

VBS-FY21 Fall

FY21 Fall Application for Funding (Returning Applicants)

Visit Big Sky

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Application Form

Guidelines & Applications Tips

UPDATING INFORMATION FROM SPRING:

You will NOT need to retype your responses from the Spring application. Use the "Copy Answers" button at the top of the page to transfer your responses from the FY21 Spring application (submitted in April 2020) to this Application. You can make changes to any of your responses that need updating. If a response has not changed there is no need to update the response

NEW QUESTIONS:

★ Questions that were not asked on the Spring Application and are new to the Fall Cycle are indicated with a gold star

REQUIRED VS OPTIONAL QUESTIONS:

- All required questions are marked with an *asterisk* and must be answered in order to submit the application
- All optional questions have no notation and are not required in order to submit the application. But if an optional question applies to you, please provide an answer.

GUIDELINES:

- Please direct questions or concerns to Jenny Muscat, Operations Manager, at Jenny@ResortTax.Org or 406-995-3234
- Please only provide the information requested within this application
 - Supplemental materials will not be accepted
- Blackmail or bribery of staff or board members is strictly prohibited and will result in disqualification
- Please proofread your application for grammar and validate your data prior to submission
- Avoid organizational jargon and use layman's terms to minimize follow up questions
- You may SAVE the application at any time and return to it
- Final submission happens upon clicking 'SUBMIT'
- **The deadline for applications is Wednesday, September 30 @ 11:59 pm (Mountain Time)**

Organization/Background Information

INSTRUCTIONS:

Please verify and update any information that has changed since you applied for the FY21 Spring Cycle.

Request Title*

Please **update** with your "'Organization Acronym"-FY21 Fall'. For example: *BSRAD-FY21 Fall*

VBS-FY21 Fall

Number of Projects/Programs*

How many projects/programs are you requesting Resort Tax funds for in the Fall cycle?

- If you are requesting funds for **FEWER** projects than in the spring keep the number of projects the same as it was in the spring and in the corresponding project question section(s) enter \$0 for the amount requested **and** provide an explanation about why this project is no longer taking place
- If you are requesting funds for the **SAME** number of projects as the spring keep the number of projects the same and update/verify each project question section accordingly
- If you are requesting funds for **MORE** projects than in the spring enter the new (higher) number here and fill in the additional project question section accordingly
 - The maximum number of projects you may request funds for is 6

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For applicants with multiple projects please note that the application will expand and create additional project/program information sections for each project you are requesting funding for based upon the number entered above. Please enter your projects in order of highest to lowest priority as you complete the application.

Funds Not Awarded*

★ How would your projects/programs be affected if Resort Tax funding were not awarded?

The underlying life blood of a visitor economy supporting Big Sky cannot be denied as it continues to evolve to become a sustainable community. Recognizing the economic impact of our second homeowners, it is important to note that they too came to Big Sky first as a visitor. Should Resort Tax funding not be awarded to Visit Big Sky, the collective marketing of the Big Sky destination in a cohesive and consistent manner by the Official Destination Marketing and Management Organization working for the greater good, would not be possible. In 2019, Resort Tax funding for VBS equated to approximately 70% of its budget because although the Big Sky destination ranks 2nd only to Billings in Bed Tax collections, the local CVB only receives on average \$350,000 of those tax revenues to reinvest in tourism promotion. VBS is the only organization dedicated to all tourism stakeholders from our governmental entities, business owners, their employees, our visitors, our residents, our wildlife, our natural assets and the community at-large, working to preserve the destination for future generations. It is a non-profit, albeit a 501(c)(6) trying to flatten out the tremendous seasonality of our economy. Resort Tax revenues which are a direct result of tourism spending would go down if VBS funding is eliminated as illustrated in these case studies. (https://www.ustravel.org/sites/default/files/media_root/document/POTP_Negative_Case_Studies.pdf)

Total Funds Requested FY21 Fall*

★ What is the total amount of funds your organization is requesting for all projects/programs for this cycle (1/1/21-30-21):

Please ensure that all requests for all projects add up to this total, the form does not calculate a total for you.

\$491,760.00

Additional COVID-19 Funds*

★ Has your organization received any funding from any of the following programs? (Check all that apply)

None

COVID-19 Funds Explanation

★ Please explain how the funding received affects your FY21 Fall Resort Tax request:

Provide detail on:

- *What funding was received (sources and amounts)*
- Amount your request to Resort Tax can be reduced (total ask and broken down by project) if applicable
- When funds were received/expected to be received
- Any other important information regarding this additional funding

To clarify why Visit Big Sky did not apply for the federal and local funds referenced above, 501(c)(6)s are not eligible for PPP Loans and as the organization contributing a portion of its FY20 Resort Tax allocation to the Save Small Business Grant program, we of course did not request one for ourselves. However, VBS did apply for and received the following from state CARES Act emergency grant funding: \$10,000 Montana Department of Public Health and Human Services, Social Services Nonprofit Grant to retain existing programs and services, employees, or organizational viability for provision of future services and operations. Round 2 of this grant opened on September 15 with a maximum allowable request of 10% of 2019 operating budget up to a maximum of \$150,000. VBS is once again applying. Additionally, VBS received \$6,385 from the Montana Adaptability Grant Program through the Montana Department of Natural Resources and Conservation related to keeping staff and customers safe with the purchase of plexiglass shields, hand sanitizing stations, other PPE and development and printing of related signage for our small businesses. The maximum amount eligible for reimbursement is \$10,000. VBS intends to apply for the remainder available to cover costs related to communication, remote work equipment, and cleaning supplies. Where applicable, this funding is being used to supplement lower than expected bed tax funding from 1st Quarter FY21 of \$33,675. VBS is trying to take advantage of all State of Montana grants to offset the reduction in revenues predicted by DOR. Also, through the \$15 million Montana Tourism Safety Grant Program created with CARES dollars via the Montana Office of Tourism and Business Development, VBS was awarded \$330,000 to be spent by 12/30/20. These funds are restricted, dedicated solely to public health via PPE or messaging and administrative support in developing said programs in response to COVID-19. The goal of this Montana Aware program is to ensure the health and safety of our citizens and visitors by educating them on protocols and safety precautions when traveling to/within our state. VBS working with Resort Tax, the two counties, and corporate tourism stakeholders along with the state is attempting to institute community-wide COVID-19 surveillance testing for Big Sky this upcoming Winter 20/21. A large portion of these monies is being held to be able to contribute to this effort on behalf of the destination and small businesses.

COVID-19 Impact*

★ What has the impact of COVID-19 been on your operation and how has this impact affected your Fall Resort Tax request?

Since the beginning of March, the COVID-19 pandemic has resulted in over \$386 billion in cumulative losses for the U.S. travel economy. It is said to be in a depression. For Big Sky specifically, 2nd Quarter Bed Tax collections were down 57% year over year with the shutdown of Big Sky Resort on March 16th and 5 weeks remaining in the Winter 19/20 season. This coupled with the subsequent 14-day self-quarantine for nonresident travelers mandated by the Governor, a complete shutdown of businesses and phased reopening -

many at limited capacity, along with a delayed June 1st reopening of the Montana entrances to Yellowstone National Park, two weeks after that of Wyoming's, had left many in the lodging, restaurant, retail and outdoor recreation outfitting businesses wondering if they would survive. VBS represents all of these businesses collectively and helping them to deal with the daily impacts of COVID-19 on their operations has been difficult, demanding, and yet rewarding all at the same time. The organization's budget is also dependent on those Bed Tax collections which were down substantially. Due to the virus, the Big Sky & Greater Yellowstone Visitor Information Center (VIC) was closed and as a result a \$9,000 VIC operating grant from Yellowstone Country Tourism Region had to be returned. A VBS staffer quit shortly thereafter so COVID-19 has left VBS with no support staff at a time when its stakeholders and the destination need it more than ever. Further, the unexpected CARES funded Montana Tourism Safety Grant Program via the Montana Department of Commerce awarded VBS with \$330,000, an amount almost equal to a typical year's annual Bed Tax allocation, and mandated it be used by 12/30/20 with very strict regulations on how it can be spent essentially doubling the workload for the organization. Due to this volatility, VBS, through its FY21 Fall Resort Tax Application is attempting to build some sustainability into its operating model by hiring an Agency of Record and Publishing/Content Provider as opposed to repeatedly hiring and training often times inexperienced staff with the constant turnover in Big Sky. This will position the organization not only in the short term to better respond to the crisis, but also in the long term to assist with recovery and beyond. In so doing, this will also allow VBS to hire dedicated VIC seasonal staff whose sole purpose is to assist our guests in market without other duties assigned.

PAYMENT REQUEST SCHEDULE INSTRUCTIONS:

- **Update** your estimated payment request schedule for your entire request for the FY21 Fall Cycle (1/1/21-6/30/21)
- For any month you are NOT requesting funds please enter 0

Please note:

- The first-day funds can be requested for the fall cycle is 1/15/21
 - Funding will not be available until a contract has been signed and the Post Award Follow Up has been completed
- Enter your estimated schedule based on when you plan to request funds from Resort Tax

January 2021 Estimate*

Only for expenses incurred from 1/1-1/15/21 that you plan to request by 1/15/21. DO NOT INCLUDE ANY FUNDS YOU WERE AWARDED IN THE SPRING CYCLE IN THIS AMOUNT.

\$0.00

February 2021 Estimate*

\$255,491.00

March 2021 Estimate*

\$51,341.00

April 2021 Estimate*

\$39,841.00

May 2021 Estimate*

\$55,091.00

June 2021 Estimate*

\$43,347.00

July 2021 Request Total Request*

★ *You may request funds until 7/15/21, for the FY21 Fall cycle for any expenses incurred before 6/30/21.*

\$46,649.00

When projecting future requests, please ensure these numbers are as accurate as possible. While calculating these numbers keep the following in mind:

- Economic Growth
- Staffing Changes
- Changes in Community Needs

Future Funding Request FY22 Spring*

★ What is your forecasted Resort Tax request for the FY22 Spring cycle (7/1/21-12/31/21)?

\$400,000.00

Future Funding FY22 Fall*

★ What is your forecasted Resort Tax request for the FY22 Fall cycle (1/1/22-6/30/22)?

\$264,000.00

Future Funding Request FY23*

What is your forecasted Resort Tax request for FY23 (7/1/22-6/30/23)?

\$650,000.00

Future Funding Request FY24*

★ What is your forecasted Resort Tax request for FY24 (7/1/23-6/30/24)?

\$700,000.00

Project/Program 1 Information

INSTRUCTIONS:

Please verify and update any information that has changed since you applied for the FY21 Spring Cycle.

If this project/program will not be taking place in the Fall cycle enter \$0 in the amount requested text box and provide information about why this project is no longer taking place in the "Additional Information" question later in this section.

Project/Program 1*

Team Big Sky - People and Place

Amount Requested | Project/Program 1*

Update the amount you are requesting for project/program 1 for the Fall cycle (1/1/21-6/30/21):

\$66,600.00

PAYMENT REQUEST SCHEDULE INSTRUCTIONS:

- Enter your estimated payment request schedule for project/program 1 ONLY for the FY21 Fall Cycle (1/1/21-6/30/21)
- For any month you are NOT requesting funds from Resort Tax please enter 0
- Please ensure your monthly request add up to the Amount Requested for this project/program
 - The application does not add up the requests for you

January 2021 Est Project/Program 1*

★ *Only for expenses incurred from 1/1-1/15/21 that you plan to request by 1/15/21. DO NOT INCLUDE ANY FUNDS YOU WERE AWARDED IN THE SPRING CYCLE IN THIS AMOUNT.*

\$0.00

February 2021 Est Project/Program 1*



\$9,700.00

March 2021 Est Project/Program 1*

\$10,200.00

April 2021 Est Project/Program 1*

\$9,700.00

May 2021 Est Project/Program 1*

\$9,700.00

June 2021 Est Project/Program 1*

\$11,500.00

July 2021 Est Project/Program 1**You may request funds until 7/15/21, for the FY21 Fall cycle for any expenses incurred before 6/30/21.*

\$15,800.00

Goals | Project/Program 1

What are the goals of this project/program and how will they be measured?

People and Place. VBS needs staff to develop the Big Sky experience with Big Sky tourism businesses and to market the destination to potential visitors. This is not a manufactured widget being produced, marketed and sold, but rather it is the curation of an experience delivered by at least a dozen partners that requires collaboration to inspire, engage and lead someone to take action. Planning a trip is a long and complicated process with numerous touch points throughout the customer journey from top of the funnel inspiration all the way to booking and arrival in market, meaning, visibility in google searches, digital and print advertising, a destination website, dedicated social media, email marketing, a call to the VIC. People do this.

Project/Program 1 Spring Funding*

Was this project/program awarded funds in the FY21 Spring cycle?

If yes, please elaborate in the next question:

Yes

Project/Program 1 Spring Funding Explanation

★ If applicable, please describe how you met the measurable goals outlined in your Spring application:

Visit Big Sky, the official Destination Marketing and Management Organization for our community, relative to competing mountain resort communities such as Jackson Hole and Park City, is at a competitive disadvantage when it comes to resources, both financial and staffing, as VBS continues to work towards positioning Big Sky as the premier destination in Montana and the Rocky Mountain West. For example Jackson Hole has a \$3+ million budget and Park City is close to \$10 million. The recent relocation of the joint Big Sky Chamber/VBS offices and Big Sky & Greater Yellowstone Visitor Information Center (VIC) to Town Center has provided some financial security as far as a locked in monthly rent with a lease secured for the next 5 years. On the staffing front however, due to COVID-19 the VIC had to be closed down to in-person assistance, and a staffer was laid off as a result, and a Yellowstone Tourism Region grant returned. Immediately following another staffer resigned leaving VBS very short handed. As a result, VBS is currently conducting an RFP process for Agency of Record and Publishing/Content services to provide strategy, marketing, media and content publishing for the organization by extremely experienced individuals who have been working in the tourism space for decades as opposed to inexperienced staff resulting from the lack of affordable workforce housing. This was already in the works prior to COVID-19 and stalled due to the crisis, but has now been accelerated to position VBS and Big Sky well through the remainder of COVID-19 recovery and beyond.

Project/Program 1 Additional Information*



What additional information would you like to share with the Board regarding this project/program?

It is extremely difficult to attempt to enter into annual contracts with service providers with the current bi-annual funding allocation process. This does not bode well for Resort Tax revenue collections depending on tourism based spending, the destination in its efforts to keep Big Sky top of mind in an ever-increasingly competitive tourism landscape where now everyone is vying for prospective travelers' mindshare on top of public health messaging, nor the community at-large which depends on Resort Tax collections to fund critical infrastructure. Further, in working to ensure Big Sky's continued evolution from a ski resort to a sustainable community, respectfully we would request the opportunity for FY22 to discuss a designated % of funds annually to tourism marketing, promotion and destination/experience management to provide this sustainability. The visitor economy is the lifeblood of Big Sky and the fuel that drives the Resort Tax engine.

Community Messaging 1*

★ Please provide a brief (1-2 sentence) description of this project/program for community messaging purposes:

Big Sky's visitor economy is its lifeblood. Born a destination ski resort, Big Sky is evolving toward a sustainable community, but as COVID-19 has illustrated, tourism is not to be taken for granted. VBS ensures it is not. Tourism is also what fuels Resort Tax revenues and funds all other requests.

Project/Program 2 Information

INSTRUCTIONS:

Please verify and update any information that has changed since you applied for the FY21 Spring Cycle.

If this project/program will not be taking place in the fall cycle enter \$0 in the amount requested text box and provide information about why this project is no longer taking place in the "Additional Information" question later in this section.

Project/Program 2*

Promote the Big Sky Destination

Amount Requested | Project/Program 2*

Update the amount you are requesting for project/program 2 for the Fall cycle (1/1/21-6/30/21).

\$395,400.00

January 2021 Est Project/Program 2*

★ *Only for expenses incurred from 1/1-1/15/21 that you plan to request by 1/15/21. DO NOT INCLUDE ANY FUNDS YOU WERE AWARDED IN THE SPRING CYCLE IN THIS AMOUNT.*

\$0.00

February 2021 Est Project/Program 2*



\$244,500.00

March 2021 Est Project/Program 2*



\$28,500.00

April 2021 Est Project/Program 2*



\$28,500.00

May 2021 Est Project/Program 2*



\$34,000.00

June 2021 Est Project/Program 2*



\$29,700.00

July 2021 Est Project/Program 2*



You may request funds until 7/15/21, for the FY21 Fall cycle for any expenses incurred before 6/30/21.

\$30,200.00

Goals | Project/Program 2

What are the goals of this project/program and how will they be measured?

The goal is to support Big Sky's continued evolution from a destination ski resort to a sustainable, year round community by flattening out the seasonality of our destination's visitation, shortening the shoulder seasons, building up summer to rival winter, and mitigating risks from weather by planning. As stated before, the first quarter of the year, ski season, brings in 3x as much in tax revenue than summer. VBS is working to eliminate that imbalance. Continual and consistent messaging is the foundation upon which a destination's reputation is built. COVID-19 illustrates this. If our destination had no name recognition in the mind of the consumer, we would be digging out of a very deep hole right now just to get us to the starting line.

Project/Program 2 Spring Funding*



Was this project/program awarded funds in the FY21 Spring cycle?

If yes, please elaborate in the next question:

Yes

Project/Program 2 Spring Funding Explanation



If applicable, please describe how you met the measurable goals outlined in your Spring application:

VBS' job, to "market" Big Sky in the wake of the pandemic from a public health perspective, the Governor's and Gallatin/Madison Counties' public health directives related to travel and closures/limited capacity for some business operations, combined with the national appetite for travel due to extreme case loads of the virus and the social unrest in major metropolitan areas around the country has to say the least been hampered. It has been laser focused on prospective visitors searching for lodging in/around YNP. In addition, the injection of \$330,000 for the Big Sky destination, coupled with the millions of additional dollars going to Yellowstone Country Tourism Region and the other 6 CVBs has inundated the market will public health messaging via the Montana Aware campaign. All of which must terminate by 12/30/20. A spring into early summer promotion had to be postponed due to the closure of our country to travel essentially during the late March/April/May timeframe. There is significant pent up demand for travel although it fluctuates weekly with the ever-evolving environment around virus containment. Destinations across the globe who are fighting for survival with the collapse of the visitor economy are fighting for mindshare so that when the

world once again opens to travel, they are top of mind. This has been an extremely difficult time to play for because what you are planning for changes daily. The strategy is to get an agency on board to allow VBS to be more nimble in navigating these turbulent times and to have the funds to put the Big Sky destination out there as potential visitors look to make plans for future travel.

Project/Program 2 Additional Information*

★ What additional information would you like to share with the Board regarding this project/program?

To reiterate, it is very difficult to put systems into place with a 6-month funding cycle and speaking to the future as VBS looks to enter into a contract with an agency as its partner, that it typically a 3-5 year relationship at a minimum with annual renewals but no agency looks to invest its resources into a contract of such short tenure. Resort Tax has the ability to provide stability to the visitor economy by consistently funding tourism marketing, promotion and destination management.

Community Messaging 2*

★ Please provide a brief (1-2 sentence) description of this project/program for community messaging purposes:

VBS' Imagine Big Sky 2023 Tourism Master Plan focuses its marketing efforts on growing Big Sky as a sustainable year round community by building the destination's reputation BEYOND WORLD-CLASS WINTER by elevating summer/shoulder seasons thus allowing businesses and to operate 12 months a year.

Project/Program 3 Information

INSTRUCTIONS:

Please verify and update any information that has changed since you applied for the FY21 Spring Cycle.

If this project/program will not be taking place in the fall cycle enter \$0 in the amount requested text box and provide information about why this project is no longer taking place in the "Additional Information" question later in this section.

Project/Program 3*

Develop and Steward the Destination

Amount Requested | Project/Program 3*

Update the amount you are requesting for project/program 3 for the Fall cycle (1/1/21-6/30/21):

\$11,500.00

January 2021 Est Project/Program 3*

★ Only for expenses incurred from 1/1-1/15/21 that you plan to request by 1/15/21. **DO NOT INCLUDE ANY FUNDS YOU WERE AWARDED IN THE SPRING CYCLE IN THIS AMOUNT.**

\$0.00

February 2021 Est Project/Program 3*



\$9,000.00

March 2021 Est Project/Program 3*



\$0.00

April 2021 Est Project/Program 3*



\$1,000.00

May 2021 Est Project/Program 3*



\$1,500.00

June 2021 Est Project/Program 3*



\$0.00

July 2021 Est Project/Program 3*

★ You may request funds until 7/15/21, for the FY21 Fall cycle for any expenses incurred before 6/30/21.

\$0.00

Goals | Project/Program 3

What are the goals of this project/program and how will they be measured?

Typical KPIs include measuring how many students enroll in and graduate from the MSU Hospitality Management & Culinary Arts Program, and participate in the annual Host Week destination training for new

front line staff. GSTC manages the global standards for sustainable travel and tourism, and acts as the international accreditation body for sustainable tourism certification. Its performance indicators were designed to provide guidance in measuring compliance with the Destination Criteria. Application of the criteria will help a destination to contribute towards the UN's 2030 Agenda for Sustainable Development / 17 Sustainable Development Goals. The criteria are available at <https://www.gstcouncil.org/gstc-criteria/gstc-destination-criteria/>.

Project/Program 3 Spring Funding*

★ Was this project/program awarded funds in the FY21 Spring cycle?

If yes, please elaborate in the next question:

No

Project/Program 3 Spring Funding Explanation

★ If applicable, please describe how you met the measurable goals outlined in your Spring application:

Project/Program 3 Additional Information*

★ What additional information would you like to share with the Board regarding this project/program?

This project is based on research and stakeholder collaboration to grow Big Sky's economy which speaks to the organization's strategic priorities to Develop and Steward the Destination while balancing the need to sustain the quality of life for its residents. Big Sky the place, with all of its consumers from locals to visitors, to its wildlife and natural environment, is the confluence of people, culture, nature and preservation. VBS is pursuing the Global Sustainable Tourism Council's sustainable Mountain Ideal destination designation to ensure Big Sky the place retains the characteristics that make it Big Sky for future generations to enjoy. Now more than ever, sustainable tourism which has become regenerative tourism is top of mind. The positive effects of less people in some destinations during the global shutdown has shown leadership that it is more important to attract the right type of visitor versus simply more visitors to preserve our places for future generations.

Community Messaging 3*

★ Please provide a brief (1-2 sentence) description of this project/program for community messaging purposes:

Big Sky was born a destination ski resort. Tourism is the lifeblood of our community and what allows our full-time residents and second homeowners to live here. VBS' mission is to support Big Sky as a destination through the development, marketing and stewardship of authentic tourism experiences.

Project/Program 4 Information

INSTRUCTIONS:

Please verify and update any information that has changed since you applied for the FY21 Spring Cycle.

If this project/program will not be taking place in the fall cycle enter \$0 in the amount requested text box and provide information about why this project is no longer taking place in the "Additional Information" question later in this section.

Project/Program 4*

Lead the Destination

Amount Requested | Project/Program 4*

Update the amount you are requesting for project/program 4 for the Fall cycle (1/1/21-6/30/21):

\$18,260.00

January 2021 Est Project/Program 4*

★ *Only for expenses incurred from 1/1-1/15/21 that you plan to request by 1/15/21. DO NOT INCLUDE ANY FUNDS YOU WERE AWARDED IN THE SPRING CYCLE IN THIS AMOUNT.*

\$0.00

February 2021 Est Project/Program 4*



\$1,291.00

March 2021 Est Project/Program 4*



\$3,641.00

April 2021 Est Project/Program 4*



\$1,641.00

May 2021 Est Project/Program 4*



\$10,391.00

June 2021 Est Project/Program 4*



\$647.00

July 2021 Est Project/Program 4*



You may request funds until 7/15/21, for the FY21 Fall cycle for any expenses incurred before 6/30/21.

\$649.00

Goals | Project/Program 4

What are the goals of this project/program and how will they be measured?

As a Gateway Community to Yellowstone, America's first National Park with international visitation, our small, rural community in Southwest Montana is a world-renown bucket list destination. This is an opportunity for VBS to be in the spotlight as a leader. To lead, VBS must be at the forefront of new ideas in developing and marketing the destination, embracing stewardship of our public lands, and educated about trends and issues impacting the overall industry on a global scale such as the SDGs to play its part. VBS then cascades this locally to its small businesses via efforts like the Annual Marketing Outlook Luncheon to ensure the tourism collective is working collaboratively to leverage finite resources.

Project/Program 4 Spring Funding*



Was this project/program awarded funds in the FY21 Spring cycle?

If yes, please elaborate in the next question:

No

Project/Program 4 Spring Funding Explanation



If applicable, please describe how you met the measurable goals outlined in your Spring application:

Project/Program 4 Additional Information*



What additional information would you like to share with the Board regarding this project/program?

An adjective often used here in reference to the Big Sky destination is "world-class," and it is the job of Visit Big Sky to ensure that the destination delivers on that. VBS as Big Sky's official Destination Management and Marketing Organization (DMMO) aspires to be a "world-class" organization leading the industry not only locally, but throughout the state, and by engaging in the state and national conversation via its involvement with Voices of Montana Tourism, Tourism Matters to Montana, the U.S. Travel Association, Destinations International, the World Tourism organization and many other programs. This amplifies VBS' voice in advocating for the local and state visitor economies. With the internet, social media, and peer-to-peer economy like Airbnb and Uber having leveled the playing field for even the smallest destinations around the

world, competition for consumer mind share on a global scale is fierce. It is vital that TEAM VBS stay current on industry best practices to keep up.

Community Messaging 4*

★ Please provide a brief (1-2 sentence) description of this project/program for community messaging purposes:

VBS provides leadership as the Official Destination Marketing and Management Organization for the Big Sky destination, represents and speaks for all tourism stakeholders and place consumers from businesses to residents to the natural surroundings that make Big Sky what it is for the greater good.

Application Verification & Summary

APPLICATION VERIFICATION:

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for Board review. Once you select Submit you will no longer be able to edit your application.

Verification*

Incomplete applications may not be considered for funding. It is the applicant's responsibility to provide all the information requested in the proper format by the application deadline.

I verify that the application is complete and contains accurate information

Date of Submission*

09/29/2020

Name of Submitter*

Candace Carr Strauss

Once you click 'SUBMIT', do not refresh the page. It may take a few moments to process the information and submit the application.

File Attachment Summary

Applicant File Uploads

No files were uploaded