



Assessment Findings and Suggestions Report

Garfield County • Jordan, Montana

November 2024

 Destination Development
Association



Destination Assessment

INTRODUCTION

In November of 2024, a Destination Assessment of Jordan and Garfield County, Montana was conducted, and the findings were presented in a two-hour workshop. The assessment provides an unbiased overview of the county—how it is seen by a visitor. It includes a review of local marketing efforts, signage, attractions, critical mass, retail mix, ease of getting around, customer service, visitor amenities such as parking and public restrooms, overall appeal, and the community’s ability to attract overnight visitors.

In performing the Destination Assessment, the Destination Development Association (DDA) team looked at the area through the eyes of a first-time visitor. No prior research was facilitated, and no community representatives were contacted except to set up the project’s public presentation. The town and surrounding area were “secretly shopped.” Any person looking to relocate their business, industry, or residence will first come to your community as a visitor. Tourism is the front door to all your economic development efforts.

Once potential visitors find information about your area, are the marketing materials, websites and social media channels good enough to close the sale? In the Marketing Assessment, we reviewed your local websites and printed marketing materials.

A typical community has five opportunities to close the sale:

- 1) Personal contact (visitor information centers, trade shows, etc.)
- 2) Websites
- 3) Brochures and printed materials
- 4) Publicity (articles), social media
- 5) Word of mouth—the most effective means

We searched the internet for activities, requested and reviewed printed materials, and looked for articles and third-party information. As we prepared for travel to your community, we searched both commercial and organizational websites promoting the area, tourism websites, peer review sites such as TripAdvisor and Google reviews.

The marketing assessment determined how effective the marketing was in convincing a potential visitor that the area would be worth a special trip, a stop, or an overnight stay. The key to the marketing assessment is to see if you have a primary lure that makes you worth a special trip of a one-hour drive, or from further away. The question on most visitors’ minds is: What do you have that I can’t get closer to home? What makes you worth a special trip?

Where most communities falter is when they merely provide “lists” of what the community has, whether it’s truly “unique” or not. Nearly every community in North America promotes the usual list of diversions: local museums, shops and restaurants, lodging, golf, outdoor recreation, historic downtowns, scenic vistas, etc. Of course, nearly every visitor can do these things closer to home. So, what makes Jordan and Garfield County worth the trip?

Always promote your primary lure first—what

makes you worth that special trip. THEN, promote your diversionary, or “complementary” activities.

Would you go to Anaheim, California, if Disneyland wasn’t there? Do you think that Universal Studios and Knotts Berry Farm mind that Disneyland gets all the glory? Of course not. Eighty percent of all tourism spending is with those secondary activities. Disney does the heavy lifting in terms of advertising and promotion, and the diversionary activities benefit as well.

In a nutshell, the marketing assessment looks for what makes your community worth a special trip, or a great place to live, or to do business. We look for details, details, details. Do you give a reason for visiting, and do you provide enough information to make it easy to plan a trip? Are the marketing materials good enough to close the sale?

The second part of the assessment process is the On-site Assessment. During this part of the assessment, we spent several days in the county, looking at enticements from the highways (signs, billboards, something that would get a visitor to stop), beautification and overall curb appeal, wayfinding (ease of getting around), visitor amenities (public washrooms, visitor information, parking), activities, overall appeal, retail mix (lodging, dining, shopping), critical mass, customer service, area attractions, pedestrian friendliness, gathering spaces, evening activities, and the availability of marketing materials and their effectiveness.

The area benefits from tourism when visitors spend money, and they do that in the local gift shops, restaurants, hotels, etc. Therefore, the On-

site Assessment includes a candid look at private businesses as much as public spaces and amenities.

For every shortcoming or challenge we note during the assessment process, we provide a low-cost “suggestion,” where possible, on how the challenge can be corrected or overcome. The suggestions are not termed “recommendations,” as they were developed without consulting the community first about possible constraints, future plans, or reasons why the suggestions may not be appropriate. Hopefully this assessment process will open dialogue within the community, leading stakeholder organizations to adopt some or all of the suggestions, taking them from suggestions to recommendations.

It’s important to note that to increase the town’s and county’s tourism industry, fulfilling one or two of the suggestions may have little impact, but implementing a number of them, if not all, can have a profoundly successful impact on the town’s ability to tap into the tourism industry.

Implementation of these suggestions must be a region-wide effort, involving both privately owned businesses as well as local, county, and state agencies, where appropriate. Every local organization plays a role in tourism, downtown revitalization, or economic development efforts. A Destination Marketing Organization (DMO, CVB, Chamber, TPA, etc.) will not be successful if the tourism effort is not region-wide.

In many cases, issues may come up that you are already aware of and are already working on. In that case, the assessment validates those efforts.



But more often than not, the assessment will point out things that you are aware of but can't mention or bring up without paying a political price. Local politics can be a killer of the tourism industry.

While marketing efforts are important, product development is the most important factor of a successful tourism industry. Visitors want activities, not just things to look at. How much time can a visitor spend enjoying activities—that cater to their interests—in your area? Does your community have truly unique attractions the visitor can't get closer to home? You must be able to deliver on your marketing promises, otherwise visitors might come once, but they won't come back. It's much more cost effective to bring people back, than to always go out and entice new visitors into town. "Been there, done that" communities eventually run out of visitors and find they don't have a sustainable tourism industry, or they simply become pit stops or gateways on the way to somewhere else.

After spending several days reviewing marketing materials and assessing the community, we have looked at all of these issues, and have developed some suggestions and ideas the community can discuss and possibly implement to help increase tourism spending locally.

SUCCESSFUL TOURISM TRANSLATES TO CASH

Tourism is successful when the community imports more cash than it exports. When residents spend their hard-earned money outside the community, the community is exporting cash—often referred to as "leakage." Tourism helps fill that gap, importing cash into the local economy without the necessity of having to provide extended

social and other services. Visitors come, spend money, then go home. When you import more cash than you export, you have a positive "balance of trade." Communities with successful tourism programs easily see that the industry subsidizes the community, whereas other communities find that they subsidize visitors—providing services visitors use without them leaving enough money behind to cover the cost of those services.

The primary goal of the tourism industry is to bring more cash into the local economy. This doesn't happen when visitors come into the community, get out of their cars, and take photographs. And it doesn't happen when visitors go swimming in the lake at your park all day, sunning, and eating the lunch they brought from home. And it doesn't happen when visitors hike down your trails, enjoy your interpretive centers, or stroll through your lovely arboretums. These are all great things to do, and, of course, you do want your visitors to do these—but, you also want to entice them into your shops, your cafes, espresso stands, restaurants, galleries, B&B's, and hotels, ultimately opening their wallets to make purchases. That is what helps your local economy, your small merchants, your hoteliers, and your tax coffers.

To entice visitors to spend money in your community, you need to have places for them to spend it—you need to have the right mix of shops, restaurants, entertainment, and lodging facilities, all in an attractive setting, as well as attractions that make them want to visit you in the first place.



THE THREE TYPES OF TOURISM

1. Visiting friends and family

The number one reason people travel is to visit friends and/or family. If you did nothing to promote tourism, you would still have tourism in your community. However, when friends and family come to visit, do your residents take them out to eat, shop, dine locally? Or do they head to a neighboring community? Do your locals even know what you have to offer? An effective tourism marketing effort also includes educating locals as to what you have and how to find it through effective wayfinding signage, gateways and advertising.

2. Business travel

The second most popular reason for travel is business. Included in this category is educational travel: colleges and universities, as well as conventions and meetings, corporate travel, vendor travel, etc. Like leisure travelers, this group is looking for things to do “after hours” while in the area. The most successful convention and trade show towns are the result of their secondary activities or “diversions,” not simply because of their convention and exhibition facilities. Think Disneyworld, Disneyland, San Antonio’s River Walk, Banff, to name a few.

3. Leisure travel

The third, and most lucrative of all types of visitors, is the leisure traveler. They have no personal connections to the community, but are coming purely to enjoy themselves. They stay in commercial lodging establishments, eat virtually all their meals in local restaurants, and their top diversionary

activity is shopping and dining in a pedestrian-friendly setting.

The average leisure visitor is active 14 hours a day, yet typically only spends four to six hours with the primary lure. They then spend eight to ten hours with diversionary activities—things they could do closer to home, but will do while in the area. A good example of this is Branson, Missouri, the “live music-theater capital of the world.” This town of 6,500 residents hosts 7.5 million visitors a year. The primary “lure” is the 49 music theaters. The average visitor attends two shows a day over about





four hours. During the other hours of the day, the visitor will shop in local outlet malls, head to the water parks, theme parks, and other attractions, play a round of golf, hike, bike, fish, do some bird watching, and participate in any number of other activities they could do closer to home, but will do while visiting Branson.

THE THREE STAGES OF TOURISM

1. Status quo

If you take no action to develop the tourism industry, you will still have an element of tourism, simply because some travelers will pull off local highways or freeways for gas, food, or lodging, as well as the fact that the number one reason for travel is to visit friends or family. If you have residents, you will have some tourism.

2. Getting people to stop

The first priority of developing a successful tourism industry is getting people to stop. Imagine how successful businesses in the community would be if just 50% of the vehicles traveling through pulled off the highway and spent just 30 minutes in your community—buying gas, an ice cream cone, a sandwich, a gift or souvenir?

If there's a strong pull, imagine the money spent if visitors stayed two hours in the community, which nearly always translates to additional spending.

The first goal is to get those travelers to stop.

3. Becoming the destination

To become a destination community you must have attractions and supporting amenities that convince visitors to spend the night. And those attractions

must be different from what the visitor can get closer to home.

Overnight visitors spend four times that of day visitors, and nearly ten times that of visitors using your community as a pit stop on the way to somewhere else.

THE FOUR-TIMES RULE

Visitors will make a point of stopping or staying in a community if it has enough activities that appeal specifically to them and will keep them busy four times longer than it took them to get there.

In other words, if a person has to drive 15 minutes to visit you, do you have enough for them to do to keep them busy for an hour? (4 times 15 minutes) If a visitor has to drive an hour, do you have the activities and amenities to keep them busy for four hours?

The more you have to offer, collectively, the further visitors will come, and the longer they will stay, and of course, the more they will spend. This is why it is so important for communities to market more than just their immediate geographic areas. By marketing neighboring activities and attractions, you present much more for a visitor to do, and you make the visit worth the trip.

Visitors don't care about city limits or county lines – so market the broader package and you'll be able to keep people in the area long enough to translate to another meal, some more shopping, and hopefully, an overnight stay.

SELL THE EXPERIENCE, NOT GEOGRAPHY

Nearly every destination marketing organization is charged with promoting a geographic area, yet visitors couldn't care less about those boundaries. They are looking for activities that cater to their interests, and location is second to the experience. ALWAYS promote the primary lure first, then the location. People by the millions head to Disneyland, Disneyworld, Dollywood and other attractions. They are not going to Anaheim, Orlando or Pigeon Forge.

Always sell the activity - the experience - THEN the location.

LURES, DIVERSIONS AND AMBIANCE

Too often communities promote the list of diversions that nearly every community has. The primary lure is the activity that a visitor can't find closer to home.

Always promote your primary lure, then the diversions. Do not try to be all things to all people. Have you ever gone anywhere because they had "something for everyone?" Of course not—you go there because they have something specific for you. Find your niche and promote it like crazy.

Historic downtowns provide ambiance—they are not attractions, diversions, nor are they a primary lure. It's what's in the buildings that makes a downtown a destination.

The same can be said for scenery. Unless your vista is a world-class scene, such as Niagara Falls or the Grand Canyon, scenic vistas create wonderful ambiance, but don't translate to spending, and they only last a few minutes. Then what?

All too often communities promote their heritage as a primary draw. How far would you travel to visit a mining museum? A timber museum? An agricultural center? A county historical museum? Heritage must be outstanding and pervasive throughout the community to be a primary lure, such as Plimoth Plantation or Salem, Massachusetts.

Thousands of communities are the "capital" of something. For instance, in California, Borrego Springs is the grapefruit capital of the world. Gilroy is the garlic capital. Modesto is the tomato capital. Gridley is the kiwi capital. Oxnard is the strawberry capital. Fallbrook is the avocado capital. But here's the question: Have you ever gone anywhere because it was the capital of a fruit or vegetable?

Your local heritage is important to the community and can set the ambiance, even becoming a diversionary activity. For local heritage to be a major attraction, it needs to combine activities with ambiance, and it needs to be pervasive throughout the area.

BE DIFFERENT OR THE BEST

Why should a visitor come to your community if they can enjoy the same activities closer to home? Too many communities promote "outdoor recreation" as their primary draw. Unfortunately, that is the same attraction promoted by nearly every community in North America.

If you are different, then you have a reason for travelers to choose to visit you. If you are the best, then visitors will generally flock to your doors.

If you have great hiking trails, then market their unique qualities. Be specific and paint the image





of how wonderful they are in the minds of your potential visitors. If you have one fantastic restaurant in town, let people know about it – a unique dining experience is something many people will travel far to enjoy.

Ashland, Oregon, previously a depressed timber town, began its Shakespeare Festival, which now runs nine months of the year and draws hundreds of thousands of visitors who spend an average of six nights in the community. The Shakespeare Festival made Ashland different from any other community.

Leavenworth, Washington, another dying timber town, adopted a Bavarian architectural theme and produces dozens of Bavarian events every year. Some now say the town looks more genuinely Bavarian than towns in Bavaria. It is now one of the primary tourist destinations in Washington state, hosting more than 2.5 million visitors annually. They offer a different experience, an experience that is pervasive throughout town.

Okanogan County, Washington is an outdoor recreational paradise—just like 37 of the 38 other counties in Washington. So why go to the Okanogan? Because they are the best. They researched guidebooks, newspaper and magazine articles, and pulled quotes they could use in their advertising efforts. Like, “Pinch yourself, you’re in Okanogan Country with perhaps the best cross country skiing on the continent.” This, and other quotes like it, make it worth the drive to visit Okanogan Country. The third-party endorsements show that they are the best.

Set yourself apart from everyone else, and you’ll see that by being unique, you’ll be a greater attraction.



CRITICAL MASS MEANS CASH

Although it may not be the primary reason why visitors come to your community, shopping and dining in a pedestrian setting is the number one activity of visitors. Besides lodging, it is also how visitors spend the most amount of money.

Do you have a pedestrian-friendly shopping district? If not, can you create one? Many communities have been highly successful with the development of a two or three block long pedestrian “village” including visitor-oriented retail shops, dining, visitor information, washrooms, etc., all in an attractive, landscaped setting.

The general rule of thumb in those two or three blocks (not spread out all over town) is 10+10+10: Ten destination retail shops, which includes galleries, antiques, collectibles, home accents and furnishings, artists in action, book stores, logo gear (clothing), souvenirs, outfitters, tour operators, activity shops such as kites, jewelry, wine or tobacco shops, and other specialties. The second ten is for food: ice cream, fudge and candy stores, soda fountains, sit-down dining, coffee shops, cafes, bistros, delis, etc. And the final ten are businesses open after 6:00 pm. This includes entertainment: bars, dance clubs, theaters (movies and performing arts), retail shops with activities (piano bar in a wine shop), etc.

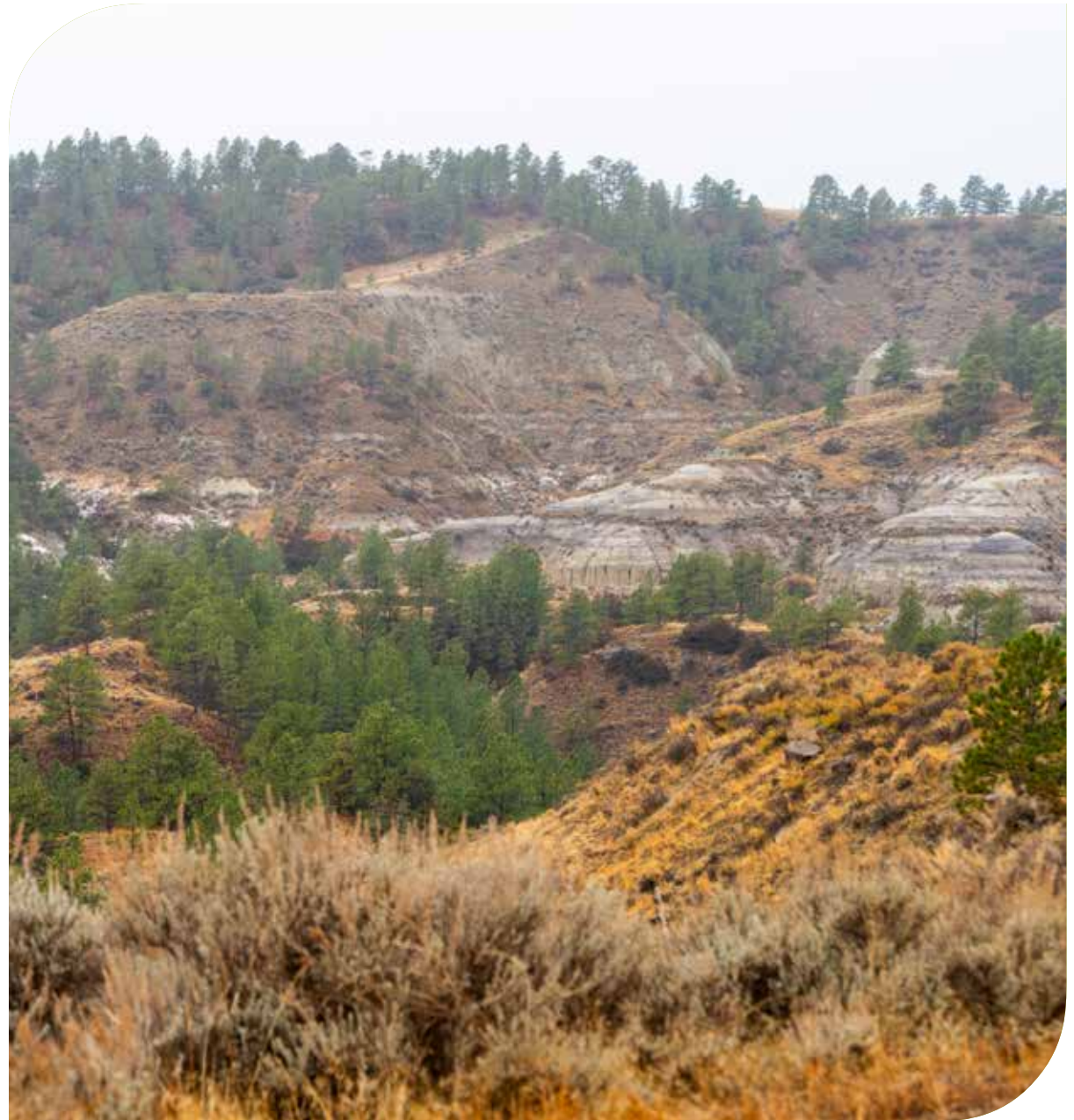
The important point is to group these businesses together to create the “critical mass” in a pedestrian-friendly setting. This will attract visitors as well as locals, and make it worth their while to stop and shop. People are always drawn to the critical

mass—the opportunity to have multiple choices, multiple experiences, all in a convenient and attractive setting.

TOURISM IS AN ECONOMIC DEVELOPMENT ACTIVITY

The goal of successful tourism is for people to come into the community, spend money, and go home. Tourism is one of the world's fastest growing industries, and supports millions of jobs. Ninety percent of tourism industry businesses are small businesses of which 90% have less than 15 employees. Tourism provides the opportunity for entrepreneurs to get started, for small family-run businesses to thrive, for artisans and craftspeople to find a market, and creates a basis for unique niche-retail environment including wineries, artists, crafts, etc. Tourism provides a diverse market within the community, expanding its potential. Enhancing the community through beautification efforts creates an attractive setting for both locals and visitors, key in revitalizing a community's downtown. And a tourism-friendly town will attract non-tourism industries faster than others—new businesses will see the community as a visitor before they make a final determination about the community. Tourism is the front door to your economic development efforts.

The benefits of a healthy tourism industry can rejuvenate a town, foster community pride, encourage economic diversity, and lead the way to a vital, successful community.



NEXT STEPS

The findings and suggestions in this report will provide many ideas, strategies, and goals to reach for. We hope that it fosters dialogue and becomes a springboard for the community in enhancing the tourism industry and other economic development efforts, leading to greater prosperity, rejuvenation, and enjoyment by all the citizens.

This report offers a first step in reaching that goal. To fully realize the benefits of this assessment, the community should take these findings and suggestions, discuss them and evaluate them, and develop a plan for implementation.

Developing a detailed plan would help to build on the results of this assessment, adding in-depth research, evaluation, and local input to develop a unique implementation program. The assessment process essentially provides a look at where you are today.

Your plan should be an “action plan” as opposed to a “strategic plan.” You want a to do list, by organization, not just general strategies, goals and objectives.

The recommendations should provide all the necessary steps for your town to be successful in attaining its goals of a more diverse economy with an enhanced tourism industry and to become more attractive and enjoyable for both visitors and citizens.

A good plan will provide a program to get local residents and the business community pulling together, building the town’s unique image in the minds of visitors and residents alike. The result of your efforts will be a prosperous, enjoyable environment in which to live, work, and visit.





Findings & Suggestions

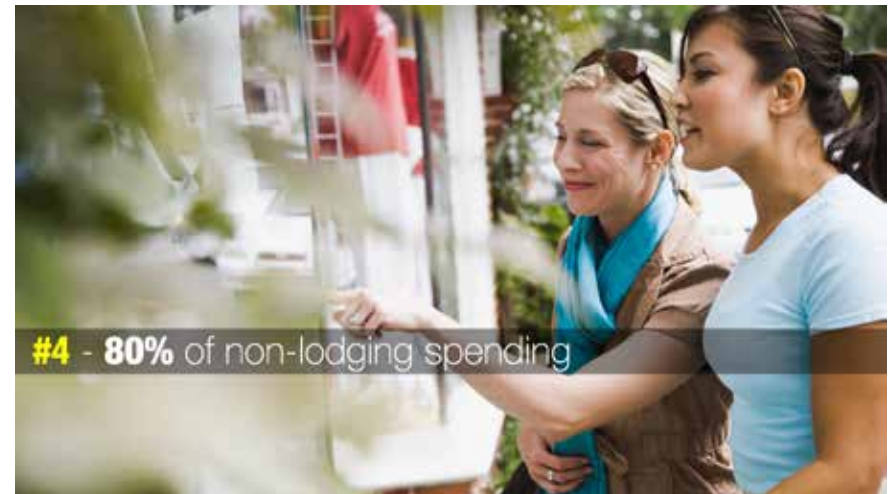


This assessment process has been an objective “secret-shopping” experience of Jordan and Garfield County, with the goal of discovering what else can be done to make the area an even better destination for visitors and locals.

To make this truly objective, we were given no “heads-up” advice about what to see, what to do, where to go, and what to look out for. This is an assessment of Jordan from a first-time visitor’s perspective, looking at it from the viewpoints of a visitor, a prospective investor, a prospective business owner, and a prospective resident of the area. The entire focus is to determine what else can be done to increase Jordan’s and Garfield County’s success.

We have performed more than 2,700 assessments across the U.S., across Canada, and in Europe.

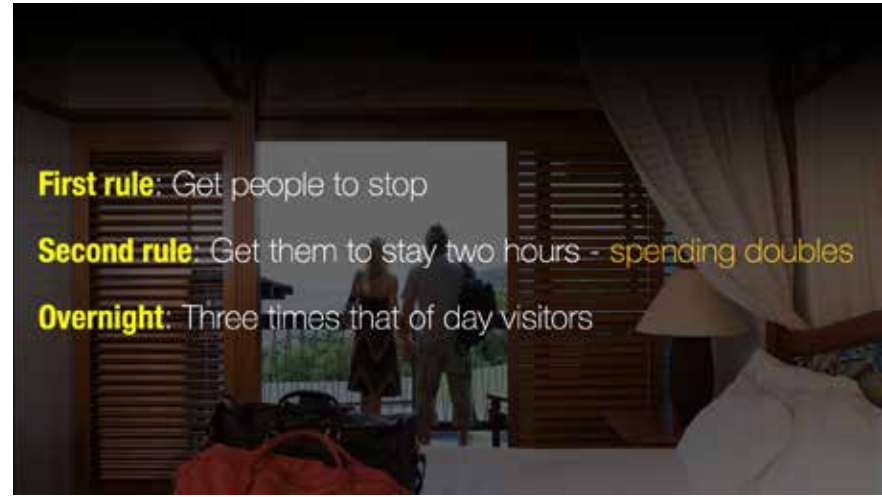
Our assessment process included reviewing the area’s marketing materials, plus looking at your online presence, reviews on TripAdvisor and other information sites, as well as performing the “secret-shopping” on-site assessment. We looked at signage and wayfinding (how easy was it to find your attractions and amenities?), appeal, critical mass, your attractions, amenities, customer service, and more. We have a list of 60 key elements we review.



Why is tourism important? Of course, tourism shouldn't be the only economic development effort you engage in. But tourism is the front door to your non-tourism economic development efforts (top left). If anyone comes to Garfield County to see about starting a business, investing, visiting friends and family, or as a potential new resident, they come as a visitor first.

We like visitors to come to our community because they come, they spend money, and they go home (top right). We don't need to spend additional money on social services to enjoy the benefits of their visit.

The top activity of visitors in the world--not the primary reason for their visit, but still their top activity--is shopping, dining, and entertainment in a pedestrian-friendly setting (bottom left). That is usually in a downtown. That is also where 80% of non-lodging visitor spending takes place. So it's important to have shops and restaurants that appeal to visitors--to get that spending.



Local retail shops and eateries/bars should be able to break even with local spending, and tourism should help make a profit (top left).

The different stages and goals of tourism:

- Get people to stop. If you can get people to stop, chances are they'll spend money in your community. Perhaps for a snack, to fill up with gas, or to buy a souvenir.
- Get people to stay at least two hours. People who spend at least two hours will usually spend at least twice as much as those who just stop. So give them

something to do so they'll stay in town longer, then they might need a meal, another snack, or do more shopping.

Overnight visitors spend at least three times that of day visitors, so if visitors have enough activities to want to spend the night, visitor spending increases dramatically.

We had to stay in Miles City because of availability of lodging, and our need for a large work space, so we drove up to Garfield County each day. We wanted to be sure to visit as many of your towns as possible, and we passed through Cohagen (bottom right), which looks like a very nice community.

Saw the fundraising event for this school while at the Hell Creek Bar. Awesome!



First up: The "Main Attraction" - Hell Creek State Park & Russell Wildlife Preserve



Well this could be interesting in the rain. But "only" 25-miles.



We saw the school in Cohagen (top left), which looks very nice. We also found the flyer for a fundraising event for the school in the Hell Creek Bar in Jordan, and we thought that was awesome. It's wonderful to see community involvement and pride.

As we came into Jordan, we saw this great interpretive sign about Indian Country (top right). It was very interesting, and we thought it was great to be able to stop and read about some of the history of the area.

First thing we wanted to check out was Hell Creek State Park and Russell Wildlife Preserve (bottom left). We knew it was quite a drive north of Jordan, but we didn't realize how difficult the muddy roads would be in the pouring rain that day! (bottom right)



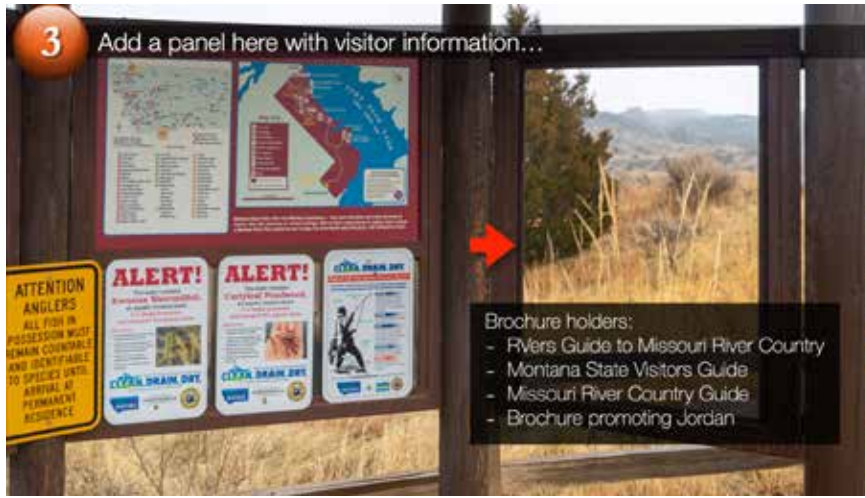
Even though it was pouring rain and the road was mud, we thought the drive out to Hell Creek State Park and the recreation area was beautiful.

Suggestion 1: If it makes sense, you could call this beautiful wilderness area "The Badlands of Missouri River Country" in your marketing efforts. It is a stunning area, and even though we wouldn't have been able to make it if we hadn't had four-wheel-drive, we enjoyed going out there.

Suggestion 2: A branding suggestion would be to call this area "Montana's best Outback hunting and fishing destination."

This visitor information kiosk (bottom right) had good information.

We thought this area must be amazing in the spring and summer months. It was beautiful even in the pouring rain. We suggest looking into the possibility of getting the road paved between Jordan and Hell Creek State Park. It would be very expensive, but it would definitely increase the number of visitors, and have a very positive economic impact on the county. If there were one big project for the state to undertake for the county, we think this would be the best.



Suggestion 3: The information kiosk was missing an entire panel (top left). This space could be filled in with local visitor information including brochures. You could have a brochure promoting places in Jordan, as well as an RVers guide (more about that later), a Montana State Visitors Guide, and a Missouri River Country Guide.

You could create a weather-proof brochure holder, perhaps like this one (top right) crafted by a local in North Platte, Nebraska. Or perhaps like this hand-made brochure holder (bottom left), or like this one (bottom right).

Doing this not only promotes local services and businesses, but it also provides helpful information for the visitors.

Wouldn't it be great if some of the RVers who come to stay at the state park bought a lot of their provisions in Jordan?



We saw several visitor information kiosks in the area (top left), and they were all very nice looking, and very informative. Well-done!

We started reading this interpretive sign (top right), which begins “with the utmost trepidation and horror,” and at first we thought they must be referring to our muddy drive out to the park! It’s actually about Lewis & Clark, and it’s a very good story. The sign could use some cleaning.

Suggestion 4: We saw this information display in the park (bottom left), and it also has a couple of empty panels--this would be another opportunity to

promote local businesses and have some brochure holders to distribute visitor information. It’s also a good opportunity to cross-promote other Montana state parks.

We were shocked to see that there were actually some people out in their boats during this cold, wet weather (bottom right). These must be hardy people!



5 A gorgeous state park and recreation area! Hope to visit in the summer!



6 Marketing: "Your provisioning headquarters to Hell Creek & Fort Peck Lake."

7 Small business idea?: A car wash in Jordan!

We saw the restaurant there (top left), and we were very glad to see that there is a restaurant all the way out at the state park, and that it was open in November!

The state park is gorgeous (top right), and we can see that it'll be even more beautiful in the summer. We hope we can come out and visit then!

We made it back over the muddy roads into Jordan. Suggestion 6: We went into the grocery store in town (bottom left), and we were very impressed by the variety of merchandise available. What a great store! We were also

impressed by the butcher there--the steaks in that store were some of the best-looking steaks we have ever seen. Consider marketing Jordan as "the provisioning headquarters to Hell Creek and Fort Peck Lake."

Suggestion 7: After driving through all the muddy streets, our truck looked just as muddy as so many of the other trucks in town (bottom right). We really wished there was a car wash. Is that a business opportunity for an enterprising local?



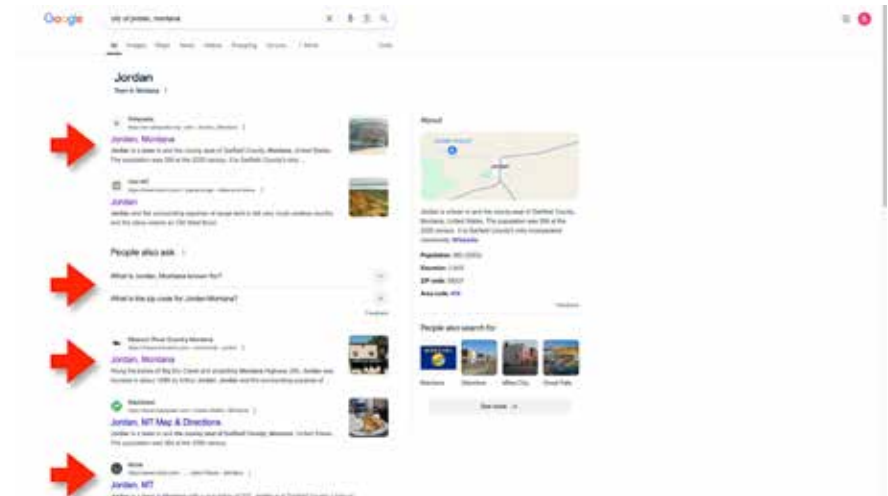
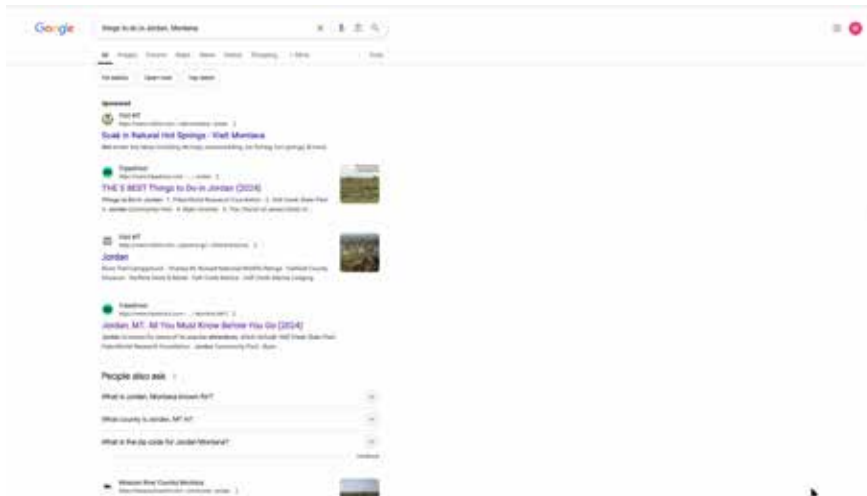
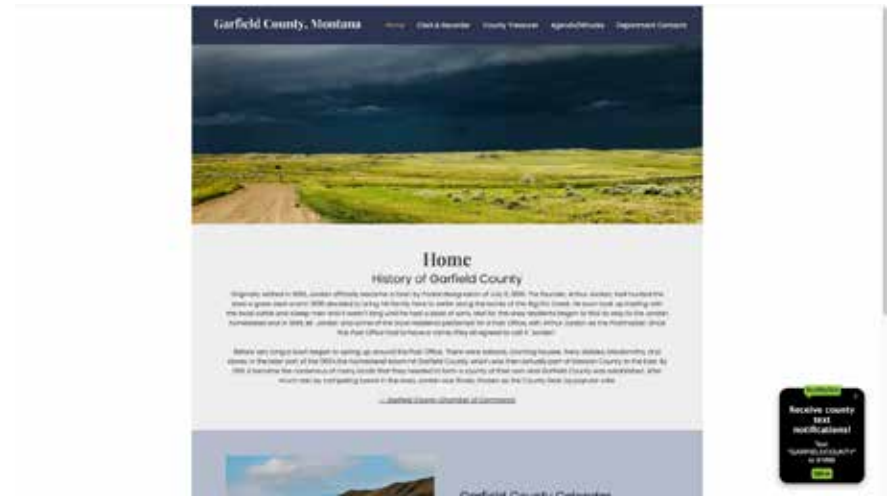
We also visited the hardware store (top left), and it was great. The salesperson was very helpful. There weren't as many hunting and fishing supplies as I would have expected, but the salesperson suggested we try Bait Boys.

Suggestion 8: We went over to Bait Boys (top right), but we weren't sure if they were open. We would suggest that they provide better signage to let people know if they are open to the public and what their hours of operation are.

For lunch, we went to Ranchers Bar & Cafe (bottom left and right), and the food and service were great. They were very busy with a lot of hunters.

The first thing I asked for was a glass of water, and the server told me that I did not want to drink their water at all. Then we remembered seeing all the huge water bottles in the grocery store, so we knew that the local drinking water wasn't good for drinking.

If people are considering moving to Jordan, and then learn that the water isn't good to drink, that could influence their decision. We're not sure what the issue is with the local water, but ensuring good drinking water should be a high priority, if possible.



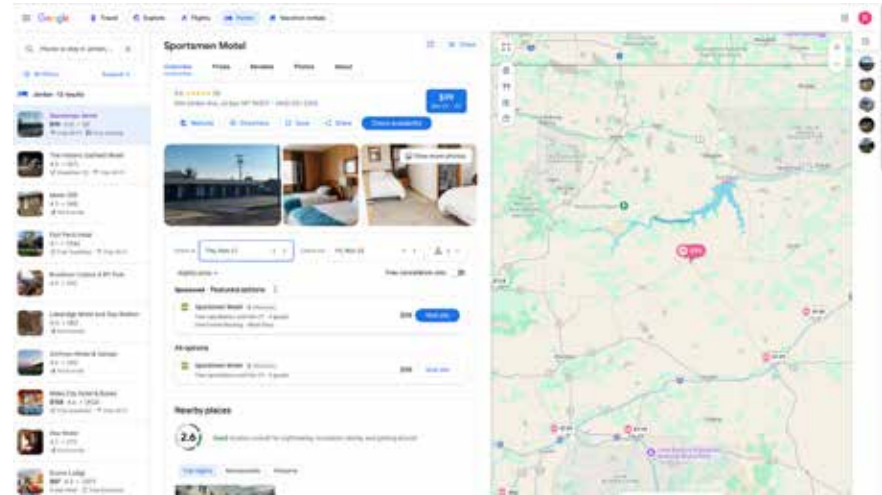
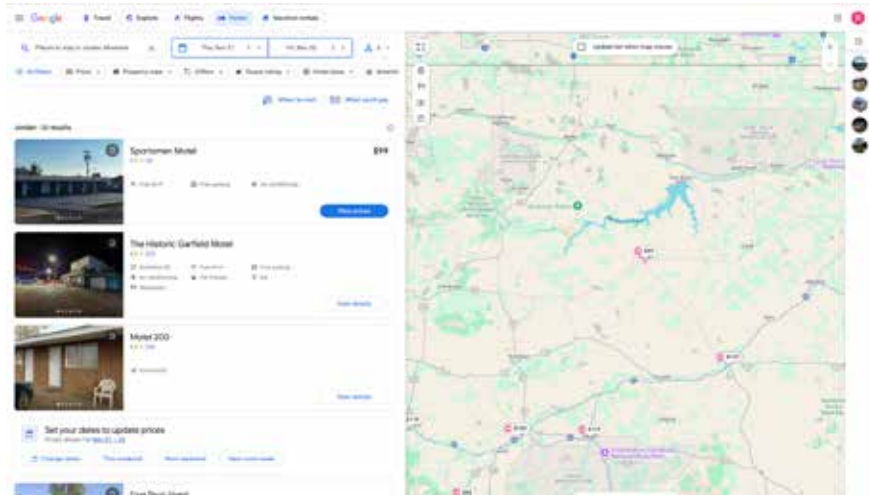
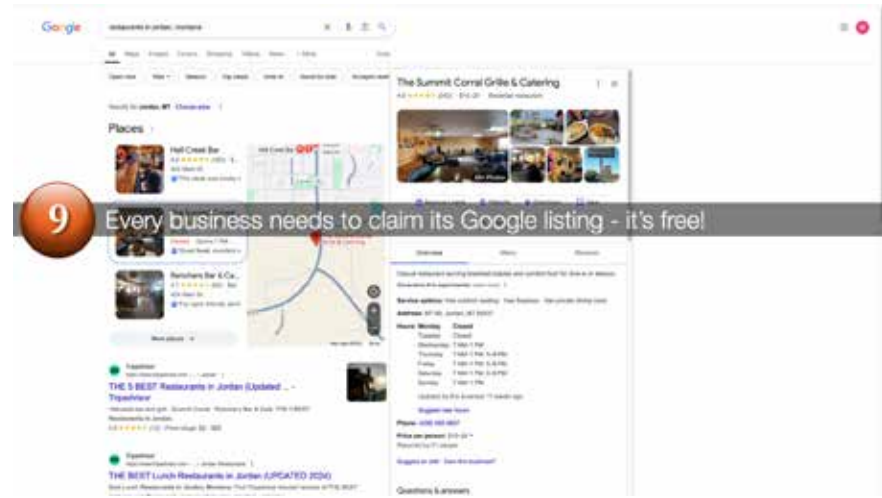
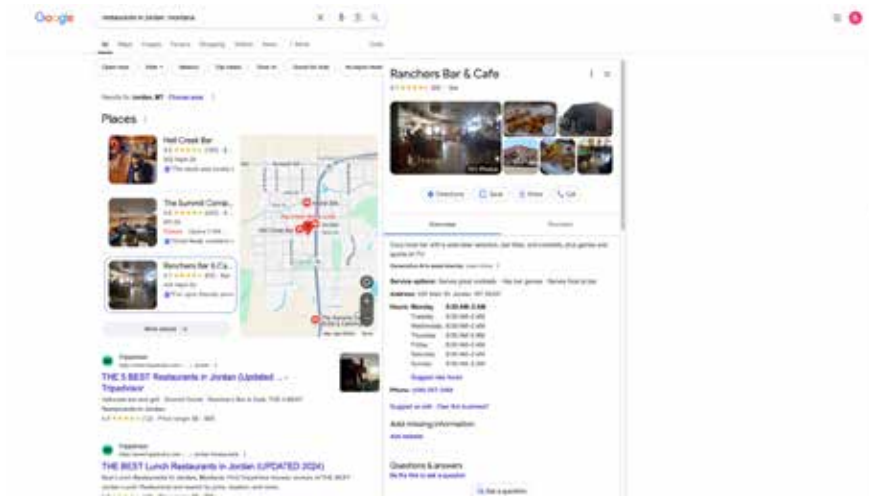
We did online research about Jordan, and we took a look at the Garfield County website (top right). The photography is very good, and we liked the layout of the site as well as the descriptions and history. It was very well done.

We couldn't find a website for the town of Jordan, though. We also couldn't find a website for a local chamber of commerce. We were specifically looking for online information that would promote the county and Jordan to visitors. The county's website is primarily about county government.

So we did a lot of Google searching, such as "Top things to do in Jordan, Montana," (bottom left), and "city of Jordan" (bottom right). We did find that

the State of Montana's tourism website and Missouri River Country both did an excellent job of promoting Garfield County. But we had to go to a state website and a regional website to find that information. It would be great if there was a local online presence as well.

It was great that both VisitMontana and Missouri River Country showed up in search results when we searched for Jordan. It's critical to show up on the first page of search results.



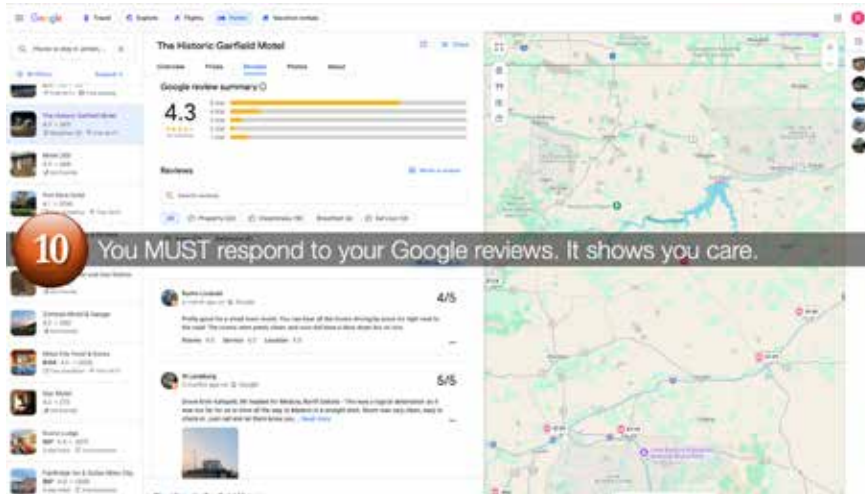
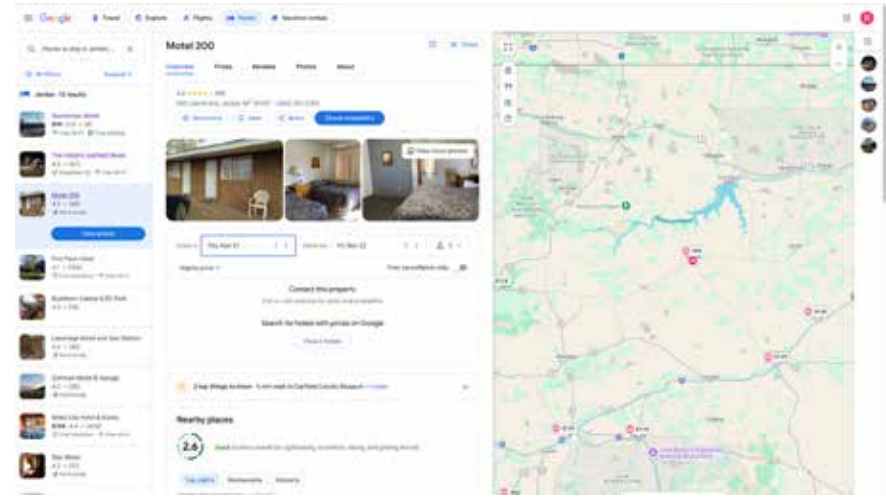
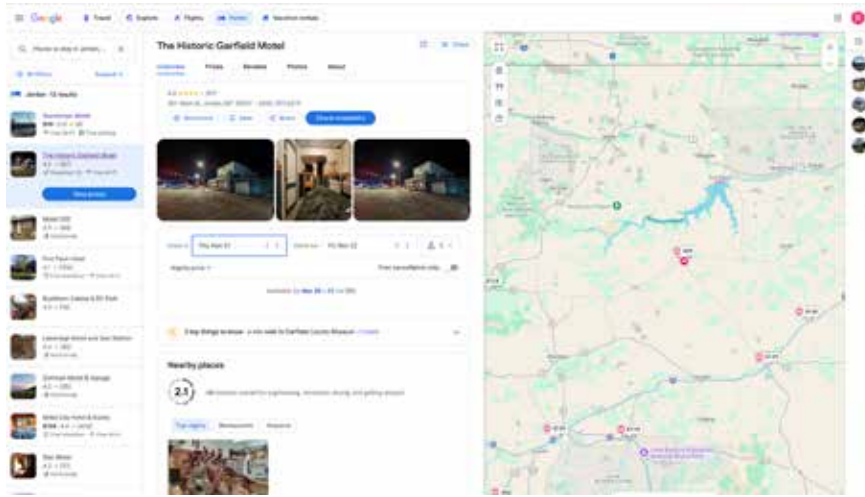
We also searched for restaurants in Jordan, and three restaurants were listed first. When we clicked on Ranchers Bar & Cafe, their Google listing shows up on the right side of the page (top left). The Google listing shows a composite of information people have included on the web, such as their open hours, what type of food they serve, and their address. It also includes any reviews people have posted on Google about the business.

We noticed that none of the restaurants in Jordan have “claimed” their Google listings. The Google listing offers a chance for the business to claim their listing and own it. Then the business can make edits, post photos, and respond to

customers’ questions and reviews.

Suggestion 9: Every business needs to claim its Google listing. It’s free to do so, and it’s a great promotional tool. You can keep your information up to date, interact with customers, and post good photos. When you claim your listing, Google will snail mail you a letter to confirm that you are the actual owner.

We also searched for lodging facilities (bottom left and right). It looks like the Sportsman Motel is also listed as Motel 200, so that needs to be corrected.



10 You MUST respond to your Google reviews. It shows you care.

We looked at the listings for all three motels that turned up in our search. Suggestion 10: It doesn't look like anyone is responding to customer reviews on their Google listings (bottom left). It's very important to always respond--it shows you care. Positive reviews or negative ones should always be acknowledged and thanked. With negative reviews, be sure to not be defensive. Thank the customer, apologize for their experience, and let them know you are working to make sure they have a good experience next time.



11 Curb appeal is absolutely critical for lodging establishments.

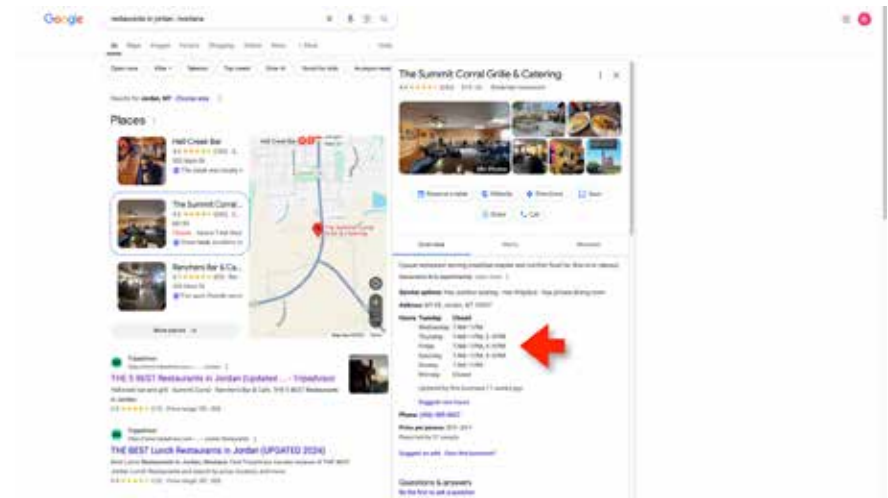
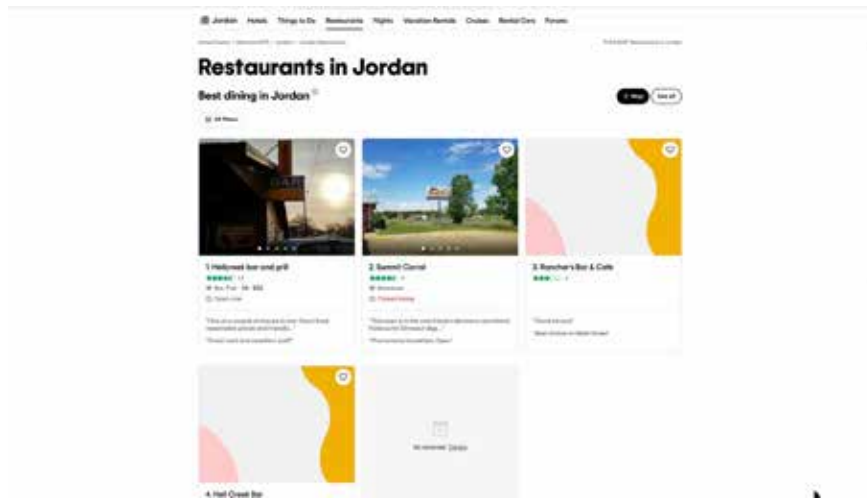
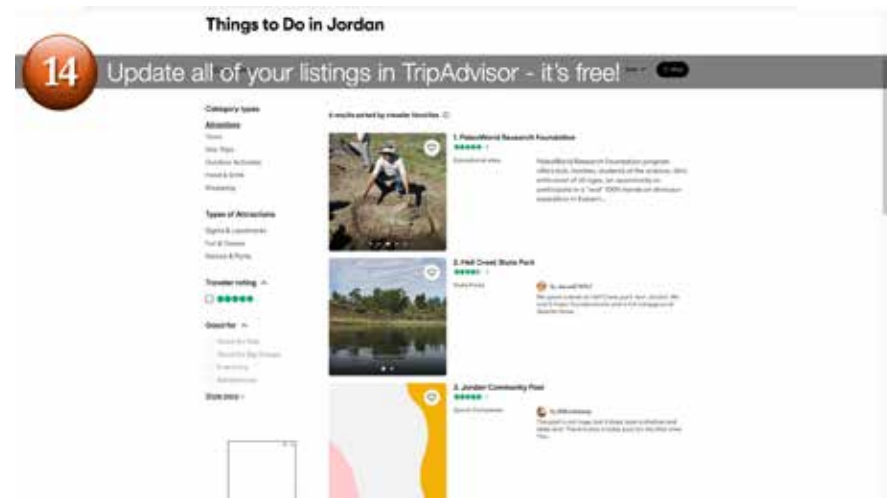
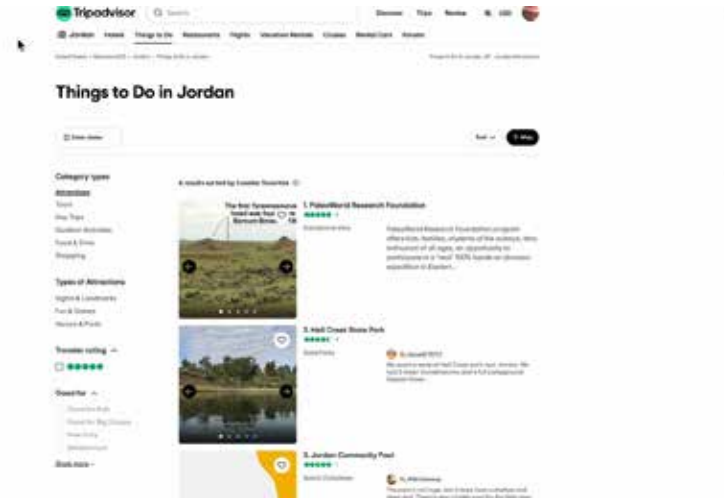
Suggestion 11: Seventy percent of first-time sales at lodging establishments, restaurants, wineries, golf courses, and retail shops comes from good curb appeal. It's critical. We know that being here in November, you're not going to have a lot of hanging baskets or pots of flowers outside, but we hope you do in the warmer seasons.



Suggestion 12: Be sure to add beautification outside: hanging baskets, pots, planters, etc. (top left). Make your businesses look beautiful.

We saw that the motels both had no vacancy, and that makes a lot of sense because it is hunting season.

Suggestion 13: As an FYI, the top 15% of lodging facilities in terms of quality receive 85% of the leisure travel business. Hunters and people traveling for construction work are exceptions to this, though. But the majority of leisure travelers are willing to pay more for higher quality accommodations.



The top travel information website in the world is TripAdvisor. So, in addition to looking at all of Google's information about Jordan, we also looked at TripAdvisor. Having your business or attraction on TripAdvisor is free. So every business should make sure they are listed.

The number one thing to do in Jordan, according to TripAdvisor, is to go to the PaleoWorld Research Foundation (top left). They have some great reviews, but we couldn't find any information about them, and we assume they are long gone.

Number two attraction in Jordan is Hell Creek State Park, and number three is

the Jordan Community pool.

Suggestion 14: Someone should update the listings for Jordan that are on TripAdvisor, removing PaleoWorld, and adding photos and more information for Hell Creek State Park and the Jordan Community Pool.

The TripAdvisor listing for Summit Corral has some incorrect information so it should be updated as well. Make sure the information on the Google listing matches that on TripAdvisor, as well as your websites and Facebook pages.

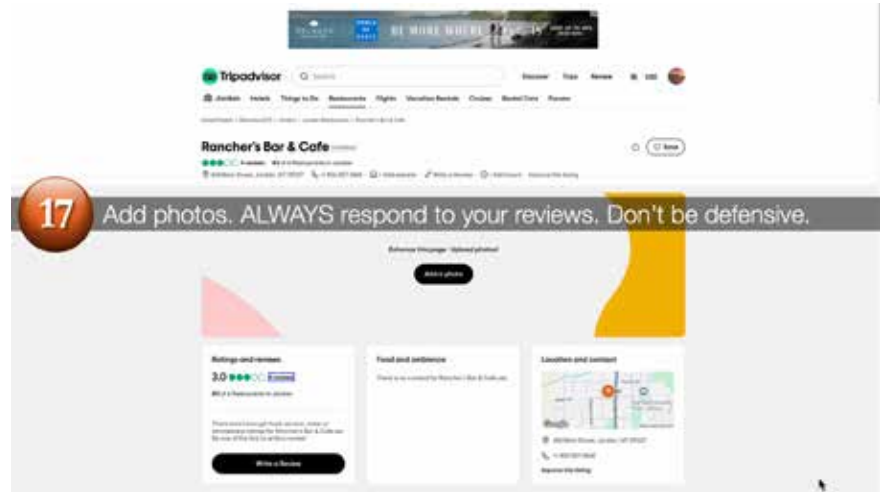
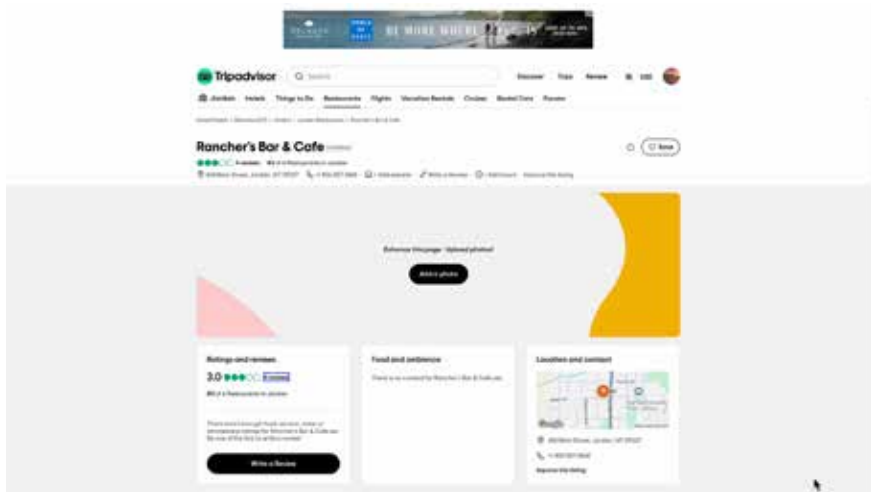
Hell Creek Bar is listed twice, with different spellings, so that should also be corrected.



15 First assumption: Permanently closed. Looks like a great place!



16 Add signage: "For sale but still open [days and hours]"



17 Add photos. ALWAYS respond to your reviews. Don't be defensive.

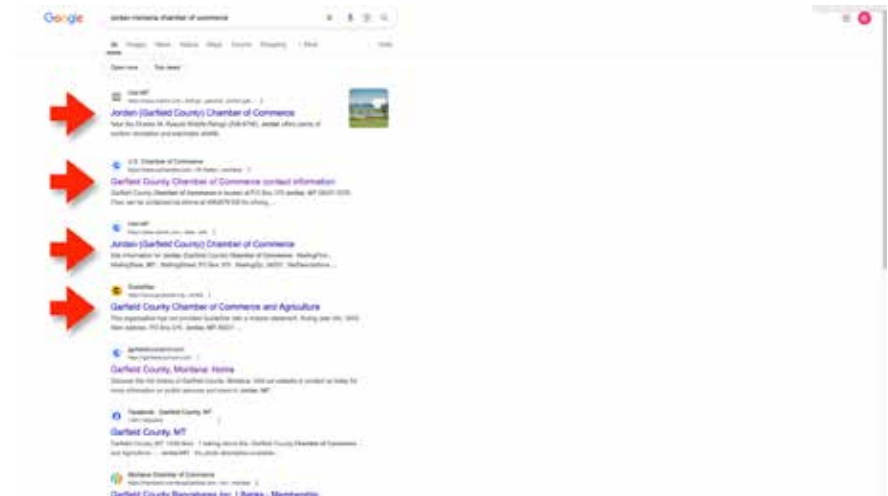
Suggestion 15: We saw the sign at the Summit Corral stating that the restaurant is for sale, and our first assumption was that it was closed (top left). We were very disappointed--it looks like a great place (top left). We love the deck with outdoor dining, and the sign is great.

Suggestion 16: It's easy to assume that the restaurant is permanently closed. To let people know that you are still open and operating, add signage that says: "For Sale but Still Open (Days and Hours)." (top right)

The TripAdvisor listing for Rancher's Bar & Cafe (bottom left) doesn't have a photo or much information. There are some reviews, but no one responded to the reviews.

Suggestion 17: Add photos to the TripAdvisor listing. Business owners or managers should always respond to their reviews. If the review is negative, don't be defensive or combative; thank the reviewer for their comment, and let them know that you want all your customers to have a good experience. If appropriate, let them know that you are working to resolve the issue. This shows that you care.

SPENDING TIME IN JORDAN



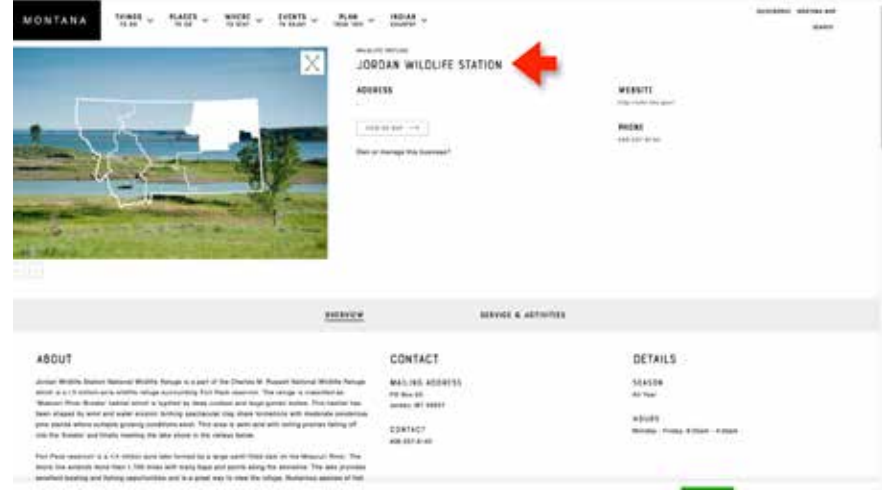
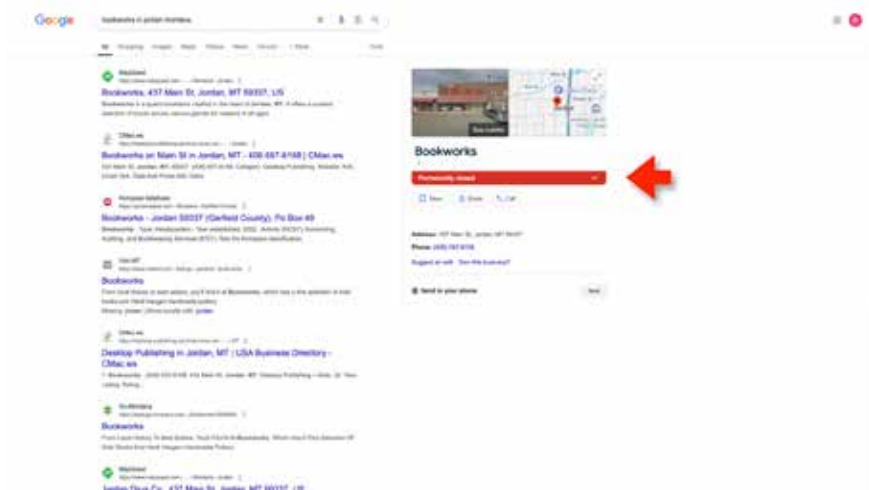
We had never been in Jordan before--we'd driven on I-94 and I-90 many times, but we'd never been this far north in Montana before. We were staying in Miles City, so every day we drove north on Highway 59. As we got close to Jordan, we saw this sight on our left, just as we approached town (top right). This doesn't give a good first impression of Jordan.

Suggestion 18: Would it be possible to screen this area with cedar fencing? Or, perhaps at least to arrange the vehicles and equipment in rows? First impressions are lasting impressions.

Suggestion 19: When we reached Highway 200 and turned right to head into Jordan, we saw this (bottom left). This is an operating business. Could they clean up the piles of stuff so that it looks better? Perhaps stack the tires and the pallets more neatly? Or perhaps screen the area with a cedar fence.

When visitors arrive, they will judge the community by their first impressions. These businesses don't contribute to a good impression of Jordan.

We wanted to try to find some visitor information in town, and we saw online information posted from Jordan Chamber of Commerce and Garfield County Chamber, but we didn't find a chamber office in Jordan.



We saw that there might be a chamber office at “Bookworks” (top left). We couldn’t find Bookworks, but we thought it might be in this building (top right).

We looked up Bookworks online, and we saw that it was permanently closed (bottom left). So there was no visitor information there.

Suggestion 20: We had a hard time reading the name of this shop, and we didn’t know what it sold (top right). We finally saw the sign “Celebrations” which is a great name. But it doesn’t tell us what the shop sells. We suggest adding an easier to read sign with the name, and promote the primary lure ahead of the name of the shop. If it is a variety store, then add that to the signage.

One of the attractions we found online was the Jordan Wildlife Station (bottom right). We assumed this would be in a building somewhere, but we were not able to find it. We hoped that we could find the Wildlife Station and get information about hunting, fishing, and camping in the area.



So we searched on Google Maps, and it provided us directions for the Field Station--the visitor contact station (top left and right).

We drove up to the Jordan Field Station, and we saw that there was a car parked there (bottom left). We were hopeful that we'd find some visitor information now. The building with the car parked in front of it had a sign saying, "Bunk House." So we were a little less hopeful.

We found the office (bottom right). It was closed and locked, and no one was around. Very disappointing.

Suggestion 21: We really don't know if this office is ever open to the public and provides any visitor information. But we suggest adding signage here with the operating hours. Also, it would be excellent to add a kiosk with visitor information and brochure distribution.



22 Develop four of these and put them in key locations around the county.



23 Work with volunteers to keep them stocked with materials.



Suggestion 22: Develop at least four visitor information kiosks similar to these (top left). These can have maps, displays of information, plus brochure holders. There could be room for individual businesses to place their own rack cards or brochures, plus you could offer state visitor brochures and Missouri River Country brochures.

You could have one kiosk downtown, one at the Jordan Field Station, one at the state park, and one at another location.

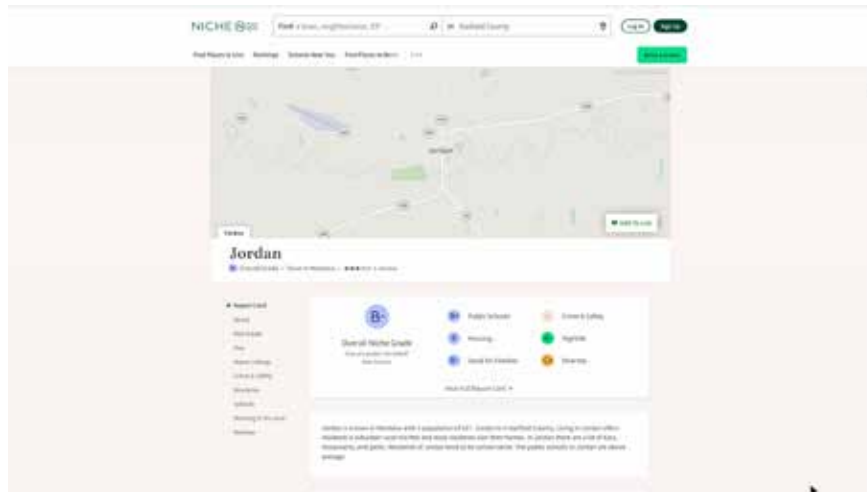
Suggestion 23: Work with volunteers to keep them stocked with materials (top right). The first time we found any visitor information was at the Assessment

Workshop on our final evening in Jordan. We later learned that one of the local gas stations does carry some visitor information brochures, and we did buy gas there, but we never went inside their shop, so we didn't know about it. We suggest that the gas station put out a big sign letting people know that they have visitor information.

Quality of life is incredibly important; in fact, quality of life is leading both economic development and tourism development.



- 1 Safety (particularly for kids)
- 2 Good educational system & child care
- 3 Top-notch recreation (surpassing other areas)
- 4 Affordability & quality
- 5 Health (particularly for kids)
- 6 **An engaged community: sense of belonging (downtown)**
- 7 **Cultural depth: visual/performing arts | education | food**
- 8 **Life after 6:00 pm (downtown)**
- 9 **Secure jobs or specific entrepreneurial opportunities**
- 10 Transportation: Transit | bike lanes | ride share | school



These organizations performed a study to determine what Millennials were looking for in a place to live:

- North American Van Lines
- Wallet Hub
- Niche.com
- Livability.com
- USA Today
- Money Magazine
- Forbes
- US Census Bureau

These were Millennials' answers in order of importance (top right). Most of these priorities have to do with quality of life. Jobs is #9; in the past, available, good-paying jobs was always the top priority--but now, people want to find a place to live that offers a good quality of life first, then they'll figure out how to earn a living.

We looked at Niche.com to see how well Jordan ranked for quality of life (bottom left), and Jordan got a B-. That's better than average and pretty good.

Suggestion 24: Jordan's welcome sign looks good (bottom right). The museum sign needs to be cleaned and repainted.



We saw the statue of the T-rex skull (top left), and that was fun to see. It helps make the connection with paleontology in the region.

Suggestion 25: We also saw this very nice welcome sign as we drove into Jordan (top right). It is a little small, so it's not as noticeable as it should be. Consider a larger sign at some point in the future.

Suggestion 26: The library looks very nice, especially for a town the size of Jordan (bottom left). This would be another very good place for visitor information. We would suggest putting weather-proof brochure holders outside, so that it's available around the clock. In addition to visitor

information, you could include real estate information, and relocation information as well.

Suggestion 27: We loved the Jordan Mustangs welcome sign (bottom right). It shows such community pride and a history of excellence. The sign is clean and well-kept. We've seen a lot of towns with similar types of signs, but the last date for a championship was more than ten years ago. But the Mustangs have recent enough championships that it makes a very positive statement.



The high school looks great for a small town.



28 Not too sure what this building is. Add signage.



We saw the high school (top left), and it looks very nice. We saw the ratings for Jordan's schools on niche.com, which showed the elementary school with a B rating, and the high school with a C+ rating, which is above average. That's hard to achieve for a rural community, so that's very good.

Suggestion 28: We weren't sure what was in this building (top right), but we assumed it was school-related. We later learned that this is the elementary school, and that they are working to get a sign for it, which is great.



Everywhere we looked, we saw evidence of community and school pride (bottom left). We were impressed.

The fact that your small town has a Youth Center is excellent (bottom right). The building could use a fresh coat of paint.

We'll bet this is popular during the summer months! Great to see.



Great veterans park. Thank you VFW! Love the seasonal decor.



Lots of church choices locally. Good to see.



We saw the community pool (top left), and it looks like a fantastic community asset. We know it doesn't look as good now as it will in the summer months. For a town of less than 400 residents, it's great that you have a community pool! It shows that the town is very interested in providing a good quality of life for its residents.

We saw Woodland Park (top right), and it's great. The Veterans Park (bottom left) also looks very nice. Jordan does a really nice job with having great amenities.

We saw that Jordan has a number of very nice-looking churches, which is great.



The LDS church was listed on TripAdvisor as an attraction (top left).

We found the Badlands Medical Clinic (top right), and we were very glad to see that you have medical facilities in town--so important for a good quality of life.

Suggestion 29: The Garfield County Fairground looks great (bottom left). We didn't know what events are held there or when the County Fair took place. Add signage that lists the fair and any other events and when they take place. Invite us back!

The County Courthouse (bottom right) is right next to the medical clinic, and it looks nice.



The Garfield County Health Center (top left) looks very nice, and it's also a very important amenity for quality of life in Jordan. We're glad to see this.

We wished the museum had been open (top right), as it looks like a lot of fun. But we understand that museums usually rely a lot on volunteers, and it would be very difficult to keep it open year-round.

Suggestion 30: This sign on the side of the museum (bottom left) was hard to read. It could use a refresh.

Suggestion 31: When we were looking at the museum, we saw the "Experience

the Story" next to the door, which was great (bottom right). We also noticed a lot of cars in the parking lot, and that the Senior Center was in the same building. We weren't sure if anyone would have been able to give us a tour of the museum, but if so, add a sign letting visitors know that if people are in the Senior Center, they would be able to provide a museum tour.

Consider having the museum open more months of the year--currently it's open June through August. Many people travel in Spring and Fall too, so if you could open the museum a little earlier in the spring, and keep it open a little later in the fall, that would be great.



The Coffee Shop (top right) is the nicest store in town. We loved the assortment of items for sale, and they make a fabulous mint hot chocolate! You can't beat a good mint hot chocolate on cold days! This shop looks wonderful on both the outside and the inside--what a great job!

Suggestion 32: Consider adding on to the sign--it says "Coffee," but it's much more than a coffee shop. Add "Home Accents" and "Gifts" too (bottom left).

We saw the transit office (bottom right), which is an excellent amenity.

Suggestion 33: We understand that seniors in particular can call and have the transit pick them up and take them where they need to go. Fantastic! This should be promoted as one more quality of life amenity. We understand that the Chamber is working on a website, and this could be included as one of the things that makes Jordan an excellent place to live.



34 Any consumer information about the area? A possibility?



Mainly a crop-dusting airport? The airport is a nice asset to have locally.



35 Add signage with contact information or website address. Tie downs?



36 Create the "RV Guide to Montana's Missouri River Country."

We saw the Jordan Fire Station (top left), and we were still hoping to find some visitor information somewhere, but there wasn't any there.

Suggestion 34: See if the Jordan Fire Station would allow a weather-proof brochure holder to offer some visitor information.

We found the airport (top right), which is a great asset to have. We assumed it was primarily used for crop dusting.

Suggestion 35: Add signage that says, "Garfield County Airport" with contact information. If anyone locally would drive out to the airport to pick a traveler

up, such as one of the motels, add that information as well.

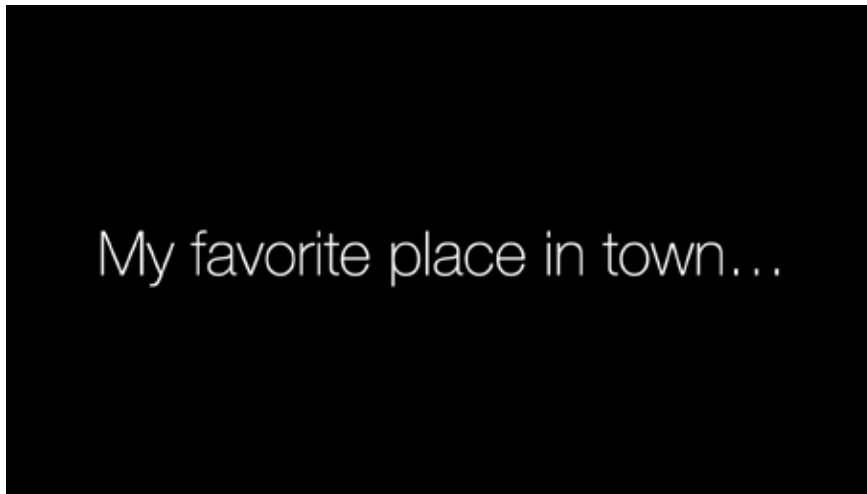
We saw a few RV parks around town, which is great. RVers have many of the same needs as a local resident: groceries, fuel, hardware supplies. They do spend money in your community.

Suggestion 36: Create the "RV Guide to Montana's Missouri River Country" to provide information to campers. This will help them spend more money in Jordan.



37 Create the "RV Guide to Montana's Missouri River Country"

1. Campgrounds (one panel for each)
2. Where to purchase propane
3. Where to purchase gas & diesel
4. Where to find dump stations
5. Grocery stores
6. RV and camping supplies
7. Pet supplies
8. Hardware stores
9. Where to find visitor information
10. Top 3 hiking trails (within a 30-minute drive - one panel for each)
11. Auto parts and repair shops
12. Must visit area attractions and activities

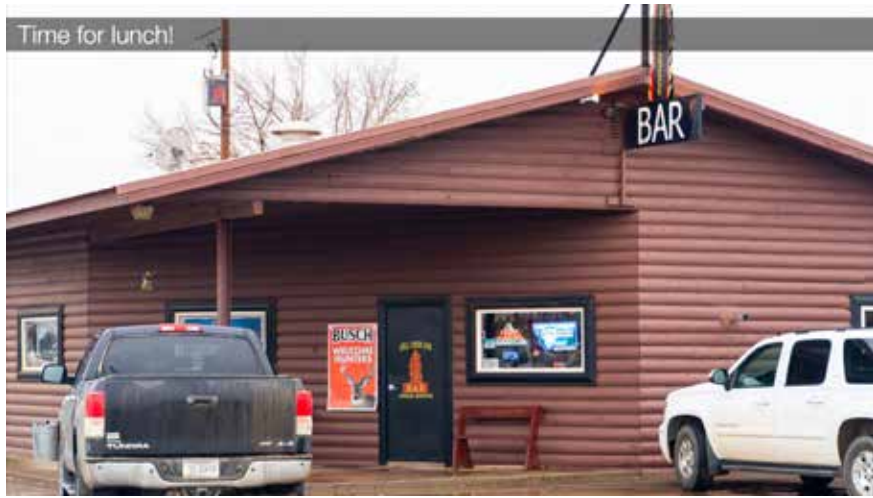


Here's another RV park in town (top left), which looks great. We were glad to see several places that have hookups.

Suggestion 37: You can create the "RV Guide to Montana's Missouri River Country" or have it be a more local brochure, such as "RV Guide for Jordan and Hell Creek Area." In any case, you'd want to include all the RV parks and what amenities each one includes, plus where to buy propane, gas, and diesel, the location of dump stations, grocery stores, and hardware stores. Where to find camping supplies, pet supplies and auto shops. Also include information about hiking trails, visitor information, attractions and activities.

This will encourage RVers to spend more time and money in your community. This information should be posted on Campendium and visitor information websites.

We were amazed when we came across the International Scout collection! (bottom right). It was so fun to find this private collection. It could be an attraction in its own right! It would be fun to have them on display in a museum.



We had lunch at the Hellcreek Bar (top left), and it was great. It was very busy, and still the service was excellent.

We saw The New U (top right), and it looked cute from the outside. We assume it is a salon. It could look more welcoming with the addition of an outside bench flanked with planters.

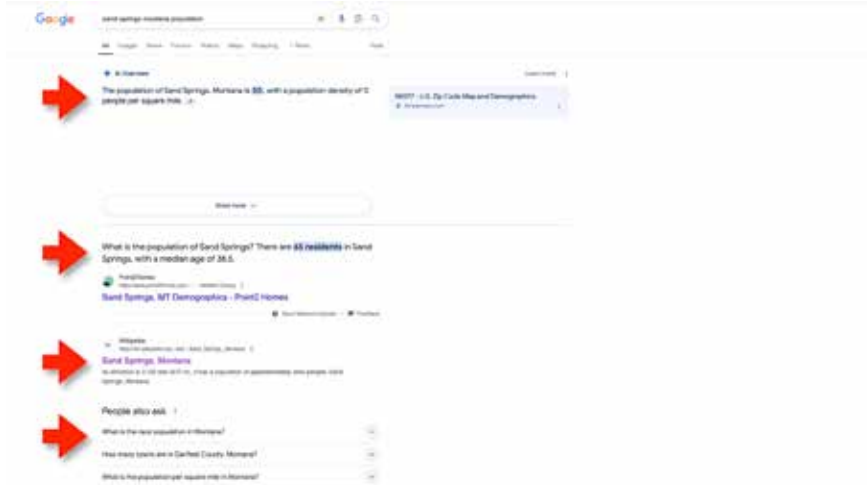
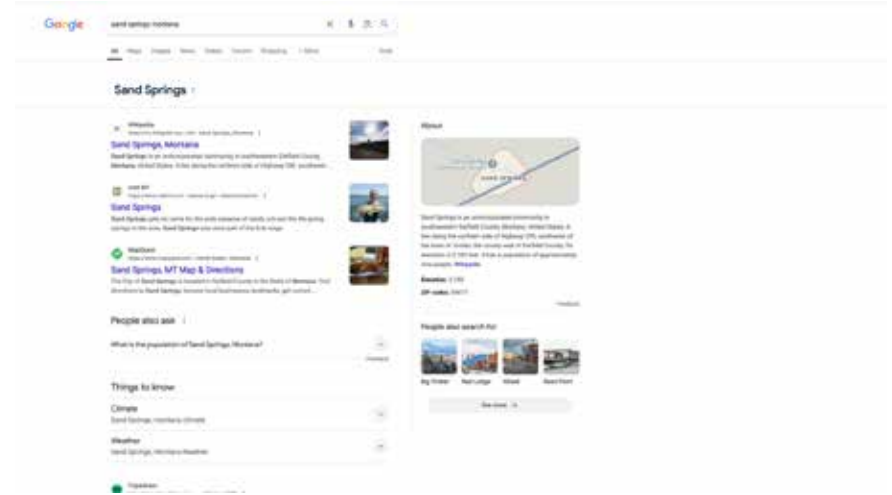
Suggestion 38: Seventy percent of first-time sales can come from curb appeal. Once customers are familiar with the business, they are more likely to go in because they know if it has what they want, but for first-time sales, curb appeal

is critical.

Suggestion 39: One of the best ways to add curb appeal is with benches flanked by pots of flowers at the building facade (bottom left).

We all travel. When you're looking for a place to stop for lunch or dinner, have you ever said, "That looks like a good place to eat"? We all do it--we "judge the book by the cover."

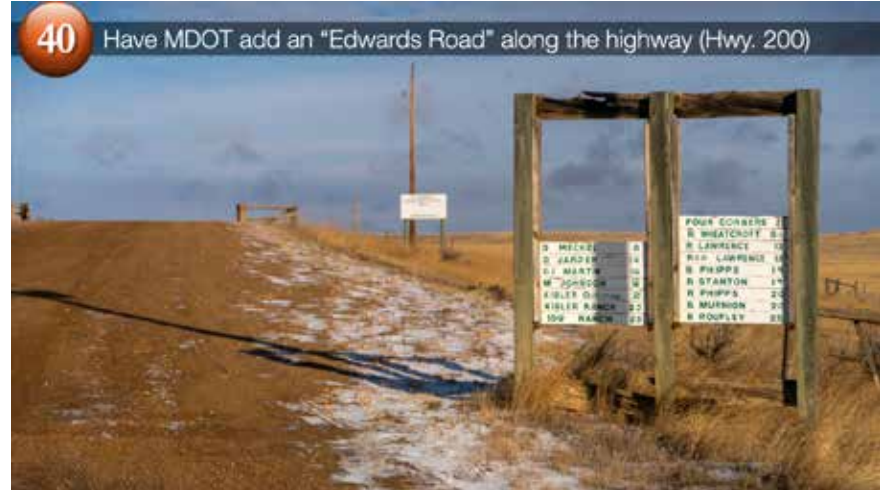
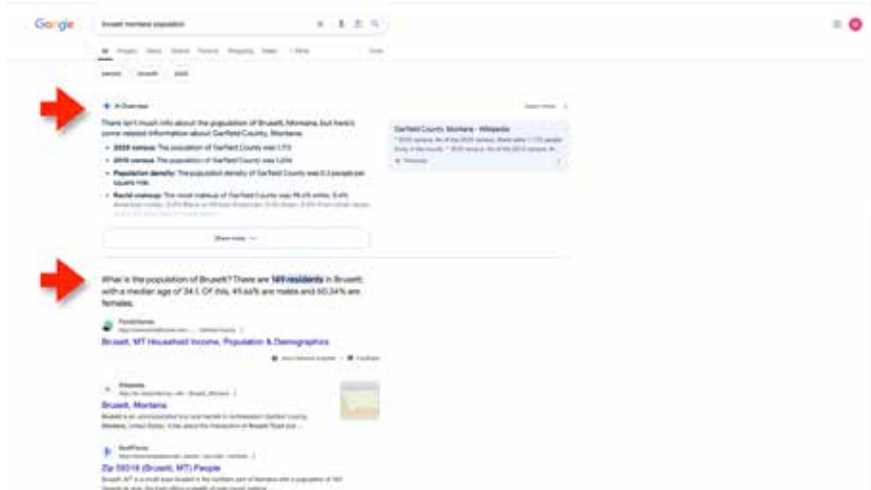
EXPLORING THE REST OF THE COUNTY



We wanted to check out the other communities in the county, so first we looked online to get more information. We started with Sand Springs. We could see where it was located (top right), and we saw there was some information posted about the community on various websites.

We looked up the population of Sand Springs, and one website claimed the population was 50, and another said 65 people, while another said 9 people (bottom left). The Wikipedia page (bottom right) also provided some basic information and history of Sand Springs.

Once you have the Chamber of Commerce website, you'll be able to provide accurate, up-to-date information about each of the communities in the county.



We drove out to Sand Springs, and it is definitely a tiny community, but it seemed charming (top left and right). The school and playground were cute, and there is a convenience store, gas station, and post office. Nice!

From Sand Springs, we decided to drive to Brusett. The information online said that Brusett has a population of 149 people, so we were expecting a regular town, and we used our navigation system to help us find our way. We were directed to turn onto Edwards Road from Highway 200, but there is no street sign for Edwards Road.

Suggestion 40: Have MDOT add an "Edwards Road" street sign here (bottom right). The sign here gave the names and distances to a lot of different residences, but didn't indicate the town of Brusett at all. We followed our navigation system, plus we had a map that we tried using as well.



The navigation system had us turn at a different spot than what the map showed, but our map also indicated that there was “Fairview Hall” very close to the center of Brusett. So we followed the map, and we found the hall (top left).

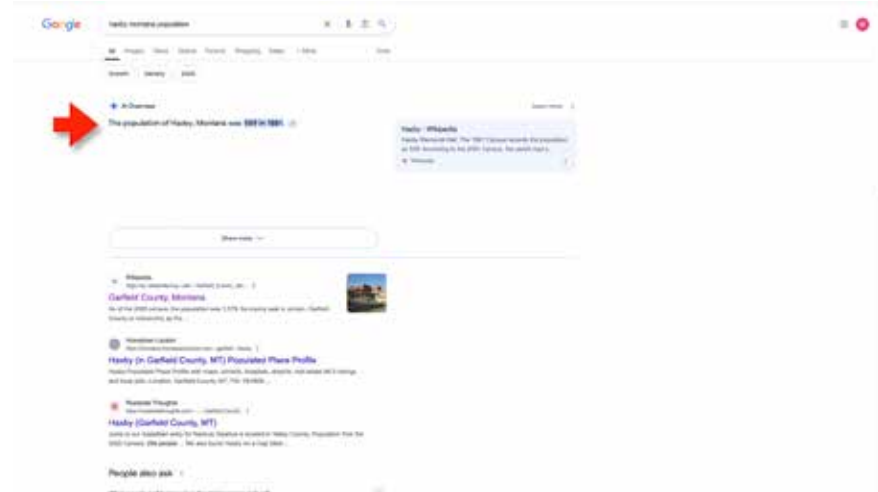
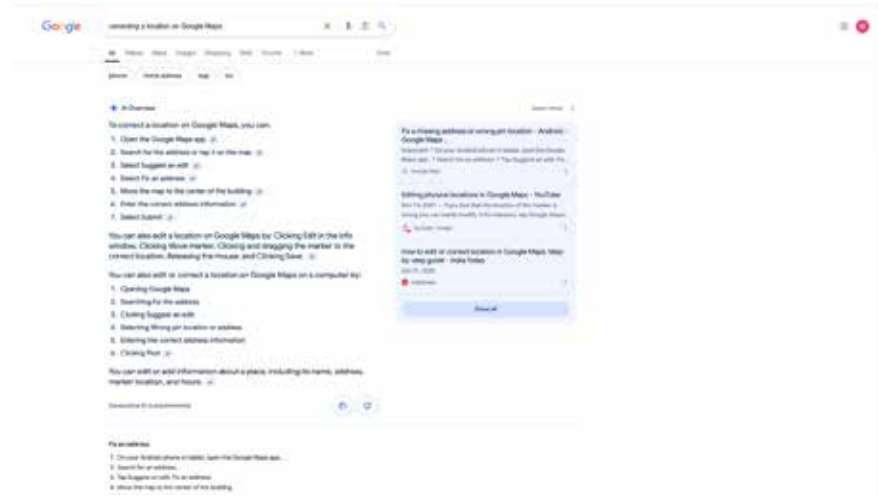
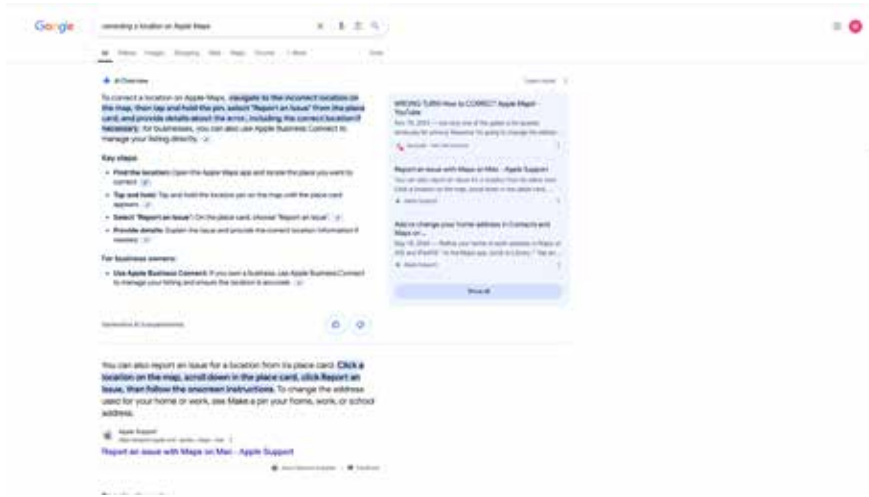
We also found the Brusett Post Office nearby (top right), but our navigation system still indicated that we had a distance to go before we actually reached Brusett. So we continued to follow the nav system to see where it would take us.

We had also looked up outfitters in Garfield County, and we saw that 7-V Ranch was located in Brusett. We thought if we found 7-V Ranch that we would

find the center of Brusett, so we kept driving, following our navigation system to Brusett. Your outfitters do an excellent job promoting Garfield County!

We continued following several dirt roads further and further, and we started to get close to where the nav system was directing us. But it directed us onto this private ranch (bottom right). It was going to lead us even further through the private property up a very tiny dirt road, and we knew that wasn’t right. So we turned around here.

Suggestion 41: Work with Apple and Google maps to make sure they have the correct locations of all your communities.



You can correct a location in Apple Maps by searching “correcting a location on Apple Maps” (top left) and following the instructions.

Likewise, you can do the same with Google Maps--search “correcting a location on Google Maps (top right).

Suggestion 42: Perhaps engage a local high school class to take on the project of making sure the rural towns and communities all have correct locations and directions on Google Maps and Apple Maps (bottom left). This would help out the communities, and it would be great hands-on

experience for the students.

Next, we went to check out Haxby (bottom right). AI shows that the population in Haxby was 559 in 1881. We didn’t think that was useful information, but perhaps Haxby was a much larger town in the 1800s. There were no directions to an actual town, but there is a Haxby Road, so we drove to the road.



43 The sign can use a refresh. (just kidding) - just remove it.

We searched for information online about Haxby, and HomeTownLocator (top left) says that Haxby is a populated place. There isn't really any other information about it.

We drove out to Haxby Road, which is a state highway (top right). We saw this sign (bottom left), which wasn't much help. Suggestion 43: Remove this sign.



44 We didn't chance it. Add to Apple & Google Maps if there is a town.

Highway 341 to Haxby is a dirt road (bottom right). Since there were no directions or information about an actual town of Haxby, we decided not to try to drive out there and find it.

Suggestion 44: If there is a town, add its location to Apple and Google maps.

WHAT'S YOUR PRIMARY DRAW



We had driven along miles and miles of roads throughout the county, and it was obvious that Garfield County is primarily ranching country. Since this Destination Assessment is funded through a tourism grant, we specifically want to focus on how to bring more visitor spending to the county. To do that, we need to determine what the county's primary draw is.

Suggestion 45: What sets Garfield County apart from other areas in Montana? What makes Jordan worth a special trip and an overnight stay? What is your unique selling proposition?

45

Finding your Unique Selling Proposition

What sets you apart and makes you worth a special trip?



It's easy to see what many cities' primary attractions are (bottom left). For an example of a well-executed "unique selling proposition" that attracts many people to spend time and money in their community, there's Phillipsburg, Montana (bottom right). We live near Spokane, Washington, and Spokane local television frequently runs commercials for The Sweet Shop in Phillipsburg, which is 270 miles from Spokane. I emailed The Sweet Shop and asked them if their advertising actually brought a lot of customers from Spokane, and they said it does. Many people drive out to Phillipsburg to visit the candy shop as well as the other gift shops there.



Fly fishing in Ennis



Huckleberry milkshakes in St. Regis, Montana



Downhill skiing at Big Sky



Another great example is Ennis (top left) and fly-fishing. Population 840 people and 11 million trout!

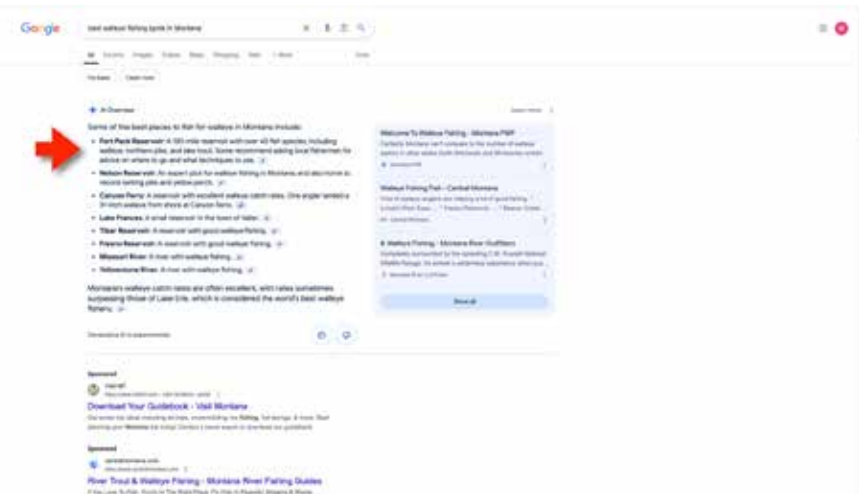
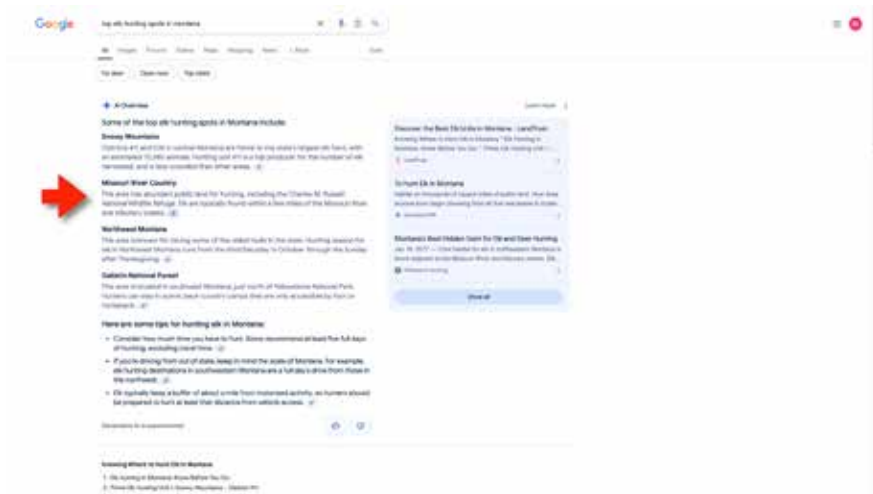
Huckleberry milkshakes put St. Regis on the map (top right). Right along I-90, thousands of people stop in St. Regis for a milkshake and to shop in their wonderful gift shop. Those milkshakes translate to millions of dollars of sales each year in non-milkshake revenues.

Big Sky is, of course, known around the world for downhill skiing (bottom left).

So what sets Jordan and Garfield County apart from everyone else? What makes you worth a special trip and repeat visits?

We could see a few possibilities:

- Hunting and fishing
- Boating and photography (basically Hell Creek State Park)
- Fossils and paleontology

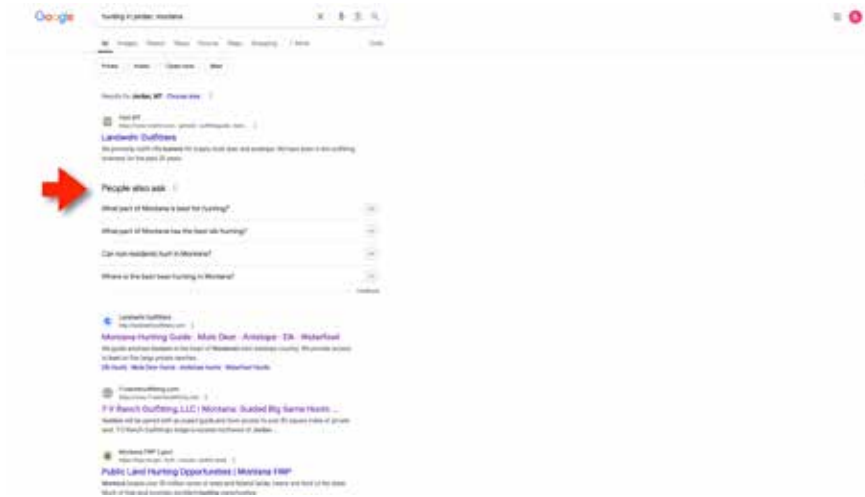


We looked into these options in more detail. First, hunting and fishing.

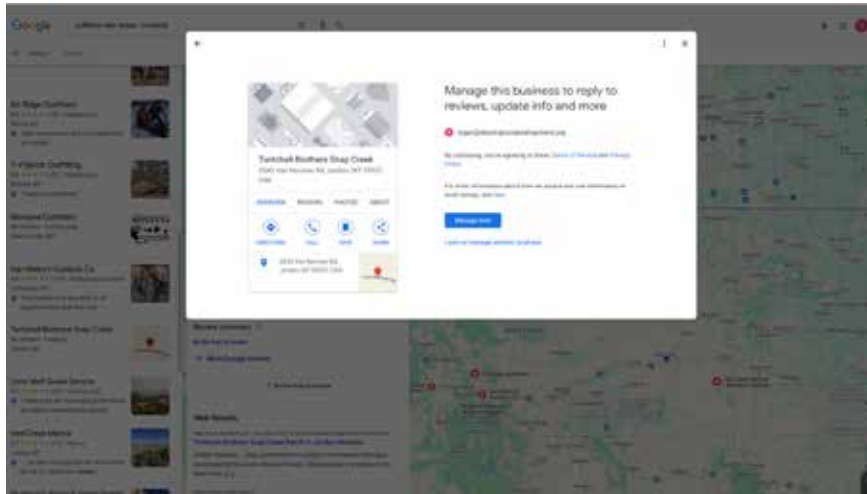
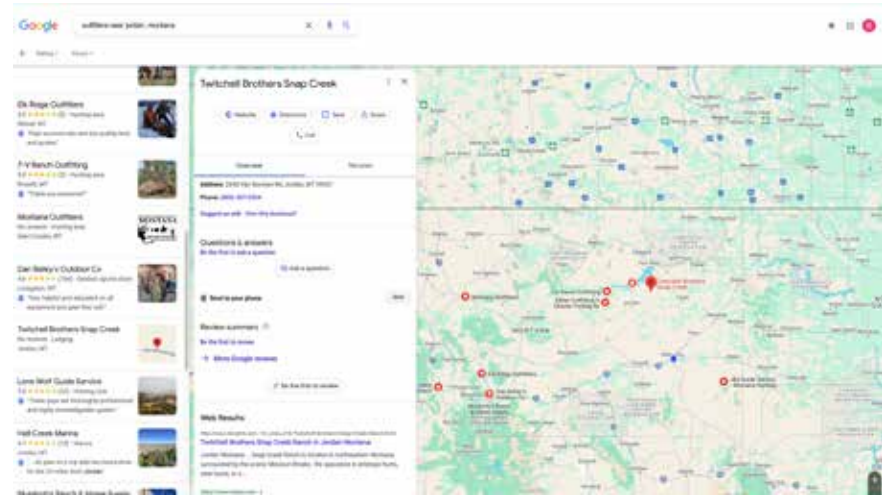
We searched online for “top mule deer hunting spots in Montana,” and Missouri River Country was the number four result (top right).

Then we searched for “top elk hunting spots in Montana,” and Missouri River Country was the number two result (bottom left). We thought this was impressive--Missouri River Country is definitely one of the top hunting destinations in Montana.

Then we searched for “best walleye fishing spots in Montana,” and Fort Peck Reservoir is the number one result. Of course, Fort Peck Reservoir is large and encompasses more than Garfield County, but this shows that the reservoir, and access at Hell Creek State Park, are top spots for walleye fishing.



When we searched for “hunting in Jordan, Montana,” we found a lot of excellent-looking guide services in the area. Jordan’s guide services do a fantastic job of promoting their services and promoting the area.

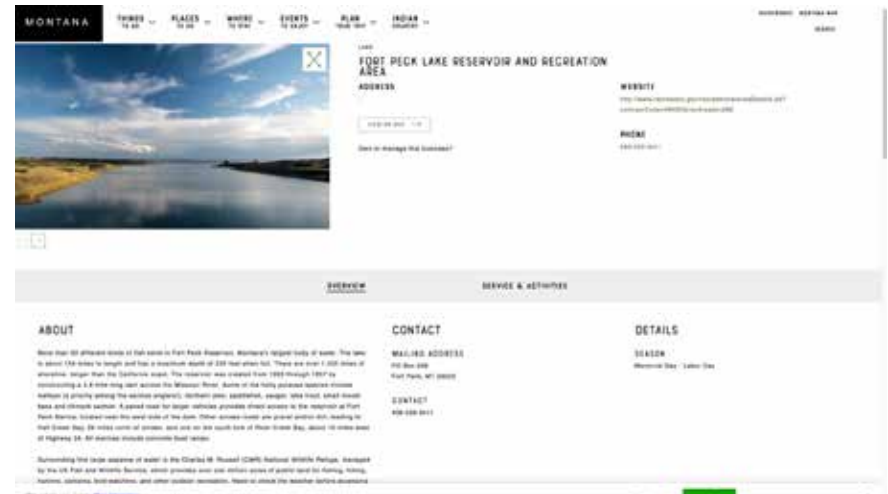
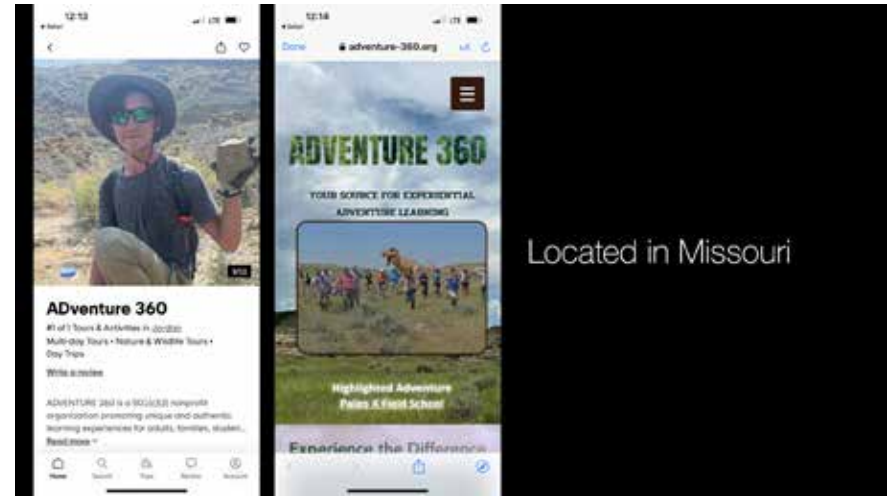


We could find a lot of good detailed information for nearly all the guide services. Twitchell Brothers (top right and bottom left), though, didn't have much information. We learned later that they aren't very active any longer, so that makes sense.

We also found The Skull Doctor, which does taxidermy (bottom right), and that's a good supporting business to have locally.

Why choose Garfield County over all other areas?

- 1) Third lowest population density of all 3,500 counties in the U.S. outside of Alaska
- 2) Nearly 100% success rate - Fishing and hunting
- 3) Mule deer • Elk • Antelope • Whitetail deer • Waterfowl • Walleye • Northern Pike • Small Mouth Bass • Lake Trout...
- 4) Fort Peck Lake is the largest body of water in Montana - home to 50 species of fish
- 5) One of the largest hunting ranges in Montana



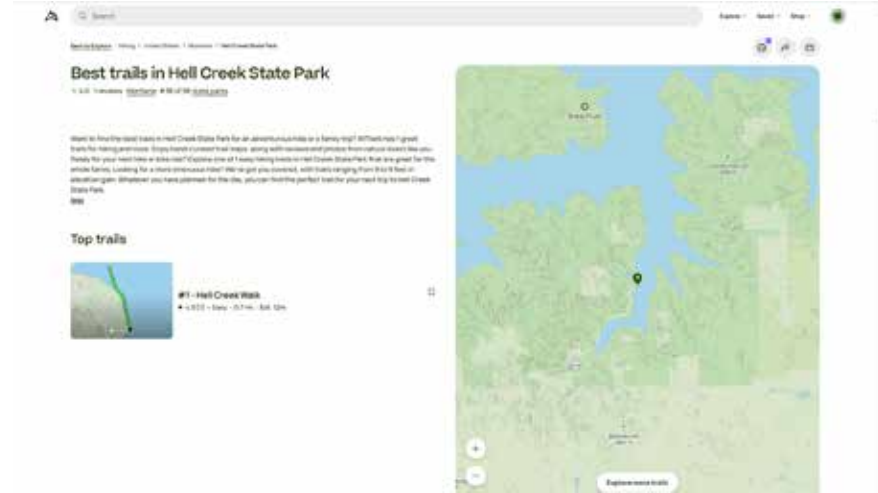
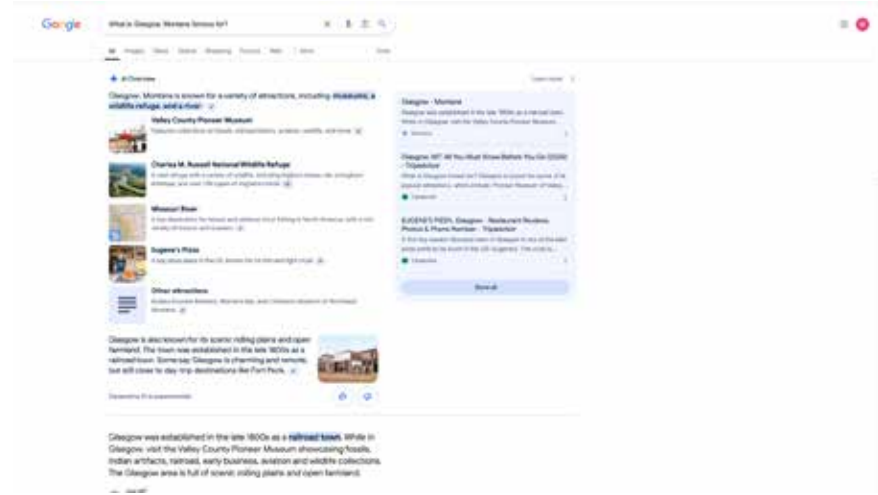
In determining what makes Garfield County the best for hunting and fishing, we came up with quite a list (top left). Once you determine what your primary draw is, it's important to let people know why you're the best:

- Low population density--no crowds! Wide open spaces!
- Hunters have nearly a 100% success rate
- Wide variety of game and fish
- Fort Peck Lake is the largest in Montana
- One of the largest hunting ranges in Montana

We found Adventure 360, which does tours and activities in Jordan, but they

aren't local (top right). They would still be bringing in visitors, but we wanted to focus more on local guide services. They do offer paleontology tours.

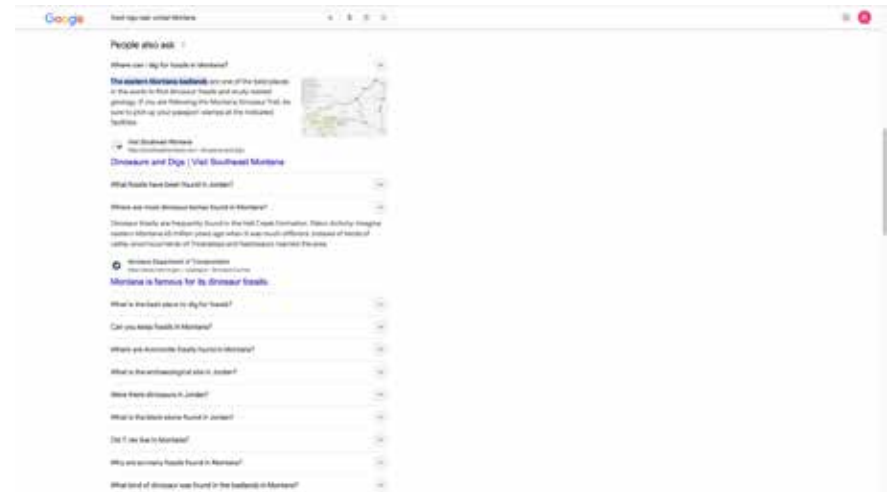
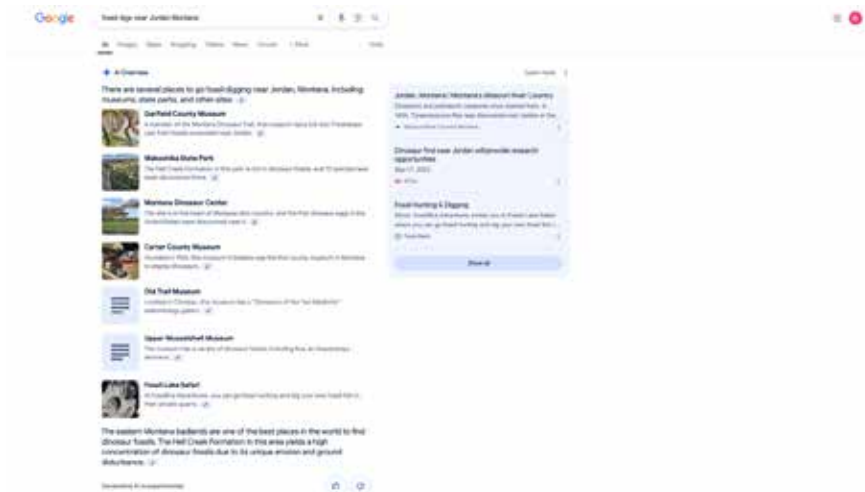
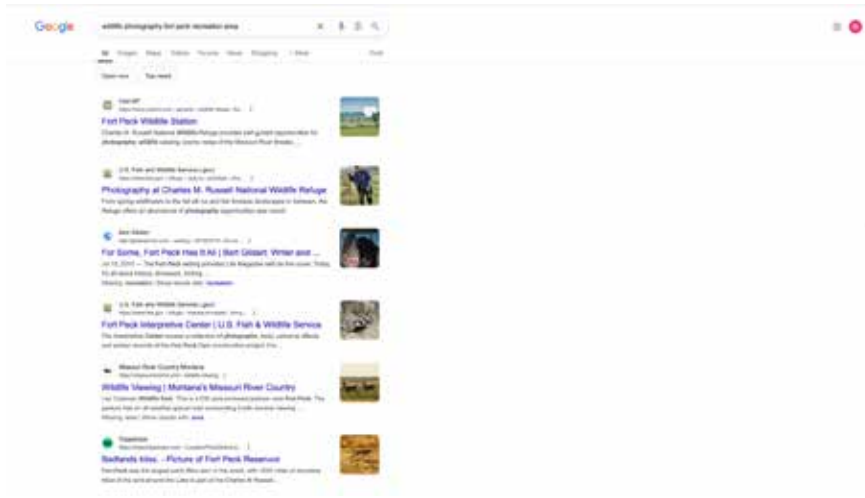
Looking at Fort Peck Lake and Charles M Russell National Wildlife Refuge as primary draws for boating, wildlife and nature viewing and photography, and hiking (bottom right), we found that there would be a lot of competition with Glasgow. Glasgow is closer to the lake and has more amenities. We only found one hiking trail in Garfield County, and it was less than a mile long. So we didn't think this was a very feasible option for your primary marketing focus.



Glasgow has a couple of museums, easy access to the lake and Charles M Russell National Wildlife Refuge, hotels, several restaurants, and other amenities (top right).

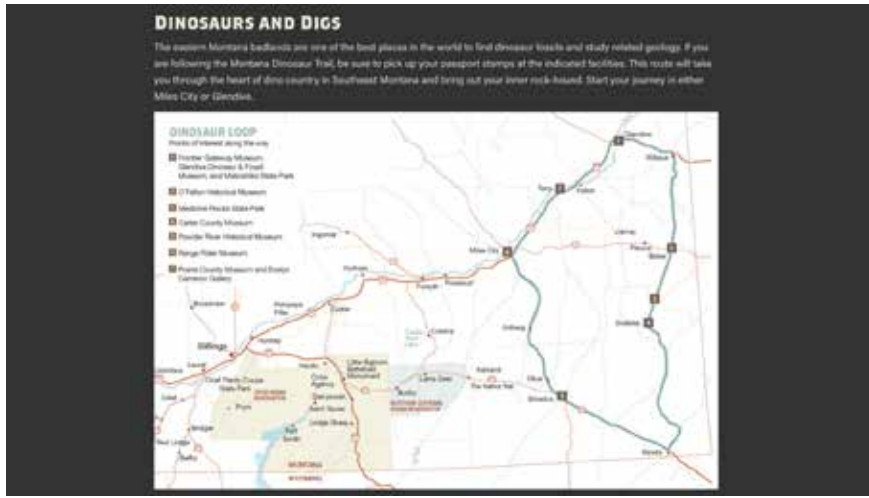
With only one trail in Hell Creek State Park, it's not a big destination for hiking (bottom right).

So, for boating, hiking, and nature photography, Glasgow might be too strong a competitor, except for those who want a more rustic setting.



Looking into wildlife photography, Fort Peck Wildlife Station also stands out (top left). With easier access on paved roads, it would be hard to out-compete.

Looking into fossils and paleontology, we found that there are many places in Montana that have dinosaur fossils (bottom left and right). There are a lot of museums, and we couldn't find any place or service in Garfield County where visitors could go to just start digging or looking at fossils. We didn't think this was a very feasible option to use as your unique selling proposition.



The Montana Dinosaur Loop (top left) doesn't include Jordan, and the Fort Peck Interpretive Center (top right) also includes a paleontology exhibit. Jordan and Garfield County do have fossils, and there is a fossil exhibit in the local museum, but that's probably not enough to make fossils be a major attraction to Jordan.

Missouri River Country already puts out an excellent Hunting & Fishing Guidebook (bottom right). It has a wealth of information, including a great calendar of hunting and fishing seasons.



46 Create the "Hunting & Fishing Guide for Jordan & Hell Creek Recreation Area"

FISHING

- What to fish for
- Where to find them
- Where to get bait locally
- Where to pick up a license

HUNTING

- What to hunt for
- Where to find them
- Outfitters & guides
- Gearing up, provisions & ammo
- Where to get your tags

CAMPING & LODGING

A companion piece with the Fishing & Hunting Guidebook to Montana's Missouri River Country

The complete HUNTING & FISHING GUIDE

Jordan, Montana & Hell Creek Recreation Area

47 Specific, specifics, specifics

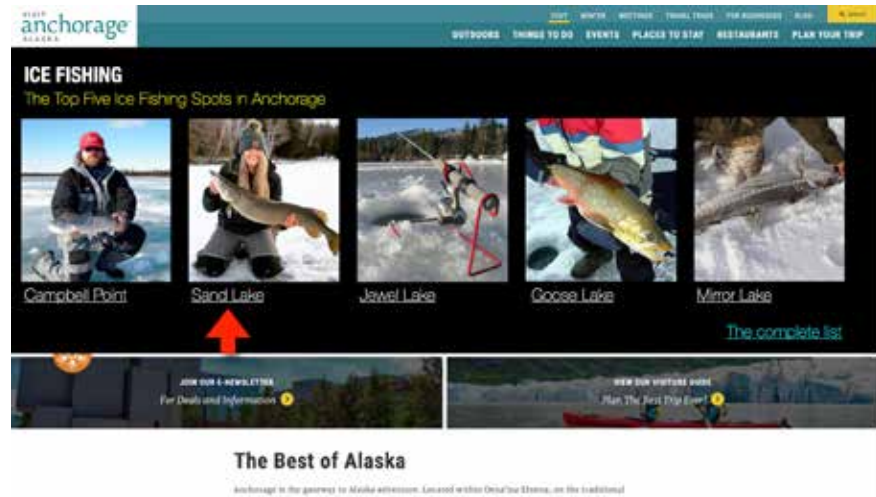
- What will I catch?
- Where do I get a fishing license?
- How much is it?
- What are the limits?
- When are the fishing seasons?
- What time of day is best?
- What kind of bait should I use?
- Is there a bait and tackle shop in town?
- Fishing guide services?
- How do I get to specific fishing spots?
- Is there a place to park?
- Anything else I should know?

The Hunting & Fishing Guidebook includes information about each community in the Missouri River Country, plus detailed information about fishing (top left), guides and outfitters, lodging, big game, birds and waterfowl, and wildlife viewing (top right). This is the most comprehensive, informative hunting and fishing guide we have ever seen!

Suggestion 46: The Hunting & Fishing Guidebook includes all of Missouri River Country. We suggest you create a specific guidebook for Jordan & Hell Creek Recreation Area (bottom left). This would be a great companion piece to go with the one for Missouri River Country.

Suggestion 47: Include detailed, specific information about hunting and fishing in the Jordan and Hell Creek Recreation Area. Where to find the best fishing and hunting? Where to buy a license? Costs? Limits? Specific seasons? Etc. (bottom left) This information could be included on your new Chamber website as well.

48 Website focus:
Pick Your Season, Pick Your Passion



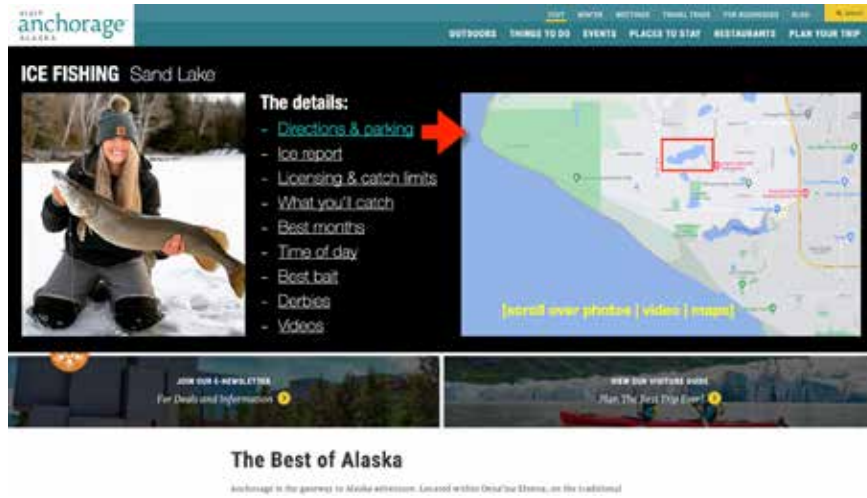
Suggestion 48: One very good way to lay out your website is to have it focus on “Pick your season, pick your passion.”

This sample website is one we developed as an example for Anchorage, Alaska (top right). We suggested they organize visitor activities by season: Winter, Spring, Summer, and Fall (top right). People could choose the season according to when they plan to visit.

If someone wants to visit during winter, they could find winter activities grouped together (bottom left). Here the options are ice fishing, fat tire biking,

hiking, rejuvenation, Holiday happenings, history, and snow activities.

Then, by selecting “ice fishing,” they could find more information about where, when, and how to enjoy that activity (bottom right).



49 This is absolutely key to closing the sale

Details! Details! Details!

Leave no question unanswered!
You have ONE CHANCE to close the sale!



50 Add a place to promote your outfitters in town

- 4'x8' barn wood panel
- Raised & mounted photos
- Information
- Logo
- Photography

Each activity would show specific details (top left and right). For example, directions and parking instructions, an ice report would be regularly updated, licensing and catch limits, what you'll catch, the best months and times of day for ice fishing, the best bait to use, any contests and derbies, and videos would be available.

Suggestion 49: Leave no questions unanswered. The key to closing the sale is to provide detailed information.

Suggestion 50: Create a place in Jordan to promote all your local outfitters and guide services. This location could feature a 4 foot by 8 foot barn wood panel for each outfitter that would show mounted photos, information, their logo, contact information, and some highlighted reviews of their services (bottom right). This could include brochure distribution, and perhaps each outfitter and guide service would pay a small amount to have their panel in this location.



51 To own it:

- Outfitting supplies: ammo, fishing gear, bait, camo, etc.
- Tags and fishing licenses
- Butcher, processing, packing
- Outfitters and guide services
- Lodging
- Food and camping supplies
- Near 100% hunt success rate
- Abundant land and water (habitat)
- Species variety

ADDENDUM

At the conclusion of the presentation, members of the local community had some excellent questions and comments. One of those, that is extremely relevant, is that by hanging the “tourism hat” on hunting and fishing, what happens when some species are “hunted out”? In fact, it was noted that in 2024 that actually happened with deer hunting.

Then Jordan’s public works director, Bret, mentioned the idea of glamping. Immediately, I thought, “Great idea! Why didn’t I think of that?”

This is an excellent idea and is something local ranchers, outfitters, and businesses can tap into fairly easily. And with the dark skies and wide open spaces throughout Garfield County, this is an excellent idea and path to follow.

Should the county follow up the Assessment with a Tourism Development and Marketing Action Plan, we’d love to be a part of that based on a glamping program - something we’re very familiar with.

Regardless, this is a great path to follow. And glamping can be a great addition to Hell Creek State Park, paleontology, fishing, hunting, and stargazing. This focus can tie together all the visitor assets available, be environmentally friendly, and it can introduce many new visitors to the beauty of Garfield County and Missouri River Country, while also helping local businesses become more successful.

On the following pages, we’ve included a few examples of glamping quarters, which can include Airstream trailers, yurts, tiny-home cabins built on platforms, A-frames, domes (with removable interior shade panels for night sky viewing from bed), luxurious tents on platforms, etc.

If Garfield County decided that their ultimate goal would be to become the base camp and provisioning headquarters to Montana’s premier hunting and fishing destination, it already has an excellent start. There is amazing hunting and fishing.

headquarters for hunting and fishing, you’d want to be sure to promote all these assets (top right).

Suggestion 51: To own the brand of being Montana’s premier

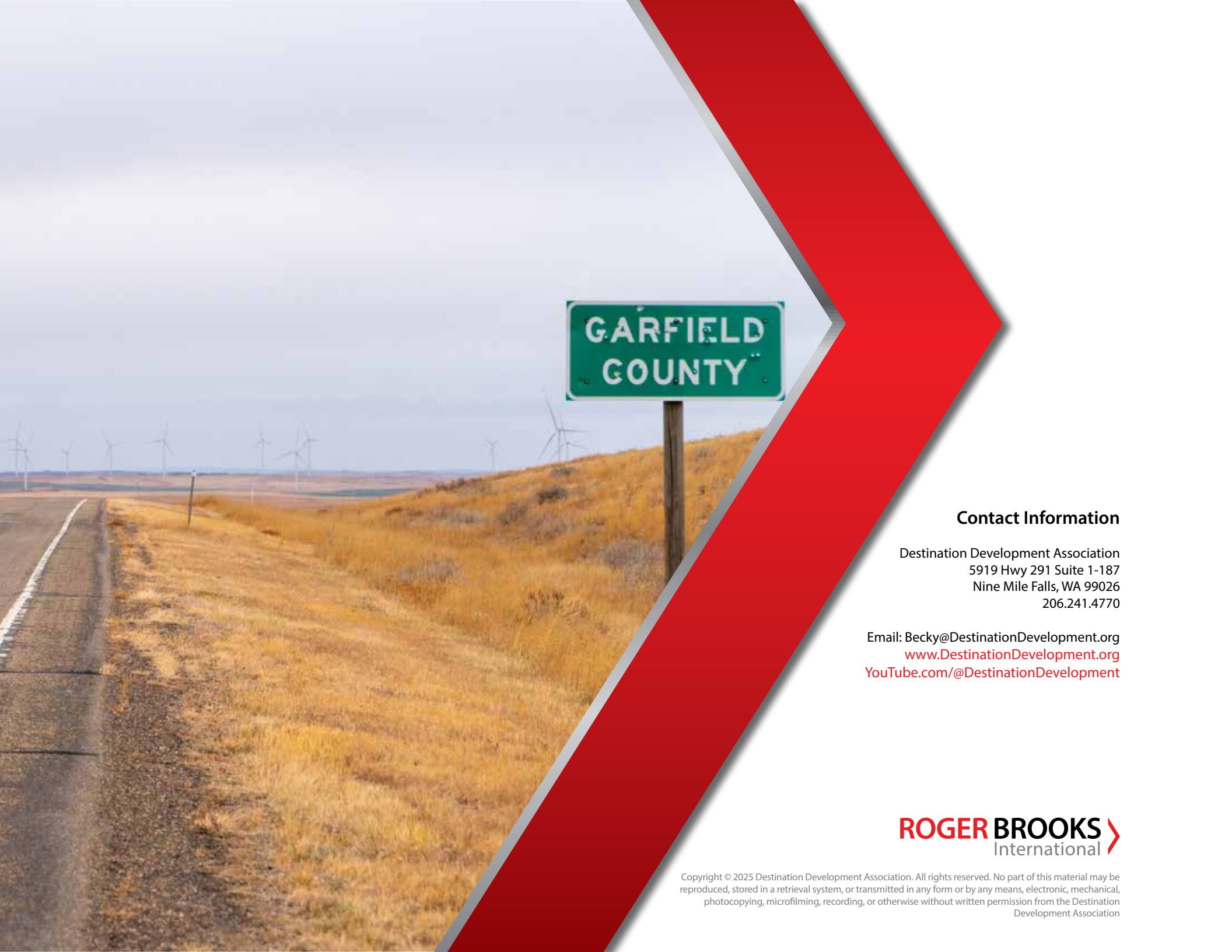






Suggestion 52: Where do you go from here? Create a "Destination Jordan Team" and go through these suggestions. Determine which of these make sense, and turn many of the suggestions, or all of them, into recommendations by figuring out how to implement each of them, who would be responsible, and what the costs would be. We suggest you

begin with determining your primary focus--what do you want to be known for primarily? Could it be Montana's Favorite Glamping Destination? Then determine what needs to be done to make it a reality. With Jordan and Garfield County's motivation and "can do" attitude, you'll be able to bring that vision to life!



**GARFIELD
COUNTY**

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