



# Montana State Parks Heritage Resources Strategic Plan

2017 - 2024



stateparks.mt.gov

Final Plan | February 2017



Division of Montana Fish, Wildlife & Parks  
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Dear Heritage Resource Advocates:

Thank you for your interest in heritage resources. Montana State Parks manages more National Historic Landmarks than any other state park system west of the Mississippi River, apart from California. Montana's heritage resources include the state's first territorial Capital, the first archaeologically verified Lewis and Clark Expedition campsite, one of the largest and most significant buffalo jumps in the nation, and the home and farmstead of the last traditional chief of the Crow Indian Nation. These parks, and other important sites, tell the story of Montana's first peoples and their connection to a landscape that remains much the same as it was over a century ago.

The state park system was established to conserve the scenic, historic, archaeological, scientific and recreational resources of Montana and provide for their public use and enjoyment. The 1995 Montana State Antiquities Act (MCA 22-3-421 to 22-3-442) directs state agencies to consider and evaluate impacts on heritage resource properties and sites. The Montana State Parks 2015-2020 Strategic Plan "Charting a New Tomorrow" called for the creation of a heritage resources plan to address the unique challenges associated with managing these resources. The development of this heritage resources strategic plan establishes program priorities, and is critical to improving statewide resource protection, management and coordination among park staff, partners and stakeholders.

Each year the state parks heritage resources program makes great strides to better protect and manage significant heritage resources. Partnerships enable the Division to complete the on the ground work needed to ensure resources are properly identified, documented, and protected. Based on the information gathered, this plan outlines five goals that will expand and enhance the state parks heritage resources program. These goals focus on partnership development and fund raising, building heritage resource capacity through staff training and increased statewide coordination, improving artifact and data base management, providing dynamic and engaging interpretation at heritage properties, and better protecting resources in compliance with the Montana State Antiquities Act.

The outcome of this plan is to support a heritage resources program that enables Montana State Parks to appropriately manage and interpret valued resources on behalf of Montana citizens and visitors so they are preserved into the future and enjoyed by generations to come. Thank you to staff and partners who contributed valued input to help shape this plan, and for your continued support of heritage resources.

Sincerely,

A handwritten signature in black ink that reads "Thomas E. Towe". The signature is written in a cursive, flowing style.

Thomas E. Towe  
Montana State Parks & Recreation Board Chairman

# CREDITS

Special thanks to the Montana State Parks staff, stakeholders, and partners for their contributions to the development of this plan. They brought a high level of expertise and energy to the task for which we are all grateful. Stakeholders also deserve special recognition for taking time to provide their insights and recommendations. Their contributions had a direct impact in shaping the goals and recommendations contained in this plan.

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Document prepared by Montana State Parks



*Bannack Days, Montana State Parks' largest event, includes historic displays, re-enactors, and activities at Bannack State Park. The event is held annually the 3rd weekend in July.*

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# SECTION 1

## INTRODUCTION

Heritage resources tell the story and history of Montana's people and landscapes. They are a vital part of our identity and provide a sense of place. Our state park system manages more National Historic Landmarks than any other state park system west of the Mississippi River, apart from California. Fifteen parks were primarily established to preserve cultural resource values, including Bannack, Pictograph Cave, Rosebud Battlefield, First Peoples Buffalo Jump, Travelers' Rest, and Chief Plenty Coups State Parks. The system also has a number of heritage resources that are present in other properties that if documented, could be listed on the National Register of Historic Places (NRHP).

The purpose of Montana State Parks is to conserve the scenic, historic, archeological, scientific, and recreational resources of the state, and to provide for their use and enjoyment (MCA 23-1-101). Montana State Parks, a division of Montana Fish, Wildlife & Parks, manages some of the most significant heritage properties of any state agency in Montana. As such, the Division is uniquely positioned to invite visitors to experience our state's heritage resources and learn about the past, while managing and protecting them in perpetuity.

Over the last 10 years, the Heritage Resource Program has conducted multiple surveys and site evaluations to improve our collective appreciation of Montana's cultural, historical, and archaeological resources. Still, the significance of some of the heritage properties in the system remains unknown. Many have not been assessed in decades and their cultural resource values are not well understood.

Although we have made important progress in identifying, recognizing, and preserving our state's heritage, the park system has and continues to face many longstanding challenges. The Montana State Parks 2015-2020 Strategic Plan *Charting a New Tomorrow* identified the need for a step-down heritage resources plan to address the unique challenges of heritage properties in the system. A consistent underinvestment of heritage resources at the department level is exacerbated by budget pressures, limited staff capacity, and increased demands from the visiting public. A growing backlog of deferred maintenance and an overloaded system stretched beyond its capacity further erodes the ability of Montana State Parks to preserve resources and serve the public.

*Montana State Parks contains over 220 archaeological and historical properties located throughout the system's 55 state parks, including 7 National Historic Landmarks (NHL).*

*The Montana State Parks 2015-2020 Strategic Plan identified key metrics and opportunities that will make Montana State Parks the strongest park system in the country.*

We need to improve our ability to integrate heritage resource management and preservation within park operations and to expand knowledge and appreciation of the diversity of significant resources within Montana State Parks. We must recommit ourselves to our core purpose of conserving heritage resources of the state today and tomorrow. We must look towards the future with clearer priorities and to opportunities for balanced growth where appropriate. This Heritage Resources Strategic Plan builds on the good work done previously while acknowledging the need to develop and grow to meet legal and public demands of the program.

## **PURPOSE OF THE PLAN**

The plan identifies current conditions, develops desired future outcomes, and charts a path to achieve the desired outcome. This process ultimately addresses challenges related to heritage resource management, and seeks to produce effective decisions and an action plan to further the proactive management of heritage properties within the system and across partner agencies.

The objectives of the Heritage Resources Plan are to:

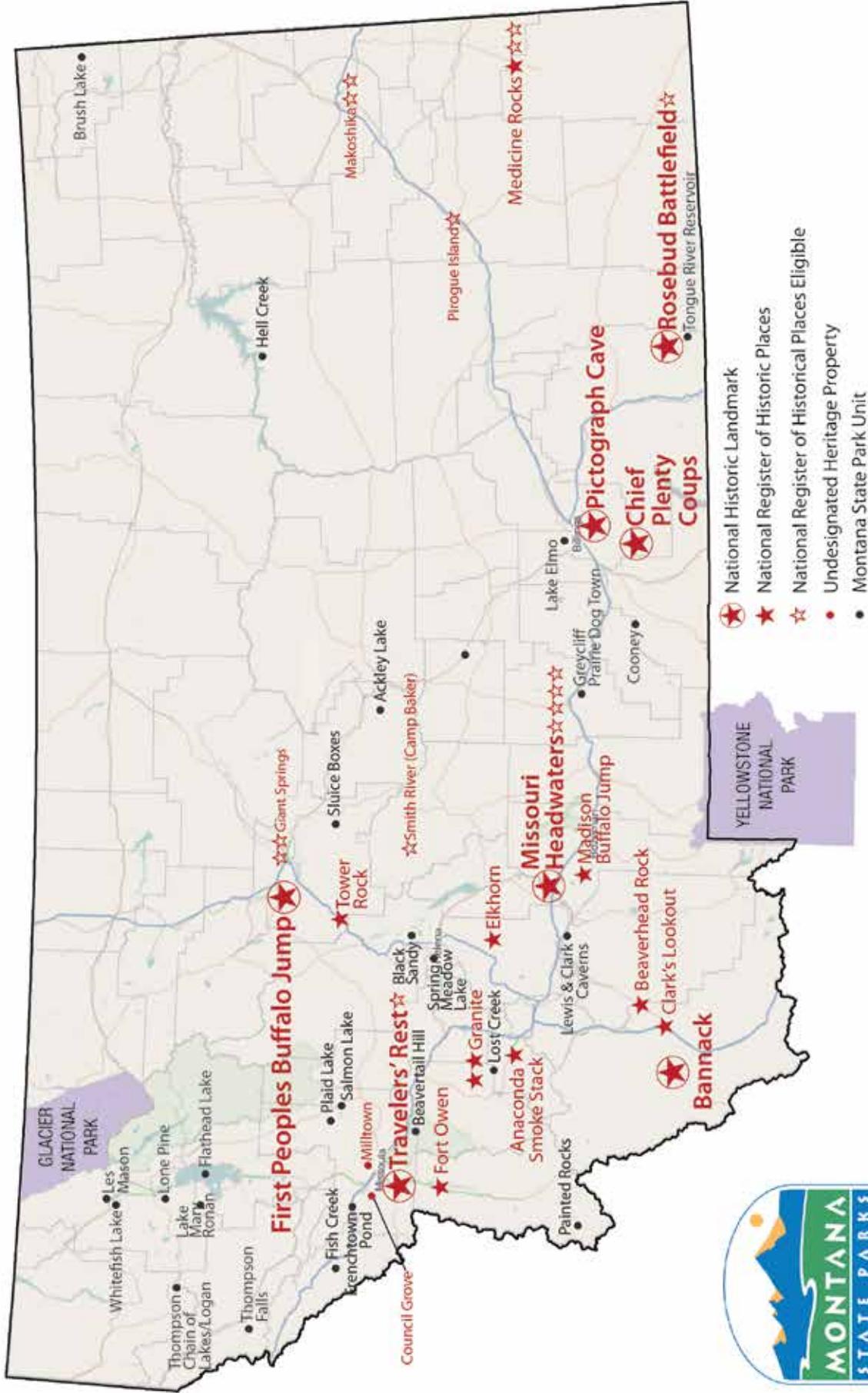
- Evaluate strengths, challenges, and the critical resource needs of the heritage resource program and its existing capacity.
- Identify best practices in heritage resource management to achieve maximum effectiveness, including state park heritage resource and artifact collection management, heritage resource training and staff needs, and data collection and information management.
- Develop direction for heritage resource program priorities for balanced management across the park system as well as recommendations for improving statewide coordination and management.

## **MONTANA STATE PARKS HERITAGE PROPERTIES**

*Name (Year Acquired)*

Anaconda Smoke Stack (1986)  
Bannack (1954)  
Beaverhead Rock (1975)  
Chief Plenty Coups (1965)  
Clark's Lookout (1985)  
Council Grove (1978)  
Elkhorn (1980)  
First Peoples Buffalo Jump (1972)  
Fort Owen (1956)  
Giant Springs (1972)  
Granite (1975)  
Madison Buffalo Jump (1966)  
Makoshika (1953)  
Medicine Rocks (1957)  
Milltown (2010)  
Missouri Headwaters (1947)  
Pictograph Cave (1969)  
Rosebud Battlefield (1978)  
Tower Rock (2004)  
Travelers' Rest (2001)

# Montana State Parks Heritage Properties



## PROGRAM CONTEXT

While part of the core mission of Montana State Parks has to been to preserve and protect Montana's natural, cultural, and recreational resources since its beginning in 1939, the first heritage resources program specialist was hired in 2007. Prior to that, the Division carried out compliance with heritage resources laws, specifically the Montana State Antiquities Act by hiring consultants to conduct surveys, archaeological site testing and site mitigation work for heritage properties that could not be avoided by project construction in state parks.

The current Heritage Resource program includes responsibility for compliance with the Montana State Antiquities Act in all 55 parks, artifact collection and database management and oversight, site stewardship, protection and resource management, staff training, and public outreach and interpretation.

Over the years, Montana State Parks has leveraged partnerships to stretch limited staffing and funding in a way that creates long-term benefits for heritage resource protection. Challenges with funding are countered with engaging the University of Montana and Montana State University in student field schools in order to complete inventories, 3-D scanning, and background research in significant heritage parks. Partnerships with the National Park Service, the American Battlefield Protection Program, Montana Preservation Alliance, and the Bannack Association resulted in funding for resource stewardship at several NHL parks including Bannack, Rosebud Battlefield, and First Peoples Buffalo Jump. The program is still relatively new to the department, and the development of institutional knowledge, best practices, and program management is ongoing.



*First Peoples Buffalo Jump State Park is one of the largest buffalo jump sites in the country. Native peoples used this site for at least a thousand years. In an effort to pay homage to the buffalo and the people who honor this mighty animal, First Peoples Buffalo Jump State Park has an on-site education Visitor Center offering educational and interpretive programming and activities.*

# SECTION 2

## GUIDING FRAMEWORK

The Heritage Resource program has become increasingly complex. The demands on the program have intensified over the past decade as awareness and concerns about resources have increased. As a result, this plan focuses on the unique management challenges and opportunities of heritage properties in Montana State Parks. Below is a discussion of the context and guiding framework that guides the plan, including relevant documents, rules and regulations, and system trends.

### **MONTANA STATUTES AND RULES**

#### **MONTANA CONSTITUTION**

Montana's Constitution of 1972 (Article 9, Section 4) mandated that the Legislature provide for the identification, acquisition, restoration, enhancement, and preservation of historic, archaeological, scientific, and cultural areas and sites for the use and enjoyment by the people. The 1995 Montana State Antiquities Act (MCA 22-3-421 to 22-3-442) established that the Montana State Historic Preservation Office (SHPO) was responsible for monitoring how state agencies preserve and protect their heritage properties. This act also required that agencies develop their own rules and policies regarding the identification, protection, and enhancement of heritage properties.

#### **ADMINISTRATIVE RULES OF MONTANA**

Montana State Parks developed its own Administrative Rules of Montana (referred to as ARM) that are listed in ARM 12.8.501 to 12.8.510. These rules define the Division's responsibility for heritage resource compliance. These ARM, specifically 12.8.504, designate the bureau chief of the Design and Construction Bureau as the cultural resources and State Historic Preservation Office coordinator for the department. However, Montana State Parks maintains its own heritage resource staff and does not rely on the Design & Construction Bureau for any heritage resource duties. The ARM rules for heritage resources should be revisited in the near future to accurately identify the appropriate coordinator and duties for the Division.

Briefly, ARMs mandate that the Division:

- Consider heritage properties and paleontological remains for the purpose of preserving them and to avoid, when feasible, actions that alter these properties.
- Identify all heritage properties located on department lands within areas affected by proposed projects.
- In consultation with SHPO, assure that any historic or prehistoric site within a project's area of potential impact shall be professionally assessed to determine if the resource is significant and eligible for listing in the National Register of Historic Places.
- Implement one of the following options if heritage properties exist within a project's area of potential impact and the property is significant and the impact is considered adverse: abandon the proposed project, redesign the project to avoid the property, mitigate impacts through recordation, excavation, or other forms of documentation, or undertake the project with no avoidance or mitigation measures providing documentation to the SHPO as to why this option was selected.

## HERITAGE ACTS

Montana State Parks is also responsible for complying with the Montana Human Skeletal Remains and Burial Site Protection Act which was passed in 1999. This law provides legal protection to unmarked burial sites on all lands in Montana, including those that are privately held. The law established a 13-member burial review board that helps decide the treatment and disposition of any discovered human remains and associated burial items.

In 2011, the Montana Legislature passed Senate Bill 3 which amended the Montana State Antiquities Act (MCA 22-3-422 to 424). This legislation requires all state agencies to biennially report on the status and condition of heritage resources located on lands they manage. A list of stewardship efforts undertaken for these properties including the amount expended on each is also required. The State Historical Preservation Review Board analyzes all agency biennial site condition reports and has repeatedly (most recently in 2016) recognized state parks as a leader in heritage resource best practices, stewardship and partnership efforts. The Montana State Parks biennial report is used by the Montana SHPO as the model and example that other state agencies are asked to follow when completing these reports.

## MONTANA STATE PARKS & RECREATION BOARD

The Montana State Parks & Recreation Board was created by the Montana Legislature in 2013 to oversee and guide Montana State Parks (MCA 23-1-111). Comprised of five Montana citizens appointed by the Governor, the board members are informed and experienced in the conservation and protection of state parks, heritage resources, natural resources, tourism promotion and development, or outdoor recreation. A key focus of the Board is to set policies and provide direction to manage, protect, conserve, and preserve state parks and heritage and recreational resources, as well as to encourage citizen involvement in management planning. The Board acts as a direct platform for the public to provide feedback on management decisions and communicate with decision-makers. Since its creation, the Board has been integral in setting the Division's new strategic direction and actively addressing longstanding challenges of the park system through the 2015-2020 Strategic Plan, Land Acquisition Policy, and Classification Policy.



*Chief Plenty Coups, (Aleek-chea-ahoosh, meaning "many achievements") was a visionary leader, and a great diplomat of the Crow Nation. He is the last chief who was elected a chief by other chiefs. The log home and farmstead of Chief Plenty Coups became a state park after Chief Plenty Coups' death. Photos by (l) Library of Congress (1908), (r) Montana State Parks.*

## **MONTANA STATE PARKS 2015-2020 STRATEGIC PLAN**

The 2015-2020 Strategic Plan, *Charting a New Tomorrow*, serves as a guiding framework for management of the park system and statewide recreational programs through 2020. The strategic plan was a culmination of decades of studies and reports—including the 1978 Montana Outdoors Report on State Parks, 1989 System Plan, 1990 State Park Futures Committee I, 2002 State Park Futures Committee II, and HJR 32 Study of State Parks, Outdoor Recreation, and Heritage Resource Programs. It established the core challenges related to funding, staffing, and awareness and appreciation. Under the guidance of the Montana State Parks & Recreation Board, the 2015-2020 Strategic Plan presents key targets and solutions to overcome the challenges facing the system. The plan calls for reinvestment in the Montana State Park system through a rebranding effort and strong prioritization of resources. The central goal in the plan is the brand promise to manage significant, relevant, and accessible parks that are consistent with available resources. As part of this, the development of a system-wide heritage resource strategy was identified to address the unique needs of heritage properties in relation to this vision.

### **FACILITY CONDITION INVENTORY**

Following the adoption of the Montana State Parks Strategic Plan, Montana State Parks worked with a consultant in 2015 to independently evaluate the basic infrastructure at 34 of the 55 state parks across the state. The consultant's evaluation found that almost \$23 million in infrastructure repair and upgrades are needed at these properties within the next decade. Infrastructure needs at all inventoried heritage properties totaled over \$10.6 million. A separate and specialized inventory effort was initiated to review the cultural and historic properties in-depth at Bannack, Elkhorn, Chief Plenty Coup, and Fort Owen State Parks. Bannack State Park, with 85 inventoried structures, had the largest infrastructure need of any park—heritage or not—at \$5.1 million, with \$4.92 million in stabilization and resource protection projects alone. Examples of the more typical project needs at historic properties include: roof replacements, sill log replacements, foundation repairs, and siding replacement. The FCI has been pivotal in establishing a baseline for infrastructure needs across the system, and for giving Montana State Parks a better tool to assess and communicate these needs to partners, communities, and the Legislature.

## OUR BRAND PROMISE:

### **SIGNIFICANT**

Montana State Parks manages significant sites and programs, representing the statewide scenic, historic, cultural, scientific, and recreational legacy of Montana's heritage.

### **RELEVANT**

Montana State Parks provides relevant programs and experiences that create lasting memories for Montana families and visitors and support our tourism economy.

### **ACCESSIBLE**

Montana State Parks are accessible for all regardless of wealth, physical ability, or location in the state.

## OUR VALUES:

### **SERVICE**

We are service-oriented, and proud of our strong work ethic.

### **SAFETY**

We are committed to integrated public safety and education.

### **STEWARDSHIP**

We are dedicated stewards of our resources with well-maintained park facilities and amenities.

## OUR STRATEGIC FRAMEWORK:

- Develop diversified and sustainable funding.
- Grow strategic partnerships.
- Build an engaged constituency.

## CLASSIFICATION AND PRIORITIZATION OF PARK RESOURCES POLICY

The Montana State Parks & Recreation Board passed the Classification and Prioritization of Park Resources Policy (Classification Policy) in 2015 after the Strategic Plan. The policy directs Montana State Parks to allocate resources within the park system based on the newly established classification system. Based on criteria for statewide significance, relevance, and accessibility, parks were scored into four classes that better reflect the brand promise (see Figure 1). The Classification Policy prioritizes resource allocation first to properties that have the highest significance, relevance, and accessibility. Heritage properties in particular are found across classification levels, so it is necessary to address the different needs of the properties and ensure management reflects the significance of the resource. Although compliance with the Montana State Antiquities Act will be carried out at all parks, Class 1 heritage properties need more attention and resources to realize their full potential. Class 4 heritage properties constitute a special management challenge, and will require alternative strategies to achieve better stewardship. The Heritage Resources Plan will be consistent with this policy direction and the goals and targets outlined in the Montana State Parks Strategic Plan.

**Figure 1. Heritage Properties by Classification System**

CLASS 1 PROPERTIES	CLASS 2 PROPERTIES	CLASS 3 PROPERTIES	CLASS 4 PROPERTIES
Bannack* Chief Plenty Coups* First Peoples Buffalo Jump* Giant Springs° Makoshika° Missouri Headwaters* Pictograph Cave* Travelers' Rest*	Madison Buffalo Jump◊ Medicine Rocks◊ Milltown Rosebud Battlefield*	<i>No heritage properties                      in Class 3</i>	Anaconda Smoke Stack◊ Beaverhead Rock◊ Clark's Lookout◊ Council Grove Elkhorn◊ Fort Owen◊ Granite◊ Tower Rock◊

\*National Historic Landmark

◊National Register of Historic Places

° National Register of Historic Places Eligible



*Crow youth playing double ball, a traditional Crow game at Chief Plenty Coups State Park.*

## PLANNING PROCESS

The planning process for the heritage resource plan included extensive staff input and stakeholder engagement. Two groups were hired to conduct research and facilitate a number of meetings:

1. Mitzi Rossillon, Consulting Archaeologist, LLC and Janet Cornish with Community Development Services of Montana conducted the heritage resource needs assessment and best practices research.
2. The 106 Group conducted the program evaluation, goals development, and stakeholder workshop.

The process began in May 2016, and the consultant team worked closely with the core planning team in the analysis of the program and the creation of a number of key reports and summaries that are discussed in more detail in Key Findings.

### STAFF INVOLVEMENT

The process included three key internal meetings on May 24, June 21, and August 10 with 19 staff representing heritage parks throughout the system, including regional park managers, park managers, and program staff. The first meeting conducted was an assessment of critical heritage resource needs facilitated by Janet Cornish; the second meeting conducted was a program evaluation facilitated by the 106 Group; and the third meeting conducted was the development of goals and recommendations facilitated also by the 106 Group. In addition to the internal meetings, a number of reports were produced reflective of the meeting discussions, as well as a report on best practices of heritage resource management prepared by Mitzi Rossillon.

### STAKEHOLDER ENGAGEMENT

Engagement with heritage resource stakeholders was conducted at each step of the planning process. An initial email from Montana State Parks was sent to over 1,600 interested individuals introducing the project and outlining goals and feedback methods on June 27, 2016. The stakeholder list was developed from the system strategic planning process in 2014 that identified interested individuals, community leaders, user groups, partners, and others informed and engaged with Montana State Parks. Additional email communication was sent out on July 11, July 20, and September 6. The Montana State Parks & Recreation Board received updates on the progress of the plan throughout the process at Board meetings.

**Figure 2. Planning Process**



## STAKEHOLDER SURVEY AND WORKSHOP

In July, a survey prepared by Montana State Parks was sent out to stakeholders to gather information and perspectives on current conditions of the heritage resources and program management within Montana State Parks. The survey was sent out online to over 1,600 individuals via a link to Survey Monkey on July 11, 2016. The survey was open for two weeks, and received 346 responses for a 20% response rate.

Following the survey, key participants representing partner organizations and resource managers were invited to attend a Stakeholder Workshop. The workshop was held on September 21 in Missoula at the Montana Natural History Center to discuss the direction of the Heritage Resource Program, and provide feedback on proposed goals to enhance the management of heritage resources. Through this effort, four Montana State Parks operations and park staff, and a facilitator from the 106 Group, convened a group of 15 stakeholders representing 11 partner agencies and organizations for a three-hour workshop, to review information gathered to date and provide feedback on draft goals and recommendations for inclusion in the Heritage Resources Strategic Plan.

The comments and feedback received from both the survey and workshop are reflected throughout the key findings and goals and recommendations.

## PUBLIC COMMENT

On December 14, 2016, the Montana State Parks & Recreation Board approved the draft plan for public comment. Public comments were accepted during a 31-day public comment period from December 19, 2016 to January 18, 2017. The public was asked to comment online through a Survey Monkey form. Additional written correspondence was sent to program staff by email or regular mail. A total of 18 written comments were received. Substantive comments were considered and incorporated into the final plan where appropriate for Parks Board consideration. The final plan was approved by the Board on February 16, 2017 in Helena, MT.



*Youth learning Crow designs at Crow Language Camp at Chief Plenty Coups State Park.*



*Atlatl throwing at Madison Buffalo Jump State Park.*



*Kids learning from volunteers at Travelers' Rest State Park.*



*Visitors viewing pictographs at Pictograph Cave State Park.*

# SECTION 3

## SYSTEM TRENDS

Efforts to balance program components are an ever-increasing challenge not only for Montana State Parks but for other state and federal agencies in Montana and beyond. Throughout the process, overarching trends were identified that impact the Heritage Resource Program and park management, and are considered in the larger context of the system. The goals and recommendations address these trends, though are not necessarily constrained by them.

**Major challenges in funding and staffing resources have created a systemic underinvestment in Montana State Parks and limits the system's capacity to address growing needs.**

The Montana State Parks 2015-2020 Strategic Plan highlighted the longstanding staffing and funding challenges the system has faced over the last 75 years. Decades of reports on the park system have documented that Montana State Parks has been consistently underfunded and underdeveloped from the beginning. Currently, stagnant funding levels, limited staffing, and the rising cost of land and facility maintenance present real challenges to long-term stability and our ability to care for state park heritage resources. Coupled with increasing visitation, the Parks Division staff faces tough decisions to balance competing priorities. This was a central question raised in the Montana State Parks Strategic Plan and was echoed by staff in the planning process for the Heritage Resource Plan. A key outcome identified in the Strategic Plan to address growing demands and create more sustainable funding is to raise revenue generation by 100% by 2020. Increasing user fees like camping fees and permitting fees, monetizing programs where appropriate, and expanding concessionaire services are all strategies considered by the Division as we look for ways to achieve fiscal sustainability while also delivering quality services and protecting resources. The Heritage Plan builds upon the Strategic Plan's recommendations to enhance the overall park system by prioritizing park resources, developing diversified & sustainable funding, and growing partnerships and an engaged constituency.

**Montana State Parks is experiencing rapid growth in visitation and user demands that is putting pressure on resource management.**

From 2007 to 2016, annual visitation increased from 1.91 million visits to 2.65 million visits—an increase of 39% over the ten-year period. Peak season visitation is also breaking records, with over 1.88 million visits in 2016, up 26% for the 5-year period. Heritage properties specifically received over 830,000 visits in 2016, up 17% from 2015. Parks are seeing more visits in the shoulder season as well. Events and programs are also seeing growth, many of which are held in heritage parks. Educational programs in state parks can host upwards of 25,000 students in a given year. In 2016, close to 8,000 people visited the old west celebration of Bannack Days at Bannack State Park, which is almost double the attendance in 2015. This balance between protecting resources and managing for increasing demand is growing in importance, particularly in regards to the significance of heritage properties.

**There is a growing need for increased protection of heritage resources both in state parks and in communities across the state.**

Over the last decade, Montana State Parks has cultivated a leadership role in supporting the statewide management of heritage resources. With the establishment of the Montana State Parks & Recreation Board in 2013 and the adoption of the Montana State Parks Strategic Plan in 2014, the system has experienced increased visibility among the public to protect heritage resources around the state. The Division already manages some of the most significant heritage properties of any state agency in Montana; however more and more places need protection within the state. Communities, heritage advocates, and organizations look to Montana State Parks to provide management of these rare resources, and there is an increased demand for our help. While the 2015 Strategic Plan sets the course to make the park system one of the strongest in the country, there is still much work to be done and the capacity of the Division is limited with respect to additional acquisition and expansion of the system. Montana State Parks has and continues to struggle to meet the management needs of current properties and programs as well as the expectations of the public. While the Strategic Plan makes a commitment that the Division will work with communities to bring forward funded and supported concepts for acquisition and expansion of services, current staffing and funding limitations have left little capacity for efforts beyond resource management and ensuring compliance of properties already in the system. Involvement of partner agencies like friends groups at Travelers' Rest, Bannack, and Madison Buffalo Jump State Parks, is critical to achieving this and we will look for ways to expand partnerships across the state.

# SECTION 4

## KEY FINDINGS

The Montana State Parks Heritage Resource Program is an increasingly mature and effective program with valuable heritage resources and committed operations and park staff. While the focus of the program is protection of heritage resources, there are many other components that factor into this outcome, including compliance, stewardship, site monitoring, stabilization, restoration, interpretation, and program marketing and outreach. The following summarizes the strengths, challenges, and opportunities based on internal staff input, research, and stakeholder engagement completed throughout the planning process.

**Figure 3. Heritage Resource Program Components**



## PROGRAM STRENGTHS

Over the last decade, the Heritage Resource Program has instituted a wide range of internal policies and protocols that have greatly enhanced the protection of state heritage properties and resources.

- ▶ Dedication of qualified, professionally-trained staff expert and program manager.
- ▶ Heritage Resource Notebook provides program management and resource protection guidance. Biennial reports (required by MCA 22-3-424) provide quality documentation and condition assessments of significant heritage properties.
- ▶ Compliance protocols are well-defined and documented. Staff and contractors see value in compliance, and data management tools such as PastPerfect are available to facilitate compliance. Projects are identified, prioritized, and tracked annually.
- ▶ Park managers and staff are knowledgeable and enthusiastic about heritage resources, and staff are mutually supportive, self-motivated, and committed.
- ▶ Strong working relationships with the State Historic Preservation Office, federal agencies, universities, tribes and Tribal Historic Preservation Offices, and various curation partners. Partnerships enable low cost research and survey work at sites and allow for showcasing heritage resources.
- ▶ Wide network of archeological and historical consultants and preservation contractors that supplement internal expertise.
- ▶ Many staff have completed site stewardship training, and there are ongoing opportunities for more extensive and focused training through partner agencies and academic institutions.
- ▶ Focused attention has been paid to major sites for data management, interpretation, and education. Visitor centers are high quality and have strong formal programming.



*Travelers' Rest State Park, the first archaeologically verified campsite of the Lewis and Clark Expedition in the nation. Centuries before Lewis and Clark, this site has long been known and used by Native peoples, notably the Salish.*

## PROGRAM CHALLENGES AND NEEDS

The overarching challenge facing the Heritage Resource Program is the ability of limited staff to protect and manage heritage properties with available resources. While a centralized program has been important to sustaining the program over the last decade, there are still many challenges and critical needs facing the program and the system that were identified during the planning process. If we do not preserve and protect our fragile heritage resources, these non-renewable places will be lost forever leaving future generations with limited opportunities to experience Montana's valuable past.

- ▶ Challenges in funding and staffing results in limited capacity of staff to adequately protect heritage resources across the system. This coupled with increasing visitation and user demands and over \$22 million in infrastructure needs has placed heritage resources at serious risk of deterioration or even possibly complete loss if any major incident were to arise.
- ▶ With limited staffing, park managers struggle to balance management of recreation values and heritage values within parks. With visitation increasing, park managers are faced with balancing the need to protect resources with the need to foster connections with the resource through meaningful visitor experiences. Visitors may not be aware of the significance of the properties or their impacts to them. Balancing interpretation of resources with interpretation of management is also critical.
- ▶ Class 4 heritage properties have major limitations and management challenges, and are often remote or inaccessible and may lack resource integrity. Montana State Parks does not have the capacity to adequately protect them given the overwhelming needs of other high priority heritage properties in the system.
- ▶ Lack of ongoing and in-depth staff training and orientation to ensure consistent policies and processes across the system. Training progression is undefined, and there are no baseline training expectations. Implementation of training is also critical, as new skills and processes may be lost if not practiced.
- ▶ Inadequate specialty expertise within park manager competencies across the system, including historic preservation and standards of care for historic buildings and structures, paleontology, collections management, cultural coordination, exhibit design and interpretive planning.
- ▶ Many resources not yet identified in parks. Continued inventory, evaluation, and documentation of resources are needed, including archeological and paleontological resources.
- ▶ Incomplete system of collections management and data management processes, including expanded digital cataloguing database, updated GIS database, and digital copies of reports, forms, and policies.

- ▶ Limited coordination at the field level with partner agencies. Park managers are often responsible for all levels of park operations and struggle to find time to build meaningful relationships with partners and stakeholders. This often results in interactions with partners being focused on specific issues within tight deadlines as opposed to proactive engagement that allows partners to be involved in the direction of park management rather than for specific needs.
- ▶ Timing of tribal consultation needs improvement, as well as protocols for compensating tribal elders and tribal consultants. Consultation is critical for heritage properties, but also necessary system-wide to ensure tribal perspectives are considered at all levels.



(clockwise from top) Painting of Fort Owen Mill, 1866. Anaconda Smoke Stack. Men at Bannack. Townsite of Granite.

# SECTION 5

## STRATEGIC DIRECTION

The Heritage Resources Strategic Plan provides a seven-year direction for the Heritage Resource Program for 2017-2024 and describes the means by which program staff and the Division will work toward achieving them. The recommendations are expected to provide guidance for programmatic change both in the short-term and ongoing. Looking forward, this plan aims to:

- Balance competing priorities;
- Leverage existing tools and systems;
- Identify staff and funding resources to address management gaps;
- Challenge staff and policy-makers for creative solutions; and,
- Emphasize high priority program components.

This plan tiers down from and is consistent with the system-wide Strategic Plan and Classification Policy, while also helping to further inform program coordination and management of heritage resources within the park system. It is important that Montana State Parks and the Montana State Parks & Recreation Board invite participation in the decision-making process at all levels to ensure transparency and elevate the immediacy of heritage resource protection and stewardship.

*Recognizing the importance of protecting, managing, and providing access to heritage resources, the goals and recommendations included in this plan are ambitious. Unless additional funding is secured, full implementation of this plan will require a redirection of current resources, a postponement of some recommendations, or a need to seek partnerships for these efforts.*



*Dr. John Scannella of the Museum of the Rockies (l) and Scott Harvey of Montana State Parks (r), with Museum of Rockies Executive Director Shelley McKamey (background), removing the brain case of a Triceratops specimen in Makoshika State Park that was endangered in 2016. Photo by Jason Stuart / Glendive Ranger Review.*

# GOALS:

- A** **Funding and Partnerships**  
Expand sustainable fiscal sources and strategic partnerships to support heritage resources through collaboration that demonstrates leadership and best enables the protection and management of resources.
- B** **Management and Resource Protection**  
Through proactive resource management, protect and enhance Montana State Parks heritage resources in accordance with professional standards and heritage resource laws.
- C** **Organizational Effectiveness**  
Build capacity with staff system-wide to strengthen knowledge, skills, and abilities that balance heritage resource management with visitor needs.
- D** **Collections and Data Management**  
Establish a centralized and coordinated inventory of collections, and expand staff understanding of collections best practices and data management principles.
- E** **Interpretation and Connections**  
Deliver dynamic and cohesive interpretation that enables engaging and high-quality visitor experiences, provides strong connections to the resource, and is reflective of Division priorities.

# A. Funding and Partnerships

**Goal:** Expand sustainable fiscal sources and strategic partnerships to support heritage resources through collaboration that demonstrates leadership and best enables the protection and management of resources.

Funding for Montana State Parks has not kept pace with the rising cost of management and infrastructure needs. The maintenance and inventory backlogs are overwhelming, with significant needs for heritage resources that include management of historic structures, cultural landscapes, archeological sites, and collections. Following the framework laid out in the 2015-2020 System Strategic Plan, diversified and sustainable funding, strategic partnerships, and an engaged constituency are necessary in order to achieve the goals and recommendations outlined in this plan. Without adequate investment and support, heritage resources are at risk of further neglect and may even be lost completely.

We must expand our partnerships and rely on a greater extent of outside sources of support in order to meet the needs across the system. The need for constituency building and legislative support is acute. This support builds region- and state-wide commitment to financial, staffing, and partnership solutions that address the needs identified in this document. With partners, we must look for creative solutions, and encourage staff to take reasonable risks with new partnerships and approaches.

By building capacity and support, we can enhance the opportunity to lead the discussion on advocacy and increased awareness for heritage resources. Even with limited resources, we can advance the conversation by convening partners and developing shared solutions. Meaningful and substantial heritage preservation projects undertaken in partnership with other organizations and agencies will provide a track record of partnership success that can be used to attract future donors. Formal and supported partnerships with Tribal communities in particular are essential to the protection of key tribal resources. We must commit to stronger inclusion early and often in planning, operations, and management of these significant and sacred sites as well as other cultural perspectives relevant to properties across the system. The value of heritage resources expands across boundaries, and stronger support at the state level also supports local communities.



*Montana State Parks Foundation with Luis Benitez of Colorado Office of Outdoor Recreation Industry (3rd from left) and Montana State Parks staff in front of an old homestead building on Wild Horse Island. Photo by Dillon Tabish | Flathead Beacon.*

# Recommendations:

1. Strategically seek additional funding, tap new funding sources, and present compelling projects to the Montana State Parks Foundation, Montana State Parks & Recreation Board, Legislature, and other partners.

*Lead: Division*

2. Leverage heritage expertise statewide by defining mutually advantageous partner opportunities, including the Montana Historical Society and Montana Heritage Commission, and by supporting awareness and understanding of heritage resources across the state. Pursue inter-agency partnerships that assist state parks in managing significant heritage properties, especially those in the Class 4 category.

*Lead: Division*

3. Enhance relationships between Tribal leaders, park managers, and the Montana State Parks & Recreation Board for regular consultation of long-term planning efforts as well as individual projects through ongoing communication that respects and honors Tribal involvement. Consider consultation protocols, memoranda of agreement, or programmatic agreements where appropriate and agreeable.

*Lead: Division*

4. Develop strategies for engaging new constituencies for expanding the support for heritage resources, such as local preservation boards, universities, recreational user groups and natural resource organizations.

*Lead: Division*



*Annual Day of Honor celebration at Chief Plenty Coups State Park. This day of cultural sharing includes speakers, artists, drummers, and dancers, and ends with a free buffalo feast. Photo by Casey Page | Billings Gazette.*

# B. Management and Resource Protection

**Goal:** Through proactive resource management, protect and enhance Montana State Parks heritage resources in accordance with professional standards and heritage resource laws.

Montana State Parks is uniquely positioned to conserve resources and provide for their use and enjoyment (MCA 23-1-101). This balance is core to the system's mission, and central to the work of all staff. However, the heritage program's capacity is stretched with current resources, and achieving this balance is a constant challenge for staff in day-to-day park management.

Montana's state park system faces almost \$23 million of infrastructure needs, with over \$10 million specifically for heritage properties. Full costs have yet to be identified for all historic properties in the system as well as additional areas like artifact collection preservation, protection, and treatment. Heritage resources are non-renewable resources, and continued underinvestment causes irretrievable losses. Class 4 heritage properties in particular constitute a special management challenge. In order to continue recognizing them as valued assets (as seven are listed in the NRHP), staff needs special tools to address limitations on visitor access and interaction with staff, protection against vandalism, regular inspection of resource condition, and damage remedy. The Division strongly believes that successful site stewardship at these properties requires the strong commitment of Friends groups, organizational partners, and stakeholders.

The heritage program has made a great deal of progress over the last decade to inventory heritage properties, document processes and structures, and expand the awareness among staff. To ensure these important resources are preserved into the future, we need to develop a stronger understanding of the resources and better guidance on how to manage them. We can and must do more to integrate heritage management into planning and park operations to expand staff knowledge and expertise of those resources.



*Stabilizing of Gallatin City Hotel at Missouri Headwaters State Park by park staff and consultant Kirby Matthew. Photo by Adrian Sanchez-Gonzalez / Bozeman Daily Chronicle.*

# Recommendations:

1. Conduct a status audit of existing documentation of heritage properties in 2019, including research and investigations, operations, management and protection concerns and protocols.

*Lead: Heritage Program*

2. Conduct professional-level heritage resource inventories of Class 1 heritage properties that have not been studied or inventoried by 2024. Work towards documenting known sites that have yet to be fully recorded in state park properties, such as Sluice Boxes and Wild Horse Island (Flathead Lake).

*Lead: Heritage Program*

3. Formalize a site monitoring program for significant heritage properties by 2021.

*Lead: Heritage Program*

4. Develop site-specific emergency protocols for Class 1 and 2 heritage properties by end of 2018.

*Lead: Park Manager*

5. Prepare alternative management solutions and partnerships for ongoing management and maintenance of Class 4 heritage properties by 2019.

*Lead: Operations Program*

6. Develop standards of care for historic buildings and properties based on the Secretary of the Interior's Standards for the Treatment of Historic Properties by 2020.<sup>1</sup>

*Lead: Heritage Program*



*Bannack townsite with fall colors. Bannack State Park is the site of Montana's first major gold discovery on July 28, 1862. Over 50 buildings line Main Street; their historic log and frame structures recall Montana's formative years. Photo by Rick and Suzie Graetz.*

<sup>1</sup>The Secretary of the Interior's Standards for the Treatment of Historic Properties is intended to promote responsible preservation practices that help protect irreplaceable cultural resources. The Standards are only regulatory for projects receiving federal grant-in-aid funds; otherwise, the Standards and Guidelines are intended only as general guidance for work on any historic building. (Source: NPS 1995. *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating, Restoring & Reconstructing Historic Buildings.*)

# C. Organizational Effectiveness

**Goal:** Build capacity with staff system-wide to strengthen knowledge, skills, and abilities that balance heritage resource management with visitor needs.

The Montana State Parks 2015-2020 Strategic Plan acknowledged that staff is stretched thin across the system. There is a critical shortage of staff at the heritage program and property levels to adequately manage heritage resources. Where park staff does exist, they are required to be multi-function specialists with content knowledge of historic preservation, complex facility management, park planning, public engagement, interpretation and education, visitor services, and public safety. While the issue of staff shortages can only be addressed through legislative action, the effectiveness of current staff can be improved through increased knowledge. Specialty expertise is considered critical to addressing the needs of heritage resources. Staff identified expertise like historic preservation technology specialists to perform such functions as condition assessment, estimates of time and/or cost to remedy defects, and actual building repair/restoration/mothballing; paleontological expertise at Makoshika State Park; collections management and exhibit support; and expanded interpretation support with an interpretive planner, interpretive writer, and exhibit designer. Externally, we can also contract with individuals and organizations that possess critical knowledge and experience.

Many park managers and other staff also recognized the need for specialized expertise regarding tribal cultures. Tribal specialists can offer meaningful contribution to place names, heritage interpretation, tribal history, lifestyle and customs. This contribution needs to be more frequently elicited and appropriately considered. Additionally, experts in crisis mitigation are needed according to the resource and in response to unexpected damage caused by nature or humans. Pictograph Cave State Park staff has specifically identified the ongoing need for geotechnical expertise in assessing and monitoring cave wall and roof integrity, while other parks may occasionally require specialists in assessing damage caused by erosion and vandalism and devising remedies specific to that damage.

Montana State Parks has the responsibility to preserve cultural and natural resources while providing opportunities for the public to enjoy and learn from those resources. As such, many park managers tend to have a strong skill set in one area, but have a need to grow in another area. The need for routine staff orientation and training with regards to heritage resources is particularly critical. This would allow managers and other key park personnel to learn of existing and new procedures regarding resource inventory, condition assessment, care, and stewardship. In addition, occasional training outside of Montana State Parks with other agencies like the National Park Service, the Montana SHPO or the Bureau of Land Management will help in larger resource understanding and stewardship.

# Recommendations:

1. Develop an internal Heritage Leadership Team comprised of heritage program staff and regional field representation to identify needs for heritage resources policy, best practices, inventory, and staff training by the end of 2017.

*Lead: Operations Program*

2. Beginning in 2018, implement an annual meeting among heritage staff (program and park managers) to discuss division priorities, best practices and shared solutions to management challenges.

*Lead: Operations Program*

3. Work with heritage partners and universities to develop new and enhance existing training for heritage park staff by 2020.

*Lead: Heritage Program*

4. Develop protocols to enhance recruitment of managers with knowledge, skills, and abilities specific to heritage resources by 2019.

*Lead: Operations Program*



*(clockwise l-r) Doug Scott with Colorado-Mesa University Field School (2015) at Rosebud Battlefield State Park; Montana State Parks AmeriCorps member providing interpretation; Montana Conservation Corps training with Montana Preservation Alliance at Bannack State Park.*

# D. Collections and Data Management

**Goal:** Establish a centralized and coordinated inventory of collections, and expand staff understanding of collections best practices and data management principles.

Artifact collections management is a critical component of heritage resource management. Collections management refers to the accessioning, organization, and care of historic and archaeological artifacts, historical records, and administrative records. Program data includes the management of cultural resource inventory reports, site forms, and spatial data.

Montana State Parks maintains world-class artifact collections that are mainly stored in certified collection facilities in Missoula and Billings. Although these collections are owned by the state of Montana and are managed to professional standards at these facilities, they are not easily accessible to park staff and Montanans. The collections are spread far and wide, and although we own them, they are not under our direct control. At the same time, the park system currently lacks the adequate resources necessary to meet the high standards of artifact curation. As artifacts are one of the most significant resources that we have responsibility for aside from the land itself, direct management control over the collections is vitally important to ensuring the artifacts remain accessible to all Montanans.

It is important to ensure proper curation because archeological collections are irreplaceable records of the past. Best practices for collections and data management calls for a centralized online database for catalogued artifacts, historic documents, library materials, and photographs. A centralized temperature-controlled curation space is present in fully-staffed heritage programs in other state park systems. Support often includes an on-staff curator or registrar, or at a minimum, seasonal employment of a degreed curatorial staff within the heritage program. Collections management is a national issue, but it is central to our responsibility as the keeper of these stories to protect them for the people of Montana and our visiting public.

## *Artifacts from Pictograph Cave*

*(University of Montana Anthropological Curation Facility)*



*Paint brush used to paint pictographs at Pictograph Cave State Park. The paint brush is 250 years old. The "1885" printed on the artifact is its catalog number from the original 1930s excavations.*



*Fire stick used for starting fires (radiocarbon dated to be 450 years old) found in Pictograph Cave.*



*Basketry fragment (radiocarbon dated to be 1370 years old) from Pictograph Cave State Park, basketry has been found at only two other documented sites in Montana.*

# Recommendations:

1. Consolidate collections data into a centralized platform that is accessible to all parks and develop inventory procedures to better enable tracking, curation, and exhibit development by the end 2019.

*Lead: Heritage Program*

2. Develop a solution and schedule for maintaining heritage resource spatial data that is consistent and compatible with the facility management system and SHPO standards by end 2020.

*Lead: Division*

3. Develop protocols to display collections with security and temperature-control equipment at visitor centers for public enjoyment and education by end of 2018.

*Lead: Interpretation Program*

4. Upon completion of protocols at visitor centers and as part of consolidating collection data, establish lending agreements with other facilities to improve staff access to artifacts for park-based use by 2019.

*Lead: Heritage Program*

5. Pursue federal funds available from the National Park Service Heritage Partnerships Program and from other funding sources for artifact collections from state park NHL and National Register-listed sites.

*Lead: Heritage Program*

6. Work with the Montana State Parks Foundation and partners to raise support for a long-term vision to curate and display artifacts at facilities for Montanans and visitors to experience and appreciate.

*Lead: Division*



*Chief Plenty Coups visitor center.*

# E. Interpretation and Connections

**Goal:** Deliver dynamic and cohesive interpretation that enables engaging and high-quality visitor experiences, provides strong connections to the resource, and is reflective of Division priorities.

Heritage resources are tangible elements which help us communicate the unique and compelling stories of Montana's past to residents and visitors. Through interpretation, public understanding and appreciation—and ultimately protection—of heritage resources is enhanced with easy access to good information and the history they illustrate. In 2015, close to 130,000 people participated in interpretive programs, school programs, and special events across the park system, up 10% from 2014; an additional 25,000 school students participated in educational programs.

Managers and stakeholders identified a number of improvements for enhancing interpretation and communication of heritage resources. We can support a program that meets visitor expectation for consistency in basic facilities, regulation enforcement, and quality of interpretation that is consistent with the classification system and policy. While interpretation is an important component to the visitor experience at heritage properties, enhanced focus on Class 1 properties will ensure that resources are going to support properties that most meet the Montana State Parks brand promise. We also recognize the need to create a sense of heritage connectivity among parks through dynamic resource interpretation that fosters a connection to the resource and conveys the value of preservation and stewardship.

On the ground, visitor centers are needed at select parks to enhance the visitor experience, allow for more meaningful interpretation, and ensure the proper care and security of heritage resource documents and artifacts. Specialized staff and professionally-trained volunteers dedicated to interpretation at significant properties may be needed to truly elevate interpretation for these properties. Additionally, we recognize the critical and irreplaceable perspective that Tribes provide to cultural sites. Interpreting the significant history of these sites while incorporating modern stories will honor Montana's first peoples and also enhance and deepen the visitor connection to the resource.

*“Interpretation is a mission-based communication process that forges emotional and intellectual connections between the interests of the audience and the meanings inherent in the resource.”*

*– National Association  
for Interpretation*

# Recommendations:

1. Complete interpretive plans for all Class 1a parks by 2022. Prioritize other properties that need interpretive plans developed or updated.

*Lead: Interpretation Program*

2. By 2021, identify innovative, culturally sensitive, and relevant methods to enhance visitor connections with heritage resources that promote stewardship ethics and expand appreciation of the resource.

*Lead: Interpretation Program*

3. Expand partnerships with appropriate Tribal communities to honor Native perspectives in the interpretation of cultural resources, to broaden our understanding of Tribal issues, and to enhance the public dialogue regarding these issues.

*Lead: Park Manager*

4. Pursue and establish partnerships for interagency heritage programming with other related heritage sites on city, county, and federal lands by 2020 and into the future.

*Lead: Interpretation Program*

5. Develop web-based “museum” for heritage parks to make artifacts and historic photograph collections accessible to the public and cultural resource professionals by 2021.

*Lead: Interpretation Program*



*Chief Plenty Coups and wife Kills Together in front of the Chief's House. (Charles M. Bair Family Museum Martinsdale, MT)*

## IMPLEMENTATION BY YEAR

### 2017

- C.1 Develop an internal Heritage Leadership Team comprising heritage program staff and regional field representation to identify needs for heritage resources policy, best practices, inventory, and staff training by end of 2017.

### 2018

- B.4 Develop site-specific emergency protocols for Class 1 and 2 heritage properties by end of 2018.
- C.2 Beginning in 2018, implement an annual meeting among heritage staff (program and park managers) to discuss division priorities, best practices and shared solutions management challenges.
- D.3 Develop protocols to display collections with security and temperature-control equipment at visitor centers for public enjoyment and education by end of 2018.

### 2019

- B.1 Conduct a status audit of existing documentation of heritage properties in 2019, including research and investigations, operations, management and protection concerns and protocols.
- B.5 Prepare alternative management solutions and partnerships for ongoing management and maintenance of Class 4 heritage properties by 2019.
- C.4 Develop protocols to enhance recruitment of managers with knowledge, skills, and abilities specific to heritage resources by 2019.
- D.1 Consolidate collections data into a centralized platform that is accessible to all parks and develop inventory procedures to better enable tracking, curation, and exhibit development by the end 2019.
- D.4 Upon completion of protocols at visitor centers and as part of consolidating collection data, establish lending agreements with other facilities to improve staff access to artifacts for park-based use by 2019.

### 2020

- B.6 Develop standards of care for historic buildings and properties based on the Secretary of the Interior's standards by 2020.
- C.3 Work with heritage partners and universities to develop new and enhance existing training for heritage park staff by 2020.
- D.2 Develop a solution and schedule for maintaining heritage resource spatial data that is consistent and compatible with the facility management system and SHPO standards by end 2020.
- E.4 Pursue and establish partnerships for interagency heritage programming with other related heritage sites on city, county, and federal lands by 2020 and into the future.

### 2021

- B.3 Formalize a site monitoring program for significant heritage properties by 2021.
- E.2 By 2021, identify innovative, culturally sensitive, and relevant methods to enhance visitor connections with heritage resources that promote stewardship ethics and expand appreciation of the resource.
- E.5 Develop web-based "museum" for heritage parks to make artifacts and historic photograph collections accessible to the public and cultural resource professionals by 2021.

## 2022

- E.1 Complete interpretive plans for all Class 1a parks by 2022. Prioritize other properties that need interpretive plans developed or updated.

## 2024

- B.2 Conduct professional-level heritage resource inventories of Class 1 heritage properties that have not been studied or inventoried by 2024. Work towards documenting known sites that have yet to be fully recorded in state park properties, such as Sluice Boxes and Wild Horse Island (Flathead Lake).

## Ongoing Tasks

- A.1 Strategically seek additional funding, tap new funding sources, and present compelling projects to the Montana State Parks Foundation, the Montana State Parks & Recreation Board, Legislature, and other partners.
- A.2 Leverage heritage expertise statewide by defining mutually advantageous partner opportunities, including the Montana Historical Society and Montana Heritage Commission, and by supporting awareness and understanding of heritage resources across the state. Pursue inter-agency partnerships that assist state parks in managing significant heritage properties, especially those in the Class 4 category.
- A.3 Enhance relationships between Tribal leaders, park managers, and the Montana State Parks & Recreation Board for regular consultation of long-term planning efforts as well as individual projects through ongoing communication that respects and honors Tribal involvement. Consider consultation protocols, memoranda of agreement, or programmatic agreements where appropriate and agreeable.
- A.4 Develop strategies for engaging new constituencies for expanding the support for heritage resources, such as local preservation boards, universities, recreational user groups and natural resource organizations.
- D.5 Pursue federal funds available from the National Park Service Heritage Partnerships Program and from other funding sources for artifact collections from state park NHL and National Register-listed sites.
- D.6 Work with the Montana State Parks Foundation and partners to raise support for a long-term vision to curate and display artifacts at facilities for Montanans and visitors to experience and appreciate.
- E.3 Expand partnerships with appropriate Tribal communities to honor Native perspectives in the interpretation of cultural resources, to broaden our understanding of Tribal issues, and to enhance the public dialogue regarding these issues.



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