

# NEWSLETTER

*"WEDA's mission is to provide leadership, support and foster economic development in Wyoming."*



**WYOMING** ECONOMIC  
DEVELOPMENT  
ASSOCIATION

January 2008

**W E D A**

## President's notes

It's a great time to be living in Wyoming! We are enjoying an economic boom from our mineral commodities and the state has wisely chosen to invest its record tax revenues in our future. From an economic development standpoint, the two best state-funded programs are the Business Ready Community grant program and the Workforce Training grant program.

The Business Ready Community program provides funds for business and industrial parks, buildings, rail spurs and other infrastructure necessary to help employers start or expand in Wyoming communities. This program is creating better paying jobs, diversifying our economy and creating wealth in our state. This program will pay benefits for generations, long after our boom slows down.

The Workforce Training program provides funds to train employees for better paying high-demand jobs in Wyoming. This primarily helps younger Wyomingites get the training they need to take advantage of our boom times in the minerals industries, but is available for all employees working for Wyoming employers. A better trained workforce is more productive, better paid and helps our economy grow.

Please take the time to thank your state legislators for wisely using our record tax revenues. Unlike our past mineral-based economic booms, the state is making investments that help local residents take full advantage of the current boom and is helping diversified businesses get started in Wyoming, which will benefit us for generations to come.

Thank you State Legislators,  
Brad Sutherland,  
WEDA President

## ECONOMIC DEVELOPMENT GRANTS RUNNING ON FUMES

Local governments and economic development organizations have overwhelmed the coffers of state agencies funding economic development efforts, driven by the Wyoming energy boom and economic diversification projects. Yet until agency coffers get re-filled by the Legislature, the most frequently used economic development grants are running on empty, putting infrastructure construction projects and job-training efforts on hold.

The Wyoming Business Council (WBC), State Loan and Investment Board (SLIB) and the Wyoming Department of Workforce Services (WDWS) have been doing brisk business providing grants and loans for infrastructure development (water, sewer, industrial and business park) and worker education and training - so much so, that in the middle of the 2007-2008 biennium, everyone's out of money, or darn close to it.

### Prime case

Pinedale, the epicenter of energy development growth in Sublette County, is the poster child of big growth in a small town, and how funding delays can translate into huge, inflationary pressure.

Right now, Sublette County produced 44 percent of Wyoming's gas in 2006 (according to Wyoming Oil and Gas Conservation Commission data), and Pinedale is the biggest town, at 2,000 residents. Yet the ongoing energy play on the

Pinedale Anticline and Jonah Field has another 2,000 workers in the area. They may not all sleep in Pinedale, but that's where they shop, buy a meal at a restaurant, hold meetings and socialize over a beer.

"Our town engineer figures we have \$25-million in infrastructure that needs to be replaced, upgraded or installed," said Lauren McKeever, assistant to Pinedale Mayor Steve Smith.

With all the pressure coming from energy boom-driven growth, said McKeever, the need is immediate, but it can take two years to obtain the money and start actual work on the ground. And since local inflation on materials and labor is 20 percent a year, that's an automatic surcharge of 40 percent on the cost of infrastructure projects like sewer and water. "This is basic human health," she said, not fancy projects.

It is both a challenge and an opportunity facing Pinedale, which needed to start work on upgrading an infrastructure laid down in the 1950s, whether there was an energy boom or not. McKeever said town infrastructure has endured well over the past half-century, but is nearing the end of its useful life expectancy. "We can't wait for it to break down," said McKeever.

Case in point is vitrified clay sewer pipes, which are beginning to break down around the state, said Robert Tompkins of SLIB's grants and loans office. "I see a lot of sewer line replacement projects," he said. For communities with old

*See Eco-Devo, WEDA-3*

## The City of Rawlins and its Citizens Step Up To Housing Issues

Housing in Rawlins has taken on a new face as the City and community residents have stepped up to find appropriate solutions for not only workforce housing, but for all its residents. The City of Rawlins with the assistance of Kirkham & Associates, LLC of Riverton, WY, has taken on the challenge of housing.

Kirkham & Associates completed a Housing Assessment, a physical survey, inventoried the housing stock and conditions, and vacant lots within the city limits. They also facilitated the community discussion that produced a Community Housing Action Plan. The Housing Assessment and physical survey data was critical for the grass roots focus groups that developed during the community dialogue. During the Housing Action Plan process we identified ten specific categories that need follow-up action. Rawlins's citizens discussed existing structures, new con-

struction, infrastructure, mobile home parks, financing and funding, community, regional and special interest support and the need to implement the plan.

Our first step was to assess our housing needs. We wanted to motivate residents by engaging them in the discussion to develop a Community Housing Action Plan, which gave the citizens the opportunity to be proactive in effecting change, rather than merely reactive to issues. We know that housing is not the only issue facing our community. In developing a community-based housing action plan we established its relationship with many other community facets. We wanted our actions to reflect balanced, sensitive forethought and not an environment of missed opportunities. Our Housing Action Plan was completed September 2007. Several of our committees continue to fine-tune our implementation strategies.



*One of Rawlins' Housing Action Plan solutions is to offer homes like this on city lots for \$130,000 with a sliding scale of shared equity.*

The Housing Assessment and the Physical Inventory of Housing Stock confirmed that we had numerous infill opportunities. The City has actively participated with WCDA to rehabilitate residential properties. After the City removed several dangerous buildings, additional lots with infrastructure were available. In 2007 we developed the Rawlins City Restricted Deed Housing

*See Rawlins, WEDA-3*

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*Mark  
Your  
Calendar*

### 2008

Feb. 25

Feb. 26

Feb. 26

Feb. 27

WCCE Winter Conference & Leadership Dinner, Little America, Cheyenne

WCCE Business Day at the Legislature, Little America, Cheyenne

**WEDA/WCCE Legislative Reception, Little America, Cheyenne**

**WEDA Economic Development Conference, Little America, Cheyenne**

## Wyoming Business Council Updates

### Joint Minerals Committee is sponsoring the Challenge Loan Bill

The Joint Minerals, Business and Economic Development Interim Committee agreed to sponsor a bill to increase funding of the Wyoming Partnership Challenge Loan Program by \$20 million at its December meeting. The Wyoming Partnership Challenge Loan Program helps businesses grow by reducing the interest rate on their loan.

"Adding \$20 million to the Wyoming Partnership Challenge Loan Program would allow the program to become self-sufficient," said Mike Martin, the Portfolio/Loan Program Manager under the Business and Industry Division of the Wyoming Business Council (WBC.) "We anticipate that additional participation requests will exceed \$3 million in fiscal year 2008 totally depleting the fund unless this additional appropriation is approved."

The Wyoming Attorney General's Office confirms that legislation for additional appropriations for the Challenge Loan Program must be separate from the budget bill. The Joint Minerals Committee is drafting the bill and will submit it during the 2008 budget session. Passage of the bill will require a 2/3rd vote of the Legislature.

Since 1998 the WBC has made or participated in 143 loans totaling \$35.7 million in Challenge Loan Pro-

gram. The WBC's portion of these loans has been \$15.7 million. The WBC has been able to reinvest interest income and principal repayments back into additional loans. This is how the cumulative loan total is 125 percent of available funds.

### WBC online calendar is one-stop resource for business and communities

The Wyoming Business Council (WBC) encourages businesses and economic development agencies to use and submit events to its new statewide online calendar at [www.wyomingbusiness.org](http://www.wyomingbusiness.org). The calendar offers a comprehensive list of public classes, conferences and workshops targeted to businesses, communities, community development groups and economic development agencies. Events are listed up to a year in advance.

The online calendar serves the WBC's partners at the University of Wyoming and then feeds into the Business Council's calendar. The WBC will accept public events that are targeted to statewide businesses, communities and/or economic development groups. A small graphic and a brochure can also be submitted. To submit an event, visit [www.wyomingbusiness.org](http://www.wyomingbusiness.org) and click on the calendar button. Join as a member, create a user name and password and then click on "submit an event."

## Workforce Awareness Campaign Wraps Up

The Department of Workforce Services' Wyoming Workforce Awareness Campaign started on October 15 and ended on December 15, 2007. The goal of the public awareness campaign was to increase awareness of Wyoming's growing workforce needs and opportunities available for individuals.

The Wyoming Workforce Awareness Campaign consisted of three elements: research and development, media placement and job fairs. It included both an in-state and an out-of-state marketing campaign.

"The in-state campaign was targeted towards recruiting women into non-traditional jobs. Based on research, the out-of-state efforts took place in the Washington and California," explains Joan Evans, Director of the Wyoming Department of Workforce Services (DWS). Both in-state and out-of-state

campaigns consisted of various types of media placement and specific public awareness activities, such as job fairs.

DWS has seen a great amount of increase in website hits coming from California, Washington and across the state of Wyoming to [www.wyomingatwork.com](http://www.wyomingatwork.com), the Department's online job matching system, as a result of the campaign. They also reported an increase in out-of-state phone calls to their toll-free number 877-WORK-WYO. Complete results of the campaign will be tabulated once the final data is received.

The Department has retained a portion of the funds used in this campaign to help support important initiatives that will begin in early 2008. For more information about DWS, please visit [www.wyomingworkforce.org](http://www.wyomingworkforce.org) or call (877) WORK-WYO.

## Conference Bulletin Board

### GRO-Biz Annual Conference

February 20 & 21, 2008  
Government Procurement Opportunities for Small Business  
Holiday Inn, Cheyenne, WY  
REGISTRATION: [www.gro-biz.com](http://www.gro-biz.com) or call 866-253-3300

### Governor's Summit on Workforce Solutions

May 28th and 29th, 2008  
University of Wyoming, Laramie  
Sponsored by Wyoming Workforce Development Council and Department of Workforce Services. For more information visit [www.wyowdc.org](http://www.wyowdc.org).

## Wyoming Rural Ecommerce and Telework Support Project

To enhance 21st century workforce development for Wyoming residents this new public service project will provide information on rural ecommerce and telework networking and training opportunities.

Wyoming residents (with emphasis on Park, Big Horn, Washakie, Hot Springs and Fremont counties) who would like to work from home using their computer and high speed internet access will be the primary beneficiaries of the project.

Special emphasis groups may benefit from the project including veterans, handicapped individuals, senior citizens, Wind River Indian Reservation tribal members, high risk youth, entrepreneurial-minded youth and unemployed women with children.

The first project element is the development of a credible and comprehensive rural ecommerce and telework support website.

The website will provide links to Wyoming educational institutions that offer ecommerce training, other tested Internet training opportunities, Wyoming ecommerce success stories, business and community links, at-home job opportunities, special emphasis group links, an ecommerce networking calendar, and an online newsletter to help bring Wyoming residents to the forefront of 21st century economic and technologic opportunities.

The project's second element will be community awareness presentations showcasing the Wyoming Ecommerce Support website within the five counties of the Big Horn Basin Resource Conservation and Development (RC&D) area.

For additional information, contact Big Horn Basin RC&D Council Coordinator Eric Decker, 307-347-3946, [eric.decker@wy.usda.gov](mailto:eric.decker@wy.usda.gov).

Related articles: American Rural Teleworkers: Great Employees, Lower Costs [lone-eagles.com/ruralteleworkers.htm](http://lone-eagles.com/ruralteleworkers.htm) by Frank Odasz, Electronic Warriors Ride the Fast Pony [lone-eagles.com/fastpony.htm](http://lone-eagles.com/fastpony.htm).

### Rawlins Main Street Program Receives National Accreditation

The efforts of Rawlins Main Street Program over the past year has earned it recognition for commercial district revitalization by meeting standards for performance set by the National Trust Main Street Center. Rawlins Main Street joins 650 other Main Street revitalization programs nationally recognized as 2007 Accredited National Main Street Programs. Of the six Wyoming cities with Main Street programs, Rawlins joins four others as being distinguished with national accreditation.

### Casper-Natrona County Wyoming Community Data Book Available

Most economic developers agree upon the general types of information companies require in their expansion and location decisions. Many would agree that complete, accurate and timely community data are essential to the crucial start of a properly implemented site selection process. Developers are also likely to agree that finding this information can be a daunting, time consuming process due to the vast number of data sources or the lack of centralized data. Site selectors want quick access to one source of community information.

The Casper Area Economic Development Alliance (CAEDA) recognized this important need and created the Casper-Natrona County Wyoming Community Data Book - a one-stop source of consolidated, up-to-date information on the community. CAEDA compiled a professional data book that provides decision makers with the critical information they need

when considering Natrona County as a potential site for locating or expanding a business. The sections include information on population demographics, location, transportation, workforce, industrial support, government, utilities, retail and properties.

Detailed property information and a community's property inventory are always of interest to businesses. During its search for community data, CAEDA began developing a property database so that specifically identified properties can be included in the Data Book when responding to a prospect's information request. To view the information presented in the Data Book, visit the CAEDA website at [www.casperworks.biz](http://www.casperworks.biz).

### Campbell County recruits two new airlines with hubs in Salt Lake and Denver

The Gillette-Campbell County Airport, with assistance from Campbell County Economic Development Corporation (CCEDC), has been successful in recruiting two new airlines to the Gillette market. CCEDC will be working with the airport on a marketing campaign to welcome Delta/SkyWest Airlines and United Express/Mesa.

They join Frontier/Great Lakes Airlines that will continue to serve the area. Both new services are scheduled to begin flights in early 2008. Delta/SkyWest plans to make several round-trip flights daily to Salt Lake City using 30 passenger Brasilia's and United Express/Mesa will make round-trip flights daily to Denver flying 37 passenger Dash 8's. For more information contact Ruth Benson, 307-686-2603.

Sponsored by WEDA and the Wyoming Business Council

# WEDA Winter Conference

February 26, 5:30 p.m.-7:00 p.m.

WEDA/WCCE Legislative Reception, Little America, Cheyenne

February 27

WEDA Economic Development Conference, Little America, Cheyenne

## Registration:

To register, go to <http://www.wyomingeda.org/training.htm> or contact WEDA at 307-332-5546, [info@wyomingeda.org](mailto:info@wyomingeda.org)

### Keynote Speaker:

**AngelouEconomics** will present a comprehensive "how to" on the economic development website by detailing best practices and the most common attributes of award-winning city, regional, and statewide Economic Development sites. Issues to be covered will include aspects of vendor management, what your RFP needs to say, what site-selectors and decision makers expect to see from successful websites, and a highlight of new technologies that are available to make a website owner's work easier. For more information, go to [www.AngelouEconomics.com](http://www.AngelouEconomics.com)



### Biography

**Kerry Doyle**, Project Manager and Marketing Strategist, AngelouEconomics

Ms. Kerry Doyle provides expertise in integrated marketing strategies including branding, advertising, collateral development, public relations, tradeshows, Web representation, assessment, and plan writing. Kerry has built a career around devising and actualizing holistic campaigns designed to create impact, specializing in entrepreneurial demographics and the technology sector. Kerry holds a B.S. from Towson University of Baltimore, Maryland and a M.A. from Pepperdine University of Malibu, California, both in Marketing Communications.

## AngelouEconomics

technology-based economic development

As one of the nation's largest, independent economic development consultancy firms, we are excited to join WEDA during their Winter Conference to discuss "Winning Website Ways for the Economic Developer."

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2008  
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communities  
more  
competitive

Based in Austin, Texas, acclaimed *best practices* are brought about in strategic plans, forecast analyses, marketing expertise, and much more.



For information, go to [AngelouEconomics.com](http://AngelouEconomics.com) or call 512-225-9322.

### Rawlins from WEDA-1

Program. The City purchased two homes and placed them on the infill lots. To qualify for the program the citizen must demonstrate a community commitment via career choice or volunteerism. To stabilize the purchase price and to maintain workforce housing affordability, the City has set up a sliding scale of shared equity with the homeowner, which decreases over time. One of the homes is currently under contract. We hope to refine the program by offering buyers more options, such as house colors and floor plans.

The City also purchased and annexed 50 acres, which are currently under contract for housing development. Site planning is under way, with multi-family apartments in the first phase.

We feel our greatest success has been the dialogue cultivated with the community. Housing issues aren't just about workforce affordability. Alternatives for senior living and homebuyer education are just as important. We've listened to our community's concerns, needs and suggestions and involved them in the solutions. We will continue listening as we move forward with the Community's Housing Action Plan and implement solutions. The skilled services provided by Kirkham & Associates during the Housing Assessment, Housing Survey and Housing Action Plan process has been instrumental for us to "get it right" and overcome obstacles that stood in the way. The housing plan will be incorporated into the new City Master Plan. It is important for the City to plan today, so we can be proactive in what our community will look like tomorrow.

### Eco-Devo from WEDA-1

sewer lines running through high water tables, the need is urgent, with sewage threatening to contaminate ground water, he added.

"All we are asking for is that our community receives adequate support for bearing those impacts," said McKeever. "The way mineral taxes are formulated currently, Pinedale does not automatically receive enormous amounts of money. Our direct mineral payments from royalties and severance taxes are \$230,308 for the current year," a mere fraction of its infrastructure tab. That's why the town turns to Sublette County and state agencies for infrastructure funding.

McKeever said the greatest thing the Legislature could do, aside from funding infrastructure needs, would be to speed up or simplify the process for putting money to work on the ground. That would save substantial amounts of money, she added. According to McKeever, the grant process could become even more complicated, and thus time-consuming because of the possibility that Legislative efforts by the Select Committee on Local Government Funding would change the direct mineral royalties funding process.

### Wyoming Business Council

The Wyoming Business Council has only \$1.2-million available unless more money is allocated by the Legislature for the next biennium, said Shawn Reese, manager of the Business Ready Community Program. "So we're not out of money, but we have very limited funds," he said.

In the past four years, 45 percent of WBC grants went toward building construction, 19 percent for industrial

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*ll we are asking for is that our community receives adequate support for bearing those impacts.*

*Lauren McKeever, assistant to Pinedale Mayor Steve Smith*

parks, 11 percent for commercial/office parks and the remainder toward airports and industrial roads, he said.

Governor Dave Freudenthal has recommended \$80-million for the Business Ready Communities Program, meaning \$40-million per year for the next two years, if approved by the Legislature. But, according to Brad Sutherland, President of WEDA, its members have identified that their communities have projects totaling \$150-million for Business Ready Communities grants for the biennium, twice the amount proposed by the Governor's budget.

### SLIB

The State Loan and Investment Board had \$197-million for the 2007-08 biennium (the highest ever), but all but \$200,000 has been spent or awarded in grants, leaving the remainder for emergencies, said Robert Tompkins.

If the EPA or DEQ found an emergency situation that impacted health, safety and welfare, said Tompkins, there is still a small pool of money left. Whether there will be any additional money for grants and loans is up to the Legislature, which will decide a number of funding bills this upcoming session.

"We should know more by March," said Tompkins. The timing for the next round of applications is anyone's guess, he said, as the state moves more and more toward a consensus process, where counties rank their projects by priority.

### Job training

The Department of Workforce Services is out of money for training workers, until February, according to Director Joan Evans. "It was a pleasant surprise that businesses had such high demand for our programs," said Evans.

The Workforce Development Training Fund, which provides grant money to Wyoming businesses to train their employees, closed its business training grants in early November. The program grew 42 percent in 2007, causing it to exceed its biennium budget early.

Between July 1, 2006, and October 15, 2007, the Training Fund helped pay for skill upgrade training for 4,012 Wyoming workers in 493 Wyoming businesses. Evans said she's hopeful the Legislature will appropriate more money for the program.

Robert Barnes, a WEDA Board member and President of Casper Area Economic Development Alliance, summed it up by stating, "This shortage of funding reflects the demand for good economic development projects that diversify our economy and provide trained Wyoming workers for our jobs. Wyoming has a great need to invest in development of all types, across all 23 counties. We hope there is adequate funding in the next biennium to help our communities take advantage of some great business opportunities."

# WEDA Member News:

## Powell Economic Development Project

Dale Weaver Inc. recently occupied their new headquarters and shop facilities constructed in Powell. Dale Weaver Inc. has built a solid reputation throughout the Rocky Mountains for service and quality in the energy sector. Construction expertise includes concrete construction, industrial buildings, plant construction, portable plants & field facilities, and equipment and machinery installation. The company is further diversified into other lines of business including pump sales & service as well as machine technologies including laser alignment, dynamic balancing and precision machining.

The company had Filener Construction of Cody build the two new buildings on the site in Powell, a machine shop and headquarters in one building with the other facility containing supply/warehouse sales and service functions. The company is located in one of the four business parks owned by Target Powell Valley, a nonprofit land development arm of the Powell economic development team.

The project was made possible through a CDBG infrastructure grant received from the Wyoming Business Council. In addition, the Powell Valley Economic Development Alliance and Powell Incorporated participated in this project. The team, David Reetz - President of the Powell Valley EDA, Ken Witzeling - President of Target Powell Valley and Brad Bonner - President of Powell Inc. were highly complimentary of the tremendous assistance and support received from Leah Brusino, Regional Director for the Business Council and Mayor Scott Mangold and the Powell City Council. Dale Weaver Inc. has grown to 15 positions and intends to add another 10 in the next 3-5 years. For more information contact Dave Reetz, 307-754-2201.

## Eureka! Winning Ways

Manufacturing-Works recently announced the introduction of the Eureka! Winning Ways (EWW) growth initiative in Wyoming. Since 1986, Eureka Ranch, and founder Doug Hall, have created and researched more business growth ideas than any team on earth for industrial, business to business, and consumer companies. Among the most well-known and successful Ranch clients are Walt Disney, Nike, Proctor & Gamble, J&J, Hewlett-Packard, American Express and AT&T. Manufacturing-Works, through its partnership with the national Manufacturing Extension Partnership (MEP) network recently joined the Eureka Ranch team, offering the growth program to small and mid-sized businesses.

EWW is a disciplined system for developing Measurably Smarter Choices for Growth. The program explores choices for more effective marketing messages, choices for capturing new customers and markets, and choices for new products and services. The EWW system is not just for manufacturers- it is for any business that is serious

about growth through working smarter. All EWW sessions are lead by Manufacturing-Works experts who have been trained in the EWW technologies.

University of Wyoming, the Wyoming Business Council, and the National Institute of Standards and technology through the national MEP program, support Manufacturing-Works in Wyoming. Call Manufacturing-Works professional Rick Rothwell with questions at (307) 638-8055.

## Housing Partnership Committee in Campbell County creating moderate-priced rental housing solutions

Campbell County Economic Development Corporation (CCEDC) facilitated the organization of a diverse group of community members in the spring of 2007 to develop solutions to Campbell County's lack of workforce housing. This committee of over 20 people, which includes representatives from private industry and non-profit agencies, has been meeting regularly to determine the housing issues in Campbell County and have concluded that the real issue lies in a shortage of moderate-rate rental apartments.

Having affordable apartments available in Campbell County is critically important to the continued growth of a healthy economy. The Housing Partnership Committee has thoughtfully discussed a variety of solutions and has developed an innovative housing model to help with this debilitating problem.

The details of this model are as follows:

- Construction of mixed-residential apartments managed and operated by a not-for-profit housing agency in Campbell County.

- A percentage of the apartments will be moderate-rate units.

- A percentage of the apartments will be income-qualified units.

- Financing for the apartments would come from WCDA, CDBG, tax credits and philanthropic funds.

- At least six acres of land would be needed for this model and must be available at no cost, or at a very low, long-term lease value.

The Council of Community Services, a non-profit community service organization that already manages a variety of housing options in Campbell County, has agreed to champion this project, and manage and operate the housing units. Once the model project is in place, it has the potential to be replicated across the area, providing ongoing solutions to future housing needs. For more information contact Ruth Benson, CCEDC, 307-686-2603.

## Worland Business Owners Participate in "Destination Boot Camp"

Eight Worland business owners returned recently from a business improvement "Destination Boot Camp", where they learned hundreds of new methods to bring more customers and tourists to Worland. These business owners plus the community coordinator, Le Ann Baker of Washakie Development Association (WDA,) were

among 48 business professionals from across North America who attended the 20-hour workshop. Grants from the Wyoming Workforce Development Training Fund were used to help defray the cost of the training.

According to Baker, "The enthusiasm, camaraderie and commitment shown by these business men and women are wonderful. They came home ready to make some changes, work together as a team and help revitalize Worland to make it the shopping hub of the Big Horn Basin once again."

The 2 1/2 day "Destination Boot Camp" created by marketing consultant Jon Schallert teaches independent business owners how to reposition their businesses as "consumer destinations." According to Schallert, a business using his "Destination Business," strategies can compete effectively with superstores like Wal-Mart and significantly impact the local community. It is not uncommon for destinations businesses to create change in an entire city by drawing consumers from outside the immediate marketplace of a community.

"With the principles learned at the Boot Camp, these business owners will be able to satisfy more customer needs and make purchasing their product lines a much more enjoyable and fun experience. Additionally more tourists and visitors to Worland will be attracted," says Baker. "With this strong set of business owners, combined with what they learned, there is no reason we can't make Worland a destination." The business owners will meet together over the next six months as they institute changes in their businesses. For more information, visit [www.DesitinationBootcamp.com](http://www.DesitinationBootcamp.com) or contact Le Ann Baker, Washakie Development Association, 307-347-8900.

## Hot Springs County Economic Development Update

### ■ Business Park Update

In February 2007, Thermopolis-Hot Springs County received a Business Ready Community Grant to develop 22 acres south of Thermopolis into a business park which will be divided into 14 business ready lots. Invitation to Bid has gone out for Phase I - Streets, sidewalk, curb and gutter, water lines, sewer lines, street lights, and landscaping.

### ■ New Website

Work has begun on developing materials to be included on the Thermopolis-Hot Springs County Economic Development Company's new website. This new site will feature the opportunities available in our community. Webwright of Riverton, Wyoming will be the designer on the project.

### ■ Welcome Chris O'Byrne

Chris O'Byrne has joined the Thermopolis - Hot Springs County EDC as a part-time administrative assistant. Chris and her husband John recently moved to Thermopolis from Cheyenne. She is looking forward to learning about the county and economic development's role in creating and retaining businesses for our future.

For more information contact Lorraine Quarberg, 307-864-2348.

## CAEDA Begins Targeted Industry Analysis

The Casper Area Economic Development Alliance, Inc. (CAEDA) retained Mr. Jim Bruce, President of Business Facility Planning Consultants, LLC from Atlanta, Georgia in July 2007 to conduct a Targeted Industry Analysis (TIA) for the Casper-Natrona County area. This analysis will help identify specific industries that will be suitable and desirable for the Casper area.

The TIA will assess the current industrial, commercial, demographic, physical and other characteristics that have impacts on development opportunities. A range of issues will be considered but the primary concern of the study will focus on characteristics of Casper and Natrona County as they relate to economic development. These include features that affect the cost, efficiency, productivity and overall attractiveness of the Casper area as a business location, especially when compared to similar communities. When these community characteristics are identified, CAEDA and local leaders will have the opportunity to improve weaker characters and showcase those that are already at their highest potential.

The work to be completed by Mr. Bruce will occur in four phases:

- Phase 1 - Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis.

This phase began in July 2007. Each of the four parts of the analysis detailed demographic, cultural, professional and physical attributes that represent the complete picture of each Strength, Weakness, Opportunity and Threat report section.

- Phase 2 - Competitive and Comparative Analysis of the Casper Area

Mr. Bruce will present his findings to the CAEDA Board in January 2008.

- Phase 3 - Target Industry Identification

This phase will identify business and industrial targets and/or clusters that appear particularly promising as candidates to locate or expand in the Casper-Natrona County area. It is probable that 10 to 20 target businesses, industries and/or clusters will be recommended.

- Phase 4 - Development of Marketing Plan for Selected Business and Industry Targets

This final phase will provide economic development marketing plans for four of the businesses or industry targets as identified in Phase 3. Marketing plans illustrate key financial reasons why the Casper area represents an advantageous location for the facilities and shows how companies may be able to benefit in specific ways such as reducing capital and operating costs.

The Targeted Industry Analysis is a comprehensive critique of the community resulting in the opportunity to evaluate the community's key assets and market them appropriately to suitable and desirable industries. The results of this work will become key to identifying activities, goals and directions that the Casper-Natrona County area will use; directing the work of CAEDA over the next two to five years.