

Summary of One on One Interviews

Wyoming Tourism Industry Master Plan

1. What are your expectations for the Tourism Industry Master Plan?

- Tools for local boards to use
- Support to decide directions
- More funding for local communities
- Consideration for smaller communities—don't overlook their needs
- Make major changes—go out beyond 2020
- Provide focus to any segment
- Find ways to get Main Street into plan
- Immediate, intermediate and long term elements
- Plan that everyone can get behind
- Keep us on track to meet our mission and goals
- Help to prioritize
- Having quality planning processes all over the state
- Coordination between this plan and Transportation LRP
- Help us pool resources
- That it will be inclusive
- Industry owns the plan
- Help to leverage tourism funds
- Having a unified vision or philosophy
- Bring all groups together
- Represent the entire state
- Allow us to better coordinate, cooperate and communicate
- To have communities participate
- Do planning every 3 -5 years
- Help to educate everyone on the value of tourism
- Address the opportunity of “Railroad History”
- Develop greater “synergies”
- Sensibly grow our visitors
- Comprehensive
- Clear sense of what to market, promote and preserve
- Guide the state in its future growth
- Integration of culture , heritage and arts opportunities throughout the state
- Helping to differentiate Wyoming from our competitors
- Fill in the gaps in our planning
- Tool for planning

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2. What are the three most critical elements that need to be addressed in the Tourism Industry Master Plan?

- Focusing on one or two things
- Close identification of core resources
- Understanding the value of tourism
- Make sure the plan has adequate input
- Making bow hunting accessible throughout the state
- Promoting tourism to draw people to Wyoming without negative impacts
- Linking together of different entities
- New sustainable funding
- Customer service
- Tie in with county development plans
- Working better with the Forest Service
- Partnerships and partnering
- Explore unique funding opportunities
- Brand image
- More support and development for dude/guest ranches
- More cooperative opportunities with communities
- Preserving “Tourism Resources”
- Addressing wildlife management issues
- Creating new product
- Way finding is critical
- Ways to improve communications between the industry and government
- Recognize the value of the industry to the state
- Plugging more historic assets into tourism
- Preserving the unique things we have
- Reaches beyond tourism—great place to do business
- Road access
- Infrastructure development—related to rail sites
- New properties—upscale
- Better promotion of small sites
- Improve properties built during the 40’s—60’ s
- Identify resources—funding are important
- Clear definition of what we are trying to sell and then how we execute
- Tool kits for local communities—support system
- Getting behind Geo Travel
- Need to look at schedule, budgets, tactics
- More influence as users with Game and Fish programs and services—develop programs to increase number of hunters and anglers

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- Youth hunting and fishing opportunities
- Clear goals and objectives—be actionable
- Create a sustainable industry
- Making all visitor center staffs more knowledgeable –FAM tours
- Involve all stakeholders
- Keeping the service industry strong
- Addressing culture and heritage needs in our communities
- Penetrate the educational system—outdoor recreation—appreciation—value
- Reaching the younger generation of travelers
- National and international marketing
- Longer stays by visitors
- Ease to access information from the plan
- Interpretive signage for railroad sites and trails
- Major celebration of rail history and heritage
- Increase collaboration and coordination between all state, local and federal agencies
- Cost of the plan
- Pricing at the Parks
- International Travel—related to new federal TPA passage
- Broader benefit to entire state
- Regional and local focus
- Tangible programs in every county

3. What are the Wyoming Tourism industries 3 greatest strengths today?

- Support within the state
- Value of resources—multiple mentions
- WT&T—staff and marketing—multiple mentions
- What we have to offer
- Outdoors—recreation for families
- Tourism well organized
- Unique character of the Parks
- Wide open spaces—multiple mentions
- Wildlife and natural resources, scenery
- Western way of life
- Great product to sell
- International visitors
- Good working relationship between industry and WT&T
- Public lands—wide open spaces
- Our Parks
- Small enough to know each other
- Nature based products

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- Support from the legislature and Governors office
- “Cowboy West”
- Culture and Heritage
- Community—small town feel
- Visual landscape
- Tourism conference—working together
- Underdeveloped resource—railroad heritage
- More regional marketing
- Support to build awareness of local attractions
- Expand fishing opportunities

4. What are the Wyoming Tourism industries 3 greatest threats today?

- Rising gas prices
- Long standing conflicts between state, federal, local use issues
- Not having good communications and dialogue
- Wind energy development
- Diversion of water
- Lack of marketing support for small communities
- Loss of open space
- Current and potentially future economic conditions
- Sufficient marketing and program funds
- Loss of habitat
- Irresponsible growth—care needs to be given to the land and its stewardship
- Staying relevant
- Access—ability to get into outdoors
- Lack of awareness of tourism industry’s contribution to the state
- Losing critical “winter range”
- Bark beetle epidemic in our forests
- Loss of financial resources to market
- Invasive species
- Not connecting with a younger audience our travelers of the future
- Taking tourism for granted
- “Curb appeal” in our communities
- Value of the dollar
- Relationship between Oil/Gas and Tourism Industry
- Competition from other destinations
- Lack of renewal and sustainable funding sources
- Natural disaster
- Not diversifying the product
- Lack of resources

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- Lack of air transportation—need to leave the state to get to some other part of the state
- Energy/extraction development—impact on landscape
- Lack of support for WT&T
- Natural disaster—wild fires, etc.
- Change in leadership—Governors office
- Lack of coordination across the state with its assets
- Shrinking market
- Not being best in class with our state web site
- Lack of disposable income
- Fully funding lodging taxes
- Regional “turf” issues
- Erosion of tourism assets
- Common sense zoning and planning
- Lack of access to State Parks and Forests
- Not doing additional niche marketing

5. What are the Wyoming Tourism industries 3 greatest opportunities?

- Wildlife watching
- Need to do “new” things
- Improving marketing approaches by smaller local communities in the state
- Technology marketing tools—new social media
- Plenty of opportunity to see things beyond the icons
- More tent camping
- Fostering relationships with rural communities
- Winter recreation across the state
- Investment in our workforce
- Native American heritage and culture
- Working with other states
- The new federal Tourism Promotion Act
- Dinosaur tracks
- Clearly knowing what the public wants and how it will be changing over the next 10 years
- Mountain bike product in the state
- Developing more RV business
- Western hospitality
- Develop more marketing around “themes”
- Ways for state agencies to work together
- Packaging products
- International travel

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- Development of infrastructure
- Having a lot of “firsts”
- Getting smaller tourism businesses up to speed with technology for operation and marketing
- Improving the navigation of our state web site
- Diversifying the product
- More itineraries
- Improving air service, roads and other transportation services
- Social networks
- Scenic Byways
- Reaching nontraditional visitors to Wyoming
- Diversification of the economy—non extractive industries
- Concepts of Geo Travel
- Developing more RV rallies
- Agriculture vs. recreation
- Grow share of Rocky Mountain vacations
- Coordinated information all levels
- Integrated marketing
- New distribution channels and markets via the Internet
- White water rafting
- Tourism and Energy working together
- Create “Wyoming Experience” on the web
- Bow hunting education to generate more hunters, but also safety
- Open spaces
- Further developing international marketing
- Expanding business in non peak times
- Sum is greater than its parts
- Drive markets
- Doing more to promote Wyoming as “Cowboy State”
- Significantly increase the awareness of tourism value to Wyoming residents
- History of rail throughout the state
- Connecting with all parts of the state
- Development of more loop tours
- Expansion of culture and heritage sites
- Development of Heritage Corridors
- Capitalizing on great artists wide variety

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6. What are the Wyoming Tourism industries 3 greatest challenges?

- Educating the industry on water quality issues—waste water systems—lack of technical assistance in applying the safe drinking water act and clean water act.
- Having all the various elements of the industry be aware of what each other is doing
- Developing great conflict management tools and resources to resolve issues
- Lack of people to carry out tourism projects
- Transportation around the state lack of funding
- Amount of consumer disposable income
- Places to stay
- Protecting the “base”
- Greater variety of restaurants
- Attracting more diverse visitors—making people of different cultures feel welcome
- Communications within the industry
- Diminishing funds for federal , state and local tourism organizations
- Staying on top of trends
- Proximity to major markets
- Continuing to get and expand marketing funds available to tourism
- Large percentage of public lands—federal
- Building partnerships
- Wildlife Management Trust Fund—keep it
- Lack of cell service and Wi-Fi
- Workforce development programs in the industry
- Keeping up with the Internet
- Education for the industry to keep up with marketing trends—technology applications
- Leveling out the business cycles
- Need for more interpretive and restoration programs and services
- Funding for infrastructure
- Perception of Wyoming is unknown—great fly over state
- Keep and expand marketing funds
- Need to develop of cultural opportunities
- Keeping authentic
- Working through federal concerns
- Having updated product
- Making the Parks relevant
- Funding resources both state and local marketing
- People’s perception vs. reality
- Current economic conditions—new normal?
- Wind energy development on habitat and other tourism areas
- Access around the state

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- Knowing what everyone is doing
- Infrastructure—do we have enough lodging and services
- Finding ways for communities to work more together on collaborative projects and opportunities
- Competition from other destinations

7. What are 3 things you would like to change relating to the Wyoming Tourism industry—no limits?

- Improved investment in infrastructure/product development
- Better communications among all the players
- Accessibility—airports, roads, trains and buses
- Wi-Fi throughout the state
- Seasonality—fill more of shoulder seasons/off seasons—broaden seasons
- Work to improve more community and business services
- Longer stays by travelers in more parts of the state
- More snowmobile trails
- Developing more packages
- More films shot in Wyoming
- More resources for community beautification
- 411# for tourism information
- Expanded Main Street program
- A lot of new products
- People know that Yellowstone is mainly in Wyoming not Montana
- Better air service into the state and also from more markets like Dallas
- Expanded information center services
- Training for the Internet
- More funds for marketing
- More reciprocity relating to hunting and fishing licenses with other states and tribes
- Development of more “loop” tours
- More coop marketing with the Black Hills, other states
- More support to attend conferences outside of area
- Services on our roads—rest areas, etc.
- Develop an interpretive radio system
- State of the art web site and web marketing—own the medium
- Reach more of a younger demographic
- Development of more winter activities, events, trails, etc.
- Relationship between state and federal agencies
- Increasing support for travel writer tours
- Ensuring we have wildlife and scenery going forward

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- Take care of buildings and trails current backlog of projects—maintenance
- Habitat maintenance and development would be greater
- Having more staff resources
- Improved education and training
- Have an excellent transportation network air, road and buses
- More online marketing opportunities
- Broader marketing—into the Northwest, other markets like Atlanta, New York, LA, etc.
- Lack of cell service statewide
- Improving our dude ranch product offerings
- One new big attraction
- Transportation options within the state
- Increased funding for local historic restoration
- Expansion of Certified Community Tourism program
- More outdoor recreation programs for young people
- FAM Tours—see what others are doing
- Branch out beyond the Parks to lesser known areas
- Development of more events especially related to I80 corridor
- Expansion of roads
- Do more niche marketing
- Have a “cruise mentality”—tours to different areas

8. What does the Wyoming Tourism Industry look like to you in 2020?

- We haven't lost anything looking back, i.e. open space, wildlife, etc.
- More visitors
- Bring in more visitors to the state without damaging the environment
- Thriving as a state and tourism playing a big part in it
- Tourism goes beyond heads in beds and impacts retail more
- Quality broadband is in every part of the state
- Along with the energy industry we have minimized impacts on view sheds from wind farms and transmission lines
- Our marketing has kept up with the changing demographics in the marketplace
- A large number of films have been made in Wyoming
- Capacity issues at the parks—well funded state parks
- Still authentic
- Hospitality industry is recognized as major industry in the state
- We have accomplished 80% of what is in the plan
- Awareness of Wyoming destinations has improved greatly
- Our customer service is the best in the nation
- Wyoming recognized as having the best direction and interpretive signing in the country

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- Tourism program that fits niche of next generation coming up
- Year round business throughout the state
- Eco based tourism is a reality
- Fully integrated transportation system for residents and visitors—air, car, bus, etc.
- Increase market share
- Lodging businesses have greatly improved their shoulder seasons
- Our marketing matches the changing demographics of the visitor
- Heritage tourism is an integral part of Wyoming tourism
- Leader in new ways of promoting
- Tourism number one industry in the state
- Downtowns are thriving new attractions, restaurants, lodging
- Leading destination in technology utilization for content management and marketing
- Own Yellowstone—not impression that it is in Montana
- Tourism and resource agencies are well integrated
- Standard established throughout the state in messaging and communications
- Wyoming is considered “Best Practices” in positive working relationship with federal agencies
- State will be accessible
- Wyoming is a great place to do business
- More bookings in properties
- Wildlife greater in numbers
- Transportation system that meets the growing needs of visitors and residents—air, car, train and bus
- Visitors find easy ways to get to and around Wyoming
- More accessibility for hunters
- Strong economy with tourism playing a more significant role
- Visitors stay longer and see more than just Parks
- Occupancy always in the 80+ range
- Triple the number of international visitors
- Balance between Oil-extraction industries and Tourism industry
- Quality “rails to trails” program and rail interpretation and restoration
- Having more regional tourism presence throughout the state
- Quality customer service has been maintained and enhanced
- Exceptional winter business
- Statewide cell and WiFi service in place
- Everyone in the industry is on the same page when it comes to marketing

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9. The following are elements that could be part of the Final Plan

- **What are the most critical elements?**

Research (10)	Education/Training (19)
Technology (22)	Environmental (24)
Infrastructure Development (what exists) (25)	Safety and Security (1)
Product Development (New) (16)	Sustainability (14)
Promotion/Sales/Marketing (8)	Culture and Heritage (17)
Facilitation/Reduction of Barriers/Visitors Services (6)	Crisis Management
Partnerships (17)	Transportation (12)
Resources \$ (9)	Outdoor Recreation (15)
Other: Communications (11)	Wildlife (16)

10. Any additional areas to add?

- Cultural diversity
- Rules and Regulations as a category
- Food product with Agricultural Department, USDA, distribution, inspection, etc. joint programs with Tourism
- Spend funds where you get maximum return
- No boom or bust for energy industry
- Wyoming Business Council loan and grant programs for tourism
- Need broad based tourism training—utilization of quality conferences
- More state and local partnership opportunities
- Establish program to partially offset costs of local marketing people to attend major conferences to improve their capabilities
- Greater Yellowstone Tourism Council—use as example
- Tourism utilization of Workforce training funds and programs
- More nonstop flights
- Develop more marketing partnerships with surrounding states
- Programs to help accommodations and restaurants stay up to date and improve quality
- Find a balance relating to wolves
- Create a network of shared information with communities
- Coordinate with the State Energy Plan
- Look for ways to generate more nonresident bow hunters in Wyoming
- More funding for local habitat projects and also maintaining what we have
- Ranchers are good stewards of the land
- Increased involvement and cooperation with BLM
- Start with Kids—future visitors—what will they need, want
- Best practices share with communities
- More resources for winter product
- Green practices simply part of doing business

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- Make sure we keep current to address the changing demographic related to age and diversity
- Getting people back to work
- Cattle drives, wagon trains, other experience events activities should be developed
- More packaging of lesser know attractions and events
- Integrate more artists, galleries into tourism promotion
- Develop more small group meeting market
- Appearance and vibrancy of our communities—nice restaurants—things to do
- Don't overlook smaller communities
- Expand leadership development on a regional basis
- Develop more education and training opportunities for new local board members
- More e-marketing
- Establish a tourism business loan program to keep updated
- More promotion of "family activities"
- Working on Wind River opportunities
- Pay attention to changing demographics—need to address cultural change
- Keeping our voice at the table
- Regular meetings with federal officials to develop common agenda
- Plan needs to be reviewed and adjusted annually
- Cowboy image—we own it—don't lose it
- Alignment will be critical