Goshen County, WY
BrandPrint Report
December 18, 2013

BIG LAND. SMALL PLEASURES.

North Star Destination Strategies

December 18, 2013
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ABOUT NORTH STAR DESTINATION STRATEGIES

North Star Destination Strategies comprises over two dozen talented individuals dedicated to growing community brands through integrated marketing solutions. North Star offers communities a combination of research, strategy, creativity, and action. This process — called Community BrandPrint — provides direction for the community’s brand development, like a blueprint guides the construction of a home. And just like a blueprint, the priorities and targets of each Community BrandPrint are stated in clear and unambiguous language. The resulting brand personality is as revealing as an individual’s fingerprint and just as unique.

ABOUT THE BRANDPRINT PROCESS

Through the Community BrandPrint process, North Star determines Goshen County’s most relevant and distinct promise. From that promise, we create a strategic platform intended to generate a brand position in the minds of residents, visitors, and businesses. We then develop powerful Brand Action Ideas and a Brand Identity Package (creative expressions), all of which reinforce the positioning and ensure brand equity and growth.

This process is divided into four stages: Understanding, Insights, Imagination, and Evaluation.
EXECUTIVE SUMMARY

BRANDING PARTNERS

Goshen County Economic Development Corporation, on behalf of the Goshen County Tourism Promotion Joint Powers Board and Goshen County, contracted with North Star Destination Strategies to determine the community’s true, unique, and relevant brand position to help the area stand out in the marketplace. This Executive Summary represents a snapshot of the critical highlights from the Understanding and Insights phases of the BrandPrint Process. Detailed research findings are compiled in the report that follows.

UNDERSTANDING (Research findings)

North Star conducted more than a dozen pieces of research to identify what differentiates Goshen County from its neighbors and competitors. By examining the community (stakeholders, residents), consumers (visitors, regional, and state officials in tourism) and the competition (neighboring and other communities), North Star determined a strategy for Goshen County to assert across all community assets to implement an effective, meaningful, and relevant brand. Important findings are summarized below.

Home to the Oregon, Mormon, California, and Pony Express Trails, Goshen County has a rich history of intercepting westward travelers. As pioneers traveled west through Goshen County they reached a long-awaited stopping point along their journey known today as Fort Laramie National Historic Site. Research identified that visitors are still most familiar with this site, Fort Laramie, in comparison to other attractions and communities located in Goshen County. Its reputation as a notable way station along the historic trails in Goshen County has endured.

In addition to Goshen County’s anchor attraction, residents and visitors are also drawn to museums, heritage attractions, outdoor recreation, and special events that take place in the area. Museums that were mentioned included the Homesteaders Museum, Western History Center, and the Diocese of Cheyenne St. Joseph Museum. Outdoor recreation assets ranged from the Rawhide Wildlife Management Area to trap shooting to the 18-hole golf course. Other areas of interest included Table Mountain Vineyards, Eastern Wyoming Community College, hunting and fishing, and Ellis Harvest Home.

Along with Goshen County’s rich array of assets, a few challenges were recognized as part of North Star’s research as well. Many tourism stakeholders at the regional and state level cited limited signage for attractions, entry ways and wayfinding as a significant challenge. Other obstacles mentioned in terms of attracting visitors were a lack of lodging options, restaurants and shopping. Environmental challenges included smells from the sugar beet factory and cattle sale, as well as noise from trains. Another concern that was voiced from stakeholders was missing visitor information ranging from digital (websites and social media platforms) to print (brochures, maps and driving guides).
There are many opportunities that Goshen County can begin to leverage to elevate the community’s reputation as a destination among visitors. Research showed that a sporting goods store would be ideal for Goshen County since it is already a destination for hunters and fishermen. Posting entryway signage and wayfinding for visitors near the two U.S. highways traversing Goshen County would be an opportunity to intercept visitors including motorcyclists, farmers and ranchers, agriculture enthusiasts, outdoorsmen, and history buffs. According to research, the area should also position Highway 26 in the eyes of visitors as the scenic route to Yellowstone National Park. Finally, the addition of a signature event, similar to Cheyenne’s Frontier Days, was mentioned as a way to attract visitors throughout the region on an annual basis.

INSIGHTS (Conclusions based on research)

For many travelers, as they make their way across the wide-open prairies in the area, Goshen County is not their final destination. Whether they are headed to Yellowstone or Grand Teton National Park one thing is certain – they are searching for a stopping point. A stopping point along their journey that offers friendly conversation and travel tips from a welcoming resident, a bite to eat, a refreshing beverage, or even lodging. Since the nineteenth century, Goshen County has been a destination for westward travelers because of Fort Laramie (originally founded as Fort William and briefly known as Fort John). According to research, Fort Laramie National Historic Site is still the most renowned attraction in Goshen County.

By leveraging Fort Laramie’s original purpose – to serve as a stopping point for travelers along the Oregon Trail – Goshen County can work to attract westward visitors. Intercepting visitors on route to their final destination is the County’s biggest opportunity. Potential target audiences, when considering intercepting travelers, include hunters, motorcyclists, those passing through, people searching for an escape, ranchers and farmers, agricultural enthusiasts, and history buffs. According to research, Goshen County has an opportunity to attract those visitors because of the hospitable residents, amenities, and attractions located within the county.
STRATEGIC BRAND PLATFORM

North Star funnels these strategic insights for the brand into a single sentence, the brand platform. The brand platform is used as a filter for the formation of creative concepts and implementation initiatives. All communications, actions, and product development should connect to the essence of this relevant and defining statement.

Target Audience: For pioneers of the twenty-first century.
Frame-of-Reference: Goshen County, Wyoming, located on the Oregon Trail Historic Byway and home to Fort Laramie National Historic Site,
Point-of-Difference: is still the way station for the westward traveler,
Benefit: offering the respite and reward you’re looking for on your adventure.

IMAGINATION (Creative ideas for building the brand):
The brand platform serves as a guide for the positioning of the Goshen County brand. From this statement, a creative concept is born: a concept that aligns creative treatments of the brand in a variety of communication mediums and action ideas.

The creative concept developed by North Star is based on the approved brand platform, leveraging Goshen County’s opportunity to intercept travelers who will take the time to stop and get a sense of where they are, instead of focusing only on where they’re headed. Travelers that do will find themselves rewarded in unexpected ways by the landscape and treasures wrapped in Goshen County. In today’s world of over-commercialization and fluff, travelers are searching for authenticity now more than ever. For that reason, the ad concept features a rancher with a rope in hand as the main image. This picture captures the spirit of the people in Goshen County. That spirit was summarized in this quote from research — “If Goshen County was a person, he could rope before he could walk. He would drive a truck well-equipped with gloves, a shovel and a wire stretcher in the bed and a hot cup of coffee in the cab. He would know more than the weatherman just by watching the birds. And his children would be the reason he gets up every morning. They help in the barn because they know that this is their future, too.”

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WHERE THE BRAND HAS BEEN AND WHY

This stage addresses the community's current brand positioning. We assess the environment; demographics, and psychographics of residents; perceptions of visitors, residents, and stakeholders; current communications and the competition. Most importantly, we gather input from Goshen County and its constituents.

We are looking for current attitudes regarding the brand. We are also trying to spot behavioral trends that exist around that brand. This stage is critical because it uncovers the relationship between three factors: the community's physical qualities, communication materials, and the position the community holds in the minds of its consumers.
IN-MARKET STUDY

Purpose

The purpose of the In-Market Study is to gain an understanding of the perceptions and attitudes of Goshen County residents and stakeholders towards their community and to experience first-hand what makes it a unique destination for visitors and residents.

Methodology & Results

The following summary reflects observations and input received during the North Star Destination Strategies In-Market visit from February 4-7, 2013. The information is not meant to be all-inclusive, but rather highlight the most common themes experienced on the trip. This includes an area FAM tour, stakeholder focus groups, stakeholder one-on-one interviews, and local community one-on-one perception interviews.

Note: As part of the In-Market trip, a North Star Creative Director accompanied the North Star team to capture Goshen County through photography. These images can be found digitally in the Research Report CD.

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MATERIALS REVIEWED

Below is a sampling reviewed as part of the Research & Materials Audit, prior to the In-Market Study

- The Oregon Trail Historic Byway Corridor Management Plan DVD
- Wyoming Road Trip – Western Heritage Along our Scenic Byways booklet
- Platte County, WY brochure
- “The Way West” Goshen County brochure
- Scottsbluff National Monument brochure
- Goshen County maps brochure
- Goshen County Guide 2012/2013
- Fort Laramie National Historic Site brochure
- Torrington and LaGrange Community Assessments
- Goshen County Chamber of Commerce brochure
- Wyoming Department of Transportation “Transportation Commission Scenic Byway Nomination for the Oregon Trail Historic Byway”
- A Walking Tour of Historic Torrington, WY brochure
IN-MARKET INTERVIEWS
The following highlight conversations held during the In-Market visit.

Most-Mentioned Assets
- Fort Laramie National Historic Site
- Rawhide Wildlife Management Area
- Homesteaders Museum
- Western History Center
- Historic Jay Em
- Table Mountain Vineyard
- Scenic loop tours
- Historic walking tours
- Rodeo events
- Cattle Dog Trails
- Trap shooting
- Fishing
- Wildlife
- 18-hole golf course
- Hawk Springs Reservoir
- Ellis Harvest Home
- Goshen County Fair
- Fort Laramie Rendezvous
- Goshen Community Theatre
- 2-Shot Goose Hunt
- Diocese of Cheyenne St. Joseph Museum
- Eastern Wyoming Community College

Most-Mentioned Challenges
- Oregon Trail – limited signage and activities
- Lack of hotels / motels, restaurants, and shopping
- Noise – train
- Smells – Sugar beet factory
- Signage / way-finding for points of interest
- limited visitor information resources
- Historical markers are run down
- Visitors Center – not clearly marked
- Hours of operation/seasonality – restaurants
- Distance to other areas
- Cell phone reception
- Entry way signage
- Lack of tourism attractions
- Community volunteers/leaders
- Nightlife
**Most-Mentioned Opportunities**

- Recreational facility
- Outdoor / sporting goods store
- Signature event
- Exhibits at Homesteaders Museum
- Location – two U.S. highways
- Create a boardwalk in a downtown area
- Nightlife / entertainment
- Improve RV Parks
- Development along river (walking trail)
- Raft rental
- Bowling alley
- Improving websites for attractions
- Attract bikers
- Scenic route to Yellowstone
STAKEHOLDER VISION SURVEY

Purpose

Part of the Understanding stage includes collecting stakeholder perceptions of Goshen County. What do stakeholders like and dislike about their community? How would they make it better? What kind of things do they associate with Goshen County? After all, no one knows your town better than those that form its backbone.

Methodology & Results

To understand stakeholder perceptions, a Vision Survey was emailed to key stakeholders in the region, identified by the brand drivers. All questions were open-ended, allowing for a qualitative measure of stakeholder perceptions. Many of the questions in the survey focus on Goshen County’s direct strengths, weaknesses, opportunities, and threats. Other questions focus on brand perception, allowing the respondent to translate the intangible elements of a brand into a tangible noun.

105 stakeholders responded to the survey. The answers most reflective of all stakeholders are shown below (in order of frequency). Please see Appendix A for a copy of the Stakeholder Vision Survey raw data.

Goshen County Vision Survey

1. Visitor Information and Competition

1. Describe the different types of visitors who come to Goshen County. (Either a visitor segment or simply a description of visitors you see.)

2. What types of visitors SHOULD Goshen County be targeting? (Either a visitor segment or simply a description of visitors.)

3. In your opinion, what other areas/communities compete with Goshen County for visitors? Why?

4. What makes Goshen County distinctly different from the above communities/areas?

Goshen County Vision Survey
DESCRIBING GOSHEN COUNTY
Describe Goshen County to someone who has never heard of the area before.

- "A beautiful, quiet, open country with blue skies, a great climate, small population and nice people. Plenty to do if you don't like big city living, but close enough to big cities to take in special events or do long weekends."
- "Farming and ranching community with historical location on the Oregon Trail."
- "An agricultural area that provides a Western lifestyle."
- "Farming and ranching county with very few people, green vistas, bluffs, streams, and proud little towns."
- "Goshen County is a sparsely populated area with a strong agricultural heritage. The area is highlighted by unique cultural and geographic diversity. The Goshen County area also offers abundant recreational and hunting opportunities."
- "It is an agricultural community. It's a small town where everyone knows everyone. There are lots of banks, bars, and churches for your needs."
- "Wide open spaces. Friendly folks. Sincerely hard workers live here. We love Goshen County and hope you will too. It's nothing fancy, but it's a safe, healthy, interesting place to be."

COMPETITOR COMMUNITIES
What is the first adjective that comes to mind when you think of the following communities/areas?

- Torrington — County seat/hub, nice town, friendly, business, factory
- Lingle — Nice, small, wholesome, farming, agriculture, Lira's Mexican restaurant, pool, swimming
- Fort Laramie — Historic, Old Fort Laramie (majority)
- Joy Em — Historic, quiet, isolated, empty, ranching, pastoral, scenic
- Yoder — Southeast High School/good school (majority), unknown, off the beaten path, agriculture, farming
- LaGrange — Bible College, spiritual, small, tight-knit, ranching town
- Veteran — Abandoned, ghost town, nothing, small, out of the way
- Hawk Springs — State Park, reservoir, recreation, fishing, hunting, drive-through town

ASSETS AND CHALLENGES
What is Goshen County's single greatest tourism asset?

- Fort Laramie (majority)
- Hunting (bird)
- History, Oregon Trail
- Farming
What is the single greatest challenge currently facing Goshen County tourism?

- Being more than a stop-by, having more to offer
  - "Goshen County is not a vacation destination; it is simply a pass through on the trail to somewhere."
  - "I don't think people believe there is enough to do. Presenting things as a package will help them see the vision."
- Getting the word out
  - "Lack of coordinated advertising and organized branding and selling of tourist experience."
- Lack of accommodations
  - "Lack of places to stay - motels, RV sites, camping areas."

OPPORTUNITIES AND VISITOR EXPERIENCE

What are the biggest opportunities for tourism development and promotion for Goshen County?

- "We need places that would accommodate people who want to have a very quiet and relaxed atmosphere in order to get away from their usual big city life style."
- "Recreation - hunting, fishing."
- "Regional advertising of Goshen County tourist sites."
- "Finding something that is worthy of attracting tourism. I think the biggest opportunities are the fowl hunting (pheasants, ducks and geese)."
- "Capital on historic Oregon Trail corridor and the connection with old Fort Laramie."

List three places within Goshen County where you would take a visitor so they would always remember their visit.

- Fort Laramie National Historic Site (majority)

OUTSIDER PERSPECTIVE

How would outsiders, living in surrounding counties, describe Goshen County?

- "A small little agricultural area."
- "Boring is what I imagine they'd say."
- "Friendly, community-oriented, small."
- "Outsiders may say that Goshen County is mostly a farming/ranching community with a lot of history."
- "Smelly from the sale barn, sugar factory, and ethanol plant. Strong agriculture in area."
- "The smelly town on the way to Scottsbluff or Rapid City with the sale barn and sugar factory."
- "Small farming community."

IMPROVING GOSHEN COUNTY

If you could add one thing to Goshen County to grow tourism development, what would you add?

- More festivals and events
  - "A major county event."
- Meeting, recreational facilities – recreation center, convention center
- Visitor resources
- “A nice visitor center with permanent staff and a tourism director, at old Hardee’s site or Motel 6 site, and billboards on appropriate highways.”

- Accommodation options

GOSHEN COUNTY VISITORS
Describe the different types of visitors who come to Goshen County.
- “Hunters, bikers, ranchers.”
- “Mostly people who grew up here or lived for a time here.”
- “Mostly people on their way to somewhere else.”
- “Travelers just passing through, either by car, motorcycle, or on tour buses.”
- “The only people who visit Goshen County that are not visiting friends or family are simply passing through.”
- “Hunters, Sturgis motorcyclists, fisherman, golfers, cattlemen, farmers, agriculture, and businesses.”

What types of visitors SHOULD Goshen County be targeting?
- “City folks who want to learn about farming.”
- “Families and those interested in Westward/Oregon Trail history.”
- “History buffs, recreational visitors for hunting, fishing, and water sports.”
- “Hunters, Golfers, and Motorcyclists.”
- “People interested in early American history, the wild west, and western American nostalgia, for the interest, fun and excitement they read about and the events that occurred along the Oregon Trail and Fort Laramie.”
- “Visitors from surrounding areas.”
- “Those traveling through.”

COMPETITION
In your opinion, what other areas/communities compete with Goshen County for visitors? Why?
- Scottsbluff
  - "Scottsbluff dominates the "visitors" to the area because it has much more to offer, including better places to stay, shop, and eat."
  - "Scottsbluff, the landmarks that provided waypoints for wagon trains moving west."
- Cheyenne
  - “Cheyenne because they offer what people are looking for. Big box stores, shopping, short drives from Colorado.”
- Guernsey
  - “Guernsey. Guernsey Lake and the camping it provides, as well as the Ruts and Register Cliff. And the Black Hills.”
  - “Guernsey, it has a nice reservoir and place to camp.”
DIFFERENTIATING GOSHEN COUNTY
What makes Goshen County distinctly different from the above communities/areas?

- Its unique atmosphere
  - "Cheyenne is commercial and we are agriculture-based."
  - "Unique combination of agriculture and history."
  - "Fort Laramie National Historic Site."
  - "More western flavor."
- Its personal, welcome feel
  - "No big box stores. More of a small town environment."
  - "Smaller, could offer a more personal visit."
  - "Friendly folks."
  - "We have a very close community of people, there is never a shortage of willing hands to help when something needs to be done or someone needs help. This makes our community one of the best."
- Unsure
  - "I don’t know if anything makes us distinctly different – maybe the fowl hunting."

OUTDOOR RECREATION
What is different or advantageous about Goshen County’s outdoor recreation opportunities compared to other areas in Wyoming?

- Hunting
  - "Ample public access and hunting areas. A large population of game birds, etc. While the area doesn’t have large game opportunities, the area is home to more fowl and game birds. The area also offers plenty of hunting areas both public and private without the large scale commercialization of larger guide/hunter operations."
  - "Goshen County is known for bird hunting."
  - "The best duck, goose, and pheasant hunting in the state and a magnificent golf course."
  - "We have no water or no mountains like other parts of Wyoming. Good bird hunting though."
- Weather
  - "It is not as windy in Goshen County. Also, it is typically warmer."
  - "Warmer weather, mild climate for outdoors."
- Not sure
  - "Limited resources do not make it more advantageous."
  - "Not sure that we have any outdoor advantages - we are what we are."

HISTORICAL ASSETS
What is different or advantageous about Goshen County’s historical assets compared to other areas in Wyoming?

- We have something more
  - "All of the westward expansion passed through here. The area is rich in Indian wars history and mining and ranching."
  - "Fort Laramie National Historic Site."
  - "Goshen County has more historic assets than many other areas in Wyoming."
"Goshen County is rich in history just as the rest of the state, but the old Fort holds its own."

- Nothing particularly advantageous
  - "Historical assets exist in many areas of Wyoming and throughout the West. The historical draw to our area is limited."
  - "Limited to Fort Laramie."
  - "Not much."
  - "We have the same historic trails as the rest of Wyoming."

PROXIMITY TO CHEYENNE

How important is Goshen County’s proximity to Cheyenne for its tourism identity currently? What role SHOULD that proximity have in Goshen County’s tourism identity?

- "Cheyenne is a growing market with modern and up-to-date facilities and is too far to drive to gain any advantage from its proximity."
- "For the right event, people will travel from Cheyenne to Goshen County - maybe once a year."
- "Goshen County needs to preplan circuit events both before and after Cheyenne Frontier Days while tourists are coming and going through Wyoming."
- "I travel to Cheyenne at least once a week, and it is a long drive. Tourists don’t really want to make that drive, and our current draw is minimal."
- "Probably not a lot, though Cheyenne is the closest major tourism draw. Coupling trips or bundling packages with Cheyenne assets and Goshen County assets could be tried."

GOSHEN COUNTY’S HISTORY

In your opinion, what is the most interesting and/or compelling story in Goshen County’s history?

- Fort Laramie and the Oregon Trail/Westward expansion
  - "Probably the part we played in the Westward movement. This would include Oregon Trail and Indian negotiations that went on here."
  - "Western Expansion and settlement history, i.e., fur trading/trapping, Oregon, California and Mormon Pioneer Trails, Native American history, military history."
  - "The Oregon Trail and the Indian Treaty period of Ft. Laramie."
  - "Fort Laramie and its military significance."

DEFINING GOSHEN COUNTY

What is the greatest hidden tourism gem or most under-appreciated/unrecognized trait, characteristic, or resource in Goshen County?

- The historical sites
  - "All of the historic sites and stories located along what has been designated the Oregon Trail Historic Byway."
  - "The Homesteaders Museum."
  - "The history of the Oregon Trail."
  - "Old Fort Laramie."

- The people
  - "The humble, hard working values of the people who founded and stayed in Wyoming despite economical adversity. The true grit of Wyoming people."
Jay Em
  "Jay Em is intriguing to me. I think it could be marketed as a place to get away from it all."

The river
  "North Platte River - We have a river that I never see anyone use because there is no access for rafting... people go to Guernsey."

TOURISM REPUTATION
Does Goshen County have a well-known, positive tourism reputation?
  Yes
    "Fort Laramie attracts quite a few visitors."
    "The people are friendly."
  No
    "I don't know if it's that well-known."
    "It isn't an area people gravitate to visit and those who do stay tend to find the town closes early with little to no shopping or dining in the evenings."
    "Most folks in Wyoming don't even know where we are at."
    "Not that many tourist attractions to be a destination."
    "Other than Ft. Laramie there is not much to draw people."

DEPICTING GOSHEN COUNTY
You have been instructed to take ONE picture of something within Goshen County that best represents the area as a whole. What would you take the picture of and why?
  "A cattle drive through the town of Fort Laramie, depicts ranching culture and freedom."
  "A landscape including a train and a town in the distance, a windmill, blue skies, livestock, with trees and wildflowers. That is pretty much who we are. Wide open spaces, some people, lots of beauty, a smattering of industry."
  "Big sky with wide open spaces as far as one could see."
  "Cattle on the plains with the Old Fort Laramie in the background; shows heritage, current economy, what attracted people here in the first place. The historic buildings also look rich. Could depict military or cattle baron."
  "My photo would be Goshen Hole coming north from Cheyenne. Everyone I bring here finds it breath-taking; it gives an excellent view of the big sky and vastness of the prairie."
PERSONIFICATION OF GOSHEN COUNTY
If Goshen County were a famous person, who would it be? Why?
- John Wayne
  o “Rugged, outdoorsman, cattleman, historical.”
  o “Old, tough, western, friendly, fun, and hardworking.”
- Sam Elliot
  o “Down home country person.”
  o “He is the icon for cowboys and everything western.”
- The painting: “American Gothic”

If Goshen County were a consumer product brand, what would it be? Why?
- Campbell’s soup
  o “It’s comforting and it makes you feel good.”
- Chevrolet
  o “Steady and dependable.”
- Wrangler Jeans
  o “Western.”
  o “Dress code for all occasions.”
If you were to depict Goshen County as a person, what would this person be like?

- "This person would be in their thirties, married, hardworking, and play is good clean fun. This person is up at the crack of dawn, they eat breakfast, dinner and supper not breakfast, lunch and dinner. They could rope before they could walk. The sound of frogs and crickets are what sing them to sleep. They never had a life without issues - that is life. This person drives a truck well equipped with gloves, a shovel, and wire stretcher in the bed and a coffee cup in the cab. They know more than the weatherman just by watching the birds. Children are the reason they get up in the morning, and they help in the barn - that is their future."

- "43 - has life experience but still young enough to have fun and experience the world. Yes, he is married and has a family because we want to pass on tradition, grow, and prosper. He's a rancher. He wears western work clothes but cleans up and wears a suit to talk to the Governor. He is a kind, thoughtful man of few words. He is currently faced with the hardships of drought, high fuel prices, and wondering about his children's future. Of course, he drives a pick-up, but he still rides a horse almost every day in any kind of weather working on the ranch."

- "An old couple sitting on the front porch of their farm house in their rocking chairs and the old hunting dog sleeping next to them. They are honest-looking, not fancy with clothes or material items but rich in family and friends. Content, easy going, and happy for what they have. Understanding that the world around them is changing but keeping the focus on family, friends, and church. The old Ford still runs so they use that instead of buying the newest, latest model of what is out there."

**Demographics:** The majority of respondents had no ties to tourism-related businesses in Goshen County.

**Which of the following best describes you?**

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed by a non-tourism related business</td>
<td>47.8%</td>
</tr>
<tr>
<td>Owner or manager of a non-tourism related business</td>
<td>21.7%</td>
</tr>
<tr>
<td>Not working at this time</td>
<td>8.7%</td>
</tr>
<tr>
<td>Employed by a tourism-related business</td>
<td>8.7%</td>
</tr>
<tr>
<td>Owner or manager of a tourism-related business</td>
<td>8.7%</td>
</tr>
<tr>
<td>Retired</td>
<td>4.3%</td>
</tr>
</tbody>
</table>
COMMUNITY TAPESTRY STUDY

An Introduction to Community Tapestry™

For over 30 years, companies, agencies, and organizations have used segmentation to divide and group their markets to more precisely target their best customers and prospects. This targeting method is superior to using “scattershot” methods that might attract these preferred groups. Segmentation explains customer diversity, simplifies marketing campaigns, describes lifestyle and lifestage of the residents and consumers, and incorporates a wide range of public and private data.

Segmentation systems operate on the theory that people with similar tastes, lifestyles, and behaviors seek others with those same tastes (hence the phrase “like seeks like”). These behaviors can be measured, predicted, and targeted. The Community Tapestry™ segmentation system combines the who of lifestyle demography with the where of local neighborhood geography to create a model of various lifestyle classifications or segments of actual neighborhoods, identifying distinct behavioral market segments.

Based on the foundation of proven segmentation methodology introduced more than 30 years ago, the Tapestry system classifies U.S. neighborhoods into 12 larger LifeMode groups and within those 12 larger groups, 65 more distinct market segments. Neighborhoods with the most similar characteristics are grouped together while neighborhoods showing divergent characteristics are separated.

Understanding your customers (residents and visitors), knowing customers’ shopping patterns, assessing the media preferences of customers, cross-selling to customers, and successfully retaining existing customers for a lifetime are just some activities that are supported by mining customer files. Some of these marketing activities include:

- Customer profiling
- Media targeting
- Direct mail
- Site analysis

The customer profiles reveal the demographics, lifestyles, and product preferences of a community’s consumers. Consumers can be visitors, residents, or businesses, anyone who actively buys or sells goods in the city. By understanding who the customers are, more appropriate responses can be formed to address their needs with better messaging, products, and services.

Said simply, the more you can learn about your customers (in this case, your residents and visitors), the better you can serve them, keep them, and find more like them.

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Purpose

A Community Tapestry Study was conducted to understand the target audience's lifestyle in detail. This included complete profiling reports for Goshen County's residents and region. The Regional Profile covers a radius of about 68,000 square miles. It includes Fort Collins, CO; Cheyenne and Casper, WY and a portion of Rapid City, SD. The inquiry records received from the Chamber of Commerce indicated that visitors to Goshen County were traveling from these areas.

Methodology & Results

Tapestry represents the fourth generation of market segmentation systems that began over 30 years ago. This powerful tool classifies U.S. neighborhoods in several ways, including:

- **LifeMode Groups:**
  - 12 summary groups based on lifestyle and lifestage
  - Members share an experience (being born in the same time period, facing the same lifestage, having a certain level of affluence, etc.)

- **Community Tapestry Segments:**
  - 65 groups based on sociographic and demographic composition
  - Considers income, occupation, educational attainment, ethnic origin, household composition, marital/living arrangements, patterns of migration, mobility and communication, lifestyle, and media patterns
  - Most distinct level of segmentation

The results from the Tapestry studies can be classified into two main reports:

- **Who Report:**
  - Profiles the demographic and lifestyle segmentation of the population
  - Classifies the population in each of the ways outlined above and indexes the population under study against national averages

- **What Report:**
  - Provides a detailed profile of the core population for 37 separate lifestyle and media groups in over 2,200 sub-categories
  - Each category is indexed against the average U.S. resident to determine whether a member of the population under study is more or less likely to exhibit the specific behavior

Key findings from the Community Tapestry reports are shown on the following pages.

For the comprehensive Tapestry Who and What reports, please refer to the Research Report CD. For further explanation of any data or methodologies used to analyze the Tapestry reports, please refer to the supplemental Community Tapestry Poster and to this link: [http://www.esri.com/library/brochures/pdfs/tapestry-segmentation.pdf](http://www.esri.com/library/brochures/pdfs/tapestry-segmentation.pdf).
COMMUNITY TAPESTRY SEGMENT BREAKDOWN BY LIFEMODE GROUP

The following chart lists all 65 Tapestry Segments under their respective LifeMode Group. The percentages listed are representative of the entire United States and not your community. As you read about your own community’s segments in the following pages, use the below table as a guide when matching those segments with their corresponding LifeMode Groups.

<table>
<thead>
<tr>
<th>SEGMENT BREAKDOWN BY LIFEMODE GROUP</th>
<th>% of U.S. Pop.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Edge Country</td>
<td>1.5%</td>
</tr>
<tr>
<td>01 Top Run</td>
<td>0.7%</td>
</tr>
<tr>
<td>04 Suburban Splendor</td>
<td>1.7%</td>
</tr>
<tr>
<td>03 Concessions</td>
<td>1.4%</td>
</tr>
<tr>
<td>06 Bourembo</td>
<td>2.5%</td>
</tr>
<tr>
<td>05 Wealthy Suburban</td>
<td>1.8%</td>
</tr>
<tr>
<td>06 Sophisticated Squires</td>
<td>2.7%</td>
</tr>
<tr>
<td>07 Exurbs</td>
<td>3.1%</td>
</tr>
<tr>
<td>08 Uptown Avenues</td>
<td>11.2%</td>
</tr>
<tr>
<td>09 Urban Core</td>
<td>1.3%</td>
</tr>
<tr>
<td>10 Pleasantville</td>
<td>1.1%</td>
</tr>
<tr>
<td>11 Pacific Heights</td>
<td>2.1%</td>
</tr>
<tr>
<td>13 In Style</td>
<td>2.3%</td>
</tr>
<tr>
<td>14 Emerging Professionals</td>
<td>1.7%</td>
</tr>
<tr>
<td>17 Great Acre</td>
<td>3.1%</td>
</tr>
<tr>
<td>18 City &amp; Comfortable</td>
<td>3.8%</td>
</tr>
<tr>
<td>L3 Neopolis</td>
<td>5.3%</td>
</tr>
<tr>
<td>20 City Lights</td>
<td>1.0%</td>
</tr>
<tr>
<td>22 Metropolitan</td>
<td>1.1%</td>
</tr>
<tr>
<td>45 City Sidewalks</td>
<td>0.7%</td>
</tr>
<tr>
<td>51 Inner City Edge</td>
<td>0.9%</td>
</tr>
<tr>
<td>54 Urban Areas</td>
<td>0.7%</td>
</tr>
<tr>
<td>61 Old Home Owners</td>
<td>0.8%</td>
</tr>
<tr>
<td>L4. Sale Adams</td>
<td>8.0%</td>
</tr>
<tr>
<td>08 Laptope and Laptops</td>
<td>1.0%</td>
</tr>
<tr>
<td>23 Trendsetters</td>
<td>1.1%</td>
</tr>
<tr>
<td>27 Home Renters</td>
<td>1.5%</td>
</tr>
<tr>
<td>34 Old and Newcomers</td>
<td>2.0%</td>
</tr>
<tr>
<td>39 Young and Restless</td>
<td>1.4%</td>
</tr>
<tr>
<td>L5. Senior Sages</td>
<td>12.4%</td>
</tr>
<tr>
<td>14 Preppar Native Empty Nesters</td>
<td>1.1%</td>
</tr>
<tr>
<td>15 Silver and Gold</td>
<td>1.0%</td>
</tr>
<tr>
<td>19 Hurstel Renters</td>
<td>2.1%</td>
</tr>
<tr>
<td>33 Retiree Communities</td>
<td>2.1%</td>
</tr>
<tr>
<td>43 The Elders</td>
<td>0.5%</td>
</tr>
<tr>
<td>49 Senior Sun Seekers</td>
<td>1.3%</td>
</tr>
<tr>
<td>50 Healdshire Communities</td>
<td>3.2%</td>
</tr>
<tr>
<td>57 Single Living</td>
<td>1.4%</td>
</tr>
<tr>
<td>65 Social Security Set</td>
<td>0.5%</td>
</tr>
<tr>
<td>L6. Millennial &amp; Families</td>
<td>11.9%</td>
</tr>
<tr>
<td>40 Military Province</td>
<td>0.2%</td>
</tr>
<tr>
<td>55 College Towns</td>
<td>0.9%</td>
</tr>
<tr>
<td>63 Damas to Diplomas</td>
<td>0.1%</td>
</tr>
<tr>
<td>L7. High Hope</td>
<td>4.1%</td>
</tr>
<tr>
<td>28 Aspiring Young Families</td>
<td>2.4%</td>
</tr>
<tr>
<td>96 Great Expectations</td>
<td>1.7%</td>
</tr>
</tbody>
</table>

The following chart lists all 65 Tapestry Segments under their respective LifeMode Group. The percentages listed are representative of the entire United States and not your community. As you read about your own community’s segments in the following pages, use the below table as a guide when matching those segments with their corresponding LifeMode Groups.
COMMUNITY TAPESTRY WHO REPORT | LIFEMODE GROUPS

The charts below highlight some of the key findings about the Goshen County Resident and Regional Profiles as they relate to LifeMode Groups. Remember, members in a LifeMode Group share an experience such as being born in the same time period, facing the same lifestage, having a certain level of affluence, etc.

The number in front of each LifeMode corresponds with the LifeMode Group designation outlined on the community Tapestry Poster. Please refer to the Community Tapestry Poster that North Star provided for more in-depth information on each LifeMode Group.

Below you can see how Goshen County's residents are divided into the 12 LifeMode Groups.

<table>
<thead>
<tr>
<th>LifeMode Groups Goshen County, WY Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>L01. High Society</td>
</tr>
<tr>
<td>L02. Upscale Avenues</td>
</tr>
<tr>
<td>L03. Metropolis</td>
</tr>
<tr>
<td>L04. Solo Acts</td>
</tr>
<tr>
<td>L05. Senior Styles</td>
</tr>
<tr>
<td>L06. Scholars &amp; Patriots</td>
</tr>
<tr>
<td>L07. High Hopes</td>
</tr>
<tr>
<td>L08. Global Roots</td>
</tr>
<tr>
<td>L09. Family Portrait</td>
</tr>
<tr>
<td>L10. Traditional Living</td>
</tr>
<tr>
<td>L11. Factories &amp; Farms</td>
</tr>
<tr>
<td>L12. American Quilt</td>
</tr>
</tbody>
</table>

OBSERVATION: The Factories and Farms group makes up nearly half of Goshen County's Resident Profile.

Top Resident LifeMode Groups: The U.S. average sits at 100.
L11 Factories & Farms (45.7%) — Indexed 492 against the U.S. average
- Employment in manufacturing and agricultural industries is typical in these small, settled communities across America's breadbasket.
- The rural South and Rustbelt areas change little over time, which often hinders area growth.
- Married couples (some with children), most own their homes.
- Median household incomes are $37,000.
• Their lifestyle reflects their locale, emphasizing home and garden care, fishing and hunting, pets, and membership in local clubs.

L10 Traditional Living (21.2%) – Indexed 275 against the U.S. average
• What most consider middle America; hardworking, settled families.
• Earn a modest living and typically own single-family homes in more established communities.
• Median age is 37, which conveys residents’ lifestyle – older residents completing child rearing responsibilities and looking forward to retirement.
• They buy standard, four-door American cars, belong to veterans’ clubs and fraternal organizations, take care of their homes and gardens, and rely on traditional media such as newspapers for their news.

L12 American Quilt (17.5%) – Indexed 204 against the U.S. average
• Live in small towns and rural areas and own modest houses.
• Work as skilled laborers in manufacturing, agriculture, local government, service, construction, and farming industries.
• American Quilt includes the Rural Resort Dwellers Segment, an older population that is retiring to seasonal vacation spots, and the Crossroads Segment, a younger, family population that favors mobile homes.
• Households in American Quilt are also more affluent, with a median income of $44,478, and more are homeowners.
• However, the rural lifestyle is also evident with fishing and hunting (and power boats) and a preference for pickups and country music.

L05 Senior Styles (15.7%) – Indexed 147 against the U.S. average
• More than 14.4 million households comprise Tapestry’s largest summary group.
• Incomes in this group cover a wide range, but the median is $40,000.
• Younger, more affluent seniors, freed of child rearing responsibilities, are traveling and relocating to warmer climates.
• Less affluent, settled seniors are looking forward to retirement and remaining in their homes.
• Residents in some of the older, less privileged segments live alone and collect Social Security and other benefits. Their choice of housing depends on their income. This group may reside in single-family homes, retirement homes, or high rises.
• Golf is their favorite sport; they play and watch golf on TV. They read the newspaper daily and prefer to watch news shows on television.
• Although their use of the Internet is nearly average, they are more likely to shop through QVC than online.
The following chart examines the LifeMode breakout of your Regional Profile – a radius covering about 68,000 square miles, including Fort Collins, CO; Cheyenne and Casper, WY and a portion of Rapid City, SD.

**LifeMode Groups | Regional Profile**

<table>
<thead>
<tr>
<th>Group Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>L01. High Society</td>
<td>11.2%</td>
</tr>
<tr>
<td>L02. Upscale Avenues</td>
<td>15.6%</td>
</tr>
<tr>
<td>L03. Metropolis</td>
<td>3.7%</td>
</tr>
<tr>
<td>L04. Solo Acts</td>
<td>2.5%</td>
</tr>
<tr>
<td>L05. Senior Styles</td>
<td>8.3%</td>
</tr>
<tr>
<td>L06. Scholars &amp; Patriots</td>
<td>5.5%</td>
</tr>
<tr>
<td>L07. High Hopes</td>
<td>6.1%</td>
</tr>
<tr>
<td>L08. Global Roots</td>
<td>5.1%</td>
</tr>
<tr>
<td>L09. Family Portrait</td>
<td>13.2%</td>
</tr>
<tr>
<td>L10. Traditional Living</td>
<td>10.9%</td>
</tr>
<tr>
<td>L11. Factories &amp; Farms</td>
<td>6.4%</td>
</tr>
<tr>
<td>L12. American Quilt</td>
<td>11.2%</td>
</tr>
</tbody>
</table>

**Observation:** The Regional Profile represents every LifeMode group. This is typical because of the larger population sample.

**Top Regional LifeMode Groups:** The U.S. average sits at 100.

**L2 Upscale Avenues (15.6%) – Indexed 119 against the U.S. average**
- Many are well educated with above average earnings and are successful from years of hard work.
- Median household income is $65,000+ and median net worth is $153,000+.
- Prosperous domesticity also characterizes the lifestyle in Upscale Avenues.
- They invest in their homes; the owners work on landscaping and home remodeling projects, and the renters buy new furnishings and appliances.
- They play golf, lift weights, go bicycling, and take domestic vacations.
- Although they are partial to new cars, they also save and invest their earnings.

**L9 Family Portrait (13.2%) – Indexed 127 against the U.S. average**
- Defined by youth, family and the presence of children
- The median age is less than 33 and median HHI is $58,000+.
- The group is also ethnically diverse: more than 30 percent of the residents are of Hispanic descent.
- The neighborhoods are predominantly composed of homeowners who live in single-family homes.
• Most households include married couples with children who contribute to the group’s large household size, averaging more than 3.1 persons per household.
• Their lifestyle reflects their youth and family orientation—buying infant and children’s clothing and toys and visiting theme parks and zoos.

**L12 American Quilt (11.2%) – Indexed 131 against the U.S. average**
• See page 26 for the full description.

**L1 High Society (11.2%) – Indexed 82 against the U.S. average**
• The markets in High Society are affluent and well educated.
• The median household income for this group, $94,000, is almost twice that of the national median.
• Most households are married-couple families residing in affluent neighborhoods where the median home value approaches $290,000.
• Residents of High Society are affluent and active—financially, civically, and physically. They participate in a wide variety of public activities and sports and travel extensively.
• Try the Internet or radio instead of television to reach these markets.

**L10 Traditional Living (10.9%) – Indexed 141 against the U.S. average**
• See page 26 for the full description.
COMMUNITY TAPESTRY WHO REPORT | COMMUNITY TAPESTRY SEGMENTS

Community Tapestry Segments are the most distinct level of segmentation within the Tapestry System, dividing members of a population into 65 clusters based on sociographic and demographic composition. Tapestry Segments take into consideration things like income, occupation, educational attainment, ethnic origin, household composition, marital/living arrangements, patterns of migration, mobility, communication and lifestyle, and media patterns.

The chart below illustrates delivery within all the segments for Goshen County residents.

The Tapestry Segments are organized by level of affluence – Segment 1 is the most affluent segment and 65 is the least affluent segment.

<table>
<thead>
<tr>
<th>Top Resident Segments:</th>
<th>1. 37 Prairie Living 40.6%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. 33 Midlife Junction 21.2%</td>
</tr>
<tr>
<td></td>
<td>3. 46 Rooted Rural 12.6%</td>
</tr>
<tr>
<td></td>
<td>4. 50 Heartland Communities 10.0%</td>
</tr>
<tr>
<td></td>
<td>5. 57 Simple Living 5.7%</td>
</tr>
</tbody>
</table>

OBSERVATION: Goshen County residents represent seven segments, Prairie Living and Midlife Junction being the most distinguished of the Segments.

Top Resident Segment Descriptions: The U.S. average sits at 100
37 Prairie Living (40.6%) – Indexed 3,569 against the U.S. average
- Small, family-owned farms in the Midwest.
- Median age is 40 and median HHI is $40,000.
- Buy work boots and hunting clothes.
- They service their own vehicles and undertake home improvement projects.
- Loyal country music fans, they listen to the radio and watch TV via satellite dish.
- Shopping for bargains, they prefer the Wal-Mart Supercenter.
- Civic-minded, they serve on church boards and volunteer for charitable organizations.
33 Midlife Junction (21.2%) – Indexed 930 against the U.S. average
- Phasing out of their child-rearing years, these residents are approaching retirement.
- The median age is 40 and the median HHI is $43,000.
- They live quiet, settled lives (typically in the suburbs) and spend their money carefully, shopping at bargain stores such as Wal-Mart, Kmart, and JCPenney.
- They enjoy dining out, watching TV, tending to their gardens, reading newspapers and books, and using the Internet to communicate with friends and family.

46 Rooted Rural (12.6%) – Indexed 567 against the U.S. average
- Older, with a median age of 40.6 years.
- Mostly married couples who are empty nesters.
- Median income for Rooted Rural households is $36,000.
- Located in rural areas of the South and do not move very often.
- These people are do-it-yourselfers. Most people do their own house and car maintenance and repair.
- They take pride in their gardens; prefer to cook their own food rather than dine out.
- They prefer driving trucks to sedans.
- They shop at Wal-Mart if there is a convenient location.
- Internet and PC usage is not popular among these residents.

50 Heartland Communities (10.0%) – Indexed 537 against the U.S. average
- Well-settled and closely knit, these residents are older than average with a median age of 41 years. These small town communities are scattered across the Midwest and South.
- Half of these residents have already retired. Mostly married couples, half of which whose children have already left home.
- The median household income for these residents is $32,200.
- They invest time and money into their homes and communities.
- Avid gardeners who take pride in their vegetables.
- They attend country music shows, go bowling, and enjoy outdoor activities.
- They participate in local religious and civic activities and take an interest in local politics.
- Internet use is limited to email and games.

57 Simple Living (5.7%) – Indexed 485 against the U.S. average
- Median age is 39.7 and median HHI is $27,284.
- Almost one fifth are 65 years or older.
- Simple Living neighborhoods are in the urban outskirts or suburbs throughout the United States.
- Enjoy hunting, fishing, softball, and volleyball.
- Young residents enjoy nightclubs and playing musical instruments while older residents refinish furniture and go saltwater fishing.
- Spend wisely on restricted budget. Shop at discount stores for the essentials.
- Occasionally treat themselves to dinner out and a movie.
- Frequent viewers of family programs, news programs, and game shows; Cable TV is a must.
COMMUNITY TAPESTRY WHO REPORT | REGIONAL PROFILE TAPESTRY SEGMENTS

Top Regional Segments: Goshen County Residents vs. Regional Profile

1. 12 Up and Coming Families 9.5%
2. 07 Exurbanites 6.0%
3. 17 GreenAcres 5.4%
4. 37 Prairie Living 3.3%
5. 13 In Style 5.0%

OBSERVATION: The Regional Profile skews to the left, more affluent side of the chart.

Top Regional Segment Groups: The U.S. average sits at 100.

12 Up and Coming Families (9.5%) – Indexed 202 against the U.S. average
- Young, affluent families with small children; own new single-family homes.
- 65% have attended college.
- Median age is 32.6 and median HHI $69,000+.
- Most people in this segment are white, but diversity is growing.
- Fast food is a staple in the family diet. Leisure includes attending ball games, going to the zoo, etc.
- Since many are first-time homeowners, they still purchase household basics.
- Up and Coming Families are starting or expanding their families so they purchase baby equipment, toys, etc.
- On family vacations they make good use of their digital cameras or camcorders. Cable station favorites include ESPN news, Country Music Channel, and the Disney Channel.

07 Exurbanites (6.0%) – Indexed 245 against the U.S. average
- Living beyond the urban fringe, Exurbanites prefer open space with affluence.
- Majority of residents are empty nesters, but many also still have children living at home.
- The median age is 46.2. Median HHI is $82,000+.
- Consult with financial planners and track investments on the Internet.
- Listen to public radio, donate to PBS, and remain active in their communities.
- Enjoy golfing, boating, hiking, kayaking, vacations, and working on their homes and gardens.
• This is the highest Segment for watching college basketball and professional football games.
• Practical shoppers favoring Old Navy, Target, and L.L. Bean.

**17 Green Acres (5.4%) – Indexed 170 against the U.S. average**
• Married couples with and without children, the median age is 42 and median HHI is $60,000+.
• A little country, residents live in pastoral settings of developing suburban fringe areas.
• Most own two or more vehicles (four door sedans or trucks) in addition to their lawn or garden tractors.
• Pet dogs and cats are considered part of the family.
• Do-it-yourselfers, they maintain and remodel their homes.
• They are interested in gardening, motorcycles, hunting, and hiking.
• They listen to auto racing and country music on the radio and read fishing and hunting magazines.

**37 Prairie Living (5.3%) – Indexed 468 against the U.S. average**
• Small, family-owned farms in the Midwest.
• Median age is 42.9 and median HHI is $43,161.
• 1 in 4 residents are self-employed.
• Buy work boots and hunting clothes, reflecting their rural lifestyle.
• They can with pressure cookers and fill their separate freezers with produce from their vegetable gardens.
• They service their own vehicles and undertake home improvement projects.
• Loyal country music fans, they listen to the radio and watch TV via satellite dish.
• Shopping for bargains, they prefer the Wal-Mart Supercenter, followed by Kmart and JC Penney.
• Civic minded, they serve on church boards and volunteer for charitable organizations.

**13 In Style (5.0%) – Indexed 237 against the U.S. average**
• Professional couples who live in the suburbs but favor the lifestyle of city dwellers.
• Household distributions by type are similar to those of the U.S., although residents in this segment are more educated than the U.S. average.
• Median age is 40.5 and median HHI is $65,000+.
• Computer savvy; online daily to research real estate, do banking, and track investments.
• Physical fitness is an integral part of their lifestyle with many eating healthy, taking vitamins, and exercising.
• They enjoy traveling domestically to hike, golf, and go backpacking; they enjoy going to rock concerts and live theater shows.
COMMUNITY TAPESTRY WHO REPORT | SEGMENT COMPARISON

<table>
<thead>
<tr>
<th>Goshen County Residents</th>
<th>Regional Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 37 Prairie Living</td>
<td>12 Up and Coming Families 9.5%</td>
</tr>
<tr>
<td>2 33 Midlife Junction</td>
<td>07 Exurbanites 6.0%</td>
</tr>
<tr>
<td>3 46 Rooted Rural</td>
<td>17 Green Acres 5.4%</td>
</tr>
<tr>
<td>4 50 Heardand Communities</td>
<td>37 Prairie Living 5.3%</td>
</tr>
<tr>
<td>5 57 Simple Living</td>
<td>13 In Style 5.0%</td>
</tr>
<tr>
<td>6 56 Rural Bypasses</td>
<td>33 Midlife Junction 4.9%</td>
</tr>
<tr>
<td>7 41 Crossroads</td>
<td>41 Crossroads 4.4%</td>
</tr>
<tr>
<td>8</td>
<td>24 Main Street, USA 4.1%</td>
</tr>
<tr>
<td>9</td>
<td>55 College Towns 3.5%</td>
</tr>
<tr>
<td>10</td>
<td>19 Milk and Cookies 3.4%</td>
</tr>
</tbody>
</table>

OBSERVATIONS:
The Goshen County Resident and Regional Profiles share three similar segments, indicating some similarities in lifestyles and preferences between the two profiles. The marked differences between the profiles also mean that efforts to please Goshen County residents may not speak to Regional residents as a whole.

Goshen County residents are mainly comprised of middle-aged couples who are raising children or are empty nesters. Residents are do-it-yourselfers and fond of rural living. The Regional Profile displays greater diversity and represents a range of affluence levels.
COMMUNITY TAPESTRY WHAT REPORT | UNDERSTANDING THE WHAT REPORT

The Goshen County Resident and Regional What Reports can be found in their entirety on the BrandPrint CD. The information below (and on the following pages) can be used as a guide to help you more fully understand the What Reports. When used correctly, this report will help you gain a much deeper understanding of the resident and regional population and serve as a valuable tool for economic development.

We encourage you to familiarize yourself with the What Reports and challenge economic development entities to focus recruitment efforts on businesses frequented by populations with the same demographic composition as Goshen County.

As explained previously, the Tapestry What Report provides a detailed analysis of the audience under study for 37 separate Lifestyle and Media groups (see list below) in over 2,200 categories. Lifestyle and media groups are very broad ("Shopping") while sub-categories are much more specific ("shopped at The Gap in the past 3 months").

Complete list of all Tapestry Lifestyle and Media groups:

- Apparel
- Appliances
- Attitudes
- Automobiles
- Automotive/Aftermarket
- Baby Products
- Beverage Alcohol
- Books
- Cameras
- Civic Activities
- Convenience Stores
- Electronics
- Financials
- Furniture
- Garden Lawn
- Grocery
- Health
- Home Improvement
- Insurance
- Internet
- Leisure
- Mail/Phone/Yellow Pages
- Watch
- Read
- Listen
- Personal Care
- Pets
- Restaurant
- Shopping
- Smoking
- Sports
- Telephone
- Tools
- Toys/Games
- Travel
- Video/DVDs
- Miscellaneous
COMMUNITY TAPESTRY WHAT REPORT | READING THE WHAT REPORT CHARTS

All categories are indexed against the national average of people who exhibit that certain lifestyle trait. An index of 100 is average, thus anything above a 100 index is above average and anything below a 100 index is below average. The sample below is pulled from the Goshen County Resident What Report and can help you understand this indexing system.

As an example, say your residents index 1,061 at shopping at IGA within the last six months. This means your residents are 10.6 times more likely to shop at IGA than the U.S. average.

Economic development entities in your community can use this information as a sales tool to recruit potential businesses with cold hard numbers. Let's return to the IGA example: If Goshen County currently has an IGA operating within its city limits, you are satisfying your residents' desire to shop at this grocery store. However, if for some reason Goshen County is without an IGA, you can use this information to entice IGA to open a location within the city limits. Businesses will be more likely to partner with Goshen County if they are given data to support such a decision.

<table>
<thead>
<tr>
<th>Grocery</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shopped at grocery store/6 mo: IGA</td>
<td>1061</td>
</tr>
<tr>
<td>Shopped at grocery store/6 mo: Piggly Wiggly</td>
<td>929</td>
</tr>
<tr>
<td>Used water softening salts in last 6 months</td>
<td>885</td>
</tr>
<tr>
<td>Shopped at grocery store/6 mo: Whole Foods Market</td>
<td>20</td>
</tr>
<tr>
<td>Shopped at grocery store/6 mo: Pathmark</td>
<td>9</td>
</tr>
</tbody>
</table>
COMMUNITY TAPESTRY WHAT REPORT | RESIDENT WHAT REPORT

Below you will find a summary of the What Report for Goshen County residents. The following page contains selected charts that highlight some of your residents' key preferences. For all of the results from the Tapestry What Reports, refer to the Final BrandPrint CD.

Summary of Resident What Report:

**Lower range incomes and geographic location influences preferences:**

- **Grocery:** Residents are very likely to grocery shop at IGA and Piggly Wiggly. They are extremely unlikely to shop, however, at Whole Foods Market and Pathmark.
- **Internet:** Residents are very likely to use the Internet from home. They are likely to use the Internet less than once a week, or once or twice a week. They are not likely to use the Internet to make a phone call.
- **Leisure:** Goshen County residents are very likely to spend leisure time as a member of the veterans club or birdwatching. They are also likely to do woodworking. They are unlikely to visit any Six Flags theme park.
- **Listen:** Residents are extremely likely to listen to gospel and country music. They are also likely to listen to classic rock. They are unlikely to listen to Hispanic music and radio news.
- **Watch:** Residents are very likely to use Dish Network and watch NBC Sunday Today. They are unlikely to watch HBO.
- **Restaurants:** Goshen County residents are very likely to eat at Perkins and Ryan's. They are unlikely to eat at the Cheesecake Factory and Chipotle Mexican Grill.

Example charts from the Resident What Report (lower range income)

<table>
<thead>
<tr>
<th>Grocery</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shopped at grocery store/6 mo: IGA</td>
<td>1061</td>
</tr>
<tr>
<td>Shopped at grocery store/6 mo: Piggly Wiggly</td>
<td>929</td>
</tr>
<tr>
<td>Used water softening salts in last 6 months</td>
<td>885</td>
</tr>
<tr>
<td>Shopped at grocery store/6 mo: Whole Foods Market</td>
<td>20</td>
</tr>
<tr>
<td>Shopped at grocery store/6 mo: Pathmark</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Internet</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connection to Internet from home: dial-up modem</td>
<td>391</td>
</tr>
<tr>
<td>Use Internet less than once a week</td>
<td>215</td>
</tr>
<tr>
<td>Have access to Internet: not home/work/school/library</td>
<td>166</td>
</tr>
<tr>
<td>Use Internet 1-2 times per week</td>
<td>161</td>
</tr>
<tr>
<td>Internet last 30 days: made phone call</td>
<td>29</td>
</tr>
<tr>
<td>Leisure</td>
<td>Index</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Member of veterans club</td>
<td>374</td>
</tr>
<tr>
<td>Did birdwatching in last 12 months</td>
<td>235</td>
</tr>
<tr>
<td>Did woodworking in last 12 months</td>
<td>195</td>
</tr>
<tr>
<td>Dine out once a month</td>
<td>183</td>
</tr>
<tr>
<td>Visited any Six Flags in last 12 months</td>
<td>26</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Listen</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radio format listen to: gospel</td>
<td>385</td>
</tr>
<tr>
<td>Radio format listen to: country</td>
<td>377</td>
</tr>
<tr>
<td>Radio format listen to: classic rock</td>
<td>183</td>
</tr>
<tr>
<td>Radio format listen to: Hispanic</td>
<td>14</td>
</tr>
<tr>
<td>Radio format listen to: all news</td>
<td>10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Watch</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>HH has satellite dish: Dish Network</td>
<td>555</td>
</tr>
<tr>
<td>HH has satellite dish</td>
<td>387</td>
</tr>
<tr>
<td>Watch TV aired once/week: NBC Sunday Today</td>
<td>358</td>
</tr>
<tr>
<td>HH has satellite dish: DirecTV</td>
<td>275</td>
</tr>
<tr>
<td>Watched last week: HBO</td>
<td>39</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Restaurants</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fam rest/steak hse last 6 mo: Perkins</td>
<td>534</td>
</tr>
<tr>
<td>Fam rest/steak hse last 6 mo: Ryan's</td>
<td>493</td>
</tr>
<tr>
<td>Fast food/drive-in last 6 mo: Captain D's</td>
<td>301</td>
</tr>
<tr>
<td>Fam rest/steak hse last 6 mo: Cheesecake Factory</td>
<td>24</td>
</tr>
<tr>
<td>Fast food/drive-in last 6 mo: Chipotle Mex. Grill</td>
<td>18</td>
</tr>
</tbody>
</table>
COMMUNITY TAPESTRY WHAT REPORT | REGIONAL PROFILE WHAT REPORT

Below you will find a summary of the What Report for the Regional Profile. The following page contains selected charts that highlight some of the regional key preferences. For all of the results from the Tapestry What Reports, refer to the Final BrandPrint CD.

Summary of Regional What Report:

Middle to high range incomes influence preferences:

- **Grocery**: Residents of the regional profile are likely to shop at IGA and Harris Teeter. They are less likely to shop at Pathmark or A&P.
- **Internet**: Likely to use the Internet at the school or library, and likely to connect with a dial-up modem from home. They are less likely to purchase an item from walmart.com.
- **Leisure**: Likely to be members of the veterans club and participate in fantasy sports league. They are less likely to gamble in Atlantic City.
- **Listen**: Residents of the regional profile are likely to listen to country music and classic hits. They are less likely to listen to news on the radio.
- **Watch**: Likely to have Dish Network and watch rodeo or bull riding on television. They are also likely to watch CMT and NBC Meet the Press.
- **Restaurants**: Likely to eat at Perkins and Whataburger. They are less likely to eat at Red Robin or Dairy Queen.

Example charts from the Regional What Report (middle to high range income)

<table>
<thead>
<tr>
<th>Grocery</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Used water softening salts in last 6 months</td>
<td>239</td>
</tr>
<tr>
<td>Shopped at grocery store/6 mo: IGA</td>
<td>220</td>
</tr>
<tr>
<td>Shopped at grocery store/6 mo: Harris Teeter</td>
<td>171</td>
</tr>
<tr>
<td>Shopped at grocery store/6 mo: Pathmark</td>
<td>65</td>
</tr>
<tr>
<td>Shopped at grocery store/6 mo: A &amp; P</td>
<td>61</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Internet</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Used internet in last 30 days: at school/library</td>
<td>272</td>
</tr>
<tr>
<td>Connection to Internet from home: dial-up modem</td>
<td>149</td>
</tr>
<tr>
<td>Have access to Internet: at school/library</td>
<td>137</td>
</tr>
<tr>
<td>Have access to Internet: not home/work/school/library</td>
<td>137</td>
</tr>
<tr>
<td>Purchased item from walmart.com in last 12 months</td>
<td>136</td>
</tr>
<tr>
<td>Leisure</td>
<td>Index</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Member of veterans club</td>
<td>173</td>
</tr>
<tr>
<td>Participated in fantasy sports league last 12 mo</td>
<td>160</td>
</tr>
<tr>
<td>Attended country music performance in last 12 mo</td>
<td>149</td>
</tr>
<tr>
<td>Did birdwatching in last 12 months</td>
<td>146</td>
</tr>
<tr>
<td>Gambled in Atlantic City in last 12 months</td>
<td>74</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Listen</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radio format listen to: country</td>
<td>158</td>
</tr>
<tr>
<td>Radio format listen to: classic hits</td>
<td>138</td>
</tr>
<tr>
<td>Radio listening: golf</td>
<td>135</td>
</tr>
<tr>
<td>Radio format listen to: classic rock</td>
<td>131</td>
</tr>
<tr>
<td>Radio format listen to: all news</td>
<td>68</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Watch</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>HH has satellite dish: Dish Network</td>
<td>171</td>
</tr>
<tr>
<td>HH has satellite dish</td>
<td>143</td>
</tr>
<tr>
<td>Watch on TV: rodeo/bull riding</td>
<td>140</td>
</tr>
<tr>
<td>Watched last week: CMT (Country Music Television)</td>
<td>135</td>
</tr>
<tr>
<td>Watch TV aired once/wc NBC Meet the Press</td>
<td>131</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Restaurants</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fam rest/steak hse last 6 mo: Perkins</td>
<td>188</td>
</tr>
<tr>
<td>Fast food/drive-in last 6 mo: Whataburger</td>
<td>154</td>
</tr>
<tr>
<td>Fast food/drive-in last 6 mo: Chick-fil-A</td>
<td>148</td>
</tr>
<tr>
<td>Fam rest/steak hse last 6 mo: Red Robin</td>
<td>147</td>
</tr>
<tr>
<td>Fast food/drive-in last 6 mo: Dairy Queen</td>
<td>147</td>
</tr>
</tbody>
</table>
CONSUMER AWARENESS AND PERCEPTION STUDY (CAP STUDY)

Purpose

The purpose of this study is to gain insight into consumer awareness, visitation and perceptions of Goshen County. Specifically, the survey measures:

- Overall top-of-mind perceptions of Goshen County and immediate competitors
- Consumer visitation trends (frequency and nature of visitation)
- Consumer visitation drivers (business, leisure, friends and family)
- Strengths and weaknesses of Goshen County identified within destination attributes
- Consumer suggestions on what is missing from Goshen County
- Measurements of Goshen County delivery of hospitality
- Measurements of Goshen County quality of life indicators.

Methodology & Results

An internet survey was conducted among residents within Denver, Colorado (100 responses) and Omaha, Nebraska (92 responses).

A total of 192 surveys were conducted, allowing for a margin of error of +/- 9.56 at the 95% confidence level.

Note: To view all open-ended responses, please see Appendix B.
FAMILIARITY WITH GOSHEN COUNTY

How familiar are you with Goshen County, WY?

- Lack of familiarity was the terminating factor for the survey.
- Respondents were asked to indicate their familiarity with Goshen County. Those who selected “Not at all familiar” were then shown a map to aid in familiarity.

- After being shown the map to the left, those who were not at all familiar with Goshen County originally were asked to indicate their new familiarity level with the map as a guide.

- 189 respondents were still not at all familiar with Goshen County after being shown a map, and therefore were terminated from the survey.
- The termination rate was 98%, which is above average.
- Of those not terminated, 78% were Somewhat Familiar and 22% were Very Familiar (after termination for lack of familiarity).
- 192 responses were collected for the CAP Study.
Community familiarity: Most people were more familiar with Fort Laramie.

How familiar are you with Fort Laramie, WY?

- Not at all familiar: 10%
- Somewhat familiar: 59%
- Very familiar: 31%

How familiar are you with Torrington, WY?

- Not at all familiar: 27%
- Somewhat familiar: 49%
- Very familiar: 24%

How did you hear about Goshen County, Fort Laramie, or Torrington, WY?

- Friend or family member recommended the area: 40%
- Word of mouth: 19%
- Other: 13%
- Website: 11%
- Social media: 7%
- Travel/visited: 5%
- Advertisement: 5%

Other: Driving through, this survey, lived nearby.

COMPETITOR PERCEPTIONS
When you first think of the following areas, what comes to mind?

- **Goshen County**: Recreation (hiking, fishing, camping), scenery, beauty, farms, country, relaxing, nothing
- **Fort Laramie**: History, historical site, western influence (cowboys, Oregon trail), fishing
- **Torrington**: Scenery, nature, open space, mountains, nice, small town
AT THIS POINT, RESPONDENTS WERE SHOWN THE FOLLOWING NOTE:
From this point forward in the survey Goshen County and its County Seat, Torrington, will be referred to as 'Goshen County.' Please note that in each instance in which 'Goshen County' is used, both Goshen County and Torrington are being referenced.

Competitor Community Familiarity: Outsiders were more familiar with the larger cities of Cheyenne, Laramie, and Scottsbluff.

![How familiar are you with the following cities/destinations?](image)

When you first think of the following areas, what comes to mind?

**Scottsbluff, NE:** Flat area, plains, monument, drive-through town
**Guernsey, WY:** Scenery, beautiful, good/nice town, small, nothing
**Lusk, WY:** Nothing, outdoor activities, nice area
**Torrington/Goshen County:** Historic, Ft. Laramie, farm, country, western, plains, wind
**Cheyenne, WY:** Cheyenne Frontier Days, capital, cowboys, country, rodeos, horses
**Laramie, WY:** Rodeo, cowboys, old west, college town
**Western History:** Outsiders feel Cheyenne owns western history. Goshen County falls into third place.

**Which of the following communities do you most associate with western history?**

- Cheyenne, WY: 46%
- Laramie, WY: 24%
- Goshen County, WY: 15%
- Scottsbluff, NE: 11%
- Guernsey, WY: 3%
- Lusk, WY: 1%

**Waterfowl Hunting:** Of these communities, Goshen County is most associated with waterfowl hunting.

**Which of the following communities do you most associate with waterfowl hunting?**

- Goshen County, WY: 38%
- Scottsbluff, NE: 27%
- Guernsey, WY: 11%
- Cheyenne, WY: 10%
- Laramie, WY: 9%
- Lusk, WY: 5%
Describing Goshen County: The top three words to describe Goshen County are wide open, western, and outdoorsy.

Which of the following words or phrases best describes the Goshen County, WY area? (Choose two)

- Wide open: 24%
- Western: 23%
- Outdoorsy: 18%
- Wildlife: 17%
- Rural: 16%
- Historical: 16%
- Scenic: 16%
- Friendly: 15%
- Scenic: 14%
- Farming/agriculture: 8%
- Good location: 7%
- Affordable: 7%
- Recreation: 6%
- Bluffs: 6%
- Independent: 4%
- Other: 2%

Other: Empty, sad.

Activities: The most popular responses were camping, visiting national parks and wilderness areas, and visiting history museum, historic sites, and trails.

In which of the following activities do you participate?

- Camping: 50%
- Visit national parks/wilderness areas/wildlife refuges: 49%
- Visit history museums, historic sites, historic trails: 49%
- Fishing: 49%
- Drive scenic byways: 42%
- Wildlife watching: 34%
- Biking: 30%
- Boating: 25%
- Golf: 24%
- Hunting (waterfowl): 16%
- Hunting (big game): 16%
- Rodeo events (bull riding, barrel racing, roping): 14%
- Horse Showing: 10%
- None / N/A: 7%
- Castle Showing: 7%
- Cattledog Trials: 5%
What do you love most about this activity?

- **Cattledog trails:** Fun, good hobby
- **Horse showing:** Horses - beautiful animals, fun, enjoyable
- **Cattle showing:** Fun, enjoyable, exciting
- **Fishing:** Peaceful, relaxing, fun, thrill of the catch
- **Boating:** Fun, adventurous, relaxing, refreshing
- **Biking:** Good exercise, fresh air, challenge and speed
- **Camping:** Peaceful, relaxing, getting out and away, fun, thrilling
- **Wildlife watching:** Learning, discovering, the wildlife, fun
- **Hunting (big game):** The challenge and thrill, the meat, enjoyable
- **Hunting (waterfowl):** Being in nature, fun, excitement, the challenge
- **Visit history museums, historic sites/trails:** History, learning
- **Golf:** The challenge, competitive, relaxing
- **Rodeo events:** The excitement and intensity, the animals
- **Drive scenic byways:** Relaxing, seeing the scenery, freedom, fun
- **Visit national parks/wilderness areas/wildlife refuges:** Beauty, scenery, wildlife, getting away, outdoors

What are the last three places you’ve traveled to participate in this activity?
- Colorado
- Nebraska
- Wyoming
- Rocky Mountain National Park
- Yellowstone National Park
- Kansas

How far do you most often travel to participate in this activity?

<table>
<thead>
<tr>
<th>Miles</th>
<th>Minutes / hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 50 miles</td>
<td>0 – 30 min: 19%</td>
</tr>
<tr>
<td>51 – 100 miles</td>
<td>31 – 1 hour: 16%</td>
</tr>
<tr>
<td>101 – 500 miles</td>
<td>1 – 3 hours: 38%</td>
</tr>
<tr>
<td>500 and above</td>
<td>3 and up: 27%</td>
</tr>
</tbody>
</table>

Respondents said they’ve traveled across the western United States to take part in these activities. The majority of those surveyed said they travel between 100 and 500 miles or between 1 and 3 hours to take part in these activities. This indicates that Omaha and Denver could be great target markets for Goshen County.
Where do you most often get information related to this activity?
- Internet / online
- Friends and family
- Website

Description rating: "Scenic" is Goshen County's highest-rated description.

Based on your perceptions of Goshen County, how would you rate the following descriptions on a scale of 1 to 10?
Where 1 is "does not match Goshen County at all" and 10 is "an exact description of Goshen County".

Visitation: 62% of those surveyed said they'd visited Goshen County in the past.

Have you visited or been to Goshen County in your lifetime?

38% Yes
62% No
Reason for not visiting: 39% of those who said they've never visited plan to visit Goshen County in the future. But in a close second, travelers are unaware of things to do.

Why have you NOT visited Goshen County?

- Plan to visit in the future: 39%
- Unaware of things to do there: 35%
- Too far away: 19%
- Can't afford it: 16%
- Not interested in what it has to offer: 15%
- Prefer to visit other cities in SE Wyoming/W Nebraska: 7%
- Prefer to visit other areas in SE WY/W NE for outdoor recreation: 3%
- Prefer to visit other areas in SE WY/W NE to learn about western history: 3%
- Prefer to visit other areas in SE WY/W NE for hunting waterfowl: 1%
- Other: 4%

Other: Didn't know about it, just haven't been there, out of way of my trip.

Attracting visitation: Discounts or package deals would be most likely to encourage more visitation to Goshen County.

What would make you more likely to visit Goshen County, WY? (Choose all that apply)

- Discounts or package deals: 35%
- If a friend or family member recommended it: 31%
- Better promotion of available offerings: 31%
- Better promotion of Fort Laramie National Historic Site: 30%
- Festivals and events: 26%
- More attractions/activities around the Oregon Trail: 19%
- More lodging options: 19%
- More attractions/activities around fishing: 14%
- More dining: 14%
- More shopping variety: 11%
- Other: 9%
- Easy-to-follow itineraries: 8%
- More attractions/activities around waterfowl hunting: 7%

Other: Don't know, nothing.
VISITATION QUESTIONS
The following questions were posed only to respondents who indicated they have visited Goshen County, WY.

Visitation Frequency: Most visitors have only been to Goshen County one time in the past three years.

How many times have you visited Goshen County in the past three years?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>One time</td>
<td>39%</td>
</tr>
<tr>
<td>2-3 times</td>
<td>28%</td>
</tr>
<tr>
<td>4-5 times</td>
<td>18%</td>
</tr>
<tr>
<td>6 or more times</td>
<td>3%</td>
</tr>
<tr>
<td>None in the past three years</td>
<td>12%</td>
</tr>
</tbody>
</table>

Trip details: The majority of visitors stopped in Fort Laramie and Torrington.

Which of the following communities/areas did you visit during your most recent trip? (Choose all that apply)

<table>
<thead>
<tr>
<th>Community</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Laramie</td>
<td>58%</td>
</tr>
<tr>
<td>Torrington</td>
<td>53%</td>
</tr>
<tr>
<td>Hawk Springs</td>
<td>25%</td>
</tr>
<tr>
<td>LaGrange</td>
<td>15%</td>
</tr>
<tr>
<td>Veteran</td>
<td>14%</td>
</tr>
<tr>
<td>Yoder</td>
<td>12%</td>
</tr>
<tr>
<td>Lingle</td>
<td>10%</td>
</tr>
<tr>
<td>Jay Em</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
</tr>
</tbody>
</table>

Other: Guernsey, Laramie.
**Trip primary purpose:** The majority of respondents were passing through on their way to another destination. This indicates a big opportunity to intercept those visitors.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passing through</td>
<td>20%</td>
</tr>
<tr>
<td>Visit Fort Laramie National Historic Site</td>
<td>14%</td>
</tr>
<tr>
<td>Visit family/friends</td>
<td>12%</td>
</tr>
<tr>
<td>Fishing</td>
<td>10%</td>
</tr>
<tr>
<td>Camping</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
</tr>
<tr>
<td>Visit a downtown area</td>
<td>4%</td>
</tr>
<tr>
<td>Go shopping</td>
<td>4%</td>
</tr>
<tr>
<td>Dining</td>
<td>3%</td>
</tr>
<tr>
<td>Business</td>
<td>3%</td>
</tr>
<tr>
<td>Drive the Oregon Trail Historic Byway</td>
<td>3%</td>
</tr>
<tr>
<td>Big Game hunting</td>
<td>3%</td>
</tr>
<tr>
<td>Visit Western History Museum</td>
<td>3%</td>
</tr>
<tr>
<td>Goose hunting</td>
<td>2%</td>
</tr>
<tr>
<td>Golfing</td>
<td>2%</td>
</tr>
<tr>
<td>Guided hunting</td>
<td>1%</td>
</tr>
<tr>
<td>Pheasant hunting</td>
<td>1%</td>
</tr>
<tr>
<td>Boating</td>
<td>1%</td>
</tr>
<tr>
<td>Visit/attend a tasting at Table Mountain Vineyards</td>
<td>1%</td>
</tr>
<tr>
<td>Visit Homesteaders Museum</td>
<td>1%</td>
</tr>
<tr>
<td>Attend a festival or event</td>
<td>1%</td>
</tr>
<tr>
<td>Agriculture-related</td>
<td>1%</td>
</tr>
<tr>
<td>Visit Eastern Wyoming College</td>
<td>1%</td>
</tr>
<tr>
<td>Trap shooting</td>
<td>1%</td>
</tr>
</tbody>
</table>

Other: Buy bacon at Kelly’s in Torington, for gas, on my way to Yellowstone, driving through.

**You mentioned you were just passing through Goshen County. What was your final destination?**
- Yellowstone
- Nebraska
- California

**You mentioned you participated in an outdoor activity. What is the benefit of traveling to Goshen County to participate in this activity?**
- Good game (hunting and fishing)
- Great camp sites
- Open space
PERCEPTIONS

What was your perception of Goshen County before you visited?
- Beautiful, pleasant
- Western, historic
- Small town, a lot of open space
- Did not have one
- Thought Wyoming was barren and boring

Did your perception change in a positive or negative way?
- Positive: 2%
- Negative: 98%

What changed your perception?
- The scenery, beauty
- “The people are friendly and there is plenty to do.”
- “Great people, good food, and beautiful country.”
- “How many geese were there.”
- Actually seeing the place

Trip Activities: Many indicated they ate at a restaurant, went shopping, and participated in outdoor recreation on their trip.

While you were visiting Goshen County, what else did you do on your most recent trip? (Choose all that apply)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ate at a restaurant</td>
<td>49%</td>
</tr>
<tr>
<td>Went shopping</td>
<td>38%</td>
</tr>
<tr>
<td>Outdoor recreation</td>
<td>32%</td>
</tr>
<tr>
<td>Visited a downtown area</td>
<td>28%</td>
</tr>
<tr>
<td>Visited Fort Laramie National Historic Site</td>
<td>28%</td>
</tr>
<tr>
<td>Drove the Oregon Trail Historic Byway</td>
<td>23%</td>
</tr>
<tr>
<td>Visited family/friends</td>
<td>22%</td>
</tr>
<tr>
<td>Visited Western History Museum</td>
<td>18%</td>
</tr>
<tr>
<td>Visited Homesteaders Museum</td>
<td>15%</td>
</tr>
<tr>
<td>Golfing</td>
<td>13%</td>
</tr>
<tr>
<td>Attended a festival or event</td>
<td>11%</td>
</tr>
<tr>
<td>Agriculture-related (visited the cattle auction, ranch)</td>
<td>11%</td>
</tr>
<tr>
<td>Visited/attended a tasting at Table Mountain Vineyards</td>
<td>8%</td>
</tr>
<tr>
<td>Business</td>
<td>8%</td>
</tr>
<tr>
<td>Attended the State/Root Show</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
</tr>
</tbody>
</table>

Other: Got gas, nothing, don’t remember.
Trip Activity Follow-Up: Of those that indicated they participated in an activity related to outdoor recreation, the majority went fishing, camping, or boating.

In which outdoor recreation activity did you participate? (Choose all that apply)

- Fishing: 58%
- Camping: 50%
- Boating: 26%
- Trap shooting: 16%
- Goose hunting: 13%
- Big game hunting: 11%
- Rawhide Wildlife Management Area: 11%
- Pheasant hunting: 8%
- Other: 5%
- Guided hunting: 5%

Other: Hiking, scenic drive.

What event or festival did you attend?
- A variety
- A concert festival
- An art / food festival
- Horse show, rodeo/stock show

Where did you go shopping?
- Downtown area

What, if anything, was missing from your experience on the Oregon Trail in Goshen County?
- Nothing (majority)
- Small shops with tourist information
- Food

Which agriculture-related activity did you participate in?
- Camping
- Farming / ranching
Outdoor Recreation Rating: All of Goshen County’s attributes related to outdoor recreation scored near excellent. Scenery was the highest rated attribute.

Community Attributes Rating: Scenic beauty topped the list again here, closely followed by quality of hunting opportunities, wide open spaces, and Fort Laramie National Historic Site.
Experience Rating: Goshen County's highest-rated experience attribute is its affordability.

Goshen County Identity: Respondents strongly agreed that Goshen County's western history is most important to the area because it connects visitors to history.

Other: Camping, beauty/scenery, Kelly's Bacon and Sausage.
Why?

- **Western history**: Connects us to history, enjoy learning about our past, it’s unique to the area
- **Fishing-related**: There are many options, it’s fun, the excitement
- **Rural, open space**: Rare these days, scenic and more wildlife, draws people in
- **Hunting-related**: There’s lots of wildlife, fun
- **Agriculture**: Largest source of income, #1 industry
- **Other**: The scenery and views

**Goshen County Identity**: In addition to Western history, many felt the rural, open spaces are important to Goshen County’s identity.

<table>
<thead>
<tr>
<th>Having selected what is most important to Goshen County’s identity in the previous question, please rank that response below. Where 1 is “most important” and 10 is “least important”.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western history</td>
</tr>
<tr>
<td>Rural / more open space</td>
</tr>
<tr>
<td>Fishing-related outdoor recreation options</td>
</tr>
<tr>
<td>Hunting-related outdoor recreation options</td>
</tr>
<tr>
<td>Connection to agriculture</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

Other: Connection to agriculture, outdoor recreation, rural.

**In your opinion, what is different about the following offerings of Goshen County compared to other destinations in the SE Wyoming/W Nebraska area?**

- **Outdoor recreation offerings**
  - There is more open space
  - More options and places to go
  - The beauty
- **Historical offerings**
  - There are more offerings, a different history
  - The Fort is unique to Goshen County
IMAGING EXERCISE
Thinking in your most creative mind, what comes to mind for the following categories when you think of a destination that is easily accessible and offers wide-open spaces, a rich history, and hunting and recreation opportunities?

**Colors and shades**
- Blue
- Brown
- Green
- Multiple colors
  - Prairie colors - blue sky, golden wheat, green grass, wildflowers.
  - The changing of colors

**Activities**
- Outdoor activities
  - Camping
  - Hiking
  - Rodeos
  - Fishing

**Images**
- Cowboys, western
- Open spaces
- Wildlife
Trip Planning: Friends and family were rated as the most important source of information when planning a leisure trip, followed by personal experience.

Which of the following sources of information is most influential when you are planning a leisure trip or vacation?

Where 1 is "most important" and 8 is "least important":

- Friends / Family: 3.81
- Personal or Previous Experience: 3.92
- Internet / On-line: 4.17
- Visitor Guides: 4.53
- Brochures: 4.73
- Locals / Residents: 4.8
- Welcome Centers: 4.88
- Visitors Bureaus: 5.16

DEMOGRAPHICS

Which of the following levels matches your total household income?

- more than $250,000: 2%
- $200,000 - $249,999: 3%
- $150,000 - $199,999: 4%
- $100,000 - $149,999: 10%
- $75,000 - $99,999: 18%
- $50,000 - $74,999: 27%
- $25,000 to $49,999: 25%
- less than $24,999: 9%
- Prefer not to disclose: 2%
What is your gender?

- Male: 52%
- Female: 46%
- Prefer not to disclose: 2%

Which of the following includes your age?

- Under 18: 0%
- 18-24: 21%
- 25-34: 26%
- 35-44: 19%
- 45-54: 18%
- 55-64: 12%
- 65-74: 4%
- 75 or over: 1%
PERCEPTION STUDY

Purpose

The purpose of the Perception Study is to gain an in-depth understanding of the brand perceptions of Goshen County among stakeholders outside of the town including regional and state-level tourism professionals. What do these constituents of the Goshen County brand have to say about the area as a place to live, visit, and conduct business?

Methodology & Results

North Star conducted perception interviews via telephone and email with tourism professionals provided to North Star by the Goshen County brand driver. Questions were phrased to gather qualitative information. A summary is outlined below.

How would you describe Goshen County to someone who has never heard of it?

- "Home of Fort Laramie National Historic Site. There's nothing else in the county that has name recognition or great entertainment or learning value."
- "It's home to Fort Laramie National Historic Site, Hawk Springs Reservoir, and the Oregon Trail Scenic Byway."
- "Goshen County is a safe haven for waterfowl because of the number of refuges. It's a major migration corridor."
- "Goshen County is rural. It has its own unique landscape perspective and own unique beauty. There's a lot of history in the community. You're kind of taken aback by the ruggedness. It has a real sense of place."
- "Goshen County is known for agriculture and for being conservative."
- "It's home to a hugely important site in the history of the American West — Fort Laramie. Anyone who enjoys history would appreciate it."

Would you say outsiders are more familiar with Goshen County, Torrington or Fort Laramie National Historic Site?

- "Fort Laramie is your ace. Goshen County has an opportunity to work with the entire region to make the area more of a destination to visitors."
- "Fort Laramie is a big deal. It was a major trading post along the Oregon Trail. History buffs have definitely heard of it."
- "Fort Laramie National Historic Site because people who visit the county are usually interested in the history of the emigrant trails."
- "Fort Laramie National Historic Site. They have a really good Facebook page. Their quality of postings is equivalent to Yellowstone. They are putting a lot of energy into using that as a marketing tool."
What is missing currently from the county that, if added, would help attract more residents, visitors or business?

- "First, way-finding signage around Fort Laramie National Historic Site and the Oregon Trail Historic Byway. Second, an Internet presence around the Oregon Trail Historic Byway."
- "Adequate accommodations for visitors. I’m not sure if they’ve addressed that well enough."
- "A hands-on experience around the Oregon Trail. People are interested in a type of living history – like a simulated trail experience or chuck wagon dinners."
- "Some type of event that is peculiar to the area, if something could be dreamed up."

What are the destination’s biggest opportunities?

- "Goshen County can work regionally with Platte County and use the wagon ruts and Register Cliff. Guernsey is also home to a beautiful state park. Both counties also have water recreation opportunities."
- "Promoting Fort Laramie National Historic Site and tying together all the historical attractions in the county."
- "The history of the area seems to be a strong draw and capitalizing on that seems to be a natural fit."
- "Goshen County could seek permission from the park service to host chuck wagon meals at Fort Laramie so that they could have onsite concessions. Yellowstone National Park offers them and they’re very successful."
- "Capitalizing on historic elements related to the Oregon Trail and Fort Laramie. Partnering with Platte County makes a lot of sense because of Register Cliff and the trail ruts. Plus, Platte County offers recreational opportunities."

What are Goshen County’s greatest assets?

- Fort Laramie National Historic Site
- Oregon Trail Historic Byway
- Waterfowl Hunting
- Hawk Springs Reservoir
- Eastern Wyoming Community College
- Hwy 26
- Agriculture

What are the biggest challenges facing the area?

- "I think Goshen County needs a unified message. This branding project is a great start."
- "There is a strong contingency of private property owners that are very fearful of the plans for the Oregon Trail Historic Byway. They don’t understand why a community group would want to approach this. We need to get across you don’t have to lose everything for economic dollars."
- "Young people tend to influence family vacations and reaching them is an important part of attracting young families to Goshen County."
- "It’s hard to get people to stop and stay at any small, rural destination. Goshen County is really going to have to market their assets to attract visitors."
- "Money and coordination."
- "The Fort doesn’t warrant more than two hours of a visitor’s time. Goshen County has a hard sell to get tour operators to come and stay longer."
Who does Goshen County compete with?
- "Probably Black Hills and Yellowstone. Goshen County needs to recruit visitors that are traveling to those destinations. Even though the County isn't on the same level as those attractions, it would be great to intercept those visitors."
- "In terms of hunting, Goshen County doesn't have too much competition. Maybe Platte County? Most of the goose hunting competition comes from Nebraska (Oshkosh and Bridgeport and other hunting places along the North Platte River). Nebraska has a better reputation for goose hunting, just because it's been known about longer."
- "Scottsbluff National Monument and Register Cliff and the trail ruts in Guernsey."
- "I don't think Goshen County competes with anyone right now. They may compete with Casper, but as soon as you take a look at what Casper offers compared to Goshen – there is no contest. If I were Goshen County, I would look for partners instead of competitors."

Who should Goshen County be attracting?
- "An older group with disposable income. Also, those traveling on Hwy 26 should be enticed to visit the county."
- "An older group. Scenic byways struggle to attract younger audiences. Typically, the age group is 50+ and empty nesters."
- "History buffs and sportsmen."

How is Goshen County different from other areas in Wyoming?
- "Agriculture makes and breaks Goshen County."
- "Waterfowl hunting opportunities, friendly people and historic assets."
- "When you look at the rest of Wyoming as a tourist destination, Goshen County is just about invisible. Goshen County needs to figure out how to address those in the tourism industry in the more activated, highly visited places."
- "Fort Laramie could be a differentiator. While there are other forts – it's a National Historic Site. That moniker can carry a lot of weight, if used properly."
ONLINE BRAND MONITORING STUDY

Purpose

Over the years, brands (of products, of companies, of communities) have transformed from something that identified products to something people identified with. Recently, the evolution of technology, especially internet search engines, blogs, and social media has enabled widespread conversations to take place about brands in online consumer communities. Understanding how these online conversations contribute to reputation is just as important as understanding in-person conversations taking place between consumers.

The purpose of the Online Brand Monitoring Study is to gain an understanding of the online reputation (“conversations,” or content generated and consumed by people) centered around Goshen County on social media platforms. The Online Brand Monitoring Study reveals where online conversations are taking place, the authors of such content, top keywords used online, and overall sentiment of the community and assets within the community.

In the online space, consumer behavior is content, either created or consumed. Therefore understanding online content (i.e. conversations) about a brand allows us to understand consumer behavior around that brand, at least the consumer behavior that is occurring online. And because technology’s evolution has led to new channels, networks, platforms and applications, it has also created an equal amount of new opportunities for understanding and engaging with consumers.

Methodology & Results

Leveraging methods that combine the analytical power of online measurement and monitoring tools, the Online Brand Monitoring Study examines social media content from a specific date and time (February 7, 2013). By examining social media platforms, the Online Brand Monitoring Study identifies authors, online influencers and the content being generated around Goshen County.

Online behavior is organized into five discrete types: Search, Visit, Mention, Join, and Engage. These behaviors are monitored on the following platforms:

- Blogs (Livejournal, Typepad, etc)
- Microblogs (Twitter, Plurk, Identi.ca, etc)
- Video/Photo Sharing (YouTube, Flickr, etc.)
- Social Network (Ning, Facebook, LinkedIn)
KEYWORDS SEARCHED
Below are the keywords used as part of the search
- Fort Laramie Historic Site
- Goshen County Fair Grounds
- 2Shot Goose Hunt
- Oregon Trail
- Homesteader’s Museum
- Western History Center
- Fort Laramie Rendezvous
- Table Mountain Winery
- Hawk Springs Reservoir
- Hunting waterfowl

TERMS TO KNOW
- Strength – the likelihood that your brand is being discussed in Social Media
- Sentiment – the ratio of positive to negative mentions
- Passion – the likelihood that individuals talking about your brand will do so repeatedly
- Reach – the measure of the range of influence (number of unique authors divided by the total number of mentions)
GOSHEN COUNTY SNAPSHOT

Observations

- Overall, there is a very positive sentiment about Goshen County throughout social media sites.
- At only 28% passion level, there is chance that those talking about Goshen County through social media channels will not do it repeatedly.

**Sources**

<table>
<thead>
<tr>
<th>Source</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youtube</td>
<td>50%</td>
</tr>
<tr>
<td>Picasaweb</td>
<td>7%</td>
</tr>
</tbody>
</table>

**Sentiment**

- Strength: 0%
- Passion: 28%
- Reach: 41%

**Top Authors**

WeatherWegna
Mesoextreme1
Linalia
BobLaybourn
HyperFoxTails
Stephen Sponsier
TheChaseThesto
EndlessWeather
Dositex191
Justin Hindman

**Sentiment**

- Positive: 33%
- Negative: 67%
Fort Laramie National Historic Site

- Top Sources
  - Youtube
  - Picasaweb
  - Flickr
  - Photobucket

<table>
<thead>
<tr>
<th>Strength</th>
<th>Sentiment</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>4:0</td>
</tr>
<tr>
<td>Passion</td>
<td>Reach</td>
</tr>
<tr>
<td>23%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Goshen County Fairgrounds

- Top Sources
  - Youtube
  - Picasaweb

<table>
<thead>
<tr>
<th>Strength</th>
<th>Sentiment</th>
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</thead>
<tbody>
<tr>
<td>0%</td>
<td>16:1</td>
</tr>
<tr>
<td>Passion</td>
<td>Reach</td>
</tr>
<tr>
<td>42%</td>
<td>37%</td>
</tr>
</tbody>
</table>

2Shot Goose Hunt

- Top Sources
  - Youtube

<table>
<thead>
<tr>
<th>Strength</th>
<th>Sentiment</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>3:0</td>
</tr>
<tr>
<td>Passion</td>
<td>Reach</td>
</tr>
<tr>
<td>8%</td>
<td>92%</td>
</tr>
</tbody>
</table>
Oregon Trail

- Top Sources
  - Photobucket
  - Twitter
  - Identica
  - Youtube

- Quotes:
  - “Packin’ my wagon and hittin’ the ole Oregon Trail. Any weekend except the 4th & 5th.” - Twitter

Western History Center

- Top Sources
  - Photobucket
  - Yahoo News

Fort Laramie Rendezvous

- Top Sources
  - Youtube
  - Picasaweb
Table Mountain Winery

- Top Sources
  - Youtube
  - Picasaweb
  - Flickr
  - Twitter

- Quotes:
  - "Pitch black out. Doing the touristy bit at the weekend. Sat = bar tour and watch game. Sun = bus tour, table mountain winery" - Twitter

Hawk Springs Reservoir

- Top Sources
  - Photobucket
  - Flickr

Hunting Waterfowl

- Top Sources
  - Photobucket
  - Twitter
  - Youtube
  - Delicious
  - Picasaweb
COMPETITIVE ANALYSIS

Purpose
To better understand what Goshen County's competition is currently offering in terms of delivering the tourist experience.

Methodology & Results
North Star reviewed each of the following cities' communication materials to compile a short synopsis of their tourism attributes. The materials reviewed include but are not limited to the county's website, the CVB website, area attraction websites as well as other communication materials such as brochures and visitor's guides.

TOURISM
- Niobrara County, WY
- Scottsbluff County, NE
- Platte County, WY
- Albany County, WY
- Laramie County, WY
COMPETITIVE ANALYSIS | TOURISM

Niobrara County, WY

Positioning Line:
- No apparent positioning line

Marketing Messaging:
- Niobrara County does not have a convention and visitors bureau website. Rather, they only have a chamber of commerce website.
- The site is dated and sparse. The site includes an “About” section that described the county as well as activities that can be found in Niobrara County. However, there are no links to these activities for visitors to learn more about them. Beyond the “About” section, the site offers a Chamber Calendar of Events, weather and road reports, contact information, and a link to the Lusk, Wyoming homepage.
- There is no apparent color palette used for this site. The background is a bland tan, and the text varies in shades of red, with blue text signifying link locations. The visuals used are unprofessional and unappealing.

Scottsbluff County, NE

CVB Website Positioning Line:
- “Nebraska’s Landmark Country”
- “Nebraska Like You’ve Never Seen It”

Marketing Messaging:
- Scottsbluff County markets itself as a destination for outdoor activities. The CVB logo and positioning lines leverage the major landmarks that can be found there. There are small pictures shown that feature outdoor scenes to reiterate the county’s emphasis on its outdoor scenery and offerings.
- The site is very user-friendly with links displayed along the left hand tabs, inviting visitors to explore entertainment, lodging, events, recreation, and more. Under the tabs is where more detailed information can be found about the attractions along with facts, maps, dates and pictures. At the top of the page there are tabs for requests for visitor information and for meeting/event information. The main page includes links to the external sites of each city within the county.
- Visually, the site is crisp and clean with a simple blue and white color palette.
Platte County, WY  
**CC Positioning Line:**  
- “Get Swept Away”  

**Marketing Messaging:**  
- Platte County does not have a convention and visitor bureau site, but rather only a chamber of commerce website.  
- The Chamber site displays a scrolling slideshow of classic western images at the top of its page. Also at the top of the page are tabs leading to town information along with different dining and lodging options. The homepage features a note written by the executive director describing the county. On the left hand side is a link that reads “Welcome Visitors”, which leads visitors to links to brief “About Pages” of the towns within the County. There are links at the bottom of the page for chamber of commerce members that include newsletters, a calendar and different events going on with the members. The site offers a “student packet” link which is a detailed brochure about living and doing business in Platte County that describes the history, school district, recreation and different services.  
- Platte County’s Chamber of Commerce site uses a color palette that reflects the west, with a range of natural browns, oranges, and yellows.

Albany County, WY  
**Positioning Line:**  
- “Live the West”  

**Marketing Messaging:**  
- Albany County does not have it’s own convention and visitors bureau site instead tourists are redirected to Laramie’s homepage, a town in Albany County. The site displays scrolling pictures of the outdoor scenery that can be found in Laramie.  
- The site is very user friendly with tabs at the top of the page for trip planning. Each tab takes visitors to a separate page, detailing the different attractions, restaurants or lodging available with addresses and other information. Laramie emphasizes its outdoor offerings, as the majority of it’s highlighted activities include outdoor recreation.  
- Laramie makes trip planning easy. They offer tabs for visitors to plan meetings and learn about discounts for upcoming trips. They also clearly display a link to a Visitor Guide at the top of their homepage, making trip planning easy. Under the “Plan Your Trip tab, visitors can add activities, lodging, and dining to their “suitcase”, which can be printed or saved.  
- This site uses a palette of browns and dark red, further leveraging the outdoor and “western” vibe.
Laramie County, WY
CVB Positioning Line:
- “Live the Legend”
Marketing Messaging:
- Laramie County does not have a CVB site available, but instead when you look into more about attractions of the county you are pointed to Cheyenne and their CVB site. The site shows different outdoor and “cowboy” images including buffalos, cowboy boots, horses and the rodeo.
- This site is very easy to explore because of the large tabs that are present on the side and top. The top tabs are specified for “visitors”, “meetings” or “group travel” which help you plan specific trips. Under the “visitors” section are reviews from trip advisors along with the attractions, retail, lodging and entertainment. They also have preset day trips already planned out for visitors. Discounts and a calendar of events can also be found on the main stage. Also the attractions portion of the site puts a heavy emphasis on the train depot in Cheyenne. They play off their rodeo heavy theme by having a rodeo computer game for site visitors to play.
- This site uses mainly black, orange and yellow. A picturesque sunset helps sell the area’s outdoor offerings.

COMPETITIVE ANALYSIS | OBSERVATIONS

What do these communities share in common? What differentiates them?
- Only Scottsbluff has its own convention and visitors bureau site, while the other four either redirect visitors to a large city in the county or only offer a chamber of commerce site.
- All of these destinations heavily promote their outdoor activities in content, but also visually in their color palette and website themes. Most sites leverage the western theme in their logo by including an element like the rodeo, cowboy boots, bluffs, or horses. Niobrara County lacked a visible brand to link to the County and did not display a logo on their site.
- Cheyenne and Laramie put an emphasis on “living” in their positioning lines, which helps draw attention to the interactive experiences available in each city. Interactive experiences are critical in today’s world of video games and smart phones.
- Scottsbluff plays up their anchor attraction – Scottsbluff National Monument – in their positioning line. By using such a significant landmark in their brand, visitors can quickly understand the primary benefit of visiting Scottsbluff.
WHERE THE BRAND SHOULD BE

The Insights portion of this process comprises the emotional and subjective sparks – gleaned from our intellectual and objective research – that point like a compass to the strategic position that best supports Goshen County’s goals.

Goshen County’s primary goals include:

- Gain a better understanding of what Goshen County should be marketing to visitors.
- Create a cohesive and memorable brand that will stand the test of time.
- Develop a brand that the various other entities in the community can follow and support.

With these objectives in mind, we need to focus the branding strategy in the markets that will be most receptive to the brand communication. Furthermore, the brand strategy must differentiate Goshen County from surrounding markets using a position that is relevant to its core customer base. This differentiation must remain in keeping with the personality perceived by stakeholders, visitors and perspective businesses alike.

Using the research gathered as fodder for thought, our insights come from asking a number of provocative questions: What emotional attachments can the brand hold for the consumer? How does the brand fit into his or her lifestyle? How can the brand best be used to redefine perceptions? How can the brand stand out in the marketplace? These insights will become the framework of our creativity on behalf of the brand.
INSIGHTS ABOUT GOSHEN COUNTY

In the 1840s, the Oregon Trail was the only practical route for early pioneers to cross the United States into the great West. Many travelers had dreams of lush, green, fertile farmlands and new beginnings as they traversed the demanding trails. As they navigated the tough terrain, they continually longed to reach their next destination on a long journey. Each stopping point was a small victory rewarded with a hot meal, a glass of ginger beer, and some friendly conversation. Fort Laramie National Historic Site was that destination for so many in the 19th century and continues to be that destination today.

Today, travelers still have a fascination with our country’s heritage. We want to see the trail, hear the stories, and imagine how exciting, yet terrifying, that journey west must have been for our ancestors.
“Goshen County should attract people interested in early American history, the Wild West, and western American nostalgia for the fun and excitement they read about and the events that occurred along the Oregon Trail and Fort Laramie.” – Vision Survey

The lure of western nostalgia entices travelers to make long journeys every day in their own modern-day covered wagon with enhanced horsepower, of course! Travelers may be tempted by the stories and illustrations in their history books, a classic John Wayne film, the Fort Laramie radio series that aired in 1956, a snowy cattle drive painted on canvas hanging in a local art gallery, or even an article about sustainable living and modern day homesteading in a trendy magazine.

That lure is alive and well in Goshen County. Generations of people have crossed paths in the area, and today the county still provides an accessible route for travelers of all kinds from geese and livestock to history buffs, no matter what their adventure may be. Let’s take a look at some of the paths travelers are already taking through Goshen County.
The North Platte River serves as a migration corridor and refuge for Canadian Geese.

"Goshen County is the best location for Canada goose hunting. Half a million geese roost along the North Platte River. I have hunters that travel from all over — Arizona, Florida, California, Alaska and even Canada." — Perception Study

"Our biggest asset is our location on two major highways." — In-Market Interview
Those searching for an escape to a relaxing stay at a quirky bed and breakfast, or broaden their palette by sampling local Wyoming wines, or just to sip afternoon tea and nibble on cucumber sandwiches at a reservation only retreat.

"Goshen County is home to hardworking, friendly people focused on family, work, and Country. Clear skies, wild game, geese in flight, cattle on the prairie, mountains in the distance, crops in the field."

— Vision Survey

Another path to Goshen County is traversed daily by those transporting cattle from a recent purchase at the Torrington Livestock Market or those herding cattle from pasture to pasture on a long cattle drive.

And finally those en route to Goshen County in pursuit of the finest in agriculture. From farm fresh produce to cuts of local beef at Kelly’s Supermarket.

What is the lure of Goshen County?
But what is the lure of Goshen County? Why should a visitor alter their planned route or delay their travels to stopover in Goshen County?

“Our guests want to experience their preconceived notions of living in the cowboy west where boundaries are marked by horizon to horizon skies, smells of sweet prairie grasses, and a rich, natural landscape.” – Hospitality Business Owner

Because Goshen County is an oasis for visitors providing comfortable lodging, warm hospitality, a hot meal, a cold, refreshing beverage and a variety of attractions and activities from waterfowl hunting to archaeological digs to barrel racing.

It comes as no surprise that Goshen County’s anchor attraction is the Fort Laramie National Historic Site, the first garrisoned post in Wyoming and the most important outpost on the major emigrant trails. Today, just like in the 19th century, it remains a destination for visitors as they make their way across the trails exploring western history. So whether visitors are spending an afternoon, a night or a weekend in Goshen County they’re bound to discover their own adventure as they make their way west.
STRATEGIC BRAND PLATFORM

North Star funnels these strategic insights for the brand into a single sentence, the brand platform. The brand platform is used as a filter for the formation of creative concepts and implementation initiatives. All communications, actions, and product development should connect to the essence of this relevant and defining statement.

<table>
<thead>
<tr>
<th>Target Audience:</th>
<th>For pioneers of the twenty-first century,</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frame-of-Reference:</td>
<td>Goshen County, Wyoming, located on the Oregon Trail Historic Byway and home to Fort Laramie National Historic Site,</td>
</tr>
<tr>
<td>Point-of-Difference:</td>
<td>is still the way station for the westward traveler</td>
</tr>
<tr>
<td>Benefit:</td>
<td>offering the respite and reward you’re looking for on your adventure.</td>
</tr>
</tbody>
</table>

RATIONALE

For pioneers of the twenty-first century
- Goshen County should be attracting modern day travelers that would be drawn to a destination that’s not quite on the map just yet.
- A typical traveler would be wary about pursuing a destination that isn’t well known, but that’s half the fun! Just like the original pioneers on their way west – these visitors should be open to exploring.

Goshen County, Wyoming, located on the Oregon Trail Historic Byway and home to Fort Laramie National Historic Site
- Fort Laramie is the anchor attraction in Goshen County.
- The Oregon Trail Historic Byway on Route 26 used to be known as the Yellowstone Highway. Now the interstate has given visitors an alternative route. We need to promote this as the scenic route from Fort Laramie National Historic Site to Yellowstone National Park.
- Including the Oregon Trail Historic Byway in the platform will hopefully urge residents and stakeholders to make improvements along the highway.
is still the way station for the westward traveler

- For many visitors, Goshen County is not their final destination. Until outsiders become more familiar with Goshen County, the area needs to leverage its proximity to nearby destinations (Scottsbluff National Monument, Oregon Trial Ruts and Register Cliff, Black Hills, Yellowstone, etc.).
- A way station is defined as a stopping place on a journey. Goshen County, home to Fort Laramie National Historic Site, is still a place where visitors stop along their journey.
- By positioning yourself as the way station for travelers headed west, you’re inviting travelers to stop and experience the historically significant assets, amenities and friendly people in Goshen County.

offering the respite and reward you’re looking for on your adventure

- Weary travelers are usually in need of a short period of rest or relief. They’re searching for a reward after a long day of driving, hunting, or learning about the Old West.
- Just as it did in simpler times, Goshen County offers the necessities that any weary traveler would require, plus the added benefit of attractions, amenities, and the warm hospitality of patrons helping to guide travelers to their next destination (where ever it may be).
- Visitors to Goshen County are here for many different reasons. They are each on their own adventure just like the pathfinders of the 19th century.
WHAT WILL GET US THERE?

In this section, we discuss which elements of communication need to be created or altered—
and in what ways—to influence the responses and behavior of Goshen County’s various target
audiences toward its brand. Elements were created with the research and subsequent strategy
in mind, including preferences and interests among consumer profiles identified in the Tapestry
segmentation research conducted for the area. A number of brand-shaping issues often must be
confronted: overall positioning, packaging, budget allocation, stakeholder participation,
sponsorship association, cooperative efforts, and, of course, advertising and promotions.

Several major initiatives occur at this point:

- A logo and strapline are created
- A brand narrative is crafted
- Creative expressions of the brand are developed

These elements serve as the backbone for North Star’s creative recommendations for Goshen
County’s brand. Every idea in the Brand Identity Guide—from logos to vocabulary to ads—
represents North Star’s best suggestions for how to put your brand to work creatively. Ideas
expressed in this Imagination section have influenced the tactic-driven brand recommendations
that follow.

Note: All final logos are included in the attached Final Logo CD in both JPEG and Vector/EPS format.
We encourage you to make more copies of this CD to give to branding partners, county and city
departments, organizations, vendors or other outlets requesting a copy of the logo. All files for the
creative deliverables contained in this section are also included on your Final BrandPrint CDs.
CREATIVE EXPRESSIONS OF THE BRAND

You are about to see several creative expressions that will help bring Goshen County's brand to life. This Brand Identity Guide should serve as a blueprint for the creative rendering of your new brand — with the exception of the logo and PowerPoint slides, files do not represent finished work. Many communities choose to work with local talent for the actual refinement and production of creative communication pieces. This allows for true customization and brings local perspectives to the work.

A Creative Committee, identified by brand drivers in Goshen County, was charged with evaluating creative concepts along with strapline and logo development. They have selected a creative concept that focuses on showcasing Goshen County’s wide-open spaces and inviting visitors to discover the treasures throughout the region as they go about their westward journey.

The strapline “Big Land. Small Pleasures.” was selected because in Goshen County, travelers who take the time to stop and get a sense of where they are, instead of focusing only on where they’re headed, find themselves rewarded in unexpected ways. Goshen County is the kind of place that stays with you even if you don’t stay for long. A place where your feeling of freedom expands to match the vastness of the landscape. A place where the hard-earned simple things are more appreciated because despite the county’s larger than life presence, it is rich with small pleasures.

Logo
The most frequently-used creative element representing your brand the first 24 months after launch will be your logo. While we caution against the idea that a logo is your brand, we understand it is a high-profile, easily understandable, and embraceable manifestation of your identity.

GOSHEN COUNTY

BIG LAND. SMALL PLEASURES.
Support for the logo design:

- The logo uses illustrated typography to present a western feel in a classic way that is still clean.
- The illustrated typography was inspired by the decorative letters that are often found embossed into leather.
- The graphic elements to the left and right of Goshen and Wyoming were inspired by the spurs on a rancher’s boot as he goes about a day’s work in Goshen County. The spur elements also resemble arrows, inviting a visitor to stop and look around because here in Goshen County, you can view the horizon along all 360 degrees.
- The arch above “County” symbolizes the brand’s ability to pull together the 5 unique communities that make up the destination.
- The lines above and below Goshen only contain the county name on two sides because here you have freedom from the everyday constraints. Freedom to explore in any direction.
- The strapline rests below the county name in all caps to signify that once you’ve made the decision to Go Goshen you’ll find small pleasures wrapped in a big land.

Strapline

The Creative Committee evaluated many straplines and selected Big Land. Small Pleasures. for Goshen County. The line is on strategy and serves to instill in the minds of visitors that there is a vast landscape waiting to be explored in Goshen County that is rich with small pleasures. Goshen County has an opportunity to intercept travelers along their journey, whether they’re hunters, motorcyclists, those passing through, searching for an escape, ranchers and farmers, agricultural enthusiasts, or history buffs. For visitors Goshen County offers endless possibilities. And here visitors can be reminded that life’s greatest pleasures are often its smallest ones.

North Star ran a search for Goshen County’s strapline on the United States Patent and Trademark Office’s Trademark Electronic Search System (TESS). No conflicts for use of the line were revealed in the search. In fact, no records matched the criteria. Searches are only accurate for that moment in time of the search. North Star recommends Goshen County pursue trademark protection of the strapline. North Star’s trademark search is documented in Appendix C.

All creative files are included in the attached Final BrandPrint CDs. As you introduce the brand, be sure to show the logo and line in the context of an execution rather than by itself. You want to avoid making this branding effort about a logo and line. The Goshen County Graphic Standards Guide is attached as Appendix G to this report. In addition, North Star has included two copies of the Goshen County Final Logo CD for distribution to vendors or anyone requesting a copy of your logo(s).
Color Palette
Goshen County’s color palette uses warm, vibrant colors - brown, gray, golden yellow, brick red, dark blue and dark green. The dark green was added to complement the color palette already in use by Goshen County Economic Development Corporation.

Color communicates different meanings and emotions. Brown is associated with the earth and it’s rustic. Charcoal gray is a classic color that is enduring. Golden yellow is comforting and rich. Brick red is strong and also earthy. Dark blue is serene and signifies tradition and confidence. Finally, dark green is associated with nature and stability. All of these characteristics ring true about Goshen County.
Brand Narrative
The following Brand Narrative takes the foundation of the brand platform and breathes life into it through an artistic interpretation of language. Its purpose is to help residents and consumers connect and embrace the emotional story of the brand to their own lives. It represents inspiring language meant to describe Goshen County’s assets as they relate to your new brand and garner excitement among brand drivers, brand partners, and community stakeholders.

The Brand Narrative is critical to successful integration of the brand for a number of reasons:
• It can literally and figuratively serve as a guide for users working to integrate brand tone and language into their own marketing and communications
• It helps maintain consistency of tone and message amongst all users, thus preserving the integrity of the brand
• It provides language users can replicate verbatim in their own communications when applicable

Because of the inherent value in brand narratives, we recommend wide distribution of the copy, typically in tandem with the logo. Many of our clients use the strategic brand platform and the brand narrative together as a touch point for each new project or policy they initiate. In other words, “Does this idea support and further what makes us special?”

In today’s overscheduled, overcrowded, hectic world, there’s something particularly appealing about a place that is defined by its wide open spaces. A place where the sky is as big as the hearts of the people who live there. The view as endless as the possibility of each sunrise.

Welcome to Goshen County, Wyoming, located on the Oregon Trail Historic Byway and home to Fort Laramie National Historic Site. One thing that has always struck travelers who came through this land is how big the sky is here. You can view the horizon along all 360 degrees. You can see a storm coming from 50 miles away. And at night, the blanket of stars extends forever. The things that thrive in Goshen County are things nurtured by space and time . . . clear skies, wild game, geese in flight, cattle on the prairie, mountains in the distance, crops in the field and, of course, you.

Once you’ve experienced it, the vastness of the land exerts a hold on your imagination, just as it did upon the imaginations of the earliest American pioneers who stopped here on their way further west. The wide-open Wyoming landscape suggests infinite possibility. And it suggests the freedom of the open road — freedom from fences, freedom from the everyday constraints imposed by crowded cities, the freedom to take the journey at the pace you decide.

Goshen County is the kind of place that invites you to exercise that freedom, and to alter, for a while, your sense of time to the less urgent pace of this country of the big vistas. This is a place where travelers who take the time to stop and get a sense of where they are — instead of focusing only on where they’re headed — find themselves rewarded in unexpected ways. It is the kind of place that stays with you even if you don’t stay for long. A place where the morning coffee smells just a little richer, and you can rediscover the simple joy of watching, above a seemingly endless horizon, the shifting colors of sunset clouds just before the evening stars appear.

Here you can celebrate the sense of wonder at being the only person on a two-lane gravel road through rolling prairie, and the feeling that you’re traveling alongside the Western pioneers and Plains Indians, Oregon-bound wagoneers and cavalrymen and cattle drivers who passed this way on their way
somewhere further. Yet, despite its larger than life presence, our county is rich with small pleasures. And the contrast between this big land and its intimate treasures is remarkable.

Against the backdrop of the endless horizon, you can enjoy simple pleasures from a more nostalgic time. A day of good fishing or a visit to historic Fort Laramie; a satisfying meal at a family-owned restaurant or a casual conversation with the keeper of an antique store. A glass of local wine or just the chance to get out of the car and watch deer grazing on a distant hillside. And every intimate moment, every unexpected discovery, is a reminder that life’s greatest pleasures are often its smallest ones. And in Goshen County, they come in a very big package indeed.

Goshen County . . . Big Land. Small Pleasures.

Descriptive Vocabulary
The brand vocabulary provides a common language that reinforces brand attributes and brand positioning for use in communications materials, press releases, interviews, presentations, and general conversation among tourism entities, regional officials, brand partners, area businesses, and internal/external audiences.

Creatively, these words set the balanced tone of the brand:

<table>
<thead>
<tr>
<th>Wide open</th>
<th>Potential</th>
<th>Relaxing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spacious</td>
<td>Boundless</td>
<td>Peaceful</td>
</tr>
<tr>
<td>Possibilities</td>
<td>Modest</td>
<td>Bountiful</td>
</tr>
<tr>
<td>Nurturing</td>
<td>Unassuming</td>
<td>Rugged</td>
</tr>
<tr>
<td>Freedom</td>
<td>Genuine</td>
<td>Seek</td>
</tr>
<tr>
<td>Vast</td>
<td>Authentic</td>
<td>Adventure</td>
</tr>
<tr>
<td>Pioneers</td>
<td>Real</td>
<td>Explore</td>
</tr>
<tr>
<td>Infinite</td>
<td>Effortless</td>
<td>Pursue</td>
</tr>
<tr>
<td>Open</td>
<td>Warm</td>
<td>Scout</td>
</tr>
<tr>
<td>Unconstrained</td>
<td>Friendly</td>
<td>Traverse</td>
</tr>
<tr>
<td>Journey</td>
<td>Surprising</td>
<td>Navigate</td>
</tr>
<tr>
<td>Nostalgic</td>
<td>Sincere</td>
<td>Original</td>
</tr>
<tr>
<td>Simple</td>
<td>Natural</td>
<td>Rewarding</td>
</tr>
<tr>
<td>Ease</td>
<td>Unforgettable</td>
<td>Humble</td>
</tr>
<tr>
<td>Satisfying</td>
<td>Rustic</td>
<td>Range</td>
</tr>
<tr>
<td>Intimate</td>
<td>Treasures</td>
<td>Free rein</td>
</tr>
<tr>
<td>Unexpected</td>
<td>Comforts</td>
<td>Independent</td>
</tr>
<tr>
<td>Discover/discovery</td>
<td>Raw</td>
<td>Freewheeling</td>
</tr>
<tr>
<td>Undeveloped</td>
<td>Unwind</td>
<td>Disconnect</td>
</tr>
</tbody>
</table>
BIG LAND
SMALL PLEASURES

Every intimate moment, every unexpected discovery,
is a reminder that life's greatest pleasures are often the smallest ones.

Call or visit our website for a free vacation guide and lodging information.
www.GoshenCountyChamber.com | 307-532-3879

info@GoshenCountyChamber.com
Goshen County Chamber of Commerce & Visitor Center
2042 Main St. Torrington, Wyoming 82240
Torrington • Fort Laramie • LaGrange • Lingle • Yates
Every intimate moment, every unexpected discovery, is a reminder that life's greatest pleasures are often the smallest ones.

Call or visit our website for a free vacation guide and lodging information.

www.GoshenCountyChamber.com | 307-532-3879

Bring this insert to the visitor center for a free gift!

Goshen County Chamber of Commerce & Visitor Center
• 2042 Main St., Torrington, Wyoming 82240 •
Goshen County Fair Logos

GOSHEN
COUNTY FAIR
2013

BIG FAIR. SMALL PLEASURES.
Come see the Big Land and Small Pleasures of Goshen County.

Against the backdrop of the endless horizon, you can enjoy simple pleasures from a more nostalgic time. A day of good fishing or a visit to historic Fort Laramie; a satisfying meal at a family-owned restaurant or a casual conversation with the keeper of an antique store.
**NEARBY DESTINATIONS:**

- **Scottsbluff** - approx. 40 minute drive
  
  *Lorem ipsum dolor sit amet, consectetur adipiscing eli. Vestibulum semper, tellus vitae adipiscing ultrices, odio erat vehicula quam, ut*

- **Cheyenne** - approx. 90 minute drive
  
  *Lorem ipsum dolor sit amet, consectetur adipiscing eli. Vestibulum semper, tellus vitae adipiscing ultrices, odio erat vehicula quam, ut*

- **Yellowstone** - approx. 6 hour drive
  
  *Lorem ipsum dolor sit amet, consectetur adipiscing eli. Vestibulum semper, tellus vitae adipiscing ultrices, odio erat vehicula quam, ut*
VISITOR'S GUIDE 2014

BIG LAND SMALL PLEASURES

Against the backdrop of the endless horizon, enjoy simple pleasures. A day of good fishing or a visit to historic Fort Laramie; a satisfying meal at a family-owned restaurant or a casual conversation with the keeper of an antique store.

Torrington • Fort Laramie • LaGrange • Lingle • Yoder
Against the backdrop of the endless horizon, enjoy simple pleasures. A day of good fishing or a visit to historic Fort Laramie; a satisfying meal at a family-owned restaurant or a casual conversation with the keeper of an antique store.

Terrington • Fort Laramie • LaGrange • Lingle • Yoder
Entryway Signage

WELCOME TO
LINGLE
GOSHEN
COUNTY
WY
W.H. AND SMALL CITIES
21st & Main Street Building
21st & Main Street Banner

GOSHEN COUNTY - WY -
BIG AND SMALL PLEASURES

VISITOR'S CENTER
Rectangular Local Product Sticker

GOSHEN
COUNTY
WY

ENJOY THIS SMALL PLEASURE FROM A
BIG LAND
Circular Local Product Shipping Label
Rectangular Local Product Shipping Label
Branded Camouflage Hat Version A
Branded Camouflage Hat Version B
Branded Boot Koozie
Branding Iron for Steak
Branded Wine Glass
Brand Action Ideas

Putting your brand to work from launch to longevity

So you’ve got a distinct and relevant brand, now what? Strategic implementation is the most critical, and sometimes the most challenging, aspect of branding. Destination brands are not just about straplines and logos. They are about emotion and experience. True branding requires strategies and tactics aimed at getting your brand off the page, onto the street and into people’s hearts, minds and souls. Specifically, your brand is about demonstrating how Goshen County is a place defined by its wide open spaces. A place where the sky is as big as the hearts of the people who live there. The view as endless as the possibility of each sunrise. Yet, despite its larger than life presence, the county is rich with small pleasures. And the contrast between this big land and its intimate treasures is remarkable.

Your brand is most vulnerable during the 24-month period following launch simply because both support and awareness are low while skepticism is high. (As you know, this is the nature of many public initiatives.) The main goal of this time period is to convert the “players” of Goshen County (including stakeholders, community leaders, tourism industry business, organizations, etc.) into brand ambassadors through education and information sharing. While numerous other brand marketing and communication initiatives can take place concurrently, this incubation period is primarily devoted to strategies that reinforce and demonstrate the value of the Goshen County destination brand. Our goal — and yours — is to make sure that your brand is much more than just a logo on your letterhead. The ideas presented here should also be considered as a guide to a way of thinking about your destination.

Once everyone is on board the brand team, there is no end to the powerful things you can do with your brand. We have seen it happen in other destinations across the country and we are excited about seeing it happen in Goshen County.

Following are a list of 20 brand action ideas or categories designed to get your brand going (and your creative juices flowing!). These tasks should be accomplished within the first 6 to 36 months after brand development to ensure momentum. Many of these tasks address “organization” and are designed to evoke the cooperation that will propel your brand forward. Others are designed to give your brand the richness, texture and three-dimensionality it needs to be fully integrated.
1) Assign a brand leader

Bottom line: your brand will go nowhere if no one takes responsibility for it. Understanding that resources are limited in Goshen County, North Star recommends that for an interim period Jenny Pragnell, Marketing Coordinator and Grant Administrator for the Goshen County Economic Development Organization manage the initial efforts toward brand integration. Having assumed a leadership position on the branding committee, Jenny is well versed in the purpose and passion of the brand. She also has the marketing expertise and economic development contacts to help build a brand ambassador network. As tourism marketing efforts gain momentum consider transitioning this position to a full-time brand manager.

In the meantime, understand that assuming responsibility for integration of a fledgling brand can be a huge job, particularly for individuals like Jenny who already have full-time jobs. Tapping into the volunteer spirit of both the private and the public sector will exponentially increase your resources.

For example:

- Check into the talent and resources at state schools and universities. Often marketing and/or tourism/hospitality classes are looking for ways to gain hands-on experience. Young people are especially adept at social media and digital strategies so consider identifying an intern(s) to work with databases, update Facebook and Twitter feeds, write a visitor newsletter, etc. Both Eastern Wyoming University and the University of Wyoming offer marketing, technology and computer classes.
- Identify skilled and willing volunteers throughout the community to assist within their various areas of expertise.
- Look to the ownership and marketing departments of businesses and organizations throughout the region for volunteer assistance.
• Rely on other members of the Branding Committee and the Tourism Board to offer support, assistance, guidance and resources.

• Check out this article about a brand manager recently hired by North Star client Lee’s Summit. While the Lee’s Summit brand is community-wide (as opposed to tourism), this article can give you a feel for the criteria to consider when filling this important position. http://www.lsjournal.com/2012/11/20/92012/city-captures-new-brand-manager.html

North Star will provide you with a job description for brand manager, which can give you a feeling for the necessary tasks associated with this job and help guide resource and responsibility allocation (See Appendix D). When a permanent position is appointed for handling brand implementation, this job description will give you a framework for hiring leadership of that group.

2) Transition your Tourism Board to a consumer focused group

Currently, you are referring to your regional tourism entity as Goshen County Tourism Promotion Joint Powers Board. Moving to a more consumer friendly name will help reinforce your emphasis on tourism from the visitor’s perspective. North Star recommends Go Goshen County Tourism Promotion. Destinations across the United States are using this same consumer-oriented method — it serves as a call to action in marketing materials inviting visitors to check out your area. Other examples include, visit, explore, discover and meet. Using Go Goshen works because the call to action – GO – is already in your destination name. It’s also alliterative – which makes it easy for a visitor to remember.

We’ve already reserved the domain name GoGoshen.net – that you’ll be able to claim for your new website, which will also allow you to use the email address info@gogoshen.net. We’ve also created a Go Goshen logo in the spirit of the new brand for those situations where organizational identification is important.

Down the road when a full-time brand manager is hired, he or she should fall under the jurisdiction of the Go Goshen group. This group should be responsible for:

• Brand integration.
• Development of a centralized digital presence for the region that elevates Goshen County in the visitor’s mind and sets it apart from its competitors.
• Development of a central database with contributions for all major tourism entities in the region.
• Coordination of assets, activities and events.
• Collaboration among regional hospitality marketing professionals toward a common goal.
• Marketing the region cohesively to consumers.
• Pursuing more state and federal grant money.
3) Create a brand PowerPoint

Once you have the basic organization structure for brand integration in place, the next step is to educate hospitality stakeholders and organizations on the brand. Remember, the branding process is complex. For most people it takes multiple presentations to understand the branding’s process, purpose and plan. You can’t expect the municipalities, leadership, hospitality and tourism organizations, businesses, attractions, restaurants, and retailers throughout Goshen County to grasp the potential the brand holds for them without a carefully considered presentation. But because the success and sustainability of the brand is tied to their support and participation, it is critical that education take place.

Create a PowerPoint presentation to use as a tool to recruit help, support and funding. Hire professionals, use color and graphics, use intriguing and inspirational language (the brand narrative and vocabulary should help) and follow the content recommendations in your BrandPrint. Important points:

Use the brand presentation to tell your story. This branding initiative was developed with a long-term vision in mind. Others need to understand that vision. Show a few slides of valuable insights gleaned from the research. Build up what you learned from the process.

- Why was this project started?
- Who else was involved?
- What did you learn from the research?
- Share and explain the strategy – your strategic brand platform.
- Show the creative work. Tell others what it allows you to do. Why were the colors/images/words used?
• How do you plan on using it immediately and long-term?
• Focus on planned initiatives that take the brand beyond just a logo and line.
• Focus on existing partnerships, activities, festivals and events that could integrate brand messaging. Be aware of politics and include examples for all your key players.
• Finally, provide your audience with a list of ways they can participate in and benefit from the new brand.

North Star has included the .ppt files containing the recommended PowerPoint brand design for Goshen County to make it easy for you to start right away.
4) Use the brand presentation to create ambassadors

Once you have developed this brand PowerPoint, distribute it to the Tourism Promotion Joint Powers Board (Go Goshen) and members of the branding committee. Charge these individuals with meeting one-on-one with hospitality stakeholders to reinforce and answer questions about the brand (using the presentation). Members should deliver presentations to stakeholder groups that are within their sphere of influence. For example, Mark Kupke of the Wyoming Travel Commission is the ideal candidate for presenting to the state. The goal is to create a strong support base for the brand amongst community leaders who have a stake in building the area for tourism.

Start by meeting one-on-one with leaders from the communities in the region including Torrington, Ft. Laramie, La Grange, Lingle and Yoder. Again, make sure that committee and board members from those communities make the presentations. Garnering the support of your area communities will go a long way toward ensuring brand sustainability and success. Focus on how the brand is mutually beneficial for all the players. Give them specific ideas for how they can integrate the brand message and identity into their own marketing and show them how it can be used by each community’s top assets and attractions. (You will find additional ideas for helping these area communities participate throughout this document.)
Next, meet with representatives from area attractions, hotels, bed and breakfasts, camp
grounds, retailers, galleries, outfitters, cattle ranchers, wedding and family reunion services,
outdoor guides, museums, restaurants, arts associations, newspaper editors, developers, etc.

The resources and manpower to accomplish the goals of the Goshen County destination brand
will be increased exponentially by marshalling the power of your private sector. Allow anyone
who is interested and willing to contribute – time and funding – to participate. Engagement like
this among businesses and public entities should foster cooperation and forward momentum on
behalf of the entire County, reducing any existing conflicts. If possible, hold regular meetings
under the guidance of the brand leader and the Tourism Board/Go Goshen. We even have a
charter to give you that seals member commitments in writing (in Appendix E). Below, see
members of the Market Gainesville Partnership signing a brand charter.

Some ideas for the initial meetings/presentations

- Have each member of the Goshen County Marketing Partnership bring a print-out of
  their community, organization or company website homepage to the first meeting.

- Discuss ways to integrate ideas, aesthetics and language that support the brand strategy
  into these homepages. Use your brand narrative as a guide. How does each attraction
  or organization represent the idea of a Big Land full of small and surprising pleasures?
  Ask each member to craft branded language
  that works with the spirit of your brand and
  incorporate it into their website homepage. If
  a major tourism industry or organization is
  not in attendance at the meeting, go through
  this exercise for them. By threading a
  consistent branded message throughout the
  marketing of all the major players, you can
  establish a strong brand presence . . .
  absolutely free!

- Discuss public sector initiatives and identify opportunities for cooperative efforts. Co-
  branded pole banners, signage, public art, events, merchandise, music, programming,
  products, etc. are just a small sampling of branded projects you can undertake in
  partnership with the private sector.
• Do not make the presentation all about a logo and a line. Your brand is so much more than that. Talk about your plans for use including the regional organization, digital media, signage, event ideas, ideas for getting different communities involved, ideas for getting different businesses involved, etc.

• Provide your audiences with a list of ways they can participate in and benefit from the new brand. Sign them up that day if possible.

• Many attendees may be interested in using the logo immediately. Consider how you will provide it to them. If you have already developed your website, that is an excellent source of information about the logo(s) and their graphic standards. If that site has not been developed prior to this meeting, brainstorm where the logo and graphic standards can be housed temporarily. Or, will resources allow you to email the logo and graphic standards to all interested attendees?

• Some destinations develop a simple branding toolkit that partners can use to put the brand to work in their businesses. Include history and explanation of the brand, camera-ready art of the logo, and a premium item such as a t-shirt or hat. Also, include the brand narrative with an explanation of how businesses can incorporate that language into their own marketing and signage.

• Collect email addresses and send all meeting attendees the PowerPoint presentation for their use in spreading the Goshen County brand message.

Such meetings pay off in unexpected ways. In McKinney, Texas, the Brand Manager met with a local developer to explain the branding initiative and various ways it could come to life in the community. Months later, the developer contacted the Brand Manager, interested in flying a flag with the McKinney brand logo in his upscale retail area as well as throughout the parking area.
5) Reach out to state tourism organizations
Make sure the Goshen County tourism brand and messaging is represented in the State Visitors Guides for Wyoming as well as any supplemental marketing efforts (in an editorial sense, not just a purchased ad). Mark Kupke and the brand leader should make an appointment to present your new brand to officials in Wyoming tourism. Provide them with the brand PowerPoint, a gift (t-shirt or hat) and any other promotional materials that have been developed. The timing of these meetings is critical, however. Before any kind of branded message is run in a State Guide you must have your Goshen County tourism website up and running. Potential visitors have got to have a place to go for more information about your terrific region.

6) Brand your stationery
It’s obvious, but vitally important. Every letter, every envelope, every business card, every memo, every invoice, every grant application, that is issued by Goshen County for the purposes of tourism should reflect the brand’s graphic identity. This is one of the fastest, easiest and most effective ways to start building a professional and organization presence around your brand. Correspondence from the Tourism Board/Go Goshen on behalf of tourism should also be on the Goshen County brand stationery. Make sure all members of the branding committee and the Tourism Board have cards. It is possible that some leaders like Jenny Pragnell who split their time between positions might have more than one card. In Jenny’s case she would have one for her economic development position and one for her tourism role. In some cases you will need to keep titles on the tourism cards general, i.e., Tourism Ambassador.
7) Inventory existing assets and identify new ones
One of the challenges associated with a vast geographic region with widespread assets is that visitors often don’t know all you have to offer. Work with your Goshen County stakeholders, communities, the Tourism Board, Economic Development, the public sector and other organizing bodies to create a comprehensive database of the assets, activities and attractions throughout the region. This database will be critical as you develop your website and visitors guide, solicit help and participation with brand integration and put together packages that feature the diversity of activities.
Once you have your asset list, designate each item under the category Big Land or Small Pleasure. Big Land examples include rodeos, hunting areas, guided hunting services, walking trails, camp grounds, lakes, the winery tour and Fort Laramie National Historic Site. Small Pleasures could be wildlife viewing, sipping tea at the Gathering Place, sampling wines at Table Mountain Vineyard, and shopping. Create itineraries that target your primary consumer groups including western heritage enthusiasts, pass-through travelers, bird hunters, outdoorsmen and women, agricultural enthusiasts, and ranchers and farmers.

As you review this list, identify additional ideas for Small Pleasures that you can promote in the region. Some of these are easy and some will take more time and resources. All of them round out the experience in Goshen County.

- Star gazing: Your big open skies make star gazing a natural small pleasure. Organize the effort with guides, telescopes, storytelling and even a stargazing facility. The Visitors Center can rent binoculars and telescopes for star gazing at night.

- Bike buffing station: Use your social media efforts to reach Sturgis Bikers letting them know that there is free beer and a bike buffing station in Goshen County (Big Bikes. Small Pleasures.)

- Campfire cooking: Recently the popular show Top Chef devoted an entire season to the exploration of cooking over campfires. Offer your visitors the same experiences. Allow them to create entire meals from start to finish over campfires where you provide the ingredients and they provide the masterpieces. Chefs can give instruction. A fun twist might be to provide them with the actual ingredients pioneers would have used.

- Covered wagon rides: Give visitors a chance to live the pioneer experience with covered wagon rides from Fort Laramie to the Homesteader’s Museum.

- Roping and Rodeo: Offer rudimentary instruction in roping and rodeo riding.

- Geocaching: What better way to fully explore your big land than with a 21st century treasure hunt that uses a GPS to direct curious visitors to the small pleasures of Goshen County. Geocaches can be designed to appeal to different target audiences – hunters, Western heritage enthusiasts, outdoor recreationists, bird watchers, bikers, etc.
- Western Art demonstrations and show – Have local artists or photographers lead classes in capturing the beauty of your big land in art and photography.

- Storytelling: Storytelling is sweeping the nation as a destination experience. Combine open skies, bright campfires, your Western Heritage and a variety of stories. Allow hunters to tell their own “stories” of their recent hunting trips in funny, scary and exaggerated ways.

- Drive-in movie theatre: This dying American tradition holds a lot of appeal for visitors. Feature film festivals of old westerns, documentaries on the American west or topics regarding history.

- Old West reenactments: Understanding what it was like for the pioneers, Indians and cattlemen who traveled through Goshen County can be difficult since so much of this history has no physical presence. Use Fort Laramie as a staging ground for reenactments of pioneer excitement and drama.

- Wagon Wheel Pantry Kitchen Incubator: Develop activities with appeal for visitors. Maybe spouses can spend time here while their husbands are hunting.
  - Host a recipe contest where the winner has free access to the Wagon Wheel Pantry Kitchen Incubator.
  - Develop partnerships with local cooks and bakers to host classes once a month. Class topics could include:
    - Canning produce
    - Making salsa, preserves, jams, jellies or soups
    - Drying apples
    - Making sodas
    - Candy making classes around the holiday season
  - Invite chefs from across the region and state to participate in pop-up events. Local restaurants can create a special tasting menu for the evening. To generate excitement for each event, limit the number of participants.
  - Consider obtaining a license to sell beer and wine to make the space more alluring for potential guests.
  - Open the kitchen space up to family reunions. Highlight features of the kitchen, showcase the seating areas and provide a list of activities and lodging options in the area.
  - Host an Open House – so that guests can see what appliances are available have a tasting event that includes foods prepared using each piece of equipment.
- Work with local bookstores to invite area cookbook authors to set up in the kitchen, cook their recipes and sell their books. At the end of the event, the Wagon Wheel can take a portion of the profits.

- Livestock auction – Research shows that today’s traveler – particularly those who are younger and more educated – longs for a more experiential journey where he or she learns something new about the world. For people outside the industry, attending a livestock auction is exciting and interesting. This is especially viable since Goshen County boasts the state’s largest livestock auction in Torrington. Work with auction owners and local cattle ranchers to offer this experience to tourists in a way that won’t disrupt the actual business.

- Auctioneer’s exhibition – Another fun idea associated with the livestock auction is to hold regular battle of the auctioneers and give visitors a go at this fast-talking tradition. Consider having a contest where auctioneers compete to see who can read the brand narrative the fastest (could be a great YouTube video).

- Cattle ranch tours: Much in the way that grape growers are part of the attraction of the wine country, cattle ranchers are part of the appeal of Goshen County. Your cattle ranchers are a big deal in your region and visitors are fascinated with a way of life that is not familiar to them. (Think of the fascination people have with the blog by The Pioneer Woman.) Partner with willing ranchers to offer guided tours of the ranching way of life providing information on types of cattle raised, what they are fed, how many ranch hands work the farm, where the ranch hands live, how long a rancher’s day is and so on.

- Archaeological digs: Stage archaeological digs for kids at the Western Heritage Center allowing them to dig up bones, arrowheads, homesteader’s tools, etc.

- Hot air balloon rides: Goshen County’s open spaces are perfect for offering hot air balloon rides. Consider using a pulley system that controls how high they go.
• Dining in the field: During seasons when your weather is perfect offer visitors an outside
dining option where local chefs prepare local seasonal dishes and serve them under the
stars. Again, you might partner with a local rancher to hold the dinner on his or her
ranch in exchange for using beef from that ranch. This popular phenomenon is sweeping
the country.

• Along these same lines, when you know rancher and farmers are coming into town for
the auction hold a ticketed pig roast on one of the ranches. Or, when bikers are passing
through town on their way to a bike show, hold a Harley Hawg Roast to entice them to
stop and spend the night in Goshen County.
• Glamping: You're already known for your camping. Offer luxury camping for weary travelers interested in a more unique and upscale overnight camping experience.

Other unique ways of increasing lodging include:
• Identify home cooks in the area who are interested in making extra cash by inviting others into their home and cooking for them. Use the site: http://www.eatwith.com to promote your partners, allowing people from all over the world to sign up to be a guest and have a home-cooked meal in Goshen County.
• Invite locals that are willing to create a Dude Ranch experience for city slickers that want to experience a working ranch. Once identified, work with Wyoming Dude Ranchers Association to promote the experience: http://wyomingdru.com/. Also, create a listing on Air BnB - https://www.airbnb.com/.
8) Build your visitor database
With a region as big as Goshen County and with as much pass-through visitation as the County gets, it is critical to have a strong digital presence including a website, digital marketing and social media. Every encounter with a visitor or a prospective visitor is an opportunity to obtain at least an email address to expedite future marketing efforts. Start by combining the existing databases of all the tourism organizations, attractions, events and tourism assets. (Request access to these databases during your branding presentations.)

Collect addresses online (offer giveaways to increase participation), at special events, at attractions, at museums, shops, hotels and restaurants, etc. In time you can use the database to send a digital newsletter letting travelers know about events, specials, festivals, etc. In addition to targeting new prospects, target repeat visitors with invitations to check out new opportunities in Goshen County. If you want to invite niche markets like your ranchers and farmers to specific events like a pig roast, work with the Livestock Auction to either share their list or market your event to their attendees within their marketing materials.

9) Brand your Visitors Guide
A Visitors Guide works to highlight all that you have to offer in an easily digestible format. Use your asset database to develop a regional Visitors Guide that organizes experiences both by dining, attractions and lodging as well as by Big Land Adventures and Small Pleasures. A few ideas:

- Use a 4” x 9” design format because it is less expensive and more easily fits into a brochure rack.

- Once developed, you can work with the Chamber of Commerce or hire a distribution service to stock these brochures in the state visitor centers, hotels, gas stations and campgrounds across the region. A copy should also be included in your economic development recruitment pieces to showcase the quality of life in Goshen County.

- If printing simply isn’t feasible from a resource perspective, start by making the guide available for download from your website.

- You’ll want to begin building a database of inquiries. To track their information, just ask for their address, zip code and email address before making the download available.

- Use a combination of larger-than-life photography infused with personality to illustrate the range of the big land as well as detailed photography for bringing small pleasures to life.
- Include a map of Goshen County (and all its communities) and indicate where visitors can find dining, lodging and attractions as well as Big Land Adventures and Small Pleasures.

- Include a page for taking notes in the guide.

- Build in a methodology to track the number of downloads. This can be used later as data for calculating an estimated ROI.

Two versions of the cover of the Visitors Guide.
10) Brand your digital media

Visitor research showed that Goshen County does not have strong name recognition as a destination. A strong digital presence is the single most cost-effective means for spreading the word about Goshen County. One identified website should exist as the hub for all visitor information regarding the region. The central portal should reflect the colors, language, design and content of a brand based on a destination featuring big land and small pleasures. The website should reflect a journey of surprising discovery where the visitor uncovers unexpected treasures. Use the language of the brand narrative to develop the tone. Don’t forget to also integrate your brand’s graphic identity into your Facebook and Twitter landing pages. The URL gogoshen.net has been reserved for this purpose.

The Goshen County Tourism Promotion Board already has plans to launch a website geared towards visitors. Here are a few ideas to consider as you move forward with design and content:

- Website design is moving away from the cluttered appearance of previous destination marketing and toward simpler sites with more impactful photography.

- Along these lines, North Star recommends keeping it simple but effective. The main navigation at the top of the screen is organized with the headings Eat, Stay, Events, Big Adventures, Small Pleasures and a Map of the area to showcase the vastness of your land. If you scroll over any of the items in the navigation, a drop down list will appear. Shown here, Small Pleasures includes spot a rare bird, sip tea for two, find the perfect gift, star gaze and love local wines. Of course, you can include any Small Pleasures you want to profile at the moment. Near the bottom of the page, visitors can explore the 5 communities that comprise Goshen County.

- Moving back up to the top of the page, you’ll see social media icons and a button labeled My Goshen. My Goshen is an interactive tool that allows visitors to plan their trip by adding activities to their account. Once created, visitors can share their itinerary via email or social media. It also serves to capture their email address for your inquiry database. Itinerary builders are a great way to get visitors invested in researching attractions and planning their own trips, which could increase stay time in Goshen County. However, interactive itinerary builders can be more expensive due to functionality. Work closely with your website designer to identify the goals of this site.

- Because attractions and assets are widespread in Goshen County’s Big Land and because many visitors are not familiar with all you have to offer, include an easy to use map as one of your internal pages. In keeping with your brand identity, you’ll want to help visitors discover the big land and small pleasures by identifying them on the map. Here
you'll see Big Land is identified with a brick red bubble and the letters BL. Small Pleasures are denoted with a blue bubble and the letters SP.

- Clearly identify the location of the new Visitors Center. On this map it's the black marker. For this example, we just included three other sites in addition to the Visitors Center – Fort Laramie, the Gathering Place Tea Room and Table Mountain Vineyards.

- Use copy and the map to play off the fact that Fort Laramie National Historic Site was originally a way station for westward travelers. By pointing out nearby destinations, you'll help visitors plan their route throughout the state of Wyoming and even Nebraska, while ensuring Goshen County is a destination along their journey.

- Because few attractions in Goshen County have their own website, make sure to include a description of all the assets in your asset database along with contact information.

- Direct visitors to the best “Big Land” photo opportunities. If possible, have them marked in the landscape.

- Many experiences in Goshen County are available only by reservation. Make sure that visitors understand when attractions are open, what needs a reservation and how to make that reservation.

- Link to the Goshen County and Wyoming State Tourism websites and vice versa.

- Offer tips for camping, hunting for level of expertise, open sky experiences, etc. Work to put visitors in touch with people that create authentic big sky experiences.

- Recruit a local blogger in the spirit of Ree Drummond’s Pioneer Woman who can romanticize life in Goshen County. Ideas for blogs include:
  - Blog about modern-day homesteading in Goshen County (include tips and recipes)
  - Blog about goose hunting season – tips, recipes for cooking geese, best equipment and outfitters
  - Blog about western history – sites, archaeological digs by the Western History Center, and highlight events taking place

- Create a digital postcard series to promote activities and events in Goshen County. Encourage visitors to spread the word about all that Goshen County has to offer. Here’s one example of how to structure copy on the postcard:
Your Wild Goose Chase Ends Here.
Goshen County
Big Land. Small Pleasures.
Home of the 2Shot Goose Hunt
Held Annually on the Second Weekend in December
To learn more, visit: www.2shotgoose.com

- Create an easy-to-use form that people within Goshen County can access to include information about events and attractions. This allows you to offer a more up-to-date calendar with fewer resources.

- Ask Fort Laramie National Historic Site to include a link on their website that directs users to GoGoshen.net. They are an authoritative site for your destination that visitors are already using because the National Park Service has a lot of brand equity in their name.

- Consider creating a mobile site based on your larger tourism site. While coverage may be limited in parts of Goshen County, it is available along the interstate and could help alert weary travelers to the small pleasures ahead.
Digital marketing/Social media

- Make sure to integrate your brand into social media sites like Facebook, Twitter, Pinterest and YouTube. Social media offers an affordable strategy to elevate your relationship with visitors and a great way to have fun with the brand. Here’s an example from Lodi, California.

- To start building your fan base, reach out to the residents of Goshen County. They can serve as ambassadors for tourism and increase your reach by reposting your content to their own social network.
- Hold an Instagram photo contest for residents and visitors where they take a photo of something small in a big landscape (#BigLandSmallPleasures).
• Create a TripAdvisor page for Goshen County, Wyoming. Reviews for Goshen County restaurants, lodging options and attractions are already available on TripAdvisor. TripAdvisor will allow you to better promote Goshen County and assist visitors in planning their trip. Once you’ve created a listing for Goshen County, Wyoming as a destination, you’ll be able to add TripAdvisor widgets to your website — gogoshen.net. Get started here: http://www.tripadvisor.com/Owners-t8 by clicking on “Tourism Organizations”.

• To aid visitors driving through your destination, make sure all attractions, restaurants and lodging options are added to Google Places.

• Down the road, as your database of email addresses grows, you should consider a digital newsletter to reach out to inquiries and visitors. You could begin with a quarterly release and work up to a monthly e-newsletter. Feature attractions, activities, experiences and events that allow visitors to experience your big land and the small pleasures. Below are examples from Newark, New Jersey and Snohomish County, Washington.

• In addition consider content that supports your strategy. For example, consolidate all existing YouTube videos under the category of Big Land and Small Pleasures and ask residents and visitors to submit more. Sponsor a photo contest via Facebook or Flickr.

• Mine your website for content that is relevant to social media sites.
II) Identify easiest consumer touch points and brand them
Every time you and your employees interact with the public, it is an opportunity to build the brand in the minds of visitors (see suggested list of obvious “touch points” below).
The brand leader and her team should review and augment the following list of touch points.
Divide the list into three categories:

1) Easy: do immediately
2) Moderate difficulty: implement within the first year
3) Difficult: revisit later (designate a time

- Tourism Board
- Employees
- Telephone
- Services
- Web Site
- Voice Mails
- E-mails
- Word of Mouth
- Letterhead
- Publications
- Packaging
- Signage
- Newsletters
- Products
- Experiences
- Environment

- Public Relations,
- Press Releases
- Public Affairs
- Marketing and Advertising
- Events
- Annual Report
- Meeting Planner Guide
- Sales and Promotions
- Networking
- Direct Mail
- Trade Shows
- Exhibits
- Maps
- Presentations

- Speeches
- Social Media
- Billboards
- Posters
- Buttons/Pins
- Gifts
- Marketing Partner
- Resources
- Sponsors
- Visitors Center
- Outfitters
- Outdoor Guides
- Tours
- Local, State, National Marketing

A few suggestions on how to integrate the brand graphically and strategically into key touch points:

- **Phone Message** – Change any recorded outgoing message as well as the language that employees use when they answer the phone. “You’ve reached Goshen County . . . A big land full of small pleasures.” One of our clients went so far as to write and record a jingle based on their brand that plays whenever callers to their offices are on hold!

- **Name Tags** – Create name tags for your Visitors Center employees and volunteers using the color palette and logo.
• **Press Releases** – Add a standard final paragraph to every press release that presents Goshen County in the context of the brand. Use language from the brand narrative to guide development of this paragraph.

12) **Develop branded merchandise**

Whether it’s a t-shirt, hat, or reusable water bottle; branded merchandise is a tangible, memorable way to keep the brand top-of-mind with visitors. Sell merchandise via your website, Visitors Center, specialty gift shops, outdoor outfitters, etc. A few ideas:

- **T-shirts**
- Koozies shaped like cowboy boots
- Leather coasters
- **Portable water bottles that stand upright when full but flatten when empty.**
  
  [www.vapur.us](http://www.vapur.us)
- Belt buckles
- Cell phone covers, cell phone charms, cord organizers, ear bud pouches
- **Portable coffee mugs and tumblers**
- Binoculars (and cases)
- **Compass**
- Sunscreen
- Gear including backpacks, carabineers, collapsible trekking poles, compasses, bivy sacks, camp tools, flashlights, etc.
- **Hats and visors**
- Steamless wine glasses
- Steak brands
- Mini coolers, backpack coolers, chair coolers, wine coolers
- Recyclable picnic boxes with compostable dishes and utensils [www.boxsal.com](http://www.boxsal.com)
13) Brand cost-effective, relevant signage
Okay, we understand that a total re-haul of all signage that is relevant to tourism (entryway, directional, Visitor Center, etc.) is not politically or financially feasible. But signage is a critical branding component for destinations because many visitors will be unfamiliar with your layout. It is particularly important for a regional destination comprised of multiple locations.

- Start with your new Visitors Center in downtown Torrington. The logo is found above the door. Banners to either side of the door carry the heading, "Visitors Center". Consider setting up fliers and event announcements in window-front displays. As you think about art to be placed inside the Visitors Center, consider large landscape photos that depict the Big Land and close-up shots of small pleasures along with the people and animals that call Goshen County home. You can see that the building logo is a
derivation of the Goshen County logo. Using a logo that fits with your destination brand will help ensure that visitors know where to stop and find information about the county.

- Create entryway signage for each community in Goshen County to serve as both wayfinding and to establish communities within the County. Currently, communities are not clearly marked. Once these are established, volunteers at the Visitors Center could begin using these markers as cues along routes for visitors navigating your county.
• For existing entryway signage for your communities (i.e., Torrington), create a simple panel that can be attached to the bottom or side of existing signage that reads "Proud Part of Goshen County”.

• Secure long-term rights to strategically placed outdoor boards that read like entryway signage to Goshen County (remember to feature your spectacular scenery and small pleasures from the ad campaign). Place the outdoor boards on Hwy. 26 and Hwy. 85 to intercept visitors. In addition areas near Scottsbluff National Monument and Yellowstone National Park would be ideal, especially during summer months when travelers may have time to extend their trip to include Goshen County.
- Use pole banners as regulations allow in parking lots of retail developments, schools, the Visitor's Center, museums, etc. Pole banners are a great way to stretch unified signage throughout Goshen County to elevate the aesthetic, image and presence of the new brand. In this example, an idea for an annual event is shown on the left side and a branded county banner is hanging on the right side.
14) Develop an annual event in the heart of the brand

Your brand should prove to be an excellent fit for some of Goshen County’s existing events and for development of new branded events motivating overnight travel and commerce. Start by drafting a list of existing events that support your new brand strategy. Banners, signage, information tables and kiosks, merchandise, promotions and activities at the event or festival are all ways to establish the connection between Goshen County and its boundless opportunity.

Meet with event organizers of existing events to brainstorm how to integrate branded elements and language into the current event calendar or how to use the brand to enhance the event offering.
A couple of ideas for Goshen County include:

- **Annual Goshen County Fair**
  - County fairs are chock full of small pleasures from the land, so there are real opportunities for co-marketing here.
  - Create a Goshen County Fair logo in the spirit of the brand.
o In advertising create some visual contrasts between the biggest things (pigs, pumpkin, cattle) and the small pleasures (snow cones, pies, blue ribbons).

o Create permanent and temporary signage in the spirit of the brand.

o Hold a Big Fair, Small Pleasures geocache where visitors find treasures and treats hidden throughout the fair and get the opportunity to leave their own caches.

o Divide the petting zoo into big and small animals.

• 2Shot Goose Hunt

o Partner with restaurants to sponsor themed dinners during this event where they feature goose on their menu. Challenge bartenders to create specialty cocktails using Grey Goose vodka.

o Create a 2Shot Goose Hunt logo in the spirit of the brand.

o Sponsor a Big Land. Small Pleasures. goose call contest. Give away a branded commemorative goose call as a prize. Make sure to capture on YouTube and post.

o Invite the members of Duck Dynasty to your big land.

o Ask Table Mountain Vineyards to develop a special wine and wine label to commemorate the event.

o Get residents involved with the promotion. For example, there is a Cherry Festival in Georgia where residents put wreaths on their doors during the event, paint cherries on their cars a month or more ahead of the event and wear buttons all during the event. Remember to co-brand all these items so to start building awareness for Goshen County.

The Goshen County Tourism Joint Promotions Board (i.e., Go Goshen) has indicated an interest in developing a new event that embodies the brand. While there is tremendous opportunity here, keep in mind that event development is expensive and time-consuming so it
might be more cost-effective to work with an existing event. If you do develop a new event remember that it should be multi-day to encourage visitors to stay overnight and should offer diverse activities to appeal to the whole family. In addition, your event should be distinct from those of your competitors, should work to engage all stakeholders within your community and should take place when the weather or natural beauty is most pleasant in the region. One idea:

- **Goshen Stampede**: Celebrate the horses and mules making their pilgrimage each fall from Rocky Mountain National Park to Fort Laramie. Ideas for activities:
  - Host horse-related events (barrel racing, jumping, roping, horse shows, etc.) at Goshen County Fair Grounds.
  - Install a web cam in the horses pasture.
  - Offer hot air balloon rides, a colorful way to make use of your big land and wide open skies.
  - Celebrate with a chuck wagon dinner and bon fire at Fort Laramie when they arrive.
  - Create an exhibit that showcases what the animals do at Rocky Mountain.
  - Partner with Rocky Mountain, Fort Laramie’s sister park, to advertise the annual event.
  - Outline a trail ride in Goshen County and surrounding areas.
  - Host trail rides along the walking trail at Fort Laramie.
  - Hold a 5K or half marathon race called the Goshen County Stampede.
  - Highlight the different types of birds that will use the Platte River to migrate.
  - Host a parade to welcome horses.
  - Feature a competition in campfire cooking using unique ingredients (most of them local).
  - Hold blacksmith demonstrations of spurs, belt buckles and horse shoes.
  - Offer live music with Little Big Town as the headliner (or at least feature covers of their songs).
  - Cover kids with the logo via temporary tattoos and face paint.
  - Present various contest winners with logo belt buckles.
  - Let visitors try their hand at mechanical bull riding.
  - Brand a covered wagon and offer rides.
15) Extend your brand experience to the Visitor's Center
Many guests to a destination begin their journey with a trip to the Visitor's Center. Make your beautiful new location more than just a place to pick up brochures . . . make it part of the fun.

- Have volunteers or employees wear branded t-shirts.
- Include local photography on the walls that depicts the big land and small pleasures.
- Give your visitors a warm welcome with samples of tea from the Gathering Place Tea Room.
  - Allow visitors to make reservations on the spot
  - Sell branded tea cups and bags of tea
- Highlight the trails within the county by giving guests samples of trail mix.
- Feature a covered wagon that kids can climb on.
- Pay tribute to the infamous Oregon Trail computer game by allowing children to dress up and decide what they'll take on the wagon train by creating a physical or interactive general store.
- Feature a game table with the Oregon Trail game.
- Sell locally made items in the Visitors Center.
- Include comfy leather couches and chairs where visitors can relax and charging stations where they can charge their phones.
- Play western music.
- Invite speakers to give demonstrations on hunting, cooking, leather working, roping, etc.
- Target Visitors Center in Wyoming and western Nebraska that would potentially feed visitors into Goshen County.
  - Visit each center in person on a quarterly basis.
  - Bring new marketing materials, share a list of upcoming festivals and events, bring local product samples, and/or branded merchandise to encourage representatives to share information about Goshen County with visitors.
  - If a special event is around the corner, consider creating a special display at each center.
  - Building and maintaining relationships with tourism professionals in these locations will ensure that your content is being shared with potential visitors.
16) Take your tourism show on the road

Destination brands that encompass a number of communities such as Goshen County offer an extra layer of challenge. Every community, organization and asset wants equal branding exposure, thus there is often disagreement regarding where important elements such as the regional Visitors Center will be located. One unique memorable way to address this is with a mobile Visitors Center that can easily move from town to town. (Your mobile center can serve as an extension of your permanent bricks and mortar Visitors Center in Torrington.)

The center does not need to be huge, expensive or complicated. It can even be a kiosk easily moved by a pick-up truck. Content within the Center can change depending on what events or attractions are being featured at the time, making this approach ultimately flexible. For example, during the County fair or a rodeo feature information about roping, riding, rodeo tours, agriculture, etc. During music festivals showcase artists, CDs, and musical instruments. Wine, art, boating and Western heritage are also prime topics for your mobile Visitors Center. The mobile center can be moved from town to town, as well as to attractions, organizations, events, retail outlets and festivals throughout the region to help create a physical presence for
Goshen County in the area where action is likely to be greatest at any given moment. In some cases it can even travel to surrounding destinations like Yellowstone, as a reminder to visitors to stop in Goshen County on their way home.

Santa Monica Mobile Visitors Center
17) Show tourism industry businesses how to play
There is a direct relationship between the success of your destination brand and the hospitality industry retailers and businesses that call Goshen County home. We already discussed hosting a meeting or presentation with regional attractions, restaurants, retail stores, lodging, etc. that introduces the brand and explains the importance and impact of tourism and the brand to Goshen County's growth. Lunch at a nice restaurant can increase attendance (charge per attendee). Some suggestions:

- Do not present the brand to hospitality stakeholders until there is visible evidence of it in some capacity (signage, tourism website). The more businesses can see the brand being put to good use, the more likely they are to use it themselves.
- Hang banners at the event locale with the brand color palette, logo and strapline. At every table, include tent cards with the brand narrative on one side and the logo on the other.
- Customize the brand PowerPoint presentation for the tourism industry audience. REMEMBER, a roll-out is for sharing what you've learned about the new brand direction, not about unveiling the new logo.
- Keep it short and simple, about 35-45 minutes with questions afterward.
- Show businesses how the brand can help increase tourism generally and their business specifically. Showcase volunteer opportunities for businesses. Give businesses a way to sign up to help that day.
- If budgets allow, present attendees with a branded gift and a camera-ready logo that they can use in advertising and on websites. The gift can even be a branded thumb drive containing the logo.
- Show them how easy it is to use the new logo design for themselves. For example, this is how the famous Torrington Livestock Auction could use the logo.
Following the event, email attendees thanking them for coming and reviewing the goals of the new brand. Attach the PowerPoint presentation for their use.

- A guide for working with your businesses can be found in Appendix F.
- Encourage businesses to pay homage to the region in marketing, signage, product packaging, etc. North Star client Dublin, Ohio worked with local businesses to create experiences that supported their "Irish is an Attitude" brand. Some of the experiences included: Sipping a high Irish tea; making an Irish Scone; learning to dance an Irish Jig; and shopping for Belleek china. A few for Goshen County to spark additional thinking:

  o **Hotels/B&B’s:**
    - Include branded tent cards in rooms that feature lists of small pleasures they don’t want to miss including things like homemade breakfast, a cup of hot tea or the sunrise.
    - Include an ad for Goshen County in the in-room attractions or activity book.
    - Brand mints for pillows with a card that says, “Enjoy this small pleasure” or the wakeup call by saying, “Time to wake up and enjoy a big day filled with small pleasures.”

  o **Restaurants/Bars:**
    - Challenge your unique restaurants to create the ideal Goshen County meal that represents both “Big Land and Small Pleasures”. For example, a top-grade cut of local meat cooked to perfection (branded with the Goshen County logo or co-branded with the restaurant logo and the Goshen County logo). Dessert could be a small pleasure like a chocolate dipped strawberry or an after dinner drink. The idea is to combine big and small, rugged and elegant.
    - Restaurants can reward residents who bring in a framed photo depicting the strapline with a free meal, dessert or cocktail and the fun of having their picture hung on the wall.
    - Present local restaurants and steakhouses with branded brands to use on their steaks.
    - Have local bars hold a contest to create drinks based on the Goshen County brand using big flavors with small unique garnishes.
    - At tables and on bars have table toppers that include a list of all the small pleasures in the regions.
- **Table Mountain Vineyard**
  - Use branded stemless wine glasses.
  - Create a "Big Land Red" and a "Small Pleasures White".
  - Use the brand to promote the vineyard as an events venue.
  - Create a wine club and use branded labels to ship out wines.

- **Local merchandise/export**
  - Identify all products and services that are made locally and market them as part of the "Small Pleasure from a Big Land" program. Market via your website and Visitors Center as well as in hotel bars and restaurants that sell local goods. To begin, start by labeling packages of wine shipped from Table Mountain Vineyard. Steaks, produce, art, jams and jellies, coffee are all great ideas.
  - Virtually everything sold at the Wagon Wheel Pantry is a candidate for this sticker!
○ Coffee Shops
  - There are many ways a coffee shop could have fun with the line. For example, they can private label their own coffee where the strongest brew is called Big Buzz and the caffeine free is Small Pleasure. Or branded java wraps could read “Big Morning. Small Pleasure.” Or marketing messages could say, “Before you explore this big land treat yourself to a small pleasure.”

○ Wedding Planners
  - Offer “Big Land. Small Pleasures.” themed wedding where the couple gets married on a ranch or in a big, wide-open vista. Small pleasures include cake, wine, leaving the event in a covered wagon, etc.

○ Cattle Ranchers
- We understand that Goshen County's cattle ranches are big business for the region, but they also have a lot of tourism potential and they certainly epitomize the idea of "Big Land". Many of your ranchers may not be interested but you may also have some ranchers who are real characters, interested in sharing their ranches with visitors on a limited basis.
- Meet with your ranchers and determine what is possible — tours, outdoor dinners, roping and riding lessons, watching cowboys in actions, campfires and storytelling.
- As part of this initiative, turn your cattle ranchers into heroes. Your website is a great place to do this. Feature the history of each family ranch and something interesting about each rancher. Include pictures of the family, the cattle, and the cowboys who work the farms. This is an approach that Lodi, CA has taken with its grape growers to differentiate themselves from other wine country destinations. See website page dedicated to growers below.

hen working with your historical assets like Fort Laramie and the Homesteaders Museum, place the pioneer experience in the context of the brand. With very little knowledge and resources, pioneers were traveling across this big land. Talk about the types of small pleasures that kept them going including a night at Fort Laramie. Work with guides and volunteers so that they can use similar language
during their presentations. In marketing and communications feature a similar message.
- Use the arch of the bridge at Fort Laramie to showcase the Goshen County logo.
- Consider a Big Land, Small Pleasures display at the Homesteaders Museum that talks about what people did for fun, for relaxation and for pleasure. Contrast that with the land that they had to traverse and in some cases try to tame. Feature info about travel, building homes, cultivating fields, etc.

- **Farmer's Markets and Agricultural Stands**
  - This brand is custom made for your agricultural assets, which literally represent the small pleasures grown from this big land. In addition to integrating that message into marketing and communications, place the local products sticker on produce, create branded shopping bags for Farmer's Markets and roadside stands and encourage those involved with agritourism to wear branded t-shirts when dealing with the public.

18) **Show Goshen County Public Sector Organizations how to use the brand**
The Goshen County Brand was developed for tourism, but there are a lot of ways that the Chamber of Commerce and Economic Development Corporation can put it to use. A couple of ideas.

- Use the Visitor's Guide as a Newcomer's Guide.
- Include the Visitor's Guide in your ED recruitment package.
- Send out invitations to site selectors and group tours to some of your more unique events – goose hunting trip, a cattle auction, a rodeo, an outdoor dinner on a ranch.
- Send ED prospects a unique branded gift like a steak brand – one with their logo and one with yours.
- Work to private label the Oregon Trail game and use it as a unique way to capture the attention of prospects.
- Develop logos for these organizations in the spirit of the brand.
- Create a Pioneers of Fort Laramie friends group to promote and assist the historic site. Help with fundraising, gathering volunteers for events, promoting events, etc.

19) **Help your communities benefit from the brand**
The size of the success of the Goshen County brand is directly tied to its acceptance and use by each of the communities within the region. A few ideas:

- It all starts with communication! As we mentioned earlier, develop a PowerPoint presentation that helps your communities understand the origins of the brand. Include
slides demonstrating how the personality and assets of each of the communities was
taken into account when researching and developing the brand.

- Meet one-on-one with community leaders, asking for their help in the introduction of
  the brand. This is critical — and political — step. No one wants to feel left out.
  Remember to include members of the Tourism Board and branding committee who are
  from these communities in the meetings.

- Some North Star clients brainstorm fun or interesting ways to introduce the brand in
  the media, giving leaders from every community a role in the process. Virginia's Blue
  Ridge — a tourism region encompassing Roanoke, surrounding communities and part of
  the Blue Ridge Mountain Parkway — met one on one with representatives from each
  community, asking them to be part of a high-end "fashion show" that demonstrated all
  the mountain and metro assets throughout the region. The show kicked off a press
  conference introducing the brand. Check out the show on YouTube!
  http://www.youtube.com/watch?v=YuAZRvBFRYk

- Present the leaders from each community with a toolkit that they can use to put the
  brand to work easily and immediately. The kit should include:
  - A gift, like a hat or wine glasses
  - Camera-ready logo in a variety of formats
  - Graphic standards guide
  - Brand narrative and vocabulary
  - Computer bug for their individual websites announcing them as a "Proud Part of
    Goshen County's Big Land and Small Pleasures"

- Talk about plans for how Tourism Board/Go Goshen plans to use the brand to weave
  the different communities together into a more cohesive destination including pole
  banners and signage.

- Make sure your signature event includes every community.

- Ask each community to review copy on their website and in any other promotions to
  see where they can integrate the tone, graphic style or narrative message of the brand.
  Have your staff designers and writers help with this if necessary.

- Make sure all your communities are represented on your website and in the Visitor's
  Guide in a branded capacity.

- Meet quarterly or bi-yearly with community leaders individually or in small groups to
  brainstorm additional customized ideas for integrating the brands into their
  communities.
20) Promote the destination via public relations
Public relations is one of the most credible and cost-effective ways to get the word out about all Goshen County has to offer. A few ideas:

- Create media profile sheets that include:
  - Overview of destination, facts, what’s new, story ideas, meeting ideas, special promotions, annual festivals, contact info

- To generate a buzz about Goshen County, consider pitching stories on the following topics:
  - Your goose is cooking – include a calendar of goose cook-off events like the Hawk Springs Goose Cook-Off, provide a list of recipes, and feature cooks in the area.
  - Experience small pleasures in Goshen County – highlight hidden treasures in the county like the rodeo events at Goshen County Fairgrounds and the Historic Wyoming Theater.
  - Showcase modern-day homesteaders – highlight working farms and ranches that grow and raise their own food.
  - Made in Goshen County products – highlight things that are made in the county like wine from Table Mountain Vineyards or local cuts of beef available a Kelly’s Supermarket.

- If a media representative writes a story on Goshen County, ask them to create content for your website in exchange for a familiarization tour of the area. (Example: write 200 words on the top 5 things to do in the area.)

- Reach out to bloggers that would be interested in your area. Consider bloggers in the following areas: foodies, hunters, waterfowl hunters, wildlife enthusiasts, history buffs, summer vacation travelers and modern-day homesteaders.

- Look at the table of contents for the publication that you’d like to cover Goshen County and see how your destination fits into the list:
  - Goshen County has a lot to offer, but reviewing the table of contents may spark some thinking about what you can highlight. Example: story about a female taxidermist may be very intriguing to some publications.

- Before purchasing ad space in a publication, ask what your competitors are promoting in their advertisements.

- Contact the Chamber of Commerce in your target markets and ask for a list of local magazines that you can advertise in. Potential markets:
  - Yellowstone
  - Scottsbluff
  - Jackson Hole
  - Cheyenne
EVALUATION

HOW IS THE BRAND PERFORMING?

Evaluation yields new information which may lead to the beginning of a new planning cycle. Information may be gathered from concept pre-testing, campaign impact in the marketplace and tracking studies to measure a brand's performance over time.

Ideally, two basic questions will be answered: Have responses to the brand among target audiences changed in the way the BrandPrint intended? And have these changes resulted in consumer action that will achieve the desired objectives of the brand? Turnkey or do-it-yourself programs are recommended depending on the needs of the destination.

To begin the process of brand evaluation, North Star has set up a schedule to discuss Goshen County's brand progress. This schedule begins immediately after the delivery of your BrandPrint.

- Immediately – North Star recommends that Goshen County focus efforts on growing its inquiry database. These leads will be the best data start point for future brand evaluation.
- Six months – North Star's Research Director will conduct an assessment call to outline a plan for measuring brand performance moving forward.
- One year – Goshen County will be contacted to determine specific measurement goals including re-measuring awareness, perception and CBSA market potential.

Building your database and further segmenting it by user group (such as business, group tour, meetings, etc.) is the best way to ensure future success measurements can be calculated. The other half of the "brand performance measurement" equation is the benchmarks set by the research studies conducted on behalf of this BrandPrint process. Likely recommendations for success measures at Goshen County's one-year mark include:

- Resident and Regional Tapestry Profile Who and What Reports update (Community Tapestry Study)
- Consumer Awareness and Perception Study (CAP Study)
- Perception Study
GOSHEN COUNTY TAPESTRY PROFILE STUDY

Purpose

A Community Tapestry Study is conducted to understand the target audience's lifestyle in detail. This included profiling reports for Goshen County residents and the region surrounding Goshen County.

Methodology & Results

Tapestry represents the fourth generation of market segmentation systems that began over 30 years ago. This powerful tool classifies U.S. neighborhoods by lifestage and lifestyle in addition to traditional demographics.

The results from the Tapestry studies can be classified into two main reports:

- **Who Report:**
  - Profiles the demographic and lifestyle segmentation of the population
  - Classifies the population in each of the ways outlined above and indexes the population under study against national averages

- **What Report:**
  - Provides a detailed profile of the core population for 37 separate lifestyle and media groups in over 2,200 sub-categories
  - Each category is indexed against the average U.S. resident to determine whether a member of the population under study is more or less likely to exhibit the specific behavior (100 represents the national average).

Key findings from the Community Tapestry reports allow for greater understanding of your residents and visitor groups. The more you understand about your target audiences, the better you can target your message to them.

Timing

Tapestry Profile Studies of visitors should be conducted every one to three years to monitor changes in regional preferences and lifestyles.
CONSUMER AWARENESS AND PERCEPTION STUDY (CAP STUDY)

Purpose

The purpose of this study is to gain insight into consumer awareness, visitation and perceptions of Goshen County.

Methodology & Results

This quantitative survey is fielded online outside of Goshen County’s borders in order to obtain an outsider’s perspective. The survey measures:

- Overall top-of-mind perceptions of Goshen County and immediate competitors
- Consumer visitation trends (frequency and nature of visitation)
- Consumer visitation drivers (business, leisure, friends and family)
- Strengths and weaknesses of Goshen County identified within community attributes
- Consumer suggestions on what is missing from Goshen County
- Measurements of Goshen County delivery of hospitality
- Measurements of Goshen County quality of life indicators

Timing

The CAP Study should be conducted annually. The first survey should be conducted no sooner than one year from brand introduction (when there is visible implementation of your brand in the community).
GOSHEN COUNTY PERCEPTION STUDY

Purpose

We now have an understanding of current brand perceptions among visitors. Because the brand strategy encapsulates those brand perceptions and takes them even further with the refined Goshen County positioning, this study would allow us to see if we successfully refined the brand further in the eyes of the visitor. If brand perception did not change as we intended, then we can fine-tune the media and messaging accordingly.

Although the primary purpose of this study is to track brand perception, it is recommended to explore the issue of business development to see what the consumer desires in this arena.

Methodology

- Conduct annually
- Include individuals in the study who represent some of Goshen County’s largest visitor segments (e.g., group tour leaders, sports tournament directors, meeting planners, and outdoor excursion organizers).