



WYOMING BUSINESS COUNCIL

IMPACT PORTFOLIO:

NORTHEAST REGION

This portfolio serves as a comprehensive record of economic progress and state investment within the **Northeast**. By combining local county snapshots and specific project profiles with our formal report to the Management Audit Committee, we aim to provide the **Team of Thousands** with a transparent, data-driven look at how we are strengthening our communities together. Inside, you will find the measurable results of our shared mission to build a Wyoming where businesses compete, families stay whole, and our local economies thrive.

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WBC: DELIVERING LOCAL IMPACT

A Regional Activity Review | July 2024 – December 2025¹

The Wyoming Business Council (WBC), in strategic partnership with the **Wyoming Small Business Development Center (SBDC)**, **Manufacturing Works (MW)**, and the **Wyoming Women's Business Center (WWBC)**, continually deploys state resources to foster a more diversified and resilient economy across all six regions of Wyoming.

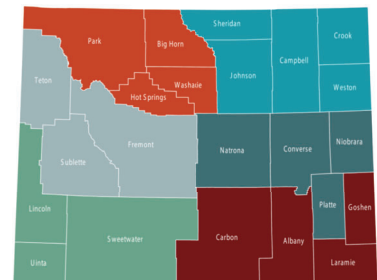
Sustainable community growth is fundamentally dependent upon **robust business services and support**. A community cannot truly thrive unless its local businesses – the job creators and tax base – are nurtured, supported, and prepared for expansion.

This summary is a sample of our targeted leadership and investments across three critical, interconnected pillars: **Business Support**, **Community Development**, and **Infrastructure Improvements**.

BOOTS-ON-THE-GROUND LEADERSHIP

Our **Regional Directors** serve as the catalysts for community-led action, providing the essential coaching, connections, and strategic support necessary for economic growth. They are the **direct connection** between state strategy and local economies, engaging in:

- Economic development education and training
- Business Retention and Expansion (BRE) support
- Strategic planning and implementation
- Local business advocacy and partnership facilitation



ACRONYMS IN THIS REPORT

A2A	Assessment to Action	MEG	Market Expansion Grant
BRC	Business Ready Community Grant & Loan Program	SBDC	Wyoming Small Business Development Center
BRE	Business Retention and Expansion	SBIR	Small Business Innovation Research Matching Grant
CPF	Capital Projects Fund (Broadband)	STEP	State Trade and Expansion Program
MW	Manufacturing Works	WYVC	Wyoming Venture Capital

¹ **Accountability & Partnership**

This regional data serves as an "ecosystem map" highlighting a sample of where and how state resources are being strategically injected to generate economic returns in Wyoming communities. By organizing our efforts locally, the WBC ensures that state programs are relevant, accountable, and provide a unique developmental focus tailored to the needs of communities, businesses, and individuals.

NORTHEAST REGION (Campbell, Crook, Johnson, Sheridan, Weston)

Strategic Focus: Advanced manufacturing, energy commercialization, entrepreneurial support, and Main Street revitalization. WBC Regional Director: Brandi Harlow, brandi.harlow@wyo.gov

AREA OF IMPACT	KEY EFFORTS & PROGRAMS
Business Services	Challenge Loans: Gillette, Buffalo & Sheridan Kickstart: Agricultural Innovations (Oshoto) & Root to Shoot (Sheridan) MEG: Inflatrix (Gillette) & Craftco (Sheridan) SBIR Matching Grants: Kennon Products & Blacktooth Aerospace (Sheridan)
Community Growth & Infrastructure	BRC infrastructure and planning investments: <ul style="list-style-type: none"> • Sheridan - Sheridan High-Tech Park • Gillette - Pronghorn Industrial Park • Wright & Ranchester - Economic Development Planning grants Community Facilities Rehabilitation (CFR): Old Stoney (Sundance) Recruiting: Project Mammoth & BWXT in Gillette
Broadband	CPF projects (Visionary, Charter Communications & Range): Arvada, Big Horn, Buffalo, Clearmont, Dayton, Gillette, Leiter, Ranchester, Recluse, Rozet, Sheridan, Ucross, Upton & Wright Connect Wyoming CARES (Visionary & Range): Aladdin, Arvada, Clearmont, Leiter, Ucross, Crook County, Dayton/Ranchester, Gillette-Douglas, Recluse, Rozet, Moorcroft & Buffalo
Capacity Building	A2A: Sheridan & Gillette Building Local Capacity: <ul style="list-style-type: none"> • Campbell Co. Economic Development Partners • Sheridan Economic Development Task Force Building Resilient Economies in Coal Communities (EDA/NACO): Campbell County Economic Developer Education Scholarships: Gillette & Sheridan. InSite industrial site analysis & planning: Gillette, Sheridan & Upton Main Street Support: Gillette & Sheridan Rural Growth Initiative: Clearmont & Newcastle The Wyoming Academy: 14 participants
Partner Reach	313 SBDC + 26 MW clients regionwide



UPDATED: DECEMBER 10, 2025

NORTHEAST REGION CAMPBELL

PERFORMANCE

BRC FUNDING	LOCAL MATCH FUNDING	PRIVATE INVESTMENT	JOBS CREATED	TOTAL INVESTMENT
\$22,625,694	\$21,399,306	\$30,518,187	84	\$74,543,187

PROJECT PROFILES

PROJECT INFORMATION	DATE AWARDED	STATUS	BRC FUNDING	LOCAL MATCH	TOTAL PROJECT
Infrastructure for Uptown Wright Project	2004	Completed	\$616,361	\$1,022,000	\$1,722,000
Office Building in Gillette Tech Center	2005	Completed	\$1,500,000	\$1,854,100	\$3,354,100
Roberson Water & Sewer Project - Bucyrus/Caterpillar	2009	Completed	\$2,615,000	\$290,600	\$2,905,600
Equipment Maintenance Services, Inc. (EMS) Expansion	2009	Completed	\$570,240	\$97,147	\$742,134
Liebherr Water Line Extension	2012	Completed	\$911,950	\$102,321	\$1,023,206
South Industrial Roads Project	2012	Completed	\$1,864,571	\$1,661,385	\$3,761,385
Energy Park Rail Spur Feasibility Study	2013	Completed	\$25,000	\$15,000	\$40,000
Gillette Visitor Center Location Study - Tourism Plan	2013	Completed	\$24,656	\$12,000	\$37,000
Gillette Broadband Study	2014	Completed	\$40,280	\$35,000	\$85,000

Convertible Street/Public Plaza Project	2014	Completed	\$500,000	\$536,715	\$1,036,715
Southern Industrial Addition (Grant)	2015	Completed	\$1,645,046	\$2,593,359	\$4,238,406
Southern Industrial Addition (Loan)	2015	Completed	\$2,645,046		
Gillette Plaza Restrooms and Parking Lot	2015	Completed	\$245,642	\$279,509	\$554,509
Intertech Land and Property Purchase (Grant)	2016	Completed	\$1,240,000	\$0.00	\$1,240,000
Intertech Land and Property Purchase (Loan)	2016	Completed	\$259,392		
So Campbell County AG Complex	2016	Evaluation Period	\$189,261	\$190,000	\$380,000
Advanced Carbon Products Innovation Center	2017	Evaluation Period	\$1,500,000	\$1,277,127	\$2,777,127
CAM-PLEX Heritage Center & Energy Hall Renovation & Remodel Project (Grant)	2019	Evaluation Period	\$1,500,000	\$3,000,000	\$6,000,000
CAM-PLEX Heritage Center & Energy Hall Renovation (Loan)	2019	Evaluation Period	\$1,988,799	\$4,500,000	\$4,500,000
Campbell County Pronghorn Industrial Complex	2023	In-Progress	\$2,669,450	\$3,899,709	\$6,569,159
Wright Economic Development Plan	2024	In-Progress	\$75,000	\$33,333	\$133,333



UPDATED: FEBRUARY 9, 2026

CAMPBELL COUNTY

ACTIVITY & IMPACT SNAPSHOT

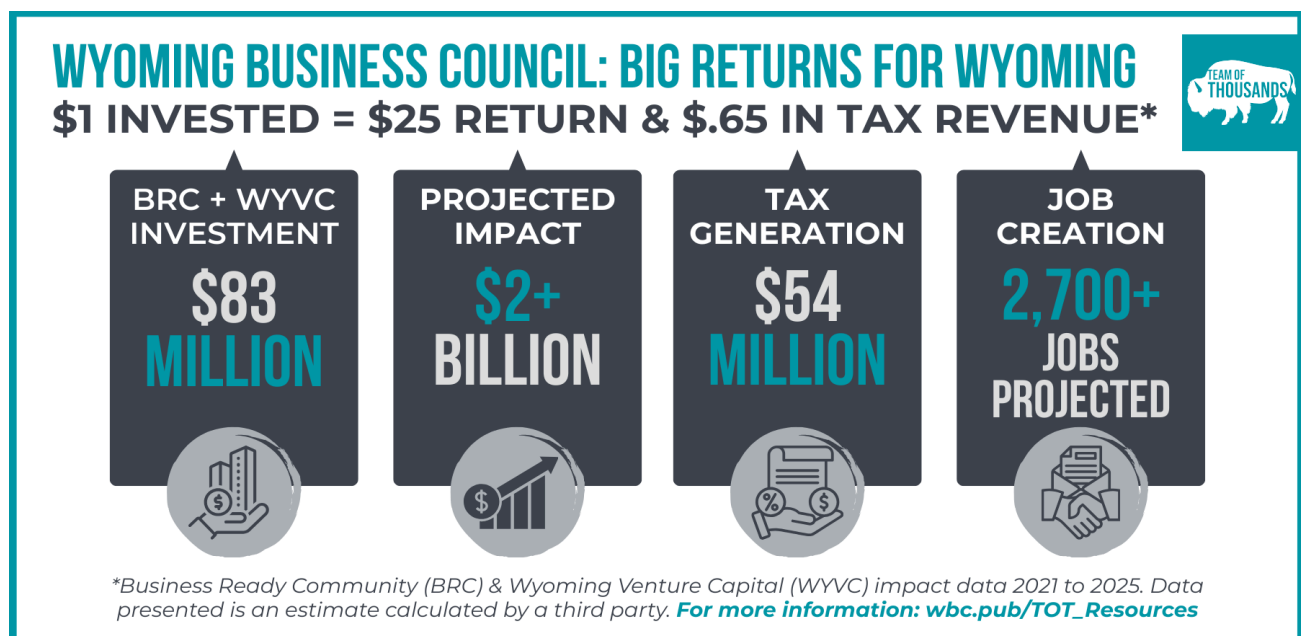
HONORING OUR ENERGY LEGACY WHILE POWERING WHAT'S NEXT

The Wyoming Business Council (WBC) partners with Campbell County to drive a regional strategy focused on advanced manufacturing, energy commercialization, and downtown revitalization. We don't run things from Cheyenne only; we work alongside local mayors, commissioners, and business leaders to provide the "must-haves" – like industrial infrastructure and technical expertise – that allow the private sector to compete and grow. By empowering homegrown entrepreneurs and attracting world-class industry, we ensure Campbell County remains an economic leader in the West.

At the end of the day, the WBC's goal is to help make the next step possible, so local leaders and private industry can take it from there. Learn more about our recent work in Campbell County across the three major areas of impact below.

For a deeper dive into projects and services in Campbell County, reach out to WBC Northeast Regional Director Brandi Harlow (brandi.harlow@wyo.gov || 307-689-1320) or review the full [Northeast Regional Profile](#).

STATEWIDE ECONOMIC IMPACT SNAPSHOT



BUILDING STRONG COMMUNITIES

PROVIDING THE "MUST-HAVES" FOR GROWTH

Summary: The WBC helps fix the "basics," so the private sector can do the rest. When towns have reliable infrastructure like water, power, roads, and shovel-ready sites, employers can move faster and invest with confidence.

- **20+ Years of Infrastructure Investments:** Through the Business Ready Community (BRC) grant and loan program, the WBC has supported 21 local projects with more than \$22 million in state funding. These investments leveraged an additional \$52 million in local and private dollars and helped create nearly 90 new jobs across Campbell County while supporting hundreds of existing jobs..
- **Business Park Development:** At sites like Pronghorn Industrial Park and Fort Union Industrial Park, home of the Wyoming Innovation Center, the WBC partnered with local leaders to advance planning and infrastructure improvements. A \$4.1 million WBC investment leveraged \$5.1 million in local match, totaling more than \$9.2 million to create development-ready sites capable of supporting carbon products commercialization and advanced manufacturing.
- **Aligning Local Leaders for Growth:** We coached Campbell County leaders in A2A ([Assessment to Action](#)) to align around a shared vision for growth. By co-locating staff, clarifying roles through a memorandum of understanding, and strengthening working relationships, this effort is streamlining economic development work and positioning Gillette College as a regional leader in entrepreneurship and workforce development.
- **Broadband Expansion:** The WBC helped to direct \$20.1 million dollars in federal funding to improve internet connectivity in Campbell County for 5,530 homes or businesses.
- **Dive Deeper: Dive Deeper:** find more details about the last 20+ years of state investment in Campbell County in [the BRC Northeast Region Project Profile](#).

SPOTLIGHT: CAMPBELL COUNTY LEADERS UNLOCK OPPORTUNITIES

In 2024, local leaders used the A2A program to tackle challenges slowing economic development in Gillette. They identified key barriers, coordinated across organizations, and developed actionable solutions—making it easier for businesses to grow, expand, and create opportunities for the community.

"I would recommend it [A2A] because it's a vehicle that allows people to speak freely, but also gives people the opportunity to collaborate in ways that they probably might not have in the beginning or ever thought of."

– Shay Lundvall, Mayor, Gillette, WY

"I found the A2A process a valuable tool to help us define the opportunities and challenges our community faces to ensure economic development is a priority in Campbell County... From there, the process of determining our actionable outcomes was easily identifiable. I highly recommend the process and appreciate the support of the WBC in this effort."

– Heidi Gross, Executive Director, Gillette College Foundation



HELPING BUSINESSES COMPETE & GROW

LEVELING THE PLAYING FIELD FOR LOCAL INGENUITY

Summary: The WBC helps clear the path so Wyoming businesses can win. Our support helps connect entrepreneurs with the right financing, tools, and partners to start, grow, buy, or expand Wyoming-owned companies.

- **Winning New Industry:** WBC helped recruit BWXT, a TRISO nuclear fuel manufacturer. By providing the necessary infrastructure, we ensured they chose Wyoming. This is projected to bring over 400 direct and indirect jobs to the area.
- **Spurring on Market Expansion:** Using our [Market Expansion Grant](#) (MEG), we continue to support Wyoming companies in removing the roadblocks getting in the way of them selling their goods and services outside of Wyoming. These marketing grants are helping local businesses bring in dollars from other U.S. states and countries to the local economy. For example, with a small grant, Gillette-based Inflatrix participated to engage pediatric dental professionals, build relationships with practice leaders, and expand access to new clinical and institutional markets.
- **The Startup Spark:** Using our innovation-focused programs like [Kickstart](#) and [SBIR Matching Grant Program](#), the WBC has provided grants to seven local entrepreneurs to turn their bold ideas into real companies. Additionally, our partners at the [Small Business Development Center](#) (funded by the WBC), have helped 558 clients across Campbell County creating 60 businesses and retaining 108 jobs.
- **Growing Entrepreneurship:** We've partnered with local banks on 3 [Challenge Loans](#) to help entrepreneurs expand or buy out retiring owners. This kept 21 jobs right here in Gillette.

SPOTLIGHT: FUELING ENTREPRENEURSHIP AND ECONOMIC RESILIENCE

With early support from the Wyoming Business Council's Business Ready Community program, the City of Gillette secured the land and building to create the FUEL Business Incubator—a catalytic investment that continues to pay dividends. By providing a dedicated space for innovation, this funding created an environment where entrepreneurs can grow and scale businesses that add new layers of stability to the local economy. Nearly 200 businesses have since participated in FUEL's programs, including tangible success stories like Healing Hearts Home Health, which created 50 local jobs, and Sprout & Scale, which leveraged incubator services to expand. By reducing startup risk and providing mentorship, the WBC's investment helps businesses move from concept to market, strengthening the tax base and retaining local talent. This partnership has ignited a flywheel of job creation that complements Campbell County's industrial strengths and builds a more resilient, innovation-driven future for Wyoming.



HELPING FAMILIES THRIVE & STAY TOGETHER

CREATING A FUTURE WORTH STAYING FOR

Summary: Economic development is about people, not just numbers. The WBC works closely with local leaders and agency partners to create the conditions for high-quality careers and strong communities so families can build their lives here for generations.

- **Vibrant Downtowns:** Over the past decade, Wyoming Main Street helped downtown Gillette see 30 new business openings and 105 new jobs, keeping the heart of the community alive..
- **Supporting Working Parents:** Working closely with the Wyoming Community Foundation and other leaders across the state, we've been able to provide [startup grants](#) to two local childcare centers, helping families go to work knowing their children are in a safe, local environment.

SPOTLIGHT: BIG LOST MEADERY

Big Lost Meadery is a Wyoming success story rooted in creativity, craftsmanship, and strategic growth. With support from the Wyoming Business Council, the Gillette-based meadery leveraged export assistance to develop international markets in Southeast Asia. This expansion is bringing outside dollars back into Wyoming's economy, strengthening local supply chains and reinvesting export revenue in the state. This support strengthened Big Lost Meadery's credibility at home and abroad, fueled business expansion, and helped the company not only grow its own footprint, but also support other Wyoming businesses exploring export opportunities.



"The Wyoming Business Council has been a vital resource for our growth. Their export support opened doors we simply couldn't have accessed on our own, strengthened our credibility in domestic markets, and allowed us to grow substantially while helping other Wyoming businesses do the same."

— Sam Clikeman, Owner, Big Lost Meadery

WBC: A PARTNER IN EVERY CORNER OF WYOMING

Everything we do—from sewer and utility upgrades to small-business support—is meant to remove the roadblocks that keep Campbell County from growing. We help partners clear the way so employers can invest, families can find opportunity, and the next generation can build their Wyoming dream close to home.



Dive Deeper: Learn more about the Wyoming Business Council and our work in Campbell County and the other 22 counties across the state at www.wyomingbusiness.org.

CROOK

PERFORMANCE

BRC FUNDING	LOCAL MATCH FUNDING	PRIVATE INVESTMENT	JOBS CREATED	TOTAL INVESTMENT
\$5,758,959	\$1,572,560	\$1,851,726	44	\$9,183,245

PROJECT PROFILES

PROJECT INFORMATION	DATE AWARDED	STATUS	BRC FUNDING	LOCAL MATCH	TOTAL PROJECT
Infrastructure for Business (Diehl's Grocery) Amendment GY05	2004	Completed	\$495,900	\$55,100	\$551,000
Infrastructure for Business (Diehl's)	2005	Completed	\$108,108	\$15,848	\$139,348
Sundance Kid's Day Care Center Expansion	2009	Completed	\$175,682	\$75,100	\$250,782
Hulett Business Park Infrastructure	2012	Completed	\$302,000	\$218,000	\$520,000
Greater Hulett Community Center BRC Project	2012	Completed	\$16,820	\$16,820	\$33,640
Croell Redi-Mix Infrastructure Project	2013	Completed	\$1,346,984	\$172,776	\$1,529,556
Crook County D Road Feasibility Study	2015	Completed	\$22,115	\$8,333	\$33,333
Sundance Downtown Feasibility Study	2015	Completed	\$25,000	\$8,333	\$33,333
Hulett Health Clinic Feasibility Study	2016	Completed	\$25,000	\$8,500	\$33,500
Sundance Old Stoney Restoration Phase I	2017	Evaluation Period	\$2,752,104	\$216,000	\$2,668,104

Sundance Central Park Development Project	2019	Evaluation Period	\$446,741	\$771,500	\$1,255,500
Moorcroft Town Center/Community Development Plan	2020	Completed	\$42,505	\$6,250	\$50,000

JOHNSON

PERFORMANCE

BRC FUNDING	LOCAL MATCH FUNDING	PRIVATE INVESTMENT	JOBS CREATED	TOTAL INVESTMENT
\$3,899,839	\$5,957,694	\$800,000	16.5	\$10,657,533

PROJECT PROFILES

PROJECT INFORMATION	DATE AWARDED	STATUS	BRC FUNDING	LOCAL MATCH	TOTAL PROJECT
Facility for Mountain Meadow Wool Start Up	2007	Completed	\$1,485,000	\$165,000	\$1,650,000
Mountain Meadow Sewer Life & Infrastructure	2009	Completed	\$196,103	\$10,658	\$213,150
Crazy Woman Square Revitalization	2012	Completed	\$250,000	\$250,000	\$500,000
Buffalo Eastern Corridor Tech Park Study	2014	Completed	\$24,338	\$8,113	\$32,451
KBJEDJPB Eastern Corridor Industrial Property Study	2014	Completed	\$20,212	\$6,738	\$26,950
Tri-City Regional Plan	2015	Completed	\$99,750	\$33,334	\$133,334
Johnson County Bomber Mountain Civic Center Study	2015	Completed	\$24,436	\$8,218	\$32,868
Buffalo Technology Business Park	2018	Evaluation Period	\$1,800,000	\$5,475,633	\$5,475,633

SHERIDAN

PERFORMANCE

BRC FUNDING	LOCAL MATCH FUNDING	PRIVATE INVESTMENT	JOBS CREATED	TOTAL INVESTMENT
\$37,107,865	\$15,564,993	\$18,250,000	496	\$70,922,858

PROJECT PROFILES

PROJECT INFORMATION	DATE AWARDED	STATUS	BRC FUNDING	LOCAL MATCH	TOTAL PROJECT
Infra. For Airport Commercial Park (EMIT and others)	2004	Completed	\$1,479,022	\$685,461	\$2,179,461
Water Infrastructure (WY Log Home Mfg)	2005	Completed	\$154,777	\$8,146	\$162,923
Child Care and Early Childhood Education Center (Hand and Hand ECE Center)	2007	Completed	\$1,500,000	\$300,000	\$1,800,000
Airport Business Park Phase 1B (Seven Pillars Resources and Others)	2007	Completed	\$783,090	\$87,010	\$870,100
Child Care and Early Childhood Education Center (First Light Childcare)	2008	Completed	\$1,500,000	\$426,500	\$1,926,500
Green House Living for Sheridan	2009	Completed	\$890,134	\$99,024	\$990,241
Ranchester Entryway Rehab	2010	Completed	\$489,500	\$489,500	\$979,000
High-Tech Business Park	2010	Completed	\$2,589,913	\$1,537,111	\$4,127,024
Business Incubator	2010	Completed	\$909,000	\$101,000	\$1,010,000
South Downtown Gateway Project	2011	Completed	\$214,622	\$362,668	\$577,290

Sheridan Commercial Park Infrastructure	2012	Completed	\$1,000,000	\$1,143,910	\$2,143,910
SEEDA Targeted Industry Study	2013	Completed	\$49,500	\$16,625	\$66,425
Sheridan Downtown Entrepreneurial Center Feasibility Study	2013	Completed	\$23,312	\$8,340	\$33,340
Northwest Infrastructure Community Readiness Project	2013	Completed	\$1,000,000	\$507,310	\$1,507,310
Ranchester Main St Mercantile Project	2014	Completed	\$977,500	\$172,500	\$1,150,000
Sheridan - SEEDA Arts & Economy Study	2014	Completed	\$37,917	\$16,667	\$66,667
Sheridan Daybreak Facility	2014	Completed	\$500,000	\$400,142	\$900,142
Sheridan Senior Center Food Service Expansion	2015	Completed	\$1,000,000	\$1,547,675	\$2,547,675
Sheridan Renewable Energy Assessment for Related Business	2017	Completed	\$41,245	\$16,530	\$60,530
Project Enterprise - Corporate Headquarters and Manufacturing Relocation	2018	Evaluation Period	\$12,586,572	\$2,283,074	\$14,875,164
Kennon High Tech Business Park Project (Grant)	2019	Evaluation Period	\$2,850,000	\$4,117,800	\$6,967,800
Kennon High Tech Business Park Project (Loan)	2019	Evaluation Period	\$1,510,761		
Red Grade Trails Project	2020	In-Progress	\$500,000	\$100,000	\$600,000
Sheridan High Tech Park Ph-II Study	2022	In-Progress	\$20,000	\$6,500	\$26,500
Town of Ranchester Economic Development Plan	2024	In-Progress	\$75,000	\$25,000	\$100,000
Sheridan High-Tech Park, Phase II	2024	In-Progress	\$4,426,000	\$1,106,500	\$5,532,500



UPDATED: JANUARY 30, 2026

SHERIDAN COUNTY ACTIVITY & IMPACT SNAPSHOT

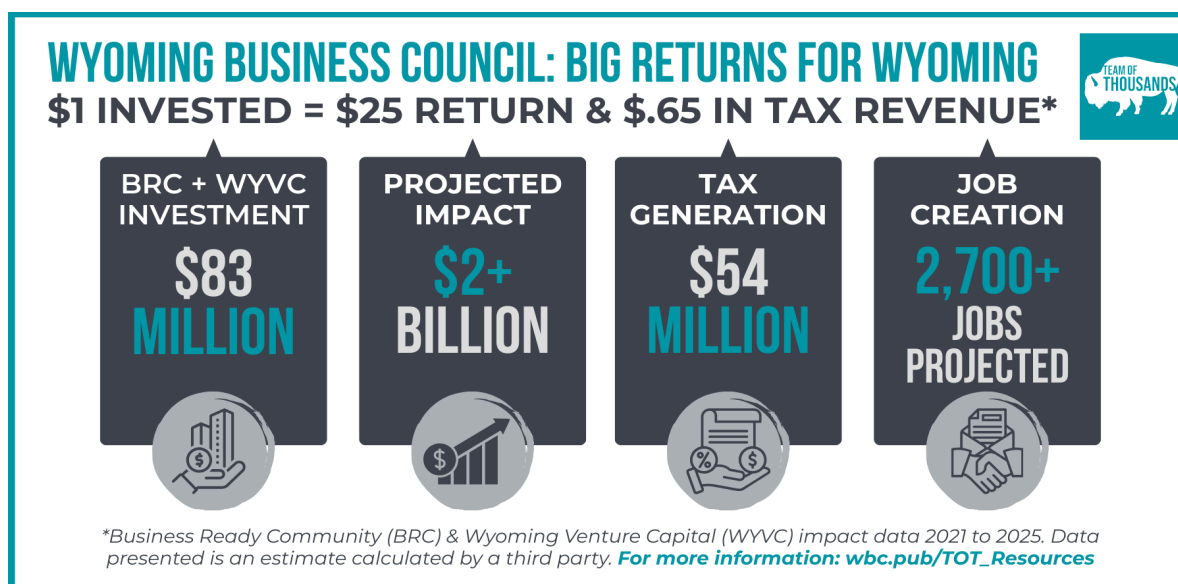
SUPPORTING MANUFACTURING, REVITALIZING MAIN STREET & FUELING LOCAL INNOVATION TO GROW OPPORTUNITIES CLOSE TO HOME

The Wyoming Business Council (WBC) partners with Sheridan County to drive a regional strategy focused on manufacturing, downtown revitalization, and targeted recruitment. By strengthening these basics, we help communities attract investment and keep families rooted so they can grow right here in northeast Wyoming. Working alongside local leaders and business owners, we focus on getting the "must-haves" in place that make growth possible – water and sewer capacity, site readiness, and the local know-how to move projects from idea to execution. We aim to bridge gaps the market cannot solve alone, then step aside so private lenders, employers, and community leaders can carry the work forward.

At the end of the day, the WBC's goal is to help make the next step possible, so local leaders and private industry can take it from there. Learn more about our recent work in Sheridan County across the three major areas of impact below.

For a deeper dive into projects and services in Sheridan County, reach out to WBC Northeast Regional Director Brandi Harlow (brandi.harlow@wyo.gov || 307-689-1320) or review the full [Northeast Regional Profile](#).

STATEWIDE ECONOMIC IMPACT SNAPSHOT



BUILDING STRONG COMMUNITIES

PROVIDING THE "MUST-HAVES" FOR GROWTH

Summary: The WBC helps fix the "basics," so the private sector can do the rest. When towns have reliable infrastructure like water, power, roads, and shovel-ready sites, employers can move faster and invest with confidence.

- **20+ Years of Infrastructure Investments:** Since 2004, the Business Ready Community (BRC) grant and loan program has supported 26 local projects, including over \$37 million in state funding. This investment has sparked another \$33 million in local and private investment, driving significant economic growth in the area and creating nearly 500 new jobs and supporting hundreds of existing jobs.
- **Business Park Development:** By building the Sheridan High-Tech Business Park with BRC support, manufacturing jobs in the county have tripled since 2010.
- **Reducing Red Tape:** We coached a team of Sheridan leaders ([Assessment to Action](#)) to begin cutting through the red tape slowing down new housing, making it easier for families to find a place to live.
- **Supporting Sheridan County's Small Towns:** Our statewide Rural Communities Project also recently offered technical support to Clearmont to understand its unique challenges and take action to find solutions to address them.
- **Improving Broadband Access:** The WBC helped to direct more than \$8.7 million in federal funding to improve internet connectivity in Sheridan County for 2,187 homes or businesses.
- **Dive Deeper:** find more details about the last 20+ years of state investment in Sheridan County in [the BRC Northeast Region Project Profile](#).

SPOTLIGHT: SHERIDAN GROUP COLLABORATES TO UNBLOCK HOUSING

In 2025, a team of six local leaders used the WBC's Assessment to Action (A2A) program to tackle Sheridan's housing shortage, making finding a home challenging for new and existing residents alike. Throughout the process, they identified exactly what was blocking new construction and *fixed* the "paperwork pile-up" by coordinating city departments, making it faster and easier to get new homes built for local families.

"City staff has used the process itself in addressing those larger issues facing our community, other than housing. I look at issues differently than before, using what I learned about the A2A process."

– Bev Leichtnam, Sheridan City Council



HELPING BUSINESSES COMPETE & GROW

LEVELING THE PLAYING FIELD FOR LOCAL INGENUITY

Summary: The WBC helps clear the path so Wyoming businesses can win. Our support helps connect entrepreneurs with the right financing, tools, and partners to start, grow, buy, or expand Wyoming-owned companies.

- **Supporting Local Entrepreneurs:** Since 2023, our [Challenge Loans](#) program has provided critical gap financing to help entrepreneurs expand or buy out retiring owners. By teaming up with local banks, we've been able to keep 64 jobs in Sheridan.
- **Sparking Sheridan Startups:** Using our innovation-focused programs like [Kickstart](#) and the [SBIR Matching Grant Program](#), the WBC has provided grants to seven local entrepreneurs to turn their bold ideas into real companies. Additionally, our partners at the [Small Business Development Center](#) (funded by the WBC) have helped 264 clients across Sheridan County from 2021 to 2025 to start and grow.
- **Winning New Industry:** We drove a targeted recruitment effort to bring Weatherby, a world-class firearms manufacturer, to Sheridan in 2018. By providing the necessary infrastructure, they selected Wyoming over Idaho, bringing 100 high-wage jobs and much more business for local vendors and service providers.
- **Spurring on Market Expansion:** Using our [Market Expansion Grant](#) (MEG), we continue to support Wyoming companies in removing the roadblocks getting in the way of them selling their goods and services outside of Wyoming. These marketing grants are helping local businesses bring in dollars from other U.S. states and countries to the local economy. For example, with a small grant, Sheridan-based Absaroka Valley participated in SHOT Show 2026 to connect and secure new regional dealers, shooting ranges, and reach new markets.
- **Developing Site Readiness:** We continue to work closely with local leaders to take stock of what assets the county has and develop opportunities to attract and retain business. This partnership sharpens Sheridan County's competitiveness and allows it to take advantage of future opportunities to grow its local economy.

SPOTLIGHT: TEN GALÓN'S KICKSTART JOURNEY

Sheridan's homegrown microgreens operation outgrew a house-based setup after landing 11 grocery stores and five food-service clients. A \$50,000 Kickstart grant helped the business plan a larger, more efficient vertical-growing facility to meet demand. They prioritized using local subcontractors for their build-out.

"We have only good feedback so far with our products. A lot of people are amazed that leafy greens actually have crazy good flavor when they can eat them a couple of days post-harvest. As compared to weeks for produce delivered from California or Arizona that you find in your typical large retailer."

- Nathan Roma, Founder of Ten Galón



HELPING FAMILIES THRIVE & STAY TOGETHER

CREATING A FUTURE WORTH STAYING FOR

Summary: Economic development is about people, not just numbers. The WBC works closely with local leaders and agency partners to create the conditions for high-quality careers and strong communities so families can build their lives here for generations.

- **Maintaining a Vibrant Downtown:** Since 2016, [Wyoming Main Street](#) has helped downtown Sheridan see 72 new business openings and 346 new jobs, keeping the heart of the community alive. Our statewide coaching and support of groups like the [Downtown Sheridan Association](#) allows us to bring the national Main Street program to life in Wyoming, ensuring our unique city centers stay vibrant.
- **Supporting Working Parents:** Working closely with the Wyoming Community Foundation and other leaders across the state, we've been able to provide [startup grants](#) to two local childcare centers, helping families go to work knowing their children are in a safe, local environment.

WBC: A PARTNER IN EVERY CORNER OF WYOMING

Everything we do – from sewer and utility upgrades to small-business support – is meant to remove the roadblocks that keep Sheridan County from growing. We help partners clear the way so employers can invest, families can find opportunity, and the next generation can build their Wyoming dream close to home.

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WESTON

PERFORMANCE

BRC FUNDING	LOCAL MATCH FUNDING	PRIVATE INVESTMENT	JOBS CREATED	TOTAL INVESTMENT
\$6,158,743	\$1,805,155	\$15,000,000	40	\$22,963,898

PROJECT PROFILES

PROJECT INFORMATION	DATE AWARDED	STATUS	BRC FUNDING	LOCAL MATCH	TOTAL PROJECT
Infrastructure for Upton Industrial Site	2004	Completed	\$1,500,000	\$260,000	\$1,760,000
Upton Regional Industrial Site Road Paving	2005	Completed	\$319,041	\$52,622	\$526,222
Upton Regional Industrial Site Water & Sewer	2009	Completed	\$2,042,469	\$226,941	\$2,269,410
Weston County Events Center	2010	Completed	\$500,000	\$569,000	\$1,069,000
Water & Sewer Infrastructure for Upton Regional Industrial Park	2012	Completed	\$1,367,119	\$243,044	\$1,620,291
Upton Logistics Center Traffic Study	2013	Completed	\$17,310	\$55,000	\$80,000
Upton Multi Purpose Facility Study	2014	Completed	\$18,750	\$6,250	\$25,000
Upton City Park Infrastructure	2016	Evaluation Period	\$375,304	\$386,048	\$772,095
Newcastle Heritage Park Study	2022	In-Progress	\$18,750	\$6,250	\$31,250



OCTOBER 2025

WYOMING BUSINESS COUNCIL MANAGEMENT AUDIT COMMITTEE INVESTMENTS REPORT

CATALYZING ECONOMIC RETURN THROUGH STRATEGIC INVESTMENT AND RIGOROUS ACCOUNTABILITY

The Wyoming Business Council's (WBC) diverse suite of investment programs – spanning infrastructure development, business financing, and startup support – demonstrates a unified, data-driven commitment to catalyzing economic growth and leveraging outside capital while maintaining rigorous accountability across all state investments. We actively cultivate Wyoming's physical and financial ecosystems, unlocking job creation, job retention, increased wages, and private and federal dollars.

We proudly embrace our role as optimistic architects of Wyoming's future. Our core mission is to cultivate a resilient and prosperous economic landscape that empowers every community across our great state. We believe Wyoming's potential is boundless, and our role is to provide the strategic public investments, partnerships, and support necessary to unlock it. This report provides a comprehensive overview of five key investment programs that form the investment tools of our strategy. It illustrates our data-driven and collaborative approach to turning challenges into monumental opportunities, building a stronger, more diverse economy for generations to come, and a measurable return on public dollars.

The following sections detail each of our core programs, from the foundational, publicly owned infrastructure investments of the Business Ready Community (BRC) program to the high-growth potential of the Wyoming Venture Capital (WYVC) fund. Each program is designed to meet a specific need within Wyoming's economic ecosystem, and, together, they create a powerful and catalytic continuum of support for communities, existing businesses, and innovative startups. This report showcases how these programs collectively help to develop a robust environment for Wyoming's economy to grow.

As we look to the horizon, we do so with determination and a clear vision. The analysis that follows is not just a summary of past performance but a testament to our ongoing commitment to strategic action and measurable impact. We are steadfast in our mission to design a future where every Wyoming citizen and community can thrive.

BUSINESS READY COMMUNITY (BRC) PROGRAM: LAYING THE FOUNDATION FOR GROWTH

The [Business Ready Community](#) (BRC) program is the foundational pillar of Wyoming's economic development strategy. By investing in essential public infrastructure, we empower our cities, towns, and counties to create environments where business can flourish. These projects are not merely about construction; they

are about laying the essential groundwork upon which long-term economic growth is possible, ensuring our communities are competitive, attractive, and ready for opportunities.

The purpose of the BRC program is to provide financing for publicly owned infrastructure that serves business needs and promotes economic development. Eligible applicants include cities, towns, counties, joint powers boards, and the Northern Arapaho and Eastern Shoshone tribes. The program funds a wide range of critical projects, including water and sewer systems, roads, speculative buildings, telecommunications infrastructure, and other physical assets that support economic advancement.

PROGRAM PERFORMANCE AND IMPACT (2021-2025)

The following table highlights the BRC program's performance and strategic impact during the past five years. *See attached spreadsheet with a breakdown of projects during this period.

Key Metric	Value	Strategic Significance
Grants Awarded	\$86,003,080	Demonstrates the need for funding to address critical community infrastructure needs across the state.
Loans Awarded	\$20,426,288	Provides a repayable funding mechanism that helps create a small amount of recurring BRC program funding.
Private Investment Leveraged	\$178,501,683	Shows that our public funds act as a powerful catalyst, attracting significant private capital into Wyoming communities.
Local Contribution	\$14,437,963	Reflects important local buy-in and partnership, ensuring projects are aligned with community priorities and shared investment.
Jobs Proposed	567	Represents the direct employment opportunities these infrastructure projects are designed to support and attract.
Potential Annual Economic Impact	\$29,837,699	This conservative figure, based on projected jobs, projected wages, and capital expenditures, represents the lasting local return on investment.

The tangible results of these investments are evident across the state. Since 2021, the BRC program has supported the development of **450,881 square feet** of building space, the installation of **132,600 linear feet** of water and sewer infrastructure, and the preparation of **958 acres** of land for new business opportunities.

Our commitment to accountability is reflected in our rigorous evaluation and management process. Each BRC application undergoes a multi-level review that includes staff analysis, on-site visits, and a third-party economic impact analysis. The WBC Board of Directors makes recommendations before final approval is granted by the State Loan and Investment Board (SLIB), ensuring ultimate oversight by the state's elected officials. We utilize robust digital systems for transparent grant management and require comprehensive quarterly and annual reporting from all recipients to track performance and ensure public funds are stewarded responsibly.

These foundational investments in publicly owned infrastructure create the fertile ground from which businesses can grow, leading us to our next strategic focus: direct support for those very businesses.

CHALLENGE LOAN PROGRAM: CHAMPIONING BUSINESS RESILIENCE AND CONTINUITY

As steadfast supporters for tomorrow, the Wyoming Business Council is deeply committed to the health and longevity of our existing business community. The [Challenge Loan Program](#) embodies this commitment by providing essential capital to Wyoming businesses for expansion, succession, and stability. This program is a critical tool for ensuring business continuity, retaining local jobs, expanding job opportunities, and providing a financial backstop during times of economic crisis.

PROGRAM PERFORMANCE AND IMPACT (2022-2025)

Since July 2022, the revitalized program has demonstrated a clear impact on business resilience. Operating in partnership with **11 different Wyoming banks**, we have originated **16 loans**, including 12 for succession and four for expansion, retaining or supporting a total of **191 jobs**. As a collaborative catalyst for progress, the WBC's participation anchored deals with a total value of **\$19,934,151**. This was funded through a combination of **\$5,765,091** from the WBC, **\$8,028,724** participation from lead banks, and an additional **\$6,140,336** in other capital and loans, showcasing the power of public-private financial partnership.

The program's long-term historical performance underscores its stability and success. Since 1998, the Challenge Loan Program has achieved the following:

- **279** total loans made.
- **\$40,397,489** in state funds loaned to Wyoming businesses.
- **\$7,460,543** in interest collected, sustaining the program for future use.
- An estimated **671** jobs created or retained.

- **20** loans have been charged off over the program's history for a loan loss rate of just **3.41%**. **13** of those charge-offs were loans issued to agribusinesses as part of the Economic Disaster Loan Program, accounting for 71.5% of the total amount of charge-offs or a **2.43% loan loss rate**.

THE ECONOMIC DISASTER LOAN PROGRAM: A CRITICAL SAFETY NET

A component of this program is the Economic Disaster Loan provision. When federal disaster funds are not available, this program serves as a critical safety net for businesses facing unforeseen hardship. Since 2000, there have been **seven Economic Disaster Declarations**, resulting in **214 loans** totaling **\$17,255,202** being disbursed to help Wyoming businesses recover and rebuild.

Program management is conducted with the highest standards of fiscal stewardship. We partner with lead banks, utilize a modern digital file system and Salesforce for contract management, and undergo a yearly audit by the Wyoming Department of Audit, Division of Banking. This robust oversight ensures the integrity and continued success of the program.

By securing the foundation of our existing businesses, we create a stable environment where new ideas can take root and flourish. This leads us to our next program, designed to ignite that very spark of innovation.

KICKSTART GRANT PROGRAM: IGNITING ENTREPRENEURIAL INNOVATION

The [Kickstart Grant Program](#) is a testament to our proactive and adaptive approach to economic development. We believe that failure is not a dead end, but a valuable opportunity to improve. The strategic pause and 2024 relaunch of this program is a prime example of that philosophy in action. Kickstart is designed to cultivate Wyoming's next generation of entrepreneurs by providing crucial early-stage funding to help turn innovative ideas into viable businesses.

PROGRAM EVOLUTION AND PERFORMANCE

A comparison of the program's two phases demonstrates our commitment to continuous improvement and data-driven adjustments.

Metric	2018-2020 Performance	Strategic Outcome
Companies Funded	18	Demonstrated a funding gap for early-stage high-growth Wyoming startups.
Companies Still Operating	10 (56%)	A survival rate that significantly outperforms national averages.
Venture Pipeline	N/A	Served as a pipeline for our broader investment strategy, with successful companies maturing to secure follow-on funding from our Wyoming Venture Capital fund.

The outcomes of this initial phase have been remarkably positive. Of the 18 companies funded, **10 (56%) remain open** as they approach or surpass the five-year mark, *a survival rate that significantly outperforms national averages*. This success validated the program's core concept and critically revealed its role as a pipeline for our broader investment strategy. Several of the most successful companies from this cohort have matured to secure Seed or Series A funding rounds, supported by investments from our Wyoming Venture Capital (WYVC) fund.

2024 RELAUNCH AND ENHANCEMENTS

Based on lessons learned, we relaunched the program with several key improvements:

- A predictable **quarterly application cadence**.
- Updated criteria to include **founder qualifications**, ensuring a stronger focus on the individuals driving the business.
- A public **pitch video submission** to increase awareness and share success stories.

The relaunched program has already shown strong early momentum. In the 2024-2025 period, we received **37 applications** and approved **nine (24% approval rate) to date**, awarding **\$450,000** to promising new Wyoming ventures. In our latest round for Q4 2025, we received a **record-breaking 18 applications** for Kickstart funding.

Our refined evaluation process is rigorous and multi-staged, involving an internal screening, a competitive investor pitch event, and a final Q&A to determine award amounts. Funds are dispersed from the Governor's ENDOW fund, and awardees are required to submit quarterly reports, ensuring ongoing engagement and accountability.

As these young companies mature, some will evolve to tackle complex research and development challenges, requiring a different level of support.

SBIR MATCH GRANT PROGRAM: FUELING HIGH-TECH RESEARCH AND DEVELOPMENT

The [Small Business Innovation Research \(SBIR\) Match Grant Program](#) is a cornerstone of our long-term vision for a technologically advanced and diverse Wyoming economy. This program **strategically leverages federal research funds** to cultivate a high-tech ecosystem within the state. By matching federal SBIR/STTR grants, we empower innovative companies to conduct groundbreaking research and development, creating high-level technical jobs and supporting the growth of advanced manufacturing capabilities right here in Wyoming.

SIGNIFICANT LEVERAGE AND IMPACT (2018-2025)

The program's performance since its launch in 2018 demonstrates a powerful return on investment for the state.

Metric	2018-2020 Performance	Strategic Outcome
Exceptional Federal Leverage	6.16:1	Our state investment of \$7,687,230 has successfully attracted an additional \$47,321,343 in federal SBIR/STTR grant funding into Wyoming.
High-Quality Job Creation	188	The program has directly supported the creation of 188 high-level, technical jobs , building our state's intellectual capital.
Outstanding Company Success	93%	Participating companies show remarkable resilience and progress, with 93% (27 of 29) still open and 21% (six companies) having already reached commercialization – a significant achievement in the world of deep-tech innovation.

Our evaluation and management processes are designed to be both straightforward for applicants and diligent in their oversight. The process includes an application review, a formal pitch to a WBC panel, and a detailed Q&A session. We manage all grants through Salesforce and are proud to report a **100% compliance rate** on annual reporting from all open companies, underscoring our mutual commitment to accountability and success.

While grant funding is critical for R&D, the journey to commercial success often requires a different kind of financial partnership: direct equity investment.

WYOMING VENTURE CAPITAL (WYVC): INVESTING DIRECTLY IN WYOMING’S HIGH-GROWTH FUTURE

The [Wyoming Venture Capital \(WYVC\)](#) fund was created with a bold mission: to solve the classic "chicken-and-egg" problem of venture capital in our state.¹ Historically, startups struggled to find local capital, and investors saw insufficient deal flow. WYVC breaks this cycle by acting as a foundational investor, proving that Wyoming is a fertile ground for high-growth companies.

We operate with a "double bottom line" approach, evaluating every deal through two critical lenses: its potential to generate venture-like financial returns and its ability to make a significant, positive impact on Wyoming's economy. To accomplish this bold mission, we have a two-pronged approach:

- 1. Invest directly in Wyoming businesses, and
- 2. Invest in other Venture Capital funds that primarily invest in Wyoming businesses.

POWERFUL EARLY RESULTS (LAUNCHED SPRING 2023)

Since launching in the spring of 2023, WYVC has already made a transformative impact on the state's investment landscape with our first 12 investments. The program's performance metrics highlight its immediate and substantial impact.

WYVC Performance and Economic Impact	Value/Outcome
Funds Directly Invested	\$15,995,240
Private Funds Invested (Alongside or After)	\$127,736,122
Current Leverage Ratio	9:1
Potential Total Direct Economic Impact (at year 5)	\$79,382,490
Potential Total Indirect Economic Impact (at year 5)	\$25,418,192
Expected Jobs Created (at year 3)	188

The impact of our capital investments is immediately apparent in our leverage ratio of 9:1, demonstrating that **for every dollar WYVC invests, we attract nine dollars of private capital** into Wyoming companies. This momentum is further confirmed by the fact that four of our portfolio companies have already raised successful follow-on funding rounds, signaling strong growth and investor confidence.

¹ WYVC funding originated from the US Treasury’s State Small Business Credit Initiative (SSBCI), which allows us to invest federal funds and take an equity position in these companies.

Our investment process is comprehensive and diligent. It begins with early conversations with founders and proceeds through a multi-stage evaluation, including deep due diligence, site visits, terms negotiation, and final approval from our Investment Committee. As active partners, we often take a board-observer seat to provide strategic guidance and maintain strict oversight through quarterly reporting to the US Treasury.

The WYVC program represents the leading edge of our economic development strategy, investing directly in the companies poised to define Wyoming's future.

A CATALYTIC AND UNIFIED STRATEGY FOR A PROSPEROUS WYOMING

The five programs detailed in this report are far more than a collection of individual initiatives. They function as an integrated, strategic portfolio designed to foster economic vitality at every stage of development. From laying the foundational infrastructure in our communities and ensuring the stability of our legacy small businesses to igniting the spark of new entrepreneurs and fueling the growth of high-tech, high-potential ventures, our strategy provides a comprehensive continuum of support. This integration is not merely theoretical; it is demonstrated when successful Kickstart grant recipients mature and secure follow-on equity investments through the WYVC fund, showcasing a seamless pathway from early-stage idea to high-growth enterprise.

As data-driven strategists, our work is grounded in measurable outcomes and fiscal stewardship. The millions of dollars in private capital leveraged by our investments, the hundreds of high-quality jobs created and retained, and the successful launch and expansion of innovative Wyoming companies are not just statistics; they are tangible evidence of a strategy that is working and providing a clear return on the state's investment. Each metric represents a family supported, a loved one working and remaining in Wyoming, a community strengthened, and a step forward for our state.

Our success is built on the belief that we are a collaborative catalyst for progress. We are committed to the "Team of Thousands" philosophy – the idea that building Wyoming's future is a shared responsibility among state and local governments, private industry, educational institutions, and every engaged citizen. With unwavering dedication and an optimistic vision, we will continue to partner across the state to build a vibrant, resilient, and prosperous economic future for all of Wyoming.

ATTACHMENT: BUSINESS READY COMMUNITY PROJECT DATA (2021-2025)

BRC Projects 2021-2025

Business Ready Community (BRC) Projects 2021-2025															
County	Applicant	Project Title	Status	SLIB Meeting Date	Grant Type	Grant Award	Loan Award	De-Obligated Amount	Private Investment	Local Contribution	Annual Economic Impact	Projected Job Creation	Projected Acres Developed	Projected Water/ Sewer LF	Projected Building SF
Albany	Laramie, City of	Laramie Project Jupiter - Plenty Unlimited Inc	Withdrawn	2/2/2023	Business Committed	\$20,000,000.00	-	\$19,056,431.00	-	-	-	-	-	-	-
	Laramie, City of	WyoTech Training Expansion Grant & Loan	Awaiting Contract	4/3/2025	Business Committed	\$5,000,000.00	\$5,000,000.00	-	\$32,842,750.00	-	\$1,211,406.00	99	32	-	137,000
Big Horn	Burlington, Town of	Burlington Economic Development Plan	Construction	6/5/2025	Planning	\$40,000.00	-	-	-	\$22,500.00	-	-	-	-	-
Campbell	Campbell County	Campbell County Pronghorn Industrial Complex	Construction	4/6/2023	Community Readiness	\$2,669,450.00	-	-	-	\$593,023.00	-	-	160	11,500	-
	Wright, Town of	Wright Economic Development Plan	Construction	6/6/2024	Planning	\$100,000.00	-	-	-	\$33,333.00	-	-	-	-	-
Carbon	Sinclair, Town of	Sinclair Historic Theatre Facade	Reporting Period	6/2/2022	Community Project	\$240,000.00	-	-	-	\$60,000.00	-	-	-	-	-
	Rawlins, City of	Rawlins Economic Development Plan	Withdrawn	4/7/2022	Planning	\$50,000.00	-	\$50,000.00	-	\$16,667.00	-	-	-	-	-
Converse	Glenrock, Town of	Glenrock McGinley Mfg Expansion	Withdrawn		Business Committed	\$1,370,733.00	-	\$1,370,733.00	-	-	-	-	-	-	-
	Lander, City of	Maven Headquarters Grant & Loan	Reporting Period	4/8/2021	Business Committed	\$3,000,000.00	\$3,000,000.00	-	\$1,033,933.00	\$49,507.00	\$1,380,569.00	23	1.54	-	22,500
Fremont	Hudson, Town of	Hudson Kansas Ave Water Extension	Construction	6/2/2022	Community Readiness	\$215,513.00	-	-	-	\$33,000.00	-	20	12	1,800	-
	Shoshoni, Town of	Shoshoni Business Park Sewer Infrastructure	Reporting Period	2/3/2022	Community Readiness	\$1,583,419.00	-	\$118,342.00	-	\$83,620.00	-	50	273	9,300	5,000
	Shoshoni, Town of	Shoshoni Hotel Feasibility Study	Completed	2/3/2022	Planning	\$25,000.00	-	\$7,655.00	-	\$8,333.00	-	-	-	-	-
	Lander, City of	Lander Table Mtn. Living Infrastructure	Withdrawn	4/7/2022	Community Readiness	\$889,105.00	-	-	-	-	-	-	-	-	-
	Northern Arapaho Tribe	Wind River Indian Reservation Data Center Plan	Construction	6/6/2024	Planning	\$50,000.00	-	-	-	\$17,000.00	-	-	-	-	-
Goshen	Torrington, City of	Torrington M Lazy Heart Feed Mill	Not Approved	10/7/2021	Business Committed	-	-	-	-	-	-	-	-	-	-
Hot Springs	Hot Springs County	Hot Springs County Reuse of Abandoned Airport Property Community Readiness Project	Construction	4/4/2024	Community Readiness	\$1,327,895.00	-	-	-	\$239,577.00	-	-	105	-	-
Laramie	Laramie County	VMaccel	Completed	4/8/2021	Managed Data Center Cost Reduction	\$2,250,000.00	-	\$1,600,566.00	-	-	-	14	-	-	-
	Cheyenne, City of	Cheyenne Microsoft Project Bison	Construction	2/3/2022	Managed Data Center Cost Reduction	\$2,250,000.00	-	-	\$50,000,000.00	-	\$10,253,351.00	13	-	-	-
Natrona	Mills, City of	Mills Riverfront Property Preparation	Construction	6/3/2021	Community Readiness	\$1,919,502.00	-	-	-	\$213,278.00	-	-	10	-	-
	Bar Nunn, Town of	Bar Nunn Community Center and Town Hall	Reporting Period	2/2/2023	Community Project	\$500,000.00	-	-	-	\$7,603,778.00	-	-	-	-	21,606
	Casper-Natrona Co Economic Development Joint Powers Board	Phoslock Environmental Technologies	Reporting Period	4/6/2023	Business Committed	\$600,000.00	-	-	\$5,000,000.00	\$450,000.00	\$1,109,792.00	25	-	-	-
	Mills, City of	Mills Austin Engineering Facility Grant & Loan	Construction	10/5/2023	Business Committed	\$15,000,000.00	\$5,000,000.00	-	\$10,125,000.00	-	\$1,277,504.00	50	-	-	-
	Evansville, Town of	Mesa Solutions	Construction	10/3/2024	Business Committed	\$8,964,713.00	-	-	\$78,000,000.00	\$1,374,880.00	\$13,793,936.00	261	206	-	203,000
Park	Casper, City of	Casper North Platte Development No. 2	Construction	6/6/2024	Community Readiness	\$4,168,000.00	-	-	-	-	-	-	112	100,000	-
	Meeteetse Community Facilities Joint Powers Board	Meeteetse JPB Rec District Community Center	Reporting Period	2/2/2023	Community Project	\$750,000.00	-	-	-	\$523,717.00	-	-	-	-	6,600
	Cody, City of	Cody Wyoming Legacy Meats Grant & Loan	Withdrawn	2/2/2023	Business Committed	\$1,000,000.00	\$926,288.00	\$1,926,288.00	-	-	-	-	-	-	-
Platte	Guernsey, Town of	Guernsey Senior Center & Library Expansion	Construction	2/6/2025	Community Project	\$750,000.00	-	-	-	\$420,000.00	-	-	-	-	8,175
Sheridan	Sheridan Economic & Educational Development Authority Joint Powers Board (SEEDA)	Sheridan High Tech Park Ph-II Study	Reporting Period	4/7/2022	Planning	\$20,000.00	-	-	-	\$6,500.00	-	-	-	-	-
	Ranchester, Town of Sheridan Economic & Educational Development Authority Joint Powers Board (SEEDA)	Town of Ranchester Economic Development Plan	Construction	6/6/2024	Planning	\$75,000.00	-	-	-	\$25,000.00	-	-	-	-	-
		Sheridan High-Tech Park, Phase II	Construction	10/3/2024	Community Readiness	\$4,426,000.00	-	-	-	\$606,500.00	-	-	35	10,000	-
Sweetwater	Rock Springs Sweetwater County Airport Joint Powers Board	Southwest WY Regional Airport Terminal Modernization Grant	Completed	4/8/2021	Community Readiness	\$3,000,000.00	-	-	-	\$1,725,000.00	-	-	8.5	-	31,000
	Rock Springs Sweetwater County Airport Joint Powers Board	Southwest WY Regional Airport Terminal Modernization Continuation Grant & Loan	Construction	10/3/2024	Community Readiness	\$2,000,000.00	\$5,000,000.00	-	-	-	-	-	-	-	-
Uinta	Lyman, Town of	Lyman Elevated Living Assisted Living Facility Grant & Loan	Construction	2/2/2023	Business Committed	\$1,500,000.00	\$1,500,000.00	-	\$1,500,000.00	\$189,000.00	\$811,141.00	12	2.6	-	16,000
	Mountain View, Town of	Mountain View Economic Development Plan	Construction	6/6/2024	Planning	\$75,000.00	-	-	-	\$25,000.00	-	-	-	-	-
	Evanston, City of	Evanston 2050 Comprehensive Economic Development Master Plan	Construction	6/5/2025	Planning	\$100,000.00	-	-	-	\$87,500.00	-	-	-	-	-
Washakie	Washakie County	Washakie County Economic Development Master Plan	Construction	6/5/2025	Planning	\$75,000.00	-	-	-	\$25,000.00	-	-	-	-	-
Weston	Newcastle, City of	Newcastle Heritage Park Study	Reporting Period	4/7/2022	Planning	\$18,750.00	-	\$3,622.00	-	\$6,250.00	-	-	-	-	-
Total						\$86,003,080.00	\$20,426,288.00	\$24,133,637.00	\$178,501,683.00	\$14,437,963.00	\$29,837,699.00	567	957.64	132,600	450,881

PROTECTING WYOMING'S ECONOMIC FUTURE

The Wyoming Business Council is proud of the ongoing regional successes shown in this report. Still, it is essential to acknowledge the risks our communities would face without this strategic support and **boots-on-the-ground leadership**.

Without the WBC's programs and services, the path to a diversified economy would face four critical barriers:

1. **Stalled Infrastructure:** Without the **BRC program**, major projects like the Southwest Wyoming Airport modernization, Lincoln County Sewer Project, or the Sheridan High-Tech Park would likely fail. Local tax bases cannot independently fund the infrastructure needed to **compete for industry and jobs** against neighboring states.
2. **Innovation Brain Drain:** Without **Kickstart, SBIR, and WYVC** funding, Wyoming's high-tech firms would be forced to seek capital outside the state. These programs are vital to ensuring our innovators keep their **jobs, intellectual property, and tax revenue** right here in Wyoming.
3. **Fragmented Local Leadership:** Without our **Regional Directors**, the essential link between state strategy and local action would be severed. Small-town administrations would lack the **coaching, strategic support, and know-how** needed to overcome local barriers to growth and secure complex funding opportunities.
4. **Vulnerable Small Businesses:** Without the collaborative reach of the **SBDC, WWBC, and Manufacturing Works**, thousands of local businesses would lose the technical expertise required to modernize, scale, and compete in a rapidly changing global market.

THE MOMENTUM FOR RESILIENCE

The Wyoming Business Council is more than a source of grants; **we are the momentum** required to keep Wyoming competitive.

Without this proactive, regionally focused engagement, our communities risk losing the infrastructure, local capacity, and business diversity needed to move beyond the traditional boom-and-bust cycle. We look forward to continuing our partnership with the Legislature to secure a resilient economic future for every corner of the state.

