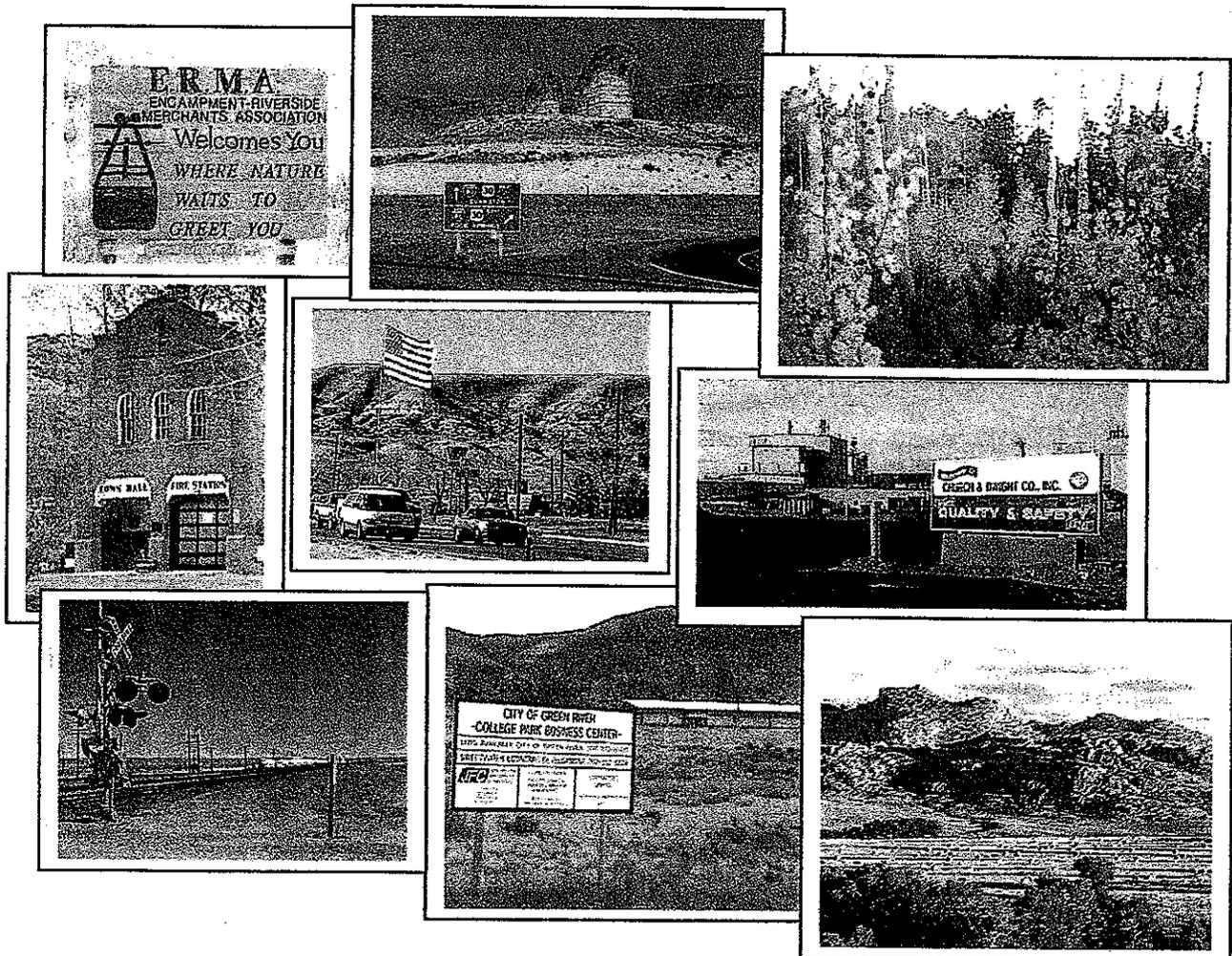


COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Project No: 05-86-03558

Prepared for the
Great Divide Economic Development Coalition
of
Carbon County and Sweetwater County

July 1, 2002



Prepared by **Pedersen Planning Consultants**

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Economic Development Administration

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Great Divide Economic Development Coalition.
The statements, findings, conclusions, and recommendations
are those of the authors and do not necessarily reflect the views of the
Economic Development Administration.**

July 1, 2002

The CEDS was prepared under the auspices of the
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COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
Great Divide Economic Development Coalition
Carbon County and Sweetwater County
July 2002

TABLE OF CONTENTS		
<i>Chapter</i>	<i>Title</i>	<i>Page No.</i>
	ABSTRACT	
ONE	INTRODUCTION	1-1
1.1	PURPOSE	1-1
1.2	SCOPE	1-1
1.3	METHODOLOGY	1-3
1.3.1	Community Participation	1-3
1.3.2	Economic Evaluation	1-3
TWO	SIGNIFICANT FACTORS INFLUENCING THE REGIONAL ECONOMY	2-1
2.1	GEOGRAPHIC AND ENVIRONMENTAL SETTING	2-1
2.1.1	Location and History	2-1
2.1.2	Climate	2-2
2.2	NATURAL RESOURCES	2-2
2.2.1	Minerals	2-3
2.2.2	Surface Water Resources	2-4
2.2.3	Fish and Wildlife	2-5
2.3	DEMOGRAPHICS	2-6
2.3.1	Sweetwater County	2-6
2.3.2	Carbon County	2-7
2.4	LABOR FORCE AND INCOME	2-9
2.4.1	Sweetwater County	2-9
2.4.2	Carbon County	2-10
2.5	ECONOMIC SECTORS	2-11
2.5.1	Mining	2-11
2.5.2	Oil and Gas	2-13
2.5.3	Timber	2-14
2.5.4	Agriculture	2-15
2.5.5	Retail Trade	2-16
2.6	INFRASTRUCTURE	2-17
2.6.1	Ground Transportation	2-17
2.6.2	Rail Transportation	2-18
2.6.3	Air Transportation	2-19
2.6.4	Municipal Water and Sewer Systems	2-20
2.6.5	Solid Waste Management Systems	2-21
2.6.6	Electrical Transmission and Distribution Systems	2-21
2.6.7	Telecommunications	2-21
2.7	EDUCATIONAL FACILITIES	2-23
2.7.1	Western Wyoming Community College	2-23

TABLE OF CONTENTS
Continued

<i>Chapter</i>	<i>Title</i>	<i>Page No.</i>
2.7.2	Sweetwater County School Districts	2-23
2.7.3	Carbon County School Districts	2-24
2.8	HOUSING	2-24
2.8.1	Carbon County	2-24
2.8.2	Sweetwater County	2-26
2.9	COMMERCIAL AND INDUSTRIAL AREAS	2-28
2.9.1	Sweetwater County	2-28
THREE	ECONOMIC ASSESSMENT	3-1
3.1	INTRODUCTION	3-1
3.2	REGIONAL STRENGTHS, WEAKNESSES, AND OPPORTUNITIES	3-1
3.2.1	Value-Added Industries and Commercial Enterprises	3-1
3.2.2	Lack of Competition for Rail Transportation	3-2
3.2.3	Potential Areas for Industrial Expansion	3-3
3.2.4	Retail Trade	3-6
3.2.5	Expansion of Power Generation and Transmission	3-9
3.2.6	Potential Businesses Derived from Expanded Broadband Capacities	3-10
3.2.7	Truck Stops	3-11
3.2.8	Water Transmission Extensions to Support the Development of New Industrial and Commercial Areas	3-12
3.2.9	Regional Tourism Promotion	3-12
3.3	POTENTIAL PARTNERS FOR FUTURE ECONOMIC DEVELOPMENT	3-13
3.3.1	Economic Development Organizations	3-13
3.3.2	Wyoming Business Council	3-13
3.3.3	Chamber of Commerce Organizations	3-14
3.3.4	Sweetwater County Events Complex	3-14
3.3.5	Community Planning and Development Departments	3-14
3.4	RESOURCES FOR ECONOMIC DEVELOPMENT	3-15
FOUR	ECONOMIC GOALS, PRIORITIES AND ACTION PLAN	4-1
4.1	GENERAL	4-1
4.2	ECONOMIC GOALS AND PRIORITIES	4-1
4.2.1	Goal Identification	4-1
4.2.2	Economic Priorities	4-1
4.3	ACTION PLAN	4-4

TABLE OF CONTENTS
Continued

<i>Chapter</i>	<i>Title</i>	<i>Page No.</i>
FIVE	PLAN IMPLEMENTATION	5-1
5.1	GENERAL REPORTING REQUIREMENTS	5-1
5.2	PERFORMANCE MEASURES	5-1
5.2.1	Monitoring of Project Schedules	5-1
5.2.2	Coordination of Project Completion with GDED Board	5-2
5.2.3	Monitoring of Project Completion by Other Economic Development Partners	5-2
5.2.4	Preparation of Annual Reports	5-2
APPENDIX A: PUBLIC MEETINGS		
REFERENCES		
LIST OF FIGURES		
<i>Figure No.</i>	<i>Title</i>	<i>Page No.</i>
1-1	Great Divide Economic Development District, Location Map	1-2
3-1	Wyoming Tri-Basin Rail Project, Proposed Rail Corridor	3-3
4-1	Proposed Highway Routing Thru Rawlins, Wyoming	4-8
LIST OF TABLES		
<i>Table No.</i>	<i>Title</i>	<i>Page No.</i>
2-1	Population Distribution, Sweetwater County, April 2000	2-7
2-2	Population Distribution, Carbon County, 1990 and 2000	2-8
2-3	Average Annual Employment, Sweetwater County Economy, Year 2000	2-9
2-4	Average Annual Employment, Carbon County Economy, Year 2000	2-10
2-5	Former Uranium Mining Operations, Carbon and Sweetwater Counties	2-12
2-6	Oil and Gas Production, Great Divide District	2-13
2-7	State Assessed Valuations, Sweetwater and Carbon Counties Production Year 2000	2-14
2-8	Total Retail Sales, Sweetwater and Carbon Counties, 2001	2-17
2-9	Average Daily Traffic Along Interstate 80 Sweetwater and Carbon Counties, 2001	2-18
3-1	Total Retail Sales by Merchandise Category, Carbon County, 2001	3-7
3-2	Total Retail Sales by Merchandise Category, Sweetwater County, 2001	3-7
4-1	Great Divide Economic Development Coalition Vision Statement and Goals	4-2
4-2	Results of Priority Rating	4-3

CHAPTER ONE

INTRODUCTION

1.1 PURPOSE

The purpose of this Comprehensive Economic Development Strategy (CEDS) is to provide a guidance document for future economic development in the Great Divide economic district (Figure 1-1). The district, which comprises Sweetwater and Carbon counties, has two county economic development organizations, various chamber of commerce organizations, other county, municipal and quasi-public organizations, that primarily lead ongoing economic development activities in the Great Divide district.

Through their formation of the Great Divide Economic Development Coalition, the Carbon County Economic Development Corporation (CCEDC) and the Sweetwater Economic Development Association (SWEDA) also intend to qualify, for both counties and their respective municipalities, for future financial assistance from the U.S. Economic Development Administration (USEDA) under its public works, economic adjustment, and planning programs. The preparation of the Comprehensive Economic Development Strategy is a prerequisite for USEDAs recognition of the Great Divide economic district and any future applications for financial assistance from USEDAs. Upon approval by the county commissioners from Carbon and Sweetwater counties, the CEDS document will be transmitted to USEDAs for their review and approval.

1.2 SCOPE

One of the early steps associated with the development of the Comprehensive Economic Development Strategy was the evaluation of the regional economy. This evaluation identifies and analyzes available natural resources, community demographics, regional economic sectors, existing infrastructure, housing, commercial and industrial areas, as well as relevant county and municipal plans.

Subsequently, a regional community vision for future economic development is established. This vision is initially expressed through the presentation of a vision statement, general economic goals and related priorities for the Great Divide district that are based upon the insights and experience of the GDEDC board (Chapter 4).

An action plan is also presented that identifies more specific economic objectives and proposed projects for each economic goal (Chapter 4). Each proposed project is accompanied with an identification of responsibilities for project implementation and project schedules.

A process for annual plan evaluations and periodic plan updates is also presented in the CEDS (Chapter 5). This process will facilitate the continued monitoring of plan implementation, as well as information requirements needed meet the requirements of USEDAs.

ABSTRACT

This Comprehensive Economic Development Strategy (CEDS) presents an aggressive economic development program for the Great Divide District, encompassing Carbon and Sweetwater Counties in Wyoming. The program is based upon regional economic development priorities and goals determined by the Board of Directors of the Great Divide Economic Development Coalition (GDEDC).

The CEDS includes an action plan that identifies a wide variety of specific economic development objectives and related projects that are to be completed to achieve each economic goal. Each project objective includes a descriptive scope, assignment of responsibilities, and a schedule for completion.

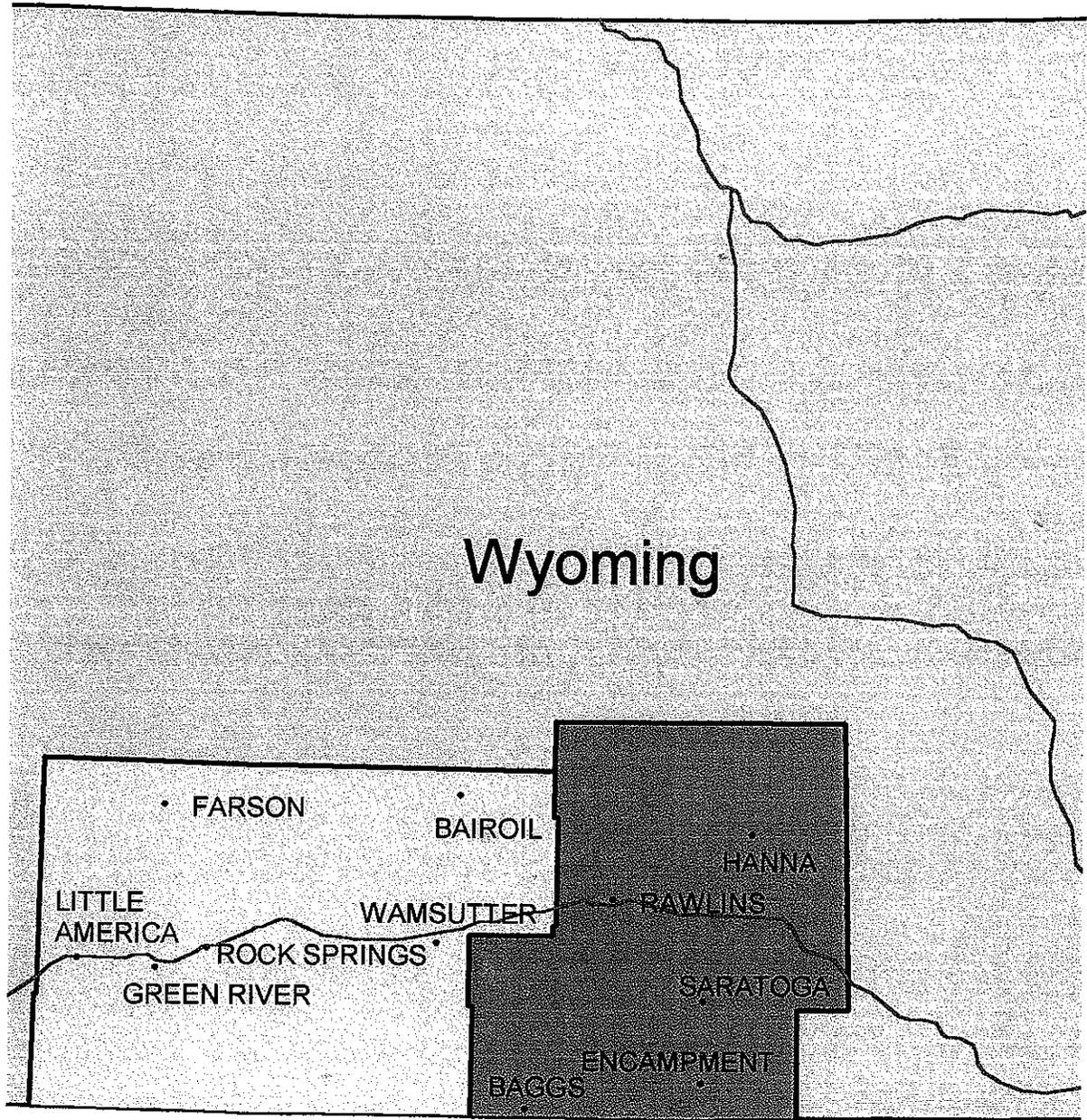
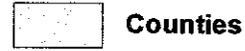
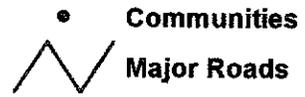
The CEDS report provides an assessment of the regional economy that examines economic strengths, weaknesses and development opportunities in Carbon and Sweetwater Counties. The regional economic assessment considers:

- potential opportunities associated with value-added industries and commercial enterprises.
- the lack of competition for rail transportation.
- potential areas for industrial expansion.
- retail trade leakage and opportunities for potential retail expansion.
- development opportunities associated with the future expansion of power generation and transmission.
- potential businesses that may be derived from expanded broadband capacities.
- potential retail expansion opportunities associated with truck stops along Interstate 80.
- opportunities to extend water transmission systems to support the development new industrial and commercial areas.
- opportunities for regional tourism promotion.

Potential cooperative partners and resources to pursue and implement future economic development opportunities are identified. Performance measures are provided to guide the Carbon County Economic Development Corporation (CCEDC) and the Sweetwater Economic Development Association (SWEDA) in the:

- monitoring of project schedules.
- coordination between the GDEDC Board, SWEDA, CCEDC and other organizations participating in the completion of the action plan.
- preparation of annual reports.

Legend



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Great Divide
Economic Development District
Location Map
Figure 1-1

1.3 METHODOLOGY

1.3.1 Community Participation

The action plan emerged from individual discussions with some 30 community leaders in various public and private capacities who identified community assets, economic development issues, and potential economic development opportunities.

Similar information was gained from a range of residents who attended one of eight public meetings in several locations throughout Sweetwater and Carbon counties. The issues and recommendations received during these meetings are summarized in Appendix A.

1.3.2 Economic Evaluation

Information gained from community leaders and other residents was supplemented with the collection and analyses of relevant information from numerous public and private sources. This information was used to evaluate significant factors influencing the regional economy (Chapter 2) and to make a regional economic assessment (Chapter 3).

CHAPTER TWO

SIGNIFICANT FACTORS

INFLUENCING THE REGIONAL ECONOMY

2.1 GEOGRAPHIC AND ENVIRONMENTAL SETTING

2.1.1 Location and History

The Great Divide economic district comprises Carbon and Sweetwater counties in south central and southwest Wyoming. This region, which encompasses 18,323 square miles, is characterized by a rich history.

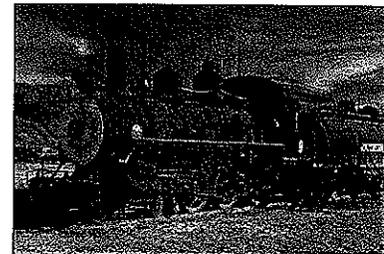
Prior to the migration of white settlers, small bands of Indian tribes traveled throughout the region as they passed between the Great Basin at the west and the Great Plains to the east. The presence of wild game sustained them during their travels. Historians believe that permanent settlement by the Indians in the region did not occur until the arrival of European and American settlers.



In the early 1800's, fur traders, explorers and pioneers migrated from the east to the west coast of the continental United States using the Oregon, Overland, Cherokee and Emigrant trails. Settlements began to emerge in communities such as Riverside. Military outposts such as Fort Halleck and Fort Bridger were established to provide some safety to overland travelers migrating to the west.



Construction of Union Pacific's Transcontinental Railroad in 1868 brought new residents and the establishment of new communities such as Medicine Bow and Rawlins. Carbon and Dana (now ghost towns) were born because of the access to coal resources in the Hanna Basin. Fort Steele was established to protect the Platte River railroad bridge. Cattlemen and sheep herders, who arrived in the 1870's and 1880's, helped foster the establishment of communities such as Saratoga and Medicine Bow.



At the turn of the 20th century, minerals such as gold and copper attracted both prospectors and wealthy mining interests to the Sierra Madre Range on the Continental Divide. This led to the establishment of Encampment in southern Carbon County.



Since that time, the cattle and sheep industries have remained in production. Most production takes place on larger ranches. However, sheep production in the region diminished significantly by the mid-1950's.

Mineral and energy development continues to dominate the regional economy. The exploration, production and transport of oil and natural gas, as well as the mining of iron and coal, are primary sources of regional employment. However, these activities are highly cyclical due to their influence from variable commodity prices, market demands, and global energy and mineral supplies.

2.1.2 Climate

Both Carbon and Sweetwater County generally represent an arid, high desert environment. Alpine trees and vegetation that characterize portions of the Continental Divide and Medicine Bow Mountains in Carbon County contrast the climate associated with high desert areas.

2.1.2.1 Ambient Temperatures

In Green River and Rock Springs, average ambient temperatures range between 27 and 38 degrees during the month of January. Average temperatures in July average between 80 degrees Fahrenheit in Rock Springs compared to 88 degrees in Green River.

Average ambient temperature levels in Carbon County range from a low of about 22 degrees Fahrenheit in January to about 67 degrees during the month of July. Diurnal temperature ranges vary significantly. During the month of July, for example, average minimum and maximum temperatures vary 33 to 43 degrees.

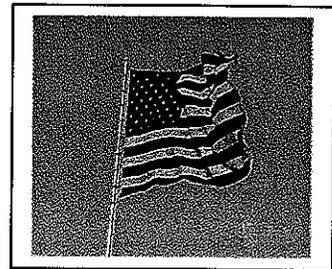
2.1.2.2 Precipitation

Annual precipitation levels are approximately 8.7 inches per year in Green River and Rock Springs. In Carbon County, average annual precipitation levels range from nine to 14 inches.

2.1.2.3 Surface Winds

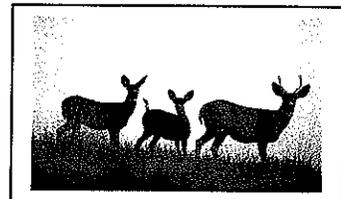
Average wind velocities are approximately nine miles per hour in Rock Springs. Comparable velocities influence much of Carbon County.

However, significantly stronger winds blow in the northeast portion of Carbon County. Average wind speeds of almost 16 miles per hour are common in Arlington. In nearby Medicine Bow, average wind velocities are approximately 13 miles per hour.



2.2 NATURAL RESOURCES

Sweetwater and Carbon counties contain significant natural resources that primarily include minerals, groundwater and surface water resources, and abundant wildlife. Each of these resources is generally described in the following paragraphs.



2.2.1 Minerals

2.2.1.1 Trona

Trona is naturally occurring sodium carbonate/bicarbonate mineral. Extensive deposits are located in southwest Wyoming east of Green River. Bedded deposits characterize the trona found in the Eocene Green River Formation. In Sweetwater County, trona is refined onsite into soda ash, as well as the manufacture of other sodium-based products. This mineral is an essential ingredient used to make glass containers, flat glass, and fiberglass. Soda ash is also utilized...*"to control pH in various environments and to scrub sulfur dioxide gases in coal fired power plants"* (Wyoming State Geological Survey, 1996).

2.2.1.2 Oil and Gas

Significant oil and natural gas reserves are situated throughout much of Sweetwater County. Oil shale bearing strata occurs primarily in the Green River Basin west of Green River, as well as the Washakie Basin in the southeast part of the county. Significant oil and gas production has taken place in the Greater Green River Basin for about 80 years. In 2001, oil and gas production in Sweetwater County occurred in 127 fields (Wyoming Oil and Gas Conservation Commission, 2002). An extensive network of oil and gas wells, gas processing facilities, as well as oil and gas pipelines carry refined oil and gas supplies to markets that are located southeast, northwest and west of Wyoming.

In Carbon County, the eastern portion of the Greater Green River Basin extends about 10 to 40 miles in the west portion of Carbon County. Gas reserves are primarily located in the east side of the Great Divide and Washakie Basins (DeBruin, 1996). These two basins are characterized by stratigraphic traps and produce from younger geologic formations. In 2001, the Wyoming Oil and Gas Conservation Commission reported that oil and gas was produced from 46 fields in Carbon County.

2.2.1.3 Coal

Sweetwater County contains both sub-bituminous and bituminous coals. East of Rock Springs, surface coal mining is taking place at the Bridger Coal and Black Butte/Pit 22 mine which are located east and south of Point of Rocks. Subsurface mines include the Lion Coal and Pilot Butte mines. The coal mined from these sources is primarily used as a source of energy for the nearby Jim Bridger Power Plant, which is situated north of Point of Rocks.

Higher Btu coal that ranges between 8,500 and 10,200 British thermal units per pound, are located in Carbon County's Hanna Basin. Existing coal reserves are not depleted in this area; however, the cost of underground mining and related rail transportation is not competitive to surface coal mining operations in Wyoming's Powder River Basin in northeast Wyoming.

2.2.1.4 Potash

In Sweetwater County, rocks in the Leucite Hills, including Boars Tusk and Steamboat Mountain, are known sources of potash. During the First World War, potash was mined by the Liberty Potash Company on Zirkel Mesa. Potassium chloride was processed in a plant in Green River for the production of fertilizer.

2.2.1.5 Uranium

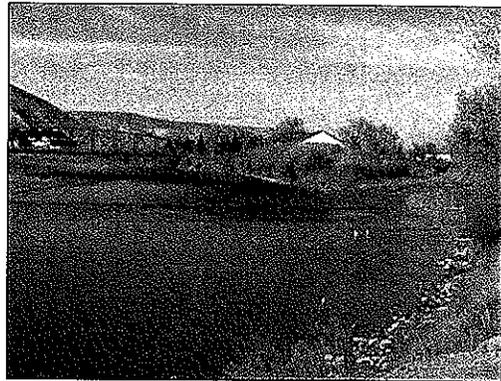
Uranium resources, which are conducive to in-situ production, are located in Carbon County's Shirley Basin. Other uranium resources are situated in the Poison Basin west of Baggs; however, these resources have less development potential (Harris, 1998).

In Sweetwater County, uranium resources are available in the Great Divide Basin. Historically, mining claims were made over the Rock Springs Formation and/or Ericson Formation of the Cretaceous Mesaverde Group.

2.2.2 Surface Water Resources

2.2.2.1 Sweetwater County

Surface water resources in the Sweetwater County are part of the Green River/Great Divide Basin. The Green River originates in the Wind River Mountain range and the Bridger-Teton National Forest. Perennial stream flows generally characterize upland mountain drainages of the Green River Basin that are generally north of Sweetwater County. Ephemeral stream flows are common on the drier high plateaus of Sweetwater County (Wyoming Water Development Commission, 2002). Tributaries to the Green River (within Sweetwater County) include the Big Sandy and Blacks Fork. The Flaming Gorge Reservoir, located in the southwest part of Sweetwater County, is used to help regulate flows along the Green River which is a major tributary to the Colorado River System.



The Great Divide Basin is a topographically closed hydrologic unit that lies in between Sweetwater and Carbon counties. This basin comprises 3,959 square miles.

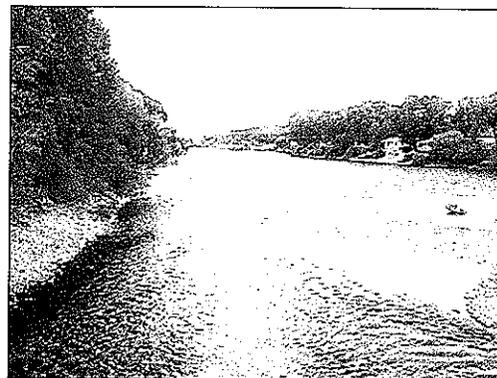
2.2.2.2 Carbon County

Carbon County generally includes portions of three hydrologic basins:

1. Upper North Platte River;
2. Little Snake River; and,
3. the east portion of the Great Divide Basin.

The upland basin boundaries reflect the upper elevation of the Continental Divide.

Most of Carbon County is situated within the North Platte River Basin. The upper North Platte River originates in northern Colorado. Within Carbon County, the North Platte River is fed by surface flows from the Encampment River and Medicine Bow River. The North Platte River subsequently drains into the Seminoe and Pathfinder reservoirs where surface waters are stored and released to downstream users in Wyoming and Nebraska.



The Little Snake River originates within the upper elevations of the Sierra Madre Mountains in Wyoming and Colorado's Routt National Forest. Within Carbon County, primary tributaries include Savery Creek, Battle Creek, and Muddy Creek. The Little Snake River eventually flows south of Baggs to the Yampa River that flows into the Green River, a tributary to the Colorado River.

As stated earlier, the east portion of the Great Divide is again a closed hydrologic unit that discharges no surface flows outside the Great Divide Basin. Intermittent streams within the basin occasionally flow in response to surface runoff generated from rainfall and snowmelt.

2.2.3 Fish and Wildlife

2.2.3.1 Fish

In Wyoming, there are approximately 49 extant native fish and 27 established nonnative fish species. Most of the species occur in the Great Divide district.

The Green River contains a variety of game fish species such as Rainbow trout, Brown Trout, and Kokanee Salmon. Within Lake Flaming Gorge, game fish such as Brown, Rainbow and Lake Trout, Kokanee Salmon, Macinaw, Small Mouth Bass and Catfish are available.

In Carbon County, there are approximately 903 creeks, streams, rivers and man-made impoundments that provide habitat for both native and nongame fish species. Popular fishing locations include the North Platte River drainage, the Seminole Reservoir, and Hog Park Reservoir.

2.2.3.2 Wildlife

An abundance of wildlife is located within both Carbon and Sweetwater counties. People traveling along Interstate 80, state highways and county roads can view a considerable amount of wildlife.

The pronghorn antelope is highly migratory; however, its habitat typically includes grasslands and sagebrush communities. Mule deer and white-tailed deer are also highly migratory and use a variety of habitats such as forested areas, riparian areas and lowland drainages, and brushy foothill areas.

Rocky Mountain elk tend to seasonally migrate to locate grasses on transitional range areas between April and mid-June. During the summer, most Rocky Mountain elk migrate to higher elevations. At the close of summer, elk return to winter range areas that include wooded and brushy areas in lower elevations.

Mountain lions are rarely observed by local residents as these animals prefer coniferous and deciduous forests, shrublands, rocky cliffs and ledges, and meadows at higher elevations. Black bears also enjoy forested areas; however, they also spend considerable time in riparian areas and moist meadow areas at higher elevations.

Various bird species occur in Sweetwater and Carbon counties. Bald and golden eagles are commonly observed in the vicinity of the North Platte River drainage in southern Carbon

County. The Wyoming Game and Fish Department is attempting to reintroduce the rare black-footed ferret in Carbon County's Shirley Basin. State biologists are also desire to conserve selected habitats where sagebrush and riparian areas are available.

Habitats for a wide variety of other smaller mammals such as shrews, bats, rabbits, prairie dogs, gophers, kangaroo rats, and beavers are also present in both counties.

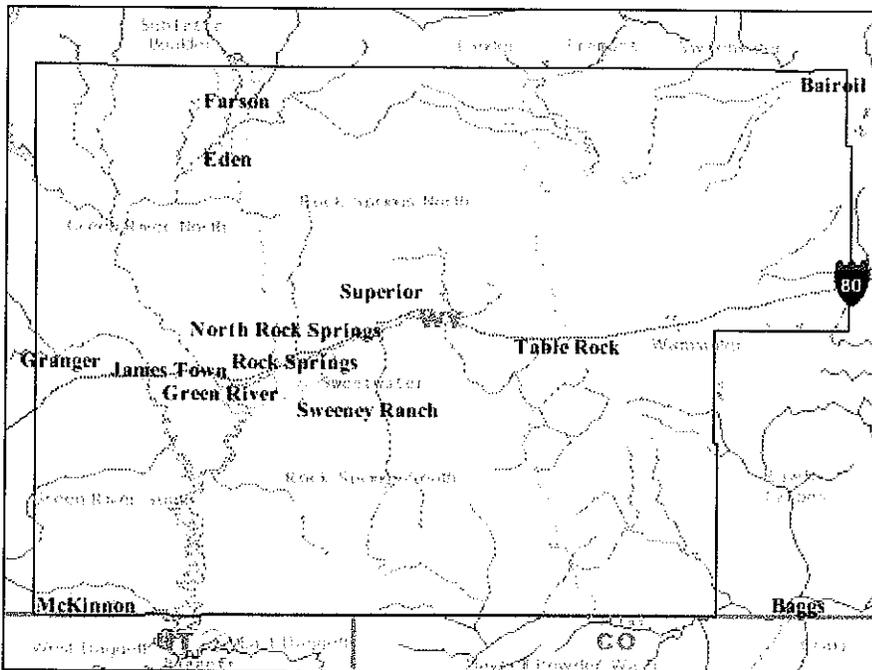
2.3. DEMOGRAPHICS

The Great Divide District contains a resident population of 53,252 residents. Almost 71 percent of this population resides in Sweetwater County.

2.3.1 Sweetwater County

A total county population of 37,613 residents was recorded during the April 2000 census (Table 2-1). Sweetwater County experienced a three percent loss during the 1990-2000 period that can largely be attributed to layoffs in the trona industry labor force. Green River lost about 900 people with the closing of TG soda ash in 2000.

Available demographic information gained from the 2000 census indicates roughly 81 percent of the overall County population is located in Rock Springs and Green River. Six of the outlying communities comprise the remaining 19 percent of the population; the population of these communities ranges between three and 665 residents.



Fifty-six percent of Sweetwater County's resident population is between the ages of 20 and 59. Residents over 64 years of age represent about eight percent of the county population. The median age of local residents is 34 years. The age distribution of Sweetwater County's population is, in part, a reflection of somewhat older mining labor force that is retained by higher salaries and attractive employee benefits.

**TABLE 2-1
POPULATION DISTRIBUTION
SWEETWATER COUNTY
APRIL 2000**

Community	Number of Residents	Proportion of County Population (percent)
Bairoil	97	<0.1
Eden	388	0.1
Farson	242	<0.1
Granger	146	<0.1
Green River	11,808	31.3
Little America	56	<0.1
McKinmon	49	<0.1
Point of Rocks	3	<0.1
Reliance	665	1.8
Rock Springs	18,708	49.7
Superior	244	<0.1
Table Rock	82	<0.1
Wamsutter	261	<0.1
Other Unincorporated Areas	4,864	12.9
Sweetwater County	37,613	100.0

Source: U.S. Census Bureau, Census 2000; Pedersen Planning Consultants, 2002

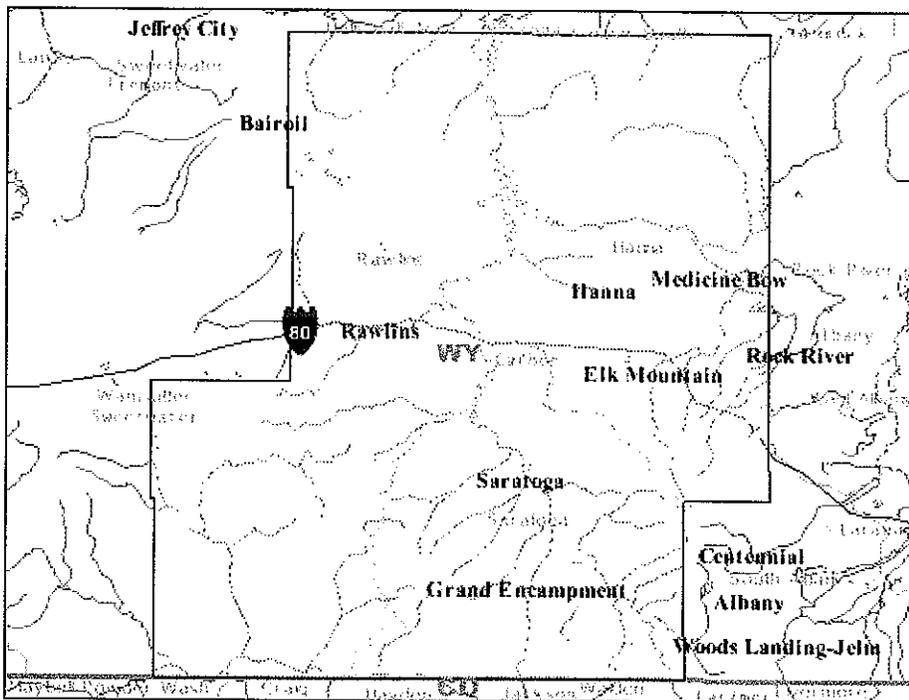
The Sweetwater County population is dominated by Caucasians. However, the population contains representation from a variety of American ethnic groups.

The working age population, which generally ranges between 20 and 59 years of age, comprises 56 percent of the county population. The median age is 38.9 years of age.

Residents of retirement age (over 64 years of age) comprise about 12 percent of the population. In 1990, this same age group represented 10 percent of the Carbon County population. This demographic characteristic suggests that Carbon County is gradually becoming a place of retirement for many existing and new residents. A growth in the retirement age population is particularly evident in communities such as Saratoga, Encampment, and Riverside. At the same time, it is important to note that Wyoming's proportional retirement age population, on a nationwide basis, is considerably smaller than most states.

2.3.2 Carbon County

The resident population of Carbon County included 15,639 persons in April 2000 (Table 2-2). This population represents a six percent decline in resident population between 1990 and 2000. The closure of coal mines in the Hanna Basin during the mid to late 1990's precipitated much of the decline. Other out-migration was likely the result of a general lack of job opportunities and the uncertainty concerning some larger employers such as the Wyoming State Penitentiary in Rawlins.



**TABLE 2-2
POPULATION DISTRIBUTION
CARBON COUNTY
1990 AND 2000**

<i>Community</i>	<i>Number of Residents 1990</i>	<i>Number of Residents 2000</i>
Baggs	272	348
Dixon	70	79
Elk Mountain	174	192
Encampment	490	443
Hanna	1,076	873
Medicine Bow	389	274
Rawlins	9,380	8,538
Riverside	85	59
Saratoga	1,969	1,726
Sinclair	500	423
Other Unincorporated Areas	2,254	2,684
Carbon County	16,659	15,639

Sources: U.S. Census Bureau, Census 2000; Pedersen Planning Consultants, 2002

The resident population is concentrated near the county seat of Rawlins and the Town of Saratoga. These communities comprise almost 66 percent of the overall population.

Caucasians predominate Carbon County's population. However, a significant Hispanic population also resides in the county. Other American ethnic groups include American Indians, Alaskan Natives, African Americans, Asians and residents from other Pacific islands.

2.4 LABOR FORCE AND INCOME

2.4.1 Sweetwater County

2.4.1.1 Employment

In May 2002, Sweetwater County's labor force represented an estimated 20,456 persons. The employed labor force included an estimated 19,578 persons. Consequently, the rate of employment was 4.3 percent. This employment rate was slightly higher than the previous year when unemployment was approximately 3.9 percent in May 2001 (Wyoming Department of Employment, Research and Planning, 2002).

There is considerable variation in federal and State employment data that is available for Carbon County. These variations generally reflect differences in the source of information and methods used to estimate the amount of jobs for each economic sector.

Available data from the U.S. Department of Commerce, Bureau of Economic Analysis, suggests that total full-time and part-time employment included approximately 24,436 persons in 2000 (Table 2-3). Almost 82 percent of the employed labor force was working in the private sector. Government workers accounted for approximately 17 percent while ranching and other agricultural employment represented less than one percent of Sweetwater County's employed labor force.

<i>Employment Sector</i>	<i>Number of Employees</i>	
Wage and Salary Employment		20,644
Proprietors' Employment		3,792
Farm Proprietors	168	
Nonfarm Proprietors	3,624	
TOTAL FULL AND PART-TIME EMPLOYMENT		24,436
Farm		205
Private Employment		19,964
Ag services, forestry, fishing and other	163	
Mining	3,725	
Construction	1,540	
Manufacturing	1,639	
Transportation and public utilities	1,809	
Wholesale trade	637	
Retail trade	4,476	
Finance, insurance, and real estate	1,210	
Services	4,765	
Government and Government Enterprises		4,267
Federal, civilian government	266	
Military	221	
State government	268	
Local government	3,512	
TOTAL FARM, PRIVATE, AND GOVERNMENT EMPLOYMENT		24,436

Source: U. S. Department of Commerce, Bureau of Economic Analysis, 2002.

2.4.1.2 Income

During the third quarter of 2001, 1,164 employers in the private sector paid an average of 15,329 employees almost \$140.8 million. This indicates that the average monthly wage or salary for each private sector employee is approximately \$3,061, or about \$36,732 per year.

However, a significant number of persons in Sweetwater County are sole proprietors, or small business owners that have no employees. In 1999, there were 1,810 non-employer establishments in the county. Gross receipts from non-employer establishments generated annual gross receipts of roughly \$64.9 million.

2.4.2 Carbon County

2.4.2.1 Employment

The State of Wyoming, Department of Employment, estimates that Carbon County's labor force in May 2002 represented approximately 8,147 persons. The employed labor force included approximately 7,796 persons. The unemployment rate was estimated to be 4.3 percent (Wyoming Department of Employment, Research and Planning, 2002). Comparative data for May 2001 indicates that the unemployment rate was slightly less in the previous year.

Available information from the U.S. Department of Commerce, Bureau of Economic Analysis, suggests that 9,751 persons were employed on a full-time or part-time basis in 2000 (Table 2-4). Approximately 73 percent of those workers were employed by the private sector. Almost 21 percent worked for various local, state and federal governmental agencies (Table 2-4). About six percent of those employed managed or worked at local ranches or other agricultural operations.

TABLE 2-4 AVERAGE ANNUAL EMPLOYMENT CARBON COUNTY ECONOMY, YEAR 2000		
<i>Employment Sector</i>	<i>Number of Employees</i>	
Wage and Salary Employment		7,145
Proprietors' Employment		2,659
Farm Proprietors	341	
Nonfarm Proprietors	2,318	
TOTAL FULL AND PART-TIME EMPLOYMENT		9,804
Farm		603
Private Employment		7,164
Ag services, forestry, fishing and other	254	
Mining	318	
Construction	699	
Manufacturing	625	
Transportation and public utilities	615	
Wholesale trade	180	
Retail trade	1,757	
Finance, insurance, and real estate	575	
Services	2,141	
Government and Government Enterprises		2,037
Federal, civilian government	147	
Military	87	
State government	524	
Local government	1,279	
TOTAL FARM, PRIVATE, AND GOVERNMENT EMPLOYMENT		9,804

Source: U. S. Department of Commerce, Bureau of Economic Analysis, 2002.

2.4.2.2 Income

During the third quarter of 2001, 604 employers in Carbon County's private sector paid an average of 4,535 employees roughly almost \$25.3 million. This indicates that the average monthly wage for each private sector employees is about \$1,861, or approximately \$22,333 (Table 2-4).

However, a sizeable number of persons in Carbon County are sole proprietors, or small business owners that have no employees. In 1999, there were 1,074 non-employer establishments in the county. Gross receipts from non-employer establishments generated annual gross receipts of roughly \$28.6 million.

2.5 ECONOMIC SECTORS

2.5.1 Mining

Trona and coal are the two prominent activities associated with mining. The industry also includes some long-term remediation of former uranium mines in both Sweetwater and Carbon counties.

Mining companies in Sweetwater County provide high wages, salaries and benefits to the economy. Employment and wage information for 3Q 2001 indicates that the average mining job in Sweetwater County pays roughly \$59,772 per year.

Mining activities in both counties generate significant tax revenues to the State of Wyoming. Mineral tax distributions are one of the primary source of revenues used to support local county and municipal operations.

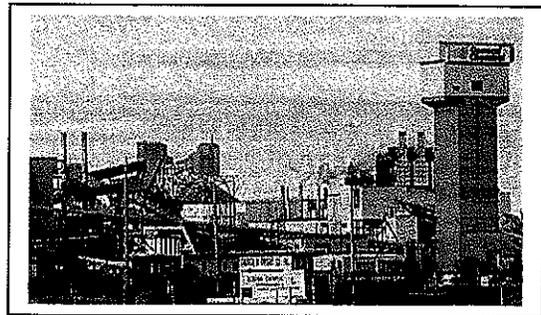
2.5.1.1 Trona Mining and Soda Ash Production

Trona mining, or soda ash producers, in Sweetwater County include FMC, General Chemical, OCI and Solvay Minerals. TG soda ash was purchased by FMC in 2000, but closed by FMC in 2001.

The world's largest known deposit of trona is situated a few miles west of the community of Green River. The availability and accessibility to these resources represents a long-term opportunity for soda ash production. However, the potential opportunity can only be realized as long as trona can be mined and processed economically, and be competitive to other international production and product transportation.

The United States consumes about six to seven million tons of soda ash. U.S. soda ash production capacity is about 11 to 12 million tons. Consequently, there is approximately 5 million tons of soda ash available for export. China is the second largest producer of soda ash in the world and is capable of supplying various markets more economically.

The cost of mining trona in Sweetwater County is becoming increasingly less competitive to mining activities in China, as well as nearby producers in Colorado. This trend is evidenced somewhat by greater layoffs in the local trona industry that are generated primarily by regular



fluctuations in available inventory, market, demand, and price. However, other economic factors, such as higher rail transportation costs, represent a significant impediment to sustaining long-term profitability.

2.5.1.2 Coal

Arch Coal Company owns an underground mine in Carbon County's Hanna Basin and surface coal mines in the Powder River Basin in northeast Wyoming. In recent years, Arch Coal elected to close its mine in the Hanna Basin and invest significant capital for the purchase of two mines in the Powder River Basin. Surface coal production in Powder River Basin is significantly cheaper to mine because of shallower coal depths. Rail transport costs are also more reasonable as both Burlington Northern and Union Pacific Railroad compete for the transport of coal from the basin.

In contrast, higher Btu surface coals in the Hanna Basin are mined at considerably deeper depths. Union Pacific Railroad is the sole provider of rail transportation in Carbon County. This non-competitive environment only exacerbates the higher costs associated with mining at deeper depths.

The survivability of coal mining operations in Sweetwater County is the availability and proximity of coalmines to the market. The market is Jim Bridger Power Plant which is a coal-fired power plant located north of Point of Rocks. The plant is owned by PacifiCorp (2/3) and Idaho Power (1/3). Sub-bituminous coal is readily delivered to the power plant site via an overland conveyor at the Bridger Mine, or by unit train and truck (Idaho Power, 2002).

2.5.1.3 Uranium

Three uranium mines in Sweetwater County and two in Carbon County were formerly in operation (Table 2-5). Uranium production flourished in Carbon County's Shirley Basin during the 1950's until the demand for defense purposes began to decline in the 1960's.

Name of Mine	Owner	Type of Operation	Status
Shirley Basin	Pathfinder Mines Corporation	Open pit/ conventional mill	Uranium in reclamation
Petrotonics	Petrotonics (Texaco)	Open pit/ conventional mill	Uranium in reclamation
Jackpot Mine	Green Mt. Mining Venture	Underground mine	Uranium production in stand-by
Lost Soldier	CAMECO	In-situ leach	Uranium under exploration, but no production
Sweetwater Uranium Project	Green Mt. Mining Venture	Open pit/ conventional mill	Uranium production in reclamation

Source: Wyoming Mining Association, 2002

Production from conventional uranium mine/mill operations in Wyoming discontinued in 1992. Only one of the five mining operations in the Great Divide area is in a stand-by status. However, future production of uranium is primarily dependent upon market and price. These demands are met through imports from various countries such as Canada, Uzbekistan, Kazakhstan, Australia, and Kyrgystan.

Even though no new nuclear reactors have been built in the United States, the consumption of uranium in America has grown significantly during the past decade. Annual uranium requirements in the United States rose from roughly 39 million pounds in 1991 to about 52 million pounds in 2000. This remarkable trend is due to a tremendous increase in the efficiency of existing nuclear reactors that increased the amount of electrical power generation from nuclear reactors in the United States (Ux Consulting Company, 2001).

Market conditions and price levels remain inadequate to support uranium production in the Great Divide area. Spot prices were \$9.90 per pound of U₃O₈ in May, 2002 (Ux Consulting Company, 2002). The State of Wyoming has granted severance tax relief until the market price recovers to \$14 per pound for U308. Consequently, uranium contributes little to the regional economy at this time. However, as demands and price increase, available deposits offer considerable mining opportunities that could eventually generate economic benefits to the State of Wyoming, as well as Carbon and Sweetwater counties.

2.5.2 Oil and Gas

Oil and gas production continues in both Sweetwater and Carbon County. In 2001, combined oil and gas production in both counties represented about 20 percent of all statewide gas production and almost 11 percent of Wyoming's total oil production (Table 2-6).

County	No. of Wells	Oil Production (in BBLs)	Proportion of State Oil Production (percent)	Gas Production (in MCF)	Proportion of State Gas Production (percent)
Carbon	1,112	1,588,948	2.77	95,997,458	5.98
Sweetwater	2,377	4,496,435	7.83	224,968,048	14.01
Total	3,489	6,085,383	10.6	320,965,506	19.99

Source: Wyoming Oil and Gas Conservation Commission, 2002

Oil production in Carbon County was nominal in 2001; however, more significant volumes were produced in the Standard Draw, Echo Springs and Wertz fields. Oil production in Sweetwater County as more prevalent in the Lost Soldier field and the eastern portion of the Bruff field.

Prominent gas fields in Carbon County include Echo Springs and Standard Draw. In Sweetwater County, considerable gas production in 2001 took place in the Lost Soldier, Wamsutter, Siberia Ridge, Table Rock and Wild Rose fields.

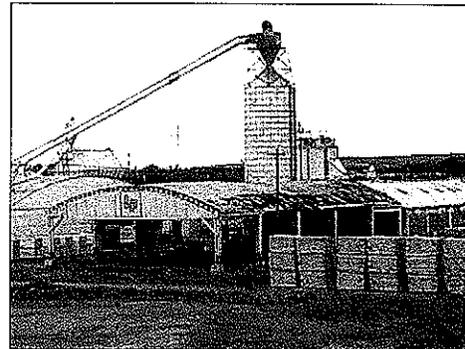
Oil and gas production in the Great Divide District is supported by the Sinclair oil refinery, oil gas processing facilities and gathering systems, as well as oil and gas pipelines that enable the sale of these resources to primary markets outside of Wyoming. The Sinclair oil refinery, as the name suggests, is located in the community of Sinclair. Gas processing plants in Sweetwater County are located in Bairoil, Blacks Fork, Brady, Granger, Patrick Draw, Red Desert, Table Rock, Vermillion and Wamsutter. In Carbon County, gas processing facilities are situated in Echo Springs and Rawlins.

Oil and gas activities provide a significant amount of mineral revenues that support a wide variety of public services for the State of Wyoming, as well as local counties and municipalities. State assessed valuations for crude oil, stripper oil, and natural gas in production in Sweetwater and Carbon counties represented a combined taxable valuation of almost \$1.1 billion for production year 2000 (Table 2-7).

TABLE 2-7 STATE ASSESSED VALUATIONS SWEETWATER AND CARBON COUNTIES PRODUCTION YEAR 2000				
County	State Assessed Valuations			Total
	Crude Oil	Stripper Oil	Natural Gas	
Sweetwater	\$109,355,166	\$818,425	\$560,198,184	\$ 670,371,775
Carbon	27,485,788	3,636,643	362,561,806	393,684,237
Total				\$1,064,056,012
Source: Wyoming Department of Revenue, Mineral Tax Division, 2002				

2.5.3 Timber

Timber industry activities are located at the Louisiana-Pacific Corporation (LPC) lumber mill in the Town of Saratoga. However, the viability of this economic sector in Carbon County is in jeopardy. LPC is in the process of selling its Saratoga lumber mill operation. In the short term, LPC will continue to employ 130 persons.



The LPC board of directors recently announced its strategy to sell selected businesses and assets in order to significantly reduce its current debt. The corporate plan is to divest 935,000 acres of timberlands in Texas, Louisiana and Idaho, as well as its plywood, industrial panels, and lumber businesses.

Once LPC's targeted debt levels have been achieved, LPC intends to focus on the four primary businesses:

- oriented strand board (OSB);
- composite wood products (specialty OSP, SmartSystem® siding and hardboard siding);
- engineered wood products; and,
- plastic building (vinyl siding, composite decking and mouldings).

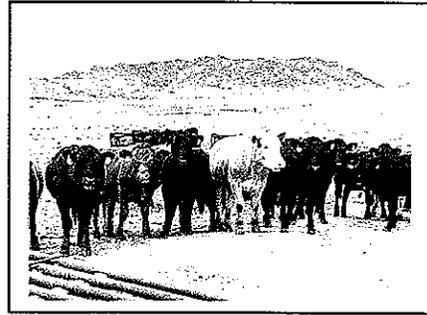
It is possible that the LPC lumber mill will be sold to another company that is involved in the manufacture of lumber products, e.g. wooden studs. However, any buyer of this facility will likely be constrained by continued policies of the U.S. Forest Service that have significantly limited timber harvests in the nearby Medicine Bow National Forest. These policies have, in part, led LPC to transport raw timber from locations up to 500 miles from Saratoga.

2.5.4 Agriculture

The national 1997 Census of agriculture reported that 470 ranches were operating in the Great Divide area. About 310 ranches (66 percent) of these agricultural operations were located in Carbon County.

Cattle production in Carbon County has included roughly 90,000 to 114,000 head of cattle during the 1994-2001 period. The noticeable decline in 1996 is likely a reflection of lower beef cattle prices between 1994-1995.

Cattle production in Sweetwater County during the same period remained generally steady with the volume of cattle ranging between 19,000 and 23,000 head. Surprisingly, the volume of cattle production rose slightly in 1996.



Recent breeding sheep data for the 1994-2001 period indicates that sheep production has steadily declined in Carbon County since 1998. Similarly, Sweetwater County sheep production declined since, at least, 1994. While recent trends for this period depict only nominal declines in production, sheep production in both counties is significantly less than the sheep production that once occurred in the mid-20th century. In 1952, for example, some 320,000 sheep were produced in Carbon County.



However, potential opportunities for increased sheep production in both counties may soon be realized. Several sheep producers, who own and/or graze sheep in the Great Divide area, are part of a number of sheep producers in the Mountain States who have invested in a recently established Mountain States Lamb Cooperative (MSLC). The cooperative is in the process of developing a partnership with B. Rosen & Sons, Inc., America's leading lamb supplier. A new limited liability corporation will be formed that will be known as Mountain States/Rosen, LLC.

MSLC intends to market approximately 400,000 member lambs through the planned Mountain States/Rosen, LLC and will use a grid pricing structure that will reward producers for providing premium quality lambs. The "value-based" pricing system, established using recently developed technology, will objectively measure trimmed retail cuts from each lamb prior to their actual fabrication. Additional lamb needs will be sourced through normal distribution channels (WBCIA, 2002).

Agriculture remains an important economic sector in the Great Divide area despite reductions in selected activities such as sheep production. Despite low wages and the risks associated with agriculture, this industry continues to regularly generate ad valorem tax revenues to State and local government. Locally assessed valuations for irrigated, dry farm, and rangelands in the year 2001 represented over \$6.2 million in Carbon County and roughly \$3.1 million in Sweetwater County (Wyoming Department of Revenue, Ad Valorem Division, 2002).

2.5.5 Retail Trade

Combined retail sales for Sweetwater and Carbon counties in 2001 were roughly \$299 million in Sweetwater County and \$99 million in Carbon County (Pedersen Planning Consultants, 2002) (Table 2-8). Retail sales in Sweetwater County were roughly three times those in Carbon County. The number of retail establishments in Sweetwater County was more than double the number in Carbon County. Higher per capita expenditures in Sweetwater County residents demonstrate that Sweetwater County residents have greater incomes that enable them to make more retail purchases.

County	Resident Population	Total Retail Sales	Number of Retail Establishments	Sales Per Establishment	Per Capita Sales	Pull Factor
Sweetwater	36,873	\$299,141,441	461	\$648,897	\$8,113	1.07
Carbon	15,505	\$99,383,310	208	\$477,804	\$6,410	0.73

Sources: U. S. Census Bureau, 2000; Wyoming State Department of Revenue, Excise Tax Division, 2001; Wyoming Department of Employment, Research & Planning, 2002; and Pedersen Planning Consultants, 2002.

The pull factor is a measure of the relative strength of a community's retail market. The extent to which a community captures and loses retail sales from other communities is reflected in the pull factor. A pull factor of 1.0 indicates that a community is capturing the amount of retail sales expected given consideration of retail sales, population and per capita income. Pull factors greater than 1.0 indicate that a community is capturing more retail sales from consumers in other communities than it is losing. Pull factors less than 1.0 suggest that a community is losing more sales than it is capturing in expenditures by non-residents (Broomhall and King, 1995). The latter is frequently referred to as retail trade leakage.

The estimated pull factors for Sweetwater and Carbon counties suggests a number of potential conclusions:

- Sweetwater County is probably gaining some retail expenditures from Carbon County residents;
- a growing number of retail expenditures are being generated from interstate and intrastate truckers, as well as visitors coming to Sweetwater County for pleasure and business;
- Carbon County is losing retail expenditures to Casper, Laramie, and Rock Springs where greater shopping opportunities are available.
- retail leakage in Carbon County is probably greater than reflected by the pull factor since a considerable amount of Carbon County expenditures are derived from truckers, tourists and seasonal residents during the fall and summer seasons.

The extent of retail leakage is quantified and examined more fully in the regional economic assessment presented in Chapter 3.

2.6 INFRASTRUCTURE

2.6.1 Ground Transportation

Transportation represents an essential hub of the regional economy that significantly influences existing commerce and future economic development within the Great Divide district. Both counties contain a significant amount of transportation facilities that include:

- Interstate 80, as well as State highways and county roads;
- the Union-Pacific rail corridor; and,
- community airports located at Rock Springs, Rawlins, and Saratoga.

2.6.1.1 Interstate 80

Interstate 80 is a primary vehicular corridor that links commercial truck and passenger traffic between the east and west coasts of the United States. Recent traffic counts for the portion of Interstate 80 that extends within Sweetwater and Carbon County indicate that average daily traffic volumes range from roughly 10,000 to 20,000 vehicles per day. The proportion of trucks to passenger traffic is highly variable (Table 2-9).

	Total Number of Vehicles	Trucks	% of Trucks	Passenger Vehicles	% of Passenger Vehicles
Carbon and Albany County Line	10,120	5,900	58.3%	4,200	41.7%
Saratoga East Interchange	10,700	6,040	56.4%	4,660	43.6%
Saratoga West Interchange	11,480	6,400	55.7%	5,080	44.3%
Sinclair-Rawlins	12,590	6,400	50.8%	6,190	49.2%
Rawlins East	11,510	6,000	52.1%	5,510	47.9%
Rawlins West-Sweetwater County Line-Baggs	11,600	6,300	54.3%	5,300	45.7%
Baggs-Wamsutter	12,000	6,260	52.2%	5,740	47.8%
Wamsutter-Red Desert	11,780	5,870	49.8%	5,910	50.2%
Red Desert-Point of Rocks	11,630	5,910	50.8%	5,720	49.2%
Point of Rocks-Rock Springs	13,000	6,330	48.7%	6,670	51.3%
Pilotte Butte Interchange-Elk St Interchange	13,720	6,130	44.7%	7,590	55.3%
Elk St Interchange-College Dr Interchange	14,990	6,500	43.4%	8,490	56.6%
College Dr Interchange-Dewar St Interchange	15,360	6,510	42.4%	8,850	57.6%
Dewar St-Flaming Gorge Interchange	18,900	6,570	34.8%	12,330	65.2%
Flaming Gorge-Green River Interchange)	19,710	6,870	34.9%	12,840	65.1%
Green River-Green River East	11,670	6,370	54.6%	5,300	45.4%
Green River West-Covered Wagon	13,730	6,930	50.5%	6,800	49.5%
Covered Wagon-Le Barge Interchange	13,100	6,880	52.5%	6,220	47.5%
Le Barge-West Vaco	12,450	6,580	52.9%	5,870	47.1%
West Vaco-Granger	11,930	6,280	52.6%	5,650	47.4%
Granger-Sweetwater County Line	10,550	5,170	49.0%	5,380	51.0%

Source: Wyoming Department of Transportation, Planning Department, 2001

Interstate trucking and passenger traffic along Interstate 80 is an important market for the Great Divide district. This traffic generates significant retail expenditures for fuel, convenience foods, prepared meals, as well as tires, batteries and accessories. The same traffic also creates other retail service expenditures such as emergency towing and vehicular repair.

Most of these expenditures are made at local truck stops along Interstate 80. Existing truck stops in Carbon County are located along Interstate 80 at Walcott Junction, Sinclair, and Rawlins. In Sweetwater County, truck stops are situated at Wamsutter, Point of Rocks, Rock Springs, and Little America.



2.6.1.2 State Highways and County Roads

Highways that comprise the Wyoming State highway system are generally classified as primary or secondary. Primary highways generally handle more traffic and typically are:

- auxiliary routes off a U.S. highway route; for example, Wyoming 130 and 230 are auxiliary routes off U.S. highway 30;
- primary state routes from other another state, e.g., Wyoming 789; and,
- routes that come close to fitting into the U.S. highway grid.

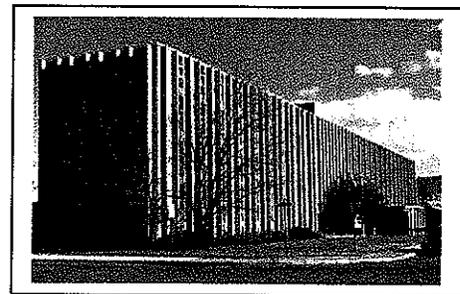
In Sweetwater and Carbon counties, primary State highways often provide the connections to communities within each county.

Secondary State highways and county roads in both counties provide vehicular access to ranches and rural residences, oil and gas exploration and production areas, mining sites, and recreation areas within and outside of the Great Divide area. However, in some cases, secondary roads provide direct access from Interstate 80, e.g., Wyoming 371 from I-80 to Superior.



2.6.2 Rail Transportation

Union Pacific Railroad (UPRR) operations in Sweetwater and Carbon counties support UPRR's successful freight transportation business between Chicago and Los Angeles. UPRR's rail freight service primarily includes the delivery of various commodities such as soda ash and coal, petrochemicals, automobiles, and inter-modal freight, e.g., containerized and roll-on/roll-off freight.



A proposed short-line railroad between the Green River Basin and Shoshoni was under serious consideration from 1997 through 2001. The concept of this short-line railroad was to transport soda ash from the Green River Basin to a location near Shoshoni where rail cars

could be moved on to the Burlington Northern Santa Fe main line. The project was prompted by higher rail transportation prices that were being incurred by the trona industry via the use of the Union Pacific Railroad's main line. This project was "de-railed" when Union Pacific Railroad offered a revised contract to soda ash producers that offered lower rail transportation prices for, at least, 8 years. Upon acceptance of lower rail transport rates from Union Pacific Railroad, soda ash producers in Sweetwater County backed away from a potential participation in the development of the short-line railroad project (Manasco, 2002).

2.6.3 Air Transportation

2.6.3.1 Rock Springs Airport

The primary airport in the Great Divide District is the Rock Springs Airport. Airlines operating at the Rock Springs Airport provide passenger and air cargo service to and from Denver International Airport.

The airport generally contains a 10,000-foot lighted runway, an instrument landing system, a passenger terminal and lounge area. A fixed base operator also provides fuel, as well as air taxi service.

Passenger traffic at Rock Springs Airport has steadily declined since 1981. Annual passenger traffic at the Rock Springs Airport averaged 19,230 passengers from 1997 through 2000. Denver, Dallas and Houston were primary passenger destinations.

A recent Air Service Demand Study, prepared by Airport Development Group, Inc. and Tri-Star Marketing Company, reported that Rock Springs Airport needs additional flights to Denver and Salt Lake City.

"The local fare to Denver is high and this is retarding growth in the market. Almost three times as many people in the Rock Springs Airport market area are driving to Salt Lake City International Airport instead of using the current air service at Rock Springs Airport. This market is projected to support two to three flights per day with smaller turbo prop aircraft.

"The combination of larger aircraft to Denver and new service to Salt Lake City will increase the passenger levels back to the numbers experienced 20 years ago. The airport and the community should endeavor to increase the number of flights and add larger aircraft to Denver, establish a lower fare for local customers, and recruit new air service to Salt Lake City. The current air cargo service is sufficient to meet current and projected needs."

2.6.3.2 Rawlins Airport

A public airport is located approximately two miles northeast of Rawlins. An average of 27 aircraft operations take place at the airport each day.

The airport is managed and operated by France Flying Service. This company provides fuel, aircraft parking, a passenger terminal and lounge, pilot supplies, and courtesy transportation.

The airport contains two runways. Runway 4/22 is 7,008 long; runway 10/28 is 4,320 feet in length.

There is no air control terminal. However, runway edge lighting is available.

2.6.3.3 Shively Field Airport

Shively Field Airport is located in the Town of Saratoga and is open to public use. An average of 25 aircraft operations occur at the airport each day.

One paved and lighted runway is available. The length of runway 5/23 is 8,800 feet.

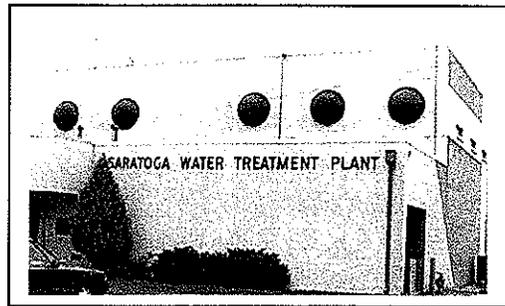


Saratoga Aviation is the fixed base operator at the airport. Saratoga Aviation provides jet A and 100 low lead aviation fuels, as well as a small lounge.

2.6.4 Municipal Water and Sewer Systems

2.6.4.1 Carbon County

Each of the 10 incorporated municipalities in Carbon County are served by a community water system. With one exception, each of the municipalities own and operate their own community water systems. The system serving the Town of Riverside is owned and operated by the Sierra Madre Joint Powers Board.



Surface water supplies are the source of water supporting eight of the 10 incorporated communities. Only two of the systems use groundwater supplies.

2.6.4.2 Sweetwater County

Community water systems serve the communities of Bairoil, Granger, Green River, Point of Rocks, Rock Springs, Little America, Superior, and Wamsutter. The Rock Springs Airport and McKinnon School also operate separate water systems.

The largest purveyor of water in Sweetwater County is the Rock Springs/Green River Joint Powers Water Board (JPWB). The Joint Powers Water Board obtains and treats surface water from the Green River. Its treated surface water supplies are purchased by the City of Rock Spring and the City of Green River.

The capacity of the JPWB water treatment plant is 32 million gallons of water per day. Peak volumes being treated by the water treatment plan are approximately 20 million gallons per day (Bracken, 2002). Consequently, there is considerable capacity available for greater treatment and consumption.

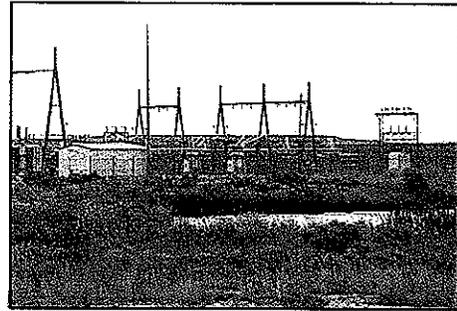
While the JPWB owns water transmission and distribution systems to and within Green River and Rock Springs, separate lease operation agreements give the responsibility for the operation and maintenance of these systems to both Green River and Rock Springs. The Rock Springs also includes transmission and distribution systems that serve the Town of Reliance. The JPWB has also established a separate water purchase and lease operator agreements with SF Phosphates.

2.6.5 Solid Waste Management Systems

Solid waste landfills are located within various municipalities and unincorporated areas of Carbon and Sweetwater counties. In Carbon County, for example, solid waste districts manage the operation and maintenance of solid waste landfills in Baggs, Elk Mountain, Rawlins, and Saratoga. A solid waste transfer station is situated in Encampment.

2.6.6 Electrical Transmission and Distribution Systems

PacifiCorp is the only utility company that generates and distributes power within the Great Divide Area. This corporation is the majority owner (2/3) of the Jim Bridger Power Plant in Sweetwater County. PacifiCorp also owns and operates one of the larger privately-held transmission systems in the United States. Within the Great Divide District, PacifiCorp serves all of Sweetwater County and most of the area north of Interstate 80 in Carbon County.



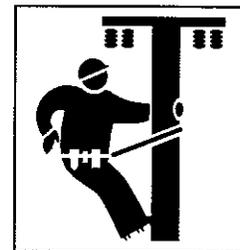
Three rural electrical utilities are distributors of electrical power to selected portions of Carbon County. Carbon Power and Light serves the communities of Saratoga, Encampment, Elk Mountain, Ft. Steele, Ryan Park, McFadden, and Walcott. Yampa Valley Electric Association provides electrical power service to the Little Snake River communities of Baggs and Dixon. High Plains Power, Inc. is the distributor of electrical power to Medicine Bow and much of the Energy Basin that is situated north of Medicine Bow.

2.6.7 Telecommunications

Carbon and Sweetwater communities are served by various telephone, internet, and cellular service providers. In addition, the recent lease of the State of Wyoming's fiber facilities, between Cheyenne and Evanston, provides more affordable opportunities for increased broadband access in both counties.

2.6.7.1 Primary Telecommunication Service Providers

Qwest Corporation provides telephone and internet services to the Carbon County communities of Rawlins, Lamont, Muddy Gap, Sinclair, and Walcott. Within Sweetwater County, Qwest Corporation also serves Bairoil, Green River, Reliance, Rock Springs, Superior and Wamsutter



Union Telephone provides telephone and cellular service to customers in Arlington, Elk Mountain, Encampment, Hanna, McFadden, Riverside, Saratoga, and the Shirley Basin.

Dubois Telephone provides telephone services to the communities of Baggs, Dixon and Savery.

CenturyTel Comm is the sole provider of telephone services in Medicine Bow. In Sweetwater County, CenturyTel also provides service to the communities of Farson and Eden.

2.6.7.2 Other Service Providers

Numerous other companies exclusively provide internet and cellular services to both counties.

2.6.7.3 Fiber Optic Facilities and Broadband Services

In recent years, significant progress has been made to deliver high-speed communications to communities along the Interstate 80 corridor between Cheyenne and Evanston. In 1999, Broadwing, Inc. and Williams Communications installed fiber-optic lines along the Interstate 80 corridor. The State of Wyoming required both companies to dedicate a portion of installed fiber optic lines to the State of Wyoming in consideration for easements across State lands (Geringer, 2002).

As these developments occurred, the Green River-Rock Springs Telecom Committee (now organized as the Sweetwater Telecommunications Board) began to consider how higher speed data transmission could be provided to residential and small business customers in Sweetwater County. One of the Telecom Committee's early steps was to retain Questar InfoComm to prepare and distribute a telecom survey to 461 surveys to businesses in the Green River-Rock Springs area. The survey was made to better understand telecommunications needs in Sweetwater County. A significant amount of important information was gained from the study which, in part, suggested that there was considerable demand in Rock Springs and Green River for:

- faster connection speeds to the Internet;
- more affordable broadband services, e.g., T-1, frame relay, ISDN, and DSL; and,
- video conferencing.

Subsequently, the Sweetwater Telecommunications Board negotiated efforts with private telecommunication companies to have conduit and fiber installed between the City of Green River and the Blairtown area of Rock Springs. These installations continued along County Road 430 to IXC Broadwing's point-of-presence that is situated adjacent to the SF Phosphate plant. These installations have prompted considerable interest with various telecommunication service providers. The aggressive efforts of the Sweetwater Telecommunications Board continue at the time of this report to connect additional public facilities, as well as residential neighborhoods within Rock Springs and Green River (Shea, 2001).

Soon after, LightGiver was established in Rawlins in the summer of 2001. After LightGiver evaluated market conditions and local telecommunications infrastructure, it eventually pursued the lease of the State of Wyoming's fiber optic facilities along the Interstate 80 corridor. In February 2002, the State of Wyoming's Office of State Lands and Investment leased the State's fiber facilities, (between Cheyenne and Evanston) to LightGiver for a 25-year period.

LightGiver representatives indicate that its lease of the State-owned fiber facilities could generate significant revenues during the next five years. LightGiver will soon be filing to become a non-regulated "carriers' carrier". LightGiver will be upgrading existing fiber optic

facilities' regeneration sites, which are presently operated by Broadwing, Inc. at Cheyenne, Laramie, Rawlins, Rock Springs, to Point of Presence (POP) status. By the fall of 2002, the company plans to bring the State's fiber optic system on-line, and operate a 10 GB/second Ethernet network that will be supported by an OC 192 link. By fall of 2003, LightGiver intends to complete the construction of additional fiber line from its company headquarters in Rawlins to Casper. The addition of a new Point of Presence site in Casper will enable LightGiver to become a primary link for high-speed access to the Internet and Telephony backbone in Wyoming (Johnson, 2002).

In November 2001, the City of Green River was considering the selection of a consultant to prepare a feasibility study of a city-wide deployment of fiber optics. More specifically, the proposed feasibility was aimed at helping the City better understand the approximate costs, revenues, debt servicing, and profitability issues associated with the build-out of fiber to businesses, government buildings and private residences.

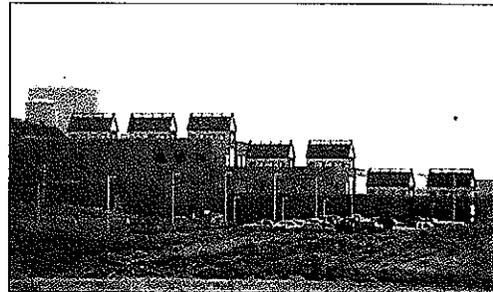
Qwest Corporation also upgraded existing fiber facilities in 2001. These improvements added bandwidth on the Cheyenne to Casper and Rock Springs to Evanston routes.

2.7 EDUCATIONAL FACILITIES

The Great Divide District has educational opportunities for elementary, secondary, and community college education.

2.7.1 Western Wyoming Community College

The main campus of Western Wyoming Community College (WWCC) is located in Rock Springs. WWCC has a full-time student enrollment of roughly 1,000 credit students, as well as an additional 5,000 students who are enrolled in non-credit courses and extension programs.



A smaller, but spacious campus is also situated in Green River. In addition, the Carbon County Higher Education Center in Rawlins, which is also affiliated with WWCC, also provides various credit and non-credit courses.

2.7.2 Sweetwater County School Districts

Sweetwater County contains two school districts that provide elementary and secondary education. Both districts

Sweetwater County School District 1 serves Rock Springs, Wamsutter, Eden, Farson, Superior and Wamsutter. Sweetwater County School District 1 enrollments have been on the decline since 1985. This decline followed a period of significant growth in enrollment during various energy development projects the 1970's and early 1980's. This has created a challenge for school district administrators who must prepare themselves for both school closures and extended periods potential growth. In some cases, the closing of facilities in recent years has reduced options for the District to provide additional classroom facilities when they may be needed.

Sweetwater County School District 2 provides elementary and secondary education opportunities to the communities of Green River, Granger and McKinnon. This school district has also experienced a decline in student enrollments since, at least, 1996. The most recent impact upon school enrollments was generated by the closure of TG Soda Ash by FMC in 2001. In response to declining student enrollment, School District 2 has closed Washington and Roosevelt Schools. These facilities have been renovated to support other important community activities.

2.7.3 Carbon County School Districts

Carbon County School District 1 provides educational opportunities to elementary and secondary students in Baggs, Rawlins, Sinclair, and the Little Snake River Valley. It also serves the educational needs of students in the Sweetwater County community of Bairoil.

Historically, school enrollments in the district have declined considerably since the combined oil exploration and coal mining boom of the late 1970's and early 1980's. More recently, total student enrollment in the district included 1,965 students in October 1999. During the past two years, student enrollment further declined to 1,870 students in 2000, but increased to 1,922 students in October 2001. At the same time, Carbon County School District 1 has not documented any substantive increases in student enrollment at Little Snake River Valley School in Baggs despite recent coal bed methane exploration activities along the Atlantic Rim (west Carbon County).

Carbon County School District 2 serves the communities of Saratoga, Encampment, Riverside, Hanna, Medicine Bow and Elk Mountain. Similar to Sweetwater County, total student enrollment in the district has been on the decline for some time. The decrease in student enrollment again can, in part, be attributed to declines agriculture and mining employment, population out-migration generated from a lack of job opportunities, as well as gradual decreases in fertility and average household size.

2.8 HOUSING

2.8.1 Carbon County

The following descriptions of available housing in several Carbon County communities provides some insights of the volume and price of available housing.

2.8.1.1 Baggs

Limited housing is available in the Town of Baggs. However, the residential area is conveniently situated near an excellent school, a variety of community facilities and public services, and numerous outdoor recreational opportunities.

No available homes were identified on the Carbon County Multiple Listing Service on March 18, 2002.

2.8.1.2 Elk Mountain

The Town of Elk Mountain is situated on the east side of Carbon County. This community is the home for some retirees, as well as seasonal residence for a number of second-home owners. Only three homes were listed on the Carbon County Multiple Listing Service as being available for sale on March 18, 2002. Home prices ranged between \$75,000 and \$358,000.

2.8.1.3 Encampment

Rental housing is available; there are also vacant trailer spaces that could accommodate some temporary housing accommodations. Some single-family housing is also for sale, as well as vacant lots that can be developed for long-term residential use.

In the Encampment/Riverside area, multiple listings available for Carbon County on March 18, 2002 indicated that there were 14 homes available that ranged in price from \$45,000-\$250,000. The average home price was \$128,600.

2.8.1.4 Hanna

Ninety percent of the homes in the community are manufactured homes. In recent years, two coal mines have closed in this community. Despite this economic setback, there is limited amount of housing available in this community. Inexpensive prices for residential properties have recently attracted the influx of some retirees, some employees of the Wyoming State Penitentiary, and other investors seeking second homes.

Nevertheless, Hanna does have many vacant residential properties that are suitable for residential expansion. Most residential lots are already served by a public water supply. Where utility connections are not available, they would be relatively inexpensive to install.

Available residential listings on the Carbon County Multiple Listing Service indicated that there were 13 homes available in Hanna on March 18, 2002. The price of available homes ranged from \$21,900-\$79,000. The average home price was \$45,000.

2.8.1.5 Medicine Bow

There are usually several residential properties that are available on the residential market. However, no homes in Medicine Bow were listed on the Carbon County Multiple Listing Service on March 18, 2002.

In recent years, the owner of two residential subdivisions in the Town of Medicine Bow went into bankruptcy. The courts eventually assigned the ownership of these subdivisions to the Town of Medicine Bow. The Town is now selling these lots for about \$1,200 lot.

2.8.1.6 Rawlins

There is a considerable amount of single family and apartment rental housing units, trailer parks, and overnight RV/trailer campgrounds that provide a considerable amount of temporary housing opportunities to an incoming energy labor force.

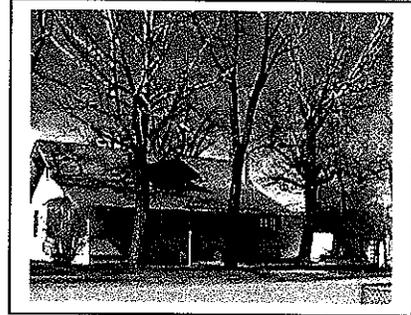
Long-term housing opportunities are also available via residential properties that are for sale in many parts of the City. Most residential areas are conveniently accessible to commercial

shopping areas, community facilities, county and city services, and various public recreational facilities.

Homes listed on the Carbon County Multiple Listing Service (Carbon County MLS) indicated that there were 70 homes available in Rawlins on March 18, 2002. The price of available homes listed in the Carbon County MLS ranged from \$22,000-\$199,000. The average home price was \$83,000.

2.8.1.7 Saratoga

Considerable lands are vacant in the Town of Saratoga to accommodate some residential expansion. This is an attractive community that is immediately adjacent to various outdoor recreational opportunities in the Snowy Range and Sierra Madre. Housing prices, however, are generally less affordable than other communities in Carbon County.



On March 18, 2002, thirty-two homes were listed on the Carbon County Multiple Listing Service. The price of listed homes ranged between \$32,000 and \$610,000; the average home price was \$146,000.

2.8.2 Sweetwater County

2.8.2.1 Rock Springs

In October 2001, there were about 347 single-family homes on the market that ranged between \$32,000 and \$575,000. Available inventory has remained about the same for about five years. However, housing prices have declined only slightly.

There are only about 50 homes on the market that ranged between \$80,000 and \$130,000. Residential builders are generally working in that range. However, the expense of land forces them to subdivide residential lots to roughly 100 x 100-feet in size.

Undeveloped residential lots in the City, which often contain about 8,000 square feet, are typically selling in the residential market for about \$30,000. Stick-built homes, e.g., ranch-style with unfinished basement, on residential lots usually are sold for about \$185,000.

2.8.2.2 Green River

In recent years, significant layoffs occurred in the trona industry labor force. Green River lost about 900 people with the closing of TG soda ash in 2000. About 300 of the 900 people were lost in 2000. This is the primary reason that there are roughly 200 homes now available in the housing market.



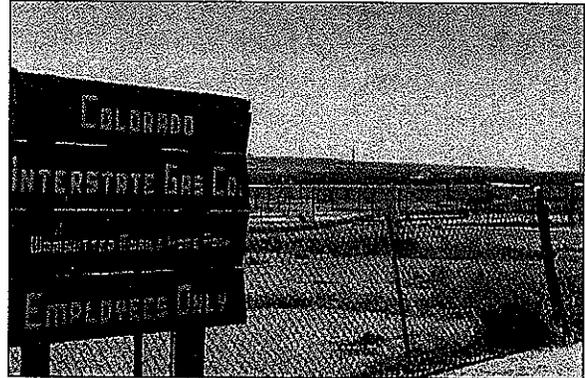
The South Side area could be renovated to provide some housing. However, a considerable number of vacant lots are available in wards 2 and 3.

In terms of housing, few rental units are available. However, there are some vacant lots for sale.

2.8.2.3 Wamsutter

Much of the existing housing inventory represents a combination of older mobile homes and newer manufactured homes. The U.S. Census documented a total of 148 housing units in April 2000 and housing vacancy rate of about 32 percent. During 2001, gas exploration activities increased in the vicinity of Wamsutter and available housing was quickly absorbed by natural gas drilling crews and other gas development contractors. This demand began to diminish somewhat when BP/AMOCO decided to scale back its planned exploration program.

There are opportunities for the expansion of temporary housing within a former trailer park that was previously owned by Colorado Interstate Gas. The Town of Wamsutter would like to see this area used for residential development. El Paso (which purchased Colorado Interstate Gas) sold this property to a local Sweetwater County investor; however, the new owner has not come forward with any development proposals.

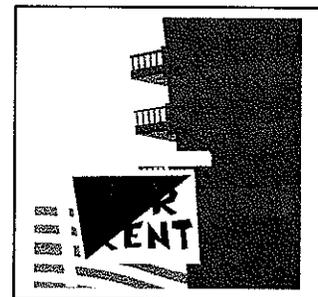


2.8.2.4 Bairoil

The Town of Bairoil, situated in the northeast corner of Sweetwater County, contains about 96 residents that comprise 50 households. Many housing units are older trailers or manufactured homes; many were installed during the late 1970's and early 1980's.

Several homes are in a dilapidated condition and need to be removed. Unfortunately, the owners of these units have left the community. The Town of Bairoil has been unsuccessful in its attempt to contact these former residents and is unsure if it has the authority to destroy and remove these housing units.

Rental housing in Bairoil typically costs about \$200 to \$250 per month. There are a few instances where landlords are charging \$300 or more a month for buildings that are over-priced. However, these landlords are able to get the rent because of the lack of available housing.



Merit Energy plans on drilling six new oil wells in the vicinity of Bairoil in 2002. Merit Energy also intends to re-enter capped wells that were left by AMOCO in the 1980's. While no increases in employment are anticipated, the Town believes it needs more housing to accommodate future potential expansions. Over the years, many Bairoil residents have relocated to Rawlins and other areas outside of Wyoming.

2.9 COMMERCIAL AND INDUSTRIAL AREAS

2.9.1 Sweetwater County

2.9.1.1 City of Rock Springs

City representatives have recently observed a greater demand for light industrial sites to support field services associated with natural gas development. There are about 24 vacant lots available in Yellowstone Road Industrial Park that contains a total of 27 lots.

Other available industrial areas are located along Blairtown Road, as well as unincorporated areas immediately east of the City boundary along Blairtown Road. Consequently, these industrial-zoned lands provide considerable area for the potential location of various light industrial activities.

2.9.1.2 City of Green River

There is growing demand for light industrial lots in Green River. The demand stems from several gas companies and contractors supporting the trona industry. In response, at least one developer has purchased five lots and built three steel buildings. Each building contains about 3,000 square feet.

At the same time, some community leaders report that Green River residents generally do not want light industrial parks in their community. The community would rather see industrial areas located in Rock Springs.

Approximately 12 commercial lots are available in a commercial subdivision known as the City of Green River's College Park Business Center. Wyoming Financial is the owner of one commercial building that has already been constructed in the Center. Because of its proximity to Western Wyoming Community College, this site provides an attractive location for commercial expansion in Green River.

2.9.1.3 Town of Wamsutter

There is some limited light industrial area available on the south and east sides of the Town of Wamsutter. Former announcements of increased natural gas exploration prompted some field services companies, to purchase or lease land within both industrial areas. Water distribution and sewer collection systems may be needed to support the industrial area on the south side of town.

CHAPTER THREE

ECONOMIC ASSESSMENT

3.1 INTRODUCTION

The economic assessment attempts to identify strengths and weaknesses of the regional economy of the Great Divide District, potential economic development opportunities, partners for economic development, and organizations that are available to financially support future economic development activities. The economic assessment primarily draws from the insights of community leaders who were interviewed during the project, other local residents who attended public meetings, and other information available from various public and private agencies.

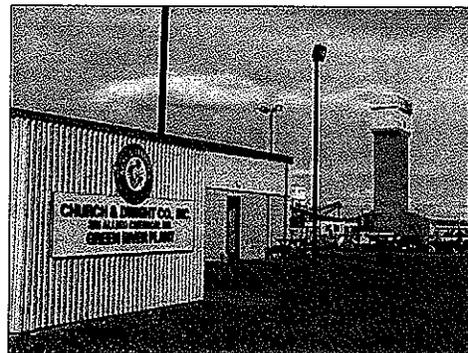
3.2 REGIONAL STRENGTHS, WEAKNESSES, AND OPPORTUNITIES

3.2.1 Value-Added Industries and Commercial Enterprises

The Great Divide District contains a significant amount of mineral resources such as trona, oil and gas, and coal that are readily accessible. The production and refinement of these minerals has been a significant source of local employment and household income. Revenues generated by the mineral industry have been a primary revenue stream for the State of Wyoming, local counties, and municipalities.

However, in terms of economic development, available natural resources have been inadequately used to foster the creation of new value-added industries and commercial enterprises. The lack of value-added industries and commercial enterprises in the Great Divide District sustains a cyclical economy that typically rises and falls with ever-changing fluctuations in commodity prices and market demand. Some of these fluctuations have, historically, generated the out-migration of many skilled persons with the employed labor force of both counties. If other value-added enterprises were present in the regional economy, an expanded industrial base would enable a greater balancing of the regional economy during periods of reduced exploration and mining. The presence of a skilled labor force would be sustained. Revenue streams of State and local government would become more stable; less taxes would have to be imposed upon the mineral industry.

The good news is that there are already a few excellent examples of valued added industries and commercial enterprises in the Great Divide District. For example, Church & Dwight established operations in Sweetwater County in 1968 and began its operations with the production of sodium bicarbonate. By 1980, its industrial manufacturing operations were expanded to include the production of a several consumer products such as carpet and rug cleaner, as well as a cat litter deodorizer. The manufacturer of laundry detergent began in 1986. Since that time, Church & Dwight has continued to refine its production capabilities and increase the efficiency of overall operations (Burdick, 2001).



Since that time, Church & Dwight has continued to refine its production capabilities and increase the efficiency of overall operations (Burdick, 2001).

Ongoing economic development efforts in Sweetwater County are focusing on the identification and evaluation of available raw materials that might be used to help promote future value-added industries and commercial enterprises. Similar efforts should be incorporated into the marketing efforts of Carbon County where other value-added opportunities may be available.

Pro-active efforts to link potential business opportunities with available raw materials should also be supplemented with the identification of business opportunities that can help improve costs of production associated with existing industrial operations. For example, Church & Dwight expends more money for paper than any other raw material; consequently, a cardboard box plant might be feasible. In Carbon County, wood chips and sawdust from the Louisiana Pacific Corporation mill in Saratoga are being transported to a wood pellet plant in Longview, Washington rather than used by a potential local entrepreneur who might use the wood chips for the manufacture of other products. Prior to the pending sale of the mill, LPC was giving consideration to the development of a 10-15 megawatt co-generation power plant at its sawmill in Saratoga.

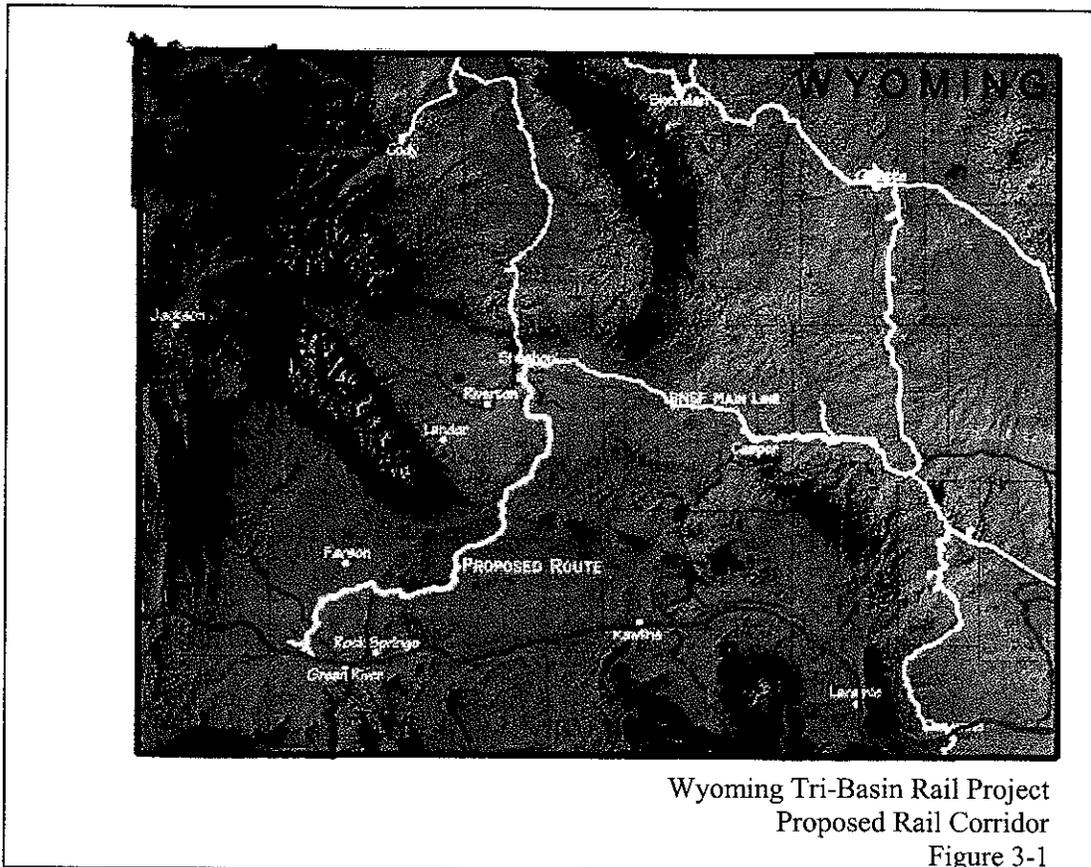
3.2.2 Lack of Competition for Rail Transportation

Both Sweetwater and Carbon counties can continue to promote the accessibility to both Interstate 80 and the Union Pacific Railroad corridors as community assets that can be used to promote the establishment of value-added industries and commercial enterprises. However, heavier weight, value-added products are constrained by expensive rail transportation costs and precarious schedules (Burdick, 2001).

The Wyoming Tri-Basin Rail Project (Figure 3-1), which was proposed by Bonneville Transloaders, Inc. (BTI) of Fremont County and the Burlington Northern and Santa Fe Railway (BNSF), represents an opportunity to eliminate a significant barrier to the attraction of new value-added industries to Sweetwater County. While this project was tabled in 2001, discussions with representatives of BNSF indicate that a potential development opportunity may remain if another source(s) of project financing could become available.

During the course of earlier project planning, BNSF and BTI formed a partnership called the Wyoming Transportation Group (WTG). WTG proposed to finance the approximately \$400.0 million rail construction project through a project financing in which 100 percent of the equity was to be supplied by BNSF and BTI and the debt (20 year investment grade bonds) was supported by a series of transportation contracts with long term volume commitments. However, as stated earlier in Section 2.6.2, Wyoming's soda ash producers opted for rate reductions offered by UPRR rather than committing to WTG's proposal.

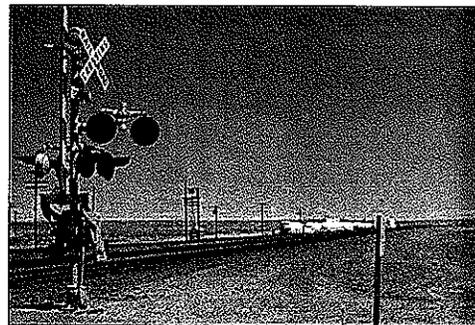
Discussions with BNSF representatives suggest that an investment in the proposed rail line by BNSF remains viable. However, in the absence of financial and/or volume commitments by Wyoming's soda ash producers, a different or expanded consortium of private investors, combined with public financing assistance from the State of Wyoming or Federal TEA-21 programs, would be required to bring the project to fruition.



This project lends itself to a potential private-public partnership as the rail project could:

- create a competitive business environment for rail transportation in Sweetwater County;
- enhance the viability of mineral development in Sweetwater and Fremont County; and,
- make the development of new value-added industries more attractive in both counties.

The potential realization of a private-public partnership for the development of this short line rail project should begin with discussions between the Wyoming Business Council and WTG. The Wyoming Business Council could be instrumental in helping WTG locate other potential investors.



3.2.3 Potential Areas for Industrial Expansion

The desire to attract greater industrial development is evident in the Great Divide District, particularly in Sweetwater County. It is important that areas for potential industrial development sites or areas are identified in both counties to facilitate future economic development efforts. When examining potential development opportunities, industrial companies do not wish to spend a considerable amount of time trying to determine where their project might be able to be developed. Once their investment objectives and opportunities are determined, prospective companies are looking for communities that have a sense of where industrial development activities should take place, and have specific site and/or building information that is readily available for review and evaluation.

Municipal and county land use plans can, in part, be used to convey the vision of local communities in terms of where potential industrial development is preferred, or believed to be more suitable. Potential areas and sites can be designated based upon geology and water resources, the location of utilities, available and planned road networks, rail corridors, land use relationships, wind directional patterns, noise levels, and various other community considerations.

Land use databases and geographical information systems (GIS) are also effective economic development tools that can be used to maintain current information on available industrial properties. Neither Sweetwater nor Carbon County maintains a land use database for potential industrial properties.

Once sites suitable for industrial purposes are identified, it is important that any significant site limitations are addressed. For example, public road improvement or water extension projects can help make a potential industrial area more attractive for investment. For other sites, economic development efforts may need to focus upon encouraging or assisting landowners with the general cleanup of industrial properties. In some cases, the construction of a spec building might be appropriate to attract a potential industrial company.

The approach for both Carbon and Sweetwater counties may be somewhat different as each county has approached the identification of potential industrial areas somewhat differently. And despite many similarities in natural resources and infrastructure, it is also reasonable to conclude that potential industrial opportunities also vary to some extent.

3.2.3.1 Carbon County

The Carbon County Land Use Plan, which was adopted in 1998, identifies recommended industrial expansion areas for:

- timber harvesting and processing,
- underground and surface coal mining,
- hardrock mineral mining,
- oil and gas exploration, production and processing facilities; and,
- general light industrial activities.

In the mid to late 1980's, the Carbon County Economic Development Corporation established a database for properties that had potential for commercial and industrial development. This database was developed in Quattro Pro software but was not maintained and updated. The focus of future efforts in Carbon County should be to re-establish a land use database for potential industrial expansion areas. Such a database should provide relevant information such as location and size of property, available utilities, land ownership, land use plan and zoning designations, and other appropriate information.

Carbon County has recommended oil and gas and mining areas identified within an existing geographical information system. In addition, Carbon County is also re-activating efforts to further develop initial efforts that were made in the late 1990's in conjunction with the preparation of the Carbon County Land Use Plan.

In terms of industrial site limitations, unauthorized solid waste material needs to be removed from two lots within Skyline Industrial Park. Carbon County is making efforts to correct this

situation and is working toward a resolution of this issue. This industrial park, which is situated on the southeast side of Rawlins, has several lots that are suitable for light industrial operations. Otherwise, the present condition of the subdivision will remain unattractive for future industrial investment.

Other potential sites that may be suitable for industrial development include:

- property near Walcott Junction in the vicinity of the rail spur from the Union Pacific main line to Saratoga and available connections to 3-phase electrical power; and,
- 325-acre property on the south side of the access road to the City of Rawlins landfill that is presently owned by the U.S. Bureau of Land Management.
- unimproved six-acre property that is adjacent to the Rawlins Airport Industrial Park.

These sites should be investigated by Carbon County to evaluate their feasibility to support future industrial development. If they are determined to be feasible sites for future investment, the Carbon County and/or the City of Rawlins can pro-actively re-zone one or both of these properties.

3.2.3.2 Sweetwater County

A county land use plan is in preparation for Sweetwater County at the time of this report. It is anticipated that this document will, in part, identify potential industrial expansion areas.

In recent years, more specific site evaluations have been made of two industrial sites in Sweetwater County. This study, which was published by PacifiCorp and Psomas & Associates in August 1998, was completed to better examine the potential feasibility of these sites for future industrial development. Other potential industrial sites have also been identified by the Sweetwater Economic Development Association (SWEDA).

Available industrial sites along Blairtown Road and within Yellowstone Industrial Park could be supplemented by, at least, two sites that hold considerable promise for future industrial development:

- the area south of the proposed Sweetwater County jail along Highway 191 South could support some industrial and commercial operations. The limited extension of an existing water transmission main would need to be made to support commercial or industrial operations in this area. However, extension of an existing water transmission main along SH 191 is expected to be made in conjunction with the ongoing construction of the new Sweetwater County Jail.
- Some 900 acres of land, which are suitable for heavy industrial land uses, are located several miles east of Rock Springs. This area is readily accessible from Interstate 80, the Rock Springs Airport, and the City of Rock Springs. SF Phosphates, a prominent chemical manufacturer, is located adjacent to this area. The expansion of heavy industrial activities in this area will require the construction of a 14-inch transmission line.

Smaller industrial areas can also be developed in smaller communities such as Wamsutter where natural gas development can be expected to generate demands for light industrial sites that can be used for equipment and material storage. A recent community development plan

prepared for the Town of Wamsutter also concludes that the primary economic potential for this community is an expansion of retail sales, retail services, overnight accommodations that can be derived from vehicular traffic along Interstate 80. Consequently, it is recommended that two industrial sites be designated for truck parking areas on the north and south sides of Interstate 80.

Sweetwater County needs to adopt the county land use plan in preparation and ensure that potential industrial expansion areas are incorporated into this plan. Subsequently, SWEDA needs to maintain a land use database that includes all available industrial sites.

The City of Rock Springs, the City of Green River, and Sweetwater County should work together to establish a geographical information system for all of Sweetwater County. Sweetwater County is gradually establishing an accurate base layer of digital information that is tied to a series of highly accurate control points. The City of Rock Springs and the City of Green River each have individual sets of digital information that should be integrated into an overall GIS for Sweetwater County. An industrial site database can easily be incorporated into an overall GIS for Sweetwater County once adequate base layers of information are established at a common scale and projection.

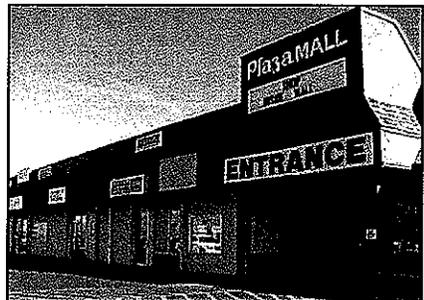
In terms of industrial site limitations near Rock Springs, the focus should be directed more toward the extension of water transmission lines in the vicinity of promising industrial areas. Where necessary, the future development of adequate water storage should be considered once potential average day and maximum day water demands can be determined by the industrial companies.

In the case of Wamsutter, the Town of Wamsutter should pursue obtaining public lands immediately adjacent to the community from the U.S. Bureau of Land Management. When accomplished, the Town should partner with local truck stops to develop and maintain two truck parking areas.

3.2.4 Retail Trade

Estimates of total retail sales, pull factors and other relevant information were presented in Chapter 2. It was also concluded that:

- Sweetwater County is probably gaining some retail expenditures from Carbon County residents;
- a growing number of retail expenditures are being generated from interstate and intrastate truckers, as well as visitors coming to Sweetwater County for pleasure and business;
- Carbon County is losing retail expenditures to Casper, Laramie, and Rock Springs where greater shopping opportunities are available.
- retail leakage in Carbon County is probably greater than reflected by the pull factor since a considerable amount of Carbon County expenditures are derived from truckers, tourists and seasonal residents during the fall and summer seasons.



In order to gain a better sense of where leakage is occurring in local retail trade, Pedersen Planning Consultants (PPC) also calculated total retail sales and potential sales for six merchandise categories in each county (Table 3-1 and Table 3-2). Estimates of actual sales in 2001 were calculated from available sales tax information provided by the Wyoming Department of Revenue. Potential sales for 2001 represent a function of average statewide retail sales per capita, county and state per capital income levels, and county population.

Merchandise Group	Proportion of Total Sales (%)	Potential Sales	Actual Sales	Surplus or Leakage	Surplus or Leakage as a % of Potential
Food & Beverage	27	\$20,834,254	\$26,518,233	\$5,683,979	27
Food Services & Drinking Establishments	17	16,103,076	16,323,164	220,088	1
General Merchandise	7	21,159,860	6,797,754	14,802,106	-69
Furniture & Home Furnishings, Electronics & Appliances	2	4,548,532	2,049,508	2,499,024	-55
Motor Vehicle & Parts Dealers	18	10,270,943	17,506,291	7,235,348	70
Other	29	27,242,753	28,132,852	890,099	3
Total Retail Sales	100	\$100,599,418	\$97,327,802	\$3,271,616	-3

Sources: U. S. Census Bureau, 2000, Wyoming State Department of Revenue, Excise Tax Division, 2001, Wyoming Department of Employment, Research & Planning; 2002; Pedersen Planning Consultants, 2002

Merchandise Group	Proportion of Total Sales (%)	Potential Sales	Actual Sales	Surplus or Leakage	Surplus or Leakage as a % of Potential
Food & Beverage	22	\$57,728,150	\$ 65,452,270	\$ 7,724,610	13
Food Services & Drinking Establishments	14	44,618,866	42,701,309	-1,917,557	-4
General Merchandise	28	59,849,515	85,214,508	25,364,993	42
Furniture & Home Furnishings, Electronics & Appliances	5	12,603,204	14,445,780	1,842,576	15
Motor Vehicle & Parts Dealers	13	28,459,024	39,350,863	10,891,839	38
Other	17	75,485,004	51,976,222	-23,508,782	-31
Total Retail Sales	100	\$278,743,766	\$299,141,441	\$20,397,675	+7

Sources: U. S. Census Bureau, 2000, Wyoming State Department of Revenue, Excise Tax Division, 2001, Wyoming Department of Employment, Research & Planning, 2002; Pedersen Planning Consultants, 2002.

3.2.4.1 Carbon County

PPC estimates indicate that almost \$3.3 million of potential retail expenditures were made outside of Carbon County in 2001 (Table 3-1). However, overall retail leakage is likely to be considerably greater than the nominal leakage reflected in these estimates. Retail expenditures by visitors and truckers clearly represent an important source of retail sales in various parts of the county.

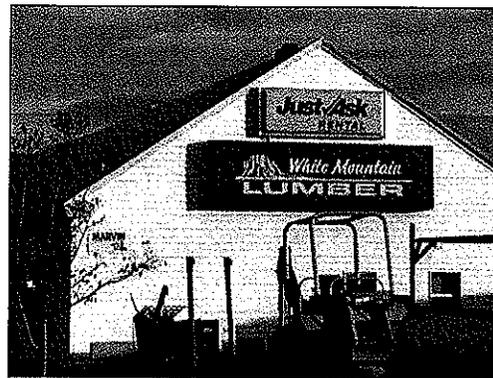
Within more specific merchandise categories, motor vehicle and parts sales were very strong in 2001 (Table 3-1). The amount of food and beverage sales was also significant. Food services and drinking establishments were as expected. The distance to other markets does not enable local consumers to regularly make expenditures for food services and drinking establishments outside of Carbon County. But, again, these expenditures were enhanced by seasonal visitor expenditures in the county .

In contrast, it is evident that significant retail leakage occurred in the sales of general merchandise, furniture and home furnishing, as well as electronics and appliances. Greater selection and attractive pricing in other retail markets in Casper, Laramie and Cheyenne; Craig, Colorado; and Fort Collins, Colorado are likely the primary factors motivating residents to make these expenditures outside of Carbon County.

3.2.4.2 Sweetwater County

A surplus in overall retail sales indicates there is considerable consumer loyalty within much of Sweetwater County's retail sector. It also suggests that some merchandise groups, e.g., general merchandise, motor vehicle, and parts dealers, may be deriving increased sales from more transient gas industry workers, as well as seasonal visitor expenditures within the county.

A surplus in retail sales is apparent for general merchandise, motor vehicles and parts dealers, furniture and home furnishings, electronics and appliances, as well as food and beverage (Table 3-2). Some retail leakage is apparently occurring in food services and drinking establishments. More significantly, the "other" merchandise" category shows considerable retail leakage. These retail sales include various expenditures such as lumber and other building materials from retail building suppliers, prescription drugs from pharmacies, and purchases from antique stores.



3.2.4.3 Opportunities for Potential Retail Expansion

The loss of potential retail sales, or retail leakage, should be viewed as a challenge to local economic developers. Losses of potential retail sales reveal areas of opportunity in the retail sector of both counties.

The correlation of estimates of potential retail sales and actual retail sales within each merchandise category can be shared with retail store chains and prospective individual investors who may be seeking retail investments in the Great Divide District. The availability of potential retail sales and leakage information may prompt a more serious consideration of future retail opportunities. It is recommended that actual and potential retail sales be calculated on an annual basis to facilitate future economic development efforts in the retail sector.

Many larger retail chains rely upon published data from established retail data sources such as the Survey of Buying Power, published by Sales & Marketing Management, that provides population, estimated retail sales, and income data for 323 metropolitan markets and 3,140 markets in the United States. Unfortunately, the information presented in the 2001 Survey of Buying Power is significantly different than actual retail sales made in both Sweetwater and Carbon counties in 2001. As a result, buying power indexes and other retail sales indicators may not adequately reflect the retail opportunities in Carbon and Sweetwater counties.

3.2.5 Expansion of Power Generation and Transmission

3.2.5.1 Development Opportunities and Constraints

The potential expansion of power generation and transmission facilities in Carbon County remains as a long-term economic development opportunity. The availability of coal in Carbon and Sweetwater counties may enable opportunities for the potential development of mine-mouth power generation, coal gasification projects, or other power generation technologies. The Jim Bridger Power Plant already uses available coal resources in Sweetwater County to generate electrical power.

The lack of high-voltage transmission line capacity is a significant factor. PacifiCorp is the owner of primary transmission lines in Sweetwater County that carry electrical power from power generation sources to local electrical distribution systems. In Carbon County, primary transmission lines are owned by PacifiCorp and Tri-State.

The development of expanded transmission capacity in Sweetwater County is not expected until the owners of transmission lines obtain greater assurances that de-regulation and proposed rural transmission organizations, e.g., RTO West, will not impact long-term profitability. Without these assurances, transmission companies such as PacifiCorp have little motivation to invest in and develop expanded transmission capacity.



3.2.5.2 Co-Generation Opportunities

Prior to reaching its recent decision to sell its Saratoga-based lumber mill, Louisiana Pacific Corporation was contemplating the development of a 10-15 megawatt co-generation power plant at the mill. Woodchips and sawdust from the LPC mill in Saratoga are presently transported to a pellet plant in Longview, Washington. LPC currently receives about \$9.60 per bone dry unit for roughly one short ton of wood chips. Other mills typically obtain approximately \$42 per bone dry unit for the same volume of wood chips. This discrepancy previously motivated the local LPC manager to seek other options for disposing of the wood chips, which consume a considerable amount of onsite storage area at the LPC mill.

Through assistance from other product residual managers of LPC, the local mill manager identified a potential company that is interested in developing the generation power plant. Tri-State and Carbon Power and Light were encouraged with the potential opportunity. Subsequently, an undisclosed company was prepared to develop the co-generation power plant for LPC.

As other potential buyers consider the purchase of the LPC mill, LPC representatives should be encouraged by the Carbon County Economic Development Corporation to promote the development of the potential co-generation plant that could be used to support onsite operations, as well as generate some return from the sale of locally-generated power back to Carbon Power and Light.

3.2.6 Potential Businesses Derived from Expanded Broadband Capacities

In its 2002 telecommunications report, the Wyoming Public Service Commission recognizes the need for higher speed data for transmission for residential and small business customers throughout the state. At the same time, the Commission recognizes that these customers require data technology that is both relatively fast and relatively inexpensive.

"Although DSL service appears now to be the leading technology for addressing this need, the cost of DSL deployment requires a higher price than many customers are willing to pay at this time. A DSL subscriber's line can be used for voice communications in the traditional manner; but that same DSL line will also support a second signal, carrying digital data at relatively high speeds at the same time. The resulting high speed data service is known as xDSL, which is provided together with regular voice-grade service. A strength of the xDSL concept is that both services can be used simultaneously".

"...With some exceptions, outside plant limitations and the cost of providing xDSL services inside individual telephone exchanges continue to limit the availability of higher speed data and more universal deployment of xDSL in Wyoming. The Commission has received few reports of delay in provisioning single-party voice-grade service, but we continue to be concerned with delays in the provisioning of DS-1, DS-3, T-1 and T-3 service within exchanges".

Despite these conclusions, the continuing efforts of the Sweetwater Telecommunications Board and LightGiver are expected to facilitate improved broadband access in, at least, the Great Divide area. Such improvements will introduce greater competition that may stimulate improved service, lower prices, and expanded service offerings.

3.2.6.1 Carbon County

However, improved broadband access in a more competitive environment may also attract the establishment of smaller offices for companies that may develop and market technologies for a variety of broadband applications. In this regard, LightGiver plans to acquire an office complex in Rawlins that will provide office space for approximately 10-15 of these companies. Each company will probably require roughly 1,000 to 3,000 square feet of floor space. This potential investment represents another potential economic development opportunity for Carbon County and the City of Rawlins to promote. In essence, County and City of Rawlins officials can attempt to attract potential "leads" that can be provided by LightGiver. If successful, another economic sector is added to the Carbon County economy.

3.2.6.2 Sweetwater County

Improved broadband access in Green River and Rock Springs can also be expected to generate economic development in Sweetwater County. In terms of economic development, the Questar InfoComm study also concluded that improved broadband infrastructure may be particularly attractive to manufacturing, wholesale trade, service, and financial companies (Questar InfoComm, 2001). Companies developing and marketing technologies for broadband applications will also likely find the Green River Business Park an attractive location.

Various types of service providers will continue to be attracted to both Rock Springs and Green River where the Sweetwater Telecommunications Board continues efforts to connect fiber to various public facilities, as well as each residential neighborhood.

3.2.7 Truck Stops

Existing truck stops along the Interstate 80 corridor represent an important industry that generates significant sales and fuel tax revenues to the State of Wyoming and local communities. While a considerable number of truck stops are already located in Sweetwater and Carbon counties, more truck stops could be located in both counties.

A reasonable increase in the number of truck stops would likely generate a greater proportion of average daily traffic from Interstate 80. In Wamsutter, for example, three existing truck stops divert approximately 7.7 percent of the average daily traffic at the I-80/Wamsutter interchange. Another truck stop would likely increase the proportion of traffic that exits at Wamsutter. Similar assumptions could generally be applied to the Sinclair-Rawlins and Rock Springs areas. However, any new truck stop development project should clearly complete a more specific market study and related financial analysis to determine project feasibility.



3.2.8 Water Transmission Extensions to Support the Development of New Industrial and Commercial Areas

3.2.8.1 Rock Springs East Water Supply Project

The Rock Springs/Green River Joint Powers Water Board (JPWB) has previously made efforts to secure Wyoming Water Development Commission funds to help expand its transmission system to serve the Arrowhead Rock subdivision, a potential heavy industrial area northeast of SF Phosphates along Baxter Road (County Road 4-45), a potential commercial area along the south side of Interstate 80 (in the vicinity of milepost 111), and Rock Springs Airport. A level 1 study was completed for the Rock Springs East Water Supply Master Plan. The project called, in part, for the construction of a 14-inch transmission line along County Road 4-45 to the Rock Springs Airport for a cost of approximately \$2.8 million. JPWB representatives indicate that the proposed water transmission line project could enable Rock Springs to locate heavy industrial uses northeast of SF Phosphates along County Road 4-45 (Bracken, 2002).

3.2.8.2 Industrial and Commercial Area South of the Planned Sweetwater County Jail

Another light industrial area that could support future industrial and commercial operations is the area south of the planned Sweetwater County Jail along Highway 191 South. Water transmission mains need to be extended to this area to attract future industrial or commercial development.

3.2.9 Regional Tourism Promotion

Both Sweetwater and Carbon Counties have an abundance of various visitor attractions that are generally marketed on a county-wide basis. The range of visitor attractions include, at least, the following:

- historical trails used by settlers of the American West;
- wild horses;
- Flaming Gorge National Recreation Area and Medicine Bow National Forest;
- hiking, scenic views, and overnight camping along the Snowy Mountain Range and other portions of the Medicine Bow National Forest;
- snowmobiling, cross-country skiing, and snow shoeing,
- stream and lake fishing,
- river rafting along the Green River and North Platte River; and,
- hunting opportunities.



It is this wide range of recreational opportunities that lends itself to the establishment of an integrated visitor industry marketing within the Great Divide District. County visitor industry councils, private accommodations, guest ranches, chamber organizations could work collectively to market the Great Divide District as a regional, year-round tourism destination. Promotional materials could be developed using combined public and private resources from both counties.

3.3 POTENTIAL PARTNERS FOR FUTURE ECONOMIC DEVELOPMENT



Various organizations in the State of Wyoming represent potential partners that can work together with county and municipal agencies to pursue future development opportunities in Sweetwater and Carbon counties.

3.3.1 Economic Development Organizations

The Great Divide District contains two regional economic development organizations. Both organizations are non-profit organizations supported by funds provided by county and municipal agencies, as well as various private companies.

The Carbon County Economic Development Corporation (CCEDC) is based in the City of Rawlins, the county seat of Carbon County. This organization encourages economic investments throughout Carbon County and its 10 municipalities. A board of directors comprises a wide variety of small business representatives; the board also includes membership of State legislative, county and municipal representatives. An executive director and one professional staff support the efforts of this organization.

Sweetwater County Economic Development Association (SWEDA) is based in the City of Rock Springs and promotes economic investments throughout Sweetwater County. Its board of directors includes small business and public agency representatives. Several committees carry out specific program objectives. An executive director and two professional staff support the efforts of the board and its committees.

In addition, there are, at least, two other organizations in Carbon County, e.g., Rawlins Downtown Development Authority and the Encampment-Riverside Merchant Association, that promote economic development within specific communities.

3.3.2 Wyoming Business Council

On a regional and statewide basis, the Wyoming Business Council (WBC) provides guidance and technical assistance to local communities pursuing economic development. A regional office of the WBC is located in Rock Springs where the WBC Southwest Wyoming regional director, Region 1 Small Business Development Center representative, and field engineer of MAMTC Mid-America Manufacturing Technology program are based.

A field representative, based in WBC's central office in Cheyenne, provides technical support to Carbon County and municipal governmental agencies, the Carbon County Economic

Development Corporation, as well as chamber of commerce organizations in Rawlins and Saratoga. Carbon County clients that are referred to the Small Business Development Center are served by the SBDC office in Laramie.

Other more specialized personnel provide occasional technical support for selected economic development issues such as telecommunications, minerals, transportation, and investment readiness.

3.3.3 Chamber of Commerce Organizations

Four Chamber of Commerce organizations operate within the Great Divide District. These include:

- Rock Springs Chamber of Commerce;
- Green River Chamber of Commerce;
- Saratoga-Platte Valley Chamber of Commerce; and,
- Rawlins-Carbon County Chamber of Commerce.

Each organization is guided by a board of directors and supported by professional staffs.

These organizations are traditionally more involved in regional marketing and the promotion of specific events or projects. However, professional staff and various members participate in the evaluation of economic development issues and opportunities. Within Sweetwater County, the two chambers work in close coordination with SWEDA. Chamber organizations in Carbon County tend to work more independently and have limited coordination with the Carbon County Economic Development Corporation.

3.3.4 Sweetwater County Events Complex

The Sweetwater County Events Complex promotes Sweetwater County and the Events Complex for a wide variety of events throughout the year such as trade shows, entertainment, and other special events. The Events Complex includes an exhibit hall, grandstands, several smaller halls, outdoor and indoor arenas, a midway, speedway, as well as moto cross and BMX tracks, and RV facilities.

The director of the events complex is the chair of Sweetwater County's visitor industry council. Other staff participate in one of the local chamber of commerce organizations and/or SWEDA.

3.3.5 Community Planning and Development Departments

The Sweetwater County Planning Office in Rock Springs, as well as municipal planners at the City of Green River and City of Rock Springs provide SWEDA and chamber representatives with guidance concerning local land use and related zoning issues.

In Carbon County, the county planner, who concurrently services as the executive director of CCEDC, provides similar advice to potential investors.

The City of Rawlins community development director offers similar information, as well as technical assistance concerning potential economic development opportunities. The Downtown Improvement Association provides support to potential investors and small business representatives who wish to operate small businesses in downtown Rawlins.

A municipal planner serving the Town of Saratoga provides land use and zoning information. The planner also provides building inspection services.

3.4 RESOURCES FOR ECONOMIC DEVELOPMENT

As stated earlier, county and municipal agencies support the operation of the two economic development organizations in Sweetwater and Carbon counties. These funds are supplemented to some extent by donations from private industry. Both organizations provide annual budgets that also include some specific economic planning projects.

Funds for project planning by Carbon County Economic Development Corporation and the Sweetwater Economic Development Association are often supplemented by grants obtained from the Wyoming Business Council since this organization is the granting agency that administers HUD Community Development Block Grants in the State of Wyoming.

The U.S. Small Business Administration provides financial and management assistance for new and existing entrepreneurs. Wyoming Small Business Development Centers represent a partnership of the U.S. Small Business Administration and the Wyoming Business Council.

The U.S. Department of Agriculture, Rural Development Program, for Wyoming is based in Casper. This agency provides business and industrial loans, rural business enterprise grants, rural technology and cooperative development grants, rural economic development loans and grants, and housing loans.

The Wyoming Industrial Development Corporation (WIDC) in Casper assists small businesses in structuring financial packages that utilize various financial sources and programs.

CHAPTER FOUR

ECONOMIC GOALS, PRIORITIES, AND ACTION PLAN

4.1 GENERAL

Chapter 4 initially summarizes the process used by the Great Divide Economic Development Coalition (GDEDC) Board of Directors and staff to establish its economic goals and priorities. Subsequently, economic goals for the Great Divide district are presented along with the priorities determined by the GDEDC Board.

The action plan identifies anticipated projects under each goal. Each project has a defined schedule for project completion, as well as assigned responsibilities for project implementation.

4.2 ECONOMIC GOALS AND PRIORITIES

4.2.1 Goal Identification

The GDEDC Board met in Rawlins on December 13, 2001 to discuss and identify a vision statement and goals for future economic development. After considerable discussion, the GDEDC adopted the vision statement and goals presented in Table 4-1.

4.2.2. Economic Priorities

The priorities associated with each goal were determined through an individual goal prioritization process that was developed and administered by Pedersen Planning Consultants. A matrix evaluation method was chosen because Pedersen Planning Consultants has found this planning tool to be an effective method for effectively determining project priorities.

Pedersen Planning Consultants developed and distributed a goal evaluation sheet that was transmitted to each individual member of the GDEDC Board. The sheet provided a convenient method for the rating the importance of each goal. This method was used to enable each board member to make his or her decisions independently.

Each board member was requested to assign a numerical value, i.e., 1 to 5, for each goal. Board members were advised that:

- a rating of 1 would indicate a goal that has limited importance;
- a rating of 5 would indicate that the goal was considered very important.

To determine the priority of each goal, the cumulative scores of all Board and staff participants were calculated and divided by the number of participating Board and staff members to determine an average score for each goal. The highest average score was assigned the number one priority. Descending priorities were established by identifying the next highest average score.

A summary of the economic goals and related priorities determined from this process are summarized in Table 4-2.

TABLE 4-1
GREAT DIVIDE ECONOMIC DEVELOPMENT COALITION
VISION STATEMENT AND GOALS

Adopted
December 13, 2001

Vision Statement

Encourage private and public investments, as well as policies,
that diversify and expand our economy
to maintain a reliable labor force and an attractive investment climate.

Goals

- Encourage investments that generate a livable income and enhance the “quality of life”.
- Attract value-added industrial and commercial operations that make use of available natural resources or manufactured products.
- Improve the financial viability of commercial retail activities and other small business services.
- Support and promote the activities of employers to help sustain the economic benefits gained from existing investments.
- Actively participate in the development of supportive private and public policies.
- Encourage cooperative economic development programs that bring together the resources and efforts of the Great Divide District.
- Promote educational programs that enhance workforce skills.
- Enhance the physical attractiveness of our communities and counties to help encourage future economic investment.
- Encourage the development of infrastructure that helps attract and support economic investment and a stable tax base.
- Promote an integrated visitor industry that develops and coordinates the promotion of visitor attractions, accommodations, and other retail services.

TABLE 4-2
RESULTS OF PRIORITY RATING

**GREAT DIVIDE ECONOMIC DEVELOPMENT COALITION
GOALS**

GDEDC rated each of the ten goals according to the following instructions.
Instructions: Please review each goal in the context of how important believe the goal is needed in the Great Divide planning area to accomplish the Coalition's adopted Vision Statement. Prioritize each of the following goals by assigning a rating from 1 to 5 for each goal. A rating of 1 indicates a goal that has limited importance; 5 would indicate you consider the goal very important.

To determine the priority of each goal, the ratings were totaled. They were then prioritized. The highest priority was given to the goal with the highest score, and so on.

Item	Goal	Total Points	Priority
A	Encourage the development of infrastructure that helps attract and support economic investment and a stable tax base.	41	1
C	Promote an integrated visitor industry that develops and coordinates the promotion of visitor attractions, accommodations, and other retail services.	38	2
G	Encourage cooperative economic development programs that bring together the resources and efforts of the Great Divide District.	36	3 (2-way tie)
J	Attract value-added industrial and commercial operations that make use of available natural resources or manufactured products.	36	3 (2-way tie)
F	Promote educational programs that enhance workforce skills.	35	4
B	Enhance the physical attractiveness of our communities and counties to help encourage future economic investment.	33	5
E	Actively participate in the development of supportive private and public policies.	32	6
D	Support and promote the activities of employers to help sustain the economic benefits gained from existing investments.	31	7
H	Improve the financial viability of commercial retail activities and other small business services.	29	8
I	Encourage investments that generate a livable income and enhance the "quality of life".	28	9

4.3 ACTION PLAN

Based upon recommendations of community leaders, the insights of the general public, and the experience of the consultant team, PPC developed separate action plans for Carbon and Sweetwater counties to enable closer scrutiny by economic developers in each county. After separate reviews by each of the two county economic development organizations, PPC then combined both action plans into one overall action plan for the Great Divide district. The combined action plan was reviewed, discussed and adopted by the Great Divide Economic Development Coalition Board on June 27, 2002.

PRIORITY 1: Goal A- Encourage the development of infrastructure that helps attract and support economic investment and a stable tax base.
--

Sweetwater County

Objective A1: Identify viable locations and buildings suitable for the establishment of heavy and/or light industrial operations within Sweetwater County and local municipalities and make them attractive to future private investment.

Scope: Encourage Sweetwater County and local communities to identify developable sites and buildings where heavy and light industrial operations can readily be established. Available sites and buildings should be mapped in digital form. Site and building characteristics should be documented and incorporated into a community land use database and/or GIS.

County and municipal planning commissions and/or City and Town Councils should adopt appropriate heavy and light industrial zoning districts, or other land use designations, for selected industrial sites.

Local communities should also develop selected heavy and light industrial areas or sites through the construction of road improvements, the extension of water transmission lines and sewer collection systems, and other improvements that can be used to promote industrial investments.

Primary Responsibility for Implementation: County and Municipal planning commissions, Sweetwater County Commissioners and City and Town Councils, as well as municipal community development and public works representatives

Schedule for Completion: 2004

Objective A2: Evaluate water and sewer needs for the Town of Farson.

Scope: Based upon proposed commercial investments and anticipated residential growth within Farson, forecast potential water and service demands for the community. Evaluate potential options for the establishment of a community water and wastewater system.

If acceptable to the community, pursue and obtain funds for the planning, design and construction of community water and wastewater systems in Farson. Upon receipt of funds, design and construct the proposed system extension.

Primary Responsibility for Implementation: Town of Farson and potential private investors in Farson.

Objective A3: Extend water transmission mains to potential light industrial areas south of Sweetwater County Jail site, northeast of SF Phosphates along Baxter Road (County Road 4-35), and the Rock Springs Airport.

Scope: Forecast potential water and service demands based upon anticipated commercial and industrial investments for both industrial areas. Evaluate general project feasibility and hydraulic requirements. Pursue and obtain funds for the detailed planning, design and construction of water transmission mains. Upon receipt of funds, design and construct the proposed system extensions.

Primary Responsibility for Implementation: City of Rock Springs, Sweetwater Economic Development Association.

Schedule for Completion: Initial planning -2003
Detailed planning and design - 2005
Construction -2006-2007

Objective A4: Promote the expansion of utility grids and transmission systems to enable greater economic development in Sweetwater County, as well as an increased export of energy east and west of Sweetwater County.

Scope: Develop potential options for electrical power transmission and natural gas transmission corridors. Coordinate potential options with Wyoming Energy Commission and other State agencies, the Governor and State Legislature, county and municipal agencies in Sweetwater County, and the general public.

Continue to coordinate planning activities with FERC and resolve uncertainties related to de-regulation, long-term profitability, and the formation of a rural transmission organization.

Primary Responsibility for Implementation: PacifiCorp, Williams Energy and other natural gas transmission companies, and Sweetwater Economic Development Association

Schedule for Completion: Initial corridor planning - 2003

Objective A5: Increase community accessibility to high-speed broadband technology and systems.

Scope: Identify private, public, and aggregation opportunities that enable community access to high-speed broadband technology. Encourage feasible investments to serve both Rock Springs and Green River. Maintain database of potential users to facilitate discussion with potential service providers.

Identify types of equipment required to deploy enhanced E-911 services and an inter-governmental local area network.

Primary Responsibility for Implementation: Sweetwater County Telecommunications Joint Powers Board

Schedule for Completion: Ongoing

Objective A6: Encourage the development of truck parking areas on the north and south side of Interstate 80 to facilitate potential increases in retail expenditures.

Scope: Initial efforts should be focused upon requesting the U.S. Bureau of Land Management (BLM) to provide the Town of Wamsutter with two 40-acre parcels that are adjacent to the municipal boundary. When lands are acquired, the Town of Wamsutter should develop the two truck parking areas in cooperation with local truck stop owners. In addition, the Town of Wamsutter should zone these areas for light industrial use.

Primary Responsibility for Implementation: Town of Wamsutter and U.S. BLM

Schedule for Completion: 2004

Objective A7: Provide 10-20 units of transitional housing units in Rock Springs for residents seeking to locate affordable housing.

Scope: Continue to seek State or federal funds that may be used for the planning, design, and construction of a City-owned transitional housing project. The transitional housing would provide shelter for low-income persons in the employed labor force, as well as unemployed persons.

Primary Responsibility for Implementation: Rock Springs Housing Authority

Schedule for Completion: Ongoing

Objective A8: Extend Wamsutter wastewater collection system to south side of Union Pacific rail lines to support potential expansions of industrial development on the south and east sides of Wamsutter.

Scope: Pursue and obtain funds for the planning, design and construction of the wastewater collection system extension. Upon receipt of funds, design and construct the proposed system extension.

Primary Responsibility for Implementation: Town of Wamsutter

Schedule for Completion: 2004

Objective A9: Encourage expanded air passenger service to Denver and new air service to Salt Lake City.

Scope: Hold informal discussions with smaller airlines identified by Airport Development Group, Inc. and Tri-Star Marketing Company. Present specific needs of the County to the selected airlines for more air flights to and from Denver, as well as new air service to Salt Lake City. Offer reasonable incentives and negotiate terms and conditions with interested airlines.

Primary Responsibility for Implementation: Rock Springs Airport manager

Schedule for Completion: 2002

Objective A10. Encourage the development of a short-line railroad between the Green River Basin and Shoshoni.

Scope: Hold discussions with Burlington Northern Santa Fe and BTI to consider other financing options for the development of the short-line railroad. Consider the organization of a larger consortium of other investors that use rail service within Sweetwater and Fremont counties. Evaluate potential loan opportunities from the State of Wyoming and federal agencies that might be available to support private investment.

Primary Responsibility for Implementation: Sweetwater Economic Development Association and Wyoming Business Council

Schedule for Completion: 2003

Carbon County

Objective A1: Improve vehicular circulation within the City of Rawlins (Proposed Highway Routing, Figure 4-1).

Scope: Pursue and obtain funds for the planning, design and construction of extensions to SH 71 and Higley Blvd., as well as a new visitor center along SH 71.

Primary Responsibility for Implementation: State Department of Transportation, Rawlins Urban Systems Committee, and City of Rawlins

Schedule for Completion: 2003

Objective A2: Increase community accessibility to broadband technology.

Scope: Work with LightGiver to promote Carbon County as a place of business for companies that develop and market technologies for various broadband applications. Identify and promote locations where smaller offices, e.g., 1,000-3,000 square feet, can be established. Provide information to technology company leads that can be furnished by LightGiver.

Primary Responsibility for Implementation: Carbon County Economic Development Corporation, LightGiver and Wyoming Business Council

Schedule for Completion: 2003

Objective A3: Identify locations suitable for the establishment of smaller light industrial and commercial operations within each community and make them attractive to future private investment.

Scope: Encourage local communities to identify developable sites where light industrial and commercial operations can readily be established. Available sites should be mapped in digital form. Site characteristics should be documented and incorporated into a community land use database and/or GIS.

County and municipal planning commissions and/or City and Town Councils should adopt appropriate light industrial and commercial zoning designations for selected industrial sites.

Local communities should extend available road access, water distribution, broadband service, sewer collection, and other improvements to potential light industrial and commercial areas.

Primary Responsibility for Implementation: Municipal planning commissions, City and Town Councils, as well as municipal community development and public works representatives

Schedule for Completion: 2004

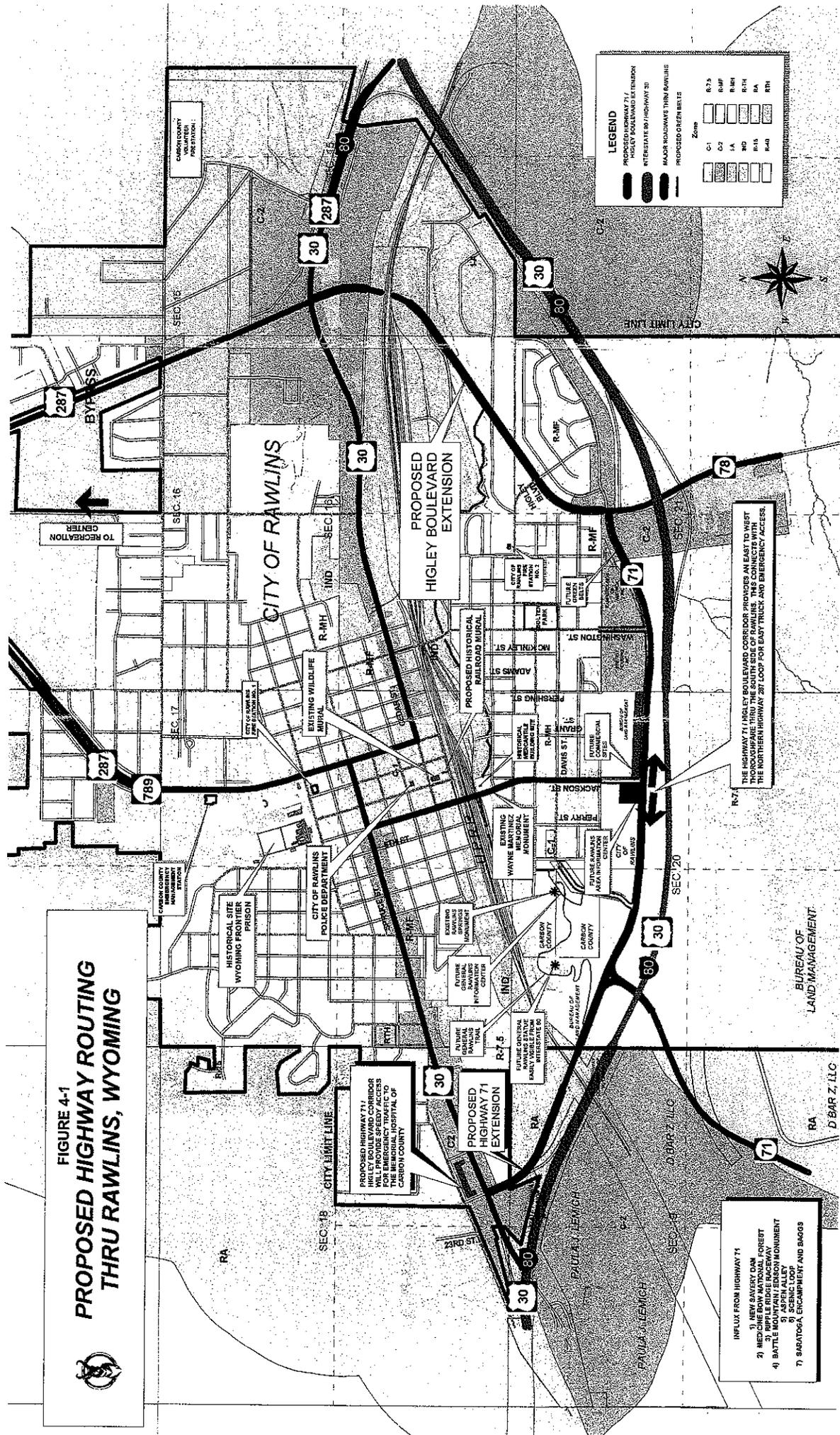
Objective A4: Encourage the establishment of a commercial salvage yard in Carbon County.

Scope: Prepare a feasibility study that outlines potential sources of salvage, market, as well as potential locations and site requirements for a commercial salvage yard in Carbon County. Distribute the feasibility to selected parties who are already in the commercial salvage business and other appropriate industry organizations.

Primary Responsibility for Implementation: Carbon County Economic Development Corporation and Wyoming Business Council.

Schedule for Completion: 2004

**FIGURE 4-1
PROPOSED HIGHWAY ROUTING
THRU RAWLINS, WYOMING**



LEGEND

PROPOSED HIGHWAY 71
HIGLEY BOULEVARD EXTENSION

INTERSTATE 80 HIGHWAY 30

MAJOR ROADWAYS THRU RAWLINS

PROPOSED GREEN BELTS

Zones

C-1	R-7.5
C-2	R-MF
I-A	R-MH
R-15	R-TH
R-40	RA
	R-TN

THE HIGHWAY 71 HIGLEY BOULEVARD CORRIDOR PROVIDES AN EAST TO WEST THROUGHFARE THRU THE SOUTH SIDE OF RAWLINS. THIS CONNECTS WITH THE NORTHERN HIGHWAY 287 LOOP FOR EAST TRUCK AND EMERGENCY ACCESS.

PROPOSED HIGHWAY 71 HIGLEY BOULEVARD CORRIDOR WILL PROVIDE SPEEDY ACCESS TO THE MEMORIAL HOSPITAL OF CARBON COUNTY

- INFLUX FROM HIGHWAY 71
- 1) NEW SAVERY DAM
 - 2) RIFLE RIDGE BACKWAY
 - 3) BATTLE MOUNTAIN MONUMENT
 - 4) SOKELAND VALLEY
 - 5) SARATOGA ENCAMPMENT AND BAGGS



BUREAU OF LAND MANAGEMENT

PRIORITY 2: Goal C - Promote an integrated visitor industry that develops and coordinates the promotion of visitor attractions, accommodations, and other retail services.

Sweetwater County

Objective C1: Expand visitor attractions in the City of Green River.

Scope: Seek and obtain funds for the planning, design, and construction of an expanded kayak and whitewater park along Green River. When funds become available, construct new improvements to the kayak and whitewater park and promote its use.

Primary Responsibility for Implementation: City of Green River.

Schedule for Completion: Obtain funding -2003

Preparation of plans, specifications and construction drawings -2004

Construction of kayak and whitewater park - 2005

Objective C2: Establish and/or expand integrated visitor attractions where visitors can see and learn about wild horses; observe petroglyphs, sand dunes, and boars tusk; as well as hike and ride on historical trails.

Scope: Seek and obtain funds for the detailed planning of an integrated visitor attraction, as well as funds needed to develop related support facilities. Develop a visitor attraction strategy that incorporates the Rock Springs Wild Horse Holding Facility, the White Mountain Wild Horse Loop, the Tri-Territorial Loop, the Flaming Gorge National Scenic Byway, and a historical trail system near Farson. When funds become available, prepare site and facility plans, facility management, operation and maintenance plans, interpretative plans, and overall promotional programs that market the integrated attraction. Subsequently, construct site and facility improvements and organize program management and promotion.

Primary Responsibility for Implementation: Sweetwater County, Bureau of Land Management, Rock Springs Grazing Association, Sweetwater Travel and Tourism Board, Cities of Rock Springs and Green River, Rock Springs Chamber

Schedule for Completion: Obtain funding - 2004

Preparation of plans, specifications and construction drawings - 2005

Construction of site and facility improvements - 2006

Objective C3: Develop a visitor center at Farson that promotes visitation of historical trails and monuments in the vicinity of Farson, as well as other visitor attractions in Sweetwater County.

Scope: Farson's location along US 191 North makes this community an important gateway to visitor traffic that is traveling from Interstate 80 to Jackson, Wyoming and Yellowstone National Park. Public funds will be obtained for the detailed planning of a visitor center at Farson. When funds become available, prepare site and facility plans, facility management, operation and maintenance plans, and interpretative program. Subsequently, construct site and facility improvements and organize program management and promotion.

Primary Responsibility for Implementation: Town of Farson, Rock Springs Chamber, Sweetwater County, Sweetwater Travel and Tourism Board, and U.S. Bureau of Land Management.

Schedule for Completion: Obtain funding - 2005

Preparation of plans, specifications and construction drawings - 2006

Construction of site & facility improvements - 2007

Objective C4: Designate and improve a recreational corridor along US 191 and State Highway 530 to establish a loop tour around Flaming Gorge National Recreational Area.

Scope: Install signage and other improvements to better direct visitors to existing attractions.

Primary Responsibility for Implementation: Rock Springs Chamber of Commerce and Green River Chamber of Commerce

Schedule for Completion: 2005

Carbon County

Objective C1: Market existing visitor industry opportunities and services on a regional basis.

Scope: Establish a regional visitor industry council that merges the efforts of both Carbon and Sweetwater counties. The regional council should annually develop a strategy for marketing regional outdoor recreational opportunities, indoor events, accommodations, and retail services. This strategy should be coordinated, scheduled, and carried out in close cooperation with private industry, local chambers, and communities.

Primary Responsibility for Implementation: Representatives of Visitor industry councils, Chamber of Commerce organizations, and accommodations in Sweetwater and Carbon counties.

Schedule for Completion: 2002

Objective C2: Designate a recreational corridor from the Town of Encampment to Carbon County/northern Colorado border.

Scope: Provide recommendations to the U.S. Forest Service to establish a recreational corridor along the Forest Service Road to Hog Park Reservoir and continuing on to the northern Colorado border. Such recommendations would be made to help facilitate the development of the proposed Grand Encampment Mountain Resort, overnight camping sites, hiking trails, interpretative historical sites, and other recreational opportunities for both residents and visitors.

Subsequently, pursue funding of a recreational master plan for lands adjacent to the corridor from the U.S. Department of Agriculture, as well as other federal and State agencies. When funding becomes available, prepare a recreational master plan for the corridor that considers and recommends the development of potential recreational opportunities, recommended road improvements, and other support facilities. The master plan should also include an implementation strategy for the long-term development of recreational opportunities and related infrastructure improvements.

Primary Responsibility for Implementation: Carbon County EDC

Schedule for Completion: Recommendations to U.S. Forest Service - 2002

Funding for recreational master plan - 2003

Completion of master plan - 2004

Objective C3: Designate a recreational corridor that increases visitor traffic through Carbon County, as well as Sweetwater County.

Scope: Designate and promote a recreational corridor from Laramie through the Snowy Mountain Range, Battle Highway, Baggs, State Highway 789, and Interstate 80. From Interstate 80, promote connections to Flaming Gorge Recreation Area, as well as other Carbon

County communities. Develop and implement a more specific marketing strategy for the promotion of this vehicular route. Promote numerous recreational opportunities that are available along the corridor.

Primary Responsibility for Implementation: Carbon County EDC, Carbon County Visitor Council, Wyoming Business Council

Schedule for Completion: Develop Strategy (2003)
Promote Marketing Strategy (2004 and beyond)

Objective C4: Establish a convention or multi-event center in Rawlins.

Scope: Determine market demand and facility requirements, prepare conceptual site and facility plan, and develop order-of-magnitude construction cost estimates. Consider options of a meeting center combined with outdoor events, e.g., County fair. Evaluate future facility management options and anticipated costs of future management, operation and maintenance.

Obtain funding for preparation of detailed design plans and preliminary construction cost estimates, and construction of the facility. Complete design and construction of the facility as funds become available.

Primary Responsibility for Implementation: City of Rawlins in cooperation with the Rawlins-Carbon County Chamber of Commerce, Carbon County Fair Board, and Carbon County Visitor Industry Council

Schedule for Completion: Conceptual planning - 2003
Funding, detailed design - 2005
Construction - 2006-2007

Objective C5: Establish a community event center in Saratoga.

Scope: Determine market demand and facility requirements for smaller meetings and events, prepare conceptual site and facility plan, and develop order-of-magnitude construction cost estimates. Evaluate future facility management options and anticipated costs of future management, operation and maintenance.

Obtain funding for preparation of detailed design plans and preliminary construction cost estimates, and construction of the facility. Complete design and construction of the facility as funds become available.

Primary Responsibility for Implementation: City of Saratoga in cooperation with the Saratoga-Platte Valley Carbon County Chamber of Commerce, Carbon County Visitor Industry Council

Schedule for Completion: Conceptual planning - 2003
Funding, detailed design - 2005
Construction - 2006-2007

Objective C6: Expand regional opportunities for outdoor recreation and indoor events.

Scope: Encourage future private and public investments for the development of expanded or new recreational opportunities. The encouragement of these investments may include tasks that help private companies and public agencies locate potential sites, determine potential markets and project feasibility, provide political support, as well as collect and share relevant information.

Primary Responsibility for Implementation: Carbon County EDC

Schedule for Completion: Ongoing

PRIORITY 3 (2-way tie): Goal G - Encourage cooperative economic development programs that bring together the resources and efforts of the Great Divide District.

Sweetwater County

Objective G1: Market existing visitor industry opportunities and services on a regional basis.

Scope: Establish a regional visitor industry council that merges the efforts of both Carbon and Sweetwater counties. The regional council should annually develop a strategy for marketing regional outdoor recreational opportunities, indoor events, accommodations, and retail services. This strategy should be coordinated, scheduled, and carried out in close cooperation with private industry, local chambers, and communities.

Primary Responsibility for Implementation: Representatives of Visitor industry councils, Chamber of Commerce organizations, and accommodations in Sweetwater and Carbon counties.

Schedule for Completion: 2002

PRIORITY 3 (2-way tie): Goal J – Attract value-added industrial and commercial operations that make use of available natural resources or manufactured products.

Sweetwater County

Objective J1: Encourage the development of more power generation.

Scope: Explore potential interests of PacifiCorp and Bridger Coal Company to develop a mine-mouth power plant in the vicinity of the Bridger Coal Mine.

Primary Responsibility for Implementation: Sweetwater Economic Development Association

Schedule for Completion: 2003

Objective J2: Encourage the development of other potential value-added operations that are based, in part, upon the use of raw materials such as trona, natural gas and coal, as well as various locally manufactured products, e.g., fertilizers and baking soda, that are already produced by existing industries.

Scope: Identify potential value-added industrial operations and other commercial business opportunities. Work with representatives of natural gas, coal, trona, fertilizer and other industries to help refine a list of potential value-added opportunities and encourage feasible private investments with targeted companies.

Encourage the State Legislature to adopt revised or new statutes that would enable companies to receive tax credits when they establish a new value-added enterprise.

Primary Responsibility for Implementation: Sweetwater Economic Development Association, local industry representatives, WEDA, Wyoming Business Council, State Legislature

Schedule for Completion: 2003

Carbon County

Objective J1: Encourage the development of more power generation and transmission facilities.

Scope: Explore potential interests of Arch Coal to support development of a mine-mouth power plant in the Hanna Basin. Encourage future power transmission opportunities with PacifiCorp, other potential power transmission companies, and the Wyoming Energy Commission.

Primary Responsibility for Implementation: Carbon County EDC

Schedule for Completion: 2003

Objective J2: Encourage the development of co-generation facilities at the Louisiana-Pacific Corporation (LPC) mill in Saratoga or the establishment of a small business that could use wood chips derived from sawmill operations.

Scope: Work with LPC management in Saratoga and Idaho to help identify financial opportunities that would make the establishment of a co-generation facility more attractive. If this opportunity does not appear adequately attractive, evaluate other business opportunities that might be created through the use of wood chips derived from sawmill operations. In the event that the LPC mill is closed, encourage and investigate potential opportunities for new private investment.

Primary Responsibility for Implementation: Carbon County EDC

Schedule for Completion: 2002

PRIORITY 4: Goal F – Promote educational programs that enhance workforce skills.

Sweetwater County

Objective F1: Make training opportunities available for small business entrepreneurs.

Scope: Recruit and provide NxLevel training opportunities to local small business entrepreneurs. Seek sponsors to help finance the cost of training materials.

Primary Responsibility for Implementation: Sweetwater Economic Development Association, Western Wyoming Community College, Small Business Development Center, local banks, Rock Springs and Green River chambers of commerce, and other potential sponsors.

Schedule for Completion: Ongoing

Objective F2: Continue to provide hospitality training to retail and accommodations workforce.

Scope: Continue to provide training opportunities to those entering or considering working in the retail trade and visitor accommodations sectors via the Wyoming Welcome program. Hospitality training should continue to focus upon providing workers with a customer service orientation, as well as learning specific approaches to accomplishing this objective.

Continue to obtain local sponsors to help finance the cost of training materials and provide certification to those whom successfully complete training.

Primary Responsibility for Implementation: Rock Springs Chamber of Commerce

Schedule for Completion: Ongoing

Objective F3: Provide a wide range of training opportunities that expand the skills and capabilities of the local labor force.

Scope: Coordinate and determine training needs with existing and potential employers. Design, schedule and provide training programs that are relevant to employer needs, as well as ongoing and anticipated economic trends in the regional economy.

Primary Responsibility for Implementation: Sweetwater Economic Development Association, Western Wyoming Community College, Small Business Development Center, Rock Springs and Green River Chambers of Commerce,

Schedule for Completion: Ongoing

Carbon County

Objective F1: Continue to make training opportunities available for small business entrepreneurs.

Scope: Recruit and provide NxLevel training for local small business entrepreneurs. Continue to seek sponsors to help finance the cost of training materials and reimburse tuition for entrepreneurs who successfully complete training. Make use of local resources to provide NxLevel training.

Primary Responsibility for Implementation: Carbon County Economic Development Corporation, local banks, and other potential sponsors.

Schedule for Completion: Ongoing

Objective F2: Provide a wide range of training opportunities that expand the skills and capabilities of the local labor force.

Scope: Coordinate and determine training needs with existing and potential employers. Design, schedule and provide training programs that are relevant to employer needs, as well as ongoing and anticipated economic trends in the regional economy.

Primary Responsibility for Implementation: Carbon County Economic Development Corporation, Carbon County Higher Education Center, Small Business Development Center, Rawlins-Carbon County and Saratoga Chambers of Commerce.

Schedule for Completion: Ongoing

PRIORITY 5: Goal B - Enhance the physical attractiveness of our communities and counties to help encourage future economic investment.

Sweetwater County

Objective B1: Encourage Sweetwater County residents to clean up unsightly areas within their communities that discourage potential private investment.

Scope: Enforce municipal and county ordinances associated with onsite storage of abandoned vehicles and other solid waste material; municipalities will adopt ordinances where enforcement is needed.

Organize voluntary cleanup efforts in each municipality and selected unincorporated areas.

Primary Responsibility for Implementation: Sweetwater County municipalities, community organizations and local businesses.

Schedule for Completion: Initial campaign - 2003; subsequently, continued enforcement of ordinances and, at least, one voluntary cleanup campaign per year.

Objective B2: Promote more community beautification efforts.

Scope: Organize more tree plantings and other landscaping within each community.

Primary Responsibility for Implementation: Sweetwater County municipalities and local Conservation Districts

Schedule for Completion: Initial campaign - 2003; continued long-term maintenance.

Objective B3: Encourage public and private investments to eliminate unsightly housing.

Scope: Seek public funds for community housing rehabilitation and self-help housing projects. Organize detailed housing program strategies and bring together participating agencies, organizations, private contractors, and local residents. Prepare plans, design drawings, and prepare cost estimates. Construct improvements as funds become available.

Primary Responsibility for Implementation: City of Rock Springs and City of Green River

Schedule for Completion: Initial campaign (2003); continued long-term maintenance.

Objective B4: Encourage public and private investments to eliminate unsightly commercial and industrial areas.

Scope: Organize detailed strategies for the clean-up of existing commercial and industrial sites, as well as improvements to selected commercial and industrial buildings. Bring together the resources of participating agencies, local businesses, landowners, and private contractors.

When necessary, prepare plans, design drawings, and prepare cost estimates for facility improvements. Construct and make facility improvements as funds become available.

Primary Responsibility for Implementation: City of Rock Springs and City of Green River

Schedule for Completion: Initial campaign (2004); continued long-term maintenance.

Objective B5: Identify potential sites that may be viable for voluntary remediation and used to support future economic development.

Scope: Identify potential sites in Sweetwater County that may be eligible for voluntary remediation as defined in Title 35: Chapter 11-Article 16 of the Wyoming Statutes. Evaluate the potential viability of each site in terms of, at least, location, adjacent land uses, vehicular access, natural resources, site amenities, and development constraints.

Primary Responsibility for Implementation: Sweetwater Economic Development Association

Schedule for Completion: 2005

Carbon County

Objective B1: Encourage Carbon County residents to clean up unsightly areas within their communities that discourage potential private investment.

Scope: Enforce municipal and county ordinances associated with onsite storage of abandoned vehicles and other solid waste material; municipalities will adopt ordinances where enforcement is needed.

Organize voluntary cleanup efforts in each municipality and selected unincorporated areas.

Primary Responsibility for Implementation: Carbon County municipalities, community organizations and local businesses.

Schedule for Completion: Initial campaign -2003; subsequently, continued enforcement of ordinances and, at least, one voluntary cleanup campaign per year.

Objective B2: Promote more community beautification efforts.

Scope: Organize more tree plantings and other landscaping within each community.

Primary Responsibility for Implementation: Carbon County municipalities and local Conservation Districts

Schedule for Completion: Initial campaign (2003); continued long-term maintenance.

Objective B3: Offer incentives to encourage voluntary cleanup of unsightly properties.

Scope: Evaluate alternate incentives that can be used to encourage the voluntary cleanup of unsightly properties by landowners and commercial businesses. The Carbon County Commissioners and each municipality will review recommendations and adopt some form of incentives.

Primary Responsibility for Implementation: Carbon County Economic Development Corporation, the Carbon County Commissioners, and municipal town councils.

Schedule for Completion: Completion of study of alternate incentives - 2004

Review and adoption of county and municipal incentives - 2005

Objective B4: Identify potential sites that may be viable for voluntary remediation and used to support future economic development.

Scope: Identify potential sites in Carbon County that may be eligible for voluntary remediation as defined in Title 35: Chapter 11-Article 16 of the Wyoming Statutes. Evaluate the potential viability of each site in terms of, at least, location, adjacent land uses, vehicular access, natural resources, site amenities, and development constraints.

Primary Responsibility for Implementation: Carbon County Economic Development Corporation

Schedule for Completion: 2005

PRIORITY 6: Goal E - Actively participate in the development of supportive private and public policies.

Sweetwater County

Objective E1: Continue to monitor and promote policies that influence ongoing public investments.

Scope: Encourage a long-term presence of State and federal agency operations in Sweetwater County. Provide relevant information to the Governor, State legislature, State agencies, and the U.S. congressional delegation.

Primary Responsibility for Implementation: Sweetwater County Economic Development Corporation

Schedule for Completion: Ongoing

Objective E2: Continue to monitor and promote policies that influence ongoing private investments.

Scope: Encourage public policies that help sustain and expand private investments associated with agriculture, mining, oil and gas production, and timber industries. Promote multiple land use strategies. Provide relevant information to the Governor, State legislature, State agencies, and the U.S. congressional delegation.

Primary Responsibility for Implementation: Sweetwater County Economic Development Corporation

Schedule for Completion: Ongoing

Objective E3: Identify and zone more residential areas that can be used for the construction of manufactured or modular homes.

Scope: Evaluate existing residential areas and determine locations where manufactured housing (R-2 and R-3 zoning districts) would not significantly impact adjoining residential areas. Pro-actively amend existing zoning map for Rock Springs to identify potential new areas that can be used for the construction of manufactured or modular housing.

Primary Responsibility for Implementation: Rock Springs Planning Commission and City Planner.

Schedule for Completion: 2004

Carbon County

Objective E1: Continue to monitor and promote policies that influence ongoing public investments.

Scope: Encourage a long-term presence of State and federal agency operations in Carbon County. Provide relevant information to the Governor, State legislature, State agencies, and the U.S. congressional delegation.

Primary Responsibility for Implementation: Carbon County EDC

Schedule for Completion: Ongoing

Objective E2: Continue to monitor and promote policies that influence ongoing private investments.

Scope: Encourage public policies that help sustain and expand private investments associated with agriculture, mining, oil and gas production, and timber industries. Provide relevant information to the Governor, State legislature, State agencies, and the U.S. congressional delegation.

Primary Responsibility for Implementation: Carbon County EDC

Schedule for Completion: Ongoing

PRIORITY 7: Goal D - Support and promote the activities of employers to help sustain the economic benefits gained from existing investments.

Sweetwater County

Objective D1: Maintain contact with representatives of primary industries and larger employers in Sweetwater County.

Scope: Assign persons to periodically contact industry and larger employer representatives approximately four times per year. Contacts should be made to encourage and identify potential local investments and new employment generation, as well as issues that may present barriers to potential investments. An overall intent of the contacts is to ensure that larger employers are aware that the community recognizes their importance to the local economy and is prepared to support future investments in the community.

Primary Responsibility for Implementation: Sweetwater Economic Development Association

Schedule for Completion: Establish program in 2002 and continue as an ongoing activity

Objective D2: Establish a business incubator to help foster the growth of existing home occupations and new start-up businesses.

Scope: Identify potential small business enterprises that need a larger office or production facility, business support services, and some technical assistance to help promote the growth of their business. Investigate potential facilities that may be available in Green River or Rock Springs for the housing of the incubator program services and related business enterprises. Seek funds for the establishment and operation of the program. If necessary, also seek funds for the planning, design, and construction of a business incubator facility.

Primary Responsibility for Implementation: Sweetwater Economic Development Association, Green River Chamber of Commerce

Schedule for Completion: Establish program in 2002 and continue as an ongoing activity

Objective D3: Develop incentive packages for Green River.

Scope: Work with State Legislators to help modify Title 97-15-008 of the Wyoming Constitution. This portion of the State Constitution prohibits profit-making from the use of public funds and, as a result, does not permit local government agencies to develop financial incentives to attract potential economic development projects.

Primary Responsibility for Implementation: Sweetwater Economic Development Association, Green River Chamber of Commerce

Schedule for Completion: Establish program in 2002 and continue as an ongoing activity.

Carbon County

Objective D1: Maintain contact with representatives of primary industries and larger employers in Carbon County.

Scope: Assign persons to periodically contact industry and larger employer representatives approximately four times per year. Contacts should be made to encourage and identify potential local investments and new employment generation, as well as issues that may present barriers to potential investments. An overall intent of the contacts is to ensure that larger

employers are aware that the community recognizes their importance to the local economy and is prepared to support future investments in the community.

Primary Responsibility for Implementation: Carbon County EDC

Schedule for Completion: Establish program in 2002 and continue as an ongoing activity

Objective D2: Provide technical assistance to local small business owners.

Scope: Provide guidance to small business owners concerning marketing, financial management, site and facility planning, procurement, inventory control, and other day-to-day issues associated with local business operations.

Primary Responsibility for Implementation: Carbon County Economic Development Corporation and Wyoming Small Business Development Center

Schedule for Completion: Establish program in 2002 and continue as an ongoing activity

Objective D3: Develop a plan to bring Wyoming medium-security inmates back into Wyoming and establish a viable prison industries program in Rawlins.

Scope: Develop a State correctional strategy that addresses the comparative costs associated with the housing of medium-security inmates, as well as the opportunities to use the WSP site in Rawlins to house medium-security inmates and establish a viable prison industries program.

Primary Responsibility for Implementation: Carbon County Economic Development Corporation

Schedule for Completion: 2003

PRIORITY 8: Goal H - Improve the financial viability of commercial retail activities and other small business services.

Sweetwater County

Objective H1: Renovate selected buildings in downtown Green River, e.g., Tomahawk Building, for retail trade and services, as well as office space.

Scope: Identify selected buildings in Green River that may be suitable for renovation and commercial use. Prepare conceptual plans for selected building renovations. Determine interest and capability of the landowner(s) to invest in facility renovation.

If landowner expresses a willingness and capability to participate in the project, seek federal, state and municipal funds that can be used to support a portion of the planning, design, and construction costs. When public and private funds are secured, carry out detailed facility planning and design and prepare preliminary construction estimates. Subsequently, construction of the renovation project will be completed assuming that public and private financing commitments to the project remain in place.

Primary Responsibility for Implementation: Sweetwater Economic Development Association, private landowner (s), and the City of Green River.

Schedule for Completion: Conceptual plan - 2003

Secure financing - 2004

Detailed planning and design - 2005

Construction - 2006

Objective H2: Continue exterior restoration of Rock Springs' historical downtown area to stabilize and increase future commercial investments.

Scope: Continue to organize volunteer efforts to cleanup of building exteriors in the historical downtown area. Continue replacement of windows in selected buildings, exterior painting, and other exterior restoration efforts.

Primary Responsibility for Implementation: Rock Springs Department of Community Development, Rock Springs Community Development Committee, Downtown Advisory Board, Museum Board, as well as local businesses and landowners in the downtown area

Schedule for Completion: Ongoing

Objective H3: Prepare a downtown development plan for the City of Green River.

Scope: Develop a strategy for downtown Green River that attempts to revitalize downtown as a service area where more business offices and retail trade activities of the community can be focused. Development of the strategy will require involvement from both small business owners and public agencies. The formation of a downtown improvement committee is recommended unless an existing association is already established.

The strategy should consider needed physical improvements, vehicular parking, opportunities for building renovations, downtown promotions, vehicular parking, and public and private financing opportunities. A revised definition of the downtown area, as well as community land use plan designations and zoning definitions, should also be evaluated to:

- establish a more desirable shopping and commercial setting,
- encourage greater commercial investments, and,
- ensure a better segregation of future commercial and residential land uses.

Primary Responsibility for Implementation: City of Green River, private landowners, and Green River Chamber of Commerce

Schedule for Completion: 2003

Objective H4: Prepare a redevelopment plan for selected commercial areas and sites along Uinta Drive in Green River.

Scope: Develop a strategy for the redevelopment of selected commercial areas and sites, e.g., Hutton Heights Mall, that attempt to help revitalize commercial retail services along Uinta Drive. Various private and/or public development options should be evaluated. It is important that strategies are complementary to 1) other commercial investments along Uinta Drive; and, 2) potential redevelopment strategies for downtown Green River.

This approach will help ensure that future improvements along Uinta Drive do not diminish the viability of commercial activities in both of Green River's commercial areas. Development of the strategy will require involvement from local landowners, commercial business operators along Uinta Drive, and local public agencies. The formation of a Uinta Drive improvement committee is recommended unless an existing association is already established for this commercial area.

The strategy should consider needed physical improvements, opportunities for building renovations, promotional opportunities for businesses along Uinta Drive, vehicular parking, and public and private financing opportunities.

Primary Responsibility for Implementation: City of Green River, local redevelopment committee

Schedule for Completion: 2003

Objective H5: Prepare a commercial redevelopment plan for selected commercial areas in Rock Springs.

Scope: Develop a redevelopment strategy for selected areas along Dewar Drive, Elk Street, and Pilot Butte that attempts to help revitalize commercial retail services along Rock Spring's primary commercial corridors. Various private and/or public development options should be evaluated. It is important that strategies for Dewar Drive consider, at least, the following:

- on-street parking and potential off-street parking areas;
- landscaping, signage and other street amenities to increase the attractiveness of commercial activities to passing vehicular traffic;
- opportunities for building renovations;
- promotional opportunities for businesses; and,
- potential public and private financing opportunities.

Primary Responsibility for Implementation: City of Rock Springs, Rock Springs Chamber, local redevelopment committee

Schedule for Completion: 2004

Carbon County

Objective H1: Establish a local currency program that encourages local residents to make more consumer expenditures in Carbon County.

Scope: Develop a program to establish a "local currency" that can be distributed to Carbon County residents by local merchants and banks. The local currency would be used as a method of business promotion that provides an incentive to existing and potential customers.

Primary Responsibility for Implementation: Carbon County EDC and local banks

Schedule for Completion: Establishment of program in 2002; sustain program for long-term.

Objective H2: Renovate selected buildings in various Carbon County communities for retail trade and services, as well as office space.

Scope: Identify selected buildings in selected Carbon County communities that may be suitable for renovation and commercial use. Prepare conceptual plans for selected building renovations. Determine interest and capability of the landowner(s) to invest in facility renovation.

If landowner expresses a willingness and capability to participate in the project, seek federal, state and municipal funds that can be used to support a portion of the planning, design, and construction costs. When public and private funds are secured, carry out detailed facility planning and design and prepare preliminary construction estimates. Subsequently, construction of the renovation project will be completed assuming that public and private financing commitments to the project remain in place.

Primary Responsibility for Implementation: Carbon County Economic Development Corporation, municipalities, and private landowner (s).

Schedule for Completion: Conceptual plan - 2004

Secure financing - 2005

Detailed planning and design - 2006

Construction - 2007

PRIORITY 9: Goal I - Encourage investments that generate a livable income and enhance the “quality of life”.

Sweetwater County

Objective II: Provide cultural and recreational amenities that help sustain the attractiveness of local communities to the employed labor force and potential investors.

Scope: Plan, design and construct cultural facilities, aquatic centers, museums, greenbelts, walkways, bikeways, recreational parks, as well as indoor and outdoor recreation facilities.

Primary Responsibility for Implementation: Municipal planning, public works, as well as City and Town Councils

Schedule for Completion: Ongoing

Carbon County

Objective II: Provide cultural and recreational amenities that help sustain the attractiveness of local communities to the employed labor force and potential investors.

Scope: Plan, design and construct cultural facilities, aquatic centers, museums, greenbelts, walkways, bikeways, recreational parks, as well as indoor and outdoor recreation facilities.

Primary Responsibility for Implementation: Municipal planning, public works, as well as City and Town Councils

Schedule for Completion: Ongoing

CHAPTER FIVE

PLAN IMPLEMENTATION

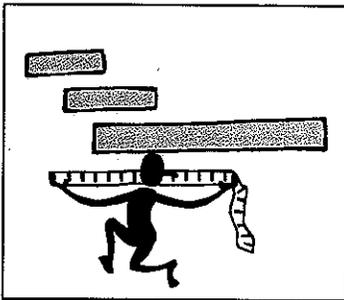
5.1 GENERAL REPORTING REQUIREMENTS

Once USEDA has approved the final Comprehensive Economic Development Strategy (CEDS), grantees funded by the U.S. Economic Development Administration (USEDA) are required to submit annual reports to USEDA. The annual report should include:

- any necessary revisions to the most recent CEDS report;
- a report on the previous year's economic development activities and document any significant changes in economic conditions;
- an evaluation of the effectiveness of meeting goals using performance measures outlined in the CEDS document; and,
- a schedule of economic development projects for the coming year using the same format presented in the CEDS.

The CEDS guidelines, dated February 1999, require the preparation of a new, updated, or revised CEDS document once every five years. The revision may be made sooner if the GDEDC board believes that the CEDS is inadequate due to significant changes in regional economic conditions or other circumstances, e.g., natural disaster.

5.2 PERFORMANCE MEASURES

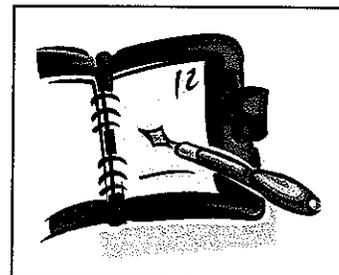


There are a variety of approaches that can be used to measure the performance of plan implementation. To ensure effective progress toward the implementation of the CEDS, the progress associated with the completion of each project will need to be continually monitored. Coordination between local economic development partners will also be important to ensure steady progress and appropriately respond to project issues that may delay the completion of specific projects.

Pedersen Planning Consultants recommends the following approach to ensure the completion of objectives under each goal presented in the CEDS.

5.2.1 Monitoring of Project Schedules

The executive directors of both the Sweetwater Economic Development Association (SWEDA) and the Carbon County Economic Development Corporation (CCEDC) should be responsible for the monitoring of economic development projects in each county. The executive directors should use spreadsheets, e.g., Excel, or other project management software that can reflect tasks, time, and the progress made toward project completion.



5.2.2 Coordination of Project Completion with the GDEDC Board

The executive directors of SWEDA and CCEDC will also prepare quarterly reports that provide a brief status report of the progress made for each CEDS goal and related projects. These reports would be transmitted to the GDEDC board for their review at the end of each quarter, e.g., end of March, June, September, and December. Following their review, the GDEDC board will meet to discuss the progress made toward the completion of each goal. If the event that progress is not in keeping with scheduled outlined in the CEDS, the GDEDC board will either provide staff with its expectations for project completion and/or direct staff to obtain temporary help, additional staff or consultant assistance to expedite project completion.



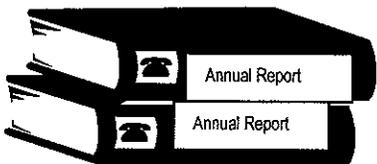
5.2.3 Monitoring of Project Completion by Other Economic Development Partners

The executive directors of CCEDC and SWEDA will also help expedite and encourage the completion of projects that are assigned to other economic development partners. Monthly meetings will be scheduled with appropriate partners, e.g., chamber of commerce directors, unless they are already attending monthly SWEDA and CCEDC board meetings. During the monthly meetings, representatives of economic development partner organizations will be requested to provide a status report for completion of specific economic development projects.



When completion dates are out of the authority or control of the executive directors for each county, elected leaders of GDEDC board members will be requested by the executive directors of SWEDA or CCEDC to intervene. Elected leaders on the GDEDC board will subsequently meet with appropriate parties to discuss late project schedules, project management inter-agency problems, or other issues that may be impacting the completion of scheduled projects. These meetings will end with a specific commitment toward project completion.

5.2.4 Preparation of Annual Reports



The executive directors of CCEDC and SWEDA will meet, at least, once per year to discuss and schedule the completion of the annual report. Preparation of the annual report will be a shared responsibility between both organizations. One of the executive directors will, however, assume the lead responsibility for this effort.

APPENDIX A

PUBLIC MEETINGS

Sweetwater County

Monday, October 22 – Farson
Tuesday, October 23 – Green River
Thursday, October 25 – Rock Springs
Tuesday, November 6 – Wamsutter

Carbon County

Monday, October 29 – Baggs
Tuesday, October 30 – Rawlins
Thursday, November 1 – Hanna
Wednesday, November 7 - Saratoga

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MEMORANDUM

MEETING DATE: Monday, October 22, 2001

TO: GDEDC Board of Directors

FROM: Sandy Pedersen

SUBJECT: GDEDC CEDS Plan
Public Meeting, Sweetwater County
Economic Development Opportunities, Assets, and Barriers

LOCATION: Farson

PUBLIC MEETING ATTENDEES:

Walt Eaton
Curtis Martin
Mani Grewal
Dave Hanks, Farson Resident, Director of Rock Springs Chamber of Commerce
Bob Dahl, President, SWEDA Board of Directors
Jim Pedersen, PPC
Sandy Pedersen, PPC

A. ECONOMIC DEVELOPMENT OPPORTUNITIES

1. With the resources of natural gas, trona, coal, water and clean air, we should be able to come up with some type of product for manufacture here locally, rather than have all of our raw products be shipped out. (Example, Chute Creek in LaBarge provides 30% of the world's helium, the world's largest supplier. A cogeneration plant is being considered.)
2. We must also broaden our work basis and not be limited to natural resources.
3. Visitor industry attractions: Interpretive Site/Visitor Center at Farson, which would promote the various events, activities and attractions in the area. Provide interpretation on historic trails.
4. A slaughterhouse/feedlot for cattle would be valuable, as ranchers now travel 2-300 miles to get their cows butchered. While there is a need for a good butcher, a prior butcher operation close down for lack of good help.
5. Sandy Crossing Enterprise is the owner of the 63 acres encompassing the four corners at Farson is. This corporation (includes co-owners Grewal and Martin) desires to develop for the benefit of the community as well as themselves but needs, foremost, access to funding. They also need to communicate with legislative representatives who will be able to take them past where they are as individuals and be able to deal with them as developers. The individuals don't know how to go about doing what they need to get any further. They envision a three phase development in which they would first install adequate water and sewer infrastructure, secondly, set up an interpretive site to promote the historic trails and monuments, and thirdly, develop a truck stop/cafe/motel operation.
6. Mechanism for central communication (like a newsletter) within the community.
7. Wind energy development

B. ECONOMIC DEVELOPMENT ASSETS

1. Oil and gas on a long-term economic basis. Although we produce a large amount of natural gas, we are burning the excess when we could possibly be using it to take the water out of our coal, or for some other economic use.
2. Historic trails and monuments
3. Fishing and hunting and other outdoor activities
4. Farson's reputation for its great ice cream
5. Wide open spaces
6. Wind River hiking and trekking/backpacking
7. Highway 28 – infrastructure already in place; Highway 191 is the top trail to Yellowstone National Park.; take advantage of traffic passing through – get them to stop in Farson
8. Wildlife refuges
9. County parks
10. Wild horses
11. Sand dunes
12. Green River
13. Barley for Coors has been grown here in the past.
14. Hay grown here is high in protein, 22-24%
15. A number of wealth residents; there are about 15 privately-owned airplanes in the community.

C. ECONOMIC DEVELOPMENT BARRIERS

1. Many residents in the area desire no growth; their attitudes need to change. Need to show them that a pro-active approach to growth is much more productive than being reactive when growth occurs, which is inevitable.
2. Although there is significant supply of water, building projects aren't taking into consideration the drinking water quality for residents, and the fact that aquifers are not recharging. There is no water treatment plant in Farson. Residents now use septic tanks; so far there has been no problem.
3. Agricultural viability is rough in the area cause of the harsh weather and lack of water. There are some in the ag industry who abuse the definition of "ag" and use it to benefit themselves. The definition of agriculture must be clarified within the state.
4. There are certain "types" of people who are inevitable to come during growth that make residents skeptical of accepting more growth.
5. There is a territorial attitude in the area; everybody's worried about their own thing.
6. Unstable power supply. Three-four big power outages occurred this year.

D. OTHER

The meeting attendants were asked whether there was any desire on the part of Farson residents to become incorporated. Incorporation, after all, could resolve some of their concerns to have access to development funds, etc. They replied without a doubt that this would not be desirable. They feel that incorporation at this time would mean they lose control of their community. Their sense is that they would need to take "baby" steps. For example, they would consider setting up a development district. In time, maybe people in the community would become amenable to incorporation. Half the population of Farson, they said, have been residents less than ten years. These newer residents don't care what's happening here; they would take what they can and walk away.

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MEMORANDUM

MEETING DATE: Tuesday, October 23, 2001

TO: GDEDC Board of Directors

FROM: Sandy Pedersen

SUBJECT: GDEDC CEDS Plan
Public Meeting, Sweetwater County
Economic Development Opportunities, Assets, and Barriers

LOCATION: Green River

PUBLIC MEETING ATTENDEES:

Regina Clark, Bank Manager, SWEDA Board of Director
Ken Ball, Council Member, City of Green River
Mary Thoman, Rancher
Dagan Miller, newspaper reporter
Patricia Robbins, Executive Director, SWEDA
Jim Pedersen, PPC
Sandy Pedersen, PPC

A. ECONOMIC DEVELOPMENT OPPORTUNITIES

1. Renovate older buildings in Downtown Green River. The Tomahawk Building is a neat old building that could be developed into a usable, viable economic entity. Apartment rentals could be built upstairs, with business offices downstairs. Likewise, the Old City Market building, which has been vacant for years, is an eyesore and a safety hazard.
2. Revitalize Downtown as the service area of Green River, with business offices, service companies such as lawyer, architect, engineer offices, and restaurants.
3. Pursue companies like Cento.
4. Opportunities/activities for senior citizens
5. Oil and Gas companies
6. Visitor attractions/recreational activities. Whitewater Park. An interactive Fossil Museum. More events, such as the Fine Arts Festival, during the winter. Ice fishing event on the Gorge. Ice sculpting activity.
7. Meeting/convention facility. Consider the vacant city-owned land adjacent to Oak Tree Inn.
8. Signage to promote historical and recreational attractions; more elaborate signs, much like the Little America signage off Interstate 80
9. Relocate Chamber office to west end of Green River
10. Some kind of manufacturing company to provide a firmer economic base for the area; diversification in our businesses and industry.

B. ECONOMIC DEVELOPMENT ASSETS

1. Willingness of community to open to anybody who wants to come
2. Rock Springs Airport – flights available to/from Rock Springs and Denver
3. Preserve our resources, but be economically viable, e.g., Big Sandy Conservation District
4. Agricultural industry may be shaky now, but with what's happening in the country, there's an anticipation that ag/food production will be seen as valuable for a country that may need help in that way.
5. Interstate 80 – best way of getting people off the interstate to come into Green River
6. Oak Tree Inn. 50 units were initially built to house railroad workers; it now has two additional wings or 100 more units, which has helped to handle visitor traffic as well. From May through October, its occupancy is 97%. During the winter, it only gets full when the roads close due to bad weather.

C. ECONOMIC DEVELOPMENT BARRIERS

1. Absentee landlords have no interest in the community. Many outside residents own vacant buildings in downtown Green River.
2. No parking availability in downtown Green River.
3. Designated downtown area is not clear, if known at all. The City of Green River has allowed businesses to go all over town. There are businesses in residential areas. Green River needs to be better laid out, with a specific plan in mind that will enhance the viability of businesses and keep residential areas separate.
4. Unreasonable federal regulations in the agricultural industry; needs more of a balance. Many regulations/environmental opposition to ag production is based on unrealistic expectations of people who don't live here.
5. Ranch recreation is prohibitive because it involves too much work. There are too many restrictions posed on the land owner, not to mention the requirements for federal permits and the high cost of liability insurance.
6. Cooperation is needed among local businesses and local government. Can still be competitive.
7. Only 10 outfitters may be licensed for activities on Green River.

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MEMORANDUM

MEETING DATE: Thursday, October 25, 2001

TO: GDEDC Board of Directors

FROM: Sandy Pedersen

SUBJECT: GDEDC CEDS Plan
Public Meeting, Sweetwater County
Economic Development Opportunities, Assets, and Barriers

LOCATION: Rock Springs

PUBLIC MEETING ATTENDEES:

Gary Valentine, Manager, Rock Springs Airport
Jason Maynard, New R. S. Resident, Manager, U Bet Wireless
Amelia Holden, newspaper reporter, Rocket Miner
Jack Smith, Community & Housing Development, City of Rock Springs
Marty Martin, former Sweetwater County Commissioner, former City of Rock Springs Council Member, SWEDA Downtown Advisory Bd Member
Patricia Robbins, Executive Director, SWEDA
Jim Pedersen, PPC
Sandy Pedersen, PPC

A. ECONOMIC DEVELOPMENT OPPORTUNITIES

1. Capitalize on the lure of outdoor recreation by pursuing related business, such as an outdoor outlet like Cabelas, an outdoor equipment sales company, or an outfitter.
2. Pursue diverse technical and manufacturing industries, so that when one of our companies goes out of business, it won't devastate the community. Firms like Cento.
3. Support ongoing community development projects in Downtown Rock Springs, which are improving the area and will do much to bring back economic viability.
4. Pursue low income and affordable housing to provide housing that matches the income levels of resident families and future residents of Rock Springs. Support the City of Rock Springs' low income housing project that could provide 125 single family residences, its utilities assistance program, and its program in cooperation with business, which will get residents out of low income housing and into better jobs and better homes.
5. Support education system at all levels in Wyoming; provide training and education that will enable our future workforce to find jobs in the local economies as well as have the skills to obtain jobs in the new kinds of technical-oriented jobs that may be available in the future
6. Pursue companies that develop value-added products from what our area industries are producing.
7. Communications possibilities. Fiber optics connectivity will make a lot of potential business and industry possible.

8. Look at whole spectrum of visitor industry.
9. Determine priorities. Look for partnerships that will make things happen.

B. ECONOMIC DEVELOPMENT ASSETS

1. Wide open spaces and great outdoors
2. Clean air
3. Low crime
4. Neighborly attitude
5. Transportation – railroad and highways
6. Skilled workforce in certain areas
7. Tax structure – many ways to obtain revenues from
8. Available land
9. Growing community college population, good faculty, opportunity for training and education in skills needed for future
10. Both Rock Springs and Green River officials are aggressive and looking for change for the better and being prepared to step into the next century
11. Excellent cost of living
12. Excellent school system
13. Great recreation facilities
14. Great outdoor recreation in Flaming Gorge, wild horse viewing, etc.
15. A joint Sweetwater County and Carbon County Study showed that more than 5,000 residents are underemployed. They may have skills but have no jobs to use them. If the right businesses/industries come along, we already have a source of labor.
16. Unique geological formations in the area
17. Our youth

C. ECONOMIC DEVELOPMENT BARRIERS

1. Weather
2. Town looks dirty in some places, although compared to 30 years ago Rock Springs looks way, way better due to lots of steps taken to improve its looks.
3. Residents need to accept possibility of changes and embrace community pride
4. Wives of new families moving to Rock Springs tend to not like the area, although husbands are attracted to the area because they like the opportunities for outdoors activities
5. Absentee landlords don't care about what's happening with their properties
6. There are no mid-level wages. There's industry level wages (\$12-15/hour) and then there's service-type wages (\$5-\$10), and nothing much in between. The industry, higher-level jobs are going away as the mines convert to automation and lay off hundreds at a time.
7. Limited housing. Rentals are hard to come by in both Rock Springs and Green River.
8. The high wages paid by industry is a hindrance in some cases to other businesses because they cannot pay those higher wage rates to keep good help.

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MEMORANDUM

MEETING DATE: Tuesday, November 6, 2001

TO: GDEDC Board of Directors

FROM: Sandy Pedersen

SUBJECT: GDEDC CEDS Plan
Public Meeting, Sweetwater County
Economic Development Opportunities, Assets, and Barriers

LOCATION: Wamsutter School

MEETING ATTENDEES: William Hippe, Mayor Pro Tem
Leroy Williams, Public Works Director
Patricia Robbins, Executive Director, SWEDA
Jim Pedersen, Pedersen Planning Consultants
Sandy Pedersen, Pedersen Planning Consultants

A. ECONOMIC DEVELOPMENT OPPORTUNITIES

1. There are two "wish" lists for Wamsutter in existence. One was developed by the Wamsutter Community Improvement and Economic Development volunteer group, which lists quality of life type of projects. The other list, developed by the Wamsutter Town Council, reflects projects that would provide basic needs and services to the community. This list is prioritized. The Town's list of basic services should be addressed first, then the Town can help with projects on the other list.
2. Town has received lots of inquiries for an overnight rv/camper park. An ideal location for a camper park would be adjacent to the Town's public park. Adjacent lands are owned by BLM and Vern Waldner.
3. Permanent affordable housing is needed. However, all the possible developable land is owned by one property owner and his vision may not be the same as the Town's. Those 7 housing lots are 80 x 100 and have paved streets, and water and utility connections.
4. Property west of town, owned by Anadarko, could be developed for housing. Need to attract potential investors to consider doing something here.
5. The Town is attempting to look at the future and plan ahead. They have hired a zoning officer and have just entered into a planning study (1-5-10 year projections) paid for with a CDBG planning grant. The Town wants to avoid being a "patch" city.
6. A truck terminal would likely draw more trucks off I-80, but the Town would be worried about road deterioration.
7. Services that would draw people off the Interstate.
8. Tourism/visitor industry development. Wamsutter could be billed as the gateway to the Red Desert; wild horses could be an attraction. A brochure developed five years ago for Wamsutter by the Wyoming Visitors Council should be updated. More motel rooms to

accommodate potential overnight visitors. Wamsutter has two motels, which provide 38 rooms. Most of those rooms are booked monthly by workers.

9. Indoor activities for the community.
10. A slaughterhouse/packing plant is needed and was considered at one time. However, the idea was dropped because an estimated 9,000 gallons an hour of treated water is needed for operations.

B. ECONOMIC DEVELOPMENT ASSETS

1. Location of Wamsutter along I-80 and distance between Rawlins and Rock Springs. Because of the distance between the next towns, Wamsutter is a likely place that travelers may want to stop if there is something to attract them.
2. Concrete streets that will not require replacement for a long time to come.
3. Land area (100 acres) already set aside for an industrial park
4. Infrastructure of water facilities is good; water pipes are pvc rather than other material than can break down more readily. There are just over 200 existing residential water taps in town, plus another 50 from the closed CIG trailer park.
5. The few longer-term residents that live here are very helpful and willing to serve their community.
6. The majority of residents want Wamsutter to grow and improve.
7. Many existing businesses are helpful to Wamsutter in ways that most businesses would not normally be helpful. BP taking over its positive and helpful attitude toward the town in the same way that AMOCO was, e.g., providing matching \$ for planning grant and giving \$63,000 to the Town for the fire truck.
8. An under-utilized park with two ballfields.
9. Sinclair/Conoco/Phillips gas stations.

C. ECONOMIC DEVELOPMENT BARRIERS

1. Water. Storage capacity is adequate for fireflow but not enough for safety use. There are three wells located near railroad tracks; two are very old and flow at 225 gpm. Alternate wells #s 5 and 6 are used on occasion. Well #7 is rarely used because its water has a peculiar smell. Well #4 is closed up. There are private wells south of the railroad track. One line is used now by only a few houses and has the potential for additional taps.
2. Existing sewer facility utilizes a gravity flow to the lift station, then to an evaporation lagoon. All are located on the north side of the railroad tracks. There are no sewer facilities located on the south side of the RR tracks where industrial growth is going.
3. Changing population base. While the town's official population is 262 and there are currently about 400 people residing here at the time of this meeting, Wamsutter can gain or lose a hundred people in a week's time. Not conducive to bringing in a labor force.
4. No stable population. Most residents are working here now with the intention to eventually leave Wamsutter. Very few people with roots; no retirement base. Population is too small and too transient. As such, the 10% of the population base that the Town can count on to be involved and active is still only a small amount (10% of 262 = 26 active folk).
5. Nothing here for residents to do. No reason for families to stay.
6. Adverse weather conditions; high winds.
7. For the most part, when businesses do well here; it's their excuse to sell out and leave.
8. The Town has poor eye appeal and not enough services or activities to attract motorists to come in off the Interstate.
9. All the available land in Wamsutter is owned privately and the property owners are reluctant to invest in any future development until certain things occur.

D. FOLLOW-UP

1. Review copies of the two wish lists from the Wamsutter Town Council and the Wamsutter Community Improvement and Economic Development Group. Add to above list of economic development opportunities.
2. Review map of Wamsutter to clarify available lands for development.

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MEMORANDUM

MEETING DATE: Monday, October 29, 2001

TO: GDEDC Board of Directors

FROM: Sandy Pedersen

SUBJECT: GDEDC CEDS Plan
Public Meeting, Little Snake River School, Baggs
Economic Development Opportunities, Assets, & Barriers in Carbon County

LOCATION: Little Snake River School Library, Baggs

MEETING ATTENDEES:

Steve Adams, Baggs Landowner, Carbon County Planning Commissioners
Karen Buchanan, Carbon County Visitors Council Member
Bernie Caracena, Mayor, Town of Baggs
Todd P. Burns, Principal, Little Snake River School
Linda L. Fleming, Commissioner, Carbon County
Casey Jensen, Councilman, Town of Baggs
Jim Pedersen, Pedersen Planning Consultants
Sandy Pedersen, Pedersen Planning Consultants

A. ECONOMIC DEVELOPMENT OPPORTUNITIES

1. Carbon County

- 1a. Develop scenic or museum tour loop from Rawlins/Saratoga/Encampment/Little Snake River over to Sweetwater County. Develop informative brochures and promote to visitors.
- 1b. Develop County Fair grounds to become a multi-event center for outdoor as well as indoor activities. It would have the potential for a variety of events that would be of interest to local residents as well as visitors: antique car shows, Little League games, senior citizen events, horse shows, hockey and ice skating, concerts. Could be developed similar to the multi-event centers at Rock Springs or Vernal, Utah. (Linda Fleming noted that the County Commissioners has set aside funds for a study of an events center.)
- 1c. Additional infrastructure and infrastructure improvements, as well as better facilities and more motels – would bring more industry and businesses and allow for development of residential housing.
- 1d. Trails and history of the area should be promoted, including Fort Steele, Overland Trail, Old Pen, etc.
- 1e. Generate electricity and keep it here. We should have our own power plant, and better jobs as a result.
- 1f. Pursue value-added opportunities related to the mineral industry.

- 1g. Work with energy companies to assure their presence in Carbon County. Williams Energy gas lines, which supply to the east, are almost at maximum. CIG's gas lines, which supply to the west – capacity unknown; their fees are higher. Wall Street Journal reported recently that Wamsutter would be the biggest town in Wyoming by 2030 because of what AMOCO has said they're going to build.
- 1h. Saratoga needs a small convention center for 100-150 people (similar to Lander's); no place to hold a meeting there. No place in Rawlins, either.
- 1i. Internet/Communications: Wyoming is the epitome of why the Internet is so important (we're so spread out). University of Wyoming needs to take advantage of doing more educational courses over the Internet

2. Little Snake River Area

- 2a. Construct a rest stop at top of hill off Highway 789 south of Baggs on the Craig side. State owns land for a port-of-entry there. Town of Baggs has requested a grant for water funds from WWDC that could assist with a rest stop development. Visitor info for both Carbon and Sweetwater Counties could be included at the rest stop.
- 2b. Public radio and local television reception. Currently, the only radio reception they are capable of receiving comes from Craig. So local residents only hear advertising from Colorado and what's going on in Craig. Wyoming public radio would have been brought to Baggs, but the developers could not purchase the kind of equipment needed.
- 2c. Bring WalMart to Baggs. A WalMart would draw people to the area
- 2d. Continue to pursue coal bed methane development. PEDCO is doing a good job of keeping the community informed and offering some improvements. In contrast, when the Coyote group was here a year ago, they didn't want to involve the community.
- 2e. Develop infrastructure/housing to bring new residents. Williams' Echo Springs Plant hired 10 people over the past year. Many of them would have liked to reside in Baggs, but they couldn't find any housing, so they are now living in Rawlins.
- 2f. Business or industry that will sustain the Baggs economy. Bust and boom cycles are not good; town and residents suffer from it.
- 2g. The particular block that Linda Fleming lives on has older, turn-of-the-century, neat-looking houses. Consider developing it as a scenic corridor/visitor attraction, "Come visit Baggs in 1900."
- 2h. At one time, a power plant was being considered at Creston Junction, with water being piped from Little Snake River. We should do our own power plant, and take advantage of value-added opportunities.
- 2i. Water opportunities: i) Town of Baggs is pursuing a Level 1 Water Study (has \$1 million to spend from WWCD). Will size the system to what is determined is the population of Baggs based on historical growth and historical analysis. ii) If a water plant could be built at Dixon and connected to Baggs, everybody in between could tie in. A Water Conservation District should be set up to help in the development, or a Joint Powers Board including Baggs and Dixon. iii) A rancher with good water rights approached the Town of Baggs to buy his ranch. If his ranch is still available, could develop a golf course there, which would draw people.
- 2j. Market Little Snake River area via the Internet and through a website that would list events, activities, and other visitor interests.
- 2k. Improve Internet/communications access. A "pop" at Creston Junction should be installed which could tie in to fiberoptics/telecom opportunities for Baggs.

- 2l. Transportation: Roads need to be improved. Highway 87 is getting unsafe; so much more traffic is on the road these days. Upper 87 was repaired in 1991; even worse is the middle section of 87 between Creston Junction and Baggs (between the 20-30 mile markers) that has not been repaired in many ages.
- 2m. Shuttle Service: Determine how to come up with the \$18-20,000 operating expenses for a Ford van that the Ford company would give to the Town of Baggs. Van would be used to transport seniors.
- 2m. A recreation facility would add to quality of life.
- 2n. Education, education, education. Determine ways to network, learn and communicate via compressed video, etc.
- 2o. Develop a visitor attraction – have cattle or sheep run through town at a special event.

B. ECONOMIC ASSETS

1. Clean air, nature and outdoors, low density.
2. Small community, sense of safety and small town friendliness. Since September 11, many people will be looking to move to a small town – need to get ready for that.
3. Towns have mix of young (families and ideas) and old (been here for a long-time and have solid information about our community)
4. Stable community
5. Excellent school; 177 enrolled with potential to go up to 250 students.
6. Hunting and wildlife
7. Bed and breakfast facilities

C. ECONOMIC BARRIERS

1. Need to look at Wyoming's regulating procedures (Industrial Siting Act, DEQ regs, etc.) to see if revamping is required to make opportunities more workable. Current permitting systems are hard to work with.
2. Baggs has a "temporary" look – is the sense that some residents have.
3. Lack of housing, although many vacant lots are available in and outside of town.
4. Baggs has only 1/5 of the fire flow for fire suppression. Do not have the water and sewer infrastructure to further develop.
5. Lack of amenities in Little Snake River area (A national study done by Arthur Young showed that people will tend not to move to certain areas cause not enough desirable amenities.)
6. Lack of water – not developing enough water although it's right here. Water from High Savery Dam is probably all going to Cutthroat; locally, we won't get to use it. Town of Baggs is selling water to some companies; maybe it shouldn't.
7. Agriculture is not getting the support and attention due it. If all the ag producers were to stop producing, half the world would starve to death, but right here, the U.S. wouldn't even notice. Need to enforce the Stockyard and Packers Acts; currently, U.S. agriculture is monopolized by only three national buyers, so there is no incentive to promote.

D. FOLLOW-UP

1. Check with Williams Pipeline in Rawlins (Curt Kauffman) to check on their status and future.
2. Check with Pat O'Toole on current status of water development in Wyoming.
3. Check with Pat O'Toole on new state woolgrowers association co-op.

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MEMORANDUM

MEETING DATE: Tuesday, October 30, 2001

TO: GDEDC Board of Directors

FROM: Sandy Pedersen

**SUBJECT: GDEDC CEDS Plan
Public Meeting, Carbon County
Discussion of Economic Development Opportunities, Assets, and Barriers**

LOCATION: Jeffrey Center, Rawlins

MEETING ATTENDEES:

Wayne Jipsen, Natural Resources Conservation District/Trails Division, Rawlins
Debra Allen, Rawlins
Harry Lovato, small businessman, Rawlins
Della Vivion, retired businesswoman, Rawlins
Vern Vivion, retired businessman, Rawlins
Christine Kidd, CCHC Vocational Training Department, Rawlins
Tori Adams, reporter, Daily Times, Rawlins
Gene Sikora, part-time resident, Rawlins
Jennifer Sikora, part-time resident, Rawlins
Dave Perry, Business Manager/Editor, Daily Times, Rawlins
Pam Babcock, True Value Hardware, Rawlins
Larry Kmoch, Councilman, City of Rawlins
Henry Hewitt, Board of Director, GDEDC and CCEDC
Jim Pedersen, Pedersen Planning Consultants (facilitator)
Sandy Pedersen, Pedersen Planning Consultants (recorder)

A. ECONOMIC DEVELOPMENT OPPORTUNITIES

1. Vocational education training: is needed to help people develop skills and brings them to a level that makes them marketable. It was a mistake for the high school to do away with the trades program. These are skills that are transferable anywhere; allows first-time employees to get started in the job market and opens up doors for them. Also, encourages those who are thinking of college to feel they can contribute to the workforce, gives them encouragement. The CCHC Vocational Training Advisory Board has just been created, had their first meeting on October 10. They will be looking at types of training needed. So far, have identified the following areas:
 - a) building trades – welding/construction/plumbing
 - b) health care – CNA/LPN/RN
 - c) office technology

- d) commercial drivers license programs – truck driving school
 - e) energy operations: gas & oil employee training, diesel mechanics for CBM, etc.
 - f) day care training
 - g) dental assistant training
2. Tourism – We haven't marketed fully:
 - a) Historic Trails/day or eco tours.
 - b) Unique geologic formations, rocks, fossils
 - c) Cowboys/western history
 - d) Old Pen
 - e) Downtown Walking Tour
 3. Telecommunications: Pursue increase in broad band capability; support efforts of committee; coordinated effort needed to bring about favorable result.
 4. Transportation between communities. Could be used for transporting elderly as well as for workers who need to travel from home in one community to work in another community. (There are programs/grants available to get vans, but the maintenance cost is prohibitive.)
 5. Housing for our aging population, including an elderly care facility.
 6. Wind energy should have a concentrated impact, not all over the place. Could develop self-sufficiency. Would be neat to be the first town to generate wind energy for our own community.
 7. Small manufacturing companies/ancillary businesses, e.g., fertilizer plant, using raw material for feed stock, other value-added products. Need to develop a list of raw materials listed here, then see what can be developed from those materials – then market.

B. ECONOMIC DEVELOPMENT ASSETS

1. Great transportation assets: railroad, Interstate, Highway junctions
2. Raw materials
3. Martin's Cove Visitor Center is nearby, need to take advantage of all the visitors that go there who must go elsewhere find a place to stay overnight, place to eat, etc. Why not Rawlins?
4. Historic trails
5. Small community, place where you can get involved

C. ECONOMIC DEVELOPMENT BARRIERS

1. No place for light industrial/manufacturing type businesses. We should identify potential sites and make sure business looking for sites are informed where those sites are located, and all the necessary info. (Opportunity: CCHEC is looking for a location to provide a program for "custom-fit training" of light industrial/manufacturing type employment. They are short of space because of all the programs they currently have going on. High school students would be allowed in the programs also.)
2. Rawlins needs to know/agree on its Vision/Direction (not necessarily an isolated problem for just Rawlins). May be doing economic development in a vacuum. Perception of Rawlins – not a favorable place to be. First time impression is not great: a little bit shabby, dirty looking. Entrances not very appealing. Lots of empty buildings. Have heard non-residents say, "Rawlins is the armpit of Wyoming." Rawlins needs to know its identity or to agree what it is going to be.
3. Community apathy; attitude needs change. Need vibrancy back in Rawlins.
4. Many large employers do not live here and yet they make the decisions about what happens in Rawlins, e.g., Wyoming State Pen, other Government agencies, Sinclair Refinery, U.P. Railroad

5. The look of Rawlins off Spruce street – need to get rid of the empty buildings and rebuild. Too many holes in Downtown, need to fix it.
6. Not seeing the spin-off from our base employers. These larger employers use services (banking, etc.) located outside of Rawlins and/or Carbon County.
7. Too many people traveling outside of Rawlins and Carbon County to go shopping. Shopping is a recreational activity to them, so going outside is great fun. Killing our retail by doing that. How do we convince people they need to support locally. Can't tell people to do things; must build a better mousetrap. Convince shoppers that they don't have to go away to get great deals. In many cases, shoppers' have misconceived perceptions that Rawlins or Carbon County prices are outrageously expensive or that we don't have it.
8. Not enough competition. Some retailers can be rude and need customer service training. Many major retailers are owned by non-Wyoming residents, so they don't care about the quality of service. Need to rethink retail, as it's in trouble all over, not just in Rawlins. Encourage entrepreneurs, if they fill a niche. Specialty shops with great customer service can do well. Attitude of many shoppers is that shopping is recreation.
9. Money has to come from private sector; if no return on their dollar, it won't happen.

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MEMORANDUM

MEETING DATE: Thursday, November 1, 2001

TO: GDEDC Board of Directors

FROM: Sandy Pedersen

SUBJECT: GDEDC CEDS Plan
Public Meeting, Carbon County
Economic Development Opportunities, Assets, and Barriers

LOCATION: Hanna Town Hall

MEETING ATTENDEES:

Gerald W. Cook, Mayor, Town of Medicine Bow
Zoda Furgason, Councilwoman, Town of Hanna
Marv Cronberg, Medicine Bow
Jody Fields, Medicine Bow
Leon F. Johnson, realtor, Hanna
Patricia Johnson, Hanna
Jim Pedersen, Pedersen Planning Consultants (facilitator)
Sandy Pedersen, Pedersen Planning Consultants (recorder)

A. ECONOMIC DEVELOPMENT OPPORTUNITIES

1. Great assets that need exposure; find a way to market favorable aspects
2. Highway Transportation Corridors
 - a) Designate Highway 30 as a special highway, used to be the original Lincoln Highway that spanned the mainland U.S. from coast to coast.
 - b) Improve Highway 30 between Laramie and Walcott Junction to 4 lanes, for safety of school kids traveling both ways. When Interstate 80 is closed, lots of traffic on 30, the big trucks are on and are very dangerous because they tend to use the center lane.
3. Storage, warehousing facilities
4. Tourism
5. Light industrial businesses, such as plastics production, stuff that could be labeled "Made in the USA".
6. Promote an electric generating steam plant out of the old mine plant (like Montana's mine mouth power plant)
7. All golf courses in Carbon County should work together to promote each other
8. A visitor-oriented "Stage Line" in Carbon County. Could start at Virginian and end at Hotel Wolf in Saratoga. A real horse-drawn stage with stops along the way to eat, be held-up, stop to look at a "ghost town", town of Carbon, etc.

9. A commuter transport system in select areas of Carbon County. For example, there are about 50 residents who commute from Hanna to Rawlins; some of them would use a transportation system.
10. A nursing home or assisted living facility in Carbon County. Consider using a portion of the old school in Medicine Bow?
11. A warehousing facility, such as a WalMart warehouse.
12. Capitalize on our local agricultural history such as the shearing shed in Medicine Bow. At one time, Medicine Bow used to transport 70,000 sheep at one time out of the Mbow stockyards. Medicine Bow still has the record of sending the largest shipment of livestock to the Omaha Stock Pens.

B. ECONOMIC DEVELOPMENT ASSETS

1. Carbon County assets
 - a) Ample water and land, low tax base, good recreational access, natural resources, rich history.
 - b) Our water is valuable. We need to watch that California doesn't take all our water, leaving the sources with mudholes.
2. Hanna
 - a) Many empty lots available for housing with adequate water. Utilities would be easy to put in. Get more of the prison employees to move here. Already have 20-30 prison guards living in Hanna.
 - b) Hanna's recreation center.
 - c) State Highway 30/287
 - d) Senior citizens seem to find this place attractive. Many elderly have purchased empty houses as fixer-uppers and are using them as second homes.
 - e) A laundromat would be desirable.
 - f) Hanna has two abandoned trailer parks
3. Medicine Bow
 - a) M. Bow is on a website.
 - b) Listed on the Wyoming state map., as well as on the Highway 287 Association brochure.
 - c) Availability of land for business/light industry development through lease from UP Railroad. RV park is needed here; there are some RV spots, but not advertised.
 - d) Transportation: State Highways 30/287 and 487, railroad
 - e) All kinds of labor force here;
 - f) Empty buildings in Medicine Bow suitable for small manufacturing operation
Old school now totally owned by Town of Medicine Bow. New school that was closed down is mostly empty, 2-3 rooms are being used for elementary classes.
 - g) Visitors that already come here include fishermen, hunters, University kids hunting for petrified artifacts, many Colorado residents

C. ECONOMIC DEVELOPMENT BARRIERS

1. Lack of available housing. In Hanna, running out of housing, only about 10 houses available for purchase or rent. Many houses have been bought by people from out-of-state for second homes. Lost lots of houses (manufactured houses) cause they were easy to move. 90% of the houses in Hanna are modular.

In Medicine Bow, there are two subdivisions that were defunct by developers. Town hung on to it and was able to obtain it through the courts; now they've got it to the point that the Town can sell lots in the subdivisions for appraised value (about \$1200 per lot). One of the subdivisions is Medicine Bow Estates which allows manufactured housing. Utilities would be easy to put in, there is adequate water supply.

2. Lack of power transmission lines
3. Lack of coordination with events in Carbon County. Need to coordinate events in different parts of county so not so much overlap. Example: When Carbon County changed their County Fair parade date this year, it coincided with Hanna's King Coal Days, which is always held on the same weekend every year.
4. Our (Carbon County residents) own negative attitude.
5. Lack of pride in our communities and County.
6. Ranch or large property ownership outside of Wyoming. These owners are unto themselves; they cut off access to their property and don't participate in community. They fly in and out, as well as their visitors, and contribute nothing to the local economy.
7. Need funding source and entity for developing ideas. Although opportunities available, don't have manpower or knowledge of where to pursue.

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MEMORANDUM

MEETING DATE: Wednesday, November 7, 2001

TO: GDEDC Board of Directors

FROM: Sandy Pedersen

SUBJECT: GDEDC CEDS Plan
Public Meeting, Carbon County
Economic Development Opportunities, Assets, and Barriers

LOCATION: Saratoga Town Hall

MEETING ATTENDEES: Chuck Larsen, manager, Carbon Power & Light
Dennis Cheatham, reporter, Saratoga Sun
Bill Saulcy, Saulcy Land Company
Judy Saulcy, Saulcy Land Company
Jay Grabow, CCEDC
Jim Pedersen, Pedersen Planning Consultants
Sandy Pedersen, Pedersen Planning Consultants

A. ECONOMIC DEVELOPMENT OPPORTUNITIES

1. Tourism: Snowmobiling, other winter recreation
2. Telecommunications
 - a. KA band is expected next year (off satellite system), will be faster
 - b. High speed T-1 line for improved Internet capabilities would attract more businesses that are paying higher rent in cities; will save by not having a big building; work their businesses via internet
3. Marketing
 - a. Billboards off I80: need to develop billboards as a marketing tool to get people to stop here; any advertising needs to show an attitude of pride
 - b. Use a town/area website to get the word out about what we have
 - c. Package the area as a destination and not only for specific activities or events
 - d. Get the word out through writers/painters/photographers
 - e. Utilizing an expanded internet/wet site, have links to all the different activities/events that are offered in Carbon County. If they look up the Town of Saratoga, for example, has links not just to the basic government information, but also to the Chamber, to recreational activities, to real estate info, the Carbon County government, and to all the other towns within Carbon County, etc. Coordination would be needed to plan and set up a web ring. A web planner/master might need to be hired. Including the website address on absolutely everything would be key – everybody's stationery, business cards, advertisements (billboards), etc.

4. Target truckers to live here
5. Green Mountain Ski Area
6. Develop a power plant and use energy right here, rather than shipping it out, especially since our power transmission lines are at or near capacity; e.g., a mine mouth generator facility
7. At the same time, pursue more transmission lines so we can continue with energy development
8. Potential for all kinds of alternate energy: windpower generation, etc.

B. ECONOMIC DEVELOPMENT ASSETS

1. History of the area: cattle vs sheep industry, logging, Burlington Northern Railroad, Old West
2. Wildlife Resources
3. I-80 transportation corridor: one of the easiest opportunities we have is I80; we have to figure out how to get trucks and vehicles to get off and come into Carbon County towns
4. Carbon II School District is outstanding
5. Platte Valley Arts Council – brings in good groups/promotes theatre and arts type activities
6. Quality of life is good; small town
7. Carbon County is a guys area, lots of outdoor activities
8. Labor pool of women (most of whom aren't working because either no jobs available or not the right kind of jobs – see C3 below)
9. Vocational Ed programs: need to work with CCHEC and other educational institutions to develop kinds of work/training programs that are needed, that would draw businesses because they see we have the kind of labor pool they need
10. Carbon County beef is considered high quality, primary beef.
11. CCEDC Encampment Loan Fund (\$80k+) should be used to help with more start-up businesses

C. ECONOMIC DEVELOPMENT BARRIERS

1. Ag land being purchased for use other than ag, usually by non-resident owners, who just want to do their own thing and not have anything to do with the community. These non-residents also don't bank here, spend their money out of the county.
2. Certain types of new residents are not good for the community, more difficult for schools and social services to deal with
3. Most wives don't want to stay here; not enough activities for them; limited opportunities; need more jobs for wives at a labor rate that would make families afford to live here (2 incomes); need more women-type jobs. Not enough mid-level jobs (between management and waitress-type jobs); many of the women are over-qualified for the kinds of jobs available.
4. Lack of or very limited financial and job security here for families. Need to get our wages up to a competitive level. With training, need to get our current workforce to become higher level wage earners.
5. Big loans/mortgages held by many residents or businesses are not held by local banks/mortgage companies, usually held by out-of-town or out-of-state financing organizations; therefore, we money doesn't stay in the area
6. Lots of aging people or retirees. (12% of Carbon Power & Light hook-ups are seasonal in nature, from people who have 2nd homes in area.)
7. Game and Fish hunting and fishing requirements pose a threat to "quality" hunting here. This area is considered a "meat" market because there are too many open roads. It's a joke to hunt here. The true hunters go elsewhere to really enjoy a quality hunt. Even so, Game and

Fish has stated that there is a problem with too many elk in the area. They could also look at it as an opportunity rather than a problem. Game and Fish should consider a management quota (which they do now for antelope) for all animals, instead of the process in place now. If we had more outfitters and guides, we could spread out the hunters better. We can't get more outfitters and guides with the current process because of the drawings requirements/limitations; can't rely that they'll be able to earn money that way.

8. Leakage of shopping by residents; not shopping in Carbon County, doing their shopping over the Internet or via catalogues or elsewhere in Laramie, Cheyenne, Ft. Collins, or other places
9. Minerals industry has been great, but it's such a boom and bust type economy that cannot be relied on. We need more stable businesses. However, Carbon County timber, ag and tourism have helped to keep us stable.
10. Need more competition
11. Attitudes of residents need to improve. Some older residents don't want any change; other residents have no pride in their communities. We won't keep our kids here after high school, but there's a good chance they'll return after a few years. While we have them, impress on them that our communities are good, decent places to live.
12. Difficult to pursue more transmission lines due to a) environmental opposition, b) attitude - "not in my back yard", c) requirement of a whatchamacall it before we can develop more lines

D. HOUSING DISCUSSION

If we're selling our communities, we need to know what we've got. However, difficult to plan because of our boom-bust economy. In the Platte Valley, there are limited houses for sale and very few rentals. Sites are available but buildout not economically feasible. There are many affordable lots for sale (in the \$7-\$15,000 range), that are close to schools and electricity, but have not been bought up. Which ties back to the need to get pay wages at a higher income level.

F. FOLLOW-UP

1. Check with Steve Skordas, Arch of Hanna on status of coal mine, future possibilities.
2. Check on Forest Plan update.

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