

08. PREMIER LIFESTYLE DESTINATION ATTRACTS MANUFACTURING **15.** SURGE IN DATA CENTERS SPARKS TECH TALENT PIPELINE **27.** WYOMING IS LEADING THE WAY TO ENERGY'S NEXT FRONTIER

IN THIS ISSUE

SHERIDAN MANUFACTURING CLUSTER GROWS

BUILDING A STRONG

ESTABLISHING THE INNOVATION ECOSYSTEM

OUR WORKFORCE

WYOMING'S NEXT HORIZON

INVESTING IN PEOPLE

THE GLOBAL STAGE

ABOUT

Population: 578,803

Size: 97,814 square miles (253,348 kilometers)

Capital: Cheyenne

Governor: Mark Gordon

President of the Senate: Dan Dockstader

BUSINESS CLIMATE

- No corporate or personal state income tax
- No inventory tax
- No franchise tax
- No occupation tax
- No value-added tax

THE FACTS

Spend Less & Earn More: Wyoming has the most business-friendly tax climate in the nation.

Lucrative Business Climate: No personal or corporate state income taxes, manufacturing sales tax exemptions and low sales and property taxes.

Room for Adventure: Wyoming boasts two national parks, five national forests, 12 state parks and countless acres of public land to hunt, fish, bike, hike, climb and roam.

IT'S Better In Wyoming

The state of Wyoming is incredibly business-friendly, not just economically, but in our regulatory environment as well as the easy access to policymakers and influential leaders in our tight-knit state. When we work

with businesses interested in expanding or relocating in our state, we show up as "Team Wyoming!"

Wy

Team Wyoming rides for BUSINESS COUNCIL government committed the brand and includes key to low regulation and businessleaders in different agencies, fields, friendly policies all make and industries across Wyoming from Wyoming a very inviting place for energy to tourism, manufacturing, businesses to set up shop. agricultural products and more. We want to ensure you're hearing all sides Come see what we can offer of our exciting story and can tap into and learn for yourself why all the resources we have available. We It's better in Wyoming! are always willing to roll up our sleeves to get things done, eager to help your business grow, and ready to collaborate 120 in all phases of business growth.

JOSH Dorr<mark>ell</mark>

CEO Wyoming Busines<mark>s Council</mark>

According to the Tax Foundation, Wyoming offers the "Best Business Friendly Tax Climate in the US," and we've been consistent about that for more than a decade. No personal or corporate income tax, very low property



tax, no value-added tax, no gross receipts tax, exemptions from sales tax for manufacturing, as well as a state



WHY WYOMING?



RELOCATE FOR A LIFE OF ADVENTURE

More and more, the cities and suburbs have begun to feel like concrete cages. With our world changing so rapidly, there's never been a better time to make a move. Relocating to Wyoming means building a life you want, where you can spend less, earn more and adventure most. This is your chance to plant your roots where they have room to grow.

#WYRELOCATE



SALES TAX EXEMPTION ON ELECTRICITY USED IN MANUFACTURING

The sales tax burden is exempt on sales of power or fuel to a person engaged in the business of manufacturing, processing or agriculture when the same is consumed directly in the manufacturing process.

MANUFACTURING SALES TAX EXEMPTION

The sales tax burden is exempt on the sale or lease of machinery to be used in the state of Wyoming directly and predominantly in manufacturing tangible personal property.

Find out more at WHYWYOMING.ORG









SHERIDAN MANUFACTURING **CLUSTER GROWS**

Well known as a premier lifestyle destination, Sheridan, Wyo. has also become recognized for building a strong manufacturing workforce, shovel-ready sites and an engaged community college.

Having a well-known brand and manufacturer decide to make Wyoming their new home helped highlight the state's businessfriendly climate and demonstrate that Wyoming communities can support larger manufacturing businesses, said Robert Briggs, administrator

"Sheridan is a great area with a small hometown feel, but it's also innovative and growing in manufacturing and business development."

- BRENDA WEATHERBY Director of people and culture at Weatherby

lifestyle," Weatherby said. "It makes

for the Sheridan Economic and Educational Development Authority (SEEDA).

SEEDA is a partnership between the City of Sheridan and the Northern Wyoming Community

College District. SEEDA has helped grow Sheridan's manufacturing cluster by working with the city to create project-ready property and directly with businesses to help them expand or relocate.

WEATHERBY'S NEW HEADQUARTERS



GROWING THE CLUSTER

Going back to at least 2007, Sheridan has considered light manufacturing to be one of its key targeted industries.

At the time, the foresight of community leaders to take a good look at what obstacles and roadblocks impeded business investment helped smooth out the way for the growth and investment Sheridan has seen, Briggs explained.

"Development and regulatory processes were streamlined, infrastructure capacity and reach were expanded, and the community committed to a series of planning and marketing initiatives that, coupled with the support and efforts of the Wyoming Business Council, paid off," Briggs added.

Longtime community manufacturers such as L&H Industrial, which operates manufacturing and repair facilities for large machinery, and Craftco, a custom metalworking and manufacturing company, helped form the manufacturing base on which Sheridan's current manufacturing sector is built.

Today, manufacturing in Sheridan includes a variety from fabricating metal products and components to textiles and protective coverings, firearms, apparel and food and beverages.

Most recently, skilled manufacturer S. Jennings Racing, specializing in high-end precision manufacturing of automotive parts and components, joined the community.

Sheridan's manufacturing growth includes successful downtown businesses like Big Horn Design, which focuses on the design, fabrication, and fulfillment of customized and distinctive apparel. Black Tooth Brewing Company is a well-frequented local establishment in historic downtown and a modern cannery operation that has expanded to build locations in Cheyenne and Casper.

EMIT Technologies completely transformed an old big box store on North Main Street into a modern "smart factory" with cuttingedge automation in inventory handling and fabrication.

As of the fourth guarter of 2021, about 780 manufacturing jobs were in Sheridan County. Many of these jobs have been tied to business investment on North Main and the Sheridan High Tech Business Park, and over the last ten years, more than 400 new manufacturing jobs have been created in Sheridan County.

SHOVEL-**READY SITES**

One of the keys to growing manufacturing has been the city's investment in shovel-ready sites, transforming the High-Tech Business Park from pasture to a manufacturing hotspot.

Through the Wyoming Business Council's Business Ready Community (BRC) grant and loan program, Sheridan built the necessary infrastructure and transformed fields into property ready for business investment. The program provides financing for publicly owned infrastructure.

Today, the business park boasts nearly 150,000 square feet of manufacturing, office, and R&D space. Each day about 300 people go to work making products shipped all over the nation.

"The BRC grant in Wyoming was far above any other state offering, which made a huge move more palatable," Weatherby said.

Briggs said that the investment of millions of dollars in local, state and federal funds has stimulated additional millions of dollars in private investment. Additionally, Sheridan completed the certified site process to ensure that the park was "shovel" ready.

Vacutech served as the inaugural light manufacturing business when it moved from Colorado into the Sheridan business park over a decade ago. The company is the leader in designing and building central carwash vacuum systems, janitorial and house cleaning systems, and vacuums.

Thanks to a BRC Business Committed grant, Kennon recently moved into a new 34,500-squarefoot corporate and manufacturing building in the business park. The company designs and

manufactures products to protect high-value assets for several industries, particularly in aviation.

SKILLED WORKFORCE DEVELOPMENT

Sheridan College has been a great partner to local manufacturers, building a fabulous program to help develop a skilled workforce pipeline.

"Sheridan College is training many of our future employees, so the attitude, work ethic and skills are a direct result of this establishment and ones like it," Weatherby said.

Sheridan College offers a wide variety of technical and vocational programs, including Machine Tool Technology and Welding programs, and partners with the local industry to ensure that training is up to date and relevant. The college's remodeled and expanded Technical Center, completed in 2018, features 52,000



square feet of instructional training labs, classrooms, and flex space.

Each year the college graduates many students who fill manufacturing positions both locally and regionally. This constant stream of skilled workers has enabled Sheridan's growing manufacturing sector to continue to expand, Briggs said.

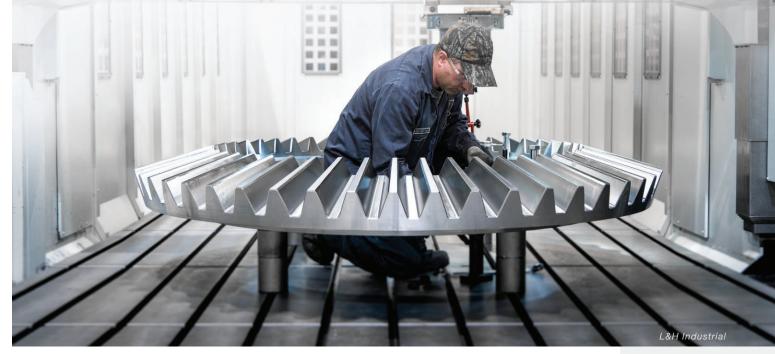
FUTURE GROWTH PLANS

The first phase of the Sheridan High-Tech Park has been one of the community's most successful economic development efforts. Sheridan is evaluating additional properties in the community as potential locations for a new business park.

"We are hoping to replicate the success of the High-Tech Business Park and continue to help catalyze business investment by being a partner and advocate for economic development," Briggs said.

INDUSTRY PROFILE

ADVANCED MANUFACTURING



MCGINLEY







#1 BUSINESS FRIENDLY TAX CLIMATE

- No corporate or personal state income tax
- No inventory tax
- No franchise tax
- No occupation tax
- No value-added tax

Manufacturing sales tax exemption: The sales tax burden is exempt on the sale or lease of machinery or sales of power or fuel used in the manufacturing process.

SUCCESS STORIES

A GROWING AND DIVERSIFIED MANUFACTURING SECTOR

Wyoming has seen a shift within the manufacturing sector in the last couple of years. New businesses such as Weatherby, TBC Manufacturing, Eagle Claw Fishing Tackle, UMC Technology Ltd, Wyld Gear, Avalon, ISA, S Jennings Racing and more have all relocated or announced future expansions into Wyoming. Other longtime companies are growing such as Maven Optics and Kennon. And others like L&H Industrial and McGinley Orthopedics are finding ways to diversify their offerings into new manufacturing sectors such as aerospace.

MULTIPLE LARGE PROJECTS **ARE ON THE HORIZON**

Several new large scale projects coming to Wyoming include TerraPower's first Natrium™ reactor demonstration project at a retiring coal plant in Kemmerer, WY and the U.S> Air Force's Ground Based Strategic Deterrent (GBSD) missile upgrade in Cheyenne, WY. There are abundant opportunities for local manufacturers as well as new ones to contract with both projects. Want to register as a potential vendor? Contact TerraPower at terrapower.com



FAVORABLE CULTURE

Wyoming enjoys easy access to yearround recreation opportunities and wideopen spaces. Here, the great outdoors and economic opportunity go hand-inhand, making Wyoming an ideal spot for expansion and talent attraction.

FOREIGN TRADE ZONE

Located in the center of Wyoming along I-25, with an international airport at its heart, Natrona County is a designated Foreign Trade Zone. This means products stored, packaged, assembled, made, cleaned, sorted or graded there are exempt from customs duties or taxes.

AVAILABLE WORKFORCE

The Wyoming Workforce Development Training Fund offers training grants of up to \$5,000 per employee per year. Find out more by visiting wyomingworkforce.org/businesses/wdtf.

OPPORTUNITY ZONES

Wyoming couples the federal opportunity zones, which allow investors to defer capital gains taxes, with additional benefits no state can match: No personal corporate income tax and low sales and property taxes.

CHEVENNE DATA CENTERS:

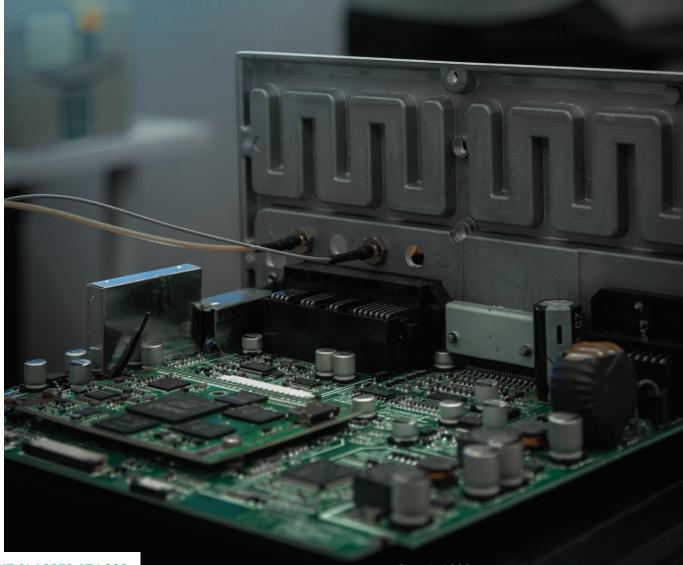
BUILDING A Strong tech Environment

Cheyenne, Wyoming's capital city, has become an increasingly active player in the Rocky Mountain Region's growing data center market, mainly because of its many favorable tech attributes.

Low cost, reliable power, favorable climate, redundant fiber, rural location and data center incentives paired with forward-thinking by economic development officials to have shovel-ready sites in business parks have sparked the tech industry's interest in the area.

Simultaneously, data center development has led to more hightech opportunities in Cheyenne, growing the technology talent pipeline through the local community college and attracting other tech companies to the area.

Data centers investing in Cheyenne began with EchoStar, which built a multimillion-dollar center to fuel its growth and serve third-party customers, including DISH Network. Green House Data, now known as Lunavi, closely followed and has been at the forefront of developing the data center industry in Wyoming.



IT CLASSES AT LCCC

Photo by LCCC

"The location was an intentional choice to venture into a new economy for the state, helping show the way for those to follow in high tech and blockchain."

- SAM GALEOTOS Lunavi CEO

> "The location was an intentional choice to venture into a new economy for the state, helping show the way for those to follow in high tech and blockchain," explained Lunavi CEO Sam Galeotos. "We're seeing those efforts from the Wyoming Business Council and others come to fruition today as we take the national stage with crypto and more."

More national attention turned to Cheyenne when the National Center for Atmospheric Research selected a Cheyenne business park for its NCAR-Wyoming Supercomputing Center.

"Anytime a community can have a federal campus, it generates ongoing long-term investment, stable jobs and acts as an attraction magnet for private companies needing access to lab technology," said Betsy Hale, CEO for Cheyenne LEADS, the economic development nonprofit serving Cheyenne and Laramie County.

Further, Microsoft's decision to build a 60-plus acre campus in the North Range Business Park proved to be a catalyst for future data center development. Hale pointed out that the Microsoft development "put us on the map, so to speak."

Microsoft recently announced and is under construction on an additional 60 acres east

of town and 200+ acres south. At full buildout, they will employ around 300 people.

Currently, there are 350-plus jobs at the data centers operating in the Cheyenne area. The data centers at the end of 2021 had a capital investment of over \$2 billion.

DATA CENTER INCENTIVES

Early on, Wyoming recognized the need to create and nurture a welcoming and supportive business environment across the state. The development of incentives made Cheyenne well-positioned for the surge in data center construction in the Rocky Mountain Region.

The state's Business Ready Community (BRC) grant and loan program has helped grow data center development through investment in publicly owned infrastructure at the North Range Business Park in Cheyenne.

Microsoft's Cheyenne Data Center was also made possible by \$9.3 million in grant funds from the Governor's Data Center Recruitment Fund and \$5.2 million in BRC Data Center Cost Reduction funding.

The BRC Data Center Cost Reduction program gives local governments \$2.25 million grants that reimburse companies for their utilities and broadband expenses over three years.

The state also offers a sales and use tax exemption on data center equipment, HVAC and Uninterrupted Power Supply (UPS). Hale pointed out that the exemption is a critical incentive as these centers replace equipment every three to five years.

Data centers are also exempt from the state's Industrial Siting permit, shaving up to \$500,000 and 18 months off new projects.

"OUTSIDE OF THE BOX" ENERGY SOLUTION

When Microsoft needed more power for its data center expansion, Black Hills Energy didn't build a new power plant. Instead, the local public utility negotiated an agreement with Microsoft to allow it access to the company's backup generation.

Under the agreement, Black Hills Energy would tap this backup generation capacity only during periods of high electricity demand and purchase market power on Microsoft's behalf (including more renewables).

"Black Hills Energy strives to bring new business to the communities we serve by leveraging our innovative tariffs, developing renewable energy solutions and providing top-quartile reliability," said Sarah Bockelmann, Director of Business Development-Black Hills Energy. "Our balanced mix of generation resources allows us to meet the unique and evolving needs of the technology industry."

This landmark collaboration led to the development of the Large Power Contract Service tariff, which provides data centers with access to lower-cost market energy and renewable energy resources. The tariff is open to any Black Hills Energy retail customer in Wyoming with a load of over 13 megawatts (MW).

PIPELINE FOR TECH TALENT

The Laramie County Community College's (LCCC) training programs have been critical to building

enter the workforce after military service. Cheyenne is home to F.E. Warren Air Force Base and the Wyoming National Guard.

Successful graduates are often employed rapidly after graduation at local data centers and nationally and internationally, said Troy Amick, LCCC IT Program Director.



a data center workforce and attracting data centers to the Cheyenne area, Hale said.

Microsoft first approached LCCC in 2017 to develop a Microsoft Datacenter Academy at the college. The Datacenter Technology program launched in 2018 and prepares students with foundational skill sets for entry-level positions in information technology.

That program, combined with LCCC's larger-scale initiative, has significantly grown IT education at the college. Over the last three years, student enrollments in the Datacenter Specialist CD program have more than guadrupled.

The program readily and frequently attracts nontraditional students seeking to change careers or

"We have also seen single mothers gain long tech employment, oil-field workers transition into IT leadership positions and many young individuals launch careers." Amick said.

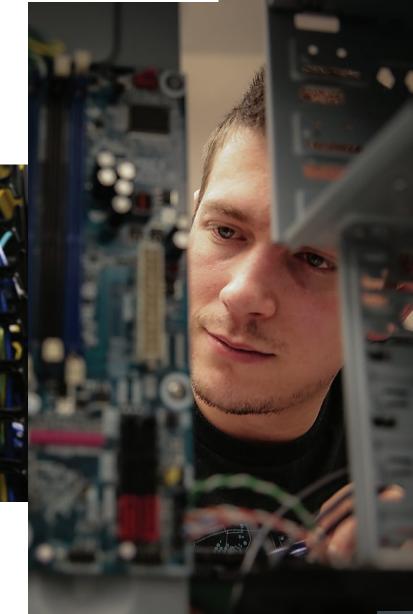
FUTURE GROWTH

Data center prospects keep Cheyenne LEADS busy as their friendly, experienced team meets with companies to discuss sites, available incentives, workforce and other needs.

As of this late Spring 2022, Cheyenne LEADS is working with five data center prospects, Hale said. Luckily, the capital city's business parks have land remaining.

IT CLASSES AT LCCC

Photo by LCCC



Data centers already in Chevenne, like Lunavi, are also planning more years of successful growth.

"Lunavi continues to grow within Chevenne because it continues to be a great place for our business," Galeotos added. "With other tech leaders like Microsoft and Echostar in the region, there is now a larger pool of technology resources and expertise to support continued expansion in the area, including homegrown talent for our entry-level roles."

ELITE MINING EMBRACING ECONOMY

In September 2021, Elite Mining Inc (EMI) moved its headquarters to Cheyenne, Wyoming from Washington state. Recently named one of the top five blockchain startups that are reducing energy requirements, EMI will use its new facilities to expand the manufacturing of its Elite Mobile Units.

"The opportunity presented by the state of Wyoming, and in part in partnership with the University of Wyoming, made this transition seamless and effortless. We are honored to call Wyoming home and are excited to be a part of the community."

- JUSTIN PODHOLA CEO of Elite Mining

INDUSTRY PROFILE

DATA & INFORMATION TECHNOLOGY

SUCCESS STORIES

\$1 BILLION+ CAPITAL INVESTMENT By Microsoft Since 2012

The tech giant has expanded at its current location in Cheyenne over five times, and announced in late 2021 that it would be expanding its cloud services with two new datacenter locations in the city. The newest facilities will use adiabatic cooling which uses outside air instead of water for cooling when temperatures are below 85 degrees F.

534 QUADRILLION CALCULATIONS PER SECOND

This is what the "Cheyenne" supercomputer at the NCAR-Wyoming Supercomputing Center is capable of. The latest supercomputer, announced in 2021, will be named Derecho, after an intense, fast-moving windstorm. It will rank amount the top 25 fastest supercomputers in the world.

\$35 MILLION INVESTED BY LUNAVI

In its most recent expansion in Cheyenne, Lunavi shows their commitment to Cheyenne, Wyoming with 10 data center sites across the nation they continue to be headquartered in Wyoming. **\$2.25 MILLION** DATA CENTER COST REDUCTION GRANTS ARE AVAILABLE TO REIMBURSE UTILITY EXPENSES OVER THREE YEARS.

SALES TAX EXEMPTION ON DATA CENTER EQUIPMENT, HVAC AND UPS FOR QUALIFIED DATA CENTERS.

PERMIT EXEMPTION DATA CENTERS ARE EXEMPT

FROM INDUSTRIAL SITING WHEN LOCATING IN AN EXISTING INDUSTRIAL OR BUSINESS PARK, SHAVING \$500K AND UP FOR 18 MONTHS OFF NEW PROJECTS.

TRAINING GRANTS UP TO \$5,000 PER EMPLOYEE AVAILABLE TO TRAIN EMPLOYEES FOR NEW POSITIONS.

ADVANTAGES

FAVORABLE CULTURE

Wyoming enjoys easy access to year-round recreation opportunities and wide-open spaces. Here, the great outdoors and economic opportunity go hand-in-hand, making it an ideal location for an expanding tech sector. With available training funds from the Wyoming Department of Workforce Services, and the addition of a Datacenter Academy at Laramie County Community College, there are ups killing opportunities to help datacenter attract and retain a knowledgeable workforce.

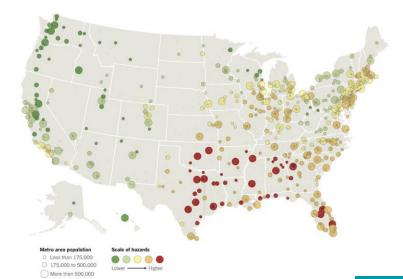
FAVORABLE CLIMATE

Current wind energy production sits at 15th in the nation with an additional 3,503 megawatts under construction. This includes the Chokecherry Sierra Madre site, which will be the world's largest wind project at 3,000 megawatts.

Climate Profile: Closer to the clouds is cooler for business. Wyoming's climate, characteristically cool and dry, is much more comfortable than the national average. On average, Wyoming claims the lowest number of cooling days (more days below 85 degrees) in the region, and at an average altitude of 6,000 feet, the temperature in Wyoming rarely exceeds 100 degrees F. For most of the state, that means maximum temperatures in July ranging between 85 and 95 degrees F.

LOW DISASTER RISK

While natural disasters can happen anywhere, Wyoming is relatively bullet-proof when it comes to usual threats such as earthquakes and tornados. Our central location keeps the state safe and your business up and running.



EXISTING BUSINESS RESOURCES

Through the Wyoming Business Resource Network, the UW Office of Research and Economic Development, in partnership with the Wyoming Business Council, collaborates with other state partners to assist businesses through a variety of existing programs, including:

Whether building an ecosystem of entrepreneurs, manufacturers or tech companies, Wyoming has always offered many resources, but the state's new coordinated approach helps further spur innovation and economic growth.

ESTABLISHING

ECOSYSTEM

THE INNOVATION

Launched by Governor Mark Gordon in 2021, the Wyoming Innovation Partnership brings the state's community colleges and the University of Wyoming (UW) together to develop innovative solutions to support and enhance Wyoming's economy and workforce.

This partnership encourages the university and community colleges to collaborate on academic offerings, workforce development in highpotential areas, and support for entrepreneurs and businesses.

"By working together, we can create more opportunities for people to live and work in our state and ensure our workforce has the skills they need for the jobs and industries of today and into the future," Governor Gordon explained during the launch. The UW Center for Entrepreneurship and Innovation (CEI) is among the new educational programs funded by Wyoming Innovation Partnership. CEI leverages existing business resources and aims to grow them, coordinating with state entities and community colleges to provide easy access for businesses.

"The CEI can be seen as the front door, so a business knows how to easily and efficiently engage available resources statewide," said UW Associate Vice President of Economic Development Steven Farkas.

Farkas explained that the goal is to enable and sustain new business creation while also being a gateway to business innovation through sponsored research and development. The CEI will also become a conduit for assisting Wyoming businesses with the challenges of accessing capital networks. The Wyoming Business Council supports these programs and helps connect businesses to the resources offered. The Business Council has six regional directors who are the boots on the ground throughout the state, collaborating closely with local government, business resources and business and industry leaders.

Additionally, the Business Council manages the SBIR Matching Grant Program, which provides supporting funds to help with commercialization, intellectual property, private financing, and job creation around research and development projects or to bridge the gap between Phase I and II funding through the SBIR/STTR federal

programs.So far, the \$3.5 million awarded has leveraged \$11.15 million in federal R&D funding.



20

WYOMING PROCUREMENT TECHNICAL Assistance center:

Assists Wyoming firms in identifying and securing federal, state, and local government contracting opportunities. Last year alone, its procurement experts helped Wyoming small businesses to win 921 contracts with government agencies and obtain \$79.2 million in awards.

)2.

MANUFACTURING WORKS:

Provides broad technical assistance, engineering solutions, general business assistance, marketing assistance, and financial counseling.

)3.

WYOMING MARKET RESEARCH CENTER:

Answers market questions regarding topics such as customers and competitors and offers free market research reports.

WYOMING TECHNOLOGY TRANSFER AND RESEARCH PRODUCTS CENTER:

Assists with technology transfer - the protection, marketing, and ultimate transfer of their intellectual property to industry.

)5.

WYOMING SBIR/STTR INITIATIVE:

Aids all qualified Wyoming small businesses and individuals in accessing the funding opportunities provided by the Small Business Innovative Research (SBIR) and Small Business Technology Transfer (STTR) Programs.

)6,

WYOMING SMALL BUSINESS DEVELOPMENT CENTER:

Consists of multiple offices throughout the state with business consultants who provide basic business education through consulting, classes and webinars, publications, web services and referrals to related agencies.



BUILDING A STRONGER INNOVATION ECOSYSTEM

Wyoming's higher education institutions continue to take a prominent role in fostering economic diversification, entrepreneurship and innovation.

Two years ago, the university opened the Center for Blockchain and Digital Innovation, an interdisciplinary center focused on emerging technologies to foster innovation, economic development and education. The move made UW one of a few universities in the nation to have a blockchain-focused educational center.

The university recently announced its plans to create a School of Computing to accelerate the growth and impact of computing, artificial intelligence and data science across

research, learning, entrepreneurship and engagement. The plans include an internship program where students will work on interdisciplinary teams with Wyoming companies.

CEI plays a further role in developing a skilled workforce while aiding businesses of all sizes, including those struggling with innovation.

Farkas explained that CEI will coordinate business incubators, lab spaces and innovation learning hubs across the state to create a stronger innovation ecosystem for Wyoming.

The CEI will serve as the hub for entrepreneurship education and practice, supporting the teaching of entrepreneurial skills across all disciplines, providing experiential programs for students and engaging in statewide outreach.

Corporate and business partners will have opportunities to sponsor projects, research, and other business strategy activities while also having access to talent via internships, externships, and other placement and career

> development programs, Farkas said.

sciences or engineering or the arts, there is a place for students and their passions...and understanding how to translate these passions into activating a new business in Wyoming,"

"Whether a student is in health

- STEVEN FARKAS

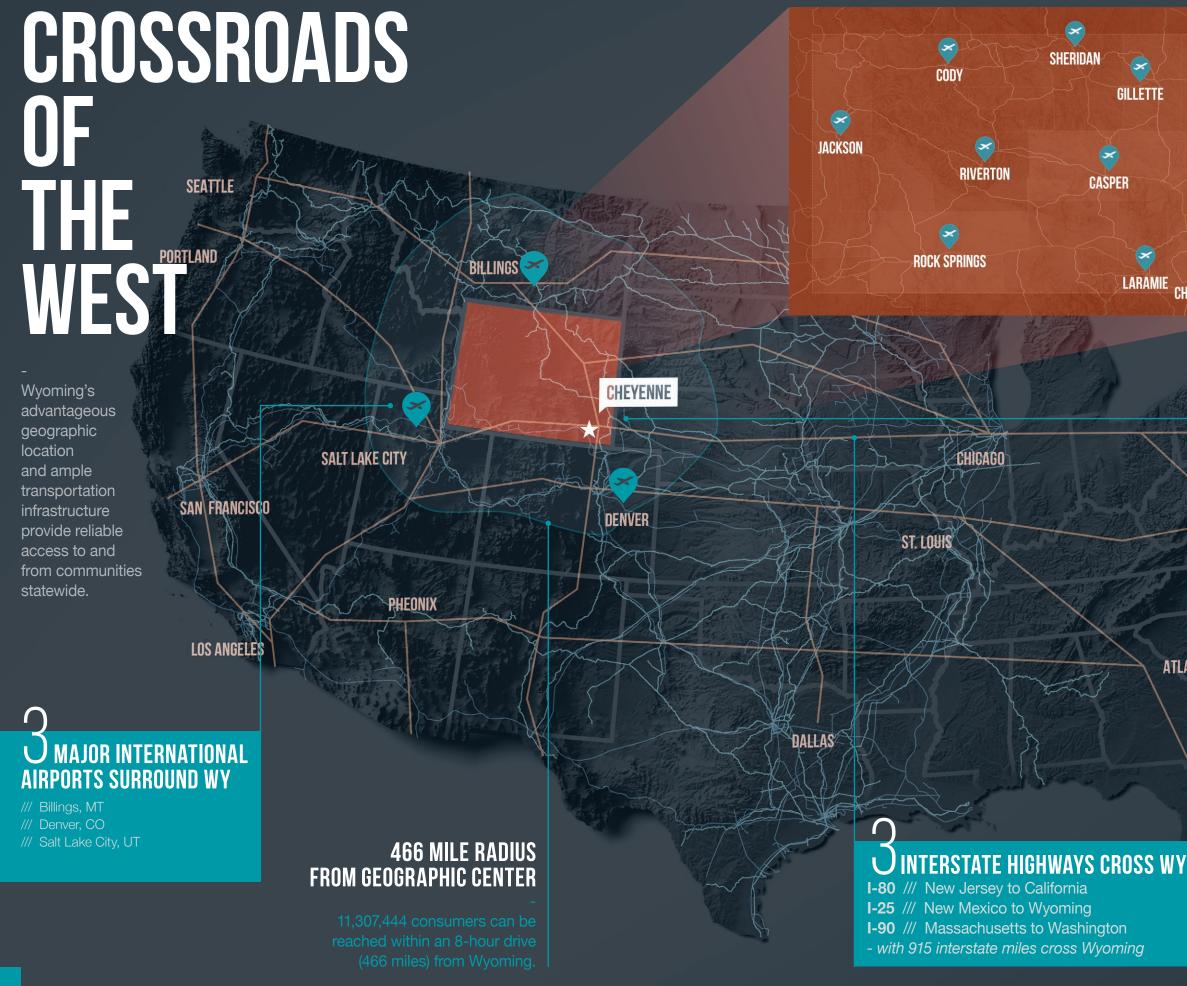
The CEI will be an interdisciplinary destination for experiential learning, Farkas said.

Likewise, through the CEI, students will have opportunities to work in incubators, participate in innovation projects, and have access to business internships and externships with

new and existing

businesses.





U COMMERCIAL **AIRPORTS IN WYOMING**

major cities around the world.

BOSTON

NEW YORK

WASHINGTON D.C.

ATLANTA

GILLETTE

LARAM

CHEYENNE

MIAMI

CLASS-ONE RAILROADS **CONNECT WYOMING TO MAJOR** MARKETS

BNSF ROUTES **UNION PACIFIC ROUTES** INTERSTATE ROUTES

THE WYOMING WORKFORCE **IS READY**

With plenty of breathing room, gorgeous vistas and an abundance of outdoor recreation, it's easy to see why Wyoming residents consider their state a bestkept secret for quality of life. Still, with its low population and all that wide-open space, Wyoming has had to get creative to address the state's workforce needs. From its high-schoolers to its adults headed back to school, Wyoming's unique training programs nurture a nimble, ready-to-work population for a wide range of industries.

HATHAWAY SCHOLARSHIP

Wyoming consistently ranks among the best per capita for K-12 education funding.

The Hathaway Scholarship offers need- and merit-based scholarships to graduates from Wyoming high schools to attend the University of Wyoming, the state's only fouryear university, which ranks among the best-value universities in the nation. It's one way the state is investing in its future workforce.

Recently, the Hathaway rules were changed to allow students to use it to gain career-technical education at the state's community colleges, as well.

COMMUNITY **COLLEGES**

UNIVERSITY OF

IN LARAMIE, WY

WYOMING CAMPUS

contraction of

With so much geography to cover, the University of Wyoming partners with the state's eight community colleges to provide a network of educational opportunities.

This year, the state of Wyoming authorized its community colleges to offer Bachelor of Applied Science degrees through the University of Wyoming, a move advocates hope will offer young Wyomingites an opportunity to stay, learn and work in their communities.

Wyoming colleges continue to offer outstanding career and technical training to meet unique, local needs. The community colleges are designed to be flexible enough to adjust quickly to ever-shifting industry demands and the state empowers them to do so.

Photo by LCCC

Every Wyoming community college has robust advisory committees that include industry partners in their towns who inform their programs and curricula. And with Wyoming's excellent broadband coverage, many programs can be completed online from anywhere.

SHERIDAN COLLEGE STUDENT KAYLA FISCHER WORKS ON A PROJECT IN THE MACHINE TOOL LAB.

A STORY & STREET, SALES

MANUFACTURING AND MACHINE **TOOL PROGRAMS AT SHERIDAN** COLLEGE

Workforce availability was a question on Adam Weatherby's mind when he was considering where to relocate his internationally renowned firearms manufacturing company, said the business recruitment manager for the Wyoming Business Council, Wendy Lopez.

"Sheridan College really stepped up to support Weatherby's needs," she said. "The school staff demonstrated their ability to tailor their machining program to turn out exactly the types of employees Weatherby needed. And when Weatherby announced it would move its headquarters to Sheridan, they did exactly what they said they would."

Adam Weatherby said the College growing its manufacturing and machine tool program was a "deciding factor" in his relocation decision.

"We will continue to strengthen and grow our technical programs and provide opportunities for students to learn valuable skills that will serve them well in the future," said Dr. Walt Tribley, Northern Wyoming Community College president.





WELDING AT LARAMIE COUNTY COMMUNITY COLLEGE

In the southeast corner of the state, Laramie County Community College (LCCC) also stays attuned to local industry needs and responds accordingly.

In 2013, it began its welding program in response to an enormous need for welders nationwide as well as right in Cheyenne. The welding industry predicts a shortage of about 450,000 welders by 2022.

The College's program has grown from about 12 students in its first year to about 50 students in the past few years.

"We are excited about the growth and the direction this program is headed and how we are able to serve this industry," said Jill Koslosky, the dean of the School of Business, Agriculture and Technical Studies. "The trades are outstanding opportunities for all students and a great way to make a good living without a huge student-loan debt."

The welding program has been so influential that LCCC created Weld Works, a free teach-theteachers program for instructors of high-school welding classes.

SHERIDAN COLLEGE **STUDENT BEN CONKLIN**



ELECTRICIAN PROGRAMS **AT GILLETTE COLLEGE**

Wyoming produces about 40 percent of the nation's coal, and Campbell County provides about 80 percent of Wyoming's coal. As the seat of Campbell County, the city of Gillette calls itself the Energy Capital of the Nation.

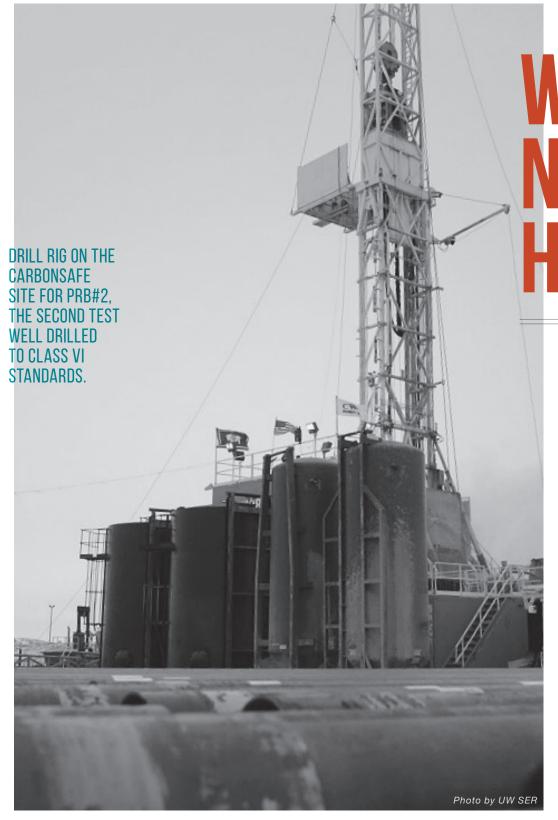
The oil, mining and power industries in Wyoming and the surrounding states are among those looking to hire trained electricians. The U.S. Bureau of Labor Statistics predicts that by 2026 more than 59,600 new jobs will be added to the field of electricians, an increase of 9 percent.

"The mines and all associated industries need electricians, so the Industrial Electricity and the Electrical Apprenticeship programs at Gillette College were created in response to those specific needs in Campbell

County's extraction industry," said Walter Tribley, president of the Northern Wyoming Community College District, which includes Sheridan and Gillette Colleges.

The industry needs have evolved since the programs were created, he added, and the classes and curricula have adapted over time.

"The programs have active advisory boards made up of local industry professionals that guide the subject matter," Tribley added. "Those advisory boards ensure the students are learning what they will actually need to know to be hired and successful in the field."



WYOMING'S NEXT HORIZON

Wyoming's business is energy – having provided affordable, reliable power to millions of Americans for a century. Traditional fossil fuels have not only kept the lights on for Americans but have also provided jobs and revenue for Wyoming's communities.

As that market for fossil fuels changes both worldwide and closer to home, Wyoming is embracing an all-of-the-above opportunity to meet a new challenge in adapting its plentiful resources for a decarbonized economy.

In 2021, the Wyoming Energy Authority developed a vision whose goal is to move the needle towards Governor Gordon's goal of net-zero emissions by 2050. The strategy: using every tool in the toolbox, or an "all-of-the-above energy mix."

BUT WHAT EXACTLY DOES ALL-OF-THE-ABOVE MEAN?

"It means simultaneously championing our extraction industries while dedicating time, energy and resources to new opportunities like hydrogen, nuclear, and carbon capture," said Dr. Glen Murrell, the Executive Director of the Energy Authority.

The state's abundance of natural resources - from the Powder River Basin in the northeast to the class six and class seven wind sites in the southeast – means that Wyoming's existing potential is tremendous. The state is currently positioned first in the United States for coal, trona and uranium production, eighth in natural gas and crude oil, and seventeenth in wind generation. It is also home to one of the highest-grade rare earth deposits in North America.

When it comes to next-generation energy, Wyoming is an ideal candidate for the industry's emerging nuclear, hydrogen, and carbon capture utilization and sequestration technologies. Between existing infrastructure, a highly-skilled workforce, statewide academic support, and supportive communities, Wyoming is leading the way to energy's next horizon.

NUCLEAR'S STARRING ROLE

As the most reliable carbon-free energy source, nuclear energy is getting a whole new lease on life. The new generation of nuclear revolves around advanced nuclear reactors, which are smaller, more fuel-efficient and inherently safer in design.

TerraPower, the fifteen-year-old nuclear innovation company from Bellevue, Washington, announced late last year plans to build a demonstration project on the site of PacifiCorp's retiring Naughton Power Plant in Kemmerer, Wyoming.

Unlike traditional nuclear power facilities, The Natrium[™] reactor demonstration project uses sodium as a coolant and a molten saltbased energy storage system. The versatility of the Natrium design combines power production with storage, featuring an output ranging from 345 MWe up to 500 MWe for up to five and a half hours when



CARBON VALLEY. WHERE INNOVATION AND ESTABLISHED INDUSTRY COME TOGETHER.

needed – enough energy to power approximately 400,000 homes.

The storage component of the Natrium project makes it incredibly versatile and valuable to utility companies that are managing an evolving supply and demand as the way we produce and use energy continues to evolve.

When it came time to select the best place to build the Natrium demonstration project, Wyoming stood out amongst the competition.

"With the Natrium technology, we are creating the energy grid of the future where advanced nuclear technologies provide good-paying jobs and carbon-free energy for decades to come," said Chris Levesque, President and CEO of TerraPower. "Wyoming has a lot to offer and has been a leader in energy for more than 100 years. Wyoming communities understand what it takes to produce energy, and its highly skilled workforce is experienced in building and operating complex projects."

Having access to the existing infrastructure already in place, including transmission capability and a readily available workforce, coupled with substantial support from Governor Gordon and the Wyoming State Legislature, TerraPower hopes to begin construction in early 2024.

HYDROGEN **ECONOMY**

The concept of a broad, economywide move to hydrogen may sound like the stuff of science fiction, but actually, the idea has been kicking around since the 1960s. As global efforts to build a netzero energy portfolio intensify, public and private sectors have renewed interest in hydrogen.

"Hydrogen is uniquely flexible because it can exist in different forms - providing massive benefits when it comes to storage and transportation. Having multiple different feedstock sources - coal, natural gas, renewables, and nuclear - gives hydrogen in Wyoming almost a limitless potential," explained Murrell.

This flexibility provides for flowon benefits associated with transportation and use - opening up multiple different options for transportation by pipeline, rail, road, or maritime methods. It also presents multiple utilization options due to its flexible form.

Wyoming is home to 25 percent of the national production of hydrogen feedstock, and it could be generated from both hydrocarbon and renewable sources - gray hydrogen is derived from fossil fuels, green from renewables, and blue is a mixture of the two.



Hydrogen requires storage and transmission, potentially using the state's extensive natural gas infrastructure, to reach high-value markets like the Denver metropolitan area, Utah, Las Vegas and California.

Wyoming's already well-established carbon management background, in addition to a proactive regulatory framework, has attracted significant interest in hydrogen development projects. Williams Companies, the Oklahoma-based natural gas company, has partnered with the University of Wyoming School of Energy Resources' Hydrogen Energy Resource Center to explore production opportunities that could ultimately lead to a billion-dollar hydrogen hub in Wyoming's southwest corner.

The state also recently partnered with Colorado, New Mexico and Utah to coordinate and develop a regional clean hydrogen hub.

Wyoming's energy industry problem per se is not the source of energy itself but rather the amount of carbon dioxide it releases into the atmosphere.

So what if you could remove carbon dioxide from sources - like a coal-based power plant capture it and permanently store it? Or use that carbon dioxide and make something valuable from it?

REIMAGINING COAL

has long since understood that decarbonization efforts will require outside-of-the-box thinking. The

This is the basic concept behind carbon capture, utilization, and storage (CCUS). With multiple ongoing projects around the state, Wyoming has positioned itself as a leader when it comes to CCUS.

So what if you could remove carbon dioxide from sources - like a coal-based power plant capture it and permanently store it? Or use that carbon dioxide and make something valuable from it? In Gillette alone. three projects tackle different aspects of carbon capture - the Wyoming Integrated Test Center (ITC), the Wyoming CarbonSAFE

project, and Wyoming Innovation Center. Together they form the cornerstone of Carbon Valley, Wyoming's answer to Silicon Valley.

The ITC hosts tenants from around the world who are trying to move their projects from bench scale to commercialization by using actual flue gas from the Dry Fork Power Station. In 2021 it hosted the NRG COSIA Carbon XPRIZE, a competition that encouraged the "development of new and emerging CO_2 conversion technologies to help solve climate change." The winners injected three tons of carbon dioxide into more than 10,000 cinderblocks.

Next door to the ITC is the Wyoming CarbonSAFE, a project run by the University of Wyoming School of Energy Resources. The ultimate goal is to create a commercial-scale geological storage complex where carbon dioxide can be permanently stored deep underground after it has been isolated.

Scheduled to open in 2022, the Wyoming Innovation Center is a hybrid laboratory, business center and office space where companies and researchers will work to develop commercial products like asphalt, graphite and carbon fiber using coal, coal ash and rare earth elements.

All these technologies have already come a long way from big ideas to reality.

As Governor Gordon said in a speech at the Wyoming Energy Authority's energy conference, "There is absolutely a place in Wyoming for every energy source."

WYOMING'S ENERGY PROJECTS

05. KEMMERER. WY: NATRIUMTM

Site of TerraPower's first advanced

operational in the next seven years.

06. LA BARGE. WY: EXXONMOBIL

An expansion project is underway at the

facility to capture up to 1.2 million metric

tons of CO2 in addition to the 6-7 million

metric tons already captured each year.

Wyoming is the first location for Project

Bison, the largest carbon removal

project in America. This modular

direct air capture technology filters

CO2 out of the air, then injects that

CO2 into Class VI injection wells.

nuclear reactor which will be

CARBON CAPTURE

07. ROCK SPRINGS, WY:

PROJECT BISON

REACTOR DEMONSTRATION PROJECT

01. GILLETTE. WY: CARBON VALLEY

The center of CCUS research and development, home to the Wyoming Integrated Test Center, Wyoming CarbonSAFE and Wyoming Innovation Center.

02. LARAMIE, WY: UNIVERSITY OF WYOMING SCHOOL OF ENERGY RESOURCES

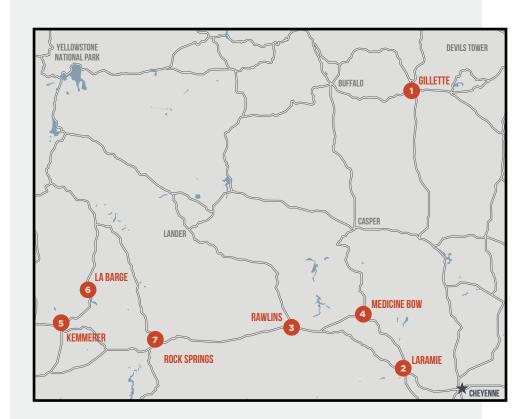
SER brings academics and industry together to research cutting edge energy technologies. Home to ten Research Centers of Excellence all dedicated to energy.

03. RAWLINS. WY: CHOKECHERRY AND SIERRA MADRE WIND ENERGY PROJECT

When completed, the Chokecherry Sierra Madre will be the largest wind farm in North America at around 3,000 megawatts of nameplate capacity.

04. MEDICINE BOW. WY: GATEWAY SOUTH TRANSMISSION LINE

Rocky Mountain Power's 416 mile, single circuit 500-kilovolt, overhead alternating-current transmission line will link the Medicine Bow to Mona, Utah.





AVAILABLE

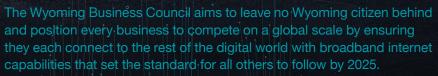
Wyoming has available sites and buildings across the state, ranging from shovel-ready to shell buildings and existing industrial buildings.

Whether you need 2,000 square feet or 50,000 square feet, or are looking for office space with room to expand, you can explore current inventory as well as relevant community data and facts at WyomingSites.com.

WIRED FOR BUSINESS

Utilizing broadband infrastructure grant programs as well as a coalition of public officials and private telecommunications leaders, the state is working to improve service to rural areas of Wyoming.





INDUSTRY PROFILE

WIND ENERGY

\$5 BILLION INVESTED BY WIND COMPANIES IN WYOMING ¹

HALF OF THE BEST QUALITY **ON-SHORE WIND CAPACITY** IN THE CONTINENTAL UNITED STATES IS LOCATED IN WYOMING ²

3RD LARGEST IN WIND GENERATING CAPACITY IN THE US IN 2020 ³



Cleanpower.org
Windexchange.energy.gov/states/wy#capacity
Cia.gov/state/analysis

WIND IN WYOMING

ENERGY LEADER

With an abundance of natural resources, Wyoming is known as the "Energy State," and for good reason. Wyoming consistently ranks high in traditional, emerging, and renewable energy sourcesincluding wind. The "Energy State" was named first of 11 states in the Mountain West and Pacific Northwest regions by the National Renewable Energy Laboratory (NREL) for Developable Nameplate Wind Power Production by class.

BUSINESS ENVIRONMENT

With a tax climate extraordinarily favorable for business, higher education programs to develop a workforce skilled in wind energy technology and wind resources consistent with utility-scale production, Wyoming is poised to be a leader in the wind power industry.

POTENTIAL

There are 8 gigawatts (GW) of proposed and under construction wind energy in Wyoming, and 472 GW of technologically possible capacity. The proposed 8 GW is enough energy to power almost 6 million homes, 20 times the number of households in Wyoming.



WYOMING'S WIND PROJECTS

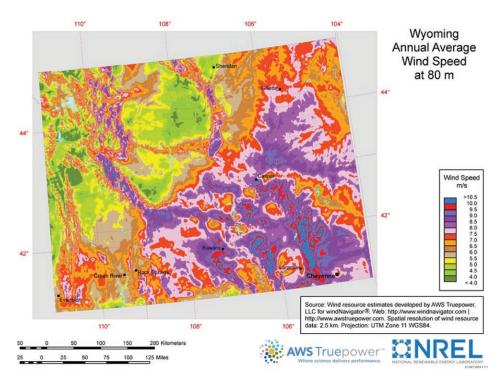
CHOKECHERRY SIERRA MADRE WIND ENERGY PROJECT

Currently under construction in Carbon County, Wyoming, this project will be the largest single wind power project in North America, and one of the largest in the world. The project is designed to have a nameplate capacity of at least 3,000 MW and is estimated to produce enough clean electricity to power approximately 1 million households, resulting in a reduction of CO2 emissions of 7-11 million tons per year.

ROCKY MOUNTAIN POWER

Rocky Mountain Power's Energy Vision 2020 is a 20-year plan that helps a new energy future. The \$3.1 billion investment includes:

- Building a new 140-mile



· Upgrading existing wind fleet with a larger blade and newer technology

 Adding 1,150 MW of new wind resources in addition to the 2,750 MW already installed

Gateway West transmission segment in Wyoming to enable additional wind generation.

TRANSWEST EXPRESS

The Transwest Express is a highvoltage interregional transmission system extending about 730 miles from central Wyoming to southern Nevada, with an interconnection into the Intermountain Power System. The use of both HVDC and HVAC technology, along with the midpoint terminal, will increase the flexibility and physical transmission capacity of the Western U.S. power gird. A critical energy infrastructure, it provides Western electricity markets with brand-new, direct access to the geographically diverse, complementary, high-capacity wind energy supplies available in Wyoming.



A Constant of the second secon

Wyoming recognizes what makes a well-run business successful: its people. Wyoming is in the enviable position of being able to invest in both its workforce of today and its workforce of tomorrow. This signals the availability of a solid labor force of skilled workers for businesses now and in the future.

LOW-COST, HIGH-IMPACT EDUCATION

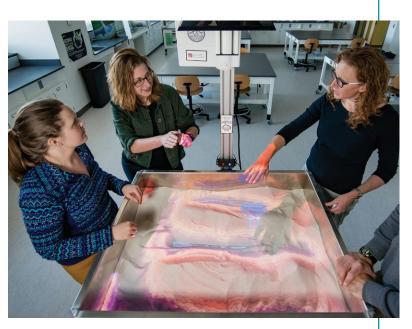
There's a reason Forbes magazine ranks the University of Wyoming No. 9 as a Best Value College.

In 2005, Wyoming legislators created the Hathaway Scholarship program for qualified students who graduate from Wyoming high schools. The initial \$400 million endowment funds scholarships to attend the university and any of the state's eight community colleges.

RESEARCH CENTERS OF EXCELLENCE

The University of Wyoming's \$115 million Tier 1 Engineering Initiative, launched in 2012, is designed to lead the state's only four-year public institution to the national forefront in education and research. The initiative includes industry partnerships and provides the added benefit of workforce and economic development.

To support the Tier 1 Initiative, the State of Wyoming has invested in the construction of new S.T.E.M. laboratory facilities, energy innovation research centers, a new College of Engineering building and the High Bay Research Facility, which was designed to carry out largescale research and development to solve energy-related challenges.



THE NEW \$50 MILLION MICHAEL B. ENZI S.T.E.M. FACILITY PROVIDES 32 LABS EQUIPPED FOR CHEMISTRY, BIOLOGY, PHYSICS, MATHEMATICS AND COMPUTER SCIENCE.



WORKFORCE DEVELOPMENT TRAINING FUND

The Wyoming Department of Workforce Development offers funding opportunities for training today's workforce that include:

- **Business Training Grants** for up to \$5,000 per employee per year for preferred industries.
- **Pre-Hire Economic Development Grants** to help foster economic growth for new or expanding businesses.
- **Internship Grants** to offer structured learning experiences to enhance skills, knowledge and abilities.

Visit **wyomingworkforce.org/businesses/wdtf/** to learn what program might work for your business.

WYOMING **ON THE** GLOBAL **STAGE**

Wyoming is blessed with natural wonders like Yellowstone National Park and Grand Teton National Park. And the cowboy lore of our Wild West history is renowned globally.

Though these may be the reasons international investors first discover Wyoming, what they quickly learn is the state is staged to be a prosperous trading partner. The state has invested more than \$100 million in developing business-ready land connected to first-class utilities, water, sewer and fiber.

WYOMING VS. **OUR NEIGHBORS**

FDI Jobs as a % of



Figures based on information provided by OFII (OFII.org)

INVESTMENT STRENGTHENS WYOMING'S ECONOMY

QUALITY JOBS

7,700 workers in Wyoming are employed as a result of international investment.

MANUFACTURING

2,100 workers in Wyoming-27% of all FDI jobs in the state-are in the manufacturing sector.

leading blockchain laws.

New developments make it even more appealing to invest in Wyoming.

In 2018, the state opened the Wyoming Asia-Pacific Trade Office. The venture is already connecting value-added agriculture companies like brewers, distillers and malters, along with techbased businesses like Beefchain, the nation's first USDA-approved, blockchain-verified beef producer.

2018 also saw the expansion of the Natrona County Foreign Trade Zone from the Casper-Natrona **County International Airport** grounds in central Wyoming to cover the entire county.

GLOBALLY CONNECTED

Among all international employers, those from the United Kingdom, Canada and France support the largest number of jobs in Wyoming.

MANY EMPLOYERS

Nearly 195 international employers have operations in Wyoming.

NEW DEVELOPMENTS MAKE IT EVEN MORE APPEALING TO INVEST IN WYOMING.

Wyoming has always had a businessfriendly regulatory environment - the state created the LLC - but now we've caught the attention of foreign investors for our worldA foreign trade zone allows imported merchandise to be stored, packaged, assembled, manufactured, cleaned, sorted and graded without the expense of customs duties or taxes. Paired with the Burlington Northern Santa Fe rail, Interstate 25 and the Casper Logistics Hub, manufacturers are now primed for simple, fast distribution from the heart of Wyoming.

The state also has 25 opportunity zones, a federal designation that allows investors to defer capital gains taxes by putting that money into qualified opportunity funds. While every state has these zones, only Wyoming couples these federal advantages with state incentives like no personal or corporate income tax, low sales and property taxes and one of the largest sovereign wealth funds in the nation. That means a stable, reliable environment for business owners and investors alike.



WYOMING BUSINESS COUNCIL

214 West 15th St. Cheyenne, WY 82002-0240 Phone: 307.777.2800 Fax: 307.777.2837 Email: info.wbc@wyo.gov wyomingbusiness.org

OFFICE OF Governor Mark Gordon

State Capitol 200 West 24th St. Cheyenne, WY 82002-0010 **Phone:** 307.777.7434 **Fax:** 307.632.3909 **governor.wyo.gov**

STATE OF Wyoming Legislature

213 State Capitol Cheyenne, WY 82002 **Phone:** 307.777.7881 **Fax:** 307.777.5466 **legisweb.state.wy.us**



As Wyoming's economic development agency, the Wyoming Business Council has been entrusted to cultivate economic opportunities for current and future generations of Wyomingites. With a wide breadth of experience in recruitment, development, and investment services, the WBC works hard to create an economic framework so that Wyoming businesses and communities can thrive.