

Montana Master Plan for the Lewis & Clark Bicentennial



Outline of Draft Strategy

August 16, 2000

The Hingston Roach Group
Tom Hudson Company
Premier Planning

Contents

<u>Section</u>	<u>Slide #</u>
Introduction & Background	3-12
Current Conditions	13-33
Strategic Markets	17
Strategic Goals	23
Events - Existing/Planned	31
Master Plan Strategic Framework	34
Tier I Program	45
Travel Corridors & Tier I Projects	55
Implementation	78
Promotion Programs	86
Next Steps: Schedule & Comments on Plan	92



Perspectives on the Bicentennial

- ◆ National Lewis & Clark enthusiasm is a phenomenon: fills a need for heroes
- ◆ To historians: “*the Event of the century*”
- ◆ To tourism businesses: “*the Opportunity of the century*”
- ◆ To conservationists: “*the (potential) Trampling of the century*”
- ◆ To residents: “*the (potential) Headache of the century*”



Montana Master Plan

- ◆ Purpose & Scope of Master Plan:
 - ❖ “Big Picture” Strategy
 - ❖ Evaluation: Strengths, Challenges, Opportunities, Threats → Gaps, Overlaps
 - ❖ Action Plan
 - ❖ Budget & Timeline
 - ❖ Partners, Roles, Responsibilities
 - ❖ Resources to Implement (Funding, Technical Assistance)
 - ❖ Fundraising Strategy



Key Players

- ◆ Montana Lewis & Clark Bicentennial Commission
(sponsor of Master Plan)
- ◆ Travel Montana
- ◆ 15 Local (County/Regional) Planning Commissions
- ◆ 10 Native American Tribes
- ◆ Montana Tourism & Recreation Initiative
(MTRI) Interagency L&C Planning Team:
 - ❖ State: MT Historical Society; Fish, Wildlife & Parks; Dept. of Transportation; Dept. of Commerce; U of MT
 - ❖ Federal: USFS, BLM, Bureau of Reclamation, Corps of Engrs, National Park Service, BIA, US Fish & Wildlife

Stakeholders

(Who Are We Serving?)

- ◆ Montana Citizens, Communities
- ◆ Montana Businesses
- ◆ Nonresident Visitors
- ◆ Historians/Preservationists
- ◆ Elected Officials
- ◆ Public Agencies
- ◆ Educators, Students



Commission Mission

- ◆ Lead in planning & coordination
 - ❖ Provide focus, direction, oversight
- ◆ Facilitate delivery of technical guidance & assistance to communities, groups, individuals
- ◆ Public education & awareness
- ◆ Coordination of events (programming)
- ◆ Promotion of historical & cultural awareness
- ◆ Encourage Native American involvement
- ◆ Responsible stewardship of Trail/sites

Guiding Principles

- ◆ Highest ethical standards
- ◆ Historical & cultural accuracy
- ◆ Responsible stewardship re. impacts
- ◆ Appropriate endorsements via Commission
- ◆ Objectivity in evaluating proposals
- ◆ Emphasis on education in events
- ◆ Fiscal responsibility: benefit entire state
- ◆ Partnerships: projects, fundraising, sponsors
- ◆ Broad public participation - all perspectives

Commission Goals

- ◆ Promote public awareness
 - ❖ Provide leadership & coordination of activities
- ◆ Coordinate, promote & lead educational endeavors
- ◆ Create long-term legacies
- ◆ Educate, inform & entertain residents, visitors
- ◆ Emphasize fiscal responsibility & central source of technical expertise

Planning Process

- ◆ Orientation, Info-Gathering (Mar/Apr '00)
 - ❖ Meet with Commission, Key Partners
 - ❖ Review results of focus sessions, workshops
 - ❖ Establish evaluation criteria for programs & projects
- ◆ Evaluate Current Conditions (Apr-May '00)
 - ❖ Review data, priorities, industry input
 - ❖ Context of national, other states' plans
- ◆ Integrate All Info -- gaps, overlaps (May-Jul '00)

Planning Process (cont'd)

- ◆ Present Draft Strategy to Commission (Jul '00)
- ◆ Distribute Plan Outline for Comment (Aug '00)
- ◆ Obtain Input and Endorsement (Aug-Sept '00)
- ◆ Create Master Plan Document (Aug-Sept '00)
 - ❖ Strategies and Action Steps:
 - What, Where, When, Why, Who, How Much
 - ❖ Marketing Strategy (esp. Targeting Montanans)
 - ❖ Sponsorship & Endorsement Programs

Planning Process (cont'd)

- ◆ Refine per Input; Submit Final Plan (Sept '00)
- ◆ Commission Adoption of Master Plan (Oct '00)
- ◆ Begin Plan Implementation (Oct/Nov '00)

☞ GOAL: *Create a “Seamless System”*

Current Conditions



Strengths, Challenges & Threats

Strategic Markets

Strategic Goals

Existing Infrastructure

Planned Events

Current Conditions

- ◆ Strengths/Opportunities:
 - ❖ 25% of Trail is in MT, very accessible
 - ❖ Commission, full-time Director in lead
 - ❖ MTRI inter-agency team coordination
 - ❖ Currently 10 million visitors/year to MT
 - ❖ State supports Commission with funding
 - ❖ Network of local planning groups - many L&C experts/enthusiasts in MT
 - ❖ National image of Montana is positive
 - ❖ L&C infrastructure in place (Trail, sites, existing visitor/interpretive facilities)

Current Conditions (cont'd)

◆ Challenges:

- ❖ Lack of “porta-potties and parking”
- ❖ Many project proposals, limited funding
- ❖ Lack of L&C knowledge among MT residents, service providers - visitors expect “experts”
- ❖ Possible negative attitudes re. tourism
- ❖ Vastness of state
- ❖ Reliance on volunteers
- ❖ Lack of team
- ❖ Difficult to use regulation as a tool
- ❖ Few major corporations to tap as sponsors

Current Conditions (cont'd)

- ◆ Threats:
 - ❖ Over-investment
 - ❖ Under-investment
 - ❖ Trampling - impacts on L&C sites, communities, private land
 - ❖ Consumer, sponsor burnout with L&C
 - ❖ Natural disasters (fires, floods, etc.)

Strategic Markets

- ◆ In-State & Out-of-State
 - ❖ Recreationists-Fun
 - ❖ Heritage/Cultural Enthusiasts
 - ❖ Educators & Students
 - ❖ Preservationists
 - ❖ Adventurers



Strategic Markets Defined

◆ Montana Residents

- ❖ 75% take 1 or more pleasure trips annually
- ❖ 73% are in-state trips, 27% out-of-state
- ❖ Spend \$255 million on travel in Montana
- ❖ *Increase of just 25% in resident in-state trips = \$85 million economic impact = 1,600 jobs!*

Strategic Markets Defined

- ◆ Montana Visitor Highlights (9.4 million in '99):
 - ❖ Couples, age 30-49, college grads, professionals, 34% with kids
 - ❖ From WA, CA, ID, WY, CO, ND, Midwest
 - ❖ Visiting National Parks, friends & relatives, wildlife viewing, 31% pass-thru (summer), 10% traveling for business
 - ❖ 37% stay 4+ nights, 75% return rate
 - ❖ Interest in historic/cultural attractions:
 - 13% Historic Sites
 - 10% Native Amer Culture
 - 11% MT History

Strategic Markets Defined

◆ Projected L&C Visitors

- ❖ 4 - 8 million projected to MT from 2003-2006
- ❖ Frequent travelers (4+ times/yr)
- ❖ Household income \$68,000
- ❖ 50+% college graduates
- ❖ Half are age 55+
- ❖ Activities: shopping, historic sites, museums, art galleries, churches, fine dining
- ❖ Want to have fun, see/do new things, enrich perspective, relax
- ❖ 60% will drive; stay in hotels



Bicentennial Visitor vs. Current Montana Visitor

- ◆ Heritage (Bicentennial) Visitor:
 - ❖ Higher level of education, income
 - ❖ Older
 - ❖ Higher expectations
 - ❖ Spend more
 - ❖ Interested in local history (not just L&C)
 - ❖ Seek enrichment, perspective, fun
 - ❖ Need some amenities
- ◆ Bicentennial brings higher-value visitor
(quality vs. quantity of visitor)

Timing is Critical

- ◆ Bicentennial is Four Looooonngg Years!
- ◆ 22 States Promoting - Kick-off in Jan 2003
- ◆ National Sponsors - “Early In, Early Out”
- ◆ Consumer Burn-out (Short Attention Span)
- ◆ Implications for Montana:
 - ❖ Scheduling of events (begin early or wait?)
 - ❖ Timing of promotions (2003/04 vs. 2005/06)
 - ❖ Volunteer burn-out

Strategic Goals

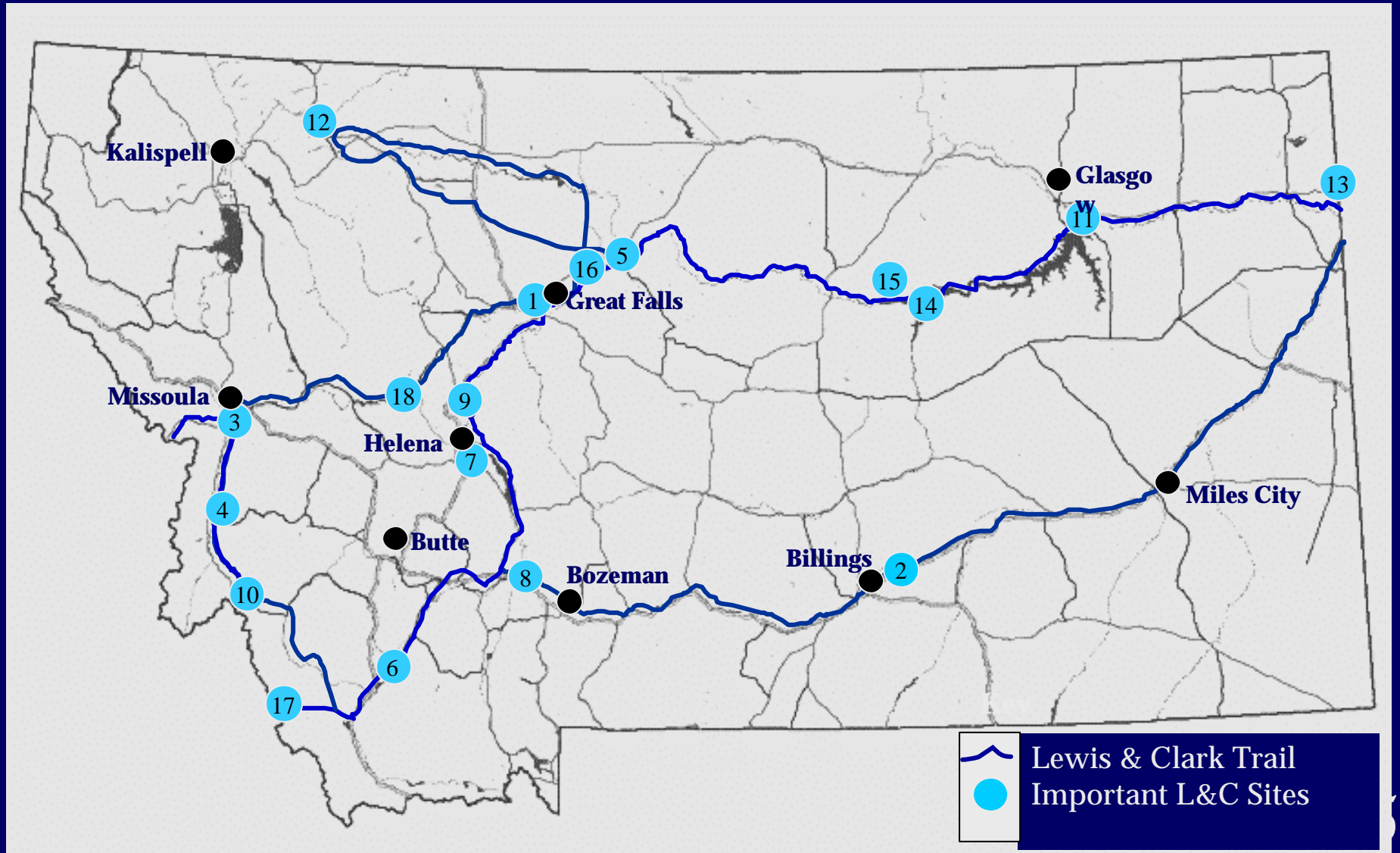
- ◆ Emphasize L&C education, legacies
 - ❖ Serve Montana citizens, communities first
- ◆ Enhance system of gateways with L&C info
 - ❖ Focus on key highways, airports, Amtrak
- ◆ Enhance and protect key sites, Trail
 - ❖ Additional facilities, staff are needed
- ◆ Encourage dispersal of projects, events, people across State
 - ❖ Consider existing accommodations, amenities, infrastructure

Strategic Goals

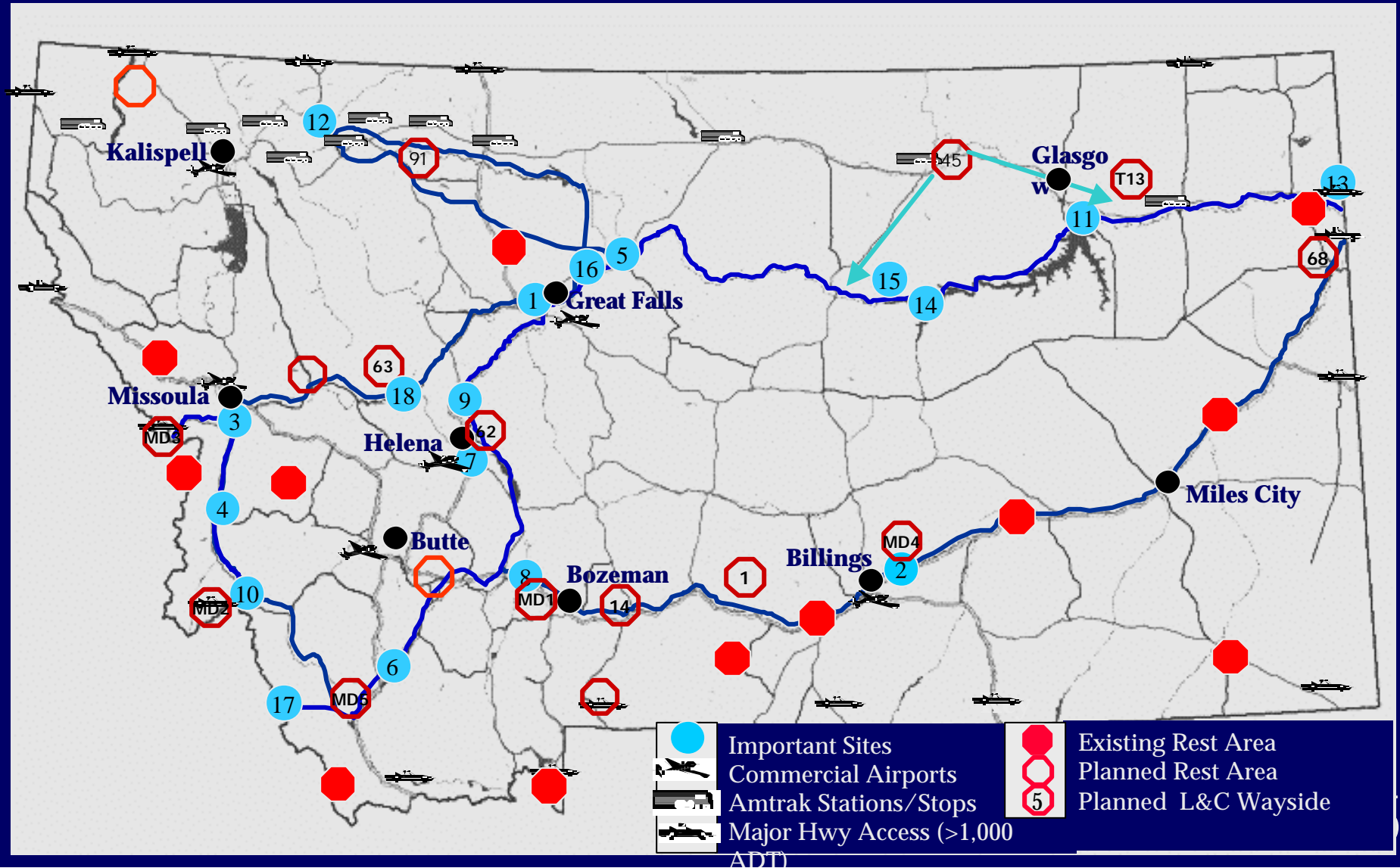
- ◆ **Market shoulder seasons (Oct-June)**
 - ❖ Hotels are approaching capacity July-September
- ◆ **Emphasize quality vs. quantity of visitors**
 - ❖ Extend length of stay, dollars spent per day
- ◆ **Maximize timing of marketing and events**
 - ❖ National event begins January 18, 2003
 - ❖ Consumer/sponsor burnout by 2005 is a concern
 - ❖ Event development/coordination is needed
- ◆ **Obtain funding for critical projects, events**
 - ❖ Commission takes lead in seeking funds
 - ❖ Must coordinate with state and federal agencies



Strategic Sites & Destinations

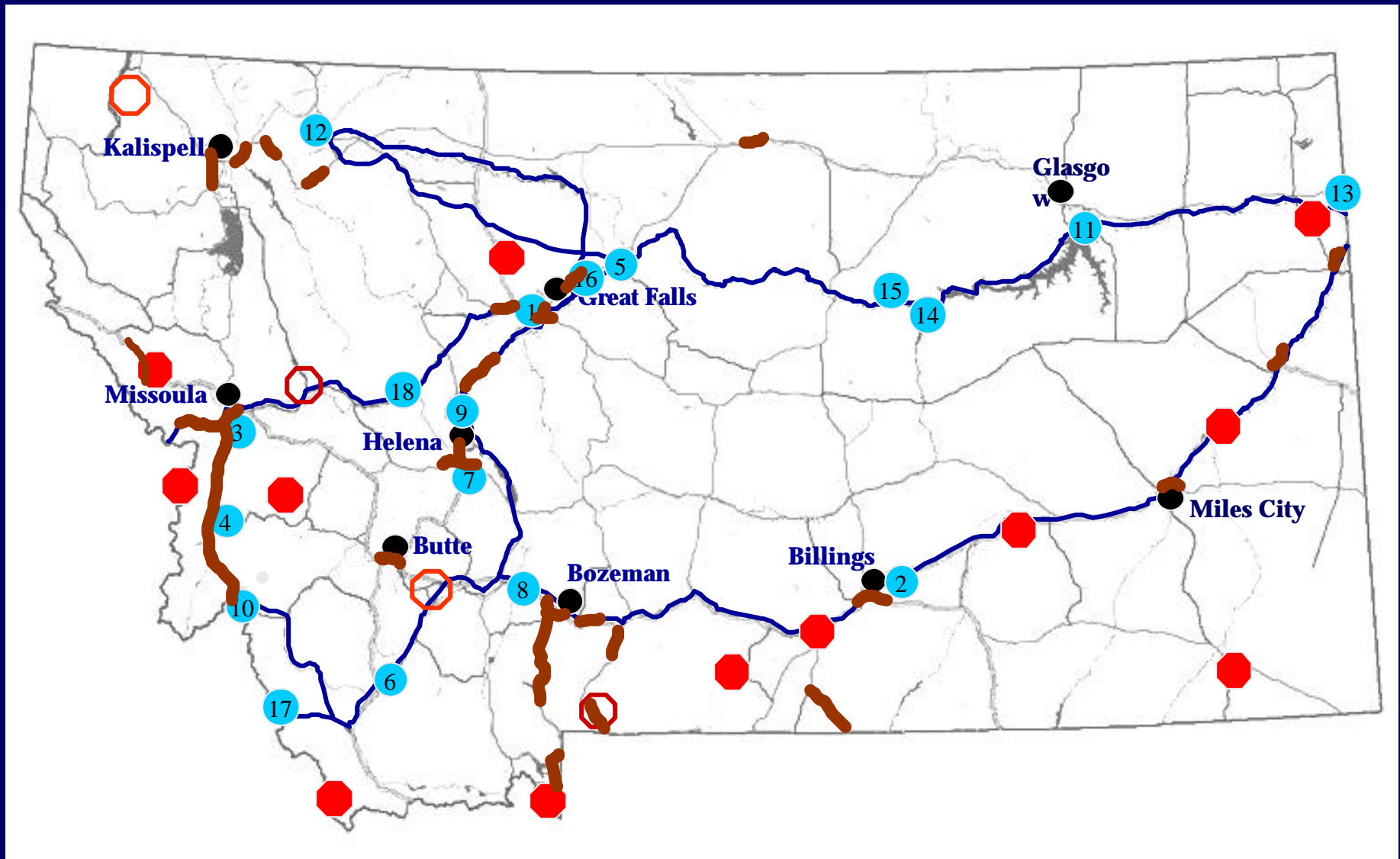


Strategic Gateways





Planned MDT Highway Improvement Projects



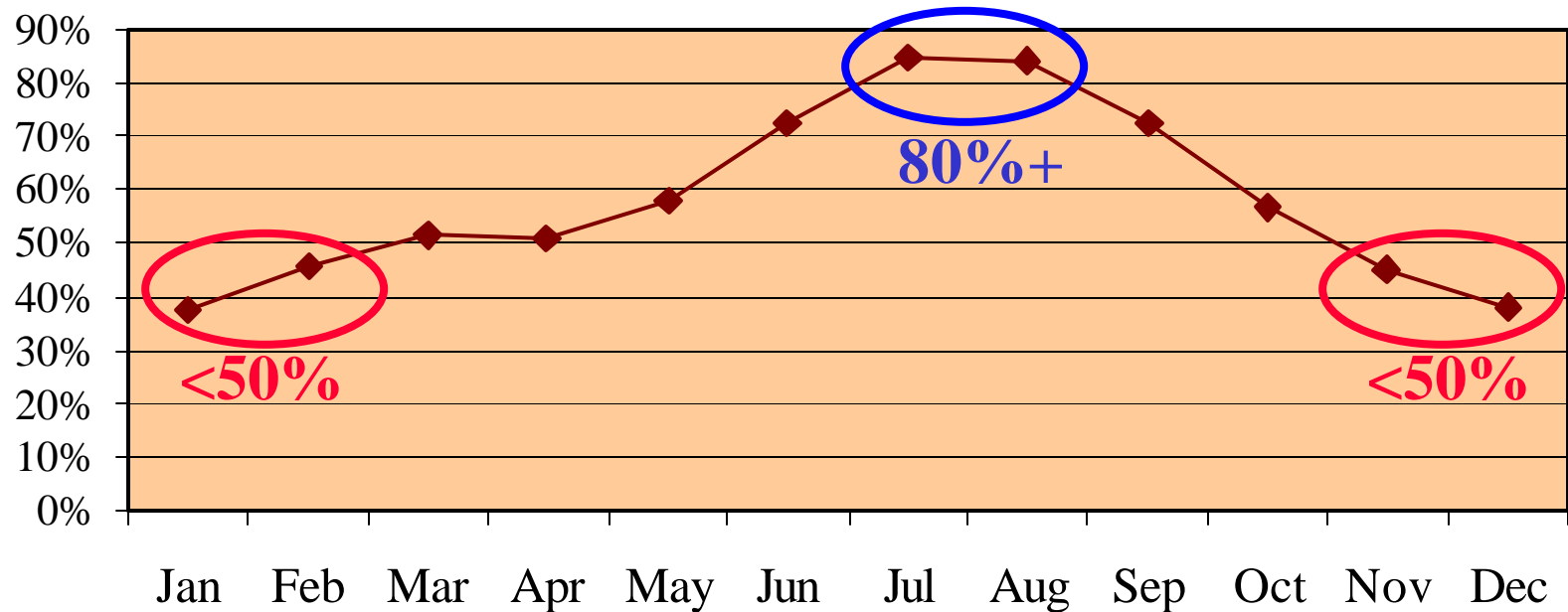


Planned Highway Improvement Projects

- ◆ Focus on safety & key corridors
- ◆ Most projects already budgeted
- ◆ Emphasis on:
 - ❖ Additional funding for corridors
 - ❖ Optimal timing for Bicentennial
- ◆ Endorsement expands potential resources

Hotel Occupancy

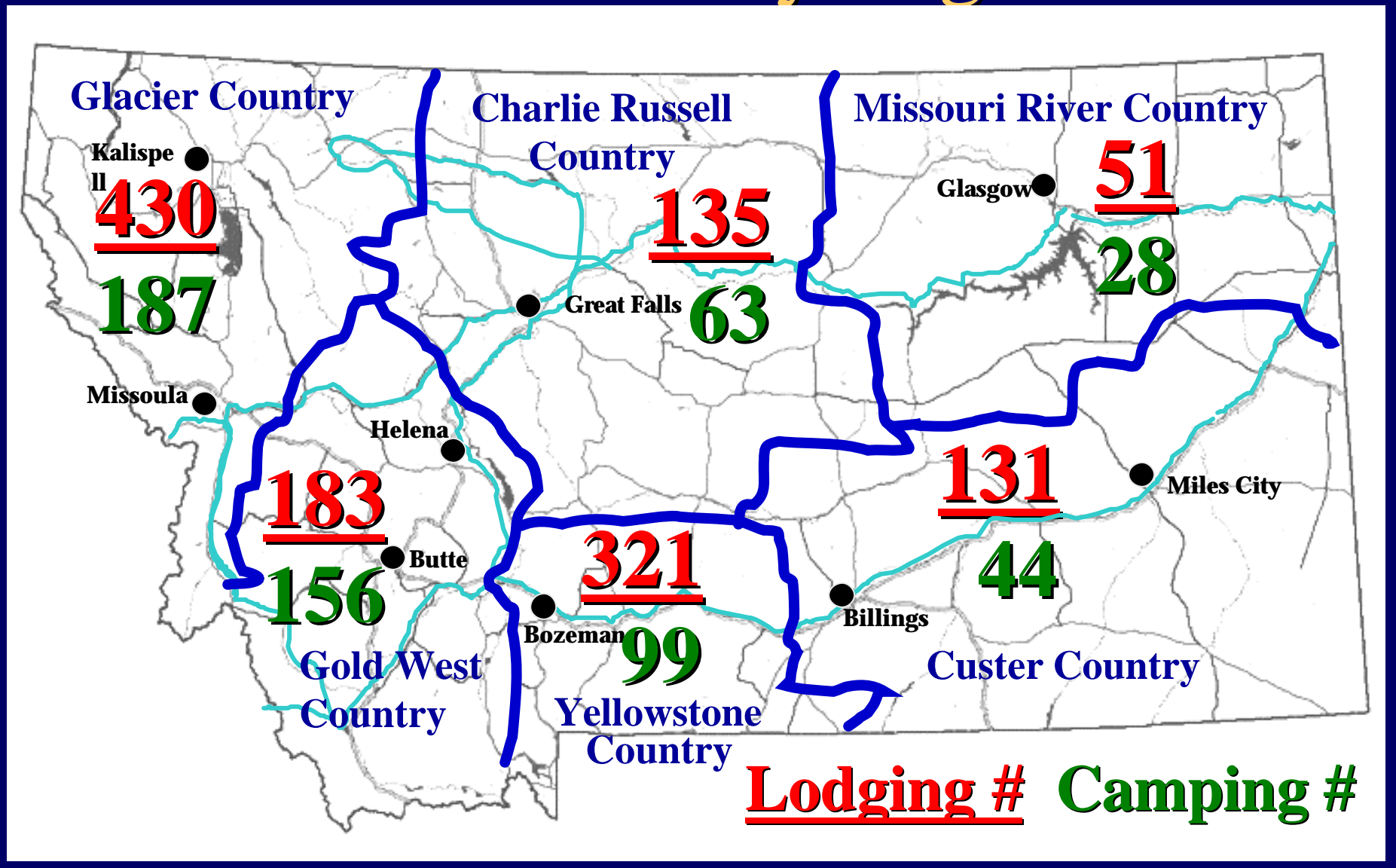
1999 Hotel Occupancy in Montana



Hotels nearly full Jul-Aug, 70% Jun & Sept
Regions of state vary, some have limited amenities

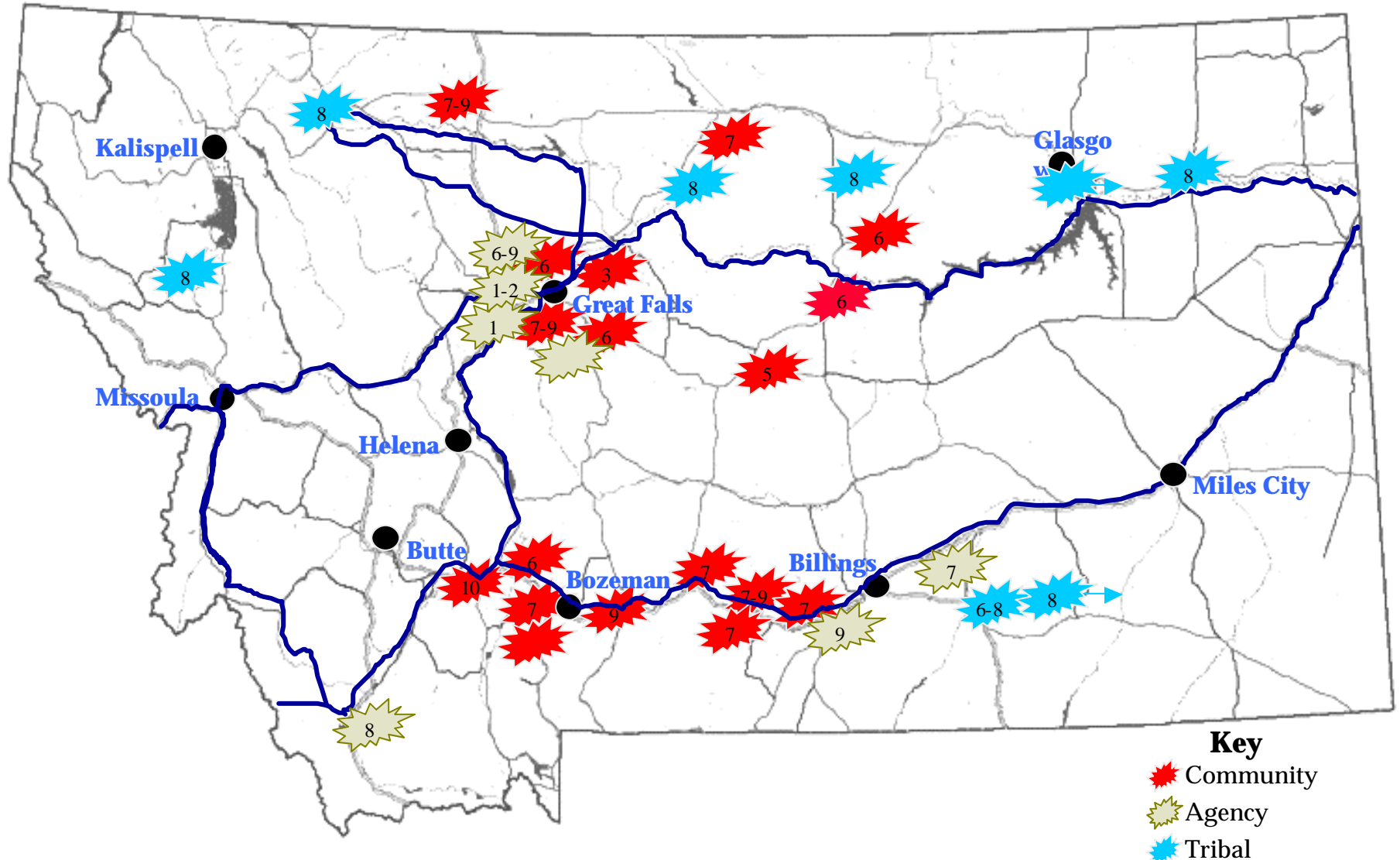


of Lodging & Camping Facilities by Region





Existing & Proposed Events





Existing & Proposed Events

- ◆ 28 existing/planned events so far*
 - ❖ 12 Reenactments/Encampments/Festivals
 - ❖ 7 Displays/Presentations/Exhibits/Tours
 - ❖ 5 Theater/Arts Productions
 - ❖ 3 Sports/Recreation Events (1 Statewide)
- ◆ Corps II Traveling Park (NPS-statewide)
- ◆ 80+% Summer, 10% Winter, 7% Other
- ◆ All regions except Bitterroot (to date)
 - ☉ *Does Not Include Rodeos, Pow Wows, Annual Community Festivals, etc.*

Events Schedule

<u>Month:</u>	<u>Total</u>	
◆ May:	1	
◆ June:	6	} 80% in Summer
◆ July:	11	
◆ August:	5	
◆ September:	5	
◆ Oct-Apr:	3	
◆ Unknown:	<u>3</u>	
Total:	34	

(Some events span more than 1 month)

Master Plan Strategic Framework



The “Big Picture” System

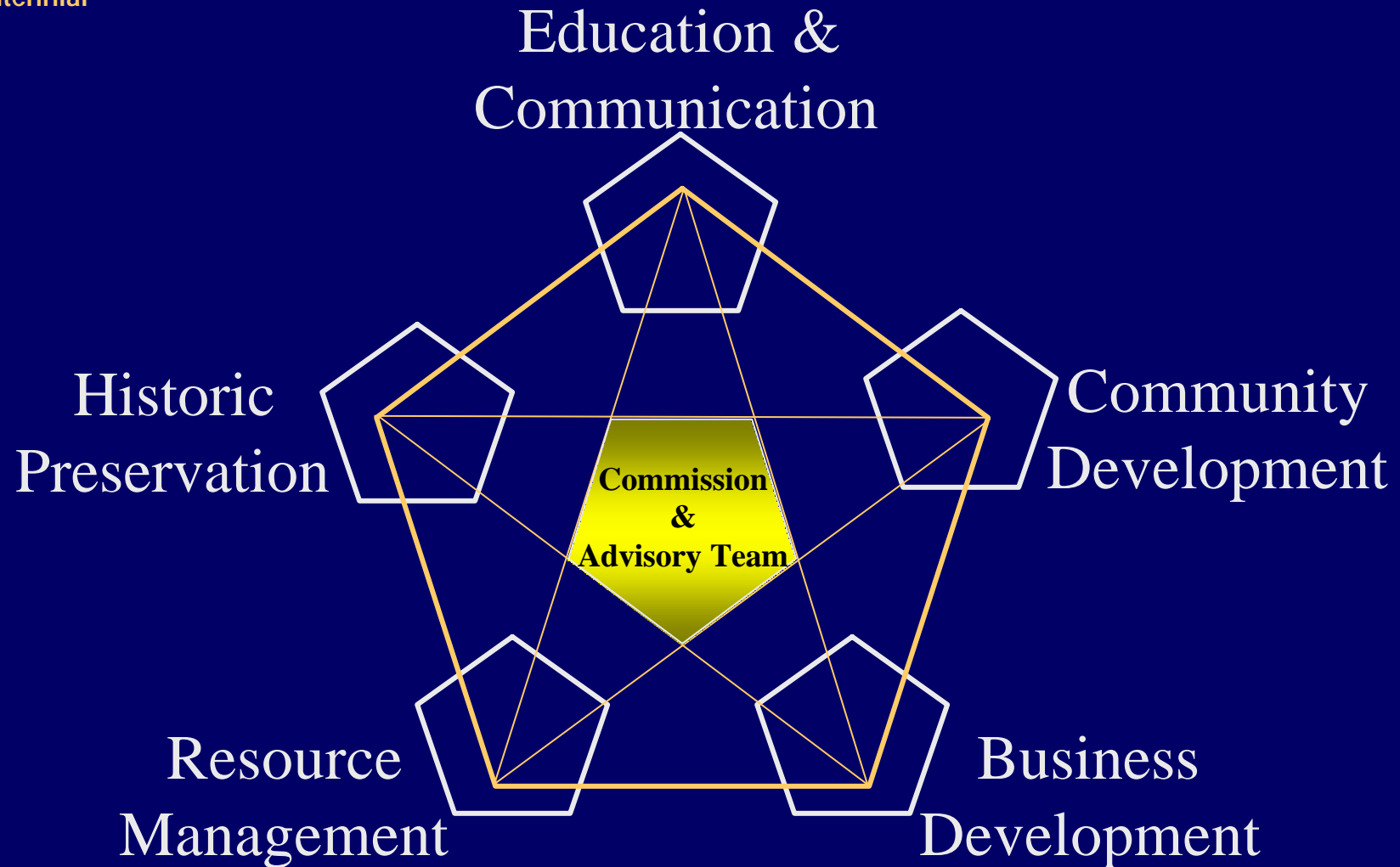


Master Plan

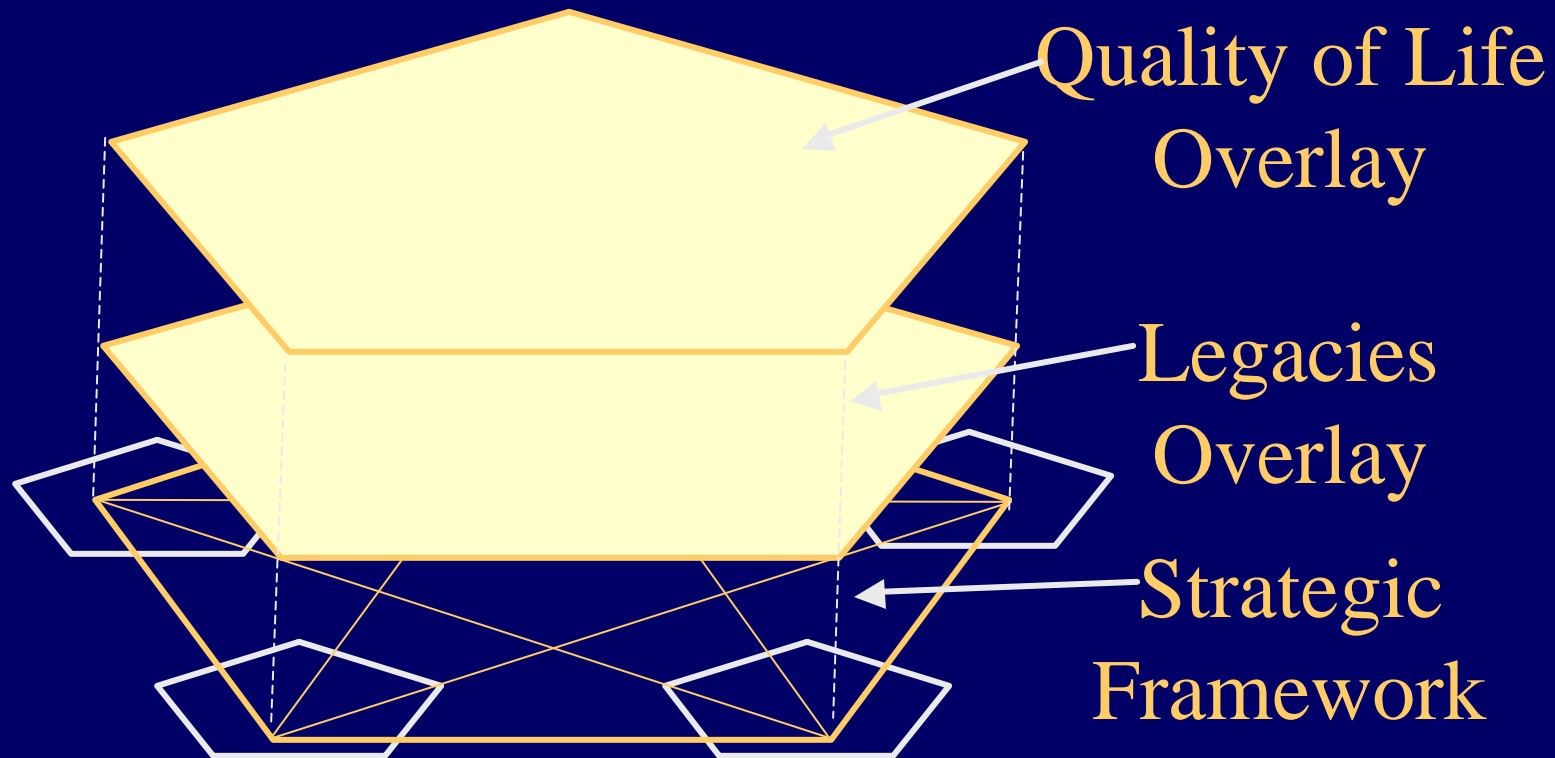
Strategic Framework

- ◆ Bicentennial projects fall into 5 categories (some projects will overlap categories):
 - ❖ Education and Communication
 - ❖ Historic Preservation
 - ❖ Community Development
 - ❖ Business Development
 - ❖ Resource Management
- ◆ Commission, agencies and local groups form communication & planning network

Strategic Framework Context



Strategic Framework & Long-Term Benefits



☞ Key goal of Bicentennial projects is to enhance quality of life and provide lasting legacies



Three-tiered System of Strategic Programming

1st Tier

Seamless Statewide L&C System:

- ◆ Strategic, Integrated Set of Projects
- ◆ Focus: Projects of Statewide Significance
- ◆ Quality in Each Dimension of L&C Experience
- ◆ Subset of “All” Projects in State
 - ❖ Limited resources - must prioritize projects

2nd Tier

Support System for Local/Regional Preparation:

- ◆ Technical assistance
 - ❖ Both proactive & responsive
- ◆ Assist in resource acquisition: funding, etc.

3rd Tier

“Opportunistic”

System for Local Exceptions & Later Ideas:

- ❖ Technical assistance
 - ⇒ Move to 1st or 2nd Tier



Commission's Criteria for Evaluating Project *Proposals*

- ◆ Sustains/enhances local infrastructure
- ◆ Enhances/protects L&C historic, natural or cultural resources
- ◆ Leaves a lasting legacy
- ◆ Historical accuracy & cultural inclusiveness
- ◆ High educational value re. L&C experience



Commission's Criteria for Evaluating Project *Proposals*

- ◆ Potential to generate interest; attract range of visitors
- ◆ Surmountable challenges; realistic budget and funding prospects
- ◆ Demonstrated local, agency, tribal support
- ◆ Direct relationship to L&C story in Montana; enhances visitor experience



Planning Team Expanded Criteria for Project Evaluation

“SUPPLY” FACTORS:

- ◆ Enhances major L&C site, key gateway
- ◆ Enhances geographic distribution
- ◆ Accessible (highway, airport, rail)
- ◆ Proximity to major destinations
- ◆ Presence of supporting amenities
- ◆ Long-term community benefit
- ◆ Doesn't overwhelm local capacity

Expanded Criteria (cont'd)

“DEMAND” FACTORS:

- ◆ Match with target markets (residents, tourists)
- ◆ FUN! - entertainment value
- ◆ Potential for private sector support
- ◆ Adds breadth to product mix (potential to increase visitor length of stay)
- ◆ Contributes significantly to State/Nat'l event
- ◆ Marketable statewide/nationally (attractive to sponsors & media)

Tier 1

Historic Preservation Projects

- ◆ Archaeology: L&C sites
- ◆ Land acquisition: Travelers Rest, Crimson Bluffs, \$ pool for other
- ◆ Cultural/heritage assessments
- ◆ Site monitoring & protection
- ◆ Tribal oral histories
- ◆ Ft. Benton reconstruction



Tier 1

Education & Communication

- ◆ Statewide signage program
- ◆ Strategic visitor & interpretive centers
- ◆ Institutes, exhibits, museums, seminars:
 - ❖ L&C 101, event planning, upgrades
- ◆ Annual L&C preparation conference
- ◆ State assistance team & local network
- ◆ Commission: guide national planning
- ◆ Strategic promotion: residents/visitors

Tier 1

Community Development

- ◆ Local infrastructure/safety assessment
 - ❖ EMS, law enforcement, parking, potties
- ◆ Events, festivals, reenactments
- ◆ Amphitheaters, theatrical productions
- ◆ Travel funds pool for local/tribal L&C groups for state planning meetings



Tier 1

Resource Management

- ◆ Resource assessment/monitoring
- ◆ Public safety & emergency communications master plan
- ◆ Seasonal staff for agencies
- ◆ Site improvements (facilities, access)



Tier 1

Business Development

- ◆ Tourism research (UM ITRR, Nat'l)
- ◆ Community tourism assessments
- ◆ Business assistance (workshops, etc.)
- ◆ Encourage national logo licensing
- ◆ Sponsorship opportunities
- ◆ Promotion programs - coordinate with travel regions and Travel Montana



Tier 1 Program Summary: Key Sites & Projects

- ◆ 18 key L&C destinations (sites)
- ◆ 7 travel corridors
- ◆ 15 historic preservation projects (5 statewide)
- ◆ 6 resource management programs (2 statewide)
- ◆ 17 organization enhancements (planning, agency staffing, local/regional support)
- ◆ 10 educational/cultural projects (4 statewide)



Tier 1 Program Summary

(cont'd)

- ◆ 19 signage/exhibits programs
- ◆ 9 events (1 statewide)
- ◆ 6 visitor/interpretive centers & rest areas
- ◆ Promotion system
- ◆ Tier I funding needed* (per requests):
 - ❖ Statewide projects: \$16.3 million
 - ❖ Community/tribal: \$ 5.4 million
 - ❖ Agency projects: \$ 7.5 million
 - \$29.2 million**

☉ *Planning team contract did not include analysis of project budgets -
Master Plan does not endorse specific requested budget amounts.*



Statewide Tier I Programs

- ◆ Technical assistance team
 - ❖ State L&C Historian, economic/community development, tourism assessment, etc.
- ◆ Commission (LCBC) and staff:
 - ❖ Coordination, communication, conference
 - ❖ Endorsement program for events
 - ❖ Funding - sponsors, coord. w/ Nat'l Council
- ◆ Funding programs:
 - ❖ Integration: signs, tribal oral histories
 - ❖ Projects, business/feasibility planning
 - ❖ Support for local/tribal groups' expenses



Statewide Tier I Programs

- ◆ Community safety/infrastructure assessment
 - ❖ EMS, law enforcement, parking, restrooms, etc.
- ◆ Visitor orientation & promotion system
 - ❖ Enhance gateways, wayside orientation sites
 - ❖ Tourism research re. projected visitation
 - ❖ Statewide promotion strategy
- ◆ Education coordination (LCBC):
 - ❖ L&C 101, event planning, traveling trunks, etc.



Statewide Tier I Programs

◆ Agency projects:

- ❖ Corps II Traveling Park (NPS)
- ❖ Signage & exhibits (USFS, BLM, BIA)
- ❖ Site upgrades, acquisition (MT State Parks)
- ❖ Seasonal staff, interpretation (MT State Parks)
- ❖ On-site interpreters & caretakers (USFS, BLM)
- ❖ Games of the Past (Tribes)
- ❖ Archeology at L&C sites (Museum of Rockies)
- ❖ Site monitoring/protection (USFS, BLM, FWS)

Travel Corridors



Destination System

Rationale for Travel Corridors

- ◆ Montana is VERY big
 - ❖ Visitors need “bite size” portions
- ◆ Most visitors not here primarily for L&C
 - ❖ Come to visit family/friends, cities, Nat’l Parks
 - ❖ Corridors tap other major attractions
- ◆ Corridors are attractive add-ons to visit
- ◆ Corridors help focus limited resources

Rationale for Travel Corridors

(cont'd)

- ◆ Corridors are distinctly different
- ◆ Corridors are widely dispersed
- ◆ Major sites exist in clusters
- ◆ All key sites are within corridors
- ◆ All corridors include a hub city/town
- ◆ Missouri Breaks corridor marketable to adventurers

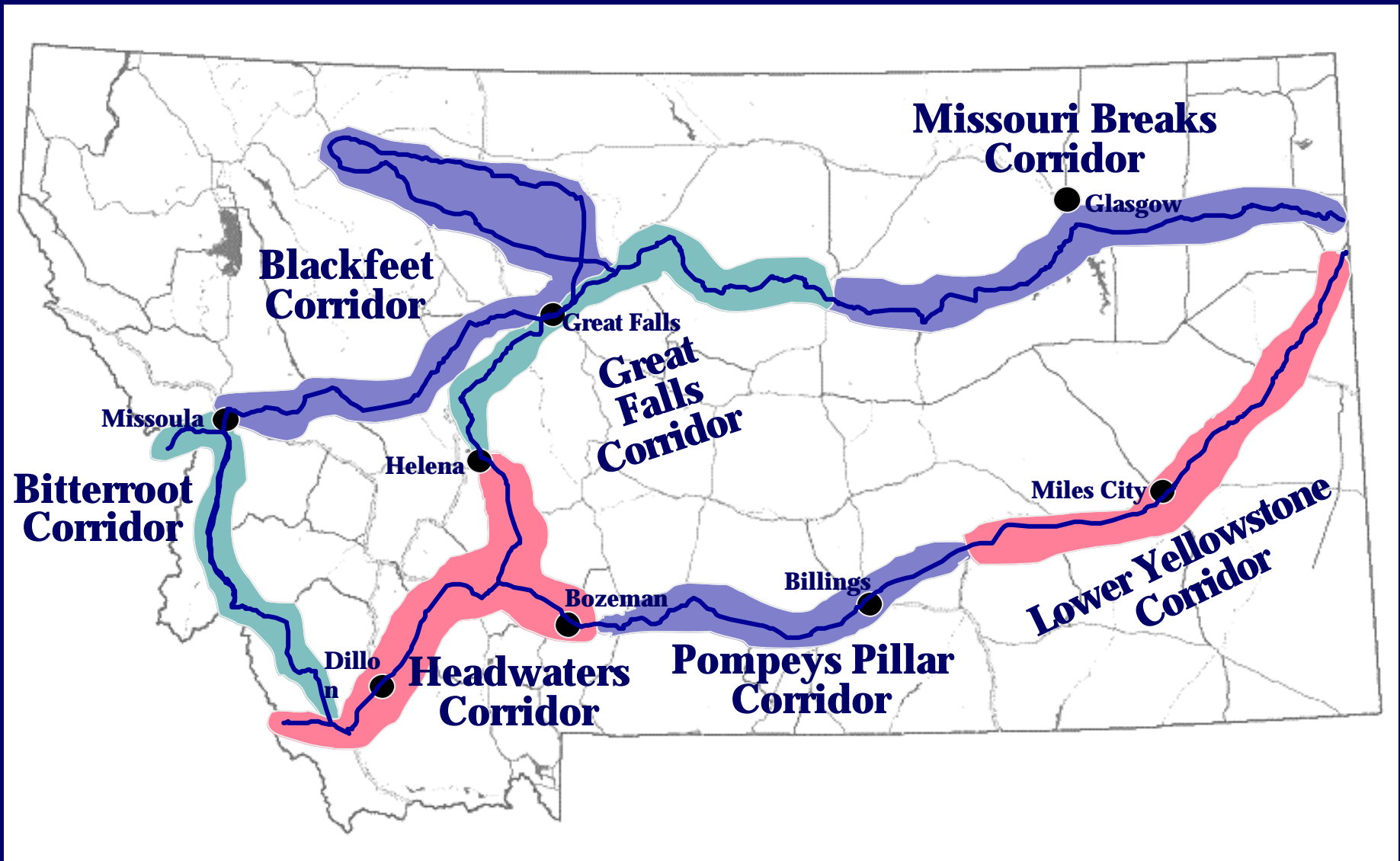
Rationale for Travel Corridors

(cont'd)

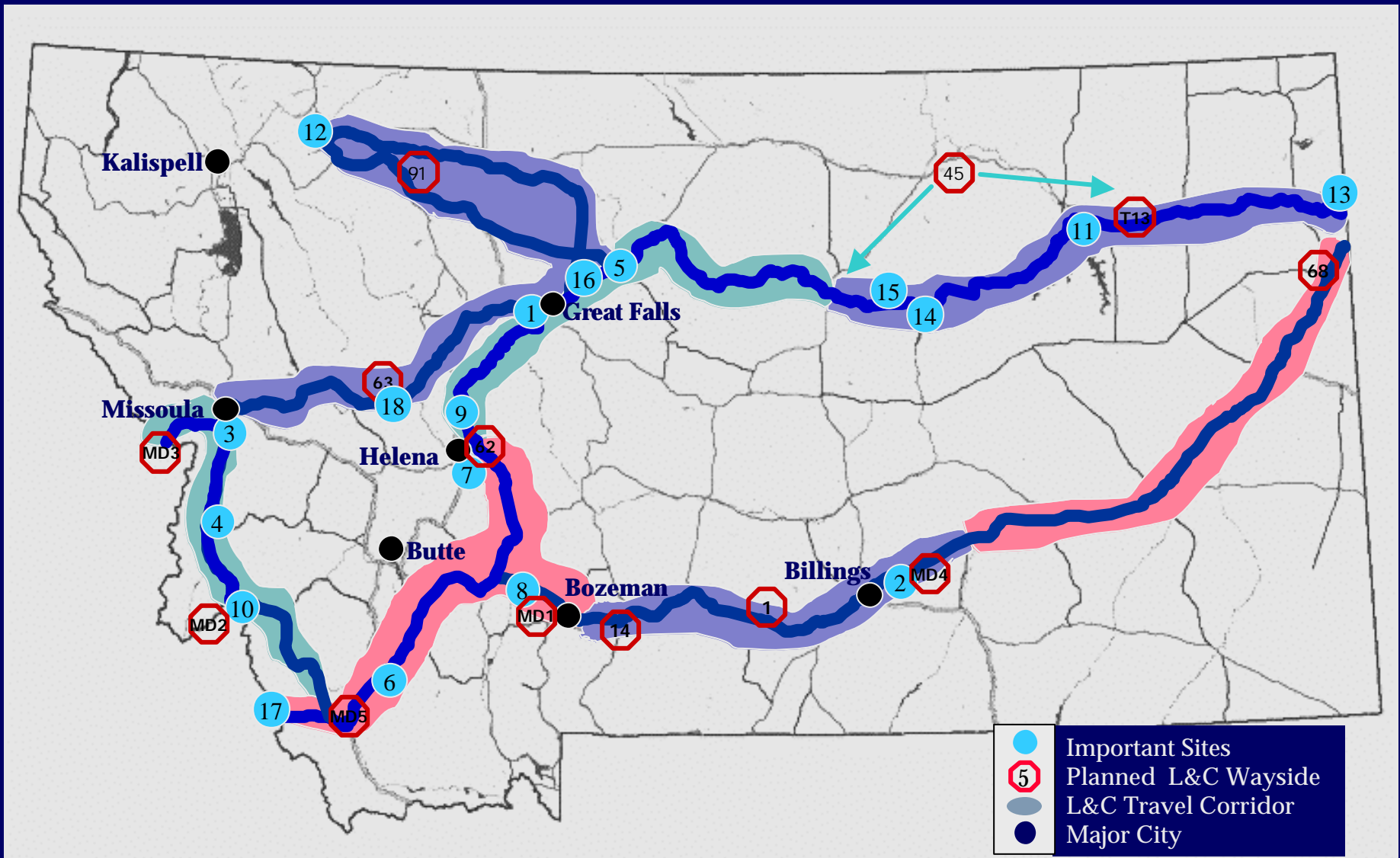
- ◆ Corridors are highly marketable
- ◆ Corridors help strengthen individual sites
 - ❖ Lean on major destinations
- ◆ Corridors emphasize quality of visitors' experience



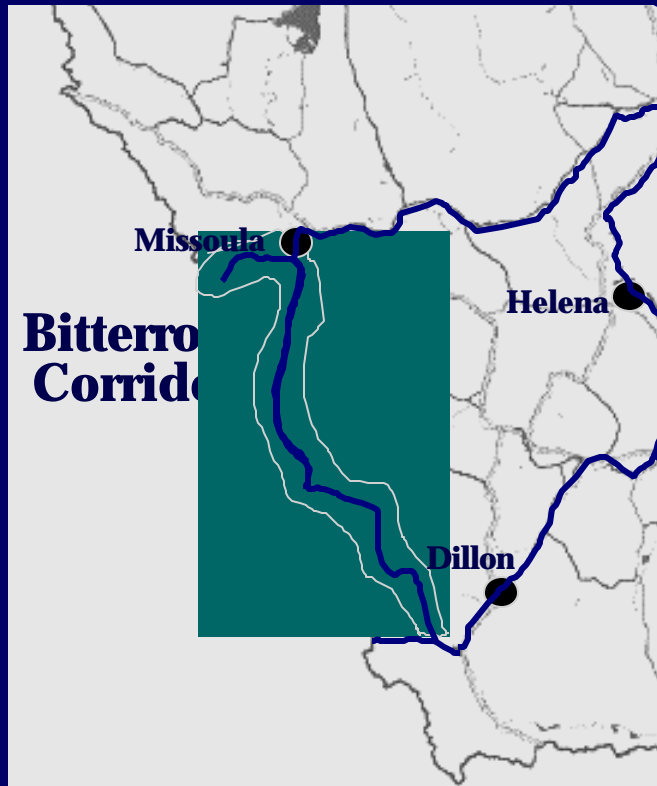
Travel Corridor System



Travel Corridors & Sites



Bitterroot Corridor Highlights



10 Communities

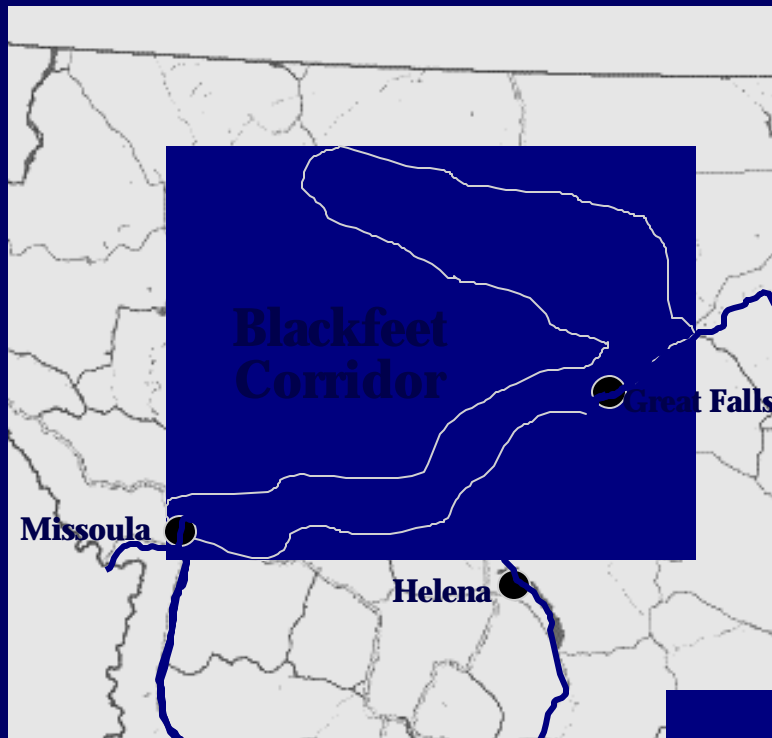
- ◆ Travelers Rest
- ◆ Bitterroot Valley
- ◆ Lolo & Lost Trail Passes
- ◆ Ross' Hole / Camp Creek
- ◆ Ravalli County Museum
- ◆ Glacier Nat'l Park nearby
- ◆ 0 events (to date)
- ◆ 6 Tier I projects
- ◆ 5 Tier II projects



Bitterroot Corridor Tier I Projects

- ◆ Signage: Trail of the American Nations
- ◆ Lolo & Lost Trail Pass rest areas/visitor facilities
- ◆ Traveler's Rest archeology, land acquisition
- ◆ Feasibility study/business plan for Traveler's Rest interpretive facility
- ◆ Ravalli County Museum display
- ◆ Ross' Hole pull-out, interpretive signs

Blackfeet Corridor Highlights



16 Communities

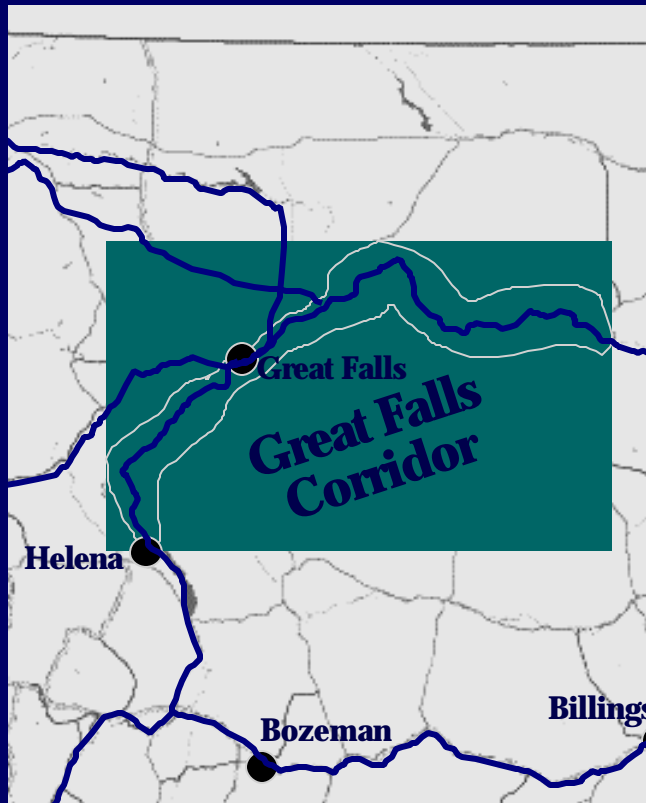
- ◆ Camp Disappointment
- ◆ Lewis & Clark Pass
- ◆ Blackfeet Fight Site
- ◆ Museum of the Plains Indian
- ◆ Glacier Nat'l Park nearby
- ◆ 0 events (to date)
- ◆ 7 Tier I projects
- ◆ 10 Tier II projects



Blackfeet Corridor Tier I Projects

- ◆ Renovation of Camp Disappointment Monument
- ◆ 2 interpretive signs
- ◆ Museum of the Plains Indian renovation
- ◆ Golden Triangle visitor contact station
- ◆ Oral history of Blackfeet Tribe
- ◆ BLM/USFS on-site interpreters and caretakers

Great Falls Corridor Highlights



15 Communities

- ◆ LCNHT Interpretive Center
- ◆ Great Falls Portage Route
- ◆ Upper Missouri/Decision Point
- ◆ Upper Missouri National Wild and Scenic River
- ◆ Gates of the Mountains
- ◆ Fort Benton
- ◆ 15 Tier I projects
- ◆ 20 Tier II projects

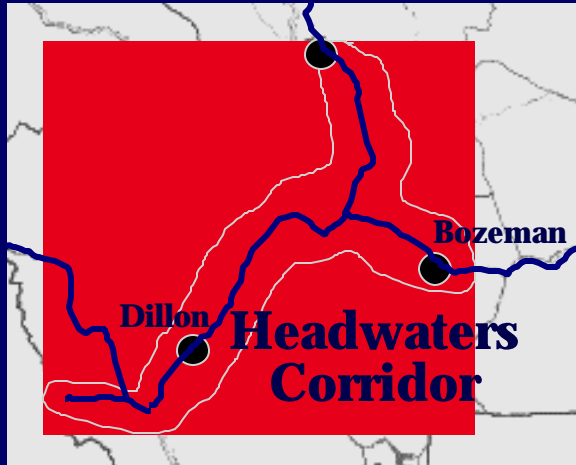


Great Falls Corridor Tier I Projects

- ◆ 5 interpretive sign projects
- ◆ LCNHT Interpretive Ctr exhibits/improvem'ts
- ◆ Fort Benton reconstruction
- ◆ 5 BLM Upper Missouri Wild and Scenic river management projects
- ◆ BLM riverwide seasonal support staff
- ◆ First Person Re-enactor Training
- ◆ Portage reenactment



Headwaters Corridor Highlights



18 Communities

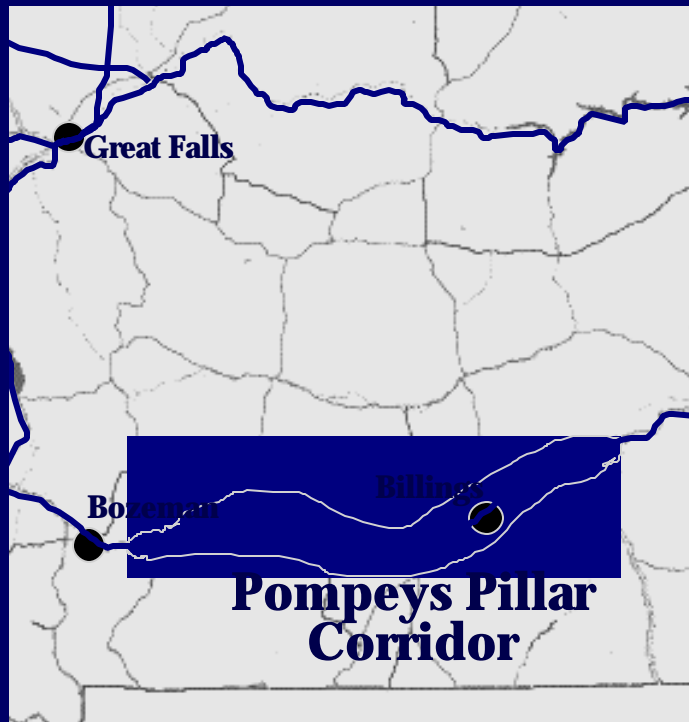
- ◆ State Historical Museum
- ◆ Canyon Ferry/Crimson Bluffs
- ◆ Camp Fortunate
- ◆ Dillon/Clark Canyon area
- ◆ Three Forks/Headwaters SP
- ◆ Beaverhead Rock
- ◆ Lemhi Pass Nat'l Landmark
- ◆ Museum of the Rockies
- ◆ 4 events/reenactments/theater productions
- ◆ Yellowstone National Park nearby
- ◆ 13 Tier I projects
- ◆ 22 Tier II projects



Headwaters Corridor Tier I Projects

- ◆ State Historical Museum exhibit
- ◆ 4 interpretive sign/exhibit projects
- ◆ Whitehall amphitheater, L&C drama
- ◆ Forest Service, BLM and BOR seasonal on-site interpreters/caretakers, EMS planning
- ◆ Camp Fortunate & Headwaters Reenactments
- ◆ Lemhi Pass facility upgrades & visitor mgmt
- ◆ Crimson Bluffs protection
- ◆ Three Forks interpretive center

Pompeys Pillar Corridor Highlights



13 Communities

- ◆ Pompeys Pillar
- ◆ Upper Yellowstone River
- ◆ Clark campsites
- ◆ Billings sites/amenities
- ◆ Yellowstone Park nearby
- ◆ Little Bighorn Battlefield nearby
- ◆ 6 Tier I projects
- ◆ 9 Tier II projects



Pompeys Pillar Corridor Tier I Projects

- ◆ Business Feasibility Plan for Pompeys Pillar interpretive center
- ◆ 2 interpretive sign projects
- ◆ Clark's Yellowstone River Camp reenactment
- ◆ Yellowstone County Museum exhibit
- ◆ Clark Day at Pompeys Pillar (with Crow participation)

Missouri Breaks Corridor Highlights



10 Communities

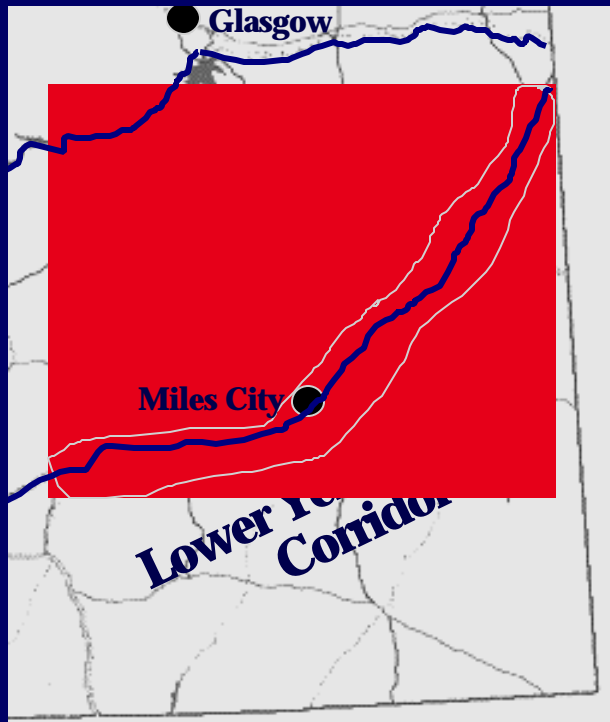
- ◆ Fort Peck Interp Center (construction 2000-03)
- ◆ Fort Peck Reservoir
- ◆ CMR Wildlife Refuge
- ◆ Missouri Breaks Byway
- ◆ 2 reenactments
- ◆ 7 Tier I projects
- ◆ 15 Tier II projects



Missouri Breaks Corridor Tier I Projects

- ◆ Ft. Peck Dam Interpretive Center and Museum exhibit
- ◆ James Kipp Recreation Area site upgrades and interpretation
- ◆ Tribal oral histories
- ◆ 2 reenactments
- ◆ Northeastern Plains signage

Lower Yellowstone River Corridor Highlights



18 Communities

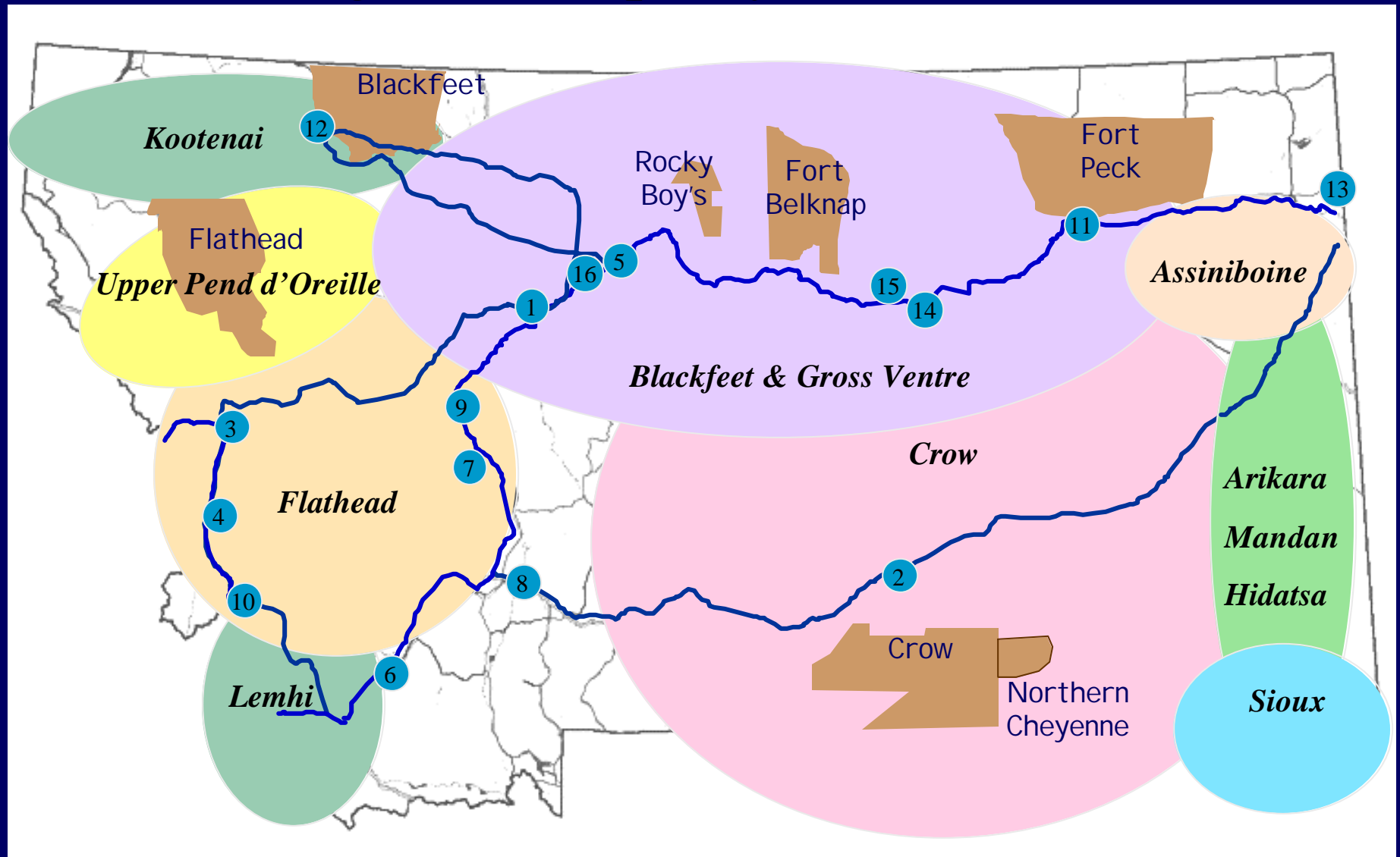
- ◆ Clark's Yellowstone River campsites
- ◆ Miles City
- ◆ Little Bighorn nearby
- ◆ Sidney/Confluence area
- ◆ Ft. Union nearby
- ◆ 0 events (to date)
- ◆ 5 Tier I projects
- ◆ 7 Tier II projects



Lower Yellowstone River Tier I Projects

- ◆ Amphitheater in Forsyth
- ◆ Crow and Northern Cheyenne oral histories
- ◆ Chief Plenty Coups State Park training package
- ◆ Lower Yellowstone kiosks
- ◆ Sidney gateway visitor center - L&C info

Native American Context: Original Occupancy Areas vs. Reservations





Native American Priorities

- ◆ Oral history preservation (re. L&C)
- ◆ Accuracy of Native American history
- ◆ Native American perspective on L&C
- ◆ Interpretive signage
- ◆ Native American games, reenactments
- ◆ Travel trunks (educational/interpretive)
- ◆ Cultural centers/museum displays
- ◆ Ability to participate in planning efforts



Recommendations for Native American Projects

- ◆ Oral history grant pool
 - ❖ Competitive, balanced distrib'n, Tribal only
- ◆ Signage & kiosk grant support
 - ❖ Part of Statewide signage program
 - ❖ Tribal direction of interpretation and design
- ◆ Tier 2 system to support games, reenactments, traveling trunks
- ◆ Assistance with travel costs
 - ❖ Part of Statewide assistance for local groups

Implementation



Who, What, Where, When, Why, How

Master Plan Implementation Steps

- ◆ Refine/adopt Plan
- ◆ Distribute statewide: build advocacy
 - ❖ Regional planning groups, tribes
 - ❖ Elected officials
 - ❖ Agencies
- ◆ Seek resources (funding)
- ◆ Begin implementation



Commission Responsibilities

- ◆ Host annual preparation conference
- ◆ Sponsor educational programming
- ◆ Link to national plans, programming
- ◆ Guide state assistance network
- ◆ Decide “Official” endorsements
- ◆ Coordinate sponsor recruitment, funding
- ◆ Guide Plan implementation

Fundraising Strategy

- ◆ Pursue Six Key Resources:
 - ❖ Business/corporate sponsors
 - ❖ State Legislature
 - ❖ Grants (foundations, fed/state)
 - ❖ Congress
 - ❖ National licensing program
(partnership w/ National Council)
 - ❖ Special fundraising projects



Resource Allocation to Tiered System

	Year		
	<u>00-03</u>	<u>03-04</u>	<u>05-06</u>
1st Tier: Proactive	75%	50%	35%
2nd Tier: Responsive	20%	30%	35%
3rd Tier: Opportunistic	5%	20%	30%

Fundraising Guidelines

- ◆ Coordination is necessary to maximize effectiveness, avoid duplication & conflicts:
 - ❖ With State Commission
 - ❖ With National Council, Carlson Marketing Grp
 - ❖ Between local groups, tribes, agencies
- ◆ Choose methods/sources most likely to succeed - maximize efficiency
- ◆ Prioritize: focus on critical Tier I projects first
 - ❖ “Must-do’s” vs. “Nice-to-do’s”

Private Sector Support

- ◆ Corporations/businesses seek to participate:
 - ❖ Statewide Master Plan will encourage investment and buy-in
 - ❖ Sponsorships are marketing investments, not charitable contributions
 - ❖ Costs vs. benefits: return on investment
 - ❖ Professional presentation of proposals
- ◆ Foundations seek long-term impact:
 - ❖ Lasting legacies, local buy-in (match), realistic budgets, plan for long-term mgmt



Congress & State Legislature

- ◆ Inform re. strategic policy decisions
- ◆ Request support of state/national strategy
- ◆ Encourage increased agency budgets
(seasonal staff, assessments, facilities)
- ◆ Fund agency re-grant programs for communities
- ◆ Direct appropriations for projects
- ◆ State L&C license plate revenue

Promotion Programs



Strategic Communication

Promotion Considerations

◆ SUPPLY:

- ❖ Availability of accommodations
- ❖ Timing of existing/planned events
- ❖ Summer vs. shoulder seasons
- ❖ Corridors vs. travel regions
- ❖ More visitors vs. longer length of stay



Promotion Considerations

◆ DEMAND:

- ❖ Low awareness/interest among US population:
 - 86% have “heard of” Expedition, BUT...
 - 74% are not familiar with Bicentennial
 - Only 6% “very interested” in visiting L&C sites, BUT...
 - MT is #1 destination among people familiar w/ Bicent’l
 - *Increased awareness will lead to increased visitation*
- ❖ 22 other states competing
- ❖ Four loooooonnnnggg years - “sound-bite” culture
- ❖ Other national events: Olympics, elections, etc.
- ❖ Residents vs. nonresidents
- ❖ 1st-time visitors vs. repeat visitors

Major Promotion Elements

- ◆ System of orientation sites/gateways
 - ❖ Cross-reference
- ◆ System of brochures
 - ❖ 1 statewide; 7 travel corridor brochures
- ◆ Seasonal focus: shoulder seasons
- ◆ Media focused on target markets/seasons
 - ❖ Paid/non-paid
- ◆ Web sites
- ◆ Groups/packages (Amtrak, tours, travel agents, outfitters, etc.)



Promotion Strategy Concepts

- ◆ Residents: more in-state trips, visit friends
- ◆ Media features, “L&C Moments”, web
 - ❖ School curricula, local events
 - ❖ *“Backyard Lewis & Clark”*
- ◆ Nonresident visitors: promote L&C sites
 - ❖ Travel Montana: media, invite-a-friend
 - ❖ Web sites, travel agents, AAA
 - ❖ *“More to see” “Fun while you’re here”*
- ◆ L&C travelers: draw to Montana
 - ❖ *“Tred where they trod, see what they saw”*



Suggested Promotion Timing, Allocation of Resources

◆ 2002:	Olympics	10%
◆ 2003:	Kick-off	35%
◆ 2004:	St. Louis	25%
◆ 2005:	Westbound	20%
◆ 2006:	Eastbound	10%

◆ Encourage April-June, Sept-Oct

What Next?



We need your feedback!



Master Plan Schedule

- ◆ Present draft Strategy to Commission: Jul
- ◆ Distribute Strategy for comment: Aug 16
- ◆ **Obtain/review public comments:**
 - ❖ **Aug 17 - Sept 6 (COMMENT DEADLINE)**
- ◆ Write Master Plan document: Aug/Sept
- ◆ Deliver Master Plan to Commission: Sept
- ◆ Official Commission adoption: Oct
- ◆ Begin Plan implementation: Oct/Nov



How to Comment or Ask Questions

◆ Contact Planning Team directly:

- ❖ Lorraine Roach (The Hingston Roach Group)
Tel: 208-983-2175 E-mail: lroach@micron.net
- ❖ Gail Brockbank (Premier Planning)
Tel: 406-442-4141 E-mail: gailb@mt.net

◆ Contact Commission Director:

- ❖ Clint Blackwood
Tel: 406-443-2109
E-mail: cblackwood@state.mt.us

Thank You!



*Please provide your comments
by September 6, 2000*