

# BIG HORN MOUNTAIN COALITION

## COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



**Draft**

**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**

**2011-2015**

**BIG HORN MOUNTAIN COALITION, EDD**

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## INTRODUCTION

This Comprehensive Economic Development Strategy (CEDS) supports regional cooperation in north central Wyoming. The CEDS has four objectives:

1. Describe the north central Wyoming region in terms of its geographic, economic and social relationships;
2. Identify regional development issues and priorities;
3. Outline an organizational structure that meets basic service demands and local fiscal realities; and
4. Develop an implementation plan that considers both the region's long-term vision and immediate needs.

All activities of the CEDS for north central Wyoming strive to:

- Be market-based and results driven;
- Have strong organizational leadership;
- Advance productivity, innovation, and entrepreneurship
- Anticipate economic change;
- Diversify the local and regional economy; and
- Initiate public/private partnerships for jobs and investment

### Organizational Background

The CEDS is the product of a decades-long effort to bring additional development resources to north central Wyoming. Incorporated in the State of Wyoming in January 1990, the four-county Coalition applied for designation as an Economic Development District under the provisions of Title IV of the Public Works and Economic Development Act of 1965. An Overall Economic Development Plan (OEDP) was submitted and approved at that time. In January 2002 the OEDP was converted to a Comprehensive Economic Development Strategy (CEDS) format and approved as the 2003-2008 planning document for the District.

The Coalition operated on grants and local funding until 2005, when an application was approved for an annual planning and capacity building award of \$50,000 from EDA. A full-time executive director was hired and headquarters offices established at 214 Center Street, Kaycee, Wyoming.

## Organizational Structure

The CEDS will be implemented by regional participants representing the four counties that the Coalition serves. The influence of the CEDS on individual local governments or other regional organizations is voluntary. The CEDS has no legal authority to compel any actions. The majority of regional strategies and the initial work plan activities will emphasize capacity building for economic development.

In order to succeed, the Coalition will require active support of the public and private sector groups. The basis for the Coalition's identity will be its:

- Committee membership composition;
- Elected leadership;
- Executive Director; and
- Staff (if required)

The Committee will adhere to EDA guidelines and a set of By-Laws and policies will guide the Committee as it addresses the CEDS. The Coalition's officers will play active roles in policy development and work plan evaluation. Their advocacy for the organization is key to maintaining local participation.

## Big Horn Mountain Coalition Board of Directors – 2010-2011

### **1. GOVERNMENT REPRESENTATIVES (51-65%)**

*Elected officials and/or employees of a general purpose unit of state, local or Indian tribal government who have been appointed to represent the government.*

Name	Government	Position
Thomas S. Hinman	Big Horn County	Commissioner
Smokey Wildeman	Johnson County	Commissioner
Mike Nickel	Sheridan County	Commissioner
Terry Wolf	Washakie County	Commissioner
Kristina Thompson	Town of Ranchester	City Council
Jay Chaney	Town of Ten Sleep	City Council
Bill Hawley	Town of Buffalo	Mayor
Amy Kania	Town of Basin	Mayor
Tom Knapp	Town of Kaycee	Mayor

**2. NON-GOVERNMENT REPRESENTATIVES (35-49%)**

**A. Private Sector Representatives:** *Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise. (At least one required)*

Name	Company / Enterprise	Position
Robert McBride	First National Bank	Vice President
Rick Young	Bear Lodge	Owner, Principal

**B. Stakeholder Organization Representatives:** *Executive directors of chambers of commerce, or representatives of institutions of post-secondary education, workforce development groups or labor groups. (At least one required)*

Name	Organization	Position
Cindi Thiede, Ph.D.	Global Corporate College	Vice Pres. Solutions Mgmt.
Angela Jarvis	Buffalo Chamber of Commerce	Executive Director
Terry Sutherland	Worland/Ten Sleep Chamber of Commerce	Executive Director

**3. AT-LARGE REPRESENTATIVES (0-14%)**

*Other individuals who represent the principal economic interests of the region. (No minimum required)*

Name	Area of Interest	Background
Jay Stender	Workforce Development	Economic Development

**Big Horn Mountain Coalition – CEDS Committee**

**1. PRIVATE SECTOR REPRESENTATIVES (At least 51%)**

*Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise.*

Name	Company	Position
James Mader	Mader Auctions	Owner
Margo Brown	Margo's Pottery Gallery	Owner
Melissa Butcher	Rendezvous Trading	Partner
Aaron Sopko	Range Telephone Coop.	Executive
Robert McBride	First National Bank	Vice President
Ken Kerns	Double Rafter Ranch	Owner

**2. REPRESENTATIVES OF OTHER ECONOMIC INTERESTS (No more than 49%)**

*Persons who provide additional representation of the main economic interests of the region. These may include, but are not limited to: public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.*

Name	Area of Interest	Position
Cindi Thiede, Ph.D.	Post-secondary education	Asst. V.P. Workforce Development, Northern Wyo. Comm. Coll. District
Terry Sutherland	Community development	Executive Dir. Worland/Ten Sleep CoC
Tom Knapp	Municipal government	Mayor, Town of Kaycee
Thomas S. Hinman	County government	Big Horn County Commissioner
Jo Ferguson	Rural development	Wyoming Rural Dev. Council

## Overview

The Big Horn Mountain Coalition Economic Development District is located in the north central quadrant of Wyoming. The district is comprised of four counties: Big Horn, Johnson, Sheridan and Washakie. The total land area included is 12,252 square miles, or 7,840,840 acres or, or 12 percent of the state. A total of 4,538,771 acres or 58% is public land of some designation.

The District's **topography** is generally basin and range, with the area divided by the Big Horn Mountain Range. Elevations range from approximately 4,000 feet above sea level to 13,175 feet at Cloud Peak in the mountains. Distances are considerable and intra-district transportation is difficult due to the mountain range separating the area into two distinct basins.

**Air transportation** is limited to two major airports located in Sheridan and Worland, as well as county airports in Cowley, Greybull and Buffalo.

**Rail freight** service is provided through the area by the Burlington Northern (BN) linking Casper, Gillette and Laurel, Montana.

The District is intersected by two interstate **highway systems**, I-90 in the northeast and I-25 running north and south. East/west arterials are U.S. 14, 14A and 16. U.S. 20 serves as the principal arterial linking the entire Big Horn Basin with the rest of the state and southern Montana.

**Climate** is generally one of arid high plains, with average rainfalls ranging from 8 to 15 inches per year. Growing seasons are short, in some areas only 50 frost-free days per year.

The district is comprised of 58% public lands, or 4,538,771 acres. Public lands policy can have a serious impact on the District's economic viability. **Environmental** issues relating to clean water or clean air; grazing or timber harvest; endangered species or biodiversity compete for multiple-use designations on public lands.

**Natural resources** in the Big Horn Mountain Are consist of forest products such as timber and grasses, as well as recreational opportunities and an abundance of wildlife. Hunting, fishing, camping, skiing, snow mobiling, hiking, rock climbing are all attractive options to explore in the area. Other vital resources include agriculture (food and fiber production); minerals (including oil and gas); and water.

## CHAPTER ONE

### County Profiles – See Appendix A “ Socioeconomic Profile”

The following is a discussion of the socio-economic sectors of demographics, employment and income of the four counties in the District. Information is produced by Headwaters Economics utilizing the Economic Profile System (EPS). Information on population from the United States Census 2010 is included.

### Total population of the District (2010 Census): - See Addendum B – “American Fact Finder”

Big Horn County	11,668
Johnson	8,533
Sheridan	29,116
Washakie	<u>8,569</u>
	<b>57,886</b>

## CHAPTER TWO

State and local workforce – Over the last year, Wyoming added 2,000 nonfarm jobs (0.7%). Natural resources and mining (including oil and gas) posted the largest job gains (1,900 jobs, or 7.9%) followed by transportation and utilities (600 jobs, or 4.5%), professional and business services (500 jobs, or 3.2%) and educational and health services (400 jobs, or 1.5%). Job losses were seen in retail trade (-1,200 jobs, or -4.2%), leisure and hospitality (-600 jobs, or -2.0%) and other services (-200 jobs, or -1.8%). Employment remained stable in wholesale trade, information and financial activities.

Wyoming's unemployment rate decreased to 6.2% by February, 2011 (Wyoming Department of Employment). Third Quarter 2010 average monthly employment rates by county:

Big Horn – 4,263, % change 1.6  
Johnson – 3,385, % change -4.1  
Sheridan – 13,050, % change -1.6  
Washakie – 4,005, % change -0.1

### Economic Development - Situation Analysis

**Problem:** Solid waste, landfill issues – The State of Wyoming Dept. of Environmental Quality has issued guidelines for landfill requiring a clay liner to prevent leaching of contaminated water into streams. Many small communities can no longer afford to maintain their landfills due to this requirement and limited capacity.

**Opportunity:** Development of regional landfills, with recycling centers, transport facilities

**Problem:** Water and wastewater systems infrastructure – Water development is critical for continued growth and development. Rural communities are especially hard hit by a declining tax base and antiquated water, sewer and wastewater systems that must be replaced. Without upgraded facilities, communities will be in violation of EPA or state water quality standards.

**Opportunity:** Rural infrastructure funding; public/private regional partnerships; land use planning; state-federal partnerships.

**Problem:** Inadequate broadband coverage and redundancy in the District. Problems of distance, density and terrain inhibit private sector investment in the area. Small customer base due to rural population also limits private investment.

**Opportunity:** Consortiums of public/private partnerships; communications planning; grants

**Problem:** Job loss and out-migration in rural communities. Demographics indicate an aging population in the District, with loss of young college graduates.

**Opportunity:** Multi-jurisdictional partnerships with regional solutions; new funding for local businesses; entrepreneurial education and assistance programs; enhanced broadband to help local businesses connect to the outside world.

**Problem:** Comprehensive land use planning – Some counties and communities in the District still do not have adequate planning or zoning. Small rural communities rarely have professional planning staff; standards, regulations and guidelines governing land use and community design are outdated; and fee

structures for development review and the processing of permits and applications are well below the actual cost of processing and review.

**Opportunity:** Growth management tools, training, additional staff

**Problem:** Public land in the District comprises 58% of the land mass. Federal land use policies can and do inhibit growth and development. Resource Management Plans (RMP) developed by the Bighorn Forest Service and Bureau of Land Management take years to produce, often number in the thousands of pages, and the public is excluded from the planning process. A 30-60 day window to review for public comment is inadequate for most citizens to absorb what is at stake.

**Opportunity:** State agency that monitors public lands policy; grants to counties undergoing RMP so professional consultants can assist with interpretation of proposed revisions; community involvement.

**Problem:** Historic sites and scenic vistas represent potential for increased tourism in the District. Many of these resources lack infrastructure to support tourism; limited number of hotels and motels inhibit large tour operators from planning a stay; lack of regional and national marketing.

**Opportunity:** Regional marketing plan; cooperative advertising, promotion via website, social network.

## CHAPTER THREE

### Ceds goals and objectives – Defining regional expectations

Community Outreach – In preparation of the 2011-2015 CEDS, the Coalition cooperated with the Wyoming Rural Development Council to conduct community and county assessments in the following:

1. Washakie County
2. Johnson County
3. Big Horn County
4. Town of Ranchester (Five-year follow- up)
5. City of Sheridan (Five-year follow-up)
6. Town of Dayton (Five- Year follow-up)
7. Town of Basin (Five- Year follow-up)

An average assessment, plus report writing per person, is 88 hours; an average team is 4.5 members. The community assessment program essentially empowers communities by giving them the tools to plan for the future. The process is locally led from the beginning, and to be successful, requires community buy-in.

## WASHAKIE COUNTY

Countywide Assessment Attendance: 200

### Problems & Challenges

- Communication – Between entities and communities, to the public

- Infrastructure – Drinking water, sewer, streets and county roads
- Bike/Walking Trail – Within each town, between towns, to parks, historic places and tourist attractions
- Water – Irrigation water, West End Irrigation, water supply redundancy
- Medical – Need hospital expansion, new clinic, need a satellite clinic in Ten Sleep
- Workforce Development – Low wages, need more recruitment, lack of work ethic/customer service
- Housing – Lack of affordable and workforce housing, senior, assisted living

#### Strengths & Assets

- Community – Small town atmosphere, safe, clean, beauty of community and the area
- Agriculture
- Great water, clean air
- Good schools
- Diverse economic base
- Great community services

### JOHNSON COUNTY

Countywide Assessment Attendance: 200

#### Problems & Challenges

- Infrastructure – Road maintenance, water, landfill
- County facilities – Need new jail, courthouse
- Sidewalks - replacement
- Cellular coverage/high-speed Internet – lack of fiber optics, redundancy
- Community Center – Need new replacement facility
- Main street preservation and beautification
- Recreation – cultural resource program
- Day care program – added facilities
- Public transportation – none
- Preservation – trails, historic properties, museum
- Controlled growth – Planning and zoning
- Housing – Affordable, senior
- Workforce – development
- Wildlife – Protection of species
- Retain rural character – agriculture values
- Economic development – sustainability
- Tourism – marketing, activities, facilities

#### Strengths & Assets

- Community – Safe, clean, family oriented
- Volunteerism
- Good recreational activities, resources
- Risk taking
- Community pride

- Great location – mountains, open spaces, natural resources
- Residents – hard working, generous, friendly
- Good local government

## **BIG HORN COUNTY**

Countywide Assessment Attendance: 200

### Problems & Challenges

- Social services – Health, mental health, senior assisted
- Housing – Rental, affordable, subdivisions, senior assisted living
- Child care – Youth activities
- Transportation services
- Poverty – Mind set, impacts, socio/economic
- Planning – Planned growth, zoning
- Infrastructure – Landfill/recycling
- Unity and collaboration – County commissioners
- North/South Division
- Substance abuse – Prescription drugs
- Tourism potential – Untapped resource
- Workforce – Higher paying jobs, vocational training
- Rural Ag Lifestyle – Youth in agriculture, taxes
- Subdivisions – Urban sprawl, safety
- Business development – Downtown, small local businesses
- Broadband enhancement
- Community – Community center

### Strengths & Assets

- Community – Safe, old town morale, small town atmosphere
- Good public health
- Beautiful vistas – recreational activities
- Good job opportunities
- Water
- Good schools
- Family oriented
- People – Trust, caring, strong work ethic
- Tourism – Natural resources, dinosaurs

## **TOWN OF RANCHESTER**

Five-year follow-up community assessment attendance: 150

### Problems & Challenges

- Main street – Beautification, entry impact, lighting, benches, banners, flowers
- Traffic flow – public art displays, improved signage, cross walks, speed limits
- Streets – Sweeping, property clean-up
- Functionality – Reconfigure Main Street, set back commercial buildings
- Zoning
- Infrastructure – comprehensive plan needed
- Water – Quality and quantity, drainage, flood control
- Paving – Remaining streets
- Sidewalks – Curb and gutter
- Utilities – Telecommunication services, natural gas vs. propane
- Quality of life – Trails around town, pathway to Dayton parks
- Enhanced community center - Activities, after school/programs for adults
- Public safety – Response time, correct home address
- Managed growth
- Commercial development – Grocery store, restaurant, hardware store, medical facility
- Affordable housing

#### Strengths & Assets

- Library, schools
- Park, bike trails
- Senior Center, Community Center
- Location – Scenic beauty, outdoor lifestyle
- Paved streets
- Family atmosphere, safe and friendly

#### Top Priorities

- Town visuals – Beautification of Main Street and entries, enforce clean-up, signage
- Traffic flow – Main Street with middle lane, speed limits, access to business
- Schedule paving and maintain
- Water line from Tongue River Canyon
- Comprehensive Plan – Subdivision plan, projects monitored
- Pathway to Dayton
- Parks design, upgrade playgrounds, picnic tables, trash receptacles

### TOWN OF DAYTON

Five –year follow-up community assessment attendance: 90

#### Problems & Challenges

- Tourism – Marketing
- Lack of services – Retail, grocery, hardware, motel
- Law enforcement
- Infrastructure – Natural gas, main street development
- Health care – Substance abuse

- Recreation – Need community center, indoor park, park upgrades, trails/pathways, golf course

#### Strengths & Assets

- Town government leaders, fire and EMT volunteers
- Water system
- Parks, band shell
- People
- Location – Beauty
- Historical landmarks
- Community pride

#### Top Priorities

- Natural gas to community
- Managed growth – Main street development, beautification
- Motel
- Affordable housing
- Job growth
- Infrastructure – Home and business WIFI, fiber optics, telemedicine
- Medical clinic – Pharmacy
- Trail between Dayton and Rancheater

### CITY OF SHERIDAN

Five-year follow-up community assessment attendance: 150

#### Problems & Challenges

- Infrastructure
- Pathways
- Water
- Roads
- Downtown parking
- Creek reclamation
- Public transportation
- Signage
- Sustainable community development
- Housing
- Environment
- Economic diversity
- Health and human services
- Recreation – Multi-purpose center/arena, youth activities year-round

#### Strengths & Assets

- YMCA, Library
- Educational services K-14

- County and City Leadership
- Center for Vital Community
- Location, mountains, lifestyle
- People – talented, friendly, giving, caring

## CHAPTER FOUR

### Public and private partnerships

As liaison to local, state and federal agencies, the Coalition will continue to create partnerships for grant writing and administration; analysis of economic development opportunities; and strategic planning. Building relationships with the private sector is key to investment and jobs creation.

Historically, the Coalition has coordinated with several public agencies on tourism and economic development programs. An informal advisory board is made up of the following:

- Bighorn National Forest Service
- Bureau of Land Management
- National Park Service
- Bureau of Reclamation
- USDA - Conservation Districts
- State Engineer's Office
- Wyoming Business Council
- Wyoming Rural Development Council

Relationships with organizations representing the private sector include:

- Chambers of Commerce
- Forward Sheridan, Inc.
- Travel & Tourism Agencies
- Economic Development Organizations

The Coalition represents four county governments, as well as seventeen incorporated cities and towns. Priorities for assistance begin with the Coalition board of directors, and are identified by board members who represent local constituents. The Coalition currently has two private sector board members who may bring economic development opportunities to the board for consideration.

## CHAPTER FIVE

Our mission is to enhance the vitality of economic activities within the four county region and provide a high level of regional leadership, coordination and cooperation between local, state and federal entities

### Goals

#### Administration

- To provide continuing administrative support for the BHMC
- To provide training and education for the staff of the BHMC
- To provide sufficient budget for District operation

#### Community Development

- Make the region the best area to live, work and play by providing the best possible facilities and services for the citizens in the area.
- Continuously update district wide “needs assessments” in cooperation with the Wyoming Rural Development Council
- Identify and address technology and communications needs of district communities and businesses
- Retain and expand transportation capacities
- Assist in community infrastructure development

#### Economic Development

- Promote tourism
- Implement the Comprehensive Economic Development Strategy throughout the District
- Assist in development of new markets and diversified use of forest products, particularly downed timber as a result of mountain pine beetle infestation
- Assist local communities in retaining and expanding existing industrial and commercial operations
- Assist with increasing participation of key community and business leaders in planning for and obtaining quality economic growth
- Assist with new and expanding markets for agricultural products

#### Public Lands Policy

- Continue to monitor economic impacts of public lands policy administered by Bighorn Forest Service and Bureau of Land Management
- Research, educate and make public comment on revisions to Resource Management Plans developed by federal agencies

## Objectives

### Administrative

1. Maintain economic viability of the Coalition
  - a. Enhanced fundraising
  - b. Education of various publics on the role and mission of the Coalition
  - c. Increased public speaking engagements, visibility

### Community Development

2. Help to sustain local communities
  - a. Technical assistance
  - b. Grant writing
  - c. Strategic planning
  - d. Marketing support
3. Schedule educational forums, conferences on subjects germane to the local interests

### Economic Development

1. Tourism marketing and promotion
2. Find market alternatives for downed timber due to pine bark beetle epidemic

### Public Lands Policy

1. Create public awareness of potential loss of multiple use of public lands

## Suggested Projects

### Big Horn County

1. CO2 injection of area oilfields for enhanced oil recovery projects. Lead organizations would be Marathon Oil, Continental Oil and other smaller independent oil companies. Big Horn County would assist as political liaison. This would create an estimated 150 new jobs if carried out.
2. Multipurpose indoor arena at Big Horn County Fairgrounds. This facility would be used for trainings, shows and different commercial venues. At an estimated cost of \$280,000 the facility would create 1 fulltime job.
3. Museum of Aerial Firefighting. This facility would be completed at the Greybull Airport and would act as an additional tourist draw to the area. This would create 2 fulltime jobs.

### Johnson County

1. Indoor arena at Johnson County Fairgrounds. Lead organizations would be Johnson County and the City of Buffalo. This would create 5 new fulltime positions.
2. Sports complex. This facility would attract teams participating in a wide range of sports from across the region, but would add only one fulltime position. Lead organization would be the City of Buffalo
3. Community Center . This would be a multipurpose facility used not only by the community, but also as a convention and public events center. Lead organization would be the City of Buffalo. This would create an estimated 3 new fulltime positions and 4 part-time positions.

### Sheridan County

1. Add to existing pathway system. Lead organization is the City of Sheridan. With businesses looking to move to an area where quality of life is an important issue, a completed pathway system would assist in attracting 150 to 200 new jobs.
2. Indoor multipurpose facility at Sheridan County Fairgrounds. Lead organization would be Sheridan County. This facility would be expected to create 5 new fulltime positions.
3. Attract additional airline service into the Sheridan County Airport. Lead organization would be Sheridan County with input from the City of Sheridan, Forward Sheridan and the Downtown Sheridan Association. This would add 3 new fulltime positions.
4. Construct 16,000 square foot building to house the national headquarters of the National American Indian, Alaska & Hawaiian Educational Development Center. Lead organization would be the City of Sheridan. This would create 23 new jobs.

### Washakie County

1. Phase two of the Fairview Industrial Park. Lead organizations would be the City of Worland and Washakie County. This would create 12 new jobs.
2. Add to existing pathway system. Lead organization would be the City of Worland. A completed system would help attract new businesses where employee quality of life is an important issue. A completed system would assist in attracting 75 to 100 new jobs.

### Vital Projects

#### Bighorn County

1. Work to insure that permanent "lasting" road repairs are made to slide areas on US Highways 14 and 14A. Lead organizations City of Lovell, City of Greybull and Wyoming Department of Transportation. Estimated project costs at \$3,000,000.00. Funding source: Wyoming Department of Transportation.
2. Complete next phase of pathway system. Lead organization is City of Lovell. Estimated cost of the project is \$200,000.00. Funding sources: Wyoming Department of Transportation TEAL grant at \$160,000.00 and City of Lovell general fund monies in the amount of \$40,000.00.

#### Johnson County

1. Economic Development Master Plan. Cost is \$50,000.00. Lead organization is the City of Buffalo. Funding source: Wyoming Business Council \$40,000.00 CDBG, and City of Buffalo \$10,000.00 general fund monies.

#### Sheridan County

1. Completion of street paving in the High Tech Business Park. Cost is \$400,000.00. Lead Organization is City of Sheridan. Funding source: Wyoming State Loan and Investment Board grant \$350,000.00 and City of Sheridan Optional One Cent tax monies \$50,000.00.
2. Completion of Historic Preservation/Economic Development Master Plan for the City of Sheridan's Historic Railroad District. Cost is \$50,000.00. Lead organizations are Sheridan County and the Downtown Sheridan Association. Funding source: Wyoming Business Council \$40,000.00 CDBG, Sheridan County \$3,000.00 general fund monies and Peter Kiewit Foundation \$7,000.00.
3. Completion of RV Park upgrades at Sheridan County Fairgrounds to make facility more user friendly. Cost is \$100,000.00. Lead organization is Sheridan County. Funding source: Sheridan County general fund monies.

4. Renovation work to the historic WYO Theater in downtown Sheridan. Renovation work will result in teaching and training classroom and office space and building upgrades. Cost is \$2,200,000.00. Lead organizations are City of Sheridan and Sheridan College. Funding source: Wyoming Business Council \$2,000,000.00, City of Sheridan \$200,000.00.

5. Completion of current facilities at High Tech Business Park for Vacutech. Vacutech is constructing a 45,000 square foot building to house their new operations. Business is expected to create 30 to 50 new jobs. Funding source: private.

6. Renovate lower level of Public Health Building and add newly constructed portion to create space for the Sheridan Area Free Clinic. Cost of this work is \$491,700. A grant application has been submitted to the Wyoming Business Council. This would create three fulltime positions.

#### Washakie County

1. Phase one of Fairview Industrial Park. Cost is \$727,656.00. Lead organization is City of Worland. Funding source: Wyoming Business Council \$617,656.00, City of Worland \$110,000.00.

2. Worland Aquatic Center. Cost \$8,600,000.00. Lead organizations are City of Worland and Washakie County. Funding source: Washakie County one percent special use sales tax.

3. Complete two miles of pathway. Cost is \$250,000.00. Lead organization is City of Worland. Funding source: Wyoming Department of Transportation TEAL grant \$200,000.00, City of Worland \$50,000.00 in general fund monies.

## CHAPTER SIX

### CEDS Plan of Action

#### **Project Selection**

Projects selected for the Action Plan fall under the listed goals in Chapter 5 and are considered vital to the success of the Big Horn Mountain Coalition's CEDS. That success, in turn, will be an important factor in continuing economic growth throughout the region.

#### **Acronyms**

**BC**-Big Horn County

**BHMC**-Big Horn Mountain Coalition

**COB**-City of Buffalo

**COG**-City of Greybull

**COL**-City of Lovell

**COS**-City of Sheridan

**COW**-City of Worland

**DSA**-Downtown Sheridan Association

**FSI**-Forward Sheridan Association

**JC**-Johnson County

**JCSD**-Johnson County School District

**NWCCD**-Northern Wyoming Community College District

**PKF**-Peter Kiewit Foundation

**SAFC**-Sheridan Area Free Clinic

**SC**-Sheridan County  
**SLIB**-State Loan & Investment Board  
**SPCR**-State Parks & Cultural Resources  
**USDA/FS**-United States Department of Agriculture/Forest Service  
**USDA/RD**-United States Department of Agriculture/Rural Development  
**WBC**-Wyoming Business Council  
**WC**-Washakie County  
**WRDC**-Wyoming Rural Development Council  
**WTB**-Wyoming Tourism Board  
**WYDOT**-Wyoming Department of Transportation

**CEDS Action Plan**

**Administrative Goals**

<b>Task to be Implemented</b>	<b>Lead Org.</b>	<b>Implementation of Plan</b>	<b>Expected Results</b>	<b>Performance Measures/Evaluation</b>	<b>Schedule</b>
To provide continuing administrative support for the BHMC.	BHMC	The Coalition will continue seeking dues paying members to ensure that funds are available to continue employing administrative support staff.	Expect continued administrative support.	In progress, but successful to date. Estimated jobs created, 0.	Ongoing
To provide training and education for the staff of the BHMC.	FSI, SC, BHMC	Forward Sheridan Inc. and Sheridan County will work with BHMC to provide grant training and economic development training for BHMC staff.	Expect continued training to expand staffs ability to assist the Coalition and its development partners.	Process in progress. Estimated jobs created, 0.	Ongoing
To provide sufficient budget for District operations.	BHMC	The Coalition will continue working with dues paying members and partners to ensure funding streams remain open to enable the District to continue operations. The Coalition will continue to work toward increasing membership.	Continued economic support of the District.	Though two dues paying entities have opted out of the Coalition over the past couple of months, the District plans to get them back and increase membership once a new Director is hired. Estimated jobs created, 0.	Ongoing

CEDS Action Plan

Community Development

Task to be Implemented	Lead Org.	Implementation of Plan	Expected Results	Performance Measures/Evaluation	Schedule
Make the region the best area to live work and play by providing the best possible facilities and services for the citizens in the area.	JC, COB, WBC	Construct Indoor Arena at the Johnson County Fairgrounds	Increase quality of life for those living in the area or planning to relocate to the area.	Estimated cost of this project is \$500,000. City and County would submit grant application to the Wyoming Business Council for assistance. Other funding from City & County general funds. Estimated jobs created, 5.	Planning
	JCSD, COB, JC	Construct multi-use sports complex. Facility would be used by high school, junior high school, and public. Facility would also be used to attract teams and individuals from outside the region.	Increase quality of life to locals and individuals looking to relocate to the region.	Estimated cost of this project is \$3,000,000. The City, County and School District would participate in funding. Estimated jobs created, 3.	Planning
	COB, WBC	City of Buffalo Community Center. Facility would be used by locals and visiting convention groups.	Increase quality of life for locals while attracting outside convention groups.	City of Buffalo is trying to locate a surplus government building (old school) to convert to a community center. The Wyoming Business Council assists in funding these types of projects. Estimated jobs created, 2.	Planning
	COS, WYDOT, SPCR	The City of Sheridan is continually adding to its extensive pathway system. There are current projects under construction and others in the planning stage.	Increase quality of life for locals and use as selling point to attract new businesses interested in quality of life issues for their employees.	<b>Current pathway projects under construction total \$650,000. Funding from WYDOT, SPCR, and Sheridan Optional one cent sales Tax. Estimated jobs created, 0.</b> Other projects in the planning stage total more than \$1,000,000. Estimated jobs created, 0.	<b>2011/12</b> Planning/2 015

CEDS Action Plan

Community Development

Task to be Implemented	Lead Org.	Implementation of Plan	Expected Results	Performance Measures/Evaluation	Schedule
Make the region the best area to live, work and play by providing the best possible facilities and services for the citizens in the area.	SC, SLIB	Construct multipurpose convention and exhibit facility at Sheridan County Fairgrounds.	Increase quality of life for locals and attract conventions and programs (cars and gun shows etc.)	Sheridan County has completed a \$100,000 master plan for the fairgrounds, funded by SC, SLIB. Estimated jobs created, 0. The multipurpose building itself is estimated to cost \$6,500,000. Estimated jobs created, 4.	2009 Planning
	SC, WBC, SAFC	Renovate the lower level of the County Public Health Building and add newly constructed portion to serve as future home of the Sheridan Free Clinic.	Improve quality of life for low income residents of Sheridan County by providing better medical service.	Sheridan County is donating a portion of the Public Health Building and reaming lot area. Project cost is \$491,700. Grant application has been submitted to the Wyoming Business Council. Estimated jobs created, 3.	2012 pending grant approval
	COW, WYDOT	Add to existing pathway system. Complete current project under construction and continue with planning stages for future additions.	Increase quality of life for locals and attract businesses interested in quality of life issues for their employees.	The current pathway ( 2 miles) under construction cost \$250,000. This project is funded by WYDOT and the City of Worland. Estimated jobs created, 0. Future pathway projects are in the planning stages. Estimated jobs created, 0.	2011 Planning and design
	COL, WYDOT	Add to existing pathway system.	Increase quality of life for local residents and help attract new businesses to the area.	Currently in the design and planning stage of this project. Cost \$200,000. Will seek funding assistance through WYDOT TEAL grant and City of Lovell general fund. Estimated jobs created, 0.	Planning and design 2013

CEDS Action Plan

Community Development

Task to be Implemented	Lead Org.	Implementation of Plan	Expected Results	Performance Measures/Evaluation	Schedule
Make the region the best area to live, work and play by providing the best possible facilities and services for the citizens in the area.	COS, WBC, NWCCD	Renovate the City owned WYO Theater in Historic Downtown Sheridan.	Increase quality of life for locals by improving facility for public performances and college courses.	Project is in the final design stages. Cost is \$2,200,000. The Wyoming Business Council has approved a \$2,000,000 grant with remaining coming from City of Sheridan General fund. Estimated jobs created, 3.	To be complete by early 2013
	COW, WC	Construct a Worland Aquatic Center.	Improve quality of life for locals and help attract major events and teams from outside the region.	Project is in the planning and preliminary design stages. Estimated cost is \$8,600,000.00. Funding for this project would come from Washakie County one percent special use tax. Estimated jobs created, 3.	Planning
Continuously update District wide "needs assesment" in cooperation with the Wyoming Rural Development Council	BC	Construct multipurpose indoor arena at Big Horn County Fairgrounds.	Improve quality of life for locals and attract visitors and participants from outside region.	Project is in the planning stages. Estimated cost is \$280,000. Estimated jobs created, 1.	Planning
	BHMC, WRDC	Work closely with the Wyoming Rural Development Council and all cities, towns and counties within the District to continually up date assesment.	A program that is continually reviewing area needs and that evaluates those needs on a regular basis.	Review and prioritize needs, and reprioritize as needs change. Insure that community and quality of life needs are continually met so as to serve regional residents and attract new business. Estimated jobs created, 0.	Ongoing

**CEDS Action Plan**

**Community Development**

Task to be Implemented	Lead Org.	Implementation of Plan	Expected Results	Performance Measures/Evaluation	Schedule
Identify and address technology and communications needs of the district communities and businesses.	BHMC, FSI, Cities, Towns & Counties, area business.	The Coalition will work closely with Forward Sheridan, City, Town & County governments, businesses and economic development groups within the District.	This will help keep the technological needs of the Coalition's partners updated.	This process is conducted through surveys sent out by the BHMC with data received being logged and discussed at BHMC monthly meetings to help prioritize needs. Estimated jobs created, 0	Ongoing
Retain and expand transportation capacities.	BHMC, WYDOT, Cities, Towns & Counties, BNSF	Review of transportation capacities will help to insure that Coalition partners are capable of supporting the needs of expanding businesses and attracting new businesses.	Local needs will be continually meets while insuring that capacity will remain ahead of growth.	This is a process in which the Coalition is working with members, and the Wyoming Department of Transportation, local trucking companies and the Burlington Northern Railroad to ensure adequate transportation capacities. Estimated jobs created, 0.	Ongoing
Assist in community infrastructure development.	BHMC, Cities, Towns & Counties, SLIB, WBC, USDA/RD	Meet with and stay in contact with Coalition partners in review of 5 year capital improvement plans to ensure those plans will provide adequate infrastructure for local quality of life needs and continued economic development and growth needs. This work will also include assisting Coalition partners in the search for possible funding opportunities to completed need work.	Keep infrastructure in Cities, Towns and Counties a level conducive to meeting local needs and continued economic development growth.	This continuing process insures that communities are looking forward in meeting infrastructure needs and assists those communities with funding capital improvement projects. Estimated jobs created, 0.	Ongoing

CEDS Action Plan

Economic Development

Task to be Implemented	Lead Org.	Implementation of Plan	Expected Results	Performance Measures/Evaluation	Schedule
Promote Tourism.	COL, COG, WYDOT	Complete permanent repairs to US Highways 14 & 14A (main tourist routes to Yellowstone Park).	Increase in tourist traffic over these two highways to Yellowstone National Park.	The Highway 14 project is under construction. Cost \$750,000, funded by WYDOT. Estimated jobs created, 0. <b>Highway 14A project is in the design phase. Cost is \$2,500,000 funded by WYDOT. Estimated jobs created, 0.</b>	2011, <b>2013/14</b>
	SC	Complete water fill and dump station construction for RV parking area at Sheridan County Fairgrounds.	Increase use of RV parking area at Sheridan County Fairgrounds.	Construction on project will begin in September 2011. Cost is \$100,000. Project funded with County general fund monies. Estimated jobs created, 1.	2011
	COG, BC	Complete renovation and construction work on the Museum of Aerial Firefighting.	Increased tourist traffic to the City of Greybull and Bighorn County.	Project is in the planning and funding stages. Estimated jobs created, 2.	2015
	SC, DSA, FSI, COS, WYDOT	Attract additional airline service to the Sheridan County Airport.	Increase in tourist traffic to the City of Sheridan and Sheridan County.	This is a continuing process involving negotiations with WYDOT, Sheridan County, local economic development groups and Delta Connect. Estimated jobs created, 3.	2012/13
	BHMC, SC, BC, WC, JC, WTB	Continue to work with State and Coalition tourism development groups. To promote tourist travel in the region.	Increased tourist traffic to the region.	Work will continue in this area with meetings between the BHMC, County governments and the Wyoming Tourism Board. Estimated jobs created, 0.	Ongoing

**CEDS Action Plan**

**Economic Development**

Task to be Implemented	Lead Org.	Implementation of Plan	Expected Results	Performance Measures/Evaluation	Schedule
Implement the Comprehensive Economic Development Strategy throughout the District.	BHMC	Ensure that District members understand the importance of the CEDS and that all members of the BHMC participate in carrying out the Action Plan and contribute in reviewing and upgrading the document.	Continued upgrades to the CEDS and expanded use of the CEDS as it continues to grow.	Work and meetings will continue with expansion and increased reliance on the CEDS. Estimated jobs created, 0.	Ongoing.
Assist in development of new markets and diversified use of forest products, particularly downed timber resulting from mountain pine beetle infestation.	BHMC, USDA/FS,	Continue to meet and work with the Forest Service in announcing the viability of timber leases while developing proposals for use of downed timber.	Increased use of downed timber and wider awareness of available timber leases.	The BHMC will continue to work with regional businesses to discuss possible uses for mountain pine beetle infested timber (pellet stove fuel), and increase awareness of available timber leases. Estimated jobs created, 0.	Ongoing
Assist local communities in retaining and expanding existing industrial commercial operations.	COS, WBC, SCSD	Construct 16,000 square foot building to house the national headquarters of the National American Indian, Alaskan and Hawaiian Educational Development Center.	Result in the establishment of national headquarters in Sheridan.	This project is entering into the design stage. On 8/15/2011 the City of Sheridan approved submission of a grant application to WBC for design funding. Estimated jobs created, 23.	2014
	COW, WBC	Complete phases one and two of the Fairview Industrial Park in Worland.	Increase in available space for expansion of existing businesses and to attract new development.	Complete phase I. Cost \$727,656. Funding, WBC \$617,656 and CW \$110,000. Estimated jobs created, 50. <b>Complete phase II of business park. Funding CW. Estimated jobs created, 50.</b>	2011 <b>2015</b>

**CEDS Action Plan**

**Economic Development**

Task to be Implemented	Lead Org.	Implementation of Plan	Expected Results	Performance Measures/Evaluation	Schedule
<p>Assist local communities in retaining and expanding existing industrial and commercial operations.</p>	<p>COB, WBC</p>	<p>Complete and economic development plan for the City of Buffalo.</p>	<p>A completed master plan to help focus the City on which development areas need attention.</p>	<p>A grant application for this project has been submitted to the Wyoming business Council for consideration. Cost is \$50,000. Funding will be \$40,000 WBC and \$10,000 in COB general fund monies. Estimated jobs created, 0.</p>	<p>2013 pending approval.</p>
	<p>COS, SLIB</p>	<p>Complete paving work at the City of Sheridan's High Tech Business Park.</p>	<p>Completion of work will finish phase I and attract more interest in the park.</p>	<p>The roadways to, and within the park are to be paved. Cost is \$400,000. Funding is from SLIB grant in the amount of \$350,000 and COS \$50,000.00, general fund. Estimated jobs created, 75.</p>	<p>2011</p>
	<p>SC, DSA, WBC, PKF</p>	<p>Complete City of Sheridan's Historic Railroad District's Historic Preservation/Economic Development Master Plan.</p>	<p>Completed master plan will focus District on areas that need attention for economic improvement.</p>	<p>Sheridan County and the Downtown Sheridan Association are in the process of posting an RFP for a consultant to complete this work. Cost \$50,000. Funding, SC \$3,000, WBC \$40,000, PKF \$7,000. Estimated jobs created, 0.</p>	<p>2012</p>
	<p>Vacutech (private)</p>	<p>Complete construction of 45,000 square foot building for Vacutech at the City of Sheridan's High Tech Business Park.</p>	<p>A new facility that will allow Vacutech to relocate its business to Sheridan.</p>	<p>This facility is currently under construction and will be completed within 6-7 months. Cost unknown. Funding is private. Estimated jobs created, 30.</p>	<p>2012</p>

**CEDS Action Plan**

**Economic Development**

Task to be Implemented	Lead Org.	Implementation of Plan	Expected Results	Performance Measures/Evaluation	Schedule
Assist local communities in retaining and expanding existing industrial and commercial operations.	BHMC, BC, regional oil and power	Work with local oil companies in Big Horn County and coal fired generating plants in Campbell County toward the sale and shipment of CO2 to Big Horn County oilfields for use in enhanced recovery operations.	An increase in enhanced oil recover operations and an increase in oil production. In Big Horn County	BHMC will work as a facilitator in the project. If carbon sequestration is required, captured emissions can be sold to oil companies for use in enhanced recover operations. Funding, private. Estimated jobs Created, 0.	Ongoing
Assist with increasing participation of key community and business leaders in planning for and obtaining quality economic growth.	BHMC	Set up meetings with city and county government leaders, chambers of commerce, economic development organizations and regional business owners to coordinate District policy and objectives.	A better coordinated effort in developing an economic development vision.	BHMC will work as coordinator and facilitator in carrying out this portion of the plan. This will be carried out on a continual basis. Funding, BHMC. Estimated jobs created, 0.	Ongoing
Assist with new and expanding markets for agricultural products.	BHMC	Work with the state to promote Wyoming ag products in other countries, particularly China.	Increased sales of Wyoming ag products outside the country.	BHMC will work with the state to coordinate this effort. Data on sales will be kept and evaluated to determine limits of success. Estimated jobs created, 0.	Ongoing

**Public Lands Policy**

Continue to monitor economic impacts of public land policy and administration by the Bighorn Forest Service and Bureau of Land Management.	BHMC	Attend meetings where policy regarding Forest Service and Bureau of Land Management use is discussed. Support multiple-use of all Public Land and policies which encourage economic development in the region.	Increased use of Public Lands for tourism, grazing, timber harvest and minerals exploration and development.	Continue to collect data regarding various uses of Public Land and make comparisons to past use. Estimated jobs created, 0	Ongoing
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**CEDS Action Plan**

**Public Lands Policy**

Task to be Implemented	Lead Org.	Implementation of Plan	Expected Results	Performance Measures/Evaluation	Schedule
Research, educate and make public comment on revisions to Resources Management Plans developed by federal agencies.	BHMC	Attend all public policy meetings with the Forest Service, Bureau of Land Management, Bureau of Reclamation and National Park Service.	The District will be able to express its opinions regarding any proposed policy changes.	Collect data regarding proposed policy changes and actual policy changes, if any. Determine if said changes are detrimental or beneficial. Estimated jobs created, 0.	Ongoing

## CHAPTER SEVEN

### Performance Measures

#### Process

1. The Coalition's CEDS Committee will review the Action Plan on an annual basis to determine its effectiveness. The Director will prepare an Annual CEDS report covering the period from July through June for review by the CEDS Committee. The report will review achievements, shortfalls, changes in availability of resources, changes in economic conditions, and any changes in funding or potential sources of funding.

2. The results of the review will determine what portions of the Action Plan have been effective, and which portions have not. The report will indicate where changes are need as far as commitment of staff resources, which goals are being achieved and which strategies need to be changed. The review will determine if the prioritization of projects has been effective or if those priorities should be changed.

3. Following a review of the report by the Coalition's CEDS Committee, any necessary revisions or upgrades to the Action Plan will be made. A final report will then be submitted to EDA.

#### Performance Measures

Evaluation criteria used by the CEDS Committee may be changed as needed to improve effectiveness in this process. The Coalition believes the CEDS process to be dynamic and continually evolving. The evaluation process is as follows:

1. Determine the number of jobs created as a result of Coalition involvement, in all categories.
2. Determine the total number of jobs retained by implementation of the CEDS.
3. Determine Quality of Jobs created or retained by evaluating the occupation, the types of skills required, education required, benefits package, the actual wage or salary and other possible factors.
4. Determine the amount of private sector investment in the region that is directly related to implementation of the CEDS.
5. Determine what changes in the region's economic environment can be directly attributed to the implementation of the CEDS.
6. Determine the number and different types of investment made in the region.
7. Determine how successful the Coalition has been in achieving goals and objectives outlined in the Action Plan.
8. Determine what changes need to be made in less successful areas in order to meet the strategies, goals and objectives outlined in the CEDS.
9. Determine which, as a result of changes in the economic climate, strategies, goals and objectives are no longer relevant or applicable.
10. Determine what changes are required in the strategies, goals and objectives to be successful with any new economic opportunities that may arise.

11. Determine what recommendations should be made regarding any needed changes in the Action Plan's order of priorities.

The CEDS Committee will continue to analyze changes in unemployment, personal income, population fluctuations, and economic trends at the state and national levels. However, with Wyoming's long history of being counter cyclical in comparison the national economic trends, that information will not be relied upon in determining changes to the Coalition's regional Action Plan.

## **APPENDIX A**

The CEDS region consists of four (4) counties that make up the Economic Development District (EDD). All four counties are represented in the descriptive information and analysis. With the four counties are seventeen (17) incorporated communities and three (3)unincorporated communities.

**SocioEconomic Profiles are attached by County**