



Chapter 6: Implementation

Tourism and Recreation Strategic Plan is Designed to Emphasize Implementation

The Action details contained in the previous chapter and this one are designed to:

- ◆ Focus on “first things first”: actions are prioritized and timelines identified so all partners can maintain a strategic focus on top priorities.
- ◆ Coordinate activities so actions of agencies, organizations, and businesses are inter-related and can optimize opportunities to leverage resources.
- ◆ Establish a timetable for getting things done and identify responsibilities to share the workload.
- ◆ Communicate the objectives that businesses, organizations, and agencies are trying to achieve and why.
- ◆ Identify expected outcomes and ways to measure success.
- ◆ Manage (but not avoid) risk: achieving goals often requires stepping outside the box.
- ◆ Maximize effectiveness: in a world of limited resources, tourism and recreation leaders and planning efforts can't be all things to all people.
- ◆ Provide methods to measure results and monitor activities so that goals are achieved according to the Strategic Plan vision and guiding principles.
- ◆ Maintain strategic integrity: the Strategic Plan provides details of priority actions in order to prevent “ad hoc” decisions that detract from the priorities.

Action Table is a Tool for Successful Implementation

The Action Table on pages 82-85 summarizes each goal and action from Chapter 5, including a priority level and timeline to achieve each action. The key to the codes listed in the Partners column is below the table. The organization listed in the ‘Lead’ column is designated as the primary organization to implement each action. The organizations who will assist are listed in the ‘Partners’ column.



Next Steps

Adopting the Strategic Plan is the First Step

At scheduled meetings of partner organizations in spring 2008, encourage organization boards, committees, or commissioners to formally endorse or adopt the Strategic Plan as the overall strategic direction for tourism and recreation in Montana from 2008 to 2012. As appropriate, include in each motion or resolution to adopt the plan a commitment from a representative of the organization who will serve as the implementation contact and who will provide implementation updates to Travel Montana. Provide a copy of the adoption resolutions and contact person to Travel Montana.

Responsibility: ALL Partners

Timeline: Spring 2008



Set Implementation Timeline and Meeting Dates

1. Confirm meeting dates for the Tourism Advisory Council (TAC), MTRI Directors, tourism regions, CVBs, state and federal agencies, and other partner groups, where milestones will be established concerning implementation priorities and processes for actions involving the organization in 2008.
2. Provide milestones to Travel Montana via an online form.
3. Schedule a discussion of Strategic Plan implementation at the February 2008 TAC meeting.
4. Begin implementation of actions as appropriate for each partner organization.
5. Annually report progress on actions to Travel Montana via an online form.



Successful accomplishment of the Strategic Plan actions will be aided by pre-scheduled annual reviews and refinement opportunities.

Responsibility: ALL Partners

Timeline: 2008 and Ongoing

Action Table

The Action Table on the next four pages provides a summary of the actions listed in Chapter 5, along with each action's priority level, timeline, lead implementation partner, and assisting implementation partners.

The priority level is listed as "H", "M", or "L" for High, Medium, or Low priority.

The shading in the timeline columns represents the priority level: the darker the shading, the higher the priority. The "MO" shown in some places indicates a specific Measurable Objective due date for that action as defined in Chapter 5.



Action Table		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
1.1.e	Enhance tracking/reporting and ROI from state, regional, and CVB advertising	H						TM	REG, CVB, ITRR, DOR
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/package 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.a	Create a database inventory of Visitor Information System elements statewide	H		MO	MO			TM	REG, CVB, MTRI, 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
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, MTTA, 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		Priority	08	09	10	11	12	Lead	Partners
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.a	Use historic/cultural attractions as venues for conferences, events, and seminars	H						CVB	REG, BIZ, MHS, MHC, MAC, TM, MTTA
4.1.b	Develop artisan/craftsmen trails statewide to highlight history and culture	M			MO	MO		DOC	TM, MAC, MHS, UNIV, MTTA, REG, NPO
4.1.c	Enhance the state online calendar of arts/cultural/historic events	H			MO			TM	
4.1.d	Enhance MTTA and its marketing efforts	H						MTTA	TRB, MIBA, TM, REG
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.b	Augment tourism facilities/services & marketing on Montana Indian reservations	H						TRB	MTTA, TM, BIZ
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.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
4.3	Continue efforts to preserve Montana tribal culture (stories, arts, language, etc.)								
4.3.a	Identify tribal fine arts, museums, etc. that create opportunities to learn/observe	H						MTTA	TRB, MIBA, MHS, MAC, DOC
4.3.b	Continue cultural site inventory on public lands and establish appropriate access	M						USFS	BLM, COE, FWS, NPS, BOR, DNRC, FWP, TRB
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

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5.2	Provide information about technical/financial assistance available to tourism businesses								
5.2.a	Distribute assistance information via tourism meetings, web sites, newsletters, etc.	M						TM	REG, CVB, SBDC, TRB, MTTA, EDO, NPO
5.2.b	Conduct entrepreneurship training for tourism businesses & "Indian-preneurs"	H						MTTA	SBDC, TRB, MIBA, BIA
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.a	Encourage all MT CVBs to join DMAI or WACVB trade associations, adopt standards	H		MO	MO		MO	CVB	TAC
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	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
6.2.c	Provide recognition awards for groups who volunteer for tourism/recreation projects	M		MO				MTRI	MTTA, TM
6.2.d	Adjust MT school calendars to facilitate tourism/recreation seasonal workforce needs	H			MO	MO		TAC	MT Board of Regents/Board of Education
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
7.2	Continue to implement Montana's rest area strategy	M						MDT	TM
7.3	Improve and maintain Montana roads and bridges	M						MDT	SG, LG, TRB
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

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Action Table		Priority	08	09	10	11	12	Lead	Partners
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.a	Continue the Montana Tourism Assessment Program to help communities	H	MO	MO				TM	ITRR, UNIV, MMS, LG
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
8.1.d	Continue TIIP and SEGP grant programs for tourism development	H						TM	TAC, LG, UNIV
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
9.3	Enhance funding for region and CVB marketing efforts	H					MO	CVB	REG, TM
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
10.4	Streamline reporting process of marketing plans/expenditures to TAC/TM by regions & CVBs	H	MO					TM	TAC, SG, REG, CVB
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.b	Purchase research about national/international tourism and recreation trends	H						TM	ITRR, TAC
10.5.c	Continue regular monitoring of Montanans’ opinions about tourism and recreation	H						ITRR	REG, CVB, MTRI, BIZ

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