

MT Office of Tourism (Travel Montana) FY 2011 Q3

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

Review Status Symbols Legend

First Column:

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

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

Second Column:

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

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

Third Column:

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

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

✓ Completed ⏸ On Hold ✗ Cancelled

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.0: Turning the Montana Tourism and recreation Vision into reality	✓	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	?	?	?
1.1.1.1.1.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	Pam Gosink	○	○	
1.1.1.1.1.2: Work toward implementing monthly reporting of lodging sales and tax collections by Montana lodging industry and Department of Revenue by July 2010 (to measure results of marketing efforts more effectively).	<i>Tactic</i>	Barb Sanem			✓
1.1.1.2.1: Travel Montana continue winter marketing, promoting Montana as a superb destination for skiing,	○	Pam Gosink			✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a “snow experience”.					
1.1.1.2.1.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Pam Gosink	○	?	
1.1.1.2.1.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana’s winter web site: www.wintermt.com.	<i>Tactic</i>	Pam Gosink	○	?	
1.1.1.2.1.3: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana’s winter web site: www.wintermt.com.	<i>Tactic</i>	Corrie Hahn	○	○	
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	?	?	?
1.1.1.4.1.1: Conduct a survey of the Montana tourism industry to measure results of international marketing efforts.	<i>Tactic</i>	Christine Oschell	○	○	
1.1.1.4.1.2: Increase product offerings by international tour operators, focused on off-peak season niche activities.	<i>Tactic</i>	Pam Gosink	○	○	
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	?	?	?
1.1.1.5.1.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Pam Gosink	○	○	
1.1.1.5.1.2: Pool state, region, local	<i>Tactic</i>	Pam Gosink			X

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funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.					
1.1.1.5.1.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Pam Gosink	○	○	
1.1.1.5.1.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Pam Gosink	○	○	✓
1.1.1.5.1.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Pam Gosink	○	○	
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			✗
1.1.2.2.1.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Pam Gosink			✗
1.1.2.2.1.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Pam Gosink	●	?	
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	○	Sten Iversen	⊗	→	M

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
incentives for film production in Montana. Monitor incentive programs in surrounding states, provinces, and worldwide.					
1.1.2.3.1.1: Develop appropriate new initiatives and legislative solutions as needed to maintain competitiveness in recruiting the production industry.	<i>Tactic</i>	Sten Iversen	○	⊗	
1.1.2.3.1.2: Work with public land managers and the film industry to avoid conflicts with filming regulations and land access issues.	<i>Tactic</i>	Sten Iversen	○	○	
1.1.2.3.1.4: Work with the executive branch and legislature to extend the Big Sky on the Big Screen film production incentives beyond 2009.	<i>Tactic</i>	Sten Iversen	○	○	✓
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
1.1.2.4.1.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Susan Buhr	○	○	
1.1.2.4.1.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Susan Buhr	○	○	
1.1.2.4.1.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Susan Buhr	○	○	
1.1.2.4.1.4: Maintain a statewide database of at least 1,400 travel journalists, and communicate with them regularly.	<i>Tactic</i>	Susan Buhr	○	○	
1.1.2.4.1.5: Conduct workshop at 2010 Gov Conf on Publicity & travel writers.	<i>Tactic</i>	Susan Buhr	●	●	✗
1.1.2.5.1: Travel Montana to target tour operators to bring group tours and packaged vacations to Montana.	○	Pam Gosink	?	?	?
1.1.2.5.1.1: Promote Montana as an off-peak season destination for	<i>Tactic</i>	Pam Gosink	○	○	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
group/package educational and experiential tours.					
1.1.2.5.1.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Pam Gosink	○	○	
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
1.1.3.1.1: Schedule the meeting in January or February prior to the region/CVB Marketing Plan deadlines.	<i>Tactic</i>	Pam Gosink			✗
1.1.3.1.2: Discuss the relationship between tourism marketing and public land/facility management capacity, and how results of marketing strategies will be measured by all partners.	<i>Tactic</i>	Pam Gosink			✗
1.1.3.1.3: Discuss and identify priority target markets, state marketing strategies to reach each market, and ways to coordinate and leverage state and local marketing efforts.	<i>Tactic</i>	Pam Gosink	○	○	
1.1.3.1.4: Develop successful outcomes as measured by participant evaluations.	<i>Tactic</i>	Pam Gosink			✗
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	?	?	?
1.1.3.2.1.1: Encourage tourism and recreation partners statewide to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Pam Gosink	○	○	✓
1.1.3.2.1.2: Where appropriate,	<i>Tactic</i>	Pam Gosink	○	○	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
encourage other state departments/agencies to use the brand in their marketing efforts.					
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	?	?	?
1.1.3.3.1.1: Develop focus and materials for educational workshops, presentations and webinars to build marketing capacity	<i>Tactic</i>	Pam Gosink	○	○	
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
1.1.3.4.1: Identify key businesses/trade groups in agriculture and tourism, and form marketing/advertising partnerships.	<i>Tactic</i>	Pam Gosink	○	○	
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			X
1.1.4.1.1: Create a statewide inventory by December 2009, and update annually.	<i>Tactic</i>	Pam Gosink			X
1.1.4.1.2: Develop strategies to improve the system and fill gaps by December 2010.	<i>Tactic</i>	Pam Gosink			X
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	○	Pam Gosink	?	?	✓

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businesses to leverage resources, provide quality service statewide.					
1.1.4.2.1: Establish criteria for sites within the MT VIS by December 2010 with involvement from regions, CVBs, MDT, and state/federal partners.	<i>Tactic</i>	Pam Gosink	○	○	✓
1.1.4.2.2: Disseminate criteria and information about the process for official designation by December 2011.	<i>Tactic</i>	Pam Gosink			✓
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	?	?	?
1.1.4.3.1.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Pam Gosink	○	○	
1.1.4.3.1.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Pam Gosink	○	●	✗
1.1.4.3.1.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Pam Gosink	○	●	✗
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
1.1.4.4.1.1: Evaluate ways to incorporate technology into MT's comprehensive visitor information system: TIS and 511 systems, audio tour MP3 downloads, wireless hot spots, podcasts, RSS, news/info feeds, blogs, computer workstations, etc.	<i>Tactic</i>	Corrie Hahn	○	⊗	✓

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1.1.4.4.1.2: Ensure that components of the system are promoted on web sites and in visitor guides.	<i>Tactic</i>	Corrie Hahn	○	○	✓
1.1.4.4.1.3: Expand system of TIS stations, information available on 511 system, and locations for downloadable visitor information.	<i>Tactic</i>	Corrie Hahn	○	○	✓
1.1.4.4.1.4: Increase the number of free wireless hot spots available to visitors, with information on-site about tourism podcasts, RSS feeds, audio tours, etc.	<i>Tactic</i>	Corrie Hahn	○	○	✓
1.1.4.4.2: Travel Montana VIS Program use technology to enhance Montana visitor information and marketing efforts.	○	Pam Gosink	?	?	?
1.1.4.4.2.1: Evaluate ways to incorporate technology into MT's comprehensive visitor information system: TIS/511 systems, audio tour MP3 downloads, wireless hot spots, podcasts, RSS, news/info feeds, blogs, computer workstations, etc.	<i>Tactic</i>	Pam Gosink	⊗	?	
1.1.4.4.2.2: Ensure that components of the system are promoted on web sites and in visitor guides.	<i>Tactic</i>	Pam Gosink	○	?	
1.1.4.4.2.3: Expand system of TIS stations, information available on 511 system, and locations for downloadable visitor information.	<i>Tactic</i>	Pam Gosink	○	?	
1.1.4.4.2.4: Increase the number of free wireless hot spots available to visitors, with information on-site about tourism podcasts, RSS feeds, audio tours, etc.	<i>Tactic</i>	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 economic development efforts by showcasing MT's heritage and	○	Pam Gosink	?	?	?

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economy.					
1.1.4.5.1.1: Highlight Montana destinations and products in materials, furnishings and displays sponsored by business and nonprofit groups, such as products from Made-in-Montana and Grown-in-Montana.	<i>Tactic</i>	Pam Gosink			✓
1.1.4.5.1.2: Work with local/regional organizations to voluntarily maintain displays with current information.	<i>Tactic</i>	Pam Gosink	●	?	
1.1.4.5.1.3: Develop system with MDT and airport managers by 2009 to enhance traveler information available at rest areas and airports.	<i>Tactic</i>	Pam Gosink			✗
1.1.4.5.1.4: Implement system of enhanced information about Montana and its products, and maintain/expand annually.	<i>Tactic</i>	Pam Gosink	○	?	
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	?	?	?
1.2.1.1.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Pam Gosink	○	?	
1.2.1.1.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Pam Gosink	○	?	
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	?	?	?
1.2.2.1.1: Distribute tourism data to local chambers of commerce and organization leaders to share with	<i>Tactic</i>	Pam Gosink	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
members, constituents and elected officials.					
1.2.2.1.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Pam Gosink	○	?	
1.2.2.1.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Pam Gosink	○	?	
1.2.2.1.4: Present key tourism issues/trends to the Montana Assn. of Counties and Montana League of Cities & Towns; discuss tourism concerns/opportunities, and seek creative/collaborative ways to address them.	<i>Tactic</i>	Pam Gosink	●	?	
1.2.2.1.5: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Pam Gosink	●	?	
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 areas.	○	Pam Gosink	●	→	☺
1.3.1.1.1: Develop a single concise message about sustainable tourism, geotourism principles, and responsible recreation on public and private lands by December 2008.	<i>Tactic</i>	Pam Gosink	●	●	X
1.3.1.1.2: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Pam Gosink	○	?	
1.3.1.1.3: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Corrie Hahn	⊗	○	✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.3.1.1.4: Distribute responsible use materials at all visitor centers statewide annually.	<i>Tactic</i>	Pam Gosink	?	?	
1.3.1.1.5: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Pam Gosink	○	?	
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	?	?	?
1.3.2.1.1: Identify capacity and maintenance challenges, and ensure that state/regional/local tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Pam Gosink	?	?	
1.3.2.1.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Pam Gosink			✓
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
1.4.1.2.1.1: Identify artisans, craftsmen, annual art/craft events and define regional Artisan Trails to be promoted, develop marketing opportunities and funding sources.	<i>Tactic</i>	Victor Bjornberg	○	○	
1.4.1.2.1.2: Assist Top Ten Scenic Drives Project with Montana content in website and printed materials as well as promotions. Work with Montana partners to take full advantage of this project.	<i>Tactic</i>	Victor Bjornberg	○	○	
1.4.1.2.1.3: Work on Heritage Tourism plan for SE MT, northern WY, western North & South Dakota thru a US EDA Planning Grant.	<i>Tactic</i>	Victor Bjornberg	○	○	
1.4.1.2.1.4: Work with Bitterroot	<i>Tactic</i>	Victor Bjornberg	○	●	✗

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
Valley Heritage Trust and partner organizations on Cultural Tourism Development in this area of MT					
1.4.1.3.1: Travel Montana enhance the online statewide calendar of arts/culture/historical/tribal events.	○	Corrie Hahn	○	→	L
1.4.1.3.1.1: Maximize arts/cultural/historical events promotion by creating a comprehensive online calendar that is searchable by topic, date, or location.	<i>Tactic</i>	Corrie Hahn	○	○	
1.4.1.3.1.2: Integrate existing calendars of events provided by private arts publications into state and regional web sites.	<i>Tactic</i>	Corrie Hahn	○	○	
1.4.1.4.2: Travel Montana enhance the Montana Tribal Tourism Alliance (MTTA) and its marketing efforts.	○	Victor Bjornberg			↻
1.4.1.4.2.1: Establish reciprocal promotion efforts between MTTA and Travel Montana.	<i>Tactic</i>	Victor Bjornberg	○	?	
1.4.1.4.2.2: Assist MTTA to continue to be an advocate for tribal tourism, and a strong partner with the tourism regions.	<i>Tactic</i>	Victor Bjornberg	○	?	
1.4.1.5.1: Travel Montana Plan and Promote commemorations of historic events in Montana.	○	Victor Bjornberg	○	→	L
1.4.1.5.1.1: Identify upcoming commemorations of cultural and historic events, and strategies to market them.	<i>Tactic</i>	Victor Bjornberg	○	○	
1.4.1.5.1.2: 75th Anniversary of Beartooth Highway will take place June 10-12 in Red Lodge and Cooke City. MTOT working with local & regional planning group to promote, organize and implement	<i>Tactic</i>	Victor Bjornberg	○	○	
1.4.2.2.2: Travel Montana augment tourism facilities, services, and marketing capacity within Montana Indian reservations.	○	Victor Bjornberg	?	?	?
1.4.2.2.2.1: Enhance educational and tourism-related facilities,	<i>Tactic</i>	Victor Bjornberg	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
services, artisan displays/galleries, and interpretation on MT's Indian reservations, including receptive tour services, interpretation, dining, lodging, retail, encampments, pow wows, etc.					
1.4.2.2.2.2: Identify and prioritize a list of needs for each Montana Indian reservation.	<i>Tactic</i>	Victor Bjornberg	●	?	
1.4.2.3.1: Travel Montana improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	Victor Bjornberg	○	→	L
1.4.2.3.1.1: Use TIIP Grant Funds to invest in historic/cultural sites infrastructure or facilities where improvements will significantly increase visitation and revenue opportunities (i.e., Virginia City, Glacier National Park lodges, state parks).	<i>Tactic</i>	Victor Bjornberg			✓
1.4.2.3.1.2: Develop a state heritage tourism marketing strategy.	<i>Tactic</i>	Victor Bjornberg			✗
1.4.2.3.1.3: Assist implementation of Historic Preservation Competitive Grant Program approved by the 2009 MT Legislature, providing \$3.6 million for historic site preservation projects across the state.	<i>Tactic</i>	Victor Bjornberg			✓
1.4.2.3.1.4: 2010 TIIP Program announced and applications accepted in August. \$300,000 in funds available for tourism-related facility improvement or building projects.	<i>Tactic</i>	Victor Bjornberg			✓
1.4.2.3.1.5: 2010 TIIP Grants Scored, Ranked and top projects awarded \$300,000 in funds	<i>Tactic</i>	Victor Bjornberg			✓
1.4.2.3.1.6: 2011 TIIP Grant Fund Pool Announced at June TAC meeting.	<i>Tactic</i>	Victor Bjornberg	○	○	
1.5.1.3.1: Travel Montana encourage use of Montana products by	○	Victor Bjornberg	○	→	M

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restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.					
1.5.1.3.1.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides, web sites, and VICs.	<i>Tactic</i>	Pam Gosink	○	?	
1.5.1.3.1.2: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Victor Bjornberg			✓
1.5.1.3.1.3: MT's 2 Geotourism Projects - Crown of the Continent and Greater Yellowstone Region - promote local food products, crafts, arts and mainstreet Montana	<i>Tactic</i>	Victor Bjornberg			✓
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
1.5.2.1.1: Highlight assistance programs in Travel Montana e-newsletter, and at region/CVB/association meetings.	<i>Tactic</i>	Victor Bjornberg			✓
1.5.2.1.2: Conduct tech & financial assistance learning events around the state thru meetings, conference calls and webinars	<i>Tactic</i>	Victor Bjornberg	○	○	
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
1.5.2.2.1.1: Encourage development of tourism training for business owners/managers through Indian-preneur/NxLevel courses, tourism marketing workshops, financial management and workforce issues classes, and others tailored to tourism industry	<i>Tactic</i>	Victor Bjornberg	○	○	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
issues and needs.					
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 performance reporting, staff certification, CVB accreditation.	○	Barb Sanem	○	→	M
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
1.6.1.1.1.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Barb Sanem			✓
1.6.1.4: Enhance the Montana Superhost program with advanced training, locally customized information and new delivery methods.	☑	Victor Bjornberg	?	?	✓
1.6.1.4.1: Increase participation in Superhost trainings through increased marketing, promotion, outreach, and offering new curriculum beginning in 2008	<i>Tactic</i>	Victor Bjornberg			✓
1.6.1.4.2: Research and assess new delivery methods and advanced skills training, and determine feasibility in 2009.	<i>Tactic</i>	Victor Bjornberg			✓
1.6.1.4.3: Identify priorities for implementation, and begin implementation by 2010.	<i>Tactic</i>	Victor Bjornberg			✓
1.6.1.4.4: Provide MT Tourism Industry with list of other customer service training resources for their use	<i>Tactic</i>	Victor Bjornberg			✓
1.6.2: Improve systems to augment Montana's seasonal workforce for tourism	○	Victor Bjornberg			○

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
and recreation.					
1.6.2.2.1: Travel Montana 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.	○	Corrie Hahn	➡	➡	?
1.6.2.2.1.1: Partner with volunteer opportunity listing websites to list Montana volunteer opportunities, provide links to the sites from state, regional and local tourism web sites, and list the sites in visitor guides.	<i>Tactic</i>	Corrie Hahn	●	●	✗
1.6.2.2.1.2: If necessary, work with DLI to create a central Montana volunteer opportunities online listing.	<i>Tactic</i>	Corrie Hahn	●	●	✗
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			✗
1.7.6.1.1: Invite tourism businesses, historic/cultural groups, and state/federal agencies to participate in the completion of a user-friendly highway sign process handbook.	<i>Tactic</i>	Victor Bjornberg			✗
1.7.6.1.2: Complete a draft handbook and distribute electronically for stakeholder/Travel Montana review.	<i>Tactic</i>	Victor Bjornberg			✗
1.7.6.1.3: Complete the final sign handbook and distribute statewide	<i>Tactic</i>	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			⤴
1.8.1.1.1: Encourage new Main Street communities to undergo a CTAP assessment.	<i>Tactic</i>	Victor Bjornberg	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.8.1.1.2: Rename the Community Tourism Assessment Program (CTAP) so it is not confused with the Community Technical Assistance Program (CTAP).	<i>Tactic</i>	Victor Bjornberg			X
1.8.1.1.3: Refine the tourism assessment process and conduct assessments annually with Main Street communities given first priority.	<i>Tactic</i>	Victor Bjornberg	●	?	
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
1.8.1.4.1: Conduct research and monitoring to determine return on investment from grant investments and cost/benefit information about events for communities and sponsors.	<i>Tactic</i>	Victor Bjornberg			✓
1.8.1.4.2: Encourage Main Street communities to apply for TIIP and SEGP funds.	<i>Tactic</i>	Victor Bjornberg			✓
1.8.1.4.3: Highlight grant successes at TAC meetings and the annual Governor's Conference on Tourism.	<i>Tactic</i>	Victor Bjornberg			✓
1.8.1.4.4: 2010 TIIP Grant Program announced and application materials made available, application deadline set for August 2010	<i>Tactic</i>	Victor Bjornberg			✓
1.8.1.4.5: 2010 TIIP Grant Applications reviewed, scored and priority projects selected for grant awards	<i>Tactic</i>	Victor Bjornberg			✓
1.8.1.4.6: 2011 TIIP Grant Materials Posted and available for applicants. Deadline for apps is August 3, 2011	<i>Tactic</i>	Victor Bjornberg	○	○	✓
1.8.1.4.7: Announce 2011 TIIP Grant Funding Pool at June TAC meeting	<i>Tactic</i>	Victor Bjornberg	○	○	
1.8.2.5.2: Travel Montana evaluate state participation in the "RV Friendly" designation program for businesses, attractions, and VICs.	○	Pam Gosink			✓
1.8.2.5.2.1: Work with MDT to research the RV Friendly initiative	<i>Tactic</i>	Pam Gosink			✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.8.2.5.2.2: Work with MDT to Seek legislative approval, if appropriate, of the RV Friendly sign designation in the 2009 or 2011 legislative session.	<i>Tactic</i>	Pam Gosink			✓
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	?	?	?
1.9.2.1.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Pam Gosink	○	?	
1.9.2.1.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Pam Gosink	○	?	
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
1.10.1.1: Strategic Plan coordination, monitoring, and communication with regions, CVBs, the TAC, other state/federal agencies, tribes, elected officials, nonprofit organizations, businesses, and communities about Strategic Plan implementation status.	<i>Tactic</i>	Victor Bjornberg	⊗	○	
1.10.1.2: Travel Montana and other partners to reach out to all areas of the state and engage them in the process, so they can benefit from it.	<i>Tactic</i>	Victor Bjornberg	○	○	
1.10.1.3: Partners need to communicate with Travel Montana and report on implementation efforts within their area of responsibility.	<i>Tactic</i>	Victor Bjornberg	⊗	○	
1.10.1.4: Provide an annual report to all tourism/recreation industry partners, and to elected officials, with updates about progress on Strategic Plan objectives and projects.	<i>Tactic</i>	Victor Bjornberg	●	○	✓
1.10.2: Create public/private/tribal partnerships for cooperative project	○	Victor Bjornberg	○	→	L

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implementation.					
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
1.10.3.1: Conduct annual Strategic Plan implementation workshops in each tourism region.	<i>Tactic</i>	Victor Bjornberg	○	●	X
1.10.3.2: Host an annual Strategic Plan discussion at the February Tourism Advisory Council meeting.	<i>Tactic</i>	Barb Sanem	○	○	
1.10.3.3: Create a user-friendly online form for reporting progress on Strategic Plan objectives and successes.	<i>Tactic</i>	Victor Bjornberg			✓
1.10.3.4: Submit implementation updates on Strategic Plan actions for an annual report to the Tourism Advisory Council, Governor, and partners.	<i>Tactic</i>	Victor Bjornberg	⊗	○	✓
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	?	?	?
1.10.5.2.1.1: Based on current information needs, identify sources of data and obtain market/trend research for Montana.	<i>Tactic</i>	Pam Gosink	○	?	
1.10.5.2.1.2: Regularly review results of third party research, and distribute information with implications and recommendations to industry.	<i>Tactic</i>	Pam Gosink	○	?	

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