

Strategic Plan

Montana Department of Commerce
Destination MT Division
September 2024



Destination MT Division

Mission:

To preserve and promote the genuine character of Montana while partnering to achieve a sustainable economic future for all.

Vision:

Residents and visitors enjoying Montana at its best.

Values:

Collaboration, integrity, accountability, sustainability, objectivity, excellence and innovation, resiliency and love for Montana.



Goal 1: Rural Tourism Development

Objective:

- Serve as an opportunity and tourism development hub for rural communities.

Strategies:

1. Use resiliency plans as a tool to prioritize this work.
2. Increase tourism to existing assets, including film.



Goal 1: Rural Tourism Development

Strategies:

3. Fund and support pilot communities and reservations to develop infrastructure for future tourism and business growth.
4. Foster internal and external relationships with traditional and non-traditional stakeholders.
5. Support asset identification, tourism readiness and development.



Goal 1: General Work Plan

Task	Description	Lead
Resiliency Grants		Taylor
Economic Impact Event Grants	<ul style="list-style-type: none">• A limited funding opportunity for a maximum of \$25,000 for event-based activities to create economic impact in rural communities, tribal communities and communities in the shoulder seasons.• Phased reduction in grant funding• Intent is for event to become resilient/self-sustaining, e.g., \$25,000 in Year One; \$12,500 in Year Two, etc.	OOT



Goal 1: General Work Plan

Task	Description	Lead
Agritourism Grants	<ul style="list-style-type: none">• Agricultural events up to \$15,000: Support a new agricultural event, less than five years in existence, that highlights a Montana agricultural product and results in an economic impact to the tourism region of the state.• Grants would be reduced annually to promote event sustainability.	OOT
Pilot Community Investment Program		OOT



Goal 1: General Work Plan

Task	Description	Lead
Regional Assistance Program		Taylor
Tourism Development Revolving Loan Fund		Taylor
Technical assistance		OOT
Network and relationship building		OOT
Training programs		OOT



Goal 1: General Work Plan

Task	Description	Lead
GovCon/educational events		OOT
Public input and outreach sessions		OOT
Integrated planning	<ul style="list-style-type: none">Continuous strategic planning to provide an overarching guiding document	OOT



Goal 2: Dispersal of Visitors to Rural Areas

Objective:

- Develop rural assets.



Goal 2: Dispersal of Visitors to Rural Areas

Strategies:

1. Layered use of all funding options:
 1. RAP
 2. Tourism RLF
 3. Resiliency



Goal 2: Dispersal of Visitors to Rural Areas

Strategies:

1. Layered use of all funding options:
 4. Event
 5. Agritourism
 6. Tourism Emergency Services



Goal 2: Dispersal of Visitors to Rural Areas

Strategies:

2. Perform asset inventory for both statewide tourism and film. Use data to:
 1. Inform investments.
 2. Aid communities to identify opportunities and priorities for integrated planning and funding.



Goal 2: Dispersal of Visitors to Rural Areas

Strategies:

3. Coordination with marketing
 1. Asset manager position
 2. Help inform and direct marketing campaigns to promote developing areas.



Goal 2: Dispersal of Visitors to Rural Areas

Strategies:

4. Wayfinding and visitor preparedness
5. Made in Montana
6. Film
7. Improve or engage in transportation improvements, such as bus, rental car, air service and train.



Goal 2: General Work Plan

Task	Description	Lead
Rural film development	<ul style="list-style-type: none">• Target support for rural story lines.• Scout and prioritize rural film locations.• Weight scoring for rural film grant applications	FO
Rural marketing coordination		OOT
Tourism asset inventory and prioritization		



Goal 2: General Work Plan

Task	Description	Lead
Made in Montana	<ul style="list-style-type: none">• Leverage product familiarity and popularity to drive awareness of visitation to rural locations.• Integrate and coordinate media buys with larger marketing campaign.	Made in Montana
Integrated application of all funding sources		OOT



Goal 2: General Work Plan

Task	Description	Lead
Asset manager	<ul style="list-style-type: none">As budget and access to FTE allow, develop a new position to track and liaise on available assets.	Division administrator
Wayfinding and visitor preparedness		



Goal 2: General Work Plan

Task	Description	Lead
Made in Montana		
Transportation improvement	<ul style="list-style-type: none">• Continue air service support program.• Engage in public meetings and opportunities around rail, bus and rental car development.	Division administrator and OOT



Goal 3:

Destination MT Division is the Best Place to Work

Objective:

- Optimize organizational health.

Strategies:

1. Improve morale.
2. Provide clear direction.
3. Reframe presentation of our work.



Goal 3:

Destination MT Division is the Best Place to Work

Strategies:

4. Publish roles/responsibilities chart.
5. Improve onboarding processes.
6. Restructure program-level meetings.
7. Restructure all-staff meetings.



Goal 3: General Work Plan

Task	Description	Lead
Improve morale.		OOT, FO, Taylor, operations
Provide clear direction.	<ul style="list-style-type: none">• Each program develops and maintains integrated guiding plans in line with strategic plan.	OOT, FO, Taylor, operations
Promote accomplishments.	<ul style="list-style-type: none">• Include DO in recognition of accomplishments.• Create venue for storytelling and sharing of anecdotal successes.	Division administrator



Goal 3: General Work Plan

Task	Description	Lead
Develop solution-focused culture.		OOT, FO, Taylor, operations
Publish roles/responsibilities per position.		Operations with programs
Desk manual/position		OOT, FO, Taylor, operations
Improve onboarding.		Operations with programs



Goal 3: General Work Plan

Task	Description	Lead
Restructure program-level meetings.	<ul style="list-style-type: none">• Educate/inform on high level direction.• Must be strategic and not report outs.• Guide and direct.• Identify decision items.• Develop accountability on decision items and direction at each meeting.	OOT, FO, Taylor, operations



Goal 3: General Work Plan

Task	Description	Lead
Restructure all-staff meeting.	<ul style="list-style-type: none">• Use for trainings.• Dedicate in-person meetings to strategic plan check-ins, with one goal per meeting and socializing.	Division administrator and operations



Goal 4: Create a Sustainable Media Manufacturing Industry in Montana

Objective:

- Create sustainability in film industry year-round.

Strategies:

1. Incentivize in-state labor and film development through Big Sky Film Grants.
2. Develop hospitable filming communities.



Goal 4: Create a Sustainable Media Manufacturing Industry in Montana

Strategies:

3. Focus on sustainable levels of production, i.e., 100+ per year, increasing projects in rural areas and creating year-round demand.
4. More commercial projects



Goal 4: Create a Sustainable Media Manufacturing Industry in Montana

Strategies:

5. Certify MEDIA tax credit.
6. Legitimize Montana's level of professionalism in the industry with business development tools.



Goal 4: General Work Plan

Task	Description	Lead
Workforce development	<ul style="list-style-type: none">• Development of Native Americans and veterans (SB 14)• Support workforce pipeline/apprentice programs.	FO
Outreach, partnerships and sponsorships	<ul style="list-style-type: none">• Outreach on MEDIA tax credit• Film festival sponsorships• Participate with partner organizations, e.g., Director's Guild, AFCL, etc.• Advocacy encouraging rural filmmaker applications to the grant program	FO



Goal 4: General Work Plan

Task	Description	Lead
Scout and promote for rural productions	<ul style="list-style-type: none">• Target seasonal and rural storylines/commercials.• Promote value of landscape via ads and out-of-state festivals.	MFO
Big Sky Film Grant	<ul style="list-style-type: none">• Grant application bonus for rural locations• Grant application and award geography tracking	MFO



Goal 5: Destination MT Divison Programs are Best Stewards of State Resources

Objective:

- Promote responsible management of public funds and processes.

Strategies:

1. Internal collaboration with all Commerce programs
2. Reduce red tape and create efficient processes to participate in programs.



Goal 5: Destination MT Division Programs are Best Stewards of State Resources

Strategies:

3. Prioritize transparency and tracking.
4. Use time efficiently.
5. Standardize processes into templates and train.
6. Develop standard operating procedures for all main functions.



Goal 5: General Work Plan

Task	Description	Lead
Standard operating procedures	<ul style="list-style-type: none">• Programs lead on developing operating procedures, i.e., checklists, to ensure all contracts, letters, all other documents representing the agency and internal accounting documents are in final format, with no errors and in correct templates, to lessen the work and time that is needed for approvals. Additionally, supervisors will work with staff to develop SOPs for each position and/or program.• Restructure and align positions with goals, strengths and functions as needed.	OOT, Taylor, FO, operations



Goal 5: General Work Plan

Task	Description	Lead
Budgeting and metrics management	<ul style="list-style-type: none">Fully utilize all budgets as approved by each program and collate the identified metrics for that usage.Manage and correct any budgeting issues on a minimum monthly basis.	OOT, Taylor, FO, operations
Tracking and transparency	<ul style="list-style-type: none">Single metric tracking tool, such as Salesforce, used uniformly across all programs and updated monthly at minimum	OOT, Taylor, FO, operations



Goal 5: General Work Plan

Task	Description	Lead
Cross integration and team growth	<ul style="list-style-type: none">• Provide accurate and timely information internally via weekly Office of Tourism meetings to discuss updates and strategy; bi-weekly joint meetings with OOT and marketing to collaborate.• Provide structure for cross-planning and execution between the OOT and marketing.• Provide needed staff training.	Division leadership



Goal 5: General Work Plan

Task	Description	Lead
Commerce collaboration	<ul style="list-style-type: none">• Encourage “hub and spoke meetings” to integrate and overlap strategies and funding opportunities.• Additionally, define roles of marketing/tourism development.	Division administrator
Reduce red tape and create efficient processes for participation.		OOT, Taylor, FO, operations



Goal 5: General Work Plan

Task	Description	Lead
Be more efficient with time.		OOT, Taylor, FO, operations
Standardize processes into templates.		OOT, Taylor, FO, operations



Performance Indicators

1. Impact on tourism assets
2. Jobs created/supported
3. Businesses supported
4. Participation in trainings and/or technical assistance
5. Availability of trainings and/or technical assistance
6. Funds expended and distribution

