

SUMMARY

Roundtable Proceedings

September 8 - 10, 1985

UCROSS FOUNDATION

"Community and Business
Development in Wyoming"

With Grateful Acknowledgement

To Martha Thomas
for the many hours volunteered
to record, review and assimilate
these Roundtable proceedings

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COMMUNITY AND BUSINESS DEVELOPMENT IN WYOMING
September 6 - 10, 1985

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WHAT DOES WYOMING HAVE/OFFER WHICH ENHANCES/PROMOTES COMMUNITY AND/OR IN-STATE BUSINESS DEVELOPMENT?

The most prominent contributions the State of Wyoming offers to community and in-state business development emerged as follows:

- abundant natural resources
such as water, minerals, oil, gas, and mineral by-products
which
promote industrial growth;
- a physical environment which provides a desirable quality of life, that includes
scenic beauty with clean air, open spaces and historical
significance, epitomized by the National Parks and
Historical Monuments, and
changing seasons which permit a variety of such
recreational opportunities as
winter sports, (hunting, skiing, sledding
snowmobiling) and
water sports (fishing, boating, rafting);
- a respect for law and order and
- high moral and spiritual standards.
This quality of life and beauty of physical environment are
natural attractions. Thus, tourism is an important and natural
secondary business which benefits Wyoming.
- a positive tax climate which promotes
low individual property taxes and
no corporate tax;

- a security provided by a state that is generously endowed with a permanent mineral trust fund;
- a diversely educated labor force with a dependable work ethic and a high level of productivity;
- an excellent educational system (highest in the country) in grades K-12;

Though not emphasized as basic to the development of community and in-state business, other areas discussed that were just as complementary for promoting a positive business climate were:

- : accessibility to governmental leaders because of fewer layers of state government;
- : accessibility provided by excellent rail transportation and the Interstate Highway system, especially the Southern Wyoming Transit Corridor (I-90);
- a well-developed physical infrastructure which includes such in-place amenities as sewers, water sources, highways and bridges;
- * adequately fixed financial institutions;
- adequate health care facilities such as hospitals, clinics and nursing homes;
- a sense of community promoted by the remoteness of locations;
- : enriching industrial and professional organizations such as the Stockgrowers Associations, Farm Bureau, and the Mining Association.

Areas for potential development beyond their present state also emerged:

- the development of Western Heritage through western history products and western historical information and places;
- the processing of specialty foods by the agricultural community;
- the development of small businesses, whose products are specifically tailored for Wyoming; and
- the further development of cultural activities in the visual and performing arts.

WHAT ARE THE SPECIFIC NEEDS/CONCERNS/GOALS WHICH, IF ADDRESSED CREATIVELY, MIGHT ENHANCE/PROMOTE THE HEALTH OF COMMUNITIES AND BUSINESSES OF WYOMING?

Two of the concerns which overwhelmingly emerged as needs for creatively promoting the health of communities and businesses in Wyoming were:

- the need for a mission statement about a long range plan for state investment strategy which would support state development. This could include networking between various economic development groups and the development of a state-wide marketing plan.
- the need to promote tourism in Wyoming. This could include spending more on tourism or re-evaluating the efficiency of present level spending, and a national promotional campaign about Wyoming which might include the development and marketing of specialty tours on railroads or rivers which re-create adventures of the Old West.
- training people in any given community to share with a captured audience the attractiveness found in other communities in the state.

However, other important and basic concerns focused on the needs

- to promote private and public sources of venture and equity capital financing,
- to publicize Wyoming's assets for other businesses besides tourism,
- for more leadership in the branches of state government (executive and legislative) in promoting businesses in-state,
- to expand higher educational opportunities,
- to clarify state water rights and access to public lands and the state land use policy,

- to promote communication and openness among communities which will
 reduce competition and increase co-operation among communities,
- for co-operative ventures in agricultural marketing and guide
 services in hunting and fishing,
- to establish specialty schools that promote
 military disciplines
 college preparatory curriculum
 operation of heavy machinery,
- to develop technological centers for information dealing with
 tourism
 real estate
 agriculture
 natural resources,
- to amend or re-structure the Constitution of Wyoming to permit a
 more knowledgeable, efficient, workable process for fostering
 businesses in Wyoming, and
- to target regional business development. Such businesses might
 include
 frozen food processing,
 warehouse distribution,
 publishing Western heritage information, and
 direct mailing.

WHAT ARE VERY SPECIFIC GOALS WHICH WITH GOAL PLANNING AND CO-OPERATION WOULD MAKE A CONTRIBUTION TO COMMUNITY/BUSINESS DEVELOPMENT IN WYOMING?

Several specific ideas for development emerged:

- the establishment of a "Smithsonian of the West". This would consist of historical information given through video tapes and tours conducted throughout the state;
- the establishment of such specialized schools as trade, tech, preparatory, and military;
- the creation and development of processing industries suitable for Wyoming;
- the promotion of Wyoming through national and in-state advertising;
- the development of the mineral industry as a tourist attraction
- the fostering of business ambassadors, who would promote not only tourist attractions in their local area but other areas across the state;
- the establishment of specialty breweries which produce a "Cowboy Cooler" or a "Wyoming Beer", using all home-grown products;
- the promotion of train rides between historical cities which include gourmet dining, wine tasting, and western adventure experiences;
- the national promotion of Wyoming with a "whisper campaign" which would increase the awareness of Wyoming across the country;
- the development of a National Energy Institute;
- the implementation of an ITC (Investment Tax Credit) on a dollar for dollar basis up to a predetermined amount of 2% of a company's severance tax obligation. Requires state legislative initiative. The ITC funds would be directed to a qualified venture capital fund.

- * the establishment of an Institute for Entrepreneurial Excellence;
- * the definition of relationships between and among economic interests
in the state;
- * the development of a state-wide information system of tourist
attractions using radio, signs, "touch and go" stations, which
describe routes to major attractions.

FOLLOWING ARE FOUR PLANS (GOALS) FOR ACTION.

VENTURE CAPITAL FUND

GOAL: The creation of a venture capital and/or an equity financing fund that would be an on-going commitment by the state of Wyoming.

COMMENTS: This commitment by the public would certainly include a definite identifiable role for the private sector also. It is even paramount that an advocacy position be taken in the public sector by the leaders of the state to insure the success of a private equity financing fund because of the complexities of the issue. The support of the governor and the Economic Development and Stabilization Board are vital for the maintenance of an adequate entrepreneurial environment.

An overview as to the process of this goal would include:

Stage I: in which the private sector would take the leadership of pulling together the initial capital venture fund and demonstrate through the professional management and its modeling that not only is this mechanism workable for the state of Wyoming, but that it is a most appropriate approach to economic development.

Stage II: which would advocate the creation of an Investment Credit Plan that would permit mineral companies to reserve a certain amount of their Severance Taxes in the form of credit for the purpose of making

contributions to equity financing funds or qualified
venture capital funds.

Leaders who should and would be involved in this effort are:

* from the public sector

the governor

the congressional delegation

the local economic directors

the Wyoming Economic Development and Stabilization
Board

Wyoming Economic Development Association.

* from the private sector

Chambers of Commerce

financial institutions such as banks and savings and
loans

utility companies

insurance companies

the media

transportation

individual businessmen.

Opposition may come from

*some legislators who would not consider directing

Severance Taxes into the private sector

*ultra-conservatives

*some entities in oil and gas

*ultra-environmentalists

*some philanthropic organizations or individuals who
compete for these funds.

Those who must be involved in the ultimate solution from the private sector are:

- energy companies
- small businesses (such as real estate and auto dealerships)
- retail businesses
- non-profits
- the Futures Project.

from the public sector are:

- the governor
- Economic Development and Stabilization Board
- Economic Development Board.

The First Step necessary to accomplish the goals (as stated earlier) requires the involvement of both the private and public sectors in Stages I and II.

The primary need is to explore the feasibility of this plan. This can be undertaken by:

- visiting other states to help determine the specific characteristics of a fund that would meet the unique needs of Wyoming
- identifying and establishing in-state a professional fund manager who could co-ordinate a networking for a large number of business plans and

provide a monitoring process on growth and
decision-making processes.

Private sector contacts consist of soliciting support from the
chief executive officers and/or the Board of Directors of major
corporations which do business in the state.

The right timing for this process is immediately. The first
step has already been undertaken and virtually completed.

At what setting should the process begin?

Stage I requires: public sector contacts around the state
with emphasis placed upon the members of
the newly-established Economic Development
and Stabilization Board and the Governor.

private sector contacts in- and
out-of-state with particular emphasis
placed upon the chief executive officers
and/or Board of Directors of corporations.

State II requires: A tremendous one-on-one lobbying process
with legislators in communities around the
state.

This sequenced order highlights the specific events leading to Stage I of the goal:

- endorsement by the governor and the Economic Development and Stabilization Board which would provide public advocacy for private initiative in the state;
- financial commitment from the private sector;
- establishment of a professionally managed private sector fund, and
- continued evaluation of portfolio companies.

Stage II of the goal highlights:

- continuation of the lobbying process. Legislators will probably not react until they have reviewed the collected data and statistics of Stage I, which indicates the success rate of capital venture funds;
- introduction of the Tax Credit Concept to the legislature, and, hopefully,
- the creation of other capital venture funds. This concept includes the idea of multiple capital venture funds in a longer-term process.

The time-frame process is as follows:

- identifying the private fund and beginning capitalization will take six months (that process is underway now);
- from capitalization of the private fund until the total funds are raised will take four months;

- lobbying the legislature for Stage II of the process requires a three year time period;
- to bring the first private funds to a conclusion with each successive fund repeating requires an eight year cycle. Each fund would be set up and operated on an eight year basis, and the overlapping funds would be examined on a continual basis;
- creation of an on-going climate for venture capital funds in the state. This would be a continuous, long-term process.

Assistants and gatekeepers

of the private sector would be:

- venture capital firms, who develop portfolios,
- a review board who would evaluate the firm's actions,
- an advisory committee for portfolio screening, and
- consultants.

of the public sector would be:

- the legislature, which would provide the public funds and monitor and evaluate the process.

With this method of supervision, the checks and balances system would be at work.

What can be done to assure the positive presence of these factors and persons?

- The support of the Economic Development and Stabilization Board is necessary along with the approval of the Governor. An especially important aspect would be to have an advocate in the Governor's office. Private monies committed to the system would also insure success.
- The checks and balances between the private sector and the public sector would enhance the process of getting monies to the proper people who are not receiving it at the present time.

Hindrances and how to neutralize those hindrances include:

- the complexity of the issue which requires the education of the advocates and general public interested in the process;
- the tension of partnership between the public and private sectors requires:
 - an understanding of self-interest,
 - an understanding of shared ownership,
 - a shared responsibility and accountability by both sectors, and
 - an initial demonstrated success of the first portfolio companies.

Anticipated results:

- if the four-month capital-raising process occurs, there is a probable 75% success rate for Stage I.
- if Stage I works, then Stage II has a projected 80 - 90% success rate, simply because there would be a track-record, a process, and a model already in place. The concrete-ness of Stage I would impact the success of Stage II.

The success of the formulation of this plan at this roundtable can be attributed to these facts:

- the directed thought processes of this roundtable complemented the complexity of this issue;
- a diversity of the group permitted informational input for realistic information, and
- several of the members had already worked on this type of project.

Do we go for it? YES!

The creation of a capital venture fund and/or an equity capital fund should be a high priority in the state of Wyoming because:

- it simply is not moral to expect the service industries to bear the continual brunt of a boom/bust situation every five or six years.
- This indicates the needs:
 - to achieve employment through diversification and
 - to develop employment opportunities outside the mineral extraction sector.

COMMENTS: Several facts need to be considered when thinking of diversification:

- There are economic forces which act upon Wyoming locally and at the national and international levels which cannot be controlled.
- To develop economically along traditional manufacturing lines is not possible because of Wyoming's location in relationship to the markets. The public transportation system provides reasonable market accessibility but the cost of transporting goods to market is relatively high.
wage per hour for the American labor force cannot compete with that of the labor forces of other countries.

- Although high-tech industries, as start-up companies require equity financing, they are, at the present time, in a high growth phase.
- To retain the youth of Wyoming, entrepreneurial opportunities need to be fostered.
- This adventure in venture capital funds and/or equity financing would permit what happens economically in Wyoming to be controlled from within the state.
- The energy industry is the pillar of Wyoming's economy. Quality of life is important to the natives of Wyoming, and, therefore, growth that is good, is growth which will maintain that quality of life.
- It is important to have multiple venture capital funds because venture capital managers' perspective of what is a wise investment differs greatly. One venture capitalist firm can, in total, only handle five to seven accounts until they mature. This allows the firm to pick up only one or two new accounts per year.
- Professional skills available to manage these funds are rare.

QUESTIONS: What would be the criteria for investors or new business ventures?

Private venture capital funds would be 100% Wyoming-based, job creation should be a high priority, jobs cannot be bought, but must be created, and successful companies in business a long time create jobs.

Anticipated problems could center about two main issues:

- 1) If the Severance Tax is used for this fund, much competition may result from users of ear-marked funds already in place.
- 2) When public dollars are used, some questions dealing with job creation, assistance to minorities, and social concerns will arise.

TOURISM

GOAL: To promote tourism with a "Smithsonian of the West", using concepts which would interpret Wyoming heritage with "hands on" experiences for both in-state and out-of-state people.

This non-profit organization could promote a network for the tourist industry.

Leaders in this effort could be

Representatives, from each of the 23 counties whose livelihood is made in the travel industry, appointed by the County Commissioners. The members of this Travel Gateway Committee could be composed of people from:

the Travel Commission	Wyoming Assoc. of Municipalities
City Government and local officials	State Recreation Commission
Historical societies	Wyoming Council for the Humanities
Legislators	Civic centers
the Executive branch of government	Museums and libraries
County Commissioners Association	Hotel/Motel Association
	Travel agents
	Airport officials

Opposition is anticipated from:

organizations of the state and/or private sector who would be in competition for funds, or federal land control groups who determine the usage of federal lands.

Participants would consist of people who are interested in promoting Wyoming as a historical center and believe that these interests can captivate the traveling public. People such as:

- politicians
- leaders of the state
- captains of the private sector
- travel/tourism business, and
- historical societies.

The first step will be to send an open letter of invitation to all parties interested in this concept.

This process should begin as soon as possible and be in an operational mode by the time of the Wyoming Centennial.

The process should be introduced

- on October 19th at the Casper/Futures meeting.
- at the Governor's Annual Conference on Travel/Tourism
- in Cheyenne at the Management Council.

The steps leading to this goal include:

- an attitude of salesmanship based upon the "Disney" show concept. This might include a show at the historical site which would re-create the actual happenings of that setting.
- an open letter of invitation which would generate interest and sell the idea.

- the formation of a Board which would
draft a plan for action and
decide how best to fund the project.

The time-frame would be three to four years and the target date for the grand opening would be the Wyoming Centennial.

People who can enhance this process might include:

- from the public sector
state legislators
federal governmental agencies
local governments
- from the private sector '
Wyoming Heritage Society
Petroleum Association
Mining Association
foundations
private businesses
corporate contributions
religious denominations

How can financial resources be raised?

- from active participants
- the legislature
- the Governor
- captains of corporate companies.

Hindrances might come from:

- trying to co-ordinate 23 counties into a common understanding and acceptance,
- negative thinkers, who perceive that Wyoming has nothing to share with others and that this idea is a waste of time and money, and
- some senior groups who are suspicious of growth or change.

To build an alliance across the state, it is necessary to:

- build a strong, grass-roots level of support which requires the involvement of the general public,
- have state-wide participation including the three branches of state government, and
- have small and large businesses 100% behind the project.

This project can be successful:

- if the citizens want to enhance the overall travel, tourism and historical advantages in Wyoming,
- if there is improvement in the ways to market Wyoming historical and recreational opportunities, and
- if Wyoming people will sell the underdeveloped natural resources of cowboy history and Indian folklore dramatically to meet the demand for the products of the West - namely the Old West of the Frontier.

COMMENTS: Although this is a challenging idea, a task force of believing citizens could make this workable.

Some subjects which offer this type of natural development are:

travel gateways of 1-90, 1-80, and 1-25

historical sites

travel

events

the mineral industry

oil derricks

coal mines

geological sites

QUESTION: What type of competition would this project offered to the proposed archives Building in Laramie?

EXAMPLE

Johnson and Sheridan Counties

This is an outline of a proposal aimed at increasing the economic outlook for two counties, Johnson and Sheridan, both located in the north central part of the state.

This plan is based on three premises. First, that we must have something to provide economic stability while we seek future economic development. Second, that tourism is an established economic reality that has been neglected, but could be a stabilizer while we seek other opportunities. Third, that the counties of Johnson and Sheridan, if co-operation can be developed and a plan enthusiastically promoted, have enough to jointly provide an attractive vacation destination.

Between them, Sheridan and Johnson counties possess enough to adequately represent almost every era of Western American history. From Indian wars to range wars, it happened here. From exploitation by the railroads. Sod busting to coal mining, we have seen it all. Old forts, hideouts and battlesites dot these two counties from one end to the other. Yet, both counties, rather than promoting the area together, as the historical bonanza that it is, compete to be the "gateway to Yellowstone", relying on tourists destined for other attractions. Little attempt is made to attract people to this area for what it has to offer. Little or no co-operation is evident. So, while these two bordering counties bash each other, Cody and Jackson reap the benefits of our inability to organize and promote a very viable commodity. This is a mistake.

The historical occurrences that have taken place in this area did so without regard to county boundaries. The promotion of the area should do the same. By co-operating in the promotion of the area, these two counties can streamline their efforts and provide a very viable vacation destination to even the casual observer of Western American history. As it is now, each has only half of the sites and events to attract people and can expect only half the benefits of a robust, actively promoted tourist trade.

Although this plan should be considered as a year-round course of action, perhaps one month during the summer can be dedicated to the plan. During this month, concentration on efforts to provide activities and atmosphere that glorify our history would be encouraged. Rodeos and gunfights could be staged. Private tours and seminars could be planned.

OUTLINE

Johnson - Sheridan County Joint Tourism Promotion

- A. Audit of counties' historical sites made
 - 1.) Interrelationship of counties determined
 - 2.) Areas of interrelationship identified and promoted
 - a) Indian history
 - b) Outlaw history
 - c) Soldier history
 - d) Railroad history
 - e) Rustler-rancher history
- B. Establish joint county committee to:
 - 1.) solidify co-operation
 - 2.) act as clearing house for ideas
 - 3.) determine policy for ideas
 - 4.) seek individuals and groups that will aid in promotion - e.g. Drum and Bugle Corp
 - 5.) centralize activities
- C. Promotion
 - 1.) Raising money
 - a) concession licensing at historical sites
 - b) seek grants from travel commission
 - c) possibly to create cottage industry to sell "made in Wyoming" souvenirs
 - d) fees for tours
 - 2.) Where
 - a) magazines put out by oil companies, airlines, etc.
 - b) new pamphlets drawn up describing the area
 - c) investigate groups oriented towards Western history

This vague outline, along with the map and list of historic locations, are just that. While serious attempts were made to provide accuracy, final details and a complete list of sites were not. Rather, it was hoped that this plan will evoke imaginations and serious consideration for a joint effort by these counties to address common problems and solutions.

KAYCEE AREA

- location of many ranches established by European nobility
- Hole in Wall - prominent outlaw hideout
- on route of ranchers who participated in Johnson County war
- Fort Reno - established to guard Bozeman Trail
- still active ranch and cowboy area

BUFFALO AREA

- location of Occidental Hotel - "where the Virginian got his man"
- Fort McKenzie
- staging area - Johnson County war
- terminal for narrow gauge railroad
- CX ranch

SOUTH SHERIDAN - NORTH JOHNSON COUNTY AREA

- Fort Phil Kearney - built to protect Bozeman Trail
- site of Fetterman Massacre
- site of Wagon Box fight
- Lake DeSmet - western historical religious significance
- route of Bozeman Trail
- Red Cloud/Indian wars

SHERIDAN AREA

- staging area for Crook during Custer's campaign
- Trail's End - Kendrick mansion
- Railhead for C B & Q (Chicago, Burlington & Quincy) in 1892
- Bradford Brinton ranch
- Sheridan Inn - Buffalo Bill

Also Should Be Noted:

- Big Horn Mountains - Indian hunting area
- Prospecting for gold and tie flume

Route 14 - 16, a "Blue Highway" of America, former mainroad for going to Yellowstone Park from eastern U.S.; now made up of dying towns and abandoned travel facilities. Also parallels old C B & Q railroad.

WYOMING WHISPER CAMPAIGN

GOAL: To raise the national level of awareness of Wyoming through an advertising campaign entitled the "Whisper" campaign which emphasizes "Wyoming: the Best Kept Secret".

Sub goal:

To involve local communities in the development of the campaign, and

To promote a unified effort across the state which would dispel regional competition.

COMMENTS: There is no one answer to the economic dilemma of Wyoming. It takes innovative concepts like venture capital programs and individuals with vision who create visual experience for historical Wyoming to demonstrate that there is no one best direction to take for a solution to economic development.

Across this country and, indeed, across the oceans, there is a misconception of what Wyoming is and about her quality of life.

There is a need

to change the perception of Wyoming, and

to raise the consciousness of others as to what Wyoming may offer in terms of

a quality of life,

a place to work, or

to be entrepreneurial,

to raise a family, or

to enjoy clean air.

A second problem is the existence of a spirit of parochialism within the the state. That is the spirit which fosters a prejudice and creates a regional competition among the citizens.

This spirit will not allow a good experience in one part of the state to permeate and create a sense of community and pride for the whole state. Therefore, there is a need

to unite the citizens through a common goal of state-wide benefit.

Promotional ideas which will,benefit Wyoming must begin at the top. Wyoming is a business and her citizens are all stockholders. The Board of Directors consists of the top five elected state officials and the chairman of that board is the Governor. These officials must react to their stockholders by involving them through committees of citizenry such as the County Commissions and City Councils.

Leaders in the effort should be

local communities
the state government
the Travel Commission and
private and public sector.

Opposition might arise from
environmentalists
conservationists
the disenfranchised
budget conservatives and
some hunters and fisherman.

Those involved in the ultimate solution might be
agriculturalists
the legislature
the top five elected officials and
the executive branch.

The first step in initial notification and organization should
include

the Governor
the top five elected officials
the travel and recreation people and
the Economic and Stabilization Board.

The process should begin immediately. The first four to six
weeks should be spent in goal setting, which should
involve professional consultation to assure a professional
advertising product.

A measurement of the results of the "Whisper Campaign" could be
polled by making random phone calls throughout the nation

and simply asking "What do you think of when you hear the word 'whisper'?".

An increase in sales tax revenues would be another measurement.

However, it would take at least five years before a realistic impact could be measured.

The funding required would include

\$250,000 to develop the ideas, and another

\$250,000 to develop the product in terms of the actual

media and visual product and the national advertising time.

The "kick off" date for the "Whisper Campaign" would be

January, 1987.

Intermediary steps would include

- legislative funding support
- private sector involvement during January - March, 1987, just before the tourist season begins.

The assurance of a positive presence can be obtained

- through a sense of ownership in the ad by communities who buy into it
- by developing excitement about the idea
- by the accumulation of adequate funding through legislative appropriation
special interest group contributions and
matching grants.

Pacific Power and Light is now engaged in a similar idea with the state to advertise Wyoming.

The anticipated results would contribute to economic stability and success, since no similar effort has been tried to date.

COMMENTS: A series of steps would be needed before the actual dollar results could be measurably felt in the state.

These steps include

- insuring that the message gets before the people who might want to visit Wyoming
- do these people, in fact, receive that message?
- do they remember it? and
- do they take action on it.

This is the level at which the dollar figure becomes measurable.

Ideas for getting information about local areas to tourist include

maps of areas with available sights and tapes for particular state areas.

TOP SECRET

WYOMING
AMERICA'S BEST KEPT
SECRET

WYOMING ECONOMIC DEVELOPMENT CO-ORDINATION PLAN

GOALS: To establish an organization or a process which would prepare an analysis of existing state, regional and local economic development entities and co-ordinate their efforts on a state-wide basis.*

*This is not an organizational chart but a co-ordination plan.

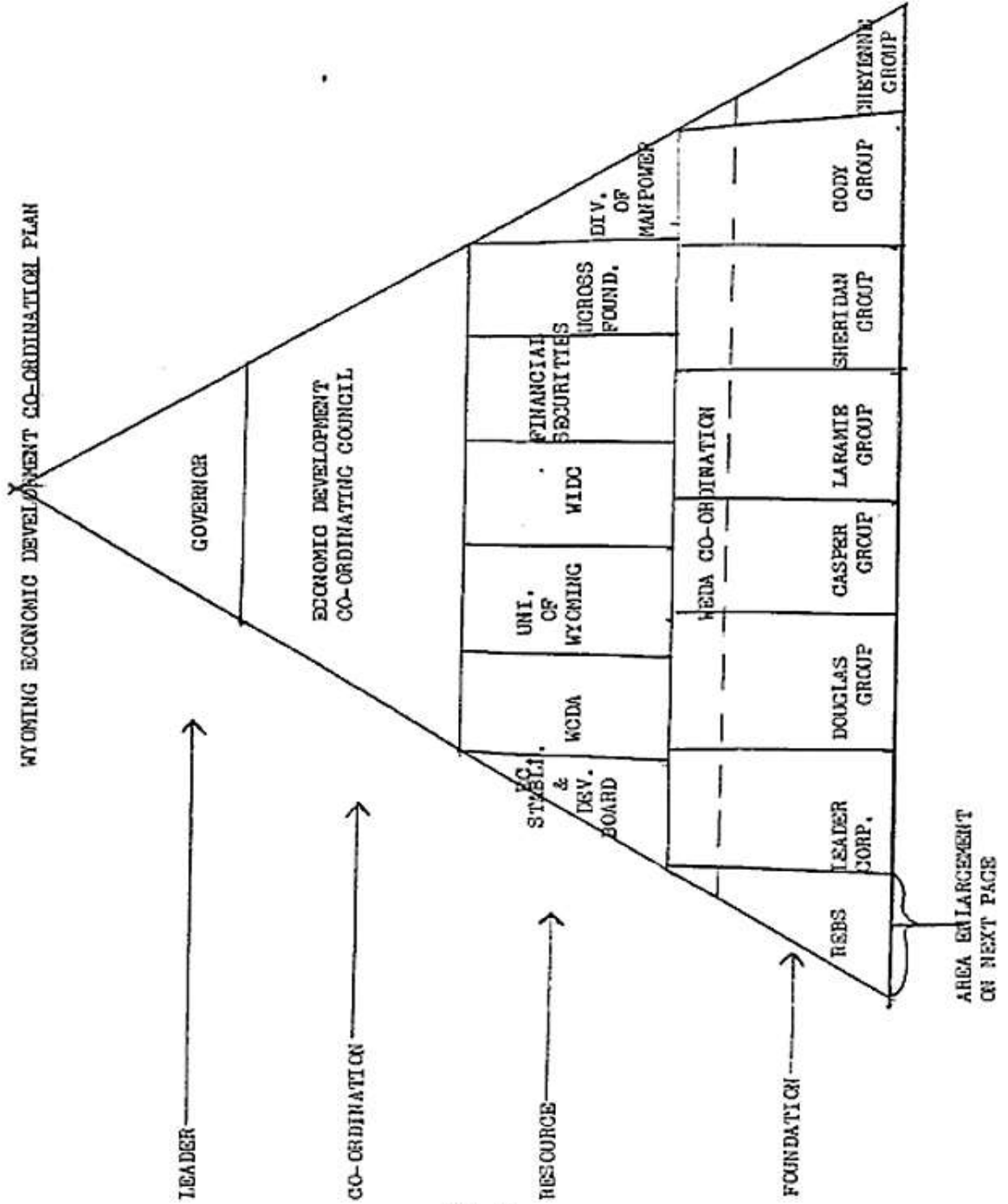
The leaders must be

- the Governor whose
- implementary arm would be the Economic Development Co-ordination Council.

The participants and proponents of these systems would be

- economic foundation groups
 - of various cities
 - of leading corporations, and
- economic resource groups such as
 - the Economic Development and Stabilization Board
 - Wyoming Community Development Association
 - University of Wyoming
 - Wyoming Industrial Development Corporation
 - financial securities organizations
 - private foundations, and
 - Division of Manpower.

WYOMING ECONOMIC DEVELOPMENT CO-ORDINATIONAL PLAN



RIVERTON ECONOMIC BETTERMENT ORGANIZATIONAL CHART

REBs (Coordinating Council)
<p>Harmon Watt - Community at Large Bob Peck - Community at Large Dennis Tippetts - Idea, Inc. James Soumas - City of Riverton Richard Bennett - Chamber of Commerce</p> <p>Purpose - Provide the overall coordination for economic development efforts within the Community</p>

(32.2)

IDEA, INC	CITY OF RIVERTON	CHAMBER OF COMMERCE	COMMUNITY RESOURCE PEOPLE
<p>Stan Snalley - Pres. Phil Robbins - V. Pres. Dawn Hawley - Sec. Dennis Tippetts - Treas. Bob Woodward - Asst. Sec/Trs</p> <p>Purpose - Provide financial resource support for economic development and to serve as the corporate vehicle for the application and administration of grants and other capital when required.</p>	<p>Mayor James Soumas Bill Peterson - Economic Development Coordinator</p> <p>Purpose - Provide administrative and staff support in the form of telephones, office space, clerical help and staff personnel to receive inquiries and package economic development proposals. Maintain lists of available land and buildings that are available thru bank, government entities and individuals.</p>	<p>Richard Bennett - Pres. Gary Mers - Manager</p> <p>Purpose - Provide the public relations materials from the community as well as updated demography. Coordinate with CnC and other public agencies in the updating of video, brochures, etc. about the community.</p>	<p>The Hundreds of Supporters</p> <p>Purpose - Provide the technical expertise to evaluate specific proposals; visit prospective companies; assist in the raising of venture capital. Task forces of specific individuals will be recruited for each specific project.</p>

Co-ordination between these foundation and resource groups is a necessity for maximum efficiency in development across the state.

Unknowns in the development of this co-ordination are

- those who will oppose. Certainly, each group will want to protect its territory.
- those who will support without bias.

The first step to be taken which will begin the process is

- to gain the support and consensus of the group present at the Business Roundtable meeting in the loft of the Ucross Foundation.

Essence of events leading to the goals:

- (1) passage by the Ucross Business Roundtable;
- (2) presentation of the idea to the various individuals and leaders of the resource groups on a one-to-one basis; and
- (3) co-operatively present the idea to the Governor.

The logical completion of each step is:

Step 1: Completed this morning (September 10, 1985).

Step 2: By September 30, 1985.

Sept 3: By October 15, 1985.

Immediate action and results can follow because the process doesn't involve public funding.

Who are the people who can support this idea and enhance its success?

economic development groups under
the co-ordination of Wyoming Economic Development
Association.

The gatekeepers are the successful consultants (Roundtables)
who developed this idea from the discussions of the past
two days.

Dollars for operational funds could come from the state funds
allocated to Department of Planning and Development.

The influences for success will come from the foundation
support as named on the chart.

A hindrance to this process could arise from any groups or
individual at any level who acquires a misconception of the
idea.

A possible compromise in the co-ordination plan might arise
when consideration is being given as to who should be in the
co-ordination role and who should be in the resource role.

It is important that the people and organizations at the foundation level can have a central location/group with whom they can consult.

This idea can be successful because it is
logical
saleable and
makes sense that we have co-ordination throughout the
state.

QUESTIONS: What would be the composition of the co-ordinating council?
Do you believe the funding is there, but we are not
co-ordinated enough to use it efficiently?
Where are ideas going to go which emerge from such a group as
this?
Why does the Governor have to be the leader?
Is the leadership role in such a process limited to the
Governor only?

APPENDIX

This paper was presented
to the Roundtable on Community/Business Development
and the participants agreed
that it should be included in the proceedings.

The Cadiz Corporation is interested in several water developments across the northern part of the state. Water storage is an important issue in the state, and most storage has been put on hold because Wyoming law only allows storage for beneficial use. Water storage for future uses is not considered a benefit. With a change in Wyoming law that would classify storage for recreation as a beneficial use, the spin-off benefits would be colossal.

All water in eastern and northeastern Wyoming eventually flows to the Missouri River and then to the Mississippi. To control flooding, Army Corps of Engineers, in concert with the Bureau of Reclamation, have built a series of dams in South Dakota and Montana that collectively store 74.5 million acre feet of water. Not only do they mitigate the impact of flooding, they preserve the integrity of the rivers' flow.

It has been conjectured that, if not a drop of rain fell in the upper Missouri drainage, these reservoirs would provide average flows at St. Louis for a period of three years. (It is approximately 960 miles from Gavins Point, South Dakota, to Fort Peck, Montana.) Cadiz does not propose a reservoir system of this scope, but, as a model, it represents some ideas that can help preserve the integrity of stream flow in many of the different streams.

Availability of water is one of the most important factors in any community or states' development and growth. Throughout history, water has played an important role in the development of cultures and the exchange of goods and ideas. The same is true today: for without adequate water supplies, no community can long survive. Industry requires water for its needs in the production of its goods; but at least an equal amount of water is needed to service the domestic needs of the work force and the services that develop to provide for that work force.

It is a geologic fact that underground aquifers can be depleted. Adequate evidence exists, particularly in the western United States, that water tables can drop and, in fact, dry up. The recharge of these aquifers can be accomplished, but it is a slow process. Vast reservoirs of underground water may have been recharging themselves for centuries; yet in the last 40 years, water levels in these underground aquifers have dropped by from 50 to 350 feet.

As our nation's population continues to grow, the demand for water from underground sources will become critical. The urbanization of the western states will eventually be dictated by the demands for water. It will be needed for domestic, municipal, agricultural and recreational use, not necessarily in that order.

Cadiz's master plan is to store surplus water along stream segments that will meet all of these criteria. First, we envision high mountain storage that will enhance and augment stream flows before it reaches municipalities. Storage of this type does not need to be huge. Reservoir sizes from 2500 acre feet up on the smaller streams will double the benefits of a stream that normally flows 20 cubic feet but has flood flows in excess of 200 cubic feet for a short period of time when the water is not needed.

It may be possible to build several of these smaller reservoirs on a single stream segment, each reservoir designed to store surplus water during flood periods for release during the dry summer months. With this type of water management, it is conceivable to install low-head hydropower for the production of electricity to fuel such industries as may choose to evolve in the area.

Then, high mountain storage will accomplish five of the criteria mentioned above: recreation, stream flow, adequate supplies for municipalities (reasonably priced), clean power, and stable stream flows for agriculture.

The second stage is downstream storage of surplus water. We will have used the water five times already, but thus far, we have not consumed and, with the possible exception of that which is used to water the lawn. Downstream sites will repeat the process of multiple use, storing water from flood flows and releasing it in a more timely fashion for use by municipal, domestic, agricultural and industrial needs.' The by-product is flatland water recreation, fish and wildlife habitat, and, of course, at each storage site, the production of cheap electric power. Industries that consume water should only be encouraged at the furthest reaches of a watershed. No industry should consume water before the water has been used at least several times, and then only if the stored water is equal to five times the amount to be consumed from that drainage.

Unquestionably, this is an ambitious and expensive idea, and under today's water law, it is improbable to expect industry to plan for the distant future when they must meet today's criteria of "within five years, water must be put to beneficial use". However, if storage and recreation could be classified as beneficial use, planning and construction of reservoirs in conjunction with state participation could become a reality in a very short period of time.

Yet, this is not a crash program that must be hurried. There will be time to adequately assess environmental impacts, provide necessary safeguards and do the job right. Changing criteria for beneficial use may well be one of the most important considerations for Wyoming's future!

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