



CAMPBELL COUNTY
TRAVEL & TOURISM
Master Plan

APRIL 2022



Master Plan Steering Committee

Economic Development Organizations

PHIL CHRISTOPHERSON Energy Capital Economic Development
STEFANIE CRAWFORD Gillette Main Street
GAIL LOFING Campbell County Chamber of Commerce
STEPHANIE MURRAY Campbell County Convention & Visitors Bureau
JESSICA SEDERS Campbell County Convention & Visitors Bureau

City/County/State Government

RUSTY BELL Campbell County Commissioner
BRANDI HARLOW Wyoming Business Council
JANIE KUNTZ City of Gillette
SHAY LUNDVALL Gillette City Council
CAROL SEEGER Campbell County
DEL SHELSTAD Chair, Campbell County Commission
TERRY SJOLIN City of Gillette
PAULA STROHSCHIEIN Town of Wright and Campbell County Convention & Visitors Bureau Board
SAWLEY WILDE City of Gillette

Business / Community Leaders

ALEX AYERS Campbell County School District
KEN BARKEY Prime Rib Restaurant and Campbell County Convention & Visitors Bureau Board
FALAN BARNETT Frontier Auto Museum
SHELLY BESEL Northeast Wyoming Regional Airport
SAM CLIKEMAN Big Lost Meadery
KEVIN COUCH Gillette Soccer Club and WY Youth Basketball Association
JEFF ESPOSITO CAM-PLEX
JOHN FLOCCHINI Durham Ranch
ROBERT HENNING Rockpile Museum
DANA MILLER WY Youth Basketball Association
JANELLE OBERLANDER Gillette Community College District
DEREK SMITH Devon Energy and Gillette Main Street Board of Directors
JEFF WANDLER Frontier Auto Museum
KASIE WANKE LaQuinta Inn and Campbell County Convention & Visitors Bureau Board
DEBBY ZOLNOSKI Holiday Inn and Campbell County Convention & Visitors Bureau Board



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Why a Master Plan	4
The Planning Process	4
Vision and Strategic Issues	7
<i>Sports Development</i>	8
<i>Attractions and Amenities</i>	10
<i>Transportation and Mobility</i>	12
<i>Infrastructure and Partnerships</i>	14
Research Highlights	16
Appendix	18



Why a Campbell County Travel & Tourism Master Plan?

The purpose of this Campbell County Travel & Tourism Master Plan is to develop and grow the Campbell County travel industry for the benefit of residents and visitors. This 10-year plan is a guide to an attractive community future with identified roles for various local organizations.

GOALS OF THE PLAN INCLUDE THE FOLLOWING:

- Agreement on major goals and strategies,
- Coordination of efforts by business, civic, and government organizations,
- Reduced duplications of effort,
- Accountability for community progress on the plan, and
- Inspiration for additional community improvements.

This Campbell County Travel & Tourism Master Plan includes Gillette, Wright, and all of Campbell County.

The Master Planning Process

The Campbell County Convention & Visitors Bureau engaged Rudloff Solutions to coordinate and conduct this planning process.

The process was divided into two phases. **Phase 1** examined the Campbell County travel industry and identified four strategic issues critical to the local hospitality industry. **Phase 2** included the development of strategies, timelines, and other plan elements.

The Campbell County Convention & Visitors Bureau formed a 29-person Steering Committee comprised of economic development, business, hospitality, and government leaders to oversee this process. The Steering Committee provided input throughout the planning effort through in-person meetings and online feedback of plan drafts.

Phase 1 - Research

Rudloff Solutions and the Steering Committee performed the following Phase 1 research steps in January and February 2022.

LITERATURE REVIEW:

Reviewed 34 reports, plans, and research studies related to the travel industry, the local economy, and the development efforts of Campbell County, the communities of Gillette and Wright, local economic development agencies, state agencies, and others (*Appendix A*). From this analysis, Rudloff Solutions identified 4 major travel industry issues that had been discussed by several organizations in previous plans and research.

RESIDENT SURVEY:

Surveyed Campbell County residents (193 respondents) in an online questionnaire about the Campbell County travel industry, area attributes, and the strategic issues.

VISITOR SURVEY:

Surveyed previous visitors to Campbell County (42 respondents) in an online questionnaire about desired activities for a return trip to the area and about area attributes.

STAKEHOLDER INTERVIEWS:

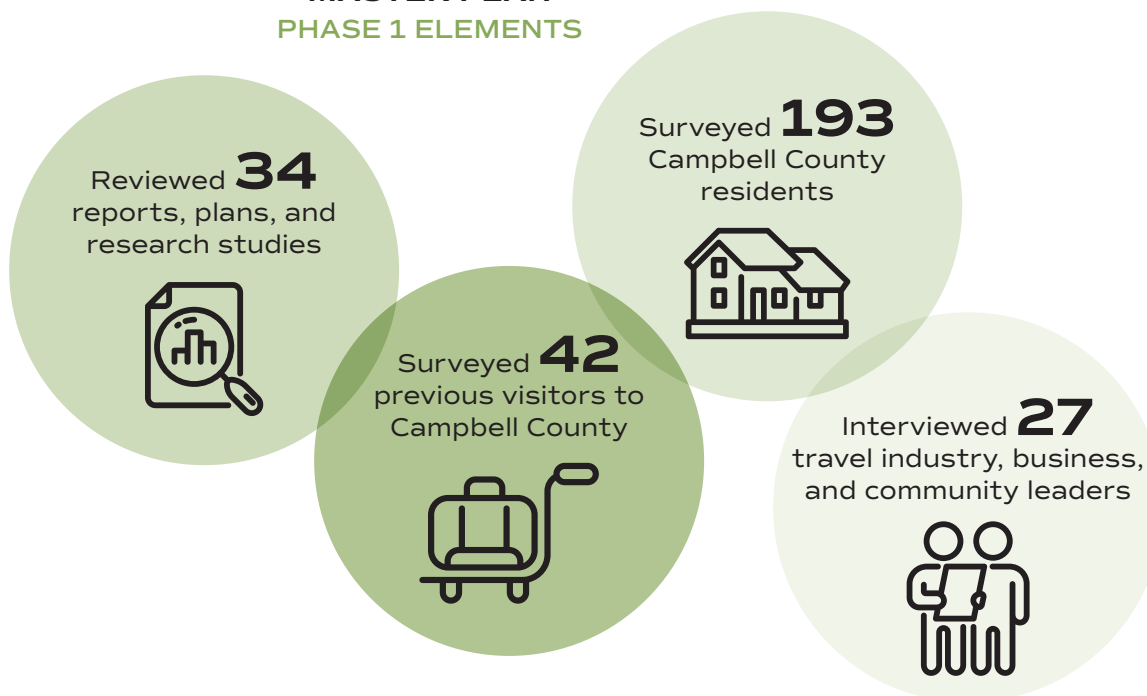
Interviewed 27 travel industry, business, and community leaders to gather input on the 4 strategic issues in greater detail (*Appendix B*).

Rudloff Solutions presented the Phase 1 Research results to the Steering Committee in a workshop in late February.

Phase 2 - Master Plan Development

After a thorough review of the Phase 1 Research and Steering Committee feedback, Rudloff Solutions developed draft strategies for the Master Plan. The Steering Committee once again provided feedback through an online survey. Rudloff Solutions revised the strategies based on this input and presented to final plan to the Steering Committee in March 2022.

MASTER PLAN PHASE 1 ELEMENTS





6



Vision for the Campbell County Travel Industry

Campbell County is a thriving state and regional destination for amateur sports and other major events, delivering enjoyable visitor experiences and quality-of-life benefits for residents.

Strategic Issues



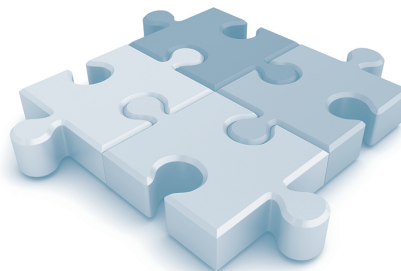
1 SPORTS DEVELOPMENT



2 ATTRACTIONS AND AMENITIES



3 TRANSPORTATION AND MOBILITY



4 TRAVEL INDUSTRY INFRA-STRUCTURE AND PARTNERSHIPS

Implementation Definitions

TIMELINES

Short term 1-2 years.

Medium term 3-5 years.

Long term 5-10 years.

SUPPORT

CCCVB = Campbell County
Convention & Visitors Bureau

Chamber = Campbell County Chamber
of Commerce

Sports Stakeholders = Local sports
leagues and tournament
organizers

School District = Campbell County
School District

Econ Dev Partners = CCCVB, Energy
Capital Economic Development,
Campbell County Chamber of
Commerce, Gillette Main Street.
If one of the Econ Dev Partners is
named specifically, it is expected to
play a larger role than the others.

1. SPORTS DEVELOPMENT

Campbell County is a sports hub with significant sports facilities and a record of success in attracting visiting teams through state and regional tournaments. With several planned facility expansions on the horizon, Campbell County is poised to increase its stature as a sports destination. The community will need to proactively choose to coordinate its efforts in a more unified fashion to fully benefit from its sports destination status.

a. Update CCCVB's Strategic Sports Plan (with Huddle Up Group Consulting) and the Energy Capital Sports Complex Plan (City of Gillette).

TERM Short

LEAD City of Gillette, CCCVB

SUPPORT School District, County, Gillette Community College District, Sports Stakeholders, Econ Dev Partners

- ✓ Share information and coordinate the two planning efforts where possible to ensure that overall vision, goals, development plans, timelines, sales, and marketing are unified. Include the School District, County, and Gillette Community College District as appropriate with the City and CCCVB. (SHORT TERM)
- ✓ Incorporate sports tourism information into the upcoming Vision 2040 process. (SHORT TERM)
- ✓ Obtain support and buy-in from relevant stakeholders (City of Gillette, County, School District, CCCVB, Gillette Community College District, sports stakeholders). (SHORT TERM)
- ✓ Publicize the results of the planning efforts to Campbell County residents, along with the rationales for the decisions (economic return-on-investments, growth in usage, future resident/student needs, etc.). (SHORT TERM)

b. Continue development at the Energy Capital Sports Complex as prescribed by the new Sports Complex Master Plan.

TERM Short Medium Long

LEAD City of Gillette

SUPPORT School District

- ✓ Working with relevant stakeholders, prioritize and plan further development of the facility (fields, swimming pool, splash pad, etc.). (SHORT TERM)
- ✓ Identify and secure necessary funding, not just for new facilities, but also for maintenance of existing ones. Implement the plans. (SHORT MEDIUM LONG TERMS)

Terms in years: Short 1-2 | Medium 3-5 | Long 5-10

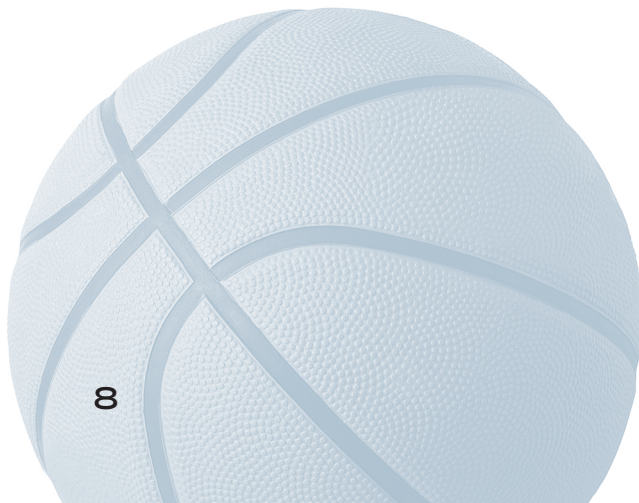
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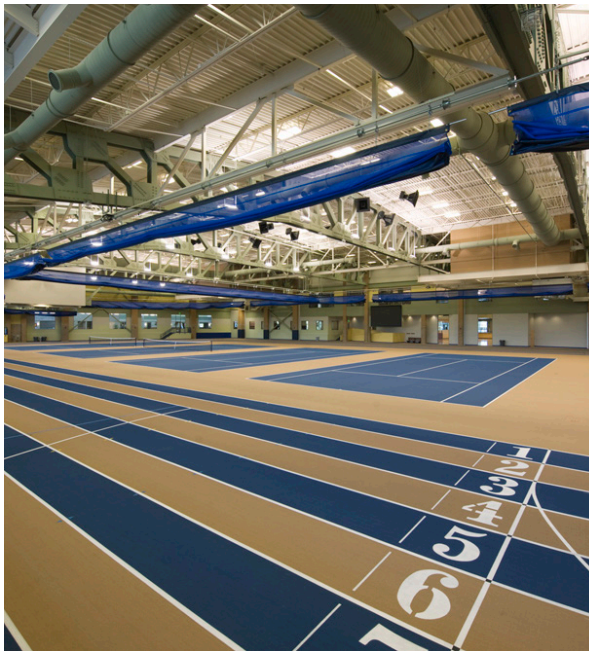
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c. Create a Sports Commission with a paid staff member as an organizing body to coordinate and enhance the human aspects of the local sports industry – volunteers, referees, scheduling, marketing, sales, professionalism, etc.

TERM Short Medium

LEAD CCCVB

SUPPORT Sports Stakeholders, City of Gillette, School District, County

- ✓ Empower CCCVB to coordinate Sports Tourism Advisory Team (STAT) and other sports stakeholders to begin formation of a Sports Commission. (SHORT TERM)
- ✓ Benchmark with similar-sized cities that have developed sports commissions to determine recommended organizational structures, funding sources (for instance, City, County, CCCVB sharing expenses), policies, and procedures, etc. (SHORT TERM)
- ✓ Create the new organization using industry best practices applied to Campbell County's situation. Activate the new Campbell County Sports Commission. (SHORT MEDIUM TERMS)

d. Improve the Gillette experience for visiting athletes and families to ensure they enjoy their visits, spend more time and money in Campbell County, and spread positive perceptions of the area as a sports destination.

TERM Short Medium Long

LEAD CCCVB, Sports Commission

SUPPORT Sports Stakeholders, Hospitality Businesses, Gillette Main Street, Chamber

- ✓ Inform lodging facilities, restaurants, and retailers about upcoming tournaments and events so they are prepared and can welcome visiting athletes. (SHORT MEDIUM LONG TERMS)
- ✓ Consider “Welcome” signage options for major tournaments / events. (SHORT MEDIUM LONG TERMS)

e. Communicate information about area attractions and dining/retail amenities to incoming athletes and their families before their trips to Campbell County.

TERM Short Medium Long

LEAD CCCVB, Sports Commission

SUPPORT Sports Stakeholders, Chamber, Gillette Main Street

- ✓ Develop marketing and information resources (webpages, social media posts, branded emails, etc.) about area amenities for convenient and easy use by tournament organizers and visiting teams. Benchmark with leading sports cities for effective models. (SHORT MEDIUM TERMS)
- ✓ Require that CCCVB marketing grant recipients (all, not just sports-related) use the information resources with their attendees, with the understanding that future funding decisions are dependent upon adherence to this policy. (SHORT MEDIUM LONG TERMS)

2. ATTRACTIONS AND AMENITIES

Campbell County's CAM-PLEX events complex is heavily used and known throughout Wyoming as a premier facility with options to improve further in the near future. However, the County has room to improve in other areas, such as its attractions, amenities, and downtown areas, so residents and visitors can better enjoy the local quality of life.

a. Maintain and enhance CAM-PLEX as the major events complex for Campbell County and all of Wyoming.

TERM Short Medium Long

LEAD County, CAM-PLEX

SUPPORT CCCVB

- ✓ Continue the planned additions/enhancements in preparation of the 2024 Camporee. These additions will be available for future rallies, concerts, and other events. (SHORT TERM)
- ✓ Working with CCCVB, the County, and the new Sports Commission, update and publicize sales policies as needed to ensure coordinated efforts and reduced inefficiencies. (SHORT MEDIUM TERMS)
- ✓ Complete the new CAM-PLEX Master Plan, considering the potential of hosting the High School National Finals Rodeo long-term and the recommendations from this Campbell County Travel and Tourism Master Plan. Determine a funding mechanism and implement. (SHORT MEDIUM TERMS)

b. Create more energy industry attractions to attract year-round visitation, educate the public about the energy industry, and create stronger partnerships between energy industry companies, economic development partners, and the hospitality industry.

TERM Short Medium Long

LEAD CCCVB, Energy Capital Econ Dev

SUPPORT City of Gillette, County, Gillette Community College District, CAM-PLEX

- ✓ Work with appropriate energy industry companies and partners to expand and enhance the existing mine and other industry tours/attractions as feasible (ex: Eagle Butte Mine Tours, CAM-PLEX Energy Equipment Display). (SHORT TERM)
- ✓ Explore new options and develop plans for larger energy industry / mine attractions. Examples: a virtual reality mining experience or film; mining truck/big tire experience or photo opportunity for kids; energy industry as sponsor of a new visitor center on interstate; bring a mining photo opportunity downtown. (SHORT MEDIUM TERMS)
- ✓ Complete the new energy industry attraction. (MEDIUM LONG TERMS)

c. Continue development and enhancement of the 3rd Street Plaza as a community square for concerts, festivals, and events for the enjoyment of residents and visitors.

TERM Short Medium Long

LEAD City of Gillette

SUPPORT Gillette Main Street, Econ Dev Partners



d. Support downtown development efforts.

TERM Short Medium Long

LEAD Gillette Main Street, City of Gillette

SUPPORT Econ Dev Partners, County

e. Support enhancement of existing attractions and the creation of new ones when feasible (Rockpile Museum, Durham Bison Ranch, Frontier Auto Museum, Thunder Basin National Grasslands, etc.). Support family-friendly activities as many of the existing attractions are targeted at adults.

TERM Short Medium Long

LEAD CCCVB, County, Town of Wright, City of Gillette

SUPPORT Econ Dev Partners, Cultural Organizations



Terms in years: Short 1-2 | Medium 3-5 | Long 5-10

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3. TRANSPORTATION AND MOBILITY

Campbell County should work to maintain and improve its air service and intra-city transportation options, along with community appearances.



a. Develop a new Campbell County Visitor Center.

TERM Short Medium Long

LEAD CCCVB, County, City of Gillette

SUPPORT Econ Dev Partners

- ✓ Perform a visitor center locational study that 1) reviews previous location research and 2) updates the location study taking into account changing technology, visitor preferences, and travel patterns. Engage planning meetings between CCCVB, the City of Gillette, the County, and travel industry stakeholders to decide the optimum location for Campbell County's visitor center. (SHORT MEDIUM TERMS)
- ✓ Determine funding options. Implement the plan. (MEDIUM LONG TERMS)



Terms in years: Short 1-2 | Medium 3-5 | Long 5-10

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b. Support the Northeast Wyoming Regional Airport for all the benefits it brings to Campbell County.

TERM Short Medium Long

LEAD County, Airport

SUPPORT City of Gillette, Econ Dev Partners, Civic Orgs

- ✓ Showcase local attractions, events, and amenities in the Northeast Wyoming Regional Airport to encourage air travelers to fully experience and enjoy the area. (SHORT TERM)
- ✓ Consider creating a public relations/marketing campaign for area resident to use their hometown airport (ex: Fly Gillette). (SHORT MEDIUM LONG TERMS)
- ✓ Monitor trends in rural air service and developments regarding the State of Wyoming's Air Service Agreement. Push for improvements and be ready to respond to threats as needed. (SHORT MEDIUM LONG TERMS)

c. Improve the County's appearance along Highway 59, along Highway 14-16 from the airport to Gillette, and entering downtown Gillette as feasible.

TERM Short Medium Long

LEAD City of Gillette, County, Town of Wright

SUPPORT Econ Dev Partners, Civic orgs

- ✓ Consider beautification enhancements on all future road and bridge projects. (SHORT MEDIUM LONG TERMS)
- ✓ Continue and build upon the activities and programs of the City of Gillette Beautification Committee. (SHORT MEDIUM LONG TERMS)

d. Investigate a group transportation option (bus, trolley, van) for sports events, conventions, events, and other community needs. Consider both purchase and lease options.

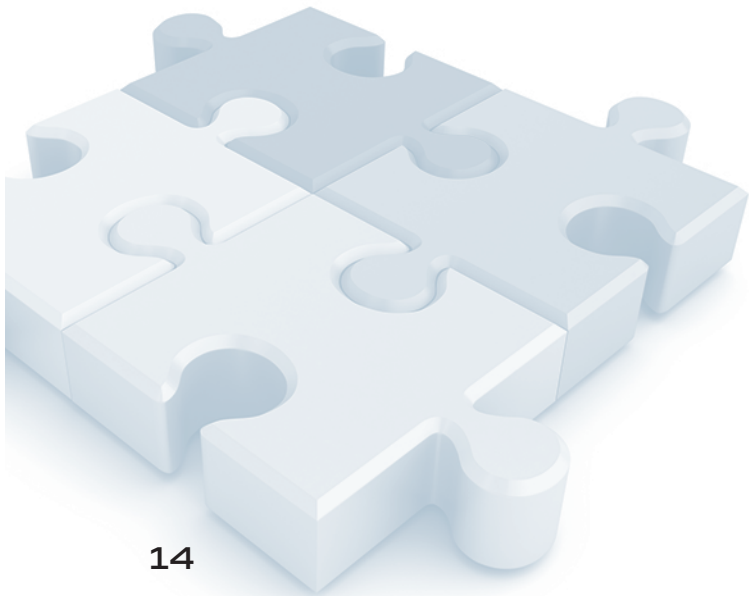
TERM Medium

LEAD CCCVB

SUPPORT County, City of Gillette, School District

4. TRAVEL INDUSTRY INFRASTRUCTURE

Campbell County economic development and government leaders recognize the need for broader economic diversification, which could include a more robust travel industry. Educating the public about the local travel industry and about difficult future funding choices will be important steps to attain this diversification.



14

- a. Make this Travel & Tourism Master Plan a unifying document for the hospitality industry among CCCVB, economic development partners, local governments, and sports/tourism stakeholders.**

TERM Short

LEAD CCCVB

SUPPORT Econ Dev Partners, City of Gillette, County

- ✓ Present the Travel & Tourism Master Plan to local economic development boards, local governments, and civic/economic development organizations. (SHORT TERM)
- ✓ Hold semi-annual meetings of the Steering Committee for first two years, annually thereafter, to monitor progress and update the plan based on changing conditions. (SHORT MEDIUM LONG TERMS)
- ✓ Integrate the plan's goals and efforts into the workplans of government, economic development, and civic groups where appropriate. (SHORT MEDIUM LONG TERMS)
- ✓ Provide regular updates of the plan's progress to elected officials, the travel industry, and the public. (SHORT MEDIUM LONG TERMS)

- b. Carefully consider existing funding options and investigate new ones as needed to implement important programs and services in the future (both for this Master Plan and broader needs).**

TERM Short Medium Long

LEAD County, City of Gillette

SUPPORT Econ Dev Partners

- c. Implement a local public relations / marketing campaign about 1) the benefits of the sports and travel industry, and 2) positive information about new amenities, businesses, and diversification efforts. Place CCCVB's tourism advertising within the County and encourage partners to use it as well, so residents can learn of area attractions and events in a positive manner.**

TERM Short Medium Long

LEAD CCCVB

SUPPORT Econ Dev Partners

- d. Support overall Campbell County economic development efforts and business vitality which encourages year-round business travel.**

TERM Short Medium Long

LEAD All

SUPPORT

e. Develop efforts to improve both the quality and quantity of the local hospitality workforce.

TERM Medium

LEAD Chamber, Gillette Community College District

SUPPORT CCCVB, Econ Dev Partners

- ✓ Develop positive relationships with area workforce agencies so they promote opportunities in the local hospitality industry. (SHORT MEDIUM TERMS)
- ✓ Assist businesses by hosting/promoting hospitality job fairs and job boards. (SHORT MEDIUM TERMS)
- ✓ Explore hospitality training opportunities through CCCVB, Gillette Community College District, and others. (SHORT MEDIUM TERMS)

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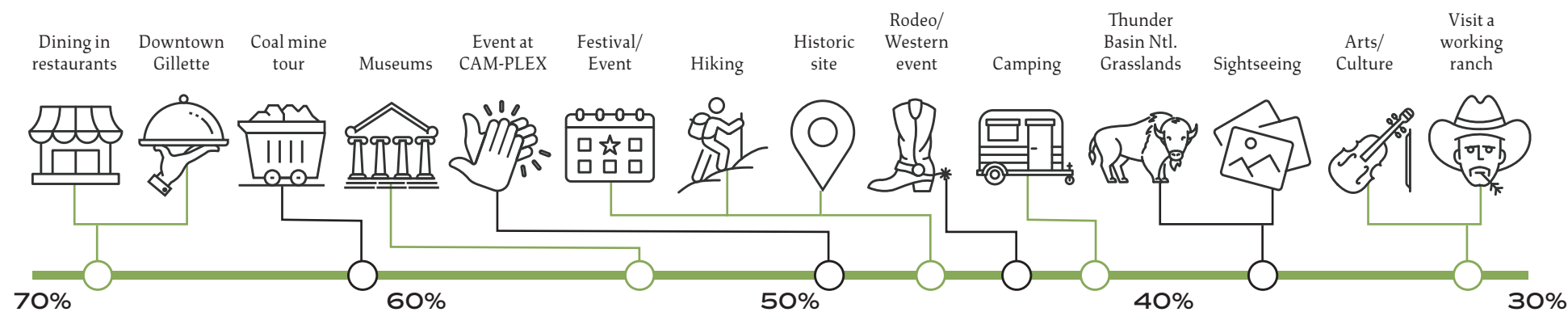
Research Highlights from the Visitor and Resident Surveys

VISITORS - Word or Phrase that represents Campbell County

RESIDENTS - Word or Phrase that represents Campbell County



Top Activities Desired by Visitors on a Return Trip to Campbell County



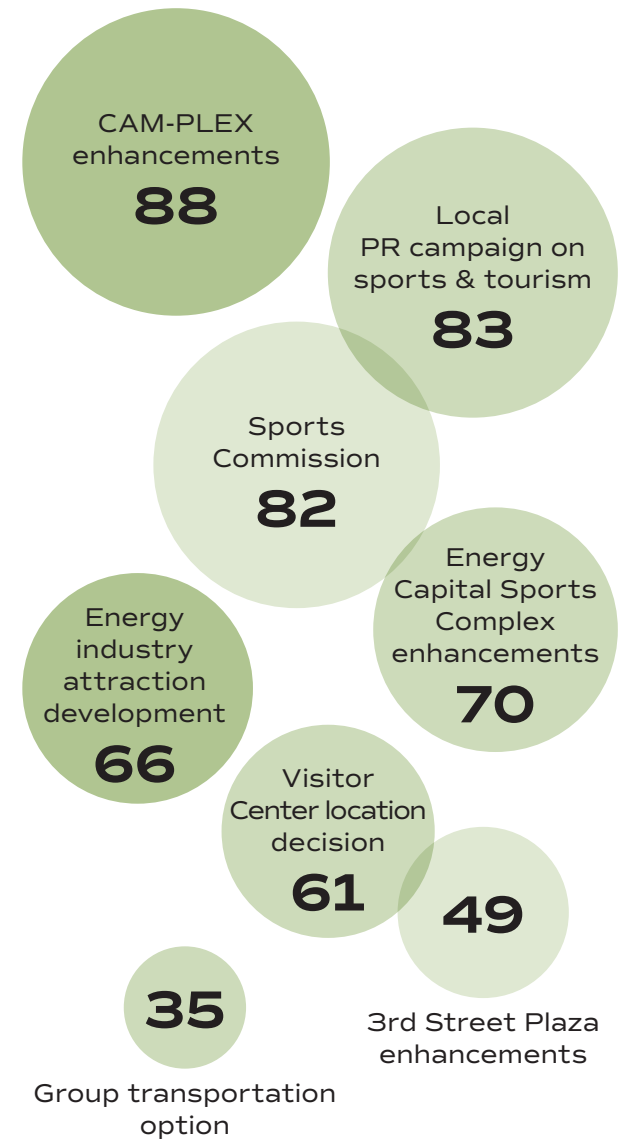
**RESIDENTS:
Campbell County has**

Right amount of tourism	38%
Not enough tourism	57%
Too much tourism	1%
Unsure	4%

**RESIDENTS: About how many
events do you attend annually at**

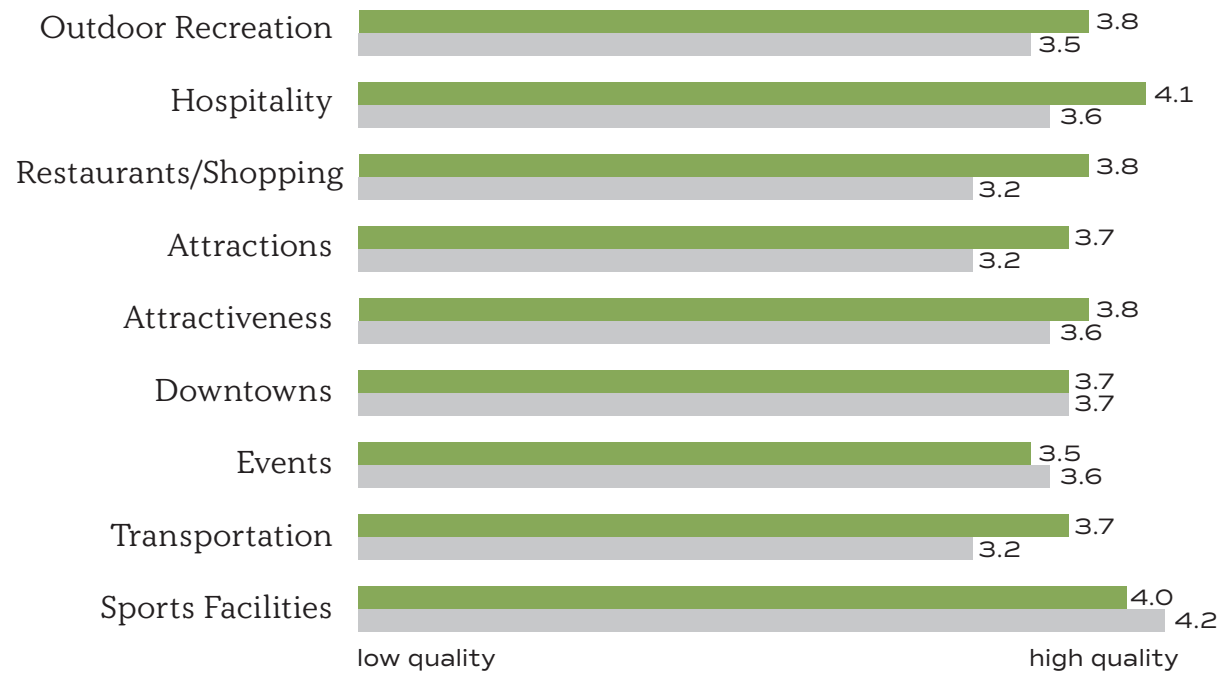
	CAM-PLEX	3rd St Plaza
0 events	2%	31%
1-5 events	52%	58%
6-20	34%	9%
>20	11%	1%

**Project Prioritization
(Ranked scores from the Master
Plan Steering Committee)**



Ratings of the Quality of Campbell County Amenities

■ VISITORS ■ RESIDENTS



Appendix

APPENDIX A

Campbell County Documents Reviewed in the Planning Process

CAMPBELL COUNTY CONVENTION AND VISITORS BUREAU

Campbell County Convention and Visitors Bureau Strategic Plan
2020-25

Campbell County Destination Next Assessment, 2019

Campbell County Lodging Survey, 2020

Campbell County Convention and Visitors Bureau website

Campbell County Convention and Visitors Bureau Marketing
Strategy Plan FY 21-22

ECONOMIC DEVELOPMENT ORGANIZATIONS

Energy Capital Economic Development Strategic Plan, 2021

Energy Capital Economic Development website

Gillette Main Street Strategic Planning Through Transformation
Strategies, 2018

Gillette Economic Impact Toolkit, Gillette Main Street, 2020

Campbell County Chamber of Commerce Annual Report, 2019

Campbell County Chamber of Commerce website

CITY / COUNTY GOVERNMENT

The Gillette Plan, Comprehensive Plan Update, 2013

Gillette Long Range Transportation Plan Update, 2017

Gillette Pathways Master Plan, 2007

Gillette 3rd Street Plaza Plan, 2015

Gillette Avenue Urban Design Plan, 2013

Campbell County 2013 Comprehensive Plan

Carbon Valley Ecosystem Blueprint, 2020

Wright Community Review - Phase 1 (2019) and Phase 2 (2020)

Campbell County Vision 2020 Report, 1998

EDUCATION / HEALTHCARE

Survey Considering the Need for Gillette Community College
District, 2020

Campbell County Memorial Hospital Strategic Plan, 2020-2025

Campbell County School District Sports Considerations, 2021

ATTRACTIONS

Campbell County CVB Sports Tourism Strategic Planning Project, 2018

Energy Capital Sports Complex website

CAM-PLEX website and monthly board meeting minutes, 2021

Gillette Area Historical Society website, 2022

Rockpile Museum Strategic Plan, 2019

Carbon Valley Ecosystem Blueprint, 2020

WYOMING STATE GOVERNMENT

Wyoming Office of Tourism Strategy Overview FY 21-22

2020 Wyoming Aviation Economic Impact Study

Wyoming Office of Tourism Economic Impact of Travel to Wyoming, 2020

State of Wyoming Economic Development Strategic Plan, 2019

WYDOT State Transportation Improvement Program, 2022

APPENDIX B Stakeholder Interviews

ALEX AYERS Campbell County School District
FALAN BARNETT Frontier Auto Museum
RUSTY BELL Campbell County Commissioner
SHELLY BESEL Northeast Wyoming Regional Airport; Campbell County Convention & Visitors Bureau Board
PHIL CHRISTOPHERSON Energy Capital Economic Development
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SKYLER RIEHEMANN City of Gillette
CLARK SANDERS City of Gillette
GARY SCHLEKEWAY City of Gillette
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TROY TYRELL City of Gillette
JEFF WANDLER Frontier Auto Museum
DEBBY ZOLNOSKI Holiday Inn; Campbell County Convention & Visitors Bureau Board

APPENDIX C Project Team

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Campbell County Convention & Visitors Bureau

