



2021 TOURISM MASTER PLAN

VISIT *Casper*



STEERING COMMITTEE

ECONOMIC DEVELOPMENT ORGANIZATIONS

Jason DeWitt, *Casper Chamber of Commerce*
Justin Farley, *Advance Casper*
Luke Gilliam, *Visit Casper*
Kevin Hawley, *Casper DDA*
Brook Kaufman, *Visit Casper*
Amanda Scherlin, *Visit Casper*

CITY / COUNTY GOVERNMENT

Liz Becher, *City of Casper Community Development*
Paul Bertoglio, *Natrona County Commissioner*
Mike Brown, *Natrona County*
Steven Freel, *Mayor of Casper*
Sabrina Kemper, *City of Mills*
Carter Napier, *City of Casper City Manager*

STATE GOVERNMENT

Bill Landen, *WY State Senator*

BUSINESS / COMMUNITY LEADERS

Kim DeVore, *Jonah Bank and WY Business Council*
Chris Lorenzen, *Casper College*
Eric Robert Schlidt, *Impact 307*
Jim Ruble, *Sinclair Oil and Visit Casper*
Jerad Stack, *Flowstate*
Joann True, *Philanthropist*
Beth Worthen, *Natrona County Library Foundation*

ATTRACTIONS / HOSPITALITY BUSINESSES

Andy Couch, *Nicolaysen Art Museum*
Tiffany Funk, *JJM*
Blake Jackson, *Ugly Bug/Outfitter*
Glenn Januska, *Natrona County Airport*
John Johnson, *Johnson Restaurant Group*
Brad Murphy, *Ford Wyoming Center*
Renee Penton-Jones, *Ramkota Hotel & Conference Center*
Andrew Schneider, *Nicolaysen Art Museum*
Jeff Spry, *Clarion Hotel*

2021 TOURISM MASTER PLAN

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VISIT *Casper*

A man in a plaid shirt, waders, and a cap is fishing in a river. He is standing on a rocky bank with green algae. In the background, a large, layered rock wall rises steeply from the water. The sky is clear and blue.

WHY A CASPER TOURISM MASTER PLAN?

The purpose of this Casper Tourism Master Plan is to ensure the success, growth, and sustainability of the Casper area travel industry for the benefit of residents and visitors. This 10-year plan establishes a road map toward an aspiring future for the Casper travel industry with identified roles for a variety of local organizations and agencies.

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 toward overall progress, and
 - Inspiration for additional community and visitor enhancements.

This Casper Tourism Master Plan includes the City of Casper and all of Natrona County (including the municipalities of Bar Nunn, Edgerton, Evansville, Mills, and others).

VISION AND STRATEGIC ISSUES

VISION FOR THE CASPER TRAVEL INDUSTRY:

Casper is an industrious Western business hub and destination built upon amazing natural beauty and outdoor recreation opportunities.

STRATEGIC ISSUES:

1. TOURISM AND ECONOMIC DEVELOPMENT PARTNERSHIPS (PAGE 6)
By working together, Visit Casper and its economic development partners can solve critical community challenges and create new amenities and attractions. Funding tools will be critical to this effort.
2. COMMUNITY ATTRACTIONS AND AMENITIES (PAGE 8)
Casper should enhance its existing strengths, such as the Ford Wyoming Center and its status as Wyoming's sports capital, as well as create new amenities such as its bustling downtown area.
3. TRANSPORTATION AND CONNECTIVITY (PAGE 10)
Casper is a transportation hub and should work to improve its air service, interstate network, wayfinding, and gateways into the community.
4. CASPER MOUNTAIN DEVELOPMENT AND EXPERIENCES (PAGE 12)
Casper Mountain is a beautiful and popular recreational resource for visitors and residents. Coordinating the needs of stakeholders, landowners, and recreational users will be critical to ensuring a welcoming and sustainable future for this community asset.
5. N. PLATTE RIVER DEVELOPMENT AND EXPERIENCES (PAGE 14)
Casper should continue developing the river as a clean and safe recreational asset with mixed-use development opportunities along its banks.

STRATEGIES

1. TOURISM AND ECONOMIC DEVELOPMENT PARTNERSHIPS

a. Make this Master Plan a living document among economic development and government agencies.

TERM: SHORT

LEAD: VISIT CASPER

SUPPORT: ECON DEV ORGS, MUNICIPALITIES, COUNTY, AIRPORT

Adoption by local economic development boards (Visit Casper, Advance Casper, Casper Area Chamber of Commerce, Casper Downtown Development Authority) and local governing bodies as appropriate. **(SHORT TERM)**

Semi-annual meetings (or more) of the Steering Committee for first two years, annually thereafter, to score-keep on progress and reprioritize/update the plan based on changing conditions and the status of projects. This may include shifting organizational responsibilities and adding new action steps. **(SHORT TERM)**

Integration of this plan into other local government plans and budgeting. **(SHORT MEDIUM LONG TERMS)**

Provide regular updates of the plan's accomplishments to elected officials, the travel industry, and the public. **(SHORT MEDIUM LONG TERMS)**

b. Create stronger communication and collaboration among local economic development agencies. Effort can include local governments, hospitality industry partners (Airport, lodging), and others.

TERM: SHORT

LEAD: ECON DEV ORGS

SUPPORT: MUNICIPALITIES, COUNTY, AIRPORT

Hold monthly lunches of local economic development agency CEOs and their board chairs to share project information, support each other's programs, and plan future efforts. Invite guests from relevant entities. **(SHORT TERM)**

Explore further collaborations to reduce redundancies, achieve efficiencies, and better develop the community. Could include shared activities such as 1) marketing, PR, social media, and other creative services, 2) administrative support, 3) office space, 4) boards of directors, and 5) other collaborations as desired. **(SHORT MEDIUM LONG TERMS)**

City = City of Casper | **Municipalities** = All Cities and Towns in Natrona County (incl. Casper)

Timelines: *Short term* 1-2 years. *Medium term* 3-5 years. *Long term* 5-10 years.

C. Investigate new funding options critical to this plan and broader community development.

TERM:
SHORT MEDIUM LONG

LEAD: MUNICIPALITIES,
COUNTY, ECON DEV
ORGS

Prioritize community needs and projects to be prepared for new funding options that may become available from federal, state, and local sources (CARES, ARPA, EDA, etc.). **(SHORT TERM)**

Consider new long-term funding tools for maintenance of existing infrastructure and development of new needed projects. Educate elected officials and the public of the need for the funding. Be transparent in explaining the process and projects. (6th Penny Specific Projects Tax, Urban Renewal District, Tax Increment Financing, Business and Tourism Improvement Districts, Rotary and Other Civic Orgs, etc.). **(SHORT MEDIUM LONG TERMS)**

d. Speak with a unified Casper and Natrona County voice on funding and legislative issues before local, state, and federal governments. Consider hiring lobbyists for Casper and Washington, D.C.

TERM: SHORT MEDIUM LONG **LEAD:** CITY, COUNTY, ECON DEV ORGS



2. COMMUNITY ATTRACTIONS AND AMENITIES

a. Protect Casper's leadership position in hosting sporting events throughout Wyoming and the Rocky Mountain West.

TERM:

SHORT MEDIUM LONG

LEAD: CITY, PROUD TO HOST THE BEST COMMITTEE, VISIT CASPER

SUPPORT: ECON DEV ORGS, COUNTY, TEAM SPORTS GROUPS

Support development of additional indoor sports facilities, both public and private. **(SHORT TERM)**

Support and grow Casper's sports volunteer structure (Proud to Host the Best). **(SHORT MEDIUM LONG TERMS)**

Analyze existing sports facilities for their condition and competitiveness in the market. Prioritize project improvements. **(SHORT MEDIUM TERMS)**

Encourage and assist in implementing improvements and renovations to existing sports facilities to remain ahead of the competition. **(MEDIUM LONG TERMS)**

Empower the Casper Sports Alliance to focus attention on and coordinate action on these sports issues. **(SHORT MEDIUM LONG TERMS)**

b. Analyze and reinvigorate the Ford Wyoming Center as a major events complex in Casper and Wyoming.

TERM:

SHORT MEDIUM LONG

LEAD: CITY

SUPPORT: ECON DEV ORGS

Perform an analysis of the Ford Wyoming Center to determine 1) how it meets both current and future competitive needs, 2) what system upgrades and facility renovations are needed to reach competitive status, and 3) recommended next steps, including the financial ROI of the steps. **(SHORT TERM)**

Determine the best action plan for the Ford Wyoming Center based upon the analysis. Implement the action plan. **(MEDIUM LONG TERMS)**

c. Encourage and support private sector development of the downtown area (Old Yellowstone and Downtown Districts).

TERM:

SHORT MEDIUM LONG

LEAD: CITY

SUPPORT: CULTURAL INSTITUTIONS, CIVIC ORGS, ECON DEV ORGS

Continue public investments in the streets, walkways, and other physical infrastructure of the downtown districts. **(SHORT MEDIUM LONG TERMS)**

Continue to activate the area with festivals and investments, public art, and similar activities. **(SHORT MEDIUM LONG TERMS)**

Support development and enforcement of appropriate downtown policies to maintain a bustling and family-safe environment (parking, panhandling, security, etc.). **(SHORT MEDIUM LONG TERMS)**

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Timelines: *Short term* 1-2 years. *Medium term* 3-5 years. *Long term* 5-10 years.



d. Support development of new or expanded attractions and businesses to help fill community and visitor needs as they arise and become feasible.

TERM:

SHORT MEDIUM LONG

LEAD: PRIVATE SECTOR,
CULTURAL INSTITUTIONS

SUPPORT: ECON DEV
ORGS

Continue the Visit Casper Business Challenge to incubate new businesses that support development and growth of the visitor economy. **(SHORT MEDIUM TERMS)**

Build on the Choose Casper program as a proactive method to promote local quality of life and attract new businesses and workforce. **(SHORT MEDIUM LONG TERMS)**

e. Support development of new or renovated meeting space in new or existing hotels/facilities as the space becomes economically feasible. Hold off on further consideration of a stand-alone, public convention center until the national and Wyoming convention market improve substantially.

TERM: SHORT MEDIUM LONG **LEAD:** VISIT CASPER, PRIVATE SECTOR

SUPPORT: CITY, COUNTY, ECON DEV ORGS



3. TRANSPORTATION AND CONNECTIVITY

- a.** Protect the Casper/Natrona County International Airport for the benefits it brings to Natrona County (commercial and private air service, foreign trade zone, business benefits, etc.).

TERM:
SHORT MEDIUM LONG

LEAD: ADVANCE CASPER,
CITY, COUNTY

SUPPORT: AIRPORT,
ECON DEV ORGS

Preserve existing commercial air service to avoid losing daily flights. Institute a minimum revenue guarantee (if needed) with fundraising through a 501c4 from the business community, municipalities, county, and volunteer groups. **(SHORT TERM)**

Consider doing local public relations/marketing campaigns for Flying Casper. **(SHORT TERM)**

Integrate the Airport into more community development discussions and decisions. **(SHORT MEDIUM LONG TERMS)**

- b.** Implement the County and MPO Wayfinding Sign plan to improve the community's hospitality and revenue potential. Fund and install the signs.

TERM: SHORT **LEAD:** COUNTY, MUNICIPALITIES **SUPPORT:** ECON DEV ORGS

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Timelines: *Short term* 1-2 years. *Medium term* 3-5 years. *Long term* 5-10 years.

C. Improve the major gateways into downtown, making them more attractive to visitors.

TERM: SHORT

LEAD: CASPER
METROPOLITAN
PLANNING ORGANIZATION

SUPPORT: AIRPORT,
ECON DEV ORGS

Coordinate current beautification and road projects on Poplar and Center Streets to create memorable gateways into downtown as possible. **(SHORT TERM)**

Implement features such as medians, fencing, and vertical art elements to create “wow” experiences on entrances into Casper, including from the airport. **(MEDIUM LONG TERMS)**

d. Improve Casper’s appearance along Interstate 25.

TERM:
SHORT MEDIUM LONG

LEAD: WYDOT, CITY,
COUNTY

SUPPORT: EVANSVILLE,
MILLS, BAR NUNN

Build on the existing partnership between the City and WYDOT to focus attention on the beautification issue along I25. **(SHORT MEDIUM LONG TERMS)**

Beautify I25 incrementally on all future construction projects using the enhancements portions of each road project budget. **(MEDIUM LONG TERMS)**

Consider design suggestions from the *Interstate 25 Entryway Beautification Project*, such as the outdoor recreation images on bridges that can help brand Casper as an outdoor recreation hub, and selectively implement what is feasible and funded. Use local artists and design companies when possible. **(MEDIUM LONG TERMS)**

Consider options to incentivize private landowners along I25 to make their land more attractive through landscaping, fencing, and general clean-up efforts. **(SHORT MEDIUM LONG TERMS)**

e. Implement a local charter bus solution for needed sports, convention, and other group transportation within Casper and Natrona County.

TERM: SHORT **LEAD:** VISIT CASPER, CITY

4. CASPER MOUNTAIN DEVELOPMENT AND EXPERIENCES

a. Implement more signage and information on Casper Mountain to improve the enjoyment of the recreational and entertainment amenities.

TERM: SHORT MEDIUM	Support the County’s current efforts to install additional wayfinding signs on the mountain (as part of the overall County Wayfinding Plan) (SHORT TERM)
	Determine if and where additional trails signage may be needed to clarify locations, directions, and public/private land boundaries. (SHORT MEDIUM TERMS)
	Analyze the accuracy of digital mapping of mountain trails and facilities and work to improve as needed. (SHORT MEDIUM TERMS)

b. Educate residents and visitors about responsible and sustainable use of Casper Mountain amenities and resources, including appropriate recreational areas, respect for private land, conscientious recreational habits, etc.

TERM: SHORT MEDIUM	LEAD: COUNTY	SUPPORT: ECON DEV ORGS, TRAIL GROUPS
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Timelines: *Short term* 1-2 years. *Medium term* 3-5 years. *Long term* 5-10 years.



C. Pursue a comprehensive Casper Mountain planning effort to protect and enhance the overall enjoyment of the mountain by residents and visitors.

TERM:
SHORT MEDIUM

LEAD: COUNTY,
WY STATE PARKS

SUPPORT: CITY, TRAILS
GROUP, SPORT GROUPS,
ECON DEV ORGS

Begin a partnership with the WY Outdoor Recreation Office to implement an Outdoor Recreation Collaborative to bring together community members, user groups, and relevant federal, state, and local agencies to support sustainable outdoor recreation. **(SHORT MEDIUM TERMS)**

Incorporate the recommendations of new County plans under development, including the *Casper Mountain Land Use Plan* and the *Casper Mountain Trails Master Plan*, into the broader mountain work plan of the County and trail groups. **(SHORT MEDIUM TERMS)**

Working with the Collaborative, develop a comprehensive Casper Mountain plan to include such items as:

1. A focus on sustainability of the resource, as well as the ability of local governments to provide appropriate services for it,
2. Sufficient funding for maintenance and management of existing facilities, roads, and trails,
3. Enhancements to the trail network and facilities when feasible (ex: Top to bottom trail, more summer activities at Hogadon Ski Area, cell phone service),
4. Planning for future public and private land usage, including such actions as conservation easements, and
5. Other issues as needed. **(MEDIUM LONG TERMS)**



5. N. PLATTE RIVER DEVELOPMENT AND EXPERIENCES

<p>a. Encourage and support continued remediation and maintenance efforts of the N. Platte River. Work on communication and collaboration across government jurisdictions to ensure uniform remediation efforts.</p>	
<p>TERM: SHORT MEDIUM LONG LEAD: CITY, MILLS, EVANSVILLE, COUNTY</p>	
<p>b. Continue to develop the Platte River Trail including linkages to downtown and major attractions.</p>	
<p>TERM: SHORT MEDIUM LONG</p>	<p>Ensure funding is secured for adequate maintenance of the trail network. (SHORT MEDIUM LONG TERMS)</p>
<p>LEAD: PLATTE RIVER TRAILS ORG, CITY</p>	<p>Develop and enforce appropriate safety and security policies to maintain a family-safe experience. (SHORT MEDIUM LONG TERMS)</p>
<p>SUPPORT: CITY, COUNTY</p>	

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Timelines: *Short term* 1-2 years. *Medium term* 3-5 years. *Long term* 5-10 years.



C.

Make the N. Platte River more welcoming to visitors wishing to enjoy its recreational options.

TERM:

SHORT MEDIUM LONG

LEAD: PLATTE RIVER TRAILS ORG, VISIT CASPER, CITY

SUPPORT: ECON DEV ORGS, WYOMING GAME AND FISH DEPT.

Provide more signage and information on access points and recreational options (perhaps through the Access Yes program from WY Game and Fish).
(SHORT MEDIUM LONG TERMS)

Provide information about area outfitters and recreation equipment suppliers.
(SHORT MEDIUM LONG TERMS)

d.

Encourage and support efforts for mixed-use development along the N. Platte River.

TERM: SHORT MEDIUM LONG

LEAD: AMOCO JT. POWERS BD, MILLS, CITY, COUNTY, PRIVATE SECTOR

SUPPORT: ECON DEV ORGS.

THE MASTER PLANNING PROCESS



Reviewed **35**
reports, plans, and
research studies



Surveyed **502**
Natrona County
residents



Surveyed **202**
previous visitors to
Natrona County



Interviewed **29**
travel industry,
business, and
community leaders

CASPER TOURISM MASTER PLAN

Visit Casper engaged Rudloff Solutions to coordinate and conduct the planning process.

The process was divided into two phases. **Phase 1** examined the Natrona County travel industry and identified the strategic issues critical to the further development of the hospitality industry. **Phase 2** included the development of actual plan elements.

Visit Casper formed a 29-person Steering Committee comprised of economic development, business, hospitality, and government leaders to oversee this process. The Committee provided input throughout the planning effort through in-person meetings and online feedback of plan elements.

PHASE 1: RESEARCH

Rudloff Solutions and the Steering Committee performed the following Phase 1 research steps in August and September 2021.

LITERATURE REVIEW: Reviewed 35 reports, plans, and research studies related to the travel industry, the local economy, and the development efforts of the City of Casper, Natrona County, local economic development agencies, state agencies, and others (*Appendix A*). From this analysis, Rudloff Solutions identified 5 major travel industry themes that had been identified and discussed by several organizations in previous plans and research.

RESIDENT SURVEY: Surveyed Natrona County residents (502 respondents) in an online questionnaire about the Natrona County travel industry, area attributes, and the strategic issues.

VISITOR SURVEY: Surveyed previous visitors to Natrona County (202 respondents) in an online questionnaire about desired activities for a return trip to the area and Natrona area attributes.

STAKEHOLDER INTERVIEWS: Interviewed 29 travel industry, business, and community leaders to gather input on the 5 strategic issues in greater detail (*Appendix B*).

PHASE 2: MASTER PLAN DEVELOPMENT

Rudloff Solutions developed draft strategies for the Tourism Master Plan and refined them from Steering Committee feedback provided through an online survey. The recommended strategies were presented to the Steering Committee in person for final adjustment and approval in October 2021.

RESEARCH HIGHLIGHTS FROM THE VISITOR AND RESIDENT SURVEYS

WORD OR PHRASE THAT REPRESENTS CASPER

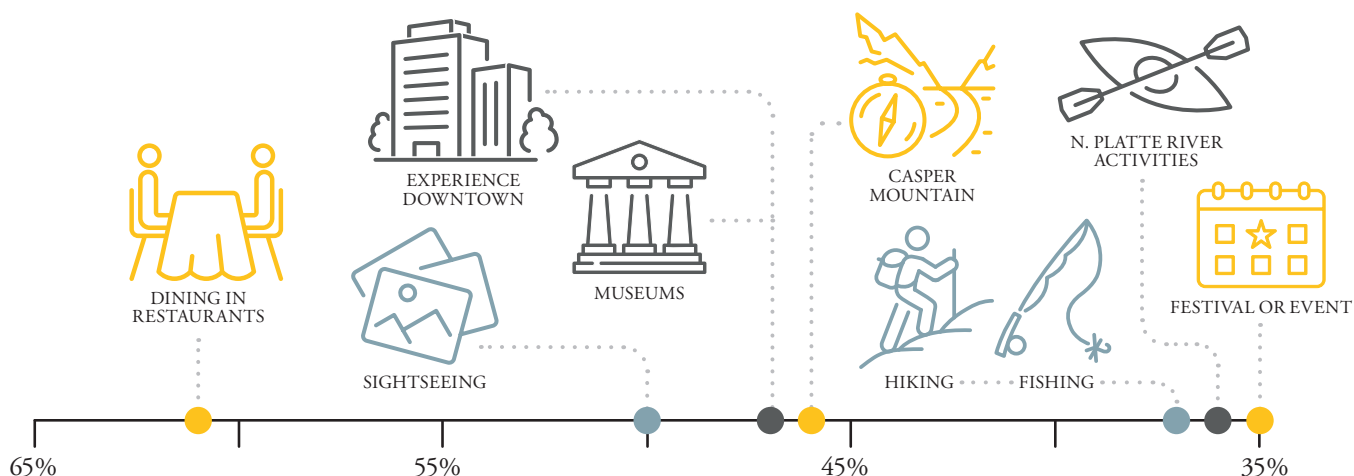
VISITORS

mountain home small country fishing friendly western town visit fun beauty city open activities community wyoming

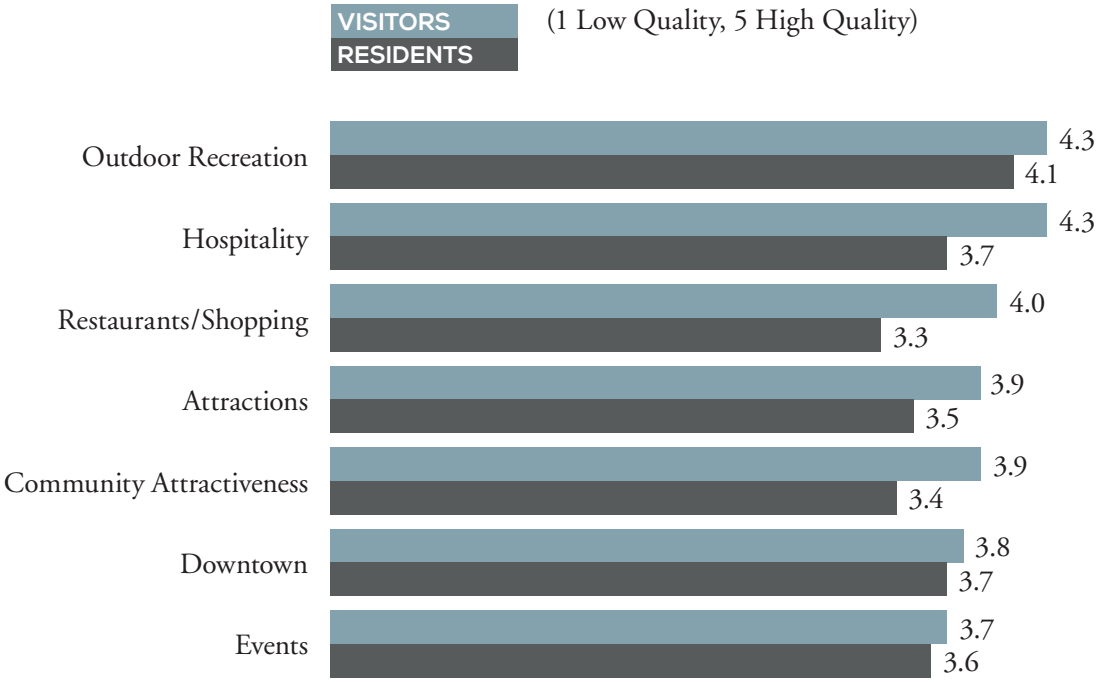
RESIDENTS

people wyoming outdoor wind community live friendly place town big home feel lot small city nice beautiful casper windy mountain family great good

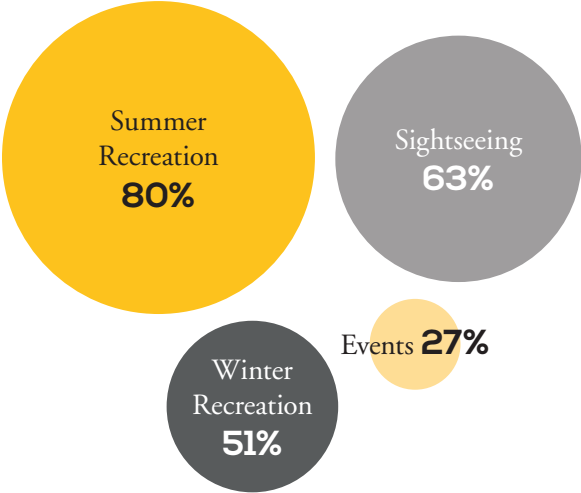
WHAT ACTIVITIES VISITORS WOULD BE INTERESTED IN DOING ON THEIR NEXT CASPER TRIP?



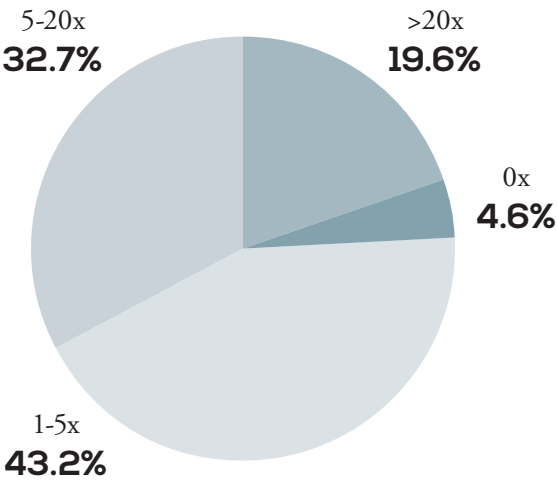
RATINGS OF THE QUALITY OF CASPER AMENITIES BY VISITORS AND RESIDENTS



RESIDENTS: WHY DO YOU VISIT CASPER MOUNTAIN? (CHECK ALL THAT APPLY)



RESIDENTS: HOW MANY TIMES DO YOU VISIT CASPER MOUNTAIN EACH YEAR?



RESIDENTS: HOW DO YOU FEEL ABOUT THE N. PLATTE RIVER? (CHECK ALL THAT APPLY)



APPENDICES

APPENDIX A CASPER AND NATRONA COUNTY DOCUMENTS REVIEWED AND USED IN THE PLANNING PROCESS

VISIT CASPER

Casper Destination Next Report, 2019
Visit Casper Strategic Plan 2020 and Beyond
Visit Casper Realignment Report, 2020
Visit Casper Visitor Profile Research, 2019

ECONOMIC DEVELOPMENT ORGS

City of Casper Downtown Strategic Plan, 2013
Advance Casper Preliminary Strategic Plan Input, 2021
Casper Chamber of Commerce FY 21 Reimagination Document

CITY/COUNTY

Generation Casper Comprehensive Plan
Natrona County Development Plan, 2016
Connecting Crossroads, Long-Range Transportation Plan Update, 2020
Casper MPO, Metropolitan Transportation Improvement Program, FY 22-25
Mills Main Street Corridor Study
Interstate 25 Entryway Beautification Project, 2015
Casper Wayfinding Master Plan, 2020
Casper/Natrona County International Airport Master Plan, 2016
Casper College Strategic Plan, 2018
Casper College Campus Facilities Master Plan Refresh, 2018
Casper Area Trails, Path and Bikeway Plan, 2013
McMurry Foundation Funding Priorities (from website)
Old Yellowstone District Waterfront Park Conceptual Design Plans, 2014

ATTRACTIONS/AMENITIES

National Historic Trails Center Strategic Plan
The Nicolaysen Art Museum Strategic Plan, 2021
ARTS 321 Website
Casper Mountain Land Use Plan, 2004
Casper Mtn. Parks Trail System Assessment & Conceptual Plan, 2014
Platte River Trails Strategic Planning Matrix
Platte River Trails Trust Annual Report, 2019

STATE

2020 Wyoming Aviation Economic Impact Study
Report of Wyoming Governor's Task Force on Outdoor Recreation, 2017





Wyoming Outdoor Recreation Office Strategic Plan, 2019
Wyoming Statewide Comprehensive Outdoor Recreation Plan 2019-23
Wyoming Office of Tourism Strategy Overview FY 21-22
Wyoming Office of Tourism Economic Impact of Travel to Wyoming, 2020
State of Wyoming Economic Development Strategic Plan, 2019 (Wyoming Business Council)
WYDOT State Transportation Improvement Program, 2022

APPENDIX B STAKEHOLDER INTERVIEWS

Liz Becher, *City of Casper Community Development*
Paul Bertoglio, *Natrona County Commissioner*
Mike Brown, *Natrona County Parks*
Tyler Cessor, *Art321*
Andy Couch, *The Nicolaysen Art Museum*
Kim DeVore, *Jonah Bank and WY Business Council*
Jason DeWitt, *Casper Chamber of Commerce*
Angela Emery, *Platte River Trails*
Justin Farley, *Advance Casper*
Mayor Steven Freel, *Casper*
Luke Gilliam, *Visit Casper*
Dave Glenn, *WY Outdoor Recreation Office, WY State Parks*
Kevin Hawley, *Casper DDA*
Glenn Januska, *Casper/Natrona County International Airport*
Gena Jensen, *National Historic Trails Center Interpretive Center*
Brook Kaufman, *Visit Casper*
Sabrina Kemper, *City of Mills*
Sam Kingsolver, *Residence Inn*
Zulima Lopez, *Casper Parks, Recreation and Public Facilities*
Jim Miller, *Nordic Skiing*
Brad Murphy, *Ford Wyoming Center*
Carter Napier, *City of Casper City Manager*
Renee Penton-Jones, *Ramkota Hotel & Conference Center*
Tassma A. Powers, *McMurry Companies*
Kim Rightmer, *WY Business Council*
Jim Ruble, *Sinclair Oil and Visit Casper*
Amanda Scherlin, *Visit Casper*
Diane Shober, *WY Office of Tourism*
Joann True, *Philanthropist*

APPENDIX C PROJECT TEAM

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