

# Application Summary

**Application:** FY26 DMO Plan - Glacier Country Regional Tourism Commission

**Applicant:** Glacier Country Regional Tourism Commission

**Funding opportunity:** FY26 DMO Plan

## Application Responses

**Organization Name:** Glacier Country Tourism Regional Tourism Commission

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**State:** MT

**Zip:** 59808

**Funding Opportunity:** FY26 DMO Plan

**Amount Requested:** 4,000,000

**Application:** GCT Board Manual - FINAL March 2021.pdf

**TAC Approved Budget:** 4,000,000

## General Description Information

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

### 1a. Destination:

Glacier Country is a place of breathtaking landscapes, welcoming small towns and deep cultural roots. Home to rich history, American Indian traditions and world-class outdoor recreation, this region offers more than just stunning scenery—it's a place where communities thrive, heritage is honored and visitors are welcomed with genuine hospitality.

As Montana's westernmost region, Glacier Country encompasses 75+ communities within the eight counties of Flathead, Glacier, Lake, Lincoln, Mineral, Missoula, Ravalli and Sanders.

- **Geographic size:** 22,000 square miles
- **Population:** 380,000
- **Largest communities:** Missoula, Kalispell, Whitefish and Hamilton
- **Average February temperatures:** High of 36 degrees Fahrenheit and low of 16 degrees Fahrenheit
- **Average July temperatures:** High of 82 degrees Fahrenheit and low of 48 degrees Fahrenheit
- **Tribal Nations:** Western Montana's Glacier Country is on the traditional, ancestral territories of the Seli'š (Salish or "Flathead"), Ksanka (Kootenai), Qlispe' (upper Kalispel or Pend d'Oreille), and Amskapi Piikani (Blackfeet) peoples.

- **Rural Travel Corridors:**

- Bitterroot Valley: Lolo, Florence, Stevensville, Victor, Corvallis, Hamilton, Darby, Conner, Sula
- Blackfoot Corridor: Bonner, Clinton, Greenough, Ovando
- Clark Fork Corridor: Sćilíp, Paradise, Plains, Thompson Falls, Trout Creek, Noxon, Heron, Hot Springs
- East Glacier Corridor: Browning, Cut Bank, East Glacier Park, Heart Butte, St. Mary, Babb
- Flathead Corridor: Arlee, Ravalli, St. Ignatius, Moiese, Charlo, Ronan, Pablo, Polson, Big Arm, Elmo, Dayton, Proctor, Rollins, Lakeside, Somers, Bigfork
- Glacier Park Surrounding Area: Babb, Columbia Falls, Coram, East Glacier Park, Essex, Hungry Horse, Martin City, Polebridge, St. Mary, West Glacier
- I-90 Corridor: Frenchtown, Huson, Alberton, Superior, St. Regis, De Borgia, Haugan, Saltese
- Northwest Corridor: Marion, Kila, Libby, Troy, Yaak, Rexford, Eureka, Fortine, Trego, Stryker, Olney
- Seeley Swan Corridor: Bigfork, Ferndale, Swan Lake, Condon, Seeley Lake

## **1b. Strengths:**

Our strengths are our natural landscape, people, communities, history, cultures, quality of life, services and experiences. Our opportunities are built upon these strengths, taking into consideration the wants, needs and desires of the people who call Glacier Country home. We are working with each community to determine what those opportunities are based on seasonality and capacity.

### **Spectacular unspoiled nature**

- Glacier National Park
- Rocky Mountains, with several smaller mountain ranges
- Geological features (Glacial Lake Missoula)
- Wildlife
- CSKT Bison Range
- Montana state parks
- National forests
- Bob Marshall Wilderness Complex (Great Bear, Bob Marshall and Scapegoat wildernesses)
- Cabinet Mountains Wilderness
- Selway-Bitterroot Wilderness
- Mission Mountains Wilderness
- Rattlesnake National Recreation Area & Wilderness
- Flathead Lake
- Lakes and rivers
- International Dark Sky Park designation, stargazing, northern lights

### **Vibrant and charming small towns**

- Art galleries

- Artisan tours and events
- Explorer and national historic trails: Lewis and Clark, David Thompson, John Mullan, Nez Perce Trail, Pacific Northwest Scenic Trail
- Historic “red buses” of Glacier National Park
- Historic sites
- Historic St. Mary’s Mission
- Main-Street businesses
- Museums
- Live music
- Railroad history
- Shared border with Canada
- Live theater
- Two American Indian reservations/native cultures and history

## **Experiences**

- Agricultural experiences
- American Indian cultures
- ATVing
- Biking and cycling
- Birding
- Boating
- Camping and RVing
- Destination learning
- Dog sledding
- Downhill skiing
- Festivals/music
- Fishing
- Golfing
- Hiking
- Historic sites
- Horseback riding
- Kayaking and canoeing
- Llama trekking
- Montana state parks
- Motorcycle touring
- Mountain biking
- Nordic skiing
- Pow wows
- Public art
- Rafting
- River surfing

- Rodeos
- Running events and competitions
- Scenic flights
- Skijoring
- Sleigh rides
- Snowmobiling
- Sportsman adventures
- Stand-up paddleboarding
- Stargazing

## **Hospitality**

- Blackfeet Community College
- Breweries
- Cideries
- Dining
- Distilleries
- Farmers markets
- Farm-to-table restaurants
- Flathead Valley Community College
- Meeting and convention spaces
- Missoula College
- Salish Kootenai College
- Special event venues (entertainment)
- University of Montana
- Visitor information centers
- Wedding venues
- Wineries

## **Abundant lodging and camping** (independent, brand and boutique)

- Bed-and-breakfasts
- Bicycle accommodations
- Boutique accommodations
- Cabins
- Camping/RV
- Chalets
- Condominiums
- Geodomes
- Glamping
- Hostels
- Hot springs
- Hotels and motels

- Lodges
- Ranches
- Resorts
- Tiny homes
- Teepees and yurts
- Treehouses
- University residence halls
- Vacation homes and short-term rentals

### **1c. Opportunities:**

Our destination benefits from a culture of collaboration among its many partners who work together to build a sustainable destination that values resident quality of life as much as visitor quality of experience. These public and private partners include—but are not limited to—our historical heritage sites, arts and culture organizations, agritourism entities, businesses that locally source and produce products and services, transportation entities, destination marketing organizations, local and state governments, Tribal Nations, the University of Montana, the U.S. Forest Service, the U.S. Fish & Wildlife Service, the Bureau of Land Management, Montana State Parks, Glacier National Park, conservation associations and all those who reside here. We wish to better partner with governments and other local leaders to provide them with the support they need to implement policies and solutions that lead to healthier destinations. Our destination stewardship efforts seek to develop and strengthen these relationships.

We help community leaders, managers and policymakers identify, develop and implement best practices for sustainable tourism development based on their communities' wants and needs. We serve as a trusted advisor by offering strategic guidance and recommendations and help community leaders plan for sustainable tourism growth and implement policies that preserve their cultures and way of life. Together, we partner to achieve a common goal of sustainable tourism development by helping local governments, community leaders, businesses and non-governmental organizations to tackle major challenges collaboratively.

Our inclusive strategic plan seeks to mitigate adverse impacts and strengthen the ability of local communities to respond to natural disasters, economic downturns and other unforeseen events.

Our seasonality provides natural fluctuations in traveler numbers depending on location. Overall, our region's high season is June through September. However, there are some variations throughout our eight-county region. While there are challenges in areas with more visitors, there are opportunities for growth in those with fewer.

A favorite activity for locals and visitors is the many special events and festivals that occur across the region. These events bring prosperity to the economy, improve the livelihood of local communities and create a positive image of our destination. They also provide opportunities to appreciate our history, cultures, customs, artisans, agriculture production, musicians, thespians, athletes, culinary scenes and craft beverages. We are fortunate to have an array of natural and human-made venues to serve as backdrops for all.

### **1d. Potential Challenges:**

In 2024, we revisited our communities—holding eight meetings, one for each county—sharing the stewardship plan and listening to challenges and opportunities. Through our community engagement program, we continue to stay informed and engage with partners on the latest issues and leverage available resources when possible and appropriate. These resources include the launch of our new brand; accuracy in our brand messaging and imagery used; staying abreast of new marketing trends and opportunities; maintaining a positive tone and message in our publicity and social media efforts; working with our partners to understand the concerns and impacts our industry has at a local, statewide and national level; and assisting financially, when possible, while knowing that our ultimate mission is to create demand for the tourism product our businesses and communities supply.

## Identified Challenges

1. **Resident sentiment toward tourism and new residents** – The warm hospitality Montanans provide to our visitors is part of the brand for Western Montana’s Glacier Country. In 2023, data showed that more than 30% of residents feel there are too many visitors during our peak season, which impacts how welcome our visitors feel. Even more challenging is that residents have difficulty differentiating between new residents and visitors. Visitor-related issues pose short-term challenges. New residents pose longer-term ones and are seemingly enhancing negative perceptions of visitors. 2023 lodging, visitor spending and geolocation data indicate the number of visitors and new residents moving to Glacier Country has leveled out. Anecdotally, we are hearing confirmation from our communities. We are anxious to see the latest results from a resident sentiment survey being conducted by the Institute for Tourism and Recreation Research (ITRR).
2. **Community capacity** – Available workforce and affordable housing remain a problem, especially during peak visitation months. Our businesses are often overwhelmed, which makes providing a consistent quality of service difficult; this can negatively impact the quality of the visitor experience. It can also decrease the ability of residents to enjoy their own community.
3. **New recreationists and poor visitor behavior** – Some of our region’s new visitors and residents are unfamiliar with practices many of us take for granted. Educating visitors about recreating responsibly in Western Montana is paramount to the success of a sustainability plan and improving unwelcome and uneducated behavior.
4. **Affordable housing** – While visitor growth, in-migration and inflation have leveled out, affordable housing continues to be challenging. Low housing inventory, high housing prices, high interest rates and property taxes continue to impact affordable housing both in rural and urban locations in the region. This directly impacts the cost of living and the available workforce.
5. **Workforce shortages** – Staffing challenges continue to impact restaurants, hotels and other businesses in the hospitality industry, limiting capacity and affecting the visitor experience. Current policies on H-2B and J-1 visas, including restrictions and long processing times, make it increasingly difficult for Montana businesses to hire seasonal international workers, further straining the workforce and community resources.
6. **Vehicle reservation system awareness in Glacier National Park** – It is very important that we all help build awareness of the vehicle reservation system in Glacier National Park, which thus far has changed every year. Visitors who show up unaware of the system will have a poor experience. The system is also

an opportunity to disperse visitors throughout the region.

7. **Overcapacity visitation of Glacier National Park during non-reservation hours** – Although the park is accessible without a vehicle reservation before 7 a.m. and after 3 p.m., these areas are still experiencing capacity issues. Visitors may be turned away or unable to access these areas of the park during peak visitation times, creating a poor experience.
8. **Recovery of international travel** – International long-haul travel continues to rebound, bringing an increasing number of visitors to our region. Many international travelers rely on U.S. receptive tour operators to handle bookings, but Glacier National Park's vehicle reservation system requires individuals to secure their own permits, creating challenges due to language barriers, time zone differences and frequent system changes. This complexity may drive visitors to other national parks without reservation requirements. Additionally, Montana remains a high-cost destination compared to other global locations competing for international travelers.
9. **Recovery of meetings and conventions** – The meetings and convention industry has seen a near complete recovery. Meeting planners sourcing Western Montana with more RFPs (requests for proposal) are increasing. The booking windows are lengthening, giving our convention hotels and incentive properties more opportunities, especially into the shoulder seasons. Short booking windows do remain a challenge for our incentive and higher-end properties. High travel costs, including transportation and lodging, are a bit of a hindrance.
10. **Social inclusion** – Social inclusion is a key component of tourism sustainability. Advancing social inclusion initiatives within the travel and tourism industry is key to strengthening organizations by bringing new ideas, perspectives and open-mindedness to the forefront. Humanizing societal issues can unlock untapped potential, drive innovation and productivity and create a more welcoming visitor experience for people of all backgrounds and abilities. Elevating its importance and ensuring it is woven into the core of the industry is vital for the future of travel and our workforce. It is essential for our future growth and success to support programs that increase diversity and upward mobility across all sectors of the industry.
11. **Climate change/changing landscape/weather** – Climate change threatens the natural landscapes and ecosystems tourism relies on. The greenhouse effect on the melting glaciers in Glacier National Park continues to come under the spotlight as environmental conservation agencies petition to have the Waterton-Glacier International Peace Park declared an endangered World Heritage Site. Unpredictable weather nationwide, wildland fires and snow levels could have repercussions on the yearlong travel season. Wildland fires impact the shape of the land with immense acreage of blackened forested areas and this affects public perception of safety. Smoky skies from wildland fires near and far can also keep visitors at bay, as can low snow levels creating poor conditions at ski areas.
12. **Crisis management, outreach and traveler education** – Ongoing challenges such as wildland fire and smoke, fluctuating snow levels, community capacity and responsible recreation continue to impact the visitor experience. Proactive outreach and education remain essential in helping travelers navigate these issues while promoting safe and sustainable travel in Glacier Country.
13. **Fluctuations in the economy** – Economic uncertainty and rising costs continue to influence travel decisions. While inflation has shown signs of stabilizing, shifts in trade policies and supply costs could drive prices higher. As a high-cost destination, Montana may experience changes in visitation as travelers adjust their spending priorities.

14. **Emerging markets** – We have a new visitor to Western Montana’s Glacier Country. They are new to outdoor recreation and lack the experience and etiquette we are used to. A high-value visitor may no longer be considered high in value based on spending but on how many of the shared values a visitor has and the respect and consideration they show. To define a shared-value visitor more clearly, we refer to them as a preferred visitor. The bleisure market is a growing trend among business travelers to extend their trips for leisure purposes—enhancing the travel experience.
15. **Public lands infrastructure and maintenance issues** – Public lands infrastructure repairs, reconstruction, late openings, limited parking and unpredictable weather events result in seasonal impacts. Fluctuations in agency funding result in additional infrastructure impacts. While funding has been dedicated to addressing these issues, there is not enough to address all the problems. Also, the impacts on visitor experience while the improvements are being made are often significant. Communication strategies will be key factors for informing the public about year-round services and activities in and around our federal and state public land recreation areas.
16. **International issues** – Global uncertainty continues to influence international travel to the United States, impacting visitation to Glacier Country. Concerns about safety, economic instability, fluctuating exchange rates and geopolitical tensions affect traveler confidence and decision-making.
17. **Market competition** – As domestic and international travel options continue to expand, competition for visitors remains strong. Fluctuations in traveler demand require a strategic focus on maintaining and growing our market share of responsible visitors, particularly in communities with seasonal capacity. Western Montana’s diverse offerings—including indoor experiences, sports events, meetings and conventions and destination weddings—present opportunities for growth, ensuring we remain a compelling choice amid evolving travel trends.
18. **Public transportation and perception of lack of electric vehicle charger infrastructure** – Although we have key modes and providers of transportation within our larger communities, much of our region has limited means of public transit between cities and area attractions. The perception and, at times, reality that Montana is behind in the availability of electric vehicle charging stations, especially in our more rural areas, is a challenge.
19. **Shared economy accommodations** – There is a continued increase in short-term rentals, and while they greatly enhance visitor experience and community capacity in destinations with few or no hotels and motels, they can reduce long-term housing capacity and impact the ability for workers to reside in these homes in the area where they are employed.
20. **Social media algorithm changes and expanded privacy laws** – Changes in privacy laws, ad-blocking technology and social media algorithms continue to impact digital marketing and audience targeting. Platform demographics are shifting rapidly, with short-form videos, user-generated content and influencer partnerships playing a larger role in engagement. The return of chronological feeds is also reshaping content strategies. Additionally, growing concerns over misinformation and data security on certain platforms add new challenges. Navigating this dynamic landscape requires adaptability, innovation and a strategic approach.
21. **Broadband infrastructure and Wi-Fi** – Having access to broadband is increasingly important, especially with remote workers remaining strong. Broadband has become an indispensable driver of economic growth and workforce development, creating new opportunities for rural Americans to participate in the modern, global economy and changing how they find and do their jobs.



22. **Federal government uncertainties** – Ongoing uncertainty in the US federal government, including potential shifts in infrastructure investment, program funding and operational stability, may impact public land access, services and staffing. The possibility of furloughs, closures and policy changes underscores the need for strong, adaptive communication strategies to keep the public informed about year-round recreation opportunities, service availability and alternative options in and around federal and state public lands.
23. **Federal and tribal land closures** – Closures of federal and tribal lands can have significant social and economic impacts. Whether due to natural disasters, public safety concerns, or policy changes, these closures affect both residents and visitors. Staying informed and prepared for potential disruptions is essential to minimizing their impact on local communities and the visitor experience.
24. **DO funding for sustainable destination stewardship and development** – DOs are rapidly responding to the evolution from destination marketing to destination management and stewardship. Protecting the 4% Lodging Facility Use Tax used for these expanding roles remains a constant struggle. The need for funding to address the challenges our communities face from an imbalance of resident quality of life and visitor quality of experience is of great importance.
25. **Perception that Glacier National Park is closed when the Going-to-the-Sun Road isn't open in its entirety** – Many of our travelers think Glacier National Park is only open during the summer season, particularly when the Going-to-the-Sun Road is open to vehicles. Western Montana's Glacier Country is actively working through public relations, newsletters, our travel guide, blogs, social media, our website and our contact center to aggressively promote the fact that Glacier National Park is a year-round destination. It is critical to our effort to lessen the impact to the park during the summer and increase awareness of the other three equally stunning seasons of the year.
26. **Destination marketing/management/stewardship organization awareness** – While not as much of a challenge as it was a couple of years ago, destination organizations must continue to work at building awareness of who we are, what we do and why we do it, especially the notion that we are part of the problem, not the solution.

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## **2. Briefly describe how your destination aligns with the Montana brand or describe the Brand strategy for your DMO.:**

Western Montana's Glacier Country embraces a fresh, forward-looking identity through its rebrand, ensuring the brand remains current and reflective of both who we are now and who we aspire to be. This transformation positions us as leaders in destination stewardship, evolving into destination leadership. The rebrand highlights our deep connection to the region's natural grandeur, vibrant communities and adventurous spirit while reinforcing our commitment to preserving its allure for generations to come. Rooted in core brand pillars, we aim to enrich community, enhance connection, celebrate diversity and encourage inclusivity—all while championing stewardship and fostering partnerships that safeguard the essence of Western Montana.

Our brand emphasizes the value of community and connection, drawing on the unique character of our landscapes, people and cultures. We honor the traditional territories of Indigenous peoples, including the

Amskapi Piikani, Ksanka, Seli'š, and Qlispe', while celebrating the cultural richness they bring to the region today. At the same time, we inspire visitors and residents alike to embrace year-round adventure with a shared devotion to protecting Montana's delicate ecosystems. Through sustainable practices, education and collaboration, Glacier Country is dedicated to ensuring a welcoming and inclusive destination where stewardship and partnerships preserve the heart and soul of this extraordinary place.

Glacier Country's new brand aligns nicely with Destination Montana's marketing and strategic goals and the regional resiliency plan we recently completed as part of Montana's resiliency planning efforts. All three align to ensure the visitor economy is relevant and its benefits are felt at the grassroots level in every community.

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**Destination Marketing:** ☒

**Destination Management:** ☒

**Destination Stewardship:** ☒

**Destination Development:** ☒

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

## OUR AUDIENCES

Glacier Country wants to attract people who first and foremost respect the people who live here and the lifestyle we treasure. Our communities enjoy the visitor spending, which stimulates our economy and provides opportunity for growth. Sustainable growth relies on the alignment of interests and characteristics of those who live here and those who are visiting.

Based on season and community capacity, the following visitor segments are who we will actively message:

- Sustainable traveler
- Leisure traveler
- Geo-tourist
- Active mature
- Families
- Repeat visitors to Montana
- International traveler
- Domestic group tours
- Business traveler
- Meetings and conventions
- Reunions and weddings
- Higher education
- Health care
- Winter enthusiasts

- Music lovers
- Filmmakers
- Seasonal visitors

## DEMOGRAPHICS

- **Individuals** – Mid-30s+, HHI \$75,000, college graduate, active and affluent, take at least two vacations per year, may be traveling in groups of two or more, in-tune with nature.
- **Mature geo-traveler couples** – 55+, HHI \$75,000, active and affluent, high-value low-impact couples, may be traveling as groups with other friends and/or extended family.
- **Families** – Multigenerational travelers, children under age of 18, HHI \$75,000, active and affluent, in-tune with nature.
- **Repeat Montana target traveler** – Has previously visited Montana. Very likely to vacation within the U.S. in the next 12 months. Average age 50. HHI \$125k. In-tune with nature. Preserving the environment.
- **Groups** – Affinity or corporate groups that are active and appreciate gathering and taking part in our unique environment; girl's getaways are on the rise in the group market based on women making up 85% of solo travelers.

## GEOGRAPHICS

- **Residents:** Montana
- **Drive markets within 600 miles:** Idaho (Coeur d'Alene), Washington (Spokane), Wyoming
- **Canada:** Calgary and Edmonton, Alberta, Vancouver, British Columbia
- **Domestic:** Direct-fly markets of Washington (Seattle), Oregon (Portland), Minnesota (Minneapolis), Illinois (Chicago), Texas (Houston and Dallas), California (San Francisco, Los Angeles, San Diego)
- **International (outside Canada):** UK, Germany, France, Italy, Benelux, Nordic, Australia/New Zealand

## PSYCHOGRAPHICS

- **Responsible visitors and recreationists** who are respectful and kind to our residents and good stewards of our destination
- **Unforgettable experiences**—shopping, local cuisine, breweries, distilleries, relaxing spa getaways, western offerings
- **Outdoor recreation**—hiking, biking, camping, skiing, snowmobiling, water sports, golfing, fishing, wildlife viewing, RVing, motorcycling, scenic road-tripping
- **Culture**—history, galleries, museums, live theater, festivals, live music, photography
- **Adventure**—experiential, independent, low-impact

### 3b. What research supports your DMO strategy? :

The tourism industry is rapidly changing. To remain successful, tourism stakeholders must be even more strategic when understanding their market and competition, planning their operating strategies and ensuring their sustainability. One of the key building blocks of this process is **research**.

Research is the process of finding and analyzing information. Among other things, it consists of gathering information about people’s behaviors, ideas, attitudes and preferences regarding various topics or concepts. Research also aims to measure and assess this information for decision-making purposes. When a decision is based on reliable facts and relevant information, it is usually far more effective and credible. Through research, community leaders can gain a better understanding of visitors. By understanding visitor preferences and motivations, you can more easily define and solve business problems, set priorities, increase the demand for your services and strengthen profits. Good research information also benefits the entire tourism industry, including business owners, operators, visitors, communities, associations, governments and residents who call the destination home.

Research informs our solutions. It helps us understand local tourism issues and identify key sustainability needs. It provides the knowledge to devise solutions that are grounded in reality and address the most pressing threats to local environments, people and economy.

**2024 NONRESIDENT VISITATION, EXPENDITURES & ECONOMIC IMPACT ESTIMATES**

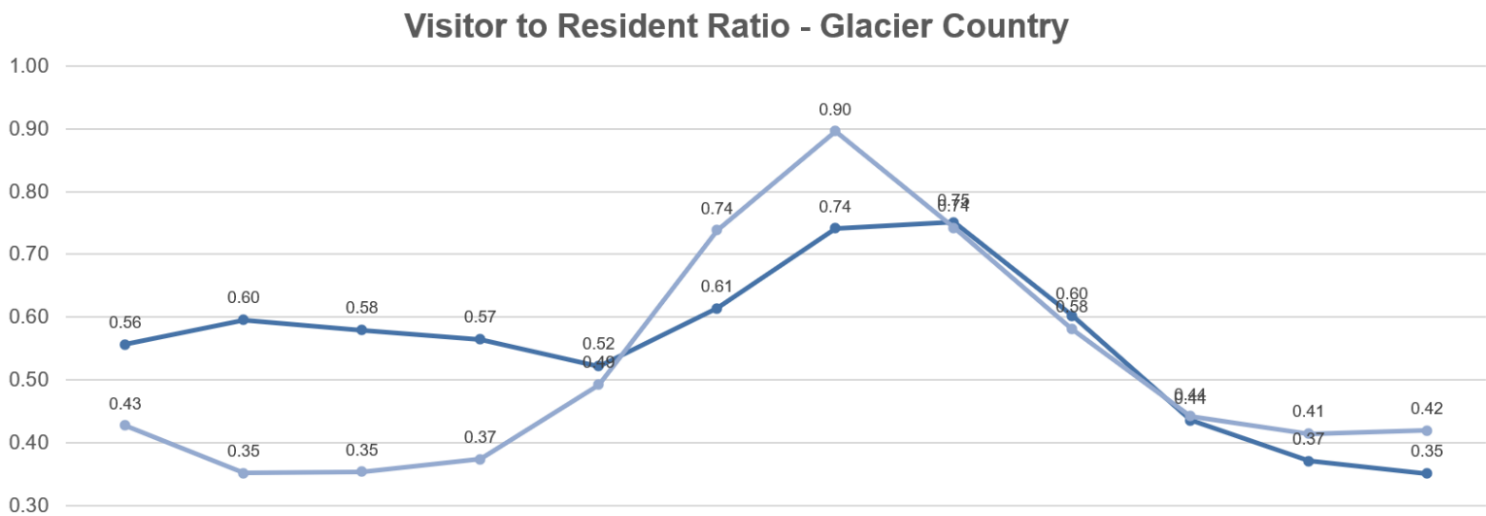
*by Institute for Tourism and Recreation Research*

- In 2024, 13.8 million nonresident visitors to Montana spent an estimated \$5.0 billion in the state.
- This \$5.0 billion in local spending directly supports \$3.9 billion of economic activity in the state and supports an additional \$2.3 billion of economic activity indirectly.
- The estimated total contribution of nonresident spending to Montana’s economy was \$6.1 billion in 2024.

**REGIONAL VISITOR TO RESIDENT RATIO (2023 VS. 2024)**

*Source: ZARTICO Geolocation Data*

- Yearly Average: .52 or 52 visitors to 100 residents (up 4% over 2023)
- Seasonal Average:
  - January to March – .38 or 38 visitors to 100 residents (down 35% over 2023)
  - April to June – .54 or 54 visitors to 100 residents (down 6% over 2023)
  - July to September – .74 or 74 visitors to 100 residents (up 6% over 2023)
  - October to December – .43 or 43 visitors to 100 residents (up 10% over 2023)



REGIONAL LODGING DATA (2024)

Hotels

Source: Smith Travel Reports

- Average Daily Rate: \$148
- Occupancy: 59%

Short Term Rentals

Source: KeyData

- Average Daily Rate: \$391
- Occupancy: 23%

REGIONAL AIRPORT DATA

Missoula Montana Airport (MSO)

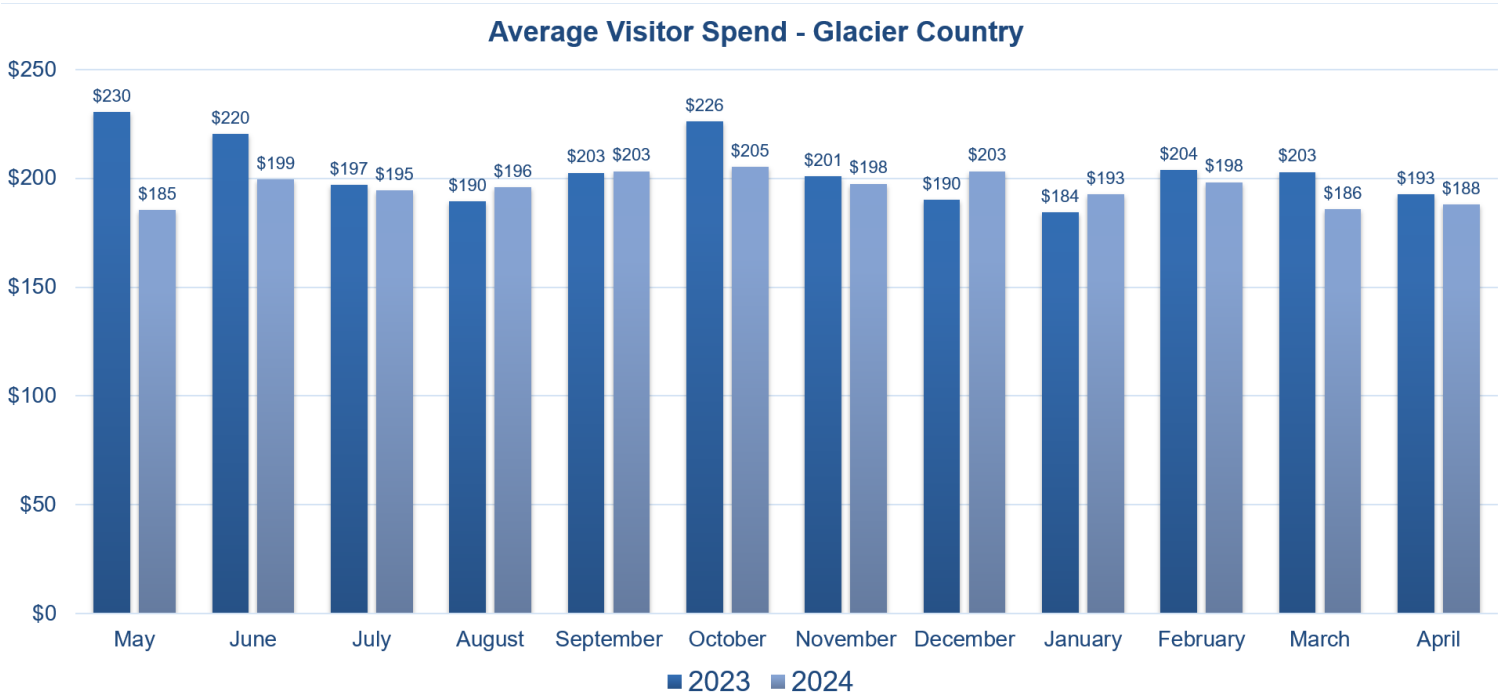
- Deplanements: 509,990

Glacier Park International Airport (FCA)

- Deplanements: 507,295

AVERAGE VISITOR SPEND BY MONTH (YOY – 2023 vs. 2024)

Source: Zartico - Affinity Group



Our FY 2026 Destination Organization Plan is grounded in a robust and diversified strategy—designed to remain responsive and resilient in the face of economic, environmental and geopolitical volatility. The tactics

outlined in the plan are supported by up-to-date research from trusted industry sources, reflecting shifts in domestic and international travel behavior, traveler sentiment and market viability since February 2025.

This dynamic approach allows Western Montana’s Glacier Country to serve visitors and residents alike, prioritize stewardship and support regional economies—regardless of evolving global and national conditions.

## **1. A FOCUS ON DOMESTIC LEISURE TRAVEL AS A STABILIZER**

**Why It Matters:** With international visitation in decline and global uncertainty increasing, domestic leisure travel remains a core pillar of the U.S. travel economy—and a critical tactic in maintaining regional economic health.

### **Supporting Data:**

The *Spring 2025 Travel Forecast* from the U.S. Travel Association and Tourism Economics projects **3.9% growth in domestic leisure travel** in 2025, with total spending exceeding **\$1 trillion**, matching pre-pandemic levels when adjusted for inflation.

**Source:** *U.S. Travel Association and Tourism Economics, April 2025*  
*ustravel.org – Spring 2025 Forecast*

## **2. TARGETING MULTIGENERATIONAL AND FAMILY TRAVEL**

**Why It Matters:** Family and multigenerational travelers seek meaningful, restorative, nature-based experiences—aligning with Glacier Country’s product. These groups also travel during school breaks and off-peak seasons, which supports year-round dispersal.

### **Supporting Data:**

The National Tour Association reports that **55% of members serve the family travel market** and **45% of all leisure travelers** include children in their travel planning.

**Source:** *National Tour Association (NTA), April 2025*  
*ntaonline.com – Family Market Guide*

## **3. CONTINUED RECOVERY OF GROUP & MOTORCOACH TRAVEL**

**Why It Matters:** Group travel, including motorcoach tours, provides predictable visitation and spending across multiple sectors—especially in smaller or rural communities with lower individual traveler volume.

### **Supporting Data:**

The American Bus Association Foundation reports a **20% year-over-year increase in new motorcoach orders** in early 2025, signaling a continued rebound in this sector.

**Source:** *American Bus Association Foundation, February 2025*  
*news.buses.org – ABA Q4 2024 Report*

## **4. BUILDING FOR PRICING TRANSPARENCY IN A HIGH-COST CLIMATE**

**Why It Matters:** Transparent pricing, flexible itineraries and the ability to plan with certainty are more valuable than ever for price-sensitive travelers. This reinforces the need for visitor tools, consistent messaging

and destination support systems.

**Supporting Data:**

According to the U.S. Travel Association's *Travel Price Index* (March 2025), prices for recreation and food away from home have risen **0.6% and 0.4%**, respectively—outpacing general inflation. Affordability remains a top decision-making factor.

**Source:** *U.S. Travel Association, March 2025*  
*ustravel.org – Travel Price Index*

## **5. ELEVATING WELLNESS AND EXPERIENCE-BASED TRAVEL**

**Why It Matters:** Travelers continue to prioritize experiences that support emotional well-being, cultural enrichment and personal connection. Glacier Country's natural assets and storytelling align with this growing trend.

**Supporting Data:**

Condé Nast Traveler reports a shift in wellness travel toward **“longevity, community and connection,”** with demand rising for immersive retreats and nature-based getaways.

**Source:** *Condé Nast Traveler, January 2025*  
*cntraveler.com – 2025 Wellness Trends*

## **6. ENSURING DIVERSIFICATION OF STRATEGY**

**Why It Matters:** In an increasingly unpredictable landscape—where economic and international policy changes rapidly impact traveler flow—reliance on a single audience segment or tactic is risky. Diversifying audiences, platforms, seasons and channels enhances regional resilience.

**Supporting Strategy:**

Our FY 2026 plan integrates insights from:

- **International downturns** (e.g., 70%+ decline in Canadian flight bookings – Axios, April 2025)
- **Regional visitor to resident ratio data** (Zartico)
- **Public land access fluctuations**
- **Workforce and housing capacity**
- **Community-identified visitor values**

This strategic diversification allows us to meet the moment and build long-term value for our communities.

**Source:** *Axios Media, U.S. Travel Association, Glacier Country Internal Messaging Strategy – March/April 2025*

Each tactic in our plan is guided by the latest research and grounded in a practical response to current trends. Through a diversified approach that includes value-driven messaging, market segmentation, responsible recreation and year-round engagement, Western Montana's Glacier Country is prepared to lead with resilience, relevance and care in FY 2026 and beyond.

Our plan is informed by the most current, credible research available from leading national, international and regional sources. These findings reflect evolving realities since February 2025, including global economic instability, declining international visitation, shifting domestic demand and the growing importance of sustainable, value-driven travel.

We have included relevant 2024 data only as benchmarks, with all analysis focused on conditions from February 2025 forward.

## **THE VALUE OF DESTINATION STEWARDSHIP**

**Source:** *DestinationNEXT Futures Study*, Destinations International, originally published 2023; reaffirmed April 2025 through industry-wide briefings.

This report defines the strategic opportunity for destination organizations to evolve into leaders of community-based tourism through destination stewardship. It emphasizes building coalitions to balance tourism with economic development, digital evolution and community well-being. In 2025, this framework remains foundational as destinations respond to unpredictable external forces with thoughtful long-term planning.

**Organization:** Destinations International

**Date Referenced:** April 2025 (current applications and reaffirmation)

## **REVISED OUTLOOK FOR INTERNATIONAL INBOUND TRAVEL TO THE UNITED STATES**

**Source:** *Spring 2025 Travel Forecast*, U.S. Travel Association and Tourism Economics, published April 2025  
The originally forecasted 9% growth in international inbound travel for 2025 has been revised to a **9.4% decline**, with an anticipated **\$9 billion loss** in foreign visitor spending. This shift is driven by travel deterrents including inflation, visa processing delays, exchange rate fluctuations and political uncertainty.

**Organizations:** U.S. Travel Association and Tourism Economics

**Date Published:** April 2025

## **CANADIAN TRAVEL SENTIMENT AND DECLINE IN U.S. VISITS**

**Source:** *Axios Deep Dive: Canadian Travel to the U.S.*, Axios Media, published April 8, 2025

Advance airline bookings from Canada to the U.S. for the April–September 2025 travel season are down **over 70%** year-over-year. The steep decline is attributed to travel advisories, economic anxiety and deteriorating policy relations. The U.S. Travel Association projects a **20.2% drop** in Canadian visitation, with potential downstream impacts on border state economies.

**Organizations:** Axios Media; U.S. Travel Association

**Date Published:** April 8, 2025

## **OUTBOUND TRAVEL SENTIMENT IN EUROPE AND ASIA**

**Source:** *U.S. Travel Sector Faces Long Wait for China Tourism*, Reuters, published April 22, 2025

Chinese outbound tourism is not expected to return to pre-pandemic levels until **2026 or later**, hindered by weak consumer confidence, inflation and limited flight capacity. Similarly, forward bookings from European travelers to the U.S. have dropped **25%** since February 2025, as noted by major hotel and airline groups.

**Organizations:** Reuters; data confirmed by Brand USA and NTTO



**Date Published:** April 22, 2025

## **U.S. INBOUND TRAVEL FORECAST TO 2026**

**Source:** *International Travel Forecast*, National Travel and Tourism Office (NTTO), U.S. Department of Commerce, updated March 2025

According to NTTO, international arrivals to the U.S. are now projected to reach **77.1 million in 2025** (down from 80+ million projected in 2024) and **85 million by 2026**, assuming improvement in global economic conditions. However, this recovery remains uneven and subject to volatility.

**Organization:** National Travel and Tourism Office, U.S. Department of Commerce

**Date Published:** March 2025

## **DOMESTIC TRAVEL AND SPENDING OUTLOOK**

**Source:** *Spring 2025 Travel Forecast*, U.S. Travel Association and Tourism Economics, published April 2025  
Domestic leisure travel remains resilient, with projected growth of **3.9% in 2025**, totaling more than **\$1 trillion in spending**—matching pre-pandemic levels when adjusted for inflation. However, business travel remains below 2019 levels and recovery is not expected until **after 2028**.

**Organizations:** U.S. Travel Association and Tourism Economics

**Date Published:** April 2025

## **TOUR OPERATOR AND GROUP TRAVEL TRENDS**

**Source:** *Updated Operator Sentiment Survey*, National Tour Association (NTA), collected and published April 2025

While late 2024 projections suggested 66% of tour suppliers and DMOs anticipated increased visitation, the April 2025 update reveals cautious optimism, with many operators citing **rising input costs, limited labor supply** and shifting international demand as limiting factors.

**Organization:** National Tour Association

**Date Published:** April 2025

## **MOTORCOACH DEMAND SIGNALS RESILIENCE IN GROUP TRAVEL**

**Source:** *Motorcoach Industry Trends Report*, American Bus Association Foundation, published February 2025  
The ABA reports a **20% year-over-year increase in new motorcoach orders** and steady recovery of group travel bookings for regional markets, including state and national parks. This suggests a strong opportunity for destinations like Glacier Country that offer scenic, road-accessible experiences with minimal air travel reliance.

**Organization:** American Bus Association Foundation

**Date Published:** February 2025

## **STRATEGIC MESSAGING AND COMMUNITY READINESS**

**Source:** *2025 Crisis Communication and Messaging Strategy (Internal)*, Western Montana's Glacier Country, finalized March 4, 2025

This internal strategy outlines our region's ability to respond in real time to economic, policy and environmental

changes that impact tourism. Messaging strategies include promoting responsible recreation, dispersing visitation, protecting public lands, supporting local economies and pivoting based on current international and domestic demand indicators.

**Organization:** Glacier Country Tourism

**Date Finalized:** March 4, 2025

These research findings ensure our FY 2026 plan is grounded in credible, forward-looking data. They guide our strategies to foster destination resilience, manage shifting visitation trends, protect local communities and ecosystems and maintain economic stability in a volatile global environment.

### **3c. What are your emerging markets?:**

We view emerging markets a little differently these days. In recent years, we saw a new visitor to our region—one who was new to rural Montana and outdoor recreation. We also saw an influx of people moving to Montana who are new to living and working in rural communities. Both these markets are targets of our Recreate Responsibly messaging.

Our communities have changed their target customer a bit—they seek “preferred” visitors over “high value” visitors, with each community/county identifying the preferred visitor a little differently. For example, the high-spending visitor is not at the top of the preferred list as it once was; at the top are visitors who are respectful of the people who live here and respect our natural resources. We also continue to hear that Montanans, Canadians and international visitors are viewed as preferred visitors. We will work hard to increase the rate of return for these segments.

Bleisure travel refers to the blending of business and leisure activities during a single trip. This trend has been steadily growing as more professionals seek to maximize their travel experiences. Montana, renowned for its breathtaking natural landscapes and outdoor recreational opportunities, is poised to capitalize on the bleisure travel trend due to its ability to offer both productive business environments and rejuvenating leisure activities in the same destination, appealing to travelers seeking a balance between work and relaxation.

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

#### **DESTINATION MARKETING**

**Consumer Messaging:** Glacier Country’s messaging strategy is based on season, capacity of the community/travel corridor and visitor experiences available. Depending on the targeted audience, our message will vary. A common theme of our messaging is to recreate responsibly. As an example, our 2024 campaign is called *Treasure it*.

"In the magnificent landscapes and vibrant small towns of Western Montana's Glacier Country, it's easier to

breathe deeper, connect with nature and yourself and find inner peace. Here, distractions fall away in the face of authentic experiences. Outside noise and influence quiet down. Here, you can truly *treasure* the moments that matter most."

This campaign allows the imagery and people of the region to do the speaking. The campaign works with various targeted messaging to national and in-state consumers, weddings, meetings and conventions and is flexible enough to adapt to any potential challenges. We are excited to show our campaign at the June meeting.

We employ a full array of tactics that inspire an emotional connection using strong creative messaging for the potential visitor. We then provide them with the tools they need to take that first step toward action, which is to start thinking about a trip to Western Montana's Glacier Country. This may be a print or digital ad or meeting with a tour operator, travel agent or meeting planner at a trade show; it could be by an earned media article in a magazine, webpage or blog, or it could be on social media.

We then provide several ways to learn more about the region, making orientation intuitive by reaching people in the way they want to interact. We employ a diverse mix of marketing methods, including ordering a travel guide from a print ad offer, clicking a digital ad directing to a landing page on our website specific to their interests and signing up for our consumer and B2B blogs and e-newsletters.

We want facilitation to be easy and enjoyable, so we have several hands-on ways for our visitors to plan their trips, including requesting a free travel guide—available in print and digital versions—and exploring our webpage, where we help them really discover what they want to do by making it easy to interact with communities, businesses and attractions directly. Additionally, our contact center is staffed with trained professionals who are available via live chat, email and phone for visitor assistance. For meeting planners, we assist with venue RFPs, site visits and vendor referrals. Itinerary assistance is provided to tour operators for both group and international markets. Logistics assistance and referrals are offered to those planning destination weddings.

**Film Promotion:** The production of feature films, television series and commercials can generate significant economic activity for their host communities, drawing out-of-town spending, generating jobs and supporting local businesses.

The benefits to local communities from the film and entertainment industry are considerable. When a production shoots on location, it brings jobs, revenue and related infrastructure development, providing an immediate boost to the local economy. Film-induced tourism can affect travel decisions when potential tourists plan their upcoming holiday or visit to a destination. Films, documentaries, TV productions—like the "Yellowstone" series—and commercials inspire people to experience locations seen in the content screened and explore new destinations.

**Tourism Sales:** The Tourism Sales Department at Western Montana's Glacier Country focuses on developing, promoting, managing and monitoring group travel and marketing programs. This includes domestic group tours, meetings and conventions, destination reunions and weddings and international FIT (Foreign Independent Travel) sales.

Our approach to group travel is both collaborative and comprehensive, encompassing group tours, FIT,

incentive travel, sports events and meetings and conventions. Success in this space requires building and nurturing strong business-to-business relationships with planners, tour operators and industry representatives—a process that takes time, with domestic partnerships often developing over 2–3 years and international ones over 3–5 years.

For years, we've maintained a strong presence at travel trade shows and meetings/convention events, fostering relationships with key buyers and generating valuable leads for our Glacier Country tourism partners. As interest in new destinations continues to grow, we remain committed to expanding these efforts and welcoming visitors from these important markets.

Our program is supported by a variety of strategic tools, including dedicated microsites for tour operators and meeting planners, a B2B blog, quarterly newsletters, educational resources for partners, paid advertising campaigns, earned media and hosted familiarization (FAM) tours.

**Communications:** Our communications program develops, manages and monitors our publicity and earned media projects and programs. Every year, our publicity efforts result in a strong performance with travel writers, travel bloggers and digital influencers. They help share and spread our messaging, including highlighting lesser-known areas, off season travel and promoting Recreate Responsibly messaging. We plan to continue our efforts with a support budget for trade media shows, media events, press trips and familiarization funding to be flexible and responsive for those we host and those we promote.

Travel media relations efforts are focused on sharing information about regional stakeholders in promoting key messages and experiences to the traveling public with travel writers, TV show producers, documentary film crews, social media content creators and others. In some cases, this is done by collaborating with partners to bring these people to our region, and in other cases we gather and send assets like editorial, images and video content or links to various travel media outlets. Earned media refers to media exposure earned through these relationships with key media outlets who feature our story or tourism experience as a result of hosting a media trip or pitching a story.

## **DESTINATION MANAGEMENT**

**Crisis Communications:** Our crisis communications strategy ensures we are ready to share a clear, concise and accurate message with our visitors. This plan includes our efforts working directly with media as well as sharing a communication tips sheet with our businesses so they can better understand the do's and don'ts when talking with visitors, including social media posts and messaging. We will continue to have an updated crisis plan that can be implemented if and when necessary. We evaluate this plan by monitoring if we were able to effectively implement it and minimize the negative effects of the crisis that triggered it.

Being prepared for harmful situations is imperative. It is important to map out potential negative scenarios and have a PR plan for each one, helping to minimize the negative effects of the situation or event.

As a response to an overwhelming number of people spending more time in outdoor spaces, we continue our efforts with the Recreate Responsibly movement, which provides guidelines that offer a starting point for getting outside and minimizing impact on natural resources. Together with Glacier National Park; Montana Fish, Wildlife & Parks; Flathead National Forest; Montana Office of Tourism; Discover Kalispell; and Explore

Whitefish, Western Montana's Glacier Country launched "Recreate Responsibly in MT," an initiative that guides and informs those recreating in our state to be good stewards of Montana's people, cultures and land. The messaging targets visitors, residents and businesses, providing education and tools for best practices on how to minimize impact, leave no trace, know before you go, prevent wildland fires, stop aquatic invasive species and travel safely. Building upon messaging from RecreateResponsibly.org, the Leave No Trace Center for Outdoor Ethics, and Tread Lightly, our efforts include resources available to businesses throughout the state as well as marketing and messaging targeted at travelers and recreators. This messaging is included on webpages, airport signage, statewide television and radio advertising, billboards, fuel media video PSAs, rack cards, trailhead signage, social media advertising and posts, videos and a Recreate Responsibly "tourism pledge" visitors and residents can sign.

## **DESTINATION STEWARDSHIP**

Traditionally, the tourism sector has defined itself with a single tactic—marketing. It has also defined overall success as a single metric—volume. There are few sectors beyond tourism where the organizations stewarding their industries spend so much more effort and resources on marketing a product than they do developing and managing a product. Addressing that, in recent years, the world's most progressive tourism organizations have been expanding from destination marketing to destination management. It's a shift from solely promoting communities to engaging and stewarding communities, providing a more livable, appealing and sustainable destination.

In this new paradigm, the impact of tourism is no longer measured solely in economic terms. We also measure success against the well-being of our destination, considering nature, human health and community identities. We must be thoughtful about how the quality of the visitor experience can be balanced with the quality of life for residents; about the types of visitors who would provide maximum financial value to our local communities while having the optimal social and environmental impact; and about how we can responsibly grow our tourism industry for the benefit of all in our communities.

**Destination Stewardship:** The core deliverable for our **destination stewardship plan** is a new strategic framework with five high-level goals and actionable initiatives for each to accomplish the vision for Western Montana's Glacier Country. The goals are interdependent and designed to collectively optimize the year-round economy and enhance the local community character and cultural DNA.

The **five strategic pillars** are:

- **Be** an advocate for Western Montanans
- **Encourage** responsible tourism and recreation
- **Enhance** experiences in rural communities
- **Shape** demand and disperse visitors
- **Foster** stronger stakeholder alignment and collaboration

The strength of this program is that it involves all stakeholders with the aim of benefiting residents, businesses and visitors for years to come.

**Community Engagement:** Western Montana's Glacier Country will continue to develop our **community**

**engagement program** to build public support around a shared vision for the destination—balancing economic development, sustainable tourism and quality of life. As awareness of the tourism industry grows, positive and negative perceptions of it also grow. Montana’s destination organizations, including Glacier Country, have mostly operated behind the scenes without telling our own story—sharing what we do, how we do it, why we do it and how we measure our success with qualitative and quantitative metrics is imperative to transparency and to engaging our communities.

This program works with a much broader audience to ensure our shared efforts are inclusive, thoughtful, accurate, trusted and empowering. We will support and foster community engagement and involvement as well as utilize project funding to not only develop projects but implement them when and if appropriate.

## **DESTINATION DEVELOPMENT**

Combined with our existing cooperative grant program, VIC staffing grants, community event promotion program and education and outreach programs, we provide collaborative opportunities to leverage projects, programs and funding for activities that increase and improve the quality of a visitor’s destination. To make tourism a vibrant, healthy and manageable component of the local economy, we will work with our communities to craft and implement tourism management strategies that are locally driven, authentic and desirable. Every community can benefit from destination development. Visitor experiences are improved with destination development, which increases spending and tax revenues; diversifies and strengthens urban and suburban economies; enhances the recreation and support service infrastructure in emerging, rural tourism destinations; and increases support services, capacity and visitor season for developed gateway communities. An outreach position will play a vital role in working directly with communities to identify their specific needs and support projects they are already pursuing, ensuring sustainable and impactful destination development.

### **4b. How will the addition of LFST funds enhance your overall goals?:**

The addition of LFST funds enhances our ability to meet overall goals by providing greater flexibility within our budget. By incorporating these dollars across various budget categories, we’re able to supplement key programs and projects, expanding our capacity to support sustainable tourism development, responsible marketing, and long-term destination stewardship.

## **5. Define and describe your overall objectives. Objectives are formed from your goals. They are logical, attainable steps to achieve the goals and are able to be measured.:**

### **Objectives/Metrics/Evaluation:**

Our **goal** is to balance a thriving visitor economy with our communities' long-term health and vibrancy.

1. Build and/or maintain awareness of Glacier Country and its communities as a recognized tourism destination in identified markets and audiences in a way that balances and sustains visitation among resident, nonresident, domestic and international travelers based on seasonal capacity.
2. Encourage residents and visitors to be good stewards of our home by traveling responsibly.
3. Monitor and track the characteristics and behaviors of visitors to Glacier Country.

4. Monitor resident sentiment toward tourism.
5. Identify, monitor, participate in and support efforts around the social, economic and environmental impacts of tourism on our communities and region.
6. Continue to execute and expand the community engagement program.

OBJECTIVES	MEASURABLE METRICS FOR SUCCESS	RE METR
It is important to track the effectiveness of our sales and marketing programs, so we will monitor and compare to previous year's performance of our paid media, social media, webpage analytics, earned media/digital influencer reach and ad value, B2B leads, contact center and travel guide performance.	<p>We will measure and compare to previous year's performance of messaging tactics</p> <ul style="list-style-type: none"> <li>• Use of responsive webpage</li> <li>• Social media audience growth</li> <li>• Consumer leads database growth</li> <li>• Consumer blog and B2B blog readership growth</li> <li>• Digital travel guide readership</li> <li>• Track overall paid media performance using industry-standard KPIs</li> <li>• B2B lead growth</li> <li>• Track earned media ad value and readership/impressions delivered</li> </ul>	
We will continue to work on the 33 initiatives in our <a href="#">destination stewardship plan</a> . Much of the work under this program is based on what our communities have identified they need from us to create solutions.	Track the use of the online community engagement platform. Track the number of community-driven initiatives supported with data, resources or funding (as appropriate).	
Continued from above	Track and compare to previous year's visitor-to-resident ratio in the region and by county.	
Continued from above	Track the impacts of short-term rentals on our communities by tracking the rate of short-term rental growth in the region, number of available units, occupancy, and average daily rate by region and county.	
Continued from above	Monitor resident sentiment toward tourism using resident sentiment survey data.	
Continued from above	Track visitation trends using data from ITRR and Zartico. The data will include top spending markets, visitor spending, visitor dispersion and percent of in-state/out-of-state/resident travel.	
Continued from above	Track the amount of lodging facility sales and use tax collected for Montana's general fund, which is funding paid	

	by visitors that directly supports state government projects and programs.	
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**Budget Form:** DMO Budget Form LST LFUT Glacier Country.xlsx

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**DMO Budget:**

**DMO - Glacier Country**

Allowable Method	Budget	% Budgeted	Amend +/-	Updated Budget %
<b>Lodging Facility USE Tax (LFUT) Budget</b>				
Administration	\$750,000.00	17.86%		\$750,000.00
Joint Ventures	\$100,000.00	2.38%		\$100,000.00
Opportunity Marketing	\$25,000.00	0.60%		\$25,000.00
Cooperative Marketing	\$25,000.00	0.60%		\$25,000.00
Marketing Personnel	\$360,000.00	8.57%		\$360,000.00
Agency Services	\$590,000.00	14.05%		\$590,000.00
Marketing Resources	\$70,000.00	1.67%		\$70,000.00
Paid Media	\$1,110,000.00	26.43%		\$1,110,000.00
Earned Media/Tourism Sales	\$145,000.00	3.45%		\$145,000.00
Website Development (Online, Website, Mobile)	\$150,000.00	3.57%		\$150,000.00
Education/Outreach	\$130,000.00	3.10%		\$130,000.00
Travel/Trade Shows	\$80,000.00	1.90%		\$80,000.00
Research	\$150,000.00	3.57%		\$150,000.00
Product Development	\$60,000.00	1.43%		\$60,000.00
Visitor Services	\$255,000.00	6.07%		\$255,000.00
<b>TOTAL LFUT Budget</b>	<b>\$4,000,000.00</b>	<b>95.24%</b>	<b>\$0.00</b>	<b>\$4,000,000.00</b>

<b>Lodging Facility SALES Tax (LFST) Budget</b>				
Joint Ventures	\$15,000.00	0.36%		\$15,000.00
Opportunity Marketing	\$25,000.00	0.60%		\$25,000.00
Cooperative Marketing	\$5,000.00	0.12%		\$5,000.00



Agency Services	\$10,000.00	0.24%		\$10,000.00
Paid Media	\$50,000.00	1.19%		\$50,000.00
Research	\$10,000.00	0.24%		\$10,000.00
Product Development	\$60,000.00	1.43%		\$60,000.00
Visitor Services	\$25,000.00	0.60%		\$25,000.00
<b>TOTAL LFST Budget</b>	<b>\$200,000.00</b>	<b>4.76%</b>	<b>\$0.00</b>	<b>\$200,000.00</b>

<b>TOTAL LFUT &amp; LFST BUDGET</b>	<b>\$4,200,000.00</b>	<b>100.00%</b>	<b>\$0.00</b>	<b>\$4,200,000.00</b>
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LFST Revenue Projection	200,000.00
LFUT Revenue Projection	3,800,000.00
Funds not spent during previous fiscal year	200,000.00
LFST Rollover Funds at Commerce	0.00
LFUT Rollover Funds at Commerce	0.00
Allocated Following Audit	0.00
<b>Budget total</b>	<b>4,200,000.00</b>

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**The Narrative Evaluation report is used to a) provide a written evaluation of the Objectives and Metrics section and b) provide a written summary of how the LFST Funds were spent and the metric(s) achieved.:**