

Mapping a Clear Governance and Operating Model

Revisit RTC’s Trail Tourism Toolkit and the “Developing Organizational Capacity and Collaboration” section at rtc.li/TrailTourism. Review the four primary systems that comprise a functioning trail tourism operating model.

- **Infrastructure and Operations:** Builds, maintains and manages the trail, often implemented by parks, departments of transportation (DOTs) and public works.
- **Visitor Economy:** Attracts and serves visitors, often implemented by destination marketing organizations (DMOs), Main Street organizations and chambers of commerce.
- **Business Development:** Captures and grows spending, often implemented by economic development organizations (EDOs), rural development hubs, Small Business Development Centers (SBDCs) and Community Development Financial Institutions (CDFIs).
- **Strategy and Capital:** Funds, aligns and scales the system, often implemented by local governments and regional coalitions.

Use this worksheet to map your current partners into these four systems. Identify which systems are underdeveloped or missing leadership.

Function	Lead organization	Supporting Partners
Trail Operations		
Visitor Attraction		
Business Development		
Funding & Capital		
Data & Measurement		

Identify Gaps: Which roles are unassigned? Where is coordination weak? Which partners are missing?

Priority Actions:

1:

3: