

# City of Rawlins Economic Development

July 28th, 2009



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# Collective Strength

**Sustainability consulting company specializing in economic development, land planning, renewable energy, air quality, attainable housing, and revitalization.**

**We rely on in-depth stakeholder analysis as well as other primary and secondary research to supplement our work.**



# Presentation Outline

- Economic Development Model
- State of Wyoming survey results
- City of Rawlins and Carbon County data
- Economic Development Opportunities
- Discussion / Refine Scope of Work (ED Plan)

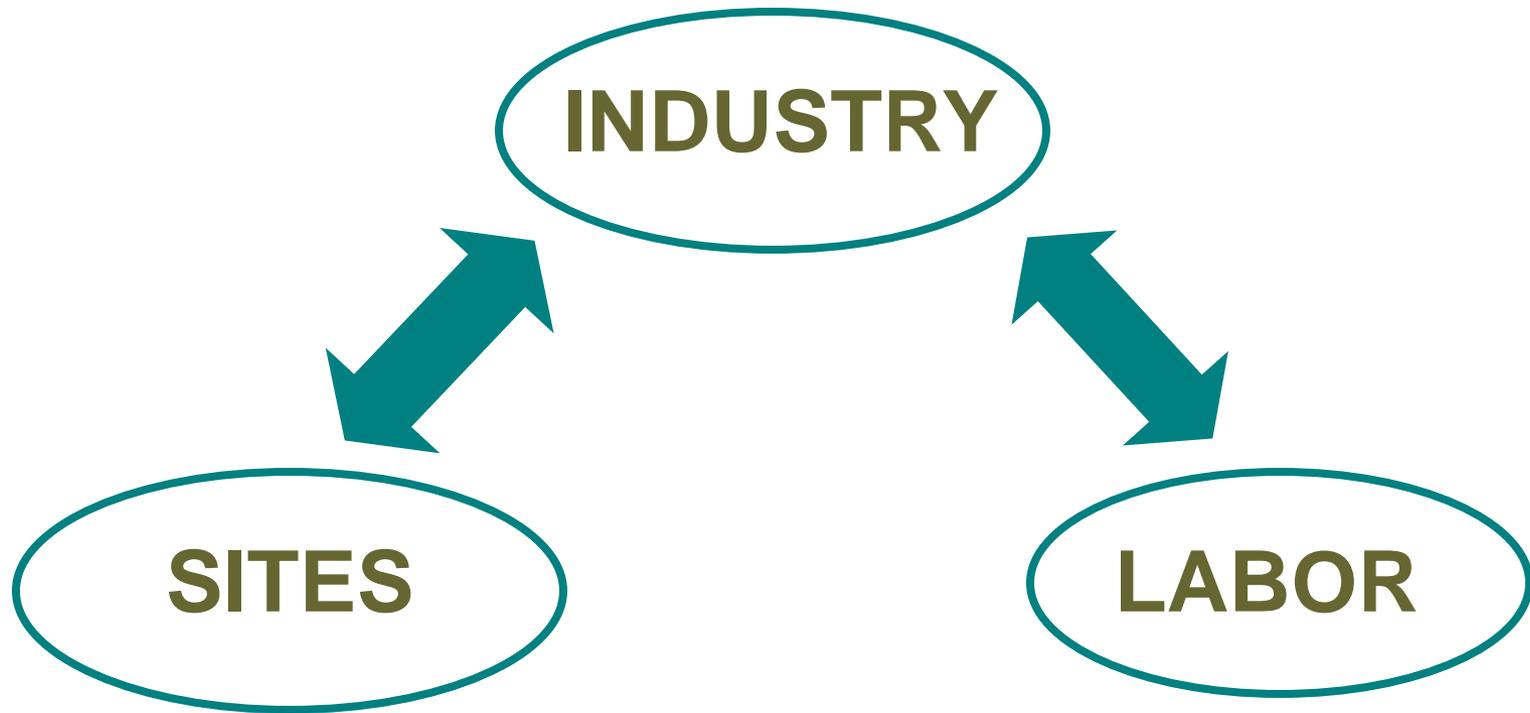
# Economic Development Model

# Economic Development

## definition

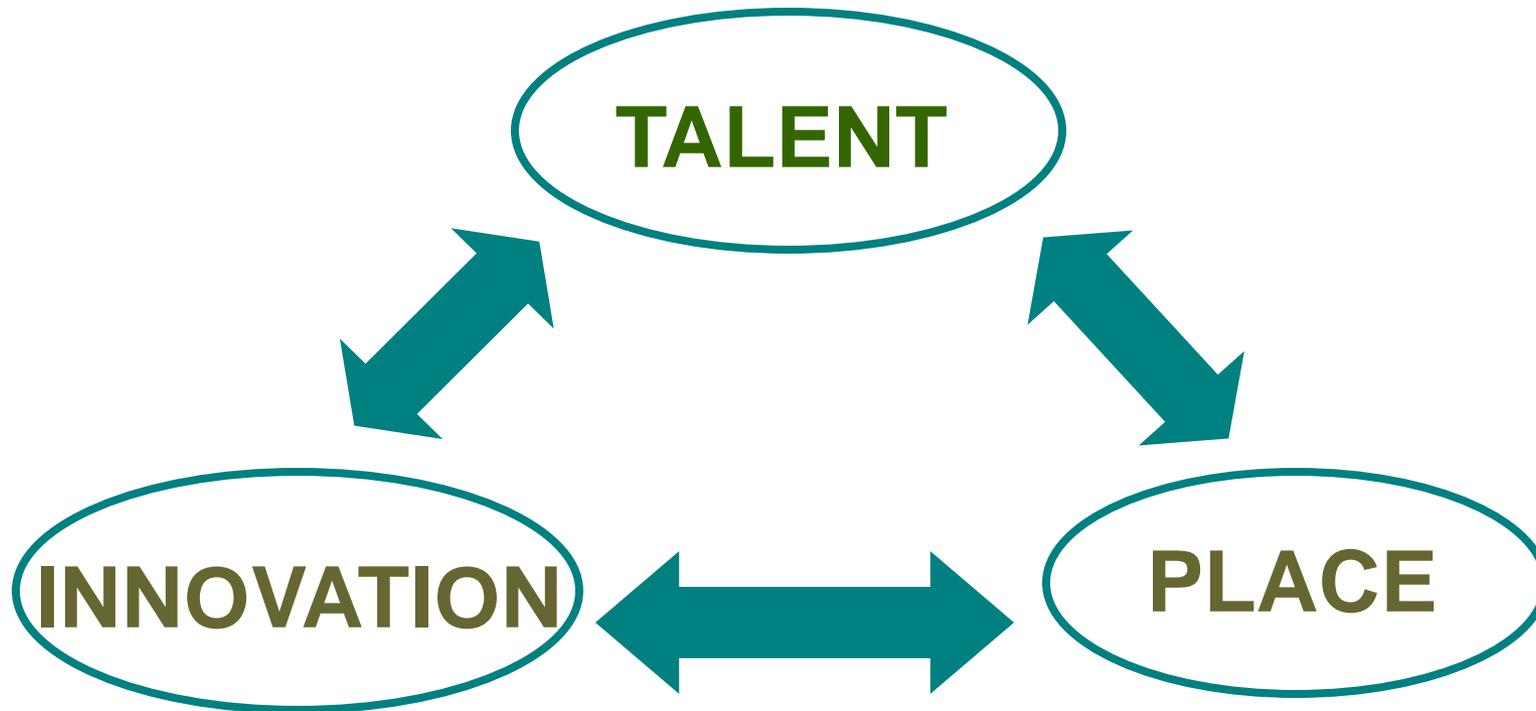
The public sector role in stimulating local private sector investment, job growth, and tax revenue.

# Traditional ED Model



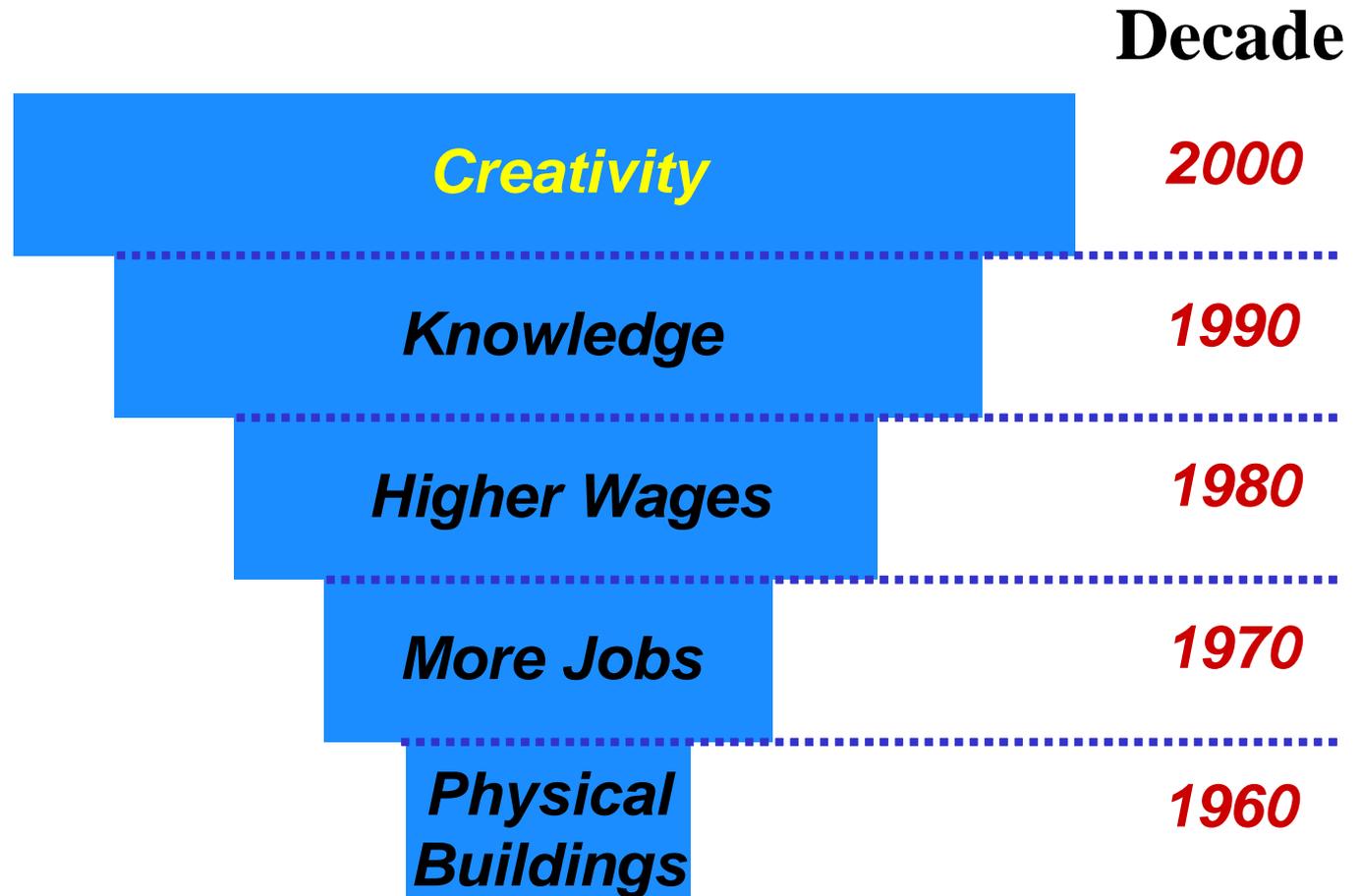
**Objectives: Job Creation and Tax Revenue**

# New ED Model



**Objective: Sustainable Economy**

# ECONOMIC DEVELOPMENT



# If Pigs Could Fly.....



- **World class research institutions**
- **Effective tech transfer**
- **Access to capital**
- **Appropriate R&D facilities**
- **Experienced entrepreneurial talent**
- **Educated workforce**
- **Knowledgeable service providers**
- **Entrepreneurial culture**
- **Engaged public sector**
- **Quality of Life attractive to creative class**

# **Economic Development**

## *Scope of Work for City Plan*

- **Organization**
  - Funding, Roles, Work Plan, Implementation, Marketing (I/E)
- **Quality of Place**
  - Housing, Parks/Recreation, Nightlife/Entertainment, Schools
- **Tourism**
  - Active and passive recreation, Retail recruitment (\$78 million gap)
- **Entrepreneurship**
  - Ideas, capital, management
- **Existing Business Expansion**
  - Microloans, startup assistance
- **Business Recruitment**
  - Marketing Targets / Plan
  - Clear messaging and shared by other groups
  - Dedicated funding

# Opportunity from Chaos

Companies who continued innovating during the Great Depression:

- DuPont (Neoprene, 1933)
- Texas Instruments (1930)
- Refrigerator Manufacturers (1930s)
- Kraft's Miracle Whip (World's Fair, 1933)
- Revlon (Revson + Lachman, 1932)
- Motorola (1930, car radio)
- Basketball (Chuck Taylor, 1934)
- Pittsburgh Steelers (Art Rooney, 1933)
- Hewlett-Packard (1939)
- Nestle/Mexican Coffee (NesCafe, 1935)



**LOTS OF  
PATENTS  
FROM  
CARBON  
COUNTY**

# Talent

- Workforce is more mobile
- Jobs are following the talent
- Talent is attracted to Quality of Place

# The Approaching Deficit of Workers in the U.S.



A comparison of annual average job creation with projections of the number of new workers that will enter the workforce each year reveals an impending shortage of workers at the national level that is expected to last for decades.

**> 15% of workforce in Carbon County may retire in next 2-3 years**

# Generational Profiles

- Traditionalists (1922-1945)
- Baby boomers (1946-1964)
- Generation X (1965-1980)
- Generation Y (1981-2000)

# What is a “Cool Community”?

Three out of 4 Americans under age 28 pick a place to live and then find a job.

They want to live in a **COOL** community

**COOL** is (defined by them) ...

Source: Next Generation Consulting

# 7 Indexes

## LEARNING

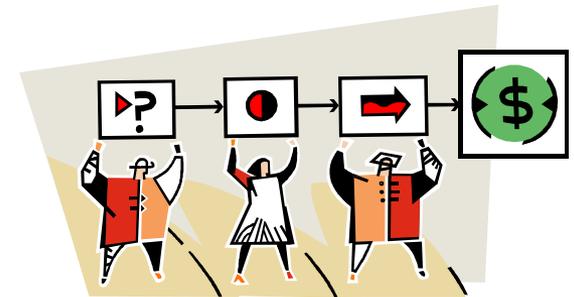
Is this a “smart”  
community with many  
options to plug into  
life-long learning?



# 7 Indexes

## EARNING

Is the economy diverse,  
and is there local and  
institutional support for  
entrepreneurs?



Source: Next Generation Consulting

# 7 Indexes

## AFTER HOURS

What's there to do  
after 5?



Source: Next Generation Consulting

# 7 Indexes

## AROUND TOWN

How easy is it to get around - and out of - town?

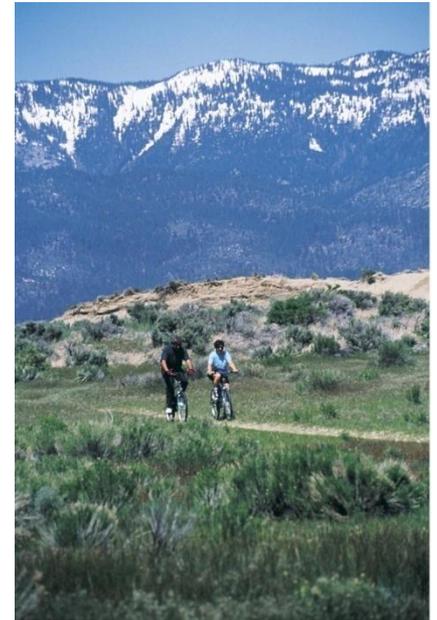


Source: Next Generation Consulting

# 7 Indexes

## VITALITY

Is this a healthy community, where people are seen out and about?



Source: Next Generation Consulting

# 7 Indexes

## SOCIAL CAPITAL

Is this a community that values diversity and inclusion?



Source: Next Generation Consulting

# 7 Indexes

## COST OF LIFESTYLE

Can I afford to live here comfortably?



Source: Next Generation Consulting

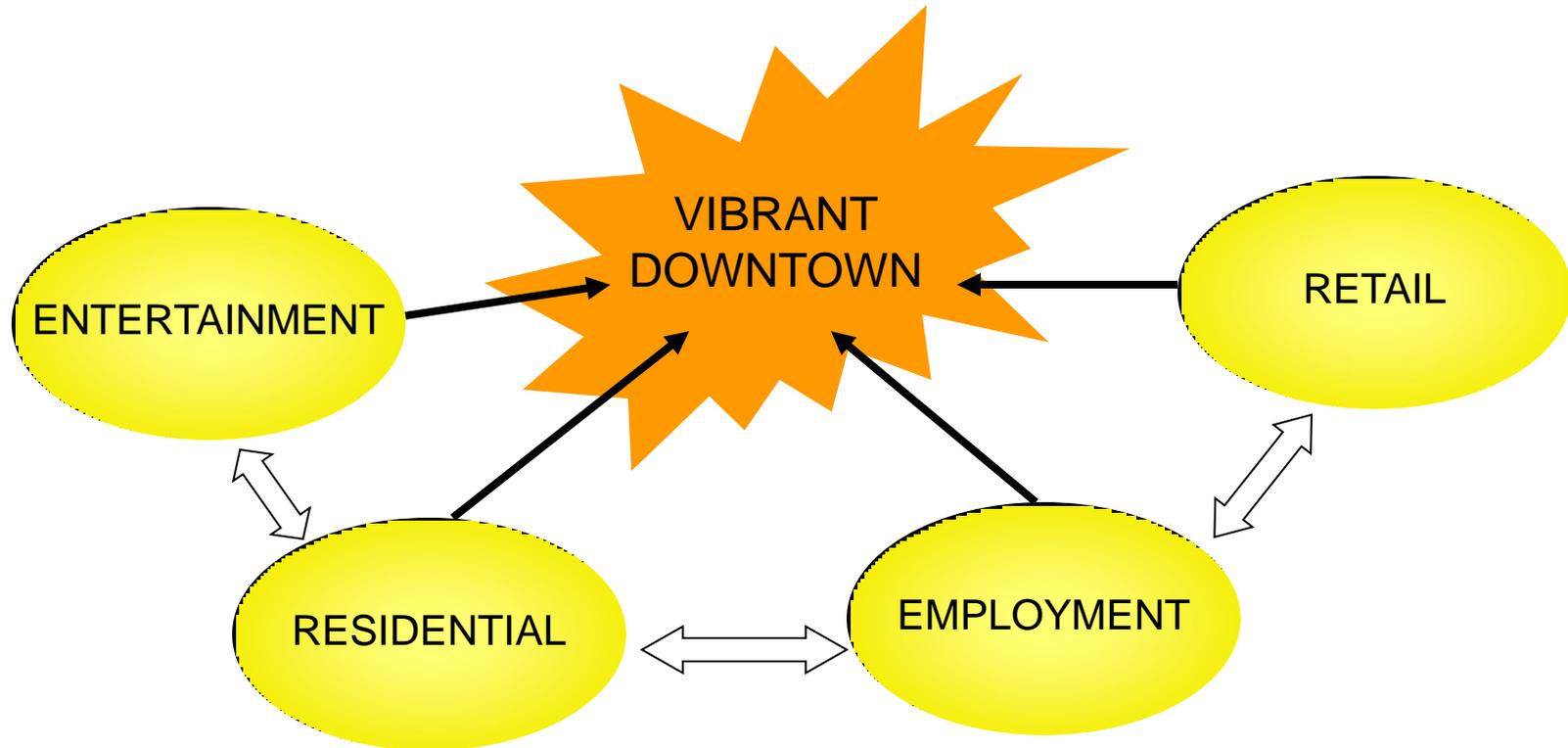
# Talent

- Technology workers are mobile
- Jobs are following the talent
- Talent is attracted to Quality of Place

# Quality of Place Improvements

- Look for common threads in your favorite cities *(which you don't have to admit might not be the one you work for)*:
  - *Hike and bike trails*
  - *Public spaces*
  - *Diverse housing options and affordability*

# Downtown Development Model



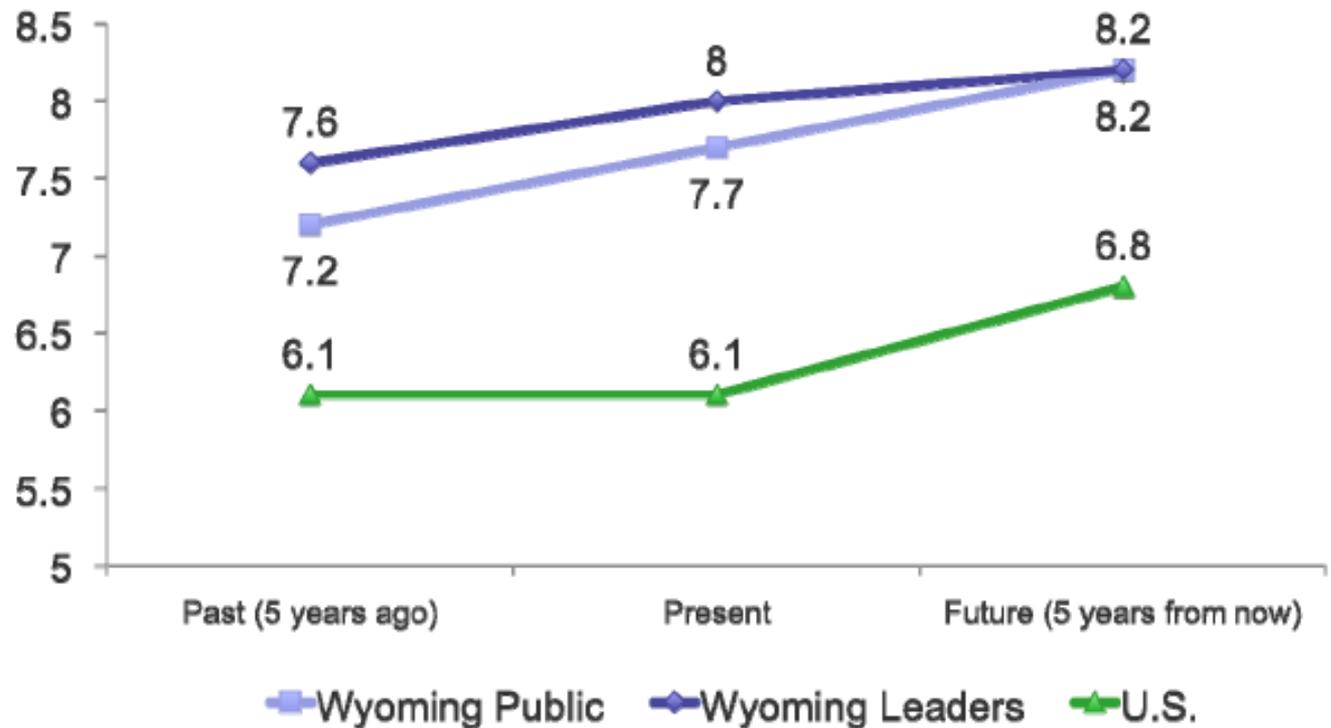
**Downtown Revitalization plays an integral role in Quality of Place improvement and Talent Attraction.**

# **“Building the Wyoming We Want” Survey Results**

# Survey Results: Quality of Life

Wyoming residents rate their quality of life, on a scale of 1 to 10, higher than the general U.S. population

## High Quality of Life



Source: June 2009 Report "Building the Wyoming We Want"

# Survey Results: Quality of Life

- Positive Quality of Life Impacts
  - Enjoying the outdoors, safe communities, living close to family/friends and few people
- Negative Quality of Life Impacts
  - Weather, inaccessibility to healthcare, entertainment/shopping and jobs
- Overall, most residents believe their local economies are currently neither “strong” or “weak”, but see them getting worse
  - **Carbon**, Sweetwater, Lincoln, Sublette, Uinta, Johnson, and Sheridan are all **viewed as getting worse**—they also see themselves most impacted by boom/bust cycles.

# Survey Results: Mood in the Community

## Mood in Community Regionally

Region	Counties	Right Direction	Wrong Track	Not Sure
1	Big Horn, Hot Springs, Park, Washakie	54%	23%	22%
2	Teton	57%	24%	19%
3	Johnson, Sheridan	43%	36%	21%
4	Campbell, Converse, Fremont, Natrona	54%	25%	20%
5	Crook, Goshen, Niobrara, Weston	60%	24%	16%
6	Lincoln, Sublette, Uinta	51%	25%	24%
7	Carbon, Sweetwater	36%	26%	37%
8	Albany, Laramie, Platte	54%	32%	14%
	<b>TOTAL</b>	51%	27%	21%

Over 60% of Carbon and Sweetwater residents surveyed believe things in their community have gotten off track or are not sure how things are going



High percentage of uncertainty means residents are not tied into community goals

# Survey Results: Environment vs. Economy

## Most Important in Region

Region	Environment	Economy
Big Horn, Hot Springs, Park, Washakie	19%	66%
Teton	85%	12%
Johnson, Sheridan	39%	50%
Campbell, Converse, Fremont, Natrona	22%	60%
Crook, Goshen, Niobrara, Weston	45%	41%
Lincoln, Sublette, Uinta	31%	59%
Carbon, Sweetwater	22%	60%
Albany, Laramie, Platte	33%	53%
<b>TOTAL</b>	<b>31%</b>	<b>55%</b>



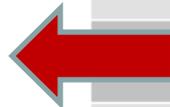
Majority of Carbon and Sweetwater residents value the economy over the environment in terms of importance to the State of Wyoming

# Survey Results: Opinions on Local Economy

## Local Economy

Region	Strong	Weak	Somewhere in between	Improving	Getting Worse	Neither
Big Horn, Hot Springs, Park, Washakie	17%	21%	62%	19%	38%	44%
Teton	43%	10%	47%	31%	55%	14%
Johnson, Sheridan	24%	26%	49%	16%	50%	34%
Campbell, Converse, Fremont, Natrona	32%	12%	56%	25%	41%	34%
Crook, Goshen, Niobrara, Weston	31%	15%	54%	17%	43%	40%
Lincoln, Sublette, Uinta	7%	24%	68%	14%	54%	32%
Carbon, Sweetwater	14%	23%	63%	15%	62%	23%
Albany, Laramie, Platte	20%	21%	59%	28%	36%	35%
<b>TOTAL</b>	<b>23%</b>	<b>19%</b>	<b>58%</b>	<b>22%</b>	<b>45%</b>	<b>33%</b>

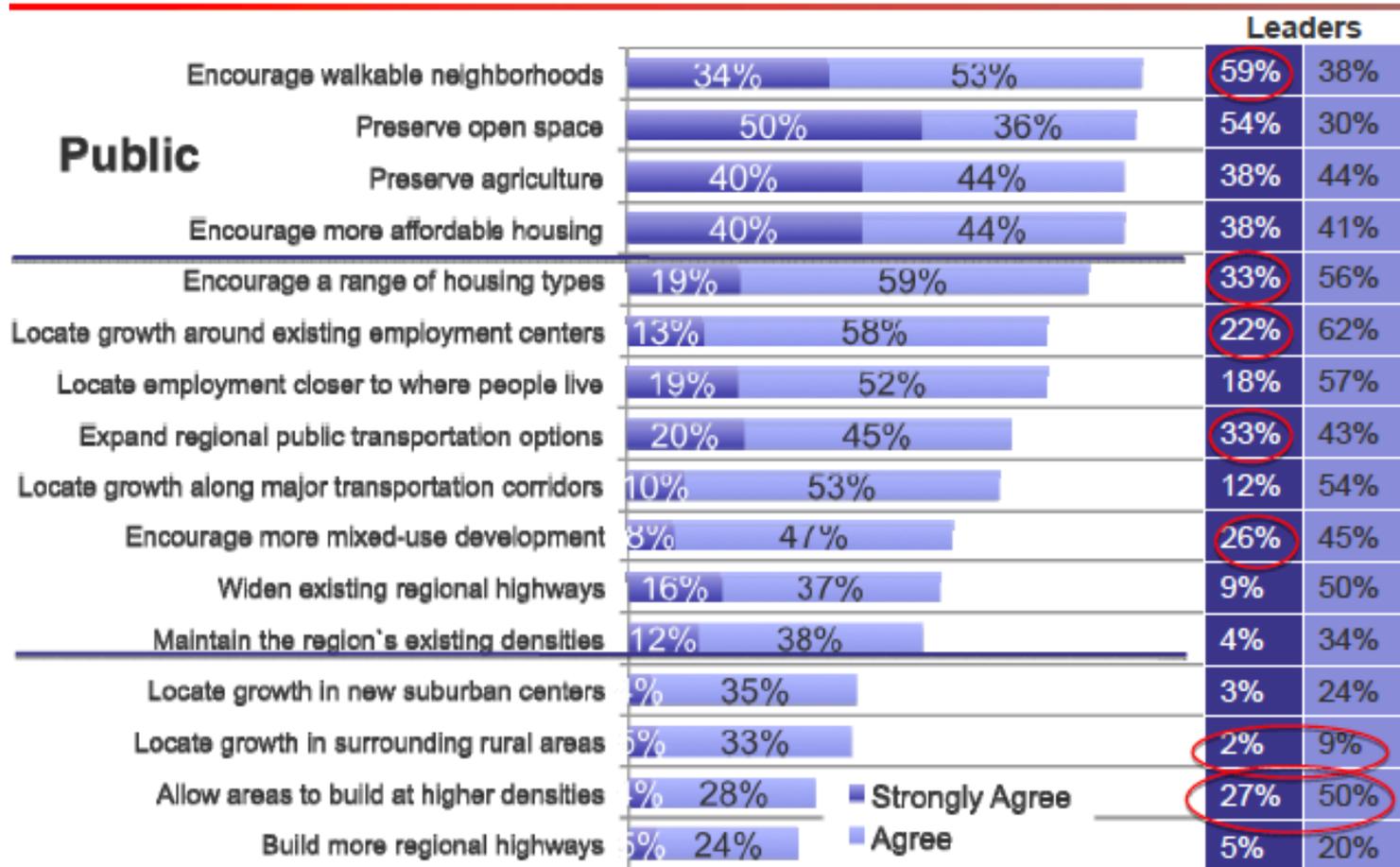
Only 14% of Carbon and Sweetwater residents feel that the local economy is strong and over 60% feel that it is getting worse



# Survey Results: Preferred Growth Strategies

## Growth Strategies

Wyoming public and leaders value typical “smart growth”/anti-sprawl strategies but public finds high density development less favorable than leaders



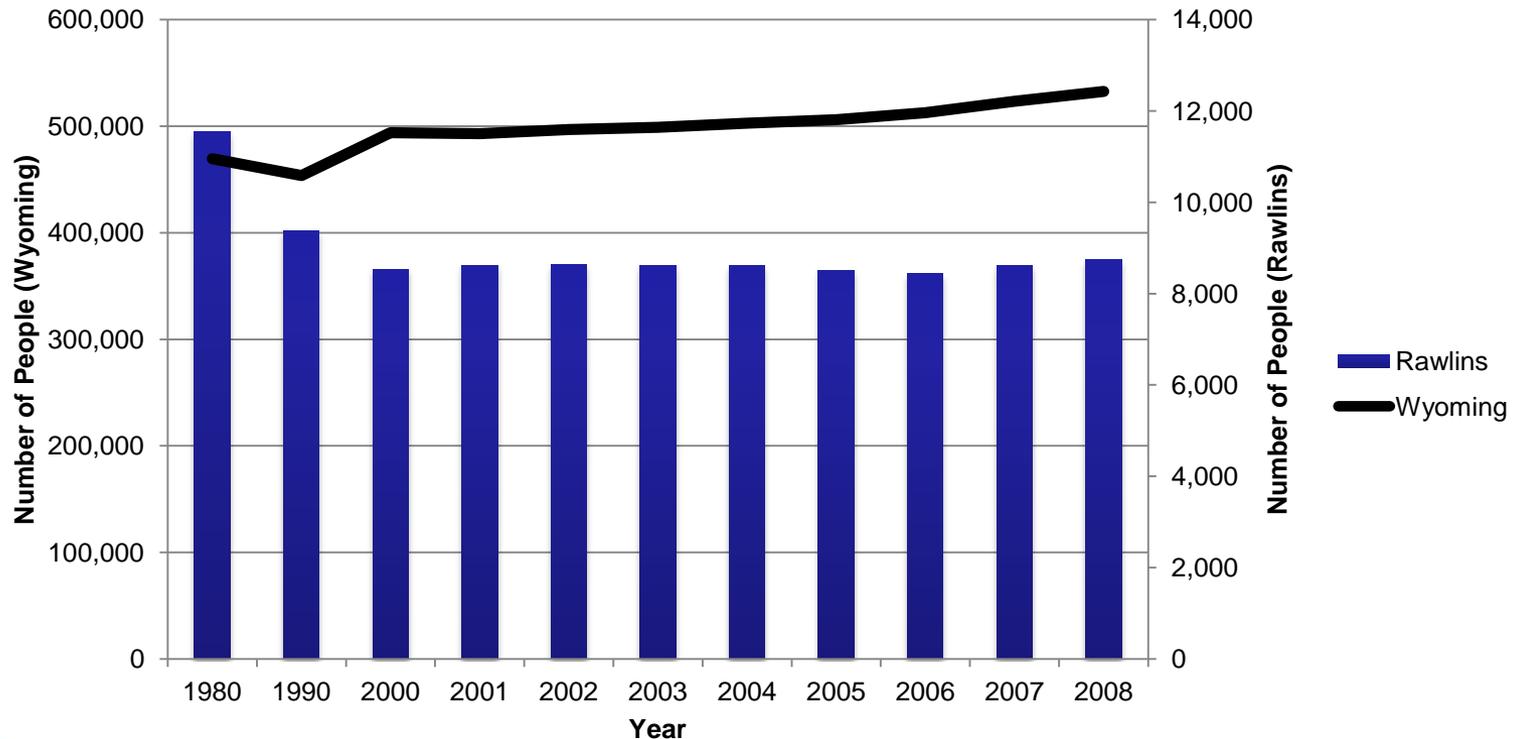
Source: June 2009 Report “Building the Wyoming We Want”

# City of Rawlins and Carbon County Data

# Population Growth: Rawlins vs. State of Wyoming

- State of Wyoming (8% increase since 2000) is growing faster than Rawlins (2% increase since 2000) – the city is not capturing much of the state population growth

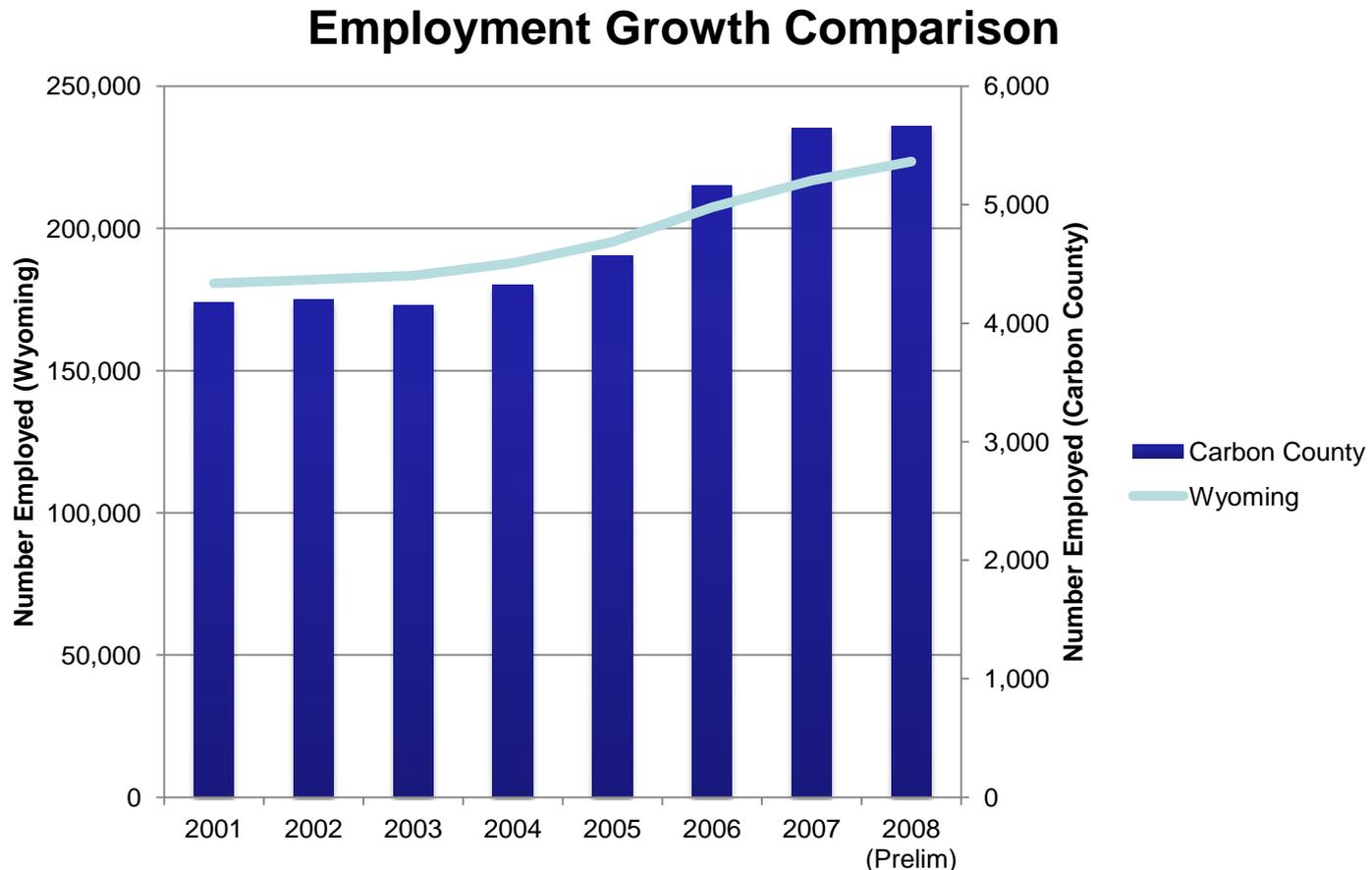
Population Data: Census and Estimates



Source: US Census Bureau

# Carbon County employment has increased 36% since 2001...

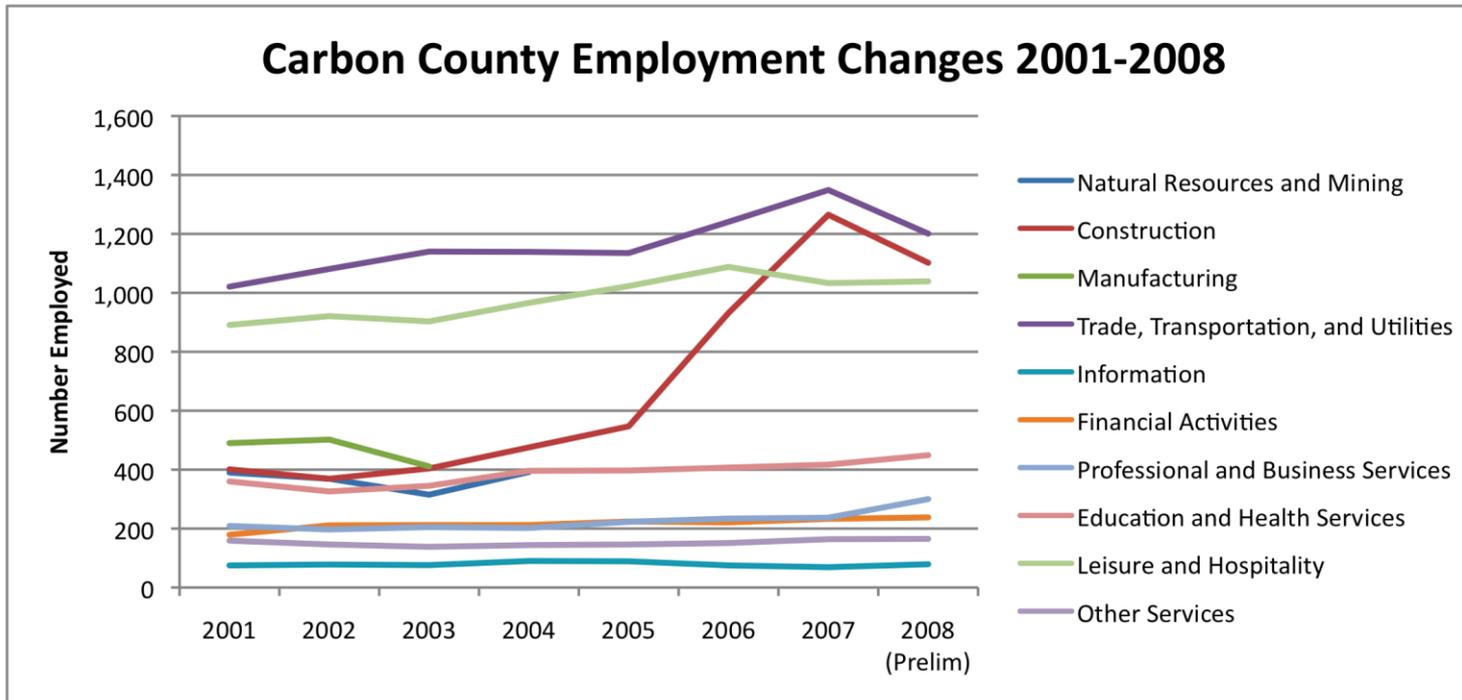
- Private Sector Data
- State of Wyoming employment has increased 24%



Source: US Bureau of Labor Statistics

# ...largely due to the Construction industry

- Construction jobs increased by 175% from 2001 to 2008
- Professional and Business Services jobs increased by 44% from 2001 to 2008

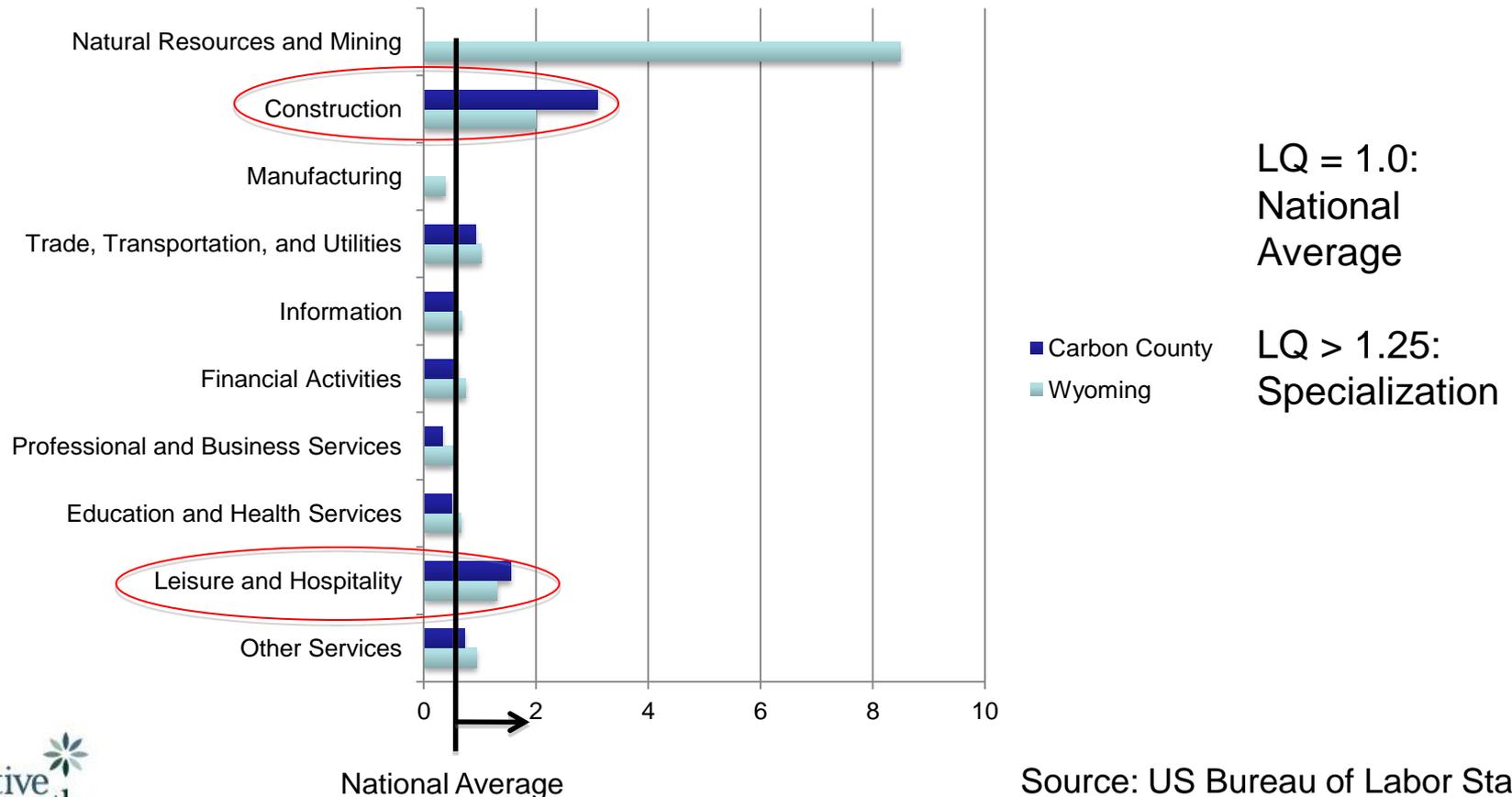


Natural Resources & Mining and Manufacturing data not fully disclosed for Carbon County; 2004 data for Construction industry not disclosed (estimated)

# Specialized in Natural Resources, Construction and Leisure.

- Natural Resources & Mining and Manufacturing data not disclosed for Carbon County

## Location Quotient (LQ) Comparison (2008)



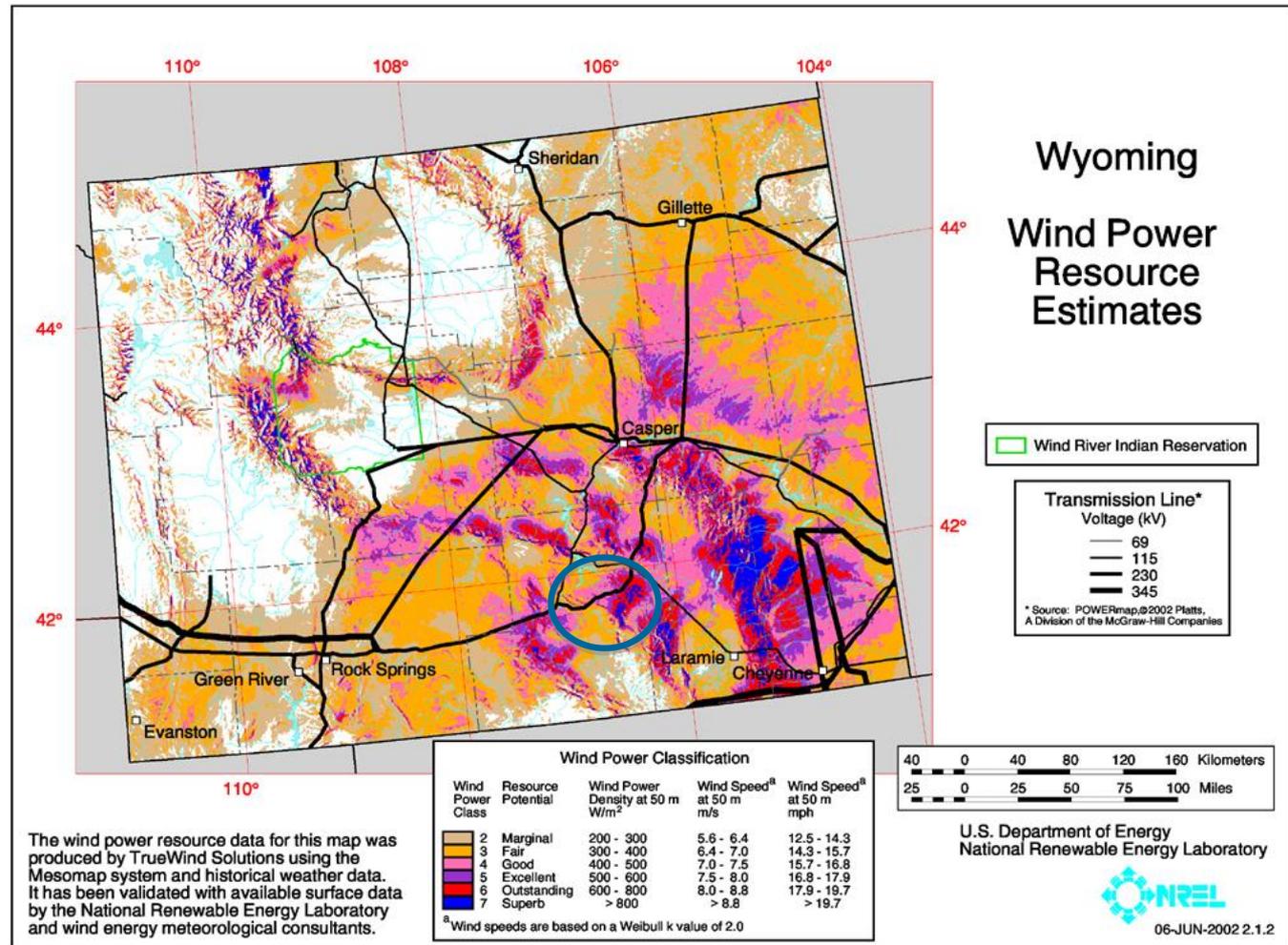
Source: US Bureau of Labor Statistics

# **Economic Development Opportunities**

# Wind Power Opportunities

“Other outstanding resource areas are located in south-central Wyoming from the Colorado border north towards Casper”

Source: *Wind Powering America*



The wind power resource data for this map was produced by TrueWind Solutions using the Mesomap system and historical weather data. It has been validated with available surface data by the National Renewable Energy Laboratory and wind energy meteorological consultants.

# Wind Power Benefits

- New jobs in manufacturing, transportation, project construction, operations and maintenance - 27% more jobs per kilowatt-hour than coal plants and 66% more jobs than natural gas plants\*



*\*New York State Energy Research and Development Authority*

# Regions Benefit from Wind Power

- Lamar County, Colorado: 60 construction jobs and 10-15 permanent maintenance and operations jobs at the Colorado Green Wind Farm
- Bureau County, Illinois: 100 construction jobs and 5 permanent jobs at the Crescent Ridge Wind Farm
- Highmore, South Dakota: 1/4 of education budget from property taxes from wind development in Hyde County
- Wind Farms throughout Iowa: 200 construction jobs and 40 permanent maintenance and operations jobs and \$2 million per year in tax payments to counties and school districts from 240 MW of wind capacity

# Wind Power Obstacles

- Protection of endangered species (such as Sage Grouse)
- Transmission lines – birds and small mammals will be sensitive to their placement
- Ensuring locating wind farms in areas capable of sustaining them (with few environmental challenges)



# Target Industries - Wyoming

## PRIMARY TARGETS

1. Snowmobile and RV Rental/Repair Facilities
2. Building-Construction-Related Manufacturing, wood products
3. Interstate-Related Businesses (Truck Plazas, Repairs)

## SECONDARY TARGETS

1. Oil field service contractors and oil and gas related services
2. Wind or solar power electric generation
3. High profile RV parks and commercial campgrounds
4. Boutique specialty all-natural, organic beef (and/or bison) processing company

*Source: Wyoming Business Council, 2005*

# Retail Recruitment Analysis

- Determine resident and visitor disposable income
- Determine \$\$ spending locally
- Determine \$\$ leaking outside community
- Identify specific retailers to recruit

*Previous study indicates a \$78 million leakage*

# Senior Housing



- **22-unit senior affordable housing project**
- **HUD-Section 202 grant (\$1.8 million)**
- **City of Austin GO Bond grant (\$300k)**
- **Foundation grants (~\$200k)**

# Other Opportunities

- Location of Rawlins
  - Positioned on Interstate 80 provides opportunities for “drive-by” tourists
  - Increased Retail
- Industrial Park and Business Park
- Entrepreneurship Center (with business focus)
- Tourism
- Museum and Visitors Center
- Abundance of outdoor activities throughout Carbon County
  - fishing, hiking, rafting, snowmobiling, cross country skiing, hunting



# Discussion

# **Economic Development**

## *Scope of Work for City Plan*

- **Organization**
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# Rawlins Mission and Goals

- **MISSION**

*“The City of Rawlins strives to develop and maintain a safe, economically viable, healthy and appealing community in which all citizens can take pride”*

- **ECONOMIC DEVELOPMENT GOALS**

- **Community Enhancement:** Complete Rawlins Economic Development Environmental Assessment, Vision and Plan by 4/1/2010
- **Infrastructure:** Create/enhance capacity for economic development
- **Community Promotion:** Develop Partners and Community Information data base and network to Pursue Rawlins Economic Development Plan
- **Sustainability:** Ensure sustainability of Rawlins through prudent management and innovative use of alternative energy, recycling and technology.



# Discussion

- 1. What should be primary focus areas for ED planning project?**
- 2. Do you think that Talent Attraction and Retention should be focus?**
- 3. How important is focusing on the WHO (implementer)?**
- 4. Do you agree with the Target Industries?**
- 5. Should additional industry targets be explored?**
- 6. How much focus should be on data analysis vs implementation?**
- 7. If there is one thing you want to see accomplished what is it?**

# Thank You



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