

**FY 2019 Visit Cheyenne Business Plan**  
**DRAFT 4; 7/6/18**

**Mission of Visit Cheyenne**

Visit Cheyenne develops, promotes, and protects the Cheyenne area travel industry, thereby creating memorable experiences for visitors and economic impact for Laramie County.

**Vision Statement**

The Cheyenne area provides an authentic visitor experience in the American West. The Cheyenne travel industry is busy year-round and is recognized as a major economic force in Laramie County.

**Area Strengths (items we can influence)**

- \* Cheyenne has a very strong western brand. People throughout the world know of the City and envision cowboys, rodeos, railroads, and bison when thinking of Cheyenne. The brand is strongest among people older than 35 years old. The image of the west is not as strong among younger demographics who respond better to the outdoor recreational amenities of the area.
- \* The Cheyenne area has a number of western activities that visitors expect - Cheyenne Frontier Days, gunslingers, melodrama, rodeos, bison, horseback rides, cowboy dinner show, carriage rides, train depot, western art, and western museums.
- \* Cheyenne has a number of train attractions, such as the Depot, Depot museum, Big Boy engines, Engine 1242, French Merci train, and Ames monument. UP's acquisition of a Big Boy to be renovated in the Steam Shop has generated significant publicity. *The UP Steam Shop tours Visit Cheyenne created with the Depot and UP have been extremely popular attracting visitors from throughout the U.S. (and some international). However, UP is reducing the number of these tours as they focus on the Big Boy renovations in 2018.*
- \* *WY State Parks expects to open the Quebec 1 missile alert facility as a Cold War attraction in the summer/fall of 2018. This new attraction will allow Visit Cheyenne to pursue more military groups and tourists.*
- \* Visit Cheyenne has developed or supported several new events in the past two years – Cheyenne Restaurant Week and Food Truck Rallies on the Plaza (with United Way).
- \* *Wyoming will be celebrating 150 years of allowing women to vote in 2019. This may be an opportunity for significant media coverage and additional travel.*
- \* The Cheyenne Depot is quite active as a visitor destination. Visit Cheyenne's lobby Visitor Center is more inviting and attractive with the new information desk, information kiosks, and photo kiosk.
- \* Cheyenne is a regional shopping hub. Shopping is quite popular for WY conventioners.
- \* The Cheyenne Street Railway Trolley is a solid visitor attraction during the summer months, a quaint transportation option for conventions, and a visible ad for Visit Cheyenne to the community.

- \* *The Cheyenne area is adding to its meeting and events inventory. The newest include the Botanic Gardens Conservatory and in the near future, the Archer Events Facility and the Lincoln Theater as a new music venue. Other facilities available for meetings include the CFD Exhibition Center, Cheyenne Ice & Events Center, Atlas Theater, Civic Center, Kiwanis Community House, Terry Bison Ranch, Nagle Warren Mansion, Laramie County Community College, Little America, Red Lion, and the Plains Hotel.*
- \* *Laramie County and Cheyenne will open a new airport terminal in the Fall of 2018.*
- \* *WYDOT and the City of Cheyenne have completed road beautification of the West Lincolnway entrance into Cheyenne and are working on new trackside landscaping. The repainted BNSF bridge is another great addition. Expanding the landscaping farther would improve the entryway.*
- \* *Visit Cheyenne operates a system of 5 cell phone audio tours (4 museums, 1 big boot art tour). Visit Cheyenne helped several museums take the next step by creating new mobile websites that incorporate video, audio, etc. *Visit Cheyenne assisted two museums in updating their systems in 2018. Support for these systems among our museums is uneven.**
- \* *Visit Cheyenne has a 501 c3 organization --DISCOVER CHEYENNE-- established to pursue educational and infrastructure grants with the City of Cheyenne and other groups. *Demands for use of Discover Cheyenne may be getting too great (Cheyenne 150, Cheyenne Marathon, Splash Pad).**
- \* *Laramie County is served by year-round State Visitor Centers in Pine Bluffs and Cheyenne, and a seasonal center at the I80 Summit.*
- \* *Visit Cheyenne has a strong social marketing effort with a presence on Twitter, Facebook, Youtube, Pinterest, and Instagram.*
- \* *Visit Cheyenne offers aggressive convention services: Live the Legend receptions, a branded registration desk, phone charging stations, photo kiosk, and online convention registration. Wyoming and front-range meeting planners are finally recognizing the value of these services and are requesting Visit Cheyenne assistance more frequently.*
- \* *Cheyenne has a new arts organization called Arts Cheyenne to foster more arts activities and participation. Visit Cheyenne was instrumental in pushing for this merger.*
- \* *Visit Cheyenne new Wayfinding System has been so popular that the City and other groups want to expand it. Phase 2 is expected to be operational later in 2018.*
- \* *Visit Cheyenne has helped create new evening event options for conventions and leisure groups: Old West Museum Frontier Nights, Freedom's Edge Tasting Party, Atlas Theater Mini-Melodrama, etc.*
- \* *Cheyenne's Destination NEXT process revealed that Cheyenne has above-average community support from the broader business community and public.*

- \* *Visit Cheyenne is working with the Chamber of Commerce, LEADS, DDA, LCCC, and other organizations/individuals on a new City Vision / Strategic Planning effort. Results are expected during the summer of 2018.*

### **Area Weaknesses (things we can influence)**

- \* *The area has seen a significant reduction in business travel over the past three years, resulting in lower room demand. However, this is slowly improving with more business travel returning.*
- \* Despite Cheyenne's proximity to Denver and the Front Range, most Colorado residents do not know about Cheyenne's amenities beyond Cheyenne Frontier Days.
- \* The Cheyenne area lacks major year-round attractions capable for holding visitors for more than a few hours. Many of Cheyenne's attractions operate only during the summer months.
- \* Cheyenne's major hotels and meeting spaces are not located in close proximity to one another, requiring added transportation and logistics. Cheyenne does not have a private bus company that can help provide group transportation.
- \* Laramie County lacks hotels that are certified as "green" properties, which can be important to some groups and guests.
- \* All Cheyenne is not united behind a "brand" for Cheyenne (economic development organizations, elected officials, civic organizations). This lack of unity makes it difficult to create and maintain branded, authentic community infrastructure (private and public).
- \* Cheyenne lacks extensive sports facilities and a unified effort to develop these amenities.
- \* Cheyenne is not very attractive on main entranceways into the community or along the interstates.
- \* Many area residents think that the visitor industry lasts only the 10 days of Frontier Days. Many locals are not aware of local attractions and events, especially millennials.
- \* *Cheyenne currently has no commercial air service. Visit Cheyenne and several board members are participating in community efforts to attract a new airline. This absence hinders our ability to attract certain multi-state conventions.*
- \* Because of security concerns, Visit Cheyenne and visitors are unable to access Warren Air Force Base and its attractions.
- \* In the past few years, Cheyenne Frontier Days has been targeted by animal rights groups regarding its treatment of rodeo animals.
- \* Visit Cheyenne's older 3 trolleys are becoming quite expensive to repair.
- \* State and Federal government budget cuts are drastically reducing government travel and meetings.

\* Cheyenne's Destination NEXT process revealed the following needs for the community:

- 1) Iconic attractions and events
- 2) Downtown redevelopment
- 3) Convention Center and headquarter hotel capacity
- 4) Branding
- 5) Wayfinding

A full summary of the Destination Next results is at the end of this SWOT analysis.

### **Opportunities (items out of our control)**

- \* The use of mobile devices to access the internet is booming, as are various types of social media. These trends are opening new channels of two-way communication with customers.
- \* Cheyenne is located on the northern tip of the vibrant and populous Colorado Front Range, only 95 miles from Denver. Cheyenne is at the intersection of two interstate highways – I80 and I25.
- \* Because of Cheyenne's location between major attractions (Yellowstone, Rocky Mountain National Park, Mt. Rushmore, Black Hills) and our interstates, many travelers come through Cheyenne on their trips in our region.
- \* Cheyenne is home to Warren Air Force Base with its visitor attractions and military heritage. The base supports a vast network of veterans and family members who once were housed at the base.
- \* *Air BnBs in WY are now paying sales and use taxes, offering new lodging opportunities for our visitors.*

### **Threats (items out of our control)**

- \* Short-term rentals (like Air BnB) are becoming a growing issue throughout the United States and Laramie County.
- \* With the exception of the Colorado Front Range, the Cheyenne area is relatively far from major population centers. Cheyenne is not centrally located in Wyoming which is important to some statewide associations and groups for their meetings.
- \* Because of Wyoming's low population, there is limited Wyoming participation in regional associations, making it difficult for some associations to hold their multi-state meetings in the state.
- \* Severe weather can hinder travel to the Cheyenne area, particularly during the winter months. Often, the external perception of this problem is greater than the actual problem.

## DESTINATION NEXT STUDY RESULTS

In November 2015, Visit Cheyenne organized a major tourism industry survey and workshop called *Destination Next* that allowed Cheyenne to compare its tourism industry with cities worldwide.

*Visit Cheyenne has contracted with Destinations International to perform the Destination Next Analysis again in November 2018 to determine progress on the priorities.*

Here are the “**key takeaways**” about our tourism industry from this self-analysis.

*Cheyenne is Outperforming slightly on Community Support, but Underperforming on Destination Strength. There is a high degree of consensus in perceptions among all stakeholder groups about the industry.*

*Most Significant Issues to Address*

*Destination Strength*

*Iconic Attractions & Events  
Downtown Development  
Conv. Center & Headquarter  
Hotel Capacity  
Brand  
Wayfinding  
Wifi access  
International Readiness  
Air Service*

*Community Support*

*Hospitality Culture  
Customer Service  
Workforce*

Here are the recommendations from the Summit participants, which were broken into 6 work groups.

*What are the 3 most important issues which must be addressed in Cheyenne and Laramie County in the next 3 years?*

5 groups -- Downtown Development / Revitalization  
4 groups -- Product Development – Attractions / Events  
3 groups -- Brand Building

*What is the most important action Visit Cheyenne should take in the next year?*

4 groups -- Develop a tourism master plan

## Visit Cheyenne Strategic Plan 2017

1. Be the Cheyenne Hospitality Network Facilitator, bringing lodging, attractions, customers, the public, elected officials, media, etc. together to promote the area, better serve visitors, and strengthen the hospitality industry.
  
2. Explore Funding Diversification Options for Visit Cheyenne – options beyond the lodging tax.
  
3. Work on Hospitality Industry Product Development as appropriate.
  - \* Attractions
  - \* Events
  - \* Downtown Development
  - \* Year-Round Events
  - \* Interactive Technologies
  
4. Work on the Cheyenne Brand, making sure it represents our tourism market and resonates with customers. At the same time, explore the brand’s ability to provide umbrella marketing for the City, LEADs, Chamber, etc.
  - A. Continue consumer research to understand how visitors perceive Cheyenne and its attributes.
  - B. Work with Cheyenne LEADs, the Chamber, City, DDA, and other organizations to determine how to create a more unified marketing brand for Cheyenne. Research from Longwoods International reveals a “halo effect” of tourism marketing that has positive effects upon business development, workforce recruitment, etc.
  
5. Explore development of a Tourism Master Plan.

**FY 2019 Visit Cheyenne Goals and Strategies**  
**7-6-18 DRAFT** (Updates in *Italics*)

**Major Tactics**

1. Events and Attractions Development / Promotion – Invest in developing and growing Laramie County festivals, events, and attractions to create a year-round tourism industry.

\* Work with the Depot, Union Pacific, and other parties to grow the area’s train product as the Big Boy comes on line. Work to create a major train event when it is revealed. Continue trolley tours to the Steam Shop as allowed by U.P.

\* Work with other entities to determine how best to capitalize with events and publicity for both the 150<sup>th</sup> Anniversary of Women’s Suffrage and the opening of the Quebec 1 Missile Alert Facility

\* Continue Restaurant Week and build/support other events that have the potential to attract visitors as appropriate.

\* Work closely with the City of Cheyenne to add Phase 2 (and other enhancements) to the Cheyenne’s Wayfinding Sign system.

\* Work with local governments and economic development partners on development projects that improve the local business climate and infrastructure of Laramie County.

\* Hold “How to Promote Your Event” training sessions and work closely with marketing and sponsorship grant winners to help ensure that they are successful.

2. Downtown Re-Development – Work aggressively with economic development partners, developers, businesses, and the City of Cheyenne to redevelop downtown.

\* Continue development of the Downtown Core plan. Expand and/or modify the plan as necessary. Lobby the City of Cheyenne for progress and report results to the broader community.

\* Work with economic development partners, community groups, civic organizations, etc. to fund the Depot Plaza Splash Pad.

\* Work on downtown beautification projects as appropriate (within staffing/budget limits).

3. Meeting Sales / Convention Services -- Build on success and aggressively pursue new business.

\* Continue selling aggressively, using our convention services, existing client base, and Meetings Express program.

\* Continue FAM tours and face-to-face meetings to increase Cheyenne’s recognition.

4. Local Promotion – Do more promotion within Laramie County and the immediate surrounding area so area residents are aware of local events and attractions. Strive to develop and fuel local evangelists.

\* Use social media to promote local events. Explore using the Cheyenne Social Club page more, as well as other local influencers who are pushing local information (Cheyenne Happenings, Shortgo, local elected officials, etc.)

\* Use local paid advertising for Visit Cheyenne events so locals know of events and Visit Cheyenne’s role in them.

## ***Industry Indicators***

	<b><u>FY 19(bdgt)</u></b>	<b><u>FY 18(bdgt)</u></b>	<b><u>FY 17 (actual)</u></b>
Lodging tax collections	\$1,964,300	\$1,784,675	\$1,732,948

## ***Visit Cheyenne Programs***

	<b><u>FY 19(bdgt)</u></b>	<b><u>FY 18(bdgt)</u></b>	<b><u>FY 17 (actual)</u></b>
Visit Cheyenne Total Budget (exp) (includes \$180K carryover for FY 19)	\$2,146,600	\$1,894,675	\$1,762,948

### **1. Administration**

	<b><u>FY 19(bdgt)</u></b>	<b><u>FY 18(bdgt)</u></b>	<b><u>FY 17 (actual)</u></b>
Administration	\$156,650	\$192,981	\$147,397

- \* *Work with the WY tourism industry on future funding sources for statewide tourism promotion (leisure tax or lodging tax) and local tourism (TBID enabling legislation). Both efforts will take place during the 2019 legislative session.*
- \* Benchmark national salary/benefits trends both nationally and within the Western United States. Strive to maintain competitiveness when staff performance warrants it.
- \* Maintain investment sweep account to earn more interest on deposited funds.
- \* *Rebid the Accounting Contract in the Fall of 2018 per our normal rebid schedule.*
- \* Follow established Visit Cheyenne budgeting, expenditure, and bidding policies.
- \* Stay up-to-date with computer and communications technology.
- \* Modify budget reserves as necessary at the end of the fiscal year, per the reserve policy.
- \* Use “Future Year Encumbrances” in the Packaged Travel, Conventions, and Marketing budgets

### **2. Packaged Travel**

	<b><u>FY 19(bdgt)</u></b>	<b><u>FY 18(bdgt)</u></b>	<b><u>FY 17(actual)</u></b>
Packaged Travel	\$104,600	\$75,624	\$61,493

- \* Market the Cheyenne area to travel intermediaries selling group tours and fly-drive itineraries by attending trade shows and respond to trade leads (developed by Visit Cheyenne and other partners) to develop more packaged travel to the Cheyenne area.
- \* *Host the Tourism Alliance Partners annual convention, showcasing the area for these leading motorcoach companies. Take full advantage of this opportunity by highlighting local attractions and lodging partners. Obtain coop participation from WY Office of Tourism and other partners.*



- \* Share packaged travel leads in a timely manner with Cheyenne area hospitality providers so they can close the sale.
- \* Continue partnerships with Rocky Mountain International, Rocky Mountain National Park, Yellowstone Journal, and the WY Office of Tourism.
- \* Keep foreign language promotional materials up-to-date for international markets.
- \* Promote Cheyenne through the National Tour Association, the American Bus Association, RMI Roundup, and perhaps Go West or IPW.
- \* Provide new information on products and itinerary possibilities in the Cheyenne area to tour operators and receptive operators through direct mail and other means.
- \* Host fam visits to area for travel intermediaries and tour operators as appropriate.

### **3. Conventions**

	<u>FY 19(bdgt)</u>	<u>FY 18(bdgt)</u>	<u>FY 17(actual)</u>
Convention Sales	\$387,100	\$317,523	\$292,348
Convention Services	\$105,070	\$100,018	\$99,696
Leads	110	106	115
Roomnights	13,000	13,800	11,363
Econ Impact of Booked Conventions	\$4,500,000	\$4,500,000	\$4,120,437
Meeting Planner Visits	30	25	28
Meetings Assisted	120	115	120

- \* Target and pursue meeting prospects with Cheyenne's major hotel properties and off-site facilities. Be more aggressive in finding regional, multi-property business; multi-year; off-season business.
- \* *Highlight opportunities at the new Botanic Gardens Conservatory and the Archer Events Complex.*
- \* *Continue work with high school athletic directors to bid on more statewide sports competitions.*
- \* *Offer convention services for a fee to smaller events/meetings that don't qualify for our complimentary services.*
- \* *Apply the results of Visit Cheyenne's new meeting planner survey research to improve our sales and servicing efforts.*
- \* Sponsor meeting planner FAM tours for planners from the region. Organize sales blitzes to other cities to promote Cheyenne's meeting options as appropriate.
- \* Continue to build on Cheyenne convention services to make a Cheyenne convention truly a memorable experience. Monitor usage and ways to improve new online registration services, welcome receptions, phone charging stations, micro-websites, and perhaps other targeted incentives. Analyze our policies and procedures as demand has greatly increased.

- \* Foster close relations with Cheyenne's convention properties. Hold occasional meetings with GMs to brainstorm and coordinate new meeting sales/servicing strategies. Meet also with the staffs of properties to personally demonstrate and explain our services.
- \* Continue to work with partners to develop more turn-key group event options like the Mini-Melodrama, Old West Museum's "Cheyenne Nights" event and others.
- \* Promote the Meetings Express program into the local business community as a way to gather new meeting leads, develop new local partners and create awareness for Visit Cheyenne. Continue to test and fine-tune the needed incentives to encourage participation.
- \* Use cutting-edge technology to improve convention bids. *Use our new bid presentation software and meeting services videos in bids and direct e-mails.*
- \* Attend convention and meetings trade shows to generate new meeting prospects. (MPI, Affordable Meetings, etc.) and increase Cheyenne's visibility among planners. Carefully monitor the Return on Investment on these shows to determine if they are producing business.
- \* Develop and use attractive e-mails with conventioners to encourage them to attend meetings in Cheyenne when appropriate. Develop micro registration sites for certain meetings as appropriate.
- \* Advertise the area as a meeting location in appropriate online and printed media. *Test geo-fencing and other techniques to reach meeting planners.* Monitor and fine-tune efforts.
- \* Work with others to develop sporting and other events during the winter months that bring competitors/parents to Cheyenne.

**4. Public Relations / Film**

	<u>FY 19(bdgt)</u>	<u>FY 18(bdgt)</u>	<u>FY 17(actual)</u>
Public Relations / Film	\$155,650	\$131,497	\$133,474
Media Value Earned		\$1,300,000	\$1,356,452
FAM writers visiting	30	30	26
Non-Local Media Contacts	90	90	90
Local Media Contacts	70	68	64

- \* Continue to develop an integrated social media strategy across social media channels.
- \* Provide hospitality awareness training to the area's frontline hospitality workers through complimentary trolley tours.
- \* *Continue to develop new videos that tell Cheyenne stories, featuring area activities and attractions. Consider recent branding research when developing the tone and feel of the videos. Include an advocacy video telling the story of the economic / social impact of the local tourism industry.*
- \* *Rebid the Public Relations Contract in the Fall of 2018 per our normal rebid schedule.*

- \* *Aggressively pursue free publicity in local and regional media in partnership with our PR firm, the WY Office of Tourism, and Rocky Mountain International.*
- \* Host media on FAM tours to provide in-person experiences that can lead to media coverage.
- \* *Work with other entities to capitalize on publicity for the 150<sup>th</sup> Anniversary of Women’s Suffrage, the opening of the Quebec 1 Missile Site, and the completion of Big Boy renovations.*
- \* Maintain a county-wide Calendar of Events and add events to the WY Office of Tourism website. Keep Visit Cheyenne’s online media center up-to-date and ready for media access.
- \* Respond to film prospects from state sources, web page leads, and other sources.
- \* Host an annual lunch with Cheyenne council members and County Commissioners to maintain close ties and discuss local tourism issues.
- \* Hold *Experience Cheyenne* networking events for area hospitality partners.
- \* Communicate the benefits of the travel industry and Visit Cheyenne to the public and media.
- \* Promote Cheyenne events and activities in Cheyenne in social media and paid advertising. Make sure local residents know about local events and activities.
- \* Develop and distribute an Annual Report to present Visit Cheyenne activities to the public and to local stakeholders.

**5. Marketing (Leisure Travel)**

	<u>FY 19(bdgt)</u>	<u>FY 18(bdgt)</u>	<u>FY 17(actual)</u>
Marketing	\$915,380	\$804,606	\$772,894
Lodging Tax Collections (Change)	3.0%	1.5%	1.5%
Website Visits	495,000	490,000	490,000
Consumer Inquiries	60,000	60,000	56,000

**All Markets**

- \* Promote the CHEYENNE brand – rodeo, railroad, western heritage, outdoor adventure -- in advertising and fulfillment pieces. Integrate new attractions into the message. *Work with the new Citywide visioning / strategic planning effort to determine how the Cheyenne hospitality brand integrates.*
- \* Advertise in print, tv, online, direct mail, and radio in targeted ways to reach destination and stop-over visitors. Develop co-ops where it makes sense for partners to participate with us.
- \* Produce segmented TV, online, and print ads and target them via ad placements.
- \* Keep Visit Cheyenne’s website up-to-date, taking advantage of the latest technology/trends.

- \* Working with Visit Cheyenne's PR agency, continue to develop and implement up-to-date social media strategies. Add social channels as appropriate. *Improve our reporting of social media results and metrics.*
- \* Continue work on Visit Cheyenne's marketing and PR program for winter traffic. Use flash sales, targeted e-mail efforts, online and radio advertising, social media, billboards, etc. to promote and sell packages including hotel rooms, events and attractions.
- \* Continue targeted e-mail marketing with Visit Cheyenne's growing email lists.
- \* *Update consumer research on the Cheyenne brand to determine how visitors perceive Cheyenne and its attributes.*
- \* Produce and distribute a major Visitor Guide for use as a fulfillment piece and for brochure racks throughout Wyoming. Develop niche brochures as appropriate.

### Destination Visitors

- \* Work with Cheyenne Frontier Days to extend visitors stays in Cheyenne around CFD. Work to place conventions in the meeting prior to and after Frontier Days.
- \* Investigate new targeted online advertising possibilities.
- \* Work with Cheyenne Depot Days and Union Pacific to promote and develop the Depot Days weekend as a new major event for the area.

### In Transit Visitors

- \* Continue marketing partnerships with Yellowstone Journal and Rocky Mountain National Park to entice travelers to stop in Cheyenne on their Park vacations. Use a customized Yellowstone brochure. Place ads in “on the road” coupon books to encourage people to stop in Laramie County.
- \* Use database marketing aggressively (direct mail and e-mail). Use both to encourage in-transit visitors and destination visitors. Monitor results and costs, and refine efforts.
- \* Market Cheyenne where appropriate as a stop-over to other major events like Sturgis.
- \* Market Cheyenne to our existing visitors to extend the visitors’ length of stay. Provide this information at hotels, restaurants, and other retail businesses and attractions.
- \* Use multiple Cheyenne billboards around the region. Analyze their use for the future. Use our small billboards in Fort Collins and Greeley to promote our marketing grant winter events (when appropriate) and our winter event campaign.

### Regional Visitors and Local Residents

- \* Support local events through marketing and sponsorship grants to attract regional business to the Cheyenne area, especially for off-season and “Cheyenne” branded events. Provide direct marketing and promotional assistance to marketing grant winners.

- \* Create, develop, and promote new festivals and events as appropriate with partners.
- \* Administer a sponsorship program that provides support to worthy area events / attractions.
- \* Market Cheyenne events and activities *in Cheyenne* and the surrounding area using social media and paid advertising. Make sure local residents know about local events and activities.
- \* Provide marketing funds to Cheyenne, Pine Bluffs, Albin, and Burns for their local events.

International

- \* Maintain marketing / sales efforts aimed at the international market. Continue partnerships with Rocky Mountain International, the WY Office of Tourism, and Brand USA.

**6. Visitor Services & Development**

	<u>FY 19(bdgt)</u>	<u>FY 18(bdgt)</u>	<u>FY 17(actual)</u>
Visitor Services	\$322,300	\$272,426	\$255,646
Trolley (expenses)	\$95,740	\$ 90,960	\$82,730
Depot Visitors	50,000	50,000	48,406
Trolley Riders	21,000	21,000	21,436
Trolley Charters	330	330	304
Wayfinding Signs Implemented	Expanded	DONE	

- \* *Continue work on Visit Cheyenne’s Strategic Plan with the Board of Directors.*
- \* *Continue working on the communitywide visioning/strategic planning effort being coordinated by LCCC, the Chamber, and other community partners.*
- \* *Perform another Destination Next analysis of the hospitality industry in the Fall of 2018 to determine where we stand, three years after the first such analysis.*
- \* *Research the pros and cons of the development of a tourism master plan as outlined in the Visit Cheyenne Strategic Plan. The results of the community-wide visioning effort and next Destination Next analysis will both feed into the decision on whether or not to proceed with a tourism master plan.*
- \* *Market and sell more big boots to businesses and individuals for placement throughout the community. Use the program as a fundraiser for Visit Cheyenne/Discover Cheyenne.*
- \* *Consider the need to increase the capacity and oversight of Discover Cheyenne as demands upon it by community events expands (Cheyenne 150, Cheyenne Marathon, Splash Pad).*
- \* *Continue work with economic development partners on the Downtown Core Action Plan, air service, and other local development opportunities.*
- \* *Revise and update the cell phone audio tour and mobile website infrastructure with local museums.*

- \* *Work with the City of Cheyenne to determine if it appropriate for Visit Cheyenne to continue to lease parking spaces in the Parking Garage for use by visitors.*
- \* *Consider providing comprehensive hospitality training to area lodging / attraction workers.*
- \* Operate the Depot Visitor Center and Pine Bluffs Info Center with hours and staffing as appropriate due to budget constraints. Provide visitor information, coupons and counseling at the centers with the goal of increasing visitor stays in the county.
- \* Operate the Trolley as a premier attraction for both visitors and Cheyenne residents. *Schedule a new round of steam shop tours with Union Pacific and the Depot Museum.*
- \* Use the Trolley as a public relations mechanism for Visit Cheyenne, offering transportation for City and County VIPs, visiting dignitaries, conventioners, and bus tour guests.
- \* *Continue Restaurant Week and create other events that have the potential to attract visitors. New examples include VIP tours to the Quebec 1 Missile Alert Facility and new Food Truck rallies (now that United Way is no longer organizing them).*
- \* Hold our “How to Promote Your Event” training session.
- \* *Work with the City, economic development partners, and community groups on fundraising for the depot plaza splash pad.*
- \* Continue working with the City, Kiwanis Club, and economic development partners to ensure that the W. Lincolnway beautification project continues to develop.
- \* Raise awareness of the homeless person / safety problems in downtown with local elected officials. Help develop an action plan for the problem for the depot area and parking garage as appropriate.
- \* Work with businesses or other entities to create new visitor products or services where appropriate. Help with the planning for such needed visitor products and infrastructure.
- \* Work to extend the summer travel season from the beginning of May to the end of September by using Visit Cheyenne resources (trolley, carriages, visitor center) and by encouraging others to stretch the season as well.
- \* Participate in and support (where appropriate) efforts to develop new travel and tourism products in Laramie County. These groups include:
 

Greater Cheyenne Chamber of Commerce	Downtown Development Authority
Cheyenne LEADs	
Economic Development Joint Powers Board	Cheyenne Frontier Days
- \* Raise non-tax funds for Discover Cheyenne that can be used for development without lodging tax restrictions (ex: big boot program).