



OBJECTIVES + TACTICS + METRICS

**FISCAL YEAR 2027
JULY 1, 2026 – JUNE 30, 2027**

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SUMMARY

ABOUT

Central Montana is where the mountains meet history and the plains come alive. Where sunrise is contagious, and adventure knows no bounds. Where millions of years of history slow down and connection fills the time. That's Central Montana. It's real and it's raw – connected, yet untamed. It's the soul of Montana, the heart of the West. And hidden between its dancing landscape and star-dusted skies is a bigger story still waiting to be found.

Central Montana Tourism is a regional Destination Organization that advances the economic vitality of the 13-counties of Fergus, Toole, Liberty, Hill, Blaine, Teton, Wheatland, Meagher, Judith Basin, Pondera, Chouteau, Cascade, and Petroleum through effective marketing, destination development, advocacy, and knowledge growth that preserves the region's unique character, honors residents' quality of life, addresses visitor needs, and enhances business opportunities. We are one of 6 geographic tourism regions established in Montana and predominately focused on marketing.

In October 2024, Central Montana entered into a management agreement with Great Falls Montana Tourism to provide staffing, administrative support, organizational infrastructure that includes the services of a bookkeeper, and a physical location for the organization.

This management agreement allows Central Montana the ability to leverage professional knowledge and staff to better manage daily operations and free up the time for the Board of Directors to focus on strategy and the future of the organization.

Under this management agreement, Great Falls Montana Tourism implements the strategies established by the Board of Directors within the budget established by the Board of Directors. The staff assigned to Central Montana ensure the organization has the funds available to implement the strategies adopted and ensure efficient implementation of strategies that will produce impact.

Fiscal Year 27 (FY27) will continue a steady, deliberate approach focused on refining and extending work already underway. Priorities will include finalizing and distributing the redesigned Travel Planner, along with integrating select elements into channels such as paid media and the website to ensure consistency and extended reach.

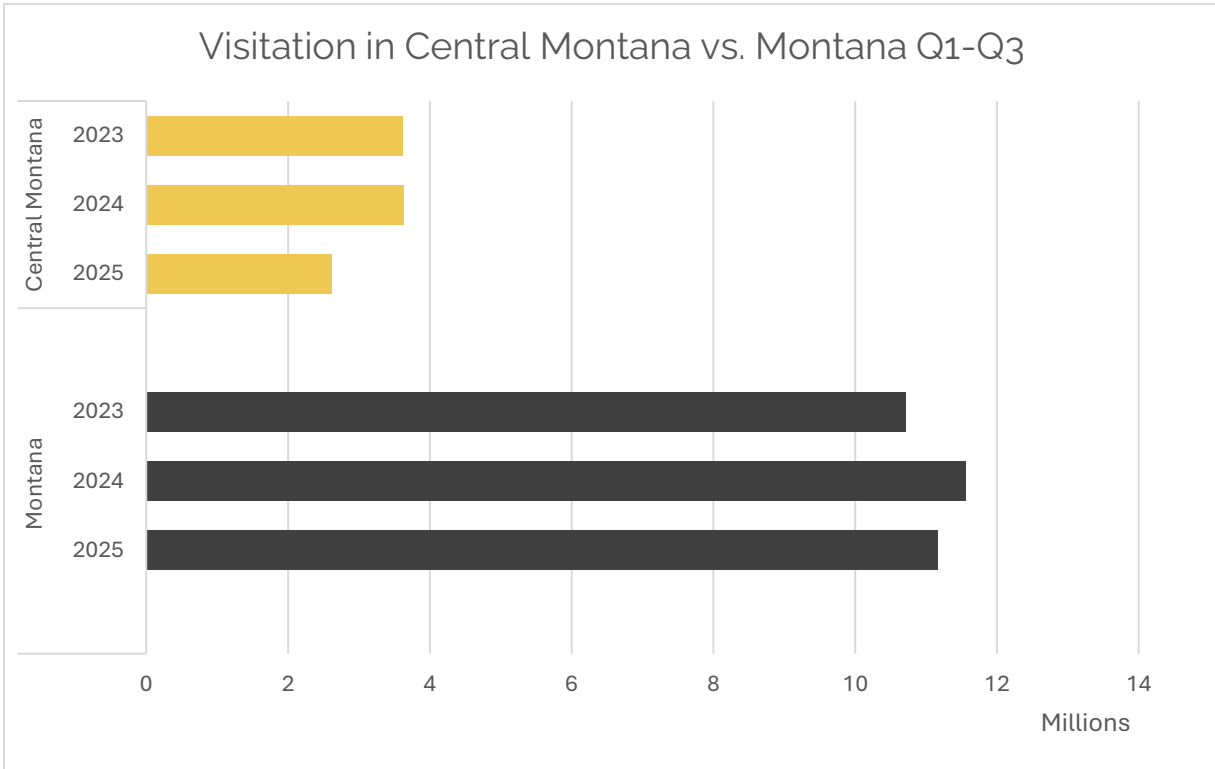
With statewide tourism projected to remain stable but softened, Central Montana will maintain a measured approach, prioritizing consistency as the organization continues to build its foundation. No significant shifts in direction are anticipated, allowing efforts to remain focused on stabilization and long-term effectiveness.

With an emphasis on sustained stability and future growth, Central Montana will continue to rely on research-informed decision-making, leverage partner expertise to implement strategies, and advance the organization toward industry-leading practices that support and strengthen the regional travel economy.

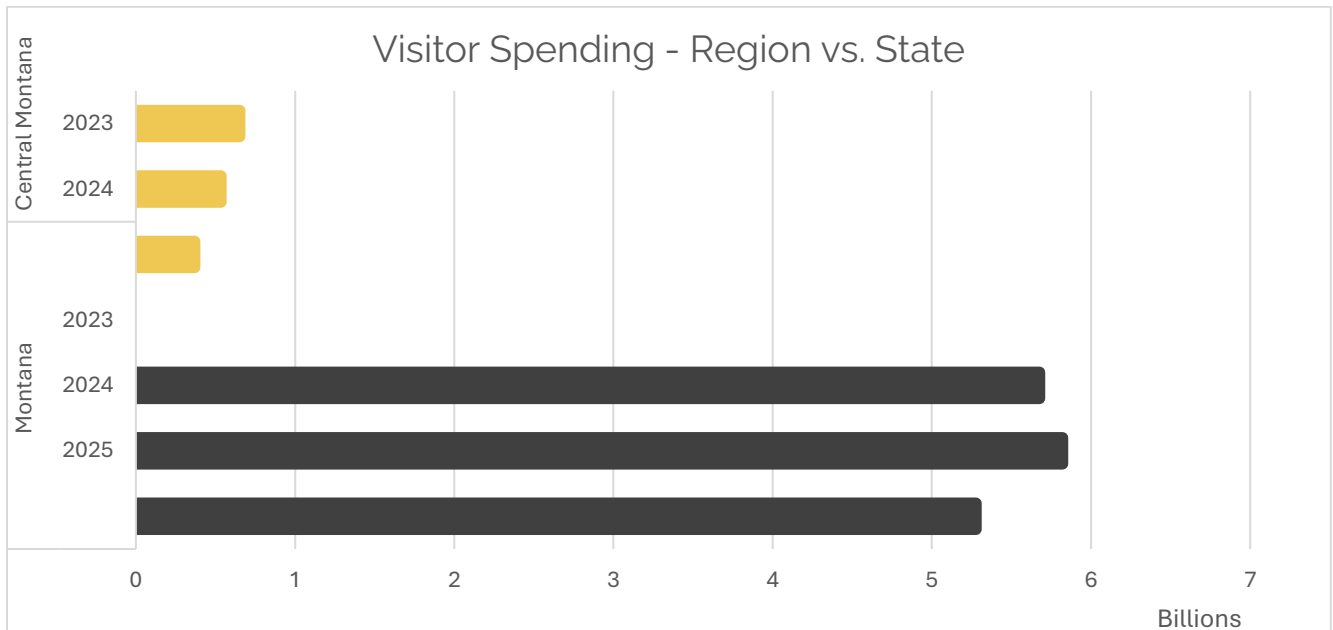
RESEARCH

Central Montana has experienced fluctuating visitation patterns since 2021. While full-year data for 2025 is not yet available, visitation through the first three quarters of 2025 is down 28% compared to the same period in 2024, continuing a recent downward trend. Over the same period, statewide

visitation is down 3%, though Montana overall has experienced growth in visitation since the COVID-19 pandemic.



Visitor spending in Central Montana has also declined over the past three years. Spending data from the Institute of Tourism and Recreation Research averages two years of data, meaning 2024 figures include 2023 spending. In 2024, Central Montana saw a 31% decline in total visitor spending compared to 2023, mirroring the visitation trend. In contrast, statewide visitor spending has remained relatively steady.



*economic spend data is not yet available for 2025

Through the first 3 quarters of 2025, Central Montana attracted 2.6 million visitors, a decline of 28%. Central Montana visitors arrive from nearly every location however, the top 10 stays pretty consistent. 56% of our total visitation came from these top 10 destinations:

1. Alberta 9%
2. North Dakota 9% (Up from #8 last year)
3. Washington 8%
4. Minnesota 6% (↓ from #2 last year)
5. California 4%
6. Idaho 4%
7. Colorado 4%
8. Arizona 4% (first time in the Top 10!)
9. Florida 4% (back in the Top 10!)
10. New Mexico 4% (first time in the Top 10!)

Even with the decline in visitation, we saw growth in visitation from North Dakota at 136%, Minnesota at 26%, Washington at 20%, Colorado at 5%, New Mexico at 5%, and Nebraska at 5%.

With a focus on establishing a growth trend for visitation and spending, the potential impacts of reduced international tourism and economic uncertainty could impact our efforts.

89% of visitors spending this past year occurred across these six categories:

1. 31% on Fuel (down 2 %)
2. 22% on Lodging (↑ 3%)
3. 16% on Dining + Drinking (↓1%)
4. 10% on Groceries (↑ 1%)
5. 6% on Shopping (↑ from #6)
6. 4% on Outfitters (↓ from #5)

With total spending down 31% year over year, Central Montana saw 5% decrease in spending in Fuel but a 16% increase in Lodging spending. The increases can be attributed to an increase in room rates and a decrease in price per gallon of fuel.

Typically, the Central Montana traveler is a couple, 55-74 years old and 72% have been to Central Montana previously. The top 5 activities visitors engage in are:

1. Scenic driving (56%, ↓ 4% from last year)
2. Day hiking (Unchanged)
3. Wildlife watching (39%, ↑ 6% from last year)
4. Car/RV camping (29%, ↓ 4% from last year)
5. Nature photography (28%, ↓ 1% from last year)

Historically, visitors have arrived and continue to do so through the following means:

1. Car/ Truck at 75%, ↑ 8%
2. RV/Trailer at 16%, ↓ 4%
3. Motorcycle at 6% ↑ 5%
4. Air at 3%, ↓ 8%

Drive travel continues to dominate and is growing, while fly markets declined substantially. This aligns with broader economic caution and rising airfare sensitivity. Other tourism trends show consistency in where they come from and the activities they enjoy. While spending patterns across categories remain steady, the overall amount spent has varied significantly year to year, and the number of visitors has been steadily declining since 2021.

STRENGTHS OF CENTRAL MONTANA

Rich Historical and Cultural Heritage

Central Montana is home to numerous historical sites, including Lewis & Clark landmarks, Native American attractions, and world class museums.

Natural Beauty and Outdoor Activities

The region offers diverse landscapes from plains to rugged mountain ranges, providing opportunities for hiking, fishing, birding, and exploring the 150+ public land sites.

Authentic Rural Experience

The small towns and rural communities offer a genuine Montana experience, friendly locals and rich culture.

Uncrowded

Visitors will not experience wait times or require advance reservations, allowing for a more relaxed and enjoyable visit.

WEAKNESSES OF CENTRAL MONTANA

Insufficient Development

Despite the abundance of museums, historic sites, and other cultural attractions, many of these assets lack the necessary infrastructure to accommodate tourists year-round. These issues are primarily centered around staffing, operating hours, continued funding, and the physical condition of the buildings. Some attractions struggle to support visitors even during peak seasons.

Seasonality

Tourism in Central Montana is highly seasonal, with peak visitation during the summer months, leading to challenges in maintaining year-round employment and economic stability.

OPPORTUNITIES FOR CENTRAL MONTANA

Development of Off-Season Tourism

By promoting shoulder season activities such as Astrotourism, skiing, snowmobiling, and hot springing, Central Montana can attract visitors year-round and reduce seasonal dependency.

Cultural and Heritage Tourism

Leveraging the region's rich history and cultural sites can attract niche markets interested in Agriculture, Native American History, and Military sites.

Affordability

Central Montana's affordability and lack of overcrowding make it an attractive destination, offering reasonably priced lodging, dining, and activities.

THREATS TO CENTRAL MONTANA

Economic Instability

Economic downturns, political instability or global events such as pandemics can significantly reduce funding and visitor numbers, impacting the local economy.

Competition from Other Destinations

Central Montana faces competition from other regions and states that offer similar attractions and experiences.

Resident Attitudes

Negative perceptions of tourism among residents can lead to resistance against tourism development and impact the overall visitor experience.

MARKETS

Central Montana Tourism will use an audience first approach, when available through specific media, that uses artificial intelligence and tracking capabilities of the internet to place paid media in front of targeted audiences wherever they are geographically. Targeted ads using geographic, behavioral, keyword, artificial intelligence, and retargeting parameters create a smart funnel to aid in constant monitoring and optimization to improve performance.

On media placements where audience first approaches aren't available, Central Montana will target the following geographic markets:

- Alberta
- Washington
- Texas (w/budget cap to ensure equal market share with other states)
- Minnesota
- Colorado
- Arizona
- North Dakota
- Utah
- California (w/ budget cap to ensure equal market share with other states)
- Wyoming
- Montana cities

Demographic and Psychographic

- Household income \$100,000+
- Retired couples
- Families
- Cultural Enthusiasts
- Nature Lovers
- Local-centric
- Solo travelers
- Millennials
- Adventurers

These markets are informed by previous Central Montana paid media campaigns that have had high rates of engagement, Central Montana organic website visits, and visitor market growth trends.

OBJECTIVES, TACTICS, AND METRICS

For FY27, Central Montana will be focused on the following objectives, that will use specific tactics, and measure success based on identified metrics.

Objective 1: Increase visitation to and around Central Montana

1.1 Paid Media

Central Montana will review previous placements for performance and use that to inform specific media placements. Our media plan will:

- Leverage Glacier and Yellowstone National Parks
- Focus on itineraries that will facilitate travel throughout the region
- Prioritize placements with video assets
- Enhance budget with partner funding
- Consider placements that provide sole focus to Central Montana's message
- Look for opportunities that allow for articles about Central Montana
- Produces quality return on investment

a. Dinosaur Trail

Central Montana Tourism will work with Southeast Montana, Yellowstone Country, and Missouri River Country to place paid media that will drive interest to MTDinoTrail.org, which will continue to be hosted by Central Montana.

b. Trail to the Stars

Central Montana Tourism will work with Southeast Montana and Missouri River Country to place paid media that will increase interest in shoulder season travel for night sky viewing with information and resources found at TrailToTheStars.com.

c. Great Wide Open

Central Montana Tourism will work with Southeast Montana, Yellowstone Country, and Missouri River Country to place paid media that will focus on the diversity of landscapes available through scenic drive itineraries found at MontanasGreatWideOpen.com.

Central Montana will continue to take advantage of partnership placements with Montana Department of Commerce that match our strategies.

1.2 Owned Media

Central Montana will employ a strategy that builds up local support and provides inspiration for both past and future travelers. Posts will incorporate more stories and reels with an "on the ground" focus. Posts will provide for cross-promotion with partners, as available.

a. Facebook

Central Montana's Facebook audience is 65,105 (as of 2-5-2025). Year to date growth on this platform has been 2.51%. This demonstrates a mostly mature channel that is continuing to grow, but not at a fast pace. The demographic breakdown for this channel is:

- 60% Female
- 40% Male

and the geographic audience seems well diversified with the top 3 audiences all coming from Montana with:

1. Great Falls at 3.3%
2. Billings at 2.9%
3. Helena at 1.4%

Central Montana will continue to make organic posts on Facebook at an interval that will keep current followers engaged and attract new followers with posts such as:

- Stories of Central Montana posts

- Video based look around posts
- Food posts
- Trip idea posts
- Tips for visiting posts
- Cultural/historical posts
- Resident Influencer posts – locals sharing where they like to go in Central Montana
- History Highlight posts
- Small-Business highlight posts
- Mini-itinerary posts

b. Instagram

Central Montana's audience on Instagram is 16,471 (2-5-2026). Year to date growth on this platform has been 7.58%. Central Montana will continue to make organic posts at an interval that will keep current followers engaged and attract new followers with posts such as:

- Evocative landscape posts
- Posts supporting other owned media
- Small Business Highlight Post
- Event posts
- How to posts
- Story posts
- Resident Influencer Posts – locals sharing where they like to go in Central Montana
- Itinerary snippet posts
- First person sharing posts
- Top list posts

Geographic and demographic breakdown for this channel is:

- 55.4% Female
- 44.6% Male

The geographic audience remains the same as last year and still well diversified with the top 3 audiences all coming from Montana:

1. Great Falls at 5.4%
2. Billings at 3.2%
3. Missoula at 2.6%

c. YouTube

This channel has an audience of 346 (2-5-2026). It has experienced 1.17% growth year to date.

New content will include YouTube Shorts such as:

- Day in the life
- Top lists
- Local eats and treats
- Vertical landscapes with trending audio
- Community overviews

d. Newsletter

Central Montana Tourism will leverage its email database to deliver a monthly newsletter that highlights:

- Travel Planner in July
- Autumn in August
- Tasty Bites in September
- Central Montana Gift Ideas in October
- Wildlife Watching in November
- Itinerary Highlights in December
- Outdoor recreation and Plan for Vacation Day in January
- Rodeos in February
- History in March
- Unique Lodging in April
- Stargazing in May
- Dinosaurs in June

e. Travel Planner

A complete redesign of the Travel Planner is underway and is expected to be completed in FY26, however, it is possible that revisions may take us into this year. The Travel Planner had remained relatively unchanged for over 10 years, outside of updating a spread or photos.

Past tracking of travel planner distribution has been inconsistent, outside of Certified Folder. The current data

	FY25	FY26
Ordered	50,000	0
Certified Folder Distribution	40,000	3,500**
Bulk Distribution	1,485	900
Individual Distribution	2162	185
Requested, unfulfilled	0	619*

*as of 2-25-2026

**only remaining inventory

When completed, the Travel Planner will continue to be printed and then distributed through Certified Folder to traveler interest brochure racks on the Yellowstone and Glacier routes, bulk mailed through Printing Center USA, and mailed individually internationally or to domestic travelers who are unable to wait for bulk mailing.

Central Montana will coordinate promoting the Travel Planners release across paid media and owned channels, such as social media and the website, to further reach visitors and gain regional acceptance of the new tool.

Tracking of distribution will continue to be done through a Customer Relationship Management (CRM) system to provide better tracking and management of inquiries.

f. Website

The website requires around 14 hours a month in monthly maintenance to stay operational. That maintenance includes:

- Seasonal updates to main page
- New dates for events/event research
- Bad link checking and updates
- Updating libraries on the backend
- Bug fixes
- Updates to inquiry form
- Data feed updates

Ensuring a secure website continues to be a top priority for Central Montana and will be supported with annual security subscription that includes Bot and DDOS protection. Central Montana will invest in yearly security monitoring will includes weekly checks on attacks, DDOS, bots and other threats.

Central Montana will develop and offer guests the opportunity to develop blogs as a way to keep content fresh on our website and provide content to share through our other owned channels. Blog content could include:

- First Person sharing
- How To's
- Tips
- Town highlights
- Travel Planner Related topics
- What to expect

To fully integrate Central Montana's messaging across all channels, development of landing pages that connect to our travel planner will be built out on the website once a strategy is determined and the Travel Planner is complete.

1.3 Earned Media and Public Relations

Central Montana Tourism will selectively pursue earned media opportunities that align with strategic priorities and available capacity. When feasible, these efforts will be pursued through partnerships to extend reach and maximize resources. If circumstances warrant, Central Montana may independently host influencers, content creators, or travel writers. When budget allows, increased emphasis will be placed on earned media efforts, including familiarization tours, journalists, and digital creators, with a preference for collaborative efforts alongside destination partners.

1.4 Photo and Video Assets

Significant progress was made in FY26 to refresh and expand the library with content that more accurately reflects the region. New assets captured both larger communities, such as Choteau, White Sulphur Springs, Lewistown, and Havre, as well as smaller towns such as Chinook, Dupuyer, Cascade and Winifred.

Given the scale of the region, additional content gaps remain. Central Montana will continue to secure photo and video content through targeted shoots and direct purchases from creators when strategically appropriate. All assets secured will be available for use across all channels and utilized to support Central Montana Tourism's marketing, outreach, and partner support efforts.

1.5 Centralized Digital Asset Management System

Despite the progress made in expanding the photo and video library, assets are currently dispersed across multiple platforms, vendors, files, and links. Central Montana does not yet have a single, centralized system to manage and access these materials efficiently.

Central Montana will pursue the development of a web-based Digital Asset Management (DAM) system to organize, store, and manage photo and video assets established over the past year. While the system may initially be limited in scope, it presents an opportunity to improve internal efficiency while expanding access to regional partners. A centralized DAM will reduce asset redundancy, streamline workflows, and provide greater visibility into content gaps, allowing future asset capture to be more intentional and strategic.

This effort will consider potential partnerships that can maintain separate libraries and user permissions while sharing onboarding costs and implementation time. With the DAM in place, Central Montana will develop a structured partner access program, allowing tourism partners to utilize approved assets for their own promotional efforts.

1.6 Scenic Drive Itinerary Development

Following the collection of scenic drive content in FY26, Central Montana will shift focus toward promotion of scenic drive content. This effort will include building out web pages supported by photo and video assets that accurately reflect each drive within the travel planner.

Capturing scenic drive content serves multiple purposes. It provides travelers with clear inspiration and guidance while simultaneously documenting areas that are less traveled and underrepresented in existing assets. This approach supports both visitor dispersal and more balanced representation of the region.

Objective 1 Metrics for Success

1. Grow Visitation into Central Montana by 1%
2. Grow Facebook Audience by 2.5%
3. Grow Instagram Audience by 5%
4. Grow YouTube Audience by 5%
5. Generate a Click-Through-Rate of 1.5% across campaigns

Objective 2: Public Outreach

2.1 Exploration: Central Montana

The virtual tourism ambassador training program launched in FY26. Central Montana will continue to support the program by maintaining the annual subscription and implementing incentive-based participation strategies.

Frontline staff will be encouraged to complete the training through tangible recognition, such as pins, badges, plaques, or similar items, offered to the first group of program completers.

To increase adoption at the business level, Central Montana will incentivize participation by highlighting businesses where greater than 50% of their employees complete *Exploration: Central Montana* on owned social channels. Partners who have all staff complete the training will receive multiple features throughout the year. Additional recognition will be offered to businesses that refer other partners who adopt and integrate the training.

2.2 Cooperative Grants

Central Montana will make grants available for communities and promote the opportunity with media releases and partner communications. Printed handout support pieces will be developed to drive traffic to the resources.

2.3 Digital Marketing Joint Ventures

Central Montana will offer matched digital marketing joint ventures to regional partners. Opportunities will be promoted through earned media, partner communications, and printed support materials to increase accessibility and participation.

2.4 Travel Show Stipend Program

Central Montana will provide a \$500 travel stipend to industry partners who attend travel shows to distribute Travel Planners on behalf of the region. Participating partners will be required to collect visitor contact information and share the data with Central Montana for future marketing efforts.

2.5 Regional Engagement and Education

Central Montana will engage directly with communities across the region by sharing with chambers, civic groups, municipalities, and local officials about how Central Montana can assist in growing the local visitor economy. The focus will be on the economic value of tourism at the county, regional, and state levels, utilizing data from the recently completed Economic Impact Study, Advocacy Plan, and Crisis Communication Plan. This outreach will build local understanding, support, and long-term relationships that strengthen future initiatives.

2.6 Governor's Conference on Tourism Welcome Initiative

Central Montana will develop welcome gifts and a regional giveaway featuring items and experiences from across the region for attendees of the Montana Governor's Conference on Tourism, which will take place in Great Falls in FY27. These items will help welcome attendees and showcase the communities, businesses, and experiences that define Central Montana.

2.7 Consistent Organizational Communication

The Tourism Director will continue delivering Friday Finish updates to the Board and partners, increasing consistency from the prior fiscal year. These updates will include progress on objectives and strategic priorities, relevant industry and legislative updates, organizational news, regional opportunities, and requests for partner support.

When appropriate Central Montana will provide media releases to our media database on topics related to community funding opportunities and director openings.

2.8 Manage Digital Presence

Central Montana Tourism will continue to review potential referral sites that include information links about Central Montana, such as VisitMT.com, Lewis & Clark Trail, for accuracy and request edits/updates/additions as appropriate.

2.9 Director Call to Action

Central Montana will send email notices to the Board of Directors regarding important upcoming legislative action that impacts the regional travel industry.

2.10 Annual Report

Central Montana Tourism will develop an annual report that will share data on the health of the travel industry and the progress of the organization towards its metrics.

2.11 Leverage Voices of Montana Tourism

Central Montana Tourism will take its lead from Voices of Montana Tourism and share the importance of the travel industry within the region's State, County, and City elected officials and how the regional travel industry differs from others in the state.

Objective 2 Metrics for Success

1. Build relationships with 15 businesses that utilize *Exploration: Central Montana* with their staff
2. Deliver 24 Friday Finish Newsletters
3. Grow Partner Database by 5%
4. Distribute two media releases and partner emails requesting Cooperative Grant Applications
5. Distribute two media releases and partner emails about the success of Cooperative Grant Recipients
6. Distribute two media releases and partner emails discussing the Digital Marketing Joint Venture Opportunity
7. Distribute two media releases and partner emails about the Trade Show Stipend Opportunity

Objective 3: Optimize Operations

Central Montana will manage all efforts to maximize effectiveness and efficiency. This includes evaluating partnerships, securing support services as needed, adhering to and streamlining contracts, continually refining processes, maintaining financial records that clearly account for expenses and revenue, and adjusting as necessary to make the best use of funds, partner resources, and staff and volunteer time. As part of this, Central Montana will pursue funding as appropriate.

3.1 Support Agency Collaboration

Central Montana staff will continue to conduct monthly agency partner meetings to provide clarity and make decisions to keep projects moving forward efficiently, support and encourage open communication, and ensure the use of Central Montana's budget are optimized.

3.2 Maintain Necessary Reporting

Ensure timely and accurate reporting to maintain compliance, transparency, and accountability with the State of Montana and stakeholders to support partners and ensure transparency of operations.

3.3 Customer Relationship Management (CRM)

Central Montana will continue tracking inquiries and partners in a CRM, in partnership with Great Falls Montana Tourism's CRM, to reduce cost.

3.4 Maintain Partner Website

Central Montana Staff will update the partner website with links to agendas and minutes while looking for ways to add more resources such as grant opportunities, RFPS, Governance documents, etc.

3.5 Professional Development

The Tourism Director will participate in professional development opportunities throughout the year to bring best practices, emerging ideas, and industry connections back to the organization.

Anticipated trainings and conferences include:

- Destinations International Annual Conference
- Certified Destination Management Executive (CDME) Course
- Montana Nonprofit Association Annual Conference
- Montana Governor's Conference on Tourism
- Montana Agritourism Conference

Objective 3 Metrics for Success:

- A clean FY27
- Secure CDME Credential

BUDGET

In the provided budget, you will see two different revenue streams, Lodging Facility Use Tax and Lodging Facility Sales Tax. Lodging facilities in Montana collect 8% in lodging taxes.

- 4% Lodging Facility Sales Tax
- 4% Lodging Facility Use Tax

The Lodging Facility **Sales** Tax is distributed, according to 15-68-820:

- 3% Montana General Fund
- 1% Historical Assets
 - 7% Capital Development Building Program
 - 6% Montana Heritage Center Operations
 - 6% Historic Preservation Grants
 - 6% State Special Revenues
 - 68.5% Department of Commerce
 - 24% Regionals & CVBs (new funding for Central Montana this year)
 - 7% Fish Wildlife, and Parks
 - 0.5% Tribal Economic Development

The 1% Historical Assets was added to build the new Montana Heritage Center in Helena in 2019 with SB 338. Once that was constructed, the bill directed the 1% to be distributed as seen above.

The Lodging Facility **Use** Tax is distributed, according to 15-65-121:

- 59.5% Montana Department of Commerce, Destination Montana
 - 43% Promotion
 - 22.5% Rural Tourism
 - 23% Grants
 - 6.5% Revolving Loan Programs and Tourism Assistance
 - 5% Collaboration with Office of Economic Development
- 22.5% 6 Geographic Regions & 21 CVBs
- 6.5% Fish, Wildlife & Park's Parks
- 2.7% or \$1 million (whichever is less) MT Heritage Preservation Commission
- 2.6% Historical Interpretation of Historical Society
- 2.5% Institute of Tourism & Recreation Research
- 1.4% Aquatic Invasive Species
- 1% Historical Society
- 0.5% Tribal Tourism
- 0.1% Department of Justice (created in SB 522)
- 0.7% Department of Revenue Tax Admin + State Employee Reimbursement

The shared expenses are denoted in the budget with an asterisk. The shared expenses are allocated at 27%, using the personnel allocation methodology, and will be paid as a one-time management payment to Great Falls Montana Tourism, except for the professional fees. The shared professional fees will be paid monthly, as a reimbursement with attached invoices, along with all other direct expenses to include personnel and travel.

Appendix A

BRAND

The Explore Bigger Brand was adopted in March 2024. Our brand states that Central Montana is where the views are big, and the experiences are even bigger. Whether a history buff, adventure junkie, avid traveler, or family of four, Central Montana's iconic location paralleled with its rugged past and charming hospitality can only mean one thing – a true Montana experience. Trekking after Lewis & Clark, discovering the cowboy artist, casting a line along the Missouri River, grabbing a microbrew, veering into the Milky Way – Central Montana's best kept secret is that you can have it all!

As the literal centerpiece of Montana exploration and spread across a storied landscape and 98 communities, adventure looms larger, history reaches further, culture runs deeper, and each moment is better than the last. Rooted in unfiltered experiences is a real Montana with less standing in line and more standing in awe.

Our Brand Values guide our efforts to share with visitors that Central Montana is:

- Centerpiece to experience everything Montana has to offer
- Big region with diverse landscapes, authentic communities, and fresh opportunities for adventure
- Enriching lives through history, culture, and nature
- Experience a rugged history where it happened and where it lives on today
- Connect to something bigger and renew your perspective on the world
- Real Montana – with rough edges, humble charm, and unspoiled beauty
- Enough space and opportunities to explore in whatever direction and style you prefer
- Easy to visit – less people and less money for a true Montana experience
- Where time slows down – Unplug from the everyday and be fully present to discover your story

In practice, the brand shows Central Montana is full of life and gives visitors realistic tools to make their dreams a reality.

CREATIVE

Central Montana's creative approach will continue to be quality visuals that reinforce the Explore Bigger Brand goals of:

- Bold. Confident while staying humble
- Modern. Fresh appeal with a foundation of traditional Montana
- Inviting. Casual and comfortable
- Accessible & Welcoming
- Simple. Uncomplicated but still unique
- Aspirational. Imaginative with realistic tools and resources
- Lively. Impactful and full of life

The visual assets will feature people engaged with unique, small communities, authentic experiences, and raw beauty and give the audience an opportunity to see themselves engulfed by Central Montana.

Our messaging will lead with clever headlines that convey our region is an authentic and unspoiled gateway to diverse landscapes, rich history, and humble charm, embodying the essence of "Real Montana". This year, in response to the uncertainty of federal budgets, Central Montana will include Leave No Trace messaging to educate visitors about how to visit, what to expect (like lack of cell services), to be respectful (don't feed or pet the wildlife) and be prepared (such as weather changes quickly and impacts road conditions). This messaging will help keep the outdoors pristine for the next visitor, as the availability of staff to clean vault toilets and do trail maintenance could be limited.



DEFINITIONS

An *attraction* in Central Montana is defined as something that maintains established hours of operation, is routinely experienced by non-residents, and has a digital repository of information. Attractions are usually managed by a non-profit organization or company in good standing, may have historical or regional significance, are independently promoted, and can transfer knowledge to those it engages.

Entertainment in Central Montana provides a sense of shared experience to a general populous, has visual and/or auditory appeal, and offers enjoyment or amusement reliably and frequently throughout the year. Entertainment typically includes performative, interactive, or recreational aspects that lend to potential evergreen promotion.