

Application Summary

Application: FY26 DMO Plan - Glasgow Chamber of Commerce

Applicant: Glasgow Chamber of Commerce

Funding opportunity: FY26 DMO Plan

Application Responses

Organization Name: Glasgow Area Chamber of Commerce & Agriculture, Inc.

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City: Glasgow

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Funding Opportunity: FY26 DMO Plan

Amount Requested: 21405

TAC Approved Budget: 21405

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:

Nestled in the vast, scenic plains of Northeast Montana, Glasgow is a hidden gem that offers an unforgettable blend of history, adventure, and authentic Western charm. Known as the "middle of nowhere" in the best possible way, Glasgow invites travelers to slow down and experience the wide-open skies, welcoming community, and unique attractions that make this town a special destination year-round.

Located just a short drive from the breathtaking Fort Peck Lake—the largest man-made lake in Montana—Glasgow is a hub for outdoor enthusiasts. Whether you're casting a line in the Missouri River, hiking the trails around the Charles M. Russell National Wildlife Refuge, or hunting in the surrounding prairies, the region offers unparalleled opportunities to connect with nature.

History lovers will find plenty to explore as well. Glasgow is a proud stop on Montana's Dinosaur Trail, home to fascinating fossil exhibits and close to dig sites that continue to reveal the prehistoric story of the Northern Plains. The nearby Fort Peck Interpretive Center features dinosaur skeletons, local wildlife displays, and a glimpse into the region's geological past.

In town, Glasgow's small but vibrant community showcases the spirit of rural Montana. Locally owned shops, diners, and cafes line the historic downtown, where friendly faces and hometown pride are always

on display. Annual events such as the Northeast Montana Fair, the Glasgow Scottie Homecoming, and the Wild Bunch Art Show bring locals and visitors together to celebrate the area's rich cultural traditions.

Whether you're passing through on a road trip, following the Dinosaur Trail, or planning a hunting or fishing adventure, Glasgow offers an authentic Montana experience. With stunning sunsets, peaceful prairies, and a strong sense of community, it's more than just a place to visit—it's a place to remember.

1b. Strengths:

• Outdoor Recreation

Glasgow is a premier destination for outdoor enthusiasts, offering easy access to some of Montana's most treasured natural assets. Fort Peck Lake, the Missouri River, and nearby wildlife management areas provide ample opportunities for boating, fishing, hunting, birdwatching, camping, and hiking. The area's expansive landscapes and diverse ecosystems make it a year-round playground for both casual nature lovers and serious sportsmen.

• Cultural Attractions

Rich in history and Western heritage, Glasgow offers visitors a taste of authentic Montana culture. The **Valley County Pioneer Museum** tells the story of early settlers, ranchers, and Native peoples, while Glasgow's charming historic downtown features local art galleries, architecture from a bygone era, and specialty shops. Cultural events throughout the year highlight the region's vibrant arts and storytelling traditions.

• Fort Peck Summer Theatre

Just 17 miles southeast of Glasgow lies the **Fort Peck Summer Theatre**, a historic gem that has been entertaining audiences since 1970. Housed in a beautifully preserved 1934 building originally constructed by the U.S. Army Corps of Engineers, the theatre showcases a unique Swiss chalet architectural style. Each summer, from Memorial Day weekend through Labor Day, the theatre presents a diverse lineup of live performances, blending professional and community talent. The 2025 season features productions like *The Play That Goes Wrong*, *Rock of Ages*, *Annie*, *Disney's Newsies*, and *Dracula*, offering entertainment that appeals to a wide range of audiences.

• Annual Events

Community spirit comes alive through a variety of well-loved annual events. The **Glasgow Rodeo** draws competitors and spectators from across the region for an exciting taste of cowboy culture. The **Northeast Montana Fair** celebrates rural life with rodeo events, exhibits, music, and local food. Winter brings the popular **Ice Fishing Derby** on Fort Peck Lake, attracting anglers for one of Montana's most unique sporting events. During the **Glasgow Scottie homecoming** festivities, the sounds of bag pipes fill the air.

• Hospitality Industry

Despite its small size, Glasgow offers a robust hospitality infrastructure. Visitors will find a range of accommodations including hotels, motels, and cozy locally owned inns. Eateries serve hearty meals with

local flavor, and friendly service reflects the town's strong sense of community pride. The welcoming atmosphere makes Glasgow an ideal base for travelers exploring the wider region.

- **Strategic Location**

Positioned at a crossroads in Northeast Montana, Glasgow serves as a convenient travel hub. It lies on U.S. Highway 2 and is part of the historic Hi-Line route, making it easily accessible for road-trippers and long-distance travelers. Its proximity to **Fort Peck Lake**, the **Missouri River Breaks**, **Charles M. Russell National Wildlife Refuge**, and even the Canadian border makes Glasgow an ideal stopover or staging point for broader regional adventures.

1c. Opportunities:

1. Expansion of Digital Marketing and Visitor Engagement

Glasgow can benefit significantly by investing in a robust digital marketing strategy to elevate its profile and attract new visitors. Key initiatives could include:

- **Revamping the city's tourism website** with mobile-friendly design, immersive visuals, and updated travel itineraries.
- **Targeted social media campaigns** on platforms like Instagram, Facebook, and TikTok showcasing outdoor activities, local culture, and events.
- **Email marketing and blog content** tailored to niche travel audiences, such as anglers, hikers, history buffs, and road trippers.
- **SEO and Google Ads investment** to ensure Glasgow appears in searches for Montana travel, outdoor vacations, and dinosaur tourism.
- **User-generated content and influencer partnerships** to bring authenticity and visibility to Glasgow's offerings.

2. Promotion of Glasgow as a Prime Destination for Water and Outdoor Recreation

With Fort Peck Lake, the Missouri River, and extensive public lands, Glasgow is uniquely positioned as a haven for outdoor enthusiasts:

- **Developing branded outdoor recreation packages** including boating, fishing, hunting, hiking, and wildlife watching.
- **Hosting outdoor festivals or competitions** such as fishing tournaments or hiking challenges to draw visitors.

- **Creating maps and digital guides** for trail systems, paddling routes, and scenic drives.
 - **Collaborating with outfitters and gear rental businesses** to make it easier for tourists to access recreation without bringing all their own equipment.
 - **Improving signage and access points** to lakes, rivers, and trails for a more seamless visitor experience.
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3. Growth in Heritage Tourism Leveraging the Dinosaur Trail and Native American History

Glasgow is part of the Montana Dinosaur Trail and sits near areas rich in Native American heritage. These assets can be used to expand cultural tourism:

- **Developing new interpretive exhibits or visitor centers** focused on paleontology and local tribal history.
 - **Partnering with tribal communities** to create respectful and authentic experiences such as guided tours, storytelling events, or craft workshops.
 - **Promoting the area's connections to the Fort Peck Tribes** through cultural festivals and historical reenactments.
 - **Marketing Glasgow as a gateway to the broader Dinosaur Trail**, encouraging extended stays by connecting with other Montana trail towns.
 - **Educational tourism** opportunities for schools and researchers, including fossil digs and heritage immersion programs.
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4. Strengthening Partnerships with Fort Peck Interpretive Center and Wildlife Refuge

The Fort Peck Interpretive Center and the surrounding refuge are underutilized gems that could play a central role in regional tourism development:

- **Joint programming and event planning** to increase cross-promotion and bring more visitors to both Glasgow and Fort Peck.
- **Developing "eco-tourism" experiences** like birding tours, wildlife photography workshops, or ranger-led hikes.
- **Creating package deals with local hotels and attractions**, bundling visits to the Interpretive Center with other activities.
- **Collaborative grant applications** for infrastructure or marketing to increase the center's reach

and improve access.

- **Educational outreach** and volunteer programs to connect the community and visitors with local conservation efforts.

1d. Potential Challenges:

1. Limited Accessibility: Regional Airport with Limited Service; Reliance on Long-Distance Road and Rail Travel

Challenge Details:

- While Glasgow **does have a regional airport (Wokal Field)** offering **two daily flights to and from Billings, Montana**, the limited schedule and single destination restrict flexibility for travelers, especially those coming from outside the region or out of state.
- The airport connection relies on small aircraft, which may deter some travelers due to concerns about weather delays or comfort.
- Beyond the regional air service, most travelers still depend on **long-distance road travel** or **Amtrak's Empire Builder route**, which has limited frequency and accessibility.

Impacts:

- Travelers may find planning visits logistically complex, especially for short stays.
- Group travel and tourism packages become harder to coordinate.
- Limits potential for spontaneous tourism or short-term weekend visitors.

Potential Mitigations:

- **Promote the convenience of the Glasgow–Billings flight**, especially for visitors flying into Billings from larger hub cities like Denver or Salt Lake City.
 - **Partner with the airline and Billings tourism entities** to create connected travel packages or ticket discounts.
 - **Coordinate shuttle services or car rentals** to make regional movement easier once travelers arrive in Glasgow.
 - **Market Glasgow as a scenic stop on rail or road-based trips**, capitalizing on Amtrak routes and the charm of road tripping through Montana.
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2. Seasonality: Tourism Peaks in Summer and Early Fall

Challenge Details:

- Glasgow sees the majority of its tourism during the warmer months, driven by lake activities, fishing, and outdoor recreation. Winter tourism is minimal due to cold temperatures and limited indoor attractions.

Impacts:

- Businesses reliant on tourism experience a feast-or-famine economy.
- Staffing becomes inconsistent or unsustainable.
- Investments in infrastructure and marketing yield limited year-round returns.

Potential Mitigations:

- **Develop winter tourism offerings**, such as ice fishing, wildlife tracking, snowshoe trails, or themed seasonal festivals (e.g., holiday markets, winter lights).
- **Create off-season events** in partnership with local organizations—music, film, or cultural festivals that draw regional crowds.
- **Promote indoor attractions year-round**, including the Fort Peck Interpretive Center, museums, and community heritage events.
- **Encourage business diversification**, such as local shops offering online sales or guiding services pivoting seasonally.

3. Marketing Budget Constraints: Competing with Larger Regional Destinations

Challenge Details:

- As a small rural community, Glasgow's tourism marketing budget is likely limited and insufficient to run broad ad campaigns or hire full-time tourism staff.
- It faces stiff competition from more famous Montana destinations like Glacier National Park, Bozeman, or Missoula.

Impacts:

- Lower visibility in state-wide or national tourism marketing.
- Difficulty attracting influencers, media coverage, or partnerships.
- Slower growth in visitor numbers despite high potential.

Potential Mitigations:

- **Use low-cost, high-impact digital strategies**, such as storytelling on social media, user-generated content campaigns, and email marketing.
- **Form regional tourism alliances** with nearby towns and counties to share costs and co-market larger experiences.
- **Pursue grants and funding opportunities** from state and federal sources, especially those targeting rural tourism, economic development, or cultural preservation.
- **Leverage partnerships** with organizations like the Dinosaur Trail, Amtrak, Fort Peck Tribes, and the Montana Office of Tourism to amplify reach without duplicating efforts.

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

1. "Montana: Limitless Discovery" — Glasgow's Spirit of Adventure

Glasgow embodies Montana's promise of "*Limitless Discovery*" through its access to **vast, uncrowded landscapes, world-class fishing, wildlife viewing, and paleontological sites**. As a key point along the **Montana Dinosaur Trail**, Glasgow invites visitors to discover prehistoric history firsthand—an experience that is educational, family-friendly, and unique to Montana. The city's proximity to **Fort Peck Lake**—Montana's largest body of water—and the **Missouri River** offers limitless outdoor adventures: boating, fishing, hunting, hiking, and more, all in wide-open, peaceful surroundings that reflect the brand's emphasis on exploration without crowds.

2. Unspoiled Nature and Open Spaces

Glasgow aligns with the brand's value of **unspoiled nature**. Located in the rugged northeastern plains, it offers travelers a chance to experience Montana's **vast prairie landscapes, big skies, and star-filled nights**—an often-overlooked but deeply authentic side of the state. The **Charles M. Russell Wildlife Refuge** and surrounding areas serve as key assets for eco-tourism, birdwatching, and photography, reinforcing Montana's image as a place to reconnect with the natural world.

3. Authentic Small-Town Montana

At the heart of Glasgow is a **genuine small-town Montana experience**, where visitors encounter **friendly locals, Western heritage, and a slower, more meaningful pace of life**. This authenticity supports the Montana Brand Strategy's focus on **real people and real experiences**, far removed from over-commercialized destinations. Events, local shops, and museums further offer insight into the region's rich history and resilient community spirit.

4. Heritage and Culture as Pillars of Discovery

Glasgow contributes to Montana's cultural tourism identity by celebrating **Native American heritage**,

pioneer history, and **paleontology**. Through potential partnerships with **Fort Peck Tribes**, the **Interpretive Center**, and **cultural festivals**, Glasgow can deepen the story-driven visitor experiences that Montana's brand strategy prioritizes. These narratives add depth and authenticity to the landscape and engage visitors beyond the surface level.

5. Off-the-Beaten-Path Experiences

Montana's brand thrives on **hidden gems and lesser-known treasures**—qualities Glasgow delivers in abundance. For travelers seeking to avoid crowds and discover Montana's "undiscovered" side, Glasgow offers a **refreshing alternative** to more trafficked regions like Glacier or Bozeman. The city fits perfectly into the brand's goal of spreading visitation across the state while preserving the special character of each 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):

1. Hunters & Anglers: Outdoor Sports Enthusiasts Seeking Premier Hunting and Fishing Opportunities

Audience Profile:

- Typically, adults aged 25–65.
- May be solo travelers or in small groups, often returning visitors.
- Highly motivated by **quality of game and fishing, access to public lands**, and **seasonal opportunities**.

Key Attractions in Glasgow:

- **Fort Peck Lake and Missouri River** offer **trophy walleye, northern pike, bass**, and **excellent ice fishing** in winter months.
- Surrounding **public lands and wildlife refuges** are rich in **upland game birds, deer, elk, antelope, and waterfowl**.
- Local guides, outfitters, and sporting goods stores support a positive visitor experience.

Engagement Opportunities:

- Promote **seasonal hunting/fishing packages**, licensing resources, and guided trip options online.
 - Feature **testimonial-style marketing** showing real experiences of successful hunts and catches.
 - Host or promote **outdoor sports events or competitions** that bring new enthusiasts to the region.
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2. Family Travelers: Families Exploring Northeast Montana's Outdoor Attractions and the Dinosaur Trail

Audience Profile:

- Families with children, typically traveling in summer.
- Looking for **affordable, educational, and safe outdoor experiences**.
- Often interested in **multi-day road trips**, with an emphasis on nature, science, and bonding time.

Key Attractions in Glasgow:

- Glasgow is a featured stop on the **Montana Dinosaur Trail**, making it ideal for young paleontology enthusiasts.
- The **Children's Museum in Glasgow, Valley County Pioneer Museum, and Fort Peck Interpretive Center** offer interactive learning.
- Nearby outdoor spaces support **camping, swimming, wildlife watching, and fossil digs**.

Engagement Opportunities:

- Create **family-friendly itineraries**, scavenger hunts, and educational passport activities related to the Dinosaur Trail.
- Promote **kid-friendly lodging and dining options** and highlight **safe recreation areas**.
- Offer content (blogs, videos, travel guides) that speaks to **parents planning road trips or educational vacations**.

3b. What research supports your DMO strategy? :

The Glasgow CVB will be starting at base level for tourism strategies. No matter what strategies we implement, we will need asset mapping and content creation to further develop our tourist attractions.

The Glasgow DMO will also utilize data from the Institute for Tourism and Recreational Research to assess which tourism amenities are feasible to develop and/or market.

3c. What are your emerging markets?:

1. Paleontology & Educational Tourism

Market Drivers:

- Interest in hands-on, educational travel for families and school groups is growing.
- Glasgow is a stop on the **Montana Dinosaur Trail**, and nearby areas are rich in fossil discoveries.

Opportunity:

- Expand fossil dig programs, museum partnerships, and paleontology-themed events.
 - Attract **STEM-focused family travel**, student field trips, and amateur fossil hunters.
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2. Eco-Tourism & Wildlife Watching

Market Drivers:

- Growing demand for **nature-based, sustainable travel** that promotes conservation and connection with the environment.
- Nearby **Charles M. Russell Wildlife Refuge** and **Fort Peck Reservoir** are home to diverse bird and wildlife species.

Opportunity:

- Position Glasgow as a **gateway to eco-adventures** like birding, nature hikes, and wildlife photography.
 - Appeal to niche traveler communities such as birders, conservationists, and "quiet adventurers."
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3. Agritourism & Rural Heritage Travel

Market Drivers:

- Travelers are increasingly drawn to **rural experiences**, including farming, ranch life, and traditional small-town culture.

Opportunity:

- Develop **farm tours, harvest festivals, or ranch stays** that immerse visitors in northeastern Montana life.
 - Partner with local producers for **tasting events or workshops** (e.g., local beef, honey, or grain-to-glass storytelling).
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4. RV and Road Trip Travelers

Market Drivers:

- Post-pandemic trends have driven increased interest in **RV travel and long road trips**, especially to remote and uncrowded destinations.
- Glasgow is conveniently located on **U.S. Highway 2** (Hi-Line), a scenic and historic route.

Opportunity:

- Promote Glasgow as a must-stop town on **Montana's Hi-Line road trip itineraries**.
 - Enhance RV infrastructure, signage, and traveler services, and list prominently in RV apps and directories.
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5. Tribal and Indigenous Cultural Tourism

Market Drivers:

- There's a rising interest in **authentic Indigenous tourism experiences** across the U.S., especially those created and led by Native communities.
- Glasgow is located near the **Fort Peck Indian Reservation**, home to the Assiniboine and Sioux Tribes.

Opportunity:

- Collaborate with tribal partners to support and promote **cultural events, storytelling, art, and guided tours**.
 - Create respectful, educational opportunities for visitors to engage with **Native history, traditions, and perspectives**.
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6. Heritage and Genealogy Tourism

Market Drivers:

- Many travelers are seeking to **explore their roots**, especially in regions tied to pioneer settlement, railroad expansion, and agriculture.

Opportunity:

- Glasgow's history as a **railroad town and settlement hub** appeals to those exploring family history in the West.

- Museums and archives can partner to offer **ancestry and heritage packages**, especially targeting older travelers and Midwest residents with ties to Montana
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4a. Describe proposed tactics and projects as related to overall goals and controlled by the organization in its financial statements.:

Goal 1: Increase Year-Round Visitation

Our primary goal is to **increase year-round visitation** to Glasgow by marketing the city's attractions, including those that are popular during shoulder seasons. As a destination marketing organization, we will allocate a significant portion of our budget to this goal. The tactics to achieve this include:

- Utilizing **traditional paid media** (advertisements, print, radio) and **website development** to enhance Glasgow's online presence.
- Expanding our **photo and video library** to support all marketing efforts across various channels.
- Collaborating with **community leaders** and stakeholders to identify and capitalize on new opportunities for promoting the region.
- Highlighting **shoulder-season activities** and year-round attractions to ensure visitation beyond the peak summer months.

Goal 2: Raise Awareness of the Benefits of Tourism Among Glasgow Residents

Our second goal focuses on **educating and raising awareness** within the local community about the benefits of tourism. To achieve this, we will engage with **business owners, local leaders**, and other stakeholders throughout the year. Key tactics for this goal include:

- Creating and distributing **educational materials** that explain the positive economic and cultural impacts of tourism on Glasgow.
- Participating in larger tourism forums such as the **Governor's Conference on Tourism** and **Tourism Advisory Council meetings** to represent Glasgow's interests and engage with broader tourism discussions.

Goal 3: Provide Information on Access to Attractions and Visitor Immersion

In conjunction with our first goal of increasing visitation, we want to ensure that visitors are informed about **how to access Glasgow and** fully enjoy all the community's attractions and outdoor activities. Tactics to accomplish this include:

- **Developing niche-market websites** that cater to specific visitor groups, including international travelers (especially from **Canada**).
- Creating and promoting **detailed itineraries** that guide visitors on how to explore Glasgow's attractions, both within the community and in surrounding areas.

- Continuing **product development** to create new visitor experiences and enhance existing ones, ensuring all offerings are accessible and easily discoverable.
- Identifying **new funding sources** to sustain these initiatives, particularly given the loss of the **EMI Grant**, which previously supported some of these programs.

Goal 4: Facilitate the Implementation of the Glasgow Resiliency Plan

Our fourth goal is to facilitate the **implementation of the Glasgow Resiliency Plan**, which reflects our commitment to enhance Glasgow’s ability to thrive in the face of challenges. This goal involves:

- **Coordinating the execution** of the plan’s strategies and initiatives, ensuring all aspects are addressed efficiently and effectively.
- **Fostering collaboration** among stakeholders to ensure seamless execution and collective support for resiliency efforts.
- **Allocating resources efficiently** and regularly monitoring progress to ensure the region is well-prepared to withstand and recover from adversity.
- Ultimately, our goal is to protect the **well-being and prosperity** of Glasgow’s residents by building long-term resilience and adaptability.

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

The **Glasgow Convention and Visitors Bureau (CVB)’s FY26 Destination Marketing Organization (DMO) Plan** is a comprehensive approach aimed at **strengthening tourism** in the region through **digital engagement, event promotion, and enhanced visitor services**. This multi-faceted plan is designed to **build Glasgow’s reputation as a premier travel destination** in Northeast Montana, driving both **increased visitation** and **local economic growth**.

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:

OBJECTIVES	MEASURABLE METRICS FOR SUCCESS	REPORT THE METRIC ACHIEVED	EVALUATION OF SUCCESSFUL METRICS
Increase online engagement	10% increase in website visits and social media interactions using Website analytics and social media reports		
Expand visitor information access	Website performance tracking 50+ local events and 25+ public spaces cataloged on the website.		

Enhance Glasgow’s brand presence	Increased media coverage and partnerships. Track PR mentions and collaborative campaigns		

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Budget Form: 2025 2026DMO Budget Form LST LFUT 2.xlsx

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DMO Budget:
DMO

Allowable Method	Budget	% Budgeted	Amend +/-	Updated Budget
Lodging Facility USE Tax (LFUT) Budget				
Administration	\$4,023.00	18.79%		\$4,023.00
Paid Media	\$5,500.00	25.69%		\$5,500.00
Marketing Personnel	\$4,094.00	19.13%		\$4,094.00
Website Development (Online, Website, Mobile)	\$6,500.00	30.37%		\$6,500.00
		0.00%		\$0.00
		0.00%		\$0.00
		0.00%		\$0.00
		0.00%		\$0.00
		0.00%		\$0.00
		0.00%		\$0.00
		0.00%		\$0.00
		0.00%		\$0.00
		0.00%		\$0.00
		0.00%		\$0.00
		0.00%		\$0.00
TOTAL LFUT Budget	\$20,117.00	93.98%	\$0.00	\$20,117.00

Lodging Facility SALES Tax (LFST) Budget				
Administration	\$258.00	1.21%		\$258.00
Visitor Services	\$1,030.00	4.81%		\$1,030.00
		0.00%		\$0.00
		0.00%		\$0.00
		0.00%		\$0.00

		0.00%		\$0.00
		0.00%		\$0.00
		0.00%		\$0.00
		0.00%		\$0.00
		0.00%		\$0.00
TOTAL LFST Budget	\$1,288.00	6.02%	\$0.00	\$1,288.00

TOTAL LFUT & LFST BUDGET	\$21,405.00	100.00%	\$0.00	\$21,405.00
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LFST Revenue Projection	20,117.00
LFUT Revenue Projection	1,288.00
Funds not spent during previous fiscal year	0.00
LFST Rollover Funds at Commerce	0.00
LFUT Rollover Funds at Commerce	0.00
Allocated Following Audit	0.00
Budget total	21,405.00

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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.: