

Complete Stakeholder Report FY 2012 Q1

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

Stakeholder Reporter Position Vacant for 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, Strategy, or Tactic	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	○	➡	L
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.	○	Pamela Portner Gosink	○	➡	H
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.	Tactic	Pamela Portner 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).	Tactic	Barb Sanem			✓
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	?	?	?
1.1.1.1.2.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	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	?	?	?
1.1.1.1.3.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	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	?	?	?
1.1.1.1.4.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Sarah Bannon	○	?	
1.1.1.1.4.2: We partner with many accommodations on our travel guide. Also, we offer reasonable advertising for a full-page ads.	Tactic	Sarah Bannon	○	?	
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	⊗	➡	L
1.1.1.1.5.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Carla Hunsley	○	○	
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
1.1.1.1.6.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Gayle Fisher	○	○	✓
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	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.1.7.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Robin Hoover	●	?	
1.1.1.1.8: Big Sky CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Marne Hayes	?	?	?
1.1.1.1.8.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Marne Hayes	?	?	
1.1.1.1.9: Billings CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Joan Kronebusch	★	→	L
1.1.1.1.9.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Joan Kronebusch	○	○	
1.1.1.1.9.4: With the creation of the Billings TBID we have more funds for public and private partnerships.	Tactic	Joan Kronebusch	○	○	
1.1.1.1.10: Bozeman CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	✔	Jim Robbins	?	?	?
1.1.1.1.10.1: Work with community partners to leverage bed tax funds.	●	Jim Robbins			✔
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.	○	Cindy Perdue Dolan	?	?	?
1.1.1.1.11.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.1.11.4: Philipsburgh, Gold West and the Butte CVB is cooping on a television campaign to 1.2 mil. households in Spokane, Id, NW Mt and Wash. Arranging the coop and production started in 11/08 with the the ads running 7/09 to 7/10.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.1.11.5: I approached the local attractions about joining forces to sell one ticket to all attractions. It is called the Adventure pass. The att. all offered a discount of at least 30% and the CVB put it together. printing the passes and marketing them.	Tactic	Cindy Perdue Dolan			✔
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			✔
1.1.1.1.12.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Diane Medler			✔
1.1.1.1.13: Great Falls CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Miriam Martinson	?	?	?
1.1.1.1.13.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Miriam Martinson	●	?	
1.1.1.1.14: Helena CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Mike Mergenthaler	?	?	?
1.1.1.1.14.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Mike Mergenthaler	?	?	
1.1.1.1.15: Miles City CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	John Laney	?	?	?
1.1.1.1.15.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	John Laney	○	?	
1.1.1.1.16: Missoula CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Barbara Ann Neilan	?	?	?
1.1.1.1.16.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.1.17: West Yellowstone CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Marysue Costello	?	?	?
1.1.1.1.17.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Marysue Costello			✔
1.1.1.1.17.2: Expand public-private partnerships for product development and maintenance	Tactic	Marysue Costello			✔
1.1.1.1.17.3: Garner private support to maintain & expand cross country ski, snowshoe & snowmobile trail systems.	Tactic	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	★	↑	L
1.1.1.1.18.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	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	?	?	?
1.1.1.1.19.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Debbie A Vandenberg	?	?	
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	○	→	L
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".	○	Pamela Portner Gosink			✔
1.1.1.2.1.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Pamela Portner 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.	Tactic	Pamela Portner 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.	Tactic	Corrie Hahn	○	?	
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	?	?	?
1.1.1.2.2.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Nick Mann	●	?	
1.1.1.2.2.2: Encourage businesses and communities to create packages/events highlighting unique	Tactic	Nick Mann	●	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
winter experiences, and list them on Montana's winter web site: www.wintermt.com.					
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	?	?	?
1.1.1.2.3.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Racene Friede		?	
1.1.1.2.3.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	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	?	?	?
1.1.1.2.4.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Sarah Bannon		?	
1.1.1.2.4.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Sarah Bannon		?	
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			
1.1.1.2.5.1: Based on market research, accentuate images and messages that appeal to each winter target market segment. Ice fishing	Tactic	Carla Hunsley			
1.1.1.2.5.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Carla Hunsley			
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 seeking a "snow experience".		Gayle Fisher			
1.1.1.2.6.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Gayle Fisher			
1.1.1.2.6.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Gayle Fisher			
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	?	?	?
1.1.1.2.7.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Robin Hoover			
1.1.1.2.7.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	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	?	?	?
1.1.1.2.8.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Marne Hayes		?	
1.1.1.2.8.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	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			
1.1.1.2.9.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Joan Kronebusch			
1.1.1.2.9.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Joan Kronebusch			
1.1.1.2.10: Bozeman CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Jim Robbins			
1.1.1.2.10.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Jim Robbins			
1.1.1.2.10.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Jim Robbins			
1.1.1.2.10.3: Increase nonresident visitation in winter season (Q1) by 15% by 2012.	Tactic	Jim Robbins			
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".		Cindy Perdue Dolan	?	?	?
1.1.1.2.11.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.2.11.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.2.11.5: Joint Venture with Travel MT with madden winter insert. then market to the leads generated from this insert.	Tactic	Cindy Perdue Dolan			
1.1.1.2.12: Flathead CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Diane Medler			
1.1.1.2.12.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Diane Medler			
1.1.1.2.12.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Diane Medler		?	
1.1.1.2.13: Great Falls CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Miriam Martinson	?	?	?
1.1.1.2.13.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Miriam Martinson	?	?	
1.1.1.2.13.2: Encourage businesses and communities to create packages/events highlighting	Tactic	Miriam Martinson	?	?	

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unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.					
1.1.1.2.14: Helena CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Mike Mergenthaler	?	?	?
1.1.1.2.14.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Mike Mergenthaler	?	?	
1.1.1.2.14.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	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	?	?	?
1.1.1.2.15.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	John Laney	?	?	
1.1.1.2.15.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	John Laney	?	?	
1.1.1.2.16: Missoula CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Barbara Ann Neilan	?	?	?
1.1.1.2.16.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.2.16.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	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	?	?	?
1.1.1.2.17.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Marysue Costello			✓
1.1.1.2.17.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Marysue Costello			✓
1.1.1.2.18: Whitefish CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Jan Metzmaker	★	↑	L
1.1.1.2.18.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Jan Metzmaker		?	
1.1.1.2.18.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Jan Metzmaker		?	
1.1.1.2.19: Havre CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Debbie A Vandenberg			✗
1.1.1.2.19.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Debbie A Vandenberg	?	?	
1.1.1.2.19.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	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	●	→	M
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	?	?	?
1.1.1.3.1.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Nick Mann		?	
1.1.1.3.1.2: Report bookings received by Montana industry participants.	Tactic	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	?	?	?
1.1.1.3.2.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Racene Friede		?	
1.1.1.3.2.2: Report bookings received by Montana industry participants.	Tactic	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			✗
1.1.1.3.3.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Sarah Bannon	●	?	
1.1.1.3.3.2: Report bookings received by Montana industry participants.	Tactic	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 tourism/recreation partners (private, nonprofit, tribal).		Carla Hunsley			✓
1.1.1.3.4.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Carla Hunsley			
1.1.1.3.4.2: Report bookings received by Montana industry participants.	Tactic	Carla Hunsley	?	?	
1.1.1.3.4.4: 3 travel packages. 1. Follow The Dinosaur Tracks 2. Ride The Big Sky (Motorcycles) 3. Fort Peck Lake Tour	Tactic	Carla Hunsley			
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		↑	L
1.1.1.3.5.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Gayle Fisher			✓
1.1.1.3.5.2: Report bookings received by Montana industry participants.	Tactic	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			↻
1.1.1.3.6.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Robin Hoover	●	?	
1.1.1.3.6.2: Report bookings received by Montana industry participants.	Tactic	Robin Hoover	●	?	

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1.1.1.3.7: Big Sky CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Marne Hayes	?	?	?
1.1.1.3.7.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Marne Hayes	?	?	
1.1.1.3.7.2: Report bookings received by Montana industry participants.	Tactic	Marne Hayes	?	?	
1.1.1.3.8: Billings CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Joan Kronebusch			L
1.1.1.3.8.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Joan Kronebusch			
1.1.1.3.8.2: Report bookings received by Montana industry participants.	Tactic	Joan Kronebusch			
1.1.1.3.9: Bozeman CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Jim Robbins			
1.1.1.3.9.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Jim Robbins		?	
1.1.1.3.9.2: Report bookings received by Montana industry participants.	Tactic	Jim Robbins			
1.1.1.3.9.3: Cooperative travel show presentation	Tactic	Jim Robbins	?	?	
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).		Cindy Perdue Dolan	?	?	?
1.1.1.3.10.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.3.10.2: Report bookings received by Montana industry participants.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.3.11: Flathead CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Diane Medler			
1.1.1.3.11.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Diane Medler			
1.1.1.3.11.2: Report bookings received by Montana industry participants.	Tactic	Diane Medler			
1.1.1.3.12: Great Falls CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Miriam Martinson			
1.1.1.3.12.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Miriam Martinson			
1.1.1.3.12.2: Report bookings received by Montana industry participants.	Tactic	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	?	?	?
1.1.1.3.13.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Mike Mergenthaler	?	?	
1.1.1.3.13.2: Report bookings received by Montana industry participants.	Tactic	Mike Mergenthaler	?	?	
1.1.1.3.14: Miles City CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		John Laney	?	?	?
1.1.1.3.14.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	John Laney	?	?	
1.1.1.3.14.2: Report bookings received by Montana industry participants.	Tactic	John Laney	?	?	
1.1.1.3.15: Missoula CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Barbara Ann Neilan	?	?	?
1.1.1.3.15.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.3.15.2: Report bookings received by Montana industry participants.	Tactic	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	?	?	?
1.1.1.3.16.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Marysue Costello			
1.1.1.3.16.2: Report bookings received by Montana industry participants.	Tactic	Marysue Costello			
1.1.1.3.17: Whitefish CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Jan Metzmaker	?	?	?
1.1.1.3.17.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Jan Metzmaker			
1.1.1.3.17.2: Report bookings received by Montana industry participants.	Tactic	Jan Metzmaker			
1.1.1.3.18: Havre CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Debbie A Vandenberg			
1.1.1.3.18.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Debbie A Vandenberg	?	?	
1.1.1.3.18.2: Report bookings received by Montana industry participants.	Tactic	Debbie A Vandenberg	?	?	
1.1.1.4: 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		Victor Bjornberg			L
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		Pamela Portner Gosink			L
1.1.1.4.1.1: Conduct a survey of the Montana tourism industry to measure results of international marketing efforts.	Tactic	Christine Oschell		?	
1.1.1.4.1.2: Increase product offerings by international tour operators, focused on off-peak season niche activities.	Tactic	Pamela Portner Gosink		?	
1.1.1.4.2: ITRR tracks overseas visitation to Montana and growth of travel product		Christine Oschell	?	?	?
1.1.1.4.2.1: Conduct a survey of the Montana tourism industry in 2008 to measure results of international marketing efforts.	Tactic	Christine Oschell		?	
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

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
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.		Pamela Portner 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.	Tactic	Pamela Portner Gosink			✓
1.1.1.5.1.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Pamela Portner Gosink			✗
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.	Tactic	Pamela Portner 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).	Tactic	Pamela Portner Gosink			✓
1.1.1.5.1.5: Report results of research to Strategic Plan stakeholders.	Tactic	Pamela Portner 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	?	?	?
1.1.1.5.2.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Nick Mann			✓
1.1.1.5.2.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Nick Mann	?	?	
1.1.1.5.2.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Nick Mann			✓
1.1.1.5.2.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Nick Mann			✗
1.1.1.5.2.5: Report results of research to Strategic Plan stakeholders.	Tactic	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	?	?	?
1.1.1.5.3.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Racene Friede		?	
1.1.1.5.3.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Racene Friede			✗
1.1.1.5.3.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Racene Friede			✓
1.1.1.5.3.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Racene Friede			✓
1.1.1.5.3.5: Report results of research to Strategic Plan stakeholders.	Tactic	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	?	?	?
1.1.1.5.4.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Sarah Bannon		?	
1.1.1.5.4.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Sarah Bannon		?	
1.1.1.5.4.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Sarah Bannon		?	
1.1.1.5.4.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Sarah Bannon			✓
1.1.1.5.4.5: Report results of research to Strategic Plan stakeholders.	Tactic	Sarah Bannon			✓
1.1.1.5.5: Missouri River Country enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Carla Hunsley	?	?	?
1.1.1.5.5.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest. Deliver brochures to motels, gas stations, restaurants, etc.	Tactic	Carla Hunsley			
1.1.1.5.5.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Carla Hunsley	?	?	
1.1.1.5.5.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Carla Hunsley	?	?	
1.1.1.5.5.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Carla Hunsley			
1.1.1.5.5.5: Report results of research to Strategic Plan stakeholders.	Tactic	Carla Hunsley			
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		→	M
1.1.1.5.6.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Gayle Fisher			✓
1.1.1.5.6.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Gayle Fisher			✗
1.1.1.5.6.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Gayle Fisher			✗
1.1.1.5.6.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Gayle Fisher			✓
1.1.1.5.6.5: Report results of research to Strategic Plan stakeholders.	Tactic	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	?	?	?
1.1.1.5.7.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Robin Hoover			✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.5.7.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Robin Hoover	○	?	
1.1.1.5.7.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Robin Hoover	○	?	
1.1.1.5.7.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Robin Hoover	○	?	
1.1.1.5.7.5: Report results of research to Strategic Plan stakeholders.	Tactic	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	?	?	?
1.1.1.5.8.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Marne Hayes	?	?	
1.1.1.5.8.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Marne Hayes	?	?	
1.1.1.5.8.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Marne Hayes	?	?	
1.1.1.5.8.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Marne Hayes			✓
1.1.1.5.8.5: Report results of research to Strategic Plan stakeholders.	Tactic	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	?	?	?
1.1.1.5.9.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Joan Kronebusch	○	?	
1.1.1.5.9.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Joan Kronebusch	○	?	
1.1.1.5.9.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Joan Kronebusch	○	?	
1.1.1.5.9.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Joan Kronebusch	○	?	
1.1.1.5.9.5: Report results of research to Strategic Plan stakeholders.	Tactic	Joan Kronebusch	○	?	
1.1.1.5.10: Bozeman CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Jim Robbins	?	?	?
1.1.1.5.10.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Jim Robbins			✓
1.1.1.5.10.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Jim Robbins			✓
1.1.1.5.10.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Jim Robbins	○	?	
1.1.1.5.10.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Jim Robbins			✓
1.1.1.5.10.5: Report results of research to Strategic Plan stakeholders.	Tactic	Jim Robbins			✓
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.	○	Cindy Perdue Dolan	?	?	?
1.1.1.5.11.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.5.11.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.5.11.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.5.11.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.5.11.5: Report results of research to Strategic Plan stakeholders.	Tactic	Cindy Perdue Dolan	?	?	
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			✓
1.1.1.5.12.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Diane Medler			✓
1.1.1.5.12.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Diane Medler			✗
1.1.1.5.12.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Diane Medler			✗
1.1.1.5.12.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Diane Medler			✗
1.1.1.5.12.5: Report results of research to Strategic Plan stakeholders.	Tactic	Diane Medler			✗
1.1.1.5.13: Great Falls CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.	○	Miriam Martinson	?	?	?
1.1.1.5.13.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Miriam Martinson	○	?	
1.1.1.5.13.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Miriam Martinson			✗
1.1.1.5.13.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Miriam Martinson			✗

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.5.13.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Miriam Martinson		?	
1.1.1.5.13.5: Report results of research to Strategic Plan stakeholders.	Tactic	Miriam Martinson		?	
1.1.1.5.14: Helena CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Mike Mergenthaler	?	?	?
1.1.1.5.14.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Mike Mergenthaler	?	?	
1.1.1.5.14.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Mike Mergenthaler	?	?	
1.1.1.5.14.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Mike Mergenthaler	?	?	
1.1.1.5.14.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Mike Mergenthaler	?	?	
1.1.1.5.14.5: Report results of research to Strategic Plan stakeholders	Tactic	Mike Mergenthaler	?	?	
1.1.1.5.15: Miles City CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		John Laney	?	?	?
1.1.1.5.15.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	John Laney	?	?	
1.1.1.5.15.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	John Laney	?	?	
1.1.1.5.15.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	John Laney	?	?	
1.1.1.5.15.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	John Laney	?	?	
1.1.1.5.15.5: Report results of research to Strategic Plan stakeholders	Tactic	John Laney	?	?	
1.1.1.5.16: Missoula CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Barbara Ann Neilan	?	?	?
1.1.1.5.16.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.5.16.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.5.16.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.5.16.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Barbara Ann Neilan	?	?	
1.1.1.5.16.5: Report results of research to Strategic Plan stakeholders.	Tactic	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	?	?	?
1.1.1.5.17.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Marysue Costello			✓
1.1.1.5.17.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Marysue Costello			✓
1.1.1.5.17.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Marysue Costello			✓
1.1.1.5.17.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Marysue Costello			✓
1.1.1.5.17.5: Report results of research to Strategic Plan stakeholders.	Tactic	Marysue Costello			✓
1.1.1.5.18: Whitefish CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Jan Metzmaker		?	?
1.1.1.5.18.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Jan Metzmaker		?	
1.1.1.5.18.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Jan Metzmaker		?	
1.1.1.5.18.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Jan Metzmaker		?	
1.1.1.5.18.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Jan Metzmaker			✓
1.1.1.5.18.5: Report results of research to Strategic Plan stakeholders.	Tactic	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	?	?	?
1.1.1.5.19.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Debbie A Vandenberg	?	?	
1.1.1.5.19.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Debbie A Vandenberg	?	?	
1.1.1.5.19.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Debbie A Vandenberg	?	?	
1.1.1.5.19.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Debbie A Vandenberg	?	?	
1.1.1.5.19.5: Report results of research to Strategic Plan stakeholders.	Tactic	Debbie A Vandenberg	?	?	
1.1.2: Promote Montana to targeted groups and events, emphasizing offpeak season.		Victor Bjornberg		→	L
1.1.2.1: Amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana,		Victor Bjornberg		→	M

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).					
1.1.2.1.1: Big Sky CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Marne Hayes	?	?	?
1.1.2.1.1.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.1.1.2: Update appropriate listings on Montanameetings.com.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.1.1.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.1.2: Billings CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Joan Kronebusch	?	?	?
1.1.2.1.2.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Joan Kronebusch		?	
1.1.2.1.2.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Joan Kronebusch		?	
1.1.2.1.2.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Joan Kronebusch		?	
1.1.2.1.3: Bozeman CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Jim Robbins	?	?	?
1.1.2.1.3.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Jim Robbins		?	
1.1.2.1.3.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Jim Robbins			
1.1.2.1.3.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Jim Robbins			
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).		Cindy Perdue Dolan	?	?	?
1.1.2.1.4.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.1.2.1.4.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.1.2.1.4.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.1.2.1.5: Flathead CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Diane Medler			
1.1.2.1.5.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Diane Medler			
1.1.2.1.5.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Diane Medler			
1.1.2.1.5.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Diane Medler			
1.1.2.1.6: Great Falls CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Miriam Martinson	?	?	?
1.1.2.1.6.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.2.1.6.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.2.1.6.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.2.1.7: Helena CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Mike Mergenthaler	?	?	?
1.1.2.1.7.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.1.7.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.1.7.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.1.8: Miles City CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		John Laney	?	?	?
1.1.2.1.8.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	John Laney	?	?	
1.1.2.1.8.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	John Laney	?	?	
1.1.2.1.8.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	John Laney	?	?	
1.1.2.1.9: Missoula CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Barbara Ann Neilan	?	?	?
1.1.2.1.9.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.1.9.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.1.9.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.1.10: West Yellowstone CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to MT, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Marysue Costello	?	?	?
1.1.2.1.10.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive	<i>Tactic</i>	Marysue Costello			

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
sales and bidding efforts.					
1.1.2.1.10.2: Update appropriate listings on montanameetings.com.	Tactic	Marysue Costello			✓
1.1.2.1.10.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	Tactic	Marysue Costello			✓
1.1.2.1.11: Whitefish CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	Jan Metzmaker	?	?	?
1.1.2.1.11.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	Tactic	Jan Metzmaker	●	?	
1.1.2.1.11.2: Update appropriate listings on montanameetings.com.	Tactic	Jan Metzmaker			✗
1.1.2.1.11.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	Tactic	Jan Metzmaker			✗
1.1.2.1.12: Havre CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).	○	Debbie A Vandenberg			○
1.1.2.1.12.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	Tactic	Debbie A Vandenberg	?	?	
1.1.2.1.12.2: Update appropriate listings on montanameetings.com.	Tactic	Debbie A Vandenberg	?	?	
1.1.2.1.12.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	Tactic	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.	○	Pamela Portner 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.).	Tactic	Pamela Portner 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.	Tactic	Pamela Portner Gosink	●	?	
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	?	?	?
1.1.2.2.2.1: 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.).	Tactic	Nick Mann			✗
1.1.2.2.2.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	Tactic	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	?	?	?
1.1.2.2.3.1: 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.).	Tactic	Racene Friede	●	?	
1.1.2.2.3.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	Tactic	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			○
1.1.2.2.4.1: 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.).	Tactic	Sarah Bannon	●	?	
1.1.2.2.4.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	Tactic	Sarah Bannon	●	?	
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	?	?	?
1.1.2.2.5.1: 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.).	Tactic	Carla Hunsley	○	○	
1.1.2.2.5.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	Tactic	Carla Hunsley	?	?	
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
1.1.2.2.6.1: 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.).	Tactic	Gayle Fisher			✓
1.1.2.2.6.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	Tactic	Gayle Fisher			✓
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			○
1.1.2.2.7.1: 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.).	Tactic	Robin Hoover			✗
1.1.2.2.7.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	Tactic	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	?	?	?
1.1.2.2.8.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	Tactic	Marne Hayes	?	?	
1.1.2.2.8.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	Tactic	Marne Hayes	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
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	?	?	?
1.1.2.2.9.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Joan Kronebusch		?	
1.1.2.2.9.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Joan Kronebusch		?	
1.1.2.2.10: Bozeman CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Jim Robbins	?	?	?
1.1.2.2.10.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Jim Robbins		?	
1.1.2.2.10.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Jim Robbins		?	
1.1.2.2.11: Butte CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Cindy Perdue Dolan	?	?	?
1.1.2.2.11.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Cindy Perdue Dolan			✓
1.1.2.2.11.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Cindy Perdue Dolan		?	
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			✓
1.1.2.2.12.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Diane Medler			✓
1.1.2.2.12.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Diane Medler			✓
1.1.2.2.13: Great Falls CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Miriam Martinson	?	?	?
1.1.2.2.13.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Miriam Martinson		?	
1.1.2.2.13.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.2.2.14: Helena CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Mike Mergenthaler	?	?	?
1.1.2.2.14.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.2.14.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.2.15: Miles City CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		John Laney	?	?	?
1.1.2.2.15.1: Identify 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>	John Laney	?	?	
1.1.2.2.15.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	John Laney	?	?	
1.1.2.2.16: Missoula CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Barbara Ann Neilan	?	?	?
1.1.2.2.16.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.2.16.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.2.17: West Yellowstone CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Marysue Costello	?	?	?
1.1.2.2.17.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Marysue Costello			✓
1.1.2.2.17.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	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	?	?	?
1.1.2.2.18.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Jan Metzmaker			✗
1.1.2.2.18.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Jan Metzmaker			✗
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	?	?	?
1.1.2.2.19.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.2.2.19.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.2.3: 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		➔	L

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
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			L
1.1.2.3.1.1: Develop appropriate new initiatives and legislative solutions as needed to maintain competitiveness in recruiting the production industry.	Tactic	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.	Tactic	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.	Tactic	Sten Iversen			
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			?
1.1.2.4.1.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Susan Buhr		?	
1.1.2.4.1.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Susan Buhr		?	
1.1.2.4.1.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Susan Buhr		?	
1.1.2.4.1.4: Maintain a statewide database of at least 1,400 travel journalists, and communicate with them regularly.	Tactic	Susan Buhr		?	
1.1.2.4.1.5: Conduct workshop at 2010 Gov Conf on Publicity & travel writers.	Tactic	Susan Buhr			
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 story ideas to travel media.		Nick Mann	?	?	?
1.1.2.4.2.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Nick Mann			
1.1.2.4.2.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Nick Mann			
1.1.2.4.2.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Nick Mann			
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	?	?	?
1.1.2.4.3.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Racene Friede		?	
1.1.2.4.3.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Racene Friede			
1.1.2.4.3.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	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	?	?	?
1.1.2.4.4.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Sarah Bannon		?	
1.1.2.4.4.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Sarah Bannon		?	
1.1.2.4.4.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Sarah Bannon		?	
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	?	?	?
1.1.2.4.5.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Carla Hunsley			
1.1.2.4.5.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Carla Hunsley			
1.1.2.4.5.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Carla Hunsley			
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
1.1.2.4.6.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Gayle Fisher			
1.1.2.4.6.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Gayle Fisher			
1.1.2.4.6.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Gayle Fisher			
1.1.2.4.6.5: Statewide, generate publicity about Montana destinations worth an advertising equivalency of \$14 million annually.	Tactic	Gayle Fisher			
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	?	?	?
1.1.2.4.7.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Robin Hoover		?	
1.1.2.4.7.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Robin Hoover		?	
1.1.2.4.7.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	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	?	?	?
1.1.2.4.8.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Marne Hayes	?	?	
1.1.2.4.8.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Marne Hayes	?	?	
1.1.2.4.8.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Marne Hayes	?	?	
1.1.2.4.9: Billings CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Joan Kronebusch			
1.1.2.4.9.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Joan Kronebusch		?	
1.1.2.4.9.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Joan Kronebusch		?	
1.1.2.4.9.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Joan Kronebusch		?	
1.1.2.4.10: Bozeman CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Jim Robbins	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.2.4.10.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Jim Robbins		?	
1.1.2.4.10.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Jim Robbins		?	
1.1.2.4.10.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Jim Robbins		?	
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.		Cindy Perdue Dolan	?	?	?
1.1.2.4.11.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Cindy Perdue Dolan	?	?	
1.1.2.4.11.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Cindy Perdue Dolan	?	?	
1.1.2.4.11.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Cindy Perdue Dolan	?	?	
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	?	?	?
1.1.2.4.12.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Diane Medler			
1.1.2.4.12.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Diane Medler			
1.1.2.4.12.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Diane Medler		?	
1.1.2.4.13: Great Falls CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Miriam Martinson	?	?	?
1.1.2.4.13.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Miriam Martinson	?	?	
1.1.2.4.13.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Miriam Martinson	?	?	
1.1.2.4.13.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Miriam Martinson	?	?	
1.1.2.4.14: Helena CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Mike Mergenthaler	?	?	?
1.1.2.4.14.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Mike Mergenthaler	?	?	
1.1.2.4.14.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Mike Mergenthaler	?	?	
1.1.2.4.14.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Mike Mergenthaler	?	?	
1.1.2.4.15: Miles City CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		John Laney	?	?	?
1.1.2.4.15.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	John Laney	?	?	
1.1.2.4.15.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	John Laney	?	?	
1.1.2.4.15.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	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	?	?	?
1.1.2.4.16.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Barbara Ann Neilan	?	?	
1.1.2.4.16.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Barbara Ann Neilan	?	?	
1.1.2.4.16.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Barbara Ann Neilan	?	?	
1.1.2.4.17: West Yellowstone CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Marysue Costello	?	?	?
1.1.2.4.17.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Marysue Costello			
1.1.2.4.17.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Marysue Costello			
1.1.2.4.17.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Marysue Costello			
1.1.2.4.18: Whitefish CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Jan Metzmaker			
1.1.2.4.18.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Jan Metzmaker		?	
1.1.2.4.18.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Jan Metzmaker			
1.1.2.4.18.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	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	?	?	?
1.1.2.4.19.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Debbie A Vandenberg	?	?	
1.1.2.4.19.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Debbie A Vandenberg	?	?	
1.1.2.4.19.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Debbie A Vandenberg	?	?	
1.1.2.5: Continue to target tour operators to bring group tours and packaged vacations to Montana.		Pamela Portner Gosink			
1.1.2.5.1: Travel Montana to target tour operators to bring group tours and packaged vacations to Montana.		Pamela Portner Gosink			
1.1.2.5.1.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Pamela Portner Gosink		?	
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.	Tactic	Pamela Portner Gosink			
1.1.2.5.2: Custer Country to target tour operators to bring group tours and packaged vacations to Montana.		Nick Mann	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.2.5.2.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Nick Mann			✓
1.1.2.5.2.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Nick Mann			✗
1.1.2.5.3: Glacier Country to target tour operators to bring group tours and packaged vacations to Montana.	○	Racene Friede	?	?	?
1.1.2.5.3.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Racene Friede	○	?	
1.1.2.5.3.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	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	?	?	?
1.1.2.5.4.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Sarah Bannon	●	?	
1.1.2.5.4.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Sarah Bannon	●	?	
1.1.2.5.5: Missouri River Country to target tour operators to bring group tours and packaged vacations to Montana.	○	Carla Hunsley	?	?	?
1.1.2.5.5.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Carla Hunsley	●	⊗	
1.1.2.5.5.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Carla Hunsley	●	○	
1.1.2.5.6: Russell Country to target tour operators to bring group tours and packaged vacations to Montana.	○	Gayle Fisher			✗
1.1.2.5.6.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Gayle Fisher			✗
1.1.2.5.6.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Gayle Fisher			✗
1.1.2.5.7: Yellowstone Country to target tour operators to bring group tours and packaged vacations to Montana.	○	Robin Hoover			☺
1.1.2.5.7.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Robin Hoover	●	?	
1.1.2.5.7.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Robin Hoover			✗
1.1.2.5.8: Big Sky CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Marne Hayes	?	?	?
1.1.2.5.8.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Marne Hayes	?	?	
1.1.2.5.8.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Marne Hayes	?	?	
1.1.2.5.9: Billings CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Joan Kronebusch	?	?	?
1.1.2.5.9.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Joan Kronebusch	●	?	
1.1.2.5.9.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Joan Kronebusch	○	?	
1.1.2.5.10: Bozeman CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Jim Robbins	?	?	?
1.1.2.5.10.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Jim Robbins	●	?	
1.1.2.5.11: Butte CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Cindy Perdue Dolan	?	?	?
1.1.2.5.11.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Cindy Perdue Dolan			✗
1.1.2.5.11.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Cindy Perdue Dolan			✓
1.1.2.5.12: Flathead CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Diane Medler	?	?	?
1.1.2.5.12.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Diane Medler	●	?	
1.1.2.5.12.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Diane Medler	○	?	
1.1.2.5.13: Great Falls CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Miriam Martinson	?	?	?
1.1.2.5.13.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Miriam Martinson	?	?	
1.1.2.5.13.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Miriam Martinson	?	?	
1.1.2.5.14: Helena CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Mike Mergenthaler	?	?	?
1.1.2.5.14.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Mike Mergenthaler	?	?	
1.1.2.5.14.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	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	?	?	?
1.1.2.5.15.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	John Laney	?	?	
1.1.2.5.15.2: Focus on tour operators from the National Tour Association, American Bus	Tactic	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
Association, and Motorcoach Canada, as well as small independent/boutique tour operators.					
1.1.2.5.16: Missoula CVB to target tour operators to bring group tours and packaged vacations to Montana.		Barbara Ann Neilan	?	?	?
1.1.2.5.16.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.5.16.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.5.17: West Yellowstone CVB to target tour operators to bring group tours and packaged vacations to Montana.		Marysue Costello	?	?	?
1.1.2.5.17.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Marysue Costello			✓
1.1.2.5.17.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Marysue Costello			✓
1.1.2.5.18: Whitefish CVB to target tour operators to bring group tours and packaged vacations to Montana.		Jan Metzmaker	?	?	?
1.1.2.5.18.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Jan Metzmaker			✗
1.1.2.5.18.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Jan Metzmaker			✗
1.1.2.5.19: Havre CVB to target tour operators to bring group tours and packaged vacations to Montana.		Debbie A Vandenberg	?	?	?
1.1.2.5.19.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.2.5.19.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.3: 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.		Pamela Portner Gosink		→	M
1.1.3.1.1: Schedule the meeting in January or February prior to the region/CVB Marketing Plan deadlines.	<i>Tactic</i>	Pamela Portner 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>	Pamela Portner 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>	Pamela Portner Gosink			✓
1.1.3.1.4: Develop successful outcomes as measured by participant evaluations.	<i>Tactic</i>	Pamela Portner Gosink			✗
1.1.3.2: Implement the new Montana tourism brand to enhance the state's image and message in priority markets		Pamela Portner Gosink		→	M
1.1.3.2.1: Travel Montana implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Pamela Portner Gosink	?	?	?
1.1.3.2.1.1: Encourage tourism and recreation partners statewide to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Pamela Portner Gosink		?	
1.1.3.2.1.2: Where appropriate, encourage other state departments/agencies to use the brand in their marketing efforts.	<i>Tactic</i>	Pamela Portner 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	?	?	?
1.1.3.2.2.1: Encourage tourism and recreation partners in region to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	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	?	?	?
1.1.3.2.3.1: Encourage tourism and recreation partners in region to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	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	?	?	?
1.1.3.2.4.1: Encourage tourism and recreation partners in region to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Sarah Bannon		?	
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		→	M
1.1.3.2.5.1: Encourage tourism and recreation partners in region to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Carla Hunsley		?	
1.1.3.2.6: Russell Country implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Gayle Fisher			✓
1.1.3.2.6.1: Encourage tourism and recreation partners in region to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Gayle Fisher			✗
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	?	?	?
1.1.3.2.7.1: Encourage tourism and recreation partners in region to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Robin Hoover			✓
1.1.3.2.8: Big Sky CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Marne Hayes	?	?	?
1.1.3.2.8.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.3.2.9: Billings CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Joan Kronebusch			↻
1.1.3.2.9.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Joan Kronebusch		?	
1.1.3.2.10: Bozeman CVB implement the new Montana tourism brand to enhance the state's image		Jim Robbins	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
and message in priority markets.					
1.1.3.2.10.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	Tactic	Jim Robbins	○	?	
1.1.3.2.11: Butte CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Cindy Perdue Dolan	?	?	?
1.1.3.2.11.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	Tactic	Cindy Perdue Dolan	?	?	
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			✓
1.1.3.2.12.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	Tactic	Diane Medler			✓
1.1.3.2.13: Great Falls CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Miriam Martinson	?	?	?
1.1.3.2.13.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	Tactic	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	?	?	?
1.1.3.2.14.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	Tactic	Mike Mergenthaler	?	?	
1.1.3.2.15: Miles City CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	John Laney	?	?	?
1.1.3.2.15.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	Tactic	John Laney	?	?	
1.1.3.2.16: Missoula CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Barbara Ann Neilan	?	?	?
1.1.3.2.16.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	Tactic	Barbara Ann Neilan	?	?	
1.1.3.2.17: West Yellowstone CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Marysue Costello	?	?	?
1.1.3.2.17.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	Tactic	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	★	↑	L
1.1.3.2.18.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	Tactic	Jan Metzmaker			✓
1.1.3.2.18.2: WCVBhas incorporated elements of the brand into our travel planner,consumer show displays, website and all our collateral.	Tactic	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.	○	no owner			X
1.1.3.2.19.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	Tactic	no owner	?	?	
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	?	?	?
1.1.3.2.20.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	Tactic	Debbie A Vandenberg	?	?	
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.	○	Pamela Portner Gosink	○	→	M
1.1.3.3.1.1: Develop focus and materials for educational workshops, presentations and webinars to build marketing capacity	Tactic	Pamela Portner 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 build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Racene Friede	?	?	?
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	?	?	?
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	⊗	→	M
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			X
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	?	?	?
1.1.3.3.8: Big Sky CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Marne Hayes	?	?	?
1.1.3.3.9: Billings CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Joan Kronebusch	?	?	?
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.	○	Jim Robbins	?	?	?
1.1.3.3.11: Butte CVB conduct educational workshops, presentations, and webinars to build marketing	○	Cindy Perdue Dolan	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
capacity and awareness, and showcase successes, among community and business partners.					
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			✓
1.1.3.3.13: Great Falls CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Miriam Martinson	?	?	?
1.1.3.3.14: Helena CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Mike Mergenthaler	?	?	?
1.1.3.3.15: Miles City CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	John Laney	?	?	?
1.1.3.3.16: Missoula CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Barbara Ann Neilan	?	?	?
1.1.3.3.17: West Yellowstone CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Marysue Costello	?	?	?
1.1.3.3.18: Whitefish CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.	○	Jan Metzmaker	○	→	L
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.	○	no owner			☺
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.	○	Pamela Portner Gosink	○	→	L
1.1.3.4.1: Identify key businesses/trade groups in agriculture and tourism, and form marketing/advertising partnerships.	Tactic	Pamela Portner Gosink	○	?	
1.1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.	○	Pamela Portner Gosink	○	→	M
1.1.4.1: Create a database inventory of visitor information system (VIS) components available statewide	○	Pamela Portner Gosink			X
1.1.4.1.1: Create a statewide inventory by December 2009, and update annually.	Tactic	Pamela Portner Gosink			X
1.1.4.1.2: Develop strategies to improve the system and fill gaps by December 2010.	Tactic	Pamela Portner 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 businesses to leverage resources, provide quality service statewide.	○	Pamela Portner Gosink			✓
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.	Tactic	Pamela Portner Gosink	○	○	
1.1.4.2.2: Disseminate criteria and information about the process for official designation by December 2011.	Tactic	Pamela Portner 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.	○	Pamela Portner 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.	○	Pamela Portner 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.	Tactic	Pamela Portner Gosink	○	○	
1.1.4.3.1.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Pamela Portner Gosink	○	○	
1.1.4.3.1.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Pamela Portner 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	?	?	?
1.1.4.3.2.1: 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.	Tactic	Nick Mann			✓
1.1.4.3.2.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible	Tactic	Nick Mann			X
1.1.4.3.2.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	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	?	?	?
1.1.4.3.3.1: 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.	Tactic	Racene Friede			✓
1.1.4.3.3.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible	Tactic	Racene Friede			✓
1.1.4.3.3.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	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	?	?	?
1.1.4.3.4.1: 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.	Tactic	Sarah Bannon	○	?	
1.1.4.3.4.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Sarah Bannon	●	?	
1.1.4.3.4.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Sarah Bannon	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.4.3.5: Missouri River 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.		Carla Hunsley	?	?	✗
1.1.4.3.5.1: 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.	Tactic	Carla Hunsley	?	?	
1.1.4.3.5.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.and to ensure that information provided to travelers is accurate and consistent.	Tactic	Carla Hunsley			✓
1.1.4.3.5.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Carla Hunsley			
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			✓
1.1.4.3.6.1: 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.	Tactic	Gayle Fisher			✓
1.1.4.3.6.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Gayle Fisher			✗
1.1.4.3.6.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Gayle Fisher			✓
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			
1.1.4.3.7.1: 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.	Tactic	Robin Hoover			✓
1.1.4.3.7.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible	Tactic	Robin Hoover		?	
1.1.4.3.7.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	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	?	?	?
1.1.4.3.8.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	Marne Hayes	?	?	
1.1.4.3.8.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Marne Hayes	?	?	
1.1.4.3.8.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	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	?	?	?
1.1.4.3.9.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	Joan Kronebusch			✓
1.1.4.3.9.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Joan Kronebusch			✓
1.1.4.3.9.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Joan Kronebusch			✓
1.1.4.3.10: Bozeman CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Jim Robbins	?	?	?
1.1.4.3.10.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	Jim Robbins		?	
1.1.4.3.10.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Jim Robbins		?	
1.1.4.3.10.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Jim Robbins		?	
1.1.4.3.11: Butte CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Cindy Perdue Dolan	?	?	?
1.1.4.3.11.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	Cindy Perdue Dolan	?	?	
1.1.4.3.11.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Cindy Perdue Dolan	?	?	
1.1.4.3.11.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Cindy Perdue Dolan			✓
1.1.4.3.12: Flathead CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Diane Medler			
1.1.4.3.12.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	Diane Medler			✓
1.1.4.3.12.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Diane Medler			✓
1.1.4.3.12.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Diane Medler			✓
1.1.4.3.13: Great Falls CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Miriam Martinson	?	?	?
1.1.4.3.13.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	Miriam Martinson	?	?	
1.1.4.3.13.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Miriam Martinson	?	?	
1.1.4.3.13.3: . MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Miriam Martinson	?	?	
1.1.4.3.14: Helena CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Mike Mergenthaler	?	?	?
1.1.4.3.14.1: Encourage site/service managers to collaborate with each other to provide	Tactic	Mike Mergenthaler	?	?	

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training/orientation, and to ensure that information provided to travelers is accurate and consistent.					
1.1.4.3.14.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Mike Mergenthaler	?	?	
1.1.4.3.14.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Mike Mergenthaler	?	?	
1.1.4.3.15: Miles City CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		John Laney	?	?	?
1.1.4.3.15.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	John Laney	?	?	
1.1.4.3.15.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	John Laney	?	?	
1.1.4.3.15.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	John Laney	?	?	
1.1.4.3.16: Missoula CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Barbara Ann Neilan	?	?	?
1.1.4.3.16.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	Barbara Ann Neilan	?	?	
1.1.4.3.16.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Barbara Ann Neilan	?	?	
1.1.4.3.16.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Barbara Ann Neilan	?	?	
1.1.4.3.17: West Yellowstone CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Marysue Costello	?	?	?
1.1.4.3.17.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	Marysue Costello			✓
1.1.4.3.17.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Marysue Costello			✓
1.1.4.3.17.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Marysue Costello			✓
1.1.4.3.18: Whitefish CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Jan Metzmaker		→	✓
1.1.4.3.18.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	Jan Metzmaker		?	
1.1.4.3.18.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Jan Metzmaker		?	
1.1.4.3.18.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Jan Metzmaker		?	
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.		no owner			
1.1.4.3.19.1: 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.	Tactic	no owner			✓
1.1.4.3.19.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	no owner			✓
1.1.4.3.19.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	no owner			✓
1.1.4.3.20: MT Superhost provide advanced training for Visitor Information Centers (VICs) staff as part of its statewide services.		Victor Bjornberg	?	?	?
1.1.4.3.20.1: 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.	Tactic	Victor Bjornberg		?	
1.1.4.3.20.2: MT Superhost offers supervisor level training via webinars.	Tactic	Victor Bjornberg		?	
1.1.4.4: Use technology to enhance Montana visitor information and marketing efforts.		Pamela Portner Gosink		→	L
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.	Tactic	Corrie Hahn			✓
1.1.4.4.1.2: Ensure that components of the system are promoted on web sites and in visitor guides.	Tactic	Corrie Hahn			✓
1.1.4.4.1.3: Expand system of TIS stations, information available on 511 system, and locations for downloadable visitor information.	Tactic	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.	Tactic	Corrie Hahn		?	
1.1.4.4.2: Travel Montana VIS Program use technology to enhance Montana visitor information and marketing efforts.		Pamela Portner 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.	Tactic	Pamela Portner Gosink			X
1.1.4.4.2.2: Ensure that components of the system are promoted on web sites and in visitor guides.	Tactic	Pamela Portner Gosink			
1.1.4.4.2.3: Expand system of TIS stations, information available on 511 system, and locations for downloadable visitor information.	Tactic	Pamela Portner 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.	Tactic	Pamela Portner Gosink			X
1.1.4.4.3: MDT use technology to enhance Montana visitor information and marketing efforts.		Sheila Ludlow		→	L
1.1.4.4.3.1: 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.	Tactic	Sheila Ludlow		?	
1.1.4.4.3.2: Ensure that components of the system are promoted on web sites and in visitor guides.	Tactic	Sheila Ludlow		?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.4.4.3.3: Expand system of TIS stations, information available on 511 system, and locations for downloadable visitor information.	Tactic	Sheila Ludlow	○	?	
1.1.4.4.3.4: Increase the number of free wireless hot spots available to visitors, with information on-site about tourism podcasts, RSS feeds, audio tours, etc.	Tactic	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.	○	Pamela Portner 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 economy.	○	Pamela Portner Gosink			✓
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.	Tactic	Pamela Portner Gosink			✓
1.1.4.5.1.2: Work with local/regional organizations to voluntarily maintain displays with current information.	Tactic	Pamela Portner 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.	Tactic	Pamela Portner Gosink			✗
1.1.4.5.1.4: Implement system of enhanced information about Montana and its products, and maintain/expand annually.	Tactic	Pamela Portner Gosink			✗
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	○	→	L
1.1.4.5.2.1: 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.	Tactic	Sheila Ludlow	○	?	
1.1.4.5.2.2: Work with local/regional organizations to voluntarily maintain displays with current information.	Tactic	Sheila Ludlow	○	?	
1.1.4.5.2.3: Develop system with Travel Montana and airport managers by 2009 to enhance traveler information available at rest areas and airports.	Tactic	Sheila Ludlow	○	○	
1.1.4.5.2.4: Implement system of enhanced information about Montana and its products, and maintain/expand annually.	Tactic	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	○	→	L
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.	○	Pamela Portner Gosink	○	→	M
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).	Tactic	Pamela Portner Gosink	○	○	
1.2.1.1.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Pamela Portner 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	?	?	?
1.2.1.2.1: 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).	Tactic	Nick Mann			✓
1.2.1.2.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	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	?	?	?
1.2.1.3.1: 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).	Tactic	Racene Friede			✓
1.2.1.3.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Racene Friede	●	?	
1.2.1.4: Gold West 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.	○	Sarah Bannon	?	?	?
1.2.1.4.1: 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).	Tactic	Sarah Bannon	○	?	
1.2.1.4.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Sarah Bannon	●	?	
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	⊗	→	M
1.2.1.5.1: 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).	Tactic	Carla Hunsley	?	?	
1.2.1.5.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	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			✓
1.2.1.6.1: 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).	Tactic	Gayle Fisher			✓
1.2.1.6.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Gayle Fisher			✓
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	○	Robin Hoover	?	?	?

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lodging facility use taxes.					
1.2.1.7.1: 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).	Tactic	Robin Hoover	○	?	
1.2.1.7.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Robin Hoover	○	?	
1.2.1.8: Big Sky CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Marne Hayes	?	?	?
1.2.1.8.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Marne Hayes	?	?	
1.2.1.8.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Marne Hayes	?	?	
1.2.1.9: Billings CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Joan Kronebusch			✗
1.2.1.9.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Joan Kronebusch	○	?	
1.2.1.9.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Joan Kronebusch	⊗	?	
1.2.1.10: Bozeman CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Jim Robbins	?	?	?
1.2.1.10.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Jim Robbins	○	?	
1.2.1.10.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Jim Robbins	●	?	
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.	○	Cindy Perdue Dolan	?	?	?
1.2.1.11.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Cindy Perdue Dolan	?	?	
1.2.1.11.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Cindy Perdue Dolan	?	?	
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			✓
1.2.1.12.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Diane Medler			✓
1.2.1.12.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Diane Medler	●	?	
1.2.1.13: Great Falls CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Miriam Martinson	?	?	?
1.2.1.13.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Miriam Martinson	?	?	
1.2.1.13.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Miriam Martinson	?	?	
1.2.1.14: Helena CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Mike Mergenthaler	?	?	?
1.2.1.14.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Mike Mergenthaler	?	?	
1.2.1.14.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Mike Mergenthaler	?	?	
1.2.1.15: Miles City CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	John Laney	?	?	?
1.2.1.15.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	John Laney	?	?	
1.2.1.15.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	John Laney	?	?	
1.2.1.16: Missoula CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Barbara Ann Neilan	?	?	?
1.2.1.16.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Barbara Ann Neilan	?	?	
1.2.1.16.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Barbara Ann Neilan	?	?	
1.2.1.17: West Yellowstone CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.	○	Marysue Costello	?	?	?
1.2.1.17.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Marysue Costello			✓
1.2.1.17.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	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	○	→	M
1.2.1.18.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are	Tactic	Jan Metzmaker	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).					
1.2.1.18.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Jan Metzmaker			X
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	?	?	?
1.2.1.19.1: 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).	Tactic	John Keck			X
1.2.1.19.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	John Keck			X
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	?	?	?
1.2.1.20.1: 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).	Tactic	Margaret Gorski	?	?	
1.2.1.20.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Margaret Gorski	?	?	
1.2.1.21: Havre CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Debbie A Vandenberg			
1.2.1.21.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Debbie A Vandenberg	?	?	
1.2.1.21.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	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			M
1.2.2.1: Travel Montana provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Pamela Portner Gosink	?	?	?
1.2.2.1.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Pamela Portner Gosink		?	
1.2.2.1.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Pamela Portner Gosink			
1.2.2.1.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Pamela Portner 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.	Tactic	Pamela Portner 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.	Tactic	Pamela Portner 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	?	?	?
1.2.2.2.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Nick Mann			✓
1.2.2.2.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Nick Mann			✓
1.2.2.2.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Nick Mann			✓
1.2.2.2.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	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	?	?	?
1.2.2.3.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Racene Friede			✓
1.2.2.3.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Racene Friede			✓
1.2.2.3.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Racene Friede			✓
1.2.2.3.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	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	?	?	?
1.2.2.4.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Sarah Bannon		?	
1.2.2.4.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Sarah Bannon		?	
1.2.2.4.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Sarah Bannon		?	
1.2.2.4.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Sarah Bannon		?	
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	?	?	?
1.2.2.5.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Carla Hunsley			
1.2.2.5.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Carla Hunsley			✓
1.2.2.5.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Carla Hunsley		?	
1.2.2.5.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	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			✓
1.2.2.6.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Gayle Fisher			X
1.2.2.6.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Gayle Fisher			✓
1.2.2.6.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Gayle Fisher			X

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.2.2.6.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Gayle Fisher			X
1.2.2.7: Yellowstone Country provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Robin Hoover	?	?	?
1.2.2.7.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Robin Hoover			✓
1.2.2.7.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Robin Hoover		?	
1.2.2.7.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Robin Hoover		?	
1.2.2.7.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Robin Hoover		?	
1.2.2.8: Big Sky CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Marne Hayes	?	?	?
1.2.2.8.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Marne Hayes	?	?	
1.2.2.8.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Marne Hayes	?	?	
1.2.2.8.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Marne Hayes	?	?	
1.2.2.8.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Marne Hayes	?	?	
1.2.2.9: Billings CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Joan Kronebusch			☺
1.2.2.9.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Joan Kronebusch		?	
1.2.2.9.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Joan Kronebusch		?	
1.2.2.9.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Joan Kronebusch		?	
1.2.2.9.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Joan Kronebusch			X
1.2.2.10: Bozeman CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Jim Robbins	?	?	?
1.2.2.10.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Jim Robbins		?	
1.2.2.10.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Jim Robbins		?	
1.2.2.10.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Jim Robbins		?	
1.2.2.10.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Jim Robbins		?	
1.2.2.11: Butte CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Cindy Perdue Dolan	?	?	?
1.2.2.11.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Cindy Perdue Dolan	?	?	
1.2.2.11.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Cindy Perdue Dolan	?	?	
1.2.2.11.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Cindy Perdue Dolan	?	?	
1.2.2.11.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Cindy Perdue Dolan			✓
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			✓
1.2.2.12.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Diane Medler			✓
1.2.2.12.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Diane Medler			✓
1.2.2.12.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Diane Medler			✓
1.2.2.12.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Diane Medler			✓
1.2.2.13: Great Falls CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Miriam Martinson	?	?	?
1.2.2.13.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Miriam Martinson	?	?	
1.2.2.13.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Miriam Martinson	?	?	
1.2.2.13.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Miriam Martinson	?	?	
1.2.2.13.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Miriam Martinson	?	?	
1.2.2.14: Helena CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Mike Mergenthaler	?	?	?
1.2.2.14.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Mike Mergenthaler	?	?	
1.2.2.14.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Mike Mergenthaler	?	?	
1.2.2.14.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Mike Mergenthaler	?	?	
1.2.2.14.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Mike Mergenthaler	?	?	
1.2.2.15: Miles City CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		John Laney	?	?	?
1.2.2.15.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	John Laney	?	?	
1.2.2.15.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	John Laney	?	?	
1.2.2.15.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	John Laney	?	?	
1.2.2.15.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	John Laney	?	?	
1.2.2.16: Missoula CVB provide concise, visual briefings and presentations to policy makers and		Barbara Ann Neilan	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
business groups about Montana tourism issues and benefits.					
1.2.2.16.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Barbara Ann Neilan	?	?	
1.2.2.16.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Barbara Ann Neilan	?	?	
1.2.2.16.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Barbara Ann Neilan	?	?	
1.2.2.16.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Barbara Ann Neilan	?	?	
1.2.2.17: West Yellowstone CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.	○	Marysue Costello	?	?	?
1.2.2.17.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Marysue Costello			✓
1.2.2.17.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Marysue Costello			✓
1.2.2.17.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Marysue Costello			✓
1.2.2.17.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	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	?	?	?
1.2.2.18.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Jan Metzmaker	○	?	
1.2.2.18.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Jan Metzmaker	○	?	
1.2.2.18.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Jan Metzmaker			✓
1.2.2.18.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	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.	○	no owner			✗
1.2.2.19.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	no owner			✓
1.2.2.19.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	no owner			✓
1.2.2.19.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	no owner			✓
1.2.2.19.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	no owner			✓
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	?	?	?
1.2.2.20.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Debbie A Vandenberg	?	?	
1.2.2.20.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Debbie A Vandenberg	?	?	
1.2.2.20.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Debbie A Vandenberg	?	?	
1.2.3: Change the state law and rules to broaden eligibility for the Montana Byways program (and access to federal funding).	○	Sheila Ludlow	⊗	→	L
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	⊗	→	L
1.2.3.1.2: Accomplish changes in law and rules in the 2009 legislative session.	Tactic	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 marketing strategies.	●	Sheila Ludlow	➡	?	L
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	○	→	L
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	○	→	M
1.2.4.1.1: Prioritize issues and identify potential inter-agency policy actions annually.	Tactic	Barb Sanem	○	?	
1.2.4.1.2: Address priority issues and report annually to tourism and recreation industry partners.	Tactic	Barb Sanem	○	?	
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	?	?	?
1.2.4.2.1: Prioritize issues and identify potential inter-agency policy actions annually.	Tactic	John Keck			✗
1.2.4.2.2: Address priority issues and report annually to tourism and recreation industry partners.	Tactic	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	?	?	?
1.2.4.3.1: Prioritize issues and identify potential inter-agency policy actions annually.	Tactic	Margaret Gorski	?	?	
1.2.4.3.2: Address priority issues and report annually to tourism and recreation industry partners.	Tactic	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.	○	no owner			✗
1.2.4.4.1: Prioritize issues and identify potential inter-agency policy actions annually.	Tactic	no owner			✓
1.2.4.4.2: Address priority issues and report annually to tourism and recreation industry partners.	Tactic	no owner			✓
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 areas.	○	Pamela Portner Gosink	○	→	L
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.	Tactic	Pamela Portner Gosink			✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.3.1.1.2: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Pamela Portner Gosink			✓
1.3.1.1.3: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Corrie Hahn			✓
1.3.1.1.4: Distribute responsible use materials at all visitor centers statewide annually.	Tactic	Pamela Portner Gosink	○	?	
1.3.1.1.5: Include GPS coordinates on trail maps to assist visitors.	Tactic	Pamela Portner Gosink	○	?	
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	?	?	?
1.3.1.2.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Nick Mann			✗
1.3.1.2.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Nick Mann			✓
1.3.1.2.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	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	?	?	?
1.3.1.3.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Racene Friede			✓
1.3.1.3.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Racene Friede			✓
1.3.1.3.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	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	?	?	?
1.3.1.4.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Sarah Bannon	○	?	
1.3.1.4.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Sarah Bannon	●	?	
1.3.1.4.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Sarah Bannon	●	?	
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	⊗	→	M
1.3.1.5.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Carla Hunsley			✓
1.3.1.5.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Carla Hunsley	○	○	
1.3.1.5.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	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			✓
1.3.1.6.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Gayle Fisher			✓
1.3.1.6.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Gayle Fisher			✗
1.3.1.6.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Gayle Fisher			✗
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			↻
1.3.1.7.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Robin Hoover			✓
1.3.1.7.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Robin Hoover	○	?	
1.3.1.7.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Robin Hoover			✗
1.3.1.8: Big Sky CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Marne Hayes	?	?	?
1.3.1.8.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Marne Hayes	?	?	
1.3.1.8.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Marne Hayes	?	?	
1.3.1.8.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Marne Hayes	?	?	
1.3.1.9: Billings CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Joan Kronebusch			↻
1.3.1.9.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Joan Kronebusch			✗
1.3.1.9.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Joan Kronebusch			✓
1.3.1.9.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	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.	○	Jim Robbins	?	?	?
1.3.1.10.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Jim Robbins	●	?	
1.3.1.10.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Jim Robbins	○	?	
1.3.1.10.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Jim Robbins	●	?	
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.	○	Cindy Perdue Dolan	?	?	?
1.3.1.11.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Cindy Perdue Dolan	?	?	
1.3.1.11.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Cindy Perdue Dolan	?	?	
1.3.1.11.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Cindy Perdue Dolan	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.3.1.12: Flathead CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Diane Medler			
1.3.1.12.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Diane Medler		?	
1.3.1.12.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Diane Medler			
1.3.1.12.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Diane Medler		?	
1.3.1.13: Great Falls CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Miriam Martinson	?	?	?
1.3.1.13.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Miriam Martinson	?	?	
1.3.1.13.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Miriam Martinson	?	?	
1.3.1.13.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Miriam Martinson	?	?	
1.3.1.14: Helena CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Mike Mergenthaler	?	?	?
1.3.1.14.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Mike Mergenthaler	?	?	
1.3.1.14.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Mike Mergenthaler	?	?	
1.3.1.14.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Mike Mergenthaler	?	?	
1.3.1.15: Miles City CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		John Laney	?	?	?
1.3.1.15.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	John Laney	?	?	
1.3.1.15.2: Distribute responsible use materials at all visitor centers annually.	Tactic	John Laney	?	?	
1.3.1.15.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	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	?	?	?
1.3.1.16.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Barbara Ann Neilan	?	?	
1.3.1.16.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Barbara Ann Neilan	?	?	
1.3.1.16.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Barbara Ann Neilan	?	?	
1.3.1.17: West Yellowstone CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Marysue Costello	?	?	?
1.3.1.17.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Marysue Costello			
1.3.1.17.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Marysue Costello			
1.3.1.17.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Marysue Costello			
1.3.1.18: Whitefish CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Jan Metzmaker			
1.3.1.18.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Jan Metzmaker		?	
1.3.1.18.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Jan Metzmaker			
1.3.1.18.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	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	?	?	?
1.3.1.19.1: Develop a single responsible use message for all partners by December 2008.	Tactic	John Keck			
1.3.1.19.2: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	John Keck			
1.3.1.19.3: Coordinate efforts between tourism marketers and state/federal agencies to contact travelers via the media, web, VICs, rest areas, agency offices, businesses, etc.	Tactic	John Keck			
1.3.1.19.4: Outline penalties for illegal activities, where appropriate, and provide numbers to report violations.	Tactic	John Keck			
1.3.1.19.5: Include GPS coordinates on trail maps to assist visitors.	Tactic	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	?	?	?
1.3.1.20.1: Develop a single responsible use message for all partners by December 2008.	Tactic	Margaret Gorski	?	?	
1.3.1.20.2: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Margaret Gorski	?	?	
1.3.1.20.3: Coordinate efforts between tourism marketers and state/federal agencies to contact travelers via the media, web, VICs, rest areas, agency offices, businesses, etc.	Tactic	Margaret Gorski	?	?	
1.3.1.20.4: Outline penalties for illegal activities, where appropriate, and provide numbers to report violations.	Tactic	Margaret Gorski	?	?	
1.3.1.20.5: Include GPS coordinates on trail maps to assist visitors.	Tactic	Margaret Gorski	?	?	
1.3.1.21: Havre CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Debbie A Vandenberg	?	?	?
1.3.1.21.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Debbie A Vandenberg	?	?	
1.3.1.21.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Debbie A Vandenberg	?	?	
1.3.1.21.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Debbie A Vandenberg	?	?	
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			

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
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.		Pamela Portner Gosink	?	?	?
1.3.2.1.1: Identify capacity and maintenance challenges, and ensure that state/regional/local tourism marketing efforts are appropriately aligned.	Tactic	Pamela Portner 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.	Tactic	Pamela Portner 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	?	?	?
1.3.2.2.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Nick Mann			
1.3.2.2.2: 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.	Tactic	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	?	?	?
1.3.2.3.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Racene Friede			
1.3.2.3.2: 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.	Tactic	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	?	?	?
1.3.2.4.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Sarah Bannon		?	
1.3.2.4.2: 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.	Tactic	Sarah Bannon		?	
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	?	?	?
1.3.2.5.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Carla Hunsley	?	?	
1.3.2.5.2: 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.	Tactic	Carla Hunsley			
1.3.2.6: Russell 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.		Gayle Fisher			
1.3.2.6.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Gayle Fisher			
1.3.2.6.2: 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.	Tactic	Gayle Fisher			
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			
1.3.2.7.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Robin Hoover	?	?	
1.3.2.7.2: 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.	Tactic	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	?	?	?
1.3.2.8.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Marne Hayes	?	?	
1.3.2.8.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	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			
1.3.2.9.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Joan Kronebusch		?	
1.3.2.9.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	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.		Jim Robbins	?	?	?
1.3.2.10.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Jim Robbins		?	
1.3.2.10.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Jim Robbins		?	
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.		Cindy Perdue Dolan	?	?	?
1.3.2.11.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Cindy Perdue Dolan	?	?	
1.3.2.11.2: 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.	Tactic	Cindy Perdue Dolan	?	?	
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		Diane Medler			

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
facilities.					
1.3.2.12.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Diane Medler			✓
1.3.2.12.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Diane Medler			✓
1.3.2.13: Great Falls CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Miriam Martinson	?	?	?
1.3.2.13.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Miriam Martinson	?	?	
1.3.2.13.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Miriam Martinson	?	?	
1.3.2.14: Helena CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Mike Mergenthaler	?	?	?
1.3.2.14.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Mike Mergenthaler	?	?	
1.3.2.14.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Mike Mergenthaler	?	?	
1.3.2.15: Miles City CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	John Laney	?	?	?
1.3.2.15.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	John Laney	?	?	
1.3.2.15.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	John Laney	?	?	
1.3.2.16: Missoula CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Barbara Ann Neilan	?	?	?
1.3.2.16.1: Identify capacity and maintenance challenges, and ensure that ourism marketing efforts are appropriately aligned.	Tactic	Barbara Ann Neilan	?	?	
1.3.2.16.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	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	?	?	?
1.3.2.17.1: Identify capacity and maintenance challenges, and ensure that ourism marketing efforts are appropriately aligned.	Tactic	Marysue Costello			✓
1.3.2.17.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Marysue Costello			✓
1.3.2.18: Whitefish CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Jan Metzmaker	?	?	?
1.3.2.18.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Jan Metzmaker	○	?	
1.3.2.18.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	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	?	?	?
1.3.2.19.1: Identify capacity and maintenance challenges, and ensure that state/regional/local tourism marketing efforts are appropriately aligned.	Tactic	John Keck			✓
1.3.2.19.2: 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.	Tactic	John Keck			✓
1.3.2.20: MTRI/USFS 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.	○	Margaret Gorski	?	?	?
1.3.2.20.1: Identify capacity and maintenance challenges, and ensure that state/regional/local tourism marketing efforts are appropriately aligned.	Tactic	Margaret Gorski	?	?	
1.3.2.20.2: 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.	Tactic	Margaret Gorski	?	?	
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	?	?	?
1.3.2.21.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Debbie A Vandenberg	?	?	
1.3.2.21.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Debbie A Vandenberg	?	?	
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	?	?	?
1.3.3.1.1: Expand communication on access issues and cooperation between agencies, user groups, and other interested parties.	Tactic	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	?	?	?
1.3.3.2.1: Expand communication on access issues and cooperation between agencies, user groups, and other interested parties.	Tactic	Margaret Gorski	?	?	
1.3.4: Continue to enhance the Montana Block Management Program, expanding public access to private	○	Jennifer Lawson	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
lands.					
1.3.4.1: FWP continue to enhance the Montana Block Management Program, expanding public access to private lands.		Jennifer Lawson	?	?	?
1.3.4.1.1: Study ways to streamline the process, attract broader participation, evaluate conservation easements, analyze issues of program expansion or limitations, and include concerns about non-resident vs. resident preferences.	<i>Tactic</i>	Jennifer Lawson	?	?	
1.3.4.1.2: Expand participation (enrolled acres) in the Block Management Program to 9 million acres by 2012.	<i>Tactic</i>	Jennifer Lawson		?	
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, math, and language curriculum standards/initiatives.		John Keck	?	?	?
1.3.5.1.1: Sponsor programs that encourage kids to spend more time outdoors, involving the Governor's office, state/federal agencies, tribes, nonprofit groups, and businesses.	<i>Tactic</i>	John Keck			✓
1.3.5.1.2: Use initiatives to improve public health, encourage education about the outdoors, enhance tourism efforts, and increase public appreciation for the importance and protection of the outdoors for future generations.	<i>Tactic</i>	John Keck			✓
1.3.5.1.3: Develop partnerships and seek private and foundation funding to implement statewide initiatives.	<i>Tactic</i>	John Keck			✓
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	?	?	?
1.3.5.2.1: Sponsor programs that encourage kids to spend more time outdoors, involving the Governor's office, state/federal agencies, tribes, nonprofit groups, and businesses.	<i>Tactic</i>	Margaret Gorski	?	?	
1.3.5.2.2: Use initiatives to improve public health, encourage education about the outdoors, enhance tourism efforts, and increase public appreciation for the importance and protection of the outdoors for future generations.	<i>Tactic</i>	Margaret Gorski	?	?	
1.3.5.2.3: Develop partnerships and seek private and foundation funding to implement statewide initiatives.	<i>Tactic</i>	Margaret Gorski	?	?	
1.4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).		Victor Bjornberg		→	L
1.4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.		Victor Bjornberg		→	L
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	?	?	?
1.4.1.1.1.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Marne Hayes	?	?	
1.4.1.1.1.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Marne Hayes	?	?	
1.4.1.1.2: Billings CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Joan Kronebusch	?	?	?
1.4.1.1.2.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Joan Kronebusch		?	
1.4.1.1.2.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Joan Kronebusch		?	
1.4.1.1.3: Bozeman CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Jim Robbins	?	?	?
1.4.1.1.3.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Jim Robbins		?	
1.4.1.1.3.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Jim Robbins		?	
1.4.1.1.4: Butte CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Cindy Perdue Dolan	?	?	?
1.4.1.1.4.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.4.1.1.4.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Cindy Perdue Dolan			✓
1.4.1.1.5: Flathead CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Diane Medler			↻
1.4.1.1.5.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Diane Medler			✓
1.4.1.1.5.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Diane Medler		?	
1.4.1.1.6: Great Falls CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Miriam Martinson	?	?	?
1.4.1.1.6.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Miriam Martinson	?	?	
1.4.1.1.6.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Miriam Martinson	?	?	
1.4.1.1.7: Helena CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Mike Mergenthaler	?	?	?
1.4.1.1.7.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.4.1.1.7.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.4.1.1.8: Miles City CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		John Laney	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
events, and educational seminars.					
1.4.1.1.8.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	John Laney	?	?	
1.4.1.1.8.2: Use creative venue ideas for recruitment of conventions.	Tactic	John Laney	?	?	
1.4.1.1.9: Missoula CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Barbara Ann Neilan	?	?	?
1.4.1.1.9.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Barbara Ann Neilan	?	?	
1.4.1.1.9.2: Use creative venue ideas for recruitment of conventions.	Tactic	Barbara Ann Neilan	?	?	
1.4.1.1.10: West Yellowstone CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Marysue Costello	?	?	?
1.4.1.1.10.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Marysue Costello			✓
1.4.1.1.10.2: Use creative venue ideas for recruitment of conventions.	Tactic	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	○	→	L
1.4.1.1.11.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Jan Metzmaker	○	?	
1.4.1.1.11.2: Use creative venue ideas for recruitment of conventions.	Tactic	Jan Metzmaker			✓
1.4.1.1.12: MTTA use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	no owner			✗
1.4.1.1.12.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	no owner			✓
1.4.1.1.12.2: Use creative venue ideas for recruitment of conventions.	Tactic	no owner			✓
1.4.1.1.13: Havre CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	○	Debbie A Vandenberg	?	?	?
1.4.1.1.13.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Debbie A Vandenberg	?	?	
1.4.1.1.13.2: Use creative venue ideas for recruitment of conventions.	Tactic	Debbie A Vandenberg	?	?	
1.4.1.1.14: MHC use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.	●	Victor Bjornberg	?	?	?
1.4.1.1.14.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Victor Bjornberg	?	?	
1.4.1.1.14.2: Use creative venue ideas for recruitment of conventions.	Tactic	Victor Bjornberg	?	?	
1.4.1.2: Develop artisan/craftsmen trails statewide to highlight Montana's history and culture.	○	Victor Bjornberg	○	→	L
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.	Tactic	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.	Tactic	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.	Tactic	Victor Bjornberg	○	○	
1.4.1.2.1.4: Work with Bitterroot Valley Heritage Trust and partner organizations on Cultural Tourism Development in this area of MT	Tactic	Victor Bjornberg			✗
1.4.1.2.2: Custer Country develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Nick Mann	?	?	?
1.4.1.2.2.1: Identify artisans, craftsmen, annual art/craft events and define regional Artisan Trails to be promoted, develop marketing opportunities and funding sources.	Tactic	Nick Mann			✗
1.4.1.2.3: Glacier Country develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Racene Friede	?	?	?
1.4.1.2.3.1: Identify artisans, craftsmen, annual art/craft events and define regional Artisan Trails to be promoted, develop marketing opportunities and funding sources.	Tactic	Racene Friede			✓
1.4.1.2.4: Gold West Country develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Sarah Bannon			✓
1.4.1.2.4.1: Identify artisans, craftsmen, annual art/craft events and define regional Artisan Trails to be promoted, develop marketing opportunities and funding sources.	Tactic	Sarah Bannon			✓
1.4.1.2.5: Missouri River Country develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Carla Hunsley	○	→	M
1.4.1.2.5.1: Identify artisans, craftsmen, annual art/craft events and define regional Artisan Trails to be promoted, develop marketing opportunities and funding sources.	Tactic	Carla Hunsley	○	?	
1.4.1.2.5.2: Working on a hiking trail on BLM land south of Fort Peck.	Tactic	Carla Hunsley	○	○	
1.4.1.2.6: Russell Country develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Gayle Fisher			✓
1.4.1.2.6.1: Identify artisans, craftsmen, annual art/craft events and define regional Artisan Trails to be promoted, develop marketing opportunities and funding sources.	Tactic	Gayle Fisher			✓
1.4.1.2.7: Yellowstone Country develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Robin Hoover			○
1.4.1.2.7.1: Identify artisans, craftsmen, annual art/craft events and define regional Artisan Trails to be promoted, develop marketing opportunities and funding sources.	Tactic	Robin Hoover	?	?	
1.4.1.2.8: MTTA develop artisan/craftsmen trails to highlight Montana's history and culture.	○	no owner			✗

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1.4.1.2.8.1: Identify artisans, craftsmen, annual art/craft events and define regional Artisan Trails to be promoted, develop marketing opportunities and funding sources.	Tactic	no owner			✓
1.4.1.2.9: MT Historical Society develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Kirby Lambert	○	→	L
1.4.1.2.9.5: Montana History Conference - annual	Tactic	Kirby Lambert	○	○	
1.4.1.2.9.12: Thursday night lecture series promoting MT history and culture	Tactic	Kirby Lambert	○	○	
1.4.1.2.10: MAC develop artisan/craftsmen trails to highlight Montana's history and culture.	○	Victor Bjornberg	○	→	L
1.4.1.2.10.1: Identify artisans, craftsmen, annual art/craft events and define regional Artisan Trails to be promoted, develop marketing opportunities and funding sources.	Tactic	Victor Bjornberg	○	○	
1.4.1.2.10.2: Hands of Harvest: Craft Heritage Trails of North Central MT - monthly meetings assisting with website upgrades, distribution plan for current guidebook and involvement in Made in MT Marketplace	Tactic	Victor Bjornberg	○	○	
1.4.1.2.10.3: Alpine Artisans, Seeley/Swan Valley Cultural Trail: provide technical assist, involve in LINC cohort project and other MAC workshops	Tactic	Victor Bjornberg	○	○	
1.4.1.2.10.4: Sage & Stone, SW MT Cultural Trail: provide tech assistance to MT Preservation Alliance (project leader) on loop tour development and lay groundwork for LINC cohort in SW MT	Tactic	Victor Bjornberg			✓
1.4.1.2.10.5: Bitterroot Area: tech assist for development of studio tours & workshops along with planning of an annual craft show & sale in the Bitterroot	Tactic	Victor Bjornberg	○	○	
1.4.1.2.10.6: MT Circle of American Masters: Goal to identify visual folk and traditional artists in MT; 16 artists endorsed for program to date, photos & information displayed in State Capitol Rotunda, news releases and future publications	Tactic	Victor Bjornberg	○	○	
1.4.1.2.10.7: Revising Arts Database to add fields identifying and describing folk and traditional artists to help identify in future marketing efforts, institute Market Ready Tools into Arts Database	Tactic	Victor Bjornberg	○	○	
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	?	?	?
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.	Tactic	Corrie Hahn			✓
1.4.1.3.1.2: Integrate existing calendars of events provided by private arts publications into state and regional web sites.	Tactic	Corrie Hahn	○	?	
1.4.1.3.3: MTTA enhance the online statewide calendar of arts/culture/historical/tribal events.	○	no owner			✗
1.4.1.3.3.1: Encourage regional, local, and tribal stakeholders to contribute to and use the online calendar.	Tactic	no owner			✓
1.4.1.3.4: MAC enhance the online statewide calendar of arts/culture/historical/tribal events.	○	Victor Bjornberg	○	→	L
1.4.1.3.4.1: Maximize arts/cultural/historical events promotion by creating a comprehensive online calendar that is searchable by topic, date, or location.	Tactic	Victor Bjornberg	●	●	
1.4.1.3.4.2: Encourage regional, local, and tribal stakeholders to contribute to and use the online calendar.	Tactic	Victor Bjornberg	○	○	
1.4.1.4: Enhance the Montana Tribal Tourism Alliance (MTTA) and its marketing efforts.	○	no owner			↻
1.4.1.4.1: MTTA enhance the Montana Tribal Tourism Alliance (MTTA) and its marketing efforts.	○	no owner			✗
1.4.1.4.1.1: Establish reciprocal promotion efforts between MTTA and Travel Montana.	Tactic	no owner			✓
1.4.1.4.1.2: Offer specialized tourism training content for tribal representatives (i.e. tour guide development, business of tourism, etc.).	Tactic	no owner			✓
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 MT Indian Reservations and Travel Montana.	Tactic	Victor Bjornberg	○	?	
1.4.1.4.2.2: Assist Tribal Tourism Reps on each MT Indian Reservation to continue to be an advocate for tribal tourism, and a strong partner with the tourism regions.	Tactic	Victor Bjornberg	○	?	
1.4.1.5: Plan and Promote commemorations of historic events in Montana.	○	Kirby Lambert	○	→	L
1.4.1.5.1: Travel Montana Plan and Promote commemorations of historic events in Montana.	○	Victor Bjornberg	?	?	?
1.4.1.5.1.1: Identify upcoming commemorations of cultural and historic events, and strategies to market them.	Tactic	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	Tactic	Victor Bjornberg			✓
1.4.1.5.1.3: Fort Peck Lake & Dam Project will celebrate its 75th Anniversary in 2012. As the plans gain detail, will share with MTOT staff and promotion partners.	Tactic	Victor Bjornberg	○	?	
1.4.1.5.2: MHS Plan and Promote commemorations of historic events in Montana.	○	Kirby Lambert	○	→	L
1.4.1.5.3: Glacier Country Plan and Promote commemorations of historic events in Montana.	○	Racene Friede			✓
1.4.1.5.3.1: Develop and implement three marketing strategies for the David Thompson Bicentennial Commemoration annually in 2009, 2010, and 2011.	Tactic	Racene Friede			✓
1.4.2: Improve and maintain infrastructure, facilities, and services to support heritage and cultural tourism in Montana.	○	Kirby Lambert	○	→	L
1.4.2.1: Enhance the interactivity and quality of Montana interpretive displays, programs, and facilities for visitors.	○	Kirby Lambert	○	↑	L
1.4.2.1.1: Create partnerships and combine resources to produce professional, accurate interpretive programs, tapes, signage, etc., for guided/self-guided tours.	Tactic	Kirby Lambert	○	○	
1.4.2.1.3: Where appropriate, consider partnering with businesses to sponsor, enhance, or manage programs and facilities.	Tactic	Kirby Lambert	○	○	
1.4.2.1.4: Incorporate age appropriate programs/activities for children and youth.	Tactic	Kirby Lambert	○	○	
1.4.2.2: Augment tourism facilities, services, and marketing capacity within Montana Indian reservations.	○	no owner			✗
1.4.2.2.1: MTTA augment tourism facilities, services, and marketing capacity within Montana Indian reservations.	○	no owner			↻

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.4.2.2.1.1: Enhance educational and tourism-related facilities, services, artisan displays/galleries, and interpretation on MT's Indian reservations, including receptive tour services, interpretation, dining, lodging, retail, encampments, pow wows, etc.	Tactic	no owner			✓
1.4.2.2.1.2: Identify and prioritize a list of needs for each Montana Indian reservation.	Tactic	no owner			✓
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, services, artisan displays/galleries, and interpretation on MT's Indian reservations, including receptive tour services, interpretation, dining, lodging, retail, encampments, pow wows, etc.	Tactic	Victor Bjornberg	○	?	
1.4.2.2.2.2: Identify and prioritize a list of needs for each Montana Indian reservation.	Tactic	Victor Bjornberg	●	?	
1.4.2.3: Improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	Kirby Lambert	⊗	→	M
1.4.2.3.1: Travel Montana improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	Victor Bjornberg	?	?	?
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).	Tactic	Victor Bjornberg			✓
1.4.2.3.1.2: Develop a state heritage tourism marketing strategy.	Tactic	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.	Tactic	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.	Tactic	Victor Bjornberg			✓
1.4.2.3.1.5: 2010 TIIP Grants Scored, Ranked and top projects awarded \$300,000 in funds	Tactic	Victor Bjornberg			✓
1.4.2.3.1.6: 2011 TIIP Grant Fund Pool Announced at June TAC meeting.	Tactic	Victor Bjornberg			✓
1.4.2.3.1.7: 2011 TIIP Grants Scored, Ranked and top projects awarded \$530,000 in funds	Tactic	Victor Bjornberg	○	?	
1.4.2.3.2: MTTA improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	no owner			✗
1.4.2.3.2.1: Evaluate historic/cultural sites, and identify locations where investment in infrastructure or facilities could significantly increase visitation and revenue opportunities.	Tactic	no owner			✓
1.4.2.3.2.2: Participate in the development of a state heritage tourism marketing strategy.	Tactic	no owner	?	?	
1.4.2.3.3: FWP improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	Jennifer Lawson	?	?	?
1.4.2.3.3.1: Evaluate historic/cultural sites, and identify locations where investment in infrastructure or facilities could significantly increase visitation and revenue opportunities.	Tactic	Jennifer Lawson	○	?	
1.4.2.3.3.2: Participate in the development of a state heritage tourism marketing strategy.	Tactic	Jennifer Lawson	●	?	
1.4.2.3.3.3: Conducting a statewide review of Park needs	Tactic	Jennifer Lawson	?	?	
1.4.2.3.4: MHS improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	Kirby Lambert	●	→	✗
1.4.2.3.4.1: Evaluate historic/cultural sites, and identify locations where investment in infrastructure or facilities could significantly increase visitation and revenue opportunities.	Tactic	Kirby Lambert	●	●	✗
1.4.2.3.4.2: Participate in the development of a state heritage tourism marketing strategy.	Tactic	Kirby Lambert	○	○	
1.4.2.3.5: MHC improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	Victor Bjornberg	?	?	?
1.4.2.3.5.1: Evaluate historic/cultural sites, and identify locations where investment in infrastructure or facilities could significantly increase visitation and revenue opportunities.	Tactic	Victor Bjornberg			✓
1.4.2.3.5.2: Participate in the development of a state heritage tourism marketing strategy.	Tactic	Victor Bjornberg			✓
1.4.2.3.5.3: Initiate planning for new Virginia City Visitor Information Center.	Tactic	Victor Bjornberg	○	?	
1.4.2.3.5.4: Initiate planning for new park at kids fishing pond (dam restoration work)	Tactic	Victor Bjornberg	○	?	
1.4.2.3.5.5: Complete work on several historic buildings so they can be open for public viewing and tours.	Tactic	Victor Bjornberg			✓
1.4.2.3.6: MTRI/USFS improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	Margaret Gorski	?	?	?
1.4.2.3.6.1: Evaluate historic/cultural sites, and identify locations where investment in infrastructure or facilities could significantly increase visitation and revenue opportunities.	Tactic	Margaret Gorski	?	?	
1.4.2.3.6.2: Participate in the development of a state heritage tourism marketing strategy.	Tactic	Margaret Gorski	?	?	
1.4.2.3.7: MTRI/NPS improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons.	○	John Keck	?	?	?
1.4.2.3.7.1: Evaluate historic/cultural sites, and identify locations where investment in infrastructure or facilities could significantly increase visitation and revenue opportunities.	Tactic	John Keck			✓
1.4.2.3.7.2: Participate in the development of a state heritage tourism marketing strategy.	Tactic	John Keck			✗
1.4.2.4: Revitalize Montana's historic downtowns as vibrant destinations for travelers.	○	Kirby Lambert	○	→	M
1.4.2.4.1: MT Main Street revitalizes Montana's historic downtowns as vibrant destinations for travelers.	○	Victor Bjornberg	○	→	L
1.4.2.4.1.1: Collaborate with state agencies and statewide non-profit organizations to promote downtown development	Tactic	Victor Bjornberg	○	○	
1.4.2.4.1.2: With MT Downtown Coalition, host Montana Downtown Conference	Tactic	Victor Bjornberg	○	○	
1.4.2.4.1.3: Through the MT Downtown Coalition create a grant program for downtown projects.	Tactic	Victor Bjornberg	○	○	
1.4.2.4.1.4: Work with MT Downtown Coalition to raise awareness of economic importance of downtowns	Tactic	Victor Bjornberg	○	○	
1.4.2.4.1.5: Work with state agencies, non-profit organizations and private consultants to provide technical assistance services related to the 4 Points of Main Street: Organization, Design Promotion, Economic Restructuring	Tactic	Victor Bjornberg	○	○	
1.4.2.4.2: MHS (SHPO) revitalize Montana's historic downtowns as vibrant destinations for travelers.	○	Kirby Lambert	○	→	L

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1.4.2.4.2.1: Tap assistance from MT Main Street Program, MT Historic Preservation Office, MT Historical Society, and Natl Main Street Center to designate historic districts, obtain restoration and redevelopment resources, and to interpret MT's community history.	Tactic	Kirby Lambert	○	○	
1.4.2.4.2.2: SHPO is partnering with the Museums Assoc. of MT (MAM) in the update of a 1999 economic impact study of visitations to MT's museums.	Tactic	Kirby Lambert	○	○	
1.4.2.4.2.3: SHPO is working with Madison County to expand the Virginia City local Certified Local Government to a county-wide program for developing heritage tourism through preservation	Tactic	Kirby Lambert	○	○	
1.4.2.4.2.3: SHPO is working with Madison County to expand the Virginia City local Certified Local Government to a county-wide program for developing heritage tourism through preservation	Tactic	Kirby Lambert	○	○	
1.4.2.4.2.3: SHPO is working with Madison County to expand the Virginia City local Certified Local Government to a county-wide program for developing heritage tourism through preservation	Tactic	Kirby Lambert	○	○	
1.4.2.4.2.3: SHPO is working with Madison County to expand the Virginia City local Certified Local Government to a county-wide program for developing heritage tourism through preservation	Tactic	Kirby Lambert	○	○	
1.4.2.4.2.3: SHPO is working with Madison County to expand the Virginia City local Certified Local Government to a county-wide program for developing heritage tourism through preservation	Tactic	Kirby Lambert	○	○	
1.4.2.4.2.3: SHPO is working with Madison County to expand the Virginia City local Certified Local Government to a county-wide program for developing heritage tourism through preservation	Tactic	Kirby Lambert	○	○	
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	?	?	?
1.4.2.5.1.1: Prioritize maintenance and preservation needs along the Lewis & Clark Trail, and identify or connect with potential resources.	Tactic	John Keck			✓
1.4.2.5.1.2: Include L&C and other national trails, sites and facilities in tourism maps, marketing publications, web sites, event calendars, etc.	Tactic	John Keck			✓
1.4.2.5.1.3: Track visitor usage at historic trail sites/facilities to understand visitor trends.	Tactic	John Keck			✓
1.4.3: Continue efforts to preserve Montana tribal culture (stories, language preservation, cultural preservation workshops, tribal museums/interpretive centers, tribal arts).	○	no owner			☺
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.	○	no owner			☺
1.4.3.1.1: Encourage efforts to preserve oral histories and languages of Montana's Indian people and their places as told by tribal members.	Tactic	no owner			✓
1.4.3.1.2: Collaborate to promote tribal culture, heritage, and cultural tourism through workshops and other educational events for the benefit of reservation residents and visitors.	Tactic	no owner			✓
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	?	?	?
1.4.3.2.1: Develop successful partnerships to interpret cultural resources to help to preserve Montana's rich tribal history, and increase appreciation for them among residents and visitors.	Tactic	Margaret Gorski	?	?	
1.4.3.2.2: Implement interpretive/access improvements as approved by Montana tribes.	Tactic	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	?	?	?
1.4.3.3.1: Develop successful partnerships to interpret cultural resources to help to preserve Montana's rich tribal history, and increase appreciation for them among residents and visitors.	Tactic	John Keck			✓
1.4.3.3.2: Implement interpretive/access improvements as approved by Montana tribes.	Tactic	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	?	?	?
1.5.1.1.1.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Nick Mann			✗
1.5.1.1.1.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	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	?	?	?
1.5.1.1.2.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Racene Friede	○	?	
1.5.1.1.2.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	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	?	?	?
1.5.1.1.3.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Sarah Bannon	●	?	
1.5.1.1.3.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Sarah Bannon	⊗	?	
1.5.1.1.4: Missouri River Country create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Carla Hunsley	○	→	M
1.5.1.1.4.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Carla Hunsley			✗
1.5.1.1.4.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Carla Hunsley			✗
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			✗
1.5.1.1.5.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Gayle Fisher			✗
1.5.1.1.5.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Gayle Fisher			✗
1.5.1.1.6: Yellowstone Country create vacation packages and develop theme itineraries designed for	○	Robin Hoover	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
off-peak season niche markets targeted by promotion efforts.					
1.5.1.1.6.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Robin Hoover	●	?	
1.5.1.1.6.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Robin Hoover	○	?	
1.5.1.1.7: Big Sky CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Marne Hayes	?	?	?
1.5.1.1.7.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Marne Hayes	?	?	
1.5.1.1.7.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Marne Hayes	?	?	
1.5.1.1.8: Billings CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Joan Kronebusch	?	?	?
1.5.1.1.8.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Joan Kronebusch	○	?	
1.5.1.1.8.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	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.	○	Jim Robbins	?	?	?
1.5.1.1.9.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Jim Robbins	●	?	
1.5.1.1.9.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Jim Robbins	●	?	
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.	○	Cindy Perdue Dolan	?	?	?
1.5.1.1.10.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Cindy Perdue Dolan	?	?	
1.5.1.1.10.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Cindy Perdue Dolan	?	?	
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			✓
1.5.1.1.11.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Diane Medler			✓
1.5.1.1.11.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Diane Medler			✓
1.5.1.1.12: Great Falls CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Miriam Martinson	?	?	?
1.5.1.1.12.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Miriam Martinson	?	?	
1.5.1.1.12.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Miriam Martinson	?	?	
1.5.1.1.13: Helena CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Mike Mergenthaler	?	?	?
1.5.1.1.13.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Mike Mergenthaler	?	?	
1.5.1.1.13.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Mike Mergenthaler	?	?	
1.5.1.1.14: Miles City CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	John Laney	?	?	?
1.5.1.1.14.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	John Laney	?	?	
1.5.1.1.14.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	John Laney	?	?	
1.5.1.1.15: Missoula CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Barbara Ann Neilan	?	?	?
1.5.1.1.15.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Barbara Ann Neilan	?	?	
1.5.1.1.15.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Barbara Ann Neilan	?	?	
1.5.1.1.16: West Yellowstone CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.	○	Marysue Costello	?	?	?
1.5.1.1.16.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Marysue Costello			✓
1.5.1.1.16.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	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	○	↑	L
1.5.1.1.17.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Jan Metzmaker	○	?	
1.5.1.1.17.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	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	?	?	?
1.5.1.1.18.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Debbie A Vandenberg	?	?	
1.5.1.1.18.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Debbie A Vandenberg	?	?	
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	?	?	?
1.5.1.2.1.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Nick Mann			✗
1.5.1.2.1.2: Package and promote to targeted resident and nonresident markets.	Tactic	Nick Mann			✓
1.5.1.2.1.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	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, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.5.1.2.2.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Racene Friede			✓
1.5.1.2.2.2: Package and promote to targeted resident and nonresident markets.	Tactic	Racene Friede	○	?	
1.5.1.2.2.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Racene Friede			✓
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	?	?	?
1.5.1.2.3.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Sarah Bannon	○	?	
1.5.1.2.3.2: Package and promote to targeted resident and nonresident markets.	Tactic	Sarah Bannon	⊗	?	
1.5.1.2.3.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Sarah Bannon	○	?	
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	?	?	?
1.5.1.2.4.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Carla Hunsley	○	○	
1.5.1.2.4.2: Package and promote to targeted resident and nonresident markets.	Tactic	Carla Hunsley			✓
1.5.1.2.4.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	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			✗
1.5.1.2.5.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Gayle Fisher			✗
1.5.1.2.5.2: Package and promote to targeted resident and nonresident markets.	Tactic	Gayle Fisher			✗
1.5.1.2.5.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Gayle Fisher			✗
1.5.1.2.6: Yellowstone Country expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Robin Hoover	?	?	?
1.5.1.2.6.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Robin Hoover			✓
1.5.1.2.6.2: Package and promote to targeted resident and nonresident markets.	Tactic	Robin Hoover	○	?	
1.5.1.2.6.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Robin Hoover	●	?	
1.5.1.2.7: Big Sky CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Marne Hayes	?	?	?
1.5.1.2.7.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Marne Hayes	?	?	
1.5.1.2.7.2: Package and promote to targeted resident and nonresident markets.	Tactic	Marne Hayes	?	?	
1.5.1.2.7.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Marne Hayes	?	?	
1.5.1.2.8: Billings CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Joan Kronebusch			✓
1.5.1.2.8.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Joan Kronebusch			✓
1.5.1.2.8.2: Package and promote to targeted resident and nonresident markets.	Tactic	Joan Kronebusch			✓
1.5.1.2.8.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Joan Kronebusch			✓
1.5.1.2.9: Bozeman CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Jim Robbins	?	?	?
1.5.1.2.9.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Jim Robbins	○	?	
1.5.1.2.9.2: Package and promote to targeted resident and nonresident markets.	Tactic	Jim Robbins	○	?	
1.5.1.2.9.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Jim Robbins	●	?	
1.5.1.2.10: Butte CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Cindy Perdue Dolan	?	?	?
1.5.1.2.10.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Cindy Perdue Dolan	?	?	
1.5.1.2.10.2: Package and promote to targeted resident and nonresident markets.	Tactic	Cindy Perdue Dolan	?	?	
1.5.1.2.10.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Cindy Perdue Dolan	?	?	
1.5.1.2.11: Flathead CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Diane Medler			✓
1.5.1.2.11.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Diane Medler			✓
1.5.1.2.11.2: Package and promote to targeted resident and nonresident markets.	Tactic	Diane Medler			✓
1.5.1.2.11.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Diane Medler	●	?	
1.5.1.2.12: Great Falls CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).	○	Miriam Martinson	?	?	?
1.5.1.2.12.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Miriam Martinson	?	?	
1.5.1.2.12.2: Package and promote to targeted resident and nonresident markets.	Tactic	Miriam Martinson	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.5.1.2.12.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Miriam Martinson	?	?	
1.5.1.2.13: Helena CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Mike Mergenthaler	?	?	?
1.5.1.2.13.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Mike Mergenthaler	?	?	
1.5.1.2.13.2: Package and promote to targeted resident and nonresident markets.	Tactic	Mike Mergenthaler	?	?	
1.5.1.2.13.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Mike Mergenthaler	?	?	
1.5.1.2.14: Miles City CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		John Laney	?	?	?
1.5.1.2.14.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	John Laney	?	?	
1.5.1.2.14.2: Package and promote to targeted resident and nonresident markets.	Tactic	John Laney	?	?	
1.5.1.2.14.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	John Laney	?	?	
1.5.1.2.15: Missoula CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Barbara Ann Neilan	?	?	?
1.5.1.2.15.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Barbara Ann Neilan	?	?	
1.5.1.2.15.2: Package and promote to targeted resident and nonresident markets.	Tactic	Barbara Ann Neilan	?	?	
1.5.1.2.15.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Barbara Ann Neilan	?	?	
1.5.1.2.16: West Yellowstone CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Marysue Costello	?	?	?
1.5.1.2.16.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Marysue Costello			✓
1.5.1.2.16.2: Package and promote to targeted resident and nonresident markets.	Tactic	Marysue Costello			✓
1.5.1.2.16.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	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		↑	L
1.5.1.2.17.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Jan Metzmaker		?	
1.5.1.2.17.2: Package and promote to targeted resident and nonresident markets.	Tactic	Jan Metzmaker			✓
1.5.1.2.17.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Jan Metzmaker			✓
1.5.1.2.18: MTTA expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		no owner			✗
1.5.1.2.18.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	no owner			✓
1.5.1.2.18.2: Package and promote to targeted resident and nonresident markets.	Tactic	no owner			✓
1.5.1.2.19: Havre CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Debbie A Vandenberg			☺
1.5.1.2.19.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Debbie A Vandenberg	?	?	
1.5.1.2.19.2: Package and promote to targeted resident and nonresident markets.	Tactic	Debbie A Vandenberg	?	?	
1.5.1.2.19.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	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		→	L
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		→	L
1.5.1.3.1.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides, web sites, and VICs.	Tactic	Pamela Portner Gosink			
1.5.1.3.1.2: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	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	Tactic	Victor Bjornberg			✓
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	?	?	?
1.5.1.3.2.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides, web sites, and VICs.	Tactic	Nick Mann			✓
1.5.1.3.2.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Nick Mann			✗
1.5.1.3.2.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	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	?	?	?
1.5.1.3.3.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Racene Friede			✓
1.5.1.3.3.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Racene Friede			✓
1.5.1.3.3.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	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	?	?	?
1.5.1.3.4.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Sarah Bannon		?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.5.1.3.4.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Sarah Bannon	⊗	?	
1.5.1.3.4.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Sarah Bannon	●	?	
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	○	→	H
1.5.1.3.5.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Carla Hunsley	○	○	
1.5.1.3.5.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Carla Hunsley	?	?	
1.5.1.3.5.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	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			✓
1.5.1.3.6.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Gayle Fisher			✓
1.5.1.3.6.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Gayle Fisher			✓
1.5.1.3.6.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Gayle Fisher			✓
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	?	?	?
1.5.1.3.7.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Robin Hoover			✓
1.5.1.3.7.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Robin Hoover	○	?	
1.5.1.3.7.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Robin Hoover	○	?	
1.5.1.3.8: Big Sky CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Marne Hayes	?	?	?
1.5.1.3.8.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Marne Hayes	?	?	
1.5.1.3.8.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Marne Hayes	?	?	
1.5.1.3.8.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Marne Hayes	?	?	
1.5.1.3.9: Billings CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Joan Kronebusch			☺
1.5.1.3.9.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Joan Kronebusch	○	?	
1.5.1.3.9.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Joan Kronebusch			✗
1.5.1.3.9.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	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.	○	Jim Robbins	?	?	?
1.5.1.3.10.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Jim Robbins	○	?	
1.5.1.3.10.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Jim Robbins	●	?	
1.5.1.3.10.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Jim Robbins	○	?	
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.	○	Cindy Perdue Dolan	?	?	?
1.5.1.3.11.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Cindy Perdue Dolan	?	?	
1.5.1.3.11.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Cindy Perdue Dolan	?	?	
1.5.1.3.11.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Cindy Perdue Dolan	?	?	
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	?	?	?
1.5.1.3.12.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Diane Medler			✓
1.5.1.3.12.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Diane Medler			✗
1.5.1.3.12.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Diane Medler	●	?	
1.5.1.3.13: Great Falls CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Miriam Martinson	?	?	?
1.5.1.3.13.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Miriam Martinson	?	?	
1.5.1.3.13.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Miriam Martinson	?	?	
1.5.1.3.13.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Miriam Martinson	?	?	
1.5.1.3.14: Helena CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	Mike Mergenthaler	?	?	?
1.5.1.3.14.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Mike Mergenthaler	?	?	
1.5.1.3.14.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Mike Mergenthaler	?	?	
1.5.1.3.14.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Mike Mergenthaler	?	?	
1.5.1.3.15: Miles City CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.	○	John Laney	?	?	?
1.5.1.3.15.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel	Tactic	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
guides and web sites, and at VICs.					
1.5.1.3.15.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	John Laney	?	?	
1.5.1.3.15.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	John Laney	?	?	
1.5.1.3.16: Missoula CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Barbara Ann Neilan	?	?	?
1.5.1.3.16.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Barbara Ann Neilan	?	?	
1.5.1.3.16.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Barbara Ann Neilan	?	?	
1.5.1.3.16.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Barbara Ann Neilan	?	?	
1.5.1.3.17: West Yellowstone CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Marysue Costello	?	?	?
1.5.1.3.17.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Marysue Costello			✓
1.5.1.3.17.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Marysue Costello			✓
1.5.1.3.17.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	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		↑	L
1.5.1.3.18.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Jan Metzmaker		?	
1.5.1.3.18.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Jan Metzmaker		?	
1.5.1.3.18.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	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	?	?	?
1.5.1.3.19.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Victor Bjornberg		?	
1.5.1.3.19.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Victor Bjornberg			✓
1.5.1.3.19.3: Ask restaurants to use local products for meetings, workshops, etc.	Tactic	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			☺
1.5.1.3.20.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Debbie A Vandenberg	?	?	
1.5.1.3.20.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Debbie A Vandenberg	?	?	
1.5.1.3.20.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	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	?	?	?
1.5.1.4.1.1: Identify potential barriers, solutions, processes, and resources for agencies to develop RFPs in collaboration with private/nonprofit partners and initiate RFP development as appropriate.	Tactic	John Keck			X
1.5.1.4.2: MTRI/USFS identify new opportunities to provide guided educational/interpretive and adventure tours on public and private lands and work to develop them.		Margaret Gorski	?	?	?
1.5.1.4.2.1: Identify potential barriers, solutions, processes, and resources for agencies to develop RFPs in collaboration with private/nonprofit partners and initiate RFP development as appropriate.	Tactic	Margaret Gorski	?	?	
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.		Jennifer Lawson	?	?	?
1.5.1.4.3.1: Identify potential barriers, solutions, processes, and resources for agencies to develop RFPs in collaboration with private/nonprofit partners and initiate RFP development as appropriate.	Tactic	Jennifer Lawson	●	?	
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.	Tactic	Victor Bjornberg			✓
1.5.2.1.2: Conduct tech & financial assistance learning events around the state thru meetings, conference calls and webinars	Tactic	Victor Bjornberg			
1.5.2.2: Conduct entrepreneurship training for tourism/recreation businesses and "Indian-preneurs."		Victor Bjornberg		→	L
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 issues and needs.	Tactic	Victor Bjornberg			
1.5.2.2.2: MTTA conduct entrepreneurship training for tourism/recreation businesses and "Indian-preneurs."		no owner			X
1.5.2.2.2.1: 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 issues and needs.	Tactic	no owner			✓
1.5.2.2.3: SBDC conduct entrepreneurship training for tourism/recreation businesses and "Indian-preneurs."		Victor Bjornberg		→	L
1.5.2.2.3.1: 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 issues and needs.	Tactic	Victor Bjornberg			

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.		Victor Bjornberg			
1.6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.		Victor Bjornberg			
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			
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	?	?	?
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			
1.6.1.1.2: Big Sky CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Marne Hayes	?	?	?
1.6.1.1.2.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	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			
1.6.1.1.3.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Joan Kronebusch			
1.6.1.1.4: Bozeman CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Jim Robbins	?	?	?
1.6.1.1.4.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Jim Robbins		?	
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.		Cindy Perdue Dolan	?	?	?
1.6.1.1.5.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.6.1.1.6: Flathead CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Diane Medler			
1.6.1.1.6.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Diane Medler		?	
1.6.1.1.7: Great Falls CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Miriam Martinson	?	?	?
1.6.1.1.7.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Miriam Martinson	?	?	
1.6.1.1.8: Helena CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Mike Mergenthaler	?	?	?
1.6.1.1.8.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.6.1.1.9: Miles City CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		John Laney	?	?	?
1.6.1.1.9.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	John Laney	?	?	
1.6.1.1.10: Missoula CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Barbara Ann Neilan	?	?	?
1.6.1.1.10.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.6.1.1.11: West Yellowstone CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Marysue Costello	?	?	?
1.6.1.1.11.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Marysue Costello			
1.6.1.1.12: Whitefish CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Jan Metzmaker			
1.6.1.1.12.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Jan Metzmaker			
1.6.1.1.13: Havre CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Debbie A Vandenberg			
1.6.1.1.13.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
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	?	?	
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	?	?	?
1.6.1.2.1.1: Schedule a training	<i>Tactic</i>	Nick Mann			
1.6.1.2.2: Glacier Country sponsor training for staff and volunteer board members of tourism,		Racene Friede	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
recreation, historic and cultural organizations and agencies using information provided by DMAI, USSTA, ESTO, MNA, etc.					
1.6.1.2.2.1: Schedule a training	Tactic	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	?	?	?
1.6.1.2.3.1: Schedule a training	Tactic	Sarah Bannon	●	?	
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			↻
1.6.1.2.4.1: Schedule a training	Tactic	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			✓
1.6.1.2.5.1: Schedule a training	Tactic	Gayle Fisher			✓
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			↻
1.6.1.2.6.1: Schedule a training	Tactic	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			↻
1.6.1.3.1.1: Expand degree programs and continuing education in Montana universities and colleges for tourism and recreation, based on input from businesses and agencies.	Tactic	Victor Bjornberg	●	?	
1.6.1.3.1.2: Offer specialized workforce training through distance learning. Inform businesses about workforce training funds and incentives that are available for new or expanding businesses, or for retraining dislocated workers.	Tactic	Victor Bjornberg	●	?	
1.6.1.3.1.3: Evaluate partnerships with organizations like the National Association of Interpretation and Professional Guide Institute to certify Montana interpreters, guides, and hosts.	Tactic	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			↻
1.6.1.3.2.1: Offer specialized workforce training through distance learning. Inform businesses about workforce training funds and incentives that are available for new or expanding businesses, or for retraining dislocated workers.	Tactic	Victor Bjornberg	●	?	
1.6.1.3.2.2: Develop a list of internship and work study opportunities in the tourism and recreation industry by 2009.	Tactic	Victor Bjornberg	●	?	
1.6.1.3.2.3: Promote continuing education and work experience programs to students, businesses, and existing workers.	Tactic	Victor Bjornberg	●	?	
1.6.1.4: Enhance the Montana Superhost program with advanced training, locally customized information and new delivery methods.	✓	Victor Bjornberg	○	↑	L
1.6.1.4.1: Increase participation in Superhost trainings through increased marketing, promotion, outreach, and offering new curriculum	Tactic	Victor Bjornberg	○	○	
1.6.1.4.2: Research and assess new delivery methods and advanced skills training, and determine feasibility and implement those that fit needs	Tactic	Victor Bjornberg	○	○	
1.6.1.4.4: Provide MT Tourism Industry with list of other customer service training resources for their use	Tactic	Victor Bjornberg			✓
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			↻
1.6.2.1.1: Make contact with DLI about adding the Tourism, Recreation, and Hospitality Category	Tactic	Victor Bjornberg	●	?	
1.6.2.2: 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: 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.	Tactic	Corrie Hahn			✗
1.6.2.2.1.2: If necessary, work with DLI to create a central Montana volunteer opportunities online listing.	Tactic	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	?	?	?
1.6.2.2.2.1: 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.	Tactic	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	?	?	?
1.6.2.2.3.1: 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.	Tactic	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.	○	Jennifer Lawson	?	?	?
1.6.2.2.4.1: 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	Tactic	Jennifer Lawson	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
sites in visitor guides.					
1.6.2.2.5: MHS 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.		Kirby Lambert			
1.6.2.2.5.1: 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>	Kirby Lambert			
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	?	?	?
1.6.2.3.1: MTRI reward MT individuals and groups who volunteer time to enhance MT's tourism products using the federal "Take Pride" award program as a prototype; incorporate awards into the Governor's Conference or TAC meetings, and promote winners statewide.	<i>Tactic</i>	John Keck			
1.6.2.4: Adjust Montana school calendars to facilitate tourism and recreation industry seasonal workforce needs.		Barb Sanem			
1.6.2.4.1: Work with the MT Board of Regents and Board of Education to adjust Montana's academic calendars so students can work a full tourism/fire season, and so more businesses can hire Montanans.	<i>Tactic</i>	Barb Sanem			
1.6.3: Encourage use of local development incentives and federal funds for construction of affordable workforce housing.		Victor Bjornberg			
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			
1.6.3.1.1: Promote development incentives through local realtors, developers, contractors, and city/county planning offices.	<i>Tactic</i>	Victor Bjornberg			
1.6.3.1.2: Increase the number of affordable housing units annually in targeted areas.	<i>Tactic</i>	Victor Bjornberg			
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	?	?	?
1.7.1.1.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Marne Hayes	?	?	
1.7.1.1.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Marne Hayes	?	?	
1.7.1.1.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Marne Hayes	?	?	
1.7.1.2: Billings CVB increase air service capacity to and from Montana cities.		Joan Kronebusch	?	?	?
1.7.1.2.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Joan Kronebusch		?	
1.7.1.2.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Joan Kronebusch		?	
1.7.1.2.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Joan Kronebusch			
1.7.1.3: Bozeman CVB increase air service capacity to and from Montana cities.		Jim Robbins	?	?	?
1.7.1.3.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Jim Robbins		?	
1.7.1.3.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Jim Robbins		?	
1.7.1.3.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Jim Robbins			
1.7.1.4: Butte CVB increase air service capacity to and from Montana cities.		Cindy Perdue Dolan	?	?	?
1.7.1.4.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.7.1.4.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Cindy Perdue Dolan		?	
1.7.1.4.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.7.1.5: Flathead CVB increase air service capacity to and from Montana cities.		Diane Medler	?	?	?
1.7.1.5.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Diane Medler			
1.7.1.5.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Diane Medler			
1.7.1.5.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Diane Medler			
1.7.1.6: Great Falls CVB increase air service capacity to and from Montana cities.		Miriam Martinson	?	?	?
1.7.1.6.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Miriam Martinson	?	?	
1.7.1.6.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Miriam Martinson	?	?	
1.7.1.6.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Miriam Martinson	?	?	
1.7.1.7: Helena CVB increase air service capacity to and from Montana cities.		Mike Mergenthaler	?	?	?
1.7.1.7.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.7.1.7.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.7.1.7.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.7.1.8: Miles City CVB increase air service capacity to and from Montana cities.		John Laney	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.7.1.8.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	John Laney	?	?	
1.7.1.8.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	John Laney	?	?	
1.7.1.8.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	John Laney	?	?	
1.7.1.9: Missoula CVB increase air service capacity to and from Montana cities.		Barbara Ann Neilan	?	?	?
1.7.1.9.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Barbara Ann Neilan	?	?	
1.7.1.9.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Barbara Ann Neilan	?	?	
1.7.1.9.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Barbara Ann Neilan	?	?	
1.7.1.10: West Yellowstone CVB increase air service capacity to and from Montana cities.		Marysue Costello	?	?	?
1.7.1.10.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Marysue Costello			✓
1.7.1.10.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Marysue Costello			✓
1.7.1.10.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Marysue Costello			✓
1.7.1.11: Whitefish CVB increase air service capacity to and from Montana cities.		Jan Metzmaker		→	M
1.7.1.11.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Jan Metzmaker			✓
1.7.1.11.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Jan Metzmaker		?	
1.7.1.11.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Jan Metzmaker			✗
1.7.1.12: MDT increase air service capacity to and from Montana cities.		Sheila Ludlow	?	?	?
1.7.1.12.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Sheila Ludlow		?	
1.7.1.12.2: Identify airport improvements and aviation strategies that will support or enhance tourism.	Tactic	Sheila Ludlow		?	
1.7.1.12.3: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Sheila Ludlow		?	
1.7.1.12.4: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Sheila Ludlow		?	
1.7.1.13: Havre CVB increase air service capacity to and from Montana cities.		Debbie A Vandenberg	?	?	?
1.7.1.13.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Debbie A Vandenberg	?	?	
1.7.1.13.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Debbie A Vandenberg	?	?	
1.7.1.13.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Debbie A Vandenberg	?	?	
1.7.2: Continue to implement Montana's rest area strategy.		Sheila Ludlow		↑	L
1.7.2.1: MDT continue to implement Montana's rest area strategy.		Sheila Ludlow		↑	L
1.7.2.1.1: Complete new rest area projects with design improvements and visitor services, including visitor information and electronic technology to meet needs of tech savvy travelers (wi-fi, etc.).	Tactic	Sheila Ludlow		?	
1.7.2.1.2: Address seasonality and extend hours of operation at key rest areas needed to serve tourists.	Tactic	Sheila Ludlow		?	
1.7.2.1.3: Develop partnerships with private/nonprofit organizations to assist with funding, seasonal maintenance and staffing needs.	Tactic	Sheila Ludlow		?	
1.7.2.2: ITRR survey resident and visitor satisfaction with Montana's rest areas and provide feedback to MDT.		Christine Oschell	?	?	?
1.7.2.2.1: Include rest area customer satisfaction rating in surveys of MT's visitors and residents	Tactic	Christine Oschell		?	
1.7.3: Improve and maintain Montana roads and bridges.		Sheila Ludlow		?	?
1.7.3.1: Annually seek funding through federal transportation re-authorization bills to maintain and improve Montana roads and bridges.	Tactic	Sheila Ludlow		?	
1.7.3.2: Participate in the Western States Tourism Policy Council discussions about transportation issues.	Tactic	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	?	?	?
1.7.4.1.1.1: Increase Amtrak ridership by both residents and nonresidents by highlighting Amtrak service on state/regional/local tourism web sites and publications.	Tactic	Nick Mann	?	?	
1.7.4.1.1.2: Work with Amtrak, tour operators, tourism businesses, and other organizations to promote the use of rail service through packaging, rail-drive-bus tours, etc.	Tactic	Nick Mann	?	?	
1.7.4.1.1.3: Seek and support federal funding for Amtrak	Tactic	Nick Mann			✗
1.7.4.1.2: Glacier Country promote Amtrak's Empire Builder service in Montana.		Racene Friede	?	?	?
1.7.4.1.2.1: Increase Amtrak ridership by both residents and nonresidents by highlighting Amtrak service on state/regional/local tourism web sites and publications.	Tactic	Racene Friede			✓
1.7.4.1.2.2: Work with Amtrak, tour operators, tourism businesses, and other organizations to promote the use of rail service through packaging, rail-drive-bus tours, etc.	Tactic	Racene Friede		?	
1.7.4.1.2.3: Seek and support federal funding for Amtrak	Tactic	Racene Friede		?	
1.7.4.1.3: Gold West Country promote Amtrak's Empire Builder service in Montana.		Sarah Bannon			

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.7.4.1.3.1: Increase Amtrak ridership by both residents and nonresidents by highlighting Amtrak service on state/regional/local tourism web sites and publications.	Tactic	Sarah Bannon	●	?	
1.7.4.1.3.2: Work with Amtrak, tour operators, tourism businesses, and other organizations to promote the use of rail service through packaging, rail-drive-bus tours, etc.	Tactic	Sarah Bannon	●	?	
1.7.4.1.3.3: Seek and support federal funding for Amtrak	Tactic	Sarah Bannon	●	?	
1.7.4.1.4: Missouri River Country promote Amtrak's Empire Builder service in Montana.	○	Carla Hunsley	⊗	↓	M
1.7.4.1.4.1: Increase Amtrak ridership by both residents and nonresidents by highlighting Amtrak service on state/regional/local tourism web sites and publications.	Tactic	Carla Hunsley	?	?	
1.7.4.1.4.2: Work with Amtrak, tour operators, tourism businesses, and other organizations to promote the use of rail service through packaging, rail-drive-bus tours, etc. (Trails to Rails) in MRC	Tactic	Carla Hunsley	○	⊗	
1.7.4.1.4.3: Seek and support federal funding for Amtrak	Tactic	Carla Hunsley	?	?	
1.7.4.1.5: Russell Country promote Amtrak's Empire Builder service in Montana.	○	Gayle Fisher			✓
1.7.4.1.5.1: Increase Amtrak ridership by both residents and nonresidents by highlighting Amtrak service on state/regional/local tourism web sites and publications.	Tactic	Gayle Fisher			✓
1.7.4.1.5.2: Work with Amtrak, tour operators, tourism businesses, and other organizations to promote the use of rail service through packaging, rail-drive-bus tours, etc.	Tactic	Gayle Fisher			✓
1.7.4.1.5.3: Seek and support federal funding for Amtrak	Tactic	Gayle Fisher			✗
1.7.4.1.6: Yellowstone Country promote Amtrak's Empire Builder service in Montana.	○	Robin Hoover			☺
1.7.4.1.6.1: Increase Amtrak ridership by both residents and nonresidents by highlighting Amtrak service on state/regional/local tourism web sites and publications.	Tactic	Robin Hoover	●	?	
1.7.4.1.6.2: Work with Amtrak, tour operators, tourism businesses, and other organizations to promote the use of rail service through packaging, rail-drive-bus tours, etc.	Tactic	Robin Hoover	●	?	
1.7.4.1.6.3: Seek and support federal funding for Amtrak	Tactic	Robin Hoover	○	?	
1.7.4.1.7: MDT promote Amtrak's Empire Builder service in Montana.	○	Sheila Ludlow	?	?	?
1.7.4.1.7.1: Build relationships and coordination efforts with Amtrak, and advocate to state/federal agencies and elected officials for support of Amtrak service.	Tactic	Sheila Ludlow	○	?	
1.7.4.1.7.2: Seek and support federal funding for Amtrak	Tactic	Sheila Ludlow	○	?	
1.7.4.1.7.3: Work with Amtrak, tour operators, tourism businesses, and other organizations to promote the use of rail service through packaging, rail-drive-bus tours, etc.	Tactic	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	?	?	?
1.7.4.2.1.1: Support Montana's excursion trains (Copper King Express, Anaconda-Butte; Charlie Russell Chew Choo, Lewistown-Denton; Alder Gulch Short Line Railroad, Virginia City-Nevada City)	Tactic	Sheila Ludlow	●	?	
1.7.4.2.2: Chambers of Commerce promote excursion rail service in Montana.	○	Victor Bjornberg	?	?	?
1.7.4.2.2.1: Support Montana's excursion trains (Copper King Express, Anaconda-Butte; Charlie Russell Chew Choo, Lewistown-Denton; Alder Gulch Short Line Railroad, Virginia City-Nevada City) and encourage the development of others.	Tactic	Victor Bjornberg			✓
1.7.4.2.2.2: Participate in MDT's update process for corridor plans and the Montana Rail Service Plan, to review passenger rail issues, potential additional service opportunities, and the feasibility of restoring passenger service to MT's Southern Route.	Tactic	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	?	?	?
1.7.4.3.1.1: Explore additional opportunities to utilize federal transportation funds and public-private partnerships to expand transit service.	Tactic	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			☺
1.7.4.3.2.1: Explore additional opportunities to utilize federal transportation funds and public-private partnerships to expand transit service.	Tactic	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	?	?	?
1.7.5.1.1: Form partnerships among local govts, agencies, tribes, landowners, user groups, tourism businesses, and others to plan, seek funding, and managing MT's trail system, use State Trails Advisory Committee (STAC) to facilitate partner communication & action.	Tactic	Sheila Ludlow	?	?	
1.7.5.1.2: Integrate MT's trail system with the state's primary transportation network and, where appropriate, provide alternatives to vehicular transportation, according to guidelines in the Montana State Trails Plan, TranPlan 21, and local transportation plans.	Tactic	Sheila Ludlow	?	?	
1.7.5.1.3: Improve bike and pedestrian facilities in urban and rural areas, and combine improvements with byway activities for partnerships and federal funding.	Tactic	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			☺
1.7.5.2.1: Form partnerships among local govts, agencies, tribes, landowners, user groups, tourism businesses, and others to plan, seek funding, and managing MT's trail system, use State Trails Advisory Committee (STAC) to facilitate partner communication & action.	Tactic	Victor Bjornberg	●	?	
1.7.5.2.2: Integrate MT's trail system with the state's primary transportation network and, where appropriate, provide alternatives to vehicular transportation, according to guidelines in the Montana State Trails Plan, TranPlan 21, and local transportation plans.	Tactic	Victor Bjornberg	●	?	
1.7.5.2.3: Improve bike and pedestrian facilities in urban and rural areas, and combine improvements with byway activities for partnerships and federal funding.	Tactic	Victor Bjornberg	●	?	
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	○	Victor Bjornberg			✗

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
signing process to businesses, attractions, and other tourism-related groups, including use of international symbols (symbol signs).					
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.	Tactic	Victor Bjornberg			X
1.7.6.1.2: Complete a draft handbook and distribute electronically for stakeholder/Travel Montana review.	Tactic	Victor Bjornberg			X
1.7.6.1.3: Complete the final sign handbook and distribute statewide	Tactic	Victor Bjornberg			X
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			✓
1.7.6.2.1: Invite tourism businesses, historic/cultural groups, and state/federal agencies to participate in the completion of a user-friendly highway sign process handbook.	Tactic	Sheila Ludlow			X
1.7.6.2.2: Complete a draft handbook and distribute electronically for stakeholder/Travel Montana review.	Tactic	Sheila Ludlow			✓
1.7.6.2.3: Complete the final sign handbook and distribute statewide	Tactic	Sheila Ludlow			X
1.8: Enhance the "curb appeal" of Montana communities to attract visitors.		Victor Bjornberg		→	L
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.	Tactic	Victor Bjornberg		?	
1.8.1.1.2: Rename the Community Tourism Assessment Program (CTAP) so it is not confused with the Community Technical Assistance Program (CTAP).	Tactic	Victor Bjornberg			X
1.8.1.1.3: Refine the tourism assessment process and conduct assessments annually with Main Street communities given first priority.	Tactic	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
1.8.1.2.1: Showcase the business growth as a result of improved economic and community development, emerging from historic preservation and sustainable downtown revitalization.	Tactic	Victor Bjornberg			
1.8.1.3: Support City/County planning and growth policies that preserve the unique character of Montana, and minimize urban sprawl.		Barb Sanem	?	?	X
1.8.1.3.1: Consistent with the principles of geotourism, encourage local officials to use planning and development tools that will enhance quality of life, as well as preserve community heritage.	Tactic	Barb Sanem		?	
1.8.1.3.2: Form alliances of communities, tribes, agencies, private citizens, businesses, and private/nonprofit groups for cooperative funding and strategic planning.	Tactic	Barb Sanem		?	
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.	Tactic	Victor Bjornberg			✓
1.8.1.4.2: Encourage Main Street communities to apply for TIIP and SEGP funds.	Tactic	Victor Bjornberg			✓
1.8.1.4.3: Highlight grant successes at TAC meetings and the annual Governor's Conference on Tourism.	Tactic	Victor Bjornberg			✓
1.8.1.4.4: 2010 TIIP Grant Program announced and application materials made available, application deadline set for August 2010	Tactic	Victor Bjornberg			✓
1.8.1.4.5: 2010 TIIP Grant Applications reviewed, scored and priority projects selected for grant awards	Tactic	Victor Bjornberg			✓
1.8.1.4.6: 2011 TIIP Grant Materials Posted and available for applicants. Deadline for apps is August 3, 2011	Tactic	Victor Bjornberg			✓
1.8.1.4.7: Announce 2011 TIIP Grant Funding Pool at June TAC meeting	Tactic	Victor Bjornberg			✓
1.8.1.4.8: Read, Score and Select 2011 TIIP Grant Project Awards	Tactic	Victor Bjornberg			
1.8.2: Implement improvements to make Montana communities more visitor-friendly.		Victor Bjornberg		→	L
1.8.2.1: Improve the appearance of community entrances, highway commercial areas, and public parks/facilities.		Victor Bjornberg			X
1.8.2.1.1: Identify and prioritize site improvement opportunities, partner with public and nonprofit organizations to obtain funding and/or volunteer efforts, and implement projects.	Tactic	Victor Bjornberg		?	
1.8.2.1.2: Showcase improvements and resulting benefits at appropriate local, regional and statewide events.	Tactic	Victor Bjornberg		?	
1.8.2.2: Address sign proliferation when regulations are violated.		Sheila Ludlow		↑	L
1.8.2.2.1: Address outdoor advertising options.		Sheila Ludlow		?	?
1.8.2.2.1.1: Create guidelines for businesses to use Tourist-Oriented Directional Signs (TODS), Specific Information Signs (LOGO).	Tactic	Sheila Ludlow	?	?	
1.8.2.2.1.2: Collaborate with the MT Motorist Information Signing Group, tourism businesses and organizations to promote the programs and assist with reevaluation of the TODS/LOGO program cost and process to identify ways to expand use of additional categories.	Tactic	Sheila Ludlow	?	?	
1.8.2.2.1.3: Considering aesthetic and right-to-advertise issues, encourage local and state officials to provide advertising opportunities for businesses that benefit the traveling public.	Tactic	Sheila Ludlow	?	?	
1.8.2.2.1.4: Provide information about effective use of colors, graphics, text, and appropriate night lighting.	Tactic	Sheila Ludlow	?	?	
1.8.2.2.2: Chambers of Commerce address billboard proliferation and unsightly outdoor advertising signs.		Victor Bjornberg			X
1.8.2.2.2.1: Collaborate with the MT Motorist Information Signing Group, tourism businesses and organizations to promote the programs and assist with reevaluation of the TODS/LOGO program cost and process to identify ways to expand use of both sign opportunities.	Tactic	Victor Bjornberg			X
1.8.2.2.2.2: Encourage local and state officials to mitigate negative impacts of billboards, while still providing advertising opportunities for businesses and useful information for travelers.	Tactic	Victor Bjornberg			X

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.8.2.2.3: Educate businesses about effective use of colors, graphics, text, and appropriate night lighting, and to consider alternatives to billboards where possible.	Tactic	Victor Bjornberg			X
1.8.2.3: Improve availability and visibility of public parking for visitors in downtown commercial areas.	○	Victor Bjornberg			X
1.8.2.3.1: Chambers of Commerce improve availability and visibility of public parking for visitors in downtown commercial areas.	○	Victor Bjornberg			○
1.8.2.3.1.1: Designate and sign downtown visitor parking areas.	Tactic	Victor Bjornberg			X
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			X
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			X
1.8.2.4.2.1: Collaborate with telecommunication stakeholders and legislators to explore enhanced incentives for rural communities to provide complete cell phone coverage and high-speed service for visitors and residents.	Tactic	Victor Bjornberg			X
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" designation program for businesses, attractions, and VICs.	○	Sheila Ludlow	?	?	?
1.8.2.5.1.1: Work with Travel Montana to research the RV Friendly initiative	Tactic	Sheila Ludlow			X
1.8.2.5.1.2: Seek legislative approval, if appropriate, of the RV Friendly sign designation in the 2011 legislative session.	Tactic	Sheila Ludlow	?	?	
1.8.2.5.2: Travel Montana evaluate state participation in the "RV Friendly" designation program for businesses, attractions, and VICs.	○	Pamela Portner Gosink			✓
1.8.2.5.2.1: Work with MDT to research the RV Friendly initiative	Tactic	Pamela Portner Gosink			✓
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.	Tactic	Pamela Portner Gosink			✓
1.9: Increase funding to maintain sustainable tourism and recreation.	○	Victor Bjornberg	⊗	→	M
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
1.9.1.1: Enact changes in state funding during legislative session to support increased tourism marketing and development.	Tactic	Victor Bjornberg	○	○	
1.9.2: Foster opportunities to pool public and private marketing dollars.	○	Pamela Portner Gosink	⊗	→	H
1.9.2.1: Travel Montana foster opportunities to pool public and private marketing dollars.	○	Pamela Portner Gosink	➡	→	H
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.	Tactic	Pamela Portner Gosink	○	?	
1.9.2.1.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Pamela Portner Gosink			✓
1.9.2.2: Custer Country foster opportunities to pool public and private marketing dollars.	○	Nick Mann	?	?	?
1.9.2.2.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Nick Mann			✓
1.9.2.2.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Nick Mann			X
1.9.2.3: Glacier Country foster opportunities to pool public and private marketing dollars.	○	Racene Friede	?	?	?
1.9.2.3.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Racene Friede	○	?	
1.9.2.3.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Racene Friede			✓
1.9.2.4: Gold West Country foster opportunities to pool public and private marketing dollars.	○	Sarah Bannon	?	?	?
1.9.2.4.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Sarah Bannon	○	?	
1.9.2.4.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Sarah Bannon	○	?	
1.9.2.5: Missouri River Country foster opportunities to pool public and private marketing dollars.	○	Carla Hunsley	?	?	?
1.9.2.5.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Carla Hunsley			✓
1.9.2.5.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Carla Hunsley	?	?	
1.9.2.6: Russell Country foster opportunities to pool public and private marketing dollars.	○	Gayle Fisher			✓
1.9.2.6.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Gayle Fisher			✓
1.9.2.6.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Gayle Fisher			✓
1.9.2.7: Yellowstone Country foster opportunities to pool public and private marketing dollars.	○	Robin Hoover	?	?	?
1.9.2.7.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Robin Hoover	○	?	
1.9.2.7.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Robin Hoover	○	?	
1.9.2.8: Big Sky CVB foster opportunities to pool public and private marketing dollars.	○	Marne Hayes	?	?	?
1.9.2.8.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Marne Hayes	?	?	
1.9.2.8.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Marne Hayes	?	?	
1.9.2.9: Billings CVB foster opportunities to pool public and private marketing dollars.	○	Joan Kronebusch	?	?	?
1.9.2.9.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Joan Kronebusch	○	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.9.2.9.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Joan Kronebusch	⊗	?	
1.9.2.10: Bozeman CVB foster opportunities to pool public and private marketing dollars.	🟢	Jim Robbins	?	?	?
1.9.2.10.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Jim Robbins	🟢	?	
1.9.2.10.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Jim Robbins	🟢	?	
1.9.2.11: Butte CVB foster opportunities to pool public and private marketing dollars.	🟢	Cindy Perdue Dolan	?	?	?
1.9.2.11.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Cindy Perdue Dolan	?	?	
1.9.2.11.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Cindy Perdue Dolan	?	?	
1.9.2.12: Flathead CVB foster opportunities to pool public and private marketing dollars.	🟢	Diane Medler			✓
1.9.2.12.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Diane Medler			✓
1.9.2.12.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Diane Medler			✓
1.9.2.13: Great Falls CVB foster opportunities to pool public and private marketing dollars.	🟢	Miriam Martinson	?	?	?
1.9.2.13.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Miriam Martinson	?	?	
1.9.2.13.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Miriam Martinson	?	?	
1.9.2.14: Helena CVB foster opportunities to pool public and private marketing dollars.	🟢	Mike Mergenthaler	?	?	?
1.9.2.14.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Mike Mergenthaler	?	?	
1.9.2.14.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Mike Mergenthaler	?	?	
1.9.2.15: Miles City CVB foster opportunities to pool public and private marketing dollars.	🟢	John Laney	?	?	?
1.9.2.15.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	John Laney	?	?	
1.9.2.15.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	John Laney	?	?	
1.9.2.16: Missoula CVB foster opportunities to pool public and private marketing dollars.	🟢	Barbara Ann Neilan	?	?	?
1.9.2.16.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Barbara Ann Neilan	?	?	
1.9.2.16.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Barbara Ann Neilan	?	?	
1.9.2.17: West Yellowstone CVB foster opportunities to pool public and private marketing dollars.	🟢	Marysue Costello	?	?	?
1.9.2.17.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Marysue Costello			✓
1.9.2.17.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Marysue Costello			✓
1.9.2.18: Whitefish CVB foster opportunities to pool public and private marketing dollars.	🟢	Jan Metzmaker	★	↑	L
1.9.2.18.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Jan Metzmaker	🟢	?	
1.9.2.18.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Jan Metzmaker	🟢	?	
1.9.2.19: Havre CVB foster opportunities to pool public and private marketing dollars.	🟢	Debbie A Vandenberg	?	?	?
1.9.2.19.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Debbie A Vandenberg	?	?	
1.9.2.19.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Debbie A Vandenberg	?	?	
1.9.3: Enhance funding for region and CVB marketing efforts.	🟢	Victor Bjornberg	🟢	→	L
1.9.3.1: Custer Country enhance funding for region marketing efforts.	🟢	Nick Mann	?	?	?
1.9.3.1.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Nick Mann			✓
1.9.3.1.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Nick Mann			✓
1.9.3.2: Glacier Country enhance funding for region marketing efforts.	🟢	Racene Friede	?	?	?
1.9.3.2.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Racene Friede			✗
1.9.3.2.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Racene Friede	●	?	
1.9.3.3: Gold West Country enhance funding for region marketing efforts.	🟢	Sarah Bannon	?	?	?
1.9.3.3.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Sarah Bannon	🟢	?	
1.9.3.3.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Sarah Bannon			✓
1.9.3.4: Missouri River Country enhance funding for region marketing efforts.	🟢	Carla Hunsley	?	?	?
1.9.3.4.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Carla Hunsley	?	?	
1.9.3.4.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Carla Hunsley	🟢	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.9.3.5: Russell Country enhance funding for region marketing efforts.		Gayle Fisher			✓
1.9.3.5.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Gayle Fisher			✓
1.9.3.5.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Gayle Fisher			✓
1.9.3.6: Yellowstone Country enhance funding for region marketing efforts.		Robin Hoover	?	?	?
1.9.3.6.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Robin Hoover		?	
1.9.3.6.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Robin Hoover		?	
1.9.3.7: Big Sky CVB enhance funding for CVB marketing efforts.		Marne Hayes	?	?	?
1.9.3.7.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Marne Hayes	?	?	
1.9.3.7.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Marne Hayes	?	?	
1.9.3.7.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	Tactic	Marne Hayes	?	?	
1.9.3.8: Billings CVB enhance funding for CVB marketing efforts.		Joan Kronebusch	?	?	?
1.9.3.8.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Joan Kronebusch		?	
1.9.3.8.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Joan Kronebusch		?	
1.9.3.8.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	Tactic	Joan Kronebusch		?	
1.9.3.9: Bozeman CVB enhance funding for CVB marketing efforts.		Jim Robbins	?	?	?
1.9.3.9.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Jim Robbins		?	
1.9.3.9.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Jim Robbins		?	
1.9.3.9.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	Tactic	Jim Robbins		?	
1.9.3.10: Butte CVB enhance funding for CVB marketing efforts.		Cindy Perdue Dolan	?	?	?
1.9.3.10.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Cindy Perdue Dolan	?	?	
1.9.3.10.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Cindy Perdue Dolan	?	?	
1.9.3.10.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	Tactic	Cindy Perdue Dolan		?	
1.9.3.11: Flathead CVB enhance funding for CVB marketing efforts.		Diane Medler			✓
1.9.3.11.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Diane Medler			✓
1.9.3.11.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Diane Medler			✓
1.9.3.11.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	Tactic	Diane Medler			✓
1.9.3.12: Great Falls CVB enhance funding for CVB marketing efforts.		Miriam Martinson	?	?	?
1.9.3.12.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Miriam Martinson	?	?	
1.9.3.12.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Miriam Martinson	?	?	
1.9.3.12.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	Tactic	Miriam Martinson		?	
1.9.3.13: Helena CVB enhance funding for CVB marketing efforts.		Mike Mergenthaler	?	?	?
1.9.3.13.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Mike Mergenthaler	?	?	
1.9.3.13.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Mike Mergenthaler	?	?	
1.9.3.13.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	Tactic	Mike Mergenthaler	?	?	
1.9.3.14: Miles City CVB enhance funding for CVB marketing efforts.		John Laney	?	?	?
1.9.3.14.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	John Laney	?	?	
1.9.3.14.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	John Laney	?	?	
1.9.3.14.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	Tactic	John Laney	?	?	
1.9.3.15: Missoula CVB enhance funding for CVB marketing efforts.		Barbara Ann Neilan	?	?	?
1.9.3.15.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Barbara Ann Neilan	?	?	
1.9.3.15.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Barbara Ann Neilan	?	?	
1.9.3.15.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	Tactic	Barbara Ann Neilan	?	?	
1.9.3.16: West Yellowstone CVB enhance funding for CVB marketing efforts.		Marysue Costello	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.9.3.16.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Marysue Costello			✓
1.9.3.16.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Marysue Costello			✓
1.9.3.16.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	Tactic	Marysue Costello			✓
1.9.3.17: Whitefish CVB enhance funding for CVB marketing efforts.	○	Jan Metzmaker	?	?	?
1.9.3.17.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Jan Metzmaker	○	?	
1.9.3.17.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Jan Metzmaker			✓
1.9.3.17.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	Tactic	Jan Metzmaker			X
1.9.3.18: Havre CVB enhance funding for CVB marketing efforts.	○	Debbie A Vandenberg	?	?	?
1.9.3.18.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Debbie A Vandenberg	?	?	
1.9.3.18.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Debbie A Vandenberg	?	?	
1.9.3.18.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	Tactic	Debbie A Vandenberg	?	?	
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.	○	Kirby Lambert	⊗	→	M
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.	○	Kirby Lambert	○	→	M
1.9.4.1.1: KB-Offer training and technical assistance for local attractions (museums, theaters, parks, etc.) about revenue opportunities/partnerships to support their programs, maintenance, operations.	Tactic	Kirby Lambert	○	○	
1.9.4.1.5: Dave Walter Research Fellowship This fellowship is awarded yearly to a resident of Montana conducting local history research in its broadest sense. The award helpsMontanans conduct research on their towns, counties, etc., at the MHS.	Tactic	Kirby Lambert	○	○	
1.9.4.1.7: Centennial Farm & Ranch Program to identify and honor the families that have passed a farm or ranch to family members for 100 or more years	Tactic	Kirby Lambert	○	○	
1.9.4.1.8: MPMA Museum Conf. @ the Red Lion Colonial Inn, Helena, MT.	Tactic	Kirby Lambert	○		
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 operations.	○	Victor Bjornberg	○	→	L
1.9.4.2.1: Offer training and technical assistance for local attractions (museums, theaters, parks, etc.) about potential revenue opportunities and partnerships to support their programs, maintenance and operations.	Tactic	Victor Bjornberg	○	○	
1.9.4.2.2: LINC Cohort Development: establish folk & traditional arts market ready development workshop groups around the state.	Tactic	Victor Bjornberg	○	○	
1.9.4.2.3: Increase capacity and funding for historic and cultural organizations/attractions, while improving visitor experiences.	Tactic	Victor Bjornberg	○	○	
1.9.4.2.4: Sponsor Creative Capital Workshops	Tactic	Victor Bjornberg			✓
1.9.4.2.5: Prepare Made in Montana folks and traditional artists for Kentucky Marketplace showing	Tactic	Victor Bjornberg			✓
1.9.4.2.6: Two Day Marketing & Legal Issue workshop at MIBA Conference, April 2009, in Missoula; organize artists showcase at conference	Tactic	Victor Bjornberg			✓
1.9.4.2.7: Provide Professional and business development workshops for Artists	Tactic	Victor Bjornberg			✓
1.10: Build an effective "team" to implement the Strategic Plan, and report results.	○	Victor Bjornberg	○	→	M
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	⊗	→	M
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.	Tactic	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.	Tactic	Victor Bjornberg	○	○	
1.10.1.3: Partners need to communicate with Travel Montana and report on implementation efforts within their area of responsibility.	Tactic	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.	Tactic	Victor Bjornberg	●	○	✓
1.10.2: Create public/private/tribal partnerships for cooperative project implementation.	○	Victor Bjornberg	○	→	M
1.10.2.1: Custer Country create public/private/tribal partnerships for cooperative project implementation.	○	Nick Mann	?	?	?
1.10.2.1.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	Tactic	Nick Mann	?	?	
1.10.2.2: Glacier Country create public/private/tribal partnerships for cooperative project implementation.	○	Racene Friede	?	?	?
1.10.2.2.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	Tactic	Racene Friede			✓
1.10.2.3: Gold West Country create public/private/tribal partnerships for cooperative project implementation.	○	Sarah Bannon	?	?	?
1.10.2.3.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	Tactic	Sarah Bannon			✓
1.10.2.4: Missouri River Country create public/private/tribal partnerships for cooperative project implementation.	○	Carla Hunsley	⊗	↓	H
1.10.2.4.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	Tactic	Carla Hunsley	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.10.2.5: Russell Country create public/private/tribal partnerships for cooperative project implementation.		Gayle Fisher			✓
1.10.2.5.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Gayle Fisher			✓
1.10.2.6: Yellowstone Country create public/private/tribal partnerships for cooperative project implementation.		Robin Hoover	?	?	?
1.10.2.6.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Robin Hoover		?	
1.10.2.7: Big Sky CVB create public/private/tribal partnerships for cooperative project implementation.		Marne Hayes	?	?	?
1.10.2.7.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Marne Hayes	?	?	
1.10.2.8: Billings CVB create public/private/tribal partnerships for cooperative project implementation.		Joan Kronebusch			✓
1.10.2.8.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Joan Kronebusch		?	
1.10.2.9: Bozeman CVB create public/private/tribal partnerships for cooperative project implementation.		Jim Robbins	?	?	?
1.10.2.9.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Jim Robbins		?	
1.10.2.10: Butte CVB create public/private/tribal partnerships for cooperative project implementation.		Cindy Perdue Dolan	?	?	?
1.10.2.10.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.10.2.11: Flathead CVB create public/private/tribal partnerships for cooperative project implementation.		Diane Medler			✓
1.10.2.11.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Diane Medler			✓
1.10.2.12: Great Falls CVB create public/private/tribal partnerships for cooperative project implementation.		Miriam Martinson	?	?	?
1.10.2.12.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Miriam Martinson	?	?	
1.10.2.13: Helena CVB create public/private/tribal partnerships for cooperative project implementation.		Mike Mergenthaler	?	?	?
1.10.2.13.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.10.2.14: Miles City CVB create public/private/tribal partnerships for cooperative project implementation.		John Laney	?	?	?
1.10.2.14.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	John Laney	?	?	
1.10.2.15: Missoula CVB create public/private/tribal partnerships for cooperative project implementation.		Barbara Ann Neilan	?	?	?
1.10.2.15.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.10.2.16: West Yellowstone CVB create public/private/tribal partnerships for cooperative project implementation.		Marysue Costello	?	?	?
1.10.2.16.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Marysue Costello			✓
1.10.2.17: Whitefish CVB create public/private/tribal partnerships for cooperative project implementation.		Jan Metzmaker		↑	L
1.10.2.17.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Jan Metzmaker		?	
1.10.2.18: MTTA create public/private/tribal partnerships for cooperative project implementation.		no owner			✗
1.10.2.18.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	no owner			✓
1.10.2.19: MTRI/NPS create public/private/tribal partnerships for cooperative project implementation.		John Keck	?	?	?
1.10.2.19.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	John Keck			✗
1.10.2.20: MTRI/USFS create public/private/tribal partnerships for cooperative project implementation.		Margaret Gorski	?	?	?
1.10.2.20.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Margaret Gorski	?	?	
1.10.2.21: Havre CVB create public/private/tribal partnerships for cooperative project implementation.		Debbie A Vandenberg	?	?	?
1.10.2.21.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
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			✗
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			✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
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			✓
1.10.4.1: Reduce procedural steps in the marketing plan and project reporting requirements.	Tactic	Barb Sanem		?	
1.10.4.2: In the 1st quarter of 2008, review the recommendations for streamlining presented at the June 2007 TAC meeting, and develop recommendations for the TAC.	Tactic	Barb Sanem			✓
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
1.10.5.1.1: Conduct research about Montanans' travel habits, spending and trends.	Tactic	Christine Oschell			
1.10.5.1.2: Continue nonresident visitor research to measure changes in travel habits, spending, satisfaction levels, motivations, etc.	Tactic	Christine Oschell			
1.10.5.1.3: Conduct research to measure the economic impacts of specific attractions and events, and of specific visitor segments.	Tactic	Christine Oschell			
1.10.5.1.4: Use the ITRR community survey tool to measure event impacts, site/trail visitors, etc.	Tactic	Christine Oschell			
1.10.5.1.5: Conduct statewide nonresident traveler survey in 2010.	Tactic	Christine Oschell			
1.10.5.2: Purchase research about national/international tourism, recreation, and related trends from sources		Pamela Portner Gosink		→	L
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.		Pamela Portner Gosink		→	L
1.10.5.2.1.1: Based on current information needs, identify sources of data and obtain market/trend research for Montana.	Tactic	Pamela Portner Gosink			✓
1.10.5.2.1.2: Regularly review results of third party research, and distribute information with implications and recommendations to industry.	Tactic	Pamela Portner 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	?	?	?
1.10.5.2.2.1: Based on current information needs, identify sources of data and obtain market/trend research for Montana.	Tactic	Christine Oschell		?	
1.10.5.2.2.2: Regularly review results of third party research, and distribute information with implications and recommendations to industry.	Tactic	Christine Oschell		?	
1.10.5.3: Continue regular monitoring of Montanans' opinions about tourism and recreation.		Christine Oschell		→	L
1.10.5.3.1: Regularly measure Montanans' attitudes and perceptions about tourism to provide insights and guidance on whether concerns are being addressed successfully.	Tactic	Christine Oschell		?	
1.10.5.3.2: Use results of surveys about Montanans' opinions on tourism & recreation to review and evaluate refinements to tourism and recreation management and marketing.	Tactic	Pamela Portner Gosink		?	
1.10.5.3.3: Conduct annual statewide resident attitudes and opinions survey and distribute results to industry partners	Tactic	Christine Oschell		?	
1.10.5.4: Disseminate tourism research reports to partners statewide.		Christine Oschell		→	L
1.10.5.4.1: As research reports become available, continue to notify stakeholders about reports and niche news updates posted on ITRR web site.	Tactic	Christine Oschell			
1.10.5.4.2: Provide information to post on Travel Montana's intranet site.	Tactic	Christine Oschell			
1.10.5.4.3: Promote through Travel Montana.	Tactic	Christine Oschell			
1.10.5.4.4: Inform industry partners about ITRR's search tool for customized reports.	Tactic	Christine Oschell			