Appendix F: Business, Business Association, and Land Owner Actions

Tourism and Recreation Goals and Actions

Montana's ten tourism goals were developed from prioritized issues and opportunities identified by Montana citizens, businesses, and other tourism and recreation stakeholders during statewide public workshops, an online survey, and other meetings and interviews. These goals provide the framework for turning Montana's tourism Vision into reality by 2012.

Actions Identify Steps to Achieve Goals

To realize each of the goals, specific actions were developed, along with objectives to measure the accomplishment of each action. This appendix lists only the actions for which businesses, business associations, and land owners are responsible to implement and/or report.

Descriptions of the actions begin on the next page, including priority level and responsible partners to lead and assist with implementation (the first partner listed in bold is the lead while the others are partners to support or assist). Partner categories are color-coded, as noted below. A table listing and summarizing all actions, with their priority level, timeline, and responsible parties, appears at the end, along with a key to the partner codes.

Responsible Partner categories color coding key:

BLUE	Travel Montana
YELLOW	TAC, State & Local Government (policy makers)
RED	Tourism Regions & CVBs
GREEN	State & Federal agencies (other than Travel Montana)
GRAY	**Businesses** and **business associationes, and land owners** (Chambers, MIKA, TIAM, etc.)
FUSCHIA	MTTA, Tribes, MIBA, BIA
WHITE	Nonprofit organizations (no shading)

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Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.

Coordinate highly effective promotion efforts among state, regional, local, and private partners to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment. Increase the percentage of funding used for proactive publicity and media relations, and web-based relationship marketing, compared to paid advertising placements.

1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions. Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.
Priority: High
Responsibility: **TM**, REG, CVB, CC, BIZ, MTTA
Measurable Objectives:

- Identify and implement at least four off-peak season cooperative promotions annually (four statewide, plus four per region and CVB)
- Leverage $4 million in annual Travel Montana advertising expenditures into $10+ million in media value.
- Generate at least $500,000 in private sector investment participation in cooperative advertising and promotion efforts annually.
- Increase the number of user sessions by 25% per year on Travel Montana and partner web sites.
- Work toward implementing monthly reporting of lodging sales and tax collections by Montana lodging industry and Department of Revenue by July 2010 (to measure results of marketing efforts more effectively).

Responsibility to track/report: Travel Montana, Regions, CVBs

1.1.b. Continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience". Based on market research, accentuate images and messages that appeal to each winter target market segment. Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.
Priority: High
Responsibility: **TM**, MSAA, REG, CVB, BIZ, MTTA
Measurable Objectives:

- Increase nonresident visitation in winter season (Q1) by 15% by 2012.
- Identify new winter target markets with accompanying promotion efforts annually (one statewide, plus one per region/CVB).

Responsibility to track/report: Travel Montana, Regions, CVBs, ITRR

1.1.c. Attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal). Develop packages that target consumer show customers. Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.
Priority: Medium
Responsibility: **REG**, CVB, BIZ, MTTA
Measurable Objectives:
- Develop five targeted packages for show attendees.
- Disseminate at least 50 leads per show to tourism/recreation partners.
- Report bookings received by Montana industry participants.

Responsibility to track/report: Regions, CVBs

1.1.d. Continue marketing to international travelers. Work with Rocky Mountain International to provide annual reports about Montana product 'on the shelf' in the overseas markets. Educate Montana tourism suppliers about needs and expectations of international travelers. Disseminate tour operator/media leads and copies of articles published in international travel publications to Montana businesses and attractions. Provide semi-annual reports to Montana tourism partners about media value.
Priority: Medium
Responsibility: **TM**, REG, CVB, BIZ, MTTA
Measurable Objectives:
- Conduct a survey of the Montana tourism industry in 2008 to measure results of international marketing efforts.
- Increase product offerings by international tour operators, focused on off-peak season niche activities.
- Increase overseas visitation from 3%-4% of all nonresident travelers to 5% of nonresident travelers by 2010.

Responsibility to track/report: Travel Montana, ITRR

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.

Groups and events provide opportunities to build off-peak season business in Montana, through highly targeted sales and promotion efforts.

1.2.a. Amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI, www.iacvb.org) and/or the Western Association of CVBs (WACVB, www.wacvb.org). Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts. Update appropriate listings on montanameetings.com. Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.
Priority: High
Responsibility: **CVB**, REG, TM, BIZ, UNIV, MTTA
Measurable Objectives:
- Attract at least 50 new conferences or group gatherings of 100-150 people or more from outside Montana annually (average of 4-5 per CVB per year).

Responsibility to track/report: CVBs

1.2.b. Work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons. Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.). Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.
Priority: High
Responsibility: **CVB**, NPO, CC, BIZ, REG, TM, TRB
Measurable Objectives:
- Statewide, attract at least two new western or national sports competitions to Montana annually.

Responsibility to track/report: CVBs, Chambers, Regions, Travel Montana

1.2.c. Continue to promote Montana as a film location and consider enhanced incentives for film production in Montana. Monitor incentive programs in surrounding states, provinces, and worldwide. Develop appropriate new initiatives and legislative solutions as needed to maintain competitiveness in recruiting the production industry. Work with public land managers and the film industry to avoid conflicts with filming regulations and land access issues.
Priority: High
Responsibility: **TM**, TIAM, MEDA
Measurable Objectives:
- Increase new film industry expenditures by an average of 5% per year.
- Work with the executive branch and legislature to extend the Big Sky on the Big Screen film production incentives beyond 2009.

Responsibility to track/report: Montana Film Office

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media such as the Northwest Outdoor Writers Association and Outdoor Writers Association of America, as well as niche and online media. Disseminate leads and industry trend information to tourism businesses and attractions. Conduct publicity workshops for tourism businesses and attractions. Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.
Priority: High
Responsibility: **TM**, CVB, REG, BIZ, MTTA
Measurable Objectives:
- Host at least one travel media group familiarization tour, and two to four individual familiarization tours per region annually.
- Maintain a statewide database of at least 1,400 travel journalists, and communicate with them regularly.
- Statewide, generate publicity about Montana destinations worth an advertising equivalency of $14 million annually.

Responsibility to track/report: Travel Montana, Regions, CVBs

1.2.e. Continue to target tour operators to bring group tours and packaged vacations to Montana. Promote Montana as an off-peak season destination for group/packaged educational and experiential tours. Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.
Priority: High
Responsibility: **TM**, CVB, REG, BIZ, MTTA
Measurable Objectives:
- Statewide, generate six to ten new tour group trips annually.

Responsibility to track/report: Travel Montana, Regions, CVBs

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.

Montana has limited public and private resources for tourism marketing compared to other destinations. By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.

1.3.a. Host an annual Marketing Plan meeting between Travel Montana, regions, CVBs, Tourism Advisory Council, MTTA, and other state/federal agencies involved in tourism and recreation, to coordinate the marketing planning process. Schedule the meeting in January or February prior to the region/CVB Marketing Plan deadlines. Highlight successful programs. Discuss and identify priority target markets, state marketing strategies to reach each market, and ways to coordinate and leverage state and local marketing efforts. Discuss the relationship between tourism marketing and public land/facility management capacity, and how results of marketing strategies will be measured by all partners.
Priority: High
Responsibility: **TM**, TAC, REG, CVB, FWP, MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA

Measurable Objectives:

- Achieve at least 80% participation from representatives of regions, CVBs, TAC, MTTA, and state and federal agencies.
- Develop successful outcomes as measured by participant evaluations.

Responsibility to track/report: Travel Montana

1.3.b. Implement the new Montana tourism brand to enhance the state's image and message in priority markets.
Priority: High
Responsibility: **TM**, REG, CVB, BIZ, MTTA, DOAg, FWP, DOC, MHS, MAC, MHC, DNRC
Measurable Objectives:

- Encourage tourism and recreation partners statewide to incorporate the Montana brand into marketing efforts.
- Where appropriate, encourage other state departments/agencies to use the brand in their marketing efforts.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI, MTTA

1.3.c. Conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.
Priority: Medium
Responsibility: **TM**, REG, CVB, CC, MTTA
Measurable Objectives:

- Conduct at least one marketing workshop for tourism and recreation industry partners in each tourism region annually.
- Conduct at least one statewide tourism marketing webinar annually.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTTA

1.3.d. Create cooperative marketing campaigns between agriculture and tourism. Identify key businesses/trade groups in agriculture and tourism, and form marketing/advertising partnerships. Collaborate to pinpoint mutually-beneficial images/themes. Work with agricultural marketing groups to create campaigns and leverage advertising dollars.
Priority: Low
Responsibility: **TM**, DOAg, REG, NPO, BIZ, MTTA
Measurable Objectives:

- Create one new cooperative marketing campaign between agriculture and tourism annually.
- Highlight cooperative marketing efforts in e-newsletter, and at regional workshops.

Responsibility to track/report: Travel Montana, MT Dept. of Agriculture

Action 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.

Visitor information systems are part of an integrated and comprehensive tourism marketing strategy. While traveling in Montana via highway, air, or rail, visitors need a comprehensive system of information for a successful vacation experience. An integrated system directs travelers to places they otherwise would not visit.

According to ITRR research, 10%-30% of nonresident travelers to Montana stop at state visitor centers. While this is a significant number of Montana travelers (1-3 million), the official visitor centers miss 70% to 90% of travelers. Therefore, other facilities/agencies that offer visitor information need to be integrated as part of a comprehensive statewide system. Additionally, other components of a comprehensive visitor information system are needed such as free wi-fi, podcasts, RSS feeds, video downloads, etc.

All of Montana's state, federal, local, and tribal partners should work together to create an improved system of information, cross-promotion, and even facility/event/activity bookings. Promote the system through travel web sites, visitor guides, and partners.

1.4.b. Establish criteria for "officially-designated" visitor information sites and services, and foster more collaboration between agency and private visitor services. Link visitor centers, museums, attractions, and businesses to leverage resources and provide quality visitor services statewide. Provide official designation (signs, stickers, web site listings) to key sites that meet the criteria, and work with MDT to improve signage to designated visitor centers. Include visitor center managers/staff in state and regional communications about marketing efforts, training opportunities, weather/fire updates, etc. Use an online form for designated centers/services to report visitor traffic, trends, and suggestions to Travel Montana.
Priority: Medium
Responsibility: TM, MTRI, MTTA, CC
Measurable Objectives:

- Establish criteria for sites within the MT VIS by December 2010 with involvement from regions, CVBs, MDT, and state/federal partners.
- Disseminate criteria and information about the process for official designation by December 2011.

Responsibility to track/report: Travel Montana

1.4.c. Provide advanced training for all Visitor Information Centers (VICs), including regional familiarization tours for state/federal/regional/tribal/local information staff and volunteers. Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent. VICs should coordinate hours/seasons of operation, and consolidate services where possible. Tap training resources such as Montana Superhost and the National Association of Interpretation.
Priority: High
Responsibility: TM, MTRI, REG, CVB, CC, BIZ, MTTA
Measurable Objectives:

- Conduct annual training workshops in each region for staff and volunteers of local, state, federal, and tribal visitor information/interpretive centers.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI, Superhost

1.4.d. Use technology to enhance Montana visitor information and marketing efforts. Visitors increasingly use technology before and during their trips to plan, make decisions, and enhance their experience. Evaluate ways to incorporate technology into Montana's comprehensive visitor information system, such as expanded use of TIS systems, 511 system, audio tour downloads in MP3 format, wireless hot spots, easy access to podcasts, Real Simple Syndication (RSS) news/information feeds, blogs, computer workstations, etc. Ensure that components of the system are promoted on web sites and in visitor guides.
Priority: Medium
Responsibility: TM, MTRI, MTTA, CC
Measurable Objectives:

- Expand system of TIS stations, information available on 511 system, and locations for downloadable visitor information.
- Increase the number of free wireless hot spots available to visitors, with information on-site about tourism podcasts, RSS feeds, audio tours, etc.

Responsibility to track/report: Travel Montana, MDT, Chambers of Commerce

1.4.e. Expand displays of Montana destinations and products at State rest areas, airports, train stations, and visitor centers. Integrate Montana's VICs, rest areas, chambers of commerce, airports, and train stations into state economic development efforts by showcasing Montana's heritage and economy. Highlight Montana destinations and products in materials, furnishings and displays sponsored by business and nonprofit groups, such as products from Made-in-Montana and Grown-in-Montana. Work with local/regional organizations to voluntarily maintain displays with current information.
Priority: Medium
Responsibility: TM, MDT, DOC, MTTA, BIZ, CC, NPO, MEDA
Measurable Objectives:

- Develop system with MDT and airport managers by 2009 to enhance traveler information available at rest areas and airports.

- Implement system of enhanced information about Montana and its products, and maintain/expand annually.

Responsibility to track/report: Travel Montana, MDT, Chambers of Commerce

Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.

Action 2.1: Build awareness through statewide publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.

Distribute information through printed material, press releases, tourism listserv, economic development groups, etc. Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks). Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.

Priority: High

Responsibility: **TM**, REG, CVB, MTRI, MTTA, TIAM

Measurable Objectives:

- Distribute information monthly about tourism and recreation issues to industry stakeholders, policy makers, and media.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI

Action 2.2: Provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.

Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials. Conduct outreach at state, regional, and local meetings and events. Send e-mail communications to elected officials and MTRI agency directors. Present key tourism issues/trends to the Montana Assn. of Counties and Montana League of Cities & Towns; discuss tourism concerns/ opportunities, and seek creative/collaborative ways to address them. Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.

Priority: High

Responsibility: **TM**, REG, CVB, MTTA, CC, TIAM, MIKA, MEDA

Measurable Objectives:

- Give two to six presentations in each region, and six to statewide groups, annually.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTTA, Chambers

Action 2.3: Change the state law and rules to broaden eligibility for the Montana Byways program (and access to federal funding).

Encourage the Montana Legislature to change the Montana Byways program, so that more highways can be designated as state scenic/historic byways, and become eligible for federal funding for byway planning, improvement projects, and marketing. Coordinate efforts with the existing U.S. Forest Service National Forest Scenic Byway Program, Bureau of Land Management Backcountry Byway Program, and the Tribal Byways Program. Form a State Scenic Byways Advisory Committee and initiate local planning along proposed byway corridors and loops to begin the designation process. Gather local public input to establish values and parameters for corridor or byway designation, and respect community heritage and character in the process of developing byway/corridor plans and marketing strategies.

Priority: Medium

Responsibility: **SG**, MDT, USFS, BLM, TRB, CC, TIAM, NPO, MEDA

Measurable Objectives:

- Accomplish changes in law and rules in the 2009 legislative session.

Responsibility to track/report: MDT

Action 2.4: Address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.

Some ongoing and emerging issues related to tourism and recreation in Montana require decisions or rule changes by state and/or federal policy-makers (see Chapter 4, pages 42-46). These issues are multi-jurisdictional and complex, so they cannot be addressed easily by a single agency or group, yet they consistently appear as priority issues in surveys of Montanans. Many of the issues are common to other western states, and are the subject of lobbying and advocacy efforts by the Western States Tourism Policy Council (WSTPC, www.dced.state.ak.us/wstpc).
Priority: Medium
Responsibility: **TAC**, MTRI, TM, WSTPC, SG, TIAM, MEDA
Measurable Objectives:
- Prioritize issues and identify potential inter-agency policy actions annually.
- Address priority issues and report annually to tourism and recreation industry partners.

Responsibility to track/report: TAC, MTRI

Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.

Action 3.1: Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.

Develop a single concise message about sustainable tourism, geotourism principles, and responsible recreation on public and private lands. Include the message on state, regional, local, and business web sites, in visitor guides, etc., to educate residents and visitors about their responsibilities when recreating on public and private lands. Coordinate efforts between tourism marketers and state/federal agencies to contact travelers via the media, web, VICs, rest areas, agency offices, businesses, etc. Outline penalties for illegal activities, where appropriate, and provide numbers to report violations. Include GPS coordinates on trail maps to assist visitors.
Priority: High
Responsibility: **TM**, MTRI, REG, CVB, BIZ
Measurable Objectives:
- Develop a single responsible use message for all partners by December 2008.
- Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.
- Distribute responsible use materials at all visitor centers statewide annually.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI

Action 3.2: Coordinate state, regional, and local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.

Identify capacity and maintenance challenges, and ensure that state/regional/local tourism marketing efforts are appropriately aligned. Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities. Participate in the annual marketing planning meeting outlined in Action 1.3.a.
Priority: Medium
Responsibility: **TM**, REG, CVB, MTRI, CC
Measurable Objectives:
- Meet annually to discuss marketing plans and land management implications.

Responsibility to track/report: Travel Montana, MTRI, Regions, CVBs

Action 3.3: Support use of easements, county planning commissions, and agency planning efforts, to maintain and improve public access to public recreation lands.

Continue to maintain and enhance facilities and public access for outdoor recreation at Montana parks, rivers, lakes, ranches, etc. Use interagency groups and local task forces to gather and disseminate information, and develop collaborative strategies for access management and policies. Support initiatives to provide funding for open space conservation. Acquire easements, or exchange or purchase land from willing private landowners, in order to preserve access to public lands and waters. Expand communication on access issues and cooperation between agencies, user groups, and other interested parties.
Priority: Medium
Responsibility: **LG,** SG, MTRI, LO, CC, TIAM
Measurable Objectives:
- Include land access provisions in local (city/county) planning processes.
- Implement voluntary tourism-sponsored programs to provide funding for Montana open space preservation by 2009.

Responsibility to track/report: MTRI, CC, TIAM

Action 3.4: Continue to enhance the Montana Block Management Program, expanding public access to private lands.

Enhance Montana's Block Management Program to access to private lands for hunting and fishing. Study ways to streamline the process, attract broader participation, evaluate conservation easements, analyze issues of program expansion or limitations, and include concerns about non-resident vs. resident preferences.
Priority: Medium
Responsibility: **FWP**, SG, LO, BLM
Measurable Objectives:
- Expand participation (enrolled acres) in the Block Management Program to 9 million acres by 2012.
- Use conservation easements where appropriate to preserve sportsmen access to private lands.

Responsibility to track/report: Montana Fish Wildlife & Parks

Action 3.5: Identify actions and initiatives to reconnect families and youth with the outdoors, and identify ways to link outdoor programs with statewide science, math, and language curriculum standards/initiatives.

Sponsor programs that encourage kids to spend more time outdoors, involving the Governor's office, state/federal agencies, tribes, nonprofit groups, and businesses. Use initiatives to improve public health, encourage education about the outdoors, enhance tourism efforts, and increase public appreciation for the importance and protection of the outdoors for future generations. Develop partnerships and seek private and foundation funding to implement statewide initiatives.
Priority: Medium
Responsibility: **SG**, MTRI, UNIV (Extension 4-H program), TRB, LG, NPO, BIZ
Measurable Objectives:
- Identify specific actions and funding sources annually for 2008-2012.
- Implement actions, report results in terms of participation and benefits realized.

Responsibility to track/report: MTRI

Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).

Action 4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.

4.1.a. Use local historic/cultural/tribal attractions as venues for conferences, events, and educational seminars. Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services. Host receptions and tours at museums, galleries, theaters, Lewis & Clark sites, etc., and educational workshops

and forums at historic sites like Virginia City. Use creative venue ideas for recruitment of conventions. Create annual statewide CVB/venue awards for creativity.
Priority: High
Responsibility: **CVB**, REG, BIZ, MHS, MHC, MAC, TM, MTTA
Measurable Objectives:
- Use historic/cultural facilities at least 50 times annually as venues for visiting conference groups (4+/year/CVB).

Responsibility to track/report: CVBs, MTTA, MHC

4.1.e. Plan and promote commemorations of historic events in Montana (i.e., David Thompson Bicentennial in NW Montana 2008-2011 and others).
Highlight historic and cultural events as appropriate to attract heritage and cultural travelers. Identify upcoming commemorations of cultural and historic events, and strategies to market them.
Priority: Medium
Responsibility: **MHS**, TM, MTRI, REG, CVB, NPO, BIZ, CC, TRB
Measurable Objectives:
- Develop and implement three marketing strategies for the David Thompson Bicentennial Commemoration annually in 2009, 2010, and 2011.
- Annually identify and promote other commemorations.

Responsibility to track/report: MHS, Glacier Country, Travel Montana

Action 4.2: Improve and maintain infrastructure, facilities, and services to support heritage and cultural tourism in Montana.

Travelers have become more sophisticated and affluent, and their tastes and expectations have changed. They expect interactive and stimulating displays, professionally printed signs and display labels, well maintained facilities, spotless restrooms, attractive landscaping, and well-trained staff with confident interpretive skills. In exchange, these travelers willingly support high quality facilities and services with entrance fees, retail purchases, gratuities, and donations.

4.2.b. Augment tourism facilities, services, and marketing capacity within Montana Indian reservations.
Travelers are interested in Montana's American Indian culture, both historical and contemporary. Enhance educational and tourism-related facilities, services, artisan displays/galleries, and interpretation on Montana's Indian reservations, including receptive tour services, interpretation, dining, lodging, retail, "Seven Lodges" concept, encampments, pow wows, etc.
Priority: High
Responsibility: **TRB**, MTTA, TM, BIZ
Measurable Objectives:
- Identify and prioritize a list of needs for each Montana Indian reservation.
- Assist with implementation of at least one tourism-related project/marketing effort per Montana Indian reservation annually.

Responsibility to track/report: MTTA, Travel Montana

4.2.d. Revitalize Montana's historic downtowns as vibrant destinations for travelers. Tap assistance from the Montana Main Street Program, Montana Historic Preservation Office, Montana Historical Society, and National Main Street Center to designate historic districts, obtain resources for restoration and redevelopment, and to interpret Montana's community history.
Priority: High
Responsibility: **MHS**, MMS, CC, BIZ
Measurable Objectives:
- Complete at least one assistance project annually in each of Montana's Main Street communities.

Responsibility to track/report: MHS (SHPO), MT Main Street, CC

4.2.e. Maintain the Lewis & Clark Trail, other national scenic and historic trails, and related sites/facilities to enhance visitor experiences. Interest in the Lewis & Clark Expedition continues beyond the completion of the Bicentennial in 2006. Highlight the sites, facilities and experiences developed along the trail, and maintain, preserve, and promote all of Montana's national scenic and historic trails as a legacy for future residents and visitors.
Priority: High
Responsibility: **NPS,** MTRI, LO, TM
Measurable Objectives:
- Prioritize maintenance and preservation needs along the Lewis & Clark Trail, and identify or connect with potential resources.
- Include L&C and other national trails, sites and facilities in tourism maps, marketing publications, web sites, event calendars, etc.
- Track visitor usage at historic trail sites/facilities to understand visitor trends.

Responsibility to track/report: NPS, MTRI

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.

5.1.a. Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts. Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts. Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.
Priority: Medium
Responsibility: **BIZ**, REG, CVB, TM, MTTA
Measurable Objectives:
- Annually create and promote at least three off-peak season niche market packages/itineraries per region.
- Include a fam tour of the package/itinerary components as part of region meetings and VIC workshops.
- Highlight the packages/itineraries at the annual Governor's Conference.

Responsibility to track/report: Regions, CVBs

5.1.b. Expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities). Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc. Package and promote to targeted resident and nonresident markets.
Priority: Medium
Responsibility: **BIZ**, REG, CVB, TRB
Measurable Objectives:
- Identify and promote at least ten winter products/activities per region annually.
- Include a fam tour of winter activities at region meetings and VIC workshops.
- Highlight new winter products/activities at Governor's Conference on Tourism.

Responsibility to track/report: Regions, CVBs, MTTA

5.1.c. Encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences. Link farmers' markets and Made/Grown-in-Montana programs to tourism promotion. Provide information in travel guides and web sites, and at VICs. Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.
Priority: Medium

Responsibility: **DOC,** DOAg, BIZ, REG, CVB, TRB, EDO
Measurable Objectives:
- Identify/highlight local products in tourism marketing publications and web sites.
- Network with local producers at tourism meetings and workshops.
- Promote farmers markets, artisan shows, gallery tours, and other events that highlight local products.
- Ask restaurants to use local products for tourism meetings, workshops, etc.

Responsibility to track/report: DOC, DOAg, Regions, CVBs

5.1.d. Identify new opportunities to provide guided educational/interpretive and adventure tours on public and private lands, and work to develop them. Baby boomers, geotourists, and heritage/cultural travelers are interested in educational and enriching experiences while traveling, but often lack the knowledge, skills and/or equipment to enjoy them on their own. Families seek interactive experiences that appeal to kids and teenagers. Private sector businesses can respond quickly to these opportunities. With the cooperation and support of land managers/owners, these businesses can offer value-added services to visitors.
Priority: Medium
Responsibility: **FWP, USFS, NPS, BLM, FWS**, LO, BIZ, REG
Measurable Objectives:
- Identify potential barriers, solutions, processes, and resources for agencies to develop RFPs in collaboration with private/nonprofit partners.
- Initiate the process of RFP development as appropriate.
- Offer enhanced services to the public through new guided opportunities.

Responsibility to track/report: MTRI

Goal 6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.

Action 6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.

Raise the bar of professionalism through certifications and incentive-based rewards for staff, and through board training for tourism, recreation, historic, and cultural organizations.

6.1.c. Enhance higher education programs for tourism and recreation careers, including continuing education for existing tourism and recreation professionals. Expand degree programs and continuing education in Montana universities and colleges for tourism and recreation, based on input from businesses and agencies. Support the programs through student recruitment, internships, work studies, and employment opportunities. Offer specialized workforce training through distance learning. Inform businesses about workforce training funds and incentives that are available for new or expanding businesses, or for retraining dislocated workers. Participate in high school job fairs to promote the hospitality industry. Evaluate partnerships with organizations like the National Association of Interpretation and Professional Guide Institute to certify Montana interpreters, guides, and hosts. Encourage employment of Montana tribal members as managers at state/federal sites (e.g., Pompeys Pillar).
Priority: Medium
Responsibility: **UNIV**, MTRI, BIZ, NPO, MTTA
Measurable Objectives:
- Statewide, add at least four degree-related and continuing education classes annually for tourism and recreation.
- Develop a list of internship and work study opportunities in the tourism and recreation industry by 2009.
- Promote continuing education and work experience programs to students, businesses, and existing workers.
- Offer classes via distance learning to rural communities and Montana Indian reservations, beginning in 2008.

Responsibility to track/report: MT Board of Regents, MT Dept. of Labor & Industry (State Employers Council)

6.1.d. Enhance the Montana Superhost program with advanced training, locally-customized information, and new delivery methods (DVD, interactive video, etc.). Develop advanced Montana Superhost training in communication skills, conflict resolution, team-building and supervisory skills. Coordinate host training with state/federal agencies, and incorporate information from the National Association of Interpretation to improve interpretive/story-telling and hosting skills.
Priority: Medium
Responsibility: **UNIV**, TM, TAC, BIZ, MTRI
Measurable Objectives:
- Increase participation in Superhost trainings through increased marketing, promotion, outreach, and offering new curriculum beginning in 2008.
- Research and assess new delivery methods and advanced skills training, and determine feasibility in 2009.
- Identify priorities for implementation, and begin implementation by 2010.

Responsibility to track/report: Superhost, Travel Montana

Action 6.2: Improve systems to augment Montana's seasonal workforce for tourism and recreation.

6.2.a. Add a specific Tourism, Recreation, and Hospitality category to the Montana Dept. of Labor & Industry (DLI) web site job search feature. Use the DLI statewide database to list seasonal tourism and recreation jobs, and inform businesses about its availability through state, regional, and local tourism organizations and agencies. Promote the listings via DLI offices, colleges, tribal colleges, high schools, newspapers, radio announcements, etc.
Priority: High
Responsibility: **DLI,** MTRI, TM, BIZ
Measurable Objectives:
- Add category by April 1, 2008 and encourage tourism industry to list positions for summer 2008.

Responsibility to track/report: Dept. of Labor & Industry

6.2.b. Seek volunteers and volun-tourists to augment Montana's seasonal workforce and help with local recreation projects through volunteer opportunities web listings. Increasingly, travelers seek short and long-term volunteer opportunities to make their travel experiences more meaningful. Visitor centers, public campgrounds, land management agencies, and historic/arts groups seek volunteers to help with hosting, trail work, facilities rehabilitation, arts events, reenactments, etc. National volunteer opportunity listings are available at web sites like www.TakePride.com, www.Volunteer.gov, www.Workamper.com, and others. Partner with these sites to list Montana volunteer opportunities, provide links to the sites from state, regional and local tourism web sites, and list the sites in visitor guides. If necessary, work with DLI to create a central Montana volunteer opportunities online listing.
Priority: Medium
Responsibility: FWP, MHS, MHC, DLI, USFS, NPS, FWS, BOR, BLM, TRB, CC, TM
Measurable Objectives:
- Increase listings on state and national web sites for Montana volunteer opportunities.
- Provide ongoing links to volunteer opportunity listings from state/regional/local tourism web sites by March 2008.

Responsibility to track/report: MTRI, Travel Montana

Action 6.3: Encourage use of local development incentives and federal funds for construction of affordable workforce housing.

Workforce availability is an increasing challenge for the tourism industry, and a key factor in workforce availability is affordable housing. City and county governments, housing authorities, and the U.S. Departments of Housing & Urban Development and USDA have development policy options and funding programs for developers and nonprofit housing groups, to increase the inventory of affordable housing in communities. Work with funding agencies to pursue such development.
Priority: Medium
Responsibility: **LG**, BIZ, CC, NPO, HUD, USDA, TRB

Measurable Objectives:
- Promote development incentives through local realtors, developers, contractors, and city/county planning offices.
- Increase the number of affordable housing units annually in targeted areas.

Responsibility to track/report: DOC, Chambers, EDO

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.1: Increase air service capacity to and from Montana cities.

Implement tourism-related opportunities identified in the Montana Department of Transportation Air Service Study (December 2006). Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service. Where possible, address needs of airlines to enhance service. Identify airport improvements and aviation strategies that will support or enhance tourism. Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service. Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public-use recreational airstrips.

Priority: High

Responsibility: **MDT**, EDO, CVB, LG, BIZ

Measurable Objectives:
- Implement actions identified in the MDT Air Service Study (2006).
- Evaluate air service incentives/guarantees with cities, counties, and EDOs.

Responsibility to track/report: MDT, CVB

Action 7.4: Increase use of passenger rail and transit service in Montana.

Passenger rail and transit service, such as tour trains and shuttle service where available, provide appealing transportation alternatives to Montana visitors, and reduce traffic pressure in congested areas.

7.4.a. Promote Amtrak's Empire Builder service in Montana.
Build relationships and coordination efforts with Amtrak, and advocate to state/federal agencies and elected officials for support of Amtrak service. Work with Amtrak, tour operators, tourism businesses, and other organizations to promote the use of rail service through packaging, rail-drive-bus tours, etc.

Priority: Medium

Responsibility: **MDT**, LG, BIZ, CC

Measurable Objectives:
- Seek federal support for Amtrak by 2009.
- Increase Amtrak ridership by both residents and nonresidents by highlighting Amtrak service on state/regional/local tourism web sites and publications.
- Create at least six guided tours, itineraries and packages in Montana annually for Amtrak passengers.

Responsibility to track/report: MDT, Regions

7.4.b. Promote excursion rail service in Montana. Support Montana's excursion trains (Copper King Express, Anaconda-Butte; Charlie Russell Chew Choo, Lewistown-Denton; Alder Gulch Short Line Railroad, Virginia City-Nevada City) and encourage the development of others. Participate in the update process of corridor plans undertaken by MDT, and in the Montana Rail Service Plan, to review passenger rail issues, potential additional service opportunities, and the feasibility of restoring passenger service to Montana's Southern Route.

Priority: Low

Responsibility: **CC**, BIZ, LG, NPO, MDT

Measurable Objectives:
- Increase tour train ridership by 5% annually.
- Ensure tourism industry involvement in the update of the state rail plan.

Responsibility to track/report: CC, MDT

7.4.c. Encourage and expand intercity transit service, and service to high traffic visitor locations. Successful partnerships to provide shuttle and transit service for travelers are underway in Flathead and Gallatin counties. A shuttle service between Bozeman and Big Sky provides transportation for skiers, as well as for resort employees and residents. Explore additional opportunities to utilize federal transportation funds and public-private partnerships to expand transit service.
Priority: Medium
Responsibility: MDT, LG, NPS, BIZ, CC
Measurable Objectives:
- Identify opportunities to expand service, and to use federal transit funds.

Responsibility to track/report: MDT, Chambers of Commerce

Action 7.5: Expand bike/pedestrian trail systems in and between Montana communities, and connections to trailheads on state/federal lands.

Form partnerships between local governments, agencies, tribes, private landowners, user groups, tourism businesses, and others to plan, seek funding sources, and address management of Montana's trail system. Use the State Trails Advisory Committee (STAC) to facilitate communication and action between partners. Integrate Montana's trail system with the state's primary transportation network and, where appropriate, provide alternatives to vehicular transportation, according to guidelines in the Montana State Trails Plan, TranPlan 21, and local transportation plans. Improve bike and pedestrian facilities in urban and rural areas, and combine improvements with byway activities for partnerships and federal funding.
Priority: Medium
Responsibility: **NPO,** MDT, FWP, USFS, FWS, BLM, TRB, LG, BIZ, LO
Measurable Objectives:
- Continue to expand the bike/pedestrian trail systems statewide by 2010.

Responsibility to track/report: MDT, Bicycling organizations

Action 7.6: Develop a user-friendly handbook to provide information about the highway signing process to businesses, attractions, and other tourism-related groups, including use of international symbols (symbol signs).

Invite tourism businesses, historic/cultural groups, and state/federal agencies to participate in the completion of a user-friendly highway sign process handbook by the end of 2009. The handbook should explain the Manual of Uniform Traffic Control Devices (MUTCD), use of symbol signs, the Tourist-Oriented Directional Sign (TODS) and LOGO program, and the rationale for federal/state sign laws (e.g., safety, sign clutter, priorities, etc.). It also should outline the Montana process to install/replace highway signs, and recommended process for local officials to assist with signing priorities based on important services/attractions for visitors. Distribute the handbook through tourism, government, and business organizations, and make it available as a downloadable file from the MDT web site. Create statewide design standards for continuity in special tourist corridor signs (loop tour, byway, cultural corridor signs).
Priority: Medium
Responsibility: MDT, TM, LG, TRB, BIZ, MHS, MTRI
Measurable Objectives:
- Present a sign guidelines workshop at the Governor's Conference on Tourism.
- Complete a draft handbook and distribute electronically by December 2009 for stakeholder/Travel Montana review.
- Complete the final sign handbook and distribute statewide by April 1, 2010.

Responsibility to track/report: MDT, Travel Montana

Goal 8: Enhance the "curb appeal" of Montana communities to attract visitors.

Action 8.1: Increase the capacity of Montana communities to be more competitive in tourism.

8.1.b. Expand and strengthen the Montana Main Street Program to improve downtown vitality, and extend visitor stays and spending. Montana began its Main Street Program in 2006 with six pilot communities, expanding to seven in 2007. Continue to expand the program so more communities can participate and revitalize their Downtown districts, enhancing their appeal to nonresident travelers. Identify ways that the Montana Main Street Program, Montana Historical Society, Montana Arts Council, Montana Heritage Commission, Travel Montana, and Montana Dept. of Transportation can collaborate to provide technical assistance and support successful revitalization in Montana's Main Street communities. Showcase the increase in tourism and the resulting business growth as a result of improved economic and community development, emerging from historic preservation and sustainable downtown revitalization.
Priority: High
Responsibility: **MMS**, SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM
Measurable Objectives:
- Increase the number of Montana communities participating in the Main Street program.
- Track and report Main Street reinvestment statistics annually.

Responsibility to track/report: Montana Main Street

8.1.c. Support City/County planning and growth policies that preserve the unique character of Montana, and minimize urban sprawl. Consistent with the principles of geotourism, encourage local officials to use planning and development tools that will enhance quality of life, as well as preserve community heritage. Form alliances of communities, tribes, agencies, private citizens, businesses, and private/nonprofit groups for cooperative funding and strategic planning.
Priority: High
Responsibility: **LG**, TRB, EDO, CC, BIZ
Measurable Objectives:
- Secure the support of at least ten counties and fifteen cities annually to adopt the Montana Tourism Charter, so that a total of 50 counties and 75 cities have adopted the Charter by 2012.

Responsibility to track/report: TAC, Chambers of Commerce

Action 8.2: Implement improvements to make Montana communities more visitor-friendly.

8.2.a. Improve the appearance of community entrances, highway commercial areas, and public parks/facilities. Enhance key community areas with attractive landscaping, sidewalks, signs, and eradication of blight/eyesores. Identify and prioritize site improvement opportunities, partner with public and nonprofit organizations to obtain funding and/or volunteer efforts, and implement projects.
Priority: High
Responsibility: **LG**, TRB, EDO, CC, BIZ
Measurable Objectives:
- Complete at least five entrance, highway corridor, or parks/facilities improvements annually per region.
- Showcase improvements and resulting benefits at appropriate local, regional and statewide events.

Responsibility to track/report: Chambers of Commerce

8.2.b. Address billboard proliferation and unsightly outdoor advertising signs. Create incentives for businesses to replace billboards with commercial Tourist-Oriented Directional Signs (TODS) and Specific Information Signs (LOGO). Collaborate with the Montana Motorist Information Signing Group, tourism businesses and organizations to promote the programs and assist with re-evaluation of the TODS/LOGO program cost and process to identify ways to expand use of both sign opportunities. Encourage local and state officials to mitigate negative impacts of billboards, while still providing advertising opportunities for businesses and useful

information for travelers. Educate businesses about effective use of colors, graphics, text, and appropriate night lighting, and to consider alternatives to billboards where possible.
Priority: High
Responsibility: **MDT**, REG, LG, CC, BIZ, LO
Measurable Objectives:
- Collaborate to plan at least one workshop in each region annually for businesses and attractions about effective signs and alternatives to billboards.
- Summarize tourism industry input about the program by December 2010.
- Confirm contracts with businesses and install at least ten new TODS and LOGO signs annually in each region.

Responsibility to track/report: MDT, Chambers of Commerce

8.2.c. Improve availability and visibility of public parking for visitors in downtown commercial areas. Travelers are more likely to stop and linger in a community downtown area if free public parking is available and well-marked with signs. To entice visitors to stop, designate and sign downtown visitor parking.
Priority: Medium
Responsibility: **LG**, CC, BIZ, TRB, EDO
Measurable Objectives:
- Complete parking visibility/availability improvements (including signage) in at least five communities per region annually.

Responsibility to track/report: Chambers of Commerce, MMS

8.2.d. Encourage communities to seek grants for rural cell phone coverage and high-speed Internet service improvements, and evaluate incentives for providers. Travelers expect cell phone and high speed Internet service wherever they travel. Collaborate with telecommunication stakeholders and legislators to explore enhanced incentives for rural communities to provide complete cell phone coverage and high-speed service for visitors and residents.
Priority: Medium
Responsibility: **MEDA**, DOC, CC, BIZ, SG, LG
Measurable Objectives:
- Complete upgrades to telecom service in five communities per region annually.

Responsibility to track/report: MEDA, Chambers of Commerce

8.2.e. Evaluate state participation in the "RV Friendly" designation program for businesses, attractions, and VICs. Interim Approval for the use of the RV Friendly symbol is granted to any jurisdiction by the Federal Highway Administration. A state may request Interim Approval for all of its jurisdictions, and must agree to maintain an inventory list of all locations meeting the criteria and displaying the symbol. As of October, 2007, twelve states participate in the RV Friendly road sign initiative: Minnesota, Iowa, New Mexico, New Hampshire, Michigan, Oregon, Louisiana, Tennessee, Washington, Florida, California and Texas. For information: mutcd.fhwa.dot.gov/res-mem_rvf, or mutcd.fhwa.dot.gov/rm_rvf02.
Priority: Medium
Responsibility: **MDT**, DOC, SG, LG, BIZ, CC, COAM
Measurable Objectives:
- Research the RV Friendly initiative by year end 2008.
- Seek legislative approval, if appropriate, of the RV Friendly sign designation in the 2009 or 2011 legislative session.

Responsibility to track/report: MDT, Travel Montana

Goal 9: Increase funding to maintain sustainable tourism and recreation.

As nonresident visitation and Montana's population increase, investments are needed to maintain the state's competitiveness in destination tourism, and to upgrade and maintain public facilities and services to meet resident and nonresident needs and expectations.

Action 9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities.

Support changes in state law to enhance funding for Travel Montana, tourism regions, CVBs, and historic, cultural, and tribal partners, in order to generate additional tourism and general tax revenue.
Priority: High
Responsibility: **SG,** TAC, REG, CVB, BIZ, TIAM, MEDA, NPO
Measurable Objectives:
- Enact changes in state funding during 2009 legislative session to support increased tourism marketing and development.

Responsibility to track/report: TIAM

Action 9.2: Foster opportunities to pool public and private marketing dollars.

Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.
Priority: High
Responsibility: **REG,** CVB, TM, TAC, CC, BIZ
Measurable Objectives:
- Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.
- Increase private sector funding pooled with public dollars by 10% annually.

Responsibility to track/report: Regions, CVBs, Travel Montana

Action 9.4: Provide technical assistance and resources to bolster the capacity of local arts and historical organizations and facilities, to help them increase funding for programming, maintenance, and operations.

Offer training and technical assistance for local attractions (museums, theaters, parks, etc.) about potential revenue opportunities and partnerships to support their programs, maintenance, and operations. Opportunities include entrance/ticket sponsorships, 'friends' groups, corporate donations, gift shops, education activities, VIP cards, etc. Emphasize ways to serve high value visitors while also addressing the needs of local residents, school groups, etc. An example is the partnership between the City of Ft. Benton and the Upper Missouri River Breaks National Monument Interpretive Center, where 'friends' groups assist state, county, and federal organizations/agencies.
Priority: High
Responsibility: **MHS**, **MAC**, NPS, USFS, FWP, MTRI, BIZ
Measurable Objectives:
- Provide training for 50-100 participants annually from local arts/historical organizations.
- Increase capacity and funding for historic and cultural organizations/attractions, while improving visitor experiences.

Responsibility to track/report: MHS, MAC

Goal 10: Build an effective "team" to implement the Strategic Plan, and report results.

Action 10.1: Recognize Travel Montana as the "Team Captain" to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan.

Travel Montana has lead responsibility for Strategic Plan coordination and monitoring, including communication with regions, CVBs, the Tourism Advisory Council, other state/federal agencies, tribes, elected officials, nonprofit organizations, businesses, and communities about Strategic Plan implementation status. It is incumbent upon Travel Montana and other partners to reach out to all areas of the state and engage them in the process, so they can benefit from it. Partners need to communicate with Travel Montana and report on implementation efforts within their area of responsibility.
Priority: High
Responsibility: **TM**, ALL
Measurable Objectives:
- Provide an annual report to all tourism/recreation industry partners, and to elected officials, with updates about progress on Strategic Plan objectives and projects.

Responsibility to track/report: Travel Montana

Action 10.2: Create public/private/tribal partnerships for cooperative project implementation.

Partners identify ways that their respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.
Priority: High
Responsibility: **TM**, ALL
Measurable Objectives:
- Create at least two new partnerships in each region annually.

Responsibility to track/report: Regions, CVBs, MTRI, MTTA

Action 10.3: Implement regular Strategic Plan discussion and reporting mechanisms in a variety of venues to ensure that actual tourism and recreation activities are aligned with Strategic Plan goals and actions.

10.3.a. Conduct annual Strategic Plan implementation workshops in each tourism region. Schedule annual implementation workshops in each region, with state/ federal agency and other partners invited, to discuss the status, challenges, and successes of implementation, and track actions, timeline and responsibilities in the plan. Ensure that all areas of the state are engaged in the process.
Priority: High
Responsibility: **TM**, ALL
Measurable Objectives:
- Conduct at least one implementation workshop per region annually.

Responsibility to track/report: Travel Montana, Regions, MTRI

10.3.c. Submit implementation updates on Strategic Plan actions for an annual report to the Tourism Advisory Council, Governor, and partners. Travel Montana will provide a user-friendly online form for all partners to report annually on Strategic Plan progress, successes, and challenges in their area of responsibility.
Priority: High
Responsibility: **TM**, ALL
Measurable Objectives:
- Create a user-friendly online form by June 2008 for reporting progress on Strategic Plan objectives and successes.
- Compile the Strategic Plan annual progress report, and distribute to TAC, Governor, legislature, and industry by January 30 annually.

Responsibility to track/report: Travel Montana

Action 10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications.

Good decisions require insightful information, based on objective and thorough research. Montana tourism policy and decision makers must have current and accurate information on which to base decisions and adjustments to strategy.

10.5.a. Continue to conduct research about resident and nonresident travelers in Montana to determine progress on Strategic Plan objectives. Conduct research about Montanans' travel habits, spending and trends, and continue nonresident visitor research to measure changes in travel habits, spending, satisfaction levels, motivations, etc. Additionally, conduct research to measure the economic impacts of specific attractions and events, and of specific visitor segments. Use the ITRR community survey tool to measure event impacts, site/trail visitors, etc.

Priority: High

Responsibility: ITRR, TAC, REG, CVB, MTRI, BIZ

Measurable Objectives:

- Conduct statewide nonresident traveler survey in 2010.
- Identify ways to provide interim information about nonresident traveler trends, particularly of geotourists, between the 5-year traveler survey cycle, and distribute information to industry partners annually.
- Measure the economic impact of at least one specific attraction, event, or visitor segment per region annually.

Responsibility to track/report: ITRR

10.5.c. Continue regular monitoring of Montanans' opinions about tourism and recreation. Regularly measure Montanans' attitudes and perceptions about tourism to provide insights and guidance on whether concerns are being addressed successfully. Use this information to review and evaluate refinements to tourism and recreation management and marketing.

Priority: High

Responsibility: ITRR, REG, CVB, MTRI, BIZ

Measurable Objectives:

- Conduct annual statewide resident attitudes and opinions survey and distribute results to industry partners.

Responsibility to track/report: ITRR

10.5.d. Disseminate tourism research reports to partners statewide.

As research reports become available, continue to notify stakeholders about reports and niche news updates posted on ITRR web site, and/or post information on the State tourism intranet site, and promote through Travel Montana. Inform industry partners about ITRR's search tool for customized reports.

Priority: High

Responsibility: ITRR, TM, REG, CVB, TIAM, MIKA, MOGA, FOAM, COAM

Measurable Objectives:

- Provide at least one tourism research update quarterly to industry partners until such point the information is available interactively through the ITRR web site.

Responsibility to track/report: ITRR

Action Table – Business, Business Association, and Land Owners			Priority	08	09	10	11	12	Lead	Partners
Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.										
1.1	Implement highly targeted consumer advertising/promotion campaigns									
	1.1.a	Expand partnerships with tourism businesses/attractions as co-op partners	H			MO			TM	REG, CVB, CC, BIZ, MTTA
	1.1.b	Continue winter marketing, promoting Montana as a superb winter destination	H					MO	TM	MSAA, REG, CVB, BIZ, MTTA
	1.1.c	Attend consumer travel shows targeting high value, low impact visitors	M						REG	CVB, BIZ, MTTA
	1.1.d	Continue marketing to international travelers	M	MO		MO			TM	REG, CVB, BIZ, MTTA
1.2	Promote Montana to target groups/events, emphasizing off-peak season activities									
	1.2.a	Amplify targeted marketing to attract groups, meetings, and conferences	H						CVB	REG, TM, BIZ, UNIV, MTTA
	1.2.b	Work with local sports groups to attract sport events in off-peak season	H						CVB	NPO, CC, BIZ, REG, TM, TRB
	1.2.c	Continue to promote Montana as a film location; consider enhanced incentives	H		MO				TM	TIAM, MEDA
	1.2.d	Target travel media to increase visibility of MT as a leisure travel destination	H						TM	CVB, REG, BIZ, MTTA
	1.2.e	Continue to target tour operators to bring tours/packaged vacations to MT	H						TM	CVB, REG, BIZ, MTTA
1.3	Collaborate with tourism marketing partners to plan/implement priority marketing efforts									
	1.3.a	Host an annual marketing plan meeting to coordinate the marketing planning process	H						TM	TAC, REG, CVB, FWP, MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA
	1.3.b	Implement the new Montana tourism brand	H						TM	REG, CVB, BIZ, MTTA, DOAg, FWP, DOC, MHS, MAC, MHC, DNRC
	1.3.c	Conduct educational tourism workshops, presentations, and webinars	M						TM	REG, CVB, CC, MTTA
	1.3.d	Create cooperative marketing campaigns between agriculture and tourism	L						TM	DOAg, REG, NPO, BIZ, MTTA
1.4	Improve Montana's Visitor Information System to extend visitor stays and spending									
	1.4.b	Establish criteria for officially-designated visitor information sites statewide	M			MO	MO		TM	MTRI, MTTA, CC
	1.4.c	Provide advanced training for all VICs, including regional familiarization tours	H						TM	MTRI, REG, CVB, CC, BIZ, MTTA
	1.4.d	Use technology to enhance visitor information and marketing efforts	M						TM	MTRI, MTTA, CC
	1.4.e	Expand displays of MT destinations/products at all visitor locations statewide	M		MO				TM	MDT, DOC, MTTA, BIZ, CC, NPO, MEDA
Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.										
2.1	Build awareness about new Montana Tourism Charter, geotourism, & tourism benefits		H						TM	REG, CVB, MTRI, MTTA, TIAM
2.2	Give effective presentations to policy makers about Montana tourism issues/benefits		H						TM	REG, CVB, MTTA, CC, TIAM, MIKA, MEDA
2.3	Change state law and rules to broaden eligibility for the Montana Byways program		M		MO				SG	MDT, USFS, BLM, TRB, CC, TIAM, NPO, MEDA
2.4	Address policy issues of note through collaborative efforts with all stakeholders		M						TAC	MTRI, TM, WSTPC, SG, TIAM, MEDA
Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.										
3.1	Educate visitors, suppliers, residents about ethics and responsibilities on public/private lands		H	MO	MO				TM	MTRI, REG, CVB, BIZ

KEY TO PARTNER CODES: BIA=Bureau of Indian Affairs; BIZ=Business; BLM=US Bureau of Land Management; BOR=US Bureau of Reclamation; CC=Chamber of Commerce; COAM=Campground Owners Assn of MT; COE=US Army Corps of Engineers; CVB=Convention & Visitor Bureau; DLI=MT Dept of Labor & Industry; DNRC=MT Dept of Natural Resources & Conservation; DOAg=MT Dept of Agriculture; DOC=MT Dept of Commerce; DOR=MT Dept of Revenue; EDO=Economic Development Organization; FOAM=Fishing Outfitters Assn of MT; FWP=MT Fish, Wildlife & Parks; FWS=US Fish & Wildlife Service; ITRR=UM Institute for Tourism & Recreation Research; LG=Local Government (City, County); LO=Land Owner; MAC=MT Arts Council; MDT=MT Dept of Transportation; MEDA=MT Economic Developers Assn; MHC=MT Heritage Commission; MHS=MT Historical Society; MIBA=MT Indian Business Alliance; MIKA=MT Innkeepers Assn; MMS=MT Main Street; MNA=MT Nonprofit Assn; MOGA=MT Outfitters & Guides Assn; MSAA=MT Ski Areas Assn; MTRI=MT Tourism & Recreation Initiative; MTTA=MT Tribal Tourism Alliance; NPO=Nonprofit Organization; NPS=National Park Service; REG=Tourism Region; SBDC=Small Business Development Center; SG=State Government (Governor, Legislature); TAC=Tourism Advisory Council; TIAM=Travel Industry Assn of MT; TM=Travel Montana; TRB=Tribe; UNIV=University (MSU/Extension, UM, FVCC); USFS=US Forest Service; VIC=Visitor Info Center; WSTPC=Western States Tourism Policy Council

Action Table – Business, Business Association, and Land Owners			Priority	08	09	10	11	12	Lead	Partners
3.2	Coordinate statewide tourism marketing efforts to ensure consistency with land management		M						TM	REG, CVB, MTRI, CC
3.3	Support use of easements to maintain public access to state/federal recreation lands		M		MO				LG	SG, MTRI, LO, CC, TIAM
3.4	Continue to enhance the Montana Block Management Program, expanding public access		M					MO	FWP	SG, LO, BLM
3.5	Identify means to reconnect youth with the outdoors, linking to state curriculum standards		M						SG	MTRI, UNIV (Extension 4-H), TRB, LG, NPO, BIZ
Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).										
4.1	Promote existing historic/cultural assets for the enjoyment of residents and visitors									
	4.1.a	Use historic/cultural attractions as venues for conferences, events, and seminars	H						CVB	REG, BIZ, MHS, MHC, MAC, TM, MTTA
	4.1.e	Plan and promote commemorations of historic events in Montana	M		MO	MO	MO		MHS	TM, MTRI, REG, CVB, NPO, BIZ, CC, TRB
4.2	Improve/maintain infrastructure, facilities and services to support heritage/cultural tourism									
	4.2.b	Augment tourism facilities/services & marketing on Montana Indian reservations	H						TRB	MTTA, TM, BIZ
	4.2.d	Revitalize historic downtowns as vibrant destinations for travelers	H						MHS	MMS, CC, BIZ
	4.2.e	Maintain the Lewis & Clark Trail, other national trails, and related sites	H						NPS	MTRI, LO, TM
Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.										
5.1	Cultivate opportunities to leverage private/public funds to create tourism products									
	5.1.a	Create vacation packages/itineraries for off-peak season niche markets	M						BIZ	REG, CVB, TM, MTTA
	5.1.b	Expand winter tourism products/activities (spas, arts/culture, tribal events, etc.)	M						BIZ	REG, CVB, TRB
	5.1.c	Encourage use of Made/Grown-in-MT products by restaurants, markets, retailers, etc.	M						DOC	DOAg, BIZ, REG, CVB, TRB, EDO
	5.1.d	Identify new opportunities for guided visitor services on public/private lands	M						FWP	USFS, NPS, BLM, FWS, LO, BIZ, REG
Goal 6: Address tourism and recreation professional development, workforce availability, training, and affordable housing issues.										
6.1	Enhance professional development opportunities/requirements for tourism organizations									
	6.1.c	Enhance higher education programs for tourism/recreation careers	M	MO	MO				UNIV	MTRI, BIZ, NPO, MTTA
	6.1.d	Provide MT Superhost program with advanced training, customized info, etc.	M	MO	MO	MO			UNIV	TM, TAC, BIZ, MTRI
6.2	Improve systems to augment Montana's seasonal workforce for tourism and recreation									
	6.2.a	Add Tourism/Recreation/Hospitality categories to MT DLI job search web site	H	MO					DLI	MTRI, TM, BIZ
	6.2.b	Increase seasonal workforce with volunteers and volun-tourists	M	MO					FWP	MHS, MHC, DLI, USFS, NPS, FWS, BOR, BLM, TRB, CC, TM
6.3	Encourage use of local incentives and federal funds for affordable workforce housing		M						LG	BIZ, CC, NPO, HUD, USDA, TRB
Goal 7: Improve Montana's transportation system for both residents and visitors.										
7.1	Increase air service capacity to and from Montana cities		H						MDT	EDO, CVB, LG, BIZ

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Action Table – Business, Business Association, and Land Owners			Priority	08	09	10	11	12	Lead	Partners
7.4	Increase use of passenger rail and transit service in Montana									
	7.4.a	Promote Amtrak's Empire Builder service in Montana	M		MO				MDT	LG, BIZ, CC
	7.4.b	Promote excursion rail service in Montana	L						CC	BIZ, LG, NPO, MDT
	7.4.c	Encourage/expand intercity transit service to high traffic visitor locations	M						MDT	LG, NPS, BIZ, CC
7.5	Expand bike/pedestrian trail systems among communities, and connections to trailheads		M			MO			NPO	MDT, FWP, USFS, FWS, BLM, TRB, LG, BIZ, LO
7.6	Develop a user-friendly handbook of information about the highway signing process		M		MO	MO			MDT	TM, LG, TRB, BIZ, MHS, MTRI
Goal 8: Enhance the "curb appeal" of Montana communities to attract visitors.										
8.1	Increase the capacity of Montana communities to be more competitive in tourism									
	8.1.b	Expand/strengthen Montana Main Street Program to extend visitor stays & spending	H						MMS	SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM
	8.1.c	Support City/County planning and growth policies to preserve community character	H					MO	LG	TRB, EDO, CC, BIZ
8.2	Implement improvements to make Montana communities more visitor-friendly									
	8.2.a	Improve appearance of community entrances, commercial areas, and public parks	H						LG	TRB, EDO, CC, BIZ
	8.2.b	Address billboard proliferation and create incentives for replacement with TODS	H	MO					MDT	REG, LG, CC, BIZ, LO
	8.2.c	Improve availability and visibility of public parking for downtown visitors	M						LG	CC, BIZ, TRB, EDO
	8.2.d	Encourage communities to seek grants for rural cell phone/high speed Internet	M						MEDA	DOC, CC, BIZ, SG, LG
	8.2.e	Evaluate state participation in the RV Friendly designation program	M		MO		MO		MDT	DOC, SG, LG, BIZ, CC, COAM
Goal 9: Increase funding to maintain sustainable tourism and recreation.										
9.1	Seek increases in state funding for targeted tourism marketing/programs/facilities		H		MO				SG	TAC, REG, CVB, BIZ, TIAM, MEDA, NPO
9.2	Foster opportunities to pool public and private marketing dollars		H						REG	CVB, TM, TAC, CC, BIZ
9.4	Provide technical assistance & resources to bolster capacity of local arts/historical organizations		H						MHS	MAC, NPS, USFS, FWP, MTRI, BIZ
Goal 10: Build an effective "team" to implement the Strategic Plan, and report results.										
10.1	Recognize Travel Montana as 'team captain' to communicate/coordinate regularly with partners		H						TM	ALL
10.2	Create public/private/tribal partnerships for cooperative project implementation		H						TM	ALL
10.3	Implement Strategic Plan discussion/reporting to align activities with goals and actions									
	10.3.a	Conduct annual Strategic Plan implementation workshops in each region	H						TM	ALL
	10.3.c	Submit updates on Strategic Plan implementation for Annual Report to TAC, etc.	H	MO					TM	ALL
10.5	Obtain strategic research to inform tourism marketing, development, and policy decisions									
	10.5.a	Continue to conduct research about resident/nonresident travelers in Montana	H			MO			ITRR	TAC, REG, CVB, MTRI, BIZ
	10.5.c	Continue regular monitoring of Montanans' opinions about tourism and recreation	H						ITRR	REG, CVB, MTRI, BIZ
	10.5.d	Disseminate tourism research reports to partners statewide	H						ITRR	TM, REG, CVB, TIAM, MIKA, MOGA, COAM

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