



GLACIER COUNTRY TOURISM  
FY 2021 Annual Report







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FRONT COVER © GLACIER COUNTY TOURISM  
BACK COVER © KELLY JAVANMARDI



Dear Glacier Country Tourism Partners and Friends,

FY 2021 had record reservations across the region bringing a renewed spirit and optimism. We successfully implemented the Montana Aware Safety Grant program with Montana Office of Tourism and Economic Development and our destination organization partners across the state—promoting safety for residents and visitors alike as people explored our great state. We took extra effort around recreating responsibly—joining in this effort with numerous public and private partners. Our campaigns focused on encouraging our visitors to recreate responsibly and urging visitors and residents to be good stewards of Montana’s people, culture and land.

We were excited to see Western Montana recover so quickly, however many businesses and communities struggled with adequate workforce to operate at full capacity. These challenges are not new in our industry, but the pandemic exacerbated the situation. The workforce shortage is a complex issue, with child-care shortages and affordable housing impacting the problem. According to a recent U.S. Travel Association webinar, Crisis to Opportunity: Building Back the Tourism Workforce, many employees also changed careers and industries and left hospitality and customer service.

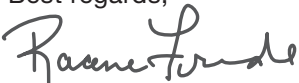
In January, Glacier Country Tourism updated our short- and long-term strategic plans to help lead Western Montana’s recovery from the impacts of COVID-19. We updated our mission statement to “be the leading destination steward balancing our culture, natural environment, and quality of life and experiences.” This represents the shift made that recognizes residents as our core customer—shifting the focus of tourism marketing in recovery to more local engagement and connection. Tourism drives direct economic impact through the visitor economy to Montana’s small businesses and fuels development across the entire economy, improving quality of life for residents. “Community” is tied to stewardship and goes beyond local stakeholders and residents. Glacier Country Tourism bridges the gap between communities and visitors, centering itself at the heart of economic recovery and future growth for the communities within Glacier Country.

While destination marketing helps in positioning our destination as an attractive brand, the role of destination management is to ensure its sustainability over a prolonged period of time. Much of what Glacier Country Tourism focused on in FY 2021 was centered around responsible tourism and sustainability. We recognized that we cannot afford to take a step backward in the face of rebuilding revenue and profitability in 2021. We worked with public and private partners to develop a thoughtful and robust “Recreate Responsibly” initiative to ensure we create a model where DMOs serve as a bridge between visitors and residents. DMOs are critical in ensuring that the entire community can rally around the protection of lifestyle, culture and natural assets within the destination.

Our new partnership program was successful in providing free and fee-based opportunities to promote businesses and communities. We knew the importance of supporting our communities and are thrilled our new structure has helped strengthen engagement between local business organizations and Glacier Country Tourism. In the long run, we are all working toward maintaining a healthy and vibrant community and economy together.

It is my pleasure to share our 2021 Annual Report with you, which highlights some of the important work accomplished. We look forward to continuing this journey together.

Best regards,



Racene Friede  
President CEO, Glacier Country Tourism



In 2020, Glacier Country received 26% of nonresident visitor spending (\$3.14 billion) and visitation (11.13 million). Half of those travelers (5.6 million or 51%) came during the third quarter (July – September). Tourism builds our communities by amplifying the experiences we enjoy. It enhances our quality of place and thus our quality of life, making our state a great place to live, work and play. Glacier Country Tourism is proud of Montana, and, as a destination marketing and management organization, we know our ultimate customers are our fellow residents. The visitors we host supply us with far more experiences than we could afford on our own.

We have been successful in our efforts because we are constantly innovating how we market our destination. To this end, Glacier Country Tourism continued our consumer safety marketing program with a robust Recreate Responsibly initiative, encouraging visitors and residents to play it safe, tread lightly and leave no trace.

We invested \$465,000 in paid print and digital placements in Yellowstone Journal, Smart Meetings, Meetings Today, Meetings Professionals International, Leisure Group Travel, TripAdvisor and Madden Media, and advanced audience marketing on Facebook, Instagram, Pinterest, Sojern, Hulu, Disney+ to Los Angeles, San Francisco, Dallas/ Fort Worth, Houston, Seattle, Minneapolis, Denver, Chicago, Phoenix, San Diego and San Jose. We also implemented an in-state campaign with placements on broadcast television, local radio, connected TV, local news sites and in-region billboards, which resulted in:

- + Consumer response = 2,133,457
- + Electronic response = 2,071,546
- + Social media audience = 396,250
- + Responsive website = 1,829,028
- + Consumer database = 1,327,894
- + Qualified B2B database = 2,547
- + Earned media ad value = \$3,104,061

The entire Montana tourism industry is grateful to the Montana Legislature for continuing to provide the promotion, funding and resources needed to successfully market our state, region and community destinations. This continued investment means the average tax burden on every Montana household is reduced by \$497, according to the Montana Office of Tourism and Business Development. We look forward to creating more innovative and cutting-edge programs that will generate an even greater return on our investment and a speedy road to recovery throughout the entire Glacier Country region.









GLACIER COUNTRY TOURISM

Glacier Country Regional Tourism Commission is a nonprofit organization dedicated to marketing Western Montana as a travel destination. We are recognized by TAC (Tourism Advisory Council) and the state as the official marketing organization for Western Montana. Glacier Country Tourism is funded in part by the state accommodations tax (bed tax) and by private membership funds. Geographically, Glacier Country includes Flathead, Glacier, Lake, Lincoln, Mineral, Missoula, Ravalli and Sanders counties.

MISSION

Glacier Country Regional Tourism Commission, a nonprofit organization, is dedicated to a balanced partnership among eight Western Montana counties (Flathead, Glacier, Lake, Lincoln, Mineral, Missoula, Ravalli and Sanders), Glacier National Park and other entities, to effectively market the region to visitors and educate the public regarding the value of tourism, while encouraging respect for our outstanding natural environment and quality of life.

VALUES STATEMENT

We will passionately pursue our mission with honesty, integrity, equality and respect.

HONESTY

Operate fairly and with transparency to earn the trust of public and private partners, members and the travel and tourism industry at large.

INTEGRITY

Exercise sound judgment and leadership benefiting residents and visitors to Western Montana.

EQUALITY AND RESPECT

Celebrate and honor the diversity of Glacier Country’s communities, cultures and natural beauty to foster a united sense of place.

DESTINATION MARKETING

Destination marketing is a type of marketing that promotes a destination (town, city, region, country) with a purpose to increase the number of visitors.

A destination marketing (and management) organization (DMO) is responsible for promoting a community as an attractive travel destination and enhancing its public image as a dynamic place to live and work. Through the impact of travel, DMOs strengthen the economic position and provide opportunities for people in their community. Such organizations are essential to the economic and social well-being of the communities they represent, driving direct economic impact through the visitor economy and fueling development across the entire economic spectrum by creating familiarity, attracting decision-makers, sustaining air service and improving the quality of life in a place. Destination promotion is in fact a public good for the benefit and well-being of all—an essential investment no community can afford to abate without causing detriment to the community’s future economic and social well-being.

In Western Montana, the officially recognized DMO is Glacier Country Tourism—one of 25 regional and community destination marketing organizations across Montana.

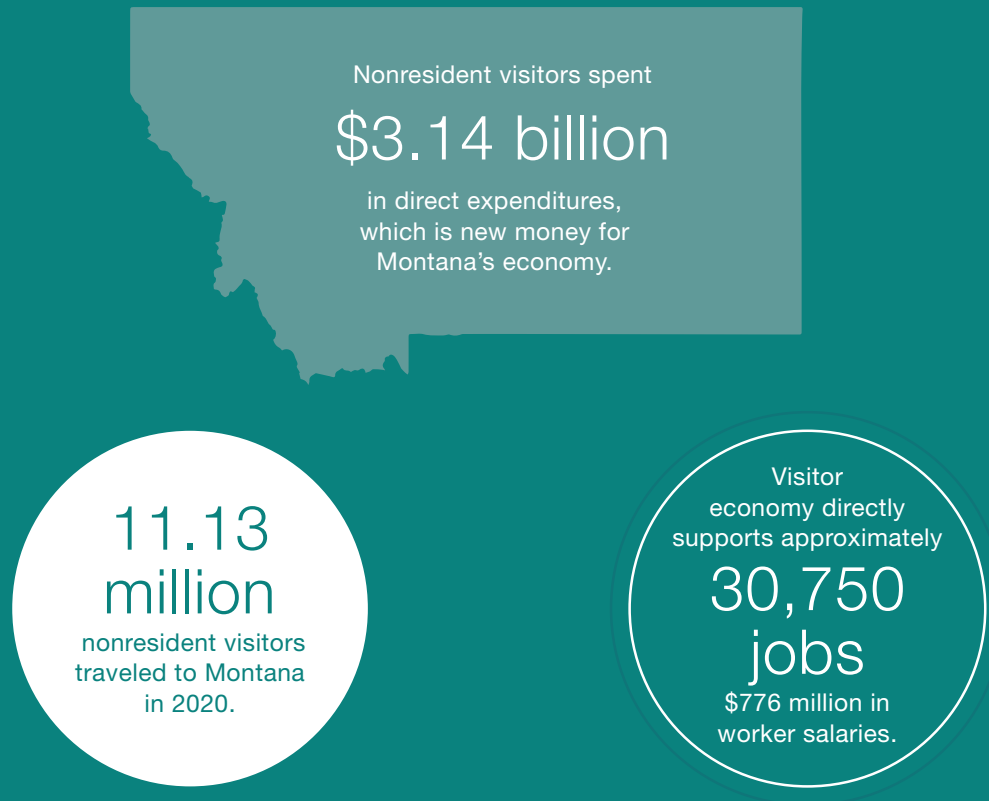
Glacier Country Tourism creates a yearly marketing plan to establish a promotion strategy for all travel-related advertising, trade sales and publicity to:

- + Reach identified markets and audiences
- + Create a desire to visit
- + Present them with a unified message
- + Get visitors to come and stay in Glacier Country



# Montana Tourism Economy

According to the University of Montana's Institute for Tourism and Recreation Research (ITRR):



The tourism industry works to promote and preserve the qualities that make Montana a great place to live, work and play.

Travelers add to the lifestyle many Montanans enjoy. Better air service results in competitive airfares, and the quality and quantity of restaurants, retail shopping, special events, recreation opportunities and attractions are increased.

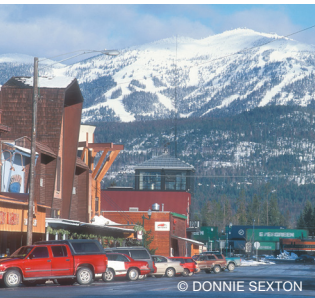
What residents of Montana enjoy now is far more than what the state's population could support on its own.

## BRAND

The Montana brand is Glacier Country's brand. Our offerings—specifically nature, communities and welcoming residents—blend together to provide services and experiences that help share our marketing messages while effortlessly aligning with our three brand pillars:



More spectacular unspoiled nature than anywhere else in the lower 48 states



Vibrant and charming small towns that serve as gateways to the state's natural wonders



Breathtaking experiences by day and relaxing hospitality at night

According to ITRR, 16% of nonresident visitors in 2020 were first-time visitors, 69% were repeat visitors and 82% plan to return to Montana within the next two years.

16%

of nonresident visitors in 2020 were first-time visitors

69%

were repeat visitors

82%

plan to return to Montana within the next two years

While people certainly come to Montana for its beautiful landscapes and exciting recreation, it is the many Montanans who deliver authentic experiences that help turn our first-time visitors into return visitors.



## ADVOCACY

Tourism Matters to Montana is a collaborative group made up of the tourism region, convention and visitor bureau



**tourism  
mattersmt.com**

(CVB) and tourism business improvement district (TBID) destination marketing organizations across Montana. It operates as a committee under the umbrella of Glacier Country Tourism, which is a 501(c)(6) nonprofit organization. It acts as an independent committee with separate accounting. Funding comes from nonlodging tax sources including TBIDs, membership funds and resort tax areas.

Because Tourism Matters to Montana partners are often associated with chambers of commerce, economic development associations and other membership organizations, these two entities represent thousands of tourism businesses across Montana.

The primary purpose of Tourism Matters to Montana is legislative advocacy during both general and special sessions of the Montana Legislature.

- + Protect the 4% lodging tax used for tourism promotion.
  - + There must be an emphasis on the fact that tourism doesn't just happen.
  - + Destination marketing is highly competitive. Not only do the western United States and Canada have similar products, but so do countries across the world with bigger marketing budgets to keep their destinations top of mind to potential visitors.
  - + Montana's promotion funding must remain (at minimum) at current levels or increase for us to continue to bring new travel dollars into our communities.
- + Monitor and take positions on issues that impact the tourism industry either directly or indirectly.
- + Collaborate with partners to provide accurate information on legislative bills.
- + Collaborate with partners to support or oppose bills under the name of Tourism Matters to Montana and assist DMOs and their networks to do the same.
- + Encourage industry partners to engage with their elected officials and participate in the legislative process.
- + Work with tourism partners to provide a unified voice on issues and collaborate on strategy development and implementation on proactive and reactive legislation.
- + Maintain [tourismmattersmt.org](http://tourismmattersmt.org), social channels and newsletters to support efforts, providing easy access to current legislators, bills, communication tools and talking points for issues.

## OUTREACH AND EDUCATION

Voices of Montana Tourism is an independent organization that serves as a united voice for Montana's tourism stakeholders. Since its creation in 2011, Voices has led the effort with education and outreach to communicate the immense value a sustainably grown tourism industry provides for all Montanans. Glacier Country Tourism is one of the many founding partners and continues to play an active role in the governance and oversight of its mission and supporting programs.

Funding for this organization comes from a variety of sources, including lodging tax. In 2017, Voices of Montana Tourism became a standalone 501(c)(3) nonprofit organization. It does not take positions on legislative issues.



## RURAL CORRIDOR MARKETING PLAN

In FY 2021, Glacier Country Tourism continued its strategic marketing plan specific to its rural corridors. Our nine corridors cover all of our smaller communities. Our marketing plan consisted of a website, travel guide, blogs, social and video content creation specific to our rural corridors.

In addition to our promotion, education, outreach and training, Glacier Country Tourism continued quarterly reporting on our marketing efforts for each corridor.

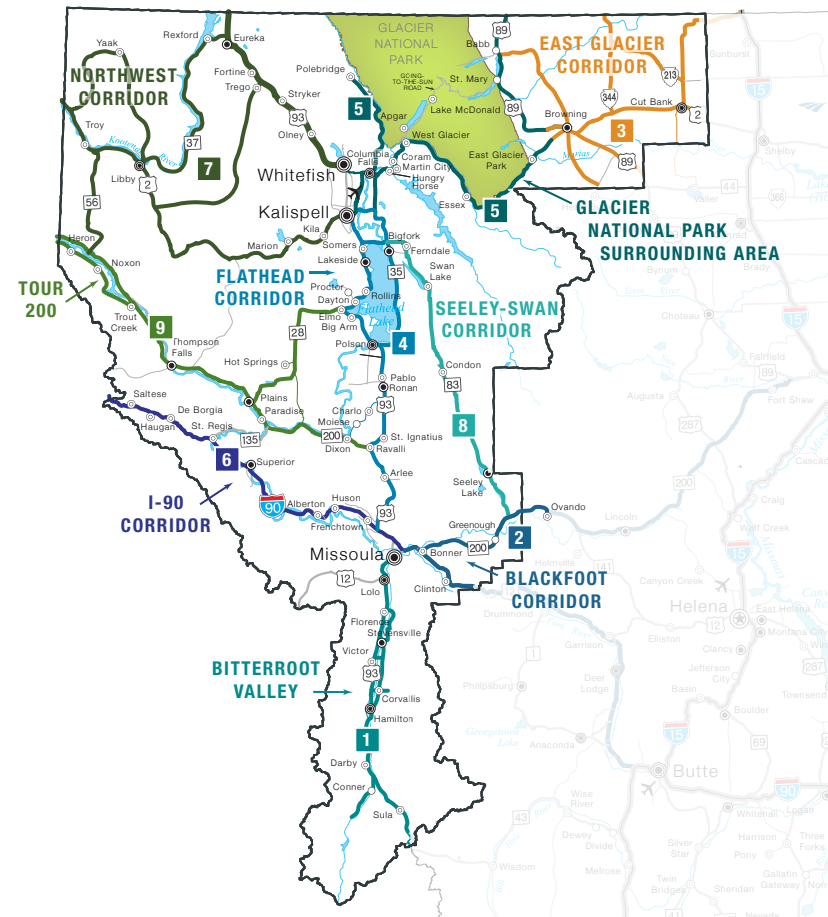
We took advantage of our time to build our photo and video library and produce corridor videos.

### BITTERROOT WINTER VIDEO

Glacier Country Tourism developed another rural corridor video this winter featuring the Bitterroot Valley. Locations included Chief Joseph Pass, Darby, Hamilton, Stevensville, Lolo, Lee Metcalf Wildlife Refuge, ABC Acres, St. Mary's Mission, Travelers' Rest State Park, Holt Heritage Museum and Lolo Peak Brewery.

### GLACIER PARK SURROUNDING AREA FALL VIDEO

Glacier Country Tourism developed a fall, safety-focused video as well. Locations included North Fork, Polebridge, West Glacier, Columbia Falls, Cedar Creek Lodge, Montana Coffee Traders, Uptown Hearth, Glacier Distilling, Crown of the Continent Discovery Center and Polebridge Mercantile.



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## COVID-19 RESPONSE AND RECREATE RESPONSIBLY

Many of our efforts hinged on balancing the health and safety of our communities with their economic vitality as we moved forward to a time of full recovery. On-the-ground and national research showed people were visiting places they felt safe, which, for many, were rural locations with wide-open spaces and plenty of outdoor recreation. While many states in the West saw increased visitation, Montana and Wyoming lead the way in comparison to the rest of the country. While most travelers reported taking short trips, many took extended trips—integrating their ability to work and/or learn remotely with leisure travel. Safety and Recreate Responsibly messaging spoke to people already in Montana and those planning a trip or rescheduling one they had to cancel or postpone. Traveling was not something everyone was 100% confident doing—but we made sure to target those who had the intention to travel or were already on the road.

- + Consumer Website
- + Blogs – Consumer and B2B
- + Video
- + Social Media
- + Newsletters
- + Call Center
- + Resident COVID-19 Response
- + Partner Center
- + Social Media







In an unprecedented collaboration, seven Western Montana and Montana agencies and organizations partnered to launch a comprehensive campaign that addresses challenges impacting the entire region and state.

Glacier National Park, Montana Fish, Wildlife & Parks, Flathead National Forest, Montana Office of Tourism, Glacier Country Tourism, Discover Kalispell and Explore Whitefish launched “Recreate Responsibly,” a nationwide initiative that guides and informs those recreating in our state to be good stewards of Montana’s people, culture and land. The campaign 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.

Gina Kerzman, Public Affairs Officer at Glacier National Park, reached out to trusted tourism partners and state and federal agencies to discuss the 2021 season and challenges Glacier National Park experienced the previous season. Responding to those challenges, several partners volunteered to join in what resulted in an action-based, statewide initiative that not only helped Glacier National Park, but the entire region and state.

Whether the issue was properly extinguishing a campfire, interaction with wild animals, trail etiquette, properly disposing of waste, traveling safely in a COVID-19 era, or creating an inclusive outdoors, the campaign spoke to all things safety, responsibility and respect while recreating in Western Montana. Glacier Country Tourism was

already a partner with the nationwide Leave No Trace Center for Outdoor Ethics, and the expansion of this into a regional and statewide collaboration pooled resources to communicate an important message.

Building upon messaging from *recreateresponsibly.org* and Leave No Trace Center for Outdoor Ethics, the comprehensive campaign included resources available to businesses throughout the state as well as marketing and messaging targeted at travelers and recreators.

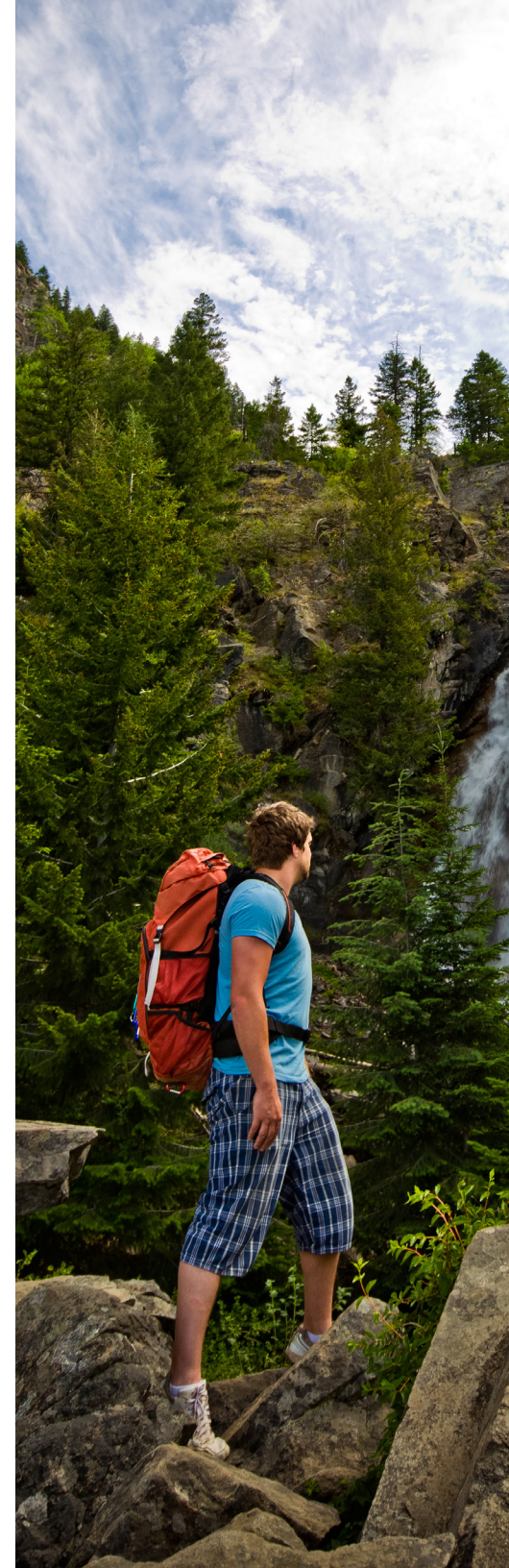
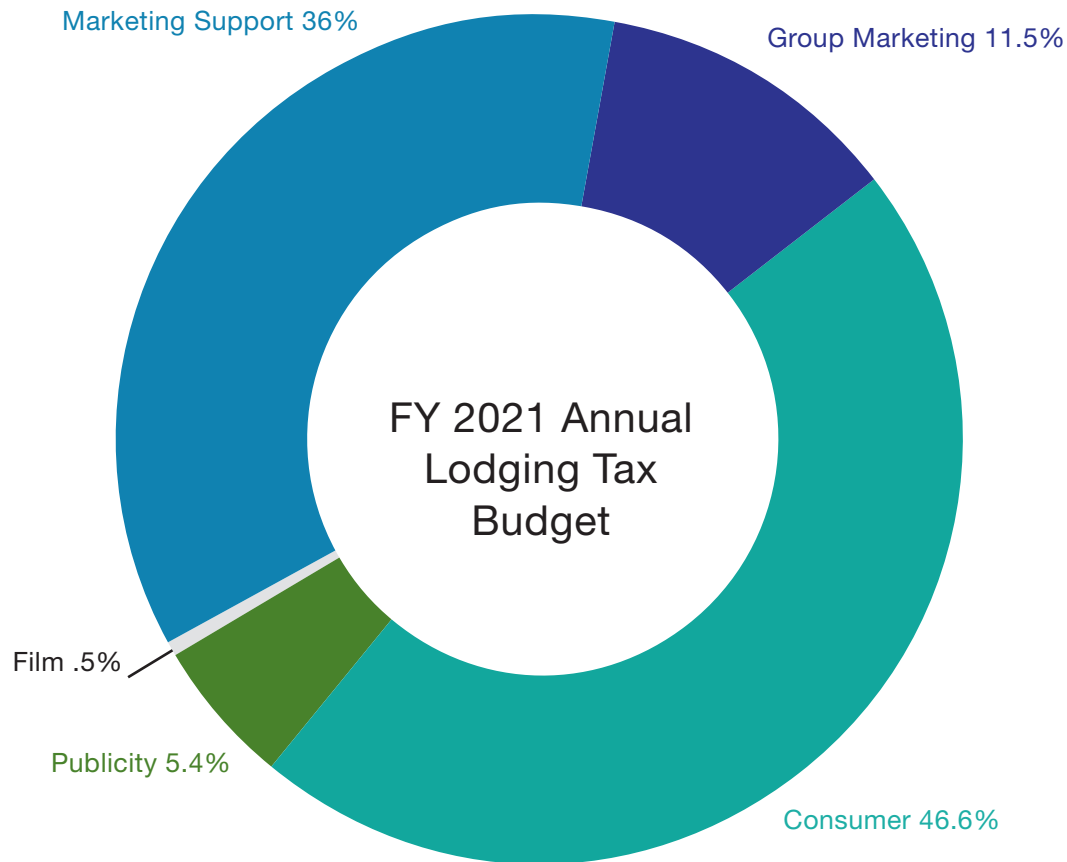
The consumer-facing (visitor and resident) campaign includes webpages, airport signage, statewide television and radio advertising, billboards, fuel media video PSAs, rack cards, trailhead signage, social media advertising and posts, videos, and a Recreate Responsibly “pledge” visitors and residents can sign.

The business-partner facing campaign includes a certification program and a toolkit including printable posters, printable flyers, printable table tents, sample website copy, sample social media posts, sample PSAs and social media badges.

This effort, along with the safety messaging campaign, transitioned the role of Glacier Country Tourism from a Destination Marketing Organization (DMO) that simply markets Western Montana as a tourism destination to one of destination management that assists in the preservation of the places and experiences that make our area so attractive to visitors in the first place.



## By the Numbers





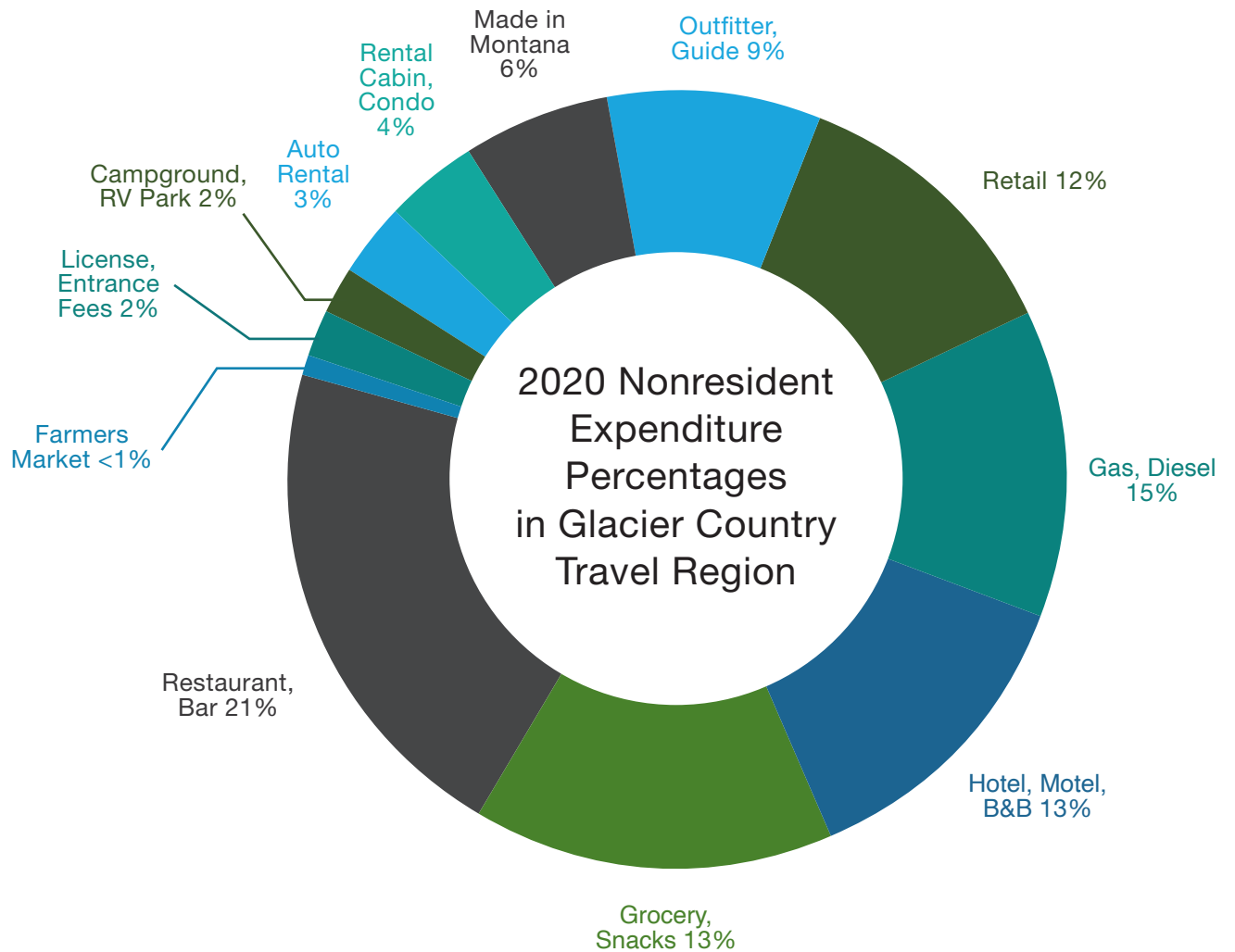


## Glacier Country Travel Region Spending 2020

**\$814 million**

nonresident  
spending

31% decrease over prior year





# By the Numbers

Glacier Country Region 2020



Glacier National Park Visitation Stats (NPS)



Airport Passengers (Missoula and Kalispell)



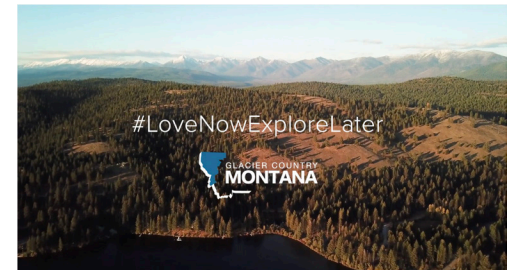
Glacier Country Partners FY 2021





## PUBLIC RELATIONS AND EARNED MEDIA

In 2021, our Public Relations and Earned Media program changed from simply promoting Western Montana's Glacier Country as a tourist destination to promoting sustainable tourism and responsible recreation. This is typically accomplished through earned media by meeting with journalists, bloggers and influencers at conferences and media events and hosting events in regionally and demographically targeted cities. Because travel was limited as a result of travel restrictions and wanting to protect our communities, we were able to accomplish this through previously established relationships and very targeted, responsibly hosted media trips. Earned media totals approximately \$3.1 million this year.



### EARNED MEDIA FY 2021

+ \$3,104,061 in total earned media

+ 606,031,908 total unique visitors for online media

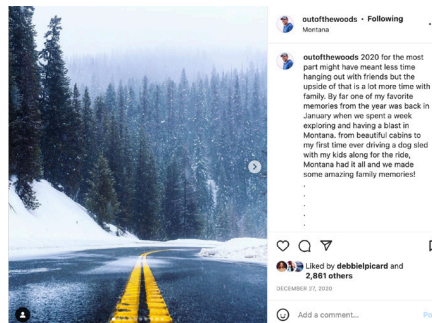
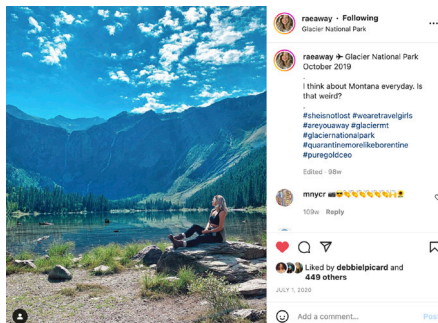
+ 376,433 total circulation for print media

+ 81 total articles

+ 4 media trips

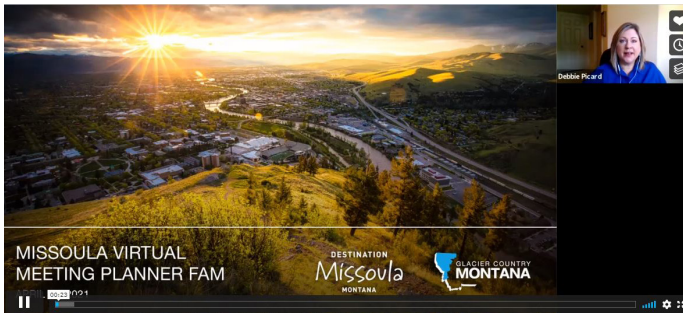
### DIGITAL INFLUENCERS

- + \$188,274 total social earned media
- + 6,173 likes
- + 445 comments
- + 864,301 reach for social media



## TOURISM SALES - B2B

Tourism Sales Management actively markets Western Montana's Glacier Country to domestic group tour operators, international free independent travel (FIT) and the meetings and convention markets by focusing on business-to-business relationships and also assisting with requests for destination-related weddings and reunions. Glacier Country Tourism attends trade shows both virtually and in-person and fosters relationships with professionals around the world interested in bringing visitors to Western Montana. However, in FY 2021 everything was virtual due to the pandemic. These markets were stalled in all of FY 2021, but Glacier Country Tourism maintained the relationships and kept our region front of mind for when group travel was set to return by hosting virtual meeting planner FAMs and participating in virtual tour operator tradeshow.



## TOUR AND TRAVEL (DOMESTIC AND INTERNATIONAL)

- + 63 new tour and travel contacts added to our database of 1035 accounts
- + Go West Summit Virtual, September 1 – 4, 2020
- + NTA Travel Exchange Virtual, November 17 – 19, 2020
- + American Bus Association On Demand Virtual, January 2021

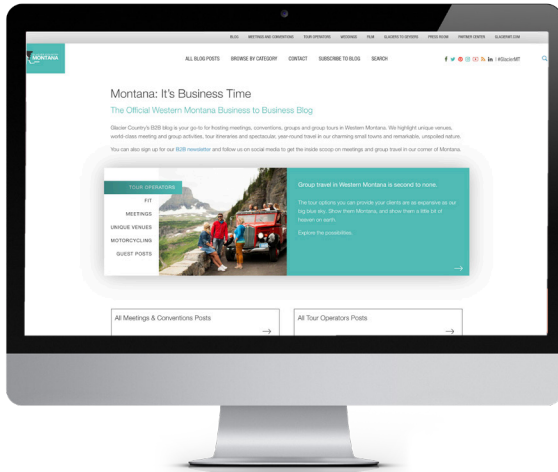
## MEETINGS AND CONVENTIONS

- + 62 new meeting planner contacts added to our database of 1687 accounts
- + 37 meeting RFPs distributed to convention facilities in Western Montana
- + Hosted a live Virtual Meeting Planner FAM with Destination Missoula, April 29, 2021
- + Hosted a live Virtual Meeting Planner FAM with Discover Kalispell, June 10, 2021

## CONTINUING EDUCATION

- + Destinations International Sales Summit virtual





## B2B BLOG STATS

+ **169,209** total visits  
18.1% decrease over FY 2020

### + Top 3 Posts From B2B Blog

- 1 7 Day Scenic Tour Idaho and Montana Itinerary **33,816**
- 2 Loop Tour of Northwest Montana and Northern Idaho **25,710**
- 3 Hybrid Meetings in Western Montana's Glacier Country **19,311**

## B2B EMAIL NEWSLETTERS

+ 2,972 Total Sends

## MEETING PLANNER NEWSLETTERS

+ 17% Open Rate  
+ .7% Click Rate

## TOUR OPERATOR NEWSLETTERS

+ 18.5% Open Rate  
+ 2.5% Click Rate



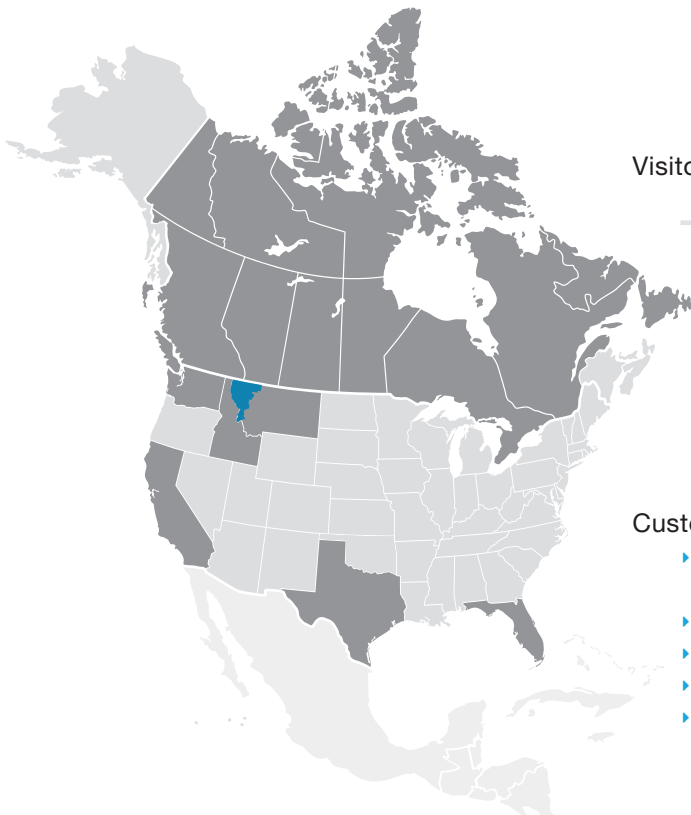
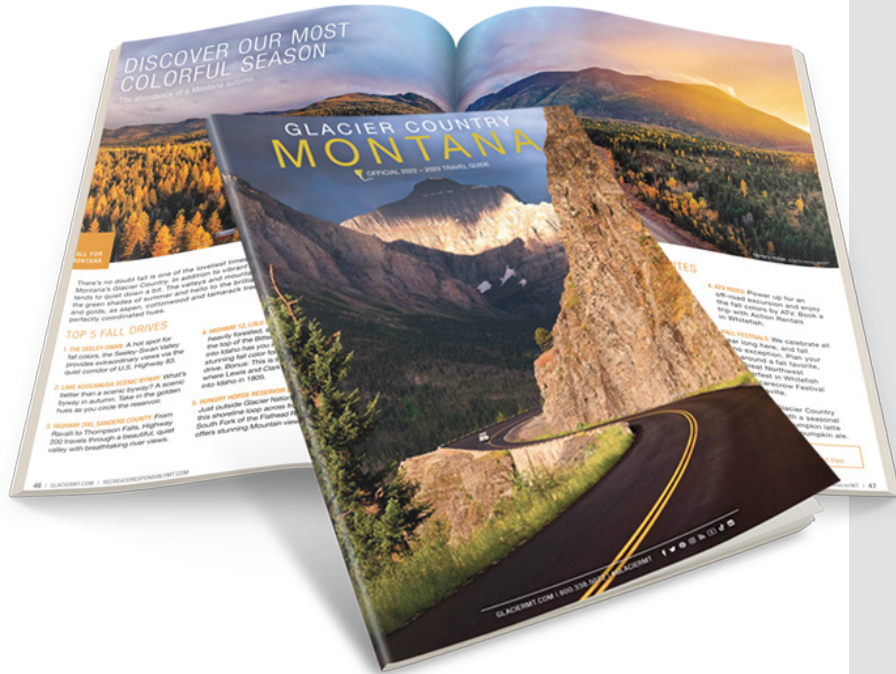
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## VISITOR INFORMATION AND CALL CENTER

+ **218,916** Total inquiries

+ **49,000** Travel guides sent out

+ **85,153** Digital travel guides viewed



### Visitor Information Center Program

+ Glacier Country Tourism funded eight VICs providing personal travel counseling to **7,224 people**

#### Top Six Markets:

- Montana
- Washington
- California
- Florida
- Texas
- Idaho

#### Customer Service Training

- Two online courses: customer service essentials and conflict management
- Free for businesses and communities
- Focused on existing workforce employees
- Provided through University of Montana College of Business
- Attended by travel counselors from all funded VICs



# Consumer Marketing

FY 2021 Media Performance

**46.1 million** + **309,478** + **.67%**  
impressions clicks average click through rate (CTR)

Safety Campaign

FY 2021 Media Performance

**71.5 million**  
impressions

**210,556**  
clicks

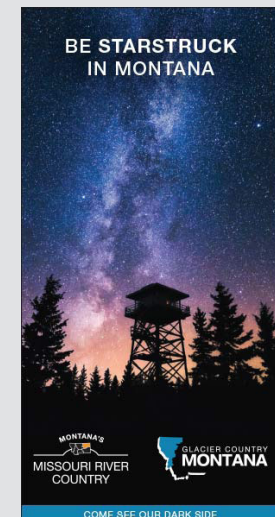
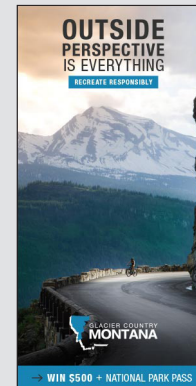
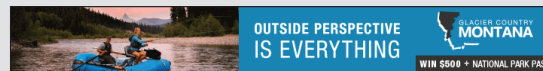
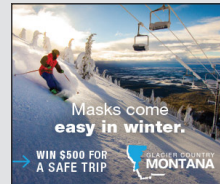
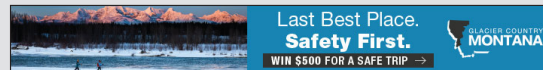
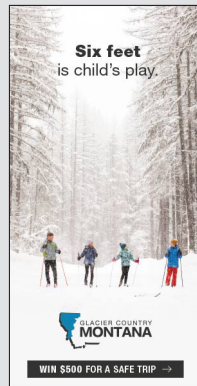
**.29%**  
average CTR

## GLACIERS TO GEYSERS

Glacier Country Tourism and Yellowstone Country Montana are partners on a Glaciers to Geysers branded park-to-park campaign. The third year's niche market focuses were snowmobiling, motorcycling, Nordic skiing and museums. The campaign included advertising in RoadRunner Magazine, BMW ON Magazine, Smithsonian.com, along with targeted digital and social advertising to our niche markets. We updated content across the entire site and integrated safety and Recreate Responsibly information.

## ASTROTOURISM

Glacier Country Tourism and Missouri River Country partnered on a cooperative stargazing campaign. We developed a co-branded landing page on Missouri River Country's site and promoted the webpage through targeted digital and social advertising.



## SOCIAL MEDIA FY 2021 Stats

# 395,257

Total Audience

2% increase over FY 2020

# 27 million

Total Impressions

74% increase over FY 2020

# 1.37 million

Total Engagement

13% decrease over FY 2020

Facebook  
**330,091**  
@glaciermt

Instagram  
**50,926**  
@glaciermt

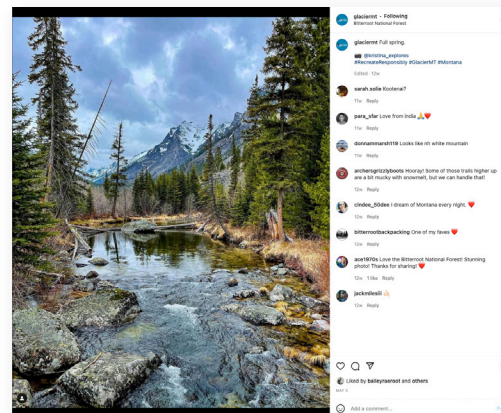
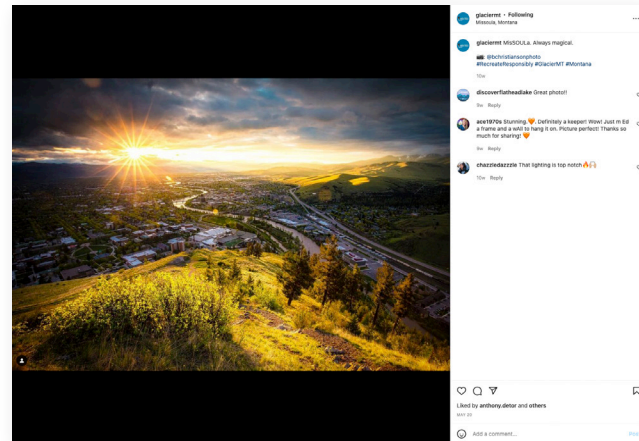
Twitter  
**11,032**  
@glaciermt

Pinterest  
**3,873**  
@glaciermt

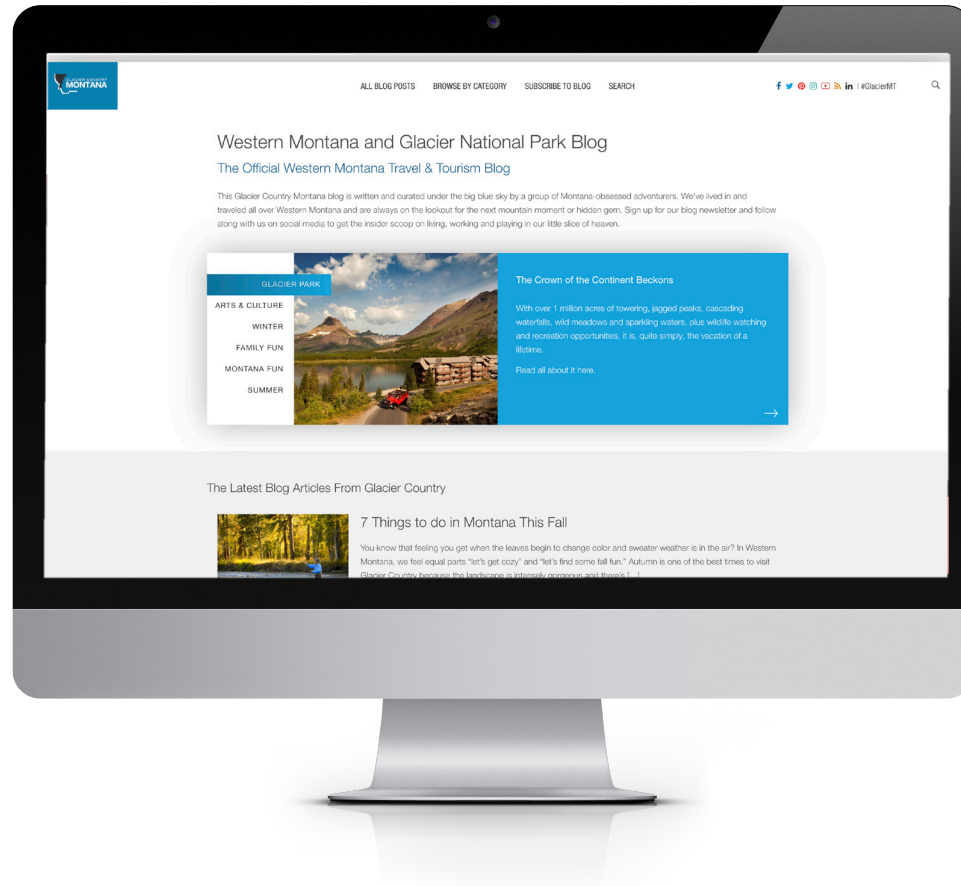
LinkedIn  
**232**  
Glacier Country  
Regional Tourism  
Commission

#GlacierMT

**11,726** posts







## Consumer Blog

**340,945 visits**

9% increase over FY 2020

### Top 5 Posts

- |  |   |
|--|---|
| <p><b>1</b> 7 Things to Do in Western Montana if You Don't Ski <b>64,340</b></p> | <p><b>4</b> A to Z Activities to Do in Western Montana <b>33,568</b></p>      |
| <p><b>2</b> 7 Things to Do in Montana This Fall <b>54,011</b></p>                | <p><b>5</b> 21 Amazing Places in Montana You Never Heard Of <b>29,110</b></p> |
| <p><b>3</b> Top 10 Things to Do Near Glacier Park <b>43,990</b></p>              |   |

## WEBSITE

## Website Traffic Overview

1,829,026

total visits

15% increase

670,502,502

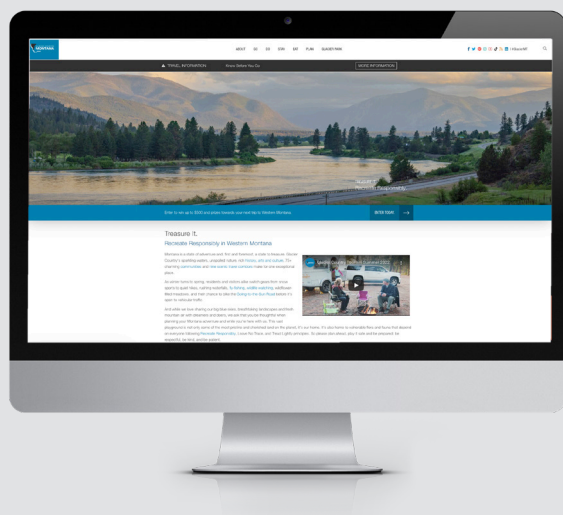
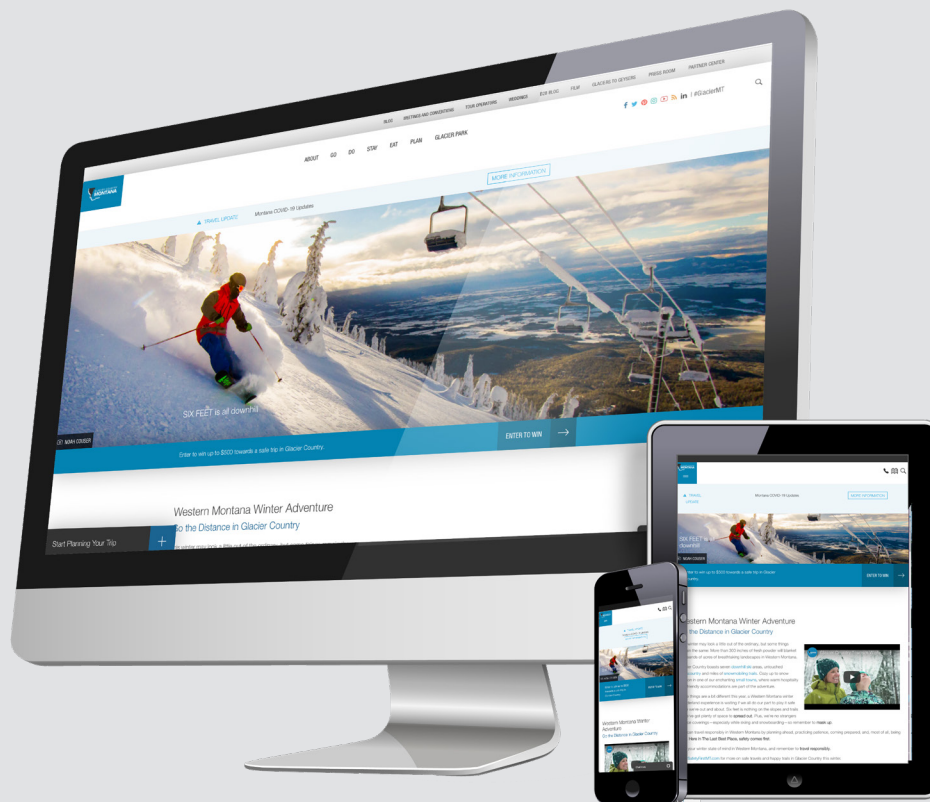
mobile visits

21% increase

74,791

digital travel guide visits

14% increase



## Top 10 Pages

- |                           |                               |
|---------------------------|-------------------------------|
| 1 Summer<br>617,011       | 6 Stay<br>291,112             |
| 2 Outside GNP<br>411,480  | 7 Travel Corridors<br>235,990 |
| 3 102 Things<br>374,610   | 8 Go<br>229,840               |
| 4 Glacier Park<br>350,993 | 9 Camping<br>223,887          |
| 5 Winter<br>344,552       | 10 Flathead Lake<br>213,233   |

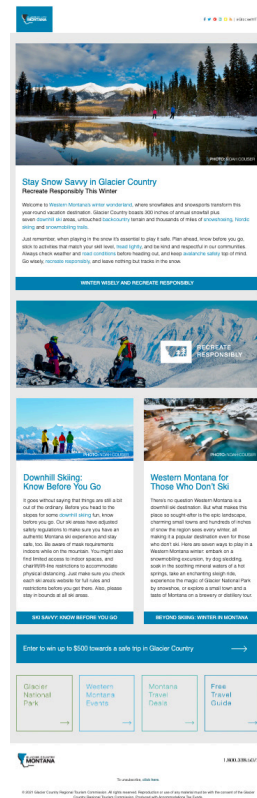
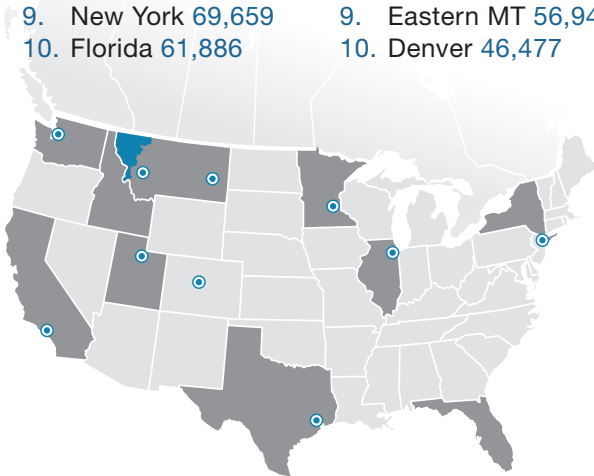




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## Top 10 States and Cities

- |                       |                          |
|-----------------------|--------------------------|
| 1. Montana 189,244    | 1. Dallas 82,767         |
| 2. California 153,236 | 2. Western MT 80,036     |
| 3. Texas 140,446      | 3. Seattle 75,511        |
| 4. Washington 129,978 | 4. Chicago 72,006        |
| 5. Utah 92,996        | 5. Los Angeles 68,372    |
| 6. Illinois 90,310    | 6. New York City 63,413  |
| 7. Idaho 80,334       | 7. Salt Lake City 60,414 |
| 8. Minnesota 72,751   | 8. Minneapolis 58,433    |
| 9. New York 69,659    | 9. Eastern MT 56,949     |
| 10. Florida 61,886    | 10. Denver 46,477        |



## EMAIL MARKETING

In FY 2021, Glacier Country Tourism distributed four consumer newsletters, four B2B newsletters and four partner newsletters.

### Consumer Newsletters

**863,240**  
total recipients

**95,306**  
opens

**11.04%**  
average open rate

**23,761**  
clicks

**2.75%**  
average click rate

# Meeting Our Objectives

## FY 2021 MARKETING GOALS

1. Raise awareness of Glacier Country as a recognized tourism destination in identified markets and audiences.
2. Increase visitation among resident, nonresident, domestic and international travelers. This includes:
  - Attracting new travelers
  - Encouraging current travelers to visit more often
  - Encouraging current travelers to stay longer
  - Encouraging awareness of packaging opportunities
  - Soliciting meetings and conventions
  - Soliciting packaged travel markets (group tours and FIT)
  - Positioning ourselves as a resource for information
  - Working with the Montana Film Office to solicit film industry productions
3. Increase visitation year-round (especially shoulder and winter seasons).
4. Continue emphasis on cultural attractions found throughout Glacier Country, including Tribal Nations, historic sites, museums, etc.
5. Continue to identify inquiries to convert them to visitors by capturing names for database marketing.
6. Continue marketing efforts that highlight Glacier Country's charming small towns/communities and amenities, cultural offerings, history, natural resources, tourism attractions and welcoming atmosphere, as well as the heritages and cultures of Tribal Nations in Western Montana.
7. Raise awareness and understanding of Glacier Country Regional Tourism Commission within the region through positive publicity and community outreach.
8. Cooperate with other tourism organizations such as Discover Kalispell, Destination Missoula and Explore Whitefish, chambers of commerce, TBIDs, arts organizations, Glacier National Park, Crown of the Continent Geotourism Council, Montana Office of Tourism and Business Development, Montana Film Office, tribal partners, other tourism regions and neighboring states and provinces, as well as other organizations and private businesses that share mutual goals and objectives.
9. Provide supportive public education about Glacier National Park issues by cooperating with all tourism partners including Glacier National Park, Montana tourism regions, Montana Office of Tourism and Business Development, convention and visitor bureaus, TBIDs and chambers of commerce, as well as local, regional national and international media.
10. Continue targeted visitor appeals in Glacier Country Tourism's marketing strategy, specifically relating to the Montana Tourism Recreation Strategic Plan.
11. Incorporate Montana Office of Tourism and Business Development's branding initiative into our various marketing projects.
12. Encourage visitors to share their experience through emerging technologies and tools, such as social media.
13. Increase focus on and implementation of the rural marketing initiative.
14. Increase community awareness of Glacier Country Tourism, increase community engagement and develop efforts to address workforce development.



## FY 2021 MARKETING OBJECTIVE RESULTS

Increase overall consumer response by 2% over FY 2020 →	FY 2020 <b>2,133,457</b>	% Change <b>15%</b>
Increase electronic response by 2% over FY 2020 →	<b>2,071,546</b>	<b>15%</b>
Maintain social media reach from FY 2020 →	<b>27,695,254</b>	<b>44%</b>
Increase social media audience by 2.5% over FY 2020 →	<b>396,257</b>	<b>2%</b>
Increase use of responsive website by 2% over FY 2020 →	<b>1,829,028</b>	<b>15%</b>
Increase our consumer lead database by 2% over FY 2020 →	<b>1,327,894</b>	<b>10%</b>
Increase our trade show database by 4% over FY 2020 →	<b>2,547</b>	<b>5%</b>
Media stories to increase by 1% over FY 2020 →	<b>\$3,104,061.36</b>	<b>-14%</b>
Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY 2020 →	<b>9</b>	
Increase consumer and group suggested itineraries by two →	<b>2</b>	<b>0%</b>
Revenue indicators for performance		
Stabilize Lodging Tax Revenue Compared to 2019 (Not 2020) →	<b>\$13,292,308</b>	<b>32%</b>
Monitor RevPAR by 1.5% (STR) →	<b>57.32</b>	<b>5.7%</b>
Monitor RevPAR by 1.5% (AIRDNA) →	<b>246</b>	<b>90.7%</b>



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Marketing Project Manager

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