

Complete Stakeholder Report FY 2011 Q3

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

*** Stakeholder Reporter Position Vacant for MT State Parks (FWP), MT Heritage Commission, MTTA***

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 or Strategy	Creation Status	Owner	Review Status		
1.0: Turning the Montana Tourism and recreation Vision into reality	✓	Victor Bjornberg	○	→	M
1.1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.	○	Victor Bjornberg	⊗	→	M
1.1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.	○	Victor Bjornberg	○	→	M
1.1.1.1: Expand public-private marketing partnerships with tourism businesses and attractions	○	Victor Bjornberg	○	→	M
1.1.1.1.1: Travel Montana expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Pam Gosink	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
1.1.1.1.2: Custer Country expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	✔	Nick Mann	?	?	?
1.1.1.1.3: Glacier Country expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Racene Friede	?	?	?
1.1.1.1.4: Gold West Country expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Sarah Bannon	○	→	L
1.1.1.1.5: Missouri River Country expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Carla Hunsley	○	→	M
1.1.1.1.6: Russell Country expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Gayle Fisher	○	↑	L
1.1.1.1.7: Yellowstone Country expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Robin Hoover	○	↑	L
1.1.1.1.8: Big Sky CVB expand public-private marketing partnerships with tourism	○	Marne Hayes	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.					
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
1.1.1.1.10: Bozeman CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Cyndy Andrus	○	↑	M
1.1.1.1.10.1: Work with community partners to leverage bed tax funds.	●	Cyndy Andrus	●	?	?
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	?	?	?
1.1.1.1.12: Flathead CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Diane Medler	○	→	L
1.1.1.1.13: 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
1.1.1.1.14: Helena CVB expand public-private marketing partnerships with tourism	○	Mike Mergenthaler	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.					
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	?	?	?
1.1.1.1.16: Missoula CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Barbara Ann Neilan	?	?	?
1.1.1.1.17: West Yellowstone CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Marysue Costello	?	?	?
1.1.1.1.18: Whitefish CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Jan Metzmaker	?	?	?
1.1.1.1.19: 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
1.1.1.2: 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”.	○	Victor Bjornberg	○	→	M

Objective or Strategy	Creation Status	Owner	Review Status		
1.1.1.2.1: Travel Montana 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”.	○	Pam Gosink			✓
1.1.1.2.2: Custer Country 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”.	○	Nick Mann	?	?	?
1.1.1.2.3: Glacier Country 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”.	○	Racene Friede	?	?	?
1.1.1.2.4: Gold West Country 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”.	○	Sarah Bannon	○	→	L
1.1.1.2.5: Missouri River Country continue winter marketing, promoting Montana as a superb destination for ice fishing, and families and groups simply seeking a “snow experience”.	○	Carla Hunsley	○	→	M
1.1.1.2.6: Russell Country continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply	○	Gayle Fisher	○	↑	L

Objective or Strategy	Creation Status	Owner	Review Status		
seeking a “snow experience”.					
1.1.1.2.7: Yellowstone Country 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”.	○	Robin Hoover	○	↑	✓
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	?	?	?
1.1.1.2.9: 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
1.1.1.2.10: 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	○	↑	✓
1.1.1.2.11: 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	?	?	?
1.1.1.2.12: Flathead CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding,	○	Diane Medler	○	→	✓

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snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a “snow experience”.					
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	?	?	?
1.1.1.2.14: 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	?	?	?
1.1.1.2.15: Miles City 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”.	○	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	?	?	?
1.1.1.2.17: West Yellowstone 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”.	○	Marysue Costello	?	?	?
1.1.1.2.18: Whitefish CVB	○	Jan Metzmaker	?	?	?

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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”.					
1.1.1.2.19: 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	➡	➡	✗
1.1.1.3: Attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Victor Bjornberg	➡	➡	L
1.1.1.3.1: Custer Country attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Nick Mann	?	?	?
1.1.1.3.2: Glacier Country attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Racene Friede	?	?	?
1.1.1.3.3: Gold West Country attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Sarah Bannon			✗
1.1.1.3.4: Missouri River Country attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to	○	Carla Hunsley			✓

Objective or Strategy	Creation Status	Owner	Review Status		
tourism/recreation partners (private, nonprofit, tribal).					
1.1.1.3.5: Russell Country attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Gayle Fisher	?	?	?
1.1.1.3.6: Yellowstone Country attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).	○	Robin Hoover	●	?	?
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	?	?	?
1.1.1.3.8: 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
1.1.1.3.9: 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	?	?	✓
1.1.1.3.10: 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	?	?	?
1.1.1.3.11: 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	○	→	✓

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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	➡	➡	↻
1.1.1.3.13: 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	?	?	?
1.1.1.3.14: 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	?	?	?
1.1.1.3.15: 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	?	?	?
1.1.1.3.16: 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	?	?	?
1.1.1.3.17: 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	?	?	?
1.1.1.3.18: 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	➡	➡	↻
1.1.1.4: Continue marketing to international travelers. Work with	○	Victor Bjornberg	●	➡	M

Objective or Strategy	Creation Status	Owner	Review Status		
RMI to provide annual reports on Montana product 'on the shelf' in the overseas markets. Educate Montana suppliers, Share leads, semi-annual reports about media value					
1.1.1.4.1: Travel Montana continue marketing to international travelers. Work with RMI to provide annual reports on Montana product 'on the shelf' in the overseas markets. Educate Montana suppliers, Share leads, semi-annual reports about media value	○	Pam Gosink	?	?	?
1.1.1.4.2: ITRR tracks overseas visitation to Montana and growth of travel product	○	Christine Oschell	○	↑	L
1.1.1.5: Enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Victor Bjornberg	○	→	L
1.1.1.5.1: Travel Montana enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Pam Gosink	?	?	?
1.1.1.5.2: Custer Country enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Nick Mann	?	?	?
1.1.1.5.3: Glacier Country enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Racene Friede	?	?	?
1.1.1.5.4: Gold West Country enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Sarah Bannon	○	→	L
1.1.1.5.5: Missouri River Country enhance tracking and reporting of results and return on investment	○	Carla Hunsley	○	↑	L

Objective or Strategy	Creation Status	Owner	Review Status		
(ROI) from state, regional, and CVB advertising efforts.					
1.1.1.5.6: Russell Country enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Gayle Fisher	?	?	?
1.1.1.5.7: Yellowstone Country enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Robin Hoover	?	?	?
1.1.1.5.8: Big Sky CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	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
1.1.1.5.10: Bozeman CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Cyndy Andrus	?	?	?
1.1.1.5.11: Butte CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Sara Rowe	?	?	?
1.1.1.5.12: Flathead CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Diane Medler	○	→	L
1.1.1.5.13: Great Falls CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Miriam Martinson	?	?	?
1.1.1.5.14: Helena CVB enhance tracking and reporting of results and return on investment (ROI)	○	Mike Mergenthaler	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
from state, regional, and CVB advertising efforts.					
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	?	?	?
1.1.1.5.16: Missoula CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Barbara Ann Neilan	?	?	?
1.1.1.5.17: West Yellowstone CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	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	?	?	?
1.1.1.5.19: Havre CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Debbie A Vandenberg	○	→	M
1.1.2: Promote Montana to targeted groups and events, emphasizing offpeak season.	○	Victor Bjornberg	⊗	→	M
1.1.2.1: 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).	○	Victor Bjornberg	○	→	M
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)	○	Marne Hayes	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
and/or the Western Association of CVBs (WACVB).					
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
1.1.2.1.3: 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	?	?	?
1.1.2.1.4: 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	?	?	?
1.1.2.1.5: 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	○	→	?
1.1.2.1.6: 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	○	Miriam Martinson	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
Western Association of CVBs (WACVB).					
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	?	?	?
1.1.2.1.8: 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	?	?	?
1.1.2.1.9: 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	?	?	?
1.1.2.1.10: 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	?	?	?
1.1.2.1.11: 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	○	Jan Metzmaker	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
Western Association of CVBs (WACVB).					
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 Vandenberg	○	?	↻
1.1.2.2: Work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Victor Bjornberg	➡	➡	M
1.1.2.2.1: Travel Montana work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Pam Gosink			X
1.1.2.2.2: Custer Country work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Nick Mann	?	?	?
1.1.2.2.3: Glacier Country work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Racene Friede	?	?	?
1.1.2.2.4: Gold West Country work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Sarah Bannon			X
1.1.2.2.5: Missouri River Country work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Carla Hunsley	○	➡	L
1.1.2.2.6: Russell Country work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Gayle Fisher	●	➡	M

Objective or Strategy	Creation Status	Owner	Review Status		
1.1.2.2.7: Yellowstone Country work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Robin Hoover			☺
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	?	?	?
1.1.2.2.9: Billings CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Joan Kronebusch	⊗	↑	H
1.1.2.2.10: Bozeman CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	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	?	?	?
1.1.2.2.12: Flathead CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Diane Medler	○	→	L
1.1.2.2.13: Great Falls CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Miriam Martinson	?	?	?
1.1.2.2.14: Helena CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Mike Mergenthaler	?	?	?
1.1.2.2.15: Miles City CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	John Laney	?	?	?
1.1.2.2.16: Missoula CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak	○	Barbara Ann Neilan	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
seasons.					
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	?	?	?
1.1.2.2.18: Whitefish CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Jan Metzmaker	?	?	?
1.1.2.2.19: Havre CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Debbie A Vandenberg	○	→	M
1.1.2.3: Continue to promote Montana as a film location and consider enhanced incentives for film production in Montana. Monitor incentive programs in surrounding states, provinces, and worldwide.	○	Sten Iversen	⊗	→	M
1.1.2.3.1: Montana Film Office continue to promote Montana as a film location and consider enhanced incentives for film production in Montana. Monitor incentive programs in surrounding states, provinces, and worldwide.	○	Sten Iversen	⊗	→	M
1.1.2.4: 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.	○	Susan Buhr	○	→	L
1.1.2.4.1: Travel Montana 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.	○	Susan Buhr	○	→	L
1.1.2.4.2: Custer Country target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and	○	Nick Mann	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
story ideas to travel media.					
1.1.2.4.3: Glacier Country 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.	○	Racene Friede	?	?	?
1.1.2.4.4: Gold West Country 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.	○	Sarah Bannon	○	→	L
1.1.2.4.5: Missouri River Country 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.	○	Carla Hunsley	★	↑	M
1.1.2.4.6: Russell Country 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.	○	Gayle Fisher	○	→	M
1.1.2.4.7: Yellowstone Country 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.	○	Robin Hoover	?	?	?
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	?	?	?
1.1.2.4.9: 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	⊗	→	☺
1.1.2.4.10: Bozeman CVB target travel media to increase the	○	Cyndy Andrus	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.					
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	?	?	?
1.1.2.4.12: 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
1.1.2.4.13: 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	?	?	?
1.1.2.4.14: 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	?	?	?
1.1.2.4.15: 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	?	?	?
1.1.2.4.16: 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	?	?	?
1.1.2.4.17: West Yellowstone CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and	○	Marysue Costello	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
story ideas to travel media.					
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	?	?	?
1.1.2.4.19: 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
1.1.2.5: Continue to target tour operators to bring group tours and packaged vacations to Montana.	○	Pam Gosink	⊗	→	L
1.1.2.5.1: Travel Montana to target tour operators to bring group tours and packaged vacations to Montana.	○	Pam Gosink	?	?	?
1.1.2.5.2: Custer Country to target tour operators to bring group tours and packaged vacations to Montana.	○	Nick Mann	?	?	?
1.1.2.5.3: Glacier Country to target tour operators to bring group tours and packaged vacations to Montana.	○	Racene Friede	?	?	?
1.1.2.5.4: Gold West Country to target tour operators to bring group tours and packaged vacations to Montana.	○	Sarah Bannon	⊗	→	M
1.1.2.5.5: Missouri River Country to target tour operators to bring group tours and packaged vacations to Montana.	○	Carla Hunsley	⊗	?	?
1.1.2.5.6: Russell Country to target tour operators to bring group tours and packaged vacations to Montana.	○	Gayle Fisher	●	→	L
1.1.2.5.7: Yellowstone Country to target tour operators to bring group tours and packaged vacations to Montana.	○	Robin Hoover	?	?	↻
1.1.2.5.8: Big Sky CVB to target	○	Marne Hayes	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
tour operators to bring group tours and packaged vacations to Montana.					
1.1.2.5.9: Billings CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Joan Kronebusch	★	↑	L
1.1.2.5.10: Bozeman CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Cyndy Andrus	?	?	?
1.1.2.5.11: Butte CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Sara Rowe	?	?	?
1.1.2.5.12: Flathead CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Diane Medler	○	→	L
1.1.2.5.13: Great Falls CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Miriam Martinson	?	?	?
1.1.2.5.14: Helena CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Mike Mergenthaler	?	?	?
1.1.2.5.15: Miles City CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	John Laney	?	?	?
1.1.2.5.16: Missoula CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	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	?	?	?
1.1.2.5.18: Whitefish CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Jan Metzmaker	?	?	?
1.1.2.5.19: Havre CVB to target tour operators to bring group tours	☑	Debbie A Vandenberg	○	→	M

Objective or Strategy	Creation Status	Owner	Review Status		
and packaged vacations to Montana.					
1.1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.	○	Victor Bjornberg	⊗	→	M
1.1.3.1: Travel Montana host an annual Marketing Plan meeting between Travel Montana, Regions, CVBs, Tourism Advisory Council, MTTA, and other state/federal agencies involved in tourism and recreation, to coordinate the marketing planning process.	○	Pam Gosink	➡	→	L
1.1.3.2: Implement the new Montana tourism brand to enhance the state's image and message in priority markets	○	Pam Gosink	?	?	?
1.1.3.2.1: Travel Montana implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Pam Gosink	?	?	?
1.1.3.2.2: Custer Country implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Nick Mann	?	?	?
1.1.3.2.3: Glacier Country implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Racene Friede	?	?	?
1.1.3.2.4: Gold West Country implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Sarah Bannon	○	→	L
1.1.3.2.5: Missouri River Country implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Carla Hunsley	○	↑	L
1.1.3.2.6: Russell Country implement the new Montana tourism brand to enhance the	○	Gayle Fisher	○	→	L

Objective or Strategy	Creation Status	Owner	Review Status		
state's image and message in priority markets.					
1.1.3.2.7: Yellowstone Country implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Robin Hoover	○	↑	L
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	?	?	?
1.1.3.2.9: Billings CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	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	?	?	?
1.1.3.2.11: Butte CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Sara Rowe	?	?	?
1.1.3.2.12: Flathead CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Diane Medler	○	→	L
1.1.3.2.13: Great Falls CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Miriam Martinson	?	?	?
1.1.3.2.14: Helena CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	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	?	?	?
1.1.3.2.16: Missoula CVB	○	Barbara Ann Neilan	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
implement the new Montana tourism brand to enhance the state's image and message in priority markets.					
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	?	?	?
1.1.3.2.18: Whitefish CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Jan Metzmaker	?	?	?
1.1.3.2.19: MTTA implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	<i>no owner</i>			X
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
1.1.3.3: Conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Victor Bjornberg	○	→	M
1.1.3.3.1: Travel Montana conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Pam Gosink	?	?	?
1.1.3.3.2: Custer Country conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Nick Mann	?	?	?
1.1.3.3.3: Glacier Country conduct educational workshops, presentations, and webinars to	○	Racene Friede	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
build marketing capacity and awareness, and showcase successes, among community and business partners.					
1.1.3.3.4: Gold West Country conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Sarah Bannon	⊗	↑	L
1.1.3.3.5: Missouri River Country conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Carla Hunsley	○	→	L
1.1.3.3.6: Russell Country conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Gayle Fisher	⊗	→	M
1.1.3.3.7: Yellowstone Country conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Robin Hoover	●	→	L
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	○	Joan Kronebusch	★	↑	L

Objective or Strategy	Creation Status	Owner	Review Status		
and business partners.					
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 and business partners.	○	Diane Medler	★	↑	L
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,	○	Barbara Ann Neilan	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.					
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	?	?	?
1.1.3.3.19: MTTA conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	<i>no owner</i>			☹
1.1.3.3.20: Havre CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Debbie A Vandenberg	○	→	?
1.1.3.4: Create cooperative marketing campaigns between agriculture and tourism. Identify key businesses/trade groups in agriculture and tourism, and form marketing/advertising partnerships.	○	Pam Gosink	○	→	L
1.1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.	○	Pam Gosink	?	?	?
1.1.4.1: Create a database inventory of visitor information system (VIS) components available statewide	○	Pam Gosink			✘

Objective or Strategy	Creation Status	Owner	Review Status		
1.1.4.2: Establish criteria for “officially-designated” visitor information sites/services, foster more collaboration between agency/private visitor services. Link VICs, museums, attractions, and businesses to leverage resources, provide quality service statewide.	○	Pam Gosink	?	?	✓
1.1.4.3: Provide advanced training for all Visitor Information Centers (VICs), including regional familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Pam Gosink	○	↑	H
1.1.4.3.1: Travel Montana provide advanced training for its statewide Visitor Information Centers (VICs), including regional familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Pam Gosink	?	?	?
1.1.4.3.2: Custer Country provide advanced training for Visitor Information Centers (VICs) in its region, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Nick Mann	?	?	?
1.1.4.3.3: Glacier Country provide advanced training for Visitor Information Centers (VICs) in its region, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Racene Friede	?	?	?
1.1.4.3.4: Gold West Country provide advanced training for Visitor Information Centers (VICs) in its region, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Sarah Bannon	⊗	→	M
1.1.4.3.5: Missouri River Country provide advanced training for Visitor Information Centers (VICs)	○	Carla Hunsley	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
in its region, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.					
1.1.4.3.6: Russell Country provide advanced training for Visitor Information Centers (VICs) in its region, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Gayle Fisher	○	↑	M
1.1.4.3.7: Yellowstone Country provide advanced training for Visitor Information Centers (VICs) in its region, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	Robin Hoover			☺
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	?	?	?
1.1.4.3.9: 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
1.1.4.3.10: 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	?	?	?
1.1.4.3.11: Butte CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local	○	Sara Rowe	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
information staff and volunteers.					
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	○	→	↻
1.1.4.3.13: 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	?	?	?
1.1.4.3.14: 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	?	?	?
1.1.4.3.15: 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	?	?	?
1.1.4.3.16: 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	?	?	?
1.1.4.3.17: 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	?	?	?
1.1.4.3.18: Whitefish CVB provide advanced training for Visitor	○	Jan Metzmaker	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.					
1.1.4.3.19: MTTA provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.	○	<i>no owner</i>			○
1.1.4.3.20: MT Superhost provide advanced training for Visitor Information Centers (VICs) staff as part of its statewide services.	○	Victor Bjornberg	○	→	L
1.1.4.4: Use technology to enhance Montana visitor information and marketing efforts.	○	Pam Gosink	?	?	?
1.1.4.4.1: Travel Montana Electronic Marketing Program use technology to enhance Montana visitor information and marketing efforts.	○	Corrie Hahn	★	→	L
1.1.4.4.2: Travel Montana VIS Program use technology to enhance Montana visitor information and marketing efforts.	○	Pam Gosink	?	?	?
1.1.4.4.3: MDT use technology to enhance Montana visitor information and marketing efforts.	○	Sheila Ludlow	○	→	?
1.1.4.5: Expand displays of MT destinations/products at State rest areas, airports, train stations, and VICs. Integrate MT VICs, rest areas, chambers, airports, and train stations into state economic development efforts by showcasing MT's heritage and economy.	○	Pam Gosink	?	?	?
1.1.4.5.1: Travel Montana expand displays of MT destinations/products at State rest areas, airports, train stations, and VICs. Integrate MT's Visitor Information System sites into state	○	Pam Gosink	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
economic development efforts by showcasing MT's heritage and economy.					
1.1.4.5.2: Expand displays of MT destinations/products at State rest areas, airports, train stations, and VICs. Integrate MT's Visitor Information System sites into state economic development efforts by showcasing MT's heritage and economy.	○	Sheila Ludlow	○	?	?
1.2: Attain public policy and citizen support for sustainable tourism and recreation.	○	Victor Bjornberg	⊗	→	M
1.2.1: Build awareness through statewide publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Victor Bjornberg	⊗	→	M
1.2.1.1: Travel Montana build awareness through statewide publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Pam Gosink	?	?	?
1.2.1.2: Custer Country 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.	○	Nick Mann	?	?	?
1.2.1.3: Glacier Country 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.	○	Racene Friede	?	?	?
1.2.1.4: Gold West Country build	○	Sarah Bannon	○	→	L

Objective or Strategy	Creation Status	Owner	Review Status		
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.					
1.2.1.5: Missouri River Country 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.	○	Carla Hunsley	?	?	?
1.2.1.6: Russell Country 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.	○	Gayle Fisher	⊗	→	M
1.2.1.7: Yellowstone Country 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.	○	Robin Hoover	○	→	L
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	?	?	?
1.2.1.9: Billings CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and	○	Joan Kronebusch			X

Objective or Strategy	Creation Status	Owner	Review Status		
allocation of lodging facility use taxes.					
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	?	?	?
1.2.1.11: 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	?	?	?
1.2.1.12: 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
1.2.1.13: 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 taxes.	○	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	?	?	?
1.2.1.15: Miles City CVB build awareness through publicity efforts about the new Montana Tourism	○	John Laney	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.					
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	?	?	?
1.2.1.17: 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	?	?	?
1.2.1.18: Whitefish 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.	○	Jan Metzmaker	?	?	?
1.2.1.19: MTRI/NPS 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 Keck	?	?	?
1.2.1.20: MTRI/USFS 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.	○	Margaret Gorski	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
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	?	?	↻
1.2.2: Provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Victor Bjornberg	○	→	L
1.2.2.1: Travel Montana provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Pam Gosink	?	?	?
1.2.2.2: Custer Country provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Nick Mann	?	?	?
1.2.2.3: Glacier Country provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Racene Friede	?	?	?
1.2.2.4: Gold West Country provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Sarah Bannon	○	↑	L
1.2.2.5: Missouri River Country provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Carla Hunsley	?	?	?
1.2.2.6: Russell Country provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Gayle Fisher	○	→	M
1.2.2.7: Yellowstone Country provide concise, visual briefings and presentations to policy makers and	○	Robin Hoover	○	→	L

Objective or Strategy	Creation Status	Owner	Review Status		
business groups about Montana tourism issues and benefits.					
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	?	?	?
1.2.2.9: Billings CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Joan Kronebusch	●	→	↻
1.2.2.10: Bozeman CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Cyndy Andrus	?	?	?
1.2.2.11: Butte CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Sara Rowe	?	?	?
1.2.2.12: Flathead CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Diane Medler	★	↑	L
1.2.2.13: Great Falls CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Miriam Martinson	?	?	?
1.2.2.14: Helena CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Mike Mergenthaler	?	?	?
1.2.2.15: Miles City CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	John Laney	?	?	?
1.2.2.16: Missoula CVB provide concise, visual briefings and presentations to policy makers and	○	Barbara Ann Neilan	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
business groups about Montana tourism issues and benefits.					
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	?	?	?
1.2.2.18: Whitefish CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Jan Metzmaker	?	?	?
1.2.2.19: MTTA provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	<i>no owner</i>			X
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
1.2.3: Change the state law and rules to broaden eligibility for the Montana Byways program (and access to federal funding).	○	Sheila Ludlow	⊗	→	?
1.2.3.1: Encourage the Montana Legislature to change the MT Byways program, so that more highways can be designated as state scenic/historic byways, and become eligible for federal funding for byway planning, improvement projects, and marketing.	○	Sheila Ludlow	⊗	→	?
1.2.3.2: Form a State Scenic Byways Advisory Committee and initiate local planning along proposed byway corridors and loops to begin the designation process.	●	Sheila Ludlow			✓
1.2.3.3: Gather local public input to establish values and parameters for corridor or byway designation, and respect community heritage and character in the process of developing byway/corridor plans and	●	Sheila Ludlow	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
marketing strategies.					
1.2.4: Address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.	○	Victor Bjornberg	○	→	H
1.2.4.1: TAC address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.	○	Barb Sanem	○	→	H
1.2.4.2: MTRI/NPS address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.	○	John Keck	?	?	?
1.2.4.3: MTRI/USFS address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.	○	Margaret Gorski	?	?	?
1.2.4.4: MTTA address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.	○	<i>no owner</i>			X
1.3: Address management and access issues for sustainable recreation on private, state, and federal lands.	○	Victor Bjornberg	⊗	→	M
1.3.1: Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Victor Bjornberg	○	→	M
1.3.1.1: Travel Montana educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate	○	Pam Gosink	●	→	⊖

Objective or Strategy	Creation Status	Owner	Review Status		
areas.					
1.3.1.2: Custer Country educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Nick Mann	?	?	?
1.3.1.3: Glacier Country educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Racene Friede	?	?	?
1.3.1.4: Gold West Country educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Sarah Bannon	○	→	L
1.3.1.5: Missouri River Country educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Carla Hunsley	?	?	?
1.3.1.6: Russell Country educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Gayle Fisher	○	→	L
1.3.1.7: Yellowstone Country educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Robin Hoover			○
1.3.1.8: Big Sky CVB educate Montana visitors, suppliers, and	○	Marne Hayes	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.					
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	⊗	→	↻
1.3.1.10: 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	?	?	?
1.3.1.11: 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	?	?	?
1.3.1.12: 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	⊗	↑	↻
1.3.1.13: 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	?	?	?
1.3.1.14: Helena CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to	○	Mike Mergenthaler	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
encourage recreation in appropriate areas.					
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	?	?	?
1.3.1.16: 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	?	?	?
1.3.1.17: 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	?	?	?
1.3.1.18: 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	?	?	?
1.3.1.19: MTRI/NPS 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 Keck	?	?	?
1.3.1.20: MTRI/USFS educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Margaret Gorski	?	?	?
1.3.1.21: Havre CVB educate	○	Debbie A Vandenberg	○	→	M

Objective or Strategy	Creation Status	Owner	Review Status		
Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.					
1.3.2: Coordinate state, regional, and local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Victor Bjornberg	⊗	→	M
1.3.2.1: Travel Montana coordinate state tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Pam Gosink	?	?	?
1.3.2.2: Custer Country coordinate regional tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Nick Mann	?	?	?
1.3.2.3: Glacier Country coordinate regional tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Racene Friede	?	?	?
1.3.2.4: Gold West Country coordinate regional tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Sarah Bannon	⊗	→	L
1.3.2.5: Missouri River Country coordinate regional tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Carla Hunsley	?	?	?
1.3.2.6: Russell Country coordinate	○	Gayle Fisher	⊗	→	M

Objective or Strategy	Creation Status	Owner	Review Status		
regional tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.					
1.3.2.7: Yellowstone Country coordinate regional tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Robin Hoover			☺
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	?	?	?
1.3.2.9: Billings 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.	○	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	?	?	?
1.3.2.11: 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	?	?	?
1.3.2.12: 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	⊗	→	☺
1.3.2.13: Great Falls CVB coordinate local tourism marketing efforts with state/federal land management	○	Miriam Martinson	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
strategies, to ensure that promotion messages are consistent with public land uses and available facilities.					
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	?	?	?
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	?	?	?
1.3.2.16: 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	?	?	?
1.3.2.17: 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	?	?	?
1.3.2.18: 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	?	?	?
1.3.2.19: MTRI/NPS coordinate state, regional and 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 Keck	?	?	?
1.3.2.20: MTRI/USFS coordinate state, regional and local tourism marketing efforts with state/federal land management strategies, to	○	Margaret Gorski	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
ensure that promotion messages are consistent with public land uses and available facilities.					
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
1.3.3: Support use of easements, county planning commissions, and agency planning efforts, to maintain and improve public access to public recreation lands.	○	Victor Bjornberg	⊗	→	M
1.3.3.1: MTRI/NPS support use of easements, county planning commissions, and agency planning efforts, to maintain and improve public access to public recreation lands.	○	John Keck	?	?	?
1.3.3.2: MTRI/USFS support use of easements, county planning commissions, and agency planning efforts, to maintain and improve public access to public recreation lands.	○	Margaret Gorski	?	?	?
1.3.4: Continue to enhance the Montana Block Management Program, expanding public access to private lands.	○	Linda Howard	⊗	→	M
1.3.4.1: FWP continue to enhance the Montana Block Management Program, expanding public access to private lands.	○	Linda Howard	?	?	?
1.3.5: Identify actions and initiatives to reconnect families and youth with the outdoors, and identify ways to link outdoor programs with statewide science, math, and language curriculum standards/initiatives.	○	John Keck	?	?	?
1.3.5.1: MTRI/NPS identify actions and initiatives to reconnect families and youth with the outdoors, and identify ways to link outdoor programs with statewide science,	○	John Keck	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
math, and language curriculum standards/initiatives.					
1.3.5.2: MTRI/USFS identify actions and initiatives to reconnect families and youth with the outdoors, and identify ways to link outdoor programs with statewide science, math, and language curriculum standards/initiatives.	○	Margaret Gorski	?	?	?
1.4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).	○	Victor Bjornberg	○	→	M
1.4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.	○	Victor Bjornberg	○	→	M
1.4.1.1: Use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Victor Bjornberg	○	→	M
1.4.1.1.1: Big Sky CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Marne Hayes	?	?	?
1.4.1.1.2: Billings CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Joan Kronebusch	★	→	L
1.4.1.1.3: Bozeman CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Cyndy Andrus	?	?	?
1.4.1.1.4: Butte CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	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	○	→	☺
1.4.1.1.6: Great Falls CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Miriam Martinson	?	?	?
1.4.1.1.7: Helena CVB use local	○	Mike Mergenthaler	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.					
1.4.1.1.8: Miles City CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	John Laney	?	?	?
1.4.1.1.9: Missoula CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	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	?	?	?
1.4.1.1.11: Whitefish CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Jan Metzmaker	?	?	?
1.4.1.1.12: MTTA use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	<i>no owner</i>			✗
1.4.1.1.13: Havre CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Debbie A Vandenberg	○	→	L
1.4.1.2: Develop artisan/craftsmen trails statewide to highlight Montana's history and culture.	○	Victor Bjornberg	○	→	M
1.4.1.2.1: Travel Montana develop artisan/craftsmen trails statewide to highlight Montana's history and culture.	○	Victor Bjornberg	○	→	L
1.4.1.2.2: Custer Country develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Nick Mann	?	?	?
1.4.1.2.3: Glacier Country develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Racene Friede	?	?	?
1.4.1.2.4: Gold West Country develop artisan/craftsmen trails to	○	Sarah Bannon	○	→	L

Objective or Strategy	Creation Status	Owner	Review Status		
highlight Montana's history and culture.					
1.4.1.2.5: Missouri River Country develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Carla Hunsley	○	→	M
1.4.1.2.6: Russell Country develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Gayle Fisher	○	→	M
1.4.1.2.7: Yellowstone Country develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Robin Hoover			☹
1.4.1.2.8: MTTA develop artisan/craftsmen trails to highlight Montana's history and culture.	○	<i>no owner</i>			X
1.4.1.2.9: MT Historical Society develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Rebecca Baumann	⊗	→	M
1.4.1.2.10: MAC develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Victor Bjornberg	○	→	L
1.4.1.3: Enhance the online statewide calendar of arts/culture/historical/tribal events.	○	Corrie Hahn	○	→	L
1.4.1.3.1: Travel Montana enhance the online statewide calendar of arts/culture/historical/tribal events.	○	Corrie Hahn	○	→	L
1.4.1.3.3: MTTA enhance the online statewide calendar of arts/culture/historical/tribal events.	○	<i>no owner</i>			X
1.4.1.3.4: MAC enhance the online statewide calendar of arts/culture/historical/tribal events.	○	Victor Bjornberg	○	→	L
1.4.1.4: Enhance the Montana Tribal Tourism Alliance (MTTA) and its marketing efforts.	○	<i>no owner</i>			☹
1.4.1.4.1: MTTA enhance the Montana Tribal Tourism Alliance (MTTA) and its marketing efforts.	○	<i>no owner</i>			X
1.4.1.4.2: Travel Montana enhance the Montana Tribal	○	Victor Bjornberg			☹

Objective or Strategy	Creation Status	Owner	Review Status		
Tourism Alliance (MTTA) and its marketing efforts.					
1.4.1.5: Plan and Promote commemorations of historic events in Montana.	○	Rebecca Baumann	○	→	L
1.4.1.5.1: Travel Montana Plan and Promote commemorations of historic events in Montana.	○	Victor Bjornberg	○	→	L
1.4.1.5.2: MHS Plan and Promote commemorations of historic events in Montana.	○	Rebecca Baumann	○	→	L
1.4.1.5.3: Glacier Country Plan and Promote commemorations of historic events in Montana.	○	Racene Friede			✓
1.4.2: Improve and maintain infrastructure, facilities, and services to support heritage and cultural tourism in Montana.	○	Rebecca Baumann	○	→	M
1.4.2.1: Enhance the interactivity and quality of Montana interpretive displays, programs, and facilities for visitors.	○	Rebecca Baumann	○	→	L
1.4.2.2: Augment tourism facilities, services, and marketing capacity within Montana Indian reservations.	○	<i>no owner</i>			X
1.4.2.2.1: MTTA augment tourism facilities, services, and marketing capacity within Montana Indian reservations.	○	<i>no owner</i>			○
1.4.2.2.2: Travel Montana augment tourism facilities, services, and marketing capacity within Montana Indian reservations.	○	Victor Bjornberg	?	?	?
1.4.2.3: Improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	Rebecca Baumann	○	→	M
1.4.2.3.1: Travel Montana improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	Victor Bjornberg	○	→	L
1.4.2.3.2: MTTA improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	<i>no owner</i>			X

Objective or Strategy	Creation Status	Owner	Review Status		
1.4.2.3.3: FWP improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	Linda Howard	?	?	?
1.4.2.3.4: MHS improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	Rebecca Baumann	➡	➡	L
1.4.2.3.5: MHC improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	Victor Bjornberg	?	?	?
1.4.2.3.6: MTRI/USFS improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	Margaret Gorski	?	?	?
1.4.2.3.7: MTRI/NPS improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	John Keck	?	?	?
1.4.2.4: Revitalize Montana's historic downtowns as vibrant destinations for travelers.	○	Rebecca Baumann	○	➡	L
1.4.2.4.1: MT Main Street revitalize Montana's historic downtowns as vibrant destinations for travelers.	○	Victor Bjornberg	○	➡	L
1.4.2.4.2: MHS (SHPO) revitalize Montana's historic downtowns as vibrant destinations for travelers.	○	Rebecca Baumann	○	➡	L
1.4.2.5: Maintain Lewis & Clark Trail, other national scenic and historic trails, and related sites/facilities to enhance visitor experience.	○	John Keck	?	?	?
1.4.2.5.1: MTRI/NPS maintain Lewis & Clark Trail, other national scenic and historic trails, and related sites/facilities to enhance visitor experience.	○	John Keck	?	?	?
1.4.3: Continue efforts to preserve Montana tribal culture (stories, language preservation, cultural preservation workshops, tribal museums/interpretive centers, tribal arts).	○	<i>no owner</i>			◡

Objective or Strategy	Creation Status	Owner	Review Status		
1.4.3.1: Identify tribal fine arts, museums, events, and activities that emphasize nature, ethno-botany, and opportunities to observe and learn more about native culture.	○	<i>no owner</i>			☺
1.4.3.2: MTRI/USFS continue to inventory cultural sites on public lands and determine appropriate interpretation and access for the public.	○	Margaret Gorski	?	?	?
1.4.3.3: MTRI/NPS continue to inventory cultural sites on public lands and determine appropriate interpretation and access for the public.	○	John Keck	?	?	?
1.5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.	○	Victor Bjornberg	○	→	M
1.5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.	○	Victor Bjornberg	⊗	→	M
1.5.1.1: Create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Victor Bjornberg	⊗	→	M
1.5.1.1.1: Custer Country create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Nick Mann	?	?	?
1.5.1.1.2: Glacier Country create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Racene Friede	?	?	?
1.5.1.1.3: Gold West Country create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Sarah Bannon	○	↑	L
1.5.1.1.4: Missouri River Country create vacation packages and	○	Carla Hunsley	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.					
1.5.1.1.5: Russell Country create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Gayle Fisher	⊗	↓	H
1.5.1.1.6: Yellowstone Country create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Robin Hoover	○	↑	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	?	?	?
1.5.1.1.8: Billings CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Joan Kronebusch	?	?	?
1.5.1.1.9: Bozeman CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Cyndy Andrus	?	?	?
1.5.1.1.10: Butte CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Sara Rowe	?	?	?
1.5.1.1.11: Flathead CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Diane Medler	⊗	→	L
1.5.1.1.12: Great Falls CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Miriam Martinson	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
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	?	?	?
1.5.1.1.14: Miles City CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	John Laney	?	?	?
1.5.1.1.15: Missoula CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Barbara Ann Neilan	?	?	?
1.5.1.1.16: West Yellowstone CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Marysue Costello	?	?	?
1.5.1.1.17: Whitefish CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	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
1.5.1.2: Expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Victor Bjornberg	⊗	→	M
1.5.1.2.1: Custer Country expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Nick Mann	?	?	?
1.5.1.2.2: Glacier Country expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Racene Friede	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
1.5.1.2.3: Gold West Country expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Sarah Bannon	○	→	L
1.5.1.2.4: Missouri River Country expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Carla Hunsley	?	?	?
1.5.1.2.5: Russell Country expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Gayle Fisher	⊗	→	M
1.5.1.2.6: Yellowstone Country expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Robin Hoover	○	↑	L
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	?	?	?
1.5.1.2.8: Billings CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	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	?	?	?
1.5.1.2.10: Butte CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	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	○	→	✓

Objective or Strategy	Creation Status	Owner	Review Status		
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	?	?	?
1.5.1.2.13: Helena CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	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	?	?	?
1.5.1.2.15: Missoula CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Barbara Ann Neilan	?	?	?
1.5.1.2.16: West Yellowstone CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Marysue Costello	?	?	?
1.5.1.2.17: Whitefish CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Jan Metzmaker	?	?	?
1.5.1.2.18: MTTA expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	<i>no owner</i>			X
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	?	?	○
1.5.1.3: Encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Victor Bjornberg	○	→	M

Objective or Strategy	Creation Status	Owner	Review Status		
1.5.1.3.1: Travel Montana encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Victor Bjornberg	○	→	M
1.5.1.3.2: Custer Country encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Nick Mann	?	?	?
1.5.1.3.3: Glacier Country encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Racene Friede	?	?	?
1.5.1.3.4: Gold West Country encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Sarah Bannon	⊗	↑	L
1.5.1.3.5: Missouri River Country encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Carla Hunsley	?	?	?
1.5.1.3.6: Russell Country encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Gayle Fisher	○	↑	M
1.5.1.3.7: Yellowstone Country encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Robin Hoover	○	→	L
1.5.1.3.8: Big Sky CVB encourage use of Montana products by restaurants, markets, retail shops,	○	Marne Hayes	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
and suppliers, to add value to local businesses and traveler experiences.					
1.5.1.3.9: Billings CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	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	?	?	?
1.5.1.3.11: 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	?	?	?
1.5.1.3.12: 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
1.5.1.3.13: 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	?	?	?
1.5.1.3.14: 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	?	?	?
1.5.1.3.15: 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	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
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	?	?	?
1.5.1.3.17: 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	?	?	?
1.5.1.3.18: Whitefish CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Jan Metzmaker	?	?	?
1.5.1.3.19: MT Dept. of Agriculture encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Victor Bjornberg	?	?	?
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	?	?	↻
1.5.1.4: Identify new opportunities to provide guided educational/interpretive and adventure tours on public and private lands and work to develop them.	○	Victor Bjornberg	⊗	→	M
1.5.1.4.1: MTRI/NPS identify new opportunities to provide guided educational/interpretive and adventure tours on public and private lands and work to develop them.	○	John Keck	?	?	?
1.5.1.4.2: MTRI/USFS identify new opportunities to provide guided educational/interpretive and adventure tours on public and	○	Margaret Gorski	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
private lands and work to develop them.					
1.5.1.4.3: FWP identify new opportunities to provide guided educational/interpretive and adventure tours on public and private lands and work to develop them.	○	Linda Howard	?	?	?
1.5.2: Provide information about technical and financial assistance available to tourism and recreation businesses.	○	Victor Bjornberg	○	→	L
1.5.2.1: Travel Montana provide information about technical and financial assistance available to tourism and recreation businesses.	○	Victor Bjornberg	○	→	L
1.5.2.2: Conduct entrepreneurship training for tourism/recreation businesses and "Indian-preneurs."	○	Victor Bjornberg	○	→	M
1.5.2.2.1: Travel Montana conduct entrepreneurship training for tourism/recreation businesses and "Indian-preneurs."	○	Victor Bjornberg	○	→	L
1.5.2.2.2: MTTA conduct entrepreneurship training for tourism/recreation businesses and "Indian-preneurs."	○	<i>no owner</i>			X
1.5.2.2.3: SBDC conduct entrepreneurship training for tourism/recreation businesses and "Indian-preneurs."	○	Victor Bjornberg	?	?	?
1.6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.	○	Victor Bjornberg	⊗	→	M
1.6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.	○	Victor Bjornberg	⊗	→	M
1.6.1.1: Encourage all Montana CVBs to join either the Destination Marketing Association International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and	○	Barb Sanem	○	→	M

Objective or Strategy	Creation Status	Owner	Review Status		
performance reporting, staff certification, CVB accreditation.					
1.6.1.1.1: MTOT encourage all Montana CVBs to 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.	○	Barb Sanem	○	→	M
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	?	?	?
1.6.1.1.3: 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			✓
1.6.1.1.4: 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	?	?	?
1.6.1.1.5: 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	?	?	?
1.6.1.1.6: Flathead CVB join either Destination Marketing Assoc.	○	Diane Medler	⊗	↑	↺

Objective or Strategy	Creation Status	Owner	Review Status		
International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.					
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	?	?	?
1.6.1.1.8: 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	?	?	?
1.6.1.1.9: 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	?	?	?
1.6.1.1.10: Missoula 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.	○	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	○	Marysue Costello	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
accreditation.					
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	?	?	?
1.6.1.1.13: 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	?	?	○
1.6.1.2: Sponsor training for staff and volunteer board members of tourism, recreation, historic and cultural organizations and agencies using information provided by DMAI, USSTA, ESTO, MNA, etc.	○	Victor Bjornberg	⊗	→	M
1.6.1.2.1: Custer Country sponsor training for staff and volunteer board members of tourism, recreation, historic and cultural organizations and agencies using information provided by DMAI, USSTA, ESTO, MNA, etc.	○	Nick Mann	?	?	?
1.6.1.2.2: Glacier Country sponsor training for staff and volunteer board members of tourism, recreation, historic and cultural organizations and agencies using information provided by DMAI, USSTA, ESTO, MNA, etc.	○	Racene Friede	?	?	?
1.6.1.2.3: Gold West Country sponsor training for staff and volunteer board members of tourism, recreation, historic and cultural organizations and agencies using information provided by DMAI, USSTA, ESTO, MNA, etc.	○	Sarah Bannon	⊗	↑	L

Objective or Strategy	Creation Status	Owner	Review Status		
1.6.1.2.4: Missouri River Country sponsor training for staff and volunteer board members of tourism, recreation, historic and cultural organizations and agencies using information provided by DMAI, USSTA, ESTO, MNA, etc.	○	Carla Hunsley	?	?	?
1.6.1.2.5: Russell Country sponsor training for staff and volunteer board members of tourism, recreation, historic and cultural organizations and agencies using information provided by DMAI, USSTA, ESTO, MNA, etc.	○	Gayle Fisher	○	↑	L
1.6.1.2.6: Yellowstone Country sponsor training for staff and volunteer board members of tourism, recreation, historic and cultural organizations and agencies using information provided by DMAI, USSTA, ESTO, MNA, etc.	○	Robin Hoover	?	?	☹
1.6.1.3: Enhance higher education programs for tourism and recreation careers including continued education for existing tourism and recreation professionals.	○	Victor Bjornberg			☹
1.6.1.3.1: MT Board of Regents enhance higher education programs for tourism and recreation careers including continued education for existing tourism and recreation professionals.	○	Victor Bjornberg			☹
1.6.1.3.2: MT Dept of Labor & Industry enhance higher education programs for tourism and recreation careers including continued education for existing tourism and recreation professionals.	○	Victor Bjornberg			☹
1.6.1.4: Enhance the Montana Superhost program with advanced	☑	Victor Bjornberg	?	?	✓

Objective or Strategy	Creation Status	Owner	Review Status		
training, locally customized information and new delivery methods.					
1.6.2: Improve systems to augment Montana's seasonal workforce for tourism and recreation.	○	Victor Bjornberg			☺
1.6.2.1: Add a specific Tourism, Recreation, and Hospitality category to the MT Dept of Labor & Industry (DLI) web site job search feature.	○	Victor Bjornberg			☺
1.6.2.2: Seek volunteers and volun-tourists to augment Montana's seasonal workfoce and help with local recreation projects through volunteer opportunities web listings and other resources.	○	Corrie Hahn	➡	➡	☺
1.6.2.2.1: Travel Montana seek volunteers and volun-tourists to augment Montana's seasonal workfoce and help with local recreation projects through volunteer opportunities web listings and other resources.	○	Corrie Hahn	➡	➡	?
1.6.2.2.2: MTRI/NPS seek volunteers and volun-tourists to augment Montana's seasonal workforce and help with local recreation projects through volunteer opportunities web listings and other resources.	○	John Keck	?	?	?
1.6.2.2.3: MTRI/USFS seek volunteers and volun-tourists to augment Montana's seasonal workforce and help with local recreation projects through volunteer opportunities web listings and other resources.	○	Margaret Gorski	?	?	?
1.6.2.2.4: FWP seek volunteers and volun-tourists to augment Montana's seasonal workforce and help with local recreation projects through volunteer opportunities web listings and other resources.	○	Linda Howard	?	?	?
1.6.2.2.5: MHS seek volunteers	○	Rebecca Baumann	○	↑	L

Objective or Strategy	Creation Status	Owner	Review Status		
and volun-tourists to augment Montana's seasonal workforce and help with local recreation projects through volunteer opportunities web listings and other resources.					
1.6.2.3: Provide tourism recognition awards for Montana civic groups, clubs and citizens who volunteer for projects on public lands and historic/cultural sites and facilities.	○	John Keck	?	?	?
1.6.2.4: Adjust Montana school calendars to facilitate tourism and recreation industry seasonal workforce needs.	○	Barb Sanem			X
1.6.3: Encourage use of local development incentives and federal funds for construction of affordable workforce housing.	○	Victor Bjornberg	○	→	L
1.6.3.1: MT Dept of Commerce encourage use of local development incentives and federal funds for construction of affordable workforce housing.	○	Victor Bjornberg	○	→	L
1.7: Improve Montana's transportation system for both residents and visitors.	○	Sheila Ludlow	○	↑	?
1.7.1: Increase air service capacity to and from Montana cities.	○	Sheila Ludlow	○	?	?
1.7.1.1: Big Sky CVB increase air service capacity to and from Montana cities.	○	Marne Hayes	?	?	?
1.7.1.2: Billings CVB increase air service capacity to and from Montana cities.	○	Joan Kronebusch	○	→	H
1.7.1.3: Bozeman CVB increase air service capacity to and from Montana cities.	○	Cyndy Andrus	?	?	?
1.7.1.4: Butte CVB increase air service capacity to and from Montana cities.	○	Sara Rowe	?	?	?
1.7.1.5: Flathead CVB increase air service capacity to and from Montana cities.	○	Diane Medler	⊗	→	?
1.7.1.6: Great Falls CVB increase air service capacity to and from	○	Miriam Martinson	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
Montana cities.					
1.7.1.7: Helena CVB increase air service capacity to and from Montana cities.	○	Mike Mergenthaler	?	?	?
1.7.1.8: Miles City CVB increase air service capacity to and from Montana cities.	○	John Laney	?	?	?
1.7.1.9: Missoula CVB increase air service capacity to and from Montana cities.	○	Barbara Ann Neilan	?	?	?
1.7.1.10: West Yellowstone CVB increase air service capacity to and from Montana cities.	○	Marysue Costello	?	?	?
1.7.1.11: Whitefish CVB increase air service capacity to and from Montana cities.	○	Jan Metzmaker	?	?	?
1.7.1.12: MDT increase air service capacity to and from Montana cities.	○	Sheila Ludlow	?	?	?
1.7.1.13: Havre CVB increase air service capacity to and from Montana cities.	☑	Debbie A Vandenberg	●	↓	H
1.7.2: Continue to implement Montana's rest area strategy.	○	Sheila Ludlow	○	↑	?
1.7.2.1: MDT continue to implement Montana's rest area strategy.	○	Sheila Ludlow	○	↑	?
1.7.2.2: ITRR survey resident and visitor satisfaction with Montana's rest areas and provide feedback to MDT.	○	Christine Oschell	○	→	L
1.7.3: Improve and maintain Montana roads and bridges.	○	Sheila Ludlow	○	↑	?
1.7.4: Increase use of passenger rail and transit service in Montana.	○	Sheila Ludlow	○	?	?
1.7.4.1: Promote Amtrak's Empire Builder service in Montana.	○	Sheila Ludlow	?	?	?
1.7.4.1.1: Custer Country promote Amtrak's Empire Builder service in Montana.	○	Nick Mann	?	?	?
1.7.4.1.2: Glacier Country promote Amtrak's Empire Builder service in Montana.	○	Racene Friede	?	?	?
1.7.4.1.3: Gold West Country promote Amtrak's Empire Builder service in Montana.	○	Sarah Bannon			☺

Objective or Strategy	Creation Status	Owner	Review Status		
1.7.4.1.4: Missouri River Country promote Amtrak's Empire Builder service in Montana.	○	Carla Hunsley	○	→	M
1.7.4.1.5: Russell Country promote Amtrak's Empire Builder service in Montana.	○	Gayle Fisher	○	→	L
1.7.4.1.6: Yellowstone Country promote Amtrak's Empire Builder service in Montana.	○	Robin Hoover	?	?	↻
1.7.4.1.7: MDT promote Amtrak's Empire Builder service in Montana.	○	Sheila Ludlow	○	?	?
1.7.4.2: Promote excursion rail service in Montana.	○	Sheila Ludlow	?	?	?
1.7.4.2.1: Promote excursion rail service in Montana.	○	Sheila Ludlow	?	?	?
1.7.4.2.2: Chambers of Commerce promote excursion rail service in Montana.	○	Victor Bjornberg	?	?	?
1.7.4.3: Encourage and expand intercity transit service, and service to high traffic visitor locations.	○	Sheila Ludlow	○	→	?
1.7.4.3.1: MDT encourage and expand intercity transit service, and service to high traffic visitor locations.	○	Sheila Ludlow	○	?	?
1.7.4.3.2: Chambers of Commerce encourage and expand intercity transit service, and service to high traffic visitor locations.	○	Victor Bjornberg	?	?	?
1.7.5: Expand bike/pedestrian trail systems in and between Montana communities, and connections to trailheads on state/federal lands.	○	Sheila Ludlow	?	→	?
1.7.5.1: Encourage and explore expanding bike/pedestrian trail systems in and between Montana communities, and connections to trailheads on state/federal lands.	○	Sheila Ludlow	?	?	?
1.7.5.2: Bicycling Organizations expand bike/pedestrian trail systems in and between Montana communities, and connections to trailheads on state/federal lands.	○	Victor Bjornberg	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
1.7.6: Develop a user-friendly handbook to provide information about the highway signing process to businesses, attractions, and other tourism-related groups, including use of international symbols (symbol signs).	○	Sheila Ludlow			✓
1.7.6.1: Travel Montana develop a user-friendly handbook to provide information about the highway signing process to businesses, attractions, and other tourism-related groups, including use of international symbols (symbol signs).	○	Victor Bjornberg			✗
1.7.6.2: MDT develop a user-friendly handbook to provide information about the highway signing process to businesses, attractions, and other tourism-related groups, including use of international symbols (symbol signs).	○	Sheila Ludlow			✓
1.8: Enhance the “curb appeal” of Montana communities to attract visitors.	○	Victor Bjornberg	?	?	?
1.8.1: Increase the capacity of Montana communities to be more competitive in tourism.	○	Victor Bjornberg	○	→	L
1.8.1.1: Continue the Community Tourism Assessment Program (CTAP), to help improve community readiness for tourism.	○	Victor Bjornberg			☺
1.8.1.2: Expand and strengthen the Montana Main Street Program to improve downtown vitality, and extend visitor stays and spending.	○	Victor Bjornberg	○	→	L
1.8.1.3: Support City/County planning and growth policies that preserve the unique character of Montana, and minimize urban sprawl.	○	Barb Sanem	○	→	M
1.8.1.4: Continue the TIIP grants and the Special Event Grant Program to improve community tourism and recreation-related infrastructure and economic development through new and "hallmark" ongoing festivals and events.	○	Victor Bjornberg	○	→	L

Objective or Strategy	Creation Status	Owner	Review Status		
1.8.2: Implement improvements to make Montana communities more visitor-friendly.	○	Victor Bjornberg	?	?	?
1.8.2.1: Improve the appearance of community entrances, highway commercial areas, and public parks/facilities.	○	Victor Bjornberg			✗
1.8.2.2: Address sign proliferation when regulations are violated.	○	Sheila Ludlow	?	?	?
1.8.2.2.1: Address outdoor advertising options.	○	Sheila Ludlow	○	↑	?
1.8.2.2.2: Chambers of Commerce address billboard proliferation and unsightly outdoor advertising signs.	○	Victor Bjornberg			✗
1.8.2.3: Improve availability and visibility of public parking for visitors in downtown commercial areas.	○	Victor Bjornberg			✗
1.8.2.3.1: Chambers of Commerce improve availability and visibility of public parking for visitors in downtown commercial areas.	○	Victor Bjornberg	?	?	?
1.8.2.3.2: MT Main Street improve availability and visibility of public parking for visitors in downtown commercial areas.	○	Victor Bjornberg			✗
1.8.2.4: Encourage communities to seek grants for rural cell phone coverage and high-speed Internet service improvements, and evaluate incentives for providers.	○	Victor Bjornberg			✗
1.8.2.4.2: Chambers of Commerce encourage communities to seek grants for rural cell phone coverage and high-speed Internet service improvements, and evaluate incentives for providers.	○	Victor Bjornberg			✗
1.8.2.5: Evaluate state participation in the “RV Friendly” designation program for businesses, attractions, and VICs.	○	Sheila Ludlow	?	?	?
1.8.2.5.1: Evaluate state participation in the “RV Friendly”	○	Sheila Ludlow	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
designation program for businesses, attractions, and VICs.					
1.8.2.5.2: Travel Montana evaluate state participation in the “RV Friendly” designation program for businesses, attractions, and VICs.	○	Pam Gosink			✓
1.9: Increase funding to maintain sustainable tourism and recreation.	○	Victor Bjornberg	○	→	L
1.9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities.	○	Victor Bjornberg	○	→	M
1.9.2: Foster opportunities to pool public and private marketing dollars.	○	Pam Gosink	⊗	→	L
1.9.2.1: Travel Montana foster opportunities to pool public and private marketing dollars.	○	Pam Gosink	?	?	?
1.9.2.2: Custer Country foster opportunities to pool public and private marketing dollars.	○	Nick Mann	?	?	?
1.9.2.3: Glacier Country foster opportunities to pool public and private marketing dollars.	○	Racene Friede	?	?	?
1.9.2.4: Gold West Country foster opportunities to pool public and private marketing dollars.	○	Sarah Bannon	○	↑	L
1.9.2.5: Missouri River Country foster opportunities to pool public and private marketing dollars.	○	Carla Hunsley	?	?	?
1.9.2.6: Russell Country foster opportunities to pool public and private marketing dollars.	○	Gayle Fisher	⊗	→	H
1.9.2.7: Yellowstone Country foster opportunities to pool public and private marketing dollars.	○	Robin Hoover	○	↑	L
1.9.2.8: Big Sky CVB foster opportunities to pool public and private marketing dollars.	○	Marne Hayes	?	?	?
1.9.2.9: Billings CVB foster opportunities to pool public and private marketing dollars.	○	Joan Kronebusch	★	↑	L
1.9.2.10: Bozeman CVB foster opportunities to pool public and	○	Cyndy Andrus	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
private marketing dollars.					
1.9.2.11: Butte CVB foster opportunities to pool public and private marketing dollars.	○	Sara Rowe	?	?	?
1.9.2.12: Flathead CVB foster opportunities to pool public and private marketing dollars.	○	Diane Medler	○	→	✓
1.9.2.13: Great Falls CVB foster opportunities to pool public and private marketing dollars.	○	Miriam Martinson	?	?	?
1.9.2.14: Helena CVB foster opportunities to pool public and private marketing dollars.	○	Mike Mergenthaler	?	?	?
1.9.2.15: Miles City CVB foster opportunities to pool public and private marketing dollars.	○	John Laney	?	?	?
1.9.2.16: Missoula CVB foster opportunities to pool public and private marketing dollars.	○	Barbara Ann Neilan	?	?	?
1.9.2.17: West Yellowstone CVB foster opportunities to pool public and private marketing dollars.	○	Marysue Costello	?	?	?
1.9.2.18: Whitefish CVB foster opportunities to pool public and private marketing dollars.	○	Jan Metzmaker	?	?	?
1.9.2.19: Havre CVB foster opportunities to pool public and private marketing dollars.	☑	Debbie A Vandenberg	○	→	?
1.9.3: Enhance funding for region and CVB marketing efforts.	○	Victor Bjornberg	○	→	M
1.9.3.1: Custer Country enhance funding for region marketing efforts.	○	Nick Mann	?	?	?
1.9.3.2: Glacier Country enhance funding for region marketing efforts.	○	Racene Friede	?	?	?
1.9.3.3: Gold West Country enhance funding for region marketing efforts.	○	Sarah Bannon	○	→	M
1.9.3.4: Missouri River Country enhance funding for region marketing efforts.	○	Carla Hunsley	?	?	?
1.9.3.5: Russell Country enhance funding for region marketing efforts.	○	Gayle Fisher	○	→	M
1.9.3.6: Yellowstone Country enhance funding for region marketing efforts.	○	Robin Hoover	?	?	?

Objective or Strategy	Creation Status	Owner	Review Status		
1.9.3.7: Big Sky CVB enhance funding for CVB marketing efforts.	○	Marne Hayes	?	?	?
1.9.3.8: Billings CVB enhance funding for CVB marketing efforts.	○	Joan Kronebusch	★	↑	L
1.9.3.9: Bozeman CVB enhance funding for CVB marketing efforts.	○	Cyndy Andrus	?	?	?
1.9.3.10: Butte CVB enhance funding for CVB marketing efforts.	○	Sara Rowe	?	?	?
1.9.3.11: Flathead CVB enhance funding for CVB marketing efforts.	○	Diane Medler	○	↑	✓
1.9.3.12: Great Falls CVB enhance funding for CVB marketing efforts.	○	Miriam Martinson	○	↑	M
1.9.3.13: Helena CVB enhance funding for CVB marketing efforts.	○	Mike Mergenthaler	?	?	?
1.9.3.14: Miles City CVB enhance funding for CVB marketing efforts.	○	John Laney	?	?	?
1.9.3.15: Missoula CVB enhance funding for CVB marketing efforts.	○	Barbara Ann Neilan	?	?	?
1.9.3.16: West Yellowstone CVB enhance funding for CVB marketing efforts.	○	Marysue Costello	?	?	?
1.9.3.17: Whitefish CVB enhance funding for CVB marketing efforts.	○	Jan Metzmaker	?	?	?
1.9.3.18: Havre CVB enhance funding for CVB marketing efforts.	○	Debbie A Vandenberg	○	→	M
1.9.4: Provide technical assistance and resources to bolster the capacity of local arts and historical organizations and facilities, to help them increase funding for programming, maintenance, and operations.	○	Rebecca Baumann	?	?	?
1.9.4.1: MHS provide technical assistance and resources to bolster the capacity of local arts and historical organizations and facilities, to help them increase funding for programming, maintenance, and operations.	○	Rebecca Baumann	○	→	L
1.9.4.2: MAC provide technical assistance and resources to bolster the capacity of local arts and historical organizations and facilities, to help them increase funding for programming, maintenance, and	○	Victor Bjornberg	○	→	L

Objective or Strategy	Creation Status	Owner	Review Status		
operations.					
1.10: Build an effective “team” to implement the Strategic Plan, and report results.	○	Victor Bjornberg	○	→	L
1.10.1: Recognize Travel Montana as the “Team Captain” to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan.	○	Victor Bjornberg	○	→	L
1.10.2: Create public/private/tribal partnerships for cooperative project implementation.	○	Victor Bjornberg	○	→	L
1.10.2.1: Custer Country create public/private/tribal partnerships for cooperative project implementation.	○	Nick Mann	?	?	?
1.10.2.2: Glacier Country create public/private/tribal partnerships for cooperative project implementation.	○	Racene Friede	?	?	?
1.10.2.3: Gold West Country create public/private/tribal partnerships for cooperative project implementation.	○	Sarah Bannon	○	→	L
1.10.2.4: Missouri River Country create public/private/tribal partnerships for cooperative project implementation.	○	Carla Hunsley	○	→	H
1.10.2.5: Russell Country create public/private/tribal partnerships for cooperative project implementation.	○	Gayle Fisher	○	→	M
1.10.2.6: Yellowstone Country create public/private/tribal partnerships for cooperative project implementation.	○	Robin Hoover	⊗	↑	L
1.10.2.7: Big Sky CVB create public/private/tribal partnerships for cooperative project implementation.	○	Marne Hayes	?	?	?
1.10.2.8: Billings CVB create public/private/tribal partnerships for cooperative project implementation.	○	Joan Kronebusch	○	→	✓
1.10.2.9: Bozeman CVB create public/private/tribal partnerships for cooperative project implementation.	○	Cyndy Andrus	?	?	?
1.10.2.10: Butte CVB create public/private/tribal partnerships for cooperative project implementation.	○	Sara Rowe	?	?	?
1.10.2.11: Flathead CVB create	○	Diane Medler	○	↑	✓

Objective or Strategy	Creation Status	Owner	Review Status		
public/private/tribal partnerships for cooperative project implementation.					
1.10.2.12: Great Falls CVB create public/private/tribal partnerships for cooperative project implementation.	○	Mr. Miriam Martinson	?	?	?
1.10.2.13: Helena CVB create public/private/tribal partnerships for cooperative project implementation.	○	Mike Mergenthaler	?	?	?
1.10.2.14: Miles City CVB create public/private/tribal partnerships for cooperative project implementation.	○	John Laney	?	?	?
1.10.2.15: Missoula CVB create public/private/tribal partnerships for cooperative project implementation.	○	Barbara Ann Neilan	?	?	?
1.10.2.16: West Yellowstone CVB create public/private/tribal partnerships for cooperative project implementation.	○	Marysue Costello	?	?	?
1.10.2.17: Whitefish CVB create public/private/tribal partnerships for cooperative project implementation.	○	Jan Metzmaker	?	?	?
1.10.2.18: MTTA create public/private/tribal partnerships for cooperative project implementation.	○	<i>no owner</i>			✗
1.10.2.19: MTRI/NPS create public/private/tribal partnerships for cooperative project implementation.	○	John Keck	?	?	?
1.10.2.20: MTRI/USFS create public/private/tribal partnerships for cooperative project implementation.	○	Margaret Gorski	?	?	?
1.10.2.21: Havre CVB create public/private/tribal partnerships for cooperative project implementation.	○	Debbie A Vandenberg	○	→	M
1.10.3: Implement regular Strategic Plan discussion and reporting mechanisms in a variety of venues to ensure that actual tourism and recreation activities are aligned with Strategic Plan goals and actions.	○	Victor Bjornberg	○	→	L
1.10.4: Streamline the process of reporting marketing plans, projects, and expenditures to the TAC and Travel Montana by Tourism Regions and CVBs.	○	Barb Sanem	○	→	✓

Objective or Strategy	Creation Status	Owner	Review Status		
1.10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications.	○	Christine Oschell	○	→	L
1.10.5.1: Continue to conduct research about resident and nonresident travelers in Montana to determine progress on Strategic Plan objectives.	○	Christine Oschell	○	↑	L
1.10.5.2: Purchase research about national/international tourism, recreation, and related trends from sources	○	Pam Gosink	?	?	?
1.10.5.2.1: Travel Montana purchase research about national/international tourism, recreation, and related trends from sources such as the US Travel Association (USTA), Smith Travel Research, Forrester, Global Insight, etc.	○	Pam Gosink	?	?	?
1.10.5.2.2: ITRR purchase research about national/international tourism, recreation, and related trends from sources such as the US Travel Association (USTA), Smith Travel Research, Forrester, Global Insight, etc.	○	Christine Oschell	○	→	L
1.10.5.3: Continue regular monitoring of Montanans' opinions about tourism and recreation.	○	Christine Oschell	○	→	L
1.10.5.4: Disseminate tourism research reports to partners statewide.	○	Christine Oschell	○	→	L

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