

**Wyoming Department of State Parks and Cultural Resources
ANNUAL REPORT – FY2013 (July 1, 2012 – June 30, 2013)**

General Information

Agency Name: Wyoming Department of State Parks and Cultural Resources

Director's Name and Official Title: Milward Simpson, Director

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Other Locations: Cheyenne: Wyoming Arts Council
Laramie: SHPO Cultural Records Office
Office of the State Archeologist
Lander: State Trails Program Field Office
Statewide: State Parks and Historic Sites

Statutory References:

Established 1895, reorganized July 1, 1999, as the Department of State Parks & Cultural Resources

W.S. 9-2-401 through 9-2-419 – State Archives, Museums and Historic Department
W.S. 9-2-901 through 9-2-911 – Wyoming Arts Council
W.S. 9-2-1701 through 9-2-1708 – Reorganization of State Government
W.S. 9-2-2017 – Department of State Parks and Cultural Resources Creation
W.S. 9-2-2301 through 9-2-2308 – Wyoming Cultural Trust Fund Act
W.S. 11-10-113 – Wyoming Pioneer Memorial Museum
W.S. 16-6-801 through 16-6-805 – Works of Art in Public Buildings
W.S. 24-14-101 through 24-14-102 – State Parks Road Program
W.S. 31-2-401 through 31-2-409 – Snowmobiles
W.S. 31-2-701 through 31-2-707 – Off-road Recreational Vehicles
W.S. 36-4-101 through 36-4-123 – State Parks and Cultural Resources
W.S. 36-8-103 through 36-8-107 – State Parks and Reserves – In General
W.S. 36-8-301 through 36-8-320 – State Parks and Reserves – Hot Springs State Park
W.S. 36-8-501 through 36-8-502 – State Parks and Reserves – South Pass City State Historical Site
W.S. 36-8-601 through 36-8-602 – State Parks and Reserves – Curt Gowdy State Park
W.S. 36-8-701 through 36-8-702 – State Parks and Reserves – Sinks Canyon State Park
W.S. 36-8-801 – State Parks and Reserves – Fort Fred Steele State Historical Site
W.S. 36-8-901 through 36-8-902 – State Parks and Reserves – Bear River State Park
W.S. 36-8-1001 through 36-8-1002 – State Parks and Reserves – Wyoming Territorial Prison
W.S. 36-8-1203 through 36-8-1204 – State Parks and Reserves – Designated Transfer of Lands
W.S. 36-8-1401 through 36-8-1403 – Wyoming Historic Mine Trail and Byway
W.S. 36-8-1501 – Other Designations
W.S. 39-17-111 – Snowmobile Gas Tax Distribution

Clients Served: Wyoming citizens, out-of-state visitors, local, county and state governments and agencies, public schools and institutions of higher education, Wyoming nonprofit organizations, Wyoming businesses

Group to Which Agency Reports: State Parks and Cultural Resources Commission (Advisory)

Number of Members: Nine

Meeting Frequency: Quarterly and additionally, as needed.

Wyoming Quality of Life Result:

- Wyoming values the unique aspects of its western heritage, providing residents and visitors expanding access to cultural, historical and recreational experiences.
- Wyoming's natural resources are managed to maximize the economic, environmental and social prosperity of current and future generations.
- Wyoming families and individuals live in a stable, safe, supportive, nurturing, healthy environment.
- Wyoming state government is a responsible steward of state assets and effectively responds to the needs of residents and guests.

Contribution to Wyoming Quality of Life:

This agency contributes to the Wyoming quality of life through a combination of preservation, education/outreach, planning/construction/maintenance, and public safety by providing opportunities to learn about and enjoy the state's arts, parks and history.

Basic Facts:

The Department of State Parks and Cultural Resources (Arts Parks & History) consists of approximately 170 full time, 14 permanent part-time, and 130-150 seasonal personnel. The department consists of two divisions: the Division of State Parks, Historic Sites and Trails (SPHS&T), and the Division of Cultural Resources. In addition, the department includes an administrative services section (Director's Office, Human Resources, Accounting, Information Technology and Public Information/Education) serving both divisions.

The department's headquarters and Wyoming Arts Council office are located in Cheyenne, with State Historic Preservation and State Archaeologist field offices in Laramie, Trails Program offices in Lander and State parks and historic sites located statewide.

The total operating budget for the department for Fiscal Year 13-14 was \$50,985,661, of which \$36,675,108 were general funds. The Department's budget accounts for about 1.6% of the state's overall General Fund budget.

With recent economic impact studies, Wyoming State Parks, Historic Sites & Trails has a cumulative economic annual impact of \$469.1 million, \$20.0 million in state and local tax revenue, and supports 3,891 jobs. In a 2009 economic study, Wyoming's state parks and historic sites had a \$78.1 million impact which supported 1,123 jobs and \$3.0 million in taxes. In a 2012 economic study, Wyoming's Snowmobile Trails had a \$145.8 million impact supporting 1,300 jobs and \$7.4 million in taxes. In a 2012 economic study, Wyoming's Off Road Vehicle Trails had a \$244.2 million impact supporting 1,468 jobs and \$9.6 million in taxes.

Recent Creative Vitality Index (CVI) studies show that the 117 Wyoming non-profit arts and art-active organizations, supported in part by Wyoming Arts Council grants, generate over \$57.9 million in income. Art Gallery and Individual Artist Sales were reported at over \$103 million. The CVI reports over 8,200 creative jobs in the state, including artists in all genres.

Performance Measurement #1: *Preservation – Protecting Wyoming’s important cultural resources*

Story behind the last year of performance:

The Cultural Resources Division programs showed only minor fluctuations in preservation. Program budgets for all programs showed decreases, due to budget reductions. Despite any changes in budgets, the cultural programs maintained productivity levels from the past year by shifting priorities and limiting travel.

This year the Wyoming Cultural Trust Fund (WCTF) devoted 25% of its grant dollars, \$193,996, going directly historic preservation projects. Those dollars funded bricks and mortar repairs to historic building, archaeological research, providing for historic preservation easements and interpreting Wyoming’s history.

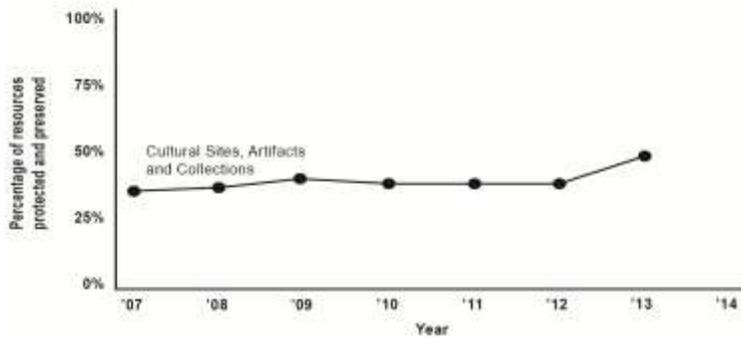
The State Archives maintained preservation levels for paper documents and photographs while carrying out a project to migrate audiotapes to digital format. In addition, the Archives staff is working with Enterprise Technology Services to establish a digital repository to assist agencies in preserving their digital records.

The State Historic Preservation Office (SHPO) continued to do preservation work around the State this past year, including providing communities with grant funds, from over \$68,000 in Certified Local Government Grants. The SHPO staff continued to provide technical assistance to constituents working on preservation projects as well as documenting and maintaining records of both historic and prehistoric properties throughout the State.

SPHS&T’s primary role in preservation is protecting, preserving and interpreting state historic sites. SPHS&T is responsible for approximately 125 historic structures within the state historic sites. For this reason, the percentage of historic structures that are protected, preserved and ready for interpretation/interpreted is included in the graph.

In order to be considered preserved, the exterior of the structure has to be in good shape and not in need of additional work other than general maintenance. Structures cannot be considered preserved if they were simply stabilized, since they are not restored and ready for interpretation. Structures were also not removed from the preserved category if they required paint or white wash since that is considered general maintenance. The interior condition of the historic structures was not addressed.

#1: Preservation



What has been accomplished?

The museum experienced a slight increase in the number of artifacts catalogued, due to making that a priority after settling into the Uncover warehouse facility. Since 2009 the Wyoming State Museum has added 4,797 artifacts to the collection. This average of 960 new artifacts per year is remarkable because the State Museum has no acquisition budget and must rely on the generosity of donors.

Archives staff has digitized one hundred audiotapes, thereby transferring the oral histories to a new format and opening up the possibility of making them accessible online. The Archives worked with Enterprise Technology Services to select the software to be used for the digital repository. A pilot project is underway and the Archives staff expects to be ready to offer this electronic records preservation option to state agencies in July of 2014.

The SHPO and the Office of the Wyoming State Archaeologist both remained stable over this fiscal year. Both programs continued to record and document a similar number of prehistoric and historic properties for permanent keeping as in previous years.

The State Parks, Historic Sites and Trails Division (SPHS&T) operation budgets were cut, specifically \$85,500 from Fort Fetterman, Fort Fred Steele, Independence Rock, and Medicine Lodge and consequently local preservation was decreased due to decreased man power and material purchases. Through the construction budgets, the Division was able to preserve many of its historic structures to maintain their status. We were able to finish the Ft Steele, Register Cliff and Ames Monument preservation projects. We are currently in the process of preserving the newly acquired Douglas POW Officer's Quarters as well as other smaller projects in the state. In addition, the agency has partnered with the University of Wyoming to preserve the extensive collection at South Pass City State Historic Site.

Performance Measurement #2: *Customer Service and Outreach – Providing high quality access to Wyoming's cultural, natural & recreational resources and opportunities*

Story behind the last year of performance:

Over all of the Cultural Resources Division programs customer service and outreach was maintained at FY11 levels. The Wyoming State Museum experienced turnover in staff positions as did the Wyoming Arts Council, both due in large part to retirements. In both cases the duties of these positions were covered by shifting and redistributing responsibilities of the staff. Both programs were able to maintain levels of customer service similar to the previous year despite these changes. The SHPO and the Archaeology program saw a reduction in travel, thus were unable to maintain the level of onsite visits to constituents as in the previous year.

To better address the needs of the state, the Wyoming Cultural Trust Fund implemented a second grant deadline. With two grant deadlines per year, the Trust Fund can better address the projects and activities within the state, and avoid the unexpected consequences of delaying construction seasons or losing the opportunity to take advantage of unique opportunities as they arise.

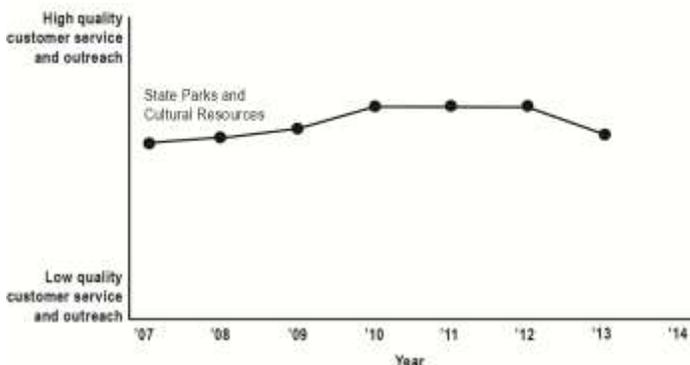
The Archives assisted with 5,575 research requests during the year. Researchers from forty-two states and four countries visited the reading room at the Barrett Building. Researchers from forty-seven states and eight countries wrote, called, or emailed the Archives with research questions. The Records Management unit is working on streamlining the process of managing records, thereby providing more efficient service to agencies. The staff of the State Imaging Center (formerly Micrographics) is in the process of transitioning from spending most of its time producing microfilm to spending the majority of its time scanning records. The Archives staff has focused much of its time and energy available for outreach on social media. The Archives has an active and popular Facebook page.

The Arts Council continued the Operating Support Grant program, which assisted eighteen non-profit arts organizations in meeting basic operating expenses, thus helping those organizations to continue to provide/preserve arts programs in their communities. The Arts Council maintained grant funding levels from the previous year, provided summer education workshops for teachers, held a symposium for Wyoming's Visual Artists, began a new working relationship with the Wyoming Main Street Program, and oversaw the completion of three Art in Public Buildings projects at state-funded facilities.

Regarding the SPHS&T Division, in our 2010 Visitor Survey, the public was asked: *How helpful did you find park/historic site staff?* 82% of the respondents to the survey indicated park/historic site staff was "Very Helpful" while 17% responded staff was "Fairly Helpful". Due to budget cuts, certain parks/sites were reduced to very basic services this past year. As such, this hindered our ability to service the customer and expect our rating to decrease.

The State Trails Program oversees the operation of 2,400 miles of snowmobile trails, 6,300 miles of off-road recreational vehicle (ORV) trails, and 30,000 miles of enrolled ORV roads located primarily on federal lands across the state. The 2012 Wyoming Snowmobile Survey indicated 88% of residents, 96% of nonresidents, and 90% of snowmobile outfitter clients were either 'satisfied or extremely satisfied' with their Wyoming snowmobiling experience, while only 4.8% of residents, 1.2% of nonresidents, and 5% of outfitter clients were dissatisfied. The 2012 Wyoming Off-Road Recreational Vehicle (ORV) Survey indicated 70% of residents and 90% of nonresidents were either 'satisfied or extremely satisfied' with their Wyoming ORV riding experience, while 13% of residents and 3% of nonresidents were dissatisfied, due primarily to sometimes restricted access to federal lands.

#2: Customer Service and Outreach



What has been accomplished?

Budget reductions will force the Archives to cut back on spending for supplies, including the purchase of materials to produce microfilm. The result will be the production of less microfilm.

The Wyoming Arts Council continued to provide grant opportunities to artists, arts organizations and educators at levels similar to the last year.

The SHPO has not seen any decline in requests for comment on Federal Undertakings and the staff size has remained constant. The SHPO continues to work toward finding more efficiency in handling of Section 106 projects and worked toward finalizing Programmatic Agreements that will streamline the consultation process with Federal Agencies.

The Office of Wyoming State Archaeologist continues to disseminate research results through public programs statewide and work with avocational volunteers on field projects.

The State Museum has maintained basic exhibit functions at the Barrett building and did focus efforts on cataloguing artifacts in the collection. The museum initiated more robust programming, exhibition, and outreach plans over the past year and had more than 76,000 people take part in off-site and educational programs. The museum saw an 8% increase in 2013 overall visitation. More than 3,000 school students visit annually and the museum serves more than 30 schools representing 11 school districts throughout the state.

State parks and many historic sites were open for business 365 days this past year. Certain locations were reduced to minimal services due to budget cuts. Staff oversees 11 state parks, 27 historic sites, 2 archaeological and petroglyph sites, and 1 recreational area totaling 41 parks and sites.

In calendar year 2013 there were over 3.9 million visitors to SPHS&T, which equates to a 5% increase in visitation from 2012. This includes the fact that we had limited management in certain parks as well as limited water in Guernsey Reservoir this season.

There were approximately 543,000 snowmobile use days and over 2 million ORV use days this past year on motorized trails and facilities provided for the public by the Trails program.

In an effort to mitigate the effects of reduced budgets, the department continues to develop a comprehensive volunteer program and through the volunteer coordinator position. The division also developed or enhanced volunteer camp host sites at Guernsey, Curt Gowdy, Legend Rock, Buffalo Bill, Hot Springs, and Keyhole to entice the volunteers to our parks/sites. In 2013, 25 camp hosts assisted our parks and historic sites with their operational duties. Total volunteer hours for the year were 18,026, equating to approximately 9 full time employees.

The Division has made a concerted effort to stabilize, maintain and restore many facilities, and continues to interpret and educate the public about these sites through development of new interpretive trails and development of both interior and exterior exhibits.

State Parks & Historic Sites issued 6 Land and Water Conservation Fund Grants totaling \$308,761.59. The State Trails Program issued 36 Recreational Trails Program (RTP) grants in total \$1,740,563. Approximately 22 Trail Crew projects were completed on federal lands across the state. Grooming, on-going maintenance, construction new All-Terrain Vehicle (ATV) trail re-routes around wet areas, constructing and installing puncheons (small ATV bridges), installing water bars, rock removal, clearing trails of dead fall, tree trimming, sign improvements, construction and placement of informational kiosks were added to the trail system statewide. The Safety and Education coordinator held classes for approximately 6,300 students, traveled with the ATV simulator to participate and teach safety courses at various events and fairs. Our Safety and Education program has continued with a very aggressive helmet safety campaign, with print and video material distributed throughout the state. Staff also recruited and retained 10 volunteers to serve as educational trail hosts. Currently our program is filming a 30-minute video production that will be distributed statewide. This video will promote responsible and safe recreation with a “Tread Lightly” theme. This summer our Safety and Education Coordinator will be focusing on our Trail Host Volunteer program. Currently the Trail Host program consists of 15 volunteers throughout the state that provide educational materials and assistance to the public, while recreating on the Off-Road Vehicle trail systems in Wyoming.

Throughout the season a total of 5,701,148 user days were provided to the public on snowmobile trails in Wyoming. The program budgeted funding to provide more than 75,000 miles of trail grooming during the 2012-2013 season.

The State Trails Program continued to actively partner with local and federal agencies to provide access to recreational trails across the state. It issued 22 Trail Ranger grants totaling \$417,000 to help cooperating agencies provide on-the-ground staffing to help provide customer service and education to trail users. These efforts helped provide access that resulted in over 2.5 million use days this past year on motorized trails managed by the program.

In conjunction with site staff, the Wyoming Conservation Corp (WCC) worked on a multitude of projects in parks from trail construction to creation.

Possible impacts this year:

In terms of SPHS&T, with budget cut impacts some campgrounds have been converted to day-use only areas. Budget reduction forced us to cut back services in certain location which has also placed stress on the natural settings of the parks/sites. Routine maintenance and cleaning have had to be reduced. Youth programs have had to be cut and vital staff training has been removed.

Performance Measurement #3: Construction, Maintenance and Planning – Providing high quality facilities for the public’s enjoyment

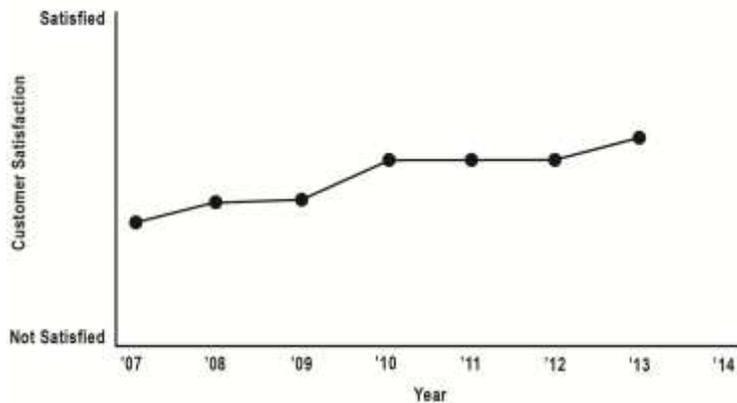
Story behind the last year of performance:

The Wyoming Cultural Trust Fund has allocated \$178,900, or 23% of its FY 13 grant awards, in support of the construction and maintenance of cultural facilities around the state. Beyond the support for historic preservation, the Cultural Trust has actively supported the improvement of cultural programs by providing sound and lighting equipment for theater spaces, portable stages for arts festivals/fairs, exhibit equipment including lighting and hanging systems, and specialized equipment to aid the artistic development of our disadvantaged citizens (modified easels for wheelchair use, hearing assistance devices for auditoriums, etc.).

The SPHS&T division continues to receive authority to spend the fees and gas tax that are generated in and for our system. The division also secures grant funds to stretch these dollars into bigger, better and more projects. These funds are utilized to continue the improvement of our product for visiting public and our staff. The division also receives major maintenance funds through A&I, which helps keep the back log of significant maintenance at bay.

The State Trails Program issued 23 Recreational Trails Program (RTP) grants totaling \$1,354,000 and 18 Maintenance, Planning and Construction (MCP) grants totaling \$362,000 to local and federal partners across the state to help provide trail related facilities for the public's enjoyment. Program staff also completed 11 major ORV trail maintenance and construction projects on federal lands across the state through its State Trail Crew while also providing routine trail maintenance and signing on all of its trails statewide. Staff and contractors also provided nearly 1,300 miles(groomed multiple times a week/over 5 months) of snowmobile trail grooming and maintenance statewide to ensure high quality snowmobile trails.

#3: Planning, Construction, and Maintenance



What has been accomplished?

Staff developed, administered and completed several projects paid by funds derived from entrance and camping fees including: the Curt Gowdy Visitor Center, Buffalo Bill Shower House, campsite amenities (electric & water) at Curt Gowdy and Buffalo Bill, new camping sites and group shelters at Guernsey, Glendo, and Seminoe Reservoirs, and numerous system wide energy efficiency retrofit projects. Projects administered and completed using Motor Boat Gas Tax Funds include: improvements to boating access at Hot Springs State Park, Glendo, and Guernsey Reservoirs, and a new Fish Cleaning Station at Keyhole.

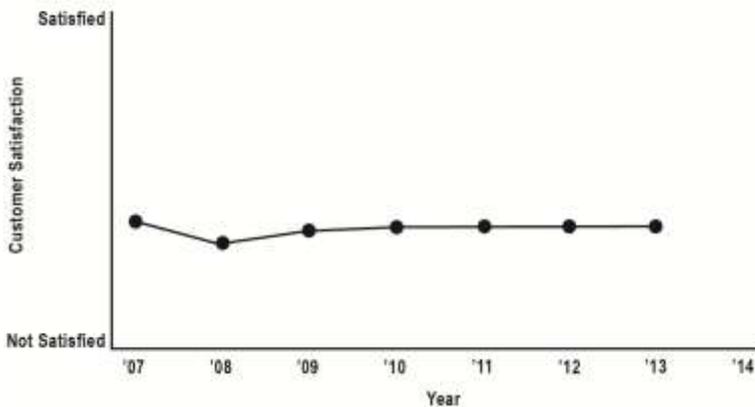
Staff also managed the completion of various projects throughout the system utilizing Major Maintenance Funds including; deck and rail replacement for the suspension bridge at Hot Springs State Park, maintenance repairs of existing building's associated systems, maintenance of several water systems, replacement of 8 sanitary facilities, maintenance and repair of approximately 10 miles of gravel roads, maintenance and repair of asphalt roads and parking lots.

Performance Measurement #4: *Public Safety – Providing a safe and healthy environment for our visitors and staff*

Story behind the last year of performance:

New legislation passed in the 2012 Budget Session provides more flexibility in Aquatic Invasive Species (AIS) enforcement and should allow for better customer service.

#4: Public Safety



What has been accomplished?

We are continuing to have difficulty finding enough qualified officers for the number of visitors at the parks each summer, especially during the three summer holiday weekends. Many times we are having an officer to visitor ratio of less than one officer per 2,500 visitors. The recommended ratio by the International Association of Chiefs’ of Police is 1.75 officers per 1,000 residents. This situation creates the potential to provide less than optimum public safety to our visitors and less than optimum officer safety for the employees.

We encourage families to bring their children to our parks, sites & trails to ensure the legacy of recreation and the longevity of our industry. Two-thirds of our visitors are families and it is imperative that they feel safe while recreating at our facilities.

Law enforcement ranked 6th in our visitor use survey as important management functions of the Division. Law enforcement comprises 24% of our park staff and the visitor use survey indicated that 99% of our visitors thought that our staff were Fairly to Very Helpful.

Law enforcement helps to ensure we are providing a safe and enjoyable environment for our visitors while also protecting the natural resource to enable future generations an opportunity to take part in our system.

Performance Measurement #5: *Economic Development – Supporting jobs, attracting businesses and generating revenue for the state of Wyoming and Wyoming communities*

Story behind the last year of performance:

The Cultural Resources Division generates revenue in several ways and provides matching resources, both in-kind and cash, for the grants we award annually. The Division provides economic development both directly and indirectly for the state of Wyoming. Our granting cycles are often more than one year and this division will not have final grant numbers to incorporate into a calculation of economic impact for at least one additional fiscal year.

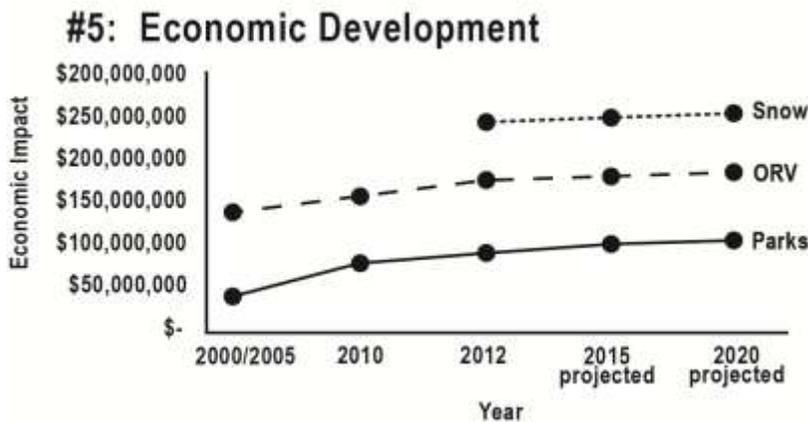
In FY 13 the Wyoming Cultural Trust Fund allocated forty-four (44) percent, or \$336,682, of its available grant dollars in direct support of job creation. The funds were used to hire program and administrative staff at local non-profit organizations, marketing and planning consultants, supporting artists performing in community venues, and allowing authors to document Wyoming's history. These cultural resources jobs sustain Wyoming residents and augment the local economy.

In 2008 through 2012 the Wyoming Arts Council partnered with the Western States Arts Federation (WESTAF) to assess the impact of the arts and culture in Wyoming through a report known as the Creative Vitality Index (CVI). The Creative Vitality Index is an annual measure of the economic health of an area's creative economy through year-to-year and geographical comparisons based on data from a selection of creative occupations and arts organization income figures. Information for the CVI is collected through a variety of agencies including the IRS, Department of Labor and state, local and regional organizations. CVI data shows that the arts and culture have a significant impact on Wyoming's economy, and provide income to many citizens throughout the state. The most recent CVI data available from 2011 shows that the CVI value for Wyoming at 0.92 compared favorably to the rest of the nation (based on a national baseline of 1.00), and exceeded the scores of other states in the Mountain West States Region (AZ, CO, ID, MT, NM, UT), outperforming the other states in four of the eight CVI categories. There were 117 non-profit arts or "arts active" organizations in Wyoming, which generated over \$57.9 million in income. Wyoming has over 8,249 jobs in the creative industry.

The State Historic Preservation Office, via anecdotal evidence, learned that grants provided to communities and owners of historic properties over the past year are having an economic impact and have potential for even more economic impact. For example, the Historic Architectural Assistance Funds (HAAF) granted to downtown Rawlins has brought about enough community interest and leveraged funding to open a business and complete a façade renovation. "The Carbon County Museum is relocating to downtown Rawlins. The HAAF grant helped facilitate the move and the museum will be an important anchor in our historic downtown." said Pam Thayer, Rawlins DDA/Main Street Executive Director. Based on multiple studies, we know that museums rank among the top three family vacation destinations, and that trips including cultural and heritage activities comprise one of the most popular and significant segments of the travel industry, accounting for over 23% of all domestic trips. According to the National Trust for Historic Preservation, visitors to historic sites and cultural attractions, including museums, stay 53% longer and spend 36% more money than other kinds of tourists. In addition, quality of life issues contribute significantly to decisions businesses make in choosing to relocate, including access to cultural resources that includes a dynamic museum community.

State Parks, Historic Sites and Trails provide a major tourism component to the state of Wyoming and which indicates that the division is a strong economic driver for the state. Recent focus on developing world class mountain biking trails at various state parks, constructing requested amenities including shower houses and visitor centers has increased visitation and, with it, economic impact to those regions. Our snowmobile trails have been voted within the top 10 by SNOWEST, a leading snowmobile magazine/forum, for the last few years and our ORV program has increased usable trail mileage statewide.

Recent economic impact studies have demonstrated that Wyoming's State Parks, Historic Sites and Trails have a cumulative annual economic impact of \$497.8 million, \$20.0 million in state and local tax revenue, and supports 3,891 jobs. In a 2009 economic study, Wyoming's state parks and historic sites had a \$78.1 million impact which supported 1,123 jobs and \$3.0 million in taxes. In a 2012 economic study, Wyoming's Snowmobile Trails had a \$175.5 million impact supporting 1,300 jobs and \$7.4 million in taxes. In a 2012 economic study, Wyoming's Off Road Vehicle Trails had a \$244.2 million impact supporting 1,468 jobs and \$9.6 million in taxes. These studies can be found at <http://wyoparks.state.wy.us/>.



What has been accomplished?

We continue to add amenities to the each of the systems like showers at Guernsey, Buffalo Bill, and Curt Gowdy, cabins and yurts at Keyhole & Guernsey, as well as electrical and water hook ups for RVs at Curt Gowdy, Guernsey, Keyhole and Buffalo Bill. These amenities help market our facilities which boosts the local economic impact as well as bring in additional revenue for future construction projects. We have also increased special events and interpretative and educational opportunities at many sites which also help capture additional time/visitation from visitors.

The State Trails Program continues to work with land managing agencies, on-trail businesses, local economic development and chambers of commerce, and other groups to ensure trail access remains open for high quality trail experiences that will continue to attract tourism spending and additional economic development across the state.

The Division of Cultural Resources programs entered into a partnership with the Wyoming Humanities Council and Main Street program to begin planning for a Statewide economic impact study of cultural programs for the entire State. This kind of data will show the economic impact of efforts, such as, renovating and putting back in use empty buildings in downtowns, bringing festivals, theatre performances and museum exhibits to communities around the State. This is a major unprecedented effort that will require allocation of resources from all partners. Once resources are procured, an RFP will be written. Currently, it is assumed the study can completed within three years.

State Parks and Cultural Resources

