○	?	
1.1.2.2.12: Flathead CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Diane Medler	○	→	L
1.1.2.2.12.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Diane Medler	●	○	✓
1.1.2.2.12.2: Work with local	<i>Tactic</i>	Diane Medler	●	○	✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.					
1.1.2.2.13: Great Falls CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Miriam Martinson	?	?	?
1.1.2.2.13.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Miriam Martinson	○	?	
1.1.2.2.13.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.2.2.14: Helena CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Mike Mergenthaler	?	?	?
1.1.2.2.14.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.2.14.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.2.15: Miles City CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	John Laney	?	?	?
1.1.2.2.15.1: Identify	<i>Tactic</i>	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).					
1.1.2.2.15.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	John Laney	?	?	
1.1.2.2.16: Missoula CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Barbara Ann Neilan	?	?	?
1.1.2.2.16.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.2.16.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.2.17: West Yellowstone CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Marysue Costello	?	?	?
1.1.2.2.17.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Marysue Costello	○	?	
1.1.2.2.17.2: Work with local sports clubs to contact sports	<i>Tactic</i>	Marysue Costello	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
associations or federations and explore possibilities for events to be hosted in Montana.					
1.1.2.2.18: Whitefish CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Jan Metzmaker	?	?	?
1.1.2.2.18.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Jan Metzmaker			X
1.1.2.2.18.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Jan Metzmaker			X
1.1.2.2.19: Havre CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Debbie A Vandenberg	○	→	M
1.1.2.2.19.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.2.2.19.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.2.4.8: Big Sky CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.	○	Marne Hayes	?	?	?
1.1.2.4.8.1: Disseminate leads	<i>Tactic</i>	Marne Hayes	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
and industry trend information to tourism businesses and attractions.					
1.1.2.4.8.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.4.8.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.4.9: Billings CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Joan Kronebusch		→	↺
1.1.2.4.9.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Joan Kronebusch			
1.1.2.4.9.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Joan Kronebusch			
1.1.2.4.9.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Joan Kronebusch			
1.1.2.4.10: Bozeman CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Cyndy Andrus	?	?	?
1.1.2.4.10.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Cyndy Andrus		?	
1.1.2.4.10.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Cyndy Andrus		?	
1.1.2.4.10.3: Coordinate a publicity strategy with private/nonprofit partners,	<i>Tactic</i>	Cyndy Andrus		?	







Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
based on target markets and seasons.					
1.1.2.4.11: Butte CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Sara Rowe	?	?	?
1.1.2.4.11.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.2.4.11.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.2.4.11.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.2.4.12: Flathead CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Diane Medler		→	L
1.1.2.4.12.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Diane Medler			✓
1.1.2.4.12.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Diane Medler			
1.1.2.4.12.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Diane Medler			
1.1.2.4.13: Great Falls CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Miriam Martinson	?	?	?
1.1.2.4.13.1: Disseminate leads	<i>Tactic</i>	Miriam Martinson	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
and industry trend information to tourism businesses and attractions.					
1.1.2.4.13.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.2.4.13.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.2.4.14: Helena CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.	○	Mike Mergenthaler	?	?	?
1.1.2.4.14.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.4.14.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.4.14.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.4.15: Miles City CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.	○	John Laney	?	?	?
1.1.2.4.15.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	John Laney	?	?	
1.1.2.4.15.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	John Laney	?	?	
1.1.2.4.15.3: Coordinate a publicity strategy with private/nonprofit partners,	<i>Tactic</i>	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
based on target markets and seasons.					
1.1.2.4.16: Missoula CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.	○	Barbara Ann Neilan	?	?	?
1.1.2.4.16.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.4.16.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.4.16.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.4.17: West Yellowstone CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.	○	Marysue Costello	?	?	?
1.1.2.4.17.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Marysue Costello	○	?	
1.1.2.4.17.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Marysue Costello	○	?	
1.1.2.4.17.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Marysue Costello	○	?	
1.1.2.4.18: Whitefish CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.	○	Jan Metzmaker	?	?	?
1.1.2.4.18.1: Disseminate leads	<i>Tactic</i>	Jan Metzmaker			✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
and industry trend information to tourism businesses and attractions.					
1.1.2.4.18.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Jan Metzmaker			X
1.1.2.4.18.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Jan Metzmaker			✓
1.1.2.4.19: Havre CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.	○	Debbie A Vandenberg	○	→	L
1.1.2.4.19.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.2.4.19.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.2.4.19.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.2.5.8: Big Sky CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Marne Hayes	?	?	?
1.1.2.5.8.1: Promote Montana as an off-peak season destination for group/packaged educational and experiential tours.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.5.8.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Marne Hayes	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.2.5.9: Billings CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Joan Kronebusch	★	↑	L
1.1.2.5.9.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Joan Kronebusch	●	○	
1.1.2.5.9.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Joan Kronebusch	○	○	
1.1.2.5.10: Bozeman CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Cyndy Andrus	?	?	?
1.1.2.5.10.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Cyndy Andrus	●	?	
1.1.2.5.11: Butte CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Sara Rowe	?	?	?
1.1.2.5.11.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Sara Rowe			X
1.1.2.5.11.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Sara Rowe			✓
1.1.2.5.12: Flathead CVB to target tour operators to bring group tours	○	Diane Medler	○	→	L

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
and packaged vacations to Montana.					
1.1.2.5.12.1: Promote Montana as an off-peak season destination for group/packaged educational and experiential tours.	<i>Tactic</i>	Diane Medler			
1.1.2.5.12.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Diane Medler			
1.1.2.5.13: Great Falls CVB to target tour operators to bring group tours and packaged vacations to Montana.		Miriam Martinson	?	?	?
1.1.2.5.13.1: Promote Montana as an off-peak season destination for group/packaged educational and experiential tours.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.2.5.13.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.2.5.14: Helena CVB to target tour operators to bring group tours and packaged vacations to Montana.		Mike Mergenthaler	?	?	?
1.1.2.5.14.1: Promote Montana as an off-peak season destination for group/packaged educational and experiential tours.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.5.14.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique	<i>Tactic</i>	Mike Mergenthaler	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
tour operators.					
1.1.2.5.15: Miles City CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	John Laney	?	?	?
1.1.2.5.15.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	John Laney	?	?	
1.1.2.5.15.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	John Laney	?	?	
1.1.2.5.16: Missoula CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Barbara Ann Neilan	?	?	?
1.1.2.5.16.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.5.16.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.5.17: West Yellowstone CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Marysue Costello	?	?	?
1.1.2.5.17.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Marysue Costello	○	?	
1.1.2.5.17.2: Focus on tour operators from the National Tour Association, American	<i>Tactic</i>	Marysue Costello	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.					
1.1.2.5.18: Whitefish CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Jan Metzmaker	?	?	?
1.1.2.5.18.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Jan Metzmaker			X
1.1.2.5.18.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Jan Metzmaker			X
1.1.2.5.19: Havre CVB to target tour operators to bring group tours and packaged vacations to Montana.	☑	Debbie A Vandenberg	○	→	M
1.1.2.5.19.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.2.5.19.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.3.2.8: Big Sky CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Marne Hayes	?	?	?
1.1.3.2.8.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.3.2.9: Billings CVB implement	○	Joan Kronebusch	●	↓	↶








Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
the new Montana tourism brand to enhance the state's image and message in priority markets.					
1.1.3.2.9.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Joan Kronebusch	●	●	
1.1.3.2.10: Bozeman CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Cyndy Andrus	?	?	?
1.1.3.2.10.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Cyndy Andrus	○	?	
1.1.3.2.11: Butte CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Sara Rowe	?	?	?
1.1.3.2.11.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.3.2.12: Flathead CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Diane Medler	○	→	L
1.1.3.2.12.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Diane Medler	○	○	✓
1.1.3.2.13: Great Falls CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Miriam Martinson	?	?	?
1.1.3.2.13.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.3.2.14: Helena CVB implement the new Montana tourism brand to enhance the	○	Mike Mergenthaler	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
state's image and message in priority markets.					
1.1.3.2.14.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.3.2.15: Miles City CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	John Laney	?	?	?
1.1.3.2.15.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	John Laney	?	?	
1.1.3.2.16: Missoula CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Barbara Ann Neilan	?	?	?
1.1.3.2.16.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.3.2.17: West Yellowstone CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Marysue Costello	?	?	?
1.1.3.2.17.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Marysue Costello	○	?	
1.1.3.2.18: Whitefish CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Jan Metzmaker	?	?	?
1.1.3.2.18.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Jan Metzmaker			✓
1.1.3.2.18.2: WCVBhas incorporated elements of the brand into our travel	<i>Tactic</i>	Jan Metzmaker			✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
planner, consumer show displays, website and all our collateral.					
1.1.3.2.20: Havre CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	✔	Debbie A Vandenberg	○	→	L
1.1.3.2.20.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.3.3.8: Big Sky CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Marne Hayes	?	?	?
1.1.3.3.9: Billings CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Joan Kronebusch	★	↑	L
1.1.3.3.10: Bozeman CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Cyndy Andrus	?	?	?
1.1.3.3.11: Butte CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Sara Rowe	?	?	?
1.1.3.3.12: Flathead CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community	○	Diane Medler	★	↑	L

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
and business partners.					
1.1.3.3.13: Great Falls CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Miriam Martinson	?	?	?
1.1.3.3.14: Helena CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Mike Mergenthaler	?	?	?
1.1.3.3.15: Miles City CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	John Laney	?	?	?
1.1.3.3.16: Missoula CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Barbara Ann Neilan	?	?	?
1.1.3.3.17: West Yellowstone CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Marysue Costello	?	?	?
1.1.3.3.18: Whitefish CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Jan Metzmaker	?	?	?
1.1.3.3.20: Havre CVB conduct educational workshops,	○	Debbie A Vandenberg	○	→	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.					
1.1.4.3.8: Big Sky CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Marne Hayes	?	?	?
1.1.4.3.8.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.4.3.8.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.4.3.8.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.4.3.9: Billings CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Joan Kronebusch	★	↑	L
1.1.4.3.9.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Joan Kronebusch	⊗	○	✓
1.1.4.3.9.2: VICs should coordinate hours/seasons of operation, and consolidate	<i>Tactic</i>	Joan Kronebusch	●	○	✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
services where possible.					
1.1.4.3.9.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Joan Kronebusch			✓
1.1.4.3.10: Bozeman CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Cyndy Andrus	?	?	?
1.1.4.3.10.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Cyndy Andrus		?	
1.1.4.3.10.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Cyndy Andrus		?	
1.1.4.3.10.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Cyndy Andrus		?	
1.1.4.3.11: Butte CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Sara Rowe	?	?	?
1.1.4.3.11.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.4.3.11.2: VICs should coordinate hours/seasons of	<i>Tactic</i>	Sara Rowe	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
operation, and consolidate services where possible.					
1.1.4.3.11.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Sara Rowe			✓
1.1.4.3.12: Flathead CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Diane Medler	○	→	↻
1.1.4.3.12.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Diane Medler	○	○	
1.1.4.3.12.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Diane Medler	●	○	
1.1.4.3.12.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Diane Medler	●	⊗	
1.1.4.3.13: Great Falls CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Miriam Martinson	?	?	?
1.1.4.3.13.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.4.3.13.2: VICs should	<i>Tactic</i>	Miriam Martinson	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
coordinate hours/seasons of operation, and consolidate services where possible.					
1.1.4.3.13.3: . MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.4.3.14: Helena CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Mike Mergenthaler	?	?	?
1.1.4.3.14.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.4.3.14.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.4.3.14.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.4.3.15: Miles City CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	John Laney	?	?	?
1.1.4.3.15.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.4.3.15.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	John Laney	?	?	
1.1.4.3.15.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	John Laney	?	?	
1.1.4.3.16: Missoula CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Barbara Ann Neilan	?	?	?
1.1.4.3.16.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.4.3.16.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.4.3.16.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.4.3.17: West Yellowstone CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Marysue Costello	?	?	?
1.1.4.3.17.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is	<i>Tactic</i>	Marysue Costello	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
accurate and consistent.					
1.1.4.3.17.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Marysue Costello	○	?	
1.1.4.3.17.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Marysue Costello	○	?	
1.1.4.3.18: Whitefish CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Jan Metzmaker	?	?	?
1.1.4.3.18.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Jan Metzmaker			✓
1.1.4.3.18.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Jan Metzmaker			✓
1.1.4.3.18.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Jan Metzmaker			✓
1.2.1.8: Big Sky CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Marne Hayes	?	?	?
1.2.1.8.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being	<i>Tactic</i>	Marne Hayes	?	?	














Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).					
1.2.1.8.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Marne Hayes	?	?	
1.2.1.9: Billings CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Joan Kronebusch			x
1.2.1.9.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Joan Kronebusch	○	?	
1.2.1.9.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Joan Kronebusch	⊗	?	
1.2.1.10: Bozeman CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Cyndy Andrus	?	?	?
1.2.1.10.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Cyndy Andrus	○	?	
1.2.1.10.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Cyndy Andrus	●	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.2.1.11: Butte CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Sara Rowe	?	?	?
1.2.1.11.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Sara Rowe	?	?	
1.2.1.11.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Sara Rowe	?	?	
1.2.1.12: Flathead CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Diane Medler	★	↑	L
1.2.1.12.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Diane Medler			✓
1.2.1.12.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Diane Medler	●	⊗	
1.2.1.13: Great Falls CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use	○	Miriam Martinson	?	?	?









Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
taxes.					
1.2.1.13.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Miriam Martinson	?	?	
1.2.1.13.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Miriam Martinson	?	?	
1.2.1.14: Helena CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Mike Mergenthaler	?	?	?
1.2.1.14.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.2.1.14.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.2.1.15: Miles City CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	John Laney	?	?	?
1.2.1.15.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes,	<i>Tactic</i>	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
support for State Parks).					
1.2.1.15.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	John Laney	?	?	
1.2.1.16: Missoula CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Barbara Ann Neilan	?	?	?
1.2.1.16.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.2.1.16.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.2.1.17: West Yellowstone CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Marysue Costello	?	?	?
1.2.1.17.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Marysue Costello	○	?	
1.2.1.17.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Marysue Costello	○	?	
1.2.1.18: Whitefish CVB build awareness through publicity efforts	○	Jan Metzmaker	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.					
1.2.1.18.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Jan Metzmaker			✓
1.2.1.18.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Jan Metzmaker			✗
1.2.1.21: Havre CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Debbie A Vandenberg	?	?	☹
1.2.1.21.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.2.1.21.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.2.2.8: Big Sky CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Marne Hayes	?	?	?
1.2.2.8.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and	<i>Tactic</i>	Marne Hayes	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
elected officials.					
1.2.2.8.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Marne Hayes	?	?	
1.2.2.8.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Marne Hayes	?	?	
1.2.2.8.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Marne Hayes	?	?	
1.2.2.9: Billings CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Joan Kronebusch			
1.2.2.9.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Joan Kronebusch			
1.2.2.9.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Joan Kronebusch			
1.2.2.9.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Joan Kronebusch			
1.2.2.9.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Joan Kronebusch			
1.2.2.10: Bozeman CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Cyndy Andrus	?	?	?
1.2.2.10.1: Distribute tourism data to local chambers of commerce and organization leaders to share	<i>Tactic</i>	Cyndy Andrus		?	









Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
with members, constituents and elected officials.					
1.2.2.10.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Cyndy Andrus	○	?	
1.2.2.10.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Cyndy Andrus	○	?	
1.2.2.10.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Cyndy Andrus	●	?	
1.2.2.11: Butte CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Sara Rowe	?	?	?
1.2.2.11.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Sara Rowe	?	?	
1.2.2.11.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Sara Rowe	?	?	
1.2.2.11.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Sara Rowe	?	?	
1.2.2.11.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Sara Rowe			✓
1.2.2.12: Flathead CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Diane Medler	★	↑	L
1.2.2.12.1: Distribute tourism data to local chambers of commerce	<i>Tactic</i>	Diane Medler	○	○	✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
and organization leaders to share with members, constituents and elected officials.					
1.2.2.12.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Diane Medler			✓
1.2.2.12.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Diane Medler			✓
1.2.2.12.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Diane Medler			✓
1.2.2.13: Great Falls CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Miriam Martinson	?	?	?
1.2.2.13.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Miriam Martinson	?	?	
1.2.2.13.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Miriam Martinson	?	?	
1.2.2.13.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Miriam Martinson	?	?	
1.2.2.13.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Miriam Martinson	?	?	
1.2.2.14: Helena CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Mike Mergenthaler	?	?	?
1.2.2.14.1: Distribute tourism data	<i>Tactic</i>	Mike Mergenthaler	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
to local chambers of commerce and organization leaders to share with members, constituents and elected officials.					
1.2.2.14.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.2.2.14.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.2.2.14.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.2.2.15: Miles City CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	John Laney	?	?	?
1.2.2.15.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	John Laney	?	?	
1.2.2.15.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	John Laney	?	?	
1.2.2.15.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	John Laney	?	?	
1.2.2.15.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	John Laney	?	?	
1.2.2.16: Missoula CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Barbara Ann Neilan	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.2.2.16.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.2.2.16.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.2.2.16.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.2.2.16.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.2.2.17: West Yellowstone CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Marysue Costello	?	?	?
1.2.2.17.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Marysue Costello	○	?	
1.2.2.17.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Marysue Costello	○	?	
1.2.2.17.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Marysue Costello	○	?	
1.2.2.17.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Marysue Costello	○	?	
1.2.2.18: Whitefish CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana	○	Jan Metzmaker	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
tourism issues and benefits.					
1.2.2.18.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Jan Metzmaker			✓
1.2.2.18.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.2.2.18.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Jan Metzmaker			✓
1.2.2.18.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Jan Metzmaker			✓
1.2.2.20: Havre CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Debbie A Vandenberg	○	→	M
1.2.2.20.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.2.2.20.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.2.2.20.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.3.1.8: Big Sky CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Marne Hayes	?	?	?
1.3.1.8.1: Incorporate responsible use messages and geotourism	<i>Tactic</i>	Marne Hayes	?	?	







Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
ethics into tourism marketing publications and web sites by 2009.					
1.3.1.8.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Marne Hayes	?	?	
1.3.1.8.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Marne Hayes	?	?	
1.3.1.9: Billings CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Joan Kronebusch		→	
1.3.1.9.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Joan Kronebusch			✗
1.3.1.9.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Joan Kronebusch			✓
1.3.1.9.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Joan Kronebusch		?	
1.3.1.10: Bozeman CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Cyndy Andrus	?	?	?
1.3.1.10.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Cyndy Andrus		?	
1.3.1.10.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Cyndy Andrus		?	
1.3.1.10.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Cyndy Andrus		?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.3.1.11: Butte CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Sara Rowe	?	?	?
1.3.1.11.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Sara Rowe	?	?	
1.3.1.11.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Sara Rowe	?	?	
1.3.1.11.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Sara Rowe	?	?	
1.3.1.12: Flathead CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Diane Medler	⊗	↑	↻
1.3.1.12.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Diane Medler	●	⊗	
1.3.1.12.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Diane Medler	○	○	✓
1.3.1.12.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Diane Medler	●	⊗	
1.3.1.13: Great Falls CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Miriam Martinson	?	?	?
1.3.1.13.1: Incorporate responsible use messages and	<i>Tactic</i>	Miriam Martinson	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
geotourism ethics into tourism marketing publications and web sites by 2009.					
1.3.1.13.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Miriam Martinson	?	?	
1.3.1.13.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Miriam Martinson	?	?	
1.3.1.14: Helena CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Mike Mergenthaler	?	?	?
1.3.1.14.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.3.1.14.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.3.1.14.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.3.1.15: Miles City CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	John Laney	?	?	?
1.3.1.15.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	John Laney	?	?	
1.3.1.15.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	John Laney	?	?	
1.3.1.15.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.3.1.16: Missoula CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Barbara Ann Neilan	?	?	?
1.3.1.16.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.3.1.16.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.3.1.16.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.3.1.17: West Yellowstone CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Marysue Costello	?	?	?
1.3.1.17.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Marysue Costello	●	?	
1.3.1.17.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Marysue Costello	○	?	
1.3.1.17.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Marysue Costello	○	?	
1.3.1.18: Whitefish CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Jan Metzmaker	?	?	?
1.3.1.18.1: Incorporate responsible use messages and	<i>Tactic</i>	Jan Metzmaker			✓










Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
geotourism ethics into tourism marketing publications and web sites by 2009.					
1.3.1.18.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Jan Metzmaker			✓
1.3.1.18.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Jan Metzmaker			X
1.3.1.21: Havre CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Debbie A Vandenberg	○	→	M
1.3.1.21.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.3.1.21.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.3.1.21.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.3.2.8: Big Sky CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Marne Hayes	?	?	?
1.3.2.8.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Marne Hayes	?	?	
1.3.2.8.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Marne Hayes	?	?	
1.3.2.9: Billings CVB coordinate local	○	Joan Kronebusch			☺

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.					
1.3.2.9.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Joan Kronebusch		?	
1.3.2.9.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Joan Kronebusch		?	
1.3.2.10: Bozeman CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Cyndy Andrus	?	?	?
1.3.2.10.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Cyndy Andrus		?	
1.3.2.10.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Cyndy Andrus		?	
1.3.2.11: Butte CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Sara Rowe	?	?	?
1.3.2.11.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Sara Rowe	?	?	
1.3.2.11.2: Coordinate tourism marketing messages that	<i>Tactic</i>	Sara Rowe	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.					
1.3.2.12: Flathead CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Diane Medler	⊗	→	↺
1.3.2.12.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Diane Medler	○	○	✓
1.3.2.12.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Diane Medler	○	○	✓
1.3.2.13: Great Falls CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Miriam Martinson	?	?	?
1.3.2.13.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Miriam Martinson	?	?	
1.3.2.13.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Miriam Martinson	?	?	
1.3.2.14: Helena CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Mike Mergenthaler	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.3.2.14.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.3.2.14.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.3.2.15: Miles City CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	John Laney	?	?	?
1.3.2.15.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	John Laney	?	?	
1.3.2.15.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	John Laney	?	?	
1.3.2.16: Missoula CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Barbara Ann Neilan	?	?	?
1.3.2.16.1: Identify capacity and maintenance challenges, and ensure that ourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.3.2.16.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Barbara Ann Neilan	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.3.2.17: West Yellowstone CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Marysue Costello	?	?	?
1.3.2.17.1: Identify capacity and maintenance challenges, and ensure that ourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Marysue Costello	○	?	
1.3.2.17.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Marysue Costello	○	?	
1.3.2.18: Whitefish CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Jan Metzmaker	?	?	?
1.3.2.18.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.3.2.18.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.3.2.21: Havre CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Debbie A Vandenberg	⊗	→	M
1.3.2.21.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Debbie A Vandenberg	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.3.2.21.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.4.1.1.1: Big Sky CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Marne Hayes	?	?	?
1.4.1.1.1.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Marne Hayes	?	?	
1.4.1.1.1.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Marne Hayes	?	?	
1.4.1.1.2: Billings CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Joan Kronebusch		→	L
1.4.1.1.2.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Joan Kronebusch			
1.4.1.1.2.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Joan Kronebusch			
1.4.1.1.3: Bozeman CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Cyndy Andrus	?	?	?
1.4.1.1.3.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues	<i>Tactic</i>	Cyndy Andrus		?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.					
1.4.1.1.3.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Cyndy Andrus	○	?	
1.4.1.1.4: Butte CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Sara Rowe	?	?	?
1.4.1.1.4.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Sara Rowe	?	?	
1.4.1.1.4.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Sara Rowe			✓
1.4.1.1.5: Flathead CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Diane Medler	○	→	☹
1.4.1.1.5.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Diane Medler	○	○	
1.4.1.1.5.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Diane Medler	○	○	
1.4.1.1.6: Great Falls CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Miriam Martinson	?	?	?
1.4.1.1.6.1: Work cooperatively to use historic/cultural attractions, sites, and guided	<i>Tactic</i>	Miriam Martinson	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.					
1.4.1.1.6.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Miriam Martinson	?	?	
1.4.1.1.7: Helena CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Mike Mergenthaler	?	?	?
1.4.1.1.7.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.4.1.1.7.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.4.1.1.8: Miles City CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	John Laney	?	?	?
1.4.1.1.8.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	John Laney	?	?	
1.4.1.1.8.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	John Laney	?	?	
1.4.1.1.9: Missoula CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Barbara Ann Neilan	?	?	?
1.4.1.1.9.1: Work cooperatively to use historic/cultural	<i>Tactic</i>	Barbara Ann Neilan	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.					
1.4.1.1.9.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.4.1.1.10: West Yellowstone CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Marysue Costello	?	?	?
1.4.1.1.10.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Marysue Costello	○	?	
1.4.1.1.10.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Marysue Costello	○	?	
1.4.1.1.11: Whitefish CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Jan Metzmaker	?	?	?
1.4.1.1.11.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.4.1.1.11.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.4.1.1.13: Havre CVB use local historical/cultural/tribal attractions	○	Debbie A Vandenberg	○	→	L














Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
as venues for conferences, events, and educational seminars.					
1.4.1.1.13.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.4.1.1.13.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.4.1.3: Enhance the online statewide calendar of arts/culture/historical/tribal events.	○	Corrie Hahn	○	→	L
1.5.1.1.7: Big Sky CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Marne Hayes	?	?	?
1.5.1.1.7.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.1.7.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.1.8: Billings CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Joan Kronebusch	?	?	?
1.5.1.1.8.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Joan Kronebusch	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.5.1.1.8.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Joan Kronebusch	⊗	?	
1.5.1.1.9: Bozeman CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Cyndy Andrus	?	?	?
1.5.1.1.9.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Cyndy Andrus	●	?	
1.5.1.1.9.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Cyndy Andrus	●	?	
1.5.1.1.10: Butte CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Sara Rowe	?	?	?
1.5.1.1.10.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Sara Rowe	?	?	
1.5.1.1.10.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Sara Rowe	?	?	
1.5.1.1.11: Flathead CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Diane Medler	⊗	→	L
1.5.1.1.11.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-	<i>Tactic</i>	Diane Medler	⊗	⊗	




Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
peak season niche markets targeted by state/regional marketing efforts.					
1.5.1.1.11.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Diane Medler	○	○	✓
1.5.1.1.12: Great Falls CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Miriam Martinson	?	?	?
1.5.1.1.12.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Miriam Martinson	?	?	
1.5.1.1.12.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Miriam Martinson	?	?	
1.5.1.1.13: Helena CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Mike Mergenthaler	?	?	?
1.5.1.1.13.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.1.13.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.1.14: Miles City CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	John Laney	?	?	?
1.5.1.1.14.1: Package lodging	<i>Tactic</i>	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.					
1.5.1.1.14.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	John Laney	?	?	
1.5.1.1.15: Missoula CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Barbara Ann Neilan	?	?	?
1.5.1.1.15.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.1.15.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.1.16: West Yellowstone CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Marysue Costello	?	?	?
1.5.1.1.16.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Marysue Costello	○	?	
1.5.1.1.16.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Marysue Costello	○	?	
1.5.1.1.17: Whitefish CVB create vacation packages and develop	○	Jan Metzmaker	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
theme itineraries designed for off-peak season niche markets targeted by promotion efforts.					
1.5.1.1.17.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Jan Metzmaker			✓
1.5.1.1.17.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Jan Metzmaker			✓
1.5.1.1.18: Havre CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Debbie A Vandenberg	○	→	M
1.5.1.1.18.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.5.1.1.18.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.5.1.2.7: Big Sky CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Marne Hayes	?	?	?
1.5.1.2.7.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.2.7.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Marne Hayes	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.5.1.2.7.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.2.8: Billings CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Joan Kronebusch		↑	✓
1.5.1.2.8.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Joan Kronebusch			✓
1.5.1.2.8.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Joan Kronebusch			✓
1.5.1.2.8.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Joan Kronebusch			✓
1.5.1.2.9: Bozeman CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Cyndy Andrus	?	?	?
1.5.1.2.9.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Cyndy Andrus		?	
1.5.1.2.9.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Cyndy Andrus		?	
1.5.1.2.9.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Cyndy Andrus		?	
1.5.1.2.10: Butte CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Sara Rowe	?	?	?
1.5.1.2.10.1: Identify	<i>Tactic</i>	Sara Rowe	?	?	











Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.					
1.5.1.2.10.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Sara Rowe	?	?	
1.5.1.2.10.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Sara Rowe	?	?	
1.5.1.2.11: Flathead CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Diane Medler	○	→	✓
1.5.1.2.11.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Diane Medler	○	○	✓
1.5.1.2.11.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Diane Medler	○	○	✓
1.5.1.2.11.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Diane Medler	●	○	
1.5.1.2.12: Great Falls CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Miriam Martinson	?	?	?
1.5.1.2.12.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Miriam Martinson	?	?	
1.5.1.2.12.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Miriam Martinson	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.5.1.2.12.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Miriam Martinson	?	?	
1.5.1.2.13: Helena CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Mike Mergenthaler	?	?	?
1.5.1.2.13.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.2.13.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.2.13.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.2.14: Miles City CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		John Laney	?	?	?
1.5.1.2.14.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	John Laney	?	?	
1.5.1.2.14.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	John Laney	?	?	
1.5.1.2.14.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	John Laney	?	?	
1.5.1.2.15: Missoula CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Barbara Ann Neilan	?	?	?
1.5.1.2.15.1: Identify	<i>Tactic</i>	Barbara Ann Neilan	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.					
1.5.1.2.15.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.2.15.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.2.16: West Yellowstone CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Marysue Costello	?	?	?
1.5.1.2.16.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Marysue Costello	○	?	
1.5.1.2.16.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Marysue Costello	○	?	
1.5.1.2.16.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Marysue Costello	○	?	
1.5.1.2.17: Whitefish CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Jan Metzmaker	?	?	?
1.5.1.2.17.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Jan Metzmaker			✓
1.5.1.2.17.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Jan Metzmaker			✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.5.1.2.17.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Jan Metzmaker			✘
1.5.1.2.19: Havre CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Debbie A Vandenberg	?	?	☹
1.5.1.2.19.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.5.1.2.19.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.5.1.2.19.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.5.1.3.8: Big Sky CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Marne Hayes	?	?	?
1.5.1.3.8.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.3.8.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.3.8.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.3.9: Billings CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to	○	Joan Kronebusch			☹

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
local businesses and traveler experiences.					
1.5.1.3.9.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Joan Kronebusch	○	?	
1.5.1.3.9.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Joan Kronebusch			✘
1.5.1.3.9.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Joan Kronebusch	⊗	?	
1.5.1.3.10: Bozeman CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Cyndy Andrus	?	?	?
1.5.1.3.10.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Cyndy Andrus	○	?	
1.5.1.3.10.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Cyndy Andrus	●	?	
1.5.1.3.10.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Cyndy Andrus	○	?	
1.5.1.3.11: Butte CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Sara Rowe	?	?	?
1.5.1.3.11.1: Promote farmers' markets and Made/Grown-in-Montana programs through	<i>Tactic</i>	Sara Rowe	?	?	







Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
travel guides and web sites, and at VICs.					
1.5.1.3.11.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Sara Rowe	?	?	
1.5.1.3.11.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Sara Rowe	?	?	
1.5.1.3.12: Flathead CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Diane Medler			L
1.5.1.3.12.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Diane Medler			✓
1.5.1.3.12.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Diane Medler			✗
1.5.1.3.12.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Diane Medler			
1.5.1.3.13: Great Falls CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Miriam Martinson	?	?	?
1.5.1.3.13.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Miriam Martinson	?	?	
1.5.1.3.13.2: Encourage producers to become active in local/regional tourism	<i>Tactic</i>	Miriam Martinson	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
organizations, and network with tourism businesses to buy and/or promote their products.					
1.5.1.3.13.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Miriam Martinson	?	?	
1.5.1.3.14: Helena CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Mike Mergenthaler	?	?	?
1.5.1.3.14.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.3.14.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.3.14.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.3.15: Miles City CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	John Laney	?	?	?
1.5.1.3.15.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	John Laney	?	?	
1.5.1.3.15.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	John Laney	?	?	
1.5.1.3.15.3: Ask restaurants to use local products for tourism	<i>Tactic</i>	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
meetings, workshops, etc.					
1.5.1.3.16: Missoula CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Barbara Ann Neilan	?	?	?
1.5.1.3.16.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.3.16.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.3.16.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.3.17: West Yellowstone CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Marysue Costello	?	?	?
1.5.1.3.17.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Marysue Costello	○	?	
1.5.1.3.17.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Marysue Costello	○	?	
1.5.1.3.17.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Marysue Costello	○	?	
1.5.1.3.18: Whitefish CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add	○	Jan Metzmaker	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
value to local businesses and traveler experiences.					
1.5.1.3.18.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Jan Metzmaker			✓
1.5.1.3.18.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Jan Metzmaker			✓
1.5.1.3.18.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Jan Metzmaker			✓
1.5.1.3.20: Havre CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Debbie A Vandenberg	?	?	☹
1.5.1.3.20.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.5.1.3.20.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.5.1.3.20.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.6.1.1.2: Big Sky CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.	○	Marne Hayes	?	?	?
1.6.1.1.2.1: Include DMAI	<i>Tactic</i>	Marne Hayes	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
(www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.					
1.6.1.1.3: Billings CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.	○	Joan Kronebusch			✓
1.6.1.1.3.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Joan Kronebusch			✓
1.6.1.1.4: Bozeman CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.	●	Cyndy Andrus	?	?	?
1.6.1.1.4.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Cyndy Andrus	●	?	
1.6.1.1.5: Butte CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.	○	Sara Rowe	?	?	?
1.6.1.1.5.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Sara Rowe	?	?	
1.6.1.1.6: Flathead CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance	○	Diane Medler	⊗	↑	↺

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
reporting, staff certification, CVB accreditation.					
1.6.1.1.6.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Diane Medler			
1.6.1.1.7: Great Falls CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Miriam Martinson	?	?	?
1.6.1.1.7.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Miriam Martinson	?	?	
1.6.1.1.8: Helena CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Mike Mergenthaler	?	?	?
1.6.1.1.8.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.6.1.1.9: Miles City CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		John Laney	?	?	?
1.6.1.1.9.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	John Laney	?	?	
1.6.1.1.10: Missoula CVB join either Destination Marketing Assoc. International (DMAI) or the		Barbara Ann Neilan	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.					
1.6.1.1.10.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.6.1.1.11: West Yellowstone CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.	○	Marysue Costello	?	?	?
1.6.1.1.11.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Marysue Costello	●	?	
1.6.1.1.12: Whitefish CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.	○	Jan Metzmaker	?	?	?
1.6.1.1.12.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Jan Metzmaker			✓
1.6.1.1.13: Havre CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.	○	Debbie A Vandenberg	?	?	☹
1.6.1.1.13.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Debbie A Vandenberg	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.7.1.1: Big Sky CVB increase air service capacity to and from Montana cities.	○	Marne Hayes	?	?	?
1.7.1.1.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Marne Hayes	?	?	
1.7.1.1.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Marne Hayes	?	?	
1.7.1.1.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Marne Hayes	?	?	
1.7.1.2: Billings CVB increase air service capacity to and from Montana cities.	○	Joan Kronebusch	○	→	H
1.7.1.2.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Joan Kronebusch	○	⊗	
1.7.1.2.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Joan Kronebusch	○	⊗	
1.7.1.2.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Joan Kronebusch			X
1.7.1.3: Bozeman CVB increase air service capacity to and from Montana cities.	○	Cyndy Andrus	?	?	?
1.7.1.3.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency,	<i>Tactic</i>	Cyndy Andrus	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
flight schedules, and year-round service.					
1.7.1.3.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Cyndy Andrus	○	?	
1.7.1.3.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Cyndy Andrus			✘
1.7.1.4: Butte CVB increase air service capacity to and from Montana cities.	○	Sara Rowe	?	?	?
1.7.1.4.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Sara Rowe	?	?	
1.7.1.4.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Sara Rowe	○	?	
1.7.1.4.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Sara Rowe	?	?	
1.7.1.5: Flathead CVB increase air service capacity to and from Montana cities.	○	Diane Medler	⊗	→	?
1.7.1.5.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Diane Medler	○	○	✓
1.7.1.5.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Diane Medler	○	○	✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.7.1.5.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Diane Medler	●	●	X
1.7.1.6: Great Falls CVB increase air service capacity to and from Montana cities.	○	Miriam Martinson	?	?	?
1.7.1.6.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Miriam Martinson	?	?	
1.7.1.6.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Miriam Martinson	?	?	
1.7.1.6.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Miriam Martinson	?	?	
1.7.1.7: Helena CVB increase air service capacity to and from Montana cities.	○	Mike Mergenthaler	?	?	?
1.7.1.7.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.7.1.7.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.7.1.7.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.7.1.8: Miles City CVB increase air service capacity to and from	○	John Laney	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
Montana cities.					
1.7.1.8.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	John Laney	?	?	
1.7.1.8.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	John Laney	?	?	
1.7.1.8.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	John Laney	?	?	
1.7.1.9: Missoula CVB increase air service capacity to and from Montana cities.	○	Barbara Ann Neilan	?	?	?
1.7.1.9.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.7.1.9.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.7.1.9.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.7.1.10: West Yellowstone CVB increase air service capacity to and from Montana cities.	○	Marysue Costello	?	?	?
1.7.1.10.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Marysue Costello	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.7.1.10.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Marysue Costello	○	?	
1.7.1.10.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Marysue Costello	?	?	
1.7.1.11: Whitefish CVB increase air service capacity to and from Montana cities.	○	Jan Metzmaker	?	?	?
1.7.1.11.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Jan Metzmaker			X
1.7.1.11.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Jan Metzmaker			X
1.7.1.11.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Jan Metzmaker			X
1.7.1.13: Havre CVB increase air service capacity to and from Montana cities.	✔	Debbie A Vandenberg	●	↓	H
1.7.1.13.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.7.1.13.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.7.1.13.3: Collaborate with the Recreational Aviation Foundation	<i>Tactic</i>	Debbie A Vandenberg	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
to preserve existing airstrips and create new public use recreational airstrips.					
1.9.2.8: Big Sky CVB foster opportunities to pool public and private marketing dollars.	○	Marne Hayes	?	?	?
1.9.2.8.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Marne Hayes	?	?	
1.9.2.8.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Marne Hayes	?	?	
1.9.2.9: Billings CVB foster opportunities to pool public and private marketing dollars.	○	Joan Kronebusch	★	↑	L
1.9.2.9.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Joan Kronebusch	○	○	
1.9.2.9.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Joan Kronebusch	⊗	○	
1.9.2.10: Bozeman CVB foster opportunities to pool public and private marketing dollars.	○	Cyndy Andrus	?	?	?
1.9.2.10.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Cyndy Andrus	○	?	
1.9.2.10.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Cyndy Andrus	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.9.2.11: Butte CVB foster opportunities to pool public and private marketing dollars.	○	Sara Rowe	?	?	?
1.9.2.11.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Sara Rowe	?	?	
1.9.2.11.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Sara Rowe	?	?	
1.9.2.12: Flathead CVB foster opportunities to pool public and private marketing dollars.	○	Diane Medler	○	→	✓
1.9.2.12.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Diane Medler	○	○	✓
1.9.2.12.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Diane Medler	○	○	✓
1.9.2.13: Great Falls CVB foster opportunities to pool public and private marketing dollars.	○	Miriam Martinson	?	?	?
1.9.2.13.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Miriam Martinson	?	?	
1.9.2.13.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Miriam Martinson	?	?	
1.9.2.14: Helena CVB foster opportunities to pool public and private marketing dollars.	○	Mike Mergenthaler	?	?	?







Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.9.2.14.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.9.2.14.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.9.2.15: Miles City CVB foster opportunities to pool public and private marketing dollars.	○	John Laney	?	?	?
1.9.2.15.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	John Laney	?	?	
1.9.2.15.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	John Laney	?	?	
1.9.2.16: Missoula CVB foster opportunities to pool public and private marketing dollars.	○	Barbara Ann Neilan	?	?	?
1.9.2.16.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.9.2.16.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.9.2.17: West Yellowstone CVB foster opportunities to pool public and private marketing dollars.	○	Marysue Costello	?	?	?
1.9.2.17.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs,	<i>Tactic</i>	Marysue Costello	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.					
1.9.2.17.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Marysue Costello	○	?	
1.9.2.18: Whitefish CVB foster opportunities to pool public and private marketing dollars.	○	Jan Metzmaker	?	?	?
1.9.2.18.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.9.2.18.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.9.2.19: Havre CVB foster opportunities to pool public and private marketing dollars.	✔	Debbie A Vandenberg	○	→	?
1.9.2.19.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.9.2.19.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.9.3.7: Big Sky CVB enhance funding for CVB marketing efforts.	○	Marne Hayes	?	?	?
1.9.3.7.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Marne Hayes	?	?	
1.9.3.7.2: Jointly seek grants with	<i>Tactic</i>	Marne Hayes	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
economic development and/or nonprofit organizations for cooperative projects.					
1.9.3.7.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Marne Hayes	?	?	
1.9.3.8: Billings CVB enhance funding for CVB marketing efforts.	○	Joan Kronebusch	★	↑	L
1.9.3.8.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Joan Kronebusch	○	○	
1.9.3.8.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Joan Kronebusch	●	○	
1.9.3.8.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Joan Kronebusch	○	○	
1.9.3.9: Bozeman CVB enhance funding for CVB marketing efforts.	○	Cyndy Andrus	?	?	?
1.9.3.9.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Cyndy Andrus	⊗	?	
1.9.3.9.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Cyndy Andrus	●	?	
1.9.3.9.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Cyndy Andrus	⊗	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.9.3.10: Butte CVB enhance funding for CVB marketing efforts.		Sara Rowe	?	?	?
1.9.3.10.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Sara Rowe	?	?	
1.9.3.10.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Sara Rowe	?	?	
1.9.3.10.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Sara Rowe		?	
1.9.3.11: Flathead CVB enhance funding for CVB marketing efforts.		Diane Medler			
1.9.3.11.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Diane Medler			
1.9.3.11.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Diane Medler			
1.9.3.11.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Diane Medler			
1.9.3.12: Great Falls CVB enhance funding for CVB marketing efforts.		Miriam Martinson			
1.9.3.12.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Miriam Martinson	?	?	
1.9.3.12.2: Jointly seek grants	<i>Tactic</i>	Miriam Martinson	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
with economic development and/or nonprofit organizations for cooperative projects.					
1.9.3.12.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Miriam Martinson	○	?	
1.9.3.13: Helena CVB enhance funding for CVB marketing efforts.	○	Mike Mergenthaler	?	?	?
1.9.3.13.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.9.3.13.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.9.3.13.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.9.3.14: Miles City CVB enhance funding for CVB marketing efforts.	○	John Laney	?	?	?
1.9.3.14.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	John Laney	?	?	
1.9.3.14.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	John Laney	?	?	
1.9.3.14.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.9.3.15: Missoula CVB enhance funding for CVB marketing efforts.		Barbara Ann Neilan	?	?	?
1.9.3.15.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.9.3.15.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.9.3.15.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.9.3.16: West Yellowstone CVB enhance funding for CVB marketing efforts.		Marysue Costello	?	?	?
1.9.3.16.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Marysue Costello		?	
1.9.3.16.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Marysue Costello		?	
1.9.3.16.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Marysue Costello		?	
1.9.3.17: Whitefish CVB enhance funding for CVB marketing efforts.		Jan Metzmaker	?	?	?
1.9.3.17.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Jan Metzmaker	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.9.3.17.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.9.3.17.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.9.3.18: Havre CVB enhance funding for CVB marketing efforts.	○	Debbie A Vandenberg	○	→	M
1.9.3.18.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.9.3.18.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.9.3.18.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.10.2.7: Big Sky CVB create public/private/tribal partnerships for cooperative project implementation.	○	Marne Hayes	?	?	?
1.10.2.7.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Marne Hayes	?	?	
1.10.2.8: Billings CVB create public/private/tribal partnerships for cooperative project implementation.	○	Joan Kronebusch	○	→	✓
1.10.2.8.1: Identify ways that respective organizations can work together to assist with implementation, develop	<i>Tactic</i>	Joan Kronebusch	●	○	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
partnerships, and/or seek resources to support the actions listed in the Strategic Plan.					
1.10.2.9: Bozeman CVB create public/private/tribal partnerships for cooperative project implementation.	○	Cyndy Andrus	?	?	?
1.10.2.9.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Cyndy Andrus	⊗	?	
1.10.2.10: Butte CVB create public/private/tribal partnerships for cooperative project implementation.	○	Sara Rowe	?	?	?
1.10.2.10.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Sara Rowe	?	?	
1.10.2.11: Flathead CVB create public/private/tribal partnerships for cooperative project implementation.	○	Diane Medler	○	↑	✓
1.10.2.11.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Diane Medler	○	○	✓
1.10.2.12: Great Falls CVB create public/private/tribal partnerships for cooperative project implementation.	○	Miriam Martinson	?	?	?
1.10.2.12.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Miriam Martinson	?	?	
1.10.2.13: Helena CVB create public/private/tribal partnerships for	○	Mike Mergenthaler	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
cooperative project implementation.					
1.10.2.13.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.10.2.14: Miles City CVB create public/private/tribal partnerships for cooperative project implementation.	○	John Laney	?	?	?
1.10.2.14.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	John Laney	?	?	
1.10.2.15: Missoula CVB create public/private/tribal partnerships for cooperative project implementation.	○	Barbara Ann Neilan	?	?	?
1.10.2.15.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.10.2.16: West Yellowstone CVB create public/private/tribal partnerships for cooperative project implementation.	○	Marysue Costello	?	?	?
1.10.2.16.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Marysue Costello	○	?	
1.10.2.17: Whitefish CVB create public/private/tribal partnerships for cooperative project implementation.	○	Jan Metzmaker	?	?	?
1.10.2.17.1: Identify ways that respective organizations can work together to assist with	<i>Tactic</i>	Jan Metzmaker	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.					
1.10.2.21: Havre CVB create public/private/tribal partnerships for cooperative project implementation.	○	Debbie A Vandeberg	○	→	M
1.10.2.21.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Debbie A Vandeberg	?	?	

Report produced by PlanBase software. ©1998-2011 PlanBase Inc.