

Thirty-eight preliminary visitor development actions are summarized below and grouped into five categories: backbone facility, events, marketing, visitor service, and organization. While some actions fall into more than one category, for simplicity each is listed once. Following this list, each action is presented more fully.

During January and February 2001, local economic development and tourism development specialists reviewed this list and narrowed it down to ideas that they liked and wished to include in the visitor development strategy. The narrowed version of this list is included in *Chapter 4: Visitor Development Strategy and Actions*.

**Table 1: Preliminary Visitor Development Actions**

Type	Preliminary Visitor Development Action
Backbone Facility	1. Upgrade public transportation to and through Glacier.
	2. Improve roads adjacent to the park.
	3. Upgrade and construct outdoor amphitheaters.
	4. Upgrade and winterize historic hotels so they can accommodate visitors throughout the year.
Events	5. Establish an annual athletic event with a national draw.
	6. Use the Lewis & Clark series of bicentennial events to introduce visitors to activities other than travel on Going-to-the-Sun Road.
	7. Cultivate more Holiday season events and activities.
	8. Promote Western Art auctions and lectures.
	9. Build on the success of existing art festivals; increase the number and diversity of festivals and events.
	10. Build on the success of existing music and other performing arts events; increase the number and diversity of events.

## Appendix E: Preliminary Visitor Development Actions

**Table 1: Preliminary Visitor Development Actions**

Type	Preliminary Visitor Development Action
Events	11. Attract continuing education classes for professionals needing re-certification.
	12. Develop and enhance story-telling venues and performances using local celebrities, specialists, icons and experts.
	13. Host annual conferences, "how to" workshops and lectures for nature enthusiasts.
	14. Host conferences to observe Going-to-the-Sun Road construction techniques and activities.
	15. Establish an university affiliation for summer programs in environmental and cultural heritage disciplines.
	16. Use the partial Going-to-the-Sun Road closure as an opportunity to hold unique events.
	17. Broaden the diversity of events.
Marketing	18. Attract more conferences in the spring and fall months.
	19. Produce taped series on visitor experiences, de-emphasizing Going-to-the-Sun Road.
	20. Establish and cultivate relations with adventure travel agencies.
	21. Improve Internet hypertext linkages and web sites that offer events, activities, festivals, cultural heritage and natural resources.
	22. Use Denver International Airport as a venue to attract visitors.
	23. Partner with commercial airlines to increase flights and decrease air fares.
	24. Change visitor prospect information to introduce sites other than the Going-to-the-Sun Road.
	25. Partner with Banff, Yellowstone and International Peace Park.
	26. Develop information and add NPS staff to improve the experience of visitors who are stopped by the Going-to-the-Sun Road rehabilitation.
	27. Activate a public information program to aid visitors and local businesses during Going-to-the-Sun Road rehabilitation.
	28. Bolster familiarization tours.
	29. Manage the media more effectively.
Visitor Service	30. Improve awareness of and expand opportunities to learn more about the local Native American heritage.
	31. Broaden services provided at National Park Service (NPS) visitor centers at the East and West entrances.
	32. Open more of Glacier to visitors and market new venues.
	33. Increase the number of naturalists who can interpret park features.
	34. Enhance horseback riding services through the park. 35.

**Table 1: Preliminary Visitor Development Actions**

Type	Preliminary Visitor Development Action
	36. Establish more groomed snowmobile, cross-country and show-shoe trails and related services.
Organization	37. Hold seminars and open houses to present business opportunities to prospective entrepreneurs.
	38. Continue improving customer service through hospitality training.
	39. Broaden and improve cooperation and communication among local organizations involved in visitor development.

**Table 2: Preliminary Visitor Development Actions**

Preliminary Action 1	Upgrade public transportation to and through Glacier National Park.
Description	<p>Improving public transportation will not only reduce usage of vehicle miles traveled, thereby improving air quality but will also can enhance the visitor experience in several specific ways. Some examples include providing public transportation for backpackers arriving by airplane and seeking to hike in the park; upgrading the red historic busses that provide visitor trips on Going-to-the-Sun Road, and; providing parking and shuttle service to places that divert visitors from Going-to-the-Sun Road.</p> <p>The NPS (NPS) has commissioned a transportation and visitor use study that will provide specific recommendations regarding alternative types of transportation systems and improvements relative to Glacier visitors.</p>
Type	Backbone Facility
Demographics	Existing park visitors
Expected Result	Improved visitor experience
Examples	<p><i>Local Example.</i> The Glacier Fund, a private non-profit organization, was formed to provide tax-advantaged money to fund a variety of projects that enhance Glacier National Park. One objective, selected by the Glacier Fund Board, is to upgrade the historic red busses.</p>

Appendix E: Preliminary Visitor Development Actions

Table 2: Preliminary Visitor Development Actions (Continued)

<b>Preliminary Action 1, continued</b>	
<b>Upgrade public transportation to and through Glacier National Park.</b>	
Examples, continued	<i>Other Examples.</i> Denali National Park added bus shuttle service along Denali Park Road when it was closed for repairs in 1972. The bus service has been so popular that now about 300,000 visitors use the bus and 10,000 use their cars. The NPS promotes the bus shuttles as part of the visitor experience because the bus stops along the way and guides offer interpretations, photo opportunities, hiking opportunities and lunch.
<b>Preliminary Action 2</b>	
<b>Improve roads adjacent to the park, including Looking Glass Road, Many Glacier Road, Highway 89 and the Camas Creek Road</b>	
Description	This action calls for road improvements to Looking Glass Road, Many Glacier Road, Highway 89 and the Camas Creek Road and more visitor travel messages along these roads. As the visitor experience using Going-to-the-Sun Road is de-emphasized, these roads become increasingly important. Poor road conditions discourage and restrict visitor usage. Where roads are gravel, dust conditions lessen air quality. Recommended road improvements include safety, drainage and roadway work but do not include widening.
Type	Backbone Facility
Demographics	Existing Glacier visitors.
Expected Result	These road improvements could facilitate visitor access to areas of the park other than Going-to-the-Sun Road. They will be used more when access to Going-to-the-Sun Road is restricted.
Examples	Not applicable

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 3 Upgrade and construct outdoor amphitheaters.</b>	
Description	<p>This action would involve improvements to the existing amphitheater (at Apgar) as well as construction of one or more outdoor amphitheaters with quality sound and lighting, parking, secured access, and concession facilities. The amphitheaters could be used throughout the summer months for a variety of public events such as re-enactments of historic events, storytelling, music performances, and lectures and private events such as conferences.</p> <p>For new facilities, a quasi-public or a private nonprofit organization would likely build and operate the facility. Sponsorship through naming rights could reduce capital costs. A feasibility study is probably necessary to establish appropriate location, size, and potential revenues.</p>
Type	Backbone Facility Improvement
Demographics	All summer visitors
Expected Result	Depending on the usage, these facilities could extend the visitor stay, improve the quality of the visitor experience, or attract new visitors to attend a specific function.
Examples	<p><i>Local Example.</i> The Apgar Amphitheater, owned and managed by the NPS is currently used for campfire programs, Christian Ministry programs and special events. The facility is programmed through the NPS naturalists. It burned down two years ago and is being rebuilt and modernized by the NPS.</p> <p>The Blackfeet Tribe are interested in building a cultural interpretive center with an amphitheater that features the history and culture of their Tribe.</p> <p><i>Other Examples.</i> Vail, Colorado has an outdoor amphitheater that is used to attract primarily music performances by ballet groups, symphony orchestras, and solo performers. Over the years, the quality of performances has become the primary reason for some visitor trips to the area.</p> <p>Natural Bridge, Virginia has an outdoor amphitheater that is packed nightly by visitors viewing a dramatic reenactment of the discovery of this natural wonder.</p>
<b>Preliminary Action 4 Upgrade and winterize historic hotels to accommodate visitors throughout the year.</b>	
Description	<p>Many visitor development ideas, including conferences and winter sports events, would be enhanced with year around usage of the historic hotels. This is being evaluated within the NPS funded Commercial Service Plan.</p>
Type	Backbone Facility

Appendix E: Preliminary Visitor Development Actions

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 4 Upgrade and winterize historic hotels to accommodate visitors throughout the year.</b>	
Demographics	Improved lodging facilities could attract guests with different demographics throughout the year, depending on their reason for visiting. The recently completed visitor survey shows that much summer park visitors have relatively high incomes and could pay higher lodging rates. During the shoulder seasons, guests might be people attending conferences, continuing education or training programs. During the winter months, guests might come to participate in a sporting event or to enjoy the holiday season.
Expected Result	This action should increase usage in the shoulder season and winter months and compliment other visitor development actions such as attracting conferences.
Examples	Yellowstone National Park has ten lodges and has winterized two: the Old Faithful Snow Lodge and the Mammoth Hotel. This investment has increased the number of winter visitors, has provided more year-around job opportunities and has enabled the operator to book conferences throughout the year.
<b>Preliminary Action 5 Establish an annual athletic event with a national draw.</b>	
Description	<p>This action involves hosting one or several athletic events, which, over the years, develop a national draw of participants and spectators. The individual event might involve any one of these sports: mountain or road biking, foot racing, alpine skiing, Nordic skiing, snowshoeing, snowmobiling, kayaking, horseback riding, or a multi-sport event such as an eco-challenge or a triathlon. It could occur in the winter or the summer.</p> <p>This action would take a number of years to season and develop into an event of national caliber. There are short-term costs to attract sponsors. Once sponsors are attracted, the event should be self-sustaining or profitable.</p> <p>It also requires a sustained commitment from the State, local economic development specialists, property owners, and businesses. Television coverage could be a long-term objective. The broad economic development benefit will occur when television coverage is achieved and the viewing audience can see the beauty of the local area.</p>
Type	Event – Athletic
Demographics	This could attract extreme sports participants and their support crew. The viewing audience would include potential visitors to the area.
Expected Result	Over the years, this event would attract a broader audience of participants as well as television viewers.

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 5, continued</b>	<b>Establish an annual athletic event with a national draw.</b>
<p>Examples</p>	<p><i>Local Example.</i> Organizations in the Flathead Valley host a number of athletic events that attract a local or regional draw. In addition to these, The Herron Park Horse Trials, held at Herron Park, is an event that can qualify people for the US Olympic team. In its 17<sup>th</sup> year, this event is held over three days and includes dressage, cross-country and stadium jumping. Annually, there are 250 to 260 competitors, an additional four to five aids per competitor and 1,500 to 2,000 spectators.</p> <p><i>Other Montana Example.</i> The Race to the Sky Sled Dog Competition, a 350 to 400 mile five day race held each February near Helena, Seeley Lake and Lincoln, is one of the most physically and mentally challenging races of its kind. The race began sixteen years ago; since 1986, the race has been organized by Montana Sled Dog, Inc. a private nonprofit group. Local communities host related events prior to and throughout the race week.</p> <p><i>Other Example.</i> Moab Utah, a community of 5,000, hosts several sizeable athletic events a year. The Canyonlands Marathon (38<sup>th</sup> year) draws 3,000 racers; the Moab Jeep Safari at Easter, draws 2,600 four-wheel drive vehicles and people from all around the world; the Tour Canyonland bike race in April, two bike races in October, and a 24-hour bicycle race also have extensive draws.</p>
<b>Preliminary Action 6</b>	<b>Use the Lewis &amp; Clark bicentennial events to introduce visitors to activities other than Going-to-the-Sun Road.</b>
<p>Description</p>	<p>The Montana Lewis &amp; Clark Bicentennial Commission has developed a strategic plan to host a broad range of more than 200 projects in 2005 and 2006, the years that the Lewis and Clark expedition traveled in Montana. The Plan is being executed in part by 15 regional bicentennial commissions in the State including the Golden Triangle Bicentennial Commission that includes Glacier County. In addition to many statewide projects, the proposed projects in Glacier County include Camp Disappointment Monument Renovation, construction of a Visitor Contact Station (in Glacier, Pondera or Teton County), and improvements to the Museum of the Plains Indians.</p> <p>This is an outstanding opportunity to introduce new visitors to Glacier County and to Glacier activities other than travel over Going-to-the-Sun Road. Flathead and Lake Counties can also build upon the Lewis &amp; Clark bicentennial events, as this is where Lewis &amp; Clark were trying to go.</p>
<p>Type</p>	<p>Event – Cultural</p>
<p>Demographics</p>	<p>New visitors. The University of Montana commissioned a study that projects an increase of three to four million visitors to the State in 2005 and 2006. This is an increase over the current number of visitors, 9.5 million.</p>

Appendix E: Preliminary Visitor Development Actions

Table 2: Preliminary Visitor Development Actions (Continued)

<b>Preliminary Action 6, continued</b>		<b>Use the Lewis &amp; Clark bicentennial events to introduce visitors to activities other than Going-to-the-Sun Road.</b>
Expected Result	By piggy-backing on bicentennial events, visitors already attracted to the State would spend more time locally.	
Examples	<i>Local Example.</i> There is no local example of this magnitude. However, each July for more than 20 years, the Glacier County Historic Association has sponsored a four-day Lewis & Clark Festival in Cut Bank.	
<b>Preliminary Action 7</b>		<b>Cultivate more winter holiday season events and activities.</b>
Description	Thanksgiving and the December holiday season are times when visitors can arrange multi-day vacations. This action calls for establishing more holiday season events and marketing these to visitors. Some suggestions have been hosting a “Snow Ball”, a formal dinner-dance, at one or both historic lodges.	
Type	Event	
Demographics	Families and couples who like to travel during the winter holiday season.	
Expected Result	This idea is tailored specifically to increase visitation in November and December.	
Examples	<p><i>Local Examples.</i> The Crystal Ball is a holiday event that has a local draw.</p> <p><i>Other Examples.</i> The Awayhnee Lodge in Yosemite National Park celebrates the winter holiday season with special events and visitor packages. There is a two-year waiting list to stay at the lodge during the holiday season.</p> <p>Leavenworth Washington, a community of 2,200 people, celebrates Christmas with a holiday lighting event that draws 25,000 people annually. It was written up in <i>USA Today</i> in December 2000.</p>	
<b>Preliminary Action 8</b>		<b>Promote Western Art auctions and lectures.</b>
Description	<p>Montana and Wyoming are already known as locations for great Western Art. The Flathead Valley already has several significant bronze foundries that produce Western Art and other sculptures. This action would include hosting auctions, sales, lectures, and “how to” workshops featuring Western Art. These events might be scheduled during the shoulder seasons.</p> <p>Tagging on to existing functions immediately before or after functions in Cody Wyoming might generate more activity than scheduling a free-standing event.</p> <p>(This action is presented separately from the discussion of other art festivals and events, because of the focus is targeted. )</p>	

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 8, continued</b>	
<b>Promote Western Art auctions and lectures.</b>	
Type	Event – Cultural Arts.
Demographics	This function would attract affluent purchasers and art enthusiasts. Many current Glacier visitors might schedule their trip around a Western Art function.
Expected Result	Broaden the mix of visitors and extend visitation into the shoulder seasons, particularly September and October.
Examples	<p><i>Local Examples.</i> Annually, the Harvest Moon Ball, held at the East Glacier Lodge, includes an auction of Native American Art.</p> <p>In September 2000, the Coeur d’Arlene Art Auction recently held an art auction in Kalispell to sell inventory from the Robert Scriver estate. Over 500 people came to Kalispell to purchase more than \$1,000,000 worth of art. While this was a once-in-a-lifetime occasion, it demonstrated the willingness of Western Art enthusiasts to travel to Kalispell for the function.</p>
Examples	<p><i>Other Examples.</i> The annual Charlie Russell art auction in Great Falls is the largest of its kind in the Country. Cody, Wyoming is known internationally as a center for Western Art. Each September Cody hosts the Rendezvous Royale which consists of a western design conference (furniture), The Buffalo Bill Art Show and Sale, and Quickdraw, a 30-minute design by artists and an auction. Event proceeds (about \$500,000) go to the Chamber and the Buffalo Bill Historical Center.</p>
<b>Preliminary Action 9</b>	
<b>Build on the success of existing art and craft events; increase the number and diversity of events.</b>	
Description	<p>Some of the most established visitor events outside of Glacier are art festivals. For example, the Outdoor Art Festival in Polson will celebrate its 30<sup>th</sup> year in 2001; the Hockaday Museum of the Arts in the Park, held annually in Kalispell, will celebrate its 33<sup>rd</sup> year in 2001. The Big Fork Festival of the Arts will celebrate its 26<sup>th</sup> year in 2001. Whitefish is also an outstanding center of visual as well as performing arts.</p> <p>The presence of four highly regarded bronze casting foundries in the Flathead Valley is an outstanding nucleus for a sculpture auction, sale, workshop, and celebration.</p> <p>This visitor development action underscores the significance of these events with recommendations to expand their importance and increase visitation.</p>
Type	Event – Cultural

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 9, continued</b>	
<b>Build on the success of existing art and crafts events; increase the number and diversity of events.</b>	
Demographics	Visitors who enjoy and collect art and crafts.
Expected Result	As events grow through marketing, the draw should expand geographically. In time, some events could reach national stature.
Examples	<p><i>Local Examples.</i> The Hockaday Museum of the Arts in the Park is a three-day event held each July in Kalispell; it attracts 100 artists. The Bigfork Festival of the Arts attracts 125 craft people and 10,000 visitors during the first weekend in August</p> <p><i>Other Examples.</i> In August 2001, Loveland, Colorado will host its Tenth Annual Loveland Sculpture Invitation Show and Sale, which features more than 350 internationally known sculptors. It is a function of international stature which began in Loveland due to the presence of several foundries.</p>
<b>Preliminary Action 10</b>	
<b>Build on the success of existing music and other performing arts events; increase the number and diversity of events.</b>	
Description	The local area has a base of excellent performing arts events. With more resources, these events could attract performers of regional or national renown and, in turn, attract more people.
Type	Event – Cultural
Demographics	Visitors who enjoy performing arts
Expected Result	The draw of visitors should expand geographically as events grow and become more widely known.
Examples	<p><i>Local Examples.</i> Flathead Valley Music Festival, summer series, Whitefish, Somers, Kalispell, Columbia Falls, Bigfork. The largest event is the Glacier Jazz Stampede, a four-day event in October that attracts 2,000 to 2,500 people.</p> <p><i>Other Examples.</i> Planet Bluegrass is a festival promoter that produces several bluegrass festivals, including the Telluride Bluegrass festival. The Telluride event has been operational for 27 years and currently has four to five sponsors. The event features 20 to 25 bands; the Town limits daily attendance to 10,000. Tickets cost \$125 to \$155 for a 4-day pass.</p>

**Table 2: Preliminary Visitor Development Actions (Continued)**

Preliminary Action 11	Attract continuing education classes for professionals needing re-certification.
Description	<p>There are many professionals who are either required to take continuing education courses to become re-certified in their practice or want to benefit from advanced designations in their field. Lawyers, accountants, appraisers, medical doctors, real estate professionals and athletic coaches are a few examples. Some designations are state requirements and others are national requirements.</p> <p>Establishing relationships with these trade organizations and setting up continuing education programs by offering superior facilities and an outstanding setting can generate new and repeat visitors for years. There are many local lodging accommodations with meeting space for 100 to 500 people.</p> <p>The travel costs for in-state as well as out-of-state participants might be counterbalanced by packaging the visit with vacationing opportunities for other family members and by scheduling classes for half-day sessions, leaving time to enjoy the area.</p>
Type	Event – Educational
Demographics	Professional adults needing continuing education.
Expected Result	Increase lodging occupancy in the shoulder seasons.
Examples	<p><i>Local Examples.</i> The Montana Bar Association has 2,560 active members (lawyers) and 200 inactive members. Members must take 15 credits of Montana Continuing Legal Education (MCLE) annually. Courses are held all over the state, but primarily in large cities such as Billings, Missoula, and Helena. Some courses are held in Kalispell.</p> <p>The Montana State Board of Realty Regulation requires Realtors to take twelve hours of continuing education annually. The Kalispell Chapter of the Montana Association of Realtors offers 60 classes annually for 600 to 700 realtors. Currently, classes draw from a four county area.</p>

Appendix E: Preliminary Visitor Development Actions

Table 2: Preliminary Visitor Development Actions (Continued)

Preliminary Action 12	Develop and enhance story-telling venues and performances using local celebrities, specialists, icons and experts.
Description	<p>The concept is to create a family event where guests learn about a particular aspect of local culture. The event would tell a story about some facet of local history or culture. Some examples might include Native American dances and celebrations, a day in the life of a cowboy, the Lewis and Clark expedition, the purchase of Glacier from the Blackfeet Indians, the life story of many fascinating artists and craftsman, such as Bob Scriver, John Fery, John Clark, Andy Russell and Charlie Russell, how to build a log house, and many others.</p> <p>In its fullest conception, special purpose venues such as an amphitheater could be built. There are many interim venues such as the lobby of the historic hotels, and rustic venues, such as campfire settings. Cut Bank currently uses its high school gym.</p>
Type	Event --- Educational
Demographics	Families visiting the area.
Expected Result	This is a concept that would broaden the visitor experience and extend their stay.
Examples	<p><i>Local Examples.</i> In April 2001, Cut Bank will host its seventh annual Story Telling Roundup. This event is held in the high school gym over a two-day period. Over 3,500 people attend.</p> <p>Once or twice a week, members of the Blackfeet Tribe go into Glacier to tell stories, sing folk songs and provide talks about their history.</p>
Examples	<p><i>Other Examples.</i> Colonial Williamsburg produces a series of historical reenactments of events that occurred in the area, such as the landing at Jamestown, music events and craft-making using implements of the Colonial era, and reenactments of historic legislative actions and speeches. Some are performed in a large amphitheater, some are performed in parks within Colonial Williamsburg, and some are performed at its visitor center.</p>

**Table 2: Preliminary Visitor Development Actions (Continued)**

Preliminary Action 13	Host annual conferences, “how to” workshops, and lectures for nature enthusiasts.
Description	<p>There are many types of nature enthusiasts that would enjoy a specialized tour of Glacier, highlighting their area of interest. There are a wide variety of professional and hobby organizations that cater to nature enthusiasts. Some examples include fly-fishing, photography, dinosaur digs and bird watching. Holding seasonal lecture series, hosting conferences or sponsoring “how to” workshops for any one of these groups is technique to attract another market segment to the area. Each targeted idea should lead to its own Internet linkages, partnerships with hobby and trade organizations, and unique promotional packaging. Two illustrations of this concept are explored below.</p> <p>(Birdwatching) Northwest Montana is already a draw for birdwatchers but not as strong a draw as southeast Arizona, the Gulf Coast of Texas, and the Pacific Coast. The Continental Divide is one of four north-to-south bird flyways. Birdwatchers keep a “Life List” of birds that they have viewed (800 species). “Birders” will travel to a locale specifically to add to their Life List. The Arrow Creek Ornithologists report that there are some species of birds, such as the Hawk Owl, that appear to be special if not unique to Glacier. Arrow Creek sponsors lectures, school programs, spring counts and field trips. About 200 people participate per trip.</p> <p>(Fishing) Another illustration of this action would be to have members of the Blackfeet Tribe host workshops regarding fishing on one of its many lakes, which are reputed to have the best trout fishing in the world.</p>
Type	Event – educational and hobby
Demographics	Enthusiasts of each hobby. Birdwatchers and fisherman tend to have higher than average household incomes.
Expected Result	Broaden visitor base by attracting first-time visitors who become repeat visitors.
Examples	<p><i>Local Examples.</i> Big Mountain sponsors a “Slopeside Sketching” workshop each August. Arrow Creek sponsors bird watching lectures, spring counts and field trips. The Flathead Audubon Society sponsors four trips per month from April through October and two per month from November through March. The Glacier Institute provides outdoor conservation programs for about 700 adults and 1,300 children annually from two facilities, a historic ranger station north of Columbia Falls and a job corps facility in Apgar.</p>

**Appendix E: Preliminary Visitor Development Actions**

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 14</b>		<b>Host conferences to observe Going-to-the-Sun Road construction techniques and activities.</b>	
Description	<p>Going-to-the-Sun Road is an engineering marvel that is on the National Register of Historic Places. Construction planning, management, techniques and equipment will be state-of-the-art on an international level.</p> <p>Observing and viewing Going-to-the-Sun Road rehabilitation will be a once-in-a-lifetime opportunity for many technical specialists. The road rehabilitation effort could be used as a reason to host regional, national or international conferences or workshops for structural engineers, soils engineers, building equipment manufacturers, historic preservationists, and other interested professionals. Video production of construction activity could enhance the workshops.</p>		
Type	Event – Educational		
Demographics	Business professionals		
Expected Result	This could introduce new people to the area who might return with family or friends as leisure visitors.		
Examples	None known.		
<b>Preliminary Action 15</b>		<b>Establish a university affiliation for summer programs in environmental and cultural heritage disciplines.</b>	
Description	<p>Some universities establish satellite programs where students can have a “hands-on” learning experience. These are typically in conjunction with local colleges or universities and may involve exchange classes and programs.</p>		
Type	Event – Educational		
Demographics	Students		
Expected Result	This action would bring another market segment to the area and potentially draw attention to unique facets of the community’s natural resources or cultural heritage.		
Examples	While not directly parallel, semester-abroad programs where students become immersed in the language and customs of foreign countries are offered by a number of universities.		

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 16 Use the partial closure of Going-to-the-Sun Road as an opportunity to hold unique events.</b>	
Description	This is a once-in-a-lifetime condition. Special foot races, mountain bike races, in-line skating and other concepts that make use of a traffic-free roadway could be explored. Also, sponsorship of films produced by National Geographic Magazine or the Discover Channel are other potential opportunities.
Type	Event – Multiple Types
Demographics	Depends on the event
Expected Result	At a minimum, this action could broaden the visitor experience. Depending on the uniqueness of the event, it might be a draw for new visitors.
Examples	None known
<b>Preliminary Action 17 Broaden the diversity of events</b>	
Description	<p>There may be an infinite number of additional types of events that, if produced and marketed well, could draw additional visitors to the area. Many first-time visitors who are drawn to the area by a specific event become repeat visitors after being introduced to the area.</p> <p>These events might relate to performing or visual arts, sports, hobbies, or educational interests. The list below summarizes some successful events held elsewhere.</p>
Type	Events – Multiple
Demographics	Demographics will correspond with specific events.
Expected Result	Broaden the visitor base.
Examples	<i>Other Examples.</i> Balloon Rodeo (Steamboat Springs, Albuquerque, etc.); Fall Foliage Festival; Brew Fest; softball, rugby, lacrosse, or soccer tournaments (Steamboat Springs, Vail, Aspen); fly fishing; motorcycle race; mountain bicycle race (Moab); opening ceremony for Park Road (Rocky Mountain National Park)

**Appendix E: Preliminary Visitor Development Actions**

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 18</b>	
<b>Attract more conferences in the spring and the fall months.</b>	
Description	<p>The Flathead Valley is already successful at attracting conferences to the community. This action suggests an intensification of that effort with more facilities and more marketing.</p> <p>A sustained effort to attract more conferences to the area would bolster visitation during the shoulder seasons and would attract new visitors to the local area. These conferences would likely be statewide or regional conferences set for May, June, September and October. Using Travel Montana’s Internet advertising campaign, its Montana Meeting Planner’s Guide, its website, montanameetings.com, and its participation at trade shows can bolster local efforts.</p>
Type	Marketing
Demographics	Many first time visitors to the area as a conference attendee become follow-up leisure time visitors.
Expected Result	This is a concept that can be built upon year after year. Some of the resort communities that are most successful in this endeavor are ones that are relentless in improving their efforts with better facilities and aggressive marketing.
Examples	Many resort communities have used this approach to bolster lodging occupancy not only during the shoulder season but also throughout the year.
<b>Preliminary Action 19</b>	
<b>Produce taped series on possible visitor experiences, de-emphasizing Going-to-the-Sun Road.</b>	
Description	<p>A few years ago, the University of Montana produced a series entitled “Backroads Montana.” Each segment featured visitor experiences throughout the State. A similar idea could be reintroduced, using the broad array of visitor experiences that are possible in the local area.</p> <p>With the proliferation of cable television channels and the Internet, viewers can be reached more cost-effectively than ever before. Consumers increasingly expect video to be used as a marketing tool</p> <p>For example, prospective visitors could be directed to the video series that can be viewed on their computer through web site connections from Travel Montana, Glacier Country, or the NPS.</p> <p>Another concept would be to have a cable or broadcast television station produce the series with help from the local community.</p>
Type	Marketing
Demographics	This would reach repeat and prospective first-time visitors to the Glacier area.

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 19, continued</b>	
<b>Produce taped series on possible visitor experiences, de-emphasizing Going-to-the-Sun Road.</b>	
Expected Result	Visitors would be drawn to a broader set of visitor experiences, thereby reducing reliance on Going-to-the-Sun Road. By viewing the tapes, some prospective visitors might make a decision to visit the area.
Examples	<p><i>Local Example.</i> "Backroads Montana," which is described above.</p> <p><i>Other Examples.</i> In 2000, ESPN visited Glacier to shoot an episode called "Canon Photo Safari in Glacier." This is part of a weekly half-hour photographic adventure series. It aired in late 2000 and will rerun in June 2001. Spirit of Colorado is a series produced by a Denver-based broadcast television station (Channel 4) on a monthly basis. It introduces visitors to various portions of the State and bolsters visitation each time it airs.</p>
<b>Preliminary Action 20</b>	
<b>Establish and cultivate relations with adventure travel agencies.</b>	
Description	<p>Adventure travel is an emerging form of leisure activity that is particularly popular among baby-boomers. There are a number of travel agencies that specialize in adventure travel. Attracting adventure travel agencies through familiarization trips (See Action 28.) and other means could be a way to bring different visitors to the area. Linking adventure travel agency staff with local outfitters could enhance their visit and interest.</p> <p>Some adventure travel trips might be appropriate for the shoulder seasons when traditional visits are down and the wilderness experience is more serene.</p>
Type	Marketing
Demographics	A new segment of visitors who are interested in adventure travel vacations.
Expected Result	Attract new first-time visitors
Examples	<p><i>Local Example.</i> Sun Tours of East Glacier provides tours of Glacier with an Indian interpretation. They currently have two to three busses daily with about 20 people per bus. This concept could be expanded to trips on horseback, and on foot.</p> <p><i>Other Example.</i> Trafalgar Tours sponsor numerous trips to places such as the Grand Canyon, Mesa Verde, Yellowstone but none to Glacier at this time. Adventure Cycling Association and Backroad Bicycle Tours already have a base of bicyclists and promote travel to Glacier National Park.</p>

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 21</b>		<b>Improve Internet hypertext linkages and web site offerings regarding existing events, activities, festivals, cultural heritage, and natural resources.</b>
Description	Local communities in the Glacier area host a large number of events that are appealing to a cross-section of visitors. By advertising these events more broadly through web site offerings, Internet hypertext linkages, more people will become aware of the events and perhaps plan a trip around them.  This action is intended to underscore the quality web site offerings of local organizations and Travel Montana. The task of improving sites and linkages becomes increasingly important as people turn to the Internet for more of their vacation decision-making. New linkage opportunities become available daily.	
Type	Marketing	
Demographics	The demographics reached by the Internet are limitless. Some web site offerings could be designed specifically for school-aged children; some could be tailored to the fly fishing enthusiast, senior citizens, or people interested in Native American culture.	
Expected Result	The long-term result should be the introduction of the assets of the local community to a broader set of prospective visitors.	
Examples	<i>Local Example.</i> In 1999, Travel Montana launched montanakids.com, a web site designed to position Montana as a family vacation destination in the minds of children, who are key contributors to the vacation planning process. Linkages were developed through banner ads, sponsorship buttons and hyperlink text on three web sites accessed by children.	
<b>Preliminary Action 22</b>		<b>Use Denver International Airport as a venue to attract visitors.</b>
Description	Denver International Airport (DIA) handles about 40 million travelers annually. Increasingly, DIA offers direct, non-stop service to foreign destinations including Great Britain and Germany. Many of the foreign visitors to Glacier reported that they arrived through DIA.  There are several places within DIA to advertise creatively, including locations going to and within the international concourse. Creating an appealing marketing package with reference to a web site address may be a very cost-effective technique to introduce passengers to a future trip to the area.	
Type	Marketing	
Demographics	First-time visitors and prior visitors.	
Expected Result	Increase visitation, particularly international visitors.	
Examples	In many airports, resorts advertise their facilities in terminal buildings to airline passengers.	

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 23</b>	<b>Partner with commercial airlines to increase flights and decrease airfares.</b>
Description	<p>Poor flight frequency and high airfares to Glacier International Airport deter visitors. While the advent of service by Integra Airlines to Cranbrook and Calgary is encouraging, the situation persists.</p> <p>Other similarly remote resort communities have partnered with airlines to either subsidize airfares or increase flight frequency if the airline does not achieve minimum levels of travel. Once an origin is selected, the local chambers of commerce and visitor development organizations target visitors in that locale to bolster travel demand.</p> <p>As described below, a subsidy program was in place locally about five years ago. Local efforts are underway once again to attract airlines to serve a triangle market of Kalispell, Calgary and Minneapolis.</p>
Type	Marketing
Demographics	Visitors who use air service
Expected Result	Increase visitation from relatively distant locations.
Examples	<p><i>Local Example.</i> In 1996, Big Mountain, the Kalispell Chamber of Commerce, several large corporations and two lodges subsidized Northwest Airlines to provide daily service. In 1997, when the targeted goals fell short, Northwest reduced its services.</p> <p><i>Other Examples.</i> Durango Chamber of Commerce subsidizes American Airlines on flights between Durango and Dallas.</p> <p>Steamboat Springs subsidizes direct flights from Houston, Dallas, Los Angeles, Newark, Raleigh/Durham, Atlanta, St. Louis and Minneapolis. The program extends during the ski season from December 15<sup>th</sup> to April 7<sup>th</sup>. The total possible subsidy is \$2.2 million.</p> <p>Businesses in Telluride recently implemented an airline guarantee program with Continental and American Airlines. The program guarantees a certain number of passengers to Telluride. If these targets are achieved, the airlines receive no money. If not, they are subsidized up to a maximum payout of \$2.2 million.</p>

Appendix E: Preliminary Visitor Development Actions

Table 2: Preliminary Visitor Development Actions (Continued)

<b>Preliminary Action 24</b>	<b>Change visitor prospect information to introduce sites other than Going-to-the-Sun Road</b>
Description	<p>The NPS, Travel Montana, and Glacier Country respond over the Internet and with print literature to tens of thousands of inquiries throughout the year from prospective visitors. An effort could begin immediately to introduce prospective visitors to sites that do not use Going-to-the-Sun Road.</p> <p>Since many people become repeat visitors, this re-education should begin now so travel is lessened over Going-to-the-Sun Road when road rehabilitation begins.</p>
Type	Marketing
Demographics	Prospective visitors to Glacier. Demographics of these visitors will be profiled in a forthcoming survey.
Expected Result	<p>The purpose of this action is to reduce usage of Going-to-the-Sun Road by introducing visitors to other park sites and activities that are accessed from other roads.</p> <p>The NPS could initiate this effort by identifying other park sites that should be featured.</p>
Examples	None available.
<b>Preliminary Action 25</b>	<b>Partner with Banff, Yellowstone National Park and the International Peace Park more effectively to convince visitors to tour more than one venue.</b>
Description	<p>This action would include reciprocal marketing targeting visitors already attracted to a national park experience. Visitors at national park are likely prospects for other national parks. The visitor survey showed that 28 percent of out-of-state Glacier visitors also planned to visit Yellowstone National Park during in the same trip.</p>
Type	Marketing
Demographics	National park visitors
Expected Result	<p>While it is unlikely that visitors to one facility would make an impromptu decision to visit other facilities that are eight or more hours away, it is likely that some would consider a two-park trip during their travel planning or would visit another park at a future date.</p>
Examples	<p><i>Local Example.</i> The Waterton Glacier International Peace Park Heritage Tourism Strategy is a three-year program with economic development organizations in Canada and the US. The program is focused around the theme, “the year of the great bear.”</p>

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 26</b>		<b>Develop information and add National Park Service staff to improve visitor experience while stopped during Going-to-the-Sun Road construction.</b>
Description	<p>This action includes assembling packets of material and training staff to educate and entertain visitors while they are stopped during Going-to-the-Sun Road construction. Creative ideas might include providing water bottles and bear cookies, quick skits on the road regarding some park feature, members of the Blackfeet Tribe talking about the history of the park and its cultural significance, distributing coloring books regarding the road to pre-schoolers, technical handouts regarding the road improvement construction, things-to-do guides, and advice regarding good hikes to take, good photography viewing sites, etc.</p> <p>If done well, this action can become an attraction itself. Word would spread and people would want to be stopped. Although this action would be implemented only during the years of road rehabilitation, thoughtful planning and budgeting is appropriate now.</p>	
Type	Marketing and Visitor Service	
Demographics	Existing visitors to Glacier	
Expected Result	The visitor survey shows that visitation to the park could improve if visitors know ahead of time that they will be provided with alternative activities during their stop.	
Examples	None known.	
<b>Preliminary Action 27</b>		<b>Activate a public information program to aid visitors and local businesses during Going-to-the-Sun Road rehabilitation.</b>
Description	<p>This would include a comprehensive program to inform visitors about Going-to-the-Sun Road restrictions and to aid impacted businesses during construction. It might include the following: public information on variable message signs and display boards; a public information person at access points; a website and hypertext linkages; coordination with local tourist information organizations, chambers of commerce, and the press; handouts with alternative activities possibly with discount coupons; a monthly calendar and newsletter; a telephone hotline, and; other tools to communicate and educate.</p>	
Type	Marketing	
Demographics	Summer visitors to Glacier.	
Expected Result	The intent is to minimize visitor inconvenience and irritation, and enable local businesses, travel agencies and tour organizers to plan ahead.	

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 27, continued</b>		<b>Activate a public information program to aid visitors and local businesses during Going-to-the-Sun Road rehabilitation.</b>
Examples	Yosemite National Park managed the public information component of its recent Highway 140 road repair project. This is most comparable example that we have found.	
<b>Preliminary Action 28</b>		<b>Bolster Familiarization tours.</b>
Description	<p>One of the most cost-effective activities of local economic development organizations is hosting “familiarization (or fam) trips” for travel writers, tour operators, and media producers.</p> <p>This analysis acknowledges and underscores the significance of this program and proposes more fam trips, broader local support, and the addition of fam trips for meeting planners. Travel Montana currently selects publications and broadcasts outlets, makes the contacts and provides assistance in developing itineraries. The fam is then hosted by regional organizations.</p>	
Type	Marketing	
Demographics	This action targets print writers and electronic media producers who are on assignment to gather story information.	
Expected Result	Travel writers and media producers will feature the local area in a favorable light, thereby boosting future visitation among their readers, listeners and viewers.	
Examples	<p><i>Local Example.</i> Local tourism development organizations host about ten to twelve fam trips annually at an average cost of \$4,000 to \$7,500 per trip.</p> <p><i>Other Examples.</i> Many resort communities use fam trips as a cornerstone of their promotional efforts. For example, Jasper, a community of 5,000 year around residents, hosts between five and six fam trips per month. Cody, Wyoming, a community of about 9,000, hosted 40 fam trips in 2000 including ten international trips. Leavenworth, Washington, a community of 2,200, hosts about 24 fam trips annually.</p>	

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 29      Manage the media more effectively.</b>	
Description	<p>This action covers a wide variety of communication needs and ideas. One objective of this action is to deliver a coordinated message regarding Going-to-the-Sun Road restrictions that is correct, clear, and consistent and puts restrictions in as favorable a perspective as possible. Messages would be delivered through the Internet, public service announcements, phone calls, newspaper articles, maps, brochures, variable message signs, and discount coupons and other means.</p> <p>Other objectives might be (a) to market the collection of art and music festivals more comprehensively as one trip or (b) to package information that targets children, senior citizens, or other particular market segments.</p> <p>Messages need to be communicated not only to individual travel parties, but also to travel agencies, tour wholesalers, travel writers, local businesses, and others.</p>
Type	Marketing
Demographics	Visitors, vendors, businesses, travel agencies, tour operators, travel writers
Expected Result	<p>Accurate expectations regarding road restrictions can minimize negative press and avoid visitor disappointment, and reduce visitor decline.</p> <p>Information about alternative ways to view the park can also minimize potential visitor decline.</p>
Examples	There have been some excellent media campaigns regarding smaller projects, such as road improvements in urban areas. Yosemite National Park conducted a comprehensive public information campaign regarding closure of Highway 140.
<b>Preliminary Action 30      Improve awareness of events and expand opportunities to learn more about local Native American culture</b>	
Description	<p>The Flathead Indian Reservation is located west of Glacier on two primary travel routes; it is the home of the Confederated Salish &amp; Kootenai tribes. The Blackfeet Reservation abuts the east side of Glacier. The heritage of these Native American tribes is fundamental to the story about the Glacier area.</p> <p>There are Native American interpretive events and facilities that feature the culture of these Tribes. This strategy seeks to underscore their significance, broaden the marketing of these venues, and add quality interpretive events and venues.</p>
Type	Visitor Service
Demographics	Marketing to international travelers may be particularly fruitful, given their interest in Native American culture.

Appendix E: Preliminary Visitor Development Actions

Table 2: Preliminary Visitor Development Actions (Continued)

<b>Preliminary Action 30</b>	<b>Improve awareness of events and expand opportunities to learn more about local Native American culture</b>
Expected Result	These steps should extend the stay of visitors to Glacier and bring some visitors who are particularly interested in heritage travel to the area.
Examples	<p><i>Local Examples – Confederated Salish &amp; Kootenai.</i> The Agnes Vanderburg Cultural Camp teaches language, crafts customs and lore of the Salish and Pend D’Oreilles people throughout the summer.</p> <p>The Squelix’u Aqlemaknik Culture Center (The People’s Center) provides year around historical information on the Flathead people. Field trips to reservation touring sites and landmarks are conducted from the Center.</p> <p>The Arlee PowWow of the Confederated Salish &amp; Kootenai is held each fourth of July weekend draws 10,000 people. The Standing Arrow Pow Wow in Elmo draws 5,000 people. Twenty to twenty-five tribes are involved; 75 percent of the participants are Indians and 25 percent are Other.</p> <p>War Dance Championships are held each November on the Flathead Reservation.</p> <p><i>Local Examples - Blackfeet Nation.</i> North American Indian Days are held on the Blackfeet Reservation for 4 days each July. The inter-tribal celebration attracts 10,000 people from all over the world – 50 percent Native Americans and 50 percent other.</p> <p>The Blackfeet are adding interpretative places on their Reservation. These consist of burial sites, teepee rinks, buffalo jumps, Jesuit missions, boarding schools, dinosaur digs and soldier camps.</p> <p>The Museum of the Plains Indians, located on the Blackfeet Reservation, is open throughout the year.</p>
<b>Preliminary Action 31</b>	<b>Broaden services provided at National Park Service visitor centers at the East and West entrances.</b>
Description	If visitors were introduced to a broader set of activities to enjoy during their stay, park resources would be used more evenly. This requires improved information, more staff and probably improved facilities on the east side.
Type	Visitor Service
Demographics	Current Glacier visitors, which are described earlier in this report.
Expected Result	This action would spread visitor use over a broader area within the park, with the objective of de-emphasizing Going-to-the-Sun Road, and improving experience by lessening crowds.
Examples	<i>Local Example.</i> The Canadian Visitor Center in East Glacier is a quality facility that has proven to be successful in attracting visitors to Waterton.

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 32      Open more of Glacier to visitors and market new venues.</b>	
Description	<p>If there were more venues and activities for visitors within the park, then crowding at currently popular sites would be minimized. Depending on how new venues are accessed, travel over Going-to-the-Sun Road might be minimized.</p> <p>Some examples include: (a) the addition of short trails on the east side near Trout Creek, Quarter Circle and Apgar; (b) rating trails in order of difficulty, similar to the way that ski trails are rated, and; (c) marketing some trails as a walk not a hike to minimize anxiety for those who cannot undertake strenuous exercise.</p>
Type	Visitor Service
Demographics	Existing visitors
Expected Result	This action would broaden the visitor experience, lessen crowding at the more popular sites, and potentially reduce travel demand on Going-to-the-Sun Road.
Examples	<i>Local example:</i> Glacier Wilderness Guides book thousands of day hikes, backpack trips, and rafting trips in the park.
<b>Preliminary Action 33      Increase the number of naturalists who can interpret park features.</b>	
Description	<p>Tours and lectures by park naturalists are a very popular feature among park visitors. The Glacier Wilderness Guided walks program is particularly popular. By increasing access to naturalists and by spreading tour and lecture venues throughout the park and outside the park, the visitor experience will be enhanced. Also, reliance on Going-to-the Sun Road could be lessened as visitors become aware of more features and activities through the naturalists.</p>
Type	Visitor Service
Demographics	Existing park visitors
Expected Result	This activity should enhance visitor experience and possibly extend their stay.
Examples	<i>Local Example.</i> The NPS at Glacier has a staff of seven full-time naturalists; an additional 35 people are hired during the peak season. With a larger budget, they could provide more outreach and more environmental education over longer hours.

Appendix E: Preliminary Visitor Development Actions

Table 2: Preliminary Visitor Development Actions (Continued)

<b>Preliminary Action 34 Enhance horseback riding services through the park.</b>	
Description	<p>Decades ago, many out-of-state visitors accessed the park by train (to the park) and then by horseback (in the park). This historic manner of travel may appeal to visitors particularly interested in heritage tourism experiences.</p> <p>This would be collaboration between the NPS and private business, as it would require a concession contract to use Glacier land. One horse trip outfitter, Mule Shoe Outfitters, has a concession contract with Glacier.</p>
Type	<p>Visitor Service</p>
Demographics	<p>In addition to attracting horseback riding enthusiasts, this concept should also attract visitors interested in heritage tourism since this concept is a throw-back to the way visitors enjoyed the park 100 years ago.</p>
Expected Result	<p>Broaden visitor market by attracting people interested in heritage tourism experiences.</p>
Examples	<p><i>Local Example.</i> Mule Shoe Outfitters, a Glacier concessionaire, offers two-hour rides to all day rides with their 150 horses and pack mules. They are interested in this expansion of service.</p>
<b>Preliminary Action 35 Establish more groomed snowmobile, cross-country or snowshoe trails and related services.</b>	
Description	<p>A groomed trail system with related facilities, such as parking, warming huts, and convenience places to purchase food and equipment can draw visitors throughout the Winter months. Care would need to be taken to separate motorized activity from non-motorized activity so that each group of enthusiasts can have an enjoyable experience.</p> <p>Snowmobiling is already established locally in Columbia Falls, on Marias Pass, in Stillwater State Forest, Flathead National Forest, and other locales. Travel Montana has a marketing partnership with Idaho and Wyoming to jointly promote snowmobiling with print advertisements, direct mail and Internet banner advertising.</p> <p>As one illustration, additional snowmobiling venues could be developed on mountainous land on the Blackfeet Reservation ground that abuts the east side of Glacier. Cross-country skiing and snowshoeing could be developed on Reservation land with potential connections to park trails. When the historic lodges are winterized, trails that originate at the lodges could be draw over-night visitors.</p> <p>Once established, trails could also be used to host races that will draw a broader group of enthusiasts on event weekends. Efforts to connect trails in a loop system might be particularly attractive.</p> <p>Trails used for winter sports could also be used for summer sports, such as horseback riding, mountain bicycling, and trail running.</p>

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 35, continued</b>	
<b>Establish more groomed snowmobile, cross-country or snowshoe trails and related services.</b>	
Type	Visitor Service
Demographics	Primarily local residents enjoy these winter month activities now. By improving trails, adding conveniences, and marketing, the activity could attract visitors from farther away who would spend the night.
Expected Result	This idea opens business development and concession opportunities. Affiliations with nearby lodging establishments and restaurants could enhance local revenues. Using the facilities during the winter and summer months could bolster revenues.
Examples	<p><i>Local Example.</i> Columbia Falls used to host a one-day drag race called the Columbia Falls Snowmobile Grass and Drag Race. The Snowmobile Racing Association sanctioned this event, which attracted 120 snowmobiles and 1,000 spectators. Entry fees were paid back in prize money. The event is no longer held due to organizational problems.</p> <p><i>Other Examples.</i> West Yellowstone Chamber of Commerce spends \$55,000 on grooming 200 miles of snowmobile trails and \$12,000 on grooming 45 kilometers of cross-country ski trails. Funds are from donations from area businesses. West Yellowstone also hosts a World Snowmobile Exposition that draws 14,000 people annually over a four-day period. They also host a Masters Rendezvous Ski Chase that draws 650 people annually.</p> <p>Silver Country has a 1,000-mile network of continuous trails, the longest in the continental United States.</p>
<b>Preliminary Action 36</b>	
<b>Hold seminars or open houses to present business opportunities to prospective entrepreneurs.</b>	
Description	<p>Many actions within the visitor development strategy can be expanded upon and implemented by entrepreneurs entering the business or by existing businesses that want to broaden their products or services.</p> <p>This action would involve holding a series of seminars or open houses where business opportunities would be outlined.</p>
Type	Organization
Demographics	Business owners and prospective entrepreneurs from the local area
Expected Result	Many actions can only be implemented with the creative and sustained energy and resources of members of the local business community.
Examples	The community colleges are engaged in a variety of activities related to employment information and training.

Appendix E: Preliminary Visitor Development Actions

Table 2: Preliminary Visitor Development Actions (Continued)

<b>Preliminary Action 37</b>	<b>Continue improving customer service through hospitality training.</b>
Description	<p>The Superhost program, which is managed by the Flathead Valley Community College under contract from Travel Montana, produces one-half day workshops for employees who communicate with the public. The employer pays \$15 per employee; the remainder of costs are subsidized with bed tax revenues.</p> <p>This program is very successful. It is included in the visitor development strategy to underscore its importance. With more resources, the program might be offered more frequently or in more locations, or expanded to include "heritage tourism" which teaches area employees about the rich cultural traditions and local visitor services, or produced on videotape for those unable to attend.</p>
Type	Organization
Demographics	This is designed to target employees who interact with the public.
Expected Result	Visitors who are treated well will tell their friends and are likely to become repeat visitors.
Examples	<p><i>Local Example.</i> The Superhost program which is managed by the Flathead Valley Community College and subsidized with bed tax revenues.</p> <p><i>Other Example.</i> Jasper also conducts continuing education classes for employees in the hospitality industry in heritage tourism.</p>
<b>Preliminary Action 38</b>	<b>Broaden and improve cooperation and communication among local tourism development organizations.</b>
Description	<p>There are more than twenty economic development and tourism development organizations in the local area in Montana and southeast Alberta Canada. These include chambers of commerce, visitor and convention bureaus, and regional tourism organizations. Cooperation and coordination among these organizations is good.</p> <p>There is a second tier of organizations that are occasionally involved in visitor development or could become more involved if invited. One example is the three local community colleges. There is a broad desire to find ways to involve these organizations more in local visitor development.</p> <p>Some ideas include venturing together to solicit grants and sponsorships, joint marketing, structuring employment training to provide jobs in hospitality, and sponsoring entrepreneurial opportunity workshops in the hospitality industry.</p>
Type	Organization
Demographics	Not applicable

**Table 2: Preliminary Visitor Development Actions (Continued)**

<b>Preliminary Action 38, continued</b>	<b>Broaden and improve cooperation and communication among local tourism development organizations.</b>
Expected Result	Better usage of local resources will improve the delivery of visitor services, thereby bolstering the local economy.
Examples	<i>Local Example.</i> Local economic and visitor development organizations already coordinate and communicate via meetings, email, conferences and the like.