



WYOMING BUSINESS COUNCIL BOARD OF DIRECTORS MEETING

December 6-7, 2017 • Cheyenne, Wyoming



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— INCREASING —
WYOMING'S
— PROSPERITY —

Board of Directors Agenda

Cheyenne, Wyoming • December 6-7, 2017

LCCC Pathfinder Building, Room 108

WEDNESDAY, DECEMBER 6, 2017

(Times and order of agenda are tentative and subject to change without notice)

Wednesday dress code is business casual.

1 p.m. Convene Public Meeting

- Welcoming remarks, Board Co-Chairman Cactus Covello
- Introduction of Board Members

1:05 p.m. Action Item: Consideration of approval of minutes (pages 7-12)

- September 14 Alpine meeting

1:10 p.m. CEO Report

- Shawn Reese, Chief Executive Officer

1:20 p.m. Advisory Committee Reports and Discussion (Section A)

- Introductory remarks, Board Co-Chairman Cactus Covello

1:25 p.m. Community Development Advisory Committee

- Ron Harvey, Chair, and staff

1:40 p.m. Wyoming Main Street Update

- Linda Klinck, Wyoming Main Street Program Manager

1:55 p.m. Industrial Development Advisory Committee

- Jay Anderson, Chair, and staff

2:10 p.m. Business Development Advisory Committee

- Mike Sullivan, Chair, and staff

2:25 p.m. Workforce Update

- Hayley McKee, Administrator of Public Affairs - Wyoming Department of Workforce Services
- Laurie Knowlton, Policy and Media Analyst - Department of Workforce Services
- Noelle Reed, WBC Advanced Industries Manager

2:45 p.m. Break

3 p.m. Market Development Advisory Committee

- Mike Easley, Chair, and staff

3:15 p.m. Technology Development Advisory Committee

- Aaron Sopko, Acting Chair, and staff

3:30 p.m. Broadband Working Group Update

- Liz Zerga, Jody Levin, Kristen Lee - Broadband Working Group

3:45 p.m. Performance Report

- Tom Johnson, Chief Performance Officer

4 p.m. Regional Reports

- Rebecca Eusek, South Central Regional Director
- Brandi Harlow, Northeast Regional Director
- Amy Quick, Northwest Regional Director
- Kim Rightmer, East Central Regional Director
- Heather Tupper, Southeast Regional Director
- Elaina Zempel, West Regional Director

5 p.m. Staff Acknowledgments / Outgoing Board Member Recognition

- Board Co-Chairman Cactus Covello, CEO Shawn Reese
 - Outgoing Board Members: Jay Anderson (2012-2018) and Mike Sullivan (2012-2018)

5:15 p.m. Closing Remarks and Adjournment

Board of Directors Agenda

Cheyenne, Wyoming • December 6-7, 2017

LCCC Pathfinder Building, Room 108

THURSDAY, DECEMBER 7, 2017

(Times and agenda are tentative and subject to change without notice)

Thursday dress code is business attire.

8:30 a.m. Reconvene Public Meeting

- Board Co-Chairman Cactus Covello

8:35 a.m. Welcome to Cheyenne

- Cheyenne Mayor Marian Orr

8:55 a.m. Welcome to Laramie County Community College & Cheyenne LEADS Update

- Dr. Joe Schaffer, LCCC President and Board Chairman for Cheyenne LEADS

9:15 a.m. Personnel, Budget & Audit Committee (Section B)

- Megan Overmann-Goetz, Chair
- Chava Case, Human Resources Manager, will give a personnel update
- Janet Marschner, Chief Financial Officer, will present current financials
- **Action Item:** Consideration of acceptance of financial statements

9:25 a.m. WBC Audit Results Discussion

- Wayne Herr, MHP, LLP

9:45 a.m. Business Contract & Loan Committee (Section C)

- Aaron Sopko, Chair
- Economic Development Finance Manager Josh Keefe will present the quarterly Challenge Loan report
- **Action Item:** Consideration of approval of quarterly Challenge Loan report
- Economic Development Finance Manager Josh Keefe will present staff recommendations for the extension of a loan to Ascent 2000 dba Ascent Technologies
- **Action Item:** Consideration of staff recommendations

10 a.m. Oil & Gas Industry Update

- Paul Ulrich, 2017 Chairman, Petroleum Association of Wyoming

10:15 a.m. Break

10:30 a.m. Community Grant & Loan Committee (Section D)

- Kelly Lockhart, Chair
- Community Development Director Julie Kozlowski will present the updated Business Ready Community grant and loan program allocation plan
- Business Ready Community staff Karen Fate and Brayden Connour will present staff recommendations for the following Business Ready Community grant and loan applications:

BRC Applications Received September 1, 2017			
Applicant	Project	Type	Request
SEEDA	Project Enterprise	Business Committed	\$ 12,592,090
Upton, Town of	Railcar Maintenance & Cleaning Facility - Grant	Business Committed	\$ 3,000,000
	Railcar Maintenance & Cleaning Facility - Loan		\$ 3,000,000
Jackson Hole Airport Board	Fuel Farm Construction - Grant	Business Committed	\$ 1,500,000
	Fuel Farm Construction - Loan		\$ 1,500,000
Buffalo, City of	Technology Business Park	Community Readiness	\$ 2,844,410
Lingle, Town of	Lingle Community Center	Community Enhancement	\$ 454,700
Total Requests			\$ 24,891,200
Total Available BRC Funding Per Adopted Allocation Plan			\$ 10,638,021

Noon Lunch

- Provided on-site for Board & staff
- Guests may wish to enjoy the LCCC Dining Hall or one of the local restaurants

1:15 p.m. Community Grant & Loan Committee, continued

- Kelly Lockhart, Chair
- Business Ready Community staff Karen Fate and Brayden Connour will conclude staff recommendations for Business Ready Community grant and loan applications.
- **Action Items:**
 - Each project will be presented by staff with opportunities for Board members to ask questions and for public comment.
 - Consideration of staff recommendations following presentation of all projects.

3 p.m. Other Board Matters – Co-Chairman Cactus Covello

- Formation of Nominating Committee for 2018 Board Officers
- Proposed meeting dates/locations for 2018.
 - March 14-15 at Evanston
 - May 23-24 at Gillette
 - September 5-6 at Cody
 - December 5-6 at Laramie

3:15 p.m. Closing Remarks and Adjournment



DRAFT

Board of Directors Meeting

Alpine, Wyoming – Sept. 14, 2017

BOARD MEMBERS PRESENT:

Jay Anderson, Jerry Blann, Cactus Covello, Kim DeVore, Mike Easley, Megan Goetz, Ron Harvey, Allen Hoopes, Pete Illoway, Ron Kensey, Kelly Lockhart, Aaron Sopko, Mike Sullivan, Mike Wandler

WBC STAFF PRESENT:

Warren Appel, Ben Avery, Chava Case, Brayden Connour, Rebecca Eusek, Karen Fate, Ron Gullberg, Brandi Harlow, Stephanie Horton, Tom Johnson, Josh Keefe, Janet Marschner, Brandon Marshall, Ben Peterson, Kim Porter, Amy Quick, Noelle Reed, Shawn Reese, Kim Rightmer, Heather Tupper, Elaina Zempel

CONVENTION, INTRODUCTIONS, ROUTINE BUSINESS and WELCOMING REMARKS

Board Chair Cactus Covello called the meeting to order at 8:03 a.m. in the Alpine Civic Center and led the group in reciting the Pledge of Allegiance. Covello extended his thanks to the city of Alpine and Mayor Kennis Lutz for hosting the board meeting and for the tour of the area. Board members introduced themselves, roll was called and quorum was established.

MINUTES APPROVAL

The Board considered for approval two sets of minutes: minutes from the Regular Board meeting in Hulett on May 18, 2017 and minutes from a special meeting called for the Economic Disaster Declaration for Western Sugar beet growers on August 3, 2017.

- **ACTION:** Motion to approve both sets of minutes by Illoway, second by Sullivan, and no discussion. Motion carried unanimously.

WELCOME TO ALPINE

Alpine Mayor Kennis Lutz thanked the Board for choosing Alpine for the Board meeting and for the opportunity to showcase the area's beauty and growth.

ADVISORY COMMITTEE UPDATES

Industrial Development / ENDOW

Jay Anderson, chair of the Industrial Development Advisory Committee, asked CEO Shawn Reese to provide an update on what is being done at the WBC and with ENDOW as it pertains to industrial development. Reese led a review of the ENDOW work on broadband, air service, the socioeconomic study and review of business finance mechanisms.

Kelly Lockhart asked if there are parallels between the Treasurer's investments in private equities and the utilization of public funds for investments in private enterprise and Research & Development. Reese responded that a committee is reviewing the options carefully but has not yet forwarded any recommendations.

Business Development

Mike Sullivan, Chair of the Business Development Advisory Committee, spoke of the committee's recent meeting and its focus on business recruitment, Workforce Advisory Groups and sector strategies. Business Development Director Ron Gullberg reviewed highlights from the initial draft of the Outdoor Recreation Industry Report, mentioning outdoor recreation generates \$5.6 billion dollars of consumer spending in Wyoming each year, \$1.6 billion in wages and salaries, \$514 million in state and local tax revenue and 50,000 direct in-state jobs. Workforce recruitment and development issues affect the Outdoor Recreation industry, as does lack of affordable housing and community amenities.

Business Recruitment Director Brandon Marshall gave a brief update on current recruitment efforts and work to bolster our presence with companies and site selectors. Marshall also outlined a new "code of conduct" which spells out our agreement with the Wyoming Economic Development Association and its member entities on how we generate, process and share leads, the importance of maintaining confidentiality, the role of the WBC in the process and what is expected of all parties throughout the process. Finally, Marshall reported preliminary work is underway to evaluate hosting a statewide familiarization event to bring business representatives to Wyoming along with local economic development entities to build relationships with site selectors and acquaint them with our state.

Technology Development

Allen Hoopes, Chair of the Technology Development Advisory Committee, echoed previous statements on technology and broadband as being significant issues for Wyoming. At least part of this stems from the lack of a common language and clarifying speeds, service levels and a clear picture of service availability. Staff are also working to encourage the state to do business with in-state technology firms on matters of procurement and preference in public bidding, as well as to address the workforce needs associated with high-tech businesses locating here.

Community Initiatives Director Kim Porter spoke on the efforts to create a working language between the broadband consumers and telecom providers as it pertains to the WBC's continued work on Broadband. A one-sheet info page has been created and is actively being shared which breaks down service levels, speeds and technology requirements as they pertain to real-world needs, such as video streaming or point-of-sale support, and it explains these using plain-language. The WBC has partnered with the Wyoming Business Alliance to further support these efforts and engage the telecoms with speed information in various communities to create a map of broadband availability, as well as determine the regulatory barriers to expanding the broadband footprint.

Kelly Lockhart asked if the new trends toward Artificial Intelligence (AI) figure in to these discussions since this is a new topic that has implications on technology. Mr. Hoopes responded that AI will only add to the capacity problem since its underlying technology requires large databases and complex systems which place added demand on networks.

Community Development

Ron Harvey, Chair of the Community Development Advisory Committee, along with Community Initiatives Director Kim Porter and Business Development Director Ron Gullberg reviewed the committee's recent work on the Housing Toolkit, discussions on community amenities for ENDOW, TravelStorysGPS and placemaking.

Market Development

Mike Easley, Chair of the Market Development Advisory Committee, spoke briefly about the discussions at the last committee meeting on export readiness work, the Grown in Wyoming program and the upcoming trade shows at which the WBC will be participating. Easley suggested that the WBC and this committee may consider expanding the Grown in Wyoming program to include a “Sourced in Wyoming” program to offer support in-state business suppliers.

Business Initiatives Director Ben Avery spoke on the State Trade Export Program (STEP) grant which has been used to provide export training through the Small Business Development Center and Manufacturing Works. Business Recruitment and Development Manager Brandon Marshall gave a review of the soon-to-launch Grown in Wyoming program which aims to connect in-state food and fiber producers with in-state markets for their products, such as connecting restaurants and hotels with local farmers and ranchers to serve local products. Early efforts include discussions with the hospitality industry on sourcing products that are domestically grown, including the concessionaires at the National Parks.

Marshall further reported on upcoming trade shows in which the WBC will be participating, including the Canadian Manufacturing Technology Show in Toronto, the SHOT Show in Las Vegas and the IWA Show in Germany.

CEO REVIEW

CEO Shawn Reese re-stated the volume of work being done at the WBC and commended the staff for their dedication to the work being done as well as for the contributions being made to ENDOW by the staff’s work.

PUBLIC COMMENT

Lincoln County Commission Kent Connelly thanked the Board for the assistance in the installation of fiber optic infrastructure in southern Lincoln County and the boon this has been to business in that area. Connelly emphasized the importance of broadband connectivity in economic growth for all of Wyoming.

REGIONAL DIRECTOR REPORTS

Chief Performance Officer Tom Johnson gave a brief review of the realignment of the WBC regions following the retirements of Leah Bruscino, Pat Robbins and Roger Bower, and how those retirements are being utilized to address required budget cuts. The state will now be divided up into six regions, and some boundaries have been redrawn to take advantage of regional economics, commuting patterns and resources.

West Regional Director Elaina Zempel, Southeast Regional Director Heather Tupper, East Central Regional Director Kim Righter, Northwest Regional Director Amy Quick, Northeast Regional Director Brandi Harlow and South Central Regional Director Rebecca Eusek each gave brief updates to the Board on happenings in their respective regions.

Mike Sullivan and Kelly Lockhart thanked Tom and the Regional Directors for their reports and efforts in the communities.

BUSINESS CONTRACT AND LOAN COMMITTEE

Aaron Sopko, Chair of the Business Contract and Loan Committee, indicated the Board had approved this quarter’s Challenge Loan report at the Special Meeting held on August 3. The sole item for consideration today is the Large Project Loan request from Cody Labs.

Economic Development Finance Manager Josh Keefe gave a background on the Cody Labs request. The WBC recommended a loan to Cody Labs for \$9.8 million during the September 2016 Board meeting in Worland, with SLIB recommending an \$11 million loan to the company on October 6, 2016. Changes in capital construction costs and

other efficiency opportunities has changed the scope of the project to include a sizable expansion of the facilities, doubling product output and requiring additional employees.

Cody Labs is now requesting an increase in the loan to \$33.75 million toward its proposed expansion, and has suggested the WBC extend the “look-forward” period and consider the company’s added capital investment and increased jobs associated with the revised request. The Board heard from Cody Labs President Bernhard Opitz who described the proposed expansion of the manufacturing facility and substantial capital investments already made.

The Board discussed the effects of extending the look-forward period for five years and the potential of concentration risk. The Board discussed the high concentration risk of the fund with a five-year look-forward, but also the need for diversification. The Board asked if there is any guidance on how to model the look-forward period based on the type of business, the location of a project and factors for the look-forward period in those communities. Staff responded that there is no rule establishing maximum loan amounts or how loan amounts are calculated. Staff further indicated the WBC does not have rule-making authority for this program, but the Board believes there is a need for more guidance to objectively determine loan amounts and will make recommendations to the Treasurer.

The Board asked about the Treasurer’s fiduciary analysis that may be triggered depending on the size of the additional loan and how that will fit with Cody Lab’s schedule. Cody Labs expects to have the structure enclosed in January of 2018 and the total project completed by Q2 of 2019. Staff explained that the WBC third-party vendor that provides the agency with economic analyses using an established model takes about three days; however, the Treasurer’s requirements are greater than the modeling we receive. WBC staff are available to assist the Treasurer.

- **ACTION:** Motion by Covello to increase the look-forward to four years and a loan in the amount of \$23 million dollars with an amortization and APR to be determined by the Treasurer’s office, second by Lockhart, and no discussion. Motion carried unanimously by roll-call vote.

COMMUNITY GRANT AND LOAN COMMITTEE

Kelly Lockhart, Chair of the Community Grant and Loan Committee, asked Community Development Director Julie Kozlowski to lead the Board through the financials and the requests.

Kozlowski reviewed the Business Ready Community financial reports and allocation plan. There is a carry-forward of \$4.1 million from FY17 for which staff requests guidance from the Board on allocating these funds in FY18. Staff recommends the carry-forward in the same categories from which they came.

- **ACTION:** Motion by Illoway to proceed with carry-forward as recommended by staff. Second by Harvey and no discussion. Motion carried unanimously.

Sheridan Economic and Educational Authority (SEEDA)

Business Ready Community Project Manager Karen Fate outlined the request from SEEDA regarding the expansion of Vacutech. The WBC heard from Roger Miller, Mayor of Sheridan, and Jon Tucker of Vacutech. Mr. Tucker indicated he chose to move to Wyoming because of the favorable business climate and Wyoming's government. The company is expanding nationally and internationally. Members of the board commented this project is a good example of diversifying Wyoming's economy and that the company makes an excellent product. WBC staff recommends funding of the project as requested, with a \$2,999,496 grant and a \$1,225,000 loan.

- **ACTION:** Motion by Wandler to fund as recommended by staff, seconded by Anderson. Sullivan recused as a former Vacutech client. No further discussion. Motion carried unanimously.

City of Newcastle

Fate presented a request from the City of Newcastle for a \$500,000 BRC Community Enhancement Grant to fund the construction of a bike path through town as well as two tennis courts at a community park. Staff does not recommend funding of this project as BRC rules specify recreational projects must have a draw beyond the jurisdictional boundaries. Following discussion with Newcastle City Engineer Mike Moore on recent changes to the project scope as well as extant barriers to completion, the Board suggested Newcastle may consider withdrawing the application and resubmitting at a later time. Mr. Moore concurred and formally withdrew the application, thanking

the Board for their consideration and indicating they would return with a stronger proposal.

City of Guernsey

BRC Project Manager Brayden Connour presented to the Board regarding a Community Development Planning Grant request from the Town of Guernsey in the amount of \$37,500 for an economic growth and diversification study. The Board heard from Bruce Heimback, Community Development official from Guernsey. He stated their previous plan had been put to good use with many of the objectives achieved and believes this plan will be just as beneficial.

The Board inquired whether the applicant was agreeable to the staff contingencies:

- The RFP should include specific public engagement strategies consultants will be required to use.
- The RFP should include specifics regarding target markets and industries the community may have previously identified.
- The RFP should draw upon the previous plan to identify any strategies that were particularly helpful, items that have not yet been addressed and items that cannot reasonably be achieved.

Mr. Heimback stated there was no issue with the stated contingencies. WBC staff recommends funding this project as requested.

- **ACTION:** Motion by Illoway to fund as recommended by staff, second by Harvey and no discussion. Motion carried unanimously.

PERSONNEL, BUDGET AND AUDIT COMMITTEE

Committee Chair Megan Goetz extended greetings to the new WBC staff, then asked Chief Financial Officer Janet Marschner to present current financial statements.

As of the end of FY17, the WBC has expended or encumbered 67% of its budgeted funds, including 73% of General funds, 87% of Federal funds and 67% of agency funds. The total outstanding loan balances are \$15,484,695, with \$1.2 million of loan payments received. Marschner also spoke on the budget process for the 19/20 biennium as well as the annual audit, the findings of which will be presented at the December Board meeting.

- **ACTION:** Motion to approve financial reports by Lockhart, second by Sullivan, and no discussion. Motion carried unanimously.

CLOSING REMARKS and ADJOURNMENT

Ron Harvey extended thanks to CEO Reese and the WBC staff for strong leadership and quality work.

Chairman Covello asked the staff to provide an overview on the roles and responsibilities of entities like ENDOW, WEDA, the Business Alliance and others at the next Board meeting.

Mike Easley echoed Ron Harvey's comments on exemplary work by staff and leadership at the WBC.

Pete Illoway announced he will be absent at the December meeting, but acknowledged the outgoing Board members who will not be attending the March 2018 meeting and thanked them for their diligence and service.

Covello announced the next Board meeting will be in Cheyenne on December 6th and 7th, and we will be announcing dates and locations for the 2018 Board and advisory committee meetings in December.

There being no further business, Illoway moved to adjourn with a second by Lockhart. Covello adjourned the meeting at 2:35 p.m.

Respectfully Submitted:

Warren R. Appel, Executive Coordinator

Date

Megan Overmann-Goetz, Secretary/Treasurer

Date



Cheyenne righting the ship

Cheyenne's economy is bouncing back.

Major economic indicators including jobs, retail sales, tax collections, oil activity and residential construction all showed positive gains in the past year.

That optimism has translated to a 21.3 percent increase in residential building permits and a 3.5 percent increase in home

values, according to the Wyoming Center for Business and Economic Analysis at Laramie County Community College.

The capital city is also looking ahead to ensure it can continue the momentum. Key among those initiatives is the new Cheyenne Regional Airport terminal. Crews broke ground on the \$18.1 million project in April.

The Wyoming Business Council, the state's economic development

agency, provided \$3 million toward the 28,700 square-foot facility, parking lot and nine business lots, which will replace an outdated building constructed in 1960.

"This terminal is a long time in the making, and it's something the voters of Cheyenne approved years ago, so we're pleased to have this underway," said Cheyenne Mayor Marian Orr during the groundbreaking ceremony. "Air service is critical to

economic development.”
Cheyenne Regional supports about 2,000 jobs and \$50 million in payroll in the community.

The airport wasn’t the only long-time project coming to fruition in Cheyenne this year. Crowds turned out for the grand opening of the Cheyenne Botanic Gardens Grand Conservatory in August.

The 28,000 square-foot addition houses thousands of tropical plants in addition to meeting rooms, classrooms, conference rooms and more.

“This place will be Cheyenne’s living room that will function as a gathering place and an investment in Cheyenne’s quality of life, resulting in increased tourism, conferences, and a unique event center,” said Shane Smith, director of the Gardens, after construction was complete. “During the campaign for the funding of this building, the Gardens often said

it was a place, ‘Where everybody goes, and everybody grows,’ so finally we get to let people in.”

Cheyenne voters twice supported the project, to the tune of about \$20 million.

Developing public amenities like the Botanic Gardens is essential as Cheyenne continues to pursue the technology sector and vies to attract the young, talented workforce necessary to fill those jobs.

The demand for those jobs continues to grow as Cheyenne remains on the leading edge of supercomputer technology. The National Center for Atmospheric Research-Wyoming Supercomputer Center introduced its newest machine, Cheyenne, in February. The supercomputer was considered the 20th-fastest machine in the world at the time, and the fastest in the Mountain West.

University of Wyoming faculty

have used their time on the supercomputer to better understand such complex systems as water flow, weather patterns, fire behavior and climate change. The resource is a fantastic recruiting tool for the university and helped put Wyoming on the international map when it opened in 2012.

The Business Council provided \$4.4 million toward the project.

Nearby, another tech company is also enjoying a successful year.

Green House Data, a Cheyenne born and raised cloud hosting, colocation and hybrid IT provider, expanded twice this year, gobbling up Atlanta-based Cirracore and Denver-based Ajubeo. Following those moves, the decade-old firm now has footholds in Georgia, Texas, Washington, Oregon, New York and New Jersey.

Green House Data employs nearly 30 people in Cheyenne. The Business Council provided a \$2.25

CHEYENNE REGIONAL AIRPORT



million grant in 2013 to help the company construct a 35,000 square-foot facility built on two Cheyenne LEADS-owned lots. The project followed a \$1.5 million grant in 2010 to help the company with its utility costs during a prior expansion.

Another firm representing Cheyenne's creative class is also enjoying fast growth. Inc. magazine named Warehouse Twenty One, an advertising and design firm, among its fastest-growing companies in its August issue.

The firm recorded a blistering 249 percent growth in the last three years.

Warehouse Twenty One is also firmly committed to the Cheyenne community and has been a major private industry driver of redevelopment on the West Edge.

Voters also rallied to the West Edge cause again this year, supporting a May ballot measure to fund more improvements, in addition to the Cheyenne Civic Center Commons, and begin renovating the Reed Avenue Corridor into a pedestrian friendly commercial area.

The May ballot included strong support for \$3.8 million in improvements and maintenance for the 37-mile Greater Cheyenne Greenway.

Downtown advocates were also pleased to see the \$700,000 17th Street lighting project spark to life in June.



WYOMING MALTING COMPANY

However, challenges still remain in the heart of Cheyenne. The infamous "Hole" on Lincolnway – the result of a 2004 fire – remains an eyesore. The Carey and Hynds buildings are still vacant despite the best efforts of city officials and private developers.

Elsewhere in the county, Wyoming Malting Company and Pine Bluffs Distilling opened for business in August. The value-added agriculture company plans to produce about 600,000 pounds of malts per year. Wyoming's 18 breweries use about 936,000 pounds. There are only 31 malting companies nationally.

The Business Council provided a \$2.86 million grant toward the project. The money leveraged about \$700,000 in private investment. The business plans to employ 10 people and Cheyenne LEADS will recapture about \$1.3 million from the project.

Manufacturing companies like Wyoming Malting continue to be a critical piece of Cheyenne's strategy to build a more robust economy. That's why successful events like October's

Manufacturing Day provided such a positive boost.

The Business Council teamed with Cheyenne-based manufacturer Puma Steel, Laramie County Community College, Wyoming high schools and others to hold a welding competition and celebration of manufacturers. High school contestants received a total of \$10,500 in David B. Ratterman Fast Start Scholarships from Puma Steel and the American Institute of Steel Construction to attend LCCC's welding program.

Challenges are still ahead, but the Business Council, Cheyenne LEADS and city and county officials, with the support of business leaders and the public, continue to reap the rewards of past investments and plan for the future.

The positive developments in Cheyenne's tech sector and manufacturing industries, coupled with public investments in community amenities like the Botanic Gardens, Greenway, West Edge and Reed Avenue Corridor has Cheyenne headed in the right direction.

COMMUNITY PROFILE

62,195

Total population of the city of Cheyenne.

49.69
MALE

50.31
FEMALE

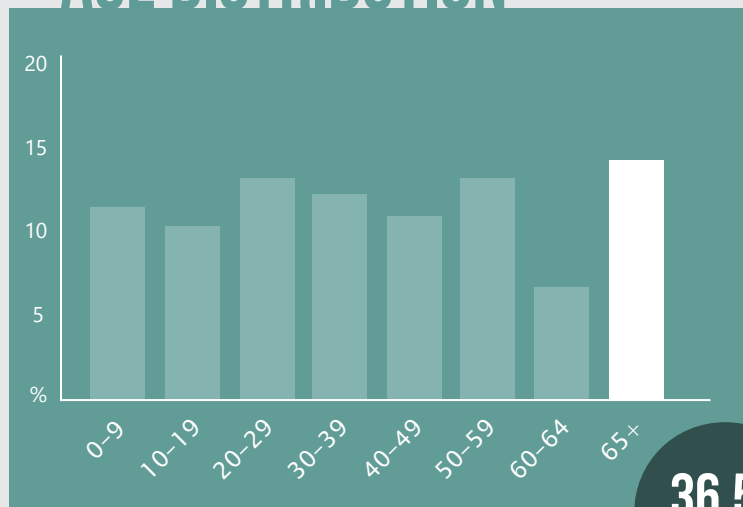
HOW MANY EMPLOYEES DO BUSINESSES IN CHEYENNE HAVE?



MEDIAN
HOUSEHOLD
INCOME

\$58,219

AGE DISTRIBUTION



36.56
MEDIAN AGE

TRANSPORTATION

Residents spend an average of 14 minutes commuting to work. Cheyenne is served by 3 commercial airports within an hour's drive. Interstates 25 and 80 and rail can be accessed within the community.



14 MIN.
COMMUTE TRAVEL TIME

INCOME AND SPENDING

Workers in Cheyenne earn an average yearly household income of \$57,498. 48.08% of the households earn more than the national average each year. Household expenditures average \$55,230 per year. The majority of earnings get spent on shelter, transportation, food and beverages, health care and utilities.

LARAMIE COUNTY HOUSING REPORT



Many factors in a community are considered to develop a comprehensive understanding of its housing environment. Laramie County's housing report is a tool to help the community understand its current unmet housing needs. In addition to this report, more detailed housing information can be found at <http://bit.ly/2hgY6Oq>.

Laramie County is the most populated county in Wyoming. It has a housing shortage of almost 10,000 units for low income families and over 2,000 units for workforce housing.

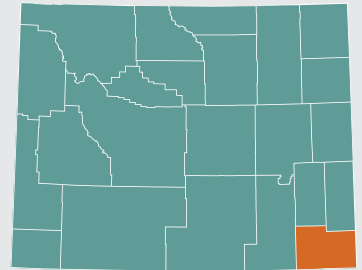
Laramie County needs:

- 4,413 units to meet current rental needs.
 - 4,055 (92%) with rents less than \$1,515 month
- 5,108 owner units are needed
 - 3,337 (65%) need to cost less than \$234,581

Workforce housing needs:

- 358 rental units less than \$2,177 per month
- 1,771 owner units less than \$337,084

Laramie County BY THE NUMBERS



RENT
RENTER RATE
31.3%
Ranks 6 of 23

POVERTY RATE
10.6%
Wyoming 11.1%
Ranks 11 of 23

**MONTHLY
HOUSEHOLD INCOME**
\$5,059
Wyoming \$4,930
Ranks 7 of 23

Housing Demand

Percent of Median Family Income	Affordable Monthly Rental or Mortgage Payment ^[2]	Affordable Housing Purchase Price ^[1]	Shortage Units for Purchase ^[1]	Shortage Rental Units Needed ^[2]
0-30	\$0-\$568	\$0-\$87,948	832	1,749
31-50	\$568-\$947	\$87,948-\$146,632	949	1,287
51-80	\$947-\$1,515	\$146,632-\$234,581	1,556	1,019
81-95	\$1,515-\$1,799	\$234,581-\$278,555	561	194
96-115	\$1,799-\$2,177	\$278,555-\$337,084	526	89
115+	\$2,177	\$337,084	684	75



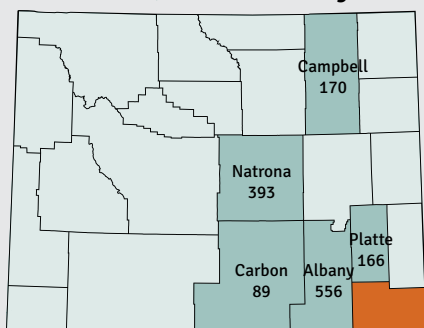
6,665

people work in Laramie County, but permanently reside out of state.

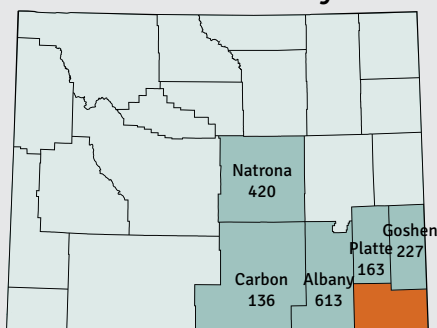
Commuting ^[3]

18.5% of Laramie County's workforce commutes from other communities and 5.7% of Laramie County residents commute elsewhere. With the commuter inflows and outflows, Laramie County may need another 6,629 housing units to meet the housing needs above the identified needs on page 1. The question is, do these people live outside of Laramie County due to a housing shortage, housing costs, cost of living or quality of life concerns?

Top 5 counties with commuters from Laramie County



Top 5 counties with commuters to Laramie County



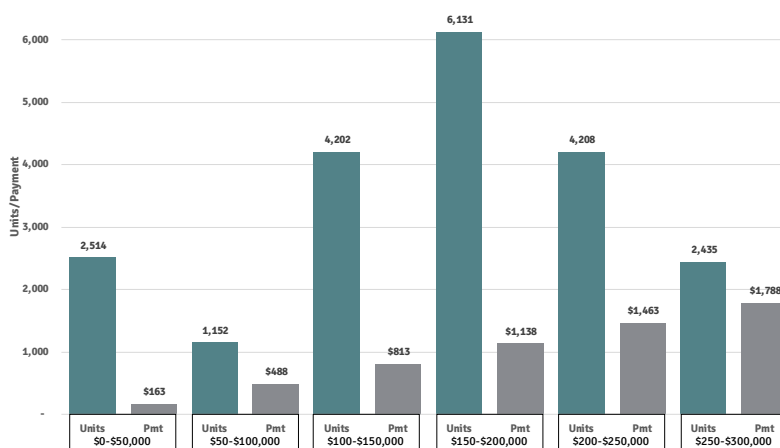
The definition of affordable housing is 30% of a family's income, and any income level can be burdened by housing costs.

Area Median Income (AMI) is the middle income in an area. Half of the households in the area make more than the AMI and half make less.

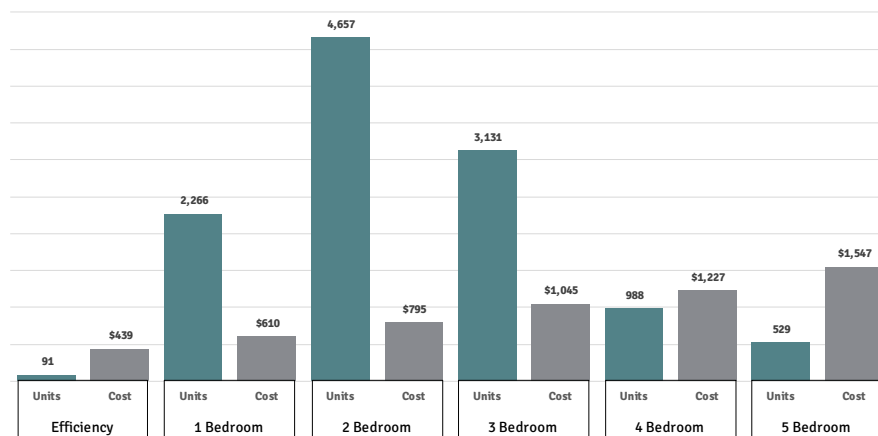
- Most federal housing assistance is available to people who are at 50% or lower of AMI, or half the average income.
- Some assistance is available at 80% of AMI or lower.
- Generally, those families who earn over 120% of AMI have enough disposable income to have housing choices both in quality and cost.
- The missing middle are those families who earn 80-120% of AMI – this is generally referred to as “workforce” housing, keeping in mind that many families who are below 80% of AMI work several jobs to be able to afford housing and work in industries that are vital to our communities, such as accommodations, food service and retail.

The top chart shows the number of owner occupied units by price range and the associated estimated monthly payment. The bottom chart shows the number of rental units by bedroom size and the estimated average monthly cost.

How many owner occupied units exist in Laramie County? ^[4]



How affordable is Laramie County rental housing? ^[4]



*No cost figure represents no data available.

[3] Dept. of Employment: 2017 Wyoming Inter-County Commuter Report

[4] datausa.io: Housing and Living Data (Derived from Census Data)

Housing Stock



Laramie County
average housing age^[5]
42 Years

Wyoming's average
housing age
42 Years

56% of housing in
Laramie County was
built before 1980

Pre-1980 housing may not meet current construction standards.

Laramie County ranks eleventh in the state for new housing stock. Older housing stock sometimes brings with it maintenance and aesthetic challenges.

How does Laramie County's housing mix compare to other counties? ^[6]		
Unit Type	Number of Units	Percent of Mix/Rank
Single Family	27,569	73.92% (12)
Duplex	879	2.36% (7)
Tri or Four Plex	2,306	6.18% (3)
Apartment	2,777	7.45% (10)
Trailer/Other	3,763	10.09% (15)

Age of Housing ^[7]		
Year Built	Value* (Rank by County)	Percent of Mix
<1939	\$162,900 (7)	10%
1940-49	\$146,000 (6)	5%
1950-59	\$151,500 (8)	12%
1960-69	\$179,800 (4)	11%
1970-79	\$180,300 (8)	18%
1980-89	\$188,600 (8)	13%
1990-99	\$233,900 (5)	12%
2000-09	\$255,200 (7)	16%
2010-Present	\$290,800 (3)	4%

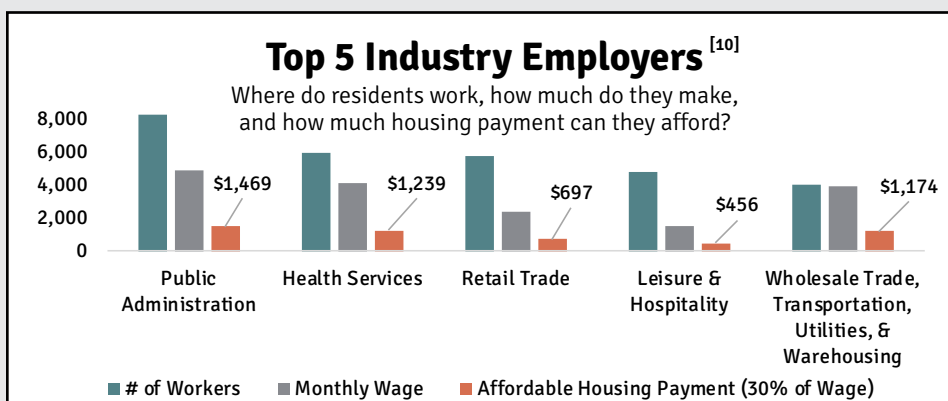
**Data only available in 14 counties. 2010-Present available in 10 counties.*

Careers and Cost Burden

10% of Laramie County households spend more than half their income on housing and 17% spend 31-50% of their income on housing. 76% have affordable housing (less than 30% of income spent on housing). Laramie County ranks eighteenth in the state for those having affordable housing.

How does Laramie County's household cost burden compare to other counties? ^[8]	
Percent of Area Median Income	Percent of Household (Rank by County)
0-30%	73% (18)
31-50%	17% (4)
Above 50%	10% (10)

How much can households afford? ^[9]	
Max Monthly Payment	Number of Households
\$0-313	3,063
\$314-563	3,454
\$564-813	3,679
\$814-\$1,063	3,695
\$1,064-1,375	4,580
\$1,376-2,188	9,359
\$2,189-3,438	6,517
\$3,439-5,000	2,952



[5] [6] [7] [8] Wyoming Housing Database Partnership: Laramie County Housing Profile

[9] datausa.io: Housing and Living Data (Derived from Census Data)

[10] Dept. of Employment: Quarterly Census of Employment and Wages

Community Demographics



One adult needs to make
\$1,496 a month
to live without assistance.

How much monthly income does my family need to live without assistance? ^[11]

County Rank	18
One Adult	\$1,496
Two Adults	\$2,404
Two Adults, 1 Child	\$3,400
Two Adults, 2 Children	\$4,265



Vulnerable populations are populations that are at a disadvantage and include the elderly, the poor, minorities, and children in single-family homes to name a few. This chart depicts some of the vulnerable populations in Laramie County. Higher unemployment could be indicative of a volatile housing market.

Vulnerable Populations ^[12]

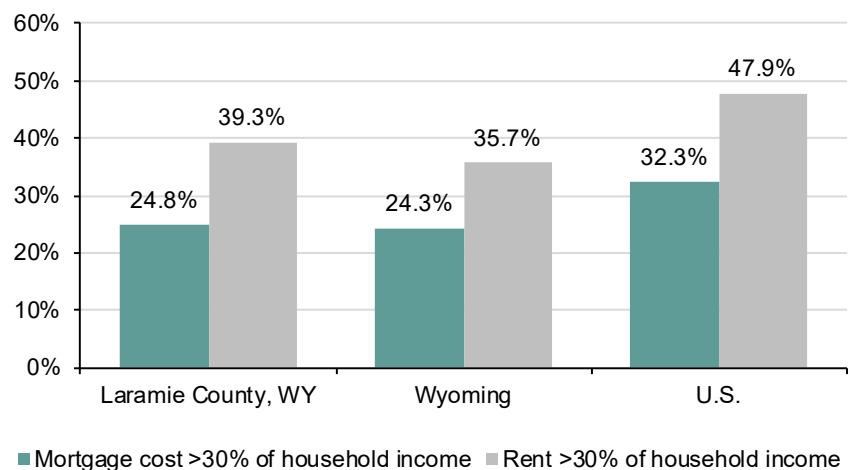
Metric	Percent/Number of Households or Individuals (Rank)
Supplemental Security Income (SSI)	3.9%, 1,440 Households (8)
Cash public assistance income	1.35%, 502 Households (9)
Food Stamp/SNAP	7.7%, 2,882 Households (8)
Children in single-parent families	30% of Children (6)
Total Low Income Tax Credit Units	2.3%, 871 Units (4)
Assisted Living Beds	0.77%, 289 Beds (6)
Nursing Home Beds	1.14%, 427 Beds (14)
Population over 65	15.1%, 14,819 Persons (14)
Unemployment	4.1%, 2,011 Persons (19)

Laramie County has a higher share of unaffordable housing than Wyoming, but less than the United States at 24.8%.

Laramie County has a higher share of renters with unaffordable housing than Wyoming, but less than the United States at 39.3%.

* ACS five-year estimates used.
2015 represents average characteristics from 2011-2015; 2010 represents 2006-2010.

Housing Costs as a Percent of Household Income, 2015* ^[13]





2017 PROJECT PROFILES LARAMIE COUNTY

PERFORMANCE

BRC FUNDING
\$56,990,495

LOCAL MATCH FUNDING
\$42,312,553

PRIVATE INVESTMENT
\$673,214,807

JOBS CREATED
1,689

BUSINESSES ASSISTED
64

BASIC INFRASTRUCTURE

BUSINESS READY ACRES
2,440

WATER AND SEWER LINES
171,420 LINEAR FEET

BUSINESS ACCESS ROADS
106,851 LINEAR FEET

BUSINESS READY BUILDINGS
311,020 SQUARE FEET

Jobs, private investment and infrastructure data are monitored until project evaluation closeout, which is generally three to five years after construction is complete. Performance data for projects still under evaluation are based on projections.

LARAMIE COUNTY	DATE AWARDED	BRC FUNDING	LOCAL MATCH
Wyoming Malt Building (Grant) Construct a 20,000 square-foot building to be used as a manufacturing and warehouse facility with business offices for use by Wyoming Malting and Pine Bluffs Distilling. <i>Status: Evaluation Period</i>	2015	\$2,859,784	\$4,521,437
Wyoming Malt Building (Loan) See Wyoming Malting Grant Project <i>Status: Evaluation Period</i>	2015	\$557,935	0
Magpul Recruitment - Building Purchase and Retrofit Recruitment of Magpul Industries. Purchase and retrofit a 135,000 square-foot facility for Magpul. <i>Jobs: 407; Status: Evaluation Period</i>	2014	\$8,300,000	\$1,005,011
Pine Bluffs Medical Clinic Construct a 4,354 square-foot medical clinic and pharmacy building to replace a 2,300 square-foot facility. <i>Jobs 5; Status: Evaluation Period</i>	2014	\$1,000,000	\$422,027
Microsoft Expansion MDCCR Project Assist in the reduction of power and broadband utility costs associated with the expansion of Microsoft's new facility. <i>Jobs: 9; Status: Open</i>	2013	\$2,250,000	0
Green House Data CHY2 MDCCR Project Construct a new 35,000 square-foot facility on two lots currently owned by Cheyenne LEADS and leased to Green House Data. <i>Jobs: 37; Status: Evaluation Period</i>	2013	\$2,250,000	\$392,902
Cheyenne Logistics Hub Extend water and infrastructure paving into the Swan Ranch Business Park. <i>Jobs: 268; Status: Evaluation Period</i>	2012	\$3,479,569	\$595,941
Microsoft - Project Summit Assist in the reduction of power and broadband utility costs associated with the construction of a new facility. <i>Jobs: 26; Status: Open</i>	2012	\$5,000,000	0
Laramie County Fairgrounds Location Study Conduct a feasibility study for the new location of the Laramie County Fairgrounds. <i>Status: Complete</i>	2015	\$25,000	\$11,526
Laramie County Fees and Regulations Study Study the effects of local regulations and fee and taxation rates on economic development in Laramie County. <i>Status: Complete</i>	2014	\$25,000	\$10,435
Laramie County Regional Fiber/Broadband Plan Study the potential to increase Internet connectivity. <i>Status: Complete</i>	2013	\$22,520	\$22,521
Niobrara Energy Park-Road Runner Construct infrastructure for the expansion of Road Runner Four LLC. This project opens up 90 acres (approximately 22 parcels) for the development of energy-related businesses. <i>Jobs: 79; Status: Completed</i>	2011	\$1,500,000	\$1,031,256
Green House Data Assist with utility costs of Green House Data Inc.'s expansion. Their current facility is over 8,000 square feet and located east of Cheyenne in the Cheyenne LEADS business parkway at 304 Progress Circle. <i>Jobs: 9; Status: Complete</i>	2010	\$1,500,000	\$10,314
NCAR Install infrastructure in Cheyenne's North Range Business Park to serve the National Center for Atmospheric Research's Wyoming Supercomputing Center. <i>Jobs: 20; Status: Complete</i>	2010	\$4,367,871	\$2,000,000
Swan Ranch Development-Midwestern Pipe Construct a road, water well, water lines and regional septic system. <i>Jobs: 35; Status: Complete</i>	2010	\$3,000,000	\$2,838,588

■ Active Project □ Completed Project

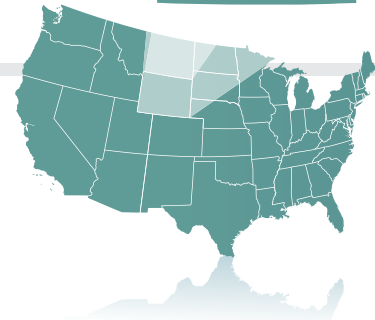
LARAMIE COUNTY	DATE AWARDED	BRC FUNDING	LOCAL MATCH
Laramie County LEADS Manufacturing Building Construct a 40,000 square-foot spec building in the Cheyenne Business Parkway area. <i>Status: Evaluation Period</i>	2010	\$1,500,000	\$601,128
North Range Business Park (Wal-Mart Distribution) Construct a sewer line from the city limits west to the West I-80 Business Park. Site was developed in combination with other grants. <i>Jobs: 600; Status: Complete</i>	2005	\$1,500,000	\$2,725,201
I-80 West (North Range Business Park) Construct water and road infrastructure within the new 500-plus-acre industrially zoned North Range Business Park and to the site of the Wal-Mart Distribution Center. (Grant funds did not pay for infrastructure within the 146-acre Wal-Mart site.) <i>Status: Complete</i>	2004	\$1,500,000	\$2,842,501

CHEYENNE	DATE AWARDED	BRC FUNDING	LOCAL MATCH
Cheyenne Regional Airport Terminal Build a new terminal for the Cheyenne Regional Airport. The project includes a 28,700 square-foot terminal building, a new apron for aircraft parking, a new parking lot and road system. <i>Status: Construction</i>	2015	\$3,000,000	\$15,096,962
Cheyenne Civic Center Commons Construct improvements pertaining to the West Edge Streetscape and Civic Center Commons project. The project will combine public infrastructure, parks, open gathering space and infill development opportunities. <i>Status: Construction</i>	2015	\$500,000	\$613,085
Swan Ranch Rail Connection (Grant) Construct of 20,200 feet of rail infrastructure in the Swan Ranch Industrial Park. <i>Jobs: 100; Status: Evaluation Period</i>	2014	\$2,000,000	\$564,104
Swan Ranch Rail Connection (Loan) Construct 20,200 feet of rail infrastructure in the Swan Ranch Industrial Park, enabling the expansion of Searing Industries and providing necessary connecting rail between the BNSF and UP Railroad mainlines. <i>Status: Evaluation Period</i>	2014	\$2,453,943	\$692,136
Microsoft Data Plant Demonstration Facility Install a fuel cell and modular information technology container (IT PAC) for the Microsoft Data Plant Demonstration Facility located on the city of Cheyenne's Board of Public Utilities (BOPU) Dry Creek Water Reclamation Facility. <i>Status: Evaluation Period</i>	2012	\$1,500,000	\$448,052
Polk Avenue Greenway Segment Complete 1,400 linear feet of a 10-foot-wide segment of the community's multipurpose trail system. <i>Status: Complete</i>	2012	\$250,000	\$273,544
Pedestrian and Streetscape Improvements-West INC Construct pedestrian-friendly streetscape infrastructure such as permanent benches, trash receptacles, bollards, and widen the sidewalk and center medians for both Lincolnway and 17th Street. <i>Jobs: 49; Status: Complete</i>	2011	\$851,123	\$94,158
Thought Equity Motion Assist with the utility and connectivity costs of Thought Equity Motion's expansion. Their business will occupy 13,000 square feet of the Jonah Financial Center located at 3001 East Pershing Blvd. <i>Jobs: 3; Status: Complete</i>	2011	\$1,147,416	\$2,242,687

PINE BLUFFS	DATE AWARDED	BRC FUNDING	LOCAL MATCH
Pine Bluffs North Parcel Plan Develop a master plan for a 318-acre parcel north of Pine Bluffs. <i>Status: Open</i>	2015	\$50,000	\$16,666
Veterans Memorial and Community Plaza Create a Veterans Memorial Park and Community Plaza in a downtown lot situated between two buildings. <i>Status: Evaluation Period</i>	2015	\$123,935	\$52,218
Pine Bluffs Main Street Building Construct an 8,500 square-foot, single-story building on five lots in downtown Pine Bluffs. <i>Jobs: 8; Status: Complete</i>	2007	\$1,500,000	\$221,400
Pine Bluffs Business Park Construct sewer, water, electric, cable, fire hydrants and paved streets within the 15-acre, town-owned industrial park. <i>Status: Complete</i>	2006	\$455,000	\$82,310

INCREASING WYOMING'S PROSPERITY

GDP GROWTH
2X



VISION

- Wyoming's industries are strong, diverse and expanding.
- Small business is a big deal.
- Wyoming is the technology center of the High Plains.
- Communities have the highest quality of life.
- Wyoming knows no boundaries.

STRETCH GOAL

Wyoming will outpace the nation's GDP growth rate by a factor of two.

STRATEGIES

THINK BIG

Industrial Development

- Expand value-added opportunities for at least 3 resource bases
- Increase industrial readiness

THINK SMALL

Business Development

- Grow jobs and profitability of existing businesses with special attention to those that create the highest economic output

THINK NEW

Technology Development

- Grow technology to be the fourth largest economic sector

THINK LOCAL

Community Development

- Increase livability of communities

THINK GLOBAL

International Development

- Increase investment in Wyoming
- Increase international trade

TARGETS

- Increase jobs in advanced industries by 25%
- Increase average earnings per job by 10%

- Rank first in number of new business starts per 1,000 employees
- Increase five-year small business survival rate to 50%

- Double number of patents awarded
- Double SBIR grants awarded
- Achieve 1-gigabit-per-second internet service in 75% of municipalities

- Increase score on diversity index by 10%
- Increase total property and sales tax collections by 35%

- Double foreign direct investment in Wyoming
- Increase Wyoming exports by 50%

BUILDING BLOCKS

KEY INITIATIVES

LEADERSHIP/CIVIC DEVELOPMENT & THE ROLE OF PUBLIC POLICY

Wyoming communities leverage policies and partnerships in an efficient regulatory environment.

INFRASTRUCTURE DEVELOPMENT

Wyoming is connected and business ready.

WORKFORCE DEVELOPMENT

Wyoming's workforce is educated and ready for the future.

QUALITY OF LIFE

Wyoming's communities are destinations where people want to live and work.

ENTREPRENEUR DEVELOPMENT

Wyoming's entrepreneurs innovate, create, and compete in the global market.

EXISTING BUSINESS DEVELOPMENT

Wyoming businesses are growing and thriving.

NEW BUSINESS RECRUITMENT

Wyoming attracts world-class companies through its extensive networks.



BUSINESS COUNCIL

WHAT DRIVES US

We communicate and we are a team.

We are flexible, collaborative and get the work done.

We work in an environment of integrity, support and pride.

We make change happen and we are leaders.

ADVISORY COMMITTEES



Advisory Committees

December 7, 2017

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The background is a solid teal color with a pattern of faint, light-colored icons. These icons include gears, a lightbulb, a leaf, a bicycle, a truck, a house, a factory, a person, a mountain, a sun, a water drop, a corn cob, and a bar chart. The icons are arranged in a repeating pattern across the entire background.

BUSINESS DEVELOPMENT

Business Recruitment

Business Recruitment: Wyoming attracts world-class companies through its extensive networks.

Scope

- Leads generated through trade shows and other events, direct contact, site selection consultants, regional directors, referrals.
 - *We pared down the number of shows we attend so that we can have a better presence than the "hope-for-a-one-hit-wonder" approach. We know that showing up and hoping someone will stop by is not a successful way to exhibit. With less shows, budget is freed up to make a larger push for meetings with qualified prospects at shows. These meetings are qualified and arranged by third-party contractors experienced in locating companies looking for relocation or expansion. We've had success in this method recently with the Shooting Hunting and Outdoor Trades (SHOT) show, and will continue to employ it at our other remaining shows. SHOT show is a perfect example of the effectiveness of a sustained presence over time. We've attended the show for over 25 years, and are well known there, leading to common knowledge of Wyoming as a top location for companies in the firearms and outdoor industries.*
- WBC obtains business plan, vets company.
- WBC obtains project criteria and requests site proposals from communities – statewide or according to geographic specifications of company.
- WBC visits company.
- Company selects list of communities for site visits; WBC coordinates tour with communities.
- Company determines short list, enters negotiation.
- Company announces project.

Issues to be resolved

- Identify and increase pipelines.
- Establish protocols with Wyoming Economic Development Association.

Team

- Tom Johnson, Brandon Marshall, Will Hardin, Ron Gullberg, other Business Development and Community Development division staff, regional directors

Partners

- Local economic developers, cities, counties, utility providers, workforce development

Current Quarter

FY18 Q2 Accomplishments

- Implemented plan for achieving 3,500 business recruitment contacts.
 - Weekly 100 contacts
 - EMSI Data – Gazelle Data – Trade Show Contacts – Networking Conference Contacts
 - Determined weekly targets based on six key industries
 - Outreach method determined
 - Email, webinar invitation, newsletter, physical mail, trade show meeting request
- Attended three trade shows
 - Canadian Manufacturing Technology Show
 - 6 potential prospects (no pre-show contract for outreach; done as part of STEP Canadian trade mission)
 - Canadian Wind Energy Association Expo
 - 7 Meetings with qualified prospects
 - 2 new contacts with immediate need in Wyoming (Carbon County EDC primary contact)
 - Successful show – first State or Province to attend
 - FabTech Trade Show
 - 3 site selector contacts made
 - 1 qualified prospect made, with immediate need – German manufacturing firm looking for small first operation in the U.S. Lead out for community proposals soon
- Attended IAMC (Industrial Asset Management Council) Conference

Business Recruitment

- Continued relationships with various site selectors and corporate real estate executives.
 - Workforce insight gained from conversations: You can't recruit companies to your community by promising them you can train their workforce. You have to decide what you want to be and train the workforce for the industries you want to attract.
 - Incentives Insight gained from conversations (paraphrase): Incentives are always necessary for small states to be competitive in deals. Dallas or Las Vegas may not have to incentivize a deal we would, because we're asking companies to take a risk on being able to operate here, especially relating to workforce, and incentives make it worth them taking the risk.
- Coordination of SHOT 2018
 - 5 Wyoming companies attending in the Wyoming section of SHOT Show
 - Working with contractor to secure prospecting meetings with companies interested in a Wyoming relocation or expansion project. Goal of 10; 6 meetings currently booked. Meetings will be with Governor Mead
- Rules of Engagement Re-write
 - Completed – sending physical copy to each LEDO and community receiving leads for recruitment from the WBC.

Looking Ahead FY18 Q3 Goals

- SHOT Show execution – 10 prospects
- Continue execution of 3,500 contacts efforts
- Develop FAM plan and budget for 2018 and 2019
 - Site selector familiarization tour efforts
- Attend IWA Outdoor Expo in Germany in conjunction with STEP program efforts in Germany

Current Project Updates (as of Nov. 16, 2017)

- Computing / Programming Center (Project Cloud) – 400 employees, above average wages
- Agricultural Technology Company R&D Facility Attraction (No project name) – 20 jobs initially, grow to 100
- Machinery Manufacturing Company Relocation (Project Two Cities) – 30 initial jobs, expansion to 400 in year 5
- Wood Joinery Manufacturing Facility (Project Join) – 40,000 sft facility
- Aviation Interiors Manufacturing Facility (Project Aviate) - 19 jobs initially, 60 in year 5. 15,000 sft
- Manufacturing Company Relocation (Project Enterprise) – 90,000 sft facility – 74 employees - \$12.5 Million Facility

Accomplishments FY18 Q1

- Develop contact list, with annual goal of 3,500 separate companies
- Develop fall recruiting efforts, including FABTECH, CANWEA and CMTS trade shows.
- Begin business recruitment efforts for SHOT Show 2018
- Develop/review FAM tour and lead protocols (Educate, Coordinate, Communicate)
- Strengthen communication with stakeholders

Sector Strategies

Scope

- Relationship building
- Data gathering
- Develop strategies around intelligence
- Incorporate workforce development

Background

- Workforce Development background:
 - The Workforce Innovation and Opportunity Act (WIOA) was written to amend the Workforce Investment Act of 1998 to strengthen the United States workforce development system through innovation in, and alignment and improvement of, employment, training and education programs.
 - Formation of local Workforce Advisory Groups (WAGs):
 - As part of WIOA, the Wyoming Workforce Development Council (WWDC) created a Statewide Unified Plan. The creation of local workforce advisory groups was identified in this plan. The WAGs are charged with collecting data on business needs within the four identified sectors.
 - Four sectors: Health Care, Trade, Value-added Resources, Technology.
 - First sector focus: Technology.
 - Next Generation Sector Partnerships Framework
 - An approach with goals of strengthening regional economies and connecting people to jobs
 - Industry-led partnerships

Issues to be Resolved

- Develop proposal and plan for sector strategy approach in conjunction with:
 - Workforce Development Council and regional advisory groups (WAGs)
 - ENDOW
 - Business Resource Network
 - Local economic development organizations and other community partners
 - Industry Advisory Groups/Task Forces
 - Identify pilot region for Next Generation Sector Partnerships approach.

Team

- Noelle Reed, Shawn Reese, Ron Gullberg, Brandon Marshall, Tom Johnson, Shaun Jones, Kayla Kler, Jackie Westhusing, regional directors

Partners

- Wyoming Workforce Development Council (WWDC)
- Department of Workforce Services
- Community College Commission
- WAGs (local employers; Department of Workforce Services; adult education director; community college; K-12 representation; local economic development group; Chamber of Commerce; community partners; etc.
- Local economic developers
- Business Resource Network

Current Quarter

FY 2018 Q2 Accomplishments/Goals

- Create proposal regarding Next Generation Sector Partnerships approach
 - Regional sector strategy pilot in combination with WAG efforts
 - ID pilot region for Next Generation Sector Strategies approach
 - Technology sector
- Began conducting interviews with technology sector businesses
- Presentation at October WWDC meeting.
- Outdoor Recreation Industry Report released

Sector Strategies

Looking Ahead

FY 2018 Q3 Goals

- Develop RFP and hire convener for Sector Partnerships approach.
- Work with pilot region on launching approach with technology sector.
- Continue conducting interviews with technology sector businesses

Accomplishments

FY 2018 Q1

- Identified target industries
 - Outdoor recreation
 - Information technology and data
 - Agriculture technology and food products
 - Advanced manufacturing
 - Energy and natural resource technology
 - Research, development and advanced engineering
- Met with WAG members to discuss goals, needs, next steps, etc.
- Presentation at July WWDC meeting.
- Began coordinating regional WAG groups.





COMMUNITY DEVELOPMENT

Housing Toolbox

Background

- Wyoming has been gathering data from communities about their needs through community assessments, Tour 23 and other assessment venues for more than 15 years. Many themes are continuous and recurring across the state, such as affordable housing and workforce development and attraction. The purpose of the toolbox is to help communities successfully address common struggles by developing tools and a team that can provide resources, information and a map leading to action.

Scope

- Develop tools to address workforce housing challenges
- Develop a consolidated plan to provide people of low and moderate income decent housing, a suitable living environment and expanded economic activities
- Checklist for communities before embarking on a housing study
- County Housing Need Report by income
- Success stories – toolbox manual
- Employer Assisted Housing Benefit
- Focus on older housing stock – how to fix up what towns already have – do we need to consider absentee ownerships laws? Identify opportunities.
- Statewide housing plan in conjunction with HUD Consolidated Plan
- Zoning for housing – outdated or hindering
- How to help communities with enforcement so buildings are used/taken care of before they get to the condemnation stage

Issues to be Resolved

- Need voice of contractors/Bankers

Team

- Kim Porter, Kim Rightmer, Heather Tupper, Shaun Jones, Andy Greenman

Partners

- WCDA, UW, WHN, HUD, USDA RD, WFHOP, WEDA, WAM, WY Realtors, Volunteers of America, WYONAHRO, Casper Housing Authority

Current Quarter

FY18Q2 Accomplishments

- Housing Report by County and Income Level complete
- Guernsey Success complete with report and video
- Jackson pre-con success story
- Roll out of Housing Toolbox at WEDA

Looking Ahead

FY18Q3 Goals

- Statewide housing plan started
- Education about importance of housing, issues, etc.
- Success Stories – WYFHOP
- Success Stories – Jackson plan

FY18Q1 Goals

- Housing Needs by County & Income Level Report
 - Will be done by Sept. WEDA conference
- Guernsey Success Story
 - Working on video, write-up
- Statewide Housing Plan to coincide with Consolidated Plan

ENDOW Community Amenities

Background

- The ENDOW initiative calls for studies to identify services, facilities and amenities that are attractive to businesses and their employees seeking to relocate, but are substantially lacking or deficient in Wyoming, and identify potential solutions to address those deficiencies to create working and community life climates attractive to a modern-day workforce.

Scope

- Determine the team
- Determine resources to start gathering the data about desired services, facilities and amenities
- Create an inventory of key amenities per town/county
- Develop a plan to increase desired services, facilities and amenities

Issues to be Resolved

- Identifying key amenities for economic development

Team

- Kim Porter, Brandon Marshall, Sara Fitz-Gerald, Will Hardin, Shaun Jones

Partners

- Wyoming Cultural Trust Fund, Arts Council, municipalities, local economic developers, UW Community Development Extension

Current Quarter

FY18Q2 Accomplishments/Goals

- Determined a course of action on what to focus WBC efforts on in the upcoming quarter
- Participated in ENDOW subgroup to get more direction and provide input

Looking Ahead

FY18Q3 Goals

- Millennial Livability
 - Come up with a plan
- Commuter Survey
 - Prepare survey with 3-5 questions, where we need to focus on community development
 - Determine how to get the survey out
 - Complete survey

Past Accomplishments

FY18Q1 Goals

- Use information for ENDOW subgroups working on quality of life
- The subgroup is especially interested in health care as part of quality of life; we are being brought into health care discussions and initiatives.

Background

- TravelStorys is a Jackson-based startup company that designs and creates mobile apps that provide audio walking tours.
- TravelStorys has clients in a handful of states, including Wyoming. Clients include downtown development associations, chambers of commerce, national and state parks, museums, etc.
- TravelStorys approached the Wyoming Business Council in 2016 about the possibility of collaborating on Wyoming “main streets” audio walking tours.
- The project addresses a Business Council strategy to grow local and state sales tax revenue by steering the traveling public into Wyoming communities. It also enhances the opportunity for local community marketing and awareness.
- Business Council and participating communities will receive quarterly analytics reports (i.e. number of app downloads, audience session time, number of unique users, etc.)
- It was determined the first-year pilot project would work like this:
 - Receive commitments from no less and no more than seven Wyoming communities before going forward with the project. Project is open to all Wyoming Main Street program members and non-members.
 - Each community would pay \$1,500 for a total of \$10,500.
 - The Business Council would provide \$24,500 in matching funds (\$3,500 per community).
 - In first quarter 2017, the seven participating communities were fully secured: Gillette, Sheridan, Casper, Rawlins, Goshen County, Meeteetse and Greybull. Gillette, Sheridan and Rawlins are Wyoming Main Street program members.

Issues to be Resolved

- Casper tour had to be taken down because ad agency the community hired had not yet completed content
- Not all communities are following/implementing marketing check list

Team

- TravelStorys staff; Wyoming Business Council Communications Division; Kim Porter, WBC Community Initiatives Director; representatives from the seven participating communities.

Partners

Wyoming Office of Tourism

Current Quarter FY18Q2 Accomplishments

- Casper project is 85 percent complete. Ron is communicating with Brook Kreder at Visit Casper to work with ad agency to get project completed and loaded on WYTour.
- Advertising co-op was presented to participating communities. No takers yet. In the meantime, TravelStorys is working on securing a suite-wide sponsor. This would generate revenue, open up another avenue for tour exposure, and hopefully motivate communities to sell their own local advertising.
- Marketing strategy update: Large posters going up in the state-run visitor centers to promote the app and all of our Wyoming tours.
- Marketing strategy update: TravelStorys created new, customizable marketing templates for:
 - Rack cards
 - Table tents
 - Posters
 - On-site signage
- A handful of communities throughout the state have shown interest in joining WYTour. TravelStorys will work directly with them to discuss participation/cost.
- TravelStorys just released its new iOS platform, which makes tours easier to find, has a beautiful new user interface and makes the WY Tours searchable by state or tour name. Users can also now search for tours using the search bar - i.e. if you want to see all WY Tours, you can type in "WY Tour" and all six will populate; however, if you search "Gillette," then WY Tour Gillette will pop up. And so on and so forth if you search for "Wyoming" - all of TravelStorys' Wyoming tours will pop up.
- TravelStorys created a WY Tour Report to document project goals and successes.

- Communities received analytics reports last week. Key takeaways:
 - WY Tour Goshen had the most usage, followed by Rawlins and Gillette.
 - From July 1 to Sept. 30, 2017, the six WY Tours combined to attract 10,227 page views. Goshen accounted for 29.08 percent of views.
 - There was a spike in usage before the Aug. 21 eclipse, corresponding with the marketing initiative.
 - Average session durations are long, meaning that once someone gets into a tour, they are there for a while.

FY18Q3 Goals

- Get Casper project finished and loaded.
- Get posters up at all state visitor centers and drive community participation in new, customizable marketing templates.
- TravelStorys define process/cost for communities interested in joining tour.
- Define and implement strategy (quarterly call?) for TravelStorys detailed report to participating communities and WBC on what analytics are saying. And receive feedback from communities.

Placemaking

Background

- Placemaking is a global movement that inspires people to collectively reimagine and reinvent public spaces as the heart of every community.
- With community-based participation at its center, an effective placemaking process capitalizes on a local community's assets, inspiration and potential.
- It results in the creation of quality public spaces that contribute to people's health, happiness, safety and well-being.
- Lighter, quicker, cheaper
- Address common problems
 - Traffic-dominant streets
 - Little-used parks
 - Isolated or underperforming development projects
- Common vision evolves quickly into an implementation strategy
- Benefits both the space and the people who use it

Scope

- Small grants to communities that received training in May
 - Up to \$40,000 for communities that received training: \$5k per project with a 10% match, fast-track grants up to \$2,450 – from Main Street Funds
- Training and grants to be rolled out to all communities in 2018

Issues to be Resolved

- None

Team

- Kim Porter, Linda Klinck, Michelle Shellhart

Partners

- Communities, National Main Street Center, Project for Public Spaces

Current Quarter

FY18Q3 Accomplishments

- WEDA Training
- Grants awarded to Guernsey, Rock Springs and Glenrock
- Successful placemaking projects completed
 - Guernsey – portable checkerboard, permanent chess board in park
 - Rawlins – music wall in park, parklet in parking spaces for outdoor seating
 - Laramie – paint by numbers murals, vegetable wall
 - Evanston – mural in parking lot

Looking Ahead

FY18Q3 Goals

- Get information on website
- Finalize application for 2018
- Prepare training for communities

FY18Q1 Goals

- WEDA presentation in September
- Build program and build public information campaign
- Prepare program for rollout to all communities

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INDUSTRIAL DEVELOPMENT

Business Development and Innovation Zones

Background

- ENDOW legislation calls for defined geographic areas within the state in which local, state and federal permitting and other regulatory requirements will be met for all or significant segments of industry located in the zone, or in which industries or businesses would substantially benefit as a result of being located in proximity to each other.
- In establishing these zones, the ENDOW Executive Council is tasked with considering industries including, but not limited to, agriculture and agricultural business, renewable energy sources, advanced clean coal technologies, nuclear fuel processing and enrichment, hybrid energy sources, enhanced oil recovery, inland distribution ports, international trade, food and beverage industry distribution, promotion, marketing and development of the international trust and fiduciary business and related sectors, emerging research and technological development, existing, new and emerging economic sectors and subsectors, and value-added manufacturing involving Wyoming resources.
- Local outreach and incorporation of local perspectives are important to this effort. This is being accomplished through a continuous outreach effort, including the ENDOW Regional Assessment, which provided opportunities for communities to suggest areas for business development and innovation zones, identify specific focus industries, and inventory infrastructure and amenities in their areas.

Scope

- Create inventory of infrastructure, resources, amenities and locally defined areas
- Map statewide inventory with buffers for each two-digit NAICS code as first step toward defining business development and innovation zones
- Create a BDIZ strategy
 - Zone types
 - Zone criteria
 - Delineation process
- Delineate specific business development and innovation zones
- Continuous local outreach

Issues to be Resolved

- What is a business and development innovation zone? Discussed by ENDOW Council 10/2017

Team

- Sarah Fitz-Gerald, Ben Avery, Kim Porter, Sam Mallory (independent contractor), regional directors

Partners

- Governor's Office, University of Wyoming, ENDOW Executive Council, DEQ

Current Quarter

FY18Q2 Accomplishments/Goals

- Incorporate maps and report results into NREX – currently being QC'd
- Present the 3 zone type strategy to ENDOW Executive Council
- The 3 zone type strategy fulfills the requirements of the ENDOW legislation, and is meant to be a tool for achieving a diversified economy by 2038. It is informed by other states efforts to use geographic zones for economic development, and incorporates the learnings of the ENDOW council to date. The 3 zone types are:
 - Regional Opportunity Areas
 - Centered around businesses, ROAs bring together educational entities, EDOs, and government to overcome the challenges of industries in an area defined by industry components like labor shed, or natural resource footprint
 - ROAs provide a regional and industry-focused framework for state funding, which has been shown in other states to increase ROI
 - Innovation Centers
 - Physical places that are centered around building new businesses
 - Leverage, but aren't limited to, technologies and talent developed in educational institutions
 - Serve as points of convergence for innovative talent, education, and capital

Business Development and Innovation Zones

- Industrial Focus Zones
 - Dedicated to leveraging Wyoming resources and current or emerging industries to grow value-added focus sectors
 - Regulatory processes streamlined or requirements met within zone
- See the full strategy here.
- Present 3 zone type strategy to and gather feedback from local stakeholders
- Refine and include in December 31st report to Governor and Legislature
- Met with key contacts at DEQ to establish relationships and set groundwork for regulatory efficiency improvements and pre-permitting processes in Industrial Focus Zones

Looking Ahead

FY18Q3 Goals

- Develop specific
 - Benefits
 - Qualifying criteria
 - Delineation process
 - Administration
 - Funding
 - Metrics for success for each zone type.
- Draft specifications here.
- Begin delineation process

Past Accomplishments

FY18Q1

- Finalize maps and reports, submit and present to the governor and Legislature through the Joint Minerals, Business and Economic Development Interim Committee (Sept. 1, 2017) -Done
- Incorporate results into NREX – Continued to Q2
- Continued communication with local economic development organizations and other stakeholders
- Refine Business development and innovation zone (BDIZ) concept, and industrial expansion strategy with ENDOW Executive Council and staff
 - What benefits come with being in a BDIZ?
 - How do BDIZs relate to sectors or focus sectors?
- Develop specific BDIZ delineation process incorporating Regional Assessment results and local EDO input – continued to Q2

Financial Mechanisms

Background

- The 2017 Joint Minerals, Business and Economic Development Committee interim study will review state financial programs available to public and non-public entities. The committee will report and consider any associated legislation that the ENDOW committee may request

Scope

- Create a list of all existing state finance programs
- Identify possible new or recommend changes to existing finance programs to support large project financing

Issues to be Resolved

- Constitutional authority
- State budget constraints

Team

- Ben Avery, Josh Keefe

Partners

- Investment banking firms (Wells Fargo Advisors, Kaiser Wealth Management, etc.)
- Wyoming Banking Association

Current Quarter

FY18Q2 Accomplishments/Goals

- Complete recommendations for additional and/or changes to existing finance programs
- Present the financial information to the ENDOW Executive Council
- \$100m Industrial Development Revenue Bond volume cap allocation for a large value added coal related project
- Continue research on WS 15-1-701 thru 15-1-710, Industrial Development Projects Act

Looking Ahead

FY18Q3 Goals

- Educate legislature on participation benefits for Large Loan program
- Legislation is passed / Governor signs into law
- Explore uses of Industrial Development Projects Act

Past Accomplishments

FY18Q1 Accomplishments

- Complete the list of existing state finance programs
- Complete recommendations for additional and/or changes to existing finance programs - continued
- Present the financial information to the WBC Board and ENDOW Executive Council
- Present information to the Joint Minerals, Business and Economic Development Committee. See presentation [here](#).

Socioeconomic Assessment

Background

- ENDOW legislations calls for an August 2017 “exhaustive assessment of socioeconomic data, which shall include...existing, new and emerging economic sectors and subsectors of the economy, identification of potential business development and innovation zones, an inventory of existing workforce strengths and deficiencies, economic trends and key enablers for economic growth in the state that translate to viable business development

Scope

- Employment and output (state and nation)
- Trends (state and nation)
- Economic developer
- Wyoming innovations
- Workforce wages and SWOT
- Asset maps

Issues to be resolved

- Desired approach by ENDOW Executive Council

Critical Success Factors

FY2018Q1 Accomplishments

- ENDOW and industry experts review and comment on final reports
- Present to ENDOW Executive Council
- Assist with Aug. 30, 2017 required report to the Legislature

FY2018Q1 Goals

- Any follow-up needed

Team

- Kim Porter, Ben Avery, Jackie Westhusing, Shaun Jones, Tom Johnson, Sarah Fitz-Gerald

Partners

- Workforce Services, Governor’s Budget Office, UW College of Business, Manufacturing-Works





TECHNOLOGY DEVELOPMENT

In-state Purchasing Preference

Background

- Wyoming technology companies In-state preference is an initiative to leverage Wyoming companies when the state lets a request for proposal (RFP) for work. Recommendations for state technology procurement policies to favor in-state companies

Scope

- This survey is specific to IT vendor preferences for state government contracts
- Determine if the state of Wyoming's IT procurement policies are competitive compared to other states

Issues to be Resolved

- Is this technology or innovation?
- Benchmarks not in line with strategic plan – need to refine

Team

- Will Hardin – lead; Ben Avery, Noelle Reed, Ron Gulberg, Brandon Marshall regional directors

Partners

Current Quarter

FY18Q2 Accomplishments/Goals

- Plan for moving ahead

Looking Ahead

FY18Q3 – Goals

- Investigate a technical assistance program for other state agency directors to educate them about how to be more inclusive of Wyoming companies. Identify # of in-state companies registered with WY Procurement
- Determine process of A&I and PTAC, what is the disconnect
- Set up meeting with A&I, WBC, PTAC to begin conversations about how we can make this process easier, map process
- Get list of bids, who bid, who won the bid (tech companies)

Past Accomplishments

FY18Q1 Goals

- Get information from the Wyoming Procurement Technical Assistance Center (PTAC) about the number of Wyoming companies registered as in-state providers.
- Investigate a technical assistance program for other state agency directors to educate them about how to be more inclusive of Wyoming companies.

Broadband Solutions

Background

- The WBC's role is to find private sector-based broadband solutions, and advocate for and build awareness of broadband in Wyoming.

Scope

- The Wyoming Business Council (WBC) has a contract with the Wyoming Business Alliance (WBA) for several items, as they relate to follow-up from the Tour 23 process in 2016. Tour 23 raised several themes across all communities. Broadband was just one of several items of note.
- The WBC's specific task to the WBA was to identify seven private sector-driven strategies around broadband. For so long, we have seen governments try and take a crack at resolving these issues in Wyoming with mixed results. We feel that industry could do a better job than the public sector.
- Although we did not specify how the WBA would come up with these private sector solutions, we indicated that it had to come from the private sector with input from industry.
- As part of the process of coming up with private sector solutions, the WBA believes a survey is a good first step in getting a baseline assessment of the broadband situation in Wyoming.
- The WBA drafted a survey and asked for our input, which we gave, along with members of the WBC's board who work in the telecommunications sector. The WBA sent the survey about a month ago. At last count, I believe the response rate was very high--more than 600 responses. We have indicated to the WBA that the survey will not be used as a tool to criticize any specific providers in the state.
- The survey will only serve as a basis from which to get a baseline assessment and as a point of discussion for those private sector-driven solutions.
- The idea that this will hurt Century Link, Charter, or any other telco in the state is not correct. To the contrary, we believe these solutions that are developed (not the survey) should help the industry as a whole in Wyoming. That's because they will come from the industry itself and the private sector.

Issues to be Resolved

Team

- Kim Porter, Tom Johnson, regional directors

Partners

- Wyoming Business Alliance
- Telecoms

Current Quarter

FY18Q3

- Secured Utah's database fields to use as a template for mapping Wyoming's Broadband information
- Agreed upon contract deliverables with WY Business Alliance

Looking Ahead

FY18Q4 – Goals

- Contract with Granite Peak for a easy to use entry system to create a database of speeds with broadband and produce a map similar to Utah
- Sign Contract with WBA and manage contract, continue to be part of working group
- In conjunction with WBA, bring in Utah and Colorado Broadband people to see how they have furthered their broadband efforts.

FY18Q1Goals

- Promote the "Broadband easily explained"
- Start gathering download speeds from telecoms
- Contract for solutions from Wyoming Business Alliance



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MARKET DEVELOPMENT

National/International Trade and Investment

Background

- Exports bring new wealth into the state. Wyoming's current exports are predominantly soda ash. The Wyoming Business Council is trying to grow and diversify Wyoming's export activity.
- The WBC is investigating other avenues to increase foreign direct investment (FDI) in Wyoming. The key will be attraction of corporate headquarters.
- Wyoming received a State Trade and Export Program (STEP) award from the U.S. Small Business Administration for the period Oct. 1, 2016 through Sept. 30, 2017. Update: The agency recently received approval for a STEP award for the period Oct. 1, 2017 through Sept. 30, 2018.
- Export Readiness means: Training in international trade show and other marketing opportunities, international shipping and logistics, how to finance exports, manage currency exchange risk, and preparing the business to meet the projected volume of orders in quantity and quality to succeed.
 - The 2016-17 award was in the amount of \$158,400, with a \$52,800 state cash match. The 2017-18 award is \$221,431 with a \$78,811 State cash match.

Scope

- Wyoming ag businesses that are export-ready or currently exporting should be fully utilizing the Western United States Agriculture Trade Association (WUSATA) benefits, such as the export education offerings, international trade missions and the FundMatch program.
- The WBC is investigating other avenues to increase foreign direct investment in Wyoming.

Issues to be Resolved

- Reliable, appropriate FDI contact.
- Understanding of FDI contact costs and benefits.
- Identifying businesses ready to export and evaluating assistance they need.
- Providing businesses the tools they need to be export-ready.

Critical Success Factors

- Long-term relationships.
- Increased exporting by selected mature exporting companies.
- Increase in companies becoming export-ready.

Team

- Briana Tanaka, Taylor Kirkbride, John Henn, Ron Gullberg, Brandon Marshall, Luana Krause, Terri Barr, Shawn Reese, regional directors, WBC Communications staff.

Partners

- Western United States Agricultural Trade Association, Manufacturing-Works, Small Business Development Center, Wyoming Department of Agriculture, Governor's office.

Current Quarter

FY18Q2 Goals/Accomplishments

- Meetings held with Asian firm discussing large-scale value-added processing facility.
- Created Wyoming-Canada exports report.
- Begin implementation of 2017-18 STEP grant plan:
 - Focusing on identifying Wyoming companies with ranges of experience, or no experience, in exporting, and in customizing training and trade missions based on their needs: Ongoing
- Research possibility of contracting with an international trade representative: Ongoing.

National/International Trade and Investment

Looking Ahead

FY18Q3 Goals

- Continue working with Asian company on site location.
- Assist Asian company in securing financing through New Market Tax Credits and EB5.
- Conduct training related to export readiness for companies new to exporting.
- Target areas of improvement for mature exporters.

FY18Q1

- WBC invited an Asian firm to Cheyenne to discuss potential for beef exports from U.S. beef to Pacific Rim countries. Meetings will include leadership, DEQ and local economic development agencies.
Status: Completed. The firm presented to a group of relevant Wyoming Business Council personnel who are still reviewing the potential.
- Continue conversations with American rep who brokers Chinese FDI. Status: Ongoing.
- Continue discussions with Taiwan about an in-state Wyoming ag FAM tour.
Status: Ongoing. Shawn Reese attended the governor's mission there and the Wyoming Business Council is now exploring the potential to contract a state trade representative in Taiwan.
- Hold one-day workshops for export education and readiness.
Status: Completed. Held training in early September in Casper. 11 registrants. Takeaway: Wyoming needs more export readiness educational opportunities. Backwards Distilling participated, then attended Canadian trade mission later in September.
- Look at ways to increase Export Tech participation.
Status: Redirected goal. Only one business participated in Export Tech this summer. The program is being dropped; focus will be on other export training opportunities through the STEP program.
- Host an agricultural business trade mission to Mexico (distributors, buyers, ag trade office) with STEP funding.
Status: Completed. Two companies attended (GF Harvest and Preator Bean).
- Host a manufacturing business trade show and trade mission (Golden Key) to Canada with STEP funding.
Status: Completed.
 - Backwards Distilling attended
 - Set up booth at the manufacturing trade show in Canada
 - Companies ID'd by Manufacturing-Works, personal contacts
 - Communications wrote storytelling follow-up

In-state Food and Agriculture

Background

- Currently in the process of implementing a state-branded program for locally-grown food and fiber called "Grown in Wyoming."
- The Grown in Wyoming program consists of many educational components including an informative website, a slide deck for regional directors/organizations to use, and various educational opportunities such as farmers markets, state fairs and conferences.
- The program will play off of "eat local" market trends.

Scope

- The branded program will be available to producers who grow the majority of their products in-state, as well as to retailers and farmers markets. The program will be available online.

Issues to be Resolved

- Provide a standard of quality and outlet of differentiation for Wyoming-based commodities.
- Create a distinction with companion program "Made in Wyoming"
 - If the raw commodity is agriculturally-related and meets the criteria of "Grown in Wyoming," it falls under Grown in Wyoming.
 - If the value-added product is agriculturally related and meets the criteria of "Grown in Wyoming," it falls under Grown in Wyoming.

Critical Success Factors

- Increased awareness by public consumers.
- Increased market penetration by Wyoming food companies.
- Integrated strategic relationship among food companies, consumers, restaurants, grocers and retailers.

Team

- Briana Tanaka, Ron Gullberg, Brandon Marshall, John Henn

Partners

- Wyoming Department of Agriculture, Wyoming Farmers Market Association, Wyoming Farm to Plate Task Force

Current Quarter

FY18Q2 GOALS/ACCOMPLISHMENTS

- Recruit 20 members into Grown in Wyoming.
Status: Ongoing. Grown in Wyoming has recruited nine members as of Nov. 16, 2017. Briana Tanaka has conferences, social media challenges and B2B phone calls to make to continue recruitment efforts.
- Build out the GIW program structure for restaurants, farmers markets, retailers and grocery stores.
Status: Ongoing. Grown in Wyoming recently secured its first restaurant member, and will work with that member to pioneer the program for those specific markets.
- Work with strategic partners on cohesively marketing and moving the local food initiative forward.
Status: Ongoing. Briana Tanaka recently attended the annual Wyoming Farmers Market Association meeting where she was able to connect and strategize with the strategic partners in attendance. Marketing initiatives and specialty crop opportunities were the main focus of the conversation.

Looking Ahead

FY18Q3 GOALS

- Recruit 20 members into Grown in Wyoming.
- Strategically market Grown in Wyoming to restaurants, farmers markets, retailers and grocery stores.
- Create specialty online catalogs for B2B meetings.
- Provide the annual Wyoming Farmers Market Association grant to all farmers markets.

In-state Food and Agriculture

FY18Q1

- Create a baseline set of data for farmers markets.
Status: Completed. Between surveys sent out via Survey Monkey and the WBC Farmers Market Promotional grant, we have received a baseline set of numbers.
- Create a comprehensive communication strategy for the Grown in Wyoming program.
Status: Ongoing. Briana Tanaka and the Communications team recently met to discuss the marketing outlets including press releases, social media, videos and program emails.
- Implement Grown in Wyoming program.
Status: Complete. The program was fully launched on Oct. 18, 2017.

PERSONNEL, BUDGET, AND AUDIT COMMITTEE



TM

AGENDA ITEMS

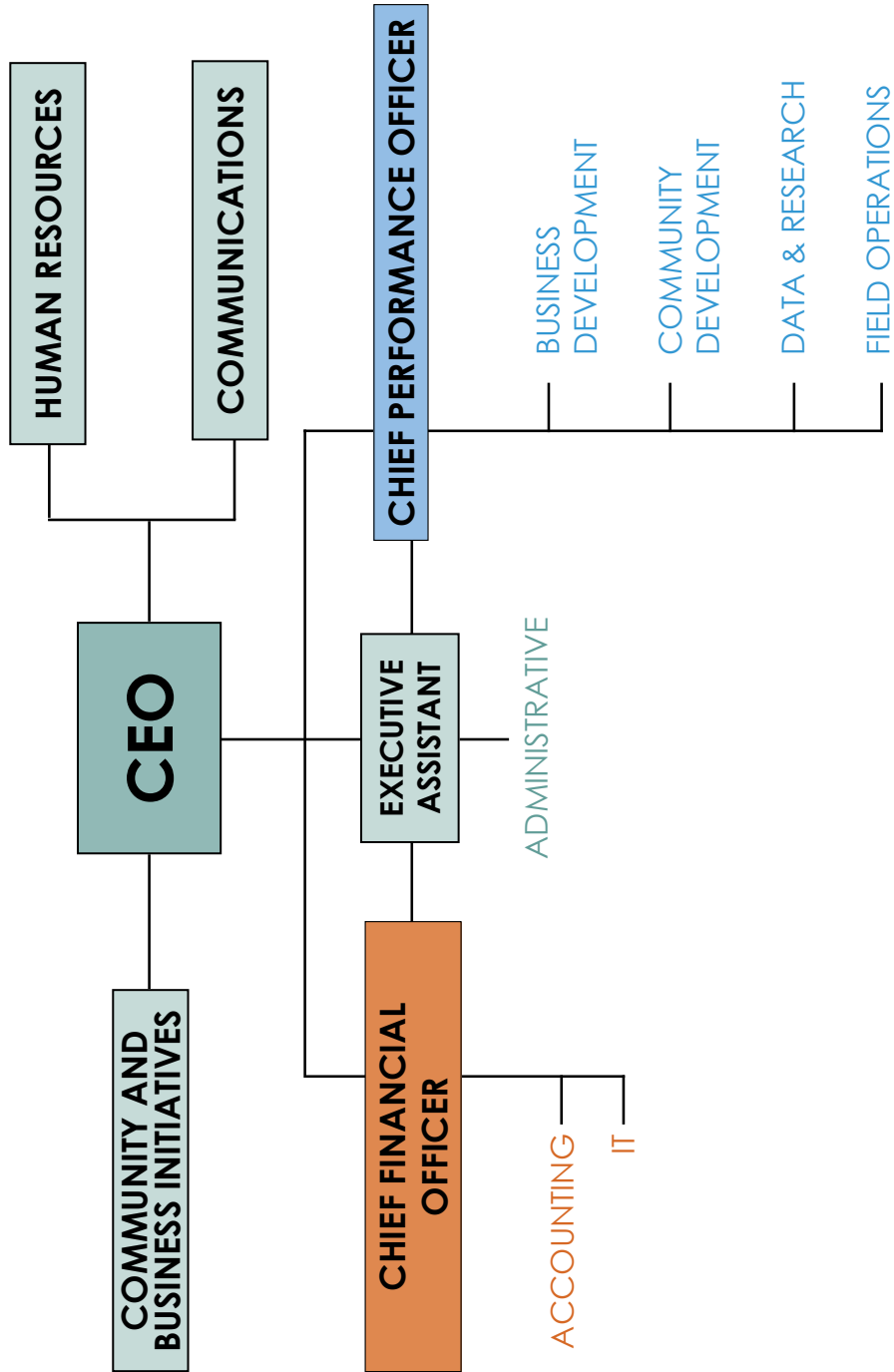
December 7, 2017

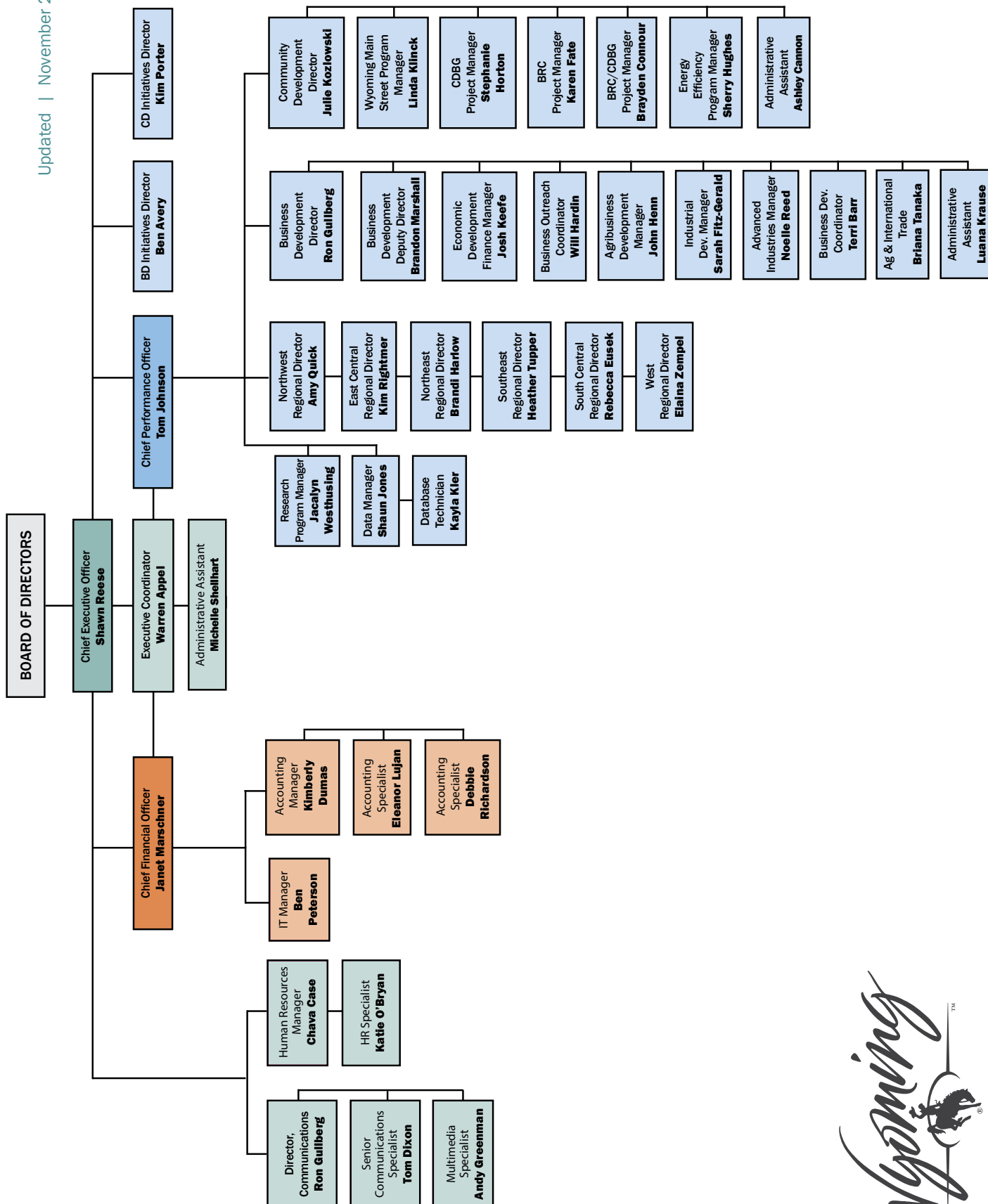
Personnel:

B-4 Organizational Charts

Financial:

B-7 Financial Update







WYOMING BUSINESS COUNCIL
FY2018 Comments on Financial Statements
Three months ended September 30, 2017 - UNAUDITED

Budget Summary

- FY2018 is the second of 2 years in the 2017-18 biennium which started July 1, 2016.
- General Funds – the % of expenditures and encumbrances ended the quarter at 44% of budget.
- Federal Funds - the % of expenditures and encumbrances ended the quarter at 47% of budget.
- Primary Agency Funds - the % of expenditures and encumbrances ended the quarter at 25% of budget.
- Total Community Development available funds per the Financial Statements as of 09/30/17 are \$28.67 million.
- The Business Ready Community Program has \$1.52 million in projects approved by WBC board and SLIB but not yet encumbered as of 09/30/17; as those grants agreements become effective, they will be encumbered. The funds available for BRC projects is \$22.73 million.

Cash Balances

- Economic Development fund has \$44.02 million in cash after obligations; year-to-date receipts total \$144,373 which is comprised of principal and interest payments received on loans and investment income earned through the State Treasurer's office on the cash in the fund.
- Rural Rehabilitation fund has \$4.91 million in cash after obligations and year to date receipts of \$20 thousand in investment income earned through the State Treasurer's office on the cash in the fund.

Loans Receivable

- Total loans outstanding net of allowances, are \$17.31 million as of 09/30/17; total principal and interest received since 7/1/2017 is \$58 thousand.

Governor's Office Funds

- The total cash balance in the petroleum violation escrow funds is \$4.14 million.

Budgeted Expenditures

- Grants make up 72% of the budget, followed by non-operating expenses/loans of 15%.

Line Item Expenditure Summary

Grant expense and encumbrance ended the quarter at 43% of the budget, due primarily to timing of grants.

Non-operating expenses/loans and encumbrances ended the quarter at 30% of the budget, due primarily to timing of loans.



WYOMING BUSINESS COUNCIL

Financial Update

BUDGET SUMMARY - ALL FUNDS (BFY 17/18 appropriation)

FY 2018 - year to date for the period:		07/01/17 - 06/30/2018		OPTIMUM >>> 25%	
PROGRAM BUDGET SUMMARY	BUDGETED	EXPENDED	ENCUMBERED	BALANCE	% EXPENDED & ENCUMBERED /BUDGETED
General Funds					
Business Development	\$1,438,288	\$293,594	\$31,495	\$1,113,200	23%
Strategic Initiatives	\$3,659,790	\$77,488	\$3,072,387	\$509,915	86%
Regional Offices	\$954,231	\$224,253	\$6,375	\$723,603	24%
Community Development	\$409,945	\$99,218	\$2,139	\$308,588	25%
Business Ready Communities	\$49,431,972	\$2,742,581	\$18,653,336	\$28,036,056	43%
Main Street	\$515,889	\$56,019	\$130,081	\$329,789	36%
Executive & Board of Directors	\$708,831	\$204,398	\$112,278	\$392,155	45%
Performance & Planning	\$611,864	\$152,038	\$12,768	\$447,058	27%
Communications & Marketing	\$463,637	\$96,204	\$27,758	\$339,675	27%
Human Resources	\$245,367	\$50,616	\$0	\$194,751	21%
Finance & Administration	\$676,485	\$142,018	\$30,300	\$504,167	25%
	\$59,116,300	\$4,138,427	\$22,078,917	\$32,898,456	44%
Federal Funds					
CDBG Program	\$5,858,034	\$206,598	\$2,642,634	\$3,008,802	49%
State Energy Repurposed ARRA funds	\$374,004	\$4,151	\$130,171	\$239,683	36%
State Energy Conservation Program	\$324,545	\$64,244	\$47,252	\$213,049	34%
State Trade and Export Program (STEP)	\$106,459	\$9,093	\$19,678	\$77,688	27%
	\$6,663,042	\$284,085	\$2,839,735	\$3,539,222	47%
Primary Agency Funds (See Terms on back for descriptions)					
Economic Loan Development (fund 039)	\$10,506,120	\$2,656,929	\$0	\$7,849,191	25%
Wyoming Business Council (fund 085)	\$28,076	\$4,786	\$0	\$23,290	17%
Rural Rehabilitation (fund 499)	\$207,890	\$0	\$0	\$207,890	0.00%
	\$10,742,087	\$2,661,715	\$0	\$8,080,371	25%
TOTAL	\$76,521,429	\$7,084,228	\$24,918,652	\$44,518,550	42%

FY2018 BALANCES

Loans Receivable

Balances as of 9/30/17

	Net Balance
Economic Disaster loans	\$3,336,560
Challenge loans	\$0
Bridge loans	\$433,905
Mainstreet loans	\$30,438
Amendment IV loans	\$112,202
Natural Gas Infrastructure loans	\$239,078
BRC loans	\$12,256,114
ARRA SEP loans	\$1,014,085
Unallocated allowance	\$(107,492)
TOTAL	\$17,314,891



Governor's Office Funds = \$4,136,921
Petroleum Violation Escrows

Business Ready Community program has **\$1,515,785 million** in projects approved but not encumbered, and **\$22,733,599 million** in available funds.



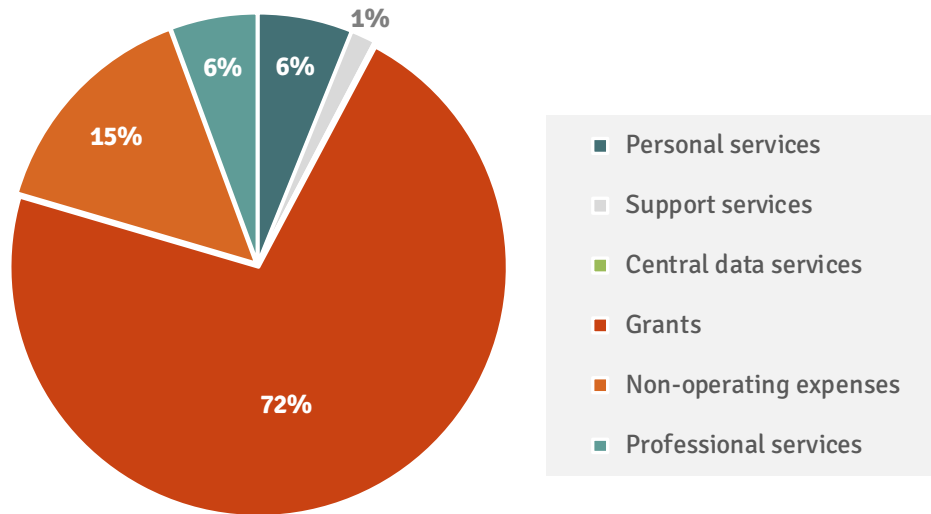
Janet Marschner
Chief Financial Officer
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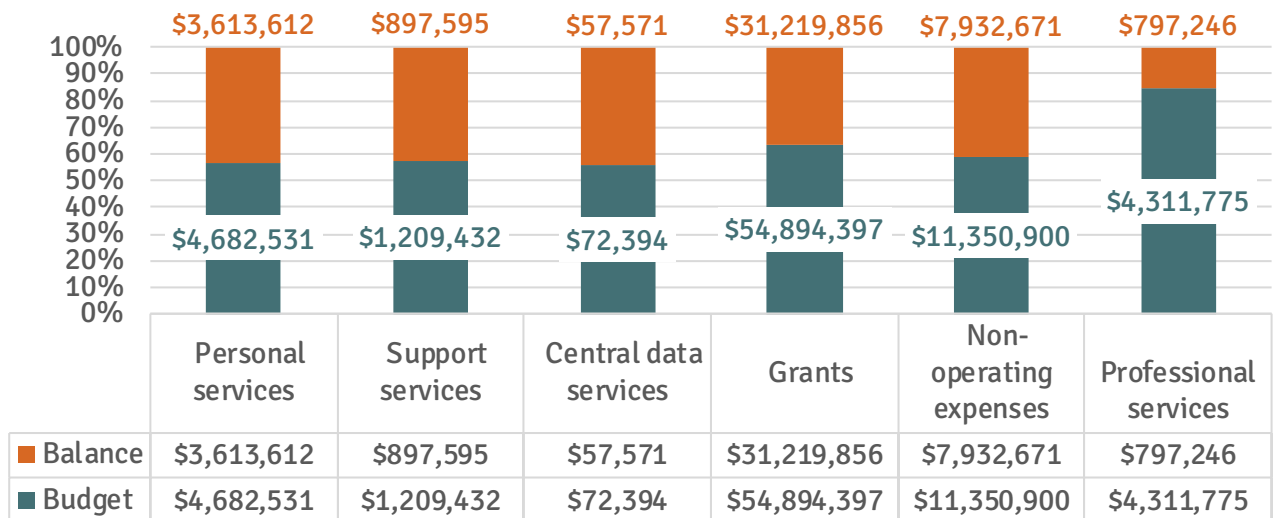
Learn more about Wyoming Business Council Financials at wyomingbusiness.org/boardbook.



BUDGETED EXPENDITURES BY FUNDING SOURCE



LINE ITEM EXPENDITURE SUMMARY



TERMS

General Fund - Appropriated by the Wyoming Legislature on a biennium budget

Federal Fund - Department of Energy, Housing and Urban Development, Commerce Funds

Budgeted - Year two of two in the biennium budget

Expended - Funds have been spent

Encumbered - Funds are committed for a specific purpose

Agency Funds - Special revenue funds that carry forward year to year

039 Challenge Loan - Economic Development Loans
085 Shared with Tourism - selling Wyoming First Program and Tourism sales
499 Rural Rehab - Farm Home Administration Funding for rural development
BRC - Fully obligated



Janet Marschner
Chief Financial Officer
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Learn more about Wyoming Business Council Financials at wyomingbusiness.org/boardbook.



BUSINESS CONTRACT AND LOAN COMMITTEE



TM

AGENDA ITEMS

December 7, 2017

Business Contract and Loan Committee:

- C-5** Challenge Loan Reporting Requirements
- C-7** Credit Memorandum: Ascent 2000, LLC dba Ascent Technologies





BUSINESS COUNCIL

214 W. 15th Street

Cheyenne, WY 82002

Tel: (307) 777-2800 Fax: (307) 777-2838

www.wyomingbusiness.org

Memorandum

To: Wyoming Business Council Board of Directors
From: Josh Keefe
Subject: Challenge Loan Reporting Requirements
Date: December 7, 2017

1. **Past Due Report.** Challenge Loan Policy requires quarterly reporting of all loans 30 days or more past due.
 - There are no loans past due as of September 30, 2017
2. **Loan Loss Reserve Analysis.** Challenge Loan Policy requires a review of all loans that are delinquent (over 30 days past due) and a specific reserve will be allocated if the review warrants. There will be an additional unallocated reserve of one-half of one percent of the total portfolio balance.
 - The Wyoming Business Council did receive 32 applications from the Economic Disaster Declaration for Western Sugar, resulting in a combined loan total of \$3,259,900. When combined with the Wyoming Sugar designation earlier this year (23 for \$4,482,675), the grand total between the two designations is 55 loans for a total loan amount of \$7,742,575.
 - The unallocated reserve is adequate with a balance of \$716,190. The allocation includes a 10% loan loss reserve for the Economic Disaster Loans originated (Wyoming Sugar) and will be increasing with the closing of the Western Sugar loans (21 of 32 closed).
 - There are no identified credits that are not past due but could present collection problems in the future.
3. **Charge off balances.**
 - None to report.

Staff Recommendation: Staff recommends acceptance of this report.



Credit Memorandum

Applicant: Converse County Commissioners

Client: Ascent 2000, LLC dba Ascent Technologies

Date: November 20, 2017 (Last modification was November 9, 2012)

Purpose: Renewal

Proposal:

The proposed loan matured on November 1, 2017. It originated in 2002 and has had some modifications and two extensions during the life of the loan. This will be the last renewal of the credit. Under the original provisions of the Challenge Loan Program, the State of Wyoming could match loan funds with a local economic development group, "challenge loan" (attachment 1 is a listing of the applicable statute). In 2002 WBC participated with Converse County Commissioners in making a loan to Ascent 2000, LLC. The original loan terms and proposed terms are as follows:

	ORIGINAL (2002)	PROPOSED (2017)
Total Loan	\$96,000	\$16,757.42
WBC Portion	\$48,000	\$16,757.42
Collateral	Equipment, Inventory (1 st Lien Position)	Equipment, Inventory (1 st Lien Position)
Collateral Value	\$66,000	\$64,670
LTV	72.7%	25.9%
Guarantors	Kenneth & Trina McDaniel	Kenneth & Trina McDaniel
Payment Frequency	Monthly	Monthly
Payment Amount	\$995	\$318.23
Loan Term	5 Years	5 Years
Amortization	10 Years	Fully Amortizing
Loan Fee	1%	-
Interest Rate	4.5%	4.0%

Project: Ascent 2000 is a Microsoft Certified Technical Education Center as well as a Microsoft Certified Partner. Ascent provides training, testing, consulting and contract services to businesses and individuals throughout the central Wyoming area and Colorado. Ascent moved from Colorado to Douglas in the fall of 2002. Our original loan participation helped facilitate this relocation.

The company has changed their model to focus on engineering and manufacturing, which led them to move back to Colorado. However, they continue to work in Wyoming with large clients in Douglas performing IT services. Kenneth commutes to Douglas at least once a week.

Ascent had severe financial problems from 2004 to 2006 resulting in the restructure of the loan. The loan was modified in 2006 with a 20-year amortization and a five-year balloon due on

November 1, 2012. The company also paid in full a loan to Converse County Bank in November of 2012. All payments since this extension have been made as agreed. The principals of Ascent 2000 (Kenneth McDaniel and Trina McDaniel) stated that they do not have the cash to pay the loan in full and have requested an extension. The payments are (and will continue to be) auto-debited from the company's operating account.

It is recommended to extend the loan for the final 5 years and to have the loan be fully-amortizing, the monthly payments will be approximately \$318.23.

Consolidated cash flow is sufficient to service the proposed debt and existing debt with a favorable coverage ratio of 1.67x.

The net available balance in the Economic Development fund is **\$44,017,080** (as of 9/30/2017)

Recommendation:

Staff recommends the Board of Directors of the Wyoming Business Council approve the following:

- 1. Extend the loan for 5 years.**
- 2. The loan will be fully-amortizing with a maturity date of November 1, 2022**
- 3. Maintain the interest rate at 4%**

Respectfully submitted,

Joshua S. Keefe
Economic Development Finance Manager

Attachment 1

- Applicable Statute

Attachment 1

§ 9-12-304 (a). **Criteria for loans.**

(a) Except as otherwise provided under subsections (c) through (f) of this section, loans under this article may only be made by the council to community development organizations and state development organizations which meet the following eligibility criteria:

(i) The community development organization or state development organization will contribute an amount of cash or cash equivalent at least equal to the loan it receives under this article to a program of investment in its area of local economic development;

(ii) The community development organization or state development organization will consolidate the loan it receives under this article and its required contribution under paragraph (i) of this subsection and make loans to Wyoming businesses and investments in support of Wyoming businesses.



COMMUNITY GRANT AND LOAN COMMITTEE





Community Grant and Loan Committee

Report and Recommendations to the Wyoming Business Council

December 7, 2017

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BRC Financial Summary

Available Funds Summary	
	BRC
Net Appropriations	\$ 374,849,305
Awards Adjusted by Deobligations	\$ (359,872,952)
BRC Loan Principal and Interest Payments Received to Date	\$ 3,041,812
BRC State Revenue Recapture Received to Date	\$ 15,434
Expiration of 2013/2014 budget footnote, transfer of unobligated funds to regular BRC	\$ 4,700,000
Total Available Funds	\$ 22,733,599

Allocation Plan—FY18

FY18 Q2 Allocation Plan

BRC Project Types	Priorities	% of Allocation	Q2 Allocation Available
Business Committed & Managed Data Ctr Cost Reduction	High	45%	\$ 4,553,895
Community Readiness	Medium	39%	\$ 4,404,024
Community Enhancement	Low	15%	\$ 1,610,252
Planning	Low	1%	\$ 69,850
			\$ 10,638,021

BRC Application and Program Summary

Awards are contingent on the satisfactory execution and administration of previous grants or loans by an applicant. Other contingencies, if any, are defined in the project descriptions. The office of the Attorney General conducts a review of applications that are Business Committed, that have a loan component, or any extenuating circumstances.

BRC Applications Received September 1, 2017			
Applicant	Project	Type	Request
SEEDA	Project Enterprise	Business Committed	\$ 12,592,090
Upton, Town of	Railcar Maintenance & Cleaning Facility - Grant	Business Committed	\$ 3,000,000
	Railcar Maintenance & Cleaning Facility - Loan		\$ 3,000,000
Jackson Hole Airport Board	Fuel Farm Construction - Grant	Business Committed	\$ 1,500,000
	Fuel Farm Construction - Loan		\$ 1,500,000
Buffalo, City of	Technology Business Park	Community Readiness	\$ 2,844,410
Lingle, Town of	Lingle Community Center	Community Enhancement	\$ 454,700
Total Requests			\$ 24,891,200
Total Available BRC Funding Per Adopted Allocation Plan			\$ 10,638,021



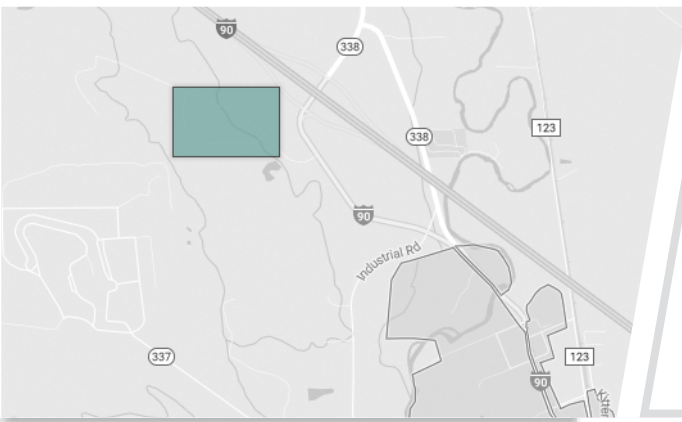
Business Ready Community Grant and Loan Program

SHERIDAN ECONOMIC AND EDUCATIONAL DEVELOPMENT AUTHORITY (SEEDA)

\$12,592,090 BRC Business Committed Grant Request

Project Enterprise – Corporate Headquarters and Manufacturing Relocation

Staff Recommendation: Fund



Project Description

The Sheridan Economic and Educational Development Authority Joint Powers Board (SEEDA), which is comprised of the city of Sheridan and Northern Wyoming Community College District (Sheridan College), requests \$12,592,090 in Business Ready Community (BRC) Business Committed grant funds to construct a 100,000 square-foot building in the Sheridan High-Tech Business Park to house “Project Enterprise.” Project Enterprise is an internationally recognized manufacturer and iconic brand name that has chosen to move its corporate headquarters and manufacturing to Sheridan. The company’s identity and specific industry remain confidential due the proprietary nature of its plans and to avoid a significant workforce disruption because of its relocation. The company plans to release its name in January 2018.

SEEDA owns a 13.74-acre lot and is donating it to the project. Nine acres are proposed for this project, and the remaining 4.74 acres will be retained for future expansion or other follow-on business opportunities. In 2010, the Wyoming Business Council invested \$2,589,913 BRC community readiness grant funds in the Sheridan High-Tech Business Park. WYDOT is currently working on a multimillion-dollar Interstate 90 interchange to access the park and north Sheridan. The lot that will be used is adjacent to Vacutech and in the shadow of the Big Horn Mountains.

The building includes 70,000-sq. ft. for manufacturing, 20,000-sq. ft. for offices and 10,000-sq. ft. for specialized product testing and demonstration. The building will be owned by SEEDA and leased to the company for 20 years. Project Enterprise will have the option to buy the building after the fifth year or during the remainder of the lease period.



Business Goals

The company will bring its world-renowned name, marketing, administration, manufacturing, sales, engineering, and research and development to the state of Wyoming. The company is relocating due to a high tax burden and increasingly challenging regulatory and business environment in its home state. Wyoming offers a lower cost of doing business across the board (taxes, utilities, labor, permitting) and a more welcoming economy. Additionally, Wyoming's outdoor lifestyle fits the company's unique brand.

The business estimates it will spend \$2 million in relocation costs to move to Wyoming. This includes transportation of equipment and inventory, along with the moving costs of employees. The company will also need to invest an additional \$2 million in equipment.

Project Enterprise has identified an aggressive schedule to be in full operation in Wyoming between December 2018 and February 2019. An 18-month design-to-construction close-out is recommended. Company owners plan to move office-related functions to Sheridan by June 2018. The community is working with the company to identify and secure temporary office space to address the company's transition to Sheridan.

Public Benefit — Jobs

The company estimates total employment to be 70-90 positions by year four or five. The company will relocate its C-level executives and other senior-level talent. For business continuity, it will relocate other willing employees. The estimated number of total relocated jobs is 20. The remaining jobs (approximately 50-70 positions above average area wages) will be hired locally. The business will have an annual payroll of over \$5,000,000. The business estimates the average wages to be between \$60,000 and \$74,000.

The project will increase Sheridan County's employment in manufacturing by 18-24%. Manufacturing currently represents on 3% of the total Sheridan

Position Type	Percentage of Employees	Jobs	Avg. Wage	Avg. Benefits	Annual Net Wages
Mgmt/Admin	16%	11	\$66.30	\$22,972	\$1,769,577
Tech/Professional	17%	12	\$33.01	\$16,612	\$1,023,271
Office/Clerical	20%	14	\$20.11	\$11,237	\$742,855
Sales	6%	4	\$22.12	\$10,072	\$224,328
Skilled Crafts	30%	21	\$18.66	\$11,704	\$1,060,995
Other	11%	8	\$16.31	\$12,054	\$367,903
Total		70			\$5,188,929

County employment. Sheridan College made a \$1 million physical plant investment in its Machine Tooling Technology program which contributed to the company's interest and willingness to hire local, qualified graduates that possess the skills necessary to the company.

Sheridan has benefitted from the presence of several manufacturers e.g. Vacutech, Kennon Products, L&H Industrial and Emit Technologies. Recruiting the company to Sheridan will grow the manufacturing cluster and workforce in the region. This project will increase and support the program at Sheridan College, which, in turn, will attract and retain skilled workers in the region. Representatives from Project Enterprise will work with Sheridan College to explore additional funds for workforce development and training.

The WBC estimates and additional 50 indirect jobs will be created throughout the community by other businesses over five years based on activity created by Project Enterprise. The WBC's analysis shows that the local sectors that will see the greatest impact include: fabricated metals, wholesale trade, trucking, telecommunications, finance and insurance, professional services, administrative support, health and food services.

Public Benefit—Wyoming Outdoor Recreation

Project Enterprise plans to leverage the Sheridan area’s visibility and Wyoming’s outdoor lifestyle in its marketing efforts. Based on conversations with the company about its marketing mix and future budgets, along with what Sheridan and Wyoming spend on the promotion of outdoor recreation, staff estimates the additional value to Wyoming’s brand equity to be between \$10 million-\$20 million over 20 years because of the company’s move.

The business itself will also draw tourists to the Sheridan area. Based on the company’s estimates of visitors to its new corporate facility (2,000 annually), along with local visitor expenditure data, the WBC estimates, using economic modeling, lodging tax impacts of \$198,400 over 20 years. The project and company could also pave the way for future corporate relocations to Wyoming in the outdoor recreation space.

Public Benefit—Economic Activity

The WBC evaluates projects using an economic impact model. Over a 20-year life cycle, staff estimates the project will generate:

- Over \$7.4 million in additional state and local taxes (\$374,475 annual average)
- Over \$164 million in direct and indirect supported payroll (\$8.2 million annual average)
- \$680 million in additional output (local GDP increase)
- \$124 million in household spending
- 83 in additional population and 13 more in K-12 enrollment
- An additional 127,409 square feet of supported office space

Lease and Sale

Project Enterprise will have a triple net lease for the building for a term of 20 years. Project Enterprise will be responsible for rent, personal and property taxes, insurance, repairs, utilities and other operating expenses for the term of the lease. SEEDA will waive lease rates for the first four years in consideration of the company’s relocation and new equipment costs. Lease rates are contingent on the hiring of at least 50 full-time employees or the equivalency; a basic lease rate will be implemented from the beginning but could be subject to change if employment numbers fail to perform after 36 months. Annual lease rates per year are shown in the tables below.

Basic Rent			
Year(s)	Lease Rate/Square Foot	Annual Lease Payments	Monthly Rental Amount
1-4	\$0	\$0	\$0
5-6	\$0.50	\$50,000	\$4,167
7	\$0.75	\$75,000	\$6,250
8-10	\$1.50	\$150,000	\$12,500
11-20	\$3.00	\$300,000	\$25,000
Increased Rent			
Year(s)	Lease Rate/Square Foot	Annual Lease Payments	Monthly Rental Amount
4	\$0.50	\$50,000	\$4,167
5-6	\$1.00	\$100,000	\$8,333
7	\$1.50	\$150,000	\$12,500
8-10	\$3.00	\$300,000	\$25,000
11-15	\$4.00	\$400,000	\$33,333
16-20	\$5.00	\$500,000	\$41,667

Beginning in year five and through year 20, the company will have to the option to purchase the building and the infrastructure from SEEDA at a price no greater than the BRC grant amount less the accumulated lease payments at the time the option is exercised.

Facility Size BRC Grant Amount					Scenario One Facility sold at end of year 5		Scenario Two Facility sold at end of year 10		Scenario Three Facility sold at end of year 19	
100,000 \$12,592,090										
Cumulative Lease Payments (end of year)					Remitted to Recaptured WBC (50% less (100%) SEEDA expenses		Remitted to WBC Recaptured (50% less SEEDA (100%) expenses		Remitted to WBC Recaptured (50% less SEEDA (100%) expenses	
Year	Lease Rate/sf	Annual Lease Payments	Purchase Price (end of year)	Purchase Price (end of year)	Recaptured (100%)	WBC (50% less SEEDA expenses	Recaptured (100%)	WBC (50% less SEEDA expenses	Recaptured (100%)	WBC (50% less SEEDA expenses
1	\$0	\$0	\$0	NA	\$0	\$0	\$0	\$0	\$0	\$0
2	\$0	\$0	\$0	NA	\$0	\$0	\$0	\$0	\$0	\$0
3	\$0	\$0	\$0	NA	\$0	\$0	\$0	\$0	\$0	\$0
4	\$0	\$0	\$0	NA	\$0	\$0	\$0	\$0	\$0	\$0
5	\$0.50	\$50,000	\$50,000	\$12,542,090	\$50,000	\$25,000	\$50,000	\$25,000	\$50,000	\$25,000
6	\$0.50	\$50,000	\$100,000	\$12,492,090	\$12,542,090	\$6,271,045	\$50,000	\$25,000	\$50,000	\$25,000
7	\$0.75	\$75,000	\$175,000	\$12,417,090			\$75,000	\$37,500	\$75,000	\$37,500
8	\$1.50	\$150,000	\$325,000	\$12,267,090			\$150,000	\$75,000	\$150,000	\$75,000
9	\$1.50	\$150,000	\$475,000	\$12,117,090			\$150,000	\$75,000	\$150,000	\$75,000
10	\$1.50	\$150,000	\$625,000	\$11,967,090			\$150,000	\$75,000	\$150,000	\$75,000
11	\$3.00	\$300,000	\$925,000	\$11,667,090			\$11,967,090	\$5,983,545	\$300,000	\$150,000
12	\$3.00	\$300,000	\$1,225,000	\$11,367,090					\$300,000	\$150,000
13	\$3.00	\$300,000	\$1,525,000	\$11,067,090					\$300,000	\$150,000
14	\$3.00	\$300,000	\$1,825,000	\$10,767,090					\$300,000	\$150,000
15	\$3.00	\$300,000	\$2,125,000	\$10,467,090					\$300,000	\$150,000
16	\$3.00	\$300,000	\$2,425,000	\$10,167,090					\$300,000	\$150,000
17	\$3.00	\$300,000	\$2,725,000	\$9,867,090					\$300,000	\$150,000
18	\$3.00	\$300,000	\$3,025,000	\$9,567,090					\$300,000	\$150,000
19	\$3.00	\$300,000	\$3,325,000	\$9,267,090					\$300,000	\$150,000
20	\$3.00	\$300,000	\$3,625,000	\$8,967,090					\$9,267,090	\$4,633,545
Total					\$12,592,090	\$6,296,045	\$12,592,090	\$6,296,045	\$12,592,090	\$6,296,045

If Project Enterprise ceases manufacturing operations, the company will be required to payback SEEDA investment funds. The breakdown is illustrated in the chart below:

SEEDA Investment	
Cash	\$322,874
Land Market Value	\$1,960,200
Total	\$2,283,074

Lien against sale of property	
Company ceases operation at:	
	Schedule
End of Year	
5	\$2,283,074
6	\$2,130,869
7	\$1,978,664
8	\$1,826,459
9	\$1,674,254
10	\$1,522,049
11	\$1,369,844
12	\$1,217,639
13	\$1,065,435
14	\$913,230
15	\$761,025
16	\$608,820
17	\$456,615
18	\$304,410
19	\$152,205
20	\$0

Over the life of the project, SEEDA will capture, through lease income and sale proceeds, the full amount of the grant. Revenue from the project will be split evenly between SEEDA and the BRC program. The total public investment (grant and match) in the project is \$14,875,164. The anticipated revenue recapture and state and local tax increases after the life of the project is estimated to be \$20,968,052. This figure does not include other economic development benefits like payroll, local GDP increases, increased economic diversification, and the leveraged value of locating a corporate headquarters in a targeted industry—all discussed earlier in this recommendation.



Project Enterprise will invest an estimated \$2 million in relocation expenses and will cover all capital investment in the building and lot over the life of the project, which is expected to be well over \$2 million.

Staff recommends funding this project in full. Staff sees this project as a win for Sheridan and the state of Wyoming not only because it will result in a complete corporate relocation of high-value jobs, but also because of the skilled manufacturing jobs, collaboration with Sheridan College, increased tax base, diversification from the natural resource sector, and tourism-related benefits. This project can also be a catalyst for other companies in the outdoor recreation space (a targeted industry for the WBC) to move to Wyoming.

Community Grant and Loan Committee - December 2017

Project Overview

Purpose	Sheridan Economic and Educational Development Authority (SEEDA) requests \$12,592,090 Business Ready Communities (BRC) Business Committed grant funds to construct a 100,000-sq. ft. building in the Sheridan High-Tech Business Park. "Project Enterprise" is an internationally recognized manufacturing company has chosen to move their corporate headquarters and manufacturing facility to Sheridan.			
Project Budget	Projected Grant Expenditure Schedule			
	Description	BRC	Match	Total
	Land Value		Cash	In-Kind
			\$	\$
	Non-Construction Costs	\$ 575,658	\$ 322,874	\$ 1,960,200
	Construction Costs	\$ 12,016,432	\$ -	\$ -
	Total Project Cost	\$ 12,592,090	\$ 322,874	\$ 1,960,200
Percentage BRC of all cash:		85%		
Performance Measures	Measure	Quantity	Notes	
	Businesses Assisted	1	Project Enterprise	
	Return on Investment	2.34%		
	Additional Investment	\$ 4,283,074	Local cash & in-kind match, Company relocation investment	
	Revenue Recapture	\$ 12,592,090	Equal to WBC grant	
	County Median Wage	\$ 17.94	Sheridan County	
	Median Wage of Jobs Created	\$ 20.00	Average salary (all jobs): \$60,000	
	Annual Payroll Increase	\$ 5,000,000	At the end of 5 years	
	Jobs to be Created (5 Year Projection)	70-90	Total jobs	
Project Infrastructure	Acres Developed	13.64	9 acres initially with the option to expand in the future	
	New Building Construction	100,000 SF	70,000 SF Manufacturing, 20,000 SF office space and 10,000 SF product testing and demonstration	

Business Ready Community Grant and Loan Program

TOWN OF UPTON

\$3,000,000 BRC Business Committed Grant Request

\$3,000,000 BRC Business Committed Loan Request

**Upton Logistics Park –
Railcar Repair and Cleaning Facility**

Staff Recommendation: Fund

Project Description

The town of Upton requests a \$3,000,000 Business Ready Community (BRC), Business Committed grant and a \$3,000,000 BRC Business Committed loan to construct a 40,000 square-foot rail car cleaning and repair facility. The facility will be built on a lot owned by the Upton Economic Development Board (UEDB) that is adjacent to the BNSF railroad main line in the Upton Logistics Park. Tiger Transfer, LLC, owns and operates the park.

The Economic Development Administration (EDA) awarded the UEDB \$1,946,625 for rail and turnout construction. UEDB matched the grant for a total of \$3,893,250. Approximately 11,000 linear feet of rail and 14 rail switches will be constructed. The rail will be arranged in eight ladder tracks. Six of those tracks will pass through the rail car cleaning and repair facility and will be used to transport rail cars to and from the facility. The remaining two tracks will serve as additional storage for passing trains. The 14 switches will ensure efficient movement of cars for storage and service. The facility will have room to store a unit coal train, which consists of 135 railcars.

The proposed repair and cleaning facility will be an all-inclusive maintenance facility. This includes inspection, painting, cleaning, welding, part replacement, repairs of all levels and annual rail car maintenance work.

Discussions have begun between Eastern Wyoming College and the business owners and managerial level employees to develop a comprehensive workforce training program. The program would train employees for the specific certifications that will be utilized at the rail car cleaning and maintenance facility. The training course would be three months long. Rail Car Holdings (RCH) would utilize the Wyoming Department of Workforce Services (WFS) website for its main point of recruiting. WFS will ensure application details match the job details and that only qualified candidates are being interviewed.



The Business

Atlas Coal I, LLC doing business as Rail Car Holdings (RCH), will operate the facility. RCH will work in close relationship with Tiger Transfer, LLC, which currently provides switching, transloading and storage services. The new services will be offered to an existing customer base already using the track and industrial park.

RCH has the potential for a broad customer base. The region lacks rail car repair and cleaning services (the closest railcar facility is 220 miles). More than one million rail cars (including oil tankers, grain carriers, constructions materials, finished electronics and low-sulfur coal) pass by the site on the mainline annually. The business will implement a marketing strategy to inform rail car manufacturers about the services available at the Upton site. The company will also attend conferences, forums and trade shows to increase exposure and gain contacts for potential business. Other marketing initiatives will include a website and brand marketing in industry magazines and on third-party websites.

RCH will offer cleaning services at costs that range from \$1,800-\$15,000 per rail car. The company's maintenance services will be wide ranging. Inspections average \$200 per car and full repair can be as much as \$90,000 per car. RCH should be able to service nine to 12 cars per day during a single 10-hour shift based on the design capacity of the building and yard. The number of rail car completions per day will increase when two shifts come online, and the work becomes more efficient.

Project Goals and Benefits

Upton is home to a significant number of commuting coal miners and other energy workers. Many people in this region lost their jobs or were negatively affected by the recent energy downturn, and this project will provide numerous direct and ancillary jobs.

Goals of the project:

- Create 57 jobs by end of calendar year 2018 that provide approximately \$3.1 million in total wages.
- Add an additional 51 jobs by year six, increasing total wages to \$4.7 million.
- Process 2,500 rail cars in year one and increase by 500 cars in following years.

There are many benefits to locating the rail car facility in Upton and along the BNSF mainline:

1. The project will be constructed alongside an established rail business owned by Tiger Transfer, LLC, which provides access to 40,600 feet of rail, switching services and 300 acres to expand.
2. The site is adjacent to a rail junction, which will provide low-cost, convenient rail car movement.
3. The BNSF mainline has as many as 70 trains passing through Upton per day and is one of the most active shipping lines in the country.
4. The Upton Logistics Park has access to deep wells that will be utilized for waste disposal.

Loan Information

The town of Upton requests a \$3,000,000 BRC Business Committed loan to help fund the building and necessary infrastructure. The proposed terms of the loan include a 20-year note with a variable interest rate starting at zero percent, increasing by a quarter of 1 percent every four years, to finish at 1 percent by year 20. The rent payment from Rail Car Holdings, Inc. to the Upton Economic Development Board will cover the loan payment.

Lease and Revenue Recapture

The triple net lease agreement between UEDB and Rail Car Holdings (RCH) will be for a term of 20 years. RCH will be required to not only pay rent but also pay all personal and property taxes, maintain sufficient insurance, make repairs to the building and pay utilities and other operating expenses for the term of the lease. Rent will be \$200,000 annually, and the interest on the loan increases incrementally between 0 and 1% over the term of the loan. The town of Upton will recapture the difference of the lease payment less debt service, which will be between \$41,000 and \$50,000 annually.

Annual Interest Rate	0.00%	0.25%	0.50%	0.75%	1.00%
	Years 1-4	Years 5-8	Years 9-12	Years 13-16	Years 17-20
Term	20				
Payment per Year	1				
Amount	\$3,000,000				
Lease Payment	\$200,000				
Payment Number	Payment	Interest	Principal	Balance	Annual Rate
0				\$3,000,000.00	
1	\$150,000.00	\$0.00	\$150,000.00	\$2,850,000.00	0.00%
2	\$150,000.00	\$0.00	\$150,000.00	\$2,700,000.00	0.00%
3	\$150,000.00	\$0.00	\$150,000.00	\$2,550,000.00	0.00%
4	\$150,000.00	\$0.00	\$150,000.00	\$2,400,000.00	0.00%
5	\$153,207.40	\$6,000.00	\$147,207.40	\$2,252,792.60	0.25%
6	\$153,207.40	\$5,631.98	\$147,575.41	\$2,105,217.19	0.25%
7	\$153,207.40	\$5,263.04	\$147,944.35	\$1,957,272.84	0.25%
8	\$153,207.40	\$4,893.18	\$148,314.21	\$1,808,958.62	0.25%
9	\$155,690.61	\$9,044.79	\$146,645.82	\$1,662,312.80	0.50%
10	\$155,690.61	\$8,311.56	\$147,379.05	\$1,514,933.76	0.50%
11	\$155,690.61	\$7,574.67	\$148,115.94	\$1,366,817.82	0.50%
12	\$155,690.61	\$6,834.09	\$148,856.52	\$1,217,961.30	0.50%
13	\$157,428.23	\$9,134.71	\$148,293.52	\$1,069,667.78	0.75%
14	\$157,428.23	\$8,022.51	\$149,405.72	\$920,262.06	0.75%
15	\$157,428.23	\$6,901.97	\$150,526.26	\$769,735.80	0.75%
16	\$157,428.23	\$5,773.02	\$151,655.21	\$618,080.60	0.75%
17	\$158,402.37	\$6,180.81	\$152,221.57	\$465,859.03	1.00%
18	\$158,402.37	\$4,658.59	\$153,743.78	\$312,115.25	1.00%
19	\$158,402.37	\$3,121.15	\$155,281.22	\$156,834.03	1.00%
20	\$158,402.37	\$1,568.34	\$156,834.03	\$0.00	1.00%
Total	\$3,098,914.41	\$98,914.41	\$3,000,000.00		

Timeline

If funded, the construction bid will be awarded upon execution of the grant agreement. The construction of the rail (funded by EDA grant funds) will commence in March 2018. Construction of the building would follow the rail, starting in April 2018. Estimated construction completion is July 2018, with a planned business opening in September 2018.

Funding

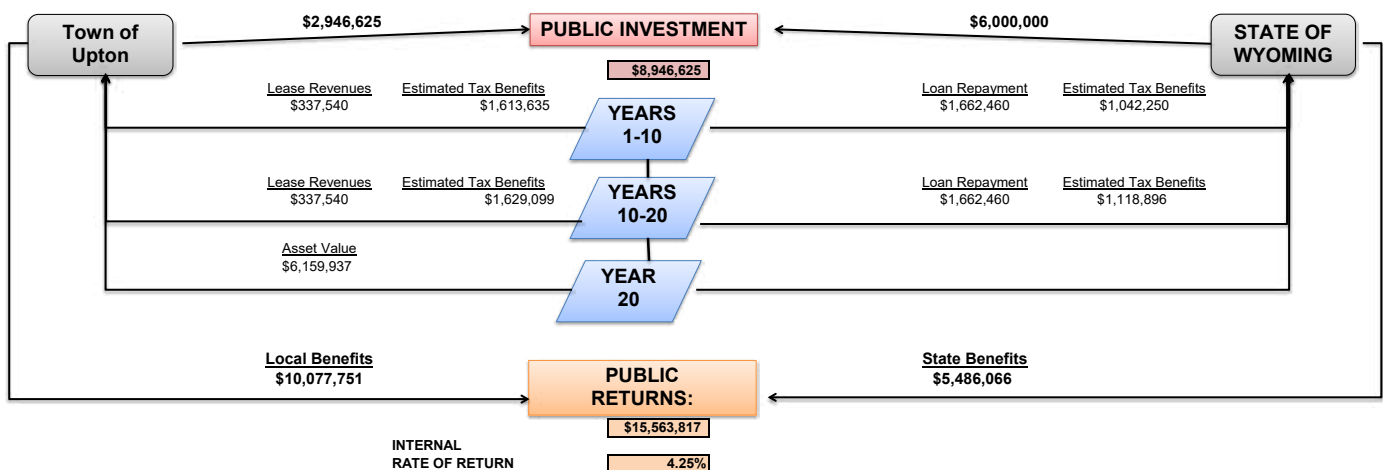
The total project cost is \$15,889,937. There is a total of \$9,889,937 of ineligible project costs that are funded by the Economic Development Administration, a UEDB match and private investment. The remaining \$6,000,000 represent the eligible project costs, of which \$3,000,000 is the BRC Business Committed grant and \$3,000,000 is the BRC Business Committed loan. The grant funds are matched with the BRC Business Committed loan funds that will be paid back in full plus interest.

Sources	
BRC amount	\$ 3,000,000
Cash Match	\$ 3,000,000
Total eligible project cost	\$ 6,000,000
BRC % of total eligible project costs	50%
Local % of total eligible project costs	50%
Uses	
Non-Construction Costs	
Architectural and Engineering fees	\$ 55,721
Other fees (surveys, tests, etc.)	\$ 7,240
Project inspection fees	\$ 12,481
Construction Costs	
Site work	\$ 327,259
Building	\$ 2,940,500
Building Components:	
Electrical Systems	\$ 668,213
Mechanical, plumbing, HVAC systems	\$ 834,662
Landscaping	\$ 19,208
Foundation and/or Structural Framing system	\$ 617,552
Interior Finishes	\$ 50,292
Fire Protection	\$ 333,479
Contingencies (5%)	\$ 133,393
Total Uses	\$ 6,000,000

WBC Staff Recommendation

Staff recommends funding in full contingent on the EDA and state of Wyoming share in a first lien position on the land, the rail and building to be constructed, and the understanding that investors in the proposed project may be hesitant to commit their cash contributions, all funds totaling \$5,996,687 must be evidenced by one or more of the following instruments by February 28, 2018:

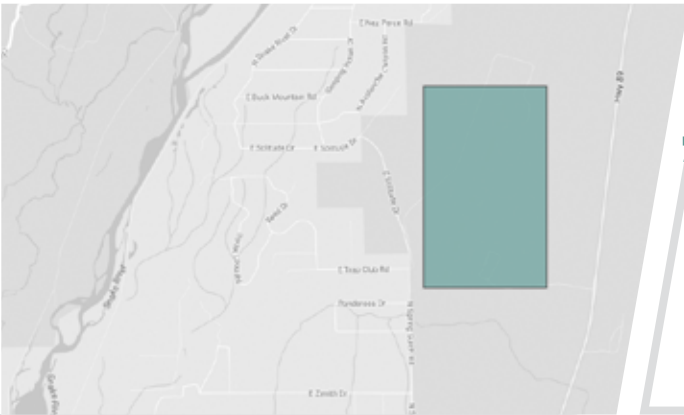
- Bank Statement of Atlas Coal I dba Rail Car Holdings showing balance of account
- A signed letter from bank president stating line of credit availability balance of Atlas Coal I dba Rail Car Holdings and/or investors of the company
- An investment account statement stating availability of funds in a liquid investment account of Atlas Coal I dba Rail Car Holdings and/or investors in the company



Project Overview

	Town of Upton				
Purpose	The town of Upton requests a \$3,000,000 Business Ready Community (BRC) Business Committed grant and a \$3,000,000 BRC Business Committed loan to construct a 40,000-square foot rail car cleaning and repair facility. The proposed repair and cleaning facility will be an all-inclusive maintenance facility. This includes; inspection, painting, cleaning, welding, part replacement, repairs of all levels, and annual railcar maintenance work.				
Project Budget	Projected Grant Expenditure Schedule				
	Description	BRC	Match		Total
			Cash	In-Kind	
	Non-Construction Costs	\$ 37,721	\$ 37,721	-	\$ 75,442
	Construction Costs	\$ 2,962,279	\$ 2,962,279	-	\$ 5,924,558
	Total Project Cost	\$ 3,000,000	\$ 3,000,000	-	\$ 6,000,000
	Percentage BRC of all cash:		50%		
Performance Measures	Measure		Quantity		Notes
	Businesses Assisted		1		Rail Car Holdings, Inc
	Return on Investment		4.25%		
	Loan Repayment		\$3,000,000		20 year note at variable interest
	Revenue Recapture		\$750,000		
	County Median Wage		\$36,623		
	Median Wage of Jobs Created		\$54,505		
	Jobs to be Created (3 Year Projection)		81		
	Jobs to be Retained		81		
	Additional Investment		\$5,996,687		Private Investment
Project Infrastructure	Acres Developed		25		Upton Logistics Park. Purchased from Tiger Transfer
	New Building Construction		40,000 sq. ft.		6 rail lines completely through the building
	Water		50 LF		
	Sewer		50 LF		
	Road		50 LF		





Business Ready Community Grant and Loan Program

JACKSON HOLE AIRPORT BOARD

\$1,500,000 BRC Business Committed Grant Request

\$1,500,000 BRC Business Committed Loan Request

JHA Fuel Facility Business Committed Project

Staff Recommendation: Do not fund

Project Description

The Jackson Hole Airport Board (the “Board”) requests a \$1,500,000 BRC Business Committed grant and a \$1,500,000 BRC loan to construct infrastructure to a new fuel farm at the Jackson Hole Airport (JHA), which will include five 30,000-gallon Jet-A fuel tanks (150,000 gallons in total), storage for ramp equipment glycol, Avgas, diesel fuel, and gasoline tanks, and room to allow an additional 90,000 gallons of Jet-A for future expansion. The fuel facility will be owned and operated by the Board.

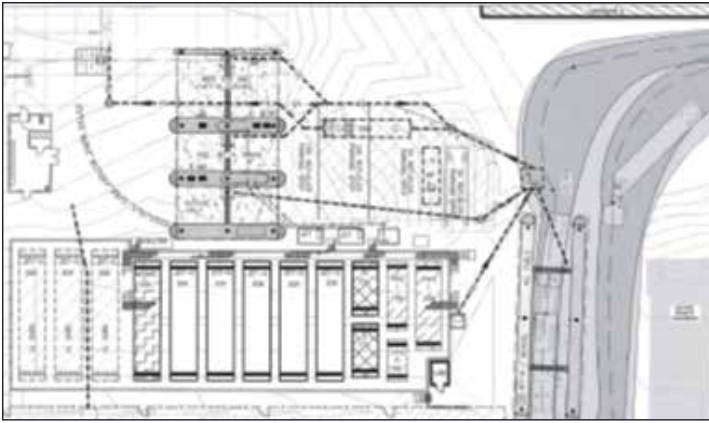
The current storage volume for Jet-A at the airport is 76,000 gallons, which is only one day’s storage based on peak weeks experienced in 2015 and 2016. One day is a severe hardship and could result in an inability to fuel aircraft. The lack of sufficient storage is exacerbated by the substantial trucking distances and potential for inclement weather. Airlines have the choice of serving many airports, and without proper infrastructure, air service would most likely decline. Fuel shortages could cause delayed or canceled flights.

Project Goals and Public Benefit

This project will provide infrastructure to facilitate the retention and expansion of airline service to Jackson and surrounding communities in northwest Wyoming. The project will enable the airport to provide adequate fuel storage not only for air service as it currently exists, but for sufficient capacity to ensure that service will be retained and grow to meet demands of tourism and the business community.

During Peak periods, JHA is served by American Airlines, Delta Airlines, Sky West Airlines, United Airlines, and Go Jet Airlines. These airlines provide direct service to Denver, Salt Lake City, Houston, Chicago, and New York City, to name a few. The JHA deplaned 279,299 passengers in 2012, and 344,539 passengers in 2016, a 23% increase in four years.





Approximately 62% of airline passengers arriving in Wyoming in 2016 did so through the JHA. According to the 2010 Environmental Impact Statement prepared by the National Park Service, between 35 and 40 percent of the total economic impact of non-local visitors and tourists in Teton County is the direct result of airline passengers arriving through the airport's passenger terminal.

Additionally, about 667 people are currently employed at the JHA during the peak season. Of these, approximately 259 work for airline

companies, 49 for the fixed-base operator (FBO), 28 in government positions including search and rescue, 113 for the Board, 130 in ground transportation, and 88 for various other employers including rental car companies, terminal restaurant, gift shop, and air traffic control. Fifty percent of employees live in Teton County, with the remaining percentage mostly living in Lincoln County and some in the town of Dubois in Fremont County.

The goal of this project is to retain air service, retain jobs that currently exist at the airport, and create three (3) new jobs paying above the county median for those types of occupations. The Board also offers full family health insurance, retirement, sick leave, vacation leave and housing allowance.

Loan Information

The Board requests a \$1,500,000 BRC Loan to help fund infrastructure for the fuel farm facility. The proposed terms of the loan include a 10-year note at 1.5% interest. There are two revenue sources to service the loan debt:

- a .05 cents per gallon flowage fee charged directly to the end user that will generate approximately \$270,000 per year; and
- an estimated .12 cents per gallon fee that will be included in the fuel price, charged to the FBO at the source, that will generate approximately \$648,000 per year.

Lease and Revenue Recapture

All revenues recaptured will pay off loan debt and be put back into improvements at the JHA.

Timeline

Design and bidding for Phases I, II and III are complete. This project will be for construction of Phase III and, if funded, completion for this phase is expected to be by August 2018.

Funding

Total project cost is \$10,450,832, of which \$1,500,000 represents the BRC grant. The grant is matched by the \$1,500,000 BRC loan, a \$2,986,907 bank loan and an in-kind match of \$2,963,926 for design and construction of Phase I and II.

Loan Terms

Total Project: \$10,450,832

Total Loan: \$1,500,000

Total Grant: \$1,500,000

Collateral: General Airport Revenues

Sources	
BRC Grant amount	\$ 1,500,000
Loan & Cash Match	\$ 5,986,907
In-Kind Match	\$ 2,963,926
Total eligible project cost	\$ 10,450,833
BRC % of total eligible project costs	14%
Local % of total eligible project costs	86%
Uses	
Non-Construction Costs	
Architectural and Engineering fees	\$ 755,000
Other fees (surveys, tests, etc.)	\$ 15,000
Project inspection fees	\$ 330,500
Construction Costs	
Site work	\$ 1,321,207
Demolition and removal	\$ 450,000
<i>Building Components:</i>	
Electrical Systems	\$ 860,137
Mechanical, plumbing, HVAC systems	\$ 14,100
Foundation and/or Structural Framing system	\$ 1,311,187
Fire Protection	\$ 894,152
Other (list)	\$ 3,141,409
Contingencies (15%)	\$ 1,358,141
Total Uses	\$ 10,450,833

Repayment: The loan will be repaid from two revenue sources:

- a .05 cents per gallon flowage fee charged directly to the end user, generating approximately \$270,000 per year;
- and in addition, an estimated .12 cents per gallon fee, generating approximately \$648,000 included in the fuel price charged to the FBO at the source.

(These figures are based on total of 5.4 million gallons of Jet Fuel sold in 2016.)

Term: 10 years

Interest Rate: 1.5%

Fees: \$1,250 loan servicing fee (\$125 per year for a term of 10 years)

Other fees: Loan documentation, filing fees, etc. are the responsibility of the JHA Board.

Attorney General Opinion

Pending.

Staff Recommendation

Staff does not recommend funding for this project, as there has been significant BRC grant funding invested at the airport.

Previously funded projects include:

- 2009 JHA Terminal Improvements Community Readiness Project- \$1.5 million grant; \$1.5 million loan for Phase One expansion of the passenger terminal building. Funds were used to construct a new ticketing lobby, relocation of baggage screening devices, rental car counters and additional concession space;

- 2013 JHA Terminal Expansion Community Readiness Project (Phase Two) - \$2 million grant; \$3 million loan for expansion of baggage claim facilities, TSA support space, passenger security screening areas, and janitorial space to serve the terminal;
- 2016 JHA Wastewater Treatment Conveyance Community Readiness Project - \$1.5 million grant; \$500,000 loan to construct a pipeline and related improvements to convey wastewater from the JHA to the town of Jackson's wastewater treatment facility.

Staff suggests that the JHA Board further research alternative funding sources through the following:

- Office of State Lands – Joint Powers Act Loan Program; or
- State Loan and Investment Board - Air Services Financial Aid (Wyoming State Statue 9-12-703)

Staff does not concur with the application status of Business Committed project, as this project does not demonstrate that primary jobs will be created. Additionally, the applicant did not demonstrate that jobs will be lost absent this financial assistance, which is the standard applied to job retention projects.

Project Overview

	Jackson Hole Airport Fuel Farm				
Purpose	The Jackson Hole Airport Board requests \$1,500,000 BRC Business Committed grant funds and \$1,500,000 BRC Business Committed loan funds to construct infrastructure to a new fuel farm at the Jackson Hole Airport, which will include five 30,000-gallon Jet-A fuel tanks, storage for ramp equipment glycol, Avgas, diesel fuel, and gasoline tanks as well as room to allow an additional 90,000 gallons of Jet-A for future expansion.				
Project Budget	Projected Grant Expenditure Schedule				
	Description	BRC	Match		Total
			Cash	In-Kind	
	Non-Construction Costs	\$ 61,072	\$ 364,428	\$ 675,000	\$ 1,100,500
	Construction Costs	\$ 1,438,928	\$ 5,622,479	\$ 2,288,926	\$ 9,350,333
	Total Project Cost	\$ 1,500,000	\$ 5,986,907	\$ 2,963,926	\$ 10,450,833
	Percentage BRC of all cash:		14%		
Performance Measures	Measure		Quantity	Notes	
	Businesses Assisted		10	Airport, Fixed Based Operator (FBO), Airlines, Rental Car Agencies	
	Return on Investment				
	Loan Repayment		\$ 1,616,248.00	Estimated	
	Revenue Recapture				
	County Median Wage		\$ 22.73	\$47,288 - Annual Wage	
	Median Wage of Jobs Created		\$ 24.04	\$50,000 - Annual Wage	
	Payroll Increase		\$ 247,500	Estimated	
	Jobs to be Created (3 Year Projection)		3		
	Jobs to be Retained		13		
	Additional Capital Expenditures Year One		\$10,450,832	Capital expenses estimate	
	Estimated Taxible Sales Year One		\$ 21,300,000	Based on current fuel prices and a 2% per year increase in volume.	
	Estimated Taxible Sales Year Two		\$ 22,160,000		
	Estimated Taxible Sales Year Three		\$ 22,603,730		
	Estimated Taxible Sales Year Four		\$ 23,055,805		
	Estimated Taxible Sales Year Five		\$ 23,516,021		

Business Ready Community Grant and Loan Program

CITY OF BUFFALO

\$2,844,410 BRC Community Readiness Request

Buffalo Technology Business Park

Staff Recommendation: Do not fund

Project Description

The city of Buffalo requests a \$2,844,410 Community Readiness Grant for road and utility infrastructure to develop the Buffalo Technology Business Park. The project consists of two phases totaling approximately 104 acres. Funds will be used for Phase I development of approximately 50 acres.

The site is located near the intersection of interstates 25 and 90 in Buffalo. TW Road, which runs adjacent to the proposed site, will be re-developed through an Industrial Road Project (IRP) funding between Johnson County and the Wyoming Department of Transportation. Construction of this project has begun with completion anticipated in late 2018.

Project Goals and Public Benefit

Buffalo does not currently have this type of property to market and develop. The proposed site has access to four separate feeds from two different power companies, totaling 100-megawatts of power, water, sewer, and available redundant fiber.

Phase I of this project will create approximately 16 acres (2-3 lots) of light industrial shovel-ready lots, and 26 acres (4-5 lots) of office/technology shovel-ready lots. By developing these lots, the city and county may benefit through the creation of new jobs and businesses.

This project was the subject of a comprehensive feasibility study which focused on the development of a business park within the Buffalo area. The study focused on this city-owned land which once served as the city's wastewater treatment lagoons and have now been reclaimed.

Recent studies which identified this area for use as a business technology park include:

- Buffalo Corridor Tech Park Plan – 2015 (BRC Planning Project)
- Kaycee-Buffalo-Johnson Co ED JPB Eastern Corridor Tech Park Study – 2015 (BRC Planning Project)
- New Growth Alliance Plan – 2016
- City of Buffalo – Infrastructure and Site Readiness Assessment for the Recruitment of High Tech or Data Center Companies – 2013 (Joe Sharkey/TMGN)

Revenue Recapture

Revenue recaptured through the sale of lots will be placed in an economic development account, and will be designated and used for future economic development purposes within the city. Funds will be managed through JOCO 1st (formerly Kaycee-Buffalo-Johnson Co ED JPB). From these funds, 25% will be allocated to the WBC up to the value of the grant award.

Timeline

Completion of Phase I is anticipated by the spring of 2019.

Funding

Total project cost is \$8,307,043, of which \$2,844,410 represents the BRC grant. The grant is matched by a cash match of \$78,947 from Johnson County for the construction of a portion of the TW Road IRP funding which ties into the park, and in-kind match of \$375,000 in land value from the city of Buffalo, and \$5,008,686 from Johnson County and WYDOT for construction of TW Road.

Sources	
BRC amount	\$ 2,844,410
Cash Match	\$ 78,947
In-Kind Match (Land Value; road work)	\$ 5,383,686
Total eligible project cost	\$ 8,307,043
BRC % of total eligible project costs	34%
Local % of total eligible project costs	66%
Uses	
Land Costs	
Land - Value	\$ 375,000
Non-Construction Costs	
Architectural and Engineering fees	\$ 450,654
Other fees (Environmental Study)	\$ 45,000
Project inspection fees	\$ 363,610
Construction Costs	
Site work	\$ 6,738,219
Contingencies (4%)	\$ 334,560
Total Uses	\$ 8,307,043

Staff Recommendation

Staff does not recommend funding due to lack of funding in the Community Readiness category, as grant funds were utilized on higher priority projects according to the allocation plan adopted by Wyoming Business Council Board in 2016.

Project Overview

Buffalo Technology Business Park				
Purpose	The city of Buffalo requests \$2,844,410 BRC Community Readiness grant funds for road and utility infrastructure to develop the Buffalo Technology Business Park. Funds will be used for Phase I development of approximately 50 acres.			
Project Budget	Projected Grant Expenditure Schedule			
	Description	BRC	Match	
			Cash	In-Kind
	Land	\$ -	\$ -	\$ 375,000
	Non-Construction Costs	\$ 614,520	\$ 17,056	\$ 227,688
	Construction Costs	\$ 2,229,890	\$ 61,891	\$ 4,780,998
	Total Project Cost	\$ 2,844,410	\$ 78,947	\$ 5,383,686
Percentage BRC of all cash:		97%		
Project Infrastructure	Acres Developed	50		
	Water	3,320 lf		
	Sewer	3,506 lf		
	Road	3,600 lf		



Business Ready Community Grant and Loan Program

TOWN OF LINGLE

\$454,700 BRC Community Enhancement Request

Lingle Community Center

Staff Recommendation: Do not fund



Project Description

The town of Lingle requests a \$454,700 Community Enhancement grant to demolish the Legion Post #63 building located at 229 Main St., and renovate an existing facility located at 237 Main St., adjacent to the Legion Hall, for a community multi-use facility. The town owns both locations.

The facility is used multiple times a month for different activities, and is currently used as a venue for a home-vendors showcase.

Project Goals and Public Benefit

The Legion Post #63/Community Center facility dates back to 1918 and has been used for many businesses throughout the years, providing social and economic impacts for the town of Lingle and surrounding areas in Goshen County. The current facility does not meet current safety code or ADA standards and is not salvageable.

Demolition of the building will leave a vacant space on Main Street. The loss of the building also leaves residents without access to a storm shelter or community gathering space. If the town is not able to build a new facility, residents will be forced to go outside of the community to host activities, creating hardship for the large elderly population and requiring traveling further distances for family related events and other activities.

This project will give local residents a place to:

- hold meetings
- gatherings
- elections
- wedding receptions
- graduation celebrations
- showers
- craft fairs

The new Community Center will be the main building for the Legion #63 Post and Women's Auxiliary.



Sources	
BRC amount	\$ 454,700
Cash Match	\$ 592,000
Total eligible project cost	\$ 1,046,700
BRC % of total eligible project costs	43%
Local % of total eligible project costs	57%
Uses	
Land Acquisition Costs	
Land	\$ 43,000
Non-Construction Costs	
Architectural and Engineering fees	\$ 49,000
Other fees (surveys, tests, etc.)	\$ 7,000
Project inspection fees	\$ 10,000
Construction Costs	
Site work	\$ 25,000
Demolition and removal	\$ 75,000
<i>Building Components:</i>	
Electrical Systems	\$ 40,000
Mechanical, plumbing, HVAC systems	\$ 50,000
Landscaping	\$ 8,000
Foundation and/or Structural Framing system	\$ 360,000
Interior Finishes	\$ 140,000
Fire Protection	\$ 120,000
Remediation	\$ 20,000
Other (list)	\$ -
Miscellaneous/Other (list)	\$ -
Contingencies (10%)	\$ 94,700
Total Uses	\$ 1,041,700

Funding

Total eligible project cost is \$1,041,700, of which \$424,700 represents the BRC Community Enhancement grant. Grant funds are matched with a \$40,000 Goshen County Economic Development grant, cash amount of \$45,000 from the town, a \$500,000 loan from Points West Community Bank, and a \$7,000 grant from Black Hills Energy (pending).

A structural analysis and asbestos report was provided by the town as per WBC staff's request from a site visit in July 2017.

Cost per square foot has not been determined as the town has not given a square-foot amount for the existing building renovation.

Staff Recommendation

Staff does not recommend funding due in part to lack of funding available in the Community Enhancement category. Additionally, Lingle has yet to clearly define how to approach the project (some new construction v. all new construction, etc). Until the scope of the project is clear, funding is premature.

Project Overview

Lingle Community Center			
Purpose	The town of Lingle requests a \$454,700 Community Enhancement grant to demolish the Legion Post #63 building located at 229 Main Street, and renovate an existing facility located at 237 Main Street, adjacent to the Legion Hall, for a community multi-use facility.		
Project Budget	Projected Grant Expenditure Schedule		
	Description	BRC	Match
			Total
	Land	\$ -	Cash \$ 43,000 \$ 43,000
	Non-Construction Costs	\$ 28,671	\$ 37,329 \$ 66,000
	Construction Costs	\$ 426,029	\$ 511,671 \$ 937,700
	Total Project Cost	\$ 454,700	\$ 592,000 \$ 1,046,700
	Percentage BRC of all cash:		43%
Performance Measures	Measure	Quantity	
	Annual Revenue from rental of facility	\$ 3,900	*Total amount for rent of the facility has not been established.
	Annual Expenditures for Operation &	\$ 5,991	
	Number of events to be held annually	TBD	13,000 members of the
	Number of people attending events annually	TBD	community are expected to be served annually from use of this facility
	Additional Investment	TBD	Town will be responsible for ongoing operations and maintenance, and any additional costs associated with the facility.
Project Infrastructure	New Building Construction	2,600 square feet*	This is the size of the existing building on 229 Main Street which will be demolished. No estimated square-footage was provided for the new construction.
	Existing Building Construction	1,519 square-feet*	This is the size of the building on 237 Main St. which is proposed to be renovated and attached to the new facility on 229 Main St. The total square-footage to be renovated was not provided.





WYOMING HOUSE DISTRICT 1

July 30, 2017

Wyoming Business Council
214 West 15th St.
Cheyenne, WY 82002

Dear Wyoming Business Council,

I would like to express to you my interest in support of the rail repair and cleaning facility located in Upton, Wyoming. This is a strategic opportunity for the small community of Upton and will bring much needed jobs to the area. Upton has struggled economically for the past few years, and needs the type of economic stimulus that the rail repair and cleaning facility will give to the town. I stand behind the Town of Upton, the Upton Economic Development Board, and their business partner Atlas Coal I in their request for a grant and loan package from the State of Wyoming for the building of this facility.

Respectfully,

Representative Tyler Lindholm

Senator Ogden Driskill
Wyoming Senate Senate District 01
P.O. Box 155 • Devils Tower, WY 82714



mobile (307) 680-5555
email Ogden.Driskill@wyoleg.gov

Wyoming Business Council
214 West 15th St.
Cheyenne, WY 82002-0240

July 24, 2017

Dear Wyoming Business Council,

I would like to express to you my strong support of the rail repair and cleaning facility located in Upton, Wyoming. In a time of much hardship and unemployment in Northeast Wyoming this project promises to bring much needed jobs and a major economic impact to one of Wyoming's great small communities. Often our focus goes to large communities with many resources to bring in new business and jobs. Upton stands as a model with a proven track record of being innovative in creating and retaining jobs. I proudly stand behind the Town of Upton, the Upton Economic Development Board, and their business partner Atlas Coal I in their request for a grant and loan package from the State of Wyoming for the building of this facility. With the support of the Wyoming Business Council we can show what communities can do when they all pull together for a better Wyoming. Please join me in supporting a project that will strengthen and diversify our economy in Northeast Wyoming.

Thanks in advance for your consideration on this great project.


Ogden Driskill
Senate District #1



Tiger Transfer, LLC

121 West Merino Street, Box 255

Upton, Wyoming 82730

Upton Economic Development Board

310 West Second Street

PO Box 731

Upton, WY 82730

4/9/2017

Dear Board Members,

Approximately 1.2 to 1.5 million cars per year pass by this facility on the BNSF Black Hills Sub double mainline. On average these cars need to be cleaned, maintained or inspected every six to nine months. We have been asked by customers to provide the previously mentioned services on numerous occasions. We have multiple tenants that this facility is a destination spot that could use these services immediately. The current tenants would supply over two thirds of the cars needed to make this a viable business.

The types of products that are handled within the Upton Logistics Center include: Pipe, Ammonium Nitrate, Calcium Bromide, Propane, Crude Oil, Gasoline, Ceramic Proppants, Crain Mats, Frac Sand, Shingles, Bentonite, Magnesium Chloride, Ethanol, Heavy Equipment and Coal Cars.

Tiger Transfer's Upton Logistic Center is strategically located as to alleviate \$800 to \$1,000 per car for out of route charges to utilize existing facilities. We have been told by the BNSF that this an ideal location for this type of facility. In order for this facility to be viable it needs to be a full/service maintenance and repair facility. The Upton Logistics Center presently has the ability to handle both manifest and unit trains. To build the proposed facility on a green field site would cost approximately 50 million dollars and take at least five years to permit with the BNSF.

Within the last 30 days Tiger Transfer lost the opportunity to purify 6 unit trains due to the fact that a cleaning and repair facility does not exist onsite. Instead of receiving all 12 unit trains for the project we were only able to purify 6 unit trains.

Tiger Transfer is excited to partner with the UEDB on this project that will benefit Weston County and the surrounding area by providing quality jobs diversified out of the energy sector.

Thank you very much,

Tom Barritt, CEO/Partner

Tiger Transfer, LLC



WESTON COUNTY BOARD OF COMMISSIONERS

BILL LAMBERT, CHAIRMAN · TONY BARTON, VICE CHAIRMAN
MARTY ERTMAN · TRACY HUNT · ED WAGONER

August 1, 2017

Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002-0240

Wyoming Business Council:

The Weston County Board of Commissioners offers our strong support for the grant and loan package application for the proposed railcar repair and maintenance facility in Upton, Wyoming.

Upton has struggled economically with recent downturns in the coal industry. This project is a strategic opportunity for this small community and is vital to the development and economic progress of Weston County, Wyoming.

Building this facility will greatly impact the economic diversification of both Weston County and Wyoming; it creates an all-inclusive service center to support the railroad industry, brings 57 high-paying jobs in its first year of operation, and promises long-term sustainable growth. The project is capitalizing on existing infrastructure and a skilled, local workforce, and is projected to increase its workforce to 90 by the fifth year of operation.

The Town of Upton, the Upton Economic Development Board and Arch Coal, Inc. have kept us well informed of their plans, agreements and progress thus far, which gives us confidence in its potential.

The Board of Commissioners proudly recognizes the partnerships and commitments of these entities to pursue this venture. We look forward to seeing this project succeed and thrive in Weston County!

Sincerely,

BILL LAMBERT, CHAIRMAN

TONY BARTON, VICE CHAIRMAN

MARTY ERTMAN, COMMISSIONER

TRACY HUNT, COMMISSIONER

ED WAGONER, COMMISSIONER



JACKSON HOLE
CHAMBER OF COMMERCE

August 15, 2017

Shawn Reese
Chief Executive Officer
Wyoming Business Council
214 W 15th St.
Cheyenne, WY 82002-0240

Dear Mr. Reese,

I am writing on behalf of the Jackson Hole Chamber of Commerce in support of the Jackson Hole Airport application to the Wyoming Business Council's (WBC) Business Ready Community Grant and Loan Program for funding for a new fuel facility at the JH Airport.

Understanding these programs should be used to fund infrastructure for retention and location specific committed businesses, it is clear in our opinion that the project fits these needs.

The impacts of the airport to the year round economy of Jackson Hole and Wyoming are significant due to our reliance on the tourism economy. We also know the impact of our airport on the region is growing rapidly.

With the increased demand for commercial service summer and winter, we have to invest in our infrastructure. In the winter 75% or more of our visitation is destination (national and international) and we expect to see an increase in this demand going forward. The current airport fuel tank (70,000 gal) is no longer viable given just last winter the daily demand for fuel exceeded 68,000 gal. Knowing this and the fact for winter 2017-18 air capacity service is set to increase by 9% this winter, it is critical this request is funded in a timely manner to support the increased demand for travel to Jackson and throughout Wyoming, by visitors, business people and residents.

Yours sincerely,

Anna Olson

President/CEO

Jackson Hole Chamber of Commerce

BOARD MEMBERS

MIKE GIERAU
CO-CHAIR

PETE LAWTON
CO-CHAIR

MARK BARRON
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JH CENTRAL RESERVATIONS

ED LIEBZEIT
JH SOTHERY'S INTL REALTY

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JOHN KREN
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JOE BYRON
TETON DATA

STEVE MEADOWS
TOWN SQUARE INNS

BRYAN STIEFVATER
WELLS FARGO BANK

EX OFFICIO

LELAND CHRISTENSEN
STATE SENATOR

JIM ELWOOD
JH AIRPORT

ANNA OLSON
CHAMBER OF COMMERCE

BOB MCLAURIN
TOWN MANAGER

JERRY RANKIN
AT LARGE

EXECUTIVE DIRECTOR
KARI COOPER
kari.c.cooper@gmail.com
307.690.0397

August 16, 2017

Mr. Shawn Reese
Chief Executive Officer
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002-0240



Dear Shawn:

I am writing on behalf of the Wyoming Business Council Funding Request by the Jackson Hole Airport, Teton County, Wyoming, to support critical improvements at the Jackson Hole Airport.

I serve as Executive Director, JH Air Improvement Resources (JH AIR); we are the entity in Teton County contracting for air service to Jackson Hole, Wyoming. We have successfully increased service to Wyoming since inception in 2002, with non-stop service from 12 cities. Winter 2017-18 will be no exception; we are anticipating a 9.5% increase in seat capacity YoY. With that commitment, the fuel farm will be stretched beyond it's current capacity.

The JH Airport does an amazing job of lining up fuel trucks on busy days to meet the demand, but as we experienced with a 5-day power outage and all roads to Teton County closed last winter, relying on trucks reaching Jackson during the winter months has its limitations.

Flying commercial air capacity that exceeds fueling capabilities is not a smart business model – and in order to solve the problem, we need your help.

We recognize that WBC has been a great partner as we have grown the air service to Jackson Hole and challenged the physical plant – equally we recognize (as we hope you do) the ROI back to the State of Wyoming has allowed WBC to defend these State funding investments.

It should be noted that the other aspect JH AIR is working shifting to mainline aircraft (A319, A320 and 737 700) for this market in lieu of the CRJ700. This will allow for a newer, more efficient, quieter technology – all of which favor Park values - while delivering more people with fewer flights.

Your consideration to invest State funds to support a Wyoming asset, while allowing a highly functioning conduit of Wyoming tourism and business development opportunity (lock step with the ENDOW initiative) to continue to flourish, will be very much appreciated.

With Kind Regards,

Kari Cooper
Executive Director

JOHNSON COUNTY COMMISSIONERS



William J. Novotny, III

Linda Greenough

Robert Perry

September 1, 2017

To Whom It May Concern:

Creation of the Technology Park supports efforts by the county to redevelop and enhance the areas along TW Road. Johnson County will begin a multi-million dollar reconstruction project of TW Road that includes instillation of a turning lane to support traffic flow for existing and future businesses.

As we work to diversify Johnson County's economy independent of the ENDOW program, a shovel ready business park that is geared entirely for technology oriented business will enable us to compete with Sheridan, Casper, Laramie or Cheyenne for business attraction. The tri-cities marketing effort through the NEW Growth Alliance is producing solid leads for existing companies looking to relocate. If we are able to attract a small to medium size data center, we could potentially add a \$20-100 million dollar facility to the tax rolls and the corresponding support positions that can be anywhere from 1-25 high paying jobs. High paying jobs allow for disposable income to spend in our communities and home sales. All of these things are a net win for the county. We must have a rate of growth if our community and county are going to continue to thrive. We've all witnessed the economic stagnation over the past several years because of our dependence on mineral production, agriculture and tourism. Tech is a clean industry that utilizes our locally produced power and offers new employment opportunities for our recent graduates.

The property being redeveloped was the former site of sewage treatment lagoons. We are taking idle property and putting it to a positive use. The location has an electrical substation close by to meet the base load needs of tech companies with minimal investments in transmission. It also has redundant electricity in the area from Rocky Mountain power and Powder River Energy, which is a selling point for a data center that cannot experience interruptions in power delivery. The current waste water treatment facility produces thousands of gallons of clean, discharged water each day that are presently being returned to Clear Creek. This water could be used to cool a data center. Data centers produce a great deal of heat, and while Wyoming has a very favorable climate for a data center because of our lack of humidity, it still needs to be cooled. This water is already treated and can in essence be recycled a second time before it makes its way into the atmosphere as vapor or is put back into Clear Creek. The property has excellent proximity to I-90 and I-25. Finally, and most importantly, buried along those two interstates are fiber optic lines to allow for connectivity of the potential new business. This is "dark fiber" because it is not currently being utilized and has infinite development potential.

Sincerely,

A handwritten signature in blue ink, appearing to read "W. J. Novotny, III", followed by a small circular mark.

William J. Novotny, III
Chairman



JASON CARDER CHIEF OF POLICE
BENJAMIN S. KIRVEN CITY ATTORNEY
E SILBERNAGEL CLERK TREASURER

MICHAEL JOHNSON MAYOR
CITY COUNCIL:
DAN HART
WES HASKINS
TRAVIS LAWRENCE
SCOTT MADSEN

August 31, 2017

Brandi Harlow
Wyoming Business Council
P.O. Box 706
Wright, WY 82732

RE: Buffalo Technology Park – statement of support

Dear Ms. Harlow:

This letter is to express my support on behalf of the City of Buffalo to construct the Buffalo Technology Park on the East edge of town. As the Mayor of the City of Buffalo, I feel the proximity to unused dark fiber optic lines, abundant and redundant power sources and available land make this location an ideal area to provide lots that are build ready for advanced manufacturing and technology businesses.

We recognize this project will potentially create future jobs, business development, and increased tax base and improve, develop, and/or enhance infrastructure on the East edge of the City of Buffalo.

With the help of Johnson County, the upcoming reconstruction of a 3.4 mile section of heavily used industrial and residential TW Road including the intersection of TW/Stockyard Road in the amount of \$5,008,686 and the City's financial commitment to purchase materials to extend City utilities to the area should demonstrate our commitment to this project.

I look forward to collaborating on this project with the Wyoming Business Council, Johnson County and the Kaycee-Buffalo-Johnson County Economic Development Joint Powers Board.

Sincerely,

A handwritten signature in blue ink that reads "Michael R. Johnson".

Michael R. Johnson
Mayor

REED-GOBBLE POST 63
AMERICAN LEGION
DEPARTMENT OF WYOMING

24 January 2017

To Whom It May Concern,

Our Post has been aware for quite some time now of the problems in the town community center due to its age, condition and outdated capabilities.

We deeply appreciate the town allowing us to use these facilities without payment as a tribute to our members and their families for their dedicated service to this country.

The town has informed us of their intention to explore funding sources and grant opportunities to replace the outdated facility.

Our Post fully supports and highly encourages this course of action. We also encourage any organization with grant funds to support this project and the broad range of community support and community usage such an new and expanded community center would provide.

If anyone has any questions for our Post, please feel free to contact us for assistance. I can be reached at (307) 837-2090.

Your consideration and potential funding is highly encouraged and sincerely appreciated.



David W. Kendall
Post Commander

January 23, 2017

Town of Lingle
Lingle, WY 82223

For the past 4 years I have coordinated the annual Lingle Jingle Mingle Christmas Marketplace held in November. The Jingle Mingle is a group of local vendors, crafters and small business owners that bring their products to sell at the Lingle Legion Hall. When working as a group, we attract more customers to our shows than if we operate as individuals. More customers mean more exposure, interest and sales for all of the small businesses.

Over the past four years, we have seen a steady growth in the number of customers attending the Jingle Mingle as documented by our guest register. We have also had an increase in the number of small businesses who have participated in the Jingle Mingle. Additionally, in 2016 the Lingle-Ft Laramie High School Future Business Leaders of America (FBLA) provided meals for our customers as a fundraiser for their 2016/2017 activities. This partnership was very successful for both parties and they anticipate continued involvement in the Jingle Mingle. However, as of 2016, we reached maximum capacity with the 17 participating vendors and are unable to invite more small businesses to attend the event.

Currently, we are the smallest of the regional Christmas craft and product small business venues due to the building size limitation. The current Lingle Legion Hall has many issues that have detracted or limited growth of the Jingle Mingle. First, there is not a sign on the outside of the building to identify it as the Legion Hall, leaving some people confused as to where the Jingle Mingle was being held. Also, the interior is dated and does not provide a positive impression for our customers. Finally, we have reached maximum capacity and are unable to expand and provide additional local vendors with a business opportunity. We would like to continue to increase the number and variety of small businesses we have at the Lingle Jingle Mingle, but are unable to do so in the current facility.

I am very excited about the prospect of a new updated building with an increase of square footage that will accommodate larger number of small businesses and customers. Being able to have the Legion Hall also serve as a Community Center is a double bonus for the Town of Lingle itself. The updated facilities will encourage other businesses, organizations, and groups to use this new venue. As a small business owner, I personally am excited about being able to schedule more of my business events through out the year in the new building.

Please contact me should you have any questions or require additional information. I can be reached at (307) 837-2833 or lgueswel@marykay.com

Sincerely,

A handwritten signature in cursive script, reading "Ladonna Gueswel".

Ladonna Gueswel
Independent Mary Kay Beauty Consultant
11497A Road 27
Jay Em, WY 82219



RECEIVED
JAN 27 2017
BY: _____

January 20, 2017

Town of Lingle
Mayor George Siglin
220 Main Street
Lingle, WY 82223

Dear Mayor Siglin:

Goshen County Economic Development Corporation fully supports the Town of Lingle's grant proposal for a Legion/Community building project. The building would be an excellent addition to Goshen County in that it would provide an additional option for community events within the county. The project will elevate the community pride of Lingle residents, furnish an organizational center for the Legion Post and provide an alternate site for the Senior Center meals when needed. The building will furnish economic impact to Lingle and to Goshen County as a whole. With these added benefits Goshen County Economic Development Corporation extends its support of the Legion/Community building grant proposal by the Town of Lingle, WY.

Sincerely,

Ashley Harpstreith
Chief Executive Officer

110 West 22nd Avenue
Torrington, WY 82240
P: 307.532.5162
F: 307.532.7641

BIG LAND
OPEN OPPORTUNITY

2133 EAST F # L29
Torrington, WY 82240
Jan. 18, 2017

To Town of Lingle,

As president of The Lingle
American Legion Aux. Unit # 63,
This is To let you know that
The Aux. supports The Town in
Tearing down and re-building The
old Legion building on Main St.
in Lingle, WY. The building is
in very bad shape.

IT is used by many For meeting
dinners, receptions, bazars and
has been used For High School prom.
There is no other place For these
activities.

We support The application
of a grant.

Sincerely,
Carol G. Peterson
President of Unit 63