

Pilot Community Tourism Grant Program

Round 2 Application

Montana Department of Commerce

Destination MT, Tourism Grant Program

The Pilot Community Tourism Grant Program offered through Destination MT is a state-funded opportunity created in 2023 as a result of Senate Bill 540, Section 1, (1) (a) through (e), and (4) (a) through (b). Building tourism in a manageable, sustainable way can stimulate and diversify the local economy, protect and enhance local resources, and foster community pride without compromising the qualities that make the community unique. The PCTGP aims to elevate communities across the state, increase their economic vibrancy by improving their appeal as visitor destinations and to improve their resilience as a destination through enhancing and diversifying tourism related assets and infrastructure.

Please Review Prior to Applying

The PCTGP application cycle will open Friday, Nov. 1, and close Tuesday, Dec. 31, 2024 at 11:59 p.m. All applications must be submitted by 11:59 p.m. to be considered for this funding opportunity. Do not wait until the last minute to apply; technology glitches may happen. Tourism grant staff are available to assist applicants Monday through Friday from 8 a.m. to 5 p.m.

The application process is as follows:

1. Verify your eligibility by reading through the [guidelines](#) carefully.
2. Familiarize yourself with the PCTGP Application.
3. Familiarize yourself with the PCTGP Application Scoring Criteria.
4. Download the S.M.A.R.T. Goals Form.
5. Download the PCTGP Budget.
6. Download the PCTGP Steering Committee Members Form.

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7. Create an Okta Account.
 - For any issues, contact the IT Help Desk 406-444-2000 or tourism grant staff at tourismgrants@mt.gov.
 - The Montana Grants and Loans Portal will automatically log you out after 60 minutes. You must complete your application within that timeframe or save it as a draft to return to working on it. Your application is not automatically saved as you work on it within the portal. We encourage you to download this application and complete the application questions in a word document to copy and paste the answers in the Grants and Loans Portal.
 - To submit your completed application, you must first select, "Save As Draft" and then select, "Submit Application."
8. Complete and submit the PCTGP application.
9. All eligible applications will be reviewed by the review committee.
10. All applicants will receive a letter of notice regarding funded or unfunded application status.

All application fields are required and must be filled out for an application to be considered completed and reviewed by the Review Committee.

Applicant Information

In this section, please identify the applicant's information. The applicant is the lead community applying for this funding opportunity, and if awarded will enter into a contract with Commerce and will receive the funding for this program. It is preferred that the lead fiscal agent is the applicant.

1. Organization name Red Lodge Area Community Foundation
 - First name of applicant Tracy
 - Last name of applicant Timmons
 - Title of applicant Executive Director
 - Applicant phone number 406-425-0292
 - Applicant email tracy@rlacf.org
 - Mailing address of applicant
 - address P.O. Box 1871
 - city Red Lodge
 - state MT
 - Zip 59068
 - County Carbon
 - Physical address of applicant, if different than mailing
 - address 122 South Hauser Avenue

- city Red Lodge
- state MT
- Zip 59068
- County Carbon
-

Secondary Point of Contact Information

Provide first and last name of the secondary point of contact for the application. The secondary point of contact will be included on communication from tourism grant staff. This information cannot be the same as the applicant or primary point of contact information.

2. First name of secondary POC Maryvette
Last name of secondary POC Labrie
 - Title of primary point of contact Grant Manager
 - Secondary POC phone number 406-425-1663
 - Secondary POC email maryvette@rlacf.org
 - Secondary POC mailing address Same as above
 - address P.O. Box 1871
 - city Red Lodge
 - state MT
 - Zip 59068
 - County Carbon

Eligibility

3. Identify the type of community applying.
 - **One rural community**
 - Multiple rural communities partnering together
 - One under-visited community
 - Multiple under-visited communities partnering together
 - An under-visited community/communities partnering together with a rural community/communities
 - An urban community partnering with a rural and/or under-visited community/communities

- An over-visited community partnering with a rural and/or under-visited community/communities
-

Community Details

4. Identify the name of the lead community. Red Lodge
 5. Identify all the communities that will be included in this application and if they are rural, under-visited, urban, and/or over-visited. Include the lead community. Red Lodge, Rural
 6. Please select your tourism region location.
 - Tribal Tourism Region
 - Central Montana Tourism Region
 - Western Montana's Glacier Country Tourism Region
 - Missouri River Country Tourism Region
 - Southeast Montana Tourism Region
 - Southwest Montana Tourism Region
 - **Yellowstone Country Tourism Region**
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Project Description

7. Provide the title of the PCTGP Project (eight word maximum).

Red Lodge Tourism Development Project

8. Within one to five sentences, provide a brief project summary for each year of funding. The Red Lodge Tourism Development Project will hire a professional firm to work with the lead agency and Steering Committee to guide the community through the 5-year project, engage the community in assessing and inventorying existing tourism assets and help the community identify the assets for immediate development in year one. In years two and three the committee will complete the project development phase of enhancing most of the existing assets, giving priority to assets identified to deliver the largest economic benefit. In year four the committee will complete the project development phase of enhancing the existing assets that will draw large conferences and events and engage the community in workshops and town hall meetings to create the Red Lodge Tourism Development Plan that will guide the community in future development that contributes to the economic growth. In year five, the committee will work with the professional firm to complete a tourism development plan with five- and ten-year goals to ensure the community continues achievable economic drivers through tourism.

9. In 500 words or less, define what the community hopes to achieve as a result of receiving PCTGP funds.

The Red Lodge Tourism Development Project is a five-year process to identify and assess all tourism assets within Red Lodge, enhance existing tourism assets, and complete a tourism development plan with five- and ten-year goals. Through tourism enhancement and planning we strive to achieve year-round tourism to boost our local economy and strengthen the fabric of our community.

10. Provide a concise five-year vision statement for this project.

The five-year vision statement should be concise, specific, written in present tense, simple, and ambitious yet realistic.

We will elevate year-round tourism by implementing an asset inventory and assessment to increase the tourism landscape resulting in a 5% increase in economic growth, enhance resident quality of life, and create a five-to ten-year tourism development plan for Red Lodge to ensure a sustainable future.

Potential for Success and Tourism Impact

11. Download and complete the required PCTGP S.M.A.R.T. Goals Form. Upload the completed form here.

❖ *Upload section needed*

ATTACHMENT A

12. Download and complete the PCTGP Budget. Year 1 and Year 2 are required and should be itemized with detailed yet concise budget narrative per line item. If possible, please provide a projected budget for the remainder of the years of funding. Upload the completed form here.

ATTACHMENT B

13. Provide a brief narrative describing the community's potential to benefit from tourism. Your answer must clearly demonstrate and identify that there is a strong potential for a specific type of tourism development strategy or plan that will unlock more benefits for the destination.

Red Lodge has an opportunity to embrace the changing economic market drivers from agriculture to tourism and retain its rural identity. The existing tourism assets have experienced heavy impact from visitors, and the recent population growth has shown the community is ready to invest in improvements that will attract visitors year-round.

Red Lodge completed a community branding exercise in 2017, has a vibrant historic downtown commercial district, a wealth of outdoor activities and opportunities, and strong

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community stakeholder involvement. Red Lodge city government has developed and kept updated the city guiding documents, while separate nonprofit organizations and local businesses have championed individual tourism assets and outdoor recreation opportunities.

Although Red Lodge's economy is driven by tourism, it is not a destination filled with all-inclusive resorts, nor is the population primarily comprised of tourists. Instead, we are a close-knit community of engaged residents and independent businesses, with a deliberate focus on preserving local character while providing visitors with quality experiences. The foundation for unlocking more benefits from tourism is in place for Red Lodge, as evident through our strong summer tourism scene, collaborative efforts between businesses and organizations, involved community members and stakeholders, and existing community planning documents. As a community, we now need to work towards improving existing tourism assets and infrastructure and marketing to package tourism assets together. The Red Lodge Tourism Development Project will catalyze the transition of the economy from seasonal to year-round.

14. Identify and describe:

Each bullet point requires an individual response.

- Current tourism assets or tourism product development that already exists within the community **and** will be improved from receiving PCTGP fund.

The Community Tourism Committee has identified the following existing tourism assets that will be improved with PCTGP funding:

1. Red Lodge Area Chamber of Commerce Visitor Center – We will produce a Preliminary Architectural Report (PAR) for the Visitor Center to address improvements needed to the public restrooms, visitor center signage, interior kiosks, and office area. We anticipate also completing the public restrooms within the grant timeframe.
 2. Beartooth Trails – We will determine which accessible location is suitable for the creation of a downtown trailhead and complete the asset to connect existing trails within and just outside of city limits, adding interpretive signage. We will use the asset inventory and assessment to identify the Nordic ski area needs for expanding groomed trails and purchase a snow cat.
 3. Red Lodge Wayfinding Project – We will complete the final phase of the city's Wayfinding Project installing three gateway entrance signs in the north, south, and west entrances to Red Lodge.
 4. Roosevelt Center – We will address the improvements needed to expand the public restrooms and install a warming kitchen to improve Red Lodge's ability to attract and host medium sized conferences of 200+ attendees.
 5. Red Lodge Ice – We will Install a permanent cooling system for the outdoor ice rink at Lion's Park to extend the winter activity season.
- Tourism assets or tourism product development that the community anticipates will be created from receiving PCTGP funds.

Ensuring our tourism improvement and development projects are beneficial to the community and economy, we will select a qualified firm through a competitive bidding process to guide the community through project completion and to complete a Tourism Asset Inventory and Assessment for the Red Lodge area. This comprehensive assessment will identify existing tourism assets and marketing initiatives in the Red Lodge area and perform a situation analysis to determine areas of improvement. All recreational activities, natural attractions, historic and cultural attractions, transportation services, public services, meeting space, lodging facilities and tourism related retail and services will be identified. City infrastructure and tourism labor and demand will also be assessed. Evaluation of assets will include strength of lures, perceived competition with destinations offering comparable products, local economic impact, and improvement feasibility. The Tourism Asset Inventory and Assessment will provide an in-depth list of all tourism assets, what needs to be done to improve these assets, and their potential to contribute to our goal of sustainable year-round tourism. With tourism inventory and assessment in place, we will complete one–four-year immediate adjustments and identify five–ten-year “game changers” for the Red Lodge area.

Using results from the Tourism Asset Inventory and Assessment a sustainable Tourism Development Plan will be completed to guide tourism growth and management for the next 10 years, with five- and ten-year goals. Red Lodge has completed multiple community planning and assessment documents and is strategically positioned to incorporate these documents into a guiding document for tourism development and management. Our tourism development plan will identify and provide a timeline for future tourism development projects and integrate sustainability by addressing the following topics: (1) Balancing the needs and aspirations of Red Lodge residents, businesses, and visitors, (2) Increasing the stability of the tourism workforce, (3) Advocating for and supporting solutions to create workforce housing, (4) Reducing climate risks and enhancing destination resilience, and (5) Monitoring tourism and its impacts on people and the land. The sustainable Tourism Development Plan will guide tourism growth and provide strategies for maintaining the integrity and character of Red Lodge while supporting a year-round tourist economy.

- How the community will utilize PCTGP funds to increase local economic impact to places like lodging facilities, restaurants, and retail shops.

During project planning, members of the Community Tourism Steering Committee emphasized the importance of keeping tourism development centralized downtown to promote connectivity and walkability, ensuring visitors are engaging in the local economy by eating at restaurants, buying local goods, and lodging in Red Lodge. PCTGP funds will allow us to increase activities offered during the winter and polish our successful summer tourism assets, encouraging those passing through to stay one additional night in Red Lodge during the summer and creating Red Lodge as a year-round destination. We are focused on tourism development within Red Lodge that puts tourists close to restaurants and retail shops and improves access to activities that promote overnight stays. Increased tourism and visitation will increase the local economy through new jobs, new wealth for local business owners and greater spending by new employees and new businesses.

- How the community will utilize PCTGP funds to improve infrastructure development and investment such as road improvements, signage, and restroom facilities.

One of top questions being asked by tourists is, “where are the bathrooms?” The PCTGP funds will be crucial to completing upgrades to public restrooms in Red Lodge, identified as a need by downtown businesses and city leaders. Focus on the Visitor Center and Roosevelt Center will place accessible restroom facilities on both ends of the downtown historic commercial district. Signage for visitor amenities will complete the Wayfinding Plan project, directing tourists to parking, off main street attractions, public parks, and provide kiosks advertising upcoming events and nearby tourist attractions.

15. Briefly describe the community’s current economic portfolio.

This section should identify what the community currently relies on to bring economic growth and impact. Is this an agricultural community, cold weather reliant community (i.e. skiing, snowboarding, ice fishing), fishing, mining, tourism, etc.

Red Lodge’s (population 2400) economy employs 1.13k people with over 38% of jobs tourism related. Other top employment industries include Health Care and Social Assistance (18%), Professional and Technical Services (16%), Mining, Agricultural, and Construction (11%), Manufacturing (9%), and Educational Services (6%), Public Admin (2%). In FY24, Red Lodge’s estimated gross economic income for the community was approximately \$90M (Source: City of Red Lodge). The primary drivers that bring tourism to Red Lodge are the natural amenities in the surrounding area, including Yellowstone National Park via the Beartooth All-American Highway and Red Lodge Mountain during the winter ski season. Over 100,000 visitors drive through downtown Red Lodge to access the northeast entrance of Yellowstone National Park from May to October. From the end of November through a part of April, the skiing and snowboarding at Red Lodge Mountain attracts an average of 80,000 visitors each season, and with an 18-hole disc golf course, scenic lift rides, hiking and biking attracts between 8,000 to 10,000 visitors during the summer months, contributing close to \$8M annually to the local economy. Large events like the Home of Champions Rodeo, Montana Renaissance Festival, Red Lodge Songwriter’s Festival, and the Beartooth Motorcycle Rally generate multi-day stays from visitors. In 2023, non-resident visitors spent an estimated \$81.9M with a total contribution of \$74M to the regional economy. Red Lodge’s financial dependence on natural resources means our economy is sensitive to closures of the Beartooth Highway and other natural amenities due to snow, fire, and flood, the latter two experienced in the past five years which greatly impacted the local economy.

16. Describe the current role tourism plays in the community.

Nestled in Montana’s magnificent Beartooth Mountains, surrounded by the Custer Gallatin National Forest and Absaroka-Beartooth Wilderness, Red Lodge attracts visitors with its scenic beauty, world-class recreation, seasonal access to Yellowstone National Park via the world-renowned Beartooth Highway, cultural richness, and small-town charm. Red Lodge’s proximity to these natural resources has allowed our community to capitalize on tourism benefits to the local economy while maintaining our sense of place and the rural charm. Red

Lodge instituted a 3% resort tax in 1999 and adopted the additional 1% tax in 2020 specifically for city infrastructure. Revenue from the 4% resort tax has collected over \$1.8M annually for the past three years. The Red Lodge Tourism Improvement District (TBID) collects a \$2 lodging fee and redistributes fee revenue via grants for destination marketing efforts for “putting heads in beds”. Local businesses are heavily dependent on summer tourism to sustain them during the shoulder seasons (Oct and May), and depending on snow conditions, through the winter season. Tourism plays a pivotal role in Red Lodge’s economic growth through new businesses development in the past five-ten years providing shuttle services, outdoor adventure race activities, short-term rental management, and pet-sitting services. It also drives the type of downtown businesses that exist with upscale eateries, art galleries, outdoor recreation and retail shops, and gift shops.

17. Describe how receiving and successfully expending PCTGP funds will aid in diversifying or enhancing the community’s economic portfolio.

Red Lodge has long been a destination vacation area. Because of this, from June through August it is full of tourists on weekends enjoying our largest events. For the city’s economy to continue to grow, consistent visitation is needed during weekdays and during the shoulder season months of October and May, and winter assets need to be further developed from their grassroots beginnings. A Tourism Development Plan created with these funds will incorporate the asset inventory and assessment to present a sustainable vision and goals that will enhance and diversify Red Lodge’s economic portfolio. Improvements to winter tourism assets, making winter success less dependent on the snow conditions at Red Lodge Mountain, improving the Roosevelt Center amenities to boost Red Lodge’s status as a medium sized conference destination that can capitalize on the weekdays and shoulder months, establishing a downtown trailhead to promote centralized recreation accessible to all, completing the wayfinding plan to guide and inform visitors of the available assets and amenities, and make improvements to the Red Lodge Area Chamber of Commerce Visitor Center to provide accessible public amenities and to enhance the overall visitation experience.

We will focus on the winter traveler for cooler weather-related activities by making improvements to the Red Lodge ice rink and increasing Beartooth Trail’s capacity to groom roads/trails for Nordic skiing. The outdoor ice rink has the potential to be a great draw for regional visitors but is dependent on consistent ice temperature at or below 29 degrees for use. Typically, the ice rink is set up in January and skateable for approximately two months. The installation of cooling coils will provide stability for the ice rink, ensuring consistent conditions and hours of operation beginning in November and ending in March, like typical seasonal ice rinks. Nordic skiing is increasing in popularity, and Red Lodge has the terrain to increase skiing capacity. Beartooth Trails maintains and grooms the Nordic Ski Center and the West Fork Road. The West Fork Road continues to become a popular destination as it accommodates skiers, snowshoers, and hikers, reaching an average of 2,000 visitors per month and peaking at 3,000. Purchasing another snow cat will increase grooming capacity, allowing Beartooth Trails to groom a second Forest Service road and partner with Red Lodge Mountain to create Nordic skiing trails through the golf course.

Funds for the creation of a Tourism Development Plan will ensure year-round sustainable tourism by enhancing seasonal tourism opportunities and establishing strong tourism connections in the spring and fall shoulder seasons. Meetings and small group conventions have a great potential for shoulder/off season and mid-week visits. Most business meetings take place during the workweek and have the potential to extend their stay to the weekend. This project will make necessary improvements to the Roosevelt Center, allowing the building to host 200 plus attendee conferences and business meetings (not currently possible in Red Lodge) by increasing the number of onsite restrooms and installing a catering/warming kitchen. This strategy will increase room nights and stimulate the city's economy in the slower periods. By sending the visitor home with quality takeaways, the opportunity increases for a return visit.

The improvements to current assets and an achievable Tourism Development Plan will make it easier for local businesses to maintain regular business hours year-round, rather than modifying hours during dips in visitation. The wealth of natural beauty, outdoor amenities and future potential in the region is embraced through community ownership and will add the diversity needed to experience economic growth in a sustainable manner.

18. Describe how receiving PCTGP funds will increase the current tourism landscape for the community.

These funds will help expand the current tourism landscape for the community from seasonal to year-round by improving existing assets. The identification of the tourism assets through community-wide engagement and the completion of a multi-year Tourism Development Plan will identify and contribute to the creation of untapped tourism assets and expand the community's ability to develop the assets. This will attract new visitors and entice visitors to extend their stay in Red Lodge, contributing to a sustainable year-round tourism-based economy with consistent income for business owners and tourist industry workers.

Red Lodge's rural geographical location establishes it as a gateway city or "Pass Thru" for the Beartooth Highway and Yellowstone National Park in the summer and the base for Red Lodge Mountain skiers during the winter months, and our community has potential to be more than a seasonal destination for travelers. For example, one goal of the Red Lodge Area Chamber of Commerce is to influence summer travelers to stay one additional night in Red Lodge and enjoy all the offerings of the city and surrounding area. In the winter, the Chamber is working to reinforce Red Lodge as a winter destination for skiers and non-skiers contributing to a goal of this project to make winter success less dependent on the snow conditions at Red Lodge Mountain and increasing economic contributions during the winter.

19. Describe how the community will assess the seasonal and year-round impacts to the community as a direct result of the PCTGP funds.

Red Lodge is positioned to assess impacts of the PCTGP funds by utilizing the existing data collection methods from the city's Resort Tax and TBID assessment fee collections, the Red Lodge Area Community Foundation (RLACF) program metrics, and the Chamber's data tracking service. We will add metrics to assess specific aspects of the data including tracking the number of seasonal versus full-time employees and available employment for year-round

jobs over the next five years. This will enable us to analyze information from local businesses on job types, durations, and shifts. Annual data will be compared to previous years with the goal of identifying any changes to the trends in seasonal job reliance over time, with a strong focus on sectors most affected by tourism.

Specific assessment activities include:

1. Monitoring changes in business hours for the next five years to evaluate how tourism asset improvement projects have helped businesses reduce seasonal closures and decreased business hours to achieve the goal to extend operating hours for businesses and maintain consistent service during currently identified off-peak periods.
2. Assessing the direct economic impact on the community with a targeted outcome of increasing the resort tax and lodging tax collections by 2% each year following the completion of tourism development projects. Our overall goal is to increase Red Lodge's gross economic impact by 5% within five years of the completion of the project.
3. Utilizing the Red Lodge Area Chamber of Commerce's data tracking service, Placer AI, to assess general visitor and event attendees' trends of where they come from, where they are staying, and length of stay to determine event impact and how it benefits the economy.
4. Incorporating data analytics from RLACF programs to demonstrate completion of tourism assets increases visitation and attracts larger group visits that have a larger impact on the economy.
5. Engaging the Montana Institute of Tourism and Recreation Research to study the economic impacts and produce a report on resident and non-resident expenditures and how tourism impacts our rural community.

- 20.** Describe how the community will assess the direct impact on job creation as a direct result of the PCTGP funds.

The community will assess the direct impact through surveys distributed to all Red Lodge businesses with in-person follow-up to ensure all data available will be included. Data collected will identify the number of new jobs created, track the number of seasonal jobs that have expanded operations or transitioned to full time. By observing the total number of jobs for development projects, we will be able to immediately assess direct impact through employment totals for jobs in all industries with a focus on how growth is managed in the tourism-related industries.

- 21.** The PCTGP focuses on demonstrating tourism readiness by highlighting key planning processes that have occurred within the community. Select all that apply:

- Community has an affiliate status with the Montana Main Street Program
- Community has participated in a strategic planning process
- Community has participated in a resiliency planning process
- Community has participated in a community planning process
- Community has participated in tourism asset survey

- Community has participated in other community related assessment(s)
- Other plan or assessment not listed
- Community has not participated in any planning/assessment processes

22. Provide the name(s) and date(s) completed for any plans or assessments identified above.

Red Lodge Revitalization Master Plan – (1986. 2024 in final draft form)

Red Lodge Growth Policy – (2020. 2024 Draft Ongoing)

Red Lodge Capital Improvements Plan – (2019)

Red Lodge Wayfinding Plan– (2017)

Red Lodge Active Transportation Plan – (2016)

City of Red Lodge Stormwater PER - (2020)

City of Red Lodge Wastewater PER - (2024)

City of Red Lodge Zoning Regulations - (2022)

City of Red Lodge Energy Conservation Plan – (2023)

North Community Entrance Urban Renewal Plan - (2022)

City of Red Lodge Urban Forestry Management Plan - (2018)

Roosevelt Center PAR - (2017)

Roosevelt Center Community Parking Study/Access Strategy (2022)

Montana Main Street Affiliate Community - (2016)

City of Red Lodge Comprehensive Parks Plan – (2015)

City of Red Lodge Comprehensive Trails Plan - (2006)

Downtown Red Lodge Assessment & Action Plan - (2006)

Red Lodge Comprehensive Economic Development Strategy – (2004)

Community Readiness and Commitment

23. Download and complete the required PCTGP Steering Committee Members Form. Upload the completed form here.

ATTACHMENT C

Additional Funding and Partnerships

24. Identify additional funding opportunities the community anticipates utilizing in conjunction with PCTGP funds.

We have identified potential funding from federal, state, and foundation Grants, the City of Red Lodge Urban Renewal District & Resort Tax collections, and various organizations involved in the project specific to their interests.

- 25.** Identify additional partnerships and stakeholders the community anticipates collaborating with for PCTGP funds.

Our PCTGP Steering Committee members have been chosen from the partnerships and stakeholders the community relies on to complete community assessments. Additional potential stakeholders and partners for collaboration include the Red Lodge Business Alliance, Red Lodge Rodeo Association, Beartooth Front Community Forum, the Carbon County Commissioners, and the U.S. Forest Service.

- 26.** Upload three letters of community or project support. One (1) letter must be from a [tourism partner](#) (DMO). The other two (2) letters must demonstrate a broad level of support from various individuals, organizations and/or entities.

ATTACHMENT D

Challenges and Solutions

- 27.** Identify previous, current and/or potential challenges that have or could hinder tourism development within the community and how the community will utilize partnerships, funding, workshops, town halls or other resources to address the identified challenges. These must be community specific challenges.

This section is not scored and does not impact the submission.

The growth experienced in and around Red Lodge has increased pressure on the space and activities visitors are seeking. The Committee sees this as an opportunity to prioritize sustainable year-round tourism in our region. The Red Lodge Area Chamber of Commerce offers materials to businesses that help educate and encourage visitors to the area to visit and recreate responsibly. Collaboration between community members and stakeholders through workshops and town hall style meetings to create a Tourism Development Plan will help guide tourism decision making and ensure tourism is sustainable for visitors and residents.

Like many tourist destinations, Red Lodge has low housing availability for residents, with nearly 30% of homes used for seasonal, recreational, or occasional use and a lack of affordable long-term rental units. Affordable housing availability is an ongoing concern and impacts all the essential work force including but not limited to healthcare workers, school

staff and teachers, first responders, and tourism industry workers. The city government has placed a cap of 20% on short-term rentals allowed within the city limits and through RLACF's Workforce Housing initiative the ongoing partnerships with the Beartooth Resource Conservation and Development, Trust Montana, the City of Red Lodge, and a private developer work continues to address the housing crisis, leading to better retention of the tourism workforce and other essential workers.

As a rural community, Red Lodge is challenged with a lack of childcare availability limiting essential workers' ability to retain jobs. RLACF's Early Childhood project, the Meadowlark Children's Center is addressing immediate needs, expanding childcare availability from 6% to 20%, and the Early Childhood Coalition is exploring options to help the tourism workforce with childcare on weekends and evenings.

Transportation and shuttle services have been identified as a potential challenge, especially for large events with limited parking availability. As tourism assets are identified and developed, providing access services will become a priority to the community. Partnerships with stakeholders providing these services will be explored by the Committee to ensure safety and inclusive access are priorities.

Applicant Acknowledgement

By submitting this application for Pilot Community Tourism Grant Program funding, I hereby certify the following on behalf of the Applicant:

- To the best of my knowledge and belief, the information contained in, and submitted with, this application is true and correct. If the Applicant learns any such information is incorrect, it will inform the Montana Department of Commerce, hereafter referred to as Commerce, immediately.
- I understand that submitting false or misleading information in connection with this application may result in the Applicant being disqualified to receive financial assistance from the State of Montana. Awards made based on false application may result in the Applicant having to repay the award amount and being referred to local authorities for criminal prosecution.
- I understand that information Applicant provides to Commerce, including this Pilot Community Tourism Grant Program application and supporting documents, may be subject to public disclosure under Montana law. If Applicant believes that any information it submits to Commerce should be protected as confidential for any reason. Applicant understands and agrees that it will: (i) notify Commerce of that belief prior to submitting the information to Commerce; (ii) submit an affidavit establishing the basis for that belief; and (iii) if Commerce agrees, sign a non-disclosure agreement with Commerce.



- I have read and understand the Pilot Community Tourism Grants Program guidelines published by Commerce before submitting this application.
- I have legal authority to submit this application and the governing body of the applicant (if applicable) has directed me to submit this application.
- I understand that, if awarded Pilot Community Tourism Grant Program funding, the Applicant may be required to provide matching funds as directed by Commerce.
- The Applicant will comply with all applicable laws and regulations, including those prohibiting discrimination, including on the basis of race, sex, religion, national origin, age or handicap.
- I understand that Applicant will provide Commerce with reports on how it has used Pilot Community Tourism Grant Program funding whenever requested, and in the format required, by Commerce at no cost to Commerce.
- I understand that Applicant is the lead organization and must sign a contract with Commerce prior to receiving any Pilot Community Tourism Grant Program funding.

ATTACHMENT A
SMART Goals Form

Pilot Community Tourism Grant Program

S.M.A.R.T. Goals Form

Utilizing a SMART (Specific, Measurable, Achievable, Realistic, Timebound) Goal format, and in accordance with the “Eligible Uses of Funds” section in the [guidelines](#), provide 3-5 goals the Community **anticipates** completing on an annual basis.

Please provide the following information for each year of funding:

- Year 1 = \$250,000
- Year 2 = \$1 million
- Year 3 = \$750,000
- Year 4 = \$500,000
- Year 5 = \$250,000

Year 1	<p>S. The Community Tourism Steering Committee will complete Red Lodge Tourism Asset Inventory and Assessment.</p> <p>M. The Committee will convene at least six times in 2025 to participate in asset inventory and assessment.</p> <p>A. The Committee members have contributed to past community tourism improvement efforts and will use their expertise to complete the asset inventory and assessment.</p> <p>R. The asset inventory and assessment will guide the creation of a five- to ten-year Tourism Development Plan.</p> <p>T. The committee will complete the Tourism Asset Inventory and Assessment by October 2025 to identify the community assets ready for immediate attention.</p>
	<p>S. The Community Tourism Steering Committee will hire a professional firm to lead the community through asset inventory and assessment meetings and workshops.</p> <p>M. The committee will solicit an RFP from at least three qualified professional firms.</p> <p>A. The committee will rely on their HR experience to complete the selection process and firm hiring.</p> <p>R. The firm will submit qualifications that include previous experience in tourism development planning.</p> <p>T. The committee will complete the selection and hiring process in two months of grant award.</p>

	<p>S. The Community Tourism Steering Committee will gather input and information from community members, stakeholders, and local businesses to be incorporated into asset development plans.</p> <p>M. RLACF as the Lead Organization will host two public meetings with the Professional Consultant and Steering Committee members, solicit survey responses from residents via mail, and distribute surveys to all Red Lodge businesses to gather baseline data on hours of operations and staffing trends.</p> <p>A. RLACF is the recognized neutral convener in the community and has ample experience leading public meetings and facilitating mass surveys.</p> <p>R. Input from community members and stakeholders will ensure asset development is relevant and beneficial for both residents and visitors. Data from local businesses will establish a baseline for assessment.</p> <p>T. Two public meetings will be held in November 2025. One survey will be distributed via mail, with an option to complete it online in summer 2025. One survey will be distributed to all Red Lodge businesses in summer 2025.</p>
	<p>S. The Community Tourism Steering Committee will hire a professional firm to complete a Preliminary Architectural Report (PAR) for the Red Lodge Area Chamber Visitor Center.</p> <p>M. The committee will solicit an RFP from at least three qualified professional firms.</p> <p>A. The committee will rely on their HR experience to complete the selection process and firm hiring.</p> <p>R. The firm will submit qualifications that include previous experience in community development.</p> <p>T. The committee will complete the selection and hiring process in two months of grant award.</p>
	<p>S. The Community Tourism Steering Committee will present survey outcomes, data, and information gathered from asset mapping to the community.</p> <p>M. The Committee will hold two large town hall meetings on days and times that suit the majority of interested community members to attend.</p> <p>A. The Committee and professional firm will present the compiled data and receive feedback from the community to determine the best community assets ready for product development.</p> <p>R. Continuing community input and informing the public is necessary for successful and beneficial tourism development.</p> <p>T. The committee will inform the community of the 5-6 tourism assets to be completed.</p>
Year 2	<p>S. The Community Tourism Steering Committee will hire a qualified general contractor to work on the bathrooms and upgrades at the Red Lodge Area Chamber Visitor Center.</p> <p>M. The committee will solicit an RFP from at least three qualified professional firms.</p>

	<p>A. The committee will rely on their HR experience to complete the selection process and firm hiring.</p> <p>R. The firm will submit qualifications that include previous experience in large construction projects.</p> <p>T. The committee will complete the selection and hiring process in two months of solicitation.</p>
	<p>S. The Red Lodge Area Chamber of Commerce will complete the final phase of the Red Lodge Wayfinding project.</p> <p>M. The three gateway entrance signs will be installed in the north, south, and west entrances of Red Lodge.</p> <p>A. The Chamber has completed the previous phases and is prepared to complete the final phase.</p> <p>R. This project will see the completion of the 2017 Red Lodge Wayfinding Plan.</p> <p>T. Installation will be completed by Fall 2026.</p>
	<p>S. The Community Tourism Steering Committee will confirm the location and begin construction of the downtown Red Lodge trailhead to connect existing inner-city and nearby trails.</p> <p>M. The committee will confirm the location of one downtown trailhead.</p> <p>A. Committee member representative for Beartooth Trails will oversee the trailhead development and connection to existing trail system.</p> <p>R. This project will address the identified challenge in the 2016 Active Transportation Plan that inner-city trails are less known to tourists.</p> <p>T. Site will be selected by late spring 2026 and construction will begin summer 2026.</p>
	<p>S. The Community Tourism Steering Committee will hire a qualified general contractor to work on the bathrooms at the Roosevelt Center.</p> <p>M. The committee will solicit an RFP from at least three qualified professional firms.</p> <p>A. The committee will rely on their HR experience to complete the selection process and firm hiring.</p> <p>R. The firm will submit qualifications that include previous experience in large construction projects.</p> <p>T. The committee will complete the selection and hiring process in two months of solicitation.</p>
	<p>S. The Community Tourism Steering Committee will work with the Professional Consultant to monitor product development and explore new partnerships for future asset development.</p> <p>M. The Committee will convene at least six times throughout the year to participate in project assessment and future asset development.</p> <p>A. The Committee members have contributed to past community tourism improvement efforts and will use their expertise to develop partnerships that will help grow the economy.</p> <p>R. The project assessment and partnership connections will guide the creation of a five- to ten-year Tourism Development Plan.</p>

	<p>T. The committee will prepare an annual report by November 2026 to inform the community of the progress and of any new project developments.</p>
Year 3	<p>S. The Community Tourism Steering Committee will hire a qualified general contractor to work on the catering/warming kitchen at the Roosevelt Center.</p> <p>M. The committee will solicit an RFP from at least three qualified professional firms.</p> <p>A. The committee will rely on their HR experience to complete the selection process and firm hiring.</p> <p>R. The firm will submit qualifications that include previous experience in large construction projects.</p> <p>T. The committee will complete the selection and hiring process in two months of solicitation.</p>
	<p>S. The Community Tourism Steering Committee will work with the Professional Consultant to monitor product development and explore new partnerships for future asset development.</p> <p>M. The Committee will convene at least six times throughout the year to participate in project assessment and future asset development.</p> <p>A. The Committee members have contributed to past community tourism improvement efforts and will use their expertise to develop partnerships that will help grow the economy.</p> <p>R. The project assessment and partnership connections will guide the creation of a five- to ten-year Tourism Development Plan.</p> <p>T. The committee will prepare an annual report by November 2027 to inform the community of the progress and of any new project developments.</p>
	<p>S. The Community Tourism Steering Committee will work with Beartooth Trails to obtain a winter trail grooming machine and complete the downtown Red Lodge trailhead to connect to existing inner-city and nearby trails.</p> <p>M. Beartooth Trails will complete the downtown trailhead and purchase one winter trail grooming machine.</p> <p>A. Committee member representative for Beartooth Trails will oversee the completion of the trailhead development and connection to existing trail system and confirm purchase of the winter trail grooming machine.</p> <p>R. This project will address the identified challenge in the 2016 Active Transportation Plan that Inner-city trails are less known to tourists and winter trail access connected to the trailhead.</p> <p>T. Beartooth Trails will complete the project by October 2027 to provide the public with a trailhead that begins near downtown Red Lodge and groomed winter trails.</p>
	<p>S. The Community Tourism Steering Committee will work with Red Lodge Ice and the City of Red Lodge to begin installation of the outdoor ice rink cooling coils at Lions Park for consistent ice conditions and a longer skating season.</p> <p>M. The cooling coils will prolong the outdoor ice rink season by an anticipated 2-3 months.</p> <p>A. Red Lodge Ice will oversee the installation of cooling coils for the 200' x 85' outdoor ice rink.</p>

	<p>R. This project will address the identified challenge of maintaining consistent ice temperature and safe conditions during the full winter season.</p> <p>T. Red Lodge Ice will complete the project for public use by November 2027.</p>
Year 4	<p>S. The Community Tourism Steering Committee will work with the Professional Consultant to monitor product development and expand partnerships for future asset development.</p> <p>M. The Committee will convene at least six times throughout the year to participate in project assessment and future asset development.</p> <p>A. The Committee members have contributed to past community tourism improvement efforts and will use their expertise to develop partnerships that will help grow the economy.</p> <p>R. The project assessment and partnership connections will guide the creation of a five- to ten-year Tourism Development Plan.</p> <p>T. The committee will prepare an annual report by November 2028 to inform the community of the progress and of any new project developments.</p>
	<p>S. The Community Tourism Steering Committee will gather input and information from community members, stakeholders, and local businesses to be incorporated into the Tourism Development Plan.</p> <p>M. The committee will host two public meetings with the Professional Consultant, solicit survey responses from residents, and distribute surveys to all Red Lodge businesses to gather data changes on hours of operations and staffing trends.</p> <p>A. The committee will compare new responses to the baseline created in 2025.</p> <p>R. Input from community members and stakeholders will ensure asset development is relevant and beneficial for both residents and visitors.</p> <p>T. Two public meetings will be held in November 2028. One survey will be distributed via mail, with an option to complete it online in summer 2028. One survey will be distributed to all Red Lodge businesses in summer 2028.</p>
	<p>S. The Community Tourism Steering Committee will assess the economic impact of community asset improvements completed during the grant product development stages.</p> <p>M. The committee will survey users of the six tourism assets improved with the grant funds.</p> <p>A. The committee will compare data from 2025 to Year 4 data to determine economic impact.</p> <p>R. The comparison will inform the committee of how the economic impact will increase year-round tourism.</p> <p>T. The committee will complete the assessment of the improved tourism assets in December 2028.</p>
Year 5	<p>S. The Community Tourism Steering Committee will gather input and information from community members, stakeholders, and local businesses to be incorporated into the Tourism Development Plan.</p> <p>M. The committee will host two public meetings with the Professional Consultant, solicit survey responses from residents, and distribute surveys to all Red Lodge businesses to gather data on hours of operations and staffing trends.</p>


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	<p>A. The committee has ample experience leading public meetings and facilitating mass surveys.</p> <p>R. Input from community members and stakeholders will ensure the Tourism Development Plan is relevant and beneficial for both residents and visitors.</p> <p>T. Four public meetings will be held in April and May 2029. One survey will be distributed via mail, with an option to complete it online in March 2029. One survey will be distributed to all Red Lodge businesses in March 2029.</p>
	<p>S. The Professional Consultant will complete the Red Lodge Tourism Development Plan.</p> <p>M. The Professional Consultant will provide one draft version for community feedback and complete the final plan.</p> <p>A. The Professional Consultant will participate in public meetings to present the Tourism Develop Plan draft and final form.</p> <p>R. The five- to ten-year Tourism Development Plan will provide the community with a guide to improve the economic development of tourism assets.</p> <p>T. The Professional Consultant will provide one draft version in April 2029 for community feedback and complete the final version in October 2029.</p>
	<p>S. The Community Tourism Steering Committee will present the Tourism Development Plan to the Red Lodge community and refer to the Plan as one of the guiding city documents.</p> <p>M. A Tourism Development Plan with 5- and 10-year goals will be completed.</p> <p>A. The committee will present the completed plan to the community via digital access, with the option of viewing the published document at several different locations in Red Lodge.</p> <p>R. Access to the completed document will provide the community with transparency and a sense of ownership to developing tourism assets.</p> <p>T. The committee will present the final version and vision for future economic development in November 2029.</p>

Add additional rows as needed for additional goals per year.

ATTACHMENT B

Budget Primary Document

Pilot Community Tourism Grant Program Budget

YEAR 1 = \$250,000

Refer to PCTGP Guidelines for eligible and ineligible uses of funds.

	EXPENSES	PCTGP FUNDS	OTHER SOURCE FUNDS	TOTAL
1	Professional Consultant	\$68,000.00		\$68,000.00
	Professional Firm will be hired as the Project Director for lead agency to guide the community through project, helping to complete the Tourism Asset Inventory and Assessment. Estimated at \$100/hr for approximately 50hr/month plus expenses.			
2	Grant Administration	\$50,000.00		\$50,000.00
	Project Management/Grant Administration (20% MAX amount) - Grant Manager and staff estimated at \$40/hr.			
3	Travel	\$4,000.00		\$4,000.00
	Mileage for Steering Committee members to attend meetings and trainings as needed/ per diem costs (committee members, PCTGP liaison) - state rates apply			
4	Meetings & Workshops - venue	\$3,000.00		\$3,000.00
	Venue costs to accommodate all interested participants for meeting and workshop locations in community.			
5	Meetings - light refreshments	\$2,000.00		\$2,000.00
	Meeting and workshop refreshments			
6	Tourism-related data/primary research	\$10,000.00		\$10,000.00
	Estimated cost for resident and Business surveying			
7	Preliminary Architectural Report	\$70,000.00		\$70,000.00
	Preliminary Architectural Report for Red Lodge Area Chamber of Commerce Visitor's Center			
8	Construction Plans	\$10,000.00		\$10,000.00
	Construction drawings for Chamber Visitor's Center restroom remodel			
9	RFP Process	\$8,000.00		\$8,000.00
	Competitive Bidding process to obtain bids from professional firms for the PAR and asset mapping			
10	Asset Mapping Documents	\$25,000.00		\$25,000.00
	Completion of mapping all assets and produce final report.			
11				\$0.00
	Line item narrative for PCTGP funds:			
12				\$0.00
	Line item narrative for PCTGP funds:			
13				\$0.00
	Line item narrative for PCTGP funds:			
14				\$0.00
	Line item narrative for PCTGP funds:			
15				\$0.00
	Line item narrative for PCTGP funds:			
16				\$0.00
	Line item narrative for PCTGP funds:			
17				\$0.00
	Line item narrative for PCTGP funds:			
18				\$0.00
	Line item narrative for PCTGP funds:			
19				\$0.00
	Line item narrative for PCTGP funds:			
20				\$0.00
	Line item narrative for PCTGP funds:			
	TOTAL PROJECT BUDGET	\$250,000.00	\$0.00	\$250,000.00

Pilot Community Tourism Grant Program Budget

YEAR 2 = \$1,000,000

Refer to PCTGP Guidelines for eligible and ineligible uses of funds.

	EXPENSES	PCTGP FUNDS	OTHER SOURCE FUNDS	TOTAL
1	Product Development - Chamber of Commerce	\$70,000.00		\$70,000.00
	Complete Wayfinding project sign installation at three separate entrances to Red Lodge.			
2	Product Development - Public Restrooms	\$700,000.00		\$700,000.00
	Begin upgrades to the Red Lodge Area Chamber of Commerce Visitor Center & the Roosevelt Center for public restrooms.			
3	Product Development - Public Trails	\$150,000.00		\$150,000.00
	Creation of trailhead with signage near downtown and outdoor winter trail grooming machine.			
4	Grant Administration	\$30,000.00		\$30,000.00
	Administration and management of project.			
5	Professional Consultant	\$40,000.00		\$40,000.00
	Professional Firm (hired in year one) will perform Project Director duties for lead agency and work with Steering Committee and community to direct product development of assets identified as shovel-ready.			
6	Travel	\$3,000.00		\$3,000.00
	Mileage for Steering Committee members to attend meetings and trainings as needed/ per deim costs (committee members, PCTGP liaison) - state rates apply			
7	RFP Process	\$7,000.00		\$7,000.00
	Competitive Bidding process to obtain bids from professional firms for the sign installation and public restrooms.			
8				\$0.00
	Line item narrative for PCTGP funds:			
9				\$0.00
	Line item narrative for PCTGP funds:			
10				\$0.00
	Line item narrative for PCTGP funds:			
11				\$0.00
	Line item narrative for PCTGP funds:			
12				\$0.00
	Line item narrative for PCTGP funds:			
13				\$0.00
	Line item narrative for PCTGP funds:			
14				\$0.00
	Line item narrative for PCTGP funds:			
15				\$0.00
	Line item narrative for PCTGP funds:			
16				\$0.00
	Line item narrative for PCTGP funds:			
17				\$0.00
	Line item narrative for PCTGP funds:			
18				\$0.00
	Line item narrative for PCTGP funds:			
19				\$0.00
	Line item narrative for PCTGP funds:			
20				\$0.00
	Line item narrative for PCTGP funds:			
TOTAL PROJECT BUDGET		\$1,000,000.00	\$0.00	\$1,000,000.00

Pilot Community Tourism Grant Program Budget

YEAR 3 = \$750,000

Refer to PCTGP Guidelines for eligible and ineligible uses of funds.

EXPENSES	PCTGP FUNDS	OTHER SOURCE FUNDS	TOTAL
1 Product Development - Public Restrooms	\$280,000.00		\$280,000.00
Continuation of upgrades to the Red Lodge Area Chamber of Commerce Visitor Center & the Roosevelt Center for public restrooms.			
2 Product Development - Public Trails	\$50,000.00		\$50,000.00
Continuation of year two - Improvements to existing trails and additions to trail system			
3 Product Development - Ice Rink Coils	\$200,000.00		\$200,000.00
Estimated cost for cooling coils for outdoor ice rink in Lion's Park.			
4 Product Development - Catering/Warming Kitchen	\$150,000.00		\$150,000.00
Begin Catering/warming kitchen project at the Roosevelt Center.			
5 Professional Firm	\$40,000.00		\$40,000.00
Professional Firm (hired in year one) will perform Project Director duties for lead agency and work with Steering Committee and community to direct product development of assets identified as shovel-ready.			
6 Grant Administration	\$25,000.00		\$25,000.00
Grant management			
7 Travel	\$2,000.00		\$2,000.00
Mileage for Steering Committee members to attend meetings and trainings as needed/ per deim costs (committee members, PCTGP liaison) - state rates apply			
8 RFP Process	\$3,000.00		\$3,000.00
Competitive Bidding process to obtain bids from professional firms for the catering/warming kitchen.			
9			\$0.00
Line item narrative for PCTGP funds:			
10			\$0.00
Line item narrative for PCTGP funds:			
11			\$0.00
Line item narrative for PCTGP funds:			
12			\$0.00
Line item narrative for PCTGP funds:			
13			\$0.00
Line item narrative for PCTGP funds:			
14			\$0.00
Line item narrative for PCTGP funds:			
15			\$0.00
Line item narrative for PCTGP funds:			
16			\$0.00
Line item narrative for PCTGP funds:			
17			\$0.00
Line item narrative for PCTGP funds:			
18			\$0.00
Line item narrative for PCTGP funds:			
19			\$0.00
Line item narrative for PCTGP funds:			
20			\$0.00
Line item narrative for PCTGP funds:			
TOTAL PROJECT BUDGET	\$750,000.00	\$0.00	\$750,000.00

Pilot Community Tourism Grant Program Budget

YEAR 4 = \$500,000

Refer to PCTGP Guidelines for eligible and ineligible uses of funds.

	EXPENSES	PCTGP FUNDS	OTHER SOURCE FUNDS	TOTAL
1	Product Development - Catering/Warming kitchen Continuation of Catering/warming kitchen project at the Roosevelt Center.	\$300,000.00		\$300,000.00
2	Product Development - Ice Rink Coils Continuation of cooling coils project at Red Lodge ice rink.	\$125,000.00		\$125,000.00
3	Professional Consultant Professional Firm (hired in year one) will perform Project Director duties for lead agency and work with Steering Committee and community to develop a Tourism Development Plan for Red Lodge.	\$40,000.00		\$40,000.00
4	Meetings & Workshops - Venues Venue costs to accommodate all interested participants for meeting and workshop locations in community.	\$3,000.00		\$3,000.00
5	Light Refreshments Meeting and workshop refreshments	\$2,000.00		\$2,000.00
6	Travel Mileage for Steering Committee members to attend meetings and trainings as needed/ per deim costs (committee members, PCTGP liaison) - state rates apply	\$4,000.00		\$4,000.00
7	Grant Administration Grant management.	\$26,000.00		\$26,000.00
8	Line item narrative for PCTGP funds:			\$0.00
9	Line item narrative for PCTGP funds:			\$0.00
10	Line item narrative for PCTGP funds:			\$0.00
11	Line item narrative for PCTGP funds:			\$0.00
12	Line item narrative for PCTGP funds:			\$0.00
13	Line item narrative for PCTGP funds:			\$0.00
14	Line item narrative for PCTGP funds:			\$0.00
15	Line item narrative for PCTGP funds:			\$0.00
16	Line item narrative for PCTGP funds:			\$0.00
17	Line item narrative for PCTGP funds:			\$0.00
18	Line item narrative for PCTGP funds:			\$0.00
19	Line item narrative for PCTGP funds:			\$0.00
20	Line item narrative for PCTGP funds:			\$0.00
TOTAL PROJECT BUDGET		\$500,000.00	\$0.00	\$500,000.00

Pilot Community Tourism Grant Program Budget

YEAR 5 = \$250,000

Refer to PCTGP Guidelines for eligible and ineligible uses of funds.

EXPENSES	PCTGP FUNDS	OTHER SOURCE FUNDS	TOTAL
1 Product Development - Catering/Warming Kitchen Professional Firm (hired in year one) will perform Project Director duties for lead agency and work with Steering Committee and community to complete a Tourism Development Plan for Red Lodge.	\$170,000.00		\$170,000.00
2 Professional Consultant Professional Firm (hired in year one) will perform Project Director duties for lead agency and work with Steering Committee and community to complete a Tourism Development Plan for Red Lodge.	\$50,000.00		\$50,000.00
3 Meetings & Workshops - Venues Venue costs to accommodate all interested participants for meeting and workshop locations in community.	\$2,000.00		\$2,000.00
4 Light Refreshments Meeting and workshop refreshments	\$1,000.00		\$1,000.00
5 Travel Mileage for Steering Committee members to attend meetings as needed/ per deim costs (committee members, PCTGP liaison) - state rates apply	\$2,000.00		\$2,000.00
6 Tourism Development Plan Documents Completion of tourism development plan and produce final documents.	\$25,000.00		\$25,000.00
7 Line item narrative for PCTGP funds:			\$0.00
8 Line item narrative for PCTGP funds:			\$0.00
9 Line item narrative for PCTGP funds:			\$0.00
10 Line item narrative for PCTGP funds:			\$0.00
11 Line item narrative for PCTGP funds:			\$0.00
12 Line item narrative for PCTGP funds:			\$0.00
13 Line item narrative for PCTGP funds:			\$0.00
14 Line item narrative for PCTGP funds:			\$0.00
15 Line item narrative for PCTGP funds:			\$0.00
16 Line item narrative for PCTGP funds:			\$0.00
17 Line item narrative for PCTGP funds:			\$0.00
18 Line item narrative for PCTGP funds:			\$0.00
19 Line item narrative for PCTGP funds:			\$0.00
20 Line item narrative for PCTGP funds:			\$0.00
TOTAL PROJECT BUDGET	\$250,000.00	\$0.00	\$250,000.00

ATTACHMENT C

Steering Committee Members Form

Pilot Community Tourism Grant Program

Steering Committee Members Form

The PCTGP requires a community to demonstrate a readiness to proceed and demonstrate community commitment with 5-years of funding beginning after notice of award.

By providing a list of steering committee members, the applicant is attesting to and demonstrating that this diverse group of stakeholders and key participants will implement the program and utilize the PCTGP funds as a catalyst for destination development and management activities. This committee agrees to make a significant and long-term commitment to leadership and participation and is prepared and aligned on making tourism a shared, community-wide objective.

Key roles to identify:

- Lead organization/fiscal organization
- Local convenor

Key roles to consider:

- Grant manager
- Lead steering committee member
- Steering committee meeting facilitator
- Local government official
- Legal counsel

Please provide the following information for each steering committee member:

1. First and last name
2. Title and organization outside of the steering committee
3. Role within the steering committee
4. Email address
5. Phone number

6. In 1-3 sentences, each steering committee member must provide their commitment to the project.

1.	<ol style="list-style-type: none"> 1. Kathleen Healy 2. Roosevelt Center Director, Red Lodge Area Community Foundation 3. Lead Organization/fiscal organization 4. kat@rlacf.org 5. (406) 546-0729 6. As the Director of the Roosevelt Center, a project of the Red Lodge Area Community Foundation, I will represent the Lead Organization/ Fiscal Organization for the Steering Committee. Through my experience serving on the boards of Yellowstone Public Radio, Yellowstone Art Museum Auction Committee, and Alberta Bair Theater Programming Committee, I will provide skills in meeting facilitation, expertise in large group gatherings and connections to stakeholders. I will contribute my marketing background with the Red Ants Pants Festival and mentorship for the inaugural Girls Leadership Program through the Red Ants Pants Foundation to provide leadership for the length of the project. I will also represent the 60+ NPOs impacted by tourism in our region and bring their contributions to the project forward.
2.	<ol style="list-style-type: none"> 1. Maryvette Labrie 2. Grant Manager, Red Lodge Area Community Foundation 3. Grant Manager 4. maryvette@rlacf.org 5. (406) 425-1663 6. I will serve as the Grant Manager for the Steering Committee. My experience as a Certified Grant Writer, Grant Manager, and NPO Accountant will provide the oversight necessary for a successful project. For over 24 years I have served on state and local NPO boards benefiting the Red Lodge community. I represented Red Lodge as a city council member for 9 ½ years, including 2 years as council President. I also bring my personal knowledge and experience in outdoor recreation as a former EMT, Wilderness First Responder, and as an outdoor enthusiast. I am dedicated to serving on this committee for the full five years and look forward to enriching Red Lodge's tourist contributions to the region.
3.	<ol style="list-style-type: none"> 1. Sherry Weamer 2. Executive Director, Red Lodge Area Chamber of Commerce DMO 3. Local Convenor 4. director@redlodgechamber.org 5. (406) 446-1718 6. I am honored to be part of the team and one of the members of the Steering Committee. As the Executive Director for the Red Lodge Area Chamber of


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	<p>Commerce/VIC and a Destination Marketing Organization, I will serve as Local Convener. I was entered into the Congressional Record in 2023 in recognition of my dedication to the community, and I am contributing my 30+ years of experience in leading efforts to making Red Lodge a top-notch destination community in Montana. I am fully committed to participating in the project for the full five years and beyond.</p>
4.	<ol style="list-style-type: none"> 1. Tom Kuntz 2. CEO, Red Lodge Hospitality 3. Lead Steering Committee Member 4. tom@redlodgerestaurants.com 5. (406) 425-2071 6. I will serve as the Lead Steering Committee member and contribute my vast experience in leading and serving on numerous city boards and committees for over 30 years in Red Lodge and Carbon County. I am CEO of Red Lodge Hospitality with five restaurants and a historic hotel in the downtown historic commercial district that include Bogart's, Red Lodge Pizza Company, Natali's Front Bar, Carbon County Steakhouse, Marli's, and the Pollard hotel. I am the Fire Chief (20+ years) and an active member of the Business Alliance. Through my business and volunteer work, I have a pulse on what we need in this community to increase tourism in a way that will help businesses shift from seasonal employees to full time, year-round workers.
5.	<ol style="list-style-type: none"> 1. David Westwood 2. Mayor, City of Red Lodge 3. Local Government official 4. mayor@cityofredlodge.com 5. (406) 446-1606 6. As Mayor of Red Lodge, I will serve as the committees' Local Government Official ensuring the City's guiding documents are incorporated into the tourism short- and long-range planning and act as the conduit guiding city involvement through the project in a timely fashion. Prior community involvement serving as a city council member and on the city Planning Board brings additional insight into the economic needs. My background as a facilitator, instructor and professional problem solver will give support to facilitating collaboration and incorporating diverse ideas to complete an actionable plan.
6.	<ol style="list-style-type: none"> 1. Tyson Bednarz 2. Director of Resort Services, Red Lodge Mountain Resorts 3. Steering Committee Member 4. dors@redlodgemountain.com 5. 406-425-5575 6. As Director of Resort Services at Red Lodge Mountain, I bring a wealth of experience in managing diverse tourism operations, including year-round recreational activities, which can help the committee strategize and implement effective tourism development plans. My understanding of regional tourism trends and visitor needs, combined with a proven track record in fostering community partnerships, positions me to offer valuable insights and practical solutions. With a strong commitment to collaboration and community growth, I can act as a bridge between the committee


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	and regional stakeholders, ensuring alignment and driving initiatives that enhance our area's tourism potential.
7.	<ol style="list-style-type: none"> 1. Jennifer Drinkwalter 2. Roosevelt Center Events Manager, Red Lodge Area Community Foundation 3. Steering Committee Meeting Facilitator 4. jennifer@rlacf.org 5. 406-425-0480 6. As Event Manager of the Roosevelt Center, I bring experience in managing events and operations which contribute to tourism. I have an expansive background in hosting events throughout the region with a strong commitment to the Red Lodge community. In addition, I can assist the committee in connecting community stakeholders with the experience I have in working with multiple local organizations.
8.	<ol style="list-style-type: none"> 1. Nick Gaddy 2. Executive Director, Beartooth Trails 3. Steering Committee Member 4. beartoothtrails@gmail.com 5. 406-425-2774 6. I bring experience to the Tourism Pilot Grant Steering Committee as the Director of Beartooth Trails, as a member of the Red Lodge Area Chamber of Commerce Board of Directors, and as an expert climber and outdoor enthusiast. My contributions include extensive knowledge of the Beartooth Mountain range and the trail systems that attract tourists to Red Lodge. As a passionate advocate of Red Lodge, and its trail system, I have presented at large public meetings and will utilize my skills in grant writing and project management.
9.	<ol style="list-style-type: none"> 1. Raymond G. Kuntz 2. Attorney at Law 3. Legal Counsel 4. ray@redlodgelaw.com 5. 406-446-3725 6. I will serve as legal counsel to the Steering Committee. My experience includes practicing law in the counties of Montana's Twenty-Second Judicial District since 1997, having served as Carbon County Justice of the Peace Pro-Tem from 2003 to 2010. I currently serve as the Bridger City Attorney in Carbon County and provide volunteer service as counsel to Rural Fire District Seven and the Red Lodge Ambulance District. I volunteer for the Learn to Skate/Learn to Play Hockey program and am a past President of the Board of the Red Lodge Boys and Girls Club for four years. I am dedicated to serving the state and the local community.
10.	<ol style="list-style-type: none"> 1. Kendall Ard 2. Grant Writer, Red Lodge Area Community Foundation 3. Lead Organization 4. kendall@rlacf.org 5. 406-446-2820 6. I will serve on the Steering Committee as a representative of the Lead Organization, the Red Lodge Area Community Foundation, contributing skills in

	<p>project management, timeline and logic model development, and reporting requirements. Additionally, I will serve to represent the younger demographics when discussing tourism enhancement needs and will contribute my professional background in environmental science and volunteerism in backcountry trail maintenance to support sustainable ecotourism in Red Lodge.</p>
11.	<ol style="list-style-type: none"> 1. Andrew Christianson 2. Owner/Operator, Yodeler Motel 3. Steering Committee Member 4. operations@yodelermotel.com 5. 605-431-5507 6. As a new business owner of a historic motel, I bring my experience in project management, data and financial analytics, strategic planning and financial modeling to the project. I will be a Steering Committee member dedicated to participating in the tourism improvement project and will contribute my skills in creative problem solving to assess roadblocks, identify challenges, and find equitable solutions. My commitment to making Red Lodge a first-class tourist destination comes from my passion for the outdoors and Yellowstone region.
12.	<ol style="list-style-type: none"> 1. Hanna Kohley 2. Marketing Coordinator, Red Lodge Hospitality 3. Steering Committee Member 4. marketing@redlodgehospitality.com 5. 406-426-8212 6. I will serve as the Red Lodge Tourism Business Improvement District representative to the Steering Committee. Having grown up in Red Lodge with strong family ties to the community, I have a deep connection to the region and its future. I am the TBID president and as the marketing coordinator for Red Lodge Hospitality, I represent much of the town's tourism-based industry. I also serve on the Chamber Board and volunteer with various local organizations. I'm excited to bring my expertise and community insight to help build tourism so that it will benefit Red Lodge for years to come.

Add additional rows as needed for additional steering committee members.

ATTACHMENT D
Letters of Support



December 30, 2024

Montana Department of Commerce
Destination MT Division
301 S. Park Ave.
PO Box 200501
Helena, MT 59620-0501

RE: Pilot Community Tourism Grant Program

Dear Grant Review Committee,

The Red Lodge Area Chamber of Commerce/DMO expresses our full support and participation in the Red Lodge Tourism Development Project. The Red Lodge Area Chamber of Commerce/DMO and Red Lodge Area Community Foundation have a long history of collaboration and success unifying the community through many projects beneficial to the betterment of Red Lodge, including the Wayfinding Plan, Red Lodge Branding, and was instrumental in Red Lodge's designation as an affiliate member of Montana Main Street Program. Connecting to the community vision, this project will provide a viable plan on how to support the economic goals of the local businesses, meet the needs of the community members, and ensure that tourism remains a main focus. We are excited and ready to develop our existing assets by investing in significant improvements like a main trailhead near out downtown, new public restrooms and updates to the Visitor Center, and adding a catering kitchen and upgraded bathrooms at the Roosevelt Center to attract larger conferences.

Our proximity to Yellowstone National Park's northeast entrance attracts visitors from around the globe and the readily accessible outdoor activities in the Custer Gallatin National Forest contribute to Red Lodge's brand "Base camp to the Beartooths" with over 130,000 tourists stopping in Red Lodge on their way to and from Yellowstone National Park each year. The large variety of tourism assets such as the Red Lodge Area Chamber of Commerce Visitor's Center, Carbon County Museum including the Jerimiah Johnson cabin at the visitor's center, the Self-Guided Walking Tour of Red Lodge, the Beartooth All-American Highway, the Buses of Yellowstone, Pollard Hotel, Roman Theater, Historic Downtown Commercial District, Home of Champions Rodeo, Carbon County Arts Guild, Red Lodge Carnegie Library, and many assets within a short driving distance regularly engage visitors to our rural community.

The Steering Committee members have demonstrated commitment to improving the economic health of the Red Lodge community through their investment in and connections to the businesses and organizations that engage both local residents and visitors, encouraging them to also experience all of the unique shops, lodging facilities, and dining opportunities located in our historic downtown business district and the greater outdoors that encompasses Red Lodge.

The Red Lodge Area Chamber of Commerce/DMO is committed to supporting the economic goals of Red Lodge and focuses on the important benefits of tourism in our area. We are pleased to partner on this project, as we continue to welcome visitors and guests to our vibrant, historic town. Thank you for your consideration of this worthy project.

With gratitude,

Sherry Weamer, Executive Director
Red Lodge Area Chamber of Commerce/DMO



December 2, 2024

Montana Department of Tourism
301 South Park Avenue
POB 200505
Helena, MT 59620

Re: Pilot Community Tourism Grant Program – Red Lodge

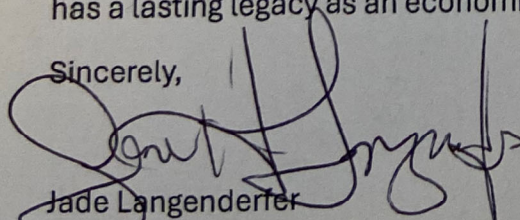
Dear Grant Reviewer,

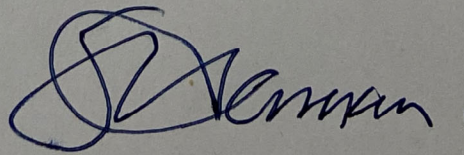
The Red Lodge Business Alliance strongly supports the \$2.75M Red Lodge Tourism Development Project application to the Pilot Tourism Grant Program. This project will further the mission of the Alliance to unite our community through strategic marketing, open communication, and discussion and passion for our area. The Alliance, with a current membership of 76 local business owners, was formed in 2010 to strengthen downtown businesses and address Red Lodge's economic transformation into tourism. The Alliance believes Red Lodge is ready for this opportunity and has extensive experience from previous community driven projects to successfully complete this multi-year project. This project has the potential to meet the current needs of visitors, increase visitation of large groups, and develop a robust plan to continually engage visitors with tourism assets near Red Lodge. The economic benefit through job creation and retention, larger group engagement, and improved services will support small business owners in Red Lodge and throughout Carbon County. Improving the existing assets and bringing awareness to their existence during the shoulder seasons will mean business owners could provide consistent year-round hours for their staff, hire additional staff, and expand their businesses.

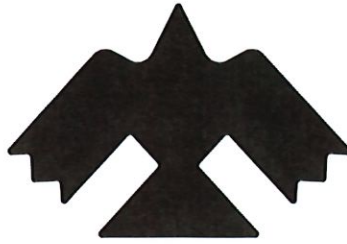
As business owners operating in Red Lodge for the past twenty years, we have personal experience with the growth of tourism and the strain it can place on our community. Our shoulder seasons in the fall and spring are shrinking across Carbon County while our business hours have expanded. The changing economic drivers from agriculture to tourism-based present new challenges to meet the needs of the visitors. Public facilities, directional and informational signage, and improvements to the current tourism assets are necessary to provide the Montana experience tourists are looking for in our region. And Red Lodge is growing. Its location is attractive to young families and retirees whose interests align with our tourism assets. Increased use of the current assets without improvements has diminished their community significance.

With this opportunity, Red Lodge will have the ability to make a significant investment in the existing tourism assets and have a plan to address future development for tourism so that the community has a lasting legacy as an economic driver for Montana.

Sincerely,


Jade Langenderfer
President, Red Lodge Business Alliance
Owner, AAA Red Lodge Rentals, LLC


Steve Haman
Vice President, Red Lodge Business Alliance
Owner, Babcock & Miles



RED LODGE MOUNTAIN

11/20/2024

Dear Grant Review Committee,

On behalf of Red Lodge Mountain (RLM), I am pleased to provide this letter of support for the Red Lodge Pilot Community Tourism Grant application. As a key partner in this endeavor, RLM fully endorses the proposed initiatives outlined in the application and is committed to collaborating with community stakeholders to enhance tourism opportunities in our region.

The application effectively identifies a broad network of partnerships and stakeholders, including RLM, which are vital to its success. By engaging local businesses, municipal organizations, and regional tourism experts, the plan demonstrates a well-rounded approach to fostering collaboration and creating synergy within the community. RLM will actively participate by leveraging our expertise in mountain operations, tourism infrastructure, and guest services to help achieve the program's goals.

This grant program aligns perfectly with RLM's mission to serve as a year-round recreational hub and contribute to the economic vibrancy of the region. The proposed enhancements to winter tourism assets, as well as the development of unique visitor experiences, will support efforts to diversify our offerings and attract a broader audience. Furthermore, the application thoughtfully considers strategies to build resilience by strengthening the community's position as a desirable winter destination, even in the face of external challenges.

RLM is proud to partner with the Red Lodge Area Community Foundation in this initiative, not only because of the economic benefits it promises but also due to its potential to foster community pride and engagement. This grant will provide the necessary support to execute a shared vision that benefits residents and visitors alike.

In closing, I strongly encourage your consideration of this application. RLM stands ready to collaborate and provide resources to ensure the project's success. Together, we can enhance our region's appeal, diversify its tourism assets, and elevate its standing as a winter destination across the state and beyond.

Thank you for the opportunity to support this transformative initiative.

Sincerely,

Tyson Bednarz
Director of Resort Services
Red Lodge Mountain