



# Wyoming Business Council **BOARD OF DIRECTORS MEETING**

March 6-7, 2019 · Casper, Wyoming



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— INCREASING —  
**WYOMING'S**  
— PROSPERITY —



# Board of Directors Agenda

Casper, Wyoming • March 6-7, 2019

Wyoming Oil & Gas Conservation Commission board room, 2211 King Blvd., Casper, WY 82604

## WEDNESDAY, MARCH 6

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

**Wednesday dress code is business casual**

**4:30 p.m. CAEDA Reception @ Stateline Architects: 444 South Center Street**  
*Elected officials, community leaders and local legislators will be invited*



### Locations

- CAEDA Reception
- Board Meeting

## THURSDAY, MARCH 7

At the Wyoming Oil & Gas Conservation Commission board room

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

**Wyoming Oil & Gas Conservation Commission, 2211 King Blvd.**

**Thursday dress code is business attire**

**8:00 a.m. Convene Public Meeting – 2018 Co-chair Pete Illoway**

- Pledge of Allegiance
- Welcome and Introductions of Board Members

**8:15 a.m. Nominating Committee Report – Allen Hoopes, Chairman**

- **ACTION ITEM:** Election of Board Officers for 2019
  - Co-chair
  - Vice Chair
  - Secretary/Treasurer



**8:20 a.m. Introductory remarks** – Newly-appointed Co-chair

- Appointment of standing committee chairs:
  - Personnel, Budget and Audit Standing Committee
  - Business Contract and Loan Standing Committee
  - Community Grant and Loan Standing Committee
- Review and discussion of Board Standing and Advisory Committees
- **ACTION ITEM:** Consideration of approval of minutes from December 2018 meeting at Laramie (Section A)

**8:30 a.m. Welcome to Casper** – WBC East Central Regional Director Kim Rightmer

- Remarks from Casper City Manager Carter Napier and Natrona County Commission Chair Rob Hendry

**8:45 a.m. CEO Report, ENDOW and Legislative Updates** – CEO Shawn Reese

**9:00 a.m. Board Policy/Informational Discussion**

**10:00 a.m. WBC Communications Team Presentation** – Content Marketing Manager Tom Dixon

**10:15 a.m. Morning Break**

**10:30 a.m. Community Grant and Loan Committee** – Chairwoman Kim DeVore (Section D)

- Business Ready Communities staff Karen Fate and Brayden Connour will present recommendations on the following BRC projects:

BRC Applications Received December 1, 2018						
Applicant	Project	Type	Request	Staff Recommendation	WBC Recommendation	Page #
Sublette County	Enviremedial Industrial Property	Business Committed	\$ 1,032,500	\$ 1,032,500	\$ -	D-7
City of Casper	Midwest Ave. Reconstruction	CD- Readiness	\$ 2,500,000	\$ 1,520,693	\$ -	D-11
Casper-Natrona Co ED JPB	Sustainable Strategies Plan	Planning	\$ 50,000	\$ -	\$ -	D-15
Sweetwater County	Industrial Development Plan	Planning	\$ 50,000	\$ 50,000	\$ -	D-19
Total Requests			\$ 3,632,500	\$ 2,603,193	\$ -	

- Each project will be presented by staff with opportunities for Board questions and public comment
  - **ACTION ITEM:** Consideration of staff recommendations for each project

**12:00 p.m. Lunch Break**

- Lunch provided in the WTBC Conference Room for Board and Staff
- Members of the public are encouraged to sample one of the local restaurants

**12:30 p.m. Community Grant and Loan Committee** – *Continued*

**1:00 p.m. Personnel, Budget and Audit Committee** – Chairman Mike Easley (Section B)

- Financial Update – Accounting Manager Lyndsay Orr
  - **ACTION ITEM:** Consideration of approval of financial reports
- Operations Update – Chief Operating Officer Amy Grenfell



- 1:20 p.m. Business Contract and Loan Committee** – Chairman Ron Harvey (Section C)
- Quarterly Challenge Loan Report – Economic Development Finance Manager Josh Keefe
    - **ACTION ITEM:** Consideration of approval of quarterly Challenge Loan report
  - Loan Participation Request: Midwest Regional Bank for BM&D Land & Cattle Co., Engineering, Procurement & Construction, LLC and H2 Container Fabricators LLC
    - **ACTION ITEM:** Consideration of staff recommendations
  - Loan Participation Request: Central Bank & Trust of Lander for Redpointe, LLC
    - **ACTION ITEM:** Consideration of staff recommendations
- 1:50 p.m. Field Operations Briefing** – WBC Regional Directors
- 2:20 p.m. Afternoon Break**
- 2:30 p.m. Technology Development Advisory Committee Update** – Allen Hoopes and Aaron Sopko, Co-chairs
- 2:45 p.m. Community Development Advisory Committee Update** – Jerry Blann, Chair
- 3:00 p.m. Market Development Advisory Committee Update** – Kelly Lockhart, Chair
- 3:15 p.m. Overview of Startup:Wyoming Joint Venture** – Chief Strategy Officer Sarah Fitz-Gerald
- 3:30 p.m. Other Board Matters**
- All Standing and Advisory Committees will meet this quarter during the week of April 15
    - Calendar invitations will be sent according to committee assignments
  - Remaining 2019 Board meeting dates/locations:
    - May 15-16 at Riverton
    - September 11-12 at Sheridan
    - December 4-5 at Cheyenne
- 3:40 p.m. Closing Remarks and Adjournment**







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## REGULAR MEETING OF THE WYOMING BUSINESS COUNCIL BOARD OF DIRECTORS

THURSDAY DECEMBER 6, 2018, AT THE LARAMIE HOLIDAY INN

### BOARD MEMBERS PRESENT

Jerry Blann, Cactus Covello, Kim DeVore, Mike Easley, Megan Goetz, Ron Harvey, Allen Hoopes, Pete Illoway, Ron Kensey, Jason Kintzler, Kelly Lockhart, Erin Moore, Aaron Sopko, Mike Wandler

### STAFF PRESENT

Warren Appel, Rebecca Briesmaster, Andrew Carpenter, Chava Case, Brayden Connour, Russ Elliott, Karen Fate, Vivian Georgalas, Sarah Fitz-Gerald, Andy Greenman, Amy Grenfell, Ron Gullberg, Will Hardin, Brandi Harlow, Stephanie Horton, Josh Keefe, Julie Kozlowski, Lyndsay Orr, Ben Peterson, Kim Porter, Amy Quick, Shawn Reese, Kim Rightmer, Heather Tupper, Elaina Zempel

### CONVENE PUBLIC MEETING:

Public meeting was called to order at 8:00 a.m. by Co-chair Illoway, followed by the Pledge of Allegiance. Board members introduced themselves for roll call and quorum was established. Illoway acknowledged outgoing Board members and announced the formation of a nominating committee for 2019 Board Officers comprising of Messrs. Harvey and Hoopes and Ms. Moore.

- **ACTION ITEM:** Motion to approve minutes for the Aug. 31 Special Meeting by Mr. Covello, second by Ms. DeVore, and no discussion or corrections. Approved unanimously.
- **ACTION ITEM:** Motion to approve minutes for the Sept. 5-6 meeting at Cody by Mr. Hoopes, second by Mr. Sopko, and no discussion or corrections. Approved unanimously.
- **ACTION ITEM:** Motion to approve minutes for the Sept. 17 Special Meeting by Mr. Hoopes, second by Ms. Moore. Corrections to minutes include the addition of Messrs. Illoway and Harvey as attendees. Approved unanimously as corrected.
- **ACTION ITEM:** Motion to approve minutes for the Oct. 30 Special Meeting by Ms. DeVore, second by Mr. Covello, and no discussion or corrections. Approved unanimously.

### WELCOME TO LARAMIE

The Board heard welcoming remarks from Laramie City Manager Sarah Reese, and Brad Enzi from the Laramie Chamber Business Alliance, followed by a Real Wyoming:Laramie video produced by WBC Videographer Andy Greenman.

### CEO REPORT and ENDOW UPDATE

Chief Executive Officer Shawn Reese provided the Board with a review of recent happenings at the WBC, ongoing efforts with ENDOW, and acknowledged the partners throughout the state helping to increase Wyoming's prosperity.

## COMMUNITY GRANT AND LOAN COMMITTEE

Community Development Director Julie Kozlowski spoke of recent audits to the CDBG and State Energy programs by the federal oversight agencies, as well as the recent audit of the BRC program by the Wyoming Legislative Service Office. The draft response to the LSO audit is included as part of the Board materials for review and comment by the Board ahead of final submission.

Community Development Block Grant project manager Stephanie Horton presented and recommended six CDBG projects for consideration of funding by the Board:

1. Albany County: Rock River Building Demolition (\$250,000)
  2. Town of Basin: Eagle Hall Demolition (\$280,000)
  3. Town of Fort Laramie: Water and Sewer Improvements (\$500,000)
  4. Sheridan County: COMPASS Center Remodel (\$500,000)
  5. City of Torrington: Water System Improvements (\$420, 176)
  6. Town of Yoder: Water Storage and Distribution Improvements (\$500,000)
- **ACTION ITEM:** Motion to approve all CDBG projects as presented and the funding of the Town of Basin project at full cost of \$370,000 by Ms. Goetz, second by Mr. Harvey, and no discussion. Motion carried unanimously.

Kozlowski presented several options for the modification of the current Business Ready Community program allocation plan. Staff recommends proceeding with the third option presented which would reallocate the remaining funds across the remaining quarters.

- **ACTION ITEM:** Motion to proceed with modification to allocation plan according to the third option presented and recommended by staff by Mr. Lockhart, second by Mr. Harvey, and no discussion. Motion carried unanimously.

### Town of Alpine: Brewery Waste Pre-treatment System / Brewery Expansion

Business Ready Communities Project Manager Brayden Connour provided the Board with a review of the \$3 million grant request. The Board heard public comment in support of the request from Alpine Mayor Kennis Lutz, town engineer Bob Ablonde, and Melvin Brewing CFO Will Morrow. Alpine officials explained that hauling Melvin's brewing waste to Afton is not sustainable because of cost and the burden on Afton's system due to Melvin's volume. The Board commented on the bankability of the project and this being a second request from Melvin, and questioned whether other funding sources had been explored. Staff recommends partial funding in the amount of \$2,047,784 for the public infrastructure (waste pre-treatment) improvements.

- **ACTION ITEM:** Motion to reject staff recommendations and decline project funding by Mr. Sopko, second by Mr. Harvey. Motion carried with Messrs. Blann and Hoopes opposed.

### Town of Guernsey: Guernsey Rail Spur Expansion

Business Ready Communities Project Manager Karen Fate provided the Board with a review of this grant request for \$717,792 in business-committed funds. The Board heard public comment in support of the project from Guernsey Mayor Edward Delgado, Town Clerk Kate Farmer, and Andy Fletcher representing the John Bunning Transfer Company. They gave a brief history of the project and talked about future expansion plans and the business opportunities associated with recent wind farm developments in Carbon County. Staff recommends funding as requested.

- **ACTION ITEM:** Motion to approve staff recommendations by Ms. Goetz, second by Mr. Lockhart, and no discussion. Motion carried unanimously.

### Sheridan Economic and Educational Development Authority (SEEDA): Kennon High Tech Business Park Project

Board Members Aaron Sopko and Ron Kensey recused themselves at the beginning of discussions due to declared conflicts of interest. Karen Fate provided a review of this request for a \$2.85 million Business-committed Grant and \$1,510,761 BRC Loan to the remaining Board members. The Board heard public comment in support of the project from Sheridan Mayor Roger Miller, who provided a brief history of the project and the development of the High-Tech



Business Park and the value of partnerships with UW and Sheridan College. Board Member Mike Wandler added that Kennon Products was a great company and that there is a need for similar companies highlighting innovation and advanced manufacturing in Wyoming. Staff recommends funding the grant and loan as requested.

- **ACTION ITEM:** Motion to consider Grant and Loan as a single action item by Mr. Wandler, second by Mr. Harvey, and no discussion. Motion carried unanimously with Messrs. Sopko and Kensey recused.
- **ACTION ITEM:** Motion to accept staff recommendations by Mr. Wandler, second by Mr. Kintzler, and no discussion. Motion carried unanimously with Messrs. Sopko and Kensey recused.

#### **Campbell County Public Land Joint Powers Board: CAM-PLEX Renovation and Remodel Project**

Karen Fate provided a review of this \$3 million Community Development Readiness Grant request for the renovation and remodeling of the Heritage Center and Energy Hall at the CAM-PLEX event center. The Board heard public comment in support of the project from Gillette Mayor Louise Carter-King, City Administrator Pat Davidson, and Campbell County Commissioner Micky Shober, who spoke on the importance of the CAM-PLEX as a premier regional event center which brings outside dollars into the Community. Board Members Easley and Wandler emphasized the CAM-PLEX's ability to compete for events at a national level is crucial as coal continues to decline. The Board asked if the project could be phased, and project officials replied that it could be done, but would be difficult with scheduling and would add \$500,000 in extra costs. Staff does not recommend funding for this project due to limited available funding and suggested possibly phasing the project.

- **ACTION ITEM:** Motion to approve funding at \$2 million by Mr. Easley, second by Mr. Wandler. Motion failed on a tied 7/7 vote.
- **ACTION ITEM:** Motion to approve funding at \$3 million by Mr. Easley, second by Mr. Wandler. Motion fails 10-4.

#### **Town of Glenrock: Historic Glenrock Trail Project**

Brayden Connour presented this \$72,687 Community Enhancement grant request to the Board for review. The Town seeks to expand and enhance the biking and walking trail system spanning the community. The Board heard public comment in support of the project from Glenrock Town Clerk Tammy Taylor who said Glenrock is working to set itself apart from Casper by making livability investments in the community. The Board remarked on the amount of leverage and additional funding Glenrock has in place to support the project. Staff recommends funding as requested.

- **ACTION ITEM:** Motion to approve staff recommendation by Mr. Illoway, second by Mr. Harvey, and no discussion. Motion carried unanimously.

#### **Town of Pinedale: Events and Recreation Infrastructure Project**

Brayden Connour provided the Board a review of this \$179,062 Community Enhancement grant request to construct a dump and water filling station for recreational vehicles and tour buses adjacent to the Rocky Mountain Car Wash, and the addition of a power box at American Legion Park. The Board heard public comment in support of the project from Pinedale Mayor Matt Murdoch, who said the overall goal of this project is to increase visitors' length of stay in Pinedale as the dump station would be located immediately adjacent to Pinedale's main thoroughfare. The Board asked about utilizing the former KOA campground infrastructure for this purpose, and the Mayor responded that officials had investigated this possibility, but found rehabilitation of that aged infrastructure would not be cost-effective. Staff recommends funding as requested.

- **ACTION ITEM:** Motion to approve staff recommendation by Mr. Hoopes, second by Mr. Blann, and no discussion. Motion carried with Messrs. Illoway and Covello opposed.

### **PERSONNEL, BUDGET AND AUDIT COMMITTEE**

Accounting Manager Lyndsay Orr reviewed the financial report for the quarter ending September 30, 2018.

- **ACTION ITEM:** Motion to approve financial report by Ms. Goetz, second by Ms. DeVore, and no discussion. Motion carried unanimously.

Wayne Herr, partner with audit firm MHP, LLP presented the report of the recent audit of the WBC and provided background on methodology and standards.

- **ACTION ITEM:** Motion to accept audit report as provided by Ms. DeVore, second by Mr. Sopko, and no discussion. Motion carried unanimously.

## REMARKS FROM UW PRESIDENT DR. LAURIE NICHOLS

Dr. Nichols spoke to the Board regarding the tie-in between economic development and education, various new initiatives related to innovation and entrepreneurship, and thanked the Board for the WBC's continued support of the University's work.

## BUSINESS CONTRACT AND LOAN COMMITTEE

Economic Development Finance Manager Josh Keefe provided the Board with a review of the quarterly Challenge Loan report.

- **ACTION ITEM:** Motion to accept quarterly Challenge Loan report by Mr. Sopko, second by Ms. DeVore, and no discussion. Motion carried unanimously.

Keefe then led the Board through a Bridge Loan request from Westward Development LLC for the construction of a new facility for Warehouse TwentyOne in Cheyenne on the west edge. Total request is \$1.9 million, the WBC participation is at 35%, and WBC will hold a first lien position. Staff recommends approval of the request.

- **ACTION ITEM:** Motion to approve staff recommendations by Mr. Covello, second by Mr. Kintzler, and no discussion. Motion carried unanimously with Ms. DeVore recused due to a declared conflict of interest.

## RECOGNITION OF OUTGOING BOARD MEMBERS

CEO Shawn Reese acknowledged outgoing Board members Pete Illoway, Cactus Covello and Mike Wandler.

## REGIONAL REPORTS

The Board heard reports from Southeast Region Director Heather Tupper, South-central Region Director Rebecca Briesmaster, West Region Director Elaina Zempel, Northwest Region Director Amy Quick, Northeast Region Director Brandi Harlow, and East-central Region Director Kim Rightmer.

## MARKET DEVELOPMENT ADVISORY COMMITTEE

Business Development Director Ron Gullberg, International Trade Manager Andrew Carpenter, and Market Development Manager Will Hardin gave an update on market development efforts and accomplishments over the past quarter, including trade missions and successful beef exports to Taiwan.

Committee Chairman Lockhart also provided updates on the industry and stakeholder discussions around beef processing and the pending feasibility study for medium- to large-scale processing facilities in Wyoming, and solicited feedback from Board members on additions and revisions to the RFP. The committee is considering a three-pronged approach to this study focusing on Marketing, Workforce and Offal.

## REMARKS FROM DR. ED SYNAKOWSKI, UW VICE PRESIDENT OF RESEARCH AND ECONOMIC DEVELOPMENT

Dr. Synakowski spoke to the Board regarding the Business Resource Network and the new efforts at UW with the Institute for Innovation and Entrepreneurship, as well as how to add additional services and streamline the existing services being offered.

## INDUSTRIAL DEVELOPMENT ADVISORY COMMITTEE

Chief Strategy Officer Sarah Fitz-Gerald gave a recap of Industrial Development work and successes in 2018, specially on Startup Wyoming, Business Development and Innovation Zones, and Next Gen Sector Partnerships.

## TECHNOLOGY DEVELOPMENT ADVISORY COMMITTEE

Broadband Development Program Manager Russ Elliott and Broadband Advisory Council Chair Doug Wilson provided an overview of the proposed Administrative Rules for the Broadband Development Grant Program and the updated Administrative Procedures containing the definitions as specified in Rule.

- **ACTION ITEM:** Motion to approve Administrative Rules for adoption and approving updates to Administrative Procedures to include Rule definitions by Ms. Goetz, second by Mr. Blann, and no discussion. Motion carried unanimously.

Elliott and Wilson further gave updates on past-quarter accomplishments, decisions and key upcoming milestones. The Broadband Advisory Council brings to this Board a recommendation for consideration relating to the usage of BRC funds for broadband-related projects.

- **ACTION ITEM:** Motion to require all broadband-related BRC applications to be vetted/approved by the Broadband Advisory Council prior to those being presented to the Board by Ms. Goetz, second by Ms. DeVore. Motion carried with Mr. Illoway opposed.
- **ACTION ITEM:** Motion for the Board and staff to revisit the BRC allocation plan as it pertains to broadband projects and to determine these projects' applicability and priority within the BRC program by Ms. Goetz, second by Mr. Lockhart. After discussion, the Motion carried with Messrs. Lockhart, Illoway, Sopko, Harvey, Hoopes and Kensey opposed.

## BUSINESS DEVELOPMENT ADVISORY COMMITTEE

Assistant Director of Business Development Brandon Marshall led the Board on an update of business recruitment efforts this past quarter including the hiring of Wendy Lopez as Recruitment Manager, upcoming trade shows and outreach.

## COMMUNITY DEVELOPMENT ADVISORY COMMITTEE

Community Initiatives Director Kim Porter gave the Board brief updates on Placemaking highlights and accomplishments, Community Reviews, the Housing Toolbox, and the recent updates to the Housing by County reports. Cameron Ross of the Wyoming Office of Tourism concluded the report by speaking about the Community Tourism Toolbox.

## CLOSING REMARKS AND ADJOURNMENT

Co-chair Illoway reviewed the proposed dates and locations for 2019 Board meetings, as well as the proposed schedule for Advisory and Standing committees. Illoway also encouraged the Board to respond to the Doodle poll regarding the pending "Blockchain 101" public meeting/webinar to be hosted by Erin Moore in January 2019.

Ms. Goetz proposed scheduling a Board retreat/orientation and strategic planning session to take place in early March 2019, a suggestion well-received by the remainder of the Board. Staff will undertake to plan such an event, and details will be announced at a later date.

There being no further business before this Board, Co-chair Illoway adjourned the meeting at 3:45pm.

*Respectfully Submitted:*

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Warren R. Appel, Executive Coordinator

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Date

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Mike Easley, Secretary/Treasurer

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Date







## A RENAISSANCE IN THE OIL CITY

The floor to ceiling windows afford patrons of the Slalom Sam bar an unrivalled view of Casper Mountain and its namesake city nestled in its foothills.

Skiers relaxing after a day on the slopes of Hogadon Ski Area linger to drink in the view. This is only the second ski season for the new lodge. Its predecessor – a small, crowded, aging structure surrounded by makeshift outbuildings – didn't encourage the same kind of apres festivities.

"We take press groups up there and they are blown away by

the gorgeous views and the amazing facilities. It helps us position and sell Casper, as well," said Brook Kaufman, CEO of the Casper Area Convention and Visitors Bureau.

Greenhorns and long-time ski area boosters alike are enthusiastic about the changes.

Along with a major expansion of the Casper Mountain Biathlon Center, which was supported by a \$3 million grant from the Wyoming Business Council, the new lodge represents the Casper area's commitment to improving year-round recreational





Photo: Casper Area Convention and Visitors Bureau

opportunities in central Wyoming.

"I think there's a real sense of ownership around Casper Mountain," Kaufman said. "Every survey we conduct with residents, Casper Mountain rates as our top attraction every time."

Casper visitors agree. Kaufman pointed to a recent survey that showed 36 percent of overnight visitors checked out Casper Mountain, and 84 percent of residents think of Casper as an active, outdoor destination.

"There's a renaissance happening in Casper, there's a new energy that's exciting to be a part of," Kaufman said.

### Changing the conversation downtown

That same energy can be found downtown, where families had their first opportunity this winter to ice skate at the new rink on David Street Station.

In the past year, 100 events have been held at the new public plaza. About 400,000 people visited the plaza, according to Casper Downtown Development Authority Executive Director Kevin Hawley.

"When 400,000 people come together in a concentrated area, well, the private sector knows how to be where the people are and take advantage of that," Hawley said.

In the last year, gross sales tax receipts downtown have increased 20 percent. Property values rose 16 percent, according to Hawley.

In all, developers and small-business owners have invested \$50 million of their money in property acquisition and reinvestment.

The \$11 million David Street Station opened just in time to host thousands of visitors during the summer 2017 solar eclipse. The Business Council provided \$1 million toward the project.

"This project changed the conversation about our downtown," Hawley said. "Before, downtown was an afterthought. Now we are front and center and top of mind on everything."

And now, the prospect of new state offices downtown may kick that interest into overdrive.

Construction on the 110,000 square-foot, three-story state office building is underway in downtown Casper. The \$45 million project consolidates the 350 to 400 employees scattered around the city into one location.

"I think the prospect of this concentration of good-paying jobs has helped our local businesses think broadly and long-term about the investments they are willing to make, and I applaud our business owners for thinking with that far horizon in mind," said Carter Napier, city manager of Casper. "Those investments are a positive for our community, and it's amazing what happens, too, when you have an old building stock rejuvenated, because great things happen, not just for that business owner, but for everybody in the vicinity."



Children play at the David Street Station splash park.

Photo: Andy Greenman





**An ice rink is the latest addition to David Street Station in downtown Casper.**

Photo: Andy Greenman

Casper's easy access to outdoor amenities coupled with renewed energy and private investment are laying a foundation to attract a new generation of workers. That's good news for the many



budding entrepreneurs seeking to add new value to Casper's industrial economy.

### **Local startups receiving big boosts**

At the Wyoming Technology Business Center in Casper, companies like DISA and Simple Injection are amassing capital to upend the energy services industry.

DISA won the Casper Startup Challenge in 2017, earning \$5,000 in capital and office space in the Business Center's incubator. Their hustle didn't stop there. Founders John Lee and Greyson Buckingham approached the Business Council for the inaugural round of Kickstart:Wyoming grant funds in December.

Kickstart:Wyoming is a new grant program created at the behest of the Wyoming Legislature. Awards range from \$5,000 to \$50,000 and are targeted toward companies

with a unique product, globally-scaled business plan and high-growth potential.

DISA is developing a new technology to help energy and mining companies improve efficiency, lower costs and reduce waste.

The \$50,000 grant from the Business Council enabled DISA to purchase an x-ray fluorescent machine that allows them to test materials on site and receive instant results, saving the company time and money.

DISA is in the early stages of its first Wyoming pilot project, which will set them on the path to raise an additional \$1 million in private capital.

"We would love to grow a big beautiful company in Casper," Lee said.

Lee and Buckingham expect to hire 20 workers in the next two years, primarily University of Wyoming geology and engineering graduates.





DISA, a tech startup in the energy industry, was an early recipient of the Business Council's new Kickstart:Wyoming grant. The company is now launching its initial pilot project in Wyoming.

Photo: courtesy of DISA

Another value-added energy services company seeking to disrupt the energy sector is on a similar path.

Simple Injection won the 2018 Casper Startup Challenge before receiving \$49,200 from the Business Council's Kickstart:Wyoming program. The company builds electronic controllers designed to measure pumping rates and other information from sensors, which allows oil wells to be monitored remotely.

"I'm looking forward to working now to accelerating the production of this chemical controller," said Matt Kull, founder of Simple Injection. "I've worked on this for two years, and it's great to see that others believe I have a good idea. That was validation of all my hard work."

### A new tool for importers and exporters

At the same time Casper and the state of Wyoming are helping small business owners build their companies from the ground up, local leaders

are looking to the skies to make it more attractive for new establishments to make Casper their home.

In summer 2018, Casper officials announced the expansion of the Natrona County Foreign Trade Zone. Within a foreign trade zone, companies can defer, reduce or avoid paying federal taxes on raw materials or shipped in from foreign countries. For companies heavily involved in importing and exporting, those fees can add up fast.

The zone was established in 1989 but rarely used because the land was owned by the Casper/Natrona County International Airport, so business owners were reluctant to improve land that wasn't theirs. Now, the zone has been expanded to almost the entire county.

A new way for businesses to save money is just a feather in the cap for a city that has invested in the public amenities, economic diversity and fresh ideas that generate excitement in a community.



**DISA founders John Lee and Greyson Buckingham.**

Photo: courtesy of DISA

From the cozy dining room atop Casper Mountain to the families flocking to David Street Station for an evening of fun, there's a new energy in Casper.

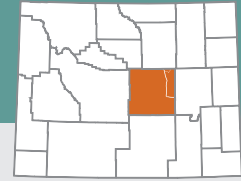
That feeling imbues startup entrepreneurs like Buckingham, Lee and Kull with the confidence to establish their new ventures locally. It also sets the stage for local leaders to attract new businesses to the city.



2018



# NATRONA COUNTY HOUSING REPORT



**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.

**Natrona County's housing report** is a tool to help the community understand its current housing picture.

Natrona County has the 3rd highest percentage of rentals and 3rd most low income tax credit units. Despite this, low-income units are the greatest need.

A lack of the right type of housing for the people who live in an area can lead to issues of affordability, quality and suitable space for family size. The chart below is an estimate of demand resulting from these issues.



**RENTER RATE**<sup>[1]</sup>  
**34.3%**

Natrona County has the 3rd highest percentage of renters in Wyoming.

**POVERTY RATE**<sup>[2]</sup>  
**10.4%**

Wyoming 11.1%

Natrona County has the 13rd highest poverty rate in Wyoming.

**HOUSEHOLD INCOME**<sup>[2]</sup>  
**\$4,749/MO.**

Wyoming Average: \$4,930

Natrona County has the 10th highest household income in Wyoming.

**UNEMPLOYMENT**<sup>[3]</sup>  
**5.3%**  
Wyoming unemployment rate: 4.2%

**Want to know more?**

Check out the full report at

**[wyomingcda.com/demographics](http://wyomingcda.com/demographics)**

## HOUSING DEMAND<sup>[4]</sup>

Affordable housing is spending 30% or less on mortgage or rent.

Percent of Median Family Income	Affordable Monthly Rental or Mortgage Payment*	Shortage Rental Units Needed	Affordable Housing Purchase Price*	Shortage Units for Purchase
0% - 30%	\$0-\$538	1,466	\$0-\$83,303	814
31% - 50%	\$538-\$896	1,586	\$83,303-\$138,735	878
51% - 80%	\$896-\$1,434	665	\$138,735-\$222,039	1,036
81% - 95%	\$1,434-\$1,703	234	\$222,039-\$263,690	355
96% - 115%	\$1,703-\$2,062	82	\$263,690-\$319,277	321
115%	\$2,062	136	\$319,277	449

\*Estimations by the Wyoming Business Council

[1] US Census Bureau, American Community Survey; [2] US Census Bureau, Quick Facts;

[3] Department of Employment, Labor Market Statistics; [4] 2018 WCDA Housing Needs Forecast





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NET COMMUTER INFLOW

## Commuting<sup>[6]</sup>

Inflow indicates there could be commuters who cannot find local housing to suit their needs.

### Commuting Out

to Converse Cty., WY	874
to Campbell Cty., WY	215
to Adams Cty., CO	125
to Williams Cty., ND	105
to Sublette Cty., WY	101

### Commuting In

from Converse Cty., WY	912
from Johnson Cty., WY	189
from Laramie Cty., WY	171
from Park Cty., WY	120
from Fremont Cty., WY	111

## TOP 5 EMPLOYERS<sup>[5]</sup>



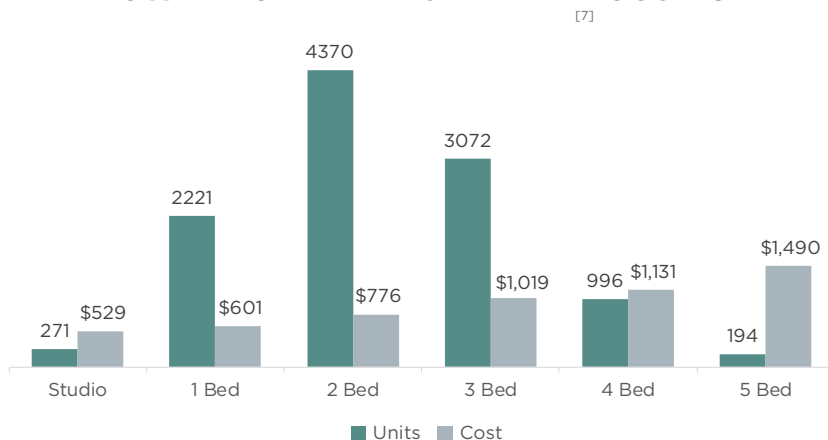
HEALTH CARE &  
SOCIAL ASSISTANCE

5,938  
EMPLOYEES

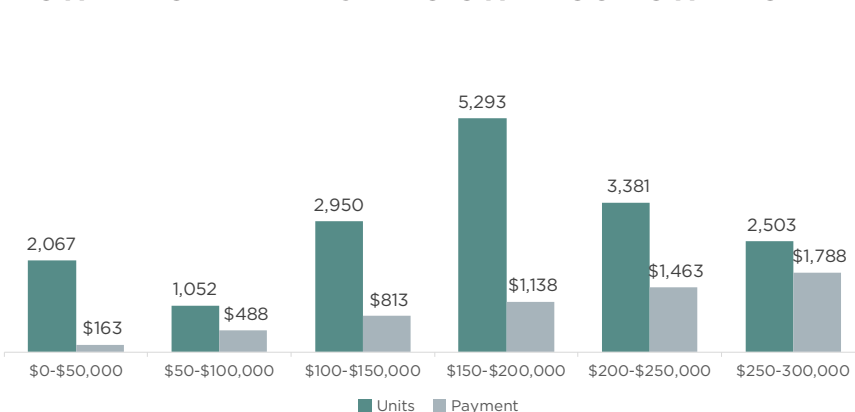
\$4,310  
MONTHLY WAGE

	EMPLOYEES	MONTHLY WAGE
2. RETAIL TRADE	4,733	\$2,449
3. LEISURE & HOSPITALITY	4,653	\$1,431
4. WHOLESALE TRADE, TRANSPORTATION, & UTILITIES	3,761	\$5,371
5. EDUCATIONAL SERVICES	3,126	\$3,690

## HOW AFFORDABLE IS RENTAL HOUSING?<sup>[7]</sup>



## HOW AFFORDABLE IS IT TO OWN YOUR OWN HOME?<sup>[8]</sup>



[5] Department of Workforce Services, Research & Planning, Tony Glover; [6] U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates [7] 2018 WCDA Housing Needs Forecast; [8] datausa.io, housing & living data

# Housing Stock



NATRONA COUNTY  
**AVERAGE  
HOUSING AGE** <sup>[9]</sup>  
**44**

WYOMING  
**AVERAGE  
HOUSING AGE** <sup>[9]</sup>  
**42**

**66.2%** of housing in Natrona County was built before 1980

*Pre-1980 housing may not meet current construction standards.*

**Natrona County ranks 15th in the state for age of housing stock.** Older housing stock sometimes brings with it maintenance and aesthetic challenges.

## How does Natrona County's housing mix compare to other counties? <sup>[9]</sup>

Unit Type	Number of Units	Percent of Mix
Single Family	22,964	70.8%, (18)
Duplex	595	1.8%, (12)
Tri or Four Plex	1,607	5.0%, (5)
Apartment	3,516	10.8%, (4)
Trailer/Other	3,740	11.5%, (13)

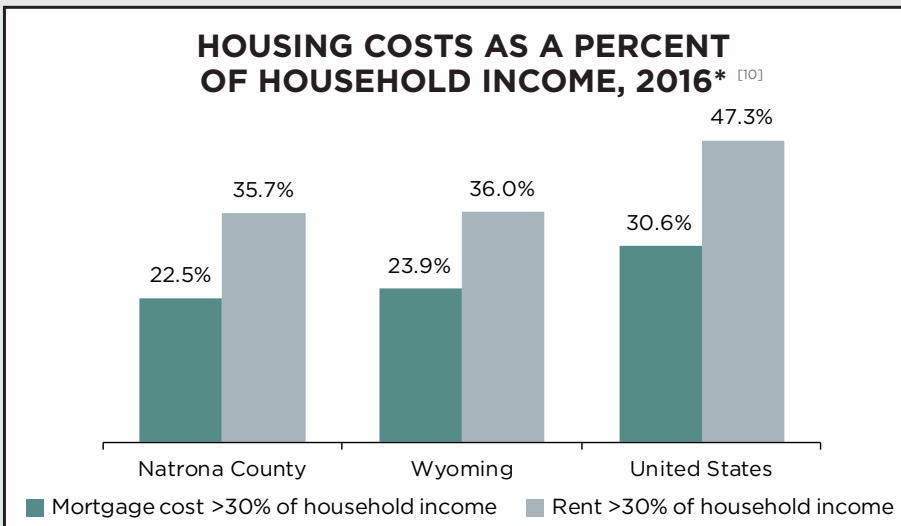
## Age of housing <sup>[9]</sup>

Year Built	Value*	Percent of Mix
<1939	151,900	10.2%
1940-49	133,900	3.2%
1950-59	161,900	15.8%
1960-69	190,100	10.2%
1970-79	208,600	26.8%
1980-89	224,800	10.4%
1990-99	155,500	5.1%
2000-09	249,200	12.9%
2010-Present	275,350	5.5%

# Careers and Cost Burden

**Natrona County is No. 10 in the state** for people spending more than half their income on housing (10%) and 7th for those spending 31-50% of income on housing (15%). Natrona County ranks 15th in the state for access to affordable housing.

## HOUSING COSTS AS A PERCENT OF HOUSEHOLD INCOME, 2016\* <sup>[10]</sup>



\* ACS five-year estimates used. 2016 represents average characteristics from 2012-2016; 2010 represents 2006-2010.

## How much can households afford? <sup>[11]</sup>

Max Monthly Payment	Number of Households
\$0-313	2,907
\$314-563	3,131
\$564-813	3,462
\$814-1,063	3,064
\$1,064-1,375	4,243
\$1,376-2,188	8,110
\$2,189-3,438	4,752
\$3,439-5,000	2,753

[9] 2018 WCDA Housing Needs Forecast; [10] Head Water Economics, Populations at Risk 2015; [11] datausa.io, Housing & Living Data

# Community Demographics

How much monthly income does a family need to

## LIVE WITHOUT ASSISTANCE?<sup>[12]</sup>



ONE ADULT  
**\$1,626**



TWO ADULTS,  
1 CHILD  
**\$3,624**



Calculate your situation at  
[wywf.org/self-sufficiency-calculator](http://wywf.org/self-sufficiency-calculator)



## 32%

### OF CHILDREN ARE IN SINGLE- PARENT FAMILIES<sup>[13]</sup>

Natrona County has the 3rd highest amount  
of children in single-parent families.

## VULNERABLE POPULATIONS

SUPPLEMENTAL  
SECURITY INCOME  
(DISABILITY)<sup>[14]</sup>

## 5.7%

CASH PUBLIC  
ASSISTANCE INCOME<sup>[14]</sup>

## 2.8%

FOOD STAMP/SNAP<sup>[14]</sup>

## 7.5%



POPULATION  
OVER 65<sup>[15]</sup>

## 11,693

14.7% of Natrona County's  
population is over 65.

LOW INCOME TAX  
CREDIT UNITS<sup>[14]</sup>

## 756

Natrona County has the  
3rd most units per capita.

ASSISTED  
LIVING BEDS<sup>[16]</sup>

## 425

Natrona County has the 3rd most  
assisted living beds per capita.

NURSING HOME BEDS<sup>[16]</sup>

## 432

Natrona County has the 11th most  
nursing home beds per capita.

<sup>[12]</sup> Wyoming Women's Foundation, Self-Sufficiency Calculator; <sup>[13]</sup> County Health Rankings;  
<sup>[14]</sup> US Census Bureau, American Fact Finder; <sup>[15]</sup> US Census Bureau, Quick Facts; <sup>[16]</sup> Wyoming Department of Health



## ■ PERFORMANCE

BRC FUNDING <b>\$31,276,049</b>	LOCAL MATCH FUNDING <b>\$36,147,157</b>	PRIVATE INVESTMENT <b>\$130,328,529</b>	JOBS CREATED <b>484</b>	BUSINESSES ASSISTED <b>176</b>
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## ■ BASIC INFRASTRUCTURE

BUSINESS READY ACRES <b>1,732</b>	WATER AND SEWER LINES <b>150,867</b> LINEAR FEET	BUSINESS ACCESS ROADS <b>31,325</b> LINEAR FEET	BUSINESS READY BUILDINGS <b>136,727</b> 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.

NATRONA COUNTY	DATE AWARDED	BRC FUNDING	LOCAL MATCH
<b>FabTech Sewer Infrastructure</b> Build a sewer line along U.S. Highway 20/26 west of Casper to 33-Mile Road to allow businesses such as Nalco FabTech to expand and grow. The sewer infrastructure is important for any additional development in the area. <b>Jobs: 60; Status: Evaluation Period</b>	2016	\$1,855,433	\$320,871
<b>Airport Speculative Hangar</b> Construct a 10,000 square-foot hangar and 2,000 square-foot office space, as well as water mains, sewer and roadway. <b>Status: Evaluation Period</b>	2015	\$2,578,000	\$685,851
<b>Casper Mountain Biathlon Complex</b> Build a Biathlon Complex on Casper Mountain adjacent to the current Nordic ski trails. <b>Jobs: 1; Status: Evaluation Period</b>	2014	\$500,000	\$1,110,221
<b>Mountain West Technology Networks MDCCR</b> Install redundant power feeds from Rocky Mountain Power and upgrade from the current 750K VA transformer to two 3,000 K VA transformers. This upgrade will provide additional security and insulation from power outages, and will enable the business to increase data storage capacity and its share of this growing market. <b>Jobs: 11; Status: Evaluation Period</b>	2014	\$905,249	\$3,327,567
<b>Casper Crude to Rail, LLC Water and Sewer Infrastructure</b> Installation of water and sewer infrastructure at the Casper Logistics Hub (formerly known as the Bishop Rail Park). Casper Crude to Rail, LLC will place a multimodal petroleum transport facility in the Casper Logistics Hub. <b>Jobs: 26; Status: Evaluation Period</b>	2013	\$1,500,000	\$1,236,399
<b>Natrona County Economic Development Strategy Plan</b> Update Natrona County's comprehensive economic development strategy. <b>Status: Complete</b>	2015	\$50,000	\$25,000
<b>Electrical Capacity Feasibility Study</b> Regional economic development planning to increase electrical capacity in the Natrona County area. <b>Status: Complete</b>	2013	\$10,517	\$10,517
<b>Casper/Natrona County International Airport Fiber Installation</b> Install approximately 30,000 linear feet of fiber optic cable in and around the Casper/Natrona County International Airport business park. <b>Status: Complete</b>	2011	\$617,483	\$108,065
<b>Casper/Natrona County International Airport Morgan Street Improvements</b> Improve Morgan Street located within the airport's business park. The purpose of the project is to reconstruct the road as well as extend it 1,000 feet toward 6 Mile Road. <b>Status: Complete</b>	2010	\$1,493,580	\$336,717
<b>Bishop Industrial Ranch Rail Spur</b> Construct an 8,000-plus-foot long rail spur off the BNSF main line. <b>Jobs: 21; Status: Complete</b>	2008	\$1,500,000	\$941,640
<b>Infrastructure for Salt Creek Heights Business Park</b> Construct approximately 2,800 feet of industrial road with water, storm sewer and sanitary sewer from the terminus of a street constructed by BP Amoco to the 19-acre site owned by Natrona County. Businesses Jacks Trucking and Weatherford International benefited. <b>Jobs: 72; Status: Complete</b>	2004	\$510,336	\$1,534,318

BAR NUNN	DATE AWARDED	BRC FUNDING	LOCAL MATCH
<b>Bar Nunn I-25 Interchange at Westwinds Road</b> Construct two on-ramps and two off-ramps located at the intersection of I-25 and Westwinds Road in Bar Nunn. <b>Status: Construction</b>	2017	\$1,000,000	\$8,550,000

■ Active Project    □ Completed Project

For more information visit [wyomingbusiness.org/brc](http://wyomingbusiness.org/brc) • Last updated 11.1.18

BAR NUNN	DATE AWARDED	BRC FUNDING	LOCAL MATCH
<b>CAEDA Spec Building</b> Construct a 30,000 square-foot speculative building that will be expandable to 60,000 square feet. The building will be located on five acres on the southern half of Lot 2 in the Bar Nunn Industrial Center located on the north edge of Bar Nunn. <i>Status: Evaluation Period</i>	2014	\$968,486	\$1,657,203
<b>Bar Nunn Industrial Center</b> Road and utility improvements that will serve the expansion of Concrete Products of Wyoming (CPW), a concrete manufacturer. <i>Jobs: 26; Status: Complete</i>	2009	\$2,989,688	\$535,998

CASPER	DATE AWARDED	BRC FUNDING	LOCAL MATCH
<b>David Street Station Phase IV (Casper Downtown Public Plaza) Project</b> Construct a 4,000 square-foot mechanical and maintenance building which will include a guest services kiosk in downtown Casper. <i>Jobs: 4; Status: Evaluation Period</i>	2017	\$500,000	\$563,831
<b>Casper Downtown Public Plaza - Phase I</b> Demolish and remove existing structures and prepare the site for construction. The completed project will result in a 47,000 square-foot public events space for year round use. <i>Jobs: 5; Status: Evaluation Period</i>	2015	\$500,000	\$1,017,236
<b>Platte River Revival Project - Phase II</b> Restore 13.5 miles of the North Platte River and its banks that traverse Casper to change an eyesore into an attractive amenity. <i>Status: Construction</i>	2015	\$500,000	\$2,874,522
<b>Platte River Revival Project</b> Restore 13.5 miles of the North Platte River and its banks that traverse Casper to change an eyesore into an attractive amenity. <i>Status: Evaluation Period</i>	2014	\$500,000	\$503,727
<b>Old Yellowstone District - Phase II</b> Infrastructure upgrades, move overhead infrastructure underground, 12,000 square yards of sidewalk including new bulb outs at intersections, 10,500 linear feet of curb/gutter, pedestrian and bike lanes, bike racks, trashcans, benches, planters and lighting. <i>Status: Complete</i>	2014	\$1,000,000	\$1,023,215
<b>Casper Downtown Public Restrooms</b> Construct a 673 square-foot public restroom facility on the west side of the downtown parking structure located at 237 S. Center St. <i>Status: Complete</i>	2013	\$185,580	\$307,098
<b>Salt Creek Heights Business Center Loop Road</b> Complete a loop road off Salt Creek Parkway in the Salt Creek Heights Business Center located in Casper. The completion of the loop road will provide access to 21 acres of commercial property comprised of 6 business-ready lots. <i>Jobs: 58; Status: Complete</i>	2012	\$213,199	\$160,835
<b>ARAJPB Innovation Center (Community Readiness &amp; Business Readiness)</b> Renovate an existing building, as well as an expansion to construct a business incubator for growth and early stage companies. <i>Jobs: 6; Status: Complete</i>	2009	\$4,289,864	\$5,165,335
<b>Infrastructure for West Casper Business Park</b> Construct roadways, water and sewer connections into a 72-acre site adjacent to the new Super Wal-Mart to be located near the intersection of Wyoming Boulevard and CY Avenue. <i>Jobs: 81; Status: Complete</i>	2005	\$1,391,197	\$960,252
<b>McMurry Training Center</b> Phased construction of a building owned by the JPB and leased to the Construction Careers Foundation for an expansion of the McMurry Training Center. <i>Jobs: 17; Status: Complete</i>	2007	\$3,000,000	\$1,609,307

EDGERTON	DATE AWARDED	BRC FUNDING	LOCAL MATCH
<b>Edgerton Water, Sewer and Road Improvements</b> Extend water and sewer lines and make road improvements to prepare a commercial area ready for development. Make improvements to the gravel road that provides access to the business area. <i>Jobs: 6; Status: Evaluation Period</i>	2014	\$243,791	\$18,349

EVANSVILLE	DATE AWARDED	BRC FUNDING	LOCAL MATCH
<b>Evansville Business Park Infrastructure Improvements</b> Infrastructure to create business-ready lots in a 74-acre business park. Project included improving the sewer system, and water and sewer lines, and constructing curbs sidewalks and new streets. <i>Jobs: 60; Status: Complete</i>	2010	\$1,500,000	\$1,098,340
<b>Poly Pipe-Cole Creek Industrial Park</b> Construct rail spurs, water, sewer and road infrastructure needed to serve PolyPipe, an expanding business with a facility in the Cole Creek Industrial Park. <i>Jobs: 30; Status: Complete</i>	2006	\$973,646	\$464,746

☒ Active Project    ☐ Completed Project

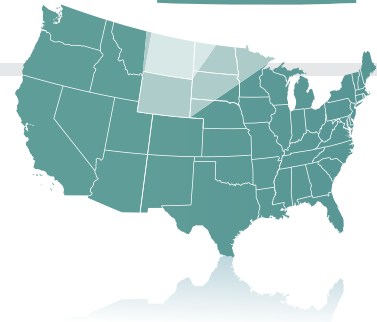
For more information visit [wyomingbusiness.org/brc](http://wyomingbusiness.org/brc) • Last updated 11.1.18

INCREASING  
**WYOMING'S**  
PROSPERITY



# 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

- Wyoming is a technology center of the high plains

### 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
- Achieve 1-gigabit-per-second internet service in 75% of municipalities

- Double number of patents awarded
- Grow technology to be the fourth largest economic sector
- Double SBIR grants awarded
- Increase score on diversity index by 10%

- Increase total property and sales tax collections by 35%
- Rank in the top five for well-being
- Increase lodging and tourism related sales tax revenue generated 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.



## 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.



# SECTION A

## ADVISORY COMMITTEES

March 6-7, 2019 · Casper, Wyoming





## Advisory Committees

March 7, 2019

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# MARKET DEVELOPMENT

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March 7, 2019 · Casper, Wyoming



# National/International Trade and Investment

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## Current Quarter

### FY19Q2 Accomplishments/Goals

1. Wyoming-Asia Pacific Trade Office Director Chester Chu's first visit to Wyoming  
**Jan. 21-23 (Chester and businesses)**
  - Conducted familiarization tour for a Taiwan-based blockchain solutions company, and a firearms accessories company with ties to Taiwan. Included meeting with Gov. Gordon.**Jan. 21-25 (Chester)**
  - Met with University of Wyoming President Nichols
  - Met with legislative leadership
  - Presented on Wyoming Senate floor
  - Presented on Wyoming House floor
  - Toured two beef cattle ranches in Lingle
  - Presented at Wyoming Economic Development Association (WEDA) conference
  - Conducted train the trainers session (WBC staff, Wyoming Business Resource Network partners)
  - Toured Wyoming Malting and Pine Bluffs Distilling
  - Met with UW International Center staff
  - Met with Tourism staff
  - Met with Superintendent Balow
2. Continued Wyoming-Asia Pacific Trade Office efforts
  - Future trade mission/trade show planning (STEP program)
  - 2020 STEP grant application process (spring 2019) – STEP fiscal year begins Oct. 1
  - Industry profile/market opportunities reports
  - Continued assistance for Wyoming businesses that went on October trade mission
  - Education and cultural exchange planning
  - Developing:
    - Chester represented University of Wyoming at the Taipei Study World event the last week of February.
    - Wyoming visit by new Taipei Economic and Cultural Office (Seattle) Director General Alex Fan (March 18)
    - Wyoming visit by Taipei Economic and Cultural Office (San Francisco) Director General Jennifer Chu (Late May)
    - Wyoming education visit to Taiwan (June)
    - Taipei food show (late June)
3. Continue STEP training/planning/execution (develop/file 2020 application)

## Business Expansion

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1. Design/implement collaborative business retention and expansion program
  - Coordination/collaboration of resources
    - WBC regional directors
    - Wyoming Economic Development Association
    - Wyoming Business Resource Network
    - Wyoming State Chamber of Commerce
    - Small Business Administration (state and regional offices)
    - Department of Commerce (regional office)
    - Western United States Agricultural Trade Association
    - University of Wyoming
    - Wyoming Department of Agriculture

## Business Expansion (*continued*)

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2. Market Development Events
  - SHOT Show (January):
    - WBC provided booth space for: Huskemaw, LifeKey, NoSo Patches, Rex Specs.
    - Gov. Gordon, Secretary Buchanan, Senate President Perkins, House Speaker Harshman, Shawn Reese attended Jan. 24; visited Wyoming businesses at their booths, and conducted recruitment meetings with Brandon Marshall and Wendy Lopez.
  - IWA in March (European version of SHOT Show) - Three companies attending for first time (NoSo Patches, Wilkinson Tactical, Horns for Heroes); two repeat companies (Maven, Gunwerks). All are part of the Wyoming STEP program. Brandon Marshall attending.
3. Beef and Lamb
  - Present meat studies (offal, market opportunities, workforce) RFPs to board March 7. Determine next steps.

## Wyoming Products

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1. Enhanced state-branded website.
  - RFI issued through state procurement office (estimated date of completion mid-March)
  - RFP announcement following RFI review process (estimated issue date April 1)
2. Collaborative development of state-branded program enhancements/member benefits.
3. WBC at Wyoming State Fair
  - Currently in planning phase for:
    - Made in Wyoming Mercantile
    - Farmers Market/Farm-to-Plate
    - Craft Distilling People's Choice Awards
    - Wyoming MakersFaire
    - Placemaking





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# **BUSINESS DEVELOPMENT**

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March 7, 2019 · Casper, Wyoming



# Business Recruitment

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Ron Kensey, Chair

Brandon Marshall, Staff Lead

Ron Gullberg, Business Development Director

Wendy Lopez, Recruitment Manager

## DYNAMIC UPDATE

### Highlights and Accomplishments

- SHOT Meetings – Governor Gordon, Speaker Harshman, Senate President Perkins, Secretary Buchanan
- Project Updates
  - SHOT Show contacts follow-up, progress
- Site Selector Outreach upcoming
  - Site Selector's Guild
  - IAMC Conference
  - FAM Outreach
- Coordination of Opportunity Zone Promotion
- Blockchain Company Recruitment Efforts
  - Direct contact with prospect companies
  - SXSW Event
- FDI strategy development
  - Use of Asia Pacific Trade Office – planning/strategizing ongoing



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# COMMUNITY DEVELOPMENT

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March 7, 2019 · Casper, Wyoming



# Placemaking

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## DYNAMIC UPDATE

### Highlights and Accomplishments

- New application complete and on GrantSmith for seamless process
- Placemaking Challenge out to communities
- Website updated and refreshed

Action/Deliverable	Status	Estimated Date of Completion
2019 plan for community engagement	delayed	12/1/18
2019 Plan for State Fair	delayed	12/1/18
Success Stories booklet	Complete	12/1/18
New application	Complete	12/1/18
Record Keeping	Delayed	2/15/18
Updated training	Not started	2/1/19
Develop placemaking videos	Not started	2/1/19
Specialty crop grant for farm walls, Set up new applications w/requirements	Not Started	Waiting on WDA contract
Specialty crop grant - placemaking	Not Started	Waiting on WDA contract

### What's Next

- Best practices manual
- Technical Assistance
- Specialty Crop-Placemaking Farm Wall Grant

### Continuous Improvement

- Feedback from communities and regional directors regarding application, process and work to make more efficient
- Better recordkeeping for up-to-date stats

### Board Action Needed

- Guidance and suggestions

# Community Review Process

---

## DYNAMIC UPDATE

### Highlights and Accomplishments

- Application complete and out to communities - quite a bit of interest
- Pre-review packet updated to new process
- 3 communities selected: Cody, Ft. Laramie, Wright

### Immediate Actions/Deliverables

Action/Deliverable	Status	Estimated Date of Completion
Application complete and out to communities	Completed	11/1/18
Community selected for spring review (2)	On-track	2/15/19
Ripple Effect Mapping/Asset Mapping	On-track	March/April 2019
Community Review	On-track	April/May 2019

### What's Next

- Committee to meet Feb. 15 to select 2 communities
- Set meetings with selected communities to set up review for success
- Conduct Asset Mapping or Ripple Effect mapping
- Schedule Reviews
- Support UW Extension with pre-review training

### Continuous Improvement

- Feedback form communities regarding application, process and work to make more efficient

### Board Action Needed

- Guidance and suggestions



# Housing Toolbox

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## DYNAMIC UPDATE

### Highlights and Accomplishments

- Strategic Plan complete
- Three committees formed - Best Practices, Financial Resources, Marketing/Education

### Immediate Actions/Deliverables

Action/Deliverable	Status	Estimated Date of Completion
Planning session with team	Completed	November 2018
Agenda for session	Completed	October 26, 2018
Updated Housing by County and Income Level	Completed	December 15, 2018
State Comparison Report	Not started	January 1, 2019

### What's Next

- Committee action plans by February
- 30/30 meetings to complete action items

### Continuous Improvement

- Bring other key players to the toolbox

### Board Action Needed

- Guidance and suggestions

# HOUSING TOOLKIT STRATEGIC PLAN

Focused by the Mission

Fulfilling the Mission

**MISSION:** Help communities successfully address common struggles with housing by developing tools and a team that can provide resources, information and a map leading to action.

**VISION:** Wyoming communities use the toolkit to encourage and support diverse housing options needed to sustain economic vitality.

**MOONSHOT:** The Toolkit exists as a staffed, permanent Wyoming organization with buy-in statewide so housing challenges never stand in the way of diversifying the economy and creating sustainable communities.

Guided by the Vision

Making the Vision a Reality

Inspired by the Moonshot

Striving for the Moonshot

Engage Stakeholders

Ensuring the Success of Stakeholders

Listen to their Voices and Needs

Working Together

Address Financial Challenges

Maximizing Financial Resources

Develop, Maintain & Enhance Processes to Achieve Objectives

Maintaining, Enhancing & Executing Processes Effectively & Efficiently

Driven by Core Values and Principles

Achieving Common Goals

	INDIVIDUAL CITIZENS	COMMUNITIES	PARTNERS (GOV, EDUCATION, HOUSING, NON-PROFITS, LEGISLATURE)
LISTEN TO VOICES	Encourage housing choice and community development to create communities people want to live in	Assemble diverse information and resources for local communities in addressing their housing demands	Establish a framework of collaboration and cooperation among stakeholders and entities
ADDRESS FINANCIAL	Provide one place people can go to learn about housing programs and resources.	Provide a repository for housing models and best practices for communities to use	Pursue opportunities for additional resources
DEVELOP TOOLS AND RESOURCES TO ASSIST HOUSING CHALLENGES	<ul style="list-style-type: none"> <li>• Provide education about existing programs</li> <li>• Provide education on the importance of housing to economic development</li> <li>• Feature individuals 'real Wyoming people' to tell housing stories</li> <li>• Support programs that increase capacity</li> <li>• Promote housing toolkit/plan</li> </ul>	<ul style="list-style-type: none"> <li>• Educate Wyoming about housing needs and opportunities as related to economic development</li> <li>• Develop and disseminate best practices guides and success stories that can be duplicated</li> <li>• Strengthen definitions and word choice of specific housing needs</li> <li>• Support programs that increase capacity</li> <li>• Feature case studies of Wyoming communities that have acted on local housing needs</li> <li>• Identify community champions to assist in messaging</li> <li>• Promote housing toolkit/plan</li> </ul>	<ul style="list-style-type: none"> <li>• Create a comprehensive list of funding sources in a one-stop shop</li> <li>• Support potential funding sources (community land trust, Wy Housing Trust Fund)</li> <li>• Use VISTA/UW SOAR members to coordinate resources and engage stakeholders to create a collective resource</li> <li>• Promote housing toolkit/plan</li> </ul>

# Community Tourism Toolbox

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## DYNAMIC UPDATE

### Highlights and Accomplishments

- Planning meeting with WY Office of Tourism for next quarter goals
- Materials to WYDOT for sign brochure
- Front line video complete

### Immediate Actions/Deliverables

Action/Deliverable	Status	Estimated Date of Completion
Sarah Hamlin Google Training plan	On-track	3/1/19
QR Codes/Geofencing best practices	Delayed	1/1/19
Sign brochure (WYDOT)	Delayed	1/1/19
WBC Tourism Grant	On-track	1/1/19
Develop placemaking webinars	At-risk	2/1/19
Develop a process to help screen business success on Google/help them get more hits	Not started	3/1/18

### What's Next

- Business Ready Tourism best practices
- Best practices (QR codes/geofencing, google trips/destinations, experienced based retail, etc)
- Day trip packets/research
- Strategic plan complete
- Website online

### Continuous Improvement

- Input from communities

### Board Action Needed

- Guidance and suggestions

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# TECHNOLOGY DEVELOPMENT

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March 7, 2019 · Casper, Wyoming





# Technology Development

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## DYNAMIC UPDATE

### Broadband Updates

#### State Site Visits:

- Torrington
- Upton
- Camp Guernsey
- Pinedale
- Jackson – St. Johns
- Laramie – Tech Talk
- Lusk
- Jay Em
- Guernsey
- Jonah Building
- Wind River Reservation – Cy Lee

#### Tasks:

- Legislative Update – SF001 and HB0247
- Grant Application complete - FULL
- NTIA – SBLN – Summit in DC Feb. 11-13
- Mapping and Website – Progress - \$40k not going to spend – UW WYGIS
- CAF 2 meetings
- Re-Connect Funds announced and being pursued
- Invited to present to International Economic Development Council – Indianapolis – Oct 2019
- Re-Define UNSERVED - HB0247
- Rural Council involvement
- AARP – Partnership
- Steve Farkas – MBA interns
- Fred Schmechel – Wyoming Technology Business Center UW

#### Meetings/Presentations:

- Governor’s Broadband Forum
- PSC – CenturyLink meeting outcome
- Sublette County progress
- WYTA presentation – see attached
- Niobrara County Commissioners - Lusk
- Camp Guernsey meeting and thoughts
- December Board meeting – Tyler Lindholm
- Governor Gordon

### [Broadband brochure](#)

## Technology Development (*continued*)

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### 2019 Broadband Legislation Update

#### **HB/SF 001 – Appropriations – (still being negotiated)**

There is a section that addresses a re-appropriation of \$3M of the \$10M Broadband Grant Fund to be available for broadband projects around the state in underserved areas based on the definition adopted by Wyoming Broadband Advisory Board. The telecom lobby applied a number of bumpers on this money including stipulating the money is only available for rural counties, with no first class cities, there must be a dollar-for-dollar match requirement, it must be a public/private partnership, it cannot result in government-owned facilities or services (with the exception of conduit) and, finally, there is to be no one project that receives the majority of these funds. This is set to sunset on June 30, 2020, and remaining funds will revert back into the Broadband Grant Fund.

#### **HB 97 – Sales Tax Exemption for Equipment used to provide services to unserved regions in Wyoming –**

There is a detailed reporting that coincides with this bill. This will sunset in 5 years.

#### **HB 98 – Right of Way for Communications Services –**

Currently, this is addressing some dated terminology around telephone and telegraph and redefining communication services as including broadband delivery methodology and technology and infrastructure.

#### **HB 247 – Defines Unserved –**

This redefines the term unserved for the state from 10/1 to 25/3. This goes into effect July 1, 2019, and may be revisited July 1, 2022.

#### **HB 152 – One Call Bill –**

This requires higher penalties for anyone who fails to call before they dig and ends up cutting into fiber or other communications infrastructure.

#### **SF 151 – 911 Coordinator –**

Creates a Wyoming Statewide 911 Coordinator that will be housed in WYDOT.



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# INDUSTRIAL DEVELOPMENT

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March 7, 2019 · Casper, Wyoming





# Upstream Oil & Gas Diversification

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## DYNAMIC UPDATE

### Highlights and Accomplishments

- ENDOW recommendation to develop strategies and policies to recruit and retain the energy knowledge sector
  - Severance tax incentives for hiring post-secondary educated workers
- Collaboration with UW to evaluate policy options for attracting energy knowledge sector workers and retaining energy graduates
  - Evaluation of surplus of graduates
  - Tolerance for severance tax incentives
- Development of draft ideas for a severance tax exemption policy that would incentivize oil and gas companies to locate knowledge sector jobs in Wyoming
  - Talked with Petroleum Association of Wyoming
- Began talking with Wyoming producers about policy and potential of locating HQs in Wyoming

### Immediate Actions/Deliverables

Action/Deliverable	Status	Estimated Date of Completion
Outreach to Wyoming producers	In Progress	9/1/2019

### What's Next

- Meetings with individual companies
- Summer NAPE
- Wyoming Oil and Gas Fair

### Board Action Needed

- Continued guidance and collaboration
- Help in outreach to O&G execs

## DYNAMIC UPDATE

### Highlights and Accomplishments

- 3 months of Kickstart:Wyoming and SBIR Matching Grants Complete
- Revisions to Kickstart:Wyoming and SBIR Matching Program rules being considered
- Pilot Innovation Center discussions continue in Sheridan and Casper
- Collaborating with UW
  - Mentor network
  - Events - UW-WBC Entrepreneurial Summit April 17-18 in Laramie
  - Entrepreneurial roadmap
- UW-WBC JV nonprofit talks

### Immediate Actions/Deliverables

Deliverable	Date		
Convert nonprofit to startup entity	3/1/2019	Delayed	
Create Innovation Center Action Plan	7/1/2019	On Track	
WYRIP Program	7/1/2019	On Track	Assembled WBC-UW team
Create Entrepreneurial Roadmap	4/2019	On Track	Collaboration with UW
Create Mentorship Program	6/2019	On Track	Coordinate with UW
Entrepreneurial Summit	4/2019	On Track	Coordinate with non-profit

### What's Next

- Rules - Revisions to KS and SBIR, New rules for WYRIP

### Continuous Improvement

- Improved communication plan for grants
- Revisions to Kickstart:Wyoming and SBIR Matching Program rules
- Examine contracts, state vendor, rules process and work to make more efficient

### Board Action Needed

- Continued guidance and collaboration

# Next Generation Sector Strategies

## DYNAMIC UPDATE

### Highlights and Accomplishments

- Next Generation Sector Partnerships Year-In-Review
- Wyoming Group attending Next Gen National Academy (~30 people)
- 8 Next Gen Industry Launches have occurred around the state so far
  - More than 150 industry leaders attended and volunteered as “champions” at launch meetings
  - More than 125 public partners attended launch meetings as observers/listeners
- WY Workforce Development Council (WWDC) Next Gen Committee meeting regularly and discussing Strategic Objectives
  - *Obtain and use updated and relevant labor market information to identify trends, identify priorities and drive decisionmaking throughout the workforce development system*
- Outdoor Recreation Subcabinet meeting regularly

### Immediate Actions/Deliverables

Action/Deliverable	Status	Estimated Date of Completion
Laramie Co. Hospitality Launch	Complete	November 2018
Fremont Co. Healthcare Launch	Complete	November 2018
Teton Co. Financial Services Training	On Track	February 2019
Teton Co. Tourism Training	On Track	April 2019
WWDC Committee creation of Data Dashboard	On Track	Spring/Summer 2019

### What's Next

- Next Gen Launches
  - Goshen/Platte/Niobrara Small Business Launch- March 2019
  - Teton Co. Tourism Training with facilitators – April 2019
  - Natrona/Converse Construction/Trades Training with facilitators – Spring 2019
- Next Gen State Academy – July 10, 2019, Cheyenne,WY

### Continuous Improvement

- Continued and constant contact with partners; continued/more outreach on Next Gen efforts & wins

### Board Action Needed

- Continued guidance and collaboration



# SECTION B

## PERSONNEL, BUDGET AND AUDIT COMMITTEE

March 6-7, 2019 · Casper, Wyoming







TM

## AGENDA ITEMS

**March 7, 2019**

### **Personnel:**

B-4 Personnel Report and Organizational Charts

### **Financial:**

B-7 Financial Update

## Personnel Report

February 19, 2019

<b>Total Positions: 45</b>			
<b>Filled Positions: 42</b>			
	<b>Vacancies</b>	<b>Restructured Option</b>	<b>Status</b>
	Ag. & International Trade Coordinator (Briana Tanaka)	Grant & Loan Accountant	Exception request approved. Placement pending.
	Agribusiness Manager (John Henn)	Evaluating	Pending
	Research Program Manager (Jackie Westhusing)	Evaluating	Pending

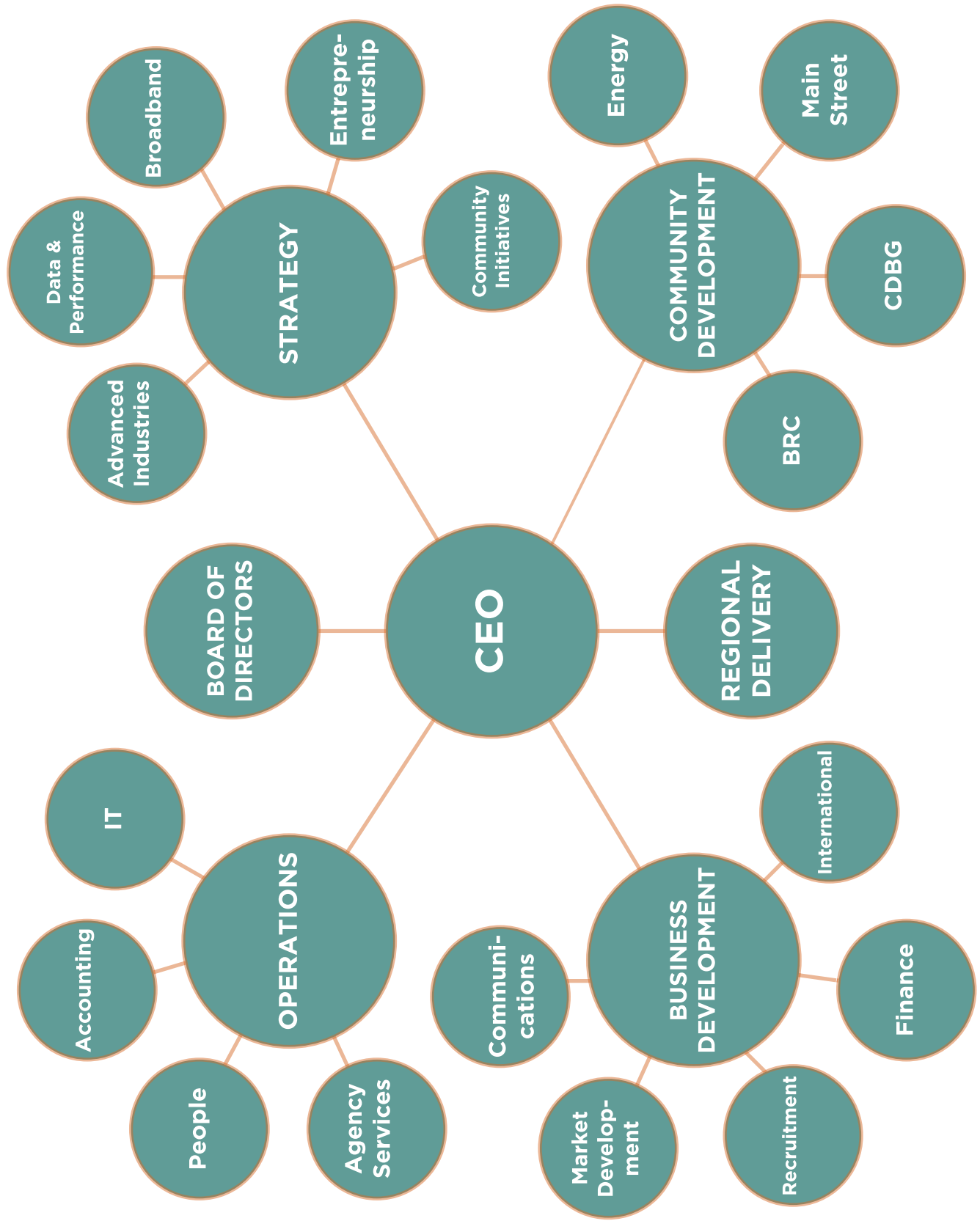
### New Hires:

Sue Aleksich-Akey, Administrative Assistant – January 2019

### Branding Initiative:

WBC's employment experience must be told. WBCers are bright, proud and ready to get the job done. This is a message that must be shared with all who care to look. To communicate this to the world through visuals and written content, the human resource team and communications team partnered up to develop and deliver an official employment branding initiative that aims to tell the team's story.

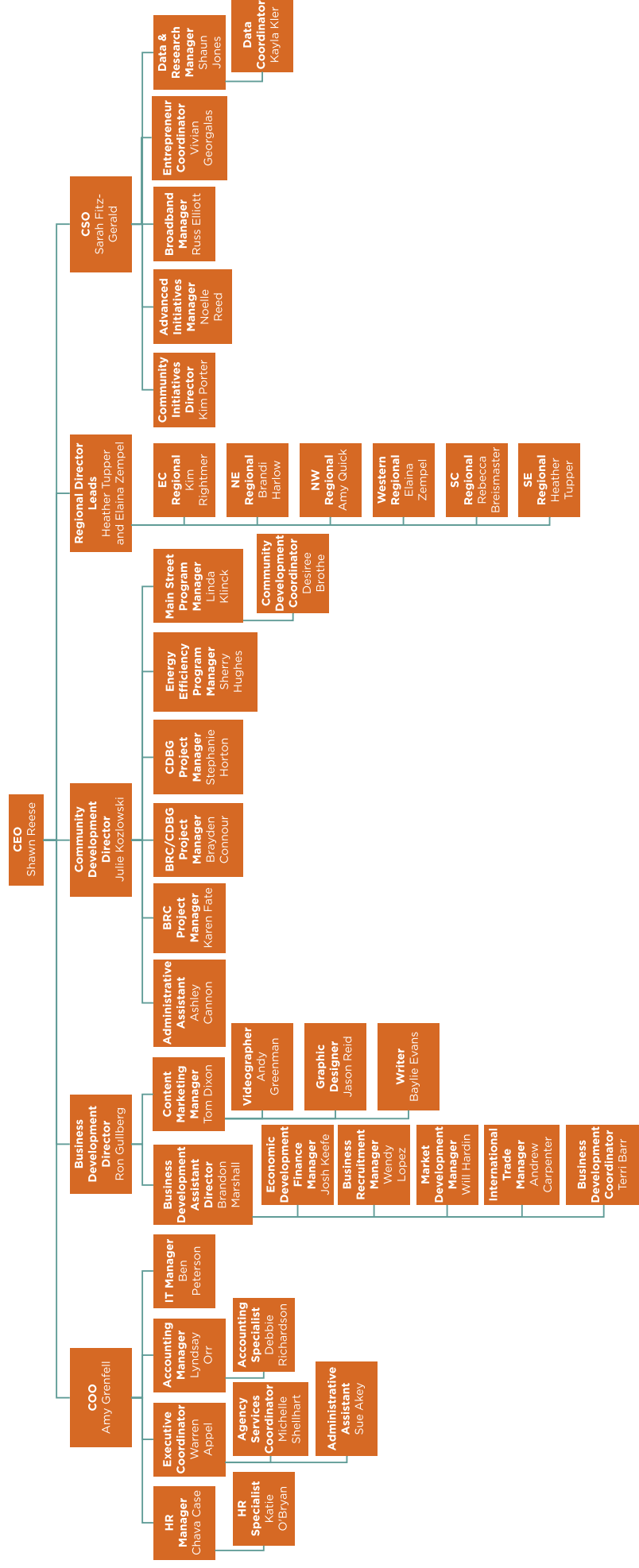
The employment branding initiative is in its infancy and more is yet to come - here's our first step: our website with our pictures, contact information and brief overview of what we do to add value in Wyoming. <http://wyomingbusiness.org/contactus>





# Wyoming Business Council Org Chart

Chava Case | January 28, 2019



**WYOMING BUSINESS COUNCIL**  
**FY2019 Comments on Financial Statements**  
**Six months ended December 31, 2018 - UNAUDITED**

**Budget Summary**

- FY2019 is the first of two years in the 2019/2020 biennium which started July 1, 2018.
- General Funds – the % of expenditures and encumbrances ended the quarter at 36% of budget.
  - Business Development shows 78% due to encumbered professional services contracts, not yet spent.
  - Executive and Board of Directors shows 62%, due to the encumbrance for the lease in Cheyenne for the current fiscal year.
- Federal Funds - the % of expenditures and encumbrances ended the quarter at 81% of budget.
- Primary Agency Funds - the % of expenditures and encumbrances ended the quarter at 35% of budget.

**Cash Balances**

- Economic Development fund has \$7.73 million in cash after obligations; year-to-date receipts total \$465.4 thousand which comprises 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 \$4.45 million in cash after obligations and year-to-date receipts of \$51.1 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 \$21.97 million as of December 31, 2018; total principal and interest received since July 1, 2018, is \$4.28 million. Of this, three Business Ready Community loans were paid off during the quarter in the amount of \$2.98 million.

**Governor's Office Funds**

- The available cash balance in the petroleum violation escrow (PVE) funds is \$3.75 million.

**Budgeted Expenditures**

- Grants make up 67% of the budget, followed by non-operating expenses (loans), which make up 13% of the budget.

**Line Item Expenditure Summary**

- Professional Services ended the quarter at 84% of the overall budget due to encumbrances of contracts that run through the fiscal year, but have not yet been spent.
- Grants ended the quarter at 28% of the budget due to the available balance for Business Ready Community Program. At December 31, 2018, there were \$10.95 million in approved grants and loans not yet encumbered (encumbrances are made as contracts are executed).



WYOMING BUSINESS COUNCIL

# Financial Update

## BUDGET SUMMARY - ALL FUNDS (BFY 19/20 appropriation)

FY 2019 - year to date for the period:		07/01/18 - 12/31/2018		OPTIMUM >>> 50%	
PROGRAM BUDGET SUMMARY	BUDGETED	EXPENDED	ENCUMBERED	BALANCE	% EXPENDED & ENCUMBERED /BUDGETED
<b>General Funds</b>					
Business Development	\$4,911,895	\$829,203	\$2,988,905	\$1,093,787	78%
Strategic Initiatives	\$359,823	\$167,079	\$0	\$192,744	46%
Regional Offices	\$808,510	\$400,618	\$3,480	\$404,412	50%
Community Development	\$492,987	\$181,230	\$0	\$311,757	37%
Business Ready Communities	\$31,686,414	\$1,252,964	\$7,608,001	\$22,825,449	28%
Main Street	\$411,079	\$123,857	\$71,702	\$215,520	48%
Executive & Board of Directors	\$850,072	\$459,223	\$63,665	\$327,184	62%
Performance & Planning	\$612,359	\$107,899	\$0	\$504,460	18%
Communications & Marketing	\$414,916	\$181,225	\$8,647	\$225,044	46%
Human Resources	\$227,387	\$110,101	\$0	\$117,286	48%
Finance & Administration	\$583,893	\$251,931	\$18,975	\$312,987	36%
	<b>\$41,359,335</b>	<b>\$4,065,330</b>	<b>\$10,763,375</b>	<b>\$26,530,630</b>	<b>36%</b>
<b>Federal Funds</b>					
CDBG Program	\$1,322,676	\$45,116	\$1,079,809	\$197,751	85%
State Energy Repurposed ARRA funds	\$0	\$0	\$0	\$0	N/A
State Energy Conservation Program	\$339,750	\$62,666	\$208,715	\$68,369	80%
State Trade and Export Program (STEP)	\$166,968	\$42,132	\$44,414	\$80,422	52%
	<b>\$1,829,394</b>	<b>\$149,914</b>	<b>\$1,332,938</b>	<b>\$346,542</b>	<b>81%</b>
<b>Primary Agency Funds (See Terms on back for descriptions)</b>					
Economic Loan Development and Large Projects (fund 039)*	\$4,570,438	\$539,700	\$0	\$4,030,738	12%
Wyoming Business Council (fund 085)	\$50,000	\$10,918	\$0	\$39,082	23%
Rural Rehabilitation (fund 499)	\$281,509	\$46,166	\$5,000	\$230,343	18%
	<b>\$4,901,947</b>	<b>\$596,784</b>	<b>\$5,000</b>	<b>\$4,300,163</b>	<b>35%</b>
<b>TOTAL</b>	<b>\$48,090,676</b>	<b>\$4,812,028</b>	<b>\$12,101,313</b>	<b>\$31,177,335</b>	<b>35%</b>

## FY2019 BALANCES

Loans Receivable	Net Balance
Balances as of 12/31/18	
Economic Disaster loans	\$6,367,386
Bridge loans	\$853,827
Mainstreet loans	\$14,358
Amendment IV loans	\$68,172
Natural Gas Infrastructure loans	\$225,063
WyoTech loan	\$4,900,000
BRC loans	\$8,800,622
ARRA SEP loans	\$815,241
Unallocated allowance	(\$73,948)
<b>TOTAL</b>	<b>\$21,970,721</b>



**Governor's Office Funds = \$3,750,161**  
Petroleum Violation Escrows



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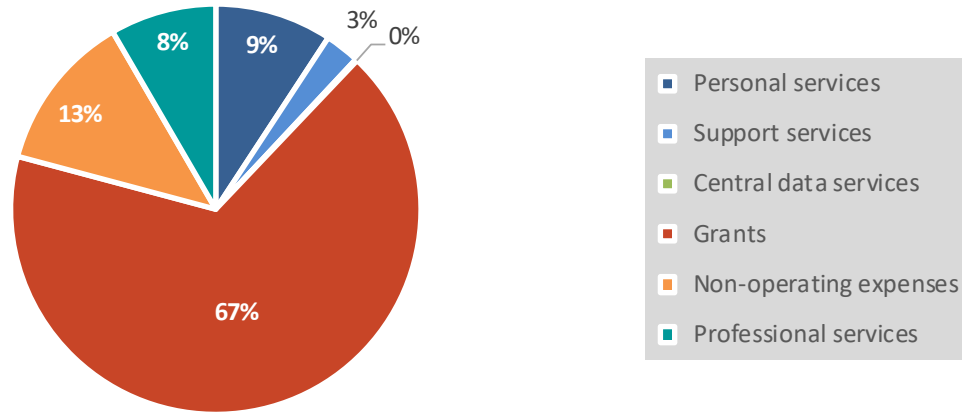


Learn more about Wyoming Business Council Financials at [wyomingbusiness.org/boardbook](http://wyomingbusiness.org/boardbook).

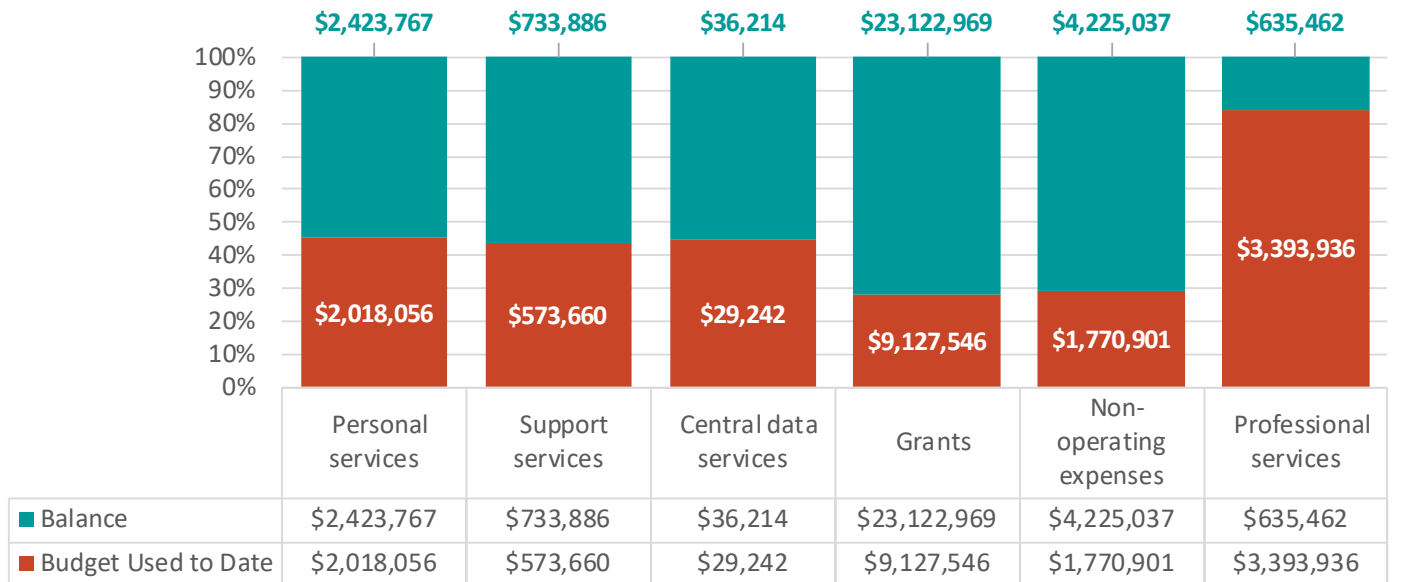
\* \$25 million reserved for Large Loan Enterprise Fund, not included in Available Cash Balance.



## BUDGETED EXPENDITURES BY FUNDING SOURCE



## LINE ITEM EXPENDITURE SUMMARY



### TERMS

- Budgeted** - Year one of two in the biennium budget
- Encumbered** - Funds are committed for a specific purpose
- Expended** - Funds have been spent
- Federal Fund** - Department of Energy, Housing and Urban Development, Commerce Funds
- General Fund** - Appropriated by the Wyoming Legislature on a biennium budget
- 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

### LOANS

- ARRA SEP loans** - for energy efficiency projects
- BRC Loans** - from BRC to a public entity
- Amendment IV Loans** - Pre-Challenge Loan Program
- Bridge Loans** - Participation w/ bank
- Economic Development Loans** - for industry disasters (excl. natural disasters)
- Main Street Loans** - Participation w/ bank
- Natural Gas Infrastructure** - for Natural Gas Fueling Stations



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# SECTION C

## BUSINESS CONTRACT AND LOAN COMMITTEE

March 6-7, 2019 · Casper, Wyoming







TM

## AGENDA ITEMS

**March 7, 2019**

### **Business Contract and Loan Committee:**

- C-5 Quarterly Board Report
- C-7 \$2,000,000 — Guaranteed Loan Participation — BM&D Land & Cattle Co., EPC, and H2 Container Fabricators
- C-11 \$175,000 — Bridge Loan Participation — Redpointe, LLC





BUSINESS COUNCIL  
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Cheyenne, WY 82002  
Tel: (307) 777-2800 Fax: (307) 777-2838  
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## Memorandum

**To:** Wyoming Business Council Board of Directors  
**From:** Josh Keefe  
**Subject:** Challenge Loan Reporting Requirements  
**Date:** March 7, 2019

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1. **Past Due Report.** Challenge Loan Policy requires quarterly reporting of all loans 30 days or more past due.
  - There were two past due payments on December 31, 2018:
    - **Weber Ag, LLC** (Economic Disaster Loan) was originated in July of 2017 as part of the Economic Disaster Loan declaration for the Wyoming Sugar Company. Lender has been in contact with borrower both electronically and via telephone. Mr. Weber has stated he is taking steps to pay the WBC. The amount past due is \$7,021.81. I will continue to communicate with borrower and work to collect the amount due.
    - **L&L Ventures** (Bridge Loan) had one past due payment of \$1,580.00, which has since been paid. The borrower and lead lender (Rawlins National Bank) are in the process of re-structuring the loan and the WBC will continue to be involved with the loan. The principal balance of the loan is \$77,940.30.
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 unallocated reserve is adequate with a balance of **\$1,231,962**. The allocation includes a 10% loan loss reserve for the Economic Disaster Loans originated, plus 0.5% of the total loan portfolio. The reserve also includes a full reserve of Weber Ag, LLC (\$484,950).
  - There are no other identified credits that are not past due but could present collection problems in the future.
  - The resulting available fund balance in the Economic Development Fund is **\$7,730,517**.



3. **Charge off balances.**

- None to report.

**Staff Recommendation:** Staff recommends acceptance of this report.

## Credit Memorandum

<b>Applicant:</b>	Midwest Regional Bank	<b>Borrower:</b>	BM&D Land & Cattle Co.
<b>Address:</b>	363 Festus Center Drive	<b>Address:</b>	6131 Trumpeter Drive
	Festus, MO 63028		Cheyenne, WY 82007
		<b>Co-Borrower:</b>	Engineering, Procurement, & Construction, LLC
		<b>Address:</b>	6131 Trumpeter Drive
			Cheyenne, WY 82007
		<b>Co-Borrower:</b>	H2 Container Fabricators LLC
		<b>Address:</b>	6131 Trumpeter Drive
			Cheyenne, WY 82007

### Proposal:

Midwest Regional Bank (MRB) has requested the Wyoming Business Council (WBC) to participate under the “Guaranteed Loan Participation” provision of the Wyoming Partnership Challenge Loan program to provide a term loan to BM&D Land & Cattle Co. (BMD), Engineering, Procurement, & Construction, LLC (EPC), and H2 Container Fabricators LLC (H2). The proposed loan would be used to purchase and improve an existing building in the Swan Ranch Industrial Park, build an adjacent office building, purchase equipment, and establish working capital. The loan proposes a nine-month construction period, followed by a twenty-five-year amortization of the loan. The WBC would distribute our participation at the completion of the construction phase for no more than 50% of the final cost or \$2,000,000.00.

<b>Total Project Cost:</b>	\$5,743,000
<b>Total Loan:</b>	\$4,023,000
	Bank Portion - \$2,023,000 WBC Portion - \$2,000,000
<b>Amount Refinanced:</b>	\$0
<b>Collateral:</b>	<ul style="list-style-type: none"> <li>- 1st REM on 6131 Trumpeter Drive, Cheyenne, WY 82007</li> <li>- 1st UCC Filing on all Business Assets Owned by H2 Container Fabricators</li> <li>- 2nd REM on personal residence of John Cornish III</li> <li>- Assignment of life insurance policy</li> </ul>
<b>Fee:</b>	\$20,000 (1%)
<b>Interest Rate:</b>	4% Fixed
<b>Blended Interest Rate:</b>	6.0%
<b>Loan to Value (LTV):</b>	70.1%
<b>Loan Term:</b>	25 Years
<b>Amortization:</b>	25 Years
<b>Repayment:</b>	Quarterly
<b>Guarantor:</b>	John Cornish, III

**Project:**

BMD is the parent company of EPC and H2. John Cornish founded and started manufacturing hydrogen fuel cells in 2003 at the company's rented flex space in Golden, CO. The hydrogen fuel cell market has shifted somewhat in the last couple years to needing fuel cells to be more mobile. Large manufacturers cannot do this well and H2 will be the premier manufacturer of self-contained hydrogen fuel cells shipping to island nations and sub-Saharan Africa. Per multiple reports/studies, the hydrogen fuel cell market is expected to grow between 17%-63% between now and 2024. The hydrogen fuel cell market for vehicles is expected to grow 82% during the same period. Japan and Korea have made good to implement 100 stations for hydrogen fueling structures. EPC is heavily involved and will be designing and implementing these stations, alongside Toyota.

Talks between Mr. Cornish and the WBC began in April of 2018. Mr. Cornish had purchased acreage in the Niobrara business park in eastern Cheyenne, WY to construct a 30,000-square foot facility. After discussions and negotiations with LEADS, Mr. Cornish has opted to purchase the LEADS spec building in Swan Ranch; south of Cheyenne. LEADS is pledging \$250,000 towards improvements of the spec building and will be purchasing Mr. Cornish's lot in the business park. The spec building is also 30,000 square feet on a 10-acre lot with a rail spur along the building, offering another mode of logistical support to Mr. Cornish.

John is recognized as the "go to" person in this industry. Containerization is also used in the oil and gas industries and by other hydrogen providers, but each container is a one-off and requires specialization depending on the specific project; which H2 will be able to provide in conjunction with the other borrowers of the note.

**Cash Flow:**

Based on financials obtained from all parties involved, BMD has the capacity to service the debt. The proposed project will cash flow at 1.42x. The WBC's participation, increases this coverage to 1.7x. Mr. Cornish is also offering a full, unconditional, personal guarantee. The WBC's participation saves the borrower \$61,667.31 (annually).

**Bank Risk Rating:**

The loan is presented as a pass credit and has been approved by the officer loan committee at Midwest Regional Bank. The loan has also been authorized for an SBA 7(a) Guaranteed Loan (90% - International Trade) and has been assigned a loan number as well.

**Recommendation:**

**Staff recommends approval from the Wyoming Business Council's Board of Directors to participate in the amount of \$2,000,000.00 (two million dollars and 00/100 cents) as presented in this Credit Memorandum. This participation will be with Midwest Regional Bank in Denver, CO as the lead bank. The loan recipient will be BM&D Land & Cattle Co, with Engineering, Procurement, & Construction, LLC, and H2 Container Fabricators LLC as co-borrowers.**

**The current available cash balance in the Challenge Loan Revolving Account is \$7,730,517.**

Respectfully submitted,

Joshua S. Keefe

Economic Development Finance Manager

**Attachment 1**

- **Applicable Statute**

## **Attachment 1**

### **§ 9-12-304. Criteria for loans.**

Any business may apply to the council for financing as defined in W.S. 9-12-301(a) (vii). “Guarantee loan participation” means a provision of financing by the council in which the council participates with a lender that has secured a federal guaranteed loan to guarantee repayment of a loan made to a business. The maximum participation by the council shall be fifty (50%) of the loan or two million dollars (\$2,000,000.00), whichever is less;



## Credit Memorandum

<b>Applicant:</b>	Central Bank & Trust	<b>Borrower:</b>	Redpointe, LLC
<b>Address:</b>	285 Main Street	<b>Address:</b>	1720 W Main Street
	Lander, WY 82520		Lander, WY 82520

### Proposal:

Central Bank & Trust (CBT) has requested the Wyoming Business Council (WBC) to participate under the “Bridge Loan Participation” provision of the Wyoming Partnership Challenge Loan program to provide a term loan to Redpointe, LLC. The proposed loan will be used to purchase an existing building located at 1720 W Main Street in Lander, WY. The loan has a 10-year term, combined with a twenty-five-year amortization of the loan. The WBC will participate \$175,000 (35%) of the \$500,000 loan.

<b>Total Project Cost:</b>	\$625,000
<b>Total Loan:</b>	\$500,000
	Bank Portion - \$325,000 WBC Portion - \$175,000
<b>Amount Refinanced:</b>	\$0
<b>Collateral:</b>	- 1st REM on 1720 W Main Street, Lander, WY 82520
<b>Fee:</b>	\$1,750 (1%)
<b>WBC Interest Rate:</b>	4% Fixed
<b>Blended Interest Rate:</b>	5.3%
<b>Loan to Value (LTV):</b>	Not to exceed 80%
<b>Loan Term:</b>	10 Years
<b>Amortization:</b>	25 Years
<b>Repayment:</b>	Monthly
<b>Guarantor:</b>	- Bryan & Shauna Hylenski - Mack Maier - Joe Heeran

### Project:

Redpointe, LLC is the real estate holding company for HMH Distributors, LLC. HMH Distributors is an outdoor recreation gear company whose focus is the manufacturing and resoling of rock-climbing shoes. The company also has partnerships with other outdoor gear companies that manufacture climbing ropes and climbing gear (chalk bags, etc.). HMH is currently headquartered in Longmont, CO and are looking to move the company’s operations to Lander, WY. The company was visited by WBC staff in 2018 and has had multiple conversations with other WBC staff as well. The collateral is a multi-unit building with approximately 3,000 square feet located across HWY 287 from Fremont Motors.

**Cash Flow:**

Based on financials obtained from all parties involved, HMH Distributors/Redpointe has the capacity to service the debt. The global proposed project will cash flow at 1.39x. Hylenski, Maier, and Heeran are all offering a full, unconditional, personal guarantees. The WBC's participation saves the borrower \$4,717 (annually).

**Bank Risk Rating:**

The loan is presented as a pass credit and has been approved by the officer loan committee at Central Bank & Trust. The closing of the loan is subject to an appraisal supportive of value but will not exceed 80% loan to value (LTV). The estimated value of the collateral is \$625,000.

**Recommendation:**

**Staff recommends approval from the Wyoming Business Council's Board of Directors to participate in the amount of \$175,000.00 (one hundred seventy-five thousand dollars and 00/100 cents) as presented in this Credit Memorandum. This participation will be with Central Bank & Trust in Lander, WY, as the lead bank. The loan recipient will be Redpointe, LLC.**

**The current available cash balance in the Challenge Loan Revolving Account is \$7,730,517.**

Respectfully submitted,

Joshua S. Keefe

Economic Development Finance Manager

**Attachment 1**

- **Applicable Statute**

## **Attachment 1**

### **§ 9-12-304. Criteria for loans.**

Any business may apply to the council for bridge financing as defined in W.S. 9-12-301(a) (vi). “Bridge financing” means a provision of financing for that portion of the total project cost which is calculated by subtracting from the total project cost the sum of ownership debt and equity. The Council shall not consider a proposal in which the bridge financing component exceeds thirty-five percent (35%) of the total project cost or one million dollars (1,000,000) whichever is less; and the business does not contribute more than fifteen percent (15%) of the total project cost. The financing is intended to be a participation with a commercial lender with the lender and state sharing a proportionate first lien position on all collateral. In the event of a default the lender will restructure, or proceed with the appropriate legal remedy with proceeds received to be shared proportionately with the state;





# SECTION D

## COMMUNITY GRANT AND LOAN COMMITTEE

March 6-7, 2019 · Casper, Wyoming









## Community Grant and Loan Committee

### Report and Recommendations to the Wyoming Business Council

Mar. 7, 2019

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## BUSINESS READY COMMUNITY OVERVIEW

### BRC Application and Program Summary

BRC Applications Received December 1, 2018						
Applicant	Project	Type	Request	Staff Recommendation	WBC Recommendation	Page #
Sublette County	Enviremedial Industrial Property	Business Committed	\$ 1,032,500	\$ 1,032,500	\$ -	D-7
City of Casper	Midwest Ave. Reconstruction	CD- Readiness	\$ 2,500,000	\$ 1,520,693	\$ -	D-11
Casper-Natrona Co ED JPB	Sustainable Strategies Plan	Planning	\$ 50,000	\$ -	\$ -	D-15
Sweetwater County	Industrial Development Plan	Planning	\$ 50,000	\$ 50,000	\$ -	D-19
<b>Total Requests</b>			<b>\$ 3,632,500</b>	<b>\$ 2,603,193</b>	<b>\$ -</b>	

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 Financial Summary

BRC Financial Summary	
BRC Balance in WOLFS as of 1.31.19	\$ 22,843,789.00
De-obligations received-to-date FY19	\$ 438,631.00
Revenue received (loans, principal, interest) to date FY19	\$ 3,446,395.00
<b>BRC Total Available</b>	<b>\$ 26,728,815.00</b>

The following charts reflect what has been re-allocated for this quarter and what is available for the next quarter.

### FY19 Q3 Available

BRC Project Types	% of Allocation	Total BRC Funds Available at beginning of Quarter 3	Staff Recommendation	Reallocated Funds Quarter 3
Business Committed	45%	\$ 12,027,967	\$ 1,032,500	\$ 2,004,661.00
Community Development	54%	\$ 14,433,560	\$ 1,520,693	\$ 2,405,594
Planning	1%	\$ 267,288	\$ 50,000	\$ 44,548
	<b>100%</b>	<b>\$ 26,728,815</b>	<b>\$ 2,603,193</b>	<b>\$ 4,454,803</b>

### FY19 Q3 Balance if approved by WBC

BRC Project Types	% of Allocation	Total Available this Quarter	Staff Recommendation	Carry Forward to Next Quarter
Business Committed	45%	\$ 2,004,661	\$ 1,032,500	\$ 972,161
Community Development	54%	\$ 2,405,594	\$ 1,520,693	\$ 884,901
Planning	1%	\$ 44,548	\$ 50,000	\$ (5,452)
	<b>100%</b>	<b>\$ 4,454,803</b>	<b>\$ 2,603,193</b>	<b>\$ 1,851,610</b>







## BUSINESS READY COMMUNITY GRANT AND LOAN PROGRAM

## SUBLETTE COUNTY ENVIREMEDIAL SERVICES, INC.

**\$1,032,500**

### Business Committed Request

Staff Recommendation: Fund

### Project Description

Sublette County requests \$1,032,500 in BRC Business Committed funds to purchase the building and 2.15 acres of land that currently houses Enviremedial Services, Inc (ESI). ESI leases the building as their manufacturing facility, but expansion is needed to keep pace with government defense contracts recently awarded to ESI. The property is located southeast of Pinedale near the airport.

Sublette County will own the building and land where ESI is located. ESI will pay lease payments to the county for 20 years. The building is currently 8,584 sq. ft. but ESI plans to expand it by 2,400 sq. ft. to meet their need for more manufacturing space. ESI will pay for the building's expansion.

### The Business

ESI is a water treatment company headquartered in Oceanside, CA. They moved their manufacturing facility to Pinedale in 2017 due to a more favorable business environment. ESI fabricates and manufactures water recycling systems. The company divisions include:

- Oil/Water Separator Management and Water Recycling Services
- ESI Manufacturing Division (Vehicle and Aircraft Wash and Recycle Systems, Rain Harvest to Potable Water Systems, Well Treatment Systems, Mobile Water Treatment Systems, Military Armory Physical Security Systems, Off Grid Solar Systems)
- Wash Rack Service Division
- ESI Facilities Maintenance Division
- ESI Construction Division
- ESI Building HVAC Automation and Controls Division
- Fire Support Services Division

In 1999, ESI secured its first major military contract treating and recycling in-ground waste water at Camp Pendleton, CA. ESI's technologies and services were extremely successful and reduced waste hauled off by 97.3%, saving Camp Pendleton millions of dollars per year.

Currently, ESI has contracts with the Marine Corps. and Army for the next five years. The contracts include full-scale Potable Water Systems for Fort Buchanan, Puerto Rico. ESI plans to continue securing contracts with the US military.

#### Company principles include:

Christopher Keogh – Founder, CEO and Majority Shareholder. Founded company in 1991, responsible for financial wellbeing and general oversight of all operations.

Geoffrey Keogh – President of ESI. Responsible for operations of the company, including engineering, sales, manufacturing, construction and facilities maintenance divisions. Also responsible for research and development of new products and introduction to new markets.

### Project Goals and Public Benefits

- Primary goal is to provide 21 new jobs with a median wage of \$23.58/hour with benefits in the next five years. Average cost of benefits is \$82,280. This includes health, dental and vision insurance. Employees will have the option of life insurance, disability, and 401-K benefits. ESI provides 10 vacation days per year with the ability to earn more with longevity.
- Generate local payrolls of \$935,000 by 2022.
- Expansion of the Pinedale facility with the ability to attract 22 new military contracts by 2021.
- Diversification of the Sublette County economy: the skills of oil and gas employees are transferable to what ESI requires.

### Lease and Revenue Recapture

- ESI will triple net, five-year lease the property and building from Sublette County. They will pay an annual payment amortized over 20 years at 4% interest. The annual payment will be approximately \$75,048. If 20 jobs are created, the interest amount will be excluded from the lease amount.

Sources	
BRC amount	\$ 1,032,500
Cash Match	\$ 160,231
In-Kind Match	\$ 18,744
<b>Total eligible project cost</b>	<b>\$ 1,211,475</b>
BRC % of total eligible project costs	85%
Local % of total eligible project costs	15%
Uses	
<b>Land Acquisition Costs</b>	
Land	\$ 1,032,500
<b>Non-Construction Costs</b>	
Other fees (Lease Payments)	\$ 67,500
<b>Construction Costs</b>	
Site work (Concrete)	\$ 75,908
Other (Metal Building)	\$ 29,818
Miscellaneous/Other (Equipment Rental)	\$ 5,749
<b>Total Uses</b>	<b>\$ 1,211,475</b>

	Payment	Sublette County	WBC	Project Balance
Pre-Project		\$0	\$1,032,500	\$1,032,500
Year 1	\$0	\$0	\$0	\$1,032,500
Year 2	\$75,048	\$56,286	\$18,762	\$997,609*
Year 3	\$75,048	\$56,286	\$18,762	\$961,818*
Year 4	\$75,048	\$56,286	\$18,762	\$924,568*
Year 5	\$75,048	\$56,286	\$18,762	\$845,452*
*Includes Interest				
Buy-Out Purchase Option				
Option 1				
Buy-out w/ No Interest		\$548,856	\$182,952	\$731,808
10 jobs Added				
Option 2				
Buy-out w/o Interest		\$634,089	\$211,363	\$845,452
10 jobs Included				
created				

The WBC will recapture 25% annually of lease payments, approximately \$18,762. Sublette County has included a Buy-Out Option associated with the creation of 10 jobs. The lease and revenue recapture are illustrated in the table below.

## Staff Recommendation

Staff recommends funding in the amount of \$1,032,500, as requested, contingent on an updated appraisal being completed on the property and the completion of the platting and subdividing of the plot of land that Enviremedial Services, Inc. plans to purchase.

## Project Overview

	Sublette County			
<b>Purpose</b>	Sublette County requests \$1,032,500 BRC Business Committed funds to purchase the building and 2.15 acres of land that currently houses Enviremedial Services, Inc (ESI). ESI currently leases the building as their manufacturing facility, but expansion is needed to keep pace with government defense contracts that have been awarded to ESI. The property is located southeast of Pinedale near the airport.			
<b>Project Budget</b>	<b>Projected Grant Expenditure Schedule</b>			
	<b>Description</b>	<b>BRC</b>	<b>Match</b>	<b>Total</b>
			Cash	In-Kind
	Land	\$ 893,794	\$ 138,706	\$ -
	Non-Construction Costs	\$ 58,432	\$ 9,068	\$ -
	Construction Costs	\$ 80,274	\$ 12,457	\$ 18,744
	Total Project Cost	\$ 1,032,500	\$ 160,231	\$ 18,744
	<b>Percentage BRC of all cash:</b>		<b>87%</b>	
<b>Performance Measures</b>	<b>Measure</b>	<b>Quantity</b>	<b>Notes</b>	
	Businesses Assisted	1	Enviremedial Services	
	Revenue Recapture	\$ 1,577,260	Buy-Out Option	
	County Median Wage	\$23.30/hr		
	Median Wage of Jobs Created	\$23.58/hr		
	Jobs to be Created (5 Year Projection)	21	Full-Time Equivalents	
<b>Project Infrastructure</b>	Acres Developed	2.5	Property Purchase	
	New Building Construction	2400	SQFT	



Business Ready Community Grant and Loan Program

## CITY OF CASPER MIDWEST AVENUE RECONSTRUCTION PROJECT

**\$1,520,693 BRC**
**Community Development—Readiness Grant**

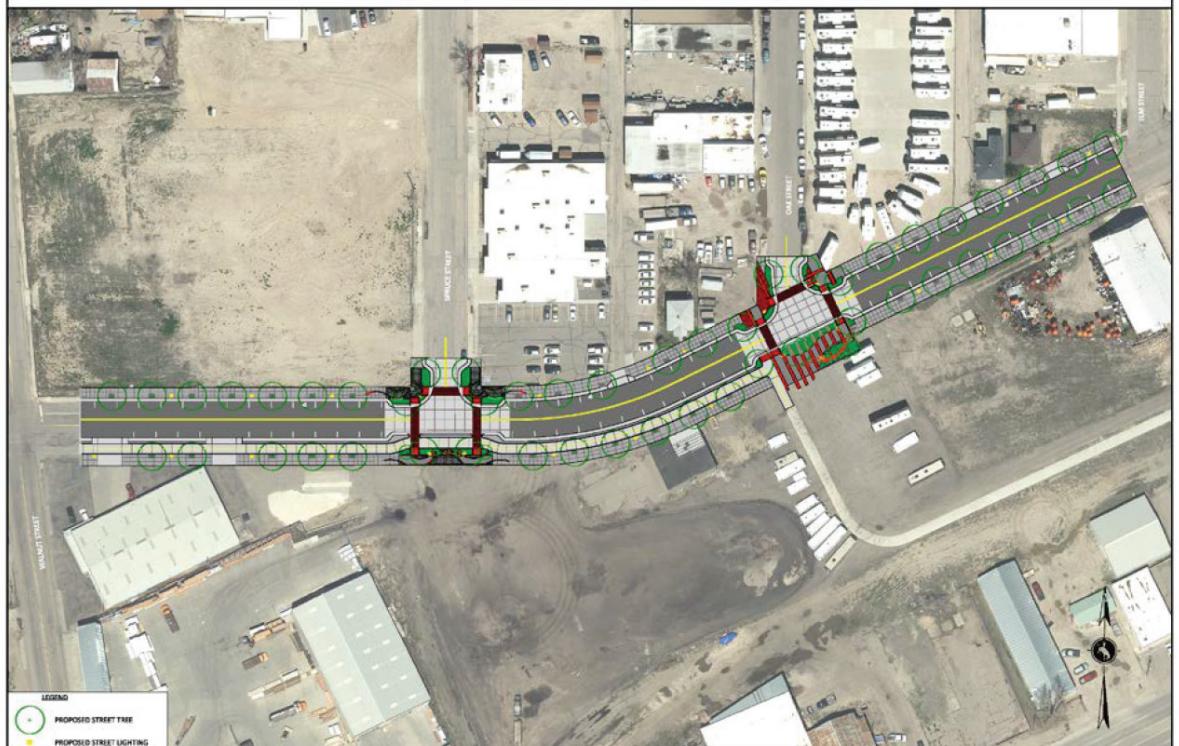
Staff Recommendation: Fund



### Project Description

The city of Casper originally requested \$2,500,000 BRC Community Development funding to complete reconstruction of a three-block area of Midwest Avenue between Elm and Walnut Streets in the Old Yellowstone District. The city has approved an additional \$980,506 in cash match from 1% #15 one-cent tax and Capital Fund Reserves to complete this project. The city has reduced their request amount to \$1,520,693. Funds will be used for the replacement of water and sanitary sewer mains, up-sizing of storm sewer mains, roadway, sidewalks, curb and gutter. Funds will also be used for the development of bike lanes, lighting, fiber and underground electrical.

### MIDWEST AVENUE RECONSTRUCTION WALNUT STREET TO ELM STREET





The city of Casper received a \$1 million Community Readiness grant in 2014 for the reconstruction of a 2-block area along Yellowstone Highway from Walnut Street to Poplar Street, and Walnut Street from Midwest Avenue to West Yellowstone Highway. The success of this project resulted in 12 businesses locating to the Old Yellowstone District, development of the David Street Station, and the new State Office Building to begin construction in the spring of 2019. With the location of the new state office building in the Old Yellowstone District, it is anticipated new restaurants and other related businesses will open in the proposed project site.

The city has invested \$5,499,000 in the purchase and redevelopment of properties in the Old Yellowstone District. Sale proceeds of properties are reinvested into a Revolving Land Fund which was started in 2006 with one-cent funds. The current balance in this account is \$1.8 million. The city has also invested \$7.6 million to date in the redevelopment of West Yellowstone Highway. This investment is in addition to the \$1 million BRC grant received in 2014.

## Project Goals and Public Benefits

- Infrastructure will serve empty lots and buildings in an area of the OYD that is undergoing significant redevelopment;
- Improvements will help direct traffic and improve pedestrian “walkability” through new sidewalks, curb bump-outs, ADA improvements and lighting;
- This project will also tie into the WYDOT reconstruction of 1st and Poplar Streets in 2021, as well as the construction of the new State Office building to be located adjacent to the proposed infrastructure;
- Slum and blight will be reduced and property values enhanced;
- The project supports economic and community development;
- Increase tax base with new businesses and downtown residential development expanding to the OYD area.

Sources	
BRC amount	\$ 1,520,693
Cash Match	\$ 1,880,938
In-Kind Match	\$ 71,062
<b>Total eligible project cost</b>	<b>\$ 3,472,693</b>
BRC % of total eligible project costs	44%
Local % of total eligible project costs	56%
Uses	
<b>Non-Construction Costs</b>	
Architectural and Engineering fees	\$ 259,994
Other fees (surveys, tests, etc.)	\$ 190,000
<b>Construction Costs</b>	
Roadway Reconstruction	\$ 585,100
Electrical & Lighting	\$ 854,200
Water Systems	\$ 278,500
Storm & Sanitary Sewer	\$ 154,000
Irrigation Systems	\$ 78,400
Streetscape Improvements	\$ 756,800
Contingencies (10%)	\$ 315,699
<b>Total Uses</b>	<b>\$ 3,472,693</b>

## Staff Recommendation

Staff recommends funding in the amount of \$1,520,683, as requested. Staff has worked with the city and has consulted with the State Construction Management Office on alternative cost estimates to complete this project. Staff sees the importance of this project to the future development of the Old Yellowstone District.

## Project Overview

Casper Midwest Avenue Reconstruction				
Purpose	The city of Casper originally requested a \$2.5 million dollar Community Development - Readiness grant, but has reduced this request to \$1,520,693 to complete the reconstruction of Midwest Avenue in the Old Yellowstone District. Funds will be used for roadway; sidewalks; curb and gutter; replacement of sewer and water mains; storm sewer mains; underground utilities; bike lanes; lighting, and streetscaping.			
Project Budget	Projected Grant Expenditure Schedule			
	Description	BRC	Match	Total
			Cash	In-Kind
	Non-Construction Costs	\$ 169,401	\$ 209,531	\$ 71,062
	Construction Costs	\$ 1,351,292	\$ 1,671,407	\$ -
	Total Project Cost	\$ 1,520,693	\$ 1,880,938	\$ 71,062
Percentage BRC of all cash:		45%		
Performance Measures	Measure	Quantity		Notes
	Businesses Assisted that have opened and remain open since 2014 in the Old Yellowstone District.	12		Yellowstone Bar & Grill; Gaslight Social; Spruce Nail Bar; HUB International; The Lyric; Urban Bottle; Wyoming Health Fairs; Montessoria School; Adbay; Art 321 and Hope Church.
	Infrastructure Investment	\$ 7,600,000		City's investment in the reconstruction of West Yellowstone.
	Property Investment	\$ 5,499,000		Properties city has purchased and redeveloped.
	Return on Investment	\$ 1,800,000.00		Return on sale of properties reinvested back into a Revolving Land Fund (started with One-Cent funds in 2006).
	Number of Building Permits issued since 2014	12		Number of completed building permits for new construction/remodeling since 2014. We will track all new building permits applied for following completion of project.
Project Infrastructure	Roadway	1,150 lf		Road reconstruction (3-block section)
	Water Line	1,725 lf		New waterline construction
	Storm & Sewer Line	1,400 lf		New Storm and sewer system construction
	Underground utilities			Electrical, fiber, irrigation systems
	Sidewalks; ADA compliant; curb & gutter			3-block area of new sidewalks that are ADA compliant; curb & gutter.
	Streetscaping/lighting/landscaping			35 street lights/decorative lighting; trees & shrubs; planters; benches; bike racks and 10' bike path.



Business Ready Community Grant and Loan Program

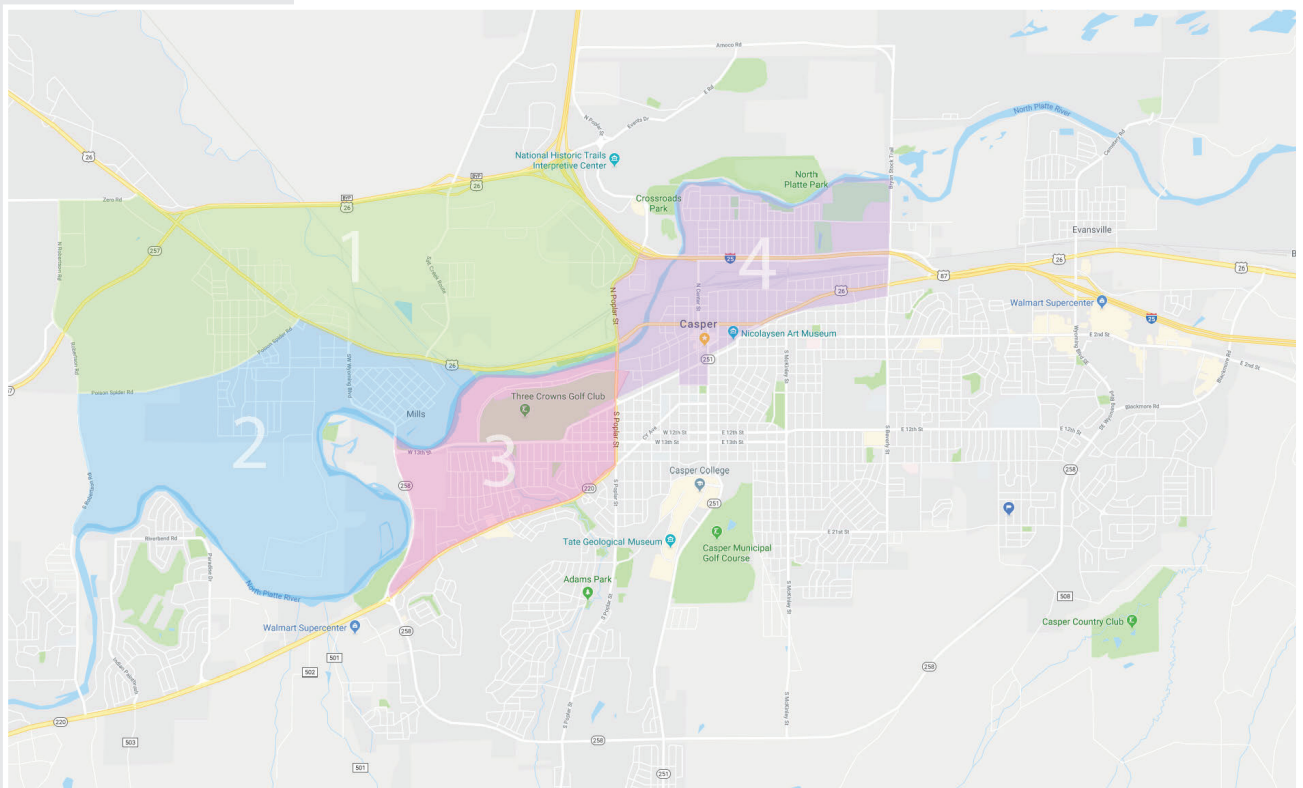
## CASPER-NATRONA CO ECONOMIC DEVELOPMENT JPB SUSTAINABLE STRATEGIES FINANCIAL PROJECT PLAN

**\$50,000 Economic Development  
Planning Project**

Staff Recommendation: Do Not Fund

### Project Description

The Economic Development JPB in partnership with the Casper Area Economic Development Alliance (CAEDA) requests \$50,000 in BRC Planning funds to create a financial strategy to maximize the city of Casper, town of Mills, and Natrona County's Opportunity Zone designations. The plan will identify development and diversification projects, use brownfield designated areas for redevelopment and identify and secure local and national financial resources for the development of the community.



An Opportunity Zone is an economically-distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment. Localities qualify as Opportunity Zones if they have been nominated for that designation by the state and that nomination has been certified by the Secretary of the U.S. Treasury via his delegation of authority to the Internal Revenue Service.

Four Opportunity Zones have been designated in Mills, Casper and Natrona County comprising 7,500 contiguous acres along the North Platte River.

Opportunity Zones are designed to spur economic development by providing tax benefits to investors. First, investors can defer tax on any prior gains invested in a Qualified Opportunity Fund (QOF) until the earlier of the date on which the investment in a QOF is sold or exchanged, or Dec. 31, 2026. If the QOF investment is held for longer than 5 years, there is a 10% exclusion of the deferred gain. If held for more than 7 years, the 10% becomes 15%. Second, if the investor holds the investment in the Opportunity Fund for at least ten years, the investor is eligible for an increase in basis of the QOF investment equal to its fair market value on the date that the QOF investment is sold or exchanged.

## Project Goals and Public Benefits

- Identify the best projects through a Community Needs Assessment;
- Create a Resource Roadmap to secure financial resources;
- Strategic Direction and Action Plan to embrace support for a successful plan implementation;
- Create a long-term financial strategic solution for diversified growth;
- Spur development and generate new jobs, increased property tax and expand sales tax revenue.

Sources	
BRC amount	\$ 50,000
Cash Match	\$ 25,000
<b>Total eligible project cost</b>	<b>\$ 75,000</b>
BRC % of total eligible project costs	67%
Local % of total eligible project costs	33%
Uses	
<b>Planning-Consultant</b>	
Planning/Consultant fees	\$ 75,000
<b>Total Uses</b>	<b>\$ 75,000</b>

## Staff Recommendation

**Staff does not recommend funding for the following reasons:**

- Project is a promotional plan for Opportunity Zones which is a maximum request of \$25,000.
- Opportunity Zones Program is a private-industry driven program;
- Limited available funding.
- BRC funded a \$50,000 CEDS Study (completed in December 2016). Staff cannot justify awarding funding for another study so soon after completion of their Comprehensive Economic Development Strategy Plan funded with BRC grant dollars.
- Rules and regulations for Opportunity Zones have yet to be finalized. The public comment period ended on Dec. 28, 2018, and a public hearing was held on Feb. 14, 2019, in the auditorium of the IRS building in Washington, D.C. A lack of official regulations creates uncertainty around the exact types of projects, investments and investors that can benefit from opportunity zones.



- The WBC appreciates the eagerness of CAEDA to be at the forefront of economic development marketing strategies for the Casper area. However, the WBC believes disbursement of funds to other projects is more prudent given the uncertainty around official regulations for opportunity zones. Further, delays in establishing official regulations provides tolerance for extended timelines in developing promotional plans, allowing for the potential to apply at a later date when more certainty is established.



Business Ready Community Grant and Loan Program

# SWEETWATER COUNTY

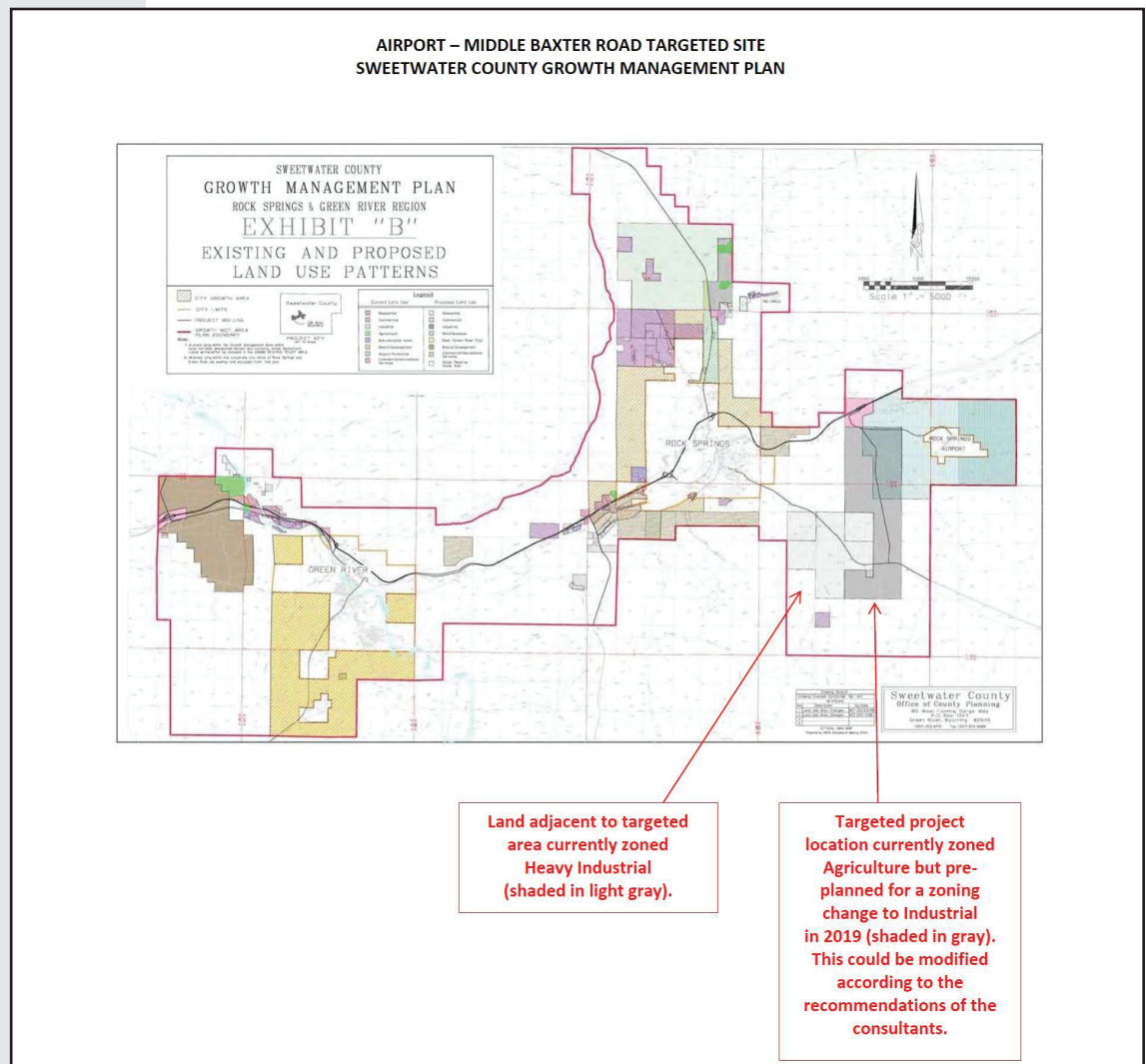
## SWEETWATER COUNTY INDUSTRIAL DEVELOPMENT PLAN (TARGETED INDUSTRY STUDY)

## \$50,000 BRC Planning Project Request

Staff Recommendation: Fund

## Project Description

Sweetwater County requests \$50,000 in BRC Planning funds to conduct a Targeted Industry Study for the Industrial Development Project. This project is the region's largest and most ambitious locally-driven venture to generate new conditions for economic development growth and improve quality of life and community stability.



Sweetwater County has been working on the development of this project for two years. The undertaking consists of developing an expansive site of up to 15,000 acres in the Southwest Regional Airport and Middle Baxter Road area that was:

- Strategically selected among 10 locations for large-scale development by a team of local experts; and
- Socioeconomically assessed by graduate students from UW College of Business; and
- Process overseen by the Sweetwater County ENDOW/ Industrial Zone Committee and the cities of Rock Springs and Green River.

## Project Goals and Public Benefits

- Develop an expansive industrial zone in the Airport-Middle Baxter Road area, a site selected through a comprehensive planning process;
- Obtain a detailed market analysis that identifies specific industries to recruit for the targeted development zone;
- Remove barriers to economic opportunities that could resonate locally, regionally and statewide;

Sources	
BRC amount	\$ 50,000
Cash Match	\$ 16,668
<b>Total eligible project cost</b>	<b>\$ 66,668</b>
BRC % of total eligible project costs	75%
Local % of total eligible project costs	25%
Uses	
<b>Planning-Consultant</b>	
Planning/Consultant fees	\$ 66,668
<b>Total Uses</b>	<b>\$ 66,668</b>

- Produce new revenues to the local and state tax base;
- Build upon the county's unique assets and align with identified market niches;
- Create alternatives for revenues from the dependency on mineral valuations.

## Staff Recommendation

Staff recommends funding in the amount of \$50,000, as requested. Although planning projects are low on the priority list, there has been a lot of effort put forth through countywide partnerships to identify the site for this targeted industry study request. The county and cities of Rock Springs and Green River have committed match for this project up to a maximum of \$100,000 to cover any cost overruns and/or implementation of this plan.



## Addendum *Correspondence*

### TOPIC

### PAGE

Letters of public input are in the following order:

Sublette County . . . . . D-22-24

Casper . . . . . D-25-28

Sweetwater . . . . . D-29-37



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

December 4, 2018

To Whom It May Concern:

I'm taking this opportunity to provide a letter of support for Sublette County and Enviremedial Services, Inc. BRC application for property purchase.

Sublette County is one of the least economically diverse counties in the United States. This application proposes assistance to a business that has relocated their manufacturing facility to Pinedale. Enviremedial Services, exclusively contracts with the U.S. Department of Defense to supply mobile water treatment systems to U.S. Military bases. This company is in an excellent position, to move in, where energy development left off. They are able to move into an industrial property, initially built for an energy development company, hire from a labor market of energy development workers that have skills in trades, such as welding, fabrication, and construction. They are proposing to hire 21 employees at living wage with benefits, with payrolls in excess of \$938K over a 5-year period. In addition, this company continues to grow, and these are likely conservative numbers. Supporting this application will help Sublette County attract more large companies, which can utilize empty industrial properties and the skilled workforce left by reduced energy development.

The benefits to Sublette County are tremendous. The ability of the County to have a dedicated economic development fund, financed by the recapture payments, will be a game changer by allowing the County to aggressively move forward with existing economic development efforts like the Chamber and Main Street program, as well implement new strategies lined out in the Sublette County Economic Development Plan. We hope these strategies will help diversify our economic base.

I fully support this application.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Albert Sommers". The signature is fluid and cursive, with the first name "Albert" and last name "Sommers" clearly distinguishable.

Albert Sommers  
House District 20  
Wyoming House of Representatives



November 29, 2018

Wyoming Business Council  
214 West 15th St.  
Cheyenne, WY 82002  
307.777.2800  
info.wbc@wyo.gov

Wyoming Business Council;  
Please consider this letter of support from the Sublette County Chamber of Commerce (SCCC) for the grant application for Enviremedial Services. The approval of this grant will allow the purchase of the current facility, in which Enviremedial Services is housed in Pinedale, Wyoming and provide an opportunity for business facility and personnel expansion.

Pinedale, WY is striving to become an economically diverse county and business expansion, such as that of Enviremedial Services, allows us to diversify our economy; creating more jobs and supporting local businesses. Adequate infrastructure is an element essential for continued growth for this business. With adequate infrastructure, Enviremedial Services will be able to provide an additional 6-20 jobs over the next two years, increase local spending, and support local businesses.

The Sublette County Chamber of Commerce thanks you for your careful consideration and we welcome you to contact us for questions.

Sincerely,

Sublette County Chamber of Commerce Board of Directors



---

PO Box 2529, Pinedale, WY 82941 • [info@mainstreetpinedale.com](mailto:info@mainstreetpinedale.com) · [www.mainstreetpinedale.com](http://www.mainstreetpinedale.com)

December 14, 2018

Wyoming Business Council  
214 West 15th St.  
Cheyenne, WY 82002  
307.777.2800  
[info.wbc@wyo.gov](mailto:info.wbc@wyo.gov)

RE: Main Street Pinedale Letter of Support for the grant application for Enviremedial Services

Wyoming Business Council,

The Main Street Pinedale program is writing this letter in support of the grant application for Enviremedial Services. As a program that encourages economic development, we welcome all new businesses, and Enviremedial has been a great addition to our community.

Pinedale, and Sublette County as a whole, could use more economically diverse businesses. After learning more about Enviremedial, how they came to be in Sublette County, and their enthusiasm about wanting to grow and expand, we feel like this grant will help make growing their operations and desire to hire upwards of 20 new employees a true possibility. Any new business to our community is an asset, but one that is taking a vested interest in trying to grow and expand is something that needs to be supported fully.

We look forward to watching Enviremedial grow and become a foundational business in our community. Main Street Pinedale fully supports their grant application.

Sincerely,

Main Street Pinedale

Leah Radakovich, Board Chair

**Vision:**

An attractive and vibrant downtown that sustains Pinedale as a welcoming place to live, work, and play.

**Mission:**

Main Street Pinedale cultivates civic pride by collaborating with businesses, organizations and community members to foster a vibrant downtown.

Representative **Pat Sweeney**  
Wyoming House of Representatives **House District 58**  
P.O. Box 1325 • Casper, WY 82602



work (307) 234-6122  
email Patrick.Sweeney@wyoleg.gov

November 25, 2018

Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, Wyoming 82002

RE: Support for the City of Casper's Wyoming Business Council Grant Application

To Whom It May Concern:

I am writing in support of the City of Casper, Wyoming and their application for the Business Ready Community (BRC) - Community Readiness Grant.

The City of Casper desires to partner with the Wyoming Business Council, via this grant application, to renovate a major corridor which runs through a designated urban renewal area adjacent to downtown Casper. As you are very aware, urban renewal starts with public investment, and then the private sector steps in to make investment. The city government must spend time in the community, talk to the people who live and work there, get to know its challenges, and financially assist the needed improvements. In the Old Yellowstone District, the City of Casper recognized that many streets weren't connected to one another. The City acknowledged that the Yellowstone Highway, which serves as the prime arterial through the urban renewal area, was in sore need of reinvestment – it needed new underground utilities, sidewalks, crosswalks, roadway lighting, and better traffic controls. The City committed funds for the work, in partnership with a previous grant from the Wyoming Business Council, and the project was completed in 2016. The private investment that has occurred along the West Yellowstone Highway corridor since the reconstruction is close to \$14M.

As a Wyoming legislator, I am deeply aware of the importance of partnerships in government. This project, which is proposed for BRC Grant funding, would be a strong partnership between the City of Casper and the State of Wyoming. It would be a critical infrastructure project for the future economic growth of the Old Yellowstone District, new State Office Building project, and adjacent downtown commercial district. The planning is done. This project is ready to go!

I would personally appreciate your consideration of the BRC grant application from the City of Casper, Wyoming, and would welcome any questions you may have for me about this project.

Sincerely,

  
Patrick E. Sweeney





November 27, 2018

Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, Wyoming 82002

RE: Support for the City of Casper's BRC - Community Readiness Grant Application

To Whom It May Concern:

I am writing in support of the City of Casper, Wyoming and their application for Business Ready Community (BRC) - Community Readiness Grant funds. On behalf of the Board of Directors for the Downtown Development Authority (DDA), I am pleased to express our support for this infrastructure sustainability project.

A successful City needs a successful downtown core. Investment in infrastructure is the key to success because connectivity creates opportunity. The DDA is very aware of the connectivity that Midwest Avenue provides for downtown Casper. We are also aware of the serious need for reconstruction of that arterial after years of use.

Public investment is critical to attracting private investment. The DDA has been proud to partner with our downtown merchants, as well as the City of Casper, on many of the improvement projects we have initiated over the years – sidewalk reconstruction, new street lighting, banner programs, pigeon control, graffiti removal, alley security, and of course – David Street Station. Our support of the BRC grant application is another example of an ongoing partnership we enjoy with the adjacent Old Yellowstone District urban renewal area.

We hope you will favorably consider the BRC grant application from the City of Casper. Please feel free to contact me with any questions you may have about this project and its impact on our downtown development initiatives in the community.

Sincerely,

A handwritten signature in blue ink, appearing to read "K. Hawley", with a stylized flourish at the end.

Kevin Hawley  
Executive Director



November 25, 2018

**PLATTE RIVER  
TRAILS TRUST**

**EXECUTIVE DIRECTOR**  
Angela Emery

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Jolene Martinez  
*City of Casper*

Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, Wyoming 82002

RE: Support for the City of Casper's Business Ready Community  
(BRC) - Community Readiness Grant Application

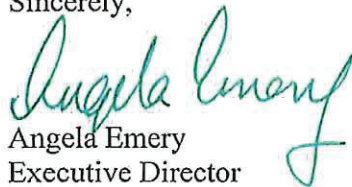
To Whom It May Concern:

On behalf of the Platte River Trails Trust, I am writing in support of the City of Casper's grant application to the Wyoming Business Council for funding to reconstruct Midwest Avenue. The City of Casper has been a wonderful partner with the Platte River Trails Trust (PRTT) on all of our community trail projects, and the Midwest Avenue reconstruction project is another example of that partnership.

Indeed, great communities have great transportation systems. Casper is fortunate to have outstanding vehicular, as well as pedestrian, transportation corridors. The City has continued to invest in its transit corridors, both in construction and maintenance. They work to stay current with pedestrian needs, via bike lanes, trails, and streetscape amenities, and have included the PRTT in City planning initiatives. The City also strives to create safer and more connected neighborhoods, such as in the Old Yellowstone District, which we know will strengthen our downtown and keep our economy healthy.

Your support of the City's BRC application would assist and expand the mobility choices in the downtown core of our City, which is critical to our economic heart. We are very excited about this opportunity and hope you will find favorably on their proposal.

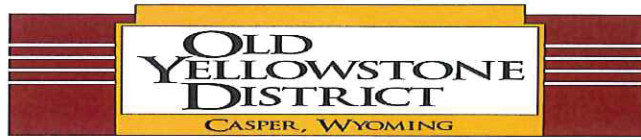
Sincerely,

  
Angela Emery  
Executive Director

[www.platterivertrails.com](http://www.platterivertrails.com) 

platteriver@wyoming.com • 307-577-1206 • PO Box 1228, Casper WY 82602 • Trails Office: 1775 W. First Street





[www.oldyellowstonedistrict.com](http://www.oldyellowstonedistrict.com)

November 26, 2018

Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, Wyoming 82002

RE: Support for the City of Casper's Grant Application to the Wyoming Business Council

To Whom It May Concern:

On behalf of the Old Yellowstone District Advisory Committee, I am writing in support for the City of Casper in its application for the Business Ready Community (BRC) – Community Readiness Grant for the reconstruction of Midwest Avenue.

The Old Yellowstone District was identified as an urban renewal area in 2001. At the time, one third of the property was industrial or being used for storage. Another 13% of the area was simply vacant. Since it was located right in the heart of the city, community and business leaders recognized the value of having the Old Yellowstone District be an extension of the downtown, a vibrant place that was full of shops, homes, and businesses. The driving forces behind urban renewal are economic stability, beautification, and curbing of sprawl. All of these impacts are important for balanced growth. A vital core must be maintained downtown; growth is visibly and actively happening on the fringes of our community. A vital core is critical for sustaining the community's center of commerce and base economy.

The BRC grant would provide a large portion of the funding necessary to reconstruct Midwest Avenue, a major connector through the Old Yellowstone District and into downtown Casper. Your support of the City's grant application would ensure the completion of this infrastructure project which is critical to our economic heart.

Thank you for your service to all of the municipalities around this great State; many have redevelopment needs just like Casper.

Sincerely,

Councilman Bob Hopkins, Chairman  
Old Yellowstone District Advisory Committee

## BOARD OF COUNTY COMMISSIONERS

# SWEETWATER

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80 WEST FLAMING GORGE WAY, SUITE 109  
GREEN RIVER, WY 82935  
PHONE: (307) 872-3890 FAX (307) 872-3992

November 6, 2018

Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002

**Re: Letter of Support – Sweetwater County Industrial Development Plan Project  
Wyoming Business Council Business Ready Community Planning Grant Application**

Dear Members of the Wyoming Business Council Board of Directors,

It is with great pleasure that the Sweetwater County Board of County Commissioners sponsors a Business Ready Community Planning Grant Application for the Sweetwater County Industrial Development Plan Project.

Sweetwater County recognizes the need to strategically and collectively plan for large-scale economic development. The proposed project aims at creating a comprehensive implementation plan to recruit and cultivate new industrial development in the Airport – Middle Baxter Road area.

This Project was initially inspired when there was a significant downturn in the economy. Sweetwater County, and the Cities of Green River and Rock Springs, collaborated to evaluate 10 potential industrial sites in the region which eventually led to the selection of the Airport – Middle Baxter Road area.

In 2018, graduate students from the University of Wyoming, College of Business evaluated the socio-economic strengths of the site and finalized a report that recommended pursuing professional services for extensive site development assistance.

We are in full support of this Project for the economic health and stability of our communities, and strongly encourage your approval of the Planning Grant Application.

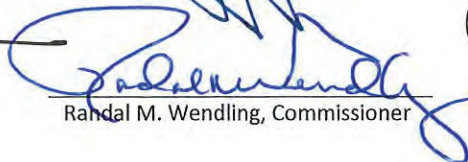
Respectfully yours,

  
Reid O. West, Chairman

  
Wally J. Johnson, Commissioner

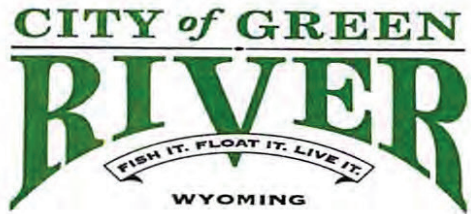
  
John K. Kolb, Commissioner

  
Donald Van Matre, Commissioner

  
Randal M. Wendling, Commissioner







**PETE RUST, MAYOR**

50 E 2<sup>nd</sup> North St., Green River, WY 82935

(307) 872-0599 Fax (307) 872-0566

[www.cityofgreenriver.org](http://www.cityofgreenriver.org)

November 16<sup>th</sup>, 2018

Dear BRC Grant and Loan Program Selection Committee,

On behalf of the City of Green River, I would like to express our support for the 2018 Business Ready Community Planning Grant Application for the Sweetwater County Industrial Development Plan Project. As part of the State's ENDOW initiatives our communities consisting of Green River, Rock Springs and the county of Sweetwater have been working together for over 18 months defining how we can implement the State's initiatives being developed and selecting a site that we feel meets the criteria of a sustainable industrial business and economic development location.

Our organizations have come together and defined a targeted industrial development plan, and location, that will allow us to recruit industry and develop infrastructure that that will lead to economic growth and further stabilize our communities in Sweetwater County. The scope and timing of the project requires commitment and cooperation with not only the governing bodies but also with multiple organizations that support economic stability and growth such as the Sweetwater Economic Development Coalition and the Wyoming Business Council. While there has been a lot of work done to define this project we understand that the next steps require a further vetting process that includes a detailed market analysis, a targeted industry recruitment strategy, and an infrastructure development strategy that meets the expansive plan of this industrial zone development.

The City of Green River understands the favorable economic impacts that this project can create for the entire community. From the initial promotion of the area nationally and internationally during recruitment, to stimulating activity for businesses, increasing city, county and state revenues, and securing industrial type companies that bring jobs and further strengthens what we can offer in this area.

The City of Green River has committed resources and fully supports this project. We encourage your approval and selection of Sweetwater County for this BRC Grant and Loan Program request.

Sincerely,

Pete Rust

Mayor, City of Green River





**Carl R. Demshar, Jr., Mayor**  
212 D Street, Rock Springs, WY 82901  
Office [307] 352-1510 • FAX [307] 352-1516  
carl\_demshar@rswy.net

November 9, 2018

Wyoming Business Council Board of Directors  
214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002

**Re: Letter of Support for Sweetwater County Industrial Development Plan Project---  
Business Ready Community Planning Grant Application**

On behalf of myself and the Rock Springs City Council, I am submitting this letter in support of the application for a Business Ready Community Planning Grant through the Wyoming Business Council. Presently, Sweetwater County has a project to create a targeted industrial development plan to recruit industry and to develop infrastructure that will enhance economic growth and community stability in the county. The monies from this planning grant will be used to hire a consultant to conduct a detailed market analysis that will identify the types of industries to recruit and to develop a strategy for infrastructure development in the Airport-Middle Baxter Road area.

Because of the significant downturn in revenues, there was an interest in the state for "industrial megaplexes." In 2016, the City of Rock Springs, in collaboration with Sweetwater County and the City of Green River, evaluated 10 large sites that had the potential to be designated as one of these "industrial megaplexes." After careful evaluation, the Airport-Middle Baxter Road area was designated as the site in Sweetwater County. A subsequent evaluation by a group of graduate students from the University of Wyoming, College of Business, was done and the site was recommended for pursuing professional services for extensive site development.

From the standpoint of Sweetwater County, the identification and development of an "industrial megaplex" site would definitely enhance the ability to attract potential businesses/industries to the area. The opportunity to recruit varied industries to an area greatly improves the opportunity to diversify the local economy. Again, the Governing Body of Rock Springs supports this application for a Business Ready Community Planning Grant.

Yours very truly,

Carl R. Demshar, Jr.  
Mayor, City of Rock Springs

## Krisena Marchal

---

**From:** Krisena Marchal  
**Sent:** Friday, November 30, 2018 8:03 AM  
**To:** Krisena Marchal  
**Subject:** FW: Town of Superior - Support Letter

**From:** Dominic Wolf [mailto:[mayor@superiorwyoming.net](mailto:mayor@superiorwyoming.net)]  
**Sent:** Tuesday, November 27, 2018 6:18 PM  
**To:** Krisena Marchal  
**Subject:** Town of Superior - Support Letter

To whom it may concern,

As the Mayor of the Town of Superior, I would like to show our support for the industrial Development Plan for the North Baxter area for the following reasons.

- The industrial development plan would potentially bring job opportunities to our citizens.
- Would be beneficial for Economic Growth, Private Investments, and New Business opportunities.
- This development would provide more incoming finances for the State and County.
- This would be a great step towards Community Stability, and also Quality of Life.

Sincerely,

Town of Superior, Mayor

Dominic Wolf





*Town of Wamsutter*

231 McCormick St  
PO Box 6  
Wamsutter, WY 82336-0006

Phone: 307-328-0468  
Fax: 307-324-9438

Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002

November 14, 2018

RE: Sweetwater County Industrial Development Plan Project – Grant Application

To Whom It May Concern:

The Town of Wamsutter is pleased to support Sweetwater County's Business Ready Community Planning Grant Application for the Sweetwater County Industrial Development Plan.

This project involves developing a very large industrial zone near Rock Springs, and is currently the largest locally-driven economic development endeavor going on in our county. Beginning a couple of years ago, ten sites were critically evaluated, including Wamsutter, by a local team of planners, engineers and economic development staff.

Even though Wamsutter was not selected for the specific location, we recognize the strategic development of the site will lead to local, regional and statewide economic impacts. This proactive effort is necessary for diversity and/or growth so we can adapt accordingly to downturns in the economy while providing stability to our communities.

The planning grant application is a vital step in bringing this project to fruition. We encourage your support of Sweetwater County's planning grant application.

Sincerely,

Mayor Robb Phipps

Councilperson Davis

Councilperson Waldner

Councilperson Erickson

Councilperson Patterson



November 8, 2018

Kayla McDonald  
Business Development Manager  
Sweetwater Economic Development Coalition  
1897 Dewar Drive  
Rock Springs, WY 82901

Wyoming Business Council Board of Directors  
214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002

**RE: Project Sweetwater County Industrial Development Plan Project**

Dear Wyoming Business Council Board of Directors,

I am writing to pledge my support for the Sweetwater County Industrial Development Plan Project and their request of funding for a Business Ready Community Planning Grant. The Sweetwater Economic Development Coalition (SEDC) is instrumental in coordinating our Sweetwater County Economic Development efforts. The Sweetwater County Industrial Development Plan Project is crucial to the future of Economic Development related projects for the selected site on Middle Baxter Road. With its proximity to the Southwest Wyoming Regional Airport, it is an ideal site to begin the development of an "Industrial Complex" type concept for Sweetwater County.

It is very important for this project to be granted funding to be able to conduct the proper research that is needed to help identify and attract new and innovative types of businesses that could ultimately be grow Sweetwater County's economy. This project, if funded to its maximum level, will also help in the creation of jobs and therefore, increase the tax base for Sweetwater County. The Sweetwater Economic Development Coalition is in full support of this proposed initiative and will continue to work closely with the entities that have helped in the identification and implementation efforts of this proposed site. Funding for this project will not only help Sweetwater County for the future generations, it will also serve as a catalyst for future development and provide a building block in the foundation of Economic Development for the future success of Sweetwater County.

Sincerely,

Kayla McDonald,  
Business Development Manager  
Sweetwater Economic Development Coalition



1897 DEWAR DRIVE | ROCK SPRINGS, WY | PHONE: 307-362-3771  
EMAIL: [BUSINESSDEVELOPMENT@ROCKSPRINGSCHAMBER.COM](mailto:BUSINESSDEVELOPMENT@ROCKSPRINGSCHAMBER.COM) | WEBSITE: [HTTP://WWW.SWEETWATEREDC.COM](http://WWW.SWEETWATEREDC.COM)





Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002

November 21, 2018

RE: Sweetwater County Industrial Development Plan Project – Grant Application  
Wyoming Business Council Business Ready Program

Dear Board of Directors:

The Green River Chamber of Commerce Board of Directors supports Sweetwater County's Business Ready Community Planning Grant Application for the Sweetwater County Industrial Development Plan.

The proposed project consists of strategically developing a very large area east of Rock Springs into a major industrialized zone, the largest locally-driven project of its kind in Sweetwater County. The Chamber of Commerce Board of Directors supports this project because of the strategically planned steps being taken to ensure success, as well as the potential impacts to generate new revenues to the tax base, create additional primary and sustainable jobs, and to support our quality of life and community stability.

The Board recognizes the importance of the grant application, and urges you to approve a favorable award.

Sincerely on behalf of the Green River Chamber Board,

A handwritten signature in blue ink, appearing to read "Lisa Herrera".

Lisa Herrera  
CEO

---

*Your Business & Community Advocate*

307-875-5711 ph    800-FLGORGE    307-872-6192 fax  
1155 W. Flaming Gorge Way, Green River, WY 82935  
[www.grchamber.com](http://www.grchamber.com)



"Bringing Businesses & Communities Together"



November 1, 2018

Wyoming Business Council Board of Directors  
214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002

Dear Board of Directors:

Regarding the **Sweetwater County Industrial Development Plan Project**, we respectfully request consideration of funding through the *Business Ready Community Planning Grant* to create a targeted industrial development plan for recruiting industry and developing infrastructure in Sweetwater County.

Historically there has been a need for developing infrastructure in Sweetwater County that would lead to economic development. The selection of the Middle Baxter Road as an area of interest for an "industrial megaplex" has the potential to make good use of this grant. A detailed market analysis that would identify industries to recruit would substantially support the efforts of the Sweetwater Economic Development Coalition (SEDC) and is consistent with strategies of the state ENDOW committee.

The community benefits of this action are innumerable. Identifying industries to recruit and develop a strategy for infrastructure will most assuredly bring about the much needed economic development, job creation, industrial growth and increased revenue that will lead to improved quality of life for all of the citizens of Southwest Wyoming.

The Rock Springs Chamber of Commerce supports this project and asks that you approve the Planning Grant that will encourage profitable success for the great county of Sweetwater.

Thank you for your consideration.

Sincerely,

**Rick** 

Rick Lee, CEO  
Rock Springs Chamber of Commerce

**Alexie Cilensek**

Alexie Cilensek, Board President  
Rock Springs Chamber of Commerce



P: 307.362.3771  
F: 307.362.3838



PO Box 398  
1897 Dewar Drive  
Rock Springs, WY 82901



ceo@rockspringschamber.com  
www.rockspringschamber.com



November 13, 2018

Wyoming Business Council Board of Directors  
214 West 15th Street  
Cheyenne, WY 82002

Dear Wyoming Business Council Board:

The Southwest Wyoming Regional Airport and its Board of Directors are pleased to provide this letter of support for Sweetwater County's Planning Grant Application. As Southwest Wyoming's connection to the world, the Southwest Wyoming Regional Airport is a vital economic driver throughout the communities we serve. We are proud to call Sweetwater County home and are working side-by-side with the community to find ways to grow our economy in new and innovative ways.

For years, Sweetwater County and its cities and towns have envisioned a large-scale industrial development. With the launch of the ENDOW Council in 2017, the planning gained momentum. The requested grant will go a long-way to delivering on this years-old vision for our community. It will allow Sweetwater County to take ENDOW's recommendations and findings and deliver results including the creation of new jobs, industrial growth and increased revenue.

Should this project be granted, it would mean significant advancements for our community and the airport. Due to the selected site's location adjacent to the airport, the airport stands to benefit greatly from the development. With our robust airfield infrastructure including a 10,000 ft. runway with modern instrument approaches, and our developable land (both aeronautical and non-aeronautical), the airport will be a major component of this Industrial Development's success.

The Rock Springs-Sweetwater County Airport Joint Powers Board respectfully requests that you approve Sweetwater County's application for a Wyoming Business Council Business Ready Community Planning Grant for this critical project.

Sincerely,

Devon M. Brubaker, A.A.E.  
Airport Director

---

382 HWY 370  
Rock Springs, WY 82901

(307) 352-6880  
[www.FlyRKS.com](http://www.FlyRKS.com)

468 HWY 370  
Rock Springs, WY 82901



