



Summary of Economic Development Publications and Recommendations for the State of Wyoming

Economic Analysis Division
Buck McVeigh, Administrator

Prepared by Amy Bittner, Economist

January 5, 2005

Department of Administration and Information
Economic Analysis Division
1807 Capitol Ave., Suite 206
Cheyenne, Wyoming 82002
Phone: (307) 777-7504
Fax: (307) 632-1819
E-mail: ead@state.wy.us
Website: <http://eadiv.state.wy.us>

Table of Contents

| | |
|--|----|
| 1962 Armour Research Foundation: <i>A Study for Industrial Development of the State of Wyoming – Final Report</i> (prepared for the Wyoming Natural Resources Board)..... | 1 |
| 1964 IIT Research Institute: <i>An Economic Development Program for the State of Wyoming</i> (prepared for the Wyoming Natural Resource Board)..... | 2 |
| 1968 Wyoming Research Associates: <i>Economic Development in Wyoming</i> | 3 |
| 1969 Wyoming Department of Economic Planning and Development (DEPAD): <i>Wyoming’s Quality Growth Plan</i> | 4 |
| 1970 University of Wyoming: <i>Wyoming – Comprehensive Economic Studies to Facilitate Development Through Planning</i> (2-part series prepared by William Morgan for DEPAD) | 5 |
| 1970 DEPAD: <i>Report on Governor’s Conference on the Wyoming Economy And its Environment, November 17, 1969, Sheridan, Wyoming</i> | 5 |
| 1984 Industrial Development Task Force: <i>Report to the Governor with Recommendations for Economic Growth</i> | 6 |
| 1985 Wyoming Futures Project: <i>Building a Stronger Wyoming – Opportunities in A Troubled Economy</i> | 8 |
| 1986 Fantus Company: <i>Marketing Strategy Program and Target Industry Identification</i> (both prepared for WCDA)..... | 9 |
| 1987 Division of Research and Statistics: <i>The Wyoming Economy – An Historical Perspective</i> | 10 |
| 1990 Heritage Society: <i>Blueprint for Business – A Strategic Plan for Wyoming</i> | 11 |
| 1992 Legislative Management Audit Committee Program Evaluation: <i>Economic Development</i> | 16 |
| 1993 Arthur Anderson: <i>Assessment of the Impact of Economic Development Projects on the State of Wyoming</i> (prepared for Wyoming Division of Economic And Community Development) | 17 |
| 1997 Steering Committee for Business Development: <i>A Business Plan for Wyoming – A Proud Heritage and a Challenging Future</i> | 19 |
| 1998 Wyoming Public Policy Forum: <i>For Wyoming’s Future – An Economic Development Plan for the People of Wyoming</i> | 20 |
| 2000 Deloitte & Touche: <i>Benchmarking and Target Industry Analysis</i> (prepared for Wyoming Business Council)..... | 21 |

1962 Armour Research Foundation: A Study for Industrial Development of the State of Wyoming – Final Report (prepared for the Wyoming Natural Resources Board)

- Criteria for selecting industries:
 - Strong growth potential nationally.
 - Already some orientation in Rocky Mountain region.
 - Adaptable to Wyoming.
 - Complimentary to other existing or potential industries.
- Possible industries: electronics, tourism, chemicals, wood products, and research
- Chemical and wood products rely on Wyoming natural resources.
- Areas with excellent potential:
 - Direct mail service
 - Jewelry
 - Missile-aircraft-subcontracting
 - Musical instruments
 - Office machines
 - Plastic products
 - Surgical instruments
 - Sporting goods
 - Toys
 - Vending machine mechanisms
- Wyoming's positive attributes for economic development:
 - Diverse geography – recreation opportunities.
 - Temperate weather.
 - Coal reserves for electric power
 - Tax structure (no corporate or personal income tax)
 - Natural resources are a strong base in which to build future industrial growth.
- Limitations to economic development in Wyoming:
 - Small population
 - Out migration of work force (ages 15-44)
 - Population scattered over small communities, which limits labor supply mobility.
 - Economy oriented around natural resources, most employment is in agriculture and mining (employment not diversified).
 - Mechanization in natural resources limits employment growth.
 - Export of natural resources limits their contribution to overall economic development in Wyoming.
 - Transportation costs and lack of local markets limit manufacturing.
 - Water is diverted to irrigation instead of industrial (higher return on water usage for industrial ~ 40 times the value of irrigation).
 - Lack of industrial capital.
 - The minority has been able to discourage growth, unfavorable community response to industrial growth (Attitude: “Fine the way it is”).
 - In the past, there has been a limited community action towards industrial development.

- A Research facility would help bring industry in. Open space, climate, security isolation are ideal for research in open-air activities, range testing, and Federal government research.

1964 IIT Research Institute: *An Economic Development Program for the State of Wyoming* (prepared for the Wyoming Natural Resource Board)

- Criteria for prospective firms interested in locating to Wyoming:
 - Should have 25% or more sales increase in past five years (1958-1963).
 - Prospects should have no present office in Rocky Mountain regions and hopefully none on the West Coast.
 - Firms should be part of an industry with an attractive growth pattern.
 - Prefer commercial-manufacturing activities.
- Three basic activities that a state organization responsible for economic development should undertake:
 - Community development
 - Expansion of present industry in the State.
 - New industry development as well as other forms of economic development.
- Responsibilities for each of these actions must be provided for within the normal operations of the Wyoming Natural Resource Board or alternatively with some other organization/group within the State that must take responsibility for some facets of these functions.
- Community development: group should assist with local problems and provide guidance and information, provide screening information, and provide assistance to communities, examples:
 - Schedule local or statewide meetings for updating communities' knowledge of state program for industrial development.
 - Increasing communities' knowledge of general approaches to industrial development.
 - Discuss communities' activities and problems they have had developing or soliciting industry.
- Expansion of present industry: economic development group should be aware of the interests and activities of major firms in the State.
- Attracting new industry: groups should correspond and have personal contact with firms interested in locating in the State.
- Detailed plan of action should be developed, which would include specific functions to be performed and a schedule for their accomplishment, a calendar of events.
- A sufficient budget should be created to cover the activities necessary for economic development: suitable staff, advertising, travel expenses, and other costs.
- Change the name of Wyoming Natural Resource Board? Prospective firms should be aware that the state group responsible for economic development is interested in things other than natural resources, need an appropriate title for group.
- Create brochure about industrial and economic activity for interested firms. Brochure should include facts about business climate, labor, taxes, transportation, power, living conditions and other interesting facts.

- Manual should be provided to communities on how to continue their programs of industrial development.
- Group should continue to encourage local communities about their program so they do not give up on economic development or lose interest.
- Other forms of generating interest in firms moving to the State: slide/movie presentations about Wyoming, fact sheets on the State and its communities, cost of operations (labor, building costs, transportation).
- Consider out of town meetings with prospective firms.
- IIT Research Institute provided reports to the Wyoming Natural Resource Board detailing the economic development trends of the following industries:
 - Athletic reconditioning, Barbie Dolls, Cement production, Direct mail, Jade market, Malt Brewing, Marble, Potatoes and potato chips, Sand and glass, Sporting goods, Sulfur deposits, Trailers and campers, Turn key construction, Underground storage, Vermiculite, Limestone.
- Wyoming could offer a profitable market for outdoor sports, sporting goods and also in the manufacture of travel trailers/campers.

1968 Wyoming Research Associates: *Economic Development in Wyoming*

- At the time, agricultural sector employed the largest number of people.
- Historically, Wyoming has been dependent on development of natural resources and production of raw materials.
- Wyoming could compete successfully in “high value/density components” such as production and assembly of precision instruments, and electronics equipment.
- Growth in travel and tourism: Expand beyond YNP and GTNP, provide stability to industry.
 - Reduction of seasonality of enterprises through increased development of winter sports and outdoor recreation opportunities. Also attract business and convention visitors.
 - Transportation facilities development and access to scenic attractions.
 - Improvement of size and overall quality of facilities in general.
 - Concentration on development of major support facilities in key locations around the State.
- Financial issues related to travel industry:
 - Heavy summer traveler distribution, large investments for just 3-4 month span.
 - Rapid turnover of small businesses.
 - Changes in character of new facilities make it difficult to obtain venture capital required to finance and build new facilities (increased demand of sophisticated accommodations), the complexity of travel support businesses and resorts makes it difficult to finance with local capital. Will there be outside venture capital in sufficient amounts?
 - Positive attributes: space, nearness to natural resources, few labor and racial problems, outdoor recreation, tax climate, lack of state indebtedness.
 - Negative aspects: transportation, marketing problems, labor unavailability, cold climate.

- Impediments to investment in recreation and tourism: seasonality, lack of information about Wyoming, low levels of return.
- Attempt should not be to attract more visitors, but offering sufficient attractions, accommodations to give people traveling through Wyoming a reason to stay in the State instead of just traveling through it to get to some other destination.

1969 Wyoming Department of Economic Planning and Development (DEPAD): *Wyoming's Quality Growth Plan*

- Wyoming has a quality living environment – natural resources, lack of social problems, stable and sound government, well-financed education.
- Also has a favorable tax climate and quality growth environment.
- Simple economy – few people, no major manufacturing, economy of natural resources, agriculture, minerals, metals, mining, tourism/recreation.
- Assumption: Wyoming cities possess prime ingredient of a model growth center, i.e. progressive schools, churches, parks and recreation areas, proper water and air controls, transportation availability and land availability.
- Wyoming has a quality living environment because of its isolation from greater social problems found in the rest of the nation and the world.
- But Wyoming has lost its isolation or local autonomy - out migration of educated, skilled young people (seen as temporary).
- The focus should be on quality of in-migrants.
- Target private enterprises and industry – assume they will be jumping at the chance to participate in the plan.
- Central growth plan: land availability at reasonable prices, growth attitudes, Wyoming cities have to examine themselves to see how well they qualify as model growth cities.
- Broadening, growing tax base provided by the expanding minerals industry will make unnecessary any dramatic change in the present Wyoming tax structure.
- Mineral industry provides tax base that protects from increasing taxes in the future.
- New industry is the heart of the plan.
- Training center, education center should be near growth center.
- State provides financial tools through Wyoming Industrial Development Corporation, Wyoming Industrial Revenue Bond Law and progressive industrial banking.
- Money imported from outside State of Wyoming.
- In the past growth has been driven by increase in population which then creates urban problems.
- Development money should seek model growth center potential and bring with it a new seed industry to start a growth center on its way to an optimum size then seek another growth center.
- Order of growth: low cost land acquisition, development, financing, new industry, new residential areas, new commercial and shopping centers.
- Private industry has the power to de-urbanize America and diversify rural America.
- Planning cannot work until rural exodus is stemmed.
- Future economic opportunity depends on reversal of population loss
- Is Wyoming the answer to urban problems?

1970 University of Wyoming: Wyoming - Comprehensive Economic Studies to Facilitate Development Through Planning (2-part series prepared by William Morgan for DEPAD)

- Most farm and ranch output is shipped out of state to be processed and comes back with substantial value added.
- Wyoming lacks economic concentration needed to make efficiencies possible.
- Agriculture lacks the accrual of economic efficiencies when the geographic concentration of an industry reaches a certain level (efficiencies tend to encourage further concentration and further efficiencies).
- 1969 – 1400 uranium workers
- 1970 – 350 coal employees
- 1969? 1970? – 1300 trona employees
- 1965 – 1,000 timber/lumber
- Primary sector: agriculture, mining, timber (natural resources industries)
- Secondary sector: manufacturing and construction
- Manufacturing is the largest employment and value added sector in the U.S. economy, but is the smallest in Wyoming's economy.
- Mid-1950's to mid-1960's manufacturing in the State grew steadily, slowly.
- 1965 manufacturing employment declined but does not include the employment increases from two electronic firms: Datel and Control Data Corp. – 600 employees (success stories?)
- Manufacturing – Polaris Snowmobile, Walker Manufacturing, Control Data, Datel, Ideal-Aerosmith, Wyott Manufacturing. Establishment of these firms creates optimism.
- Tertiary Sector – Trade and Services (2/3 of total employment).
- Wyoming Industrial Development Corp. has reduced the problems with obtaining large amounts of capital for new ventures within the State.
- State's resources should be managed to achieve specific goals: inventory resources, analyze current economic situation, identify growth potential, identify restraint to growth.
- Lead sectors: minerals, agriculture, tourism/recreation, manufacturing (manufacturing is by product of agricultural and minerals).
- Economic activity – two kinds – export and local – important to make a distinction between the two because export activity is important as an initiating force in fostering economic growth in an area.
- What the State can supply: labor supply, capital, and technical change.

1970 DEPAD: Report on Governor's Conference on the Wyoming Economy and its Environment, November 17, 1969, Sheridan, Wyoming

- Report is a summary of speakers at a conference held in Sheridan, Wyoming.
- Topics of conference included renewable resources, nature as an economic resource, natural resources at work for Wyoming, looking ahead, education and Wyoming's economy, and water.
- A stable and healthy agricultural economy could make a large contribution to the overall prosperity of the State. (Agriculture is the second largest industry in the State at the time).

- Question posed: Does the Federal government play a role in Wyoming's economy via public lands (i.e. recreation)?
- Report assumed big future for uranium production, that more land will be explored for uranium.
- Pulp and linerboard mill as a possible industry for the State to pursue, Southwestern, Wyoming as a timber resource.
- Wyoming success stories: Datel, Control Data Corp, Nu Tron electronics.
- Seven statewide districts for funding the seven community colleges.
- Improving agriculture: fearful of growth, impact on agricultural lands, industry impact on lands, mining impact.
- Conservationist: want to maintain status quo, but acknowledge things will change, fear wildlife impacts, clean air/water issues.
- Positive attributes of Wyoming in general: sunny weather, four seasons, good railway system and highways, airlines are open almost daily, dry climate is good for industry, literate citizens, and good labor management relations.
- Recreation: conservationist vs. economic growth.

1984 Industrial Development Task Force: *Report to the Governor with Recommendations for Economic Growth*

- Legislation to be passed to permit WCDA to function on a non-exclusive basis as a centralized state authority for the issuance of industrial revenue bonds.
- There should be executive or legislative authority for State Treasurer to purchase the guaranteed portion of Small Business Administration and Farmer's Home Administration capital construction loans at reduced rates.
- State Treasurer should be authorized to invest \$50,000,000 of guaranteed portion of SBA and FHA, purchase of loans would be based on rate which was 4% less than the long-term treasury rate for the first five years of loan, after first five years interest rate would be based on the current market rates (reduced cost of loans would be attractive inducement for business development and expansion).
- Legislature should create and fund an economic development board – should be bi-partisan, with appropriate geographic and interest representation.
- Small business regulatory reform – a new position established within state government through Attorney General's office for one year, all state agencies will review their substantive and procedural requirements in an effort to reduce the burdens of compliance on small businesses and individuals.
- Major facility regulatory reform – streamline the permitting of major industrial facilities.
- Administrative discretion – used to improve state and private sector cooperation and increase efficiency.
- Local government technical assistance – a program between lead state agency and local economic development agencies. It should include periodic joint strategy sessions, sharing of information on industry types making inquiries about Wyoming locations, preparation and sharing of current statistical data that can be used by local agencies to market their community, sharing information on reasons for success or failure, special technical assistance for development of community profiles and related marketing

information, sharing information on policy initiatives by state government related to industrial development.

- Cooperative effort to stress a favorable business climate – the State must assume an aggressive leadership role and stress the strengths of Wyoming such as easy access to government leaders, outdoor recreational opportunities, favorable tax environment, good educational system, skills and productivity of labor force.
- Local programs – to reinforce statewide promotional efforts, marketing local advantages, lead effort to overcome the lack of trust between industry and government.
- Economic Development Board should oversee the preparation of state economic development plan.
- Targeting of specific industries – the State needs to undertake a study which would identify businesses and industries that are ideal for recruitment.
- Basic economic research and information – UW should develop a public/private effort to produce basic research on the State's economy; research should be able to assist in making economic development decisions.
- Expanded international trade program.
- Small business assistance program – the State should provide additional technical assistance, management training, project evaluation, and business planning programs to small business. State could contract with Wyoming Industrial Development Corp. to provide assistance. Support could include technical assistance/small business assistance offices, information, statewide small business conferences and a Governor's advisory council.
- Coordination of existing programs – lead state agency should identify, coordinate, and facilitate the use of various state programs and resources by local agencies which can support the overall objectives of economic development, i.e. Wyoming Travel Commission, WCDA, Wyoming Industrial Development Corp., Wyoming State Retirement System, UW, Office of Manpower Planning, etc.
- Tiered mineral severance tax structure – providing a severance tax credit to companies which utilize Wyoming minerals to manufacture final products in the State. Tax credit is appropriate only if construction of new manufacturing facilities, or expansion of existing facilities or the creation of new primary jobs occurs.
- State investment policy – review state investment policies to determine what opportunities exist for investing more state money in Wyoming's economy. Review could cover investment funds controlled by State Treasurer and pension funds controlled by the Wyoming State Retirement Board.
- Small business council – should develop an action plan to enhance and supplement existing small business assistance programs. Program should involve technical assistance, management training, product evaluation, marketing, and business planning. Federal, State, and local agencies, UW, community colleges and private sector (Wyoming Industrial Development Corp.) should be involved. Council should work in conjunction with the economic development board.
- Federal legislation – monitor important Federal legislation that might affect the economic industrial climate of Wyoming. Elected officials should use their powers to retain the option of tax exempt bonds (Industrial Revenue Bonds and mortgage revenue bonds).
- Expanded equity funding for WIDC.

- Local effort – local agencies, business and civic organizations should assume responsibility for implementing necessary economic development planning and marketing program on a community basis
- Federal expenditures – direct Federal research and development in ways that contribute to the economic development of the State’s resources
- Promoting new technologies – effort should be developed by Economic Development Board or UW in conjunction with Wyoming energy concerns to identify and develop new technologies for use and development of mineral resources

1985 Wyoming Futures Project: *Building a Stronger Wyoming – Opportunities in a Troubled Economy*

- State should continually review its tax and regulatory policies to prepare for uncertainties.
- New state policies to stimulate innovative and creative agricultural industry.
- Develop travel and tourism industry.
- Instead of coaxing existing industrial plants to relocate to Wyoming, the State should spend more time helping entrepreneurs and homegrown businesses.
- Wyoming should analyze purchase-supplier linkages and identify specific opportunities to substitute local goods and services for those now provided from outside the State.
- State should develop an assistance program for entrepreneurs who could successfully operate a new business.
- State should not spend time or money to attract an industry where Wyoming has no strong advantage over other states.
- New centers of excellence at UW that focus on mineral resources, agriculture, travel/recreation/ tourism, and small business.
- Community colleges should join UW in a new Higher Education Consortium to help establish linkages between higher education, K-12 schools, industry, communities, and government.
- Improved infrastructure: water, transportation, telecommunications, advanced radio/T.V. communications.
- Building increased private support for arts and humanities, developing a Wyoming Heritage Center, establish a Wyoming Foundation that would provide a way for private citizens and corporations to pool smaller investments into a large fund and a revolving loan fund for reinvestment in quality of life – funds encouraged by a state tax incentive.
- Wyoming should reconsider investing its \$2 billion portfolio outside the State.
- State should reinvest in people, institutions, and economic base.
- Investment in cultural and social programs.
- New rural economy:
 - Increase local processing of resources and agricultural products.
 - More homegrown economic activity in niches and specialty import substitution.
 - Advanced, competitive manufacturing and services business in rural areas made possible because of new telecommunications.
 - Increase in manufacturing in rural areas because labor is more amenable to changing labor practices.
 - Multi-service rural retail business – one stop shopping.

- Increases in special entertainment and cultural activities in small town/rural settings.
- Increasing use of satellite education courses from universities.
- Enhance the spread of economic dynamism from successful urban center to fringe rural economies.
- Research to develop new CO2 products.
- Developing specialized agricultural products: lean beef, table vegetables (broccoli), high-protein alfalfa pellets.
- Development of specialized tourism programs and packages related to the State's unique characteristics.
- Develop business incubator, innovation center, small business park and assistance programs for small businesses.
- Provide training and management assistance.
- Provide seed capital and venture funding.
- Organize a Wyoming Education Consortium – pulls together the State's educational resources, identifies priorities for attention, and develop new strategies.
- Link UW and community colleges to business community – education/business partnerships.
- Increase applied research and technology commercialization – UW needs to work closely with industry to promote applied research that helps Wyoming businesses find new market niches with specialized products.
- Provide education and training for entrepreneurs – UW and community colleges should develop adult and continuing education courses to train new entrepreneurs and prospective small business owners.
- Invest in state urban and rural parks, music, and other arts.
- Establish annual festivals, pageants, or programs.
- Create Wyoming business roundtable.
- Establish a bipartisan public-private commission on Wyoming's financial future.
- Organize a series of public-private partnerships.
- Enhance research and analysis in public and private sectors.

1986 Fantus Company: *Marketing Strategy Program and Target Industry Identification* (prepared for WCDA)

- Identify activities which offer greatest potential for expansion in area.
- Criteria for selecting industries:
 - Industry growth must be expected.
 - Selected industries should be of sufficient size to be worthy of proposed development effort.
 - Regional location patterns should favor Rocky Mt. Region.
 - Prime location advantages of Wyoming should correspond with industry site selection requirements.
 - Requirements for which Wyoming is not strongly competitive should be minimal
- Screening factors: industry size, utility use, machinery/equipment/land/building investment, average hourly earnings, industry growth prospects.

- Utility use: companies that use a lot of electricity would be ideal for Wyoming because electricity is cheap, but not ones that use a lot of water.
- Machinery/equipment: Wyoming's low property tax rates favorable to this.
- Identified twelve manufacturing industries: frozen specialties, food prep, wood cabinets, commercial lithographic printing, miscellaneous plastic parts, metal doors/dash/trim, metal stampings (non-automotive), telephone/telegraph apparatus, radio/T.V. communications equipment, gypsum products, surgical/medical instruments, surgical appliances/supplies.
- Wholesale and retail not targetable.
- Another sector to consider: Administrative office – insurance, data processing services, direct mail advertising services.
- Analysis was based on industries that have the greatest likelihood for needing new facilities in the near term in the Rocky Mt. Area – growth with better than average short-term prospects.
- Wyoming is attractive for businesses seeking lower cost operating conditions:
 - Available labor
 - Low manufacturing wage rates
 - Low electric rates
 - Low property taxes
 - Good public schools
 - No corporate or personal income tax
- Have a constitutional amendment allowing state governmental assistance to business.
- Marketing: promotional theme, flexible/organized brochure system, aggressive public relations, media advertising, direct mail, telemarketing, develop a quality audio/visual production, sales/prospecting trips to target companies, special marketing efforts for tourist attractions, retain existing firms.

1987 Division of Research and Statistics: *The Wyoming Economy – An Historical Perspective*

- Hypothesis: Wyoming's economy is characterized by a boom/bust cycle.
- Wyoming is in a high-risk situation: mining which is the main driving sector has historically fallen apart at times, which affects other sectors such as retail trade, services, FIRE.
- Government sector has been a stabilizing force in Wyoming.
- Mineral industry directly affects the construction and government sectors, which are two very important industries to the stabilization of Wyoming's economy.
- The State has experienced periods of stagnation, but not a true boom/bust cycle.
- Boom/bust cycle is probably more accurate on a county by county or regional basis.
- Potential target for growth: Manufacturing
- The manufacturing sector is driven by external forces other than mining and development in this sector could help create diversity and provide stability.
- Another sector to target for potential growth: TCPU

1990 Heritage Society: *Blue Print for Business – A Strategic Plan for Wyoming*

- Seven building blocks for long-term economic stability:
 - Development of quality private sector jobs
 - Adequate research and analysis
 - Effective state loan and tax incentive programs
 - Efficient and manageable government
 - Quality education
 - “Business friendly” environment
 - Development and protection of Wyoming Federal lands
- Private sector initiatives:
 - Equity capital fund: funded by businesses and individuals.
 - “Buy Wyoming”
 - Sell Wyoming: promotion of state’s assets and quality of life through local chambers of commerce, business leaders working directly with Governor’s office and state agencies, leadership program teaching entrepreneurial skills.
 - Community improvement and beautification, example: Main Street program.
 - Quality and affordable healthcare.
 - Loaned executive program: private sector provides business volunteers, the State committing funds to hire a consultant to manage a comprehensive study effort, and evaluation of state agencies and programs.
- Economic development opportunities
 - Communications: movement of information is key to a progressive economy
 - WPSC reform regulations to stimulate telecommunications industry to invest in the State’s infrastructure.
 - Telecommunications industry should form partnership with regulatory agency.
 - Discussions to strive toward goal of reforming current regulatory process, industry being given flexibility to develop, implement, and maintain communications system.
 - Review state’s needs and what regulations need to be modified, review regulatory statutes, implement infrastructure so Wyoming is in a competitive position for short and long term.
 - Agriculture: support of strategic plan involving major agricultural ranching groups, Dept. of Agriculture, and UW. Goals of plan:
 - Marketing programs to increase value-added processing.
 - Development of water resources.
 - Protection, use, and enhancement of renewable soil, air, and vegetative resources.
 - Research and development of innovative products and production systems.
 - Tourism
 - Travel Commission program to develop an integrated in-state tourism program.
 - Increased coordination on state marketing efforts between Travel Commission, local matching grant programs, and the private sector.
 - County and city lodging tax efforts to fund tourism programs.

- Local community and state efforts to continue to promote, coordinate, and use local tax initiatives and state matching loan funds for programs such as the Territorial Prison.
 - Value added potential: an increase in tourism would result in more business receipts and more jobs annually.
- Mining
 - Mineral taxes should be competitive and predictable.
 - State should work with mining companies to enhance development of new technologies and exploration of new fields.
 - No value-added tax on use of new technologies.
 - Regulations affecting exploration and production should be thoroughly reviewed to minimize negative impact on large and small companies.
- Pipeline projects
 - Studying market place conditions and economic potential of developing CO2 pipelines to major oil fields throughout the State to make enhanced oil production economical.
- Mineral processing
 - Mineral industry sector needs this to lead to more jobs as a result of value added processing.
 - Development of additional business opportunities associated with vertical integration, i.e. servicing of rail cars that transport iron and the manufacture of steel mine support shafts for mines.
- Environmental Quality
 - Attention to values inherent to quality of the environment.
 - Improved access to fishing, hunting, hiking, and camping on state and Federal lands.
- Recycling and solid waste management
 - Feasibility study of transportation of environmentally secure and sanitized solid waste back to Wyoming in empty coal cars for deposit in abandoned mine areas or for recycling programs to supply raw materials for the manufacture of new products.
 - Development of prudent environmental standards, monitoring procedures, and licensing requirements to assure environmental quality.
 - Possible endowed chair at UW and formation of an environmental research center if recycling and solid waste management industries are established in the State.
 - Value added: coal production/solid waste program could increase coal production, new jobs, payroll increases and new tax revenue.
- Transportation
 - Development of a 15-year plan to construct additional four lane roads.
 - Prioritized construction according to traffic counts, safety, needs of commerce/industry and available financial resources.
 - Bicycle paths beside highways in national forests and in recreation areas.
 - Enhance air service to and from Wyoming and between Wyoming cities.
 - Pursue renewed Amtrak service.

- Water
 - Obstacles and problems created by Federal regulations and interstate compacts must be addressed and wherever possible resolved along with the determination of both the technical and economic feasibility of each potential project.
 - Private sector should be encouraged to participate in water development.
 - Wyoming's constitution establishes state primacy on water resources and Federal intrusion in this area should be resisted.
- University of Wyoming
 - Endowed chairs
 - Initial development of ten fields that are nationally recognized for excellence.
 - Leadership in areas such as business management, environmental research, science and technology, natural resources, water, mining, and tourism.
- Retirement community: Economic Development and Stabilization Board develop strategies for retirement living in the State.
- Research and Analysis
 - Wyoming lacks reliable and readily available data pertaining to its economy.
 - Collection of business statistics and outlook information with gathering and analysis centralized at UW or in state government in Cheyenne in the Dept. of Commerce where an independent Bureau of Business Statistics and Economic Analysis would be established.
 - Analysis of state economic development initiatives.
 - In-depth economic research and analysis by professional consultants for preliminary and objective analysis to determine feasibility of projects.
 - Dissemination of research conclusions to Legislature, media, and public.
 - Continued support of Science, Technology, and Energy Authority (STEA).
 - Continuation of Small Business Development Center and evaluation of whether it should be operated through community colleges or Economic Development and Stabilization Board. Also improved coordination with UW, Chambers of Commerce and employers.
- State Loan Programs and Tax Incentives
 - Enhancement of the development of natural assets, i.e. natural gas pipeline, construction of a CO2 pipeline.
 - Diversification of the State's economy through vertical integration/downstream processing, i.e. Chevron fertilizer plant in Rock Springs, proposed petrochemical facility in Evanston, specialized agricultural processing facility, or creation of totally new business opportunities such as telemarketing, insurance.
 - Use of private sector leadership to direct and manage taxpayer funded programs.
 - Depoliticized loan programs using recognized business loan principles and complete investment analysis.
 - Review of wildcat and tertiary recovery projects as to the positive effects of this previous incentive legislation.

- Reduce or suspend ad valorem taxes on equipment or business improvement when related to expansion in or relocation to Wyoming for 5-10 year period.
- Reduce or suspend severance taxes on new mineral production for 5-10 year period.
- Efficient government and sound tax policies
 - Government efficiency and reorganization should proceed based on the recommendations and study efforts of the Joint Legislative/Executive Study Committee.
 - It should include all state agencies.
 - Result in state agencies accountable to the Governor and Legislature.
 - Thoroughly analyze the entire state personnel system to determine if it is based on fundamentals proven to be successful in other state governments as well as in business with compensation system based on merit and ability.
 - Have legislation to change the State's constitution so cities and counties may organize and consolidate more effective and cost efficient operations.
 - State Budget
 - A review of earmarked revenues to determine the appropriateness of "de-earmarking" some state revenues in order for Legislature and executive branch to set priorities and evaluate programs based on money available.
 - Provide Governor with more flexibility with state reorganization to shift employees to meet changing priorities.
 - Downsize state government; consolidate local government, keep government expenditures more in line with regional averages.
 - Broadening the tax base
 - Cities should be allowed through public referendum to increase present sales tax from 3% to max of 6% in order to finance local government programs.
 - Change the State's constitution pertaining to mill levy rates for residential and commercial property in cities, counties, and school districts so the communities can set their own mill levy rates.
 - Eliminate some state sales tax exemptions that exist for private businesses.
- Quality education without exception
 - Required core curriculum including achievement standards for math, science, English, foreign languages, social studies, and computer sciences for all Wyoming secondary school students.
 - Longer school days/years in order for students to complete course work.
 - Independent review of state educational programs with evaluations handled by Governor, Legislature, and Board of Education.
 - Mastery of essential skills for all students in order that they may better function in society.
 - Establishment of oversight committee to monitor local school districts progress and Dept. of Education.
 - Minimum entrance requirements or conditional admission procedures for UW.

- Limited alternative certification programs for teaching at all levels (K-12, community colleges, UW) so new ideas and work experiences can be shared with students.
- Reviewing a school program and developing an innovative program based on needs of today's students, demands of global economy, and incorporating today's technology.
- Model economic education programs to promote free enterprise and entrepreneurship.
- Establishment of UW chair to be funded by endowment raised by state government, the business community, and public.
- Increased participation by business community on local boards and committees.
- Audits of Dept. of Education and community colleges.
- Average test scores in the top 25% for every school district for national educational aptitude and achievement tests for K-12 students.
- Require every high school graduate to be computer literate (by 1995).
- "Report cards" on schools and communities based on set measurement standards that are given to parents, community, and Legislature relating to not only student performance, but the performance of schools as well.
- Modify system to provide efficient and effective means which administrators can evaluate teacher performance.
- Establishment of realistic merit pay system to reward teachers with exceptional standards in teaching.
- Reduce to less than 15% (by 1995) the number of students requiring remedial English and math at community colleges and UW, less than 10% by 2000 and less than 5% in 2005.
- Continue to provide quality educational funding.
- Provide funding for innovative educational programs on all levels.
- Research impacts and benefits of community college mill levy for every county.
- Study cost control and efficiency to determine most effective ways to use limited resources.
- "Business Friendly" Regulations
 - Prepare EIS by state before regulations are enacted for state regulations that are tougher than those by Federal agencies.
 - Involvement of business, UW, regulatory agencies in joint studies regarding best and practical approaches to develop effective regulations for new laws and new industries.
 - A program organized by trade associations representing key industries whereby managers/employers of the State's regulatory agencies take onsite visits to some of the businesses they regulate to be briefed and be provided information on their activities.
 - Ombudsman in Governor's office to minimize and work out disputes and assure streamlining permitting process or one stop service for potential new and existing businesses in regulatory permitting process.
 - Regularly survey businesses subjected to regulation to determine whether Wyoming is "business friendly."
- Federal Land Resources

- State should forcefully monitor and research the economic, social, and environmental impacts of Federal land decisions.
- Examine the impact of Federal land decisions on long-term projects like WY/CA gas pipeline.
- Legislature should establish a procedure to evaluate the impact of Federal land management decisions on state economic development projects and goals.
- Political and business leadership of state to organize Federal lands summit to develop solutions for Federal management problems in Wyoming.

1992 Legislative Management Audit Committee Program Evaluation: *Economic Development*

- Report done by Management Audit Committee.
- More emphasis must be put on the lack of focus on the State's economic development efforts, i.e. diversification away from minerals is a good idea, but there is no consensus on how to achieve this goal.
- General state attitude: population growth is not desirable but new jobs are (contradictions).
- Study did not look at tax policy and how it affects economic development.
- More oversight and accountability with Community Development Block Grants especially after they have been awarded.
- Shortcomings associated with Wyoming's previous attempts at economic development:
 - Lack of consensus on direction of economic development.
 - Spoiling Wyoming's pristine environment, threatening established power base.
 - Lack of communication among individuals and organizations, confusion about roles and responsibilities.
 - Nothing to encourage regular interchange with local economic development groups.
 - State level efforts described as "reactive, fragmented, and programmatic in nature."
 - Lack of negotiation process involving local and private players when developing an economic development plan.
- Need a more pro-active approach.
- Past plans really focused on manufacturing.
- Modification of certain concepts:
 - Modify Amendment IV program (the economic development revolving loan fund, expires 7-95?)
 - Enhance research and data collection.
 - Encourage formation of economic development districts (communities get together regionally to pool their economic development efforts and resources).
 - Continue to explore other sources of Federal funding.
- In the past Wyoming has had several failed loan programs.
- State lending programs are just one of many economic development tools it can use.
- State governments can initiate programs to identify barriers to economic development.
- Legislation can help improve the business climate.

- Indirect state intervention - expenditures to help strengthen business environment, examples: public health, highways, telecommunications, education, water quality, arts.
- Efforts of a single program are hard to measure because so many groups and programs contribute to economic development, for example, Chambers of Commerce, loan programs, infrastructure projects, technical assistance, recruitment efforts, and local volunteer groups.
- Legislature should continue to press for executive accountability.
- Executive branch could do a better job of articulating its mission and planning, managing and coordinating development activities.

1993 Arthur Anderson: *An Assessment of the Impact of Economic Development Projects on the State of Wyoming* (prepared for Wyoming Division of Economic and Community Development)

- Issues affecting economic development in Wyoming:
 - Concentrated system of taxation – decision to change state tax policy is dependent on mineral sector.
 - Reliant upon an unstable, vulnerable economic sector – mineral production.
 - Need to create economic opportunities for its citizens – workers, youth leaving the State for these opportunities.
 - Wyoming is losing economic ground – population decline, more families looking to public sector for support.
 - Link between demand for services and revenue sources to pay for them is weak – local communities that wish to provide different levels of service to their communities lack the taxing authority to do so from local revenue sources due to the structure of Wyoming’s tax system. Taxes residents pay make up a small portion of state revenues.
- Case study of ten companies: State and local communities are receiving economic benefits that are 18 times greater than the cost of the projects (project benefit vs. public cost).
 - However, public costs are greater than the public revenues generated by the companies (public revenues vs. public costs).
- Recommend changing the mix of local and state financing sources.
 - Allow greater discretion at local level to increase property taxes by changing assessment ratios or millage rates.
 - Allow an additional 1 cent sales tax for local government use, which would be based on the amount raised locally.
 - Consider revenue potential from increases in alcohol, cigarette, or gasoline taxes which would go back to local communities based on the amount raised locally.
 - Create development impact fee system at local level to offset local costs resulting from development of new projects.
- Greatest area of concern in limited infrastructure is housing, the State should consider proper role for state and local government to assist private industry with this problem.
- State and local governments working together in attracting companies.
- State should develop strategic plan that can serve as a catalyst for future economic development.

- Economic development is counterproductive for mineral industry: economic development increases demand for local and state services and because of Wyoming's tax policies the money needed to pay for more services will come from mineral industry.
- No personal or corporate income tax, no inventory tax: companies can be low cost operators in the State.
- A well-planned economic development plan can create employment opportunities that compliment existing employers and suppliers in the State. Match job requirements with skills of the labor force and generate employment opportunities with wages above those paid by large segment of the services sector.
- Two concerns with economic development:
 - Economic development projects in the State do not pay their own way; revenues generated are smaller than the costs of providing local services.
 - Wyoming's infrastructure and public services are at or near capacity, lack the ability to absorb new development without incurring significant costs associated with expanding infrastructure.
- Studies showed that most communities reported ample capacity in the basic infrastructure and could accommodate growth.
- Types of companies that choose Wyoming (i.e. best candidates):
 - Highly sensitive to the impact of taxation on the cost business operations, in particular, concern regarding corporate and personal income taxes.
 - Small to midsize in operational sales and number of employees.
 - Able to operate their businesses almost anywhere due to improved telecommunications, supply, and distribution networks.
 - Strong bottom-line orientation through minimizing corporate overhead and facility costs.
 - Individualistic and entrepreneurial in approach.
 - Appreciate smaller communities.
 - Enjoy open and friendly western lifestyle of Wyoming.
- More balance between service demand and the generation of revenue to pay for that demand.
 - A greater share of local cost should be paid from increased property taxes on commercial and residential properties?
 - An additional \$0.01 tax for municipal and county general fund purposes on a local level?
 - Increase taxes on alcohol, gas, and tobacco?
 - Impact fees on new development?
- Lack of adequate housing supply in Wyoming is having a negative impact on corporate expansion and relocation.
- Strong State and local economic development coordination
- Create a strategic plan for Wyoming's economic development.

1997 Steering Committee for Business Development: *A Business Plan for Wyoming – A Proud Heritage and a Challenging Future*

- Positive attributes: natural resources, high quality of life, favorable tax structure.
- Economy rooted in agriculture, mineral/energy extraction, and tourism.
- So far no urban center has emerged to act as a generator to the State's economy.
- Need a serious effort in expanding manufacturing jobs.
- Capitalize on growth of technology-related businesses in region.
- Public lands regulations limit Wyoming's economic opportunities.
- Economic Development Plan, three components: Foundations for Economic Development, Economic Development Strategies, and an Implementation Plan.
- Foundations for Economic Development:
 - Competitive people
 - Quality of workforce – Issues: education, inequity compensation for women, underemployment, low pay.
 - Community leadership development and resources
 - Role of higher education.
 - Competitive businesses – taxation (Tax Reform 2000), regulation, capital formation, development incentives.
 - Competitive communities.
 - Infrastructure development.
 - Diversification and value added products.
 - Redefined state and private sector roles are necessary in Wyoming.
- Business Development Strategies – existing business development and recruitment, entrepreneur and enterprise development, community enhancement, and effective targeting.
 - Existing business and recruitment (operational benchmark):
 - Number of companies in identified retention programs.
 - Jobs created/retained and capital investment from recruited/retained companies.
 - Percentage of new employment in technology based industries.
 - Total increases in tourism spending.
 - Average length-of-stay increases.
 - Entrepreneurship/enterprise development (operational benchmark):
 - Number of new business starts.
 - Number of existing firms being assisted/enrolled in identified programs.
 - Community enhancement (operational benchmark):
 - Communities/regions with comprehensive plans in place.
 - Dollars of grant assistance procured.
 - Effective Targeting:
 - Value added resource based firms.
 - High value, capital intensive manufacturing and processing.
 - Products from and for existing companies.
 - Technology based firms.
 - Tourism/recreation resources and product expansion.

- High quality professional service.
 - Information technology and processing.
 - Regional alliances with dynamic economics.
- Economic Performance Benchmarks:
 - Per capital personal income levels.
 - Number of primary jobs created.
 - Sector growth in primary industries.
 - Exports per capita.
 - Average earnings per job.
 - Fiscal stability and balanced revenue.
 - Male/female wage rate disparity.
- Quality of Life Benchmarks:
 - Workforce skills and education:
 - Average proficiency scores in math and reading.
 - High school completion rate.
 - Employers evaluation of new hires.
 - Community health and safety:
 - Percent of population below poverty.
 - Primary school enrollment rates.
 - Infant mortality rate.
 - Crime rate
 - Air quality
 - Land use:
 - Number of counties with comprehensive land use plans.
 - Annual service satisfaction rating of BLM, USFS, NPS.

1998 Wyoming Public Policy Forum: *For Wyoming's Future – An Economic Development Plan for the People of Wyoming*

- Concerns:
 - Household income and wage levels among lowest in the nation.
 - Wage differential between men and women.
 - Percent living in poverty is increasing.
 - Youth are leaving the State.
 - State tax structure acts as a disincentive for economic diversification.
- Report focused on two objective measures of standard of living: increasing net state wealth and raising per capita income.
- Recommendations:
 - Reform tax structure.
 - Economic Development Corporation of Wyoming.
 - Local economic development corporations.
 - Small business innovation research division.
 - Small development centers.
 - Vocational academies.
 - Economic alliances and networking organizations.

- Linking entrepreneurship and technology:
 - Applied research institutes
 - Distinguished professorship fund
 - Applied research policy
 - Applied research incentives
 - Wyoming financing network
 - Office of technology transfer
 - Centers of excellence
 - Business incubators
- Commitment to educational excellence
- Telecommunications
- Statewide Chamber of Commerce

2000 Deloitte & Touche – *Benchmarking and Target Industry Analysis* (prepared for the Wyoming Business Council)

- Study focused on targeting manufacturing, technology, and service sectors.
- Three-phased project: operating costs and conditions in Wyoming, benchmarked six WBC regions, and analyzed industries.
- Industry targeting: size, growth, workplace trends, area/regional market/supplier relationships, labor/infrastructure/real estate suitability, wage levels.
- Wyoming's strengths:
 - Low/moderate operating costs
 - Reliable electric power service
 - Positive labor management relations, strong work ethic
 - Good availability of unskilled, clerical labor
 - Good interstate highway system
 - Outdoor oriented/smaller community lifestyle
- Challenges for Wyoming:
 - Distance from major population, production centers
 - Limited/unreliable air service
 - Inferior telecommunications structure
 - Poor interstate highway access in some parts of the State
 - Small population, limited availability of skilled workers
 - Difficult to recruit professionals from outside of Wyoming
 - Limited inventory of moderate/large modern office/manufacturing space
- Telecommunications infrastructure is key!
- Near term industry targets to pursue:
 - High-end customized outdoor consumer products and apparel
 - Back office services
 - Printing and publishing
 - Plastic manufacturing
 - Telecommunications suppliers and service
- New economy development segments:
 - Tele-industries, e-commerce
 - Data storage, warehousing

- Space exploration
- Recommendations:
 - Focus on unique lifestyle and industrious spirit of Wyomingites.
 - Stress proximity to growing metro areas out of state, focus marketing efforts on Salt Lake City, Denver/Northern Colorado.
 - While marketing Wyoming's favorable cost structure, shift economic development focus of state from being low cost, to being a great place to grow a business and raise a family.
 - Promote the State's higher education institutions as partners in training and developing a workforce.
 - Focus on training as a key incentive
 - Consider aggressive economic development incentives focused target industries.
 - Continue to improve the level/reliability of air transportation.
 - Work with both local and national telecommunications to promote competition to improve infrastructure.
 - Resolve tax debate
 - Assess desire and capacity of communities to accommodate population growth.
 - Communities need to be realistic in their ability to attract industry.
- Information technology is driving the world economy.
- Cultivate an environment which leads to the success of home grown businesses.
- Focus on effort to educate and train labor force with technical development skills for tele-industries/e-commerce.
- It is difficult to foster business without growing cultural and community attributes at the same time.
- Availability of labor is the primary driver for attracting and supporting new businesses.
- Development of targeted incubators – physical spaces, shared services for startup or “virtual” shops focused on providing financial backing and expert business advice.
- Creation of alliances and partnerships between higher education and private sector.
- Micro-loan funds for targeted businesses.
- Leveraging state “knowledge capital” to grow and support business growth.
- Programs in K-12 arena – curriculum focused on developing entrepreneurial, skilled labor pool with training in computer skills, teamwork, science, etc.