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# Increasing Economic Resiliency of the Travel, Tourism and Outdoor Recreation Sectors

March 22, 2023



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**NGA and Oregon State University's Travel,  
Tourism and Outdoor Recreation (TTOR)  
Research Project**



**EDA invested \$750 million in American Rescue Plan funding to help the Travel, Tourism and Outdoor Recreation (TTOR) Sectors Recover from Covid-19 Pandemic**

**185 projects throughout the U.S.**

**NGA partnering with OSU on 2-year project to assess effectiveness of TTOR grants and promote best practices**

**Goals:** Highlight projects that are **INNOVATIVE** and can be **REPLICATED**

- expand the travel, tourism and outdoor recreation economy
- workforce programs for higher-skilled, higher wage jobs
- create equitable opportunities for disadvantaged populations
- diversify TTOR economies to be resilient to economic shocks and climate change

**Details:**

- two-year study
- developing metrics to gauge effectiveness of investments in TTOR
- gather data and case studies
- hold webinars on innovative projects (June, Sept., Dec. 2023)
- publish final best practices report with 4-6 case studies in 2024



# Project Background & Team

## NGA Background

- NGA is a bipartisan organization representing Governors of the 55 states, territories and commonwealths.
- The NGA Center for Best Practices is the state policy consulting side of NGA. Our policy teams develop innovative solutions to today's most pressing public policy challenges
- Project led by NGA's Environment/Outdoor Recreation and Workforce Development & Economic Policy experts who work directly with Governor's policy advisors in these areas.

## OSU Background

- Oregon State University, the Center for Outdoor Recreation (CORE) undertakes research aimed at understanding sectoral workforce needs while partnering with industry stakeholders to identify and respond to training, leadership development and research requirements.

## Research Team

### NGA

- Jessica Rackley, Program Director, Environment & Energy
- Rachael Stephens Parker, Program Director, Workforce Development & Economic Policy
- Bevin Buchheister, Senior Policy Analyst, Environment
- Sally Rood, Senior Policy Analyst, Workforce Development & Economic Policy

### OSU

- Lee Davis, Executive Director, Center for the Outdoor Recreation Economy
- Randall Rosenberger, Ph.D., Professor, College of Forestry



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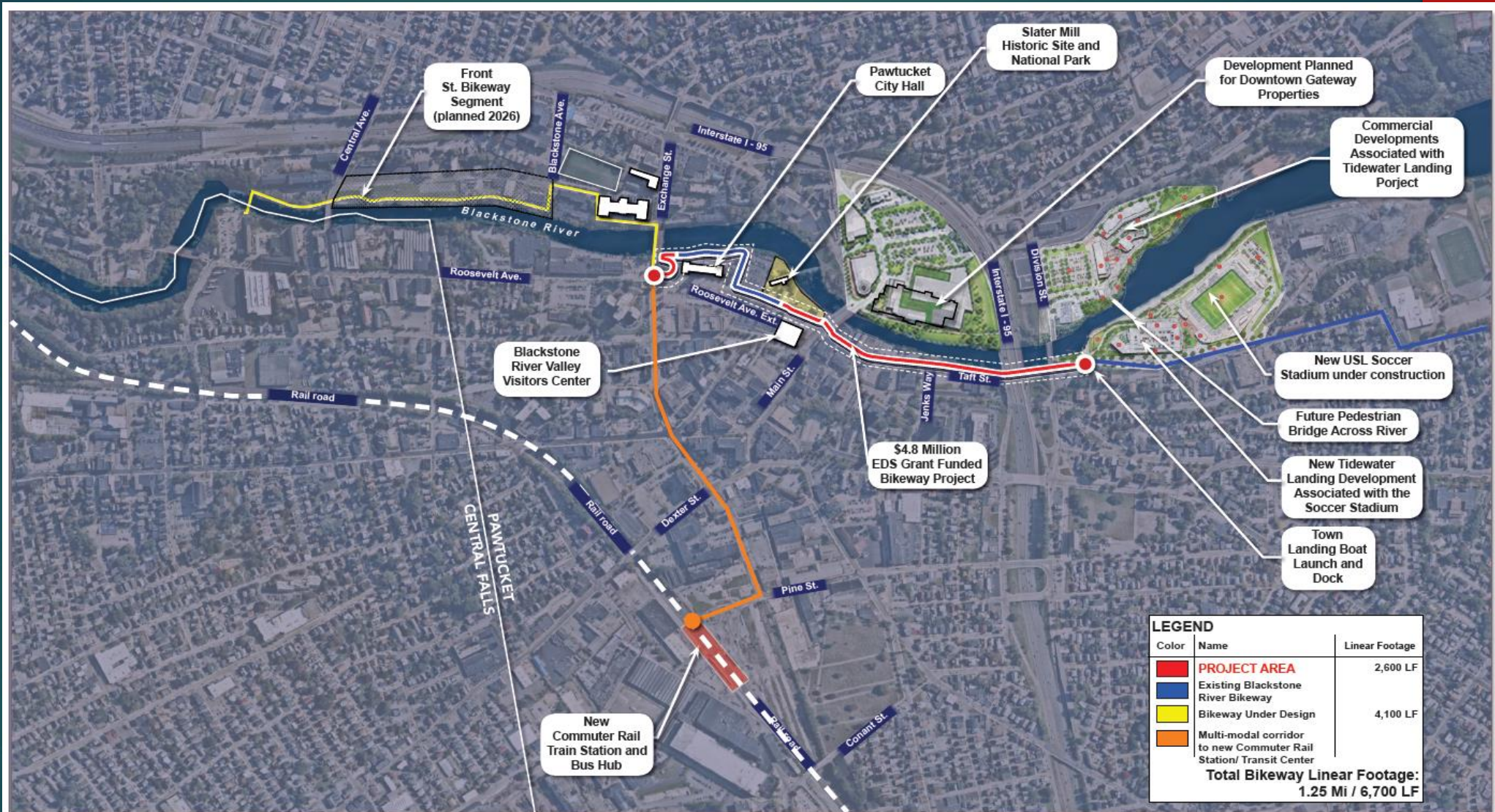
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# Pawtucket's EDA Grant-Funded Bikeway Project



**Urban Bikeway Masterplan**

Blackstone River Bikeway | City of Pawtucket



North

Scale: 1" = 600' - 0"

Pawtucket, RI





# Goals

- ▶ Improving Pawtucket
- ▶ Economic Rebound
- ▶ Tourism
  - ▶ Cultural
  - ▶ Outdoor Recreation
- ▶ Connections to public transportation



# Background & Partners

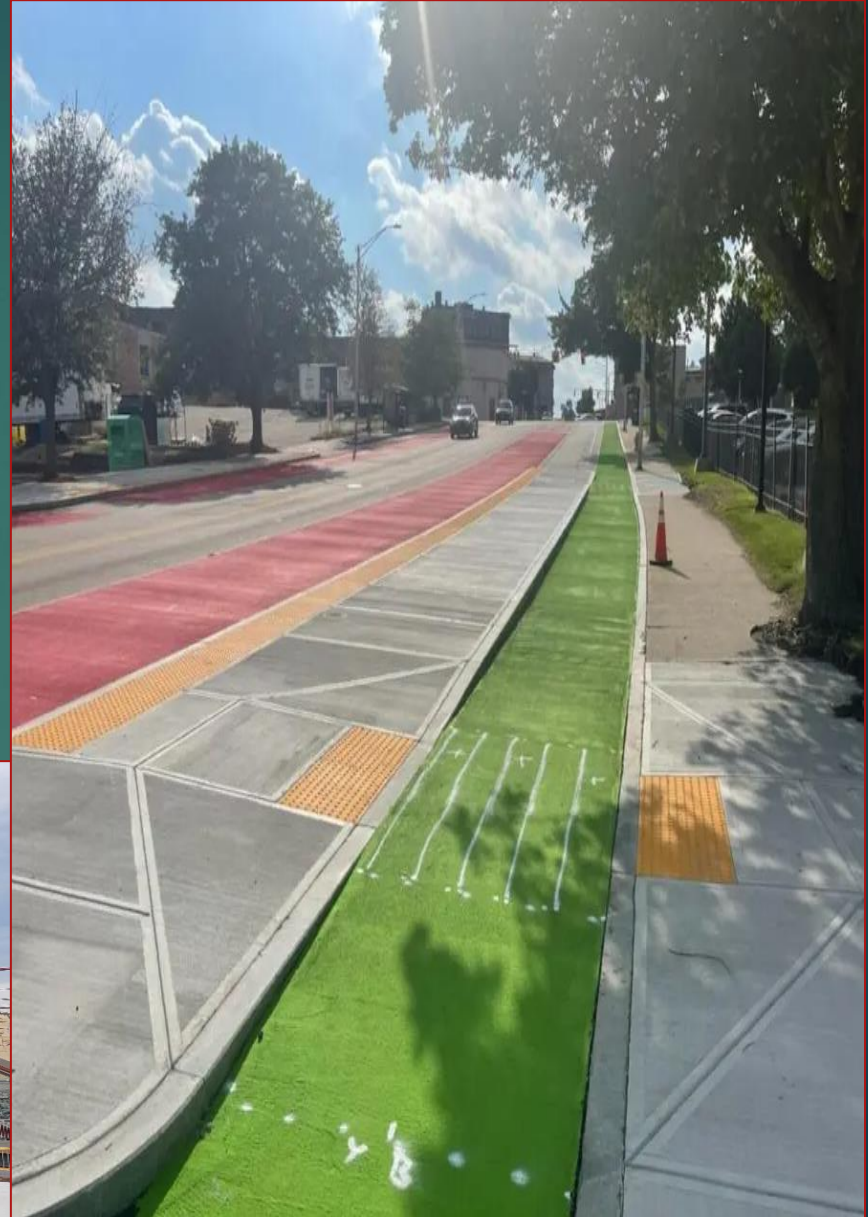
- ▶ Origins of Bikeway Project – starting in 1980's
- ▶ Hurdles along the way
  - ▶ Funding, Location, Public Input
- ▶ Partners
  - ▶ Local – City Planning Department, DPW, Pawtucket Foundation, Blackstone Valley Tourism Council
  - ▶ State – RIDEM, RIDOT, RI Historical Preservation Commission, CRMC
  - ▶ Federal – US DOT, Army Corps of Engineers, National Park Service





# Transit Oriented Development

- ▶ New Transit Hub
- ▶ RIPTA, RIDOT, & the Massachusetts Bay Transit Authority's (MBTA's) Commuter Rail
- ▶ Opportunities





# Tourism and Attractions

- ▶ National Park
  - ▶ Slater Mill National Historic Landmark
  - ▶ Blackstone River Valley National Historic Park
- ▶ Connections to rest of bikeway
- ▶ Tidewater Stadium
  - ▶ Soccer stadium
  - ▶ Mixed Use development





# Economic Development

- ▶ Economic Development
- ▶ Transportation
- ▶ Housing
- ▶ Jobs







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# The Montana Resiliency Plan

<https://www.visitmt.com/resiliency>

Jennifer Pelej, Division Administrator

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# Response Grant Programs

- CARES|Business Stabilization Grants
  - \$272 million in grants
  - 12,000 unique businesses
  - Issued more grants/day than we would issue in a year.
  - Kept businesses open.
- 2022 Flood Response
  - June, Yellowstone River
  - Gardiner, -90% in revenue
  - \$8 mil in grants and promotions







**Destination Resilience** refers to a community's ability to pivot and recover from challenges due to a foundation of relationships, balance, shared purpose, and clear goals.



Ability to anticipate disruptions and understand their potential impacts



Ability to effectively respond to disruption



Capacity to rebound from and adapt to post-disruption environment

# Destination Resilience

# Project Phases

## Get Clear

- 7 Kick Off/Immersion Sessions
- Examination of Existing Research
- Visitor and Resident Sentiment Research
- Stakeholder and Staff Survey
- Asset Mapping and Infrastructure Assessments
- Resilience Assessments
- GSTC Gap Analysis (optional, not budgeted)
- 1:1 Stakeholder Interviews
- Regional Town Hall Summits
- Draft theme read-out/regional feedback sessions
- Situation Assessment and Market Assessment Reports

## Get Focused

- Statewide Planning #1: Share-out and Grounding
- Statewide Planning #2: Vision, Mission, Resilience Principles
- 6 x Regional Sessions #1: Situation Assessment Share Out and Grounding
- 6 Regional Sessions #2: Competitive Position, Hard Truths, and Destination Vision
- 6 x Regional Sessions #3 and #4: Destination Resilience Imperatives, Objectives and Initiatives
- 6 x Regional Check-in Sessions
- 6 x Regional Session #5: Strategy Phasing and Sequencing
- 6 x Regional Session #6: Plan Finalization
- 2 x Statewide Steering Committee Share-out and Feedback Sessions
- Statewide Planning #3 and #4: Reputation, Position / Resilience Imperatives & Objectives
- Statewide Planning #5 and #6: Strategic Initiatives
- Statewide Planning #7: Priorities and Phasing Draft Statewide Plan Share-Out and Industry Advisory Panel Feedback
- Final Plan Documentation

## Get Moving

- Statewide Readiness and Operational Activation
- Collective Impact Model
- Dedicated Strategy and Implementation Support



## Stakeholder Outreach Activities



2,196

Online Survey  
Respondents



40+

On-going Interviews



25

Town Halls



2,535

Total Participants

- Montana Resident Sentiment and Perspectives Survey
- Online Focus Groups of Montana Residents
- National Survey of Montana Visitors
- Survey of BrandMT and Partners' Owned Audiences
- Montana Visitor Survey
- Stakeholder Survey
- Resilience Assessment
- Asset Mapping and Infrastructure Assessment
- Global Sustainable Tourism Council (GSTC) Gap Analysis
- 1:1 Stakeholder Interviews
- Regional Town Hall Summits



# Project Schedule

Activity		September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	
Get Clear	7 Kick Off/Immersion Sessions(3 hours/virtual)	█	█																
	Examination of Existing Research	█	█	█	█	█													
	Visitor and Resident Sentiment Research		█	█	█	█	█												
	Asset Inventory and Infrastructure Assessment			█	█	█	█	█											
	Resilience Assessments (7)			█	█	█	█	█											
	GSTC Assessment			█	█	█	█	█											
	Stakeholder and Staff Survey			█	█	█	█	█											
	1:1 Stakeholder Interviews (40 at 30 min. ea)					█	█	█	█										
	Interactive Town Hall Summits with industry members and communities (2 hours each, 18total)			█	█	█													
	Draft theme read-out sessions (6 virtual/2 hours)									█									
Get Focused	Situation Assessment and 6 Market Assessment Reports									█									
	6 x Regional Session #1: Situation Assessment Share Out and Grounding									█	█								
	6 x Regional Session #2: Competitive Position, Hard Truths, and Destination Vision											█	█						
	6 x Regional Session #3 and #4: Destination Resilience Imperatives, Objectives, and Initiatives												█	█					
	6 x Regional Check-in Sessions													█	█				
	6 Regional Session #5: Strategy Phasing and Sequencing (3 Hours/virtual)														█	█			
	6 Regional Session #6: Plan Finalization (3 Hours each/virtual)															█	█		
	2 Statewide Steering Committee Share-out and Feedback sessions: (3 hours each/virtual)																█	█	
	Statewide Planning #1: Share-out and Grounding (3 hours/virtual)										█								
	Statewide Planning #2: Vision, Mission, and Resilience Principles										█								
	Statewide Planning #3: Reputation, Position																		
	Statewide Planning #4: Destination Resilience Imperatives and Objectives																		
	Statewide Planning #5 and #6: Strategic Initiatives																		
	Statewide Planning #7: Priorities and Phasing (3 hours/virtual)																		
Draft Plan Share-Out and Industry Panel Feedback																			
Final Plan Documentation																			
Get Moving*	Statewide Readiness and Operational Activation																		
	Collective Impact Model (per region = x6)																		
	Dedicated Strategy and Implementation Support (virtual/2 hours/8 sessions/6 regions) (TWO YEARS)																		

\*optional extension





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