

GLACIER COUNTRY TOURISM  
FY 2023 Annual Report

A YEAR OF PROGRESS AND PURPOSE







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# Glacier Country Tourism

## SUPPORTING WESTERN MONTANA THROUGH DESTINATION MANAGEMENT AND STEWARDSHIP

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.

Tourism contributes to the growth of our communities by magnifying the experiences we cherish. It elevates our quality of life and sense of place, transforming our state into an exceptional hub for living, working and recreating. As a destination marketing and management organization, Glacier Country Tourism recognizes that our primary consumers are our fellow residents. The visitors we welcome bring us a treasure of experiences that enrich our lives beyond what we could afford on our own.



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## A MESSAGE FROM OUR PRESIDENT CEO

Dear Friends, Partners and Stakeholders,

Fiscal Year 2023 was a year of growth, adaptation and stewardship for Glacier Country Tourism. Our core mission remained clear: to balance a thriving visitor economy with the long-term health and vibrancy of our communities. Through strategic marketing efforts, we delivered over 74 million impressions via paid media and increased digital engagement, ensuring our messaging resonated with potential visitors while reflecting community capacity and seasonality. Our “*Winter Wisely*” and “*We Live in a State of Awe*” campaigns emphasized responsible recreation and encouraged local exploration, underscoring our commitment to sustainability and thoughtful tourism.

We prioritized listening to our communities and engaging directly with stakeholders through more than 300 interactions across eight counties. This feedback guided our stewardship initiatives and destination management efforts, ensuring we addressed local needs while promoting a balanced visitor economy. Our collaborative approach helped mitigate tourism’s impacts, sustain resident sentiment and support economic resilience. The results were clear: in 2023, visitor spending contributed significantly to our region, with nonresident visitors spending an average of \$309 per trip and generating \$58.9 million in lodging tax revenue for the state, according to the Institute for Tourism and Recreation Research (ITRR).

Advocacy played a key role in FY 2023. Through *Tourism Matters to Montana*, we supported legislation like SB 540, ensuring Lodging Facility Use Tax revenues are allocated to benefit rural tourism, infrastructure and promotional initiatives. We also successfully opposed bills that sought to divert these funds, protecting critical resources for community development and tourism promotion.

Thank you for your continued support and partnership as we work together to sustain the balance between a thriving visitor economy and the well-being of our communities. Together, we will ensure Glacier Country remains a destination loved and protected by all who live, work and visit here.

Warm regards,

Racene Friede  
President CEO, Glacier Country Tourism



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# Brand Strategy

## SHAPING TOMORROW, TODAY

Glacier Country Tourism's Destination Stewardship Strategy continues to be guided by our refreshed mission and vision statement and five strategic pillars.

### MISSION

Glacier Country Tourism partners with our Western Montana communities to welcome visitors and support livelihoods while protecting quality of life, extraordinary outdoor resources and cultural heritage.

### VISION STATEMENT

Glacier Country Tourism will be the leading destination steward of our region's cultural heritage and natural environment, balancing the quality of life of our residents with the quality of our visitor experiences.

### STRATEGIC PILLARS

- + BE an advocate for Western Montana
- + ENCOURAGE responsible tourism and recreation
- + ENHANCE experiences in rural communities
- + SHAPE demand and disperse visitors
- + FOSTER stronger stakeholder alignment and collaboration



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# FY 2023 Destination Goals

## BALANCING GROWTH WITH STEWARDSHIP

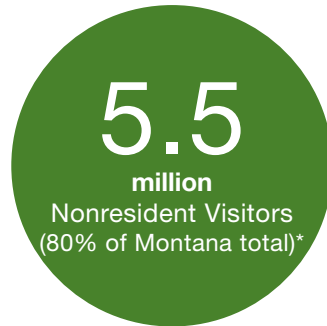
Our overall goal was to balance a thriving visitor economy with our communities' long-term health and vibrancy through the following actions:

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, recreating responsibly, leaving no trace, practicing wildland fire safety, and being kind, respectful and patient with one another.
3. Monitor and track characteristics and behaviors of visitors to Glacier Country.
4. Sustain and increase 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. Develop and execute community relations and engagement program.
7. Track values-based marketing performance.

# By the Numbers

## MEASURING OUR IMPACT

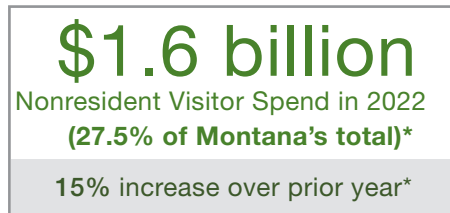
### VISITATION



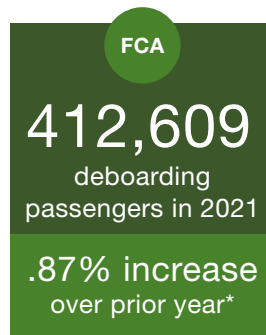
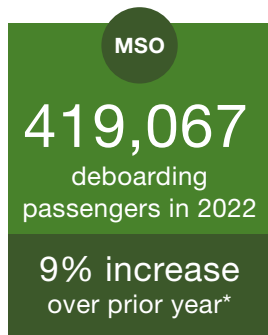
### Glacier National Park Visitation Stats



### SPEND



### Airport Passengers (Missoula and Kalispell)



### Top Spending Markets

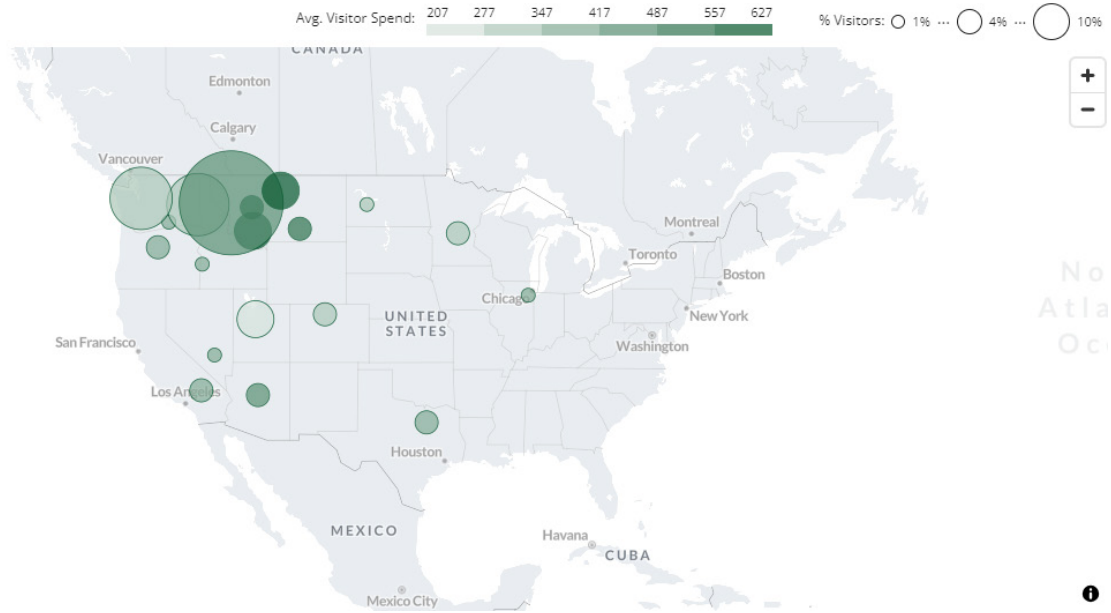
Visitor Market Area	% Visitors	% Visitor Spend	Avg. Visitor Spend
Missoula MT	9.9%	5.4%	\$350
Spokane WA	9.4%	4.9%	\$264
Seattle-Tacoma WA	6.1%	4.1%	\$246
Butte-Bozeman MT	5.3%	8.4%	\$501
Great Falls MT	4.3%	12.1%	\$627
Salt Lake City UT	4.2%	1.4%	\$207
Helena MT	3.4%	2.9%	\$511
Denver CO	3.2%	2.3%	\$260
Phoenix AZ	3.0%	2.3%	\$348
Portland OR	2.6%	1.6%	\$285

\*Source: Institute for Tourism & Recreation Research (ITRR)

\*\*Source: National Park Service

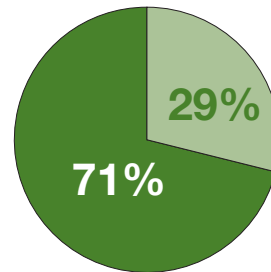
## Top Origin Markets

Top Origin Markets - In-State & Out-of-State



### SENTIMENT

71% of residents believe tourism benefits outweigh negative impacts\*



# Destination Marketing

## CRAFTING COMPELLING NARRATIVES FOR DIVERSE AUDIENCES

At Glacier Country Tourism, our destination marketing strategy is a multifaceted and dynamic approach tailored to resonate with diverse audiences while promoting Western Montana as an alluring vacation destination. Our marketing efforts are carefully designed to balance community capacity, visitor experiences and seasonal variations, ensuring that we attract visitors sustainably and beneficially for our communities.

### KEY ELEMENTS OF OUR DESTINATION MARKETING STRATEGY

**Seasonal and Audience-Specific Messaging:** Our messaging strategy is adaptable, focusing on different themes based on the season and the capacity of the community/travel corridor. For instance, our 2023 winter campaign, “Winter Wisely,” promoted Western Montana as a winter vacation destination and emphasized responsible recreation. Similarly, our in-state campaign, “We Live in a State of Awe,” encouraged Montanans to explore locally, acknowledging their significant contribution to the economy and community well-being.

**Robust and Creative Messaging:** We employ a variety of creative tactics to inspire an emotional connection with potential visitors. This includes a mix of print and digital ads, participation in trade shows, and collaborations with tour operators, travel agents and meeting planners. Our messaging is designed to move potential visitors from inspiration to action.

**Comprehensive Digital & Social Engagement:** Our digital engagement, including webpage and digital travel guide inquiries, has been highly successful in engaging potential visitors.





## BY THE NUMBERS

74 million

paid media impressions

2.29 million

consumers responded to our digital campaign

10% YOY growth

in consumer lead database

4% YOY growth

in social media followers



**Diverse Marketing Mix:** We offer multiple ways for potential visitors to learn about the region, catering to different preferences. This includes ordering travel guides from print ads, clicking banner ads that lead to landing pages on our website, and signing up for our consumer and B2B blogs and e-newsletters.

**Personalized Visitor Assistance:** We provide hands-on assistance for visitors planning their trips, including in-person support through our contact center staffed with trained professionals. This service extends to various visitor needs, from leisure travel to meeting planning and destination weddings.

**Supporting Glacier National Park:** Our collaboration with Glacier National Park’s pilot program contact center is a notable achievement. We helped reduce wait times and call lengths by opening our contact center to call transfers and assisting with vacation planning. As of the end of June 2023, the contact center had received 11,355 calls, more than double the total number received in 2022.





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## IMPACT AND FUTURE FOCUS

Our destination marketing efforts have significantly contributed to Glacier Country Tourism's success, attracting diverse visitors and promoting sustainable tourism practices. The impressive growth in our digital engagement, social media presence and consumer response rates are testaments to the effectiveness of our strategies. As we move forward, we will continue to innovate and adapt our marketing approaches to meet the evolving needs of our visitors and communities, ensuring that Glacier Country remains a leading destination that values sustainable and responsible tourism.

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## FILM PROMOTION

*Strategizing the big picture.*

Film promotion is a dynamic and influential component of Glacier Country Tourism's strategy, significantly contributing to our region's economic vitality and cultural allure. The production of feature films, television series and commercials in Montana, particularly in the Glacier Country region, has generated substantial economic growth.

### BY THE NUMBERS



## HIGHLIGHTS OF OUR FILM PROMOTION EFFORTS

**Economic Boost from Productions:** According to the Montana Film Office, from July 2020 to June 2022 there were 195 productions in Montana, resulting in \$77.5 million in total local direct spending. These figures underscore our area's significant economic impact from film and entertainment productions.

**Job Creation and Local Business Support:** The influx of film productions brings numerous jobs to the region and supports local businesses. This provides an immediate economic boost and contributes to long-term economic development and diversification.

**Film-Induced Tourism:** Films and other productions shot in our region attract visitors. The allure of visiting filming locations has a tangible impact on travel decisions, inspiring potential tourists to explore new destinations and experience the places they've seen on screen.

**Cultural Image and Branding:** Beyond economic benefits, film productions contribute to the cultural branding of Montana. They offer a unique opportunity to showcase the state's natural beauty and cultural heritage, enhancing its image on a global stage.

**Strategic Partnerships and Promotion:** Our efforts in film promotion involve strategic partnerships with filmmakers, local communities and the Montana Film Office. We actively work to attract productions to our region and provide support to ensure their success, which in turn benefits our communities.

\*July 2020 – June 2022



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## IMPACT AND FUTURE FOCUS

The success of our film promotion efforts is evident in the significant economic contributions and the heightened interest in our region as a film destination. We aim to continue leveraging this sector to boost our economy, create jobs and enhance the cultural appeal of Glacier Country. Our ongoing commitment to supporting and promoting film production is a testament to its integral role in our overall success and the diverse appeal of our region.

## TOURISM SALES

*Making connections that fuel growth.*

Our tourism sales program is integral to Glacier Country Tourism's success, focusing on developing, promoting, managing and monitoring various sales and marketing programs. This program developed three new itineraries to create interest throughout the region, and led to a 16% increase in our total lead database. This growth is a clear indicator of the program's effectiveness and its role in driving economic growth.

## BY THE NUMBERS

+ 16%

YOY growth  
in lead database

+ 7%

YOY growth  
in group tours and travel

+ 21%

YOY growth  
in meeting and convention leads



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## HIGHLIGHTS OF OUR SALES PROGRAM

**Expanding Networks:** Adding 525 new contacts to our database has significantly expanded our reach, enabling us to build stronger relationships with businesses and attractions.

**Increased Group Tour and Travel Inquiries:** Our efforts have resulted in a 7% increase in group tours and travel, with 38 of our 75 communities and 155 businesses benefiting. This growth supports local economies and enhances the diversity of experiences offered to visitors.

**Growing Meeting and Convention Leads:** Meeting and convention leads increased by 21%, benefiting 17 communities and 51 businesses. Our efforts aided significant economic impacts with six known in-region awarded RFPs, bringing an estimated economic impact of \$1.4 million. It underscores the importance of our sales program in attracting business events to the region.

**Strategic Trade Show Participation:** Consistent attendance at travel trade shows and strong relationships with industry representatives are critical to our success, allowing us to maintain and grow our presence in these important markets.

**Supporting Economic Recovery:** Our sales efforts are particularly crucial as markets rebuild post-pandemic, helping to drive economic recovery and sustain the tourism industry.



## IMPACT AND FUTURE FOCUS

The success of our sales program at Glacier Country Tourism is clearly reflected in the substantial growth of our lead database and the increased engagement in group tours, meetings and conventions. Looking to the future, we aim to build upon this momentum by nurturing these newly formed relationships and exploring innovative strategies to enhance our sales program further. Our commitment is to continue adapting to market trends and evolving visitor needs, ensuring that we remain a preferred choice for diverse travel groups. By doing so, we will sustain and amplify our impact, driving economic growth and community development in Glacier Country.



## STRATEGIC COMMUNICATIONS

*Crafting our story and amplifying our reach.*

At Glacier Country Tourism, our communications program is a cornerstone of our success, playing a vital role in shaping our public image and amplifying our reach. In FY 2023, we achieved a remarkable earned media value of \$5.3 million, an 80% increase over the previous year. This success is a testament to our strategic approach to managing and monitoring our publicity and earned media projects.

## KEY ASPECTS OF OUR COMMUNICATIONS STRATEGY

**Diverse Media Engagement:** We actively engage with various media channels, including travel writers, TV show producers, documentary film crews and digital influencers. This diverse approach ensures that our message reaches a broad audience, maximizing our impact.

**Collaborative Storytelling:** Our strategy involves collaborating with regional stakeholders to promote key messages and experiences. Whether hosting media trips or providing assets like editorial content, images and videos, we ensure that our narrative is compelling and widespread.

**Responsive and Proactive Publicity:** Our communications team is adept at responding to media inquiries and is proactive in pitching stories. This balance keeps us at the forefront of travel media, continually keeping positive impressions of Glacier Country in the public eye.

**Measurable Impact:** The significant increase in our earned media ad value demonstrates the effectiveness of our communications efforts, directly contributing to our overall success by enhancing our visibility and reputation.





## IMPACT AND FUTURE FOCUS

The impact of our communications program at Glacier Country Tourism is profoundly rooted in promoting responsible recreation and sustainable practices. These core values have not only shaped our media reach and earned media value but have also significantly influenced the perception of our destination as a leader in destination stewardship. As we look to the future, our commitment is to intensify this focus, leveraging emerging media trends and technologies to further advocate for responsible and sustainable tourism. By continuously evolving our messaging to highlight the importance of preserving our natural and cultural resources, we aim to nurture a deeper, more responsible engagement with our audience. This approach ensures that our communications strategy adapts to the changing tourism landscape and actively contributes to the sustainability and long-term well-being of our communities and natural environments.

# Destination Management

## NAVIGATING CHALLENGING TERRAIN, TOGETHER

### CRISIS COMMUNICATION

*Strengthening our region through proactive response strategies.*

In an era where crises are increasingly frequent, Glacier Country Tourism has prioritized developing and implementing a robust crisis communication strategy. Recognizing the critical importance of timely and accurate communication during crises, our approach is both proactive and adaptive, ensuring we are always prepared to respond effectively to any situation.

### KEY ELEMENTS OF OUR CRISIS COMMUNICATION STRATEGY

**Clear and Concise Messaging:** Our strategy is centered on delivering clear, concise, and accurate messages to our visitors and stakeholders. This involves crafting appropriate responses and ensuring our messaging is consistent across all channels.

**Comprehensive Crisis Plan:** We maintain an updated crisis plan that is evaluated annually for relevance and effectiveness. This plan outlines specific protocols and actions that can be used for various potential crisis scenarios, ensuring we are always prepared to respond swiftly and appropriately.

**Direct Engagement with Media:** A crucial component of our strategy is direct engagement with media outlets. This allows us to control the narrative and ensure accurate information is disseminated to the public. We also provide communication tips and guidelines to our local businesses to help them navigate interactions with visitors and media, including social media posts and messaging.

**Adaptability and Responsiveness:** Our crisis communication is not static; it is designed to be flexible and responsive to the specifics of each situation. This year, for instance, we swiftly updated and implemented our plan in response to several wildland fires. Our strategy also addresses critical information needs, such as navigating Glacier National Park's vehicle reservation system and responding to environmental concerns like low water levels in lakes and streams.

**Community and Visitor Focus:** The commitment to safeguarding the visitor experience and supporting our local communities is at the heart of our crisis communication efforts. We aim to minimize crises' impact on visitors and residents by providing timely and accurate information.



## IMPACT AND FUTURE FOCUS

Our crisis communication strategy has proven indispensable in maintaining the trust and confidence of visitors and local communities. By being prepared and responsive, we have successfully navigated numerous challenges, ensuring that our region remains a safe and attractive destination despite the inevitable crises. This readiness not only enhances our reputation as a responsible and reliable tourism organization but also contributes significantly to the overall resilience of our tourism sector.

# Destination Stewardship

## PROTECTING WHAT MATTERS MOST

In recent years, Glacier Country Tourism has evolved from focusing on destination marketing to a broader approach encompassing destination management and stewardship. This shift represents a move from merely promoting our communities to actively engaging in and supporting their progression toward becoming more livable and sustainable destinations.

## KEY ASPECTS OF OUR DESTINATION STEWARDSHIP PLAN

**Improved Performance Metrics:** Our approach to destination stewardship goes beyond traditional economic metrics. We now measure success in terms of the overall well-being of our destination, considering the health of our natural resources, cultural heritage, and the quality of life for residents. This holistic view ensures that the quality of the visitor experience is balanced with the quality of life for our local communities.

**Cross-sector Collaboration:** Rather than isolating responsibility within a single program, our plan integrates all programs and involves every team member, including our board of directors and a newly formed Stewardship Committee. This collaborative approach aims to balance the impacts of tourism with the long-term health and vibrancy of Western Montana's communities.

**Staff Education:** As part of this initiative, we are educating and involving our staff in the stewardship plan, ensuring that every aspect of our organization contributes to the sustainable development of our region. This includes working closely with local communities, businesses and other stakeholders to foster a shared understanding of and commitment to our stewardship goals.

**Storytelling:** Our destination stewardship efforts also involve telling our story more effectively. In light of the growing awareness and varied perceptions of the tourism industry, we recognize the need to communicate our role, actions and measures of success more transparently. This involves using qualitative and quantitative metrics to provide a clear and comprehensive view of our impact and achievements.



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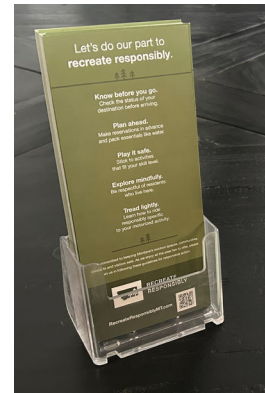


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## IMPACT AND FUTURE FOCUS

Significant progress has been made in implementing our destination stewardship plan, including the expansion of our Recreate Responsibly program.



## RECREATE RESPONSIBLY



### RECREATE RESPONSIBLY

Promoting stewardship throughout our region.

Glacier Country Tourism continues to be a leader in Recreate Responsibly messaging within the state.

In FY 2023, our projects included:

- + Update of Recreate Responsibly materials.
- + Distribution of Recreate Responsibly materials to region partners and businesses: 693 posters, 1,853 rack cards, 102 table tents, 1,832 business cards, 5,003 stickers.
- + Expansion of the RecreateResponsiblyMT.com website and update of safety messaging.
- + Integration of Recreate Responsibly messaging into all paid media efforts.

Partners

- + Leave No Trace
- + Tread Lightly!
- + Flathead River Alliance
- + Brand MT
- + Discover Kalispell
- + Destination Missoula
- + Explore Whitefish
- + Glacier National Park/National Park Service
- + DNRC
- + Montana State Parks



## COMMUNITY OUTREACH PROGRAM

*Building stronger connections.*

Our community outreach program is integral to Glacier Country Tourism's mission, focusing on building and maintaining strong relationships with a broad audience to ensure our efforts are inclusive, accurate and empowering.

### KEY ASPECTS OF OUR COMMUNITY OUTREACH PROGRAM

**Strategic Partnerships:** We develop and maintain relationships with economic development organizations, chambers of commerce, educational institutions and industry stakeholders.

**Project Management of Strategic Initiatives:** Our team is dedicated to implementing the recommendations prioritized and funded annually, ensuring the effectiveness of our initiatives.

**Direct Interactions and Meetings:** We engaged in physical and virtual meetings across eight counties, with over 300 direct interactions, emphasizing our dedication and the importance of an ongoing presence in our communities.



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## IMPACT AND FUTURE FOCUS

The success of our community outreach program is reflected in the strengthened relationships and increased credibility within Montana. Our efforts have led to a deeper understanding of community needs and aspirations, enabling us to tailor our initiatives for measured impact. The program aims to improve resident quality of life and enhance visitor experience, creating a harmonious balance between visitor and community interests. As we move forward, our focus will remain on deepening these connections and continuously adapting our strategies to meet the evolving needs of both our communities and visitors.

# Destination Development

## ENHANCING VISITOR EXPERIENCE ALONGSIDE COMMUNITY WELL-BEING

At Glacier Country Tourism, destination development is a key strategic initiative to enrich the visitor experience while bolstering the local economy. Our efforts are centered around collaborative projects, programs and funding activities that elevate the quality of a visitor's destination experience.

### KEY HIGHLIGHTS OF OUR DESTINATION DEVELOPMENT EFFORTS

**Cooperative Grant Program:** We've expanded our cooperative grant program to support local projects that enhance the visitor experience and contribute to the region's economic vitality.

**VIC Staffing Grants and Event Promotion:** Our Visitor Information Center (VIC) staffing grants and community event promotion programs are crucial in providing visitors with valuable information and enhancing their overall experience.

**Education and Outreach Programs:** We focus on educating visitors and residents about the region, fostering a deeper understanding and appreciation of our unique cultural and natural resources.

**Support for Local Communities:** We work closely with communities to develop locally driven, authentic strategies that align with their unique goals and aspirations.





## IMPACT AND FUTURE FOCUS

The impact of our destination development efforts is evident in the enhanced visitor experiences and increased community engagement. These initiatives will lead to more sustainable tourism practices, diversified local economies and improved applicable infrastructure. Looking ahead, we will continue to innovate and collaborate with our communities to further develop and refine our destination development strategies. We aim to ensure that Glacier Country remains a vibrant, sustainable and appealing destination for all visitors.

# Advocacy and Education

## CHAMPIONING OUR TOURISM ECONOMY

### TOURISM MATTERS TO MONTANA

*Advocating for sustainable growth.*

The primary purpose of Tourism Matters to Montana is legislative advocacy during both general and special sessions of the Montana Legislature, relying on the following tenets to protect the 4% lodging tax used for tourism promotion:

- + Tourism doesn't just happen; it is cultivated through the efforts of many partners.
- + 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 current levels or increase for us to continue to bring travel dollars into our communities.

To support these points, Tourism Matters to Montana:

- + Monitors and takes positions on issues that impact the tourism industry either directly or indirectly.
- + Collaborates with partners to provide accurate information on legislative bills.
- + Collaborates with partners to support or oppose bills under the name of Tourism Matters to Montana and assists DMOs and their networks to do the same.
- + Encourages industry partners to engage with their elected officials and participate in the legislative process.
- + Works with tourism partners to provide a unified voice on issues and collaborates on strategy development and implementation of proactive and reactive legislation.
- + Maintains [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.



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### **Tourism Matters to Montana**

This collaborative group comprising the tourism region, convention and visitor bureau (CVB) and Tourism Business Improvement District (TBID) destination marketing organizations across Montana. It operates as an independent committee with separate accounting under the umbrella of Glacier Country Tourism, which is a 501(c)(6) nonprofit organization. Funding comes from non-lodging tax sources, including TBIDs, membership funds and resort tax areas.



**tourism  
mattersmt.com**

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.

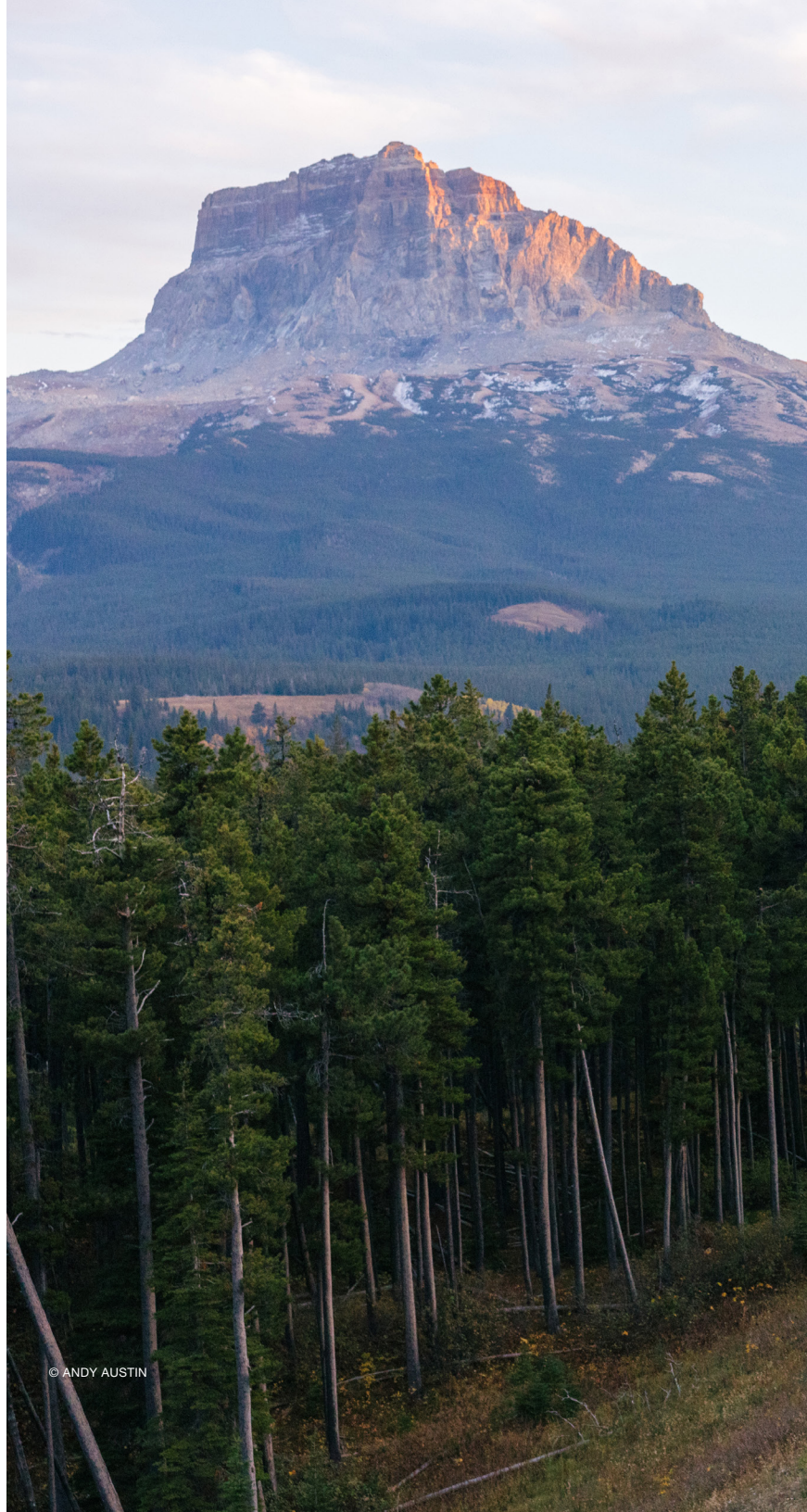
## VOICES OF MONTANA TOURISM

*Amplifying our stories.*



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.

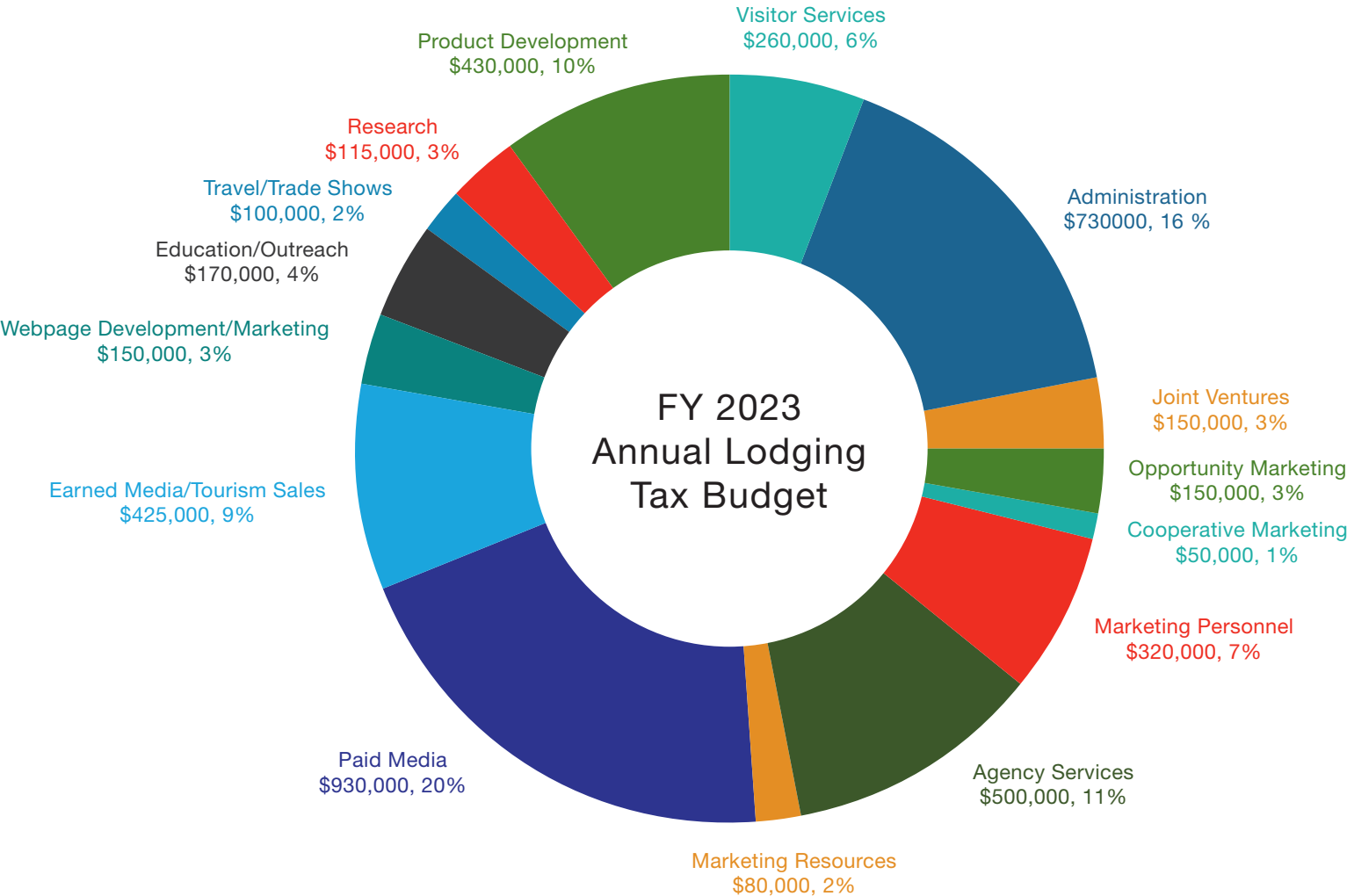
Funding for this organization comes from various sources, including lodging tax. In 2017, Voices of Montana Tourism became a standalone 501(c)(3) nonprofit organization. It does not take positions on legislative issues.

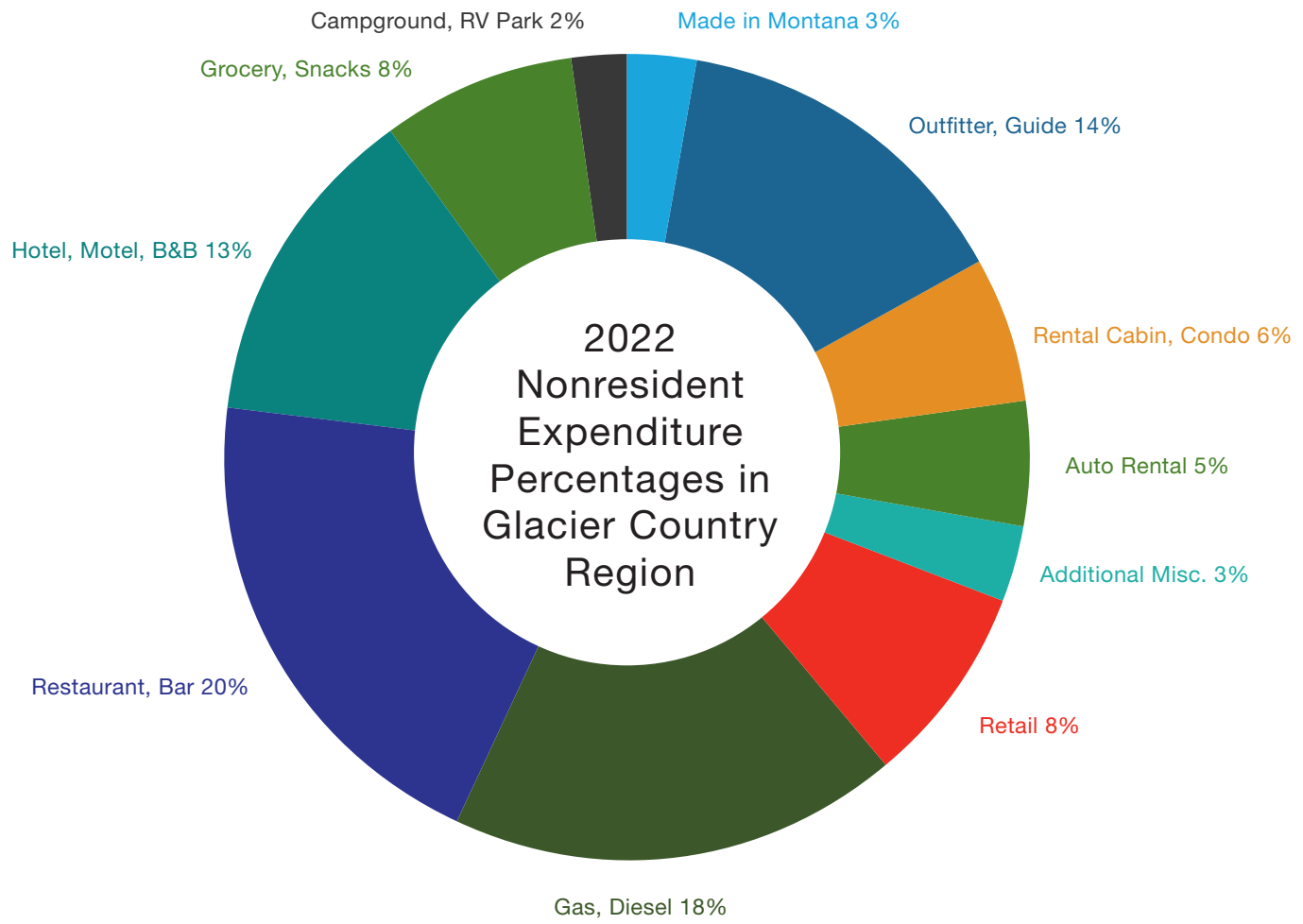




# Financial Overview

## SUPPORTING A SUSTAINABLE FUTURE







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## BOARD OF DIRECTORS

**Shannon Brilz**  
(Chair)  
University of Montana  
Conference and Event Services

**Matt Lautzenheiser**  
(1st Vice Chair)  
Historical Museum at Fort  
Missoula

**Christina “Riley” Polumbus**  
(2nd Vice Chair)  
North Valley Hospital

**Victoria Lee**  
(Secretary-Treasurer)  
Glacier Distilling Company

**Ramona Holt**  
Holt Heritage Museum

**Ray Brown**  
Sanders County Economic  
Development Corporation

**Chris Darlow**  
Darlow’s Quality Foods

**Dirk De Coninck**  
East Shore Smoke House

**Rob Harvey**  
Big Sky Motel/Falls Motel

**Ashley Kavanagh**  
Rose Petal Floral, Cafe,  
and Supplies

**Aubrie Lorona**  
Swan Mountain Outfitters

**Troy Douthit**  
Kootenai Country Montana

**Barbara Liss**  
Montana Bliss Artworks

**Brenda Schilling**  
Glacier County Regional  
Port Authority

**Juli Thurston**  
MSU Extension Service  
Sanders County

**Steve Clairmont**  
Eagle Services

**David Diehl**  
RightOnTrek

**Linda Howard**  
Wolf Trail Montana LLC

**Lailani Upham**  
Iron Shield Creative/Visit Blackfeet  
(Blackfeet Tribe Tourism)

**Edna White**  
Averill Hospitality

**Kimberly Woodring**  
Toole County MSU  
Extension Service

**Lisa Cline**  
Marketplace on Main, LLC

**Robynne Gibaud**  
Scotchman’s Coffee

**Rachel Lynn Meyer**  
Rimrock Lodge, LLC

## EX OFFICIO

**Barb Neilan**  
Destination Missoula/CVB/TBID

**Diane Medler**  
Discover Kalispell/CVB/TBID

## OUR TEAM

**Racene Friede**  
President CEO

**Kristi McNeal**  
Director of Operations +  
Accounting

**Debbie Picard**  
Director of Sales

**Lucy Guthrie Beighle**  
Director of Communications

**Aerionna Skrutvold**  
Marketing Project Manager

## AGENCY OF RECORD, WINDFALL INC. – MISSOULA, MONTANA

**Tia Metzger**  
Client Services Director,  
Media Buyer

**Jim McGowan**  
Principal, Strategic Planning

**Jessie Yeager**  
Senior Account Manager

**Annie Mead**  
Partnership Development

**Alex Hanich**  
Social and Video Specialist

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