Appendix M: Federal Agency and MTRI 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 federal agencies and MTRI 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.

Key to Responsible Partner categories:

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 associations (chambers, MIKA, TIAM, etc.)
FUSCHIA	MTTA, Tribes, MIBA, BIA
WHITE	Nonprofit organizations (no shading)

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

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

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

1.4.a. Create a database inventory of visitor information system (VIS) components available statewide (visitor and interpretive centers, short-wave Traveler Information System stations, kiosks, airport and rail station displays, rest areas, state/federal visitor information locations, tourist podcasts, museums, chamber offices, services at freeway exits, etc.). Identify the type of VIS component, services/information available, and hours/seasons of operation. Determine linkages (or lack of) between components, and gaps in the system, and develop strategies and partnerships to enhance the system and fill the gaps.
Priority: High
Responsibility: **TM**, REG, CVB, MTRI, MTTA
Measurable Objectives:
- Create a statewide inventory by December 2009, and update annually.
- Develop strategies to improve the system and fill gaps by December 2010.

Responsibility to track/report: Travel Montana

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

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 2.3: 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.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.

4.2.a. Enhance the interactivity and quality of Montana interpretive displays, programs, and facilities for visitors. Create partnerships and combine resources to produce professional, accurate interpretive programs, tapes, signage, etc., for guided/self-guided tours. Enhance sites and facilities to accommodate educational programming, workshops, school field trips, and "volun-tourists" to assist with project work. Where appropriate, consider partnering with businesses to sponsor, enhance, or manage programs and facilities. Incorporate age-appropriate programs/activities for children and youth.
Priority: High
Responsibility: **MHS**, MAC, FWP, NPS, USFS, COE, BOR, BLM, FWS, TRB, NPO
Measurable Objectives:
- Complete enhancements to at least two facilities per region annually.

Responsibility to track/report: MHS

4.2.c. Improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons. Montana's historic and cultural facilities often are limited to small numbers of visitors, or summer visitation, because of infrastructure issues like parking, utilities, and housing. Evaluate historic/cultural sites, and identify locations where investment in infrastructure or facilities could significantly increase visitation and revenue opportunities (i.e., Virginia City, Glacier National Park lodges, state parks). Develop a state heritage tourism marketing strategy.
Priority: Medium
Responsibility: **MHS**, MHC, MTRI, NPS, FWP, TRB, MTTA, LG, TM (TIIP)
Measurable Objectives:
- Identify and prioritize a list of facility upgrades and funding sources by December 2008.
- Implement infrastructure improvements to at least one facility per region annually.

Responsibility to track/report: MHS, MHC, MTRI, NPS, FWP, MTTA, TM (TIIP)

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

Action 4.3: Continue efforts to preserve Montana tribal culture (stories, language preservation, cultural preservation workshops, tribal museums/interpretive centers, tribal arts).

4.3.b. Continue to inventory cultural sites on public lands and determine appropriate interpretation and access for the public. Federal and state land management agencies are required by federal law to identify and preserve cultural sites on public land. In some cases, these sites also present opportunities for education and interpretation for visitors. Successful partnerships to interpret cultural resources help to preserve Montana's rich tribal history, and increase appreciation for them among residents and visitors. An example is the partnership at Lake Koocanusa between the Confederated Salish and Kootenai Tribes, Corps of Engineers, and Bonneville Power Administration.

Priority: Medium

Responsibility: **USFS, BLM, COE, FWS, NPS, BOR, DNRC, FWP**, TRB

Measurable Objectives:

- Implement interpretive/access improvements as approved by Montana tribes.

Responsibility to track/report: MTRI, MTTA

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.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.

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.b. Sponsor training for staff and volunteer board members of tourism, recreation, historic, and cultural organizations and agencies, using information provided by the Destination Marketing Association International (DMAI), Tourism Industry Association, ESTO, MNA, the National Association of Interpretation, National Recreation & Parks Association, National Main Street Center, etc.
Priority: High
Responsibility: **REG**, TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, FWP, MMS, MTTA, MNA
Measurable Objectives:
- Sponsor at least one training per region annually regarding nonprofit organization management.

Responsibility to track/report: Regions

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

6.2.c. Provide tourism recognition awards for Montana civic groups, clubs and citizens who volunteer for projects on public lands and historic/cultural sites and facilities. Reward Montana individuals and groups who volunteer their time to enhance Montana's tourism products. Use the federal "Take Pride" award program as a prototype. Incorporate awards into the Governor's Conference or TAC meetings, and promote winners statewide.
Priority: Medium
Responsibility: **MTRI**, MTTA, TM
Measurable Objectives:
- Solicit entries in February 2009, and present awards at the 2009 Governor's Conference, and annually thereafter.

Responsibility to track/report: MTRI

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

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 9: Increase funding to maintain sustainable tourism and recreation.

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.b. Host an annual Strategic Plan discussion at the February Tourism Advisory Council meeting. Schedule 2+ hours at the February TAC meeting to discuss progress on Strategic Plan actions and report progress. Ensure that all state/federal agencies, tribal, and historic/cultural partners are invited.
Priority: High
Responsibility: **TM**, TAC, REG, CVB, MTRI, MTTA, NPO
Measurable Objectives:
- Conduct a Strategic Plan discussion with stakeholder representatives.

Responsibility to track/report: TAC, Travel Montana

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

Action Table – Federal Agencies and MTRI			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.										
1.3	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, MTRI
1.4	Improve Montana's Visitor Information System to extend visitor stays and spending									
	1.4.a	Create a database inventory of Visitor Information System elements statewide	H		MO	MO			TM	REG, CVB, , MTTA
	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
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
2.3	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
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.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.a	Enhance the interactivity/quality of interpretive displays, programs, and facilities	H						MHS	MAC, FWP, NPS, USFS, COE, BOR, BLM, FWS, TRB, NPO
	4.2.c	Improve infrastructure at historic/cultural sites to expand visitation and seasons	M	MO					MHS	MHC, MTRI, NPS, FWP, TRB, MTTA, LG, TM (TIIP)
	4.2.e	Maintain the Lewis & Clark Trail, other national trails, and related sites	H						NPS	MTRI, LO, TM
4.3	Continue efforts to preserve Montana tribal culture (stories, arts, language, etc.)									
	4.3.b	Continue cultural site inventory on public lands and establish appropriate access	M						USFS	BLM, COE, FWS, NPS, BOR, DNRC, FWP, TRB

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 – Federal Agencies and MTRI			Priority	08	09	10	11	12	Lead	Partners
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.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.b	Sponsor training for staff/volunteer board members of nonprofit tourism, recreation, historic, and cultural organizations and agencies	H						REG	TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, FWP, MMS, MTTA, MNA
	6.1.c	Enchance 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
	6.2.c	Provide recognition awards for groups who volunteer for tourism/recreation projects	M		MO				MTRI	MTTA, 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.										
7.4	Increase use of passenger rail and transit service in Montana									
	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 9: Increase funding to maintain sustainable tourism and recreation.										
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.b	Host annual Strategic Plan discussion at the February TAC meeting	H						TM	TAC, REG, CVB, MTRI, MTTA, NPO
	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

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